

## Eleven-Year Summary

	2009	2008	2007	2006
<b>Statement of Income Data:</b>				
Net sales:	<b>¥256,163</b>	¥334,431	¥331,022	¥318,446
Machined components	<b>115,872</b>	144,034	137,662	129,595
Percentage of net sales	<b>45%</b>	43%	42%	41%
Electronic devices and components	<b>140,291</b>	190,397	193,360	188,851
Percentage of net sales	<b>55%</b>	57%	58%	59%
Consumer business and others	—	—	—	—
Percentage of net sales	—	—	—	—
Gross profit	<b>¥ 59,025</b>	¥ 80,721	¥ 73,378	¥ 68,511
Percentage of net sales	<b>23.0%</b>	24.1%	22.2%	21.5%
Operating income	<b>13,406</b>	30,762	26,265	19,269
Percentage of net sales	<b>5.2%</b>	9.2%	8.0%	6.0%
Net income (loss)	<b>2,441</b>	16,303	12,862	4,257
Percentage of net sales	<b>1.0%</b>	4.9%	3.9%	1.3%
<b>Balance Sheet Data:</b>				
Total assets	<b>¥285,396</b>	¥320,544	¥354,784	¥349,862
Total current assets	<b>121,699</b>	148,117	156,059	153,564
Total current liabilities	<b>112,312</b>	118,321	131,155	150,886
Short-term loans payable and current portion of long-term debt	<b>80,990</b>	65,352	71,761	91,772
Long-term debt	<b>56,900</b>	67,500	78,500	79,500
Working capital	<b>9,387</b>	29,796	24,905	2,678
Total net assets	<b>106,762</b>	131,730	142,558	118,209
Equity ratio	<b>37.1%</b>	40.7%	40.1%	33.6%
<b>Per Share Data:</b>				
Net income (loss):				
Basic	<b>¥ 6.18</b>	¥ 40.86	¥ 32.23	¥ 10.67
Diluted	—	—	—	—
Net assets	<b>271.93</b>	327.25	356.75	294.65
Cash dividends	<b>7.00</b>	10.00	10.00	7.00
Number of shares outstanding	<b>399,167,695</b>	399,167,695	399,167,695	399,167,695
<b>Other Data:</b>				
Return (net income) on equity	<b>2.1%</b>	11.9%	9.9%	3.9%
Return on total assets	<b>0.8%</b>	4.8%	3.7%	1.2%
Interest expense	<b>¥ 2,646</b>	¥ 4,402	¥ 5,224	¥ 4,771
Net cash provided by operating activities	<b>37,064</b>	46,893	37,902	28,237
Net cash used in investing activities	<b>(24,554)</b>	(23,461)	(15,180)	(19,120)
Free cash flow	<b>12,510</b>	23,432	22,722	9,117
Purchase of tangible fixed assets	<b>18,429</b>	24,888	16,969	21,897
Depreciation and amortization	<b>25,027</b>	27,502	25,727	25,045
Number of employees	<b>48,443</b>	50,549	49,563	47,526

Notes: 1. Effective from fiscal 2007, Minebea has applied the Accounting Standard for Presentation of Net Assets in the Balance Sheet and the Implementation Guidance for the Accounting Standard for Presentation of Net Assets in the Balance Sheet. Accordingly, "shareholders' equity" and "return on shareholders' equity" have been restated as "net assets" and "return (net income) on equity," respectively. Also, figures after fiscal 2006 include minority interests in net assets.

2. In fiscal 2006, Minebea restructured its PC keyboard business. As a consequence, the Company posted a business restructuring loss of ¥3,475 million in other expenses. The Company also showed an impairment loss of ¥967 million in other expenses resulting from the adoption of impairment accounting for fixed assets.

