



***Minebea***

**Minebea Co., Ltd.**

**Supplementary Data for Business Results for  
the Third Quarter of Fiscal Year ending March 31, 2003**

**(February 7, 2003)**

Any statements in the presentation which are not an historical fact are future projections made based on certain assumptions and our management's judgment drawn from currently available information.

Please note that actual performance may vary significantly from any particular projection, due to various factors.

Factors affecting our actual performance include: (i) changes in economic indicators surrounding us or demand trends; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously. However, this is not a complete list of the factors affecting actual performance.

(Supplementary financial data)

## Consolidated Balance Sheets (Assets)

	(Millions of yen)					
	Year ended Mar. 2002	Quarter ended Jun. 2002	Half year ended Sep. 2002	Quarter ended Dec. 2002	Change Sep - Dec 2002	Remarks
<b>Current assets</b>	131,548	130,913	127,497	<b>127,245</b>	<b>(252)</b>	
<b>Cash and cash equivalents</b>	13,952	11,241	11,634	<b>11,652</b>	18	cf. statements of cash flows (P.7)
<b>Notes and accounts receivable</b>	51,281	53,954	54,109	<b>56,066</b>	1,957	Effect of FX fluctuation ¥ (8) million
<b>Inventories</b>	49,887	46,256	44,503	<b>45,098</b>	595	
<b>Others</b>	16,426	19,460	17,250	<b>14,427</b>	<b>(2,823)</b>	Effect of FX fluctuation ¥ (352) million
<b>Fixed assets</b>	218,471	202,641	200,586	<b>193,683</b>	<b>(6,903)</b>	Effect of FX fluctuation ¥ (2,520) million Capital expenditure ¥4,020 million Depreciation ¥5,727 million
<b>Tangible fixed assets</b>	183,437	169,842	168,702	<b>164,285</b>	<b>(4,417)</b>	
<b>Intangible fixed assets</b>	15,504	14,620	14,507	<b>14,057</b>	<b>(450)</b>	
<b>Investment and other assets</b>	19,528	18,178	17,375	<b>15,340</b>	<b>(2,035)</b>	
<b>Deferred assets</b>	17	14	22	<b>15</b>	<b>(7)</b>	Decrease in Investment in securities   ¥1,624 million
<b>Total assets</b>	350,037	333,569	328,106	<b>320,944</b>	<b>(7,162)</b>	

(Supplementary financial data)

## Consolidated Balance Sheets (Liabilities)

	(Millions of yen)					
	Year ended Mar. 2002	Quarter ended Jun. 2002	Half year ended Sep. 2002	Quarter ended Dec. 2002	Change Sep - Dec 2002	Remarks
<b>Current liabilities</b>	156,908	153,431	144,523	<b>150,783</b>	<b>6,260</b>	Effect of FX fluctuation ¥ (247) million
<b>Notes and accounts payable</b>	26,115	24,446	22,291	<b>25,591</b>	<b>3,300</b>	{ Short-term loans payable ¥ 53,898 million Current portion of long-term loans payable                            ¥ 28,487 million Bonds                                ¥ 10,000 million Current portion of convertible bond ¥ 13,823 million ----- Total                                    ¥ 106,208 million
<b>Short-term interest-bearing debts</b>	103,460	98,132	97,089	<b>106,208</b> *1	<b>9,119</b>	
<b>Others</b>	27,331	30,850	25,141	<b>18,980</b>	<b>(6,161)</b>	
<b>Long-term liabilities</b>	80,301	78,947	77,752	<b>66,523</b>	<b>(11,229)</b>	
<b>Long-term interest-bearing debts</b>	79,212	78,421	77,222	<b>65,996</b> *2	<b>(11,226)</b>	{ Bonds                                ¥ 25,000 million Convertible bonds                ¥ 27,080 million Bond with warrant                ¥ 4,000 million Long-term loans payable        ¥ 9,916 million ----- Total                                    ¥ 65,996 million
<b>Others</b>	1,088	525	530	<b>527</b>	<b>(3)</b>	
<b>Total liabilities</b>	237,209	232,378	222,276	<b>217,307</b>	<b>(4,969)</b>	
<b>Minority interest in Consolidated subsidiaries</b>	95	100	107	<b>276</b>	<b>169</b>	{ <Increase Factor> Net income                            ¥1,889 million <Decrease Factor> Foreign currency translation adjustments ¥3,220 million Difference on revaluation of other marketable securities                                ¥1,013 million
<b>Shareholders' equity</b>	112,731	101,090	105,721	<b>103,360</b>	<b>(2,361)</b>	
<b>Total liabilities and Shareholders' equity</b>	350,037	333,569	328,106	<b>320,944</b>	<b>(7,162)</b>	
<b>Interest-bearing debts</b>	182,672	176,553	174,311	<b>172,204</b>	<b>(2,107)</b>	Effect of FX fluctuation ¥ (391) million Difference of FX principal ¥ (1,716) million
<b>Net interest-bearing debts</b>	168,720	165,312	162,677	<b>160,552</b>	<b>(2,125)</b>	Effect of FX fluctuation ¥ (379) million Difference of FX principal ¥ (1,746) million

