

To Our Shareholders

The 69th Business Year Business Report

April 1, 2014 ► March 31, 2015

Minebea
Passion to Exceed Precision

Minebea Co., Ltd.

Business Summary

As the Fiscal Year 2015 (April 1, 2014-March 31, 2015) has ended, we would like to present our business summary.

■ Overview of the year

The Japanese economy saw corporate earnings increase during the fiscal year under review as government economic initiatives and the Bank of Japan's monetary easing coupled with the weakening yen in the foreign exchange market all fueled financial performance. Consumer spending also steadily grew thanks to high stock prices and the improved job market. Driven by improved employment and growing consumer spending on top of increased capital expenditures that went hand in hand with higher corporate earnings, the U.S. economy continued on its gradual recovery track. In Europe, the economy managed to steadily inch forward in the shadow of the Greek sovereign debt crisis, the Ukrainian political crisis, and declining crude oil prices. ASEAN countries enjoyed moderate economic recoveries while China saw its economic growth rate decline in the face of an assortment of major problems.

Working against this backdrop, the Minebea Group has been focusing on cutting costs, creating high value-added products, developing new technologies, and enhancing its marketing approach to further boost profitability.

As a result, net sales soared by 129,133 million yen (34.8%) year on year to total 500,676 million yen, reaching 500 billion yen for the first time ever. Operating income rose 27,902 million yen (86.7%) year on year to total 60,101 million yen while ordinary income was up 32,075 million yen (114.3%) year on year at 60,140 million yen. Net income also grew 19,009 million yen (91.0%) year on year to total 39,887 million yen. All of these totals were record highs.

■ Basic policy for profit sharing

Our basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders. Dividends, while reflecting performance, are determined in light of the overall business environment and with an eye to maintaining a stable and continuous distribution of profits. In line with our basic policy, we decided to pay a year-end dividend of 6 yen per share for the fiscal year under review. Combined with the interim dividend of 6 yen per share, this makes a total dividend of 12 yen per share for the year, which is a dividend increase of 4 yen compared with the previous fiscal year.

For the next fiscal year, we will work to improve the level of our dividend with a targeted consolidated payout ratio of approximately 20%.

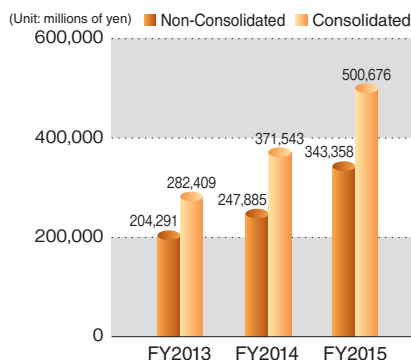
■ Outlook for the next fiscal year

The Japanese economy is expected to remain healthy as higher employment figures and better wages fuel domestic demand. The U.S. economy will continue on its gradual upward trajectory thanks to robust consumer spending despite the signs of a slowdown in corporate earnings due to the strong dollar, etc. While the European economy is expected to slowly pick up steam, it will take some more time to solve the problems it's facing, like the Greek financial crisis and Ukrainian political crisis. In Asia, strong domestic demand is likely to fuel modest economic growth despite China's slowing growth rate. Meanwhile, other Asian countries are generally expected to exhibit moderate economic growth.

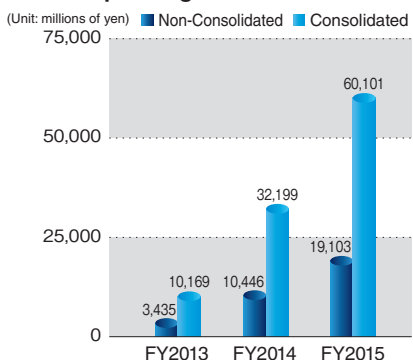
Working against this backdrop, the Minebea Group expects to see booming sales of LED backlights for LCDs business along with steady sales of ball bearings, motors, etc. Based on conservative estimates, sales are projected to total 650,000 million yen, operating income 67,000 million yen, ordinary income 66,000 million yen, and net income attributable to owners of parent 48,000 million yen.

■ Financial Highlights

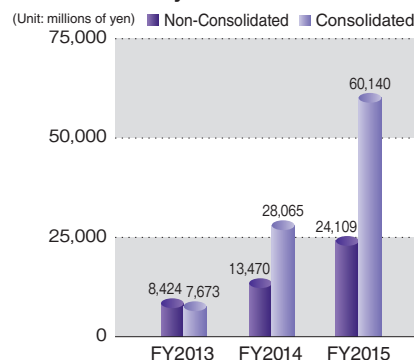
■ Net Sales



■ Operating Income



■ Ordinary Income



Outlook by segment for the full year is as follows:

◆ **Machined components business**

We will continue to work on boosting performance of the ball bearing business, our anchor business line, by aggressively expanding sales and launching new products targeting the automobile, information and telecommunications equipment industries, etc. while branching out into new markets as demand picks up across the globe. At the same time our German subsidiary, myonic GmbH, will increase sales of higher value-added special bearings. We will also boost production and efficiency in the rod-end bearing business while sharpening our competitive edge in terms of turnaround time and cost with an eye to boosting sales in the growing aircraft market.

