

CSR Promotion Activity Goals and Results

● Results for FY2014 and Goals for FY2015 and the Medium Term

		FY2014 Goals	FY2014 Results	
Management	CSR Management	Establish reporting structure for entire Group, including overseas sites, centered around CSR Officers CSR	Established reporting structure through teleconferences with domestic CSR Officers and ISO 26000-based survey requests to overseas CSR Officers	
		Identify CSR issues at overseas sites using ISO 26000 to analyze status CSR	Conducted survey of overseas sites to analyze CSR status based on ISO 26000	
		Conduct CSR awareness initiatives and discussions with domestic CSR Officers CSR	Conducted CSR seminars and discussions with domestic CSR Officers through teleconferences	
	Corporate Governance Compliance Risk Management	Share status of compliance activities among overseas sites and formulate future direction for compliance Compliance	Confirmed status of compliance at Thai sites and made progress studying the establishment of a compliance committee	
		Promote overseas training and awareness activities to prepare for establishment of global compliance system Compliance	Conducted compliance training for local managers in Thailand and South Korea	
		Promote formulation of basic BCP for Cambodia and China (Zhuhai) plants GA	Promoted the formulation of basic BCP for Cambodia	
		Formulate BCP for Tokyo Head Office GA	Formulated BCP for Tokyo Head Office	
Society	Relationships with Customers	Promote BCP drills at all sites GA	Conducted three BCP drills at Karuizawa Plant; conducted drills in other areas using disaster scenarios	
		Create internal risk assessment standards for automotive, aircraft, and medical products Quality	Created internal risk assessment standards for automotive, aircraft, and medical products	
		For automotive products, begin compiling data on risk assessment results in accordance with procedures Quality	Started recording data on risk assessment results for new automotive products customers	
		Establish a framework to continually comply with product safety laws, regulations, and internal rules for major products Quality	Established a safety standards conference, researched standards requiring compliance, and established a compliance management structure	
		Unify manufacturing labels and bar codes for PM motors, hybrid stepping motors, fan motors, micro actuators Logistics	Unified manufacturing labels and bar codes for all domestic products and for Thai hybrid stepping motor products	
	Relationships with Employees	Acquire AEO certification in Germany Logistics	Acquired AEO certification in Germany	
		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 (next-generation leader training, strategic rotation implementation) Human Resources Development	<ul style="list-style-type: none"> Conducted selective next-generation leader training Promoted strategic rotations for participants of selective next-generation leader training 	
		Strengthen involvement of female employees Human Resources Development	Conducted interviews and surveys of female employees to confirm status of activities, and provided career development training	
		Continue to promote initiatives relating to work-life balance Personnel	Established spouse childbirth leave system, improved system for shorter working hours for childcare, and promoted other measures	
		Meet legally required employment percentages for the handicapped and support their employment Personnel	Rate of employees with disabilities was 1.72% (as of June 2014)	
	Relationships with Local Communities and Global Society	Promote mental health measures Personnel	Established health management offices with full-time health nurses at all sites	
		Promote dialogues with communities at all sites in and outside Japan CSR	<ul style="list-style-type: none"> Held a dialogue at the Yonago Plant to better understand the community's needs Continued to hold semiannual meetings with community at Karuizawa Plant 	
	Relationships with Suppliers	Distribute CSR Procurement Self-assessment Checklist to 300 suppliers in Thailand, receive responses, and analyze status Procurement	Distributed CSR Procurement Self-assessment Checklist to 313 suppliers in Thailand, received responses, and analyzed status	
		Distribute Minebea Group "Green Procurement Standard," 5th edition to suppliers in and outside Japan Procurement	Created Minebea Group "Green Procurement Standard," 5th edition and distributed it to subject suppliers	
	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	Environment	Acquire ISO 14001 certification for Minebea Tokyo Head Office Environment	Acquired ISO 14001 certification for Minebea Tokyo Head Office	
		Reduce CO ₂ emissions per basic unit of output by 4% compared with FY2010 Environment	CO ₂ emissions rose by 35,173 tons compared with FY2010, a decline of 42.3% per basic unit of output	
		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	In FY2014, special cleaning of Thai wastewater processing facilities was conducted; excluding this waste, the amount of waste ultimately disposed of as landfill by Minebea Group worldwide was 5,318 tons/year, for a decline of 13% per basic unit of output	
		Send response to CDP Environment	Prepared a response to CDP as Environmental Group	
		Expand use of efficient packaging to all models of hybrid stepping motors, PM motors, and power brushless motors, as well as to fan motors and other products Logistics	Changed packaging improvement items from packaging itself to new items which can generate results in a shorter timeframe, such as loading efficiency of marine shipping containers, pallet shipping of cardboard containers, consolidation of pallet size, and improvement of pallet strength, etc.	
		Open new warehouse in Thailand to improve logistics efficiency Logistics	Thai warehouse being prepared for opening was converted into a parts manufacturing plant	



