

Third-party Opinion

Comments on the Minebea CSR Report



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This is the third year since the Minebea Group transitioned from its Environmental Report to the current Minebea Group CSR Report, and this year I find the report has a number of attributes that make it truly epoch-making. In the 2011 report, I came away with a strong impression of Minebea's CSR management and the sudden progress the Group had made in systemizing its CSR efforts. This year, in breaking out the constituent parts, I find a wealth of topics with strong messages elucidating the CSR management of the Minebea Group.

First, this year's report provides a detailed review of the progress on the CSR goals set last year and presents medium-term goals for FY2015. In keeping with the comments of President Kainuma in his executive message, Minebea has laid out the kind of CSR vision a global company should aim for, with goals reflecting the Group's unique character.

Next, the 2012 report takes a thorough approach to disclosing information with an awareness of stakeholders. There were three feature articles emblematic of this. The first was the report on the Group's response to the Thai floods, which revealed the Group's efforts to maintain consistent quality in its manufacturing as well as the strong bonds of trust the Group has built with the local employees through the localization of its operations. I was also impressed with the earnest business continuity management, reflected in the reconstructed timeline from the start of the flooding to the restoration of operations, and the reevaluation of the Group's back-up structure and inventory strategy. This demonstrates Minebea's clear and genuine spirit of responsibility to supplying its customers.

The second article which impressed me was the feature looking back on the Group's business roots upon its 60th

anniversary. This feature gave a strong positive message to a wide group of stakeholders on the roots of Minebea's CSR management.

Finally, the highlight of the report was the excellent article on the supplier dialogue. In conjunction with the establishment of the CSR Procurement Guidelines created in FY2012, this article reflected Minebea's advanced approach of holding dialogues with suppliers to promote CSR throughout the value chain, a hot issue for all companies. The dialogue reflected the consensus view that even if thorough compliance with CSR requests on a broad level, including overseas suppliers, is still a ways away, companies can promote mutual understanding by holding dialogues to understand the basic requirements. The feature conveyed the point that this approach is becoming universal among industries.

There was also more substantial information on social aspects of CSR. The report conveyed the clear addition of "international society" and "nature" as new stakeholders in conjunction with the revision to the Environmental Policy, along with the participation in the Global Compact. Overall, I found many positive changes in this year's report and despite the rich amount of information, the careful selection of topics and division of information between the report and the website made it very concise and easy to read.

Going forward, I would like to see Minebea to strengthen its dialogue with suppliers and establish a CSR model worthy of a global company. In addition to becoming broader, I would like to see the dialogue grow deeper through feedback from suppliers and public disclosure of this progress in a timely fashion. This will support Minebea's advance toward its medium-term goals.

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 Environmental City Promotion Board and the Future Environmental City Assessment and Research Committee.

On Receiving a Third-party Opinion



Masayuki Imanaka

Managing Executive Officer
Officer in charge of
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Mr. Takegahara has been providing us a third-party opinion ever since our first CSR Report was published in FY2010, and each year he has identified important issues regarding our CSR promotion activities.

In our third year of publishing the report, Mr. Takegahara has again provided us with valuable insights and expectations. This year's report included a report on our response to the Thai floods and two feature articles. His

praise of this content has given us confidence moving forward with our initiatives.

One of the issues brought up last year was the formulation of CSR medium-term goals. This year, we provide a progress report on our FY2011 CSR goals as well as our FY2012 and FY2015 medium-term goals, which were created through the establishment of a cross-divisional working team. To meet our FY2015 medium-term targets, we believe it is important to reinforce our PDCA promotion structure for CSR management and, as pointed out, continue to have proactive dialogues with stakeholders.

In terms of the result of our FY2011 goals, we recognize that there are items which we did not achieve and areas requiring further effort. I pledge that we will strive to take our measures to a new level through the continued improvement of our CSR activities.