



**OUTLINE OF FINANCIAL RESULTS
FOR THE THIRD QUARTER OF FY2005, ENDED DECEMBER 31,2004**

February 3, 2005

Registered
 Company Name: **MINEBEA CO., LTD.** Common Stock Listings: Tokyo, Osaka, and Nagoya
 Code No: 6479 Headquarters: Nagano-ken
 (URL <http://www.minebea.co.jp>)
 Representative: Tsugio Yamamoto Representative Member of the Board , President and Chief Executive Officer
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1. Matters concerning preparation of quarterly performance summary

- (1) Concise accounting procedures adopted: None
 (2) Changes in accounting method: None
 (3) Accounting changes of scope of consolidation and application of equity method: Yes
 (a) Changes in consolidated subsidiaries
 Anew: None Exclusion: 3 companies
 (b) Changes of the companies subject to equity method
 Anew: None Exclusion: None

2. Business performance (April 1,2004 through December 31,2004)

(1) Consolidated Results of Operations (Amounts less than one million yen have been omitted.)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
FY2005 3rd Quarter	221,931	9.6	9,633	(31.2)	6,835	(39.3)
FY2004 3rd Quarter	202,469	(1.7)	13,998	(10.8)	11,265	(3.7)
FY2004 Annual	268,574	(1.3)	18,104	(6.4)	13,800	2.8

	Net income (millions of yen)	% Change	Net income per share (yen)	Fully diluted net income per share(yen)
FY2005 3rd Quarter	2,670	(38.6)	6.69	6.58
FY2004 3rd Quarter	4,348	(1.9)	10.90	10.50
FY2004 Annual	6,019	—	15.08	14.51

(Notes) 1. Income or loss on investments for the third quarter in FY2005 on the equity method totaled 4 million yen and 1 million yen in the third quarter FY2004 and 3 million yen in FY2004.

2. Weighted average number of shares outstanding during the respective years (consolidation):

399,077,438 shares at December 31,2004

399,092,070 shares at December 31,2003

399,090,062 shares at March 31,2004

3. The percentages of net sales, operating income, ordinary income and net income show changes from the same quarter of the previous fiscal year.

(2) Consolidated Financial Position

	Total assets (millions of yen)	Shareholders' equity (millions of yen)	Shareholders' equity ratio (%)	Shareholders' equity per share (yen)
FY2005 3rd Quarter	336,564	98,057	29.1	245.72
FY2004 3rd Quarter	313,878	96,292	30.7	241.28
FY2004 Annual	314,915	93,866	29.8	235.21

(Notes) Number of shares outstanding at end of term (consolidation) :

399,067,417 shares at December 31,2004

399,085,572 shares at December 31,2003

399,083,036 shares at March 31,2004

(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)	Cash and cash equivalents at end of period (millions of yen)
FY2005 3rd Quarter	20,699	(19,917)	(3,265)	24,045
FY2004 3rd Quarter	12,529	(10,489)	(958)	14,824
FY2004 Annual	21,714	(14,932)	4,391	24,780

3. Prospect for this fiscal year (April 1, 2004 through March 31, 2005)

	Net sales (millions of yen)	Ordinary income (millions of yen)	Net income (millions of yen)	Net income per share (yen)
Annual	300,000	10,000	5,000	12.53

(Note) The above-mentioned 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 with unpredictable parameters that are probable to affect our future business performances in the end.

In other words, our actual performances are likely to differ greatly from these estimates depending on various factors that will take shape from now on.

(Reference)

1. Operating Performance and Financial Position

(1) Operating Performance

1. Overview of the third quarter (April 1,2004 through December 31,2004)

During the current third quarter, although production weakened due to such negative economic factors as inventory adjustment in IT-related industries and China's tight monetary policy at the end of the year, the Japanese economy was on a recovery trend, led by increased business investment, solid personal consumption and improved corporate earnings. In the U.S., despite concerns about higher crude oil prices, the economy continued growth, supported by high employment levels and production. The European economy also grew moderately, despite a worsening employment situation resulting from EU's eastward enlargement and the appreciation of the euro. In Asia, the Chinese economy continued to grow vigorously at a high rate, although there were concerns about the government's tight constraints on overheating investment. In such Southeast Asian countries as Thailand and Singapore, too, the economic environment was favorable, supported by the continuation of moderate economic growth in the U.S. and the high economic growth in China.

In this business climate, we strove to aggressively expand our marketing efforts in business segments, including Minebea-Matsushita Motor Corporation, the joint venture company formed with Matsushita Electric Industrial Co., Ltd. in the current fiscal year. We also endeavored to focus on greater efficiency of our production activities, improvement of product quality and development of high value-added products.