◆ **Electronic devices and components business**

We are focusing on beefing up our capability to supply high value-added LED backlights for LCDs featuring ultra-thin light guide plates, etc. for the smartphone market. Additionally we will make aggressive efforts to expand sales and launch new products, which are expected to lead to substantial increases in sales and profits. We will also work on developing new lines of measuring components that leverage their sensor function while boosting sales in the automobile market. Working with an eye to enhancing the performance of our information motor and hard disk drive (HDD) spindle motor businesses, we will zero in on enhancing quality and cutting costs as we work to increase sales of high value-added products for automobile, server, and other applications.

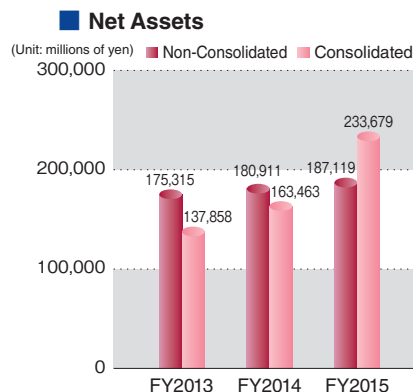
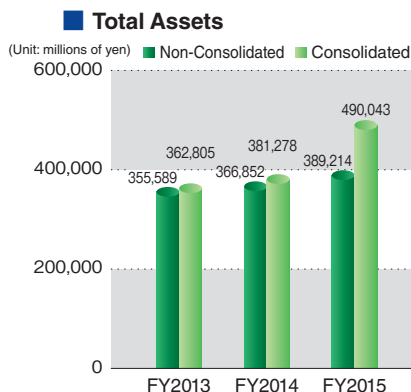
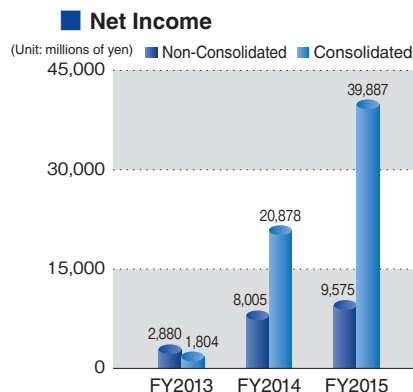
◆ **Other businesses**

We will concentrate on enhancing the accuracy of dies and parts produced in-house in order to improve production efficiency for the departments that produce finished products and bring quality to new heights.

We look forward to your continuous support and guidance.



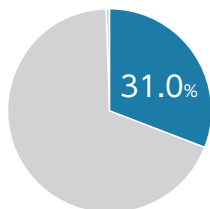
Yoshihisa Kainuma
Representative Director
June 2015



Overview by Business Segment

Machined Components Business

Net Sales 154,986 million yen  Up 10.7%



Net Sales Composition
31.0%

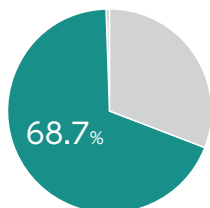
Products in our Machined components business segment include our mainstay, ball bearings, in addition to mechanical components such as rod-end bearings used primarily in aircraft and HDD pivot assemblies, etc., as well as fasteners for automobiles and aircraft.

Ball bearings enjoyed gains in both sales and profits as demand grew in major markets. Buoyed by growing demand for vehicles with enhanced fuel economy, comfort, and safety features, sales to the automobile industry were particularly robust. Sales of rod-end bearings remained strong, especially in the civil aviation market. Sales and profits of pivot assemblies were up thanks to solid demand for high-end products used in data centers, etc. despite the stagnant HDD market.

As a result, net sales increased 14,954 million yen (10.7%) year on year to reach 154,986 million yen, and operating income rose 6,163 million yen (18.4%) year on year, to total 39,713 million yen.

Electronic Devices and Components Business

Net Sales 343,842 million yen  Up 49.2%



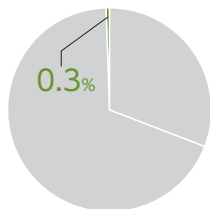
Net Sales Composition
68.7%

The core products of our Electronic devices and components business include electronic devices (LED backlights for LCDs and measuring components, etc.), HDD spindle motors, information motors (stepping motors, DC brushless motors, DC brush motors, and fan motors), precision motors, and special devices. Sales and profits of LED backlights for LCDs soared year on year. This increase resulted from a surge in demand for Minebea products boasting both a technological and supply edge in the growing market for high-end smartphones. Efforts to expand the customer base for our measuring components paid off and we saw both sales and profits steadily increase. Our Electro Mechanics Solutions (EMS) business also enjoyed sales and profit growth. Sales of HDD spindle motors, information motors, etc. also rose. The information motors business, in particular, saw increases in both sales and profits thanks to growing sales to the office automation, automobile, and other markets. Cost cutting efforts aligned with the transfer of manufacturing operations for some products to our Cambodian plant, as well as improved quality and production efficiency, also contributed to the better performance.

