

To Our Shareholders

62nd Business Year Business Report



Minebea

Minebea Co., Ltd.

April 1, 2007 ► March 31, 2008



T. Yamagishi

Takayuki Yamagishi
Representative Director
June 2008

As the 62nd Business Year (April 1, 2007-March 31, 2008) has ended, we would like to report out business summary.

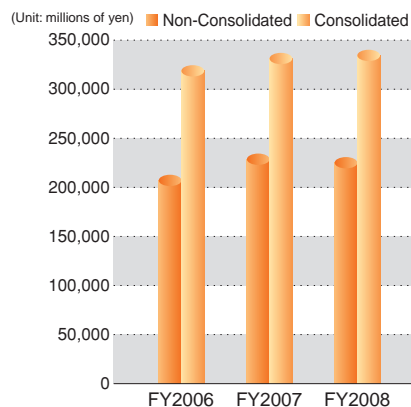
■ Overview of the year

During the current consolidated fiscal year, the Japanese economy continued moderate expansion due mainly to corporate earnings being at a high level, supported by the rise of exports and capital investment, although there were signs of a slowdown, such as the ongoing surge of crude oil and raw materials prices, and the drop in housing and construction investments in the second half of the year. In the U.S. economy, owing principally to the dislocation in the financial and capital markets, as well as the deepening adjustment in the housing market stemming from the sub-prime housing loan problem in the second half of the year, uncertainties started to pick up regarding the future course of the economy. Additionally, owing principally to the fact that strong capital investment and personal consumption began to slow down, recession risks were rising. The European economy continued moderate growth led by domestic demand, although there were signs of winding down. In China, the economy continued to grow at a high rate, due principally to the rise of exports and investments in fixed assets, and in other Asian countries also, the economies generally advanced firmly.

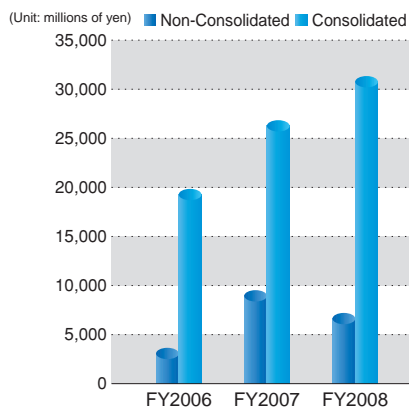
Under these management circumstances, we strove to implement sweeping cost reduction measures, develop new technologies and high value-added products, and promote sales expansion activities, in order to further increase earnings.

As a result, net sales increased ¥3,409 million (1.0%) year on year, to ¥334,431 million, and operating income also increased ¥4,497 million (17.1%) year on year, to ¥30,762 million. Ordinary income largely rose ¥5,848 million (26.8%) year on year, to ¥27,691 million, and net income also significantly increased ¥3,440 million (26.8%) year on year, to ¥16,303 million. Net sales and net income

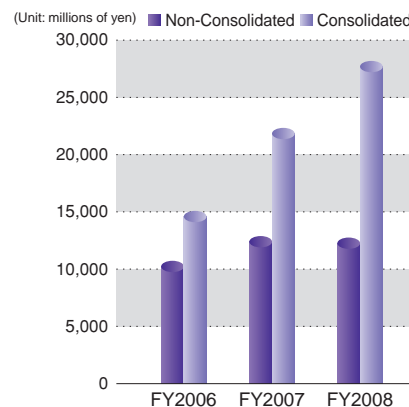
■ Net Sales



■ Operating Income



■ Ordinary Income



both stood at a record high.

■ Basic policy for profit sharing

Considering its management environment from a comprehensive standpoint and putting improved equity capital efficiency and better profit sharing to shareholders first, the Company will aim for profit distribution to shareholders at levels reflecting operating results better.

Under this policy, for the current fiscal year, we decided to pay a ¥10 per share year-end dividend, the same as the previous year. Also, as part of its profit distribution policy, the Company has been paying dividends collectively at year end. However, with the objective of increasing the opportunities to distribute profits to shareholders, we plan to pay interim dividends from fiscal 2008 (the year ending March 31, 2009). Regarding the dividends for the next fiscal year, we plan to pay an interim dividend of ¥5 per share and a year-end dividend of ¥5 per share (¥10 for the year).

■ Outlook for the next fiscal year

In the Japanese economy, amid the world economy tending to wind down, we expect that the economy will be slow in the first half of the fiscal year, owing to weak corporate earnings and personal consumption stemming from the current rise of the yen, along with decreased exports as well as the ongoing surge of crude oil and raw materials prices. However, in the second half of the year, the economy is expected to embark upon a moderate recovery trend with improved exports in line with recovery of the U.S. economy. In Asia, we expect that the Chinese economy will continue to grow, while in the U.S., the economy might fall into recession due mainly to the protracted adjustments in corporate production, inventory and employment, as well as the slowdown of personal consumption stemming from the degradation of the financial environment and the ongoing surge of crude oil and commodity prices. However, triggered mainly by the tax cuts and the substantial reductions of interest rates, it is expected that the economy will gradually be heading

toward recovery in the second half of the year.

