



# **Minebea Co., Ltd.**

**Fiscal Year ended March 31, 2016**

**Supplementary Financial Data**

**(May 10, 2016)**

Any statements in this material 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 conditions 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.

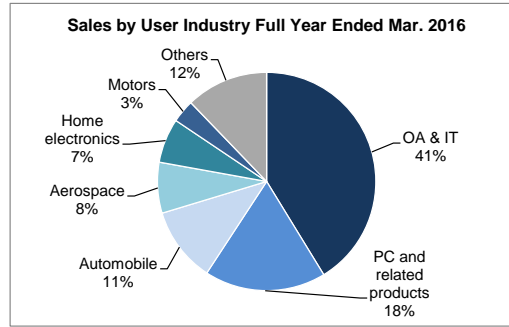
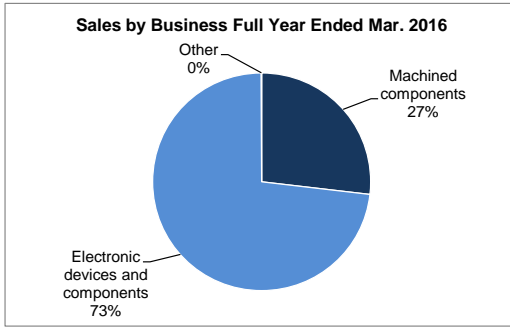
**Consolidated Balance Sheets**

**Assets**

(Millions of yen)	Year ended Mar. '15				Year ended Mar. '16				Change 4Q - 4Q	Remarks
	1Q (Jun. '14)	2Q (Sep. '14)	3Q (Dec. '14)	4Q (Mar. '15)	1Q (Jun. '15)	2Q (Sep. '15)	3Q (Dec. '15)	4Q (Mar. '16)		
Current assets	202,136	234,878	272,673	265,185	260,751	318,944	310,206	<b>249,820</b>	<b>(15,365)</b>	
Cash and cash equivalents	35,988	35,816	43,597	45,327	39,084	42,092	41,141	<b>39,594</b>	<b>(5,733)</b>	
Notes and accounts receivable	81,014	103,021	120,928	110,518	107,188	138,727	122,802	<b>92,275</b>	<b>(18,243)</b>	Decrease mainly in LED backlights
Inventories	67,372	78,105	89,561	92,160	94,496	118,140	126,681	<b>103,009</b>	<b>10,849</b>	Increase mainly in LED backlights
Others	17,758	17,934	18,582	17,176	19,979	19,981	19,578	<b>14,939</b>	<b>(2,237)</b>	
Fixed assets	187,232	200,620	214,512	224,834	229,746	219,581	219,835	<b>209,597</b>	<b>(15,237)</b>	
Tangible fixed assets	164,359	176,083	187,307	192,597	197,302	187,403	186,685	<b>177,993</b>	<b>(14,604)</b>	
Intangible fixed assets	5,339	6,869	7,613	12,152	12,028	13,208	13,357	<b>12,905</b>	<b>753</b>	
Investment and other assets	17,533	17,667	19,591	20,083	20,415	18,969	19,793	<b>18,699</b>	<b>(1,384)</b>	
Deferred charges	34	30	27	23	20	16	13	<b>9</b>	<b>(14)</b>	
<b>Total assets</b>	<b>389,402</b>	<b>435,529</b>	<b>487,212</b>	<b>490,043</b>	<b>490,517</b>	<b>538,542</b>	<b>530,055</b>	<b>459,427</b>	<b>(30,616)</b>	Effect of FX fluctuations (41,832)

