

BRIEF REPORT OF INTERIM CONSOLIDATED FINANCIAL RESULTS
(Half year ended September 30, 2000)

November 9, 2000

Registered
Company Name: **MINEBEA CO., LTD.**
Code No: 6479
Contact: Sadahiko Oki
Director-Accounting

Common Stock Listings: Tokyo, Osaka, and Nagoya
Headquarters: Nagano-ken
Tel. (03)5434-8611

Board of Directors' Meeting
on the Consolidated Financial
Results held on: November 9, 2000

1. Business performance (April 1,2000 through September 30,2000)

(1) Consolidated Results of Operations (Amounts less than one million yen have been omitted.)

		Net sales		Operating income		Ordinary income	
		(millions of yen)	% Change	(millions of yen)	% Change	(millions of yen)	% Change
FY2001	Interim	142,124	(0.7)	17,177	4.4	12,987	6.1
FY2000	Interim	143,164	(7.5)	16,450	(16.6)	12,237	6.5
FY2000	Annual	284,757		31,069		21,522	

		Net income		Net income per share		Fully diluted net income	
		(millions of yen)	% Change	(yen)	(yen)	per share (yen)	per share (yen)
FY2001	Interim	7,084	-	17.75		16.31	
FY2000	Interim	(5,289)	-	(13.30)		-	
FY2000	Annual	(2,677)		(6.72)		-	

(Notes) 1. Income or loss on investments for FY2001 interim on the equity method totaled income 1 million yen, income 9 million yen in FY2000 interim and income 5 million yen in FY2000.

2. Gains or loss from revaluation of derivatives - million yen

3. Changes in accounting method: None

4. The percentages of net sales, operating income, ordinary income and net income show variances against previous interim period.

(2) Consolidated Financial Position

	Total assets (millions of yen)	Shareholders' equity (millions of yen)	Shareholders' equity ratio (%)	Shareholder's equity per share (yen)
FY2001 Interim	340,639	85,785	25.2	214.91
FY2000 Interim	412,191	152,990	37.1	384.54
FY2000 Annual	403,994	154,356	38.2	386.71

(3) Consolidated Cash Flows

	Cash flows from operating activities (millions of yen)	Cash flows from investing activities (millions of yen)	Cash flows from financial activities (millions of yen)	Year end balance of cash and cash equivalents (millions of yen)
FY2001 Interim	19,600	(14,099)	(3,883)	25,901
FY2000 Annual	60,289	(13,298)	(71,765)	24,432

(4) Scope of consolidation and application of equity method

Number of consolidated companies..... 54 companies

Number of non-consolidated companies..... None

Number of affiliated companies for equity method.... 2 companies

(5) Accounting changes of scope of consolidation and application of equity method

(a) Changes in consolidated subsidiaries

Anew: None Exclusion : 1 company

(b) Changes of the companies subject to equity method

Anew: None Exclusion : None

2. Consolidated Prospect for the current fiscal year (April 1,2000 through March 31, 2001)

	Net sales (millions of yen)	Ordinary income (millions of yen)	Net income (millions of yen)
Annual	293,124	26,987	15,084

(Reference) Projected net income per share (Annual): 37.79 yen

(Reference)

1. Condition of group of enterprises

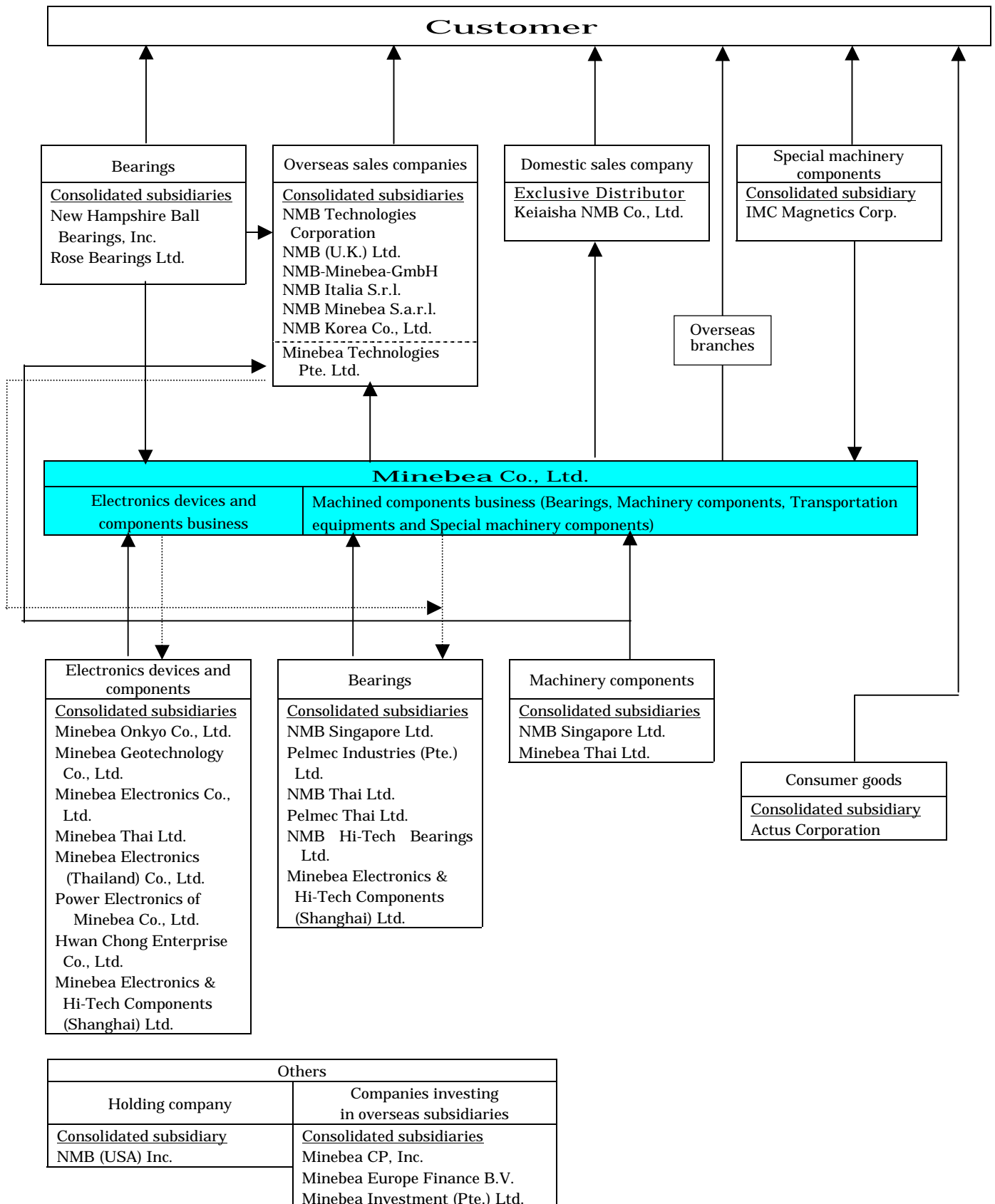
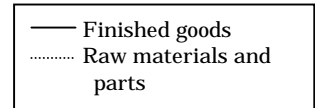
Minebea group consists of Minebea Co., Ltd. (the company) and 56 related companies (54 consolidated subsidiaries and 2 affiliates companies). Minebea group produces and sells bearings, machinery components, transportation equipment, special machinery components, electronic devices and components and sells consumer goods such as furniture and interior goods.

