Consolidated Financial Information
for the Third Quarter of the Fiscal Year Ending March 31, 2009

January 30, 2009

Registered
Company Name: MINEBEA CO., LTD. Common Stock Listings: Tokyo, Osaka and Nagoya
Code No: 6479 (URL http://www.minebea.co.jp)
Representative: Takayuki Yamagishi Representative Director, President and Chief Executive Officer
Contact: Sakae Yashiro Senior Managing Executive Officer, Deputy Chief of Administration Headquarters
Quarterly report filing date: February 13, 2009 Tel. (03) 5434-8611

(Amounts less than one million yen have been omitted.)

1. Business performance (April 1, 2008 through December 31, 2008)

(1) Consolidated Results of Operations (Year-to-date) (%: Changes from corresponding period of previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
Nine months ended Dec. 31, 2008	209,780	—	16,231	—	14,985	—
Nine months ended Dec. 31, 2007	253,389	2.4	23,476	17.5	20,692	25.8

	Net income (millions of yen)	% Change	Net income per share (yen)	Fully diluted net income per share (yen)
Nine months ended Dec. 31, 2008	8,653	—	21.81	—
Nine months ended Dec. 31, 2007	12,528	7.3	31.40	—

(2) Consolidated Financial Position

	Total assets (millions of yen)	Net assets (millions of yen)	Equity ratio (%)	Net assets per share (yen)
As of December 31, 2008	282,274	104,289	36.6	265.49
As of March 31, 2008	320,544	131,730	40.7	327.25

(Reference) Shareholders' equity: 103,270 million yen at December 31, 2008
130,574 million yen at March 31, 2008

2. Dividends

(Record date)	Dividends per share				
	End of first quarter (yen)	End of second quarter (yen)	End of third quarter (yen)	Year-end (yen)	For the year (yen)
Year ended March 31, 2008	—	—	—	10.00	10.00
Year ended March 31, 2009	—	5.00	—	—	—
Year ended March 31, 2009 (Forecast)	—	—	—	5.00	10.00

(Notes) Change in the current quarter to dividend forecast: None

3. Prospect for the next fiscal year (April 1, 2008 through March 31, 2009) (%: Changes from previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
Year ended March 31, 2009	260,000	(22.3)	17,500	(43.1)	15,500	(44.0)

	Net income (millions of yen)	% Change	Net income per share (yen)
Year ended March 31, 2009	6,500	(60.1)	16.46

(Notes) Change in the current quarter to consolidated results forecast: Yes

4. Others

(1) Changes in significant subsidiaries during the quarter (Changes in certain subsidiaries resulting in change in the scope of consolidation): Yes

(Notes) For details, see [Qualitative Data, Financial Statements, Etc.] and 4. Others on page 4.

(2) Application of simplified accounting and accounting peculiar to preparation of quarterly consolidated financial statements: None

(3) Changes in accounting principles, procedures, presentations, etc. for preparation of quarterly consolidated financial statements (Changes to be stated in changes in significant matters that are fundamental to preparation of quarterly consolidated financial statements)

1. Changes associated with revision of accounting standards, etc: Yes
2. Changes other than 1: Yes

(Notes) For details, see [Qualitative Data, Financial Statements, Etc.] and 4. Others on page 4.

(4) Number of shares outstanding (Common stock)

1. Number of shares outstanding at end of period (Including treasury stock)
   399,167,695 shares at December 31, 2008
   399,167,695 shares at March 31, 2008
2. Number of treasury shares at end of period
   10,182,620 shares at December 31, 2008
   164,945 shares at March 31, 2008
3. Average number of shares (Quarterly cumulative period)
   396,774,844 shares at December 31, 2008
   399,017,179 shares at December 31, 2007

* Explanation for appropriate use of financial forecasts and other special remarks

1. Regarding our full-year earnings estimates, we revise the earnings estimates announced on October 31, 2008.
2. 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. As for the assumptions used for these forecasts and other related items, please refer to [Qualitative Data, Financial Statements, Etc.] and 3. Qualitative Data on Consolidated Earnings Forecasts on page 4.
3. From the current fiscal year, the Company applies the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan No. 12) and the Implementation Guidance on the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan Implementation Guidance No. 14), and prepares its quarterly financial statements in accordance with the Regulations concerning Quarterly Consolidated Financial Statements.

[Qualitative Data, Financial Statements, Etc.]

