Financial Results Briefing

Fiscal Year Ended March 2026

MinebeaMitsumi Inc.

May 12, 2026

Today's Agenda

1. Financial Results Overview
   and Mid-term Earnings Forecast

2. Management Policy and Business Strategy

Financial Results Overview and Mid-term Earnings Forecast

Katsuhiko Yoshida
Director, President COO & CFO

Summary of Business Results for FY3/26

Both net sales and operating income hit record high
Net sales increased for 14th consecutive year
(3rd consecutive year of increased net sales and operating income)

(Billions of yen)	FY3/25 Full Year	FY3/26 Full Year	YoY Change	YoY Growth Rate	FY3/26 Full Year As of February
Net sales	1,522.7	1,664.4	+141.7	+9.3%	1,600.0
Operating income	※1 94.5	※2 104.0	+9.5	+10.1%	101.0
Profit before taxes	82.6	133.8	+51.2	+61.9%	96.0
Profit for the period attributable to owners of the parent	59.5	※3 99.0	+39.6	+66.6%	71.0
Earnings per share, basic (yen)	147.58	※3 246.60	+99.02	+67.1%	176.80

Foreign Exchange Rates	FY3/25 Full Year	FY3/26 Full Year
US$	¥152.61	¥149.99
Euro	¥163.89	¥172.92
Thai Baht	¥4.36	¥4.63
Chinese RMB	¥21.12	¥21.05

*1 Includes approximately 5 billion yen in one-time expenses.
*2 Includes approximately 2.6 billion yen in structural reform costs.
*3 Includes special factors.

Summary of Business Results for 4Q

Net sales and operating income exceeded the forecast

(Billions of yen)	FY3/25	FY3/26		YoY		QoQ		FY3/26 Full Year
	4Q	3Q	4Q	Change	Growth Rate	Change	Growth Rate	As of February
Net sales	374.8	453.9	432.2	+57.3	+15.3%	-21.8	-4.8%	367.8
Operating income	21.5	※1 31.3	28.3	+6.8	+31.5%	-3.0	-9.5%	25.8
Profit before taxes	22.7	※1 29.8	63.7	+41.0	x2.8	+33.9	x2.1	26.3
Profit for the period attributable to owners of the parent	17.0	※1 21.3	※2 49.2	+32.2	x2.9	+27.9	x2.3	21.6
Earnings per share, basic (yen)	42.25	※1 52.96	※2 122.46	+80.21	x2.9	+69.50	x2.3	53.83

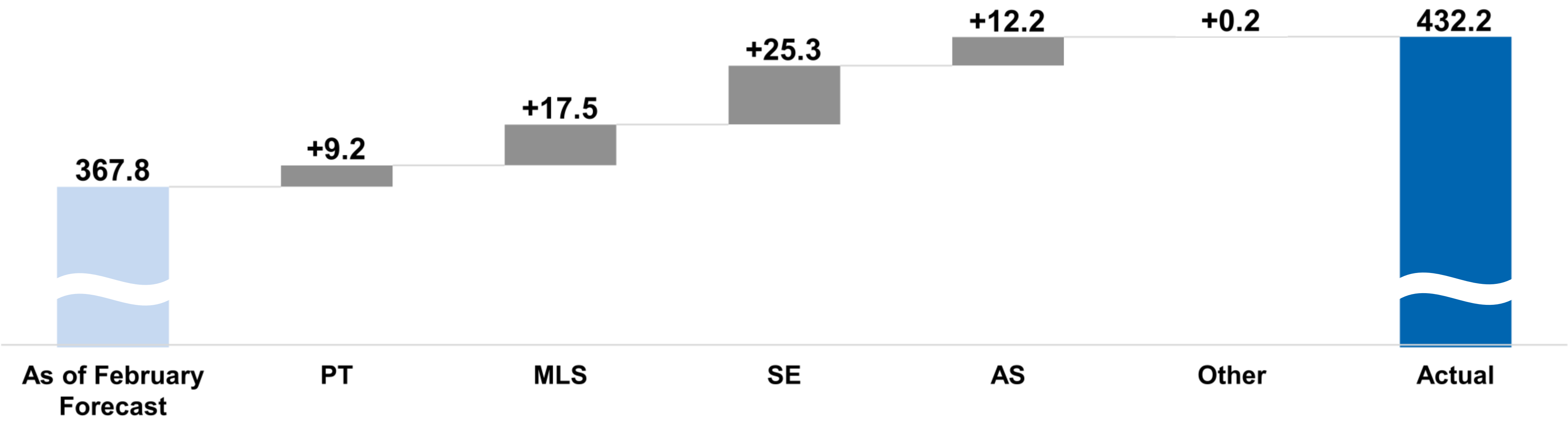
Foreign Exchange Rates	FY3/25	FY3/26	
	4Q	3Q	4Q
US$	¥154.11	¥151.50	¥155.95
Euro	¥160.51	¥176.38	¥183.34
Thai Baht	¥4.53	¥4.69	¥4.97
Chinese RMB	¥21.12	¥21.28	¥22.37

*1 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion.
*2 Includes special factors.

4Q Results: Variance from Previous Forecast (February 5, 2026)

(Billions of yen)

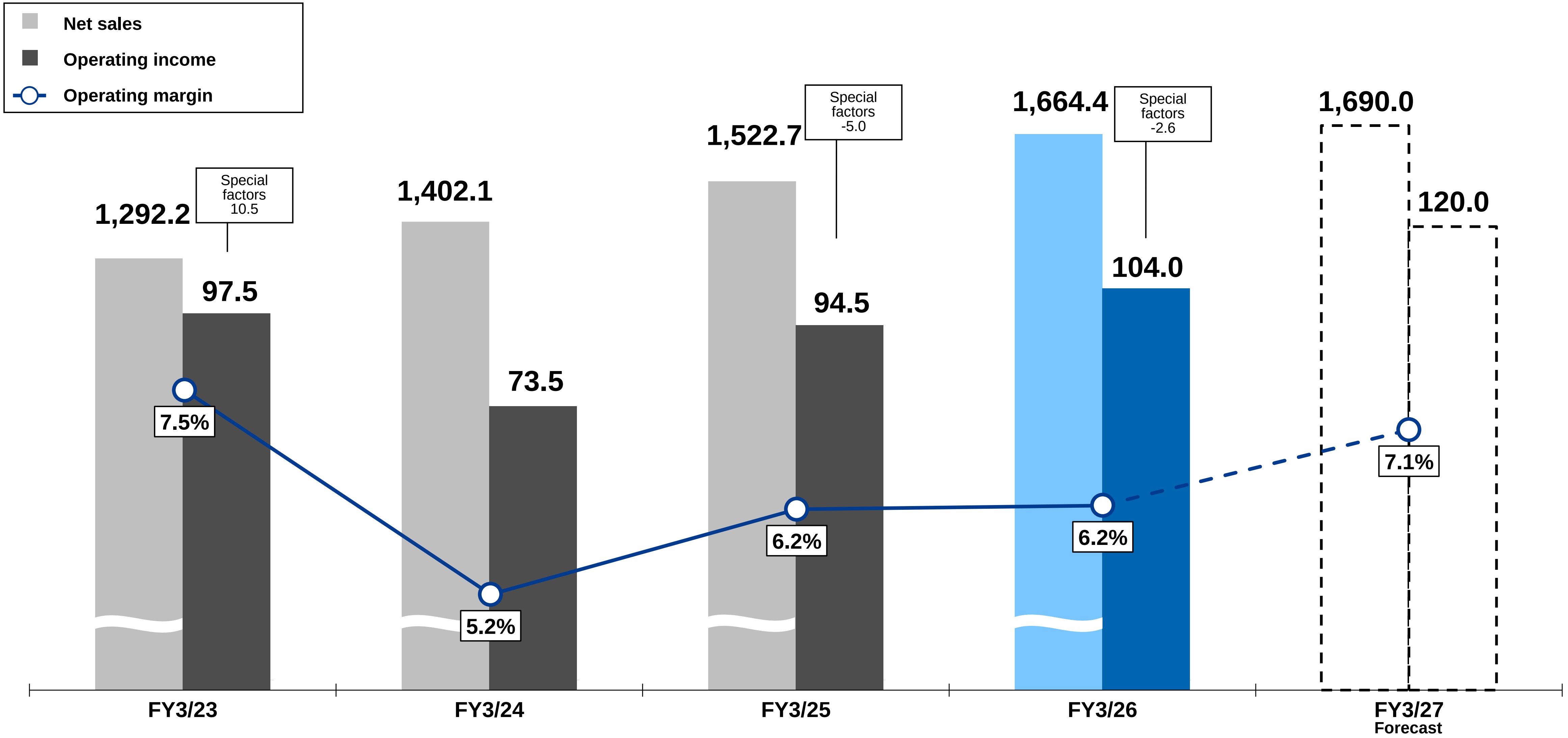
Net Sales



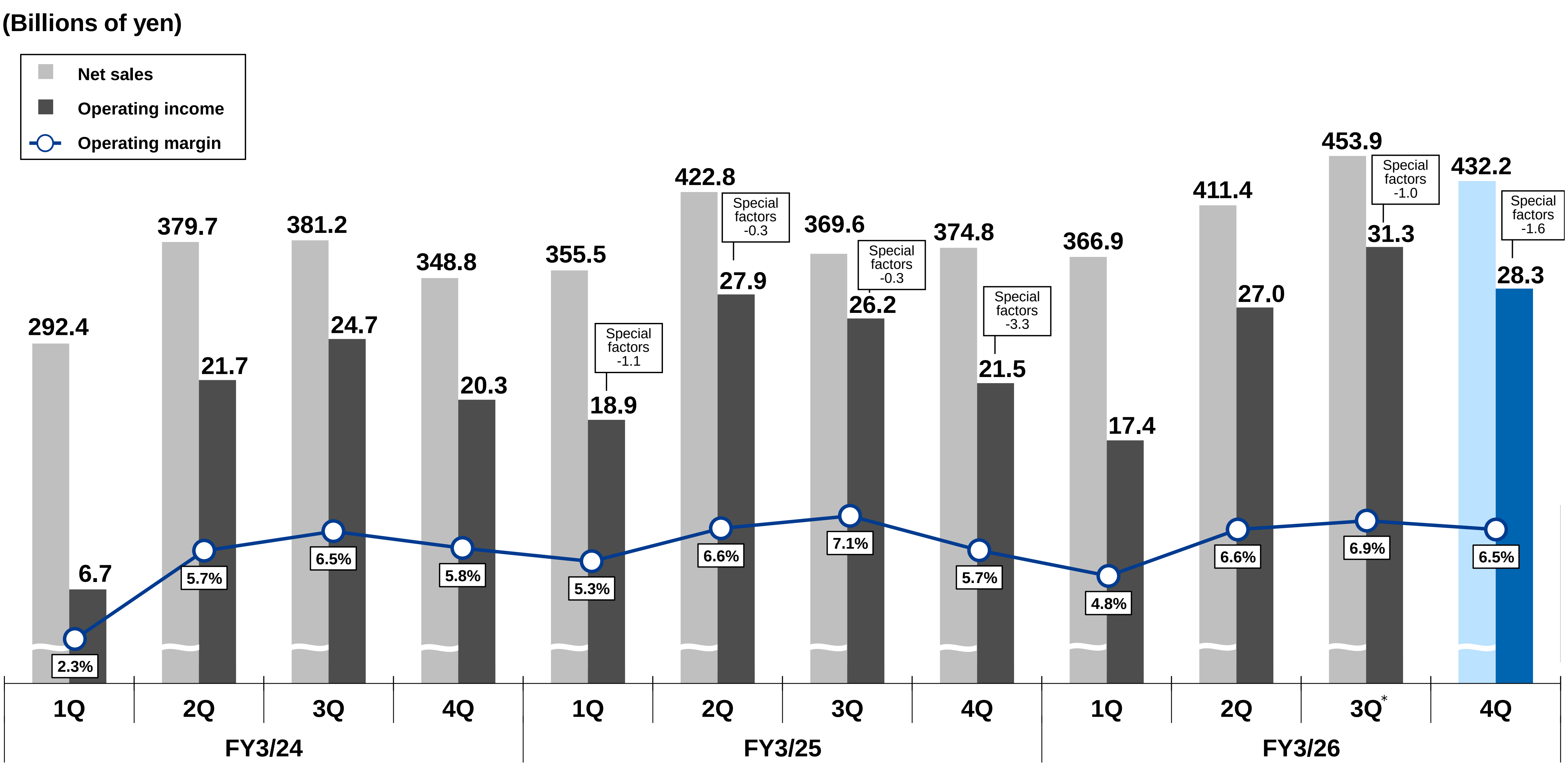
Operating Income

Full-Year Trends: Net Sales, Operating Income / Margin

(Billions of yen)



Quarterly Trends: Net Sales, Operating Income / Margin



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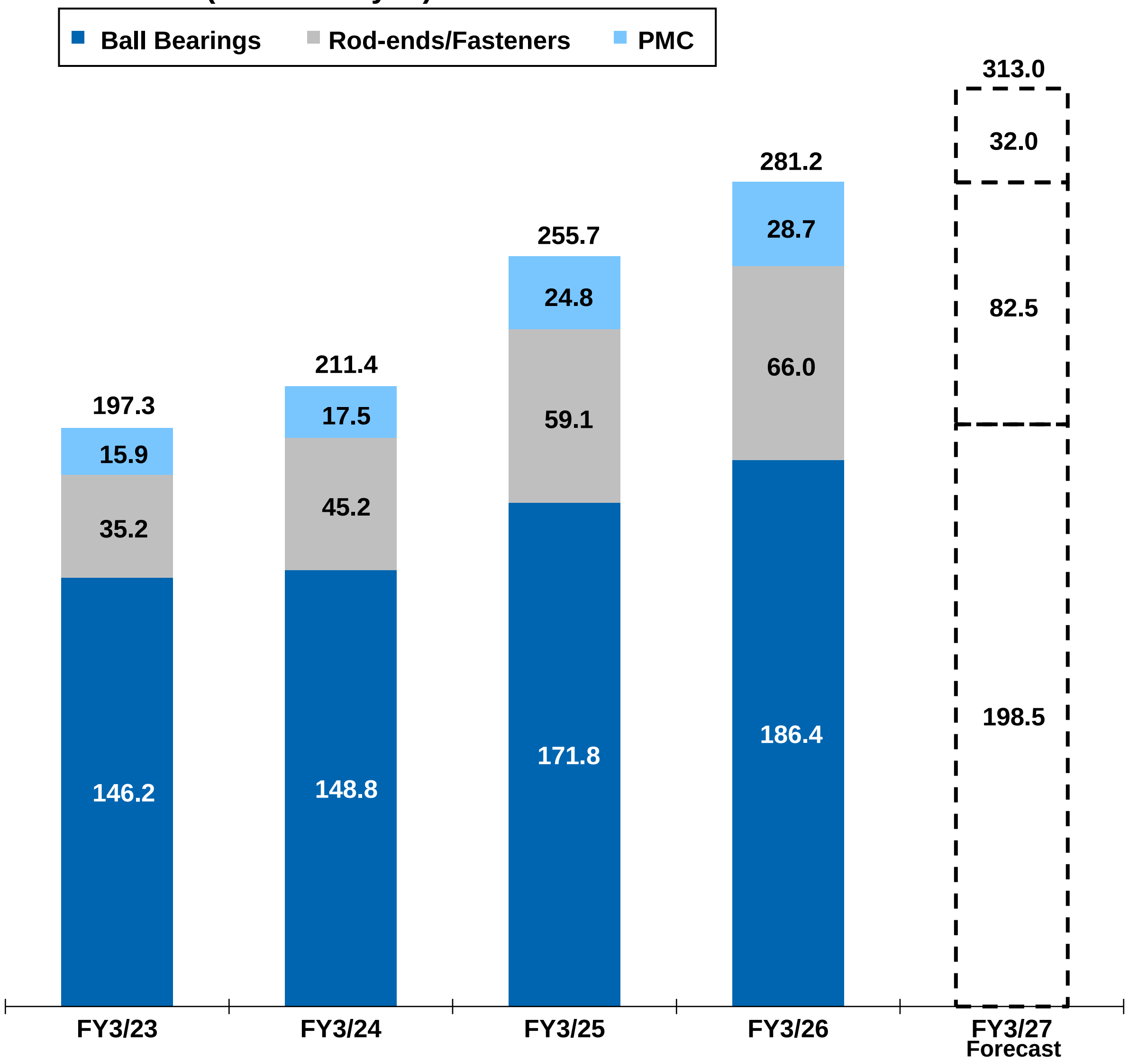
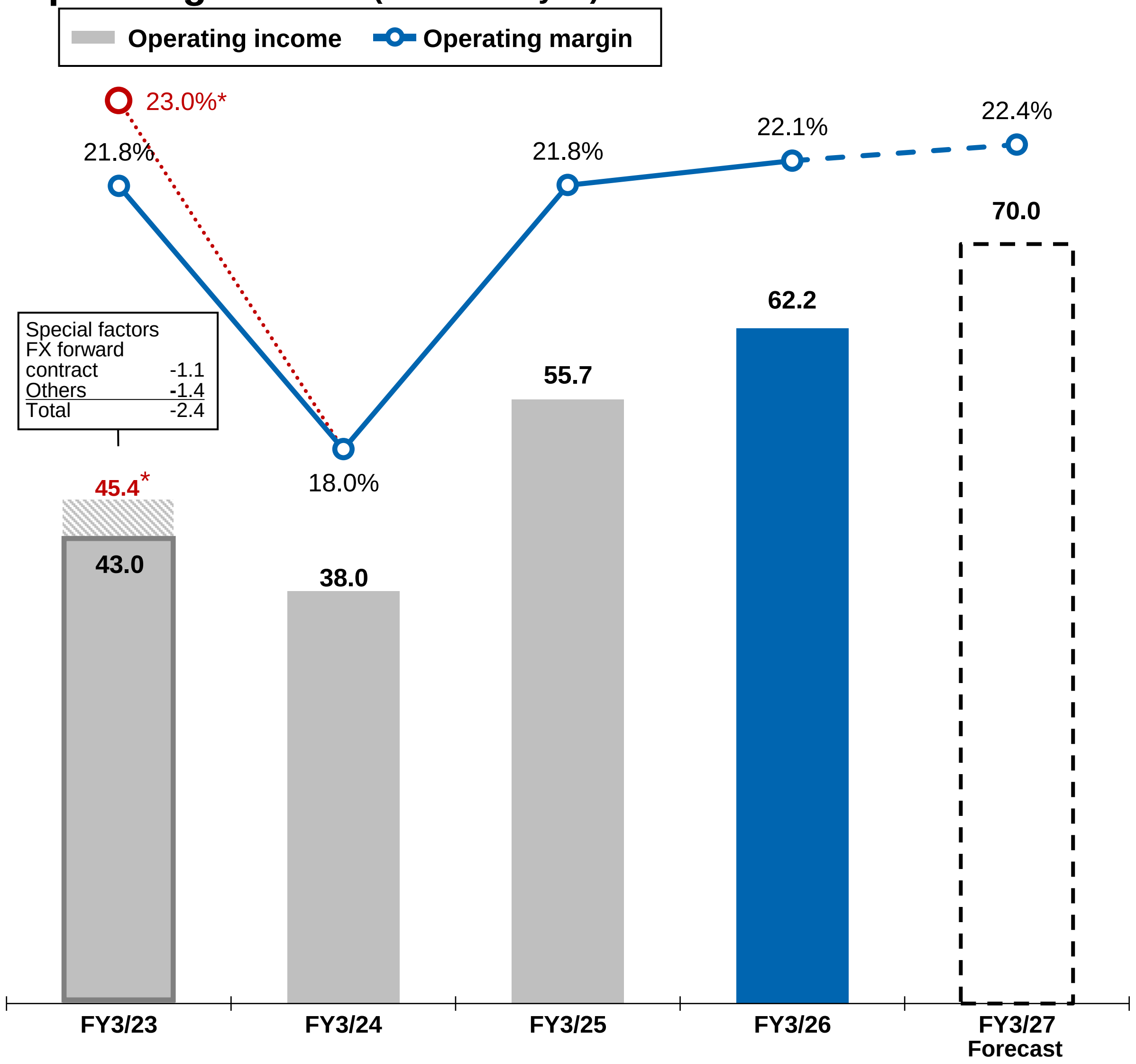
Full-Year Trends: Precision Technologies (PT)

Net sales (Billions of yen)



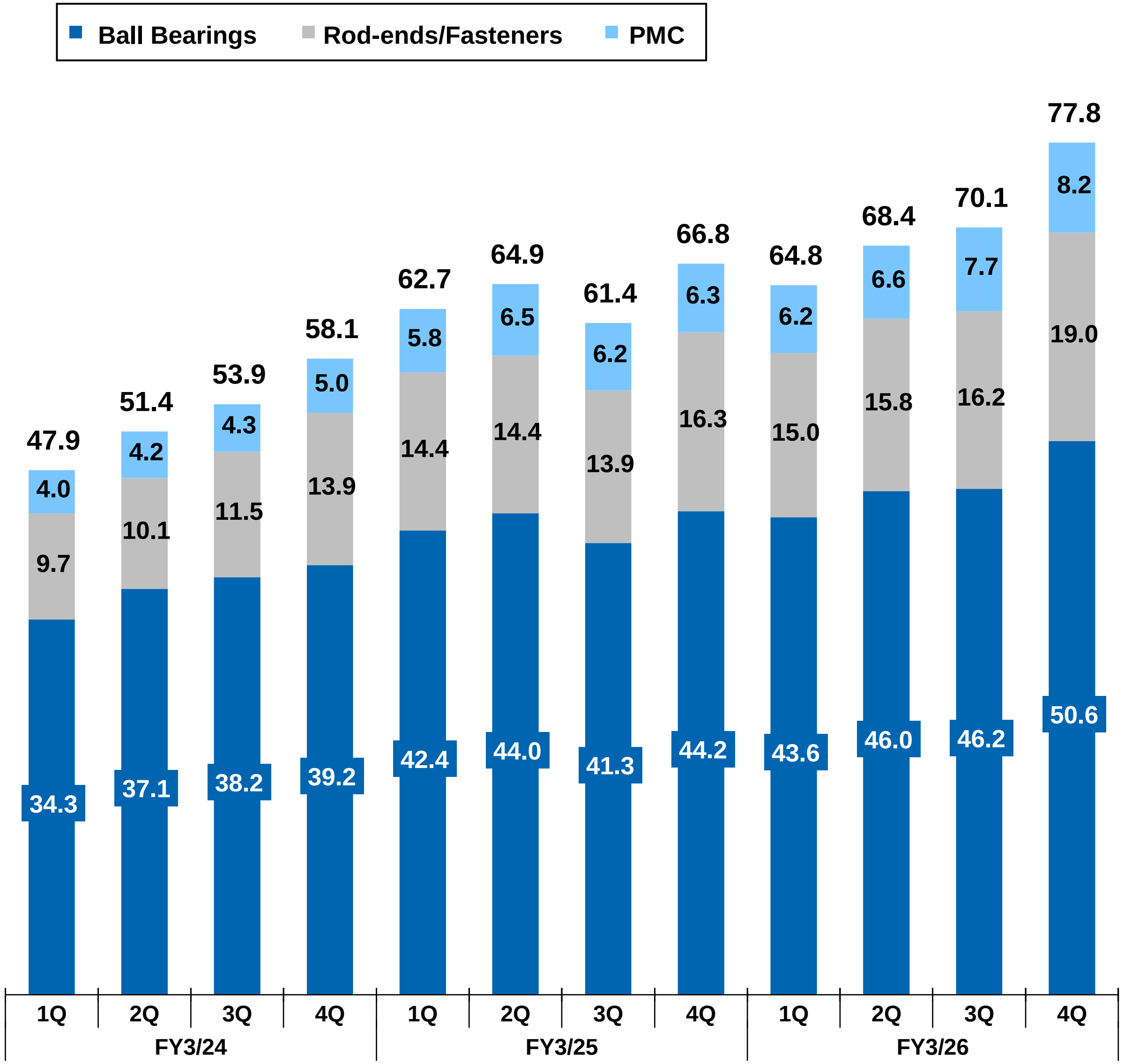
Operating income (Billions of yen)



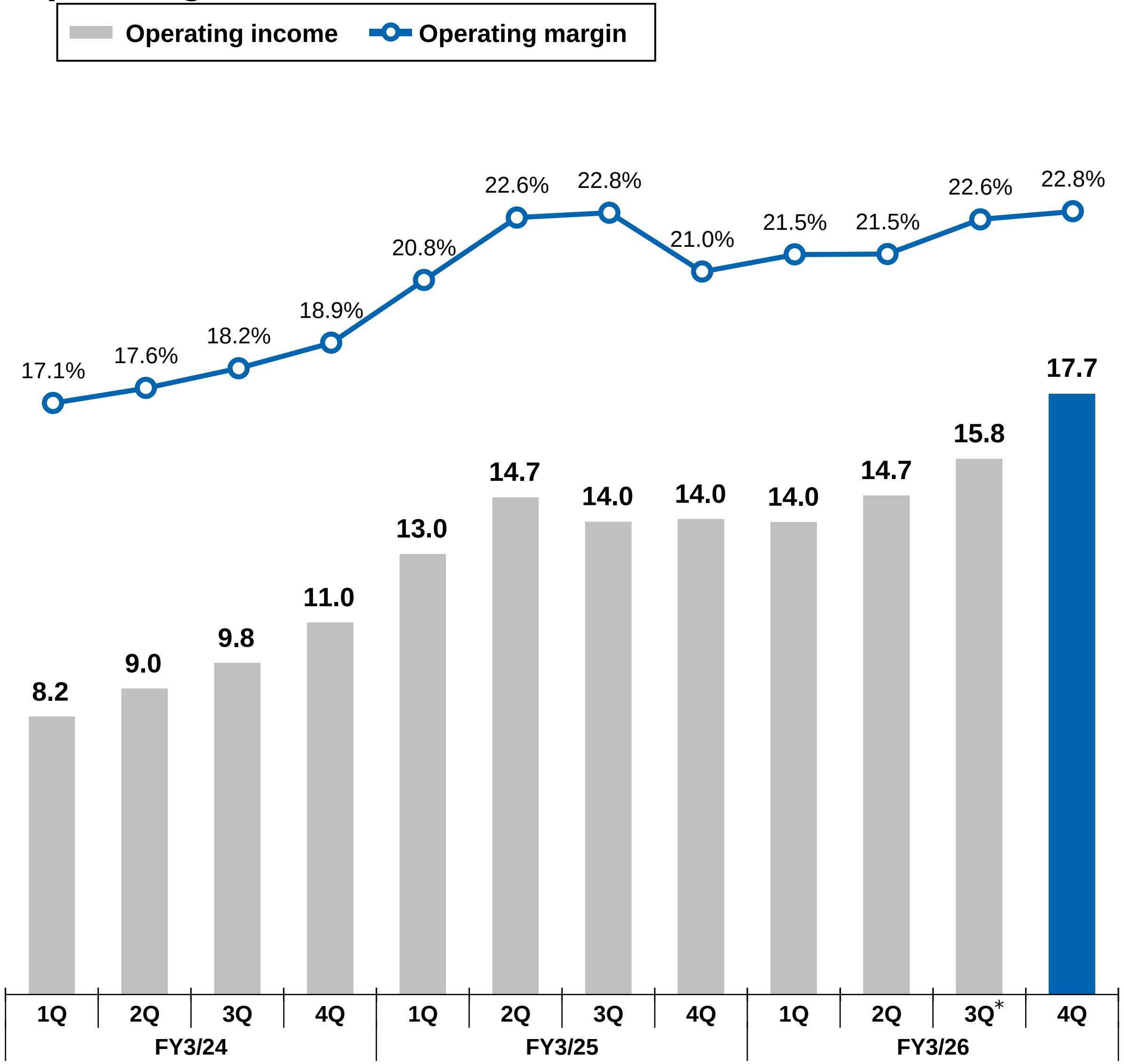
* Excluding special factors.

