

Business Results

Third Quarter of Fiscal Year Ending March 31, 2016

February 3, 2016
Minebea Co., Ltd.

Net sales hit a new 9-month record high

(Millions of yen)	FY ended Mar. '15 1Q-3Q	FY ending Mar. '16 1Q-3Q	Change YoY
Net sales	361,961	474,215	+31.0%
Operating income	43,842	42,901	-2.1%
Ordinary income	43,235	38,446	-11.1%
Net income	30,980	29,584	-4.5%
Net income per share (yen)	82.91	79.10	-4.6%

Foreign exchange rates	1Q-3Q of FY Mar. '15	1Q-3Q of FY Mar. '16
US\$	¥105.80	¥121.59
Euro	¥139.83	¥133.88
Thai Baht	¥3.27	¥3.51
Chinese RMB	¥17.10	¥19.35

Net sales also hit a new quarterly record high

(Millions of yen)	FY ended Mar. '15	FY ending Mar. '16		Change	
	3Q	2Q	3Q	YoY	QoQ
Net sales	145,403	168,162	178,661	+22.9%	+6.2%
Operating income	19,080	14,905	15,484	-18.8%	+3.9%
Ordinary income	18,599	10,453	15,120	-18.7%	+44.6%
Net income	13,163	7,700	11,825	-10.2%	+53.6%
Net income per share (yen)	35.22	20.59	31.61	-10.2%	+53.5%

Foreign exchange rates	3Q of FY Mar. '15	2Q of FY Mar. '16	3Q of FY Mar. '16
US\$	¥112.34	¥122.56	¥121.23
Euro	¥141.29	¥136.35	¥132.56
Thai Baht	¥3.45	¥3.51	¥3.37
Chinese RMB	¥18.30	¥19.55	¥19.02

Net sales hit a new record high
Net sales up YoY for the last 15 quarters

(Billions of yen)

