



Business Results

First Quarter of Fiscal Year ending March 31, 2005

Minebea Co., Ltd

**Tsugio Yamamoto
Representative Director,
President and Chief Executive Officer
August 11, 2004**

Consolidated Results for First Quarter of Fiscal Year ending March 31, 2005

(Millions of yen)	- Year ended Mar. '04 -		Year ending Mar. '05	Change	
	Q1	Q4	Q1	yoy	qoq
Net Sales	66,489	66,105	71,324	+7.3%	+7.9%
Operating Income	4,259	4,106	2,802	-34.2%	-31.8%
Ordinary Income	3,285	2,535	1,982	-39.6%	-21.8%
Income before Income Taxes	2,177	3,069	1,937	-11.0%	-36.9%
Net Income	421	1,671	208	-50.5%	-87.6%

Sales Increased but Income Decreased

Greater loss in Electronic Devices and Components Segment

Net Sales and Operating Income by Segment

(Millions of yen)	----- Year ended Mar. '04 -----				Year ending	1Q change	
	1Q	2Q	3Q	4Q	Mar. '05	yoy	qoq
[Net Sales]					1Q		
Machined components business	28,606	27,059	27,434	28,593	28,256	-1.2%	-1.2%
Bearing-related products	23,959	23,169	23,324	24,152	24,247	+1.2%	+0.4%
Other machined components	4,646	3,892	4,109	4,442	4,009	-13.7%	-9.7%
Electronic devices and components business	37,883	40,193	41,294	37,511	43,067	+13.7%	+14.8%
Rotary components	21,458	22,184	22,209	20,890	26,852	+25.1%	+28.5%
Other electronic devices	16,424	18,011	19,084	16,622	16,216	-1.3%	-2.4%
Total Net Sales	66,489	67,252	68,728	66,105	71,324	+7.3%	+7.9%
[Operating Income]							
Machined components business	4,908	4,270	5,035	5,292	5,082	+3.5%	-4.0%
Electronic devices and components business	-648	937	-503	-1,186	-2,279	-	-
Total Operating Income	4,259	5,208	4,531	4,106	2,802	-34.2%	-31.8%

