

## ACHIEVEMENTS AND OBJECTIVES

This section focuses on Minebea's environmental achievements and objectives in fiscal 2008 and objectives for fiscal 2009. For detailed information and specific examples, please refer to the page(s) indicated in the right column.

### Products

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
<ol style="list-style-type: none"> <li>Reduce or eliminate hazardous chemical substances in products                             <ul style="list-style-type: none"> <li>Ensure continued RoHS <sup>1</sup> and ELV <sup>2</sup> compliance</li> </ul> </li> <li>Promote EuP directive<sup>3</sup>-compliant LCA<sup>4</sup>-based ecodesign system                             <ul style="list-style-type: none"> <li>Develop products that save energy or otherwise exert a minimal impact on the environment</li> </ul> </li> <li>Lower resource consumption                             <ul style="list-style-type: none"> <li>Reduce volume of materials used</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Achieved RoHS compliance for all products (except certain special components) and maintained management system. Thoroughly continued use of XRF spectrometers to detect presence of substances banned under the RoHS directive.</li> <li>Conducted LCA (Life Cycle Assessment) of bearings and fan motors. Promoted LCA of other products.</li> <li>Developed the world's smallest-diameter permanent magnet (PM)-type stepping motor (3.2 mm diameter)</li> </ol>	<ol style="list-style-type: none"> <li>Lower resource consumption                             <ul style="list-style-type: none"> <li>Reduce volume of materials/parts used</li> </ul> </li> <li>Promote EuP directive-compliant LCA-based ecodesign system                             <ul style="list-style-type: none"> <li>Develop products that consume less electricity</li> </ul> </li> </ol>	<p>14 23</p> <p>15</p>

### Green procurement

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
<p>Publish Minebea Group Green Procurement Standard, 3rd Edition</p>	<p>Published Minebea Group Green Procurement Standard, 3rd Edition and held a briefing session</p>	<ol style="list-style-type: none"> <li>Control chemical substances in products                             <ul style="list-style-type: none"> <li>Maintain control of RoHS and ELV directives</li> <li>Comply with REACH <sup>5</sup> regulation</li> </ul> </li> </ol>	<p>16</p>

### Distribution

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
<ol style="list-style-type: none"> <li>Expand use of energy-efficient distribution methods</li> <li>Improve packaging materials and transport methods</li> </ol>	<ol style="list-style-type: none"> <li>Continued to promote use of energy-efficient distribution methods</li> <li>Promoted recycle of cardboard, cushioning materials and wrapping materials</li> </ol>	<ol style="list-style-type: none"> <li>Expand use of energy-efficient distribution methods</li> <li>Improve packaging materials and transport methods</li> </ol>	<p>17</p>

#### Glossary

- RoHS (Restriction of Hazardous Substances) directive:** An EU directive banning the use of certain hazardous substances in electrical and electronic equipment.
- ELV (End-of-Life Vehicles) directive:** An EU directive that sets recycling rates for automobiles and bans the use therein of substances that negatively impact the environment.
- EuP (Energy-using Products) directive:** An EU directive that obliges manufacturers of energy-using products to adopt ecodesign considerations.
- LCA (Life cycle assessment):** An LCA is used to quantify the "cradle-to-grave" impact of a given product on the environment, that is, the impact throughout the product's life cycle.
- REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) regulation:** A regulation on chemicals and their safe use compelling manufacturers and importers in EU to register, authorize and gather information on the properties of their chemical substances.

