

Relationships with Employees

Basic Approach

Since its founding, the Minebea Group has recognized that employees are its most valuable resource, and one of our Five Principles is that the company should become a place where its employees are proud to work. The Minebea Group is committed to maintaining and improving workplaces where each of our employees can work safely and in good health, and fully exercise his or her abilities.

Minebea Group Workforce

(as of March 2011)

	Employees			Japanese staff on overseas assignment	Total
	Male	Female	Total		
Japan	2,744	575	3,319	0	3,319
North America	1,060	793	1,853	24	1,877
Europe	667	375	1,042	26	1,068
Asia	11,179	35,976	47,155	408	47,563
Total	15,650	37,719	53,369	458	53,827

Human Resources Development

The Minebea Group seeks employees who can work on the global stage, have the independence to develop their own ideas, and welcome challenges, and we work to provide education that encourages those qualities. We have specially tailored programs for every employee rank, including new and intermediate-level employees and newly-appointed managers, and we conduct training programs and on-the-job education to enable employees to acquire specialized knowledge and strengthen their skills.

Principal Domestic Training Programs by Rank (FY2010)

Program	Participants	Aim of Training
New Employee Training	New employees	<ul style="list-style-type: none"> Learn the proper manners expected of working members of society, attitudes toward work, and how to carry out work duties. Understand the company's management philosophy and code of conduct, and company rules, systems, and organization.
Junior Employee Training	Employees in their second year of employment	<ul style="list-style-type: none"> Learn goal setting and ensure ongoing personal development. Learn fundamentals for improving performance and the basics and importance of communication.
Intermediate Level Training I	Employees in their fifth year of employment	<ul style="list-style-type: none"> Review personal abilities and future goals, and consider how to proceed going forward. Understand the role expected of intermediate-level employees and learn how to proactively motivate co-workers.
Intermediate Level Training II	Employees in their 10th year of employment	<ul style="list-style-type: none"> Reflect on the meaning and value of one's own and the company's work from an external perspective (customers, the market).
New Assistant Manager Training	Newly promoted assistant managers	<ul style="list-style-type: none"> Learn the role expected of assistant managers as managerial and supervisory executives, leadership, and how to guide and mentor subordinates.
New Manager Training	Newly promoted managers	<ul style="list-style-type: none"> Learn the fundamentals of management innovation, identify problems in one's own section, and evaluate and formulate responses to important issues. Learn leadership and how to guide and mentor subordinates.

*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 assignments.

Brother-Sister System

A Brother-Sister System was introduced on an experimental basis for employees of the Minebea Group's domestic sales division in April 2010. Under this system, a young employee takes on the role of mentor for a new employee. In addition to teaching business skills, the program supports relationship building so new employees can feel free to consult their mentors concerning non-work issues, and develop their independence. The program will be initiated on a full-scale basis from FY2011.

Using the Brother-Sister System

When I first started life as a working adult, I felt anxious and lonely. At that time, the Brother-Sister System provided me with moral support. I was mentored by a senior co-worker close to my age who answered even trivial questions without hesitation. The responsible senior co-workers accompanied us when visiting customers, and eventually I was allowed to take over as a representative. I hope to follow the example of my senior co-workers and be as kind as they were. Thanks to this system, even when I stumbled I was able to get back on my feet again.



Erika Kadowaki
First Sales Group, Tokyo Branch
Domestic Sales Division

● Global Human Resources Development

To promote its global human resources, the Minebea Group is committed to broadening the playing field for employees.

We want more employees to have an opportunity to engage in global activities, so if stationed overseas they can stay for a maximum of five years according to established guidelines. In addition, employees of overseas subsidiaries participated in ILO training* available in Japan. Thirteen employees participated in FY2010, and an accumulated total of 589 employees have taken the training in Japan.

*Planning and implementation of international business development skills were conducted by the ILO Association of Japan, Inc. The program was terminated in April 2011.

■ Experiencing Overseas Assignments

I have worked at the Bang Pa-in Plant in Thailand for almost 3 years. I have experienced many different things. Since my assignment, the area where I feel I have grown is that I can make judgments on my own and bear the responsibility for those judgments. For two years before my assignment I worked at the Karuizawa Plant, but there I worked under the direction of more senior co-workers as a newcomer. Now as I work, I have the feeling that I am the one who has to show leadership in the workplace.



