

Business Results

Second Quarter of Fiscal Year
Ending March 31, 2026

MinebeaMitsumi Inc.

November 6, 2025

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

Financial Results Overview and Forecast

Katsuhiko Yoshida
Director, President COO & CFO

Summary of Consolidated Business Results for 2Q

Net sales and operating income exceeded the plan

(Billion of yen)	FY3/25 2Q	FY3/26		Growth Rate	
		1Q	2Q	YoY	QoQ
Net sales	422.8	366.9	411.4	-2.7%	+12.1%
Operating income	27.9	17.4	27.0	-3.3%	+54.6%
Profit before taxes	17.8	15.6	24.8	+39.4%	+59.0%
Profit for the period attributable to owners of the parent	11.9	10.9	17.7	+48.4%	+62.5%
Earnings per share, basic (yen)	29.53	27.12	44.07	+49.2%	+62.5%

Foreign Exchange Rates	FY3/25 2Q	FY3/26	
		1Q	2Q
US\$	¥154.16	¥146.16	¥146.33
Euro	¥167.59	¥162.02	¥169.94
Thai Baht	¥4.29	¥4.36	¥4.50
Chinese RMB	¥21.30	¥20.14	¥20.39

Summary of Consolidated Business Results for 1H

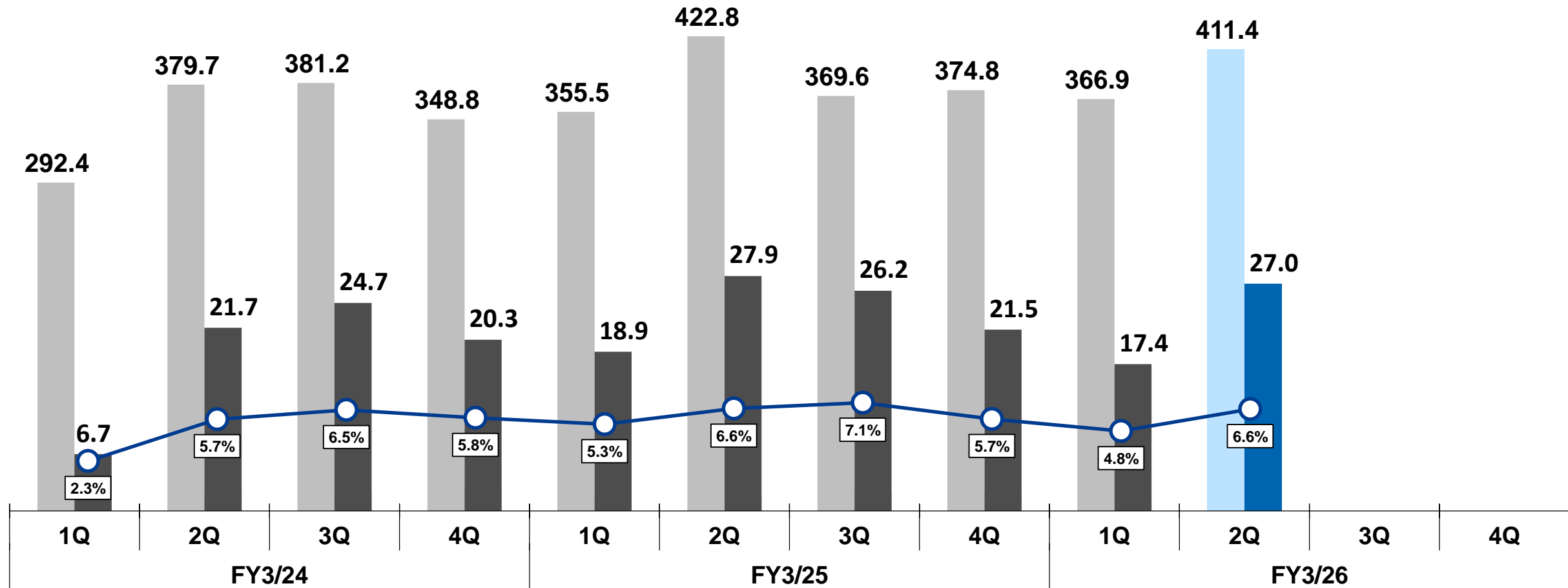
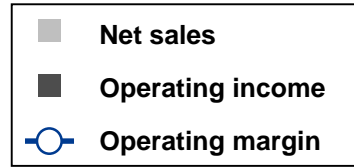
Net sales hit a 1H record high
Net income increased year-on-year

(Billion of yen)	FY3/25 1H	FY3/26 1H	Change YoY	FY3/26 1H	
				August Forecast (Base scenario)	vs. Forecast
Net sales	778.2	778.3	+0.0%	774.5	+0.5%
Operating income	46.8	44.4	-5.1%	42.5	+4.4%
Profit before taxes	36.0	40.4	+12.1%	40.5	-0.3%
Profit for the period attributable to owners of the parent	25.1	28.6	+14.0%	30.0	-4.7%
Earnings per share, basic (yen)	62.05	71.18	+14.7%	74.70	-4.7%

Foreign Exchange Rates	FY3/25 1H	FY3/26 1H
US\$	¥153.65	¥146.25
Euro	¥166.52	¥165.98
Thai Baht	¥4.25	¥4.43
Chinese RMB	¥21.23	¥20.26

Net Sales, Operating Income / Margin

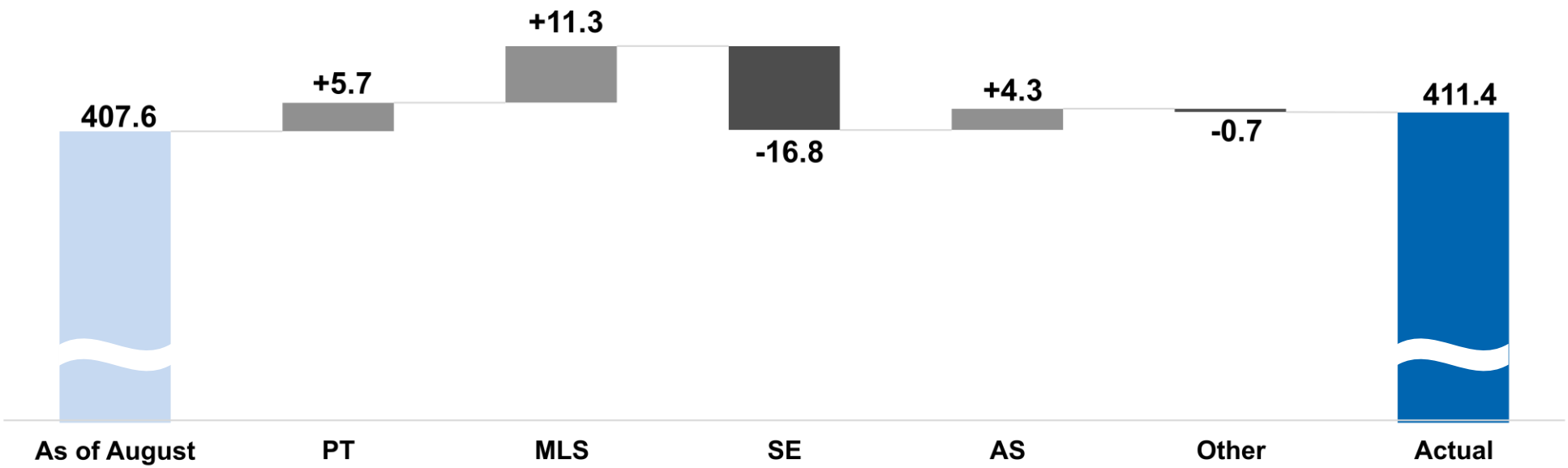
(Billions of yen)



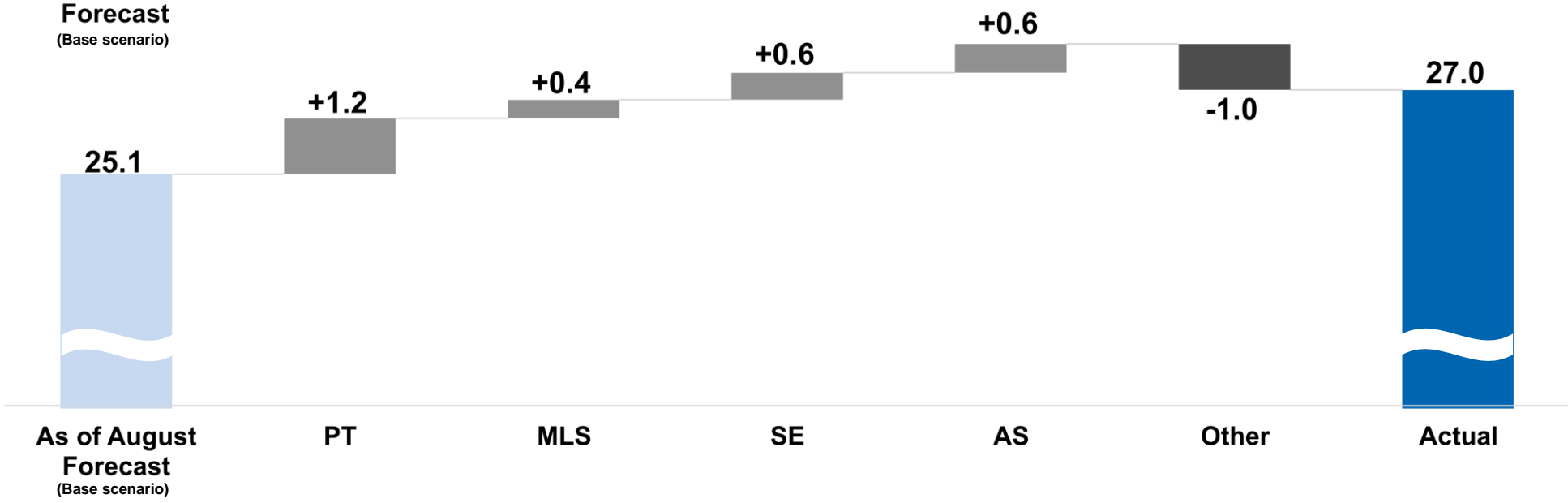
2Q Results: Variance from Previous Forecast (Announced August 5, 2025)

(Billions of yen)

