



Business Results

Fiscal Year Ended March 31, 2010

May 7, 2010
Minebea Co., Ltd.

- 1. Financial Results**
- 2. Policy and Strategy**

Financial Results

Hiroharu Katogi

Director, Senior Managing Executive Officer

Summary of Consolidated Business Results

**Significantly improved sales and profits in the second half,
after the straggling first half**

| (Millions of yen) | FY ended Mar. '09 Full year | FY ended Mar. '10 Full year | Change YoY | Forecast announced in February 2010 | |
|----------------------------|-----------------------------------|-----------------------------------|---------------|--|--------------|
| | | | | Full year | vs. forecast |
| Net sales | 256,163 | 228,446 | -10.8% | 225,000 | 101.5% |
| Operating income | 13,406 | 12,059 | -10.0% | 11,000 | 109.6% |
| Ordinary income | 11,555 | 10,203 | -11.7% | 9,000 | 113.4% |
| Income before income taxes | 6,834 | 9,261 | +35.5% | 8,000 | 115.8% |
| Net income | 2,441 | 6,662 | x 2.7 | 5,500 | 121.1% |
| Net income per share (yen) | 6.18 | 17.20 | x 2.8 | 14.17 | 121.4% |

| Foreign exchange rates | Mar. '09 Full year | Mar. '10 Full year |
|------------------------|-----------------------|-----------------------|
| US\$ | ¥100.83 | ¥93.04 |
| Euro | ¥145.65 | ¥131.10 |
| Thai Baht | ¥2.98 | ¥2.74 |
| Chinese RMB | ¥14.64 | ¥13.61 |

Summary of Consolidated Business Results for 4Q

**Net sales and profits continued to improve
for the past four quarters**

| (Millions of yen) | FY ended Mar. '09 4Q | FY ended Mar. '10 | | Change | |
|----------------------------|----------------------------|-------------------|--------|--------|--------|
| | | 3Q | 4Q | YoY | QoQ |
| Net sales | 46,384 | 58,716 | 60,461 | +30.3% | +3.0% |
| Operating income | -2,824 | 4,449 | 5,494 | N.M. | +23.5% |
| Ordinary income | -3,430 | 3,988 | 5,185 | N.M. | +30.0% |
| Income before income taxes | -6,187 | 3,808 | 4,724 | N.M. | +24.1% |
| Net income | -6,211 | 3,936 | 3,090 | N.M. | -21.5% |
| Net income per share (yen) | -15.61 | 10.16 | 8.06 | N.M. | -20.7% |

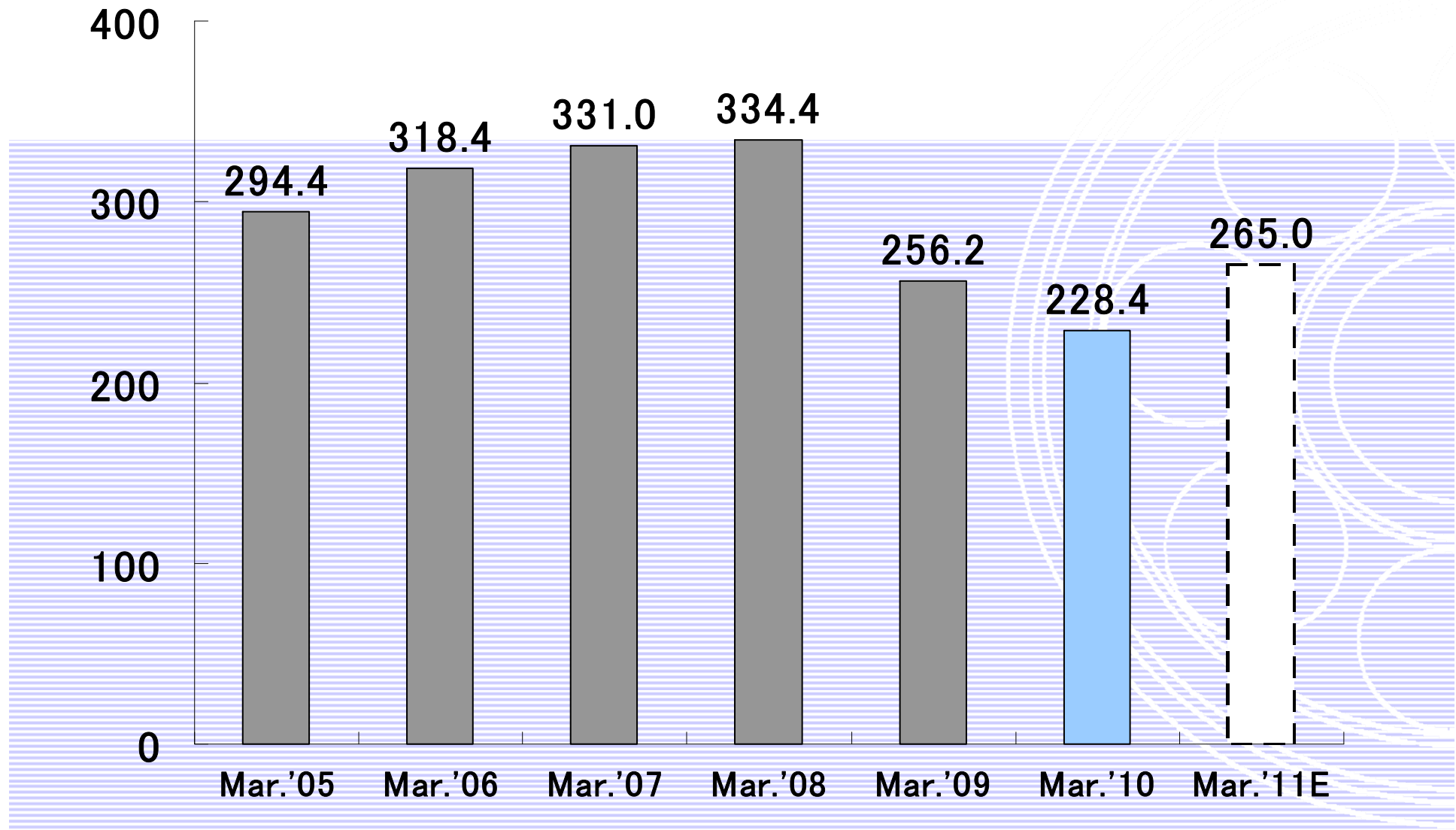
| Foreign exchange rates | 4Q of FY Mar. '09 | 3Q of FY Mar. '10 | 4Q of FY Mar. '10 |
|------------------------|----------------------|----------------------|----------------------|
| US\$ | ¥92.80 | ¥89.49 | ¥90.43 |
| Euro | ¥122.57 | ¥132.51 | ¥126.07 |
| Thai Baht | ¥2.63 | ¥2.68 | ¥2.73 |
| Chinese RMB | ¥13.54 | ¥13.08 | ¥13.24 |

Net Sales

Yearly

(Billions of yen)

Decreased 10.8% YoY



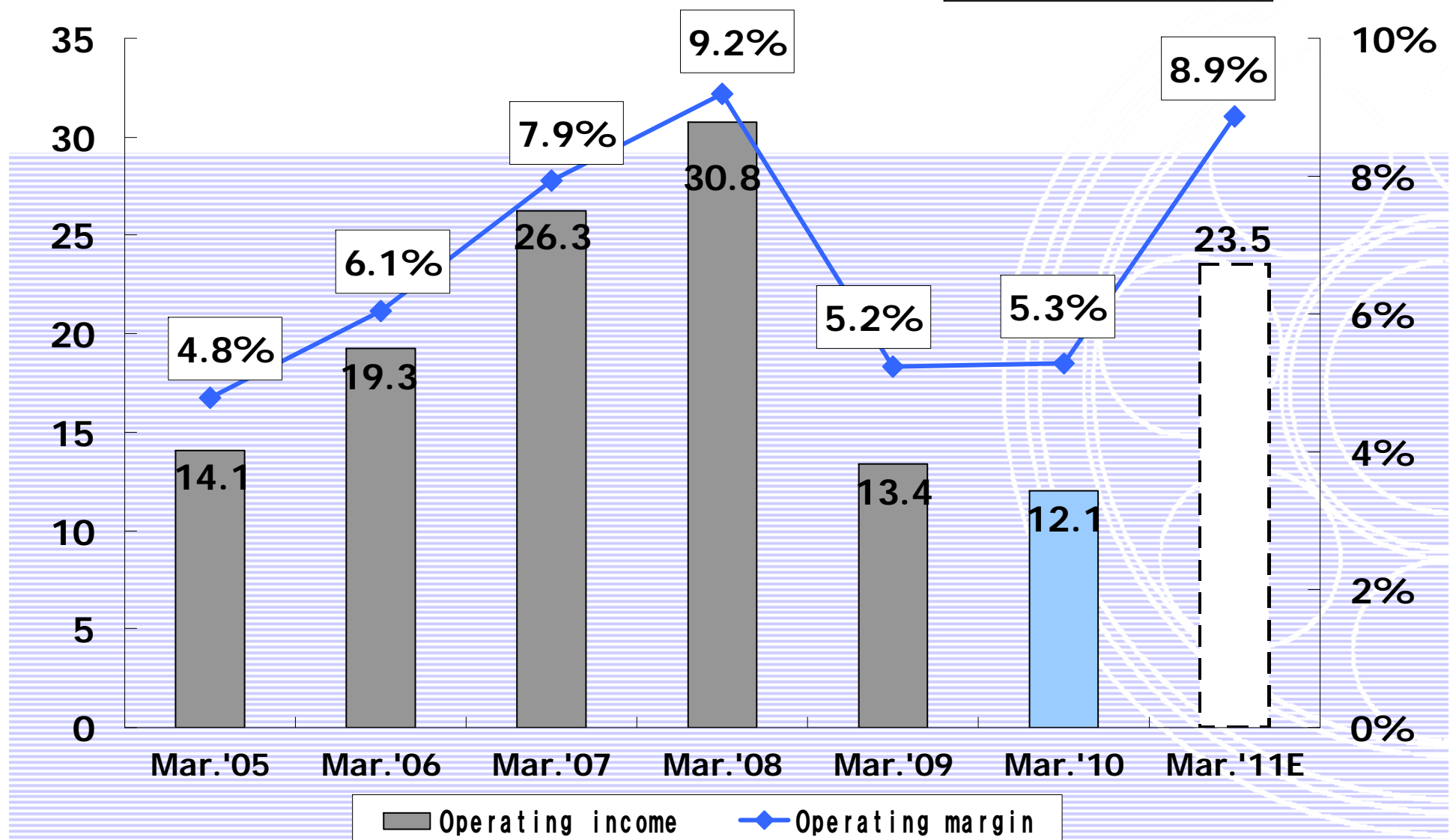
May 7, 2010

Operating Income

Yearly

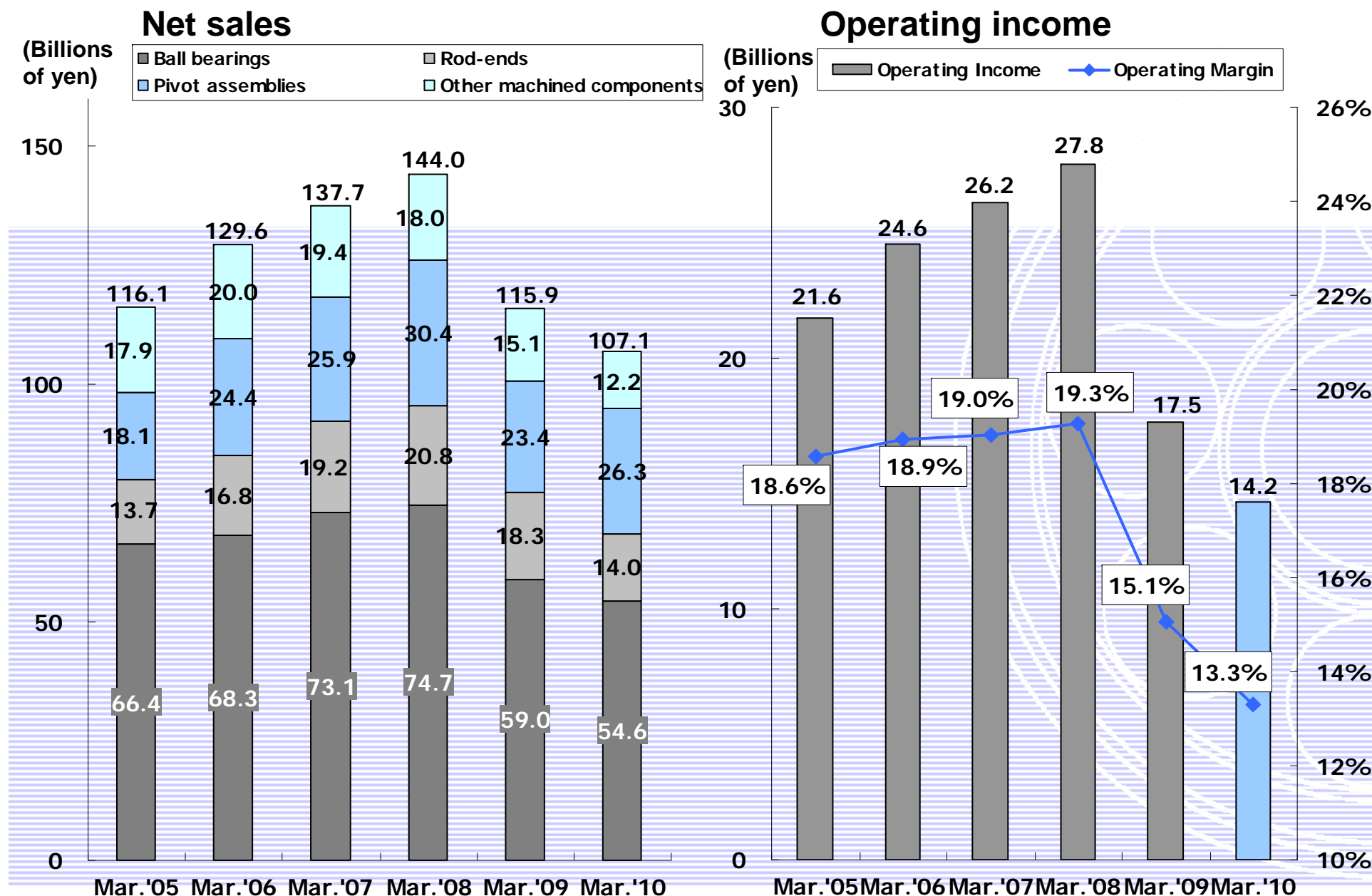
(Billions of yen)

