Minebea

Minebea Group
Environmental Report
2009
April 2008 to March 2009

CONTENTS

CORPORATE INFORMATION

Minebea Co., Ltd.

Date of Establishment

July 16, 1951

Capital (As of March 31, 2009)

¥68,258 million

Net Sales (April 1, 2008 - March 31, 2009)

Consolidated: ¥256,163 million
Nonconsolidated: ¥175,066 million

Consolidated Net Sales to External Customers by Business Segment (April 1, 2008 - March 31, 2009)

Machined Components
¥115,871 million (45.2% of total)

Electronic Devices and Components
¥140,291 million (54.8% of total)

Operating Income (April 1, 2008 - March 31, 2009)

Consolidated: ¥13,406 million
Nonconsolidated: △¥386 million

Ordinary Income (April 1, 2008 - March 31, 2009)

Consolidated: ¥11,555 million
Nonconsolidated: ¥8,627 million

Net Income (April 1, 2008 - March 31, 2009)

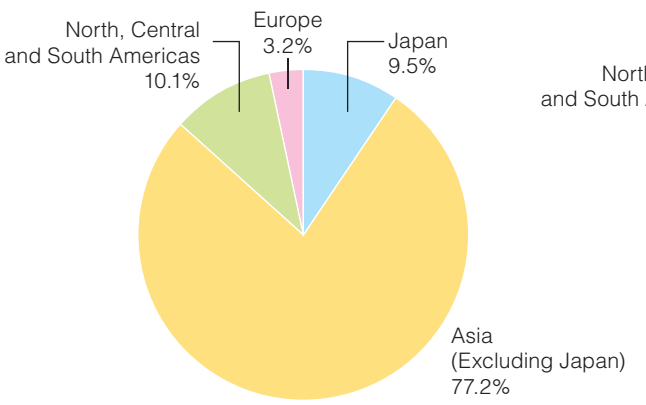
Consolidated: ¥2,441 million
Nonconsolidated: ¥3,770 million

Number of Employees (April 1, 2008 - March 31, 2009)

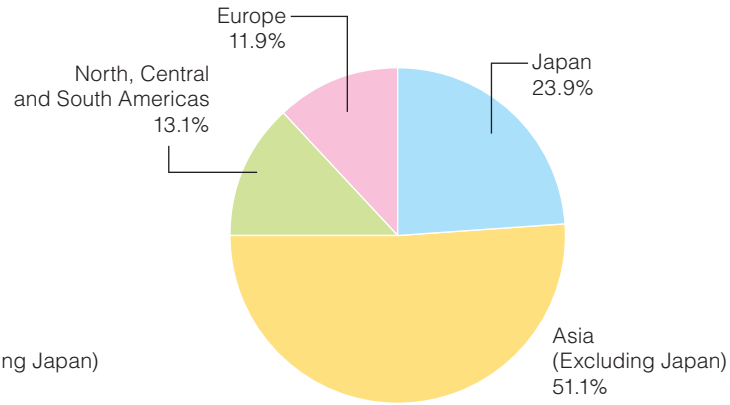
Consolidated: 48,443
Nonconsolidated: 2,721

Consolidated Total Sales by Region (April 1, 2008 - March 31, 2009)

Total Production by Region



Total Sales by Region



PRINCIPAL PRODUCTS

■MACHINED COMPONENTS

Bearings and Bearing-Related Products

Miniature ball bearings
Small-sized ball bearings
Integrated-shaft ball bearings
Rod-end bearings
Spherical bearings
Roller bearings
Bushing
Pivot assemblies
Tape guides

Other Machined Components

Fasteners
Special machined components
Magnetic clutches and brakes

■ELECTRONIC DEVICES AND COMPONENTS

Rotary Components

Hard disc drive (HDD) spindle motors
Fan motors
Hybrid-type stepping motors
Permanent magnet (PM)-type stepping motors
Brush DC motors
Vibration motors
Variable reluctance (VR) resolvers
Micro actuators

Other Electronic Devices and Components

Personal computer (PC) keyboards
Speakers
Electronic devices
  Color wheels
  Lighting devices for liquid crystal displays (LCDs)
  Backlight inverters
  Heat management system modules
Measuring components
  Strain gauges, Load cells

EDITORIAL POLICY

- The objective of this report is to present the environmental efforts of Minebea Co., Ltd., and the companies of the Minebea Group to readers worldwide.

- This report has been prepared using “Environmental Reporting Guidelines (fiscal 2007 version)" and “Environmental Accounting Guidelines (fiscal 2005 version)" by the Japanese Ministry of the Environment and “Sustainability Reporting Guidelines Version 3.0" by Global Reporting Initiative (GRI) as a reference.

- Industry terms and other potentially unfamiliar terms are explained on the page on which they first appear.

- This report is printed on paper thinner than paper for previous reports to reduce environmental load. Please note that some portion of this report may be hard to read due to problem caused by thin paper such as offset of printing.

The following table indicates sections required under the Japanese Ministry of the Environment's Environmental Reporting Guidelines (fiscal 2007 version) (unofficial translation) and the page(s) in this report where corresponding sections may be found.

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The world is now in the midst of the so-called “greatest economic upheaval and political chaos of the century”. The serious global situation is said to remain so in the foreseeable future. I am determined to make untiring and continuous efforts in leading the company as president in the critical period when importance of every decision is so great.

Since assuming presidency, I have asked our employees to address every task with enthusiasm. At times like this, every task has to be addressed speedily, and this requires passion. Also, new vision is necessary and passion is inevitable to realize the vision. Our company has to address various challenges. I believe that while thorough retrenchment, streamlining of operations and start-up of new business are important, response to environmental issues is becoming increasingly significant.

Minebea was founded in 1951 and is going to mark the 60th anniversary soon. Another thing I am asking our employees to challenge is to lay the groundwork for the company looking ahead to the 100th anniversary. It is our important mission to maintain sound management of the company and to contribute to society, but I believe that we also have to focus on maintenance and improvement of environment at the same time.

We would feel responsible for our descendants with social responsibilities as company unfulfilled if nature or living environment were to be impaired greatly when our company marks the centenary anniversary.

We are committed to environmental management as important business task and are absolutely determined to make considerable efforts as before so that such tragedy would not happen. Your continued support will be greatly appreciated.

Yoshihisa Kainuma
Representative Director, President
and Chief Executive Officer

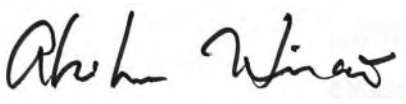
Global recession triggered by collapse of American sub-prime loans last year and subsequent economic disorder have greatly affected manufacturers like us. Worldwide inventory adjustment in the second half of last year substantially decreased production activities. Ironically, energy consumption of manufacturing industry decreased compared with last year according to statistics due to the global depression, which forces us to think in a new and different way.

We actively conducted environmental conservation activities last year based on the judgment that special plans that cannot be formed normally or measures can be realized in the ongoing depressed economic climate. Making closed system of drainage in two plants in China is one of them.

Cost would not be so large if we purchase entire water without recycling, but the cost necessary to make wastewater clean will increase every year and water discharged into the sewerage system will not help improvement of the domestic environment even if wastewater treatment is withinlocal regulation.

Our products do not consume so much energy during the production process due to their characteristics and we believe it is important to control energy and resources in logistics process as our customers have plants all over the world. Development of transportation route with less emission of CO_2 using high-speed ferry or land route is part of environmental measures.

We have conducted researches on packing method that directly affects quality of products delivered to customers and looked for improvement of recycling efficiency by reviewing packing specifications and development of efficient disposal route appropriate for types of packing material. I really hope that accumulation of such efforts will help to realize new world where economic activities are in harmony with beautiful nature and life environment.



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

ENVIRONMENTAL PHILOSOPHY

Established August 26, 1993
Revised April 1, 2009

Minebea strives to contribute to higher quality, more comfortable lifestyles by providing truly valuable products and services. At the same time, the Company works to minimize the environmental burden of its various activities and promote greater harmony, thereby contributing to the preservation and improvement of a healthy environment.

Environmental Policy

1. Development/Design
Minebea shall focus on the development and design of products that contain no hazardous substances for the environment or the health and safety of humans, consume little energy and satisfy the “3R” (reduced, reused or recycled) criteria.

2. Manufacturing
Minebea shall set targets and restructure and revise its manufacturing procedures by using materials that contain no hazardous substances for the environment or the health and safety of humans, thereby improving yield, reducing waste and lowering energy consumption.

3. Logistics
Minebea shall employ packing materials that contain no hazardous substances for the environment or the health and safety of humans and satisfy the “3R” criteria, as well as procedures that lower energy consumption and prevent the release of hazardous substances.

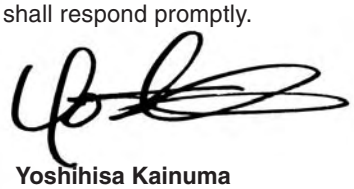
4. Cooperation with Authorities and Local Public Entities
Minebea shall observe environment-related rules and regulations imposed by the country and local authorities and support environmental conserration and prerention of pollution.