Under these circumstances, we expect that results will be largely flat, although net sales a significant portion of which is outside of Japan will be reduced by the rise of the yen. We also expect that further cost reductions, development of high-value added products and cultivation of new markets will increase operating income year on year.

Outlook by business segment for the full year is as follows:

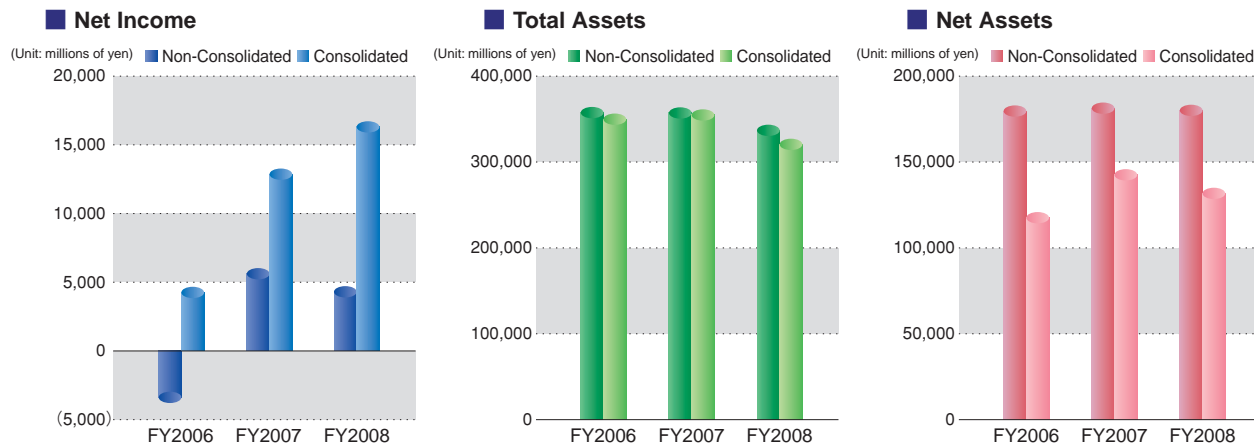
◆ Machined components business

We will continue to aggressively expand sales of mainstay ball bearings to the automobile and information & telecommunications equipment industries, demand from which is firm. By achieving economies of scale in manufacturing from this sales expansion and further reducing costs, we aim to improve business results further. In addition, the aircraft market for rod-end bearings are strong, particularly in the U.S. and Europe. We can expect benefits from this strong aircraft market. In pivot assemblies, we expect that results will be enhanced with strong demand.

◆ Electronic devices and components business

In the information motor business, we will strive to further enhance results by continuing to improve production efficiencies and to make product mix reviews. In the spindle motor business, we will strive to improve results mainly by making cost reduction efforts and boosting sales of 2.5"motors. Also, in the PC keyboard business, we can expect stable results by focusing mainly on high-quality, high-priced models. Sales of LCD backlight assemblies, inverters, measuring components and other products are expected to advance favorably.

We look forward to your continuous support and guidance.



Performance by Business Segment (on a Consolidated Basis)

Machined Components Business

Machined components business grew steadily.

Net sales of the machined components business rose ¥6,372 million (4.6%) year on year, to ¥144,034 million. Our products in this business segment include ball bearings, which are our mainstay product; mechanical components such as rod-end bearings primarily for use in aircraft and pivot assemblies for use in hard disk drives (HDDs); screws for automobiles and aircraft; and defense-related devices and equipment. Sales of ball bearings to makers of automobiles and information & telecommunications equipment increased largely year on year owing to our vigorous sales expansion efforts. Sales of rod-end bearings rose to the aerospace industry, mainly in the U.S. and Europe. Also, sales of pivot assemblies grew.

Operating income also increased ¥1,555 million (5.9%) year on year, to ¥27,750 million, a result of pursuing basic technologies, product technologies and manufacturing techniques, as well as implementing increased production and continuous cost reduction measures.

Electronic Devices and Components Business

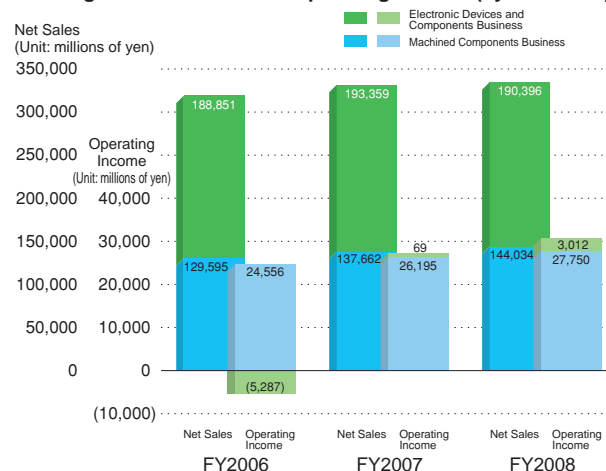
Substantially improved operating income.