Decreased 10.0% YoY



Machined Components Business

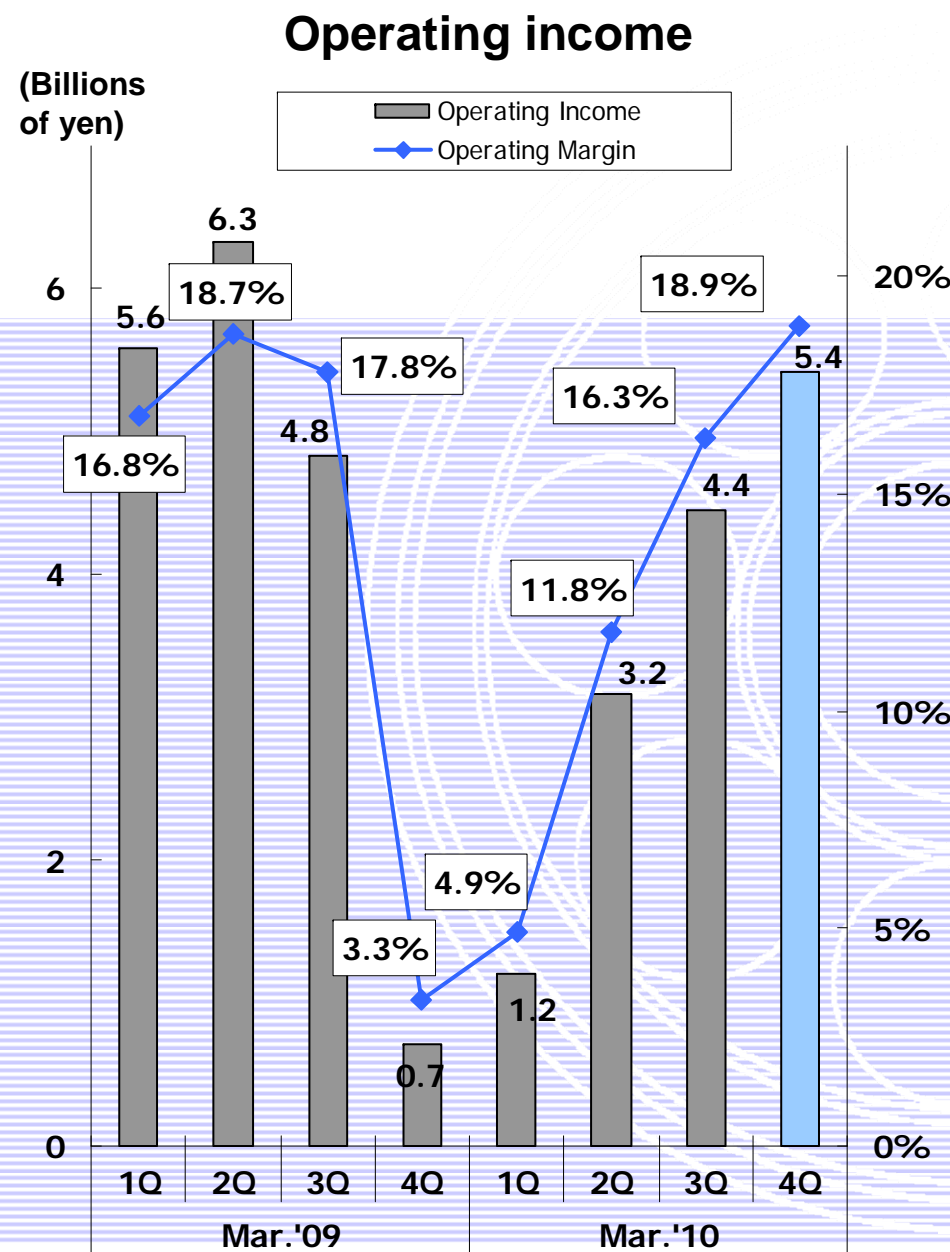
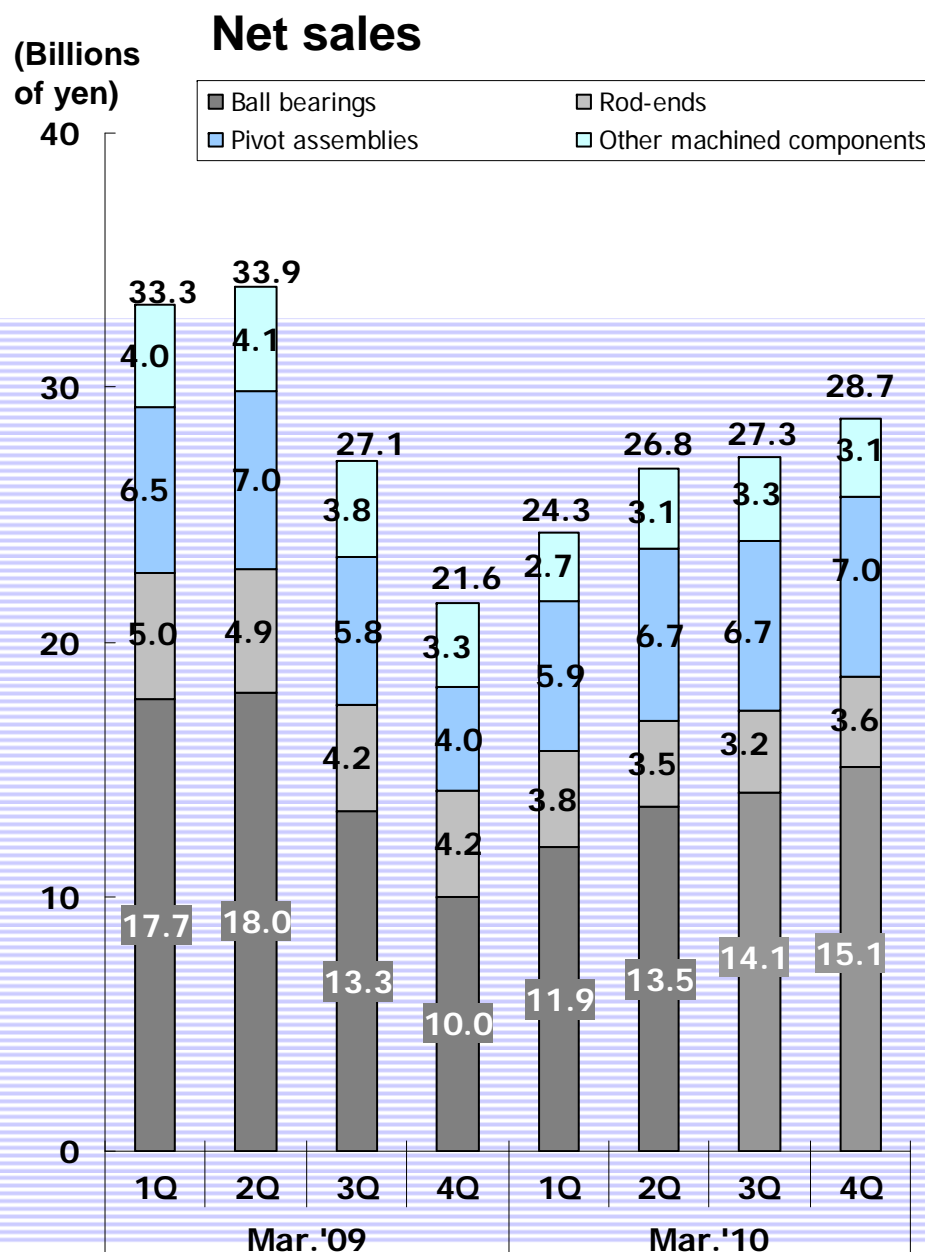
Yearly