5. Overseas Activities
In its manufacturing and distribution activities oversea, Minebea shall observe environment-related rules and regulations imposed by local authorities and do its best to preserve environment and prerention of pollution in adjacent areas.
Minebea shall also be an aggressive supplier of new environmental protection technologies.

6. Environmental Audits
Minebea shall conduct periodical environmental audits at all of its manufacturing and other facilities with the aim of ensuring the effective implementation and continual improvement of its environmental management system.

7. Employee Education
Minebea shall require employees to attend related courses to encourage their involvement in environmental protection activities in the workplace and at home.

8. Observe Minebea’s Environmental Policy
All Minebea Group employees and other individual working at our sites shall adhere to Minebea’s Environmental Policy. If any individual has an environment-related concern, he /she shall report it promptly to his/her manager, who shall respond promptly.



Yoshihisa Kainuma
Representative Director
President, Chief Executive Officer
Minebea Co., Ltd.

Period under review

- Fiscal 2008 (April 1, 2008 - March 31, 2009)
  (Some activities that took place subsequent to March 31, 2009, are also included.)

Manufacturing facilities

- This report covers the following Minebea Group manufacturing facilities.

Japan

Minebea Co., Ltd.
- Karuizawa Plant
- Matsuida Plant
- Fujisawa Plant
- Omori Plant
- Hamamatsu Plant

Minebea Motor Manufacturing Corporation
- Karuizawa Office
- Hamamatsu Office
- Yonago Office

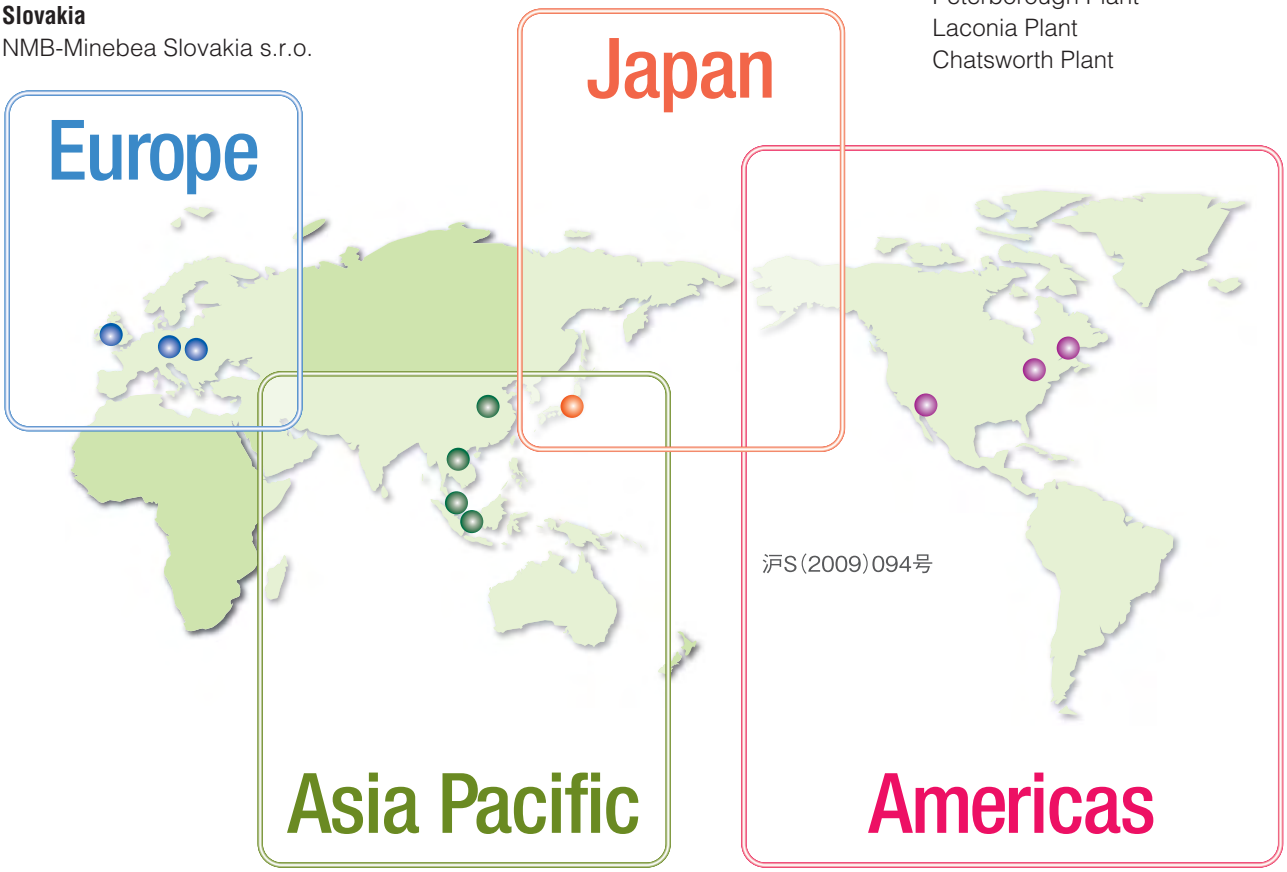
NMB Electro Precision, Inc.
NMB Mechatronics Co., Ltd.

Europe

United Kingdom
NMB-Minebea UK Ltd.
Germany
Precision Motors Deutsche Minebea GmbH
Slovakia
NMB-Minebea Slovakia s.r.o.

North, Central and South Americas

United States
Hansen Corporation
New Hampshire Ball Bearings, Inc.
- Peterborough Plant
- Laconia Plant
- Chatsworth Plant



Asia Pacific

Thailand
NMB-Minebea Thai Ltd.
- Ayutthaya Plant
- Bang Pa-in Plant
- Rojana Plant
- Lop Buri Plant

Minebea Electronics Motor (Thailand) Co., Ltd.
- Bang Pa-in Plant
- Lop Buri Plant

NMB Mechatronics (Thailand) Co., Ltd.

China
Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.
- Shanghai Plant
- Xicen Plant

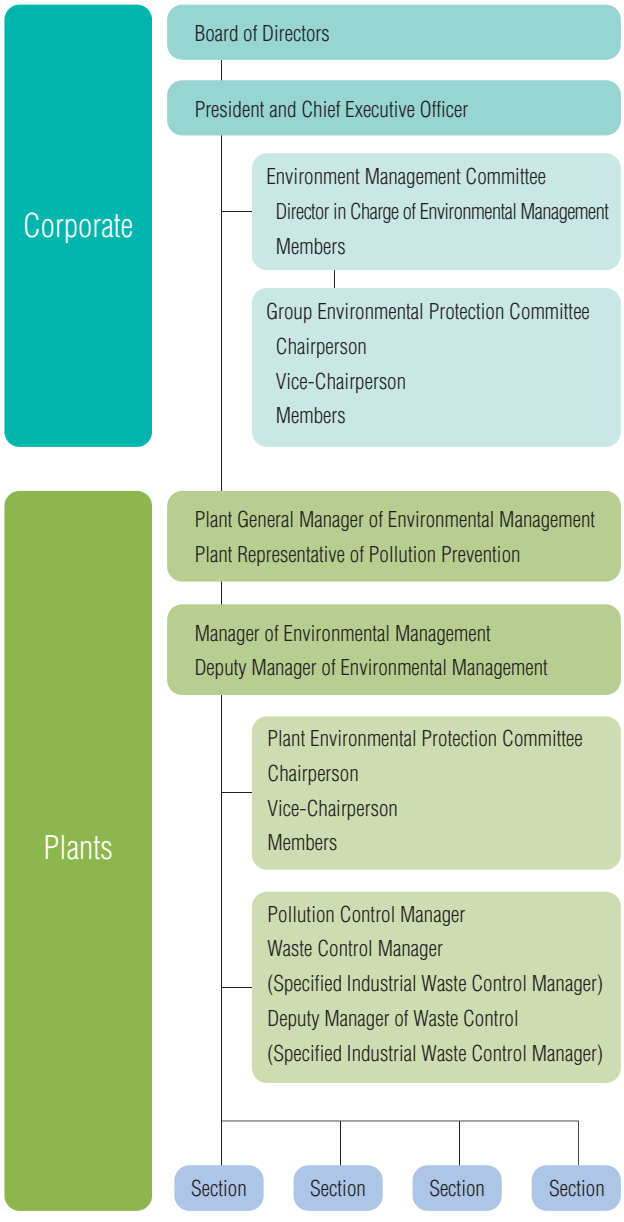
Shanghai Shun Ding Technologies Ltd.
Minebea Electronics Motor (Zhuhai) Co., Ltd.

Singapore
NMB Singapore Ltd.
Pelmec Industries (Pte.) Ltd.

Malaysia
Minebea Electronics Motor (Malaysia) Sdn.Bhd.

Recent years have seen an increase in awareness worldwide that there is no time to waste in addressing such environmental issues as global warming and the use of hazardous chemical substances. The Minebea Group has long taken an active role in efforts to resolve environmental issues. In 1993, for example, the Group eliminated specified chlorofluorocarbons for cleaning and ethane from all of its production processes. This basic stance remains unchanged. The Minebea Group continues to recognize environmental protection as a top management priority. Its manufacturing facilities around the world have acquired certification under ISO 14001 and engage in a wide variety of environmental preservation activities.