The company and domestic consolidated subsidiaries, consolidated subsidiaries in U.S.A., Europe and Asia are in charge of production. Keiaisha NMB Co., Ltd., which is the exclusive distributor, sells the products in domestic market and consolidated subsidiaries in U.S.A., Europe and Asia and the company's overseas branches sell them in overseas market. Actus Co., Ltd. sells the consumer goods.

The relationship between each operation and industry segments, and main manufacturing and sales companies are as follows.

Industry segments	Operations	Main manufacturing companies	Main sales companies
Machined components business	Bearings	Minebea Co., Ltd. New Hampshire Ball Bearings, Inc. Rose Bearings Ltd. NMB Singapore Ltd. Pelmech Industries (Pte.) Ltd. NMB Thai Ltd. Pelmech Thai Ltd. NMB Hi-Tech Bearings Ltd. Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.	Minebea Co., Ltd. NMB Technologies Corporation New Hampshire Ball Bearings, Inc. NMB (U.K.) Ltd. NMB-Minebea-GmbH NMB Italia S.r.l. NMB Minebea S.a.r.l. Minebea Technologies Pte. Ltd. NMB Korea Co., Ltd. Keiaisha NMB Co., Ltd.
	Machinery components	Minebea Co., Ltd. NMB Singapore Ltd. Minebea Thai Ltd.	
	Transportation equipments	Minebea Co., Ltd.	
	Special machinery components	Minebea Co., Ltd. IMC Magnetics Corp.	
Electronics devices and components business	Electronics devices and components	Minebea Co., Ltd. Minebea Onkyo Co., Ltd. Minebea Geotechnology Co., Ltd. Minebea Electronics Co., Ltd. Minebea Thai Ltd. Minebea Electronics (Thailand) Co., Ltd. Power Electronics of Minebea Co., Ltd. Hwan Chong Enterprise Co., Ltd. Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.	
Consumer business and others	Consumer goods and others	—	Actus Corporation

The following chart shows the outline of operations.



2. Management Policy

(1) Basic Management policy

Minebea has adopted the following five principles as its basic policy for management.

- (a) Ensure that Minebea is a company for which we feel proud to work.
- (b) Reinforce the confidence our customers have.
- (c) Respond to our shareholders' expectations.
- (d) Ensure a welcome for Minebea in local communities.
- (e) Contribute to a global society.

Under this basic management policy, we have actively addressed the development of higher value-added products and the sophistication of product quality. In addition we have focused company resources on areas where we can display our strength. At the same time, we have strengthened our operations based on financial improvements, and have striven to practice a transparent management form that is easier to understand within and across the Company.

Furthermore, as a key theme in the development of business in various parts of the world, we have continued our commitment to environmental protection activities.

(2) Basic Policy for Profit Sharing

Our basic dividend policy is to consider the return of profits to shareholders, business development, the strengthening of corporate structure, etc. in an overall perspective. We consider it important to continue paying stable dividends. Therefore, we will use internal reserves in providing for operating funds in connection with the enhancement of corporate structure and new growth in the future.

(3) Medium- and Long-term Management Strategies and Agenda

- (a) Based upon the aforementioned basic management policies, we aim to: develop a highly integrated manufacturing system, large-scale mass production plants, and an upgraded R & D system in various parts of the world; improve profitability as the world's largest comprehensive precision parts manufacturer; and increase our enterprise value.
- (b) As part of our incentive plan, which was aimed at accomplishing the Minebea Group's Midterm Business Plan (Please see the Three-year Plan mentioned on the next page), as well as at increasing our overall unifying force in order to further enhance enterprise value, we introduced an incentive stock option program based upon the issuance of warrant bonds in November 1, 2000.

This plan has been widely implemented among our officers, selected employees, as well as among the some of directors and key employees of our subsidiaries at home and abroad. We consider that, by relating the compensation of Minebea Group executives closely to the interests of our stockholders, we will be able to further ensure emphasis on our shareholder value.

(4) Organizational Reform

- (a) To cope with the rigid business climate; promote timely and appropriate operating measures in an organized and efficient manner; and fortify corporate governance, we discontinued our Japan and Asia sales headquarters and also our European and U. S. sales headquarters, and consolidated them into a single sales headquarters. In addition we also abolished four other headquarters—general affairs, corporate planning, business control, and accounting and finance. To control the overall business of our administration departments, we have established a Tokyo Administration Departmental Council, and have prepared "Business Organizations and Operating Regulations."
- (b) Furthermore, we have laid down a Regulation for Internal Auditing as a means of enhancing the quality and efficiency of our business operations in various activities conducted in order to aim at the lasting development of the Minebea Group. At the same time, we established an Internal Auditing Office within the Company on October 1, 2000 as an organization under the direct control of the President.

The purposes with which the Regulations for Internal Auditing have been laid down and with which the Internal Auditing Office has been created are as follows:

1. To examine such matters as whether the aforementioned activities are implemented in the form of using Minebea's management resources—human capital, funds, and material goods—effectively, and whether such activities are performed lawfully and efficiently in accordance with the Company's internal rules, regulations and other standards. To proffer advice and recommendations on corrective betterment steps in order to carry out such activities more efficiently and to improve their quality.
2. To give advice and recommendations on reforms and changes in the Company's rules in order to cope with the current situation, in which the needs of the times have, in recent years, dramatically changed corporate systems.
3. To safeguard all assets, including the social reputation and image Minebea has earned, and to take precautions against possible risks and losses of the said assets.
4. To eventually make the efficient attainment of management goals possible.

