MinebeaMitsumi
Passion to Create Value through Difference

FASF MEMBERSHIP

Brief Report of Financial Results
for the year ended March 31, 2026〔IFRS〕 (Consolidated)

May 12, 2026

Registered Company Name: MINEBEA MITSUMI Inc. Common Stock Listings: Tokyo
Code No: 6479 URL: https://www.minebeamitsumi.com/
Representative: Yoshihisa Kainuma Representative Director, Chairman CEO
Contact: Jun Yutani General Manager of Accounting Department Phone: (03) 6758-6711

Date planned to hold ordinary general meeting of shareholders: June 26, 2026
Expected date of payment for dividends: June 29, 2026
Date planned to file report of securities: June 24, 2026
Preparation of supplementary explanation material for financial results: Yes
Holding of presentation meeting for financial results: Yes（For Analyst）

(Amounts less than one million yen have been rounded.)

1. Business Performance (April 1, 2025 through March 31, 2026)

(1) Consolidated Results of Operations (Year-to-date) (%: Changes from previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change	Profit before income taxes (millions of yen)	% Change
Year ended March 31, 2026	1,664,387	9.3	103,979	10.1	133,779	61.9
Year ended March 31, 2025	1,522,703	8.6	94,482	28.5	82,609	9.4

	Profit for the year (millions of yen)	% Change	Profit for the year attributable to owners of the parent (millions of yen)	% Change	Comprehensive income for the year (millions of yen)	% Change
Year ended March 31, 2026	99,234	65.8	99,034	66.6	176,750	178.7
Year ended March 31, 2025	59,834	8.3	59,457	10.0	63,420	(38.4)

	Earnings per share, basic (yen)	Earnings per share, diluted (yen)	Profit to equity attributable to owners of the parent ratio (%)	Profit before income taxes to total assets ratio (%)	Operating income to net sales ratio (%)
Year ended March 31, 2026	246.60	246.59	12.1	7.9	6.2
Year ended March 31, 2025	147.58	147.57	8.2	5.5	6.2

(Reference) Share of profit (loss) of investments accounted for using the equity method:
Year ended March 31, 2026: ― million yen
Year ended March 31, 2025: ― million yen

(2) Consolidated Financial Position

	Total assets (millions of yen)	Total equity (millions of yen)	Total equity attributable to owners of the parent (millions of yen)	Equity ratio attributable to owners of the parent (%)	Equity attributable to owners of the parent per share (yen)
As of March 31, 2026	1,814,837	911,031	898,971	49.5	2,238.50
As of March 31, 2025	1,584,814	754,625	743,452	46.9	1,851.29

(3) Consolidated Cash Flows

	Cash flows from operating activities (millions of yen)	Cash flows from investing activities (millions of yen)	Cash flows from financing activities (millions of yen)	Year end balance of cash and cash equivalents (millions of yen)
Year ended March 31, 2026	94,850	(82,775)	(16,133)	227,522
Year ended March 31, 2025	133,672	(125,772)	63,996	214,256

2. Dividends

	Dividends per share					Total dividends (for the year) (millions of yen)	Dividends payout ratio (Consolidated)	Dividends on equity (total) (Consolidated)
	End of first quarter (yen)	End of second quarter (yen)	End of third quarter (yen)	Year-end (yen)	For the year (yen)			
Year ended March 31, 2025	—	20.00	—	25.00	45.00	18,112	30.5	2.5
Year ended March 31, 2026	—	25.00	—	25.00	50.00	20,097	20.3	2.4
Year ending March 31, 2027 (Forecast)	—	30.00	—	30.00	60.00		—	

(Notes) Regarding the annual dividends for the fiscal year ending March 31, 2027, we will determine the dividend payout ratio of around 30% on a consolidated basis.

3. Prospect for Consolidated Forecast for the Fiscal Year (April 1, 2026 through March 31, 2027)

(%: Changes from corresponding period of previous fiscal year)

	Net sales (millions of yen)	% Change	Operating income (millions of yen)	% Change
Six months ending September 30, 2026	846,500	8.8	53,000	19.4
Year ending March 31, 2027	1,690,000	1.5	120,000	15.4

	Profit for the period attributable to owners of the parent (millions of yen)	% Change	Earnings per share, basic (yen)
Six months ending September 30, 2026	36,500	27.7	90.89
Year ending March 31, 2027	83,000	(16.2)	206.68

* Notes

(1) Significant changes in the scope of consolidation during the year: None

(2) Changes in accounting policies, or changes in accounting estimates
- (i) Changes in accounting policies required by IFRS: Yes
- (ii) Changes in accounting policies other than 1: None
- (iii) Changes in accounting estimates: None

(3) Number of shares outstanding (Common stock)
- (i) Number of shares outstanding at the end of each year (Including treasury shares)
  - As of March 31, 2026: 427,080,606 shares
  - As of March 31, 2025: 427,080,606 shares
- (ii) Number of treasury shares at the end of each year
  - As of March 31, 2026: 25,485,087 shares
  - As of March 31, 2025: 25,495,141 shares
- (iii) Average number of shares
  - As of March 31, 2026: 401,592,580 shares
  - As of March 31, 2025: 402,869,405 shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Explanation for appropriate use of financial forecasts and other special remarks

(Caution Concerning Forward-Looking Statements)

The aforementioned 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 to unpredictable parameters that will most likely affect our future business performance. As such, this is not intended for the Company to give assurance that the said forecast number would be achieved. In other words, our actual performances are likely to differ greatly from these estimates depending on a variety of factors that will take shape from now on. As for the assumptions used for these forecasts and other related items, please refer to "1. Analysis of Operating Performance and Financial Position, (1) Analysis of Operating Performance" on page 4 of the documents attached hereunder.

(Investor Briefing Materials for Analysts)

Investor briefing materials will be made available via our corporate website (https://www.minebeamitsumi.com/) on Tuesday, May 12, 2026.

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1. Analysis of Operating Performance and Financial Position

(1) Analysis of Operating Performance

1. Overview of the year

During the consolidated fiscal year, the global economy showed varying trends by country and region amid heightened uncertainty regarding the outlook, against the backdrop of the imposition of reciprocal tariffs by the United States and rising geopolitical risks.