1. Qualitative Data on Consolidated Operating Results

During the current third quarter (accumulated period: April 1, 2008 to December 31, 2008), the Japanese economy continued to be in a difficult situation, mainly due to the increase in the prices of crude oil and raw materials in the first half of the quarter. In the second half of the quarter, the economy rapidly deteriorated principally due to a rapid deterioration in the global economy resulting from the worldwide spread of the financial crisis originating from the United States, a significant decline in exports due to the advance of the appreciation of the yen, and decreases in capital investment and personal consumption. The U.S. economy substantially declined mainly owing to significantly worsened earnings in the automotive industry and other industries, and deterioration in employment and personal consumption amid the expansion of the financial crisis and deepening adjustments in the housing market. The European economy was also growing into a recession. In Asia, the Chinese economy's past high growth tendencies began to decline and in other Asian countries also, there was evidence that the economies tended to be generally decelerating principally owing to a slowdown in exports resulting from the worsened U.S. economy and deterioration in the financial environment.

Under these management circumstances, although we strove to implement sweeping cost reduction measures, develop new technologies and high value-added products, and promote sales expansion activities, in order to further increase earnings, sales fell mainly due to the effects of customers' inventory adjustments, currency fluctuations (the appreciation of the yen). Earnings continued to be severe due to this and soaring raw material prices.

As a result, net sales decreased 43,609 million yen (-17.2%) year on year, to 209,780 million yen, operating income fell 7,245 million yen (-30.9%) year on year, to 16,231 million yen, and ordinary income declined 5,706 million yen (-27.6%) year on year, to 14,985 million yen. In addition, net income also fell 3,875 million yen (-30.9%) year on year to 8,653 million yen, due to the recording of an extraordinary loss of 374 million yen from transition of retirement benefit plan and environmental remediation expenses of 743 million yen.

The "Changes from corresponding period of previous fiscal year" in the Qualitative Data are shown as reference.

(1) Performance by business segment is as follows:

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 hard disk drives (HDDs); screws for automobiles and aircraft; and defense-related devices and equipment. Compared with a year ago, in mainstay ball bearings and rod-end bearings, the business was comparatively good, but sales fell due to the effects of the strong yen. In pivot assemblies, sales fell due to growing inventory adjustments rapidly in the second half of the quarter in the HDD industry our main customer base and the effects of the strong yen. As a result, net sales fell 14,012 million yen (-12.9%) year on year, to 94,310 million yen. Although continued cost reduction measures were implemented, in addition to efforts to pursue basic technologies, product technologies and manufacturing techniques being made, operating income also decreased 4,103 million yen (-19.7%) year on year, to 16,748 million yen. This was due to soaring raw material prices and the effects of the currency appreciation of Thailand and China our principal production sites in the first half of the quarter, and the effects of rapidly decreased sales in the second half of the quarter.

Our core products in the Electronic devices and components business segment include information motors (fan motors, stepping motors, vibration motors and DC brush motors); HDD spindle motors; PC keyboards; speakers; LCD back lights; inverter and measuring instruments. Compared with a year ago, sales of measuring equipment increased mainly owing to cultivation of new markets. On the other hand, sales of information motors, HDD spindle motors and PC keyboards decreased, principally owing to customers' rapid inventory adjustments and the effects of the appreciation of the yen in the second haft of the quarter. In particular, sales of HDD spindle motors decreased significantly, due to customers' inventory adjustment. There were no sales of FDD heads and MODs owing to their business termination. As a result, net sales fell 29,598 million yen (-20.4%) year on year, to 115,469 million yen. Operating income continued to be severe in the first half of the quarter, due to the effects of the appreciation of the Thai and Chinese currencies and the increase in the prices of raw materials, and deteriorated by 3,142 million yen year on year, to a loss of 517 million yen, mainly owing to sharply decreased sales in the second half of the quarter.

(2) Performance by geographical segment is as follows:

In Japan, except certain motors and inverters, sales were generally weak. Net sales fell 10,118 million yen (-17.6%) year on year, to 47,508 million yen, while operating income fell 4,305 million yen (-60.1%), to 2,853 million yen.

Asia, excluding Japan, including the Greater China region, is an important manufacturing base for many manufacturers of Japan, Europe, America and other countries. Sales, excluding those of measuring components, were generally sluggish, principally owing to the effects of the appreciation of the yen, decreased sales of HDD spindle motors and customers' rapid inventory adjustments in the second half of the quarter. As a result, net sales decreased 22,497 million yen (-17.4%) year on year, to 106,999 million yen, and operating income also fell 1,943 million yen (-16.4%) year on year, to 9,900 million yen.

In North America, sales of U.S.-made aircraft ball bearings and rod-end bearings for use mainly in the aircraft-related industries fell year on year, due to the effects of the strong yen, although the business remained strong, led by solid demand from the industries. Sales of PC keyboards, specialized in high value-added products, were also weak. As a result, net sales fell 8,583 million yen (-21.1%) year on year, to 32,096 million yen, and operating income declined 1,065 million yen (-31.5%), to 2,312 million yen.

