

Financial Results Briefing

Fiscal Year Ended March 2025

MinebeaMitsumi Inc.

May 9, 2025

- 1. Financial Results Overview and Forecast**
- 2. Management Policy and Business Strategy**

Financial Results Overview and Forecast

Katsuhiko Yoshida
Director, President COO & CFO

Summary of Consolidated Financial Results for the Fiscal Year

Record-high net sales achieved (13th consecutive year of growth)

(Millions of yen)	FY3/24 Full Year	FY3/25 Full Year	Growth Rate YoY	FY3/25 Full Year Forecast	
				As of February	Achievement Rate
Net sales	1,402,127	1,522,703	+8.6%	1,500,000	101.5%
Operating income	73,536	* 94,482	+28.5%	93,000	101.6%
Profit before taxes	75,545	82,609	+9.4%	79,000	104.6%
Profit for the period attributable to owners of the parent	54,035	59,457	+10.0%	57,000	104.3%
Earnings per share, basic (yen)	133.05	147.58	+10.9%	141.49	104.3%

Foreign Exchange Rates	FY3/24 Full Year	FY3/25 Full Year
US\$	¥143.31	¥152.61
Euro	¥155.18	¥163.89
Thai Baht	¥4.08	¥4.36
Chinese RMB	¥20.03	¥21.12

* Includes approximately 5 billion yen in one-time expenses

Summary of Consolidated Financial Results for 4Q

4Q results achieved the revised targets for both net sales and operating income

(Millions of yen)	FY3/24 4Q	FY3/25		Growth Rate	
		3Q	4Q	YoY	QoQ
Net sales	348,803	369,643	374,823	+7.5%	+1.4%
Operating income	20,342	26,163	21,531	+5.8%	-17.7%
Profit before taxes	22,602	23,923	22,682	+0.4%	-5.2%
Profit for the period attributable to owners of the parent	18,327	17,418	16,966	-7.4%	-2.6%
Earnings per share, basic (yen)	45.32	43.36	42.25	-6.8%	-2.6%

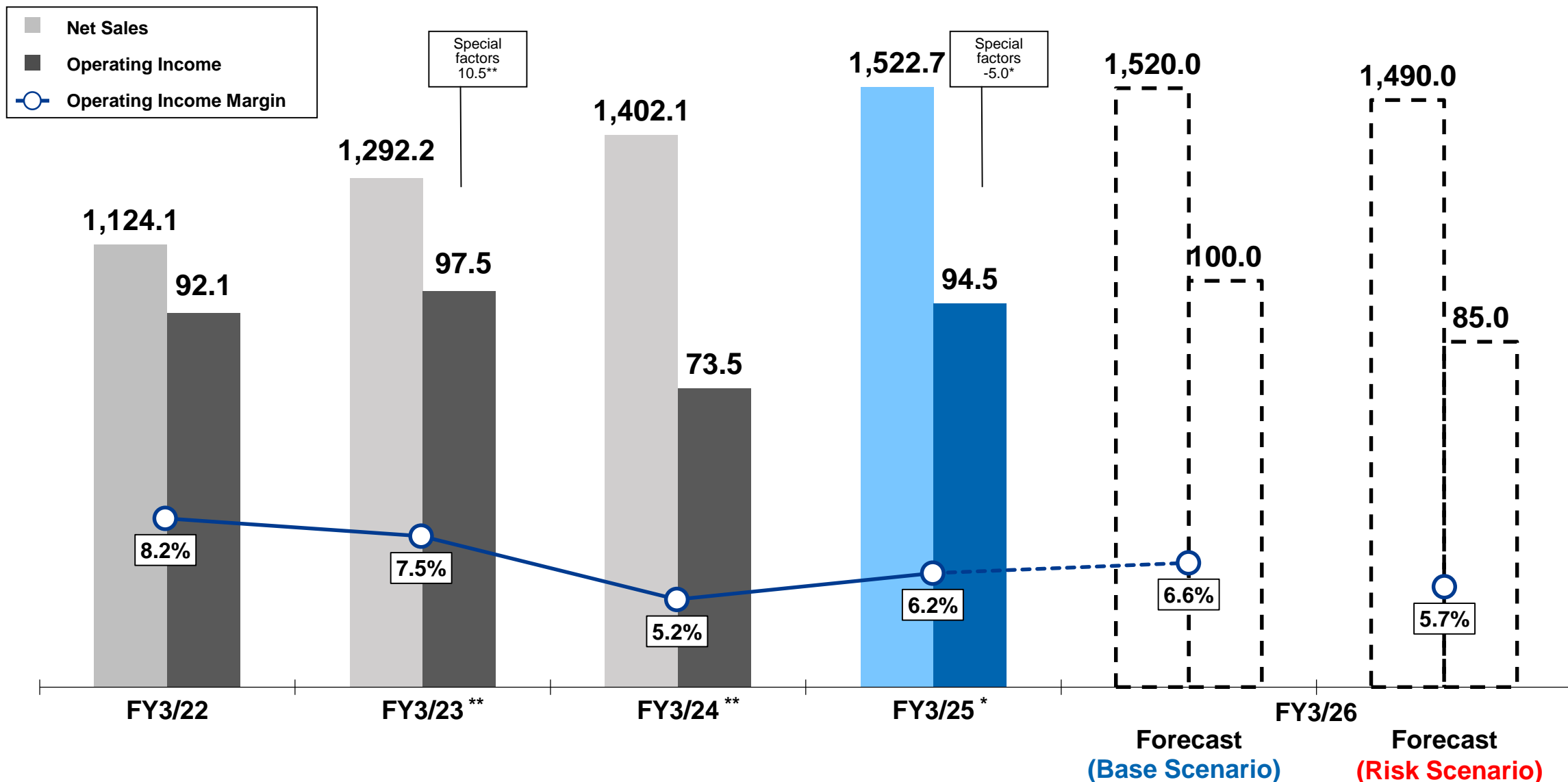
Foreign Exchange Rates	FY3/24 4Q	FY3/25	
		3Q	4Q
US\$	¥146.76	¥149.03	¥154.11
Euro	¥159.48	¥161.99	¥160.51
Thai Baht	¥4.15	¥4.42	¥4.53
Chinese RMB	¥20.43	¥20.88	¥21.12

Net Sales, Operating Income, and Operating Income Margin

(Billions of yen)

* Operating income prior to 3Q FY3/25 has been revised in accordance with finalization of PPA for Minebea Power Semiconductor Device Inc. and Socionext Inc.

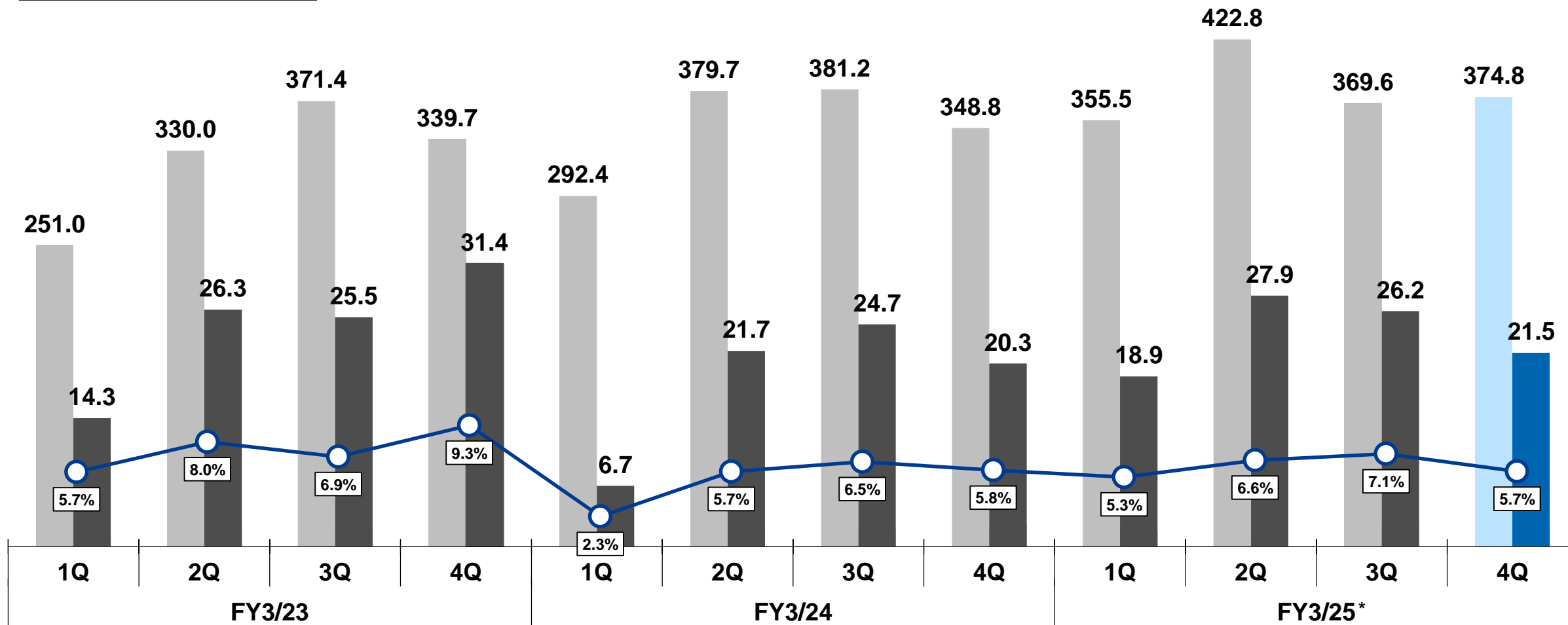
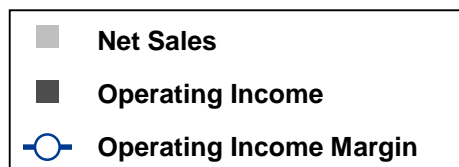
** Operating income prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD., Minebea Connect Inc., and Minebea AccessSolutions Inc.



Quarterly Trends: Net Sales, Operating Income, and Operating Income Margin

* Operating income prior to 3Q FY3/25 has been revised in accordance with finalization of PPA for Minebea Power Semiconductor Device Inc. and Socionext Inc.

(Billions of yen)



4Q Results: Variance from Previous Forecast (Announced February 5, 2025)

(Billions of yen)

Net Sales



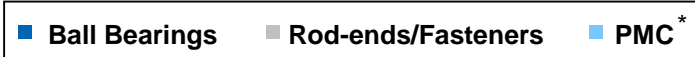
Operating Income



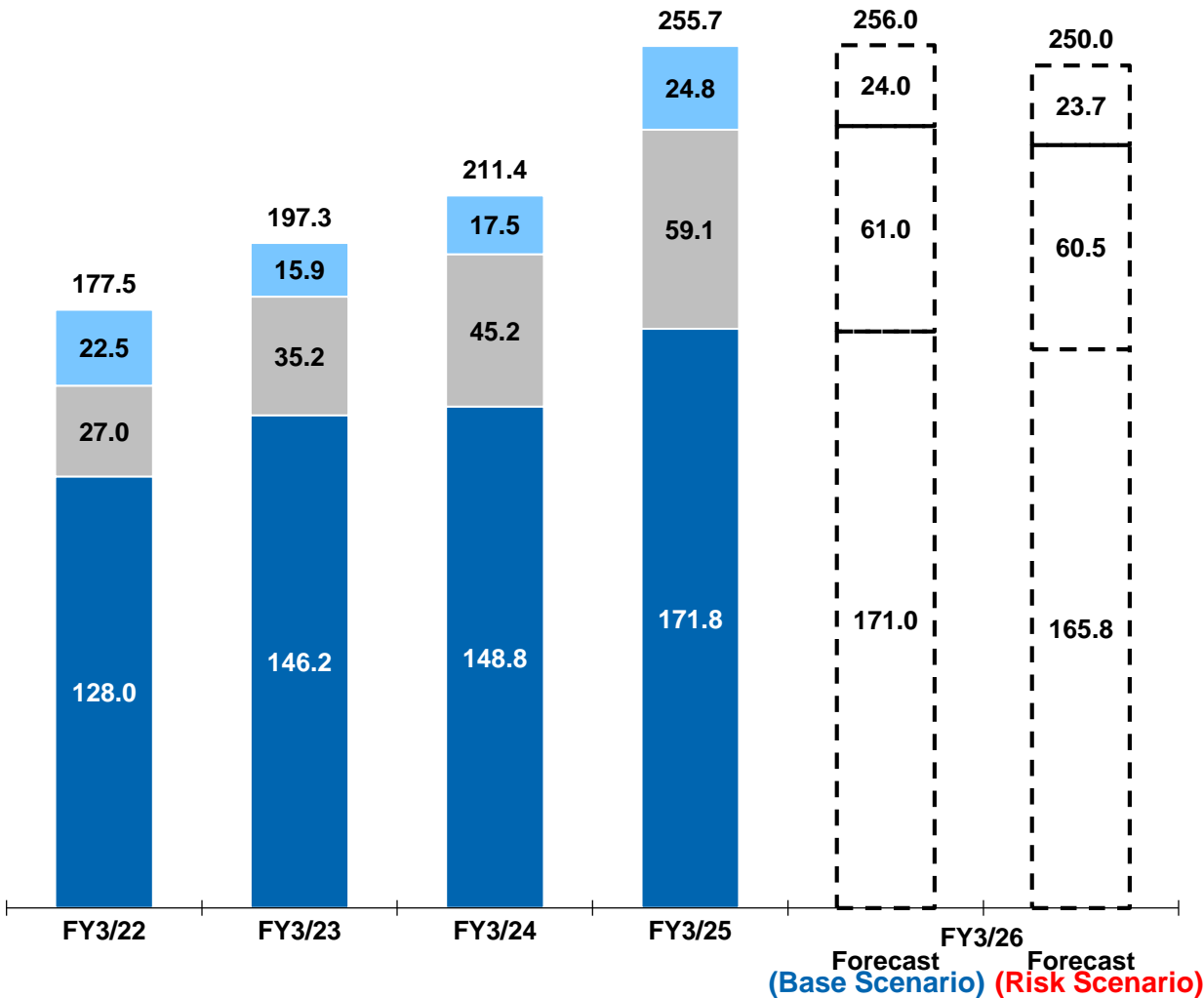
Precision Technologies Segment (PT)

*Excl. special factors

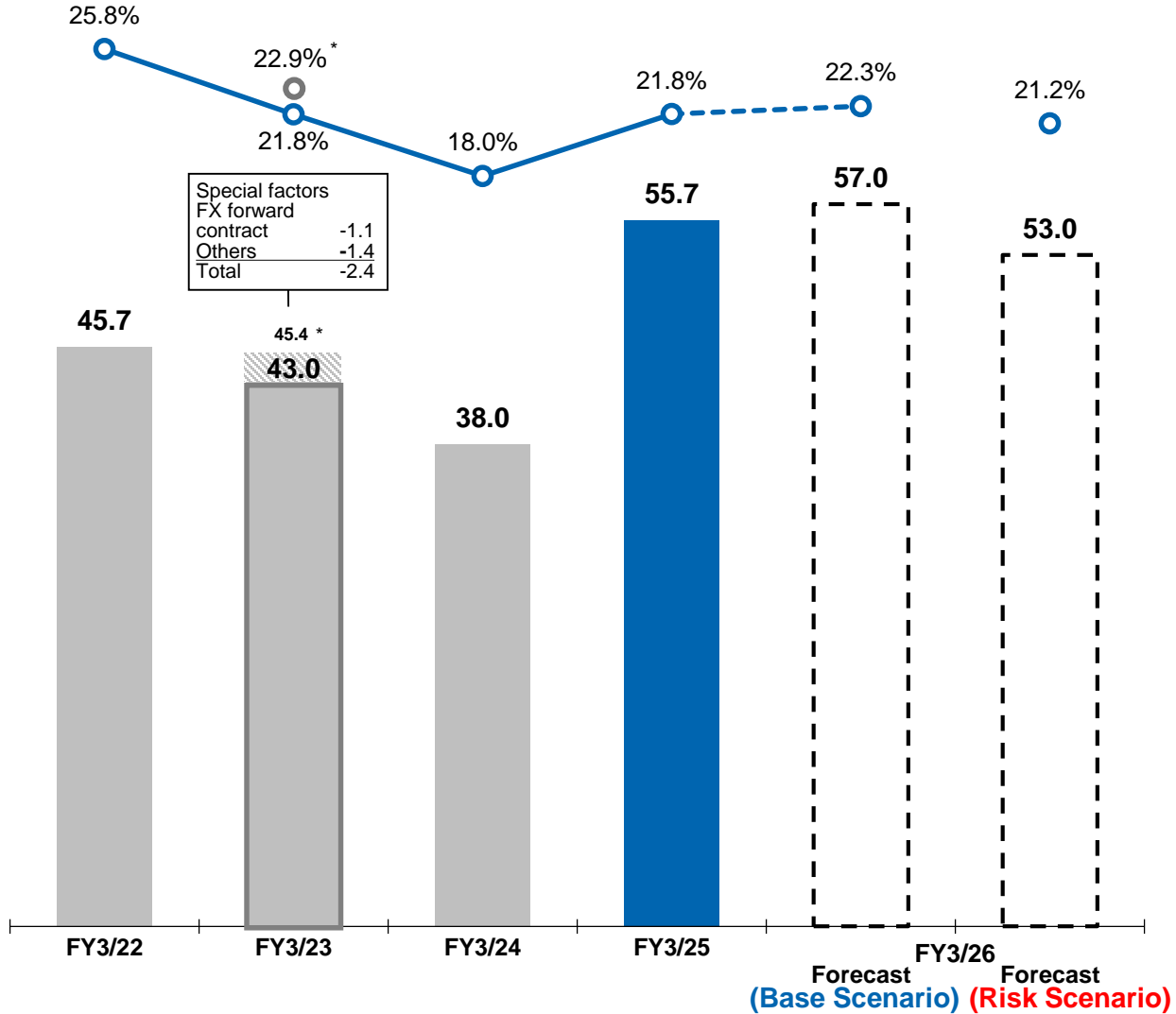
Net sales (Billions of yen)



*The sub-segment name has been changed to PMC (Precision Mechanical Components) from Pivot assemblies from FY3/24 4Q onward.

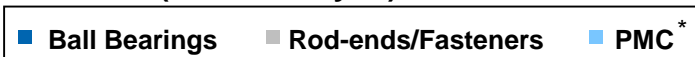


Operating income (Billions of yen)

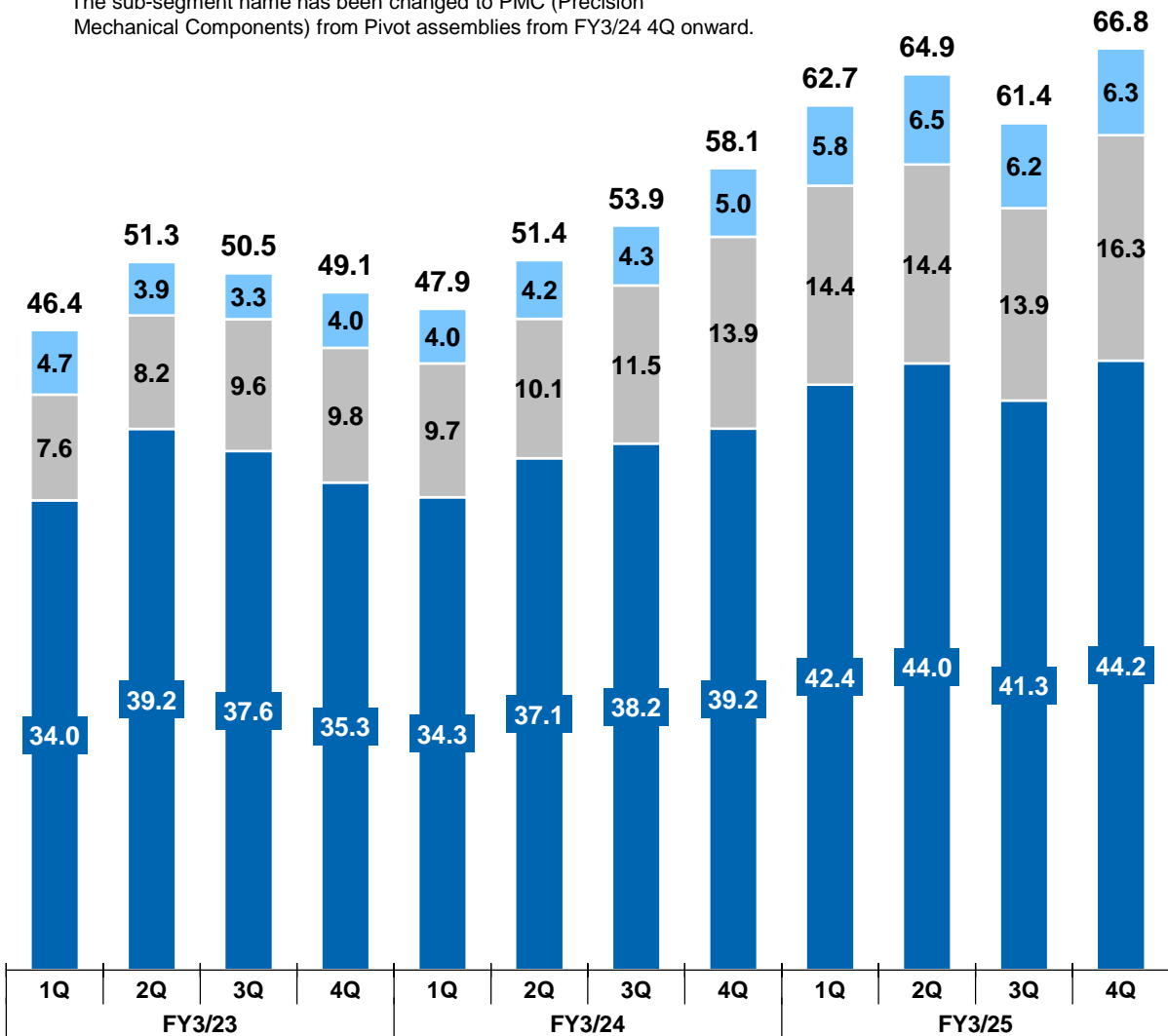


Quarterly Trends: Precision Technologies Segment (PT)

