



# **Business Results**

**Third Quarter of Fiscal Year Ending March 31, 2008**

**February 1, 2008**

**Minebea Co., Ltd.**

# Summary of Consolidated Business Results

(Millions of yen)	Year ended Mar. '07 1Q - 3Q	Year ending Mar. '08 1Q - 3Q	Change yoy
Net sales	247,330	253,389	+2.4%
Operating income	19,976	23,476	+17.5%
----- Machined components business	20,086	20,851	+3.8%
----- Electronic devices and components business	(109)	2,625	- ⇨ +
Ordinary income	16,442	20,692	+25.8%
Income before income taxes	16,189	19,199	+18.6%
Net income	11,677	12,528	+7.3%
Net income per share (yen)	29.26	31.40	+7.3%

**FX Fluctuations** 1Q - 3Q of FY Mar. '07 → 1Q - 3Q of FY Mar. '08

US\$ = ¥115.96 → ¥117.57

Euro = ¥147.33 → ¥162.52

Thai Baht = ¥3.08 → ¥3.73(¥3.42\*)

RMB = ¥14.56 → ¥15.51

(\* ) is on-shore rate reported by the Bank of Thailand

# Summary of Consolidated Business Results for 3Q

- Profit increased due to continued steady demand for our products
- Sales were slightly affected by Yen appreciation and Christmas holidays

(Millions of yen)	Year ended Mar. '07	Year ending Mar. '08		Change	Change
	3Q	2Q	3Q	yoy	qoq
Net sales	83,332	86,481	85,142	+2.2%	-1.5%
Operating income	6,609	8,006	8,355	+26.4%	+4.4%
.....					
Machined components business	6,769	7,105	7,147	+5.6%	+0.6%
.....					
Electronic devices and components business	△159	901	1,208	— ⇨ +	+34.1%
Ordinary income	5,495	6,984	7,456	+35.7%	+6.8%
Income before income taxes	5,075	6,720	7,003	+38.0%	+4.2%
Net income	4,209	4,341	5,054	+20.1%	+16.4%
Net income per share (yen)	10.54	10.88	12.67	+20.1%	+16.4%

#### FX Fluctuations 2Q → 3Q

US\$ = ¥119.42 → ¥113.45      Euro = ¥162.43 → ¥163.92  
 Thai Baht = ¥3.84(¥3.49\*) → ¥3.64(¥3.33\*)      RMB = ¥15.80 → ¥15.17

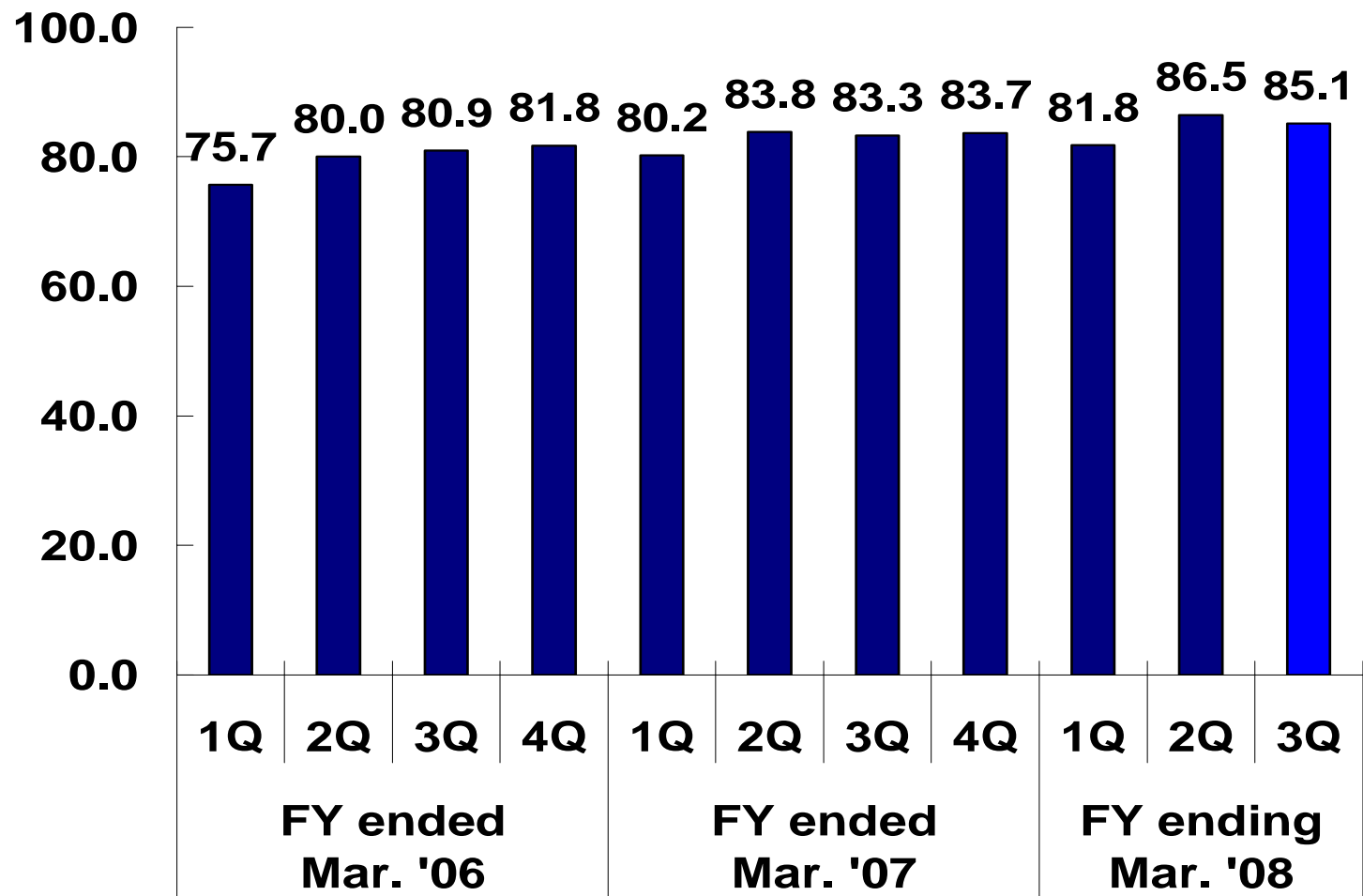
(\* ) is on-shore rate reported by the Bank of Thailand