In Europe, the segments of ball bearings, rod-end bearings, etc. were comparatively firm amid the current economic slowdown, but sales fell owing to the effects of the appreciation of the yen. As a result, net sales decreased 2,411 million yen (-9.4%) year on year, to 23,175 million yen, and operating income increased 68 million yen (6.2%) year on year, to 1,165 million yen.

2. Qualitative Data on Consolidated Financial Position

The Minebea Group has adopted strengthening its financial position as a principal business policy, and is taking various measures, such as squeezing total assets, controlling capital investment and reducing liabilities.

Total assets at the end of the current third quarter were 282,274 million yen, a decrease of 38,270 million yen compared with the end of the previous year. The major reasons for this are a decrease in the assets of overseas affiliates converted to yen, a decline in receivables and payables, a decrease resulting from repurchase of treasury stocks and a rise from accounting for finance lease transactions without transfer of ownership as ordinary trading transactions.

Net assets were 104,289 million yen, and this decreased the equity ratio by 4.1% year on year, to 36.6%. The major reasons for this are a decrease in the assets of overseas affiliates converted to yen, as well as a decrease resulting from repurchase of treasury stocks.

(Condition of cash flows)

The balance of cash and cash equivalents at the end of the current third quarter were 25,218 million yen, an increase of 1,937 million yen compared with the end of the previous year.

Cash flows from various business activities during the current third quarter (accumulated period: April 1, 2008 to December 31, 2008) and relevant factors are as follows:

Operating activities: Provided net cash of 27,857 million yen, reflecting mainly decreased quarterly income before income taxes and depreciation and amortization.

Investing activities: Used net cash of 15,382 million yen, primarily due to the acquiring of tangible fixed assets.

Financing activities: As a result, used net cash of 8,886 million yen despite income from increased loans, etc., mainly for the redemption of bonds, payment of dividends and repurchase of treasury stocks.

3. Qualitative Data on Consolidated Earnings Forecasts

Regarding our full-year earnings estimates, we revise the earnings estimates announced on October 31, 2008, as described below.

The economic slowdown is advancing at a speed beyond our imaginings due to the psychological and economic adverse effect on the U.S. and the rest of the world that was exercised by the financial turmoil originating from the U.S. sub-prime loan problem. It is difficult for us to predict when sharp declines in demand from information and telecommunications-related industries and the automotive industry our principal markets will make a recovery. We see that the recovery will be prolonged more than we expect and cannot be expected in the second half of the current fiscal year. Additionally, we are highly dependent on overseas sales, and it is expected that sales amounts converted to yen will decline largely due to the sharp appreciation of the yen. While we are striving to reduce costs company-wide, reflecting the foregoing economic conditions, we have decided to once again revise the previous forecasts for operating results that were revised on October 31, 2008.

This revision also reflects business restructuring charges estimated to be incurred in the future relating to the commencement of consultation with the trade union on the closure of the ball bearing plant (Skegness plant) of NMB-MINEBEA UK LTD the UK subsidiary of the Company, which was separately announced.

We expect full-year consolidated operating results to become as follows: net sales of 260,000 million yen (down 22.3% year on year; down 13.3% from previous forecast), operating income of 17,500 million yen (down 43.1% year on year; down 30.0% from previous forecast), ordinary income of 15,500 million yen (down 44.0% year on year; down 32.6% from previous forecast), and net income of 6,500 million yen (down 60.1% year on year; down 48.0% from previous forecast).

4. Others

(1) Changes in significant subsidiaries during the quarter (Changes in certain subsidiaries resulting in change in the scope of consolidation)

In the current first quarter, our following seven consolidated subsidiaries in Thailand (NMB THAI LIMITED, PELMEC THAI LIMITED, MINEBEA THAI LIMITED, NMB HI-TECH BEARINGS LIMITED, NMB PRECISION BALLS LIMITED, MINEBEA ELECTRONICS (THAILAND) COMPANY LIMITED, POWER ELECTRONICS OF MINEBEA COMPANY LIMITED) merged on April 1, 2008, and all of their assets and liabilities have been transferred to the newly established company, NMB-Minebea Thai Ltd.

(2) Application of simplified accounting and accounting peculiar to preparation of quarterly consolidated financial statements

Not applicable.

(3) Changes in accounting principles, procedures, presentations, etc. for preparation of quarterly consolidated financial statements

Changes in accounting standards

1. From the current fiscal year, the Company applies the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan No. 12) and the Implementation Guidance on the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan Implementation Guidance No. 14), and prepares its quarterly financial statements in accordance with the Regulations concerning Quarterly Consolidated Financial Statements.
2. Inventories held for ordinary sales have been calculated primarily at the moving average cost to date. But from the current first quarter, these inventories are calculated primarily at the moving average cost (the balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability) due to application of the Account Standards for Measurement of Inventories (Accounting Standards Board of Japan No. 9).

