

Comments on the Minebea CSR Report



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The Minebea Group CSR Report 2015 reviews the company's CSR implementation in FY2014, when the company achieved record-high financial results, by shedding light on "manufacturing with sincerity" from four different standpoints.

The first of these standpoints, "technological capabilities," is featured in the "Commitment from the President" section. Minebea has clarified the importance of technological capabilities by adding "Creation of social value through products" to its CSR Implementation Principles. Additionally, the company's new "Five Arrows" strategy emphasizes the use of various kinds of technology to drive future growth. From the feature article on "Smart Lighting," Minebea reveals how it aligns product development and manufacturing with the creation of social value and demonstrates the importance of technological capabilities in supporting this approach. The discussion of environmental measures for the manufacturing processes further clarifies this commitment. The report also shows that Minebea continues to take Group-wide efforts to improve energy efficiency, and its CO₂ emissions per basic unit are steadily declining. Backing up the theme of creating social value through products by achieving a decline in the environmental burden of the manufacturing processes used to create products is typical of Minebea's conscientious approach.

The next standpoint featured prominently is the company's deepening commitment to "globalization." Minebea has expanded the implementation of CSR Procurement Guidelines to its overseas sites as part of its efforts to enhance initiatives. Additionally, the company is conducting an analysis

of CSR activities based on ISO 26000 at six major Asian sites outside Japan. This shows that Minebea understands the importance of systematic CSR promotion based on coordination between the head office and overseas sites, and with the involvement of overseas sites, CSR activities are being fully promoted horizontally throughout the company. The third standpoint, which is evident throughout the report, is the continued emphasis on "people." The president's message notes that each and every employee must change and grow in support of the "Change to Grow" theme driving preparations for the company's 100th anniversary. This message is supported through various articles spotlighting people, such as diversity and the nurturing of global-minded employees, along with myonic's aim to be a company where employees are highly motivated.

Turning to the fourth standpoint, the "relationships with local communities" represent the focal point of various activities taken by the sites. This year's report features activities at the Yonago Plant and Group company myonic, and the articles on the stakeholder dialogues reveal how Minebea is aiming to be an appealing partner to its communities. Discussing activities at these two sites together demonstrates that despite the differences in their backgrounds, the company's CSR activities are being steadily infused throughout the Group.

Minebea has also included negative information in this report, showing its continued commitment to accountability. Overall, this year's report has a higher level of completion as a CSR report from a global company. Moving forward, I expect Minebea to leverage the new "Five Arrows" strategy, and its targets for the medium-term business plan, to demonstrate in even greater detail and more dynamically the relationship between the company's growth and the creation of social value.

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

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Mr. Takegahara has once again provided us with important feedback on the Group's CSR promotion. We are honored again this year to receive his valuable insight.

In this year's report, we introduced two examples of the kinds of communication activities we are taking with communities in which we do business—one in Japan and another outside

Japan. In the "Hot Topics" section, as an example of how we create social value through our products, we described the development of next-generation lighting systems through the "Smart Lighting" concept. Additionally, as an example of the global promotion of CSR management, we reported on the results of our initiative to analyze the status of CSR activities through ISO 26000.

We are honored by Mr. Takegahara's praise for these initiatives, and we are committed to furthering improving these CSR activities in the future. Our analysis of CSR activities based on ISO 26000 has raised issues for us to tackle, and there are other CSR targets we have yet to achieve. We will strive to continually improve our CSR activities and take a forward-looking approach to future measures.