

Minebea Group CSR Report 2014



Contents

Contents • Editorial Policy • Corporate Profile	1
Commitment from the President	3
Establishment of Tokyo Research & Development Center	5
Implementing the CSR Procurement Survey	6
Minebea Products in Society	7
Special Feature 1 Manufacturing Spirit Deeply Rooted in Minebea	9
Special Feature 2 Cambodian Business Grows with Its Employees	13
Special Feature 3 Being Welcomed by Local Communities	15

Management Report

CSR Promotion Activity Goals and Results	17
Minebea Group CSR	19
Compliance	21
Risk Management	22

Social Report

Relationships with Customers	23
Relationships with Employees	25
Relationships with Suppliers	28
Relationships with Local Communities and Global Society	29
Relationships with Shareholders	31

Environmental Report

Environmental Management	32
Initiatives for Preventing Global Warming	34
Initiatives for Effective Use of Resources	35
Initiatives for Reducing Impacts on the Environment	36
Product-related Initiatives for the Environment	37
Third-party Opinion	38

Editorial Policy

We publish the Minebea Group CSR Report annually as a way to inform our stakeholders of our Group's CSR approach and initiatives. In addition to representative initiatives described in this report, our website provides detailed information on corporate governance systems, environmental measures and various other activities.

This year's report explains the mindset of our employees, who support the Minebea Group worldwide, in implementing CSR through their business activities. In feature articles on Japan and Cambodia, the report also describes the initiatives the Group is taking for its employees, one of the most important stakeholder groups. We also introduce initiatives taken by our plants in Thailand, our largest manufacturing base, to grow with their local communities.

We consider the publication of the CSR Report to be one important means of communication with stakeholders, and in keeping with this approach, we have endeavored to make the contents relevant and clear. We always appreciate receiving forthright opinions and feedback from our readers.

▶▶ Scope of report

Minebea and 56 group companies

▶▶ Period covered by this report

FY2013 (April 1, 2013-March 31, 2014)

However, this includes some activities before this period and from FY2014.

▶▶ Publishing information

Published September 2014 (previous edition published September 2013; next edition planned for September 2015)

▶▶ Referenced guidelines

Japanese Standards Association, ISO 26000:2010 (guidance on social responsibility) GRI "Sustainability Reporting Guidelines" (edition 3.1)
Japanese Ministry of the Environment "Environmental Reporting Guidelines" (2012 edition)

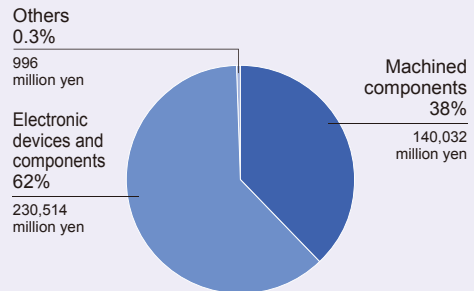
▶▶ Enquiries regarding this report

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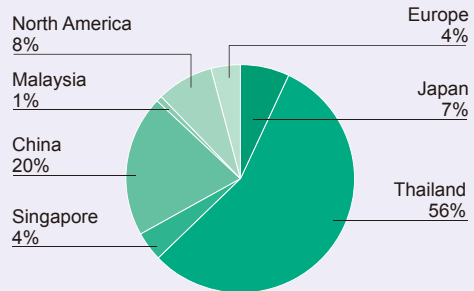
Corporate Profile (as of March 31, 2014)

Corporate name	Minebea Co., Ltd.
Headquarters	4106-73 Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293, Japan TEL: +81-267-32-2200
Tokyo Head Office	3-9-6 Mita, Minato-ku, Tokyo 108-8330, Japan TEL: +81-3-6758-6711
Established	July 16, 1951
Capital	68,258 million yen
Representative	Yoshihisa Kainuma, Representative Director, President and Chief Executive Officer
Main business	Machined component business, electronic devices and components business
Net sales	Consolidated: 371,543 million yen
Operating income	Consolidated: 32,199 million yen
Ordinary income	Consolidated: 28,065 million yen
Net income	Consolidated: 20,878 million yen
Number of employees	Consolidated: 54,768 people
Number of consolidated subsidiaries and affiliates	49 companies

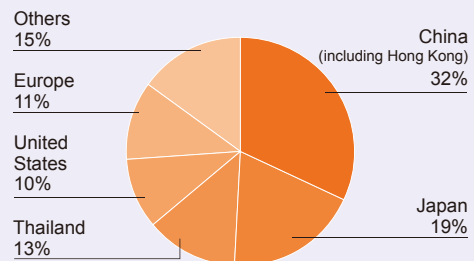
Sales by business segment (FY2013)



Total production by region (FY2013)



Sales by region (FY2013)



Information available on the CSR website: <http://www.minebea.co.jp/english/environment/index.html>

The Minebea Group website is regularly updated to provide information on corporate governance and other detailed information on activities not included in this report. The website also offers information for investors. Please refer to the website for these types of information.

- ▶ Information for investors
- ▶ CSR Report 2014 detailed data
- ▶ Recent CSR activities
- ▶ Corporate governance information



Looking Back on FY2013

I'm pleased to report that the various initiatives we have been taking to improve financial performance were successful in FY2013 amid an underlying recovery in the global economy. The Minebea Group posted strong growth for the year, reflecting higher sales of our mainstay ball bearings and other machined components, a turnaround in our motors business, and an expansion of our backlight business. Compared with the previous year, our sales surged 31.6% in FY2013 to 371,543 million yen, while our net income totaled 20,878 million yen. Both sales and net income exceeded the previous record highs posted in FY2007.

We achieved this success by pursuing our mission to stably provide products with higher reliability and lower energy consumption to markets around the world, as stated in our Basic CSR Policy. In other words, we continued our commitment to our basic belief of "manufacturing with sincerity." Of course, it goes without saying that the dedication of our employees and support from other stakeholders made this success possible. On behalf of the company, I wish to express my sincere gratitude for everyone's unrelenting support.

This was also a year in which we took initiatives to solidify our business foundation on the basis of our basic management policy, the Five Principles.

In order to bolster our global CSR, we analyzed our CSR initiatives using ISO 26000*, an international social responsibility standard, and identified areas in which we should take the initiative in addressing. We also appointed CSR Officers to all business sites, including overseas sites, who will lead awareness campaigns and monitor CSR implementation. In this way, we have strengthened our entire global CSR management structure.

We believe that enhancing CSR throughout the supply chain, and not just for our Group, is an important part of our social responsibility. We therefore have submitted CSR Procurement Self-assessment Checklists to our suppliers in Japan and requested their cooperation in responding. Based on the response, we plan to actively communicate with suppliers and expand the program to overseas suppliers in the future as we improve our initiatives.



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

A handwritten signature in black ink, appearing to be 'Y. Kainuma', written over a white background.

Creating Products that Support Sustainable Global Growth

The global economy has returned to a steady growth path after stalling in the wake of the Lehman crisis in 2008. While the quality of life is improving, it has become more urgent than ever to take initiatives to tackle the acceleration in climate change and other global environmental issues accompanying economic improvement. Put simply, in order to ensure continued sustainable growth, the world increasingly needs enhanced safety, energy efficiency, and low environmental impact in all types of products we use. The Minebea Group supplies a wide range of parts used in end-products, and in consideration of our role, we have launched the "Five Arrows" strategy.

One of the strategic arrows is to develop and boost sales of Electro Mechanics Solutions (EMS) products. We plan to utilize our ultra-precision processing technology to generate new products required by society, particularly products featuring energy efficiency, safety and security.

In April 2013, we opened the new Tokyo Research &

Development Center to spearhead our product development programs. The center will facilitate collaboration laterally across organizations to maximize the Minebea Group's capabilities and generate products offering customers high added-value.

Another strategic arrow is to boost sales of lighting device-related products with the aim of contributing to more efficient energy management. We have begun the development of lighting devices that can contribute to the realization of environmentally conscious "Smart Buildings" and "Smart Cities." As part of this initiative, in February 2014 we established the joint venture MIK Smart Lighting Network Co., Ltd. with Iwasaki Electric Co., Ltd. and Koizumi Lighting Technology Corp. Together, we will combine our technologies to pioneer the development of highly efficient lighting equipment.

Pursuing "Manufacturing with Sincerity" and Promoting a Strategy for the 100th Anniversary

When I was appointed CEO 5 years ago, I made a promise to build a foundation for our 100th anniversary. Minebea has always been attuned to the needs of society, responding to the demands of the age with

superior technological and supply capabilities, even in niche fields. Our 100th anniversary strategy is to leverage this approach and make contributions to society in a broad range of fields by furthering our commitment to "manufacturing with sincerity" and sharing our new Minebea vision with society.

We have incorporated this vision into our new medium-term business plan, which sets ambitious targets of 500 billion yen in sales and operating income of 50 billion yen for FY2016. I've been telling our employees that high motivation and passion is the key to achievement. This is a defining moment for the Minebea Group. All employees of the Group will join together to achieve our goals, based on the corporate message, "Passion to Exceed Precision."

This report explains our business activities and CSR activities from many different perspectives. I look forward to hearing the opinions of our readers.

* ISO 26000: An international standard for social responsibility. The goal for organizations is not to receive certification, but rather to use the standard to effectively implement social responsibility.

"Five Arrows" Strategy



Establishment of Tokyo Research & Development Center

Minebea opened the Tokyo Research & Development Center (TRDC) in April 2013 at facilities located in the Tokyo Head Office. TRDC utilizes a portfolio of superior technologies accumulated over the years by the Minebea Group to develop value-added products required by customers and society.

TRDC's Mission

Capitalizing on a geographical advantage of its location in Tokyo, TRDC is on a mission to attract and recruit excellent engineers and create an environment where all concerned business units can utilize the latest developments and information as well as leading-edge technologies in the related industries. At the same time, TRDC's mission includes assisting Minebea to produce (design, develop and test) high-value-added future products for the customers in a speedy and efficient manner, centering around a development of brand-new hybrid and composite products unprecedented in the history of Minebea.

Developing High Value-added Products Combining Our Total Capabilities

For more than 60 years since its founding in 1951, Minebea has evolved as a richly unique company leading a wide range of businesses, from bearings to motors and measuring equipment. TRDC opened in 2013 to leverage our superior portfolio of diverse technologies and develop new EMS (Electro Mechanics Solution) products.

As stated in our mission, TRDC brings together development and technological resources from all areas and departments of the Minebea Group to generate EMS products no other company can. The comprehensive development of technologies is a critical feature of our work: we have accumulated a substantial portfolio of ultra-high precision processing technologies based on which we have developed motors and sensors, as well as manufacturing technologies that make mass production possible. As part of our mission, we are leveraging the convenience of our Tokyo location, where leading-edge technologies are concentrated, to incorporate external resources to support the generation of high value-added products.

Aiming for New Possibilities

"Mobility," "Work," and "Fulfillment" are three keywords behind our development work. These keywords reflect our desire to instill security, safety, and comfort into the basic human needs of food, clothing, and shelter. In the area of "Mobility," we aim to enable comfortable movement for people anytime and anywhere. In the area of "Work," we aim to solve work-related problems and make work physically easier. In the area of "Fulfillment," we aim to create technologies that can raise the quality of life and support a fulfilling society. As an example, Japan is facing the rapid aging of bridges, roads and other social infrastructure. One means of solving this issue is to create smarter systems capable of inspecting, renewing, and monitoring the infrastructure. By leveraging our motor, optical device, and sensor technologies, we can support the development of highly reliable and durable infrastructure systems.

In this way, we are focusing our efforts on areas where we have a distinctive advantage, and using those areas as a foundation for new technology development. In the medium- to long-term, the development of many new EMS products into pillars of growth will broadly contribute to the advancement of society.

Maximizing Minebea's Strengths

Since the establishment of TRDC, we have taken various initiatives to bolster our foundation. We are helping to solve the technological challenges of sales divisions and other departments, and we have identified the technological strengths of each business unit and individual engineers in those business units. Moving forward, we plan to forge closer communications with these organizations and consolidate the strengths of the Minebea Group.



Mr. Akira Ikawa, Chief, Tokyo Research and Development Center

By maximizing our strengths, we can not only provide products required by our customers, but also develop a proposal-based business in which we think from the perspective of the end-user. What kinds of products should be created in order to provide security, safety, and fulfillment to society? Based on this perspective, we need to create more opportunities for our engineers to talk directly to the technical experts at our customer companies.

Through these activities, the Minebea Group's superior products and technologies can serve as a kind of lubricant between not just our customers and us, but also between society and us. In creating products required by society, we can also contribute to the revitalization of Japan's manufacturing industry.

Implementing the CSR Procurement Survey

In FY2013, Minebea created and distributed the Minebea Group CSR Procurement Self-assessment Checklist in order to confirm the status of CSR activities at its suppliers. Here, we discuss the results of the survey with Mr. Mamoru Iwatani, general manager of the Procurement Department, which led the initiative.

Q. Please explain the background to the checklist.

A. As the scope of corporate social responsibility expands, problems in the supply chain represent business risks for a company and could impact its brand value. In March 2012, we introduced the Minebea Group CSR Procurement Guidelines and held dialogues with our suppliers to promote their understanding and cooperation. To determine the level of implementation of the guidelines and the current status among our suppliers, we created CSR Procurement Self-assessment Checklist and asked our suppliers to respond.

Q. What kind of survey was conducted?

A. The checklist included 54 questions in 5 areas defined by our guidelines: Overall CSR Promotion; Labor; Health and Safety; Environmental Conservation; and Ethical Management. In the first stage, we distributed the checklist to 250 suppliers in Japan, representing about 66% of our total annual procurement, and asked them to confirm the status of their CSR and respond to our survey.

Q. What did you learn from the results?

A. The results showed that more than 80% of our suppliers scored at least 450 points out of 500 points in total. This means that in general, our suppliers are



sincere about CSR and are following our guidelines. There were some areas of overall CSR promotion that require improvement, such as the establishment of specialized CSR organizations. We will consider supplier size and other business environment issues while making visits to suppliers and sharing best practices in order to improve the level of CSR activities.

Q. How do you plan to advance the initiative in the future?

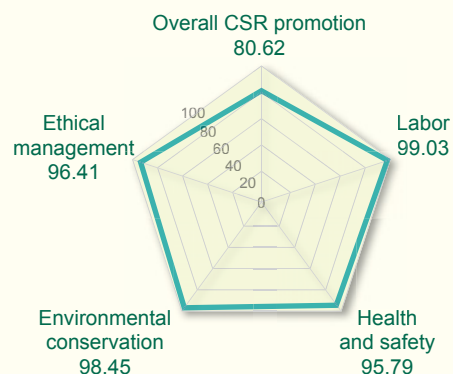
A. In this stage of the initiative, we surveyed only domestic suppliers. As a company conducting global business activities, however, the Minebea Group also needs to strengthen CSR procurement overseas. We therefore plan to conduct a similar survey among suppliers in Thailand and China, the Group's main manufacturing bases, by the end of FY2015. We also plan to bolster our training in and outside Japan so that Procurement Department employees can sufficiently confirm CSR issues when visiting suppliers.



Mr. Mamoru Iwatani
General Manager,
Procurement Department,
Procurement and Logistics Division

Interviewer:
Mr. Takehiko Mizukami
Cre-en Inc.