The Japanese economy remained firm, with solid personal consumption supported by wage increases, as well as steady capital investment aimed at labor-saving and digital transformation (DX). The U.S. economy generally maintained its resilience. While personal consumption lacked momentum due to rising prices resulting from the pass-through of tariff increases, corporate activities remained active supported by the expansion of capital expenditures, particularly in the AI sector. The European economy remained firm as the personal consumption supported by a favorable employment environment, although experiencing a continuous decline in exports to the U.S. due to the U.S. reciprocal tariff increases. The Chinese economy has seen steady exports of semiconductors and computer components driven by global AI demand, as well as automobiles benefiting from eased tariff measures. However, the prolonged slump in the real estate market weighed on the economy, and overall economic activity continued to stagnate. The economies of Southeast Asian countries vary from country to country. In Thailand and the Philippines, there were signs of recovery in goods exports; however, delays in the execution of government expenditure in both countries had an impact, and the pace of economic recovery remained moderate.

Working against this backdrop, the MinebeaMitsumi Group (our "Group") concentrated on improving productivity, thoroughly cutting costs, creating high-value-added products, developing new technologies, and enhancing its marketing approach to achieve sustainable growth and boost profitability further.

As a result, net sales increased by 141,684 million yen (9.3%) year on year to 1,664,387 million yen. Operating income increased by 9,497 million yen (10.1%) year on year to 103,979 million yen, profit before income taxes increased by 51,170 million yen (61.9%) to 133,779 million yen, and profit for the year attributable to owners of the parent increased by 39,577 million yen (66.6%) to 99,034 million yen.

The above includes the profit and loss of Minebea Linear Motion Inc. acquired on October 3, 2025, and profit before income tax includes valuation gains from fair value measurement of financial assets held by the Company.

Performance by segment was as follows:

In addition, some classifications in "Motor, Lighting & Sensing segment" and "Semiconductor & Electronics segment" have been changed from the current consolidated fiscal year. The segment information disclosed for the previous fiscal year has been prepared based on the classification of reporting segments after the corporate organization change.

The main products in Precision Technologies segment include our Group's anchor product line, ball bearings, in addition to mechanical components such as rod-end bearings used in aircraft and hard disk drive (HDD) pivot assemblies, etc. as well as fasteners for aircraft. Sales of ball bearings, our Group's mainstay product, increased due to steady demand for servers for data centers and use in aircraft.

As a result, net sales increased by 25,449 million yen (10.0%) year on year to 281,151 million yen, and operating income increased by 6,549 million yen (11.8%) to 62,245 million yen.

The main products in the Motor, Lighting & Sensing segment include electronic devices such as LED backlights for LCDs and smart products, as well as HDD spindle motors, sensing devices (measuring components), stepping motors, DC motors, fan motors, automotive motors, and special devices. Sales increased mainly due to an increase in demand for fan motors.

As a result, net sales increased by 29,573 million yen (6.9%) year on year to 456,517 million yen, and operating income increased by 1,547 million yen (6.1%) to 26,929 million yen.

The main products in Semiconductor & Electronics segment include semiconductor devices, optical devices, mechanical components, and power supply components. Sales increased mainly due to an increase in sales of mechanical components.

As a result, net sales increased by 81,818 million yen (16.1%) year on year to 590,263 million yen, and operating income increased by 7,060 million yen (36.0%) to 26,669 million yen.

The main products in the Access Solutions segment include key sets, door latches, door handles, and other automotive components as well as industrial equipment components. Sales increased due to an increase in demand for communication antennas and industrial equipment parts.

As a result, net sales increased by 4,168 million yen (1.3%) year on year to 332,249 million yen, and operating income increased by 1,163 million yen (7.3%) to 17,087 million yen.

Software design and development, and machines produced in-house are the main products in our Other business segment. Net sales increased by 676 million yen (19.2%) year on year to 4,207 million yen, while operating loss increased by 1,463 million yen year on year to 2,657 million yen.

In addition to the figures noted above, 26,294 million yen in corporate expenses, etc. not attributable to any particular segment is indicated as adjustments. The total amount of adjustments in the previous fiscal year was 20,935 million yen.

2. Outlook for the next fiscal year

The global economy is in a state of uncertainty due to trade policies in each country, exchange rate trends, geopolitical risks, and other factors. Our consolidated full-year business forecasts are as follows, to the extent reasonably foreseeable.

(Amount: millions of yen)

	Six months ending September 30, 2026	Year ending March 31, 2027
Net sales	846,500	1,690,000
Operating income	53,000	120,000
Profit for the year attributable to owners of the parent	36,500	83,000

(2) Analysis of Financial Position

1. Basic approach to financial strategy and capital policy

Our Group sees "strengthening our financial position" as a top priority and is taking various steps, such as efficient controlling of capital investments, asset management, and reducing interest-bearing debt. We will reform our portfolio to increase the weight of our highly profitable core businesses and engage in highly effective M&A, promoting an appropriate and flexible financial strategy.

Growth investments

The cash flow generated will first be applied to R&D and capital investment as funding for organic growth. Our Group will also look into effective M&A using 50% of free cash flow and borrowings while maintaining fiscal discipline keeping the debt-to-equity ratio at 0.2.

Shareholder return

Our Group takes a flexible approach to dividends, aiming for a consolidated payout ratio of around 30% for our full-year dividend based on its policy of enhancing shareholder return. Our Group will promote an appropriate and dynamic financial strategy, with its top priority being to enhance equity efficiency, that reflects its financial standing, stock market trends, and other factors, and improves shareholder return while maintaining a stable and continuous distribution of profits.

Financial base

Ensuring a stable financial base is of paramount importance so that our Group can provide continuous distribution of profits to shareholders. As far as our rating goes, our Group has earned high marks from both Rating and Investment Information, Inc. (R&I) and the Japan Credit Rating Agency (JCR), receiving ratings of A+ and AA-, respectively. Our Group's equity ratio attributable to owners of the parent fluctuates in the short term with M&A, but in the medium to long term, our Group keeps it above 50% in the aim of maintaining a solid financial base.

Our Group is also working to lengthen fund procurement, and as of March 31, 2026, long-term interest-bearing debt (excluding current portion of long-term loans payable) accounted for 45% of bonds and borrowings.

2. Assets, liabilities and equity

Total assets at the end of the fiscal year under review were 1,814,837 million yen, an increase of 230,023 million yen from the end of the previous fiscal year. The main reason for this was an increase in trade and other receivables, and property, plant and equipment.

Total liabilities at the end of the fiscal year under review were 903,806 million yen, an increase of 73,617 million yen from the end of the previous fiscal year. The main reason for this was an increase in trade and other payables.

