

# Top Commitment

Minebea strongly believes that the pursuit of “manufacturing with sincerity” is directly tied to both the building of strong relationships with stakeholders and to our sustainable growth.

## Minebea, Where Everything Starts with Our Passion for Manufacturing

In 2011, Minebea will celebrate its 60th anniversary. We are proud that at the heart of our longevity is our passion for and close attention to “manufacturing with sincerity.” We take this to mean producing better-quality products more efficiently than anyone else and providing these to the world at large. Businesses must survive in the face of stiff competition, but we have cultivated our beliefs and philosophy through actively participating in healthy competition.

Our ideas about manufacturing include eliminating inefficiencies and aggressively pursuing the best efficiency and optimization in a highly competitive marketplace. And as we strive for “manufacturing with sincerity,” we believe it is essential to engage in dialogue to create and protect healthy relationships with everyone with a connection with Minebea. This approach has been passed down through successive management.

Our “Five Principles” management policy, detailing the type of relationships we should build with all stakeholders, including employees, customers, shareholders, local communities, and global society, was formulated roughly 15 years ago. This is the basic concept behind our approach to social responsibility and is the starting point for all the activities that make Minebea what it is.

## Pursuing Efficiency to Reduce Our Environmental Burden

Since the company’s founding, we have made every effort to build streamlined production lines and maximize energy efficiency. Eliminating waste and inefficiencies from the manufacturing process, and striving for functionality and efficiency in the products themselves, by extension leads to savings of energy and resources and reduces waste, important ways in which we can reduce our environmental burden.

After building a plant in Singapore in 1972, we opened production facilities in Thailand, China, North America, and Europe, and we have continued to grow together with these areas. We have actively promoted various initiatives there, including capital investment in facilities, such as complete recycling of plant effluents at our Thailand and Shanghai plants and implementation of region-appropriate energy-saving measures. We also maintain and manage our manufacturing plants according to our own high standards, in addition to observing local laws and regulations. We do this not only out of concern for the environment but because we

believe that honest interactions foster acceptance by local citizens, making it possible to continue our business over the long term and constituting the cornerstone upon which we can pursue our ultimate goal in manufacturing.

We believe that initiatives such as these have contributed to our being recognized as an environmentally-friendly company by government bodies in the United States, Thailand, and China, which has given us a positive image in those countries.

## Dialogue with Stakeholders

Similarly to the role played by our concern for the environment through pursuing efficiency and eliminating waste and fostering a relationship of trust with local communities, Minebea’s manufacturing activities are made possible by building good relationships with our employees, customers, shareholders, global society, and suppliers.

For example, it is people who make our products, and providing them with a comfortable working environment helps achieve efficient, waste-free manufacturing. To this end, we engage in direct dialogue with employees to solicit their opinions and are doing what we can to make improvements. Thailand, for instance, has a hot climate, so in response to employee requests, we were early in providing air-conditioned shuttle buses, manufacturing plants, and company canteens, to improve the workplace environment. At face value, air conditioning may appear to increase the impact on the environment, but the comfort obtained boosted employee morale and workplace productivity, and in the end, this resulted in being one of the most effective ways of achieving efficient, lean manufacturing.

Looking for growth opportunities, Minebea began manufacturing products abroad and over the past 40 years has maintained positive labor relations in all of our locations. I believe this has been achieved through sustained, honest dialogue.

Looking forward, we will work to maintain communication with employees and all other stakeholders and strive to strengthen relationships of mutual trust so that Minebea can continue to provide “manufacturing with sincerity.”

## Leveraging Collective Strengths and Diversity, to Become a Truly Global Company

Minebea has been expanding overseas business to seek opportunities for growth since the 1970s. At present, Minebea has manufacturing plants in 16 countries around the world, with employees from a diverse range of backgrounds, and our operations have grown into global enterprises able to offer

each other mutual support.

Since becoming the president, my focus has been on organizational reforms throughout the Group so as to make the best use of Minebea's collective strengths and diversity. For example, we are actively promoting initiatives relating to job transfers, support for duties, and training, on a global level rather than simply within divisions or regions.

By integrating the various strengths and capabilities of an international workforce creating a diverse range of products, the Minebea Group as a whole is aiming for true globalization so that we can create even better products.

## Tying Our Origins to the Future

I believe that one of my most important responsibilities is to instill the manufacturing philosophy that Minebea has developed up to the present in our employees around the world who are responsible for future generations, to lay the groundwork for Minebea's 100th anniversary in 40 years' time.

To make this come true, we must place even greater importance on communication with employees, but at the same time, we need to be more active in engaging in dialogue with stakeholders outside the company, so that we can respond flexibly

to changing times and society's needs.

Thus, to meet the social responsibilities expected of us, in 2009 we established the CSR Promotion Division as an interface for communication both within and outside the company, and for internal coordination. In 2010, we established the Minebea Group Basic CSR Policy, to coordinate the company's direction and employees' awareness.

We define ourselves through our "manufacturing with sincerity," which we will continue to adapt to changing times so that we may continue to be a company that serves society.

This is the first issue of Minebea's CSR report. We hope that the report will give you a better understanding of what we do, and we will ensure that opinions received with regard to the report are reflected in our future corporate activities. We therefore welcome your honest opinions.



Yoshihisa Kainuma  
Representative Director, President  
and Chief Executive Officer