   This respectively decreases 145 million yen in operating income, ordinary income and income before income taxes and minority interests.
3. From the current first quarter, the Company applies the Treatment for the Time Being of Accounting by Overseas Subsidiaries in Preparation of the Consolidated Financial Statements (Business Response Report No. 18), and makes the necessary adjustments for consolidated accounting to meet the requirements of the Treatment.

   This respectively increases 168 million yen in operating income, ordinary income and income before income taxes and minority interests.
4. The Company has accounted for finance lease transactions without transfer of ownership by the operating lease accounting method. But due to early application from the current first quarter of the Accounting Standard for Lease Transactions (Accounting Standards Board of Japan No. 13) and the Implementation Guidance on the Accounting Standard for Lease Transactions (Accounting Standards Board of Japan No. 16), the Company accounts for such transactions by the trading transaction method. The impact of this change is minor.
5. Income from scrap sales was posted mainly in other income because amounts were insignificant. But due to the growing importance of amounts in recent years, separate presentation of this account became necessary in the six months ended September 30, 2008, and in the current three months ended December 31, 2008, the account management structure has been improved. This has enabled us to capture such income on a segment basis and compute accurate segment figures. In the current third quarter, we shifted to deducting income from scrap sales from cost of sales, from accounting for such income as other income.

   This shift decreased 152 million yen in cost of sales and other income, respectively, and increased the same amount in gross profit and operating income in the current third quarter (accumulated period). But there is no impact on ordinary income and quarterly net income.

   While it became possible for us to capture income from scrap sales on a segment basis in the current third quarter, it was not possible to compute accurate segment figures before that. We used the conventional method for the first quarter (accumulated period) and the second quarter (accumulated period). Accordingly, in the second quarter (accumulated period), compared with the case in which we account for such income by the changed method, cost of sales and other income increase 527 million yen, respectively, while gross profit and operating income decrease the same amount. There is no impact on ordinary income and quarterly net income.

   Effects on segment information are explained in the respective sections of such information.

5. Quarterly Consolidated Financial Statements

(1) Quarterly Consolidated Balance Sheets

	As of Dec. 31, 2008	As of March 31, 2008
	Millions of yen	Millions of yen
ASSETS		
Current assets	133,097	148,117
Cash and cash equivalents	25,218	23,281
Notes and accounts receivable	50,382	64,835
Marketable securities	1,047	1,511
Finished goods	17,694	14,615
Raw materials	7,139	8,232
Work in process	10,143	11,072
Goods in transit	3,017	5,321
Supplies	2,941	3,158
Deferred tax assets	5,905	8,498
Others	9,752	7,791
Allowance for doubtful receivables	(144)	(202)
Fixed assets	149,172	172,411
Tangible fixed assets	130,275	150,609
Buildings and structures	92,599	102,404
Machinery and transportation equipment	211,391	236,462
Tools, furniture and fixtures	40,845	45,836
Land	13,331	14,467
Leased assets	2,671	—
Construction in progress	3,100	2,235
Accumulated depreciation	(233,664)	(250,797)
Intangible fixed assets	5,579	9,846
Goodwill	2,966	6,920
Others	2,612	2,926
Investments and other assets	13,318	11,956
Investments in securities	6,468	6,659
Long-term loans receivable	14	37
Deferred tax assets	4,750	1,977
Others	2,087	3,285
Allowance for doubtful receivables	(2)	(3)
Deferred charges	3	15
Total assets	282,274	320,544

	As of Dec. 31, 2008	As of March 31, 2008
	Millions of yen	Millions of yen
LIABILITIES		
Current liabilities	97,279	118,321
Notes and accounts payable	15,255	24,054
Short-term loans payable	59,307	50,352
Current portion of bonds	—	15,000
Lease obligations	860	—
Accrued income taxes	1,391	3,517
Accrued bonuses	1,856	3,871
Allowance for bonuses to directors and corporate auditors	81	117
Allowance for environmental remediation expenses	1,132	—
Allowance for business restructuring losses	276	347
Others	17,117	21,060
Long-term liabilities	80,705	70,492
Bonds	21,500	21,500
Long-term loans payable	52,000	46,000
Lease obligations	1,167	—
Allowance for retirement benefits	4,589	1,707
Allowance for retirement benefits to executive officers	133	95
Others	1,315	1,189
Total liabilities	177,984	188,814
NET ASSETS		
Shareholders' equity	188,145	191,087
Common stock	68,258	68,258
Capital surplus	94,756	94,756
Earning surplus	28,384	28,169
Treasury stock	(3,253)	(97)
Revaluation / Translation differences	(84,874)	(60,512)
Difference on revaluation of other marketable securities	397	1,755
Deferred hedge gains or losses	123	(0)
Foreign currency translation adjustments	(85,395)	(62,268)
Minority interests in consolidated subsidiaries	1,018	1,155
Total net assets	104,289	131,730
Total liabilities and net assets	282,274	320,544