200.0

160.0

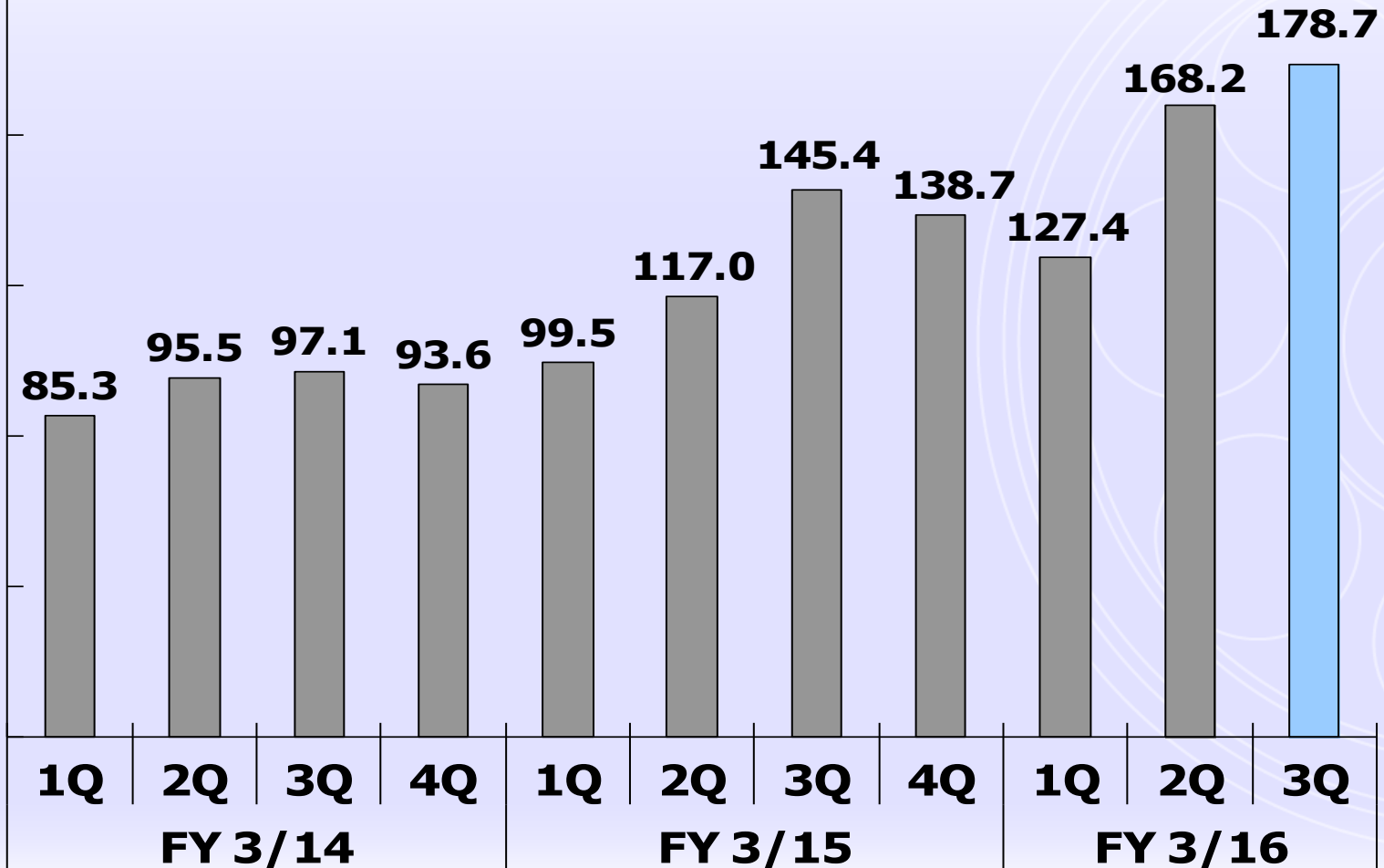
120.0

80.0

40.0

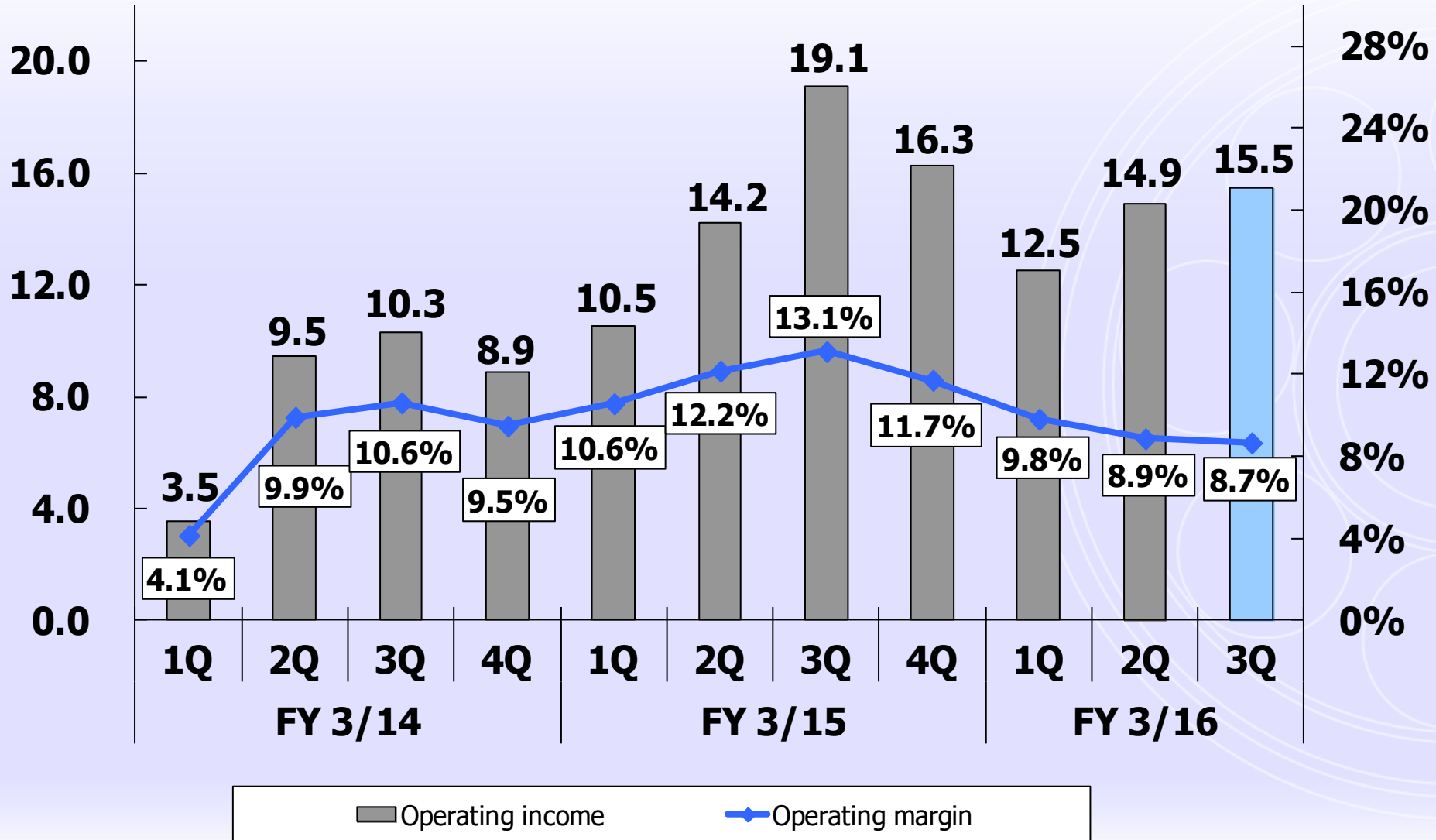
0.0

Increased 23% YoY
Increased 6% QoQ



(Billions of yen)

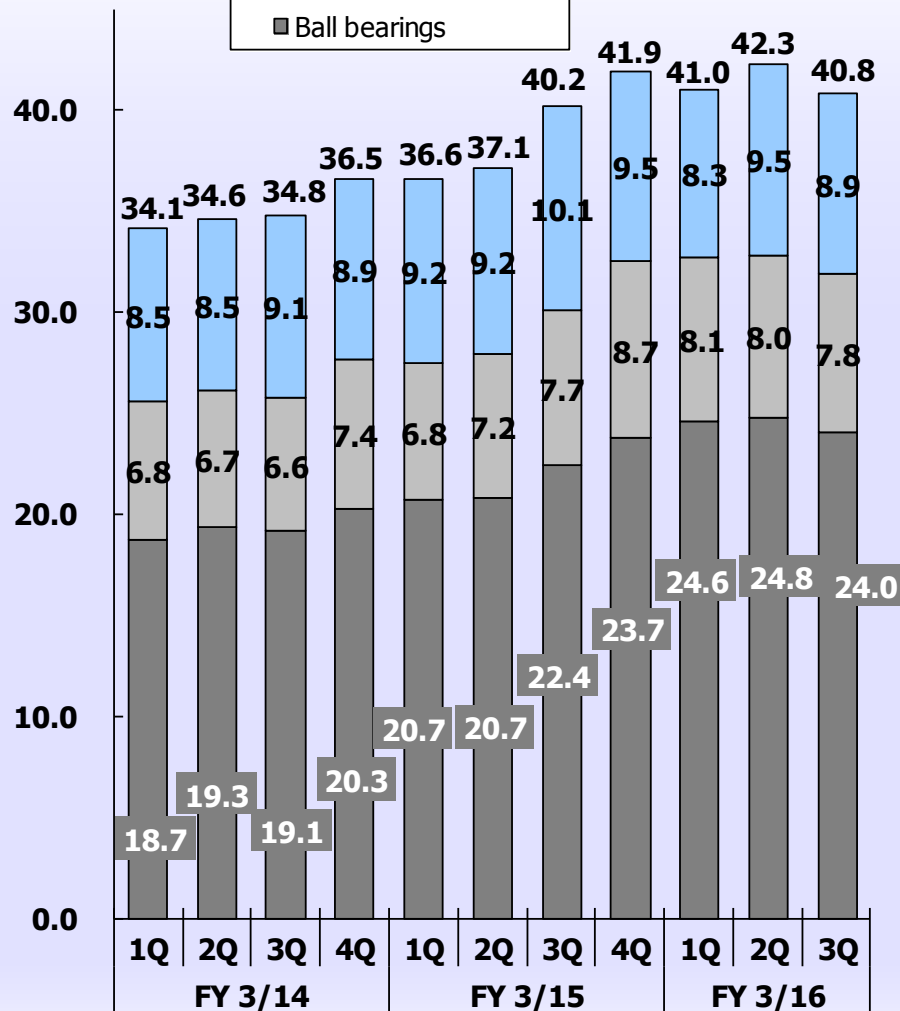
Decreased 19% YoY
Increased 4% QoQ



Net sales

(Billions of yen)

