

Comments on the Minebea CSR Report



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Minebea's CSR Report 2013 is structured similarly to past reports, and in his message, the president makes a commitment to further advancing the company's CSR management concept of "manufacturing with sincerity." This message conveys the Minebea Group's dynamic CSR management and its dedication to meeting the changing needs of society through the pursuit of innovative manufacturing, as exemplified by the enhanced product development structure created with the new Tokyo Research and Development Center.

I was impressed by this year's feature articles, which illuminated the Group's CSR management activities in a different light than past years'. Particularly impressive was this year's feature on dialogues with local communities around the Group's plants, as it reflected the sincerity with which the company engages many different stakeholder groups. These activities suggest the company will deepen its commitment to taking a unified approach with communities in executing CSR management. The feature on U.S. subsidiary NHBB revealed how Minebea integrates CSR activities with business activities as well the Group's strength of infusing sustainability into its company culture as it expands globally.

In terms of continuity, this year's report shows the development of many of the topics introduced last year. Last year, for instance, a key topic was promoting CSR in the supply chain, and this year, Minebea explains how it has

begun research through the introduction of a CSR Procurement Self-awareness Checklist. In terms of business continuity, the report highlights the start of BCP at major sites and the use of BCM to ensure improvements in BCP effectiveness. This approach to reporting is very effective in showing how the company is steadily developing its initiatives and providing a consistent message to the public.

The report highlights a diverse range of other initiatives, such as the establishment of scholarships for orphans of the Great East Japan Earthquake. It should be mentioned that these activities' consistency with and relation to the company's CSR philosophy are properly referenced throughout. The report is also easier to read, as information is clearly divided between the report and the website. Overall, this report represents a high-level communication tool.

Minebea's CSR Report has evolved into a complete communications tool for widely promoting its CSR initiatives. Now, the company should turn its attention to weighting its activities from various standpoints. Looking at the new trends in international disclosure frameworks, including integrated reporting and the fourth edition of the GRI Guidelines, it is not long before companies will be asked to clarify the materiality* of their activities by explaining how the activities provide social value. For Minebea, I believe the start of this effort will be the selection criteria for its Minebea Green Products and visualization of environmental performance.

Moving forward, I expect Minebea to continue promoting its own brand of communication as it pursues its quest of becoming a new kind a manufacturing company.

*Materiality: Initiatives the company believes are important after consideration of the expectations of all stakeholders and the economic, social, and environmental impact of the initiatives.

Keisuke Takegahara

After graduation from Hitotsubashi University Faculty of Law, Mr. Takegahara joined the Japan Development Bank (now the Development Bank of Japan, Inc.). He assumed his present post following stints in the bank's Research Department and Policy Planning Department and its Representative Office in Frankfurt. Mr. Takegahara is also a member of several councils, including the Japanese Ministry of the Environment's Environment Industry Market Size Research Committee and the Environment Growth Engine Study Council, along with the Cabinet Office's Future City Promotion Board and the Future City Assessment and Research Committee.

On Receiving a Third-party Opinion



Masayuki Imanaka

Managing Executive Officer
Officer in charge of Finance & Compliance Promotion Division

Mr. Takegahara has been providing us with valuable feedback on our CSR Report since our first report was published in FY2010. This year, we are grateful to once again receive his valuable insight.

Our CSR Report 2013 includes two feature articles explaining our relationship with local communities that support the Minebea Group. Mr. Takegahara has commended our disclosure of these activities along with our reporting on the progress of our CSR activities, which

include the start of research through the CSR Procurement Self-assessment Checklist and BCP promotion. This positive feedback will encourage us to further enhance our initiatives into the future.

Mr. Takegahara has also pointed out the need for weighting our CSR activities. In light of this, we will determine the key issues through discussions with our stakeholders and set up priorities to ensure progress on our activities. Although this will take some time to achieve, we will consider Mr. Takegahara's comments sincerely and make weighting an important issue going forward.

Moreover, we were unable to achieve some of our CSR goals for FY2012. We consider these important issues to be resolved in FY2013 and will continue to take a forward-looking approach in improving our CSR activities into the future.