



Minebea Co., Ltd.

Fiscal Year Ended March 31, 2011

Supplementary Financial Data

(May 10, 2011)

Any statements in this material 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 conditions 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.

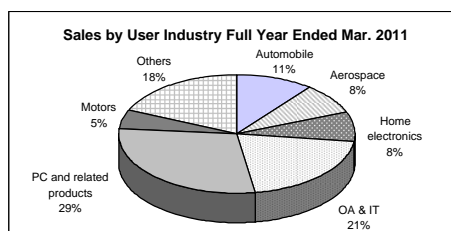
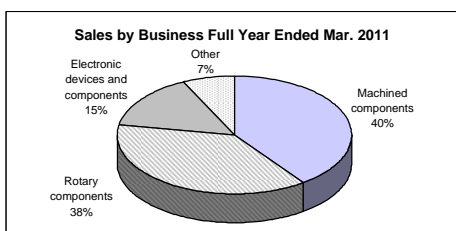
Consolidated Balance Sheets

Assets

(Millions of yen)	Year ended Mar. '10				Year ended Mar. '11				Change 4Q - 4Q	Remarks
	1Q (Jun. '09)	2Q (Sep. '09)	3Q (Dec. '09)	4Q (Mar. '10)	1Q (Jun. '10)	2Q (Sep. '10)	3Q (Dec. '10)	4Q (Mar. '11)		
Current assets	123,011	119,481	127,428	130,004	136,961	142,878	140,950	144,177	+14,173	
Cash and cash equivalents	26,939	26,042	28,106	26,507	24,672	26,282	23,919	29,590	+3,083	cf. P.4
Notes and accounts receivable	45,188	47,174	51,562	52,184	55,439	59,663	59,095	56,020	+3,836	Increase in sales
Inventories	37,021	34,681	35,118	35,910	39,343	41,726	42,675	43,995	+8,085	Piling up of stock due to order increases
Others	13,859	11,579	12,638	15,401	17,503	15,203	15,257	14,568	(833)	Effect of FX fluctuations (6,112) Capital expenditure 28,533 Depreciation and amortization (20,805) Decrease in goodwill (1,445) Other (796)
Fixed assets	161,376	152,059	151,050	147,963	141,700	144,706	144,208	146,914	(1,049)	
Tangible fixed assets	133,316	124,193	124,070	124,227	119,041	122,050	121,982	124,096	(131)	
Intangible fixed assets	11,432	10,913	10,177	9,671	9,305	8,422	7,906	7,430	(2,241)	
Investment and other assets	16,628	16,952	16,802	14,063	13,354	14,233	14,319	15,387	+1,324	
Deferred charges	0	-	-	-	-	-	-	-	-	
Total assets	284,387	271,541	278,478	277,967	278,662	287,584	285,158	291,092	+13,125	

Liabilities and Net Assets

(Millions of yen)	Year ended Mar. '10				Year ended Mar. '11				Change 4Q - 4Q	Remarks
	1Q (Jun. '09)	2Q (Sep. '09)	3Q (Dec. '09)	4Q (Mar. '10)	1Q (Jun. '10)	2Q (Sep. '10)	3Q (Dec. '10)	4Q (Mar. '11)		
Current liabilities	112,614	107,470	117,118	102,961	109,860	113,224	121,755	116,862	+13,901	Increase in production quantity
Notes and accounts payable	11,583	13,154	15,371	16,464	20,473	22,236	20,421	18,630	+2,166	Short-term loans payable 52,237 Current portion of long-term loans payable 12,632 Current portion of bonds 11,500
Short-term interest-bearing debts	78,816	72,780	82,634	64,755	64,836	65,844	80,526	76,369	+11,614	
Others	22,213	21,532	19,109	21,738	24,547	25,139	20,805	21,859	+121	
Long-term liabilities	66,265	65,973	57,310	66,625	67,475	70,430	60,636	64,262	(2,363)	Long-term loans payable 56,843
Long-term interest-bearing debts	56,900	56,850	48,270	58,644	59,712	62,858	52,725	56,843	(1,801)	
Others	9,363	9,121	9,037	7,979	7,759	7,570	7,909	7,417	(562)	
Total liabilities	178,880	173,444	174,429	169,586	177,336	183,655	182,392	181,125	+11,539	Retained earnings 12,386 Foreign currency translation adjustments (8,830) Unfunded liabilities related to overseas subsidiaries' accounting for pensions (2,283)
Total net assets	105,506	98,096	104,049	108,381	101,325	103,929	102,766	109,967	+1,586	
Total liabilities and net assets	284,387	271,541	278,478	277,967	278,662	287,584	285,158	291,092	+13,125	
Interest-bearing debts	135,716	129,630	130,904	123,399	124,548	128,702	133,251	133,212	+9,813	Effect of FX fluctuations (1,001) Difference in principal 10,814
Net interest-bearing debts	108,777	103,588	102,798	96,892	99,876	102,420	109,332	103,622	+6,730	Effect of FX fluctuations 145 Difference in principal 6,585