**Liabilities and Net Assets**

(Millions of yen)	Year ended Mar. '15				Year ended Mar. '16				Change 4Q - 4Q	Remarks
	1Q (Jun. '14)	2Q (Sep. '14)	3Q (Dec. '14)	4Q (Mar. '15)	1Q (Jun. '15)	2Q (Sep. '15)	3Q (Dec. '15)	4Q (Mar. '16)		
Current liabilities	126,739	145,212	164,193	167,620	159,663	216,452	210,690	<b>165,424</b>	<b>(2,196)</b>	
Notes and accounts payable	36,412	51,783	66,444	59,906	53,074	93,102	73,064	<b>35,807</b>	<b>(24,099)</b>	Decrease mainly in LED backlights
Short-term interest-bearing debts	60,503	58,670	61,887	66,756	65,435	77,781	98,647	<b>97,344</b> <sup>*1</sup>	<b>30,588</b>	*1 Short-term loans payable 66,165 Current portion of long-term loans payable 13,479 Current portion of Bonds 10,000 Convertible bond-type bonds with subscription rights to shares 7,700
Others	29,821	34,754	35,858	40,953	41,150	45,566	38,976	<b>32,269</b>	<b>(8,684)</b>	
Long-term liabilities	96,427	95,966	97,028	88,743	87,643	85,325	73,974	<b>56,029</b>	<b>(32,714)</b>	
Long-term interest-bearing debts	83,801	82,416	82,624	71,705	71,055	70,025	58,827	<b>39,765</b> <sup>*2</sup>	<b>(31,940)</b>	*2 Long-term loans payable 39,765
Others	12,624	13,547	14,403	17,036	16,586	15,298	15,144	<b>16,262</b>	<b>(774)</b>	
<b>Total liabilities</b>	<b>223,167</b>	<b>241,178</b>	<b>261,222</b>	<b>256,363</b>	<b>247,306</b>	<b>301,778</b>	<b>284,665</b>	<b>221,454</b>	<b>(34,909)</b>	
<b>Total net assets</b>	<b>166,235</b>	<b>194,350</b>	<b>225,990</b>	<b>233,679</b>	<b>243,210</b>	<b>236,764</b>	<b>245,390</b>	<b>237,973</b>	<b>4,294</b>	Increase of retained earnings 30,403 Decrease in foreign currency translation adjustments (26,246)
<b>Total liabilities and net assets</b>	<b>389,402</b>	<b>435,529</b>	<b>487,212</b>	<b>490,043</b>	<b>490,517</b>	<b>538,542</b>	<b>530,055</b>	<b>459,427</b>	<b>(30,616)</b>	
Interest-bearing debts	144,304	141,086	144,511	138,461	136,490	147,806	157,474	<b>137,109</b>	<b>(1,352)</b>	Effect of FX fluctuations (2,611) Difference of principal 1,259
Net interest-bearing debts	108,316	105,270	100,914	93,134	97,406	105,714	116,333	<b>97,515</b>	<b>4,381</b>	Effect of FX fluctuations 262 Difference of principal 4,119



**Consolidated Statements of Income**

(Millions of yen)	Year ended Mar. '15					Year ended Mar. '16					Change YR - YR	Remarks
	1Q (Apr. '14 - Jun. '14)	2Q (Jul. '14 - Sep. '14)	3Q (Oct. '14 - Dec. '14)	4Q (Jan. '15 - Mar. '15)	Full Year (Apr. '14 - Mar. '15)	1Q (Apr. '15 - Jun. '15)	2Q (Jul. '15 - Sep. '15)	3Q (Oct. '15 - Dec. '15)	4Q (Jan. '16 - Mar. '16)	Full Year (Apr. '15 - Mar. '16)		
<b>Net sales</b>	99,531	117,025	145,403	138,715	500,676	127,391	168,162	178,661	135,599	609,814	109,138	Increase in LED backlights, sensing devices, ball bearings and motors Decrease in EMS products
Cost of sales	75,241	87,865	110,913	106,564	380,585	97,918	134,948	144,811	108,992	486,671	106,086	
Gross profit	24,290	29,160	34,490	32,150	120,091	29,472	33,214	33,849	26,607	123,143	3,052	Increase in sensing devices and ball bearings Decrease in LED backlights
Gross profit margin	24.4%	24.9%	23.7%	23.2%	24.0%	23.1%	19.8%	18.9%	19.6%	20.2%	(3.8%)	
SG&A expenses	13,765	14,923	15,409	15,890	59,989	16,960	18,309	18,365	18,070	71,704	11,715	Increase in Sales Sartorius MT&H consolidation
SG&A % sales ratio	13.8%	12.8%	10.6%	11.5%	12.0%	13.3%	10.9%	10.3%	13.3%	11.8%	(0.2%)	
<b>Operating income</b>	10,524	14,237	19,080	16,259	60,101	12,512	14,905	15,484	8,536	51,438	(8,663)	
Operating income margin	10.6%	12.2%	13.1%	11.7%	12.0%	9.8%	8.9%	8.7%	6.3%	8.4%	(3.6%)	
Other income (expenses)	(51)	(75)	(481)	645	39	360	(4,450)	(364)	(322)	(4,777)	(4,816)	
Net interest income (expenses)	(166)	(232)	(164)	(167)	(726)	(97)	(103)	(124)	(137)	(461)	265	
Others	115	155	(318)	811	763	457	(4,348)	(240)	(183)	(4,315)	(5,078)	Foreign exchange revaluation losses, etc.
<b>Ordinary income</b>	10,473	14,162	18,599	16,905	60,140	12,872	10,453	15,120	8,215	46,661	(13,479)	
Net extraordinary income (loss)	(1,571)	(666)	(1,300)	(4,830)	(8,368)	185	(270)	(273)	659	301	8,669	Refer to breakdown below
Income before income taxes	8,901	13,496	17,299	12,075	51,773	13,058	10,183	14,847	8,874	46,963	(4,810)	
Total income taxes	2,087	2,522	4,219	3,461	12,291	2,911	2,303	2,913	2,234	10,363	(1,928)	
Current (including enterprise tax)	1,384	2,340	3,882	4,370	11,977	2,246	4,622	2,813	3,073	12,757	780	
Adjustment of income taxes	703	182	337	(908)	314	664	(2,318)	99	(839)	(2,393)	(2,707)	
Net income (loss) attributable to non-controlling interests	(17)	(11)	(83)	(293)	(406)	88	178	108	(162)	212	618	
<b>Net income attributable to owners of the parent</b>	6,831	10,985	13,163	8,906	39,887	10,058	7,700	11,825	6,802	36,386	(3,501)	

