

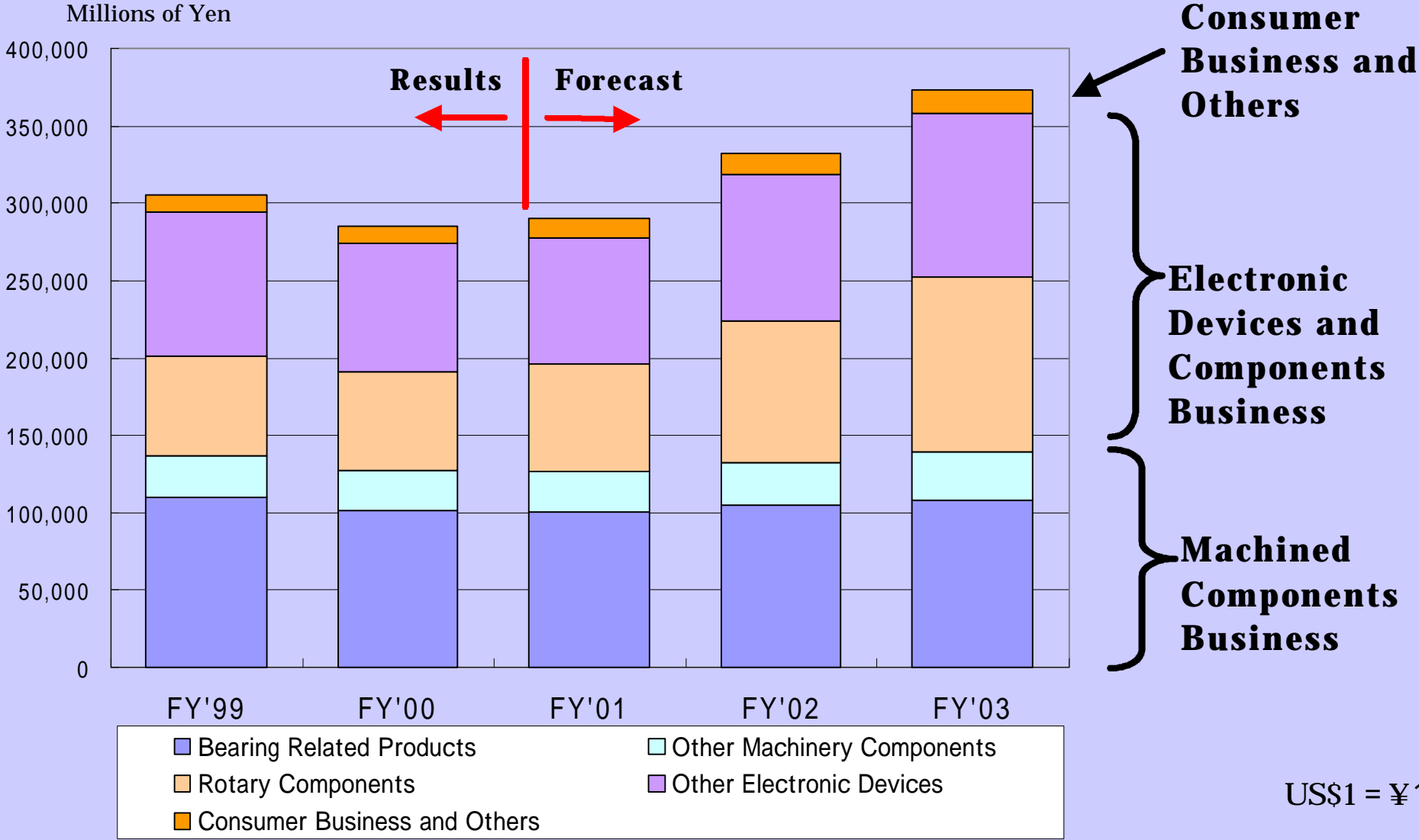
Outline of 3Year  
Mid Term Management Plan