May 7, 2010

Machined Components Business

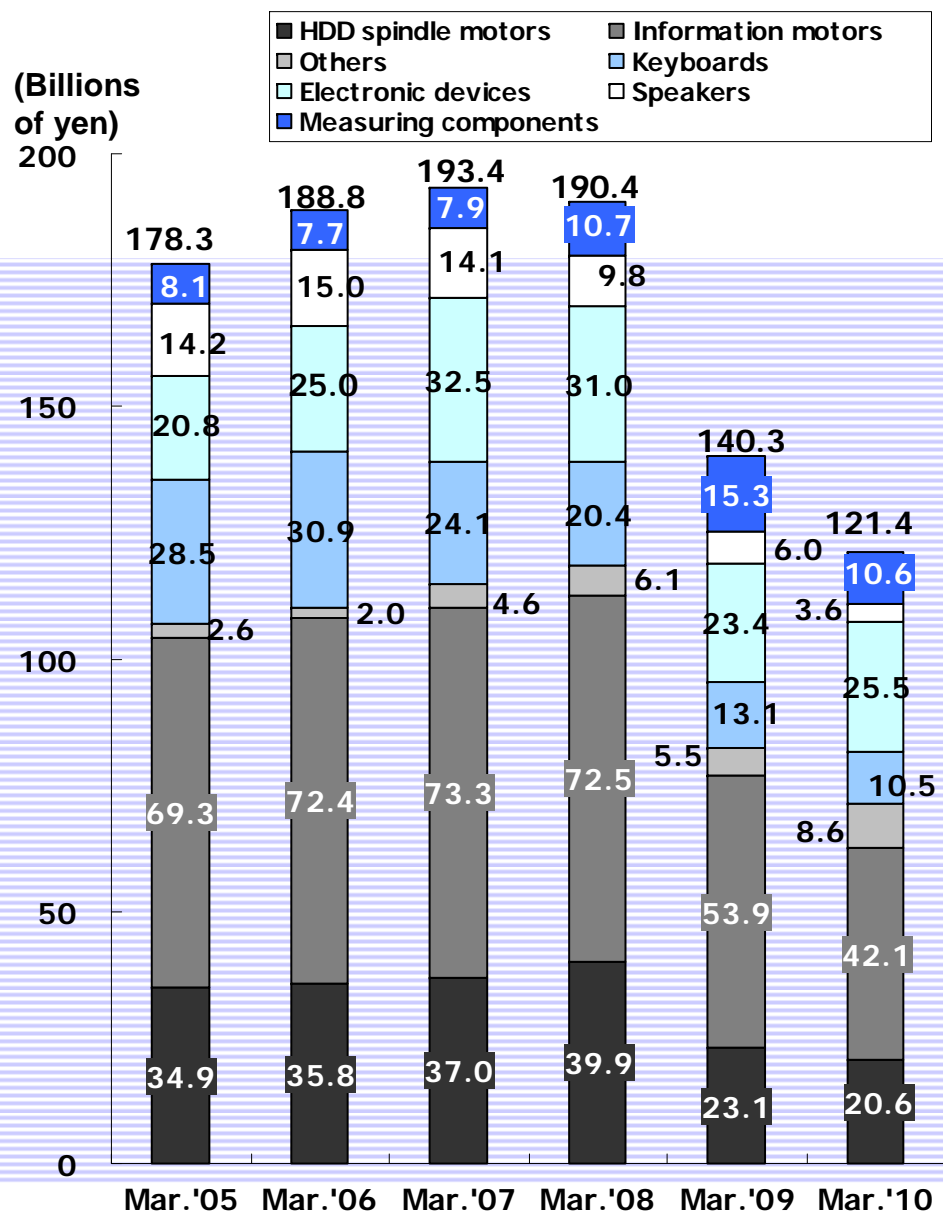
Quarterly



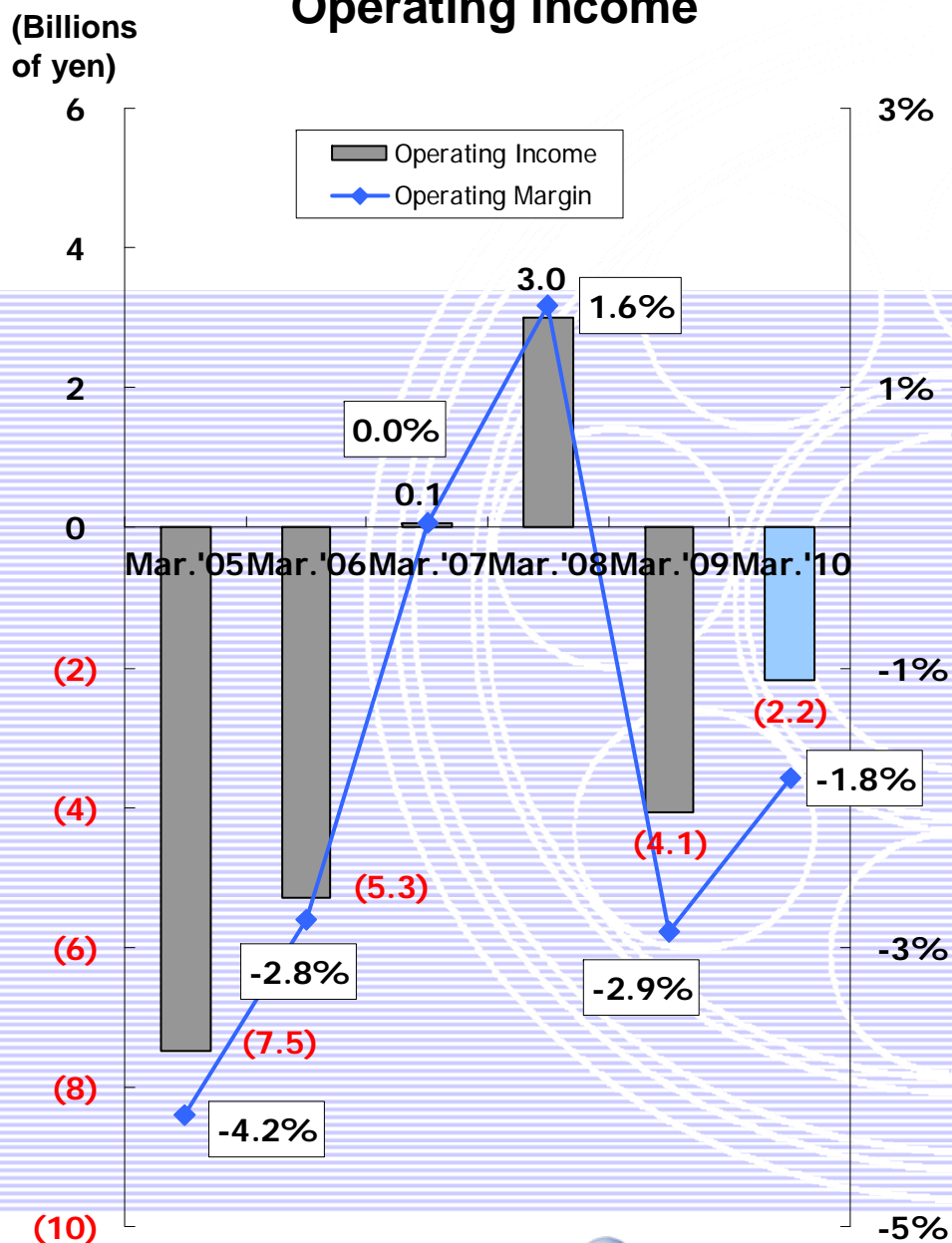
May 7, 2010

Electronic Devices & Components Business Yearly

Net sales

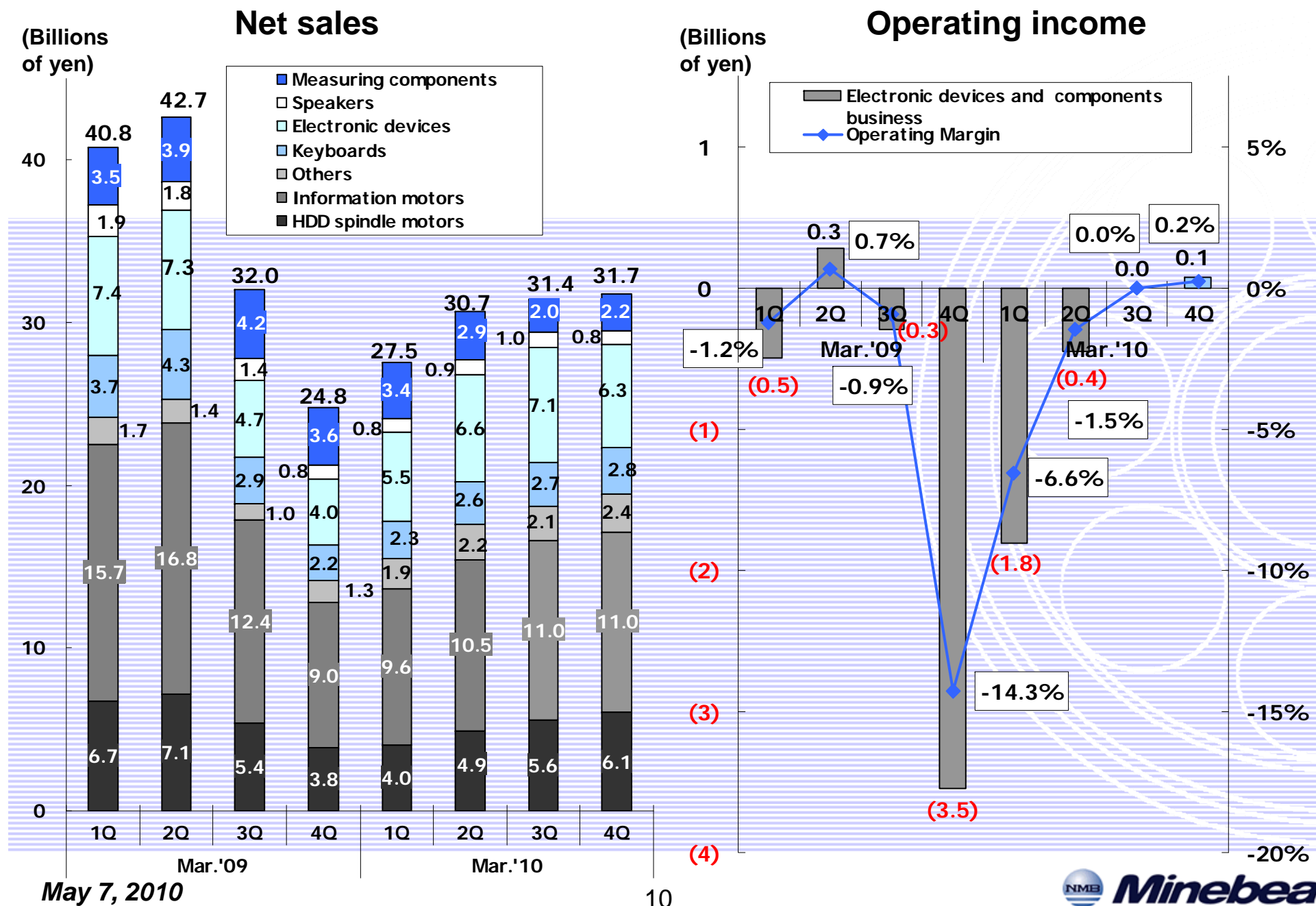


Operating income



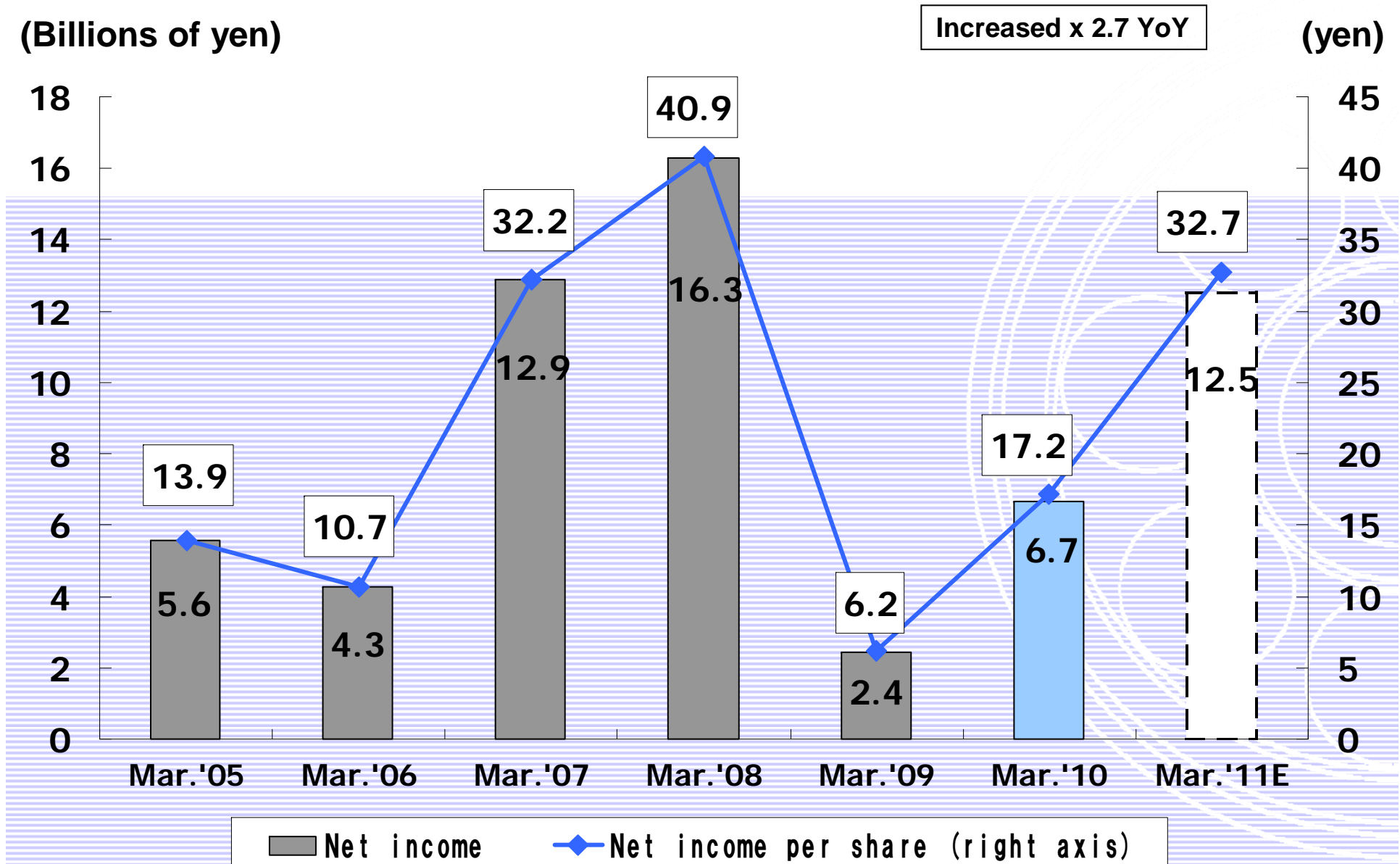
May 7, 2010

Electronic Devices & Components Business Quarterly



Net Income

Yearly

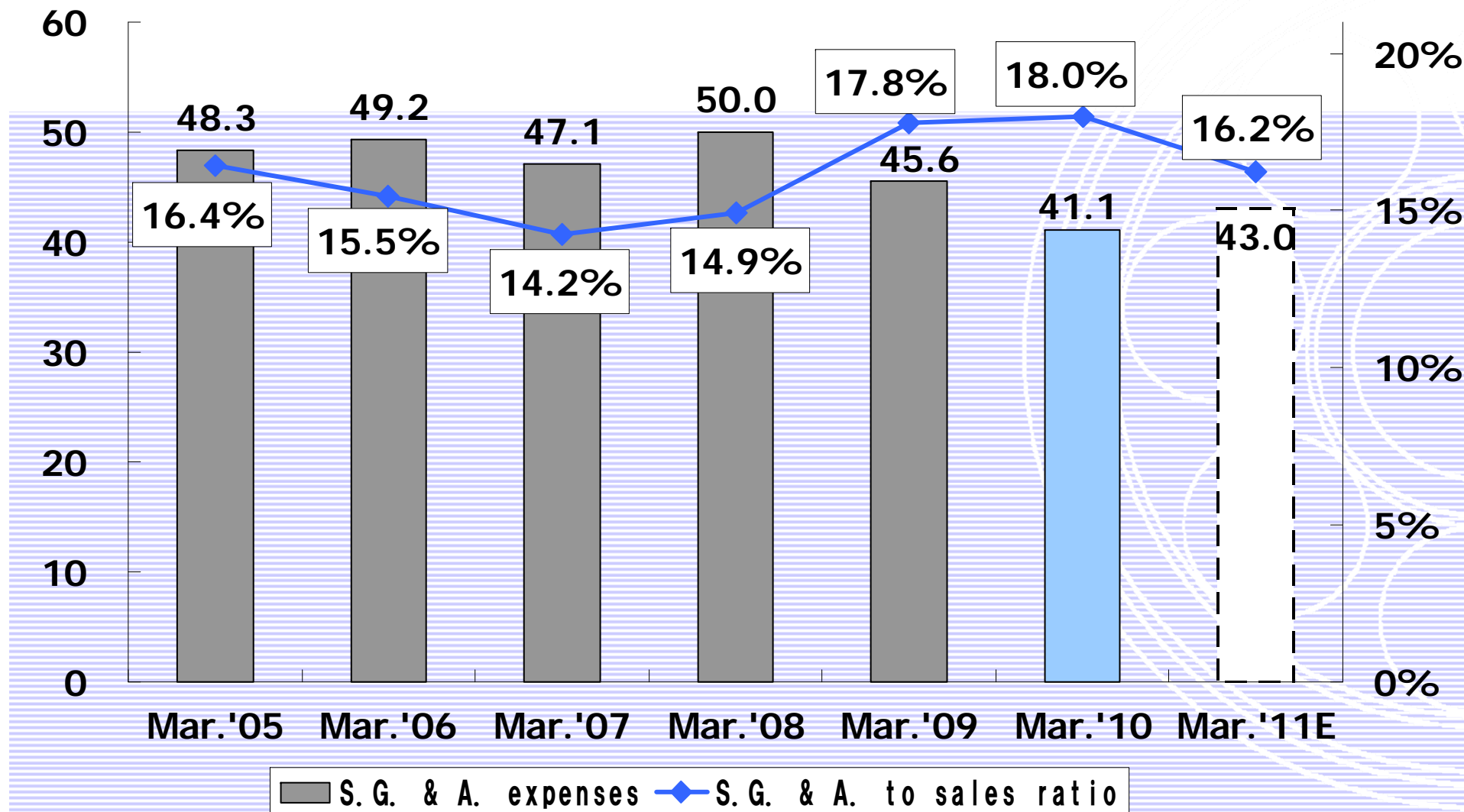


May 7, 2010

S.G. & A. Expenses

Yearly

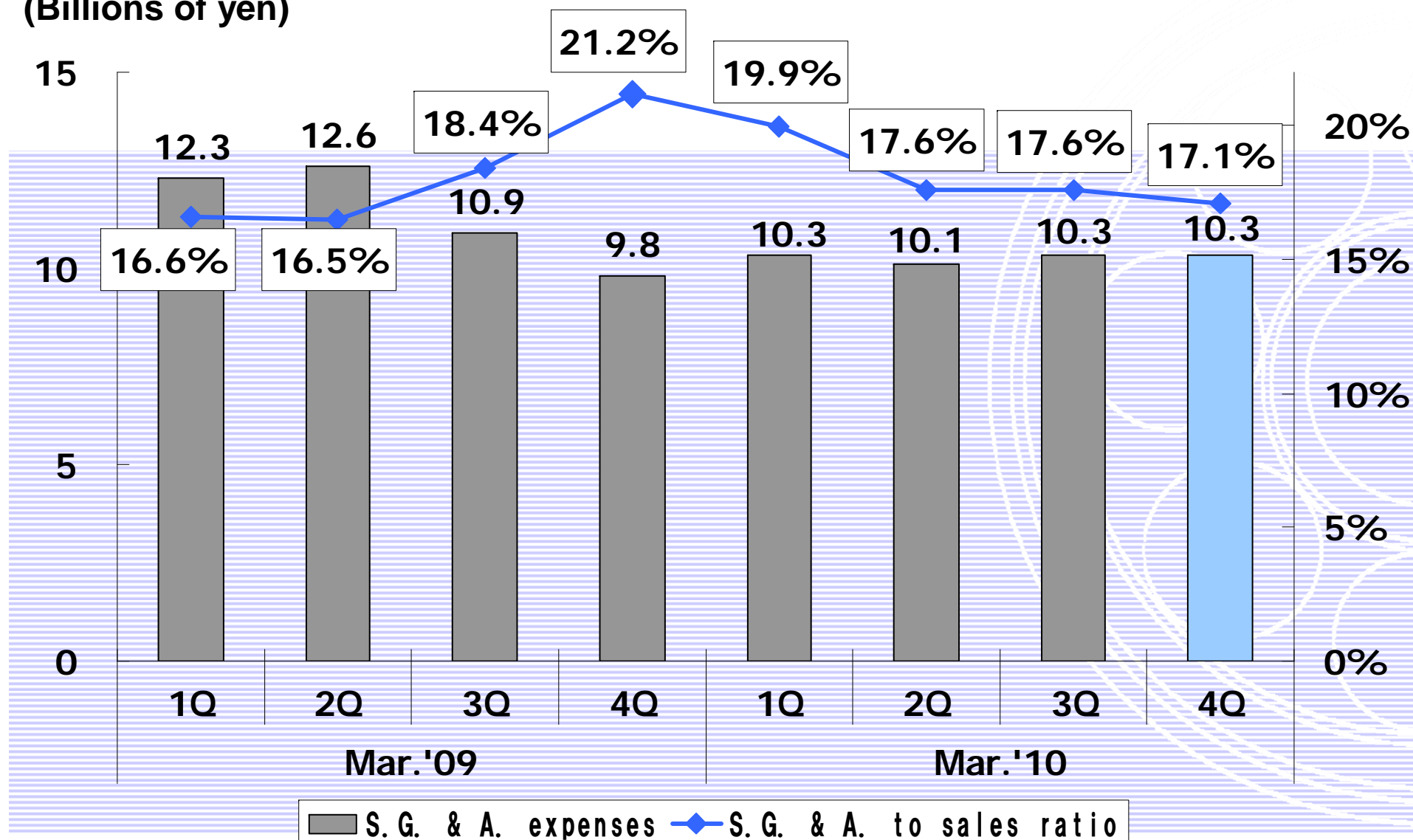
(Billions of yen)