In the end, net sales for this fiscal year were up significantly by 113,328 million yen (49.2%) year on year to reach 343,842 million yen. Operating income increased a whopping 20,139 million yen (210.2%) year on year to total 29,720 million yen.

Other Business

Net Sales 1,848 million yen  Up 85.5%



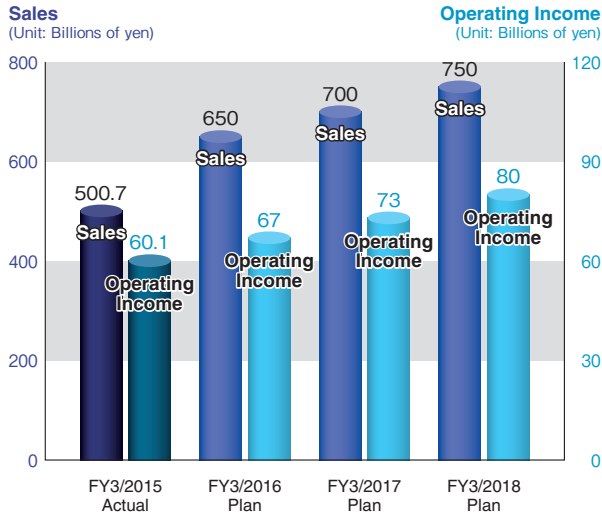
Net Sales Composition
0.3%

Net sales for this fiscal year in our Other business segment, which includes dies and parts produced in-house, were up 852 million yen (85.5%) year on year to total 1,848 million yen while operating income fell 7 million yen (-0.8%) year on year to hit 859 million yen.

Notes : In addition to the figures noted above, 10,191 million yen in corporate expenses, etc. not belonging to any particular segment has been recorded as adjustments. Adjustments for the previous fiscal year amounted to 11,799 million yen on a consolidated basis.

Minebea Group New Medium-Term Business Plan Targets (FY3/2016-FY3/2018)

The Company formulated a new mid-term business plan, which sets the mid-to long-term targets of achieving **Net Sales of 1 trillion yen** and / or **Operating Income of 100 billion yen** by 2020.



Machined Components Business

Steady Profit Growth

Steady global GDP growth and cultivation of new demand

- Cultivate new demand in existing product markets
- Develop new applications in cooperation with customers
- Penetrate low-priced mass-produced ball bearing market
- Expand aircraft component production

Electronic Devices and Components Business

Large Sales and Profits Increase

LED backlights

Increase capacity to boost profits

- Establish overwhelming presence in smartphone market
- Boost productivity to fuel profits further

Other products

- Motors: improve profitability further
- Measuring Components: new applications
- New products: focus on EMS
- EMS: expand assembly business to boost other Minebea component sales

The new “Five Arrows” strategies “Change to Grow” “(C to G)” and realize the new “Five Arrows” Strategies!

Sell 180 million ball bearings externally per month on average (toward new factory construction)

Dig deep into markets and develop new applications.

Develop and boost sales of new EMS products

Establish technology and sales channels for our EMS (Electro Mechanics Solutions®) products. Which are becoming more complex and sophisticated.

Boost sales of lighting device-related products

Establish new pillars of lighting device business by combining optical, precision machining, and wireless telecommunication technologies.

Take Measuring Components BU sales to 50 billion yen

Maximize synergy with Sartorius Mechatronics T&H GmbH. Focus on the development and marketing of new products.

Take aircraft components sales to 70 billion yen

Dig deep for commercial aircraft demands and target new models. Take in hard-to-machine structural and engine components.

Begins Operations at New Ban Wa Plant in Thailand to Increase Production of LED backlights for LCDs

The Company had been utilizing a large former precision electronic devices and components manufacturing plant located at the Hi-Tech Industrial Estate in the Ayutthaya Province in central Thailand as a logistics hub site for South East Asia since acquiring it from another company in January 2014. However, in response to growing demand for LED backlights for LCDs in smartphones and similar devices, the Company decided to convert the facility into a production plant for parts of LED backlights for LCDs in November 2014. Mass production was started at the plant after the installation of numerous cutting-edge manufacturing machines. The Company aims to further boost supply capability to respond to the growing boom in demand.



New Ban Wa Plant (Thailand)

Acquires All Shares of Sartorius Mechatronics T&H GmbH



Sartorius MTH's Hamburg Factory (Germany)

Through a co-investment with the Development Bank of Japan Inc., the Company acquired all shares of Sartorius Mechatronics T&H GmbH (hereinafter "Sartorius MTH") in February 2015. Sartorius MTH has production facilities in Germany, India, and China, and possesses advanced measurement technologies and highly reliable detection technologies within the industrial measurement instruments market, which has high growth potential. The Company aims to realize mutual supplementation of strengths by combining Sartorius MTH's highly competitive position in global markets including those for foods, beverages, chemicals and pharmaceuticals, with the Company's measuring components business, which excels in the fields of automobile, consumer electronics and industrial products. Moreover, the Company aims to realize maximum synergies and boost profit through the utilization of both companies' networks, which include locations in various countries worldwide.

