

# To Our Shareholders

The 70th Business Year Business Report

April 1, 2015 ▶ March 31, 2016

***Minebea***  
***Passion to Exceed Precision***

Minebea Co., Ltd.

# Business Summary

As the Fiscal Year 2016 (April 1, 2015 - March 31, 2016) has ended, we would like to present our business summary.

## Overview of the year

The weak yen, high share prices, and low oil prices were initially expected to fuel Japan's economy during the year under review. However, spring-to-summer consumer spending, capital expenditures, and exports remained stagnant as a second-half slowdown in China and other emerging economies, falling resource prices, and a rising yen cast a dark shadow over the economy. The U.S. economy continued to grow mainly in the household sector due to the robust performance of the service industry and a better job market. Despite declining exports to non-EU countries, local consumption kept the European economy moving forward on a moderate upward trajectory. Excess production capacity and slowing investment in real estate development in China has gradually unveiled a picture of economic uncertainty in Asia. Although ASEAN countries, whose economies rely largely on China, didn't see exports to China grow, they enjoyed moderate economic recoveries due partly to public investments, measures to spur consumption, and other initiatives.

Working against this backdrop, the Minebea Group has been concentrating on cutting costs, creating high-value-added products, developing new technologies, and enhancing its marketing approach to improve profitability even further.

As a result, net sales soared by 109,138 million yen (21.8%) year on year to 609,814 million yen, reaching 600 billion yen for the first time ever. Operating income fell 8,663 million yen (-14.4%) year on year to total 51,438 million yen while ordinary income was down 13,479 million yen (-22.4%) year on year at 46,661 million yen. Net income attributable to owners of the parent decreased 3,501 million yen (-8.8%) year on year to reach to 36,386 million yen.

## Basic policy for profit sharing

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

In line with our basic policy, we decided to pay a year-end dividend of 10 yen per share for the fiscal year under review. Combined with the interim dividend of 10 yen per share, this makes a total dividend of 20 yen per share for the year, which is a dividend increase of 8 yen compared with the previous fiscal year.

## Outlook for the next fiscal year

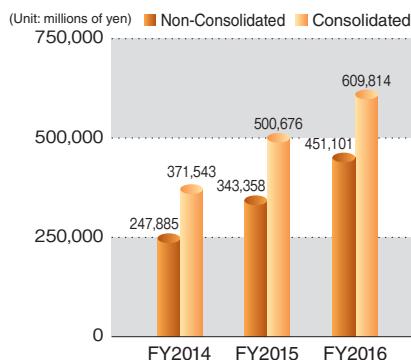
While demand is expected to remain strong across the globe, concerns over monetary and fiscal policies as well as rapid appreciation of the yen may put a damper on the Japanese economy. Fueled by consumer spending, the U.S. economy will continue to gradually rebound. In Europe, although domestic demand is expected to keep the economy moving forward on a moderate upward trajectory, the economic outlook is clouded by the surging influx of refugees, Britain's possible exit from the EU, and other problems. The Asian economy meanwhile is expected to lose steam due in part to China's slowing growth rate.

Working against this backdrop, the Minebea Group expects to see booming sales of ball bearings, motors, etc. Based on conservative estimates as well as in light of recent economic conditions and exchange rates, net sales are projected to total 560,000 million yen, operating income 45,000 million yen, ordinary income 44,000 million yen, and net income attributable to owners of the parent 31,000 million yen.

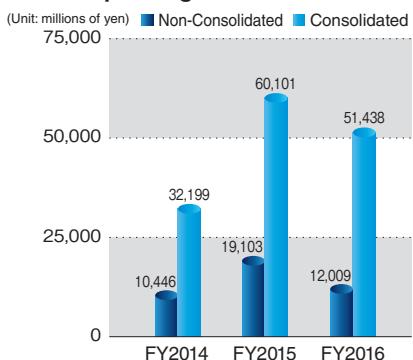
Note that the effect of the integration of Minebea and MITSUMI ELECTRIC CO., LTD. is not factored into the above forecast figures.

## Financial Highlights

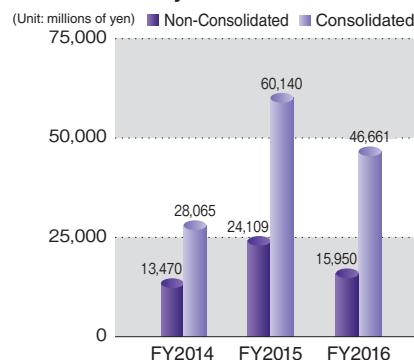
### Net Sales



### Operating Income



### Ordinary Income



The outlook by segment for the full year is as follows:

◆ **Machined components business**

We will continue to work on boosting performance of the ball bearing business, our anchor business line, by aggressively expanding sales and launching new products targeting the automobile, information and telecommunications equipment industries, etc. while branching out into new markets as demand picks up across the globe. At the same time our German subsidiary, myonic GmbH, will increase sales of higher value-added special bearings. We will also boost production and efficiency in the rod-end bearing business while sharpening our competitive edge in terms of turnaround time and cost with an eye to boosting sales in the growing aircraft market.