(Supplementary financial data)

## Consolidated Statements of Income

(Millions of yen)

	Year ended Mar. 2002	Year ending Mar. 2003				Remarks
	Full year	First quarter	Second quarter	First half	Third quarter	
<b>Net sales</b>	<b>279,344</b>	<b>72,367</b>	<b>64,882</b>	<b>137,249</b>	<b>68,723</b>	
<b>Cost of sales</b>	206,060	53,982	48,529	102,511	<b>51,031</b>	
<b>Gross profit</b>	73,283	18,384	16,353	34,737	<b>17,692</b>	
<b>Gross profit margin</b>	26.2%	25.4%	25.2%	25.3%	<b>25.7%</b>	
<b>S.G.&amp;A. expenses</b>	51,311	12,353	12,208	24,561	<b>12,172</b>	
<b>S.G.&amp;A. expenses margin</b>	18.3%	17.1%	18.8%	17.9%	<b>17.7%</b>	
<b>Operating income</b>	<b>21,972</b>	<b>6,031</b>	<b>4,145</b>	<b>10,176</b>	<b>5,519</b>	
<b>Operating income margin</b>	7.9%	8.3%	6.4%	7.4%	<b>8.0%</b>	
<b>Other income (expense)</b>	(5,977)	(1,507)	(1,002)	(2,509)	<b>(1,484)</b>	Reduction of interest expenses
<b>Net interest income (expense)</b>	(5,044)	(1,206)	(1,186)	(2,392)	<b>(1,042)</b>	
<b>Others</b>	(933)	(301)	183	(118)	<b>(440)</b>	Foreign currency exchange loss ¥ 320 million
<b>Ordinary income</b>	<b>15,995</b>	<b>4,524</b>	<b>3,143</b>	<b>7,667</b>	<b>4,036</b>	
<b>Extraordinary income (loss)</b>	(3,046)	(322)	(528)	(850)	<b>(301)</b>	cf. P.4
<b>Income (loss) before income taxes</b>	12,948	4,203	2,614	6,817	<b>3,735</b>	Including income tax adjustment amount of ¥ 847 million under tax effective accounting system
<b>Income taxes</b>	7,629	2,288	1,968	4,256	<b>1,838</b>	
<b>Minority interest in earnings of consolidated subsidiaries</b>	20	11	5	16	<b>8</b>	
<b>Net Income (loss)</b>	<b>5,298</b>	<b>1,903</b>	<b>640</b>	<b>2,543</b>	<b>1,889</b>	

(Supplementary financial data)