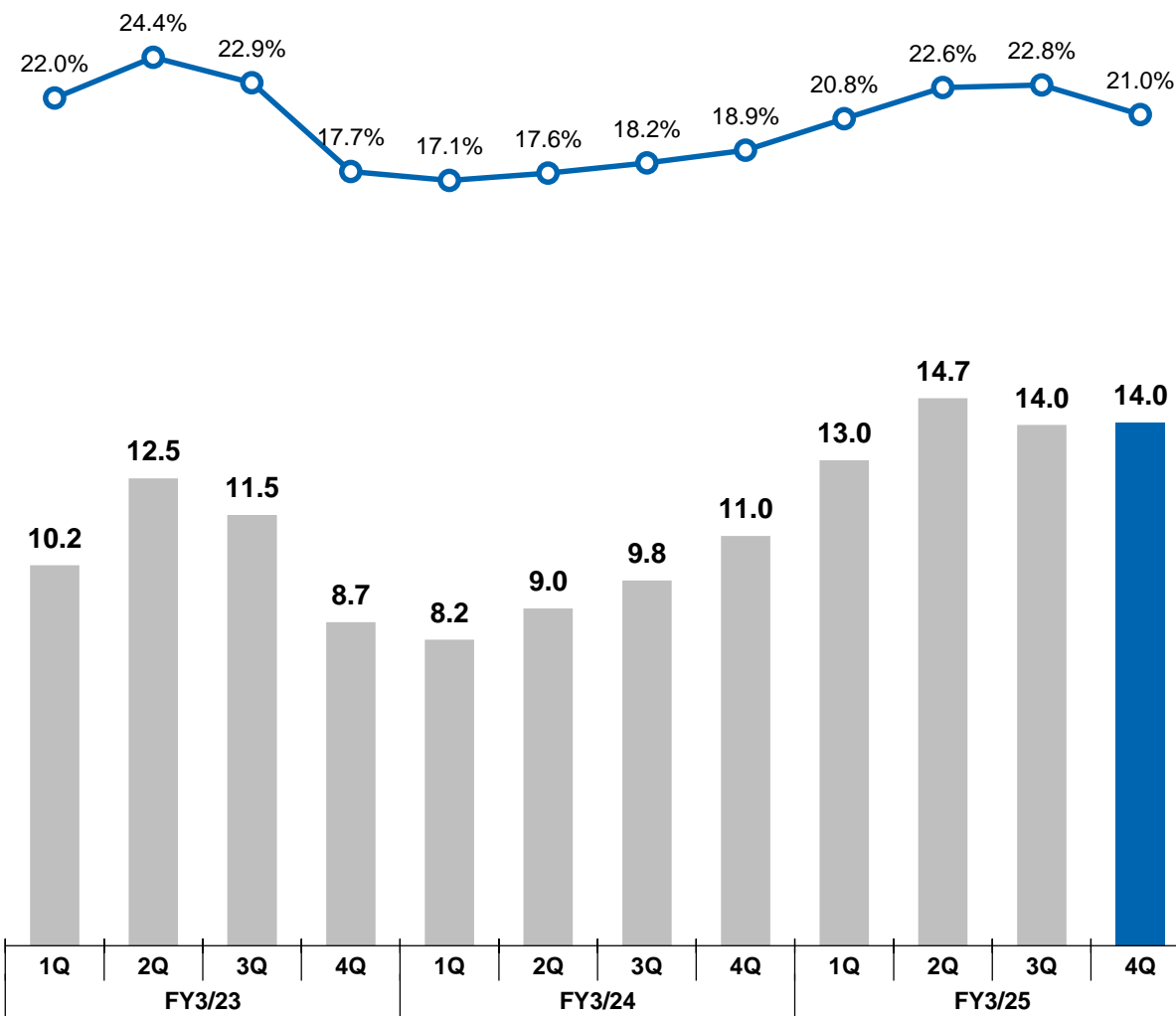
Net sales (Billions of yen)



*The sub-segment name has been changed to PMC (Precision Mechanical Components) from Pivot assemblies from FY3/24 4Q onward.



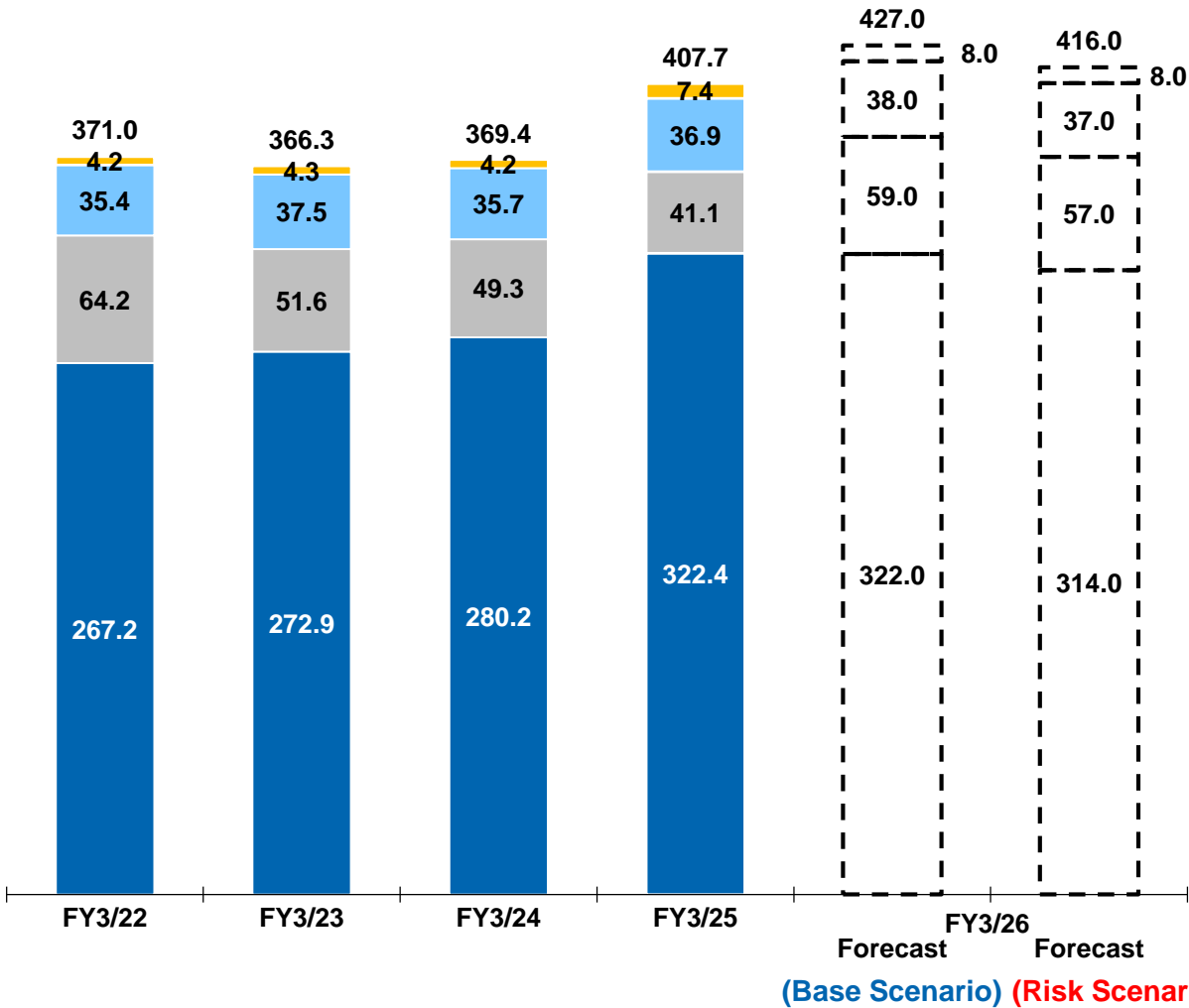
Operating income (Billions of yen)



Motor, Lighting & Sensing Segment (MLS)

Net sales (Billions of yen)

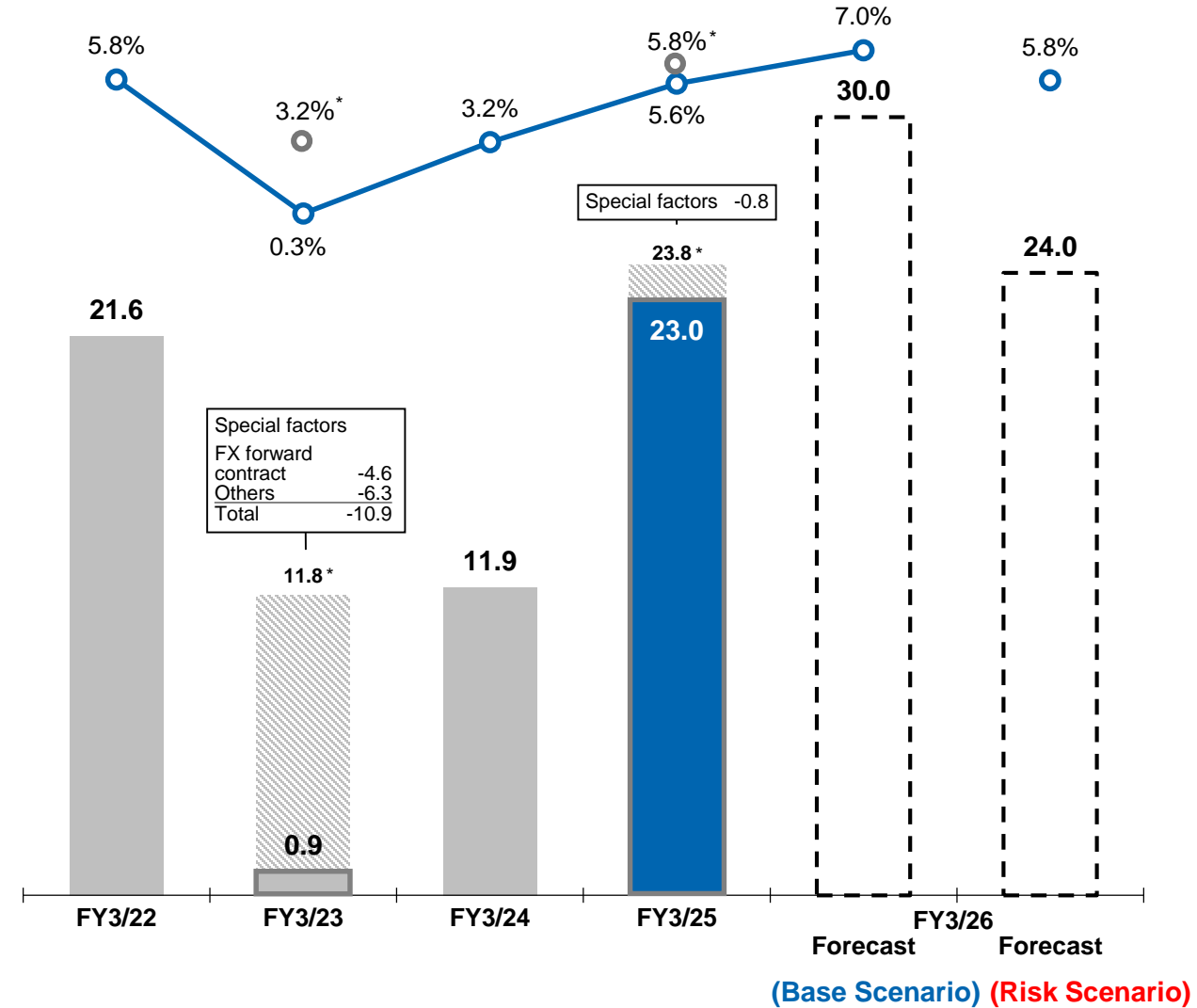
■ Motors ■ Electronic devices ■ Sensing devices ■ Other



Operating income (Billions of yen)

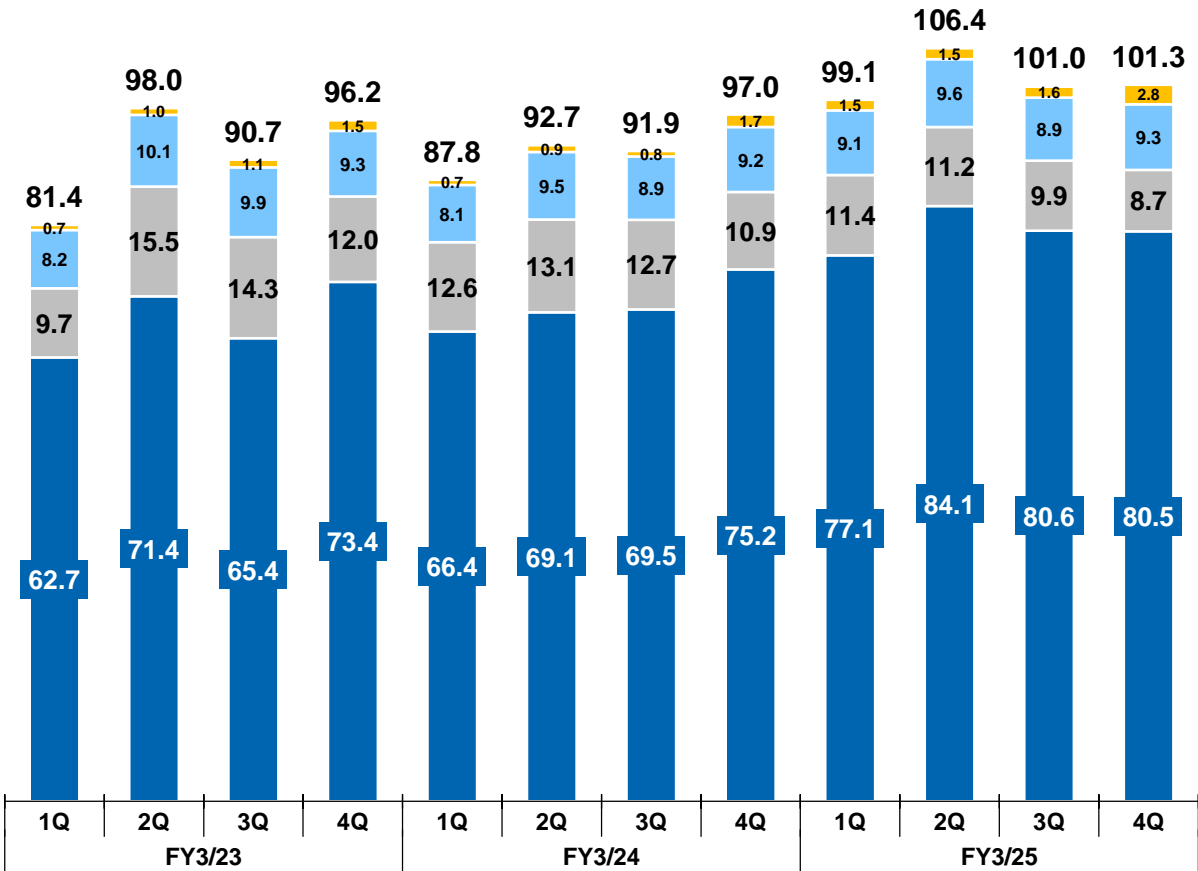
*Excl. special factors

■ Operating income ○ Operating margin

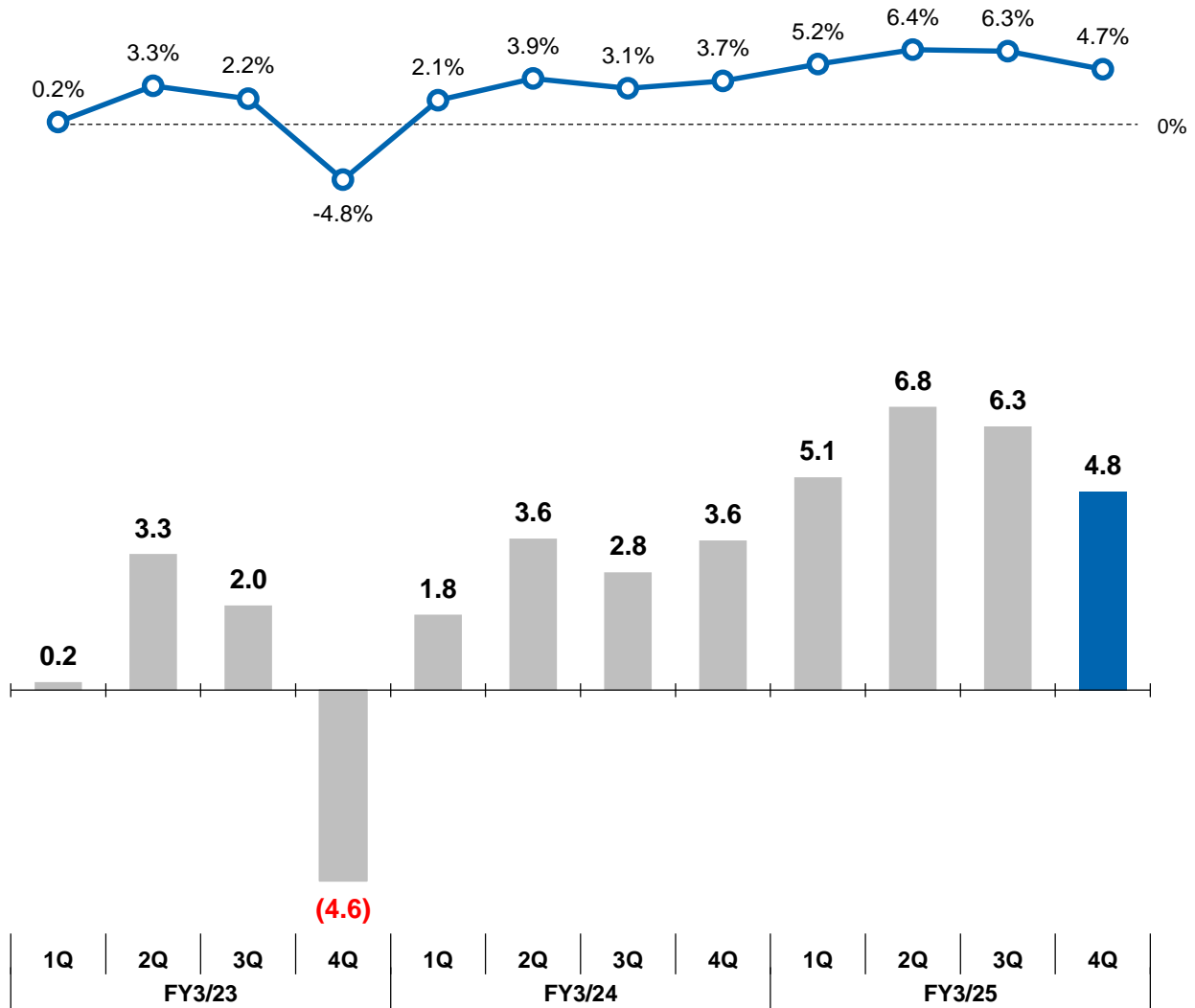


Quarterly Trends: Motor, Lighting & Sensing Segment (MLS)

Net sales (Billions of yen)

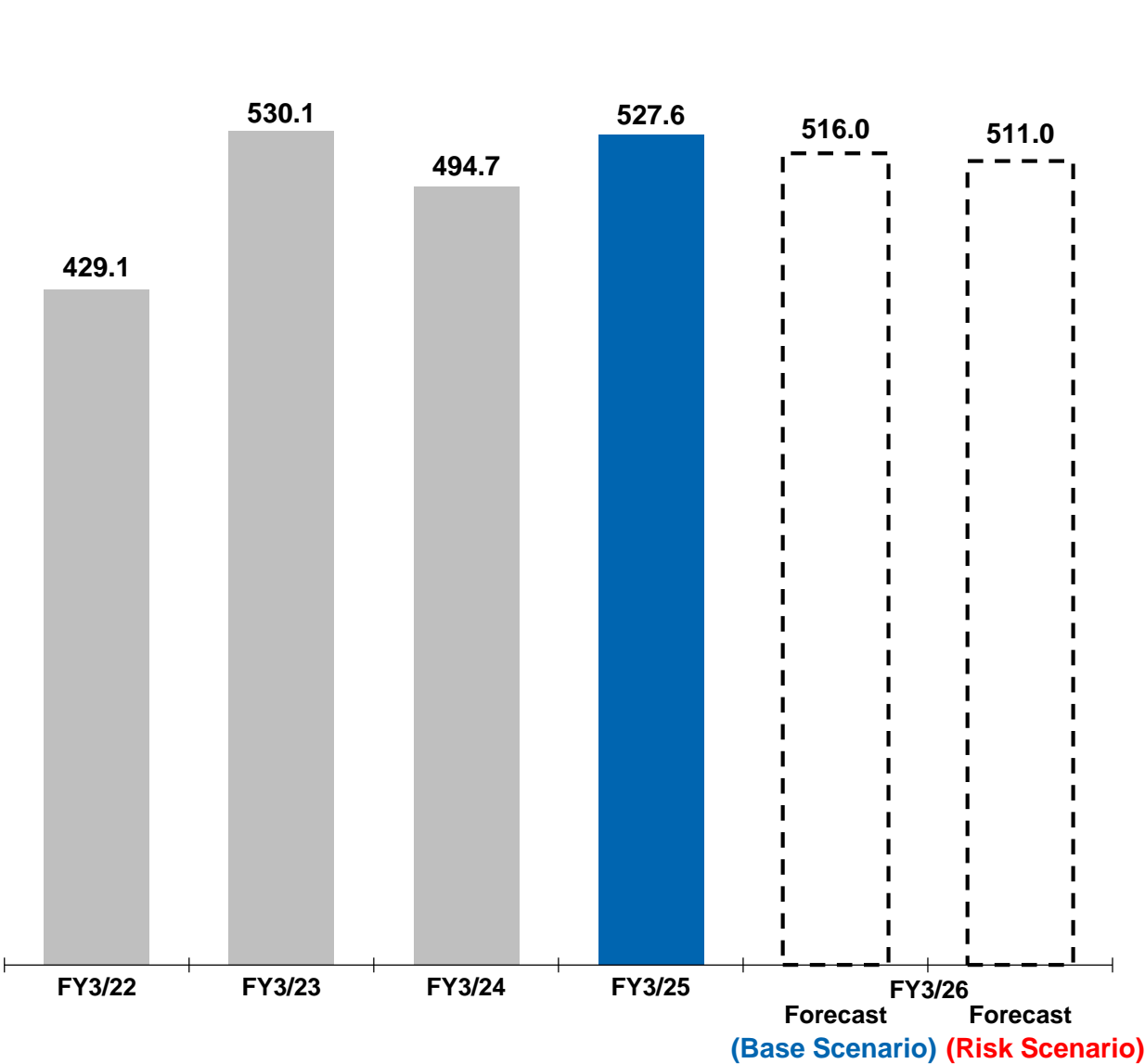


Operating income (Billions of yen)

