Lotus flowers blooming on the pond at Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.
Date of photograph: July 14, 2005

Home to a wide range of plants and trees, and to egrets and other wild birds, this pond constitutes a biotope, that is, a natural region or geographical space that presents relative uniformity of physical characteristics and animal and plant populations which inhabit it.

Minebea Group
Environmental Report
2005
Year Ended March 31, 2005

This report is printed on recycled paper using soybean oil-based solvent ink.

CONTENTS

CORPORATE INFORMATION

Minebea Co., Ltd.

Date of Establishment
July 16, 1951

Capital
¥68,258 million (As of March 31, 2005)

Net Sales (Year ended March 31, 2005)
Consolidated: ¥294,422 million
Nonconsolidated: 185,232 million

Consolidated Net Sales to External Customers by Business Segment (Year ended March 31, 2005)
Machined Components ¥116,105 million (39% of total)
Electronic Devices and Components ¥178,317 million (61% of total)

Operating Income (Year ended March 31, 2005)
Consolidated: ¥14,083 million
Nonconsolidated: 1,946 million

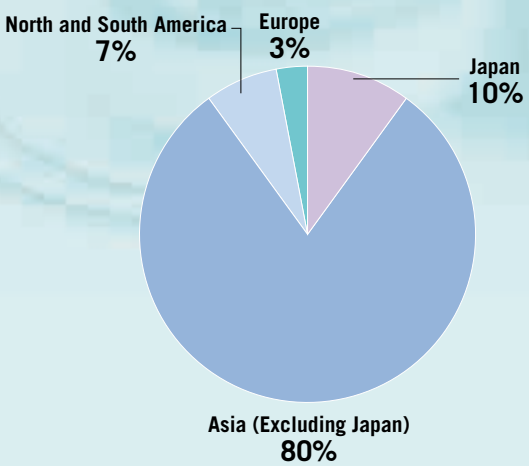
Ordinary Income (Year ended March 31, 2005)
Consolidated: ¥10,206 million
Nonconsolidated: 11,057 million

Net Income (Year ended March 31, 2005)
Consolidated: ¥5,581 million
Nonconsolidated: 3,504 million

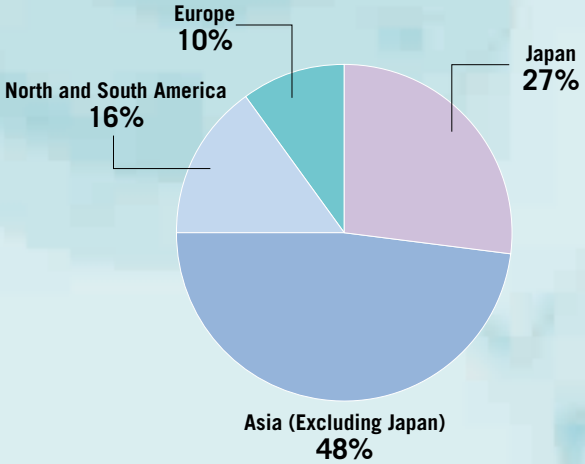
Number of Employees (Year ended March 31, 2005)
Consolidated: 48,473
Nonconsolidated: 2,292

Consolidated Total Production and Total Sales by Region (Year ended March 31, 2005)

Total Production



Total Sales



PRINCIPAL PRODUCTS

■ MACHINED COMPONENTS

Bearings and Bearing-Related Products

Miniature ball bearings
Small-sized ball bearings
Integrated-shaft ball bearings
Rod-end bearings
Spherical bearings
Roller bearings
Journal bearings
Pivot assemblies
Tape guides

Other Machined Components

Aerospace/automotive fasteners
Special machined components
Magnetic clutches and brakes

■ ELECTRONIC DEVICES AND COMPONENTS

Rotary Components

Hard disc drive (HDD) spindle motors
Fan motors
Hybrid-type stepping motors
Permanent magnet (PM)-type stepping motors
Brush DC motors
Vibration motors
Brushless DC motors
Variable reductance (VR) resolvers

Other Electronic Devices and Components

Personal computer (PC) keyboards
Speakers
Electronic devices
- **Magneto optical disc (MOD) drive subassemblies**
- **Lighting devices for liquid crystal displays (LCDs)**
- **Magnetic heads for floppy disc drives (FDDs)**
- **Backlight inverters**

Measuring components
- **Strain gauges**
- **Load cells**

EDITORIAL OBJECTIVES

- The objective of this report is to present the environmental efforts of Minebea Co., Ltd., and the companies of the Minebea Group to readers worldwide.
- This report has been prepared using the Japanese Ministry of the Environment's *Environmental Reporting Guidelines* (fiscal 2003 version) as a reference.
- Industry terms and other potentially unfamiliar terms are explained on the page on which they first appear.

The following table indicates sections required under the Japanese Ministry of the Environment's *Environmental Reporting Guidelines* (fiscal 2003 version) (unofficial translation) and the page(s) in this report where corresponding sections may be found.

Guidelines	Page(s)
1. Basic Headings	
1. CEO's statement (Overall summary, commitments to society)	2
2. Basis of reporting (Reporting organization, period, fields)	4
3. Summary of nature of business	Inside front cover
2. Summary of Policies, Targets and Achievements in Environmental Protection	
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25. Participation in community environmental activities	24–25

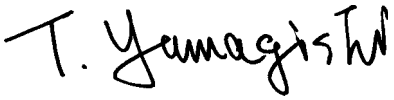
Takayuki Yamagishi
Representative Director,
President and Chief Executive Officer

Forty-four years ago, Soviet cosmonaut Yuri Gagarin, pilot of the Vostok Î and the first human to travel into space, marveled at the beauty of the earth, commenting on how blue it looked. Now, less than a half century later, human activity has brought us to the point where we must take decisive steps to ensure the survival of our beautiful, blue planet.

As concerns about the threats to our environment have grown in recent decades, the responsibility we all bear for ecological stewardship has become increasingly clear. This is true for corporations as well as individuals. Minebea has always approached environmental protection as a key management objective, and continues to implement a variety of initiatives aimed at minimizing the environmental impact of our various corporate activities. We have also formulated an environmental policy, based on an unwavering basic philosophy, and an internal organization to govern our efforts to address crucial environmental issues and ensure their consistency regardless of location or country. We continue to operate with the belief that such efforts are essential to our ongoing viability of all corporations.

We have prepared this report as a record of Minebea's environmental protection efforts. Going forward, we will strive, as a global group of companies, to advance these efforts. We hope that this report facilitates a better understanding of our commitment, and that it reminds us all of the need to treat our planet with care.

August 2005



Takayuki Yamagishi
Representative Director,
President and Chief Executive Officer

Ryusuke Mizukami
Director, Senior Managing Officer,
Officer in Charge of Environmental Preservation

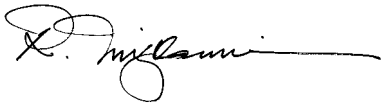
The 2005 World Exposition, Aichi, Japan, is currently attracting considerable attention and interest in Japan. With its main theme, "Nature's Wisdom," and subthemes, notably "Development for Eco-Communities," Expo 2005 marks a departure from international expos of the past, which have emphasized culture and national prestige. This event has also earned praise worldwide for its focus on the building of sustainable communities and coexistence with nature—reflected in the site design, which emphasize the close links binding humanity and nature—as well as for providing the opportunity for people of all nations to uncover a profound, new understanding.

In the spirit of Expo 2005, Minebea pledges to continue striving for harmony with the environment as it expands and enhances its operations worldwide.

One of the biggest challenges facing industrial concerns today is compliance with the Restriction of Hazardous Substances (RoHs) directive and other directives related to hazardous substances. Continued use of such substances is not only harmful to the environment, but may also pose a danger to human health and to where and how we live. Companies have an obligation to address this challenge and ensure the products they provide are safe. Many believe in looking across national and corporate barriers, in sharing insights and working together to find new solutions. Minebea is one of these companies. When we hold presentations for suppliers and subcontractors, we openly offer relevant expertise and information. Surely such cooperation, which aims to build a future that is safe and healthy for all, is the true definition of "wisdom."

Minebea pledges to continue promoting environmental protection in a manner that respects the teachings of nature. In so doing, we will strive to ensure Minebea remains a company deserving of your trust. We look forward to your ongoing support and guidance.

August 2005



Ryusuke Mizukami
Director, Senior Managing Officer,
Officer in Charge of Environmental Preservation

ENVIRONMENTAL PHILOSOPHY

Established August 26, 1993
Revised July 1, 2005

Minebea strives to contribute to higher quality, more comfortable lifestyles by providing truly valuable products and services. At the same time, the Company works to minimize the environmental burden of its various activities and promote greater harmony, thereby contributing to the preservation and improvement of a healthy environment.