As a result, net sales increased 19,461 million yen (9.6%) compared with the same quarter of the previous fiscal year, to 221,931 million yen. However, due to a delay in earnings improvement, including cost reductions in our electronic devices and components business, operating income and ordinary income fell 4,365 million yen (-31.2%) and 4,429 million yen (-39.3%) compared with the same quarter of the previous fiscal year, respectively, to 9,633 million yen and 6,835 million yen. In addition, net income for the current third quarter also decreased 1,678 million yen (-38.6%) compared with the same quarter of the previous fiscal year, to 2,670 million yen.

(a) Performance by business segment is as follows:

Machined components business

Our products in this 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 hard disk drives (HDDs); screws for automobiles and aircraft; and defense-related devices and equipment. Compared with the same quarter of the previous fiscal year, shipments of ball bearings to makers of household electrical appliances, automobiles, and information and telecommunications equipment rose due to our vigorous sales expansion efforts. In addition, sales of rod-end bearings also increased, particularly in the U. S. In pivot assemblies, although adversely affected by inventory adjustment in the HDD industry at the beginning of the year, sales increased firmly. As a result, compared with the same quarter a year ago, net sales rose 3,178 million yen (3.8%), to 86,277 million yen, and operating income also rose 2,217 million yen (15.6%), to 16,430 million yen, due to a cost reduction effect resulting from greater production efficiency.

Electronic devices and components business

Our core products in this business segment include HDD spindle motors; information motors such as fan motors, stepping motors, vibration motors and DC brush motors; PC keyboards; speakers; back lights; and measuring instruments. Owing to the addition of information motors handled by Minebea-Matsushita Motor Corporation, the joint venture company formed with Matsushita Electric Industrial Co., Ltd., overall sales increased. Also, sales of PC keyboards, back lights, measuring instruments and speakers grew largely, but sales of spindle motors stagnated, due to the effect of inventory adjustment in the HDD industry and delays in the development of new products. As a result, net sales rose 16,284 million yen (13.6%) compared with the same quarter of the previous fiscal year, to 135,654 million yen. However, due to the higher burden of fixed costs resulting from low HDD spindle motor production, higher costs accompanied by the transfer of our production base for PC keyboards and production integration costs, etc. incurred to implement cost-cutting measures in the information motor area, operating income worsened 6,582 million yen from the same quarter

a year ago, to -6,796 million yen.

(b) Performance by geographical segment is as follows:

Japan

Accompanied by the establishment of Minebea-Matsushita Motor Corporation, the former Matsushita motor business was newly added to sales in this region, and net sales increased 6,386 million yen (12.7%) compared with the same quarter of the previous fiscal year, to 56,853 million yen. However, due to higher business costs in the information motor area, operating income fell 2,572 million yen (-74.6%), to 876 million yen.

Asia excluding Japan

This region is an important manufacturing base for Japanese, European and American manufacturers of personal computers and household electrical appliances. Although adversely affected by inventory adjustment in HDD-related industries, sales were firm, supported by the recovery of demand from the information and telecommunications equipment industry, as well as solid demand from makers of household electrical appliances. On the other hand, profits were in a difficult situation, primarily because of the higher burden of fixed costs resulting from low HDD spindle motor production, production consolidation expenses incurred by the newly formed joint venture company, Minebea-Matsushita Motor Corporation, as well as higher expenses accompanied by the transfer of the production base for PC keyboards. As a result, while net sales increased 11,519 million yen (12.4%) compared with the same quarter of the previous fiscal year, to 104,527 million yen, operating income fell to 4,574 million yen, down 4,433 million yen (-49.2%).

North America

Although adversely affected by the progress in production shift to Asian countries by producers of information and telecommunications equipment, sales of PC keyboards and other electronic devices and components were firm. Also, both orders and sales for U.S.-manufactured ball bearings and rod-end bearings particularly for aerospace were favorable. As a consequence, net sales increased 2,738 million yen (7.5%) compared with the same quarter of the previous fiscal year, to 39,442 million yen. In addition, operating income also increased 2,505 million yen (254.8%) compared with the same quarter of the previous fiscal year, to 3,488 million yen.

Europe

Amid low growth, sales of ball bearings, rod-end bearings and other core products were firm, while sales of electronic devices and components, including PC keyboards, were low. As a consequence, compared with the same quarter of the previous fiscal year, net sales decreased 1,182 million yen (-5.3%), to 21,107 million yen, while operating income increased 134 million yen (24.0%), to 693 million yen.