Equity amounted to 911,031 million yen, and the equity ratio attributable to owners of the parent was 49.5%, an increase of 2.6 percentage points from the end of the previous fiscal year.

3. Cash flows

Cash and cash equivalents at the end of the fiscal year under review were 227,522 million yen, an increase of 13,266 million yen from the end of the previous fiscal year.

Cash flows from each business activity during the fiscal year under review and relevant factors were as follows:

Net cash provided by operating activities amounted to 94,850 million yen (compared to 133,672 million yen in the previous fiscal year). This was primarily due to profit before income taxes, depreciation and amortization, and changes in trade and other receivables. Net cash used in investing activities amounted to 82,775 million yen (compared to 125,772 million yen in the previous fiscal year). This was primarily due to purchase of property, plant and equipment. Net cash used in financing activities amounted to 16,133 million yen (compared to 63,996 million yen provided by financing activities in the previous fiscal year). This was primarily due to dividends paid.

(3) Basic Policy for Profit Sharing and Dividend for the Current and the Next Fiscal Years

Sharing profits with our Group's shareholders is first priority for MinebeaMitsumi. That is why its basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders. Dividends, while reflecting performance, are determined in light of the overall business environment and with an eye to maintaining a stable and continuous distribution of profits.

Based on the basic policy, we plan to submit a proposal to the 80th Ordinary General Meeting of Shareholders, which is scheduled to be held in June of this year, for a year-end dividend of 25 yen per share for the current consolidated fiscal year. As we have already paid an interim dividend of 25 yen per share, the annual dividends will be 50 yen per share.

For the next fiscal year, we plan to increase both the interim and year-end dividends by 5 yen from the current fiscal year, resulting in interim and year-end dividends of 30 yen each, for a total annual dividend of 60 yen per share. We will determine the above dividend amount with a target consolidated dividend payout ratio of approximately 30%.

(4) Risk Management

Our Group defines risk as uncertain events that may directly or indirectly impact its operations or business activities and has established a Risk Management Committee, which reports directly to the President and Chief Executive Officer, to properly provide guidance on risk management, of which chief risk management officer is the Representative Director, Chairman CEO. The Risk Management Committee attempts to predict and classify tangible risks, and remains vigilant against such risks. In the unlikely event that an incident occurs, a management headquarters and local countermeasures office will be established according to the severity category of the circumstances as defined in the MinebeaMitsumi Group Basic Rules for Risk Management to respond rapidly and effectively to the situation. Further, the Risk Management Committee has established a system under which, depending on the nature of the risk, a supervisory division can be appointed to handle a situation to draft and implement risk prevention measures. The Risk Management Committee reports to the Board of Directors on matters of risk management.

Based on the identification and assessment of risks by the supervising department and the Risk Management Committee, our Group recognizes a variety of risks and uncertainties, both internal and external, that have the potential to affect its operating results and/or financial position. The main risks and the actions our Group has taken to address them are provided here. The main future risks and responses to them mentioned in this document are those recognized by our Group as of the end of the current fiscal year. Not all risks are covered here. There may be some risks that are unforeseeable at this time.

(External environment)

1. Risk related to natural and other disasters

Damages or reduced operations at the operational bases of our Group or its suppliers arising from natural disasters such as typhoons, earthquakes, floods, volcanic eruptions, fires, and other accidents, or the spread of new infectious diseases, could impact our Group's operating results and financial position.

In response, our Group tracks risks using the results of hazard maps, risk surveys, etc. about natural disasters at each base, expands BCP and implements managing the supply chain, disaster prevention drills, responding to emergencies, and enhancing stockpiling, etc. during normal times. Additionally, the headquarters (Risk Management Committee) and each base work closely together to further strengthen the crisis management system.

In addition, in the event of a large-scale natural disaster (including a new infectious disease, etc.), the financial markets could be temporarily disrupted.
To prepare for this, the Group endeavors to keep a long-term funding procurement and to maintain close cooperation with financial institutions that it transacts with in normal times.

2. Latent risk related to operations overseas

Our Group has 133 manufacturing and R&D facilities and 103 sales facilities in 28 countries and regions, including regions where there are risks of not only natural disasters but also unexpected changes to laws and regulations, large-scale labor disputes, acts of terrorism, war, or other occurrences that could disrupt social order.

In response, our Group has established crisis management manuals for our overseas bases and are working to enhance our preparation for unexpected situations. At the same time, our Group coordinates closely with the relevant authority in each country and region and work to ensure the safety of our bases and employees in the event of an emergency. In addition, our Group is working on gaining recognition as a community-based and welcomed company not only from the relevant authorities but also from local residents by actively engaging in social contribution activities in each area.

In order to fulfill our supply responsibilities even in the event of unexpected situations, we are promoting the maintenance and construction of a dispersed manufacture base network while taking economic rationality into account.

3. Risk associated with exchange rate fluctuation

Sudden and unpredictable fluctuations in the currencies may impact our Group's operating results and financial position because a significant portion of our Group's consolidated net sales and production occur outside Japan. For this reason, our Group has entered into currency exchange contracts based on pre-established rules to hedge against the risk of sudden changes of currency exchange rates in the future.

4. Risk associated with sudden changes in market environment and low-priced competition

The principal markets for our Group's products, including those for PCs and peripheral equipment, information and telecommunications equipment, household electrical appliances, automobiles, and aircraft parts, are intensely competitive both in and outside of the country and are subject to risks of significant fluctuations in demand, changes in raw material price associated with geopolitical factors and the impact of customs duties, etc. A sudden decline in demand or price competition from low-priced products made overseas could impact our Group's operating results and financial position.

For this reason, our Group has established a management strategy of reinforcing core businesses, diversified niches (Eight Spears), and generating synergy through the integration. Under this strategy, our Group strengthens credit management by such means as avoiding the risk of relying too much on individual customers as much as possible and negotiating maintenance activities with suppliers that have questionable credit. At the same time, our Group addresses the risk of changes in the market environment and low-price competition by focusing on creating one-of-a-kind, high value-added products that do not get caught up in price competition.

5. Risks related to raw material procurement and logistics

Our Group procures various raw materials from partners and outsources the storage and transportation of products to logistics providers. Geopolitical contingencies such as conflicts, tariff policies and import/export regulations, pandemics, bankruptcies, capacity reductions, strikes, accidents, illegal activities, etc. at suppliers or logistics providers may disrupt our Group's supply and have a significant impact on our Group's production and sales activities.