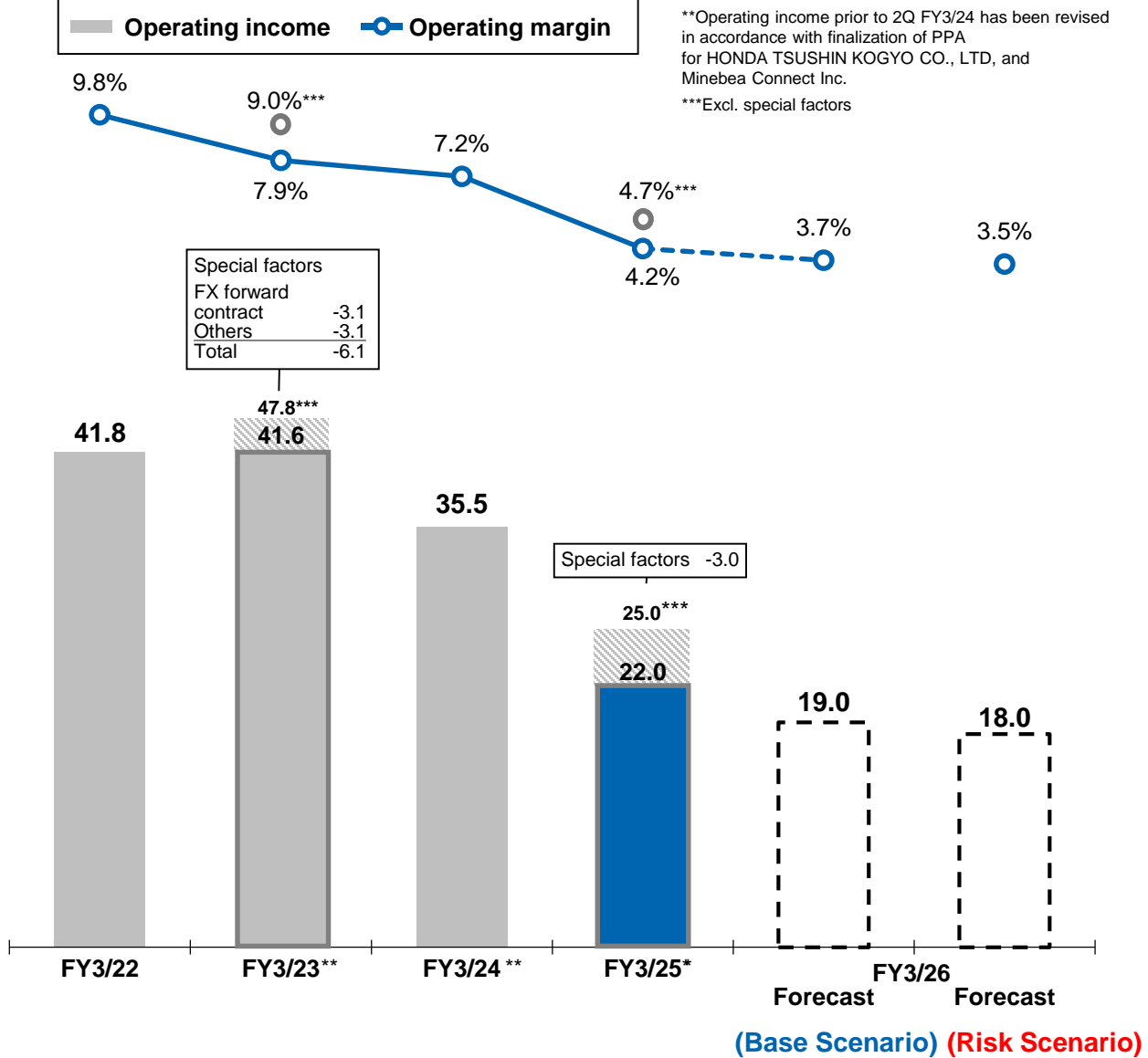


Semiconductor & Electronics Segment (SE)

Net sales (Billions of yen)



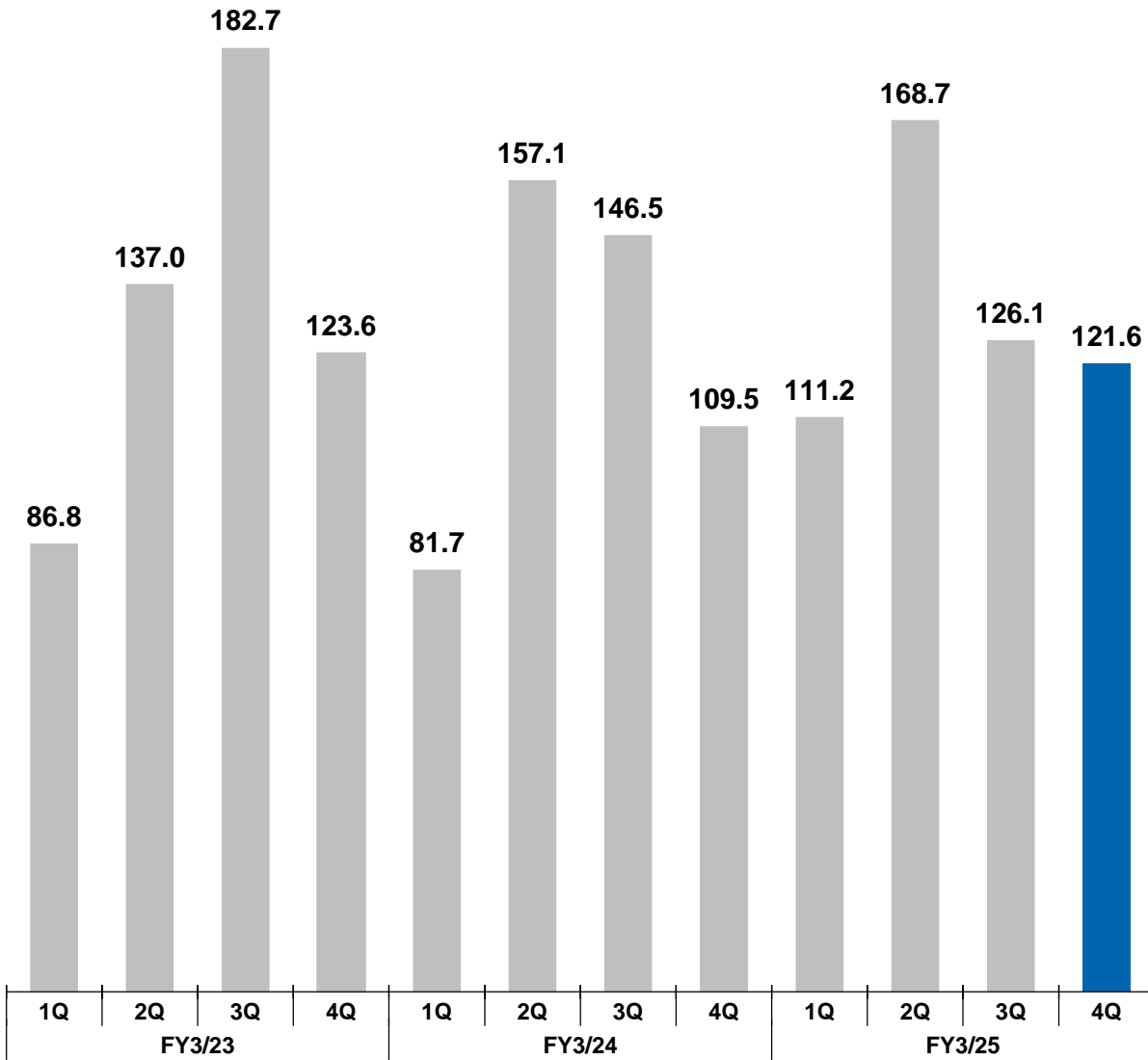
Operating income (Billions of yen)



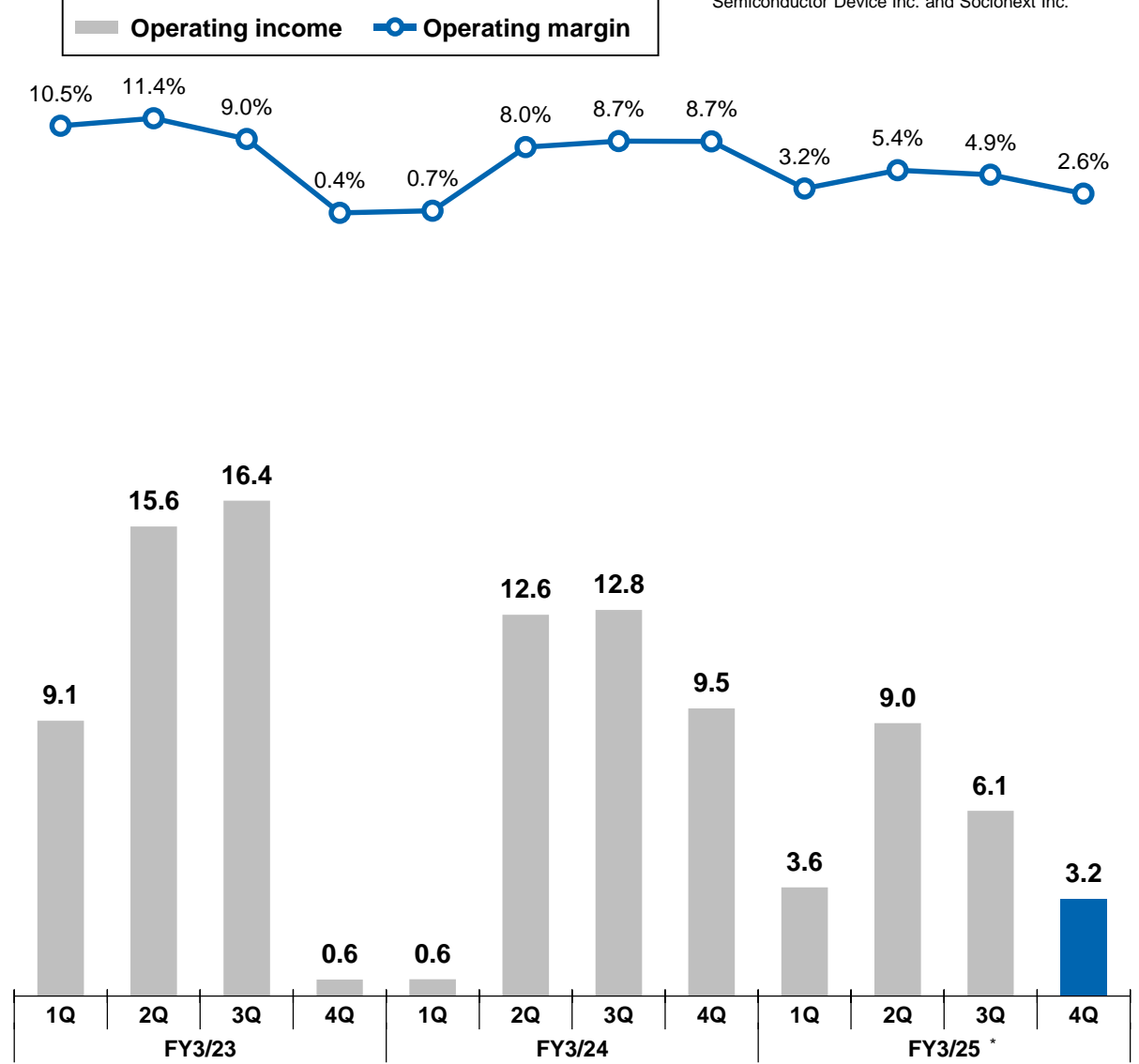
*Operating income prior to 3Q FY3/25 has been revised in accordance with finalization of PPA for Minebea Power Semiconductor Device Inc. and Socionext Inc.
 **Operating income prior to 2Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD, and Minebea Connect Inc.
 ***Excl. special factors

Quarterly Trends: Semiconductor & Electronics Segment (SE)

Net sales (Billions of yen)



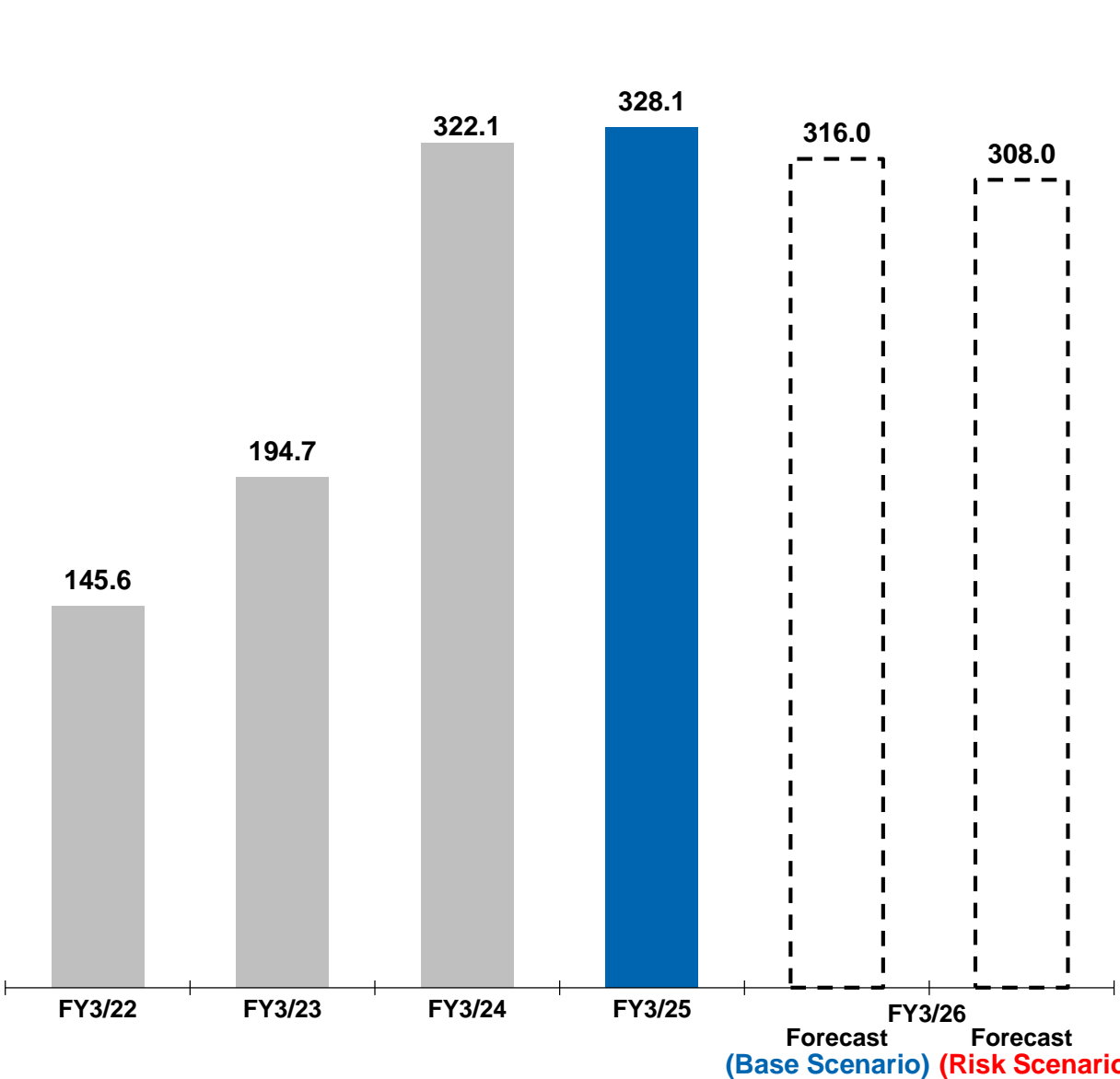
Operating income (Billions of yen)



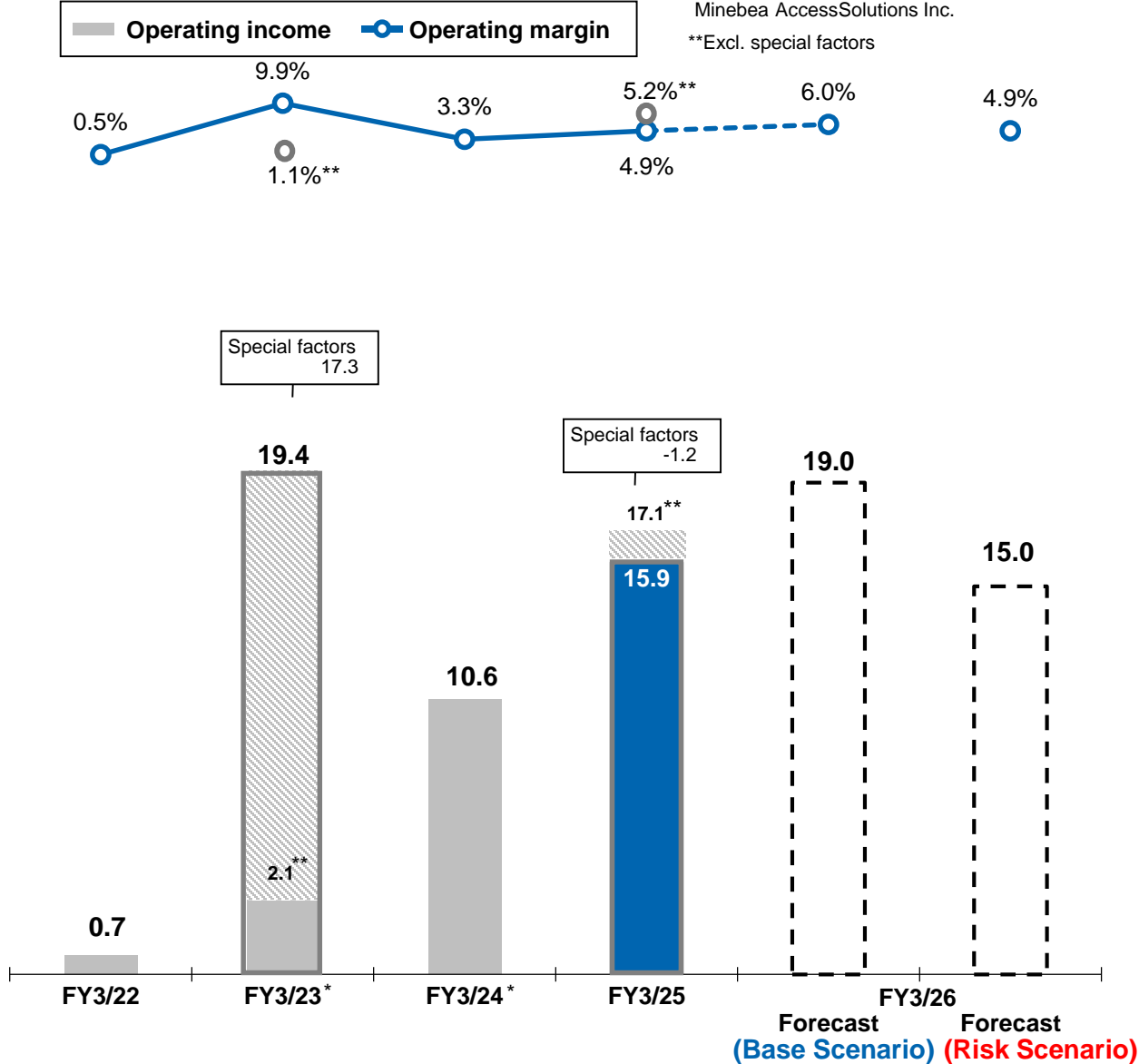
*Operating income prior to 3Q FY3/25 has been revised in accordance with finalization of PPA for Minebea Power Semiconductor Device Inc. and Socionext Inc.