# Quarterly

# Net Sales

Increased 2.2% yoy  
Decreased 1.5% qoq

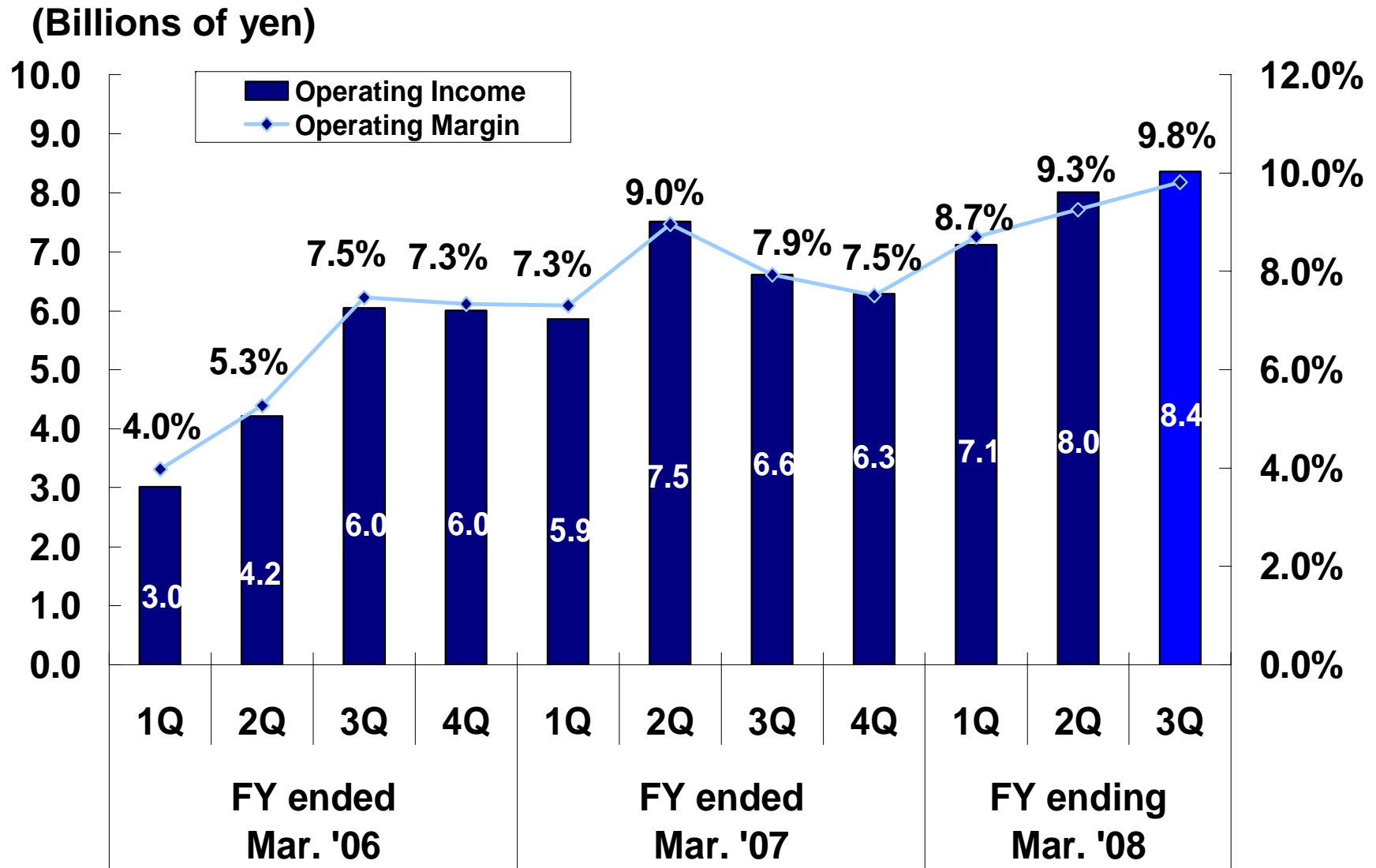
(Billions of yen)