Our Group has established rules for procurement and logistics divisions as a countermeasure for this risk, and it is working to secure a stable supply chain and reduce risk by diversifying and consolidating partners and logistics providers as appropriate, as well as by diversifying countries of origin and expanding options for transportation modes and routes. In addition, in order to build healthy relationship with our partners, our Group has established a Basic Procurement Policies. Our Group starts a new business relationship after confirming that the partner agrees with our Group's thinking on material procurement and is capable of maintaining ongoing trade, observing our Group's procedures and standards related to chemical substances contained in our Group's products, and consenting to the MinebeaMitsumi Group CSR Procurement Guidelines and conducting continuous and stable business.

6. Risk related to disputes over intellectual property and flooding of the market with counterfeit products (knock-offs)

There is a risk that a third party may bring a lawsuit against our Group in relation to its products for infringement of intellectual property rights. In addition, were counterfeits of our Group's products to be distributed, it could impact our Group's sales and harm our brand or credibility.

Our Group is responding to these risks as follows. In order to reduce the risk of lawsuits related to infringement of intellectual property rights, our Group researches the intellectual property rights of other companies during the development and design stage and avoids or eliminates intellectual property rights that could present a problem. Furthermore, our Group has registered our Group's trademarks with customs and has established a system for monitoring the distribution of counterfeit products. It also actively acquires intellectual property rights for its newly developed products. The Patent Committee manages and implements the above actions as appropriate.

7. Legal risk

As our Group engages in a wide range of business activities in Japan and overseas, serious disputes and lawsuits could potentially arise between it and its customers, consumers, partners, competitors, governments and others in relation to contract violations, illegal activities, or other matters. In that case, we could incur financial losses if our group loses the suit or is settled.

Our Group has established Guideline for Consultations with the Legal Department in order to prevent serious disputes and lawsuits. Important management matters and contracts requiring legal review must be brought to the Legal Division in Japan and overseas beforehand. In addition, in the event of a serious dispute or lawsuit, the Legal Division and legal advisors will play a central role in coordinating with the related internal departments to resolve the dispute/lawsuit appropriately and in a timely manner.

8. Risk related to environmental laws and regulations

Our Group's business is subject to various environmental laws and regulations that are in effect in the regions where our Group operates. Although our Group pays due attention to ensuring compliance with all such laws and regulations, our Group could be subject to losses in the event that an incident involving environmental contamination were to occur or in the event that the possibility of such an incident were to arise.

For this reason, our Group has established an environmental management system (Environment Management Committee) under the MinebeaMitsumi Group Environmental Policy and assigned environmental managers to promote strict activities to prevent environmental pollution during normal times and address such risk.

Further, policies aimed at achieving a decarbonized society could cause production costs to increase and in turn the need to change raw materials.

As such, while carefully monitoring policy movements, our Group will seek to respond to climate change-related risks and opportunities through support for the TCFD, etc., and take the lead in shifting to a business model ideally suited to a decarbonized society.

9. Risk related to M&As and alliances

Our Group has positioned M&A and alliances as one of its most important measures and is promoting them accordingly. However, if the acquired company or alliance partner's business suffers a greater-than-anticipated decline in profitability or deterioration of its financial position due to changes in the market environment, this could impact our Group's operating results and financial position. In addition, there is a risk that they may not generate the initially anticipated effect due to strategies that are in conflict with those of alliance partners.

In order to address such risks, our Group places priority on harmonization of human resources and organizations in M&A and mutual utilization of knowledge in alliances to create synergy.

(Internal environment)

1. Risk related to compliance

Our Group engages in a wide range of businesses all around the world and is subject to the laws and regulations that are in effect in each region. As such, there is a possibility of future legal violations, and in addition, changes in laws and regulations as well as the interpretation by authorities, may make compliance more complex and could even incur higher costs related to compliance.

Our Group has established the MinebeaMitsumi Group Code of Conduct for labor, safety and health, environmental protection, and ethical management, and the MinebeaMitsumi Group Officer and Employee Compliance Guidelines which provide specific standards for all officers and employees to observe. To ensure thorough compliance with them, our Group has established a Compliance Committee to build a system for verifying that our Group's legal compliance structure is properly managed. On the practical side, the department in charge stipulated within the MinebeaMitsumi Group Officer and Employee Compliance Guidelines is in charge of complying with laws and regulations in operations and the Internal Auditing Office conducts audits.

Meanwhile, on the internal control side, the Internal Control Promotion Office has primary responsibility for ensuring the reliability of financial reporting. These organizations work to increase the effectiveness of legal compliance throughout the entire Group.

2. Risk related to quality problems

Our Group's products are used in applications that require a high degree of precision in the general market and many industrial fields (including products that could affect human health and safety such as automobiles, aircraft, medical devices, etc.). Our Group recognizes that social responsibility our Group bears and have a system in place to ensure our Group's products are of the highest quality. At the same time, our Group has a mission (expectations) to provide customers with environments, health, peace of mind, and safety by selecting primary materials, parts, and secondary materials and engaging in design and development that takes the application into careful consideration. If any of our Group's products were found to be defective and resulted in a serious accident in the market, the suspension of our customers' manufacturing operations, a product recall, etc., our Group could incur significant expenses or lose public confidence, both of which could result in a material adverse effect on its operating results and financial status.

Our Group has implemented the countermeasures below, fully recognizing its social responsibility based on the MinebeaMitsumi Group Quality Policy.

・Thorough action on lessons learned from quality problems (prevention of occurrence and recurrence)
・Investigation and verification in design stage and strengthening of management structure within supply chain
・Thorough familiarization and compliance with various laws and regulations and customer requirements
・Information sharing and deployment of measures through company-wide meetings, on-site audits, etc.

3. Risk related to information security

Through the course of our Group's business operations, our Group obtains large amounts of important information, including personal information. While our Group maintains information security policies that prevent the undesired disclosure as well as unintended use of information, a security breach could occur due to unforeseen circumstances. Addressing such an incident could incur huge losses and expose our Group to the risk of losing public confidence.

To reinforce the Group's information security system, our Group has therefore established the Security Promotion Office, an organization dedicated to implementing cyber security measures.

The Company's Chief Information Security Officer is a director of the Security Promotion Office, and is tasked with improving security measures, formulating and promoting strengthening measures, responding to cyber incidents, and in-house security education. Further, our Group has put in place a system for verifying that its information security system is operating properly, which includes formulating an Information Security Policy and establishing an Information Security Committee. Our Group also implements information security education and administer tests to ensure comprehension, working to prevent information leaks resulting from loss or theft of devices, carelessness, etc.