Starts Sales of Wavy Nozzle and Contributes to Improved Production Efficiency of Machine Tools

The Company has developed and started sales of an auxiliary device for small machine tools named "Wavy Nozzle" for efficiently removing machining dust and chips (debris) with three operational modes for its movable nozzle during metal machining processing of precision parts. The Wavy Nozzle has already been adopted by several machine tool makers, and the Company plans to continue to carry out aggressive marketing to uncover demand and increase sales in Japan and overseas.

Higher yields

Reduces failure caused by machining dust and chips by spraying cutting oil from its movable nozzle, which offers a choice of operation modes

Shorter processes

No manual adjusting of spray nozzle. Furthermore, removal of machining dust and chips prevents machine tool damage and extends life

Combined technologies

Approximately 80% of products are made in-house by adopting Minebea's machined components and electronic devices and components



Wavy Nozzle

Consolidated Financial Statements

● Consolidated Balance Sheets (unit: millions of yen)

Assets	Fiscal year 2015 (as of March 31, 2015)	Fiscal year 2014 (as of March 31, 2014)
Current assets	265,185	189,637
Cash and cash equivalents	45,327	38,615
Notes and accounts receivable	110,518	74,340
Marketable securities	1,487	1,284
Finished goods	36,900	23,697
Work in process	22,620	17,157
Raw materials	17,381	11,046
Supplies	5,162	4,581
Goods in transit	10,097	7,169
Deferred tax assets	3,631	4,198
Other	12,233	7,735
Allowance for doubtful receivables	(175)	(188)
Fixed assets	224,834	191,602
Tangible fixed assets	192,597	166,899
Intangible fixed assets	12,152	5,529
Investments and other assets	20,083	19,173
Deferred charges	23	37
Total assets	490,043	381,278

Liabilities	Fiscal year 2015 (as of March 31, 2015)	Fiscal year 2014 (as of March 31, 2014)
Current liabilities	167,620	120,937
Notes and accounts payable	59,906	29,898
Short-term loans payable	46,656	48,794
Current portion of long-term loans payable	20,100	15,250
Lease obligations	172	201
Accrued income taxes	8,219	3,189
Accrued bonuses	6,251	4,923
Allowance for bonuses to directors	201	193
Allowance for after-care of products	345	—
Allowance for environmental remediation expenses	410	356
Allowance for business restructuring losses	587	265
Other	24,768	17,864
Long-term liabilities	88,743	96,877
Bonds	10,000	10,000
Convertible bond-type bonds with subscription rights to shares	7,700	7,700
Long-term loans payable	54,005	66,754
Lease obligations	205	255
Allowance for retirement benefits to executive officers	182	165
Allowance for environmental remediation expenses	650	848
Net defined benefit liability	12,975	8,850
Other	3,024	2,303
Total liabilities	256,363	217,814
Net Assets		
Shareholders' equity	248,820	212,818
Common stock	68,258	68,258
Capital surplus	95,237	94,874
Retained earnings	94,730	59,190
Treasury stock	(9,406)	(9,505)
Total accumulated other comprehensive income	(22,682)	(54,955)
Difference on revaluation of available-for-sale securities	1,677	1,153
Deferred gains or losses on hedges	(2)	(7)
Foreign currency translation adjustments	(21,144)	(52,365)
Remeasurements of defined benefit plans	(3,213)	(3,737)
Subscription rights to shares	127	116
Minority interests in consolidated subsidiaries	7,413	5,483
Total net assets	233,679	163,463
Total liabilities and net assets	490,043	381,278

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)	Fiscal year 2014 (Apr. 2013 thru Mar. 2014)
Net sales	500,676	371,543
Cost of sales	380,585	285,768
Gross profit	120,091	85,775
Selling, general and administrative expenses	59,989	53,575
Operating income	60,101	32,199
Other income	3,082	1,721
Interest income	576	554
Dividends income	202	193
Foreign currency exchange gains	1,075	-
Share of profit of entities accounted for using equity method	15	-
Rent income of fixed assets	277	268
Dividends income of insurance	218	200
Other	717	503
Other expenses	3,043	5,855
Interest expenses	1,504	2,138
Foreign currency exchange loss	-	431
Equity loss of affiliates	-	777
Investigation related expenses	549	773
Other	990	1,734
Ordinary income	60,140	28,065
Extraordinary income	309	1,675
Gain on sales of fixed assets	95	62
Insurance income	50	328
Gain on sales of subsidiaries and affiliates' stocks	163	1,230
Gain on sales of investment securities	-	53
Extraordinary loss	8,677	2,928
Loss on sales of fixed assets	22	67
Loss on disposal of fixed assets	465	149
Impairment loss	78	975
Amortization of goodwill	-	300
Loss on disaster	5	548
Loss on sales of subsidiaries and affiliates' stocks	1,261	-
Business restructuring losses	1,111	749
Loss on abolishment of retirement benefit plan	3,115	-
Loss for after-care of products	398	74
Loss related to Anti-Monopoly Act	2,137	-
Allowance for environmental remediation expenses	82	63
Income before income taxes and minority interests	51,773	26,811
Income taxes (including enterprise tax)	11,977	4,608
Adjustment of income taxes	314	1,825
Total income taxes	12,291	6,434
Income before minority interests	39,481	20,377
Minority interests in loss	(406)	(500)
Net income	39,887	20,878

