ELEVEN-YEAR SUMMARY

	2000	1999	1998	1997
Statement of Income Data				
Net sales:	**¥284,757**	¥305,324	¥326,094	¥302,886
Machinery components	**127,734**	136,807	142,007	136,147
Percentage of net sales	**45%**	45%	43%	45%
Electronic devices and components	**146,133**	157,603	180,875	165,118
Percentage of net sales	**51%**	52%	56%	54%
Consumer and others	**10,890**	10,914	3,212	1,621
Percentage of net sales	**4%**	3%	1%	1%
Gross profit	**¥ 81,534**	¥ 90,161	¥107,086	¥ 86,487
Percentage of net sales	**28.6%**	29.5%	32.8%	28.6%
Operating income	**31,069**	38,546	58,811	41,901
Percentage of net sales	**10.9%**	12.6%	18.0%	13.8%
Net income (loss)	**(2,677)**	11,507	15,144	8,862
Percentage of net sales	**(0.9)%**	3.7%	4.6%	2.9%
Balance Sheet Data				
Total assets	**¥403,994**	¥473,360	¥492,210	¥563,220
Current assets	**153,658**	219,826	213,194	264,368
Current liabilities	**124,085**	197,071	246,114	322,966
Short-term loans payable and current portion of long-term debt	**68,022**	142,828	178,228	254,243
Long-term debt	**124,690**	128,223	96,882	109,365
Working capital	**29,573**	22,755	(32,920)	(58,598)
Total shareholders' equity	**154,357**	145,705	141,843	123,831
Percentage of total assets	**38.2%**	30.8%	28.8%	22.0%
Per Share Data				
Net income (loss):				
Primary	**¥ (6.72)**	¥ 28.94	¥ 38.42	¥ 22.76
Fully diluted	**(5.39)**	26.32	34.85	21.03
Shareholders' equity	**386.71**	366.29	357.77	317.46
Cash dividends	**7.00**	7.00	7.00	7.00
Other Data				
Return on shareholders' equity	**(1.8)%**	8.0%	11.4%	7.4%
Return on total assets	**(0.7)%**	2.4%	2.9%	1.6%
Interest expense	**¥ 7,897**	¥12,231	¥16,593	¥19,109
Cash flows from operating activities	**61,692**	60,740	83,878	29,546
Expenditure for purchase of property, plant and equipment	**19,504**	20,563	23,688	50,931
Free cash flow	**42,188**	40,177	60,190	(21,385)
Depreciation and amortization	**25,026**	28,034	29,616	29,277
Number of shares outstanding	**399,150,527**	397,787,828	396,470,473	390,076,018
Number of employees	**42,399**	40,482	38,733	37,096

Notes: 1. In fiscal 2000, in order to concentrate resources in its best areas and improve financial strength, the Company made a decision with regards to the transferral of its shares, etc., in Minebea Credit Co., Ltd., a wholly owned subsidiary; the liquidation of different affiliated companies and other matter. Therefore, we showed ¥25,782 million in extraordinary losses as losses on liquidation of subsidiaries and affiliates. We also applied tax effect accounting overall which resulted in ¥6,276 million in deferred income taxes (benefit).

2. In fiscal 1995, the Company divested its consumer financing business and sold shares in its consumer financing subsidiary. This sale generated proceeds of ¥109,368 million, which were applied to the repayment of short-term loans payable and long-term debt. As a consequence, finance receivables and liabilities declined.

