

# To Our Shareholders

The 66th Business Year Business Report

April 1, 2011 ► March 31, 2012

***Minebea***  
***Passion to Exceed Precision***

Minebea Co., Ltd.

# Business Summary

**As the 66th Business Year (April 1, 2011-March 31, 2012) has ended, we would like to report our business summary.**

## ■ Overview of the year

While the Japanese economy declined significantly due to the devastating 3-11 earthquake and tsunami that triggered the subsequent nuclear accident, it quickly rebounded over the summer. Despite an increase in domestic demand, the economy remained flat after that as exports declined due to the European sovereign debt crisis that put a damper on the local economy and pushed the yen up. The U.S., whose housing market has been plagued by an imbalance between supply and demand, saw a gradual recovery in its economy thanks to an improved labor market as well as an uptick in consumer spending and capital expenditures. The European economy sank as the sovereign debt crisis drove consumer spending and corporate capital expenditures down while governments across the region implemented belt-tightening measures. Although severe flooding delivered a major blow to the economy of Thailand, increased domestic spending fueled growth in the Chinese market while other nations across Asia gradually moved forward on a path to economic recovery. Unfortunately the sluggish performance of the European economy in the second half slowed down the pace of that recovery.

Working against this backdrop, the Minebea Group has been moving to cut costs, create high-value-added products, develop new technologies, and enhance its marketing approach in order to boost profitability. When severe flooding hit Thailand, we were still recovering from the impact of the 3-11 earthquake. Fortunately we avoided flood damage at three of our five main production facilities although the remaining two were hit hard. While we are moving ahead every month to offset the negative impact of the flooding, the lingering effect on sales and production as well as the appreciation of yen brought net sales down ¥17,781 million (-6.6%) to ¥251,358 million year on year. Our operating income also fell ¥13,564 million (-61.2%) to ¥8,599 million. Ordinary income fell ¥13,865 million (-68.1%) year on year to ¥6,499 million. Extraordinary loss included losses due to restructuring of the keyboard business segment etc., which came to ¥1,602 million, as well as fixed costs associated with the slowdown caused by the flooding in Thailand and disposal of fixed and inventory assets etc., which totaled ¥7,844 million. Part of the insurance claim for flood damages was posted as extraordinary income totaling ¥9,614 million. Net income decreased ¥6,543 million

(-52.5%) year on year to total ¥5,922 million.

## ■ Basic policy for profit sharing

Comprehensively taking into account the business environment and maintaining a continuous, stable profit distribution, the Company set the basic policy under which it gives top priority to improving the efficiency of shareholders' equity and distributing more profit to shareholders, thereby returning its profits to shareholders commensurate with its business performance. In accordance with this policy, for the current fiscal year, we decided to pay a ¥4 per share year-end dividend. We paid an interim dividend of ¥3, and so the total dividend for the current fiscal year was ¥7 per share.

Regarding the dividends for the next fiscal year, we plan to pay an interim dividend of ¥3 per share, the same as the current year, and a year-end dividend of ¥4 per share (total of ¥7 for the entire year).

## ■ Outlook for the next fiscal year

We expect the Japanese economy to improve as consumer spending as well as demand associated with reconstruction from the 3-11 earthquake increases, although the downturn in the European economy and rising yen remain a concern. Rising employment and consumer spending is also expected to buoy the U.S. economy. The European economy, however, is expected to remain stagnant as the sovereign debt crisis drives capital expenditures and consumer spending down. We do not expect to see a major slowdown in the Asian economy thanks to robust domestic demand in China although we expect a drop in exports due to the adverse effect of the flagging European economy.

Since we expect our operating environment to improve as the economy recovers, we project net sales of ¥312,000 million, operating income of ¥23,300 million, ordinary income of ¥20,800 million, and net income of ¥12,500 million.

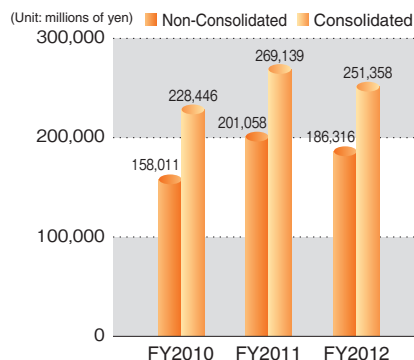
Outlook by segment for the full year is as follows:

### ◆ Machined Components Business

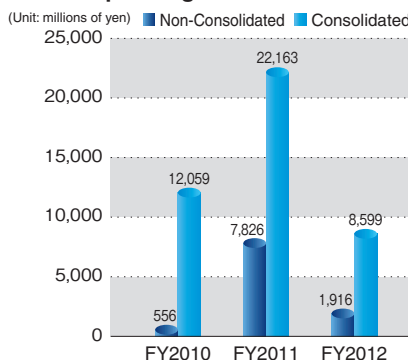
The new plant in Thailand (Bang Pa-in) will boost our capacity to supply ball bearings, our primary product line, and enable us to fill the shortage of ball bearings for pivot assemblies for use in Hard Disk Drives (HDDs). We will continue to expand sales of ball bearings to the automobile, information and telecommunications equipment industries while

## ■ Financial Highlights

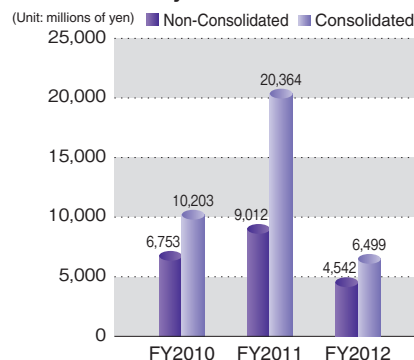
### ■ Net Sales



### ■ Operating Income



### ■ Ordinary Income



branching out into new markets. We will also keep working to increase production and sales of pivot assemblies as we improve our capacity to supply ball bearings. Once our new plant in Thailand (Lop Buri) goes on line, we will be able to boost production of rod-end bearings in Japan, the U.S., U.K., and Thailand so we will work to expand sales in the growing aircraft market.

