



Business Results

Third Quarter of Fiscal Year ending March 31, 2004

Minebea Co., Ltd.

**Tsugio Yamamoto
Representative Director,
President and Chief Executive Officer
February 6, 2004**

Consolidated Results for Third Quarter of Fiscal Year ending March 31, 2004

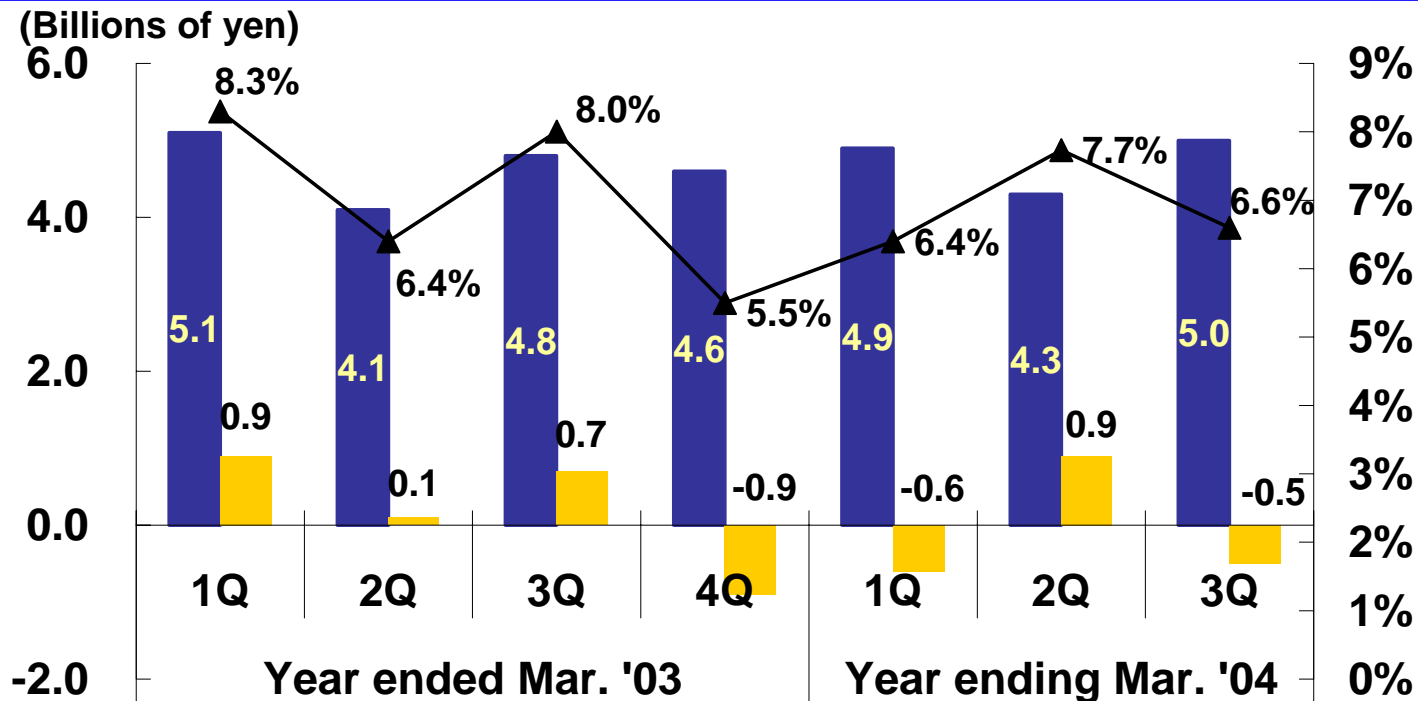
(Millions of yen)	Year ended Mar. '03	--- Year ending Mar. '04 ---		3Q Change	
	3Q	2Q	3Q	yoy	qoq
Net Sales	68,723	67,252	68,728	+0.0%	+2.2%
Operating Income	5,519	5,208	4,531	-17.9%	-13.0%
Ordinary Income	4,036	4,273	3,707	-8.2%	-13.2%
Income before Income Taxes	3,735	4,122	3,590	-3.9%	-12.9%
Net Income	1,889	2,305	1,622	-14.1%	-29.6%

Net Sales and Operating Income by Segment

Income of machined components business expanded.

