



CSR Promotion Activity Goals and Results

► Results for FY2011 and Goals for FY2012 and the Medium Term

		FY2011 Goals	FY2011 Results
Management	CSR management	Build a structure for promoting a PDCA system for CSR management CSR	Established an interdivisional CSR working group to share progress on CSR goals
		Promote stakeholder engagement CSR	Held a stakeholder dialogue with suppliers
		Promote internal CSR dissemination initiatives CSR	Distributed an internal message from the president to coincide with publication of FY2011 CSR Report, and introduced the Group's CSR approach and activities in the internal company magazine
	Corporate governance Compliance Risk management	Strengthen compliance system on a global basis Compliance	Expanded scope of compliance consultation center to inquire from Japanese employees assigned to overseas sites
		Continuously implement compliance training and introduction of e-learning Compliance	Continued to provide training for employees at each rank and provided a DVD video training program at each site for all employees not covered by the rank-based training; introduced an e-learning program
		Promote BCP formulation Personnel & GA	Assigned a BCP manager at each domestic site/division and held BCP formulation seminar for managers
	Strengthen disaster mitigation system at domestic sites Personnel & GA	Established a disaster response headquarters, manuals, safety confirmation system, early earthquake notification system and emergency food and other necessities for disasters	
Society	Relationships with customers	Strengthen significant quality issue response and review system Quality Management	Published "Detailed Rules for Internal Procedures upon Occurrence of Significant Quality Issue" and clarified implementation of reviews to prevent reoccurrence
		Formulate recall handbook in accordance with Product Safety Guidelines Quality Management	Formulated recall handbook in accordance with Product Safety Guidelines
		Promote acquisition of international Quality Management System (QMS) certification to strengthen Quality Assurance System Quality Management	Acquired ISO 13485 certification for EMS Business Unit
		Promote acquisition of Authorized Economic Operator (AEO) (advanced qualification) status in South Korea and Singapore Logistics	Promoted acquisition of AEO status in South Korea and Secure Trade Partnership (STP) – Plus in Singapore (similar to Korea's AEO)
		Promote bar code-based product management to prevent such issues as incorrect shipments Logistics	Promoted bar code-based product management for PM motors and fan motors
	Relationships with employees	Strengthen human rights education Personnel & GA	Implemented human rights education through compliance training and provided anti-harassment education during new assignment training
		Strengthen development and utilization of personnel suited for global development Personnel & GA	Held a global human resources and general affairs meeting to share training systems, promote training prior to international assignments, and strengthen international assignment rotations
		Promote initiatives relating to work-life balance Personnel & GA	Promoted work-life balance awareness through internal magazine and provided training to female employees at headquarters to expand the active roles of female employees
	Relationships with local communities and global society	Meet legally required employment percentages for the handicapped and support for their employment Personnel & GA	1.91% of the workforce was handicapped; ongoing support was provided to handicapped employees through mentoring system
		Initiate formulation of a Social Initiative Policy for the Minebea Group CSR	Revised basic approach to making social contributions primarily in response to the needs of local communities, based on the Minebea Group Code of Conduct
	Relationships with suppliers	Conduct training relating to the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, and implement self-auditing relating to the Act Procurement	Conducted training at headquarters and domestic sites relating to the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors (217 participants), and implemented self-auditing (five sites, six times)
		Establish CSR procurement framework Procurement	Established CSR Procurement Guidelines based on Minebea Group Code of Conduct
Relationships with shareholders	Promote active information disclosure relating to progress and implementation of Medium-term Business Plan IR	Promoted disclosure of Medium-term Business Plan through general shareholders' meeting, semiannual business report, website information, etc.	
	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 of visits to investors in the U.S., Europe, and Asia	
The Environment	Environmental management	Acquire ISO 14001 certification (Yonago Plant, etc.) Environment	Acquired ISO 14001 certification for Yonago Plant and Daiichi Seimitsu Sangyo Co., Ltd.'s China plant
		Review of Environmental Philosophy Environment	Reformulated Environmental Vision into the Environmental Policy and revised contents with new proposals
	Initiatives for preventing global warming	Establish Minebea Group medium- and long-term targets for reducing CO ₂ emission volume Environment	Set a target of reducing CO ₂ emissions per basic unit of output by 1% each year, for 5% reduction by FY2015 compared with FY2010
		Reduce CO ₂ emission volume for Minebea Group plants worldwide (establish base year, specify overall volume and reference unit) Environment	Reduced CO ₂ emissions by 3,069 tons, but emissions per basic unit of output rose 6.3%
		Ascertain CO ₂ emission volume for overall Minebea Group distribution Logistics	Ascertain CO ₂ emissions for Japan logistics and overseas air and sea logistics
	Initiatives for effective use of resources	Promote use of proper transport measures to reduce energy consumption Logistics	Transport of fan motors in South China partially shifted from ship and air transport to rail transport
		Reduce volume of waste ultimately disposed of as landfill by Minebea Group plants worldwide to less than 4,000 tons per year Environment	Landfill waste from worldwide Minebea Group plants totaled 4,061 tons
		Define Minebea zero emissions, investigate current status Environment	Researched status of zero emissions at Minebea and other companies and defined zero emissions for Minebea
	Initiatives for Reducing Impacts on the Environment	Reduce plant effluent volume Environment	Reduced plant effluent volume by 235,000 tons
		Investigate/implement returnable package system for international shipping Logistics	Made preparations to implement returnable package system for truck shipments between Thailand and Cambodia to supplement existing one-way shipments from Thai sites to customers
		Zero violation of environmental laws and self-imposed regulations Environment	Zero violation of environmental laws and self-imposed regulations
		Complete cleanup measures at plants where soil and groundwater pollution has been confirmed (Ichinoseki Plant) Environment	Completed cleanup of soil and groundwater pollution at Ichinoseki Plant
	Product-related Initiatives for the Environment	Manage volumes of chemical substances used at Minebea Group plants Environment	Established new chemical substance application database to efficiently manage chemical substances
		100% implementation of Pollution Patrol Programs Environment	Achieved 100% implementation of Pollution Patrol Programs
		Implement regular local audits of waste disposal companies Environment	Implemented regular local audits of waste disposal companies
Product-related Initiatives for the Environment	Establish criteria for Minebea green products (environmentally conscious products) Environment	Established selection criteria for Minebea green products	
	Develop products and technology contributing to energy efficiency, resource efficiency, and waste reduction Environment	Developed lightweight bearings and other products which do not require lubricants	