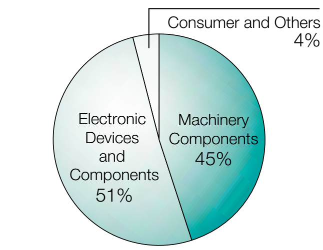
1996	1995	1994	1993	1992	1991	1990	2000
						Millions of yen	*Thousands of U.S. dollars (Note 6)*
¥260,537	¥239,133	¥121,586	¥265,165	¥278,685	¥285,419	¥263,436	**$2,682,591**
122,540	113,795	51,835	111,644	122,634	131,851	124,188	**1,203,335**
47%	48%	42%	42%	44%	46%	47%	
136,519	115,216	61,504	126,653	124,555	121,001	113,820	**1,376,665**
52%	48%	51%	48%	45%	43%	43%	
1,478	10,122	8,247	26,868	31,496	32,567	25,428	**102,591**
1%	4%	7%	10%	11%	11%	10%	
¥ 75,152	¥ 63,866	¥ 31,753	¥ 69,430	¥ 68,197	¥ 78,032	¥ 79,103	**$ 768,102**
28.8%	26.7%	26.1%	26.2%	24.5%	27.3%	30.0%	
34,788	27,283	12,706	23,894	15,826	27,646	32,877	**292,690**
13.4%	11.4%	10.4%	9.0%	5.7%	9.7%	12.5%	
7,354	2,570	591	(61,212)	(13,643)	889	1,458	**(25,219)**
2.8%	1.1%	0.5%	(23.1)%	(4.9)%	0.3%	0.5%	
¥556,787	¥529,959	¥699,475	¥706,790	¥859,661	¥921,294	¥825,005	**$3,805,878**
291,143	287,762	457,402	463,902	546,324	610,029	562,441	**1,447,555**
336,106	308,740	414,075	384,190	388,385	454,420	395,083	**1,168,959**
251,983	249,712	328,082	290,144	277,031	321,153	274,817	**640,810**
97,129	99,208	161,207	198,773	285,111	260,251	225,246	**1,174,658**
(44,963)	(20,978)	43,327	79,712	157,939	155,609	167,358	**278,596**
116,753	113,276	111,623	111,573	168,489	181,921	182,770	**1,454,140**
21.0%	21.4%	16.0%	15.8%	19.6%	19.7%	22.2%	
						Yen	*U.S. dollars (Note 6)*
¥ 18.91	¥ 6.61	¥ 1.52	¥(157.48)	¥(35.11)	¥ 2.29	¥ 3.80	**$(0.06)**
18.68	6.61	1.52	(157.40)	(35.07)	2.31	3.84	**(0.05)**
300.22	291.33	287.13	287.00	433.51	468.43	474.55	**3.64**
7.00	6.00	3.00	—	6.00	11.75	11.75	**0.07**
						Millions of yen	*Thousands of U.S. dollars (Note 6)*
6.4%	2.3%	0.5%	(54.9)%	(7.8)%	0.5%	0.8%	
1.4%	0.4%	0.1%	(7.8)%	(1.5)%	0.1%	0.2%	
¥17,525	¥17,903	¥ 7,707	¥ 18,159	¥26,456	¥ 31,100	¥ 21,838	**$ 74,395**
26,230	52,951	16,594	1,868	17,134	(12,630)	(70,008)	**581,178**
37,434	22,895	8,880	19,452	35,256	61,704	52,838	**183,740**
(11,204)	30,056	7,714	(17,584)	(18,122)	(74,334)	(122,846)	**397,438**
22,319	18,634	9,269	17,584	24,771	22,316	21,679	**235,761**
388,892,609	388,824,616	388,761,608	388,758,517	388,664,237	388,368,093	385,143,978	
35,978	29,790	27,821	28,311	31,582	33,372	27,825	

3. In fiscal 1994, the Company changed its fiscal year-end from September 30 to March 31. Accordingly, fiscal 1994 included only six months of operations, beginning in October 1993 and ending in March 1994, whereas other fiscal years consist of 12 months.
4. Net loss in fiscal 1993 includes extraordinary losses totaling ¥59,118 million. As part of a thorough restructuring aimed at strengthening the corporate structure, the Company withdrew from the semiconductor business in March 1993, resulting in a loss of ¥46,792 million. In order to further strengthen and improve its financial position, the Company changed its method of accounting for marketable securities listed on stock exchanges, resulting in a marketable security revaluation loss of ¥12,326 million.
5. In fiscal 2000, the Company reclassified its operations into three industry categories and revised figures in prior years.
6. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥106.15=US$1, the approximate rate on March 31, 2000.