							<i>Thousands of U.S. dollars (Note 9)</i>
<i>Millions of yen</i>							
2005	2004	2003	2002	2001	2000	1999	2009
¥294,422	¥268,574	¥272,202	¥279,344	¥287,045	¥284,757	¥305,324	<b>\$2,607,793</b>
116,105	111,693	118,118	122,025	124,461	127,734	136,807	<b>1,179,597</b>
39%	42%	43%	44%	43%	45%	45%	
178,317	156,881	154,084	156,303	151,910	146,133	157,603	<b>1,428,196</b>
61%	58%	57%	56%	53%	51%	52%	
—	—	—	1,016	10,674	10,890	10,914	—
—	—	—	0%	4%	4%	3%	
¥ 62,403	¥ 65,313	¥ 68,702	¥ 73,283	¥ 84,117	¥ 81,534	¥ 90,161	<b>\$ 600,892</b>
21.2%	24.3%	25.2%	26.2%	29.3%	28.6%	29.5%	
14,083	18,104	19,352	21,972	32,977	31,069	38,546	<b>136,479</b>
4.8%	6.7%	7.1%	7.9%	11.5%	10.9%	12.6%	
5,581	6,019	(2,434)	5,298	14,826	(2,677)	11,507	<b>24,859</b>
1.9%	2.2%	(0.9)%	1.9%	5.2%	(0.9)%	3.7%	
¥332,217	¥314,915	¥320,069	¥350,037	¥346,965	¥403,994	¥473,360	<b>\$2,905,393</b>
147,295	138,953	127,447	131,548	137,106	153,658	219,826	<b>1,238,922</b>
141,449	167,626	134,459	156,908	127,290	124,085	197,071	<b>1,143,353</b>
87,112	119,643	81,262	103,461	66,531	68,022	142,828	<b>824,495</b>
85,341	51,842	85,862	79,212	118,629	124,690	128,223	<b>579,253</b>
5,846	(28,673)	(7,012)	(25,360)	9,816	29,573	22,755	<b>95,569</b>
102,088	93,866	98,213	112,732	100,574	154,357	145,705	<b>1,086,865</b>
30.7%	29.8%	30.7%	32.2%	29.0%	38.2%	30.8%	
<i>U.S. dollars (Note 9)</i>							
<i>Yen</i>							
¥ 13.93	¥ 15.08	¥ (6.10)	¥ 13.27	¥ 37.14	¥ (6.72)	¥ 28.94	<b>\$0.06</b>
13.27	14.51	(4.85)	12.60	34.10	(5.39)	26.32	—
255.82	235.21	246.08	282.42	251.96	386.71	366.29	<b>2.77</b>
7.00	7.00	7.00	7.00	7.00	7.00	7.00	<b>0.07</b>
399,167,695	399,167,695	399,167,695	399,167,695	399,167,695	399,150,527	397,787,828	
<i>Thousands of U.S. dollars (Note 9)</i>							
<i>Millions of yen</i>							
5.7%	6.3%	(2.3)%	5.0%	11.6%	(1.8)%	8.0%	
1.7%	1.9%	(0.8)%	1.5%	4.0%	(0.6)%	2.4%	
¥ 3,361	¥ 3,213	¥ 4,765	¥ 5,673	¥ 7,553	¥ 7,897	¥ 12,231	<b>\$ 26,932</b>
27,586	21,714	32,279	34,017	38,332	60,289	60,740	<b>377,317</b>
(23,789)	(14,932)	(16,233)	(24,346)	(33,099)	(13,298)	(17,254)	<b>(249,968)</b>
3,797	6,782	16,046	9,671	5,233	46,991	43,486	<b>127,349</b>
23,060	18,825	16,382	26,245	39,877	19,504	20,563	<b>187,610</b>
23,545	22,728	24,015	25,577	23,682	25,026	28,034	<b>254,778</b>
48,473	43,839	43,002	43,729	45,193	42,399	40,482	

- Effective from fiscal 2005, Minebea calculates free cash flow by subtracting net cash used in investing activities from net cash provided by operating activities. Figures for previous fiscal years have been restated using this calculation.
- In fiscal 2003, significant declines in the prices of stocks listed on major markets resulted in the impairment of shares in financial institutions and losses on devaluation of investment securities amounted to ¥4,945 million. In line with projected losses resulting from its withdrawal from switching power supplies and related businesses, the Company posted losses on liquidation of switching power supplies and related businesses of ¥3,144 million. The Company also posted ¥1,206 million in environmental remediation expenses incurred by U.S. subsidiaries.
- In fiscal 2001, to concentrate resources in its best areas and improve financial strength, the Company transferred its shares in subsidiary Actus Corporation, posting other income of ¥5,215 million in gains on sales of investment securities in affiliates. The Company also showed other expenses of ¥2,762 million, in line with the projected loss on the withdrawal from the wheel business.
- In fiscal 2000, to concentrate resources in its best areas and improve financial strength, the Company made decisions with regard to the transfer of its shares, etc., in Minebea Credit Co., Ltd., a wholly owned subsidiary; the liquidation of different affiliated companies; and other matters. As a result, the Company showed ¥25,782 million in other expenses as losses on liquidation of subsidiaries and affiliates. The Company also applied tax effect accounting overall, which resulted in ¥6,276 million in deferred income tax benefit.
- In fiscal 2000, the Company reclassified its operations into three business segments and revised figures for the prior years.
- Owing to a change in accounting standards, cash flows are shown in a new format in and after fiscal 2000.
- U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥98.23=US\$1, the approximate rate of exchange on March 31, 2009.