

**BRIEF REPORT OF NON-CONSOLIDATED INTERIM FINANCIAL RESULTS**  
(Half year ended September 30, 2003)

November 13, 2003

Registered  
Company Name: **MINEBEA CO., LTD.** Common Stock Listings: Tokyo, Osaka, and Nagoya  
Headquarters: Nagano-ken  
Code No: 6479  
(URL <http://www.minebea.co.jp>)  
Representative: Tsugio Yamamoto Representative Member of the Board, President and Chief Executive Officer  
Contact: Takashi Yamaguchi Managing Executive Officer in charge of Finance and Accounting  
Board of Directors' Meeting for Tel. (03)5434-8611  
Non-consolidated interim Financial Interim Dividend Plan: None  
Results held on: November 13, 2003 Unit Share Method: Yes (1 unit = 1,000 shares)

1. Business performance (April 1, 2003 through September 30, 2003)

(1) Results of Operations (Amounts less than one million yen are omitted.)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Ordinary income (millions of yen)	% Change
FY2004 Interim	92,482	10.9	1,836	(33.8)	5,782	19.8
FY2003 Interim	83,402	(6.9)	2,775	121.6	4,828	45.1
FY2003 Annual	162,952		5,018		11,062	

	Net income (millions of yen)	% Change	Net income per share (yen)
FY2004 Interim	1,480	(30.2)	3.71
FY2003 Interim	2,122	32.7	5.32
FY2003 Annual	1,227		3.08

- (Notes) 1. Weighted average number of shares outstanding during the respective years: 399,094,811 shares at September 30, 2003  
399,150,108 shares at September 30, 2002  
399,131,972 shares at March 31, 2003
2. Changes in accounting method: None
3. The percentages of net sales, operating income, ordinary income and net income show variance against previous interim period.

(2) Dividends

	Interim dividends per share (yen)	Annual dividends per share (yen)
FY2004 Interim	—	—
FY2003 Interim	—	—
FY2003 Annual	—	7.00

(Note) Detail of current interim dividends  
Not applicable.

(3) Financial Position

	Total assets (millions of yen)	Shareholders' equity (millions of yen)	Shareholders' equity ratio (%)	Shareholder's equity per share (yen)
FY2004 Interim	367,810	181,057	49.2	453.68
FY2003 Interim	371,735	180,906	48.7	453.24
FY2003 Annual	362,682	181,240	50.0	454.12

- (Notes) 1. Number of shares outstanding at end of term: 399,089,250 shares at September 30, 2003  
399,142,282 shares at September 30, 2002  
399,100,842 shares at March 31, 2003
2. Number of treasury stock at end of term: 78,445 shares at September 30, 2003  
25,413 shares at September 30, 2002  
66,853 shares at March 31, 2003

2. Prospect for current fiscal year (April 1, 2003 through March 31, 2004)

	Net sales (millions of yen)	Ordinary income (millions of yen)	Net income (millions of yen)	Dividends per share	
				Year-end(yen)	Annual(yen)
Annual	179,500	12,000	4,800	7.00	7.00

(Reference) Projected net income per share(Annual): 12.03 yen

(Note) The above-mentioned forecasts are based on the information available as of the date when this information is disclosed, as well as on the assumptions as of the disclosing date of this information related with unpredictable parameters that are probable to affect our future business performances in the end. In other words, our actual performances are likely to differ greatly from these estimates depending on various factors that will take shape from now on. As for the assumptions used for these forecasts and other related items, please refer to page six and seven of the documents attached hereunder.

