At a Glance

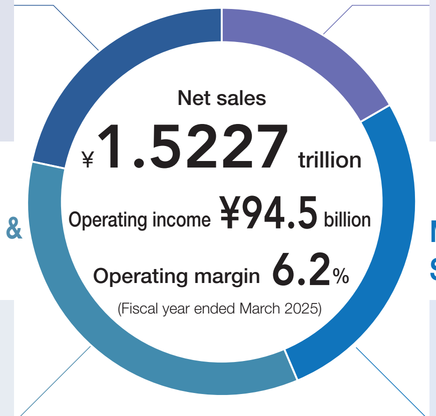
Pursuit of High Profitability with Ultra-Precision Machining and Mass Production Technologies at the Core

Business

The Company set a new record high for net sales and operating income during the fiscal year ended March 2025, thanks to its diversified business portfolio.

Access Solutions
Net sales ¥328.1 billion
Share of total net sales 21.5%
Operating income ¥15.9 billion
Operating margin 4.9%

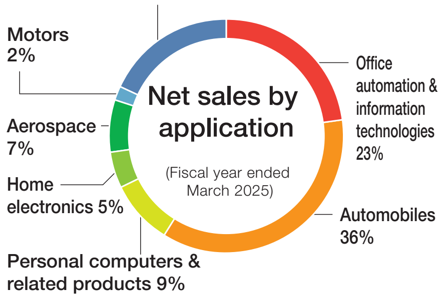
Precision Technologies
Net sales ¥255.7 billion
Share of total net sales 16.8%
Operating income ¥55.7 billion
Operating margin 21.8%

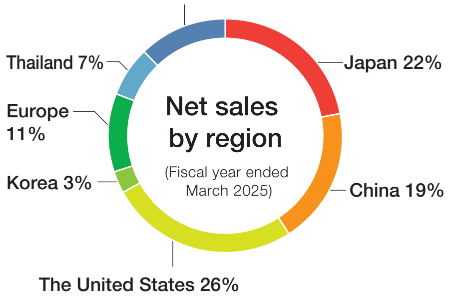


Semiconductors & Electronics
Operating income ¥527.6 billion
Share of total net sales 34.7%
Operating income ¥22.0 billion
Operating margin 4.2%

Motor, Lighting & Sensing
Operating income ¥407.7 billion
Share of total net sales 26.8%
Operating income ¥23.0 billion
Operating margin 5.6%

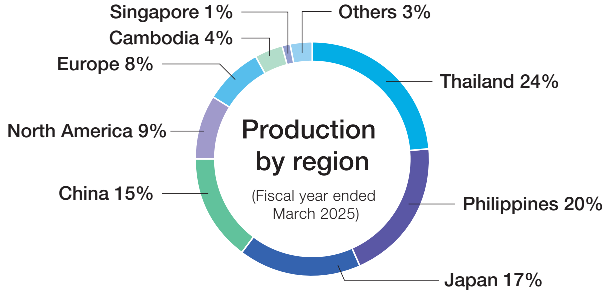
*Net sales of 3.5 billion yen for Other business is omitted here.
*Operating Income of -1.2 billion yen for other businesses and -20.9 billion yen for adjustments have been omitted





Production

By building a global production framework, we mitigate risks related to currency fluctuations, natural disasters, and geopolitical risks.



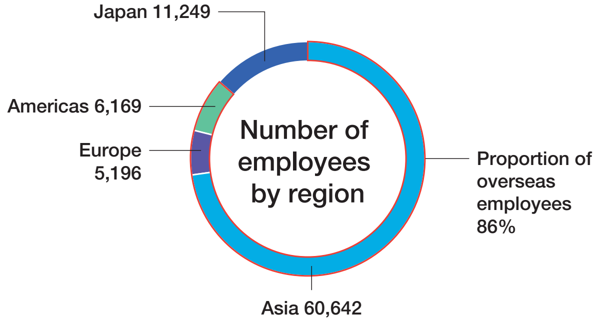
*Production ratios are rounded to the closest whole number, so totals may not add up to exactly 100%.

28	129	100
countries	production and R&D bases	sales offices

(As of August 31, 2025)

People

The Company serves as a global enterprise that carries out and employs around 90% of its diversified workforce abroad.



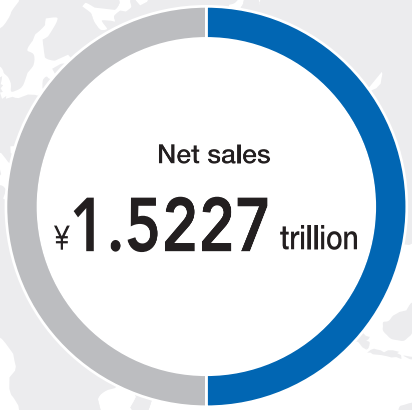
Consolidated number of employees
83,256
*The consolidated number of employees comprises full-time employees only and accordingly does not include part-time employees or temporary workers.

(As of March 31, 2025)

Efforts to Become a Global Niche Top

MinebeaMitsumi boasts a 60% share of the global market for miniature and small-sized ball bearings with an outer diameter of 22 mm or less. Furthermore, by applying the ultra-precision machining technology mass production technology cultivated in our bearing business to various fields, we have created the smallest and thinnest products which has led to our enjoying the global market's No. 1 share*. Approximately 50% of our sales come from products holding the world's top market share. The wide-ranging applications include automobiles, aircraft, smartphones, medical devices, and infrastructure combined with a complementary system of global production bases in Japan, the U.S., Europe, and Asia, which all provide us with an excellent risk diversification framework. This structure also fosters synergy among our diverse talent pool. By specializing in niche segments within the global market, we will continue to improve profitability.

*According to MinebeaMitsumi



Proportion of products with the world's No.1 share 50%

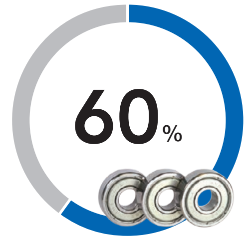
Products with the world's No. 1 share

- Miniature & small-sized ball bearings 60%
- 1-cell Lithium-ion Battery Protection IC ... 80%
- Pivot assemblies for HDD 90%
- Small motor for office automation equipment and automotive products ...... The world's No. 1 share
- Camera actuators for smartphones ...... The world's No. 1 share

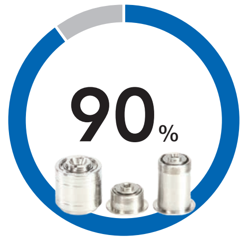
The world's No. 1 share

Focusing on niche segments in the global market has led our company to secure a high share position

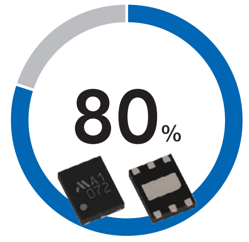
MinebeaMitsumi has developed and produced numerous products that hold the No. 1 global market share. The source of this competitiveness lies in our "ultra-precision machining technology" cultivated over many years. This technology enables the development of the world's smallest and thinnest products, keeping us at the forefront of global market place even amid intensifying competition. In addition, our mass production capabilities allow us to supply a broader customer base. By combining these strengths through vertically integrated production, and by manufacturing everything from components to machine tools in-house, we achieve efficient production of high-value-added products.



Miniature & small-sized ball bearings



Pivot assemblies for hard disk drive (HDD)

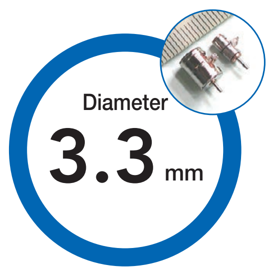


1-cell Lithium-ion Battery Protection IC

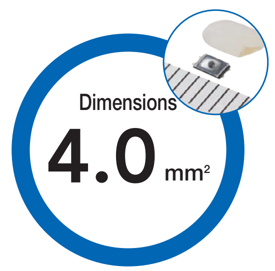
The world's smallest

The world's thinnest

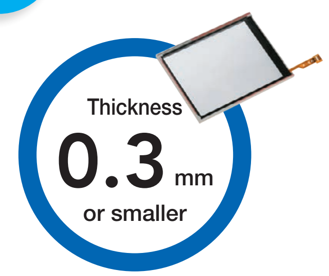
Miniature ball bearings



The world's smallest class stepping motors



The world's smallest class tactile switches



Light guide plates for LED backlights for LCDs

Value Creation Model

Corporate philosophy

To contribute to realization of a sustainable, eco-friendly and prosperous society by providing better products, at a faster speed, in larger numbers, at a lower cost and by smarter means

Achieving sustainability as a company as well as for the earth and society

Inputs

Financial capital

- Solid financial foundation
- Rating R&I A+, JCR AA-

CFO's Message Pages 13 to 18

Human capital

- Diversity of talents as a source of innovation
- Three-pronged structure combining manufacturing know-how, technological capabilities, and sales capabilities

Human Capital Pages 51 to 58

Manufactured capital

- Manufacturing know-how: Ultra-precision machining technology, mass production technology, and a vertically integrated manufacturing system.
- Global production operation
- Manufacturing support specialist team

Manufactured Capital Pages 59 to 60

Intellectual capital

- Ultra-precision machining technology and other elemental technologies
- Integrated strength in manufacturing, technology, development and sales
- M&A execution capability and PMI
- Collaborative creation

Intellectual Capital Pages 61 to 62

Natural capital

- Contribution to CO_2 emission reduction through products
- Introduction of renewable energy

Initiatives for the Environment Pages 67 to 74

Social capital

- Network of global customers and partners
- Enhancement of CSR procurement guidelines that consider environmental and human rights issues
- Relationships with domestic and international governments and local authorities

Sales Capabilities Pages 49 to 50
Initiatives for Society Pages 75 to 78

Growth strategy and business activities

Growth strategy

Growth strategy Pages 25 to 26

- Organic growth
- M&A
- Developing products and supplying components for addressing social issues

\+ **Development of high-value-added products through *Integration*.**

Strength 1	Reinforcing Core Businesses	Strengthen business by utilizing our ultra-high quality, highly competitive pricing capability, and unrivaled supply capability
Strength 2	Diversified Niches	Achieve both high profitability and high growth by securing a high market share in niche fields and further diversifying
Strength 3	Generating Synergies Strength through *Integration*	Generate synergies through the *Integration* of our ten core technologies with our core businesses

Core business *Eight Spears* strategy

Core competence Pages 23 to 24

Bearings	Analog semiconductors	Motors	Access products
Sensors	Connectors/ switches	Power supply components	Wireless/ communications/software

Sustainable growth

Basis Strategy

Materiality Pages 27 to 30

- Development and dissemination of innovative products, technologies, and business models
- Strengthening the management framework
- Creating a workplace where employees can fully and energetically utilize their skills, knowledge, and experience
- Contributing to solutions to global environmental issues

Value chain

Stakeholders and Value Chain Pages 31 to 32

Quality Assurance

R&D → Procurement → Manufacturing → Quality Control → Logistics → Sale/ Marketing

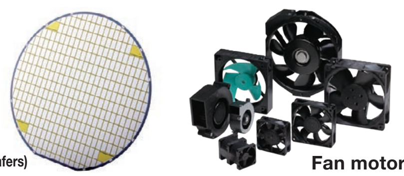
Outputs

High quality products

Bearings   Motors

Ultra-precision components that respond to trends in society such as higher functionality and higher quality, and to technological needs such as high voltage, high current, high frequency, and high speed

Environmentally friendly products (Green Products)



Analog semicon-ductors (our IGBT wafers)   Fan motors

Almost all of our products are environmentally friendly, contributing to space and energy savings by enabling downsizing through precision and small size.