# Management Focus

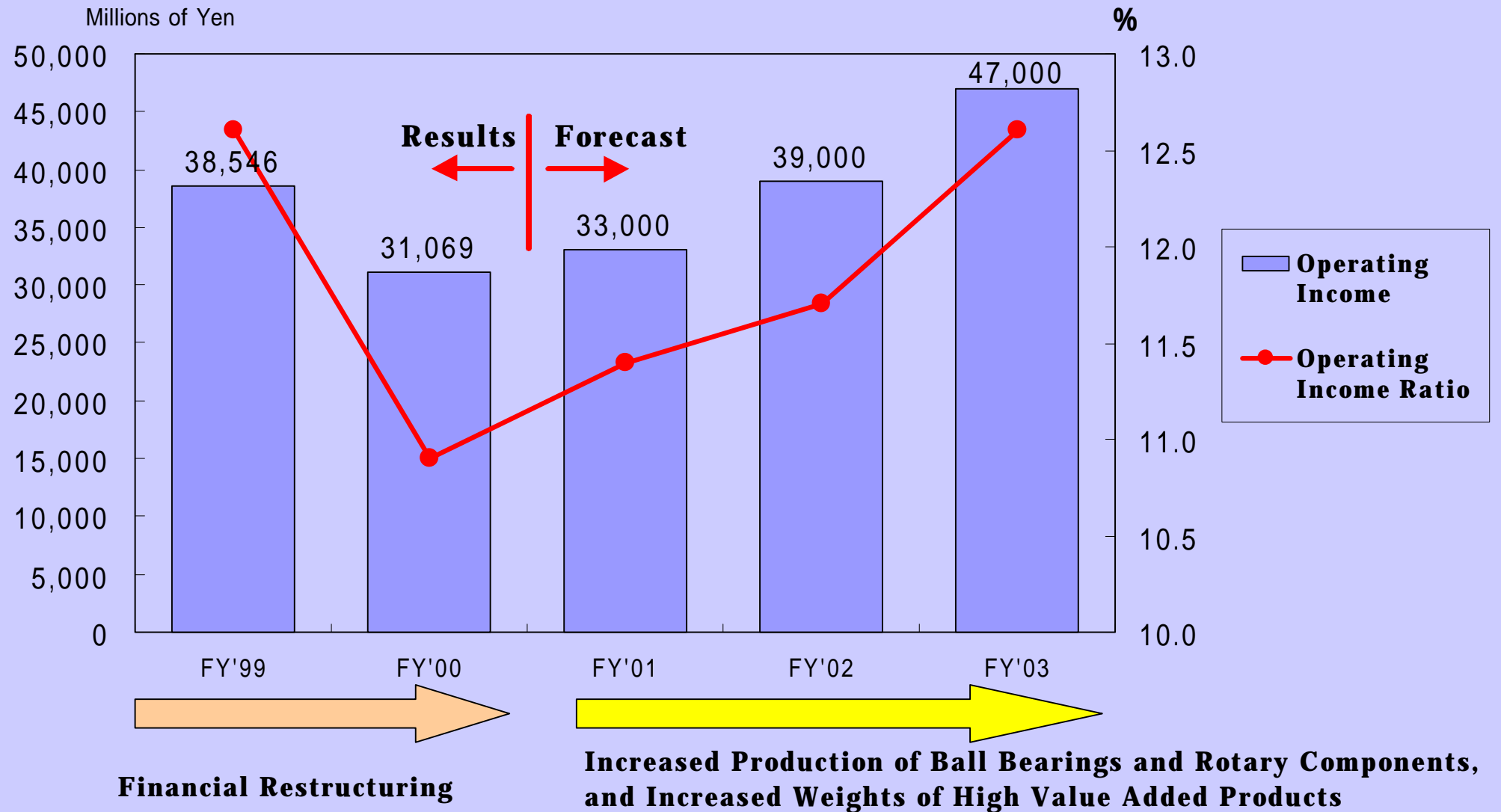
- **To Increase Production of Ball Bearings and Bearing-related Products**
- **To Achieve Further Growth of Rotary Component Business**
- **To Increase the Weight of High Value Added Products**