Access Solutions Segment (AS)

Net sales (Billions of yen)



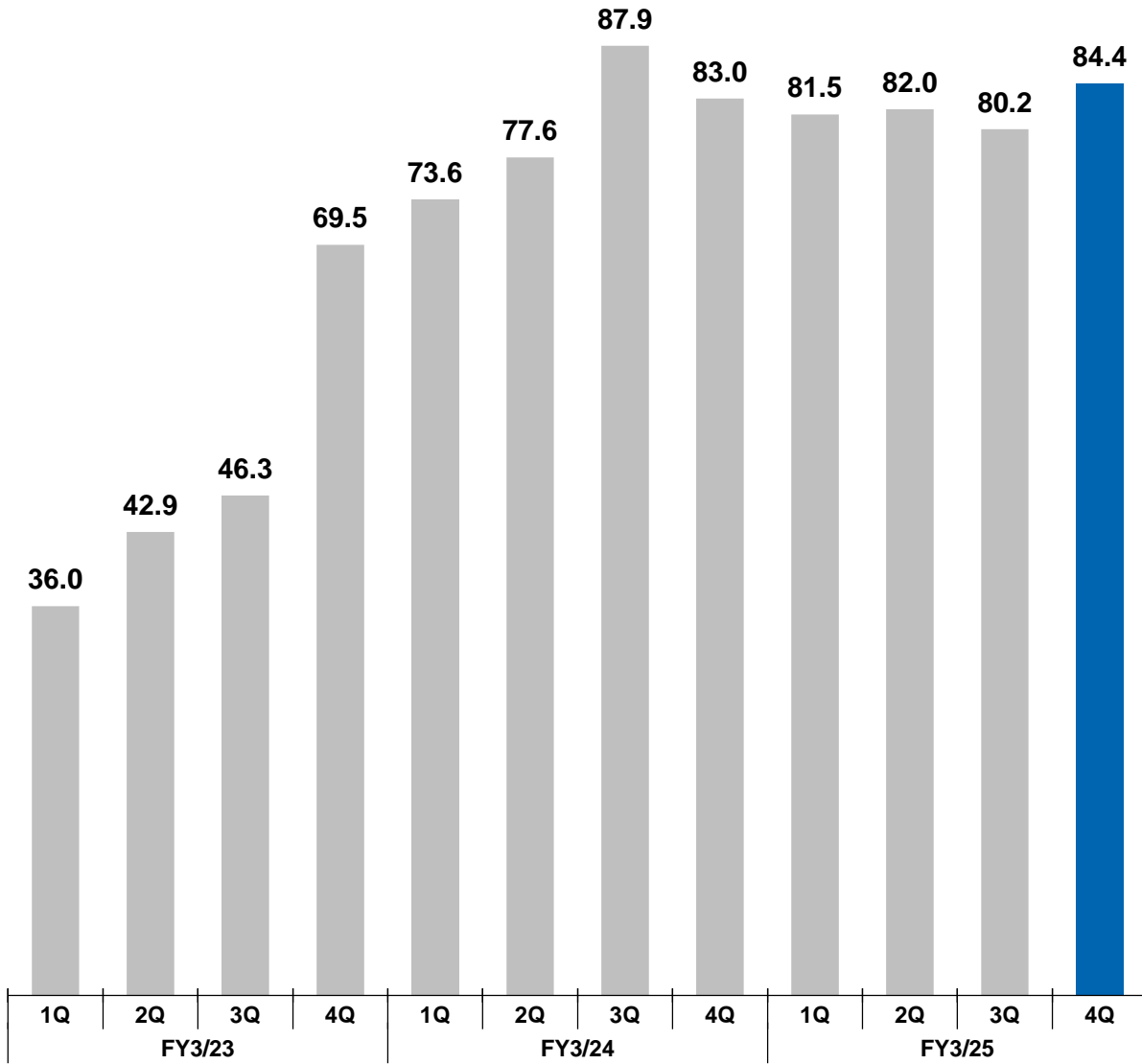
Operating income (Billions of yen)



*Operating income prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for Minebea AccessSolutions Inc.
 **Excl. special factors

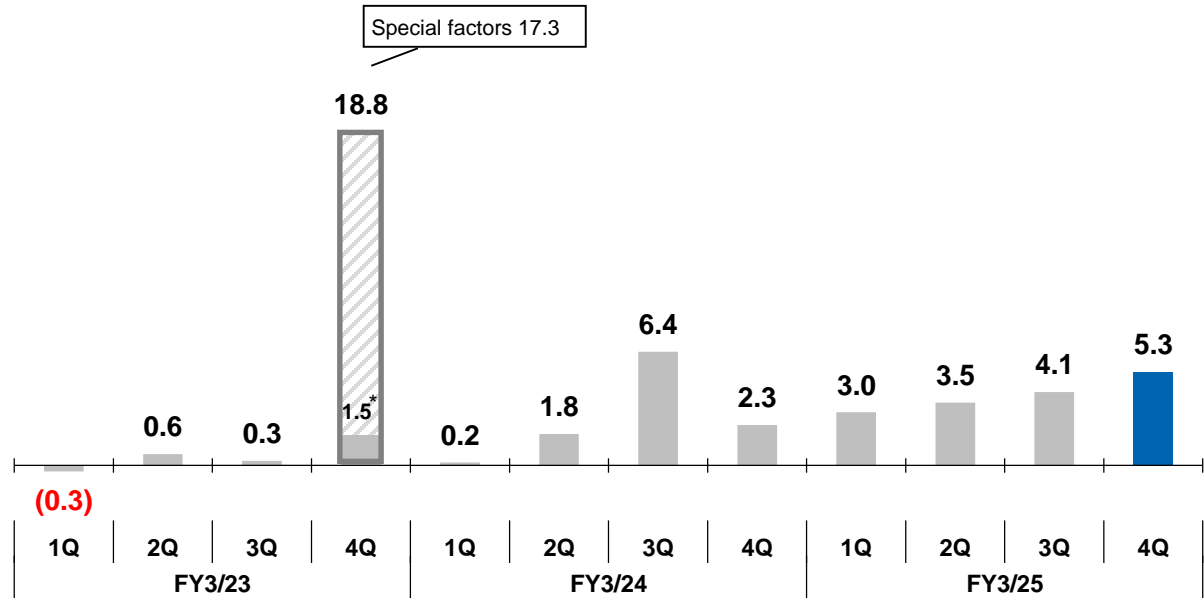
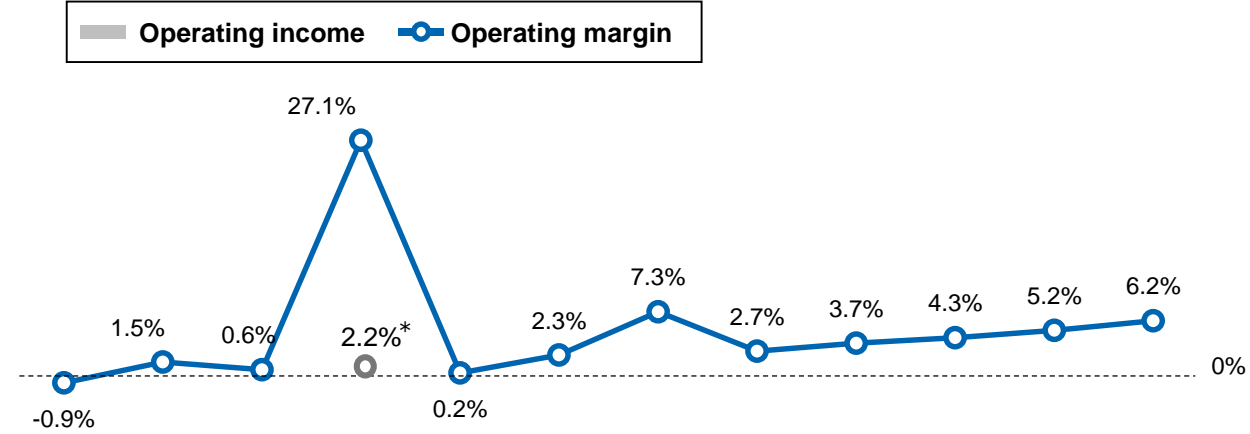
Quarterly Trends: Access Solutions Segment (AS)

Net sales (Billions of yen)



Operating income (Billions of yen)

*Excl. special factors



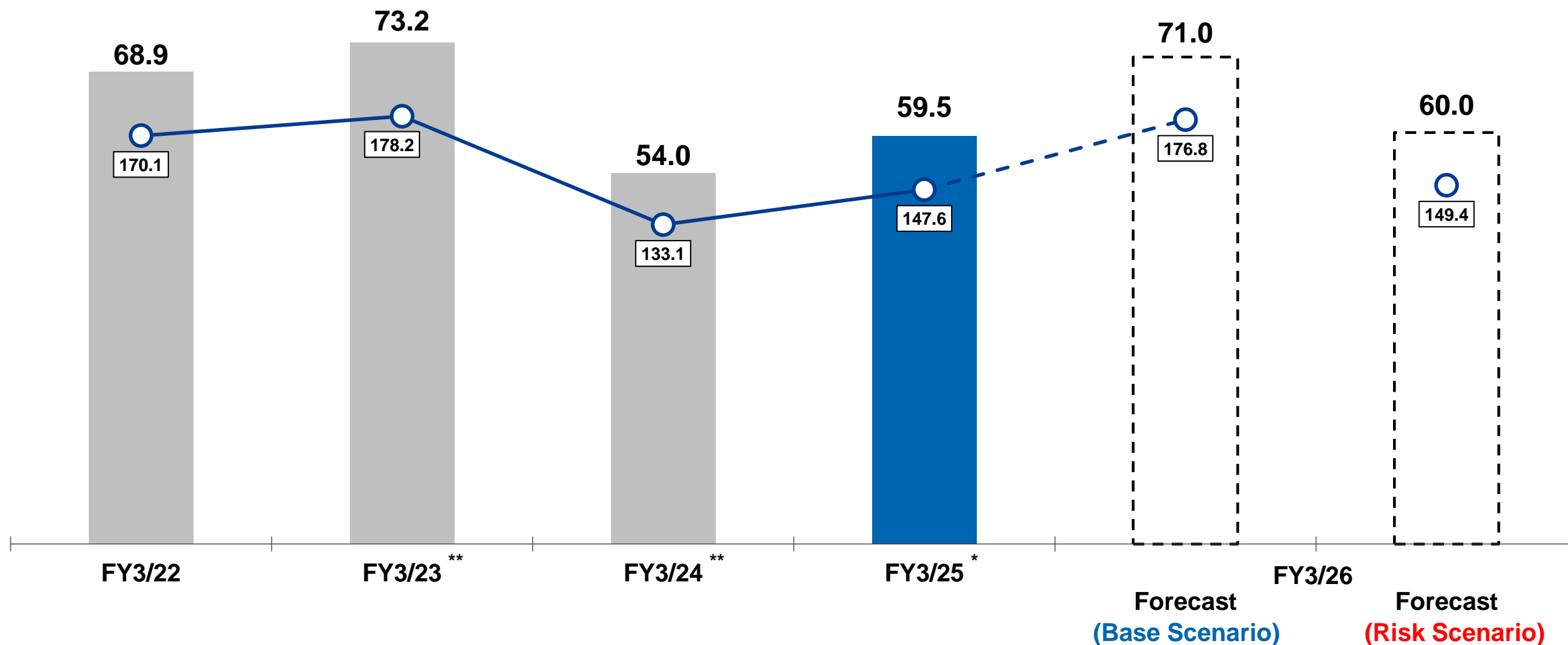
Profit Attributable to Owners of the Parent / EPS

(Billions of yen)

■ Profit for the period attributable to owners of the parent ○ Earnings per share, basic (yen)

*Operating income prior to 3Q FY3/25 has been revised in accordance with finalization of PPA for Minebea Power Semiconductor Device Inc. and Socionext Inc.

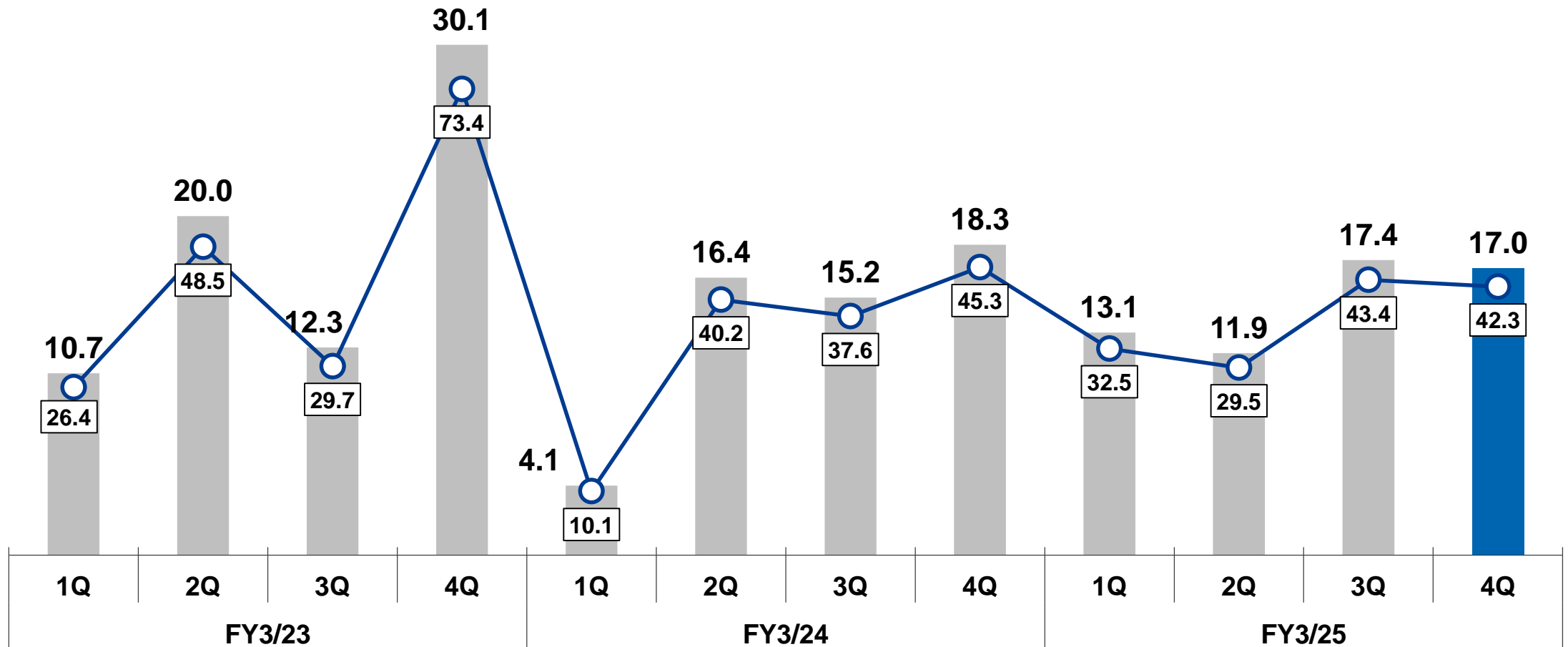
**Operating income prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD., Minebea Connect Inc., and Minebea AccessSolutions Inc.



Quarterly Profit Attributable to Owners of the Parent / EPS

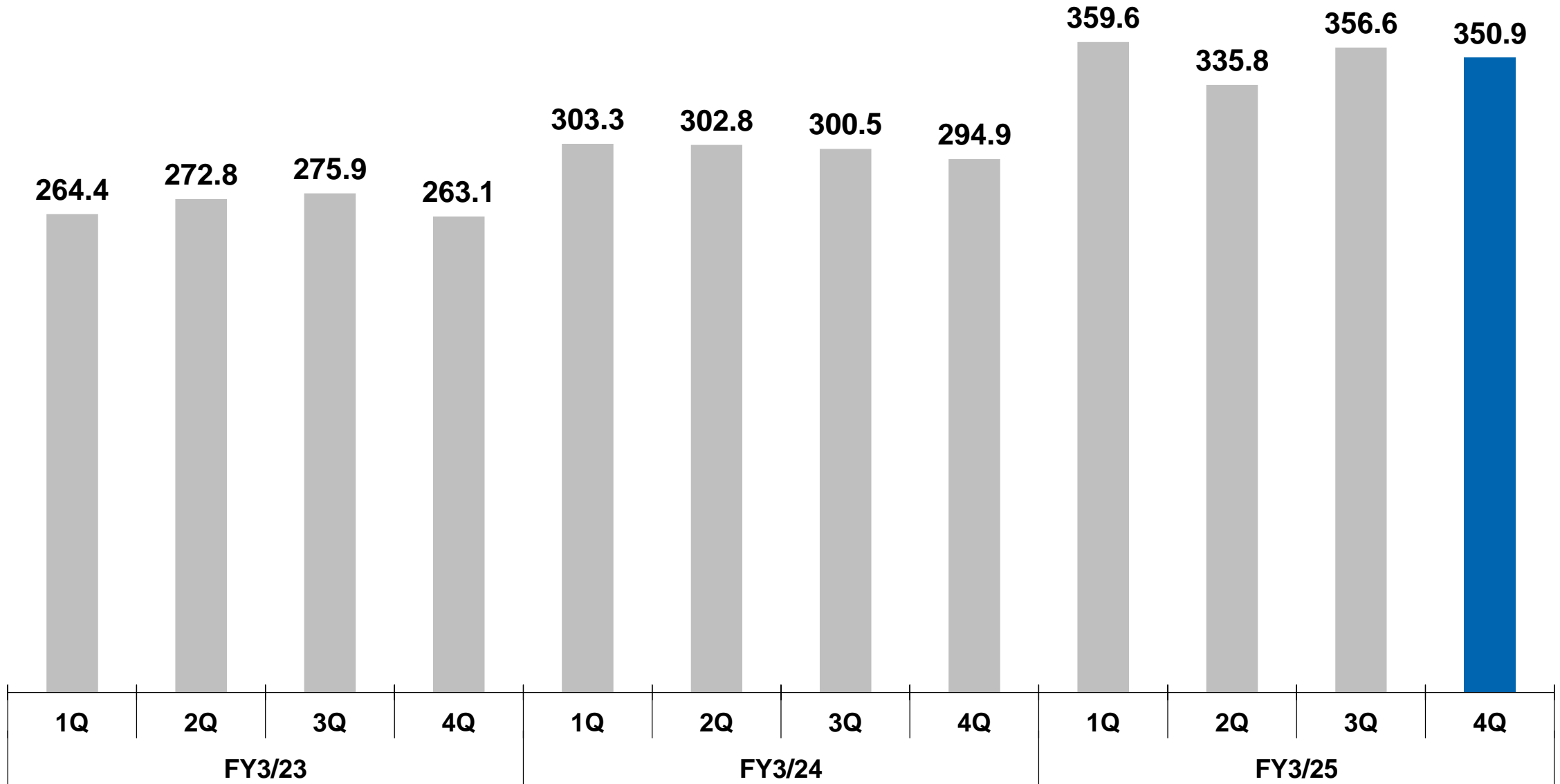
(Billions of yen)

■ Profit for the period attributable to owners of the parent ○ Earnings per share, basic (yen)



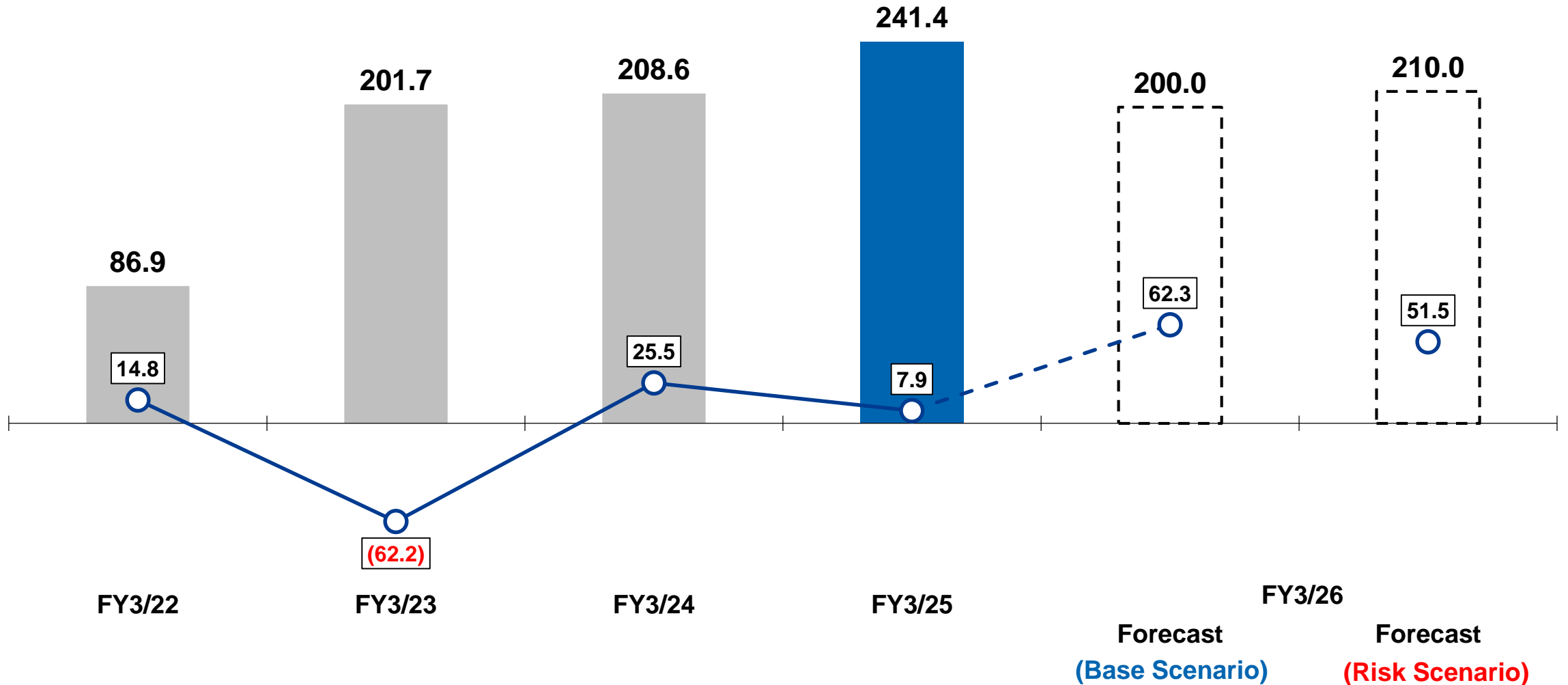
Inventories

(Billions of yen)



Net Interest-Bearing Debt and Free Cash Flow

(Billions of yen)



*Net interest-bearing debts: "Bonds and borrowings" - ("Cash and cash equivalents" + Time deposit more than 3 months)

