

Minebea Co., Ltd.

Third Quarter of Fiscal Year ending March 31, 2016 Supplementary Financial Data (February 3, 2016)

Any statements in this material which are not an historical fact are future projections made based on certain assumptions and our management's judgment drawn from currently available information.

Please note that actual performance may vary significantly from any particular projection, due to various factors.

Factors affecting our actual performance include: (i) changes in economic conditions surrounding us or demand trends; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously. However, this is not a complete list of the factors affecting actual performance.



Consolidated Balance Sheets

Assets

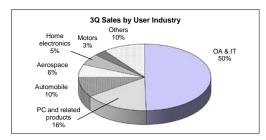
| | | Year ende | ed Mar. '15 | | Year | ending Ma | r. '16 | Change | Remarks |
|-------------------------------|------------|------------|-------------|------------|------------|------------|------------|----------|-------------------------------------|
| (Millians of year) | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 3Q - 2Q | |
| (Millions of yen) | (Jun. '14) | (Sep. '14) | (Dec. '14) | (Mar. '15) | (Jun. '15) | (Sep. '15) | (Dec. '15) | | (Millions of yen) |
| Current assets | 202,136 | 234,878 | 272,673 | 265,185 | 260,751 | 318,944 | 310,206 | (8,738) | |
| Cash and cash equivalents | 35,988 | 35,816 | 43,597 | 45,327 | 39,084 | 42,092 | 41,141 | (951) | |
| Notes and accounts receivable | 81,014 | 103,021 | 120,928 | 110,518 | 107,188 | 138,727 | 122,802 | (15,925) | Decrease mainly in LED backlights |
| Inventories | 67,372 | 78,105 | 89,561 | 92,160 | 94,496 | 118,140 | 126,681 | 8,541 | — Increase mainly in LED backlights |
| Others | 17,758 | 17,934 | 18,582 | 17,176 | 19,979 | 19,981 | 19,578 | (403) | |
| Fixed assets | 187,232 | 200,620 | 214,512 | 224,834 | 229,746 | 219,581 | 219,835 | 254 | |
| Tangible fixed assets | 164,359 | 176,083 | 187,307 | 192,597 | 197,302 | 187,403 | 186,685 | (718) | |
| Intangible fixed assets | 5,339 | 6,869 | 7,613 | 12,152 | 12,028 | 13,208 | 13,357 | 149 | |
| Investment and other assets | 17,533 | 17,667 | 19,591 | 20,083 | 20,415 | 18,969 | 19,793 | 824 | |
| Deferred charges | 34 | 30 | 27 | 23 | 20 | 16 | 13 | (3) | |
| Total assets | 389,402 | 435,529 | 487,212 | 490,043 | 490,517 | 538,542 | 530,055 | (8,487) | |

Liabilities and Net Assets

| | | Year ende | d Mar. '15 | | Year | ending Ma | r. '16 | Change | ı | Remarks | |
|-----------------------------------|------------|------------|------------|------------|------------|------------|---------------|----------|----|---|------------------|
| (Mailliana of work) | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 3Q - 2Q | | | |
| (Millions of yen) | (Jun. '14) | (Sep. '14) | (Dec. '14) | (Mar. '15) | (Jun. '15) | (Sep. '15) | (Dec. '15) | | | (Millions | of yen) |
| Current liabilities | 126,739 | 145,212 | 164,193 | 167,620 | 159,663 | 216,452 | 210,690 | (5,762) | | | |
| Notes and accounts payable | 36,412 | 51,783 | 66,444 | 59,906 | 53,074 | 93,102 | 73,064 | (20,038) | | Decrease mainly in LED backli | ghts |
| Short-term interest-bearing debts | 60,503 | 58,670 | 61,887 | 66,756 | 65,435 | 77,781 | 98,647 | 20,866 | *1 | Short-term loans payable Current portion of long-term | 68,445 |
| Others | 29,821 | 34,754 | 35,858 | 40,953 | 41,150 | 45,566 | 38,976 | (6,590) | | loans payable Current portion of Bonds | 20,202 10,000 |
| Long-term liabilities | 96,427 | 95,966 | 97,028 | 88,743 | 87,643 | 85,325 | 73,974 | (11,351) | | | |
| Long-term interest-bearing debts | 83,801 | 82,416 | 82,624 | 71,705 | 71,055 | 70,025 | 58,827 | (11,198) | *2 | Convertible bond-type bonds w subscription rights to shares | vith 7,700 |
| Others | 12,624 | 13,547 | 14,403 | 17,036 | 16,586 | 15,298 | 15,144 | (154) | | Long-term loans payable | 51,127 |
| Total liabilities | 223,167 | 241,178 | 261,222 | 256,363 | 247,306 | 301,778 | 284,665 | (17,113) | | | |
| Total net assets | 166,235 | 194,350 | 225,990 | 233,679 | 243,210 | 236,764 | 245,390 | 8,626 | | Increase of retained earnings | |
| Total liabilities and net assets | 389,402 | 435,529 | 487,212 | 490,043 | 490,517 | 538,542 | 530,055 | (8,487) | | | |
| Interest-bearing debts | 144,304 | 141,086 | 144,511 | 138,461 | 136,490 | 147,806 | 157,474 | 9,668 | _ | Effect of FX fluctuations Difference of principal | 126 9,542 |
| Net interest-bearing debts | 108,316 | 105,270 | 100,914 | 93,134 | 97,406 | 105,714 | 116,333 | 10,619 | - | Effect of FX fluctuations Difference of principal | 854 9,765 |







