

Initiatives for Preventing Global Warming

Basic Approach

The Minebea Group recognizes that the international issue of global warming, along with the related issues of soaring energy prices and abnormal climatic conditions, pose a significant threat to the sustainability of its business activities.

In response, each office and plant in the Minebea Group is proactively promoting energy efficiency initiatives in order to combat global warming. Additionally, each site is striving to develop representative initiatives which can be deployed across the Group and has completed implementing initiatives. In January 2010, we formed the Energy Conservation Promotion Committee in order to take global warming prevention measures to the next level across the Group. The committee is comprised of members from every business unit, enabling the sharing of accumulated knowledge, technology, and best energy-saving practices. The spread of knowledge across the business units is strengthening the Group's overall ability to implement global warming prevention measures.

Results of FY2011 Initiatives

The Minebea Group's emissions of CO₂ in FY2011 totaled 505,012 tons, 0.6% less than in FY2010. In terms of basic units of production, CO₂ emissions increased 6.3% over FY2010 to 2.01 tons per million yen of production. The cause of this increase was the negative impact of the Great East Japan Earthquake and the Thai floods on productivity in comparison with FY2010.

In FY2011, the Group also made headway in determining the CO₂ emissions from Group logistics activities. We developed a system to determine the level of emissions from each domestic site on a monthly

basis, as well as a system to compile data on air and sea logistics for overseas sites.

Initiatives at Offices

Response to Power Shortages Following the Great East Japan Earthquake

The shortage of electric power in eastern Japan following the Great East Japan Earthquake of March 11, 2011 has become a serious issue for the nation. In response, the Minebea Group has actively implemented power conservation measures at its Fujisawa, Matsuida, and Omori plants, Tokyo head office, and sales offices within the Tokyo Electric Power Company's service area.

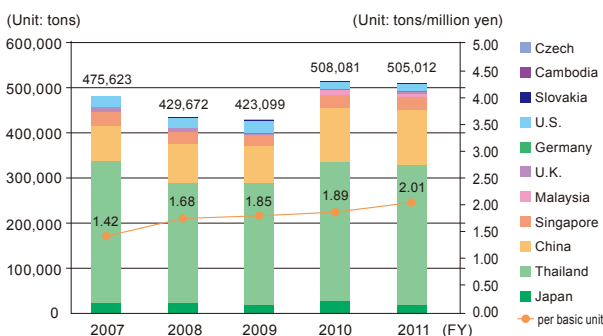
The following are examples of these measures:

- ① Shifting daytime production to nighttime
- ② Reducing the number of lights used
- ③ Shutting down air conditioners and lighting during peak energy consumption hours in the afternoon
- ④ Consolidating work space in order to reduce areas cooled by air conditioners
- ⑤ Allowing employees to wear polo shirts and other cool work attire
- ⑥ Setting up plant curtains near windows to absorb heat



A "green" curtain used to save power (Fujisawa Plant)

CO₂ Emissions (Total and Per Basic Unit)



*Emissions generated by product shipment are not included.

Future Issues and Goals

The Minebea Group has set a target of reducing its CO₂ emissions per unit of production by 1% each year in comparison to FY2010, for a total reduction of 5% by FY2015. For FY2012, we have set a goal of establishing a system by which we can regularly report the amount of CO₂ emissions from logistics operations worldwide.

We will also take measures with a long-term outlook for 2030 and 2050, monitoring the Intergovernmental Panel on Climate Change (IPCC) and the policies of various countries.