**Breakdown for Extraordinary Income and Loss**

(Millions of yen)	Year ended Mar. '16					Remarks
	1Q	2Q	3Q	4Q	Full Year	
Extraordinary income	600	976	20	2,834	4,431	
Gain on sales of fixed assets	12	3	20	2	37	
Insurance income	504	-	-	2,832	3,337	Insurance income related to explosion at a factory of the US subsidiary in Feb. 2014 Thai floods insurance for business opportunity loss in Oct. 2011
Gain on liquidation of affiliates	83	-	-	-	83	
Government subsidy	-	973	-	-	973	"Project to Promote Investment in Advanced Equipment" subsidised for J3DD
Extraordinary loss	415	1,246	293	2,175	4,130	
Loss on sales of fixed assets	10	3	5	0	19	
Loss on disposal of fixed assets	48	13	27	27	118	
Loss on reduction of fixed assets	-	928	-	-	928	Reduced value entry for the fixed assets purchased via government subsidy for J3DD
Impairment loss	-	-	-	6	6	
Loss on disaster	137	-	-	-	137	
Business restructuring losses	60	1	167	285	514	
Loss on abolishment of retirement benefit plan	4	46	43	1,371	1,465	USA subsidiary
Loss for after-care of products	-	220	-	136	356	
Loss related to anti-monopoly act	-	-	17	-	17	
Allowance for environmental remediation expenses	154	33	31	349	567	
Net extraordinary income (loss)	185	(270)	(273)	659	301	