2. Outlook for the current fiscal year

Although faced with many uncertainties—such as U.S. deficits in the federal budget and foreign trade, the appreciation of the euro in Europe, China's tight constraints on overheating economy, crude oil prices and the rise in the yen, we expect that the global economy will continue to maintain a well-balanced recovery, with the U.S. economy performing well, led by solid consumer spending and China maintaining its high growth rate.

(a) Outlook by business segment for the current fiscal year is as follows:

Machined components business

Ball bearings: Although expected to be partly adjusted for seasonable reasons, demand remains firm. We will continue to proceed with making our vigorous sales expansion efforts for this product category. Also, by endeavoring to further reduce costs in addition to the economies of mass production resulting from sales expansion, as well as to improve product quality, we will further enhance business results.

Rod-end bearings: Strong sales are continuing at a pace above plan, particularly in the U. S. We expect that this product will continue to maintain this trend in the future.

Electronic devices and components business

Information motors: Reorganized as a joint venture, this business is expected to take time until the state-of-the-art product development technology of Matsushita Electric Industrial Co., Ltd. works effectively

with Minebea's ultra-precision machining technology and mass production technology. In the fourth quarter, we will continue to lower costs by reviewing business expenses, aggressively proceeding with production facility consolidations and improving manufacturing efficiency.

Spindle motors: An important task for this product is to achieve early market entry for 2.5-inch HDDs and to launch new products of ROF-type and HMF-type. We are dedicating all our strength to this area, and expect our efforts to be visible in the next fiscal year.

PC keyboards: The launch of mass production is underway in Shanghai, and we will be ready to surmount intensified price competition by the end of the current fiscal year.

Other: We expect that sales of back lights and measuring instruments will be strong.

(b) Outlook by geographical segment for the current fiscal year is as follows:

Japan

Strong demand for ball bearings and the new addition of the joint venture business, Minebea-Matsushita Motor Corporation, will increase net sales year on year, although many of our customers will promote production shift to China and other Asian countries. However, owing to implementing such measures as a review of expenses for the joint venture business of information motors, we expect that full-fledged recovery of operating income will begin in the next fiscal year and beyond.

Asia excluding Japan

This region offers the largest market for our products and our key manufacturing bases. Despite strong sales expected, improvement in operating income will occur in line with progress in various measures for the above information motor, spindle motor and keyboard businesses in the electronic devices and components segment.

North America

Orders from the aerospace industry remain strong for ball bearings, rod-end bearings and other products made in the U. S. We expect that combined with PC keyboards, ball bearings, motors and other products from Asia, net sales will be strong.

Europe

The European economy has not fully recovered. We expect that net sales and operating income will continue to move almost in the same as the current third quarter.

(2) Financial Position in the Third Quarter of the Current Fiscal Year (April 1,2004 through December 31,2004)

The Minebea Group has pursued its principal management policy of enhancing its financial soundness and continued to take decisive steps to squeeze total assets, restrain capital investment, and reduce interest-bearing debt. The balance of cash and cash equivalents at the end of the current third quarter totaled 24,045 million yen, up 9,221 million yen (62.2%) compared with the end of the same quarter of the previous fiscal year.

Cash flows from various business activities during the current third quarter and relevant factors are follows:

Operating activities: While there were 5,836 million yen of income before income taxes and 17,021 million yen of depreciation and amortization, there were outlays primarily for the increase in inventories, and notes and accounts receivable. As a consequence, net cash inflow from operating activities increased 8,169 million yen (65.2%) compared with the same quarter of the previous fiscal year, to 20,699 million yen.

Investing activities: Due to the increase of expenditures for purchase of property, plant and equipment to 18,340 million yen, net cash outflow from investing activities rose to 19,917 million yen, up 9,428 million yen (89.9%) from the same quarter of the previous fiscal year.

Financial activities: Due mainly to the repayment of long- and short-term loans payable accompanied by the issuance of 10,000 million yen of straight bond and the payment of dividends, net cash outflow from financial activities increased to 3,265 million yen, up 2,306 million yen compared with the same quarter of the previous fiscal year.

Consolidated subsidiary Minebea-Matsushita Motor Corporation, accompanied by the consolidation of information motor businesses with Matsushita Electric Industrial Co., Ltd., succeeded to 16,542 million yen of assets and 11,472 million yen of liabilities in the current third quarter, resulting in a 1,596 million yen increase in cash and cash equivalents.

