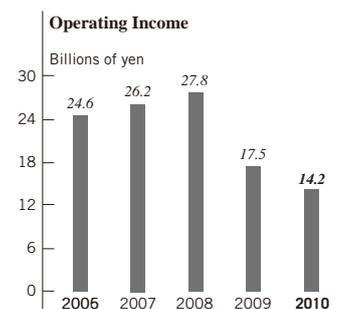
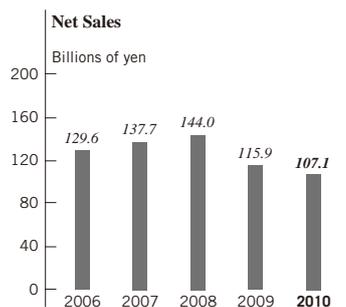


Segment Results

Performance by Business Segment

Machined Components



Principal Products

- **Bearings and Bearing-Related Products**
 - Miniature ball bearings
 - Small-sized ball bearings
 - Integrated-shaft ball bearings
 - Rod-end bearings
 - Spherical bearings
 - Roller bearings
 - Bushings
 - Pivot assemblies
 - Tape guides
- **Other Machined Components**
 - Aerospace/automotive fasteners
 - Special machined components
 - Magnetic clutches and brakes

Net sales in the Machined Components segment amounted to ¥107,088 million, down 7.6%, or ¥8,784 million, compared to the previous fiscal year. Operating income fell 18.5%, or ¥3,234 million, to ¥14,235 million, and the operating margin, calculated using sales to external customers, declined by 1.8 percentage points, to 13.3%. In spite of our pursuit of basic technologies, product technologies, and manufacturing technologies in the continuous effort to reduce costs, the operating income declined, suffering from the adverse impact on manufacturing costs caused by drastic output cuts undertaken towards the end of the previous fiscal year.

Principal Products and Applications and Minebea's Global Market Share

Principal Products	Principal Applications	Global Market Share*
Bearings and bearing-related products		
Miniature and small-sized ball bearings	Small motors, household electrical appliances, information and telecommunications equipment, automobiles, industrial machinery	60%
Rod-end and spherical bearings	Aircraft	50%
Pivot assemblies	HDDs	60%
Other machined components		
Special machined components, fasteners	Aircraft, automobiles, industrial machinery	—

*Global market shares are in terms of units shipped, except the market share for rod-end and spherical bearings, which is in terms of sales value. Market shares are Minebea estimates based on information collected by the Company and by market research firms.

Business Activities and Ongoing Efforts

Sales of our mainstay products, i.e. ball bearings, rod-end bearings and spherical bearings, declined in comparison with the previous fiscal year due to deteriorated market conditions in the first half of the current fiscal year. However, in the latter half, sales increased by virtue of a market recovery combined with an efficiency improvement through increased production, contributing to a drastic profit improvement for the major products, notably ball bearings. In the first half of the period, the pivot assemblies segment experienced an increase in sales to the hard disk drive industry, which are our major customers, but sales leveled off due to the appreciation of the yen. However, in the second half of the period, sales increased due to vigorous market demand.

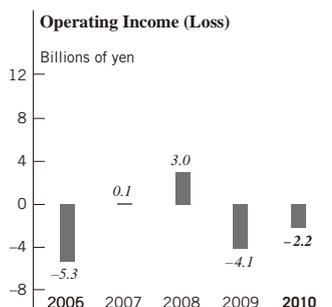
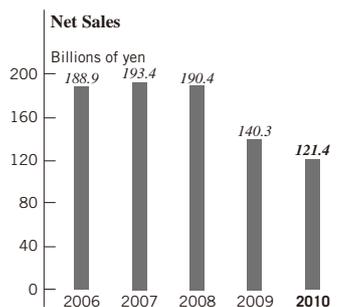
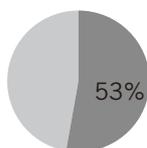
In the miniature and small-sized ball bearings business, we continued to lower manufacturing costs through streamlining and efforts to improve yield. In addition to strengthening this business, in line with the theme of returning to the basics of manufacturing, we sought to reinforce the development of basic technologies. To further reduce fixed costs, in April 2009, we closed the Skegness Plant of NMB-Minebea UK Ltd and shifted production machinery to our Shanghai plant. In the future, we plan to construct a new plant as well as endeavoring to increase production in order to meet the strong demand.