**Consolidated Statements of Cash Flows**

(Millions of yen)	Year ended Mar. '15					Year ended Mar. '16					Change YR - YR
	1Q (Apr. '14 - Jun. '14)	2Q (Jul. '14 - Sep. '14)	3Q (Oct. '14 - Dec. '14)	4Q (Jan. '15 - Mar. '15)	Full Year (Apr. '14 - Mar. '15)	1Q (Apr. '15 - Jun. '15)	2Q (Jul. '15 - Sep. '15)	3Q (Oct. '15 - Dec. '15)	4Q (Jan. '16 - Mar. '16)	Full Year (Apr. '15 - Mar. '16)	
Cash flows from operating activities	8,222	10,905	13,366	27,370	59,864	10,606	2,607	3,483	<b>26,884</b>	<b>43,582</b>	<b>(16,282)</b>
Income (loss) before income taxes	8,901	13,496	17,299	12,075	51,773	13,058	10,183	14,847	<b>8,874</b>	<b>46,963</b>	<b>(4,810)</b>
Depreciation and amortization	5,940	6,195	8,492	8,147	28,775	7,494	8,937	9,586	<b>8,769</b>	<b>34,787</b>	<b>6,012</b>
Amortization of consolidation adjustments	144	144	146	146	582	214	247	255	<b>252</b>	<b>969</b>	<b>387</b>
(Gain) loss on sales and disposal of fixed assets	72	29	79	213	392	47	13	13	<b>26</b>	<b>100</b>	<b>(292)</b>
(Increase) decrease in notes and accounts receivable	(8,143)	(17,333)	(11,206)	12,362	(24,322)	4,391	(35,436)	16,179	<b>26,041</b>	<b>11,176</b>	<b>35,498</b>
Decrease (increase) in inventories	(5,376)	(6,265)	(4,878)	(1,910)	(18,430)	(1,709)	(29,755)	(8,094)	<b>18,440</b>	<b>(21,119)</b>	<b>(2,689)</b>
Increase (decrease) in notes and accounts payable	7,005	13,068	11,598	(7,694)	23,978	(6,523)	43,604	(20,591)	<b>(35,508)</b>	<b>(19,019)</b>	<b>(42,997)</b>
Income tax paid / refund (paid)	(1,037)	(2,084)	(3,766)	(886)	(7,774)	(3,194)	(3,673)	(4,867)	<b>(3,808)</b>	<b>(15,541)</b>	<b>(7,767)</b>
Others	717	3,653	(4,399)	4,916	4,885	(3,168)	8,483	(3,846)	<b>3,797</b>	<b>5,266</b>	<b>381</b>
Cash flows from investing activities	(4,092)	(5,769)	(7,016)	(18,448)	(35,326)	(13,465)	(13,685)	(9,362)	<b>(8,129)</b>	<b>(44,642)</b>	<b>(9,316)</b>
Purchase of tangible fixed assets	(6,964)	(7,009)	(7,683)	(13,322)	(34,979)	(12,714)	(11,187)	(8,417)	<b>(7,816)</b>	<b>(40,136)</b>	<b>(5,157)</b>
Proceeds from sales of tangible fixed assets	163	119	218	98	599	72	199	207	<b>185</b>	<b>664</b>	<b>65</b>
Purchase of intangible fixed assets	(120)	(1,492)	(846)	(118)	(2,577)	(309)	(164)	(1,500)	<b>(268)</b>	<b>(2,243)</b>	<b>334</b>
Purchase of investments in subsidiaries resulting in change in scope of consolidation	49	(22)	-	(2,197)	(2,170)	-	(257)	-	-	<b>(257)</b>	<b>1,913</b>
Proceeds from sale of share in subsidiaries resulting in change in scope of consolidation	1,261	-	-	-	1,261	-	-	-	-	-	<b>(1,261)</b>
Proceeds from investments in affiliates	977	-	337	-	1,314	-	-	-	-	-	<b>(1,314)</b>
Others	539	2,634	957	(2,910)	1,223	(513)	(2,275)	348	<b>(232)</b>	<b>(2,670)</b>	<b>(3,893)</b>
Cash flows from financing activities	(5,852)	(3,967)	12	(9,820)	(19,627)	(4,151)	13,119	6,001	<b>(19,169)</b>	<b>(4,200)</b>	<b>15,427</b>
Increase (decrease) in loans and debts	(3,981)	(4,068)	2,154	(9,860)	(15,757)	(1,938)	12,917	9,533	<b>(19,300)</b>	<b>1,212</b>	<b>16,969</b>
Purchase of treasury stock	(2)	(3)	(5)	(9)	(21)	(0)	(4)	(3)	<b>(0)</b>	<b>(8)</b>	<b>13</b>
Proceeds from disposal of treasury stock	54	159	158	101	474	79	236	233	<b>151</b>	<b>700</b>	<b>226</b>
Cash dividends paid	(1,867)	-	(2,242)	-	(4,109)	(2,243)	-	(3,740)	-	<b>(5,983)</b>	<b>(1,874)</b>
Others	(55)	(54)	(51)	(50)	(211)	(49)	(29)	(21)	<b>(18)</b>	<b>(119)</b>	<b>92</b>
Effect of exchange rate changes on cash and cash equivalents	(282)	988	1,484	6	2,196	174	(573)	(454)	<b>(883)</b>	<b>(1,735)</b>	<b>(3,931)</b>
Net increase (decrease) in cash and cash equivalents	(2,004)	2,156	7,847	(892)	7,106	(6,835)	1,468	(332)	<b>(1,297)</b>	<b>(6,996)</b>	<b>(14,102)</b>
Cash and cash equivalents at beginning of period	29,031	27,027	29,183	37,030	29,031	36,137	29,302	30,771	<b>30,438</b>	<b>36,137</b>	<b>7,106</b>
Cash and cash equivalents at end of period	27,027	29,183	37,030	36,137	36,137	29,302	30,771	30,438	<b>29,141</b>	<b>29,141</b>	<b>(6,996)</b>