(Millions of yen)	--- Year ended Mar. '03 ---				--- Year ending Mar. '04 ---			3Q Change	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	yoy	qoq
[Net Sales]									
Machined components business	31,668	28,641	28,723	29,085	28,606	27,059	27,434	-4.5%	+1.4%
Bearing-related products	26,420	23,638	23,845	24,035	23,959	23,169	23,324	-2.2%	+0.7%
Other machined components	5,249	5,002	4,879	5,050	4,646	3,892	4,109	-15.8%	+5.6%
Electronic devices and components business	40,699	36,241	40,000	37,144	37,883	40,193	41,294	+3.2%	+2.7%
Rotary Components	20,793	18,140	20,521	19,734	21,458	22,184	22,209	+8.2%	+0.1%
Other electronic devices	19,908	18,097	19,480	17,412	16,424	18,011	19,084	-2.0%	+6.0%
Total Net Sales	72,367	64,882	68,723	66,230	66,489	67,252	68,728	+0.0%	+2.2%
[Operating Income]									
Machined components business	5,098	4,065	4,771	4,585	4,908	4,270	5,035	+5.5%	+17.9%
Electronic devices and components business	933	80	748	-929	-648	937	-503	-	-
Total Operating Income	6,031	4,145	5,519	3,657	4,259	5,208	4,531	-17.9%	-13.0%

Operating Income by Segment



■ Machined components ■ Electronic devices and components ▲ Total operating margin

Operating margin by segment	Year ended Mar. '03				Year ending Mar. '04		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Machined components business	16.1%	14.2%	16.6%	15.8%	17.2%	15.8%	18.4%
Electronic devices and components business	2.3%	0.2%	1.9%	-2.5%	-1.7%	2.3%	-1.2%

(Operating margin of machined components segment: external sales basis)

Third Quarter Results

- 3Q shipments and production of main products reached record high.
Ball Bearings, Pivot Assemblies, Spindle Motors
- However, businesses were affected by continuous pricing pressure and FX fluctuation.

➔ Margin of machined components business made considerable improvement and income expanded. This is as a result of successful implementation of measures to expand sales and advance productivity of ball bearings.

Deterioration in profitability of electronic devices and components business lowered overall consolidated results.

Products with wide differential from plan:

Spindle Motors

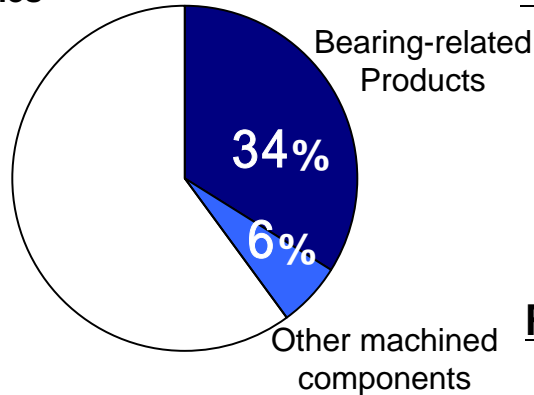
Keyboards

Sales Breakdown

Pivot assemblies, spindle motors, lighting devices and keyboards expanded sales.

Machined Components Business

Sales



Bearing-Related Products

Ball bearings: (23% of total sales) -2% qoq,

Shipments increased 10% from 2Q.

Favorable sales for air conditioners and fan motors

Rod-end & spherical bearings: (4%) +0%, Remained at same level

Pivot assemblies: (7%) +10%, Strong HDD demand and gain of market share.

Rotary Components

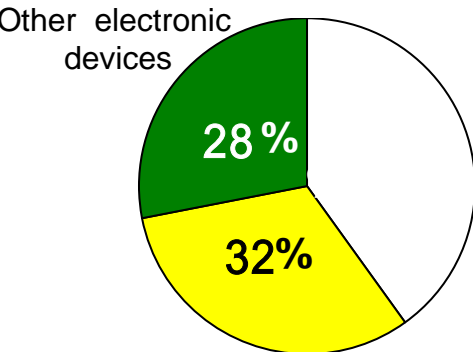
Spindle motors: (17%) +5%, Expanded sales for 3.5 inch HDD.

Fan motors: (9%) -6%, Weak demand from game machine segment and less than expected growth for PC applications.

Stepping motors: (7%) -2%, Increase in sales volume for ODD applications.