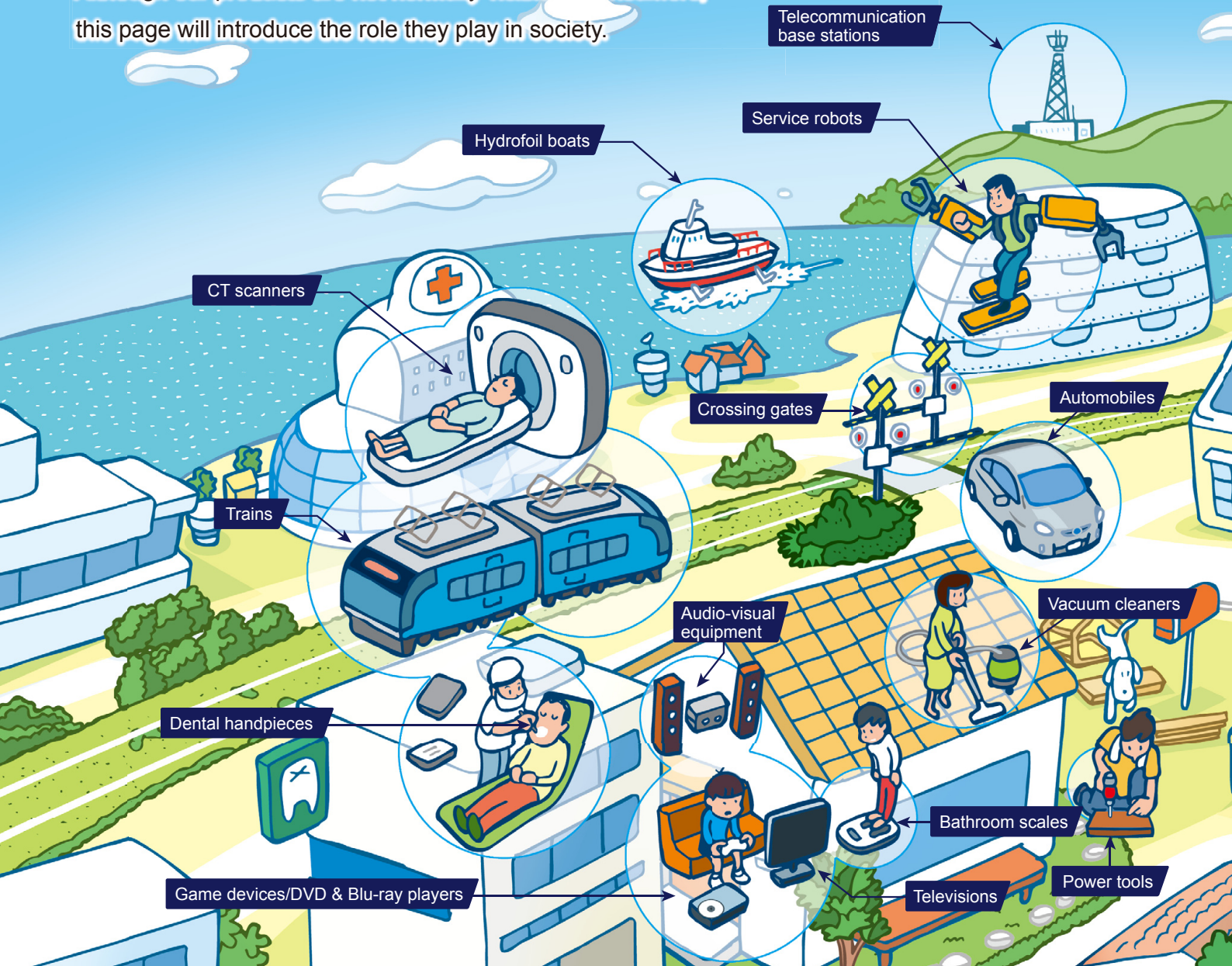
■ Compiled Checklist Results (average for each item)



Minebea Products in Society

The ball bearings, motors, and electronic devices that we manufacture are incorporated in a wide range of final products, improving the lives of people around the world, and helping to bring about a richer society.

Although our products are not normally visible to consumers, this page will introduce the role they play in society.



Machined Components

● Products

Ball bearings, rod end & spherical bearings, roller bearings, fasteners, pivot assemblies, precision machined components



● Product applications

Personal computers, hard disc drives, information and telecommunications equipment, OA equipment, consumer electronics, audio-visual equipment, ATMs, automobiles, aircraft



Electronic Devices and Components

● Products

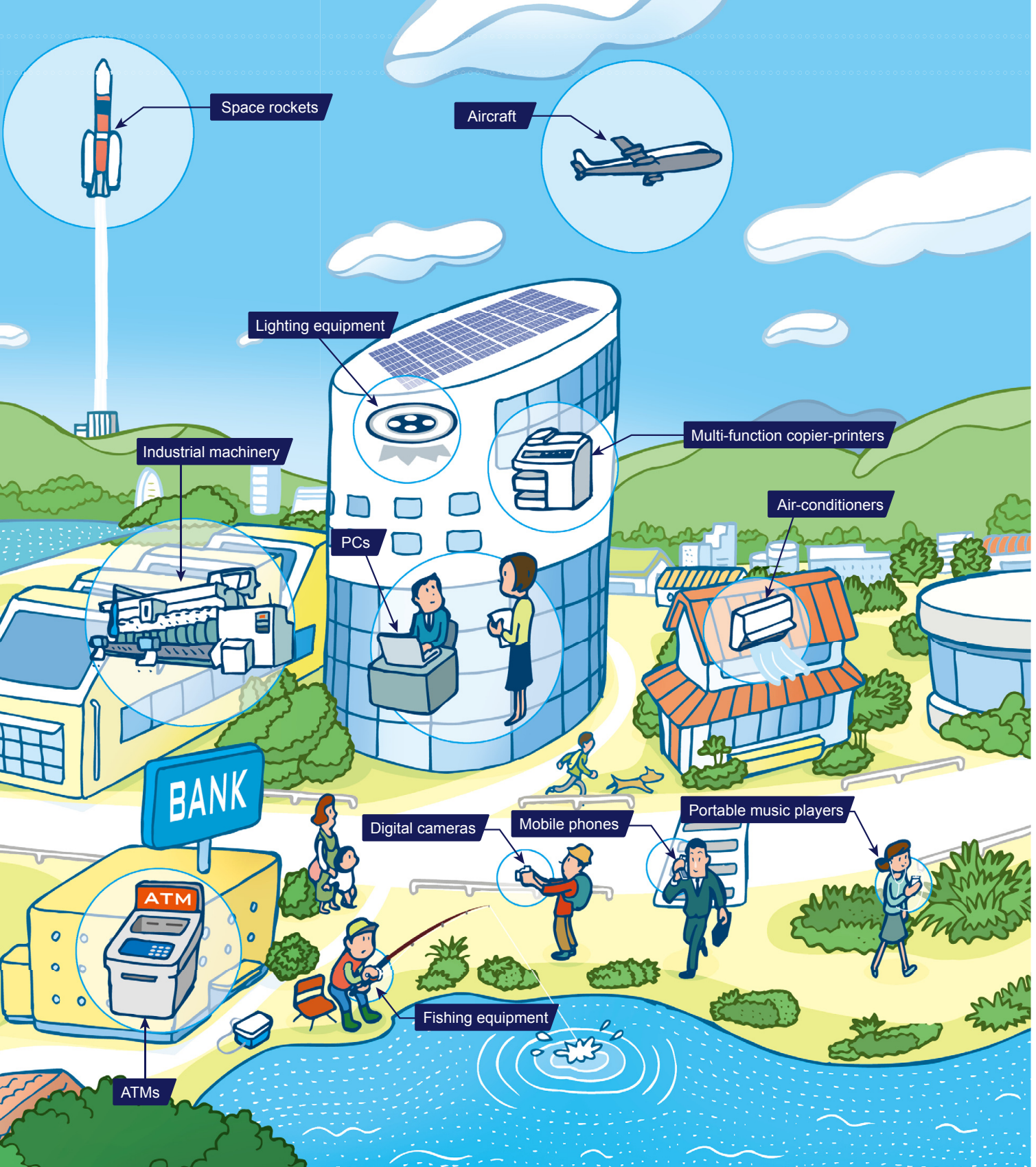
Hard disc drive spindle motors, small precision motors, stepping motors, brushless motors, fan motors



● Product applications

Personal computers, hard disc drives, information and telecommunications equipment, OA equipment, consumer electronics, audio-visual equipment, mobile phone communication base stations, industrial machinery, automobiles



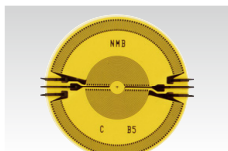
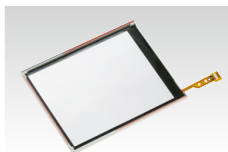


● **Products**

Lighting devices for liquid crystal displays, measuring components, heat management system modules (HMSM), next-generation input devices, LED drivers

● **Product applications**

Personal computers, digital cameras, mobile phones, smartphones, portable music players, projectors, measuring equipment, automobiles, space rockets, lighting equipment



● **Products**

Special components

● **Product applications**

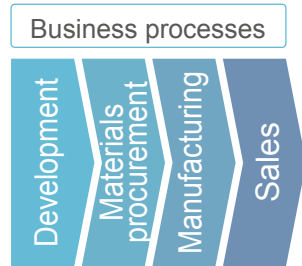
Industrial machinery, defense equipment, automobiles



Special Feature 1 Manufacturing Spirit Deeply Rooted in Minebea

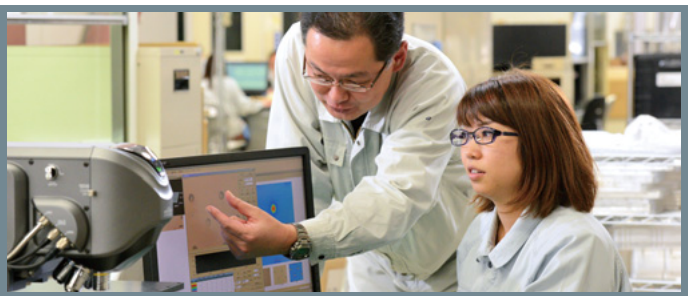
Serving Society through Manufacturing

Since its founding, Minebea has endeavored to respond to the needs of society and create stable supplies of ever-improving products at competitive prices. This philosophy underpins our dedication to manufacturing and is shared throughout all the product creation processes, from development and materials procurement to manufacturing and sales. Each and every employee in our company carries on this philosophy. Our success at globalizing our business and having our products accepted throughout the world is a testament to the sincerity in our manufacturing. The philosophy is also reflected in our Basic CSR Policy and passed down from managers to subordinates and veteran to junior employees. Here, we introduce employees supporting our manufacturing by demonstrating single-minded dedication to their mission in their daily work.



Development

Wide contributions to society through product development anticipating future needs



A Determination to Succeed: Never Give Up and Never Compromise

As members of the Product Technology Department of the Lighting Device Business Unit, Mr. Shinji Kawai and Ms. Keito Azumi are involved in the development of backlights used in smartphones and tablet devices. In recent years, the development of thinner and brighter light guide plates has become a critical requirement. Customer requirements rise every year, with some customers requesting such sophisticated requirements as a 20% reduction in thinness and 10% increase in brightness, and to eliminate uneven brightness when users view the screen, a challenging requirement which cannot be clearly quantified.

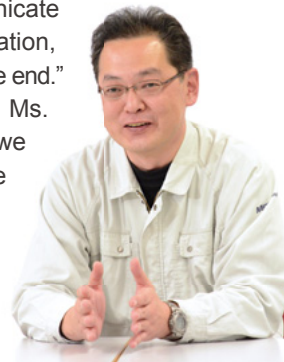
When dealing with these types of requirements, Mr. Kawai holds firm to a fundamental development philosophy of never giving up. "A host of difficulties always emerge when we try to apply current technology to plan the mass production of a new product in several years' time. We never say we can't do it, and we never compromise the customer's requirements," he says with the spirit of a veteran.

While following the example set by Mr. Kawai, Ms. Azumi strives to improve her own work by eliminating communication errors often occurring with development colleagues. "A lot

of people are involved in our Development Section of the Product Technology Department Lighting Device Business Unit

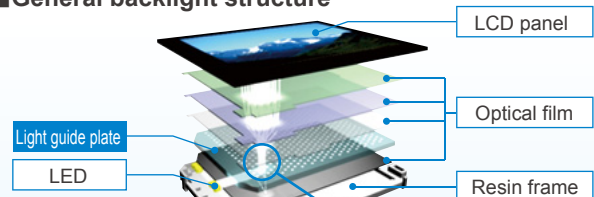
development work, so I often overlook the fact that there are many different development vantage points depending on the type of work each of us is doing, for example the molding of light guide plates and mold design," Ms. Azumi says in reflection of her work. "Other times, I realize that I didn't properly communicate something because of an unclear explanation, and I end up causing unnecessary work in the end."

Mr. Kawai has high expectations for Ms. Azumi. "Once we build some experience, we learn to anticipate what other people are thinking and what information they need under certain circumstances. It's hard to make progress on a project independently, but I expect you to mature into a developer who can think and act for yourself, instead of just an operator in a process," Mr. Kawai adds.



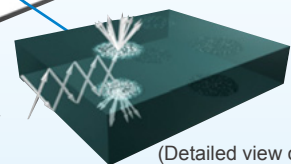
Mr. Shinji Kawai (entered company in 1994)
Manager, Development Section
Product Technology Department Lighting Device Business Unit

General backlight structure



Light guide plate

This specialized plate diffuses light entering from the side of the plate to create a uniform brightness on the surface. Since the light does not enter from the rear of the plate, the plate is ideal for thin LED panels featuring minimal disparity in brightness.



(Detailed view of light guide plate)

Aiming for High Quality Customers Can Trust

The backlight products developed by Mr. Kawai and Ms. Azumi are not visible to users of the end-products, but they are critical to giving users a beautiful LCD experience. Additionally, by developing increasingly thin backlights, they are supporting the creation of smaller, more energy-efficient products with reduced burden on the environment. "Our direct customers are the LCD panel manufacturers, but our real goal should be to manufacture high-quality products that satisfy the

device manufacturers and product users," notes Mr. Kawai. "It's very motivating to know that I've helped to develop a product that is playing a useful role in society," adds Ms. Azumi. "I'd like to see Minebea as a company that continually manufactures products reflecting next-generation needs, and which is relied upon by customers to create products of the highest quality and functionality."

This desire among product developers to provide affluence and convenience to society through the creation of great products is a spirit passed down from past generations of Minebea employees.

Materials procurement

Supporting responsible materials procurement by linking the company internally and externally



Thorough Compliance to Protect Trust in the Company

The Procurement and Logistics Division is responsible for procuring necessary materials and delivering them to manufacturing sites. The division's Purchase Department, Administration Section is responsible for ensuring that the procurement and logistics functions are carried out in compliance with laws and regulations. Ms. Tomomi Suzuki is in charge of confirming that goods shipments to overseas sites comply with Japan's Foreign Exchange and Foreign Trade Act*. "In my work, it's critical to be accurate and cautious in handling shipments," notes Ms. Suzuki. "But I also feel a lot of pressure because I don't want a delay in my decision to have a negative impact on overseas plants."

Her manager, Mr. Kyuichiro Miyatake, understands her problem. "We have to clearly understand the situation at plants, which need us to rapidly send shipments. But at the same time, we must comply with all laws, and we can't allow ourselves to make an incorrect decision because we are hurried."