(5) Basic Policy for Relations with Related Parties

To improve customer services further, the Company has decided to terminate its exclusive distributorship agreement with Keiaisha NMB Co., Ltd. (hereinafter referred to as "Keiaisha") on December 31, 2000, which has exclusive selling rights to Minebea Group products (hereinafter referred to as "Minebea products") within Japan; and to take over Keiaisha's sales divisions on January 1, 2001, which themselves handle the sale of Minebea products within Japan.

As a result, the Company will be able to sell Minebea products directly to customers within Japan, and considers that it

will be able to establish and develop a unified management control system from manufacturing through to sales.

(6) Management Benchmarks to Be Targeted

In May 2000, the Company released a three-year business plan, which contains the following consolidated forecasts as management benchmark figures:

(Amount: millions of yen)

	FY2001 Annual	FY2002 Annual	FY2003 Annual
Net sales	290,000	332,000	373,000
Operating income	33,000	39,000	47,000
Ordinary income	24,000	32,000	42,000
Net income	15,000	20,000	27,000
Cash flows from operating activities	41,900	41,600	46,200
Expenditure for purchase of property, plant and equipment	31,300	32,000	32,000

3. Management Performance

(1) Overview of the half year

(a) Results

Despite continuing downturn in consumer spending and housing project investment that leveled off, the Japanese economy during the current interim term showed signs of gradual recovery such as a constant increase in private capital investments enabled by improved corporate earnings. Overseas, in the meantime, the U.S. economy and the European economy continued to enjoy steady growth and economic conditions in China and other Asian countries continued to improve steadily.

In this economic climate, the market for information and telecommunications equipment, notably personal computers (PCs), which is our major customer base, is growing steadily owing largely to a rapid expansion of the market, while price competition in this market segment is becoming increasingly fierce.

Responding to this business climate, Minebea strove to enhance efficiency in its sales and production activities, to further improve product quality, and to develop and place high value-added products on the market.

However, due to the influence of rises in the yen and other business factors, consolidated net sales decreased 1,039 million yen (0.7%) from the previous interim term, to 142,124 million yen. Also, compared with the previous interim term, operating income declined 727 million yen (4.4%) to 17,177 million yen. However, ordinary income increased 749 million yen (6.1%), to 12,987 million yen compared with the same period of the previous term. On the other hand, we applied tax effect accounting overall and posted 2,796 million yen in the adjustment of income taxes. Net incomes were 7,084 million yen.

The performance by industry segments is as follows:

Machined components business

Minebea's machined components business involves: such mechanical parts as rod-end bearings used primarily in aircraft and pivot assemblies used in hard disk drives (HDDs); screws for automobiles and aircraft; wheels; and defense-related equipment, in addition to ball bearings, which constitute the Company's core business sector. Demand from the industries relating to PCs and other information and communications equipment grew well, and ball bearings, pivot assemblies, etc. were also in strong demand. Also, demand for ball bearings rose considerably, reflecting brisk demand from household electrical appliance manufacturers in Asia.

On the other hand, sales of rod-end bearings and fasteners declined as demand from the U.S. aerospace industry sagged. Sales of defense-related special parts were negatively affected by the reduction of defense spending. As a result, net sales were 60,953 million yen and operating income was 12,019 million yen.

Electronics devices and components business

In the electronic devices business, precision small motors, keyboards, speakers, floppy disk drives (FDDs), switching power supplies, magnets, measuring equipment, etc. are our primary products. Demand from our major customer base— supported by brisk demand from information and telecommunications equipment manufacturers, sales of this product segment, notably precision small motors, remained strong. As a result, net sales were 75,472 million yen and operating income was 4,669 million yen.

Consumer business and others

This business is primarily engaged in distributing imported furniture in Japan. Despite continuing weak consumer spending, this product segment maintained stable growth in income as a result of the implementation of aggressive business strategies such as opening a retail outlet at the Osaka Itami Airport in the preceding fiscal year. As a result, net sales were 5,699 million yen and operating income was 489 million yen.

The performance by geographical segment is as follows:

Japan

Japan is our largest market. Although the influence of our customers' shift of production to their overseas subsidiaries caused by rises in the yen, etc., the economy began to show gradual signs of the long-awaited recovery. Net sales were 57,029 million yen and operating income was 5,690 million yen.

Asia

Asia is an important region as production bases for Japanese, European and U.S. manufacturers of personal computers and consumer electric appliances. Owing to the increasing number of Japanese manufacturers shifting production to this region, sales grew smoothly. As a result, net sales were 40,181 million yen and operating income was 10,202 million yen.

North and South America

In North and South America, demand from our primary customer base—aircraft-related industries—was depressed, and the difficult profit situation continued. As a result, net sales were 28,106 million yen and operating income was 553 million yen.

Europe

In Europe, PC-related demand for ball bearings, keyboards, precision small motors, etc. grew smoothly. As a result, net sales were 16,808 million yen and operating income was 732 million yen.

(b) Cash flows

Minebea continued to focus on paring its assets and curtailing liabilities by minimizing expenditures for purchase of property, plant and equipment. During the current interim term, the balance of cash and cash equivalents was 25,901 million yen, an increase of 1,469 million yen compared with the end of the previous term.

The current interim term's cash flow in various activities and relevant factors are as follows.

Having implemented powerful measures to enhance business performance resulted in a net cash inflow of 19,600 million yen from the Company's operating activities.

Expenditures for purchase of property, plant and equipment amounted to 14,627 million yen, resulted in a net cash outflow of 14,099 million yen from investing activities.

Repayment for short-term and long-term loans payable amounted to 3,735 million yen resulted in a net cash outflow of 3,883 million yen from the financing activities.

(2) Outlook for the current fiscal year

With an increase in private capital investment, the Japanese economy is expected to continue a gradual recovery throughout the current fiscal year, though public investment will decrease. The U.S. economy will maintain steady growth, though some fear inflation. The economy in Europe and Asia will also continue to improve steadily.

The outlook by industry segment for the current fiscal year is as follows:

Machined components business

As demand from the industries relating to PCs and other information and communications equipment is expected to continue to grow well, we will strive to enhance performance by raising the production of related core products including ball bearings, and reducing costs. The demand from the U.S. aerospace industry is showing signs of recovery. Also, the Company will strive to expand sales by cultivating the market for medium- and small-size planes.

Electronics devices and components business

In the electronic devices business, the industries relating to PCs and other information and communications equipment constitute our principal customer base. As it is foreseen that demand from these industries will continue to increase favorably, we aim to enhance performance by developing higher value-added products and lower priced products, in addition to building up a better-balanced portfolio of products.

Consumer business and others

This business is primarily engaged in distributing imported furniture in Japan. Although it is predicted that personal consumption will remain sluggish, we will endeavor to enhance performance by advancing the business in a down-to-earth manner.