(2) Quarterly Consolidated Statements of Income

	Nine months ended December 31, 2008
	Millions of yen
Net sales	209,780
Cost of sales	157,742
Gross profit	52,037
Selling, general and administrative expenses	35,806
Operating income	16,231
Other income	1,339
Interest income	356
Dividends income	113
Income from scrap sales	527
Others	341
Other expenses	2,585
Interest expenses	2,084
Foreign currency exchange loss	183
Equity loss of affiliate	9
Others	308
Ordinary income	14,985
Extraordinary income	394
Gain on sales of fixed assets	35
Reversal of allowance for business restructuring losses	48
Gain on liquidation of affiliates	310
Extraordinary loss	2,356
Loss on disposal of inventories	590
Loss on sales of fixed assets	28
Loss on disposal of fixed assets	331
Impairment loss	2
Loss on after-care of products	89
Loss on transition of retirement benefit plan	374
Special severance payment	195
Allowance for environmental remediation expenses	743
Income before income taxes and minority interests	13,023
Income taxes (including enterprise tax)	4,264
Reversal of income taxes for prior year	(810)
Adjustment of income taxes	656
Total income taxes	4,110
Minority interests in earnings of consolidated subsidiaries	260
Net income	8,653

	Three months ended December 31, 2008
	Millions of yen
Net sales	59,166
Cost of sales	43,738
Gross profit	15,427
Selling, general and administrative expenses	10,894
Operating income	4,532
Other income	328
Interest income	106
Dividends income	45
Foreign currency exchange gain	83
Others	93
Other expenses	767
Interest expenses	665
Equity loss of affiliate	2
Others	99
Ordinary income	4,094
Extraordinary income	313
Gain on sales of fixed assets	2
Gain on liquidation of affiliates	310
Extraordinary loss	1,486
Loss on disposal of inventories	590
Loss on sales of fixed assets	15
Loss on disposal of fixed assets	47
Loss on after-care of products	89
Allowance for environmental remediation expenses	743
Income before income taxes and minority interests	2,920
Income taxes (including enterprise tax)	248
Adjustment of income taxes	381
Total income taxes	630
Minority interests in earnings of consolidated subsidiaries	(157)
Net income	2,447

(3) Quarterly Consolidated Statements of Cash Flows

	Nine months ended December 31, 2008
	Millions of yen
1. Cash flows from operating activities:	
Income before income taxes and minority interests	13,023
Depreciation and amortization	18,455
Impairment loss	2
Amortization of goodwill	604
Equity (income) loss of affiliate	9
Interest and dividends income	(470)
Interest expenses	2,084
(Gain) loss on sales of fixed assets	(6)
Loss on disposal of fixed assets	331
(Increase) decrease in notes and accounts receivable	9,503
(Increase) decrease in inventories	(4,298)
Increase (decrease) in notes and accounts payable	(7,074)
Increase (decrease) in allowance for doubtful receivables	(37)
Increase (decrease) in accrued bonuses	(1,679)
Increase (decrease) in allowance for bonuses to directors and corporate auditors	(36)
Increase (decrease) in allowance for retirement benefits	437
(Increase) decrease in prepaid pension cost	577
Increase (decrease) in allowance for environmental remediation expenses	665
Increase (decrease) in allowance for retirement benefits to executive officers	31
Increase (decrease) in allowance for business restructuring losses	(51)
Others	2,178
Sub-total	34,249
Interest and dividends received	484
Interest paid	(1,999)
Income taxes paid	(4,876)
Net cash provided by operating activities	27,857
2. Cash flows from investing activities:	
Purchase of tangible fixed assets	(15,691)
Proceeds from sales of tangible fixed assets	1,548
Purchase of intangible fixed assets	(355)
Purchase of investments in securities	(1,300)
Long-term loans receivable	(7)
Recovery of long-term loans receivable	9
Others	414
Net cash used in investing activities	(15,382)
3. Cash flows from financing activities:	
Net increase (decrease) in short-term loans payable	10,048
Proceeds from long-term loans	6,000
Payment for redemption of bonds	(15,000)
Purchase of treasury stock	(3,157)
Cash dividends paid	(5,985)
Repayment of lease obligations	(791)
Net cash used in financing activities	(8,886)
4. Effect of exchange rate changes on cash and cash equivalents	(1,652)
5. Net increase (decrease) in cash and cash equivalents	1,937
6. Cash and cash equivalents at beginning of period	23,281
7. Cash and cash equivalents at end of period	25,218

From the current fiscal year, the Company applies the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan No. 12) and the Implementation Guidance on the Accounting Standard for Quarterly Financial Reporting (Accounting Standards Board of Japan Implementation Guidance No. 14), and prepares its quarterly financial statements in accordance with the Regulations concerning Quarterly Consolidated Financial Statements.