Kazumasa Shitara
Mechanical Assembly Business Unit

Fair and Balanced Evaluation

At the Minebea Group, impartiality and objectivity are our prime concerns in evaluating the abilities and performance of our employees. Compensation and benefits reflect the results of these evaluations 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 future changes in the workplace environment and employment structure.

Respect for Human Rights

In light of the importance of corporate compliance (corporate ethics and legal compliance), the Minebea Group prohibits unfair discrimination due to race, age, gender, nationality and religion. Employees undergo

training before assignment to regions with different cultures, and the Minebea Group Officer and Employee Compliance Guidelines are used for human rights education at every level of training for employees. Moreover, we are working to prevent human rights abuses by providing consultation center and an internal reporting system (see page 21).

Workforce Diversity

As the Minebea Group expands its global operations, we believe it is important to strengthen its human resources with diversity as a given. We are committed to creating an environment that maximizes the capabilities of diverse human resources regardless of such attributes as gender, age, nationality, or disability.

● Promoting Female Employment

Approximately 38,000 female employees are working for the Minebea Group worldwide, accounting for about 70% of our total workforce. For this reason, we will continue to actively work toward the promotion of female employees to management positions, and strive to create a workplace where they can continue to demonstrate their abilities and play an active role.

■ As an HR professional, I want to continue supporting Minebea employees

I have been involved in the Human Resources Department since joining the company in 1984. The Thailand operations have 8 personnel groups, and I have been responsible for one of them for 22 years. My boss entrusted me with leadership of the group, which has made me very proud and has been very encouraging. In addition to managing employees engaged in manufacturing, we also provide support for employees visiting or assigned to our plant from Japan, Germany, Singapore, and elsewhere. I am actively participating in activities that contribute to the region, and I will continue to do my best to meet the company's expectations.



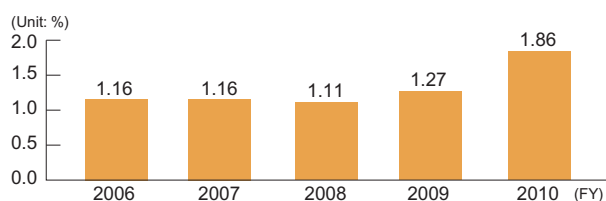
Adakorn Sritan
Head (Deputy Manager)
Human Resource &
Administration
NMB-Minebea Thai Ltd.

Relationships with Employees

● Initiatives Regarding Employees with Disabilities

The Minebea Group actively promotes the employment of people with disabilities, and in FY2010 achieved an employment ratio of 1.86%, surpassing the statutory requirement of 1.8%. We strive to consider the workplace environment to make work more rewarding for these employees.

■ Ratio of Employees with Disabilities in the Minebea Group Workforce



● Initiatives Regarding Reemployment of Seasoned Employees

So that highly skilled and motivated employees may continue working longer, and to enable them to pass on their skills and expertise to younger employees, the retirement age for Minebea Group employees in Japan is 62. Furthermore, in response to the enactment of the Act of Stabilization on Employment of Elderly Persons, the Minebea Group also provides all employees who so desire with an opportunity to be rehired after compulsory retirement.

Initiatives for Creating Environments Conducive to Working

● Support for Diversity in Work Patterns

We believe that the Minebea Group's attention to the work-life balance of its employees will reward them and lead to a sense of fulfillment. To this end, we have a flexible system that enables employees to take time off for childbirth, child-rearing, caring for family members, and other important events in their private lives. We have also established the Overseas Vacation for Veteran Employees Program, which gives employees who have worked for Minebea for over 30 years an opportunity to refresh themselves physically and mentally.

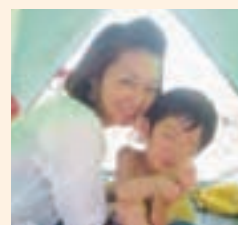
The number of users has been increasing year by year, a sign that the system is functioning well. We will continue to improve the workplace environment so our employees may work with peace of mind.