Environmental Policy

1. Development/Design
Minebea shall focus on the development and design of products that contain no chemical substances harmful to the environment or the health and safety of humans, consume little energy and satisfy the "3R" criteria, that is, can be "reduced," "reused" or "recycled."

2. Manufacturing
Minebea shall set targets and restructure and revise its manufacturing procedures by using materials that contain no chemical substances harmful to the environment or the health and safety of humans, thereby improving yield, reducing waste output and lowering energy consumption.

3. Distribution
Minebea shall employ packaging materials that contain no chemical substances harmful to the environment or the health and safety of humans and satisfy the "3R" criteria, as well as procedures that lower energy consumption and prevent the release of harmful substances.

4. Cooperation with Authorities and Local Public Entities
When coordinating manufacturing and/or distribution activities in other countries, Minebea shall observe environment-related rules and regulations imposed by local authorities and support environmental protection efforts of local communities. At the same time, Minebea shall take a proactive approach to sharing new environmental protection technologies.

5. Overseas Activities
In its manufacturing and distribution activities overseas, Minebea shall observe environment-related protection rules and regulations imposed by local authorities and do its best to preserve the environment in adjacent areas. Minebea shall also be an aggressive supplier of new environmental protection technologies.

6. Environmental Audits
Minebea shall conduct periodical environmental audits at all of its production and other facilities with the aim of ensuring the effective implementation of its environmental management system and improving the system as necessary.

7. Employee Education
Minebea shall require employees to attend related courses to encourage their involvement in environmental protection activities in the workplace and at home.

8. Observe Minebea's Environmental Policy
All Minebea Group employees and other individual working at our sites shall adhere to Minebea's Environmental Policy. If any individual has an environment-related concern, he or she shall report it promptly to his or her manager, who shall respond promptly.

Takayuki Yamagishi
Representative Director,
President and Chief Executive Officer
Minebea Co., Ltd.

Period under review

- Fiscal 2005 (Year ended March 31, 2005)
  (Some activities that took place subsequent to March 31, 2005, are also included.)

Manufacturing facilities

- This report covers the following Minebea Group manufacturing facilities.

Japan

Minebea Co., Ltd.
- Karuizawa Plant
- Matsuida Plant
- Saku Plant
- Fujisawa Plant
- Omori Plant
- Hamamatsu Plant

Minebea–Matsushita Motor Corporation
- Karuizawa Plant
- Hamamatsu Plant
- Yonago Plant

NMB Electro Precision, Inc.

Europe

United Kingdom

NMB-Minebea UK Ltd.
- Lincoln Plant
- Skegness Plant

Germany

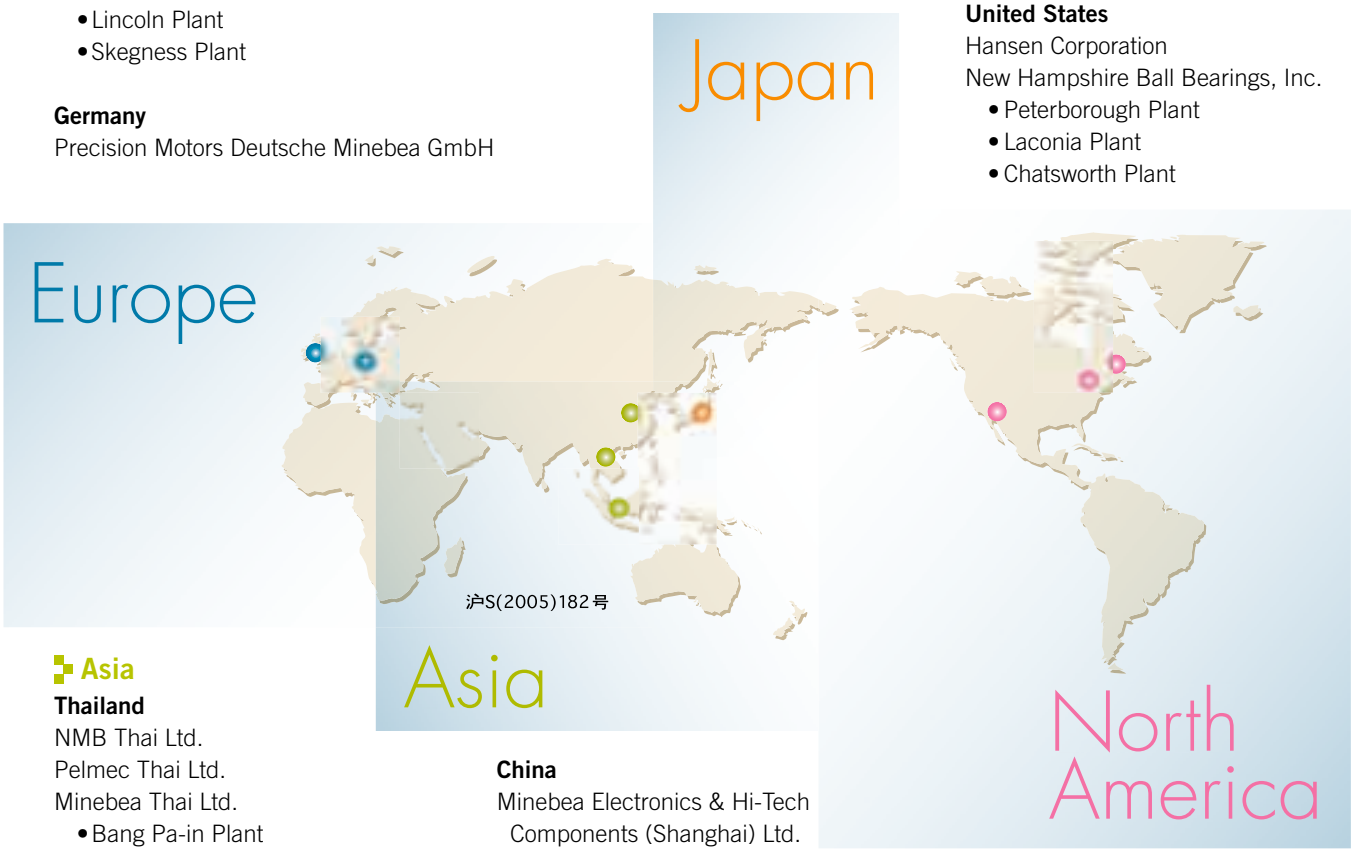
Precision Motors Deutsche Minebea GmbH

North America

United States

Hansen Corporation

New Hampshire Ball Bearings, Inc.
- Peterborough Plant
- Laconia Plant
- Chatsworth Plant



Asia

Thailand

NMB Thai Ltd.

Pelmec Thai Ltd.

Minebea Thai Ltd.
- Bang Pa-in Plant
- Rojana Plant
- Lop Buri Plant

NMB Hi-Tech Bearings Ltd.

NMB Precision Balls Ltd.

Minebea Electronics (Thailand) Co., Ltd.

Power Electronics of Minebea Co., Ltd.

Thai Minebea–Matsushita Motor Co., Ltd.
- Bang Pa-in Plant
- Lop Buri Plant

China

Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.
- Shanghai Plant
- Xicen Plant

Shanghai Shunding Technologies Ltd.

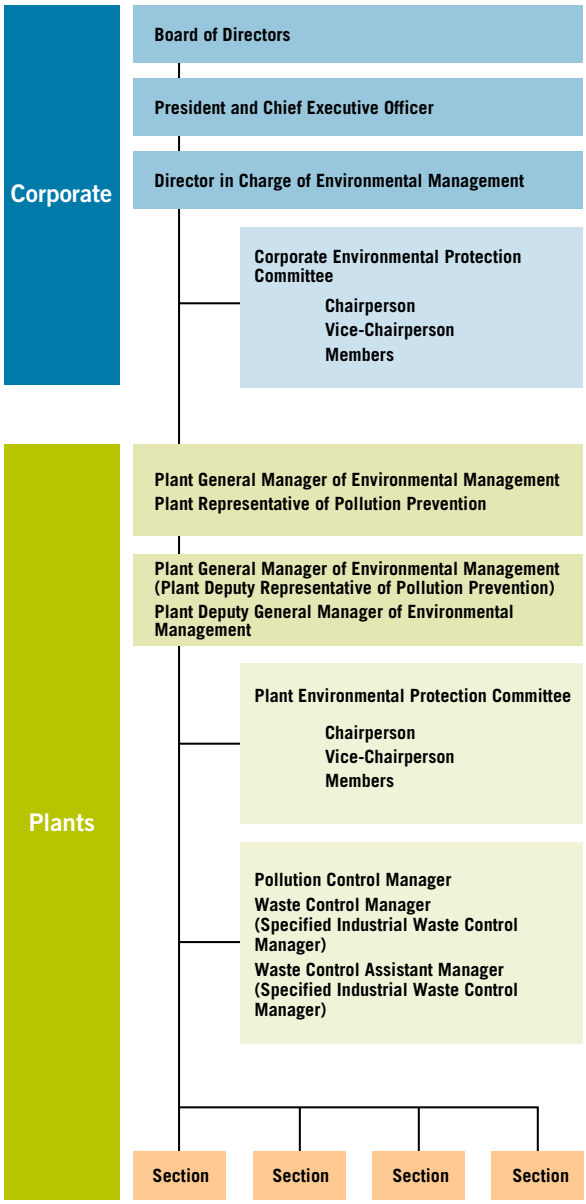
Singapore

NMB Singapore Ltd.
- Chai Chee Plant
- Jurong Plant (Tool & Die Div.)