To Increase Sales and Raise Profit  
at the Same Time

# Consolidated Net Sales by Segment

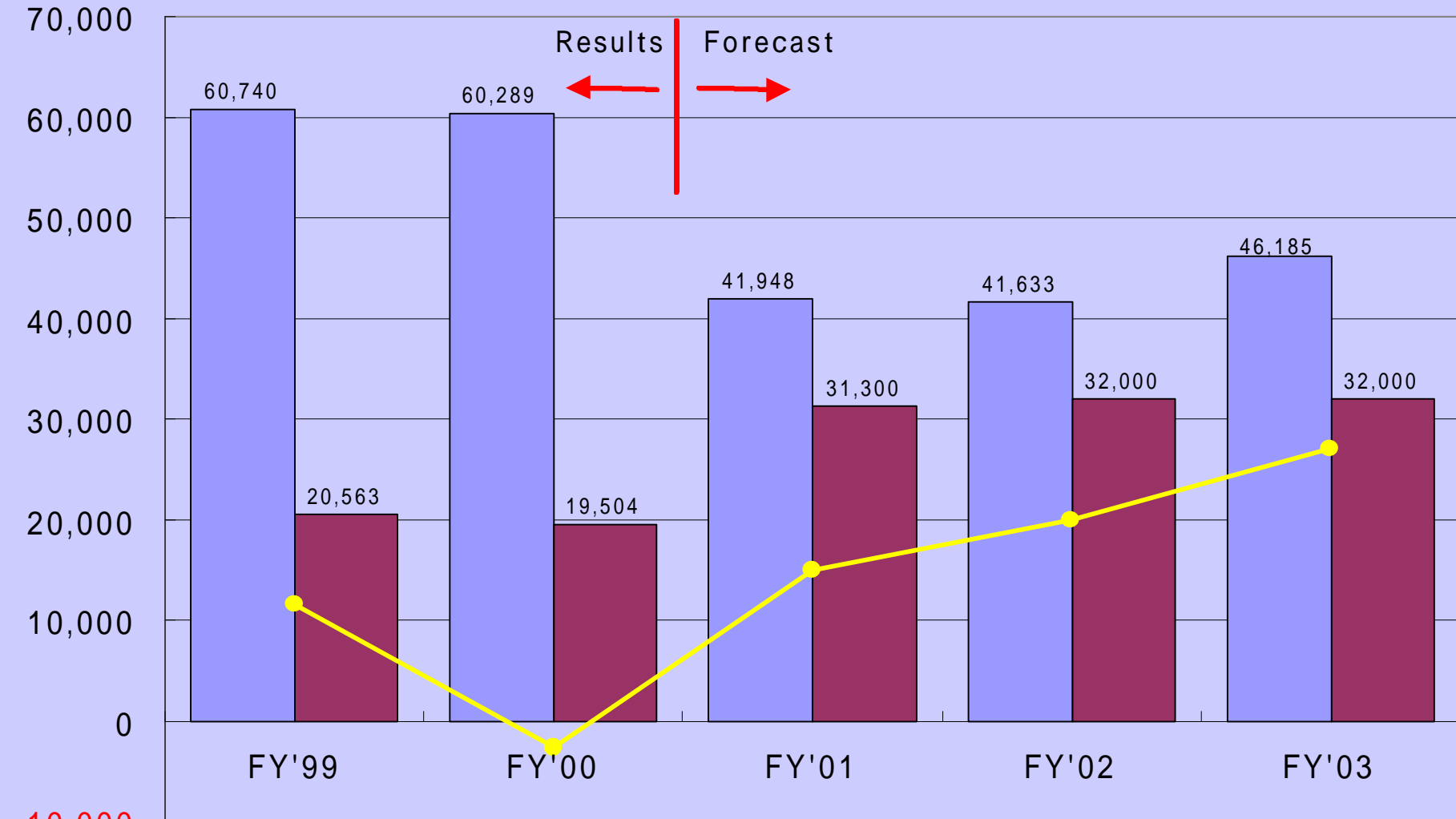


# Consolidated Operating Income and Operating Income Ratio



# Cash Flow

Millions of Yen



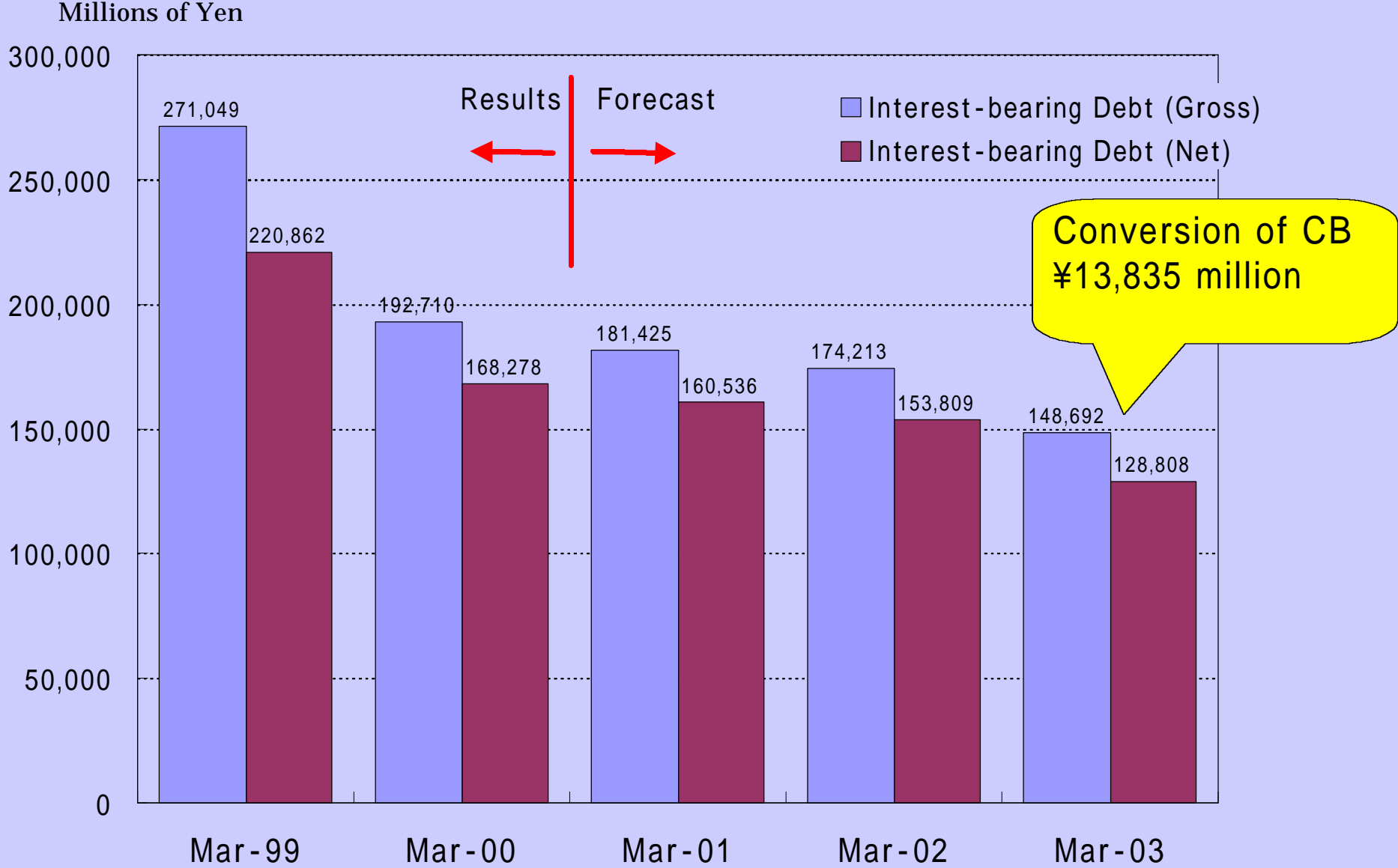
-10,000

Net cash provided by Operating Activities