S.G. & A. Expenses

Quarterly

(Billions of yen)

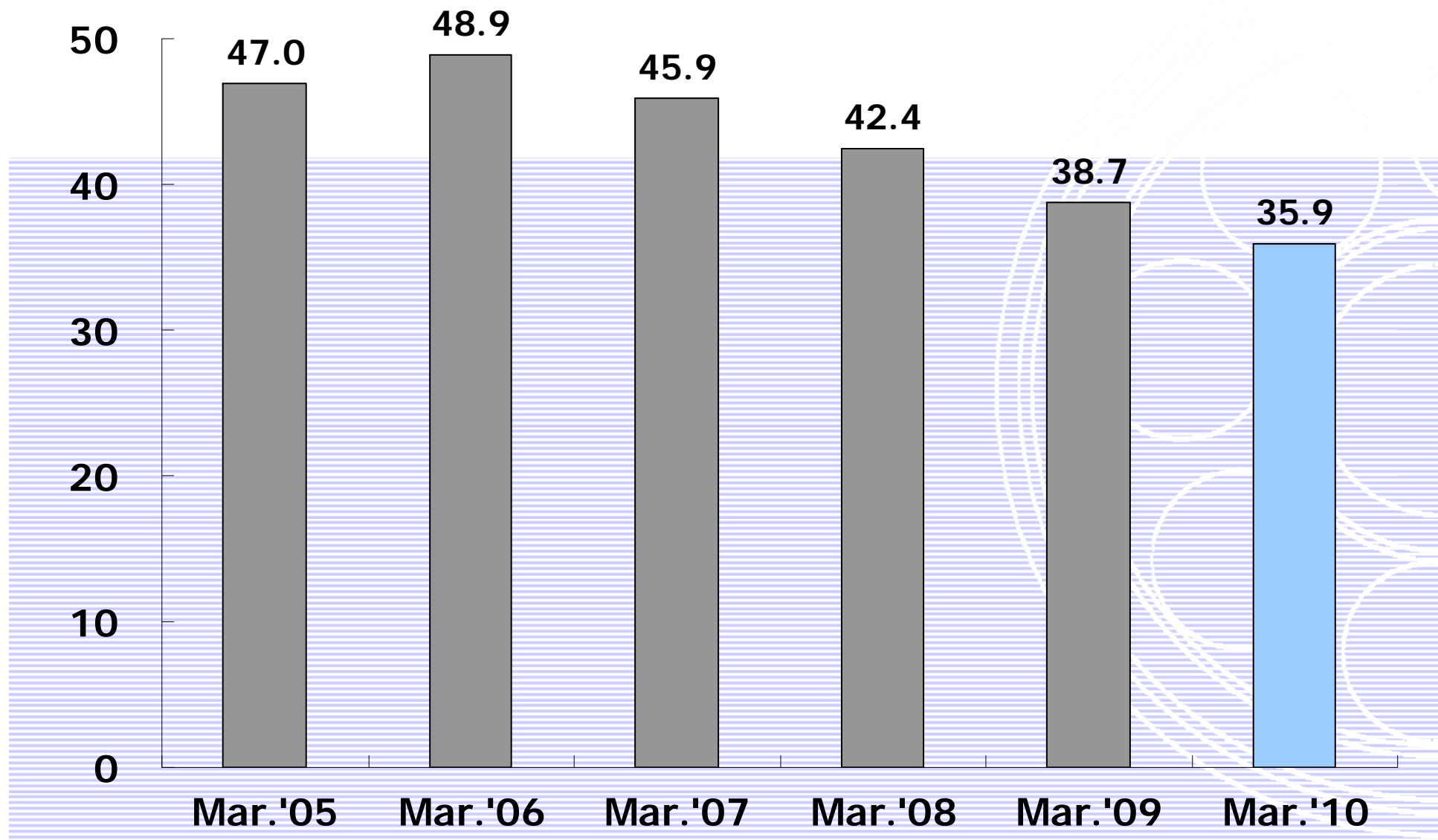


May 7, 2010

Inventories

Yearly

(Billions of yen)

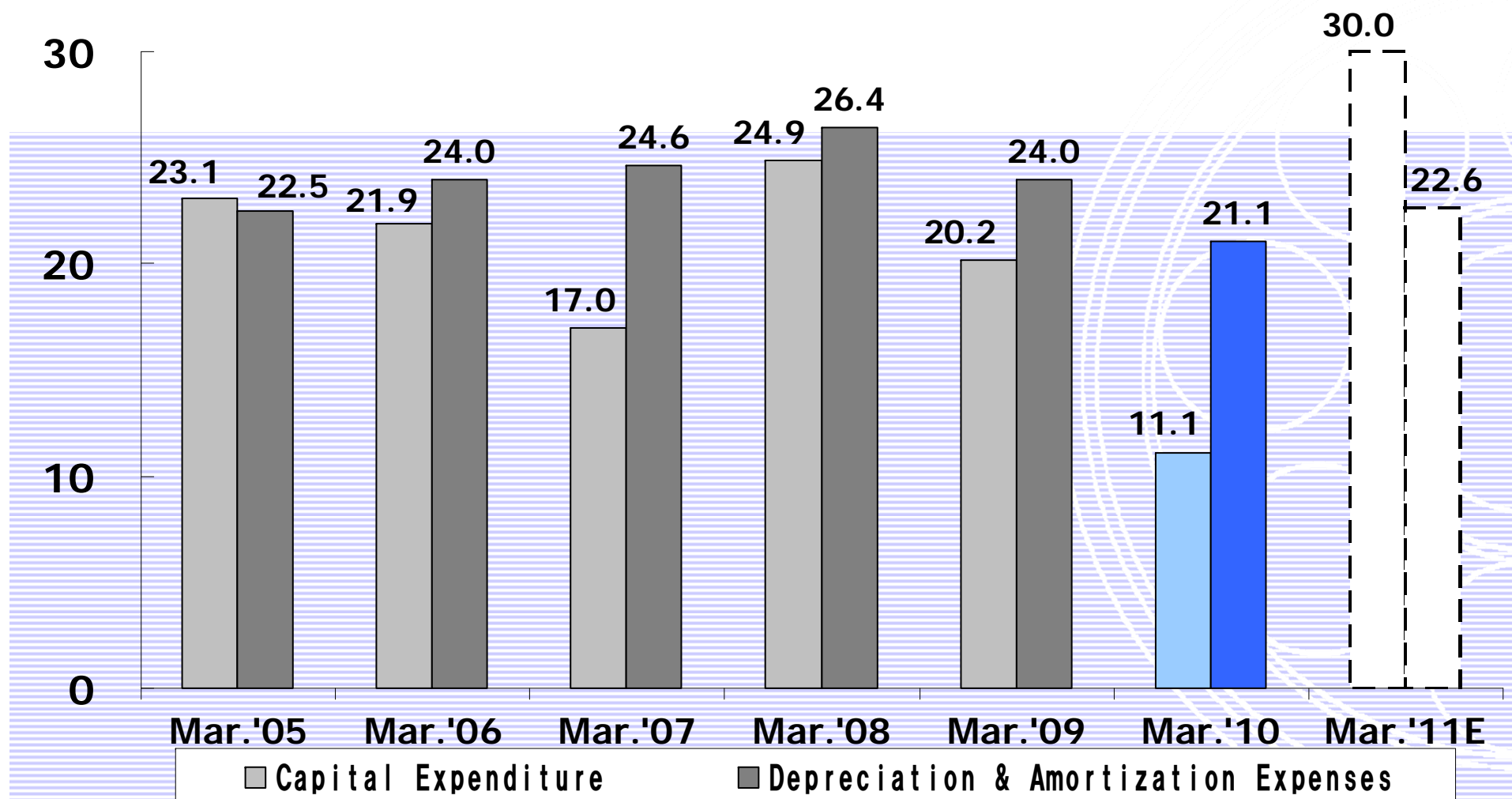


May 7, 2010

Capital Expenditure & Depreciation

Yearly

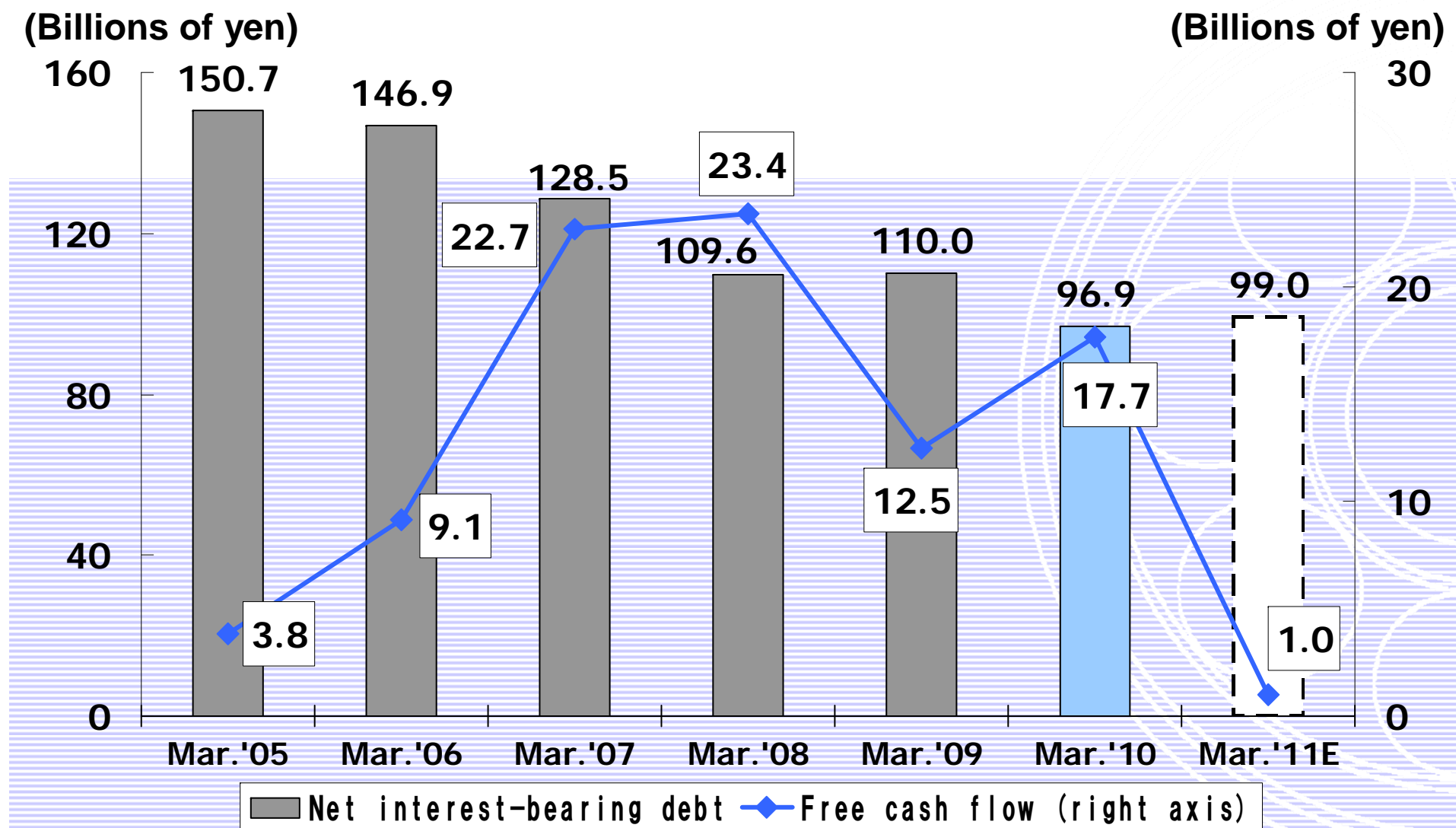
(Billions of yen)



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

Net Interest-Bearing Debt

Yearly



$\text{Net Interest-bearing debt} = \text{Interest-bearing debt} - \text{Cash and cash equivalents}$
 $\text{Free Cash Flow} = \text{CF from operating activities} + \text{CF from investing activities}$