Consolidated Statements of Income

| | | Year | ended Ma | r. '15 | | Year | ending Ma | r. '16 | · | Remarks |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------|--|
| (Millions of yen) | 1Q (Apr. '14 - Jun. '14) | 2Q (Jul. '14 - Sep. '14) | 3Q (Oct. '14 - Dec. '14) | 4Q (Jan. '15 - Mar. '15) | Full Year (Apr. '14 - Mar. '15) | 1Q (Apr. '15 - Jun. '15) | 2Q (Jul. '15 - Sep. '15) | 3Q (Oct. '15 - Dec. '15) | Change 3Q - 3Q | |
| Net sales | 99,531 | 117,025 | 145,403 | 138,715 | 500,676 | 127,391 | 168,162 | 178,661 | 33,258 | Increase in LED backlights, measuring components and ball bearings |
| Cost of sales | 75,241 | 87,865 | 110,913 | 106,564 | 380,585 | 97,918 | 134,948 | 144,811 | 33,898 | l Decrease in EMS products |
| Gross profit | 24,290 | 29,160 | 34,490 | 32,150 | 120,091 | 29,472 | 33,214 | 33,849 | (641) | Increase in measuring components, ball bearings and motors |
| Gross profit margin | 24.4% | 24.9% | 23.7% | 23.2% | 24.0% | 23.1% | 19.8% | 18.9% | (4.8%) | Decrease in LED backlights. |
| SG&A expenses | 13,765 | 14,923 | 15,409 | 15,890 | 59,989 | 16,960 | 18,309 | 18,365 | 2,956 | Increase in Sales Sartorius MT&H consolidation |
| SG&A % sales ratio | 13.8% | 12.8% | 10.6% | 11.5% | 12.0% | 13.3% | 10.9% | 10.3% | (0.3%) | |
| Operating income | 10,524 | 14,237 | 19,080 | 16,259 | 60,101 | 12,512 | 14,905 | 15,484 | (3,596) | |
| Operating income margin | 10.6% | 12.2% | 13.1% | 11.7% | 12.0% | 9.8% | 8.9% | 8.7% | (4.4%) | |
| Other income (expenses) | (51) | (75) | (481) | 645 | 39 | 360 | (4,450) | (364) | 117 | |
| Net interest income (expenses) | (166) | (232) | (164) | (167) | (726) | (97) | (103) | (124) | 40 | |
| Others | 115 | 155 | (318) | 811 | 763 | 457 | (4,348) | (240) | 78 | |
| Ordinary income | 10,473 | 14,162 | 18,599 | 16,905 | 60,140 | 12,872 | 10,453 | 15,120 | (3,479) | |
| Net extraordinary income (loss) | (1,571) | (666) | (1,300) | (4,830) | (8,368) | 185 | (270) | (273) | 1,027 | Refer to breakdown below |
| Income before income taxes | 8,901 | 13,496 | 17,299 | 12,075 | 51,773 | 13,058 | 10,183 | 14,847 | (2,452) | |
| Total income taxes | 2,087 | 2,522 | 4,219 | 3,461 | 12,291 | 2,911 | 2,303 | 2,913 | (1,306) | |
| Current (including enterprise tax) | 1,384 | 2,340 | 3,882 | 4,370 | 11,977 | 2,246 | 4,622 | 2,813 | (1,069) | |
| Adjustment of income taxes | 703 | 182 | 337 | (908) | 314 | 664 | (2,318) | 99 | (238) | |
| Net income (loss) attributable to non-controlling interests | (17) | (11) | (83) | (293) | (406) | 88 | 178 | 108 | 191 | |
| Net income attributable to owners of the parent | 6,831 | 10,985 | 13,163 | 8,906 | 39,887 | 10,058 | 7,700 | 11,825 | (1,338) | |

Breakdown for Extraordinary Income and Loss

| | Year | ending Mai | r. '16 |
|--|------|------------|--------|
| (Millions of yen) | 1Q | 2Q | 3Q |
| Extraordinary income | 600 | 976 | 20 |
| Gain on sales of fixed assets | 12 | 3 | 20 |
| Insurance income | 504 | - | - |
| Gain on liquidation of affiliates | 83 | - | - |
| Government subsidy | - | 973 | - |
| Extraordinary loss | 415 | 1,246 | 293 |
| Loss on sales of fixed assets | 10 | 3 | 5 |
| Loss on disposal of fixed assets | 48 | 13 | 27 |
| Loss on reduction of fixed assets | | 928 | - |
| Loss on disaster | 137 | - | - |
| Business restructuring losses | 60 | 1 | 167 |
| Loss on abolishment of retirement benefit plan | 4 | 46 | 43 |
| Loss for after-care of products | | 220 | - |
| Loss related to anti-monopoly act | | - | 17 |
| Allowance for environmental remediation expenses | 154 | 33 | 31 |
| Net extraordinary income (loss) | 185 | (270) | (273) |