In addition to the above, our Group updates the network devices, computers, servers, etc. used in our operations by updating to the latest versions that have been confirmed to be stable. This is done as a measure to prevent suspension of operations and information leaks due to computer viruses, malware, unauthorized access and other cyber attacks or system intrusions. Our Group has also installed anti-virus and anti-malware software and introduced 24 hours a day, every day threat detection system to ensure proper operations.

4. Risk related to research and development

Our Group conducts research and development activities that include basic research, development of elemental technology, product development, and production process development so that it can continuously bring new products to market and contribute to the achievement of future sales and revenue targets. However, in the event that our Group were unable to bring our R&D efforts to fruition, or a competitor have competed against us because of rapid advances in AI, or if technological advances and market demands changed due to the transition to a carbon-free society, this could prevent our Group from achieving future sales and revenue targets, thereby impacting its operating results and financial position.

There are no guarantees that our Group's R&D efforts will come to fruition. This must be considered, so our Group engages in effective and efficient management of R&D project progress and costs in accordance with Research and Development Management Manual. Our group also utilize AI to conduct effective and efficient research and development.

2. Condition of Group of Enterprises

Our Group consists of the Company and 146 subsidiaries. Our Group produces and sells products of Precision Technologies segment, Motor, Lighting & Sensing segment, Semiconductor & Electronics segment, and Access Solutions segment.

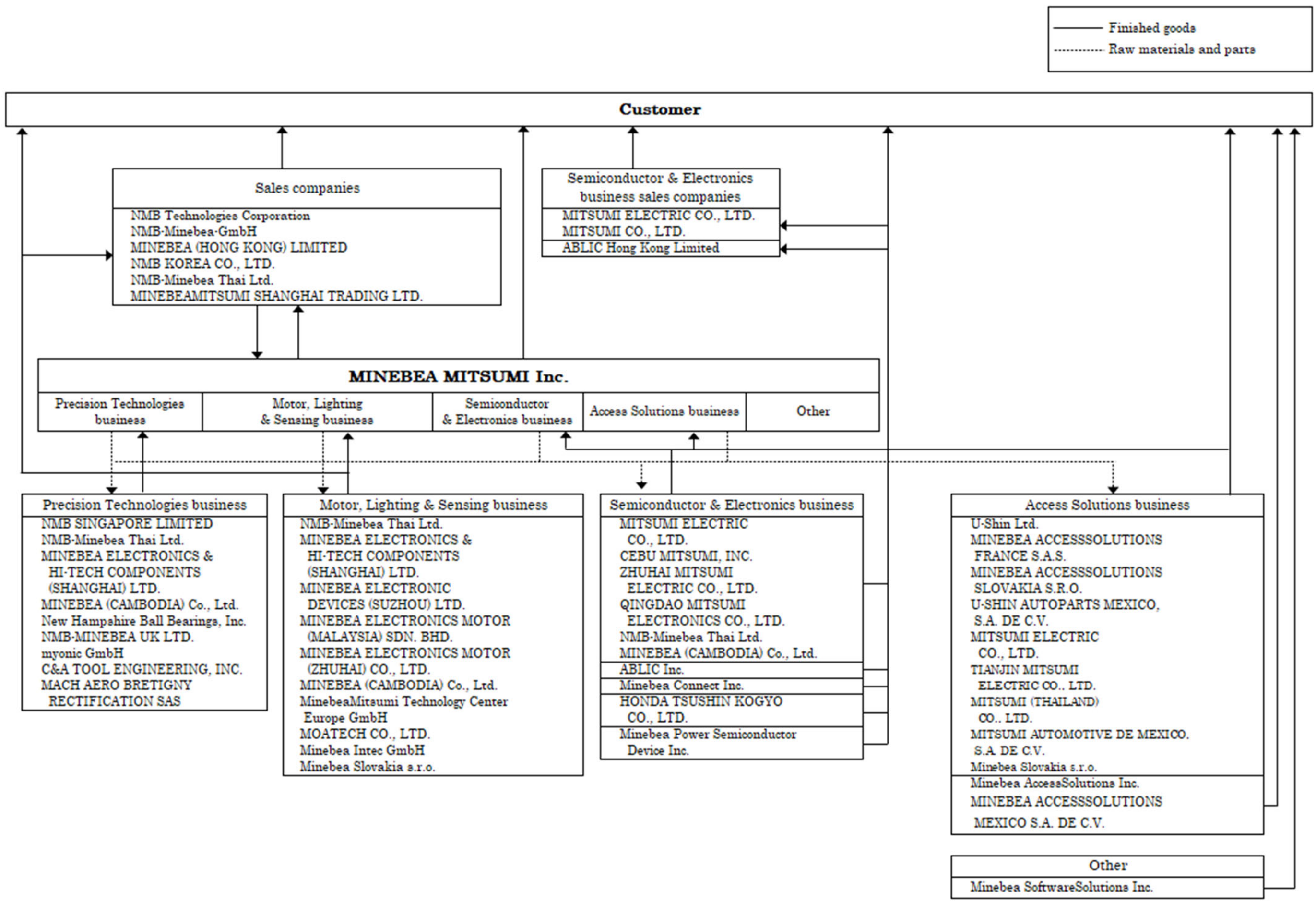
The Company along with its domestic consolidated subsidiaries as well as its consolidated subsidiaries in Asia such as China, Thailand, Philippines, Malaysia, Cambodia, South Korea and Singapore, the U.S. and Europe are responsible for production. The Company and its domestic consolidated subsidiaries markets its products directly to customers in Japan, while overseas marketing is handled through its subsidiaries and branches in Asia such as China, Thailand and South Korea, the U.S. and Europe.