Capital Expenditure

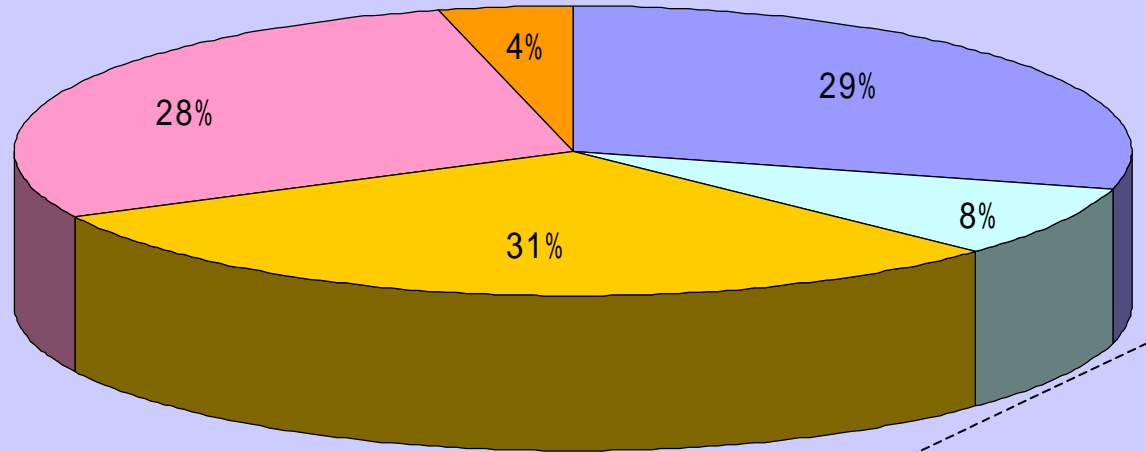
Net Income

# History and Prospect of Interest-bearing Debts Reduction

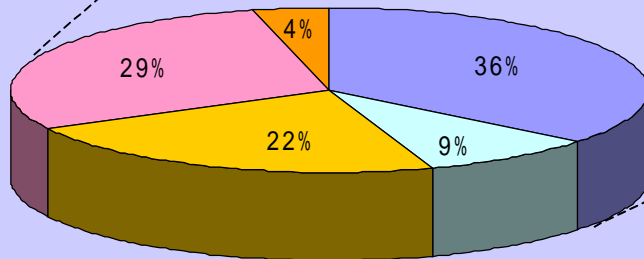


# Sales by Products Group

**FY of 2003**



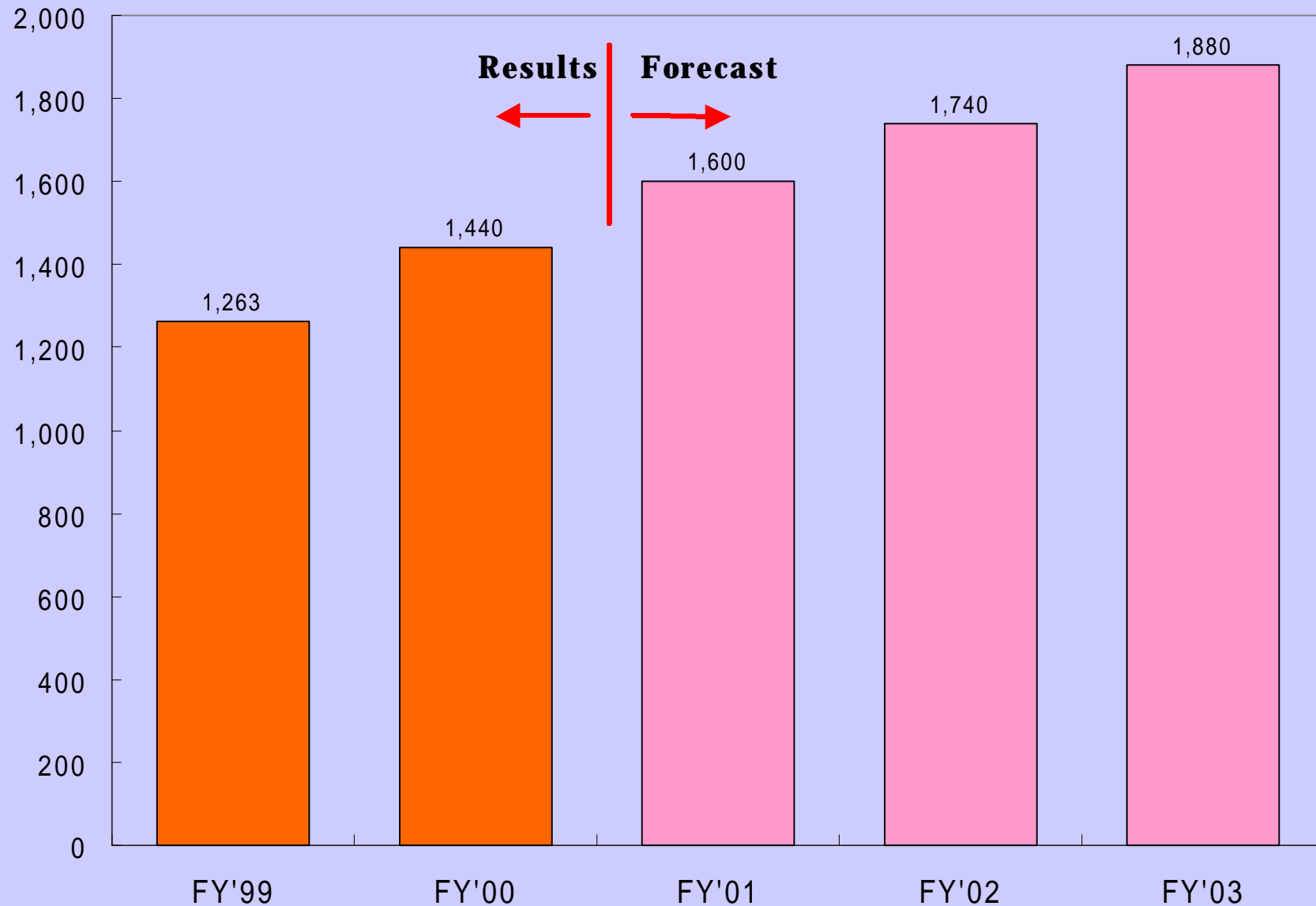
**FY of 2000**



-  **Bearings and Bearing-related Products**