Electronic Devices and Components Business

Sales



Other Electronic Devices

Keyboards: (11%) +25%, Recovered sales.

Electronic devices: (7%) +6%, Sales expansion of lighting devices.

Power electronics: (4%) -9%,

Decreasing sales before the completion of withdrawal.

Speakers: (4%) -15%, Seasonal effect.

3Q Sales by User Industry & by Region

Sales for PC and OA applications expanded. Within home electronics, businesses of ball bearings and fan motors were robust.

Sales by User Industry

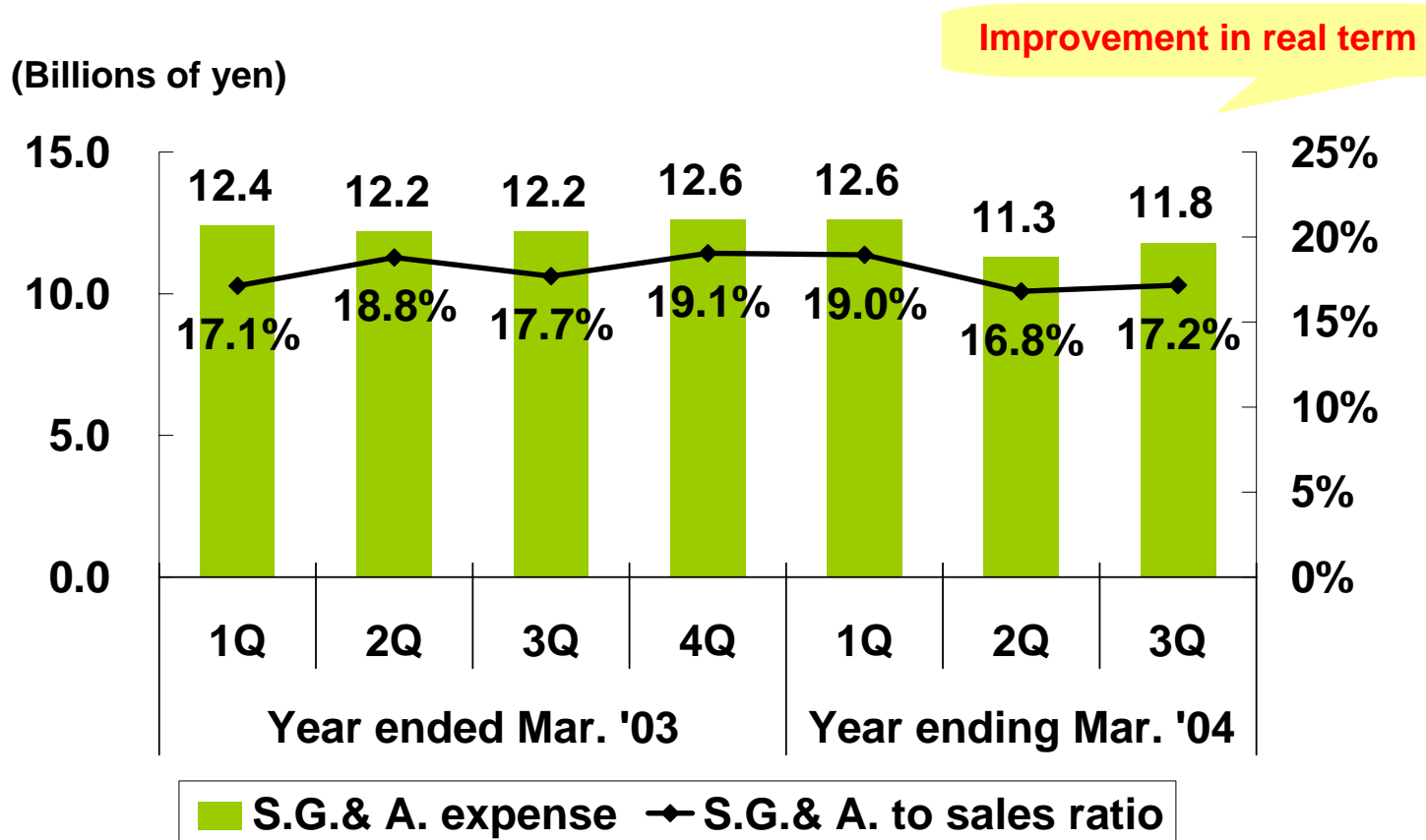
	Automobile	Aerospace	Home electronics	Office automation	PC and PC related equipment	Motor	Others	Total
% of Sales	7.6%	8.6%	8.3%	11.4%	47.5%	5.2%	11.5%	100.0%
Change qoq	+1.3%	+1.6%	-13.5%	+9.2%	+6.1%	-4.7%	-1.9%	+2.2%
Change yoy	+9.2%	-6.2%	-10.2%	+26.5%	-0.1%	-6.2%	-8.9%	+0.0%