◆ **Rotary Components Business**

We expect that the information motor business will pick up as the impact of the flooding in Thailand subsides. We will focus on tapping into new markets and developing new products with an eye to improving performance while keeping an eye out for optimal production locations as part of our strategy to reduce material costs and increase production efficiency. Currently we are working on restructuring production locations, including transferring production equipment to the Cambodian plant that went on line at the end of last year. We will also maximize the production and sales functions of Moatech Co., Ltd., which join the Minebea Group this coming fiscal year. While our HDD spindle motor production facilities were damaged by the Thai floods, we anticipate operations fully recovering and intend to further improve performance by enhancing production efficiency as well as cutting costs. We believe that continued progress will eventually enable us to turn around performance in the Rotary component business.

◆ **Electronic Devices and Components Business**

LCD backlights, the main product line for this business segment, is expected to experience a jump in sales and profits as full-scale production of new products begin at the Thai plant with its enhanced production capacity and the new Suzhou plant in China. We also anticipate sales of measuring components picking up pace in the automobile market as well.

◆ **Other Businesses**

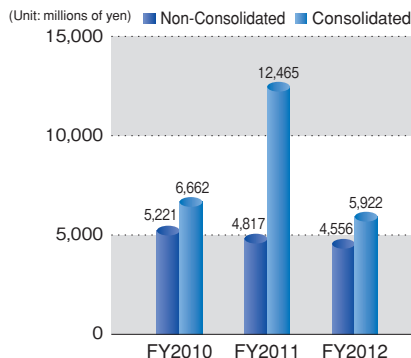
The special devices business is expected to grow steadily as performance in the keyboard business improves as a result of the reorganization.

We look forward to your continuous support and guidance.

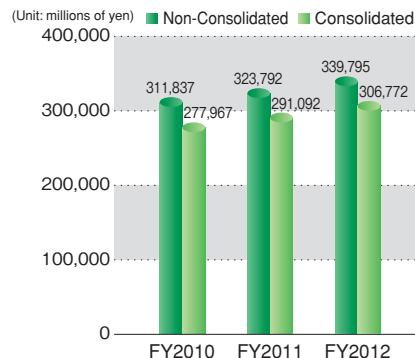


Yoshihisa Kainuma  
Representative Director  
June 2012

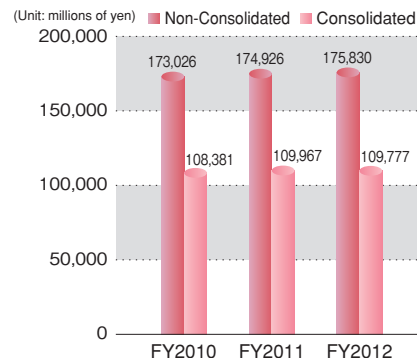
■ **Net Income**



■ **Total Assets**



■ **Net Assets**



## Overview by Business Segment

### Machined Components Business

Our products in the Machined components business segment include ball bearings, which are our mainstay product; mechanical components such as rod-end bearings primarily for use in aircraft and pivot assemblies for use in HDD and fasteners for automobiles and aircraft. Ball bearing sales were gradually recovering from the effects of the 3-11 earthquake until the second quarter when flooding in Thailand as well as the rising yen triggered disruptions in the supply chain and production adjustments by our clients. As flooding in Thailand shut down local facilities and interrupted power, we made it a priority to ensure the safety of our employees. While the interruption in operations put a major dent in sales and operating income for the third quarter, an increase in the sales volume of pivot assemblies in the fourth quarter, which will be detailed later on, helped us get back on track. While pivot assembly production for the HDD industry (our target market) had recovered with the completion of second quarter inventory adjustments, the ensuing flooding in Thailand forced our customers to temporarily shut down their operations due to supply-chain disruptions. Although this temporary suspension took a toll on our operations, we saw sales bounce back in the fourth quarter. The rod-end bearing business enjoyed robust sales thanks to the growing aviation market despite the strong yen. Resulting net sales totaled ¥107,037 million for a year on year decrease of ¥804 million (-0.7%). Operating income fell ¥2,477 million (-8.8%) year on year to ¥25,611 million as operations at our ball bearing and pivot assembly plants temporarily slowed down following the floods in Thailand.

### Rotary Components Business

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 and other precision motors. Although sales of information motors and other precision motors increased during the second quarter once adjustments from the impact of the 3-11 earthquake were complete and demand recovered, it was severely impacted once again by price hikes for magnets and other raw materials as well as the flooding in Thailand that disrupted the supply chain and our customers' production operations. The lingering effect of the disrupted supply chain impacted our manufacturing operations during the fourth quarter, leading to a significant year-on-year decrease in both sales and operating income for information motors. Even though the second quarter market recovery and our enhanced production efficiency had put HDD spindle motor sales and operating income back in the black, the parts facility was damaged by the flooding in Thailand and production was dramatically impaired. Our customers and their parts manufacturers were also hit hard and suspended operations, forcing the entire industry to scale back production. We ultimately saw both sales and operating income bounce back in the fourth quarter as the market started to recover. Overall, net sales for this fiscal year dropped ¥9,776 million (-9.7%) year on

year to total ¥91,363 million. Although operating income for HDD spindle motors improved, information motor sales and profit fell sharply, bringing operating loss up ¥3,894 million year on year to total ¥4,118 million.

