BRIEF REPORT OF FINANCIAL RESULTS

(Year ended March 31 , 2010)

May 7, 2010

Registered
Company Name: MINEBEA CO., LTD. Common Stock Listings: Tokyo, Osaka and Nagoya
Code No: 6479 URL http://www.minebea.co.jp
Representative: Yoshihisa Kainuma Representative Director, President and Chief Executive Officer
Contact: Satoshi Yoneda General Manager of Accounting Department
Date planned to hold ordinary general meeting of shareholders: June 29, 2010
Expected date of payment for dividends: June 30, 2010
Date planned to file report of securities: June 29, 2010 Tel. (03) 5434-8611

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

1. Business Performance (April 1, 2009 through March 31, 2010)

(1) Consolidated Results of Operations (%: 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, 2010	228,446	(10.8)	12,059	(10.0)	10,203	(11.7)
Year ended March 31, 2009	256,163	(23.4)	13,406	(56.4)	11,555	(58.3)

	Net income (millions of yen)	% Change	Net income per share (yen)	Fully diluted net income per share (yen)
Year ended March 31, 2010	6,662	172.8	17.20	—
Year ended March 31, 2009	2,441	(85.0)	6.18	—

	Return (net income) on equity (%)	Return (ordinary income) on assets (%)	Return (operating income) on sales (%)
Year ended March 31, 2010	6.3	3.6	5.3
Year ended March 31, 2009	2.1	3.8	5.2

(Reference) Income or loss on investments: Year ended March 31, 2010: (7) million yen
Year ended March 31, 2009: (2) million yen

(2) Consolidated Financial Position

	Total assets (millions of yen)	Net assets (millions of yen)	Equity ratio (%)	Net assets per share (yen)
As of March 31, 2010	277,967	108,381	38.5	279.87
As of March 31, 2009	285,396	106,762	37.1	271.93

(Reference) Shareholders' equity: As of March 31, 2010: 106,896 million yen
As of March 31, 2009: 105,776 million yen

(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)	Year end balance of cash and cash equivalents (millions of yen)
Year ended March 31, 2010	30,408	(12,733)	(20,118)	24,855
Year ended March 31, 2009	37,063	(24,554)	(6,974)	27,895

2. Dividends

(Record date)	Dividends per share					Total dividends (for the year) (millions of yen)	Dividends payout (total) (%)	Dividends on net assets (total) (%)
	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, 2009	—	5.00	—	2.00	7.00	2,772	113.3	2.3
Year ended March 31, 2010	—	3.00	—	4.00	7.00	2,694	40.7	2.5
Year ended March 31, 2011 (Forecast)	—	3.00	—	4.00	7.00		21.4	

3. Prospect for the Next Fiscal Year (April 1, 2010 through March 31, 2011)

(%: 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
Six months ended Sep. 30, 2010	129,000	18.1	10,900	415.2	9,900	861.9
Year ended March 31, 2011	265,000	16.0	23,500	94.9	21,500	110.7

	Net income (millions of yen)	% Change	Net income per share (yen)
Six months ended Sep. 30, 2010	4,700	—	12.31
Year ended March 31, 2011	12,500	87.6	32.73

4. Others

(1) Changes in significant subsidiaries during the year (Changes in certain subsidiaries resulting in change in the scope of consolidation): None

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

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

(Notes) For details, see Basis of Presenting Consolidated Financial Statements on page 17.

(3) Number of shares outstanding (Common stock)

1. Number of shares outstanding at end of year (including treasury stock):
   As of March 31, 2010: 399,167,695 shares
   As of March 31, 2009: 399,167,695 shares
2. Number of treasury shares at end of year:
   As of March 31, 2010: 17,224,534 shares
   As of March 31, 2009: 10,188,002 shares

(Notes) For the number of shares that becomes the basis for calculating consolidated net income per share, see Per Share Data on page 37.

(Reference) BRIEF REPORT OF NON-CONSOLIDATED FINANCIAL RESULTS

1. Business Performance (April 1, 2009 through March 31, 2010)

(1) Results of Operations (%: 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, 2010	158,011	(9.7)	556	—	6,753	(21.7)
Year ended March 31, 2009	175,066	(22.2)	(386)	—	8,627	(29.7)

	Net income (millions of yen)	% Change	Net income per share (yen)	Fully diluted net income per share (yen)
Year ended March 31, 2010	5,221	38.5	13.48	—
Year ended March 31, 2009	3,770	(12.4)	9.55	—

(2) Financial Position

	Total assets (millions of yen)	Net assets (millions of yen)	Equity ratio (%)	Net assets per share (yen)
As of March 31, 2010	311,837	173,026	55.5	453.01
As of March 31, 2009	316,688	172,754	54.6	444.12

(Reference) Shareholders' equity: As of March 31, 2010: 173,026 million yen
As of March 31, 2009: 172,754 million yen

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

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 [1. Operating Performance and (1) Analysis of Operating Performance] on page 4 of the documents attached hereunder.

1. Operating Performance

(1) Analysis of Operating Performance

1. Overview of the year

During the fiscal year ended March 31, 2010, the Japanese economy continued to be put in a difficult situation in the first half of the period due to the financial crisis originating with the U.S. in 2008. However, in the second half of the period, the recovery trend of the economy became pronounced at the end of the period despite concerns about deflation, mainly due to active fiscal policies and increased exports to strong economies in Asia. In the U.S., the economy continued to deteriorate under the severe financial environment, but it showed signs of having bottomed out in the second half of the period, due to progress in inventory adjustment and other factors. The European economy was in a difficult situation, but it showed signs that the fall was coming to an end in the second half of the period. The Chinese economy saw a recovery of domestic demand due to an aggressive fiscal stimulus package, and in other Asian countries also, improvements were seen in their economies.

Under these management circumstances, in order to further enhance profitability, the Minebea Group focused on implementing sweeping cost reduction measures, developing new technologies and high value-added products, and promoting sales expansion activities. Compared with a year ago, net sales fell mainly due to deteriorated market conditions and significant currency fluctuations (the strong yen) in the first half of the period. In addition, the adverse effects on manufacturing costs caused by the substantial production cutback at the end of the previous fiscal year continued to place earnings in a severe situation. However, operating income was substantially improved due to improved efficiencies by demand recovery and increased production in the second half of the period.

As a result, net sales decreased 27,717 million yen (-10.8%) year on year, to 228,446 million yen, operating income also fell 1,347 million yen (-10.0%) year on year, to 12,059 million yen, and ordinary income declined 1,352 million yen (-11.7%) year on year, to 10,203 million yen. On the other hand, net income increased 4,221 million yen (172.8%) to 6,662 million yen compared with the same period a year ago, although there were refund of income taxes in our overseas subsidiaries and decrease in Extraordinary loss.

(a) Performance by business segment is as follows:

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 hard disk drives (HDDs); fasteners for automobiles and aircraft; and defense-related devices and equipment. Compared with a year ago, sales of ball bearings and rod-end bearings, our mainstay products, fell due to the degradation of market conditions in the first half of the period. But in the second half of the period, sales rose due to the market recovery, and profitability was substantially improved mainly in ball bearings due to improved efficiencies by increased production. In pivot assemblies, net sales were flat due to the strong yen despite increased sales volume to the hard disk industry, a key sales channel of this product, and in the second half of the period, sales rose due to active market demands. As a result, net sales fell 8,783 million yen (-7.6%) year on year, to 107,088 million yen. Although we strove to continuously lower costs by pursuing basic technologies, product technologies and manufacturing techniques in these circumstances, the effects of deterioration in manufacturing costs caused by a substantial production cutback at the end of the previous fiscal year, and operating income decreased 3,233 million yen (-18.5%) year on year, to 14,235 million yen.

Electronic devices and components business

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 backlights; as well as inverter and measuring instruments. Compared with a year ago, sales of LCD backlights increased. On the other hand, however, sales of information motors and other motors decreased, owing to worsened market conditions and the effects of the strong yen in the first half of the period. As a result, net sales fell 18,933 million yen (-13.5%) year on year, to 121,358 million yen. As a result of cost reduction efforts mainly in various motors in the sales declining situation, operating loss improved by 1,886 million yen year on year, to 2,176 million yen.

(b) Performance by geographical segment is as follows:

Japan

In Japan, demand was overall weak, and net sales fell 5,089 million yen (-8.6%) year on year, to 54,065 million yen. As a result of making thorough reductions in cost and expense in the sales declining situation, operating income increased 845 million yen (67.0%) year on year, to 2,106 million yen.

Asia (excluding Japan)

Asia, excluding Japan, including the Greater China region, which continues enjoying growth, is an important manufacturing base for many manufacturers of Japan, Europe, America and other countries. Net sales decreased 9,910 million yen (-7.7%) year on year, to 119,333 million yen due to the effects of the strong yen and decreased sales of ball bearings and information motors in the first half of the period,. Operating income decreased 724 million yen (-8.8%) year on year, to 7,524 million yen.

North America

In North America, the business of U.S.-made aircraft ball bearings and rod-end bearings for use mainly in the aircraft-related industries was relatively strong, but sales fell year on year, due to a decrease in demand and the effects of the strong yen in the second half of the period. Net sales of PC keyboards and speakers, specialized in high value-added products, were also weak. As a result, net sales decreased 8,551 million yen (-21.5%) year on year, to 31,136 million yen, and operating income also fell 634 million yen (-22.4%) year on year, to 2,199 million yen.

Europe

In Europe, all products experienced low sales amid the environment of economic downturn. Sales of electronic devices and components in particular were sluggish owing to the deterioration of the market environment. Although recovery was seen in certain markets in the second half of the period, net sales decreased 4,167 million yen (-14.8%) year on year, to 23,911 million yen, and operating income also fell 836 million yen (-78.6%) year on year, to 227 million yen.

2. Outlook for the next fiscal year

We expect that in the amid of the world economy showing signs of recovery mainly in Asia, the Japanese economy, in tune with U.S. and European economic recoveries, will be on the road to recovery with export improvements despite deflationary concerns. In Asia, we expect that the economies will remain strong despite concerns about the overheated economy in China. In the U.S., the economy is expected to move toward gradual recovery with the financial environment improving and corporate earnings ceasing to fall.

Under these circumstances, we expect net sales of 265,000 million yen, operating income of 23,500 million yen, ordinary income of 21,500 million yen and net income of 12,500 million yen. This is due to expectations of increased sales by the brushless motor business to be newly added by a business acquisition implemented in the fiscal year; sales expansion in steady Asian markets; and increased sales to strong HDD-related markets.

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

Machined components business

We will continue to aggressively expand sales of mainstay ball bearings to the automobile and information & telecommunications equipment industries. By achieving economies of scale in manufacturing from this sales expansion and further reducing costs, we aim to improve business results further. We expect that sales of ball bearings will increase mainly in Asia due to economic recovery. Also in pivot assemblies, we expect increased sales due to active market demands.

Electronic devices and components business

In the information motor business, we will strive to further enhance results by continuing to improve production efficiency and to make product mix reviews. An increase in sales is expected due to the launch of a new business segment to sell brushless motor as a result of M&A we carried out during the current consolidated fiscal year. In the spindle motor business, we will strive to improve results mainly by responding to active market demands, making cost reduction efforts and boosting sales of 2.5”models. Also, in the PC keyboard business, we will aim for earnings improvement by focusing on high-quality, high-priced models and new input device products, etc. In LCD backlight assemblies, inverters, measuring components, etc., we will aim for sales recovery by expanding sales.

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

Japan

We expect that sales will continue to face a harsh operating environment as many of our customers are shifting production from their plants in Japan to those in other Asian countries, including China. Although we will strive for the cultivation of new markets and the introduction of new products, sales are expected to decline.

Asia (excluding Japan)

This region offers the largest market for our products. Taking full advantage of having our key manufacturing bases right in this largest market area, we strongly aim to improve performance. In spindle motors, information motors and PC keyboards, we can expect benefits from the implementation of manufacturing cost reduction measures. The revitalization of market conditions will however be seen during the second half of the year.

North America

We expect that orders of U.S.-made rod-end bearings, etc. will be improved by the aerospace industry and other industries, which were on a declining trend of orders. We also expect that import products such as ball bearings and motors will continue to post firm sales.

Europe

The European economy is expected to show a gradual recovery. We expect that sales will move as we witnessed for the current consolidated fiscal year owing to the introduction of new products and the sales of ball bearings that are comparatively stable.

(2) Analysis of Financial Position

Condition of the year

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 consolidated fiscal year were 277,967 million yen, a decrease of 7,429 million yen compared with the end of the previous year. The major reasons for this are a decrease in the inventories, decrease in the tangible fixed assets due to controlling capital investment, repurchase of treasury stocks and decrease in the assets of overseas affiliates converted to yen.

Net assets were 108,381 million yen, and this increased the equity ratio by 1.4% year on year, to 38.5%.

(Condition of cash flows)

The balance of cash and cash equivalents in the current consolidated fiscal year totaled 24,855 million yen, down 3,040 million yen year on year.

Cash flows from various business activities during the current consolidated fiscal year and relevant factors are as follows:

Operating activities: Provided net cash of 30,408 million yen, reflecting mainly increased income before income taxes and minority interests, depreciation and amortization, notes and accounts receivable and notes and accounts payable, a decrease of 6,655 million yen primarily owing to a decrease in sales compared with a year ago.

Investing activities: Used net cash of 12,733 million yen, primarily reflecting the acquiring of tangible fixed assets and an increase in time deposits. This represents a decrease of 11,821 million yen compared with a year ago.

Financing activities: Used net cash of 20,118 million yen, an increase of 13,144 million yen compared with a year ago, mainly for the repayment of loans payable, repurchase of treasury stocks and payment of dividends.

(3) Basic Policy for Profit Sharing and Dividends for the Current and the Next Fiscal Years

By considering our management condition from a comprehensive standpoint and maintaining stable profit sharing on an ongoing basis, our basic policy is to provide improved equity capital efficiency and better profit sharing to shareholders first aiming for profit distribution to shareholders at levels reflecting operating results.

For the current consolidated fiscal year, we paid an interim dividend of 3 yen per share in December 2009.