Consolidated Statements of Income

(Millions of yen)	Year ended Mar. '10					Year ended Mar. '11					Change YR - YR	Remarks
	1Q (Apr. '09 - Jun. '09)	2Q (Jul. '09 - Sep. '09)	3Q (Oct. '09 - Dec. '09)	4Q (Jan. '10 - Mar. '10)	Full Year (Apr. '09 - Mar. '10)	1Q (Apr. '10 - Jun. '10)	2Q (Jul. '10 - Sep. '10)	3Q (Oct. '10 - Dec. '10)	4Q (Jan. '11 - Mar. '11)	Full Year (Apr. '10 - Mar. '11)		
Net sales	51,837	57,430	58,716	60,461	228,446	67,891	69,803	67,500	63,944	269,139	+40,693	Increase in rotary components, ball bearings and electronic devices Decrease in measuring components, keyboards and speakers
Cost of sales	42,105	44,606	43,938	44,636	175,285	50,145	51,929	50,893	49,176	202,145	+26,860	
Gross profit	9,732	12,824	14,778	15,825	53,160	17,745	17,874	16,606	14,767	66,994	+13,834	Increase in ball bearings and rotary components Decrease in pivot assemblies and measuring components
Gross profit margin	18.8%	22.3%	25.2%	26.2%	23.3%	26.1%	25.6%	24.6%	23.1%	24.9%	+1.6%	
SG&A expenses	10,337	10,103	10,329	10,330	41,100	11,720	11,527	11,008	10,573	44,830	+3,730	
SG&A % sales ratio	19.9%	17.6%	17.6%	17.1%	18.0%	17.3%	16.5%	16.3%	16.5%	16.7%	(1.3%)	
Operating income (loss)	(605)	2,720	4,449	5,494	12,059	6,024	6,346	5,597	4,194	22,163	+10,104	
Operating income margin	(1.2%)	4.7%	7.6%	9.1%	5.3%	8.9%	9.1%	8.3%	6.6%	8.2%	+2.9%	
Other income (expenses)	(496)	(591)	(461)	(309)	(1,856)	(424)	(411)	(481)	(483)	(1,799)	+57	
Net interest income (expenses)	(433)	(438)	(369)	(355)	(1,593)	(311)	(399)	(355)	(381)	(1,444)	+149	
Others	(63)	(151)	(91)	46	(261)	(115)	(12)	(125)	(102)	(354)	(93)	
Ordinary income (loss)	(1,101)	2,130	3,988	5,185	10,203	5,600	5,935	5,117	3,710	20,364	+10,161	
Net extraordinary income (loss)	(269)	(31)	(180)	(462)	(942)	(8)	(425)	(375)	(900)	(1,708)	(766)	Refer to breakdown below
Income (loss) before income taxes	(1,370)	2,099	3,808	4,724	9,261	5,592	5,511	4,741	2,811	18,656	+9,395	
Total income taxes	235	696	(182)	1,500	2,249	1,707	1,971	1,519	346	5,544	+3,295	
Current (including enterprise tax)	427	803	1,308	1,512	4,051	893	1,300	872	1,514	4,580	+529	
Refund of income taxes	-	-	(1,753)	(157)	(1,911)	-	-	-	-	-	+1,911	
Adjustment of income taxes	(191)	(106)	262	146	109	814	671	647	(1,168)	964	+855	
Minority interests	74	87	54	132	350	69	37	(109)	648	646	+296	
Net income (loss)	(1,680)	1,315	3,936	3,090	6,662	3,815	3,502	3,331	1,816	12,465	+5,803	