Ms. Suzuki and her colleagues are frequently asked by people in and outside the company to

provide their advice on internal controls and the foreign trade laws. "There are still many cases where I can't make my own decision and need the help of my supervisors and colleagues," notes Ms. Suzuki. "I'm just getting to the point where I can propose my own solution based on my accumulated skill and experience before seeking the help of my superiors," Ms. Suzuki adds with a forward-looking attitude. Mr. Miyatake is quick to praise her approach. "First, it's important for you to find your own solutions. Then, you can actively take advantage of discussions with your colleagues on issues."



Ms. Tomomi Suzuki (entered company in 2008)
Administration Section, Purchase Department
Procurement and Logistics Division

Leveraging Specialized Know-how to Coordinate Projects

With laws being revised frequently, Ms. Suzuki realizes that there is no limit to the subjects she could study to stay abreast of change. It's possible that a change to the foreign trade laws could make it impossible to ship certain materials to another country without government

Mr. Kyuichiro Miyatake (entered company in 1981)
Manager, Administration Section, Purchase Department
Procurement and Logistics Division

* A law controlling the movement of funds, products, and services between Japan and foreign countries, as well as foreign exchange.

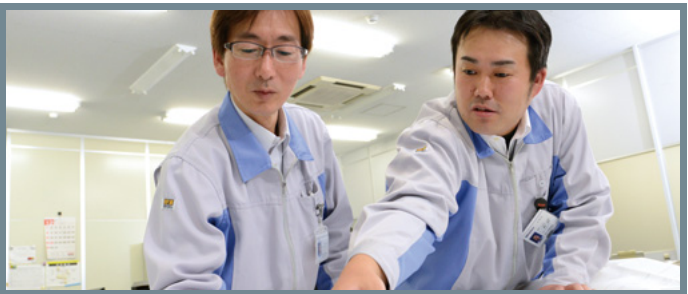
permission, which would significantly obstruct the procurement process. The role of materials management is to coordinate with both suppliers and manufacturing departments to find solutions to these types of issues. "Ideally, our department acts not only as a purchaser and supplier of goods, but as a coordinator which can use its expertise to solve problems when they occur in the purchasing and supply processes," notes Mr. Miyatake.

"We are strengthening our coordination with our suppliers to respond to the recent societal demand for

green procurement," adds Ms. Suzuki, who shares responsibility for executing the department's important responsibility. "I'd like to build knowledge from my various experiences to become a true professional and the kind of colleague people feel confident in consulting," she adds in discussing her professional goals. Minebea's manufacturing operations cannot succeed unless materials reach the manufacturing sites properly. In this sense, the Procurement and Logistics Division underpins Minebea's manufacturing foundation.

Manufacturing

Realizing the highest-quality products through even higher efficiency



Intuition Backed by Long Experience

Mr. Tsuyoshi Ishida and Mr. Toshiaki Isomura are part of the Production Engineering Section, a core part of Minebea's manufacturing operations. The section builds production lines, supplies mass production equipment and molds to manufacturing sites, and develops new methods to rationalize the manufacturing processes. "When we design production lines for new product models, we collaborate with the engineering departments and quality management departments to build processes from scratch," says Mr. Isomura. "Then, we monitor manufacturing sites after mass production starts and make improvements based on feedback from the sites. There are a lot things to worry about, but there's also a lot of enjoyment in the process of resolving problems."



Mr. Toshiaki Isomura
(entered company in 1999*)
Brushless Motor Business Unit
Manufacturing Headquarters,
Production Engineering Section

Unforeseen problems often occur, posing challenges to meeting severe quality and delivery deadlines. Mr. Isomura admires the speed with which Mr. Ishida, his boss and the manager of the Production Engineering Section, makes decisions when confronting problems. "I have a tendency to brood over problems to the point where I can't act," says Mr. Isomura. "With their long experience, my superiors take a very practical approach of

just trying new solutions without fear of failure." Mr. Ishida smiles wryly. "Even if a decision ends in failure, if we act quickly enough we have the time to go back and fix it again. Most of all, I've found that our initial instincts often hit the mark. We rely on intuition based on long experience. It's important for us to value that intuition."



Mr. Tsuyoshi Ishida
(entered company in 1981*)
Brushless Motor Business Unit
Manufacturing Headquarters,
Production Engineering Section

* Panasonic Corporation (at the time)
Transferred to Minebea Co., Ltd. in 2010 with the
transfer of the Brushless Motor Business Unit

Improving Manufacturing with Unconventional Thinking

Mr. Ishida has high hopes that Mr. Isomura and other young employees will reassess the importance of process technology, which has traditionally been one of Minebea's strengths. "The manufacturing industry depends on the ability to process materials. It's up to our young employees to discover, from among all the diverse processes, new methods with superior efficiency, instead of just following the conventional methods. To do this, young employees have to continually challenge themselves by asking, 'Can't we try this?'" Mr. Isomura listens with interest. "I'm often surprised at Mr. Ishida's advice because he suggests new ways of looking at things. I'd like to think more carefully about his advice on

a personal level and develop my own ideas.”

Mr. Ishida communicates the important role of the Production Engineering Section in the manufacturing process to the future generations. “For us, manufacturing products with high quality is a basic

requirement. Our job is to maximize manufacturing performance by finding ways to lower costs. Combining our expert process technology with unconventional thinking enables us to supply customers with low-price, high-quality products.”

Sales

Staying close to customers to accurately respond to their needs



Grasping Customer Needs and Coordinating with Internal Organizations

Sales organizations play a critical role in resolving customers' product development issues by showing them how Minebea products can support their goals. Assigned to Automotive Device Sales, Mr. Kota Iizuka works closely with automobile manufacturers. “Development projects for automakers can last three to five years, and that length of time makes it critical to build trusted relations with customers,” he notes.

Mr. Kaoru Fujinaka, manager of the Precision Motor Business Unit, coordinates projects between the sales, development and manufacturing departments. Mr. Fujinaka shares product information and frequently collaborates with Mr. Iizuka and his department, which sells precision motors as a mainstay product. Mr. Fujinaka leverages his past experience in overseas sales. “In sales, we sometimes receive very challenging product specification and performance requests. In those cases, we don't just pass the requests to the development departments, but rather build an understanding of the customer's product development strategy and the background to their needs. Using this comprehensive understanding, we need to communicate the requests internally and smoothly execute projects.”

Mr. Fujinaka supports Mr. Iizuka's desire to become involved with overseas sales. “That's an important challenge. The sales methods overseas are different, based on local culture and social customs. It might seem

difficult at first because we can't rely on common sense to guide us, but that will make the experience even more valuable. Wherever we do business, we must respect the local culture with humility.”

Enhancing Manufacturing through Sales

Thinking beyond just price and performance, Mr. Iizuka focuses on what he can do to convince customers to choose Minebea products. “When working with product manufacturers, the most basic requirements are to meet their specifications and provide consistent quality,” he notes. “In sales, it's very important for us to strengthen our customer relationships by going beyond this standard. We must become very sensitive to customer attitudes in our daily work and pay meticulous attention to their needs.” Mr. Fujinaka strongly agrees.



Mr. Kaoru Fujinaka (entered company in 1988)
Manager, Sales Headquarters,
Precision Motor Business Unit

“It's very important for us to actively communicate the latent needs we've grasped through customer meetings to our development department with the hope that we can realize them. As perfectionists, developers are often cautious about creating entirely new products, but we can work with them to determine what we can do now based on the market trends. In this way, the sales departments are using the customers' voices to advance Minebea's manufacturing,” says Mr. Fujinaka, explaining how sales should best link the market needs with development and manufacturing.

Mr. Kota Iizuka (entered company in 2011)
Automotive Device Sales, West Japan Sales Unit

* Positions/assignments current as of time of interview (December 2013)

Special Feature 2 Cambodian Business Grows with Its Employees

The Minebea Group has successfully expanded its business in many countries throughout the world. Cambodia is the Group's newest manufacturing base. Here, we introduce the initiatives we are taking to raise and develop both our employees and our manufacturing activities.



Minebea's Global Strategy in Cambodia

In April 2011, as one of the commemorative business initiatives to celebrate Minebea's 60th anniversary, we launched manufacturing operations in Cambodia. At the time, our main manufacturing sites in Thailand and China presented exchange rate risks, a shortage of labor, rising wages and other issues. Cambodia emerged as a new base which could help to solve these issues. The country's advantages included proximity to our largest manufacturing base, Thailand, as well as a stable political climate. The new plant in Cambodia was positioned as the primary assembly site, which requires a large labor force. This enabled plants in Thailand and neighboring countries to accelerate value-added manufacturing. Overall, the launch of manufacturing in Cambodia promised to establish a more efficient manufacturing structure in Asia.

In December 2011, we opened our first plant in the Phnom Penh Special Economic Zone (PPSEZ), a 400m x 70m facility with a floor space of 28,000 m². By March 2014, the plant's workforce had risen to about 4,000 employees, making our plant one of the largest in the PPSEZ just three years after opening. The plant's manufacturing lines assemble small motors and smartphone backlights around the clock. We plan to expand the scope of the plant's operations in the future to meet rising global demand.



Groundbreaking ceremony
for Cambodian plant

Issues Facing the Cambodian Plant

Although the Cambodian business has begun to get on track, it still faces a number of major challenges. A key issue is the inadequate knowledge and skills of the local workforce. As a result of Cambodia's long civil war in the second half of the 20th century, there are few people aged over 30 with significant work experience. Furthermore, many young Cambodians leave school early to help with family businesses and fail to complete their mandatory educations. Raising the level of basic academic skills remains a pressing issue for the country.

Another issue is the mindset of workers. About 90% of the population is involved in agriculture, making the work environment different from a country like Japan, where people are accustomed to being employed by a company. In Cambodia, people still wear their shoes indoors and it's common for garbage to be thrown in the street. Additionally, young people dislike living away from their parents. These and other customs are obstructing the education of workers. Overcoming this mindset and fostering employee skills and motivation for work will be indispensable for future business success.

Responding to Employee Expectations

Based on our long experience expanding in overseas markets, we understand that growing hand-in-hand with our employees is necessary to solving these issues. As our newest manufacturing base, Cambodia is no exception to this approach. New employees hired at the Cambodia plant enjoy extensive training. We not only teach them technical skills, but patiently nurture the mindset they will need to succeed as company employees.



Sunday school



Employee dormitory

It's also important to respond to employees' expectations of the company. This ensures that employee motivation remains high and helps to foster company loyalty. We actively create opportunities for communication with employees, listen thoroughly to their problems and concerns, and implement various measures to address these problems.

As one measure, we offer employees schooling. Many employees who have not graduated from school have a strong desire to continue their education, and in response we started this initiative. To advance this initiative, we also started offering Cambodian, math, and English lessons on Sundays. Even though participation is voluntary, the classes are filled each week and some employees even attend after working a night shift.

We are also striving to improve the quality of life for our employees by offering comprehensive facilities, such as dormitories and employee cafeterias. A new dormitory is under construction to further improve the quality of life. In these and other ways, we are taking meticulous measures to not only raise employee skills, but to foster a workforce with high motivation and loyalty to Minebea.

Aiming beyond a Motivated Workforce

As part of the "Five Principles," our basic management philosophy, we believe that the company should become a place where its employees are proud to work and the company should respond to employee motivation. The sharing of passion with employees makes it possible to supply products desired by society and to realize our goal of "manufacturing with sincerity."

The growth achieved through this philosophy generates contributions for local regions and communities. We apply this philosophy in every region in which we do business, including Cambodia. As we expand our business in Cambodia, we will seek not only to generate more jobs, but to help solve local social issues and be welcomed by local communities in order to grow with the communities.

Taking part in Sunday School

I'm really enjoying the Sunday school because it helps me to improve my English and math skills, which I need to make calculations and communicate in my job. I usually work the night shift, but I discussed the classes with my line supervisor so that I could take part. I'm very pleased and fortunate to have an opportunity to gain these skills while working. I plan to continue studying hard so that I can work in administrative and other positions in the future.



Ms. Pen Sokniv
Lighting Device Business Unit

Appreciation for Company Programs

The students are putting their hearts into learning at the school. I'm creating the curriculum with Minebea and arranging the lessons to meet varying levels among the students. I can see a clear improvement since we began the classes. The creation of not only jobs but also educational opportunities is very important to the future of both the employees and Cambodian society as a whole. We're very grateful to Minebea.



Mr. Phoung Makara (Instructor)

NMB-Minebea Thai (Minebea Thai) began manufacturing activities in 1982. Today, the company’s plants manufacture about 50% of the Group’s total output, serving as its largest manufacturing base. The growth of the Thai business requires the understanding and cooperation of local residents. Minebea operates on the basis of “Five Principles,” and as part of that philosophy, we strive to be welcomed by local communities. Here, we introduce various activities we are taking in Thailand to deepen our relationships and grow with local communities.

Nurturing Children in the Community

Supporting schools is one of our main community activities at Minebea Thai. We are donating school materials and holding events for schools around our plants in order to raise the level of education and build relations.

At the Wad Thang Klang School, a school in Ayutthaya Province we support, we are taking initiatives to increase educational opportunities, particularly for impoverished families. In the past, we have provided support for the building of the school’s library and other projects, and in January 2014, we also donated audio-visual equipment and 40 headsets to enable to learn English through AV materials. These donations will help build a more effective learning environment for



An English class

children by stimulating their auditory and visual senses. “English lessons are a lot more enjoyable now,” says one of the students, shining a bright smile. The students talk about their dreams of using English to communicate with people from many countries. Minebea Thai has also donated cooking equipment and materials to the school, and the company’s employees provide confectionery classes for the students. Children and local residents who have learned to make cakes can sell their sweets at school events and generate funds to support the school as well as enhance their own lifestyles.

“Wad Thang Klang School teachers are very passionate about these support programs and actively engage in teamwork,” comments an employee of Minebea Thai. “We want to create a model for school support and promote the model at other schools as well.”



Confectionery classes led by employees



Wad Thang Klang School

English Education Improved for Many Children

English skills can make a child’s future brighter. In Thailand, however, there is a shortage of English teachers. The donations of equipment and materials are therefore an important opportunity for our students. We share the equipment with local residents around the school to ensure that many children can improve their English skills. All of the teachers are very appreciative of Minebea Thai’s support.



Wad Thang Klang School
Ms. Amphaporn Cherdchai (English teacher)

Appreciation for Extensive Cooperation

Minebea Thai has provided a great amount of support for our school, not only with the donation of this English learning equipment and the confectionery classes, but also through plant tours and support after the flooding. Many of our students cannot leave their communities because of circumstances at home, and that’s why these exchanges with people are such important learning opportunities. We are very grateful for the support we’ve received.



Wad Thang Klang School
Mr. Thongchai Poon-U-Dorn (principal)

Striving to Enrich the Environment

The conservation of natural environments around our Thai plants is another critical initiative. Consideration for the environment when executing our manufacturing activities is fundamental to our business. In addition, we also take active measures to improve the natural environment around our plants.

One area in which we are particularly active is mangrove reforestation. We have carried out reforestation projects in Koh Nok Park, along the Bang

Pakong River, Chachoengsao Province to the east of Bangkok. With its name meaning “bird island” in Thai, the park is home to the stork and many other species and plays an important role in supporting the surrounding ecosystem. To conserve the park’s environment, Minebea Thai employees volunteered to plant 400 mangroves in December 2013. The employees are monitoring the mangroves’ growth in cooperation with the park rangers. In March 2014, Minebea Thai donated 50 pairs of boots for forestry work to the park management organization and employees release crabs into the park to help preserve biodiversity.



