Minebea
Passion to Exceed Precision

FASF MEMBERSHIP

BRIEF REPORT OF FINANCIAL RESULTS
〔under Japanese GAAP〕 (Consolidated)
(Year ended March 31 , 2013)

May 9, 2013

Registered Company Name: MINEBEA CO., LTD. Common Stock Listings: Tokyo, Osaka and Nagoya
Code No: 6479 URL http://www.minebea.co.jp
Representative: Yoshihisa Kainuma Representative Director, President and Chief Executive Officer
Contact: Satoshi Yoneda General Manager of Accounting Department
Date planned to hold ordinary general meeting of shareholders: June 27, 2013
Expected date of payment for dividends: June 28, 2013
Date planned to file report of securities: June 27, 2013 Tel. (03) 6758-6711
Preparation of supplementary explanation material for quarterly financial results : Yes
Holding of presentation meeting for quarterly financial results : Yes (For Analyst)

(Amounts less than one million yen have been omitted.)

1. Business Performance (April 1, 2012 through March 31, 2013)

(1) Consolidated Results of Operations (%: Changes from previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
Year ended March 31, 2013	282,409	12.4	10,169	18.3	7,673	18.1
Year ended March 31, 2012	251,358	(6.6)	8,599	(61.2)	6,499	(68.1)

	Net income (millions of yen)	% Change	Net income per share (yen)	Fully diluted net income per share (yen)
Year ended March 31, 2013	1,804	(69.5)	4.83	4.65
Year ended March 31, 2012	5,922	(52.5)	15.63	15.54

(Notes) Comprehensive Income: Year ended March 31, 2013: 26,709 million yen 560.0 %
Year ended March 31, 2012: 4,046 million yen 0.9 %

	Return (net income) on equity (%)	Return (ordinary income) on assets (%)	Return (operating income) on sales (%)
Year ended March 31, 2013	1.5	2.3	3.6
Year ended March 31, 2012	5.5	2.2	3.4

(Reference) Income or loss on investments: Year ended March 31, 2013: (1) million yen
Year ended March 31, 2012: — million yen

(2) Consolidated Financial Position

	Total assets (millions of yen)	Net assets (millions of yen)	Equity ratio (%)	Net assets per share (yen)
As of March 31, 2013	362,805	137,858	36.2	351.65
As of March 31, 2012	306,772	109,777	35.7	288.74

(Reference) Shareholders' equity: As of March 31, 2013: 131,327 million yen
As of March 31, 2012: 109,393 million yen

(3) Consolidated Cash Flows

	Cash flows from operating activities (millions of yen)	Cash flows from investing activities (millions of yen)	Cash flows from financing activities (millions of yen)	Year end balance of cash and cash equivalents (millions of yen)
Year ended March 31, 2013	22,990	(37,813)	17,409	28,223
Year ended March 31, 2012	20,233	(29,018)	4,761	23,365

2. Dividends

	Dividends per share					Total dividends (for the year) (millions of yen)	Dividends payout (total) (%)	Dividends on net assets (total) (%)
	End of first quarter (yen)	End of second quarter (yen)	End of third quarter (yen)	Year-end (yen)	For the year (yen)			
Year ended March 31, 2012	—	3.00	—	4.00	7.00	2,672	44.8	2.5
Year ended March 31, 2013	—	3.00	—	4.00	7.00	2,652	144.9	2.2
Year ended March 31, 2014 (Forecast)	—	3.00	—	4.00	7.00		—	

3. Prospect for the Next Fiscal Year (April 1, 2013 through March 31, 2014)

(%: Changes from corresponding period of previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
Six months ended Sep. 30, 2013	155,500	11.8	6,800	(11.7)	5,600	(19.3)
Year ended March 31, 2014	320,000	13.3	16,000	57.3	13,500	75.9

	Net income (millions of yen)	% Change	Net income per share (yen)
Six months ended Sep. 30, 2013	3,800	2.1	10.18
Year ended March 31, 2014	8,500	371.2	22.76

4. Others

(1) Changes in significant subsidiaries during the year (Changes in certain subsidiaries resulting in change in the scope of consolidation): None

(2) Changes in accounting policy, changes in accounting estimates, and restatements
1. Changes in accounting policy associated with revision of accounting standards, etc: Yes
2. Changes in accounting policy other than 1: None
3. Changes in accounting estimates: Yes
4. Restatements: None

(Notes) For details, please refer to "(5) Notes on Consolidated Financial Statements (Changes in accounting policy)" under "4. Consolidated Financial Statements" on page 24.

(3) Number of shares outstanding (Common stock)
1. Number of shares outstanding at end of year (including treasury stock):
   As of March 31, 2013: 399,167,695 shares
   As of March 31, 2012: 399,167,695 shares
2. Number of treasury shares at end of year:
   As of March 31, 2013: 25,711,627 shares
   As of March 31, 2012: 20,308,981 shares
3. Average number of shares:
   As of March 31, 2013: 373,699,462 shares
   As of March 31, 2012: 379,013,837 shares

* Explanation for implementation of audit procedures

Audit procedures for financial statements under the Financial Instruments and Exchange Law are not completed at the time of disclosure of this Brief Report of Financial Results.

* Explanation for appropriate use of financial forecasts and other special remarks

(Caution Concerning Forward-Looking Statements)

The aforementioned forecasts are based on the information available as of the date when this information is disclosed as well as on the assumptions as of the disclosing date of this information related to unpredictable parameters that will most likely affect our future business performance. As such, this is not intended for the Company to give assurance that the said forecast number would be achieved. In other words, our actual performances are likely to differ greatly from these estimates depending on a variety of factors that will take shape from now on. As for the assumptions used for these forecasts and other related items, please refer to ("1. Operating Performance," "(1) Analysis of Operating Performance") on page 4 of the documents attached hereunder.

(Investor Briefing Materials for Analysts)

Investor briefing materials will be made available via the Minebea corporate website (http://www.minebea.co.jp) on Thursday, May 9, 2013.

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1. Analysis of Operating Performance and Financial Position

(1) Analysis of Operating Performance

1. Overview of the year

Fueled by reconstruction efforts in the wake of the 3-11 earthquake, demand in the Japanese market during the fiscal year that ended on March 31, 2013 remained steady. Exports and capital investments, however, declined sharply amidst the global economic slowdown, the appreciation of the yen, and strained relations between Japan and China. At the same time though the Japanese economy started showing signs of recovery in the fourth quarter as a result of urgent economic measures along with the weak yen policy implemented by the Liberal Democratic Party that took over the reins of government at the end of last year. Although the U.S. saw robust domestic consumer spending and improvements in the housing market, economic recovery was hampered by persistent high unemployment. Despite the prolonged sovereign debt crisis, the German economy remained strong. Elsewhere in Europe, however, the economic gap widened as the economies of some countries continued to lag behind due to higher unemployment rates and slow economic recovery. While the ailing European economy put the brakes on exports to Europe, stagnating domestic demand in China and India put a damper on economic growth there while ASEAN countries enjoyed a healthy economy fueled by robust domestic demand.

Working against this backdrop, the Minebea Group has been moving ahead to cut costs, create high-value-added products, develop new technologies, and enhance its marketing efforts with an eye to boosting profitability.

As a result, net sales increased 31,051 million yen (12.4%) year on year, to reach 282,409 million yen, and operating income increased 1,570 million yen (18.3%) year on year, to total 10,169 million yen. Ordinary income was up 1,174 million yen (18.1%) year on year to 7,673 million yen. Extraordinary income included a gain of 4,304 million yen from the sale of the Omori Plant as well as a gain of 2,572 million yen from a partial payment of the insurance claim for flood damage in Thailand. Extraordinary losses included losses due to restructuring of the rotary components business segment, impairment loss, etc., which came to 4,905 million yen. They also entailed costs associated with the partial discontinuation of the defined benefit pension plan at our U.S. subsidiary, which totaled 1,641 million yen, and losses due to restructuring of the speaker business segment as well as an allowance for doubtful accounts, which totaled 954 million yen. All these factors combined brought net income down 4,118 million yen (-69.5%) year on year to total 1,804 million yen.

Performance by segment is as follows:

Our products in the Machined components business segment include our mainstay product, ball bearings, in addition to mechanical components such as rod-end bearings primarily used in aircraft and hard disk drive (HDD) pivot assemblies, as well as fasteners for automobiles and aircraft. While first quarter ball bearing sales and production remained steady, the global economic slowdown and deteriorating HDD market conditions that precipitated a drop in sales beginning in the second quarter as well as reduced production due to inventory adjustments led to a year-on-year decrease in operating income. Sales, on the other hand, edged up due to the weak yen. Rising demand from the aviation market kept rod-end bearing sales and profits up above last year's levels. The pivot assembly business had a good start in the first quarter with an increase in market share as demand rose in the aftermath of Thailand's severe floods. Although sales fell after the second quarter due to the ailing HDD market, both sales and profits were up year on year due to the weak yen and our increased market share. As a result, net sales were up 6,536 million yen (6.1%) year on year to total 113,573 million yen while operating income fell 152 million yen (-0.6%) year on year to total 25,459 million yen.

The core products of the Rotary components business include information motors (fan motors, stepping motors, DC brushless motors, vibration motors, and DC brush motors), HDD spindle motors, micro actuators, and other precision motors. The slowdown in the global economy and recent spat between Japan and China as well as sudden appreciation of local currencies in Thailand and China where we operate production facilities has put a dent in demand for our information motors, leading to declined sales of fan motors as well as DC brush motors. On the bright side, sales of stepping motors and DC brushless motors remained steady as a result of cost cuts despite a drop in profits. The vibration motor business was sluggish due to downtime losses associated with the discontinuation of our coreless vibration motors. Robust sales of automobile resolvers however drove operating income for precision motors up on a year-on-year basis. Micro actuators sales dropped sharply along with the declining market for compact digital cameras, in which they are the primarily used, while costs rose as we shifted production from a Chinese subcontractor to our Cambodian plant. Although the decline in the HDD market after the second quarter has affected our HDD spindle motor business, overall sales soared and profits were up year on year as a result of our efforts to boost sales of our high-value-added products. As a result, net sales were up 10,556 million yen (11.6%) year on year to total 101,919 million yen while operating income decreased 250 million yen year on year to total -4,368 million yen.