Breakdown for Extraordinary Income and Loss

(Millions of yen)	Year ended Mar. '11					Remarks
	1Q	2Q	3Q	4Q	Full Year	
Extraordinary income	7	3	13	90	114	
Gain on sales of fixed assets	7	3	8	26	46	
Reversal of loss for after-care of products	-	-	-	47	47	
Reversal of allowance for business restructuring losses	-	-	4	15	20	
Extraordinary loss	15	428	388	990	1,822	
Loss on sales of fixed assets	3	3	12	63	82	
Loss on disposal of fixed assets	12	63	35	189	301	
Impairment loss	-	17	232	304	553	Sale of idle real estate and disposal of machines
Loss on sales of stocks of subsidiaries and affiliates	-	38	-	-	38	
Loss for after-care of products	-	172	-	73	245	
Allowance for environmental remediation expenses	-	-	-	203	203	
Business restructuring loss	-	-	-	105	105	
Spoilage expenses	-	133	108	49	291	
Net extraordinary income (loss)	(8)	(425)	(375)	(900)	(1,708)	

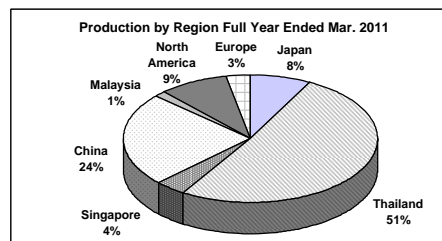
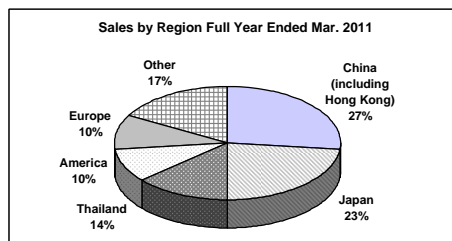
Consolidated Statements of Cash Flows