Environmental conservation activities in Koh Nok park



A reforested mangrove



A crab released into the park

Growing with Local Communities

Minebea Thai is taking measures to raise the quality of life for local citizens and deepen its connections with them. In communities surrounding the Lop Buri Plant, the incomes of women, who manage the household budget, has been inadequate. In FY2011, we launched

a project to transfer technology to women in the community and raise the quality of life through higher incomes. Since many of the local residents were struggling to maintain hygienic environments, we collaborated with a local university to show local residents an effective way to make detergents. We provide women with the materials and they sell the finished product, generating a side-income of about 3,000 baht a month per person. Minebea Thai has also bought much of the detergent produced.

We are now considering ways to support women in selling the detergent to general consumers as a way to expand the initiative.



Participating resident activities

I'm Happy to be Taking Part in the Project

I'm very pleased that Minebea Thai has provided us with so much support. We have been using the detergents ourselves, and the extra income has enabled me to spend more on my children. This project has also helped to develop a strong sense of unity in the community. It's truly a great project.



A leader of residents taking part in the project
Ms. Wong Chan Khunabutr

CSR Promotion Activity Goals and Results



► Results for FY2013 and Goals for FY2014 and the Medium Term

		FY2013 Goals	FY2013 Results
Management	CSR Management	Review status of CSR activities at overseas sites CSR	Confirmed the status of and reviewed CSR activities in the United States, Thailand, and Cambodia
		Review status of activities based on ISO 26000 CSR	In Japan, analyzed the status of CSR activities and identified issues based on ISO 26000
		Promote internal CSR awareness initiatives, including at overseas sites CSR	Established a global CSR promotion structure by appointing CSR Officers at sites in and outside Japan
	Corporate Governance Compliance Risk Management	Strengthen compliance activities at Japanese and overseas sites Compliance	Distributed compliance cards and conducted a compliance awareness survey of Japanese employees working in and outside Japan
		Promote overseas training and awareness activities to prepare for establishment of global compliance system Compliance	<ul style="list-style-type: none"> • Provided compliance training to Japanese employees on assignment at sales sites in China and Hong Kong • Provided compliance training to local employees at Korean sales sites
		Promote BCM at Japanese and overseas sites GA	<ul style="list-style-type: none"> • Conducted three BCP training sessions at Karuizawa Plant using earthquake scenarios • At Thai plants, conducted flood wall deployment training based on BCP plans for flooding
Society	Relationships with Customers	Create framework to compile results on risk assessments of major products Quality	Created a framework (proposal) to compile risk assessment results on automotive, aircraft, and medical products
		Create framework to clarify product safety laws, regulations, internal rules, and compliance for major products Quality	Established a safety standards conference to clarify laws, regulations, internal rules and their compliance
		Unify manufacturing label and bar code systems for all products Logistics	Unified manufacturing labels and bar codes for domestic production
	Relationships with Employees	Continue to strengthen human rights education Human Resources Development	Provided anti-harassment training as part of rank-based training as well as human rights training prior to overseas assignment
		Strengthen development and utilization of personnel suited for global development Human Resources Development	<ul style="list-style-type: none"> • Started management training program prior to overseas assignment • Provided English-learning opportunities for all young employees • Continued overseas study program and overseas hiring activities
		Continue to promote initiatives relating to work-life balance Personnel	Primarily promoted measures to prevent excessive overtime
		Meet legally required employment percentages for the handicapped and support their employment Personnel	Rate of employees with disabilities was 1.69% (as of June 2013)
	Relationships with Local Communities and Global Society	Review engagement with local communities and status of social contribution activities at all global sites CSR	Organized information on status of community dialogues and social contribution programs at overseas sites
	Relationships with Suppliers	Send CSR Procurement Self-assessment Checklist to major domestic suppliers and collect responses Procurement	Distributed CSR Procurement Self-assessment Checklist to 250 domestic suppliers, received responses, and analyzed status
	Relationships with Shareholders	Continue to promote active information disclosure relating to progress and implementation of business plan IR	Promoted information disclosure on Medium-term Business Plan and policies through general shareholders' meeting, semiannual business report, and website information
		Continue to promote active communication with domestic and international investors IR	Held four briefings on financial results and conference calls for institutional investors and securities analysts and one tour to visit investors in the U.S., Europe, and Asia
	Environment	Prepare for acquisition of ISO 14001 certification for Minebea Tokyo Head Office Environment	Began activities to acquire ISO 14001 certification for Tokyo Head Office, including establishment of structure, formulation of plans, purposes, and goals
Reduce CO ₂ emissions per basic unit of output by 3% compared with FY2010 Environment		CO ₂ emissions rose by 2,685 tons compared with FY2010, a decline of 28% per basic unit of output	
Limit volume of waste ultimately disposed of as landfill by Minebea Group worldwide to 4,300 tons per year Environment		Amount of waste ultimately disposed of as landfill by Minebea Group worldwide totaled 4,564 tons/year, a decline of 19.9% per basic unit of output	
Prepare for Carbon Disclosure Project (CDP) Environment		Began preparations by taking part in CDP reporting meeting and other measures	
Study selection criteria for Minebea Green Products based on consideration of product group characteristics Environment		Promoted development of environmentally conscious products, including "Smart Building" plans for the Tokyo Head Office building, "Five Arrows" strategy (lighting equipment, measuring devices) and other measures	
Expand use of efficient packaging to all models of hybrid stepping motors, PM stepping motors, and power brushless motors, as well as to fan motors and other products Logistics		Used efficient packaging for some models of hybrid stepping motors, PM stepping motors, and power brushless motors	

CSR Promotion Activity Goals and Results

The Minebea Group believes it is important to manage CSR activities appropriately using the Plan-Do-Check-Action (PDCA) cycle and sets CSR goals accordingly. Furthermore, to ensure that CSR activities are promoted

in a planned fashion, the Group has established medium-term goals to be achieved by FY2015.

	Evaluation	FY2014 Goals	Medium-term Goals (target year of FY2015)
	○	<ul style="list-style-type: none"> Establish reporting structure for entire Group, including overseas sites, centered around CSR Officers CSR Identify CSR issues at overseas sites using ISO 26000 to analyze status CSR Conduct CSR enlightenment and discussions with domestic CSR officers CSR 	<ul style="list-style-type: none"> Promote CSR management across the Group, including overseas sites CSR Enhance PDCA management to meet global standards CSR Promote CSR awareness activities across the Group, including overseas sites CSR
	○	<ul style="list-style-type: none"> Share status of compliance activities among overseas sites and formulate future direction of compliance measures Compliance Promote education and awareness activities overseas to prepare for establishment of global compliance structure Compliance Promote formulation of basic BCP for Cambodia, China (Zhuhai) plants GA Formulate BCP for Tokyo Head Office GA Promote BCP drills at all sites GA 	<ul style="list-style-type: none"> Establish a global compliance system Compliance Formulate a BCP for the entire Minebea Group and instill it through training GA
	○	<ul style="list-style-type: none"> Create internal risk assessment standards for automotive, aircraft, and medical products Quality For automotive products, begin compiling data on risk assessment results in accordance with procedures Quality Establish a framework to continually comply with product safety laws, regulations, internal rules for major products Quality Unify manufacturing labels and bar codes for PM motors, hybrid motors, fan motors, micro actuators Logistics Acquire AEO certification in Germany Logistics 	<ul style="list-style-type: none"> Create product safety assessment structure for product life cycle stages Quality Promote bar-coding for all products Logistics Acquire AEO certification in South Korea, Malaysia Logistics
	○	<ul style="list-style-type: none"> Continue to strengthen human rights education Human Resources Development Strengthen development and utilization of personnel suited for global development (next-generation leader training, strategic rotation implementation) Human Resources Development Enhance activities of female employees Human Resources Development Continue to promote initiatives relating to work-life balance Personnel Meet legally required employment percentages for the handicapped and support for their employment Personnel Promote mental health support measures Personnel 	<ul style="list-style-type: none"> Strengthen the development of human resources in order to support the active expansion and development of global business Human Resources Development Proactively incorporate demands of society and promote measures to support employee motivation Personnel
	○	Promote engagement between sites and local communities in and outside Japan CSR	Hold dialogues with communities through sites in and outside Japan to expand social contribution activities based on understanding of their needs CSR
	○	<ul style="list-style-type: none"> Distribute CSR Procurement Self-assessment Checklist to 300 Thai suppliers, collect and analyze results Procurement Distribute Minebea Group Green Procurement Standard, 5th edition for suppliers in and outside Japan Procurement 	Promote CSR procurement using the results of the CSR Procurement Self-assessment Checklist completed by major suppliers in and outside Japan Procurement
	○	<ul style="list-style-type: none"> Continue to promote active information disclosure relating to progress and implementation of business plan IR Continue to promote active communication with domestic and international investors IR 	Continue to actively disclose information and promote communication among a wider group of shareholders and investors to deepen their understanding of Minebea IR
	○	<ul style="list-style-type: none"> Acquire ISO 14001 certification for Minebea Tokyo Head Office Environment Reduce CO₂ emissions per basic unit of output by 4% compared with FY2010 Environment Reduce amount of waste ultimately disposed of as landfill by Minebea Group worldwide to under 4,850 tons/year, for a decline of 1.3% per basic unit of output Environment Send response to CDP Environment Expand use of efficient packaging to all models of hybrid stepping motors, PM stepping motors, and power brushless motors, as well as to fan motors and other products Logistics Open new warehouse in Thailand to improve logistics efficiency Logistics 	<ul style="list-style-type: none"> Reduce CO₂ emissions per basic unit of output by 5% compared with FY2010 Environment Greatly reduce landfill waste Environment Expand improvements to packaging Logistics Launch full-scale operations of Thai warehouse (Minebea Thai Logistics Center (MTLC)) Logistics
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CSR CSR Promotion Office **Compliance** Compliance Office **GA** General Affairs Department **Quality** Group Quality Management Department **Logistics** Logistics Department **Human Resources Development** Human Resources Development Department **Personnel** Personnel Department **Procurement** Procurement Department **IR** Investors Relations Office **Environment** Group Environment Management Department

Minebea Group CSR

Basic Approach

The Minebea Group believes that enterprises have a mission to contribute to the sustainable development of the global environment and of humanity, not only through strict adherence to laws and regulations, but also through fair and proper management of our business in accordance with business ethics. To achieve this mission, we have established the “Five Principles” as our basic management policy, and on the basis of this policy, formulated the Minebea Group Basic CSR Policy and the Minebea Group’s CSR Implementation Principles to guide our CSR activities. We also stress the importance and strive to fulfill the Ten Principles of the UN Global Compact, to which we announced our participation in 2012.

Minebea Group Stakeholders

Our major stakeholders are defined as employees, customers, shareholders, local communities, and global society, which are affirmed in the “Five Principles,” as well as suppliers and the environment that supports our society. In carrying out CSR activities, the Group believes that it is essential to maintain communication with each stakeholder group and meet their expectations.

The Five Principles

- ◎ Be a company where our employees are proud to work
- ◎ Earn and preserve the trust of our valued customers
- ◎ Respond to our shareholders’ expectations
- ◎ Work in harmony with the local community
- ◎ Promote and contribute to global society

Minebea Group Basic CSR Policy

As a manufacturer of precision products supporting society, the Minebea Group is working toward stable supply and making reliable products with low energy consumption widely available, to contribute to the sustainable development of the global environment and of humanity.

The Minebea Group’s CSR Implementation Principles

1 The Five Principles and our Code of Conduct

In promoting CSR activities, the Minebea Group will appropriately manage the organization in accordance with the “Five Principles,” and adhere to its Code of Conduct.

2 Continuous improvement and raising of awareness

We will put forth goals to be achieved, based on understanding the Minebea Group’s social responsibilities and the key problems that need to be addressed, and continue to improve our CSR activities through implementation and continual review. We will also strive to raise awareness of CSR among all employees through CSR activities.

3 Dialogue with stakeholders

Constructive dialogue with stakeholders (employees, customers, shareholders, local communities, global society, suppliers, and the environment) allows us to meet expectations and respond to requests, and we will improve transparency and accountability in our corporate activities.

Minebea Group Stakeholders



Supporting the UN Global Compact



Network Japan
WE SUPPORT



CSR Promotion Structure

The Minebea Group established its CSR Promotion Office in FY2010 in order to better promote CSR activities on the basis of the Minebea Group Basic CSR Policy and the CSR Implementation Principles.

In April 2014, in order to bolster the CSR promotion structure and encourage internal activities, the President and Chief Executive Officer was named the chief officer for CSR and the Managing Director and Officer in charge of Finance & Compliance Promotion Division was named his assistant. At each work site, we appointed CSR officers (head officer) and sub-staff in charge of CSR to promote CSR awareness and monitor the status of activities.

Going forward, we will further reinforce our CSR structure in order to promote activities across the Group.

Analyzing the Status of CSR Activities

Using ISO 26000 to Analyze CSR Status

From January to February 2014, we collaborated with CSR experts to analyze how we are currently promoting our CSR activities.

The analysis was based on the seven key themes proposed by ISO 26000, an international standard for social responsibility: Organizational Governance; Human Rights; Labor Practices; the Environment; Fair Operating Practices; Consumer Issues; Community Involvement and Development, as well as Social Responsibility Awareness and Integration into Entire Organization.

Using the standard, we analyzed the status of our activities and level of importance for our company regarding detailed items under each theme, and identified issues requiring priority implementation. The results of the analysis will be used as reference for future activities.

Analysis of Overseas Activities

We are also analyzing the status of CSR activities at overseas sites in order to effectively implement CSR management for the entire Group in and outside Japan.

In FY2013, we surveyed CSR staff in the United States, Thailand, and Cambodia to better understand the status of activities.

Internal CSR Diffusion Activities

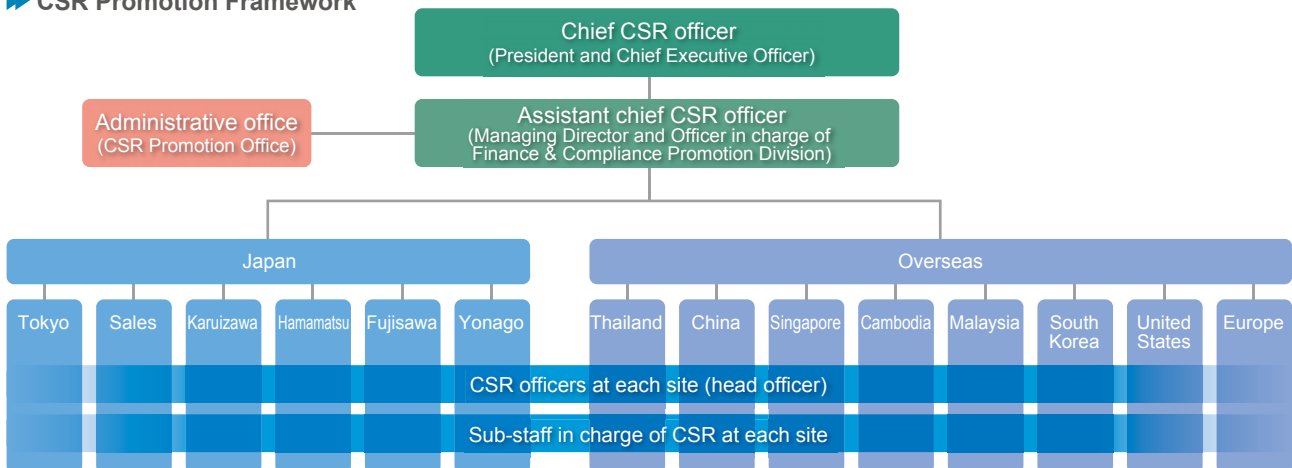
Since FY2012, we have been holding CSR study meetings among working-level coordinators in each division to discuss goals for our CSR promotion activities.