Environmental Management System



Audit of ISO 14001 by external examining authority (Hamamatsu Plant)

Management review (Thai Operations)

Site audit of ISO 14001 (Thai Operations)

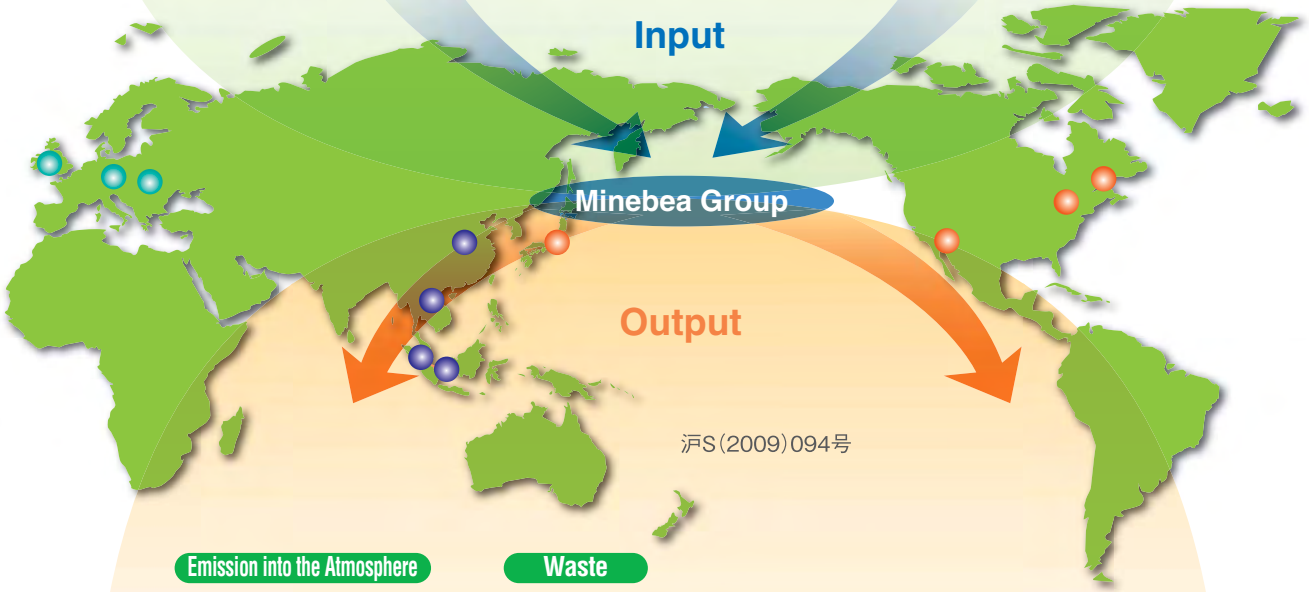
Minebea's global presence currently encompasses 29 plants and over 37 sales offices in 16 countries, having operations in a wide-ranging field.
The chart below depicts input and output from Minebea's plants in fiscal 2008.

Input-Output Flow and Material Balance (1)

Energy
- Electricity: 733,988 MWh
- LPG: 394 tons
- Natural gas: 4,244,000 m³
- Oil: 2,259 kiloliters
- Water: 3,057,000 m³

Raw Materials/Components
- Steel: approximately 52,000 tons
- Resin: approximately 6,600 tons
- Electronic components
- Packaging materials
- Chemical Substances

Chemical Substances
- PRTR chemicals (2): 0.8 tons * (Japan)



Emission into the Atmosphere
- CO_2 (3) : 429,672 tons
- NOx (4)
- SOx (5)
- Particulates (6)

Waste
- Waste disposed of as waste outside the Company : 34,202 tons
- Waste recycled or reused : 26,136 tons
- Waste disposed of as landfill: 5,935 tons

Emissions into Water
- Wastewater: 2,751,000 m³
- pH (7)
- COD (8)
- BOD (9)
- SS (10)
- n-Hexane extractions (11)

Products
- Bearings
- Motors
- PC keyboards
- Speakers
- Electronic devices
- Measuring components
- and others

Chemical Substances
- PRTR chemicals : 0.03 tons * (Japan)

Glossary

(1) Material balance
The net of "input" and "output"

(2) PRTR chemicals: Chemical substances included in the Pollutant Release and Transfer Register (PRTR)
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. (Domestic law of Japan)

(3) CO_2 : Carbon dioxide

(4) NOx : Nitrogen oxides

(5) SOx : Sulfur oxides
Emissions of CO_2, NOx and SOx 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.

(6) Particulates
Particulates are microscopic solid matter contained in exhaust gas generated as a result of combustion, heating or chemical reaction.

(7) 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.

(8) COD : Chemical oxygen demand
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.

(9) BOD : Biological oxygen demand
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 several days. BOD is commonly used to monitor pollution in effluent discharged into rivers.

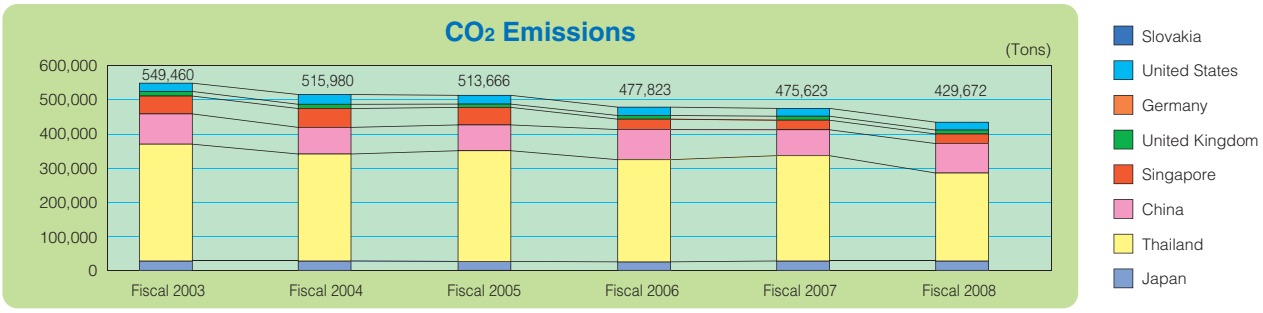
(10) SS : Suspended solids
This term refers to matter suspended or dissolved in water or wastewater. The higher the percentage, the greater the water's turbidity.

(11) n-Hexane extractions
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.

Energy Consumption and Resulting CO_2 Emissions (Fiscal 2008)

Energy	Unit	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Slovakia	Total
Electricity	MWh	44,377	480,123	105,046	48,185	15,688	2,634	37,139	795	733,988
Kerosene	kiloliters	42	0	106	0	0	0	3	0	151
Heavy oil A	kiloliters	425	0	0	0	0	0	0	0	425
Light oil	kiloliters	9	704	74	166	0	0	111	0	1,064
Gasoline	kiloliters	18	324	234	30	0	12	1	0	619
LPG	Tons	148	39	160	10	0	0	37	0	394
City gas	1,000 m^3	766	2,638	0	0	44	108	641	47	4,244
Water	1,000 m^3	188	1,692	423	180	455	3	75	41	3,057
CO_2 emissions	Tons	23,527	263,146	84,258	26,747	7,512	1,172	23,028	282	429,672

Note: In determining values for use in calculating CO_2 emissions at sites in Japan, Minebea referred to the Greenhouse Gas Emission Calculation Guideline for Businesses, version 2.4, published by Japan's Ministry of the Environment. In determining values for use in calculating CO_2 emissions overseas, Minebea referred to Greenhouse Gas (GHG) Protocol (2005) criteria.

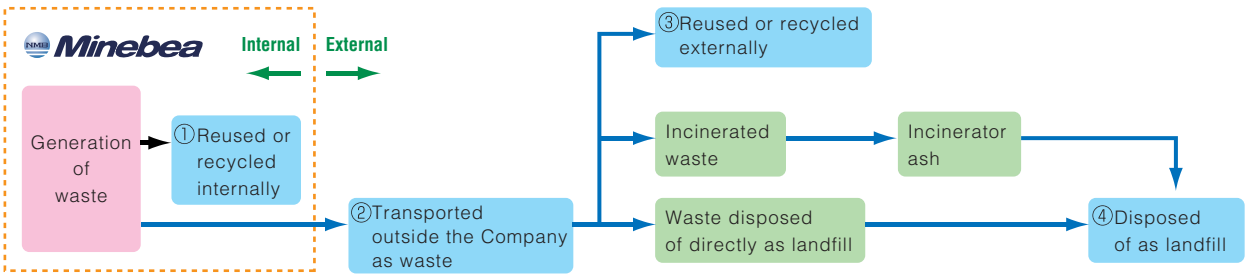


Waste (12)

(Tons)

Classification	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	Slovakia	Total
① Reused or recycled internally	27	460	1,995	140	70	0	10	0	2,703
② Transported outside the Company as waste	1,070	19,684	7,732	2,611	400	23	2,485	198	34,202
③ Reused or recycled externally	301	15,603	6,429	1,706	117	8	1,849	123	26,136
④ Disposed of as landfill	84	4,081	495	453	283	1	530	8	5,935

Note: Figures for ④ waste disposed of as landfill 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.