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statement of Changes in Net Assets** (unit: millions of yen)
(Apr. 2014 thru Mar. 2015)

	Shareholders' equity					Accumulated other comprehensive income					Subscription rights to shares	Minority interests in consolidated subsidiaries	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Difference on revaluation of available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of current fiscal year	68,258	94,874	59,190	(9,505)	212,818	1,153	(7)	(52,365)	(3,737)	(54,955)	116	5,483	163,463
Cumulative effects of changes in accounting policies			(237)		(237)								(237)
Restated balance	68,258	94,874	58,952	(9,505)	212,581	1,153	(7)	(52,365)	(3,737)	(54,955)	116	5,483	163,225
Changes													
Cash dividend from retained earnings			(4,109)		(4,109)								(4,109)
Net income			39,887		39,887								39,887
Purchase of treasury stocks				(21)	(21)								(21)
Disposal of treasury stocks		362		120	483								483
Changes (net) in non-shareholders' equity items						523	5	31,221	524	32,273	10	1,929	34,214
Total changes	-	362	35,777	98	36,239	523	5	31,221	524	32,273	10	1,929	70,453
Balance at end of current fiscal year	68,258	95,237	94,730	(9,406)	248,820	1,677	(2)	(21,144)	(3,213)	(22,682)	127	7,413	233,679

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Cash Flows** (unit: millions of yen)

	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)	Fiscal year 2014 (Apr. 2013 thru Mar. 2014)
Cash Flows from Operating Activities	59,864	49,173
Cash Flows from Investing Activities	(35,326)	(24,957)
Cash Flows from Financing Activities	(19,627)	(25,233)
Effect of Exchange Rate Changes on Cash and Cash Equivalents	2,196	2,123
Net increase (decrease) in Cash and Cash Equivalents	7,106	1,106
Cash and Cash Equivalents at Beginning of Year	29,031	28,223
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	-	(298)
Cash and Cash Equivalents at End of Year	36,137	29,031

Note: Amounts less than one million yen have been omitted.

Non-Consolidated Financial Statements

● Non-Consolidated Balance Sheets (unit: millions of yen)

	Fiscal year 2015 (as of March 31, 2015)	Fiscal year 2014 (as of March 31, 2014)
Assets		
Current assets	131,639	107,648
Cash and cash equivalents	11,369	10,978
Notes receivable	2,494	1,520
Accounts receivable	76,202	49,627
Purchased goods	4,144	2,707
Finished goods	784	478
Work in process	5,034	4,639
Raw materials	1,551	1,424
Supplies	119	94
Goods in transit	1,136	1,145
Short-term loans receivable from affiliates	22,994	29,466
Deferred tax assets	2,037	2,904
Other	3,769	2,659
Fixed assets	257,551	259,166
Tangible fixed assets	39,547	39,895
Intangible fixed assets	2,253	1,915
Investments and other assets	215,751	217,356
Investments in securities	5,653	6,313
Investments securities in affiliates	164,719	169,479
Investments in partnerships with affiliates	44,941	40,444
Long-term loans receivable from affiliates	99	462
Deferred tax assets	–	561
Other	337	404
Allowance for doubtful receivables	–	(309)
Deferred charges	23	37
Bond issuance expenses	23	37
Total assets	389,214	366,852

	Fiscal year 2015 (as of March 31, 2015)	Fiscal year 2014 (as of March 31, 2014)
Liabilities		
Current liabilities	129,644	100,769
Accounts payable	68,310	39,093
Short-term loans payable	26,050	35,550
Current portion of long-term loans payable	20,100	15,250
Lease obligations	91	106
Accrued income taxes	2,961	1,031
Accrued bonuses	3,991	3,081
Allowance for bonuses to directors	201	193
Other	7,938	6,462
Long-term liabilities	72,450	85,171
Bonds	10,000	10,000
Convertible bond-type bonds with subscription rights to shares	7,700	7,700
Long-term loans payable	53,023	66,638
Lease obligations	92	150
Allowance for retirement benefits	501	15
Allowance for retirement benefits to executive officers	174	159
Deferred tax liabilities	528	–
Other	431	508
Total liabilities	202,095	185,941
Net Assets		
Shareholders' equity	185,437	179,748
Common stock	68,258	68,258
Capital surplus	95,237	94,874
Capital reserve	94,756	94,756
Other	480	118
Retained earnings	31,347	26,120
Earned surplus	2,085	2,085
Other	29,262	24,035
Reserve for reduction entry	2,188	2,034
Reserve for general purpose	6,500	6,500
Retained earnings carried forward	20,573	15,500
Treasury stock	(9,406)	(9,505)
Revaluation / Translation differences	1,645	1,148
Difference on revaluation of available-for-sale securities	1,646	1,148
Deferred gains or losses on hedges	(0)	0
Subscription rights to shares	35	13
Total net assets	187,119	180,911
Total liabilities and net assets	389,214	366,852

Note: Amounts less than one million yen have been omitted.