● 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. In order to systematically promote CSR activities, we have set new medium-term goals to accomplish by FY2017.

	Evaluation	FY2015 Goals	Medium-term Goals (target year of FY2017)
	○	<ul style="list-style-type: none"> Formulate a global CSR promotion strategy based on ISO 26000 analysis results CSR Conduct CSR awareness initiatives and discussions with CSR Officers and CSR sub-staff in and outside Japan CSR 	<ul style="list-style-type: none"> Promote CSR management based on key CSR issues developed through an understanding of stakeholders' expectations and requests CSR Continually conduct CSR penetration activities in and outside Japan CSR
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	○	<ul style="list-style-type: none"> Confirm the status of compliance in China and Southeast Asia and continue pursuing a compliance structure Compliance Conduct compliance training for local managers in China in addition to training in Thailand and South Korea Compliance Conduct compliance awareness survey Compliance Formulate basic BCP for Cambodia, China (Suzhou, Zhuhai), and Malaysia GA Promote BCP drills at Japanese facilities, Thailand and other sites GA 	<ul style="list-style-type: none"> Establish and strengthen a global compliance structure Compliance Firmly establish BCP formulation and training throughout the Group GA
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	○	<ul style="list-style-type: none"> Create a quality assurance agreement for suppliers to promote customers' quality requirements among them Quality Unify bar code labels for Thai measuring products, rod end products, PMA products, PM motor products, and micro actuators, as well as for Shanghai fan motors Logistics Promote acquisition of AEO certification in South Korea, Malaysia Logistics 	<ul style="list-style-type: none"> Further improve the quality management system when migrating to ISO 9001:2015 Quality Promote introduction of unified bar codes for all products Logistics Promote continual acquisition of AEO certification Logistics
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	○	<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 Human Resources Development <ul style="list-style-type: none"> Next-generation leader training Strategic rotation implementation Nurturing of local management leaders overseas Promote active roles for 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 their continued 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 Raise the ratio of females in senior management roles to 8% Human Resources Development Proactively incorporate demands of society and promote measures to support employee motivation Personnel
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	○	Promote dialogues with communities at all sites in and outside Japan CSR	Continue to hold dialogues with communities at all sites in and outside Japan CSR
	○		<ul style="list-style-type: none"> Conduct continual awareness activities for the Minebea Group CSR Procurement Guidelines; review and implement revisions as necessary Procurement Confirm status of CSR promotion at Malaysian and Singaporean suppliers using the CSR Procurement Self-assessment Checklist Procurement Take measures responding to the CSR Procurement Self-assessment Checklist survey (measures for suppliers requiring improvement) Procurement Consider new measures to reconfirm the status of CSR activities at Japanese and Thai suppliers (consider new scope and confirmation methods, etc.) Procurement
	○	Distribute CSR Procurement Self-assessment Checklist to main suppliers of Shanghai, Suzhou, and Zhuhai plants, receive responses, and analyze status 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
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	○	<ul style="list-style-type: none"> Acquire ISO 14001 certification at Ban Wa Plant Environment Reduce CO₂ emissions per basic unit of output by 5% compared with FY2010 Environment Reduce amount of waste ultimately disposed of as landfill by Minebea Group worldwide by 10% per basic unit of output compared with FY2014 Environment Send response to CDP Environment Promote continual improvements in packaging through new packaging methods to raise loading efficiency of marine shipping containers, introduce pallet shipping of cardboard boxes, consolidate pallet sizes, strengthen pallets (for fan motor products) Logistics 	<ul style="list-style-type: none"> Continually reduce CO₂ emissions per basic unit of output compared with FY2010 Environment Continually reduce volume of waste ultimately disposed of as landfill per basic unit of output Environment Further expand packaging improvements Logistics
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