**Consolidated Sales and Income and Performance by Business Segment**  
**Quarterly**

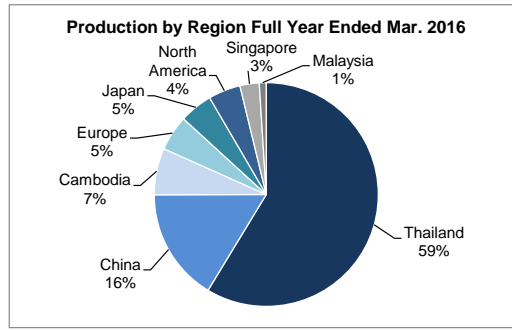
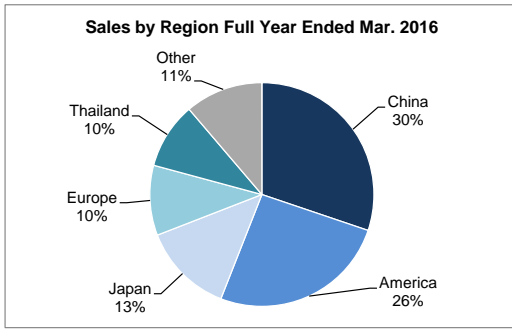
(Millions of yen)	FY ended Mar. 13				FY ended Mar. '14				FY ended Mar. '15*				FY ended Mar. 16			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Machined components	29,966	26,977	26,137	30,490	34,092	34,597	34,795	36,547	36,602	37,085	40,185	41,911	40,974	42,272	40,766	<b>39,797</b>
Electronic devices and components	38,434	43,275	45,326	40,874	50,982	60,646	62,073	56,812	62,892	79,899	105,173	96,759	86,311	125,753	137,750	<b>95,653</b>
Other	220	227	240	236	242	238	267	248	36	41	44	44	105	137	144	<b>148</b>
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total sales</b>	<b>68,621</b>	<b>70,480</b>	<b>71,705</b>	<b>71,601</b>	<b>85,317</b>	<b>95,482</b>	<b>97,135</b>	<b>93,608</b>	<b>99,531</b>	<b>117,025</b>	<b>145,403</b>	<b>138,715</b>	<b>127,391</b>	<b>168,162</b>	<b>178,661</b>	<b>135,599</b>
Machined components	7,463	7,008	5,745	5,242	6,889	8,537	8,622	9,500	9,554	9,776	10,088	10,303	9,956	10,218	10,605	<b>10,073</b>
Operating margin	24.9%	26.0%	22.0%	17.2%	20.2%	24.7%	24.8%	26.0%	26.1%	26.4%	25.1%	24.6%	24.3%	24.2%	26.0%	<b>25.3%</b>
Electronic devices and components	(447)	130	210	(2,346)	(327)	3,420	4,235	2,252	3,238	7,195	11,723	8,590	5,608	6,740	7,618	<b>2,368</b>
Operating margin	(1.2%)	0.3%	0.5%	(5.7%)	(0.6%)	5.6%	6.8%	4.0%	5.1%	9.0%	11.1%	8.9%	6.5%	5.4%	5.5%	<b>2.5%</b>
Other	38	39	172	(83)	15	386	447	16	66	52	(17)	(129)	(41)	65	(59)	<b>(89)</b>
Operating margin	17.3%	17.2%	71.7%	(35.2%)	6.2%	162.2%	167.4%	6.5%	183.3%	126.8%	(38.6%)	(293.2%)	(39.0%)	47.4%	(41.0%)	<b>(60.1%)</b>
Adjustment	(3,361)	(3,170)	(3,185)	(3,286)	(3,040)	(2,879)	(2,993)	(2,886)	(2,334)	(2,786)	(2,713)	(2,505)	(3,010)	(2,120)	(2,680)	<b>(3,816)</b>
Operating income (loss)	3,693	4,007	2,943	(474)	3,538	9,465	10,312	8,883	10,524	14,237	19,080	16,259	12,512	14,905	15,484	<b>8,536</b>
Operating margin	5.4%	5.7%	4.1%	(0.7%)	4.1%	9.9%	10.6%	9.5%	10.6%	12.2%	13.1%	11.7%	9.8%	8.9%	8.7%	<b>6.3%</b>
Ordinary income (loss)	3,368	3,573	2,319	(1,587)	3,068	8,682	8,370	7,943	10,473	14,162	18,599	16,905	12,872	10,453	15,120	<b>8,215</b>
Net income attributable to owners of the parent	1,718	2,002	1,076	(2,992)	2,852	5,920	7,107	4,998	6,831	10,985	13,163	8,906	10,058	7,700	11,825	<b>6,802</b>

\* Due to some organizational changes, including incorporating its in-house manufacturing division into the Electronic devices and components manufacturing headquarters from FY 3/16, business segment classification is changed, and FY 3/15 numbers are also adjusted for comparison.

