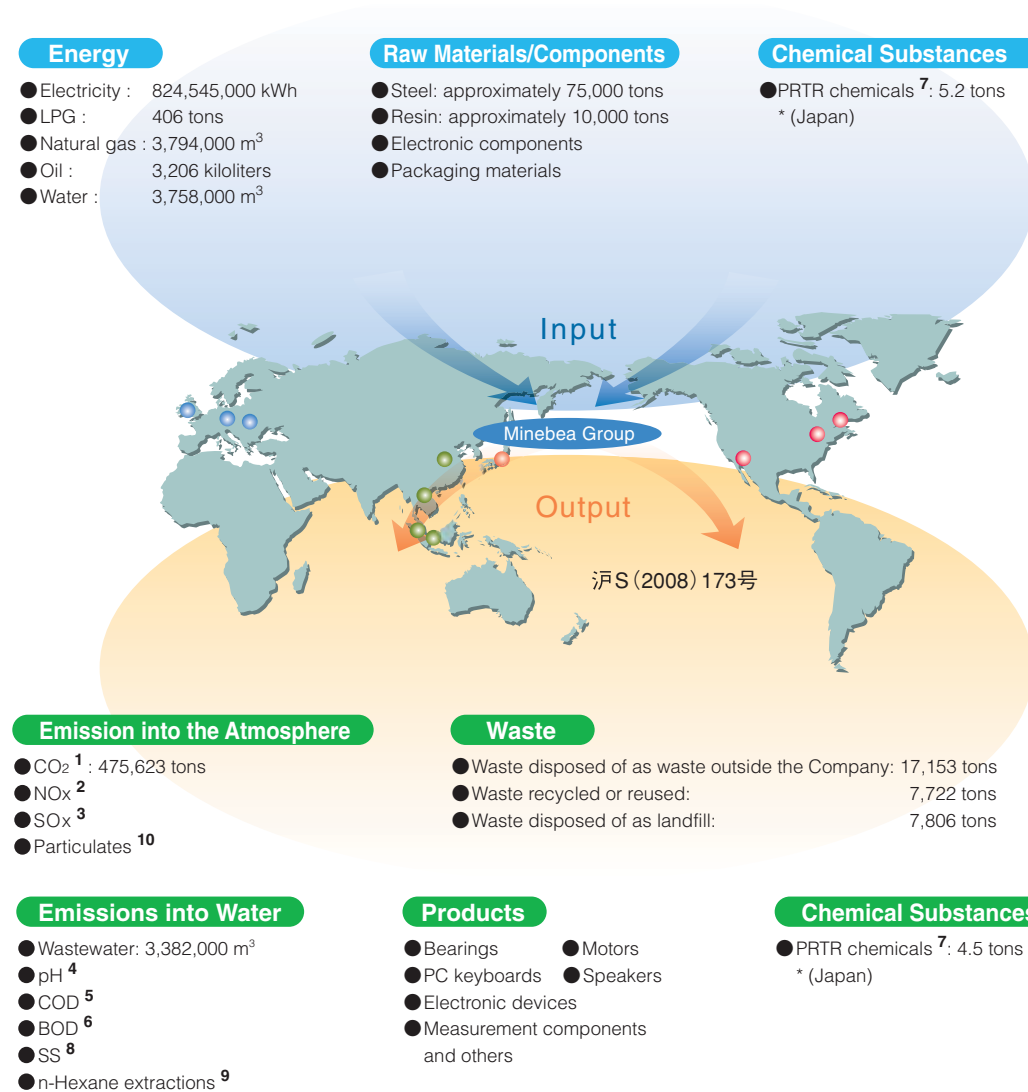


Minebea's global presence currently encompasses 28 plants in 9 countries and over 40 sales offices in 13 countries, having operations in a wide-ranging field. The chart below depicts input and output from Minebea's plants in fiscal 2008.

