



Business Results

First Quarter of Fiscal Year Ending March 31, 2010

August 7, 2009

Minebea Co., Ltd.



Summary of Consolidated Business Results for 1Q

Net Sales increased and losses narrowed QoQ due to end of inventory adjustments in various product markets

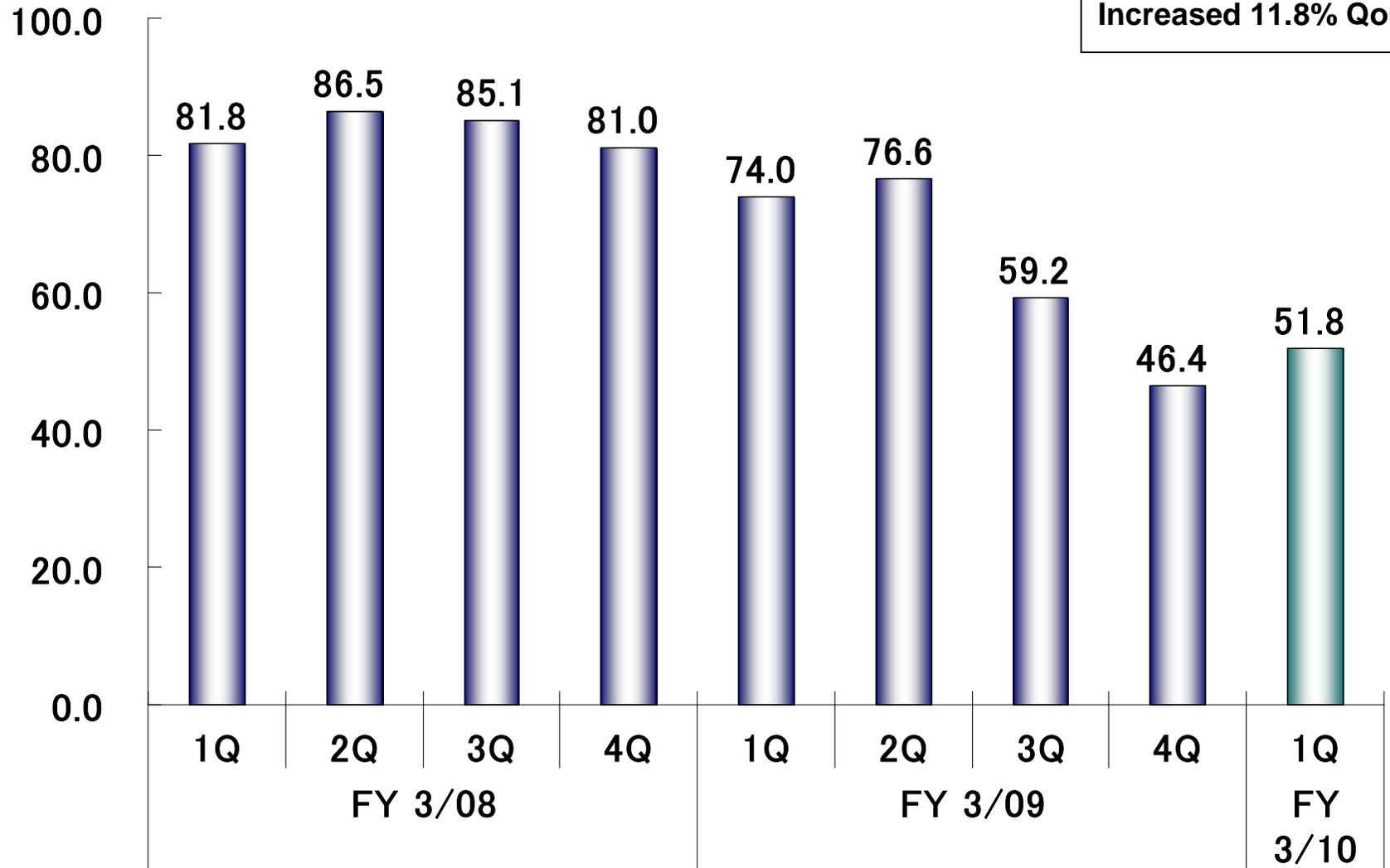
(Millions of yen)	FY ended Mar.'09		FY ending Mar.'10	Change	
	1Q	4Q	1Q	YoY	QoQ
Net sales	74,041	46,384	51,837	-30.0%	+11.8%
Operating income	5,083	-2,824	-605	N.A.	N.A.
Ordinary income	4,685	-3,430	-1,101	N.A.	N.A.
Income before income taxes	4,057	-6,187	-1,370	N.A.	N.A.
Net income	2,635	-6,211	-1,680	N.A.	N.A.
Net income per share (Yen)	6.60	-15.61	-4.32	N.A.	N.A.

