

# ACHIEVEMENTS AND OBJECTIVES

This section focuses on Minebea's environmental achievements and objectives in fiscal 2006 and objectives for fiscal 2007. For detailed information and specific examples, please refer to the page(s) indicated in the right column.

## Products

Objectives for Fiscal 2006	Achievements in Fiscal 2006	Objectives for Fiscal 2007	Page
<b>Reduction or Elimination of Hazardous Chemical Substances in Products</b> <ol style="list-style-type: none"> <li>1. Achieve RoHS compliance for all products (except certain special components)</li> <li>2. Eliminate hexavalent chromium in automotive fasteners: Promote elimination in line with customer specifications</li> <li>3. Promote non-PVC coating materials for speaker boxes</li> </ol>	<ol style="list-style-type: none"> <li>1. Achieve RoHS compliance for all products (except certain special components): Achieved in March 2006</li> <li>2. Eliminate hexavalent chromium in automotive fasteners: Achieved for approximately 80% of products; remainder behind schedule owing to customer specifications</li> <li>3. Promote non-PVC coating materials for speaker boxes: Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Enforce management to ensure continued RoHS compliance for all products (except certain special components)</li> <li>2. Eliminate hexavalent chromium in automotive fasteners: Promote elimination in line with customer specifications</li> <li>3. Promote non-PVC coating materials for speaker boxes</li> </ol>	14
<b>Reduction of Energy Consumption/Contribution to Prevention of Global Warming</b> Ongoing	<ol style="list-style-type: none"> <li>1. Developed a vibration motor that offers reduced power consumption and uses fewer environmentally damaging substances</li> <li>2. Developed a DC motor that delivers high efficiency and uses fewer environmentally damaging substances</li> </ol>	Ongoing	15

## Procurement

Objectives for Fiscal 2006	Achievements in Fiscal 2006	Objectives for Fiscal 2007	Page
<b>Green Procurement</b> Promote ongoing implementation of green procurement	<ol style="list-style-type: none"> <li>1. Published <i>Minebea Group Green Procurement Standard, 2nd Edition</i></li> <li>2. Held green procurement presentations at principal procurement bases</li> </ol>	Promote ongoing implementation of green procurement	16 17

## Distribution

Objectives for Fiscal 2006	Achievements in Fiscal 2006	Objectives for Fiscal 2007	Page
<b>Environmentally Sound Distribution</b> <ol style="list-style-type: none"> <li>1. Expand use of energy-efficient distribution methods</li> <li>2. Use packaging materials with minimal negative environmental impact</li> </ol>	<ol style="list-style-type: none"> <li>1. Continued to promote use of energy-efficient distribution methods</li> <li>2. Introduced pallets made of paper products</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to promote use of energy-efficient distribution methods</li> <li>2. Improve packaging materials and transport methods</li> </ol>	18

Note: The objectives presented herein were formulated based on certain assumptions. Please note that the Company's actual performance may vary significantly from any particular objective, owing to various factors. Persons interested in transactions with Minebea are advised to contact the appropriate person in charge in advance.