(4) Notes on Going Concern Assumptions

Not applicable.

(5) Segment Information

〔Business segments〕

(Amount: millions of yen)

	Three months ended December 31, 2008				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
Total sales					
(1) Sales to customers	27,139	32,026	59,166	—	59,166
(2) Sales to other segment	255	87	343	(343)	—
Total	27,395	32,114	59,509	(343)	59,166
Operating income (loss)	4,831	(298)	4,532	—	4,532

(Amount: millions of yen)

	Nine months ended December 31, 2008				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
Total sales					
(1) Sales to customers	94,310	115,469	209,780	—	209,780
(2) Sales to other segment	859	308	1,168	(1,168)	—
Total	95,170	115,778	210,948	(1,168)	209,780
Operating income (loss)	16,748	(517)	16,231	—	16,231

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

2. Main products

(a) Machined components business ....Ball 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, Inverter, Strain gauges, Load cells, etc.

3. Changes in accounting method

As shown in "4. Others (3)" of "Qualitative Data, Financial Statements, Etc.," income from scrap sales was posted mainly in other income because amounts were insignificant. But due to the growing importance of amounts in recent years, separate presentation of this account became necessary in the six months ended September 30, 2008, and in the current three months ended December 31, 2008, the account management structure has been improved. This has enabled us to capture such income on a segment basis and compute accurate segment figures. In the current third quarter, we shifted to deducting income from scrap sales from cost of sales, from accounting for such income as other income.

This shift decreased 152 million yen in cost of sales and other income, respectively, and increased the same amount in gross profit and operating income in the current third quarter (accumulated period). But there is no impact on ordinary income and quarterly net income.

While it became possible for us to capture income from scrap sales on a segment basis in the current third quarter, it was not possible to compute accurate segment figures before that. We used the conventional method for the first quarter (accumulated period) and the second quarter (accumulated period). Accordingly, in the second quarter (accumulated period), compared with the case in which we account for such income by the changed method, cost of sales and other income increase 527 million yen, respectively, while gross profit and operating income decrease the same amount.

Operating income in the current third quarter (accumulated period) rose 80 million yen in Machined components business and 72 million yen in Electronic devices and components business, respectively.

〔Geographical segments〕 (Amount: millions of yen)

	Three months ended December 31, 2008						
	Japan	Asia	North America	Europe	Sub-total	Elimination	Total
Total sales							
(1) Sales to customers	14,094	30,509	8,857	5,705	59,166	—	59,166
(2) Sales to other segment	29,908	28,115	447	258	58,730	(58,730)	—
Total	44,002	58,625	9,304	5,964	117,896	(58,730)	59,166
Operating income	414	3,217	634	266	4,532	—	4,532

(Amount: millions of yen)

	Nine months ended December 31, 2008						
	Japan	Asia	North America	Europe	Sub-total	Elimination	Total
Total sales							
(1) Sales to customers	47,508	106,999	32,096	23,175	209,780	—	209,780
(2) Sales to other segment	108,059	101,916	1,535	971	212,482	(212,482)	—
Total	155,567	208,916	33,632	24,146	422,262	(212,482)	209,780
Operating income	2,853	9,900	2,312	1,165	16,231	—	16,231

(Notes) 1. Dividing method and main countries in each territory

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

(b) Main countries in each territory

Asia ....Thailand, Singapore, China, Taiwan, Korea, etc.

North America.............................United States

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

2. Changes in accounting method

As shown in "4. Others (3)" of "Qualitative Data, Financial Statements, Etc.," income from scrap sales was posted mainly in other income because amounts were insignificant. But due to the growing importance of amounts in recent years, separate presentation of this account became necessary in the six months ended September 30, 2008, and in the current three months ended December 31, 2008, the account management structure has been improved. This has enabled us to capture such income on a segment basis and compute accurate segment figures. In the current third quarter, we shifted to deducting income from scrap sales from cost of sales, from accounting for such income as other income.

This shift decreased 152 million yen in cost of sales and other income, respectively, and increased the same amount in gross profit and operating income in the current third quarter (accumulated period). But there is no impact on ordinary income and quarterly net income.