Pelmec Industries (Pte.) Ltd.

Minebea has always recognized environmental protection as a top management priority and has taken an active role in addressing related issues. The Corporate Environmental Protection Committee, under the guidance of the director in charge of environmental preservation, currently spearheads environmental protection efforts for the entire Minebea Group. Actual activities are overseen by individual plant environmental protection committees, which proceed in accordance with decisions made by the Corporate Environmental Protection Committee, pertinent legislation and regulations and regional and municipal directives.

Environmental Management System



Environmental management meeting (Thailand)

Production facility inspection (Singapore)

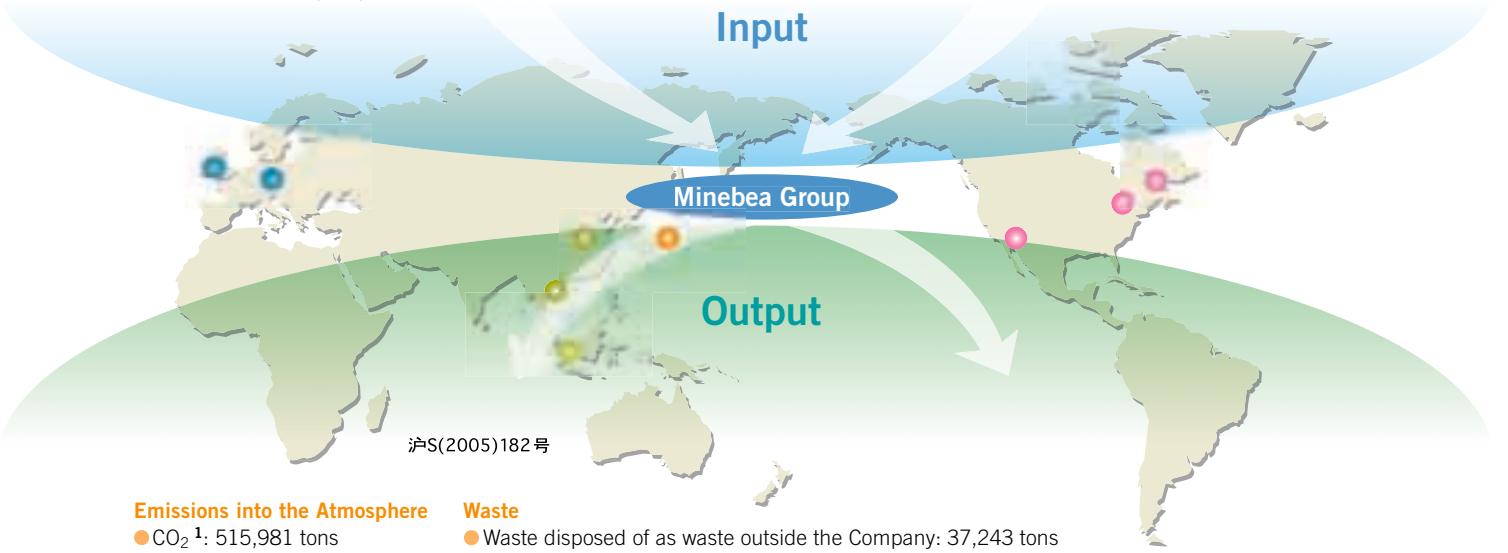
Minebea's global presence currently encompasses 29 plants in nine countries and 44 sales offices in 13 countries. Minebea acknowledges that these plants and sales offices exert a burden on the environment. This burden comprises "input," that is, the raw materials, energy and other materials the Company consumes for use in production, and "output," or the CO_2 emissions, industrial waste and products it discharges. The chart below depicts input and output from Minebea's plants in fiscal 2005.

◆ Input–Output Flow and Material Balance [11]

Energy
- Electricity: 804,435,000 kwh
- LPG: 1,995 tons
- City gas: 3,982,000 m^3
- Oil: 3,904 kiloliters
- Water: 3,563,000 m^3

Raw Materials/Components
- Steel: approximately 56,000 tons
- Resin: approximately 20,400 tons
- Electronic components
- Packaging materials

Chemical Substances
- PRTR chemicals [7]: 13.6 tons (Japan)



Emissions into the Atmosphere
- CO_2 [1]: 515,981 tons
- NO_X [2]
- SO_X [3]
- Particulates [10]

Waste
- Waste disposed of as waste outside the Company: 37,243 tons
- Waste recycled or reused: 28,750 tons
- Waste disposed of as landfill: 4,869 tons

Emissions into Water
- Wastewater: 3,300,000 m^3
- pH [4]
- COD [5]
- BOD [6]
- SS [8]
- n-Hexane extractions [9]

Products
- Bearings
- Motors
- PC keyboards
- Speakers
- Electronic devices
- Measuring components
- Others

Chemical Substances
- PRTR chemicals [7]: 12.2 tons (Japan)

Glossary

1. **CO_2: Carbon dioxide**
2. **NO_X: Nitrogen oxides**
3. **SO_X: Sulfur oxides**
   Emissions of CO_2, NO_X and SO_X result from the burning of coal, oil, gasoline and other fuels by, among others, thermal power generation, plant boilers and exhaust emissions from cars and trucks.
4. **pH:** A solution's pH reading indicates whether it is alkaline or acidic. The pH range is from 0 to 14, with 7.0 being neutral. Anything above 7.0 is alkaline, anything below 7.0 is acidic.
5. **COD: Chemical oxygen demand**
   The amount of oxygen required for oxidation of organic solids in water to CO_2. COD readings can be obtained more quickly than BOD readings, but they are less reliable. COD is commonly used to monitor pollution in effluent discharged into oceans and lakes.
6. **BOD: Biological oxygen demand**
   The amount of oxygen required for the biological oxidation of organic solids in water. The higher the BOD reading, the greater the level of pollution. BOD ratings usually take five days. BOD is commonly used to monitor pollution in effluent discharged into rivers.
7. **PRTR substances: Substances included in a Pollutant Release and Transfer Register (PRTR)**
   In Japan, the Law Concerning the Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management requires companies to register and monitor the release and transfer of designated PRTR substances. Many other countries have or are preparing similar laws.
8. **SS: Suspended solids**
   This term refers to matter suspended or dissolved in water or wastewater. The higher the percentage, the greater the water's turbidity.
9. **n-Hexane extractions**
   This term refers to the volume of oils and cleaning fluids extracted from water using the chemical n-Hexane. As used in this report, it denotes the volume of mineral oil extracted using n-Hexane.
10. **Particulates**
    Particulates are microscopic solid matter contained in exhaust gas generated as a result of combustion, heating or chemical reaction.
11. **Material balance**
    The net of "input" and "output."