(Millions of yen)	Year ended Mar. '10					Year ended Mar. '11					Change YR - YR
	1Q (Apr. '09 - Jun. '09)	2Q (Jul. '09 - Sep. '09)	3Q (Oct '09- Dec. '09)	4Q (Jan. '10 - Mar. '10)	Full Year (Apr. '09 - Mar. '10)	1Q (Apr. '10 - Jun. '10)	2Q (Jul. '10 - Sep. '10)	3Q (Oct '10- Dec. '10)	4Q (Jan. '11 - Mar. '11)	Full Year (Apr. '10 - Mar. '11)	
Cash flows from operating activities	4,929	9,077	4,960	11,441	30,408	5,300	5,938	1,786	11,413	24,439	(5,969)
Income (loss) before income taxes	(1,370)	2,099	3,808	4,724	9,261	5,592	5,511	4,741	2,811	18,656	+9,395
Depreciation and amortization	5,431	5,385	5,158	5,165	21,140	5,320	5,096	5,229	5,160	20,805	(335)
Amortization of consolidation adjustments	344	345	325	337	1,352	339	314	337	330	1,320	(32)
(Gain) loss on sales and disposal of fixed assets	57	19	25	110	212	8	62	39	225	336	+124
(Increase) decrease in notes and accounts receivable	(1,874)	(3,719)	(3,722)	(258)	(9,574)	(5,590)	(5,143)	(535)	4,128	(7,140)	+2,434
Decrease (increase) in inventories	1,885	678	216	(493)	2,286	(5,236)	(2,812)	(1,993)	(165)	(10,207)	(12,493)
Increase (decrease) in notes and accounts payable	1,838	2,065	1,921	747	6,571	4,719	1,796	(1,545)	(2,063)	2,906	(3,665)
Income tax paid / refund (paid)	(447)	300	(996)	(526)	(1,670)	(592)	(1,132)	(1,419)	(442)	(3,585)	(1,915)
Others	(935)	1,904	(1,777)	1,636	828	741	2,240	(3,068)	1,427	1,340	+512
Cash flows from investing activities	(2,752)	(3,469)	(4,007)	(2,503)	(12,733)	(6,134)	(8,976)	(7,522)	(5,999)	(28,631)	(15,898)
Purchase of tangible fixed assets	(2,692)	(2,273)	(2,432)	(3,097)	(10,495)	(5,589)	(7,549)	(7,416)	(5,962)	(26,517)	(16,022)
Proceeds from sales of tangible fixed assets	33	94	197	358	683	110	428	112	302	953	+270
Purchase of intangible fixed assets	(105)	(69)	(74)	(74)	(323)	(112)	(49)	(47)	(134)	(343)	(20)
Others	10	(1,218)	(1,699)	311	(2,598)	(543)	(1,806)	(169)	(205)	(2,724)	(126)
Cash flows from financing activities	(3,011)	(5,708)	(1,190)	(10,207)	(20,118)	84	4,577	3,738	(417)	7,984	+28,102
Increase (decrease) in loans and debts	(2,022)	(5,505)	1,051	(7,651)	(14,127)	1,697	4,594	4,879	(356)	10,814	+24,941
Purchase of treasury stock	(1)	(0)	(921)	(2,467)	(3,390)	(0)	(0)	(1)	(20)	(23)	+3,367
Proceeds from disposal of treasury stock	-	-	35	49	85	52	116	125	71	365	+280
Cash dividends paid	(777)	-	(1,167)	-	(1,944)	(1,527)	-	(1,146)	-	(2,674)	(730)
Others	(210)	(203)	(189)	(138)	(741)	(136)	(131)	(118)	(111)	(497)	+244
Effect of exchange rate changes on cash and cash equivalents	(37)	(797)	321	(0)	(513)	(1,008)	(241)	(388)	612	(1,025)	(512)
Net increase (decrease) in cash and cash equivalents	(872)	(897)	83	(1,269)	(2,956)	(1,757)	1,299	(2,385)	5,610	2,766	+5,722
Cash and cash equivalents at beginning of period	27,895	26,939	26,042	26,125	27,895	24,855	23,098	24,396	22,011	24,855	(3,040)
Decrease resulting from change of consolidated subsidiary's balance sheet date	(83)	-	-	-	(83)	-	-	-	-	-	+83
Cash and cash equivalents at end of period	26,939	26,042	26,125	24,855	24,855	23,098	24,396	22,011	27,621	27,621	+2,766