Sales by Region

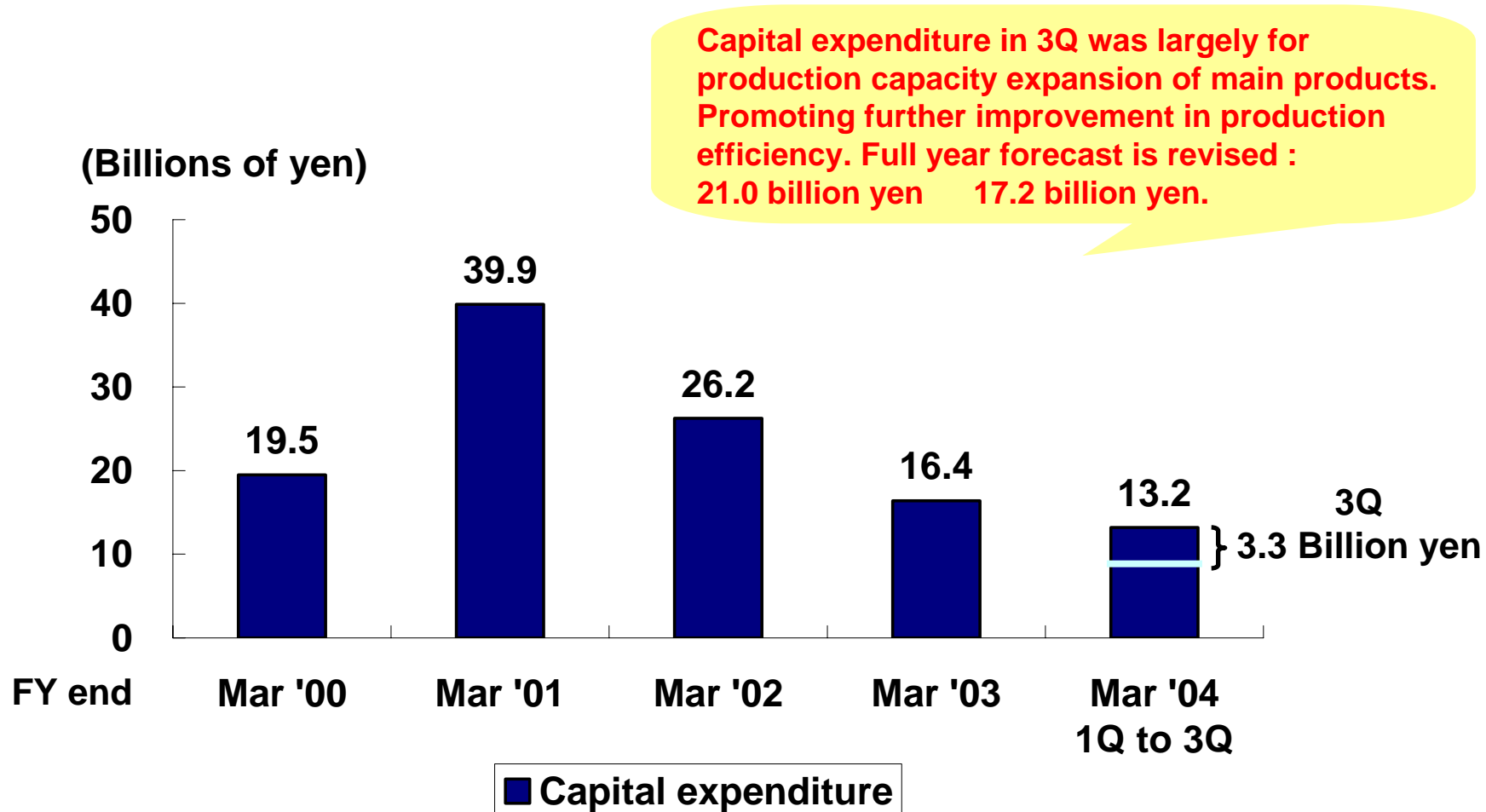
	Japan	Asia (ex-Japan)	North and South America	Europe	Total
% of Sales	25.7%	45.6%	17.2%	11.5%	100.0%
Change qoq	+7.6%	-0.9%	+3.5%	+1.4%	+2.2%
Change yoy	-1.2%	+11.8%	-17.3%	-7.3%	+0.0%