While it became possible for us to capture income from scrap sales on a segment basis in the current third quarter, it was not possible to compute accurate segment figures before that. We used the conventional method for the first quarter (accumulated period) and the second quarter (accumulated period). Accordingly, in the second quarter (accumulated period), compared with the case in which we account for such income by the changed method, cost of sales and other income increase 527 million yen, respectively, while gross profit and operating income decrease the same amount.

Operating income in the current third quarter (accumulated period) increased 0 million yen in Japan and 151 million yen in Asia, respectively.

〔Overseas sales〕

(Amount: millions of yen)

	Three months ended December 31, 2008			
	Asia	North America / Central and South America	Europe	Total
1. Overseas sales	30,924	7,444	6,325	44,695
2. Total sales				59,166
3. Overseas sales on total sales	52.3%	12.6%	10.7%	75.6%

(Amount: millions of yen)

	Nine months ended December 31, 2008			
	Asia	North America / Central and South America	Europe	Total
1. Overseas sales	108,548	26,757	25,235	160,542
2. Total sales				209,780
3. Overseas sales on total sales	51.7%	12.8%	12.0%	76.5%

(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 ....Thailand, Singapore, China, Taiwan, Korea, etc.
North America / Central and South America .... United States, Canada, Mexico, etc.
Europe ....United Kingdom, Germany, France, Italy, Netherlands, etc.

(6) Notes for Significant Change in the Amount of Net Assets

Nine months ended December 31, 2008 (Amount: millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Earning surplus	Treasury stock	Total shareholders' equity
Balances at March 31, 2008	68,258	94,756	28,169	(97)	191,087
Changes					
Decrease in earning surplus due to application of Business Response Report No. 18 (Notes)			(6,442)		(6,442)
Cash dividend from retained earnings			(1,994)		(1,994)
Net income			8,653		8,653
Purchase of own shares				(3,159)	(3,159)
Sales of own shares		(0)	(1)	2	1
Changes (net) in non-shareholders' equity items					
Total changes	—	(0)	215	(3,156)	(2,941)
Balances at December 31, 2008	68,258	94,756	28,384	(3,253)	188,145

	Revaluation / Translation differences				Minority interests in consolidated subsidiaries	Total net assets
	Difference on revaluation of other marketable securities	Deferred hedge gains or losses	Foreign currency translation adjustments	Total revaluation / translation differences		
Balances at March 31, 2008	1,755	(0)	(62,268)	(60,512)	1,155	131,730
Changes						
Decrease in earning surplus due to application of Business Response Report No. 18 (Notes)						(6,442)
Cash dividend from retained earnings						(1,994)
Net income						8,653
Purchase of own shares						(3,159)
Sales of own shares						1
Changes (net) in non-shareholders' equity items	(1,358)	123	(23,126)	(24,362)	(137)	(24,499)
Total changes	(1,358)	123	(23,126)	(24,362)	(137)	(27,441)
Balances at December 31, 2008	397	123	(85,395)	(84,874)	1,018	104,289

(Notes) The breakdown of the decrease in earning surplus due to application of Business Response Report No. 18 is as follows:

Decrease due to overseas subsidiaries' accounting (amortization of goodwill): 3,572 million yen

Decrease due to the increase in unfunded liabilities related to overseas subsidiaries' pension accounting: 2,869 million yen

[Reference]

Consolidated Financial Statements, Etc. for the Previous Quarter

(1) Quarterly Consolidated Statements of Income

	Nine months ended December 31, 2007	
	Millions of yen	% Comp.
Net sales	253,389	100.0
Cost of sales	191,945	75.8
Gross profit	61,444	24.2
Selling, general and administrative expenses	37,967	14.9
Operating income	23,476	9.3
Other income	1,912	0.8
Interest income	577	
Dividends income	107	
Others	1,227	
Other expenses	4,696	1.9
Interest expenses	3,528	
Foreign currency exchange loss	708	
Equity loss of affiliate	0	
Others	459	
Ordinary income	20,692	8.2
Extraordinary income	136	0.0
Gain on sales of fixed assets	124	
Reversal of allowance for doubtful receivables	11	
Extraordinary loss	1,628	0.6
Loss on sales of fixed assets	99	
Loss on disposal of fixed assets	390	
Impairment loss	69	
Loss on liquidation of affiliates	208	
Loss on after-care of products	164	
Special severance payment	165	
Retirement benefits to directors and corporate auditors	531	
Income before income taxes and minority interests	19,199	7.6
Income taxes (including enterprise tax)	5,992	
Adjustment of income taxes	(71)	
Total income taxes	5,921	2.4
Minority interests in earnings of consolidated subsidiaries	750	0.3
Net income	12,528	4.9