In the rod-end and spherical ball bearings business, we built a new production facility within the Karuizawa Plant and an aircraft part factory (for surface finishing) at the Fujisawa Plant, and commenced their operation, thereby positioning us to respond to the anticipated increase in demand from aircraft manufacturers. In addition to our existing rod-end and spherical bearings products, we are striving to enter the market for engine peripherals and large mechanical parts that incorporate sophisticated processing technologies.

In pivot assemblies, we continue to implement measures aimed at increasing productions and lowering the cost of sales by improving yield. Towards the future, we plan to build a new facility in consideration of the expanding HDD market.

Electronic Devices and Components

Percentage of net sales



Principal Products

● Rotary Components

- HDD spindle motors
- Fan motors
- Hybrid-type stepping motors
- PM-type stepping motors
- Brush DC motors
- Vibration motors
- VR resolvers

● Other Electronic Devices and Components

- PC keyboards
- Speakers
- Electronic devices
 - Color wheels
 - Lighting devices for LCDs
 - Backlight inverters
- Measuring components
 - Strain gages
 - Load cells

Net sales in the Electronic Devices and Components segment fell 13.5%, or ¥18,933 million, to ¥121,358 million, compared to the previous fiscal year. Given the decreasing sales, we implemented cost reduction efforts with a focus on motors. As a result, the segment recorded an operating loss of ¥2,176 million, which is a ¥1,887 million improvement to the operating loss of the previous fiscal year. The operating margin, calculated using sales to external customers, was -1.8%, indicating an improvement of 1.1 percentage points.

Principal Products and Applications and Minebea's Global Market Share

Principal Products	Principal Applications	Global Market Share*
Rotary components		
HDD spindle motors	HDDs	8%
Information motors (fan motors, stepping motors, brush DC motors, vibration motors)	PCs and servers, information and telecommunications equipment, household electrical appliances, cellular phones, automobiles, industrial machinery	2-20%, depending on product
Other electronic devices and components		
PC keyboards	PCs	3%
Lighting devices for LCDs	Cellular phones, digital cameras, portable digital information terminals	10%
Speakers	Audio equipment, PCs, automobiles	—
Measuring components	Industrial machinery, automobiles, game consoles	—

*Global market shares are in terms of units shipped. Market shares are Minebea estimates based on information collected by the Company and by market research firms.

Business Activities and Ongoing Efforts

In comparison to the previous fiscal year, the sale of LCD backlights increased due to sales promotions targeting the automobile industry and the recovery of demand in the mobile phone market. On the other hand, the sales of information motors and other motors declined due to the appreciation of the yen and the deterioration of market conditions in the first half of the current fiscal year. Regarding measuring components, sales in the market for game consoles declined.

Our efforts in the area of HDD spindle motors continue to focus on stepping up production and sales of high-growth, high-priced 2.5-inch models. We are also working to improve yields and R&D capabilities.

In the information motors business, we are introducing new products and pursuing synergy. The brushless DC motor products taken over from Panasonic Corporation joined our line of business in April 2010.

In the PC keyboards business, we are developing high-value-added products, lowering costs and enhancing efficiency.

In the electronic devices business, we are expanding our lineup and production of small and medium-sized LED backlights, including LED backlights for in-vehicle LCD.