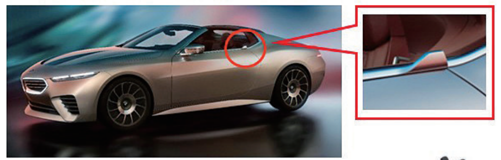
Products that solve social issues

Bed Sensor System™

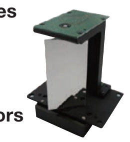
Environmental sensors

Solutions that contribute to solving various social issues such as the declining birthrate, aging population, and disaster countermeasures

Integrated products



Wing handles



LiDAR Motors

Robot Hands

New high value-added products created by *integration*

Outcomes

Goals

Becoming an indispensable company by driving the world forward

As the world's only *Integration* manufacturer of precision components, we create new products essential to solving social issues

Long term target (3/2029)

2.5 trillion yen in sales and 250 billion yen in OP
EPS growth rate of 15% or more,
ROE of 15% or more

Economic value

- Improve Sales, Operating Income, EPS, ROE, ROIC, and Free Cash Flow
- Achieve and maintain the world's No.1 market share and the world's smallest and thinnest technology

Social and Environmental Value

- Contribution to global innovation through cutting-edge technology
- Creating a workplace where employees can fully and energetically utilize their skills, knowledge, and experience
- Social trust through the provision of high-quality products and fair trade
- Contribute and build trust in the local community
- Supporting global manufacturing with environmentally friendly products / Achieving both mass production and reduced environmental impact

MinebeaMitsumi's Core Competence

About MinebeaMitsumi

A unique *integration* manufacturer of precision components with our core businesses *Eight Spears* at its core

MinebeaMitsumi is an *integration* precision components manufacturer that combines a wide range of cutting-edge technologies, from ultra-precision processing technology as typified by bearings to motors, sensors, semiconductors, and wireless technology, to create new value through "differences" that transcends common sense.

Definition of business portfolio

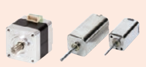
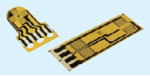
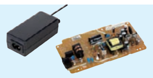
We classify our business portfolio into core, sub-core, and non-core businesses to reduce performance volatility and improve risk management. As of the fiscal year ending in March 2025, the core business accounts for 96% of the operating profit across all businesses, while the sub-core business makes up 4%.

Growth trends of core and sub-core businesses ▶ Page 8

Core Business	Sub-core	Non-core businesses
Competitive in niche markets + Permanence	Innovative+ Non-permanence	Low margin or Price niche
Growthstrategy	**Improving profits & next generation product R&D**	**Selection & concentration**
(1) Serve niche fields in massive markets (2) Capable of drawing on the strengths of the Company (3) Not readily displaced even as a result of technological innovation (4) Have synergy between products	(1) (2) (4) Same as the core business, but (3) may be replaced by technological innovation In consideration of the possibility of being replaced in the future, we will minimize risks by minimizing fixed costs and accelerating the depreciation of our investments, while contributing to the further strengthening and growth of our core businesses.	Businesses that do not apply to the left column.
● *Eight Spears* product	● Camera actuators, game assemblies	● Businesses that do not apply to the left column. ● Scheduled to sell UK subsidiary of HONDA TSUSHIN KOGYO (October 3, 2025)

Eight Spears core businesses

Businesses with an operating income of 20 billion yen or more are defined as *Spears*, with four spears already established.

	Business	Operating Income	Segment		
1	Bearings	Over 60 billion yen	PT Segment		The core of our company as the first spear, incorporating our manufacturing know-how since our founding. PT segment is targeting 60 billion yen.
2	Analog Semiconductors	Over 30 billion yen	SE Segment		As the next earnings driver after bearings, we are targeting sales of 200 billion yen and an operating margin of 30% by the fiscal year ending March 2029.
3	Motors	Over 30 billion yen	MLS Segment		Continuing solid growth, with an operating margin of 10% targeted for the fiscal year ending March 2027.
4	Access Products	Over 20 billion yen	AS Segment		Expanding our business through the development of high-value-added automotive products and aim for an operating margin of 10% by launching *integration* and high-value-added products.
5	Sensors		MLS Segment, SE Segment		Centered on strain gauge sensors, profitability is being improved. Working on product development through *integration*, including robotics and access products.
6	Connectors/ Switches		SE Segment		Through the integration with HONDA TSUSHIN KOGYO and Minebea Connect, we are working to create synergies by combining high-speed transmission, waterproofing, mass production, and machining technologies.
7	Power supply components		SE Segment		We are shifting to high-value-added, high-voltage power supplies and aiming for higher margins through *integration* with semiconductors and other products.
8	Wireless/Communications/ Software		SE Segment, AS Segment		The automotive antenna business has turned profitable. We are responding to next-generation technologies such as smart devices, high-speed communication, and high frequency.

MinebeaMitsumi's Strengths that Make a Difference Beyond the Norm

Strengthen business by utilizing our ultra-high quality, highly competitive pricing capability, and unrivaled supply capability

Strength I Reinforcing Core Businesses = Ultra-precision machining technology × Vertically integrated manufacturing system × Global operation

MinebeaMitsumi develop and produce a variety of the world's smallest and thinnest products based on the ultra-precision machining technology cultivated through our ball bearing business. We have also established a "vertically integrated manufacturing system" that integrates everything from development to assembly. This system organically links our mass production sites around the world with our mother factories to create a product supply system for the global market. Furthermore, with over 80% of our production taking place overseas, our mother factories in Japan and mass production sites in Southeast Asia, the United States, and Europe work in close cooperation to respond quickly and flexibly to diverse market needs.

Vertically integrated manufacturing system that achieves both ultra-precision machining technology and mass production

In-house Management from Components to Processes:
- Product design and development
- Design and production of manufacturing equipment and jigs
- Mass production of component parts
- Assembly and inspection of component parts

Ultra-high precision quality | Speedy and stable supply | Reduction of manufacturing costs

×

Secure high market share in niche fields, achieve high profitability and high growth through diversification

Strength II Diversified Niches = Niche fields × Business diversification × Concentration and selection

The company has secured a high market share in our niche segments and have grown our profitability. We are aiming for further growth by increasing our global niche top products through organic growth and diversification via M&A. Furthermore, we are working on concentration and selection by managing our business portfolio of core, sub-core, and non-core businesses based on economic rationale.

×

Generate synergies through the *integration* of core technologies and core businesses

Strength III Generating Synergies through *Integration* = Core technologies × Core businesses *Eight Spears*

The MinebeaMitsumi group will create new value through synergies by combining all of the group's resources, such as technology, business, and people.

Integration of technology

Integration and utilization of diverse core technologies

- Ultra-precision machining technology
- Mass production technology
- Sensor technology (e.g. load and pressure)
- Optical technology
- MEMS technology
- High-frequency technology
- Electronic circuit technology
- Electronic circuit technology
- Mechanism design technology
- System design technology

▶

Integration of business

Synergies to strengthen each business and create new products

	Bearings	Analog semiconductors	Motors	Access products	Sensors	Connectors/ switches	Power supply components	Wireless/ communications/ software
Bearings			●	●	●			
Analog semiconductors			●	●	●		●	●
Motors	●	●		●	●	●	●	●
Access products	●	●	●		●	●	●	●
Sensors	●	●	●	●			●	●
Connectors/ switches			●	●			●	●
Power supply components		●	●	●	●	●		●
Wireless/ communications/ software		●	●	●	●	●	●	

▶

Creation of new value

Providing products essential for solving social issues in various fields
Creating new value and sustainable growth

- Automobiles
- Aircraft
- Robotics
- Nursing and Medical Care
- Industrial
- Information & Communication
- Infrastructure
- Housing Equipment

MinebeaMitsumi's Growth Strategy

Supporting richer lives with ultra-precision components, while organic growth, M&A, and the development of products and supply of components that solve social issues drive further advancement

In addition to organic growth and M&A, which have been the growth drivers in the past, MinebeaMitsumi will develop and produce products that solve social issues, create high value-added products and new products that only we can offer, and further expand sales and profits. We will continue to contribute to realizing a sustainable society through our corporate activities.

1 Organic growth

- The market's disposable income per capita will rise in line with the growth in global GDP
- To sell high-end functional products requires high-end components

2 M&A

- Integration of synergistic companies, with a focus on Eight Spears products that make up its core business

3 Developing products and supplying components for addressing social issues

- Synergistic and close alliances with the Eight Spears

New trends 3

Development of products that solve social issues

Products that Contribute to the Environment

Bearings with three times the precision of today's products
To drastically reduce electric power consumption!