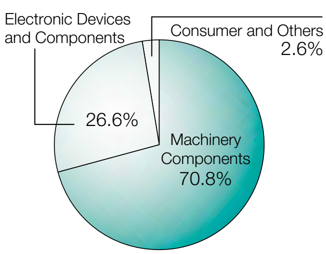
MANAGEMENT'S DISCUSSION AND ANALYSIS OF RESULTS OF OPERATIONS AND FINANCIAL CONDITION

Reclassification of Operations

Breakdown of Net Sales



Breakdown of Operating Income



In fiscal 2000, ended March 31, 2000, Minebea reclassified its operations into three industry categories: machinery components, which includes bearings and bearing-related products, notably ball bearings, rod-end and spherical bearings and pivot assemblies, as well as other machinery components, such as fasteners, wheels and defense-related special parts; electronic devices and components, encompassing rotary components and other electronic devices and components, primarily PC keyboards, speakers, FDD subassemblies and switching power supplies; and consumer and others, comprising the import and sale of furniture and interior decor items.

Performance by Industry Category

Millions of yen

Year ended March 31, 2000	*Machinery Components*	*Electronic Devices and Components*	*Consumer and Others*	*Total before Eliminations*	*Eliminations*	*Total*
Sales to external customers	**¥127,734**	**¥146,133**	**¥10,890**	**¥284,757**	**¥ —**	**¥284,757**
Internal sourcing	**6,940**	**—**	**—**	**6,940**	**(6,940)**	**—**
Total sales	**134,674**	**146,133**	**10,890**	**291,697**	**(6,940)**	**284,757**
Operating expenses	**112,678**	**137,879**	**10,071**	**260,628**	**(6,940)**	**253,688**
Operating income	**21,996**	**8,254**	**819**	**31,069**	**—**	**31,069**
Assets	**183,111**	**234,558**	**8,022**	**425,691**	**(21,697)**	**403,994**
Depreciation and amortization	**10,031**	**11,911**	**83**	**22,025**	**—**	**22,025**
Investment	**8,813**	**10,571**	**228**	**19,612**	**—**	**19,612**

Note: Assets of the Company and its subsidiaries in the Eliminations column totaled ¥69,942 million, resulting from foreign currency translation adjustments.

Results of Operations

Net Sales

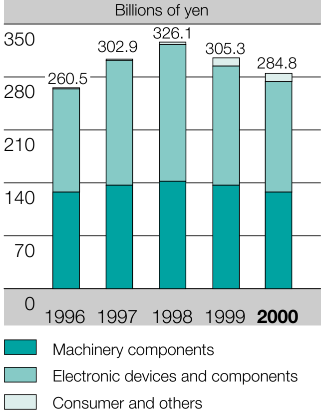
Minebea's consolidated net sales declined 6.7% during the period under review, to ¥284,757 million. Sales were hindered by the appreciation of the yen. If the same average yen-dollar exchange rate as in fiscal 1999 had been applied, however, net sales in fiscal 2000 would have been ¥27,119 million higher than the actual result.

In the machinery components category, demand for ball bearings and pivot assemblies and other bearing-related products expanded. In contrast, sales of rod-end and spherical bearings to the aerospace sector fell, owing to flagging demand in the U.S. market. Sales of defense-related special parts remained relatively firm. As a consequence, machinery components sales amounted to ¥127,734 million, a decrease of 6.6%.

Favorable demand from PC manufacturers, the Company's mainstay customers in the electronic devices and components category, bolstered shipments, particularly of precision small motors. However, this was insufficient to counter the impact of harsh price competition, which squeezed sales. As a consequence, sales fell 7.3%, to ¥146,133 million.

Despite flagging consumer spending, results in the consumer and others category were bolstered by active efforts to expand operations, including the opening of a new shop at Itami Airport, Osaka's domestic airport. Sales in this category edged down 0.2%, to ¥10,890 million.

Net Sales by Industry Category
Billions of yen

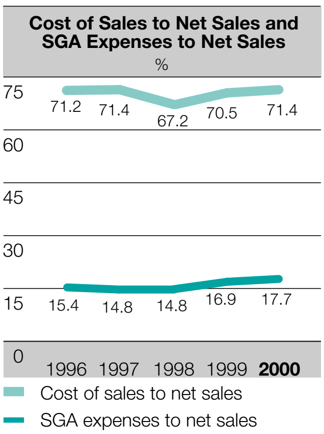


Net Sales by Industry Category

Millions of yen

Years ended March 31	**2000**	1999	1998	1997	1996
Machinery components					
Bearings and bearing-related products	**¥101,847**	¥109,535	¥112,785	¥102,993	¥ 90,952
Other machinery components	**25,887**	27,272	29,222	33,154	31,588
	127,734	136,807	142,007	136,147	122,540
Electronic devices and components					
Rotary components	**63,758**	64,789	68,358	64,248	54,374
Other electronic devices and components	**82,375**	92,814	112,517	100,870	82,145
	146,133	157,603	180,875	165,118	136,519
Consumer and others	**10,890**	10,914	3,212	1,621	1,478
Net sales	**¥284,757**	¥305,324	¥326,094	¥302,886	¥260,537