Objectives for Fiscal 2006	Achievements in Fiscal 2006	Objectives for Fiscal 2007	Page
<b>Rehabilitation of Contaminated Soil and Groundwater</b> 1. Observe environmental laws and regulations 2. Continue to implement measures at plant sites found to be contaminated	1. Continued to take steps to resolve contamination caused by chlorinated organic solvents 2. Greatly reduced concentrations of contaminants in soil at Karuizawa and Fujisawa plants and site of former Ichinoseki Plant	1. Observe environmental laws and regulations 2. Continue to implement measures at plant sites found to be contaminated	22
<b>Prevention of Damage to the Ozone Layer</b> Switch to air conditioners that do not use ODSs when installing new or replacing existing units	Number of units switched: 1	Number of units scheduled to be switched: 9 Switch to air conditioners that do not use ODSs when installing new or replacing existing units	—
<b>Promotion of “3R” Compatibility for Waste</b> Reduce the total waste output 15% from the fiscal 2003 level by March 2006	Reduced disposal of waste as landfill: Fiscal 2005 volume: 4,869 tons Fiscal 2006 volume: 4,240 tons (-13%)	Reduce the total waste output 10% from the fiscal 2006 level by June 2009	7
<b>Prevention of Water Contamination</b> Observe environmental laws and regulations	1. Japan: All plants have brought contamination below levels stipulated by local laws and regulations 2. Thailand: All plants have brought contamination below levels stipulated by local laws and regulations 3. China: All plants have brought contamination below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
<b>Prevention of Air Pollution</b> Observe environmental laws and regulations	Japan: All plants were below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
<b>Reduction of Energy Consumption/Contribution to Prevention of Global Warming</b> Lower energy consumption (per unit of production) 1% annually	1. Total energy consumption at plants worldwide: Fiscal 2005: 804,435,000 kWh Fiscal 2006: 813,003,000 kWh Note: Although consumption of electricity rose approximately 1.1% from fiscal 2005, CO <sub>2</sub> emissions declined approximately 0.5%. 2. Purchased green power 3. Implemented measures to lower energy consumption Examples: • Switched to compressors with inverters • Introduced free cooling 4. Promoted greening of plants 5. Changed fuels used • Replaced LPG with city gas	Lower energy consumption (per unit of production) 1% annually	7 19
<b>Management of Chemical Substances</b> 1. Expand use of MMDB-II 2. Commence use of English-language version of MMDB-II 3. Commence use of XRF spectroscopes to detect presence of substances banned under the RoHS directive Note: MMDB-II is a chemical substance management database.	1. Commenced use of MMDB-II 2. Commenced use of English-language version of MMDB-II 3. Commenced use of XRF spectroscopes to detect presence of substances banned under the RoHS directive: Introduced four XRF spectroscopes	1. Expand use of MMDB-II 2. Expand use of English-language version of MMDB-II 3. Step up use of XRF spectroscopes to detect presence of substances banned under the RoHS directive	— 22
<b>Establishment of Pollution Patrol Programs</b> 1. Continue to implement and improve regular patrols 2. Conduct regular audits of waste processing service providers	1. Implemented environmental patrols covering plants as well as surrounding areas 2. Conducted regular audits of waste processing service providers	1. Continue to implement and improve regular patrols 2. Conduct regular audits of waste processing service providers	27 21

## Other Areas

	Objectives for Fiscal 2006	Achievements in Fiscal 2006	Objectives for Fiscal 2007	Page
<b>Education</b>	<b>New employees</b> Ongoing	Implemented environmental education programs for new recruits	Ongoing	23
	<b>In-house training (internal auditors)</b> Ongoing	Implemented training programs for internal environmental auditors: Fiscal 2006: 22 in Japan (cumulative total: 163)	Ongoing	23
	<b>Basic employee education</b> Ongoing	Provided regular environmental education for all employees	Ongoing	—
	<b>Emergency response training</b> Ongoing	Implemented fire and oil leak drills	Ongoing	—
<b>Environmental Communications</b>	<b>Present information on environmental protection efforts</b> Publish <i>Minebea Group Environmental Report</i>	1. Presented information on environmental protection efforts on the Minebea web site 2. Published <i>Minebea Group Environmental Report 2005</i>	Publish <i>Minebea Group Environmental Report</i>	24
	<b>Communication with local communities</b> Continue to communicate with local communities	1. Organized clean-up programs around plant sites 2. Distributed the <i>Minebea Group Environmental Report 2005</i> to local authorities and participants in plant tours	Ongoing	25 —
<b>Community Activities</b>	<b>Clean-up programs</b> Ongoing	Organized clean-up programs around plant sites	Ongoing	27
	<b>Tree-planting/Greening of plants</b> Ongoing	Implemented/participated in programs at plants and sales offices	Ongoing	27
	<b>Support for local environmental protection efforts</b> Provide support for local environmental protection efforts	Implemented/participated in programs at plants and sales offices	Ongoing	—
	<b>Environmental protection fund</b> Continue to use fund to assist local environmental protection activities Shanghai–Minebea Lake Dianshan-hu Environmental Protection Fund (Established April 1, 1996): Rmb11.0 million (approx. ¥162.0 million)	Used fund to assist local environmental protection activities: • Undertook river dredging project	Continue to use fund to assist local environmental protection activities	26