



# ***Minebea***

## **Minebea Co., Ltd.**

### **Supplementary Data for Business Results**

**First Quarter of Fiscal Year ending March 31, 2005**

(August 11, 2004)

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.

# Consolidated Balance Sheets (Assets)

(Millions of yen)

	Year ended Mar. 04				Year ending Mar. 05	Change Mar.04 - Jun.04	Remarks
	1Q (Jun. 03)	2Q (Sep. 03)	3Q (Dec. 03)	4Q (Mar. 04)	1Q (Jun. 04)		
<b>Current assets</b>	137,822	132,800	137,045	138,953	<b>151,302</b>	<b>12,349</b>	<ul style="list-style-type: none"> <li>Related to Minebea-Matsushita Motor Corporation ¥6,165 million</li> <li>Taken over from Matsushita* ¥3,096 million</li> <li>Effect of FX fluctuation ¥742 million</li> <li>Taken over from Matsushita* ¥3,118 million</li> <li>Effect of FX fluctuation ¥471 million</li> <li>Taken over from Matsushita* ¥6,964 million</li> <li>Effect of FX fluctuation ¥759 million</li> <li>Capital expenditure ¥4,988 million</li> <li>Depreciation ¥(5,532) million</li> <li>Decrease in deferred tax assets ¥(1,208) million</li> </ul>
<b>Cash and cash equivalents</b>	14,723	11,850	14,824	24,780	<b>22,109</b>	<b>(2,671)</b>	
<b>Notes and accounts receivable</b>	58,071	58,577	59,322	58,241	<b>61,013</b>	<b>2,772</b>	
<b>Inventories</b>	45,503	45,351	45,631	41,534	<b>47,313</b>	<b>5,779</b>	
<b>Others</b>	19,523	17,021	17,267	14,397	<b>20,865</b>	<b>6,468</b>	
<b>Fixed assets</b>	192,614	184,554	176,780	175,916	<b>181,500</b>	<b>5,584</b>	
<b>Tangible fixed assets</b>	163,043	156,409	150,474	148,457	<b>155,233</b>	<b>6,776</b>	
<b>Intangible fixed assets</b>	13,526	12,867	12,357	12,403	<b>12,141</b>	<b>(262)</b>	
<b>Investment and other assets</b>	16,045	15,277	13,948	15,055	<b>14,125</b>	<b>(930)</b>	
<b>Deferred assets</b>	11	9	53	45	<b>105</b>	<b>60</b>	
<b>Total assets</b>	330,448	317,365	313,878	314,915	<b>332,908</b>	<b>17,993</b>	Taken over from Matsushita* ¥16,542 million

\* Matsushita Electric Industrial Co., Ltd.

# Consolidated Balance Sheets (Liabilities)

(Millions of yen)

	Year ended Mar. 04				Year ending	Change Mar.04 - Jun.04	Remarks
	1Q (Jun. 03)	2Q (Sep. 03)	3Q (Dec. 03)	4Q (Mar. 04)	Mar. 05 1Q (Jun. 04)		
<b>Current liabilities</b>	140,029	135,873	122,683	167,626	<b>179,578</b>	<b>11,952</b>	Effect of FX fluctuation ¥(62) million
<b>Notes and accounts payable</b>	25,028	24,572	27,791	22,777	<b>27,587</b> *1	<b>4,810</b>	Short-term loans payable ¥75,448 million Commercial paper ¥4,000 million Current portion of long-term loans payable ¥6,428 million Bonds ¥10,000 million Convertible bonds ¥27,080 million ¥122,956 million
<b>Short-term interest-bearing debts</b>	81,093	84,825	73,201	119,642	<b>122,956</b>	<b>3,314</b> *1	
<b>Others</b>	33,905	26,472	21,687	25,203	<b>29,031</b>	<b>3,828</b>	
<b>Long-term liabilities</b>	88,184	84,450	94,098	52,743	<b>52,935</b>	<b>192</b>	
<b>Long-term interest-bearing debts</b>	86,248	82,752	93,060	51,842	<b>51,861</b> *2	<b>19</b> *2	Bonds ¥28,000 million Bond with warrant ¥4,000 million Long-term loans payable ¥19,861 million ¥51,861 million
<b>Others</b>	1,935	1,697	1,036	900	<b>1,073</b>	<b>173</b>	
<b>Total liabilities</b>	228,214	220,324	216,781	220,370	<b>232,513</b>	<b>12,143</b>	Taken over from Matsushita* ¥11,472 million
<b>Minority interest in Consolidated subsidiaries</b>	1,135	962	804	678	<b>5,342</b>	<b>4,664</b>	<Increase Factor> Net income ¥208 million Increase in difference on revaluation of other marketable securities ¥111 million Decrease in foreign currency translation Adjustments ¥866 million <Decrease Factor> Decrease in treasury stock ¥1 million
<b>Shareholders' equity</b>	101,099	96,078	96,292	93,866	<b>95,052</b>	<b>1,186</b>	
<b>Total liabilities and Shareholders' equity</b>	330,448	317,365	313,878	314,915	<b>332,908</b>	<b>17,993</b>	
<b>Interest-bearing debts</b>	167,341	167,577	166,261	171,484	<b>174,817</b>	<b>3,333</b>	Effect of FX fluctuation ¥299 million Difference of principal ¥3,034 million
<b>Net interest-bearing debts</b>	152,618	155,727	151,437	146,704	<b>152,708</b>	<b>6,004</b>	Effect of FX fluctuation ¥43 million Difference of principal ¥5,961 million of which taken over from Matsushita* ¥4,651 million

