



Minebea

Minebea Co., Ltd.

Supplementary Data for Business Results

First Half of Fiscal Year ending March 31, 2004

(November 14, 2003)

Any statements in the presentation which are not an historical fact are future projections made based on certain assumptions and our management's judgment drawn from currently available information.

Please note that actual performance may vary significantly from any particular projection, due to various factors.

Factors affecting our actual performance include: (i) changes in economic indicators surrounding us or demand trends; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously. However, this is not a complete list of the factors affecting actual performance.

(Supplementary financial data)

Consolidated Balance Sheets (Liabilities)

	(Millions of yen)							
	Year ended Mar. 03				Year ending Mar. 04		Change Mar. - Sep. 2003	Remark
	1Q (Jun. 02)	2Q (Sep. 02)	3Q (Dec. 02)	4Q (Mar.03)	1Q (Jun. 03)	2Q (Sep. 03)		
Current liabilities	153,431	144,523	150,783	134,459	140,029	135,873	1,414	Effect of FX fluctuation ¥ 280 million
Notes and accounts payable	24,446	22,291	25,591	24,025	25,028	24,572	547	{ Short-term loans payable ¥69,276 million Commercial paper ¥3,000 million *1 { Current portion of long-term loans payable ¥3,549 million Bonds ¥10,000 million ¥84,825 million
Short-term interest-bearing debts	98,132	97,089	106,208	81,262	81,093	84,825 ^{*1}	3,563	
Others	30,850	25,141	18,980	29,169	33,905	26,472	(2,697)	
Long-term liabilities	78,947	77,752	66,523	87,128	88,184	84,450	(2,678)	
Long-term interest-bearing debts	78,421	77,222	65,996	85,862	86,248	82,752 ^{*2}	(3,110)	{ Bonds ¥28,000 million Convertible bonds ¥27,080 million Bond with warrant ¥4,000 million *2 { Long-term loans payable ¥23,672 million ¥82,752 million
Others	525	530	527	1,265	1,935	1,697	432	
Total liabilities	232,378	222,276	217,307	221,587	228,214	220,324	(1,263)	
Minority interest in Consolidated subsidiaries	100	107	276	269	1,135	962	693	<Increase Factor> Net income ¥2,726 million Increase in difference on revaluation of other marketable securities ¥1,135 million
Shareholders' equity	101,090	105,721	103,360	98,212	101,099	96,078	(2,134)	<Decrease Factor> Decrease in foreign currency translation adjustments ¥ 5,975 million Decrease in consolidated subsidiary ¥16 million Decrease in treasury stock ¥6 million
Total liabilities and Shareholders' equity	333,569	328,106	320,944	320,069	330,448	317,365	(2,704)	
Interest-bearing debts	176,553	174,311	172,204	167,124	167,341	167,577	453	{ Effect of FX fluctuation ¥ (1,203) million { Difference of principal ¥ 1,657 million
Net interest-bearing debts	165,312	162,677	160,552	152,947	152,618	155,727	2,780	

(Supplementary financial data)

Consolidated Statements of Income

(Millions of yen)