- Pivot assemblies
- Rod-ends/Fasteners
- Ball bearings

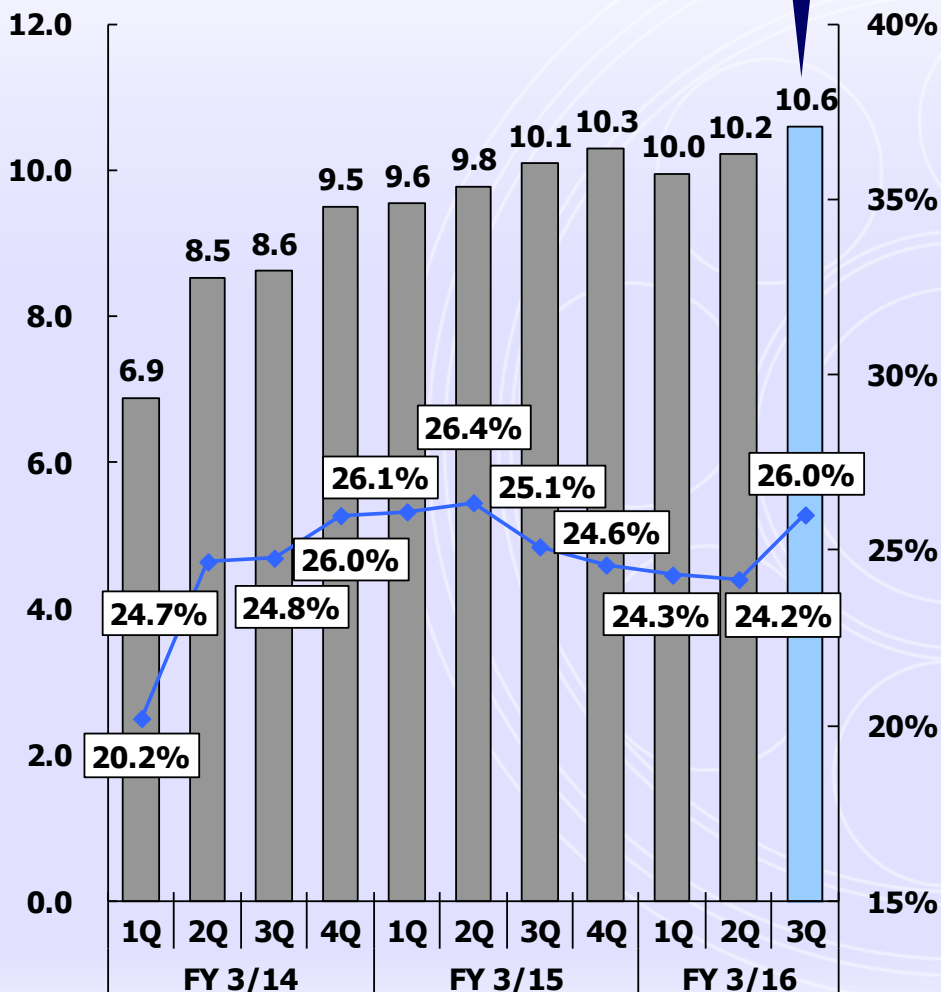


Operating income

(Billions of yen)