2. Consolidated Financial Statements and Notes

(1) Consolidated Balance Sheets

	As of December 31,2004		As of December 31,2003		Increase or (decrease) (2004—2003)		As of March 31,2004	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
ASSETS								
Current assets.....	154,052	45.8	137,045	43.7	17,007	12.4	138,953	44.1
Cash and cash equivalents.....	24,045		14,824		9,221		24,780	
Notes and accounts receivable...	63,548		59,322		4,226		58,241	
Inventories.....	47,809		45,631		2,177		41,534	
Deferred tax assets.....	7,208		8,050		(842)		6,554	
Others.....	11,711		9,664		2,046		8,251	
Allowance for doubtful receivables.....	(270)		(447)		177		(408)	
Fixed assets.....	182,357	54.2	176,780	56.3	5,577	3.2	175,916	55.9
Tangible fixed assets.....	156,217		150,474		5,743		148,457	
Building and structure.....	95,395		92,536		2,858		92,881	
Machinery and transportation equipment.....	194,514		183,597		10,917		181,630	
Tools, furniture and fixtures.....	51,245		45,308		5,937		44,945	
Land.....	16,233		16,252		(19)		16,135	
Construction in progress.....	2,282		954		1,328		763	
Accumulated depreciation.....	(203,453)		(188,175)		(15,278)		(187,897)	
Intangible fixed assets.....	14,385		12,357		2,028		12,403	
Consolidation adjustments.....	10,512		11,426		(913)		11,423	
Others.....	3,873		931		2,942		980	
Investment and other assets.....	11,754		13,948		(2,193)		15,055	
Investment in securities.....	7,336		6,583		752		7,086	
Long-term loans receivable.....	34		50		(15)		46	
Deferred tax assets.....	2,672		5,462		(2,790)		6,167	
Others.....	1,789		1,960		(170)		1,897	
Allowance for doubtful receivables.....	(77)		(108)		30		(142)	
Deferred charges.....	153	0.0	53	0.0	99	187.0	45	0.0
Total assets.....	336,564	100.0	313,878	100.0	22,685	7.2	314,915	100.0

(Note) Treasury stock..... December 2004 100,278 shares December 2003 82,123 shares March 2004 84,659 shares

	As of December 31,2004		As of December 31,2003		Increase or (decrease) (2004—2003)		As of March 31,2004	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
LIABILITIES								
Current liabilities.....	176,249	52.4	122,683	39.1	53,565	43.7	167,626	53.2
Notes and accounts payable.....	30,140		27,791		2,348		22,777	
Short-term loans payable.....	73,742		64,802		8,939		72,195	
Commercial paper.....	—		6,000		(6,000)		4,000	
Current portion of long-term loans payable.....	4,248		2,399		1,849		6,367	
Current portion of bonds.....	10,000		—		10,000		10,000	
Current portion of convertible bonds.....	27,080		—		27,080		27,080	
Current portion of bonds with warrant.....	4,000		—		4,000		—	
Accrued income taxes.....	2,528		2,257		270		2,638	
Accrued bonuses.....	1,719		1,504		215		3,208	
Reserve for loss on liquidation of the business of switching power supplies, inductors and transformers, etc.....	—		1,942		(1,942)		—	
Reserve for environmental preservation expense.....	899		1,077		(177)		989	
Others.....	21,889		14,907		6,981		18,368	
Long-term liabilities.....	59,092	17.6	94,098	30.0	(35,006)	(37.2)	52,743	16.8
Bonds.....	38,000		38,000		—		28,000	
Convertible bonds.....	—		27,080		(27,080)		—	
Bond with warrant.....	—		4,000		(4,000)		4,000	
Long-term loans payable.....	20,146		23,980		(3,834)		19,842	
Allowance for retirement benefits... to executive officers.....	556		698		(142)		594	
Allowance for retirement benefits to executive officers.....	42		14		27		22	
Others.....	347		324		23		284	
Total liabilities.....	235,341	70.0	216,781	69.1	18,559	8.6	220,370	70.0
MINORITY INTEREST IN CONSOLIDATED SUBSIDIARIES								
	3,165	0.9	804	0.2	2,360	293.4	678	0.2
SHAREHOLDERS' EQUITY								
Common stock.....	68,258	20.3	68,258	21.8	—	—	68,258	21.7
Additional paid-in capital.....	94,756	28.1	94,756	30.2	—	—	94,756	30.1
Retained earnings.....	5,425	1.6	3,878	1.2	1,547	39.9	2,755	0.8
Difference on revaluation of other marketable securities.....	1,763	0.5	1,582	0.5	180	11.4	1,647	0.5
Foreign currency translation adjustments.....	(72,093)	(21.4)	(72,137)	(23.0)	44	(0.1)	(73,505)	(23.3)
Treasury stock.....	(53)	(0.0)	(45)	(0.0)	(7)	17.5	(46)	(0.0)
Total shareholders' equity.....	98,057	29.1	96,292	30.7	1,764	1.8	93,866	29.8
TOTAL LIABILITIES, MINORITY INTEREST IN CONSOLIDATED SUBSIDIARIES AND SHAREHOLDERS' EQUITY.....								
	336,564	100.0	313,878	100.0	22,685	7.2	314,915	100.0

