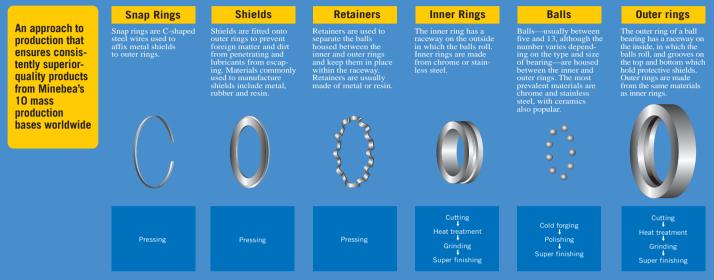
Minebea's Core Competencies

Ultraprecision Machining Technologies

Miniature and Small-Sized Ball Bearings: The Origin of Minebea's Ultraprecision Machining Technologies

The raceway roundness of the inner and outer rings for ultraprecision ball bearings manufactured by Minebea for use in applications requiring high precision, such as VCR cylinders and pivot assemblies for HDDs, is less than 0.05 micron. One micron is 1/1,000th of one millimeter—a particle of cigarette smoke is between 0.01 mm and 1.0 micron. Minebea's ability to mass produce ultraprecision machined products is the root of its competitive advantage.



Ultraprecision machining technologies and mass production of superiorquality products

The level of precision in each ball bearing production process is an essential factor in determining the quality of the finished product.

Minebea conducts all processes in-house, as well as manufactures the dies, jigs, tools and production and assembly equipment used therein. This ensures consistently superior-quality products from Minebea's 10 mass production bases worldwide.

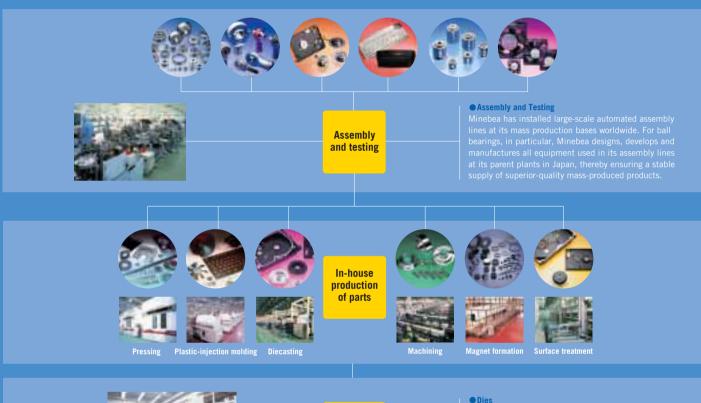


Vertically Integrated Manufacturing System

Minebea's vertically integrated manufacturing system maximizes its ultraprecision machining technologies

The level of precision in each production process is an essential factor in determining the quality of the finished product. Minebea's vertically integrated manufacturing system enables it to conduct all processes in-house—design and development; manufacture and maintenance of dies; production of pressed, plastic-injection molded, diecast and machined parts and ferrites; and final assembly. This system facilitates mass production of Minebea's ultraprecision

Vertically Integrated Manufacturing System





Production of dies, jigs and tools

Minebea designs and manufactures its own dies, facilitating in-house production of pressed, plastic-injection molded and diecast parts. Minebea also produces its own jigs and tools, enabling it to ensure dies are serviced and maintained to its highly

Development of products

Development of materials

Development of mass production technologies

Development of dies, jigs and tools **Development of** maintenance technologies



Development, design, analysis and quality control

Mass Production Technologies

Minebea's vertically integrated manufacturing system facilitates the use of its mass production technologies

Responding swiftly and effectively to the increasingly diverse needs of customers requires unparalleled superiority in terms of supply capabilities and manufacturing costs. All of Minebea's mass production facilities worldwide operate under the same vertically integrated manufacturing system. Productive, organic links between facilities—especially those in Thailand, China and Singapore, which account for approximately 80% of the Minebea Group's production, the parent plant in Japan and global R&D bases—ensure the effective integration of Minebea's vertically integrated manufacturing system and mass production technologies.



Vertically integrated production of ball bearings, fan motors and measuring components; the Minebea Group's latest and most advanced plant

Vertically integrated production of ball bearings; the Minebea Group's first mass production facility overseas