Foreign exchange rates	1Q FY3/09	4Q FY3/09	1Q FY3/10
US\$	¥103.36	¥92.80	¥97.50
Euro	¥161.48	¥122.57	¥131.56
Thai Baht	¥3.24	¥2.63	¥2.78
Chinese RMB	¥14.72	¥13.54	¥14.28

Quarterly

Net Sales

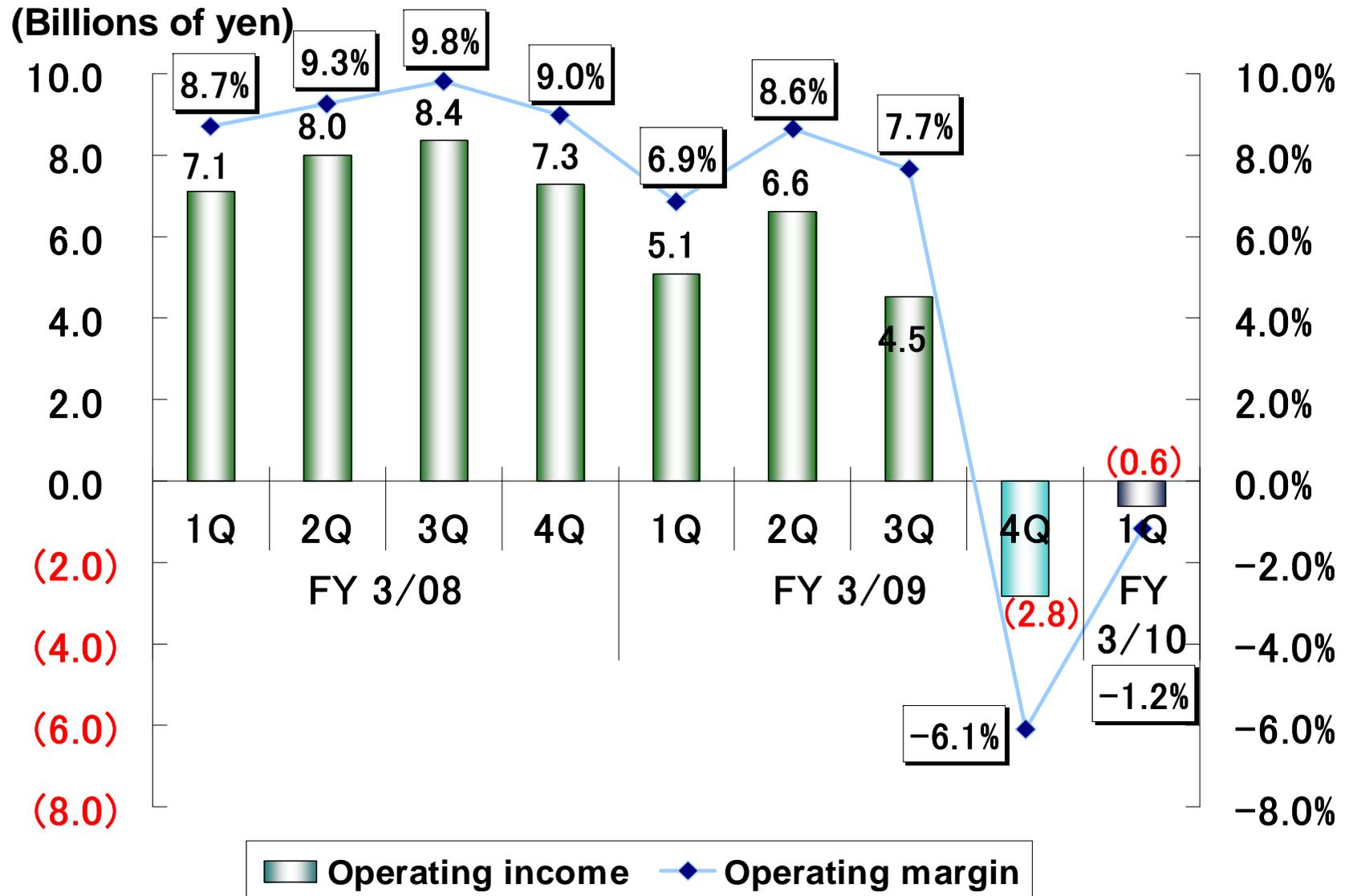
(Billions of yen)



Decreased 30.0% YoY
Increased 11.8% QoQ

Quarterly

Operating Income



Performance by Business Segments

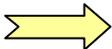
(Millions of yen)		FY ended Mar.'09 1Q	FY ending Mar.'10 1Q	Change YoY		(B) / (A)
Machined components business	Net sales	33,253	24,314	-8,939	(A)	49.0%
	Operating income	5,583	1,200	-4,383	(B)	
Electronic devices and components business	Net sales	40,787	27,523	-13,264	(A)	9.8%
	Operating income	-500	-1,806	-1,306	(B)	

<Machined components business segment>

Factor for the decline of operating income year on year

- Similar factors affecting capital intensive industries
- A large decline of sales affected operating income significantly