Under our basic policy described above, for the current consolidated fiscal year, we plan to propose paying a 4 yen per share year-end dividend at our 64th ordinary general meeting of shareholders scheduled to be held in June this year.

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

(4) Risk Management

As of the end of the current consolidated fiscal year, the company recognizes that the Minebea Group has the following risks and uncertainties that have the potential to affect its group operating results and/or financial position:

1. Market risk

Principal markets for Minebea products, including those for PCs and peripheral equipment, information and telecommunications equipment and household electrical appliances, are intensely competitive and subject to significant fluctuations in demand. Our operating results and financial position are vulnerable to these fluctuations.

2. Foreign exchange risk

A significant portion of our consolidated net sales and production are outside of Japan. Our business is thus vulnerable to risks associated with fluctuations in foreign currency exchange rates. We have entered into various currency exchange contracts and other derivatives transactions to hedge these risks, but fluctuations in foreign currency exchange rates may affect our operating results and/or financial position over the long term.

3. R&D risk

While we focus on R&D to introduce a constant stream of new, high-quality products, we are subject to the risk that significant R&D expenditures may not be rewarded with successes, as there are no guarantees that R&D efforts will come to fruition.

4. Legal risk

The Legal Department is responsible for managing risk related to lawsuits and other legal actions brought against Minebea Group operations in Japan and/or overseas. We are subject to the risk that lawsuits or other actions with the potential to affect our operating results and/or financial position may be brought against us in the future.

5. Risk related to price negotiations

We continue to face intense competition from lower-priced products made overseas. We are subject to the risk that we will be unable to maintain or increase our share should market needs shift to low-quality, low-priced products.

6. Risk related to raw materials and logistics costs

We purchase a variety of materials from external suppliers and strive to ensure optimal purchase inventory volumes for such materials and access to stable supplies of materials with stable prices. However, we are subject to the risk that rising prices for such materials may affect our operating results and/or financial position in the future.

7. Latent risk related to operations overseas

The Minebea Group's manufacturing activities are conducted primarily in Thailand, China, and Singapore. While considerable time has passed since we established operations in these countries, our operations overseas are subject to the following risks, any of which may have a negative impact on our operating results and/or financial position:

(a) Unexpected changes to laws or regulations.
(b) Difficulty in attracting and securing appropriate human resources.
(c) Acts of terrorism or war, or other acts that may cause social disruption.

2. Condition of Group of Enterprises

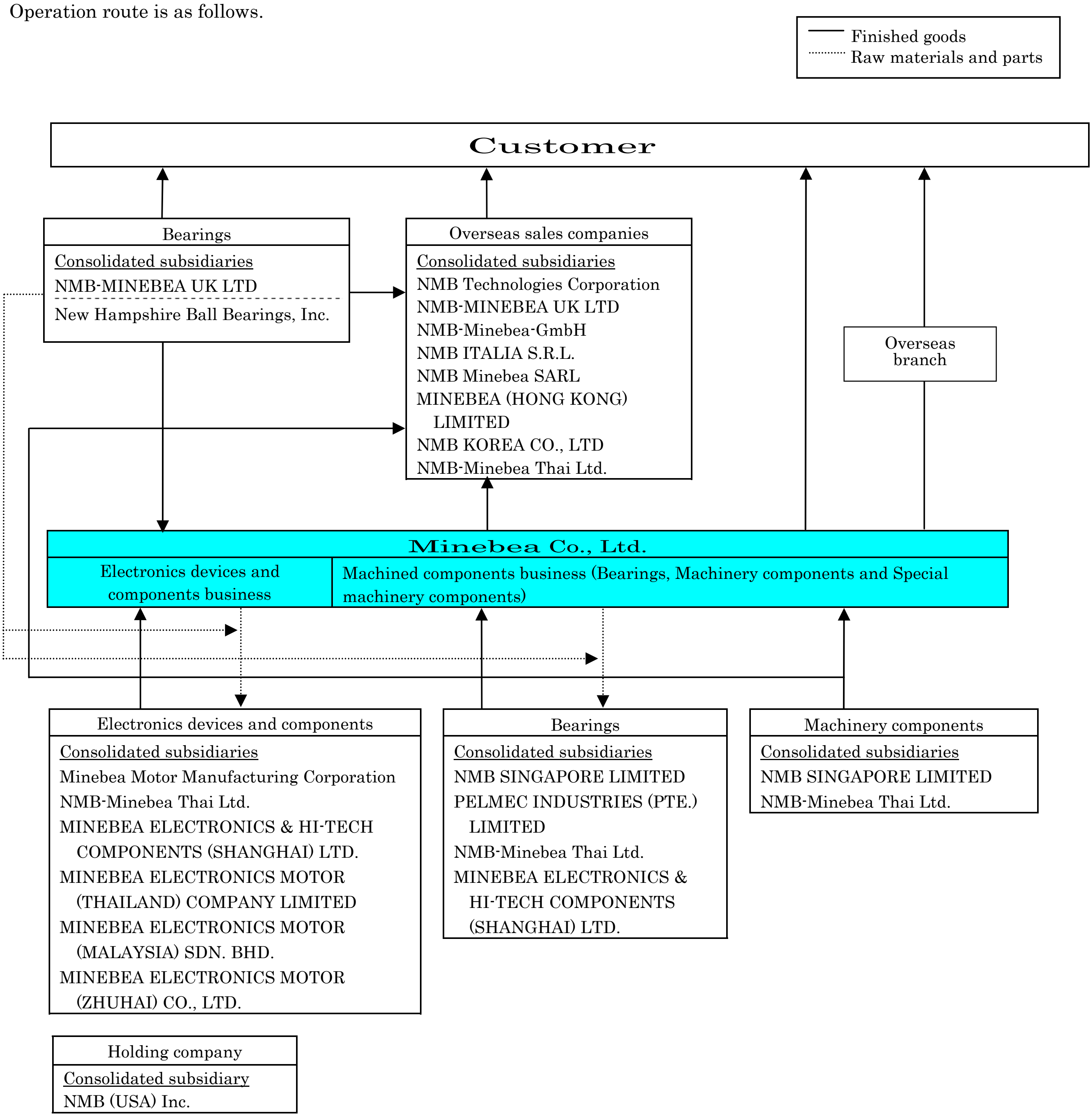
Minebea group consists of Minebea Co., Ltd. (the Company) and 39 related companies (38 consolidated subsidiaries and 1 affiliated company). Minebea group produces and sells bearings, machinery components, special machinery components, electronic devices.

The Company and domestic consolidated subsidiaries, consolidated subsidiaries in U.S.A., Europe and Asia are in charge of production. The Company markets its products directly to Japanese customers. In overseas markets, the Company markets its products through its subsidiaries and branches in the United States, Europe and Asia.

The relationship between each operation and business segments, and main manufacturing and sales companies are as follows.

<table>
<tr><th>Business segments</th><th>Operations</th><th>Manufacturing companies</th><th>Sales companies</th></tr>
<tr><td rowspan="3">Machined components business</td><td>Bearings</td><td>Minebea Co., Ltd.
New Hampshire Ball Bearings, Inc.
NMB-MINEBEA UK LTD
NMB SINGAPORE LIMITED
PELMEC INDUSTRIES (PTE.) LIMITED
NMB-Minebea Thai Ltd.
MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD.</td><td rowspan="4">Minebea Co., Ltd.
NMB Technologies Corporation
New Hampshire Ball Bearings, Inc.
NMB-MINEBEA UK LTD
NMB-Minebea-GmbH
NMB ITALIA S.R.L.
NMB Minebea SARL
MINEBEA (HONG KONG) LIMITED
NMB KOREA CO., LTD.
NMB-Minebea Thai Ltd.</td></tr>
<tr><td>Machinery components</td><td>Minebea Co., Ltd.
NMB SINGAPORE LIMITED
NMB-Minebea Thai Ltd.</td></tr>
<tr><td>Special machinery components</td><td>Minebea Co., Ltd.</td></tr>
<tr><td>Electronics devices and components business</td><td>Electronics devices and components</td><td>Minebea Co., Ltd.
Minebea Motor Manufacturing Corporation
NMB-Minebea Thai Ltd.
MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD.
MINEBEA ELECTRONICS MOTOR (THAILAND) COMPANY LIMITED
MINEBEA ELECTRONICS MOTOR (MALAYSIA) SDN.BHD.
MINEBEA ELECTRONICS MOTOR (ZHUHAI) CO., LTD.</td></tr>
</table>

Operation route is as follows.



3. Management Policy

(1) Basic Management Policy

The Minebea Group has adopted the following five principles as its basic policy for management.

(a) Ensure that Minebea is a company for which we feel proud to work.
(b) Reinforce the confidence our customers have.
(c) Respond to our shareholders' expectations.
(d) Ensure a welcome for Minebea in local communities.
(e) Contribute to a global society.

Under this basic management policy, we have actively addressed the development of high value-added products, the sophistication of product quality and demonstration of across-the-board development of products. In addition we have focused company resources on areas where we can display ultra-precision machining technologies and mass production technologies that are both the source of our competitiveness. At the same time, we have strengthened our operations based on financial improvements, and have striven to practice a transparent management form that is easier to understand within and across the company.

Furthermore, as a key theme in the development of business in various parts of the world, we have has continued our commitment to environmental protection activities.

(2) Management Index

Our consolidated forecasts for fiscal year ending March 31, 2011 are as follows:

(Amount: millions of yen)

	Fiscal year ending March 2011	
Net sales	265,000	(116.0%)
Operating income	23,500	(194.9%)
Ordinary income	21,500	(210.7%)
Net income	12,500	(187.6%)
Capital investment	30,000	(270.7%)

(%): Year-on-year rate of change

(3) Future Management Strategies and Tasks

In accordance with the basic management policies as mentioned earlier, we aim to improve profitability and enhance corporate value based on a "vertically integrated manufacturing system," "large-scale volume production system," and "well-developed R&D system," which have been established worldwide, in order to ensure our place as "a company that leads the competition through manufacturing and technological excellence."

(a) In ball bearings, create and expand new demands by strengthening production capacity of miniature ball bearings that have much potential for growth and developing new products (micro miniature ball bearings and other key products).
(b) In order to respond to brisk demand from hard disk-related markets, we will make the preparations for substantially increased production of pivot assemblies and ball bearings.
(c) In the spindle motor business, we will strive for earnings improvement by responding to market demands and at the same time, implementing cost reductions by increased production.
(d) To further reinforce aircraft parts for which demand is expected to increase, build our operations in the area of aircraft mechanical parts using advanced machining technologies, in addition to existing rod-end and spherical bearings.
(e) Build our operations in the area of fan motors and other precision small motors into a second pillar of our operations after bearings and bearing-related products.
(f) Increase the ratio of high-value-added products in all product categories and diversify offerings to serve a broader market.
(g) We will strengthen our ability to provide flexible prices and ability to satisfy the requirements of our customers by re-organizing our business portfolios and demonstrating across-the-board management resources covering manufacturing, sales and marketing, engineering and development.
(h) We will aim for new market cultivation and sales increase by combining technologies in our electronic devices and components and machined components, as well as cultivating hybrid products.
(i) We will strive for improved results by aggressively undertaking thorough and full-scale cost reduction initiatives as well as furthering the strengthening of our business structure.

4. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Amount: millions of yen)

	As of March 31, 2009	As of March 31, 2010
ASSETS		
Current assets	121,699	130,004
Cash and cash equivalents	27,895	26,507
Notes and accounts receivable	43,355	52,184
Marketable securities	780	857
Finished goods	14,298	11,718
Work in process	11,506	11,036
Raw materials	7,245	6,728
Supplies	3,144	2,849
Goods in transit	2,542	3,579
Deferred tax assets	3,143	5,779
Others	7,939	8,894
Allowance for doubtful receivables	(151)	(129)
Fixed assets	163,697	147,963
Tangible fixed assets	135,406	124,227
Buildings and structures	97,553	97,148
Machinery and transportation equipment	226,584	230,213
Tools, furniture and fixtures	43,821	44,006
Land	13,978	14,016
Leased assets	2,784	1,872
Construction in progress	1,740	1,650
Accumulated depreciation	(251,055)	(264,681)
Intangible fixed assets	11,881	9,671
Goodwill	8,584	7,000
Others	3,297	2,671
Investments and other assets	16,408	14,063
Investments in securities	6,337	7,525
Long-term loans receivable	15	23
Deferred tax assets	7,979	4,923
Others	2,081	1,606
Allowance for doubtful receivables	(5)	(15)
Deferred charges	0	—
Total assets	285,396	277,967

(Amount: millions of yen)

	As of March 31, 2009	As of March 31, 2010
LIABILITIES		
Current liabilities	112,311	102,961
Notes and accounts payable	9,663	16,464
Short-term loans payable	58,890	51,655
Current portion of long-term loans payable	22,100	3,100
Current portion of bonds	—	10,000
Lease obligations	857	471
Accrued income taxes	418	1,830
Accrued bonuses	3,806	3,700
Allowance for bonuses to directors	—	24
Allowance for after-care of products	—	300
Allowance for environmental remediation expenses	267	220
Allowance for business restructuring losses	633	113
Others	15,673	15,080
Long-term liabilities	66,322	66,625
Bonds	21,500	11,500
Long-term loans payable	35,400	47,144
Lease obligations	1,130	492
Allowance for retirement benefits	5,121	4,807
Allowance for retirement benefits to executive officers	136	129
Allowance for environmental remediation expenses	939	854
Allowance for business restructuring losses	299	—
Others	1,794	1,697
Total liabilities	178,633	169,586
NET ASSETS		
Shareholders' equity	180,579	182,604
Common stock	68,258	68,258
Capital surplus	94,756	94,767
Retained earnings	20,819	26,149
Treasury stock	(3,255)	(6,571)
Revaluation / Translation differences	(74,802)	(75,708)
Difference on revaluation of available-for-sale securities	(189)	91
Deferred gains or losses on hedges	2	7
Foreign currency translation adjustments	(74,615)	(75,808)
Minority interests in consolidated subsidiaries	986	1,485
Total net assets	106,762	108,381
Total liabilities and net assets	285,396	277,967