Input-Output Flow and Material Balance ¹¹

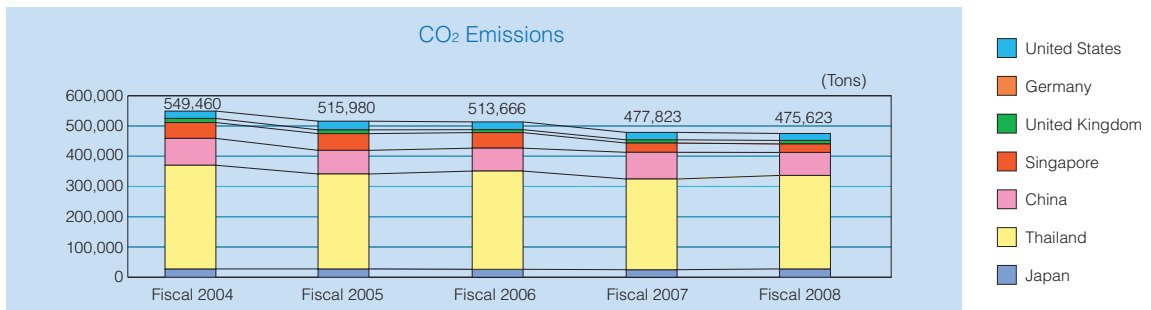


Glossary	
1. CO ₂ : Carbon dioxide	7. PRTR chemicals: Chemical substances included in the Pollutant Release and Transfer Register (PRTR)
2. NO _x : Nitrogen oxides	In Japan, the Law Concerning the Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management requires companies to register and monitor the release and transfer of designated PRTR substances. Data for plants overseas is in the process of being collated.
3. SO _x : Sulfur oxides	8. SS : Suspended solids
Emissions of CO ₂ , NO _x and SO _x result from the burning of coal, oil, gasoline and other fuels by, among others, thermal power generation, plant boilers and exhaust emissions from cars and trucks.	This term refers to matter suspended or dissolved in water or wastewater. The higher the percentage, the greater the water's turbidity.
4. pH : A solution's pH reading indicates whether it is alkaline or acidic. The pH range is from 0 to 14, with 7.0 being neutral. Anything above 7.0 is alkaline, anything below 7.0 is acidic.	9. n-Hexane extractions
5. COD : Chemical oxygen demand	This term refers to the volume of oils and cleaning fluids extracted from water using the chemical n-Hexane. As used in this report, it denotes the volume of mineral oil extracted using n-Hexane.
The amount of oxygen required for oxidation of organic solids in water to CO ₂ . COD readings can be obtained more quickly than BOD readings, but they are less reliable. COD is commonly used to monitor pollution in effluent discharged into oceans and lakes.	10. Particulates
6. BOD : Biological oxygen demand	Particulates are microscopic solid matter contained in exhaust gas generated as a result of combustion, heating or chemical reaction.
The amount of oxygen required for the biological oxidation of organic solids in water. The higher the BOD reading, the greater the level of pollution. BOD ratings usually take five days. BOD is commonly used to monitor pollution in effluent discharged into rivers.	11. Material balance
	The net of "input" and "output".

Energy Consumption and Resulting CO₂ Emissions (Fiscal 2008)

Energy	Unit	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Total
Electricity	1,000 kWh	45,603	568,815	94,843	56,527	18,808	2,849	37,100	824,545
Kerosene	Kiloliters	59	0	158	0	0	0	22	239
Heavy oil A	Kiloliters	937	0	0	0	0	0	274	1,211
Light oil	Kiloliters	9	815	74	205	0	0	20	1,123
Gasoline	Kiloliters	20	332	222	45	0	13	1	633
LPG	Tons	93	35	195	11	0	0	72	406
Natural gas	1,000 m ³	765	2,115	0	0	140	106	668	3,794
Water	1,000 m ³	196	2,465	279	208	532	2	76	3,758
CO ₂ emissions	Tons	24,175	309,451	76,425	31,425	9,187	1,246	23,714	475,623

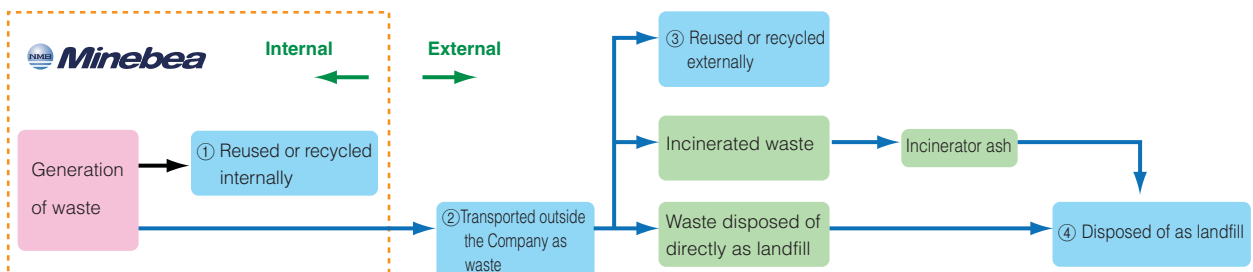
Note: In determining values for use in calculating CO₂ emissions at sites in Japan, Minebea referred to the Greenhouse Gas Emission Calculation Guideline for Businesses, version 2.3, published by Japan's Ministry of the Environment. In determining values for use in calculating CO₂ emissions overseas, Minebea referred to Greenhouse Gas (GHG) Protocol (2005) criteria.