The outlook by geographical segment for the current fiscal year is as follows:

Japan

Minebea has decided to terminate its exclusive distributorship agreement with Keiaisha N.M.B. Co., Ltd. on December 31, 2000 and to sell Minebea products directly to customers in Japan from January 1, 2001 onward. With an increasing number of major customers shifting production to Southeast Asia, we anticipate we will continue to experience a difficult time in the sale of our products. To cope with this, we will endeavor to improve our performance through setting up and strengthening a business management structure that covers all the business processes from manufacturing to sales and promoting closer cooperation between sales, manufacturing, and engineering in each region.

Asia

Asia is a region where the largest sales growth can be expected, and where our key production base exists. We will strive to improve results by making the best use of this advantage.

North and South America

The demand from the aerospace industry, one of our major customer bases, is showing signs of recovery. We will work to stabilize and improve performance by developing new markets and at the same time, by promoting sales expansion in the strong automotive and personal computer industries.

Europe

As the economy continues to grow steadily, we will work towards promoting the sales expansion of core products, including ball bearings, by swiftly responding to market needs through our development capability improvement program which is now in place.

4. Interim Consolidated Financial Statements and Notes

(1) Interim Consolidated Balance Sheets

	As of September 30,2000		As of September 30,1999		Increase or (decrease) (2000-1999)		As of March 31,2000	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
ASSETS								
Current assets.....	156,607	46.0	156,921	38.1	(314)	(0.2)	153,658	38.0
Cash and cash equivalents.....	25,901		25,848		53		24,432	
Notes and accounts receivable.....	59,618		56,568		3,049		56,747	
Marketable securities.....	-		9,531		(9,531)		8,942	
Inventories.....	51,147		47,713		3,434		46,839	
Deferred tax assets.....	6,919		6,645		273		6,718	
Others.....	13,793		11,626		2,166		10,764	
Allowance for doubtful receivables.	(773)		(1,012)		238		(785)	
Fixed assets.....	183,903	54.0	176,480	42.8	7,423	4.2	180,189	44.6
Tangible fixed assets.....	140,535		137,899		2,635		142,558	
Building and structure.....	80,453		80,101		352		82,426	
Machinery and transportation equipment.....	164,445		157,314		7,131		163,968	
Tools, furniture and fixtures.....	40,675		37,452		3,222		40,028	
Land.....	10,653		10,731		(77)		11,105	
Construction in progress.....	3,898		2,329		1,568		3,891	
Accumulated depreciation.....	(159,591)		(150,030)		(9,560)		(158,862)	
Intangible fixed assets.....	17,100		18,567		(1,467)		17,141	
Consolidation adjustments.....	15,281		17,456		(2,175)		15,990	
Others.....	1,819		1,111		707		1,151	
Investment and other assets.....	26,268		20,013		6,254		20,490	
Investment in securities.....	10,102		1,336		8,766		1,335	
Long-term loans receivable.....	617		1,901		(1,284)		1,245	
Deferred tax assets.....	12,623		14,864		(2,241)		15,481	
Others.....	3,622		3,764		(142)		3,722	
Allowance for doubtful receivables.	(696)		(1,853)		1,157		(1,294)	
Deferred assets.....	128	0.0	308	0.1	(180)	(58.4)	203	0.1
Foreign currency translation adjustments.....	-	-	78,481	19.0	(78,481)	-	69,942	17.3
TOTAL ASSETS.....	340,639	100.0	412,191	100.0	(71,552)	(17.3)	403,994	100.0

	September 2000	September 1999	March 2000
(Note) Treasury stock.....	1,190 shares	1,936 shares	1,489 shares

	As of September 30,2000		As of September 30,1999		Increase or (decrease) (2000-1999)		As of March 31,2000	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
LIABILITIES								
Current liabilities.....	130,220	38.2	125,338	30.4	4,882	3.8	124,085	30.7
Notes and accounts payable.....	38,674		27,355		11,319		31,248	
Short-term loans payable.....	61,858		69,026		(7,167)		63,786	
Current portion of long-term loans payable.....	3,144		6,120		(2,975)		4,235	
Accrued income taxes.....	3,175		2,764		410		3,159	
Accrued bonuses.....	4,393		4,392		0		3,147	
Others.....	18,974		15,679		3,294		18,507	
Long-term liabilities.....	124,243	36.5	133,549	32.4	(9,306)	(6.9)	125,191	31.0
Bonds.....	35,000		35,000		-		35,000	
Convertible bonds.....	40,903		42,029		(1,126)		40,918	
Long-term loans payable.....	47,995		54,835		(6,839)		48,771	
Retirement allowance.....	-		259		(259)		247	
Allowance for retirement benefit....	237		-		237		-	
Others.....	108		1,425		(1,317)		253	
Total liabilities.....	254,464	74.7	258,888	62.8	(4,423)	(1.7)	249,276	61.7
MINORITY INTEREST IN CONSOLIDATED SUBSIDIARIES								
	389	0.1	313	0.1	76	24.3	361	0.1
SHAREHOLDERS' EQUITY								
Common stock.....	68,258	20.0	67,695	16.4	562	0.8	68,251	16.9
Capital reserve.....	94,756	27.8	94,193	22.9	562	0.5	94,749	23.4
	163,015	47.8	161,889	39.3	1,125	0.6	163,000	40.3
Accumulated deficit.....	1,436	(0.4)	8,896	(2.2)	(7,459)	(83.8)	8,641	(2.1)
Difference on revaluation of other marketable securities to the market	(106)	(0.0)	-		(106)	-	-	
Foreign currency translation adjustments.....	(75,685)	(22.2)	-		(75,685)	-	-	
	85,786	25.2	152,993	37.1	(67,206)	(43.9)	154,358	38.2
Treasury stock.....	(1)	(0.0)	(2)	(0.0)	1	(42.7)	(2)	(0.0)
Total shareholders' equity.....	85,785	25.2	152,990	37.1	(67,205)	(43.9)	154,356	38.2
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY.....								
	340,639	100.0	412,191	100.0	(71,552)	(17.3)	403,994	100.0