### Electronic Devices and Components Business

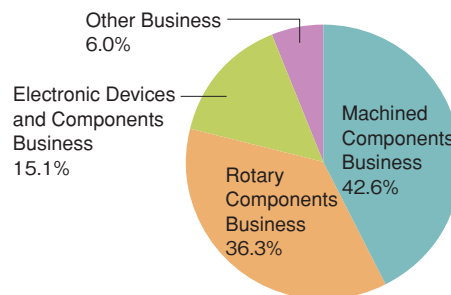
LCD backlights, inverters and measuring instruments make up the core products of the Electronic devices and components business. Production efficiency for LCD backlights dropped as the supply chain experienced materials delays in the face of the 3-11 earthquake and flooding in Thailand and also because we quickly increased production to make up for delay in supply. Production fell far short of our initial plan due to delay in launching the new plant in Suzhou, China. Both sales and profits dipped due to the discontinuation of game console measuring components, downward spiraling sales to the automobile industry, as well as the appreciation of the yen. All these brought net sales for this fiscal year down ¥2,615 million (-6.5%) year on year to total ¥37,887 million. Operating income also fell ¥5,119 million year on year, resulting in an operating loss of ¥959 million, due to a sharp decline in the LCD backlight business.

### Other Business

The main products in the Other business segment are PC keyboards, speakers and special devices. The segment saw both sales and profits decrease for PC keyboards due to stagnant market conditions, a hike in plastic material prices, the rising yen, as well as the restructuring of the keyboard business segment aimed at shifting its focus to parts production. Net sales for this fiscal year fell ¥4,589 million (-23.3%) year on year to total ¥15,068 million. Operating loss was up ¥836 million year on year to total ¥338 million.

Notes : Operating income on the consolidated statements of income for the fiscal year includes ¥11,595 million of corporate expenses, etc. not belonging to each segment as adjustments. Adjustments for the previous fiscal year amounted to ¥10,358 million on a consolidated basis.

### Net Sales Composition



## Aiming for Results Recovery and New Growth

Respond to rapidly changing market

Expand profitable machined components

Boost earnings from LED backlights

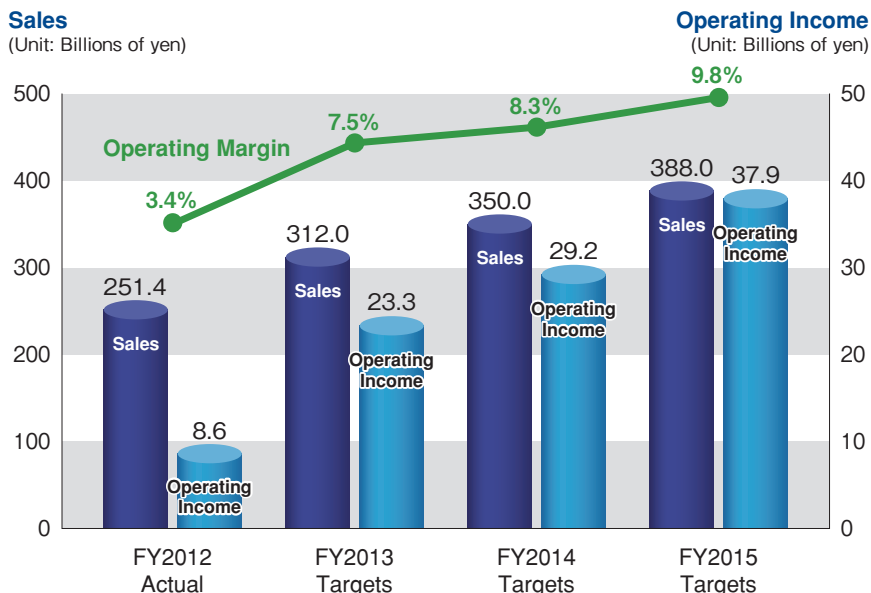
Increase sales for smartphones and tablet PCs

Boost earnings from motor business

Aggressive M&A strategy

-will reflect impact of each M&A in the plan

### New Medium-term Business Plan Targets



Forex Assumptions    **US\$=¥77**    **Euro=¥103**    **Baht=¥2.5**    **RMB=¥12.2**

In April 2010, the Company formulated a medium-term business plan with FY2014 (the 68th Business Year) as its final year. The economic environment, however, has changed substantially since then owing to the impacts of natural disasters, namely the Great East Japan Earthquake and the extensive flooding in Thailand, as well as greater-than-expected appreciation of the Japanese yen, among other factors. In light of these changes, the Company formulated a new medium-term business plan with FY2013 (the 67th Business Year) as its first year, with new assumed foreign exchange rates.

With the new medium-term business plan, the Company aims to achieve further expansion in the Machined components business, realizing a highly profitable business in order to respond to

dramatic changes in the business environment. In the LCD backlights business, the Company will work to expand earnings by greatly increasing sales for smartphones and tablet PCs. In the Motor business, a recovery from the extensive flooding in Thailand is anticipated, while the Company will work to cut costs and reinforce its earnings structure by such measures as transferring the assembly process for small-sized precision motors to its Cambodia plant, which was established in 2011. In addition, with a view to promptly implementing a business strategy to take advantage of the Japanese yen's appreciation, the Company will accelerate growth through mergers and acquisitions centered on the Machined components business, while striving to achieve the targets set out in the new medium-term business plan.