Quarterly

# Operating Income

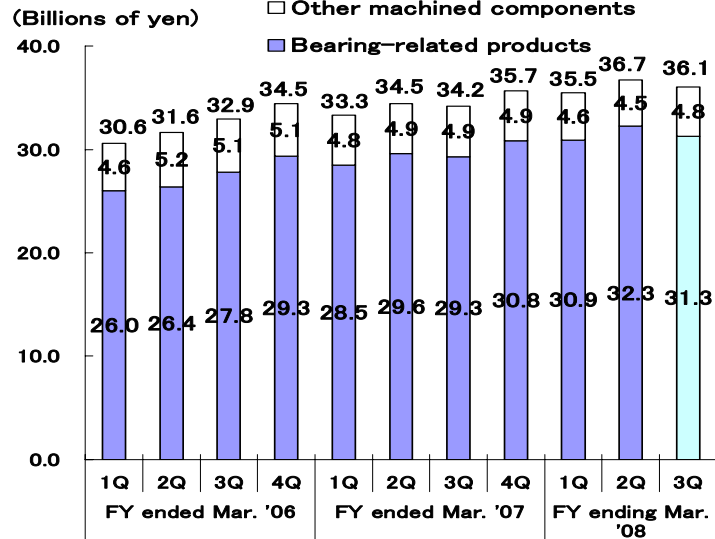
Increased 26.4% yoy  
Increased 4.4% qoq



# Business Segments

## Machined Components Business

### Net sales



### Miniature & Small Sized Ball Bearings

Net Sales increased 1.9% yoy  
decreased 3.5% qoq

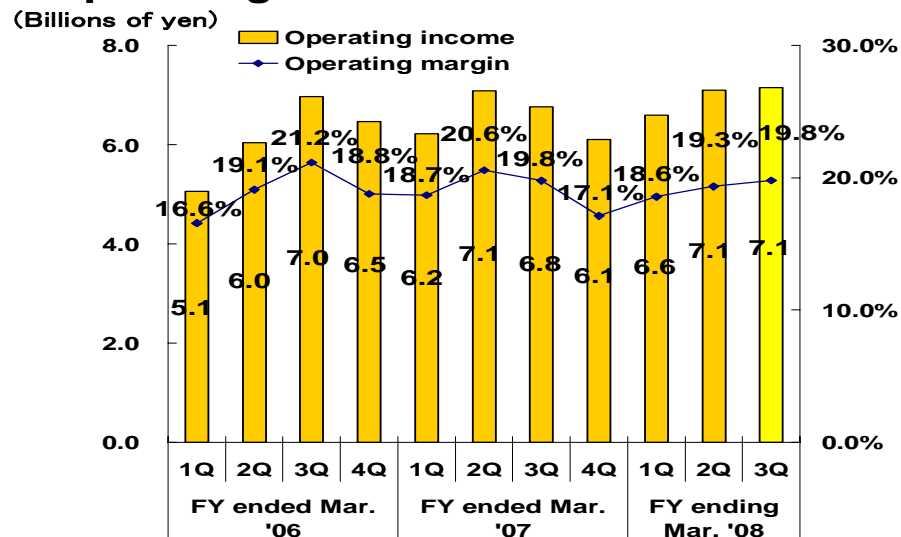
Steady demand continued, but 3Q sales were affected by FX fluctuations

### Rod-end & Spherical Bearings

Net Sales increased 9.5% yoy  
decreased 5.5% qoq

Strong demand continued in the aircraft market, but 3Q sales were affected by Xmas holidays and FX fluctuations