New record high

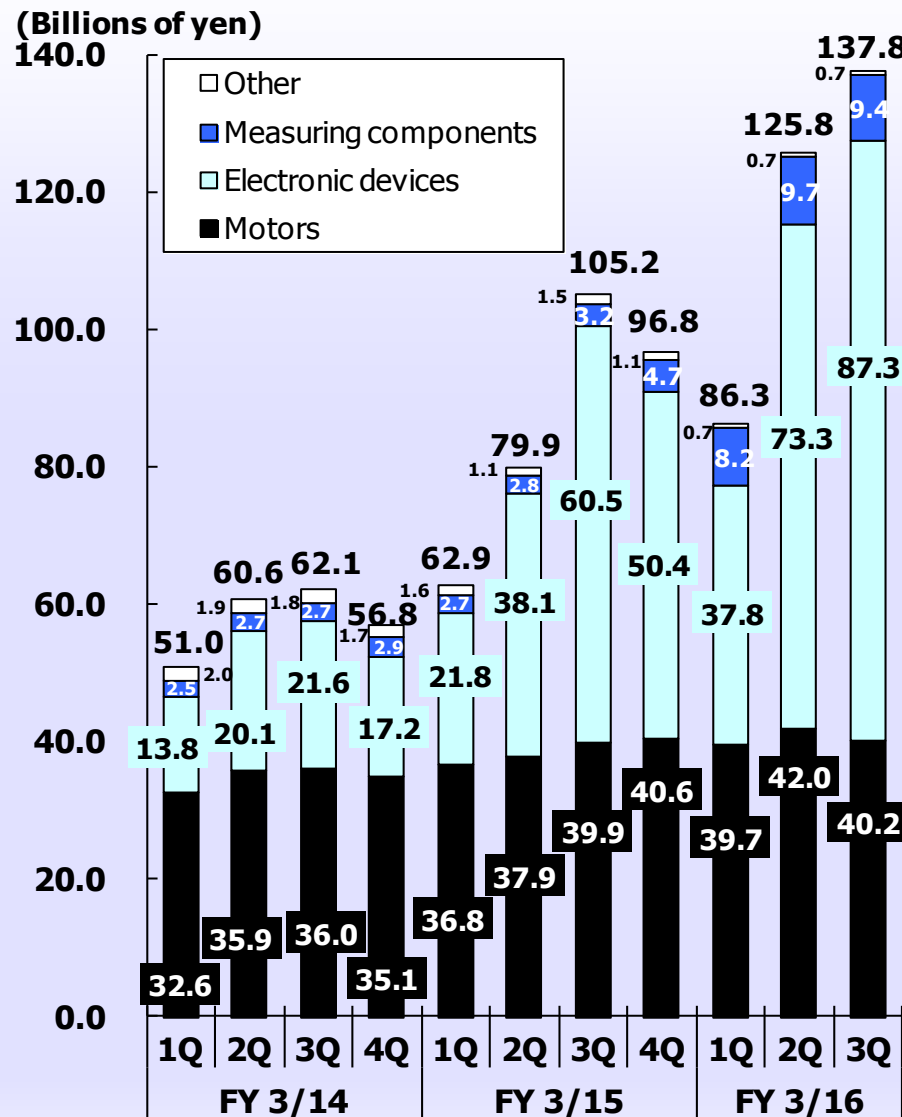
- Operating income
- Operating margin



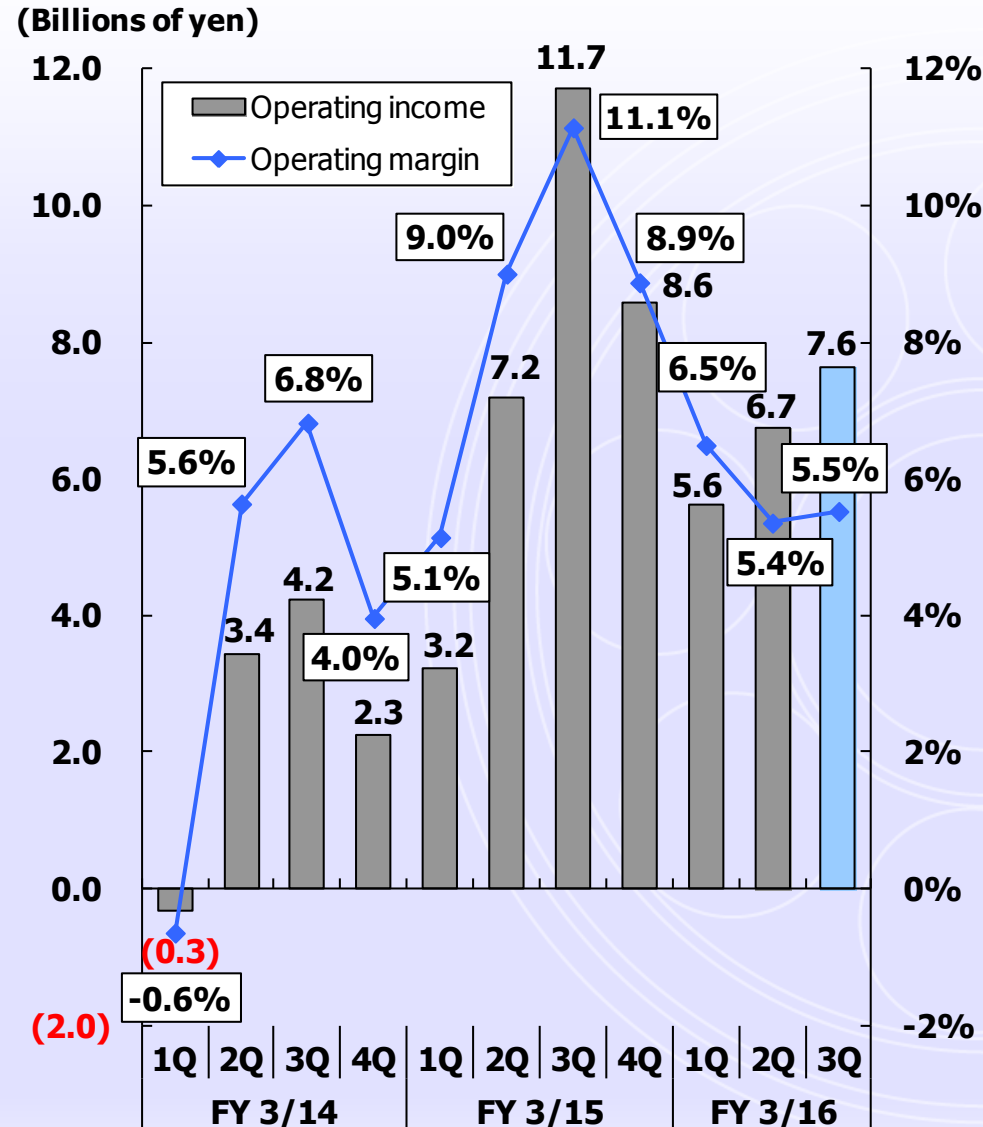
*Due to minor changes in segment classification from FY3/16, FY3/15 numbers are also adjusted for comparison.