Liquid crystal display (LCD) backlights, inverters, and measuring components make up the core products of the Electronic devices and components business. The LCD backlight business posted a jump in profits as production and sales picked up after the second quarter but saw a sharp decline in production and sales in the fourth quarter when customers made temporary, drastic cuts in production volume. Overall, business performance significantly improved over the last fiscal year. Overall performance for measuring components was also upbeat as sales to the auto sector climbed although fourth quarter performance was off due to sudden appreciation of local currencies in Thailand and China where we operate production facilities. All these factors resulted in net sales of 57,190 million yen, a significant increase of 19,303 million yen (50.9%) year on year. Operating income jumped 2,490 million yen year on year to 1,531 million yen thanks to a big improvement in the LCD backlight business.

Our other business segment mainly includes speakers and special devices. Although the speaker business faced an uphill battle against falling sales, the special devices business saw a year-on-year increase in profits. The discontinuation of the finished keyboard line brought net sales down 5,342 million yen (-35.5%) year on year to total 9,726 million yen while operating income was up 569 million yen year on year at 231 million yen.

In addition to the figures above, 12,683 million yen in corporate expenses, etc. not belonging to any particular segment is indicated as adjustments. Adjustments for the previous fiscal year amounted to 11,595 million yen on a consolidated basis.

2. Outlook for the next fiscal year

We expect the Japanese economy to continue improving as the weak yen boosts exports, and the government's urgent economic measures take effect, although the downturn in the European economy will continue to cast a dark shadow over the global economy as a whole. The U.S. economy is expected to take the road to recovery as household debt declines and automobile purchases, housing investments, corporate earnings, as well as employment figures all rise. In Europe, where the sovereign debt crisis will continue to force governments to tighten their belt, the economic recovery will be slow going. Although a government stimulus package should trigger an economic recovery in China, the industry trend toward paring down excess production capacity will keep it a modest one. Other countries in Asia, however, should see steady economic growth.

While the appreciation of currencies in Thailand and China where we operate manufacturing facilities will affect our bottom line, overall market conditions worldwide, except for Europe, are expected to improve as the economies of the U.S., Japan, and other Asian countries bounce back. Since the structural reforms implemented during the fiscal year under review will bolster our performance, we project net sales of 320,000 million yen, operating income of 16,000 million yen, ordinary income of 13,500 million yen, and net income of 8,500 million yen.

Outlook by segment for the full year is as follows:

Machined components business

Sales of ball bearings, our anchor product line, are expected to fall for pivot assembly applications due to declining demand in the HDD market. Since we expect to see overall demand pick up as the global economy gets back on track, we will work on boosting performance by aggressively expanding sales of ball bearings to the automobile, information and telecommunications equipment industries, etc. while branching out into new markets. Our German subsidiary, myonic, is expected to see sales of ultra-precision special bearings rise with the boost in production capacity from its new factory. As for rod-end bearings, now that we have production bases in Japan, the U.S., the U.K., and Thailand, we will leverage the increased production capacity and focus on developing new products to cultivate greater sales in the growing aircraft market.

Rotary components business

Our withdrawal from the coreless vibration motor business and other structural reforms implemented during this fiscal year under review should give a shot in the arm to our information motor business. We will focus on tapping into new markets and developing new products with an eye to improving performance while working to reduce material costs and increase production efficiency. The micro actuator business will pick up now that we have completed shifting production from a Chinese subcontractor to our Cambodian plant as part of our cost reduction measures. We will work on building up sales of high value-added products while leveraging our improved operational structure to boost the performance of the HDD spindle motor business as continued progress paves the way to greater profitability in the rotary component business.

Electronic devices and components business

Sales and profits for LCD backlights, the backbone product line for this business segment, are expected to surge as we work hard to boost sales while launching new products and expanding our customer base to hedge the risks associated with sharply fluctuating demand. We will also work on developing new products and expanding sales of measuring components in the automobile market.

Other businesses

The new plant for special devices currently being constructed adjacent to the Matsuida Plant is slated for completion in December of this year. We will also move some equipment to the Fujisawa Plant to improve production efficiency prior to completion of the new plant.

(2) Analysis of Financial Position

1. Assets, Liabilities, and Net Assets

The Minebea Group sees strengthening its financial standing as a top priority and is taking various steps, such as reducing total assets and liabilities as well as cutting back capital investments. Over the past few years, however, we have been making aggressive capital investments to enhance our business performance.

Total assets at the end of the current consolidated fiscal year amounted to 362,805 million yen, up 56,033 million yen over what it was at the end of the last fiscal year. The major reasons for this uptick include an increase in tangible fixed assets and inventories as well as an upswing in notes and accounts receivable.

Total liabilities at the end of the current consolidated fiscal year amounted to 224,947 million yen, with a year on year increase of 27,952 million yen due mainly to an increase in long-term loans.

Net assets amounting to 137,858 million yen worked to increase the equity ratio by 0.5 percentage points year on year, to 36.2%.

2. Condition of cash flows

The balance of cash and cash equivalents in the current consolidated fiscal year totaled 28,223 million yen, up 4,857 million yen year on year.

Cash flows from various business activities during the current consolidated fiscal year and relevant factors are as follows:

Operating activities: Net cash provided by operating activities increased 2,757 million yen year on year, to total 22,990 million yen due mainly to decreases in income before income taxes and minority interests, notes and accounts receivable, notes and accounts payable as well as depreciation and amortization costs.

Investing activities: Net cash used for investment activities increased 8,795 million yen year on year, to total 37,813 million yen due primarily to the acquisition of tangible fixed assets.

Financing activities: Cash flows from financing activities increased 12,648 million yen year on year, to total 17,409 million yen due to an increase in loans despite payments made to repurchase shares as well as dividend payments.

(3) Basic Policy for Profit Sharing and Dividends for the Current and the Next Fiscal Years

Our basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders. Dividends, while reflecting performance, are determined in light of the overall business environment and with an eye to maintaining a stable and continuous distribution of profits.

This current consolidated fiscal year we paid an interim dividend of 3 yen per share in December 2012.

In line with our basic policy, we intend to make a proposal at this coming June's 67th ordinary general meeting of shareholders to pay a 4-yen-per-share year-end dividend for the consolidated fiscal year.

Next fiscal year we plan to pay an interim dividend of 3 yen per share as we did this year, and a year-end dividend of 4 yen per share (an average of 7 yen for the entire year).

(4) Risk Management

The Minebea Group recognizes a variety of risks and uncertainties that have the potential to affect its operating results and/or financial position.

Future risks mentioned in this document are those recognized by the Minebea Group as of the end of the current fiscal year.

1. Market risk

The principal markets for Minebea products, including those for PCs and peripheral equipment, information and telecommunications equipment and household electrical appliances, are intensely competitive both in and outside of the country and are subject to significant fluctuations in demand. Our operating results and financial position are vulnerable to these fluctuations.

2. Foreign exchange risk

Since a significant portion of our consolidated net sales and production occur outside Japan, our business is vulnerable to risks associated with fluctuations in foreign currency exchange rates. We have entered into various currency exchange contracts and other derivatives transactions to hedge these risks, but fluctuations in foreign currency exchange rates may affect our operating results and/or financial position over the long term.

3. R&D risk

While we focus on R&D to introduce a constant stream of new, high-quality products, we may not reap a financial reward from our R&D investments. There are no guarantees that our R&D efforts will come to fruition.

4. Legal risk

The Legal Department is responsible for managing risk related to lawsuits and other legal actions brought in relation to Minebea Group operations in Japan and/or overseas. We are subject to the risk that lawsuits or other actions with the potential to affect our operating results and/or financial position may be brought against us in the future.

5. Risk related to price negotiations

We continue to face intense competition from lower-priced products made overseas. We are subject to the risk that we will be unable to maintain or increase our market share should market needs shift to low-priced products.

6. Risk related to raw materials and logistics costs

We purchase a variety of materials from external suppliers. While we work with an eye to maintaining optimal inventory volumes along with access to a steady supply of materials at stable prices, rising material prices could affect our operating results and/or financial position.

7. Latent risk related to operations overseas

The Minebea Group’s manufacturing activities are conducted primarily in Thailand, China, and Singapore. While we have been operating in these countries for quite some time, overseas operations are always subject to the following risks (any of which could have a negative impact on our operating results and/or financial position):

(a) Unexpected changes to laws or regulations
(b) Difficulty in attracting and securing qualified human resources
(c) Acts of terrorism or war, or other occurrences that could disrupt social order.

8. Risk related to natural and other disasters

If an earthquake, flood, or other natural disaster, as well as nuclear plant accident, or outbreak of a new type of infectious disease were to affect the operational bases of the Minebea Group or its suppliers, it could have a significant impact on our production and sales activities.

9. Risk related to compliance and internal controls

We engage in a wide range of businesses all around the world and are subject to the laws and regulations that are in effect in each region. We have established and operate appropriate internal control systems needed to achieve our objectives. While these systems provide reasonable assurance that the methods used to prepare our financial statements are appropriate and in compliance with relevant laws, they cannot provide an absolute guarantee that all our objectives will be met. They are also not a guarantee that all potential risks we may face in the future, including legal violations, will be avoided. Changes in laws and regulations, including the interpretation or enforcement thereof, may make compliance more complex and could even incur higher costs related to compliance.

10. Risk related to accrued post-retirement benefit and pension costs

Although the Minebea Group maintains multiple defined benefit pension plans, the fair value of pension assets may decrease due to a low rate of return on a pension fund, or pension costs may increase due to an increase in the pension obligation and a decline in the funded status following a change in preconditions such as the discount rate.

11. Environmental risk

Our business is subject to various environmental laws and regulations that are in effect in the regions where we operate. Although we pay due attention to ensuring compliance with all such laws and regulations, we could be subject to losses in the event that an incident involving environmental contamination were to occur or in the event that the possibility of such an incident were to arise.