-  **Other Machined Components**
-  **Rotary Components**
-  **Other Electronic Devices and Components**
-  **Consumer Business and Others**

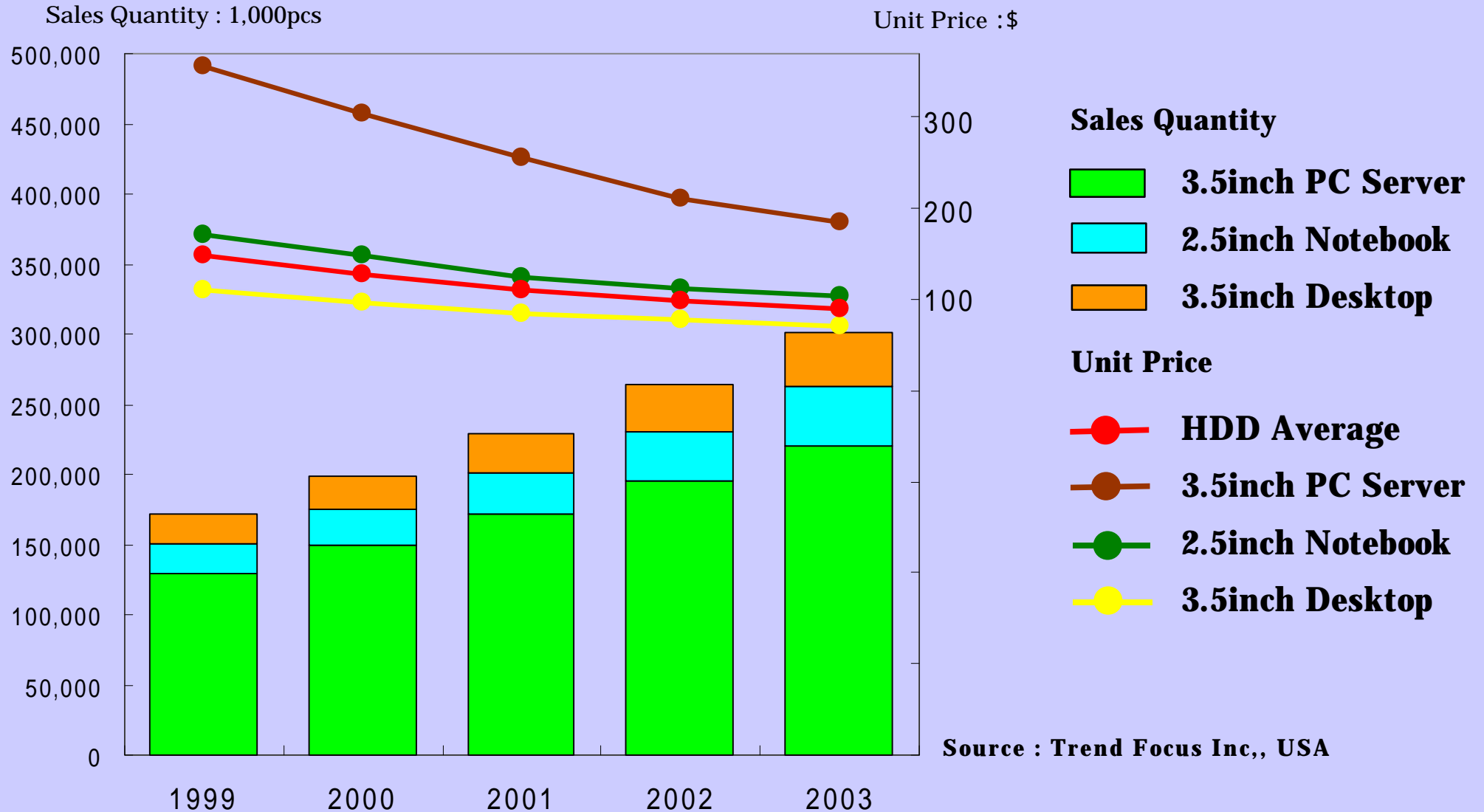
# Miniature and Instrument Ball Bearing Production Results and Forecast

Production Quantity :  
Million pcs.