	Year ended Mar. 03							Year ending Mar. 04			Remarks
	1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	2Q	First half	
Net sales	72,367	64,882	137,249	68,723	66,230	134,953	272,202	66,489	67,252	133,741	
Cost of sales	53,982	48,529	102,511	51,031	49,958	100,989	203,500	49,627	50,758	100,385	
Gross profit	18,384	16,353	34,737	17,692	16,273	33,965	68,702	16,862	16,494	33,356	
Gross profit margin	25.4%	25.2%	25.3%	25.7%	24.6%	25.2%	25.2%	25.4%	24.5%	24.9%	
S.G.&A. expenses	12,353	12,208	24,561	12,172	12,617	24,789	49,350	12,602	11,287	23,889	
S.G.&A. expenses margin	17.1%	18.8%	17.9%	17.7%	19.1%	18.4%	18.1%	19.0%	16.8%	17.8%	
Operating income	6,031	4,145	10,176	5,519	3,657	9,176	19,352	4,259	5,208	9,467	
Operating income margin	8.3%	6.4%	7.4%	8.0%	5.5%	6.8%	7.1%	6.4%	7.7%	7.1%	
Other income (expense)	(1,507)	(1,002)	(2,509)	(1,484)	(1,939)	(3,423)	(5,932)	(975)	(934)	(1,909)	
Net interest income (expense)	(1,206)	(1,186)	(2,392)	(1,042)	(1,040)	(2,082)	(4,474)	(816)	(809)	(1,625)	
Others	(301)	183	(118)	(440)	(901)	(1,341)	(1,459)	(160)	(124)	(284)	
Ordinary income	4,524	3,143	7,667	4,036	1,717	5,753	13,420	3,285	4,273	7,558	
Extraordinary income (loss)	(322)	(528)	(850)	(301)	(11,773)	(12,074)	(12,924)	(1,108)	(151)	(1,259)	cf. P.5
Income (loss) before income taxes	4,203	2,614	6,817	3,735	(10,057)	(6,322)	495	2,177	4,122	6,299	
Income taxes	2,288	1,968	4,256	1,838	(3,188)	(1,350)	2,906	1,765	1,859	3,624	
Minority interest in earnings of consolidated subsidiaries	11	5	16	8	(1)	7	23	(9)	(42)	(51)	Including income tax adjustment amount of ¥1,376 million under tax effective accounting system
Net Income (loss)	1,903	640	2,543	1,889	(6,866)	(4,977)	(2,434)	421	2,305	2,726	

(Supplementary financial data)

Consolidated Statements of Income

- Main Categories in Selling, General and Administrative Expenses -

(Millions of yen)

	----- Year ended Mar. 2003 -----			Year ending Mar. 2004
	First half	Second half	Full year	First half
Shipping and packaging	5,642	5,753	11,395	5,641
Accrued bonuses	5,881	5,072	10,953	5,403
Depreciation expense	949	917	1,866	886
Sales commission	307	383	690	291
Amortization of consolidation adjustments	596	593	1,189	518

(Supplementary financial data)

Consolidated Statements of Income - Breakdown for Extraordinary Income and Loss -

(Millions of yen)

Year ending Mar. 04

	1Q	2Q	First half	Remarks
Extraordinary income	23	96	119	
Revised loss on liquidation of affiliates the fiscal year	-	72	72	
Gain on sales of fixed assets	23	24	47	
Extraordinary loss	1,131	247	1,378	
Loss on sales of fixed assets	12	62	74	
Loss on disposal of fixed assets	142	109	251	Difference by changing accounting principles
Retirement benefit expense	152	161	313	
Special severance payment	400	△ 93	307	Reserve for severance payment in connection with solicitation of voluntary retirement
Retirement benefits to directors and corporate auditors	424	7	431	Losses due to reduction in the number of the Members of the Board of Directors
Net extraordinary income (loss)	(1,108)	(151)	(1,259)	

(Supplementary financial data)

Segment Information

(Millions of yen)

	Year ended Mar. 03							Year ending Mar. 04				
	1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	2Q	First half	Second half f'cst	Full year f'cst
Machined components business												
Net sales	31,668	28,641	60,309	28,723	29,085	57,808	118,117	28,606	27,059	55,665	59,335	115,000
Operating income	5,098	4,065	9,163	4,771	4,585	9,356	18,519	4,908	4,270	9,178	10,322	19,500
Operating income margin (Net sales based)	16.1%	14.2%	15.2%	16.6%	15.8%	16.2%	15.7%	17.2%	15.8%	16.5%	17.4%	17.0%
Electronic devices and components business												
Net sales	40,699	36,241	76,940	40,000	37,144	77,144	154,084	37,883	40,193	78,076	81,924	160,000
Operating income	933	80	1,013	748	(929)	(181)	832	(648)	937	289	1,211	1,500
Operating income margin	2.3%	0.2%	1.3%	1.9%	(2.5%)	(0.2%)	0.5%	(1.7%)	2.3%	0.4%	1.5%	0.9%
Total												
Sales	72,367	64,882	137,249	68,723	66,230	134,953	272,202	66,489	67,252	133,741	141,259	275,000
Operating income	6,031	4,145	10,176	5,519	3,657	9,176	19,352	4,259	5,208	9,467	11,533	21,000
Operating income margin	8.3%	6.4%	7.4%	8.0%	5.5%	6.8%	7.1%	6.4%	7.7%	7.1%	8.2%	7.6%