### Operating income



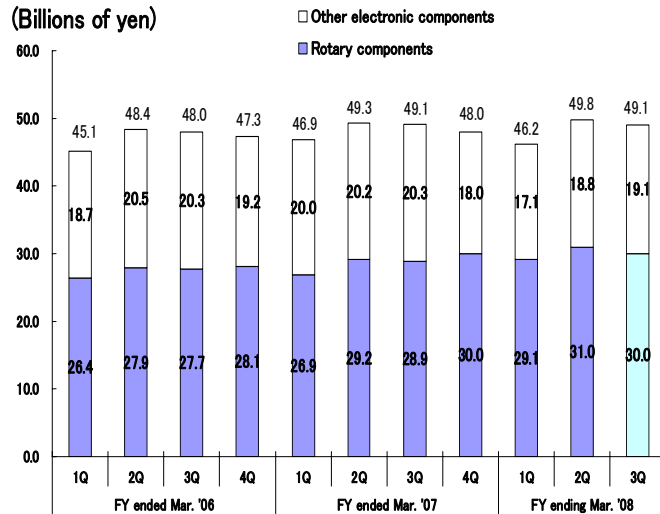
### Pivot Assemblies

Net Sales increased 17.7% yoy  
decreased 0.2% qoq

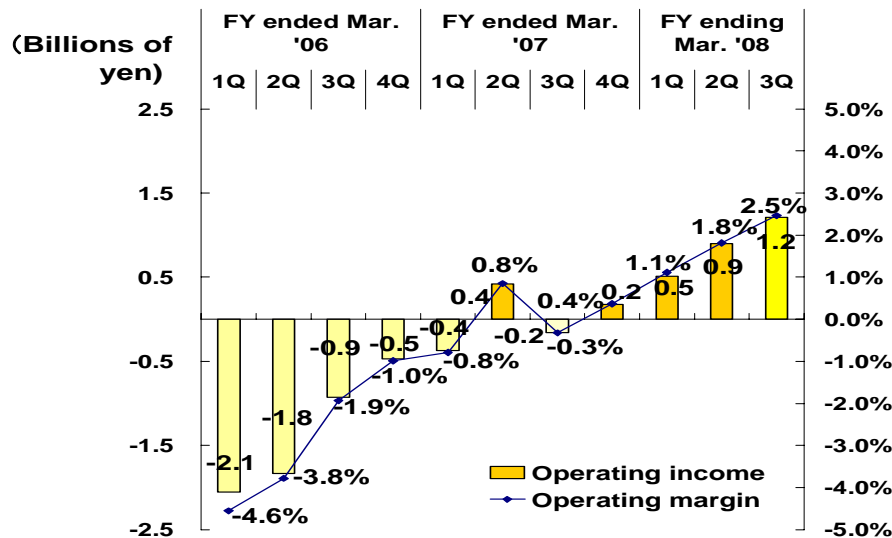
Volume increased due to growing demand for HDD