## Non-Consolidated Interim Financial Statements and Notes

### 1. Non-Consolidated Interim Balance Sheets

	As of Sept. 30, 2003		As of Sept. 30, 2002		Increase or (decrease) (2003-2002)		As of March 31, 2003	
	Millions	%	Millions	%	Millions	%	Millions	%
	of yen	Comp.	of yen	Comp.	of yen	%	of yen	Comp.
<b>ASSETS</b>								
Current assets.....	133,342	36.3	133,885	36.0	(542)	(0.4)	128,363	35.4
Cash and cash equivalents.....	4,857		6,280		(1,422)		7,487	
Notes receivable.....	5,315		2,648		2,666		2,249	
Accounts receivable.....	47,405		40,674		6,730		36,680	
Inventories.....	10,678		10,779		(101)		10,492	
Short-term loans receivable from affiliates.....	54,554		60,949		(6,394)		60,202	
Deferred tax assets.....	4,106		4,151		(45)		4,231	
Others.....	6,465		8,520		(2,055)		7,121	
Allowance for doubtful receivables....	(40)		(118)		78		(100)	
Fixed assets.....	234,457	63.7	237,841	64.0	(3,383)	(1.4)	234,305	64.6
Tangible fixed assets.....	31,872		32,854		(982)		32,073	
Intangible fixed assets.....	860		887		(27)		841	
Investments and other assets.....	201,725		204,098		(2,373)		201,391	
Investments in securities.....	5,579		6,269		(690)		3,720	
Investments securities in affiliates.	156,341		156,246		95		155,366	
Investments in partnerships with affiliates.....	27,733		27,608		124		27,733	
Long-term loans receivable from affiliates.....	9,368		7,700		1,668		8,567	
Deferred tax assets.....	5,905		8,240		(2,335)		7,983	
Others.....	1,173		1,733		(559)		1,994	
Allowance for doubtful receivables....	(4,377)		(3,701)		(676)		(3,975)	
Deferred assets.....	9	0.0	8	0.0	1	13.9	13	0.0
Total Assets.....	367,810	100.0	371,735	100.0	(3,924)	(1.1)	362,682	100.0

(Notes)	Millions of yen		
	Sept. 30 2003	Sept. 30 2002	March 31 2003
1. Accumulated depreciation of tangible fixed assets.....	49,624	47,967	48,849
2. Guaranteed liabilities.....	36,701	29,193	37,369
3. Issuance of common stock upon conversion of convertible bonds... Increase on conversion of convertible bonds.....	-	-	-
Transferred to common stock.....	-	-	-
4. Issuance of common stock upon conversion of bond with warrants Increase of shares on conversion of bond with warrants.....	-	-	-
Transferred to common stock.....	-	-	-

	As of Sept. 30, 2003		As of Sept. 30, 2002		Increase or (decrease) (2003-2002)		As of March 31, 2003	
	Millions of yen	% Comp.	Millions of yen	% Comp.	Millions of yen	%	Millions of yen	% Comp.
<b>LIABILITIES</b>								
Current liabilities.....	104,636	28.5	119,204	32.0	(14,568)	(12.2)	100,327	27.6
Notes payable.....	3,419		3,362		57		2,998	
Accounts payable.....	30,175		28,052		2,123		23,817	
Short-term loans payable.....	50,560		38,001		12,558		52,033	
Commercial paper.....	3,000		—		3,000		3,000	
Current portion of long-term loans payable..	500		27,700		(27,200)		500	
Current portion of bonds.....	10,000		—		10,000		10,000	
Current portion of convertible bonds...	—		13,823		(13,823)		—	
Accrued income taxes.....	46		45		1		71	
Accrued bonuses.....	2,072		2,116		(44)		1,943	
Others.....	4,861		6,104		(1,242)		5,963	
Long-term liabilities.....	82,116	22.3	71,623	19.3	10,493	14.7	81,114	22.4
Bonds.....	28,000		35,000		(7,000)		28,000	
Convertible bonds.....	27,080		27,080		—		27,080	
Bond with warrant.....	4,000		4,000		—		4,000	
Long-term loans payable.....	23,000		5,500		17,500		22,000	
Allowance for retirement benefits .....	29		43		(14)		34	
Allowance for retirement benefits to executive officers.....	7		—		7		—	
Total Liabilities.....	186,753	50.8	190,828	51.3	(4,075)	(2.1)	181,442	50.0
<b>SHAREHOLDERS' EQUITY</b>								
Common stock.....	68,258	18.6	68,258	18.4	—	—	68,258	18.8
Additional paid-in capital.....	94,756	25.8	94,756	25.5	—	—	94,756	26.1
Capital reserve.....	94,756		94,756		—		94,756	
Retained earnings.....	16,986	4.6	19,194	5.2	(2,208)	(11.5)	18,299	5.1
Earned surplus.....	2,085		2,085		—		2,085	
Voluntary reserve.....	11,500		11,500		—		11,500	
Unappropriated retained earnings...	3,401		5,609		(2,208)		4,714	
Difference on revaluation of other marketable securities .....	1,098	0.2	(1,285)	(0.4)	2,384	(185.5)	(36)	(0.0)
Treasury stock .....	(43)	(0.0)	(18)	(0.0)	(25)	139.0	(37)	(0.0)
Total Shareholders' Equity.....	181,057	49.2	180,906	48.7	150	0.1	181,240	50.0
Total Liabilities and Shareholders' Equity..	367,810	100.0	371,735	100.0	(3,924)	(1.1)	362,682	100.0