## Consolidated Statements of Income - Breakdown for Extraordinary Income and Loss -

(Millions of yen)  
Year ending Mar. 2003

	Third quarter	Remarks
<b>Extraordinary income</b>	<b>7</b>	
Gain on sales of fixed assets	3	
Gain on sales of investment securities	3	
Reversal of allowance for doubtful receivables	1	
<b>Extraordinary loss</b>	<b>308</b>	
Loss on sales of fixed assets	29	
Loss on disposal of fixed assets	118	
Loss on sales of investments securities	3	
Loss on liquidation of affiliates	-	
Retirement benefit expense	156	— Difference by Changing accounting principles
<b>Net extraordinary income (loss)</b>	<b>(301)</b>	

(Supplementary financial data)

## Segment Information

	Year ended Mar. 2002					Year ending Mar. 2003				(Millions of yen)	
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	First half	3Q	Second half f'cst *	Full year f'cst *
<b>Machined components business</b>											
Net sales	32,021	30,174	28,358	31,472	122,025	31,668	28,641	60,309	28,723	59,191	119,500
Operating income	7,014	5,550	4,678	4,893	22,135	5,098	4,065	9,163	4,771	9,687	18,850
Operating income margin (Net sales based)	21.9%	18.4%	16.5%	15.5%	18.1%	16.1%	14.2%	15.2%	16.6%	16.4%	15.8%
<b>Electronic devices and components business</b>											
Net sales	37,624	36,354	39,879	42,446	156,303	40,699	36,241	76,940	40,000	75,560	152,500
Operating income	(457)	383	296	(384)	(162)	933	80	1013	748	1637	2650
Operating income margin	(1.2%)	1.1%	0.7%	(0.9%)	(0.1%)	2.3%	0.2%	1.3%	1.9%	2.2%	1.7%
<b>Consumer business and others</b>											
Net sales	343	366	300	7	1,016	-	-	-	-	-	-
Operating income	(3)	9	(9)	3	(0)	-	-	-	-	-	-
Operating income margin	(0.9%)	2.5%	(3.0%)	42.9%	(0.0%)	-	-	-	-	-	-
<b>Total</b>											
Sales	69,988	66,894	68,536	73,926	279,344	72,367	64,882	137,249	68,723	134,751	272,000
Operating income	6,554	5,942	4,964	4,512	21,972	6,031	4,145	10,176	5,519	11,324	21,500
Operating income margin	9.4%	8.9%	7.2%	6.1%	7.9%	8.3%	6.4%	7.4%	8.0%	8.4%	7.9%

\*Forecasts announced on November 14, 2002 remain unchanged.

(Supplementary financial data)

## Effect of FX Fluctuations on Net Sales and Operating Income

3Q vs. 3Q of the previous fiscal year

	(millions of yen)	
	3Q Actual	Effect of FX fluctuations
Net Sales	68,723	1,493
Operating Income	5,519	111

	Last year	Actual		
	3Q	1Q	2Q	3Q
<b>UD</b>	121.83	128.35	119.18	<b>122.73</b>
<b>EU</b>	110.00	115.91	117.49	<b>121.11</b>
<b>BT</b>	2.75	2.98	2.84	<b>2.83</b>
<b>SD</b>	67.42	70.81	67.72	<b>69.32</b>
<b>RMB</b>	14.72	15.50	14.40	<b>14.84</b>

Actual vs. estimate

	3Q Actual	Effect of FX fluctuations
Net Sales	68,723	△ 1,845
Operating Income	5,519	△ 233

	Original rate	Actual		
		1Q	2Q	3Q
<b>UD</b>	132.00	128.35	119.18	<b>122.73</b>
<b>EU</b>	117.00	115.91	117.49	<b>121.11</b>
<b>BT</b>	3.00	2.98	2.84	<b>2.83</b>
<b>SD</b>	71.00	70.81	67.72	<b>69.32</b>
<b>RMB</b>	16.00	15.50	14.40	<b>14.84</b>

Exchange Rate

( Yen )