■ Principal Special Leave Benefits for Employees in Japan (FY2010)

Benefit	Description	No. of employees taking leave
Child care leave	Paid leave or shorter working hours for employees caring for children	65 persons
Family care leave	Paid leave or shorter working hours for employees with family members requiring care	0 person
Overseas vacation for veteran employees	Trip to Thailand, China (Shanghai), or Singapore for employees with 30 years of service, and their families	18 persons

■ Shorter Working Hours for Childcare

It's been 3 years since I returned to work, and I'm amazed at how quickly every day passes. Being able to leave work one hour early is a tremendous help in balancing work and raising a child. However, there are many who haven't yet heard about this benefit, and because of this they accept work during the evenings. The number of men who actively participate in parenting is increasing, so I hope this benefit will become better known, and that the working environment will make it easy for men to use it.



Machiko Takahashi
Keyboard Business Unit

● Labor Relations

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

Health and Occupational Safety Management

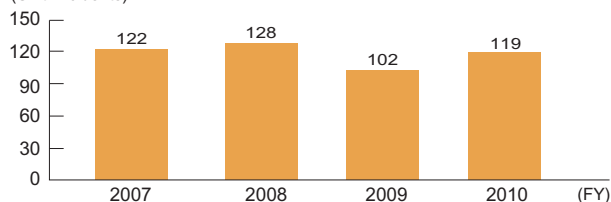
The Minebea Group firmly believes that a safe, healthy workplace is key to improving product and service quality, consistency of manufacturing operations, and employee morale.

Each of our plants has a Health and Safety Committee comprised of numerous working groups with responsibility for workplace safety, health issues, and so on. These committees meet regularly to review working group progress toward individual targets. In addition, the Minebea Group's principal plants in Thailand, China, and Singapore have obtained OHSAS 18001 certification.

In the event of a fire, workplace injury, traffic accident, or other similar incident, safety managers take the lead in identifying the cause and handling the issue appropriately and ensure that information about such incidents is shared with other production sites in each country to prevent similar incidents in the future.

Workplace Injuries and Other Accidents in the Minebea Group

(Unit: incidents)



Note: There was an error in the number of occupational accidents in the "Minebea Group CSR Report 2010" (p. 34). We have corrected the error in this year's report and offer our deepest apologies. Also, beginning with this year's report, aggregated figures from Europe and the United States are included.

Conducting Regular Patrols at Production Facilities

Regular safety patrols are conducted monthly at every group plant, including the Karuizawa Plant. These patrols monitor progress against the previous month's findings, identify further areas needing improvement, and ensure that areas near production equipment are neat and tidy, that potentially dangerous tools are stored properly, and that safety glasses and earplugs are used.



A patrol at the Karuizawa Plant

Promoting Health Management

The Minebea Group offers regular health examinations and health counseling, and works to ensure and enhance the health of its employees in accordance with the laws of each country and conditions at each place of business; for example, an industrial physician makes regular visits to the Karuizawa Plant. In addition, we are strengthening our initiatives in the mental health field, which in recent years has become an object of heightened social awareness. For example, we offer opportunities for consultation with industrial physicians and industrial counselors, and hold mental health lectures.

Health and Occupational Safety Initiatives in Shanghai

At the Shanghai Plant, safety patrols are conducted monthly based on the annual schedule of each group of the Health and Safety Committee.

Training is also carried out in accordance with laws and regulations, and evacuation drills are hosted semiannually by the Disaster Management Committee. Since many new employees are hired every year, these drills have become

very important training for the Shanghai Plant.

At the Shanghai, Xicen, and Suzhou Plants, new employees are required to undergo health and occupational safety education, to equip them with needed knowledge before they receive their workplace assignments. Moreover, education continues after assignment, and daily efforts are made to maintain a workplace free of accidents.



Firefighting training during evacuation drill at the Shanghai Plant



Pre-assignment training

Initiatives for the Great East Japan Earthquake

Immediately after the Great East Japan Earthquake, the Minebea Group established a leave system to allow volunteer relief activity. To support employees who want to assist people in the disaster areas, up to five days of relief work leave is allowed apart from regular paid holidays. As of May 20, 23 employees had applied for such leave.

In response to the need to conserve power after the earthquake, air conditioning has been stopped at our offices in the Meguro area from March 24th, and the dress code for employees has been relaxed to allow them to adjust to the temperature more easily and to wear clothing that is loose and comfortable. We also made other efforts to protect the safety of employees, such as supplying bottled water to employees with infants during a period of concern over water supply safety.

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 and technological innovation. Accordingly, we will continue working to convey education and expertise to our employees that can be applied anywhere in the world, and to implement personnel policies to support employees.