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Representative Director,
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Even our most casual, inadvertent action can have a significant negative impact on the environment. The following is an excerpt from the July 13, 2007, edition of the *Mainichi Shimbun*:

"It has been learned that the practice of climbers writing commemorative messages at the summit of Mt. Fuji using rocks to form characters and letters—known as *ishimoji*, or "rock messages"—is damaging to mosses that grow there. The Ministry of the Environment, which is responsible for monitoring the situation, has made up posters and pamphlets urging an end to the practice. These have been distributed to all mountain huts in Yamanashi and Shizuoka prefectures, launching a campaign to educate the public. According to Professor Takehiro Masuzawa of the Faculty of Science at Shizuoka University and an expert on Mt. Fuji, approximately 20 different mosses are known to grow in the gravelly area at the summit. Moving the gravel rocks, he says, impedes moss growth and, it is feared, will thus harm the plant life in this harsh setting."

The implication of this article is that we should pay attention to the impact of such unconscious actions when we strive to address environmental issues. I firmly believe that environmental preservation efforts should begin with taking greater care in our own lives. Minebea recognizes environmental protection as a key management goal. We have created an internal organization to oversee related efforts and formulated an environmental policy, based on an unwavering philosophy, to ensure the consistency of such efforts regardless of location or country. Efforts to address environmental issues

will not yield results overnight. Minebea will continue to view environmental stewardship as an ongoing, long-term commitment. At the same time, the companies of the Minebea Group will work with customers, suppliers and subcontractors, and local communities to implement carefully planned, coordinated efforts. We look forward to your ongoing support.

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Representative Director,
President and Chief Executive Officer



Akihiro Hirao
Director, Senior Managing Officer,
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Companies bear an increasingly major responsibility in the effort to halt global warming and preserve the environment. One of the processes in the manufacture of Minebea's mainstay bearings and other machined components, as well as its electronic devices and components, that has a particularly significant impact on the environment is washing. The use of chlorofluorocarbons—recognized as a key contributor to the destruction of the ozone layer—was prohibited not so long ago, but until then chlorofluorocarbons were seen as the safest, most effective cleaning agent available, because they are difficult to ignite and are excellent at breaking down oily substances. Today, all high-precision Minebea products are, as a rule, cleaned using purified water, which is subsequently recycled and reused. Underscored by the fact that it is also used in the fabrication of semiconductors, purified water is suited for cleaning precision components. However, the use of purified water requires that oily substances be removed during the multi-stage pre-cleaning process. This continues to present several problems. Developing cleaning systems that deliver outstanding cleaning capabilities and minimal environmental impact is thus a key focus for us, and we make our achievements and technologies publicly available so that they can also be used by other companies. In fiscal 2007, we saw significant advances in the area of cleaning technologies. Moreover, with the aim of realizing an entirely new concept in production facilities, we developed and conducted verification tests on innovative production equipment that—given our products are primarily small and miniature components—is not only compact and requires minimal space but also uses significantly less energy, even in air conditioning,

than conventional equipment.

Environmental preservation is an unassuming theme, but we believe firmly that it is an area in which diligence will yield results and, by extension, enable us to contribute to society.

Akihiro Hirao
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