Net Sales

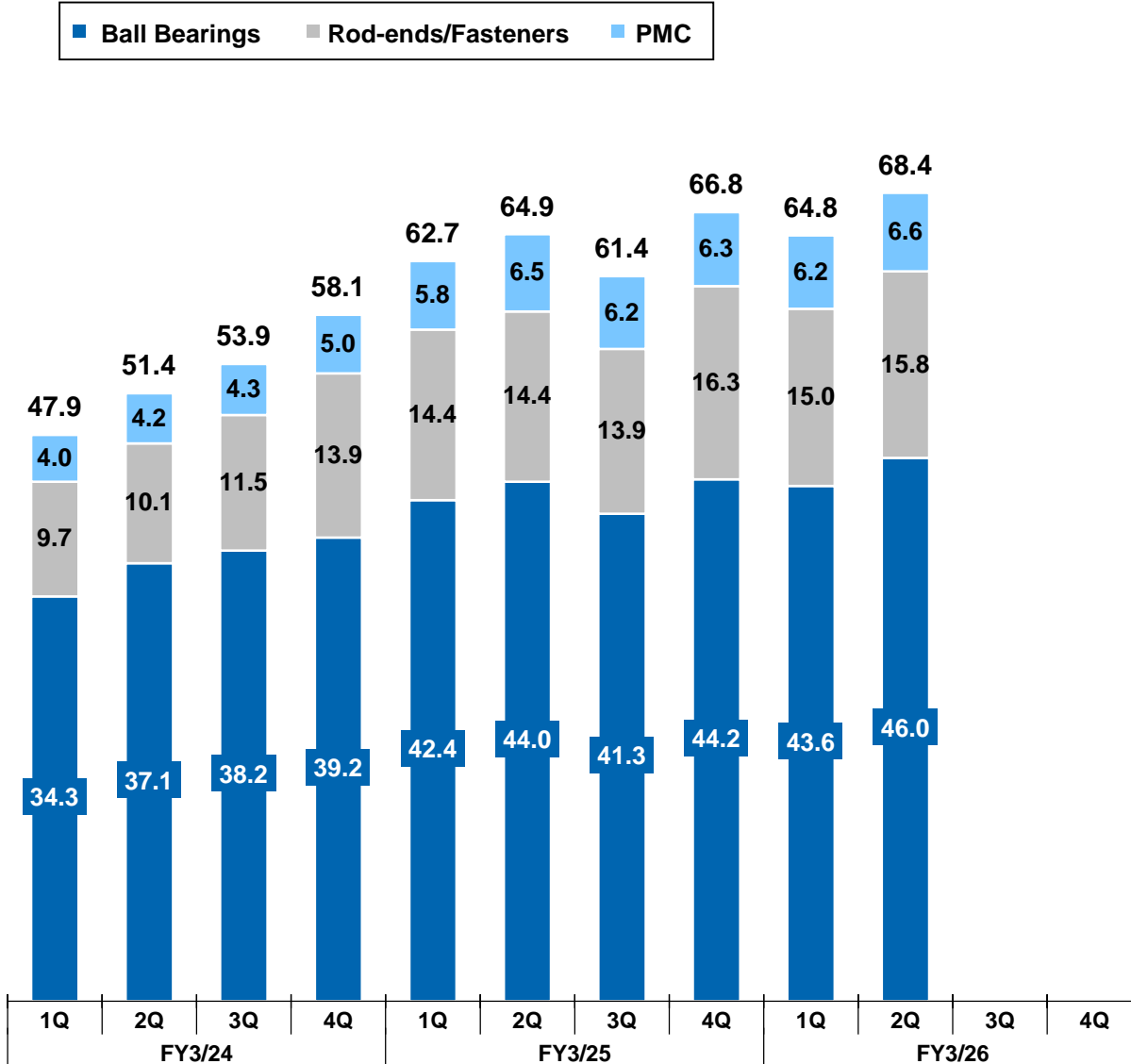


Operating Income

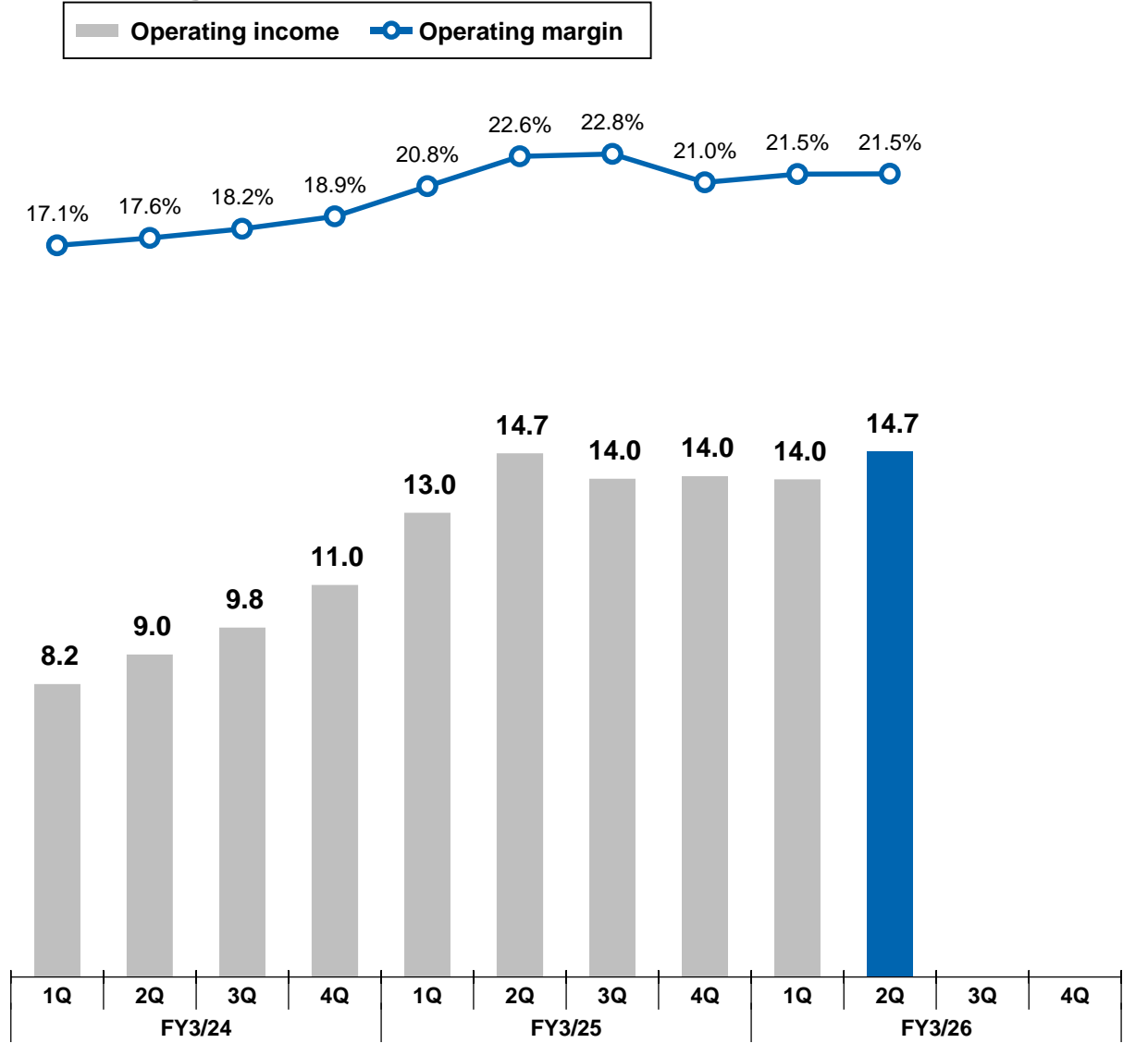


Quarterly Trends: Precision Technologies (PT)

Net sales (Billions of yen)

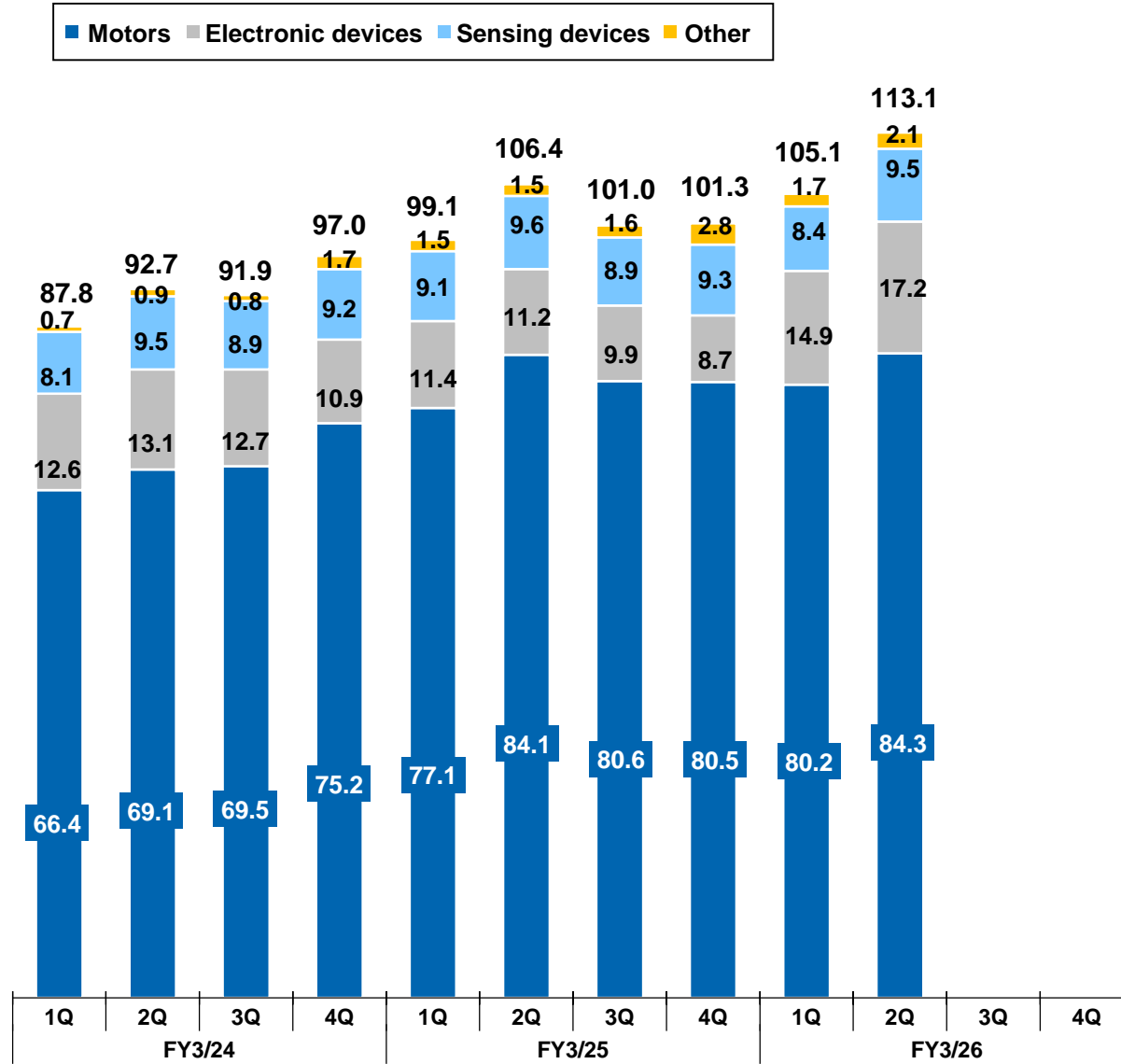


Operating income (Billions of yen)

