

# Relationship with Employees

At the Minebea Group, we take the health and safety of our employees very seriously, and we aim to create a workplace where all employees can develop to the best of their potential. Through this, we hope to instill a sense of pride in our employees and energize the company as a whole.

## Basic Approach

Since Minebea's earliest days, our Group has recognized that its employees are its most valuable resource; one of the central tenets of our management philosophy is that the company should become one that its employees "are proud to work." To make this possible, we are committed to creating workplaces where our employees all over the world can work safely and in good health, and fully exercise their abilities.

### Minebea Group Workforce (as of March 2010)

	Employees			Japanese staff on overseas assignment	Total
	Male	Female	Total		
Japan	2,606	577	3,183	—	3,183
North America	1,040	780	1,820	26	1,846
Europe	675	376	1,051	31	1,082
Asia	10,152	32,447	42,599	381	42,980
Total	14,473	34,180	48,653	438	49,091

### Principle Domestic Training Programs by Rank (FY2009)

Program	Candidates	Aim of Training
New Employee Training	New employees	<ul style="list-style-type: none"> <li>– To learn the proper manners expected of working members of society, attitude toward work, and how to carry out work duties</li> <li>– To understand the company's management philosophy and code of conduct, and company rules, systems, and organization</li> </ul>
Junior Employee Training	Employees in their second year of employment	<ul style="list-style-type: none"> <li>– To learn how to set goals and ensure ongoing personal development</li> <li>– To learn the fundamentals of improving their work and the basics and importance of communication</li> </ul>
Intermediate Level Training I	Employees in their fifth year of employment	<ul style="list-style-type: none"> <li>– To review their personal abilities, what they want to be in the future and what actions they should take</li> <li>– To understand the role expected of them as intermediate-level employees and learn how to proactively motivate co-workers</li> </ul>
Intermediate Level Training II	Employees in their tenth year of employment	<ul style="list-style-type: none"> <li>– To reflect on the meaning and value of their own and the company's work from an outside perspective (customers, the market)</li> </ul>
New Assistant Manager Training	Newly promoted assistant managers	<ul style="list-style-type: none"> <li>– To learn about the role expected of assistant managers as managerial and supervisory executives, leadership, and how to mentor and nurture subordinates</li> </ul>
New Manager Training	Newly promoted managers	<ul style="list-style-type: none"> <li>– To learn the fundamentals of management innovation, identify the problems in their section, and evaluate and formulate responses to important issues</li> <li>– To learn how to lead and mentor/train subordinates</li> </ul>

Note: In addition to the above, a manager training program and a training program for intermediate-level employees are held every two years for Japanese employees on overseas assignment.

## Human Resources Development

At the Minebea Group, we look for employees who can work on the global stage, who can develop ideas independently, and who are up to a challenge, and we nurture our workforce through education and training. Be they newly hired or intermediate-level employees, or newly promoted managers, we have specially tailored programs for every employee rank. Featuring seminars, study sessions, and on-the-job training, these programs have been designed to impart specialized knowledge and reinforce skills.

## Fair and Balanced Evaluation

At the Minebea Group, impartiality and objectivity are our prime concerns when it comes to evaluating the abilities and achievements of our employees. Compensation and benefits reflect evaluation results, so as to create a workplace where workers can feel that they are performing valuable work and where ambitious employees are encouraged to perform to their maximum potential. We will continue implementing personnel policies based on rewarding effort and achievement and permitting a flexible response to any future changes in the workplace environment and employment structure.

## Health and Occupational Safety

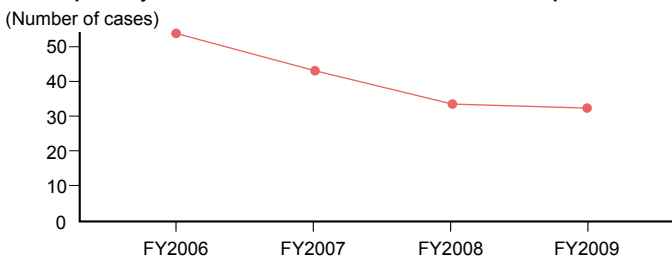
### Health and Occupational Safety Management

The Minebea Group firmly believes that a safe, healthy workplace is key to improving product and service quality, consistency of manufacturing operations, and employee morale.