Earnings Forecast for FY3/26

**Considering the impact of US reciprocal tariffs,
we have both a base and a risk scenario**

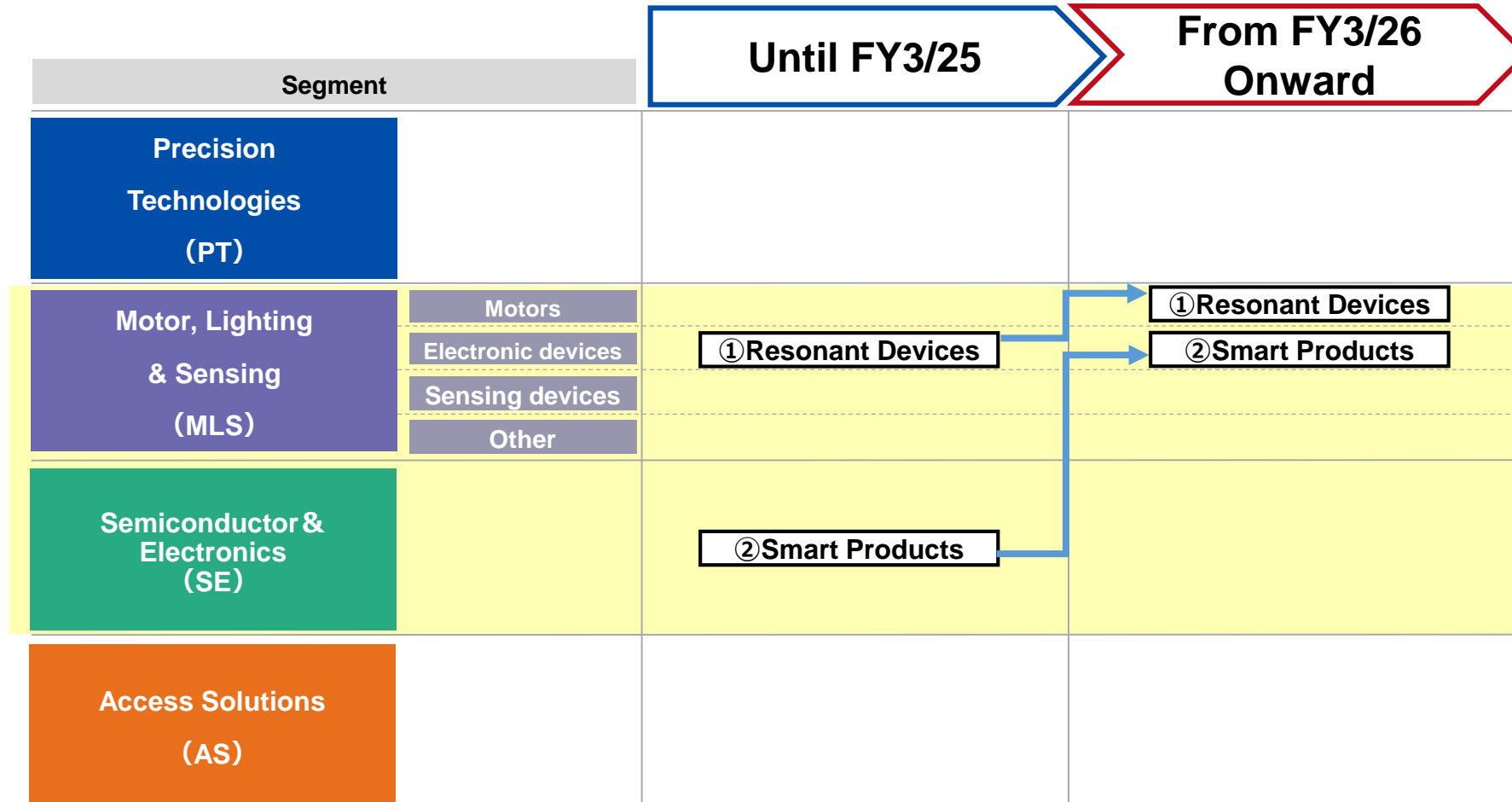
(Millions of yen)	FY3/25	FY3/26 (Base scenario)				FY3/26 (Risk Scenario)			
	Full Year	1st Half	2nd Half	Full Year	YoY	1st Half	2nd Half	Full Year	YoY
Net sales	1,522,703	774,500	745,500	1,520,000	-0.2%	764,500	725,500	1,490,000	-2.1%
Operating income	* 94,482	42,500	57,500	100,000	+5.8%	38,000	47,000	85,000	-10.0%
Profit before taxes	82,609	40,500	55,500	96,000	+16.2%	36,000	45,000	81,000	-1.9%
Profit for the period attributable to owners of the parent	59,457	30,000	41,000	71,000	+19.4%	26,500	33,500	60,000	+0.9%
Earnings per share, basic (yen)	147.58	74.70	102.10	176.80	+19.8%	65.99	83.42	149.41	+1.2%

Foreign Exchange Rates	FY3/25 Full Year	FY3/26 Assumptions
US\$	¥152.61	¥140.00
Euro	¥163.89	¥160.00
Thai Baht	¥4.36	¥4.20
Chinese RMB	¥21.12	¥19.40

* Includes approximately 5 billion yen in one-time expenses

Segment Changes

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



Earnings Forecast for FY3/26 by Segment (Base Scenario)

(Millions of yen)	FY3/25	FY3/26			
	Full Year	1st Half	2nd Half	Full Year	YoY *
Net sales	1,522,703	774,500	745,500	1,520,000	-0.2%
Precision Technologies (PT)	255,702	127,500	128,500	256,000	+0.1%
Motor, Lighting & Sensing (MLS)	407,743	207,000	220,000	427,000	+4.7%
Semiconductor & Electronics (SE)	527,646	284,000	232,000	516,000	-2.2%
Access Solutions (AS)	328,081	153,500	162,500	316,000	-3.7%
Other	3,531	2,500	2,500	5,000	+41.6%
Operating income	94,482	42,500	57,500	100,000	+5.8%
Precision Technologies (PT)	55,696	27,500	29,500	57,000	+2.3%
Motor, Lighting & Sensing (MLS)	22,984	12,000	18,000	30,000	+30.5%
Semiconductor & Electronics (SE)	22,003	9,000	10,000	19,000	-13.6%
Access Solutions (AS)	15,924	6,500	12,500	19,000	+19.3%
Other	-1,194	-1,000	-1,000	-2,000	-
Adjustment	-20,931	-11,500	-11,500	-23,000	-

*The figures for FY3/25 do not reflect the segment realignment.

Earnings Forecast for FY3/26 by Segment (Risk Scenario)

(Millions of yen)	FY3/25	FY3/26			
	Full Year	1st Half	2nd Half	Full Year	YoY *
Net sales	1,522,703	764,500	725,500	1,490,000	-2.1%
Precision Technologies (PT)	255,702	125,500	124,500	250,000	-2.2%
Motor, Lighting & Sensing (MLS)	407,743	203,500	212,500	416,000	+2.0%
Semiconductor & Electronics (SE)	527,646	282,000	229,000	511,000	-3.2%
Access Solutions (AS)	328,081	151,000	157,000	308,000	-6.1%
Other	3,531	2,500	2,500	5,000	+41.6%
Operating income	94,482	38,000	47,000	85,000	-10.0%
Precision Technologies (PT)	55,696	26,000	27,000	53,000	-4.8%
Motor, Lighting & Sensing (MLS)	22,984	10,000	14,000	24,000	+4.4%
Semiconductor & Electronics (SE)	22,003	9,000	9,000	18,000	-18.2%
Access Solutions (AS)	15,924	5,500	9,500	15,000	-5.8%
Other	-1,194	-1,000	-1,000	-2,000	-
Adjustment	-20,931	-11,500	-11,500	-23,000	-

*The figures for FY3/25 do not reflect the segment realignment.

Management Policy & Business Strategy

May 9, 2025

Representative Director, Chairman CEO

Yoshihisa Kainuma



Overall

- Net sales reached a record high for the 12th consecutive fiscal year. Operating Income was ¥94.5 billion. On a real basis, excluding special factors, it reached ¥99.5 billion, the highest ever.
- The operating income of PT reached a record high of ¥55.7 billion. Motors in MLS fell short of expectations, but MLS still achieved a record high operating income of ¥23.0 billion. AS saw progress in structural reforms, resulting in a record high operating income of ¥15.9 billion (on a real basis excluding special factors).
- The failure to achieve ¥100 billion in operating income was attributable to sub-core businesses (optical devices, mechanical components), which the Chairman's ICU is currently addressing.
- Despite the market downturn, the global niche strategy for analog semiconductors in SE proved effective, limiting the impact.
- While profitability is steadily improving in each business, the market environment for FY3/26 anticipates a base scenario and a risk scenario, considering the impact of US reciprocal tariffs. Various measures are being taken to minimize the impact, such as price optimization, suppression of capital investment, and production site transfers.
- M&A opportunities are increasing. Strengthening core businesses *8 Spears* that meet the *4 Highs* needs. A tender offer for SHIBAURA ELECTRONICS commenced on May 2, 2025 (until June 2). Aiming to enhance corporate value together.

Precision Technologies (PT)

- Performance for data centers and automotive applications remained strong.
- Full-year operating income for aircraft-related products reached a record high. Further growth is expected by leveraging the global production network.

Motor, Lighting & Sensing (MLS)

- Motors for HDDs experienced a slight adjustment in 4Q. Although both automotive and non-automotive motors were affected by the market slowdown, profitability is steadily improving.
- For LED backlights, efforts are being made to eliminate losses in tablet-related products and improve profitability for automotive applications.

Semiconductor & Electronics (SE)

- In analog semiconductors, ABLIC secured an operating income margin exceeding 30%.
- For power semiconductors, the PMI of Minebea Power Semiconductor Devices (MPSD) is progressing smoothly. Efforts are underway to improve the profitability of the Shiga plant.

Access Solutions (AS)

- Profitability improved due to the progress of PMI and structural reforms amidst a market slowdown. Steadily advancing towards further growth by leveraging its Tier 1 position and *Integration*.

FY3/26 Earnings Forecast (Base Scenario)

Operating income is projected at 100 billion yen in the base scenario and 85 billion yen in the risk scenario

Key Points of FY3/26 Base Scenario

- Despite a decline in net sales due to the impact of yen appreciation, expect an increase in operating income based on the improved profitability and competitiveness of our core businesses.
- Assumed exchange rate: 1USD/¥140
- Details of the risk scenario, considering the impact of US reciprocal tariffs are explained on page 29 and 30.

(Millions of Yen)	FY3/25	FY3/26 base scenario			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	1,522,703	774,500	745,500	1,520,000	-0.2%
Operating income	94,482	42,500	57,500	100,000	+5.8%
Profit for the period <small>attributable to owners of the parent</small>	59,457	30,000	41,000	71,000	+19.4%
Earnings per share, <small>basic (yen)</small>	147.58	74.70	102.10	176.80	+19.8%

①

Impact of US Reciprocal Tariffs

②

Plans for the FY3/26

③

M&A Deal

④

Initiatives for Medium- to Long-term Growth

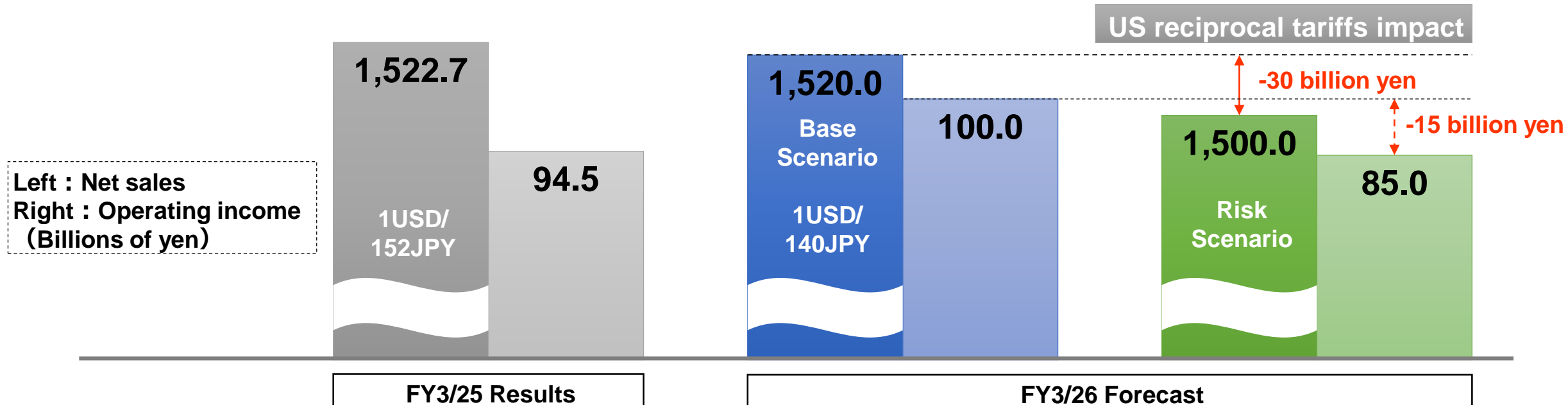
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Shareholder Returns

A negative impact of ¥30.0 billion on net sales and ¥15.0 billion on operating income is anticipated for FY3/26 due to US reciprocal tariffs

■ Assumptions:

- The direct impact of increased costs from US reciprocal tariffs is expected to be minor, as our basic strategy is to pass these costs on to selling prices. However, a decrease in demand due to these price increases is anticipated. Secondary impacts such as deterioration of the macroeconomic environment are not included.
- It is assumed that there will be almost no impact in 1Q (April-June) due to the 90-day suspension period of US reciprocal tariffs, and that the decrease in revenue will only occur for the nine months from 2Q onwards.
- **Market outlook: The following impact on sales by application in the global market is expected.**
 - Automotive market: Decrease in revenue due to a decrease in vehicle sales (anticipating a slowdown of -3% from S&P Global Mobility's vehicle sales forecast).
 - Aircraft market: Impact is estimated to be minor due to a large backlog of new aircraft.
 - Smartphone/Game market: Impact is estimated to be minor due to personal purchases by US citizens during overseas travel, etc.
 - Home appliances/Other markets: Decrease in revenue due to a decrease in production volume (anticipating -3%, similar to the automotive market).



Net Sales and Operating Income Forecast for FY3/26 (by Segment)

(Billions of yen)

Segment	FY3/25 Result (Before Segment Change)		FY3/26 Base Scenario		FY3/26 Risk Scenario	
	Net Sales	OP	Net sales YoY*	OP YoY*	Net sales YoY*	OP YoY*
PT (Precision Technologies)	255.7	55.7	256.0 +0.1%	57.0 +2.3%	250.0 -2.2%	53.0 -4.8%
MLS (Motor, Lighting & Sensing)	407.7	23.0	427.0 +4.7%	30.0 +30.5%	416.0 +2.0%	24.0 +4.4%
SE (Semiconductor & Electronics)	527.6	22.0	516.0 -2.2%	19.0 -13.6%	511.0 -3.2%	18.0 -18.2%
AS (Access Solutions)	328.1	15.9	316.0 -3.7%	19.0 +19.3%	308.0 -6.1%	15.0 -5.8%
Other/Adjustment	3.5	-22.1	5.0	-25.0	5.0	-25.0
Total	1,522.7	94.5	1,520.0 -0.2%	100.0 +5.8%	1,490.0 -2.1%	85.0 -10.0%

*The figures for FY3/25 do not reflect the segment realignment.

①

Impact of US Reciprocal Tariffs

②

Plans for the FY3/26

③

M&A Deal

④

Initiatives for Medium- to Long-term Growth

⑤

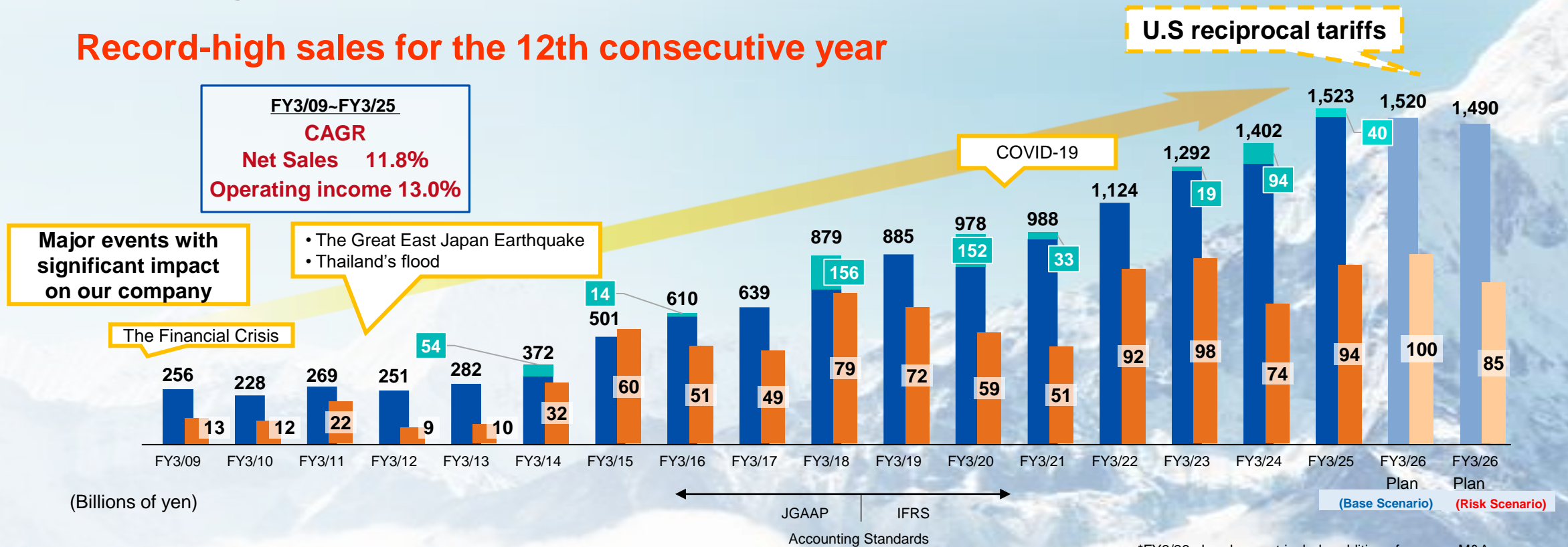
Shareholder Returns

Long-Term Trend in Net Sales and Operating Income

Overcoming adversity and achieving sustainable growth through diversification of the business portfolio
Plans for FY3/27 and beyond will be updated as uncertainties in the external environment are resolved

- Net Sales from Organic Growth
- Net Sales from Major M&As
- Operating income

Record-high sales for the 12th consecutive year



Demand in data centers and the automotive sector remains strong, positioning us to target an operating income of ¥60 billion
Expecting growth in the aircraft business to outpace the market by strengthening the global production network

Key points

1 Bearings

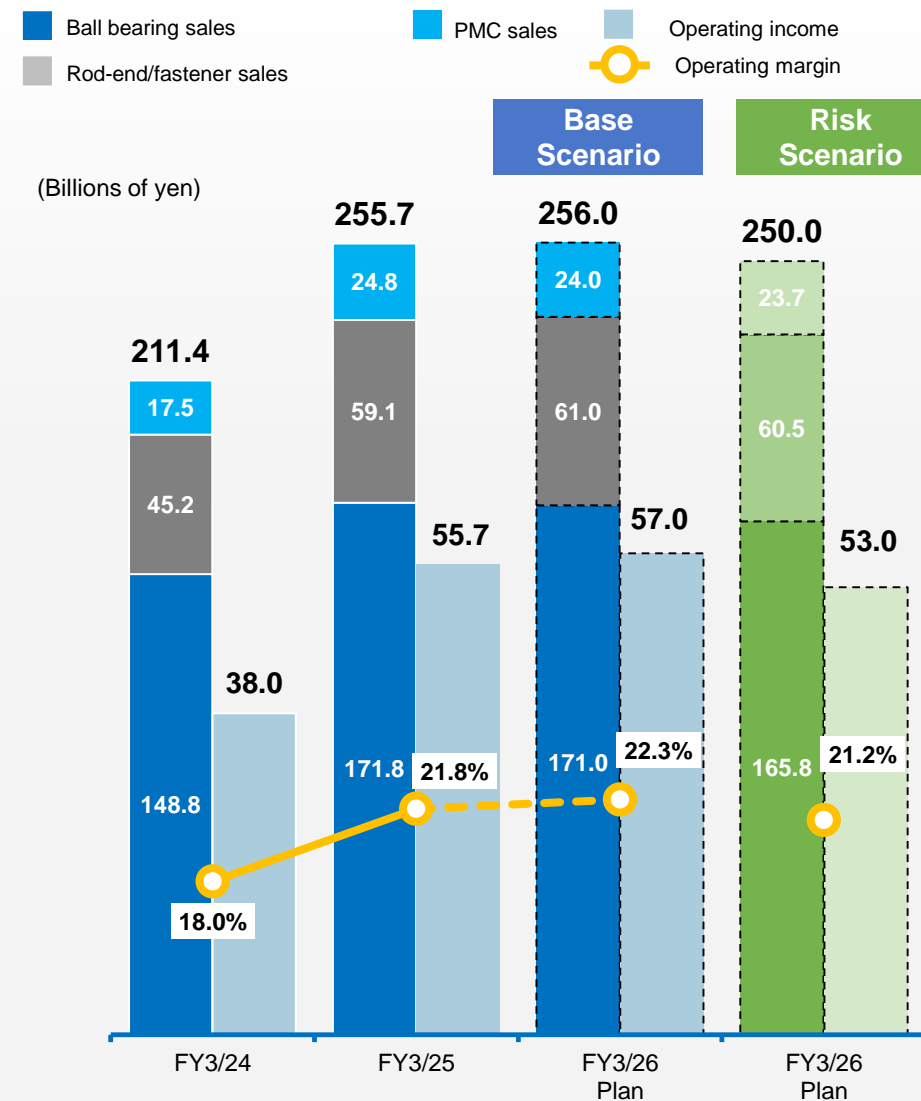
- The volume of data in data centers continues to expand. Demand for our fan motors is increasing for both air-cooled and water-cooled systems.
- Although the automotive market is sluggish, content growth continues due to changes in engine types and higher vehicle functionality.