Near term forecast

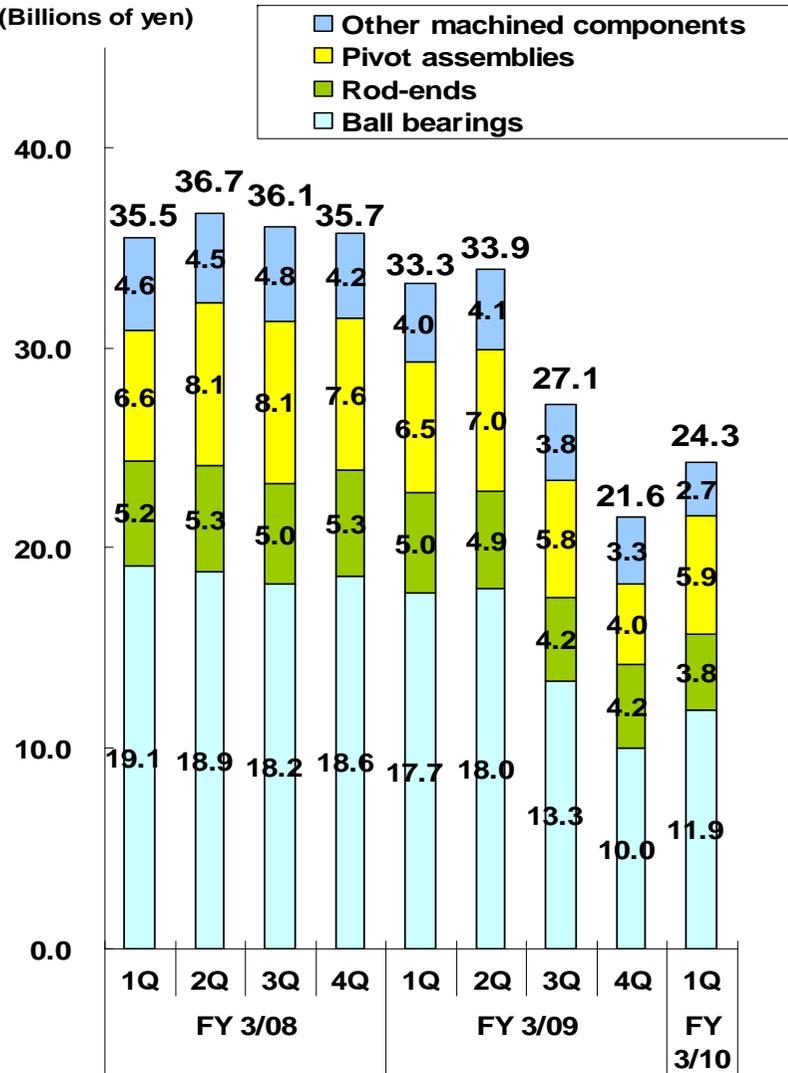
- As markets begin to stabilize, sales are recovering
- 
expecting rapid recovery of operating income

Business Segments

Machined Components Business

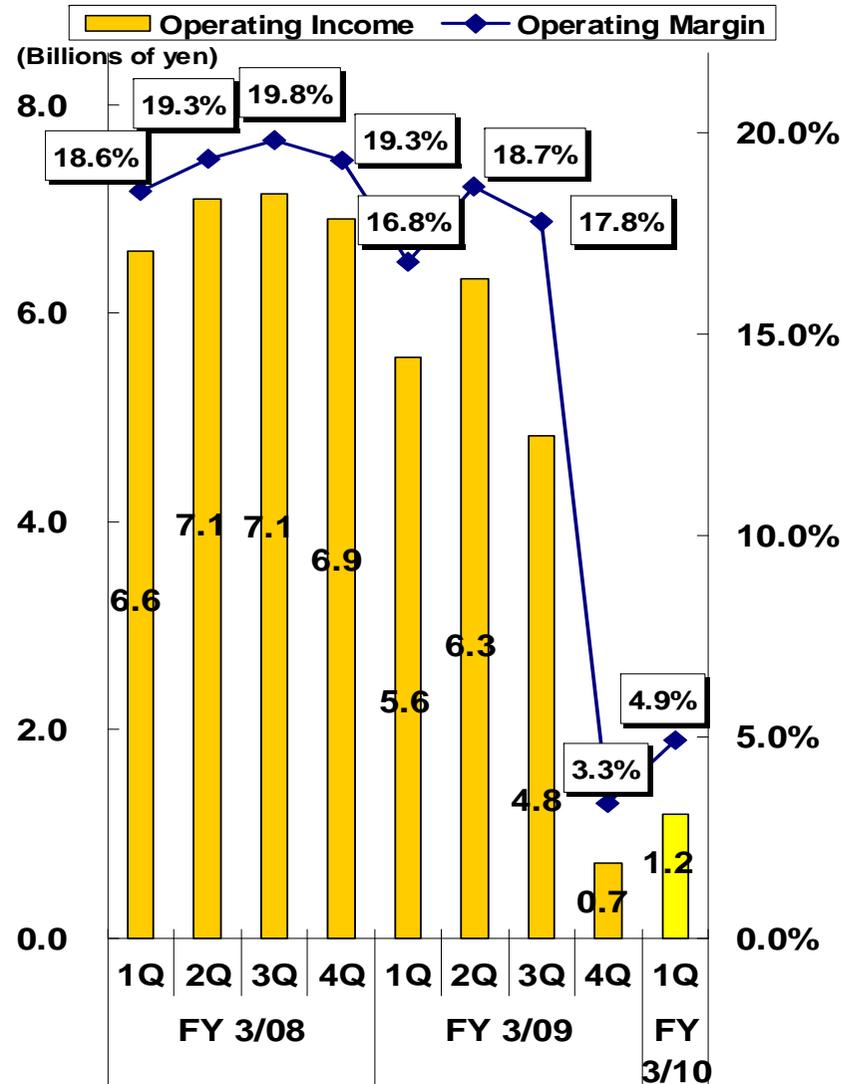
Net sales

(Billions of yen)