**Semiannual**

(Millions of yen)	FY ended Mar. 13			FY ended Mar. '14			FY ended Mar. '15 *			FY ended Mar. '16			Forecasts of FY ending Mar. '17		
	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H (E)	2H (E)	Year (E)
Machined components	56,944	56,628	113,573	68,690	71,342	140,032	73,687	82,097	155,785	83,247	<b>80,564</b>	<b>163,811</b>	<b>75,100</b>	<b>76,100</b>	<b>151,200</b>
Electronic devices and components	81,709	86,201	167,911	111,628	118,886	230,514	142,792	201,932	344,724	212,064	<b>233,403</b>	<b>445,467</b>	<b>184,700</b>	<b>223,700</b>	<b>408,400</b>
Other	447	477	924	480	516	996	77	88	166	242	<b>294</b>	<b>536</b>	<b>200</b>	<b>200</b>	<b>400</b>
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total sales</b>	<b>139,101</b>	<b>143,308</b>	<b>282,409</b>	<b>180,799</b>	<b>190,744</b>	<b>371,543</b>	<b>216,557</b>	<b>284,119</b>	<b>500,676</b>	<b>295,554</b>	<b>314,260</b>	<b>609,814</b>	<b>260,000</b>	<b>300,000</b>	<b>560,000</b>
Machined components	14,471	10,988	25,459	15,427	18,123	33,550	19,330	20,392	39,722	20,175	<b>20,679</b>	<b>40,854</b>	<b>18,200</b>	<b>19,900</b>	<b>38,100</b>
Operating margin	25.4%	19.4%	22.4%	22.5%	25.4%	24.0%	26.2%	24.8%	25.5%	24.2%	<b>25.7%</b>	<b>24.9%</b>	<b>24.2%</b>	<b>26.1%</b>	<b>25.2%</b>
Electronic devices and components	(317)	(2,135)	(2,452)	3,093	6,488	9,581	10,434	20,313	30,747	12,349	<b>9,987</b>	<b>22,336</b>	<b>7,100</b>	<b>14,200</b>	<b>21,300</b>
Operating margin	(0.4%)	(2.5%)	(1.5%)	2.8%	5.5%	4.2%	7.3%	10.1%	8.9%	5.8%	<b>4.3%</b>	<b>5.0%</b>	<b>3.8%</b>	<b>6.3%</b>	<b>5.2%</b>
Other	78	89	167	402	464	866	118	(146)	(28)	24	<b>(148)</b>	<b>(124)</b>	<b>(200)</b>	<b>(200)</b>	<b>(400)</b>
Operating margin	17.4%	18.7%	18.1%	83.8%	89.9%	86.9%	153.2%	(165.9%)	(16.9%)	9.9%	<b>(50.3%)</b>	<b>(23.1%)</b>	<b>(100.0%)</b>	<b>(100.0%)</b>	<b>(100.0%)</b>
Adjustment	(6,532)	(6,472)	(13,004)	(5,919)	(5,880)	(11,799)	(5,121)	(5,218)	(10,340)	(5,130)	<b>(6,497)</b>	<b>(11,627)</b>	<b>(6,800)</b>	<b>(7,200)</b>	<b>(14,000)</b>
Operating income	7,700	2,469	10,169	13,003	19,196	32,199	24,761	35,340	60,101	27,417	<b>24,021</b>	<b>51,438</b>	<b>18,300</b>	<b>26,700</b>	<b>45,000</b>
Operating margin	5.5%	1.7%	3.6%	7.2%	10.1%	8.7%	11.4%	12.4%	12.0%	9.3%	<b>7.6%</b>	<b>8.4%</b>	<b>7.0%</b>	<b>8.9%</b>	<b>8.0%</b>
Ordinary income	6,942	731	7,673	11,751	16,314	28,065	24,635	35,505	60,140	23,326	<b>23,335</b>	<b>46,661</b>	<b>17,800</b>	<b>26,200</b>	<b>44,000</b>
Net income attributable to owners of the parent	3,720	(1,916)	1,804	8,772	12,106	20,878	17,817	22,070	39,887	17,758	<b>18,628</b>	<b>36,386</b>	<b>12,100</b>	<b>18,900</b>	<b>31,000</b>

\* Due to some organizational changes, including incorporating its in-house manufacturing division into the Electronic devices and components manufacturing headquarters from FY 3/16, business segment classification is changed, and FY 3/15 numbers are also adjusted for comparison.



**Consolidated Sales by Region**

(Millions of yen)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16				
	Full Year	Full Year	Full Year	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
China	71,542	61,307	81,999	119,828	31,500	39,966	48,238	44,935	164,641	39,903	54,412	46,521	43,235	184,073
Japan	63,308	58,994	56,853	69,797	16,755	23,239	34,021	34,023	108,039	28,774	18,680	15,560	17,063	80,078
Thailand	36,470	33,546	36,413	48,047	14,528	15,918	22,417	17,871	70,735	16,714	15,972	14,343	11,210	58,240
America	26,225	24,848	28,542	37,013	10,070	9,807	10,683	11,966	42,528	12,212	44,783	68,792	31,459	157,248
Europe	26,296	26,499	28,688	40,258	11,518	11,279	11,442	12,982	47,221	14,472	15,687	15,276	16,190	61,626
Other	45,297	46,161	49,912	56,597	15,159	16,814	18,600	16,936	67,509	15,314	18,626	18,165	16,440	68,547
<b>Total</b>	<b>269,139</b>	<b>251,358</b>	<b>282,409</b>	<b>371,543</b>	<b>99,531</b>	<b>117,025</b>	<b>145,403</b>	<b>138,715</b>	<b>500,676</b>	<b>127,391</b>	<b>168,162</b>	<b>178,661</b>	<b>135,599</b>	<b>609,814</b>