(2) Consolidated Statements of Income

	3rd Quarter ended December 31,2004		3rd Quarter ended December 31,2003		Increase or (decrease) (2004–2003)		Year ended March 31,2004	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
Net sales.....	221,931	100.0	202,469	100.0	19,461	9.6	268,574	100.0
Cost of sales.....	174,691	78.7	152,749	75.4	21,942	14.4	203,260	75.7
Gross profit.....	47,239	21.3	49,720	24.6	(2,480)	(5.0)	65,313	24.3
Selling, general and administrative expenses.....	37,605	16.9	35,721	17.7	1,884	5.3	47,208	17.6
Operating income.....	9,633	4.4	13,998	6.9	(4,365)	(31.2)	18,104	6.7
Other income.....	1,171	0.5	1,019	0.5	152	14.9	1,289	0.5
Interest income.....	100		84		15		111	
Dividends income.....	36		26		10		26	
Equity income of affiliates.....	4		1		3		3	
Others.....	1,029		906		123		1,147	
Other expenses.....	3,969	1.8	3,752	1.8	216	5.8	5,594	2.1
Interest expenses.....	2,388		2,490		(101)		3,213	
Foreign currency exchange loss.....	643		346		296		771	
Others.....	936		915		21		1,609	
Ordinary income.....	6,835	3.1	11,265	5.6	(4,429)	(39.3)	13,800	5.1
Extraordinary income.....	383	0.1	427	0.2	(43)	(10.3)	1,732	0.6
Revised loss on liquidation of affiliates in the previous the fiscal year.....	—		325		(325)		325	
Gain on sales of fixed assets.....	280		66		214		83	
Gain on sales of investments securities.....	—		35		(35)		881	
Reversal of allowance for doubtful receivables.....	102		—		102		—	
Reversal of reserve for liquidation of the business of switching power supplies, inductors and transformers, etc.....	—		—		—		441	
Extraordinary loss.....	1,382	0.6	1,803	0.9	(420)	(23.3)	2,573	0.9
Loss on sales of fixed assets.....	34		90		(55)		105	
Loss on disposal of fixed assets.....	343		504		(160)		642	
Loss on sales of investment securities.....	0		—		0		—	
Loss on revaluation of investments securities.....	29		—		29		—	
Loss on liquidation of affiliates.....	210		—		210		—	
Loss for after-care of products.....	264		—		264		476	
Retirement benefits expense.....	457		470		(12)		610	
Special severance payment.....	—		307		(307)		307	
Retirement benefits to directors and corporate auditors.....	42		431		(388)		431	
Income before income taxes and minority interests.....	5,836	2.6	9,889	4.9	(4,052)	(41.0)	12,958	4.8
Income taxes								
Current (including enterprise tax).....	4,038		3,260		777		4,411	
Adjustment of income taxes.....	1,555		2,433		(877)		2,798	
Total income taxes.....	5,593	2.5	5,693	2.8	(99)	(1.8)	7,210	2.7
Minority interests in earnings of consolidated subsidiaries.....	(2,427)	(1.1)	(153)	(0.0)	(2,274)	—	(271)	(0.1)
Net income.....	2,670	1.2	4,348	2.1	(1,678)	(38.6)	6,019	2.2

(3) Consolidated Statements of Retained Surplus

	3rd Quarter ended December 31, 2004	3rd Quarter ended December 31, 2003	Increase or (decrease) (2004—2003)	Year ended March 31, 2004
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
CAPITAL RETAINED EARNINGS				
Additional paid-in capital at beginning of period.....	94,756	94,756	—	94,756
Additional paid-in capital at end of period.....	94,756	94,756	—	94,756
RETAINED EARNINGS				
Retained earnings at beginning of period.....	2,755	(454)	3,209	(454)
Increase of retained earnings.....	2,670	4,348	(1,678)	6,019
Net income.....	2,670	4,348	(1,678)	6,019
Decrease of retained earnings.....	0	16	(15)	2,809
Decrease of retained earnings for decrease of consolidated subsidiaries..	—	16	(16)	16
Cash dividends.....	—	—	—	2,793
Loss on disposal of treasury stock.....	0	—	0	0
Retained earnings at end of period.....	5,425	3,878	1,547	2,755

(4) Consolidated Statements of Cash Flows

(Amount: millions of yen)