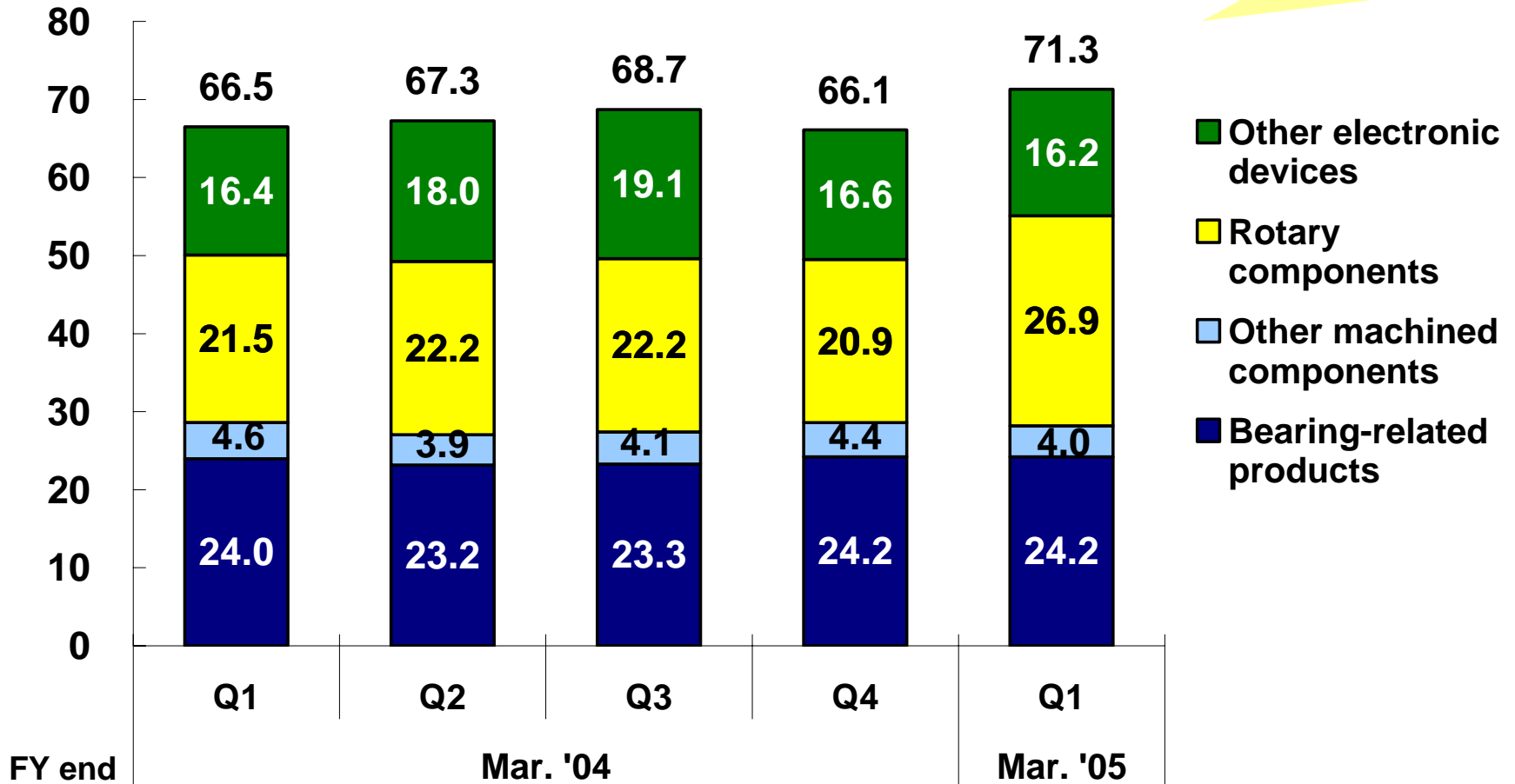
Net Sales by Segment

Increasing trend of net sales
All main products, except for HDD related products, increased qoq

Increased sales of rotary components
Addition of 6.1 billion yen as a result of establishment of Minebea-Matsushita Motor

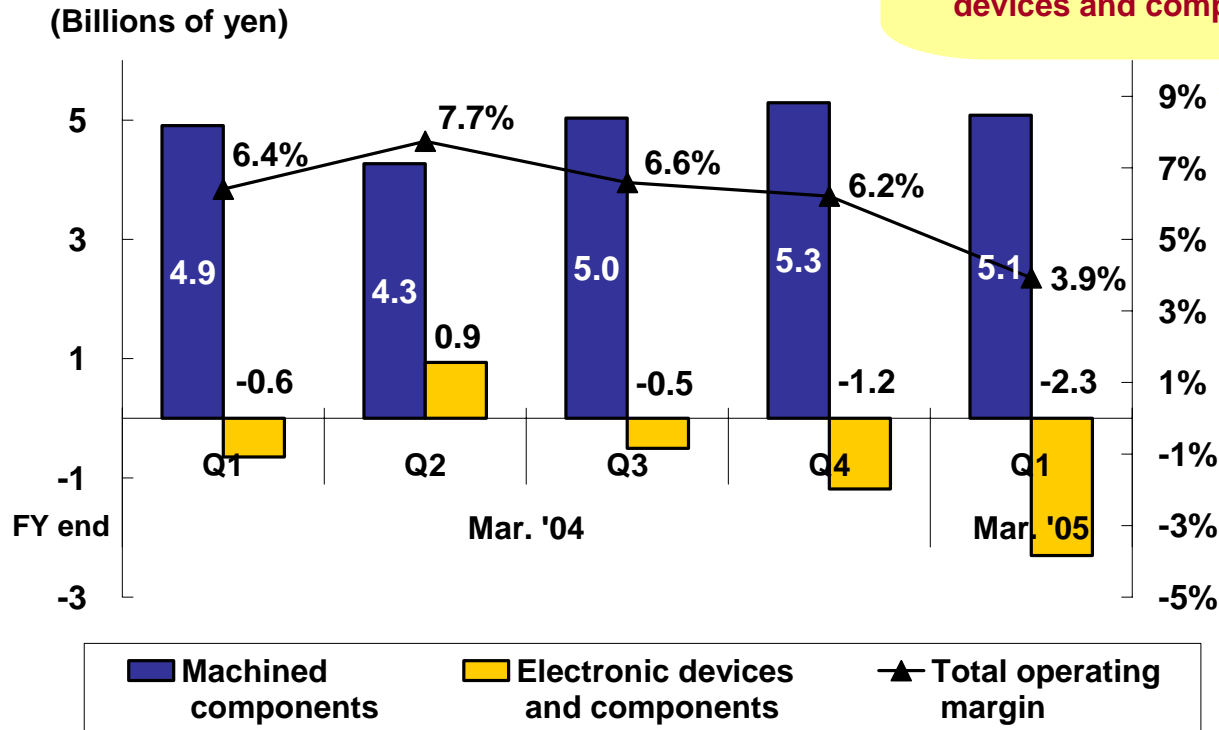
Net sales of other electronic devices
4Q sales of switching power supplies and related business : ¥0.9 billion

(Billions of yen)



Operating Income by Segment

Steady profitability in machined components segment
 Issues remained in electronic devices and components segment



Operating margin by segment

	--- Year ended Mar. '04 ---				Year ending Mar. '05
	Q1	Q2	Q3	Q4	Q1
Machined components	17.2%	15.8%	18.4%	18.5%	18.0%
Electronic devices and components	-1.7%	2.3%	-1.2%	-3.2%	-5.3%

Note: Operating margin for each segment is calculated on external sales basis

First Quarter Results

■ Ball Bearing Business

- Continue to keep favorable sales, production and profit

■ HDD Spindle Motor Business

- Consequence of main customers' production adjustment.