Excluding FX effect, sales in Asia increased 6% qoq and 22% yoy, led by strong growth in Greater China region.

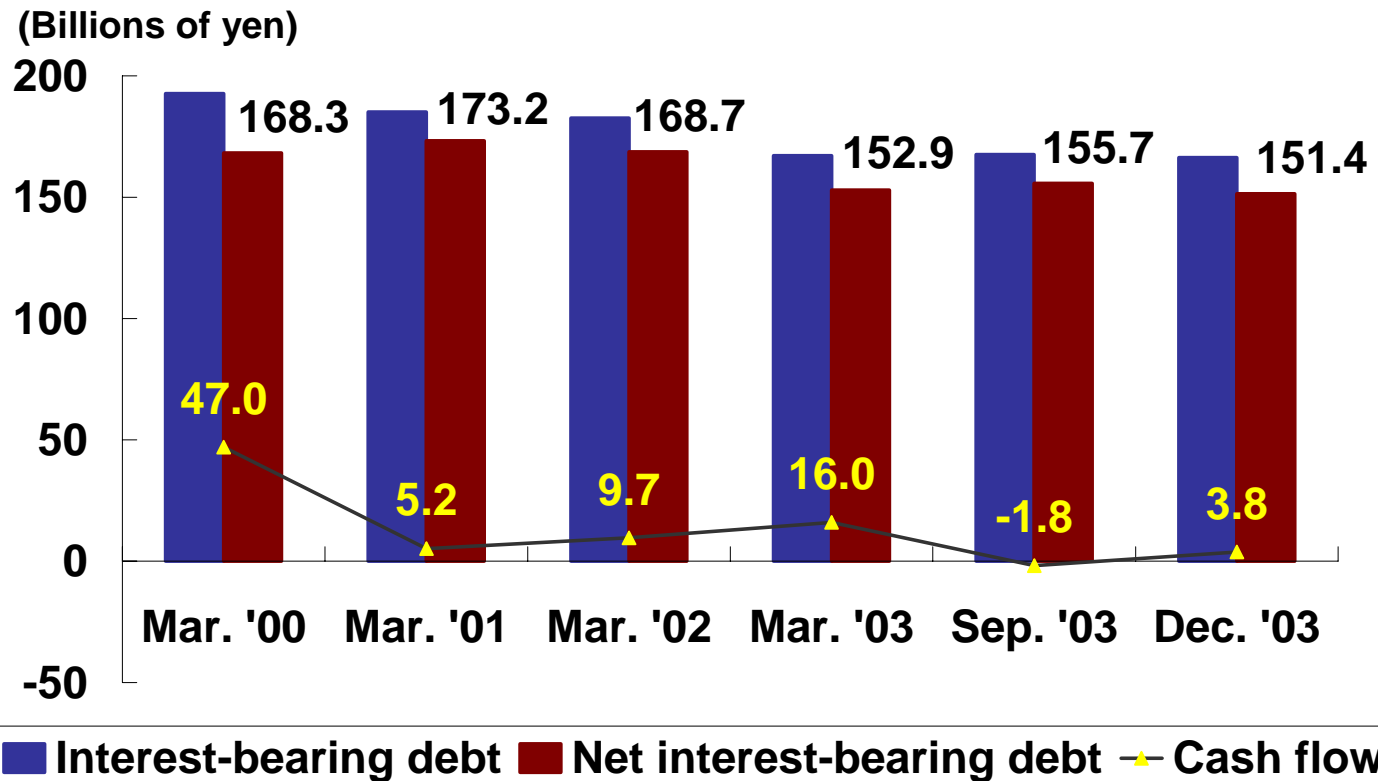
S.G.& A. Expenses



Capital Expenditure



Interest-Bearing Debt



Ball Bearings

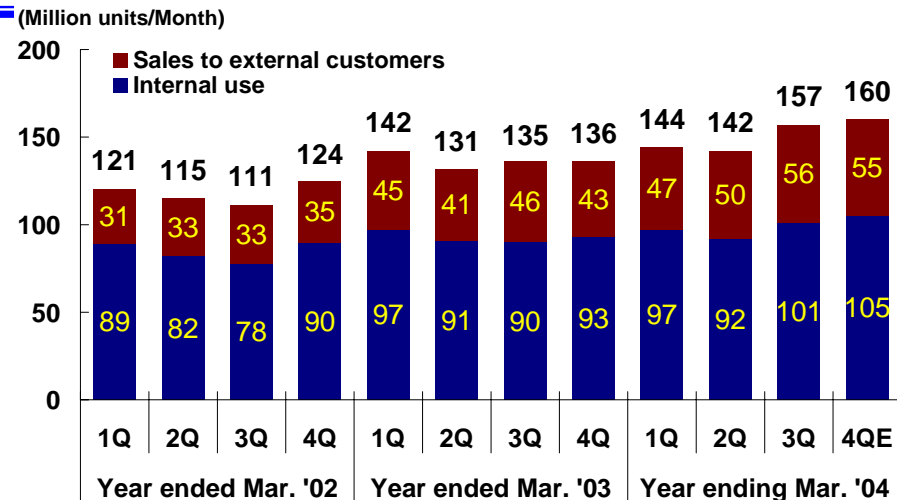
- Measures taken to expand and reinforce ball bearing business are making steady progress.
- Monthly external sales are over 100 million units on a stable basis. Total shipments, including internal use, have added more than 10% in six months.
- Increase in internal use is attributable to sales expansion of pivot assemblies.
- Reduction in production costs makes up for decline in unit price and thereby maintaining or expanding margin.