Costs and Expenses



The cost of sales decreased 5.5%, to ¥203,223 million, in line with the 6.7% decline in net sales. However, a temporary increase in manufacturing costs resulting from expanded production of ball bearings and declining prices for electronic devices and components raised the ratio of cost of sales to net sales to 71.4%, from 70.5% in fiscal 1999.

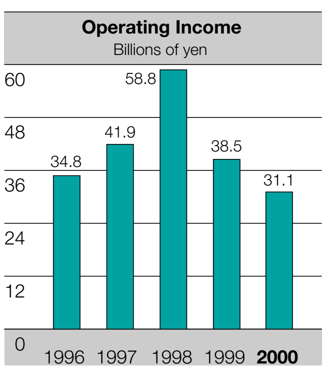
Although the decline in net sales pushed selling, general and administrative (SGA) expenses down 2.2%, to ¥50,465 million, the ratio of SGA expenses to net sales edged up 0.8 percentage point, to 17.7%.

Costs and Expenses *Millions of yen*

Years ended March 31	**2000**	1999	1998	1997	1996
Net sales	**¥284,757**	¥305,324	¥326,094	¥302,886	¥260,537
Cost of sales	**203,223**	215,163	219,008	216,399	185,385
Cost of sales to net sales	**71.4%**	70.5%	67.2%	71.4%	71.2%
Gross profit	**81,534**	90,161	107,086	86,487	75,152
SGA expenses	**50,465**	51,615	48,275	44,586	40,364
SGA expenses to net sales	**17.7%**	16.9%	14.8%	14.8%	15.4%

Income

Reflecting increases in the ratios of cost of sales and SGA to net sales, the operating margin dipped 1.7 percentage points, to 10.9%. Other expenses rose ¥17,570 million, as costs related to the liquidation of subsidiary Minebea Credit caused Minebea to incur ¥25,782 million in losses on the liquidation of subsidiaries and affiliates, offsetting a ¥4,334 million decrease in interest expense, to ¥7,897 million, the absence of losses on sales of marketable securities, investment securities and investment securities in affiliates and gains on the revaluation of marketable and investment securities, compared with a loss in the previous period. The adoption of tax effect accounting resulted in a deferred tax benefit of ¥6,276 million. As a consequence, the Company recorded a net loss of ¥2,677 million.



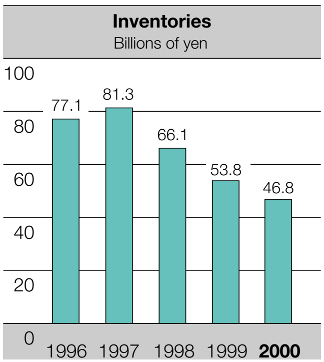
Income *Millions of yen*

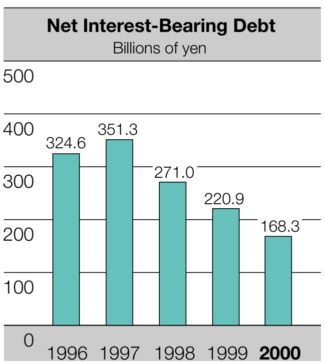
Years ended March 31	**2000**	1999	1998	1997	1996
Operating income	**¥31,069**	¥38,546	¥58,811	¥41,901	¥34,788
Operating margin	**10.9%**	12.6%	18.0%	13.8%	13.4%
Other expenses, net	**37,681**	20,111	35,876	27,045	24,543
Net income (loss)	**(2,677)**	11,507	15,144	8,862	7,354
Net income (loss) to net sales	**(0.9)%**	3.7%	4.6%	2.9%	2.8%
Net income (loss) per share (Yen):					
Primary	**(6.72)**	28.94	38.42	22.76	18.91
Fully diluted	**(5.39)**	26.32	34.85	21.03	18.68
Return on shareholders' equity	**(1.8)%**	8.0%	11.4%	7.4%	6.4%
Return on total assets	**(0.7)%**	2.4%	2.9%	1.6%	1.4%