Quarterly Trends: Precision Technologies (PT)

Net sales (Billions of yen)



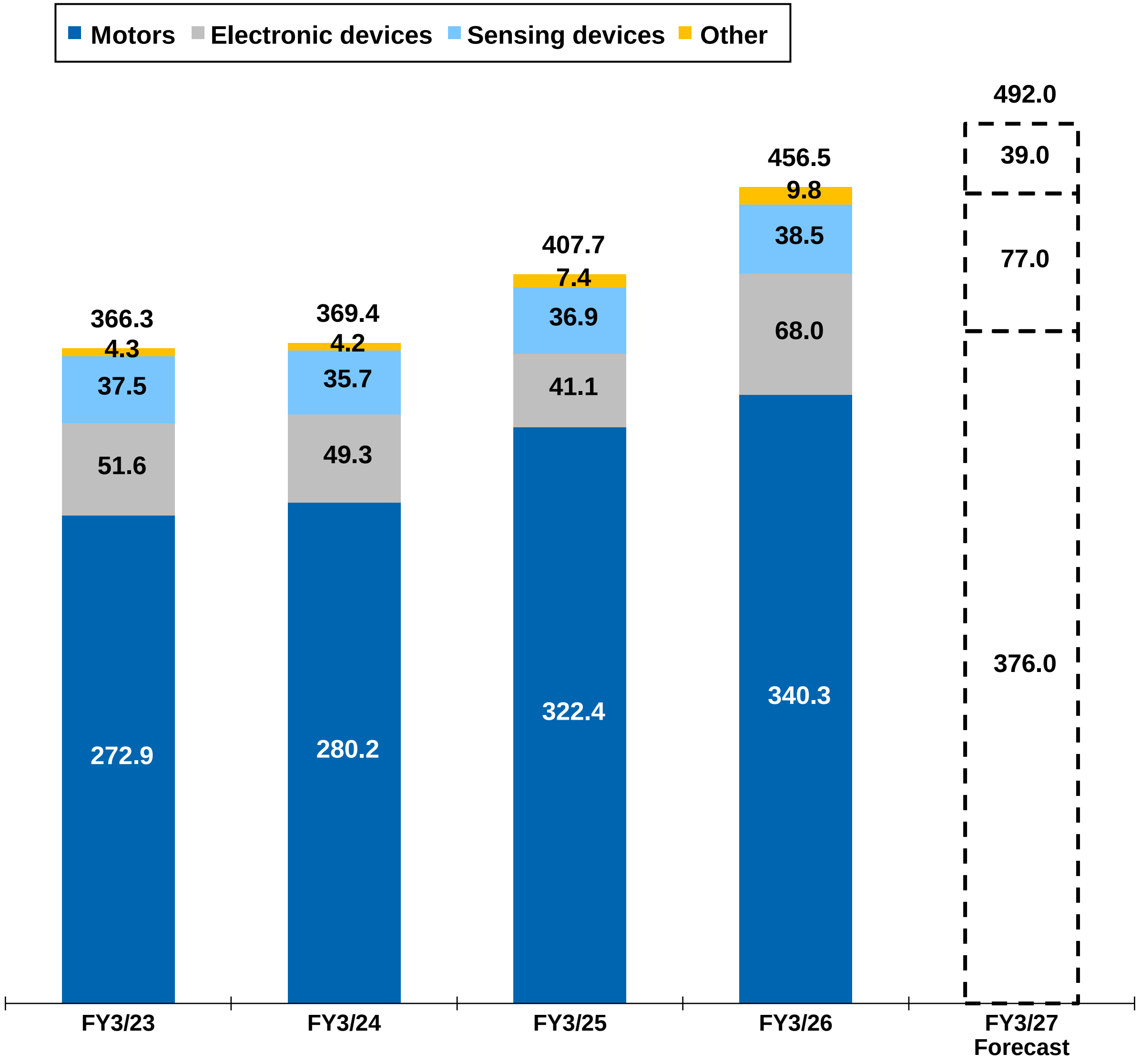
Operating income (Billions of yen)



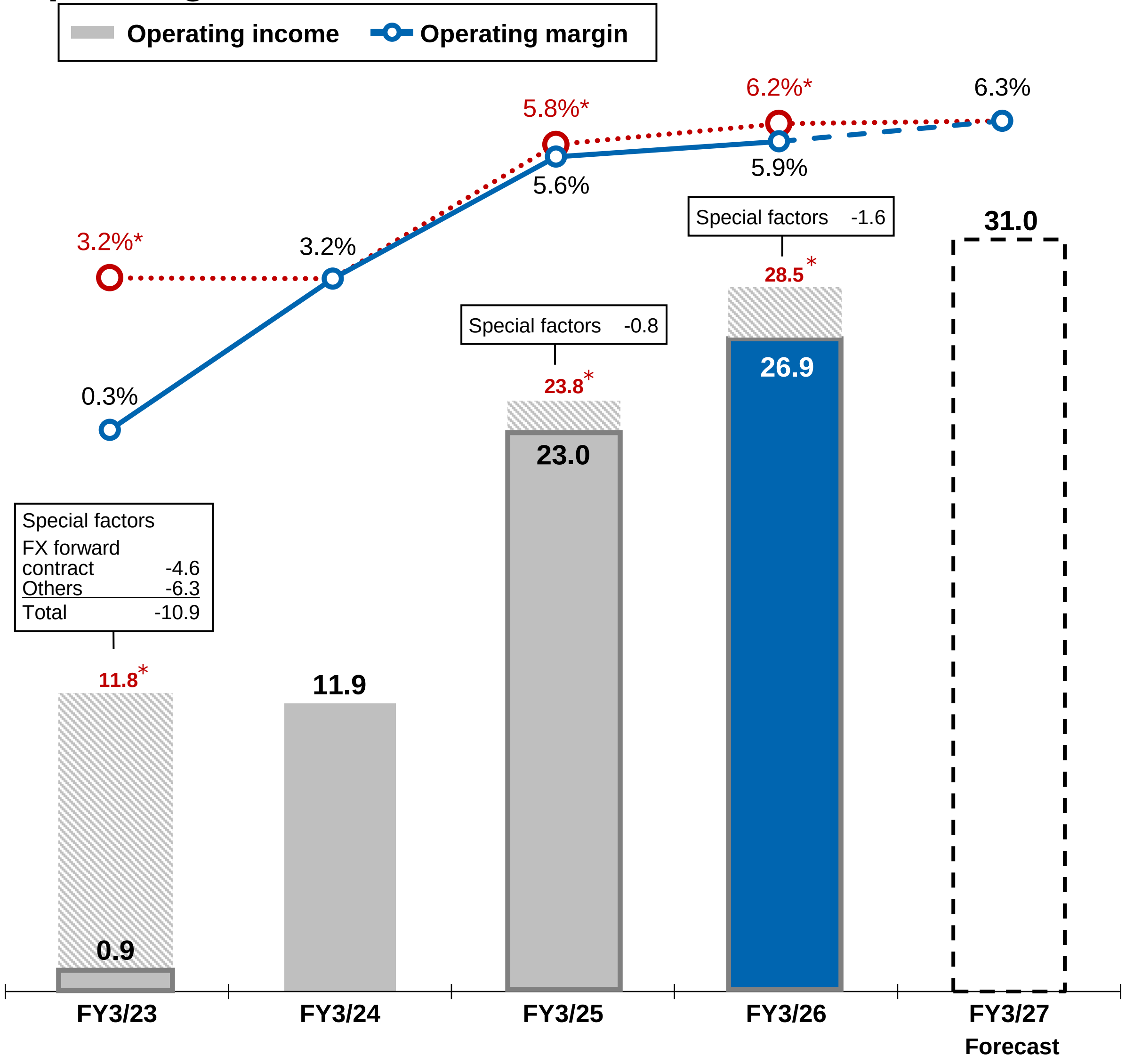
* Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion.

Full-Year Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



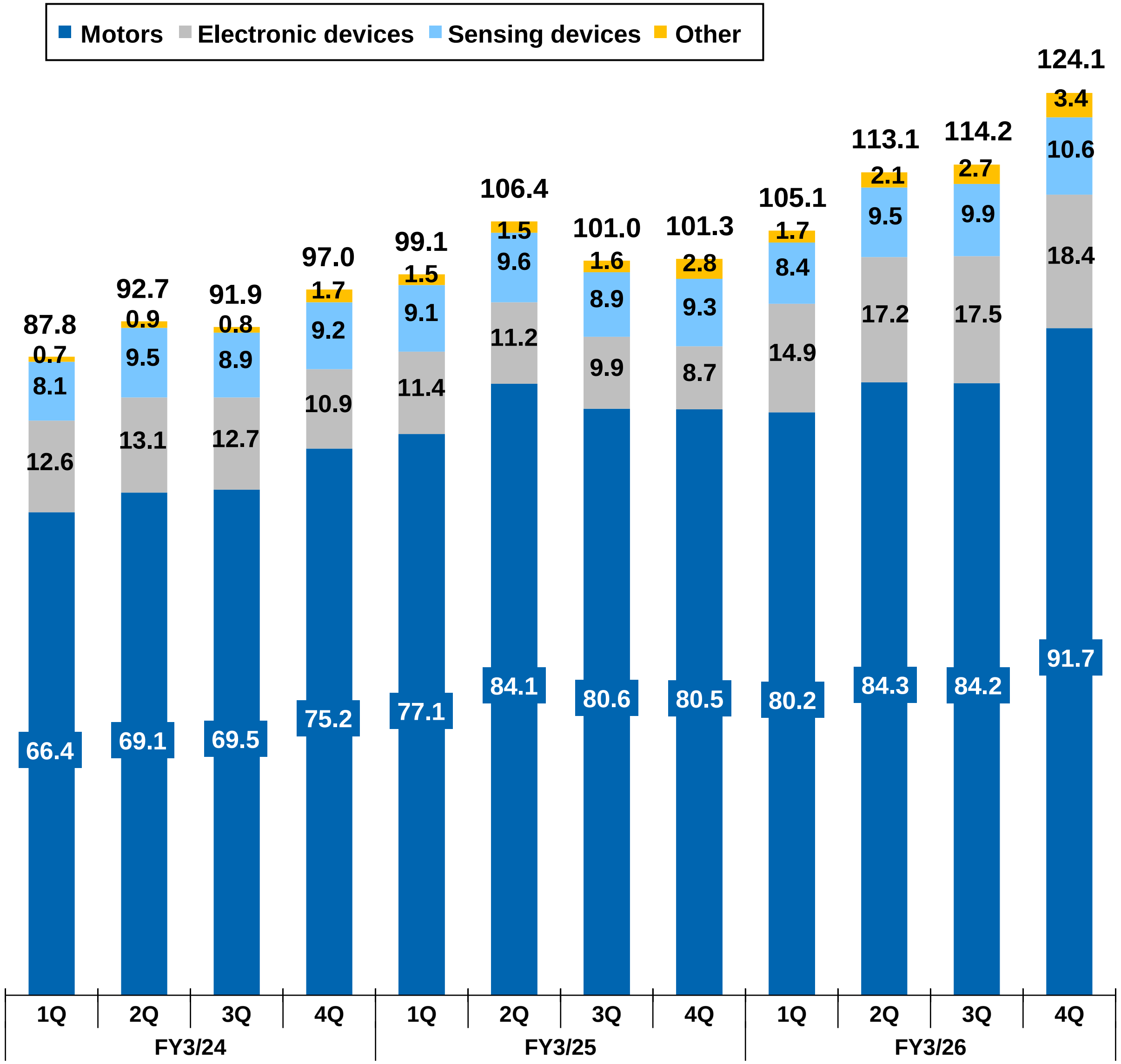
Operating income (Billions of yen)



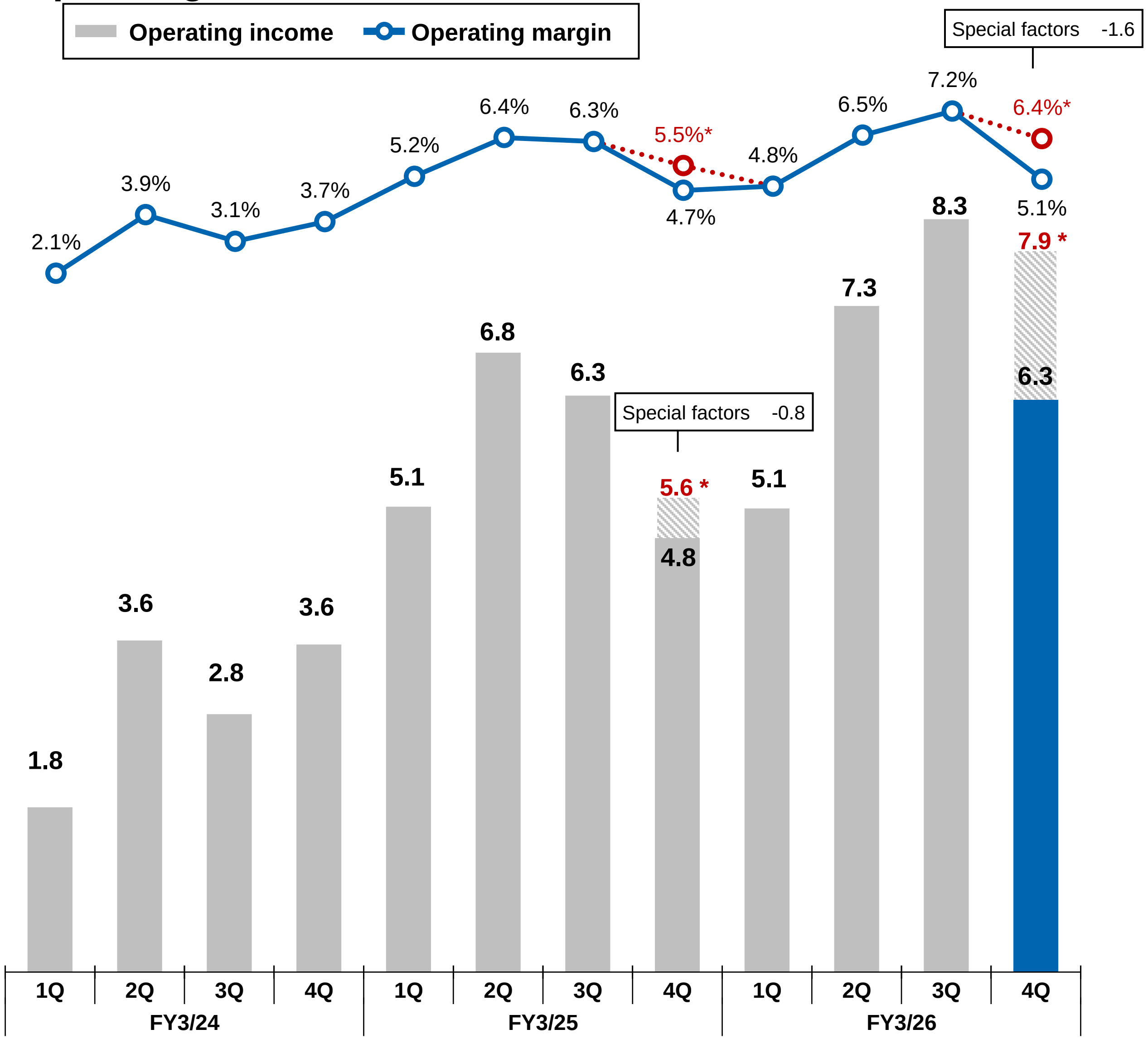
* Excluding special factors.

Quarterly Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



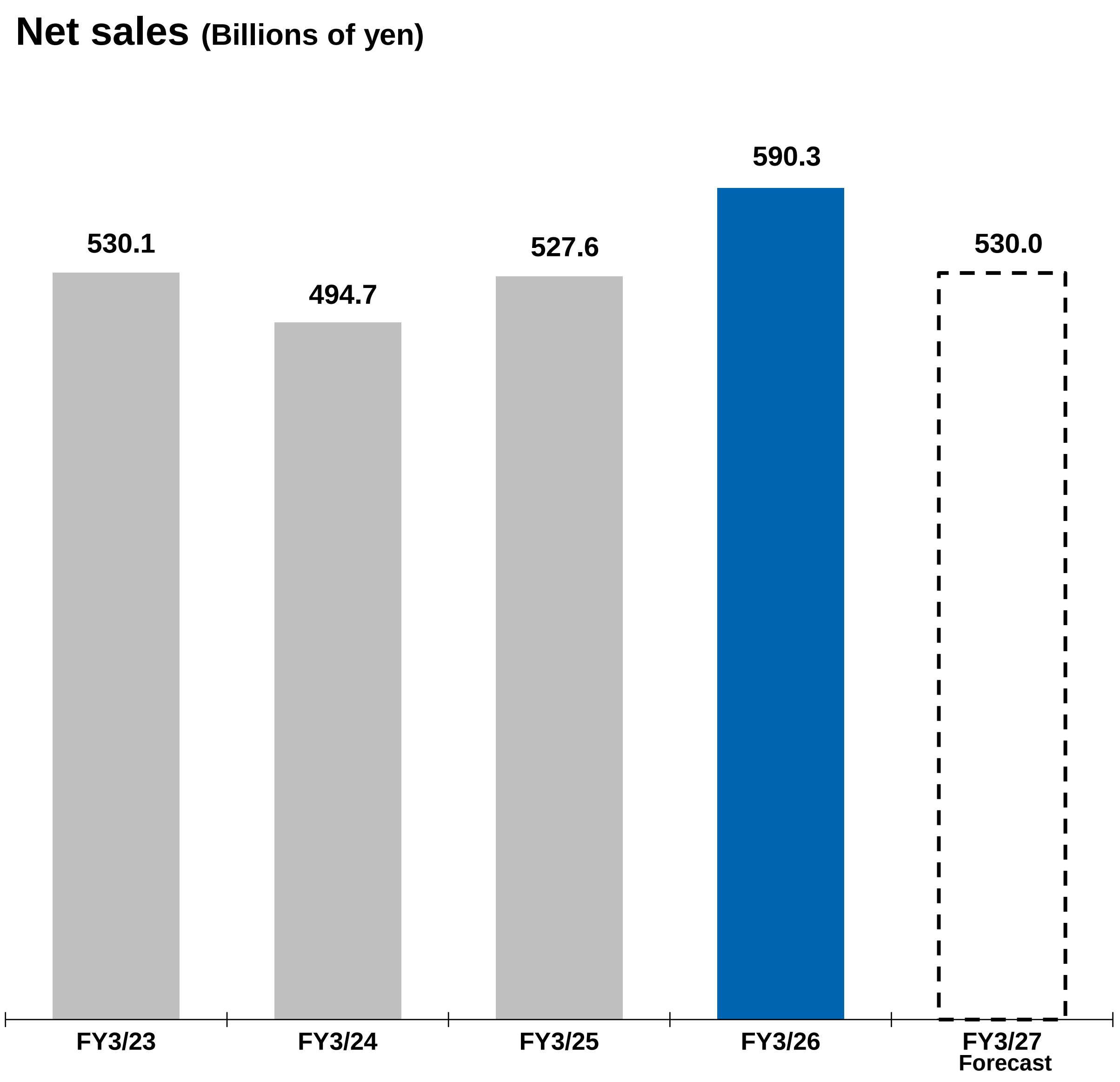
Operating income (Billions of yen)

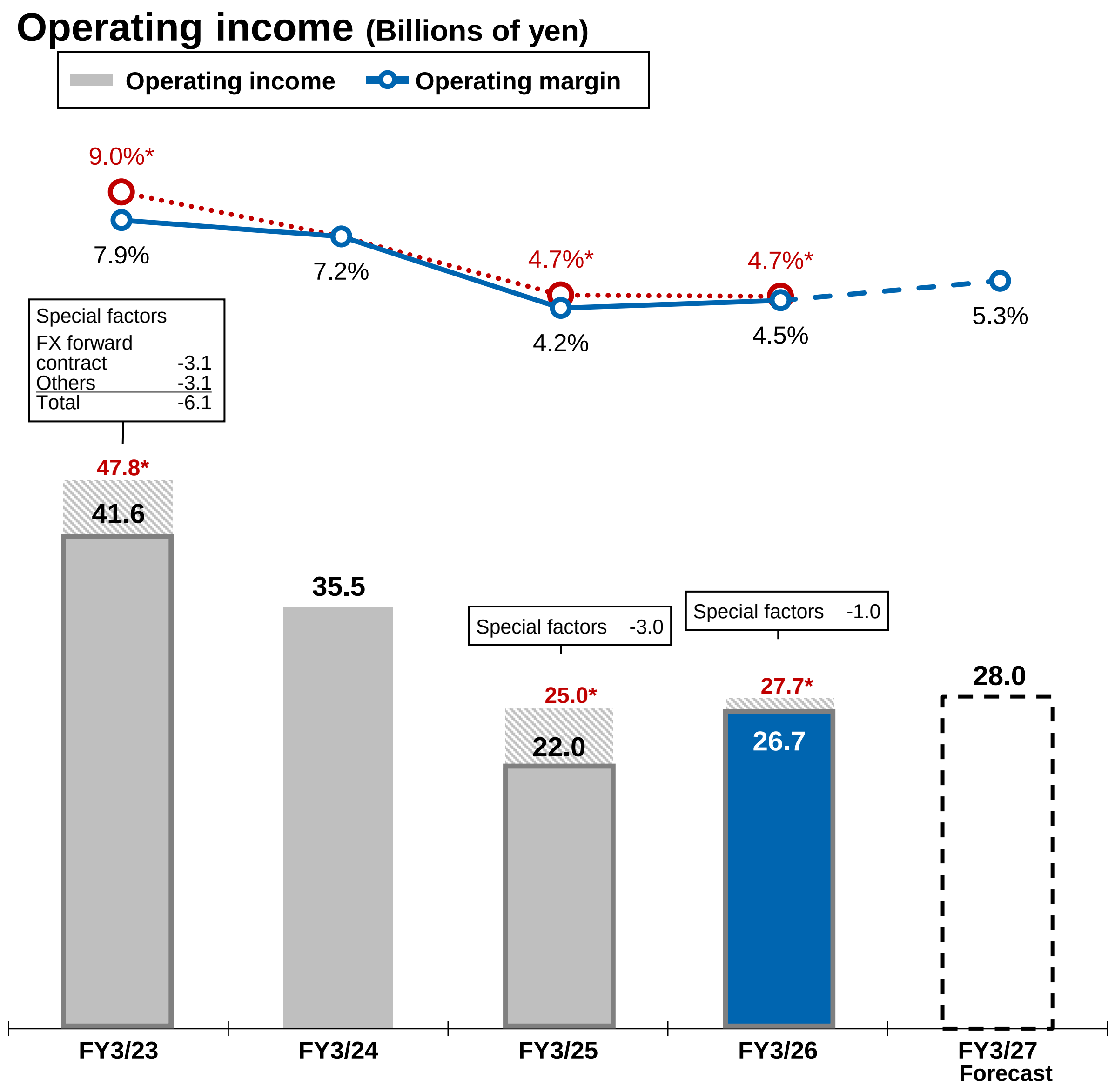


* Excluding special factors.

