

Strategies by Business

MinebeaMitsumi has built a unique reputation as an INTEGRATION manufacturer of precision components, with a multifaceted business portfolio and risk diversification unlike any other in the world.

Effective April 2023, we changed our business segment names. This was to better reflect the nature of each business, improving clarity and enhancing corporate value. There will be no change in the business activities of each segment.



<p>PT Precision Technologies Segment</p>	<p>Major products</p> <p>Main products Ball bearings, rod-end bearings, spherical bearings, fasteners, pivot assemblies</p>	<p>Major applications</p>	<p>Highlights</p> <p>Sales of ball bearings increased for automotive applications, while those for home appliances and data centers decreased. Sales of rod-end bearings, which were adversely affected by the COVID-19 pandemic, recovered steadily.</p> <p>ROIC 21%</p> <p>The world's No.1 share</p> <p>Production capacity Increased</p> <p>Aircraft demand Recovering</p>	<p>Net sales</p> <p>(Billions of yen)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Net Sales</th><td>177.5</td><td>197.3</td><td>210.0</td><td>235.0</td><td>265.0</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Net Sales	177.5	197.3	210.0	235.0	265.0	<p>Operating income/operating margin</p> <p>(Billions of yen) Operating income (left axis) (%) Operating margin (right axis)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Operating Income</th><td>45.7</td><td>43.0</td><td>45.4*</td><td>49.0</td><td>62.0</td></tr> <tr><th>Operating Margin (%)</th><td>25.8</td><td>21.8</td><td>23.3</td><td>26.4</td><td>27.5</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Operating Income	45.7	43.0	45.4*	49.0	62.0	Operating Margin (%)	25.8	21.8	23.3	26.4	27.5	<p>ROIC highlights</p> <p>25.0% → 21.0% → 28.0%</p> <p>*Excluding special factors.</p> <p>ROIC decreased due to inventory adjustments and weak sales to data centers of products, mainly ball bearings. Improvement to 28.0% is projected in the fiscal year ending March 2026 from 20.4% in the fiscal year ended March 2023.</p>
Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan																															
Net Sales	177.5	197.3	210.0	235.0	265.0																															
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<p>MLS Motor, Lighting & Sensing Segment</p>	<p>Major products</p> <p>Main products HDD spindle motors, stepping motors, fan motors, DC motors, LED backlights, resonant devices, sensing devices</p>	<p>Major applications</p>	<p>Highlights</p> <p>Although sales of HDD motors decreased, motors for automotive and other applications remained solid.</p> <p>Motor sales Increase in Niche Top Products</p> <p>Motors Increased Profitability</p> <p>Electrification leading to Expansion of Business Opportunities</p> <p>Electronic devices Expanding Applications</p>	<p>Net sales</p> <p>(Billions of yen)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Net Sales</th><td>371.0</td><td>366.3</td><td>405.0</td><td>475.0</td><td>510.0</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Net Sales	371.0	366.3	405.0	475.0	510.0	<p>Operating income/operating margin</p> <p>(Billions of yen) Operating income (left axis) (%) Operating margin (right axis)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Operating Income</th><td>21.6</td><td>0.9</td><td>17.0</td><td>36.0</td><td>48.0</td></tr> <tr><th>Operating Margin (%)</th><td>5.8</td><td>0.3</td><td>4.2</td><td>7.6</td><td>9.4</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Operating Income	21.6	0.9	17.0	36.0	48.0	Operating Margin (%)	5.8	0.3	4.2	7.6	9.4	<p>ROIC highlights</p> <p>9.9% → 0.4% → 17.0%</p> <p>*Excluding special factors.</p> <p>ROIC decreased, due mainly to weak sales of HDD motors. Improvement to 17.0% is projected in the fiscal year ending March 2026 from 4.8% in the fiscal year ended March 2023.</p>
Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan																															
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<p>SE Semiconductors & Electronics Segment</p>	<p>Major products</p> <p>Main products Analog semiconductors, optical devices, mechanical components, precision components, power supplies, smart products, components for home security units</p>	<p>Major applications</p>	<p>Highlights</p> <p>Achieved record high profits. Analog semiconductors maintain high profitability. Optical devices saw increase in sales and profit. For connectors, PMI is underway with Honda Tsushin Kogyo and Minebea Connect (formerly SUMIKO TEC).</p> <p>ROIC 17%</p> <p>Operating income Record High</p> <p>Analog semiconductors High Profitability Maintained</p> <p>Connectors PMI Underway</p>	<p>Net sales</p> <p>(Billions of yen)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Net Sales</th><td>429.1</td><td>530.5</td><td>515.0</td><td>545.0</td><td>605.0</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Net Sales	429.1	530.5	515.0	545.0	605.0	<p>Operating income/operating margin</p> <p>(Billions of yen) Operating income (left axis) (%) Operating margin (right axis)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Operating Income</th><td>41.8</td><td>42.7</td><td>47.8*</td><td>52.0</td><td>65.0</td></tr> <tr><th>Operating Margin (%)</th><td>9.8</td><td>8.1</td><td>9.0*</td><td>9.5</td><td>10.7</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Operating Income	41.8	42.7	47.8*	52.0	65.0	Operating Margin (%)	9.8	8.1	9.0*	9.5	10.7	<p>ROIC highlights</p> <p>18.9% → 16.9% → 22.4%</p> <p>*Excluding special factors.</p> <p>Although record profits were achieved, ROIC declined slightly due to lower profit margins. Improvement to 22.4% is projected in the fiscal year ending March 2026 from 17.4% in the fiscal year ended March 2023.</p>
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<p>AS Access Solutions Segment</p>	<p>Major products</p> <p>Main products Automotive components (door latches, door handles, door mirrors, etc.), wireless communication devices, industrial machinery components</p>	<p>Major applications</p>	<p>Highlights</p> <p>MinebeaMitsumi merged with Minebea AccessSolutions (formerly Honda Lock). Recovery in automobile production is expected to drive earnings growth.</p> <p>Business integration PMI Underway</p> <p>Locations, production and products Synergy Increased</p> <p>INTEGRATION products leading to High Added Value</p> <p>New businesses Received Orders for Large-Scale Projects</p>	<p>Net sales</p> <p>(Billions of yen)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Net Sales</th><td>145.6</td><td>194.7</td><td>315.0</td><td>340.0</td><td>365.0</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Net Sales	145.6	194.7	315.0	340.0	365.0	<p>Operating income/operating margin</p> <p>(Billions of yen) Operating income (left axis) (%) Operating margin (right axis)</p> <table border="1"> <tr><th>Year</th><td>'22/3</td><td>'23/3</td><td>'24/3 Plan</td><td>'25/3 Plan</td><td>'26/3 Plan</td></tr> <tr><th>Operating Income</th><td>0.7</td><td>22.3</td><td>11.5</td><td>18.0</td><td>22.0</td></tr> <tr><th>Operating Margin (%)</th><td>0.5</td><td>11.5</td><td>3.2</td><td>5.3</td><td>6.0</td></tr> </table>	Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan	Operating Income	0.7	22.3	11.5	18.0	22.0	Operating Margin (%)	0.5	11.5	3.2	5.3	6.0	<p>ROIC highlights</p> <p>0.7% → 14.7% → 8.8%</p> <p>*Excluding special factors.</p> <p>ROIC improved due to recovery in automobile production and business integration. Improvement to 8.8% is projected in the fiscal year ending March 2026 from 1.3% in the fiscal year ended March 2023.</p>
Year	'22/3	'23/3	'24/3 Plan	'25/3 Plan	'26/3 Plan																															
Net Sales	145.6	194.7	315.0	340.0	365.0																															
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