Consolidated Sales and Income and Performance by Business Segment

(Millions of yen)	FY ended Mar. '10					FY ended Mar. '11							Forecasts of FY ending Mar. '12					
	1Q *1	2Q *1	3Q *1	4Q *1	Year	1Q	2Q	1H	3Q	4Q	2H	Year	1H Range		2H Range		Year Range	
													Upper End	Lower End	Upper End	Lower End	Upper End	Lower End
Machined components	22,559	24,912	25,123	26,695	99,291	28,180	26,782	54,962	26,550	26,327	52,879	107,841	53,600	49,500	56,400	52,100	110,000	101,600
Rotary components	16,142	18,293	19,442	20,307	74,185	24,889	26,707	51,597	25,275	24,266	49,542	101,139	52,100	47,200	62,100	55,400	114,200	102,600
Electronic devices and components	8,820	9,467	9,009	8,483	35,780	9,707	10,653	20,360	10,932	9,209	20,142	40,502	21,300	18,900	22,600	22,000	43,900	40,900
Other	4,314	4,757	5,141	4,975	19,189	5,114	5,660	10,774	4,741	4,140	8,883	19,657	8,000	7,400	8,900	7,500	16,900	14,900
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sales	51,837	57,430	58,716	60,461	228,446	67,891	69,803	137,695	67,500	63,944	131,444	269,139	135,000	123,000	150,000	137,000	285,000	260,000
Machined components	3,060	4,748	5,938	6,886	20,634	7,105	7,306	14,411	6,891	6,785	13,677	28,088	14,300	13,200	15,400	14,000	29,700	27,200
Operating margin	13.6%	19.1%	23.6%	25.8%	20.8%	25.2%	27.3%	26.2%	26.0%	25.8%	25.9%	26.0%	26.7%	26.7%	27.3%	26.9%	27.0%	26.8%
Rotary components	(1,867)	(716)	388	368	(1,826)	8	265	274	16	(515)	(498)	(224)	(300)	(600)	2,900	2,500	2,600	1,900
Operating margin	(11.6%)	(3.9%)	2.0%	1.8%	(2.5%)	0.0%	1.0%	0.5%	0.1%	(2.1%)	(1.0%)	(0.2%)	(0.6%)	(1.3%)	4.7%	4.5%	2.3%	1.9%
Electronic devices and components	1,706	1,541	1,162	973	5,384	1,497	1,308	2,805	921	432	1,355	4,160	950	800	1,650	1,600	2,600	2,400
Operating margin	19.3%	16.3%	12.9%	11.5%	15.0%	15.4%	12.3%	13.8%	8.4%	4.7%	6.7%	10.3%	4.5%	4.2%	7.3%	7.3%	5.9%	5.9%
Other	(603)	(179)	37	60	(684)	112	345	458	102	(63)	40	498	150	100	250	200	400	300
Operating margin	(14.0%)	(3.8%)	0.7%	1.2%	(3.6%)	2.2%	6.1%	4.3%	2.2%	(1.5%)	0.5%	2.5%	1.9%	1.4%	2.8%	2.7%	2.4%	2.0%
Adjustment	(2,901)	(2,673)	(3,078)	(2,793)	(11,447)	(2,699)	(2,878)	(5,578)	(2,334)	(2,445)	(4,780)	(10,358)	(5,400)	(5,400)	(5,400)	(5,400)	(10,800)	(10,800)
Operating margin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total operating income (loss)	(605)	2,720	4,449	5,494	12,059	6,024	6,346	12,371	5,597	4,194	9,792	22,163	9,700	8,100	14,800	12,900	24,500	21,000
Operating margin	(1.2%)	4.7%	7.6%	9.1%	5.3%	8.9%	9.1%	9.0%	8.3%	6.6%	7.4%	8.2%	7.2%	6.6%	9.9%	9.4%	8.6%	8.1%
Ordinary income (loss)	(1,101)	2,130	3,988	5,185	10,203	5,600	5,935	11,536	5,117	3,710	8,828	20,364	8,700	7,100	13,800	11,900	22,500	19,000
Net income (loss)	(1,680)	1,315	3,936	3,090	6,662	3,815	3,502	7,317	3,331	1,816	5,148	12,465	4,400	3,300	8,600	7,700	13,000	11,000

*1 The quarterly segment results for the fiscal year ended March 2010 are unaudited.



Consolidated Sales by Region

(Millions of yen)	FY ended Mar. '11
	Full Year
China (including Hong Kong)	71,542
Japan	63,308
Thailand	36,470
America	26,225
Europe	26,296
Other	45,297
Total	269,139

*Following amendments in the Japanese Accounting Standards, we have changed our Consolidated Sales by Region as above starting the fiscal year ended March 31, 2011.

(Reference) Old Consolidated Sales by Region up to Fiscal Year ended March 31, 2010

(Millions of yen)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10
Japan	79,577	84,719	77,388	61,067	55,057
Asia (excluding Japan)	159,781	166,256	174,483	130,952	121,310
North America / Central and South America	47,255	44,927	43,138	33,629	26,874
Europe	31,833	35,119	39,420	30,514	25,204
Total	318,446	331,022	334,431	256,163	228,446

Production by Region

(Millions of yen)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10					FY ended Mar. '11				
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Japan	28,532	28,180	28,052	24,392	4,417	4,508	4,753	4,686	18,364	4,867	5,498	5,356	5,264	20,985
Asia (excluding Japan)	257,414	267,682	269,093	197,608	39,894	45,377	47,044	48,034	180,349	53,942	57,219	55,321	49,678	216,160
Thailand	154,176	164,109	174,789	123,626	26,176	30,417	31,983	32,974	121,550	32,943	35,689	36,274	32,392	137,298
Singapore	23,338	19,079	16,606	10,592	2,044	2,572	2,757	2,811	10,184	2,823	2,772	2,852	2,476	10,923
China	72,623	77,801	70,927	58,917	10,560	11,144	11,133	11,139	43,976	16,815	17,601	15,288	14,065	63,769
Malaysia	7,277	6,693	6,771	4,473	1,114	1,244	1,171	1,110	4,639	1,361	1,157	907	745	4,170
North America	25,252	28,164	29,412	25,889	5,572	5,496	4,725	5,533	21,326	6,914	5,132	4,667	6,801	23,514
Europe	7,248	6,996	7,874	8,274	1,954	2,050	2,194	2,209	8,407	2,168	1,955	2,156	2,201	8,480
Total	318,446	331,022	334,431	256,163	51,837	57,430	58,716	60,461	228,446	67,891	69,803	67,500	63,944	269,139