◆ **Electronic devices and components business**

We are focusing on beefing up our capability to supply high value-added LED backlights for LCDs featuring ultra-thin light guide plates to the smartphone market. On top of that we will make aggressive efforts to expand sales and launch new products, which are expected to keep sales and profits at the current level or take them higher. We will also work on developing new lines of measuring components that leverage their sensor function while driving sales up in the automobile market. Working with an eye to enhancing the performance of our stepping motor and HDD spindle motor businesses, we will zero in on enhancing quality and cutting costs as we work to increase sales of high value-added products for automobile, server, and other applications.

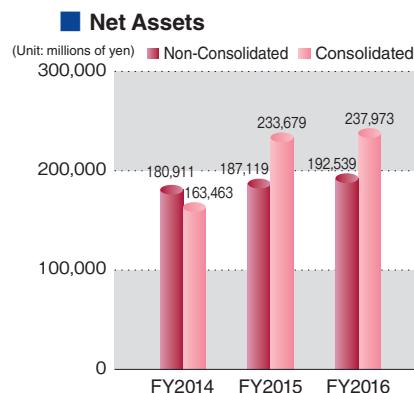
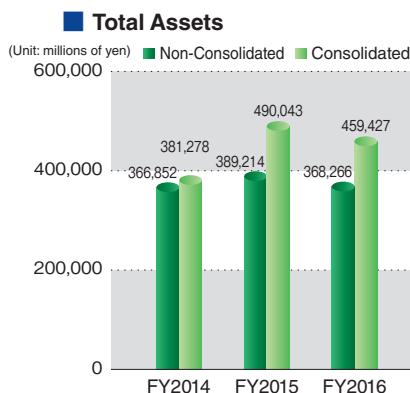
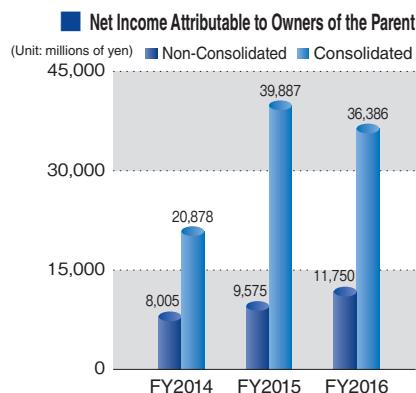
◆ **Other businesses**

We will concentrate on enhancing the accuracy of machine made in-house in order to improve production efficiency for the departments that produce finished products and bring quality to new heights.



Yoshihisa Kainuma  
Representative Director  
June 2016

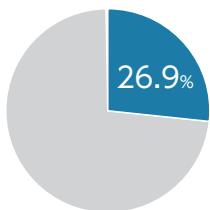
We look forward to your continuous support and guidance.



# Overview by Business Segment

## Machined Components Business

Net Sales 163,811 million yen  Up 5.2%



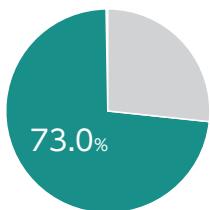
Net Sales Composition  
26.9%

Products in our Machined components business segment include our mainstay product, ball bearings, mechanical components, such as rod-end bearings used primarily in aircraft and hard disk drive (HDD) pivot assemblies, etc. as well as fasteners for automobiles and aircraft. Strong demand in all major markets fueled both sales and profits of ball bearings. Sales of aircraft rod-end bearings rose on the wings of soaring sales in the civil aviation market where demand was particularly strong for energy-efficient planes. Pivot assembly sales dipped slightly in the face of the shrinking HDD market but improved production efficiency drove operating income up.

All these factors combined brought net sales for the fiscal year under review up 8,026 million yen (5.2%) year on year to total 163,811 million yen. Operating income also increased 1,132 million yen (2.9%) year on year to total 40,854 million yen.

## Electronic Devices and Components Business

Net Sales 445,467 million yen  Up 29.2%



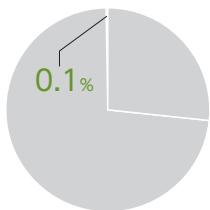
Net Sales Composition  
73.0%

The core products of our Electronic devices and components business include electronic devices (LED backlights for LCDs, measuring components, etc.), HDD spindle motors, stepping motors, DC motors, fan motors, precision motors, and special devices. Surging demand buoyed sales of LED backlights for LCDs as market preferences shifted to high-end smartphones. Minebea's LED backlights for LCDs enjoy a technological edge when it comes to making thinner products and the fact that they have more components enables them to command a higher price. Although sales increased substantially, they fell short of our initial forecast. This decline was due to the unexpectedly large gap between the volume initially requested by major customers and the volume actually sold in the second half of the fiscal year, resulting in a year-on-year drop in income. Both sales and profits of measuring components also rose substantially due partly to the acquisition of the Sartorius Mechatronics T&H Group in the previous fiscal year. HDD spindle motor sales slightly declined due to a shrinking HDD market while stepping motors saw both sales and profits grow mainly in the office automation equipment and automobile markets.

As a result, net sales for the fiscal year under review increased sharply by 100,743 million yen (29.2%) year on year to total 445,467 million yen while operating income dropped 8,411 million yen (-27.4%) year on year to total 22,336 million yen.

## Other Business

Net Sales 536 million yen  Up 222.5%



Net Sales Composition  
0.1%

Net sales in our Other business segment, which includes machines produced in-house, were up 370 million yen (222.5%) year on year to total 536 million yen. The segment posted an operating loss of 124 million yen, adding up to a year-on-year loss of 96 million yen.

Notes:(1) This fiscal year, the Company has changed its organizational structure; for example, the Electronics Devices & Components Manufacturing Headquarters is included in In-House Division. With this change, segments are also changed.