Smart city solutions
To centralized control of street light luminance, etc., through wireless communication

Declining birthrate, aging population, and labor shortages

Bearings and motors for humanoid robots and drones

Disaster countermeasures

Integrated environmental sensors
To allow visualization of meteorological data in real-time

Autonomous driving

Actuators and cartridge bearings for laser scanners
Innovation in LiDAR functionality and reliability

Traditional trends 1 2

Organic growth + M&A

High quality products

Automotive precision components
Contribute to safety, comfort, and energy saving of automobile

High functioning

Precision components for mobile device
Contribute to the functionality and slimness of smartphones

Growth by solving social issues

Growing with development of the global economy

"Becoming an indispensable company by driving the world forward"

Past — Current — Future

Megatrends

- Declining birthrate and aging population
- Population issues
- Healthcare issues
- Promotion of telemedicine
- EV
- Autonomous driving
- Robotics
- Energy issues
- Global warming

etc.

Seeds

High voltage · High current · High speed · High frequency
4 Highs

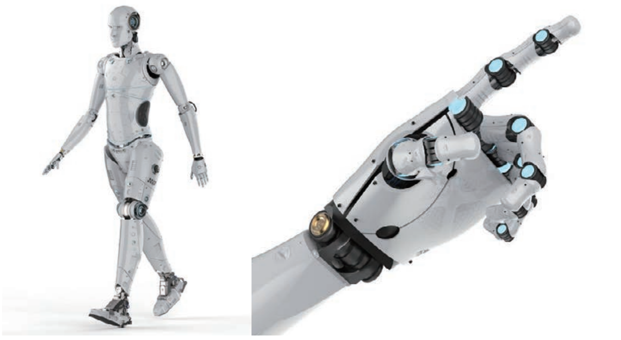
Needs

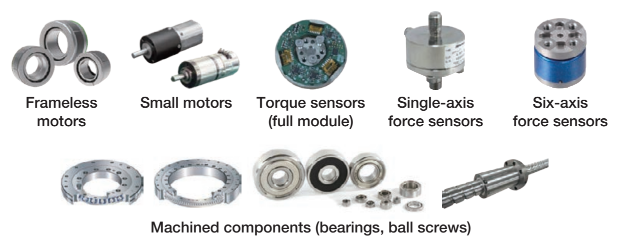
Electrification, automation
+
AI / VR / XR
+
xEV / CASE
+
Ultra-high-speed communication
+
Sensing (Control)

The World Supported by MinebeaMitsumi

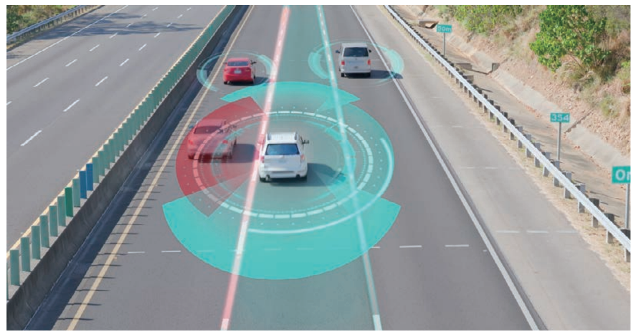
In the society of the future, the Four Highs (high voltage, high current, high frequency, and high speed) will be essential elements. As markets for cutting-edge fields such as humanoid robots, LiDAR, and drones expand, our products are increasingly adopted and continue to support their advancement. We position these fields as key growth drivers and aim for accelerated growth.

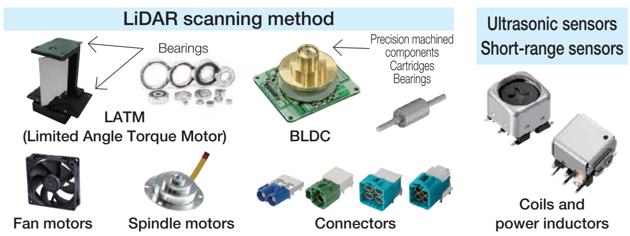
Humanoid robots



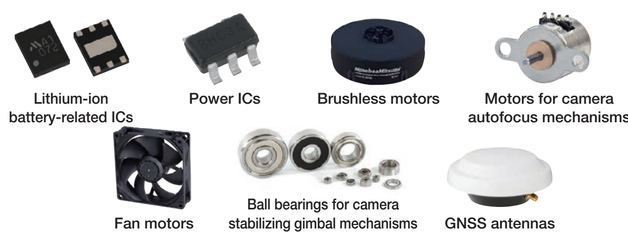


Autonomous driving





Drones



Materiality

The MinebeaMitsumi group views sustainability as a core element of its management approach.

We position our material issues as a "foundational strategy" that supports sustainable growth. This foundational strategy enables a long-term reduction in capital costs, and we believe that four priority topics within it have an equally significant impact on management.

By making material issues one of the twin pillars of management alongside our growth strategy, we aim to maximize corporate value.

Corporate philosophy / Basic management policy / Corporate slogan

Foundational strategy
Material issues

Growth strategy
Organic growth
M&A
Developing products and supplying components for addressing social issues
Long-term target: Net sales of ¥2.5 trillion / Operating income of ¥250.0 billion

Sustainable growth

Goals
Becoming an indispensable company by driving the world forward

Identification process

In 2019, our group identified material issues as key sustainability challenges that we must address to fulfill our social responsibilities and enhance the sustainability of our management.

Then in 2021, in response to changes in the external environment such as growing concern over environmental issues, we reviewed our material issues and reorganized the priority topics to align with a company-wide strategic perspective.

Most recently, with a view toward 2029, we revisited our material issue candidates based on their potential impact on value creation, positioning them as focus areas for achieving sustainable growth. Through the following process, we conducted another review of our material issues and priority topics.

2019 | Identification of material issues

With reference to international guidelines and our group's business model, we selected 20 material issue candidates. Their significance was assessed through internal surveys, stakeholder feedback, and dialogue with external experts. Ten material issues were then identified, organized into three priority topics, and approved by the Board of Directors.

2021 | Review of material issues

We reviewed our material issues as management challenges in executing our corporate philosophy and strategy, with a strong emphasis on reducing environmental impact in our business activities. We clarified the expressions of material issue candidates and consolidated the material issues into nine items under three priority topics, which were approved by the Board of Directors.

2025 | Reorganizing the list of material issue candidates and review of material issues

STEP 1 All relevant internal departments participated in identifying 20 material issue candidates. Material issues and priority topics were re-examined.

STEP 2 Discussions were held between inside and Independent Outside Directors regarding the content of STEP 1. At the same time, a survey was conducted with institutional investors as key engagement stakeholders, and the results were used to conduct another round of review.

STEP 3 The original 20 material issue candidates were reorganized into 18 items. From these, 10 were selected as material issues and grouped into four priority topics. This was reported to the Board of Directors and approved as the group's material issues.

We heard from institutional investors about our material issues

- The content under *integration* reflects your company's unique characteristics and, by being directly tied to your growth strategy, plays an important role in enhancing corporate value.
- We understand that each company approaches material issues differently, but we believe it would be more appropriate to designate universal themes as material issues and define your company's unique initiatives as priority topics. This would enable more effective communication of your efforts to enhance corporate value through solving universally important issues.

For details, results, and a review of our material issues, please refer to our website.

Current Material Issues | Previous Material Issues

Reorganizing the list of material issue (materiality) candidates

As part of our foundational strategy for achieving sustainable growth, we reviewed our previous 20 material issue candidates and consolidated them into 17 items. In light of recent business conditions, we added "Application of AI and DX in manufacturing sites" as a new material issue, bringing the total to 18 items.

Previous 20 material issue candidates and 9 specified material issues (in blue)

1	Increasing the efficiency of energy use
2	Minimizing the environmental impact of business activities
3	Reduction of global CO_2 emissions through environmentally friendly products
4	Reducing the use of substances having an environmental impact
5	Effectively using resources
6	Adapting to climate change
7	Preserving biodiversity
8	Coexistence with local communities
9	Respecting human rights
10	Employee health and safety
11	Creating a positive and rewarding work environment
12	Global talent development
13	Global promotion of diversity
14	Strengthening the mass and stable supply system for ultra-precision components
15	Raising customer satisfaction
16	Promoting responsible procurement
17	Creating solutions to social issues
18	Establishing sound corporate governance
19	Maintaining strict compliance
20	Reinforcing risk management

2025 Review 18 material issue candidates and 10 specified material issues (in blue)

1	Minimizing environmental impact by expanding use of renewable energy and other measures
2	Reduction of global CO_2 emissions through environmentally friendly products
3	Effectively using resources
4	Adapting to climate change
5	Preserving biodiversity
6	Coexistence with local communities
7	Respecting human rights
8	Creating a safe and healthy workplace where employees are highly engaged
9	Building systems that enable the Company and employees to grow together
10	Promoting global DEI
11	Strengthening the mass and stable supply system for ultra-precision components
12	Raising customer satisfaction
13	Promoting responsible procurement
14	Creating solution technologies that address social issues
15	Enhancing corporate governance
16	Reinforcing risk management
17	Maintaining strict compliance
18	Application of AI and DX in manufacturing sites

Ideal state of priority topics and material issues

Priority topic	Material issues	Ideal state of material issues
Development and dissemination of innovative products, technologies, and business models	Creating solution technologies that address social issues	Solving the social issues in our key growth areas requires improved efficiency achieved through the so-called "four highs" trend: high voltage, high current, high frequency, and high speed. To achieve these at a high level, we will leverage our technologies and innovations to pursue smart manufacturing, contribute to society, and build a foundation for becoming an indispensable company.
	Application of AI and DX in manufacturing sites	By introducing new ideas into our production processes and continuously sustaining innovation in manufacturing, we will strengthen our competitive edge as a manufacturer.
	Strengthening the mass and stable supply system for ultra-precision components	We will advance all processes related to manufacturing to enhance stability and quality, thereby elevating our manufacturing to a higher level.
Creating a workplace where employees can fully and energetically utilize their skills, knowledge, and experience	Building systems that enable the Company and employees to grow together	Our employees are growing through the effective implementation of development programs for talent essential to our sustainable growth, such as core personnel and professionals in manufacturing, sales, and technologies. Employee awareness of self-directed growth is increasing, and improvements in individual performance are positively impacting our business results.
	Promoting global DEI	At each site, individuals with diverse backgrounds, such as nationality, gender, age, and life plans, are able to fully demonstrate their abilities, and the resulting innovations are contributing to the Company's sustainable growth.
	Creating a safe and healthy workplace where employees are highly engaged	Employees of all ages and backgrounds are working in a safe and healthy environment, motivated by a shared understanding of our corporate philosophy and strategy, and a desire to contribute proactively to the Company's growth.
Strengthening the management framework	Enhancing corporate governance	We will enhance our governance framework to drive corporate value creation (including compliance with the Corporate Governance Code, strengthening internal control systems, expanding disclosure, and reinforcing stakeholder engagement).
	Reinforcing risk management	We will reinforce our risk management framework to ensure sustainable growth by identifying and managing a wide range of risks and implementing necessary measures.
Contributing to solutions to global environmental issues	Reduction of global CO_2 emissions through environmentally friendly products	Through energy saving, high efficiency, and resource conservation achieved by environmentally friendly products, we will contribute to reducing global CO_2 emissions and protecting the global environment.
	Minimizing environmental impact by expanding use of renewable energy and other measures	As part of our climate change initiatives, we will minimize the environmental impact of our business activities by expanding the use of renewable energy to reduce greenhouse gas emissions and help achieve carbon neutrality.

