

Environmental Management

Basic Approach

The Minebea Group has established an environmental management system on the basis of which all Group companies strive to conserve the environment.

Minebea's Environmental Philosophy was established as the Group's fundamental policy for environmental protection activities. In FY2012, with the revision of the philosophy's contents, the name was revised to the Minebea Group Environmental Policy. Additionally, we have added "Contributing to Global Society" to the policy. Under this new policy, we will make public our proprietary environmental conservation technologies and raise our awareness of the possible impact of our business activities on biodiversity as we strive to conserve nature.

We put the Minebea Group Environmental Policy into practice through a variety of initiatives, including the use of highly energy-efficient equipment and processes and efforts to reduce emissions of greenhouse gases, chiefly CO₂. In order to protect raw materials, water, and other resources, we are strengthening measures to minimize the emission of waste and effluent from our plants. We are also supplying environmentally conscious products to the market by developing highly energy-efficient motors, lighting, and energy conversion devices, along with development of new materials as well as control technologies and sensors responsible for the energy management of such equipment.

Minebea Group Environmental Policy

Established August 26, 1993
Revised June 01, 2012

The Minebea Group strives to contribute to the protection of the global environment and sustainable human development. In accordance with the Five Principles of its management policy, the Minebea Group operates its business activities in a responsible manner which respects the environment.

① Development and design

The Minebea Group will aim to offer its clients products which contain no hazardous substances for the environment or the health and safety of humans, and which consume as little energy as possible, have high reliability and long life. The Minebea Group will develop and design products which minimize environmental impact over their entire life cycle from the selection of direct and indirect materials and component parts through end use to disposal.

② Manufacturing

For environmentally conscious manufacturing and its continuous improvement, the Minebea Group will improve production yield, reduce product scrap, energy consumption and waste through the 3R concept (Reduce, Reuse and Recycle) and implement preventive measures with regard to pollutants.

③ Procurement and logistics

For environmentally conscious procurement and logistics, the Minebea Group will procure materials including indirect materials and component parts which contain no hazardous substances and employ environmentally friendly logistics systems to minimize environmental impact such as CO₂ emissions.

④ Cooperation with authorities and local public entities

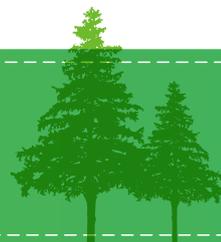
The Minebea Group will observe applicable environmental regulations and rules in the countries and local communities where it is engaged in business. The Minebea Group will contribute to society through participation in its environmental conservation activities.

⑤ Contribution to the international community

The Minebea Group will make public its environmental conservation technologies to contribute to the international community's environmental activities. The Minebea Group will also recognize that its business activities may have an effect on biodiversity and ecosystems and will work to conserve nature.

⑥ Enhancement of environmental conservation awareness among the Minebea Group employees

This environmental policy will be published to the whole Minebea Group. Each employee will be expected to work proactively to conserve the environment.



Environmental Management System

● Environmental Management Structure

In order to carry out the Minebea Group Environmental Policy, the Minebea Group has established an Environmental Management Structure headed by the Board of Directors and the President and Chief Executive Officer. We have also put in place an Environment Management Committee, a promotion organization composed mostly of executive officers, and a Group Environmental Protection Committee, which leads the day-to-day execution of policy. This structure enables rapid response to 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 their work sites.

● Environmental Audits

The Minebea Group is striving to acquire ISO 14001 certification at each of its major global sites. In FY2011, the Yonago Plant and Dongguan Chengqu Daiichi Precision Mold Co., Ltd. became the latest sites to acquire certification. To maintain certification, each site is required to conduct an annual external audit by a third-party organization and an annual internal audit by an internal auditor.

For the internal audit, employees with external auditing certification or veteran employees act as instructors. Accordingly, we provide annual training to foster personnel who can conduct these internal audits.



Internal audit at the Yonago Plant

Environmental Education

● Basic Approach and FY2011 Initiatives

The Minebea Group provides training on environmental management basics to all new employees and mid-career hires in order to raise the environmental consciousness of each employee. In addition, all Group employees receive general environmental education

which explains the Minebea Group Environmental Policy along with environmental targets and action plans.

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.

● Publication of the Minebea Group's In-house Environmental Newspaper Hello Environment!

Each month, the Minebea Group publishes its in-house environmental newspaper, Hello Environment! Each issue focuses on a particular educational theme with easily understood, instructive articles.

The content includes not only articles on the Group's environmental activities, but practical information on the environment and daily lifestyles. The Group's first environmental newspaper was published by the Hamamatsu Plant in January 2000, and through the March 2012 edition of the Group's in-house environmental newspaper, a total of 142 editions had been published.

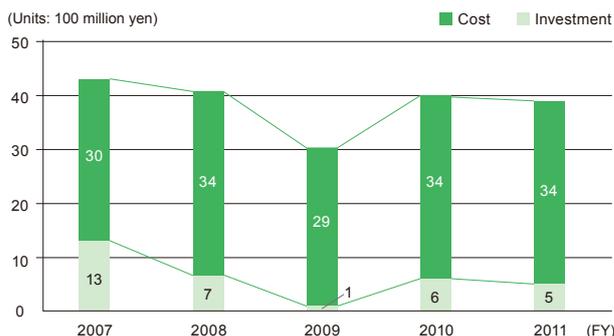


The Group's in-house environmental newspaper Hello Environment!