Forecast for Fiscal Year Ending March 31, 2011

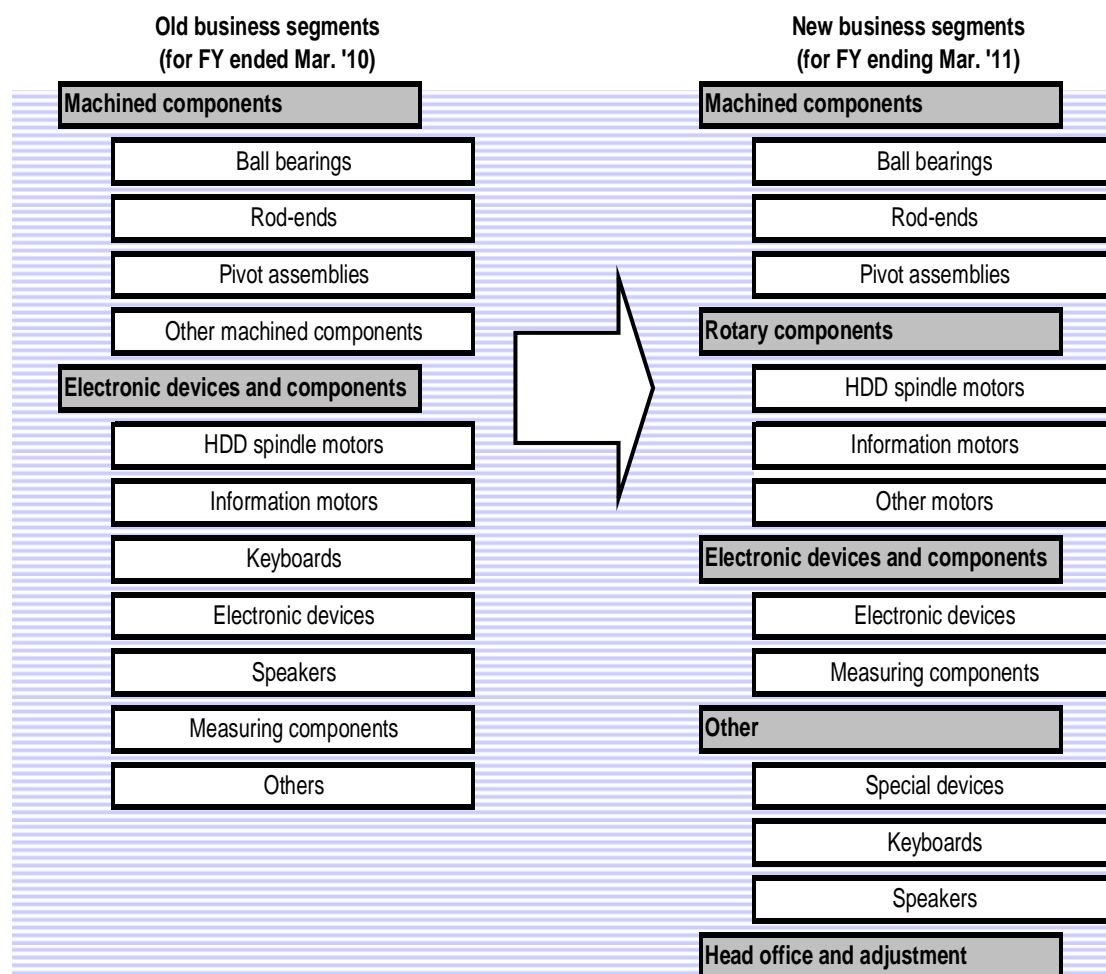
With gradual global economic recovery, stronger demand and tighter supply in several product markets are assumed

| (Millions of yen) | FY ended Mar. '10 Full year | Fiscal Year ending Mar. '11 | | | |
|----------------------------|-----------------------------------|-----------------------------|----------|-----------|--------|
| | | 1st Half | 2nd Half | Full year | YoY |
| Net sales | 228,446 | 129,000 | 136,000 | 265,000 | +16.0% |
| Operating income | 12,059 | 10,900 | 12,600 | 23,500 | +94.9% |
| Ordinary income | 10,203 | 9,900 | 11,600 | 21,500 | x 2.1 |
| Income before income taxes | 9,261 | 7,800 | 11,500 | 19,300 | x 2.1 |
| Net income | 6,662 | 4,700 | 7,800 | 12,500 | +87.6% |
| Net income per share (yen) | 17.20 | 12.31 | 20.42 | 32.73 | +90.3% |

| Foreign exchange rates | Mar. '10 Full year | FY ending Mar. '11 Assumption |
|------------------------|-----------------------|-------------------------------------|
| US\$ | ¥93.04 | ¥90.00 |
| Euro | ¥131.10 | ¥132.00 |
| Thai Baht | ¥2.74 | ¥2.65 |
| Chinese RMB | ¥13.61 | ¥13.00 |

New Business Segments

Following amendments in the Japanese Accounting Standards, we will change our Business Segment as follows starting the fiscal year ending March 31, 2011.



Business Segment Forecast for Fiscal Year Ending March 31, 2011

| (Billions of yen) | Net sales | Operating Income(loss) |
|-----------------------------------|--------------|------------------------|
| Machined Components | 108.6 | 28.5 |
| Rotary components | 104.2 | 4.0 |
| Electronic Devices and Components | 32.9 | 3.3 |
| Other | 19.4 | 0.1 |
| Head office and adjustment | 0.0 | -12.3 |
| Total | 265.0 | 23.5 |

Policy and Strategy

May 7, 2010

Yoshihisa Kainuma

**Representative Director,
President and Chief Executive Officer**

Review of Business Strategy for FY Ended March 2010

My Mission as CEO

Increase earnings per share

**Maximize earnings per share
and increase shareholders'
value**

Increase
shareholders'
value

Lay foundation for Minebea's 100th anniversary

**Enhance corporate resources
and be clear about exactly
where we are heading**

Enhance
corporate
resources

Major Initiatives for FY3/2010 (1)

1. Boost vertical and horizontal strength
Reorganize business portfolio



Organizational restructuring and power shift

2. Expansion of motor business (1)



Agreement reached for taking over Panasonic's Information Equipment Motor Business

Expansion of Motor Business

Acquired Panasonic's Information Equipment Motor Business

Strengthened motor engineer base

Enhanced intellectual property rights portfolio

Gained additional brushless DC motor product lines

Actively participated in reshuffling small size motor industry

Increased use of Minebea ball bearings

Expected to operate in the **black since the beginning**

Major Initiatives for FY3/2010 (1)

1. Boost vertical and horizontal strength
Reorganize business portfolio



Organizational restructuring and power shift

2. Expansion of motor business (1)



Agreement reached for taking over Panasonic's Information Equipment Motor Business

3. Expansion of motor business (2)



EMT Business Unit launched

Expansion of Motor Business: EMT Business Unit launched

EMT Business Unit (European Motion Technologies)



- Supply brushless DC motors to the European market
- Based in Germany, production facility in Slovakia
- 4 product lines:
 - Brushless DC motors for industrial equipment
 - Brushless DC motors for automotive applications
 - Large-sized blowers for HVAC systems
 - Piezo motors
- Aiming for sales of 3 billion yen in 3 years

Major Initiatives for FY3/2010 (1)

1. Boost vertical and horizontal strength
Reorganize business portfolio



Organizational restructuring and power shift

2. Expansion of motor business (1)



Agreement reached for taking over Panasonic's Information Equipment Motor Business

3. Expansion of motor business (2)



EMT Business Unit launched

4. Introduced incentive plan as part of management strategy to focus on share price



Employee Shareholding Incentive Plan (E-Ship®) introduced (acquired approximately 2.2 million shares via employee stock holding partnership trust)

5. Continue to work on policy of repurchasing own shares



Repurchased 5 million shares (total 15 million shares together with share buyback in 2008)

Major Initiatives for FY3/2010 (2)

6. Boost horizontal strength [EMS] (1)



Developed the COOL LEAF

Acquired DPM

EMS Products: Developed “COOL LEAF” Products

Horizontal Strength

Machined components

Rotary components

Electronic devices and components

Lighting devices
(Guide plates/optical designs)

Keyboards
(Electrostatic Capacity type)

Measuring components
(Force sensors)

Wireless technology
(2.4 GHz/PAN)

Vibration motors
(tactile feedback/haptics)

Progress in marketing

- Will be commercialized as an input terminal to be installed on doors
- Aggressively expanding field of applications

Developed first line of “COOL LEAF” products



Next Generation smart controllers

Acquisition of DPM Co., Ltd.



Agreement reached for acquiring DPM Co., Ltd., a precision plastic gear mold maker

Overview of DPM Co., Ltd.

Address: 3-28-23 Haginaka, Ota-ku, Tokyo

Founded: May 1973

Capital: 100 million yen (FY 3/2010)

President: Koji Maruyama

Number of employees (consolidated): 160 (as of April 2010)

May 7, 2010

June 30, 2010

Agreement reached

Closing (scheduled)



Acquisition of DPM Co., Ltd.

Advantages

- Can quickly design/produce molds for ultra-precision gears
- Can produce ultra-precision molded products using these molds
- Can design precision gears and gear boxes
- Enhance EMS (horizontal strength)
In-house production of precision plastic gears combined with small motors will increase our competitive edge and provide significant added value.

**Extensive product
lines and
technologies**

**Boost
horizontal
strength**

**Enhanced ability
to meet customer
requirements**

Major Initiatives for FY3/2010 (2)

6. Boost horizontal strength [EMS] (1)



Developed the COOL LEAF

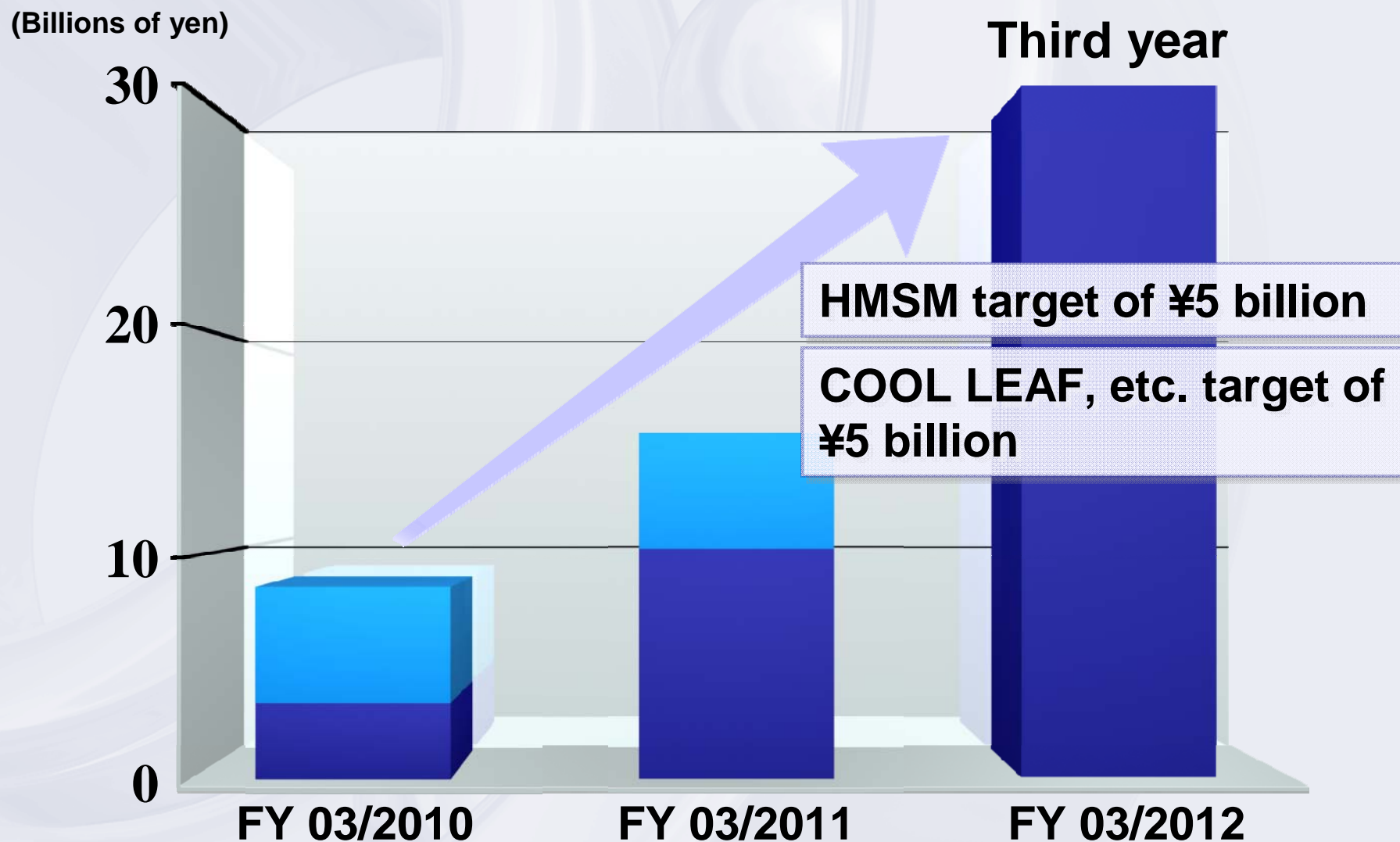
Acquired DPM

7. Boost horizontal strength [EMS] (2)



Progress on the EMS projects

Projected Increase of Hybrid Component Sales



Major Initiatives for FY3/2010 (2)

**6. Boost horizontal strength
[EMS] (1)**



Developed the COOL LEAF

Acquired DPM

**7. Boost horizontal strength
[EMS] (2)**



Progress on the EMS projects

8. IR for individual investors



Held individual investor meeting

9. Increase ball bearing production

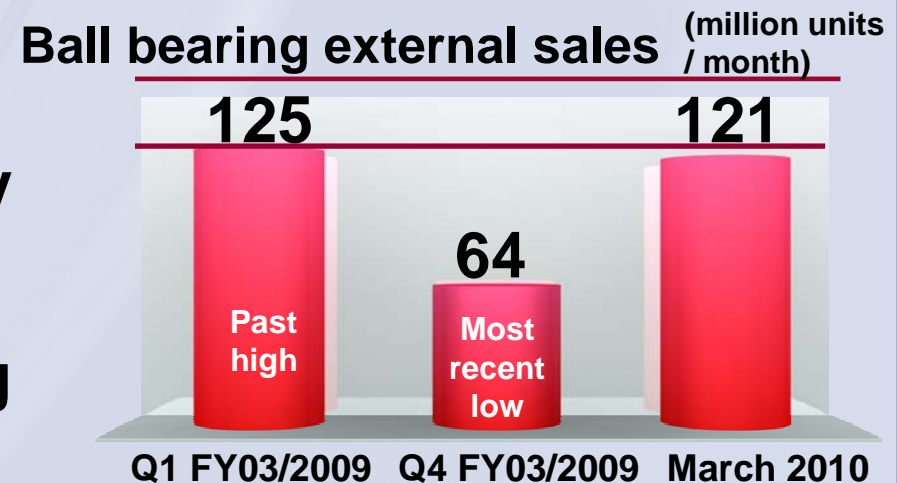
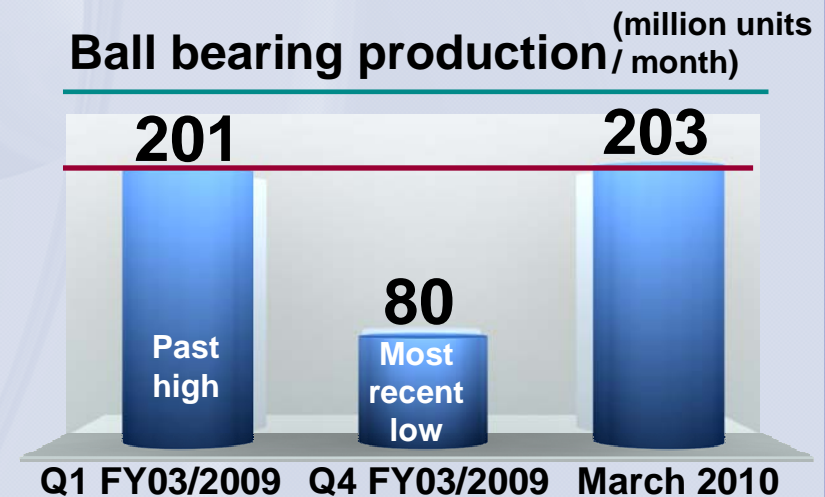


**Record high level production
in March**

Ball Bearing Production Hit Record High Level

Ball Bearings

- Global economy on track to recovery
- Production returned to peak level in March
- March external sales almost hit peak level
- Internal shipments hit record high in March mainly for pivot assemblies
- Now focusing on increasing production



Ball Bearing Business Strategies

[Market change after global economic downturn]

Expansion of market for low-priced, mass-produced products



Consider strategic entry
into the market

Target: standard size

(Ball bearings for Chinese vacuum cleaner maker, etc.)