# Business Segments **Electronic Devices and Components Business**

## Net sales



## Operating income



February 1, 2008

## HDD Spindle Motors

Net Sales increased 19.2% yoy  
increased 0.9% qoq

Focusing on yield and cost cuts

## Information Motors

Net Sales decreased 6.0% yoy  
decreased 6.9% qoq

Fan motors and stepping motors weak

## Keyboards

Net Sales decreased 5.3% yoy  
decreased 12.7% qoq

Sales declined for post-X'mas period

## Measuring Instruments

Net Sales increased 52.4% yoy  
increased 24.8% qoq

New game console business grew

## Electronic Devices

Net Sales decreased 7.3% yoy  
increased 13.4% qoq

Inverters grew for flat-screen TVs

## Speakers

Net Sales decreased 35.9% yoy  
decreased 19.2% qoq

Sales declined

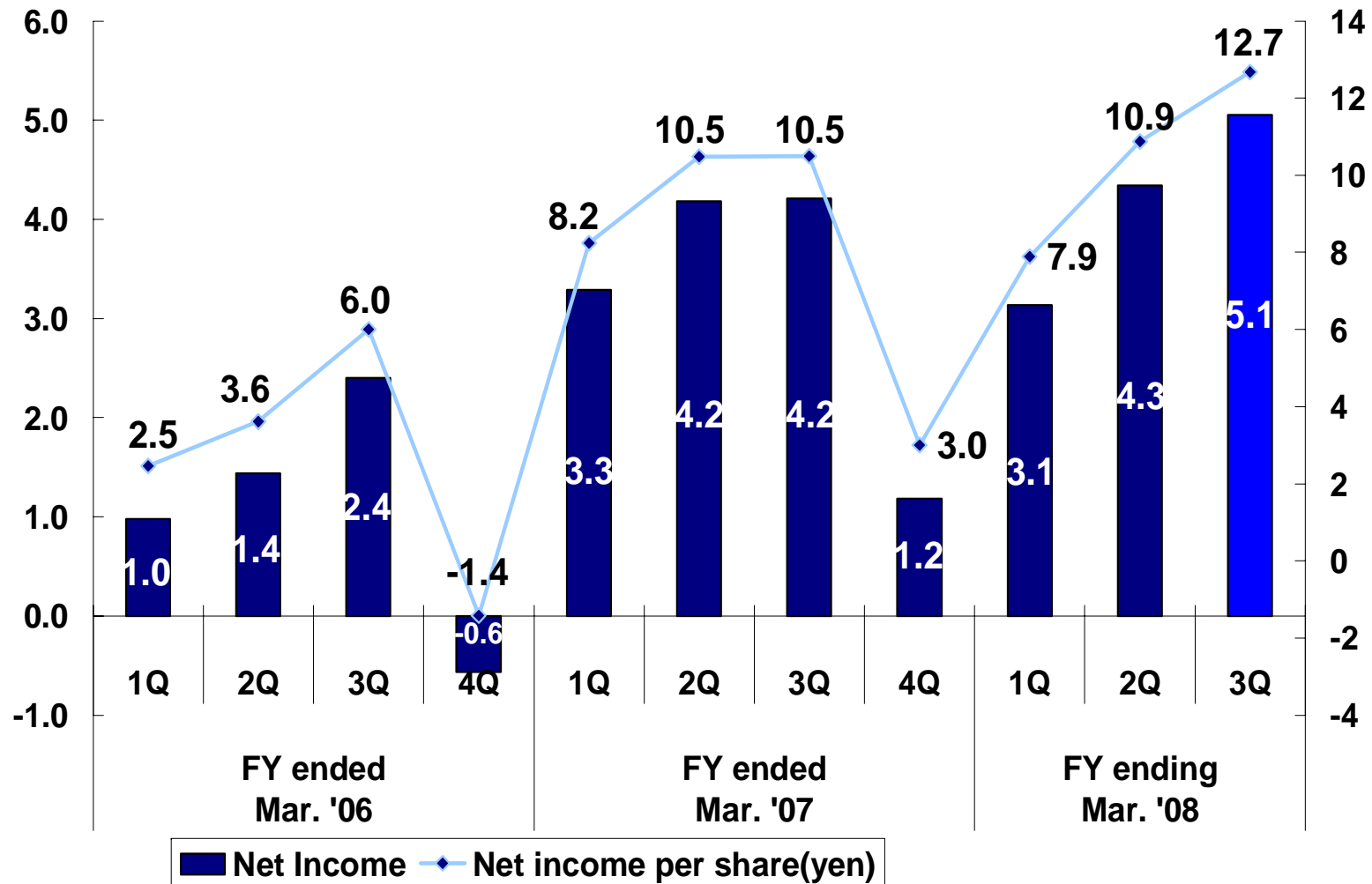


# Quarterly

# Net Income

Increased 20.1% yoy  
Increased 16.4% qoq

(Billions of yen)