Waste ¹²

Classification	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Total
① Reused or recycled internally	30	177	1,949	237	5	0	34	2,432
② Transported outside the Company as waste	1,232	6,015	1,150	3,765	332	13	4,646	17,153
③ Reused or recycled externally	311	1,320	0	2,486	155	12	3,438	7,722
④ Disposed of as landfill	95	4,695	1,150	602	177	0	1,087	7,806

Note: Figures for waste disposed of as landfill (④) include estimates.



Glossary

12. Waste

As used in this report, waste refers to industrial waste, that is, unwanted materials from industrial operations, and includes materials to be recycled. (Materials with negotiable values are not included.)

■ Handling and Transfer of PRTR Chemicals (Japan; as reported to relevant authorities)

PRTR Number	Chemical	Volume Handled	Emissions			Transfer Waste	Plant
			Released into the Atmosphere	Released into Water	Landfill		
144	Dichloropentafluoropropane(HCFC-225)	3.9	3.7	0	0	0.2	Karuzawa Plant
232	Nickel compounds	1.3	0	0.03	0	0.55	Fujisawa Plant

(Tons)

■ Minimizing Water and Air Pollution

◎ Concentrations in Water

Japan

Karuzawa Plant (mg/liter)					Hamamatsu Plant (mg/liter)				
Item	Legal Limit	Voluntary Limit	Maximum	Average	Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8-8.6	6.0-8.0	7.8	7.5	pH	5.8-8.6	6.0-8.0	7.7	7.4
COD	30	10	5.8	3.5	COD	40	20	5.3	4.5
BOD	30	10	5.4	2.5	BOD	25	20	1.2	0.7
SS	50	30	13.0	9.7	SS	40	25	8.2	2.7
n-Hexane extractions	5	2	<1.0	<1.0	n-Hexane extractions	5	5	<1.0	<1.0

Fujisawa Plant (mg/liter)				
Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8-8.6	6.6-7.8	7.6	7.3
COD	60	30	21.0	9.0
BOD	60	30	14.0	5.5
SS	90	10	6.0	2.1
n-Hexane extractions	5	2	2.0	1.3

China

Shanghai Plant (mg/liter)					Xicen Plant (mg/liter)				
Item	Legal Limit	Voluntary Limit	Maximum	Average	Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	6-9	7-8	7.7	7.5	pH	6-9	7-8	7.9	7.6
COD	60	20	18.8	14.2	COD	60	20	14.8	9.1
BOD	15	5	1.7	0.9	BOD	15	5	1.6	0.9
SS	70	10	5.6	3.9	SS	70	10	5.8	4.6
n-Hexane extractions	3	1	0.8	0.7	n-Hexane extractions	3	1	0.7	0.7

Thailand

Bang Pa-in Plant (mg/liter)					Lop Buri Plant (mg/liter)				
Item	Legal Limit	Voluntary Limit	Maximum	Average	Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5-9.0	6.5-8.5	8.0	7.7	pH	5.5-9.0	6.5-8.5	7.9	7.6
COD	120	80	33.7	32.1	COD	120	80	73.0	49.9
BOD	20	18	3.1	3.0	BOD	20	18	7.0	3.4
SS	50	20	3.8	2.2	SS	50	20	12.0	6.4
n-Hexane extractions	5	5	2.9	2.1	n-Hexane extractions	5	5	1.7	1.1

Rojana Plant (mg/liter)					Ayutthaya Plant (mg/liter)				
Item	Limit for Industrial Estate	Voluntary Limit	Maximum	Average	Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5-9.0	6.0-8.8	7.2	6.8	pH	5.5-9.0	6.5-8.5	7.7	7.6
COD	1250	1000	262.0	215.0	COD	120	80	34.3	27.4
BOD	500	450	55.0	49.0	BOD	20	18	<3.0	<3.0
SS	200	150	39.0	19.0	SS	50	20	1.7	1.1
n-Hexane extractions	10	10	7.4	3.3	n-Hexane extractions	5	5	2.8	2.0

◎ Concentrations in Air

Karuzawa Plant (Vacuum hot water boiler)						Hamamatsu Plant (Absorption chiller heater)					
Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average	Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m ³ N	-	0.25	0.006	0.006	Particulates	g/m ³ N	0.3	0.2	<0.01	0.01
NOx	ppm	-	150	75	75	NOx	ppm	180	100	83	72.5
SOx	m ³ N/h	-	1	0.021	0.021	SOx	m ³ N/h	-	-	-	-

Fujisawa Plant (Sectional hot water boiler)					
Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m ³ N	0.3	0.25	0.01	<0.01
NOx	ppm	180	150	85	78
SOx	m ³ N/h	1.2	1	0.015	0.011