Net sales of the electronic devices and components business fell ¥2,963 million (-1.5%) year on year, to ¥190,396 million.

Our core products in this business segment include information motors (fan motors, stepping motors, vibration motors and DC brush motors); HDD spindle motors; PC keyboards; speakers; LCD back lights; inverter and measuring components. Sales of motors including information motors rose strongly to manufacturers of mobile phones, office automation, personal computers, and peripheral equipment. Sales of measuring components also increased significantly due to the cultivation of new markets. But in PC keyboards and speakers, which are both being focused on high value-added products, sales decreased largely.

Operating income substantially improved ¥2,943 million year on year, to ¥3,012 million on improved earnings in information motors and PC keyboards.

Changes in Net Sales and Operating Income (by Business)



Performance by Geographical Segment (on a Consolidated Basis)

Japan

In this region, net sales fell ¥7,886 million (-9.5%) year on year, to ¥75,378 million due to decreased sales of PC keyboards and other products. In addition, operating income also decreased ¥673 million (-6.9%) year on year, to ¥9,096 million.

Asia excluding Japan

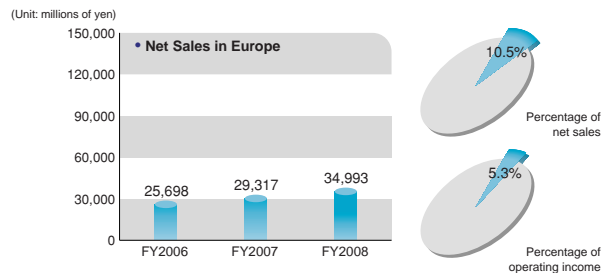
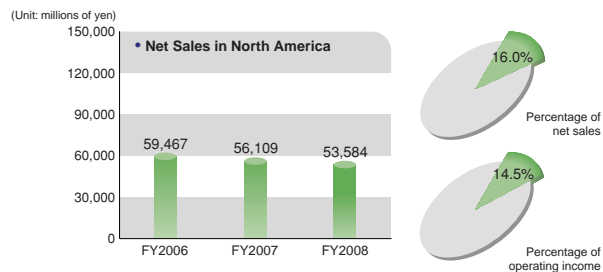
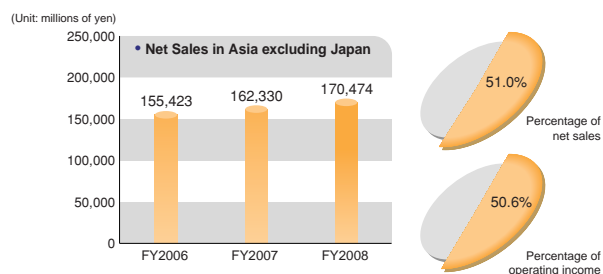
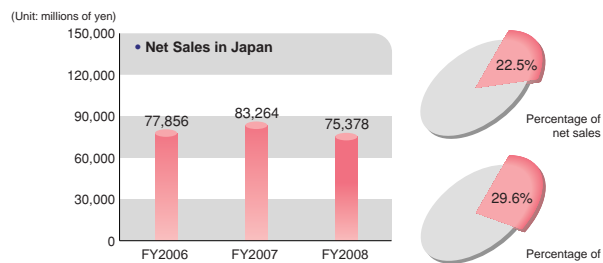
This region, including Greater China region which continues high growth, is an important manufacturing base for many makers of Japan, Europe, America and other countries. Sales were firm mainly in the Greater China region, led by expanded demand from the information & telecommunications equipment industry and steady demand from the household electrical appliance industry. As a result, net sales increased ¥8,144 million (5.0%) year on year, to ¥170,474 million, and operating income also largely expanded ¥4,274 million (37.8%), to ¥15,573 million.

North America

In North America, both orders and sales of U.S.-made ball bearings and rod-end bearings for use mainly in the aircraft-related industries were strong. But due to weak sales of PC keyboards, which are being shifted to high-valued added items, net sales fell ¥2,525 million (-4.5%) year on year, to ¥53,584 million, while operating income largely rose ¥745 million (20.0%), to ¥4,475 million.

Europe

Sales of ball bearings, rod-end bearings and other products were firm as moderate economic growth was seen in this region. As a result, net sales increased ¥5,676 million (19.4%) year on year, to ¥34,993 million, and operating income increased ¥151 million (10.3%) year on year, to ¥1,616 million.