February 3, 2016

Net sales



Operating income

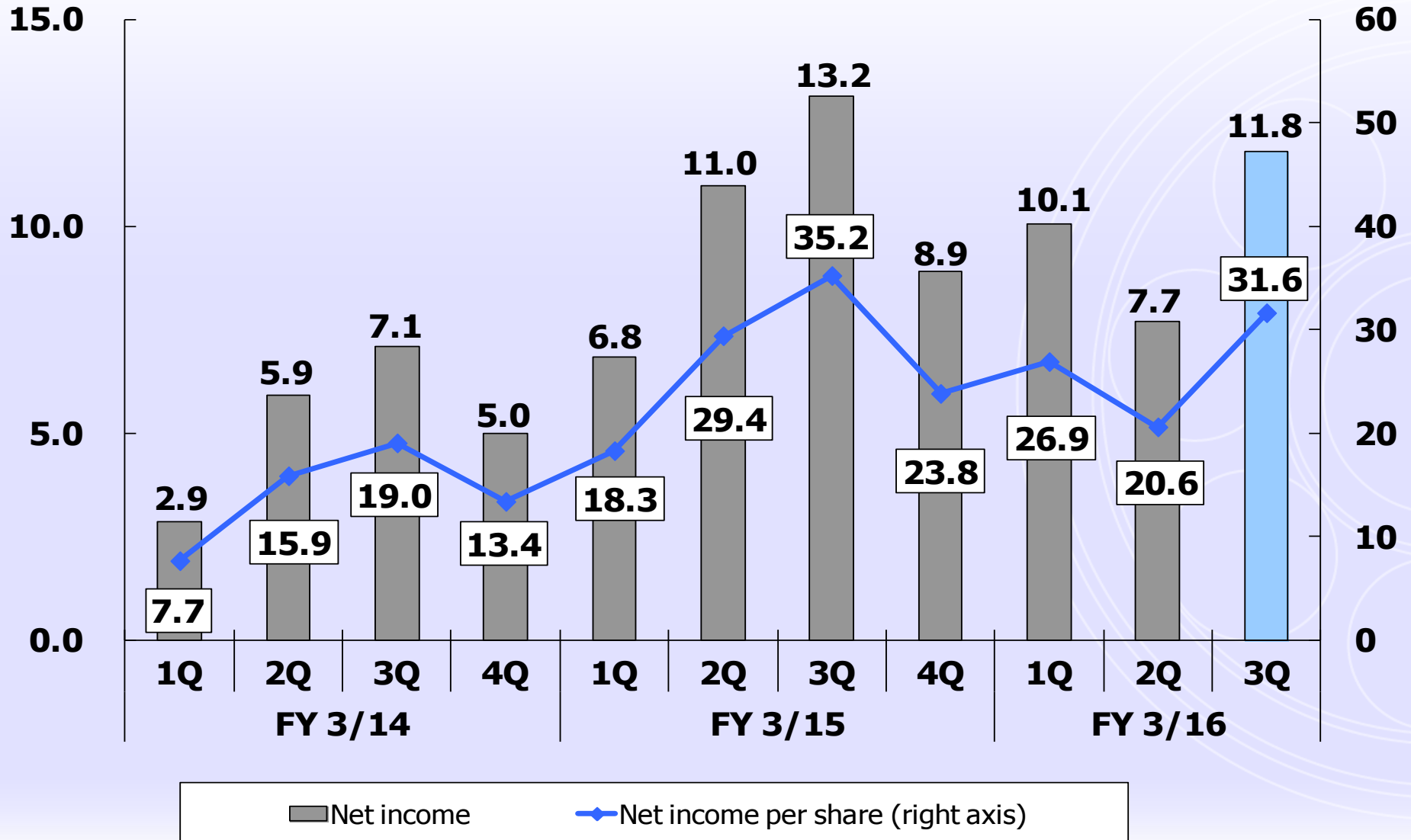


*Due to minor changes in segment classification from FY3/16, FY3/15 numbers are also adjusted for comparison.

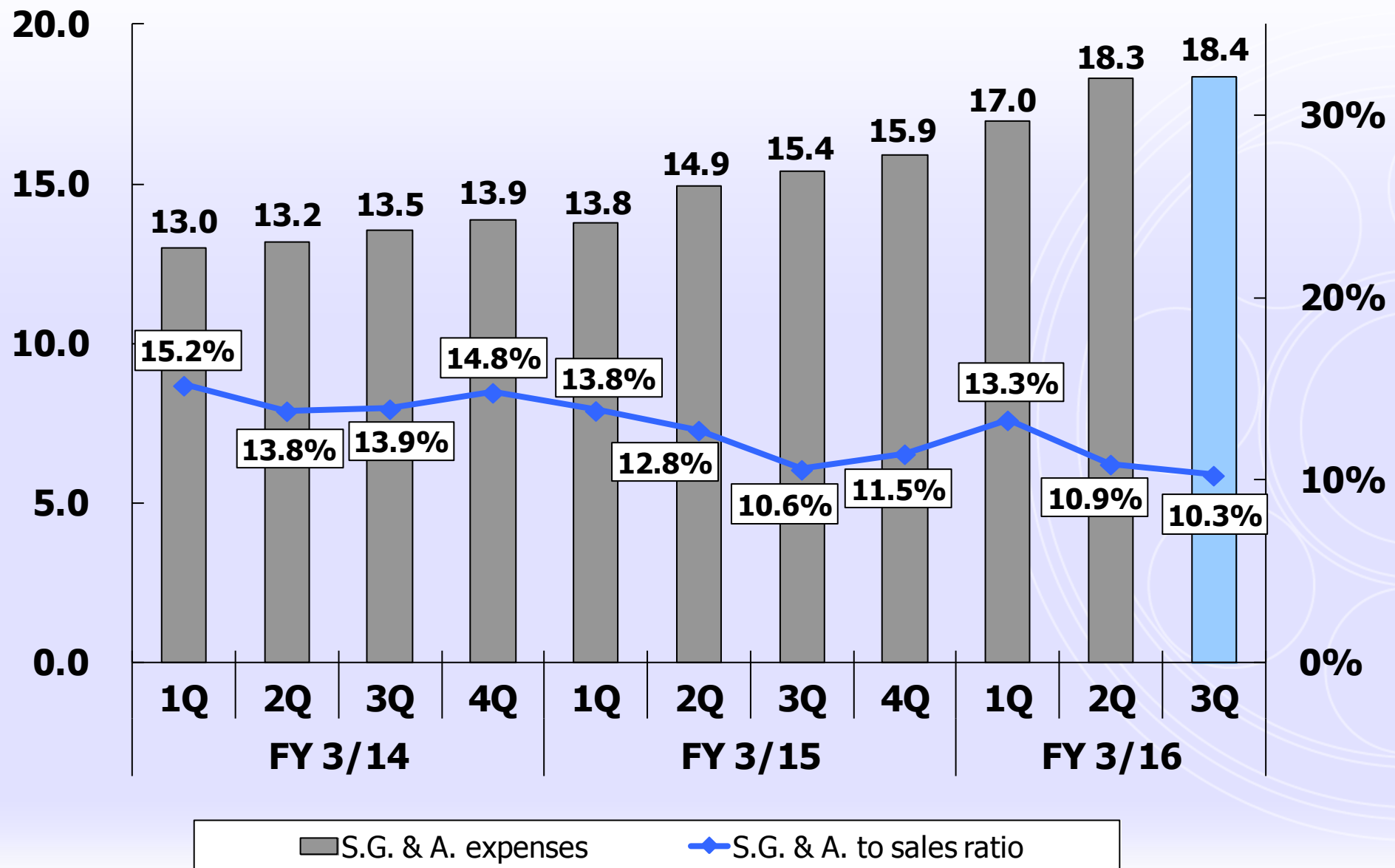
Net Income

(Billions of yen)