2 Rod-ends & Fasteners

- The new Mach Aero plant (third plant) in India began operations in February 2025. Aiming to expand business by newly handling aircraft engine components.

3 Precision Mechanical Components (PMC)

- The new Pursat plant in Cambodia is partially scheduled to start operations within FY3/26. Aiming to expand production of products with expected market growth.
- Currently, there are no instructions from customers to reduce production.



Motor business is working to improve profitability, aiming to achieve an operating income margin of 10% in FY3/27

Key points

1 Motors

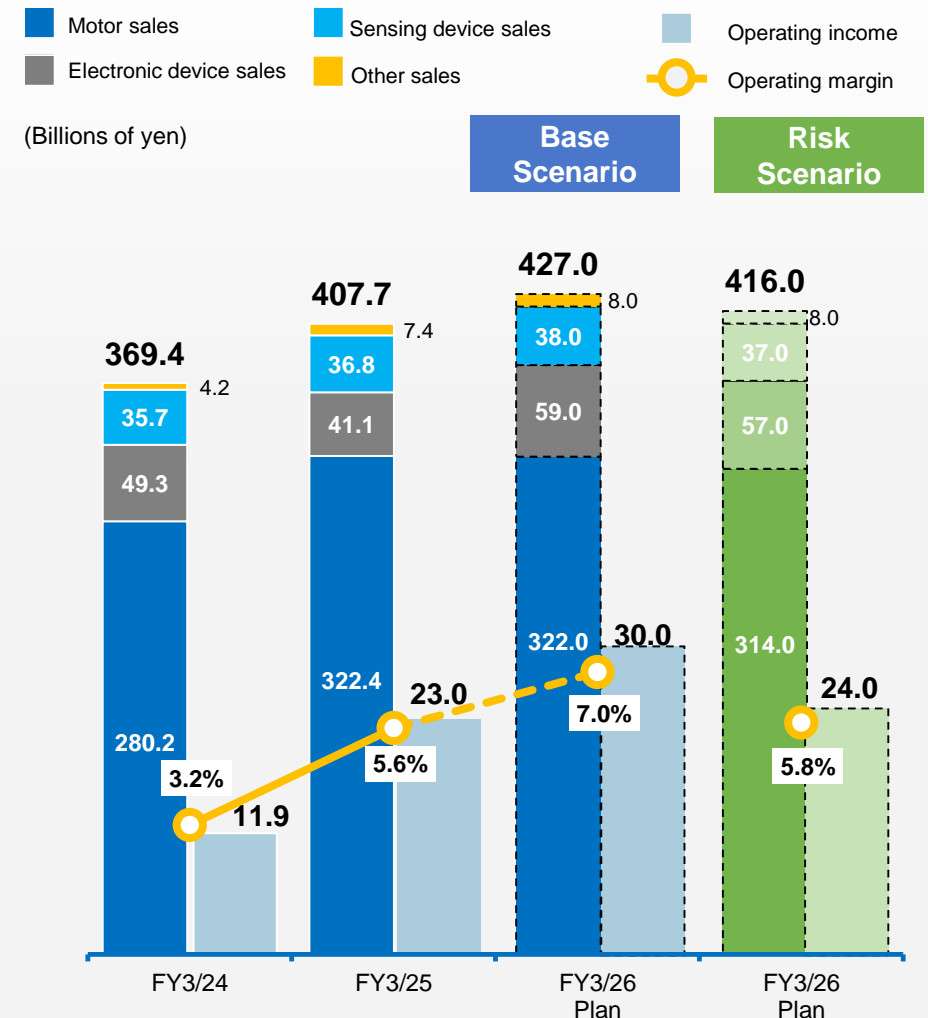
- For automotive applications, demand for electrification and higher functionality (comfort, safety, environmental performance) is increasing, and content growth is expected even in a sluggish market.
- Steady growth is also expected for HDD and non-automotive applications.

2 Sensors

- Commenced a tender offer for SHIBAURA ELECTRONICS Co., Ltd. Aiming to develop high-value-added products and expand business through *Integration* with our products.

3 Backlights

- Structural shift from smartphones to automotive applications. Expecting profit improvement centered on automotive from July 2025.



Continue to focus on niche and custom areas for analog semiconductors to improve profitability
Improve basic operations for sub-core businesses (optical devices, mechanical components)
under the Chairman's ICU

Key points

1 Semiconductors

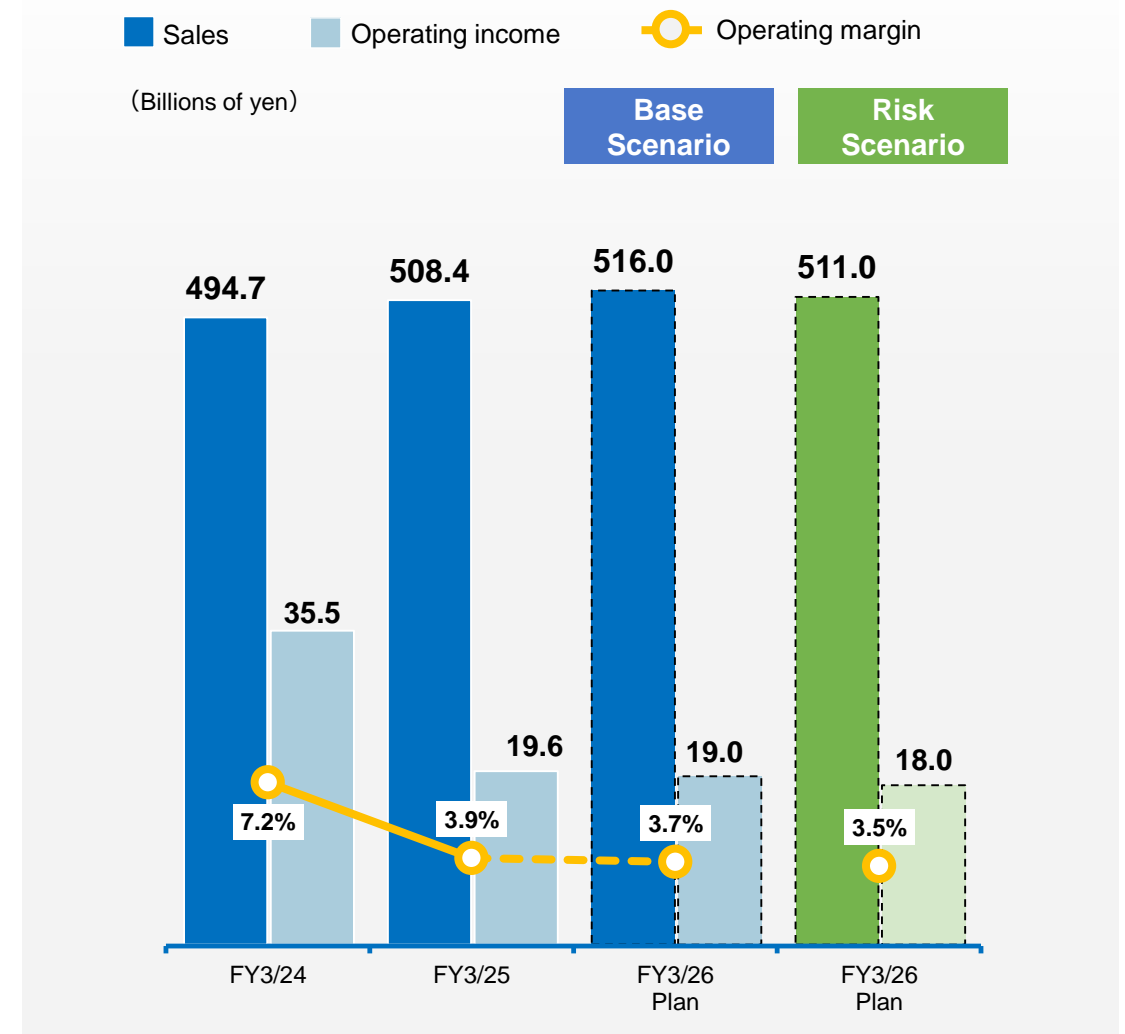
- For analog semiconductors, continue to focus on niche and custom areas. To strengthen back-end production capacity, construction of the largest production building at the Cebu plant has begun, utilizing Global South subsidies. (Construction started April 2025, scheduled for completion October 2026).
- For power semiconductors, specialize in high-voltage and high-performance fields to further expand business.

2 Optical Devices

- Basic operations are currently being reviewed under the Chairman's ICU.
- The issue of rare earth export restrictions for OIS is expected to be resolved from 2Q onwards.

3 Mechanical Components

- Review of basic operations under the Chairman's ICU has been completed.
- Launch of new models has started smoothly. Currently receiving requests for increased production.



Achieved operating income of ¥16.0 billion in FY3/25 despite a sluggish automotive market
Continue to improve profitability in FY3/26 through thorough productivity improvements

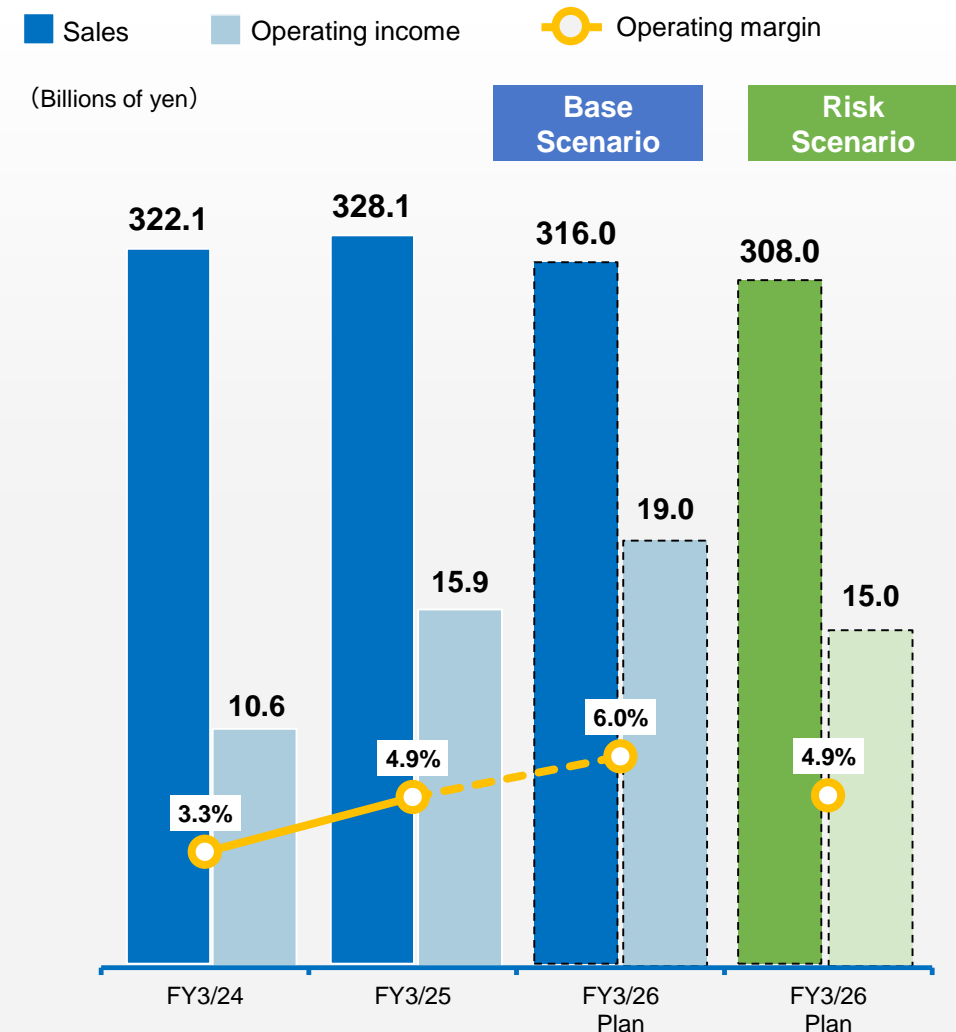
Key points

1 Electrification of access products increases the percentage of high value-added products

- The electrification of access products is expanding more than expected, increasing the proportion of high-value-added products.
- Successively launching *Integration* products such as flush handles and wing handles into the market.

2 Expect continued profitability improvement despite a decrease in sales, due to structural reforms, price revisions, and thorough productivity improvements

3 The business for motorcycles in India is performing steadily



①

Impact of US Reciprocal Tariffs

②

Plans for the FY3/26

③

M&A Deal

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Initiatives for Medium- to Long-term Growth

⑤

Shareholder Returns

Overview of SHIBAURA ELECTRONICS CO., LTD. *



Name	SHIBAURA ELECTRONICS CO., LTD.			
Address	2-1-24 Kamiochiai, Chuo-ku, Saitama City, Saitama 338-0001, Japan			
Title and Name of Representative	Akira Kasai, President & Chief Executive Officer			
Description of Business	Thermistor elements, and products utilizing thermistor elements (temperature sensors, humidity sensors, temperature controllers, anemometers, etc.)			
Capital	2,144 million yen			
Date of Establishment	March 3, 1953			
Major Shareholders & Shareholding Ratio	CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT) 12.3%			
Operating Results, Financial Positions for the Last 3 years (million yen)		FY3/22	FY3/23	FY3/24
	Net sales	30,612	33,193	32,401
	Operating income	5,572	5,460	5,104
	Net assets	28,710	31,783	35,162
	Total assets	40,599	40,930	43,574

*As of September 30, 2024


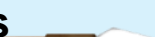








SHIBAURA ELECTRONICS expected to become the core of our 5th Spear



Core products driving operating profits
exceeding 20 billion yen

Definition of a Spear?

- 1 Serve niche fields in massive markets
- 2 Not readily displaced even as a result of technological innovation
- 3 Capable of drawing on the strengths of the Company
- 4 Have synergy between products

1	Bearings		OP ¥60 billion or more
2	Analog semiconductors		OP ¥30 billion or more
3	Motors		OP ¥30 billion or more
4	Access products		OP ¥20 billion or more
5	Sensors		
 			
6	Connectors/switches		
7	Power supply components		
8	Wireless / communications / software		

Three high synergies expected between the two companies

1



Technological innovation and innovation, and development of high value-added products

- Both companies are strong in *vertically integrated* production systems
- With the rapid expansion of product fields that require advanced temperature control, the potential for innovation by combining the products and technologies of the two companies is increasing

2



Accelerate global expansion

- MinebeaMitsumi has 101 sales offices in 28 countries and approximately 2,000 representatives, mainly in Asia, Europe, and the US
- Utilizing this network will greatly accelerate the overseas sales development of SHIBAURA ELECTRONICS products

3



Improve operational efficiency

- Mutual utilization of manufacturing and sales bases on a global scale
- Joint procurement of raw materials and supply chain integration
- Significant improvement in profitability and productivity through the above

While basically adhering to existing principles, we'll be more flexible on M&A prices and are open to acquiring higher-margin business

MinebeaMitsumi's Fundamental M&A Principles

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



Since the beginning of last fiscal year

Revised part of the strategy and execution to increase (real) operating margin to 10% or more

Also on M&A

While basically adhering to existing principles, we'll be more flexible on M&A prices and target high-margin companies that can improve the overall operating profit margin

①

Impact of US Reciprocal Tariffs

②

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Initiatives for Medium- to Long-term Growth

⑤

Shareholder Returns

Creating synergy by combining the eight core businesses 8 Spears and expanding business



Wing handle

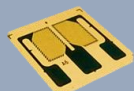
Enables unprecedented electric locking/unlocking via touch-sensitive operation
Realized simplified door systems.
Enhanced greater flexibility in vehicle design



Handle



Sensor



Motor



Side door drives

Supports electric opening and closing of side doors



Bearing



Motor



Push Rod



Side door opening/closing system

From component to system development through **Integration**



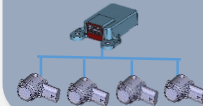
Access product

Handle, Latch Side Door Drive

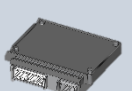


Sensor

Obstacle sensor



ECU



High-efficiency fan motor

Maximize the characteristics of MinebeaMitsumi's motors
Only-one-IC reduces power by 20%



Motors
FAN motor



Bearing



Semiconductor
Motor driver IC
Motor control microcontroller

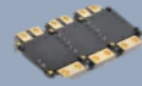


High power supply

20% reduction of power loss in charging infrastructure by utilizing industry's top performance SiC technology



Power supply component module

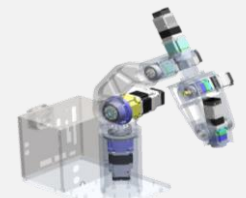


Semiconductor
Low loss SiC device



Robot arm

Manufacture of robot arms with in-house manufactured parts
Contributed to labor saving in our factories



Motor

Articulated Modules :
HB Stepping Motor, Absolute Encoder, Reduction gear



Motor
Controller driver

Securely capturing opportunities in the expanding humanoid robot market

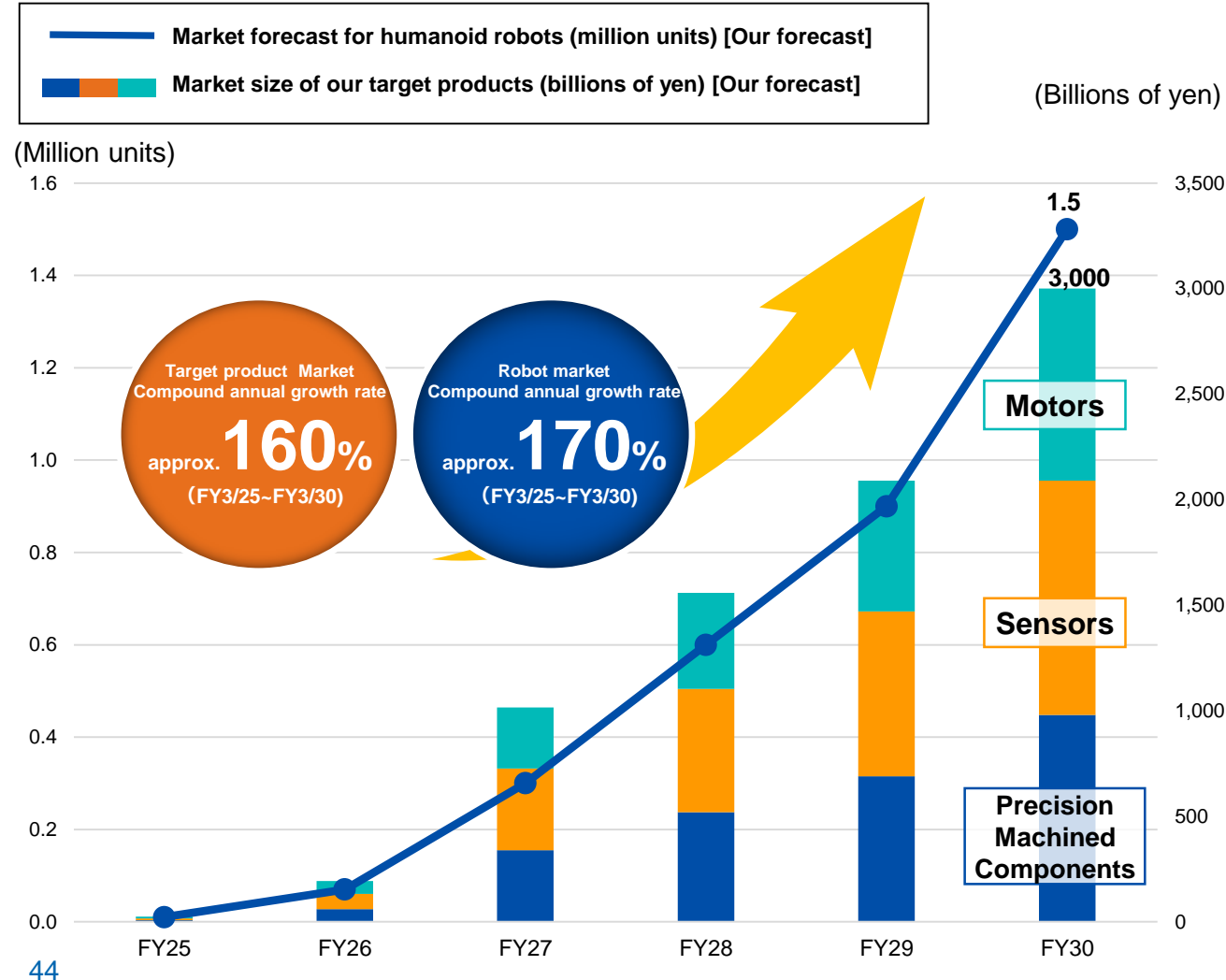
The market scale of our products will expand to ¥3 trillion by 2030

Key points

1 Development of humanoid robots in full swing

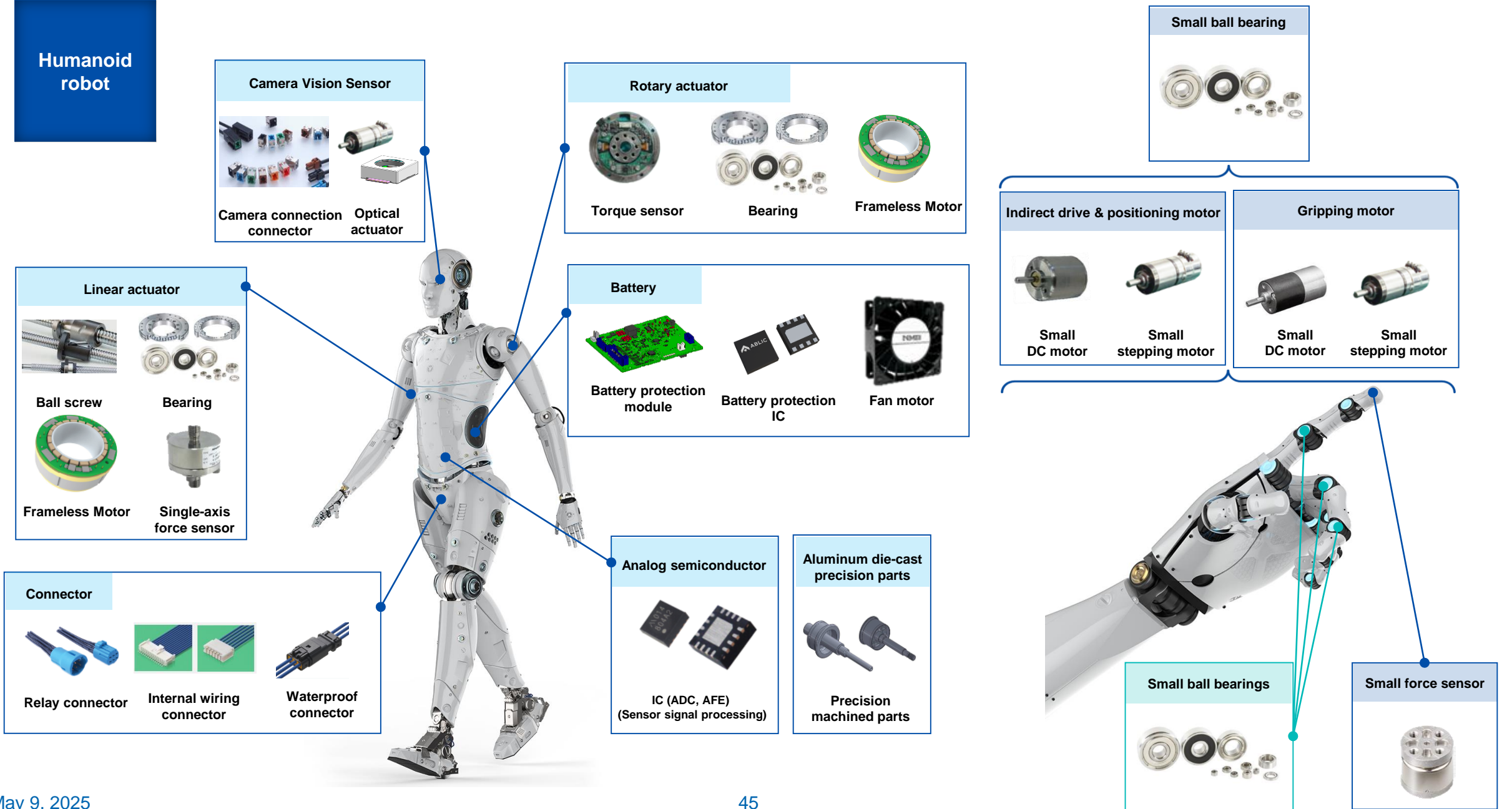
- Development will gradually begin in 2025, and by 2030, 1.5 million humanoid robots will become widespread
- Humanoid robots contain 6 bearings per finger, so if they have 5 fingers, they contain 30 ball bearings, and if they have 10 fingers, they contain 60 ball bearings, indicating potential for growth.