Minebea Receives ISO/IEC 17025:2005 Laboratory Certification for All Six RoHS Substances

The Material and Process Laboratory (Karuzawa Plant) of the Material and Process Development Division at the Engineering Headquarters of Minebea Co., Ltd. ("Minebea") acquired accreditation for the ISO/IEC 17025:2005 standard in the field of analysis with respect to all six hazardous substances*1 of the EU RoHS directive*2.

The recipient laboratories of this certification are authorized to issue reports on test results. The reports are considered effective in doing international business in accordance with the international Mutual Recognition Arrangement ("MRA"). The certification is widely accepted throughout the world.

The Laboratory, although being the third to receive this certificate at Minebea following our R&D Centers in Thailand (Bang Pa-in Plant) and China (Shanghai Plant), is the first to obtain the same for all of the above six substances*1, and also the first even among many other analysis laboratories here in Japan. The R&D Centers in Thailand and China are now working to obtain the certificate for all the substances.

ISO/IEC 17025 certifies that laboratories have the capabilities to operate management systems, to have technical qualifications, and to achieve appropriate results. This accreditation system is widely recognized overseas, such as Europe, the United States, Asian countries and Australia, making international mutual recognition possible.

The purpose of recent receipt of this certificate is to validate the Laboratory's analyzing results of RoHS controlled substances under this system. It is not for profit. It is to support the reliability of the results of internally requested analysis of products, parts, sub-materials and others.

*1 Six RoHS hazardous substances: lead, mercury, cadmium, hexavalent chromium, and also polybrominated biphenyls (PBBs) and polybrominated diphenyl ethers (PBDEs), both of which are bromine fire retardants.

*2 RoHS directive: An EU directive that restricts the use of the above hazardous substances in electric and electronic components.

ISO/IEC 17025 Certification issued by The Japan Accreditation Board for Conformity Assessment



Gas Chromatograph Mass Spectrometer (Karuzawa Plant)



Consolidated Financial Statements

● Consolidated Balance Sheets (unit: millions of yen)

	Fiscal year 2007 (as of March 31, 2007)	Fiscal year 2008 (as of March 31, 2008)
Assets		
Current assets	156,059	148,117
Cash and cash equivalents	21,731	23,281
Notes and accounts receivable	71,883	64,835
Marketable securities	408	1,511
Inventories	45,904	42,400
Deferred tax assets	7,056	8,498
Others	9,325	7,791
Allowance for doubtful receivables	(249)	(202)
Fixed assets	198,684	172,411
Tangible fixed assets	171,063	150,609
Intangible fixed assets	11,973	9,846
Investments and other assets	15,646	11,956
Deferred charges	40	15
Total assets	354,784	320,544

	Fiscal year 2007 (as of March 31, 2007)	Fiscal year 2008 (as of March 31, 2008)
Liabilities		
Current liabilities	131,154	118,321
Notes and accounts payable	27,743	24,054
Short-term loans payable	57,639	50,352
Current portion of long-term loans payable	14,121	—
Current portion of bonds	—	15,000
Accrued income taxes	4,418	3,517
Accrued bonuses	3,823	3,871
Allowance for bonuses to directors and corporate auditors	69	117
Allowance for business restructuring losses	636	347
Others	22,701	21,060
Long-term liabilities	81,071	70,492
Bonds	36,500	21,500
Long-term loans payable	42,000	46,000
Allowance for retirement benefits	1,661	1,707
Allowance for retirement benefits to executive officers	73	95
Others	835	1,189
Total liabilities	212,226	188,814
Net assets		
Shareholders' equity	178,791	191,087
Common stock	68,258	68,258
Capital surplus	94,756	94,756
Earning surplus	15,855	28,169
Treasury stock	(79)	(97)
Revaluation / Translation differences	(36,437)	(60,512)
Difference on revaluation of other marketable securities	3,294	1,755
Deferred hedge gains or losses	—	(0)
Foreign currency translation adjustments	(39,732)	(62,268)
Minority interests in consolidated subsidiaries	204	1,155
Total net assets	142,558	131,730
Total liabilities and net assets	354,784	320,544