Through external environment analysis and stakeholder dialog, we identify medium- to long-term risk factors that impact corporate value. From the identified risks, we determine material issues based on the degree of impact on our business and the level of societal expectations. We view responses to these risks as opportunities for future business creation and aim to connect them to new value creation.

With regard to material issues, we will prioritize our response initiatives with an eye toward 2029, the target year for achieving our Midterm Business Plan.

Priority topic	Material issues	Our long-term vision for material issues	Risks (▲) and	opportunities (■)	Medium-term targets	
Development and dissemination of innovative products, technologies, and business models Manufactured Capital Pages 59 to 60 Intellectual Capital Pages 61 to 63	Creating solution technologies that address social issues	Solving the social issues in our key growth areas requires improved efficiency achieved through the so-called "four highs" trend: high voltage, high current, high frequency, and high speed. To achieve these at a high level, we will leverage our technologies and innovations to pursue smart manufacturing, contribute to society, and build a foundation for becoming an indispensable company.	▲ Intensifying competition and declining market prices due to the rise of rival manufacturers with new innovations ▲ Loss of market share and reduced competitiveness due to obsolescence of existing technologies and products as well as R&D failures ▲ Failure to capture markets due to misalignment between our development direction and market demands	■ Opportunities to enter new businesses and strengthen existing ones through integrating technological capabilities and power of *integration* ■ Developing technologies that meet market demands to outperform competitors and capture new markets ■ Mounting demand for products that enable resource conservation, energy savings, and low carbon emissions ■ Expansion of business opportunities through the emergence and recognition of new social challenges requiring solutions, leading to the creation of new markets	Product development that leads in development efficiency and reduced environmental impact through AI and low-power consumption technologies	● Shortening product development cycles through the use of AI and data in development ● Reducing product power consumption through low-power design technologies
					Product development with flexibility and scalability through *integrated* technologies	● Increase the ratio of *integrated* products with high flexibility and scalability that can quickly respond to customer needs and market changes based on a broad technology base
					Establishing sustainable business models that support a safe, secure, and comfortable life	● Increase the share of products that balance social issue resolution with business growth ● Increase the share of products that contribute to the advancement of urban infrastructure
	Application of AI and DX in manufacturing sites	By introducing new ideas into our production processes and continuously sustaining innovation in manufacturing, we will strengthen our competitive edge as a manufacturer.	▲ Decline in cost competitiveness due to delays in digitalization	■ Promoting productivity improvements and cost reductions through proactive use of AI and DX	Streamlining operations in manufacturing through AI and DX utilization	● Promote the use of AI in manufacturing to enhance operational efficiency and accelerate decision-making through data-driven approaches
	Strengthening the mass and stable supply system for ultra-precision components	We will advance all processes related to manufacturing to enhance stability and quality, thereby elevating our manufacturing to a higher level.	▲ Suspension of production and reduction in capacity utilization of partner production sites due to natural disaster, etc. ▲ Supply chain instability, including geopolitical risks ▲ Rising procurement costs due to increased logistics expenses ▲ Rising manufacturing costs due to diversifying and increasingly complex customer needs ▲ Incurrence of significant expenses and loss of public confidence resulting from a serious accident or product recall caused by a defective product	■ Improvement in customer product quality through enhanced quality of our products ■ Enhancing the quality of our products to improve the quality of our customers' products ■ Securing a solid market share by strengthening stable supply systems across the value chain to fulfill supply responsibilities	Strengthening management of procurement risks and rapid response capabilities	● Monitor partner status and respond without delay to ensure stable supply and avoid business interruption risks
					Streamlining the entire value chain	● Improve logistics accuracy by deploying standardized shipping labels across all major businesses
					Reducing environmental impact through efficient logistics	● Enhance loading efficiency to reduce costs and CO_2 emissions, achieving sustainable logistics
					Solving social issues through co-creation of value with customers	● Provide product solutions based on two-way communication with customers, delivering greater value
					Pursuing zero defects through quality assurance from the design stage	● Standardize early-stage quality assurance practices to achieve zero defects
Creating a workplace where employees can fully and energetically utilize their skills, knowledge, and experience Human Capital Pages 51 to 58	Building systems that enable the Company and employees to grow together	Our employees are growing through the effective implementation of development programs for talent essential to our sustainable growth, such as core personnel and professionals in manufacturing, sales, and technologies. Employee awareness of self-directed growth is increasing, and improvements in individual performance are positively impacting our business results.	▲ Shortage of personnel essential for our sustainable growth (core talent, manufacturing, sales, and technical professionals) ▲ Challenges in securing talent due to decreasing size of labor force ▲ Loss of motivated and talented personnel due to unfair evaluation and treatment ▲ Reduced performance and productivity due to mismatches between career aspirations and job assignments ▲ Failure to develop autonomous personnel due to unfair evaluation and treatment, leading to organizational rigidity and reduced adaptability	■ Strengthening management by enhancing the capabilities of personnel in group key posts ■ Effective transfer of know-how through the development of professionals in manufacturing, sales, and technology ■ Strengthening core talent to enhance the Company's overall human capital ■ Maximizing potential through fair evaluation, treatment, and growth support ■ Maximizing individual and organizational performance through optimal placement and development support ■ Developing autonomous personnel through fair evaluation, treatment and growth support, thereby improving adaptability to change	Discovering, developing, and strengthening core talent to lead future group management	● Continuously identifying core personnel through succession planning for key group positions ● Develop three core talent pools (Next, Future, HIPO), assign key roles effectively, and conduct selective leadership training to foster core talent
					Strengthening organizational capabilities by developing and utilizing self-directed talent	● Cultivate talent that contributes to business through self-directed growth, supported by fair evaluation and compensation based on performance, contributions, and roles ● Improve performance of both individuals and the organization through optimal human capital allocation, growth support, and fair evaluation ● Strengthen organizational competitiveness by aligning employee skills and aspirations with business needs
	Promoting global DEI	At each site, individuals with diverse backgrounds, such as nationality, gender, age, and life plans, are able to fully demonstrate their abilities, and the resulting innovations are contributing to the Company's sustainable growth.	▲ Potential for miscommunication or differences in understanding within the organization ▲ Loss of employees unable to adapt to organizational culture or workstyles	■ Innovation created through *integration* activities driven by employees' diverse passions, delivering new value to customers ■ Improved ability to attract diverse talent	Establishing a culture of differentiating ourselves and creating value through *integration* activities based on passion	● Promote and embed bottom-up team building activities driven by employee passion ● Promote diversity management and build an organization where diverse talent can showcase their uniqueness and strengths ● Embed our distinctive "human resource ideals (four values)" into HR systems to solidify our values
	Creating a safe and healthy workplace where employees are highly engaged	Employees of all ages and backgrounds are working in a safe and healthy environment, motivated by a shared understanding of our corporate philosophy and strategy, and a desire to contribute proactively to the Company's growth.	▲ Loss of employees unable to adapt to management or organizational changes ▲ Rising costs related to workforce and employee health	■ Improved performance and productivity ■ Enhanced recruitment capability ■ Improved employee health and motivation	Improvement of employee engagement	● Cultivate employees' sense of identification with the corporate philosophy and strategy, so they are motivated to voluntarily contribute to the Company's development and growth ● Create an environment where a diverse blend of employees can work healthily and vibrantly together
					Enhancing health and safety standards	● Zero incidents of serious workplace accidents (fatalities)
Strengthening the management framework Corporate Governance Pages 79 to 96	Enhancing corporate governance	We will enhance our governance framework to drive corporate value creation (including compliance with the Corporate Governance Code, strengthening internal control systems, expanding disclosure, and reinforcing stakeholder engagement).	▲ Loss of social trust ▲ Business continuity risks due to legal violations	■ Strengthened information disclosure to build deeper trust with stakeholders ■ Greater transparency in decision-making ■ Strengthening a stable foundation for growth ■ Promoting appropriate risk-taking	Enhancing the effectiveness of the Board of Directors	● Transition the Board of Directors' focus from resolution of execution matters to discussions of medium- to long-term strategic issues
					Enhancing internal control systems	● Strengthen management systems and internal controls for group companies, and improve the function of specialized committees
					Further advancing disclosure content and strengthening related systems	● Enhance company-wide data infrastructure to meet global disclosure requirements, including SSBJ standards
	Reinforcing risk management	We will reinforce our risk management framework to ensure sustainable growth by identifying and managing a wide range of risks and implementing necessary measures.	▲ Loss of business opportunities and reputational damage due to compliance violations or human rights infringements ▲ Decline in group production capacity due to natural disasters or geopolitical risks ▲ Decline in timely and appropriate risk adaptability and organizational capacity ▲ Information leaks and computer virus infections caused by external cyberattacks	■ Enhancing corporate value through compliance- and human rights-focused management ■ Enhanced appeal to customers as a result of developing BCPs ■ Proper allocation of security personnel ■ Enhancing trust through robust operation of information security systems	Establishing a global risk culture	● Review and improve risk assessment and data management to ensure proper risk control
					Building highly resilient business operations	● Strengthen and update group-wide information gathering and BCP systems to support stable business continuity
					Enhancing response capabilities to information security risks	● Strengthen frontline defenses against cyberattacks: achieve 100% patch application rate ● Shorten time from intrusion to detection in cyberattacks: 10% improvement from global average (within 108 hours)
Contributing to solutions to global environmental issues Initiatives for the Environment Pages 67 to 74	Reduction of global CO_2 emissions through environmentally friendly products	Through energy saving, high efficiency, and resource conservation achieved by environmentally friendly products, we will contribute to reducing global CO_2 emissions and protecting the global environment.	▲ Decline in corporate value due to delay in developing products and meeting requests for CO_2 reduction ▲ Loss of business due to failure to comply with regulations or customer requirements such as carbon footprint limitations	■ Market expansion and enhanced corporate value through product development addressing climate change ■ Growing demand for products that enable resource conservation, energy efficiency, and low carbon	Promoting the *MMI Beyond Zero* initiative by improving the energy-saving performance of our products, helping not only our direct customers but also end users reduce power consumption and contribute to global CO_2 reduction	● Target for the fiscal year ending March 2031: Volume of avoided CO_2 emissions by our products: 4 million tons
					Creating products that contribute to energy savings and environmental improvement through the business itself	● Target for the fiscal year ending March 2029: Percentage of net sales of Green Products: 90% or more
	Minimizing environmental impact by expanding use of renewable energy and other measures	As part of our climate change initiatives, we will minimize the environmental impact of our business activities by expanding the use of renewable energy to reduce greenhouse gas emissions and help achieve carbon neutrality.	▲ Loss of business and decline in corporate value due to failure to meet renewable energy introduction or environmental impact reduction requirements ▲ Rising costs and stricter regulations on carbon pricing (carbon taxes, emissions trading, etc.) ▲ Business continuity risks from dependence on external power or depletion of water resources	■ Gaining competitiveness and enhancing corporate value through accelerated carbon-neutral initiatives ■ Reduced production costs ■ Strengthening resilience through large-scale in-house solar power generation and efficient use of water resources	Promoting greenhouse gas reduction in production through the installation of large-scale in-house solar power generation and other measures	● Target for the fiscal year ending March 2031: Reduce total Company GHG emissions by 42% compared to the fiscal year ended March 2023. Aim for 55% renewable energy usage via solar and other sources
					Efficient use of water resources and reduced environmental impact	● Target for the fiscal year ending March 2031: Reduce water intake per unit of net sales by 10% compared to the fiscal year ended March 2025