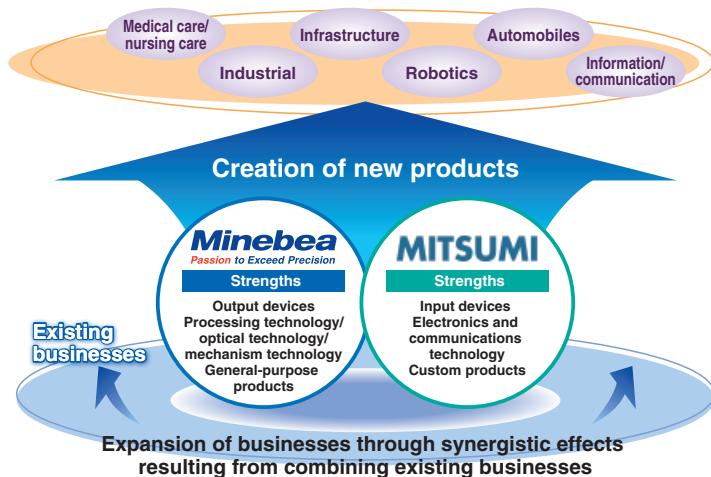
(2) In operating income for the fiscal year under review, in addition to the figures noted above, 11,627 million yen in corporate expenses, etc. not belonging to any particular segment has been recorded as adjustments. Adjustments for the previous fiscal year amounted to 10,340 million yen on a consolidated basis.

## Execution of Business Integration Agreement and Share Exchange Agreement of Minebea Co., Ltd. and MITSUMI ELECTRIC CO., LTD.

The Company and MITSUMI ELECTRIC CO., LTD. executed a business integration agreement and a share exchange agreement on March 30, 2016.

Both companies had considered business alliance, including integration with other companies, in order to realize further continuous growth and acceleration of development, as well as addressing their respective challenges in their respective business areas with the aim of enhancing performance and improving corporate value. As a result, both companies came to recognize that, despite both operating in a similar industry, they were not competing much against each other but rather had different sources of competitiveness, and that they would be able to generate significant synergies in terms of mass production, sales, procurement and product development through full-scale collaboration.

In particular, the companies believe that linking various developing technologies of MITSUMI ELECTRIC CO., LTD. and products with Minebea's in-house manufactured assembly equipment, mold design, manufacturing capability and mass-production capacity of overseas factories would likely lead to expansion of the customer base and sales, reduction of manufacturing cost, the introduction of innovative products, provision of innovative solutions and other benefits. The start of MINEBEA MITSUMI is scheduled on March 17, 2017.



## Starting of Clinical Testing of Medical Bed Sensors

Based on joint research with Chiba University Graduate School of Medicine, Chiba University Hospital and IBM Japan, Ltd., the Company is promoting development of biological information monitoring systems consisting of measurement equipment that makes use of distortion gages.

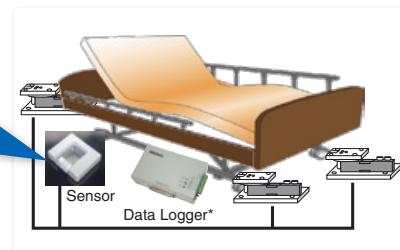
In this context, "biological information" refers to (1) the presence or absence of breathing as well as the respiratory rate, (2) ventilatory volume (depth of breathing), and (3) patterns of breathing.

The primary distinguishing characteristic of this system is that it makes it possible for the patient's biological information to be checked in real time and without physical contact. This frees the patient from problems such as restrictions in activity caused by the physical attachment of monitoring equipment and insomnia brought about by the discomfort, ensuring their normal living patterns and privacy even when being monitored.

Clinical studies are currently under way at Chiba University Hospital.

Going forward we intend to expand the market area to medical facilities, service facilities for the elderly and medical services for ordinary households, such as nursing care and home medical treatment systems, and to increase sales.

Enlarged photo



\* A data logger is a device that collects, amplifies and outputs the signals from four sensors

## Opening of Showroom for “SALIOT” LED Lighting Products in Bangkok, Thailand



In March 2016, the Company opened a showroom in Bangkok, Thailand for a new type of LED lighting product called SALIOT (Smart Adjustable Light for the Internet Of Things). The showroom provides real-world demonstrations of the latest lineup of SALIOT models, as well as displays that match customer usage scenarios. Beginning with this showroom, the Company is working on full-scale sales initiatives for lighting products.

Entrance to the showroom in Bangkok, Thailand

## Winning of Innovation Award at LIGHTFAIR International 2016 in San Diego, United States

The Company exhibited for the first time at LIGHTFAIR International 2016, the world’s largest architectural and commercial lighting trade show and conference, which was held at San Diego Convention Center, California, United States in April 2016. SALIOT (refer to the section above) won first prize in the “Track, Display, Undercabinet and Shelf” category of the “Innovation Award”, which showcased the innovative products.



LIGHTFAIR International 2016

On May 10, the Company announced distribution agreements for SALIOT with major U.S. lighting company Edison Price Lighting, Inc. and major German lighting company OSRAM GmbH. The Company will forge ahead with initiatives to further expand sales in the global market.

## Minebea’s Local Community Contribution Activities

At the Minebea Group, plants and other facilities take the lead in performing vigorous local contribution activities, environmental activities, etc.