In FY2013, the study meeting members discussed the contents of ISO 26000, shared the results of the CSR analysis using ISO 26000, and discussed how each division should respond to the results in terms of needed activities.

Future Issues and Goals

As a global enterprise, the Minebea Group aims to promote CSR based on ISO 26000 and other international standards. We will continue to take measures to establish a Group-wide promotion framework, inclusive of overseas sites, and instill CSR activities throughout the Group.

CSR Promotion Framework



Head CSR officers are appointed to each site along with multiple sub-staff

Compliance



Basic Approach

The Minebea Group believes that implementing compliance is an essential part of promoting CSR. Accordingly, we have established the Minebea Group Code of Conduct and Minebea Group Officer and Employee Compliance Guidelines, and on the basis of these policies, we strive to achieve fair, appropriate and highly transparent management.

Please visit the Minebea Group website for detailed information regarding the Minebea Group Code of Conduct and Minebea Group Officer and Employee Compliance Guidelines.

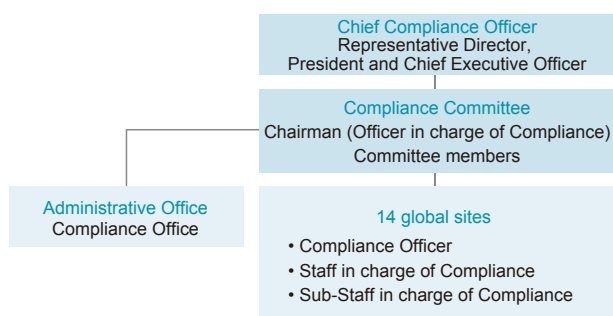


<http://www.minebea.co.jp/english/company/aboutus/Conduct/declaration/index.html>

Compliance Promotion Structure

The President and Chief Executive Officer of the Minebea Group has ultimate responsibility for compliance. He is supported directly by the Compliance Committee. Meeting twice a year, the committee ensures implementation of the Code of Conduct and makes decisions on emergency response measures in the event of significant violations of the code. The Compliance Office acts as the administrative body for the Compliance Committee, creating various policies for the promotion of compliance. From FY2012, we appointed compliance officers for each site in order to bolster the Group's compliance management.

Compliance Framework



Compliance Survey

We conducted a survey to confirm the level of compliance awareness and received responses from 3,738 Japanese employees working in and outside of Japan. Based on the results, we identified the need to strengthen compliance training and promote the

availability of consultation offices. As a specific measure, we created and distributed compliance cards to stimulate an awareness of compliance as well as to promote the “Five Principles” and the availability of the consultation offices.

Compliance Education

The Minebea Group also provides training to deepen employees' understanding of compliance. Compliance training is provided along with rank-based training programs. In FY2013, 112 employees received training. Based on the results of the compliance survey, we also took steps to strengthen compliance measures by providing DVD-based training to 3,319 employees at all of our domestic sites.

Outside Japan, in order to strengthen our training systems, we provided compliance training to 48 Japanese employees on assignment at Chinese sales sites, along with 35 local employees in South Korea.

Internal Reporting System

The Minebea Group provides internal and external consultation offices which employees can contact when they are unsure of whether or not their own conduct or decision violates the Minebea Group Code of Conduct, or when an employee discovers conduct that might be in violation of the code. We investigate the accuracy of all reports to the centers and take appropriate action in response.

Future Compliance Promotion

The Minebea Group believes that employee awareness and knowledge of compliance should be deepened to establish a corporate culture in which each employee maintains an awareness of compliance in conducting business activities. In the future, we will spearhead our efforts to strengthen the compliance promotion structure of the entire Group, including overseas sites, by enhancing collaborative programs between countries. In the future, in consideration of the results of the awareness survey, we will enhance our training programs and promote the availability of the consultation offices while building better coordination between compliance systems in each country in order to strengthen the entire Group compliance promotion structure, including overseas structures.

Risk Management



Basic Approach

Because our response to risk could profoundly affect the Minebea Group's business fundamentals, we believe that risk management is vital to the management of the company. We established the Minebea Group Basic Rules for Risk Management which define preventive measures we should have in place, our response in crisis situations, and the type of system the group should put in place.

Risk Management System

The President and Chief Executive Officer of the Minebea Group has final responsibility for risk management, with major decisions regarding risk management being made by the Risk Management Committee. As a precautionary measure, Minebea attempts to predict and classify tangible risks in advance, and remains vigilant against such risks. In the unlikely event of an emergency, the severity of the situation is assigned a level of one to three, and after consultation by the Risk Management Committee, management headquarters and local countermeasures offices are established, to respond rapidly and effectively to the situation. Further, Minebea has organized a system under which—depending on the nature of the risk being managed—a supervisory division may be appointed to handle a situation, for which it will draft and implement responses.

Information Security

Information Security Structure

The Minebea Group believes that protecting information assets is essential for building a relationship of trust. We have therefore established the Minebea and Minebea Group Basic Policy for Protection of Confidential Information (Information Security Basic Policy), which we thoroughly implement.

We have also established an Information Security Committee headed by a managing executive officer, composed of Information Security Task Forces that implement measures in each country.

Information Security Training

To improve employee awareness of information security, the Minebea Group conducts information security training. Information security briefings are held annually, and tutorials are conducted by the Information Security Task Force in addition to training for new and experienced employees when they enter the company.

In FY2013, a total of 11,333 employees attended information security briefings, including temporary employees and subcontracted employees.

Initiatives to Protect Personal Information

Personal information retained by the Minebea Group is managed in accordance with our Personal Information Protection Policy. The purposes for which this information is utilized have also been clearly defined, and we strictly adhere to the parameters for scope of information use.

BCP Initiatives

In the event of a major disaster, influenza outbreak, act of terrorism or other emergency, we believe that our social responsibility includes confirming the safety of our employees and their families, as well as ensuring that, as a manufacturer of products with world-leading market shares, we can continually supply our customers and minimize the impact to our business. For that reason, we have begun formulating and implementing business continuity plans (BCP) for major business sites in and outside Japan.

In FY2013, we conducted three BCP training drills at the Karuizawa Plant using earthquake scenarios. Outside Japan, we conducted drills for deploying floodwalls at our Thai plants, while in Cambodia and China (Shanghai) Plant we held emergency drills.

Future Issues and Goals

Going forward, we will formulate BCP for plants in Cambodia, China and other work sites in and outside Japan to provide a BCP structure responsive to a variety of contingencies, while conducting drills to instill the BCP into site operations.

Explosion at Peterborough Plant (United States)

On February 10, 2014, an explosion at our Peterborough Plant in the United States caused injuries to 22 people. The cooperation of many people made it possible to gradually resume normal manufacturing activities from February 13. An investigation discovered the cause of the accident to be waste chemicals used in surface treatment. We improved substance handling procedures, conducted a comprehensive check of hazardous materials, and provided further employee training to ensure similar accidents do not reoccur. We will continue to improve our manufacturing sites as part of our corporate responsibility to provide stable product supplies to customers and protect the health and safety of our employees.

Relationships with Customers

Basic Approach

In accordance with the Minebea Group Quality Policy, the Minebea Group aims to fully satisfy customers in terms of quality, cost, supply capacity, and speed, working diligently to maintain and enhance its reputation as the most reliable component manufacturer.

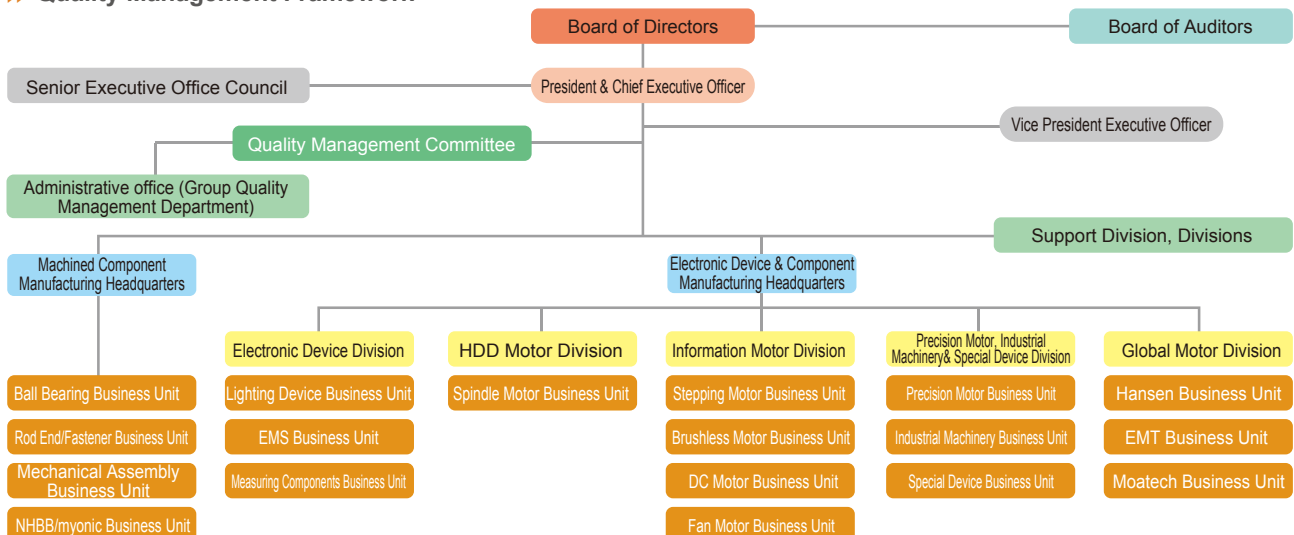
As part of this effort, we place great emphasis on risk assessment at the product and process design stages, enabling us to provide our customers with products of consistently high quality.

Quality Management

Quality Management Framework

We have created a Quality Management Manual covering the entire Minebea Group as part of our measures to ensure the safety of our products and services and prevent accidents. The chief quality management system officer is the President & CEO, who is supported by the Quality Management Committee, an advisory body which assists in monitoring the performance of each manufacturing headquarters. The Group Quality Management Department acts as the administrative office for the Quality Management Committee. The department decides key issues and targets for the Group in consideration of the management policies, proposes collaborative solutions, reports issues to the Board of Directors and Senior Executive Officer Council, and provides quality management support and guidance to each business unit.

Quality Management Framework



In FY2013, we also launched the Safety Regulation Council to ensure compliance with electronics safety regulations and share information on problems among organizations.

Risk assessment

Minebea is creating standard internal procedures to clarify risks and expedite response measures involving major products that are commonly handled by customers and could have a major impact on the company in the event of a recall or other problem. In FY2013, we formulated procedures for automotive products. We plan to continue creating procedures for other major products.

Quality Improvement Measures

Promoting Quality Management System Certification

The Minebea Group promotes the acquisition of certification for quality management systems (QMS) in each business unit. In FY2013, we acquired QMS (ISO 9001) certification for the manufacturing and assembly processes of the Cambodian plant's lighting device and stepping motor divisions, as well as the development, design and manufacturing processes of the NMB Electro Precision's industrial fan motor operations.

Additionally, two Thai departments received ISO/TS16949 certification, a quality management system for the automotive industry.

E-learning

The Minebea Group conducts e-learning training on the premise that the enhancement of individual employee's quality management skills and improvement capabilities



leads to the improvement of the entire Group's quality. As part of this initiative, we plan to launch the Information Motor Division's basic quality e-learning system on the Group Quality Management Department's intranet site now under construction to share the system throughout the Group.

● **Quality Management Team in Thailand**

In Thailand, the Minebea Group has organized a Quality Management Team (QMT) comprised of representatives from the local business units. The team strives towards continual quality improvement by supporting the improvement of the quality systems and specific quality problems of multiple divisions in Thailand. The team uses a 12-point checklist to identify issues collaboratively with the local divisions.

In FY2013, we newly launched the Minebea Problem Solving (MPS) team to develop new methods for solving problems. The team worked with local divisions to institute a variety of measures aimed at raising yield rate and customer satisfaction. The team also strove to acquire various certifications in order to expand its activities.



Members of quality improvement team

● **Acquiring AEO Certification**

The Minebea Group is strengthening and improving logistics management in order to perform trade and logistics properly and efficiently. As part of this effort, we are working to acquire Authorized Economic Operator (AEO) certifications. We acquired German certification in May 2014, and next plan to acquire certifications in South Korea and Malaysia.

● **Unified Manufacturing Labels and Bar Codes**

Among our logistics management activities, we are unifying manufacturing labels and bar codes throughout the Group to prevent mistaken product shipments and raise the productivity of verification processes. In FY2013, we developed and introduced a system to unify labels and barcodes for all domestically manufactured products except ball bearings, for which a system was already in place. We will continue to make preparations to expand this initiative to all of our manufactured products.

▶ **Disclosure of Product-related Information**

Most products from the Minebea Group are ultimately integrated into finished products that pass into consumers' hands. For this reason, we provide safety related information to our customers as requested. Also in response to customer requests, we provide information about chemical substances incorporated in our products, based on information obtained from suppliers.

For keyboards and some other finished products, user manuals include safety-related information.

▶ **Communication with Customers**

● **Customer Satisfaction Surveys**

Within the Minebea Group, individual business units conduct their own customer satisfaction surveys. The survey results are provided to the sales and development departments of each business unit. If customers should evaluate any criterion below a specific satisfaction level, we assess and implement improvements across all divisions.

▶ **Responding to Quality-related Issues**

In the event there is a major quality issue concerning Minebea Group products or services, we refer to our Quality Management Rules and recall guidelines to take necessary measures in response.

In FY2013, we created an English version of detailed rules on internal Group procedures for dealing with major quality issues and distributed the rules to all of our sites.

▶ **Future Issues and Goals**

Moving forward, we plan to bolster efforts to improve quality under the new promotion structure. Specifically, we plan to expand our framework to compile and analyze the results of risk assessments conducted for each of our major products, while strengthening the structures to ensure compliance with safety standards.

For logistics operations, we are strengthening management by unifying the model manufacturing labels and barcodes for overseas manufactured products and promoting acquisition of system certification.

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 (people) (as of March 2014)

	Employees			Japanese staff on overseas assignment	Total
	Male	Female	Total		
Japan	2,838	563	3,401	0	3,401
North America	1,197	820	2,017	25	2,042
Europe	819	412	1,231	23	1,254
Asia	10,730	36,930	47,660	411	48,071
Total	15,584	38,725	54,309	459	54,768

Employment at Domestic Group Companies (FY2013)

Average length of employment	Average age	Retirement/Resignation	Turnover rate
17 years, 0 months	42 years, 11 months	115 people	3.29%

Overtime Work Data (averages of compiled data for September 2013 – March 2014)

Average number of overtime hours/month	6.3 hours/month
Average overtime wages/month	13,811 yen/month

Human Resources Development

The Minebea Group strives to develop human resources with a passion for manufacturing, a global mindset, and the ability to think for oneself and work independently with enthusiasm. In addition to establishing a specialized organization, the Human Resources Development Department, dedicated to the development of our personnel, we utilize rank-based group training, specialized skill acquisition and enhancement training, and on-the-job (OJT) training.

Global Human Resources Development

The Minebea Group is actively developing global human resources. In FY2013, we conducted a management training program for employees prior to their overseas appointments, which was attended by 95 employees. Additionally, we offered employees opportunities to improve their English language skills prior to overseas assignments.