2003 International Bearing Industry Exhibition for China



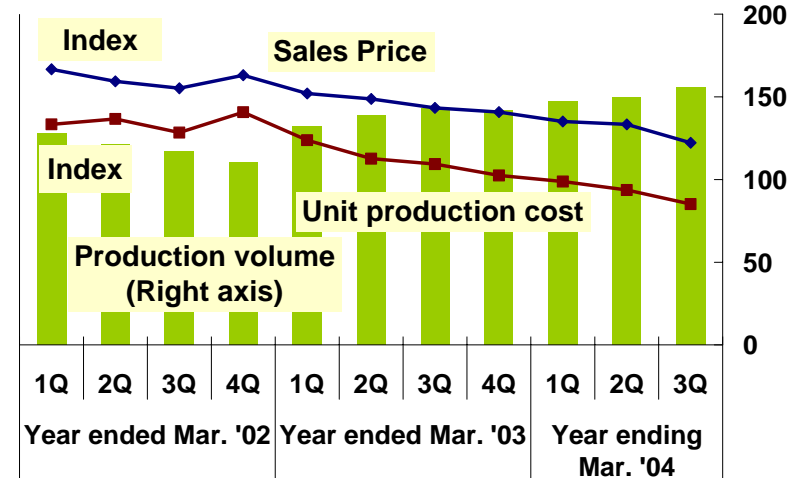
February 6, 2004

Miniature and Small-sized Ball Bearing Shipments



Miniature and Small-sized Ball Bearing Shipments

Sales Price, Unit Production Cost (Millions of yen/Month)



HDD Spindle Motors

- Demand for 3.5inch desktop HDD is expanding for consumer electronics. 4Q production of 5.5 million units per month is due to temporary adjustment in demand.
- Shipments of ball bearing motors for 1.8inch HDD are expanding .
- Continue to focus on improvement of profitability.
- In process of developing 2.5 inch FDB motors.