◆ Energy Consumption and Resulting CO_2 Emissions (Fiscal 2005)

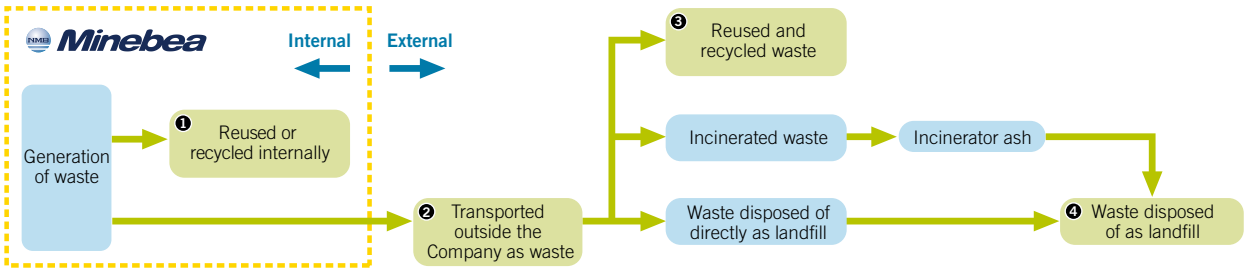
Energy	Unit	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	**Total**
Electricity	1,000 kWh	51,722	526,295	96,309	70,454	19,461	1,809	38,385	**804,435**
Kerosene	Kiloliters	70	0	388	0	0	0	6	**464**
Heavy oil	Kiloliters	1,265	0	12	0	0	0	0	**1,277**
Fuel oil	Kiloliters	10	892	189	0	320	4	170	**1,585**
Gasoline	Kiloliters	27	392	86	62	0	9	2	**578**
LPG	Tons	663	1,091	173	18	0	0	50	**1,995**
City gas	1,000 m^3	496	0	0	0	1,804	75	1,607	**3,982**
Water	1,000 m^3	245	2,603	289	222	131	0	73	**3,563**
CO_2 emissions	Tons	26,278	317,040	77,817	53,884	13,771	1,076	26,115	**515,981**

Note: In determining values for use in calculating CO_2 emissions at sites in Japan, Minebea referred to the Greenhouse Gas Emission Calculation Guideline for Businesses, published by Japan's Ministry of the Environment. In determining values for use in calculating CO_2 emissions overseas, Minebea referred Greenhouse (GHG) Protocol and Clean Development Mechanism and Joint Implementation (CDM/JI) criteria. Figures presented in the Minebea Group Environmental Report 2004 were calculated using values applicable for Japan only and were thus inaccurate.

◆ Waste [1]

(Tons)

	Japan	Thailand	China	Singapore	United Kingdom	Germany	United States	**Total**
❶ Reused or recycled internally	133	162	1,655	559	6	0	26	**2,541**
❷ Transported outside the Company as waste	1,408	15,624	8,655	7,103	1,903	44	2,506	**37,243**
❸ Reused or recycled externally	363	13,972	6,976	4,901	594	32	1,912	**28,750**
❹ Disposed of as landfill	204	1,652	0	1,129	1,305	6	573	**4,869**



◆ Handling and Transfer of PRTR Chemicals (Japan; as reported to relevant authorities)

(Tons)

PRTR Number	Chemical	Volume Handled	Emissions			Transfer	Plant
			Released into the Atmosphere	Released into Water	Landfill	Waste	
69	Hexavalent chromium compounds	1.7	0	0	0	1.1	Fujisawa Plant
144	Dichloropentafluoropane (HCFC-225)	10.8	10.6	0	0	0.2	Karuizawa Plant
232	Nickel compounds	1.1	0	0	0	0.3	Fujisawa Plant

Glossary

1. Waste
As used in this report, waste refers to industrial waste, that is, unwanted materials from industrial operations, and includes materials with negotiable value and materials to be recycled.

Minimizing Water and Air Pollution

Concentrations in Water

Japan

Karuizawa Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8–8.6	6.0–8.0	7.7	7.5
COD	40	30	6.2	3.6
BOD	40	30	9.3	3.3
SS	60	55	48.0	21.8
n-Hexane extractions	5	5	<1.0	<1.0

Hamamatsu Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8–8.6	6.0–8.0	7.6	7.1
COD	40	20	9.0	5.2
BOD	25	20	2.8	1.0
SS	40	25	8.6	2.7
n-Hexane extractions	5	5	<1.0	<1.0

Fujisawa Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.8–8.6	6.6–7.8	7.5	7.2
COD	60	30	13.0	8.0
BOD	60	30	24.0	6.2
SS	90	10	7.0	3.5
n-Hexane extractions	5	2	1.0	<1.0

China

Shanghai Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	6–9	7–8	8.0	7.7
COD	60	20	18.3	11.3
BOD	15	5	3.4	1.5
SS	70	10	9.0	5.0
n-Hexane extractions	3	1	1.0	0.7

Xicen Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	6–9	7–8	8.0	7.6
COD	60	20	19.0	11.9
BOD	15	5	4.2	1.6
SS	70	10	9.0	6.0
n-Hexane extractions	3	1	1.0	0.7

Thailand

Bang Pa-in Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5–9.0	6.5–8.5	8.3	7.6
COD	120	80	38.1	34.3
BOD	20	18	5.1	3.4
SS	50	20	3.9	2.6
n-Hexane extractions	5	5	0.8	0.7

Lop Buri Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5–9.0	6.5–8.5	8.2	7.9
COD	120	80	49.5	35.1
BOD	20	18	7.6	5.0
SS	50	20	11.1	9.1
n-Hexane extractions	5	5	2.6	2.3

Rojana Plant (Mg/liter)

	Limit for Industrial Estate	Voluntary Limit	Maximum	Average
pH	5.5–9.0	6.5–8.0	7.3	7.0
COD	1,250	1,000	351.0	233.7
BOD	1,000	500	70.0	60.3
SS	200	150	28.0	15.5
n-Hexane extractions	10	10	4.3	2.2

Ayutthaya Plant (Mg/liter)

	Legal Limit	Voluntary Limit	Maximum	Average
pH	5.5–9.0	6.5–8.5	7.6	7.5
COD	120	80	27.2	22.0
BOD	20	18	3.0	3.0
SS	50	20	2.2	1.2
n-Hexane extractions	5	5	0.5	0.5

Concentrations in Air

Karuizawa Plant (Absorption 600-ton boiler)

	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	0.3	0.25	0.007	0.007
NOx	ppm	180	150	81	81
SOx	m³N/h	1.2	1.0	0.33	0.33

Fujisawa Plant (Sectional hot water boiler)

	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	0.3	0.15	—	<0.001
NOx	ppm	150	80	77	65
SOx	m³N/h	0.525	0.250	0.006	0.006

Hamamatsu Plant (Absorption chiller heater)

	Unit	National Limit	Voluntary Limit	Maximum	Average
Particulates	g/m³N	0.3	0.2	—	<0.01
NOx	ppm	180	100	77	72
SOx	m³N/h	—	—	—	—

Wastewater treatment facility, Fujisawa Plant (Japan)

Minebea recognizes accounting for environmental protection efforts using economic indicators as a crucial aspect of management. By applying economic indicators to the costs incurred by these efforts, Minebea strives to ensure its investments are both appropriate and effective. Minebea's environmental accounting system is based on the *Environmental Accounting Guidelines* published by the Japanese Ministry of the Environment. Environmental costs incurred by overseas production bases area also accounted for using these guidelines.

Scope

- Period covered: Fiscal 2005 (April 1, 2004–March 31, 2005)
- Scope of calculations: Minebea and Minebea Group (see page 4)

New X-ray fluorescence (XRF) spectroscope, used to detect the presence of hazardous substances in parts and raw materials purchased from outside suppliers (Bang Pa-in Plant)

Costs of Environmental Protection Activities

(Millions of yen)

Category		Description	Investment	Expenses
1. Business area costs (Environmental protection costs to minimize the environmental burden resulting from manufacturing and service activities within the business area)		See specific entries for a, b and c below.	**570**	**2,000**
Breakdown	a. Pollution prevention costs	Costs related to the installation, disposal, maintenance and management of facilities to prevent water and air pollution, others	**93**	**659**
	b. Environmental protection costs	Installation, depreciation, operating and maintenance costs for ozone-depleting substance (ODS)-free water-based cleaning facilities, others	**183**	**896**
	c. Resource recycling costs	Waste disposal and recycling equipment, costs, others	**294**	**445**
2. Upstream/downstream costs (Environmental protection costs to minimize the burden of key upstream and downstream operations)		Costs related to the installation of analyzers, analysis of materials as part of the Green Procurement Program, printing and revenue stamp costs for contracts with suppliers, others	**15**	**40**
3. Administration costs (Environmental protection costs stemming from administrative activities)		Personnel, maintenance and management costs for environmental management system, others	**10**	**209**
4. R&D costs (Environmental protection costs stemming from R&D activities)		Costs related to the research and development of ODS-free water-based cleaning facilities, others	**16**	**50**
5. Community activity costs (Environmental protection costs stemming from community activities)		Costs related to greening programs, landscape preservation, others Support for 2005 Special Olympics World Winter Games in Nagano, others	**0**	**98**
6. Environmental remediation costs (Costs incurred for environmental remediation efforts)		Costs related to soil replacement and the operation, maintenance and depreciation of water-based cleaning facilities, others	**0**	**134**
Other costs			**9**	**24**
Total			**620**	**2,555**

Exchange rates used: S$1.00=¥65.2; 1 baht=¥2.7; 1 yuan=¥13.0; £1.00=¥202.0; € 1.00=¥138.9; US$1.00=¥107.4

This section focuses on Minebea's environmental achievements and objectives in fiscal 2005 and objectives for fiscal 2006. For detailed information and specific examples, please refer to the page(s) indicated in the right column.