(2) Interim Consolidated Statements of Income and Retained Earnings

	Half year ended Sept. 30,2000		Half year ended Sept. 30,1999		Increase or (decrease) (2000-1999)		Full year ended March 31,2000	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
Net sales.....	142,124	100.0	143,164	100.0	(1,039)	(0.7)	284,757	100.0
Cost of sales.....	100,531	70.7	101,731	71.1	(1,200)	(1.1)	203,223	71.4
Gross profit.....	41,593	29.3	41,432	28.9	161	0.3	81,533	28.6
Selling, general and Administrative expenses.....	24,416	17.2	24,982	17.4	(565)	(2.2)	50,464	17.7
Operating income.....	17,177	12.1	16,450	11.5	727	4.4	31,069	10.9
Other Income.....	1,061	0.7	2,172	1.5	(1,111)	(51.1)	2,532	0.9
Interest income.....	198		250		(51)		926	
Dividends income.....	48		-		48		83	
Rent income on land and building... Reversal of loss on revaluation of marketable securities.....	198		-		198		-	
Equity in income of affiliates.....	-		1,161		(1,161)		573	
Others.....	1		9		(7)		5	
Other Expenses.....	614		751		(137)		943	
Interest expenses.....	5,251	3.7	6,385	4.5	(1,134)	(17.7)	12,079	4.2
Foreign currency exchange loss.....	3,956		4,260		(303)		7,896	
Others.....	612		858		(246)		1,709	
Ordinary income.....	681		1,266		(584)		2,473	
Extraordinary income.....	12,987	9.1	12,237	8.5	749	6.1	21,522	7.6
Gain on sales of fixed assets.....	666	0.4	208	0.2	458	219.6	343	0.1
Reversal of allowance for doubtful receivables.....	34		51		(17)		189	
Extraordinary loss.....	632		156		475		154	
Loss on disposal of inventories.....	1,898	1.3	22,777	15.9	(20,879)	(91.6)	28,479	10.0
Loss on sales of fixed assets.....	796		-		796		1,863	
Loss on disposal of fixed assets.....	148		34		114		43	
Loss on liquidation of subsidiaries and affiliates.....	78		197		(118)		279	
Retirement benefits to directors and corporate auditors.....	547		22,036		(21,489)		25,782	
Retirement benefit expense.....	5		509		(504)		509	
Income before income taxes (loss)..	322		-		322		-	
Income taxes	11,755	8.2	(10,331)	(7.2)	22,086		(6,612)	(2.3)
Current (including enterprise tax)... Reversal of income taxes for prior year.....	1,820		1,347		473		2,663	
Adjustment of income taxes(benefit) Total taxes.....	-		421		(421)		421	
Minority interest in earnings of consolidated subsidiaries.....	2,796		(6,020)		8,816		(6,276)	
Net income (loss).....	4,616	3.2	(5,094)	(3.5)	9,710		(4,034)	(1.4)
Accumulated deficit at beginning of year.....	54	0.0	51	0.0	2	5.3	99	0.0
Accumulated deficit at beginning of year.....	7,084	5.0	(5,289)	(3.7)	12,373	-	(2,677)	(0.9)
Prior year tax effect adjustment.... Decrease of accumulated deficit for decrease of consolidated subsidiaries	8,641		3,606		5,034		3,169	
Increase of accumulated deficit.....	8,641		16,120		(7,478)		16,120	
Cash dividends.....	-		12,513		(12,513)		12,950	
Accumulated deficit at end of year.....	120		-		120		-	
	-		-		-		2,794	
	-		-		-		2,794	
	1,436		8,896		(7,459)		8,641	

(3) Consolidated Statements of Cash Flows

(Amount: millions of yen)

	Half year ended September 30,2000	Year ended March 31,2000
1. Cash Flows from Operating Activities:		
Income (loss) before income taxes.....	11,755	(6,612)
Depreciation	10,618	22,160
Amortization of consolidation adjustments	760	2,866
Equity income of affiliates	(1)	(5)
Interest income and dividends received	(246)	(1,010)
Interest expenses	3,956	7,896
Loss (income) on sales of fixed assets.....	114	(145)
Loss on disposal of fixed assets	78	279
Reversal of loss on revaluation of marketable securities	-	(573)
Loss on liquidation of subsidiaries and affiliates	-	25,782
(Increase) decrease in notes and accounts receivable.....	(3,387)	9,631
(Increase) decrease in inventories	(5,113)	2,092
Increase in notes and accounts payable	8,258	5,214
Increase (decrease) of allowance for doubtful receivables	(610)	1,156
Increase in accrued bonuses	1,371	3
Decrease of allowance for retirement benefit.....	(10)	(8)
(Increase) decrease in current assets-others.....	(3,131)	169
Increase in current liabilities-others	520	1,113
Sub-total	24,934	70,010
Receipt of interest and dividends	247	983
Payment of interest	(3,846)	(7,763)
Payment of income taxes	(1,735)	(2,941)
Net cash provided by operating activities	19,600	60,289
2. Cash Flows from Investing Activities:		
Proceeds from sales of marketable securities	-	1,689
Expenditure for purchase of property, plant and equipment	(14,627)	(19,504)
Proceeds from sales of property, plant and equipment	389	113
Purchase of investment in securities	(1)	(2)
Payments for purchase of investment in subsidiaries with a change of the scope of consolidation	-	(43)
Proceeds from sales of subsidiaries with a change of the scope of consolidation	-	5,147
Long term loans receivables	(410)	(1,792)
Recovery of long term loans receivables	1,038	627
(Increase) decrease in long-term assets-others.....	(487)	467
Net cash used in investing activities	(14,099)	(13,298)
3. Cash Flows from Financing Activities:		
Decrease in short-term loans payable.....	(1,943)	(53,305)
Redemption of commercial paper	-	(10,071)
Long term loans payable	-	7,642
Repayment of long term loans payable	(1,791)	(12,974)
Purchase of treasury stock	0	(0)
Dividends paid	-	(2,794)
Dividends paid to minority shareholders.....	-	(28)
Decrease in long term liabilities-others	(147)	(233)
Net cash used in financing activities	(3,883)	(71,765)
4. Effect of Exchange Rate Changes on Cash and Cash Equivalents	(148)	(981)
5. Net increase (decrease) in cash and cash equivalents	1,469	(25,755)
6. Cash and Cash Equivalents at Beginning of Year	24,432	50,187
7. Cash and Cash Equivalents at End of Half year (Year-end)	25,901	24,432

(Notes) Relating to lease transactions

	Millions of yen								
	<u>Half year ended Sep.30,2000</u>			<u>Half year ended Sep.30,1999</u>			<u>Full year ended March 31,2000</u>		
1. Equivalent of acquisition value of leased items, equivalent of total amount of depreciation and equivalent of interim (year-end) closing balance:	Equivalent of acquisition value	Equivalent of total amount of depreciation	Equivalent of half year-end balance	Equivalent of acquisition value	Equivalent of total amount of depreciation	Equivalent of half year-end balance	Equivalent of acquisition value	Equivalent of total amount of depreciation	Equivalent of half year-end balance
Machinery and equipment	2,091	1,282	809	2,231	1,196	1,035	2,439	1,429	1,010
Tools, furniture and fixtures	<u>4,316</u>	<u>2,376</u>	<u>1,940</u>	<u>4,663</u>	<u>2,601</u>	<u>2,062</u>	<u>4,648</u>	<u>2,741</u>	<u>1,907</u>
Total	6,407	3,658	2,749	6,894	3,797	3,097	7,087	4,170	2,917

Because of a low ratio of the interim (year-end) closing balance of unexpired lease expenses to a total amount of the interim (year-end) closing balance of tangible fixed assets plus the interim (year-end) closing balance of unexpired lease expense, equivalent of acquisition value in the term period in the current fiscal year has been calculated based on "Interest payment inclusive method".