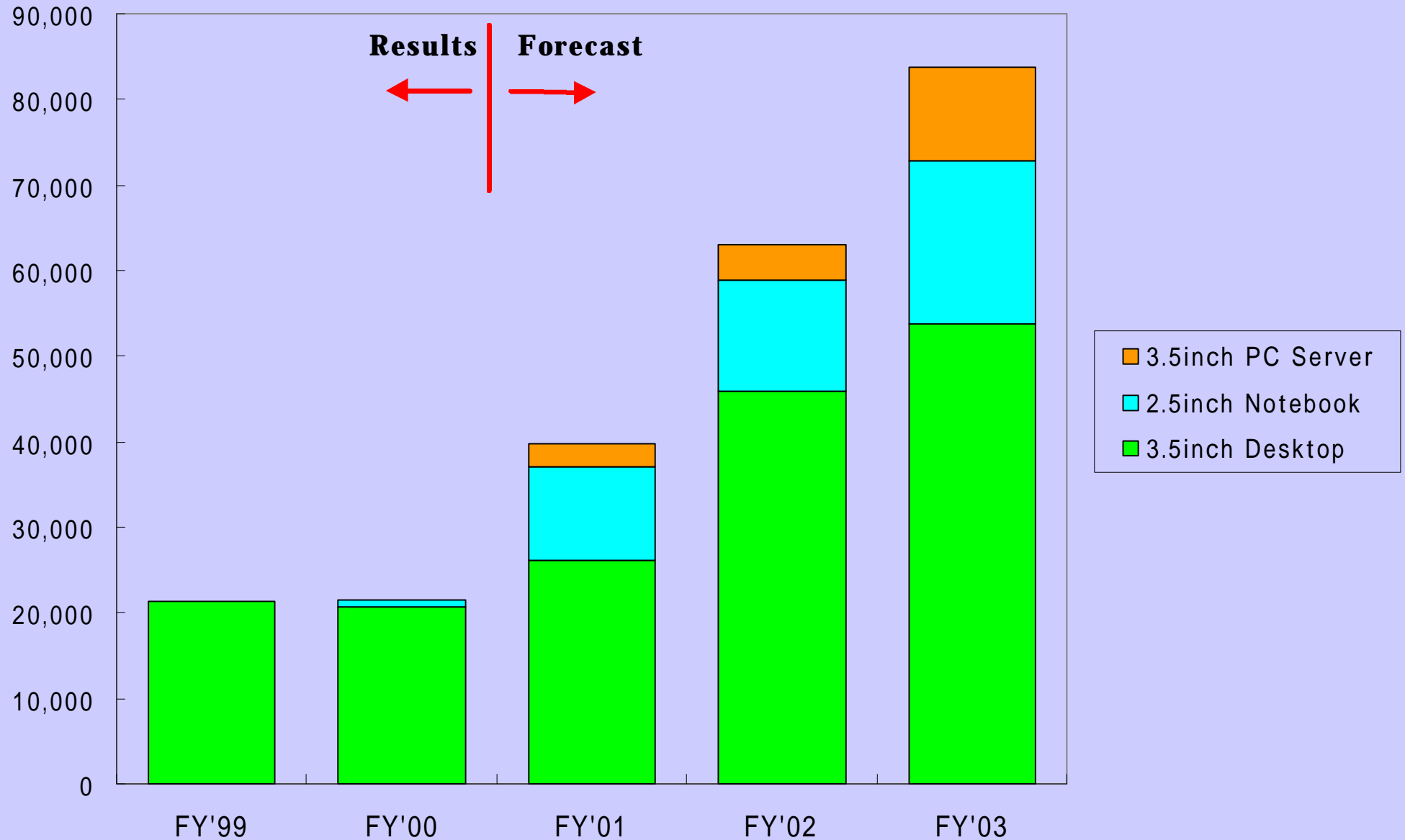
# HDD Market Trend



Source : Trend Focus Inc., USA

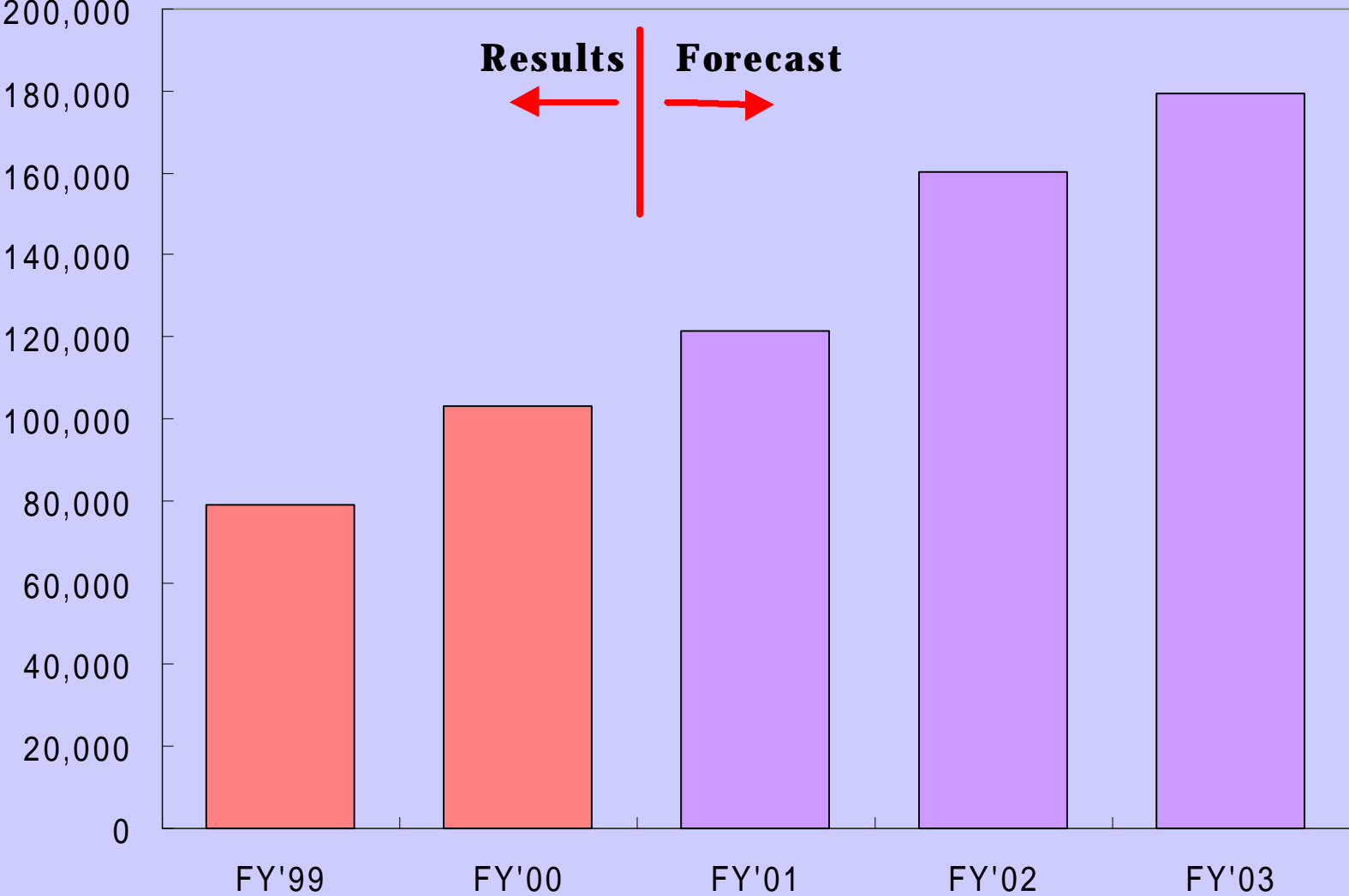
# Minebea's HDD Spindle Motor Sales Results and Forecast