Consolidated Statements of Cash Flows

| | | Year | ended Mai | r. '15 | | Year | ending Ma | r. '16 | Change |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|----------|
| (Millions of yen) | 1Q (Apr. '14 - Jun. '14) | 2Q (Jul. '14 - Sep. '14) | 3Q (Oct. '14 - Dec. '14) | 4Q (Jan. '15 - Mar. '15) | Full Year (Apr. '14 - Mar. '15) | 1Q (Apr. '15 - Jun. '15) | 2Q (Jul. '15 - Sep. '15) | 3Q (Oct. '15 - Dec. '15) | 3Q - 3Q |
| Cash flows from operating activities | 8,222 | 10,905 | 13,366 | 27,370 | 59,864 | 10,606 | 2,607 | 3,483 | (9,883) |
| Income (loss) before income taxes | 8,901 | 13,496 | 17,299 | 12,075 | 51,773 | 13,058 | 10,183 | 14,847 | (2,452) |
| Depreciation and amortization | 5,940 | 6,195 | 8,492 | 8,147 | 28,775 | 7,494 | 8,937 | 9,586 | +1,094 |
| Amortization of consolidation adjustments | 144 | 144 | 146 | 146 | 582 | 214 | 247 | 255 | +109 |
| (Gain) loss on sales and disposal of fixed assets | 72 | 29 | 79 | 213 | 392 | 47 | 13 | 13 | (66) |
| (Increase) decrease in notes and accounts receivable | (8,143) | (17,333) | (11,206) | 12,362 | (24,322) | 4,391 | (35,436) | 16,179 | +27,385 |
| Decrease (increase) in inventories | (5,376) | (6,265) | (4,878) | (1,910) | (18,430) | (1,709) | (29,755) | (8,094) | (3,216) |
| Increase (decrease) in notes and accounts payable | 7,005 | 13,068 | 11,598 | (7,694) | 23,978 | (6,523) | 43,604 | (20,591) | (32,189) |
| Income tax paid / refund (paid) | (1,037) | (2,084) | (3,766) | (886) | (7,774) | (3,194) | (3,673) | (4,867) | (1,101) |
| Others | 717 | 3,653 | (4,399) | 4,916 | 4,885 | (3,168) | 8,483 | (3,846) | +553 |
| Cash flows from investing activities | (4,092) | (5,769) | (7,016) | (18,448) | (35,326) | (13,465) | (13,685) | (9,362) | (2,346) |
| Purchase of tangible fixed assets | (6,964) | (7,009) | (7,683) | (13,322) | (34,979) | (12,714) | (11,187) | (8,417) | (734) |
| Proceeds from sales of tangible fixed assets | 163 | 119 | 218 | 98 | 599 | 72 | 199 | 207 | (11) |
| Purchase of intangible fixed assets | (120) | (1,492) | (846) | (118) | (2,577) | (309) | (164) | (1,500) | (654) |
| Purchase of investments in subsidiaries resulting in change in scope of consolidation | 49 | (22) | | (2,197) | (2,170) | | (257) | - | - |
| Proceeds from sale of share in subsidiaries resulting in change in scope of consolidation | 1,261 | - | - | - | 1,261 | - | - | - | - |
| Proceeds from investments in affiliates | 977 | - | 337 | - | 1,314 | - | - | - | (337) |
| Others | 539 | 2,634 | 957 | (2,910) | 1,223 | (513) | (2,275) | 348 | (609) |
| Cash flows from financing activities | (5,852) | (3,967) | 12 | (9,820) | (19,627) | (4,151) | 13,119 | 6,001 | +5,989 |
| Increase (decrease) in loans and debts | (3,981) | (4,068) | 2,154 | (9,860) | (15,757) | (1,938) | 12,917 | 9,533 | +7,379 |
| Purchase of treasury stock | (2) | (3) | (5) | (9) | (21) | (0) | (4) | (3) | +2 |
| Proceeds from disposal of treasury stock | 54 | 159 | 158 | 101 | 474 | 79 | 236 | 233 | +75 |
| Cash dividends paid | (1,867) | - | (2,242) | • | (4,109) | (2,243) | - | (3,740) | (1,498) |
| Others | (55) | (54) | (51) | (50) | (211) | (49) | (29) | (21) | +30 |
| Effect of exchange rate changes on cash and cash equivalents | (282) | 988 | 1,484 | 6 | 2,196 | 174 | (573) | (454) | (1,938) |
| Net increase (decrease) in cash and cash equivalents | (2,004) | 2,156 | 7,847 | (892) | 7,106 | (6,835) | 1,468 | (332) | (8,179) |
| Cash and cash equivalents at beginning of period | 29,031 | 27,027 | 29,183 | 37,030 | 29,031 | 36,137 | 29,302 | 30,771 | +1,588 |
| Cash and cash equivalents at end of period | 27,027 | 29,183 | 37,030 | 36,137 | 36,137 | 29,302 | 30,771 | 30,438 | (6,592) |