Measure

- [1] Reduce cost by increasing production at ball bearing plant in Shanghai
- [2] Use materials and components made in China
- [3] Depreciation expenses declining
- [4] Reduce indirect costs across the board
- [5] Consider M&A of Chinese ball bearing manufacturer, etc.

**TEMPORARILY
SUSPENDED**

Major Initiatives for FY3/2010 (2)

**6. Boost horizontal strength
[EMS] (1)**



Developed the COOL LEAF

Acquired DPM

**7. Boost horizontal strength
[EMS] (2)**



Progress on the EMS projects

8. IR for individual investors



Held individual investor meeting

9. Increase ball bearing production



**Record high level production
in March**

**10. Increase pivot assembly
production**



**Monthly production volume reached
record high**

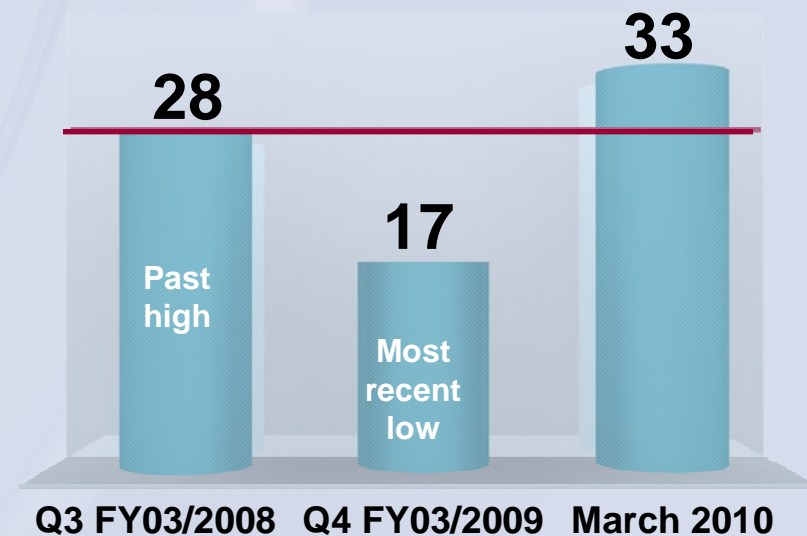
Increasing Pivot Assembly Production

Pivot Assemblies

- Quick recovery of HDD market
 - PC market
 - Cloud computing
 - Home appliance market
 - Other emerging storage markets
- Shipment volume for March topped record high

Pivot Assembly Shipments

(million units / month)



Major Initiatives for FY3/2010 (2)

**6. Boost horizontal strength
[EMS] (1)**



Developed the COOL LEAF

Acquired DPM

**7. Boost horizontal strength
[EMS] (2)**



Progress on the EMS projects

8. IR for individual investors



Held individual investor meeting

9. Increase ball bearing production



**Record high level production
in March**

**10. Increase pivot assembly
production**



**Monthly production volume reached
record high**

**11. Turn around businesses
running in the red**



**Turned the keyboard business
completely around**

Keyboard Business Completely Turned Around

**Beefed up
production**

Improved per capita productivity

Improved quality

Reduced scrap

**Boosted ability to meet increased production
demand**



Business returned to profitability in Q4

Major Initiatives for FY3/2010 (2)

**6. Boost horizontal strength
[EMS] (1)**



Developed the COOL LEAF

Acquired DPM

**7. Boost horizontal strength
[EMS] (2)**



Progress on the EMS projects

8. IR for individual investors



Held individual investor meeting

9. Increase ball bearing production



**Record high level production
in March**

**10. Increase pivot assembly
production**



**Monthly production volume reached
record high**

**11. Turn around businesses
running in the red**



**Turned the keyboard business
completely around**

**12. Significantly improved results
in Electronic Devices and
Component segment**



**Profitability improved while sales
declined**

Significantly improved results in Electronic Devices and Component segment

Sales declined by 18.9 billion yen YoY



Operating loss shrunk by 1.9 billion yen YoY



**Sales down / Loss narrowed (returned to profitability)
Moving toward sales up / profit increase**

- Information motors (confirmed restructuring complete, returned to profitability already)
- Keyboards (returned to profitability in 4Q)

**Sales down / Loss narrowed (not yet returned to profitability)
Moving toward sales up / returning to profitability**

- HDD spindle motors
- Speakers

Downside (1) Failed to Turn Around Spindle Motor Business

Minuses

- Lower unit price
- Delay in production increase

Pluses

- Strong growth of HDD market
- Increased customer trust as a result of quality improvement measures
- Better product mix
- Supplying products for latest models
- Better competitive environment

Action

- Focus on boosting production yield
- Increase production capacity by 30% in June

6 months behind schedule in reaching positive profitability on a monthly basis

Downside (2) Failed to Turn Around Speaker Business

Delay in sales recovery

Now focusing on high power micro speakers to increase sales

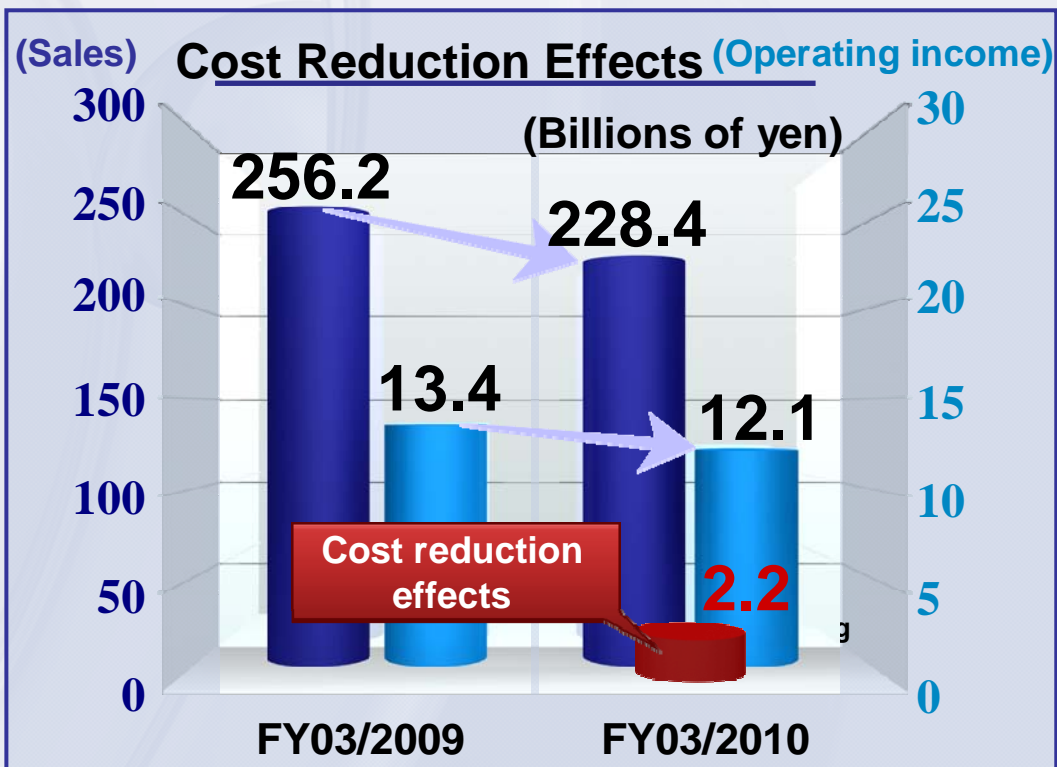


Enhance outsourcing strategy

Results of Cost Cuts

Top-down and Bottom-up Cost Cuts in FY03/2010

- Implemented a system to solicit cost reduction proposals
- Eliminated wasteful spending and practices
- Reduced scrap
- Promoted energy and resource conservation
- Reduced factory-related expenses
- Cut shipping and transportation costs



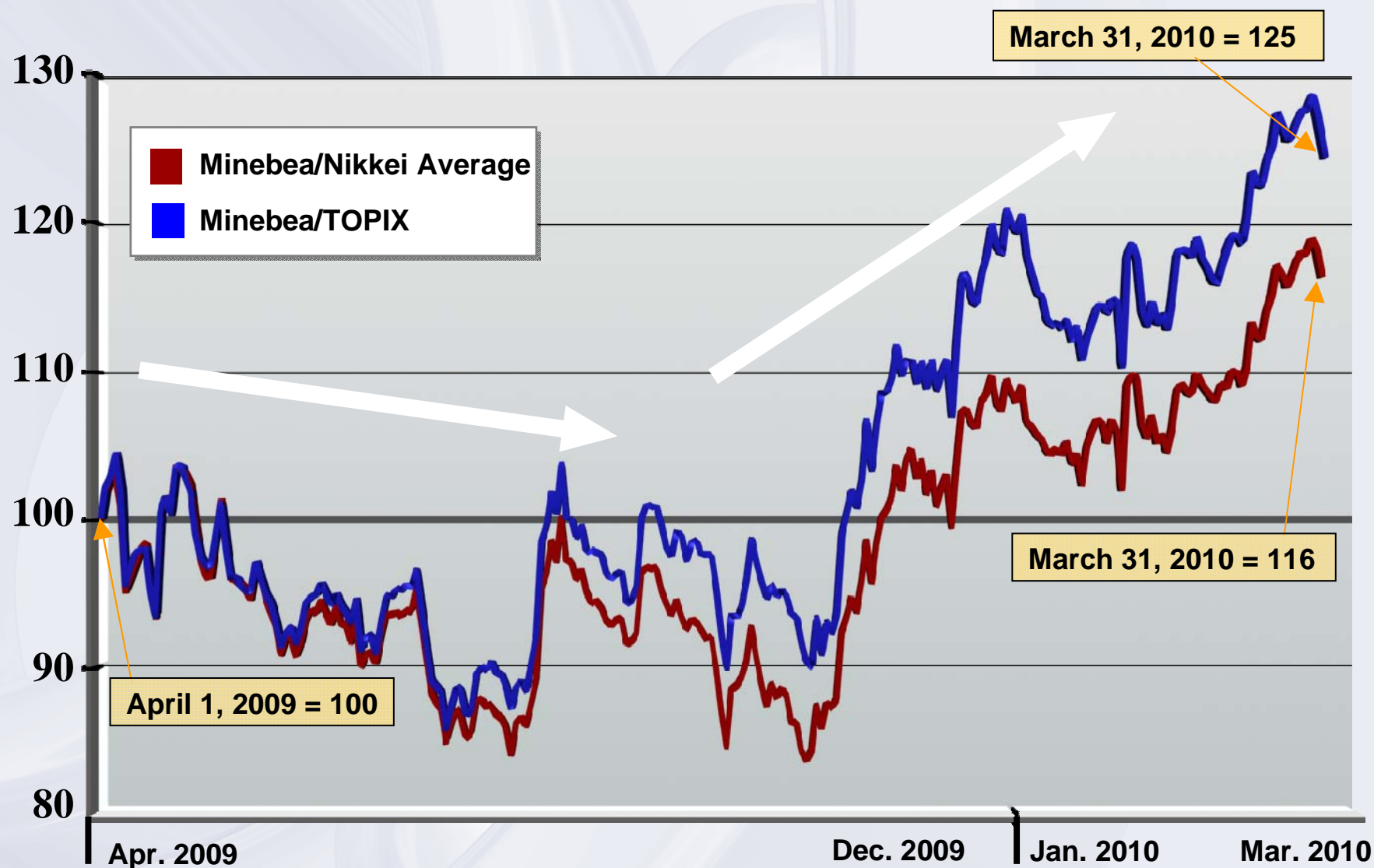
Cost Reduction Policy for FY03/2011

Strengthen cost reduction system to cut waste further

(Cost reduction effects excludes fluctuations in sales and foreign exchange rates)

Instilling a keen sense of awareness

Relative Stock Performance Since I Became CEO



May 7, 2010

Road Map to Goals for FY Ending March 2011

Business Strategy

**Machined
components**



No.1 (Market Leader) Strategy

Enhance ability to supply products and meet demand for better cost performance backed by our large market share