2 The market scale for products we handle will reach ¥3 trillion, becoming a future growth driver.



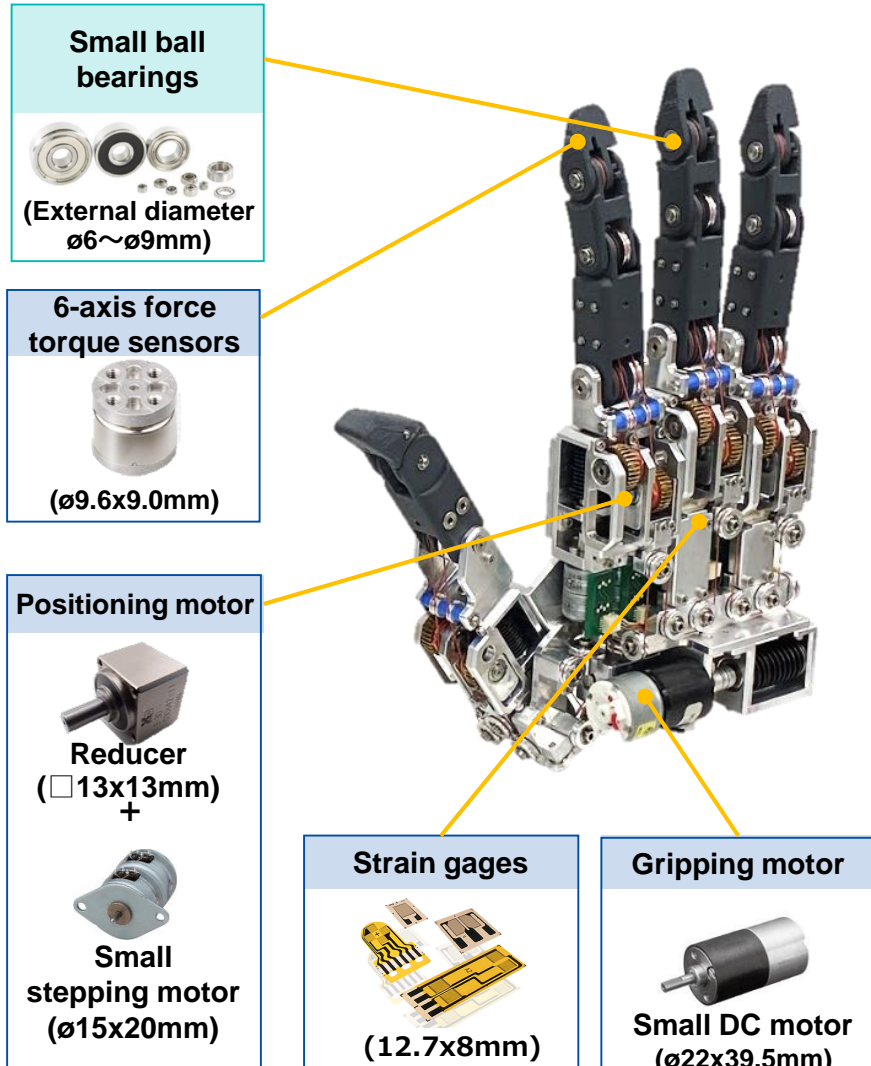
Products Supporting the Future World [2/2]

Humanoid robot



Incorporating our products into robot hands to achieve lighter weight, higher speed, higher gripping force, and delicate movements

We plan to exhibit our new technology products at CES 2026



Key points

- By leveraging the strengths of our sensor technology and bearings, we are pursuing the realization of practical finger applications with higher gripping force.
- We have already begun collaborating with a reduction gear manufacturer and aim to launch a *general-purpose finger module* in the near future.

Strengths and features of our products

- ① **Lightweight**
Lightweight and compact fingertips driven by wire and motor.
- ② **High speed & high gripping force**
The combination of positioning motors and gripping motors enables rapid movement and high gripping force.
- ③ **Gripping force coordination mechanism**
The force coordination mechanism between each finger, which is achieved by a pulley mechanism, adjusts the balance of the gripping force.

**Contribute to the realization of a sustainable society
by deepening and integrating the technologies of our core business 8 Spears**



OSAKA, KANSAI, JAPAN
EXPO
2025



Environmental Measures

Sponsors Expo 2025 as
a venue development supplier

Smart City Solutions

Remote control and dimming according
to the location and operations*

Design of a streetlight that does not
leak light upwards

* Actual operation of Expo 2025 Osaka kansai may
differ



Realization of a Healthy Society

Providing “Future Sleep” as an official partner of
Pasona Group's "PASONA NATUREVERSE

MinebeaMitsumi Technology for the Future Sleep

The bed sensor system detects each individual's physical condition to realize
good sleep and comfortable awakening with sound, scents, vibration, and
lights tailored to your physical condition.



* SALIOT is installed in the bed sensor booth, the “PASONA NATUREVERSE” store,
and “Gallery West” as a participating supplier.

©Expo 2025

Remote Medical Care

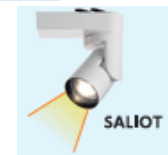
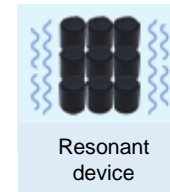
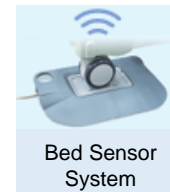
Adopted for the PASONA Pavilion
“Body Zone ‘Future of Medical Care’”,
a collaborative exhibit of
ASAHI INTECC and the PASONA Group

Resonant Device

Tactile feedback devices contributing to
telemedicine and surgery in the near future

Experience near-future catheter surgery that
uses advanced medical technology through a
simulation game.

<Our Products in Use>



Established Minebea SchneiTec Green Power (MSGP) Cambodia plant switches to 100% renewable energy, contributing to GHG reduction in Cambodia

Overview

- Minebea (Cambodia) has established a joint venture company with SchneiTec Co., Ltd., a government-certified power generation company and partner in Cambodia, in November 2024.

Selected for Joint Crediting Mechanism (JCM) Projects

- MSGP is constructing a new 20MW solar power generation system in Pursat Province and will sell the generated electricity to Electricite du Cambodge (EDC) over a 20-year period.
 - ➔ This new solar power generation facility will **generate annual electricity output : 40 GWh** **reduce annual CO₂ emissions : approx.14,000 tons**, contributing to Cambodia's electricity supply for 20 years.
 - ➔ Minebea Cambodia will enjoy environmental value equivalent to the amount of electricity sold, **making products manufactured at Cambodian plant powered by 100% renewable energy.**
 - ➔ MSGP will introduce equipment with excellent power generation efficiency and technical support systems.



Solar power system already installed by SchneiTec

①

Impact of US Reciprocal Tariffs

②

Plans for the FY3/26

③

M&A Deal

④

Initiatives for Medium- to Long-term Growth

⑤

Shareholder Returns

Policy

- **Sustainable and stable dividends:** Based on the medium-term cash allocation policy, stable dividends will be implemented
- **Consolidated dividend payout ratio of 30%:** Assuming a consolidated dividend payout ratio of approximately 30% in the future, backed by a stable earnings base and business growth prospects
- **Long-term trust relationship:** Aiming to build long-term trust relationships with our investors

Amount

FY3/25
(Actual)

Year-end **25** Yen/Share (+5 yen) Annual **45** Yen/Share (+5 yen)

【Reference】 FY3/24 actual

Year-end 20 Yen/Share

Annual 40 Yen/Share

FY3/26
(Planned)

The annual dividend is targeted at **approximately 30% of the consolidated payout ratio** in principle, while maintaining a sustainable and stable dividend, taking the overall business environment into consideration.



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.

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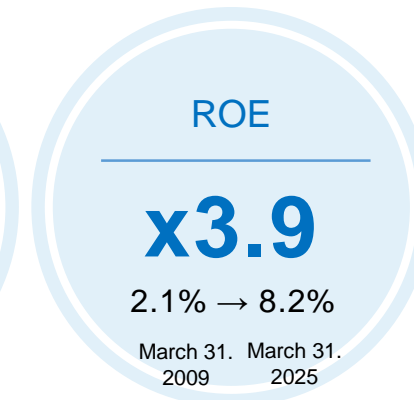
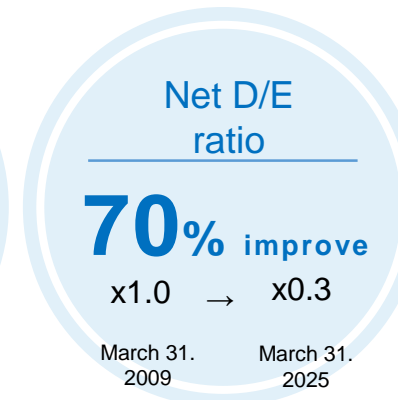
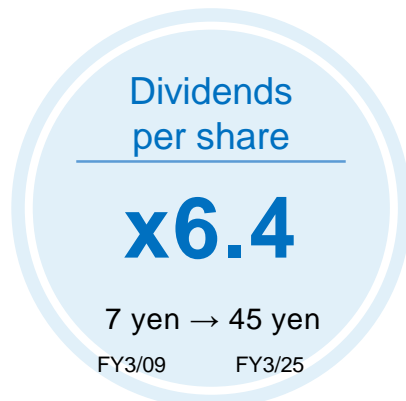
Reference

(1) History of 16 years

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

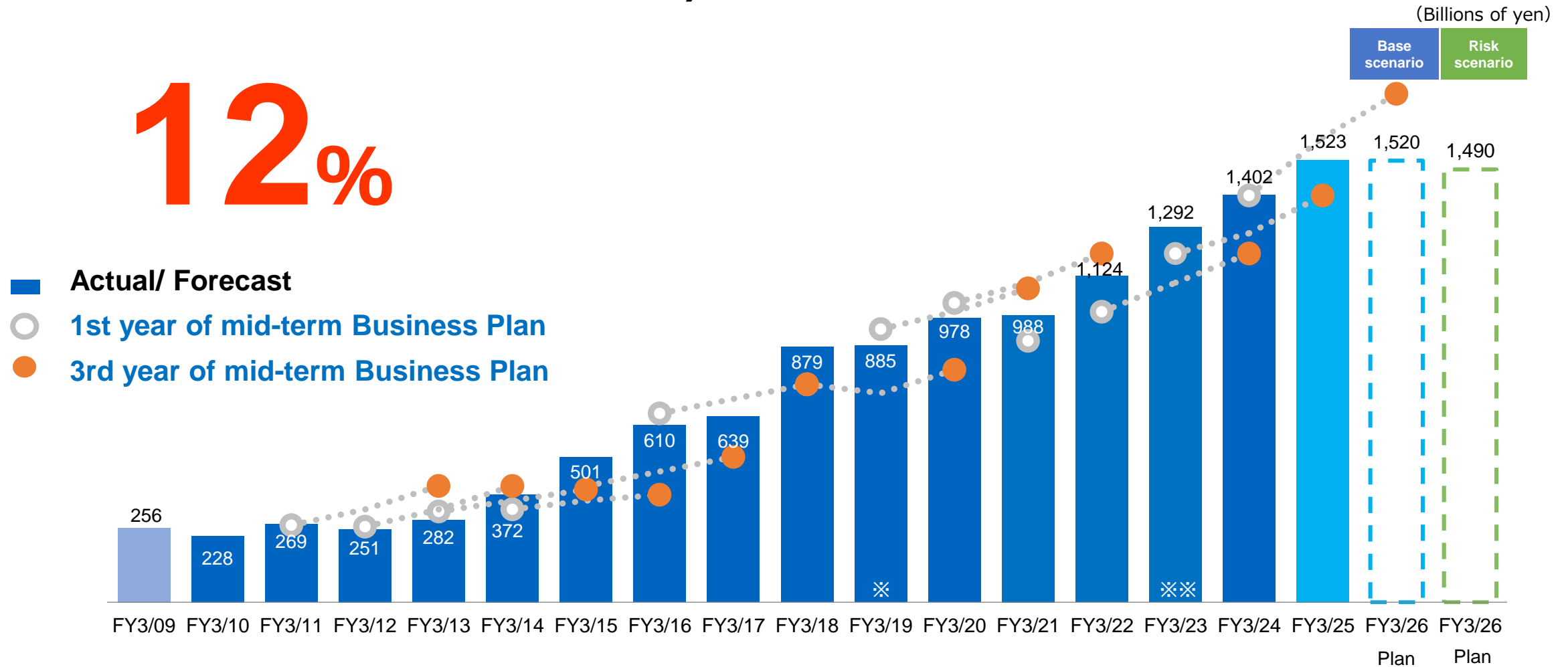
(Millions of yen)

	FY3/09	FY3/25	Multiple	Record High	
Sales	256,163	1,522,703	x5.9	1,522,703	FY3/25 (IFRS)
Operating Income	13,406	94,482	x7.0	97,530	FY3/23 (IFRS)
Profit for the period attributable to owners of the parent	2,441	59,457	x24.4	73,152	FY3/23 (IFRS)
Earnings per share, basic (yen)	6.18	147.58	x23.9	178.23	FY3/23 (IFRS)



Sales CAGR (FY3/09-FY3/25)

12%



(As of May 2025)

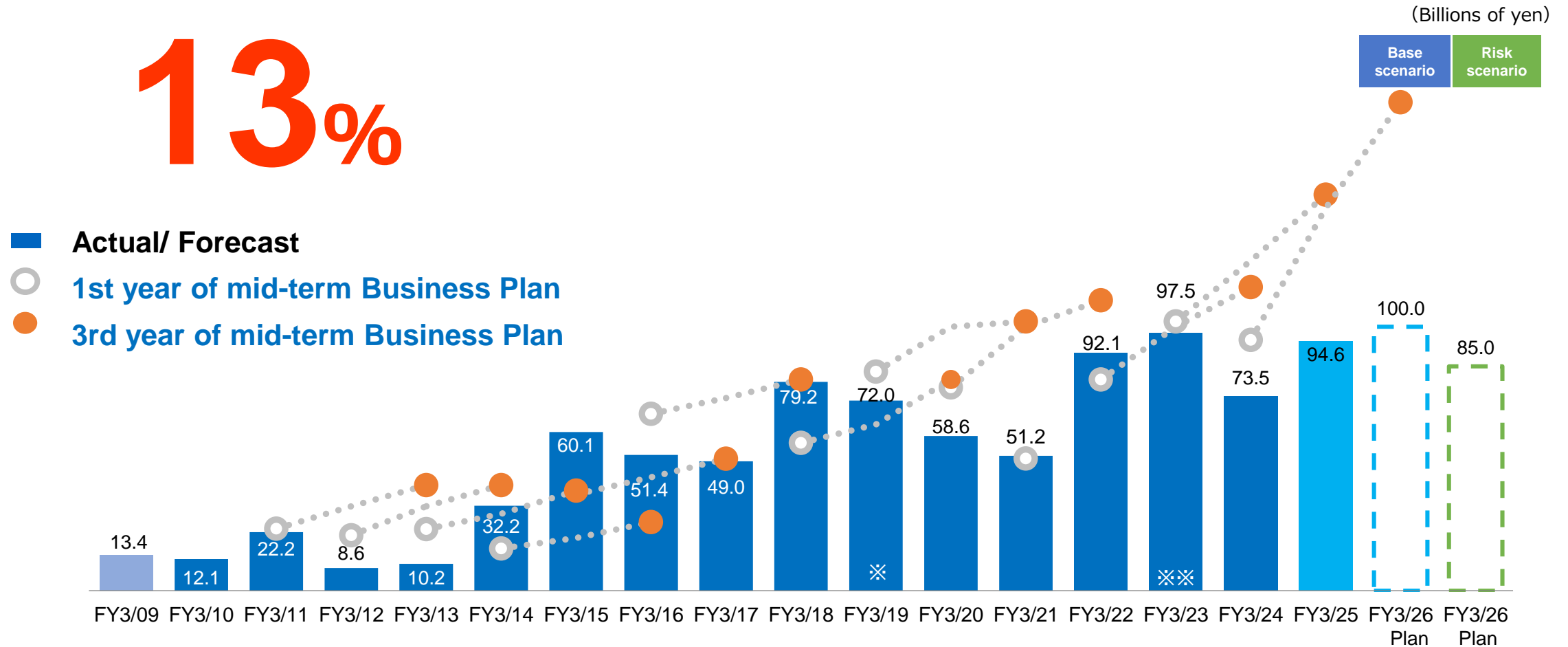
* The third year of the medium-term business plan is considered blank because the medium-term business plan was not announced for FY3/16 to the business integration.