Consolidated Sales and Income and Performance by New Business Segment Quarterly

| (Millions of yen) | | FY ended | d Mar. 13 | | | FY ende | d Mar. '14 | | | FY ended | Mar. '15* | | FY | ending Ma | r. 16 |
|---|---------|----------|-----------|---------|---------|---------|------------|---------|---------|----------|-----------|----------|---------|-----------|--------|
| (| 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q |
| Machined components | 29,966 | 26,977 | 26,137 | 30,490 | 34,092 | 34,597 | 34,795 | 36,547 | 36,602 | 37,085 | 40,185 | 41,911 | 40,974 | 42,272 | 40,76 |
| Electronic devices and components | 38,434 | 43,275 | 45,326 | 40,874 | 50,982 | 60,646 | 62,073 | 56,812 | 62,892 | 79,899 | 105,173 | 96,759 | 86,311 | 125,753 | 137,75 |
| Other | 220 | 227 | 240 | 236 | 242 | 238 | 267 | 248 | 36 | 41 | 44 | 44 | 105 | 137 | 14 |
| Adjustment | - | - | - | - | - | - | - | - | - | - | | | - | - | |
| Total sales | 68,621 | 70,480 | 71,705 | 71,601 | 85,317 | 95,482 | 97,135 | 93,608 | 99,531 | 117,025 | 145,403 | 138,715 | 127,391 | 168,162 | 178,66 |
| Machined components | 7,463 | 7,008 | 5,745 | 5,242 | 6,889 | 8,537 | 8,622 | 9,500 | 9,554 | 9,776 | 10,088 | 10,303 | 9,956 | 10,218 | 10,60 |
| Operating margin | 24.9% | 26.0% | 22.0% | 17.2% | 20.2% | 24.7% | 24.8% | 26.0% | 26.1% | 26.4% | 25.1% | 24.6% | 24.3% | 24.2% | 26.09 |
| Electronic devices and components | (447) | 130 | 210 | (2,346) | (327) | 3,420 | 4,235 | 2,252 | 3,238 | 7,195 | 11,723 | 8,590 | 5,608 | 6,740 | 7,61 |
| Operating margin | (1.2%) | 0.3% | 0.5% | (5.7%) | (0.6%) | 5.6% | 6.8% | 4.0% | 5.1% | 9.0% | 11.1% | 8.9% | 6.5% | 5.4% | 5.5% |
| Other | 38 | 39 | 172 | (83) | 15 | 386 | 447 | 16 | 66 | 52 | (17) | (129) | (41) | 65 | (59 |
| Operating margin | 17.3% | 17.2% | 71.7% | (35.2%) | 6.2% | 162.2% | 167.4% | 6.5% | 183.3% | 126.8% | (38.6%) | (293.2%) | (39.0%) | 47.4% | (41.0% |
| Adjustment | (3,361) | (3,170) | (3,185) | (3,286) | (3,040) | (2,879) | (2,993) | (2,886) | (2,334) | (2,786) | (2,713) | (2,505) | (3,010) | (2,120) | (2,680 |
| Operating income (loss) | 3,693 | 4,007 | 2,943 | (474) | 3,538 | 9,465 | 10,312 | 8,883 | 10,524 | 14,237 | 19,080 | 16,259 | 12,512 | 14,905 | 15,48 |
| Operating margin | 5.4% | 5.7% | 4.1% | (0.7%) | 4.1% | 9.9% | 10.6% | 9.5% | 10.6% | 12.2% | 13.1% | 11.7% | 9.8% | 8.9% | 8.7% |
| Ordinary income (loss) | 3,368 | 3,573 | 2,319 | (1,587) | 3,068 | 8,682 | 8,370 | 7,943 | 10,473 | 14,162 | 18,599 | 16,905 | 12,872 | 10,453 | 15,12 |
| Net income attributable to owners of the parent | 1,718 | 2,002 | 1,076 | (2,992) | 2,852 | 5,920 | 7,107 | 4,998 | 6,831 | 10,985 | 13,163 | 8,906 | 10,058 | 7,700 | 11,82 |

^{*}Due to some organizational changes, including incorporating its in-house manufacturing division into the Electronic devices and components manufacturing headquarters from FY 3/16, business segment classification is changed, and FY 3/15 numbers are also adjusted for comparison.

Semiannual

| (Millions of yen) | FY | ended Mar. | 13 | FY | ended Mar. | '14 | FY e | ended Mar. ' | 15 *1 | Forecasts | of FY endir | ng Mar. '16 |
|---|---------|------------|----------|---------|------------|----------|---------|--------------|----------|-----------|-------------|-------------|
| ` ` ` ` | 1H | 2H | Year | 1H | 2H | Year | 1H | 2H | Year | 1H | 2H (E) *2 | Year (E) * |
| Machined components | 56,944 | 56,628 | 113,573 | 68,690 | 71,342 | 140,032 | 73,687 | 82,097 | 155,785 | 83,247 | 81,753 | 165,000 |
| Electronic devices and components | 81,709 | 86,201 | 167,911 | 111,628 | 118,886 | 230,514 | 142,792 | 201,932 | 344,724 | 212,064 | 257,436 | 469,500 |
| Other | 447 | 477 | 924 | 480 | 516 | 996 | 77 | 88 | 166 | 242 | 258 | 500 |
| Adjustment | - | - | - | - | - | - | - | - | - | - | - | - |
| Total sales | 139,101 | 143,308 | 282,409 | 180,799 | 190,744 | 371,543 | 216,557 | 284,119 | 500,676 | 295,554 | 339,446 | 635,000 |
| Machined components | 14,471 | 10,988 | 25,459 | 15,427 | 18,123 | 33,550 | 19,330 | 20,392 | 39,722 | 20,175 | 21,625 | 41,800 |
| Operating margin | 25.4% | 19.4% | 22.4% | 22.5% | 25.4% | 24.0% | 26.2% | 24.8% | 25.5% | 24.2% | 26.5% | 25.3% |
| Electronic devices and components | (317) | (2,135) | (2,452) | 3,093 | 6,488 | 9,581 | 10,434 | 20,313 | 30,747 | 12,349 | 12,051 | 24,400 |
| Operating margin | (0.4%) | (2.5%) | (1.5%) | 2.8% | 5.5% | 4.2% | 7.3% | 10.1% | 8.9% | 5.8% | 4.7% | 5.2% |
| Other | 78 | 89 | 167 | 402 | 464 | 866 | 118 | (146) | (28) | 24 | (224) | (200) |
| Operating margin | 17.4% | 18.7% | 18.1% | 83.8% | 89.9% | 86.9% | 153.2% | (165.9%) | (16.9%) | 9.9% | (86.8%) | (40.0%) |
| Adjustment | (6,532) | (6,472) | (13,004) | (5,919) | (5,880) | (11,799) | (5,121) | (5,218) | (10,340) | (5,130) | (5,870) | (11,000) |
| Operating income | 7,700 | 2,469 | 10,169 | 13,003 | 19,196 | 32,199 | 24,761 | 35,340 | 60,101 | 27,417 | 27,583 | 55,000 |
| Operating margin | 5.5% | 1.7% | 3.6% | 7.2% | 10.1% | 8.7% | 11.4% | 12.4% | 12.0% | 9.3% | 8.1% | 8.7% |
| Ordinary income | 6,942 | 731 | 7,673 | 11,751 | 16,314 | 28,065 | 24,635 | 35,505 | 60,140 | 23,326 | 26,674 | 50,000 |
| Net income attributable to owners of the parent | 3,720 | (1,916) | 1,804 | 8,772 | 12,106 | 20,878 | 17,817 | 22,070 | 39,887 | 17,758 | 22,242 | 40,000 |