## 1 Recovery from Thai Floods



The levee installations and employees that protected the Bang Pa-in Plant from flooding.

In October 2011 companies in Thailand, particularly those operating at industrial parks in Thailand's Ayutthaya and Pathum Thani Provinces were hit hard. We, Minebea, also suffered damage at its Rojana and Navanakorn plants, both of which are located in Thai industrial parks. These plants, which produce HDD spindle motor parts, have resumed operations after months of dedicated recovery efforts.

Our large-scale Bang Pa-in and Ayutthaya plants, which are located a distance away from the industrial parks that were damaged by the floods, miraculously did not suffer any inundation thanks to the team effort of a total of 21,000 employees to stave off the flood waters. We plan to build permanent levees so we will be better prepared in the event of another flood occurring in the future.

## 2 Cambodia Plant's First Precision Motor Production Facility goes on line

On December 17, 2011, Minebea completed construction on its first plant in Cambodia's Phnom Penh Special Economic Zone and started production of small motors there. The new plant boasts a total site area of 100,000 m<sup>2</sup> and a total floor area of 28,000 m<sup>2</sup> and will play a key part in furthering the growth of Minebea's Rotary components business as well as its Electronic devices and components business.

The Cambodian plant is designed for the assembly of precision motors used in office automation equipment, household electrical appliances and digital equipment.



## 3 Alliance with Development Bank of Japan Inc.

Minebea signed a capital and business alliance agreement with the Development Bank of Japan Inc. (DBJ) for joint investments and issued unsecured subordinated convertible bonds with stock acquisition rights amounting to ¥7.7 billion. Under the alliance, DBJ will assist Minebea with joint investments and the like to facilitate merger and acquisition (M&A) projects that will enhance Minebea's growth strategies for its Machined components business. DBJ will also share its expertise and information with an eye to helping Minebea implement new growth strategies. The aim to use this opportunity to enhance corporate value.

Providing access to DBJ's expertise, know-how, information networks and other resources related to M&As and business alliance strategies, the alliance will enable Minebea to strengthen its M&A and alliance strategies.

## 4 Completion of share purchases in Moatech, Korea's leading stepping motor manufacturer



In March 2012, Minebea reached an agreement with the principal shareholders of Moatech Co., Ltd., a leading stepping motor manufacturer, to acquire a majority stake in the company, and successfully completed the purchase of 50.8% of the total issued shares of Moatech as of May 31, 2012. Through cooperation and mutually beneficial support with Moatech, Minebea will work toward enhancing product development, increasing efficiency in manufacturing and sales processes, and expanding the customer base.

## 5 Support for the United Nations Global Compact

The Company has announced its support for the United Nations Global Compact (the "GC"), a set of universal principles proposed by the United Nations regarding human rights, labor standards, the environment and anti-corruption, and was registered as a participating company in January 2012. The GC is a voluntary initiative under which companies participate in the development of a global framework for businesses to act as good members of society and realize sustainable growth by exercising creative, responsible leadership.



# Consolidated Financial Statements

## ● Consolidated Balance Sheets (unit: millions of yen)

<b>Assets</b>	Fiscal year 2011 (as of March 31, 2011)	Fiscal year 2012 (as of March 31, 2012)
<b>Current assets</b>	<b>144,177</b>	<b>157,787</b>
Cash and cash equivalents	29,590	28,330
Notes and accounts receivable	56,020	58,794
Marketable securities	828	787
Finished goods	16,433	16,897
Work in process	11,985	14,623
Raw materials	7,548	9,647
Supplies	3,581	3,531
Goods in transit	4,448	4,324
Deferred tax assets	3,779	4,374
Others	10,108	16,603
Allowance for doubtful receivables	(147)	(129)
<b>Fixed assets</b>	<b>146,914</b>	<b>148,920</b>
Tangible fixed assets	124,096	127,039
Intangible fixed assets	7,430	5,479
Investments and other assets	15,387	16,401
<b>Deferred charges</b>	<b>—</b>	<b>65</b>
<b>Total assets</b>	<b>291,092</b>	<b>306,772</b>

<b>Liabilities</b>	Fiscal year 2011 (as of March 31, 2011)	Fiscal year 2012 (as of March 31, 2012)
<b>Current liabilities</b>	<b>116,862</b>	<b>115,713</b>
Notes and accounts payable	18,630	23,336
Short-term loans payable	52,237	53,449
Current portion of long-term loans payable	12,632	15,157
Current portion of bonds	11,500	—
Lease obligations	364	280
Accrued income taxes	2,115	791
Accrued bonuses	3,976	3,818
Allowance for bonuses to directors	71	23
Allowance for after-care of products	37	16
Allowance for environmental remediation expenses	108	71
Allowance for business restructuring losses	112	104
Others	15,076	18,665
<b>Long-term liabilities</b>	<b>64,262</b>	<b>81,281</b>
Bonds	—	10,000
Convertible bond-type bonds with subscription rights to shares	—	7,700
Long-term loans payable	56,843	56,237
Lease obligations	403	442
Allowance for retirement benefits	4,280	4,666
Allowance for retirement benefits to executive officers	166	145
Allowance for environmental remediation expenses	1,005	943
Others	1,563	1,146
<b>Total liabilities</b>	<b>181,125</b>	<b>196,995</b>
<b>Net Assets</b>		
<b>Shareholders' equity</b>	<b>195,337</b>	<b>197,023</b>
Common stock	68,258	68,258
Capital surplus	94,823	94,756
Retained earnings	38,535	41,790
Treasury stock	(6,280)	(7,782)
<b>Total accumulated other comprehensive income</b>	<b>(87,418)</b>	<b>(87,629)</b>
Difference on revaluation of available-for-sale securities	(497)	89
Deferred gains or losses on hedges	0	(5)
Foreign currency translation adjustments	(84,638)	(85,395)
Unfunded retirement benefit obligation of foreign subsidiaries	(2,283)	(2,318)
Minority interests in consolidated subsidiaries	2,049	384
<b>Total net assets</b>	<b>109,967</b>	<b>109,777</b>
<b>Total liabilities and net assets</b>	<b>291,092</b>	<b>306,772</b>