Current Material Issues　Previous Material Issues

For details, results, and a review of our material issues, please refer to our website.

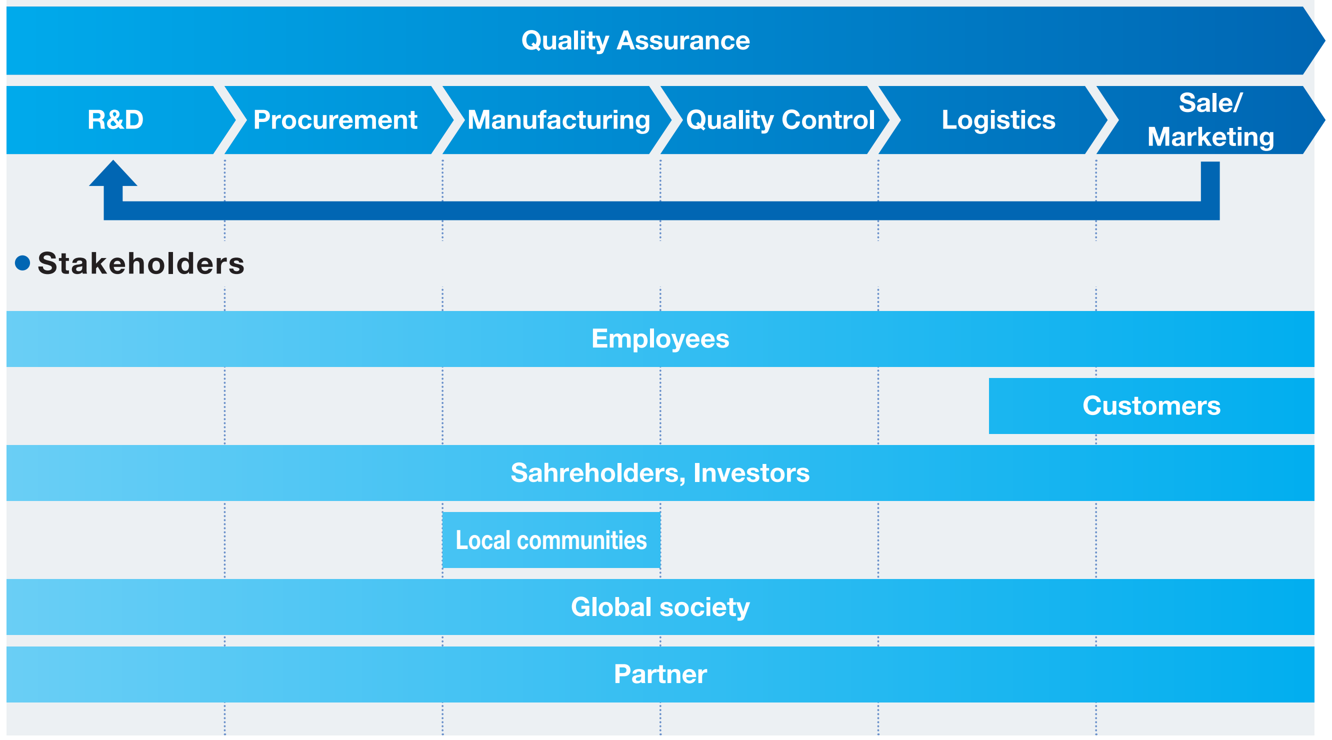
Stakeholders and Value Chain

MinebeaMitsumi has established the Company Credo, *The Five Principles*, as the code of conduct for employees to realize our corporate philosophy: *To contribute to realization of a sustainable, eco-friendly and prosperous society by providing better products, at a faster speed, in larger numbers, at a lower cost and by smarter means*. In line with this credo, we position the fulfillment of our social responsibilities toward all stakeholders and the maximization of corporate value as our fundamental management policy. At the same time, recognizing the growing importance of value co-creation with diverse stakeholders, we are committed to fostering appropriate collaboration with multiple stakeholders while ensuring transparent management practices.

Transparent management based on our company credo *The Five Principles*

1. Be a company where our employees are proud to wor
2. Earn and preserve the trust of our valued customers
3. Respond to our shareholders' expectations
4. Work in harmony with the local community
5. Promote and contribute to global society

Value chain



We strives to improve the value we provide to our stakeholders by integrating various functions such as R&D (research and development), procurement, manufacturing, quality control/assurance, logistics, and sales/marketing.

Additionally, we engage in market-in oriented business activities, such as grasping customer needs, the latest market trends, and social issues, and applying them to our R&D.

Multi-Stakeholder Policy

Our Multi-Stakeholder Policy can be viewed from here.

Stakeholder engagement

MinebeaMitsumi sincerely listens to the voices of all stakeholders and strives to further enhance corporate value and improve management activities.

Stakeholders	Basic Approach	Measures to Enhance Relationships	Related Pages
Employees	We strive to improve and maintain the workplace environment so that all employees can work healthily and safely, and fully demonstrate their individual abilities.	• Employee Engagement • Town Hall Meetings with the President and Vice President • Interactive Management Training • *My Passion* Program • Whistleblowing System	Human Capital Pages 51 to 58 Internal reporting system Page 95
Customers	We aim to ensure customer satisfaction in all aspects—quality, cost, supply capability, and speed—and strive to maintain and enhance our position as "the most trusted component manufacturer."	• Quality Management • Quality Improvement Initiatives • Product Information Disclosure • Product Exhibitions • Co-creation Activities	Reinforcement of quality control systems Page 75 Sales Capabilities Pages 49 to 50 Manufactured Capital Pages 59 to 60 Intellectual Capital Pages 61 to 63
Shareholders and Investors	We enhance IR activities and expand communication opportunities with shareholders and investors to deepen their understanding of our company.	• General Meeting of Shareholders • IR Meetings • Domestic and Overseas Plant Tours • Briefings for Individual Investors • Dialogue between Institutional Investors and Independent Outside Directors • Preparation of Integrated Reports and Other IR Tools	Dialogue between institutional investors and Independent Outside Directors Page 92 Status of Dialogue with Shareholders Page 104
Local Communities	Aiming to realize a prosperous and sustainable society, we build trust through dialogue with local communities and engage in community-based social contribution activities. We comply with international rules and the laws of various countries and regions, endeavor to correctly understand cultures and customs, and respect them.	• Job Creation in Local Communities • Participation in Community Activities	Coexistence with local communities Page 78 Past social contribution activities can be viewed from here.
International Society		• Support for International Initiatives United Nations Global Compact Sustainable Development Goals (SDGs, etc.) Science Based Targets initiative (SBTi) Task Force on Climate-related Financial Disclosures (TCFD) Carbon Disclosure Project (CDP)	Editorial Policy Page 3 Initiatives for the Environment Pages 67 to 74 Status of MinebeaMitsumi as a Constituent of Certain Indexes Page 104
Partners	MinebeaMitsumi group's businesses are supported by relationships with many partners. We build sound partnerships based on the "Basic Policy on Procurement."	• CSR Procurement Formulation of *CSR Procurement Guidelines* Monitoring through CSR Promotion Self-Check Sheets Internal Education on CSR Procurement Obtaining Pledges Regarding Human Rights • Response to "Responsible Mineral Procurement" • Strengthening Stable Supply System for Procurement Materials	Promoting responsible procurement Page 76 Policies and initiatives related to human rights Page 77

History

Organic Growth × M&A Growth

MinebeaMitsumi was established in Itabashi-ku, Tokyo in July 1951 as Japan's first manufacturer specializing in miniature bearings. Since our founding, we have experienced business integration with 60 companies (as of August 31, 2025) and have grown into an *integration* precision parts manufacturer with a unique business portfolio that is unmatched in the world, ranging from ball bearings to motors, sensors, access products, and semiconductors. In addition to organic growth and M&A, we will continue to grow by developing of products that contribute to solving social issues and creating new value that supports manufacturing and peoples' lives worldwide.