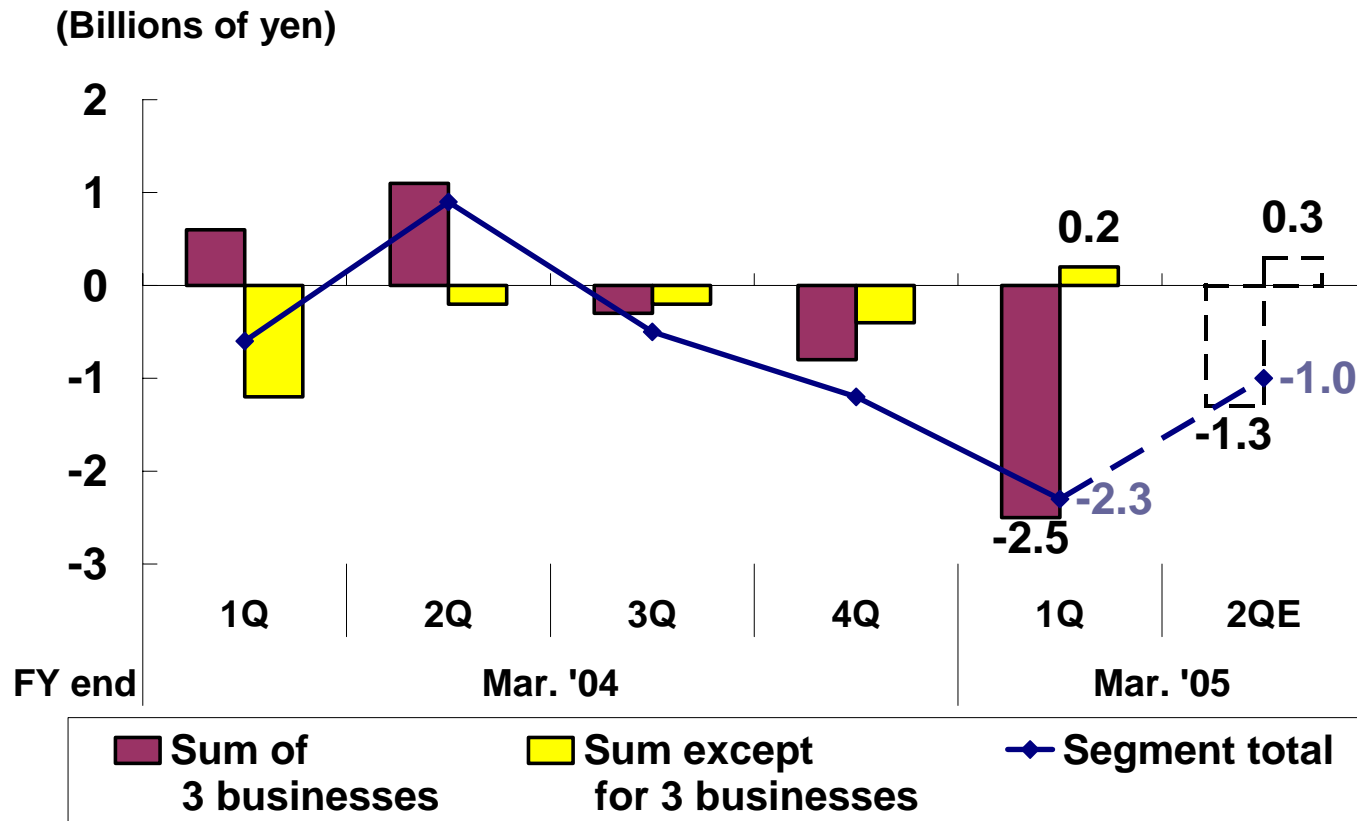
■ Keyboard Business

- Front loaded costs associated with integration of production bases.

■ Minebea-Matsushita Motor

- Increased fixed costs, due to transfer of production.