Manufacturing and sales companies within each segment

Segments	Main products	Manufacturing companies	Sales companies
Precision Technologies segment	Bearings Rod-end bearings and fasteners Mechanical components	MINEBEA MITSUMI Inc. NMB SINGAPORE LIMITED NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD. MINEBEA (CAMBODIA) Co., Ltd. New Hampshire Ball Bearings, Inc. NMB-MINEBEA UK LTD. myonic GmbH C&A TOOL ENGINEERING, INC. MACH AERO BRETIGNY RECTIFICATION SAS	MINEBEA MITSUMI Inc. NMB Technologies Corporation NMB-Minebea-GmbH MINEBEA (HONG KONG) LIMITED NMB KOREA CO., LTD. NMB-Minebea Thai Ltd. MINEBEAMITSUMI SHANGHAI TRADING LTD.
Motor, Lighting & Sensing segment	Electronic devices Motors Sensing devices	MINEBEA MITSUMI Inc. NMB-Minebea Thai Ltd. MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD. MINEBEA ELECTRONIC DEVICES (SUZHOU) LTD. MINEBEA ELECTRONICS MOTOR (MALAYSIA) SDN.BHD. MINEBEA ELECTRONICS MOTOR (ZHUHAI) CO., LTD. MINEBEA (CAMBODIA) Co., Ltd. MinebeaMitsumi Technology Center Europe GmbH MOATECH CO., LTD. Minebea Intec GmbH Minebea Slovakia s.r.o.	
Semiconductor & Electronics segment	Semiconductor devices Optical devices Mechanical parts	MINEBEA MITSUMI Inc. MITSUMI ELECTRIC CO., LTD. CEBU MITSUMI, INC. ZHUHAI MITSUMI ELECTRIC CO., LTD. QINGDAO MITSUMI ELECTRONICS CO., LTD. NMB-Minebea Thai Ltd. MINEBEA (CAMBODIA) Co., Ltd. ABLIC Inc. Minebea Connect Inc. HONDA TSUSHIN KOGYO CO., LTD. Minebea Power Semiconductor Device Inc.	MINEBEA MITSUMI Inc. MITSUMI ELECTRIC CO., LTD. ABLIC Hong Kong Limited HONDA TSUSHIN KOGYO CO., LTD. Minebea Power Semiconductor Device Inc.

Segments	Main products	Manufacturing companies	Sales companies
Access Solutions segment	Automotive components Industrial machinery components	U-Shin Ltd. MINEBEA ACCESSSOLUTIONS FRANCE S.A.S. MINEBEA ACCESSSOLUTIONS SLOVAKIA S.R.O. U-SHIN AUTOPARTS MEXICO, S.A. DE C.V. MITSUMI ELECTRIC CO., LTD. TIANJIN MITSUMI ELECTRIC CO., LTD. MITSUMI (THAILAND) CO., LTD. MITSUMI AUTOMOTIVE DE MEXICO, S.A. DE C.V. Minebea Slovakia s.r.o. Minebea AccessSolutions Inc. MINEBEA ACCESSSOLUTIONS MEXICO S.A. DE C.V.	MINEBEA MITSUMI Inc. U-Shin Ltd. MINEBEA ACCESSSOLUTIONS FRANCE S.A.S. MINEBEA ACCESSSOLUTIONS SLOVAKIA S.R.O. MITSUMI ELECTRIC CO., LTD. MITSUMI (THAILAND) CO., LTD.
Other	Software design, development, system operation	Minebea SoftwareSolutions Inc.	Minebea SoftwareSolutions Inc.

Operational flowchart



3.Basic Rationale for Selection of Accounting Standards

The Group has adopted International Financial Reporting Standard (IFRS) for the purpose of enhancing comparability with the financial information in the capital market and unification of accounting treatment across the Group.

4. Consolidated Financial Statements and Major Notes

(1) Consolidated Statements of Financial Position

(Amount: millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and cash equivalents	214,256	227,522
Trade and other receivables	293,315	356,517
Inventories	350,869	391,314
Other financial assets	11,383	10,965
Other current assets	34,321	42,413
Total current assets	904,144	1,028,731
Non-current assets		
Property, plant and equipment	529,008	585,303
Goodwill	60,516	61,164
Intangible assets	27,074	33,290
Other financial assets	37,481	79,076
Deferred tax assets	18,217	19,543
Other non-current assets	8,374	7,730
Total non-current assets	680,670	786,106
Total assets	1,584,814	1,814,837

(Continued)

(Amount: millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	213,646	235,583
Bonds and borrowings	175,084	264,122
Other financial liabilities	11,077	13,872
Income taxes payable	7,712	10,855
Provisions	2,315	2,425
Other current liabilities	67,398	75,343
Total current liabilities	477,232	602,200
Non-current liabilities		
Bonds and borrowings	288,513	218,369
Other financial liabilities	24,065	30,206
Net defined benefit liabilities	27,546	28,982
Provisions	807	666
Deferred tax liabilities	4,926	17,591
Other non-current liabilities	7,100	5,792
Total non-current liabilities	352,957	301,606
Total liabilities	830,189	903,806
Equity		
Common stock	68,259	68,259
Capital surplus	141,401	141,401
Treasury shares	(59,931)	(59,901)
Retained earnings	457,053	536,885
Other components of equity	136,670	212,327
Total equity attributable to owners of the Company	743,452	898,971
Non-controlling interests	11,173	12,060
Total equity	754,625	911,031
Total liabilities and equity	1,584,814	1,814,837

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
(Consolidated Statements of Income)

(Amount: millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Net sales	1,522,703	1,664,387
Cost of sales	1,252,301	1,371,377
Gross profit	270,402	293,010
Selling, general and administrative expenses	178,839	190,281
Other income	6,381	5,952
Other expenses	3,462	4,702
Operating income	94,482	103,979
Finance income	6,931	40,908
Finance expenses	18,804	11,108
Profit before income taxes	82,609	133,779
Income taxes	22,775	34,545
Profit for the year	59,834	99,234
Profit for the year attributable to:		
Owners of the Company	59,457	99,034
Non-controlling interests	377	200
Profit for the year	59,834	99,234
Earnings per share (EPS)		
Basic (Yen)	147.58	246.60
Diluted (Yen)	147.57	246.59

(Consolidated Statements of Comprehensive Income)

(Amount: millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Profit for the year	59,834	99,234
Other comprehensive income		
Components of other comprehensive income that will not be reclassified to profit or loss, net of tax:		
Net changes in revaluation of equity instruments measured at fair value through other comprehensive income	524	2,338
Remeasurement of defined benefit plans	(1,579)	695
Sub-total	(1,055)	3,033
Components of other comprehensive income that will be reclassified to profit or loss, net of tax:		
Foreign exchange differences on translation of foreign operations	3,176	74,466
Cash flow hedges	1,465	17
Sub-total	4,641	74,483
Other comprehensive income, net of tax	3,586	77,516
Comprehensive income for the year	63,420	176,750
Comprehensive income attributable to:		
Owners of the Company	63,261	175,569
Non-controlling interests	159	1,181
Comprehensive income for the year	63,420	176,750