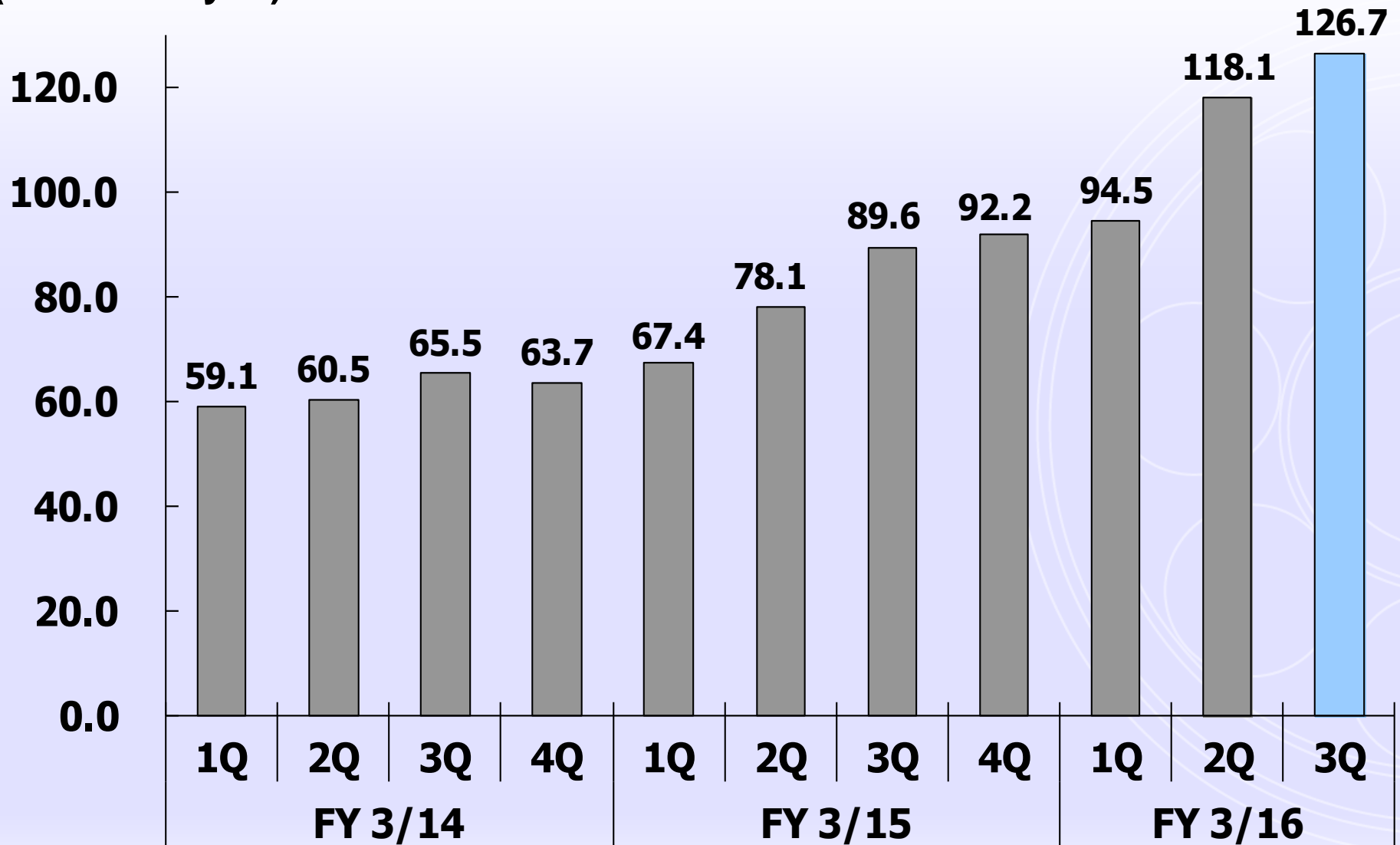
Decreased 10% YoY
Increased 54% QoQ (yen)



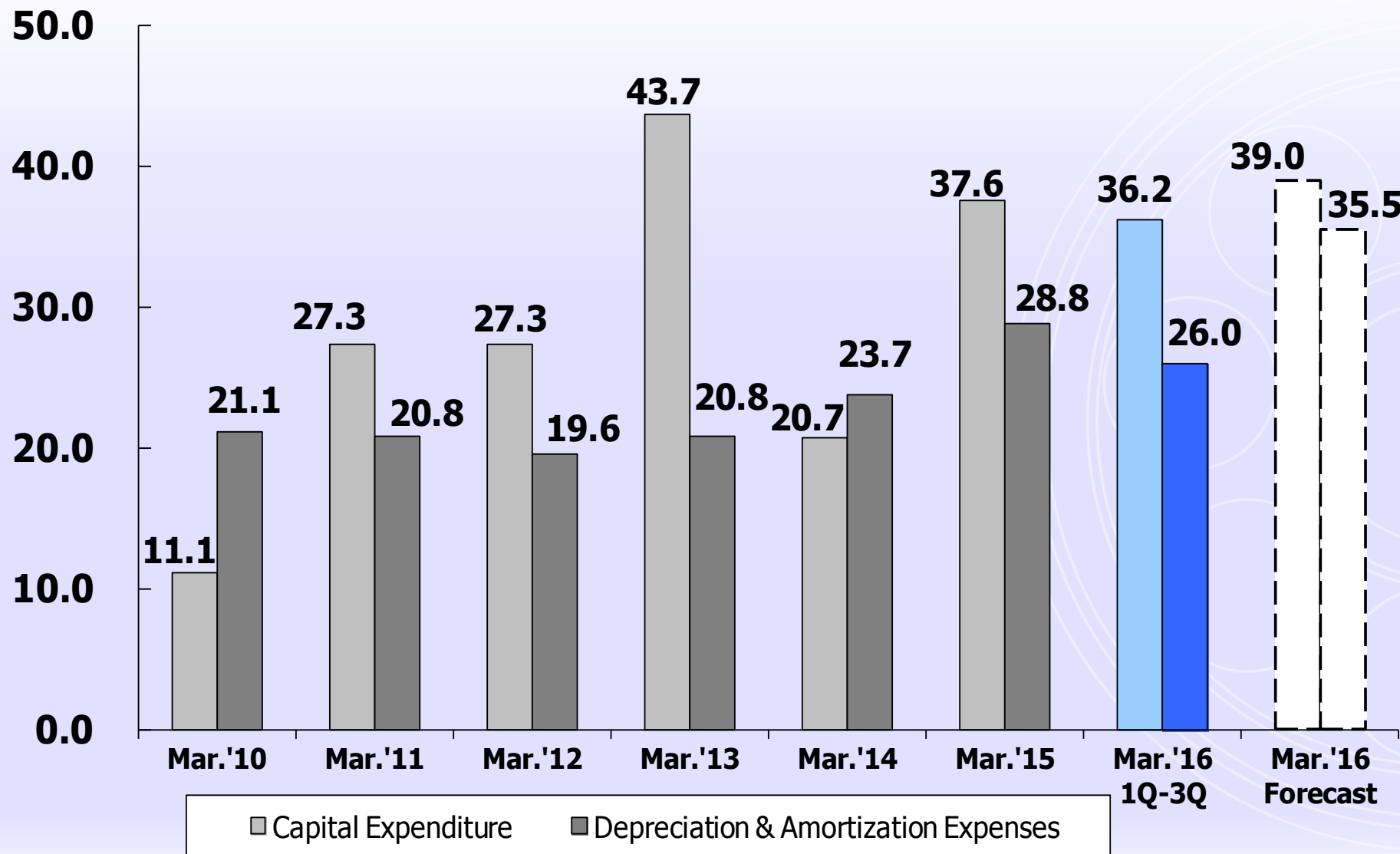
(Billions of yen)