### Annual meeting with citizens of Yonago City, Tottori Prefecture

In regard to the Yonago Plant, the first annual meeting was held as a continuation of the stakeholder dialogue\* in 2015 to provide opportunities for dialogue with area residents.

At the annual meeting held in January 2016, we exchanged opinions frankly on topics including local activities, school-related issues and business exchanges with local companies. We will make effective use of this exchange in future CSR activities.



Annual meeting at Yonago Plant

\* A stakeholder dialogue refers to stakeholders from the local government, people involved in education, and citizen groups gathering to hold a discussion with a company.

# Consolidated Financial Statements

## ● Consolidated Balance Sheets (unit: millions of yen)

<b>Assets</b>	Fiscal year 2016 (as of March 31, 2016)	Fiscal year 2015 (as of March 31, 2015)
<b>Current assets</b>	<b>249,820</b>	<b>265,185</b>
Cash and cash equivalents	39,594	45,327
Notes and accounts receivable	92,275	110,518
Marketable securities	1,545	1,487
Finished goods	39,717	36,900
Work in process	29,873	22,620
Raw materials	18,799	17,381
Supplies	4,939	5,162
Goods in transit	9,681	10,097
Deferred tax assets	4,016	3,631
Other	9,557	12,233
Allowance for doubtful receivables	(179)	(175)
<b>Fixed assets</b>	<b>209,597</b>	<b>224,834</b>
Tangible fixed assets	177,993	192,597
Intangible fixed assets	12,905	12,152
Investments and other assets	18,699	20,083
<b>Deferred charges</b>	<b>9</b>	<b>23</b>
<b>Total assets</b>	<b>459,427</b>	<b>490,043</b>

<b>Liabilities</b>	Fiscal year 2016 (as of March 31, 2016)	Fiscal year 2015 (as of March 31, 2015)
<b>Current liabilities</b>	<b>165,424</b>	<b>167,620</b>
Notes and accounts payable	35,807	59,906
Short-term loans payable	66,165	46,656
Current portion of bonds	10,000	—
Current portion of convertible bond-type bonds with subscription rights to shares	7,700	—
Current portion of long-term loans payable	13,479	20,100
Lease obligations	64	172
Accrued income taxes	5,385	8,219
Accrued bonuses	6,157	6,251
Allowance for bonuses to directors	180	201
Allowance for after-care of products	302	345
Allowance for environmental remediation expenses	463	410
Allowance for business restructuring losses	216	587
Other	19,502	24,768
<b>Long-term liabilities</b>	<b>56,029</b>	<b>88,743</b>
Bonds	—	10,000
Convertible bond-type bonds with subscription rights to shares	—	7,700
Long-term loans payable	39,765	54,005
Lease obligations	45	205
Allowance for retirement benefits to executive officers	187	182
Allowance for environmental remediation expenses	513	650
Net defined benefit liability	13,246	12,975
Other	2,271	3,024
<b>Total liabilities</b>	<b>221,454</b>	<b>256,363</b>
<b>Net Assets</b>		
<b>Shareholders' equity</b>	<b>279,914</b>	<b>248,820</b>
<b>Common stock</b>	<b>68,258</b>	<b>68,258</b>
<b>Capital surplus</b>	<b>95,772</b>	<b>95,237</b>
<b>Retained earnings</b>	<b>125,133</b>	<b>94,730</b>
<b>Treasury stock</b>	<b>(9,249)</b>	<b>(9,406)</b>
<b>Total accumulated other comprehensive income</b>	<b>(49,129)</b>	<b>(22,682)</b>
<b>Difference on revaluation of available-for-sale securities</b>	<b>588</b>	<b>1,677</b>
<b>Deferred gains or losses on hedges</b>	<b>283</b>	<b>(2)</b>
<b>Foreign currency translation adjustments</b>	<b>(47,390)</b>	<b>(21,144)</b>
<b>Remeasurements of defined benefit plans</b>	<b>(2,611)</b>	<b>(3,213)</b>
<b>Subscription rights to shares</b>	<b>130</b>	<b>127</b>
<b>Non-controlling interests</b>	<b>7,058</b>	<b>7,413</b>
<b>Total net assets</b>	<b>237,973</b>	<b>233,679</b>
<b>Total liabilities and net assets</b>	<b>459,427</b>	<b>490,043</b>

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2016 (Apr. 2015 thru Mar. 2016)	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)
<b>Net sales</b>	609,814	500,676
<b>Cost of sales</b>	486,671	380,585
<b>Gross profit</b>	123,143	120,091
<b>Selling, general and administrative expenses</b>	71,704	59,989
<b>Operating income</b>	51,438	60,101
<b>Other income</b>	1,765	3,082
Interest income	532	576
Dividends income	175	202
Foreign currency exchange gains	—	1,075
Share of profit of entities accounted for using equity method	—	15
Rent income of fixed assets	270	277
Dividends income of insurance	206	218
Other	581	717
<b>Other expenses</b>	6,542	3,043
Interest expenses	1,168	1,504
Foreign currency exchange losses	3,112	—
Share of loss of entities accounted for using equity method	21	—
Investigation related expenses	178	549
Other	2,061	990
<b>Ordinary income</b>	46,661	60,140
<b>Extraordinary income</b>	4,431	309
Gain on sales of fixed assets	37	95
Insurance income	3,337	50
Government subsidy	973	—
Gain on liquidation of affiliates	83	—
Gain on sales of subsidiaries and affiliates' stocks	—	163
<b>Extraordinary loss</b>	4,130	8,677
Loss on sales of fixed assets	19	22
Loss on disposal of fixed assets	118	465
Loss on reduction of fixed assets	928	—
Impairment loss	6	78
Loss on disaster	137	5
Loss on sales of subsidiaries and affiliates' stocks	—	1,261
Business restructuring losses	514	1,111
Loss on abolishment of retirement benefit plan	1,465	3,115
Loss for after-care of products	356	398
Loss related to Anti-Monopoly Act	17	2,137
Allowance for environmental remediation expenses	567	82
<b>Income before income taxes</b>	46,963	51,773
Income taxes (including enterprise tax)	12,757	11,977
Adjustment of income taxes	(2,393)	314
Total income taxes	10,363	12,291
<b>Net income</b>	36,599	39,481
Net income (loss) attributable to non-controlling interests	212	(406)
<b>Net income attributable to owners of the parent</b>	36,386	39,887