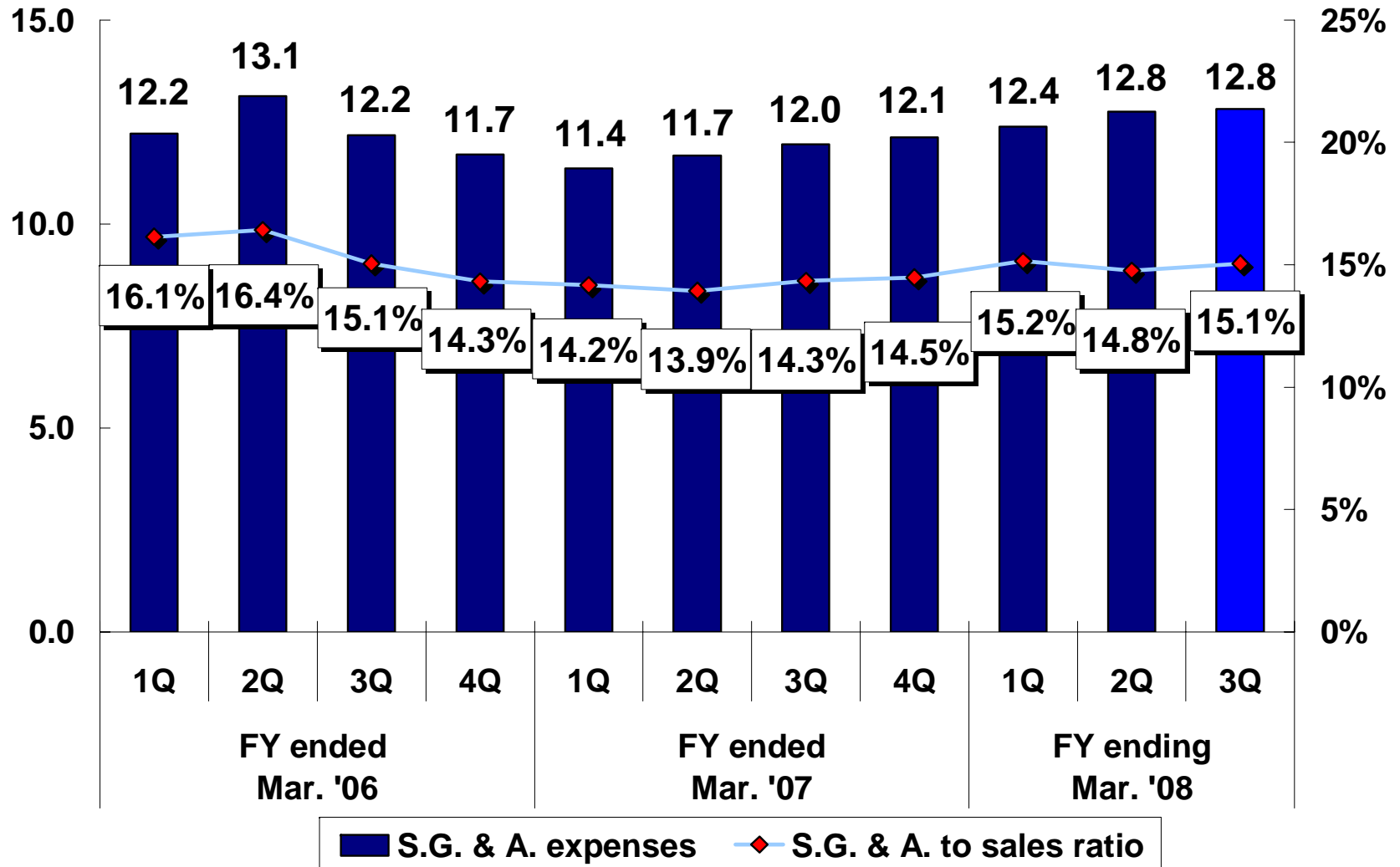




Quarterly

# S.G. & A. Expenses

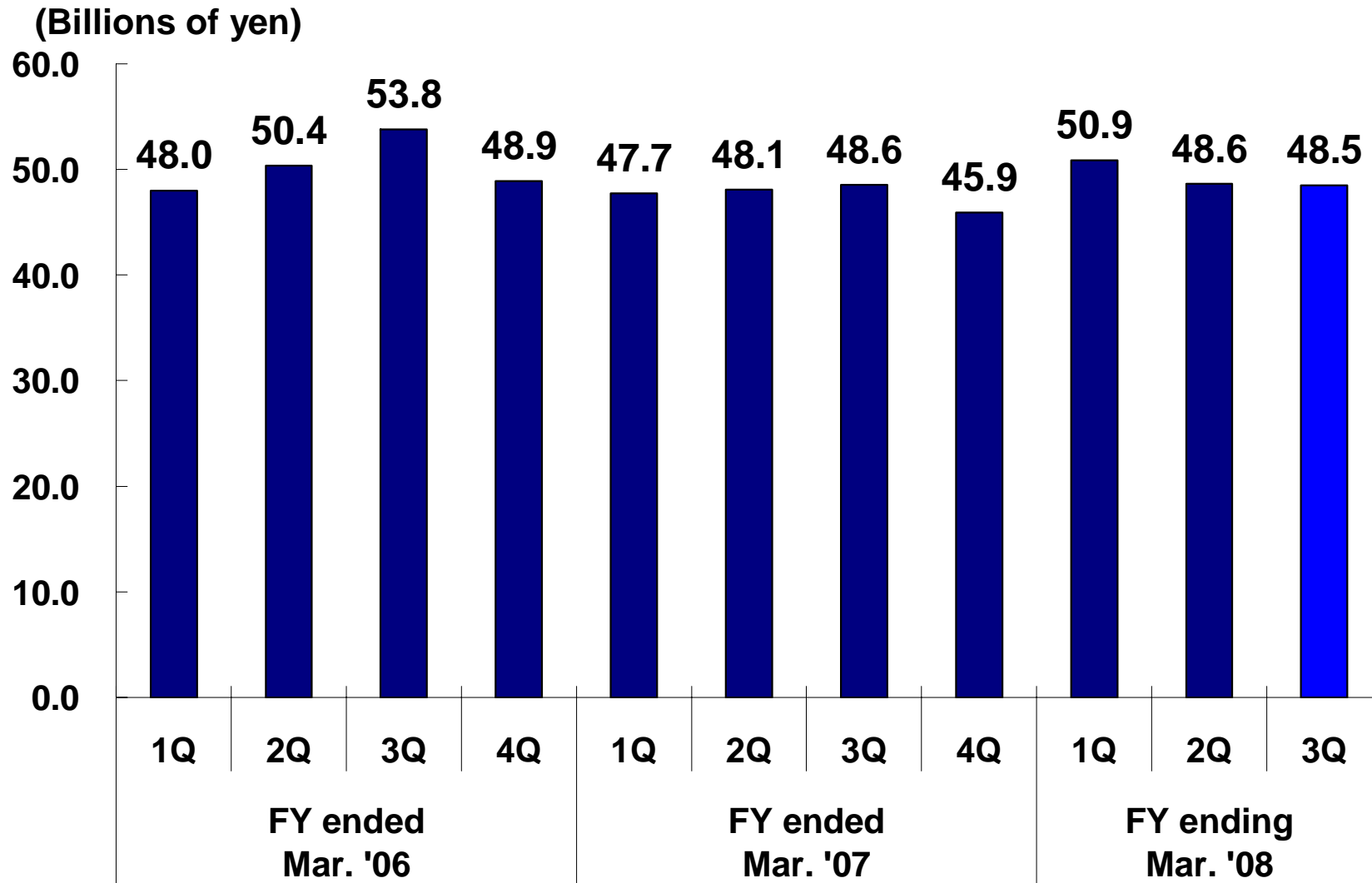
(Billions of yen)