Tap into M&A and new market opportunities with an eye to further expansion

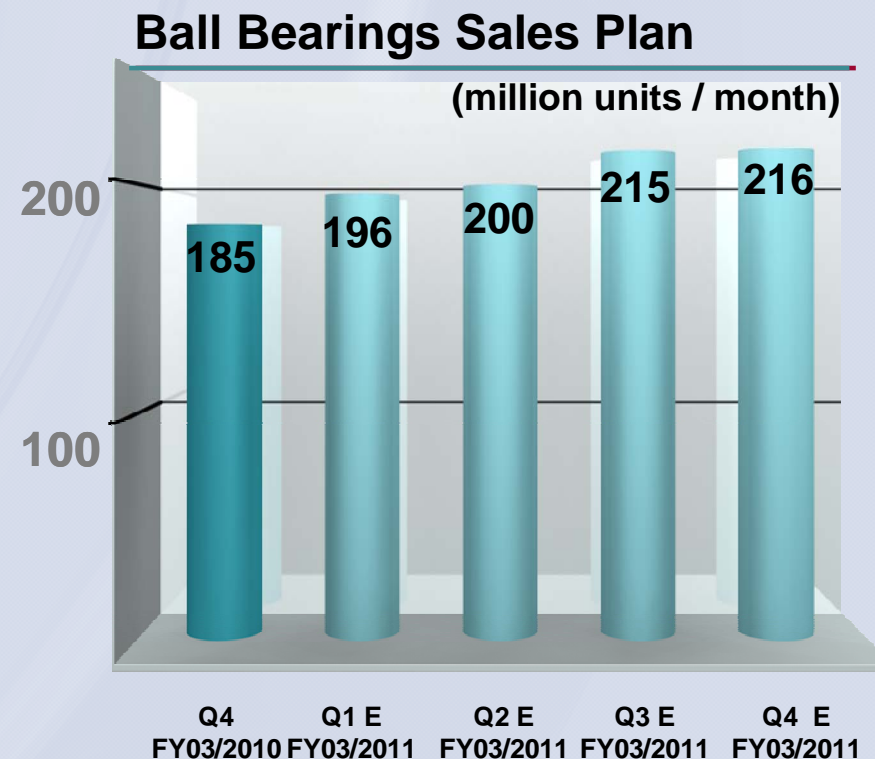
Machined Components Business (Ball Bearings)

Driving overall sales and profits
Market leader strategy

**Deciding to
build a new
factory !**

Ball bearings

- Increase production to keep pace with rising demand
- Reap the results of productivity improvement measures put in place during recession
- Temporarily suspend strategy targeting Chinese market for low-priced, mass-produced products



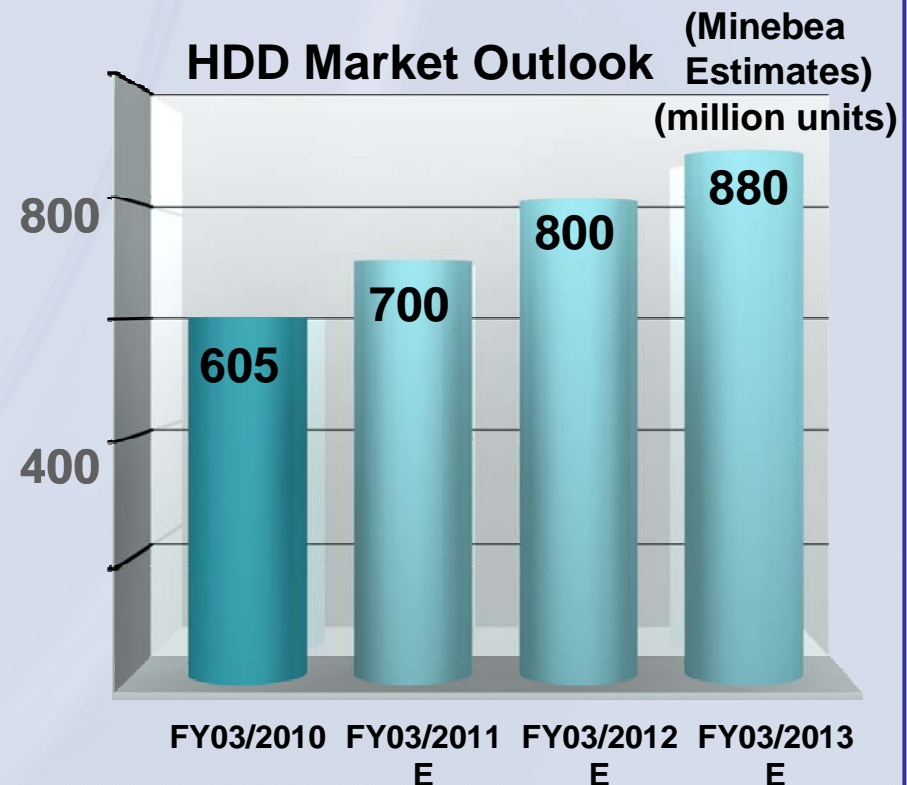
Machined Components Business (Pivot Assemblies)

Driving overall sales and profits
Market leader strategy

**Deciding to
build a new
factory !**

Pivot assemblies

- The HDD market is expected to grow at a double-digit percentage rate annually over the next few years.
- Boost monthly production capacity to 37 million units by August
- Prepare for increasing monthly production capacity to 45 million units
- Increase productivity



Machined Components Business (Rod Ends)

Market expected to quickly recover
Market leader strategy

**Leveraging
new
factories !**

Rod ends

- Demand for aircraft is at the early stage of recovery
- Have boosted production capacity with new facilities designed for increasing future demand
 - New Karuizawa plant**
 - New surface treatment plant in Fujisawa**
- Will focus on expanding the product range
- Will reap the benefits of cost reduction measures
- Will keep eye out for M&A opportunities



Business Strategy

Machined components



No.1 (Market Leader) Strategy

Enhance ability to supply products and meet demand for better cost performance backed by our large market share

Tap into M&A and new market opportunities with an eye to further expansion

Rotary components



Solutions Providing Strategy

Products for cutting costs and increasing production volume

Products for bundling functions

Rotary Components Business

**Strengthening foundation
of the second pillar**

**Start looking for a
new factory location !**

Low-price and solutions providing strategy

**Products for cutting costs and increasing
production volume**

Strengthen production to enhance quality and cut costs
Consolidate suppliers/raw materials and standardize
components

Products for bundling functions

Add functions to products and seek synergy through
companywide collaboration



Strengthen businesses that drive growth and profitability

Fan motors



Enhance product lineup

Stepping motors



Seek synergetic effect

Rebuild businesses that are running in the red

**Drive business performance via the information equipment motor
business acquired from Panasonic**

Work on EMS (synergy with DPM)

Establish EMT Business Unit

Business Strategy

Machined components



No.1 (Market Leader) Strategy

Enhance ability to supply products and meet demand for better cost performance backed by our large market share

Tap into M&A and new market opportunities with an eye to further expansion

Rotary components



Solutions Providing Strategy

Products for cutting costs and increasing production volume

Products for bundling functions

Electronic devices & components / Special devices



“One-and-only” (differentiation) strategy

Offer high added value no other companies offer

Turn them into profit engines

“One-and-only” strategy = differentiation

Offer high added value no other companies offer
Operations focused on core technologies
Rebuild businesses that are running in the red

LED backlights

Go for the highest market share with small and medium-sized products + **2 new plants in China**

Measuring components

Improve strain gauges further and develop hybrid products

Circuit components

Focus on energy efficient products

Keyboards

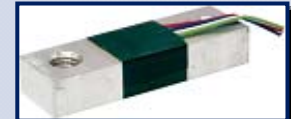
Achieve sustainable profitability

Speakers

Specialize in high power micro speakers

Special devices

Work with the EMS Department to promote hybrid products



Business Strategy

Machined components



No.1 (Market Leader) Strategy

Enhance ability to supply products and meet demand for better cost performance backed by our large market share

Tap into M&A and new market opportunities with an eye to further expansion

Rotary components



Solutions Providing Strategy

Products for cutting costs and increasing production volume

Products for bundling functions

Electronic devices & components / Special devices



“One-and-only” (differentiation) strategy

Offer high added value no other companies offer

HDD spindle motors



Profitability-focused strategy

Return to profitability during this fiscal year
Increase production volume in line with market growth

Making Spindle Motor Business Profitable

Creating a profit engine

Market outlook: HDD market to enter a new high growth stage

Profitability-focused strategy

- Enhance manufacturing capability to improve profitability
 - ⇒ **Focus on increasing production yield**
- Enhance ability to meet growing demand and price requirements
 - ⇒ **Increase production volume to improve profitability
(Will increase production capacity by 30% in June)**

**Turn business around
during the first fiscal half**

Medium-term Business Plan

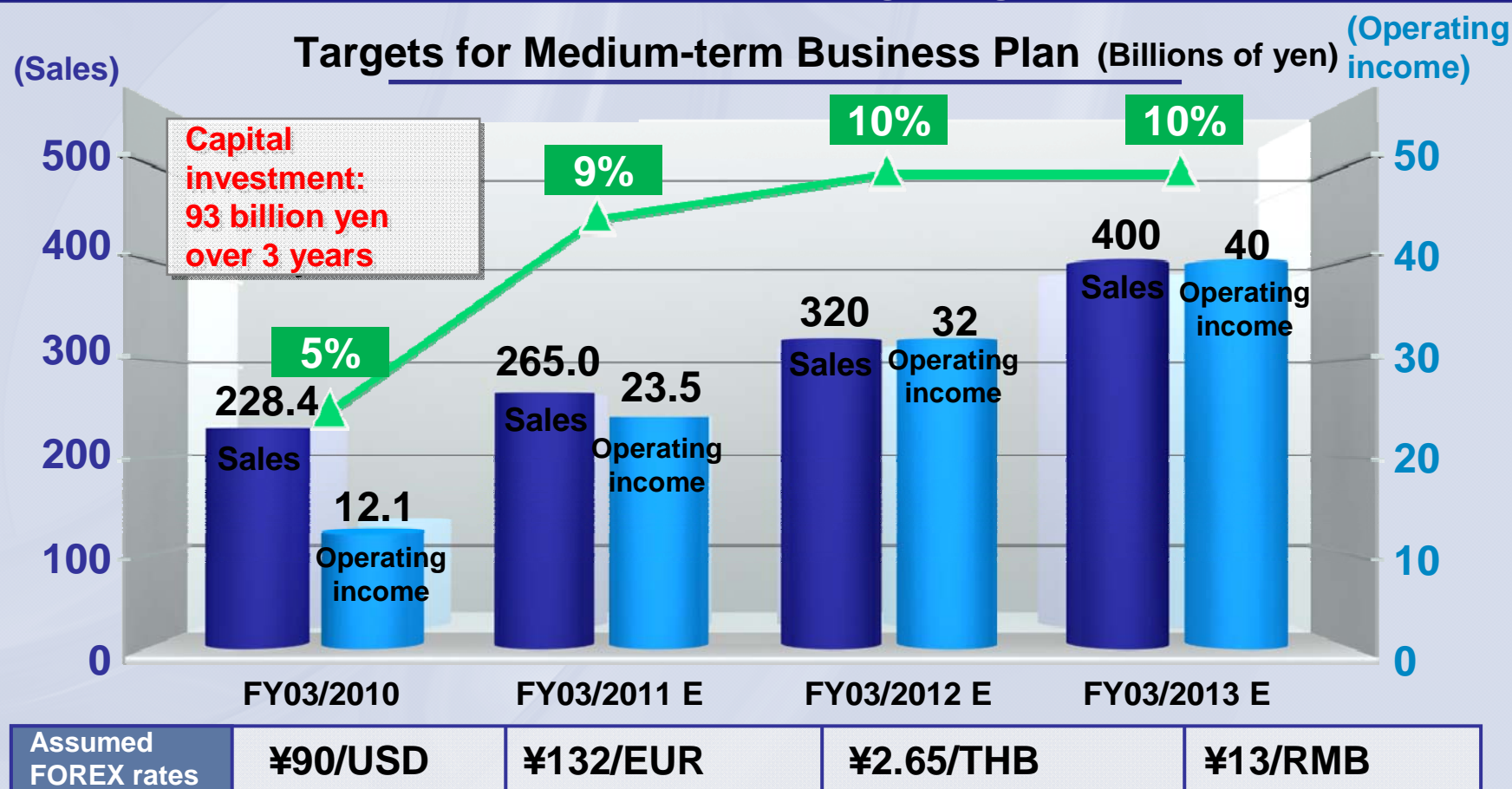
Medium-term Business Plan

(Profitability to Recover and Increase)

Macro assumption: Global economy will be at 80% capacity in the 1st year, 90% the 2nd year, and 100% the 3rd year

3-year business plan image: Increase sales at least 10% every year

Ensure operating margin of 10%



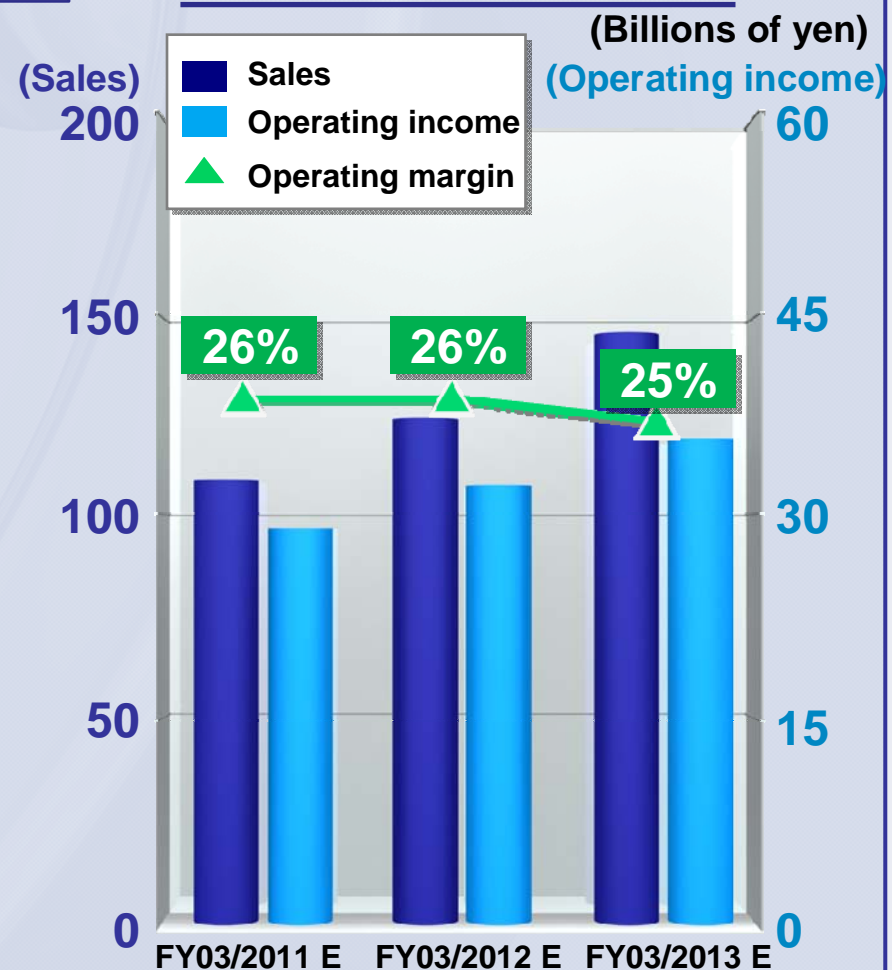
Machined Components Business Segment

Plan to invest 48.4 billion yen over 3 years

No.1 (market leader) strategy

- Aim for 145 billion yen in sales in FY03/2013
- Enhance ability to supply products and meet demand for better cost performance backed by our large market share
 - New ball bearing plant to 250 million + unit / month
 - New pivot assembly plant to 55 million unit / month
 - Aircraft market recovery and new growth
- Promote sales in emerging markets
- Tap into new market opportunities
- M&A for further expansion