(2) Quarterly Consolidated Statements of Cash Flows

	Nine months ended December 31, 2007
	Millions of yen
1. Cash flows from operating activities:	
Income before income taxes and minority interests	19,199
Depreciation and amortization	19,878
Impairment loss	69
Amortization of goodwill	798
Equity loss of affiliate	0
Interest and dividends income	(684)
Interest expenses	3,528
(Gain) loss on sales of fixed assets	(25)
Loss on disposal of fixed assets	390
Increase in notes and accounts receivable	(3,527)
Increase in inventories	(2,120)
Increase in notes and accounts payable	593
Decrease in allowance for doubtful receivables	(26)
Decrease in accrued bonuses	(1,895)
Decrease in allowance for bonuses to directors and corporate auditors	(19)
Increase in allowance for retirement benefits	439
Increase in prepaid pension cost	(45)
Decrease in allowance for retirement benefits to executive officers	(4)
Decrease in allowance for business restructuring losses	(7)
Others	3,955
Sub-total	40,495
Interest and dividends received	645
Interest paid	(3,279)
Income taxes paid	(8,526)
Settlement package paid	(808)
Net cash provided by operating activities	28,526
2. Cash flows from investing activities:	
Purchase of tangible fixed assets	(19,341)
Proceeds from sales of tangible fixed assets	1,378
Purchase of intangible fixed assets	(506)
Purchase of investments in securities	(73)
Long-term loans receivable	(19)
Recovery of long-term loans receivable	14
Others	85
Net cash used in investing activities	(18,462)
3. Cash flows from financing activities:	
Decrease in short-term loans payable	(3,207)
Proceeds from long-term loans	1,000
Repayment of long-term loans	(3,165)
Purchase of treasury stock	(12)
Cash dividends paid	(3,990)
Net cash used in financing activities	(9,376)
4. Effect of exchange rate changes on cash and cash equivalents	53
5. Net increase in cash and cash equivalents	741
6. Cash and cash equivalents at beginning of period	21,731
7. Cash and cash equivalents at end of period	22,472

(3) Segment Information

〔Business segments〕 (Amount: millions of yen)

	Nine months ended December 31, 2007				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
Total sales					
(1) Sales to customers	108,322	145,067	253,389	—	253,389
(2) Sales to other segment	7,394	3,880	11,275	(11,275)	—
Total	115,717	148,947	264,665	(11,275)	253,389
Operating expense	94,866	146,322	241,188	(11,275)	229,913
Operating income	20,851	2,625	23,476	—	23,476

〔Geographical segments〕 (Amount: millions of yen)

	Nine months ended December 31, 2007						
	Japan	Asia	North America	Europe	Sub-total	Elimination	Total
Total sales							
(1) Sales to customers	57,626	129,496	40,679	25,586	253,389	—	253,389
(2) Sales to other segment	126,525	130,604	1,508	923	259,562	(259,562)	—
Total	184,152	260,101	42,188	26,510	512,952	(259,562)	253,389
Operating expense	176,993	248,258	38,810	25,413	489,476	(259,562)	229,913
Operating income	7,158	11,843	3,377	1,097	23,476	—	23,476

〔Overseas sales〕 (Amount: millions of yen)

	Nine months ended December 31, 2007			
	Asia	North America / Central and South America	Europe	Total
1. Overseas sales	132,915	32,703	28,914	194,534
2. Total sales				253,389
3. Overseas sales on total sales	52.5%	12.9%	11.4%	76.8%

6. Other Information

Closure of the Skegness plant in the U.K.

At our Board meeting held on January 30, 2009, we have resolved to enter into consultation with the trade union on the closure of the Skegness plant of NMB-MINEBEA UK LTD our wholly owned UK subsidiary.

(1) Background

The severe economic slowdown worldwide since the financial crisis in the U.S. last autumn has dramatically decreased demand from automobile-related industries in Europe and the U.S. the principal customer base of the plant. The factory has faced sharp decrease in demand for ball bearings that are being produced by it, and has been placed into a difficult position of maintaining its redundant manufacturing capacity.

(2) Outline of the plant

Name: NMB-MINEBEA UK LTD (Skegness Plant)
Location: Church Road, Skegness, Lincolnshire PE25 3RS, UK
Business: Manufacture of small-sized ball bearings
Operating results: 18.2 million pound (Approx. 4,212 million yen) Year ended March 31, 2008
14.6 million pound (Approx. 2,843 million yen) Nine months ended December 31, 2008
No. of employees: 176

(3) Timing of closure of the plant

The timing of closure will be decided on through consultations with the trade union in the future.

(4) Impact on operating results

It is difficult now for us to appropriately forecast how much impact this matter will have on Minebea's operating results for the fiscal year ending March 31, 2009. We will examine the effects of the plant closure carefully and announce them without undue delay.