12. Risk related to M&As and alliances

While we are continually seeking M&A and alliance opportunities, M&As and alliances may not produce the results initially expected or an alliance may not be maintained due to a conflict of interest with respect to strategies, etc. We may provide an alliance partner with financial support if its financial health deteriorates or for other reasons which in turn could adversely affect our business performance and financial condition.

13. Quality risk

Our products are used across a wide range of industries, especially for applications that require a high degree of precision (including end products that could affect human health and safety such as automobiles, aircraft, medical devices, etc.). We recognize the social responsibility we bear and have a system in place to ensure our products are of the highest quality. However, if any of our products were found to be defective and resulted in a serious accident, the suspension of our customers' manufacturing operations, or a product recall, we could incur significant expenses, or lose public confidence, any of which could result in a material adverse effect on our operating results and financial status.

14. Information management risk

Through the course of our business operations, we obtain large amounts of important information, including personal information. While we maintain information security policies that prevent the undesired disclosure as well as unintended use of information, a security breach could occur due to unforeseen circumstances. Addressing such an incident could incur huge losses and expose us to the risk of losing public confidence.

2. Condition of Group of Enterprises

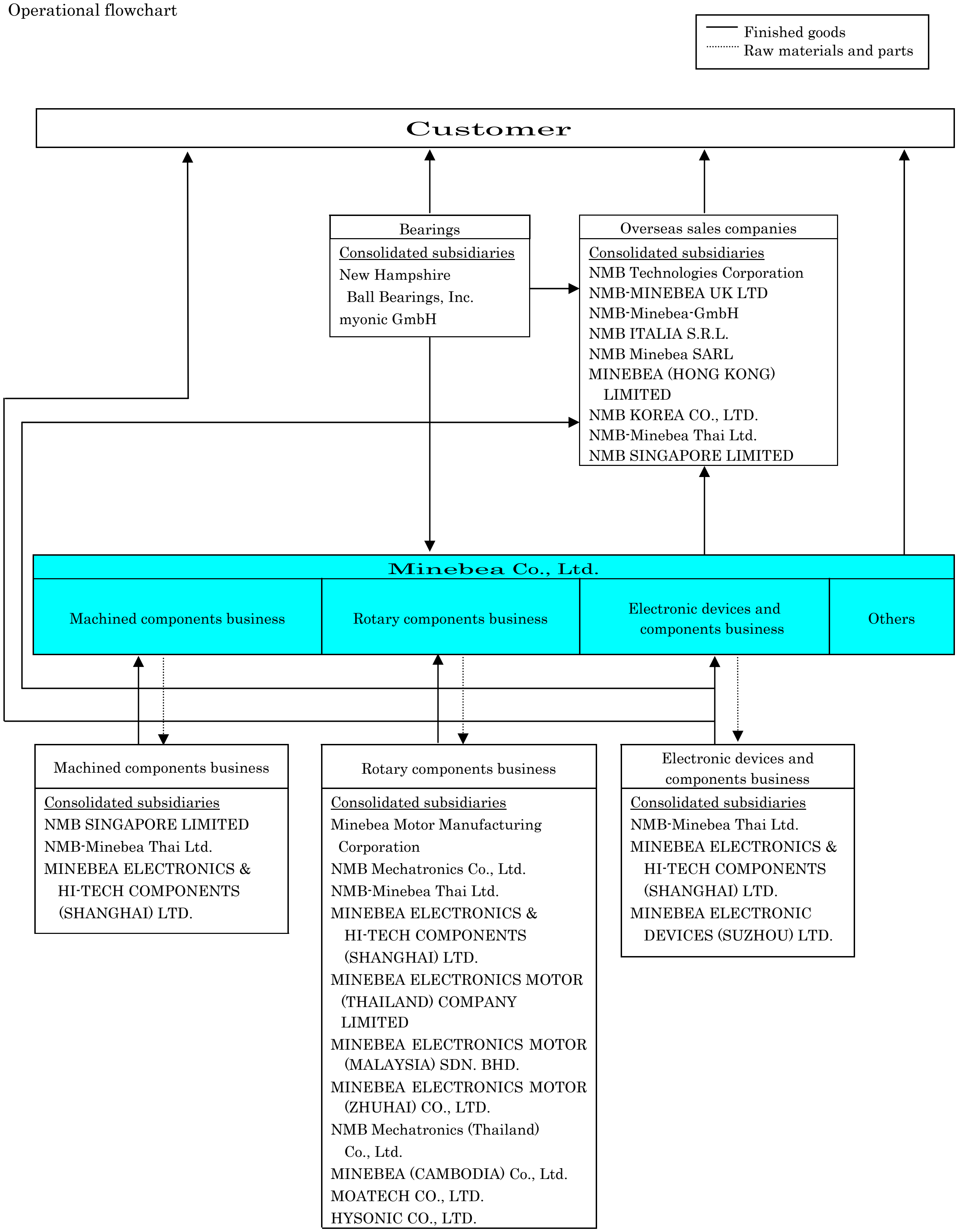
The Minebea Group consists of Minebea Co., Ltd. (the Company) and 55 related companies (51 consolidated subsidiaries, 1 equity method non-consolidated subsidiary, 1 equity method affiliated company, and 2 non-consolidated subsidiaries). The Minebea Group produces and sells machined components, rotary components and electronic devices.

The Company along with its domestic consolidated subsidiaries as well as its consolidated subsidiaries in the U.S., Europe and Asia are responsible for production. The Company markets its products directly to customers in Japan, while overseas marketing is handled through its subsidiaries and branches in the U.S., Europe and Asia.

Manufacturing and sales companies within each segment

Segments	Operations	Manufacturing companies	Sales companies
Machined components business	Bearings	Minebea Co., Ltd. New Hampshire Ball Bearings, Inc. myonic GmbH NMB SINGAPORE LIMITED NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD.	Minebea Co., Ltd. NMB Technologies Corporation NMB-MINEBEA UK LTD NMB-Minebea-GmbH NMB ITALIA S.R.L. NMB Minebea SARL NMB-Minebea Thai Ltd. NMB SINGAPORE LIMITED MINEBEA (HONG KONG) LIMITED NMB KOREA CO., LTD. MOATECH CO., LTD. HYSONIC CO., LTD.
	Rod-end bearings	Minebea Co., Ltd. New Hampshire Ball Bearings, Inc. NMB-MINEBEA UK LTD NMB-Minebea Thai Ltd.	
	Mechanical components Fasteners for automobiles and aircraft	Minebea Co., Ltd. NMB-Minebea Thai Ltd.	
Rotary components business	Information motors	Minebea Motor Manufacturing Corporation NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD. MINEBEA ELECTRONICS MOTOR (THAILAND) COMPANY LIMITED MINEBEA ELECTRONICS MOTOR (MALAYSIA) SDN.BHD. MINEBEA ELECTRONICS MOTOR (ZHUHAI) CO., LTD. MINEBEA (CAMBODIA) Co., Ltd.	
	Spindle motors	NMB-Minebea Thai Ltd.	
	Precision motors	Minebea Co., Ltd. NMB Mechatronics Co., Ltd. NMB-Minebea Thai Ltd. NMB Mechatronics (Thailand) Co., Ltd. MINEBEA (CAMBODIA) Co., Ltd. MOATECH CO., LTD. HYSONIC CO., LTD.	
Electronic devices and components business	LCD backlights	Minebea Co., Ltd. NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD. MINEBEA ELECTRONIC DEVICES (SUZHOU) LTD.	
	Inverters Measuring instruments	Minebea Co., Ltd. NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD.	

Operational flowchart



3. Management Policy

(1) Basic Management Policy

The following five principles serve as the foundation of the Minebea Group's management policy.

(a) Be a company where our employees are proud to work
(b) Earn and preserve the trust of our valued customers
(c) Respond to our shareholders' expectations
(d) Work in harmony with the local community
(e) Promote and contribute to global society

This basic management policy is the driving force behind our commitment to developing top quality, high value-added products. Investing our resources in areas where we can leverage our unmatched ultra-precision machining and mass production technologies, has enabled us to bolster our financial and operational foundation as we work towards transparency in everything we do.

We take corporate citizenship seriously. That's why we conduct our business in a fair and ethical manner, continually look for better ways to make our operations and products more environmentally friendly, promote environmental initiatives, and work hand in hand with our stakeholders to build everlasting ties as we move forward to take our business operations to new heights.

(2) Management Index

Our consolidated forecasts for fiscal year ending March 31, 2014 are as follows:

(Amount: millions of yen)

	Fiscal year ending March 2014	
Net sales	320,000	(113.3%)
Operating income	16,000	(157.3%)
Ordinary income	13,500	(175.9%)
Net income	8,500	(471.2%)
Capital investment	20,900	(47.9%)

(%):Year-on-year change

(3) Future Management Strategies and Tasks

Guided by our basic management policy, we aim to boost profitability and corporate value by harnessing our vertically integrated manufacturing system, ultra-precision machining technologies, large-scale production system, and outstanding R&D at work across the globe to lead the pack with manufacturing and technology beyond compare.

On top of that we are diversifying the procurement of equipment and materials as we establish a new supply chain system that will enable us to respond to sudden changes in supply and demand while improving capital efficiency. The path to the top, as well as sustainable growth, lies in the utilization of our Group's collective vertical and horizontal strengths, increasing corporate value through M&As and alliances, developing new products, improving existing products, and constantly improving our production technologies.

(a) We will work to cultivate and grow the market for our ball bearings by building up production capacity for miniature ball bearings, which have huge growth potential, and developing new products. We will also focus on production and sales in emerging markets while expanding profitable businesses that will thrive in today's rapidly changing business environment.
(b) We will develop a more flexible system for producing pivot assemblies in order to keep pace with the growing demand from the hard disk drive-related market.
(c) We will boost earnings in the HDD spindle motors business by responding to market demands, developing new products, and cutting costs.
(d) We will outline a global business strategy and improve the basic technical capability of existing rod-end bearings as we move ahead to meet the soaring demand for aircraft parts, while continuing to supply mechanical parts for aircraft that rely on our highly sophisticated processing technology.
(e) We will increase sales and profits and pave the way to stable profitability in the LCD backlights business via more products for smart phones and tablet PCs as well as further inroads into the automobile market.
(f) We will build our fan motor and other precision small motor operations into a second pillar to stand beside our bearing-related products as we work to boost earnings via cost cutting and increased production at our Cambodia plant, etc.
(g) We will increase the ratio of high-value-added products and expand our product line-up to reach a broader market.
(h) We will draw on our vast manufacturing, sales & marketing, and engineering & development network, as well as our commitment to restructure our business portfolio in order to provide flexible prices and meet the needs of our customers.