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. In FY2011, the Group's environmental conservation costs totaled 3,941 million yen, on par with the cost in FY2010.

▶ Environmental Protection Costs, FY2007 – FY2011



Commitment from the President
 Floods in Thailand
 Minebea Products in Society
 Special Feature
 Management Report
 Social Report
 Environmental Report

Environmental Management

Initiatives to Protect Biodiversity

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. One of the important first steps to putting the policy into practice is to research the relation between the Group’s business and biodiversity and understand the impact of our business activities. After determining the impact, we plan to study the creation of an action policy for the Group.

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

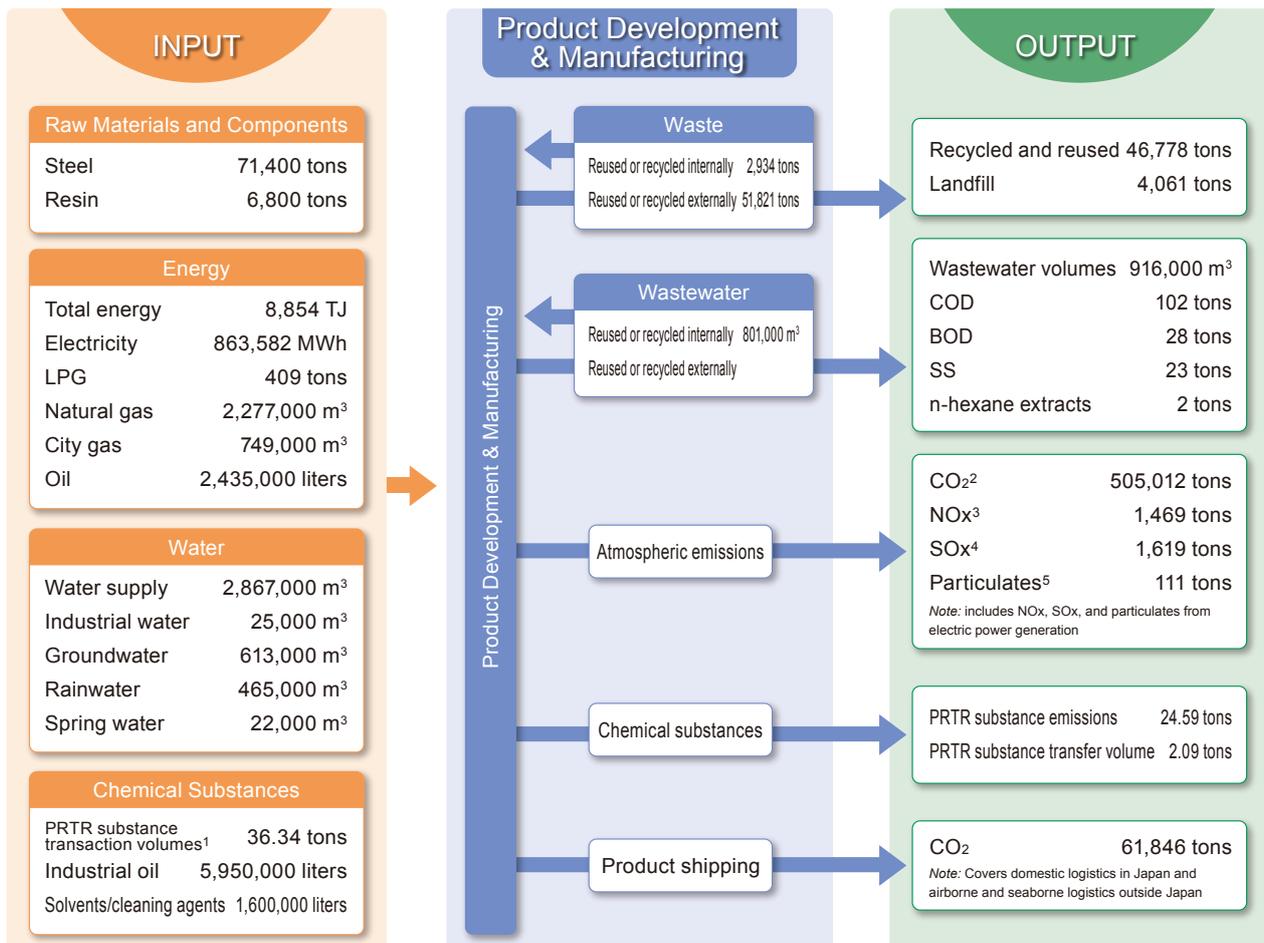
product—as well as such products as machined components, rotary components, and electronic devices.

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 FY2011, the manufacturing facilities in Thailand, the site of the Group’s largest manufacturing operations, suffered damage from local flooding. Of the five manufacturing plants in the country, two were flooded and endured long periods of either suspended activity or limited production. Consequently, the Group’s overall environmental output declined compared to previous years.

The Group’s environmental impact for FY2011 is summarized below.

Input and Output (FY2011 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.
 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