Note: In fiscal 2000, in order to concentrate resources in its best areas and improve financial strength, the Company made a decision with regards to the transferral of its shares, etc., in Minebea Credit Co., Ltd., a wholly owned subsidiary; the liquidation of different affiliated companies and other matter. Therefore, we showed ¥25,782 million in extraordinary losses as losses on liquidation of subsidiaries and affiliates.

Analysis of Financial Position and Cash Flows

Financial Position





In line with its policy of lowering interest-bearing debt, Minebea continued to pare assets during the period under review. As a consequence, trade notes and accounts receivable and inventories were reduced by ¥10,235 million and ¥6,977 million, respectively, while the liquidation of Minebea Credit eliminated ¥21,323 million in finance receivables. Total assets of the Company amounted to ¥403,994 million at the end of fiscal 2000, a drop of ¥69,366 million from the same time a year earlier.

Interest-bearing debt fell ¥78,339 million, to ¥192,712 million. Net interest-bearing debt, excluding cash and cash equivalents, amounted to ¥168,280 million at fiscal 2000 year-end, in line with our publicized target of less than ¥200,000 million by the beginning of calendar year 2000.

Despite a net loss of ¥2,677 million, total shareholders' equity advanced ¥8,652 million, to ¥154,357 million, as the addition of an adjustment of ¥12,950 million for tax effects in the previous period, owing to the adoption of tax effect accounting, lowered the accumulated deficit to ¥8,641 million, from ¥16,120 million.

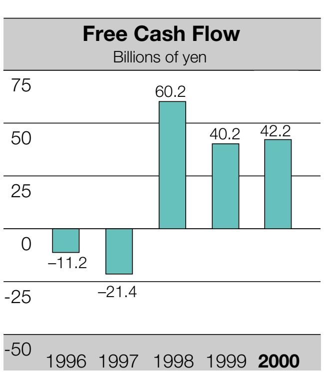
Financial Position *Millions of yen*

As of March 31	**2000**	1999	1998	1997	1996
Total assets	**¥403,994**	¥473,360	¥492,210	¥563,220	¥556,787
Current assets	**153,658**	219,826	213,194	264,368	291,143
Inventories	**46,839**	53,816	66,074	81,293	77,146
Current liabilities	**124,085**	197,071	246,114	322,966	336,106
Working capital	**29,573**	22,755	(32,920)	(58,598)	(44,963)
Interest-bearing debt	**192,712**	271,051	275,110	363,608	349,112
Net interest-bearing debt	**168,280**	220,864	270,970	351,259	324,615
Total shareholders' equity	**154,357**	145,705	141,843	123,831	116,753
Shareholders' equity/total assets	**38.2%**	30.8%	28.8%	22.0%	21.0%
Shareholders' equity per share (Yen)	**386.71**	366.29	357.77	317.46	300.22

Cash Flows

Although Minebea reported a net loss of ¥2,677 million in fiscal 2000, net cash provided by operating activities totaled ¥61,692 million, owing to the fact that the liquidation of Minebea Credit—the principal factor behind the net loss—did not entail any additional outlays of cash, and also because of efforts to improve the Company's financial condition by reducing assets.

Expenditure for purchase of property, plant and equipment amounted to ¥19,504 million, well within depreciation and amortization, which was ¥25,026 million. Accordingly, Minebea's free cash flow (net cash provided by operating activities minus expenditures for property, plant and equipment) rose significantly for the second consecutive period, to ¥42,188 million. Expenditure for purchase of property, plant and equipment was used to expand production facilities for machinery components, particularly ball bearings, and electronic devices and components, notably spindle motors for HDDs. Funds were applied primarily to building new structures and augmenting facilities at the Company's plants in Thailand, the PRC and other locations overseas. Free cash flow was used primarily to improve the Company's financial position, with ¥71,397 million applied to the repayment of short-term loans and ¥5,768 million to the repayment of long-term debt.