MinebeaMitsumi
Passion to Create Value through Difference

Full-Year Trends: Semiconductor & Electronics (SE)

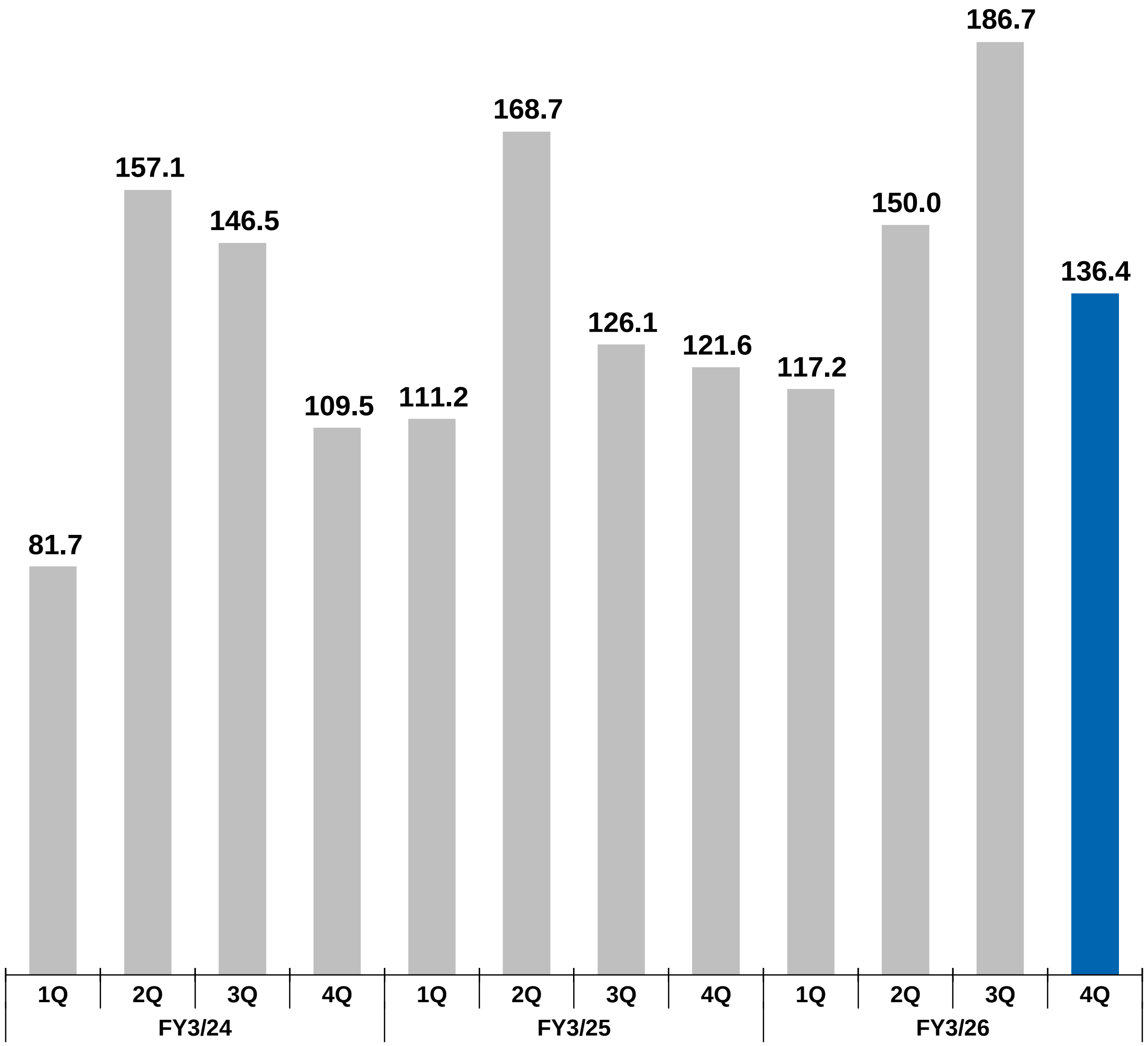




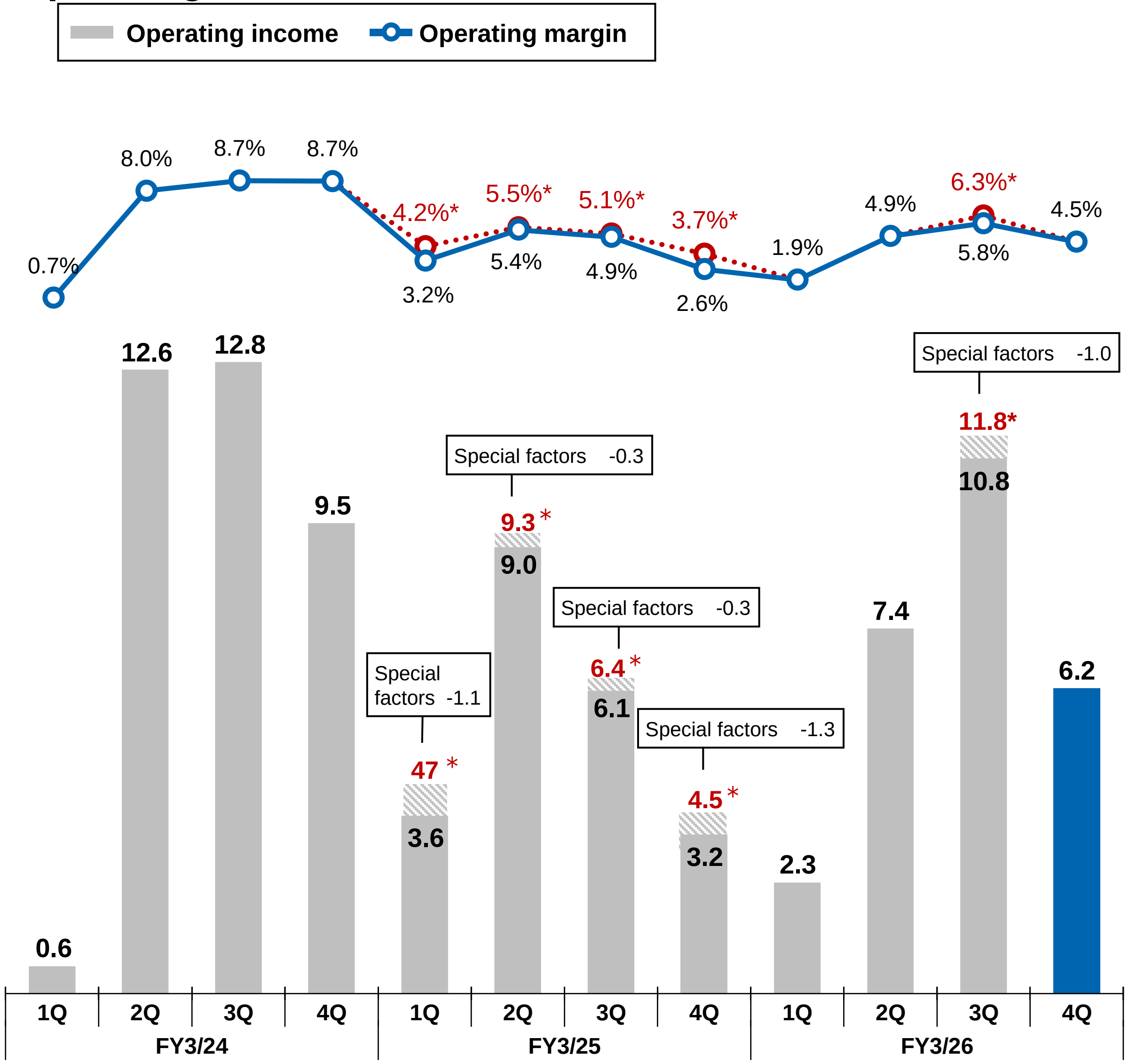
* Excluding special factors.

Quarterly Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)



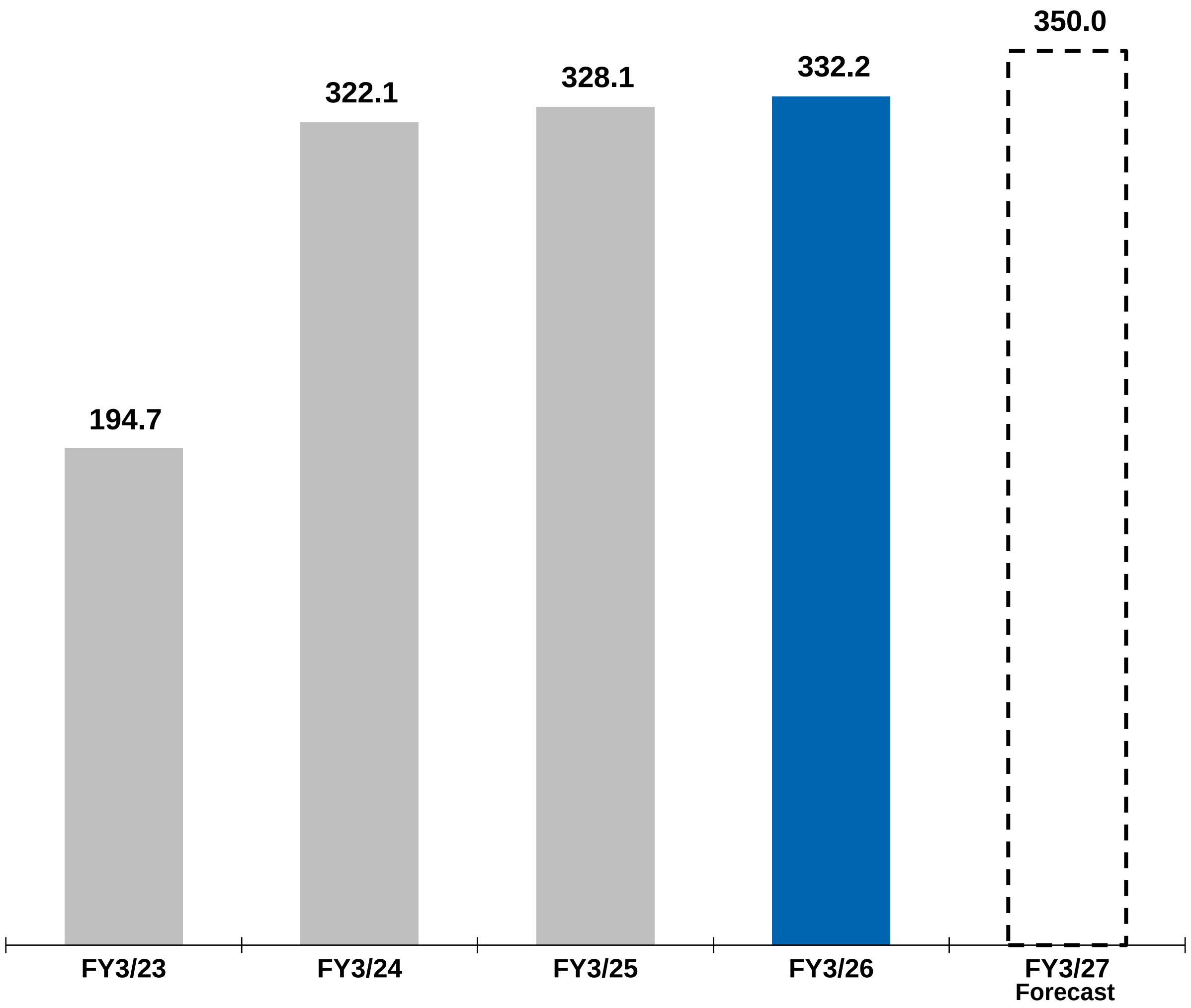
Operating income (Billions of yen)



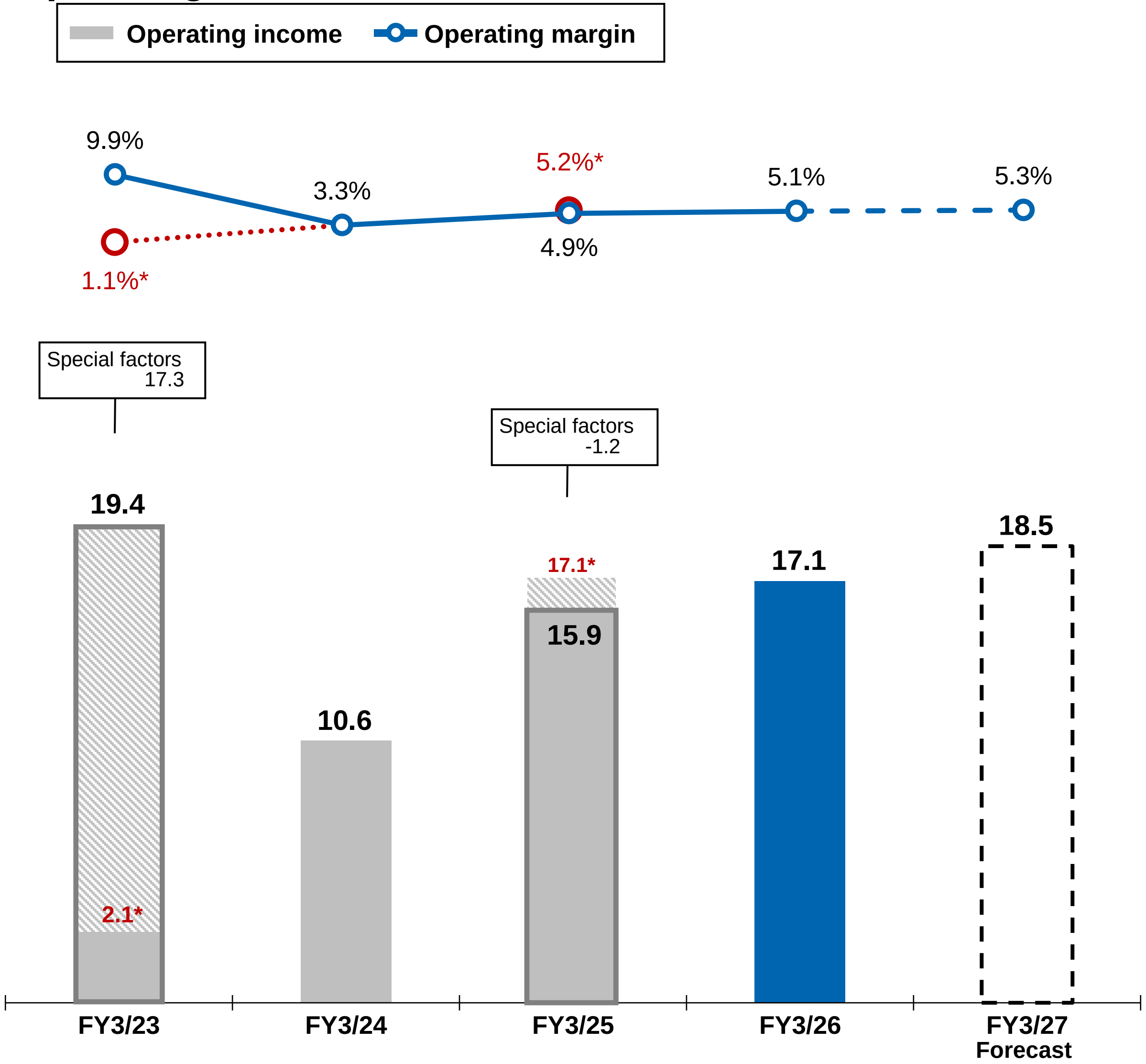
* Excluding special factors.

Full-Year Trends: Access Solutions (AS)

Net sales (Billions of yen)



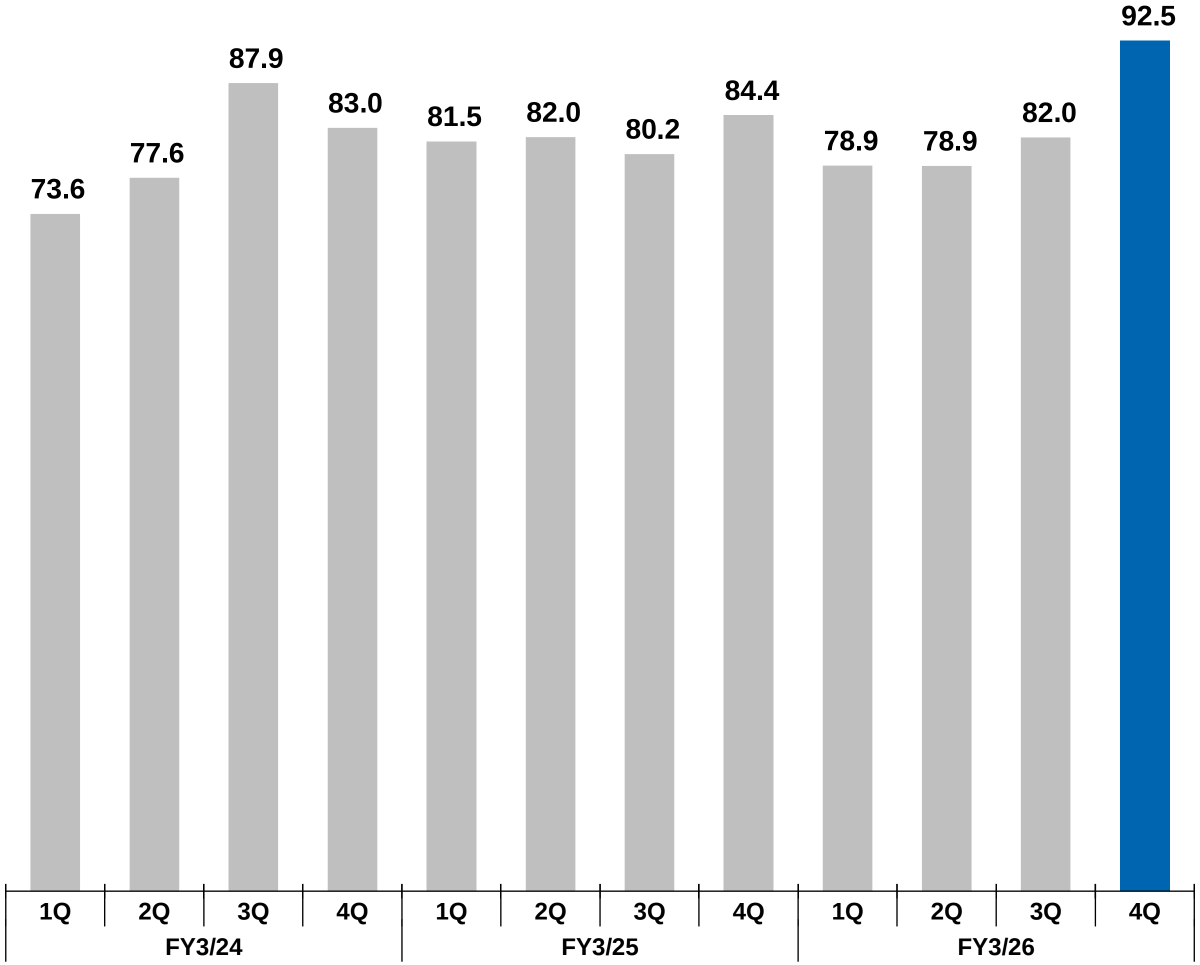
Operating income (Billions of yen)



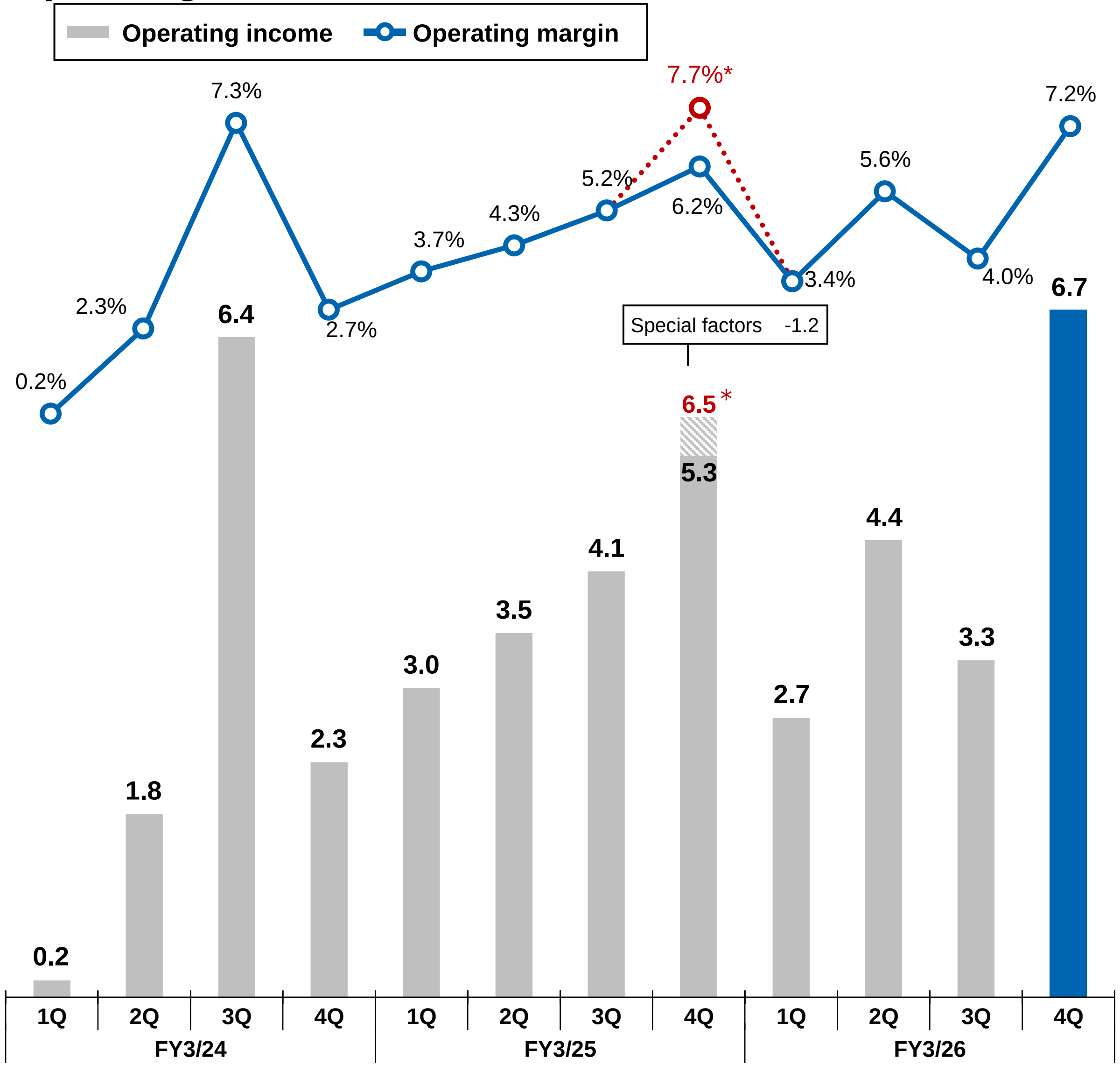
* Excluding special factors.

Quarterly Trends: Access Solutions (AS)

Net sales (Billions of yen)

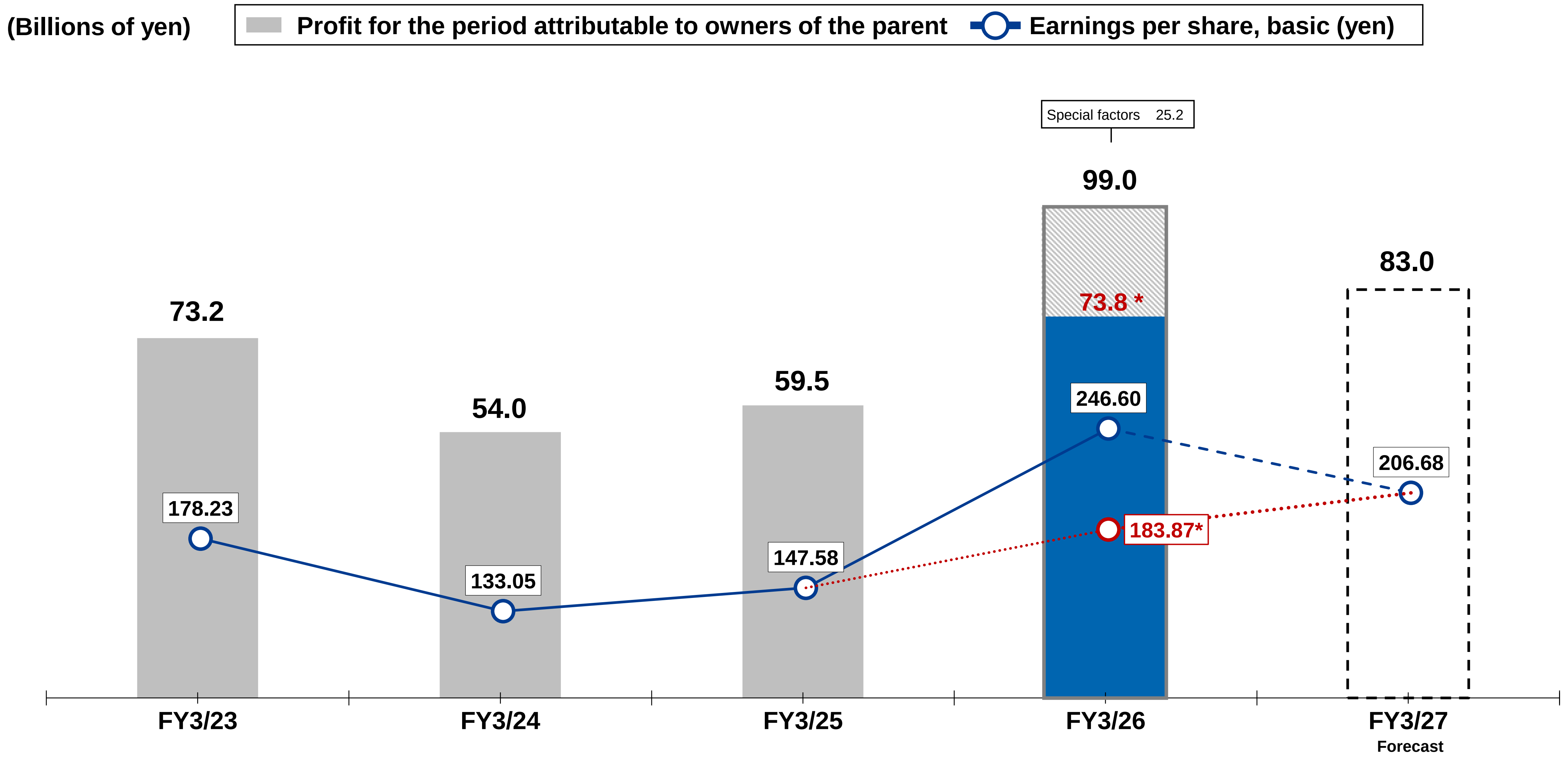


Operating income (Billions of yen)



* Excluding special factors.