## Plants

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
<b>Reduction of Energy Consumption/Contribution to Prevention of Global Warming</b> Lower energy consumption (per unit of sales) 1% annually	1. Total energy consumption at plants worldwide: Fiscal 2007: 813,096,000 kWh Fiscal 2008: 824,545,000 kWh Energy consumption per unit of sales Fiscal 2007: 245,930 kWh/ ¥100 million Fiscal 2008: 246,570 kWh/ ¥100 million	Lower energy consumption (per unit of sales) 1% annually	7
	2. Purchased green power		18
	3. Implemented measures to lower energy consumption		19
	4. Promoted greening of plants		20
	5. Changed fuels used · Replaced heavy oil A with natural gas		
<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 scheduled to be switched: 8	Number of units switched: 14	Switch to air conditioners that do not use ODSs when installing new or replacing existing units. Number of units scheduled to be switched: 6	9
			18
<b>Promotion of "3R" <sup>6</sup> Compatibility for Waste</b> Reduce the total waste output 10% from the fiscal 2006 level by June 2009	Reduced disposal of waste as landfill: Fiscal 2007 volume: 5,342 tons Fiscal 2008 volume: 7,806 tons	Reduce the total waste output 10% from the fiscal 2006 level by June 2009	21
			22
<b>Prevention of Water Contamination</b> Observe environmental laws and regulations	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	All plants have brought contamination below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
<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	Continued to take steps to resolve contamination caused by chlorinated organic solvents	1. Observe environmental laws and regulations 2. Continue to implement measures at plant sites found to be contaminated	23
<b>Management of Chemical Substances</b> 1. Expand use of MMDB-II <sup>7</sup> 2. Expand use of English-language version of MMDB-II	1. Continued use of MMDB-II 2. Continued use of English-language version of MMDB-II	1. Expand use of MMDB-II 2. Expand use of English-language version of MMDB-II	–
<b>Establishment of Pollution Patrol Programs</b> 1. Continue to implement 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 regular patrols 2. Conduct regular audits of waste processing service providers	22

### Glossary

**6. 3R:** "Reduce, reuse, recycle": An initiative that sets priorities for use of waste.

**7. MMDB-II:** A data base for referring to MSDS of chemicals used in plants of the Minebea Group and for controlling entering and dispatching from warehouse.

## Other Areas

Item	Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
<b>Environmental Audits</b>	<b>Internal environmental audits</b> Ongoing	Implemented audits by in-house environmental auditors	Ongoing	5
	<b>External environmental audits</b> Ongoing	Implemented audits by external audit organizations	Ongoing	5
<b>Environmental Education</b>	<b>New employees</b> Ongoing	Implemented environmental education programs for new recruits	Ongoing	24
	<b>Basic employee education</b> Ongoing	Provided regular environmental education for all employees	Ongoing	24
	<b>Emergency response training</b> Ongoing	Implemented fire and oil leak drills	Ongoing	25
	<b>In-house training (Internal auditors)</b> Ongoing	Implemented training programs for in-house environmental auditors: Fiscal 2008: 15 in Japan (cumulative total 196)	Ongoing	24
<b>Environmental Communications</b>	<b>Present information on environmental protection efforts</b> Publish Minebea Group Environmental Report	1. Presented information on environmental protection efforts on the Minebea web site. 2. Published <i>Minebea Group Environmental Report 2007</i>	Publish <i>Minebea Group Environmental Report 2008</i>	27
	<b>Communication with local communities</b> Continue to communicate with local communities	Distributed the Minebea Group Environmental Report to local authorities and participants in plant tours	Ongoing	27
<b>Community Activities</b>	<b>Clean-up programs</b> Ongoing	Organized clean-ups around plants, including roads traveled by employees commuting to work Employees cleaned streets around their plants	Ongoing	29
	<b>Tree-planting/Greening of plants</b> Ongoing	Conducted at plants	Ongoing	20
	<b>Support for local environmental protection efforts</b> Support for local environmental protection efforts	Conducted at plants	Ongoing	28 29
	<b>Environmental protection fund</b> Continue to use fund to assist local environmental protection activities Shanghai-Minebea Lake Dianshanhu Environmental Protection Fund (Established April, 1996): Rmb 11.4 million (approx. ¥163.0 million)	Used fund to assist local environmental protection activities	Continue to use fund to assist local environmental protection activities	-

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.