The corporate profile can be viewed from here.

	FY 3/2009		FY 3/2025
Sales	256.2 billion yen	▶	1,522.7 billion yen
Operating Income	13.4 billion yen	▶	94.5 billion yen

M&A Track Record over 16 Years

29 Deals

28 of which are Integrated

As of the end of March 2025

1951

Organic Growth

1951
Established **"Nippon Miniature Bearing Co., Ltd.," Japan's first manufacturer specializing in miniature bearings,** in Azusawa, Itabashi-ku, Tokyo.

1963
Relocated the factory from Kawaguchi, Saitama, and began operations **at the Karuizawa Plant in Miyota, Nagano, which would become the mother factory for the entire world.**

1968
Entered the motor business as part of business diversification.

1972
Constructed **the first overseas company-owned factory** in Singapore.

1980
Established the Ayutthaya Plant, **making our first foray into Thailand, which would become the group's largest base.**

1994
Established a factory in Shanghai, China, enabling integrated production from components for bearings and fan motors.

2010
Established a factory in Cambodia and began production the following year. Risk diversification, production expansion, and cost reduction

2018
Began production at the Kosice Plant in **Slovakia.** Expanded supply to the European market

M&A

1971
Acquired the REED factory in the U.S., **our first M&A.**

1985
Acquired **U.S. bearing manufacturer New Hampshire Ball Bearings, Inc.,** expanding supply to the U.S. market.

2009
Executed business integration by acquiring shares of myonic Holding GmbH. Started manufacturing special bearings for dental, medical equipment, and aerospace markets.

2010
Transferred Panasonic Corporation's information motor business to Minebea Motor Co., Ltd., a joint venture between Minebea and Panasonic. Began production of brushless motors. **Executed business integration by acquiring shares of Daiichi Seimitsu Sangyo Co., Ltd.** Strengthened mold design and manufacturing.

2017
Executed business integration with MITSUMI ELECTRIC CO., LTD. through a share exchange. Accelerated the growth of each business as an "Electro Mechanics Solutions®" provider that fuses mechanical, electronic, and control technologies.

2019
Executed business integration with U-Shin Ltd. through a tender offer. Created synergies in the automotive, housing equipment, and industrial machinery fields with a new *integration* capability.

2020
Executed business integration by acquiring shares of ABLIC Inc. Strengthened our presence in the analog semiconductor market.

2021
Acquired OMRON Corporation's 8-inch analog semiconductor factory (Fab) and MEMS business. Expanded analog semiconductor production.

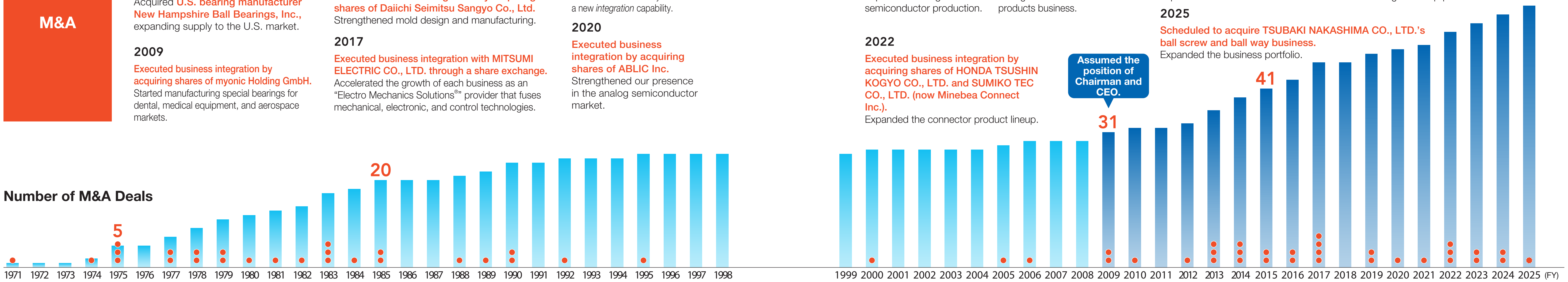
2022
Executed business integration by acquiring shares of HONDA TSUSHIN KOGYO CO., LTD. and SUMIKO TEC CO., LTD. (now Minebea Connect Inc.). Expanded the connector product lineup.

2023
Executed business integration by acquiring shares of Honda Lock Mfg. Co., Ltd. (now Minebea AccessSolutions Inc.). Strengthened the access products business.

2024
Executed business integration by acquiring shares of Hitachi Power Semiconductor Device, Ltd. (now Minebea Power Semiconductor Device Inc.). Strengthened the power semiconductor business. **Acquired Socionext Inc.'s medical-related business.** Expanded our market share in handheld ultrasound diagnostic equipment.

2025
Scheduled to acquire TSUBAKI NAKASHIMA CO., LTD.'s ball screw and ball way business. Expanded the business portfolio.

Number of M&A Deals



from 1951 Founding period

Established as Japan's first manufacturer dedicated to miniature ball bearings

Since our establishment in July 1951, we have pursued high quality and low prices. In 1963, we established the Karuizawa Plant with the latest machinery and equipment.

In addition, we received guidance from overseas engineers, which dramatically improved our technical level. As exports to foreign countries increased and sales grew, we introduced one state-of-the-art machine after another to the Karuizawa Plant, laying the foundation for our *ultra-precision machining technology and mass production technology.*

from 1970 Diversification

Expanding business domain through overseas expansion and diversification

With a sense of crisis that bearings might disappear in the future, we started motor business in 1968 and expanded into semiconductor and electronic device component businesses in the 1980s.

In 1971, the company acquired a REED plant in the U.S. and began overseas production. In 1972, the company also began overseas production at its own plants in Singapore and Thailand in 1980. While aggressively pursuing domestic and international mergers and acquisitions to acquire engineers and increase production capacity, the company also expanded its corporate scale by developing businesses outside of manufacturing, such as interior design, cosmetics, door-to-door sales of kimonos and jewelry, and pig farming.

REED Instrument Corp in U.S.
(Currently NHBB Chatsworth Plant)

from 1990 Return to manufacturing

Streamlining management by promoting selection and concentration of businesses

In the 1990s, as the negative effects of diversification began to mount, we sought to restore our profitability by reorganizing businesses that were not closely related to manufacturing and concentrating management resources on our core businesses of bearings and electronic devices. We started integrated production of ball bearings in Shanghai, China. Production of high-precision components for HDDs began in earnest, as we further refined our *ultra-precision machining technology* and *vertically-integrated manufacturing system.*

from 2000 Becoming an *integration* manufacturer of precision component

Pursuing synergies to solidify our strength as a company

As we entered the 2000s, the technological changes in the world became even more drastic, and IoT became the norm. We further expanded our production bases in Cambodia and Slovakia, and accelerated our M&A activities. Since Chairman Kainuma took office as President in 2009, the Company has conducted 29 M&As. In 2017, the Company conducted a business integration with MITSUMI ELECTRIC and changed the company name to MinebeaMitsumi Inc.

In the 2000s, the world was hit by a variety of disasters, including the Lehman bankruptcy, U.S.-China trade frictions and other financial crises, the Great East Japan Earthquake, the flooding in Thailand, and the spread of COVID-19. Even so, with the strength of our diversified business portfolio and risk diversification system, we have strongly overcome adversity and continue to grow as an *integration* manufacturer of precision components.

M&A

In addition to organic growth, MinebeaMitsumi is aggressively pursuing M&A as a key growth driver. In addition, we have been working to create new value with integrated companies, with our strength in Post Merger Integration (PMI), which accelerates the *integration* of people. This section presents our fundamental approach to M&A along with a PMI case study: a dialogue between the Head of the Rod End/Fastener Business Unit at the time of the acquisition of RO-RA (currently Head of the AMP Division and Head of the NHBB/myonic Business Unit), which was integrated into the group in 2023, and the Managing Director of RO-RA.

Positioning of M&A in growth strategy

As we aim to achieve net sales of 2.5 trillion yen and operating income of 250.0 billion yen in the fiscal year ending March 2029, we are advancing our M&A strategy as a key pillar of our growth strategy. Through M&A, we aim to generate synergies with our existing businesses, maximize profits, and build a diversified business portfolio, particularly in areas adjacent to the Eight Spears of our core businesses, to enhance long-term corporate value and reinforce risk management. In 2024, we completed a business integration with Minebea Power Semiconductor Device and acquired Socionext's medical-related business.

We will continue pursuing sustainable growth and higher profitability to maximize corporate value.