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

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

	Fiscal year 2007 (Apr. 2006 thru Mar. 2007)	Fiscal year 2008 (Apr. 2007 thru Mar. 2008)
Net sales	331,022	334,431
Cost of sales	257,643	253,709
Gross profit	73,378	80,721
Selling, general and administrative expenses	47,113	49,959
Operating income	26,265	30,762
Other income	2,128	2,388
Interest income	544	687
Dividends income	66	107
Equity income of affiliates	–	14
Others	1,517	1,578
Other expenses	6,549	5,458
Interest expenses	5,224	4,402
Foreign currency exchange loss	679	474
Equity loss of affiliates	5	–
Others	640	582
Ordinary income	21,843	27,691
Extraordinary income	772	395
Gain on sales of fixed assets	183	182
Gain on sales of investments securities	0	–
Reversal of loss on after-care of products	572	–
Reversal of allowance for doubtful receivables	14	11
Reversal of allowance for business restructuring losses	–	201
Extraordinary loss	3,091	2,833
Loss on sales of fixed assets	323	150
Loss on disposal of fixed assets	1,364	562
Impairment loss	74	71
Loss on liquidation of affiliates	56	998
Loss on after-care of products	49	236
Business restructuring loss	40	–
Compensation payments	70	–
Settlement loss	808	–
Special severance payment	304	165
Retirement benefit expenses for overseas subsidiaries	–	116
Retirement benefits to directors and corporate auditors	–	531
Income before income taxes and minority interests	19,523	25,254
Income taxes current (including enterprise tax)	6,248	8,496
Adjustment of income taxes	813	(591)
Total income taxes	7,062	7,905
Minority interests in earnings of consolidated subsidiaries	(401)	1,045
Net income	12,862	16,303

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

● Consolidated Statement of Changes in Net Assets (unit: millions of yen)

For the current year (April 1, 2007 through March 31, 2008)

	Shareholders' equity					Revaluation / Translation differences				Minority interests in consolidated subsidiaries	Total net assets
	Common stock	Capital surplus	Earning surplus	Treasury stock	Total sharehold- ers' equity	Difference on revaluation of other marketable securities	Deferred hedge gains or losses	Foreign currency translation adjustments	Total revaluation /translation differences		
Balances at March 31, 2007	68,258	94,756	15,855	(79)	178,791	3,294	–	(39,732)	(36,437)	204	142,558
Changes											
Cash dividend from earning surplus			(3,990)		(3,990)						(3,990)
Net income			16,303		16,303						16,303
Purchase of own shares				(18)	(18)						(18)
Sales of own shares		0		0	0						0
Changes (net) in non- shareholders' equity items						(1,539)	(0)	(22,535)	(24,075)	951	(23,123)
Total changes	–	0	12,313	(17)	12,295	(1,539)	(0)	(22,535)	(24,075)	951	(10,827)
Balances at March 31, 2008	68,258	94,756	28,169	(97)	191,087	1,755	(0)	(62,268)	(60,512)	1,155	131,730

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

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

	Fiscal year 2007 (Apr. 2006 thru Mar. 2007)	Fiscal year 2008 (Apr. 2007 thru Mar. 2008)
Cash Flows from Operating Activities	37,902	46,893
Cash Flows from Investing Activities	(15,180)	(23,461)
Cash Flows from Financing Activities	(25,683)	(20,604)
Effect of Exchange Rate Changes on Cash and Cash Equivalents	307	(1,277)
Net increase (decrease) in Cash and Cash Equivalents	(2,654)	1,550
Cash and Cash Equivalents at Beginning of Year	24,385	21,731
Cash and Cash Equivalents at End of Year	21,731	23,281

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

Non-Consolidated Financial Statements

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

	Fiscal year 2007 (as of March 31, 2007)	Fiscal year 2008 (as of March 31, 2008)
Assets		
Current assets	124,653	101,684
Cash and cash equivalents	11,878	9,580
Notes receivable	2,861	2,220
Accounts receivable	52,437	46,179
Inventories	8,411	8,151
Short-term loans receivable from affiliates	47,461	27,600
Deferred tax assets	4,584	5,690
Others	2,672	2,286
Allowance for doubtful receivables	(5,654)	(24)
Fixed assets	232,440	235,186
Tangible fixed assets	24,183	25,422
Intangible fixed assets	3,013	2,786
Investments and other assets	205,243	206,976
Investments in securities	8,953	5,646
Investments securities in affiliates	161,861	162,255
Investments in partnerships with affiliates	32,406	36,152
Long-term loans receivable from affiliates	501	375
Deferred tax assets	321	901
Others	1,602	1,942
Allowance for doubtful receivables	(403)	(297)
Deferred charges	10	—
Total assets	357,104	336,870