		Year ended Mar.2002	Year ending Mar. 2003				Assumption for Second half *
			1Q	2Q	First half	3Q	
<b>US\$</b>	<b>PL</b>	125.11	128.35	119.18	123.77	<b>122.73</b>	122.60
	<b>BS</b>	133.25	119.50	122.60	122.60	<b>119.90</b>	122.60
<b>EURO</b>	<b>PL</b>	110.41	115.91	117.49	116.70	<b>121.11</b>	120.37
	<b>BS</b>	116.14	118.13	120.37	120.37	<b>125.08</b>	120.37
<b>S'PORE</b>	<b>PL</b>	69.05	70.81	67.72	69.27	<b>69.32</b>	68.98
	<b>BS</b>	72.36	67.71	68.98	68.98	<b>69.16</b>	68.98
<b>THAI BAHT</b>	<b>PL</b>	2.81	2.98	2.84	2.91	<b>2.83</b>	2.83
	<b>BS</b>	3.06	2.87	2.83	2.83	<b>2.77</b>	2.83
<b>RMB</b>	<b>PL</b>	15.11	15.50	14.40	14.95	<b>14.84</b>	14.81
	<b>BS</b>	16.09	14.43	14.81	14.81	<b>14.49</b>	14.81

\*Forecasts announced on November 14, 2002 remain unchanged.

(Supplementary financial data)

## Consolidated Statements of Cash Flows

	Year ended	(Millions of yen)				Remarks
	Mar. 2002	Year ending Mar. 2003				
	Full year	1Q	2Q	First half	3Q	
Cash flows from operating activities	34,017	7,812	6,771	14,583	5,655	Income before income tax ¥ 3,735 million Depreciation and amortization ¥ 6,017 million Payment of income tax ¥ (1,556) million Change in working capital ¥(2,637) million Others ¥ 94 million Total ¥ 5,655 million Capex ¥ 4,020 Repayment of loan ¥ 1,713
Cash flows from investing activities	(24,346)	(3,934)	(3,912)	(7,846)	(4,053)	
Cash flows from financing activities	(8,317)	(6,165)	(2,548)	(8,713)	(1,568)	
Effective of exchange rate changes on cash and cash equivalents	669	(422)	82	(340)	(15)	
Cash and cash equivalents at beginning of year	11,930	13,952	11,241	13,952	11,634	
Cash and cash equivalents at end of year	13,952	11,241	11,634	11,634	11,652	



(Supplementary financial data)

## Long Term Consolidated Sales and Income by Division

Quarterly Base

(Millions of yen)

	FY ended Mar. 02					FY ending Mar. 03 estimate				
	1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	Year *	
Bearing related products	26,299	24,889	23,166	25,759	100,113	26,420	23,638	<b>23,845</b>	100,000	
Other machinery components	5,722	5,284	5,190	5,715	21,911	5,249	5,002	<b>4,879</b>	19,500	
<b>Machined components business</b>	<b>32,021</b>	<b>30,174</b>	<b>28,358</b>	<b>31,472</b>	<b>122,025</b>	<b>31,668</b>	<b>28,641</b>	<b>28,723</b>	<b>119,500</b>	
Rotary components	18,412	17,505	19,435	21,088	76,440	20,793	18,140	<b>20,521</b>	78,000	
Other electronic devices	19,212	18,850	20,444	21,356	79,862	19,908	18,097	<b>19,480</b>	74,500	
Electronic devices and components business	37,624	36,354	39,879	42,446	156,303	40,699	36,241	<b>40,000</b>	152,500	
Consumer business and others	343	366	300	7	1,016	-	-	-	-	
<b>Total sales</b>	<b>69,988</b>	<b>66,894</b>	<b>68,536</b>	<b>73,926</b>	<b>279,344</b>	<b>72,367</b>	<b>64,882</b>	<b>68,723</b>	<b>272,000</b>	
<b>Machined components business</b>	<b>7,014</b>	<b>5,550</b>	<b>4,678</b>	<b>4,893</b>	<b>22,135</b>	<b>5,098</b>	<b>4,065</b>	<b>4,771</b>	<b>18,850</b>	
Electronic devices and components business	(457)	383	296	(384)	(162)	933	80	<b>748</b>	2,650	
Consumer business and others	(3)	9	(9)	3	0	-	-	-	-	
<b>Operating income</b>	<b>6,554</b>	<b>5,942</b>	<b>4,964</b>	<b>4,512</b>	<b>21,972</b>	<b>6,031</b>	<b>4,145</b>	<b>5,519</b>	<b>21,500</b>	
<b>Ordinary income</b>	<b>4,804</b>	<b>4,148</b>	<b>3,835</b>	<b>3,208</b>	<b>15,995</b>	<b>4,524</b>	<b>3,143</b>	<b>4,036</b>	<b>16,500</b>	
Income before income taxes	-	-	-	-	-	12,948	4,203	2,614	<b>3,735</b>	14,500
<b>Net income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,298</b>	<b>1,903</b>	<b>640</b>	<b>1,889</b>	<b>6,500</b>	