(i) We will harness our combined technological strength in electronic devices and components as well as machined components to develop new hybrid component products that will enable us to cultivate new markets in the field of medicine and more with an eye to increasing sales.
(j) We will improve performance with aggressive cost-cuts across the board and further measures designed to bolster our organizational structure as we move forward into the future.
(k) We will continue to keep an eye out for optimal production locations in order to minimize regional risks and be ready to expand production to multiple locations.
(l) We will actively improve our corporate value through M&As and alliances.

4. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Amount: millions of yen)

	As of March 31, 2012	As of March 31, 2013
ASSETS		
Current assets	157,787	170,976
Cash and cash equivalents	28,330	34,182
Notes and accounts receivable	58,794	62,645
Marketable securities	787	1,415
Finished goods	16,897	21,430
Work in process	14,623	15,714
Raw materials	9,647	11,354
Supplies	3,531	4,023
Goods in transit	4,324	5,711
Deferred tax assets	4,374	5,648
Others	16,603	8,991
Allowance for doubtful receivables	(129)	(141)
Fixed assets	148,920	191,777
Tangible fixed assets	127,039	170,762
Buildings and structures	101,407	126,614
Machinery and transportation equipment	231,887	273,704
Tools, furniture and fixtures	43,206	49,562
Land	13,236	23,784
Leased assets	1,619	1,210
Construction in progress	6,514	8,358
Accumulated depreciation	(270,831)	(312,472)
Intangible fixed assets	5,479	4,868
Goodwill	4,222	3,502
Others	1,256	1,366
Investments and other assets	16,401	16,146
Investments in securities	8,050	7,842
Long-term loans receivable	19	121
Deferred tax assets	5,846	5,423
Others	2,498	3,341
Allowance for doubtful receivables	(13)	(582)
Deferred charges	65	51
Total assets	306,772	362,805

(Amount: millions of yen)

	As of March 31, 2012	As of March 31, 2013
LIABILITIES		
Current liabilities	115,713	128,484
Notes and accounts payable	23,336	20,397
Short-term loans payable	53,449	65,966
Current portion of long-term loans payable	15,157	19,237
Lease obligations	280	244
Accrued income taxes	791	821
Accrued bonuses	3,818	4,138
Allowance for bonuses to directors	23	—
Allowance for after-care of products	16	—
Allowance for environmental remediation expenses	71	164
Allowance for business restructuring losses	104	465
Others	18,665	17,048
Long-term liabilities	81,281	96,463
Bonds	10,000	10,000
Convertible bond-type bonds with subscription rights to shares	7,700	7,700
Bonds with subscription rights to shares	—	203
Long-term loans payable	56,237	67,305
Lease obligations	442	345
Allowance for retirement benefits	4,666	8,147
Allowance for retirement benefits to executive officers	145	178
Allowance for environmental remediation expenses	943	1,060
Others	1,146	1,521
Total liabilities	196,995	224,947
NET ASSETS		
Shareholders' equity	197,023	194,419
Common stock	68,258	68,258
Capital surplus	94,756	94,756
Retained earnings	41,790	40,925
Treasury stock	(7,782)	(9,521)
Total accumulated other comprehensive income	(87,629)	(63,092)
Difference on revaluation of available-for-sale securities	89	1,088
Deferred gains or losses on hedges	(5)	(6)
Foreign currency translation adjustments	(85,395)	(61,643)
Unfunded retirement benefit obligation of foreign subsidiaries	(2,318)	(2,531)
Subscription rights to shares	—	51
Minority interests in consolidated subsidiaries	384	6,479
Total net assets	109,777	137,858
Total liabilities and net assets	306,772	362,805

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
(Consolidated Statements of Income)

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
Net sales	251,358	282,409
Cost of sales	198,505	225,113
Gross profit	52,852	57,295
Selling, general and administrative expenses	44,253	47,125
Operating income	8,599	10,169
Other income	1,083	1,489
Interest income	446	425
Dividends income	158	162
Dividends income of insurance	—	178
Others	478	722
Other expenses	3,182	3,985
Interest expenses	2,320	2,651
Foreign currency exchange loss	20	83
Others	841	1,250
Ordinary income	6,499	7,673
Extraordinary income	9,861	7,143
Gain on sales of fixed assets	218	4,571
Insurance income	9,614	2,572
Gain on sales of investment securities	28	—
Extraordinary loss	10,808	9,934
Loss on sales of fixed assets	24	22
Loss on disposal of fixed assets	82	150
Impairment loss	290	1,948
Amortization of goodwill	—	620
Loss on disaster	7,844	1,980
Business restructuring losses	1,602	2,626
Loss on abolishment of retirement benefit plan	—	1,641
Provision of allowance for doubtful accounts	—	573
Bad debts written off	—	135
Loss on valuation of investment securities	830	—
Loss for after-care of products	90	—
Allowance for environmental remediation expenses	42	235
Income before income taxes and minority interests	5,551	4,882
Income taxes		
Income taxes (including enterprise tax)	2,620	4,057
Adjustment of income taxes	(1,362)	(408)
Total income taxes	1,258	3,649
Income before minority interests	4,293	1,232
Minority interests in loss	(1,629)	(571)
Net income	5,922	1,804

(Consolidated Statements of Comprehensive Income)

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
Income before minority interests	4,293	1,232
Other comprehensive income:		
Difference on revaluation of available-for-sale securities	587	999
Deferred gains or losses on hedges	(5)	(0)
Foreign currency translation adjustments	(792)	24,690
Unfunded retirement benefit obligation of foreign subsidiaries	(35)	(213)
Total other comprehensive income	(246)	25,476
Total comprehensive income	4,046	26,709
Comprehensive income attributable to:		
Comprehensive income attributable to owners of the parent	5,711	26,341
Comprehensive income attributable to minority interests	(1,665)	367

(3) Consolidated Statements of Changes in Net Assets

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
Shareholders' equity		
Common stock		
Balance at beginning of current fiscal year	68,258	68,258
Changes		
Total changes	―	―
Balance at end of current fiscal year	68,258	68,258
Capital surplus		
Balance at beginning of current fiscal year	94,823	94,756
Changes		
Disposal of treasury stocks	(70)	(35)
Transfer of loss on disposal of treasury stocks	3	35
Total changes	(66)	―
Balance at end of current fiscal year	94,756	94,756
Retained earnings		
Balance at beginning of current fiscal year	38,535	41,790
Changes		
Cash dividend from retained earnings	(2,665)	(2,633)
Net income	5,922	1,804
Transfer of loss on disposal of treasury stocks	(3)	(35)
Total changes	3,254	(864)
Balance at end of current fiscal year	41,790	40,925
Treasury stock		
Balance at beginning of current fiscal year	(6,280)	(7,782)
Changes		
Purchase of treasury stocks	(2,011)	(2,155)
Disposal of treasury stocks	509	417
Total changes	(1,502)	(1,738)
Balance at end of current fiscal year	(7,782)	(9,521)
Total shareholders' equity		
Balance at beginning of current fiscal year	195,337	197,023
Changes		
Cash dividend from retained earnings	(2,665)	(2,633)
Net income	5,922	1,804
Purchase of treasury stocks	(2,011)	(2,155)
Disposal of treasury stocks	439	381
Transfer of loss on disposal of treasury stocks	―	―
Total changes	1,685	(2,603)
Balance at end of current fiscal year	197,023	194,419

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
Accumulated other comprehensive income		
Difference on revaluation of available-for-sale securities		
Balance at beginning of current fiscal year	(497)	89
Changes		
Changes (net) in non-shareholders' equity items	587	999
Total changes	587	999
Balance at end of current fiscal year	89	1,088
Deferred gains or losses on hedges		
Balance at beginning of current fiscal year	0	(5)
Changes		
Changes (net) in non-shareholders' equity items	(5)	(0)
Total changes	(5)	(0)
Balance at end of current fiscal year	(5)	(6)
Foreign currency translation adjustments		
Balance at beginning of current fiscal year	(84,638)	(85,395)
Changes		
Changes (net) in non-shareholders' equity items	(757)	23,751
Total changes	(757)	23,751
Balance at end of current fiscal year	(85,395)	(61,643)
Unfunded retirement benefit obligation of foreign subsidiaries		
Balance at beginning of current fiscal year	(2,283)	(2,318)
Changes		
Changes (net) in non-shareholders' equity items	(35)	(213)
Total changes	(35)	(213)
Balance at end of current fiscal year	(2,318)	(2,531)
Total accumulated other comprehensive income		
Balance at beginning of current fiscal year	(87,418)	(87,629)
Changes		
Changes (net) in non-shareholders' equity items	(211)	24,537
Total changes	(211)	24,537
Balance at end of current fiscal year	(87,629)	(63,092)
Subscription rights to shares		
Balance at beginning of current fiscal year	—	—
Changes		
Changes (net) in non-shareholders' equity items	—	51
Total changes	—	51
Balance at end of current fiscal year	—	51
Minority interests in consolidated subsidiaries		
Balance at beginning of current fiscal year	2,049	384
Changes		
Changes (net) in non-shareholders' equity items	(1,665)	6,095
Total changes	(1,665)	6,095
Balance at end of current fiscal year	384	6,479

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
Total net assets		
Balance at beginning of current fiscal year	109,967	109,777
Changes		
Cash dividend from retained earnings	(2,665)	(2,633)
Net income	5,922	1,804
Purchase of treasury stocks	(2,011)	(2,155)
Disposal of treasury stocks	439	381
Transfer of loss on disposal of treasury stocks	—	—
Changes (net) in non-shareholders' equity items	(1,876)	30,684
Total changes	(190)	28,080
Balance at end of current fiscal year	109,777	137,858