\* Matsushita Electric Industrial Co., Ltd.

# Consolidated Statements of Income

	Year ended Mar. 04							(Millions of yen) Year ending Mar. 05	Remarks
	1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	
<b>Net sales</b>	<b>66,489</b>	<b>67,252</b>	<b>133,741</b>	<b>68,728</b>	<b>66,105</b>	<b>134,833</b>	<b>268,574</b>	<b>71,324</b>	
<b>Cost of sales</b>	49,627	50,758	100,385	52,364	50,511	102,875	203,260	<b>56,663</b>	
<b>Gross profit</b>	16,862	16,494	33,356	16,364	15,593	31,957	65,313	<b>14,661</b>	
<b>Gross profit margin</b>	25.4%	24.5%	24.9%	23.8%	23.6%	23.7%	24.3%	<b>20.6%</b>	
<b>S.G.&amp;A. expenses</b>	12,602	11,287	23,889	11,832	11,487	23,319	47,208	<b>11,858</b>	
<b>S.G.&amp;A. expenses margin</b>	19.0%	16.8%	17.8%	17.2%	17.4%	17.3%	17.6%	<b>16.7%</b>	
<b>Operating income</b>	<b>4,259</b>	<b>5,208</b>	<b>9,467</b>	<b>4,531</b>	<b>4,106</b>	<b>8,637</b>	<b>18,104</b>	<b>2,802</b>	
<b>Operating income margin</b>	6.4%	7.7%	7.1%	6.6%	6.2%	6.4%	6.7%	<b>3.9%</b>	
<b>Other income (expense)</b>	(975)	(934)	(1,909)	(824)	(1,572)	(2,396)	(4,305)	<b>(819)</b>	
<b>Net interest income (expense)</b>	(816)	(809)	(1,625)	(755)	(696)	(1,451)	(3,076)	<b>(682)</b>	
<b>Others</b>	(160)	(124)	(284)	(70)	(876)	(946)	(1,230)	<b>(138)</b>	
<b>Ordinary income</b>	<b>3,285</b>	<b>4,273</b>	<b>7,558</b>	<b>3,707</b>	<b>2,535</b>	<b>6,242</b>	<b>13,800</b>	<b>1,982</b>	
<b>Extraordinary income (loss)</b>	(1,108)	(151)	(1,259)	(117)	535	418	(841)	<b>(45)</b>	cf. P.4
<b>Income (loss) before income taxes</b>	2,177	4,122	6,299	3,590	3,069	6,659	12,958	<b>1,937</b>	
<b>Income taxes</b>	1,765	1,859	3,624	2,069	1,517	3,586	7,210	<b>2,071</b>	
<b>Minority interest in earnings of consolidated subsidiaries</b>	(9)	(42)	(51)	(102)	(118)	(220)	(271)	<b>(342)</b>	
<b>Net Income (loss)</b>	<b>421</b>	<b>2,305</b>	<b>2,726</b>	<b>1,622</b>	<b>1,671</b>	<b>3,293</b>	<b>6,019</b>	<b>208</b>	