\*Forecasts announced on November 14, 2002 remain unchanged.

Semiannual Base

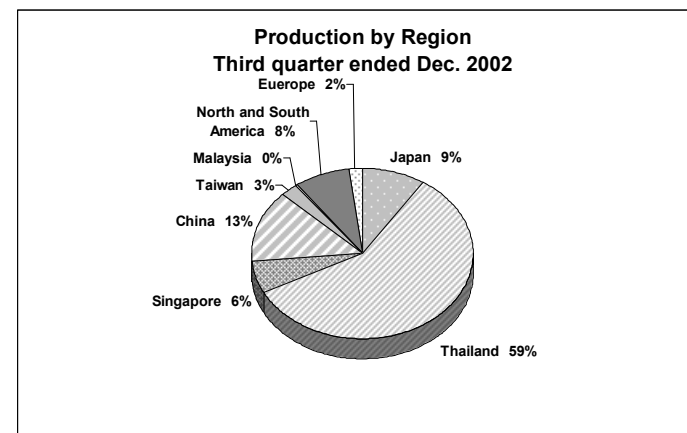
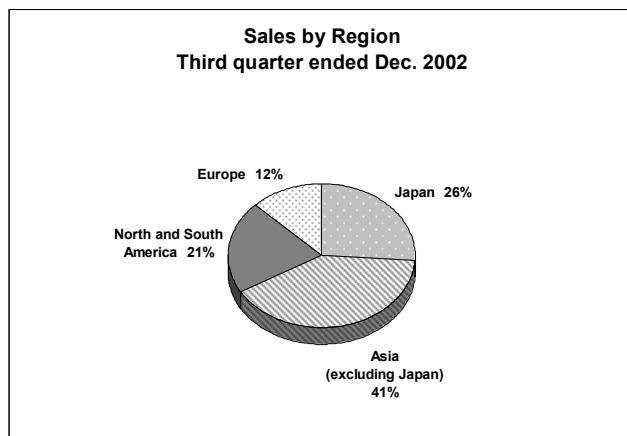
(Millions of yen)