Products

Objectives for Fiscal 2005	Achievements in Fiscal 2005	Objectives for Fiscal 2006	Page
Reduction or Elimination of Hazardous Chemical Substances in Products 1. Switched to lead-free solder: Achieve by December 2004 2. Eliminate hexavalent chromium Achieve by December 2004 for all products except automotive fasteners; Automotive fasteners: achieve by June 2005 3. Promote non-PVC coating materials for speaker boxes	1. Switch to lead-free solder: 80% achieved; remaining 20% behind schedule owing to customer specifications and delay in procuring appropriate parts 2. Eliminate hexavalent chromium: Eliminated from electronic devices and components. Elimination from automotive fasteners delayed owing to customer specifications 3. Promote non-PVC coating materials for speaker boxes: Ongoing	1. Ensure RoHS compliance for all products (except certain special components) 2. Eliminate hexavalent chromium from automotive fasteners: Promote elimination in line with customer specifications 3. Promote non-PVC coating materials for speaker boxes	14
Reduction of Energy Consumption/ Contribution to Prevention of Global Warming Ongoing	1. Contributed to environmental improvement by increasing precision of ball bearings 2. Developed medium-sized white and RGB LED backlights	Ongoing	15

Procurement

Objectives for Fiscal 2005	Achievements in Fiscal 2005	Objectives for Fiscal 2006	Page
Green Procurement 1. Publish *Minebea Group Green Procurement Standard* 2. Commence full-scale implementation of green procurement	1. Published *Minebea Group Green Procurement Standard* 2. Held green procurement presentations at principal procurement bases	Promote ongoing implementation of green procurement	16 17

Distribution

Objectives for Fiscal 2005	Achievements in Fiscal 2005	Objectives for Fiscal 2006	Page
Environmentally Sound Distribution Expand use of energy-efficient distribution methods	1. Began monitoring diesel-powered transport vehicles for compliance with regulations 2. Continued to promote use of energy-efficient distribution methods	1. Expand use of energy-efficient distribution methods 2. Use packaging materials with minimal negative environmental impact	18

Note: The objectives presented herein were formulated based on certain assumptions. Please note that the Company's actual performance may vary significantly from any particular objective, owing to various factors. Persons interested in transactions with Minebea are advised to contact the appropriate person in charge in advance.

Plants

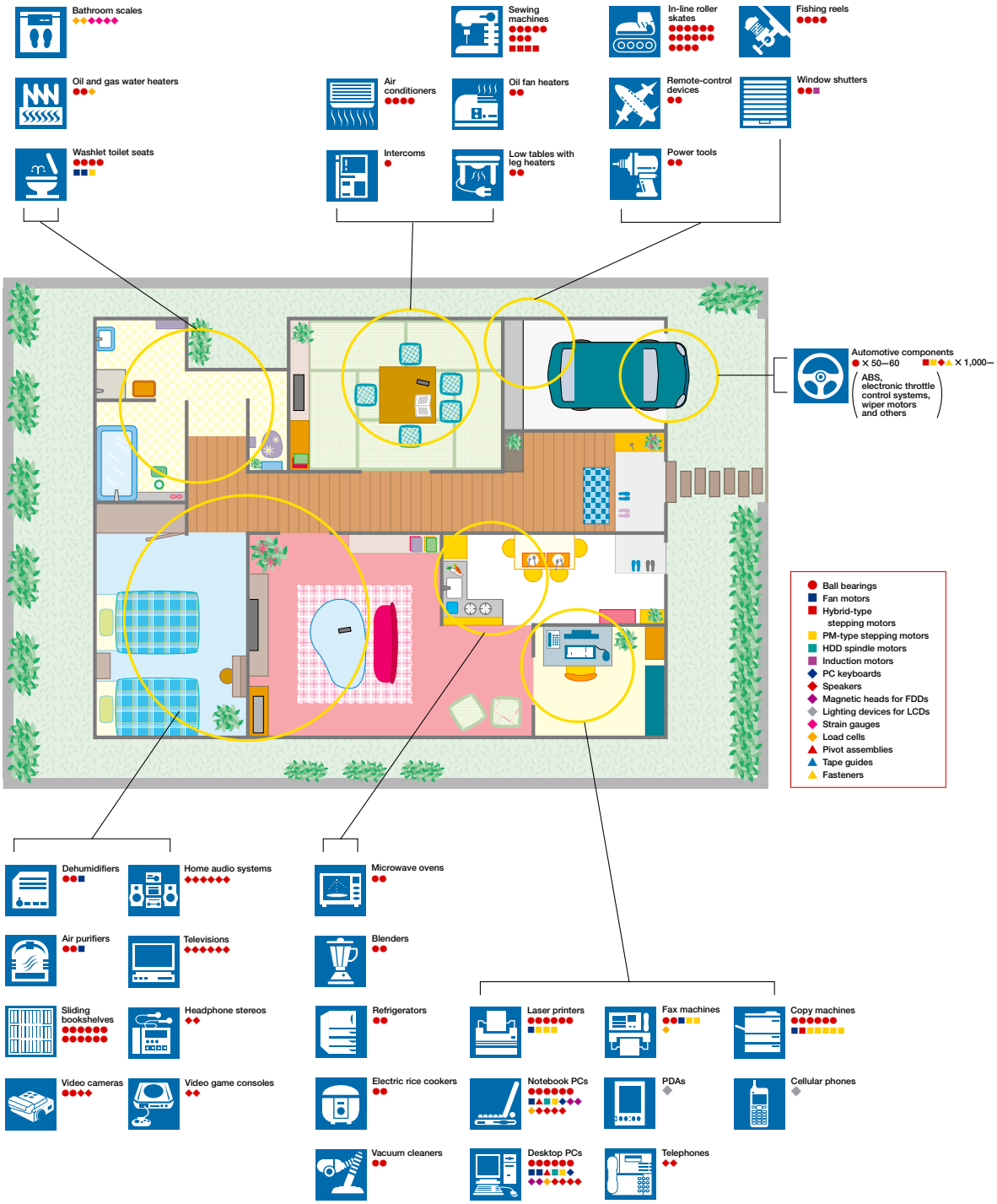
Objectives for Fiscal 2005	Achievements in Fiscal 2005	Objectives for Fiscal 2006	Page
Rehabilitation of Contaminated Soil and Groundwater 1. Observe the environmental laws and regulations of each of the countries in which we have plants 2. Continue to implement measures to resolve contamination at plants	Resolved contamination caused by chlorinated organic solvents Greatly reduced concentrations of contaminants in soil at Karuizawa and Fujisawa plants and site of former Ichinoseki Plant	1. Observe environmental laws and regulations 2. Continue to implement measures at plant sites found to be contaminated	20
Prevention of Damage to the Ozone Layer Switch to air conditioners that do not use ODSs when installing new or replacing existing units		Switch to air conditioners that do not use ODSs when installing new or replacing existing units	—
Promotion of "3R" Compatibility for Waste 1. Reduce total waste output 15% from the fiscal 2003 level by March 2006 2. Determine total waste output from all plants, including those in the United States and Europe	Reduced disposal of waste as landfill Fiscal 2004 volume: 4,569 tons Fiscal 2005 volume: 4,869 tons (+6.0%) Note: In fiscal 2005, Minebea's total waste output exceeded the fiscal 2004 level. Renewing its commitment to 3R compatibility, Minebea will step up efforts to achieve its final objective.	Reduce total waste output 15% from the fiscal 2003 level by March 2006	7
Prevention of Water Contamination Observe environmental laws and regulations	1. Japan: All plants have brought contamination below levels stipulated by local laws and regulations 2. Thailand: All plants have brought contamination below levels stipulated by local laws and regulations 3. China: All plants have brought contamination below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
Prevention of Air Pollution Observe environmental laws and regulations	Japan: All plants were below levels stipulated by local laws and regulations	Observe environmental laws and regulations	8
Reduction of Energy Consumption/ Contribution to Prevention of Global Warming Lower energy consumption (per unit of production) 1% annually	1. Energy consumption at plants worldwide Fiscal 2004: 857,448,000 kWh Fiscal 2005: 804,435,000 kWh (–6.0%) 2. Purchased green power 3. Implemented measures to lower energy consumption Examples: • Switched to compressors with inverters • Switched to light fixtures with inverters 4. Promoted greening of plants	Lower energy consumption (per unit of production) 1% annually	7 19 20
Management of Chemical Substances 1. Step up use of MMDB-II, the Minebea Group's chemical substance management database 2. Develop English-language version of MMDB-II	1. Developed MMDB-II (includes approximately 3,000 chemical substances) 2. Completed English-language version of MMDB-II	1. Expand use of MMDB-II 2. Commence use of English-language version of MMDB-II 3. Commence use of XRF spectroscopes to detect presence of substances banned under the RoHS directive	— 20
Establishment of Pollution Patrol Programs 1. Continue to implement and improve regular patrols 2. Conduct regular audits of waste processing service providers	1. Implemented environmental patrols covering plants as well as surrounding areas 2. Conducted regular audits of waste processing service providers	1. Continue to implement and improve regular patrols 2. Conduct regular audits of waste processing service providers	—