(Supplementary financial data)

Effect of FX Fluctuations on Net Sales and Operating Income

1H vs.1H of the previous fiscal year

(millions of yen)

	1H Actual	Effect of FX fluctuations	of total 1Q	of total 2Q
Net Sales	133,741	(1,186)	(1,814)	628
Operating Income	9,467	(205)	(221)	16

(Yen)

	Last year		Actual	
	1Q	2Q	1Q	2Q
UD	128.35	119.18	119.38	119.05
EU	115.91	117.49	134.58	133.69
BT	2.98	2.84	2.81	2.85
SD	70.81	67.72	67.99	67.73
RMB	15.50	14.40	14.41	14.39

Actual vs. estimate

(millions of yen)

	1H Actual	Effect of FX fluctuations	of total 1Q	of total 2Q
Net Sales	133,741	(917)	(365)	(552)
Operating Income	9,467	(103)	(61)	(42)

(Yen)

	Original rate	Actual	
		1Q	2Q
UD	115.23	119.38	119.05
EU	131.67	134.58	133.69
BT	2.81	2.81	2.85
SD	66.12	67.99	67.73
RMB	13.95	14.41	14.39

Exchange Rates

(Yen)

		Year ended Mar. 2003							Year ending Mar. 2004			
		1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	2Q	First half	Assumption for Second half
US\$	PL	128.35	119.18	123.77	122.73	118.90	120.82	122.29	119.38	119.05	119.22	111.25
	BS	119.50	122.60	122.60	119.90	120.20	120.20	120.20	119.80	111.25	111.25	111.25
EURO	PL	115.91	117.49	116.70	121.11	126.86	123.99	120.34	134.58	133.69	134.14	129.19
	BS	118.13	120.37	120.37	125.08	129.83	129.83	129.83	136.92	129.19	129.19	129.19
THAI BAHT	PL	2.98	2.84	2.91	2.83	2.77	2.80	2.86	2.81	2.85	2.83	2.78
	BS	2.87	2.83	2.83	2.77	2.80	2.80	2.80	2.84	2.78	2.78	2.78
S'PORE\$	PL	70.81	67.72	69.27	69.32	68.48	68.90	69.08	67.99	67.73	67.86	64.37
	BS	67.71	68.98	68.98	69.16	68.01	68.01	68.01	68.12	64.37	64.37	64.37
RMB	PL	15.50	14.40	14.95	14.84	14.36	14.60	14.77	14.41	14.39	14.40	13.50
	BS	14.43	14.81	14.81	14.49	14.48	14.48	14.48	14.46	13.50	13.50	13.50

(Supplementary financial data)