(2) Consolidated Statements of Income

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Net sales	256,163	228,446
Cost of sales	197,137	175,285
Gross profit	59,025	53,160
Selling, general and administrative expenses	45,619	41,100
Operating income	13,406	12,059
Other income	1,487	681
Interest income	418	206
Dividends income	113	98
Income from scrap sales	527	—
Others	428	377
Other expenses	3,338	2,537
Interest expenses	2,645	1,897
Foreign currency exchange loss	264	216
Equity in net loss of affiliate	2	7
Others	426	415
Ordinary income	11,555	10,203
Extraordinary income	396	194
Gain on sales of fixed assets	37	39
Gain on sales of investments in securities	—	32
Reversal of allowance for doubtful receivables	—	8
Gain on liquidation of affiliates	310	—
Reversal of allowance for business restructuring losses	48	—
Reversal of special severance payments	—	79
Insurance claim	—	35
Extraordinary loss	5,117	1,136
Loss on disposal of inventories	590	108
Loss on sales of fixed assets	29	39
Loss on disposal of fixed assets	432	212
Impairment loss	23	31
Loss on liquidation of affiliates	—	159
Loss for after-care of products	146	510
Allowance for environmental remediation expenses	743	—
Business restructuring loss	1,792	75
Loss on transition of retirement benefit plan	374	—
Special severance payment	984	—
Income before income taxes and minority interests	6,834	9,261
Income taxes		
Income taxes (including enterprise tax)	4,433	4,051
Refund of income taxes	—	(1,911)
Reversal of income taxes for prior year	(1,028)	—
Adjustment of income taxes	817	109
Total income taxes	4,223	2,249
Minority interests	169	350
Net income	2,441	6,662

(3) Consolidated Statement of Changes in Net Assets

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Shareholders' equity		
Common stock		
Balance at end of previous fiscal year	68,258	68,258
Changes		
Total changes	—	—
Balance at end of current fiscal year	68,258	68,258
Capital surplus		
Balance at end of previous fiscal year	94,756	94,756
Changes		
Sales of own shares	(0)	11
Total changes	(0)	11
Balance at end of current fiscal year	94,756	94,767
Retained earnings		
Balance at end of previous fiscal year	28,169	20,819
Changes		
Decrease in earning surplus due to application of Business Response Report No. 18	(6,442)	—
Increase resulting from change of overseas subsidiaries financial closing date	—	53
Cash dividend from retained earnings	(1,994)	(1,944)
Net income	2,441	6,662
(Increase) decrease due to increase (decrease) unfunded liabilities related to overseas subsidiaries' accounting for pensions	(1,353)	559
Sales of own shares	(1)	—
Total changes	(7,349)	5,330
Balance at end of current fiscal year	20,819	26,149
Treasury stock		
Balance at end of previous fiscal year	(97)	(3,255)
Changes		
Purchase of own shares	(3,161)	(3,390)
Sales of own shares	2	74
Total changes	(3,158)	(3,315)
Balance at end of current fiscal year	(3,255)	(6,571)
Total shareholders' equity		
Balance at end of previous fiscal year	191,087	180,579
Changes		
Decrease in earning surplus due to application of Business Response Report No. 18	(6,442)	—
Increase resulting from change of overseas subsidiaries financial closing date	—	53
Cash dividend from retained earnings	(1,994)	(1,944)
Net income	2,441	6,662
(Increase) decrease due to increase (decrease) unfunded liabilities related to overseas subsidiaries' accounting for pensions	(1,353)	559
Purchase of own shares	(3,161)	(3,390)
Sales of own shares	1	85
Total changes	(10,508)	2,025
Balance at end of current fiscal year	180,579	182,604

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Revaluation / Translation differences		
Difference on revaluation of available-for-sale securities		
Balance at end of previous fiscal year	1,755	(189)
Changes		
Changes (net) in non-shareholders' equity items	(1,945)	281
Total changes	(1,945)	281
Balance at end of current fiscal year	(189)	91
Deferred gains or losses on hedges		
Balance at end of previous fiscal year	(0)	2
Changes		
Changes (net) in non-shareholders' equity items	2	5
Total changes	2	5
Balance at end of current fiscal year	2	7
Foreign currency translation adjustments		
Balance at end of previous fiscal year	(62,268)	(74,615)
Changes		
Changes (net) in non-shareholders' equity items	(12,347)	(1,192)
Total changes	(12,347)	(1,192)
Balance at end of current fiscal year	(74,615)	(75,808)
Total revaluation / translation differences		
Balance at end of previous fiscal year	(60,512)	(74,802)
Changes		
Changes (net) in non-shareholders' equity items	(14,289)	(905)
Total changes	(14,289)	(905)
Balance at end of current fiscal year	(74,802)	(75,708)
Minority interests in consolidated subsidiaries		
Balance at end of previous fiscal year	1,155	986
Changes		
Changes (net) in non-shareholders' equity items	(169)	498
Total changes	(169)	498
Balance at end of current fiscal year	986	1,485
Total net assets		
Balance at end of previous fiscal year	131,730	106,762
Changes		
Decrease in earning surplus due to application of Business Response Report No. 18	(6,442)	—
Increase resulting from change of overseas subsidiaries financial closing date	—	53
Cash dividend from retained earnings	(1,994)	(1,944)
Net income	2,441	6,662
(Increase) decrease due to increase (decrease) unfunded liabilities related to overseas subsidiaries' accounting for pensions	(1,353)	559
Purchase of own shares	(3,161)	(3,390)
Sales of own shares	1	85
Changes (net) in non-shareholders' equity items	(14,459)	(407)
Total changes	(24,967)	1,618
Balance at end of current fiscal year	106,762	108,381

(4) Consolidated Statements of Cash Flows

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
1. Cash flows from operating activities:		
Income before income taxes and minority interests	6,834	9,261
Depreciation and amortization	23,987	21,140
Impairment loss	23	31
Amortization of goodwill	1,039	1,352
Equity in net (income) loss of affiliate	2	7
Interest and dividends income	(531)	(304)
Interest expenses	2,645	1,897
(Gain) loss on sales of fixed assets	(8)	(0)
Loss on disposal of fixed assets	432	212
(Gain) loss on sales of investments in securities	—	(32)
(Gain) loss on liquidation of affiliates	(310)	159
(Increase) decrease in notes and accounts receivable	20,144	(9,574)
(Increase) decrease in inventories	1,288	2,286
Increase (decrease) in notes and accounts payable	(14,648)	6,571
Increase (decrease) in allowance for doubtful receivables	(54)	16
Increase (decrease) in accrued bonuses	123	(59)
Increase (decrease) in allowance for bonuses to directors	(117)	24
Increase (decrease) in allowance for retirement benefits	(1,519)	655
(Increase) decrease in prepaid pension cost	578	741
Increase (decrease) in allowance for after-care of products	—	280
Increase (decrease) in allowance for environmental remediation expenses	655	(71)
Increase (decrease) in allowance for retirement benefits to executive officers	41	(7)
Increase (decrease) in allowance for business restructuring losses	547	(824)
Others	4,079	(98)
Sub-total	45,232	33,665
Interest and dividends received	547	304
Interest paid	(2,646)	(1,891)
Income taxes paid	(6,069)	(2,545)
Proceeds from income taxes refund	—	875
Net cash provided by operating activities	37,063	30,408
2. Cash flows from investing activities:		
Payments into time deposits	—	(2,780)
Proceeds from withdrawal of time deposits	—	1,139
Purchase of tangible fixed assets	(18,428)	(10,495)
Proceeds from sales of tangible fixed assets	2,858	683
Purchase of intangible fixed assets	(598)	(323)
Purchase of investments in securities	(1,325)	(1,165)
Proceeds from investments in securities	—	64
Expenditure due to the acquisition of subsidiary shares that accompanies change in the scope of consolidation	(7,265)	—
Long-term loans receivable	(9)	(23)
Recovery of long-term loans receivables	13	18
Others	200	149
Net cash used in investing activities	(24,554)	(12,733)

	Year ended March 31, 2009	Year ended March 31, 2010
3. Cash flows from financing activities:		
Net increase (decrease) in short-term loans payable	7,568	(6,872)
Proceeds from long-term loans	11,500	14,920
Repayment of long-term loans	(860)	(22,175)
Payment for redemption of bonds	(15,000)	—
Purchase of treasury stock	(3,159)	(3,390)
Proceeds from disposal of treasury stock	—	85
Cash dividends paid	(5,985)	(1,944)
Repayment of lease obligations	(1,037)	(741)
Net cash used in financing activities	(6,974)	(20,118)
4. Effect of exchange rate changes on cash and cash equivalents	(920)	(513)
5. Net increase (decrease) in cash and cash equivalents	4,614	(2,956)
6. Cash and cash equivalents at beginning of year	23,281	27,895
7. Decrease resulting from change of consolidated subsidiaries balance sheet date	—	(83)
8. Cash and cash equivalents at end of year	27,895	24,855

(5) Notes on Going Concern Assumptions

Not applicable.

(6) Basis of Presenting Consolidated Financial Statements

1. Scope of consolidation

All subsidiaries are consolidated.

Number of consolidated companies..............38 companies

The names of principal consolidated subsidiaries, stated in 2. Condition of Group of Enterprises, are omitted.

2. Changes in the scope of consolidation

Exclusion: Liquidation (1 company) MINEBEA ELECTRONICS MOTOR (SINGAPORE) PTE. LTD.

3. Application of the equity method

All affiliates are carried under the equity method of accounting.

(a) Number of affiliated companies....................1 company

The affiliate is Shonan Seiki Co., Ltd.

(b) Of the companies under the equity method, regarding those which have different balance sheet dates, their preliminary financial statements prepared as of the consolidated balance sheet date are used in preparing the current consolidated financial statements.

4. Fiscal years, etc. of consolidated subsidiaries

Of the consolidated subsidiaries, regarding those whose balance sheet dates differ from the consolidated balance sheet date, the Company uses their financial statements based on the provisional settlements of accounts implemented as of the consolidated balance sheet date, in order to prepare the consolidated financial statements for the current fiscal year.

Regarding myonic Holding GmbH, myonic GmbH, myonic Limited and myonic s.r.o., their balance sheet date was December 31, but it has been changed to March 31 in this fiscal year.

5. Accounting policies

(a) Valuation basis and method of significant assets

1. Securities

Other marketable securities

Securities with market value

The Company adopted the market value method based on market prices and other conditions at the end of the term. Also, the Company accounted for all valuation differences based on the direct net asset method and the sales costs are calculated by the moving average method.

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

Securities without market value

Non listed securities are stated at cost determined by the moving average method.

2. Derivatives

Market value method

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

3. Inventories

The Company and consolidated domestic subsidiaries state 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).

Consolidated overseas subsidiaries state at the lower of first-in, first-out cost or market, or at the lower of average cost or market.

(b) Method of significant depreciation

1. Tangible fixed assets (excluding leased assets)

The Company and consolidated domestic subsidiaries adopt the declining balance method.

Their major useful lives are as follows:

Buildings and structures	2 to 50 years
Machinery and transportation equipment	2 to 15 years
Tools, furniture and fixtures	2 to 20 years

They also collectively show equal charges for small depreciable assets (whose acquisition values are not less than 100,000 yen and less than 200,000 yen) over the 3 years each consolidated fiscal year.

Consolidated overseas subsidiaries mainly adopt the straight-line method.

2. Intangible fixed assets (excluding leased assets)

The Company and consolidated domestic subsidiaries mainly adopt the straight-line method. However, depreciation of software (for internal use) is computed on the straight-line method based on our expected useful period (5 years).

Consolidated overseas subsidiaries mainly adopt the straight-line method.

3. Leased assets

Lease assets related to finance lease transactions that do not involve transfer of ownership

The Company adopts the straight-line method of making lease periods depreciable lives and salvage values zero.

The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

(c) Valuation basis of significant allowances

1. Allowance for doubtful receivables

The Company and consolidated domestic subsidiaries make the record in the amount required for the estimated uncollectible receivables based on actual losses of trade receivables and on collectability of specific receivables with loss possibilities.

Consolidated overseas subsidiaries make the record in the amount required for the estimated uncollectible receivables based on the collectability of each receivable for possible losses on the receivables.

2. Accrued bonuses

The Company and consolidated domestic subsidiaries make preparations for the payment of bonuses to employees, accrued bonuses are shown based on the anticipated amounts of payment in the current term.

Consolidated overseas subsidiaries make the record on accrual basis.

3. Allowance for bonuses to directors

To provide for payment of bonuses to directors, the Company records an amount, based upon the estimated amount of payment for the current consolidated fiscal year.

4. Allowance for retirement benefits

Regarding the Company and its consolidated Japanese subsidiaries, to provide for payment of employee retirement benefits, the Company reported allowance for retirement benefits or prepaid pension costs, based on estimated retirement benefit debts and pension assets at the end of the current consolidated fiscal year.

At the end of the current consolidated fiscal year, prepaid pension costs is included in others of investments and other assets.

Unrecognized prior service cost is amortized using the straight-line method over a period of 10 years as cost.

Over the 5 years within the average remaining length of employees' service, the Company will charge differences in mathematical calculation to expenses from the next term, in accordance with the straight-line method.

(Change of accounting policy)

Since the current business year, the Company has applied the Partial Amendment to Accounting for Retirement Benefits (Amendment No. 3) (Application Guidelines No. 19 for Business Accounting Standards issued on July 31, 2008).

This application of the amendment has had no impact on the Company's financial results.

Regarding the Company's consolidated overseas subsidiaries, each subsidiary stated retirement benefits or prepaid pension costs estimated to accrue at the end of the current consolidated fiscal year to provide for employee retirement benefits.

At the end of the current consolidated fiscal year, prepaid pension costs is included in others of investments and other assets.

Unrecognized prior service cost is amortized using the straight-line method over a period of 10 years as cost.

Actuarial gains and losses are amortized using the straight-line method over a period of 5 to 10 years, from the period subsequent to the period in which they are incurred.

5. Allowance for retirement benefits to executive officers

We posted retirement allowances to be required for payment at the end of the current consolidated fiscal year in accordance with regulations.

6. Allowance for after-care of products

Our consolidated overseas subsidiaries post reasonably projected amounts to be incurred in the future as expenses for after-care of products.

7. Allowance for environmental remediation expenses

Our consolidated overseas subsidiaries post reasonably projected amounts to be incurred in the future as environment-related expenses in the U.S.