	FY ended Mar. 99			FY ended Mar. 00			FY ended Mar. 01			FY ended Mar. 02			FY ending Mar. 03 estimate		
	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H *	Year *
Bearing related products	56,148	53,387	109,535	52,020	49,827	101,847	49,343	51,753	101,096	51,188	48,925	100,113	50,058	49,942	100,000
Other machinery components	13,789	13,483	27,272	12,495	13,392	25,887	11,610	11,755	23,365	11,006	10,905	21,911	10,251	9,249	19,500
<b>Machined components business</b>	<b>69,937</b>	<b>66,870</b>	<b>136,807</b>	<b>64,515</b>	<b>63,219</b>	<b>127,734</b>	<b>60,953</b>	<b>63,508</b>	<b>124,461</b>	<b>62,195</b>	<b>59,830</b>	<b>122,025</b>	<b>60,309</b>	<b>59,191</b>	<b>119,500</b>
Rotary components	33,904	30,885	64,789	32,148	31,610	63,758	35,628	37,975	73,603	35,917	40,523	76,440	38,933	39,067	78,000
Other electronic devices	49,185	43,629	92,814	41,176	41,199	82,375	39,844	38,463	78,307	38,062	41,800	79,862	38,005	36,495	74,500
Electronic devices and components business	83,089	74,514	157,603	73,324	72,809	146,133	75,472	76,438	151,910	73,978	82,325	156,303	76,940	75,560	152,500
Consumer business and others	1,817	9,097	10,914	5,325	5,565	10,890	5,699	4,975	10,674	709	307	1,016	-	-	-
<b>Total sales</b>	<b>154,848</b>	<b>150,476</b>	<b>305,324</b>	<b>143,164</b>	<b>141,593</b>	<b>284,757</b>	<b>142,124</b>	<b>144,921</b>	<b>287,045</b>	<b>136,882</b>	<b>142,462</b>	<b>279,344</b>	<b>137,249</b>	<b>134,751</b>	<b>272,000</b>
<b>Machined components business</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,996</b>	<b>12,019</b>	<b>11,887</b>	<b>23,906</b>	<b>12,564</b>	<b>9,571</b>	<b>22,135</b>	<b>9,163</b>	<b>9,687</b>	<b>18,850</b>
Electronic devices and components business	-	-	-	-	-	8,254	4,669	3,590	8,259	(74)	(88)	(162)	1,013	1,637	2,650
Consumer business and others	-	-	-	-	-	819	489	323	812	6	(6)	0	-	-	-
<b>Operating income</b>	<b>19,735</b>	<b>18,811</b>	<b>38,546</b>	<b>16,450</b>	<b>14,619</b>	<b>31,069</b>	<b>17,177</b>	<b>15,800</b>	<b>32,977</b>	<b>12,496</b>	<b>9,476</b>	<b>21,972</b>	<b>10,176</b>	<b>11,324</b>	<b>21,500</b>
<b>Ordinary income</b>	<b>11,489</b>	<b>8,732</b>	<b>20,221</b>	<b>12,237</b>	<b>9,285</b>	<b>21,522</b>	<b>12,987</b>	<b>11,739</b>	<b>24,726</b>	<b>8,952</b>	<b>7,043</b>	<b>15,995</b>	<b>7,667</b>	<b>8,833</b>	<b>16,500</b>
Income before income taxes	6,109	12,326	18,435	(10,331)	3,719	(6,612)	11,755	10,632	22,387	8,040	4,908	12,948	6,817	7,683	14,500
<b>Net income</b>	<b>2,547</b>	<b>8,960</b>	<b>11,507</b>	<b>(5,289)</b>	<b>2,612</b>	<b>(2,677)</b>	<b>7,084</b>	<b>7,742</b>	<b>14,826</b>	<b>4,384</b>	<b>914</b>	<b>5,298</b>	<b>2,543</b>	<b>3,957</b>	<b>6,500</b>

\*Forecasts announced on November 14, 2002 remain unchanged.

(Supplementary financial data)

## Consolidated Sales and Production by Region



Sales by region

(Millions of yen)

	FY ended Mar. 01	FY ended Mar. 02			FY ending Mar. 03			
		1H	2H	YR	1Q	2Q	1H	3Q
Japan	109,591	44,111	38,910	83,021	19,680	19,170	38,850	<b>17,853</b>
Asia (excluding Japan)	84,687	44,583	52,175	96,758	27,679	23,917	51,596	<b>28,029</b>
North and South America	58,203	29,704	31,029	60,733	15,292	14,084	29,376	<b>14,297</b>
Europe	34,564	18,484	20,348	38,832	9,716	7,710	17,426	<b>8,543</b>
<b>Total</b>	<b>287,045</b>	<b>136,882</b>	<b>142,462</b>	<b>279,344</b>	<b>72,367</b>	<b>64,882</b>	<b>137,249</b>	<b>68,723</b>

Production by region

(Millions of yen)