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

(Tons)

PRTR Number	Chemical	Volume Handled	Emissions			Transfer	Plant
			Released into the Atmosphere	Released into Water	Landfill	Waste	
232	Nickel compounds	0.8	0	0.03	0	0.28	Fujisawa Plant

Minimizing Water and Air Pollution

◎Concentrations in Water

Japan

Karuizawa Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8-8.6	6.0-8.0	7.7	7.5
COD	30	10	5.0	3.4
BOD	30	10	2.5	1.7
SS	50	30	20.0	8.8
n-Hexane extractions	5	2	<1.0	<1.0

Hamamatsu Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8-8.6	6.0-8.0	7.6	7.2
COD	25	20	10.8	6.3
BOD	25	20	6.3	2.1
SS	40	25	20.4	6.8
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	7.4	7.0
COD	60	30	13.0	6.0
BOD	60	30	8.0	2.0
SS	90	10	3.0	2.0
n-Hexane extractions	5	2	1.0	1.0

China

Shanghai Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	6-9	7-8	8.0	7.6
COD	60	20	16.2	10.9
BOD	15	5	2.2	0.7
SS	70	10	9.5	3.9
n-Hexane extractions	3	1	1.0	0.7

Xicen Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	6-9	7-8	8.0	7.6
COD	60	20	11.9	6.1
BOD	15	5	4.7	0.6
SS	70	10	9.4	4.6
n-Hexane extractions	3	1	1.0	0.7

Thailand

Bang Pa-in Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5-9.0	6.5-8.5	8.4	7.6
COD	120	80	42.0	32.2
BOD	20	18	5.8	3.0
SS	50	20	5.1	2.1
n-Hexane extractions	5	5	4.9	2.6

Lop Buri Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5-9.0	6.5-8.5	8.1	7.6
COD	120	80	67.0	25.0
BOD	20	18	5.0	3.0
SS	50	20	13.0	2.5
n-Hexane extractions	5	5	1.3	1.0

Rojana Plant (mg/liter)

Item	Limit for Industrial Estate	Legal Limit	Maximum	Average
pH	5.5-9.0	6.0-8.8	6.8	6.7
COD	1250	1000	238.0	171.0
BOD	500	450	71.0	48.0
SS	200	150	13.0	12.0
n-Hexane extractions	10	10	2.5	2.2

Ayutthaya Plant (mg/liter)

Item	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5-9.0	6.5-8.5	8.1	7.6
COD	120	80	62.6	32.1
BOD	20	18	<3.0	<3.0
SS	50	20	3.7	0.7
n-Hexane extractions	5	5	2.7	1.9

◎Concentrations in Air

Karuizawa Plant (Through flow-type hot water boiler)

Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	—	0.25	<0.005	<0.005
NOx	ppm	—	150	37	37
SOx	m³N/h	—	1	<0.010	<0.010

Karuizawa Plant (Vacuum hot water boiler No.2)

Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	—	0.25	<0.005	<0.005
NOx	ppm	—	150	56	56
SOx	m³N/h	—	1	<0.015	<0.015

Karuizawa Plant (Vacuum hot water boiler No.1)

Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	—	0.25	<0.005	<0.005
NOx	ppm	—	150	54	54
SOx	m³N/h	—	1	<0.015	<0.015

Hamamatsu Plant (Absorption chiller heater)

Item	Unit	Legal Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	0.3	0.2	<0.01	<0.01
NOx	ppm	180	100	70	67
SOx	m³N/h	—	—	—	—

The Minebea Group accounts for environmental protection efforts using economic indicators with the aim of ensuring its investments are both appropriate and effective. The Group's environmental accounting system is based on the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment.

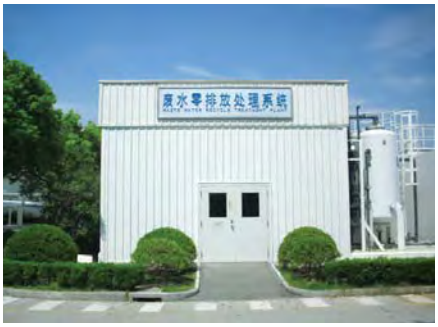
Scope

Period covered

Fiscal 2008 (April 1, 2008 - March 31, 2009)

Scope of calculations

Minebea and Minebea Group (see page 4)



Zero effluent system in Xicen Plant.

Environmental Protection Activities Costs of the Minebea Group

(Millions of yen)

Costs of Environmental Protection Activities				Total amount of covered subject	
Category			Description	Investment	Expenses
1	Business area costs (Environmental protection costs to minimize the environmental burden resulting from manufacturing and service activities within the business area)		See specific entries for a, b and c below.	632	2,197
	Breakdown	a. Pollution prevention costs	Costs related to the installation, disposal, maintenance and management of facilities to prevent water and air pollution, etc.	197	561
		b. Environmental protection costs	Costs for installation of ozone-depleting substance (ODS)-free water-based cleaning facilities, high-efficiency refrigerator, depreciation, operating and maintenance costs, etc.	338	1,152
		c. Resource recycling costs	Equipment and costs for waste disposal and recycling, etc.	97	484
2	Upstream/downstream costs (Environmental protection costs to minimize the burden of key upstream and downstream operations)		Costs related to the installation of analyzers, analysis of materials as part of the Green Procurement Program, printing and revenue stamp costs for contracts with suppliers, etc.	6	124
3	Administration costs (Environmental protection costs stemming from administrative activities)		Personnel, maintenance and management costs for environmental management system, etc.	11	923
4	R&D costs (Environmental protection costs stemming from R&D activities)		Costs related to the research and development of ODS-free water-based cleaning facilities, etc.	1	29
5	Community activity costs (Environmental protection costs stemming from community activities)		Costs related to greening programs, landscape preservation, etc.	0	6
6	Environmental remediation costs (Costs incurred for environmental remediation efforts)		Costs related to soil replacement and the operation, maintenance and depreciation of water-based cleaning facilities, etc.	8	139
Total				658	3,418

Exchange rates used: US$1.00=¥98.2; €1.00=¥129.8; 1 baht=¥2.8; 1 yuan=¥14.3; S$1.00=¥64.7; £1.00=¥140.5

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
1. Lower resource consumption Reduce volume of materials/parts used 2. Promote EuP(1) directive-compliant LCA(2)-based eco-friendly design system Develop products that consume less electricity	1-1. Manufactured world's smallest ultra-small bearing with outer diameter of 1.5 mm 1-2. Developed and commercialized ultra-small permanent magnet (PM) stepping motors (ø3mm, ø6mm), etc. 2. Drew up the draft of "eco-friendly design guideline" Due to gather public comments	1. Development and manufacturing of products with enhanced life and high weathering resistance 2. Development and manufacturing of complex products (Electro Mechanics Solution) that are combination of machines parts and electronic instruments. 3. Promotion of "eco-friendly design"	14 15

Green Procurement

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
1. Control chemical substances in products Ensure continued RoHS(3) and ELV(4) compliance Comply with REACH(5) regulation	1-1. Established the green procurement coordinating committee in June, 2008 1-2. Conducted in-house audit for control of chemical substances in products in February, 2009	1. More thorough green procurement including supplier chain	16

Distribution

Objectives for Fiscal 2008	Achievements in Fiscal 2008	Objectives for Fiscal 2009	Page
1. Expand use of energy-efficient distribution methods 2. Improve packaging materials and transport methods	1. Continued to promote use of energy-efficient distribution methods 2. Promoted reuse and recycle of packing materials	1. Expand use of energy-efficient distribution methods 2. Improve packaging materials and transport methods	17

Glossary

(1) **EuP** (Energy-using Products) directive: An EU directive that obliges manufacturers of energy-using products to adopt ecodesign considerations.
(2) **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.
(3) **RoHS** (Restriction of Hazardous Substances) directive: An EU directive banning the use of certain hazardous substances in electrical and electronic equipment.
(4) **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.
(5) **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
Reduction of Energy Consumption/Contribution to Prevention of Global Warming Lower electricity consumption (per unit of sales) 1% annually	1. Total electricity consumption at plants worldwide: Fiscal 2008: 824,545 MWh Fiscal 2009: 733,988 MWh 2. Purchased green power 3. Implemented measures to lower energy consumption 4. Promoted greening of plants 5. Changed fuels used Replaced heavy oil A with city gas or electricity	1. Lower energy consumption (per unit of sales) 1% annually	7 18 19
Promotion of "3R"[6] Compatibility for Waste Reduce the total waste output 10% from the fiscal 2005 level by June 2009	Final disposal volume (landfill) at worldwide plants of the Minebea Group Fiscal 2008 volume: 7,806 tons Fiscal 2009 volume: 5,935 tons	Reduce the total disposal of waste as landfill: Reduce 5,000 tons annually	7
Prevention of Water Contamination Observe environmental laws and self-imposed regulations	All plants have brought contamination below levels stipulated by local laws and self-imposed regulations	Observe environmental laws and self-imposed regulations	8
Prevention of Air Pollution Observe environmental laws and self-imposed regulations	All plants have brought contamination below levels stipulated by local laws and self-imposed regulations	Observe environmental laws and self-imposed regulations	8
Rehabilitation of Contaminated Soil and Groundwater 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 cleanup measures at plant sites found to be contaminated	21
Management of Chemical Substances 1. Expand use of MMDB-II[7] 2. Expand use of English-language version of MMDB-II	Continued use of MMDB-II	Expand use of MMDB-II	—
Establishment of Pollution Patrol Programs 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. Implement regular patrols 2. Conduct regular audits of waste processing service providers	21