Electronic Devices and Components Segment Operating Income Breakdown



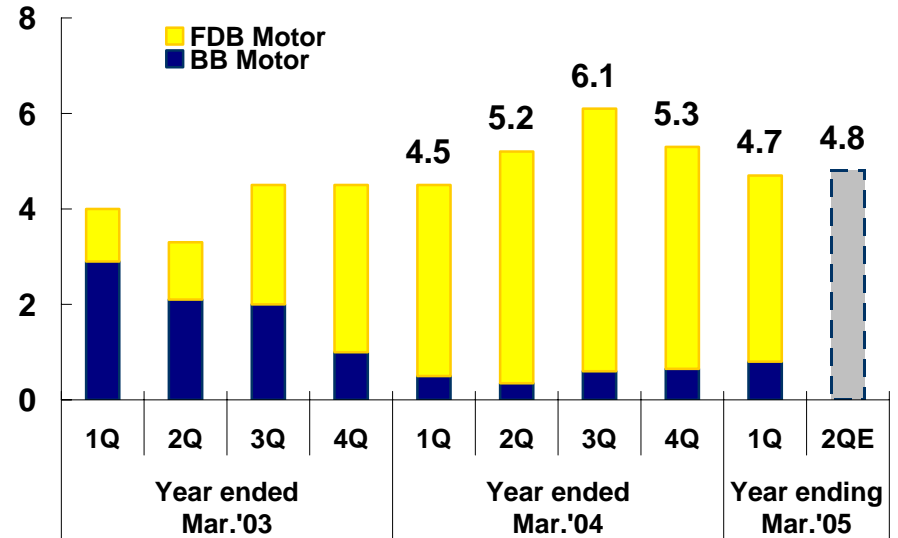
HDD Spindle Motor Business

- Shipment in 1Q decreased 10% qoq under the influence of main customers' production adjustment.
- Expect slight recovery in sales in 2Q.
- Attempting to gain new customers. Target to gain results between 3Q and 4Q.

Measures to improve profitability

- ◆ Recover sales volume
- ◆ Continue to reduce costs at every production process

Minebea's HDD Spindle Motor Shipments and Forecast
(Million Units / Month)



Promoting development and commercial samples of new FDB motors

- | | | |
|----------|-------------------|--|
| 3.5 inch | ROF type | Evaluation at customers is progressing favorably. Mass production is scheduled from 4Q. Simultaneously, working to expand customers. |
| 2.5 inch | Conventional type | Sample products are being evaluated at customers. Mass production is scheduled from 4Q.
Developing ROF and HMF type products. |
| 1.8 inch | | Promoting sample products of HMF type. |

Minebea-Matsushita Motor



Accelerated Schedule of Integration

- ◆ Integrate product lines
- ◆ Streamline outsourcing
- ◆ Strengthen production of parts
- ◆ Relocate assembly lines to suitable sites

Consolidation of manufacturing plants

- | | | |
|------------------|---|--|
| Fan motors | } | Complete transfer to Minebea's plants by the end of the year |
| Stepping motors | | |
| Vibration motors | } | Accelerate integration process
Reexamine manufacturing efficiency (mold, equipment machinery, assembly lines) |
| DC brush motors | | |

Marketing aggressively with extended product lineup

Products	Q2 Sales forecast (qoq)	Sales forecast
Fan motor	Two digit % growth	Shipment for game machines on recovery. Increasing demand for PC application. Favorable sales for digital home electronics.
Stepping motor	Two digit % growth	Favorable sales for office automation application.
Vibration motor		Production adjustment by main customer nearing an end. Launch of new linear type products.
DC brush motor		Strengthen effort in reducing cost and gaining new orders

Keyboard Business

Promote Production Transfer to SST

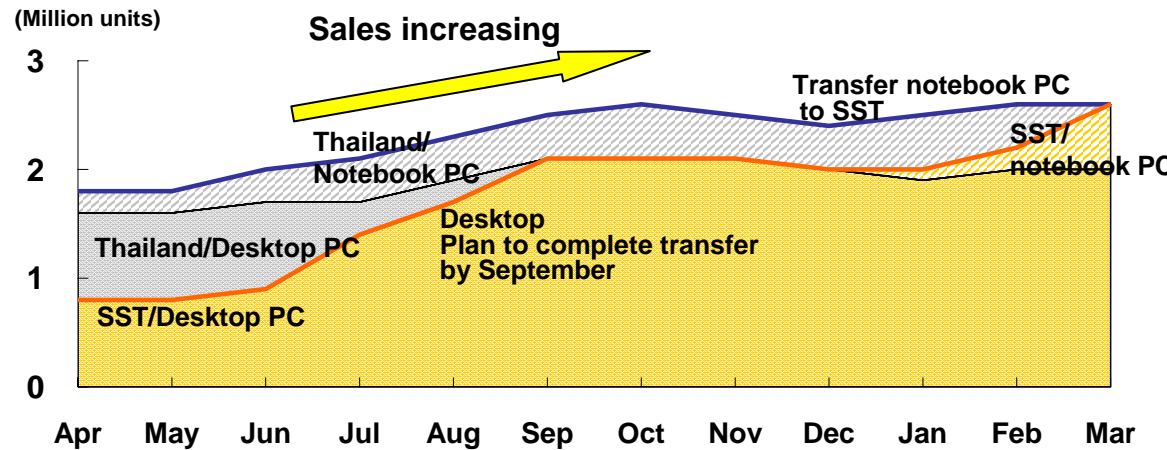
Rapid production transfer from Thailand to SST (Shanghai) is underway

⇒ Surging costs in short term

Priority Issues

- ◆ Promote acquisition of customers' approval to manufacture in SST
- ◆ Improve profitability at SST

Shipment forecast and production transfer schedule



Increasing Trend in Sales

Sales to reach 2.5 - 3 million/month at the year end.