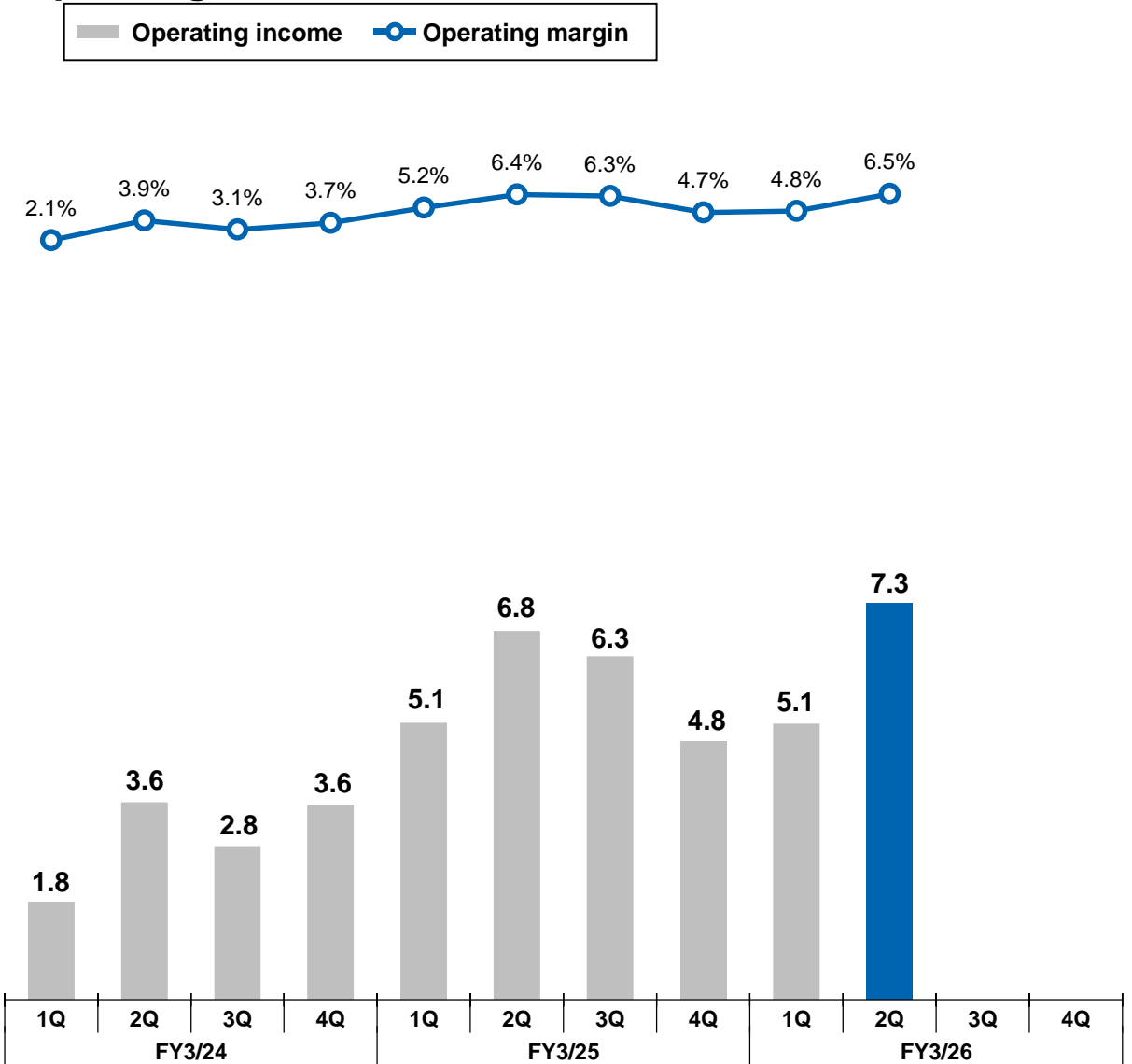


Quarterly Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)

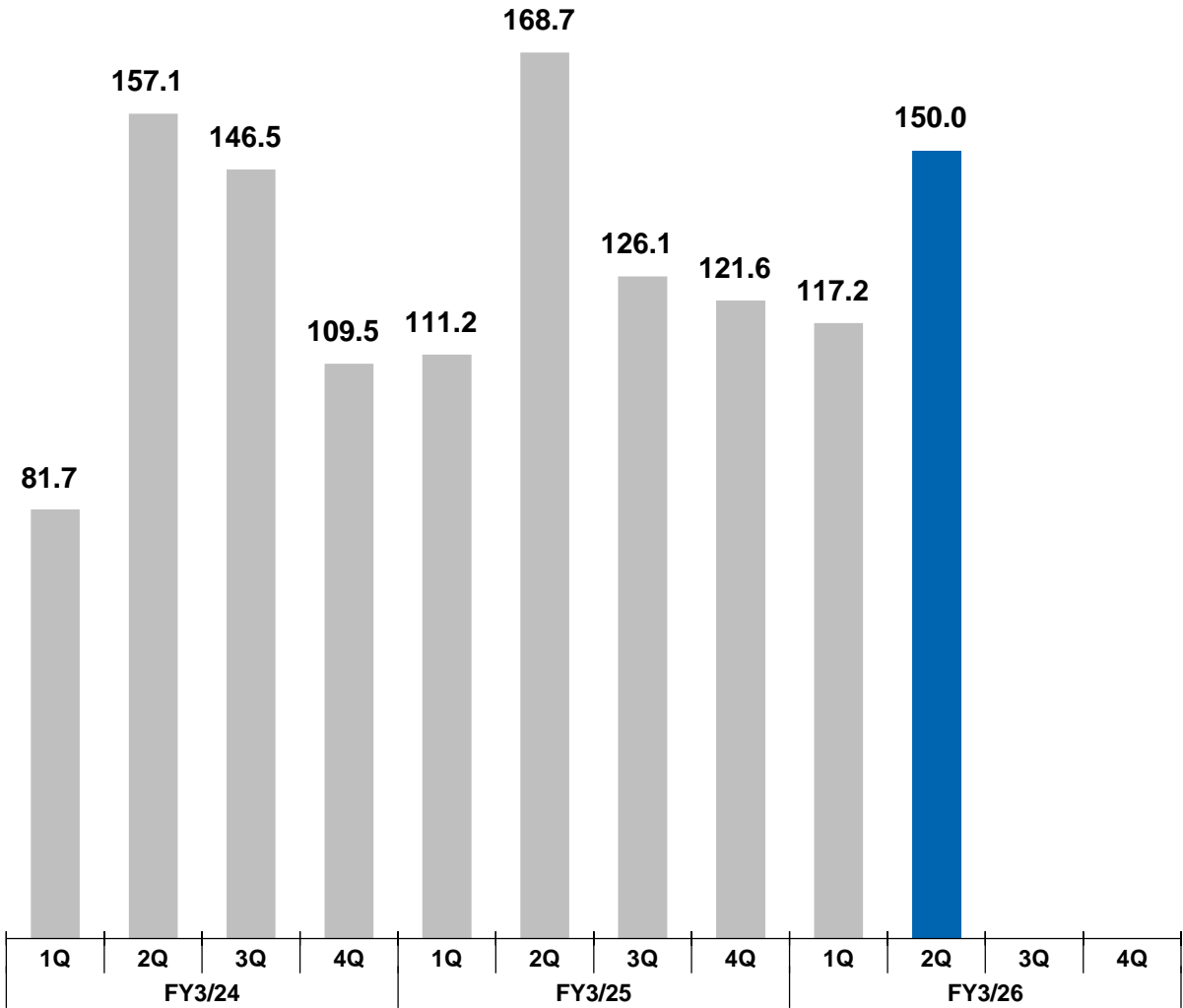


Operating income (Billions of yen)