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

	(Millions of yen)
	Year ending
	Mar. 05
	1Q
<b>Extraordinary income</b>	<b>228</b>
Gain on sales of fixed assets	199
Reversal of allowance for doubtful receivables	28
<b>Extraordinary loss</b>	<b>273</b>
Loss on sales of fixed assets	5
Loss on disposal of fixed assets	115
Retirement benefit expense	152
<b>Net extraordinary income (loss)</b>	<b>(45)</b>

# Segment Information

(Millions of yen)

	Year ended Mar. 03					Year ended Mar. 04					Year ending Mar. 05
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	1Q
<b>Machined components business</b>											
<b>Net sales</b>	31,668	28,641	28,723	29,085	118,117	28,606	27,059	27,434	28,593	111,692	<b>28,256</b>
<b>Operating income</b>	5,098	4,065	4,771	4,585	18,519	4,908	4,270	5,035	5,292	19,505	<b>5,082</b>
<b>Operating income margin (Net sales based)</b>	16.1%	14.2%	16.6%	15.8%	15.7%	17.2%	15.8%	18.4%	18.5%	17.5%	<b>18.0%</b>
<b>Electronic devices and components business</b>											
<b>Net sales</b>	40,699	36,241	40,000	37,144	154,084	37,883	40,193	41,294	37,511	156,881	<b>43,067</b>
<b>Operating income</b>	933	80	748	(929)	832	(648)	937	(503)	(1,186)	(1,400)	<b>(2,279)</b>
<b>Operating income margin</b>	2.3%	0.2%	1.9%	(2.5%)	0.5%	(1.7%)	2.3%	(1.2%)	(3.2%)	(0.9%)	<b>(5.3%)</b>
<b>Total</b>											
<b>Net Sales</b>	72,367	64,882	68,723	66,230	272,202	66,489	67,252	68,728	66,105	268,574	<b>71,324</b>
<b>Operating income</b>	6,031	4,145	5,519	3,657	19,352	4,259	5,208	4,531	4,106	18,104	<b>2,802</b>
<b>Operating income margin</b>	8.3%	6.4%	8.0%	5.5%	7.1%	6.4%	7.7%	6.6%	6.2%	6.7%	<b>3.9%</b>

# Effect of FX Fluctuations on Net Sales and Operating Income

	Actual	(millions of yen) Effect of FX fluctuations	(Yen)	
			Last year 1Q	Actual 1Q
Net Sales	71,324	(4,379)	119.38	108.71
Operating Income	2,802	(106)	134.58	131.75
			2.81	2.71
			67.99	64.12
			14.41	13.14

	Actual	(millions of yen) Effect of FX fluctuations	(Yen)	
			Original rate	Actual 1Q
Net Sales	71,324	(284)	109.50	108.71
Operating Income	2,802	(2)	130.50	131.75
			2.70	2.71
			63.40	64.12
			13.20	13.14

## Exchange Rates

		Year ended Mar. 00	Year ended Mar. 01	Year ended Mar. 02	Year ended Mar. 03	Year ended Mar. 04							Year ending Mar. 05 1Q
						1Q	2Q	First half	3Q	4Q	Second half	Full year	
US\$	PL	111.90	109.77	125.11	122.29	119.38	119.05	119.22	109.83	107.61	108.72	113.97	108.71
	BS	106.05	123.90	133.25	120.20	119.80	111.25	111.25	107.13	105.69	105.69	105.69	108.43
EURO	PL	-	-	110.41	120.34	134.58	133.69	134.14	128.70	133.95	131.33	132.73	131.75
	BS	-	-	116.14	129.83	136.92	129.19	129.19	133.74	128.88	128.88	128.88	131.06
THAI BAHT	PL	2.95	2.65	2.81	2.86	2.81	2.85	2.83	2.75	2.73	2.74	2.79	2.71
	BS	2.80	2.77	3.06	2.80	2.84	2.78	2.78	2.71	2.67	2.67	2.67	2.65
S'PORE\$	PL	65.86	63.18	69.05	69.08	67.99	67.73	67.86	63.44	63.15	63.30	65.58	64.12
	BS	61.78	69.03	72.36	68.01	68.12	64.37	64.37	62.94	62.91	62.91	62.91	63.21
RMB	PL	13.65	13.40	15.11	14.77	14.41	14.39	14.40	13.28	12.99	13.14	13.77	13.14
	BS	12.82	14.96	16.09	14.48	14.46	13.50	13.50	12.94	12.79	12.79	12.79	13.08