(4) Consolidated Statements of Cash Flows

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
1. Cash flows from operating activities:		
Income before income taxes and minority interests	5,551	4,882
Depreciation and amortization	19,588	20,800
Impairment loss	775	2,900
Amortization of goodwill	1,332	1,769
Loss on disaster	2,239	—
Loss on abolishment of retirement benefit plan	—	1,641
Insurance income	(9,614)	(2,572)
Interest and dividends income	(605)	(588)
Interest expenses	2,320	2,651
Loss (gain) on sales of fixed assets	(194)	(4,548)
Loss on disposal of fixed assets	82	150
Loss (gain) on sales of investments in securities	(28)	—
Loss (gain) on valuation of investment securities	830	—
Decrease (increase) in notes and accounts receivable	(3,651)	4,692
Decrease (increase) in inventories	(5,538)	78
Increase (decrease) in notes and accounts payable	4,928	(6,499)
Increase (decrease) in allowance for doubtful receivables	(12)	436
Increase (decrease) in accrued bonuses	(45)	167
Increase (decrease) in allowance for bonuses to directors	(48)	(23)
Increase (decrease) in allowance for retirement benefits	482	349
Decrease (increase) in prepaid pension cost	(460)	125
Increase (decrease) in allowance for retirement benefits to executive officers	(20)	33
Increase (decrease) in allowance for after-care of products	(20)	(16)
Increase (decrease) in allowance for environmental remediation expenses	(80)	73
Increase (decrease) in allowance for business restructuring losses	(14)	342
Others	1,675	(5,441)
Sub-total	19,472	21,405
Interest and dividends received	605	572
Interest paid	(2,320)	(2,594)
Income taxes paid	(3,960)	(3,871)
Proceeds from income taxes refund	1,100	88
Proceeds from insurance income	5,335	7,390
Net cash provided by operating activities	20,233	22,990
2. Cash flows from investing activities:		
Payments into time deposits	(7,676)	(7,700)
Proceeds from withdrawal of time deposits	4,870	7,888
Payments of marketable securities	—	(543)
Proceeds from sales of marketable securities	—	609
Purchase of tangible fixed assets	(25,961)	(42,962)
Proceeds from sales of tangible fixed assets	510	5,845
Purchase of intangible fixed assets	(382)	(893)
Purchase of investments in securities	(244)	(205)
Proceeds from investments in securities	31	154
Purchase of investments in subsidiaries	—	(150)
Purchase of investments in capital of subsidiaries	(84)	—
Proceeds from investments in affiliates	—	355
Long-term loans receivables	(731)	(29)
Recovery of long-term loans receivables	682	48
Others	(31)	(231)
Net cash used in investing activities	(29,018)	(37,813)

(Amount: millions of yen)

	Year ended March 31, 2012	Year ended March 31, 2013
3. Cash flows from financing activities:		
Net increase (decrease) in short-term loans payable....................	1,328	6,887
Proceeds from long-term loans	15,000	30,670
Repayment of long-term loans...	(13,080)	(15,521)
Proceeds from issuance of bonds	9,949	—
Payment for redemption of bonds..	(11,500)	—
Proceeds from issuance of convertible bond-type bonds with subscription rights to shares	7,680	—
Purchase of treasury stock...	(2,011)	(2,155)
Proceeds from disposal of treasury stock	439	381
Cash dividends paid	(2,665)	(2,633)
Proceeds from stock issuance to minority shareholders...............	—	76
Repayment of lease obligations	(379)	(295)
Net cash used in financing activities	4,761	17,409
4. Effect of exchange rate changes on cash and cash equivalents	(232)	2,157
5. Net increase (decrease) in cash and cash equivalents	(4,255)	4,744
6. Cash and cash equivalents at beginning of year	27,621	23,365
7. Increase in cash and cash equivalents from newly consolidated subsidiaries	—	112
8. Cash and cash equivalents at end of year	23,365	28,223

(5) Notes on Consolidated Financial Statements

(Notes on Going Concern Assumptions)

Not applicable.

(Basis of Presenting Consolidated Financial Statements)

1. Scope of consolidation

(a) Number of consolidated companies..............51 companies

The names of principal consolidated subsidiaries, stated in 2. Condition of Group of Enterprises, are omitted.

(b) Non-consolidated subsidiaries etc.

Non-consolidated subsidiaries

NMB-MINEBEA DO BRASIL IMPORTACAO E COMERCIO DE COMPONENTES DE PRECISAO LTDA
MOATECH PHILIPPINES, INC.
CAMTON Co., Ltd.

Among those mentioned above, the shares of MOATECH PHILIPPINES, INC. and CAMTON Co., Ltd. have been newly acquired in the current fiscal year.

(Reason for exclusion from the scope of consolidation)

The reason is that non-consolidated subsidiaries are all small operations, and each of their total assets, sales, net income (amount equivalent to equity), retained earnings (amount equivalent to equity), etc. has no significant impact on our consolidated financial statements.

2. Changes in the scope of consolidation

Anew :	Establishment	(1 company)	APB myonic GmbH
	Acquisition of stock (Consolidated subsidiaries)	(8 companies)	MOATECH CO., LTD. MOATECH MANUFACTURING PHILS., INC. MOATECH REALTY, INC. MOATECH ELECTRONICS (BEIHAI) CO., LTD. HYSONIC CO., LTD. MOATECH HONGKONG LIMITED DONGGUAN DONGMA ELECTRONICS CO., LTD. HYSONIC PHILIPPINES, INC.
	Acquisition of stock (Non-consolidated subsidiaries)	(2 companies)	MOATECH PHILIPPINES, INC. CAMTON Co., Ltd.
	From non-consolidated subsidiaries to consolidated subsidiaries	(3 companies)	DAIICHI SEIMITSU SANGYO CO., LTD. DAIICHI PRECISION MOLD (HK) LIMITED DONGGUAN CHENGQU DAIICHI PRECISION MOLD CO. LTD
Exclusion:	Merger	(1 company)	PELMEC INDUSTRIES (PTE.) LIMITED

3. Application of the equity method

(a) Number of non-consolidated subsidiaries ....1 company

Non-consolidated subsidiaries

MOATECH PHILIPPINES, INC.

As for MOATECH PHILIPPINES, INC. are included in the non-consolidated subsidiaries starting in this fiscal year.

(b) Number of affiliated companies....................1 company

Affiliated companies

SEFFICE Co. Ltd.

As for SEFFICE Co. Ltd., are included in the affiliated companies starting in this fiscal year.

(c) Non-consolidated subsidiaries not accounted for by the equity method

NMB-MINEBEA DO BRASIL IMPORTACAO E COMERCIO DE COMPONENTES DE PRECISAO LTDA and CAMTON Co., Ltd. are excluded from the scope of application by the equity method, because their net income (amount equivalent to equity), retained earnings (amount equivalent to equity), etc. are not important for our consolidated financial statements.

(d) Of the companies under the equity method, regarding those which have different balance sheet dates, their preliminary financial statements prepared as of the consolidated balance sheet date are used in preparing the current consolidated financial statements.

4. Fiscal years, etc. of consolidated subsidiaries

Of the consolidated subsidiaries, the following companies' fiscal year ends differ from the consolidated balance date.

Company	Fiscal Year End	*1
MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD.	December 31	*1
MINEBEA TRADING (SHANGHAI) LTD.	December 31	*1
SHANGHAI SHUN DING TECHNOLOGIES LTD.	December 31	*1
MINEBEA (SHENZHEN) LTD.	December 31	*1
MINEBEA ELECTRONICS MOTOR (ZHUHAI) CO., LTD.	December 31	*1
MINEBEA ELECTRONIC DEVICES (SUZHOU) LTD.	December 31	*1
DONGGUAN CHENGQU DAIICHI PRECISION MOLD CO. LTD	December 31	*1
MINEBEA (CAMBODIA) Co., Ltd.	December 31	*1
MOATECH CO., LTD.	December 31	*2
MOATECH MANUFACTURING PHILS., INC.	December 31	*2
MOATECH REALTY, INC.	December 31	*2
MOATECH ELECTRONICS (BEIHAI) CO., LTD.	December 31	*2
HYSONIC CO., LTD.	December 31	*2
MOATECH HONGKONG LIMITED	December 31	*2
DONGGUAN DONGMA ELECTRONICS CO., LTD.	December 31	*2
HYSONIC PHILIPPINES, INC.	December 31	*2

(Notes) *1. Uses their preliminary financial statements prepared as of the consolidated balance sheet date.

*2. Uses the consolidated subsidiaries financial statements as of its fiscal year end. But regarding the significant transactions that occur between the fiscal year end and the consolidated balance sheet date, necessary adjustments are made for consolidation.

5. Accounting policies

(Notes) The differences in accounting standards between our domestic consolidated companies and overseas consolidated companies are mainly due to overseas consolidated companies complying with the regulation "interim accounting procedures for overseas subsidiaries for the creation of consolidated financial statements" (Business Response Report No. 18).

(a) Valuation basis and method of significant assets

1. Securities

Other marketable securities

Securities with market value

The Company adopted the market value method based on market prices and other conditions at the end of the term. Also, the Company accounted for all valuation differences based on the direct net asset method and the sales costs are calculated by the moving average method.

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

Securities without market value

Non listed securities are stated at cost determined by the moving average method.

2. Derivatives

Market value method

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

3. Inventories

The Company and consolidated domestic subsidiaries state primarily at the moving average cost. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability).

Consolidated overseas subsidiaries state at the lower of average cost or market.

(b) Method of significant depreciation

1. Tangible fixed assets (excluding leased assets)

The Company and consolidated domestic subsidiaries adopt the declining balance method.

Their major useful lives are as follows:

Buildings and structures	2 to 50 years
Machinery and transportation equipment	2 to 15 years
Tools, furniture and fixtures	2 to 20 years

They also collectively show equal charges for small depreciable assets (whose acquisition values are not less than 100,000 yen and less than 200,000 yen) over the 3 years each consolidated fiscal year.

Consolidated overseas subsidiaries mainly adopt the straight-line method.

2. Intangible fixed assets (excluding leased assets)

The Company and consolidated domestic subsidiaries mainly adopt the straight-line method. However, depreciation of software (for internal use) is computed on the straight-line method based on our expected useful period (5 years).