Sales of notebook type to be 0.5 - 0.6 million/month.

- ◆ Sales to new customers are on increase
- ◆ Developing and launching value-added products
- ◆ Sales expanding for notebook PC

Product launch of keyboards with wireless 2.4G and smart card

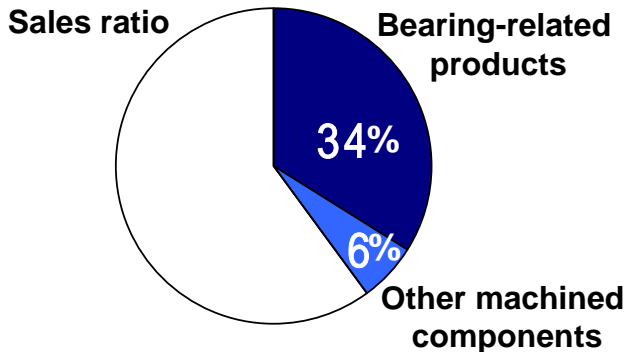


New products for notebook PC

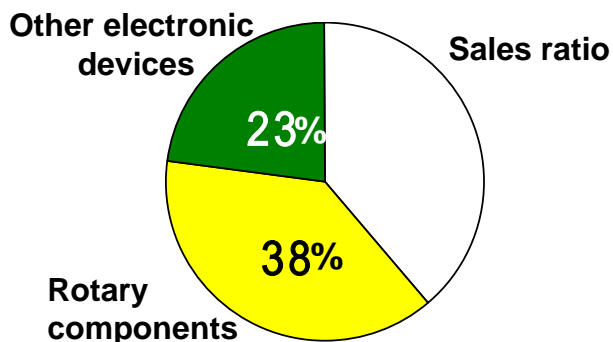


Sales Breakdown of First Quarter of Fiscal Year ending March 31, 2005

Machined Components Segment



Electronic Devices and Components Segment



Bearing-related products

Ball bearings: (24% of total Sales) +2%qoq, steady expansion in shipments, especially in Japan and Asia

Rod-end & spherical bearings: (5%) +4%, strong sales in the US, such as for regional jet

Pivot assemblies: (5%) -10%, influence of HDD manufacturers' production adjustment

Rotary components

Spindle motors: (13%) -5%, influence of main customers' production adjustment

Fan motors: (10%) +10%, contribution of businesses from Matsushita.

Stepping motors: (7%) +4%, increased sales is contribution of businesses from Matsushita

DC brush motors & vibration motors: (8%), main customers' production adjustment

Other electronic devices

Keyboards: (8%) -11%, seasonal effect, but orders are increasing

Electronic devices: (7%) +24%, increased sales in all products, effect of reclassification of back light invertors

Speakers: (5%) +23%, strong demand for box type speakers, exceeded plans

Ball Bearing Business

- Favorable sales for all applications, especially for air conditioners, fan motors, OA and auto in 1Q. Sales to external customers exceeded 110 million units/month. Seasonal effect in 2Q: lower demand for air conditioners and summer vacation in Europe and US.
- Slower decline in sales price.
- Progress in cost reduction as a result of further productivity improvement.

Progress to monthly sales and production of 180 million units

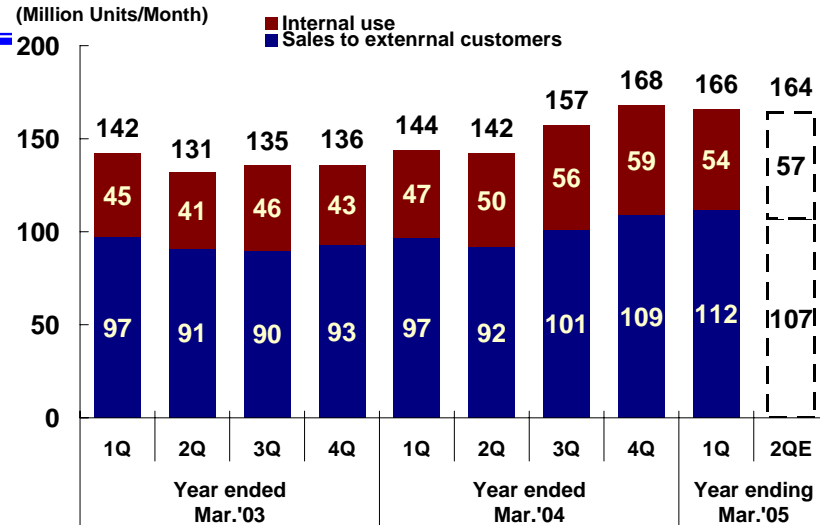
Construction of new ball plant

- ❑ In the premise of Lop Buri plant
- ❑ Plan to complete and install equipment in August
- ❑ Construction cost 600 million yen