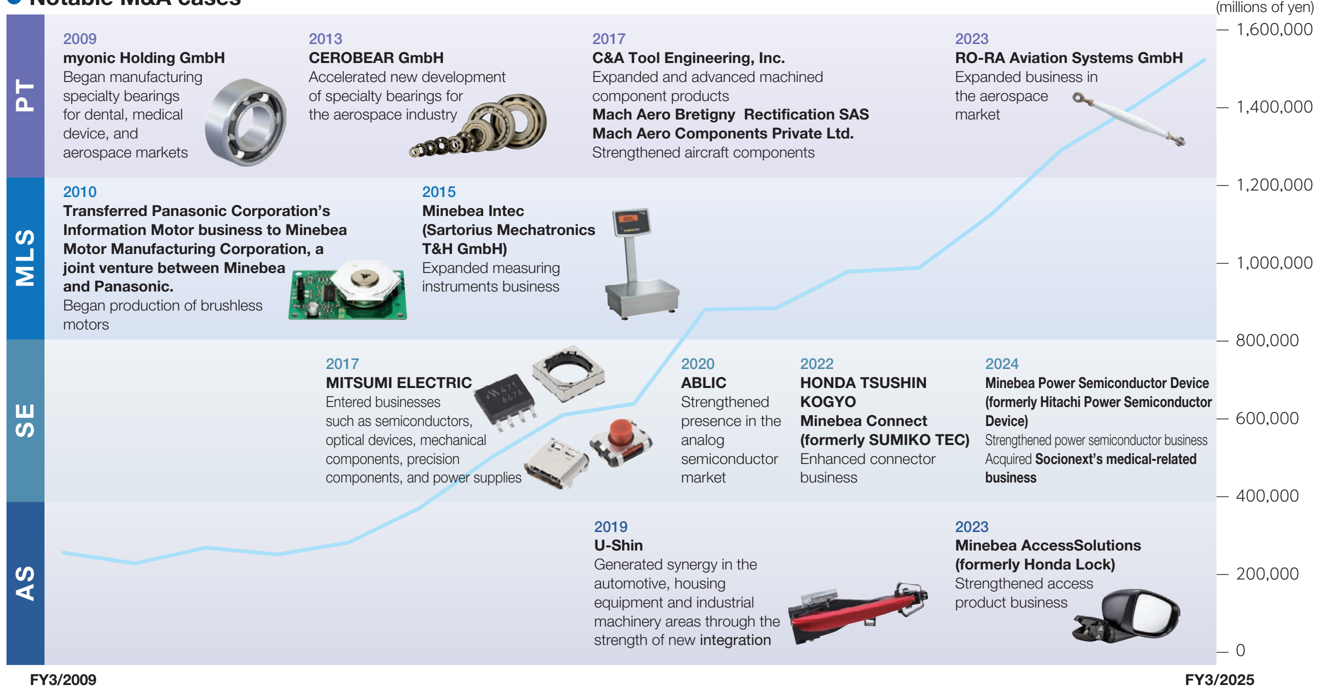
M&A principles

As a general principle, we focus on projects that strengthen our existing core *Eight Spears* of business and which we expect to generate synergies. While maintaining our fundamental principle of ensuring fair value, we plan to place greater priority on high profitability in M&A activities without being overly constrained by financial discipline. In selecting target companies, we choose businesses that share common values with our Company, are strategically important to our *Eight Spears* strategy, and will further strengthen our earnings base. Our M&A promotion system has several characteristics. First, we emphasize PMI, and we make maximum use of our PMI know-how accumulated from our many years of experience to realize a swift, careful, and effective post-acquisition integration process using only internal resources based on *integration* between people, rather than relying on external consulting. Another important feature is that we promote M&A from a global perspective, both domestically and internationally, to strengthen our international competitiveness. In addition, we secure funds for M&A in line with our cash allocation policy, placing importance on maintaining credit ratings and pursuing growth while maintaining sound financial health.

M&A track record

We have completed 60 M&A transactions up to the end of March, 2025, most notably 29 in the last 16 years. Of these, 28 integrated companies have achieved a cumulative enterprise value of approximately 306.0 billion yen, with total sales of about 655.0 billion yen and total operating income of around 43.0 billion yen (as of the fiscal year ended March 2025). These achievements have contributed significantly to our value creation, and our M&A strategy is highly regarded by many investors as one of our most significant growth strategies. We will continue to promote M&A to accelerate our growth, stabilize our operating base, and achieve higher profitability to maximize corporate value and increase shareholder value.

● Notable M&A cases



Rod-end and Fastener PMI INTERVIEW

Leveraging synergies to achieve even higher profitability

Head of the AMP Division / Head of the NHBB/myonic Business Unit
Mark Stansfield

×

Managing Director, RO-RA
Helmut Wiesenberger

RO-RA business overview (technology and strengths)

Wiesenberger: RO-RA began manufacturing interior components for commercial aircraft in 2008, and since 2011, we have developed expertise in the design, qualification, and production of built-to-spec components for aircraft structures. We have developed unique expertise in manufacturing control rods*1 and swaged tubes using a variety of metals and composites, with swaging technology specialized for the aerospace industry*2 as our core strength. This technology allows us to provide tapered aluminum and steel tubes that complement MinebeaMitsumi's ultra-precision rod-ends. We also focus on precision-machined engine parts using high-strength, heat-resistant materials such as titanium and Inconel. Our unique production system focused on process stability, semi-automation, and unmanned manufacturing, has allowed us to establish a strong reputation for technological excellence and productivity in the aerospace industry.

Background leading to integration and initial impressions

Stansfield: For many years, MinebeaMitsumi has sought to acquire technologies for manufacturing tie control rods*3 and swaged tubes. Manufacturing rods and tubes requires specialized expertise, and many of these components incorporate precisely machined parts such as rod-end bearings. RO-RA excels in high-precision rod and tube production, while MinebeaMitsumi specializes in precision machining of related hardware. Thanks to the integration of our technologies, we can provide customers with higher-value solutions. RO-RA's outstanding equipment and talent further solidify MinebeaMitsumi Aerospace's position in the global aerospace supply chain.

Wiesenberger: The integration proceeded smoothly thanks to the master plan developed by MinebeaMitsumi. MinebeaMitsumi provided professional support based on its extensive experience with acquisitions. In particular, their direct engagement with RO-RA employees and customers demonstrated a firm commitment to employment continuity and business stability and earned the trust of stakeholders while laying a strong foundation for a successful acquisition.

PMI progress and current synergy generation status

Wiesenberger: RO-RA has established a competitive advantage by integrating swaged tubes, rod ends, and fork ends, along with vertical integration from heat treatment to coating. Using this system, we are able to deliver on our commitments to OEMs and key Tier 1 partners, with the goal of becoming No. 3 in the market by 2029 and No. 1 by 2033. The integration with MinebeaMitsumi Aerospace (MMA) has expanded our portfolio to include rod assemblies and engine parts, improving our ability to supply to major engine manufacturers. RO-RA has gained knowledge in automation and lean management from MinebeaMitsumi, while MinebeaMitsumi benefits from RO-RA's best practices in tool control and manufacturing technologies, making this a mutually beneficial relationship.

Stansfield: The COVID-19 pandemic created shortages of skilled labor and challenges in financing in aerospace supply chains, limiting production capacity. In this environment, customers are seeking financially stable partners. RO-RA meets this need and contributes not only financially, but also by generating synergies across the group.

RO-RA also has surplus capacity through automated "lights-out" production, which supports overburdened facilities like our UK plant and plays a vital role in meeting rising customer demand as the market recovers from the pandemic.

Current challenges, improvement measures, and future outlook and synergies

Wiesenberger: Supply chain disruptions and rising costs in Europe are ongoing challenges. In response, we are building a value chain in collaboration with our sister companies in Thailand and India. Moving forward, we will enhance *integration* through next-generation assembly unification, active use of Thai and Indian production sites, and the development of innovative products related to rod assemblies.

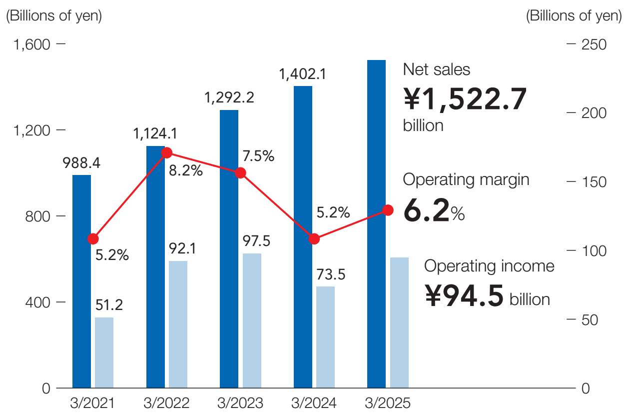
Stansfield: Achieving profit growth that meets the expectations of our shareholders and customers is our greatest challenge. We are strengthening cost competitiveness by leveraging best-cost production in India and Thailand. Through this unique strategy, we aim to establish a leading position in the market while achieving business growth with minimized risk. RO-RA has brought new products, customers, talent, and proprietary manufacturing know-how to MMA. This acquisition has generated global synergies in product development and manufacturing, and MMA will continue to leverage these opportunities to drive further growth.

*1 Rod-shaped component for precise transmission of steering or operational movements
*2 Processing technique for thinning and shaping metal by hammering or drawing
*3 Precision, durable rods or pipes used to transmit movement of aircraft rudders and wings and to secure parts of the fuselage

Financial & Non-financial Highlights

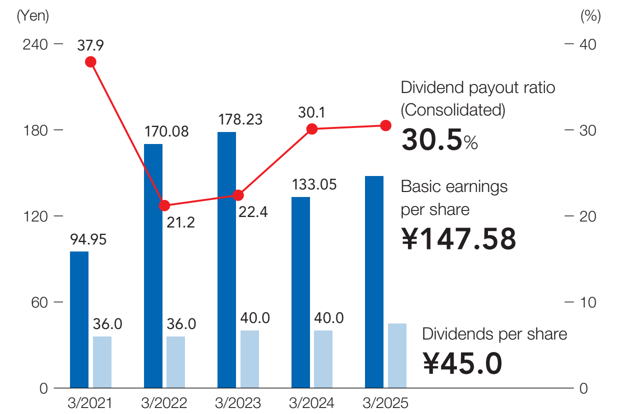
Financial highlights

Net sales, operating income and operating margin



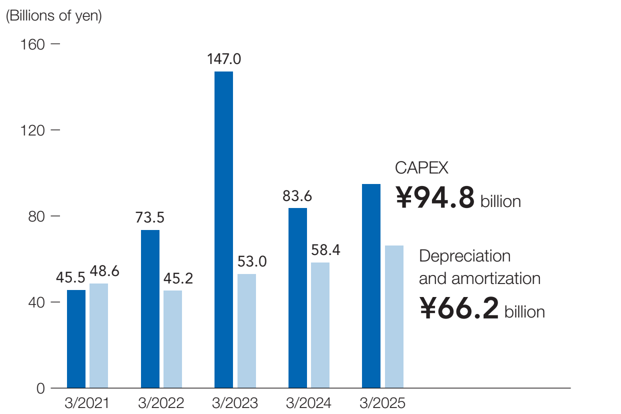
Net sales reached ¥1,522.7 billion, hitting a record high for the twelfth consecutive year, resulting in the thirteenth consecutive year of revenue growth. Our operating margin increased to 6.2%, the first rise in two years.

EPS and dividends



Dividend per share for the fiscal year ending March 2025 increased from the previous fiscal year to 45.0 yen.