# Consolidated Statements of Cash Flows

	(Millions of yen)							Year ending Mar. 05	Remarks
	Year ended Mar. 04								
	1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	
<b>Cash flows from operating activities</b>	6,326	(539)	5,787	6,742	9,185	15,927	21,714	<b>5,838</b>	Income before income tax ¥1,937 million Depreciation and amortization ¥5,842 million Increase in inventories ¥(2,543) million Increase in notes and accounts Payable                                ¥3,441 million Capex                                    ¥ (4,988) million Increase in loan (net) ¥(3,286) million Dividends paid ¥(2,793) million
<b>Cash flows from investing activities</b>	(4,082)	(3,494)	(7,576)	(2,913)	(4,443)	(7,356)	(14,932)	<b>(4,210)</b>	
<b>Cash flows from financing activities</b>	(1,826)	1,602	(224)	(734)	5,349	4,615	4,391	<b>(6,073)</b>	
<b>Effective of exchange rate changes on cash and cash equivalents</b>	128	(440)	(312)	(121)	(137)	(258)	(570)	<b>179</b>	
<b>Cash and cash equivalents at beginning of period</b>	14,177	14,723	14,177	11,850	14,824	11,850	14,177	<b>24,780</b>	
<b>Cash and cash equivalents at end of period</b>	14,723	11,850	11,850	14,824	24,780	24,780	24,780	<b>22,109</b>	



# Long Term Consolidated Sales and Income by Division

## Quarterly

(Millions of yen)

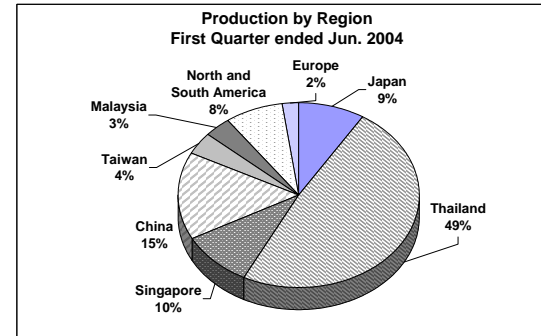
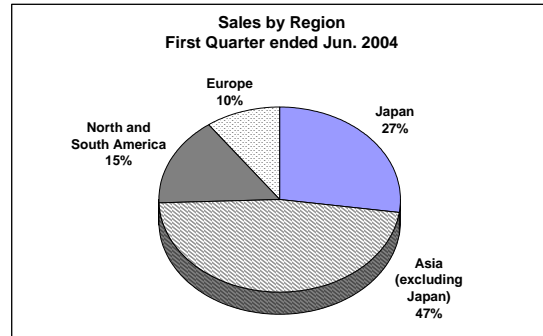
	FY ended Mar.02				FY ended Mar.03				FY ended Mar.04				FY ending Mar.05
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Bearing related products	26,299	24,889	23,166	25,759	26,420	23,638	23,845	24,035	23,959	23,169	23,324	24,152	24,247
Other machined components	5,722	5,284	5,190	5,715	5,249	5,002	4,879	5,050	4,646	3,892	4,109	4,442	4,009
<b>Machined components business</b>	<b>32,021</b>	<b>30,174</b>	<b>28,358</b>	<b>31,472</b>	<b>31,668</b>	<b>28,641</b>	<b>28,723</b>	<b>29,085</b>	<b>28,606</b>	<b>27,059</b>	<b>27,434</b>	<b>28,593</b>	<b>28,256</b>
Rotary components	18,412	17,505	19,435	21,088	20,793	18,140	20,521	19,734	21,458	22,184	22,209	20,890	26,852
Other electronic devices	19,212	18,850	20,444	21,356	19,908	18,097	19,480	17,412	16,424	18,011	19,084	16,622	16,216
Electronic devices and components business	37,624	36,354	39,879	42,446	40,699	36,241	40,000	37,144	37,883	40,193	41,294	37,511	43,067
Consumer business and others	343	366	300	7	-	-	-	-	-	-	-	-	-
<b>Total sales</b>	<b>69,988</b>	<b>66,894</b>	<b>68,536</b>	<b>73,926</b>	<b>72,367</b>	<b>64,882</b>	<b>68,723</b>	<b>66,230</b>	<b>66,489</b>	<b>67,252</b>	<b>68,728</b>	<b>66,105</b>	<b>71,324</b>
<b>Machined components business</b>	<b>7,014</b>	<b>5,550</b>	<b>4,678</b>	<b>4,893</b>	<b>5,098</b>	<b>4,065</b>	<b>4,771</b>	<b>4,585</b>	<b>4,908</b>	<b>4,270</b>	<b>5,305</b>	<b>5,292</b>	<b>5,082</b>
Electronic devices and components business	(457)	383	296	(384)	933	80	748	(929)	(648)	937	(503)	(1,186)	(2,279)
Consumer business and others	(3)	9	(9)	3	-	-	-	-	-	-	-	-	-
<b>Operating income</b>	<b>6,554</b>	<b>5,942</b>	<b>4,964</b>	<b>4,512</b>	<b>6,031</b>	<b>4,145</b>	<b>5,519</b>	<b>3,657</b>	<b>4,259</b>	<b>5,208</b>	<b>4,531</b>	<b>4,106</b>	<b>2,802</b>
Ordinary income	4,804	4,148	3,835	3,208	4,524	3,143	4,036	1,717	3,285	4,273	3,707	2,535	1,982
Income before income taxes	-	-	-	-	4,203	2,614	3,735	(10,057)	2,177	4,122	3,590	3,069	1,937
Net income	-	-	-	-	1,903	640	1,889	(6,866)	421	2,305	1,622	1,671	208