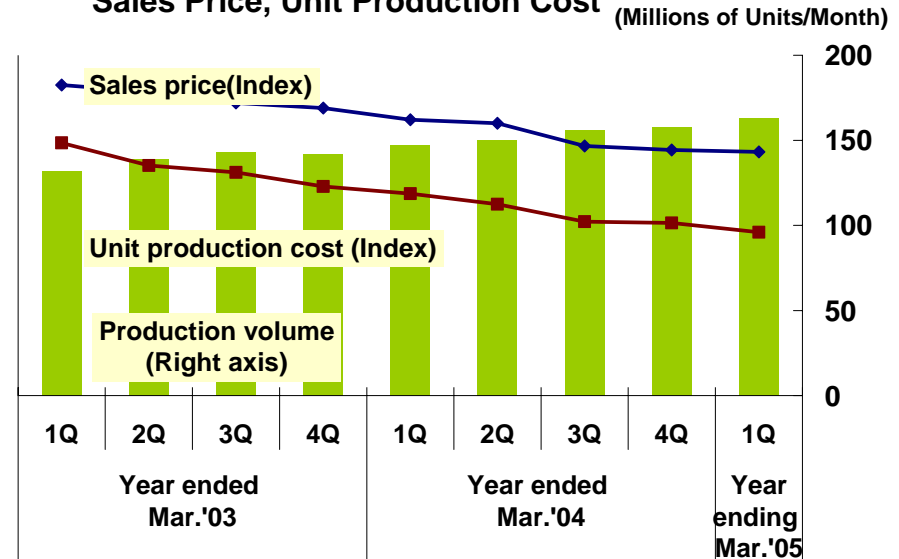


**Raise production capacity
Risk diversification**

Miniature and Small-sized Ball Bearing Shipments



Miniature and Small-sized Ball Bearing Shipments Sales Price, Unit Production Cost



First Quarter of Fiscal Year ending March 31, 2005

Sales by User Industry and by Region

Addition of business of Minebea-Matsushita Motor lifted ratio of automobile, home electronics and OA & IT

Sales by User Industry

	Automobile	Aerospace	Home electronics	OA & IT	PC and PC related equipment	Motors	Others	Total
% of Sales	10.1%	8.3%	12.5%	16.2%	36.1%	5.2%	11.7%	100.0%
Change qoq	+27.3%	-6.9%	+47.8%	+45.4%	-4.8%	-1.9%	-10.5%	+7.9%
Change yoy	+49.1%	-11.0%	+9.7%	+111.9%	-11.1%	+9.6%	-8.7%	+7.3%