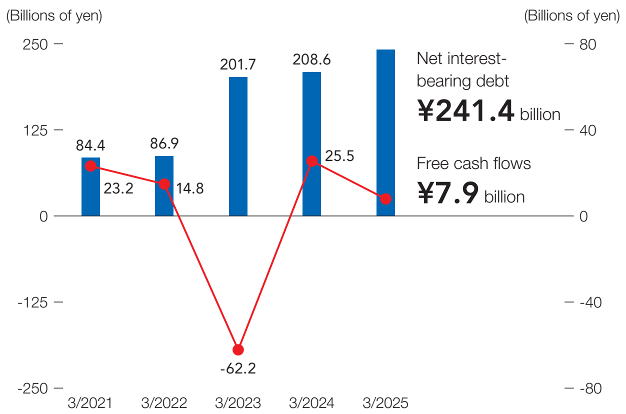
CAPEX, depreciation and amortization



CAPEX focused on investments to increase production capacity in the SE and AS segment.

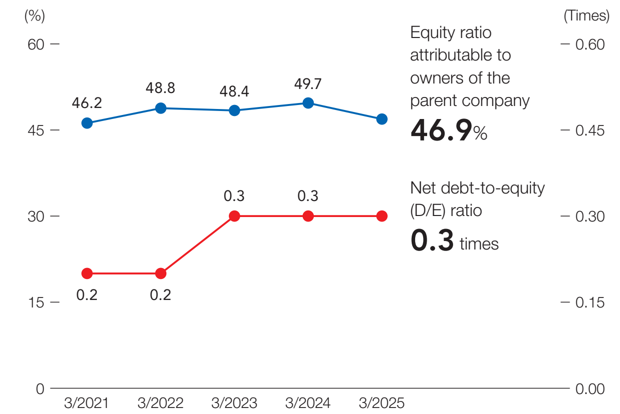
* CAPEX in the fiscal years ended March 2022 and 2023 include a portion of acquisition expenses for the Tokyo X Tech Garden.

Net interest-bearing debt and free cash flows



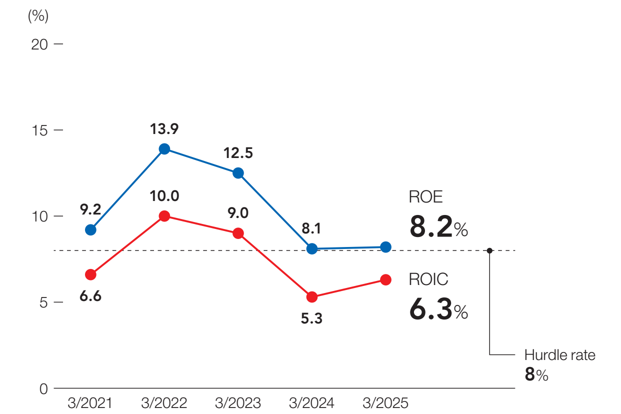
Free cash flow decreased by 17.6 billion yen from the previous fiscal year to 7.9 billion yen, and net interest-bearing debt increased. The main factors behind the decrease in free cash flow were CAPEX and the acquisition cost of Minebea Power Semiconductor Device.

Equity ratio attributable to owners of the parent company and net debt-to-equity (D/E) ratio



Equity ratio attributable to owners of the parent company declined slightly compared with the previous fiscal year.
Net debt equity ratio was at the same level as that for the previous fiscal year.

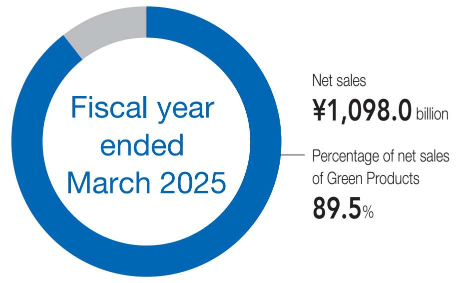
ROE and ROIC



ROE remained almost at the same level as the previous fiscal year, while ROIC increased by 1% compared to the previous fiscal year. We expect further recovery from the fiscal year ending March 2026 onwards due to improvements in profitability.

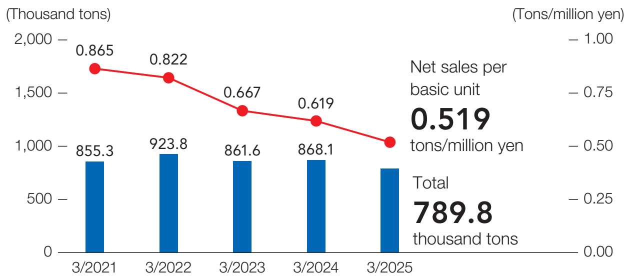
Non-financial highlights

Percentage of net sales of Green Products



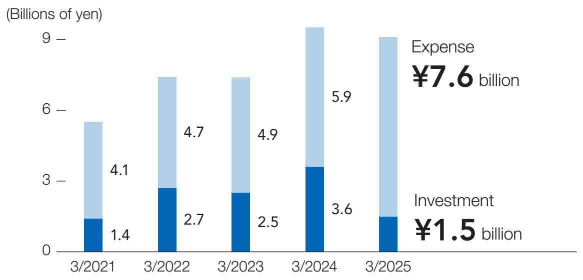
The net sales of Green Products in the fiscal year ending March 2025 amounted to 1,098.0 billion yen, which was 89.5% of the total net sales (excluding products that are not designed in-house).

CO_2 equivalent greenhouse gas emissions (Scope 1, 2)



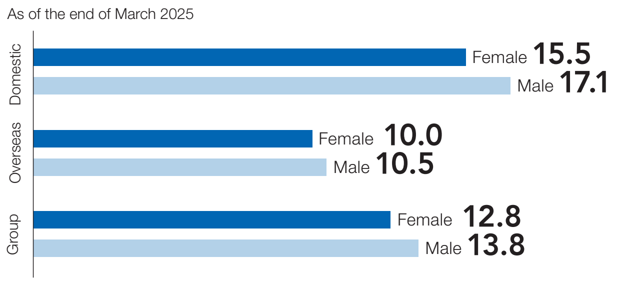
In the fiscal year ended March 2025, the total amount decreased by 9.0% and the net sales per basic unit decreased by 16.2%, compared to the previous fiscal year.

Environmental conservation costs



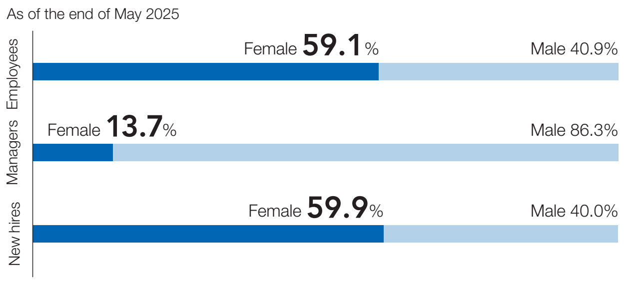
Environmental conservation costs are calculated as the total of investment and expense on the basis of the "Environmental Accounting Guidelines 2005" published by Japan's Ministry of the Environment.
We incurred 9.1 billion yen in environmental conservation costs, including investment and expense combined, in the fiscal year ended March 2025.

Average number of length of service by gender



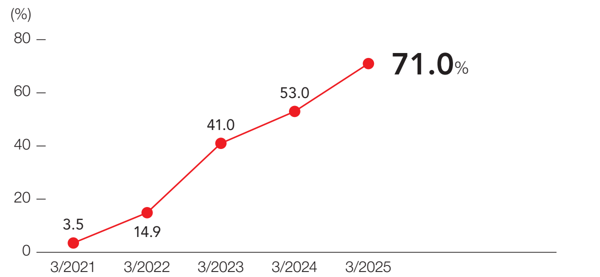
There are no substantial differences between genders, and we will continue to promote initiatives to create a workplace where everyone can work with peace of mind for the long term, supporting employees in continuing their careers after childcare leave.

Proportion of female employees (employees, managers, and new hires)



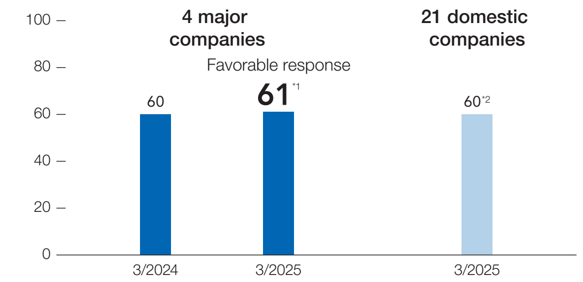
We have fostered workplace environments where our diverse group of employees are able to maximize their talents and are empowered to create new values and competitiveness. Female accounted for 59.1% of our employees and 13.7% of our managers as of the end of May 2025. (Global aggregate total)

Percentage of male employees taking childcare leave



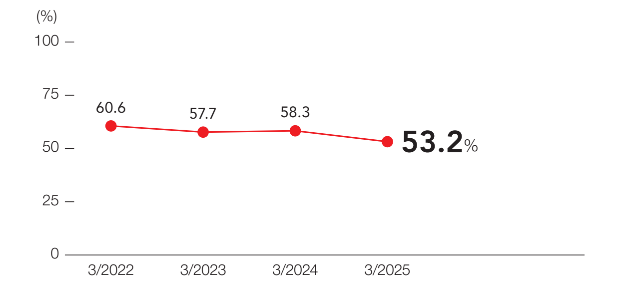
In the fiscal year ended March 2025, the percentage of male employees taking childcare leave was 71.0%. (Aggregate total on a non-consolidated basis)

Sustainable engagement score



The sustainable engagement score was 61
*1 The ratio of favorable responses (top two categories) out of the five-point scale responses at the 4 major companies (MinebeaMitsumi, MITSUMI, U-Shin, and ABLIC).
*2 First-time implementation. The ratio of favorable responses (top two levels) out of the five-point scale responses at 21 domestic companies.

Percentage of mid-career employees (domestic)



The perecentage of mid-career employees was 53.2% for the fiscal year ended March 2025.
*Domestic: MinebeaMitsumi, MITSUMI, and U-Shin, who recruit new graduates en masse