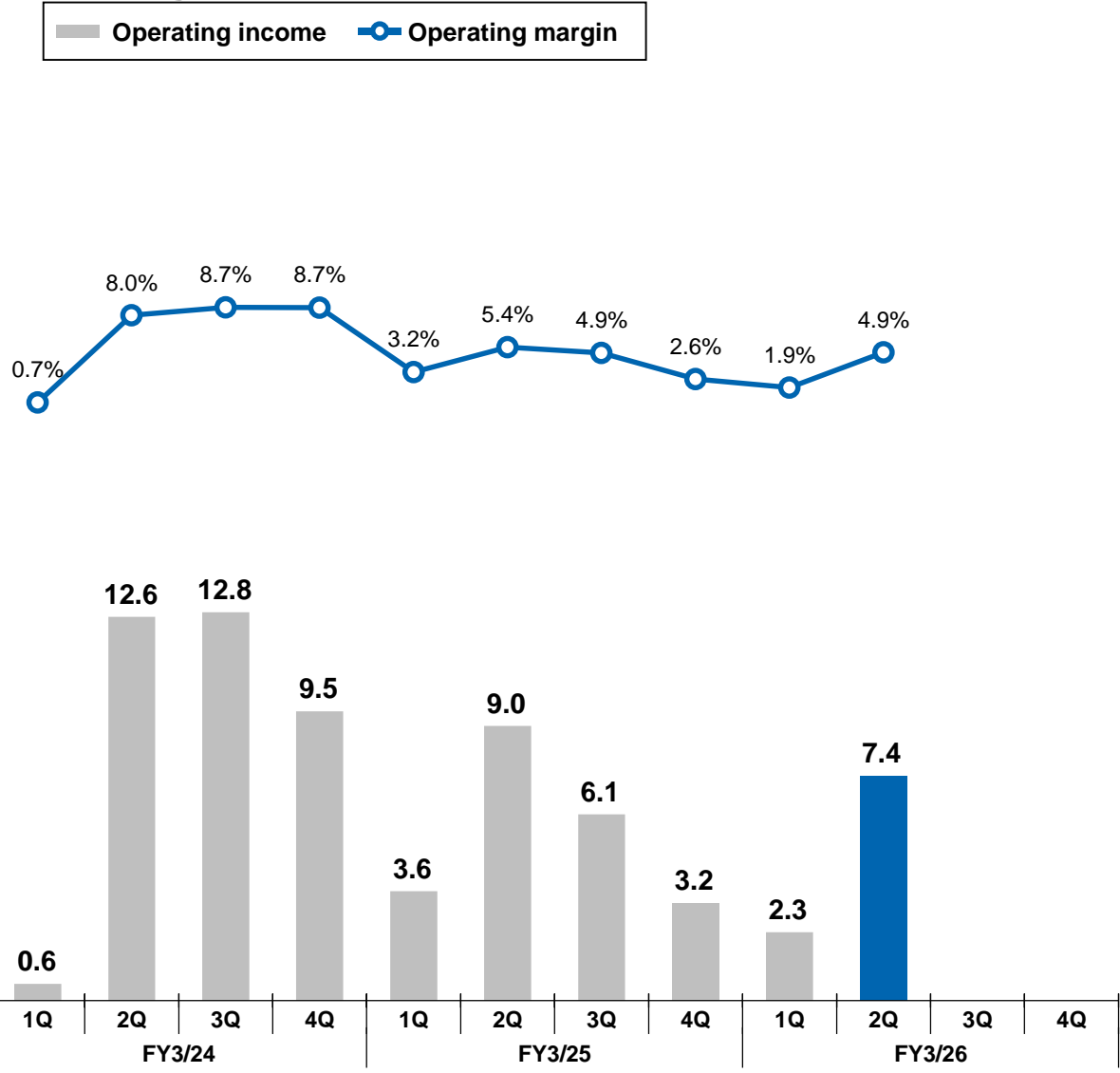


Quarterly Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)

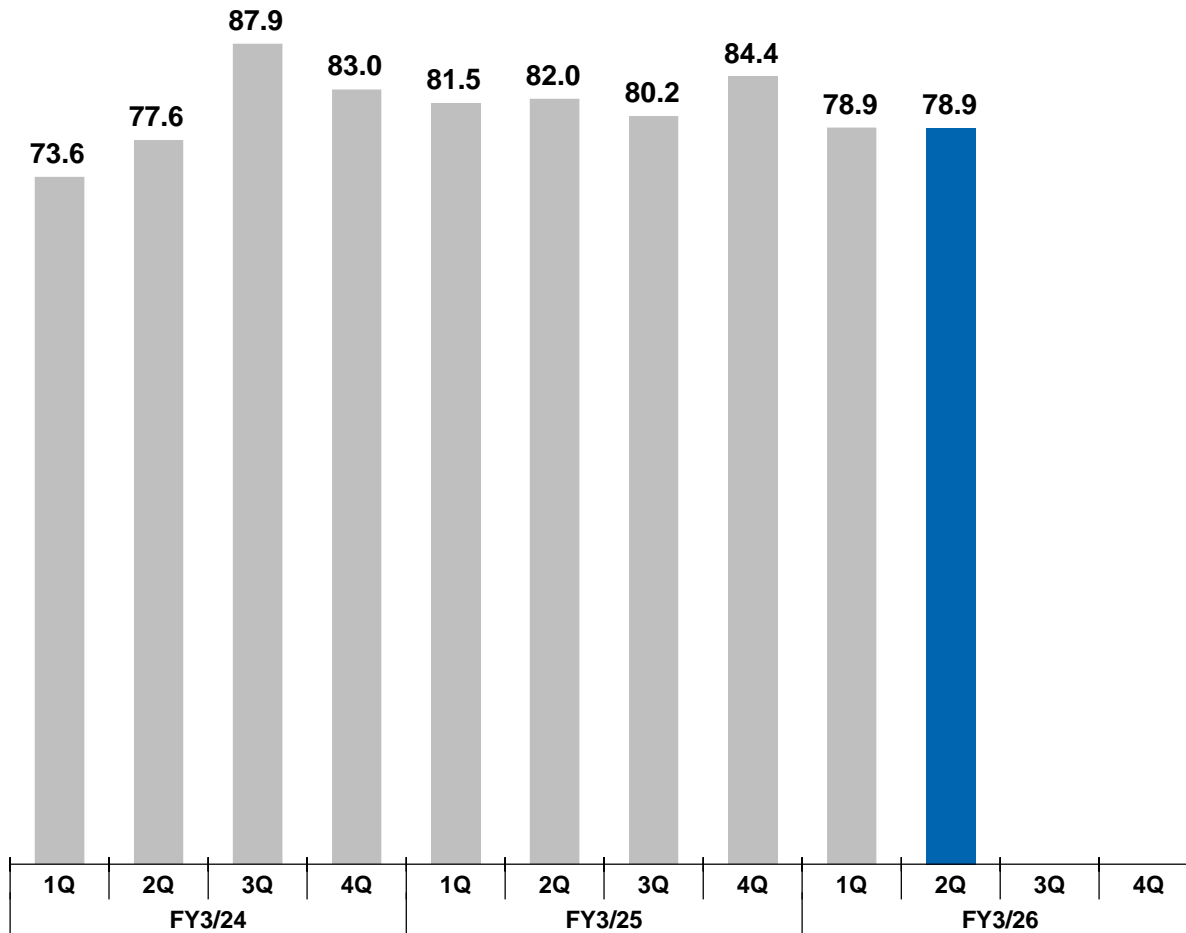


Operating income (Billions of yen)

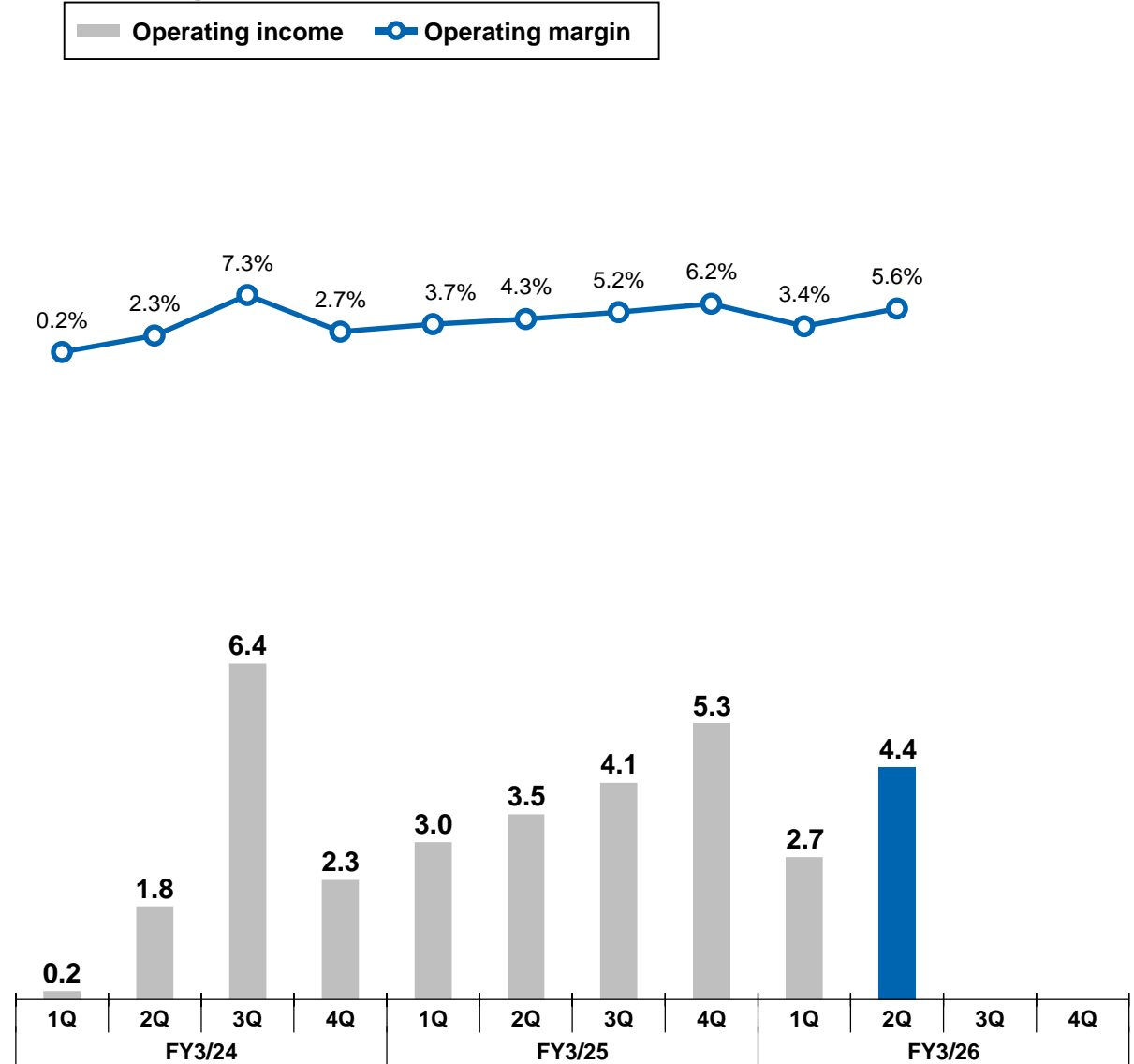


Quarterly Trends: Access Solutions (AS)

Net sales (Billions of yen)