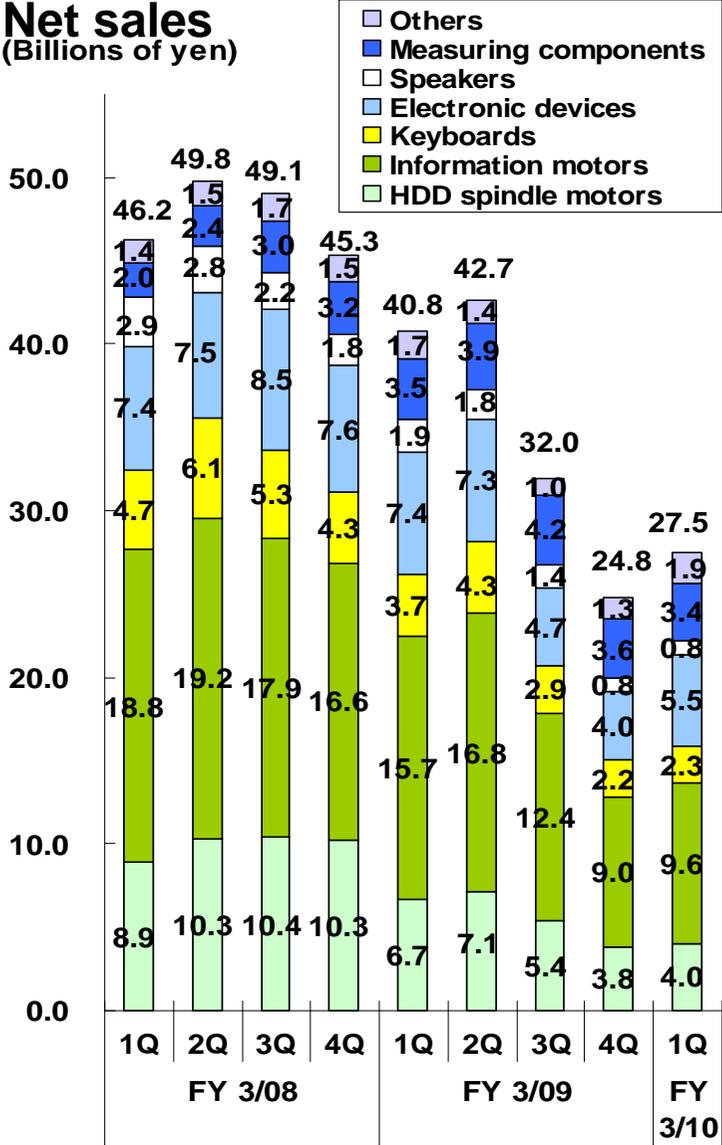
Operating income

(Billions of yen)

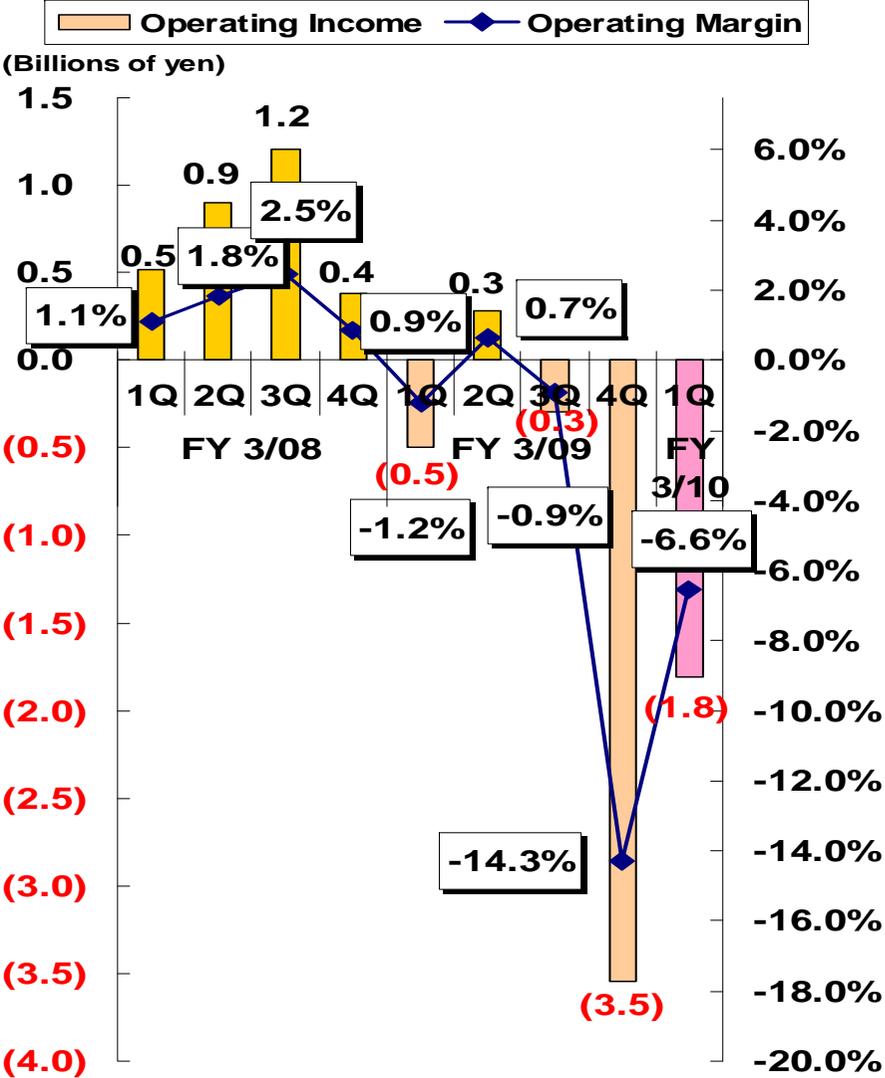


Business Segments Electronic Devices and Components Business

Net sales
(Billions of yen)