(Billions of yen)



(Billions of yen)



Net Interest-Bearing Debt

Yearly

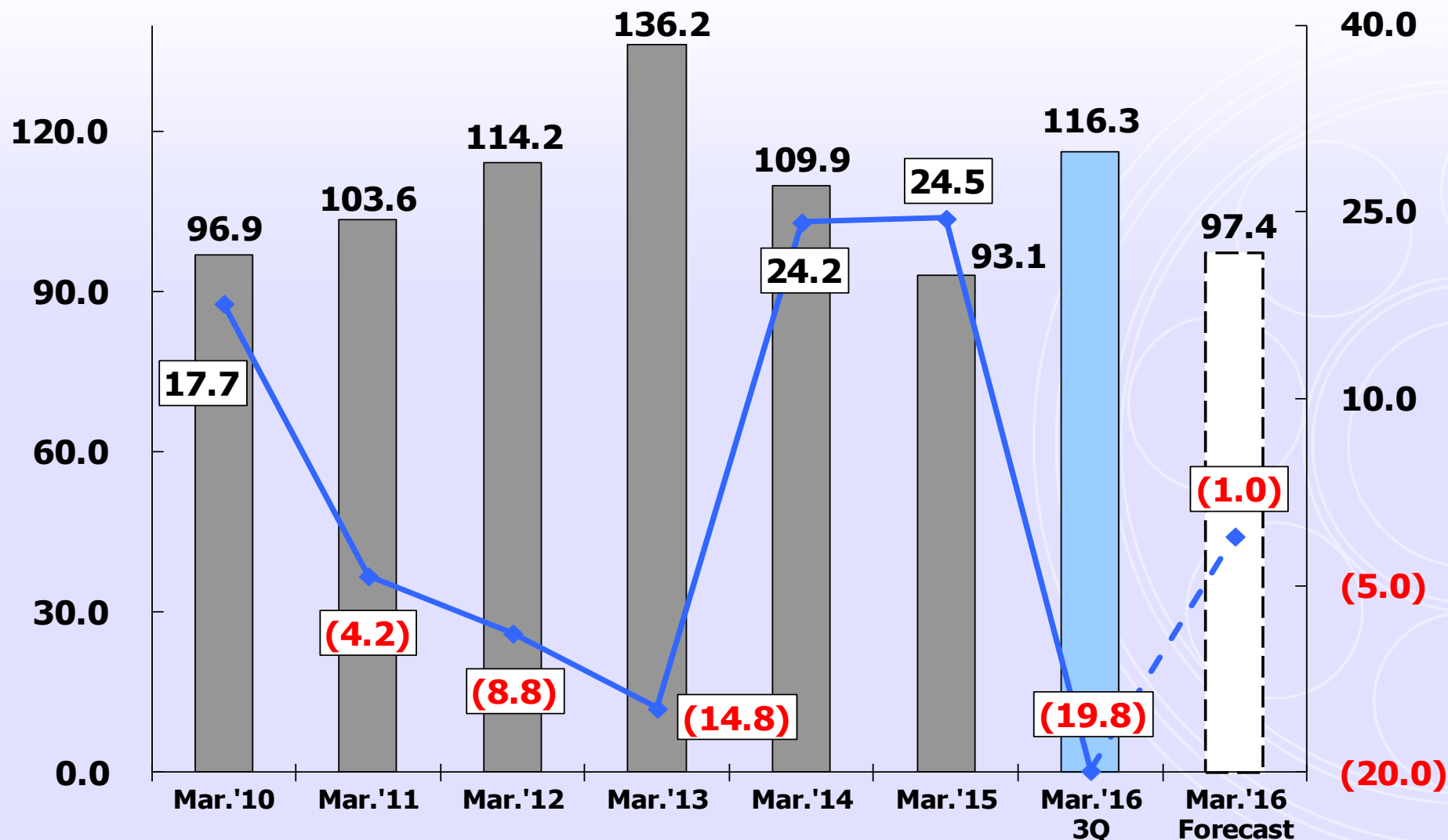
Minebea
Passion to Exceed Precision

(Billions of yen)

Net interest-bearing debt

Free cash flow (right axis)

(Billions of yen)



Net interest-bearing debt = Interest-bearing debt – Cash and cash equivalents

Free Cash Flow = CF from operating activities + CF from investing activities

We have revised our full year forecast downward, but are still expecting record high sales and net income

(Millions of yen)	FY ended Mar. '15	Fiscal Year ending Mar. '16				
	Full Year	1Q-3Q	4Q Forecast	Full Year Revised Forecast	YoY	Full Year Nov. '15 Forecast
Net sales	500,676	474,215	160,785	635,000	+26.8%	680,000
Operating income	60,101	42,901	12,099	55,000	-8.5%	66,000
Ordinary income	60,140	38,446	11,554	50,000	-16.9%	62,500
Net income	39,887	29,584	10,416	40,000	+0.3%	48,000
Net income per share (yen)	106.73	79.10	27.83	106.93	+0.2%	128.34