## Semiannual

(Millions of yen)

	FY ended Mar. 01			FY ended Mar. 02			FY ended Mar. 03			FY ended Mar.04		
	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H	Year
Bearing related products	49,343	51,753	101,096	51,188	48,925	100,113	50,058	47,880	97,938	47,128	47,476	94,604
Other machined components	11,610	11,755	23,365	11,006	10,905	21,911	10,251	9,929	20,180	8,538	8,551	17,089
<b>Machined components business</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>57,808</b>	<b>118,117</b>	<b>55,665</b>	<b>56,027</b>	<b>111,692</b>
Rotary components	35,628	37,975	73,603	35,917	40,523	76,440	38,933	40,255	79,188	43,642	43,099	86,741
Other electronic devices	39,844	38,463	78,307	38,062	41,800	79,862	38,005	36,892	74,897	34,435	35,706	70,141
Electronic devices and components business	75,472	76,438	151,910	73,978	82,325	156,303	76,940	77,144	154,084	78,076	78,805	156,881
Consumer business and others	5,699	4,975	10,674	709	307	1,016	-	-	-	-	-	-
<b>Total sales</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>134,953</b>	<b>272,202</b>	<b>133,741</b>	<b>134,833</b>	<b>268,574</b>
<b>Machined components business</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>9,356</b>	<b>18,519</b>	<b>9,178</b>	<b>10,327</b>	<b>19,505</b>
Electronic devices and components business	4,669	3,590	8,259	(74)	(88)	(162)	1,013	(181)	832	289	(1,689)	(1,400)
Consumer business and others	489	323	812	6	(6)	0	-	-	-	-	-	-
<b>Operating income</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>9,176</b>	<b>19,352</b>	<b>9,467</b>	<b>8,637</b>	<b>18,104</b>
Ordinary income	12,987	11,739	24,726	8,952	7,043	15,995	7,667	5,753	13,420	7,558	6,242	13,800
Income before income taxes	11,755	10,632	22,387	8,040	4,908	12,948	6,817	(6,322)	495	6,299	6,659	12,958
Net income	7,084	7,742	14,826	4,384	914	5,298	2,543	(4,977)	(2,434)	2,726	3,293	6,019

# Consolidated Sales and Production by Region



## Sales by region

(Millions of yen)

	FY ended Mar. 00	FY ended Mar. 01	FY ended Mar. 02	FY ended Mar. 03			FY ended Mar. 04						FY ending Mar. 05	
				1H	2H	YR	1Q	2Q	1H	3Q	4Q	2H	YR	1Q
Japan	108,838	109,591	83,021	38,850	34,985	73,835	16,431	16,396	32,827	17,641	18,934	36,575	69,402	<b>19,378</b>
Asia (excluding Japan)	82,445	84,687	96,758	51,596	55,345	106,941	30,401	31,626	62,027	31,340	28,230	59,570	121,597	<b>33,759</b>
North and South America	58,148	58,203	60,733	29,376	27,726	57,102	11,365	11,426	22,791	11,830	10,715	22,545	45,336	<b>10,974</b>
Europe	35,326	34,564	38,832	17,426	16,896	34,322	8,291	7,804	16,095	7,917	8,226	16,143	32,238	<b>7,212</b>
<b>Total</b>	<b>284,757</b>	<b>287,045</b>	<b>279,344</b>	<b>137,249</b>	<b>134,953</b>	<b>272,202</b>	<b>66,489</b>	<b>67,252</b>	<b>133,741</b>	<b>68,728</b>	<b>66,105</b>	<b>134,833</b>	<b>268,574</b>	<b>71,324</b>