Full-Year Trends: Profit Attributable to Owners of the Parent / EPS



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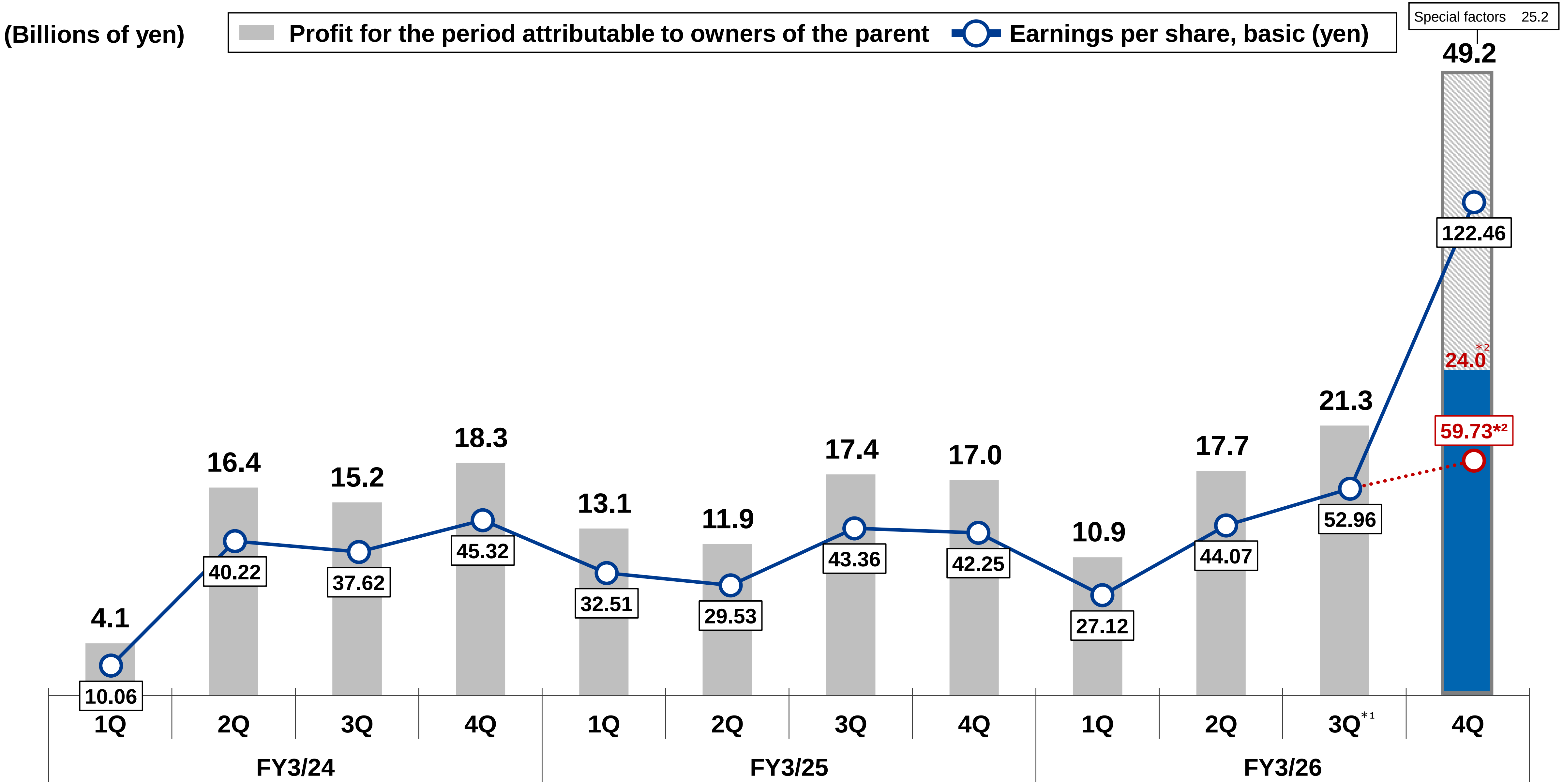
Quarterly Trends: Profit Attributable to Owners of the Parent / EPS



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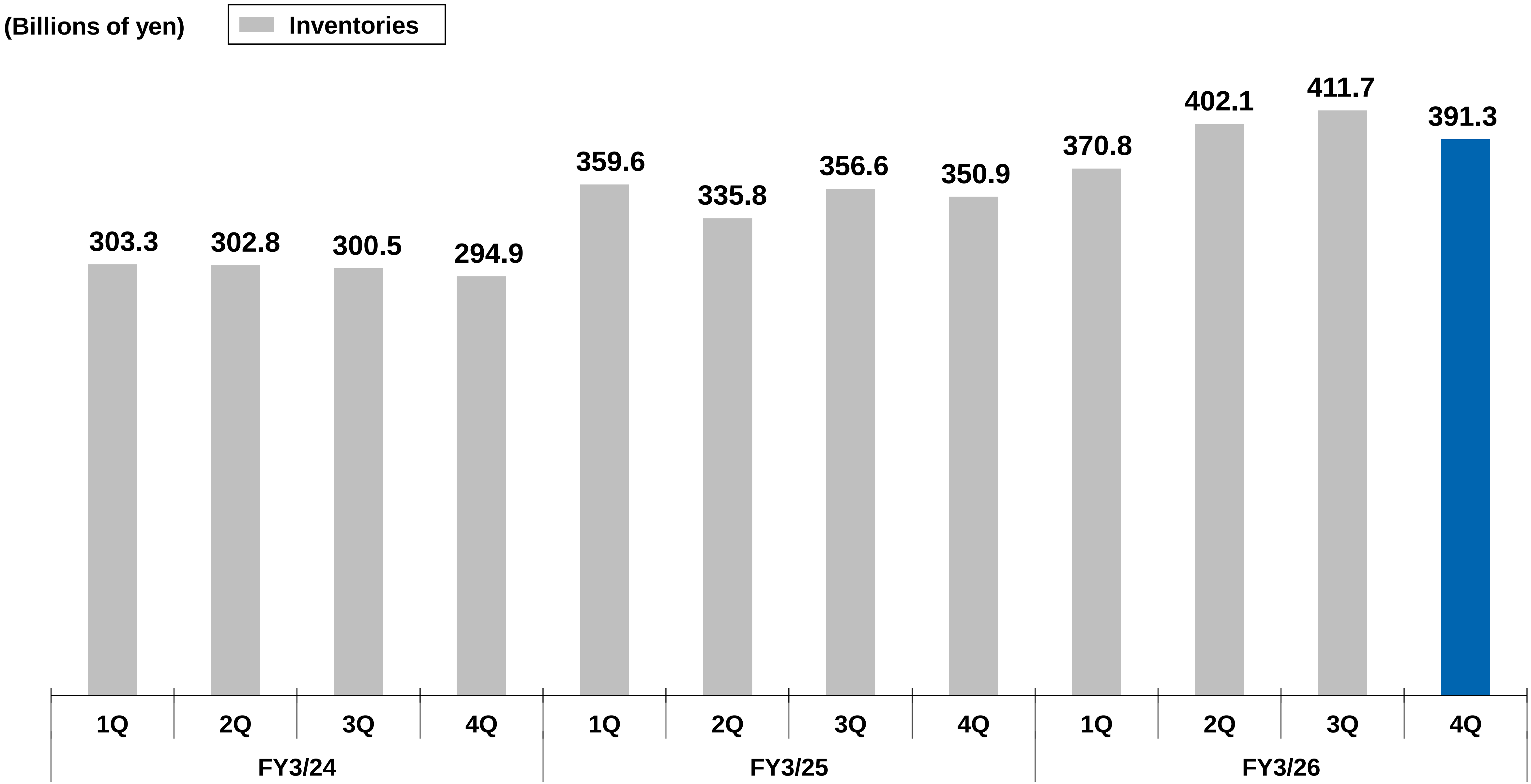
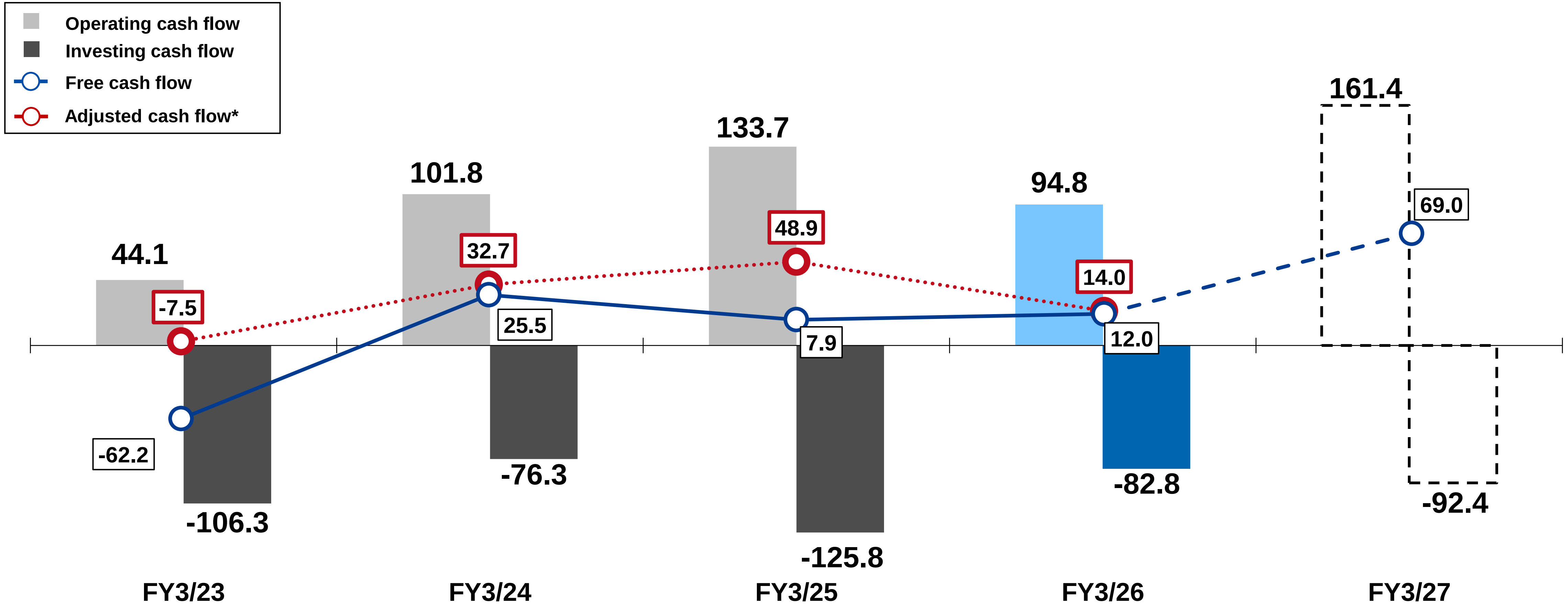
*2 Excluding special factors.

Quarterly Trends: Inventories



Full-Year Trends: Operating/ Investing/ Free/ Adjusted Free Cash Flow

(Billions of yen)



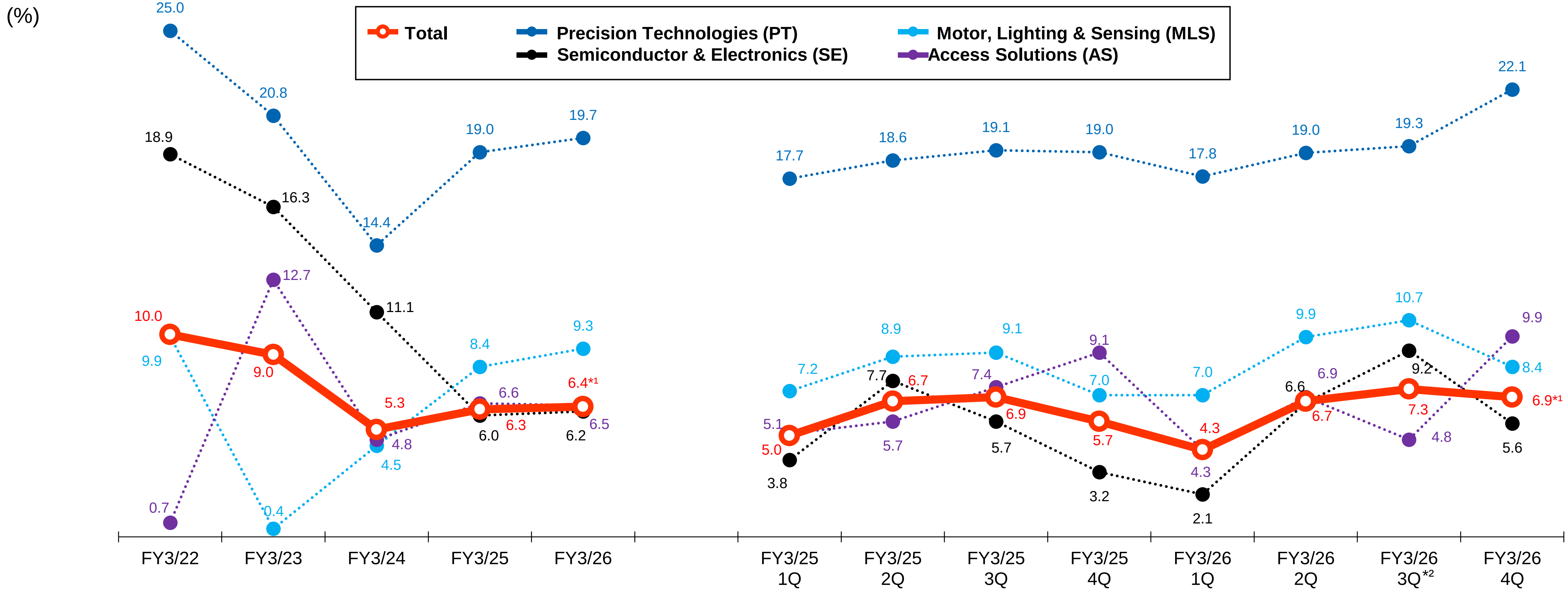
	FY3/23	FY3/24	FY3/25	FY3/26	FY3/27
Adjustments (Billions of yen)	54.7	7.2	41.0	2.0	–
Main one-time factors	Purchase of Tokyo Head Office building M&A(HONDA TSUSHIN KOGYO / SUMIKO TEC / Honda Lock)	M&A (RO-RA)	M&A (Hitachi Power Semiconductor Device)	M&A (TSUBAKI NAKASHIMA ball screw and ball way business)	–

* Adjusted free cash flow: Free cash flow excluding one-time factors such as M&A expenditures and sales of investment securities.

ROIC (Return On Invested Capital)

$$\text{MinebeaMitsumi ROIC} = \frac{\text{NOPAT} \quad \text{Operating income x (1-tax rate)}}{\text{Invested capital} \quad \text{(Notes receivable/accounts receivable + inventories + non-current assets - notes payable/accounts payable)}}$$

Calculated using business assets (trade receivable/payable, inventories, non-current assets) by segment



*1 Excluding special factors.
*2 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion.
*3 The figures for FY3/25 do not reflect the segment realignment.

Segment Changes

To further enhance synergy, related businesses and core technologies are consolidated

Segment		Until FY3/26	From FY3/27 Onward
Precision Technologies (PT)	Bearings		
	(renamed) Aerospace		Large-sized machined components for aircraft and other applications
	PMC		
Motor, Lighting & Sensing (MLS)	Motors		
	Electronic devices		
	Sensing devices		
	Other	Large-sized machined components for aircraft and other applications	
Semiconductor＆Electronics (SE)			
Access Solutions (AS)			

Mid-term Earnings Forecast

Mid-term Earnings Forecast

(Assuming organic growth without large-scale M&A (on the scale of Mitsumi Electric))

(Billions of yen)	FY3/26 Full Year	FY3/27 Full Year	FY3/28 Full Year	FY3/29 Full Year
Net sales	1,664.4	1,690.0	1,800.0	1,900.0
Operating income	※1 104.0	120.0	145.0	168.0
Profit before taxes	133.8	112.0	137.0	160.0
Profit for the period attributable to owners of the parent	※2 99.0	83.0	102.0	120.0
Earnings per share, basic (yen)	※2 246.60	206.68	253.99	298.81

Foreign Exchange Rates	FY3/26 Full Year	FY3/27 Full Year	FY3/28 Full Year	FY3/29 Full Year
US$	¥149.99	¥155.00	¥155.00	¥155.00
Euro	¥172.92	¥182.50	¥182.50	¥182.50
Thai Baht	¥4.63	¥4.85	¥4.85	¥4.85
Chinese RMB	¥21.05	¥22.80	¥22.80	¥22.80

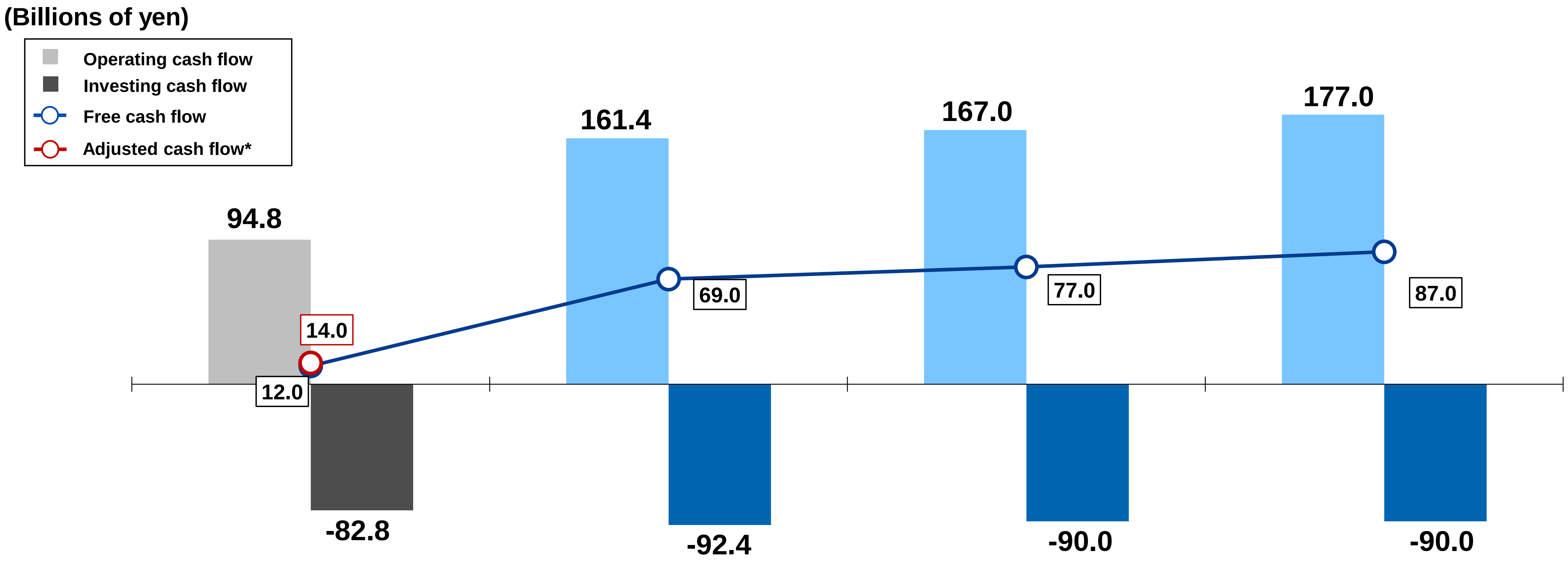
*1 Includes approximately 2.6 billion yen in restructuring costs
*2 Includes special factors.

Forecast for Business Segment

(Billions of yen)	FY3/26 Full Year	FY3/27 Full Year	FY3/28 Full Year	FY3/29 Full Year
Net sales	1,664.4	1,690.0	1,800.0	1,900.0
Precision Technologies (PT)	281.2	313.0	340.0	360.0
Motor, Lighting & Sensing (MLS)	456.5	492.0	526.0	560.0
Semiconductor & Electronics (SE)	590.3	530.0	557.0	585.0
Access Solutions (AS)	332.2	350.0	372.0	390.0
Other	4.2	5.0	5.0	5.0
Operating income	※1 104.0	120.0	145.0	168.0
Precision Technologies (PT)	62.2	70.0	77.0	84.0
Motor, Lighting & Sensing (MLS)	26.9	31.0	37.0	43.0
Semiconductor & Electronics (SE)	26.7	28.0	37.5	45.5
Access Solutions (AS)	17.1	18.5	21.0	24.0
Other,Adjustment	-29.0	-27.5	-27.5	-28.5

*1 Includes approximately 2.6 billion yen in restructuring costs
*2 The figures for FY3/26 do not reflect the segment realignment.

Mid-term Forecast: Operating/ Investing/ Free/ Adjusted Free Cash Flow



	FY3/26	FY3/27	FY3/28	FY3/29
Adjustments (Billions of yen)	2.0	–	–	–
Main one-time factors	M&A (TSUBAKI NAKASHIMA ball screw and ball way business)	–	–	–

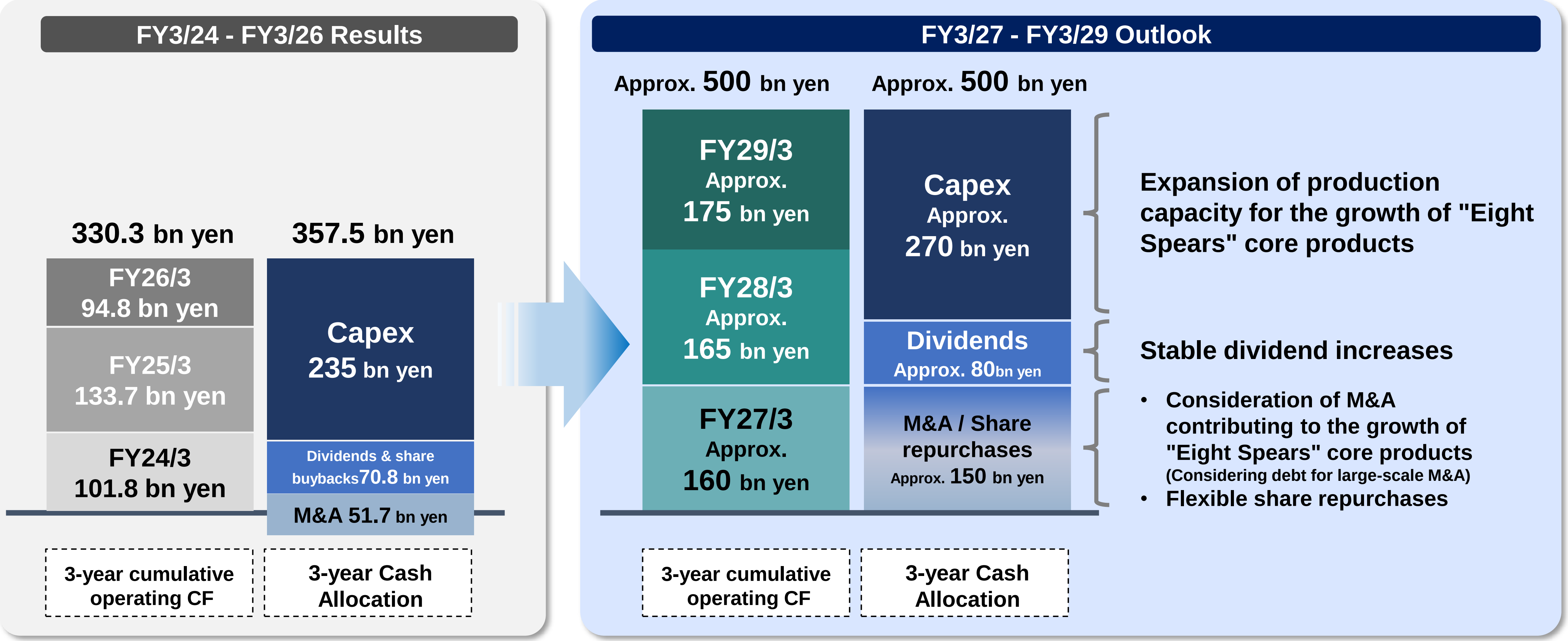
* Adjusted free cash flow: Free cash flow excluding one-time factors such as M&A expenditures and sales of investment securities.

Mid-term Cash Allocation Plan

Cash Allocation Policy

- ✓ Allocate 50% of generated operating cash flow to capital expenditures to fund organic growth.
- ✓ Allocate the remaining 50% equally to shareholder returns and M&A (including debt financing).

Cash Allocation Plan



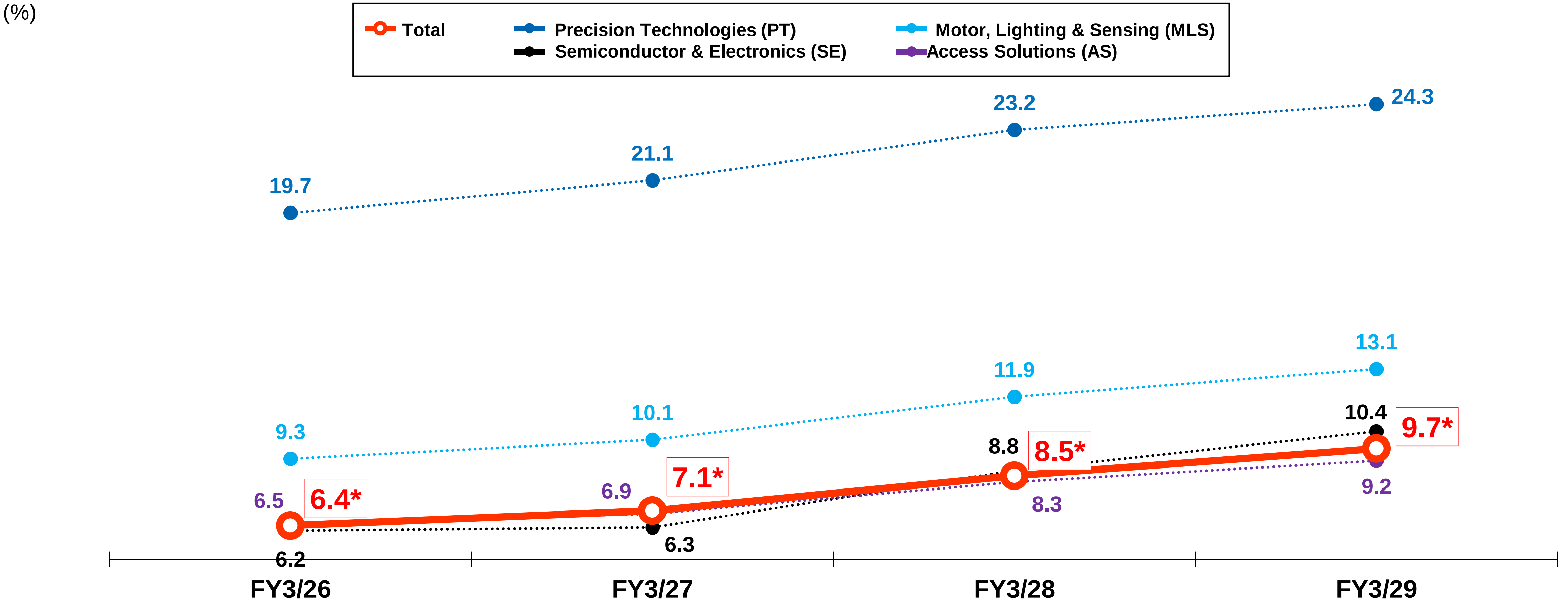
Mid-term Forecast: ROIC (Return On Invested Capital)

$$\text{MinebeaMitsumi ROIC} = \frac{\text{NOPAT}}{\text{Invested capital}}$$

NOPAT: Operating income x (1-tax rate)

Invested capital: (Notes receivable/accounts receivable + inventories + non-current assets - notes payable/accounts payable)

Calculated using business assets (trade receivable/payable, inventories, non-current assets) by segment



* Excluding special factors.

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Management Policy & Business Strategy

May 12, 2026

Representative Director, Chairman CEO

Yoshihisa Kainuma

FY3/26 Highlights

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Overall	● Despite a challenging external environment, both net sales and OP exceeded forecasts, with net sales reaching a record high for the 14th consecutive year. OP surpassed the 100 billion yen milestone. ● Data centers and automotive content growth are driving growth. ● Five growth areas + 1 *as demand for "reliability" grows, the scope of inquiries for our ultra-precision technology is expanding. *AI servers, Humanoid robots, Commercial drones, Fully autonomous driving (LiDAR), New mobility, plus Aircraft ● The market valuation of TOSHIBA shares contributed to an increase of approximately 25 billion yen in net income for this period.
Precision Technologies (PT)	● Production and sales volumes, as well as net sales and OP, have reached record highs. We expect this trend to continue. OP has exceeded 60 billion yen, and we are now targeting 70 billion yen.
Motor, Lighting & Sensing (MLS)	● Although the motor business was slightly affected by rising material prices, profitability in the electronic devices and sensing devices segments continued to improve.
Semiconductor & Electronics (SE)	● Despite delayed recovery in the power semiconductor market, the semiconductor business outperformed expectations, maintaining strong performance in niche sectors, particularly in smartphones and medical applications. ● Optical devices and mechanical components businesses are recovering profitability, aiming for a real operating margin* of 7%. *Operating margin excluding sales of supplied parts etc.
Access Solutions (AS)	● Overcoming market headwinds, both sales and OP exceeded expectations and reached record highs. ● The impact of factors such as the slowdown in the EV market, memory procurement, and Flush Handle regulations is currently minor.

FY3/27 Earnings Forecast

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Net sales and operating income expected to hit record highs for the 4th consecutive year

FY3/27 Key points

- PT, MLS, and AS expected to increase both net sales and operating income.
- SE expected to see a decrease in net sales due to lower sales of mechanical components, while operating income expected to increase driven by continued recovery in optical devices and profit growth in semiconductors.