◆ Other Areas

	Objectives for Fiscal 2005	Achievements in Fiscal 2005	Objectives for Fiscal 2006	Page
Education	**New employees** Ongoing	Implemented environmental education programs for new recruits	Ongoing	21
	In-house training (internal auditors) Ongoing	Implemented training program for in-house environmental auditors: Fiscal 2005: 17 in Japan (cumulative total: 141)	Ongoing	21
	Basic employee education Ongoing	Provided regular environmental education for all employees	Ongoing	—
	Emergency response training Ongoing	Implemented fire, oil leak drills	Ongoing	21
Environmental Communications	**Present information on environmental protection efforts** Publish Minebea Group Environmental Report	1. Presented information on environmental protection efforts on the Minebea web site 2. Published Minebea Group Environmental Report 2004	Publish Minebea Group Environmental Report	22
	Communication with local communities Continue to communicate with local communities	Held in-house essay contests	Ongoing	23
Community Activities	**Clean-up programs** Ongoing	Organized clean-up programs around plant sites	Ongoing	—
	Tree-planting/Greening of plants Ongoing	Implemented/participated in programs at plants and sales offices	Ongoing	—
	Support for local environmental protection efforts Provide support for local environmental protection efforts	Implemented/participated in programs at plants and sales offices	Ongoing	—
	Environmental protection funds Shanghai–Minebea Lake Dianshan-hu Environmental Protection Fund (Established April 1, 1996) Increase fund to Rmb 11.0 million (approximately ¥146.0 million)	1. Used fund to assist local environmental protection activities 2. Susumu Fujisawa, Managing Executive Officer in charge of China operations, received the Shanghai Municipal Award of Environmental Protection for Individuals	Continue to use fund to assist local environmental protection activities	25

Minebea's ball bearings, fan motors, electronic devices and components and other precision products are used in a wide range of applications in the home and office, as well as in the aerospace and automotive industries. It is estimated that, for example, between 100 and 200 small-sized ball bearings are used in the average home. Ball bearings are bearings that contain rolling elements, that is, balls, which minimize friction, thus enabling devices to spin smoothly. In today's increasingly sophisticated, information-driven society, miniature ball bearings are required in ever-greater numbers for advanced home and office electronic equipment and are contributing to efforts to develop models that are smaller, use less energy and last longer.

Minebea Products: Essential to Modern Lifestyles



Reduction or Elimination of Hazardous Chemical Substances in Products

Ensure Bearings Comply with RoHS Directive

Minebea's ball bearings are used extensively in PCs, printers, copiers and other information and communications equipment, as well as in video cameras and other household electronic equipment. Minebea began taking steps early to eliminate substances banned under the RoHS directive[1] from its bearings and has succeeded in achieving this goal.

Eliminate Hexavalent Chromium

Fasteners for automobiles are often coated with anticorrosion coatings called chromates. Chromates contain hexavalent chromium, which is considered a hazardous chemical substance and is banned under the European Union (EU) ELV directive[2].

The Fujisawa Plant, Minebea's production base for fasteners, has introduced equipment for processing chromates without using hexavalent chromium and is eliminating hexavalent chromium from its automotive fasteners in response to customer demands.

Glossary

1. **RoHS (Restriction of Hazardous Substances) directive**
   An EU directive banning the use of lead, mercury, cadmium, hexavalent chromium and polybrominated biphenyls (PBB) in electrical and electronic equipment brought to market after July 1, 2006.

2. **ELV (End-of-Life Vehicles) directive**
   An EU directive aimed at reducing environmental impact and improving the recyclability of end-of-life vehicles by banning the use therein of lead, mercury, cadmium and hexavalent chromium. (Certain components and the retroactivity of this directive are still under consideration.)

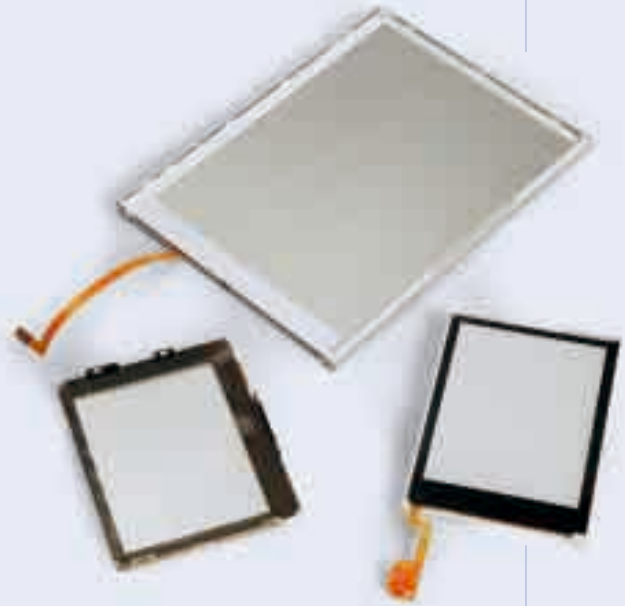
◆ Reduction of Energy Consumption/Contribution to Prevention of Global Warming

Helping Ball Bearings and Fluid Dynamic Bearings Contribute to a Healthier Environment

A ball bearing's precision depends on the raceway roundness of its inner and outer rings, sphericity of the balls used and the quality of the materials used in its various parts. Minebea's constant efforts to improve its performance on all fronts has enabled it to set the global standard for ball bearing precision.

Minebea's machining and maintenance technologies cultivated in the half-century since its establishment, together with its highly efficient production line layout, facilitate the production of all the ball bearing parts it uses in-house.

The outstanding precision and quality of Minebea's bearings is contributing not only to higher levels of precision for information and communications equipment, automobiles and other applications, but also to longer product lives and lower energy and resource consumption.



Development of Medium-Sized LED Backlight

Flat panel displays (FPDs)[1] are increasingly prevalent, with applications varying from cellular phones to large-screen televisions. This trend has been supported by the development of high-performance backlights.

Conventional medium-sized (6- to 10-inch) LCD modules use cold cathode fluorescent lamps (CCFLs) as their light sources. Minebea has developed a new medium-sized backlight that uses a white LED instead of a CFFL, facilitating extensive and continuous dimmering control. Minebea's proprietary thermal radiation design technology greatly improves efficiency while reducing power consumption and prolonging operating life. Moreover, unlike CCFLs, which contain mercury, a substance hazardous to human health, Minebea's LED backlights are entirely free of mercury as well as lead.

Glossary

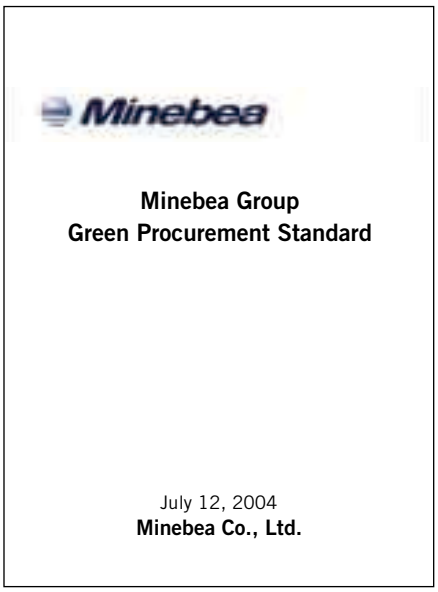
1. FPD (Flat Panel Display)
Lightweight, thin screen displays that use LCD technology instead of cathode-ray tubes.

2. LED (Light-Emitting Diode)
A light-emitting diode (LED) is a semiconductor device that lights up when electricity is passed through it. The development of the white LED made it possible to use LEDs not only in as well as in conventional display equipment applications, but also in lamps for automobile headlights and taillights and fluorescent lamps.

Minebea's Green Procurement Program focuses on the purchase of materials and parts that are ecologically sound, that is, raw materials and parts that contain no hazardous substances and the production of which does not result in emissions of hazardous substances.

Publication of *Minebea Group Green Procurement Standard*

The concept of Green Procurement is commonly accepted by manufacturers in the electrical and electronic equipment and automotive industries, Minebea's two main client industries. Minebea ensures its ability to respond to the requirements of customers by limiting its procurement to green suppliers. To this end, in July 2004 the Company published *Minebea Group Green Procurement Standard* and distributed copies to suppliers to communicate its specific requirements for environment-friendly materials.