	FY ended Mar. 01	FY ended Mar. 02			FY ending Mar. 03			
		1H	2H	YR	1Q	2Q	1H	3Q
Japan	40,149	16,279	13,330	29,609	6,287	6,491	12,778	<b>6,345</b>
Thailand	163,494	74,208	81,952	156,160	40,898	36,261	77,159	<b>39,996</b>
Singapore	18,789	8,937	8,045	16,982	4,447	4,951	9,398	<b>4,342</b>
China	30,640	14,521	17,070	31,591	10,176	7,213	17,389	<b>9,201</b>
Taiwan	5,407	4,293	4,548	8,841	1,883	1,951	3,834	<b>1,728</b>
Malaysia	1,062	687	836	1,523	390	257	647	<b>218</b>
Asia (excluding Japan)	219,392	102,646	112,451	215,097	57,794	50,633	108,427	<b>55,485</b>
North and South America	22,122	15,087	13,258	28,345	6,634	6,224	12,858	<b>5,496</b>
Europe	5,382	2,870	3,423	6,293	1,652	1,534	3,186	<b>1,397</b>
<b>Total</b>	<b>287,045</b>	<b>136,882</b>	<b>142,462</b>	<b>279,344</b>	<b>72,367</b>	<b>64,882</b>	<b>137,249</b>	<b>68,723</b>

(Excluding consumer business)

(Millions of yen)

	FY ended Mar. 01	FY ended Mar. 02			FY ending Mar. 03			
		1H	2H	YR	1Q	2Q	1H	3Q
Japan	29,474	15,570	13,330	28,900	6,287	6,491	12,778	<b>6,345</b>
Thailand	163,494	74,208	81,952	156,160	40,898	36,261	77,159	<b>39,996</b>
Singapore	18,789	8,937	8,045	16,982	4,447	4,951	9,398	<b>4,342</b>
China	30,640	14,521	17,070	31,591	10,176	7,213	17,389	<b>9,201</b>
Taiwan	5,407	4,293	4,548	8,841	1,883	1,951	3,834	<b>1,728</b>
Malaysia	1,062	687	836	1,523	390	257	647	<b>218</b>
Asia (excluding Japan)	219,392	102,646	112,451	215,097	57,794	50,633	108,427	<b>55,485</b>
North and South America	22,122	15,087	13,258	28,345	6,634	6,224	12,858	<b>5,496</b>
Europe	5,382	2,870	3,116	5,986	1,652	1,534	3,186	<b>1,397</b>
<b>Total</b>	<b>276,370</b>	<b>136,173</b>	<b>142,155</b>	<b>278,328</b>	<b>72,367</b>	<b>64,882</b>	<b>137,249</b>	<b>68,723</b>

(Supplementary financial data)

## Other Financial Data

Capex, Depreciation, R&D costs

(Millions of yen)

	FY ended Mar. 2001	FY ended Mar. 2002	FY ending Mar. 2003					Full year est.*
			1Q	2Q	1H	3Q	2H est.*	
<b>Capital expenditure</b>	39,876	26,245	3,870	4,149	8,019	<b>4,020</b>	14,581	22,600
<b>Depreciation (including intangible fixed asset)</b>	22,149	24,385	5,823	5,627	11,450	<b>5,720</b>	13,650	25,100
<b>Research and development costs</b>	9,193	10,682	2,325	2,457	4,782	<b>2,493</b>	5,918	10,700

\*Forecasts announced on November 14, 2002 remain unchanged except for capital expenditure.

Number of Group Employees

(Persons)

	Mar. 2002	Jun. 2002	Sep. 2002	Dec. 2002
<b>Group</b>	43,758	43,424	44,054	<b>43,502</b>
<b>Japan</b>	3,093	3,105	3,087	<b>3,057</b>
<b>Thailand</b>	31,390	31,113	30,840	<b>30,733</b>
<b>China</b>	3,902	4,034	5,043	<b>4,974</b>
<b>Other Asia countries</b>	2,216	2,086	2,003	<b>1,772</b>
<b>Europe</b>	1,072	1,050	1,045	<b>963</b>
<b>North and South America</b>	2,085	2,036	2,036	<b>2,003</b>