(3) Consolidated Statements of Changes in Equity

(Amount: millions of yen)

	Equity attributable to owners of the Company					
					Other components of equity	
	Common stock	Capital surplus	Treasury shares	Retained earnings	Foreign currency translation	Cash flow hedge
Balance as of April 1, 2024	68,259	141,165	(51,860)	415,318	126,489	(1,482)
Profit for the year	—	—	—	59,457	—	—
Other comprehensive income	—	—	—	—	3,394	1,465
Comprehensive income for the year	—	—	—	59,457	3,394	1,465
Purchase of treasury shares	—	(24)	(8,634)	—	—	—
Disposal of treasury shares	—	290	563	—	—	—
Dividends	—	—	—	(16,143)	—	—
Transfer to retained earnings	—	—	—	(1,579)	—	—
Total transactions with owners	—	266	(8,071)	(17,722)	—	—
Balance as of March 31, 2025	68,259	141,401	(59,931)	457,053	129,883	(17)
Profit for the year	—	—	—	99,034	—	—
Other comprehensive income	—	—	—	—	73,485	17
Comprehensive income for the year	—	—	—	99,034	73,485	17
Purchase of treasury shares	—	—	(2)	—	—	—
Disposal of treasury shares	—	0	32	—	—	—
Dividends	—	—	—	(20,080)	—	—
Change in scope of consolidation	—	—	—	—	—	—
Transactions with non-controlling interests	—	—	—	—	—	—
Transfer to retained earnings	—	—	—	878	—	—
Total transactions with owners	—	0	30	(19,202)	—	—
Balance as of March 31, 2026	68,259	141,401	(59,901)	536,885	203,368	—

(Continued)

(Amount: millions of yen)

	Equity attributable to owners of the Company					
	Other components of equity					
	Net changes in revaluation of equity instruments measured at fair value through other comprehensive income	Remeasurement of defined benefit plans	Sub-total	Total	Non-controlling interests	Total equity
Balance as of April 1, 2024	6,280	—	131,287	704,139	11,585	715,724
Profit for the year	—	—	—	59,457	377	59,834
Other comprehensive income	524	(1,579)	3,804	3,804	(218)	3,586
Comprehensive income for the year	524	(1,579)	3,804	63,261	159	63,420
Purchase of treasury shares	—	—	—	(8,658)	—	(8,658)
Disposal of treasury shares	—	—	—	853	—	853
Dividends	—	—	—	(16,143)	(571)	(16,714)
Transfer to retained earnings	—	1,579	1,579	—	—	—
Total transactions with owners	—	1,579	1,579	(23,948)	(571)	(24,519)
Balance as of March 31, 2025	6,804	—	136,670	743,452	11,173	754,625
Profit for the year	—	—	—	99,034	200	99,234
Other comprehensive income	2,338	695	76,535	76,535	981	77,516
Comprehensive income for the year	2,338	695	76,535	175,569	1,181	176,750
Purchase of treasury shares	—	—	—	(2)	—	(2)
Disposal of treasury shares	—	—	—	32	—	32
Dividends	—	—	—	(20,080)	(1,127)	(21,207)
Change in scope of consolidation	—	—	—	—	24	24
Transactions with non-controlling interests	—	—	—	—	809	809
Transfer to retained earnings	(183)	(695)	(878)	—	—	—
Total transactions with owners	(183)	(695)	(878)	(20,050)	(294)	(20,344)
Balance as of March 31, 2026	8,959	—	212,327	898,971	12,060	911,031

(4) Consolidated Statements of Cash Flows

(Amount: millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Cash flows from operating activities:		
Profit before income taxes	82,609	133,779
Depreciation and amortization	66,206	70,422
Impairment loss	621	—
Interest income and dividends income	(3,630)	(3,803)
Interest expenses	5,526	7,464
Net loss (gain) on sale and disposal of property, plant and equipment	(1,572)	(815)
Decrease (increase) in trade and other receivables	32,146	(44,163)
Decrease (increase) in inventories	(37,343)	(12,287)
Increase (decrease) in trade and other payables	14,914	2,302
Other	(1,834)	(32,137)
Sub-total	157,643	120,762
Interest received	3,286	3,304
Dividends received	366	454
Interest paid	(5,512)	(7,275)
Income taxes paid	(22,111)	(22,395)
Net cash flows provided by operating activities	133,672	94,850
Cash flows from investing activities:		
Net decrease (increase) in time deposits	(1,274)	210
Purchase of property, plant and equipment	(82,481)	(79,364)
Proceeds from sale of property, plant and equipment	5,086	2,248
Purchase of intangible assets	(6,068)	(8,199)
Purchase of securities	(2,743)	(3,077)
Proceeds from sale and redemption of securities	2,369	2,883
Proceeds from sale of investments in subsidiaries resulting in change in scope of consolidation	139	20
Proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation	101	—
Purchase of investments in subsidiaries resulting in change in scope of consolidation	(38,025)	(2,035)
Payments for acquisition of businesses	(3,122)	—
Proceeds from government grants	114	5,068
Other	132	(529)
Net cash flows used in investing activities	(125,772)	(82,775)

(Continued)

(Amount: millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Cash flows from financing activities:		
Net increase (decrease) in short-term borrowings	23,295	19,144
Proceeds from long-term borrowings	80,500	—
Repayments of long-term borrowings	(7,384)	(6,107)
Proceeds from disposal of treasury shares	853	32
Purchase of treasury shares	(8,658)	(2)
Dividends paid	(16,143)	(20,080)
Dividends paid to non-controlling interests	(571)	(1,127)
Proceeds from share issuance to non-controlling interests	—	809
Repayments of lease liabilities	(7,896)	(8,802)
Net cash flows provided by (used in) financing activities	63,996	(16,133)
Effect of exchange rate changes on cash and cash equivalents	(4,304)	17,324
Net increase (decrease) in cash and cash equivalents	67,592	13,266
Cash and cash equivalents at beginning of year	146,664	214,256
Cash and cash equivalents at end of year	214,256	227,522

(5) Notes on Consolidated Financial Statements

(Notes on Going Concern Assumptions)

Not applicable.

(Change in Accounting Policy)

Excluding the changes stated below, the major accounting policies that were adopted to the fiscal consolidated financial statements are the same policies that were applied to the previous consolidated fiscal year:

IFRS Accounting Standards		Outline of new standards and amendments
IAS 21	Effects of Fluctuations in Foreign Exchange Rates	Clarified requirements when a currency is not exchangeable into the other currency

The impact of the adoption of the above standards on the fiscal consolidated financial statements is immaterial.