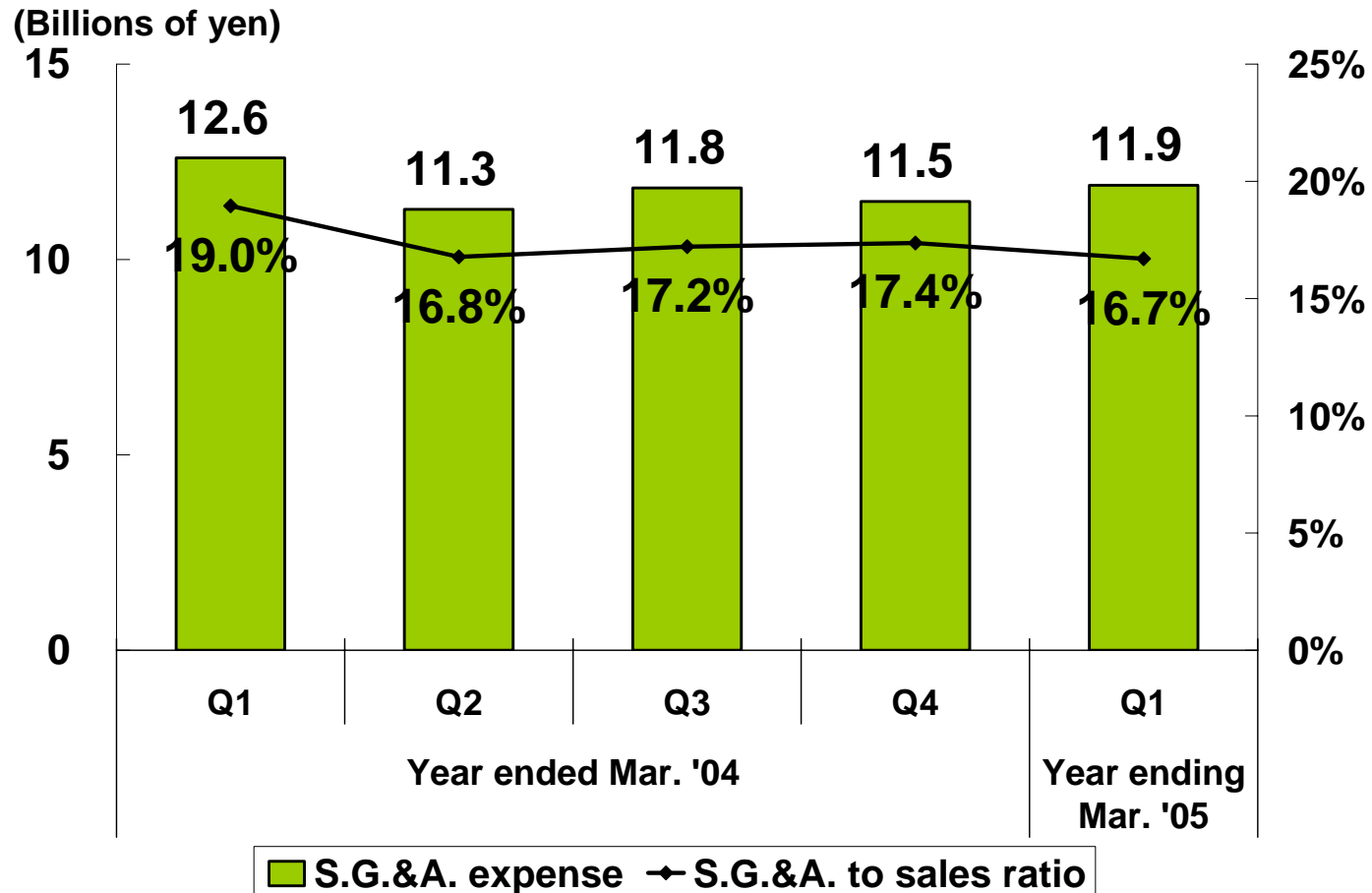
Sales by Region

	Japan	Asia (ex-Japan)	North and South America	Europe	Total
% of Sales	27.2%	47.3%	15.4%	10.1%	100.0%
Change qoq	+2.3%	+19.6%	+2.4%	-12.3%	+7.9%
Change yoy	+17.9%	+11.0%	-3.4%	-13.0%	+7.3%

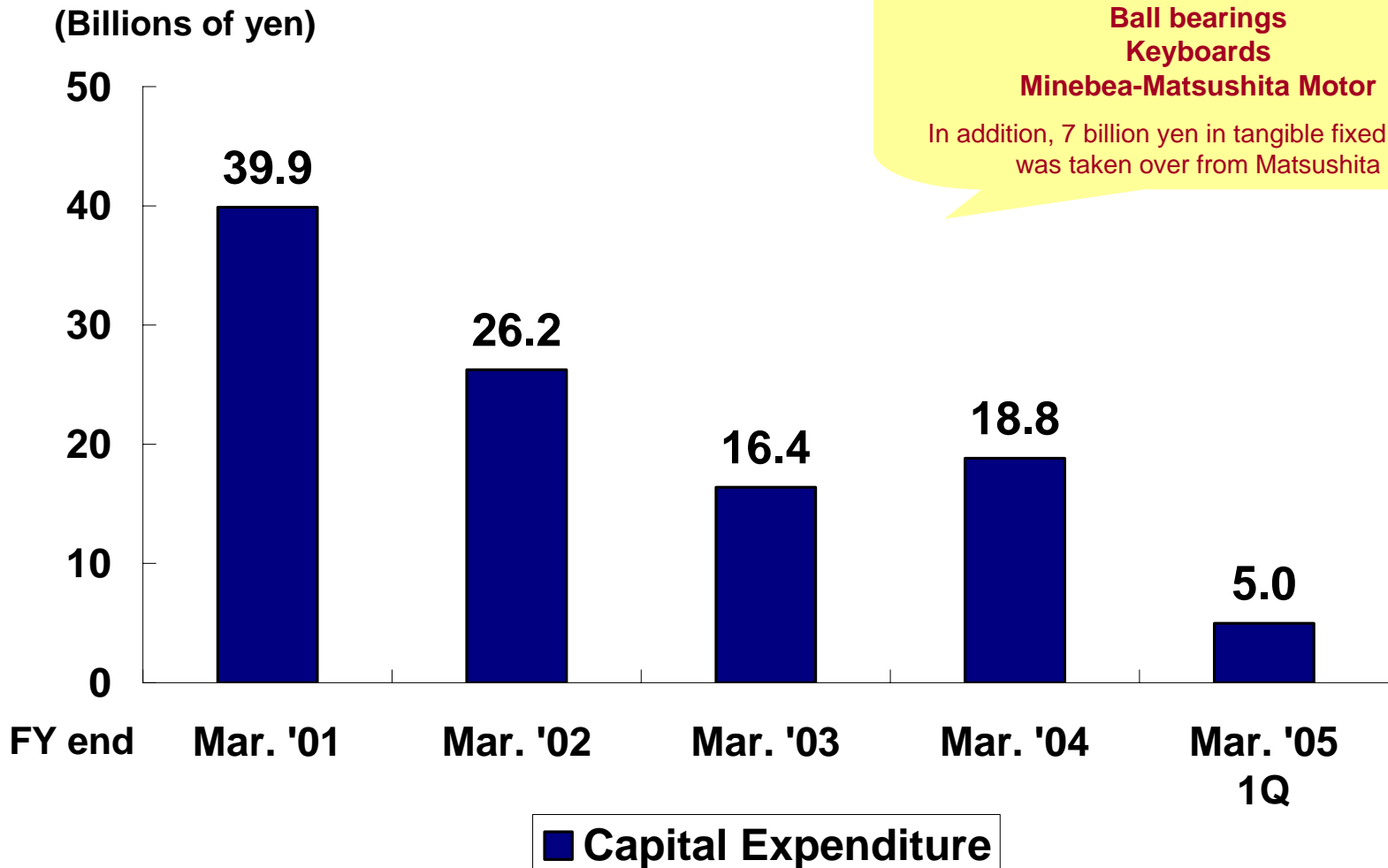
On local currency basis, sales in Greater China increased 11% qoq