**Production by Region**

(Millions of yen)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16				
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Japan	20,985	22,402	22,922	26,741	6,474	7,214	7,880	7,862	29,430	7,578	7,400	7,004	7,227	29,209
Asia (excluding Japan)	216,160	197,287	226,843	302,371	81,946	99,599	127,030	118,671	427,248	106,094	146,936	156,466	111,684	521,181
Thailand	137,298	130,111	139,759	193,038	49,915	63,043	77,453	74,089	264,502	56,671	104,527	120,041	76,663	357,903
Cambodia	0	388	3,264	16,084	5,984	6,830	15,389	13,085	41,288	14,581	12,748	7,913	5,713	40,955
Singapore	10,923	10,452	10,660	13,713	3,769	3,679	3,933	4,266	15,647	4,493	4,437	4,206	3,813	16,949
China	63,769	53,234	69,737	75,722	21,180	24,883	29,114	25,909	101,086	28,887	23,552	22,916	23,929	99,284
Malaysia	4,170	3,102	3,423	3,814	1,098	1,164	1,141	1,322	4,725	1,462	1,672	1,390	1,566	6,090
North America	23,514	22,763	23,769	28,521	7,361	6,270	6,464	7,210	27,305	7,249	7,090	6,454	7,497	28,290
Europe	8,480	8,906	8,875	13,910	3,750	3,942	4,029	4,972	16,693	6,470	6,736	8,737	9,191	31,134
<b>Total</b>	<b>269,139</b>	<b>251,358</b>	<b>282,409</b>	<b>371,543</b>	<b>99,531</b>	<b>117,025</b>	<b>145,403</b>	<b>138,715</b>	<b>500,676</b>	<b>127,391</b>	<b>168,162</b>	<b>178,661</b>	<b>135,599</b>	<b>609,814</b>

**Exchange Rates**

(Yen)		FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16					Assumption for year ending Mar. '17
						1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
US\$	PL	86.04	79.07	82.33	99.76	102.40	102.65	112.34	119.36	109.19	120.97	122.56	121.23	118.37	120.78	105.00
	BS	83.15	82.19	94.05	102.92	101.36	109.45	120.55	120.17	120.17	122.45	119.96	120.61	112.68	112.68	105.00
Euro	PL	113.22	110.20	106.48	133.38	140.57	137.62	141.29	138.02	139.38	132.74	136.35	132.56	129.35	132.75	122.00
	BS	117.57	109.80	120.73	141.65	138.31	138.87	146.54	130.32	130.32	137.23	134.97	131.77	127.70	127.70	122.00
Thai Baht	PL	2.75	2.59	2.67	3.18	3.15	3.20	3.45	3.66	3.37	3.66	3.51	3.37	3.30	3.46	3.00
	BS	2.75	2.67	3.20	3.17	3.12	3.38	3.67	3.70	3.70	3.62	3.29	3.34	3.19	3.19	3.00
RMB	PL	12.78	12.33	13.08	16.28	16.40	16.60	18.30	19.11	17.60	19.49	19.55	19.02	18.06	19.03	16.20
	BS	12.65	13.03	15.14	16.55	16.29	17.78	19.36	19.34	19.34	19.72	18.85	18.56	17.40	17.40	16.20

**Capital Expenditure, Depreciation and Amortization, R&D Costs**

(Millions of yen)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16					Forecasts for FY ending Mar. '17
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
Capital expenditure	27,335	27,306	43,687	20,679	6,636	9,096	8,760	13,065	37,557	13,787	13,182	9,258	7,649	43,878	29,200
Depreciation and amortization	20,805	19,588	20,800	23,740	5,940	6,195	8,492	8,147	28,775	7,494	8,937	9,586	8,769	34,787	30,000
Research and development costs	7,895	7,490	7,743	8,561	2,152	2,216	2,244	2,360	8,972	2,284	2,273	2,501	2,622	9,680	10,000