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statement of Changes in Net Assets** (unit: millions of yen)  
(Apr. 2015 thru Mar. 2016)

	Shareholders' equity					Accumulated other comprehensive income					Subscription rights to shares	Non-controlling interests	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Difference on revaluation of available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
<b>Balance at beginning of current fiscal year</b>	68,258	95,237	94,730	(9,406)	248,820	1,677	(2)	(21,144)	(3,213)	(22,682)	127	7,413	233,679
<b>Changes</b>													
Cash dividend from retained earnings			(5,983)		(5,983)								(5,983)
Net income attributable to owners of the parent			36,386		36,386								36,386
Purchase of treasury stocks				(8)	(8)								(8)
Disposal of treasury stocks		534		165	700								700
Changes (net) in non-shareholders' equity items						(1,088)	285	(26,246)	601	(26,447)	2	(355)	(26,800)
<b>Total changes</b>	-	534	30,402	156	31,094	(1,088)	285	(26,246)	601	(26,447)	2	(355)	4,293
<b>Balance at end of current fiscal year</b>	68,258	95,772	125,133	(9,249)	279,914	588	283	(47,390)	(2,611)	(49,129)	130	7,058	237,973

Note: Amounts less than one million yen have been omitted.

● **Consolidated Statements of Cash Flows** (unit: millions of yen)

	Fiscal year 2016 (Apr. 2015 thru Mar. 2016)	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)
<b>Cash flows from operating activities</b>	43,582	59,864
<b>Cash flows from investing activities</b>	(44,642)	(35,326)
<b>Cash flows from financing activities</b>	(4,200)	(19,627)
<b>Effect of exchange rate changes on cash and cash equivalents</b>	(1,735)	2,196
<b>Net increase (decrease) in cash and cash equivalents</b>	(6,996)	7,106
<b>Cash and cash equivalents at beginning of year</b>	36,137	29,031
<b>Cash and cash equivalents at end of year</b>	29,141	36,137

Note: Amounts less than one million yen have been omitted.

# Non-Consolidated Financial Statements

## ● Non-Consolidated Balance Sheets (unit: millions of yen)

	Fiscal year 2016 (as of March 31, 2016)	Fiscal year 2015 (as of March 31, 2015)
<b>Assets</b>		
<b>Current assets</b>	<b>108,177</b>	<b>131,639</b>
Cash and cash equivalents	4,025	11,369
Notes receivable	2,000	2,494
Accounts receivable	60,957	76,202
Purchased goods	3,938	4,144
Finished goods	1,100	784
Work in process	5,860	5,034
Raw materials	1,735	1,551
Supplies	126	119
Goods in transit	1,047	1,136
Short-term loans receivable from affiliates	22,436	22,994
Deferred tax assets	1,821	2,037
Other	3,126	3,769
<b>Fixed assets</b>	<b>260,079</b>	<b>257,551</b>
<b>Tangible fixed assets</b>	<b>41,274</b>	<b>39,547</b>
<b>Intangible fixed assets</b>	<b>3,731</b>	<b>2,253</b>
<b>Investments and other assets</b>	<b>215,073</b>	<b>215,751</b>
Investments in securities	4,276	5,653
Investments securities in subsidiaries and affiliates	165,992	164,719
Investments in capital with subsidiaries and affiliates	44,065	44,941
Long-term loans receivable from subsidiaries and affiliates	179	99
Deferred tax assets	270	—
Other	288	337
<b>Deferred charges</b>	<b>9</b>	<b>23</b>
Bond issuance expenses	9	23
<b>Total assets</b>	<b>368,266</b>	<b>389,214</b>