Ban on Hazardous Substances

In accordance with directives, laws and regulations in Japan, the EU and elsewhere, Minebea has banned the use of a number of hazardous substances in the parts, materials and packaging it uses. (For certain of these substances, Minebea has set separate limitations on scope and period of the ban.) For further information, please refer to *Minebea Group Green Procurement Standard*.

Chemical Substances Banned in Products from Suppliers
Heavy Metals and Metal Compounds
1. Cadmium and cadmium compounds
2. Hexavalent chromium compounds
3. Lead and lead compounds
4. Mercury and mercury compounds
5. Tributylin oxide (TBTO)
6. Tributyl tin (TBT) Triphenyl tin (TPT)
Halogen System Organic Compounds
7. Polybrominated biphenyls (PBB)
8. Polybrominated diphenyl ether (PBDE)
9. Polychlorinated biphenyls (PCB)
10. Polychlorinated napthalenes (PCN)
11. Polychlorinated terphenyls (PCT)
12. Short-chain chlorinated parafins
Others
13. Asbestos
14. Azo colorants (azo compounds)
15. Ozone-depleting substances (ODSs)
16. Radioactive substances
17. Formaldehyde
18. Dioxins
19. Polyvinyl chloride (PVC) and PVC compounds

◆ Green Procurement Presentations

To promote the practical application of green procurement concepts, Minebea recognizes the need to encourage better understanding of its green procurement policy and approach among suppliers and customers and secure their cooperation. To this end, Minebea conducts green procurement presentations in Japan and overseas in locations close to key suppliers of raw materials and parts. A total of 700 suppliers have attended these presentations since the first was given in November 2004.

Japan

Hong Kong

Thailand

◆ Information Green Procurement Activities at Minebea's Web Site

Information on Minebea's green procurement activities is available at Minebea's web site. Interested suppliers and customers are invited to visit the following page:

http://www.minebea.co.jp/procurements/en/green/index.html

Top page of Minebea's green procurement web site

Reducing environmental impact over the course of a product's life necessitates improving the environmental soundness of distribution practices. Minebea is taking steps to reduce emissions of CO_2 and atmospheric pollutants.

Implementation of Environmentally Sound Distribution Practices

Monitoring Diesel Levels (Fujisawa Plant)

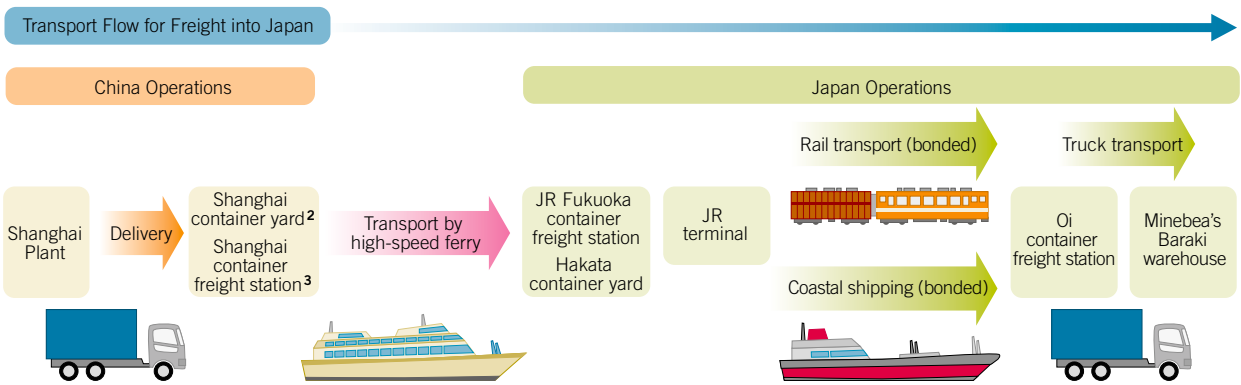
Since October 2003, Minebea has prohibited the use of diesel-powered vehicles that fail to meet standards for the release of particulate matter in effect in Tokyo, Chiba, Saitama and Kanagawa prefectures.

Trucks and other diesel-powered vehicles used to transport materials to and from the Fujisawa Plant are subjected to regular checks of vehicle inspection certificates, thereby facilitating effective monitoring of vehicles' compliance with diesel regulations.

Check of vehicle inspection certification
Fujisawa Plant (Japan)

Energy-Efficient Transport

Minebea uses high-speed ferries to transport freight from Shanghai to Hakata and Japan Railways (JR) rail transport or coastal shipping between Hakata and Tokyo. This reduces the transport lead time by eight or nine days over conventional transport methods while at the same time uses less fuel and releases less CO_2 into the atmosphere.



Glossary

1. Transport lead time
Period from commencement of arrangements through to transfer into Minebea warehouse.

2. Container yard
Container storage facility designated by the shipping company.

3. Container freight station
Station where the shipping company transfers loaded freight to shipping containers.

"Minebea's manufacturing activities depend on the communities in which its plants are located. Accordingly, we must strive to contribute to these communities and to not be a burden on them." These words were spoken in June 1993 by then-president Goro Ogino at a meeting of the Corporate Environmental Protection Committee. Today, this conviction is shared by all Minebea Group companies and serves as a guideline for environmental protection and other efforts at Group plants.

◆ Reduction of Energy Consumption/ Contribution to Prevention of Global Warming

Green Power Procurement (Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.)

On June 12, 2005, Minebea Electronics & Hi-Tech Components (Shanghai) was recognized by the Shanghai Municipal Government for its participation in the city's first Green Electricity Scheme. A total of 15 companies and municipal organizations were presented with certificates in a ceremony held in Shanghai's Hongji Plaza.

"Green power" refers to power generated from natural energy and includes solar and wind power. The use of green power reduces CO_2 emissions, thereby contributing to the prevention of global warming.

Shanghai's location near the ocean makes it highly suited to wind farms. Minebea began procuring wind power from a municipal wind farm in July 2005.

Green Electricity Scheme Certificate, presented by the Shanghai Municipal Government

Zhou Yupeng, vice-mayor of Shanghai, and Susumu Fujisawa, Managing Executive Officer in charge of China Operations, at a signing ceremony for Minebea's agreement to purchase green power from the city of Shanghai

Switch to Inverters (Hamamatsu Plant)

The Hamamatsu Plant is installing inverters as part of a bid to reduce energy consumption. In fiscal 2004, the plant installed inverters in lighting equipment, water pumps and large air conditioner motors with inverters, a move that reduced energy consumption by approximately 100,000 kilowatt hours (approximately ¥1.5 million) annually. This is equivalent to 1.6% of the power used by the Hamamatsu Plant in fiscal 2004.

Water pump control panel with inverter installed at the Hamamatsu Plant

Greening of Plant Sites (Thailand)

The Bang Pa-in, Ayutthaya and Rojana plants received Green Factory Certificates from the Thai government following an assessment carried out on October 28, 2004, in honor of Her Majesty Queen Sirikit's 72th birthday.

Since establishing operations in Thailand, Minebea has taken particular care to ensure a green environment at each of its plants in the kingdom. The three plants awarded Green Factory Certificates in 2004 are particularly notable for providing employees with cool, green rest areas, as well as for their efforts to contribute to the prevention of global warming.

Trees at Minebea's Bang Pa-in Plant in Thailand (view of the plant grounds from the main gate)

Management of Chemical Substances

Installation of XRF Spectroscopes in Thailand and China

As indicated by the introduction of directives, such as the EU's RoHS and ELV, countries around the world are stepping up efforts to regulate the use of hazardous substances, namely lead, mercury, cadmium, hexavalent chromium, PBB and PBDE, in products. To comply with such directives, Minebea has launched green procurement and strives to ensure the raw materials and parts it purchases from outside suppliers contain no hazardous substances. At its principal plants in Thailand and China, Minebea has installed XRF spectroscopes, enabling it to detect the presence of multiple hazardous substances in such parts and raw materials simultaneously.

Testing procedure using XRF spectroscope at the Bang Pa-in Plant in Thailand

Rehabilitation of Contaminated Soil and Groundwater

Cleanup of Contamination from Organic Chlorinated Solvents

The superb cleaning capabilities of tetrachloroethylene, trichloroethylene and other organic chlorinated solvents have long supported their widespread use in cleaning processes for precision components, PCs and electronic components. However, leakage of these solvents from facilities and containers in the form of liquid and vapor has resulted in significant accumulations in soil and groundwater.

Because it previously used organic chlorinated solvents in its manufacturing processes, Minebea has conducted voluntary inspections of its plants in Japan. These inspections confirmed the presence of contamination at the Karuizawa, Fujisawa and Omori plants, as well as at the site of the former Ichinoseki Plant. Minebea promptly informed local authorities and, in line with directives issued thereof, is implementing cleanup measures.

