Protecting the Environment

Acutely aware of the significant burden placed on the environment by the activities of industrial concerns, we have always approached environmental protection as a key management objective. We continue to implement a variety of measures aimed at minimizing the negative impact of our operations on the environment.

For more information on the Minebea Group's environmental activities, please refer to the *Minebea Group Environmental Report 2004*, which can be accessed at:

http://www.minebea.co.jp/english/environment/

Environmental Protection Activities

Thanks to efforts aimed at phasing out the use of specified chlorofluorocarbons (CFCs) and ethane as cleaning agents, in April 1993 Minebea became the first bearing manufacturer in the world to completely eliminate specified CFCs and ethane from all production processes.

These and other efforts to contribute to ozone protection have been recognized three times to date with the U.S. Environmental Protection Agency (EPA)'s Stratospheric Ozone Protection Award.

Environmental Management System

Minebea continues to implement a proactive environmental protection program at all of its production bases worldwide.

Green Procurement

In June 2004, we set forth management guidelines for our Green Procurement Program, which aims to ensure the purchase of raw materials and parts from ecologically sound suppliers, thereby reducing the negative impact of our operations on the environment.

Environmentally Sound Products

Minebea products are used in a broad range of applications in homes and offices, as well as in aerospace and automotive applications. To enhance the environmental soundness of our products, we continue to take steps to reduce or eliminate the use of lead and other hazardous chemical substances in products, as well as to promote the development of energy-efficient products that contribute to the prevention of global warming, products that are compatible with the so-called "3R" ("reduce, reuse and recycle") criteria and the use of environment-friendly packaging.

1991 | 7 Minebea organizes the Anti-CFC Committee with the aim of phasing out the use of specified CFCs and ethane as cleaning agents.

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 U.S. EPA's Stratospheric Ozone Protection Award.

1995 | 10 Goro Ogino, then president of Minebea, receives the U.S. EPA's Stratospheric Ozone Protection Award for individuals.

Stratospheric Ozone Protection Award

1996 | 4 Minebea Electronics & Hi-Tech Components (Shanghai) Ltd. establishes the Shanghai–Minebea Lake Dianshan-hu Environmental Protection Fund, aimed at protecting the quality of the water in Lake Dianshan-hu and the lake's surrounding environment, becoming the first foreign-capitalized company in Shanghai to establish an environmental protection fund. (As of July 2005, the fund was 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 the Lincoln Plant of U.K. subsidiary Rose Bearings Ltd. (the present NMB-Minebea UK Ltd.) 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) Ltd.'s two plants obtain ISO 14001 certification.

1998 | 1 All of Minebea's plants in Singapore obtain ISO 14001 certification.

| 2 German subsidiary Precision Motors Deutsche Minebea GmbH (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 subsidiary NMB Electro Precision, Inc., obtains ISO 14001 certification.

| 8 The Hamamatsu Manufacturing Unit, the parent plant for electronic components, obtains ISO 14001 certification.

| 10 The Fujisawa Manufacturing Unit and Omori Manufacturing Unit obtain ISO 14001 certification.

1999 | 2 The Skegness Plant of Rose Bearings Ltd. (the present NMB-Minebea UK Ltd.) obtains ISO 14001 certification.

| 6 U.S. subsidiary New Hampshire Ball Bearings, Inc.'s Peterborough Plant obtains ISO 14001 certification.

| 11 The Inchinnan Keyboard Printing Plant of Rose Bearings Ltd. (the present NMB-Minebea UK Ltd.) obtains ISO 14001 certification.

2001 | 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.

2003 | 8 Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.'s Xicen Factory is one of 77 companies selected under China's Top 100 Projects of National Environmental Protection Program, ranking fourth overall and first among the Japanese companies chosen.