Glossary

(6) **3R:** "Reduce, reuse, recycle": An initiative that sets priorities for use of waste.
(7) **MMBD-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
Environmental Audits	**In-house environmental audits** Ongoing	Implemented audits by in-house environmental auditors	Ongoing	5
	External environmental audits Ongoing	Implemented audits by a third-party certification organization	Ongoing	
Environmental Education	**New employees** Ongoing	Implemented environmental education programs for new recruits Basic employee education	Ongoing	22 23
	Basic employee education Ongoing	Provided regular environmental education for all employees	Ongoing	
	Emergency response training Ongoing	Implemented fire and oil leak drills	Ongoing	
	In-house training (Internal auditors) Ongoing	Put aside in-house training of internal auditors in fiscal year 2009. Refreshment training for qualified in-house auditors was conducted, though.	Ongoing	
Environmental Communications	**Present information on environmental protection efforts** Publish Minebea Group Environmental Report	1. Published "Minebea Group Environmental Report 2008" and presented information on environmental protection efforts on the Minebea web site. 2. Presented information on environmental protection efforts on the Minebea web site.	Publish Minebea Group Environmental Report 2009	24 25
	Communication with local communities Continue to communicate with local communities	1. Conducted summer festival, etc. with local residents 2. Supported Environmental click fund-raising for Fujisawa city	Ongoing	
Community Activities	**Clean-up programs** Ongoing	Organized clean-ups around plants, including roads traveled by employees commuting to work	Ongoing	26 27
	Tree-planting/Greening of plants Ongoing	Conducted at plants	Ongoing	
	Support for local environmental protection efforts Ongoing	Voluntary participation, etc.	Ongoing	
	Environmental protection fund Continue to use fund to assist local environmental protection activities Shanghai-Minebea Lake Dianshan-hu Environmental Protection Fund (Established in April, 1996): Rmb 11.6 million (approx. ¥166.0 million)	Examine execution plan of local environmental protection activities using fund	Continue to use fund to assist local environmental protection activities	

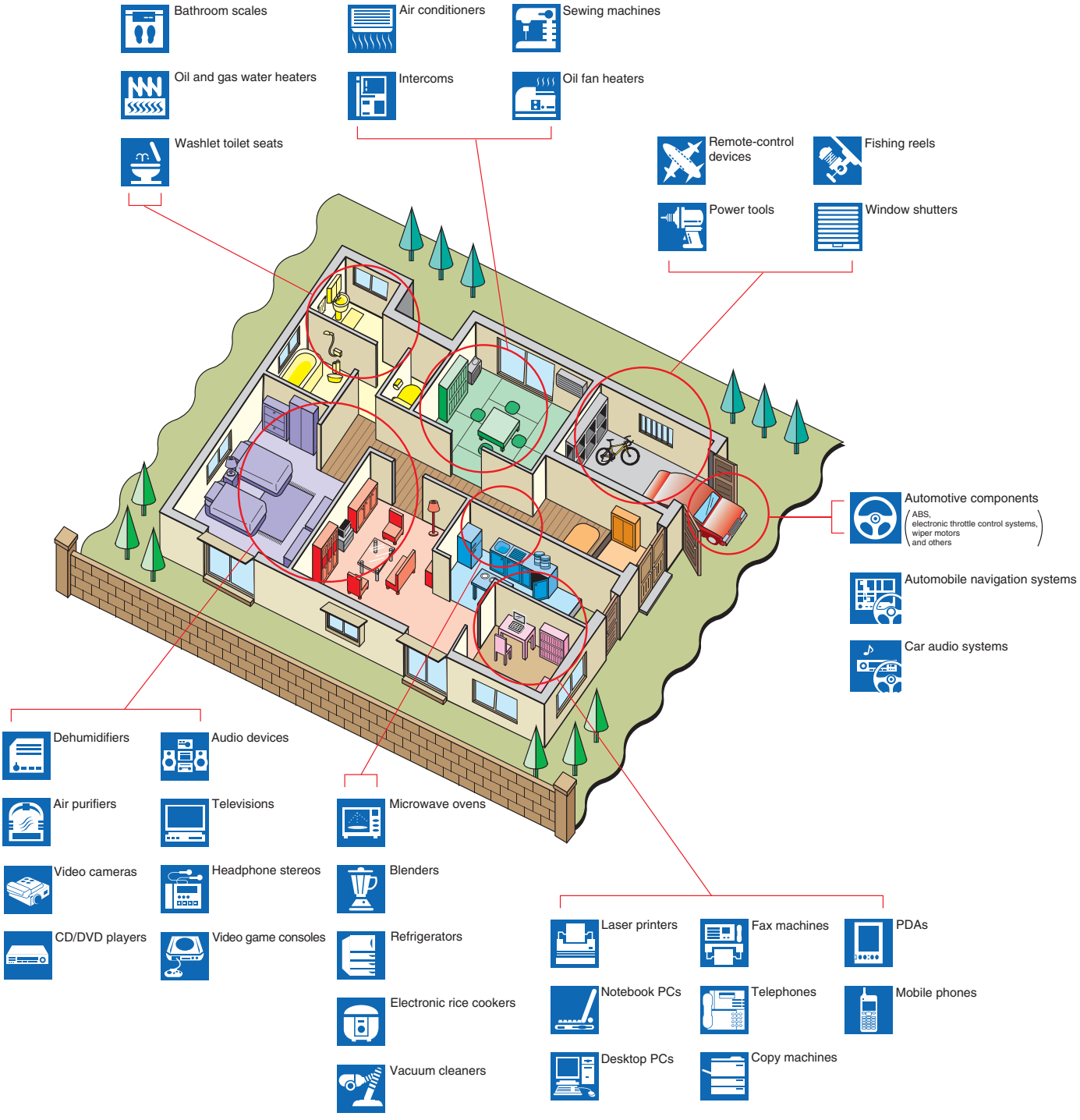
Note: The objectives presented herein were formulated based on certain assumptions. Please note that the Company's actual performance may vary significantly from any particular objective, owing to various factors.
Persons interested in transactions with Minebea are advised to contact the appropriate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

The Minebea Group manufactures ball bearings; machined components, notably aircraft and automotive components; and electronics components, including motors, liquid crystal display (LCD) backlights, strain gages and PC keyboards.

These products are used in a wide range of devices in everyday life.

It is estimated that, for example, between 100 and 200 small-sized ball bearings are used in the average home. Ball bearings contain rolling elements, that are, balls, which minimize friction, thus enabling devices to rotate smoothly. They are required for advanced home and office electronic equipment and are contributing to efforts to develop models that are smaller, use less energy and last longer.

Minebea Products: Essential to Modern Lifestyles



■Development of Environment-Friendly Products

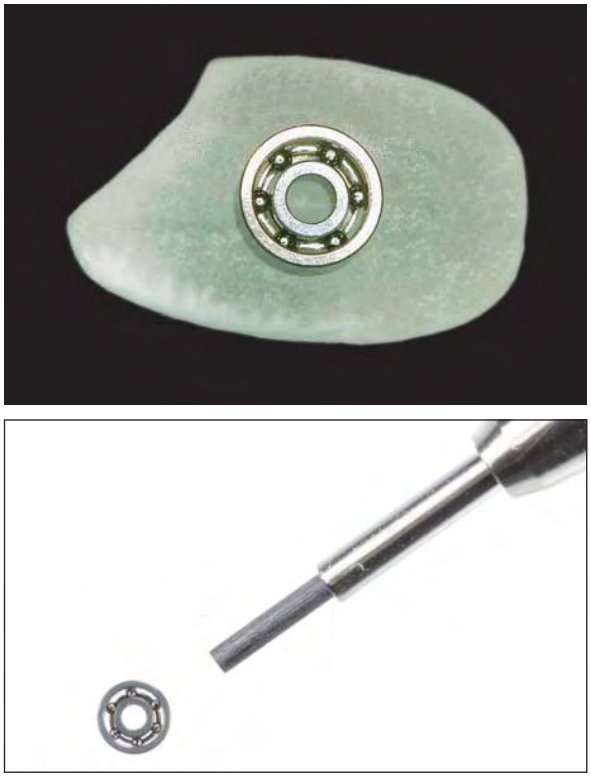
◎World's smallest ball bearings with ultra-small outer diameter of 1.5 mm

Minebea has succeeded in the commercialization of ultra-small ball bearings that are 1.5 mm in outer diameter and 0.65 mm in thickness, making them the smallest in the world (according to our research). These ball bearings have the same pressed-steel ball bearing cage structure as normal miniature ball bearings.

With a 60% share of the global market, Minebea is the leading manufacturer of miniature ball bearings with outer diameters of 22 mm or less. The smallest ball bearings that Minebea has put to practical use up to this point have been the 2.2 mm outer diameter ball bearings.

While achieving further miniaturization, these ultra-small ball bearings of 1.5 mm in outer diameter have the same high precision, durability and rigidity of the products that were formerly the smallest.