Minebea provides a variety of environmental education programs for its employees with the aim of maintaining and improving its environmental management system, enhancing employee skills and minimizing the impact of environmental emergencies.

Training Program for In-House Environmental Auditors

To enhance the capabilities of in-house environmental auditors, Minebea provides annual training programs for employees. These programs are instructed by accredited in-house auditors and comprise two days of intensive instruction on, among others, ISO 14001 audit procedures, global environmental issues, environment-related technologies, environmental laws and internal auditing methods. At the end of the two days, students divide into teams to review the program and present and debate conclusions, and attend a lecture by the director in charge of environmental preservation.

Employees who complete the program are presented with certificates of completion by the director in charge of environmental preservation. As of the fiscal 2005 year-end, Minebea had 141 qualified in-house environmental auditors.

Lecture by the director in charge of environmental preservation

Fieldwork

Educational Programs for New Recruits

As part of their initial group training program, new recruits attend lectures on Minebea's Environmental Protection Principle, environmental management system and environmental protection efforts. These lectures are aimed at raising the environmental awareness of these individuals, both as responsible members of society and employees.

After the program, recruits must prepare reports on specific topics covered in these lectures, a task that demands a solid understanding of environmental protection efforts.

Lecture for new recruits by the chairperson of the Corporate Environmental Protection Committee

Environmental Emergency Drills (Karuizawa Plant)

Minebea conducts extensive emergency earthquake, fire and oil spill drills every year at its domestic and overseas plants. These drills encompass the impromptu establishment of an on-site command center, which directs the actions of employees.

With the aim of ensuring the safety of its employees, Minebea has installed magnetic card-activated access control systems at all of its plants. Minebea has also adopted a system that enables it to monitor the whereabouts of employees in the event of an evacuation.

Environmental emergency drill at the Karuizawa Plant

Corporate entities today must respond to public demand for information on their environmental protection efforts and achievements. Minebea provides extensive information to the public via its web site and its annual environmental report. Minebea also actively solicits the views of its employees regarding its environmental activities.

Information on Environmental Efforts on the Minebea Web Site

The Minebea web site features information on current environmental protection efforts, as well as Minebea's Environmental Protection Principle and a history of efforts to date.

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

For inquiries and comments on Minebea's environmental efforts, please see the back cover of this report.

Top page of Minebea's web site

Publication of the Minebea Group Environmental Report

In recent years, companies have come under increasing pressure to disclose information on their efforts to incorporate environmental protection efforts into their business activities. In 2003, Minebea published its first annual Group environmental report.

To ensure that future editions of its environmental report are as useful and informative as possible, Minebea includes a brief questionnaire for readers in each copy of the report.

Minebea Group Environmental Report 2004

10th Anniversary Essay Contest Sponsored by Minebea Electronics & Hi-Tech Components (Shanghai)

To celebrate the 10th anniversary of Minebea's presence in Shanghai, the employees' union of Minebea Electronics & Hi-Tech Components (Shanghai) sponsored an essay contest. Entrants were asked to submit essays on environmental aspects of their jobs or environment-related tasks for the future. Winning compositions were announced a special awards ceremony on October 20, 2004.

Submissions indicated a high level of employee understanding and approval of Minebea's environmentally sound business practices and management efforts, indicative of the importance employees place on environmental issues. Winning essays are listed to the right.

Minebea Electronics & Hi-Tech Components (Shanghai), which celebrated its 10th anniversary in 2004

■ Special Prize

Ms. Wang Qing Qing (Fan Motors)
Essay: "The Ongoing Progress of Minebea"

■ First Prize

Ms. Zhang Yan (Facilities)
Essay: "Minebea: Our Home"

Ms. Shen Shao Hua (Fan Motors)
Essay: "Earning Praise from the World"

■ Second Prize

Mr. Yang Jian Feng (Fan Motors)
Essay: "Minebea's Continued Progress"

Ms. Zou Jing (Personnel)
Essay: "Minebea in Shanghai"

Ms. Fan Xiao Yan (Facilities)
Essay: "Understanding Minebea through its Work Customs"

■ Third Prize

Ms. Shen Rong Rong (Bearings)
Essay: "Minebea Electronics & Hi-Tech Components (Shanghai): My Thoughts"

Daughter of Minebea Engineering Headquarters Employee Wins National Junior and Senior High School Essay Contest on the Theme of "Caring for the Environment"

Akane Inoue, a second-year junior high school student and daughter of Izumi Inoue of Minebea's Engineering Headquarters, was one of 10 first prize winners in an essay competition for junior and senior high school students sponsored by the World Wide Fund for Nature Japan and Volvo Cars Japan on the theme of "Caring for the Environment." The contest attracted more than 35,000 entries from across Japan. Of the 10 first prizes awarded, seven were to junior high school students and three were to senior high school students. Prizes were presented at a ceremony at the Embassy of Sweden in Tokyo which was attended by His Imperial Highness Prince Akishino, Honorary President of WWF Japan, and Her Imperial Highness Princess Kiko.

Minebea is working with national and municipal authorities, educational institutions and other organizations with the aim of contributing to environmental protection and the creation of a sustainable, recycling-oriented society.

Aid to Victims of Indian Ocean Earthquake and Tsunami

Minebea sent aid to the victims of the December 26, 2004, earthquake off the north coast of Sumatra, Indonesia, and the subsequent tsunamis, which caused many deaths and vast destruction throughout the Indian Ocean region, comprising a cash contribution of ¥5.0 million to the Japanese Red Cross Society for victims throughout the region and a cash contribution of approximately 5.5 million baht (approximately ¥14 million)* to Thailand, home to the Minebea Group's largest production base.

*Of this total, 500,000 baht represented donations from Minebea Group employees in Thailand.

Representatives of Minebea Group companies in Thailand present a check to Thaksin Shinawatra, Prime Minister of Thailand. From left to right: Vutichai Udomkarnjananan, director, NMB Thai Ltd.; Masayoshi Yamanaka, in charge of Asian Region Operations for the Minebea Group; and Prime Minister Thaksin Shinawatra

Donation to 2005 Special Olympics World Winter Games in Nagano, Japan

Minebea donated ¥5.0 million to the 2005 Special Olympics World Winter Games, which were held in Nagano, Japan, from February 26 through March 5, 2005. The Special Olympics aim to promote independence and participation in society for individuals with intellectual disabilities, as well as to enhance international exchange. Minebea's decision to make this donation reflects two factors: (a) its registered headquarters is in Nagano Prefecture, and (b) its core values include ensuring Minebea is welcome in local communities and contributing to global society.

Letter of acknowledgment from the organizers of the 2005 Special Olympics World Winter Games

Receipt of Shanghai Municipal Award of Environmental Protection for Individuals by President of Minebea's Manufacturing Subsidiary in China

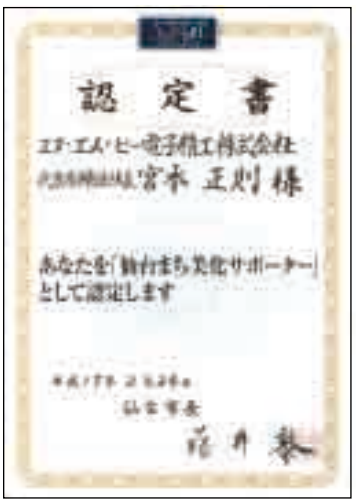
On May 27, 2004, Susumu Fujisawa, President of manufacturing subsidiary Minebea Electronics & Hi-Tech Components (Shanghai) received the Shanghai Municipal Award of Environmental Protection for Individuals from the Shanghai Municipal Environmental Protection Agency. This award is granted every other year to commend organizations and individuals that have made an outstanding contribution to environmental protection. In 2004, the award was granted to 38 organizations and 63 individuals. Mr. Fujisawa was the only foreign individual to receive the award this year.

Shanghai Municipal Award of Environmental Protection for Individuals certificate

NMB Electro Precision's Involvement in Sendai City Beautification Program

Subsidiary NMB Electro Precision Inc., based in Sendai, Japan, is participating in a support capacity in the Sendai City Beautification Program, a partnership involving the municipal government, individuals and corporations. The company's role includes assisting companies to clean up the areas around their factories and collecting waste.

Sendai-based NMB Electro Precision



Certification of participation in the Sendai City Beautification Program

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Tel: +81-3-5434-8611
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For further information, please contact:
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Environmental Management Office, Karuizawa Plant,
4106-73, Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293
Tel: +81-267-31-1378
Fax: +81-267-31-1347

Additional information on Minebea's environmental efforts is available in English at:
http://www.minebea.co.jp/english/environment/

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