

“Kaguya”, a satellite orbiting the moon is carrying out lunar exploration, which is said to be the greatest lunar exploration since Apollo space programs. Image data of the earth filmed with hi-vision camera was sent from the “Kaguya”. The beautiful image, the blue earth with white clouds under the rays of the sun, mesmerized me. It seemed to me that the beautiful earth rising from the horizon of the moon was sending a message to us. We all live on the beautiful earth. And it is our responsibility to commit ourselves to preserve the beautiful earth.

As environmental damage increases and need for environmental preservation grows, I believe that all of us, as well as any organization, must develop a positive consciousness to preserve the beautiful earth.

Minebea recognizes environment protection as a key management goal. We have strived to minimize negative impact on environment through business activities for long. We have issued Environmental Reports since 2003 to disclose our activities to protect environment. This Environment Report is the sixth edition.

We will continue to view environmental stewardship as an everlasting commitment and address the environmental issues based on an unwavering philosophy. We look forward to your ongoing support.



A handwritten signature in black ink that reads "T. Yamagishi".

**Takayuki Yamagishi**  
**Representative Director,**  
**President and Chief Executive Officer**

The epoch-making landmark agreement created during the Toyako summit that every country will cut emissions of carbon dioxide in half by the year 2050 also implies increasing seriousness of the world environment.

Minebea has tried to decrease amount of energy used as well as carbon dioxide emission from various aspects. We built a factory of ballbearing parts for cutting and heat treating process and started operation in May, 2008, which is a culmination of energy-saving technologies we have accumulated. We decreased the amount of energy for utility, including energy for air conditioning, lighting, cooling water and air, by as much as 40% as planned. However, we still have much to do to save energy used during machining operation including energy for machines.

Many of our products are machined while parts are cut and grinded, and we have been making thorough efforts in minimizing waste, scrap and working time in order to decrease environmental burden as well as manufacturing cost. Positive use of pipe material is an example of our efforts.

Talking about consumer appetite, I believe it is difficult to appeal to customers by just releasing new products. Needs for products that can be used safely for a long time are gradually increasing. We will devote every effort so that our components will help realize such products and will be highly praised.



A handwritten signature in black ink that reads "Akihiro Hirao".

**Akihiro Hirao** Director  
**Senior Managing Officer,**  
**Officer in Charge of Environmental Preservation**