(Billions of yen)	FY3/26	FY3/27			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	1,664.4	846.5	843.5	1,690.0	+1.5%
Operating income	104.0	53.0	67.0	120.0	+15.4%
attributable to owners of the parent Profit for the period *Excluding special factors	73.8 (Actual 99.0)	36.5	46.5	83.0	+12.5%
Earnings per share, basic (yen) *Excluding special factors	183.87 (Actual 246.60)	90.89	115.79	206.68	+12.4%

Precision Technologies Segment (PT) Outlook

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Operating income for FY3/26 significantly exceeding 60 billion yen driven by growth markets, targeting the 70 billion yen milestone for FY3/27

Key points

1
Bearings

- Expansion of adoption across the “5 Growth Areas” leveraging high reliability and supply capacity amid steady demand from data centers, establishing production capacity for additional 40 million units per month.
- In the automotive sector, the number of components per vehicle is increasing due to the expansion of cabin comfort features, centered on seat fans.

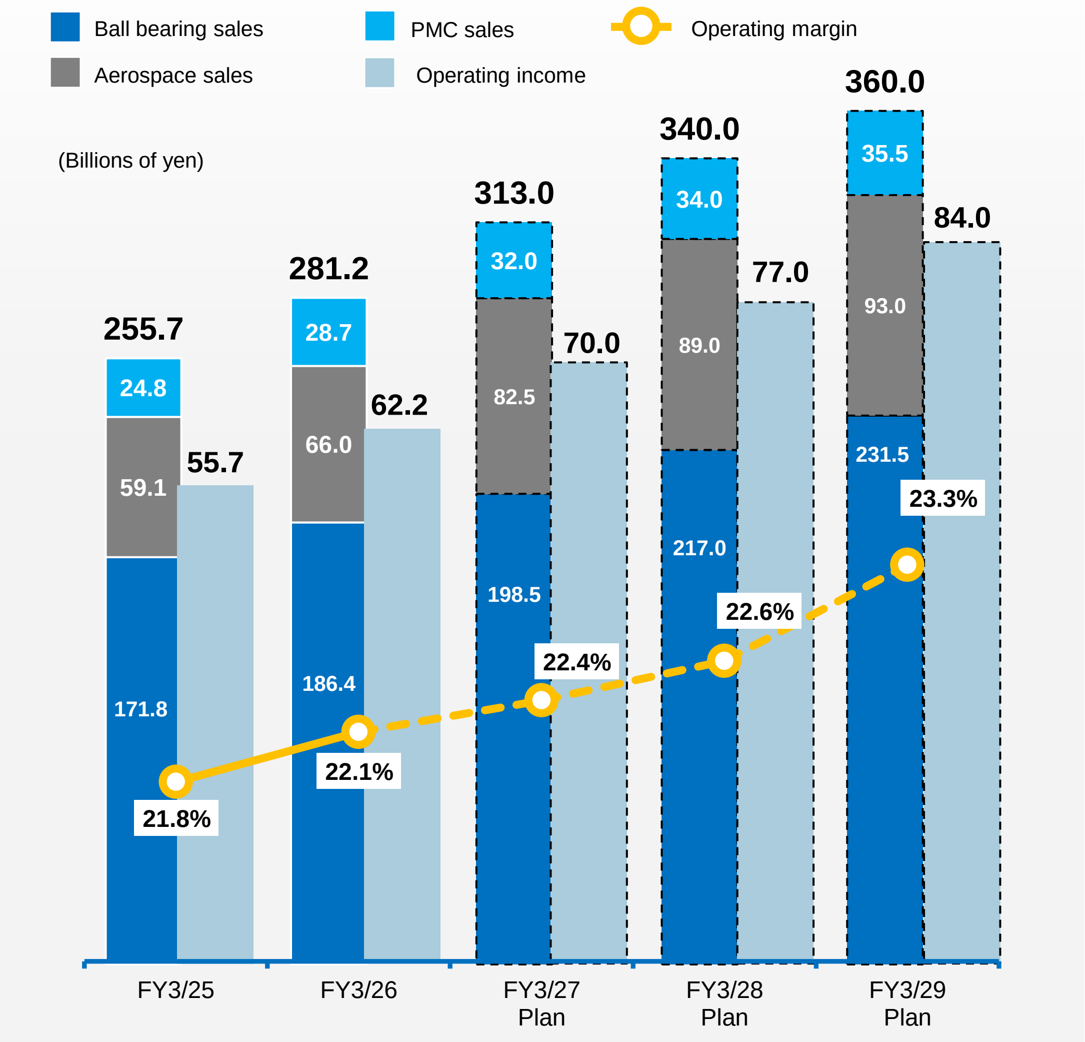
2
Aerospace*

- Progress in profitability improvement through the penetration of price adjustments, amid continued expansion in aircraft demand and market growth.
- Strengthening of the supply capacity and acceleration of profitability for the next fiscal year through the launch of the new building at Lop Buri Plant in Thailand and Mach Aero in India.

*Renamed from Rod-ends/Fasteners

3
PMC

- Acceleration of further growth, driven by the start of shipments for automotive components for LiDAR.



Motor, Lighting & Sensing Segment (MLS) Outlook

Focusing on the market of AI server, new mobility, and humanoid robot
Aim for a 10% operating margin in motors through enhanced profitability

Key points

1 Motors

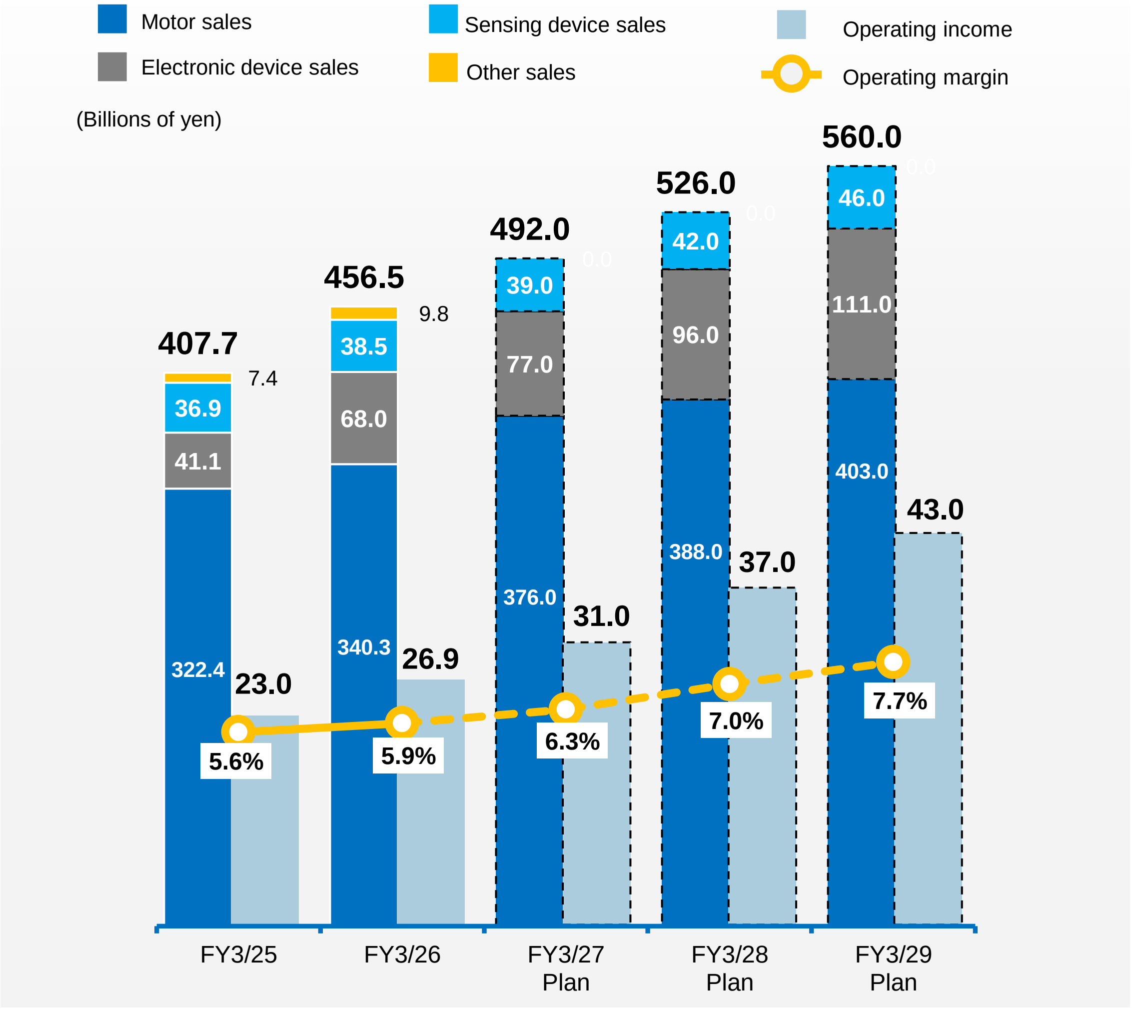
- Steady sales of spindle and fan motors driven by server demand.
- Developing fan motors with superior airflow, low noise, and low power consumption to maximize profitability through competitive differentiation.

2 Lighting devices

- Expected revenue growth driven by new customer acquisition and productivity improvements in automotive backlights leveraging strengths in high brightness and low power consumption.

3 Sensing devices

- Expanding sales of thin-film sensors for humanoid robots have generated numerous inquiries in the U.S. and China.
- MINEGE, developed over many years, is now available for joints and fingertips. A monthly production capacity of 2 million units has been established, creating new business opportunities.



Semiconductor & Electronics (SE) Outlook

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Semiconductors aiming for net sales of 170 billion yen and an operating margin exceeding 20% through organic growth. Optical devices recovering profitability toward 2030

Key points

1 Semiconductors

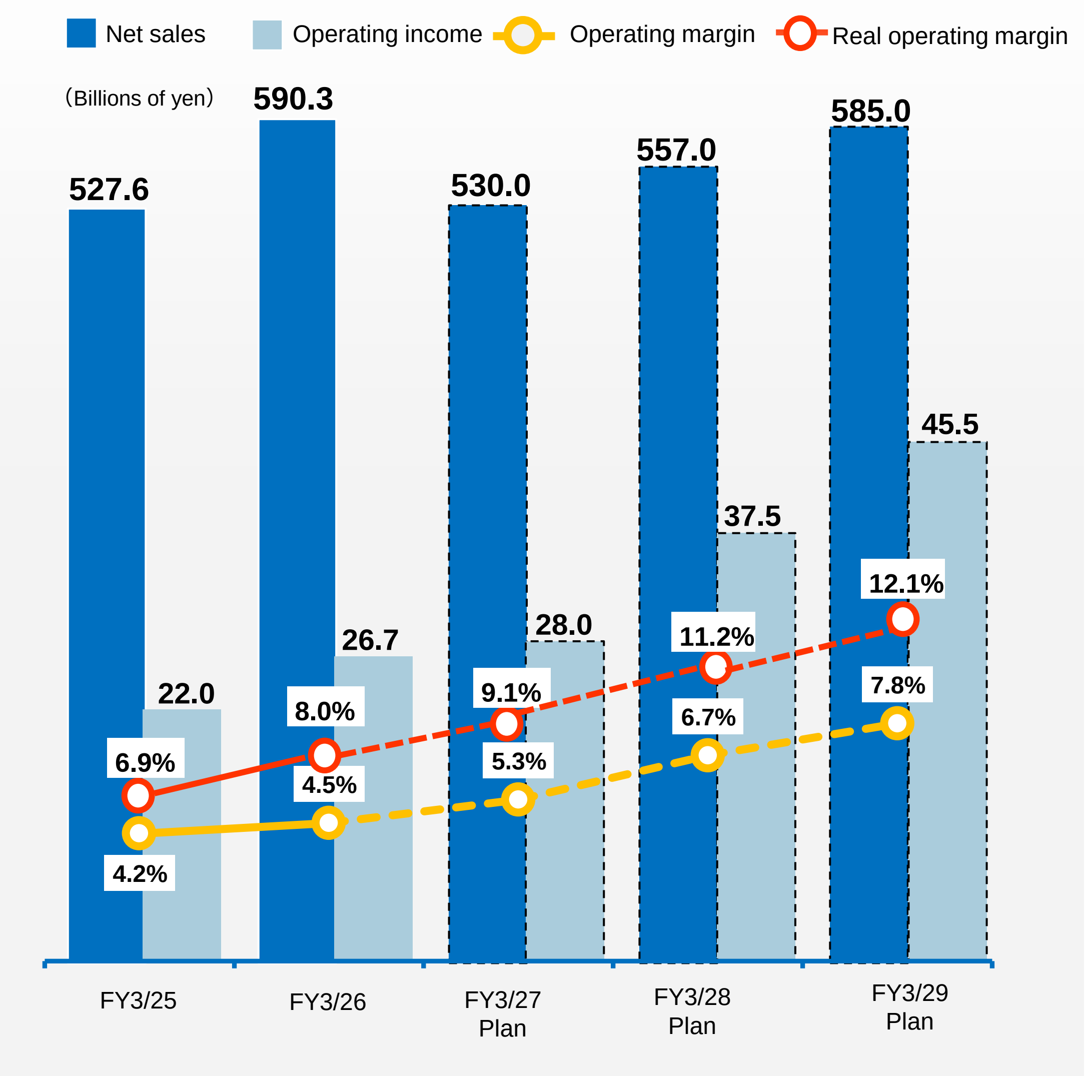
- Niche IGBT and MEMS fields driving growth.
  - -Power semiconductors: electric railway, power grids, etc.
  - -Automotive power supply: 48V battery adoption.
  - -Medical: handheld type ultrasound diagnostic equipment, etc.
  - -MEMS: true wireless earbuds, MEMS microphones for mobile devices, etc.
- Turnaround to monthly profitability at Shiga Plant through production of the above, higher in house production ratios, cross functional enhancement of semiconductor operations including virtual integrated plant management, and improved capacity utilization including foundry.

2 Optical devices

- **Redefinition as strategic products** to meet strong customer expectations for the business through 2030.

3 Mechanical components

- Targeting 7% of real operating margin, prioritizing profitability over scale expansion.



Access Solutions Segment (AS) Outlook

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Set a new record* for operating income following the business integration
Accelerated the development and mass production of high-value-added new products, establishing a solid foundation for a 10% operating margin
*Excluding special factors

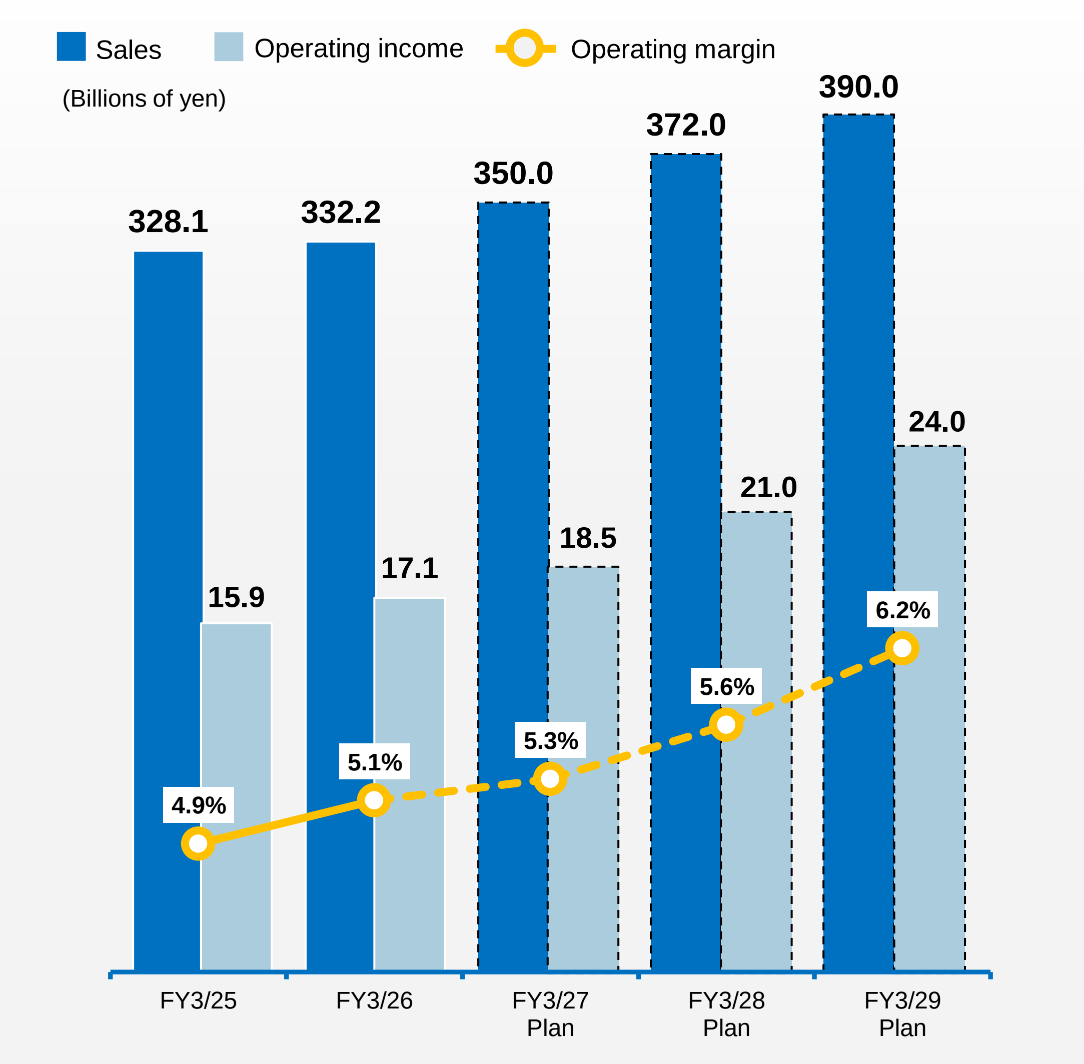
Key points

1 Four-wheel business

- Accelerating development and mass production of new high-value-added products
- Capitalizing on China's flush handle regulations as an opportunity to secure new replacement business

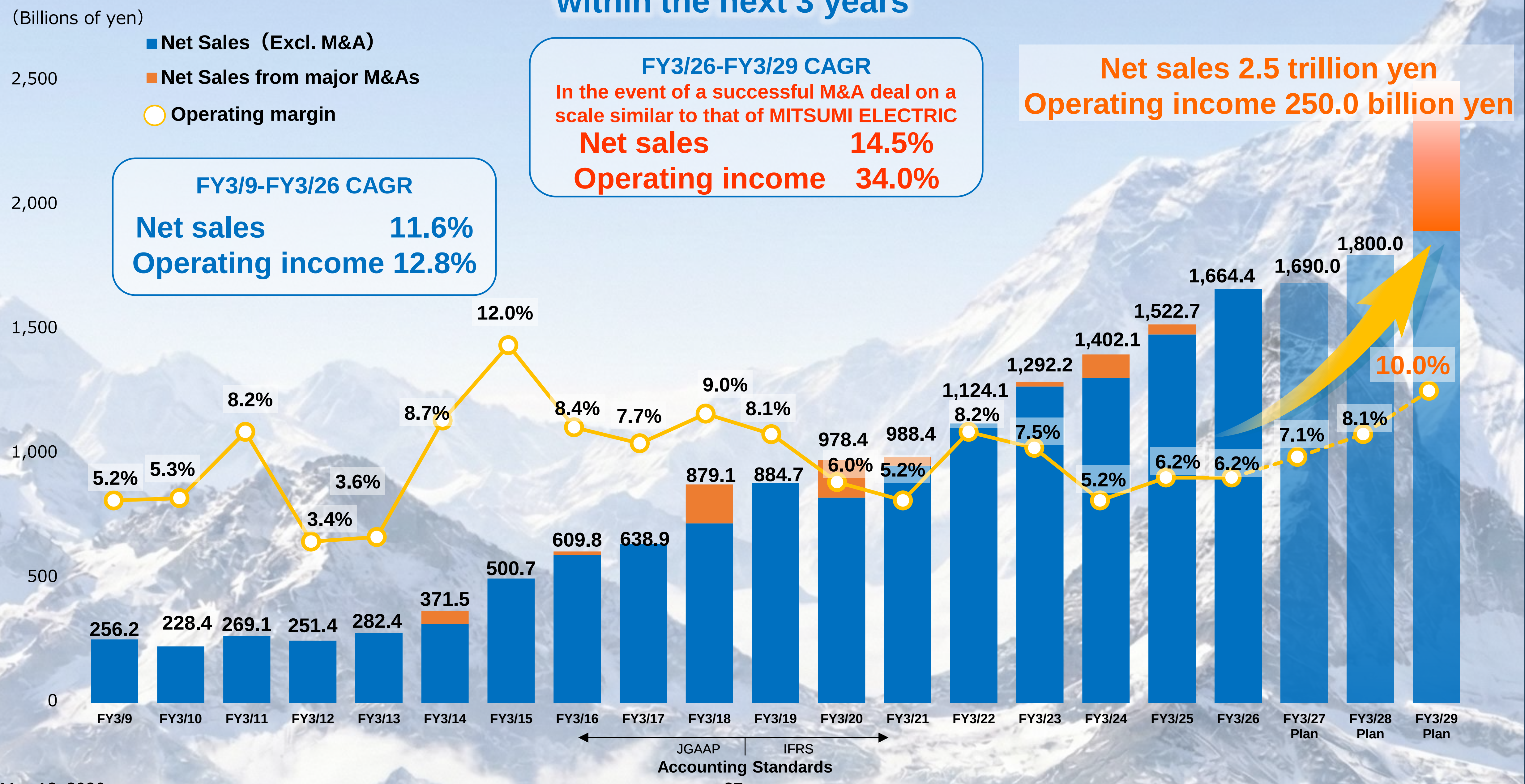
2 Two-wheel business

- Strengthening the business foundation in Asia (centered on ASEAN) while leveraging the new plant in India to capture the following growth opportunities:
  - Expanding market share of ABS wheel sensors driven by rising safety standards
  - Full-scale rolling out of digital key business utilizing smartphones
- Commencing parts delivery to emerging electric two-wheeler manufacturers in the Vietnamese market

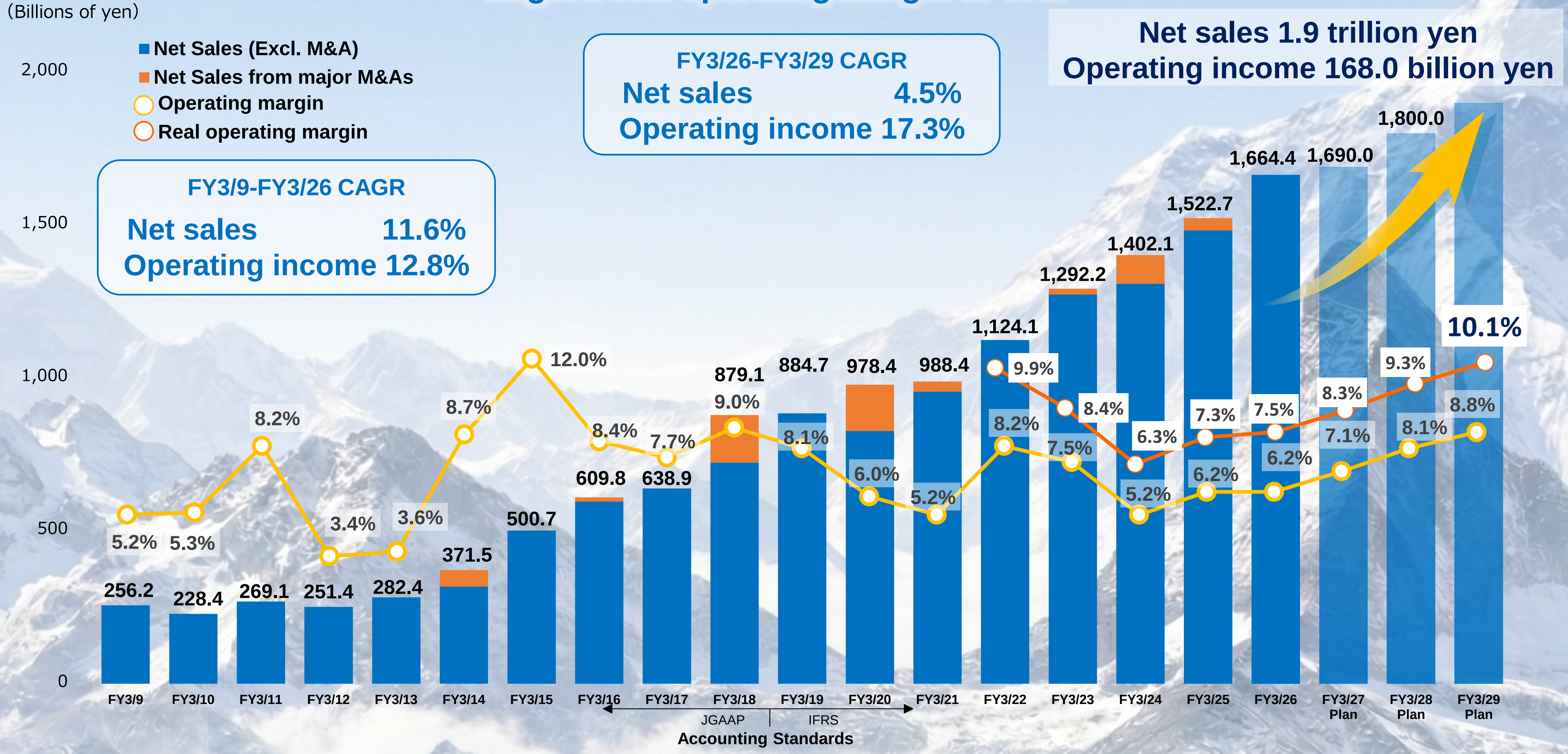


Mid-term Earnings Forecast

Mid-term forecast (Plan A)　Large-scale M&A (on the scale of MITSUMI ELECTRIC) within the next 3 years



Mid-term forecast (Plan B) Assuming no major M&A transactions
Net sales will grow for the 17th consecutive fiscal year (aiming for 6 consecutive years of revenue and profit growth) target a real operating margin of 10%



Operating Income Projection in Plan B

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Incremental growth from new products & production expansion (3-year period)

(Billions of yen)

Business Segment	Incremental Sales	Incremental OP	Operating Margin
PT	80.0	20.0	25.0%
MLS	100.0	10.0	10.0%
SE (Semiconductors)	60.0	15.0	25.0%
AS	60.0	5.0	8.3%
Total	**300.0**	**50.0**	**16.7%**

Full-year forecast outlook for 3 years later (FY3/29)

(Billions of yen)

Business Segment	Sales	OP	Operating Margin
PT	360.0	84.0	23.3%
MLS	560.0	43.0	7.7%
SE	585.0	45.5	7.8%
AS	390.0	24.0	6.2%
Others / Adjustment	5.0	-28.5	-
Total	**1,900.0**	**168.0**	**8.8%**
Consignment components, etc.	**230.0**		
Real OP margin	**1,670.0**	**168.0**	**10.1%**

Market Outlook for the Next 3 Years

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	Market Outlook
Opportunities	• **AI server**-related demand remains extremely strong. • Regarding cooling methods, while water cooling adoption is progressing, **air cooling (fans)** is expected to remain the mainstream. • Although **automotive** production volume is flat, the number of components per vehicle will continue to increase. • Demand for new **aircraft** is on a mid-to-long-term expansion trend. • The **semiconductor** market is showing signs of gradual recovery, particularly in power supplies and automotive applications. • **Humanoid robots** are at the dawn of full-scale market breakthrough. • **Commercial drones** are also on an increasing production trend. • **Mechanical LiDAR** is viewed as a promising technology for achieving fully autonomous driving. • **Smartphones** are expected to see steady demand toward 2030.
Risks	• Rising crude oil and energy prices due to manifesting geopolitical risks. • Sharp exchange rate fluctuations (e.g., appreciation of the Thai Baht). • Soaring prices of materials such as copper. • Business impact arising from the Middle East situation is currently limited.