## 2. Non-Consolidated Interim Statements of Income

	Half year ended Sept. 30, 2003		Half year ended Sept. 30, 2002		Increase or (decrease) (2003-2002)		Full year ended March 31, 2003	
	Millions	%	Millions	%	Millions	%	Millions	%
	<u>of yen</u>	<u>Comp.</u>	<u>of yen</u>	<u>Comp.</u>	<u>of yen</u>	<u>%</u>	<u>of yen</u>	<u>Comp.</u>
Net sales.....	92,482	100.0	83,402	100.0	9,080	10.9	162,952	100.0
Cost of sales.....	79,819	86.3	70,426	84.4	9,392	13.3	136,897	84.0
Gross profit.....	12,663	13.7	12,976	15.6	(312)	(2.4)	26,054	16.0
Selling, general and administrative expenses.....	10,827	11.7	10,201	12.3	626	6.1	21,036	12.9
Operating income.....	1,836	2.0	2,775	3.3	(939)	(33.8)	5,018	3.1
Other income.....	5,153	5.6	3,792	4.6	1,361	35.9	9,420	5.8
Interest income.....	457		490		(33)		969	
Dividends received.....	4,455		2,958		1,496		7,786	
Rent income of fixed assets.....	174		250		(75)		504	
Others.....	65		92		(27)		159	
Other expenses.....	1,207	1.3	1,739	2.1	(532)	(30.6)	3,375	2.1
Interest and discount charge.....	314		701		(387)		1,392	
Interest on bonds.....	583		632		(48)		1,252	
Foreign currency exchange loss...	163		226		(62)		294	
Others.....	145		179		(34)		436	
Ordinary income.....	5,782	6.3	4,828	5.8	954	19.8	11,062	6.8
Extraordinary income.....	119	0.1	427	0.5	(307)	(72.0)	450	0.3
Gain on sales of fixed assets.....	50		103		(52)		123	
Gain on sales of investments in securities.....	-		-		-		3	
Liquidation dividend from affiliated company.....	-		205		(205)		205	
Reversal of allowance for doubtful receivable.....	68		118		(49)		118	
Extraordinary loss.....	2,339	2.5	884	1.1	1,454	164.5	8,117	5.0
Loss on sales of fixed assets.....	51		59		(8)		117	
Loss on revaluation of investments securities.....	-		27		(27)		4,945	
Allowance for doubtful receivables.	713		-		713		-	
Loss on revaluation of investments securities in affiliates.....	376		550		(173)		2,280	
Loss on liquidation of affiliated companies.....	-		-		-		256	
Loss on liquidation of the business of switching power supplies, inductors and transformers, etc.	210		-		210		-	
Loss for after-care of products.....	-		-		-		23	
Retirement benefit expense.....	247		247		-		494	
Special severance payment.....	307		-		307		-	
Retirement benefits to directors and corporate auditors.....	431		-		431		-	
Income before income taxes.....	3,563	3.9	4,371	5.2	(808)	(18.5)	3,395	2.1
Income taxes (including enterprise tax)	606	0.7	426	0.5	180	42.4	999	0.6
Adjustment of income taxes.....	1,476	1.6	1,823	2.2	(347)	(19.0)	1,168	0.7
Total income taxes.....	2,082	2.3	2,249	2.7	(166)	(7.4)	2,167	1.3
Net income.....	1,480	1.6	2,122	2.5	(641)	(30.2)	1,227	0.8
Retained earnings brought forward from the previous period.....	1,920		3,486		(1,566)		3,486	
Unappropriated retained earnings at end of interim period (full year)...	3,401		5,609		(2,208)		4,714	

### 3. Significant Accounting Policies

#### (a) Valuation basis and method of significant assets

##### (1) Marketable securities

Investments securities in  
subsidiaries and affiliates:  
Other marketable securities:

Stated at cost determined by the moving average method.

Securities with Market Value

Market value method based on market prices and other conditions at the end of the interim term. (The revaluation differences are accounted for based on the direct capitalization method and the sales costs are calculated by the moving average method.)

Securities without Market Value

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

##### (2) Inventories

Purchased goods: Stated at cost determined by the moving average method.  
Finish goods: Stated at cost determined by the moving average method.  
Raw materials: Stated at cost determined by the moving average method for bearings, fasteners, measuring equipment, motors and special machinery components.  
Work in process: Stated at cost determined by the moving average method for bearings, fasteners, and motors.  
Stated at cost determined respectively for measuring equipment, special motors and special machinery components.  
Supplies: Stated at cost determined by the moving average method for manufacturing bearings, fasteners, measuring equipment, motors and special machinery components.

#### (b) Depreciation

##### Tangible fixed assets:

Depreciation of tangible fixed assets is made on the declining balance method based on estimated useful lives of the assets.