	Fiscal year 2007 (as of March 31, 2007)	Fiscal year 2008 (as of March 31, 2008)
Liabilities		
Current liabilities	97,183	88,844
Notes payable	3,133	2,084
Accounts payable	30,374	27,671
Short-term loans payable	31,700	36,300
Short-term loans payable from affiliates	5,075	—
Current portion of long-term loans payable	12,000	—
Current portion of bonds	—	15,000
Accrued income taxes	2,172	1,105
Accrued bonuses	2,062	2,156
Allowance for bonuses to directors and corporate auditors	69	117
Allowance for business restructuring losses	5,483	—
Others	5,112	4,408
Long-term liabilities	78,573	67,967
Bonds	36,500	21,500
Long-term loans payable	42,000	46,000
Allowance for retirement benefits to executive officers	73	95
Others	—	371
Total liabilities	175,757	156,812
Net Assets		
Shareholders' equity	178,051	178,348
Common stock	68,258	68,258
Capital surplus	94,756	94,756
Capital reserve	94,756	94,756
Others	0	0
Earning surplus	15,111	15,426
Earned surplus	2,085	2,085
Others	13,026	13,341
Reserve for general purpose	6,500	6,500
Retained earnings carried forward	6,526	6,841
Treasury stock	(76)	(93)
Revaluation / Translation differences	3,294	1,710
Difference on revaluation of other marketable securities	3,294	1,710
Deferred hedge gains or losses	—	(0)
Total net assets	181,346	180,058
Total liabilities and net assets	357,104	336,870

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

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

	Fiscal year 2007 (Apr. 2006 thru Mar. 2007)	Fiscal year 2008 (Apr. 2007 thru Mar. 2008)
Net sales	228,406	225,071
Cost of sales	200,555	198,426
Gross profit	27,851	26,645
Selling, general and administrative expenses	18,903	20,014
Operating income	8,948	6,630
Other income	5,579	7,730
Interest income	647	778
Dividends income	4,159	6,269
Foreign currency exchange gain	–	78
Rent income of fixed assets	165	152
Others	606	452
Other expenses	2,130	2,096
Interest expenses	811	1,103
Interest on bonds	734	761
Foreign currency exchange loss	331	–
Others	253	231
Ordinary income	12,396	12,265
Extraordinary income	758	276
Gain on sales of fixed assets	228	112
Gain on sales of investment securities	0	–
Reversal of allowance for doubtful receivables	529	125
Reversal of allowance for business restructuring losses	–	38
Extraordinary loss	3,789	5,397
Loss on sales of fixed assets	52	12
Loss on disposal of fixed assets	288	293
Impairment loss	74	71
Bad debt loss	–	4,445
Plant closure loss	–	42
Loss on after-care of products	33	–
Business restructuring loss	2,461	–
Compensation payments	70	–
Settlement loss	808	–
Retirement benefits to directors and corporate auditors	–	531
Income before income taxes	9,365	7,144
Income taxes (including enterprise tax)	2,859	2,803
Adjustment of income taxes	888	37
Total income taxes	3,747	2,840
Net income	5,618	4,304

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

■ Corporate Data

Trade Name	Minebea Co., Ltd.
Established	July 16, 1951
Capital	¥ 68,258 million
Number of Employees	2,605 (as of March 31, 2008)
Registered Headquarters	4106-73, Oaza Miyota, Miyota-Machi, Kitasaku-Gun, Nagano 389-0293, Japan Tel: 81-267-32-2200
Head Office and Plants	Tokyo Head Office, Karuizawa Plant, Hamamatsu Plant, Fujisawa Plant, Omori Plant