Free Cash Flow *Millions of yen*

Years ended March 31	**2000**	1999	1998	1997	1996
Net cash provided by operating activities	**¥ 61,692**	¥ 60,740	¥ 83,878	¥ 29,546	¥ 26,230
Expenditure for purchase of property, plant and equipment	**(19,504)**	(20,563)	(23,688)	(50,931)	(37,434)
Free cash flow	**¥ 42,188**	¥ 40,177	¥ 60,190	¥(21,385)	¥(11,204)

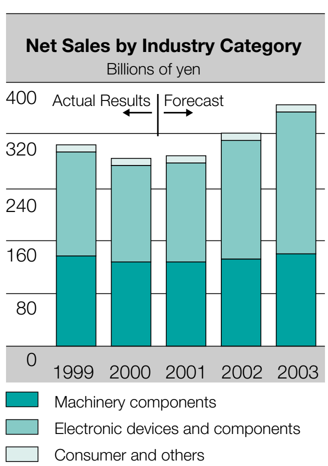
Three-Year Management Plan

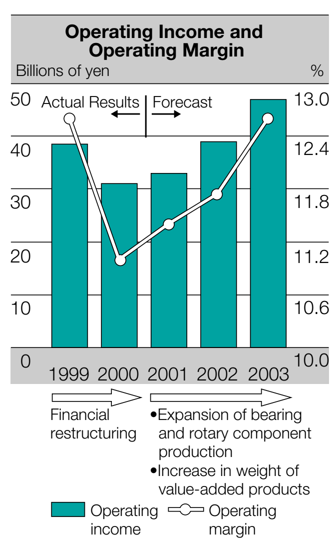
To enable shareholders and interested investors to better understand the medium-term direction of its management, in May 2000 Minebea announced a new management plan that will guide the Company from fiscal 2001 through fiscal 2003. Please refer to the Disclaimer Regarding Future Projections, on the inside front cover of this report, regarding the use of information contained in the plan.

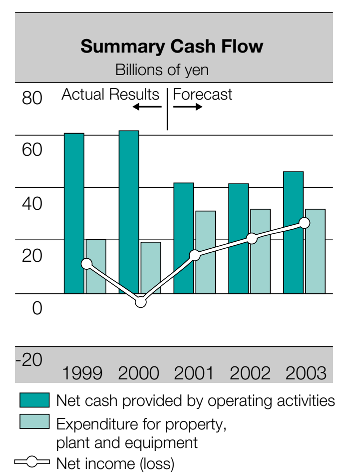
Minebea's new three-year management plan encompasses three key tasks aimed at bolstering sales and ensuring a high level of profitability. The first task is to expand production capacity for mainstay bearings and bearing-related products, the Company's most profitable product category. Second, Minebea will expand its operations in the area of small motors and other rotary components to a scale similar to its bearing operations. Third, the Company will increase the weight of high-value-added products and expand applications to enable the cultivation of a broader market.

The plan also includes clear numerical targets. Minebea forecasts net sales of ¥290,000 million in fiscal 2001, ¥332,000 million in fiscal 2002 and ¥373,000 million in fiscal 2003. As a consequence of its efforts, the Company expects net sales in the electronic devices and components industry, which encompasses spindle motors for HDDs, fan motors and stepping motors, to exceed those of the machinery components industry, the main product of which is bearings, in fiscal 2003. Minebea also targets operating income of ¥33,000 million in fiscal 2001, ¥39,000 million in fiscal 2002 and ¥47,000 million in fiscal 2003. In the final year of the plan, the Company expects its operating margin to exceed 12.0%. Net income is forecast to reach ¥15,000 million in fiscal 2001, ¥20,000 million in fiscal 2002 and ¥27,000 million in fiscal 2003.

Minebea expects expenditure for purchase of property, plant and equipment to average ¥32,000 million annually for the three years of the plan, and to fund the total each year from within net cash provided by operating activities. In principle, the Company plans to cover all expenditures using internal reserves and to apply surplus funds to the reduction of interest-bearing debt. Based on the assumption that this is achieved, as of March 31, 2003, Minebea expects the balance of outstanding interest-bearing debt to be less than ¥130,000 million.







Note: Forecasts in the above graphs are based on an assumed exchange rate of ¥105 to US$1.00.