This new product will be proposed for active use in the moving parts of medical devices, micro-motors, micro-machines and other fields for which the conventional ball bearings were not suited.



World's smallest ball bearings with ultra-small outer diameter of 1.5 mm

◎High corrosion resistant miniature bearings

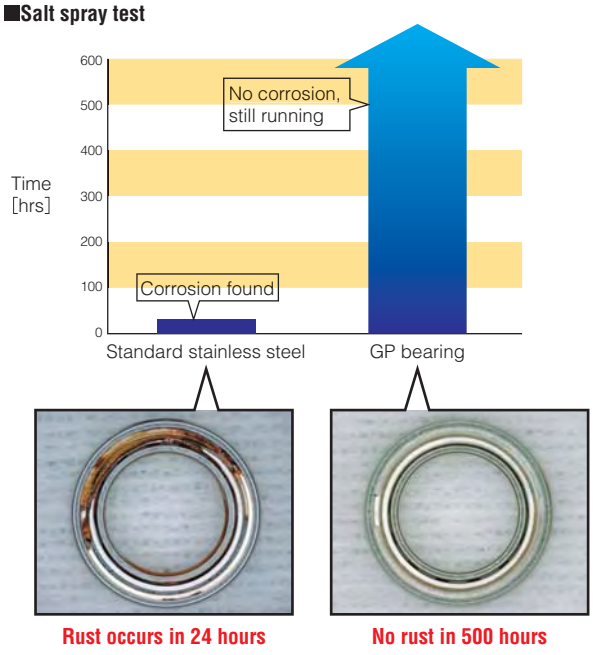
Minebea started marketing of high corrosion resistant miniature bearings called “Giga Protection®" (the “GP bearings") in July, 2009. Compared with stainless steel used in ordinary bearings, the GP bearings improve the resistance to rust and corrosion by 20 times or more (over 500 hours at salt spray testing, JIS-Z-2371).

Adopting materials with superior resistance to rust and corrosion, the GP bearings can be expected to be used in the applications requiring high resistance to rust and corrosion - such as fishing tackles, including fishing reels, and marine equipment exposed to seawater (salt water); wind meter exposed to wind and rain; and medical equipment easily eaten away by chemicals, etc. More attractive products can be developed by using GP bearings in easily rusting parts to offer users some benefits such as being able to largely reduce maintenance after the purchase of the product.

* Lower in load bearing performance than conventional stainless steel bearings due to the characteristics of the materials. Ideally suited to comparatively low load bearing applications.

〈GP bearing salt spray testing result (in accordance with the JIS-Z-2371 standard)〉

■Salt spray test



◎Weather-resistant, long-life, high-performance AC fan motors

Minebea has commercialized a series of weather-resistant (oil proof and dust proof), long-life AC fan motor for products used in harsh environments, such as machine tools and for products used outdoors, such as solar light generation systems and rechargers for electric vehicles.

Adopting a coil section formed in one piece of epoxy resin and a labyrinth structure (1) in the rotating section, this series dramatically enhances oil proof and dust proof capabilities (equivalent to "IP54" (2)). Additionally, when compared with our conventional models, it improves static pressure by up to 30%. It comes in two sizes (120 Square and ø170), as well as in a total of four types, which allows for selection of the best models for specific application needs. "Metal Blades Type" excels in oil proof requirement, while "Plastic Blades Type (PBT)" offers high static pressure and long wear requirement.

Users have to do troublesome maintenance work to use a fan motor in a harsh environment. Enhancing weather resistance in all kinds of environments, this series saves users' time and trouble required for the maintenance while at the same time contributing to lowering life cycle costs.

Weather-resistant, long-life, high-performance AC fan motors

Glossary

(1) **Labyrinth structure:** A special structure that eliminates the incorporation of dust into the rotation axis and the coil section, this structure is called "labyrinth structure" because it has a complicated shape in itself.

(2) **IP54:** IP (Internal Protection) is "degrees of protection provided by enclosures (IP code)" referred to in JISC 0920(IEC 60529). The degrees of protection are expressed in two figures following the IP.
1st code 5: Protection against the penetration of solid foreign objects. The apparatus is dust proof.
2nd code 4: Protection against splashing water. This represents no splashed water effects from any direction.

◎Ultra-small permanent magnet (PM)-type stepping motor with high resolution

Minebea has commercialized two types of world's highest resolution ultra-small permanent magnet-type stepping motors (the "PM stepping motors") (3) having outside diameter of 3.3 mm and 6 mm as mass production models.

The outside diameter of 3.3 mm (hereinafter referred to as ø3 mm), despite with an ultra-small diameter, allows fine positioning of 20 steps per rotation. It aims for adoption in compact, low-profile digital products - such as high-performance cameras for cellular phones and Blu-ray Disc drives for slim-type notebook computers - that was difficult for conventional products. The model with outside diameter of 6 mm (hereinafter referred to as ø6 mm) achieves high resolution of 40 steps per rotation (conventional products are 20 steps) - the first time in the world as a mass-produced PM stepping motor of the same size. Both ø6 mm and ø3 mm motors allow ultra high fineness and high power torque. The ø6 mm contributes to further heightening the functionality and added value of digital cameras, such as image stabilization through accurate positioning control, quick auto focuses and miniaturizing and silencing products by eliminating reduction gears.

High resolution, ultra-small PM stepping motor (Left: ø3 mm, Right: ø6 mm)

Glossary

(3) **Stepping motors:** Stepping motors convert electrical signals into mechanical actions. The number of electrical signals generated determines rotation number. Stepping motors support not only successive rotation but also intermittent driving, variable rotation, positive rotation and negative rotation. They are used in various OA equipment, such as printers and fax machines, PC peripherals, digital devices, precision equipment, etc.

Green procurement plays an important role in facilitating ongoing compliances with restrictions on hazardous substances and management, such as those specified in the EU's RoHS directive and REACH regulation. In addition to setting forth procurement guidelines aimed at ensuring legal compliance and customer satisfaction, as well as at reducing the use of substances that give negative impact to the environment, the Minebea Group gives priority to procuring environment-friendly materials and parts from suppliers that actively work to preserve the environment.

◎Publication of Minebea Group Green Procurement Standard

It is important that no harmful material be included in materials and parts Minebea purchases or uses. Minebea published “Minebea Group Green Procurement Standard" and asks our partners to provide products (materials, parts) free from harmful materials and to submit data and documents as proof as needed.

Minebea Group Green Procurement Standard
Cover of the third edition

◎Introduction of green procurement activity on website

Green procurement activity of the Minebea Group is introduced in our website as well.
Detailed information on Minebea's green procurement activity for our partners and customers is available from the following URL.

http://www.minebea.co.jp/

Website introducing Minebea's green procurement activity

◎Control of chemical substances included in Minebea products

Establishment of specification (Green Procurement Standard) and presenting it to our partners do not necessarily prevent harmful material from being included in our products.
Minebea belongs to JAMP (Joint Article Management Promotion-consortium) and is developing control system for every process from the stage of development/design to the stage of product shipment according to the “Chemical Substances Management Guideline" issued by JAMP.
Minebea selected committee members from all the product divisions to set up “Green Procurement Coordinating Committee" in June, 2008. It examines common problems, draws up rules and conducts in-house audit for management of chemical substance in products between divisions mutually.

Briefing session for in-house audit on management of chemical substance in products

Distribution practices have a significant impact on the environment. Corporate entities can thus be said to play a crucial role in efforts to reduce that impact.
The Minebea Group is taking various steps, including implementing modal shifts, aimed at reducing emissions of CO_2 and atmospheric pollutants.

◎Low-energy transportation using ships and shortening of lead time

Minebea uses high-speed ferries between Shanghai and Hakata for exporting or importing products, machinery and equipment, materials or the like between China and Japan and uses JR freight trains or domestic vessel between Hakata and Tokyo. This transportation route shortens lead time greatly compared with transportation using only common freight ships between Shanghai and Tokyo and reduces energy consumption (CO_2 emission) substantially compared with air transportation.
High-speed ferries (RORO ships) allow loading and unloading containers using trailers without using large-sized harbor cranes to contribute substantially to reduction of lead time while saving energy.

RORO ship (Roll On & Roll off ship)
High-speed ferry that allows loading and unloading truck containers as they are without using large-sized harbor cranes to save time.

How containers are unloaded from a RORO ship

◎Use of reusable bands to prevent collapse of cargo instead of stretch films

Stretch films have traditionally been wound around cardboard or plastic cases on pallets to prevent collapse of cargo during transportation. Stretch films are used only once and then thrown away.
Minebea uses reusable bands to prevent collapse of cargo during transportation between Minebea plants and warehouses instead of using disposable films. The bands can be used approximately 1,000 times.

Reusable bands to prevent collapse of cargo

◎Promotion of recycling used packaging materials

Minebea promotes recycle of cardboard, cushioning materials and wrapping materials in packing materials for products delivered to customers in Japan after they were manufactured in overseas factories.
Cardboard, cushioning materials and wrapping materials used for packing materials are collected when products unloaded at an airport in Japan are delivered directly to our customers by truck. The truck returns to the airport with the used packing materials, which are sorted in the airport, compressed with machines and are sold to recycling companies as recycle materials according to their types.