SG & A Expenses

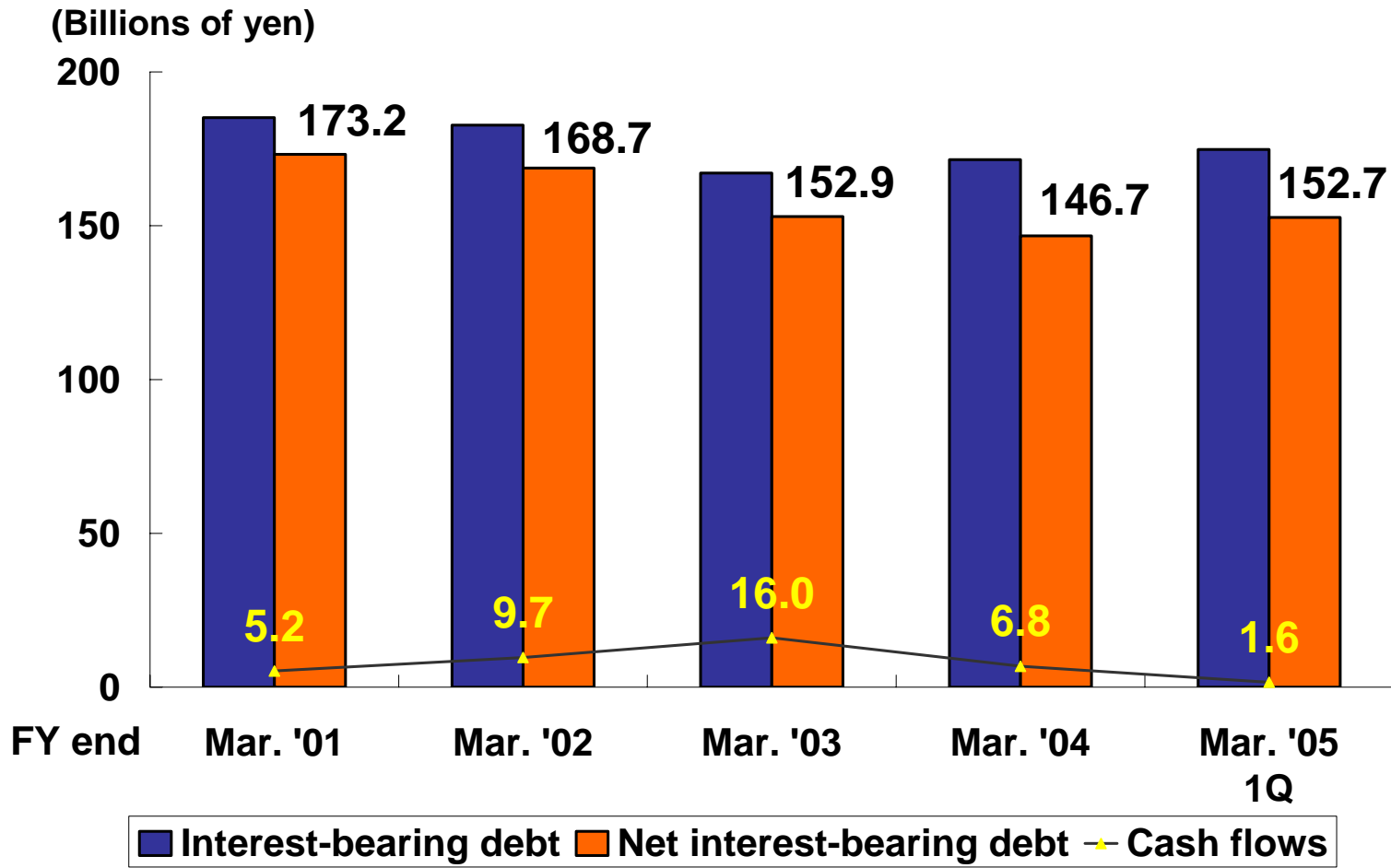
Additional cost for Minebea-Matsushita Motor. However, total SG & A remained at same level



Capital Expenditure



Interest-Bearing Debt



Note: Cash flow = Cash flow from operating activities – Cash flow from investing activities

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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.

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