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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	FY2012 Goals	Medium-term Goals (target year of FY2015)
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	○	<ul style="list-style-type: none"> Continue to promote PDCA management for CSR activities CSR Continue to promote internal awareness activities for CSR 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"> Continue to bolster compliance system for domestic and overseas sites Compliance Reinforce overseas training Compliance Formulate BCP for domestic and overseas sites and begin their operation Personnel & GA Continue to strengthen disaster mitigation system at domestic plants Personnel & GA Strengthen risk management system for Thai floods Personnel & 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 Personnel & GA
	○	<ul style="list-style-type: none"> Revise the Quality Management Manual and clarify the implementation of risk assessment as the design and product manufacturing stages to bolster product safety Quality Management Create framework to promote acquisition of international Quality Management System (QMS) certification covering design and manufacturing in order to strengthen Quality Assurance System Quality Management Acquire STP-Plus certification in Singapore and prepare for certification in South Korea and the EU Logistics 	<ul style="list-style-type: none"> Create product safety assessment structure for product life cycle stages Quality Management Promote bar-coding for all products Logistics
	○	<ul style="list-style-type: none"> Continue to strengthen human rights education Personnel & GA Strengthen development and utilization of personnel suited for global development Personnel & GA Continue to promote initiatives relating to work-life balance Personnel & GA Meet legally required employment percentages for the handicapped and support for their employment Personnel & GA 	<ul style="list-style-type: none"> Strengthen the development of human resources in order to support the active expansion and development of global business Personnel & GA Proactively incorporate demands of society and promote measures to support employee motivation Personnel & GA
	○	<ul style="list-style-type: none"> Hold dialogues with local communities at domestic locations to better understand local needs CSR 	<ul style="list-style-type: none"> 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"> Hold stakeholder dialogues with suppliers Procurement Promote CSR procurement by adding CSR requirements to Basic Purchasing Policy, publishing CSR Procurement Guidelines, creating CSR self-evaluation checklist, etc. Procurement 	<ul style="list-style-type: none"> Promote CSR procurement among domestic suppliers using CSR self-evaluation checklist Procurement Expand CSR procurement to overseas suppliers Procurement
	○	<ul style="list-style-type: none"> Continue to promote active information disclosure relating to progress and implementation of Medium-term Business Plan IR Continue to promote active communication with domestic and international investors IR 	<ul style="list-style-type: none"> 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 (Suzhou Plant, Daiichi Seimitsu Sangyo Co., Ltd. head office) and prepare to acquire certification at other sites (Minebea Tokyo headquarters and Cambodia Plant) Environment Revise environmental policy Environment Reduce CO₂ emissions per basic unit of output by 2% compared with FY2010 Environment 	<ul style="list-style-type: none"> Reduce CO₂ emissions per basic unit of output by 5% compared with FY2010 Environment Expand improvements to packaging Logistics Greatly reduce landfill waste Environment
	△	<ul style="list-style-type: none"> Establish systems and overall scheme to enable regular reporting of CO₂ emissions of overall Group logistics operations Logistics Improve packaging to raise logistics efficiency and reduce CO₂ emissions Logistics 	
	○	<ul style="list-style-type: none"> Reduce Minebea Group plants' total landfill waste to under 4,000 tons/year Environment Begin operation of new chemical substance application database Environment Establish selection criteria for Minebea green products Environment 	
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CSR CSR Promotion Office **Compliance** Compliance Office **Quality Management** Quality Management Support Office
Logistics Logistics Department **Personnel & GA** Personnel & General Affairs Department **Procurement** Procurement Department
IR Investors Relations Office **Environment** Group Environment Management Department

Commitment from the President

Floods in Thailand

Minebea Products in Society

Special Feature

Management Report

Social Report

Environmental Report