	Fiscal year 2016 (as of March 31, 2016)	Fiscal year 2015 (as of March 31, 2015)
<b>Liabilities</b>		
<b>Current liabilities</b>	<b>135,331</b>	<b>129,644</b>
Accounts payable	48,852	68,310
Short-term loans payable	44,050	26,050
Current portion of bonds	10,000	—
Current portion of convertible bond-type bonds with subscription rights to shares	7,700	—
Current portion of long-term loans payable	13,211	20,100
Lease obligations	58	91
Accrued income taxes	1,156	2,961
Accrued bonuses	3,829	3,991
Allowance for bonuses to directors	180	201
Other	6,292	7,938
<b>Long-term liabilities</b>	<b>40,395</b>	<b>72,450</b>
Bonds	—	10,000
Convertible bond-type bonds with subscription rights to shares	—	7,700
Long-term loans payable	39,050	53,023
Lease obligations	37	92
Allowance for retirement benefits	696	501
Allowance for retirement benefits to executive officers	177	174
Deferred tax liabilities	—	528
Other	433	431
<b>Total liabilities</b>	<b>175,727</b>	<b>202,095</b>
<b>Net Assets</b>		
<b>Shareholders' equity</b>	<b>191,895</b>	<b>185,437</b>
<b>Common stock</b>	<b>68,258</b>	<b>68,258</b>
<b>Capital surplus</b>	<b>95,772</b>	<b>95,237</b>
<b>Capital reserve</b>	<b>94,756</b>	<b>94,756</b>
<b>Other</b>	<b>1,015</b>	<b>480</b>
<b>Retained earnings</b>	<b>37,114</b>	<b>31,347</b>
<b>Earned surplus</b>	<b>2,085</b>	<b>2,085</b>
<b>Other</b>	<b>35,029</b>	<b>29,262</b>
Reserve for reduction entry	2,188	2,188
Reserve for general purpose	6,500	6,500
Retained earnings carried forward	26,340	20,573
<b>Treasury stock</b>	<b>(9,249)</b>	<b>(9,406)</b>
<b>Revaluation / Translation differences</b>	<b>599</b>	<b>1,645</b>
<b>Difference on revaluation of available-for-sale securities</b>	<b>599</b>	<b>1,646</b>
<b>Deferred gains or losses on hedges</b>	<b>0</b>	<b>(0)</b>
<b>Subscription rights to shares</b>	<b>43</b>	<b>35</b>
<b>Total net assets</b>	<b>192,539</b>	<b>187,119</b>
<b>Total liabilities and net assets</b>	<b>368,266</b>	<b>389,214</b>

Note: Amounts less than one million yen have been omitted.

● **Non-Consolidated Statements of Income** (unit: millions of yen)

	Fiscal year 2016 (Apr. 2015 thru Mar. 2016)	Fiscal year 2015 (Apr. 2014 thru Mar. 2015)
<b>Net sales</b>	451,101	343,358
<b>Cost of sales</b>	413,579	299,957
<b>Gross profit</b>	37,522	43,400
<b>Selling, general and administrative expenses</b>	25,512	24,297
<b>Operating income</b>	12,009	19,103
<b>Other income</b>	5,266	6,753
Interest income	385	347
Dividends income	4,299	5,471
Foreign currency exchange gains	–	57
Rent income of fixed assets	273	274
Dividends income of insurance	205	215
Other	103	387
<b>Other expenses</b>	1,326	1,747
Interest expenses	594	756
Interest on bonds	114	114
Foreign currency exchange losses	186	–
Investigation related expenses	178	549
Other	252	328
<b>Ordinary income</b>	15,950	24,109
<b>Extraordinary income</b>	43	14
Gain on sales of fixed assets	4	14
Affiliates liquidating dividends	38	–
<b>Extraordinary loss</b>	1,678	9,160
Loss on sales of fixed assets	0	0
Loss on disposal of fixed assets	10	142
Impairment loss	6	78
Loss on valuation of investments in securities with subsidiaries and affiliates	483	6,404
Loss on valuation of investments in capital with subsidiaries and affiliates	947	–
Loss for after-care of products	220	398
Loss related to Anti-Monopoly Act	10	2,137
<b>Income before income taxes</b>	14,314	14,963
Income taxes (including enterprise tax)	2,818	3,514
Adjustment of income taxes	(254)	1,873
Total income taxes	2,563	5,387
<b>Net income</b>	11,750	9,575

Note: Amounts less than one million yen have been omitted.

## ■ Corporate Data

Trade Name :	Minebea Co., Ltd.	Registered Head Office :	4106-73, Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293, Japan
Established :	July 16, 1951	Phone:	81-267-32-2200
Capital :	68,258 million yen	Headquarters and Plants :	Tokyo Head Office, Karuizawa Plant, Matsuida Plant, Hamamatsu Plant, Fujisawa Plant, Yonago Plant
Number of Employees :	3,464 (as of March 31, 2016)		