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"Reliability" generated by ultra-precision technology driving high value added initiatives in the Five Growth Areas plus one

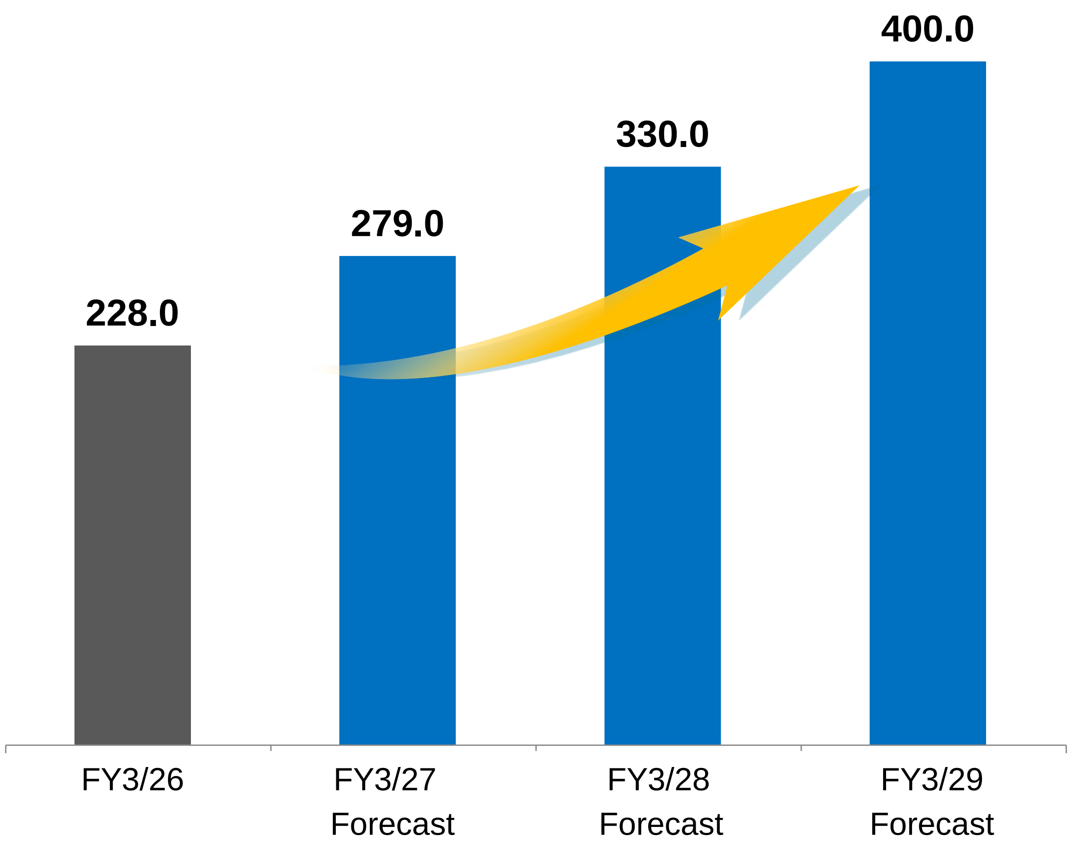
The “5 Growth Areas”＋1　Net sales

（billions of yen）

FY3/29　Net sales

x1.8

（vs. FY3/26）



The “5 Growth Areas”＋1　(Focus Applications)

AI Servers

Humanoid robots

Commercial drones

Fully autonomous driving (LiDAR)

New mobility

+1

Aircraft

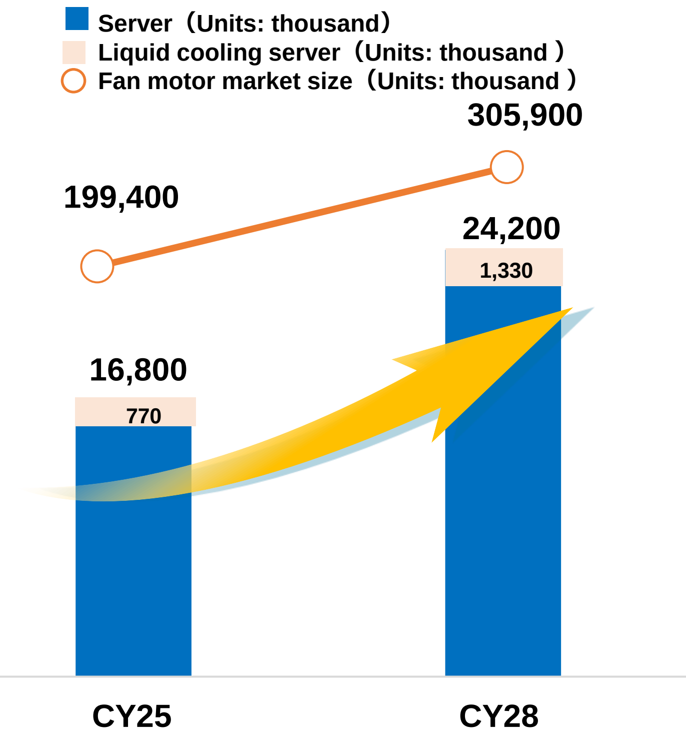
The Five Growth Areas：AI Servers

Market growth continues. Growing demand for reliability and added value in high-load environments
Liquid cooling is an opportunity, not a risk. Both volume and applications are expanding

Market CAGR
(CY25-CY28)

Server quantity **12.9**%*

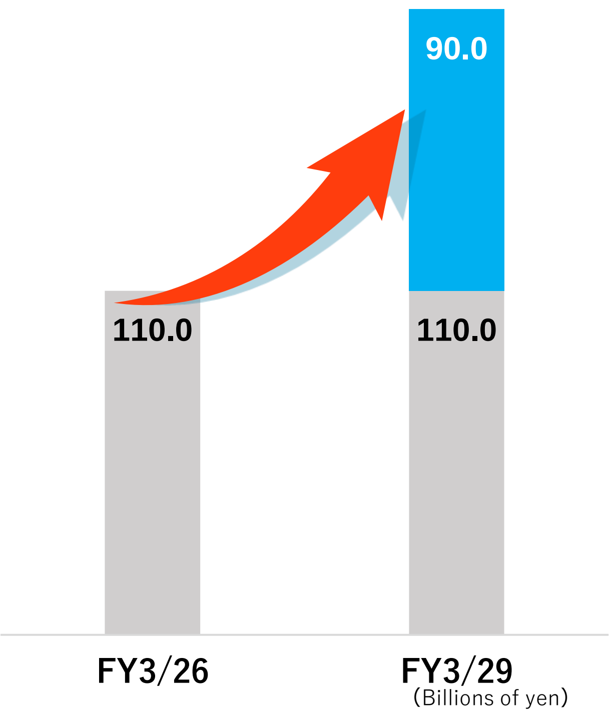
Fan motor market size **15.3** %*



Net sales CAGR
(FY3/26-FY3/29)

Approx. **22**%

Operating margin of **10**% or more



Numerous orders received from Taiwan's top 3 companies, as well as major server and related equipment manufacturers in North America, Europe, and Japan

In mass production


Bearings Pivot assemblies



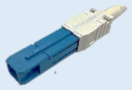
Spindle motors Fan motors Battery protection modules

HB motors Waterproof connectors

Under promotion and development


Large EC Fan Motors
DC Fan Motors

Liquid-cooling pumps



Shuttered optical connectors

Multicore in-line optical connectors
CPO connectors

Flow sensors

High-voltage diodes
Water leak sensors
Pressure and temperature sensors

*Based on our estimates using various market research reports

The Five Growth Areas：Humanoid Robots

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To prepare for medium-to-long-term growth in demand, strengthen global sales efforts and advanced R&D

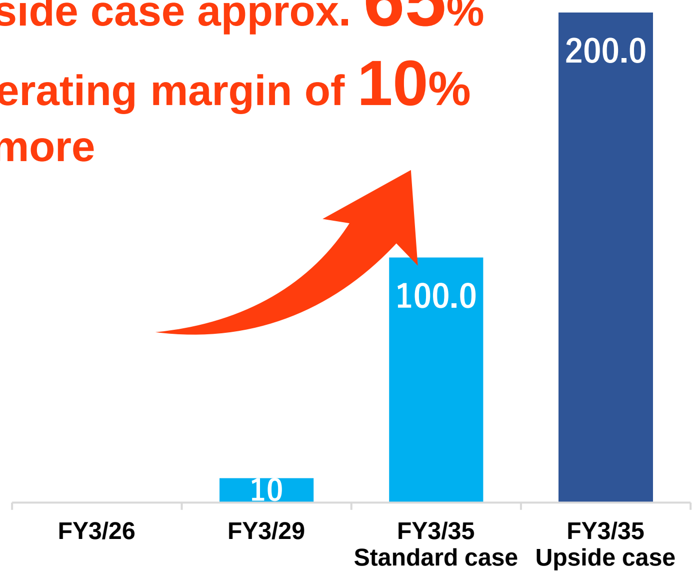
Market CAGR
(CY25-CY35)

108%
(Forecast of humanoid robot shipments*)

Net sales CAGR
(FY3/29-FY3/35)

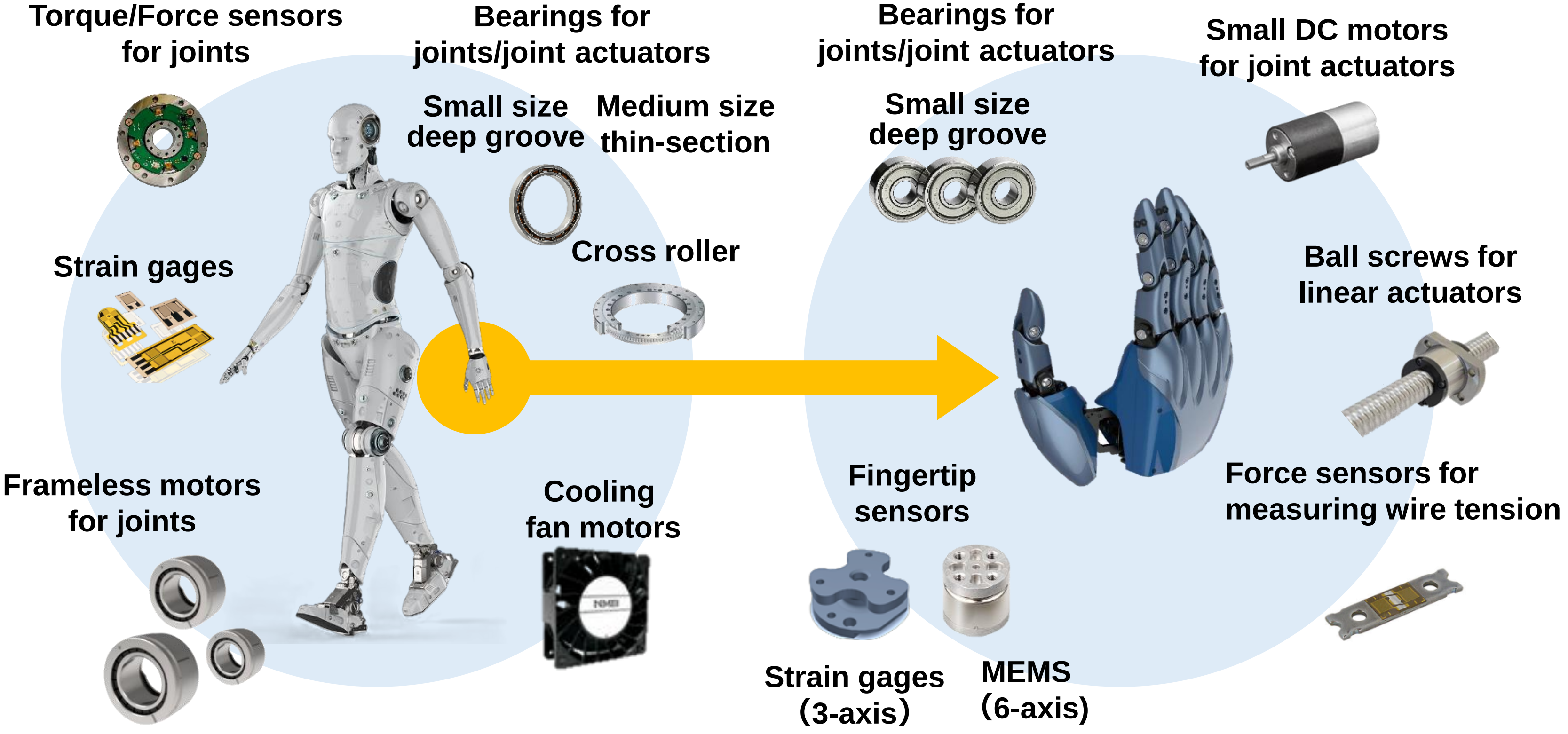
Upside case approx. **65%**

Operating margin of **10%** or more



Expanding sales to enter the markets of major North American and Chinese companies; winning orders in North America is progressing

Body	Robotic hand
Number of bearings installed 120-200 units/body（Excl. hand）	Number of bearings installed 30-100 units/hand



*Based on our estimates using various market research reports

The Five Growth Areas: Commercial Drones

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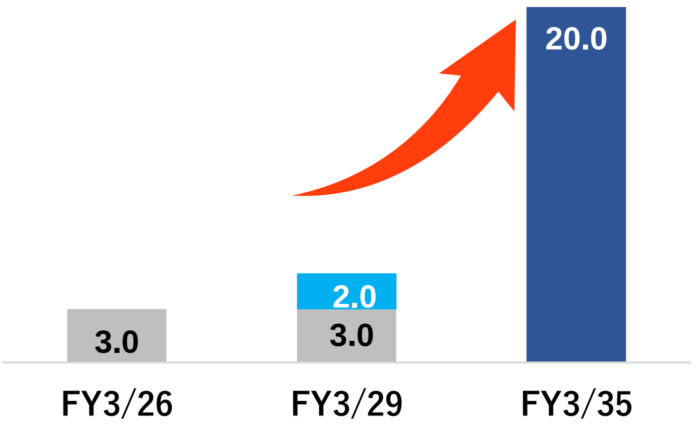
Expanding motor applications for safe flight as drone designs diversify with increasing commercialization

Market CAGR
(CY25-CY35)

Approx. **10**%
(Global commercial drone shipment forecast*)

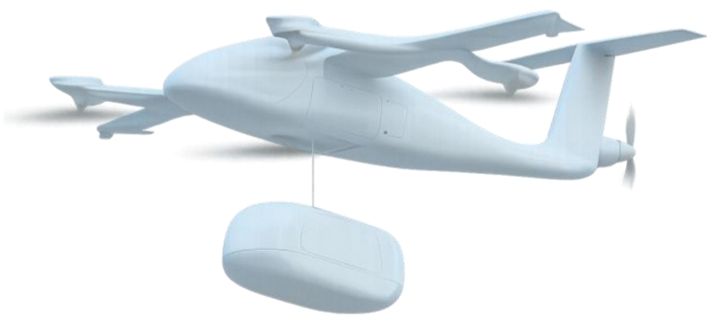
Net sales CAGR
(FY3/29-FY3/35)

Approx. **26**%
Operating margin of
10% or more



(Billions of yen)

Winning orders Chinese and North American manufacturers
Growing inquiries for motors from Western drone makers and for bearings from motor makers
Advancing negotiations with major firms and startups, primarily in North America and Japan



Expanding motor adoption beyond propellers to main wings, tail fins, attitude control/servo motors, and winch motors

Propellers	Bearings Brushless motors
Main unit	Attitude control and servo motors Winch motors Lithium-ion battery protection ICs, Power supply ICs GNSS Antennas Power supplies Connectors
Camera	Camera stabilizers Gimbal mechanism ball bearings Stepping motors for camera autofocus mechanisms

*Based on our estimates using various market research reports

The Five Growth Areas: Fully Autonomous Driving (LiDAR)

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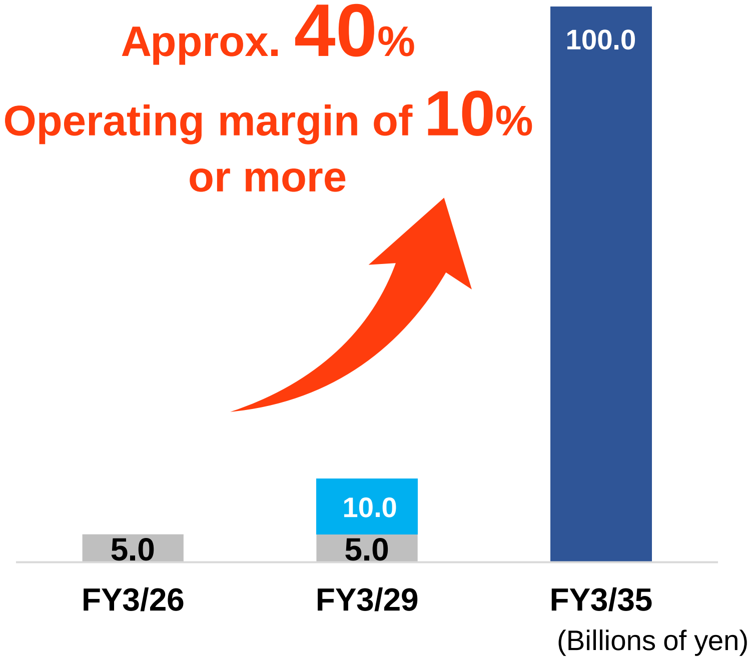
Contributing to safety and reliability for full-scale market growth through ultra-precision technology

Market CAGR
(CY25-CY35)

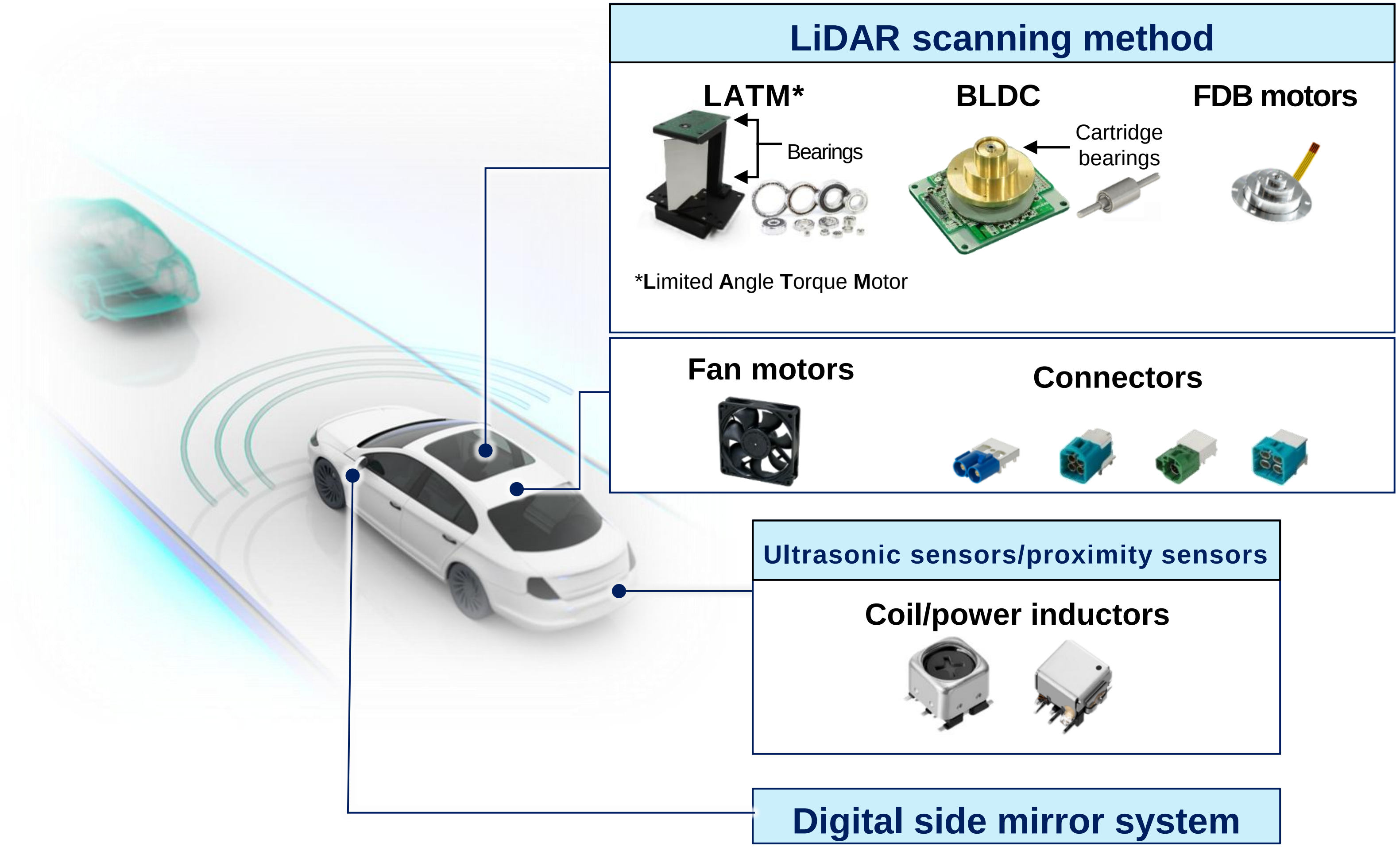
Approx. **42**%
(Autonomous driving levels and vehicle unit forecast*)

Net sales CAGR
(FY3/29-FY3/35)

Approx. **40**%
Operating margin of **10**% or more



Applying high-precision technology cultivated in HDDs to automotive applications
Proven track record with major Chinese, North American, and startup companies



*Based on our estimates using various market research reports

The Five Growth Areas: New Mobility

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A new era for vehicle cabins:
pursuing comfort and advanced functionality as mobile spaces

Market CAGR
(CY25-CY35)

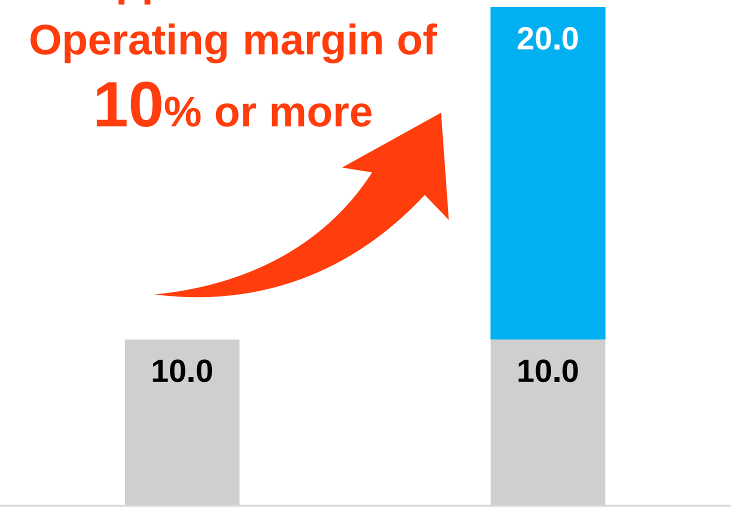
Approx. 6%

(Global market forecast for in-vehicle electrical systems*)

Net sales CAGR
(FY3/26-FY3/29)

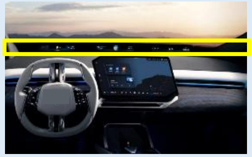
Approx. 44%

Operating margin of 10% or more



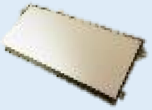
Expanding adoption of new products such as pillar-to-pillar displays

Infotainment

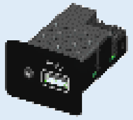


Pillar-to-pillar for display backlights

GPS/TCU antennas

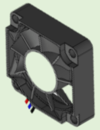


Backlights



Media hub units

Climate control



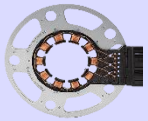
ECU cooling fan motors

E-Vent step actuators

ADAS anomaly detection and warning

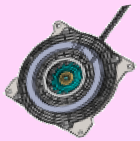
Resonant devices

Steering



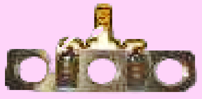
Resolvers

Seats



Seat cooling fan motors

Resonant devices



Occupant detection sensors

*Based on our estimates using various market research reports

Plus One: Aircraft

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Ensuring high safety and quality standards through ultra-precision technology and global supply capabilities

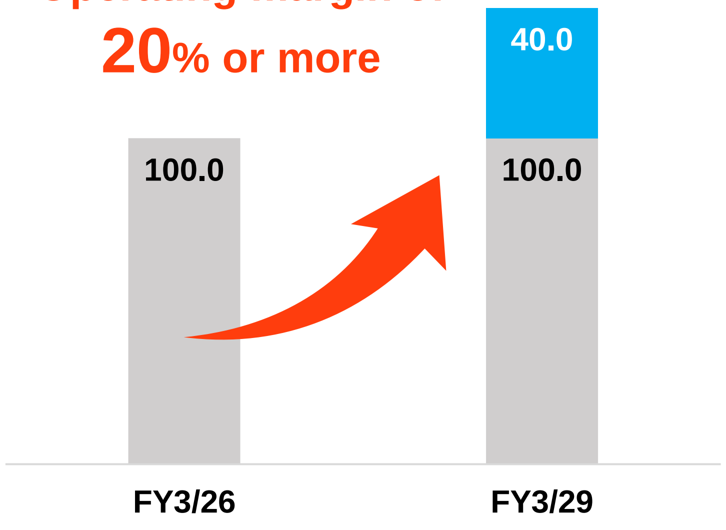
Market CAGR
(CY25-CY27)

Approx. 8%

(Company estimate based on major aircraft production trends)

Net sales CAGR
(FY3/26-FY3/29)

Approx. 12%
Operating margin of 20% or more



Building a robust global network across Europe, the U.S., India, Japan, and Thailand, while expanding plants in the following locations
In addition to Thailand and India:

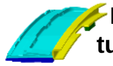
- **Germany: bearing plant for main shafts of fuel-efficient engines**
- **Japan: fastener and engine parts plant**

Supporting carbon-neutral aircraft

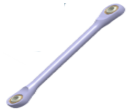
For fuel-efficient engines


Mechanical Parts


Engine shaft bearings


Low pressure turbine shrouds

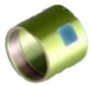
Rod assemblies



Fasteners

Landing gears


Spherical bearings


Bushings

Certified standard products for aircraft


Spherical bearings


Rod-end bearings

Initiatives to Improve Profitability (1) Business Portfolio Management

① Connector business (SE Segment): Divestiture of UK subsidiary by HONDA TSUSHIN KOGYO (announced July 2025)

- ✓ All shares of HTK Europe Limited (UK) held by HONDA TSUSHIN KOGYO were sold to SUN-WA TECHNOS.