Medium-term Business Plan Targets



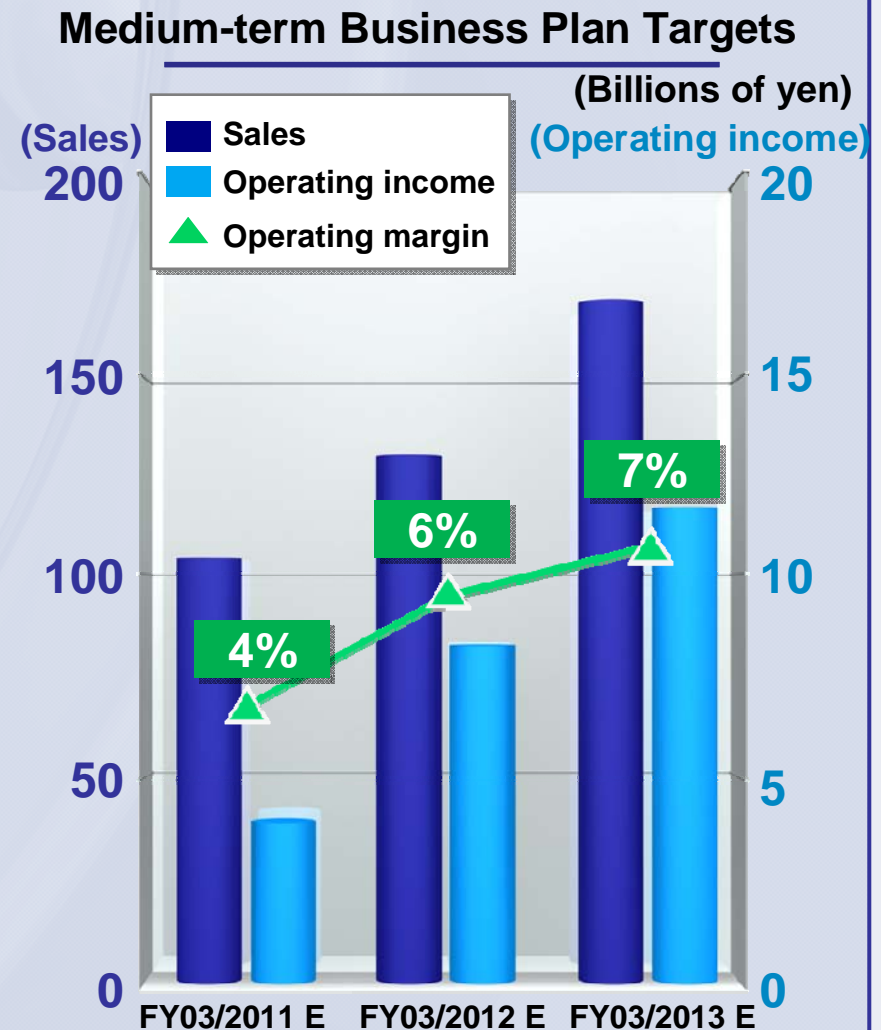
Rotary Components Business Segment

Plan to invest 22.2 billion yen over 3 years

Solutions Providing strategy

Input resources to second pillar

- Aim for 165 billion yen in sales in FY03/2013 (fan motors, stepping motors and HDD spindle motors will drive growth)
- Products for cutting costs and increasing production volume
→ Aim for No. 1 globally
- Products for bundling functions
→ Focus on profitability
- Opening a new motor pant inevitable



Rotary Components Business Segment (2)

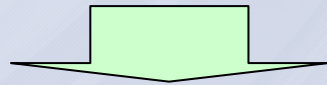
(Spindle Motor Business)

Boost production capacity to 9 million units/month in response to the growing HDD market

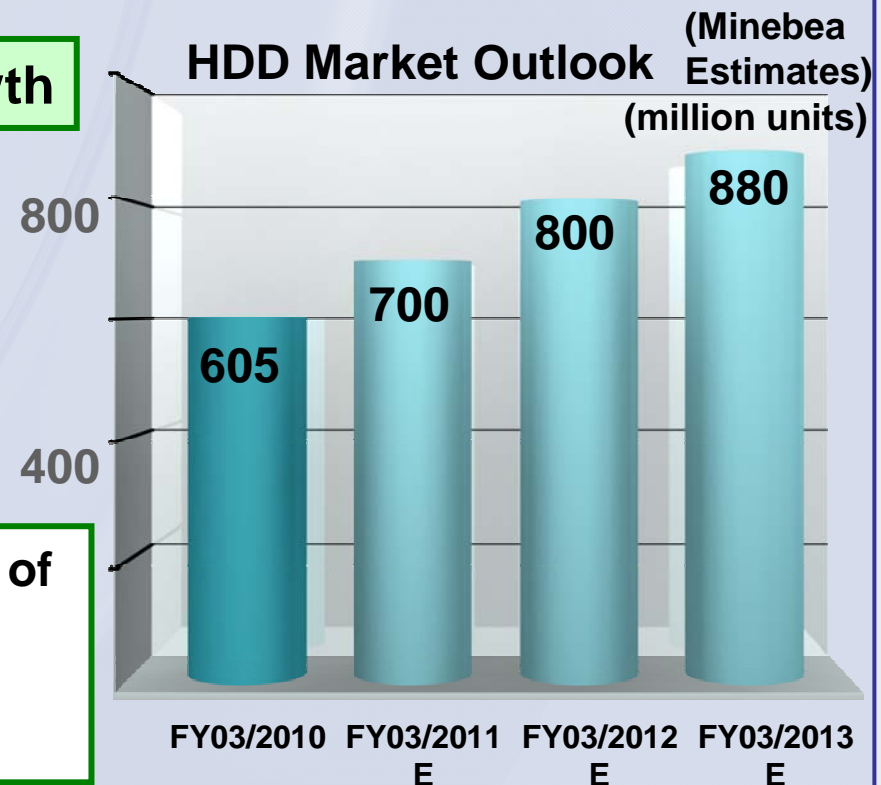
Business strategy

HDD market will see further growth

- Maintain market share as the second largest supplier
- Enhance ability to respond to lower prices



**Ensure monthly production capacity of
6.5 million units in the first year
7.5 million units in the second year
9 million units in the final year**



Electronic Devices & Components Business Segment / Special Devices Business Segment

Plan to invest 22.4 billion yen over 3 years
(including 9.9 billion yen welfare and IT investments)

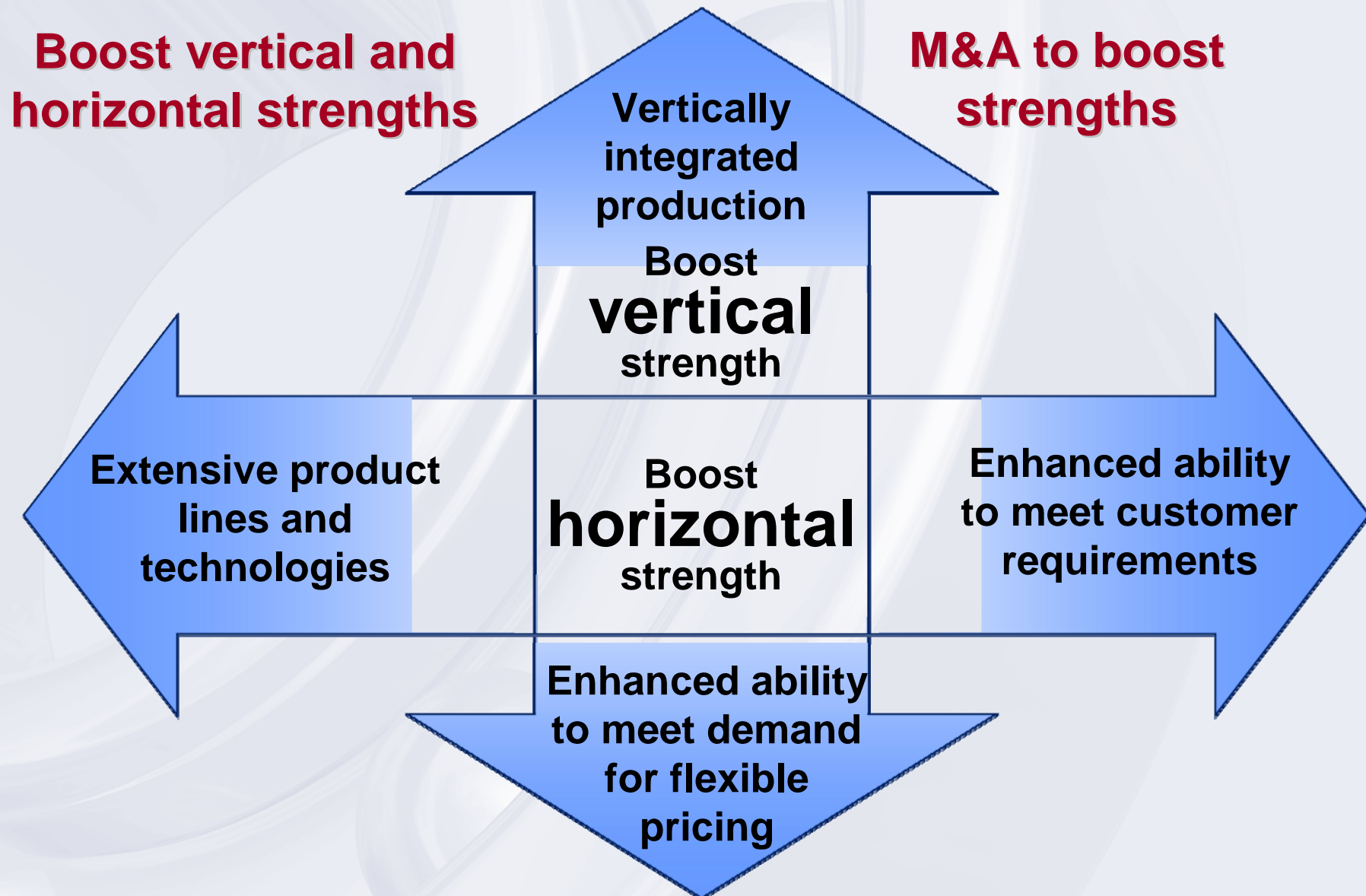
One-and-only (differentiation) strategy

- Aim for 57 billion yen and 33 billion yen in sales respectively in FY03/2013
- Offer high added value no other companies offer with differentiated technologies
LED backlights
Circuit components
- Promote launching new hybrid products onto the market
Measuring components
Keyboards

Medium-term Business Plan Targets (Billions of yen)



Ongoing Policy

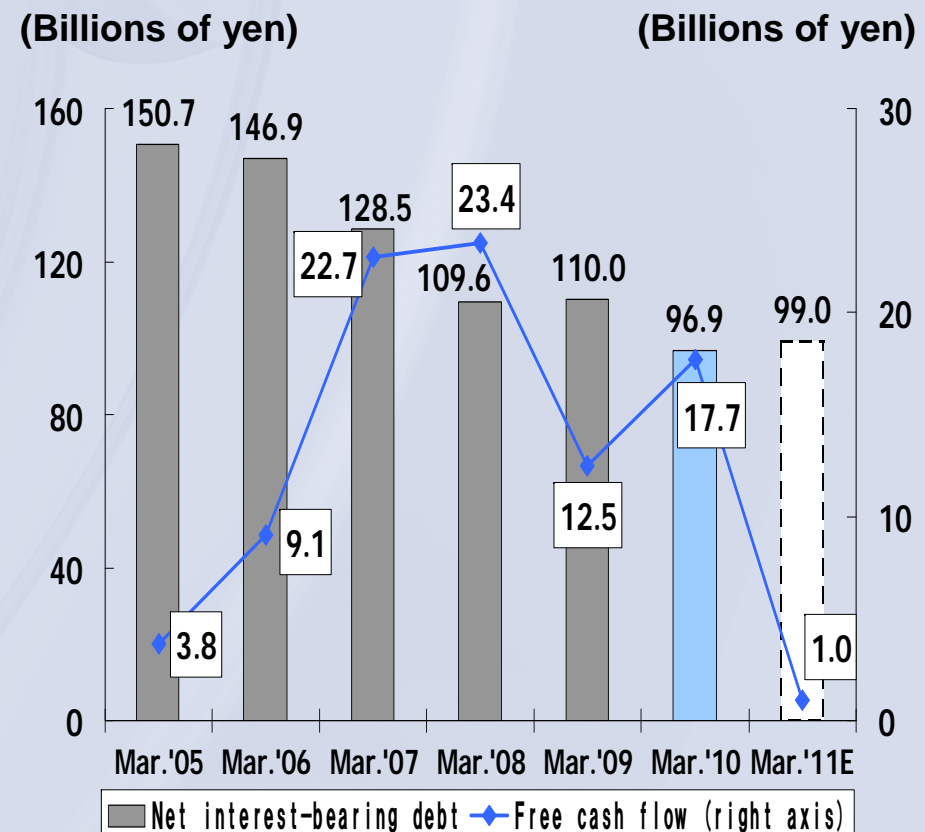


Debt Reduction and Strategy for the Future

Brought net-interest bearing debt down below medium-term target of ¥100 billion

Maintain sound financial health

Focus more on investments for the future



Dividend Policy

Dividend

FY03/2010 year-end dividend: **4** yen / share Total year: **7** yen / share

Dividend forecast for FY03/2011: Interim **3** yen / share

Year-end **4** yen / share

Dividend Policy

Our basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders, with dividends reflecting performance in light of the overall business environment while maintaining stable and continuous distribution of profits.

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.

All the information in this document is the property of Minebea Co., Ltd. All parties are prohibited for whatever purpose to copy, modify, reproduce, transmit, etc. this information regardless of ways and means without prior written permission of Minebea Co., Ltd..