1) Styrofoam package waste

2) Compression

3) Recycled material

"Minebea's manufacturing activities depend on the communities in which its plants are located. Accordingly, we must strive to contribute to the communities without being a burden on them", said then-president Ogino at a meeting of the Corporate Environmental Protection Committee in June, 1993.
Today, this conviction is shared by all Minebea Group companies and serves as a guideline for environmental protection. The spirit of "contributing to the communities without being a burden on them" leads to the contribution to the global environment.

■Reduction of Energy Consumption/Contribution to Prevention of Global Warming

◎Construction of energy-saving plants (Thai Operations)

New plant for cutting and pressing process of bearings in Bang Pa-in Plant, Thailand, which started operation in June, 2008, was built with the concept of "the most energy-saving plant in the Minebea Group"
Cutting and pressing are a difficult machining process as that consumes large amount of energy. Previously, every overseas manufacturing plant performed the processes from manufacturing parts to assembly. The cutting and pressing processes are consolidated in the new plant where skilled workers trained in Thailand manufacture parts, which are supplied to plants in Thailand, Singapore and the UK to increase production efficiency and to contribute to energy saving.
Various measures to conserve energy were adopted to build the new plant and energy cost such as for electricity and water was reduced by approximately 45% than conventional Minebea plants.

[Measures to conserve energy adopted in the new plant]

1. **Thermal barrier coating on the outer wall and roof of the building**
2. **Adoption of high-efficiency water-cooled turbo freezing machine**
3. **Adoption of high-efficiency air blower**
4. **Adoption of electronic ballast for fluorescent lamps**
5. **Adoption of downlight LED for outdoor lights and interior lights**
6. **Recovery of waste heat and adoption of controlling fresh air intake using CO_2 sensor**
7. **Adoption of high-efficiency transformer**

The Bang Pa-in Plant won the "highest award for energy-saving controlled plant" in the "Energy Award in Thailand, 2008" held by the Thai Department of Energy in July, 2008.

Mr.Vutichai Udomkamjananan, director, receiving the highest award for energy-saving from the Minister of Energy (at right)


Energy-saving plant built in Bang Pa-in Plant, Thailand

◎Participation in CO_2 reduction/light down campaign

The Ministry of the Environment conducts "CO_2 reduction/light down campaign" on the summer solstice and on the day of the star festival (July, 7) every year, suggesting that lights in light-up facilities and in offices be turned off to prevent global warming. The objective of this campaign is to experience darkness and realize how much light we use so that people familiar with illumination will think about global warming.
Every plant and sales offices of the Minebea Group in Japan took part in the campaign in 2009. We designated the July 7th as simultaneous going home day throughout Japan to turn off not only outdoor lamps but also lights in offices.

[How much CO_2 emission was reduced in the Minebea Group]
Participant: Tokyo headquarters, 18 sales offices,
Karuizawa Plant, Hamamatsu Plant,
Fujisawa Plant, Omori Plant
NMB Electro Precision, Inc. (Sendai City)
Yonago Office, Minebea Motor
Manufacturing Corporation
Amount of power consumption reduced: 1,442 kWh
Reduced amount of CO_2 emission: 639 kg of CO_2
(Equivalent to emission of about 42 households per day)

CO_2 reduction/Light down campaign by the Ministry of the Environment
http://coolearthday.jp/index.html

Light-up illuminations in Hamamatsu Plant with lamps turned on

◎Reduction of heavy oil fuel use (Karuizawa Plant, Fujisawa Plant)

Traditionally, boilers and cold/hot water supply machines using fuel oil "A" as heat source for air conditioning have been used in various plants. However, burning of fuel oil "A" will cause carbon dioxide blamed for global warming as well as dust and nitrogen oxide that are harmful to humans to be released into the atmosphere. There is a risk of leakage of fuel oil "A" from old fuel tank, as well. We are shifting fuel of equipment from fuel oil "A" to cleaner fuel in plants simultaneously with replacement of facility.
The boiler and cold/hot water supply machines using fuel oil "A" were changed into equipments using city gas in Karuizawa Plant as city gas pipes were laid around the plant and carbon dioxide emissions were reduced about 24% compared with old equipments. Minebea also replaced boiler using fuel oil "A" with sectional air conditioner in Fujisawa Plant.

City gas boiler in Karuizawa Plant


Indoor sectional air conditioner newly installed in Fujisawa Plant

■Prevention of water pollution and decrease of water consumption

◎Achievement of zero waste water from plant and 100% recycle

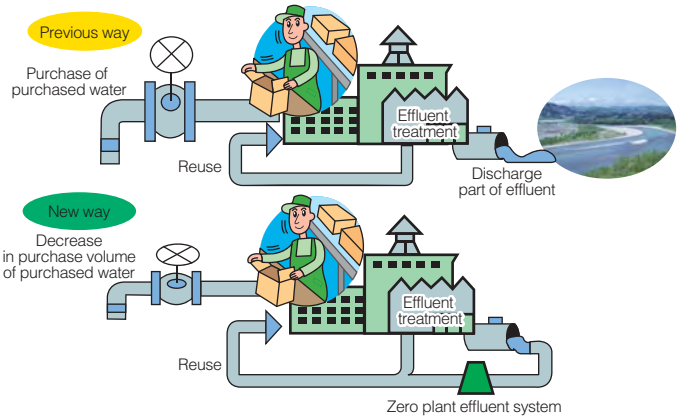
Shanghai Plant and Xicen Plant are located at the lakeside of Dianshan lake, which is an important water source for Shanghai city where there is very strict standard to release factory effluent.

The two plants reused most of water treated with general effluent treatment facilities in the past and now, newly introduced “zero plant effluent system" allows to reuse all factory effluent.

No effluent is released from Shanghai Plant and Xicen Plant now and water in the plants are recycled 100%. This reduced amount of water Shanghai Plant and Xicen Plant purchase from Shanghai city approximately 44%.

Memorial ceremony to celebrate the achievement of zero effluent in the two plants was held in Shanghai Plant on July 24, 2009.

[Outline of water treatment equipment in Shanghai Minebea]



Mr.Kokan, mayor of Seiho ward popular government (at right) and Mr.Fujisawa, general manager of Minebea China shaking hands at the ceremony for achieving “zero plant effluent and 100% recycle" in Shanghai and Xicen plants.

Building with zero plant effluent system (Shanghai Plant)

Internal equipment of zero plant effluent system

◎100% recycle of plant effluent and reuse of rainwater (Thai Operations)

Previously Bang Pa-in Plant in Thailand treated used purchased water in general effluent treatment equipment and used part of the treated water in toilet and released the rest.

Now, “effluent reclamation equipment" is installed to make plant effluent as clean as purchased water and treated water is recycled 100%. Rainwater is also collected, treated with “rainwater recycling machine" and is used as industrial water.

Such efforts enabled Bang Pa-in Plant to reduce amount of purchased water approximately 45% than before installing the two equipments. Now, no effluent is released from Bang Pa-in Plant to outside environment.

Bang Pa-in Plant and Lop Buri Plant in Thailand were selected as plants cooperating water area maintenance and protection of Chao Phraya River Protection Project and were commended by the Minister of Industry.

Rainwater treatment plant and water reservoir of Bang Pa-in Plant in Thailand

Mr.Vutichai Udomkamjananan, director, commended by the Minister of Industry (at left) for “plant cooperating protection"

■Promotion of 3R (Reduce, Reuse, Recycle)

Box for security guards, tables, chairs, bulletin boards are made of package waste such as wood box to reduce waste and effective use of resources in Ayutthaya Plant in Thailand.

Box for security guards made of package waste

Tables and chairs made of package waste

Bulletin board made of package waste

■Proper management of waste

◎Periodical audit of waste disposers (Karuizawa Plant, etc.)

Minebea periodically visits waste disposers outsourced by Minebea plants and their disposal sites for checkup. Waste should be disposed until the final disposition under the responsibility of the company that disposed it in principle. Therefore, Minebea checks not only disposal condition of waste but also various items including management condition of manifest and whether contracts, license of waste disposal or other documents are free of flaws.

Periodical audit conducted in Karuizawa Plant

■Rehabilitation of Contaminated Soil and Groundwater

◎Cleanup of contamination from organic chlorinated solvents

Since it previously used organic chlorinated solvents in its manufacturing processes, Minebea has conducted voluntarily inspections of its plants in Japan. These inspections confirmed the presence of contamination at the Karuizawa, Fujisawa and Omori plants, as well as the site of the former Ichinoseki Plant.
Minebea promptly informed local authorities and, in line with directives issued thereof, is implementing cleanup measures for soil and groundwater.

Environmental education plays an important role to operate the environmental management system effectively. Minebea provide education to raise awareness or to upskill employees as well as disaster response drills to minimize human suffering in times of emergency disaster.

◎In-house newspaper about environment "Hello Environment!"

We cannot find many instruction materials or references appropriate for encouraging employees to increase environmental awareness at hand.
Based on this perspective, Environmental Protection Division of the Minebea Group began to issue "Hello Environment!" in April, 2008. The newspaper is distributed to employees in Japan and abroad (English version).
It covers not only in-house environmental issues but also tips on preserving environment in everyday life and natural environment to attract as many readers as possible.