# Quarterly

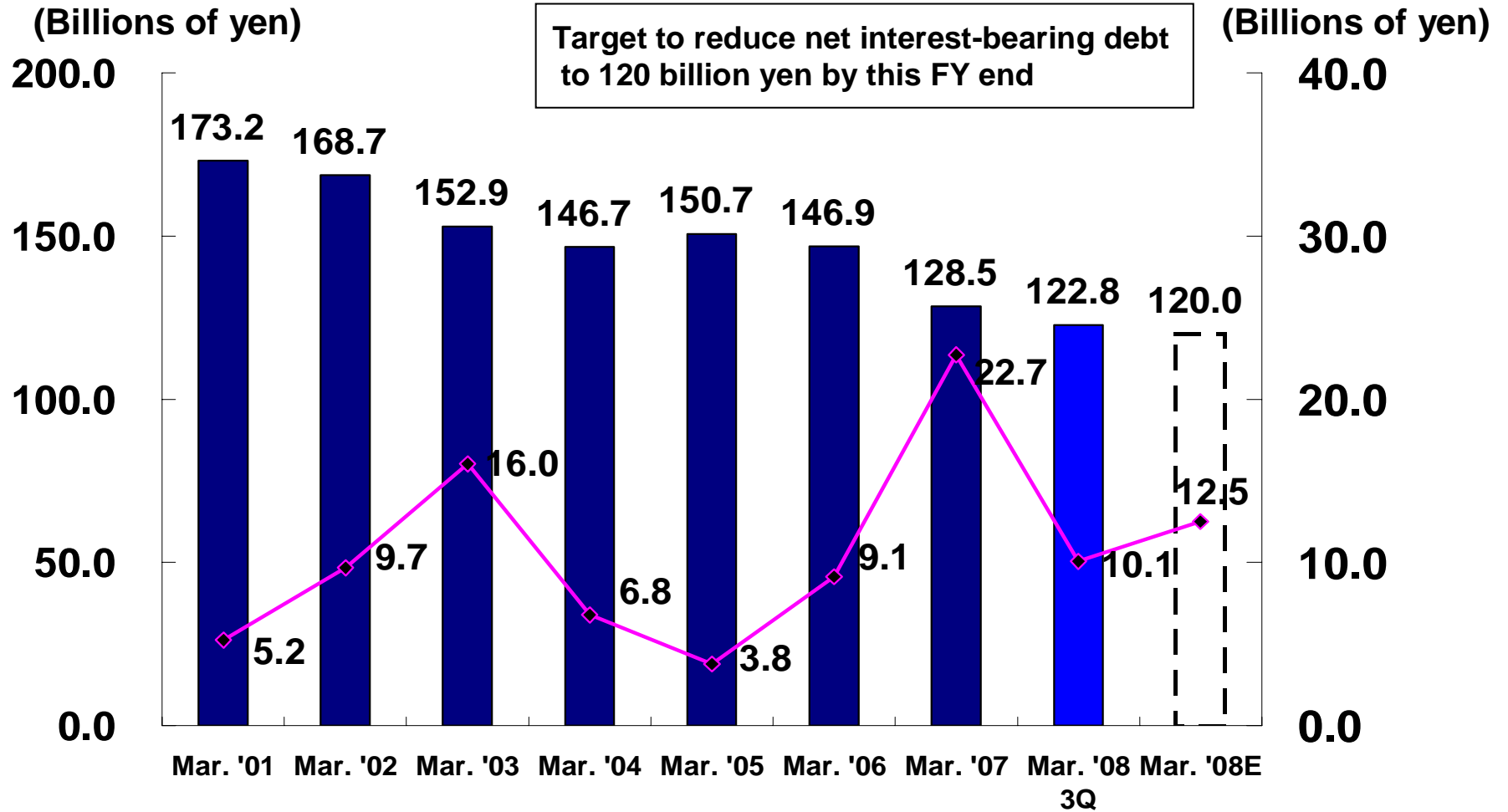
# Inventories

Decreased 0.1% yoy  
Decreased 0.3% qoq



Yearly

# Net Interest-Bearing Debt

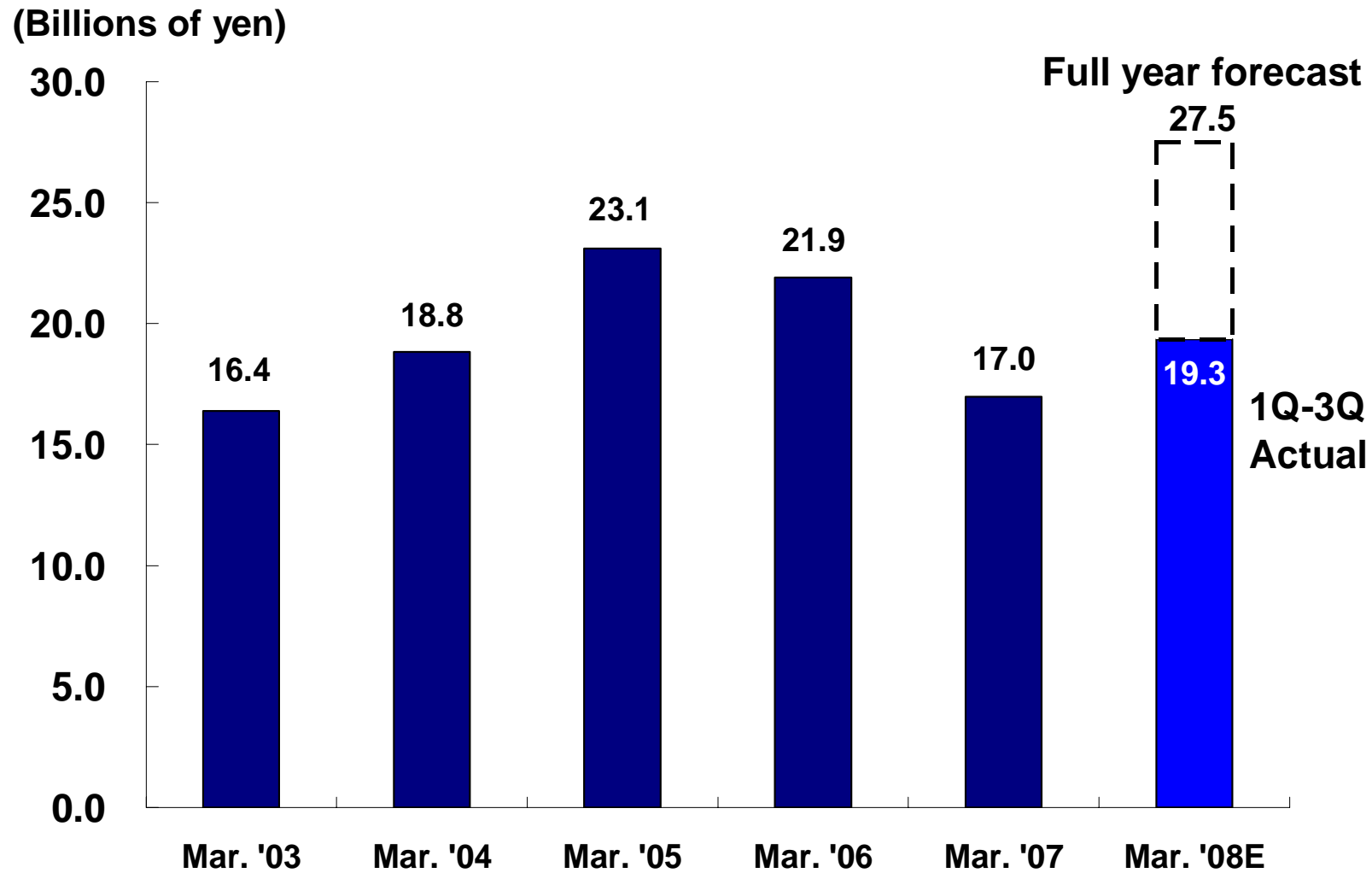


■ Net interest-bearing debt (left) ◆ Free cash flow (right)

Net Interest-bearing debt = Interest-bearing debt – Cash and cash equivalents  
 Free Cash Flow = CF from operating activities + CF from Investing activities

Yearly

# Capital Expenditure



# Forecast for Fiscal Year Ending March 31, 2008

## Full year forecast revised upward

(Millions of yen)	Year ended Mar.'07	Year ending Mar.'08			Amount change (A) - (B)
	Full year	New forecast (A)	% change yoy	Previous forecast (B)	
Net sales	331,022	335,000	+1.2%	335,000	0
Operating income	26,265	31,500	+19.9%	30,000	1,500
Machined components business	26,195	27,900	+6.5%	27,900	0
Electronic devices and components business	69	3,600	x52.2	2,100	1,500
Ordinary income	21,843	27,000	+23.6%	25,000	2,000
Income before income taxes	19,523	24,500	+25.5%	23,500	1,000