Useful lives and residual values are computed on the basis of the same method that is stipulated in the Corporation tax law.

The depreciation method of depreciation 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.

##### Intangible fixed assets:

Depreciation of intangible fixed assets is made on the straight-line method.

Useful lives are computed on the basis of the same method that is stipulated in the Corporation tax law.

However, the depreciation method of software (for internal use) is computed on the straight-line method based on our expected useful period (5 years).

#### (c) Allowances

##### Allowance for doubtful receivables:

In order to prepare against losses resulting from irrecoverable receivables, an allowance has been reserved in the amount required for estimated uncollectible receivables based on actual losses of trade receivables and on collectibility of specific receivables with loss possibilities.

##### Accrued bonuses:

To make preparations for the payment of bonuses to employees, accrued bonuses are shown based on the anticipated amounts of payment in the current term.

##### Allowance for retirement benefits:

Based on estimated retirement benefit debts and pension assets at the end of the current term, the Company reported an amount estimated to accrue at the end of the current interim term to provide for employee retirement benefits.

Regarding the difference of 2,474 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.

Over the five years from the following term after the differences accrue, the Company will charge differences in mathematical calculation to expenses in accordance with the straight-line method.

##### Allowance for retirement benefits to executive officers:

To provide for payment of retirement allowance to executive officers, the estimated amount to be required according to our internal regulations as of the end of the interim period of the current fiscal year is shown.

(d) Translation of foreign currency assets and liabilities

Translation of foreign currency assets and liabilities are into yen at the exchange rate on the balance sheets date.

(e) Accounting method of significant lease transactions

The accounting treatment for financial lease transactions other than those in which the ownership of leases is considered to be transferred to us, is in accordance with that for ordinary lease transactions.

(f) Accounting method of significant hedge transactions

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

In concluding forward foreign exchange contracts, those contracts with the corresponding amounts and dates are respectively allocated (to the debts) in accordance with the risk management policy. Therefore the correlation between claims/debts and forward foreign exchange contracts arising from foreign exchange rate fluctuations is fully secured, and this judgment is substituted for the judgment of effective hedge.

(g) Other significant accounting policie

Consumption taxes

Consumption tax and other related taxes are excluded from revenues and purchases of the Company.

#### 4. Notes

(a) Relating to lease transactions

	<u>Millions of yen</u>								
	<u>Half year ended Sept.30,2003</u>			<u>Half year ended Sept.30,2002</u>			<u>Full year ended March 31,2003</u>		
(1) Equivalent of acquisition value of leased items, equivalent of total amount of depreciation and equivalent of interim (year-end) closing balance:	<u>Equivalent of acquisition value</u>	<u>Equivalent of total amount of depreciation</u>	<u>Equivalent of half year-end balance</u>	<u>Equivalent of acquisition value</u>	<u>Equivalent of total amount of depreciation</u>	<u>Equivalent of half year-end balance</u>	<u>Equivalent of acquisition value</u>	<u>Equivalent of total amount of depreciation</u>	<u>Equivalent of year-end balance</u>
Vehicles	290	182	107	325	162	163	307	172	135
Tools, furniture and fixtures	<u>2,560</u>	<u>1,304</u>	<u>1,255</u>	<u>2,615</u>	<u>1,386</u>	<u>1,229</u>	<u>2,528</u>	<u>1,302</u>	<u>1,226</u>
Total	2,850	1,487	1,362	2,940	1,548	1,392	2,835	1,474	1,361

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, equivalent of acquisition value in the period under review has been calculated based on "Interest payment inclusive method."

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

within 1-year	619	603	595
over 1-year	<u>743</u>	<u>788</u>	<u>765</u>
Total	1,362	1,392	1,361

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, equivalent of the interim (year-end) closing balance of unexpired lease expenses in the period under review has been calculated based on "Interest payment inclusive method".

(3) The amount of lease expenses and equivalent of depreciation expenses:

Amount of lease expenses	360	338	678
Equivalent of depreciation expenses	360	338	678

(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.

(b) Securities with Market Value

There are no subsidiaries or affiliates whose stocks have their current market value.

5. Dividends per share

	FY2004 Interim	FY2003 Interim	FY2003 Annual
	Interim (yen)	Interim (yen)	Annual (yen)
Common stock	_____	_____	7.00
(Breakdown)			
Memorial dividends	_____	_____	_____
Special dividends	_____	_____	_____
New stocks	_____	_____	_____
Preferred stocks	_____	_____	_____
Subsidiaries-linked dividend stocks	_____	_____	_____