Consolidated Statements of Cash Flows

	(Millions of yen)										
	Year ended Mar. 03							Year ending Mar. 04			
	1Q	2Q	First half	3Q	4Q	Second half	Full year	1Q	2Q	First half	
Cash flows from operating activities	7,812	6,771	14,583	5,655	12,041	17,696	32,279	6,326	(539)	5,787	Income before income tax ¥ 6,299 million Depreciation and amortization ¥ 11,570 million Payment of income taxes ¥ (2,639) million Change in working capital ¥ (9,688) million Others ¥ 244 million Total ¥ 5,787 million Capex ¥ (9,884) million Increase in loan (net) ¥ 1,699 million Dividends paid ¥ (2,793) million
Cash flows from investing activities	(3,934)	(3,912)	(7,846)	(4,053)	(4,334)	(8,387)	(16,233)	(4,082)	(3,494)	(7,576)	
Cash flows from financing activities	(6,165)	(2,548)	(8,713)	(1,568)	(5,190)	(6,758)	(15,471)	(1,826)	1,602	(224)	
Effective of exchange rate changes on cash and cash equivalents	(422)	82	(340)	(15)	6	(9)	(349)	128	(440)	(312)	
Cash and cash equivalents at beginning of year	13,952	11,241	13,952	11,634	11,652	11,634	13,952	14,177	14,723	14,177	
Cash and cash equivalents at end of year	11,241	11,634	11,634	11,652	14,177	14,177	14,177	14,723	11,850	11,850	

(Supplementary financial data)

Long Term Consolidated Sales and Income by Division

Quarterly

(Millions of yen)

	FY ended Mar.02					FY ended Mar.03					FY ending Mar.04	
	1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	4Q	Year	1Q	2Q
Bearing related products	26,299	24,889	23,166	25,759	100,113	26,420	23,638	23,845	24,035	97,938	23,959	23,169
Other machined components	5,722	5,284	5,190	5,715	21,911	5,249	5,002	4,879	5,050	20,180	4,646	3,892
Machined components business	32,021	30,174	28,358	31,472	122,025	31,668	28,641	28,723	29,085	118,117	28,606	27,059
Rotary components	18,412	17,505	19,435	21,088	76,440	20,793	18,140	20,521	19,734	79,188	21,458	22,184
Other electronic devices	19,212	18,850	20,444	21,356	79,862	19,908	18,097	19,480	17,412	74,897	16,424	18,011
Electronic devices and components business	37,624	36,354	39,879	42,446	156,303	40,699	36,241	40,000	37,144	154,084	37,883	40,193
Consumer business and others	343	366	300	7	1,016	-	-	-	-	-	-	-
Total sales	69,988	66,894	68,536	73,926	279,344	72,367	64,882	68,723	66,230	272,202	66,489	67,252
Machined components business	7,014	5,550	4,678	4,893	22,135	5,098	4,065	4,771	4,585	18,519	4,908	4,270
Electronic devices and components business	(457)	383	296	(384)	(162)	933	80	748	(929)	832	(648)	937
Consumer business and others	(3)	9	(9)	3	0	-	-	-	-	-	-	-
Operating income	6,554	5,942	4,964	4,512	21,972	6,031	4,145	5,519	3,657	19,352	4,259	5,208
Ordinary income	4,804	4,148	3,835	3,208	15,995	4,524	3,143	4,036	1,717	13,420	3,285	4,273
Income before income taxes	-	-	-	-	12,948	4,203	2,614	3,735	(10,057)	495	2,177	4,122
Net income	-	-	-	-	5,298	1,903	640	1,889	(6,866)	(2,434)	421	2,305