Sales Quantity :1,000pcs

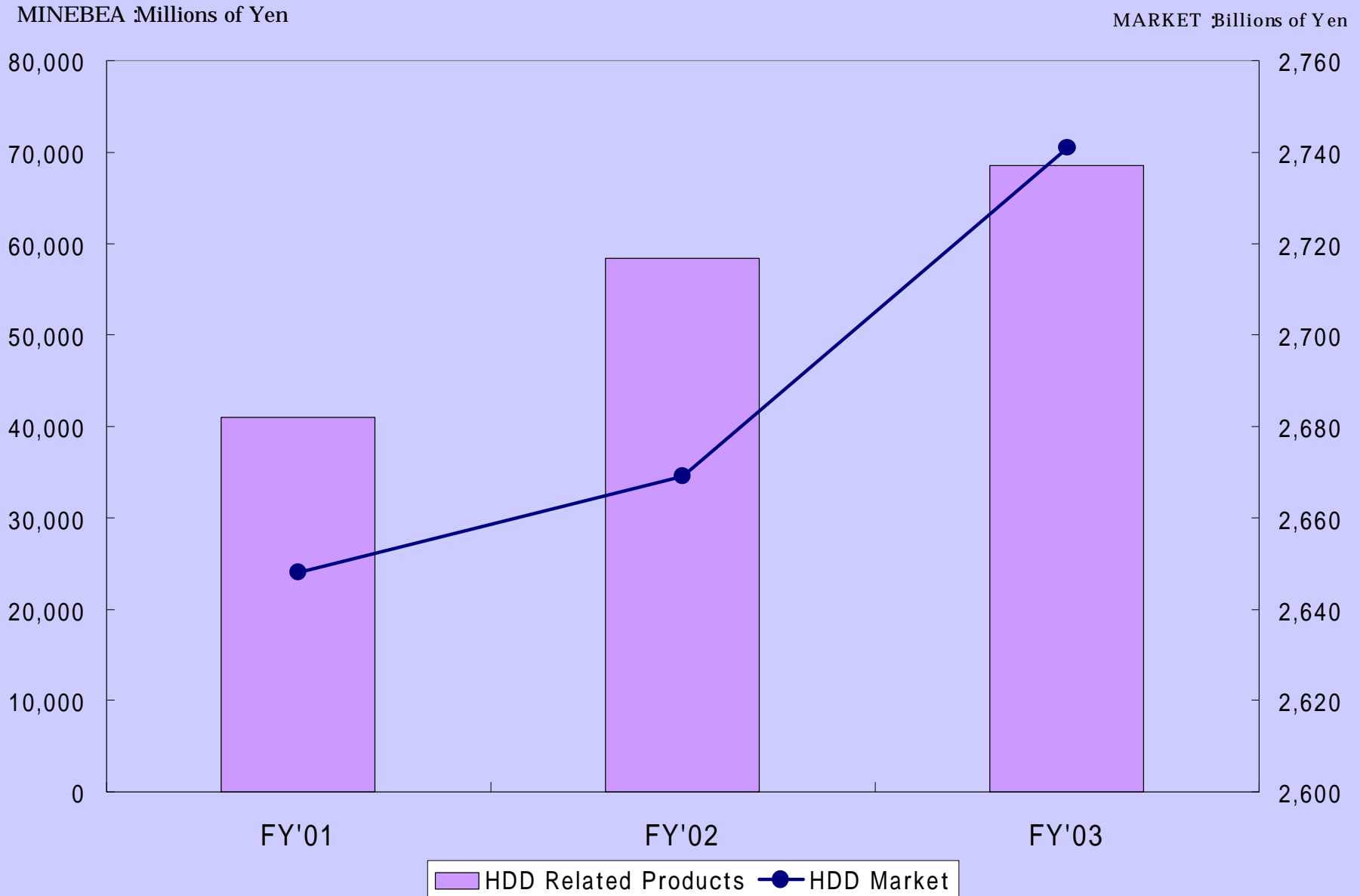


# Pivot Assembly Sales Results and Forecast

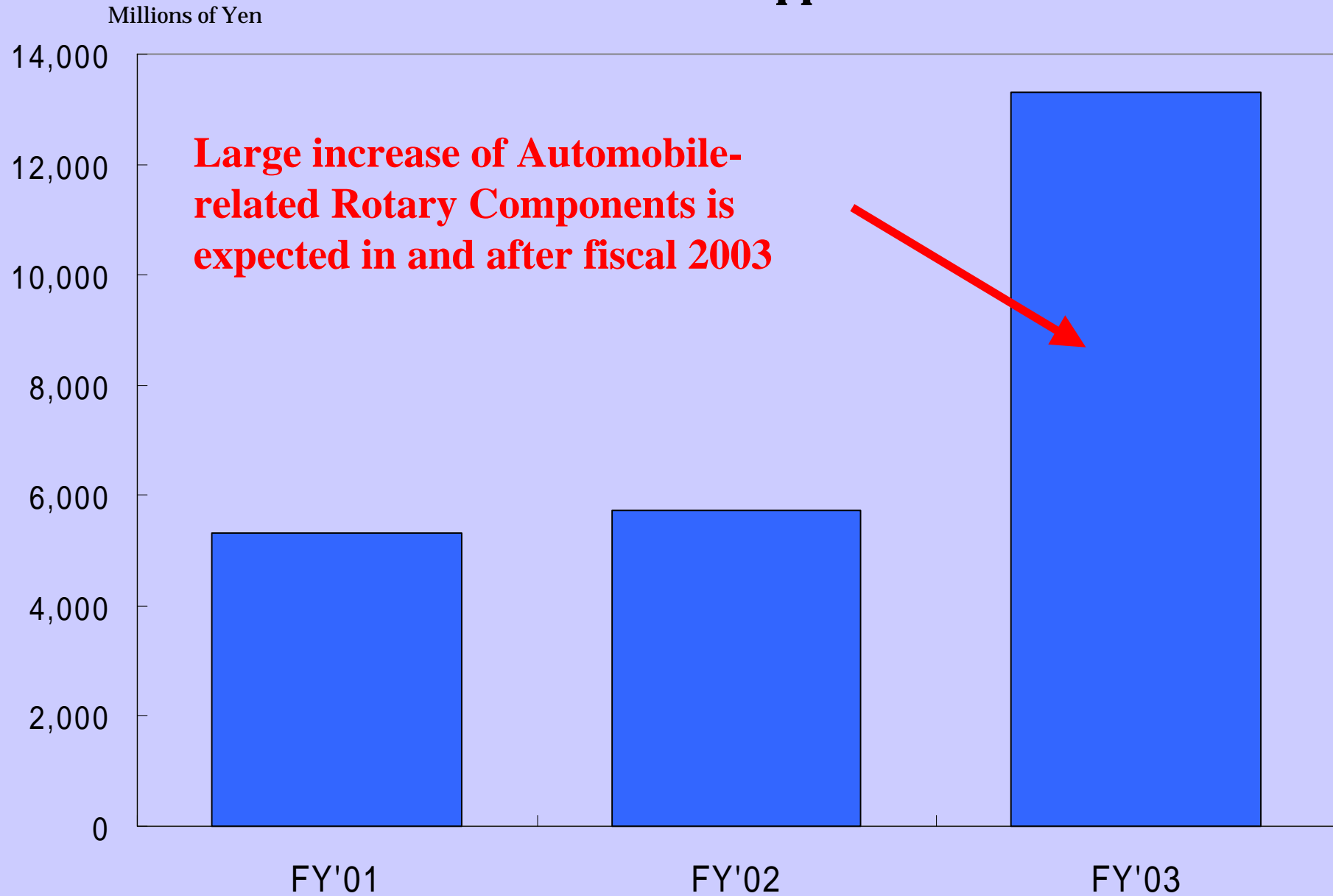
Sales Quantity :1,000pcs



# HDD-Related Product Sales Forecast



# Sales Forecast of Rotary Components for Automobile Applications



# Summary

- **There is an increasing need for high precision machining technology in the most advanced industrial sector.**
- **More and more business opportunities are opening up for Minebea.**
- **In the era of uncertainty, what counts is what to manufacture and which industrial sector to focus on.**
- **We will be able to do a successful business even with the information & telecommunications equipment industry price-driven and with the full-grown automotive industry.**
- **We will try to increase sales and improve the bottom line profit at the same time.**