## ■ Board of Directors

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

Yoshihisa Kainuma

**Director, Senior Managing Executive Officers**

Hiroataka Fujita

Daishiro Konomi

Tamio Uchibori

Ryozo Iwaya

Tetsuya Tsuruta

Shigeru None

Hiromi Yoda

**Outside Directors**

Kohshi Murakami

Takashi Matsuoka

## ■ Audit & Supervisory Board Members

**Standing Audit & Supervisory Board Member**

Kazunari Shimizu

**Standing Outside Audit & Supervisory Board Member**

Kazuyoshi Tokimaru

**Outside Audit & Supervisory Board Members**

Hisayoshi Rikuna

Shinichiro Shibasaki

## ■ Executive Officers · Technical Officer\*

**Senior Managing Executive Officer**

Shuji Uehara

**Managing Executive Officers**

Masayuki Imanaka

Tatsuo Matsuda

Michiya Kagami

Hiroshi Yoshikawa

Joerg Hoffmann

## Executive Officers

Koichiro Kojima

Haruki Kato

Hiroyuki Akatsu

Koichi Takeshita

Kazunori Sawayama

Michihiro Tame

Atsushi Shiraishi

Shigenori Hoya

Takaaki Asawa

Satoshi Yoneda

Katsuhiko Yoshida

Daniel J. Lemieux

Shinichi Yamamura

Shuji Kobayashi

Koichiro Komiya

Kazuo Misumi

Takuya Sato

Osamu Nakamura

Junichi Mochizuki

\*Shingo Suzuki

Katsumasa Yamashina

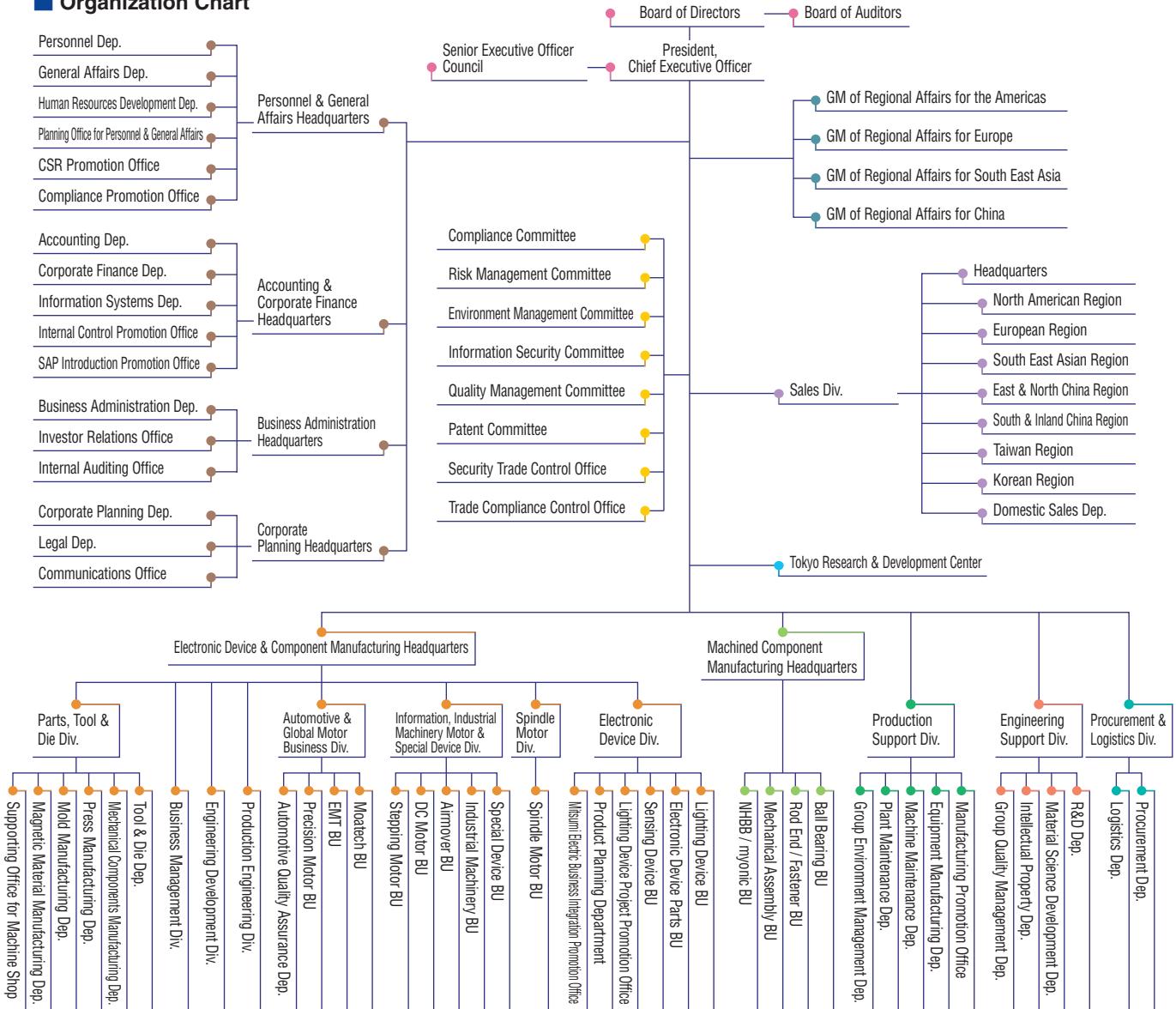
Keitaro Kanzaki

Hideo Asakawa

Satoshi Mizuma

\* To further strengthen the R&D that is the key to Minebea's manufacturing, as of June 29, 2016, Minebea introduced a Technical Officer System.

# Organization Chart



## Share Information (as of March 31, 2016)

Total Number of Shares Authorized	1,000,000,000	shares
Number of Shares Issued and Outstanding	399,167,695	shares
Number of Shareholders	26,667	

### Major Shareholders (Top 10)

	Number of Shares (shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	23,649,000	6.25
Japan Trustee Services Bank, Ltd. (Trust Account)	18,677,000	4.94
Takahashi Industrial and Economic Research Foundation	15,447,330	4.09
Sumitomo Mitsui Trust Bank, Limited	15,349,000	4.06
Japan Trustee Services Bank, Ltd. (Trust Account 4)	13,623,000	3.60
Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)	10,380,000	2.74
KEIAISHA Co., Ltd.	10,100,000	2.67
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	10,057,839	2.66
Sumitomo Mitsui Banking Corporation	10,000,475	2.64
The Dai-ichi Life Insurance Company, Limited.	5,062,333	1.34

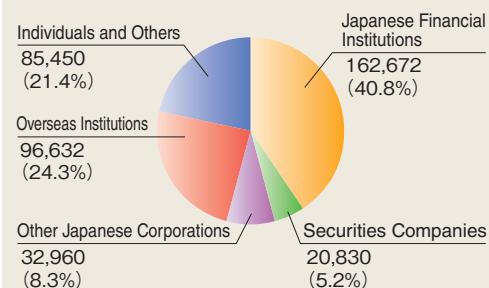
Notes: 1. The Company holds 21,021,093 shares of treasury stock, which are excluded from the major shareholders.  
2. Shareholding ratio is calculated exclusive of treasury stock.