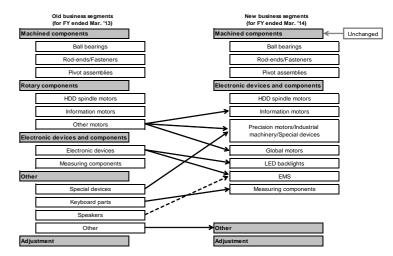
^{*1} Due to some organizational changes, including incorporating its in-house manufacturing division into the Electronic devices and components manufacturing headquarters from FY 3/16, business segment classification is changed, and FY 3/15 numbers are also adjusted for comparison.

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Minebea Co., Ltd. Supplementary Financial Data Third Quarter of Fiscal Year ending March 31 2016 (February 3, 2016)

New Business Segments

Following a structural reorganization, we have changed our business segment classification starting the fiscal year ended March 31, 2014.



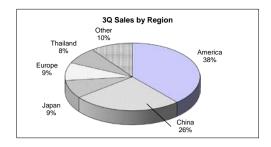
^{*2} Forecasts for the second half and the full year were revised on February 3, 2016.

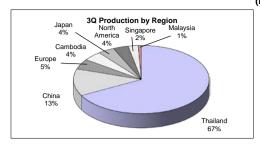


Historical Consolidated Sales and Income and Performance by Old Business Segment

| (Millians of von) | | FY | ended Mar. | . '11 | | | FY | ended Mar. | '12 | | | FY | ended Mar. | . '13 | |
|-----------------------------------|---------|---------|------------|---------|----------|---------|---------|------------|---------|----------|---------|---------|------------|---------|----------|
| (Millions of yen) | 1Q | 2Q | 3Q | 4Q | Year | 1Q | 2Q | 3Q | 4Q | Year | 1Q | 2Q | 3Q | 4Q | Year |
| Machined components | 28,180 | 26,782 | 26,550 | 26,327 | 107,841 | 27,482 | 27,121 | 24,426 | 28,008 | 107,037 | 29,966 | 26,977 | 26,137 | 30,490 | 113,573 |
| Rotary components | 24,889 | 26,707 | 25,275 | 24,266 | 101,139 | 24,347 | 25,633 | 19,267 | 22,115 | 91,363 | 24,079 | 26,140 | 24,491 | 27,208 | 101,919 |
| Electronic devices and components | 9,707 | 10,653 | 10,932 | 9,209 | 40,502 | 8,959 | 10,497 | 9,184 | 9,245 | 37,887 | 12,131 | 14,979 | 18,533 | 11,547 | 57,190 |
| Other | 5,114 | 5,660 | 4,741 | 4,140 | 19,657 | 4,013 | 4,393 | 3,837 | 2,823 | 15,068 | 2,444 | 2,383 | 2,542 | 2,355 | 9,726 |
| Adjustment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total sales | 67,891 | 69,803 | 67,500 | 63,944 | 269,139 | 64,802 | 67,646 | 56,716 | 62,193 | 251,358 | 68,621 | 70,480 | 71,705 | 71,601 | 282,409 |
| Machined components | 7,105 | 7,306 | 6,891 | 6,785 | 28,088 | 6,302 | 7,076 | 5,691 | 6,542 | 25,611 | 7,463 | 7,008 | 5,745 | 5,242 | 25,459 |
| Operating margin | 25.2% | 27.3% | 26.0% | 25.8% | 26.0% | 22.9% | 26.1% | 23.3% | 23.4% | 23.9% | 24.9% | 26.0% | 22.0% | 17.2% | 22.4% |
| Rotary components | 8 | 265 | 16 | (515) | (224) | (878) | (538) | (1,602) | (1,098) | (4,118) | (542) | (420) | (1,382) | (2,023) | (4,368) |
| Operating margin | 0.0% | 1.0% | 0.1% | (2.1%) | (0.2%) | (3.6%) | (2.1%) | (8.3%) | (5.0%) | (4.5%) | (2.3%) | (1.6%) | (5.6%) | (7.4%) | (4.3%) |
| Electronic devices and components | 1,497 | 1,308 | 921 | 432 | 4,160 | (102) | 140 | (259) | (737) | (959) | (67) | 471 | 1,365 | (237) | 1,531 |
| Operating margin | 15.4% | 12.3% | 8.4% | 4.7% | 10.3% | (1.1%) | 1.3% | (2.8%) | (8.0%) | (2.5%) | (0.6%) | 3.1% | 7.4% | (2.1%) | 2.7% |
| Other | 112 | 345 | 102 | (63) | 498 | (59) | (96) | (80) | (101) | (338) | 181 | 127 | 97 | (174) | 231 |
| Operating margin | 2.2% | 6.1% | 2.2% | (1.5%) | 2.5% | (1.5%) | (2.2%) | (2.1%) | (3.6%) | (2.2%) | 7.4% | 5.3% | 3.8% | (7.4%) | 2.4% |
| Adjustment | (2,699) | (2,878) | (2,334) | (2,445) | (10,358) | (2,957) | (2,832) | (2,896) | (2,909) | (11,595) | (3,341) | (3,179) | (2,882) | (3,279) | (12,683) |
| Operating income (loss) | 6,024 | 6,346 | 5,597 | 4,194 | 22,163 | 2,303 | 3,749 | 850 | 1,695 | 8,599 | 3,693 | 4,007 | 2,943 | (474) | 10,169 |
| Operating margin | 8.9% | 9.1% | 8.3% | 6.6% | 8.2% | 3.6% | 5.5% | 1.5% | 2.7% | 3.4% | 5.4% | 5.7% | 4.1% | (0.7%) | 3.6% |
| Ordinary income (loss) | 5,600 | 5,935 | 5,117 | 3,710 | 20,364 | 1,870 | 3,162 | 323 | 1,142 | 6,499 | 3,368 | 3,573 | 2,319 | (1,587) | 7,673 |
| Net income (loss) | 3,815 | 3,502 | 3,331 | 1,816 | 12,465 | 668 | 2,100 | (3,055) | 6,208 | 5,922 | 1,718 | 2,002 | 1,076 | (2,992) | 1,804 |