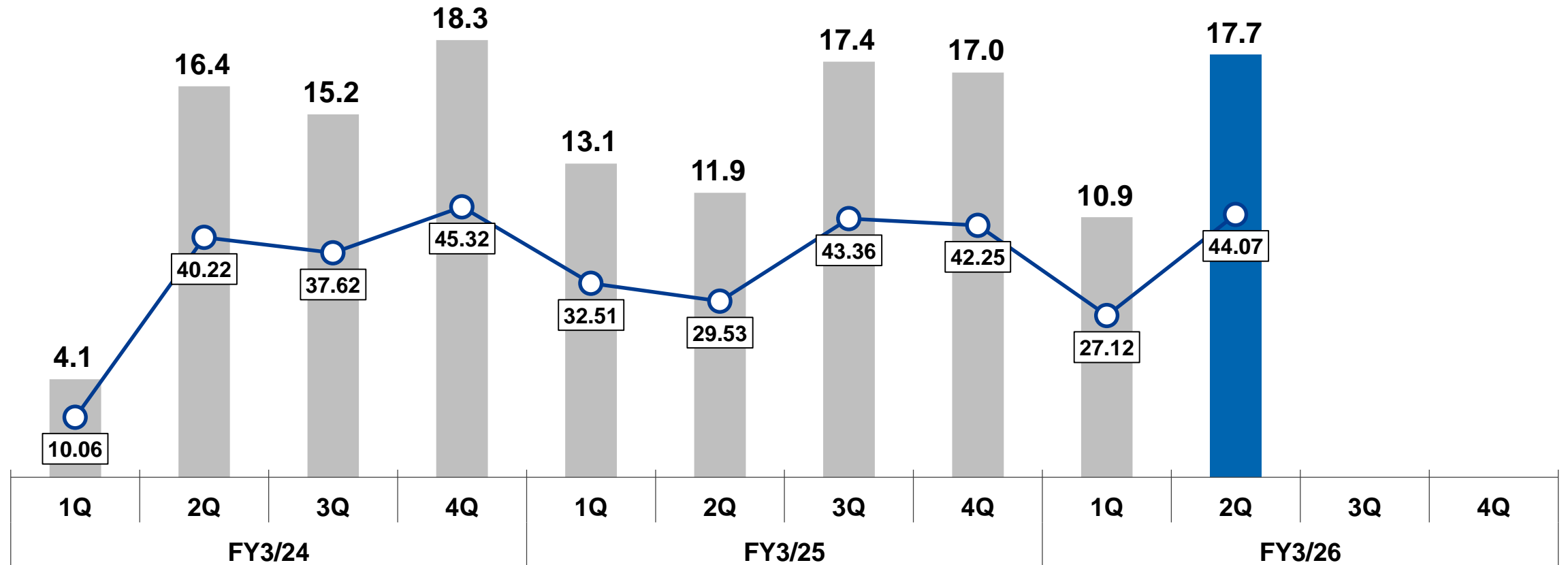
Operating income (Billions of yen)



Quarterly Profit Attributable to Owners of the Parent / EPS

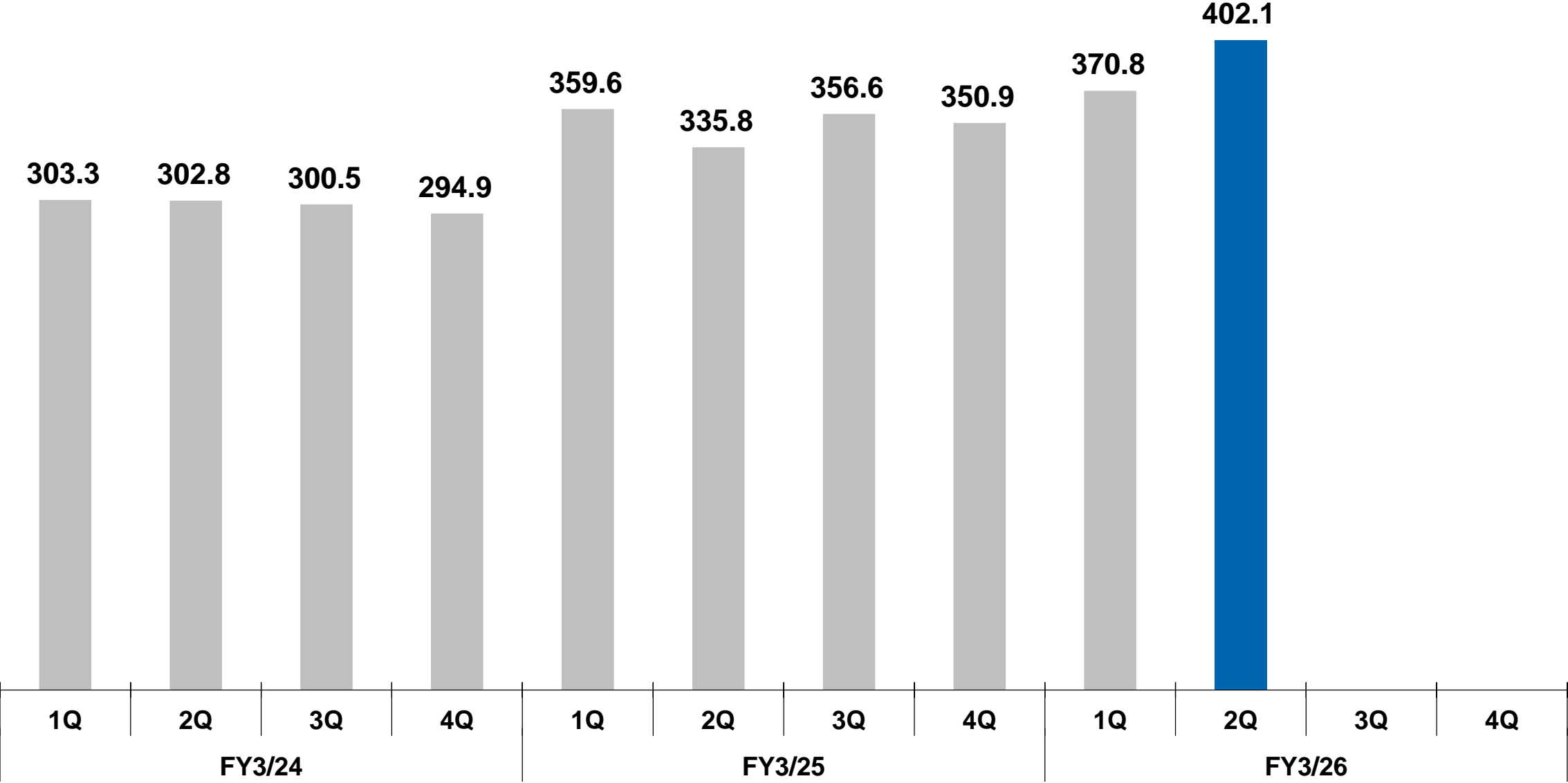
(Billions of yen)

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



Inventories

(Billions of yen)

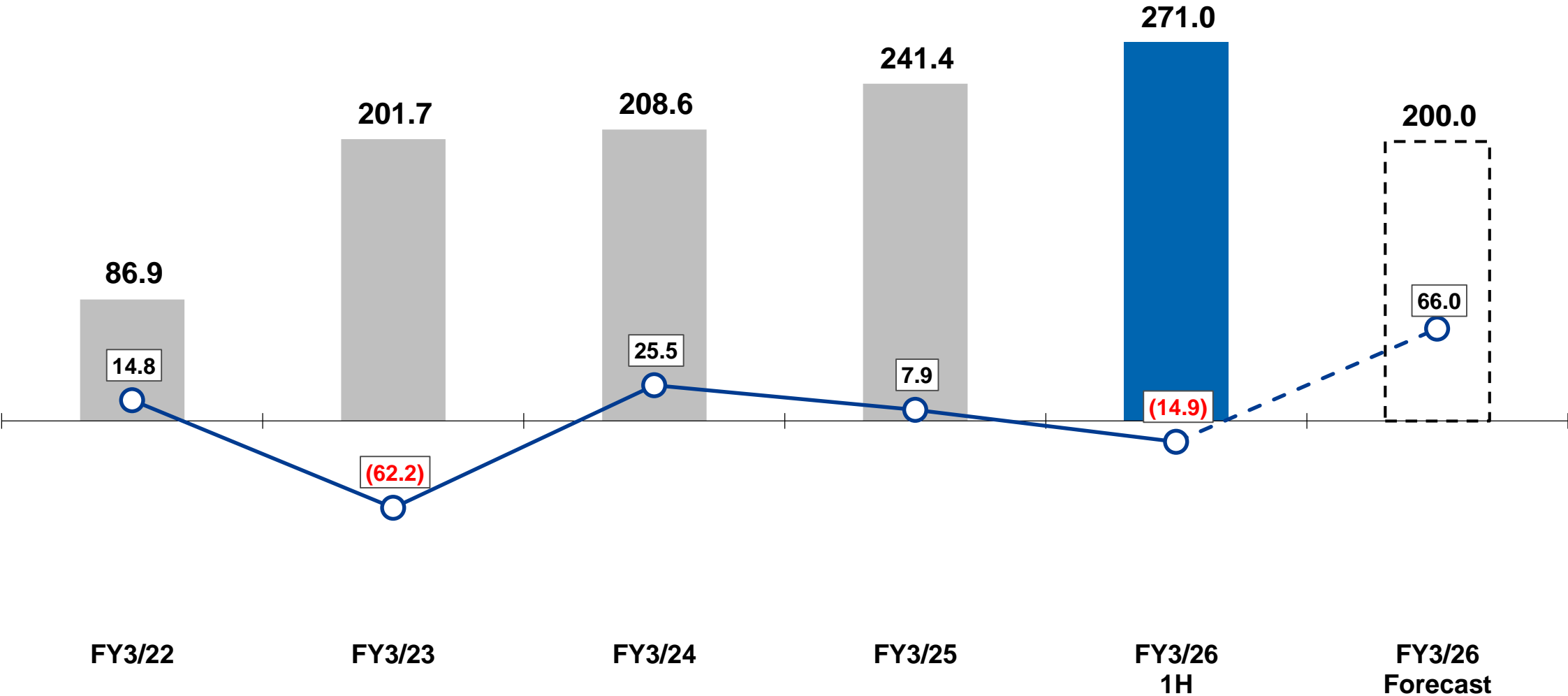


Net Interest-Bearing Debt and Free Cash Flow

(Billions of yen)

Net interest-bearing debt *

Free cash flow



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

Revision to full-year forecast: net sales to 1.55 trillion yen and operating income to 100 billion yen

(Billion of yen)	FY3/25 Full Year	FY3/26			
		1st Half	2nd Half	Full Year	YoY
Net sales	1,522.7	778.3	771.7	1,550.0	+1.8%
Operating income	※94.5	44.4	55.6	100.0	+5.8%
Profit before taxes	82.6	40.4	55.6	96.0	+16.2%
Profit for the period attributable to owners of the parent	59.5	28.6	42.4	71.0	+19.4%
Earnings per share, basic (yen)	147.58	71.18	105.62	176.80	+19.8%