8. Allowance for business restructuring losses

The Company and consolidated domestic subsidiaries post reasonably projected amounts to be incurred in the future, based on the decision of restructuring plans, such as the closures.

(d) Translation of foreign currency assets and liabilities in financial statements of the Company and consolidated subsidiaries

The Company and consolidated domestic subsidiaries translate monetary receivables and payables in foreign currency into yen at the spot exchange rates on the balance sheets date. The resulting exchange differences are accounted for as an exchange gain or loss.

Our consolidated overseas subsidiaries, assets and liabilities are translated into yen at the spot exchange rates at the consolidation date, while revenues and expenses are translated into yen at the average rates for the year. Exchange differences are included in foreign currency translation adjustments and minority interests in net assets.

(e) Accounting method of significant hedge transactions

1. Method of hedge accounting

The Company adopts the allocation method to account for the forward exchange contracts for foreign currency-denominated receivables and payables, and the deferred hedge method to account for the forward exchange contracts for foreign currency-denominated anticipated transactions. The Company also adopts the special method to account for the interest rate swaps, which meet the requirements of special accounting.

2. Hedging vehicles and hedged items

(Hedging vehicles)
Forward exchange contracts
Interest rate swaps
(Hedged items)
Monetary receivables and payables in foreign currency
Anticipated transactions in foreign currencies
Interest rates on borrowings

3. Hedge policy

Under the guidance of its Corporate Finance Department, the Company makes forward exchange contracts to hedge risks in foreign exchange fluctuations arising from export and import transactions, and from lending in foreign currency. The Company also makes interest rate swaps to hedge fluctuation risks in interest rates on borrowings.

4. Method of assessing hedge effectiveness

Regarding forward exchange contracts, in principle, the Company allocates them to monetary receivable and payable with same maturities and same amounts in foreign currency at closing of forward exchange contracts in accordance with the risk management policy. This completely ensures correlations reflecting subsequent exchange rate fluctuations. The Company assesses hedge effectiveness based upon such correlations.

Also, regarding interest rate swaps, the Company assesses hedge effectiveness based upon the fulfillment of the accounting requirements for special treatment.

(Notes) The Company's consolidated overseas subsidiaries also used primarily the same accounting method listed above in 1-4.

(f) Accounting method of consumption tax and other

Consumption tax and other related taxes are excluded from revenue and purchases of the Company.

(Notes) The differences in accounting standards between our domestic consolidated companies and overseas consolidated companies are mainly due to overseas consolidated companies complying with the regulation "interim accounting procedures for overseas subsidiaries for the creation of consolidated financial statements" (Business Response Report No. 18).

6. Evaluation of consolidated subsidiaries' assets and liabilities

The Company adopts the step fair value method as evaluation method of consolidated subsidiaries' assets and liabilities.

7. Amortization of goodwill and negative goodwill

The goodwill is equally amortized for from 5 to 10 years.

8. Range of cash in cash flow statements

Cash and cash equivalents consist of cash on hand, demand deposit and short-term investments which expire within 3 months from acquisition date, have high liquidity and are easily turned into cash.

(7) Change of Presentation

(Consolidated Balance Sheets)

Allowance for after-care of products were included in others of current liabilities up until the previous consolidated fiscal year. However, owing to rising in its financial importance, this account is separately presented in the financial statements for the current consolidated fiscal year.

The allowance for after-care of products included in the others in the previous consolidated fiscal year is 19 million yen.

(Consolidated Statements of Cash Flows)

(a) The proceeds from income taxes refund in cash flows from operating activities was included in income taxes paid the previous consolidated fiscal year. But because its monetary importance is increasing, it is separately shown.

The previous consolidated fiscal year's proceeds from income taxes refund included in income taxes paid was 330 million yen.

(b) The increase (decrease) in allowance for after-care of products in cash flows from operating activities was included in others the previous consolidated fiscal year. But because its monetary importance is increasing, it is separately shown.

The previous consolidated fiscal year's increase (decrease) in allowance for after-care of products included in others was 19 million yen.

(8) Additional information

(Introduction of "Trust-type Employee Shareholding Incentive Plan")

It has resolved at its board of directors' meeting held on November 6, 2009, to introduce the "Trust-type Employee Shareholding Incentive Plan" (the "Plan") to the Company, in order to provide the Company group's employees with incentives to increase the enterprise value of the Company, and to promote the benefit and welfare of the employees of the Company group and others.

(Purpose and Outline of the Introduction)

The Plan is an incentive plan, in which all employees of the Company group who are members of the "Minebea Employee Stock Holding Partnership" ("Stock Holding Partnership") may participate. In the Plan, the "Minebea Employee Stock Holding Partnership Exclusive Trust Account" ("Trust"), established for the purpose of securing the Company shares for the Stock Holding Partnership to effect purchases, borrowed money from banks for a considerable number of Company shares that are expected to be acquired by the Stock Holding Partnership until the end of March 2015, and acquired Company shares in a number equal to such borrowings from the market at the time the Plan was introduced. Subsequently, the Trust is to continuously transfer the Company shares to the Stock Holding Partnership in accordance with certain plans (conditions and methods) and terminate, e.g. if all of the Company shares belonging to the trust assets of the Trust are transferred. If any capital gains, such as gains on sale of the Company shares, accumulate within the Trust by the time of its termination, and if any money remains within the Trust after repaying all the debts such as borrowings to be borne by the Trust, then such money is to be distributed as residual assets to those Employees that fulfill the requirements for eligible beneficiaries.

Furthermore, in order to guarantee the Trust's borrowings for the acquisition of Company shares, in the event that there are any remaining borrowings equivalent to such loss on sale of shares within the Trust at the time of the termination of the Trust, the Company is to repay the remaining borrowings pursuant to a guarantee agreement.

For the acquisition and disposal of Company shares, the Company guarantees the liabilities of the Trust, and from a conservative perspective valuing economic realities, conducts accounting treatments on the basis that the Trust goes along with the Company. Based on this principle, the Company includes the Company shares owned by the Trust, as well as the assets, liabilities, expenses and revenues of the Trust in its Consolidated Balance Sheets, Statements of Income, Statement of Changes in Net Assets and Statements of Cash Flows. The number of Company shares owned by the Trust at the end of the fiscal year is 2,025,000 shares.

(9) Notes

(Consolidated Balance Sheets)

As of March 31, 2009	As of March 31, 2010
1. Notes related to affiliates — Millions of yen The following include figures related to the Company's. Investments in securities (Stocks) 153	1. Notes related to affiliates — Millions of yen The following include figures related to the Company's. Investments in securities (Stocks) 145
2. Commitment line contracts — Millions of yen To ensure efficient procurement of operating funds, the Company has entered into commitment line contracts with main financial institutions. Unused commitments at the end of the current consolidated fiscal year based on these contracts are as follows: Total commitments 10,000 Used commitments — Balance 10,000	2. Commitment line contracts — Millions of yen To ensure efficient procurement of operating funds, the Company has entered into commitment line contracts with main financial institutions. Unused commitments at the end of the current consolidated fiscal year based on these contracts are as follows: Total commitments 10,000 Used commitments — Balance 10,000
3. Marketable securities and Investment in securities The balance of money in trust is 2,543 million yen. This is the balance of U.S. Treasury securities, etc. purchased for financial investment by captive insurance subsidiary MHC INSURANCE COMPANY, LTD. established on October 4, 2006. The application of this trust fund is limited to payment of compensation resulting from recall insurance accidents related to the Minebea Group.	3. Marketable securities and Investment in securities The balance of money in trust is 2,538 million yen. This is the balance of U.S. Treasury security purchased for financial investment by captive insurance subsidiary MHC INSURANCE COMPANY, LTD. established on October 4, 2006. The application of this trust fund is limited to payment of compensation resulting from recall insurance accidents related to the Minebea Group.
4. None	4. Lawsuit NMB-Minebea Thai Ltd., our consolidated subsidiary company located in Thailand, received a correction notice of 502 million baht from the Thai tax authorities on August 25, 2008. However, we filed a complaint before the Thailand Department of Revenue Tribunal about this notice and brought this case to the Tax Court of Thailand on August 25, 2009, because we were unable to accept this unfair correction notice without good reason. Payment of the taxes in this case was under guarantee by our bank on September 22, 2008.

(Consolidated Statements of Income)

Year ended March 31, 2009	Year ended March 31, 2010
1. Major items of selling, general and administrative expenses are as follows: Millions of yen Packing and freight expenses 7,481 Salaries 12,125 Provision for bonuses 1,633 Retirement allowance to executive officers 41 Accrued retirement benefits 270 Amortization of goodwill 1,039	1. Major items of selling, general and administrative expenses are as follows: Millions of yen Packing and freight expenses 5,983 Salaries 11,565 Provision for bonuses 1,627 Provision for allowance for bonuses to directors 24 Retirement allowance to executive officers 33 Accrued retirement benefits 553 Amortization of goodwill 1,352
2. The R&D expenses included in general administrative expenses and manufacturing costs for the current consolidated fiscal year are 9,458 million yen.	2. The R&D expenses included in general administrative expenses and manufacturing costs for the current consolidated fiscal year are 8,410 million yen.
3. Fixed assets had the following sales gains: 23 million yen from the sale of buildings and structures; 14 million yen from the sale of machinery and transportation equipment; and 0 million yen from the sale of tools, furniture and fixtures.	3. Fixed assets had the following sales gains: 12 million yen from the sale of buildings and structures; 25 million yen from the sale of machinery and transportation equipment; and 0 million yen from the sale of tools, furniture and fixtures.
4. Fixed assets had the following sales losses: 0 million yen from the sale of buildings and structures; 24 million yen from the sale of machinery and transportation equipment; 4 million yen from the sale of tools, furniture and fixtures; and 0 million yen from the sale of land.	4. Fixed assets had the following sales losses: 28 million yen from the sale of machinery and transportation equipment; and 10 million yen from the sale of tools, furniture and fixtures.
5. Fixed assets had the following disposal losses: 66 million yen from the disposal of buildings and structures; 253 million yen from the disposal of machinery and transportation equipment; 110 million yen from the disposal of tools, furniture and fixtures; and 2 million yen from the disposal of leased assets.	5. Fixed assets had the following disposal losses: 50 million yen from the disposal of buildings and structures; 85 million yen from the disposal of machinery and transportation equipment; 67 million yen from the disposal of tools, furniture and fixtures; 0 million yen from the disposal of leased assets; and 8 million yen from the disposal of others.

<table>
<tr><th>Year ended March 31, 2009</th><th>Year ended March 31, 2010</th></tr>
<tr>
<td>
6. Impairment loss
Outline of the asset groups on which impairment losses were recognized (Amount: millions of yen)
<table>
<tr><th rowspan="2">Use</th><th rowspan="2">Location</th><th colspan="2">Impairment loss</th></tr>
<tr><th>Class</th><th>Amount</th></tr>
<tr><td rowspan="3">Idle assets</td><td rowspan="3">Three facilities-
Malaysia,
Former Ichinoseki plants and Kanegasaki plant</td><td>Machinery and transportation equipment</td><td>19</td></tr>
<tr><td>Land</td><td>4</td></tr>
<tr><td>Total</td><td>23</td></tr>
</table>
Asset grouping method
Based on its business classification, the Minebea Group has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses
The above fixed assets (Machinery and transportation equipment and Land) impaired in the current consolidated fiscal year are idle assets and have no future utilization plans. Due to this, the Company recognized impairment losses on those assets.

Calculation method of collectable amounts
The collectable amounts of the assets are based on net sales proceeds. Their assessed values are calculated based on the standards for real estate appraisals. Those whose sale or transfer is difficult are based on memorandum values.

7. Business restructuring loss
Provision and charges for the year associated with the closed Skegness Plant of NMB-MINEBEA UK LTD.
</td>
<td>
6. Impairment loss
Outline of the asset groups on which impairment losses were recognized (Amount: millions of yen)
<table>
<tr><th rowspan="2">Use</th><th rowspan="2">Location</th><th colspan="2">Impairment loss</th></tr>
<tr><th>Class</th><th>Amount</th></tr>
<tr><td rowspan="3">Idle assets</td><td rowspan="3">Three facilities-
Former Kyoto plants, Ichinoseki plants and Kanegasaki plant
(Yawata City, Kyoto Pref., etc.)</td><td>Buildings and structures</td><td>7</td></tr>
<tr><td>Land</td><td>24</td></tr>
<tr><td>Total</td><td>31</td></tr>
</table>
Asset grouping method
Based on its business classification, the Minebea Group has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses
The above fixed assets (Buildings and structures and Land) impaired in the current consolidated fiscal year are idle assets and have no future utilization plans. Due to this, the Company recognized impairment losses on those assets.

Calculation method of collectable amounts
The collectable amounts of the assets are based on net sales proceeds. Their assessed values are calculated based on the standards for real estate appraisals.

7. Business restructuring loss
Allowance as a result of the decision of restructuring plans
</td>
</tr>
</table>

(Consolidated Statement of Changes in Net Assets)

Year ended March 31, 2009

1. Class and Number of Shares Issued and Class and Number of Treasury Stock

	Shares at previous FY (shares)	Increased shares in current FY (shares)	Decreased shares in current FY (shares)	Shares at end of current FY (shares)
Shares issued				
Common stock	399,167,695	—	—	399,167,695
Total	399,167,695	—	—	399,167,695
Treasury stock				
Common stock (Notes)	164,945	10,027,576	4,519	10,188,002
Total	164,945	10,027,576	4,519	10,188,002

(Notes) 1. The increase of 10,027,576 shares in the number of own shares of common stock reflects the increase of 10,000,000 shares resulting from the acquisition of own shares resolved by our Board of directors and that of 27,576 shares resulting from the purchase of fractional shares.

2. The 4,519 shares decrease in the number of own shares of common stock reflects requests for purchase of fractional shares.