Exchange Rates

(Yen)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10					FY ended Mar. '11					Assumption for year ending Mar. '12	
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year		
US\$	PL	113.09	116.91	115.29	100.83	97.50	94.74	89.49	90.43	93.04	92.81	86.58	82.99	81.78	86.04	84.00
	BS	117.47	118.05	100.19	98.23	96.01	90.21	92.10	93.04	93.04	88.48	83.82	81.49	83.15	83.15	84.00
Euro	PL	137.81	149.75	162.18	145.65	131.56	134.24	132.51	126.07	131.10	120.53	109.31	112.50	110.55	113.22	111.00
	BS	142.81	157.33	158.19	129.84	135.53	131.72	132.00	124.92	124.92	107.81	114.24	107.90	117.57	117.57	111.00
Thai Baht	PL	2.79	3.18	3.70	2.98	2.78	2.78	2.68	2.73	2.74	2.86	2.70	2.75	2.67	2.75	2.80
	BS	3.02	3.67	3.18	2.76	2.82	2.68	2.76	2.87	2.87	2.72	2.76	2.70	2.75	2.75	2.80
RMB	PL	13.87	14.77	15.40	14.64	14.28	13.85	13.08	13.24	13.61	13.60	12.73	12.40	12.39	12.78	12.60
	BS	14.66	15.24	14.16	14.34	14.03	13.17	13.49	13.65	13.65	13.01	12.49	12.28	12.65	12.65	12.60

Capex, Depreciation, R&D Costs

(Millions of yen)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10					FY ended Mar. '11					Forecasts for FY ending Mar. '12
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
Capital expenditure *1	21,897	16,969	24,888	20,182	2,906	1,960	2,852	3,363	11,081	5,821	8,450	8,430	4,634	27,335	25,000
Depreciation and amortization *2	23,972	24,648	26,442	23,987	5,431	5,385	5,158	5,166	21,140	5,320	5,096	5,229	5,160	20,805	21,100
Research and development costs	9,048	9,000	9,950	9,458	2,176	2,052	2,077	2,105	8,410	2,097	2,050	1,789	1,959	7,895	8,000

*1: From FY ended March 2009, due to change in lease accounting, this includes new finance lease and intangible fixed asset investments as well as tangible fixed asset investments.

*2: From FY ended March 2009, due to change in lease accounting, this includes depreciation on finance lease assets as well as tangible and intangible fixed assets.

Long Term Data

(Millions of yen)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10					FY ended Mar. '11				
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Cash flows from operating activities	28,237	37,902	46,893	37,063	4,929	9,077	4,960	11,441	30,408	5,300	5,938	1,786	11,413	24,439
Cash flows from investing activities	(19,120)	(15,180)	(23,461)	(24,554)	(2,752)	(3,469)	(4,007)	(2,503)	(12,733)	(6,134)	(8,976)	(7,522)	(5,999)	(28,631)
Cash flows from financing activities	(7,380)	(25,683)	(20,604)	(6,974)	(3,011)	(5,708)	(1,190)	(10,207)	(20,118)	84	4,577	3,738	(417)	7,984
Total Liabilities and net assets	349,862	354,784	320,544	285,396	284,387	271,541	278,478	277,967	277,967	278,662	287,584	285,158	291,092	291,092
Total net assets	*1 117,577	142,558	131,730	106,762	105,506	98,096	104,049	108,381	108,381	101,325	103,929	102,766	109,967	109,967
Interest-bearing debts	171,271	150,260	132,852	137,890	135,716	129,630	130,904	123,399	123,399	124,548	128,702	133,251	133,212	133,212
Net interest-bearing debts	146,886	128,529	109,571	109,995	108,777	103,588	102,798	96,892	96,892	99,876	102,420	109,332	103,622	103,622
D/E ratio *2	1.5	1.1	1.0	1.3	1.3	1.3	1.3	1.1	1.1	1.2	1.2	1.3	1.2	1.2
Net D/E ratio *3	1.2	0.9	0.8	1.0	1.0	1.1	1.0	0.9	0.9	1.0	1.0	1.1	0.9	0.9
Interest expense	4,771	5,224	4,402	2,645	529	488	456	423	1,897	433	451	471	476	1,832
ROE	3.9%	9.9%	11.9%	2.1%	-	-	-	-	6.3%	-	-	-	-	11.6%
ROA (based on net income)	1.2%	3.7%	4.8%	0.8%	-	-	-	-	2.4%	-	-	-	-	4.4%