Our personnel guidelines stipulate five-year terms for overseas assignments as a way to provide as many

employees as possible with opportunities to work in the global arena.

Overseas training programs are conducted for both Japanese expatriates and locally hired employees. Training for Japanese employees is based on programs offered in Japan, while local employees are trained through programs offered by each of our respective subsidiaries.

Experiencing an Overseas Assignment

After three years at the Karuizawa Plant working in materials and fault analysis, I was transferred to Materials Science Laboratories in Thailand to support analysis work. I'd wanted to work overseas since entering the company, and this is my second year in Thailand.

When a problem occurs in the mass production processes, it's important to prevent even problems which seem small from becoming major problems by identifying the cause and the potential impact. Unraveling these problems makes it possible to implement daily improvement activities. I strive to maintain close communication with everyone involved, proposing many different analysis methods and solutions. Since coming to Thailand, I've been intimately involved in the mass production processes, and I feel responsible for making rapid and accurate judgments. Going forward, I'd like to help standardize work processes requiring knowledge and experience, sharing and collaborating with the local employees to perform analysis work.



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.

Workforce Diversity

As an organization that conducts global business activities, the Minebea Group believes it is important to strengthen human resource capabilities through workforce diversity. We are striving to create work environments where all employees can maximize their talents without regard to gender, age, nationality, or disability.



● Promoting a Women-Friendly Workplace

More than 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. We have set specific targets of raising the ratio of female employees in manager or higher positions to 3% of all such positions (1.7% in 2013) and the ratio of females in assistant manager or equivalent positions to 8% of all such positions (4.4% in 2013) by 2017.

● Hiring global human resources

The Minebea Group has set a goal to develop and utilize employees who can support global business expansion. As one initiative, the Group is actively hiring foreign exchange students studying at Japanese universities. Among the 64 new hires joining the company in April 2014, one was non-Japanese.

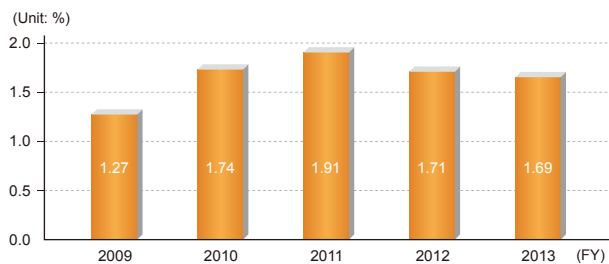
In FY2013, the Minebea Group continued to participate in the Boston Career Forum in the U.S. to recruit Japanese studying abroad. We plan to continue participating in this event in coming years.

● Initiatives Regarding Employees with Disabilities

The Minebea Group actively hires persons with disabilities. As of June 2013, the percentage of employees with disabilities was 1.69%. We plan to bolster our efforts to raise employment of persons with disabilities to the legally mandated rate (2.0%).

Our initiatives also consider improvement in the workplace environment by ensuring that all employees, no matter whether or not they have a disability, are motivated to work by having people with specialized skills acting in leadership roles.

▶ Ratio of Employees with Disabilities in the Minebea Group Workforce



● 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, and to enable

them to pass on their skills and expertise to younger employees. In response to the implementation of the Act of Stabilization of Employment of Elderly Persons, in principle we re-employ all employees who have a desire to continue working after mandatory retirement. In FY2013, we rehired 43 employees in Japan.

▶ 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. For employees assigned to overseas sites in regions with different cultures, we provide sensitivity training prior to their assignments. Additionally, during rank-based training, we include educational programs to prevent harassment based on the Minebea Group Officer and Employee Compliance Guidelines. Moreover, we are working to prevent human rights abuses by providing a consultation center and an internal reporting system.

▶ 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 be rewarding 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, childrearing, 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 rest and recuperate.

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 and the Number of Users

(FY2013)

Benefit	Description	Total users
Child care leave	Paid leave or shorter working hours for employees caring for children	98 persons
Family care leave	Paid leave or shorter working hours for employees with family members requiring care	2 persons
Overseas vacation for veteran employees	Trip to Thailand, China (Shanghai), or Singapore for employees with 30 years of service, and their families	26 persons



▶ Using the Child Care Leave System

My daughter was born in October 2013, and I'm now using the childcare leave system. My days are hectic with feeding, caring, and changing diapers for her. When she takes afternoon naps, I have a moment to read a book and prepare meals. All in all, it is a very satisfying lifestyle.



Ayumi Shii
Personnel & General Affairs Division
Yonago Personnel & General Affairs Section

In October 2014, I'll return to work after my daughter turns one year old. I'm grateful to have had plenty of time during my leave finding a good nursery school, focusing on schools that are both conveniently located and have a good overall atmosphere.

Now that I'm now preparing to return to work, I'm studying ways to efficiently use my time so that I can perform both my job and my household duties in a limited amount of time. I'm now considering whether or not to use Shorter Working Hours for Childcare system after the childcare leave. Thanks to these systems, I can devote myself to childcare now and have the opportunity to use the shorter working hour system to continue caring for my daughter after I return to work.

● 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 holding regular labor-management meetings and taking other measures to actively communicate with labor unions and employee representatives on issues such as the work environment and working conditions.

▶ Health and Occupational Safety Management

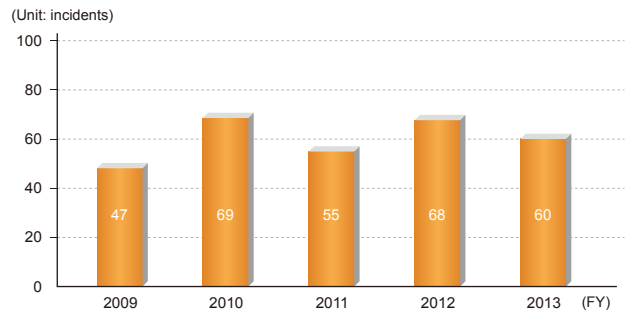
The Minebea Group firmly believes that a safe, healthy workplace is key to improving product and service quality, consistency of manufacturing operations, and employee morale.

Each of our plants has a Health and Safety Committee comprised of numerous working groups with responsibility for workplace safety, health issues, and other such concerns. These committees meet regularly to review working group progress toward individual targets. In addition, the Minebea Group's principal plants in its mass production bases of 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



● Promoting Health Management

The Minebea Group strives to maintain and improve the health of its employees in accordance with health-related laws in each country and the circumstances of each work site. We provide employees with regular health checkups, health consultations, send notices to employees to curb overtime work hours, and have industrial physicians make regular rounds at work sites.

In regard to mental health care, which has drawn social interest in recent years, we have a consultation structure in place led by industrial physicians and counselors. Additionally, the health advisors working at each plant meet quarterly to discuss issues. Our employee magazine regularly publishes mental health information and we distribute mental health checklists during regular health checkups. In these ways, we are promoting prevention through employee self-assessment and care.

▶ Future Issues and Goals

Moving forward, we will take various measures to improve work-life balance and strengthen health managements in order to encourage high levels of motivation and maintain a work environment in which employees can work energetically.

Furthermore, we continue to take various measures to create work environments which can nurture global-minded employees, pass down know-how from one generation to the next, and leverage our diversity. These measures will support our growth as a global enterprise.

Relationships with Suppliers

Basic Approach

The Minebea Group's business is supported by relationships with numerous suppliers. The Minebea Group has adopted Basic Procurement Policies on which healthy partnerships are built. In order to promote CSR throughout our supply chain, we have distributed the Minebea Group CSR Procurement Guidelines to our suppliers and are striving to facilitate their understanding and cooperation.

Please see our website for detailed information on our Basic Procurement Policy and Minebea Group CSR Procurement Guidelines.



<http://www.minebea.co.jp/english/procurements/index.html>

CSR Procurement

Considering the global scope of the Minebea Group's business activities, we believe it is important to promote CSR throughout our supply chain. In March 2012, we took steps to establish a framework for CSR procurement with the formulation of the Minebea Group CSR Procurement Guidelines, which is based on the Minebea Group Code of Conduct. In November 2012, we added a section on our response to conflict minerals to the guidelines and requested cooperation from our suppliers.

In FY2013, we created the Minebea Group CSR Procurement Self-assessment Checklist in order to grasp the status of CSR activities at our suppliers. The checklist was sent to 250 suppliers in Japan and their responses were received. We are analyzing the results and will collaborate with our suppliers to enhance CSR promotion throughout our supply chain.

(Please see page 6 for details of this initiative.)

Supplier Selection Policy

Whenever the Minebea Group initiates a relationship with a new supplier, we ask the supplier to confirm its agreement with our approach to materials procurement and to proceed in accordance with our New Supplier Certification Standards to ensure strict compliance with our Basic Procurement Policies. In particular, we assess suppliers on the basis of ten attributes, including whether or not the company in question will be able to conduct business in a stable, continuous manner, satisfies the Minebea Group Green Procurement

Standard, and agrees to abide by the Minebea Group Code of Conduct. Where necessary, we conduct inspections of the supplier's production facilities. In FY2013, we certified a total of 52 suppliers in this manner.

Green Procurement

We have established and revised the Minebea Group Green Procurement Standard to ensure compliance with countries' laws and directives on chemical substances, to satisfy our customers, and to reduce the use of substances having an environmental impact. Under these guidelines, we require our suppliers to provide products (raw materials, parts, components, and packaging materials) that are free of hazardous substances, and also to submit safety certifications, analysis reports, and other similar documentation. In FY2013, 1,547 suppliers to the Minebea Group were cooperating with our Green Procurement policies.

We are also preparing an update to the Minebea Group Green Procurement Standard which is scheduled to be released in FY2014.

Response to Conflict Minerals from Democratic Republic of the Congo

In August 2012, the U.S. Securities and Exchange Commission adopted a disclosure rule mandated by U.S. financial reform legislation requiring companies to disclose the use of conflict minerals. We responded by formulating a Minebea Group policy on conflict minerals in October 2012 and adding a section on our response to conflict minerals to the Minebea Group CSR Procurement Guidelines. Our suppliers have been asked to cooperate with the revised guidelines.

Additionally, we continue to respond to research requests from customers by providing responses using our research database.

Future Issues and Goals

We are creating a framework for global CSR procurement in order to promote CSR throughout our global supply chain. As part of this initiative, by the end of FY2015, we plan to distribute the Minebea Group CSR Procurement Self-assessment Checklist to suppliers in Thailand and China and analyze the status of activities through the responses.

Relationships with Local Communities and Global Society

Basic Approach

As an enterprise operating on a global scale, the Minebea Group believes in the importance of building sound partnerships with local communities through good communication. To establish firm roots in those communities, we carry out social contribution activities meeting local needs based upon our "Five Principles."

Contributing to Global Society

Initiatives in North America

Joining the Effort to Eradicate Cancer

Led by employee volunteers, the U.S. sales subsidiaries and manufacturing plants support Relay For Life, a charity campaign to raise funds for cancer research and promote awareness. The campaign is held in more than 20 countries, with more than 4 million people taking part each year.

Minebea Group employees celebrate cancer survivors, offer memorials for cancer victims who have passed away, and take part in fund-raising activities. The funds raised by employees are matched by their companies, and the total amount is presented as a donation to the program.



Employees take part in the event

Initiatives in Europe

Work Experience for Regional Students

The Lincoln Plant in the United Kingdom offers local students work experience internships of one-to-two weeks in order to deepen young people's understanding of working life.

The internship program matches each participant's duties with their interests, allowing them to gain a general understanding of work processes and responsibilities associated with quality management. The program is implemented in a manner which ensures the health and safety of the interns while also allowing them to develop a basic understanding of Minebea's business and overall operations.

Participating students and representatives of their schools have expressed their gratitude for the opportunity, as the program serves to deepen local residents' understanding of Minebea and nurture communication.

Initiatives in China

Support for Social Welfare by Employees

At the Zhuhai Plant, employee volunteers participate in a program to deliver donated goods to the elderly in senior citizen homes and children in welfare facilities.

The volunteers visit the facilities to deliver traditional Chinese cakes and other food supplies to the elderly and children, as well as stationery and other needed goods. The volunteers also spend time talking and enjoying recreation with the facility residents to deepen their friendships.

In addition, plant employees take part in blood donation drives and other social contribution activities to support the enhancement of their local community.



Employees take part in the activities

Initiatives in Thailand

Preventing Drug Abuse

The Minebea Group's Thai subsidiary is collaborating with local residents to carry out awareness campaigns aimed at preventing drug abuse among young people in employee households and the local communities.

In February 2014, the subsidiary sponsored an education program at the Wadpayom Elementary School located near Bang Pa-in Plant to educate children, through videos and role-playing games, about the dangers of drugs and ways to resist the temptation to use them. The subsidiary also sponsors baseball, soccer and other sporting events for employee families and community residents to support healthy lifestyles for young people.



Employees teach elementary school children about the dangers of drugs



Contributing to Local Communities

● **Great East Japan Earthquake Reconstruction Support**
Minebea established the “Charitable Trust—Minebea Scholarship Fund for Orphans of the Great East Japan Earthquake” as an endowment for children orphaned by the Great East Japan Earthquake. The scholarship fund provides annual grants of 100,000 yen to orphans of elementary school and junior high age. In March 2014, third-year junior high school children receiving support from the trust were invited to Tokyo to celebrate their graduation alongside employee supporters.

Acting as an Employee Supporter

I'm originally from Miyagi Prefecture. During the earthquake, I was a student living outside the prefecture, and since I wasn't able to support the community immediately after the disaster during its greatest time of need, I wanted to find some way to help the local communities as an employee volunteer. At first, the young students attending our event were tense, but they gradually warmed up during the event and began to smile, and their joy was a pleasure for me to experience. There is still no clear prospect for completing the reconstruction of the Tohoku region. Although this endowment fund for orphans will likely end in about 10 years, after they are grown, I strongly feel the need to work hard and make it possible for our company to provide long-term recovery support.



Naoya Murakami
R&D Group
Rotary Components Engineering
Development Division
Electronic Device & Component
Manufacturing Headquarters
Rotary Components Engineering
Development Division

● **Support for Hokkaido University Formula Team**
The Hokkaido University Formula Team is an officially recognized club sponsored by the School of Engineering. The student-led club designs and builds Formula racecars with the purpose of learning manufacturing processes and team management, while nurturing people who can succeed on an international level.

The Hamamatsu Plant has aided the team since FY2007, recognizing the team's worthy activities. In FY2013, the plant donated funds for the team to enter the Student Formula Japan Competition as well as spherical bearings and other Minebea parts.



Hokkaido University Formula Team

● **Community Contributions from Karuizawa Plant**
The Karuizawa Plant holds discussions with members of the local community and promotes a variety of community development activities.

Regular Discussions with the Community

After holding a dialogue with the community in FY2012, the Karuizawa Plant instituted semiannual meetings to afford opportunities for communication with community members.

The FY2013 discussions focused on collaboration with the community during disasters, local procurement, and the community's environment. Community members and plant representatives enjoyed a frank exchange of ideas.

Signing an Agreement on Disaster Support

In October 2013, Minebea signed an agreement with Miyota Town, where the Karuizawa Plant is located, allowing the town to utilize the plant's heliport in times of disasters in order to convey relief supplies and personnel.



Karuizawa Plant's heliport

Support for NPO Asama Highland Sports Club

As part of its amateur sports promotion, the Karuizawa Plant supports curling through donations to the Asama Highland Sports Club, an incorporated nonprofit organization. The monetary donations assist the club in holding curling competitions and support junior and wheelchair teams.