2. Dividend

(1) Dividend paid

Resolution	Class of stock	Total dividend (millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary general meeting of shareholders on June 27, 2008	Common stock	3,990	10.00	March 31, 2008	June 30, 2008
Board of directors on October 31, 2008	Common stock	1,994	5.00	Sep. 30, 2008	Dec. 10, 2008

(2) Of the dividends whose record date belongs to the current consolidated fiscal year, those whose effective date is in the next consolidated fiscal year

Resolution	Class of stock	Total dividend (millions of yen)	Dividend source	Dividend per share (yen)	Record date	Effective date
Ordinary general meeting of shareholders on June 26, 2009	Common stock	777	Retained earnings	2.00	March 31, 2009	June 29, 2009

3. In Consolidated Statement of Changes in Net Assets, 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 increased unfunded liabilities related to overseas subsidiaries' accounting for pensions: 2,869 million yen

4. Dividends from retained earnings in the past were based on the advance appropriation method, but the method was changed to the fixed appropriation method from the current fiscal year. The "Consolidated statement of changes in net assets" for the previous fiscal year includes dividends from retained earnings of 3,990 million yen based on the resolution at the ordinary general meeting of shareholders on June 27, 2008.

Year ended March 31, 2010

1. Class and Number of Shares Issued and Class and Number of Treasury Stock

	Shares at previous FY (shares)	Increased shares in current FY (shares)	Decreased shares in current FY (shares)	Shares at end of current FY (shares)
Shares issued				
Common stock	399,167,695	—	—	399,167,695
Total	399,167,695	—	—	399,167,695
Treasury stock				
Common stock (Notes)	10,188,002	7,215,916	179,384	17,224,534
Total	10,188,002	7,215,916	179,384	17,224,534

(Notes) 1. The increase of 7,215,916 shares in the number of own shares of common stock reflects the increase of 5,000,000 shares from the acquisition of own shares resolved by our Board of Directors; that of 2,204,000 shares from the acquisition of own shares by the Employee Stock Holding Exclusive Trust Account; and that of 11,916 shares from the purchase of fractional shares, etc.

2. The 179,384 shares decrease in the number of own shares of common stock reflects the decrease of 179,000 shares from the disposal of own shares by the Employee Stock Holding Exclusive Trust Account; and that of 384 shares from requests for further buying of our fractional shares.

2. Dividend

(1) Dividend paid

Resolution	Class of stock	Total dividend (millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary general meeting of shareholders on June 26, 2009	Common stock	777	2.00	March 31, 2009	June 29, 2009
Board of directors on November 6, 2009	Common stock	1,166	3.00	Sep. 30, 2009	Dec. 4, 2009

(2) Of the dividends whose record date belongs to the current consolidated fiscal year, those whose effective date is in the next consolidated fiscal year

The following resolution is planned.

Resolution	Class of stock	Total dividend (millions of yen)	Dividend source	Dividend per share (yen)	Record date	Effective date
Ordinary general meeting of shareholders on June 29, 2010	Common stock	1,527	Retained earnings	4.00	March 31, 2010	June 30, 2010

(Notes) Total dividend does not include 8 million yen of dividends to the Employee Stock Holding Partnership Exclusive Trust Account. This represents that the Company recognizes the shares of consolidated companies owned by the Trust Account as treasury stock.

(Consolidated Cash Flow Statements)

Year ended March 31, 2009	Year ended March 31, 2010
1. Relationship between cash and cash equivalents at year end and the amount of the account stated in the consolidated balance sheets. Cash and cash equivalents at March 31, 2009 agree with the amount of the account stated in the consolidated balance sheets.	1. Relationship between cash and cash equivalents at year end and the amount of the account stated in the consolidated balance sheets. Millions of yen Cash and cash equivalents 26,507 Fixed deposits whose term exceeds 3 months (1,651) Cash and cash equivalents 24,855
2. Breakdown of the assets and liabilities of new consolidated companies as a result of equity purchases. We acquired 2 companies and 4 of their consolidated companies as a result of equity purchases as described below. Also below are explanations of the assets and liabilities of these new companies at the time of consolidation commencement as well as their acquisition values and our spending for such acquisitions (net amounts): NMB Mechatronics Co., Ltd. (Amount: millions of yen) Current assets 3,025 Fixed assets 657 Goodwill 2,334 Current liabilities (3,101) Long-term liabilities (20) Acquisition value applied to company NMB Mechatronics Co., Ltd. 2,896 Cash and cash equivalents 991 Difference: Spending to acquire company NMB Mechatronics Co., Ltd. 1,904 myonic Holding GmbH (Amount: millions of yen) Current assets 2,022 Fixed assets 1,433 Goodwill 3,718 Current liabilities (1,419) Long-term liabilities (68) Acquisition value applied to company myonic Holding GmbH 5,685 Cash and cash equivalents 325 Difference: Spending to acquire company myonic Holding GmbH 5,360	2. None

(Relating to Lease Transactions)

Year ended March 31, 2009	Year ended March 31, 2010
Finance leases (lessee) (1) Finance lease transactions that do not involve transfer of ownership 1. Leased asset quality (a) Tangible fixed assets Mainly helicopters (Machinery and transportation equipment) and computer terminals (Tools, furniture and fixtures). (b) Intangible fixed assets Software 2. Depreciation method of leased assets Please refer to "5. Accounting policies (b) Method of significant depreciation" in "(6) Basis of Presenting Consolidated Financial Statements".	1. Finance leases (lessee) (1) Finance lease transactions that do not involve transfer of ownership 1. Leased asset quality (a) Tangible fixed assets Mainly helicopters (Machinery and transportation equipment) and computer terminals (Tools, furniture and fixtures). (b) Intangible fixed assets Software 2. Depreciation method of leased assets Please refer to "5. Accounting policies (b) Method of significant depreciation" in "(6) Basis of Presenting Consolidated Financial Statements". 2. Operating leases Millions of yen Outstanding future lease payments for noncancellable operating leases Due within 1 year 841 Due after 1 year 1,305 Total 2,146

(Financial instrument)

Disclosure is omitted because its necessity in the BRIEF REPORT OF FINANCIAL RESULTS is not great.

(Securities)

Year ended March 31, 2009

1. Other marketable securities with market values

	Classification	Acquisition cost (millions of yen)	Reported amounts in B/S (millions of yen)	Difference (millions of yen)
Securities whose reported amounts in B/S exceed acquisition cost	Stock	—	—	—
	Receivables	2,503	2,543	39
	Others	—	—	—
	Sub-total	2,503	2,543	39
Securities whose reported amounts in B/S do not exceed acquisition cost	Stock	3,081	2,889	(192)
	Receivables	—	—	—
	Others	—	—	—
	Sub-total	3,081	2,889	(192)
Total		5,585	5,432	(153)

2. Other marketable securities sold in the current consolidated fiscal year (April 1, 2008 through March 31, 2009)

Not applicable

3. Major securities that are not marked to market

Classification	Reported amounts in B/S (millions of yen)
Other marketable securities Non-listed stock	1,531

Year ended March 31, 2010

1. Other marketable securities

	Classification	Reported amounts in B/S (millions of yen)	Acquisition cost (millions of yen)	Difference (millions of yen)
Securities whose reported amounts in B/S exceed acquisition cost	Stock	1,907	1,525	381
	Receivables	2,538	2,534	4
	Others	—	—	—
	Sub-total	4,446	4,060	385
Securities whose reported amounts in B/S do not exceed acquisition cost	Stock	1,260	1,523	(263)
	Receivables	—	—	—
	Others	—	—	—
	Sub-total	1,260	1,523	(263)
Total		5,706	5,584	121

(Notes) Unlisted stocks (consolidated balance sheet amount: 2,531 million yen) are not included in "Other marketable securities" above because they have no market prices and are extremely difficult to grasp the prices.

2. Other marketable securities sold in the current consolidated fiscal year (April 1, 2009 through March 31, 2010)

Classification	Sales amount (millions of yen)	Total gain on sales (millions of yen)	Total loss on sales (millions of yen)
Stock	64	32	—

(Derivative Transactions)

Disclosure is omitted because its necessity in the BRIEF REPORT OF FINANCIAL RESULTS is not great.

(Retirement Benefits)

Year ended March 31, 2009		
(1) Corporate retirement benefit system		
To provide for the payment of employee retirement allowances, the Company and certain of its consolidated domestic subsidiaries have adopted the defined contribution pension plan and the defined benefit pension plan. In addition, certain overseas subsidiaries have also adopted a defined-benefit pension plan.		
(2) Details of retirement benefit debts and expenses		
Components of retirement benefit debts		
(a) Projected benefit obligations	(29,725)	Millions of yen
(b) Plan assets at fair value	17,740	
(c) Unfunded projected benefit obligations ((a)+(b))	(11,984)	
(d) Unrecognized transitional obligations	2,978	
(e) Unrecognized actuarial loss	4,758	
(f) Net amount recognized on consolidated balance sheets ((c)+(d)+(e))	(4,248)	
(g) Prepaid pension cost	873	
(h) Accrued retirement benefits	(5,121)	
Components of retirement benefit expenses		
(a) Services cost	1,432	
(b) Interest cost	1,187	
(c) Expected return on plan assets	(1,050)	
(d) Amortization of prior service cost	332	
(e) Amortization of actuarial loss	280	
(f) Retirement benefit costs ((a)+(b)+(c)+(d)+(e))	2,183	
(g) Losses derived from the shift to the defined contribution pension plan	374	
(h) Temporary premium severance pay	984	
(i) Defined contribution pension premiums	142	
Total	3,685	
(3) Calculation basis for retirement benefit debts and expenses		
Discount rate	2.0 %	
Expected rate of return on plan assets	2.5 %	
Allocation of estimated amount of all retirement benefits to be paid at future retirement dates	Basis for periodic fixed amounts	
Period of amortizing prior service cost	10 years	
Period of amortizing actuarial loss	5 ~ 10 years (From the next term, the differences will be charged to expenses based on the straight-line method.)	

Year ended March 31, 2010
(1) Corporate retirement benefit system To provide for the payment of employee retirement allowances, the Company and certain of its consolidated domestic subsidiaries have adopted the defined contribution pension plan and the defined benefit pension plan. In addition, certain overseas subsidiaries have also adopted a defined-benefit pension plan.

(2) Details of retirement benefit debts and expenses

Components of retirement benefit debts

(a) Projected benefit obligations	(33,511)	Millions of yen
(b) Plan assets at fair value	21,816	
(c) Unfunded projected benefit obligations ((a)+(b))	(11,695)	
(d) Unrecognized transitional obligations	2,647	
(e) Unrecognized actuarial loss	4,518	
(f) Net amount recognized on consolidated balance sheets ((c)+(d)+(e))	(4,529)	
(g) Prepaid pension cost	277	
(h) Accrued retirement benefits	(4,807)	

Components of retirement benefit expenses

(a) Services cost	1,371
(b) Interest cost	1,207
(c) Expected return on plan assets	(833)
(d) Amortization of prior service cost	332
(e) Amortization of actuarial loss	1,392
(f) Retirement benefit costs ((a)+(b)+(c)+(d)+(e))	3,470
(g) Defined contribution pension premiums	159
Total	3,629

(3) Calculation basis for retirement benefit debts and expenses

Discount rate	2.0 %
Expected rate of return on plan assets	2.0 %
Allocation of estimated amount of all retirement benefits to be paid at future retirement dates	Basis for periodic fixed amounts
Period of amortizing prior service cost	10 years
Period of amortizing actuarial loss	5 to 10 years (From the next term, the differences will be charged to expenses based on the straight-line method.)

(Stock Options, etc.)

Year ended March 31, 2009

Not applicable

Year ended March 31, 2010

Not applicable

(The Tax Effect Accounting)

As of March 31, 2009

1. Major reasons for the accrual of deferred tax assets and deferred tax liabilities

	Millions of yen
(Deferred tax assets)	
Excess of allowed limit chargeable to the accrued bonuses	859
Excess of allowed limit chargeable to the allowance for retirement benefits	1,772
Loss on revaluation of investments securities	363
Unrealized gains on sales of inventories	754
Unrealized gains on sales of fixed assets	927
Excess of allowed limit chargeable to the depreciation	1,246
Impairment loss	128
Deficit brought forward	3,343
Foreign tax credit carry forwards	1,086
Others	1,733
Sub-total	12,215
Valuation allowance	(689)
Total deferred tax assets	11,525
(Deferred tax liabilities)	
Depreciations allowed to overseas subsidiaries	1,077
Difference on revaluation of other marketable securities	27
Prepaid pension cost	333
Others	79
Total deferred tax liabilities	1,516
Net deferred tax assets	10,008

*Net deferred tax assets for the current consolidated fiscal year are included in the following items on the consolidated balance sheet.

Current assets............	Deferred tax assets	3,143
Fixed assets................	Deferred tax assets	7,979
Current liabilities	Others	(16)
Long-term liabilities ...	Others	(1,097)

2. Major reasons for significant differences between the legal effective tax rate and the ratio of income tax burden after the application of tax effect accounting

Domestic legal effective tax rate	39.0%
(Adjustments)	
Amortization of goodwill	5.9
Differences in the tax rates applied to consolidated overseas subsidiaries	(8.9)
Effect of elimination of dividends income	57.4
Tax rate change	(16.7)
Income taxes for prior year	(15.0)
Others	0.1
Ratio of income tax burden after the application of tax effect accounting	61.8

As of March 31, 2010

1. Major reasons for the accrual of deferred tax assets and deferred tax liabilities

	Millions of yen
(Deferred tax assets)	
Excess of allowed limit chargeable to the accrued bonuses	970
Excess of allowed limit chargeable to the allowance for retirement benefits	1,562
Loss on revaluation of investments securities	351
Unrealized gains on sales of inventories	968
Unrealized gains on sales of fixed assets	732
Excess of allowed limit chargeable to the depreciation	1,510
Impairment loss	405
Deficit brought forward	4,648
Foreign tax credit carry forwards	1,458
Others	1,890
Sub-total	14,496
Valuation allowance	(3,479)
Total deferred tax assets	11,016
(Deferred tax liabilities)	
Depreciations allowed to overseas subsidiaries	1,149
Difference on revaluation of other marketable securities	36
Prepaid pension cost	37
Others	246
Total deferred tax liabilities	1,470
Net deferred tax assets	9,546

*Net deferred tax assets for the current consolidated fiscal year are included in the following items on the consolidated balance sheet.