Net income	12,862	16,000	+24.4%	15,000	1,000
Net income per share (yen)	32.23	40.10	+24.4%	37.59	2.51

Foreign Exchange Rate Assumptions		FY Mar. '07	→	FY Mar. '08		
US\$ = ¥116.91	→	¥117.25		Euro = ¥149.75	→	¥161.32
Thai Baht = ¥3.18	→	¥3.70		RMB = ¥14.77	→	¥15.45

# New Market Development through Innovation

- Measuring Components:

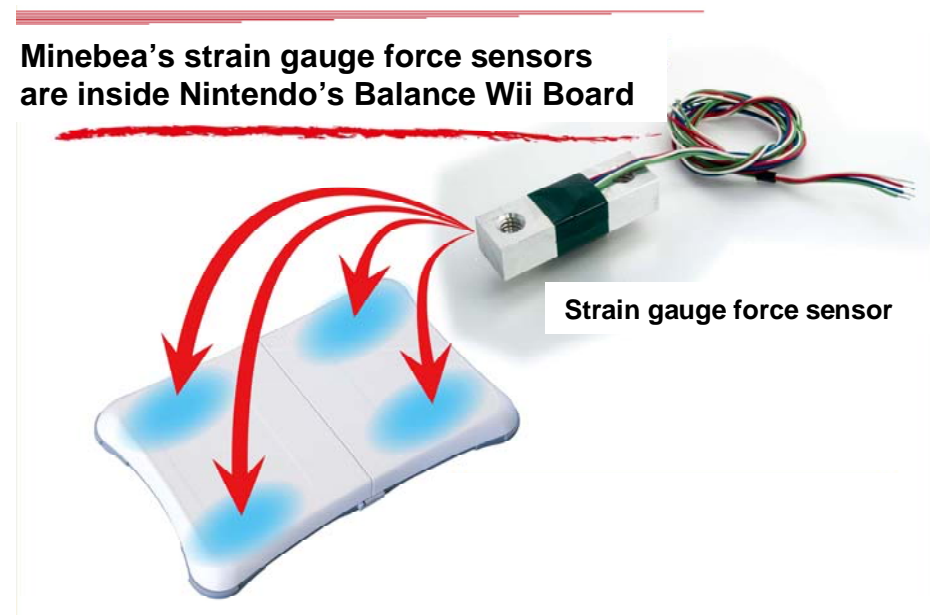
## New business for Nintendo Wii

The Balance Wii Board controller packaged with Wii Fit utilizes Minebea's strain gauge force sensors



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Wii, Balance Wii Board are trademarks of Nintendo



# Minebea Co., Ltd.

## Business Results

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

Any statements in the presentation which are not historical fact are future projections made based on certain assumptions and executive 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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February 1, 2008