Consolidated Sales by Region

| | FY ended Mar. '11 | FY ended Mar. '12 | FY ended Mar. '13 | FY ended Mar. '14 | | FY | ended Mar. | '15 | | FY | ending Mar. | '16 |
|-------------------|----------------------|----------------------|----------------------|----------------------|--------|---------|------------|---------|-----------|---------|-------------|---------|
| (Millions of yen) | Full Year | Full Year | Full Year | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q |
| China | 71,542 | 61,307 | 81,999 | 119,828 | 31,500 | 39,966 | 48,238 | 44,935 | 164,641 | 39,903 | 54,412 | 46,521 |
| Japan | 63,308 | 58,994 | 56,853 | 69,797 | 16,755 | 23,239 | 34,021 | 34,023 | 108,039 | 28,774 | 18,680 | 15,560 |
| Thailand | 36,470 | 33,546 | 36,413 | 48,047 | 14,528 | 15,918 | 22,417 | 17,871 | 70,735 | 16,714 | 15,972 | 14,343 |
| America | 26,225 | 24,848 | 28,542 | 37,013 | 10,070 | 9,807 | 10,683 | 11,966 | 42,528 | 12,212 | 44,783 | 68,792 |
| Europe | 26,296 | 26,499 | 28,688 | 40,258 | 11,518 | 11,279 | 11,442 | 12,982 | 47,221 | 14,472 | 15,687 | 15,276 |
| Other | 45,297 | 46,161 | 49,912 | 56,597 | 15,159 | 16,814 | 18,600 | 16,936 | 67,509 | 15,314 | 18,626 | 18,165 |
| Total | 269,139 | 251,358 | 282,409 | 371,543 | 99,531 | 117,025 | 145,403 | 138,715 | 500,676 | 127,391 | 168,162 | 178,661 |

Production by Region

| | FY ended | FY ended | FY ended | FY ended | | FY | ended Mar. | '15 | | FY | ending Mar. | '16 |
|------------------------|----------|----------|----------|----------|--------|---------|------------|---------|-----------|---------|-------------|---------|
| (Millions of yen) | Mar. '11 | Mar. '12 | Mar. '13 | Mar. '14 | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q |
| Japan | 20,985 | 22,402 | 22,922 | 26,741 | 6,474 | 7,214 | 7,880 | 7,862 | 29,430 | 7,578 | 7,400 | 7,004 |
| Asia (excluding Japan) | 216,160 | 197,287 | 226,843 | 302,371 | 81,946 | 99,599 | 127,030 | 118,671 | 427,248 | 106,094 | 146,936 | 156,466 |
| Thailand | 137,298 | 130,111 | 139,759 | 193,038 | 49,915 | 63,043 | 77,453 | 74,089 | 264,502 | 56,671 | 104,527 | 120,041 |
| Cambodia | 0 | 388 | 3,264 | 16,084 | 5,984 | 6,830 | 15,389 | 13,085 | 41,288 | 14,581 | 12,748 | 7,913 |
| Singapore | 10,923 | 10,452 | 10,660 | 13,713 | 3,769 | 3,679 | 3,933 | 4,266 | 15,647 | 4,493 | 4,437 | 4,206 |
| China | 63,769 | 53,234 | 69,737 | 75,722 | 21,180 | 24,883 | 29,114 | 25,909 | 101,086 | 28,887 | 23,552 | 22,916 |
| Malaysia | 4,170 | 3,102 | 3,423 | 3,814 | 1,098 | 1,164 | 1,141 | 1,322 | 4,725 | 1,462 | 1,672 | 1,390 |
| North America | 23,514 | 22,763 | 23,769 | 28,521 | 7,361 | 6,270 | 6,464 | 7,210 | 27,305 | 7,249 | 7,090 | 6,454 |
| Europe | 8,480 | 8,906 | 8,875 | 13,910 | 3,750 | 3,942 | 4,029 | 4,972 | 16,693 | 6,470 | 6,736 | 8,737 |
| Total | 269,139 | 251,358 | 282,409 | 371,543 | 99,531 | 117,025 | 145,403 | 138,715 | 500,676 | 127,391 | 168,162 | 178,661 |