2. Equivalent of interim (year-end) closing balance of unexpired lease expenses:

within-1-year	1,243	1,345	1,314
over 1-year	<u>1,506</u>	<u>1,752</u>	<u>1,603</u>
Total	2,749	3,097	2,917

Because of a low ratio of the interim (year-end) closing balance of unexpired lease expenses to a total amount of the interim (year-end) closing balance of tangible fixed assets plus the interim (year-end) closing balance of unexpired lease expense, equivalent of the interim (year-end) closing balance of unexpired lease expenses in the term period in the current fiscal year has been calculated based on "Interest payment inclusive method".

3. The amount of lease expenses and equivalent of depreciation expenses:

Amount of lease expenses	684	748	1,381
Equivalent of depreciation expenses	684	748	1,381

4. Method of computing equivalent of depreciation expenses:

Computation is based on straight-line method with the lease term as a useful life and the residual value to be set at zero.

(4) Basis of presenting interim consolidated financial statements

1. Scope of consolidation and application of equity method

Number of consolidated companies..... 54 companies

Included are NMB Singapore Ltd., NMB (USA) Inc., NMB Thai Ltd., Minebea Electronics (Thailand) Co., Ltd.

Number of affiliated companies..... 2 companies

Of which, equity method is applied to 2 companies including Shonan Seiki Co., Ltd., Kanto Seiko Co., Ltd.

2. Changes in scope of consolidation and application of equity method

(a) Changes in consolidated subsidiaries

Anew : None

Exclusion : Liquidation (1 company) MF Industries Co.,Ltd.

(b) Changes of the companies subject to equity method

Anew : None

Exclusion : None

3. Closing date of consolidated subsidiaries

Consolidated subsidiaries whose interim closing dates are different from that of the Company adjusted their interim consolidated financial statements to the Company's closing date.

4. Accounting policies

(a) Valuation basis and method of significant assets

1. Inventories

The Company and consolidated domestic subsidiaries state primarily at the moving average cost or weighted average cost.

Consolidated overseas subsidiaries state at the lower of first-in, first-out cost or market, or at the lower of average cost or market.

2. Other marketable securities

Securities with Market Value

The Company adopted the market value method based on market prices and other conditions at the end of the interim term. Also, the Company accounted for all valuation differences based on the direct capitalization method and the sales costs are calculated by the moving average method.

Securities without Market Value

Non listed securities are stated at cost determined by the moving average method.

(b) Method of significant depreciation

1. Tangible fixed assets

The Company and consolidated domestic subsidiaries adopt the declining balance method. The depreciation method of depreciable assets whose acquisition values are not less than 100,000 yen and less than 200,000 yen has been changed to a method by which those assets are equally depreciated in lump sum for three years.

Consolidated overseas subsidiaries mainly adopt the straight line method.

2. Intangible fixed assets

The Company and consolidated domestic subsidiaries mainly adopt the straight line method.

Consolidated overseas subsidiaries mainly adopt the straight line method.

(c) Valuation basis of significant allowances

1. Allowance for retirement benefit

Regarding the Company and its consolidated Japanese subsidiaries, the Company stated an amount estimated to accrue at the end of the current interim term to provide for employee retirement benefits, based on estimated retirement benefit debts and pension assets at the end of the term.

Regarding the difference of 3,222 million yen arising at the time of changing accounting standards, the Company charged prorated amounts to expenses over five years and stated this extraordinary loss as retirement benefit expense.

Regarding the Company's consolidated overseas subsidiaries, each subsidiary stated an amount estimated to accrue at the end of the current interim term to provide for employee retirement benefits.

2. Allowance for doubtful receivables

The Company and consolidated domestic subsidiaries make the record in the amount required for the estimated uncollectible receivables based on actual losses of trade receivables and on collectibility of specific receivables with loss possibilities.

Consolidated overseas subsidiaries make the record in the amount required for the estimated uncollectible receivables based on the collectibility of each receivable for possible losses on the receivables.

3. Accrued bonuses

The Company and consolidated domestic subsidiaries make preparations for the payment of bonuses

to employees, accrued bonuses are shown based on the anticipated amounts of payment in the current term. Consolidated overseas subsidiaries make the record on accrual basis.

(d) Translation of foreign currency assets and liabilities in interim financial statements of the company and consolidated subsidiaries

The Company and consolidated domestic subsidiaries translate them into yen at the exchange rate on the balance sheets date (excluding the current financial receivables and payables that have already been translated at the contract exchange rate).

Consolidated overseas subsidiaries translate them at the exchange rate on the balance sheets date (excluding the current financial receivables and payables that have already been translated at the contract exchange rate).

(e) Accounting Method of Significant Lease Transactions

In accordance with the accounting method in reference to ordinary rental transactions, the Company and its consolidated domestic subsidiaries accounted for finance lease transactions, excluding those in which the ownership of leased property will be transferred to the lessees. The Company's consolidated overseas subsidiaries also used primarily the same accounting method.

(f) Accounting Method of Significant Hedge transactions

The Company had no significant hedge operations to report during the interim term.

(g) Accounting Method of Consumption Tax and Other

In this report, the Company presented figures exclusive of the consumption tax and taxes.

(h) Treatment of Notes Due at the End of the Interim Term

The Company settled notes due at the end of the interim term on their clearance date.

The last day of the current interim term fell on a holiday for financial institutions. The Company included the amounts of the matured notes in the following accounts:

Notes and accounts receivable	41 million yen
Current assets and others (Non-operating notes receivable)	3 million yen
Notes and accounts payable	1,886 million yen
Current liabilities and others (Facility-related notes payable)	58 million yen

5. Range of cash in Cash flow statements

Cash and cash equivalents consist of cash on hand, demand deposit and short-term investments which expire within three months from acquisition date, have high liquidity and are easily turned into cash.