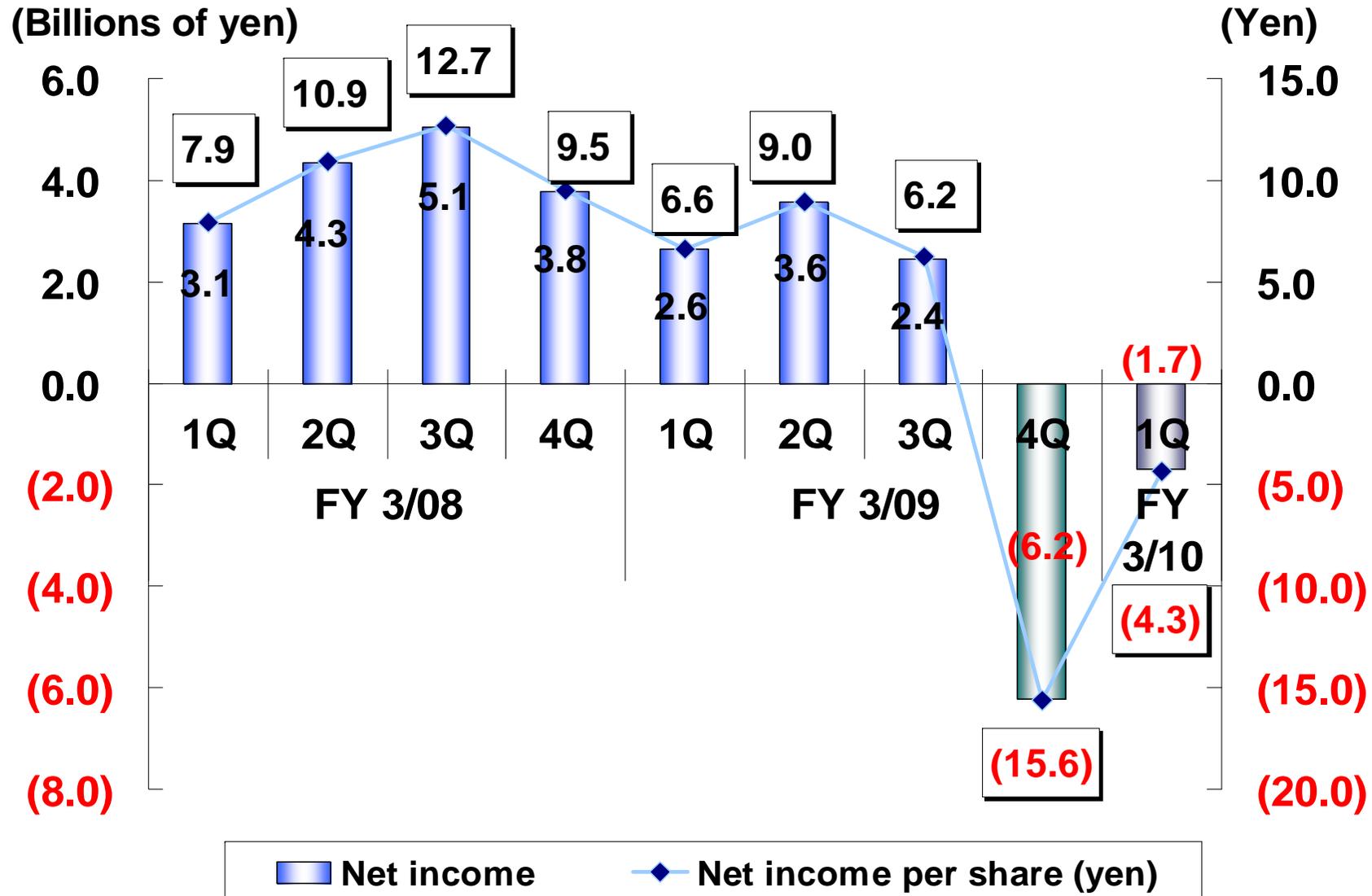


Operating income



Quarterly

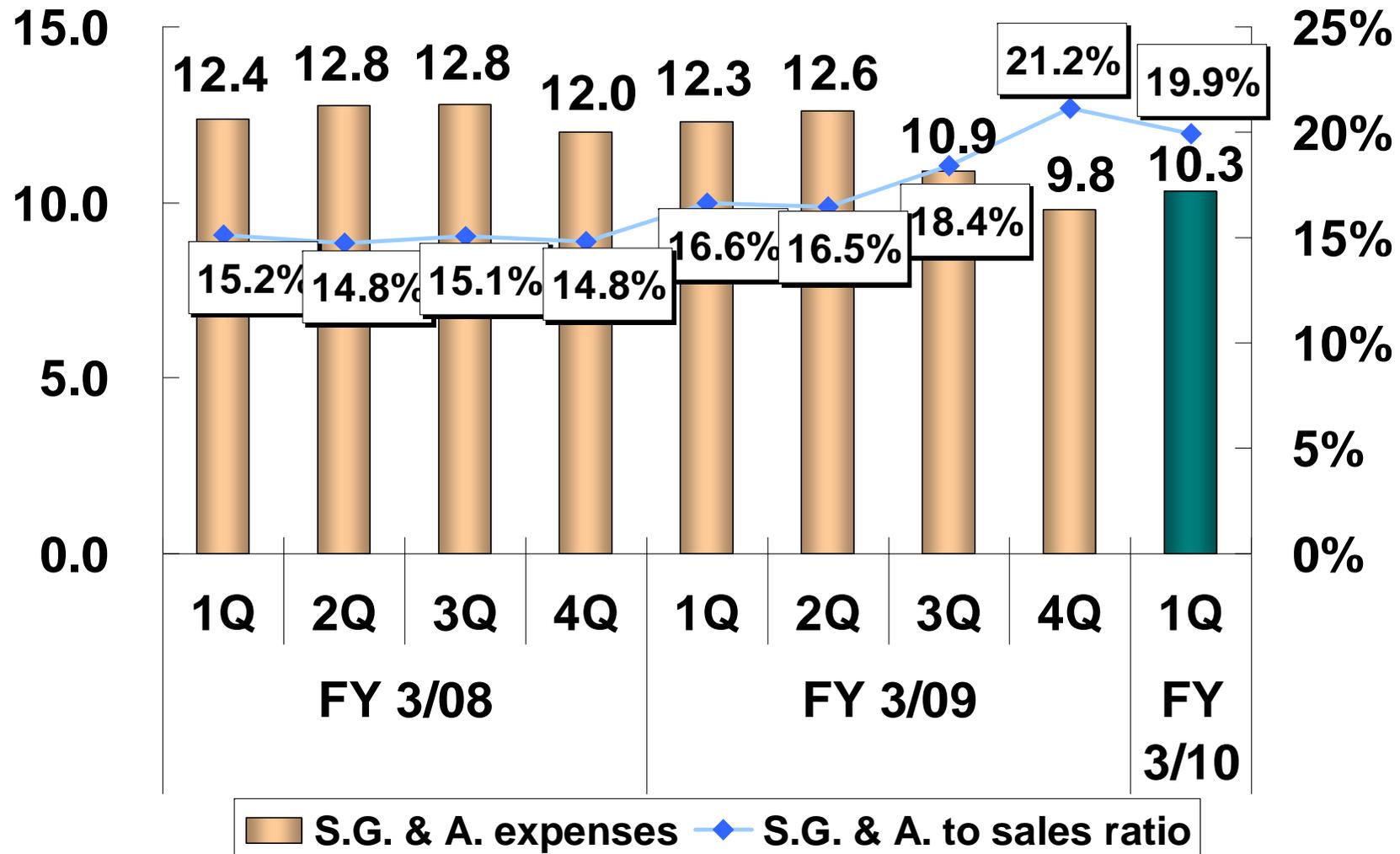