	3rd Quarter ended Dec.31,2004	3rd Quarter ended Dec.31,2003	Increase or (decrease) 2004—2003	Year ended March 31,2004
1.Cash Flows from Operating Activities:				
Income before income taxes and minority interests.....	5,836	9,889	(4,052)	12,958
Depreciation and amortization.....	17,021	16,405	615	21,705
Amortization of consolidation adjustments.....	811	770	40	1,023
Equity income of affiliates.....	(4)	(1)	(3)	(3)
Interest and dividend income.....	(137)	(111)	(25)	(138)
Interest expense.....	2,388	2,490	(101)	3,213
(Gain) loss on sales of fixed assets.....	(246)	23	(269)	22
Loss on disposal of fixed assets.....	343	504	(160)	642
Increase (decrease) in reserve for losses on after-care of products. (Gain) loss on sales of investments securities.....	(210) 0	(182) (35)	(28) 35	227 (881)
Loss on revaluation of investments securities.....	29	—	29	—
Increase in notes and accounts receivable.....	(2,985)	(8,391)	5,405	(7,734)
Increase in inventories.....	(3,351)	(5,557)	2,205	(1,883)
Increase (decrease) in notes and accounts payable.....	6,119	4,485	1,634	(386)
Decrease of allowance for doubtful receivables.....	(213)	(365)	151	(365)
Decrease in accrued bonuses.....	(1,461)	(1,754)	292	(30)
Decrease in reserve for losses on liquidation of the business of switching power supplies, inductors and transformers etc.....	—	(1,178)	1,178	(3,144)
Decrease of reserve for environmental preservation expenses.....	(89)	(51)	(37)	(139)
Increase (decrease) in retirement allowance.....	(58)	647	(705)	559
Increase of allowance for retirement benefits to executive officers.....	20	14	5	22
Other.....	1,857	531	1,326	3,078
Sub-total	25,669	18,133	7,536	28,745
Interest and dividends received.....	99	109	(10)	176
Interest paid.....	(2,084)	(2,149)	65	(3,197)
Income tax paid.....	(2,985)	(3,564)	578	(4,009)
Net cash provided by operating activities	20,699	12,529	8,169	21,714
2.Cash Flows from Investing Activities:				
Purchase of tangible fixed assets.....	(18,340)	(13,206)	(5,134)	(18,825)
Proceeds from sales of tangible fixed assets.....	1,345	1,504	(159)	2,372
Purchase of intangible fixed assets.....	(3,011)	—	(3,011)	—
Purchase of investment in securities.....	(37)	(0)	(37)	(1,999)
Proceeds from sales of investment in securities.....	3	55	(52)	2,544
Payments for purchase of investment in subsidiaries.....	(53)	—	(53)	—
Proceeds from sales of share in subsidiaries.....	—	385	(385)	385
Long term loans receivables.....	(67)	(143)	76	(156)
Recovery of long term loans receivables.....	162	207	(45)	218
Other.....	81	707	(626)	529
Net cash used in investing activities	(19,917)	(10,489)	(9,428)	(14,932)
3.Cash Flows from Financing Activities:				
Increase (decrease) in short-term loans payable.....	(4,559)	(1,225)	(3,334)	6,248
Increase (decrease) in the amount in commercial paper.....	(4,000)	3,000	(7,000)	1,000
Long term loans payable.....	473	1,633	(1,159)	1,633
Repayment of long term loans payable.....	(2,334)	(2,384)	49	(2,513)
Earnings from issuance of bonds.....	10,000	10,000	—	10,000
Loss on redemption of bonds.....	—	(10,000)	10,000	(10,000)
Purchase of treasury stock.....	(7)	(7)	0	(9)
Cash dividends paid.....	(2,793)	(2,793)	0	(2,793)
Cash dividends paid to minority shareholders.....	—	(27)	27	(27)
Paid-in capital from minority shareholders.....	—	905	(905)	905
Other.....	(43)	(58)	14	(52)
Net cash used in financing activities	(3,265)	(958)	(2,306)	4,391
4.Effect of Exchange Rate Changes on Cash and Cash Equivalents	153	(433)	587	(570)
5.Net Increase (decrease) in Cash and Cash Equivalents	(2,330)	647	(2,978)	10,603
6.Cash and Cash Equivalents at Beginning of Period	24,780	14,177	10,603	14,177
7.Increase in Cash and Cash Equivalents due to Establishment of a Joint Venture	1,596	—	1,596	—
8.Cash and Cash Equivalents at End of Period	24,045	14,824	9,221	24,780

3. Segment Information
(1) Business segments

(Amount: millions of yen)