Consolidated overseas subsidiaries mainly adopt the straight-line method.

3. Leased assets

Lease assets related to finance lease transactions that do not involve transfer of ownership

The Company adopts the straight-line method of making lease periods depreciable lives and salvage values zero.

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

(c) Valuation basis of significant allowances

1. Allowance for doubtful receivables

The Company and consolidated domestic subsidiaries make the record in the amount required for the estimated uncollectible receivables based on actual losses of trade receivables and on collectability of specific receivables with loss possibilities.

Consolidated overseas subsidiaries make the record in the amount required for the estimated uncollectible receivables based on the collectability of each receivable for possible losses on the receivables.

2. Accrued bonuses

The Company and consolidated domestic subsidiaries make preparations for the payment of bonuses to employees, accrued bonuses are shown based on the anticipated amounts of payment in the current term.

Consolidated overseas subsidiaries make the record on accrual basis.

3. Allowance for retirement benefits

Regarding the Company and its consolidated Japanese subsidiaries, to provide for payment of employee retirement benefits, the Company reported allowance for retirement benefits or prepaid pension costs, based on estimated retirement benefit debts and pension assets at the end of the current consolidated fiscal year.

At the end of the current consolidated fiscal year, prepaid pension costs is included in others of investments and other assets.

Unrecognized prior service cost is amortized using the straight-line method over a period of 10 years as cost.

Over the 5 years within the average remaining length of employees' service, the Company will charge differences in mathematical calculation to expenses from the next term, in accordance with the straight-line method.

Regarding the Company's consolidated overseas subsidiaries, each subsidiary stated retirement benefits estimated to accrue at the end of the current consolidated fiscal year to provide for employee retirement benefits.

Actuarial gains and losses are amortized using the straight-line method over a period of 5 years, from the period subsequent to the period in which they are incurred.

4. Allowance for retirement benefits to executive officers

We posted retirement allowances to be required for payment at the end of the current consolidated fiscal year in accordance with regulations.

5. Allowance for environmental remediation expenses

Our consolidated overseas subsidiaries post reasonably projected amounts to be incurred in the future as environment-related expenses in the U.S.

6. Allowance for business restructuring losses

The Company and consolidated domestic subsidiaries post reasonably projected amounts to be incurred in the future, based on the decision of restructuring plans, such as the closures.

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

(d) Translation of foreign currency assets and liabilities in financial statements of the Company and consolidated subsidiaries

The Company and consolidated domestic subsidiaries translate monetary receivables and payables in foreign currency into yen at the spot exchange rates on the balance sheets date. The resulting exchange differences are accounted for as an exchange gain or loss.

Our consolidated overseas subsidiaries, assets and liabilities are translated into yen at the spot exchange rates at the consolidation date, while revenues and expenses are translated into yen at the average rates for the year. Exchange differences are included in foreign currency translation adjustments and minority interests in net assets.

(e) Accounting method of significant hedge transactions

1. Method of hedge accounting

The Company adopts the allocation method to account for the forward exchange contracts for foreign currency-denominated receivables and payables, and the deferred hedge method to account for the forward exchange contracts for foreign currency-denominated anticipated transactions. The Company also adopts the special method to account for the interest rate swaps, which meet the requirements of special accounting.

2. Hedging vehicles and hedged items

(Hedging vehicles)
Forward exchange contracts
Interest rate swaps
(Hedged items)
Monetary receivables and payables in foreign currency
Anticipated transactions in foreign currencies
Interest rates on borrowings

3. Hedge policy

Under the guidance of its Corporate Finance Department, the Company makes forward exchange contracts to hedge risks in foreign exchange fluctuations arising from export and import transactions, and from lending in foreign currency. The Company also makes interest rate swaps to hedge fluctuation risks in interest rates on borrowings.

4. Method of assessing hedge effectiveness

Regarding forward exchange contracts, in principle, the Company allocates them to monetary receivable and payable with same maturities and same amounts in foreign currency at closing of forward exchange contracts in accordance with the risk management policy. This completely ensures correlations reflecting subsequent exchange rate fluctuations. The Company assesses hedge effectiveness based upon such correlations.

Also, regarding interest rate swaps, the Company assesses hedge effectiveness based upon the fulfillment of the accounting requirements for special treatment.

(Notes) The Company's consolidated overseas subsidiaries also used primarily the same accounting method listed above in 1-4.

(f) Amortization of goodwill and negative goodwill

The goodwill is equally amortized for from 5 to 10 years

(g) Range of cash in cash flow statements

Cash and cash equivalents consist of cash on hand, demand deposit and short-term investments which expire within 3 months from acquisition date, have high liquidity and are easily turned into cash.

(h) Others

1. Amortization of deferred charges

Deferred charges are equally amortized over the term of bonds issued (5 years).

2. Accounting method of consumption tax and other

Consumption tax and other related taxes are excluded from revenue and purchases of the Company.

(Changes in accounting policy)

(Change of depreciation method)

As a result of the revision of the Corporation Tax Law, regarding the tangible fixed assets acquired on or after April 1, 2012, the Company and its domestic consolidated subsidiaries adopt the depreciation method based on the Corporation Tax Law after the revision from the current fiscal year.

Compared with the conventional method, this results in 106 million yen decrease in depreciation amount and increases 106 million yen in operating income, ordinary income and income before income taxes and minority interest, respectively.

(Accounting standards, etc. that are not applied herein)

ASBJ Statement No.26 Accounting Standard for Retirement Benefits (May 17, 2012) and ASBJ Guidance No.25 Guidance on Accounting Standard for Retirement Benefits (May 17, 2012)

(a) Outline

Under these new accounting standards, actuarial gains and losses and past service costs that are yet to be recognized in profit or loss will be recognized within the net asset section, after adjusting for tax effects, and the deficit or surplus would be recognized as liability or asset without any adjustments. Also, the accounting standards allows the choice of the method of attributing expected benefit to periods between straight-line basis and benefit formula basis, and the amendment relating to the discount rate will be implemented.

(b) Effective dates

The accounting standards will be effective for the consolidated financial statements for the annual period ending March 31, 2014. However, amendments relating to determination of retirement benefit obligations and current service costs will be effective starting for the annual period ending March 31, 2015. No retrospective application to financial statements in prior periods applies due to the fact that transitional measures are allowed for the application of these accounting standards.

(c) Impacts resulting from the application of these accounting standards

On account of the application of ASBJ Statement No.26 Accounting Standard for Retirement Benefits, it is expected that there will be material impacts on the consolidated financial statements of Minebea Group. As for the consolidated statement of income, the amount of net assets will be significantly affected due mainly to the recognition of actuarial gains and losses at the time of application, however, effects on the actual amounts are currently under evaluation.

(Additional information)

(Reintroduction of "Trust-type Employee Shareholding Incentive Plan)

The Company announces that it has resolved at its board of directors' meeting held on May 10,2012, to eintroduce the "Trust-type Employee Shareholding Incentive Plan " (the "Plan") to the Company, in order to provide the Company group's employees with incentives to increase the enterprise value of the Company, and to promote the benefit and welfare of the employees of the Company group and others.

The Company previously introduced the Plan on November 2009, and the Plan expired on April 5, 2012. The Company has decided to reintroduce the Plan after comprehensive consideration regarding actual performance during the term of the Plan and other factors.

The Plan is an incentive plan, in which all employees of the Company group who are members of the "Minebea Employee Stock Holding Partnership" ("Stock Holding Partnership") (a Company group employee who is a member of the Stock Holding Partnership is hereinafter referred to as an "Employee") may participate. In the Plan, the "Minebea Employee Stock Holding Partnership Exclusive Trust Account" ("Trust"), which is to be established for the purpose of securing the Company shares for the Stock Holding Partnership to effect purchases, will borrow money from banks for a considerable number of Company shares that are expected to be acquired by the Stock Holding Partnership during approximately the next five years, and acquire Company shares in a number equal to such borrowings from the market at the time the Plan is reintroduced. Subsequently, the Trust is to continuously transfer the Company shares to the Stock Holding Partnership in accordance with certain plans (conditions and methods) and terminate, e.g. if all of the Company shares belonging to the trust assets of the Trust are transferred. If any capital gains, such as gains on sale of the Company shares, accumulate within the Trust by the time of its termination, and if any money remains within the Trust after repaying all the debts such as borrowings to be borne by the Trust, then such money is to be distributed as residual assets to those Employees that fulfill the requirements for eligible beneficiaries.

Furthermore, in order to guarantee the Trust's borrowings for the acquisition of Company shares, in the event that there are any remaining borrowings corresponding to such losses on the sale of shares within the Trust at the time of the termination of the Trust, the Company is to repay the remaining borrowings pursuant to a guarantee agreement.

For the acquisition and disposal of Company shares, the Company guarantees the liabilities of the Trust, and from a conservative perspective valuing economic realities, conducts accounting treatments on the basis that the Trust goes along with the Company. Based on this principle, the Company includes the Company shares owned by the Trust, as well as the assets, liabilities, expenses and revenues of the Trust in its Consolidated Balance Sheets, Statements of Income, Statement of Changes in Net Assets and Statements of Cash Flows. The number of Company shares owned by the Trust at the end of the fiscal year is 5,463,000 shares

(Investigations by Korean, Singaporean and the U.S. competition authorities)

We are currently responding to the investigations made by Korean, Singaporean and the U.S. competition authorities on suspicion of attempted violation of relevant competition laws in those countries in relation to the dealing in the miniature ball baring products. It is difficult for us to predict whether or not there would be material impacts on the operating results etc. of the Company at this point in time.

(Consolidated Balance Sheets)

1. Lawsuit

(Year ended March 31, 2012)

NMB-Minebea Thai Ltd., our consolidated subsidiary company located in Thailand, received (1) a revised assessment of income tax liability in the amount of 502 million baht on August 25, 2008; (2) another revised assessment of income tax liability in the amount of 125 million baht on August 25, 2010; and (3) a third revised assessment of income tax liability in the amount of 101 million baht on August 11 and 22, 2011 from the Revenue Department of the Kingdom of Thailand. The Company has not accepted these revised assessments, believing them to be unjust and without legal grounds, and regarding item (1), the Company petitioned the Revenue Department for redress on August 25, 2009, and regarding items (2) and (3), has petitioned the Revenue Department for redress.