Exchange Rates

| | | EV anded | FY ended | EV anded | EV anded | | FY | ended Mar. | '15 | | | FY | ending Mar | . '16 | |
|-----------|-------|----------|----------|----------|----------|--------|--------|------------|--------|-----------|--------|--------|------------|-------------------|-----------------------------|
| | (Yen) | Mar. '11 | Mar. '12 | Mar. '13 | Mar. '14 | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q | Assumption for 4Q | Assumption for Full Year |
| US\$ | PL | 79.07 | 79.07 | 82.33 | 99.76 | 102.40 | 102.65 | 112.34 | 119.36 | 109.19 | 120.97 | 122.56 | 121.23 | 121.00 | 121.44 |
| | BS | 82.19 | 82.19 | 94.05 | 102.92 | 101.36 | 109.45 | 120.55 | 120.17 | 120.17 | 122.45 | 119.96 | 120.61 | 121.00 | 121.00 |
| Euro | PL | 110.20 | 110.20 | 106.48 | 133.38 | 140.57 | 137.62 | 141.29 | 138.02 | 139.38 | 132.74 | 136.35 | 132.56 | 136.00 | 134.41 |
| | BS | 109.80 | 109.80 | 120.73 | 141.65 | 138.31 | 138.87 | 146.54 | 130.32 | 130.32 | 137.23 | 134.97 | 131.77 | 136.00 | 136.00 |
| Thai Baht | PL | 2.59 | 2.59 | 2.67 | 3.18 | 3.15 | 3.20 | 3.45 | 3.66 | 3.37 | 3.66 | 3.51 | 3.37 | 3.38 | 3.48 |
| | BS | 2.67 | 2.67 | 3.20 | 3.17 | 3.12 | 3.38 | 3.67 | 3.70 | 3.70 | 3.62 | 3.29 | 3.34 | 3.38 | 3.38 |
| RMB | PL | 12.33 | 12.33 | 13.08 | 16.28 | 16.40 | 16.60 | 18.30 | 19.11 | 17.60 | 19.49 | 19.55 | 19.02 | 19.00 | 19.27 |
| | BS | 13.03 | 13.03 | 15.14 | 16.55 | 16.29 | 17.78 | 19.36 | 19.34 | 19.34 | 19.72 | 18.85 | 18.56 | 19.00 | 19.00 |

^{*} Assumptions for full year was revised on February 3, 2016.



Capital Expenditure, Depreciation and Amortization, R&D Costs

| | | | | FY ended | | FY | ended Mar. | '15 | | FY | ending Mar. | '16 | Forecasts for FY |
|--------------------------------|----------|----------|----------|----------|-------|-------|------------|--------|-----------|--------|-------------|-------|----------------------|
| (Millions of yen) | Mar. '11 | Mar. '12 | Mar. '13 | Mar. '14 | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q | ending Mar. '16 * |
| Capital expenditure | 27,335 | 27,306 | 43,687 | 20,679 | 6,636 | 9,096 | 8,760 | 13,065 | 37,557 | 13,787 | 13,182 | 9,258 | 39,000 |
| Depreciation and amortization | 20,805 | 19,588 | 20,800 | 23,740 | 5,940 | 6,195 | 8,492 | 8,147 | 28,775 | 7,494 | 8,937 | 9,586 | 35,500 |
| Research and development costs | 7,895 | 7,490 | 7,743 | 8,561 | 2,152 | 2,216 | 2,244 | 2,360 | 8,972 | 2,284 | 2,273 | 2,501 | 9,000 |

^{*} Forecasts for the fiscal year ending March, 2016 were revised on February 3, 2016.