	FY2005 3rd Quarter (April 1, 2004 through December 31, 2004)				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
1. Total sales and operating income					
Total sales					
(1) Sales to customers	86,277	135,654	221,931	—	221,931
(2) Sales to other segment	1,531	8	1,539	(1,539)	—
Total	87,808	135,662	223,470	(1,539)	221,931
Operating expense	71,378	142,459	213,837	(1,539)	212,297
Operating income (loss)	16,430	(6,796)	9,633	—	9,633
2. Assets, depreciation and capital expenditure					
Assets	185,081	224,017	409,098	(72,534)	336,564
Depreciation	7,841	9,179	17,021	—	17,021
Capital expenditure	7,168	22,221	29,389	—	29,389

(Notes) 1. The segments are defined by internal administration.

2. Main products

(a) Machined components businessBall bearings, Pivot assemblies, Tape guides, Fasteners, Mechanical assemblies for aerospace use, Defense-related special parts, etc.

(b) Electronic devices and components business.....Small motors, PC keyboards, Speakers, Back lights, Hybrid ICs, Inverter, Strain gauges, Load cells, etc.

(Amount: millions of yen)

	FY2004 3rd Quarter (April 1, 2003 through December 31, 2003)				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
1. Total sales and operating income					
Total sales					
(1) Sales to customers	83,099	119,370	202,469	—	202,469
(2) Sales to other segment	1,668	13	1,682	(1,682)	—
Total	84,767	119,383	204,151	(1,682)	202,469
Operating expense	70,554	119,598	190,153	(1,682)	188,471
Operating income (loss)	14,213	(214)	13,998	—	13,998
2. Assets, depreciation and capital expenditure					
Assets	181,904	204,684	386,589	(72,710)	313,878
Depreciation	8,132	8,273	16,405	—	16,405
Capital expenditure	2,724	10,702	13,427	—	13,427

(Notes) 1. The segments are defined by internal administration.

2. Main products

(a) Machined components businessBall bearings, Pivot assemblies, Tape guides, Fasteners, Mechanical assemblies for aerospace use, Defense-related special parts, etc.

(b) Electronic devices and components business.....Small motors, PC keyboards, Speakers, Transformers, Switching power supplies, Inductor, Hybrid ICs, Strain gauges, Load cells, etc.

(Amount: millions of yen)

	FY2004 (Annual) (April 1, 2003 through March 31, 2004)				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
1. Total sales and operating income					
Total sales					
(1) Sales to customers	111,692	156,881	268,574	—	268,574
(2) Sales to other segment	2,191	15	2,206	(2,206)	—
Total	113,884	156,896	270,781	(2,206)	268,574
Operating expense	94,379	158,296	252,676	(2,206)	250,469
Operating income (loss)	19,505	(1,400)	18,104	—	18,104
2. Assets, depreciation and capital expenditure					
Assets	189,741	196,918	386,660	(71,744)	314,915
Depreciation	10,811	10,894	21,705	—	21,705
Capital expenditure	4,168	14,929	19,097	—	19,097

(Notes) 1. The segments are defined by internal administration.

2. Main products

(a) Machined components businessBall bearings, Pivot assemblies, Tape guides, Fasteners, Mechanical assemblies for aerospace use, Defense - related special parts, etc.

(b) Electronic devices and components business.....Small motors, PC keyboards, Speakers, Transformers, Back lights, Switching power supplies, Inductor, Hybrid ICs, Inverter, Strain gauges, Load cells, etc.

(2) Geographical segments

(Amount: millions of yen)

	FY2005 3rd Quarter (April 1, 2004 through December 31, 2004)						
	Japan	Asia (excluding Japan)	North America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	56,853	104,527	39,442	21,107	221,931	—	221,931
(2) Sales to other segment	125,644	118,455	1,080	793	245,974	(245,974)	—
Total	182,498	222,983	40,523	21,900	467,905	(245,974)	221,931
Operating expense	181,621	218,409	37,034	21,207	458,272	(245,974)	212,297
Operating income	876	4,574	3,488	693	9,633	—	9,633
2. Assets	152,407	244,254	31,530	22,643	450,835	(114,271)	336,564

(Notes) Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North America.....United States

Europe.....United Kingdom, Germany, France, Italy

(Amount: millions of yen)

	FY2004 3rd Quarter (April 1, 2003 through December 31, 2003)						
	Japan	Asia (excluding Japan)	North and South America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	50,467	93,008	36,704	22,289	202,469	—	202,469
(2) Sales to other segment	106,053	95,621	2,212	1,056	204,943	(204,943)	—
Total	156,521	188,629	38,916	23,345	407,413	(204,943)	202,469
Operating expense	153,073	179,622	37,933	22,786	393,414	(204,943)	188,471
Operating income	3,448	9,007	983	559	13,998	—	13,998
2. Assets	164,785	204,389	31,624	21,036	421,836	(107,957)	313,878