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2011 (Apr. 2010 thru Mar. 2011)	Fiscal year 2012 (Apr. 2011 thru Mar. 2012)
<b>Net sales</b>	269,139	251,358
<b>Cost of sales</b>	202,145	198,505
<b>Gross profit</b>	66,994	52,852
<b>Selling, general and administrative expenses</b>	44,830	44,253
<b>Operating income</b>	22,163	8,599
<b>Other income</b>	740	1,083
Interest income	230	446
Dividends income	158	158
Equity in net income of affiliate	4	-
Others	348	478
<b>Other expenses</b>	2,539	3,182
Interest expenses	1,832	2,320
Foreign currency exchange loss	286	20
Others	420	841
<b>Ordinary income</b>	20,364	6,499
<b>Extraordinary income</b>	114	9,861
Gain on sales of fixed assets	46	218
Insurance income	-	9,614
Gain on sales of investments in securities	-	28
Reversal of loss for after-care of products	47	-
Reversal of allowance for business restructuring losses	20	-
<b>Extraordinary loss</b>	1,822	10,808
Loss on sales of fixed assets	82	24
Loss on disposal of fixed assets	301	82
Impairment loss	553	290
Loss on disaster	-	7,844
Business restructuring losses	105	1,602
Loss on valuation of investment securities	-	830
Loss on sales of stocks of subsidiaries and affiliates	38	-
Loss for after-care of products	245	90
Allowance for environmental remediation expenses	203	42
Spoilage expenses	291	-
<b>Income before income taxes and minority interests</b>	18,656	5,551
Income taxes (including enterprise tax)	4,580	2,620
Adjustment of income taxes	964	(1,362)
Total income taxes	5,544	1,258
<b>Income before minority interests</b>	13,112	4,293
Minority interests in income (loss)	646	(1,629)
<b>Net income</b>	12,465	5,922

Note: Amounts less than one million yen have been omitted.



● **Consolidated Statement of Changes in Net Assets** (unit: millions of yen)  
(From April 1, 2011 to March 31, 2012)

	Shareholders' equity					Accumulated other comprehensive income					Minority interests in consolidated subsidiaries	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Difference on revaluation of available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Unfunded retirement benefit obligation of foreign subsidiaries	Total accumulated other comprehensive income		
<b>Balance at beginning of current fiscal year</b>	68,258	94,823	38,535	(6,280)	195,337	(497)	0	(84,638)	(2,283)	(87,418)	2,049	109,967
<b>Changes</b>												
Cash dividend from surplus			(2,665)		(2,665)							(2,665)
Net income			5,922		5,922							5,922
Purchase of treasury stocks				(2,011)	(2,011)							(2,011)
Disposal of treasury stocks		(70)		509	439							439
Transfer of loss on disposal of treasury stocks		3	(3)		-							-
Changes (net) in non-shareholders' equity items						587	(5)	(757)	(35)	(211)	(1,665)	(1,876)
<b>Total changes</b>	-	(66)	3,254	(1,502)	1,685	587	(5)	(757)	(35)	(211)	(1,665)	(190)
<b>Balance at end of current fiscal year</b>	68,258	94,756	41,790	(7,782)	197,023	89	(5)	(85,395)	(2,318)	(87,629)	384	109,777

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Cash Flows** (unit: millions of yen)

	Fiscal year 2011 (Apr. 2010 thru Mar. 2011)	Fiscal year 2012 (Apr. 2011 thru Mar. 2012)
<b>Cash Flows from Operating Activities</b>	24,439	20,233
<b>Cash Flows from Investing Activities</b>	(28,631)	(29,018)
<b>Cash Flows from Financing Activities</b>	7,984	4,761
<b>Effect of Exchange Rate Changes on Cash and Cash Equivalents</b>	(1,025)	(232)
<b>Net increase (decrease) in Cash and Cash Equivalents</b>	2,766	(4,255)
<b>Cash and Cash Equivalents at Beginning of Year</b>	24,855	27,621
<b>Cash and Cash Equivalents at End of Year</b>	27,621	23,365

Note: Amounts less than one million yen have been omitted.

# Non-Consolidated Financial Statements

## ● Non-Consolidated Balance Sheets (unit: millions of yen)

	Fiscal year 2011 (as of March 31, 2011)	Fiscal year 2012 (as of March 31, 2012)
<b>Assets</b>		
<b>Current assets</b>	<b>84,935</b>	<b>99,754</b>
Cash and cash equivalents	7,969	10,850
Notes receivable	1,022	976
Accounts receivable	39,539	44,707
Purchased goods	2,237	2,823
Finished goods	712	491
Work in process	3,021	3,662
Raw materials	1,040	1,155
Supplies	89	77
Goods in transit	675	905
Short-term loans receivable from affiliates	22,614	25,622
Deferred tax assets	1,601	3,461
Others	4,418	5,026
Allowance for doubtful receivables	(7)	(7)
<b>Fixed assets</b>	<b>238,857</b>	<b>239,976</b>
<b>Tangible fixed assets</b>	<b>24,272</b>	<b>23,933</b>
<b>Intangible fixed assets</b>	<b>1,495</b>	<b>1,006</b>
<b>Investments and other assets</b>	<b>213,088</b>	<b>215,035</b>
Investments in securities	5,076	4,838
Investments securities in affiliates	163,754	165,767
Investments in partnerships with affiliates	42,600	40,350
Long-term loans receivable from affiliates	462	524
Deferred tax assets	451	2,459
Others	1,149	1,437
Allowance for doubtful receivables	(407)	(341)
<b>Deferred charges</b>	<b>—</b>	<b>65</b>
Bond issuance expenses	—	65
<b>Total assets</b>	<b>323,792</b>	<b>339,795</b>