**Long Term Data**

(Millions of yen)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16				
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Cash flows from operating activities	24,439	20,233	22,990	49,173	8,222	10,905	13,366	27,370	59,864	10,606	2,607	3,483	26,884	43,582
Cash flows from investing activities	(28,631)	(29,018)	(37,813)	(24,957)	(4,092)	(5,769)	(7,016)	(18,448)	(35,326)	(13,465)	(13,685)	(9,362)	(8,129)	(44,642)
Cash flows from financing activities	7,984	4,761	17,409	(25,233)	(5,852)	(3,967)	12	(9,820)	(19,627)	(4,151)	13,119	6,001	(19,169)	(4,200)
Total Liabilities and net assets	291,092	306,772	362,805	381,278	389,402	435,529	487,212	490,043	490,043	490,517	538,542	530,055	459,427	459,427
Total net assets	109,967	109,777	137,858	163,463	166,235	194,350	225,990	233,679	233,679	243,210	236,764	245,390	237,973	237,973
Interest-bearing debts	133,212	142,543	170,411	148,498	144,304	141,086	144,511	138,461	138,461	136,490	147,806	157,474	137,109	137,109
Net interest-bearing debts	103,622	114,213	136,229	109,883	108,316	105,270	100,914	93,134	93,134	97,406	105,714	116,333	97,515	97,515
D/E ratio	1.2	1.3	1.2	0.9	0.9	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Net D/E ratio	0.9	1.0	1.0	0.7	0.7	0.5	0.4	0.4	0.4	0.4	0.4	0.5	0.4	0.4
Interest expense	1,832	2,320	2,651	2,138	392	365	376	371	1,504	323	245	304	294	1,168
ROE	11.6%	5.5%	1.5%	14.4%	-	-	-	-	20.8%	-	-	-	-	15.9%
ROA (based on net income)	4.4%	2.0%	0.5%	5.6%	-	-	-	-	9.2%	-	-	-	-	7.7%

**Per Share Data**

(Yen, Shares)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15					FY ended Mar. '16					Forecasts for FY ending Mar. '17
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
Net income per share (EPS)	32.6	15.6	4.8	55.9	18.3	29.4	35.2	23.8	106.7	26.9	20.6	31.6	18.2	97.3	82.8
Fully diluted net income per share	-	15.5	4.7	53.1	17.4	27.9	33.4	22.6	101.3	25.5	19.6	30.0	17.3	92.4	-
Interim dividends	3.0	3.0	3.0	3.0	-	6.0	-	-	6.0	-	10.0	-	-	10.0	*
Year-end dividends	4.0	4.0	4.0	5.0	-	-	-	6.0	6.0	-	-	-	10.0	10.0	*
BPS	282.0	288.7	351.7	422.6	430.4	503.9	585.9	604.8	604.8	630.1	611.9	635.7	616.4	616.4	-
Total weighted average number of shares outstanding *	382,318,700	379,013,837	373,699,462	373,225,855	373,568,542	373,700,972	373,767,451	373,873,861	373,727,342	373,912,996	374,024,509	374,139,930	374,347,645	374,106,139	-
Number of shares outstanding at end of term *	382,644,492	378,858,714	373,456,068	373,530,149	373,586,818	373,719,865	373,816,742	373,885,780	373,885,780	373,925,283	374,047,940	374,234,361	374,392,602	374,392,602	-

\* Number of outstanding shares : Total number of shares issued - Treasury stock

\*Regarding the annual dividends for FY March 2017, Minebea will determine the dividend payout of around 20% on a consolidated basis.

**Number of Group Employees**

(Persons)	FY ended Mar. '11	FY ended Mar. '12	FY ended Mar. '13	FY ended Mar. '14	FY ended Mar. '15				FY ended Mar. '16			
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Japan	3,319	3,368	3,425	3,401	3,458	3,457	3,471	3,493	3,608	3,603	3,604	3,600
Thailand	31,011	31,117	31,221	31,537	32,823	35,525	36,651	37,058	38,618	41,351	40,423	37,696
China	13,550	10,119	8,984	9,125	9,610	9,558	10,029	9,623	9,953	10,137	10,051	9,484
Cambodia	224	1,320	2,924	4,419	6,945	6,470	6,936	7,286	6,542	5,944	5,666	5,289
Other Asian Countries	2,778	2,507	3,576	2,990	2,936	2,957	2,943	2,973	2,909	2,883	2,919	2,835
Europe	1,068	1,057	1,114	1,254	1,262	1,276	1,281	1,807	1,809	1,859	1,875	1,904
North and South America	1,877	1,918	2,083	2,042	1,770	1,733	1,674	1,727	1,660	1,641	1,674	1,672
Group	53,827	51,406	53,327	54,768	58,804	60,976	62,985	63,967	65,099	67,418	66,212	62,480