(Notes) Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Mexico

Europe.....United Kingdom, Germany, France, Italy

(Amount: millions of yen)

	FY2004 (Annual) (April 1, 2003 through March 31, 2004)						
	Japan	Asia (excluding Japan)	North and South America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	68,760	121,071	48,726	30,015	268,574	—	268,574
(2) Sales to other segment	138,157	125,129	2,858	1,387	267,533	(267,533)	—
Total	206,917	246,201	51,584	31,403	536,107	(267,533)	268,574
Operating expense	202,034	235,437	49,500	31,029	518,002	(267,533)	250,469
Operating income	4,883	10,763	2,084	374	18,104	—	18,104
2. Assets	166,277	201,193	29,172	20,075	416,719	(101,803)	314,915

(Notes) Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Mexico

Europe.....United Kingdom, Germany, France, Italy

(3) Overseas sales

(Amount: millions of yen)

	FY2005 3rd Quarter (April 1, 2004 through December 31, 2004)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	106,208	35,176	22,104	163,489
2. Total sales				221,931
3. Overseas sales on total sales	47.9%	15.8%	10.0%	73.7%

(Notes) 1. The overseas sales are made outside of Japan by parent company and consolidated subsidiaries.

2. Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Canada, Mexico, etc.

Europe.....United Kingdom, Germany, France, Italy, Netherlands, etc.

(Amount: millions of yen)

	FY2004 3rd Quarter (April 1, 2003 through December 31, 2003)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	93,367	34,621	24,012	152,001
2. Total sales				202,469
3. Overseas sales on total sales	46.1%	17.1%	11.9%	75.1%

(Notes) 1. The overseas sales are made outside of Japan by parent company and consolidated subsidiaries.

2. Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Canada, Mexico, etc.

Europe.....United Kingdom, Germany, France, Italy, Netherlands, etc.

(Amount: millions of yen)

	FY2004 (Annual) (April 1, 2003 through March 31, 2004)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	121,597	45,336	32,238	199,172
2. Total sales				268,574
3. Overseas sales on total sales	45.3%	16.9%	12.0%	74.2%

(Notes) 1. The overseas sales are made outside of Japan by parent company and consolidated subsidiaries.

2. Dividing method and main countries in each territory

(a) Dividing method.....By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Canada, Mexico, etc.

Europe.....United Kingdom, Germany, France, Italy, Netherlands, etc.

4. Marketable Securities

(1) Other marketable securities

(Amount: millions of yen)

Classification	FY2005 (3rd Quarter)			FY2004 (3rd Quarter)			FY2004 (Annual)		
	Book value	Market price	Gain or (Loss)	Book value	Market Price	Gain or (Loss)	Book value	Market price	Gain or (Loss)
Other Marketable Securities with Market Value									
Stock	3,105	5,995	2,890	2,678	5,272	2,593	3,071	5,772	2,701
Total	3,105	5,995	2,890	2,678	5,272	2,593	3,071	5,772	2,701

(2) Main securities without market value

(Amount: millions of yen)

Classification	FY2005 (3rd Quarter)	FY2004 (3rd Quarter)	FY2004 (Annual)
Other marketable securities	1,065	1,094	1,094
Total	1,065	1,094	1,094

(Note) Non-listed stock (except for stock at over the counter)

5. Amounts of Production, Orders Received, Sales

(1) Production

(Amount: millions of yen)

Business segments	FY2005 (3rd Quarter)	FY2004 (3rd Quarter)	FY2004 (Annual)
Machined components business	88,747	87,735	114,794
Electronic devices and components business	134,162	123,017	154,422
Total	222,909	210,752	269,216

(Note) 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.

(2) Orders received

(Amount: millions of yen)

Business segments	FY2005 (3rd Quarter)		FY2004 (3rd Quarter)		FY2004 (Annual)	
	Orders received	Order backlog	Orders received	Order backlog	Orders received	Order backlog
Machined components business	88,993	37,390	83,364	33,490	113,141	34,674
Electronic devices and components business	136,757	23,553	121,270	23,969	157,262	22,450
Total	225,750	60,943	204,634	57,459	270,404	57,124

(Note) 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.

(3) Sales

(Amount: millions of yen)

Business segments	FY2005 (3rd Quarter)	FY2004 (3rd Quarter)	FY2004 (Annual)
Machined components business	86,277	83,099	111,692
Electronic devices and components business	135,654	119,370	156,881
Total	221,931	202,469	268,574

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