	Fiscal year 2011 (as of March 31, 2011)	Fiscal year 2012 (as of March 31, 2012)
<b>Liabilities</b>		
<b>Current liabilities</b>	<b>92,005</b>	<b>89,453</b>
Accounts payable	28,147	32,708
Short-term loans payable	34,450	36,650
Current portion of long-term loans payable	12,100	14,625
Current portion of bonds	11,500	—
Lease obligations	269	187
Accrued income taxes	165	69
Accrued bonuses	2,270	2,182
Allowance for bonuses to directors	71	23
Others	3,031	3,007
<b>Long-term liabilities</b>	<b>56,860</b>	<b>74,511</b>
Bonds	—	10,000
Convertible bond-type bonds with stock acquisition rights	—	7,700
Long-term loans payable	56,174	56,100
Lease obligations	254	311
Allowance for retirement benefits	40	33
Allowance for retirement benefits to executive officers	156	134
Others	234	231
<b>Total liabilities</b>	<b>148,866</b>	<b>163,965</b>
<b>Net Assets</b>		
<b>Shareholders' equity</b>	<b>175,430</b>	<b>175,749</b>
<b>Common stock</b>	<b>68,258</b>	<b>68,258</b>
<b>Capital surplus</b>	<b>94,823</b>	<b>94,756</b>
<b>Capital reserve</b>	<b>94,756</b>	<b>94,756</b>
<b>Others</b>	<b>66</b>	<b>—</b>
<b>Retained earnings</b>	<b>18,629</b>	<b>20,516</b>
<b>Earned surplus</b>	<b>2,085</b>	<b>2,085</b>
<b>Others</b>	<b>16,544</b>	<b>18,431</b>
Reserve for general purpose	6,500	6,500
Retained earnings carried forward	10,044	11,931
<b>Treasury stock</b>	<b>(6,280)</b>	<b>(7,782)</b>
<b>Revaluation / Translation differences</b>	<b>(504)</b>	<b>80</b>
<b>Difference on revaluation of available-for-sale securities</b>	<b>(503)</b>	<b>80</b>
<b>Deferred gains or losses on hedges</b>	<b>(0)</b>	<b>0</b>
<b>Total net assets</b>	<b>174,926</b>	<b>175,830</b>
<b>Total liabilities and net assets</b>	<b>323,792</b>	<b>339,795</b>

Note: Amounts less than one million yen have been omitted.

● **Non-Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2011 (Apr. 2010 thru Mar. 2011)	Fiscal year 2012 (Apr. 2011 thru Mar. 2012)
<b>Net sales</b>	201,058	186,316
<b>Cost of sales</b>	174,170	165,099
<b>Gross profit</b>	26,888	21,217
<b>Selling, general and administrative expenses</b>	19,061	19,301
<b>Operating income</b>	7,826	1,916
<b>Other income</b>	2,719	4,010
Interest income	240	325
Dividends income	2,024	3,231
Rent income of fixed assets	159	128
Others	294	325
<b>Other expenses</b>	1,533	1,384
Interest expenses	1,098	1,173
Interest on bonds	236	139
Foreign currency exchange loss	92	28
Others	105	43
<b>Ordinary income</b>	9,012	4,542
<b>Extraordinary income</b>	232	178
Gain on sales of fixed assets	59	149
Gain on sales of investments in securities	-	28
Gain on sales of stocks of subsidiaries and affiliates	16	-
Reversal of allowance for doubtful receivables	36	-
Reversal of allowance for loss on guarantees	120	-
<b>Extraordinary loss</b>	539	3,327
Loss on sales of fixed assets	15	0
Loss on disposal of fixed assets	212	56
Impairment loss	305	13
Business restructuring losses	-	91
Loss on valuation of investment securities	-	830
Loss on valuation of investments in partnerships with affiliates	-	2,334
Loss for after-care of products	5	-
<b>Income before income taxes</b>	8,705	1,393
Income taxes (including enterprise tax)	706	716
Adjustment of income taxes	3,182	(3,880)
Total income taxes	3,888	(3,163)
<b>Net income</b>	4,817	4,556

Note: Amounts less than one million yen have been omitted.