● **Non-Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)	Fiscal year 2014 (Apr. 2013 thru Mar. 2014)
Net sales	343,358	247,885
Cost of sales	299,957	213,939
Gross profit	43,400	33,945
Selling, general and administrative expenses	24,297	23,498
Operating income	19,103	10,446
Other income	6,753	5,482
Interest income	347	474
Dividends income	5,471	4,398
Foreign currency exchange gains	57	24
Rent income of fixed assets	274	301
Dividends income of insurance	215	194
Other	387	89
Other expenses	1,747	2,458
Interest expenses	756	944
Interest on bonds	114	114
Investigation related expenses	549	773
Other	328	626
Ordinary income	24,109	13,470
Extraordinary income	14	72
Gain on sales of fixed assets	14	18
Gain on sales of investments in securities	–	53
Extraordinary loss	9,160	3,062
Loss on sales of fixed assets	0	6
Loss on disposal of fixed assets	142	39
Impairment loss	78	12
Business restructuring losses	–	107
Loss on revaluation of investments in securities with affiliates	6,404	2,400
Loss on valuation of investments in partnerships with affiliates	–	421
Loss for after-care of products	398	74
Loss related to Anti-Monopoly Act	2,137	–
Income before income taxes	14,963	10,480
Income taxes (including enterprise tax)	3,514	927
Adjustment of income taxes	1,873	1,547
Total income taxes	5,387	2,474
Net income	9,575	8,005

Note: Amounts less than one million yen have been omitted.

■ Corporate Data

Trade Name :	Minebea Co., Ltd.	Registered Head Office :	4106-73, Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293, Japan
Established :	July 16, 1951	Phone:	81-267-32-2200
Capital :	68,258 million yen	Headquarters and Plants :	Tokyo Head Office, Karuizawa Plant, Matsuida Plant, Hamamatsu Plant, Fujisawa Plant, Yonago Plant
Number of Employees :	3,375 (as of March 31, 2015)		