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

FY3/26 2H Assumptions
¥140.00
¥160.00
¥4.20
¥19.40

* Includes approximately 5 billion yen in one-time expenses

Forecast for Business Segment

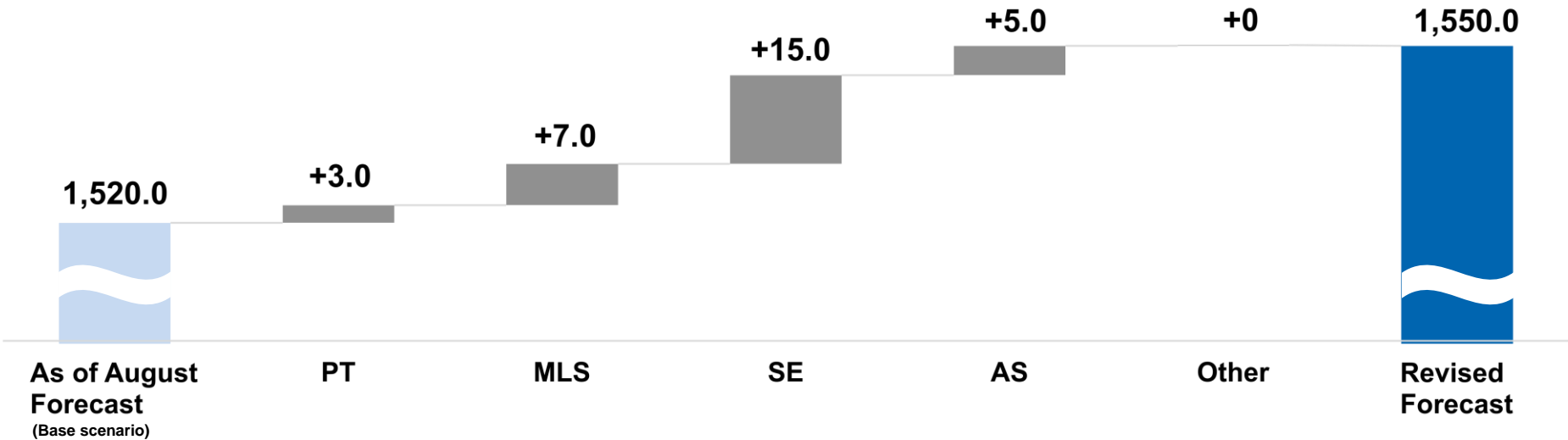
(Billion of yen)	FY3/25 ※ Full Year	FY3/26			
		1st Half	2nd Half	Full Year	YoY
Net sales	1,522.7	778.3	771.7	1,550.0	+1.8%
Precision Technologies (PT)	255.7	133.2	125.8	259.0	+1.3%
Motor, Lighting & Sensing (MLS)	407.7	218.3	215.7	434.0	+6.4%
Semiconductor & Electronics (SE)	527.6	267.3	263.8	531.0	+0.6%
Access Solutions (AS)	328.1	157.8	163.2	321.0	-2.2%
Other	3.5	1.8	3.2	5.0	+41.6%
Operating income	94.5	44.4	55.6	100.0	+5.8%
Precision Technologies (PT)	55.7	28.7	29.3	58.0	+4.1%
Motor, Lighting & Sensing (MLS)	23.0	12.4	16.6	29.0	+26.2%
Semiconductor & Electronics (SE)	22.0	9.6	9.4	19.0	-13.6%
Access Solutions (AS)	15.9	7.1	11.9	19.0	+19.3%
Other	-1.2	-0.9	-1.1	-2.0	-
Adjustment	-20.9	-12.6	-10.4	-23.0	-

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

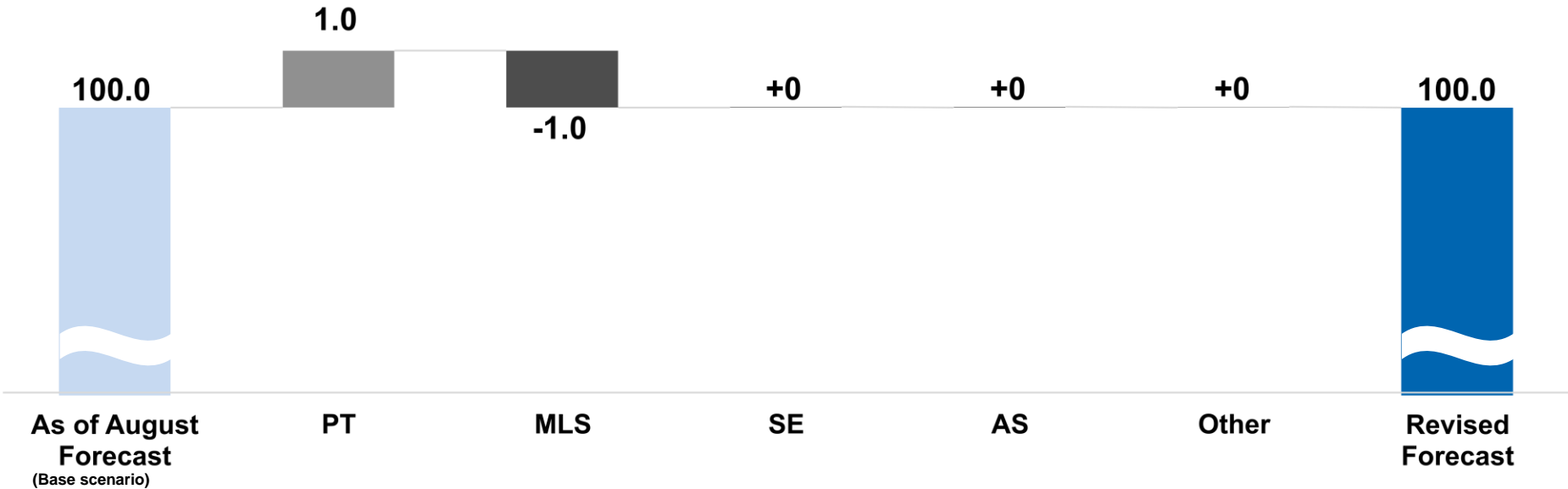
Full-year forecast: Differences from the Forecast as of August

(Billions of yen)

Net Sales

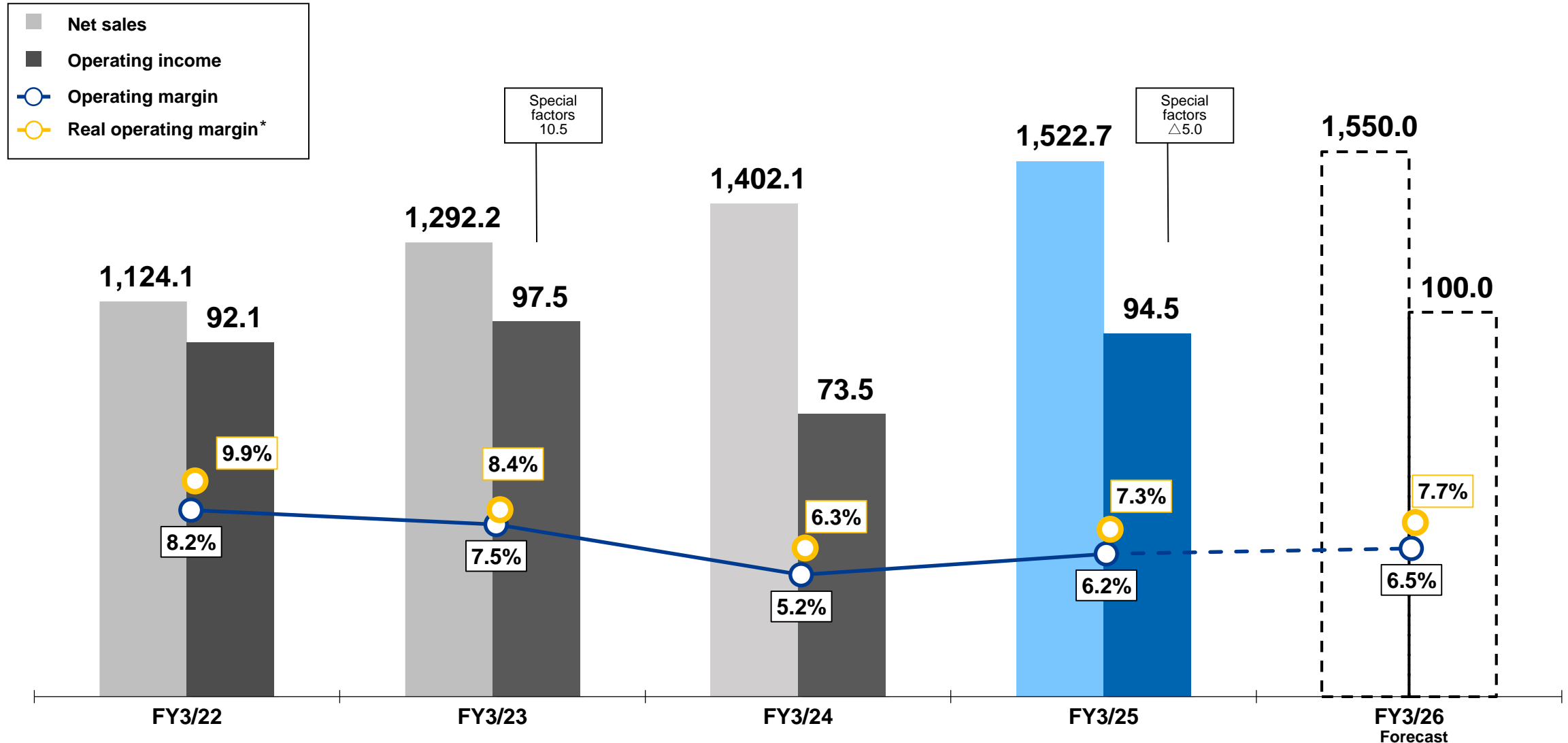


Operating Income



Net Sales, Operating Income / Margin / Real Operating Margin

(Billions of yen)



* Real operating margin: Operating profit margin less the impact of sales revenue from customer-supplied parts.

Business Update & Management Strategy

November 6, 2025

Yoshihisa Kainuma

Representative Director, Chairman CEO



Today's Points (1H Review)

- 1H net sales reached a record high.
- Operating income exceeds expectations despite Thai baht appreciation.
(2Q real operating margin 7.9%)
- Judged that the impact of U.S. reciprocal tariffs remains minimal.
Revised FY3/26 earnings forecast: Net sales of ¥1.55 trillion, operating income of ¥100 billion
- Despite an uncertain external environment, profitability improved through initiatives such as automation and price correction.
- PT posted record-high net sales and OP for 1H. MLS's motors also performed solidly.
Data center-related business is expected to remain strong in 2H.
- SE's semiconductor business performed solidly in 1H. While adjustments are expected in 2H, full-year profit growth is anticipated.
- AS aims to boost earnings in the 2H through further productivity improvements and new product launches etc.
- Rare earth procurement issues for Optical devices have largely recovered to full production through alternatives such as dysprosium-free solutions and sourcing from Vietnam.
Impact of new export restrictions on our business appears to be minimal.
- Mechanical components see strong demand. Currency impact from the first half is expected to resolve in 2H.