Regarding item (1), the Company has won the case as a result of the decision at the Tax Court of the Kingdom of Thailand on October 13, 2010, but the Revenue Department disagreed with this decision and appealed the case to the Supreme Court on December 9, 2010.

Payment of these amounts was made in subrogation on (1) September 22, 2008, (2) September 23, 2010 and (3) August 16, 2011, respectively, using a surety bond from a bank with which the Company does business.

(Year ended March 31, 2013)

NMB-Minebea Thai Ltd., our consolidated subsidiary company located in Thailand, received (1) a revised assessment of income tax liability in the amount of 502 million baht on August 25, 2008; (2) another revised assessment of income tax liability in the amount of 125 million baht on August 25, 2010; (3) a third revised assessment of income tax liability in the amount of 101 million baht on August 11 and 22, 2011; (4) a fourth revised assessment of income tax liability in the amount of 71 million baht on July 2,August 8 and 17, 2012 from the Revenue Department of the Kingdom of Thailand. The Company has not accepted these revised assessments, believing them to be unjust and without legal grounds, and regarding item (1), the Company petitioned the Revenue Department for redress on August 25, 2009, and regarding items (2), (3) and (4) has petitioned the Revenue Department for redress.

Regarding item (1), the Company has won the case as a result of the decision at the Tax Court of the Kingdom of Thailand on October 13, 2010, but the Revenue Department disagreed with this decision and appealed the case to the Supreme Court on December 9, 2010.

Payment of these amounts was made in subrogation on (1) September 22, 2008, (2) September 23, 2010, (3) August 16, 2011 and (3) August 23, 2012, respectively, using a surety bond from a bank with which the Company does business.

(Consolidated Statements of Income)

1. Impairment loss

(Year ended March 31, 2012)

Outline of the asset groups on which impairment losses were recognized

(Amount: millions of yen)

Use	Location	Impairment loss	
		Class	Amount
Idle assets	Two facilities- Former Ichinoseki plant and Kanegasaki plant (Ichinoseki City, Iwate Pref., etc.)	Land	13
		Total	13
Business assets	Keyboard business (China Shanghai)	Buildings and structures	1
		Machinery and Transportation equipment	254
		Tools, furniture and fixtures	20
		Total	277
	Vibration motor business (China Zhuhai etc.)	Buildings and structures	1
		Machinery and Transportation equipment	166
		Tools, furniture and fixtures	62
		Total	230
	In-house raw material production business (Thai Ayutthaya)	Buildings and structures	12
		Machinery and Transportation equipment	237
		Tools, furniture and fixtures	4
		Total	253
Total			775

Asset grouping method

Based on its business classification, the Minebea Group has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses

The above Idle assets (Land) have no future utilization plans. Due to this, the Company recognized impairment losses.

Regarding business assets (Buildings and structures, Machinery and transportation equipment, Tools, furniture and fixtures), we recognized an impairment loss because their cash flow is expected to be lower than the book value of the assets group in the future due to business downsizing, deteriorated earnings or partial closures, and reduced the value to a recoverable value based on the net sale value or use value. Of these assets, 484 million yen (230 million yen in the vibration motor business and 253 million yen in the raw materials in-house manufacturing business) is included in “Business restructuring losses” under “Extraordinary loss.”

Calculation method of collectable amounts

Idle assets and certain business assets are measured by net sales values, and calculated based on appraisal values by third party. Other business assets are measured by use values, but the full amount of their book value is recorded as impairment loss because their cash flow is not expected in the future.

(Year ended March 31, 2013)
Outline of the asset groups on which impairment losses were recognized

(Amount: millions of yen)

Use	Location	Impairment loss	
		Class	Amount
Idle assets	Two facilities- Former Ichinoseki plant and Kanegasaki plant (Ichinoseki City, Iwate Pref., etc.)	Land	12
		Total	12
Business assets	HDD Spindle motor business (Thai Ayutthaya)	Buildings and structures	423
		Machinery and transportation equipment	992
		Tools, furniture and fixtures	519
		Total	1,936
	Fan motor business (China Shanghai etc.)	Machinery and transportation equipment	104
		Tools, furniture and fixtures	25
		Total	129
	Vibration motor business (Yonago factory etc.)	Machinery and transportation equipment	78
		Tools, furniture and fixtures	208
		Total	287
	In-house motor parts production business (Malaysia etc.)	Buildings and structures	18
		Machinery and transportation equipment	354
		Tools, furniture and fixtures	129
		Total	503
	Speaker business (Taiwan etc.)	Buildings and structures	0
		Machinery and transportation equipment	20
		Tools, furniture and fixtures	11
		Total	32
Total			2,900

Asset grouping method

Based on its business classification, the Minebea Group has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses

The above Idle assets (Land) have no future utilization plans. Due to this, the Company recognized impairment losses.

Regarding business assets (Buildings and structures, Machinery and transportation equipment, Tools, furniture and fixtures), we recognized an impairment loss because their cash flow is expected to be lower than the book value of the assets group in the future due to unprofitable business compression and lower capacity utilization rate, and reduced the value to a recoverable value based on the net sale value or use value. Of these assets, 952 million yen (Fan motor business 129 million yen, Vibration motor business 287 million yen, In-house motor parts production business 503 million yen, and Speaker business 32 million yen,) is included in “Business restructuring losses” under “Extraordinary loss.”

Calculation method of collectable amounts

Idle assets are measured by net sales values, and calculated based on appraisal values by third party. Other business assets are measured by use values, but the full amount of their book value is recorded as impairment loss because their cash flow is not expected in the future.

2. Amortization of goodwill

(Year ended March 31, 2013)

This loss is incurred by writing-down stocks of our domestic consolidated subsidiaries, Minebea Motor Manufacturing Corporation and NMB Mechatronics Co., Ltd.

3. Loss on disaster

(Year ended March 31, 2012)

This loss consists of fixed costs of 2,968 million yen incurred during the low-level operation caused by the large-scale floods in Thailand; a fixed assets disposal loss of 2,239 million yen; an inventory assets disposal loss of 418 million yen; and disaster measures expenses of 2,217 million yen.

(Year ended March 31, 2013)

This loss consists of fixed costs of 1,714 million yen incurred during the low-level operation caused by the large-scale floods in Thailand; and disaster measures expenses of 266 million yen.

4. Business restructuring losses

(Year ended March 31, 2012)

This loss consists of a loss of 893 million yen incurred by the downsized keyboard business; a loss of 426 million yen incurred by deteriorated earnings in the vibration motor business; and a loss of 282 million yen incurred by a partial closure of the raw materials in-house manufacturing business.

(Year ended March 31, 2013)

This loss consists of a loss of 1,254 million yen incurred by the withdraw from the coreless vibration motor business; a loss of 568 million yen incurred by rationalizing in-house motor parts production business; a loss of 246 million yen incurred by withdraw from the speaker business; and the other losses 557 million yen.

5. Loss on abolishment of retirement benefit plan

(Year ended March 31, 2013)

This is due to the loss on abolishment of retirement benefit plan in certain consolidated overseas subsidiaries.

6. Provision of allowance for doubtful accounts, and bad debts written off

(Year ended March 31, 2013)

Due to the virtual bankruptcy of the Taiwan-based customer of MINEBEA TECHNOLOGIES TAIWAN CO., LTD., one of our consolidated overseas subsidiaries, allowance for doubtful receivable in the amount of 573 million yen, and bad debts written off 135 million yen is recorded.

(Business Combination, etc.)

(Year Ended March 31, 2013)

Business Combination through Acquisitions

1. Outline of the business combination

(1) Name of the acquired company and its business activities

Name of the acquired company: MOATECH CO., LTD.

Business activities: Manufacture and sales of small-sized motors for use in the IT devices, automobiles, office equipments, home electronic appliances and cameras, etc.

(2) Major reasons for the business combination

MOATECH CO., LTD. (hereafter "MOATECH") was established in 1989 in Korea and has its shares listed in KOSDAQ (Korean Securities Dealers Automated Quotations).

MOATECH retain an affiliate company called HYSONIC CO., LTD., a manufacturer of small-sized precision motors, whose shares are also listed in KOSDAQ. In addition, MOATECH has its production facilities located in Korea, China and the Philippines and has established an efficient system stretching from the development and design stages to the manufacturing processes in the small-sized motor businesses, which provides MOATECH with a high level of competitiveness in quality, production capability and manufacturing costs. In the segment of stepping motors to be used for IT devices, which is one of its major product lines, MOATECH retains a high market share in the global market. The company also strives to expand into the motor businesses to be used for automobiles, office equipments, home electronic appliances and cameras, in which small-sized precision motors are expected to increase its sales significantly in the years to come. As such, MOATECH is expected to secure its place in the global marketplace going forward. The shift to and proliferation of electronic cars such as Plug-in Hybrid Vehicles (PHV) and Electronic Vehicles (EV) are anticipated in the near future. Under such circumstances, Minebea has decided to carry out a business combination with MOATECH and is determined to enhance its product development capability, establish streamlined process of manufacturing and sales, and expand its sales of small-sized precision motors, by acting in coordination with and complementing the activities of MOATECH, one of the leading Korean manufacturers in this business.

(3) Effective date of the business combination

May 31, 2012

(4) Legal structure of the business combination

Stock acquisition with cash considerations

(5) Name of the company subsequent to the business combination

MOATECH CO., LTD.

(6) Percentage of voting rights acquired by Minebea

Percentage of voting rights immediately before the stock acquisition	－%
Percentage of voting rights to be acquired on the effective date of the business combination	50.8%
Percentage of voting rights subsequent to the stock acquisition	50.8%

(7) Primary basis for determining the acquirer

Due to the fact that Minebea has acquired 50.8% of the voting rights of the acquired company through stock acquisition with cash considerations

2. Period of business performances of the acquired company to be included in the consolidated financial statements

Since the deemed date of the stock acquisition is June 30, 2012 and, for the said subsidiary, the consolidated settlement of accounts has been posted based on the financial statements as of December 31, 2012, and therefore, the business performances from April 1, 2012 through December 31, 2012 have been included in the consolidated financial statements.

