

# 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 CO<sub>2</sub> 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 at each of its major sites worldwide. Regarding our plants, we have acquired certification for all of our existing plants worldwide. For newly constructed and recently acquired plants, we have begun environmental management activities based on the certification acquisition plans.



External audit at Cambodia plant

In FY2014, we made plans to acquire ISO 14001 certification for the Tokyo Head Office, the first non-plant site to seek certification. The office was audited by an external certification organization in June 2014 and successfully acquired certification. To maintain certification, we conduct annual external audits by third-party organizations and internal audits by internal auditors.

## ● Environmental Education

### Basic Approach and FY2014 Initiatives (Japan)

The Minebea Group provides training on environmental management 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.

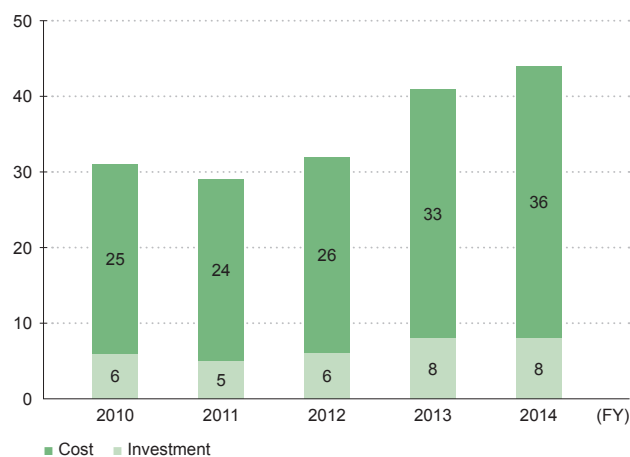
## ● Minebea's Environmental Accounting

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 4,444 million yen in FY2014, an 7% increase over FY2013. This increase, however, was largely the results of fluctuations in exchange rates.

Furthermore, regarding environmental protection costs disclosed through FY2013, we have identified costs that should not have been included, and therefore we have revised the previous cost disclosures since the FY2014 report.

### ● Environmental Protection Costs, FY2010 – FY2014

(Unit: 100 million yen)



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## 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.

## Minebea’s Environmental Impact

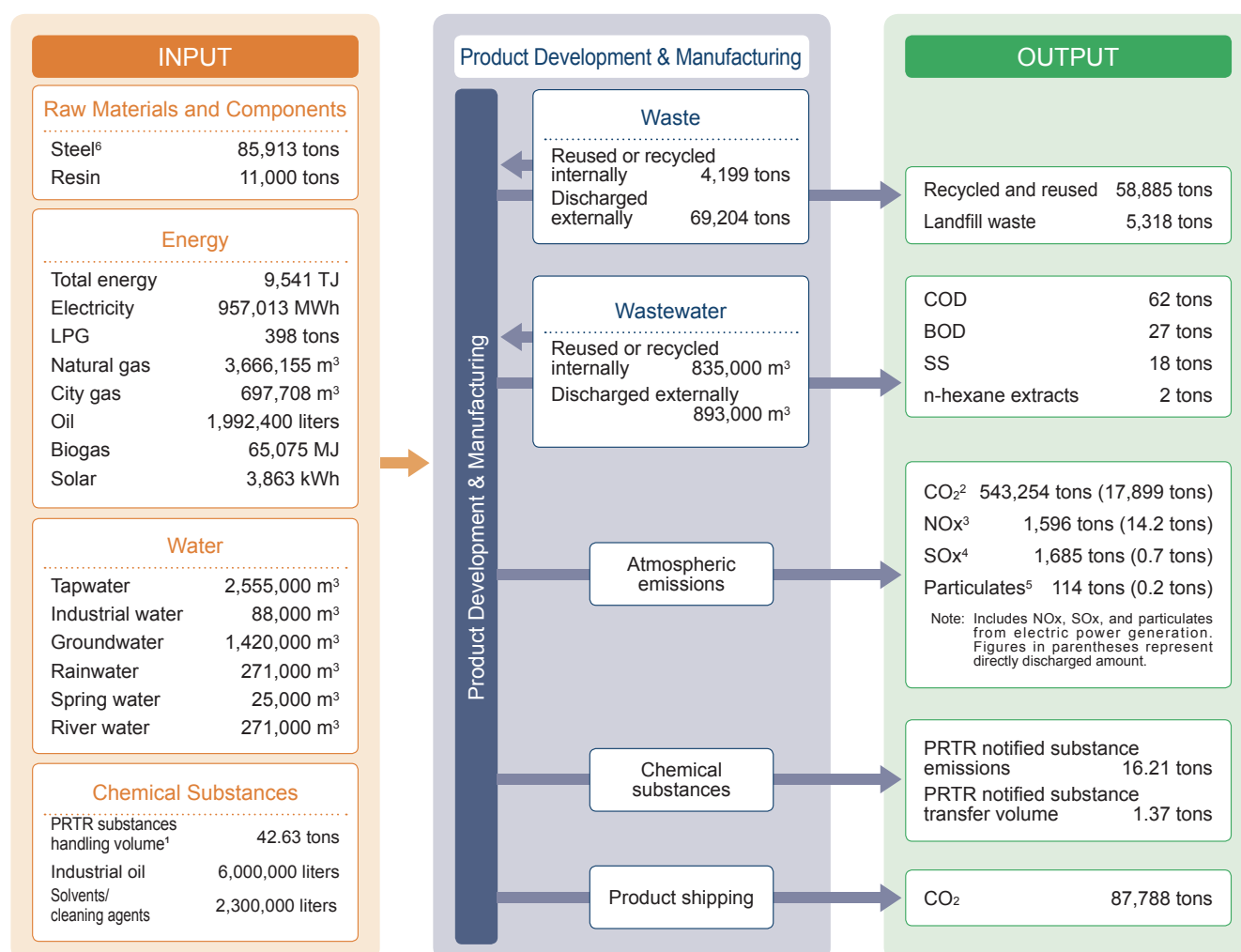
The Minebea Group has plants in 14 countries around the world, manufacturing and selling a range of products

including bearings—our main product—as well as machined components, electronic devices, and rotary components. 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 FY2014, even though our sales increased by 34.8% year on year, we limited increases in total energy input to approximately 7% year on year, the amount of industrial oil by about 3% year on year, and the amount of solvents and cleaning agents by about 15% year on year, reflecting our ability to restrain our impact on the environment relative to the amount of sales.

The Group’s environmental impact for FY2014 is summarized below.

### Input and Output (FY2014 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. CO<sub>2</sub>: Carbon dioxide
3. NOx: Nitrogen oxides
4. SOx: Sulfur oxides
5. Particulates: Microscopic solid matter contained in exhaust gas generated through combustion, heating, or chemical reaction
6. The data disclosed on FY2013 steel materials emissions was mistaken. Correct amount: 83,390 tons Previously disclosed amount: 87,800 tons