**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

OP CAGR (FY3/09-FY3/25)

13%



(As of May 2025)

* 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

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)

15 years of Results/forecast

29 M&As

Of which integrated

28 M&As

16 years ('10 - '25)
29 M&As

Total enterprise value of 28 integrated

about **306 billion yen**

Total sales of 28 integrated (at time of integration)

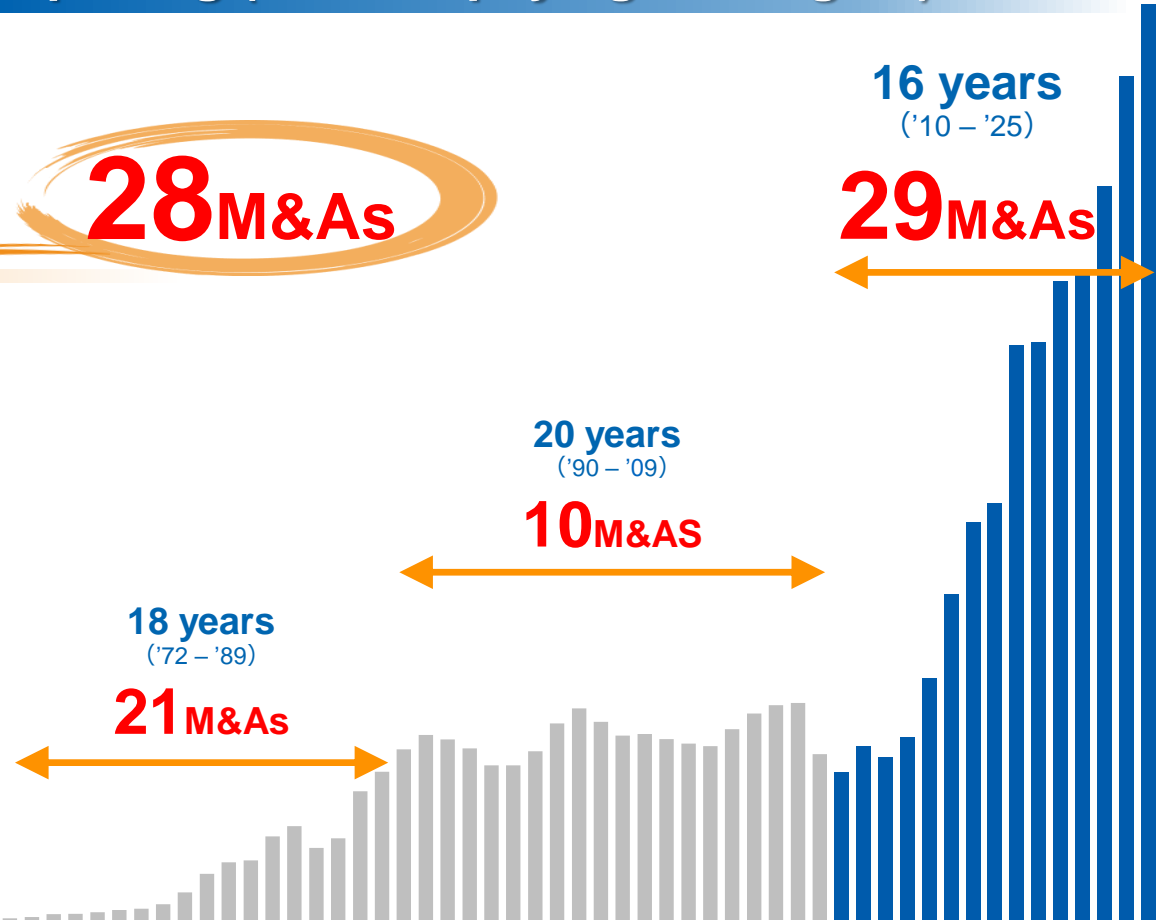
about **655 billion yen**

Total OP of 28 integrated (FY3/25)

about **43 billion yen**

Sales since foundation

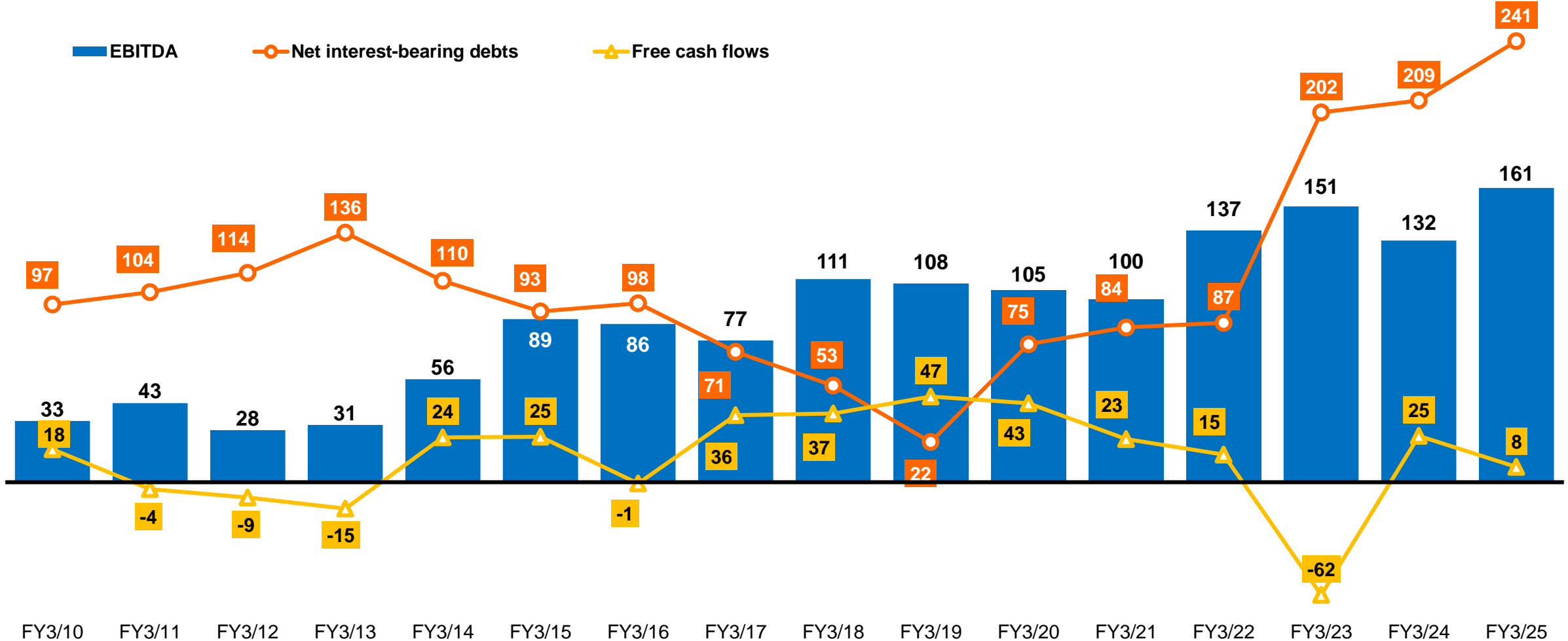
1952/3 57/3 62/3 67/3 72/3 77/3 82/3 87/3 92/3 97/3 2002/3 07/3 12/3 17/3 22/3



Cash-generating capabilities backed by high profitability

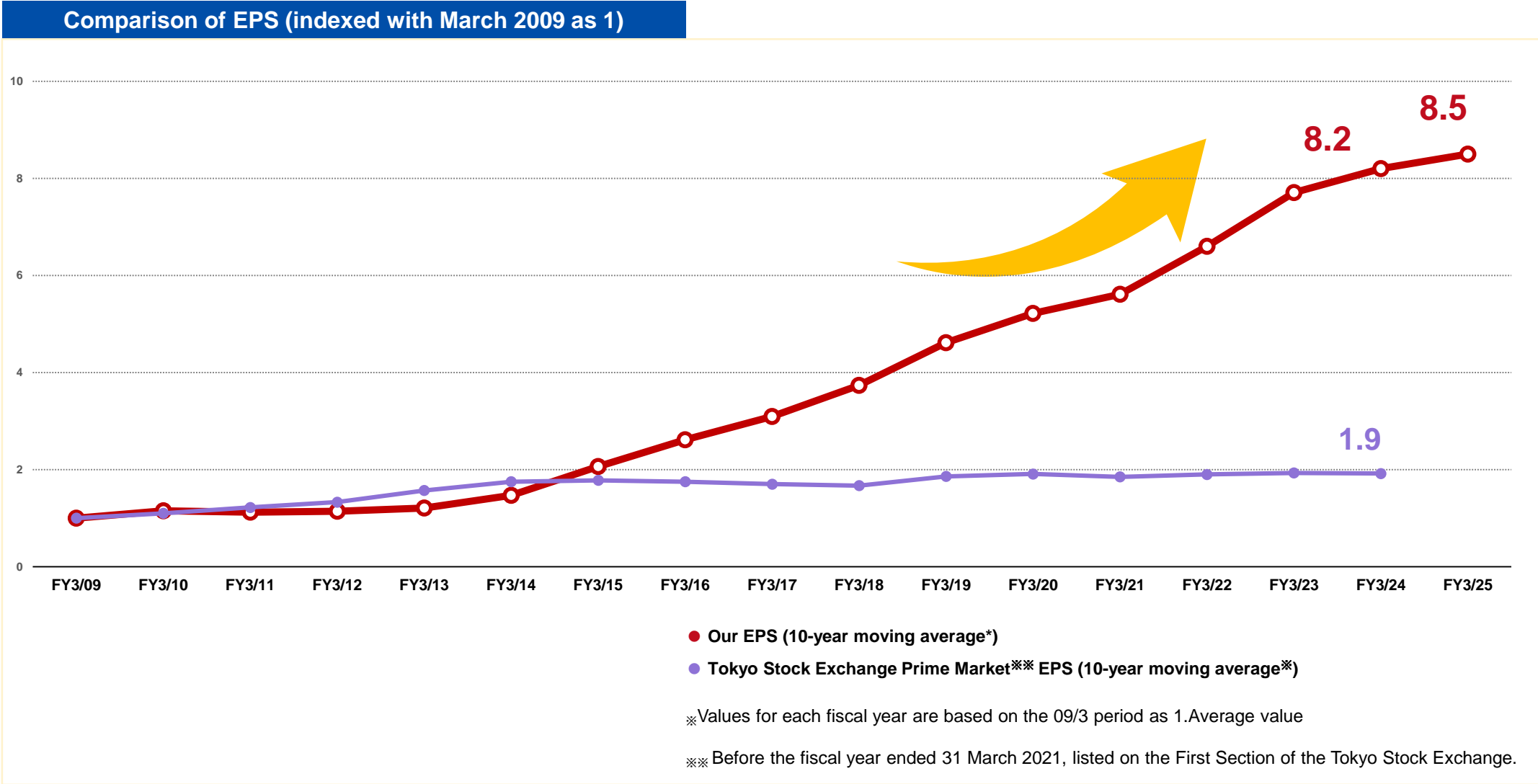
Trends in EBITDA/Net interest-bearing debts/Free cash flows

(Billions of yen)

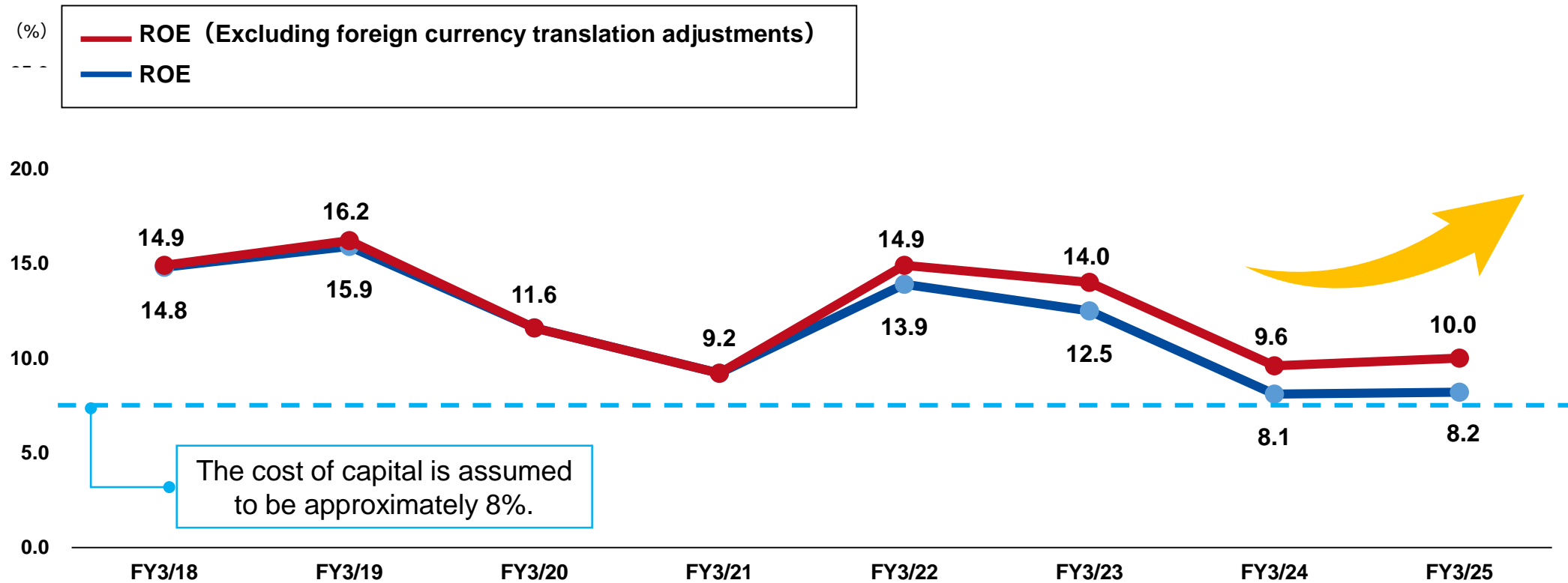


Growth in earnings per share (EPS*)

EPS: FY3/09-FY3/25 actual CAGR 14.3%

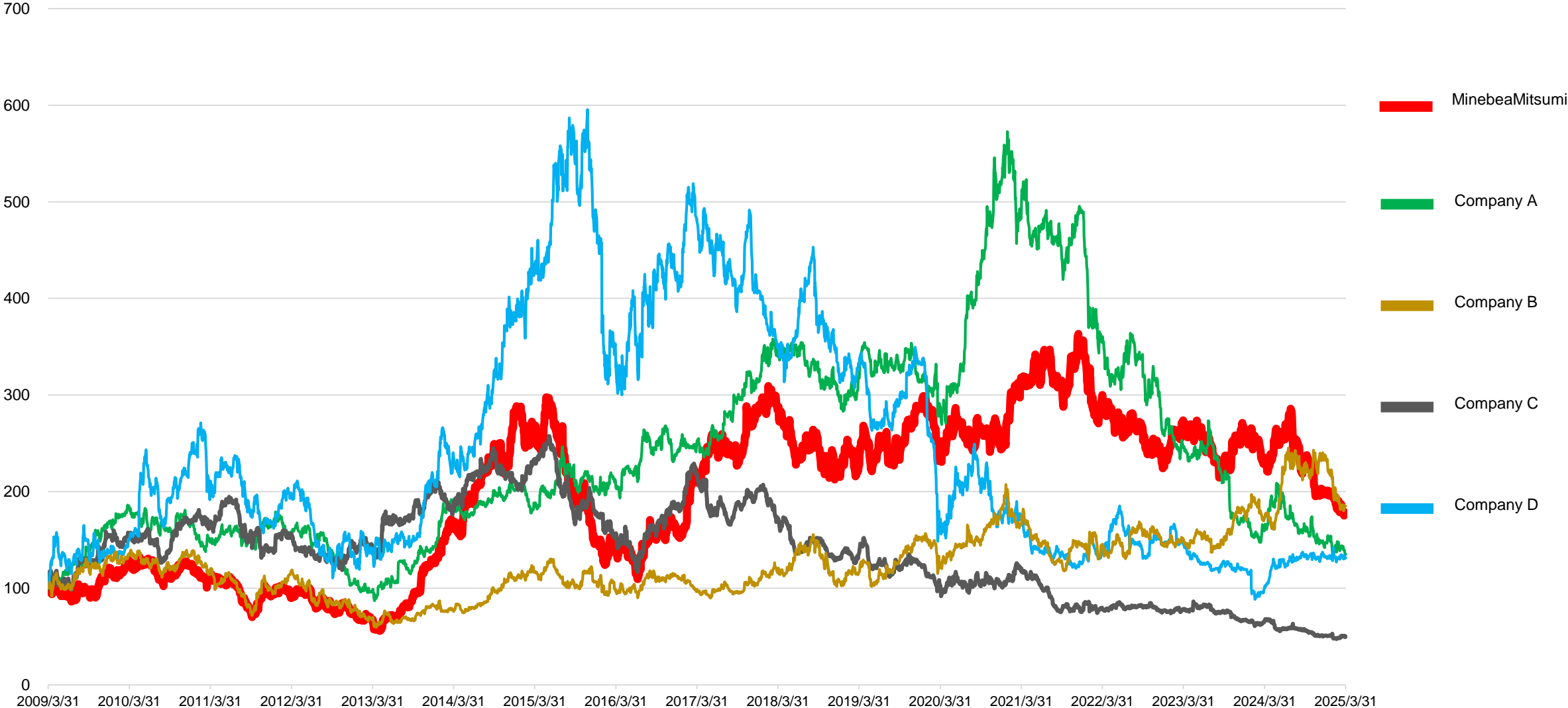


ROE: FY3/09-FY3/25 average actual **11.0%**



* 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.

Share price performance relative to TOPIX, assuming March 31, 2009, as 100

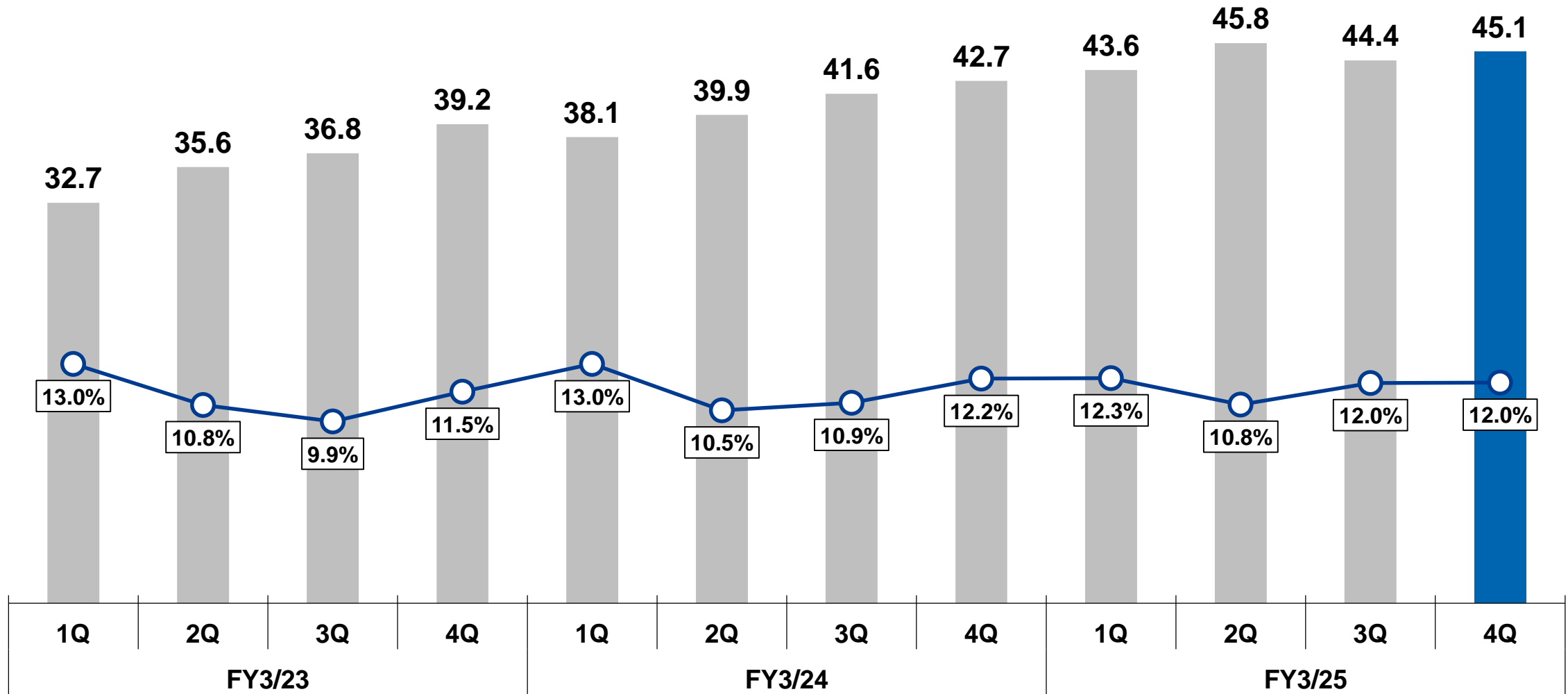


(2) Financial Data

S.G.&A. Expense / Ratio

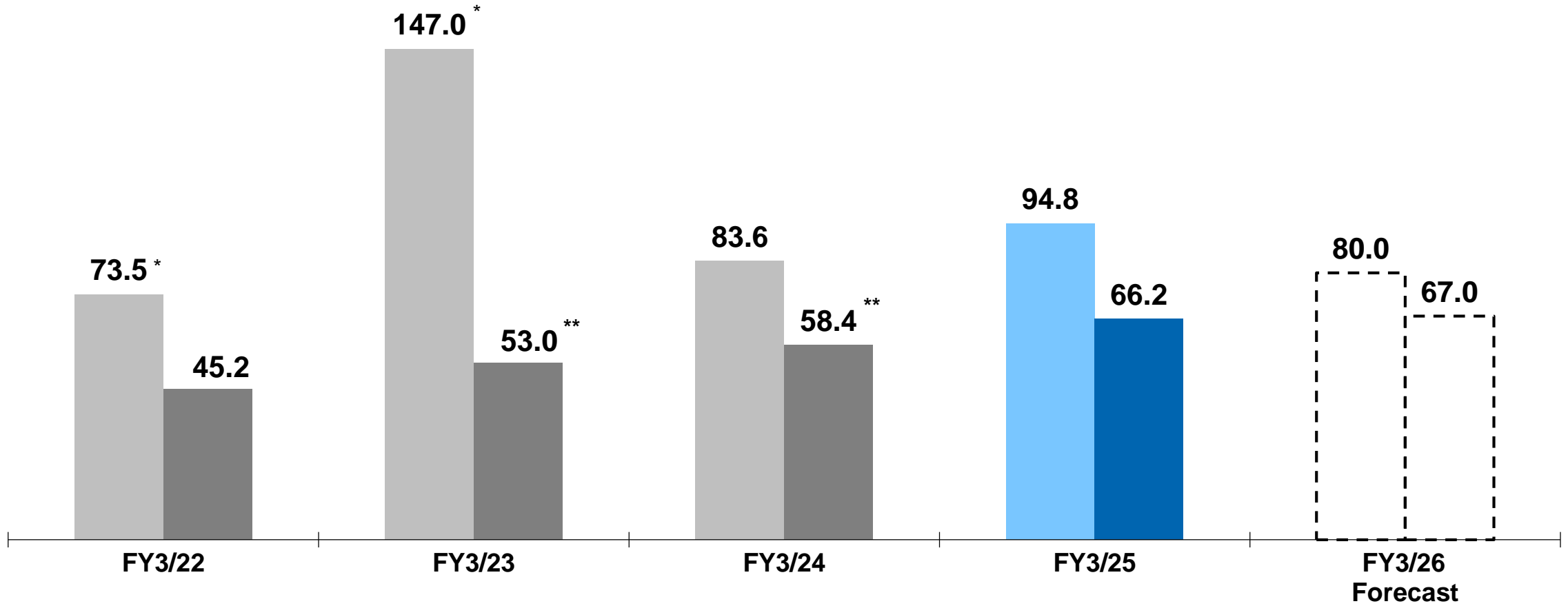
(Billions of yen)

■ S.G.&A. expenses ○ S.G.&A. to sales ratio



Capital Expenditure / D&A Expense

(Billions of yen)



* Capital expenditures of FY3/22 & FY3/23 include new HQ building acquisition expenses

** D&A expense prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD., Minebea Connect Inc., and Minebea AccessSolutions Inc.

ROIC (Return On Invested Capital)

MinebeaMitsumi
ROIC

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

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