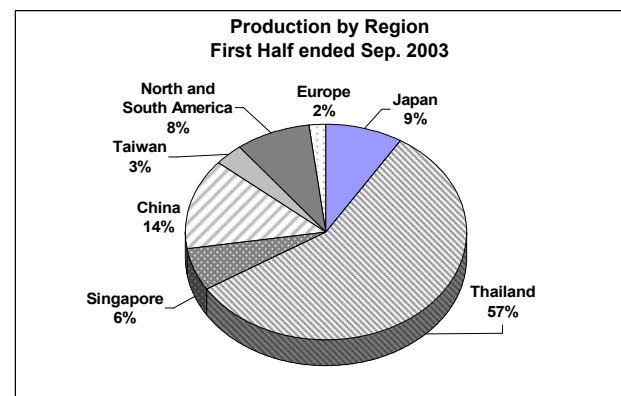
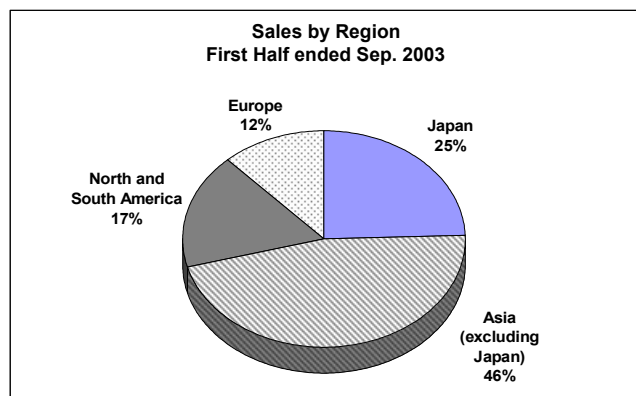
Semiannual

(Millions of yen)

	FY ended Mar. 00			FY ended Mar. 01			FY ended Mar. 02			FY ended Mar. 03			FY ending Mar.04		
	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H	Year	1H	2H f'cst	Year f'cst
Bearing related products	52,020	49,827	101,847	49,343	51,753	101,096	51,188	48,925	100,113	50,058	47,880	97,938	47,128	50,272	97,400
Other machined components	12,495	13,392	25,887	11,610	11,755	23,365	11,006	10,905	21,911	10,251	9,929	20,180	8,538	9,062	17,600
Machined components business	64,515	63,219	127,734	60,953	63,508	124,461	62,195	59,830	122,025	60,309	57,808	118,117	55,665	59,335	115,000
Rotary components	32,148	31,610	63,758	35,628	37,975	73,603	35,917	40,523	76,440	38,933	40,255	79,188	43,642	46,058	89,700
Other electronic devices	41,176	41,199	82,375	39,844	38,463	78,307	38,062	41,800	79,862	38,005	36,892	74,897	34,435	35,865	70,300
Electronic devices and components business	73,324	72,809	146,133	75,472	76,438	151,910	73,978	82,325	156,303	76,940	77,144	154,084	78,076	81,924	160,000
Consumer business and others	5,325	5,565	10,890	5,699	4,975	10,674	709	307	1,016	-	-	-	-	-	-
Total sales	143,164	141,593	284,757	142,124	144,921	287,045	136,882	142,462	279,344	137,249	134,953	272,202	133,741	141,259	275,000
Machined components business	-	-	21,996	12,019	11,887	23,906	12,564	9,571	22,135	9,163	9,356	18,519	9,178	10,322	19,500
Electronic devices and components business	-	-	8,254	4,669	3,590	8,259	(74)	(88)	(162)	1,013	(181)	832	289	1,211	1,500
Consumer business and others	-	-	819	489	323	812	6	(6)	0	-	-	-	-	-	-
Operating income	16,450	14,619	31,069	17,177	15,800	32,977	12,496	9,476	21,972	10,176	9,176	19,352	9,467	11,533	21,000
Ordinary income	12,237	9,285	21,522	12,987	11,739	24,726	8,952	7,043	15,995	7,667	5,753	13,420	7,558	9,442	17,000
Income before income taxes	(10,331)	3,719	(6,612)	11,755	10,632	22,387	8,040	4,908	12,948	6,817	(6,322)	495	6,299	9,701	16,000
Net income	(5,289)	2,612	(2,677)	7,084	7,742	14,826	4,384	914	5,298	2,543	(4,977)	(2,434)	2,726	5,774	8,500

(Supplementary financial data)

Consolidated Sales and Production by Region



Sales by region

(Millions of yen)