■ Board of Directors

Representative Director, President, Chief Executive Officer

Takayuki Yamagishi

Directors, Senior Managing Executive Officers

Yoshihisa Kainuma

Koichi Dosho

Hiroharu Katogi

Akihiro Hirao

Eiichi Kobayashi

Directors, Managing Executive Officers

Masayoshi Yamanaka

Hiroataka Fujita

Outside Directors

Koshi Murakami

Takashi Matsuoka

■ Corporate Auditors

Standing Corporate Auditors

Tosei Takenaka

Akifumi Kamoi

Standing Outside Corporate Auditor

Kazuaki Tanahashi

Outside Corporate Auditors

Isao Hiraide

Hiroataka Fujiwara

■ Executive Officers

Senior Managing Executive Officers

Hiroyuki Yajima

Sakae Yashiro

Managing Executive Officers

Susumu Fujisawa

Shunji Mase

Motoyuki Niijima

Executive Officers

Kunio Shimba

Junichi Mochizuki

Morihiro Iijima

Mamoru Kamigaki

Takashi Aiba

Daishiro Konomi

Tatsuo Matsuda

Gary Yomantas

Tsugihiko Musha

Motoharu Akiyama

Tamio Uchibori

Koichi Takeshita

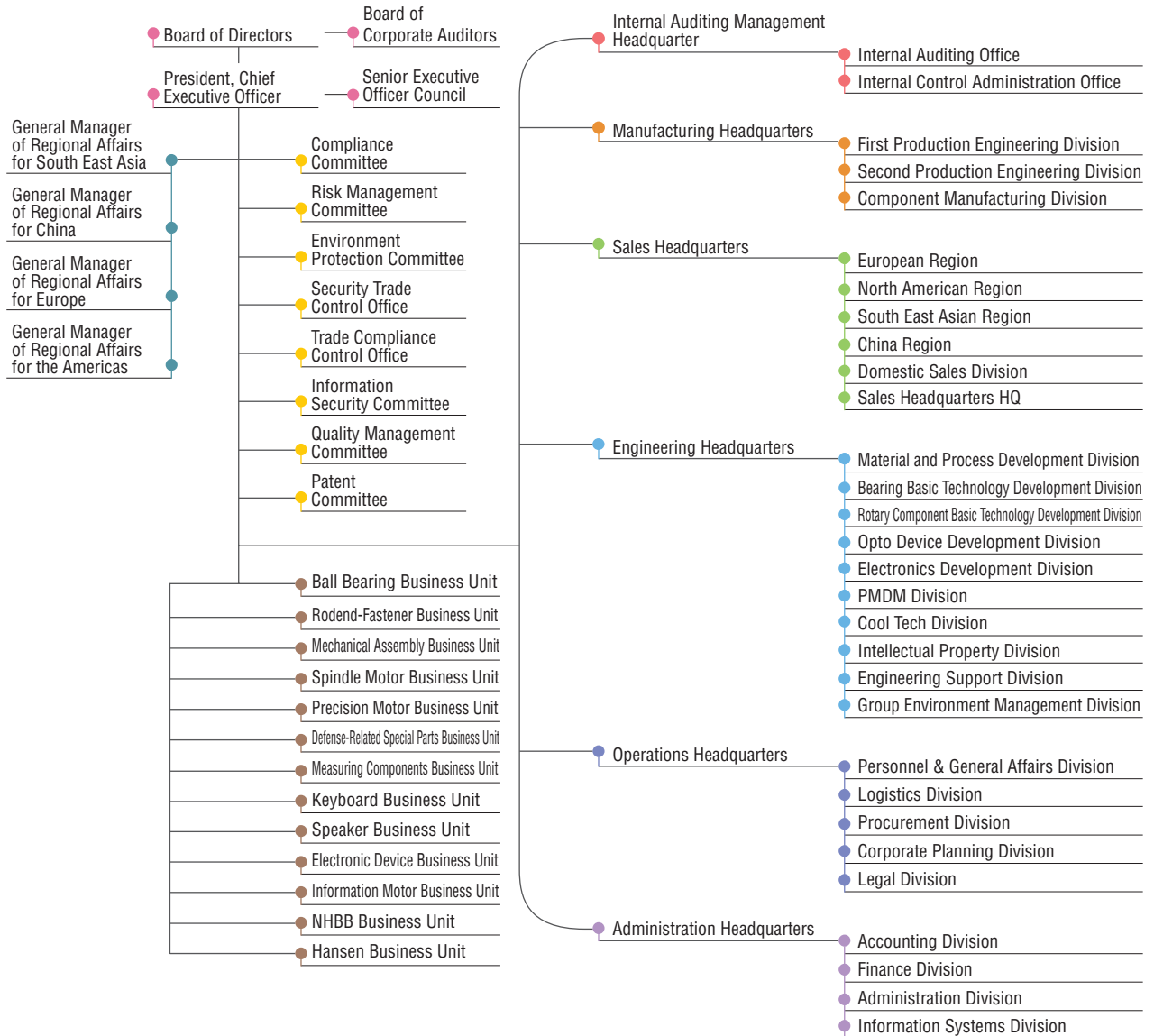
Tetsuya Tsuruta

Shuji Uehara

Takeshi Iida

Shigeru None

Organization Chart



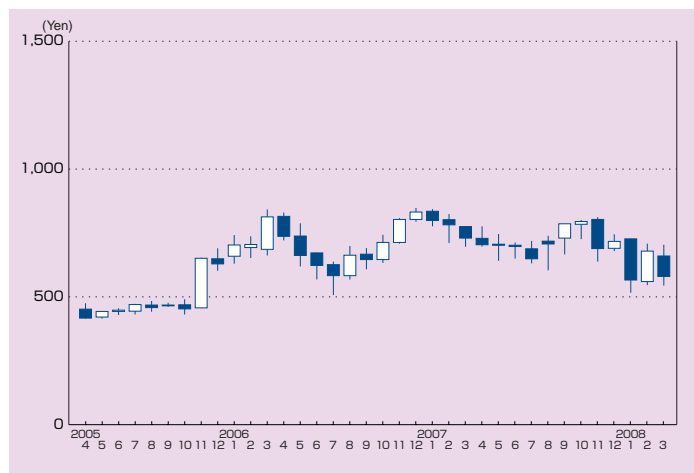
Share Information (as of March 31, 2008)

Total Number of Shares Authorized	1,000,000,000	shares
Number of Shares Issued	399,167,695	shares
Number of Shareholders	20,807	

Major Shareholders (Top 10)