A curling tournament (Minebea Cup)

Future Issues and Goals

By continuing to make active contributions to local communities in and outside Japan, the Minebea Group will strive to be an organization which deepens its community roots and expands sustainably with local communities.

Relationships with Shareholders

Timely Disclosure/Disclosure Policy

In addition to disclosing information required by applicable laws and regulations in terms of timing and level of detail, Minebea has also established its own disclosure policy to ensure a proactive and fair approach in this regard.

Communication with Shareholders

● General Meeting of Shareholders

Minebea's Ordinary General Meeting of Shareholders is held annually in June. In addition, we provide shareholders with semiannual reports to keep them informed of the state of the company's business and our management policies.

● Communication with Institutional Investors

Minebea holds investor meetings and conference calls on financial results for institutional investors and securities analysts. This information is also published on our website in Japanese and English, simultaneously or as soon as possible.

We spend approximately one week per year in each region visiting investors in North America, Europe, and Asia.

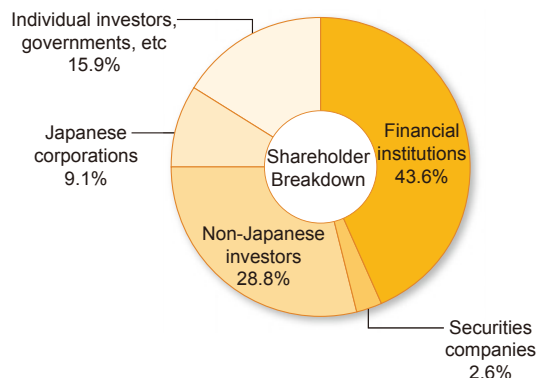
We also participate in investor seminars sponsored by securities companies, while holding numerous private meetings as part of active efforts to disclose financial and non-financial information.

Shareholder Returns

Starting with the appointment of the current president and chief executive officer in FY2009, Minebea has worked toward two goals: maximizing earnings per share and enhancing corporate value, and solidifying the corporate foundation for our centennial. In FY2013, the Minebea Group's sales and net income reached record levels, and the operating income returned to a level achieved just before the Lehman crisis. All of our business segments rebounded to profitability. As a result, we raised our annual dividend ¥1 per share from the previous year's ¥7 per share to ¥8 per share. Moving forward, we plan to continue returning cash to shareholders in accordance with our growth.

In addition, we repurchase our shares to enable us to pursue flexible capital policies in response to the changing business environment. Repurchases were previously made in November 2008, February 2010, and May to June 2011.

Shareholder Breakdown (as of March 31, 2014)



IR Website

Minebea's IR website won the "2013 Internet IR Excellence Award" from Daiwa Investor Relations Co., Ltd., as well as the "Gomez IR Site Overall Ranking 2014 Gold Award" from Morningstar's Gomez Consulting Division. In addition, Nikko Investor Relations recognized our website with its "2013 Company Website Best Company Award" in the all listed company website ranking and the sector-based ranking. We have won all three of these awards for six consecutive years.



Future Issues and Goals

Through enhanced IR activities, we will work to expand our communication with shareholders and to promote greater understanding of the Minebea Group among all types of investors.

Environmental Management



Basic Approach

The Minebea Group has established an environmental management system based on the Minebea Group Environmental Policy, and all Group companies are striving to contribute to the protection of the earth's environment and the sustainable development of human kind.

As examples of specific initiatives in this regard, we adopt highly energy-efficient equipment and processes and have set a FY2015 target of reducing total Group CO₂ emissions per basic unit of output by 5% compared with the baseline year (FY2010). We are also strengthening initiatives to minimize waste materials and wastewater from our plants in order to effectively utilize raw materials and water resources. We also make contributions to the environment through our products, including the active development of communications control technologies, sensors and new materials which are central to energy management in highly efficient motors, lighting, and energy conversion devices, as well as "smart" buildings, plants, and urban residential environments.

Environmental Management System

● Environmental Management Structure

In order to carry out the Minebea Group Environmental Policy, the Minebea Group has an environmental management structure headed by the Board of Directors and the President and Chief Executive Officer. We also have an Environment Management Committee, a promotion organization composed mostly of executive officers, and a Group Environmental Protection Committee, which is staffed by working-level members. This structure enables rapid implementation of environmental policy. Each work site also has a Plant General Manager of Environmental Management and a Manager of Environmental Management who promote specific environmental conservation measures at plants and offices.

● Environmental audits

The Minebea Group is promoting the acquisition of ISO 14001 certification globally at each of its major sites. We have acquired certification for all of our plants worldwide. To maintain certification, we also conduct annual external audits by third-party organizations and internal audits by internal auditors. We also acquired certification for the Tokyo Head Office in June 2014 following its relocation in January 2013.



Audit at the Karuizawa plant

Environmental Education

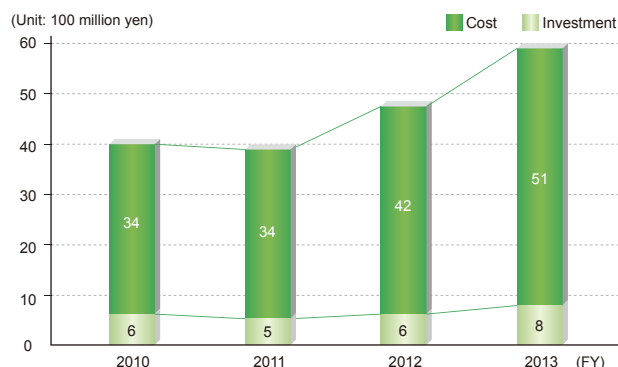
● Basic Approach and FY2013 Initiatives

The Minebea Group provides training on environmental management basics to all new employees and midcareer hires in order to raise the environmental consciousness of each employee. In addition, all Group employees receive general environmental education which explains environmental goals, targets and action plans based on the Minebea Group Environmental Policy and each site's ISO 14001 certification. In addition to these programs, we provide training for ISO 14001 internal auditors, waste management education, and drills which simulate natural disasters and other types of emergencies.

Environmental Accounting

The Minebea Group conducts environmental accounting to confirm its costs for environmental protection activities and the effect of its investments. The Japanese Ministry of the Environment's Environmental Accounting Guidelines 2005 is used as a reference. The Minebea Group's environmental conservation costs totaled 5,919 million yen in FY2013, a 23% increase over FY2012. This increase was largely the results of fluctuations in exchange rates. On a constant-currency basis, our FY2013 costs and investment rose by approximately 3% over FY2012.

▶ Environmental Protection Costs, FY2010 – FY2013





Initiatives to Protect Biodiversity

● Basic Approach

In FY2012, the Minebea Group revised its Environmental Policy and added “contribution to the international community” as a new initiative. As part of the initiative, we recognize that our business activities may have an effect on biodiversity and ecosystems, and we will work to conserve nature. As a first step, recognizing the importance of understanding the impact of our business activities, we are conducting research on how the Minebea Group’s business relates to biodiversity.

Minebea’s Environmental Impact

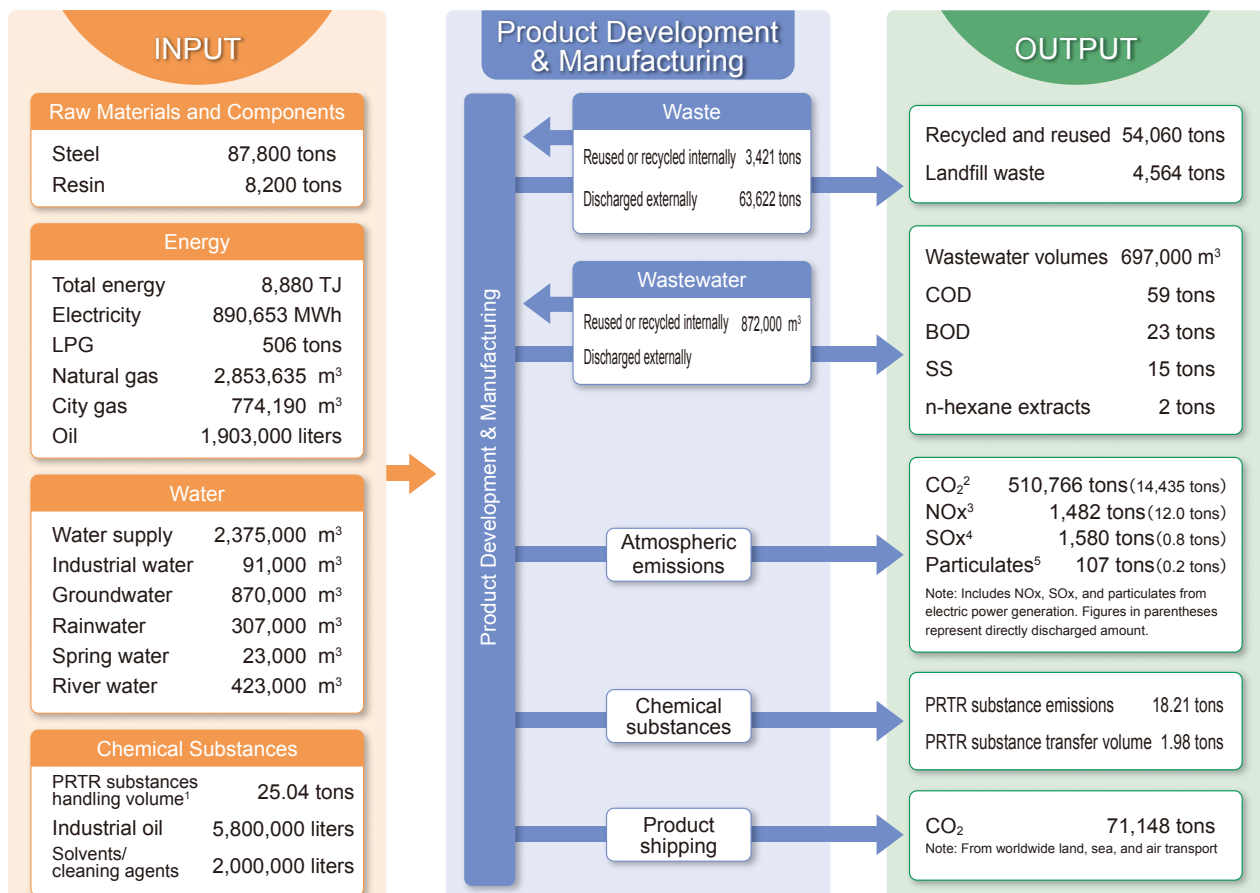
The Minebea Group has plants and sales offices in 18 countries around the world, manufacturing and selling a range of products including bearings—our main

product—as well as such products as machined components, rotary components, and electronic devices. When environmental impact is viewed in terms of the ratio of total production by region to sales, Asia (excluding Japan) is estimated to account for approximately 80% of the Minebea Group’s consumption and output.

In FY2013, the input amount of raw materials increased by approximately 23% year on year due to a surge in sales. We limited the increase in total energy input, however, to 2% year on year. The amount of industrial oil rose by 5% year on year, while the amount of solvents and cleaning agents was on par with FY2012, reflecting our ability to restrain our impact on the environment relative to the amount of sales (production).

The Group’s environmental impact for FY2013 is summarized below.

► Input and Output (FY2013 Actual)



1. PRTR chemicals: Substances included in the PRTR law (The Chemical Substance Control Law /Domestic Japanese Law), for which companies must register and report volumes released and transferred. The figures shown are those reported to authorities.
 2. CO₂: Carbon dioxide
 3. NO_x: Nitrogen oxides
 4. SO_x: Sulfur oxides
 5. Particulates: Microscopic solid matter contained in exhaust gas generated through combustion, heating, or chemical reaction

Initiatives for Preventing Global Warming

Basic Approach

The Minebea Group recognizes that the international issue of global warming, along with the related issues of soaring energy prices and abnormal climatic conditions, pose a significant threat to the sustainability of its business activities.

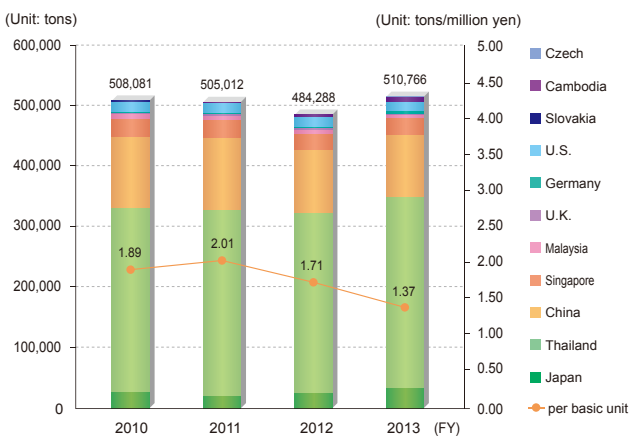
In response, each office and plant in the Minebea Group is proactively promoting energy efficiency initiatives in order to combat global warming after having completed formulating the main measures for their sites. Additionally, our Energy Conservation Promotion Committee, which is made up of representatives of all our business units, promotes the sharing of knowledge and technologies accumulated from past activities along with case studies on exemplary energy-efficient initiatives. The sharing of this wisdom among the Group's business units is bolstering the entire Group's approach to global warming prevention.

Results of FY2013 Initiatives

The Minebea Group's emissions of CO₂ in FY2013 totaled 510,766 tons, 5% more than in FY2012. In terms of basic units of production, CO₂ emissions declined 20% over FY2012 to 1.37 tons per million yen of production. The cause of this decrease was highly energy-efficient manufacturing activities amid strong business growth, as well as efforts taken by plants around the world to reduce CO₂ emissions.

In FY2013, the Group's CO₂ emissions generated from logistics operations totaled 71,148 tons, an increase of 19% compared with FY2012.

CO₂ Emissions (Total and Per Basic Unit)



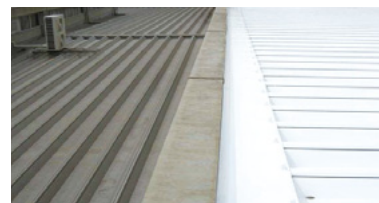
*Emissions generated by product shipment are not included.

Initiatives in Office Spaces

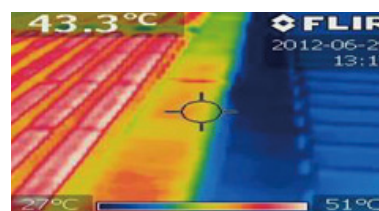
In our office spaces, we strove to reduce CO₂ emissions by thoroughly promoting casual cool business attire in the summer, minimizing lighting usage, and implementing "no-overtime days." In January 2013, we relocated the Tokyo Head Office to a new building purchased in Tokyo. At the new building and office spaces within, we are taking global-warming countermeasures and striving to raise the level of environmental consciousness.

Initiatives at Offices

● Plant roof coated with heat shield paint (Hamamatsu Plant)
The roof of the Hamamatsu Plant is gradually being coated with heat shield paint in order to prevent temperatures from rising inside the plant during summer. A comparison of uncoated and coated areas of the roof found the uncoated surface temperature to reach 43.3°C compared with a coated surface temperature of 27.0°C, reflecting the effectiveness of the paint at restraining temperature. In FY2013, 2,662m² of the roof was coated, reducing the generation of heat by 158,964 kcal/h, for an estimated annual cost savings of 1.3 million yen.