Long Term Data

| | FY ended | FY ended Mar. '12 | FY ended Mar. '13 | FY ended Mar. '14 | | FY | ended Mar. | FY ending Mar. '16 | | | | |
|--------------------------------------|----------|----------------------|----------------------|----------------------|---------|---------|------------|--------------------|-----------|----------|----------|---------|
| (Millions of yen) | Mar. '11 | | | | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q |
| Cash flows from operating activities | 24,439 | 20,233 | 22,990 | 49,173 | 8,222 | 10,905 | 13,366 | 27,370 | 59,864 | 10,606 | 2,607 | 3,483 |
| Cash flows from investing activities | (28,631) | (29,018) | (37,813) | (24,957) | (4,092) | (5,769) | (7,016) | (18,448) | (35,326) | (13,465) | (13,685) | (9,362) |
| Cash flows from financing activities | 7,984 | 4,761 | 17,409 | (25,233) | (5,852) | (3,967) | 12 | (9,820) | (19,627) | (4,151) | 13,119 | 6,001 |
| Total Liabilities and net assets | 291,092 | 306,772 | 362,805 | 381,278 | 389,402 | 435,529 | 487,212 | 490,043 | 490,043 | 490,517 | 538,542 | 530,055 |
| Total net assets | 109,967 | 109,777 | 137,858 | 163,463 | 166,235 | 194,350 | 225,990 | 233,679 | 233,679 | 243,210 | 236,764 | 245,390 |
| Interest-bearing debts | 133,212 | 142,543 | 170,411 | 148,498 | 144,304 | 141,086 | 144,511 | 138,461 | 138,461 | 136,490 | 147,806 | 157,474 |
| Net interest-bearing debts | 103,622 | 114,213 | 136,229 | 109,883 | 108,316 | 105,270 | 100,914 | 93,134 | 93,134 | 97,406 | 105,714 | 116,333 |
| D/E ratio | 1.2 | 1.3 | 1.2 | 0.9 | 0.9 | 0.7 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 |
| Net D/E ratio | 0.9 | 1.0 | 1.0 | 0.7 | 0.7 | 0.5 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.5 |
| Interest expense | 1,832 | 2,320 | 2,651 | 2,138 | 392 | 365 | 376 | 371 | 1,504 | 323 | 245 | 304 |
| ROE | 11.6% | 5.5% | 1.5% | 14.4% | - | - | - | - | 20.8% | - | - | - |
| ROA (based on net income) | 4.4% | 2.0% | 0.5% | 5.6% | - | - | - | - | 9.2% | - | - | - |

Per Share Data

| | | | FY ended Mar. '13 | FY ended Mar. '14 | | FY | ended Mar. | . '15 | FY ending Mar. '16 | | | Forecasts for FY | |
|--|-------------|-------------|----------------------|----------------------|-------------|-------------|-------------|-------------|--------------------|-------------|-------------|------------------|-----------------------|
| (Yen, Shares) | Mar. '11 | Mar. '12 | | | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q | ending Mar. '16 *2 |
| Net income per share (EPS) | 32.6 | 15.6 | 4.8 | 55.9 | 18.3 | 29.4 | 35.2 | 23.8 | 106.7 | 26.9 | 20.6 | 31.6 | 106.9 |
| Fully diluted net income per share | - | 15.5 | 4.7 | 53.1 | 17.4 | 27.9 | 33.4 | 22.6 | 101.3 | 25.5 | 19.6 | 30.0 | - |
| Interim dividends | 3.0 | 3.0 | 3.0 | 3.0 | - | 6.0 | - | - | 6.0 | - | 10.0 | - | 10.0 |
| Year-end dividends | 4.0 | 4.0 | 4.0 | 5.0 | - | - | - | 6.0 | 6.0 | - | - | - | 10.0 |
| BPS | 282.0 | 288.7 | 351.7 | 422.6 | 430.4 | 503.9 | 585.9 | 604.8 | 604.8 | 630.1 | 611.9 | 635.7 | - |
| Total weighted average number of shares outstanding *1 | 382,318,700 | 379,013,837 | 373,699,462 | 373,225,855 | 373,568,542 | 373,700,972 | 373,767,451 | 373,873,861 | 373,727,342 | 373,912,996 | 374,024,509 | 374,139,930 | - |
| Number of shares outstanding at end of term *1 | | | 373,456,068 | | 373,586,818 | 373,719,865 | 373,816,742 | 373,885,780 | 373,885,780 | 373,925,283 | 374,047,940 | 374,234,361 | - |

Number of Group Employees

| | | FY ended | FY ended Mar. '13 | FY ended Mar. '14 | | FY ended | d Mar. '15 | FY ending Mar. '16 | | | |
|-------------------------|----------|----------|----------------------|----------------------|--------|----------|------------|--------------------|--------|--------|--------|
| (Persons) | Mar. '11 | Mar. '12 | | | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q |
| Japan | 3,319 | 3,368 | 3,425 | 3,401 | 3,458 | 3,457 | 3,471 | 3,493 | 3,608 | 3,603 | 3,604 |
| Thailand | 31,011 | 31,117 | 31,221 | 31,537 | 32,823 | 35,525 | 36,651 | 37,058 | 38,618 | 41,351 | 40,423 |
| China | 13,550 | 10,119 | 8,984 | 9,125 | 9,610 | 9,558 | 10,029 | 9,623 | 9,953 | 10,137 | 10,051 |
| Cambodia | 224 | 1,320 | 2,924 | 4,419 | 6,945 | 6,470 | 6,936 | 7,286 | 6,542 | 5,944 | 5,666 |
| Other Asian Countries | 2,778 | 2,507 | 3,576 | 2,990 | 2,936 | 2,957 | 2,943 | 2,973 | 2,909 | 2,883 | 2,919 |
| Europe | 1,068 | 1,057 | 1,114 | 1,254 | 1,262 | 1,276 | 1,281 | 1,807 | 1,809 | 1,859 | 1,875 |
| North and South America | 1,877 | 1,918 | 2,083 | 2,042 | 1,770 | 1,733 | 1,674 | 1,727 | 1,660 | 1,641 | 1,674 |
| Group | 53,827 | 51,406 | 53,327 | 54,768 | 58,804 | 60,976 | 62,985 | 63,967 | 65,099 | 67,418 | 66,212 |

^{*1} Number of outstanding shares : Total number of shares issued -Treasury stock
*2 Forecasts for the fiscal year ending March, 2016 were revised on November 5, 2015.