Each of our plants has a Health and Safety Committee comprising numerous working groups with responsibilities for working safely, ensuring sanitation, and so on. These committees meet on a regular basis to jointly review the working groups' progress toward their individual targets. Our main plants in Thailand, China, and Singapore—key manufacturing regions for us—have obtained OHSAS 18001 certification.

In the event of a fire, workplace injury, traffic accident, or other similar incident, safety managers not only take the lead in identifying the cause and handling the issue appropriately but also ensure that information about such incidents is shared with all other production sites throughout the world so that similar incidents can be prevented in the future.

#### Workplace Injuries and Other Accidents in the Minebea Group



### Regular Patrols at the Karuizawa Plant

Regular safety patrols are conducted once a month at the group's Karuizawa Plant, reviewing progress in terms of the previous month's safety patrol findings and identifying further areas where improvements are needed. These patrols ensure that areas in the vicinity of production equipment are kept neat and tidy, that potentially dangerous tools are stored properly, and that safety glasses and earplugs are used.



A regular patrol

### Promoting Health Management

To promote health and fitness among its employees, the Minebea Group offers regular health checkups and counseling in accordance with the laws and customary practices of each country. Meanwhile, given the increasing awareness in recent years of the importance of mental health, we have stepped up our efforts in this area, making industrial physicians and counselors available to advise employees and also holding mental health seminars.

### Health and Occupational Safety Initiatives in Thailand

With approximately 60% of the group's total workforce employed at our five Thai plants—Ayutthaya, Bang Pa-in, Rojana, Lop Buri, and Nava Nakorn—Thailand represents an important base for the Minebea Group.

We strengthened occupational safety and health promotion initiatives, and our approach was recognized when we obtained OHSAS18001 certification in 2004. We have also been certified under the TLS8001 labor standards enacted by the Thai Ministry of Labor in 2003. Among the conditions of these standards are that companies must limit overtime work to 12 hours per week, within three years of obtaining certification, and this limit is currently being implemented in our Thai plants.

In terms of health and occupational safety education, we train at least 40% of our employees in fire fighting as required by law. Meanwhile, we also comply with Thai legislation requiring that at least 50% of employees be provided with access to skill improvement programs and that training aimed at improving quality of life also be provided to staff.



Safety training in Thailand

## Workforce Diversity

### Promoting Female Employment

Workforce diversity is an important issue for the Minebea Group, which has global operations. Over 34,000 women are employed by the group throughout the world, accounting for approximately 70% of our entire workforce. Accordingly, we will continue taking a proactive approach in promoting women employees to managerial positions and other posts.

### Initiatives Regarding Reemployment of Seasoned Employees

The retirement age for Minebea Group employees in Japan is 62, so that highly skilled and motivated employees may continue working longer. Meanwhile, in light of the enactment of the Act on Stabilization of Employment of Elderly Persons, the Group also provides all employees who so desire with an opportunity to be rehired after compulsory retirement.

### Initiatives Regarding Employees with Disabilities

As of June 1, 2009, persons with disabilities accounted for 1.27% of Minebea's total workforce. In the future, we will work toward meeting the statutory 1.8% employment ratio by developing new areas where these employees can contribute while also promoting the employment of persons with disabilities throughout the Group. (N.b.: The reported employment ratio was 1.74% as of August 2010.)

Ratio of Employees with Disabilities in the Minebea Group Workforce (%)

	FY2005	FY2006	FY2007	FY2008	FY2009
Employment ratio	1.10	1.16	1.16	1.11	1.27

### Respect for Human Rights

In light of the importance of compliance to companies today, the Minebea Group prohibits discrimination on the basis of race, age, gender, nationality, or religion. Furthermore, we have established an internal reporting system and provided counseling services in order to help prevent infringements on human rights.

## Initiatives for Creating Environments Conducive to Working

### Support for Diversity in Work Patterns

Minebea is committed to creating a workplace making work-life balance possible for employees, so that they can continue working with higher levels of motivation and pride in the company.

We have a flexible employment system that makes it possible for employees to take time off for childbirth, child-rearing, caring for family members, or other important events in their private lives. There is also a special holiday system that gives employees time off to rejuvenate, physically and mentally. And to celebrate our 50th anniversary in 2001, we instituted a system under which employees with 30 years or more of service are given the opportunity to take a quality-time vacation in Asia with their families.

Through these and other similar efforts, we will continue to further improve the workplace environment, so that our employees may work with peace of mind.