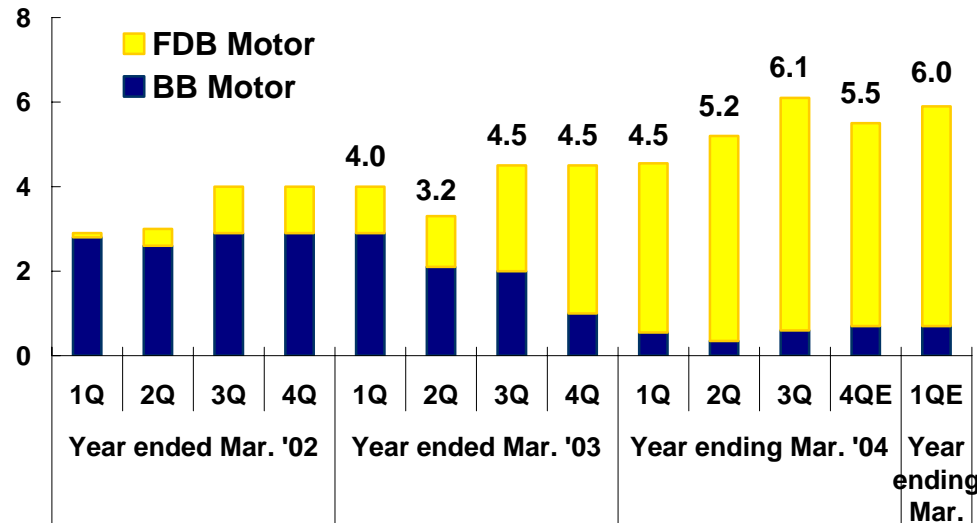
PMDM Expansion

(Motor development technology center in Germany)

- Plant to extend floor space by 1.3 times, by building an extension with area space of 3,000m². Planned expenditure is approximately 1 billion yen.
- Aim to lift development capacity of new FDB motor products and swiftly respond to development of new generation HDD – main area of expansion is performance test and life test.

HDD Spindle Motor Shipments

(Million units/Month)



Joint Venture with Matsushita Electric Industrial Co., Ltd.

Date of establishment (Planned) Apr. 2004

Minebea-Matsushita Motor Corporation

Aim to become the world's No.1 motor company
by integrating the parent companies'
advanced production engineering and
product development technologies.

Fan Motor (Bearing, Sleeve)
Stepping Motor (Hybrid, PM)
Vibration Motor
DC Brush Motor

Use of economies of scale
Enhanced product lineup
Standardization of production process
and design technique
Development of magnet, material,
high analytic technology etc.

Set up Business Integration Promotion Committee and began preparation as scheduled.
Partly started transferring production equipment.

Synergy Effect in Minebea Group

Reinforce sales and marketing to
Matsushita Group

Make a full entry into motor market
for home electric appliances

Build up motor product lineup for
white goods applications.
Strengthen businesses for home electric
appliances and audiovisual products.
Further reinforce businesses for digital home
electrical appliances.

Synergy effect in purchasing and logistics

Use of advantage of increased volume

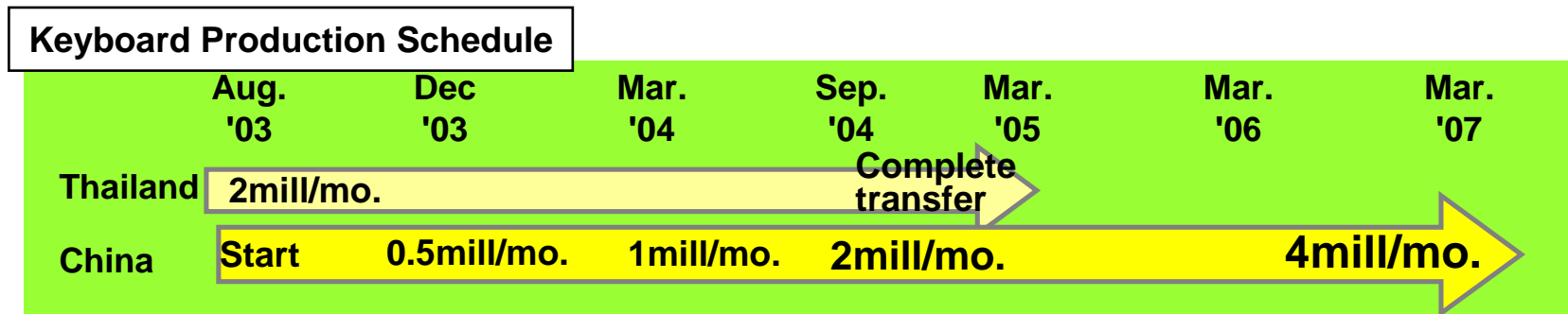
Expand parts supplying business for HDD FDB motors

Continue to supply parts for most sizes of HDD FDB motors (baseplate, hub and others)

Other Main Business of Electronic Devices and Components Segment

Keyboard Business

- Smooth launch of SST enables earlier transfer from Thailand by 6 months. Complete transfer by March 2005.
- Temporary decline in profitability due to increased fixed costs related to transfer process.