(Segment Information)

(1) Summary of reportable segments

The Group’s reportable segments are segments which separate financial information is available and subject to periodical reviews and in order for the Company’s Board of Directors to determine the distribution of management resources and evaluate performance.

The Company established business divisions by product in key business centers, therein Precision Technologies Headquarters supervise the production of machined components, while Motor, Lighting & Sensing Headquarters oversee the manufacture of small-sized motors, electronic devices and components, and optical products, etc., Semiconductor & Electronics Headquarters are responsible for the production of semiconductor devices, optical devices, mechanical components, etc., and Access Solutions Headquarters are responsible for the production of automotive components and industrial equipment components and formulate comprehensive business strategies to be implemented for both domestic and foreign operations. Therefore, the Group has four reportable segments consisting of “Precision Technologies”, “Motor, Lighting & Sensing”, “Semiconductor & Electronics” and “Access Solutions”. There is no reportable segment that aggregates business segments.

The Group's core products in the “Precision Technologies segment” are mechanical parts, such as ball bearings, rod-end bearings, pivot assemblies of HDDs, etc. as well as fasteners for aircrafts. The core products of the “Motor, Lighting & Sensing segment” include electronic devices such as LED backlights for LCDs and smart products, as well as HDD spindle motors, sensing devices (measuring components), stepping motors, DC motors, fan motors, automotive motors, and special devices. The staple products of “Semiconductor & Electronics segment” include semiconductor devices, optical devices, mechanical components and power supply components. The main products of “Access Solutions segment” are automotive components, such as key sets, door latches, door handles, etc. as well as industrial equipment components.

In addition, some classifications in “Motor, Lighting & Sensing segment” and “Semiconductor & Electronics segment” have been changed from the current consolidated fiscal year. The segment information disclosed for the previous fiscal year has been prepared based on the classification of reporting segments after the corporate organization change.

(2) Reportable segments information

Profit for reportable segment is based on operating income.

Intersegment revenue transactions are calculated based on settlement prices based on an overall assessment taking into account market prices, manufacturing costs and other factors.

(Year ended March 31, 2025) (Amount: millions of yen)

	Reportable segment				Other*1	Adjustments*2	Consolidated
	Precision Technologies	Motor, Lighting & Sensing	Semiconductor & Electronics	Access Solutions			
Net sales							
Net sales to customers	255,702	426,944	508,445	328,081	3,531	—	1,522,703
Net sales to other segment	7,825	10,948	6,130	279	1,962	(27,144)	—
Total	263,527	437,892	514,575	328,360	5,493	(27,144)	1,522,703
Segment profit (loss)	55,696	25,382	19,609	15,924	(1,194)	(20,935)	94,482
Finance income	—	—	—	—	—	—	6,931
Finance expenses	—	—	—	—	—	—	18,804
Profit before income taxes	—	—	—	—	—	—	82,609
(Other income and expenses)							
Depreciation and amortization	10,200	17,438	20,113	9,315	163	8,977	66,206
Impairment loss	—	263	352	6	—	—	621
Segment assets	234,758	270,250	370,362	211,556	2,105	495,783	1,584,814
(Other assets)							
Capital expenditures	11,969	16,850	23,488	26,842	45	15,583	94,777

(Year ended March 31, 2026) (Amount: millions of yen)

	Reportable segment				Other[*1]	Adjustments[*2]	Consolidated
	Precision Technologies	Motor, Lighting & Sensing	Semiconductor & Electronics	Access Solutions			
Net sales							
Net sales to customers	281,151	456,517	590,263	332,249	4,207	—	1,664,387
Net sales to other segment	7,880	12,918	5,980	450	2,470	(29,698)	—
Total	289,031	469,435	596,243	332,699	6,677	(29,698)	1,664,387
Segment profit (loss)	62,245	26,929	26,669	17,087	(2,657)	(26,294)	103,979
Finance income	—	—	—	—	—	—	40,908
Finance expenses	—	—	—	—	—	—	11,108
Profit before income taxes	—	—	—	—	—	—	133,779
(Other income and expenses)							
Depreciation and amortization	10,773	17,717	21,884	9,915	143	9,990	70,422
Impairment loss	—	—	—	—	—	—	—
Segment assets	268,967	318,330	414,040	244,606	7,266	561,628	1,814,837
(Other assets)							
Capital expenditures	10,275	15,775	25,372	20,427	4,498	20,114	96,461

(Notes) *1. "Other" includes business units that are not included in the reportable segments.
Their products are mainly software design and development, and machines made in-house.

*2. The amount of the adjustment is as follows.

① Adjustments to segment profit (loss) include corporate expenses such as selling, general & administrative expenses in addition to research and development costs that do not belong to the reportable segments (-20,935 million yen last fiscal year, -26,294 million this fiscal year).

② Adjustments to segment assets include assets of cash and cash equivalents, tangible fixed assets and deferred tax assets, etc. related to administrative divisions that do not belong to the reportable segments (495,783 million yen last fiscal year, 561,628 million yen this fiscal year).

③ The major part of the adjustments in depreciation and amortization is depreciation of equipment related to the administrative division, which does not belong to the reportable segments.

④ The major part of the adjustments related to capital expenditures is capital investments in equipment related to the administrative division, which does not belong to the reportable segments.

(Per Share Data)

(1) Basic and diluted earnings per share

	Year ended March 31, 2025	Year ended March 31, 2026
Earnings per share, basic (yen)	147.58	246.60
Earnings per share, diluted (yen)	147.57	246.59

(2) Basis of calculation for basic and diluted earnings per share

	Year ended March 31, 2025	Year ended March 31, 2026
Profit for the year used for the calculation of basic and diluted earnings per share		
Profit for the year attributable to owners of the parent (millions of yen)	59,457	99,034
Adjustments	—	—
Profit for the year used for the calculation of diluted earnings per share (millions of yen)	59,457	99,034
Average number of common share used for the calculation of basic and diluted earnings per share		
Average number of common shares used for the calculation of basic earnings per share (shares)	402,869,405	401,592,580
Effect of dilutive potential common shares due to warrants (shares)	25,990	25,990
Average number of common shares used for the calculation of diluted earnings per share (shares)	402,895,395	401,618,570

(Subsequent Events)

Not applicable.