Net Income



Quarterly

S.G. & A. Expenses

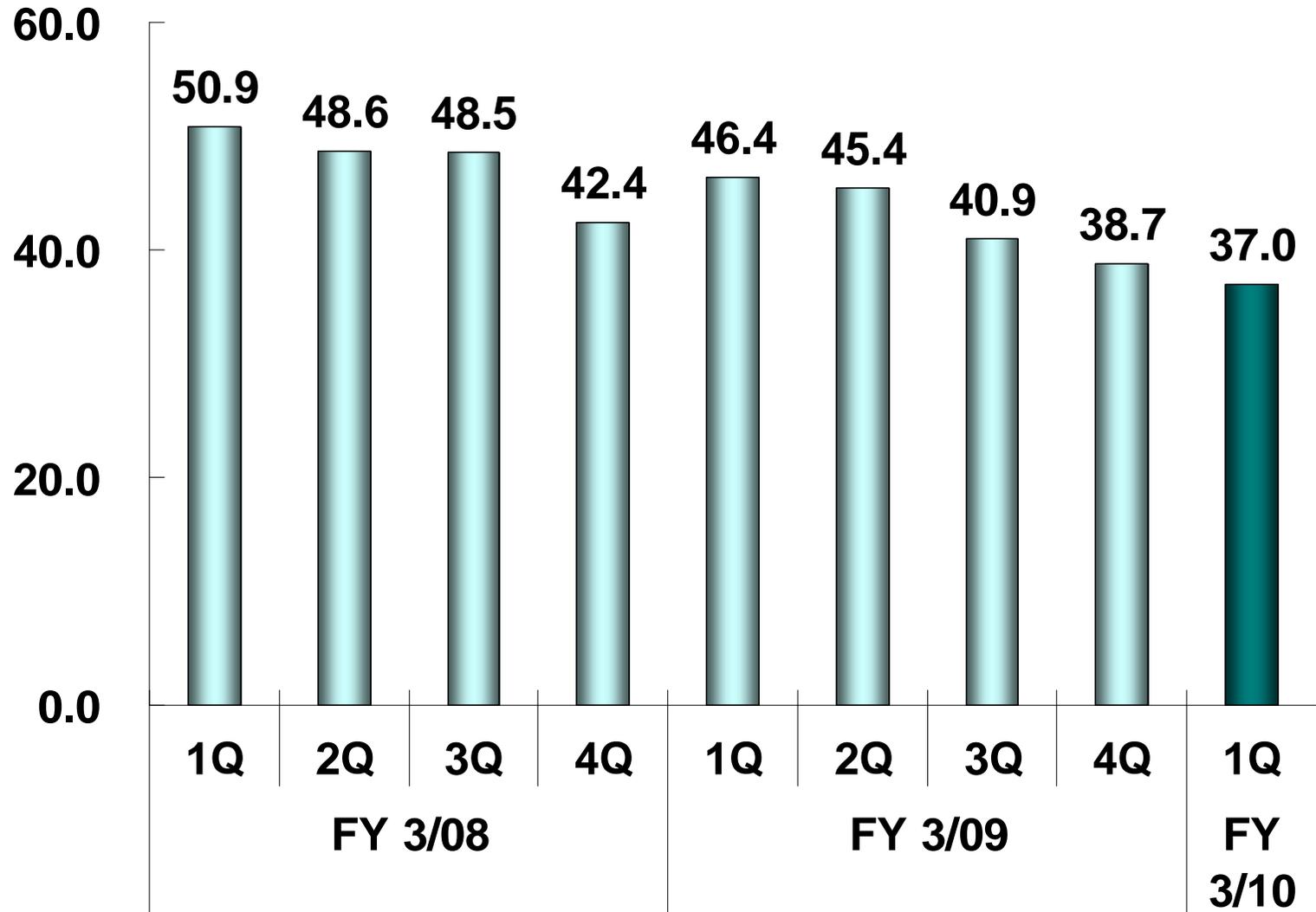
(Billions of yen)