## Production by region

(Millions of yen)

	FY ended Mar. 00	FY ended Mar. 01	FY ended Mar. 02	FY ended Mar. 03			FY ended Mar. 04						FY ending Mar. 05	
				1H	2H	YR	1Q	2Q	1H	3Q	4Q	2H	YR	1Q
Japan	31,592	29,474	28,900	12,778	12,960	25,738	6,261	5,641	11,902	6,345	6,933	13,278	25,180	<b>6,242</b>
Thailand	165,596	163,494	156,160	77,159	76,856	154,015	36,865	39,515	76,380	41,646	38,719	80,365	156,745	<b>34,858</b>
Singapore	14,633	18,789	16,982	9,398	8,347	17,745	3,993	4,572	8,565	4,835	3,370	8,205	16,770	<b>6,944</b>
China	23,767	30,640	31,591	17,389	18,324	35,713	9,576	8,688	18,264	8,085	8,505	16,590	34,854	<b>10,849</b>
Taiwan	7,389	5,407	8,841	3,834	3,412	7,246	2,289	2,390	4,679	1,953	1,911	3,864	8,543	<b>2,818</b>
Malaysia	0	1,062	1,523	647	314	961	0	0	0	0	0	0	0	<b>2,493</b>
Asia (excluding Japan)	211,385	219,392	215,097	108,427	107,253	215,680	52,723	55,165	107,888	56,519	52,505	109,024	216,912	<b>57,962</b>
North and South America	24,276	22,122	28,345	12,858	11,764	24,622	6,005	5,180	11,185	4,704	5,238	9,942	21,127	<b>5,454</b>
Europe	6,614	5,382	5,986	3,186	2,976	6,162	1,500	1,266	2,766	1,160	1,429	2,589	5,355	<b>1,666</b>
<b>Total</b>	<b>273,867</b>	<b>276,370</b>	<b>278,328</b>	<b>137,249</b>	<b>134,953</b>	<b>272,202</b>	<b>66,489</b>	<b>67,252</b>	<b>133,741</b>	<b>68,728</b>	<b>66,105</b>	<b>134,833</b>	<b>268,574</b>	<b>71,324</b>

# Other Financial Data

## Capex, Depreciation, R&D costs

(Millions of yen)

	FY ended Mar. 00	FY ended Mar. 01	FY ended Mar. 02	FY ended Mar. 03	FY ended Mar. 04							FY ending Mar. 05
					1Q	2Q	1H	3Q	4Q	2H	YR	1Q
<b>Capital expenditure</b>	19,504	39,876	26,245	16,382	5,074	4,810	9,884	3,322	5,619	8,941	18,825	* <b>4,988</b>
<b>Depreciation (including intangible fixed asset)</b>	22,024	22,149	24,385	22,826	5,476	5,577	11,053	5,352	5,300	10,652	21,705	<b>5,572</b>
<b>Research and development costs</b>	8,475	9,193	10,682	9,741	2,468	2,400	4,868	2,313	2,458	4,771	9,639	<b>2,551</b>

\*Does not include 6,964 million yen in intangible fixed assets, which was taken over from Matsushita Electric Industrial Co., Ltd. as a result of establishment of Minebea-Matsushita Motor Corporation.

## Number of Group Employees

(Persons)

	Mar. 2002	Mar. 2003	Jun. 2003	Sep. 2003	Dec.2003	Mar.2004	Jun.2004
<b>Group</b>	43,758	43,034	42,876	42,628	43,136	43,873	<b>49,189</b>
<b>Japan</b>	3,093	3,032	3,042	2,839	2,834	2,804	<b>2,882</b>
<b>Thailand</b>	31,390	30,304	30,014	29,857	29,782	30,632	<b>29,265</b>
<b>China</b>	3,902	4,976	5,285	5,605	6,193	6,220	<b>9,066</b>
<b>Other Asia Countries</b>	2,216	1,741	1,651	1,631	1,607	1,524	<b>5,299</b>
<b>Europe</b>	1,072	953	928	905	908	884	<b>878</b>
<b>North and South America</b>	2,085	2,028	1,956	1,791	1,812	1,809	<b>1,799</b>