

Protecting the Environment

Minebea has always placed a high priority on environmental protection and continues to take steps to enhance the environmental soundness of its operations worldwide, thereby ensuring that its facilities are welcomed by local communities. All of the Company's manufacturing facilities have obtained ISO 14001 certification, the International Organization for Standardization's standard for environmental management systems.

1991 | 7

Minebea organizes the Anti-CFC Committee with the aim of phasing out the use of specified chlorofluorocarbons (CFCs) and ethane as cleaning agents.

1992 | 3

Minebea represents Japanese corporations in Thailand at the Japan-U.S. Stratospheric Ozone Protection Conference, where it displays a proprietary washing technology that uses purified and deoxidized water rather than specified CFCs or ethane.

1993 | 4

Minebea becomes the first bearing manufacturer in the world to completely eliminate specified CFCs and ethane from all production processes.

(Note: Minebea installed its water-based washing system at all of its plants, at a total cost of ¥5.0 billion, enabling it to terminate use of approximately 145 tons of specified CFCs and 325 tons of ethane monthly worldwide.)

The Anti-CFC Committee is replaced by the Environmental Protection Committee.

| 7

Minebea displays its water-based washing technology at the Ozone Layer Protection Seminar, sponsored by Japan's Ministry of International Trade and Industry (the present Ministry of Economy, Trade and Industry).

| 8

Minebea formulates its own "Charter for Environmental Protection."

| 10

Minebea's Thai subsidiaries and the parent company receive the Stratospheric Ozone Protection Award from the U.S. Environmental Protection Agency (EPA).



Stratospheric Ozone Protection Award

1995 | 10

Goro Ogino, then president of Minebea, receives the U.S. EPA's Stratospheric Ozone Protection Award for individuals.

1996 | 4

Minebea Electronics & Hi-Tech Components (Shanghai) Ltd. establishes the Shanghai-Minebea Environmental Protection Fund, aimed at protecting the quality of the water in Lake Daishan-hu and the lake's surrounding environment, becoming the first foreign-capitalized company in Shanghai to establish an environmental protection fund. (As of June 2003, the fund is Rmb 11.0 million, approximately US\$1.3 million.)

| 7

Minebea finalizes plans to obtain ISO 14001 certification, the ISO's standard for environmental management systems, at all its plants and begins construction of an environmental management system.

1997 | 4

The Karuizawa Manufacturing Unit—the principal parent plant—and U.K. subsidiary Rose Bearings Ltd.'s Lincoln plant become the first bearing production facilities to obtain ISO 14001 certification.

| 9

The Minebea Group is selected as winner of the U.S. EPA's Best-of-the-Best Stratospheric Ozone Protection Award.

| 10

All of Minebea's plants in Thailand obtain ISO 14001 certification simultaneously.

| 12

Minebea Electronics & Hi-Tech Components (Shanghai)'s two plants obtain ISO 14001 certification.

1998 | 1

All of Minebea's plants in Singapore obtain ISO 14001 certification.

| 2

German subsidiary PMDM obtains ISO 14001 certification.

| 6

Goro Ogino, then president of Minebea, receives the City of Shanghai's Shanghai Environmental Protection Award, in recognition of his contributions to environmental preservation in the city.

Japanese subsidiaries NMB Electro Precision, Inc., and Minebea Onkyo Co., Ltd. (R&D Center), obtain ISO 14001 certification.

| 8

The Hamamatsu Manufacturing Unit, the parent plant for electronic components, obtains ISO 14001 certification.

| 10

The Fujisawa and Omori Manufacturing units obtain ISO 14001 certification.

1999 | 1

The Kyoto Manufacturing Unit obtains ISO 14001 certification.

| 2

Rose Bearings Ltd.'s Skegness plant obtains ISO 14001 certification.

| 6

U.S. subsidiary New Hampshire Ball Bearings, Inc.'s Peterborough plant obtains ISO 14001 certification.

| 11

U.K. subsidiary NMB (U.K.) Ltd.'s Inchinnan Keyboard Printing plant obtains ISO 14001 certification.