Current assets............	Deferred tax assets	5,779
Fixed assets................	Deferred tax assets	4,923
Current liabilities	Others	(12)
Long-term liabilities ...	Others	(1,144)

2. Major reasons for significant differences between the legal effective tax rate and the ratio of income tax burden after the application of tax effect accounting

Domestic legal effective tax rate	39.0%
(Adjustments)	
Amortization of goodwill	5.7
Differences in the tax rates applied to consolidated overseas subsidiaries	(18.1)
Valuation allowance for deficits in the current consolidated fiscal year of consolidated subsidiaries	3.7
Effect of elimination of dividends income	29.1
Items to be excluded from gross revenue, such as dividends income	(22.7)
Refund of income taxes	(20.6)
Income tax collected at the source	5.8
Others	2.4
Ratio of income tax burden after the application of tax effect accounting	24.3

(Business combination, etc.)

Disclosure is omitted because its necessity in the BRIEF REPORT OF FINANCIAL RESULTS is not great.

(Segment Information)

〔Business Segments〕 (Amount: millions of yen)

	Year ended March 31, 2009				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
1. Total sales and operating income					
Total sales					
(1) Sales to customers	115,871	140,291	256,163	—	256,163
(2) Sales to other segment	1,318	383	1,701	(1,701)	—
Total	117,190	140,674	257,865	(1,701)	256,163
Operating expense	99,721	144,737	244,458	(1,701)	242,757
Operating income(loss)	17,468	(4,062)	13,406	—	13,406
2. Assets, depreciation, impairment and capital expenditure					
Assets	162,194	154,893	317,087	(31,690)	285,396
Depreciation	11,635	12,352	23,987	—	23,987
Impairment loss	1	21	23	—	23
Capital expenditure	10,319	9,866	20,185	—	20,185

(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 "Change of presentation of income of scrap sales" of "Change of accounting treatment" 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 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 223 million yen in cost of sales and other income, respectively, and increased the same amount in gross profit and operating income in the current consolidated fiscal year. 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 and the second quarter. Accordingly, in the second quarter, 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 consolidated fiscal year rose 116 million yen in Machined components business and 107 million yen in Electronic devices and components business, respectively.

(Amount: millions of yen)

	Year ended March 31, 2010				
	Machined components business	Electronic devices and components business	Sub-total	Elimination	Total
1. Total sales and operating income Total sales (1) Sales to customers (2) Sales to other segment	 107,088 1,086	 121,358 101	 228,446 1,187	 — (1,187)	 228,446 —
Total	108,174	121,459	229,633	(1,187)	228,446
Operating expense	93,938	123,635	217,573	(1,187)	216,386
Operating income (loss)	14,235	(2,176)	12,059	—	12,059
2. Assets, depreciation, impairment and capital expenditure Assets	 157,276	 147,883	 305,160	 (27,192)	 277,967
Depreciation	10,339	10,801	21,140	—	21,140
Impairment loss	14	16	31	—	31
Capital expenditure	5,529	5,552	11,081	—	11,081

(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.

〔Geographical Segments〕 (Amount: millions of yen)

	Year ended March 31, 2009						
	Japan	Asia	North America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	59,154	129,243	39,687	28,078	256,163	—	256,163
(2) Sales to other segment	127,867	119,406	2,037	1,105	250,417	(250,417)	—
Total	187,022	248,649	41,724	29,184	506,580	(250,417)	256,163
Operating expense	185,760	240,401	38,891	28,120	493,174	(250,417)	242,757
Operating income	1,261	8,248	2,833	1,063	13,406	—	13,406
2. Assets	112,110	180,024	27,879	21,123	341,138	(55,741)	285,396

(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 “Change of presentation of income of scrap sales” of “Change of accounting treatment” 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 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 223 million yen in cost of sales and other income, respectively, and increased the same amount in gross profit and operating income in the current consolidated fiscal year. 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 and the second quarter. Accordingly, in the second quarter, 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 consolidated fiscal year increased 1 million yen in Japan and 221 million yen in Asia, respectively.

(Amount: millions of yen)

	Year ended March 31, 2010						
	Japan	Asia	North America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	54,065	119,333	31,136	23,911	228,446	—	228,446
(2) Sales to other segment	115,786	105,449	1,472	720	223,429	(223,429)	—
Total	169,851	224,782	32,609	24,631	451,875	(223,429)	228,446
Operating expense	167,744	217,257	30,409	24,403	439,816	(223,429)	216,386
Operating income	2,106	7,524	2,199	227	12,059	—	12,059
2. Assets	93,663	203,616	23,027	18,189	338,497	(60,529)	277,967

(Notes) 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.

〔Overseas Sales〕 (Amount: millions of yen)

	Year ended March 31, 2009			
	Asia	North America / Central and South America	Europe	Total
1. Overseas sales	130,952	33,629	30,514	195,096
2. Total sales				256,163
3. Overseas sales on total sales	51.2%	13.1%	11.9%	76.2%

(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 ....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.

(Amount: millions of yen)

	Year ended March 31, 2010			
	Asia	North America / Central and South America	Europe	Total
1. Overseas sales	121,310	26,874	25,204	173,389
2. Total sales				228,446
3. Overseas sales on total sales	53.1%	11.8%	11.0%	75.9%

(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.

(Related Parties Information)

Year ended March 31, 2009

(Additional information)

From the current consolidated fiscal year, the Company applies the Treatment for the Time Being of Accounting Standard for Related Party Disclosures (Accounting Standards Board of Japan No. 11; October 17, 2006) and Implementation Guidance on the Accounting Standard for Related Party Disclosures (Accounting Standards Board of Japan Implementation Guidance No. 13 ;October 17, 2006).

There is not the change of the disclosure scope.

Directors and main individual shareholder

Attribution	Name	Address	Capital	Line of business or profession	Voting right(own or owned)	Contents of relation		Contents of transaction	Transaction amount	Account title	Year-end balance
						Concurrently serving etc.	Relation of business				
Companies which the company's directors and nearly related person have over 50% of Voting right	Keiaisha Co., Ltd.	Kitaku Tokyo	¥1,905 million	Sales of Steel and its raw materials	(Owned) Direct 3.86%	Concurrently serving 2	The company purchases steel bar etc.	Purchase of steel bar etc.	¥4,099 million	Notes and Account payable *2	¥221 million
								Tools & equipment lease transactions & rent etc.	¥565 million	Leased assets	¥782 million
										Lease obligations *2	¥737 million
										Current liabilities and others *2	¥83 million
								Land rent	¥45 million	Current assets and others *2	¥2 million
								Non operating income	¥27 million		

(Notes) Terms and decision policy of the transaction

1. Transaction prices, etc. are negotiated and decided in consideration of market prices.

*2. The transaction amounts do not include the consumption taxes and the year end balance amounts include them.

Year ended March 31, 2010

Directors and main individual shareholder

Attribution	Name	Address	Capital	Line of business or profession	Voting right(own or owned)	Contents of relation		Contents of transaction	Transaction amount	Account title	Year-end balance
						Concurrently serving etc.	Relation of business				
Companies which the company's directors and nearly related person have over 50% of Voting right	Keiaisha Co., Ltd.	Kitaku Tokyo	¥1,905 million	Sales of Steel and its raw materials	(Owned) Direct 3.91%	Concurrently serving 1	The company purchases steel bar etc.	Purchase of steel bar etc.	¥3,934 Million	Notes and Account payable *2	¥825 million
								Tools & equipment lease transactions & rent etc.	¥609 million	Leased assets	¥524 million
										Lease obligations *2	¥532 million
										Current liabilities and others *2	¥36 million
								Land rent	¥33 million	Current assets and others *2	¥4 million
								Non operating income	¥0 million		

(Notes) Terms and decision policy of the transaction

1. Transaction prices, etc. are negotiated and decided in consideration of market prices.

*2. The transaction amounts do not include the consumption taxes and the year end balance amounts include them.

(Per Share Data)

	Year ended March 31, 2009	Year ended March 31, 2010
Net assets per share (yen)	271.93	279.87
Net income per share (yen)	6.18	17.20
Fully diluted net income per share (yen)	Not stated due to no residual securities in existence.	Same as on the left.

(Notes) 1. The following are the basis for calculating net assets per share.

	As of March 31, 2009	As of March 31, 2010
Total net assets (millions of yen)	106,762	108,381
Deduction from total net assets (millions of yen)	986	1,485
(Minority interests of the deduction)	(986)	(1,485)
Year-end net assets related to common stock (millions of yen)	105,776	106,896
Year-end common stock used for the calculation of net assets per share (shares)	388,979,693	381,943,161

2. The following are the basis for calculating net income per share and diluted net income per share.

	Year ended March 31, 2009	Year ended March 31, 2010
Net income (million of yen)	2,441	6,662
Amount not available for common stock (million of yen)	—	—
Net income related to common stock (million of yen)	2,441	6,662
Average shares of common stock outstanding (shares)	394,853,473	387,296,335

3. “Number of shares of common stock outstanding at year end used to calculate net assets per share” and “Average shares of common stock outstanding” deduct our shares, which are owned by the Employee Stock Holding Partnership Exclusive Trust Account.

(Subsequent Event)

Not applicable.

5. Non-Consolidated Financial Statements

(1) Non-Consolidated Balance Sheets

(Amount: millions of yen)

	As of March 31, 2009	As of March 31, 2010
ASSETS		
Current assets	73,441	72,699
Cash and cash equivalents	11,783	8,292
Notes receivable	1,415	1,035
Accounts receivable	28,217	36,506
Purchased goods	1,810	1,965
Finished goods	562	586
Work in process	2,884	2,567
Raw materials	1,373	1,123
Supplies	99	85
Goods in transit	545	692
Advances to vendor	3	0
Prepaid expenses	454	349
Short-term loans receivable from affiliates	21,045	14,098
Accounts receivable-other	1,904	1,403
Temporary advance	7	11
Deferred tax assets	1,188	3,763
Others	152	223
Allowance for doubtful receivables	(5)	(5)
Fixed assets	243,246	239,138
Tangible fixed assets	26,846	25,549
Buildings	9,689	9,503
Structures	690	700
Machinery and equipment	5,422	4,666
Vehicles	24	20
Tools, furniture and fixtures	1,949	1,728
Land	7,321	7,304
Leased assets	1,169	745
Construction in progress	578	881
Intangible fixed assets	2,395	1,950
Patents	1,442	1,054
Leasehold rights	41	35
Software	831	791
Others	80	68
Investments and other assets	214,004	211,637
Investments in securities	4,416	5,694
Investments securities in affiliates	162,364	162,364
Investments in partnerships	0	0
Investments in partnerships with affiliates	41,838	41,606
Long-term loans receivable from employees	2	0
Long-term loans receivable from affiliates	432	444
Reorganization claim in bankruptcy, and others	0	0
Long-term prepaid expenses	156	170
Deferred tax assets	4,111	1,436
Others	1,014	365
Allowance for doubtful receivables	(332)	(444)
Total assets	316,688	311,837

(Amount: millions of yen)

	As of March 31, 2009	As of March 31, 2010
LIABILITIES		
Current liabilities	85,828	79,384
Notes payable	448	—
Accounts payable	15,309	22,947
Short-term loans payable	41,300	37,450
Current portion of long-term loans payable	22,100	3,100
Current portion of bonds	—	10,000
Lease obligations	498	379
Accounts payable-other	2,223	1,736
Accrued expenses	1,010	995
Accrued income taxes	53	158
Deposits received	569	221
Deferred income	6	5
Accrued bonuses	2,187	2,194
Allowance for bonuses to directors	—	24
Provision for loss on guarantees	—	120
Notes payable for equipment	55	—
Others	64	50
Long-term liabilities	58,105	59,426
Bonds	21,500	11,500
Long-term loans payable	35,400	47,144
Leased obligations	693	384
Allowance for retirement benefits	54	41
Allowance for retirement benefits to executive officers	130	120
Others	327	234
Total liabilities	143,934	138,811
NET ASSETS		
Shareholders' equity	172,974	172,945
Common stock	68,258	68,258
Capital surplus	94,756	94,767
Capital reserve	94,756	94,756
Others	—	11
Retained earnings	13,210	16,486
Earned surplus	2,085	2,085
Others		
Reserve for general purpose	6,500	6,500
Retained earnings carried forward	4,625	7,901
Treasury stock	(3,251)	(6,567)
Revaluation / Translation differences	(219)	80
Difference on revaluation of available-for-sale securities	(219)	80
Deferred gains or losses on hedges	(0)	(0)
Total net assets	172,754	173,026
Total liabilities and net assets	316,688	311,837

(2) Non-Consolidated Statements of Income

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Net sales	175,066	158,011
Sales (purchased goods)	152,113	140,654
Sales (finished goods)	22,952	17,356
Cost of sales	155,672	139,293
Beginning inventories (purchased goods)	2,220	1,810
Purchase (purchased goods)	129,014	116,956
Transfer from other accounts (purchased goods)	2,248	2,000
Sub total	133,483	120,767
Transfer to other accounts (purchased goods)	93	460
Ending inventories (purchased goods)	1,810	1,965
Total	131,579	118,340
Beginning inventories (finished goods)	779	562
Manufacturing cost	25,026	22,043
Transfer from other accounts (finished goods)	148	52
Sub total	25,953	22,658
Transfer to other accounts (finished goods)	1,298	1,119
Ending inventories (finished goods)	562	586
Total	24,092	20,952
Gross profit	19,394	18,718
Selling, general and administrative expenses	19,780	18,161
Sales commission	143	84
Packing and freight expenses	1,728	1,329
Advertisement	251	160
Inspection charges (finished goods)	27	22
Officer's salaries	350	341
Salaries	3,797	4,021
Bonuses	16	—
Provision for bonuses	1,351	1,299
Provision for allowance for bonuses to directors	—	24
Welfare expense	981	1,009
Entertainment	102	51
Travel and transportation	1,132	859
Communications	125	101
Water, light and fuel	129	110
Office supplies	49	36
Property tax and other taxes	257	287
Depreciation	1,045	964
Repair expense	167	177
Outside service	1,624	1,378
Insurance	131	107
Commission	89	69
Pent and lease	868	813
Research & development expenses	4,698	3,859
Others	712	1,049
Operating income (loss)	(386)	556