Foreign exchange rates	Mar. '15 Full Year	FY ending Mar. '16 1Q-3Q avg.	FY ending Mar. '16 4Q Assumption	FY ending Mar. '16 Full Year Assumption	Full Year Nov. '15 Assumption
US\$	¥109.19	¥121.59	¥121.00	¥121.44	¥121.39
Euro	¥139.38	¥133.88	¥136.00	¥134.41	¥135.28
Thai Baht	¥3.37	¥3.51	¥3.38	¥3.48	¥3.49
Chinese RMB	¥17.60	¥19.35	¥19.00	¥19.27	¥19.26

Forecast for Business Segment

(Millions of yen)	FY ended Mar. '15	FY ending Mar. '16				
	Full Year	1Q-3Q	4Q Forecast	Full Year Revised Forecast	YoY	Full Year Nov. '15 Forecast
Net sales	500,676	474,215	160,785	635,000	+26.8%	680,000
Machined components	155,785	124,013	40,987	165,000	+5.9%	168,000
Electronic devices and components	344,724	349,814	119,686	469,500	+36.2%	511,300
Other	166	387	113	500	X 3.0	700
Operating income	60,101	42,901	12,099	55,000	-8.5%	66,000
Machined components	39,722	30,781	11,019	41,800	+5.2%	42,000
Electronic devices and components	30,747	19,967	4,433	24,400	-20.6%	35,000
Other	-28	-35	-165	-200	X 7.1	-200
Adjustment	-10,340	-7,811	-3,189	-11,000	+6.4%	-10,800

**Due to minor changes in segment classification from FY3/16, FY3/15 and initial forecast numbers are also adjusted for comparison.*

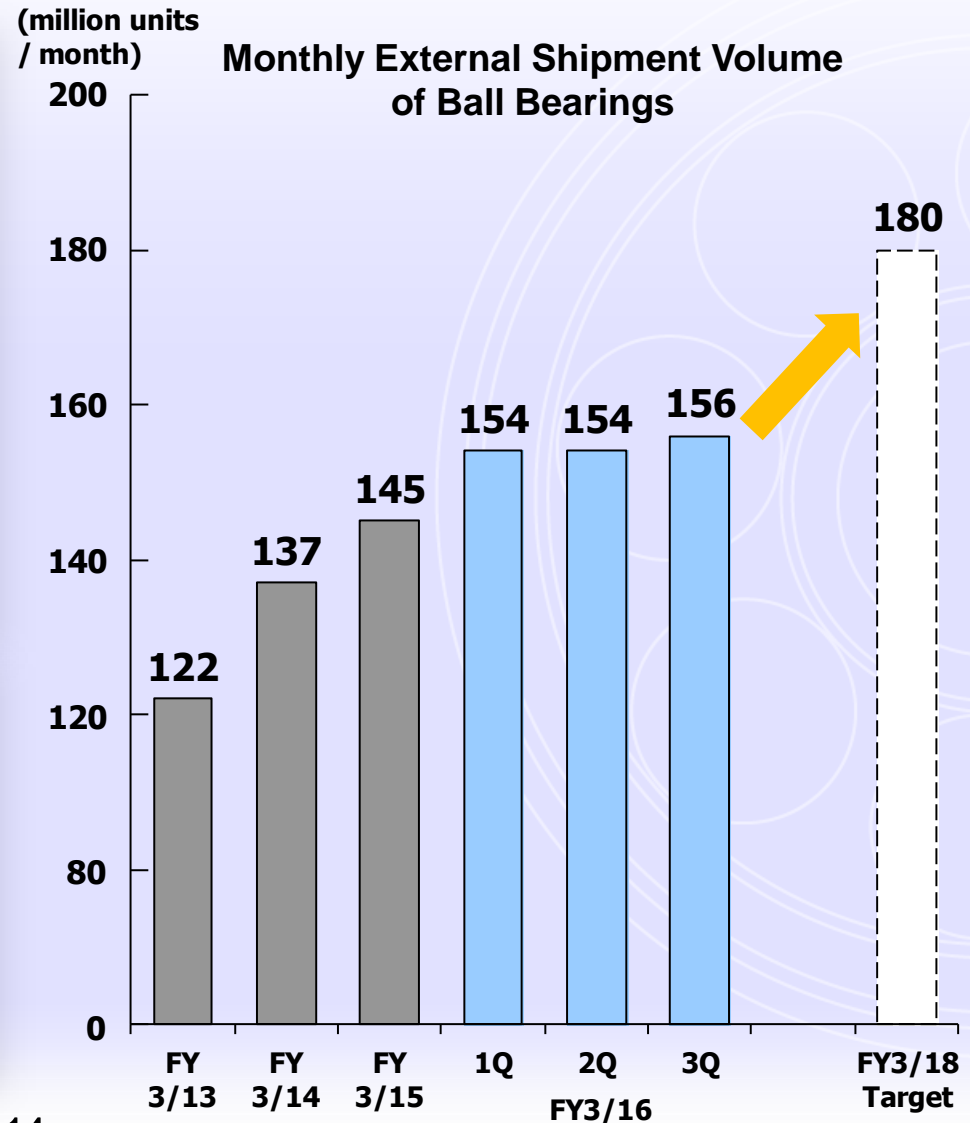
Demand for our components for high-end consumer products has been growing steadily, and a high level of profitability has been maintained

Advancing toward target of the new “Five Arrows” strategy

- The external shipment volume of ball bearings has been increasing quarter on quarter due to steadily growing demand for our precision components for high-end consumer products.
- It is growing at a rate of 7% YoY in FY3/16, and in March we are expecting to post a monthly record high for the third time this fiscal year.
- The target of 180 million units / month in FY3/18 under the new “Five Arrows” strategy is well within our reach.

A high level of profitability has been maintained by increasing external shipments despite the HDD market shrinking

- Despite the decrease in internal shipments of ball bearings brought about by the shrinking HDD market, a high level of profitability has been maintained by increasing external shipments.



Minebea Co., Ltd.

Business Results

<http://www.minebea.co.jp/>

Any statements in this presentation which are not historical are future projections based on certain assumptions and executive judgments 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 but are not limited to: (i) changes in economic conditions or demand trends related to Minebea's business operations; (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.

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