② Power supply business (SE Segment): Termination of production in Malaysia and company liquidation (announced Dec 2025)

Cost: Approx. 1.0 billion yen

- ✓ To improve the profitability and strengthen the business, production in Malaysia was terminated on December 20, 2025.
- ✓ Moving forward, production was consolidated at the Philippines base to enhance production efficiency and cost competitiveness.

③ Sensing business (MLS Segment): Divestiture of business in France (announced March 2026)

Cost: Approx. 1.6 billion yen

- ✓ Exclusive negotiations have commenced to sell the truck scale sales and service business held by the French subsidiary to PRECIA, a major local company.
- ✓ Aiming to complete the transaction by the end of 2026, following consultations with works council.

④ European AS Business (AS Segment): Structural reform

Cost: Approx. 1.7 billion yen

- ✓ Structural reform in the European AS business is scheduled for implementation during FY3/27.

Impact of Structural Reforms

Total costs: Approx. 4.0 billion yen

Expected improvement: Approx. 2.5 billion yen (annual basis)

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Implement company-wide actions to enhance productivity and profitability

R&D

Focus development resources on the five growth areas plus one with high profitability

- Establishment and promotion of development project teams for growth areas.

  ⇒ Significant enhancement of development speed

  ⇒ Accelerating advanced development that captures market needs

Example：
Development of robot hands through *Integration* and Co-creation with Harmonic Drive Systems

- Utilizing generative AI to shift resources toward higher-value creative work

Development lead time

Reduced **30%**

Manufacturing

Comprehensive productivity improvement

- Reduction of product scrap
- Elimination of minor stoppages
- Improvement of takt time
- Process automation
- Reduction of setup time

Steady on-site improvements as described above enhance the core strength of our existing businesses.

Operating margin of existing products

Improving **0.5~1.0%**

Sales

Shift KPIs from pursuing sales and market share to operating income and operating margin

- Implemented in-house ERP in the sales support system, visualizing operating margin and operating income per project.

  ⇒ERP and AI integration enables cross-functional collaboration among sales, engineering, business units, and procurement, driving speed and operational efficiency through improved information sharing and visibility.

- Capture “net price” and “contribution margin” from the quotation stage
  Understand profit contribution by business and aim to expand profitability

- Focusing sales resources on five growth areas

Real operating margin

Achieving **10%** in FY 3/29

M&A Measures to Strengthen Motor Business

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Acquisition of automotive motor and automotive cooling fan motor businesses from Panasonic Industry

Integration synergies

1 Acquisition of technical & professional personnel and expansion of product lineup

- Acquire motor-related engineers and production engineers cultivated by Panasonic over many years.
- Complement technologies for high-reliability brushes and high-output motors, and strengthen product groups by adding fan motors using proprietary "fluid dynamic bearing technology" to the lineup.

2 Expansion into new customers and untapped markets

Further expand the thermal management field within our automotive motor lineup and capture new customer bases, such as Tier 1 customers where we have not yet entered.

3 Strengthening of motor business and creation of new value

Integrate motor expertise from both parties to enhance competitiveness. Create high-value-added solutions that meet next-generation social needs through *Integration* with our "Eight Spears" technologies.

Overview of the acquired business

Target business	Panasonic Industry Co., Ltd.'s **automotive motor business** and **automotive cooling fan motor business**
Sales scale	Approx. 32.0 billion yen (FY3/25)
Purpose of acquisition	• Strengthen the motor business, a main pillar of our "Eight Spears" core products • Strengthen automotive motors, a focus area
Acquisition scheme	• Japan bases: Acquisition of shares in a new company following an absorption-type split • Philippines base: Stock acquisition • China (Xiamen, Zhuhai): Business transfer of the above target businesses.
Schedule	May 13, 2026: Execution of final agreement **November 2, 2026: Scheduled completion of transfer**

Product images


Battery cooling blowers


Radiator cooling motors


Brake motors


Fluid dynamic bearing fan motors

Today's Key Points

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PT MLS

High volume of inquiries for bearings, sensors, etc.

- Shift toward **high-reliability components** in the humanoid robot market
- Growing expectations for our components

MLS

Global expansion of battery protection modules

- Rapidly increasing demand for battery protection modules for **AI server BBUs**
- Promoting sales expansion and global rollout

SE

Shiga semiconductor plant achieving profitability

- Utilization rate improved through expansion of in-house products and foundry services
- Expecting monthly profitability this term and full-year profitability next term

PT

Expanding bearing supply capacity: **+40 million units/mo.**

- Establishing further production expansion to capture demand in growth markets

SE

Re-expansion of OIS (optical device) sales

- Secured informal orders from customers through **2030 models**
- High customer expectations; committed to future development

PT MLS

Strengthening development due to high volume of robot hand inquiries

- Launched development team at **TRDC** (Tokyo Research & Development Center), integrating our cutting-edge technologies

MLS

Completion of capital investment for sensors (Thin-film sensors)

- Established production system of 2 million units per month

MLS

Production increase of HDD motors for AI servers

- Expanding supply capacity of **spindle motors** for AI server HDDs
- Increasing capacity by +0.9 million units/mo. starting October 2026

MLS AS

New products in the automotive business

- Pillar-to-pillar meters
- New door handles
- Supplying components to various electric motorcycles

Shareholder Returns

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Planned dividend increase of 10 yen for the current fiscal year

Dividends

	Interim	Year-end	Annual	YoY Change (Annual)
FY 3/26	25 yen	25 yen	50 yen	+5 yen
FY 3/27 (Forecast)	30 yen	30 yen	60 yen	+10 yen

Regarding the annual dividend for FY3/27, our policy is to determine the amount based on a target consolidated **dividend payout ratio of approximately 30%**, after comprehensively considering the business environment.

Share Buybacks

While dividends remain our primary method of shareholder return, we will flexibly consider share buybacks when surplus cash flow is generated, taking into account the business environment and stock price levels.

EPS Growth Rate and ROE (Excl. Special Factors)

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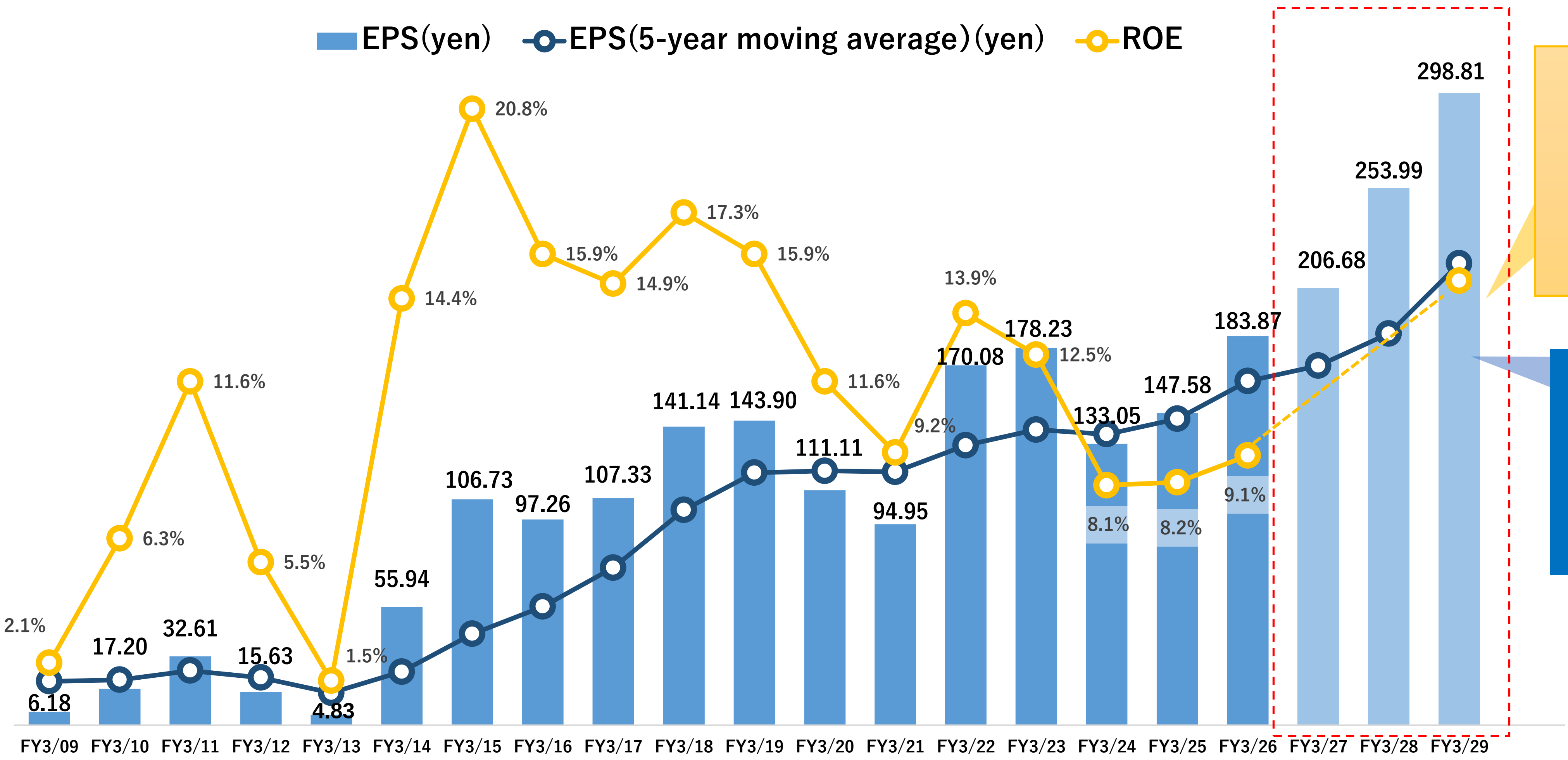
Driven by strengthened profitability, achieve further growth in EPS and improved ROE



FY3/29 Plan
ROE of 15% or more
(FY3/26 9.1%)

FY3/29 Plan
EPS
(10 year CAGR)
11.6%

*Japan GAAP until FY3/18, IFRS from FY3/19 onwards

ESG（Environment）

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Promoting environmental impact reduction and renewable energy transition toward a decarbonized society

Key points

Environmental impact reduction initiatives toward a Decarbonized Society (Scope 1 & 2 emission reductions)

- Promoting Scope 1 & 2 emission reductions through energy-saving initiatives and renewable energy use, based on the roadmap toward a decarbonized society and the obtained SBT* (Science Based Targets) certification.

*FY2030 Target (ending March 2031)

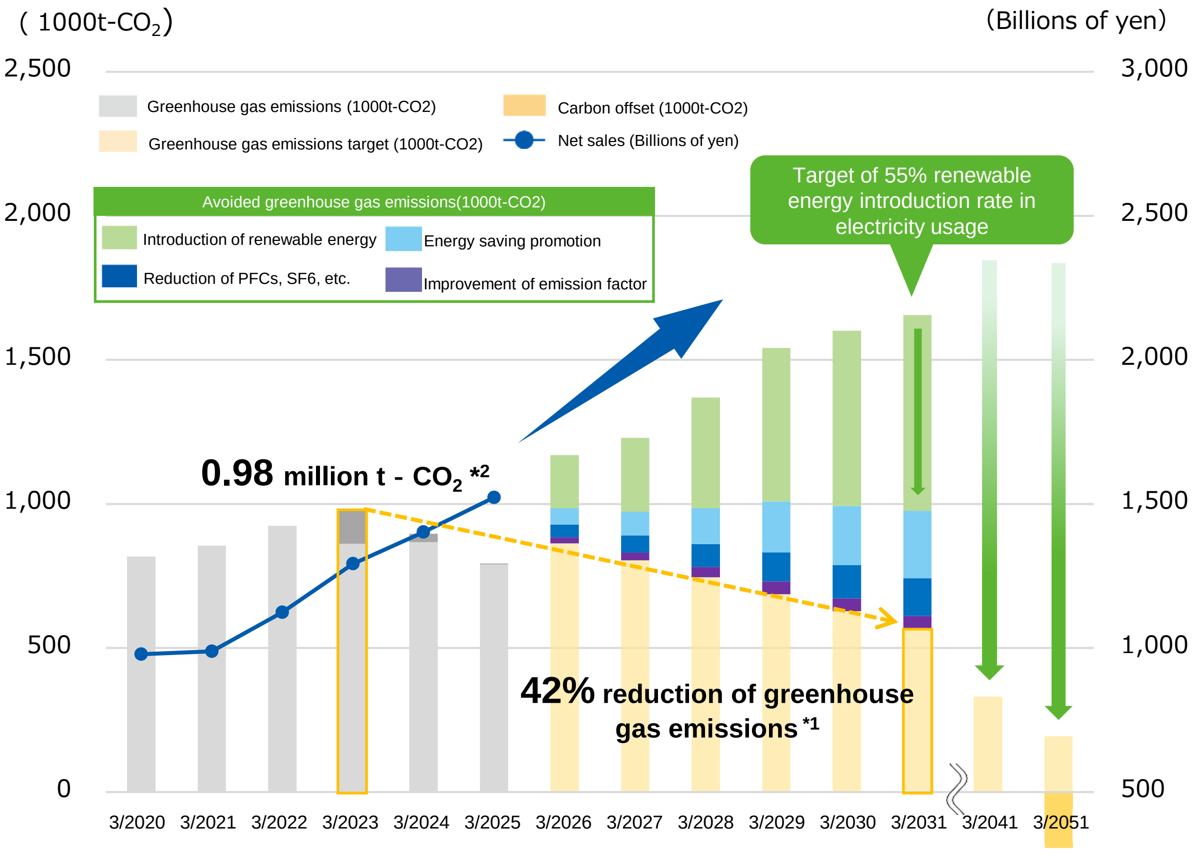
Expanding renewable energy use at major overseas sites

- Achieved 100% renewable energy at Cambodia plants starting in January 2026, while concurrently installing solar power generation facilities at major sites in Thailand to further expand the use of renewable energy.

First-time selection for the CDP 2025 "Climate Change" A List

- Selected as an A List company, the highest rating in the "Climate Change" category, while also earning an "A-" rating for "Water Security“.

MMI Roadmap toward a Decarbonized Society – Greenhouse gas emissions and reduction targets (Scope 1, 2)



*1 Certified by SBTi in October 2024
*2 Approx. 120,000 t-CO2 of greenhouse gas emissions from companies integrated between FY3/2023 and FY3/2025 were retroactively added to the FY3/2023 baseline

Topics

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Pasona Group to open proactive wellness retreat facility "THE PASONA natureverse retreat", featuring Sensor-Integrated Bed co-developed by NITORI and MinebeaMitsumi

PASONA × NITORI × MinebeaMitsumi
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- Pasona Group Inc. is set to open the proactive wellness retreat facility "THE PASONA natureverse retreat" on Awaji Island on Tuesday, June 23, aiming to extend healthy life expectancy by harmonizing the mind and body through three core pillars: Nutrition, Exercise, and Sleep.
- The facility introduces a sensor-integrated bed co-developed by NITORI and MinebeaMitsumi, adjusting sleep posture according to movement during sleep to support a personalized comfortable sleep environment.
- The integration of expertise and technologies from the three companies enhances holistic well-being and supports a foundation of a healthy, vibrant lifestyle.

THE PASONA natureverse retreat

The load sensor

Sensor-Integrated Bed

*The product serves as a household electric bed, not as a medical equipment. It is not intended for the diagnosis, treatment or prevention of any disease.

MinebeaMitsumi, supporting global rotation technology, appointed as the presenting partner for the world class skateboard league "SLS TOKYO"

- MinebeaMitsumi has been appointed as the presenting partner for the world class skateboard league "SLS TOKYO", to be held at TOKYO ARIAKE ARENA on Saturday, November 14th, 2026.
- Ball bearings are a key component supporting the performance of top skaters from the ground up. Embedded within the skateboard wheels, they dictate speed, glide performance, and stability.

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Any statements in this presentation which are not historical are future projections based on certain assumptions and executive judgments drawn from currently available information.

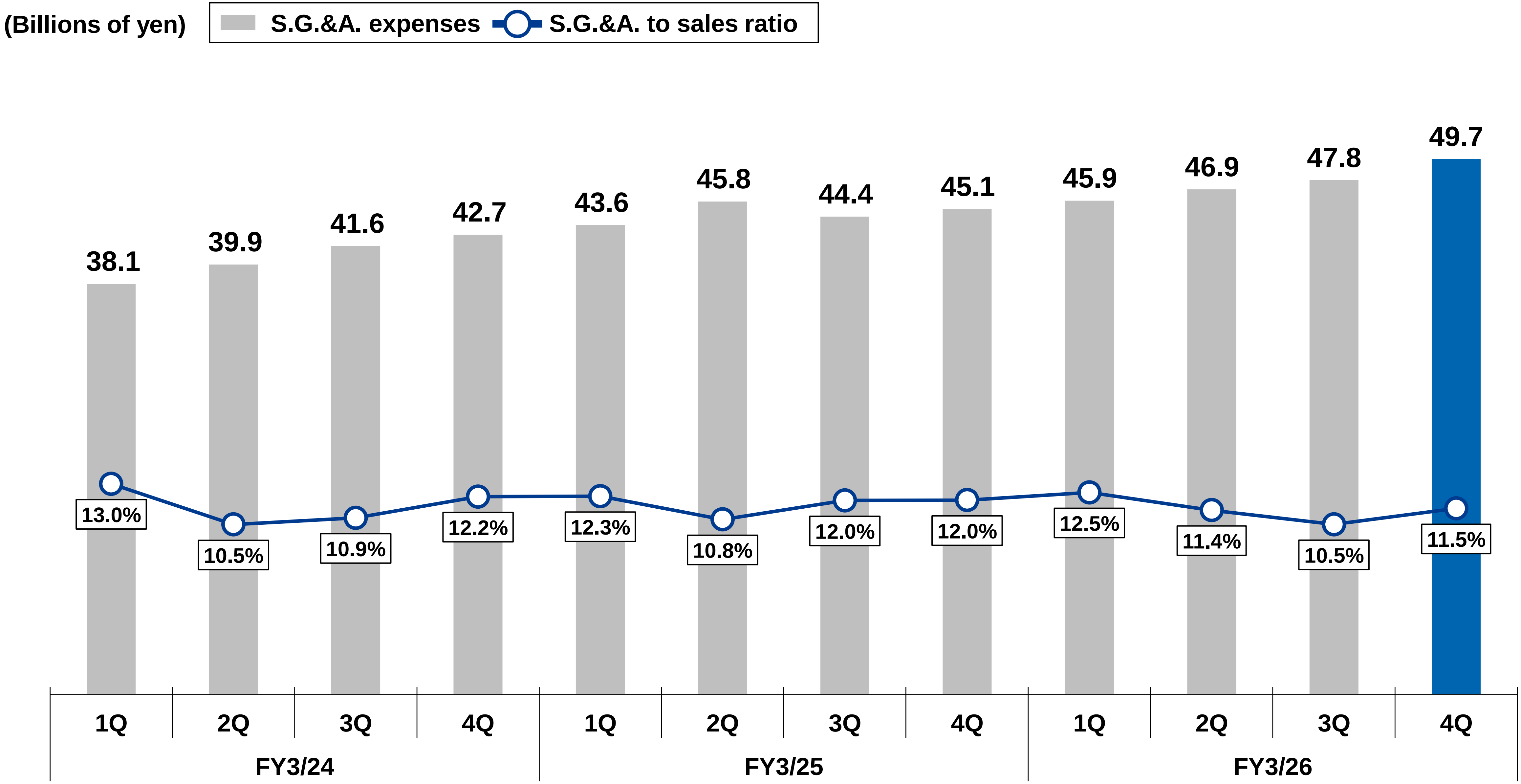
Please note that actual performance may vary significantly from any particular projection due to various factors.

Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to MinebeaMitsumi’s business operations; (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.

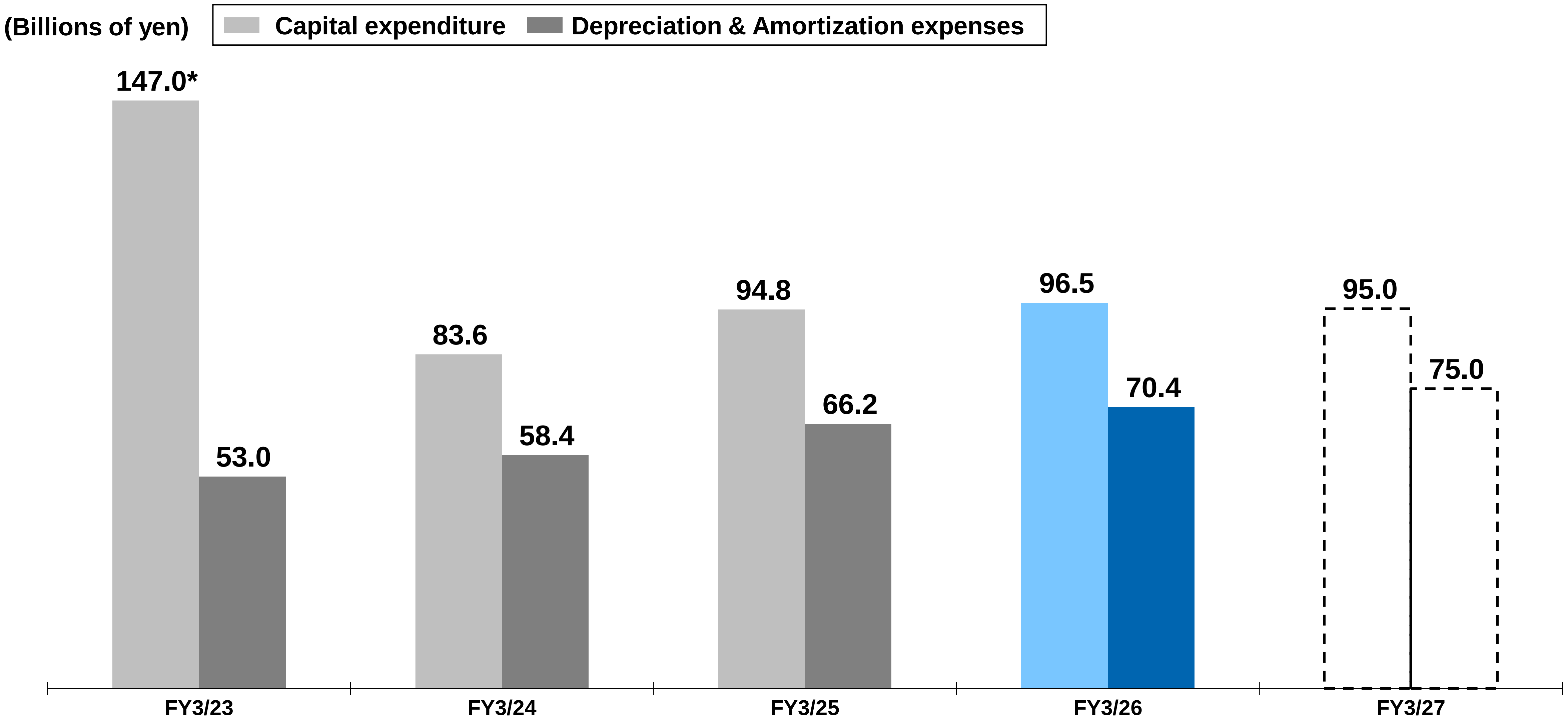
Starting from 1Q of the fiscal year ending March 2026, to present our financial results more clearly, we will primarily express figures in billions of yen(Figures were previously also presented in millions of yen). Consequently, due to rounding figures to the nearest billion yen, there may be instances where totals or differences within this document do not perfectly align. For detailed figures, please refer to our separately disclosed Financial Results Briefing or Financial Supplements.

Reference

S.G.&A. Expense / Ratio



Capital Expenditure / D&A Expense



* Capital expenditures of FY3/23 include new HQ building acquisition expenses

Forecast for FY3/27

Forecasting 4 consecutive year of record highs for both net sales and operating income

(Billions of yen)	FY3/26	FY3/27			YoY	
	Full Year	1st Half	2nd Half	Full Year	Change	Growth Rate
Net sales	1,664.4	846.5	843.5	1,690.0	+25.6	+1.5%
Operating income	※1 104.0	53.0	67.0	120.0	+16.0	+15.4%
Profit before taxes	133.8	49.0	63.0	112.0	-21.8	-16.3%
Profit for the period attributable to owners of the parent	※2 99.0	36.5	46.5	83.0	-16.0	-16.2%
Earnings per share, basic (yen)	※2 246.60	90.89	115.79	206.68	-39.92	-16.2%

Foreign Exchange Rates	FY3/26 Full Year	FY3/27 Assumptions
US$	¥149.99	¥155.00
Euro	¥172.92	¥182.50
Thai Baht	¥4.63	¥4.85
Chinese RMB	¥21.05	¥22.80

*1 Includes approximately 2.6 billion yen in restructuring costs
*2 Includes special factors.

Forecast for Business Segment

(Billions of yen)	FY3/26 *2	FY3/27			YoY	
	Full Year	1st Half	2nd Half	Full Year	Change	Growth Rate
Net sales	1,664.4	846.5	843.5	1,690.0	25.6	+1.5%
Precision Technologies (PT)	281.2	155.0	158.0	313.0	31.8	+11.3%
Motor, Lighting & Sensing (MLS)	456.5	240.0	252.0	492.0	35.5	+7.8%
Semiconductor & Electronics (SE)	590.3	279.5	250.5	530.0	-60.3	-10.2%
Access Solutions (AS)	332.2	170.0	180.0	350.0	17.8	+5.3%
Other	4.2	2.0	3.0	5.0	0.8	+18.8%
Operating income	※1 104.0	53.0	67.0	120.0	16.0	+15.4%
Precision Technologies (PT)	62.2	34.5	35.5	70.0	7.8	+12.5%
Motor, Lighting & Sensing (MLS)	26.9	13.0	18.0	31.0	4.1	+15.1%
Semiconductor & Electronics (SE)	26.7	14.0	14.0	28.0	1.3	+5.0%
Access Solutions (AS)	17.1	6.0	12.5	18.5	1.4	+8.3%
Other, Adjustment	-29.0	-14.5	-13.0	-27.5	-	-

*1 Includes approximately 2.6 billion yen in restructuring costs
*2 The figures for FY3/26 do not reflect the segment realignment.