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Other income	11,152	7,719
Interest income	424	268
Dividends income	10,176	6,946
Foreign currency exchange gain	—	15
Rent income of fixed assets	182	162
Others	369	327
Other expenses	2,138	1,522
Interest expenses	1,189	1,156
Interest on bonds	468	290
Foreign currency exchange loss	333	—
Others	146	76
Ordinary income	8,627	6,753
Extraordinary income	441	84
Gain on sales of fixed assets	54	52
Gain on sales of investments in securities	—	32
Liquidation dividend from affiliated company	387	—
Extraordinary loss	3,592	609
Loss on sales of fixed assets	1	8
Loss on disposal of fixed assets	129	125
Impairment loss	4	31
Loss on revaluation of investments securities in affiliates	2,787	—
Loss for after-care of products	134	210
Provision for loss on guarantees	—	120
Loss on transition of retirement benefit plan	344	—
Special severance payment	168	—
Allowance for doubtful receivables	23	112
Income before income taxes	5,476	6,228
Income taxes (including enterprise tax)	1,084	917
Reversal of income taxes for prior year	(1,028)	—
Adjustment of income taxes	1,649	90
Total income taxes	1,705	1,007
Net income	3,770	5,221

(3) Non-Consolidated Statement of Changes in Net Assets

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Shareholders' equity		
Common stock		
Balance at end of previous fiscal year	68,258	68,258
Changes		
Total changes	—	—
Balance at end of current fiscal year	68,258	68,258
Capital surplus		
Capital reserve		
Balance at end of previous fiscal year	94,756	94,756
Changes		
Total changes	—	—
Balance at end of current fiscal year	94,756	94,756
Others		
Balance at end of previous fiscal year	0	—
Changes		
Sales of own shares	(0)	11
Total changes	(0)	11
Balance at end of current fiscal year	—	11
Total capital surplus		
Balance at end of previous fiscal year	94,756	94,756
Changes		
Sales of own shares	(0)	11
Total changes	(0)	11
Balance at end of current fiscal year	94,756	94,767
Retained earnings		
Earned surplus		
Balance at end of previous fiscal year	2,085	2,085
Changes		
Total changes	—	—
Balance at end of current fiscal year	2,085	2,085
Others		
Reserve for general purpose		
Balance at end of previous fiscal year	6,500	6,500
Changes		
Total changes	—	—
Balance at end of current fiscal year	6,500	6,500
Retained earnings carried forward		
Balance at end of previous fiscal year	6,841	4,625
Changes		
Cash dividend from earning surplus	(5,985)	(1,944)
Net income	3,770	5,221
Sales of own shares	(1)	—
Total changes	(2,215)	3,276
Balance at end of current fiscal year	4,625	7,901
Total retained earnings		
Balance at end of previous fiscal year	15,426	13,210
Changes		
Cash dividend from earning surplus	(5,985)	(1,944)
Net income	3,770	5,221
Sales of own shares	(1)	—
Total changes	(2,215)	3,276
Balance at end of current fiscal year	13,210	16,486

(Amount: millions of yen)

	Year ended March 31, 2009	Year ended March 31, 2010
Treasury stock		
Balance at end of previous fiscal year	(93)	(3,251)
Changes		
Purchase of own shares.............................	(3,161)	(3,390)
Sales of own shares	2	74
Total changes	(3,158)	(3,315)
Balance at end of current fiscal year	(3,251)	(6,567)
Total shareholders' equity		
Balance at end of previous fiscal year	178,348	172,974
Changes		
Cash dividend from retained earnings......	(5,985)	(1,944)
Net income...	3,770	5,221
Purchase of own shares.............................	(3,161)	(3,390)
Sales of own shares	1	85
Total changes	(5,374)	(28)
Balance at end of current fiscal year	172,974	172,945
Revaluation / Translation differences		
Difference on revaluation of available-for-sale securities		
Balance at end of previous fiscal year	1,710	(219)
Changes		
Changes (net) in non-shareholders' equity items	(1,930)	300
Total changes	(1,930)	300
Balance at end of current fiscal year	(219)	80
Deferred gains or losses on hedges		
Balance at end of previous fiscal year	(0)	(0)
Changes		
Changes (net) in non-shareholders' equity items	0	(0)
Total changes	0	(0)
Balance at end of current fiscal year	(0)	(0)
Total revaluation / translation differences		
Balance at end of previous fiscal year	1,710	(219)
Changes		
Changes (net) in non-shareholders' equity items	(1,930)	300
Total changes	(1,930)	300
Balance at end of current fiscal year	(219)	80
Total net assets		
Balance at end of previous fiscal year.............	180,058	172,754
Changes		
Cash dividend from retained earnings	(5,985)	(1,944)
Net income	3,770	5,221
Purchase of own shares	(3,161)	(3,390)
Sales of own shares......................................	1	85
Changes (net) in non-shareholders' equity items..	(1,930)	300
Total changes	(7,304)	271
Balance at end of current fiscal year................	172,754	173,026

(4) Notes on Going Concern Assumptions
Not applicable.

(5) Significant Accounting policies

(a) Marketable securities

Investments securities in subsidiaries and affiliates: Stated at cost determined by the moving average method.

Other marketable securities: Securities with market value

Market value method based on market prices and other conditions at the end of the term. (The revaluation differences are accounted for based on the direct net assets method and the sales costs are calculated by the moving average method.)

Securities without market value

Non listed marketable securities are stated at cost determined by the moving average method.

(b) Derivatives

Market value method

(c) Inventories

Purchased goods: Stated at cost determined by the moving average method. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

Finished goods: Stated at cost determined by the moving average method. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

Work in process: Stated at cost determined by the moving average method for bearings, fasteners, and motors. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

Stated at cost determined respectively for measuring equipment, special motors and special machinery components. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

Raw materials: Stated at cost determined by the moving average method. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

Supplies: Stated at cost determined by the moving average method. (The balance sheet amounts of the inventories are calculated at the lowered book values reflecting potential decline in profitability.)

(d) Depreciation:

Tangible fixed assets (excluding leased assets):

Depreciation of tangible fixed assets is made on the declining balance method based on estimated useful lives of the assets.

Their major useful lives are as follows:

Buildings and structures	2 to 50 years
Machinery and equipment	2 to 15 years
Tools, furniture and fixtures	2 to 20 years

The depreciation method of depreciation assets whose acquisition values are not less than 100,000 yen and less than 200,000 yen has been changed to a method by which those assets are equally depreciated in lump sum for 3 years.

Intangible fixed assets (excluding leased assets):

Depreciation of intangible fixed assets is made on the straight-line method.

The depreciation method of software (for internal use) is computed on the straight-line method based on our expected useful period (5 years).

Leased assets:

Lease assets related to finance lease transactions that do not involve transfer of ownership

The Company adopts the straight-line method of making lease periods depreciable lives and salvage values zero.

Long-term prepaid expenses:

Depreciation of long-term loans receivable is made on the straight-line method.

(e) Translation of foreign currency assets and liabilities

Translation of foreign currency assets and liabilities are into yen at the exchange rate on the balance sheets date. The resulting exchange differences are accounted for as an exchange gain or loss.

(f) Allowances

Allowance for doubtful receivables:

In order to prepare against losses resulting from irrecoverable receivables, an allowance has been reserved in the amount required for estimated uncollectible receivables based on actual losses of trade receivables and on collectibility of specific receivables with loss possibilities.

Accrued bonuses:

To make preparations for the payment of bonuses to employees, accrued bonuses are shown based on the anticipated amounts of payment in the current term.

Allowance for bonuses to directors:

To provide for payment of bonuses to directors, the Company records an amount, based upon the estimated amount of payment for the current fiscal year.

Provision for loss on guarantees:

To prepare for losses on guarantees to affiliate companies, etc., the Company posts estimated losses that take the financial positions of the affiliate companies, etc. into account.

Allowance for retirement benefits:

To provide for payment of employee retirement benefits, the Company reported an allowance for retirement benefits or prepaid pension costs, based on estimated retirement benefit debts and pension assets at the end of the current term.

At the end of the current fiscal year, prepaid pension costs is included in others of investments and other assets.

Unrecognized prior service cost is amortized using the straight-line method over a period of 10 years as cost.

Over the 5 years from the following term after the differences accrue, the Company will charge differences in mathematical calculation to expenses in accordance with the straight-line method.

(Change of accounting policy)

Since the current fiscal year, the Company has applied the Partial Amendment to Accounting for Retirement Benefits (Amendment No. 3) (Application Guidelines No. 19 for Business Accounting Standards issued on July 31, 2008).

This application of the amendment has had no impact on the Company's financial results.

Allowance for retirement benefits to executive officers:

To provide for payment of retirement allowance to executive officers, the estimated amount to be required according to our internal regulations as of the end of the period of the current fiscal year is shown.

(g) Accounting method of hedge transactions

(1) Method of hedge accounting

The Company adopts the allocation method to account for the forward exchange contracts for foreign currency-denominated receivables and payables, and the deferred hedge method to account for the forward exchange contracts for foreign currency-denominated anticipated transactions. The Company also adopts the special method to account for the interest rate swaps, which meet the requirements of special accounting.

(2) Hedging vehicles and hedged items

(Hedging vehicles)

Forward exchange contracts

Interest rate swaps

(Hedged items)

Monetary receivables and payables in foreign currency

Anticipated transactions in foreign currencies

Interest rates on borrowings

(3) Hedge policy

Under the guidance of its Corporate Finance Department, the Company makes forward exchange contracts to hedge risks in foreign exchange fluctuations arising from export and import transactions, and from lending in foreign currency. The Company also makes interest rate swaps to hedge fluctuation risks in interest rates on borrowings.

(4) Method of assessing hedge effectiveness

Regarding forward exchange contracts, the Company allocates them to monetary receivable and payable with same maturity and with same amounts in foreign currency, at closing of exchange contracts in accordance with the risk management policy. This completely ensures correlations reflecting subsequent exchange rate fluctuations. The Company assesses hedge effectiveness based upon such correlations.

Also, regarding interest rate swaps, the Company assesses hedge effectiveness based upon the fulfillment of the accounting requirements for special treatment.

(h) Other significant accounting policies

Consumption taxes

Consumption tax and other related taxes are excluded from revenues and purchases of the Company.

(6) Additional information

(Introduction of "Trust-type Employee Shareholding Incentive Plan")

It has resolved at its board of directors' meeting held on November 6, 2009, to introduce the "Trust-type Employee Shareholding Incentive Plan" (the "Plan") to the Company, in order to provide the Company group's employees with incentives to increase the enterprise value of the Company, and to promote the benefit and welfare of the employees of the Company group and others.

(Purpose and Outline of the Introduction)

The Plan is an incentive plan, in which all employees of the Company group who are members of the "Minebea Employee Stock Holding Partnership" ("Stock Holding Partnership") may participate. In the Plan, the "Minebea Employee Stock Holding Partnership Exclusive Trust Account" ("Trust"), established for the purpose of securing the Company shares for the Stock Holding Partnership to effect purchases, borrowed money from banks for a considerable number of Company shares that are expected to be acquired by the Stock Holding Partnership until the end of March 2015, and acquired Company shares in a number equal to such borrowings from the market at the time the Plan was introduced. Subsequently, the Trust is to continuously transfer the Company shares to the Stock Holding Partnership in accordance with certain plans (conditions and methods) and terminate, e.g. if all of the Company shares belonging to the trust assets of the Trust are transferred. If any capital gains, such as gains on sale of the Company shares, accumulate within the Trust by the time of its termination, and if any money remains within the Trust after repaying all the debts such as borrowings to be borne by the Trust, then such money is to be distributed as residual assets to those Employees that fulfill the requirements for eligible beneficiaries.

Furthermore, in order to guarantee the Trust's borrowings for the acquisition of Company shares, in the event that there are any remaining borrowings equivalent to such loss on sale of shares within the Trust at the time of the termination of the Trust, the Company is to repay the remaining borrowings pursuant to a guarantee agreement.

For the acquisition and disposal of Company shares, the Company guarantees the liabilities of the Trust, and from a conservative perspective valuing economic realities, conducts accounting treatments on the basis that the Trust goes along with the Company. Based on this principle, the Company includes the Company shares owned by the Trust, as well as the assets, liabilities, expenses and revenues of the Trust in its Non-Consolidated Balance Sheets, Statements of Income, and Statement of Changes in Net Assets. The number of Company shares owned by the Trust at the end of the fiscal year is 2,025,000 shares.

(7) Notes

(Non-Consolidated Balance Sheets)

As of March 31, 2009			As of March 31, 2010		
1. Contingent liabilities		Millions of yen	1. Contingent liabilities		Millions of yen
The Company has provided the following companies with guarantees for their bank borrowings, etc.			The Company has provided the following companies with guarantees for their bank borrowings, etc.		
NMB-Minebea Thai Ltd.		4,726	NMB-Minebea Thai Ltd.		4,275
	(BAHT'000	1,349,242		(BAHT'000	1,298,416
		1,002)		EUR'000	368
MINEBEA (HONG KONG) LIMITED		3,719			502)
	(US$'000	34,480	MINEBEA (HONG KONG) LIMITED		4,116
	HK$'000	4,099		(US$'000	41,970
		280)		HK$'000	5,000
NMB SINGAPORE LIMITED		2,674			152)
	(US$'000	25,000	NMB SINGAPORE LIMITED		1,423
	SG$'000	3,383)		(US$'000	13,000
Other 6 companies		1,647		SG$'000	3,216)
Total		12,768	Other 8 companies		850
			Total		10,666
(Foreign currency-denominated guarantees are translated into yen, for convenience only, at the approximate rate of exchange on March 31, 2009)			(Foreign currency-denominated guarantees are translated into yen, for convenience only, at the approximate rate of exchange on March 31, 2010)		
2. Notes related to affiliates		Millions of yen	2. Notes related to affiliates		Millions of yen
The following accounts include affiliate-related receivables and payables other than those shown separately.			The following accounts include affiliate-related receivables and payables other than those shown separately.		
Receivables			Receivables		
Accounts receivable		15,596	Accounts receivable		21,922
Accounts receivable-other		974	Accounts receivable-other		1,208
Payables			Payables		
Accounts payable		12,417	Accounts payable		18,217
3. Commitment line contracts		Millions of yen	3. Commitment line contracts		Millions of yen
To ensure efficient procurement of operating funds, the Company has entered into commitment line contracts with main financial institutions. Unused commitments at the end of the current fiscal year based on these contracts are as follows:			To ensure efficient procurement of operating funds, the Company has entered into commitment line contracts with main financial institutions. Unused commitments at the end of the current fiscal year based on these contracts are as follows:		
Total commitments		10,000	Total commitments		10,000
Used commitments		—	Used commitments		—
Balance		10,000	Balance		10,000

(Non-Consolidated Statements of Income)

<table>
<tr><th>Year ended March 31, 2009</th><th>Year ended March 31, 2010</th></tr>
<tr><td>

1. Total R&D expenses

The R&D expenses included in general administrative expenses and manufacturing costs for the current fiscal year are 8,049 million yen.