### Stock Price on Tokyo Stock Exchange



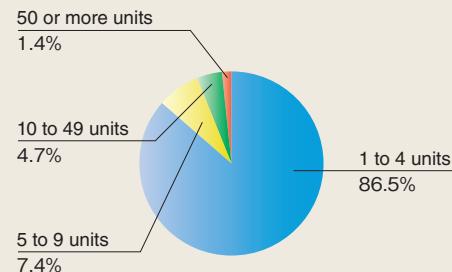
### Breakdown of Shareholders by Type

(1 unit = 1,000 shares)



※The figure in ( ) indicates the shareholding ratio.

### Distribution of Number of Shareholders by Number of Shares Held



### **[Payment of Dividends for the 70th Business Term]**

The year-end dividends for the 70th Business Year will be paid by the enclosed “Year-End Dividend Warrant for the 70th Business Year.” Please take this Warrant to any office or post office of Japan Post Bank and Japan Post Network (banking agency) within the specified payment period (from June 30, 2016 to July 29, 2016) to receive your dividends. We have enclosed forms of “Statement of Dividends” and “Where to Transfer Dividends” for those who have designated a transfer account(s), and forms of “Statement of Dividends” and “How to Receive Dividends” for those who have chosen the method of share number pro-rata distribution in plural securities company accounts for your confirmation. (With respect to where to transfer dividends in the case that you have chosen the method of share number pro-rata distribution in plural securities company accounts, please contact the securities company with which you deal.)

### **[Special Accounts]**

#### **What is a special account?**

In line with share certificate dematerialization, all our shares are electronically registered at Japan Securities Depository Center, Inc. (JASDEC). As a general rule, such an account is managed through a shareholder's account at a securities company. Shares of such shareholders that have not notified us of their accounts at securities companies are managed at special accounts we opened at Sumitomo Mitsui Trust Bank, Limited in order to protect the shareholders' rights.

Shares registered in our special accounts cannot be traded except for selling or buying shares less than one unit (100 shares). To sell or buy shares in a special account, shareholders are requested to open an account with a securities company and transfer such shares from our special account to their account. For details of the procedures, please contact the Stock Transfer Agency Business Planning Department of Sumitomo Mitsui Trust Bank, the special account management institution.

### **[Shareholders' Inquiries and Notifications Concerning Matters Such as Change of Address]**

Please direct inquiries or notifications concerning procedures related to shares (such as change of registered address, change of the method or place to receive dividends, and request to sell or buy shares less than one unit [for holders of shares less than one unit]) to the following, depending on your account type.

Shareholders whose shares are recorded in  
**the account at a securities company**

Please contact the securities company.

Shareholders whose shares are recorded in  
**the special account**

Please contact the Stock Transfer Agency Business Planning  
Department of Sumitomo Mitsui Trust Bank, Limited

#### **Contact for All Inquiries**

Sumitomo Mitsui Trust Bank, Limited  
Stock Transfer Agency Business  
Planning Department

☎ 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)  
(Mailing Address) 2-8-4, Izumi, Suginami-ku, Tokyo, 168-0063, Japan

● Business Year

From April 1 to March 31 of next year

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● Ordinary General Meeting of Shareholders

June every year

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● Shares per Unit

100 shares

\* As of May 1, 2016, the number of shares constituting one unit of shares was changed from 1,000 shares to 100 shares.

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● Record Date

Ordinary General Meeting of Shareholders  
March 31 every year

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● To Be Eligible to Receive a Dividend

Year-end Dividends                      March 31 every year  
Interim Dividends                        September 30 every year

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● Stock Transfer Agent and Account Management Institution for Special Accounts

Sumitomo Mitsui Trust Bank, Limited  
1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan

● Handling Office

Sumitomo Mitsui Trust Bank, Limited  
Stock Transfer Agency Business Planning Department  
1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan

(Mailing Address)

Sumitomo Mitsui Trust Bank, Limited  
Stock Transfer Agency Business Planning Department  
2-8-4, Izumi, Suginami-ku, Tokyo, 168-0063, Japan

(Telephone Inquiries)

 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)

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● Public Notice

Public notice by the Company shall be carried out by way of electronic public notice. (<http://www.minebea.co.jp/>)  
Provided, however, when the Company is unable to carry out public notice by way of electronic public notice due to accident or unavoidable reason, it shall be given in the Nihon Keizai Shimbun.

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● Common Stock Listings

Tokyo and Nagoya

### Minebea Co., Ltd.

#### Tokyo Head Office

3-9-6 Mita, Minato-ku, Tokyo 108-8330, Japan  
Phone: 81-3-6758-6711 Fax: 81-3-6758-6700  
URL: <http://www.minebea.co.jp/english/>