FY3/26 Estimates: By Product Portfolio

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	Net sales FY3/25	Net Sales: FY3/26 Estimates (Billions of yen)											
		New Areas							Existing Areas				Total
		AI servers	Humanoid robots	Drones	Fully autonomous driving	New mobility	Aircraft	Subtotal	Automotive	Home appliances	Other	Subtotal	
Bearings (PT)	270.7	30.0	—	2.0	1.0	3.0	100.0	136.0	40.0	10.0	104.6	154.6	290.6
Analog Semiconductor	331.4	—	—	—	—	—	—	—	30.0	25.0	75.3	130.3	130.3
Motors	125.9	60.0	—	1.0	0.5	6.0	—	67.5	120.0	15.0	137.8	272.8	340.3
Access Products	350.4	—	—	—	—	—	—	—	310.0	—	22.2	332.2	332.2
Others (electronic devices, sensing devices, etc.)	513.5	20.0	0.1	—	3.5	1.0	—	24.6	60.0	10.0	476.3	546.3	570.9
Total	1,592.0	110.0	0.1	3.0	5.0	10.0	100.0	228.1	560.0	60.0	816.3	1,436.3	1,664.4

FY3/29 Estimates: By Product Portfolio

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	Net sales FY3/26	Net Sales: FY3/29 Estimates											(Billions of yen)
		New Areas							Existing Areas				Total
		AI servers	Humanoid robots	Drones	Fully autonomous driving	New mobility	Aircraft	Subtotal	Automo tive	Home appliances	Other	Subtotal	
Bearings (PT)	296.0	40.0	1.0	3.0	3.0	3.0	140.0	190.0	50.0	10.0	110.0	170.0	360.0
Analog Semiconductor	135.0	10.0	2.0	—	2.0	2.0	—	16.0	40.0	30.0	84.0	154.0	170.0
Motors	337.5	90.0	2.0	1.0	3.0	8.0	—	104.0	130.0	20.0	149.0	299.0	403.0
Access Products	340.0	—	—	—	2.0	—	—	2.0	350.0	—	38.0	388.0	390.0
Others (electronic devices, sensing devices, etc.)	555.9	60.0	5.0	1.0	5.0	17.0	—	88.0	70.0	10.0	409.0	489.0	577.0
Total	1,664.4	200.0	10.0	5.0	15.0	30.0	140.0	400.0	640.0	70.0	790.0	1,500.0	1,900.0

History of 17 years

Track Record for 17 years - Financial Results -

Building a foundation for sustainable business growth through both organic and M&A

(Billions of yen)

	FY3/09	FY3/26	Multiple	Record High	
Sales	256.2	1,664.4	X6.5	1,664.4	FY3/26 (IFRS)
Operating Income	13.4	104.0	x7.8	104.0	FY3/26 (IFRS)
Profit for the period attributable to owners of the parent ※Excl. special factors	2.4	73.8	x30.8	73.8	FY3/26 (IFRS)
Earnings per share, basic (yen) ※Excl. special factors	6.18	183.87	x29.8	183.87	FY3/26 (IFRS)

Dividends per share
x7.1
7 yen → 50 yen
FY3/09 FY3/26

Stock price
x7.1
358 yen → 2,535 yen
March 31, 2009 March 31, 2026

Market cap
x7.6
142.9 billions yen →1,082.6 billions yen
March 31, 2009 March 31, 2026

Net D/E ratio
70% improve
x1.0 →x0.3
March 31, 2009 March 31, 2026

ROE
x4.3
2.1% → 9.1%※
March 31, 2009 March 31, 2026

※Excl. special factors

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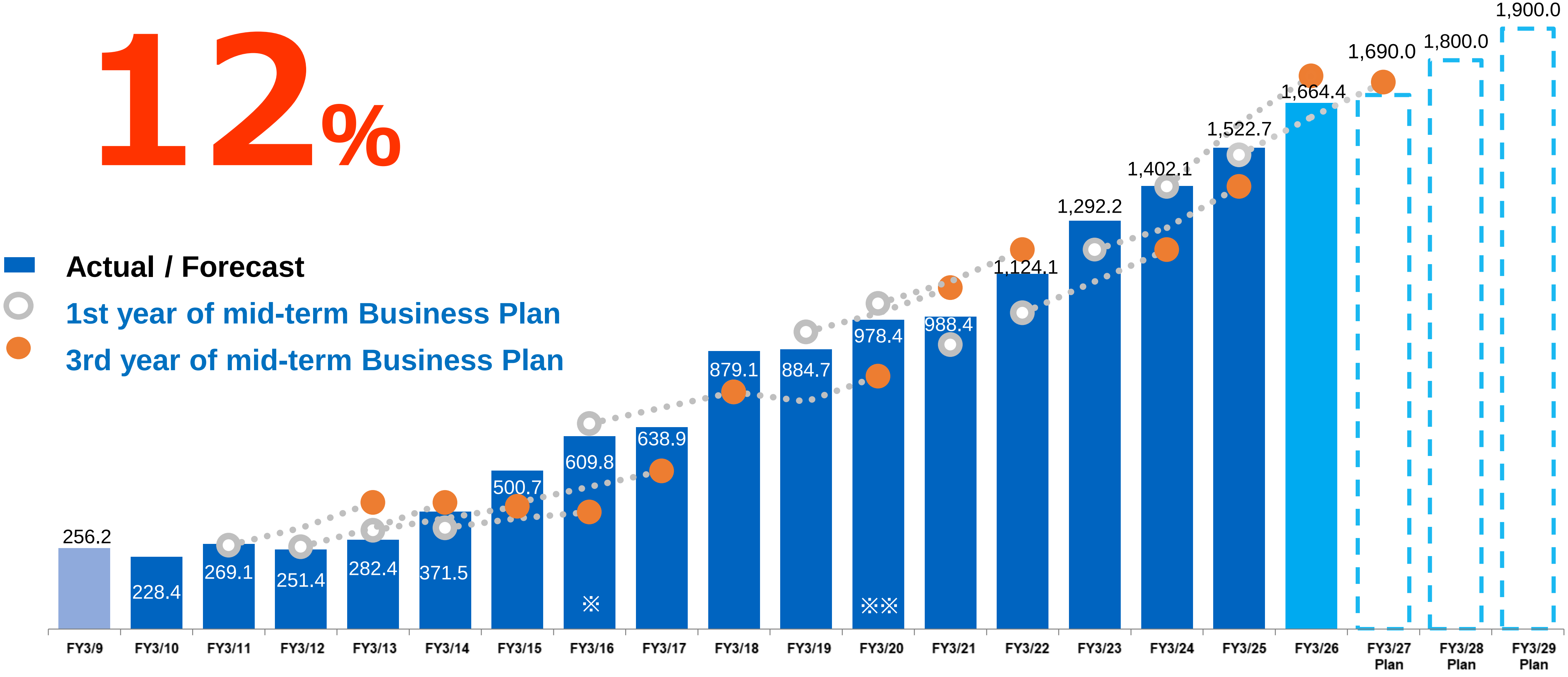
Sales CAGR（FY3/09-FY3/26)

(Billions of yen)

12%



(As of May 2026)

※The third year of the medium-term business plan is considered blank because the medium-term business plan was not announced for FY3/16 to the business integration.
※※The third year of the medium-term business plan is blank because the figures for FY3/22 and FY3/23 were imaginary due to the impact of COVID-19 in the medium-term business plan announced for FY3/20.
※※※JGAAP until FY3/18, IFRS since FY3/19

Trends of OP

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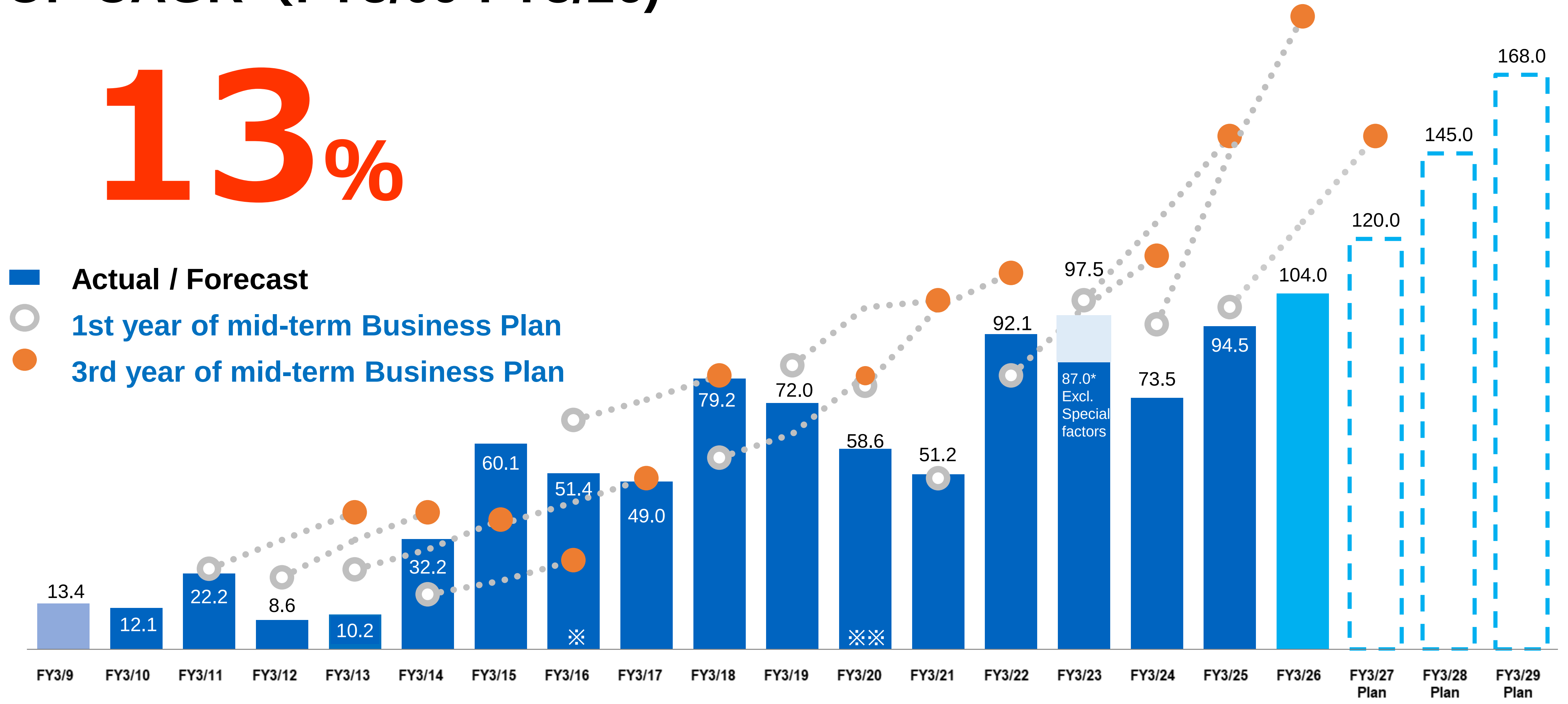
OP CAGR（FY3/09-FY3/26)

13%

(Billions of yen)



（As of May 2026）

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※※The third year of the medium-term business plan is blank because the figures for FY3/22 and FY3/23 were imaginary due to the impact of COVID-19 in the medium-term business plan announced for FY3/20.
※※※JGAAP until FY3/18, IFRS since FY3/19

M&A Strategy

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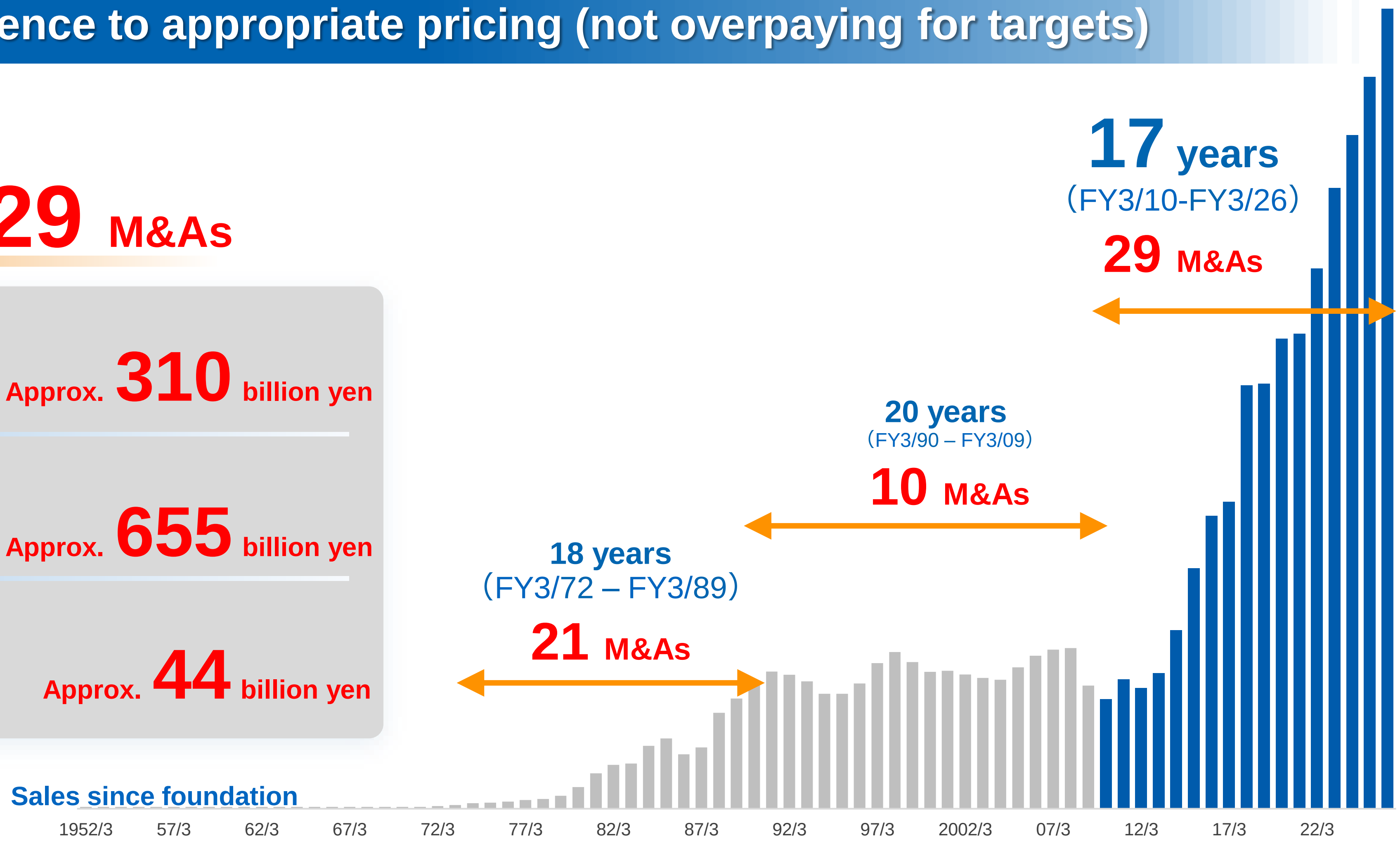
Our M&A principle

1	Strengthens existing businesses and/or can be expected to create synergy *Integration*
2	Thorough adherence to appropriate pricing (not overpaying for targets)

17 years of results 29 M&As

Total enterprise value of 29 integrated	Approx. 310 billion yen
Total sales of 29 integrated (at time of integration)	Approx. 655 billion yen
Total OP of 29 integrated (FY3/26)	Approx. 44 billion yen



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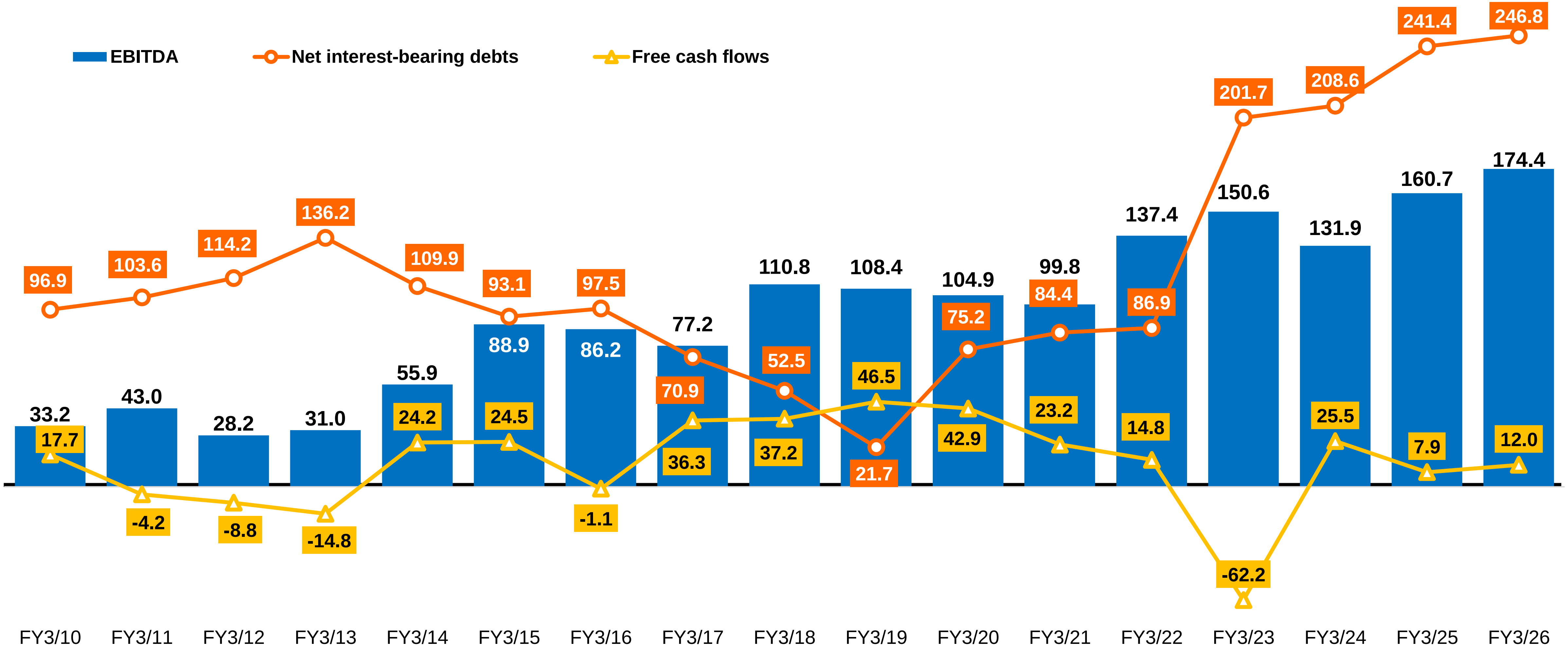
Cash-generating capabilities backed by high profitability

(Billions of yen)

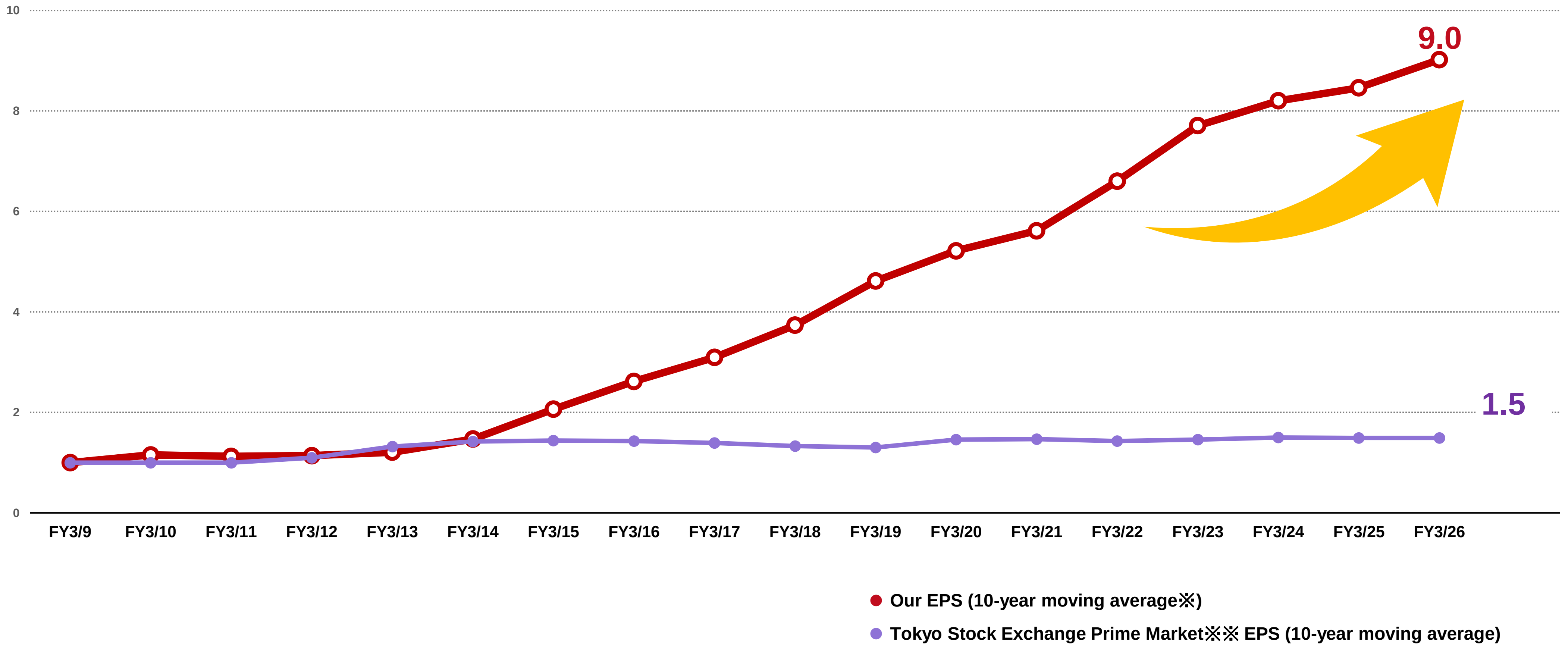


※JGAAP until FY3/18, IFRS since FY3/19

Growth in earnings per share (EPS*) (Excl. Special Factors)

EPS：Growth of 9 times from FY3/09 to FY3/26(10-year moving average base)

Comparison of EPS (indexed with March 2009 as 1)



※Values for each fiscal year are based on the 09/3 period as 1.Average value

※※ Before the fiscal year ended 31 March 2021, listed on the First Section of the Tokyo Stock Exchange

Growth in return on equity (ROE*) (Excl. Special Factors)

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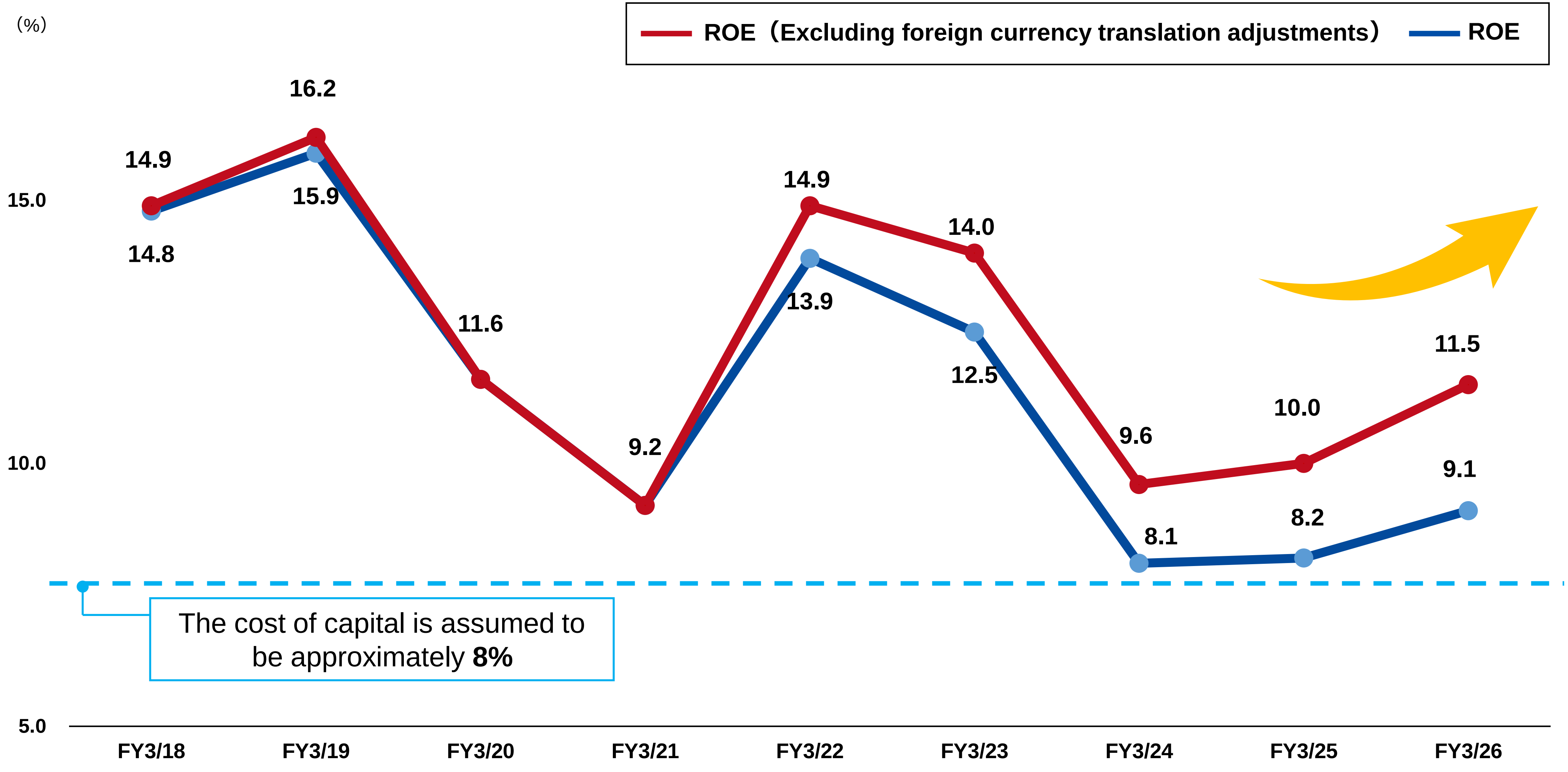
ROE： FY3/09-FY3/26 average actual 11.0%



※IFRS has been applied since the fiscal year ending March 2019, and figures based on IFRS are provided from the fiscal year ending March 2018 onwards.