2. Transfer from other accounts (purchased goods)

	Millions of yen
Raw materials	959
Tangible fixed assets	491
Disposal	4
Other	792
Total	2,248

3. Transfer to other accounts (purchased goods)

	Millions of yen
Tangible fixed assets	88
Research & development expenses	1
Disposal	3
Total	93

4. Transfer from other accounts (finished goods)

	Millions of yen
Raw materials	22
Tangible fixed assets	82
Disposal	17
Other	25
Total	148

5. Transfer to other accounts (finished goods)

	Millions of yen
Raw materials	833
Tangible fixed assets	150
Research & development expenses	228
Other	85
Total	1,298

6. Fixed assets had the following sales gains: 49 million yen from the sale of machinery and equipment (of which gains on sales to affiliates are 48 million yen); 0 million yen from the sale of vehicles and 4 million yen from the sale of tools, furniture and fixtures (of which gains on sales to affiliates are 4 million yen).

7. Fixed assets had the following sales losses: 1 million yen from the sale of machinery and equipment; 0 million yen from the sale of tools, furniture and fixtures; 0 million yen from the sale of land and 0 million yen from the sale of others.

</td><td>

1. Total R&D expenses

The R&D expenses included in general administrative expenses and manufacturing costs for the current fiscal year are 7,163 million yen.

2. Transfer from other accounts (purchased goods)

	Millions of yen
Raw materials	1,373
Tangible fixed assets	307
Disposal	59
Other	260
Total	2,000

3. Transfer to other accounts (purchased goods)

	Millions of yen
Tangible fixed assets	31
Research & development expenses	1
Disposal	62
Other	366
Total	460

4. Transfer from other accounts (finished goods)

	Millions of yen
Raw materials	17
Tangible fixed assets	11
Research & development expenses	1
Disposal	12
Other	9
Total	52

5. Transfer to other accounts (finished goods)

	Millions of yen
Raw materials	680
Tangible fixed assets	179
Research & development expenses	174
Other	84
Total	1,119

6. Fixed assets had the following sales gains: 49 million yen from the sale of machinery and equipment (of which gains on sales to affiliates are 49 million yen); 0 million yen from the sale of vehicles (of which gains on sales to affiliates are 0 million yen); and 2 million yen from the sale of tools, furniture and fixtures (of which gains on sales to affiliates are 2 million yen).

7. Fixed assets had the following sales losses: 8 million yen from the sale of machinery and equipment (of which losses on sales to affiliates are 0 million yen); 0 million yen from the sale of vehicles.

</td></tr>
</table>

Year ended March 31, 2009

8. Fixed assets had the following disposal losses: 56 million yen from the disposal of buildings; 6 million yen from the disposal of structures; 33 million yen from the disposal of machinery and equipment; 0 million yen from the disposal of vehicles; 31 million yen from the disposal of tools, furniture and fixtures and 1 million yen from the disposal of leased assets.

9. Principal transactions with affiliates

	Millions of yen
Sales (purchased goods)	117,167
Sales (finished goods)	7,685
Purchase (purchased goods)	117,102
Research & development expenses	2,275
Interest income	406
Dividends income	10,063

10. Impairment loss

Outline of the asset groups on which impairment losses were recognized.

(Amount: millions of yen)

Use	Location	Impairment loss	
		Class	Amount
Idle assets	Two facilities-Former Ichinoseki plant and Kanegasaki plant (Ichinoseki City, Iwate Pref., etc.)	Land	4
		Total	4

Asset grouping method

Based on its business classification, the Company has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses

The above fixed assets (Land) impaired in the current accounting period are idle assets and have no future utilization plans. Due to this, the company recognized impairment losses on those assets.

Calculation method of collectable amounts

The Company makes net sales proceed-based calculations and assessments mainly based on the standards for real estate appraisals.

Year ended March 31, 2010

8. Fixed assets had the following disposal losses: 36 million yen from the disposal of buildings; 5 million yen from the disposal of structures; 27 million yen from the disposal of machinery and equipment; 46 million yen from the disposal of tools, furniture and fixtures; 0 million yen from the disposal of leased assets and 8 million yen from the disposal of others.

9. Principal transactions with affiliates

	Millions of yen
Sales (purchased goods)	106,180
Sales (finished goods)	5,505
Purchase (purchased goods)	105,781
Research & development expenses	1,525
Interest income	264
Dividends income	6,848

10. Impairment loss

Outline of the asset groups on which impairment losses were recognized.

(Amount: millions of yen)

Use	Location	Impairment loss	
		Class	Amount
Idle assets	Three facilities-Former Kyoto plant, Ichinoseki plant and Kanegasaki plant (Yawata City, Kyoto Pref., etc.)	Buildings	7
		Land	24
		Total	31

Asset grouping method

Based on its business classification, the Company has grouped assets in the smallest units of its operating businesses, which generate almost independent cash flows.

Reason for the recognition of impairment losses

The above fixed assets (Buildings and Land) impaired in the current accounting period are idle assets and have no future utilization plans. Due to this, the company recognized impairment losses on those assets.

Calculation method of collectable amounts

The Company makes net sales proceed-based calculations and assessments mainly based on the standards for real estate appraisals.

(Non-Consolidated Statement of Changes in Net Assets)

FY2009 (April 1, 2008 through March 31, 2009)

Class and Number of Treasury Stock

	Shares at previous FY (shares)	Increased shares in current FY (shares)	Decreased shares in current FY (shares)	Shares at end of current FY (shares)
Common stock (Notes)	160,023	10,027,427	4,519	10,182,931
Total	160,023	10,027,427	4,519	10,182,931

(Notes)1. The increase of 10,027,427 shares in the number of own shares of common stock reflects the increase of 10,000,000 shares resulting from the acquisition of own shares resolved by our Board of Directors and that of 27,427 shares resulting from the purchase of fractional shares.

2. The 4,519 share decrease in the number of own shares of common stock reflects requests for purchase of fractional shares.

FY2010 (April 1, 2009 through March 31, 2010)

Class and Number of Treasury Stock

	Shares at previous FY (shares)	Increased shares in current FY (shares)	Decreased shares in current FY (shares)	Shares at end of current FY (shares)
Common stock (Notes)	10,182,931	7,215,865	179,384	17,219,412
Total	10,182,931	7,215,865	179,384	17,219,412

(Notes)1. The increase of 7,215,865 shares in the number of own shares of common stock reflects the increase of 5,000,000 shares from the acquisition of own shares resolved by our Board of Directors; that of 2,204,000 shares from the acquisition of own shares by the Employee Stock Holding Exclusive Trust Account; and that of 11,865 shares from the purchase of our fractional shares, etc.

2. The 179,384 share decrease in the number of own shares of common stock reflects the decrease of 179,000 shares from the disposal of own shares by the Employee Stock Holding Exclusive Trust Account; and that of 384 shares from requests for further buying of fractional shares.

(Relating to Lease Transactions)

<table>
<tr><th>Year ended March 31, 2009</th><th>Year ended March 31, 2010</th></tr>
<tr><td>Finance leases (lessee)
(1) Finance lease transactions that do not involve transfer of ownership
1. Leased asset quality
(a) Tangible fixed assets
Mainly helicopters (Vehicles) and computer terminals (Tools, furniture and fixtures).
(b) Intangible fixed assets
Software
2. Depreciation method of leased assets
Please refer to “(d) Depreciation” in “(5) Significant Accounting policies.”</td><td>1. Finance leases (lessee)
(1) Finance lease transactions that do not involve transfer of ownership
1. Leased asset quality
(a) Tangible fixed assets
Mainly helicopters (Vehicles) and computer terminals (Tools, furniture and fixtures).
(b) Intangible fixed assets
Software
2. Depreciation method of leased assets
Please refer to “(d) Depreciation” in “(5) Significant Accounting policies.”

2. Operating leases — Millions of yen
Outstanding future lease payments for noncancellable operating leases

Due within 1 year — 439
Due after 1 year — 846
Total — 1,286</td></tr>
</table>

(Securities with market values)

There are no subsidiaries or affiliates whose stocks have their current market value.

(The Tax Effect Accounting)

As of March 31, 2009		As of March 31, 2010	
1. Major reasons for the accrual of deferred tax assets and deferred tax liabilities	Millions of yen	1. Major reasons for the accrual of deferred tax assets and deferred tax liabilities	Millions of yen
(Deferred tax assets)		(Deferred tax assets)	
Excess of allowed limit chargeable to the accrued bonuses	853	Excess of allowed limit chargeable to the accrued bonuses	856
Retirement benefits to directors and corporate auditors	139	Retirement benefits to directors and corporate auditors	76
Loss on the revaluation of investments in securities	363	Loss on the revaluation of investments in securities	351
Loss on the revaluation of investments securities in affiliates	5,311	Loss on the revaluation of investments securities in affiliates	5,311
Excess of allowed limit chargeable to the allowance for doubtful receivable	129	Excess of allowed limit chargeable to the allowance for doubtful receivable	173
Excess of allowed limit chargeable to the depreciation	469	Excess of allowed limit chargeable to the depreciation	514
Impairment loss	392	Impairment loss	405
Deficit brought forward	2,854	Deficit brought forward	2,021
Foreign tax credit carry forwards	1,086	Foreign tax credit carry forwards	1,458
Others	500	Accrued enterprise taxes	44
Sub-total	12,096	Others	575
Valuation allowance	(6,394)	Sub-total	11,784
Total deferred tax assets	5,702	Valuation allowance	(6,524)
(Deferred tax liabilities)		Total deferred tax assets	5,260
Difference on revaluation of other marketable securities	27	(Deferred tax liabilities)	
Prepaid pension cost	277	Difference on revaluation of other marketable securities	36
Accrued enterprise taxes	99	Prepaid pension cost	24
Total deferred tax liabilities	403	Total deferred tax liabilities	60
Net deferred tax assets	5,299	Net deferred tax assets	5,199
2. Major reasons for significant differences between the legal effective tax rate and the ratio of income tax burden after the application of tax effect accounting		2. Major reasons for significant differences between the legal effective tax rate and the ratio of income tax burden after the application of tax effect accounting	
Domestic legal effective tax rate	39.0%	Domestic legal effective tax rate	39.0%
(Adjustment)		(Adjustment)	
Items to be regarded as taxable expenses, such as entertainment expenses	1.2	Items to be regarded as taxable expenses, such as entertainment expenses	0.7
Items to be excluded from gross revenue, such as dividends income	(2.0)	Items to be excluded from gross revenue, such as dividends income	(33.8)
Inhabitant tax levied per capita etc.	0.8	Inhabitant tax levied per capita etc.	0.7
Foreign tax credit carry forwards	(13.4)	Increase in valuation allowance	2.1
Increase in valuation allowance	3.3	Income taxes for prior year	8.1
Income taxes for prior year	(18.8)	Others	(0.6)
Income tax collected at the source	17.9	Ratio of income tax burden after the application of tax effect accounting	16.2
Others	3.1		
Ratio of income tax burden after the application of tax effect accounting	31.1		

(Per Share Data)

	Year ended March 31, 2009	Year ended March 31, 2010
Net assets per share (yen)	444.12	453.01
Net income per share (yen)	9.55	13.48
Fully diluted net income per share (yen)	Not stated due to no residual securities in existence.	Same as on the left.

(Notes) 1. The following are the basis for calculating net assets per share.

	As of March 31, 2009	As of March 31, 2010
Total net assets (millions of yen)	172,754	173,026
Deduction from total net assets (millions of yen)	—	—
Year-end net assets related to common stock (millions of yen)	172,754	173,026
Year-end common stock used for the calculation of net assets per share (shares)	388,984,764	381,948,283

2. The following are the basis for calculating net income or loss per share and diluted net income per share.

	Year ended March 31, 2009	Year ended March 31, 2010
Net income (millions of yen)	3,770	5,221
Amount not available for common stock (millions of yen)	—	—
Net income related to common stock (millions of yen)	3,770	5,221
Average shares of common stock outstanding (shares)	394,858,470	387,301,432

3. " Number of shares of common stock outstanding at year end used to calculate net assets per share" and "Average shares of common stock outstanding" deduct our shares, which are owned by the Employee Stock Holding Partnership Exclusive Trust Account.

(Subsequent Event)

Not Applicable

6. Change of Directors & Corporate Auditors

(1) Representative Director:

Not Applicable

(2) Other Directors & Corporate Auditors:

(a) Candidates for New Directors

Not Applicable

(b) Candidates for New Corporate Auditors

Not Applicable

(c) Retiring Directors

Not Applicable

(d) Retiring Corporate Auditors (Effective June 29, 2010)

Standing Corporate Auditor Tosei Takenaka

7. Amounts of Production, Orders Received, Sales

(1) Production

(Amount: millions of yen)

Business segments	Year ended March 31, 2010	Year - on - year
Machined components business	104,759	89.0%
Electronic devices and components business	118,888	88.6%
Total	223,647	88.8%

(Notes) 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	Orders received	Year - on - year	Order backlog	Year - on - year
Machined components business	98,849	91.4%	38,723	82.5%
Electronic devices and components business	123,050	90.8%	20,970	108.8%
Total	221,899	91.0%	59,693	90.1%

(Notes) 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	Year ended March 31, 2010	Year - on - year
Machined components business	107,088	92.4%
Electronic devices and components business	121,358	86.5%
Total	228,446	89.2%

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