■ Board of Directors

**Representative Director,
President and Chief Executive Officer**

Yoshihisa Kainuma

Director, Vice President Executive Officer

Hiroharu Katogi

Director, Senior Managing Executive Officers

Hiroyuki Yajima

Hiroataka Fujita

Daishiro Konomi

Tamio Uchibori

Ryozo Iwaya

Director, Managing Executive Officer

Shigeru None

Outside Directors

Kohshi Murakami

Takashi Matsuoka

■ Corporate Auditors

Standing Corporate Auditor

Kazunari Shimizu

Standing Outside Corporate Auditor

Kazuyoshi Tokimaru

Outside Corporate Auditors

Hisayoshi Rikuna

Shinichiro Shibasaki

■ Executive Officers

Managing Executive Officers

Masayuki Imanaka

Takashi Aiba

Shuji Uehara

Hiromi Yoda

Tatsuo Matsuda

Tetsuya Tsuruta

Michiya Kagami

Hiroshi Yoshikawa

Executive Officers

Hiroyuki Akatsu

Koichi Takeshita

Kazunori Sawayama

Toru Narita

Koichiro Kojima

Michihiro Tame

Atsushi Shiraishi

Toshiro Ogata

Shigenori Hoya

Takaaki Asawa

Katsuhiko Kurosawa

Haruki Kato

Shinichi Yamamura

Satoshi Yoneda

Katsuhiko Yoshida

Joerg Hoffmann

Daniel J. Lemieux

Shuji Kobayashi

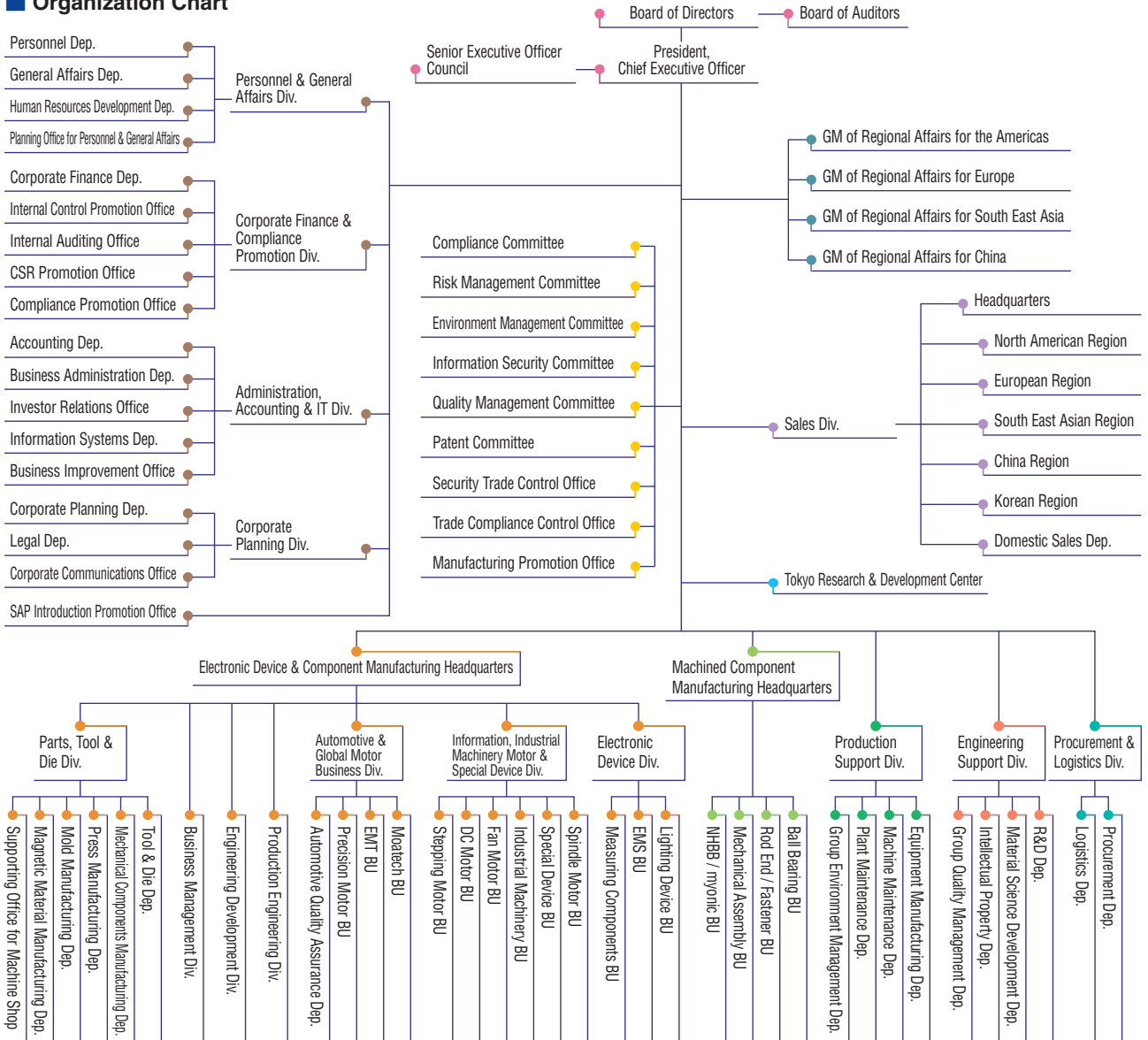
Koichiro Komiya

Kazuo Misumi

Takuya Sato

Osamu Nakamura

Organization Chart



Share Information (as of March 31, 2015)

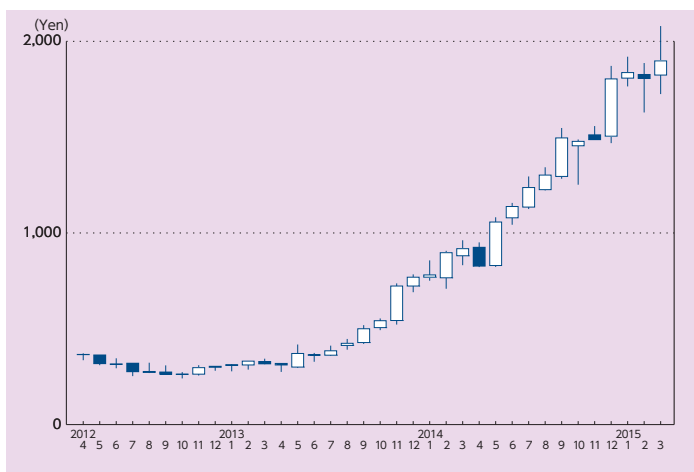
Total Number of Shares Authorized	1,000,000,000	shares
Number of Shares Issued	399,167,695	shares
Number of Shareholders	14,782	

Major Shareholders (Top 10)

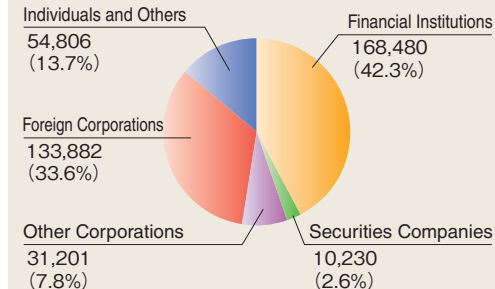
	Number of Shares (shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	28,879,000	7.64
Japan Trustee Services Bank, Ltd. (Trust Account)	20,850,000	5.51
Takahashi Industrial and Economic Research Foundation	15,447,330	4.08
Sumitomo Mitsui Trust Bank, Limited	15,349,000	4.06
Japan Trustee Services Bank, Ltd. (Trust Account 4)	13,350,000	3.53
Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	10,930,000	2.89
KEIAISHA Co., Ltd.	10,100,000	2.67
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	10,057,839	2.66
Sumitomo Mitsui Banking Corporation	10,000,475	2.64
JPMORGAN CHASE BANK 380634	8,025,599	2.12

Notes: 1. The Company holds 21,014,915 shares of treasury stock, which are excluded from the major shareholders.
2. Shareholding ratio is calculated exclusive of treasury stock.