## ■ Corporate Data

Trade Name	: Minebea Co., Ltd.	Registered Headquarters	: 4106-73, Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293, Japan Tel: 81-267-32-2200
Established	: July 16, 1951		
Capital	: ¥68,258 million	Head Office and Plants	: Tokyo Head Office, Karuizawa Plant, Hamamatsu Plant, Fujisawa Plant, Omori Plant, Yonago Plant
Number of Employees	: 2,909 (as of March 31, 2012)		

## ■ Board of Directors

**Representative Director,**

**President and Chief Executive Officer**

Yoshihisa Kainuma

**Director, Vice President Executive Officer**

Koichi Dosho

**Director, Senior Managing Executive Officers**

Hiroharu Katogi

Akihiro Hirao

Eiichi Kobayashi

Hiroyuki Yajima

Masayoshi Yamanaka

Hiroataka Fujita

**Outside Directors**

Kohshi Murakami

Takashi Matsuoka

## ■ Corporate Auditors

**Standing Corporate Auditor**

Akifumi Kamo

**Standing Outside Corporate Auditor**

Kazuaki Tanahashi

**Outside Corporate Auditors**

Hiroataka Fujiwara

Hisayoshi Rikuna

## ■ Executive Officers

**Managing Executive Officers**

Susumu Fujisawa

Junichi Mochizuki

Gary Yomantas

Daishiro Konomi

Masayuki Imanaka

Tamio Uchibori

Jong Kwan Lim

Takashi Aiba

Shuji Uehara

Shigeru None

Hiromi Yoda

**Executive Officers**

Kunio Shimba

Ryozo Iwaya

Hiroyuki Akatsu

Tatsuo Matsuda

Koichi Takeshita

Tetsuya Tsuruta

Kazunori Sawayama

Toru Narita

Motoji Egawa

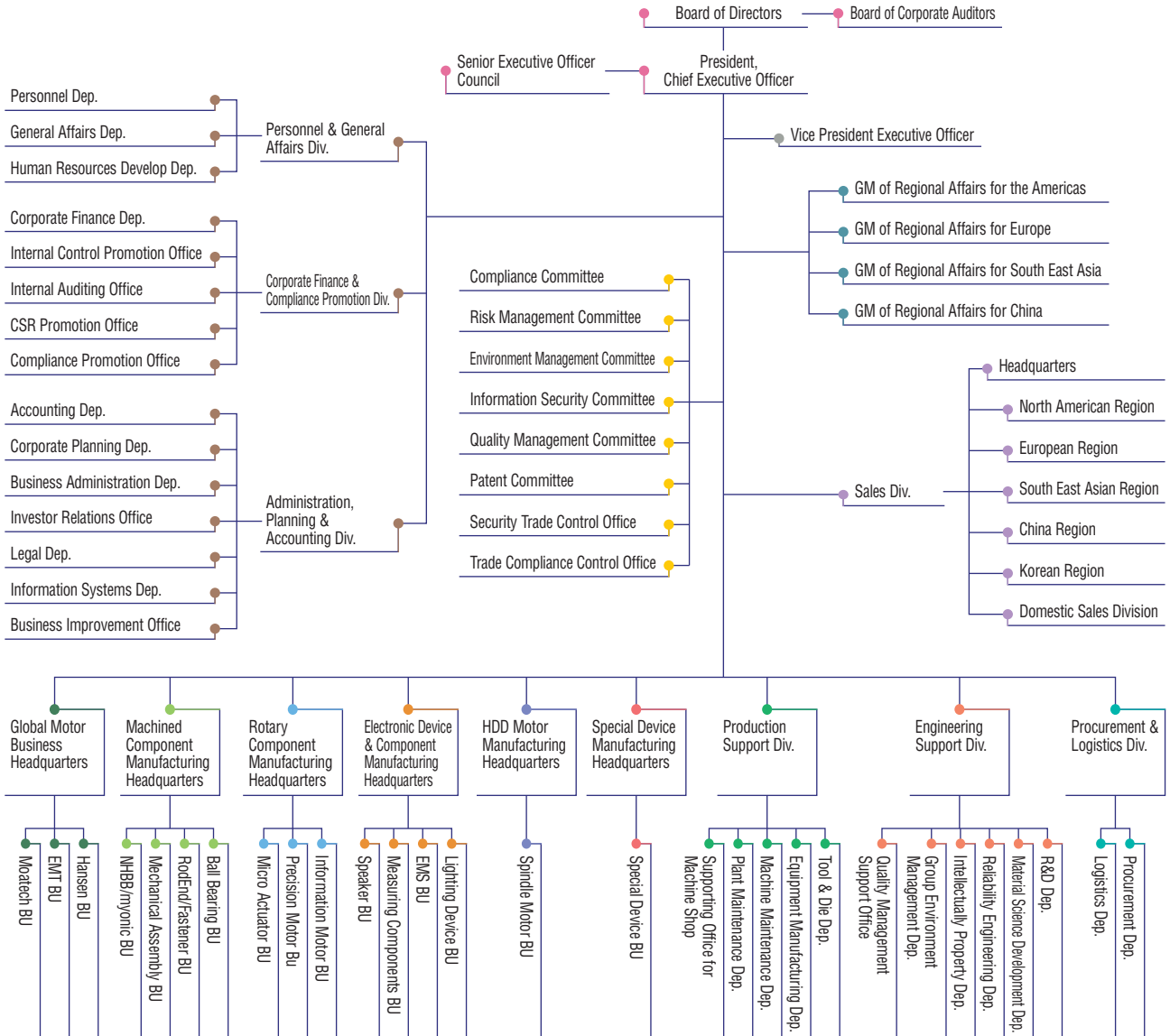
Koichiro Kojima

Michiya Kagami

Michihiro Tame

Atsushi Shiraiishi

## Organization Chart



## Share Information (as of March 31, 2012)

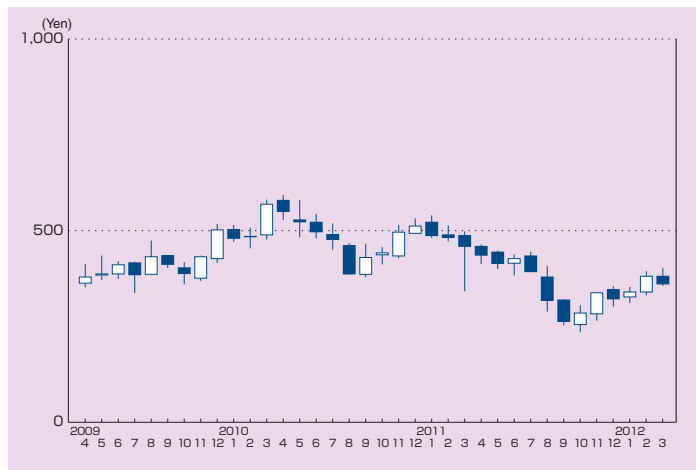
Total Number of Shares Authorized	1,000,000,000	shares
Number of Shares Issued	399,167,695	shares
Number of Shareholders	22,520	