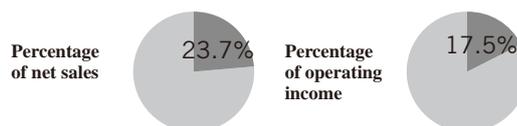
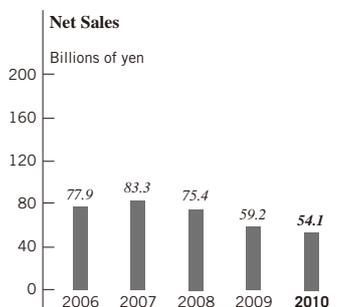
In the area of speakers, we are working to expand sales and to specialize in high added value products.

In the measuring components business, we are developing new products and markets.

Performance by Geographic Segment

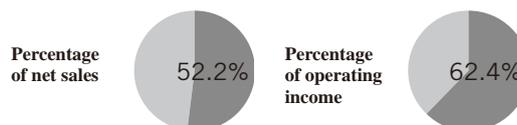
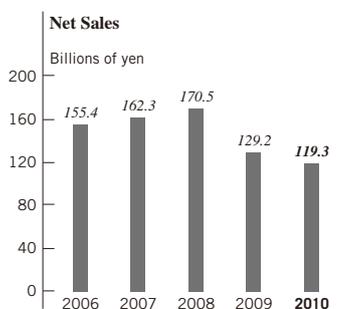
Japan

In Japan, the overall demand was stagnant and sales decreased by 8.6%, or ¥5,089 million, to ¥54,065 million. Despite the decline in sales, as a result of our efforts to cut costs and expenses, the operating income recorded an increase of ¥845 million (67.0%), to ¥2,106 million.



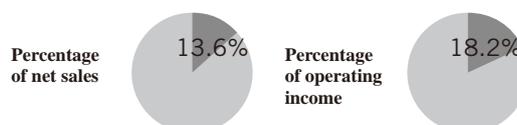
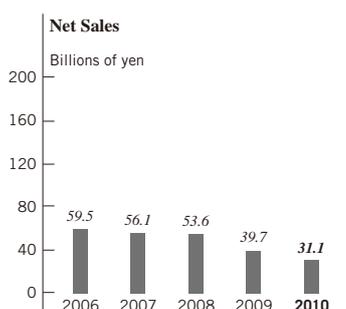
Asia (Excluding Japan)

Asia includes the growing Greater China region, an important manufacturing base for many companies in Japan, Europe, and the United States. Impacted by the appreciation of yen and the slump in sales of ball bearings and information motors in the earlier half of the fiscal year, net sales declined 7.7%, or ¥9,910 million, to ¥119,333 million. The operating income fell 8.8%, or ¥723 million, to ¥7,525 million.



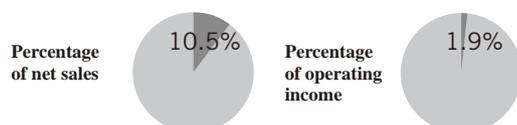
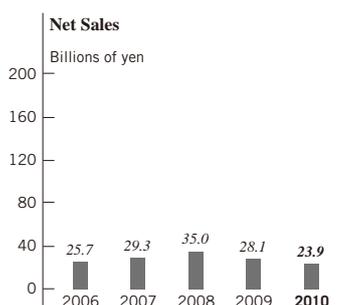
North America

In North America, sales of U.S.-manufactured ball bearings for aircrafts and rod-end bearings for aircraft-related industries were firm, but the appreciation of the yen and decrease in demand that occurred in the second half of the fiscal year pushed down the total sales for the fiscal year. Sales of PC keyboards and speakers, which we aim to specialize in high-value-added products, also declined. As a result, we reported, in North America, net sales of ¥31,137 million, down 21.5%, or ¥8,550 million, and an operating income of ¥2,200 million, a decrease of 22.4%, or ¥633 million.



Europe

In Europe, sales of all products slumped due to the global economic downturn. The Electronic Devices and Components segment particularly suffered from the worsened market conditions. Certain markets showed recovery in the second half of the fiscal year, but for the fiscal year as a whole the net sales declined 14.8%, or ¥4,168 million, to ¥23,911 million, and the operating income fell 78.6%, or ¥836 million, to ¥228 million.



Note: Net sales figures represent sales to external customers.