Stock Price on Tokyo Stock Exchange

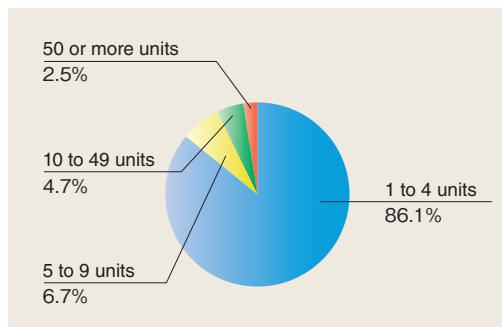


Distribution of Shareholding by Investor Type (1 unit = 1,000 shares)



※The figure in () indicates the shareholding ratio.

Distribution of Number of Shareholders by Number of Shares Held



[Payment of Dividends for the 69th Business Term]

The year-end dividends for the 69th Business Year will be paid by the enclosed “Year-End Dividend Warrant for the 69th Business Year.” Please take this Warrant to any office or post office of Japan Post Bank and Japan Post Network (banking agency) within the specified payment period (from June 29, 2015 to July 31, 2015) to receive your dividends. We have enclosed forms of “Statement of Dividends” and “Where to Transfer Dividends” for those who have designated a transfer account(s), and forms of “Statement of Dividends” and “How to Receive Dividends” for those who have chosen the method of share number pro-rata distribution in plural securities company accounts for your confirmation. (With respect to where to transfer dividends in the case that you have chosen the method of share number pro-rata distribution in plural securities company accounts, please contact the securities company with which you deal.)

[Special Accounts]

What is a special account?

In line with share certificate dematerialization, all our shares are electronically registered at Japan Securities Depository Center, Inc. (JASDEC). As a general rule, such an account is managed through a shareholder's account at a securities company. Shares of such shareholders that have not notified us of their accounts at securities companies are managed at special accounts we opened at Sumitomo Mitsui Trust Bank, Limited in order to protect the shareholders' rights.

Shares registered in our special accounts cannot be traded except for selling or buying shares less than one unit (1,000 shares). To sell or buy shares in a special account, shareholders are requested to open an account with a securities company and transfer such shares from our special account to their account. For details of the procedures, please contact the Stock Transfer Agency Business Planning Department of Sumitomo Mitsui Trust Bank, the special account management institution.

[Shareholders' Inquiries and Notifications Concerning Matters Such as Change of Address]

Please direct inquiries or notifications concerning procedures related to shares (such as change of registered address, change of the method or place to receive dividends, and request to sell or buy shares less than one unit [for holders of shares less than one unit]) to the following, depending on your account type.

Shareholders whose shares are recorded in
the account at a securities company

Please contact the securities company.

Shareholders whose shares are recorded in
the special account

Please contact the Stock Transfer Agency Business Planning
Department of Sumitomo Mitsui Trust Bank, Limited

Contact for All Inquiries

Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business
Planning Department

☎ 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)
(Mailing Address) 2-8-4, Izumi, Suginami-ku, Tokyo, 168-0063, Japan

Information for Shareholders

● Business Year

From April 1 to March 31 of next year

● Ordinary General Meeting of Shareholders

June every year

● Shares per Unit

1,000 shares

● Record Date

Ordinary General Meeting of Shareholders
March 31 every year

● To Be Eligible to Receive a Dividend

Year-end Dividends	March 31 every year
Interim Dividends	September 30 every year

● Stock Transfer Agent and Account Management Institution for Special Accounts

Sumitomo Mitsui Trust Bank, Limited
1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan

● Handling Office

Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business Planning Department
1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan

(Mailing Address)

Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business Planning Department
2-8-4, Izumi, Suginami-ku, Tokyo, 168-0063, Japan

(Telephone Inquiries)

 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)

● Public Notice

Public notice by the Company shall be carried out by way of electronic public notice. (<http://www.minebea.co.jp/>)
Provided, however, when the Company is unable to carry out public notice by way of electronic public notice due to accident or unavoidable reason, it shall be given in the Nihon Keizai Shimbun.

● Common Stock Listings

Tokyo and Nagoya

Minebea Co., Ltd.

Tokyo Head Office

3-9-6 Mita, Minato-ku, Tokyo 108-8330, Japan
Phone: 81-3-6758-6711 Fax: 81-3-6758-6700
URL: <http://www.minebea.co.jp/english/>