### Major Shareholders (Top 10)

	Number of Shares (shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	33,486,000	8.84
Japan Trustee Services Bank, Ltd. (Trust Account)	32,569,000	8.60
Japan Trustee Services Bank, Ltd. (Trust Account 9)	19,370,000	5.11
The Sumitomo Trust & Banking Co., Ltd.	15,349,000	4.05
Keiaisha Co., Ltd.	15,000,000	3.96
Japan Trustee Services Bank, Ltd. (Trust Account 4)	14,355,000	3.79
Takahashi Industrial and Economic Research Foundation	12,347,330	3.26
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	10,057,839	2.65
Sumitomo Mitsui Banking Corporation	10,000,475	2.64
Trust & Custody Services Bank, Ltd (Pension Trust Account)	7,628,000	2.01

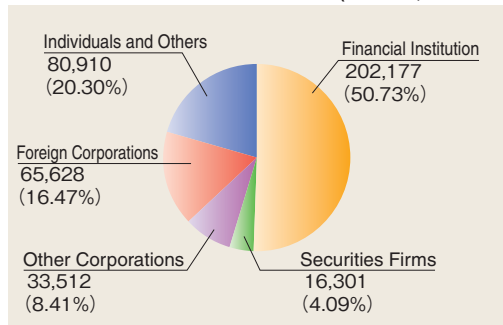
Note: 1. The Company holds 20,245,981 shares of treasury stock, which are excluded from the major shareholders.  
 2. Shareholding ratio is calculated exclusive of treasury stock.  
 3. Effective April 1, 2012, The Sumitomo Trust and Banking Co., Ltd. merged with The Chuo Mitsui Trust and Banking Company, Limited and Chuo Mitsui Asset Trust and Banking Company, Limited, and changed its name to Sumitomo Mitsui Trust Bank, Limited.

### Stock Price on Tokyo Stock Exchange



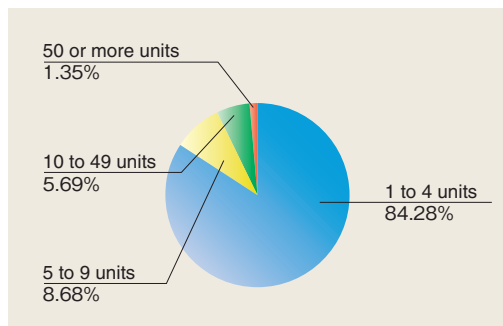
### Distribution of Shareholding by Investor Type

(1 unit = 1,000 shares)



※The figure in ( ) indicates the shareholding ratio.

### Distribution of Number of Shareholders by Number of Shares Held



### **[Payment of Dividends for the 66th Business Term]**

The year-end dividends for the 66th Business Year will be paid by the enclosed “Year-End Dividend Warrant for the 66th Business Year.” Please take this Warrant to any office or post office of Japan Post Bank and Japan Post Network (banking agency) within the specified payment period (from June 29, 2012 to July 31, 2012) to receive your dividends.

For those who have designated a transfer account(s), we have enclosed forms of “Statement of Year-End Dividends for the 66th Business Year” and “Where to Transfer Dividends” for confirmation.

(With respect to where to transfer dividends in the case you have chosen the method of share number pro-rata distribution in plural securities company accounts, please ask the securities company with which you deal about it.)

Please note that the enclosed “Statement of Year-End Dividend” can be used as attached material when you file a final tax return.

### **[Payment Notice of Listed Stock Dividends, Etc.]**

The Special Taxation Measures Law (Law No. 23 of April 30, 2008) requires that, with respect to the dividends, a Payment Notice, which states the amount of dividends, the amount of withholding taxes, etc., be sent to shareholders. (The enclosed Statement of Dividends doubles as the Payment Notice.)

The Payment Notice can be used as attached material when shareholders file a final tax return. In the case you have chosen the method of share number pro-rata distribution in plural securities company accounts, please ask the securities company with which you deal about it.

### **[Shareholders' Inquiries and Notifications Concerning Matters Such as Change of Address]**

Please notify inquiries or notifications concerning procedures related to shares (such as change of registered address or name, change of the method or place to receive dividends, and request to sell or buy shares less than one unit [for holders of shares less than one unit]) as follows.

- **Shareholders who hold accounts at securities companies** are requested to notify your securities companies.
- **Shareholders who do not hold accounts at securities companies** are requested to notify Sumitomo Mitsui Trust Bank, Limited (Please also refer to the notice of “Special Accounts” below.)

### **[Special Accounts]**

Shares of such shareholders that was yet to have used Japan Securities Depository Center, Inc. (JASDEC) by the date of the enforcement of share certificate dematerialization (January 5, 2009) are recorded in the accounts (called “special accounts”) opened at the agent to manage shareholders registry, Sumitomo Mitsui Trust Bank, Limited For details of special accounts, you are requested to use the next page telephone number of the company.