*1: Due to accounting treatment changes caused by the introduction of Japanese Corporate Act, the numbers in FY 3/06 and before was "Total shareholders' Equity".

*2: Due to accounting treatment changes caused by the introduction of Japanese Corporate Act, "D/E ratio" is calculated by dividing "Interest-bearing debts" by "Total net assets" in fiscal year ended Mar. 2007 and after, and by dividing "Interest-bearing debts" by "Total shareholders' equity" in fiscal year ended Mar. 2006 and before.

*3: Due to accounting treatment changes caused by the introduction of Japanese Corporate Act, "Net D/E ratio" is calculated by dividing "Net interest-bearing debts" by "Total net assets" in fiscal year ended Mar. 2007 and after, and by dividing "Net interest-bearing debts" by "Total shareholders' equity" in fiscal year ended Mar. 2006 and before.

Per Share Data

(Yen, Shares)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10					FY ended Mar. '11					Forecasts for FY ending Mar. '12
					1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
EPS	10.7	32.2	40.9	6.2	(4.3)	3.4	10.2	8.1	17.2	10.0	9.2	8.7	4.8	32.6	Lower End 34.0 Upper End 28.8
Interim dividends	-	-	-	5.0	-	3.0	-	-	3.0	-	3.0	-	-	3.0	3.0
Year-end dividends	7.0	10.0	10.0	2.0	-	-	-	4.0	4.0	-	-	-	4.0	4.0	4.0
BPS	294.7	356.8	327.3	271.9	268.4	249.4	265.7	279.9	279.9	261.4	267.9	265.1	282.0	282.0	-
Total weighted average number of shares outstanding	399,052,181	399,037,098	399,013,925	394,853,473	388,977,037	388,975,709	387,538,314	383,632,910	387,296,335	382,005,339	382,236,318	382,419,675	382,616,535	382,318,700	-
Number of shares outstanding at end of term	399,046,324	399,027,535	399,002,750	388,979,693	388,976,575	388,975,448	386,844,915	381,943,161	381,943,161	382,037,697	382,288,062	382,541,900	382,644,492	382,644,492	-

* EPS : There is no dedts or options outstanding which might cause dilution

* Number of outstanding shares : Total number of shares issued -Treasury stock

Number of Group Employees

(Persons)	FY ended Mar. '06	FY ended Mar. '07	FY ended Mar. '08	FY ended Mar. '09	FY ended Mar. '10				FY ended Mar. '11			
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Japan	2,725	2,796	2,907	3,107	3,205	3,189	3,201	3,183	3,366	3,377	3,364	3,319
Thailand	27,855	27,363	27,347	25,145	25,045	24,831	27,065	29,336	31,253	31,991	31,835	31,011
China	9,980	11,323	13,443	11,159	10,282	9,646	10,048	10,329	14,887	15,828	15,179	13,550
Other Asian Countries	4,152	5,234	3,963	2,926	3,229	3,260	3,297	3,315	3,499	3,527	3,206	3,002
Europe	913	955	958	1,328	1,136	1,123	1,101	1,082	1,075	1,089	1,084	1,068
North and South America	1,901	1,892	1,931	1,979	1,852	1,840	1,852	1,846	1,842	1,821	1,859	1,877
Group	47,526	49,563	50,549	45,644	44,749	43,889	46,564	49,091	55,922	57,633	56,527	53,827