Minebea Group environment newspaper "Hello Environment"

◎Environmental education

Any corporate activity can affect environment.
Therefore, the Minebea Group provides environmental education programs for all employees.
The programs range from basic environmental education such as global environmental issues and countermeasures against them to specialized education to engineers and supervisors.
We also provide education to returnees and trainees from abroad and to mid-carrier workers.


Environmental education to new employees by chairperson of group environment protection committee

◎Refreshment training for in-house ISO14001 auditors

Every manufacturing base of the Minebea Group is certified according to ISO 14001 and is conducting environmental conservation activities.
In-house audit is important to check our activity to protect environment according to ISO 14001.
Upskilling of in-house auditors in charge of in-house audit is inevitable to conduct the in-house audit properly.
Minebea conducts periodical refreshment training to in-house auditors to maintain or increase their abilities after they are certified in in-house training.


Refreshment training for in-house auditors

◎Disaster response drills (Karuizawa Plant, etc.)

The Karuizawa Plant conducts annual disaster response drills and safety training based on the premise that a major earthquake has occurred, resulting in fires and oil spillage.
We set up Disaster Response Headquarters in the immediate aftermath of the earthquake. The headquarters' first priority is to protect human life. Accordingly, its first step is to confirm the safety of employees using a specialized ID card system.
Next, water-discharge drills on the premise of fire and lessons on cardio pulmonary resuscitation and AED (Automated External Defibrillator) are conducted.

Water-discharge drills for fire-extinguishing division

Lessons on cardio pulmonary resuscitation and AED
(Automated external defibrillator)

Evacuation drill

Emergency group on standby

◎Simulated experience with earthquake experience vehicle (Karuizawa Plant)

Employees experienced simulated earthquake in an earthquake experience vehicle of Saku Extended Association Fire Fighting Head Office in October, 2008. The vehicle can simulate past earthquakes and employees experienced intensity of past earthquakes. The experience made us feel that precautions are necessary to decrease damage.

Simulated experience with earthquake experience vehicle

The Minebea Group provides extensive information on its environmental preservation activities to the public via its web site and its environmental report. The Group also actively solicits the options of its employees and incorporates them into its environmental activities.

◎Environment click fund-raising (Fujisawa Plant)

Our Fujisawa Plant is located in Fujisawa city, which has web site of “Fujisawa city environment click fund-raising" with the aim of “increase of citizens' awareness on environment", “public relations activities of companies contributing to society" and “fulfillment of environmental education for children who will be major players in the next generation"
People browsing pages for introducing environmental activities of a sponsor company can click “contribution" icon and the company will donate 5 yen per click. The donated money will be used for education materials or the like for environmental educations in schools in Fujisawa city.
Minebea supports the campaign of Fujisawa city.

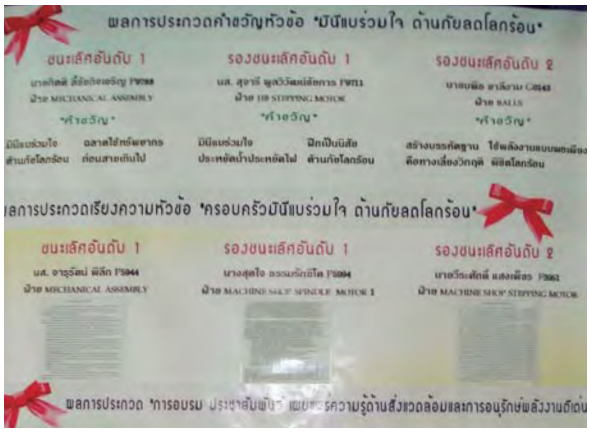
Site showing pages of Fujisawa city environment click fund-raising for Minebea

[Fujisawa city environment click fund-raising]
http://fj4.city.fujisawa.kanagawa.jp/oneclick/index.php

◎Environment week exhibition (Thai Operations)

The Thai Operations visit plants and hold “environment week exhibition" from November to December every year.
The exhibition introduces environmental protection activities of Thai Operations, government and private organizations to help raise awareness of employees greatly.
Slogan and composition competitions for “countermeasures for global warming under mutual cooperation of families of Minebea employees" and “public relations bulletin competition with the theme of environment and energy" for divisions in Thai Operations were held in 2008.

Environment week exhibition



Public relations bulletin for divisions displayed in the competition

◎Summer festival in Fujisawa Plant

The Fujisawa Plant holds an annual summer festival before summer vacation.
We not only announce to employees and their family but also to nearby residents and many participants enjoy various events including booth shops, interdivisional event, games, performance of bands and bingo game.

Summer festival in Fujisawa Plant

◎Publication of the Minebea Group Environmental Report

In recent years, companies have come under increasing pressure to disclose information on their efforts to incorporate environmental protection into their business activities.
Minebea has published its first annual Group environmental report since 2003.
To ensure that the reports are as useful and informative as possible, Minebea discloses information in accordance with the “Environmental Reporting Guidelines" by Japanese Ministry of the Environment and “Sustainability Reporting Guidelines Version 3.0" by Global Reporting Initiative (GRI).

Minebea Group Environmental Report 2008

◎Information on environmental efforts on the Minebea web site

The Minebea web site features information on current environmental protection efforts, as well as Minebea's Environmental Protection Principles and a history of efforts to date.

http://www.minebea.co.jp/environment/index.html

For inquiries and comments on Minebea's environmental efforts, please see the back cover of this report.

Top page of Minebea's website covering environmental protection activities

As members of the communities in which they operate, companies must communicate and work with national and municipal authorities, educational institutions and other organizations to promote efforts that contribute to society.

◎Shanghai Minebea Dianshan lake environmental protection fund (Shanghai Operations)

Minebea has established “Sanghai Minebea Dianshan lake environmental protection fund" aimed to maintain water quality of the Dianshan lake close to Shanghai Minebea on April 20, 1996. The total amount of the fund is 11,600,000 yuan (approximately 166 million yen) as of end of July, 2009 and its interest is used for dredging and afforestation or the like in river around plants.
Utilization of the fund for maintenance of treatment facility for miscellaneous drainage of housings in fishing village around the Dianshan lake.

River with bank protection work completed with the fund

◎Donation of weight scales for wheel chairs (Fujisawa Plant, Karuizawa Plant)

Minebea donated weight scales for wheel chairs to Fujisawa city in Kanagawa prefecture in February, 2009 and to Miyota-machi in Nagano prefecture in April, 2009. Measuring Components Business Unit of Minebea designed and manufactured the scale to allow measurement of body weight without getting off a wheel chair.
The donated weight scales for wheel chairs are used in welfare facilities, sport facilities, or the like.

Weight scales for wheel chairs designed and manufactured by Minebea

Presentation of list to the mayor of Fujisawa city (at right)
Presenter: Mr.Niijima, division manager (Measurement instrument division)

◎Participation in local volunteer activities (NMB Electro Precision, Inc., Japan)

Employees of NMB Electro Precision, Inc. took part in the “6th kokeshi forestation project" held by Agriculture and forestry department, economic affairs bureau of Sendai city as part of “Forestation-for-all project" as members of citizen volunteers on May 24, 2008. Approximately 1,500 saplings were planted including cornel, wild cherry tree and painted maple with 256 people including citizen volunteers in Yumoto-uehara city forest adjacent to Akiu onsen, which is a popular hot spring in Sendai.

Employees of NMB Electro Precision, Inc. and their family taking part in the Forestation-for-all project in Sendai city

◎Education support program for children in Thailand(Thai Operations)

Takahashi Fund that supports schools and students in Thailand was established in 1992 with donation in commemoration of 10th anniversary of Thai Minebea Group.
It donated an “environment corner" in the library of the Wat La Shadow School in Ayutthaya Province in 2008. The corner contains environment-oriented items such as environment board, bookshelf and miniature garden so that children will be interested in environment protection.
Composition competition under the theme of “prevention of global warming" in order to maintain awareness of environment and energy protection" for students were also held on the day of the donation.

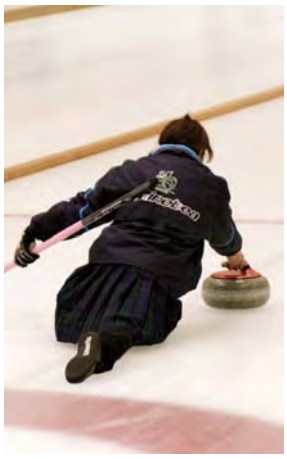
Environment corner in the Wat La Shadow School

Books donated by Minebea

Students of the Wat La Shadow School and employees of Minebea

◎Promotion of amateur sport
Operation support of “Curling hall Miyota"

Minebea supports operation of local sport club “Curling hall Miyota" in Miyota-machi, Nagano prefecture. Minebea donated bench coats to curling players in Nagano prefecture such as male team “SC Karuizawa" and female team “Team Nagano". Symbol mark of the Miyota-machi composed of gold-banded lily and Mount Asama is printed on the back of the coat.



Players in Nagano prefecture performing brilliantly
in Karuizawa International Curling Championship (2009)

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Additional information on Minebea's environmental efforts is available in English at:
httpl//www.minebea.co.jp/english/environment/activities/index.html

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