Revised FY3/26 earnings forecast: Net sales of ¥1.55 trillion, operating income of ¥100 billion

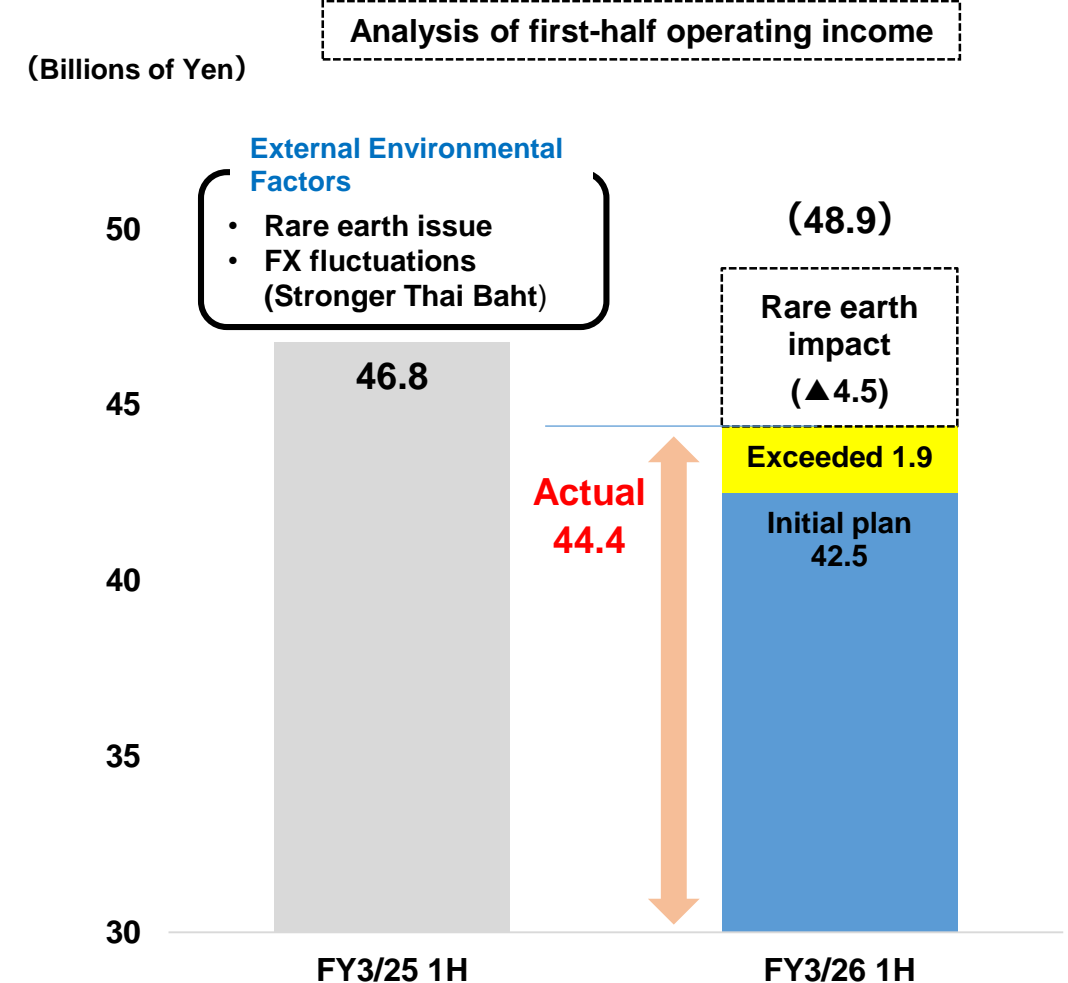
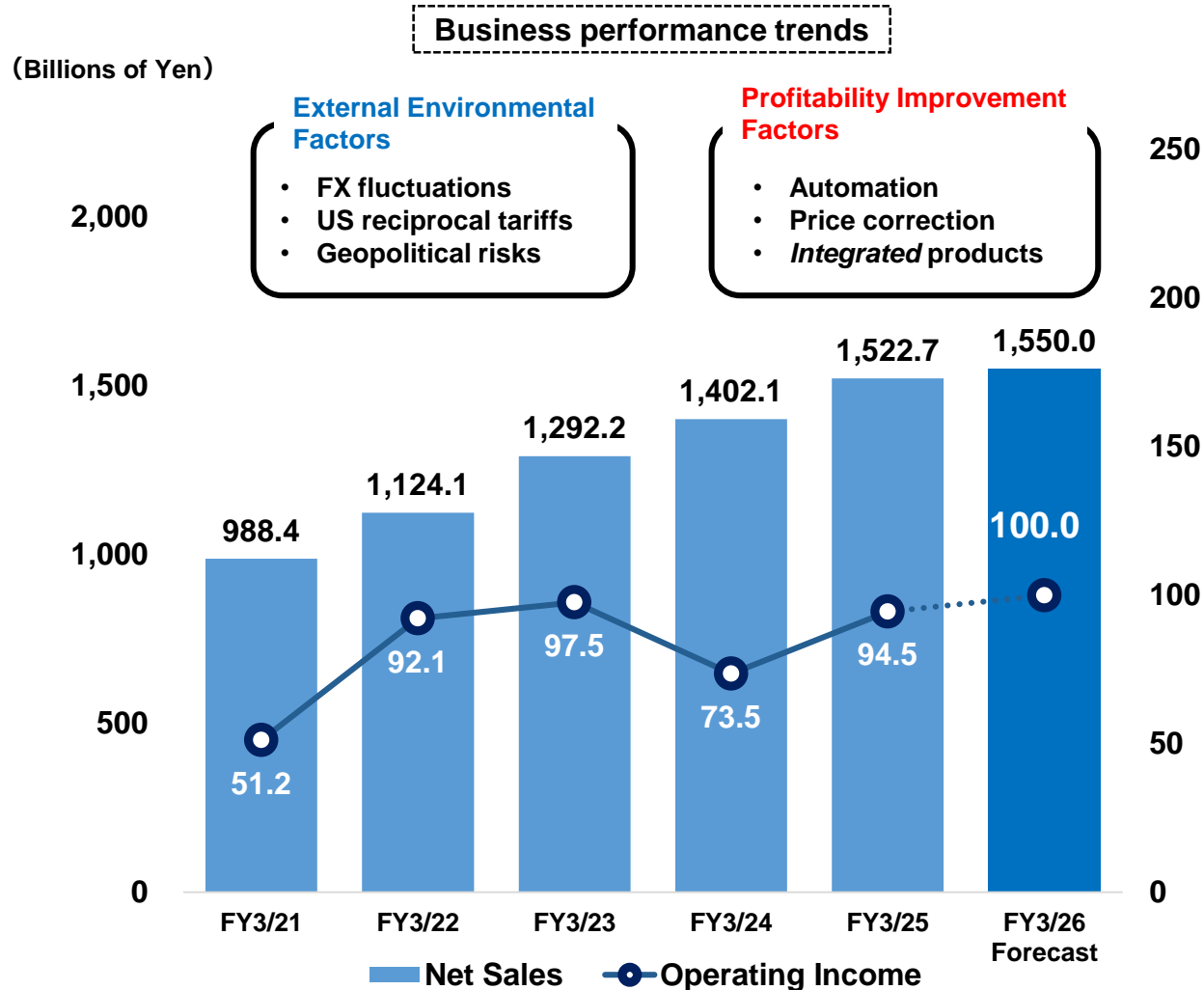
Earnings Forecast Point

● Revised full-year earnings forecast based on the limited financial impact of U.S. reciprocal tariffs

(Regarding the estimated impact of additional tariffs of approximately USD 37.6 million, we have already reached agreements with over 80% of our customers on passing on the cost. We will continue negotiations aiming for 100% agreement)

(Billions of yen)	FY3/2025			FY3/2026					
	1H Actual	2H Actual	Full Year Actual	1H Actual	YoY	2H Plan	YoY	Full Year Plan	YoY
Net sales	778.2	744.5	1,522.7	778.3	+0.0%	771.7	+3.7%	1,550.0	+1.8%
Operating Income	46.8	47.7	94.5	44.4	-5.1%	55.6	+16.6%	100.0	+5.8%
Profit for the period <small>attributable to owners of the parent</small>	25.1	34.4	59.5	28.6	+14.0%	42.4	+23.4%	71.0	+19.4%
Earnings per share, <small>basic (yen)</small>	62.05	85.61	147.58	71.18	+14.7%	105.62	+23.4%	176.80	+19.8%

Profitability steadily improving despite challenging external environment Towards achieving operating income of 100 billion Yen



Both sales and OP for 1H reached record highs
Aiming for an annual operating income of 70 billion yen

Bearings performed well for data centers. PMC is focusing on automotive components for LiDAR

Key Points

1 Bearings

- Bearing business reached new record highs for both sales and OP in 1H.
- Continued strong performance for data centers, with automotive applications also maintaining solid growth. Monthly external sales volume also reached a new record high.
- Drones and humanoid robots promise improved profitability.