6. Change in the method of presentation

Until the previous interim term, the Company included "Rent income on land and building" in "Other income - others" on the interim consolidated statements of income and retained earnings. In the current interim term, however, it has been decided that the income shall be classified and stated separately.

In the previous interim term, the amount of "Rent income on land and building" included in "Other income - others" the interim consolidated statements of income and retained earnings was 287 million yen.

7. Additional information

(a) Accounting for Retirement benefits

On June 16, 1998, the Japanese Business Accounting Council released "Opinions concerning the Setting of the Accounting Standards in Reference to Retirement Benefits." The Company applied these accounting standards to its retirement benefit accounting during the current interim term. Due to changes in accounting standards as a result of this application, ordinary income increased by 335 million yen and interim income before income tax rose by 13 million yen compared with the same period of the preceding year. Retirement benefit costs amounted to 721 million yen, an increase of 344 million yen over the same period of the preceding year.

The retiring allowance reserves, which were presented in this report, included accrued liabilities in reference to the allowance for retirement benefit, and past service liabilities and other fees in the Company's corporate pension system.

(b) Accounting for Financial Instruments

On January 22, 1999, the Japanese Business Accounting Council released "Opinions concerning the Setting of the Accounting Standards in Reference to Financial Products." The Company, beginning with the current interim term, applied these accounting standards to its financial product accounting and changed the revaluation method of other marketable securities. Due to this change, ordinary income increased to 889 million yen, compared with by the same standards as in the previous interim term. Interim income before income taxes also increased to 889 million yen.

Also, as a result of examining the holding purposes of marketable securities it retained at the beginning of the period, the Company included the marketable securities in investment securities on the interim balance sheet.

and reported the marketable securities as other marketable securities. Due to this change in presentation, the amount of marketable securities shown in current assets decreased by 8,942million yen, compared with by the same standards as in the previous interim term. On the contrary, the amount of investment securities increased by 8,942million yen.

(c) Accounting Standards for Foreign Currency Transactions and Others

On October 22, 1999, the Japanese Business Accounting Council released "Opinions concerning the Revision of the Accounting Standards in Reference to Foreign Currency Transactions and Others." During the current interim term, the Company applied these revised accounting standards to its accounting standards for foreign currency transactions and others. Due to this application, ordinary income decreased to 8million yen, compared with by the same standards as in the previous interim term. Interim income before income taxes also declined to 8 million yen.

Also, the Regulations for Interim Consolidated Financial Statements were revised. In accordance with this revision, the Company reported foreign currency transaction adjustments in the section of shareholders' equity, beginning with the current interim term. The amounts of foreign currency transaction adjustments were previously presented in the section of assets.

5. Segment Information

(1) By industry segments

(Half year ended September 30, 2000)

(Amount: millions of yen)

	FY2001 (Interim)					
	Machined components business	Electronic devices and components business	Consumer business and others	Sub-total	Elimination	Total
1. Total sales and operating income						
Total sales						
(1) Sales to customers	60,953	75,472	5,699	142,124	—	142,124
(2) Sales to other segment	4,290	—	—	4,290	(4,290)	—
Total	65,243	75,472	5,699	146,414	(4,290)	142,124
Operating expense	53,224	70,803	5,210	129,237	(4,290)	124,947
Operating income	12,019	4,669	489	17,177	—	17,177
2. Assets, depreciation and capital expenditure						
Assets	184,358	248,641	7,195	440,194	(99,555)	340,639
Depreciation	4,863	5,754	43	10,660	—	10,660
Capital expenditure	7,976	7,312	7	15,295	—	15,295

(Notes) 1. The segments are defined by internal administration.

2. Main products

(a) Machined components business Ball bearings, Pivot assemblies, Tape guides, Fasteners, Mechanical assemblies for aerospace use, Wheels, Defense-related parts, etc.

(b) Electronic devices and components business..... Small motors, PC keyboards, Speakers, Transformers, FDD subassemblies, Switching power supplies, Inductor, Hybrid ICs, Backlight inverters, Strain gauges, Load cells, etc.

(c) Consumer business and others..... Furniture and interior, etc.

(Half year ended September 30, 1999)

The Company group is operating production and sales of main products such as "Machinery fixture and components" like bearings and electronic devices and so on. Each amount of sales, operating income and assets of the operation in FY2000 interim is over 90% compared with that of consolidated sales, operating income and assets. Therefore, the segment information by industry segments in FY2000 interim has been omitted.

(Year ended March 31, 2000)

(Amount: millions of yen)

	FY2000 (Annual)					
	Machined components business	Electronic devices and components business	Consumer business and others	Sub-total	Elimination	Total
1. Total sales and operating income						
Total sales						
(1) Sales to customers	127,734	146,133	10,890	284,757	—	284,757
(2) Sales to other segment	6,940	—	—	6,940	(6,940)	—
Total	134,674	146,133	10,890	291,697	(6,940)	284,757
Operating expense	112,678	137,879	10,071	260,628	(6,940)	253,688
Operating income	21,996	8,254	819	31,069	—	31,069
2. Assets, depreciation and capital expenditure						
Assets	183,111	234,558	8,022	425,691	(21,697)	403,994
Depreciation	10,031	11,911	83	22,025	—	22,025
Capital expenditure	8,813	10,571	228	19,613	—	19,612

(Notes) 1. The segments are defined by internal administration.

2. Main products

(a) Machined components businessBall bearings, Pivot assemblies, Tape guides, Fasteners, Mechanical assemblies for aerospace use, Wheels, Defense-related parts, etc.

(b) Electronic devices and components business.....Small motors, PC keyboards, Speakers, Transformers, FDD subassemblies, Switching power supplies, Inductor, Hybrid ICs, Backlight inverters, Strain gauges, Load cells, etc.

(c) Consumer business and others..... Furniture and interior, etc.

3. The amount of all companies' assets is 69,942 million yen in "Assets-Elimination" column. That comes from foreign currency translation adjustments.

4. Change of the segments

Because the segments were defined as "Machined components business", "Electronic devices and components business" and "Consumer business and others" in the current fiscal year by business strategy, "Machined components business" and "Electronic device and components business" which had been included in "Machinery fixture and components business" till previous fiscal year were indicated separately in the current fiscal year.