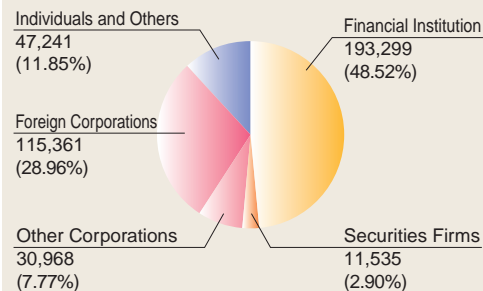
	Number of Shares (shares)	Shareholding Ratio (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	44,638,000	11.18
The Master Trust Bank of Japan, Ltd. (Trust Account)	33,094,000	8.29
Japan Trustee Services Bank, Ltd. (Trust Account 4)	20,313,000	5.09
The Sumitomo Trust and Banking Co., Ltd.	15,349,000	3.85
KEIAISHA Co., Ltd.	15,000,000	3.76
Takahashi Industrial and Economic Reserch Foundation	12,347,330	3.09
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	10,057,839	2.52
Sumitomo Mitsui Banking Corporation	10,000,475	2.51
State Street Bank and Trust Company 505041	5,694,000	1.43
NikkoCiti Trust and Banking Corporation (Trust Account)	5,652,000	1.42

Stock Price on Tokyo Stock Exchange

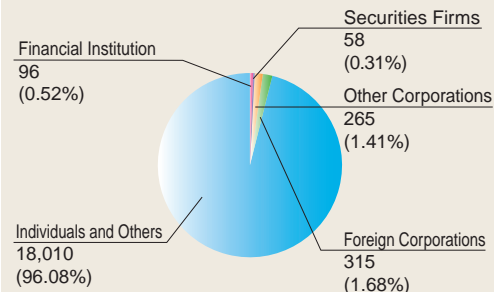


Shareholder Distribution by Unit Shares

Number of Unit Shares (1 unit = 1,000 shares)



Number of Unit Share Holders



We recommend that you receive your stock dividends at your earliest convenience.

The period within which you can receive your stock dividends by Receipt of Dividends expires on Tuesday, July 29, 2008. Please take the Receipt of Dividends to any office or post office of Japan Post Bank and Japan Post Network at your earliest convenience to receive the dividends.

What if you do not receive your stock dividends by Receipt of Dividends within the aforementioned period?

You can no longer receive your stock dividends at Japan Post Bank. Sumitomo Trust & Banking Co., Ltd., our agent to manage shareholders registry, can handle payment of your stock dividends at its head office and branch offices after the expiry of the receivable period.

What if you have lost your Receipt of Dividends?

Please contact stock transfer agency department of Sumitomo Trust & Banking Co., Ltd. We will need some time to pay your stock dividends because we need to first confirm the amount of the unpaid dividends and then to arrange for payment.

We recommend that you receive your stock dividends through a bank transfer.

You can easily forget to receive your stock dividends by Receipt of Dividends. We recommend you choose to receive your stock dividends through a safe, reliable bank transfer. For further details, please contact stock transfer agency department of Sumitomo Trust & Banking Co., Ltd.

What do you need to do to sell or buy your less-than-one-unit shares?

Normally, you cannot sell or buy your less-than-one-unit shares (less than 1,000 shares) on the equity market. You can make a request for purchase or sale of necessary number of shares to constitute one share unit or can sell off your less-than-one-unit shares. For inquiries, please contact stock transfer agency department of Sumitomo Trust & Banking Co., Ltd. If you are using securities clearing and settlement system, please contact your securities firm.

Information for Shareholders

Business Year	From April 1 to March 31 of next year	
Ordinary General Meeting of Shareholders	June every year	
Record Date	Ordinary General Meeting of Shareholders	March 31 every year
	Year-end Dividends	March 31 every year
	Interim Dividends	September 30 every year
Agent to Manage Shareholders Registry	5-33, Kitahama 4-chome, Chuo-ku, Osaka The Sumitomo Trust & Banking Co., Ltd.	
Handling Office of Agent to Manage Shareholders Registry	4-4, Marunouchi 1-chome, Chiyoda-ku, Tokyo The Sumitomo Trust & Banking Co., Ltd. Stock Transfer Agency Department	
Delivery Address for Postal Matters	1-10, Nikko-cho, Fuchu-shi, Tokyo 183-8701 The Sumitomo Trust & Banking Co., Ltd. Stock Transfer Agency Department	
Telephone Inquiries	(For Change-of-Address Form and other forms, please call) ☎ 0120-175-417 (For other inquiries, please call) ☎ 0120-176-417	
Web Site	http://www.sumitomotrust.co.jp/STA/retail/service/daiko/index.html	
Intermediary Office	The Sumitomo Trust & Banking Co., Ltd. Head Office and branch offices in Japan	
Public Notice	The Nihon Keizai Shimbun	
Common Stock Listings	Tokyo, Osaka and Nagoya	



Minebea Co., Ltd. Tokyo Head Office

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