#### Principal Special Leave Benefits for Employees in Japan (FY2009)

Benefit	Description	No. of employees taking leave
Child care leave	Paid leave or shorter working hours for employees caring for children	35
Family care leave	Paid leave or shorter working hours for employees with family members requiring care	0
Overseas vacation for veteran employees	Trip to Thailand, China (Shanghai), or Singapore for employees with 30 years' service and their families	15

### Labor Relations

As recited in the Minebea Group Code of Conduct, we recognize freedom of association and endeavor to build harmonious labor relations by actively communicating with labor unions and employee representatives on issues such as the work environment and working conditions.

## Future Issues and Goals

We recognize that the training of human resources is an essential element for furthering our global expansion of a stable supply of high-quality precision products generated through manufacturing skills and technological innovation. Accordingly, we are engaged in nurturing human resources with skills applicable anywhere in the world and in passing on know-how.

### I want to use the experience I acquired in Japan after I return to Thailand.

I came to Japan from Thailand to participate in a year-long ILO training program and I've been here for eight months. Thanks to language training I received at the Hamamatsu ILO Center during my first three months here, I am finally able to speak some Japanese. Now based at the Karuizawa Plant, I am learning about work practices related to production control and procurement. After returning to Thailand, I want to apply what I learned here and my Japanese language skills in my work for the company. I also intend to continue studying Japanese.



**Chuleeporn lamtae**

NMB-Bearing Div. Production Control  
NMB-Minebea Thai Ltd.,

### I am proud of the way my work allows me to develop as a person.

I've been working for Minebea since 1994, and I'm proud of the fact that, despite poor economic conditions, the company's monthly sales volume of bearings to Asia and the Greater China region has expanded six-fold during that time and that sales are continuing to grow. For my part, I gained valuable experience through my job in production control, particularly because I learned to communicate effectively with sites all over the world. This not only benefited my work but helped me learn about the cultures of various countries, helping to broaden my perspective and contribute to my personal growth.



**Ricky Tan Tiam Huat**

Manager  
Singapore Sales Division  
NMB Singapore Limited.

### I underwent Intermediate Level Training I.

This most recent training course gave me the opportunity to appreciate the fact that I am now an intermediate level staff member. By applying what I learned during the course and remaining conscious of particular tendencies I have when it comes to work (especially my weak points), I feel that I can be a little more relaxed about my work than before. Over the three days of the course, I spoke with many other intermediate level staff members from different departments, and this also encouraged me to do a good job.

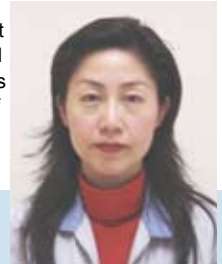


**Mayumi Saito**

Customer Support Engineering  
Ball Bearing Business Unit  
Minebea Co., Ltd.

### I feel that involvement in activities benefiting a worthy cause helps motivate employees

The grounds are a sea of greenery and blossoms, so much so that visitors have praised it for looking more like a flower garden than a manufacturing plant. We are also active contributing members of environmental protection programs and other society-oriented projects both here at the plant and in the community. I believe I can also speak for many other employees in saying that a company with this type of outlook is a pleasure to work for.



**Qingyun Lu**

Senior Manager  
Personnel & General Affairs Division,  
Minebea Electronics & Hi-Tech Components  
(Shanghai) Ltd.

### I was happy to be able to benefit from the Group's vacation scheme for veteran employees.

As of April 2010, I had been a Minebea employee for 30 years. Notified by the Personnel & General Affairs Department that I was now eligible to take an overseas trip, as an expression of the company's appreciation of my service, I proudly returned home to tell my waiting family, and we immediately set about making plans. The three of us traveled to Singapore at the end of July. Although I did not say so in so many words, I am grateful for this opportunity to express my gratitude to my family.



**Hiroshi Sawamoto**

Manager  
Baraki Warehouse  
Logistics Department  
Minebea Co., Ltd.

### I was most impressed by the company's child-care leave and shorter work-hour schemes.

When I returned to work after child-care leave, having to get back up to speed from scratch was quite daunting. Thanks to the company's shorter work-hour scheme, however, I find it's quite easy to return to full-time duty, and because I have only a limited amount of time, I can concentrate and get a lot of work done. While balancing work and taking care of a child is always difficult, a child's smile is like a ray of light from heaven, and my days are now much more fulfilling. I hope that many more employees, men and women alike, will avail themselves of this scheme from now on.



**Misa Suminaga**

Accounting Department  
Finance & Administration Division.  
Minebea Co., Ltd.