(2) By geographical segments

(Amount: millions of yen)

	FY2001 (Interim)						
	Japan	Asia (excluding Japan)	North and South America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	57,029	40,181	28,106	16,808	142,124	—	142,124
(2) Sales to other segment	46,586	57,532	757	1,430	106,305	(106,305)	—
Total	103,615	97,713	28,863	18,238	248,429	(106,305)	142,124
Operating expense	97,925	87,511	28,310	17,506	231,252	(106,305)	124,947
Operating income	5,690	10,202	553	732	17,177	—	17,177
2. Assets	185,665	178,574	45,763	30,192	440,194	(99,555)	340,639

(Amount: millions of yen)

	FY2000 (Interim)						
	Japan	Asia (excluding Japan)	North and South America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	56,918	38,883	30,396	16,967	143,164	—	143,164
(2) Sales to other segment	42,324	51,692	469	995	95,480	(95,480)	—
Total	99,242	90,575	30,865	17,962	238,644	(95,480)	143,164
Operating expense	93,505	81,490	29,786	17,413	222,194	(95,480)	126,714
Operating income	5,737	9,085	1,079	549	16,450	—	16,450
2. Assets	185,974	155,668	42,164	33,122	416,928	(4,737)	412,191

(Amount: millions of yen)

	FY2000 (Annual)						
	Japan	Asia (excluding Japan)	North and South America	Europe	Sub-total	Elimination	Total
1. Total sales and operating income							
Total sales							
(1) Sales to customers	117,141	74,067	58,253	35,296	284,757	—	284,757
(2) Sales to other segment	77,697	107,033	1,533	3,926	190,189	(190,189)	—
Total	194,838	181,100	59,786	39,222	474,946	(190,189)	284,757
Operating expense	182,955	165,927	57,057	37,938	443,877	(190,189)	253,688
Operating income	11,883	15,173	2,729	1,284	31,069	—	31,069
2. Assets	182,130	168,406	41,265	33,851	425,652	(21,658)	403,994

(Notes)1. Dividing method and main countries in each territory

(a) Dividing method..... By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Canada, Mexico

Europe.....United Kingdom, Germany, France, Italy, Netherlands, etc.

2. The amounts of all companies' assets 78,481 million yen for FY2000 interim and 69,942 million yen for FY'2000 annual in "Assets-Elimination" columns. They come from foreign currency translation adjustments.

(3) Overseas Sales

(Amount: millions of yen)

	FY2001 (Interim)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	41,314	28,133	16,648	86,095
2. Total sales				142,124
3. Overseas sales on total sales	29.1 %	19.8 %	11.7 %	60.6 %

(Amount: millions of yen)

	FY2000 (Interim)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	42,525	30,398	16,973	89,896
2. Total sales				143,164
3. Overseas sales on total sales	29.7 %	21.2 %	11.9 %	62.8 %

(Amount: millions of yen)

	FY2000 (Annual)			
	Asia (excluding Japan)	North and South America	Europe	Total
1. Overseas sales	82,445	58,148	35,326	175,919
2. Total sales				284,757
3. Overseas sales on total sales	29.0 %	20.4 %	12.4 %	61.8 %

(Notes) 1. Overseas sales are made outside of Japan by the Company and its consolidated subsidiaries.

2. Dividing method and main countries in each territory

(a) Dividing method..... By geographical distance

(b) Main countries in each territory

Asia (excluding Japan).....Thailand, Singapore, China, Taiwan, Korea, etc.

North and South America.....United States, Canada, Mexico, etc.

Europe.....United Kingdom, Germany, France, Italy, Netherlands, etc.

6. Amounts of production, orders received, sales

(1) Production

(Amount: millions of yen)

Industry segments	Half year ended September 30,2000		Year ended March 31,2000	
	Orders received	Order backlog	Orders received	Order backlog
Machined components business	63,797		125,121	
Electronic devices and components business	74,385		141,606	
Consumer business and others	—		—	
Total	138,182		266,727	

(Note) Amounts are provided on the basis of their sales price and do not include consumption taxes.

(2) Orders received

(Amount: millions of yen)

Industry segments	Half year ended September 30,2000		Year ended March 31,2000	
	Orders received	Order backlog	Orders received	Order backlog
Machined components business	63,560	37,248	122,140	34,641
Electronic devices and components business	77,674	24,768	145,385	22,566
Consumer business and others	5,706	1,018	11,078	1,011
Total	146,940	63,034	278,603	58,218

(Note) Amounts are provided on the basis of their sales price and do not include consumption taxes.

(3) Sales

(Amount: millions of yen)

Industry segments	Half Year ended September 30,2000		Year ended March 31,2000	
	Sales amount	Ratio (%)	Sales amount	Ratio (%)
Machined components business	60,953		127,734	
Electronic devices and components business	75,472		146,133	
Consumer business and others	5,699		10,890	
Total	142,124		284,757	

(Notes) 1. Amounts are provided on the basis of their sales price and do not include consumption taxes.

2. Main customers and ratio of the sales amount to total sales amount are as follows.

(Amount: millions of yen)

Name of customer	Half year ended September 30,2000		Year ended March 31,2000	
	Sales amount	Ratio (%)	Sales amount	Ratio (%)
Keiaisha NMB Co., Ltd.	49,537	34.9	96,229	33.8

7. Marketable securities

(Note) "Current price etc. of marketable securities as of September 30,1999" is stated on page 30.

Marketable securities

(Amount: millions of yen)

Classification	As of September 30,2000		
	Acquisition Value	Book Value	Difference
Other Marketable Securities with Market Value			
Stock	8,942	8,765	(176)
Bonds			
Other			
Total	8,942	8,765	(176)

(Note) Main securities without market value

Other marketable securities: Non-listed stock (Except for stock at over the counter) 1,336million yen

Current price etc. of marketable securities

(Amount: millions of yen)

Classification	As of March 31,2000		
	Book Value	Market Price	Gain or (Loss)
(1) Current assets			
Stock	8,942	9,735	792
Bonds	—	—	—
Other	—	—	—
Sub total	8,942	9,735	792
(2) Fixed assets			
Stock	—	—	—
Bonds	—	—	—
Other	—	—	—
Sub total	—	—	—
Grand total	8,942	9,735	792

(Notes)1. Calculation method for current market price (equivalent of current market price is included):-

Listed marketable securities.....Closing price mainly at Tokyo stock exchange.

Marketable securities at over the counter....Dealing price at Japan securities dealers association.

Beneficiary certificate of securities investment trust (Non-Listed).....Quoted price.

2. The following amounts of marketable securities are excluded from disclosure.

Fixed assets: Non-listed stock (Except for stock at over the counter) 1,336million yen

8. Derivatives

(Note) "Contract amounts, current prices, and unrealized profits or losses of derivatives as of September 30,1999" is stated on page 30.

The Company did not utilize any derivatives at the end of the current interim term, and had no relevant data to report during the current interim term.

The Company did not utilize any derivatives at the end of the previous term, and had no relevant data to report during the current interim term.