

## A HISTORY OF ACHIEVEMENTS

### Minebea is Incorporated as a Small Factory in Tokyo

Minebea was incorporated in Itabashi-ku, Tokyo, in 1951, as Nippon Miniature Bearing Co., Ltd.—Japan’s first specialized manufacturer of miniature ball bearings. Initially, the Company had 10 employees. In 1956, Minebea relocated to Saitama. With the aim of substantially expanding its production capacity, in 1963 the Company built a new, large-scale factory in Karuizawa, Nagano, that later became the Karuizawa Manufacturing Unit. In 1965, the Company shifted all production to the Karuizawa Factory. In subsequent years, the Company’s operations expanded rapidly, reflecting rising demand and the increasing diversification of its product lineup. Because most production processes were still manual, the Company’s payroll increased significantly. Prompted by the realization that it would be unable to secure skilled employees in Japan—a consequence of rapid growth in Japan’s manufacturing sector and its own relatively low profile—Minebea decided to build its first major overseas factory, in Asia.

### First Overseas Production Base is Established through U.S. Acquisition

In the latter half of the 1960s, approximately 70% of the ball bearings manufactured at the Karuizawa Factory were exported to the U.S. aerospace market and accounted for approximately 40% of the U.S. market for aerospace-use ball bearings. With the aim of protecting domestic bearing manufacturers, the U.S. government introduced legislation prohibiting overseas firms from supplying defense-related products. In response, in 1971 Minebea acquired a local subsidiary of Sweden’s SKF, Inc.—the world’s largest bearing maker—and launched production in the United States.

### Mass Production is Launched in Singapore

Singapore’s large, skilled labor force, status as an English-speaking country and official efforts to encourage foreign investment prompted Minebea to choose the country in 1972 for its first major overseas mass-production facility. The Singapore Factory began operating in 1973 and continued to serve as Minebea’s principal facility for mainstay products until late in the 1970s, when the flood of foreign firms operating in the country and the imposition of restrictions on the use of non-Singaporean laborers again prompted concern over secure skilled employees and the hunt for another country in which to establish a mass-production base.

<b>1951</b>	<b>July</b>	Nippon Miniature Bearing Co., Ltd., Japan’s first specialized manufacturer of miniature ball bearings, is incorporated in Azusawa, Itabashi-ku, Tokyo.
<b>1956</b>	<b>October</b>	The Company relocates its headquarters to Nihonbashi-Kabuto-cho, Chuo-ku, Tokyo, and its factory to Aoki-cho, Kawaguchi, Saitama.
<b>1959</b>	<b>June</b>	A new plant is established at Aoki-cho, Kawaguchi, Saitama, to serve as the Company’s integrated headquarters and factory.
<b>1962</b>	<b>November</b>	A representative office is set up in the United States to cultivate the U.S. market.
<b>1963</b>	<b>March</b>	A factory is established in Karuizawa. Some operations are relocated to the Karuizawa Manufacturing Unit.
<b>1965</b>	<b>July</b>	The Kawaguchi Factory is closed and its equipment is conveyed to Karuizawa. The Company’s headquarters is shifted from Kawaguchi, Saitama, to Miyota-machi, Kitasaku-gun, Nagano.
<b>1967</b>	<b>March</b>	A representative office is set up in London to promote business in Europe.
<b>1968</b>	<b>September</b>	Subsidiary Nippon Miniature Bearing Corporation (the present NMB Technologies Corporation) is established in Los Angeles, California.
<b>1971</b>	<b>April</b>	Sales subsidiary NMB (U.K.) Ltd. is established in the United Kingdom.
	<b>May</b>	The Company’s stock is listed on the first sections of the Osaka and Nagoya stock exchanges.
	<b>September</b>	The Company acquires the U.S. Reed Instrument Corp. from SKF of Sweden and commences production in the United States.
<b>1972</b>	<b>February</b>	Manufacturing subsidiary NMB Singapore Ltd. is established in Singapore. (Production begins in 1973.)
<b>1974</b>	<b>September</b>	The Company acquires Shinko Communication Industry Co., Ltd., a major strain gauge manufacturer that is listed on the second section of the Tokyo Stock Exchange.
<b>1975</b>	<b>January</b>	The Company acquires U.S. company IMC Magnetics Corp., a listed manufacturer of small precision motors.
	<b>July</b>	The Company acquires a leading fastener producer, Tokyo Screw Co., Ltd., and an electromagnetic clutch manufacturer, Shin Chuo Kogyo Co., Ltd., both of which are listed on the second section of the Tokyo Stock Exchange.
<b>1977</b>	<b>September</b>	The Company acquires Hansen Manufacturing Co., Inc. (the present Hansen Corporation), which is, at the time, the motor manufacturing division of Mallory Corp., a U.S. multinational.
	<b>October</b>	Sales subsidiary Nippon Miniature Bearing GmbH (the present NMB-Minebea-GmbH) is established in Germany.
<b>1980</b>	<b>March</b>	The Company acquires the Singapore factory of Koyo Seiko Co., Ltd., and establishes Pelmech Industries (Pte.) Ltd. to manufacture small-sized ball bearings.
	<b>August</b>	Manufacturing subsidiary NMB Thai Ltd. is established in Thailand. (Production begins in 1982.)
<b>1981</b>	<b>January</b>	The marketing division of the Company is spun off as subsidiary NMB (Japan) Corporation, which is charged with integrating marketing operations for all manufacturing companies in the Minebea Group.
	<b>October</b>	The Company absorbs four of its manufacturing affiliates—Tokyo Screw Co., Ltd., Shinko Communication Industry Co., Ltd., Shin Chuo Kogyo Co., Ltd., and Osaka Motor Wheel Co., Ltd.—and changes its name to Minebea Co., Ltd.