	FY ended Mar. 02			FY ended Mar. 03						FY ending Mar. 04			
	1H	2H	YR	1Q	2Q	1H	3Q	4Q	2H	YR	1Q	2Q	1H
Japan	44,111	38,910	83,021	19,678	19,172	38,850	17,853	17,132	34,985	73,835	16,431	16,396	32,827
Asia(excluding Japan)	44,583	52,175	96,758	27,679	23,917	51,596	28,029	27,316	55,345	106,941	30,401	31,626	62,027
North and South America	29,704	31,029	60,733	15,292	14,084	29,376	14,297	13,429	27,726	57,102	11,365	11,426	22,791
Europe	18,484	20,348	38,832	9,716	7,710	17,426	8,543	8,353	16,896	34,322	8,291	7,804	16,095
Total	136,882	142,462	279,344	72,367	64,882	137,249	68,723	66,230	134,953	272,202	66,489	67,252	133,741

Production by region

(Millions of yen)

	FY ended Mar. 02			FY ended Mar. 03						FY ending Mar. 04			
	1H	2H	YR	1Q	2Q	1H	3Q	4Q	2H	YR	1Q	2Q	1H
Japan	15,570	13,330	28,900	6,287	6,491	12,778	6,345	6,615	12,960	25,738	6,261	5,641	11,902
Thailand	74,208	81,952	156,160	40,898	36,261	77,159	39,996	36,860	76,856	154,015	36,865	39,515	76,380
Singapore	8,937	8,045	16,982	4,447	4,951	9,398	4,342	4,005	8,347	17,745	3,993	4,572	8,565
China	14,521	17,070	31,591	10,176	7,213	17,389	9,201	9,123	18,324	35,713	9,576	8,688	18,264
Taiwan	4,293	4,548	8,841	1,883	1,951	3,834	1,728	1,684	3,412	7,246	2,289	2,390	4,679
Malaysia	687	836	1,523	390	257	647	218	96	314	961	0	0	0
Asia (excluding Japan)	102,646	112,451	215,097	57,794	50,633	108,427	55,485	51,768	107,253	215,680	52,723	55,165	107,888
North and South America	15,087	13,258	28,345	6,634	6,224	12,858	5,496	6,268	11,764	24,622	6,005	5,180	11,185
Europe	2,870	3,116	5,986	1,652	1,534	3,186	1,397	1,579	2,976	6,162	1,500	1,266	2,766
Total	136,173	142,155	278,328	72,367	64,882	137,249	68,723	66,230	134,953	272,202	66,489	67,252	133,741

(Supplementary financial data)

Other Financial Data

Capex, Depreciation, R&D costs

(Millions of yen)

	FY ended Mar. 02	FY ended Mar. 03							FY ending Mar. 04				
		1Q	2Q	1H	3Q	4Q	2H	YR fcst	1Q	2Q	1H	2H fcst	YR fcst
Capital expenditure	26,245	3,870	4,149	8,019	4,020	4,343	8,363	16,382	5,074	4,810	9,884	14,616	24,500
Depreciation (including intangible fixed asset)	24,385	5,823	5,627	11,450	5,720	5,656	11,376	22,826	5,476	5,577	11,053	13,447	24,500
Research and development costs	10,682	2,325	2,457	4,782	2,493	2,466	4,959	9,741	2,468	2,400	4,868	5,132	10,000

Number of Group Employees

(Persons)

	Mar. 2002	Jun. 2002	Sep. 2002	Dec. 2002	Mar. 2003	Jun. 2003	Sep. 2003
Group	43,758	43,424	44,054	43,502	43,034	42,876	42,628
Japan	3,093	3,105	3,087	3,057	3,032	3,042	2,839
Thailand	31,390	31,113	30,840	30,733	30,304	30,014	29,857
China	3,902	4,034	5,043	4,974	4,976	5,285	5,605
Other Asia Countries	2,216	2,086	2,003	1,772	1,741	1,651	1,631
Europe	1,072	1,050	1,045	963	953	928	905
North and South America	2,085	2,036	2,036	2,003	2,028	1,956	1,791