



MINEBEA AND TAKAMI TAKAHASHI

COMPANY BACKGROUND

Minebea K.K. (Kabushiki Kaisha) was founded in 1951 to manufacture miniature bearings, and under the powerful leadership of Takami Takahashi since 1959, growth was accomplished through bold investments in plant and equipment, an aggressive strategy of diversification via acquisition, and production globalization developed before that of other companies. A summary of the financial performance of Minebea for the twenty-five years after 1963 is shown in Appendix 1. 10

In 1988, Minebea was a company with capital of ¥56.4 billion, (representing 366.7 million shares), sales of ¥156.3 billion (¥199.6 billion on a consolidated basis), pre-tax profit of ¥15.3 billion (¥7.3 billion consolidated), and 3,700 employees. What could be called its “core” business of bearings (miniature bearings, small-diameter bearings, and rod end bearings) only accounted for 28% of total sales while electronic equipment and components (small-scale precision motors, strain gauges, monitoring devices, calculators, keyboards, speakers, semi-conductors, etc.) accounted for the largest percentage of total sales with 46%. Other businesses were machinery components (screws, die cast parts, etc.) with 13%, transportation equipment (motor vehicle wheels) with 3%, special products (defense equipment) with 3%, and other product categories with 7% of total sales, respectively. 15

Minebea possessed a large number of both domestic and foreign subsidiaries and affiliated companies, with the major ones listed below. Domestically, there were companies as diverse as NMB Semiconductor (very-high speed LSI manufacture), Minebea Electronics (manufacture of electronic materials, components, and devices), Keiaisha (Minebea’s original parent organization, dealing primarily in scrap metal), Kanemori (sales of kimonos and bedding accessories), Audio Research (manufacture of acoustical equipment), Cosmo Prierre (cosmetics sales), Actus (home furnishing sales), and Teidai Kogyo (die cast manufacturing). There were over thirty affiliated companies overseas, the major manufacturing operations being New Hampshire Ball Bearings, Inc. (bearings), IMC Magnetics (small-scale motors, monitoring devices), Hi-Tek Corporation (keyboards), and 25 30

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For reference material, see *Sore demo, watashi wa kaisha wo kau* (In any case, I’ll buy a company), by Masamitsu Kamura (Toto Shobo, 1987); *Keiei no genten wa koko ni ari* (Management Basics are These), by Takami Takahashi (Taiyo Kikaku Shuppan, 1987); *Ware Tatakaeri* (I Went to Battle), by Takami Takahashi (Keizaikai, 1989)