<b>1982</b>	<b>September</b>	Sales subsidiary NMB Italia S.r.L. is established in Italy.
<b>1983</b>	<b>March</b>	The Company acquires a cooling fan manufacturer, Kondo Electric Works Ltd. (the present NMB Electro Precision, Inc.)
<b>1984</b>	<b>August</b>	Two manufacturing subsidiaries, Minebea Thai Ltd. and Pelmec Thai Ltd., are established in Thailand.
<b>1985</b>	<b>March</b>	The Company acquires New Hampshire Ball Bearings, Inc., a listed U.S. ball bearing manufacturer.
	<b>September</b>	The Company acquires the Miami Lakes operations of Harris Corporation, a Florida-based manufacturer of switching power supplies.
<b>1986</b>	<b>May</b>	The R&D center and subsidiary Minebea Electronics Co., Ltd., are established in Asaba-cho, Iwata-gun, Shizuoka.
<b>1987</b>	<b>May</b>	Manufacturing joint venture Thai Ferrite Co., Ltd. (the present Power Electronics of Minebea Co., Ltd.), is established in Thailand.
<b>1988</b>	<b>February</b>	The Company acquires Rose Bearings Ltd., a U.K. manufacturer of rod-end bearings and spherical bearings.
	<b>March</b>	Sales subsidiary NMB Technologies, Inc. (the present NMB Technologies Corporation), is established in the United States to coordinate sales and marketing of Minebea's electronic devices.  Manufacturing joint venture Minebea Electronics (Thailand) Co., Ltd., is established.
	<b>December</b>	Manufacturing subsidiaries NMB Hi-Tech Bearings Ltd. and NMB Precision Balls Ltd. are established in Thailand.
<b>1989</b>	<b>January</b>	Marketing subsidiary NMB France S.a.r.l. (the present NMB Minebea S.a.r.l.) is established.
<b>1990</b>	<b>October</b>	Papst-Minebea-Disc-Motor GmbH (the present Precision-Motors-Deutsche-Minebea-GmbH), a joint venture with Papst-Motoren GmbH & Co. KG, is established in Germany to manufacture spindle motors for HDDs.
	<b>November</b>	Rose Bearings Ltd., in the United Kingdom, commences production of ball bearings at its Skegness plant.
<b>1992</b>	<b>February</b>	The Company absorbs Sorensen Ltd. and reestablishes it as Minebea Electronics (UK) Ltd., a manufacturer of switching power supplies in Scotland.
<b>1993</b>	<b>October</b>	Sales and R&D subsidiary Minebea Trading Pte. Ltd. (the present Minebea Technologies Pte. Ltd.) is established in Singapore.
<b>1994</b>	<b>April</b>	Manufacturing subsidiary Minebea Electronics & Hi-Tech Components (Shanghai) Ltd. is established in China.
<b>1996</b>	<b>August</b>	A vertically integrated ball bearing production facility—Minebea's largest to date—commences operations in Shanghai.
	<b>October</b>	U.K. subsidiary NMB (U.K.) Ltd. establishes a new plant in Inchinnan, Scotland.
<b>1999</b>	<b>March</b>	The Company commences evaluation and testing at the NMB Corporation Technical Center in the United States.
	<b>July</b>	U.S. subsidiaries NMB Corporation and NMB Technologies, Inc., merge to form NMB Technologies Corporation.
<b>2000</b>	<b>March</b>	The Company acquires Kuen Dar (M) Sdn. Bhd., a Malaysian speaker box manufacturer.
<b>2001</b>	<b>February</b>	A controlling interest in Actus Corporation, a furniture and interior decor product sales subsidiary, is sold to TRS Co., Ltd.

## Production Begins in Thailand

Minebea's reasons for selecting Thailand for its second overseas mass-production base included the country's abundant supply of skilled workers, the professionalism of Thai employees at its Singapore Factory, the Thai government's efforts to attract component manufacturers and its Buddhist traditions and history of friendly relations with Japan. Realizing that if it took the same approach in Thailand as it had in Japan and Singapore, it would eventually face the same problems securing employees and expanding production capacity, Minebea chose to locate initially in rural Ayutthaya. Since then, the Company has established three additional plants in rural areas. Thailand is currently Minebea's largest production base, accounting for approximately 60% of Group production.

## Minebea's Thai Operations

(Year ended March 31, 2002)

Net sales: ¥156,160 million

(As of March 31, 2002)

Cumulative investment: ¥174,440 million

Total site space: 1,466,032 meters<sup>2</sup>

Total factory floor space: 372,309 meters<sup>2</sup>

## Operations Begin in China: The Market of the Future

To expand its production capacity and take advantage of the growing Chinese market—especially for information and telecommunications equipment and household electrical appliances, which use ball bearings and small motors, as well as to better serve customers shifting production to China, in 1994 Minebea established a subsidiary and commenced operations in Shanghai. Building on its accumulated global expertise, in 1996 the Company completed a state-of-the-art mass-production base that is the world's largest production facility for small ball bearings. Minebea plans to further expand the base in the years ahead.

## Minebea's China Operations

(Year ended March 31, 2002)

Net sales: ¥31,591 million

(As of March 31, 2002)

Cumulative investment: ¥51,600 million

Total site space: 495,834 meters<sup>2</sup>

Total factory floor space: 90,203 meters<sup>2</sup>