Quarterly

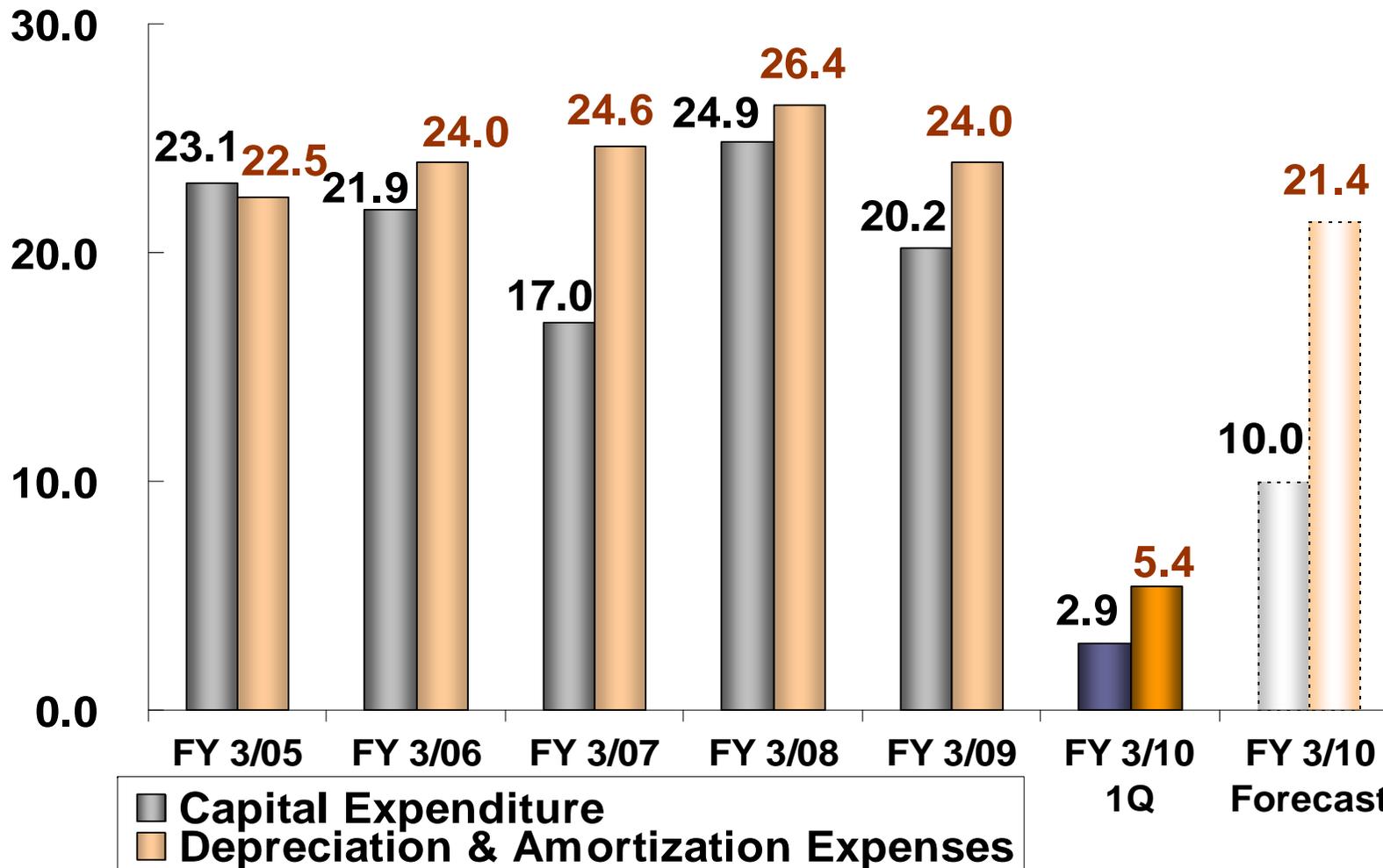
Inventories

(Billions of yen)