3. Acquisition cost of the acquired company and its details

Consideration for the acquisition	Purchase price of shares (cash)	4,171 million yen
Direct cost for the acquisition	Advisory cost, etc.	297 million yen
Acquisition cost		4,468 million yen

4. Amount of goodwill amortization, and the source, method and period of goodwill amortization

(1) Amount of goodwill

9 million yen

(2) Source of goodwill

Primarily due to the excess earning power to be expected on account of the development capability and cost competitiveness and the sales capacity of MOATECH

(3) Method and period of goodwill amortization

Due to an insignificant amount of goodwill amortization, goodwill has been amortized fully during the current consolidated fiscal year.

5. Amount of assets and liabilities received at the effective date of business combination and its details

Current assets	9,353 million yen
Fixed assets	3,620 million yen
Total assets	12,974 million yen
Current liabilities	2,334 million yen
Long-term liabilities	405 million yen
Total liabilities	2,740 million yen

6. Assuming that the business combination has been completed at the beginning date of the current consolidated fiscal year, approximate estimates of impacts of such business combination on the consolidated financial statements and the method for calculating such amounts

Total sales	2,627 million yen
Operating loss	(54) million yen
Ordinary loss	(35) million yen
Loss before income taxes and minority interests	(56) million yen

(Method for calculating approximate estimates)

The differences between total sales and the relevant profit and loss information based on the assumption that the business combination has been completed at the beginning date of the consolidated fiscal year, and the total sales and the relevant profit and loss information on the consolidated financial statements as recorded hereof are used as the approximate estimates of impacts of the business combination on the consolidated financial statements.

Please be noted that such approximate estimates have not been audited and attested by the audit certification.

(Segment Information etc.)

〔Segment Information〕

(a) Summary of reportable segments

Our reportable segments are segments for which separated financial information is available and subject to periodical reviews in order for the Company's Board of Directors to determine the distribution of management resources and evaluate performance.

The Company establishes business divisions by product in key business centers, and each of the business divisions formulates comprehensive domestic and overseas strategies regarding products in order to deploy its business activities.

Thus, the Company consists of segments by product on the basis of the business divisions, and the "Machined components business," "Rotary components business" and "Electronic devices and components business" are three reportable segments.

Our core products in the Machined components business are mechanical parts, such as ball bearings, rod-end bearings, pivot assemblies for HDDs; fasteners for automobile, aircraft, etc.. The Rotary components business includes a wide variety of motors, such as information motors (fan motors, stepping motors, DC brushless motors, vibration motors and DC brush motors); and spindle motors for HDDs. The Electronic devices and components business consists of LCD backlights, inverters and measuring instruments.

(b) Calculation method of amounts

The accounting method for the reported business segments is almost the same as that explained in "Basis of Presenting Consolidated Financial Statements".

Segment earnings are operating income-based figures. Inter-segment earnings and transfer are calculated based on invoice prices－the comprehensive judgment made after having considered factors including market prices and manufacturing costs.

(c) Information on net sales, profit or loss, assets, liabilities and other amounts by reported segment

(Year ended March 31, 2012)

(Amount: millions of yen)

	Reportable segments				Others *1	Total	Adjustment *2	Consolidated Financial Statements amount *3
	Machined components business	Rotary components business	Electronic devices and components business	Total				
Total sales								
(1) Sales to customers	107,037	91,363	37,887	236,289	15,068	251,358	—	251,358
(2) Sales to other segment	2,684	1,280	2,338	6,303	5,653	11,956	(11,956)	—
Total	109,721	92,644	40,225	242,592	20,722	263,314	(11,956)	251,358
Segment income (loss)	25,611	(4,118)	(959)	20,533	(338)	20,194	(11,595)	8,599
Segment assets	82,614	70,752	22,491	175,858	10,064	185,923	120,849	306,772
Other								
Depreciation	7,520	6,824	1,162	15,507	1,100	16,608	2,980	19,588
Increase in fixed assets	8,500	7,462	2,647	18,610	470	19,081	8,225	27,306

(Year ended March 31, 2013)

(Amount: millions of yen)

	Reportable segments				Others *1	Total	Adjustment *2	Consolidated Financial Statements amount *3
	Machined components business	Rotary components business	Electronic devices and components business	Total				
Total sales								
(1) Sales to customers	113,573	101,919	57,190	272,683	9,726	282,409	—	282,409
(2) Sales to other segment	2,565	1,199	1,046	4,811	5,149	9,961	(9,961)	—
Total	116,138	103,119	58,237	277,494	14,875	292,370	(9,961)	282,409
Segment income (loss)	25,459	(4,368)	1,531	22,621	231	22,852	(12,683)	10,169
Segment assets	97,631	87,502	26,952	212,087	9,778	221,865	140,940	362,805
Other								
Depreciation	8,020	6,867	1,751	16,638	879	17,517	3,283	20,800
Increase in fixed assets	9,100	11,974	2,261	23,336	763	24,099	19,587	43,687

(Notes) *1. The classification of "Others" is the business segment, which is not included in the reportable segments, and its products are mainly speakers and special devices.

*2. The amount of the adjustment is as follows.

(a) Adjustments to segment income or loss include amortization of goodwill (-1,332 million yen last fiscal year, -1,148 million yen this fiscal year), as well as corporate expenses such as selling, general & administrative expenses in addition to research and development costs that do not belong to the reportable segments (-10,221 million yen last fiscal year, -11,674 million this fiscal year).

(b) Adjustments to segment assets include unamortized goodwill (4,222 million yen last fiscal year, 3,502 million yen this fiscal year), as well as assets related to administrative divisions that do not belong to the reportable segments (116,627 million yen last fiscal year, 136,085 million yen this fiscal year).

(c) The major part of the adjustments in depreciation is depreciation of equipment related to the administrative division, which does not belong to the reportable segments.

(d) The major part of the adjustments in increased tangible fixed assets and intangible fixed assets is capital investments in equipment related to the administrative division, which does not belong to the reportable segments.

*3. Segment income (loss) is adjusted with operating income in the Consolidated Financial Statements.

〔Information related to impairment loss of fixed assets by reportable segment〕

(Year ended March 31, 2012) (Amount: millions of yen)

	Reportable segments				Others	All company	Total
	Machined components business	Rotary components business	Electronic devices and components business	Total			
Impairment loss	—	230	—	230	530	13	775

(Year ended March 31, 2013) (Amount: millions of yen)

	Reportable segments				Others	All company	Total
	Machined components business	Rotary components business	Electronic devices and components business	Total			
Impairment loss	—	2,856	—	2,856	32	12	2,900

(Per Share Data)

	Year ended March 31, 2012	Year ended March 31, 2013
Net assets per share (yen)	288.74	351.65
Net income per share (yen)	15.63	4.83
Fully diluted net income per share (yen)	15.54	4.65

(Notes) 1. The following are the basis for calculating net assets per share.

	As of March 31, 2012	As of March 31, 2013
Total net assets (millions of yen)	109,777	137,858
Deduction from total net assets (millions of yen)	384	6,530
(Minority interests)	(384)	(6,479)
(Subscription rights to shares)	(—)	(51)
Year-end net assets related to common stock (millions of yen)	109,393	131,327
Year-end common stock used for the calculation of net assets per share (shares)	378,858,714	373,456,068

2. The following are the basis for calculating net income per share and diluted net income per share.

	Year ended March 31, 2012	Year ended March 31, 2013
Net income (millions of yen)	5,922	1,804
Amount not available for common stock (millions of yen)	—	—
Net income related to common stock (millions of yen)	5,922	1,804
Average shares of common stock outstanding (shares)	379,013,837	373,699,462
Fully diluted net income per share		
Net income adjustments (millions of yen)	3	28
(Interest expense (after tax equivalents) (millions of yen))	(3)	(28)
(Of those, the amount of difference in equity interests related to the convertible bond-type bonds with subscription rights to shares issued by our consolidated subsidiaries (millions of yen))	(—)	(-0)
Increased shares of common stock (shares)	2,258,024	20,190,108
(Convertible bond-type bonds with subscription rights to shares (shares))	(2,258,024)	(20,157,000)
(Subscription rights to shares (shares))	(—)	(33,108)
Outline of the residual shares not included in the calculation of diluted net income per share due to no dilution effects	—	Subscription rights to shares issued by consolidated subsidiaries: 2 types (the number of subscription rights to shares: 14 units)

3. "Number of shares of common stock outstanding at year end used to calculate net assets per share" and "Average shares of common stock outstanding" deduct our shares, which are owned by the Employee Stock Holding Partnership Exclusive Trust Account.

(Subsequent Events)
Not applicable.

5. Others

(1) Amounts of Production, Orders Received, Sales

(a) Production (Amount: millions of yen)

Business segments	Year ended March 31, 2013	Year - on - year
Machined components business	113,610	106.7%
Rotary components business	98,640	108.7%
Electronic devices and components business	56,638	152.7%
Others	9,537	66.4%
Total	278,425	112.0%

(Notes) Amounts are provided on the basis of their sales prices, after offsetting and eliminating transactions between the two business segments and do not include consumption taxes.

(b) Orders Received (Amount: millions of yen)

Business segments	Orders received	Year - on - year	Order backlog	Year - on - year
Machined components business	122,434	115.4%	45,268	124.3%
Rotary components business	100,770	109.0%	15,524	93.1%
Electronic devices and components business	58,859	156.9%	5,684	141.6%
Others	11,092	72.6%	6,442	126.9%
Total	293,155	116.7%	72,918	117.3%

(Notes) Amounts are provided on the basis of their sales prices, after offsetting and eliminating transactions between the two business segments and do not include consumption taxes.

(c) Sales (Amount: millions of yen)

Business segments	Year ended March 31, 2013	Year - on - year
Machined components business	113,573	106.1%
Rotary components business	101,919	111.6%
Electronic devices and components business	57,190	150.9%
Others	9,726	64.5%
Total	282,409	112.4%

(Notes) Amounts are provided after offsetting and eliminating transactions between the two business segments and do not include consumption taxes.