2001 | 5

The Shanghai-Minebea Environmental Protection Fund is increased to Rmb 11.0 million (approximately US\$1.3 million), from Rmb 7.5 million (approximately US\$900 thousand).

| 7

U.S. subsidiary Hansen Corporation obtains ISO 14001 certification.

| 11

U.S. subsidiary New Hampshire Ball Bearings, Inc.'s Chatsworth plant obtains ISO 14001 certification.

2002 | 8

U.S. subsidiary New Hampshire Ball Bearings, Inc.'s Laconia plant obtains ISO 14001 certification. All Minebea Group plants worldwide are now ISO 14001-certified.

Contributing to Society

Takahashi Foundation

The Takahashi Foundation, named in memory of Takami Takahashi, founder of the Minebea Group, was established in 1992 in celebration of the 10th anniversary of the Minebea Group's operations in Thailand. The Foundation began with a fund of 20 million baht (approximately US\$500 thousand), contributed by Minebea Group companies in Thailand. In 2002, the fund was increased to 60 million baht (approximately US\$1.4 million), to commemorate the Minebea Group's 20th anniversary in Thailand.

The Takahashi Foundation offers support to impoverished students studying science and technology-related subjects. Since 1993, scholarships have been awarded to more than 500 students in educational institutions nationwide. The Foundation also contributes to students at primary school level by initiating a nutritional lunch fund project to ensure the good physical and mental health of needy students.

In addition to supporting the Takahashi Foundation, Minebea Group companies in Thailand have set up a scholarship program for local students in Lop Buri and Ayutthaya provinces, both home to major Minebea plants.

Local Industrial Support Programs

In line with the Thai government's policy of industrial localization, local manufacturing subsidiary Minebea Thai Ltd. supports the BOI Unit for Industrial Linkage Development (BUILD) program by contracting local subcontractors to supply it with parts and components.

Amateur Baseball Association of Thailand

In January 1992, Minebea Group companies in Thailand, in cooperation with the Baseball Federation of Asia and the International Baseball Association, played a major role in establishing the Amateur Baseball Association of Thailand with the objective of introducing and promoting baseball in Thailand.

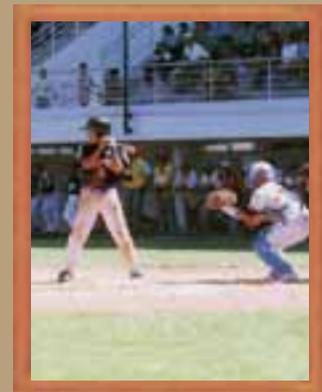
Shanghai-Minebea Environmental Protection Fund

In April 1996, Minebea Electronics & Hi-Tech Components (Shanghai) established the Shanghai-Minebea Environmental Protection Fund with the aim of helping preserve the quality of the water in Lake Daishan-hu and the environment of the surrounding area. The fund is the first of its kind to be set up by a foreign firm in China.

In May 2001, Minebea Electronics & Hi-Tech Components (Shanghai) increased the Shanghai-Minebea Environmental Protection Fund to Rmb 11.0 million (approximately US\$1.3 million), from Rmb 7.5 million (approximately US\$900 thousand). This was done in commemoration of the July 2001 50th anniversary of Minebea's founding. Accrued interest from the fund is used to finance a variety of activities. To date, the fund has assisted efforts to plant cherry tree saplings along nearby Highway No. 318, build green belts in adjacent areas and install chemical toilets in local residences. In May 2001, the fund also donated saplings to the Shanghai Sapling Center. The saplings will later be supplied to the city of Shanghai for use in greening programs in the city.



Takahashi Foundation students on a Minebea plant tour



Baseball game during the XIII Asian Games Bangkok (ASIAD 98)



Minebea President Tsugio Yamamoto at a ceremony to commemorate increasing the amount of the Shanghai-Minebea Environmental Protection Fund, in May 2001



Sapling donation ceremony at the Shanghai Sapling Center