Yearly Capital Expenditure & Depreciation

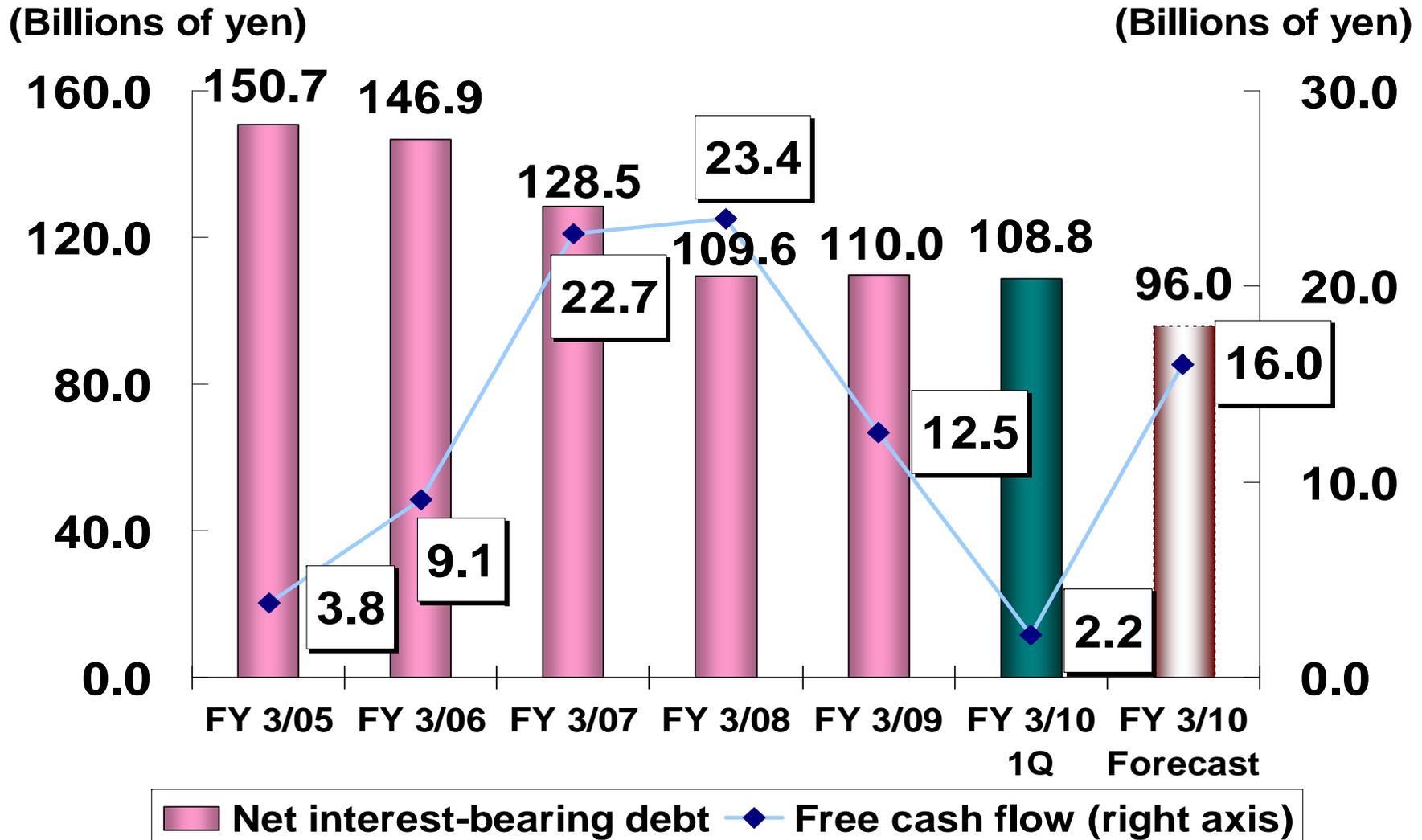
(Billions of yen)



*From FY 3/09, due to change in lease accounting, assets of finance lease are included.

Yearly

Net Interest-Bearing Debt



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

Forecast for Fiscal Year Ending March 31, 2010

Initial forecast unchanged

(Millions of yen)	FY ended Mar. '09 Full year	Fiscal Year ending Mar. '10 Forecast					
		1st Half Range		2nd Half Range		Full year Range	
		Upper end	Lower end	Upper end	Lower end	Upper end	Lower end
Net sales	256,163	105,500	96,000	124,500	104,000	230,000	200,000
Operating income	13,406	3,500	1,800	10,500	8,200	14,000	10,000
Ordinary income	11,555	2,200	600	9,100	7,000	11,300	7,600
Income before income taxes	6,834	2,200	600	8,900	6,800	11,100	7,400
Net income	2,441	800	-700	5,700	4,200	6,500	3,500
Net income per share (yen)	6.18	2.06	-1.80	14.65	10.80	16.71	9.00

Foreign exchange rates	FY ended Mar. '09	FY ending Mar. '10 Assumption
US\$	¥100.83	¥91.00
Euro	¥145.65	¥128.00
Thai Baht	¥2.98	¥2.60
Chinese RMB	¥14.64	¥13.00

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 conditions or demand trends around Minebea; (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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August 7, 2009