Portion of roof uncoated (black area on left)
Portion of roof coated with heat shield paint (white area on right)



Left: Uncoated area (43.3°C)
Right: Coated area (27.0°C)

Future Issues and Goals

The Minebea Group will continue to advance its measures to prevent global warming. As a medium-term goal, by FY2015 we plan to reduce CO₂ emissions per basic unit of production by 5% compared with FY2010, or 1% annually.

In terms of long-term goals for 2030 and 2050, we will monitor the Intergovernmental Panel on Climate Change (IPCC) and policies in countries around the world in formulating our initiatives.

Initiatives for Effective Use of Resources

Basic Approach

The Minebea Group recognizes that there are limits to the availability of resources used in its products, which include metals, plastics, and other raw materials, along with oil, natural gas, and other energy sources. Additionally, with regard to rare earth elements indispensable to the manufacture of electronics, since the number of countries producing and exporting the materials is limited, they are more susceptible to export restrictions.

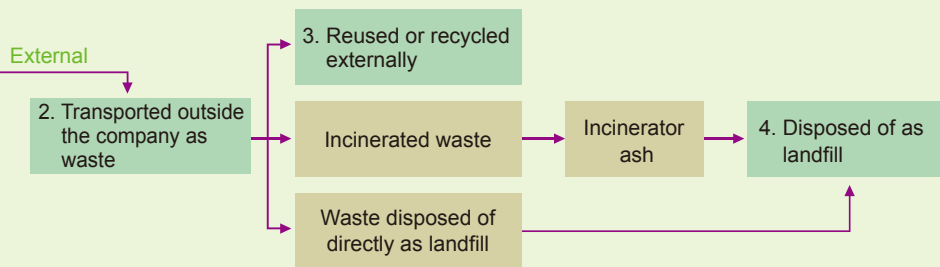
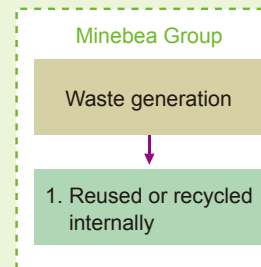
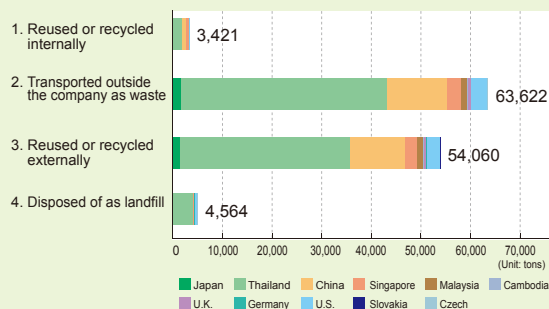
We believe that the effective use of resources is critical to the continuation of our business activities, and to that end we are taking various management measures.

Results of FY2013 Initiatives

In FY2013, principal raw materials used by Minebea Group included approximately 87,800 tons of steel and 8,200 tons of resin, with the total amount of materials used increasing by approximately 23% compared to the previous fiscal year.

The amount of landfill waste generated by the Group's operations in FY2013 totaled 4,564 tons. As a result, the amount of landfill waste in FY2013 increased by 234 tons compared to FY2012.

Waste Processed (FY2013 Actual)



At our mass production plants in Thailand and China, we are recycling water inside the plants to the greatest extent possible and prevent external emissions through our "Plant Wastewater Zero System." Water emissions from Group plants in FY2013 totaled 697,000 m³, a decline of 87,000 m³ compared with FY2012.

Initiatives at Business Sites

Participation in thermal recycling (Yonago and other plants)

Up until seven or eight years ago, only certain types of waste plastics from the Yonago Plant were recycled into reusable materials. Since then, the waste plastics have been collected as RPF* raw materials, and today nearly all the waste plastics are converted into RPF at a contractor's facilities and reused in an electric power boiler at a paper manufacturing company.

In FY2013, the Yonago Plant generated about 41 tons of waste plastic and was able to recycle 98.1% of the waste into RPF materials through the establishment of internal waste separation standards and progress in recycling activities. Waste plastics from the Karuizawa and Hamamatsu plants are also being converted into RPF raw materials.

* RPF (Refuse Paper & Plastic Fuel): A solid fuel made primarily from waste plastics and difficult-to-recycle paper. RPF generates a high amount of heat, on par with coal and oil, propelling its demand as an alternative to fossil fuels.

Future Issues and Goals

For FY2014, we have set a target of limiting the amount of landfill waste to 4,850 tons following a recalculation of previous results. Currently, we are researching the types of landfill waste we generate and conducting market analysis in an effort to further lower waste amounts in the future.

Initiatives for Reducing Impacts on the Environment

Basic Approach

Plant effluents and emissions can be a source of water, air, and soil pollution that poses a threat to local communities. At the Minebea Group, we believe that harmony with local communities is indispensable to our business activities, and as such, we are striving to reduce our impact on the environment.

Results of FY2013 Initiatives

In order to ensure compliance with the environmental laws and regulations of each country and community, the Minebea Group has established environmental standards surpassing its legal requirements and undertakes daily compliance monitoring. In FY2013, there were no incidents which violated either the legal requirements or the Group's own standards. The Group also monitors the impact of its plants on the surrounding communities by conducting environmental patrols at all of its plants to ensure there are no leakages, foul odors, noise, or vibration caused by the plants.

Plant Initiatives

● Plant Wastewater Purification

Prior to releasing wastewater into rivers, Minebea Group plants use their own processing equipment to purify wastewater to within fixed environmental standards. These plants adhere to environmental laws of the countries and localities in which they operate, and independently monitor such wastewater discharges, including regular testing for such metrics as pH¹, COD², BOD³, SS⁴, and the oil content of n-hexane extracts⁵.

In FY2013, no anomalous monitored values were reported by any plant. In addition, no complaints relating to these metrics were received.

1. pH:
A scale indicating whether substances are acidic or alkaline. pH7 is neutral. pH values below 7 indicate increasing acidity, while values above 7 indicate increasing alkalinity.
2. COD (chemical oxygen demand):
The amount of oxygen consumed to oxidize organic substances (pollution) in water. COD measurement takes less time than BOD measurement, but is less reliable. COD is generally used as a metric in wastewater management for sea, lake, and marsh waters.
3. BOD (biological oxygen demand):
The amount of oxygen required for bacteria to consume and decompose organic matter (pollution) in water. Higher values indicate greater degrees of pollution. Measurement takes several days. BOD is generally used to observe effluent water in rivers.
4. SS (suspended solids):
The volume of substances suspended in water. The higher the number, the greater the degree of water pollution.
5. n-hexane extracts:
Substances extracted from oils and detergents that are difficult to volatilize in water using a substance called n-hexane as solvent. In this report they signify mineral oils.

● Investigating Landfill Waste Sites (Japan, Thailand, China, etc.)

At each plant and office, there are types of waste which are difficult to reuse or recycle within the site. In these

cases, the waste is disposed of through third-party waste disposal companies.

The Minebea Group selects reliable waste disposal companies, and conducts regular inspections of their disposal sites to confirm the status of waste disposal and management. In Japan, employees in charge of waste disposal and management at each plant have begun using a common checklist form to confirm the on-site status of disposal sites. We will continue to cooperate with waste disposal companies to ensure that their waste disposal processes do not generate soil, water, or air pollution.



Inspection of waste disposal companies in Japan

● Operation of Plant Wastewater Zero System (Thailand, China)

Minebea Group plants that use large amounts of water during processing are taking measures to reduce wastewater emissions. Though water is discharged from plants only after being purified to standards mandated by environmental regulations in each country and region, the wastewater may still have an impact on the local environment. To address this issue, in Thailand and China, where water use by the Group is high, plants have introduced the "Plant Wastewater Zero System" designed to reduce to zero the wastewater emissions and the impact on the environment.

Under this system, water that previously was purified and discharged is purified to a higher level and the entire discharge reused within the plant to eliminate external emissions. The "Plant Wastewater Zero System" has been introduced at the Bang Pa-in and Ayutthaya plants in Thailand along with the Shanghai and Xicen plants in China.

Future Issues and Goals

The Minebea Group continues to conduct business operations in compliance with environmental laws in Japan and around the world, and is proceeding with cleanup work in areas where it has caused environmental contamination in the past.

Product-related Initiatives for the Environment

Basic Approach

Since its products are utilized in many different kinds of end-products, the Minebea Group believes that it has an especially important role in providing parts that contribute to environmental consciousness throughout the product life cycle. This responsibility extends from ensuring that its parts are free of materials hazardous to the environment, to energy-efficiency, resource-efficiency, and long-life.

Minebea Green Products, which we have been developing based on this approach, will continue to be promoted as part of the “Five Arrows” strategy aimed at making contributions to the development of “Smart Buildings” and “Smart Cities” through the promotion of “smart” product development.

Minebea Group’s Environmentally Conscious Products

The products that the Minebea Group manufactures and sells are environmentally conscious products. This means that they satisfy various countries’ environmental laws and customers’ environmental requirements from the development and design stage as well as undergo voluntary product chemical substance evaluations and product assessments.

● Development of high heat-resistant ball bearing unit for turbochargers

The Minebea Group has developed a high heat-resistant ball bearing unit for turbochargers for automobile engines. Turbochargers have become increasingly popular as a device to improve automobile fuel efficiency and save energy. The extreme temperature of the engine exhaust gas entering the turbocharger has made it difficult to use conventional ball bearings. The



High heat-resistant ball bearing unit for turbochargers

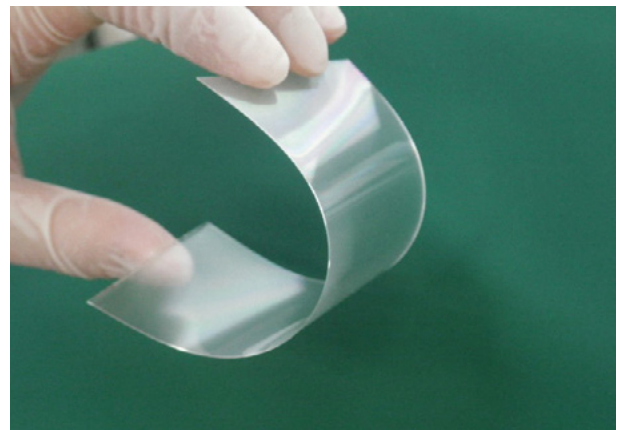
new ball bearing unit reduces the frictional resistance to improve the operational efficiency of the turbocharger.

● Developing thinner light guide plates for smartphones

The Minebea Group has developed light guide plates measuring less than 0.3 mm thick for use in LED (light-emitting diode) backlight systems illuminating smartphone and tablet screens.

The light guide plate is critical to spreading LED light evenly over the screen. The new plates are about 30% thinner than Minebea’s previous models.

Besides smartphone and tablet devices, our new light guide plate is also used in automobile indicator panels and other products, helping to make a wide range of products thinner and lighter.



Light guide plate for LED backlights measuring less than 0.3 mm in thickness

Management of Environmental Impact Materials Included in Products

The Minebea Group has issued the Minebea Group Green Procurement Standard requiring suppliers to supply products (raw materials and parts) free of hazardous substances along with data and documentation verifying their products’ safety. We also conduct our own verification tests of suppliers’ products using XRF (X-ray fluorescence spectrometers) to ensure the products are free of hazardous materials subject to RoHS regulations.

Future Goals and Issues

The Minebea Group will continue to accurately grasp the detailed needs of society in order to develop products that can contribute to safety, energy-efficiency and resource-efficiency.

Comments on the Minebea CSR Report



Mr. Keisuke Takegahara

Director, Environmental Initiatives & Corporate Social Responsibility—Support Department
Development Bank of Japan Inc.

The Minebea Group CSR Report 2014 presents an appropriate and powerful message on the formulation of the new Medium-term Business Plan, a critical juncture

for the company, by focusing on how people at the heart of its business and technological capabilities and global expansion are supporting its basic management concept, “manufacturing with sincerity.”

The feature articles made a particularly strong impression. The first feature article elaborately communicates the voices of the domestic employees putting the company’s “Five Principles” basic management policy into practice. The interviews vividly show how the superior technology of Minebea is passed down through driving ambition and diverse, close communication. The report begins with a feature on the Tokyo Research & Development Center (TRDC) and clearly explains the strategy behind the center’s R&D activities. The TRDC’s pioneering initiatives and the voices of the employees in the first feature article combine to clearly focus the report’s content around technological capabilities. The second and third features on global expansion vividly show how “manufacturing with sincerity” is taking root overseas. In previous years, Minebea explained its past activities for growing with employees. In this year’s report, however, we also see ongoing initiatives through an article on how the Cambodian plant is starting its human resources development with educational opportunities for employees. At the same time, we can see the outstanding results of this approach in the high level of success at NMB Minebea Thailand. This global perspective broadens our understanding of “manufacturing with sincerity.”

In terms of CSR management aspects, Minebea is taking a more sophisticated approach to global expansion of CSR

initiatives by adopting ISO 26000 as a framework to assess their status. In terms of social engagement, the content is easier to digest because the company has added an emphasis to each theme while following its established structure. In this report, while the content regarding employees’ activities was particularly strong because of the excellent feature articles, the content on engagement with suppliers also left a strong impression. In previous reports, Minebea described dialogues with suppliers and its CSR procurement guidelines. In this report, the explanation of the survey on CSR procurement goes even further in showing how Minebea values its communication with suppliers. In the environmental sections, the essence of Minebea’s environmental management is clearly communicated and we can see how the company’s unique environmental approach is being sustained. For example, the report explains the results of sophisticated environmental management, including the improvement in energy efficiency despite the large increase in sales, and the sustained high awareness of the importance of making environmental contributions through products.

Overall, I find that the content is worthy of a global company, and including the improved separation of content between the website and printed report, this is an excellent CSR report. Additionally, the top message introduces the new “Five Arrows” strategy, and since this indicates the springboard for the company’s next stage of development, I feel this should be highlighted in more detail. The strategy embodies the company’s future growth and value generated for society, and therefore is material to the company’s CSR. In the future, I would expect Minebea to explain specific initiatives under each of the arrows, along with the KPI and validation methods. This way, stakeholders can see how the company is synchronizing CSR with the business activities. I look forward to seeing Minebea’s progress.

* KPI: Key Performance Indicator

Mr. 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



Mr. Tatsuo Matsuda

Managing Executive Officer
Officer in Charge of CSR Promotion Office,
Compliance Promotion Office at Finance &
Compliance Promotion Division

I would like to thank Mr. Takegahara for providing his valuable insight again this year.

This year’s CSR report features three articles on the employees supporting the Minebea Group. Specifically, the articles explain how our employees are taking the initiative to implement CSR as well as the company’s initiatives to support its employees, an important stakeholder in our company. In the Hot Topics section, our report also explains

the R&D strategy behind the establishment of the Tokyo Research & Development Center as well as our engagement with suppliers through the implementation of the CSR procurement survey. The praise we have received for these initiatives will encourage us to further enhance our CSR initiatives in the future.

Mr. Takegahara has pointed out the need to advance our CSR in tandem with our business activities. As we continue to communicate with our stakeholders, we will identify important issues and prioritize our initiatives moving forward.

Additionally, in FY2014, we will continue to pursue the CSR goals we failed to reach in FY2013. Overall, we will strive to enhance our CSR activities and take a forward-looking approach to advancing our initiatives.



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The Minebea Group supports efforts by Japan's Forestry Agency to reduce CO₂ emissions through the use of domestic forestry products. This report was produced using paper made from Japanese wood products. Active use of such products helps promote the maintenance of Japan's forests and contributes to raising the amount of CO₂ that these forests can absorb.