Lighting Devices Business

- There is temporal adjustment, however, sales and orders are on a steadily increasing trend. Effective implementation of new product development projects has led to a large number of new orders for use in mobile telephones released this spring.

Continuous Technological Development

- High-intensity model, high definition model
- Thin model
- Dual side backlight
- Corner LED backlight
- Large sized LCD (moving picture)

Progress of Measures (Announced in May 2003) for the Current Fiscal Year

Six measures

1. Expand and further strengthen **Ball Bearing** business
2. Improve profitability of **HDD Spindle Motor** business
3. Improve profitability of **Pivot Assemblies**
4. Improve profitability of **Other Electronic Device Products**
5. Further expand **Fan Motor** business
6. Terminate **Switching Power Supplies and Related businesses**

Outlook for the Fourth Quarter

Operating environment from January onward

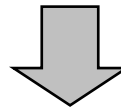
- Economic condition is on an improving trend, however, effect of further yen appreciation is a concern.
- Adjustment in PC and related sector, and in 3.5inch HDD market is expected until February. Demand for consumer electronics and digital home electric appliances continues to expand.

Machined components business:

Further expand profitability, particularly in ball bearings business.

Electronic devices and components business:

Promote development and sales of products for new market segment and enhance cost reduction measures.



Sales and income outlook

(Billions of yen)	3Q		⇒	4Q	
	Net sales	Operating income		Net sales	Operating income
Machined components business	27.4	5.0	⇒	28.4	5.5
Electronic devices and components business	41.3	-0.5	⇒	40.1	-0.5
Total	68.7	4.5	⇒	68.5	5.0

Full year

Net sales	275 billion yen	⇒	271 billion yen
Operating income	21 billion yen	⇒	19 billion yen

Forecast for Fiscal Year ending March 31, 2004

(Millions of yen)	Year ended Mar. '03	--- Year ending Mar. '04 ---			Change	Previous forecast
	Full year	1H	2H revised est.	Full year revised est.	yoy	Full year
Net Sales	272,202	133,741	137,259	271,000	-0.4%	275,000
Operating Income	19,352	9,467	9,533	19,000	-1.8%	21,000
Ordinary Income	13,420	7,558	7,742	15,300	+14.0%	17,000
Income before Income Taxes	495	6,299	7,801	14,100	28x	16,000
Net Income	-2,434	2,726	3,974	6,700	-	8,500

Forecast for Net Sales and Operating Income by Segment

(Millions of yen)	Year ended Mar. '03	--- Year ending Mar. '04 ---			Change yoy	Previous forecast		Full year vs. forecast
		1H	2H est.	Full year est.		2H est.	Full year est.	
[Net Sales]								
Machined components business	118,117	55,665	55,835	111,500	-5.6%	59,335	115,000	97.0%
Bearing-related products	97,938	47,128	47,622	94,750	-3.3%	50,272	97,400	97.3%
Other machined components	20,180	8,538	8,212	16,750	-17.0%	9,062	17,600	95.2%
Electronic devices and components business	154,084	78,076	81,424	159,500	+3.5%	81,924	160,000	99.7%
Rotary components	79,188	43,642	44,608	88,250	+11.4%	46,058	89,700	98.4%
Other electronic devices	74,897	34,435	36,815	71,250	-4.9%	35,865	70,300	101.4%
Total Net Sales	272,202	133,741	137,259	271,000	-0.4%	141,259	275,000	98.5%
[Operating Income]								
Machined components business	18,519	9,178	10,522	19,700	+6.4%	10,322	19,500	101.0%
Electronic devices and components business	832	289	-989	-700	-	1,211	1,500	-
Toal Operating Income	19,352	9,467	9,533	19,000	-1.8%	11,533	21,000	90.5%

Business Results

Third Quarter of Fiscal Year ending March 31, 2004

Minebea Co., Ltd.

<http://www.minebea.co.jp/>

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.