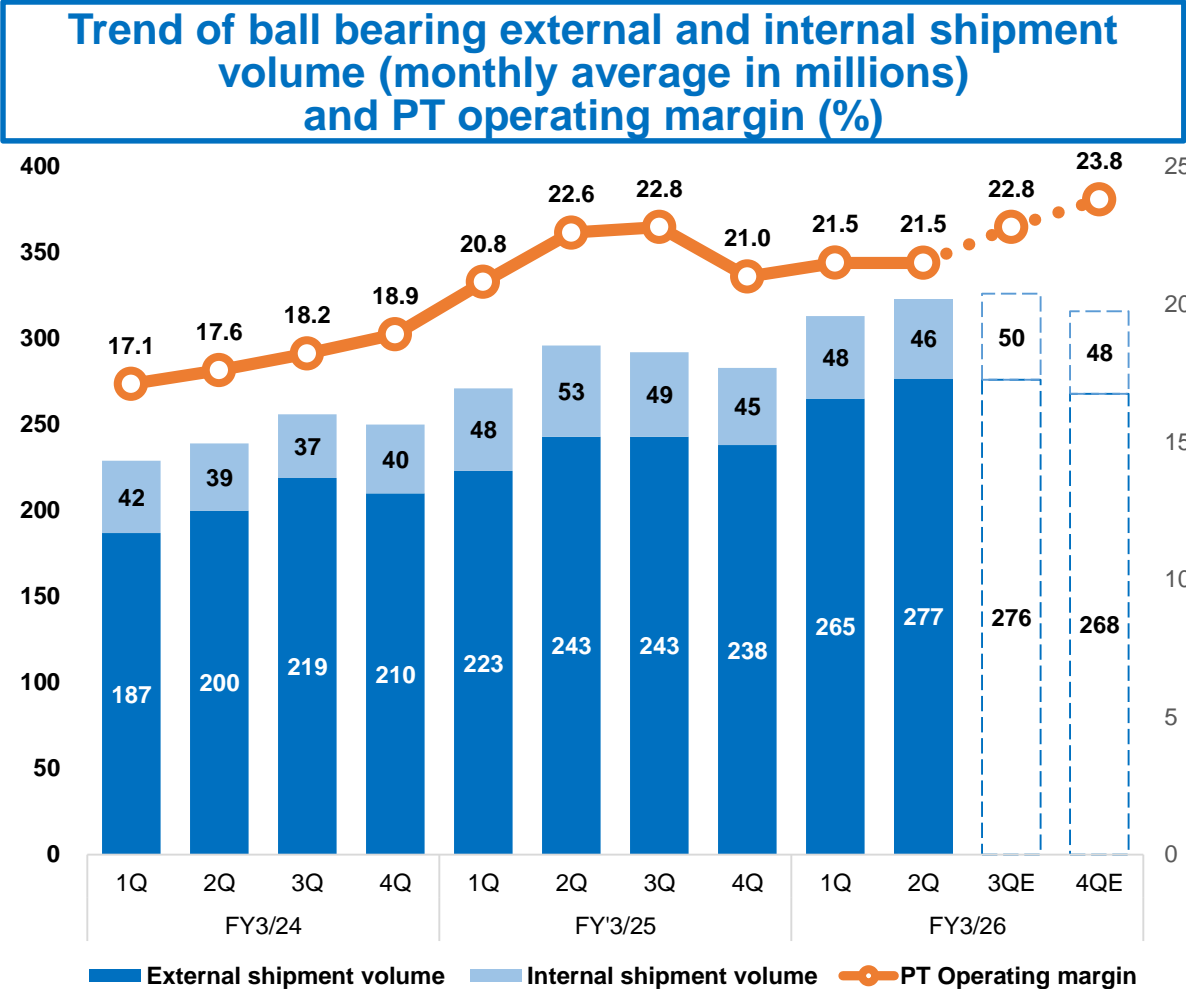
2 Rod-ends/Fasteners

- Although production adjustments are underway due to labor shortages at aircraft manufacturers, the outlook for sustained medium-to-long-term growth expansion remains unchanged.

3 PMC

- In addition to the HDD market, automotive components for LiDAR are driving growth. With the launch of the second plant in Cambodia, we aim for further expansion in the medium-to-long-term.
- Minebea Linear Motion* commences operations

*The ball screw and ball way manufacturing and sales business acquired from TSUBAKI NAKASHIMA



Expected to be a core base for PT business growth and the carbon neutrality, with LiDAR components as a growth driver

Aim of Establishment / Outline

- Progress** The transfer of machining equipment from Thailand began in October. **We plan to start partial shipments in November.** Personnel recruitment has been completed, and training is currently ongoing.
- Site area** Approx. 50 ha (approx. 500,000 m²) , equivalent to 2.5 times the size of the first plant in Phnom Penh Special Economic Zone (PPSEZ)
- Aim** Expand production of **PMC products (for LiDAR)** and other products with potential for further market expansion. Leverage vertically-integrated manufacturing system and automated manufacturing, and bring together the best practices of the Company. We have high expectations that it will become a key growth driver of the PT business to generate **operating income exceeding 70 billion yen.**



Outside view of the plant



Cartridge bearing for LiDAR

Solar power generation business

Launched our own solar power generation business

Power used at existing and future plant expansions in Cambodia will be sourced from 100% renewable energy. **We aim to achieve total carbon neutrality.**

Generating capacity

Total 50MWac (January 2026: 20 MWac, July 2026 (planned): 30 MWac)

Total investment

Approx. 7 billion yen

⇒By utilizing approx. 1 billion yen in subsidy income together with revenue from electricity sales, the investment is expected to be recovered in about 10 years.



Solar power system already installed by SchneiTec

Minebea Linear Motion officially launched in October, 2025 Aiming for further expansion with ball screws and ball ways as the core

Synergies through business integration

1 Expanding the portfolio of precision mechanical components

- Acquired manufacturing technology and know-how for ball screws and ball ways, expanding the PT business portfolio

2 Development of *Integrated* products

- Developing *Integrated* products by combining ultra-precision machined parts, devices such as motors, semiconductors, and sensors, with elemental technologies including compact and high-rigidity design, precision control, and software.

3 Improving profitability

- Expand business by leveraging global production and sales bases. Aiming to achieve high profitability at an early stage

Through *Integration*, expand into precision fields within growth markets

Through *Integration* and vertically-integrated manufacturing system of MinebeaMitsumi's high-precision devices and core technologies, seeking to expand market share in growth markets, including humanoid robots.

Ball screws



Ball ways

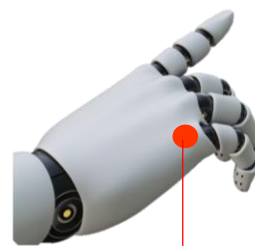


Integrated products
(Precision Elevation and Rotation Modules)



Target market

Humanoid robots



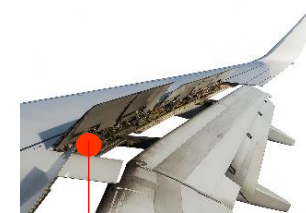
Used in various body parts, including the linear actuators on the back of the hand

Semiconductor manufacturing equipment



Drive unit inside semiconductor wafer equipment etc.

Aircraft



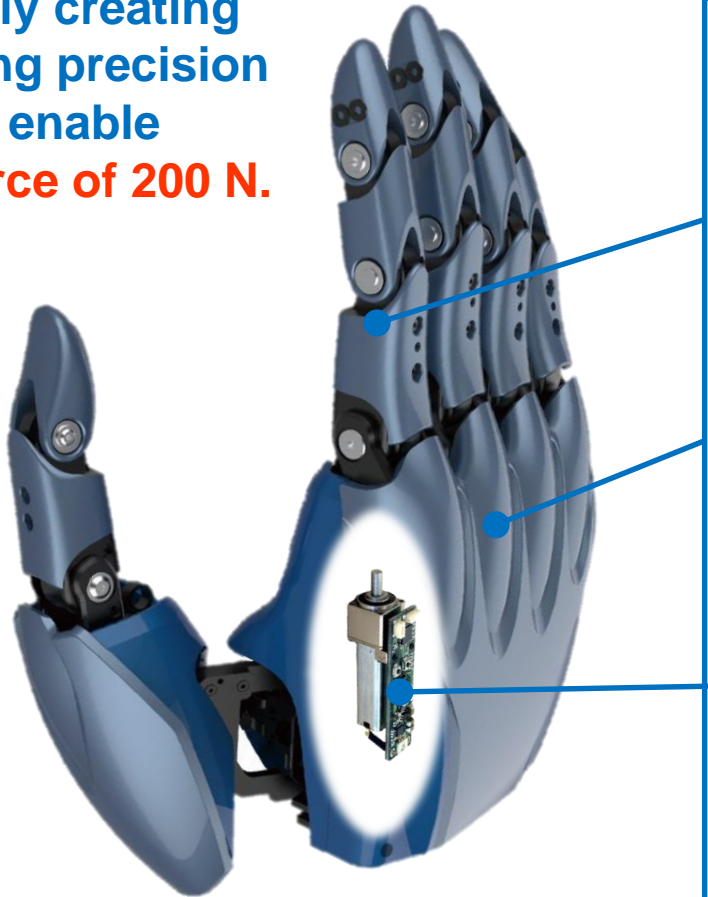
Utilized in various areas such as flaps

Smart and powerful robotic hands realized through *Integration and Collaborative creation*

Development is underway in preparation for CES 2026

(Event dates: January 6–9, 2026 in Las Vegas.)

Collaboratively creating and integrating precision components, enable a gripping force of 200 N.



1. Miniature bearing

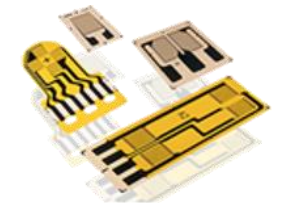
→ Ultra-precision technology enables quiet and smooth operation even under high loads.



85 pieces are included per unit.

2. Strain gauge sensor

→ Force-sensing allows delicate workpieces to be grasped without damage.



3. High-torque miniature actuator

→ Ultra-compact wave gear with DC motor



11 pieces are included per unit.

Strong performance in fan motors for data centers and spindle motors for HDDs Keys to improving profitability next fiscal year

Key points

1 Motors

- Strong performance in fan motors for data centers and spindle motors for HDDs (Helium)

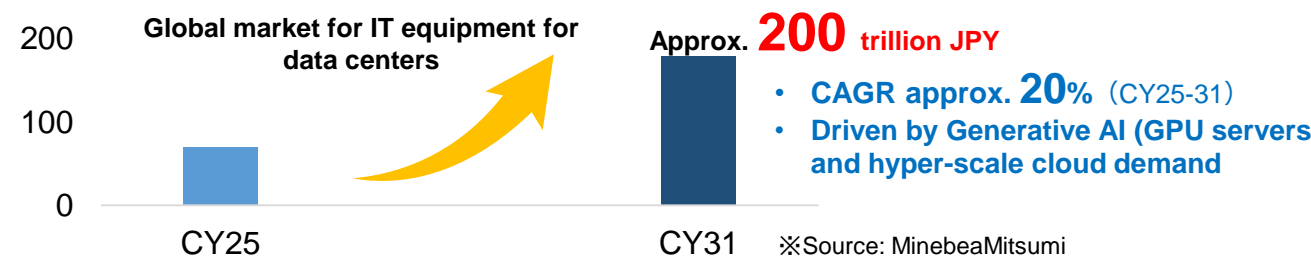
2 Lighting devices

- Shifted from loss in the previous fiscal year to profitability
- Secured market share for tablets by improving productivity and profitability
- Increased inquiries for in-vehicle pillar-to-pillar displays ahead of future mass production launch

3 Sensing Devices

- High expectations for the bed sensor, which was well-received at the Pasona group pavilion "PASONA NATUREVERSE" at the Osaka-Kansai Expo

Data center market trends



Our Business Opportunities (including other segments)

Keywords: Larger size, quieter operation, higher efficiency

① Fan motors & bearings:

Continued growth in demand for air cooling for servers

② Large fan motors:

Increasing inquiries for rear door and Liquid-to-Air cooling units

③ Spindle motors:

Significant HDD demand. Expect stable business moving forward

④ Pivot & bearings:

Significant HDD demand. Expect stable business moving forward

⑤ Stepping motors:

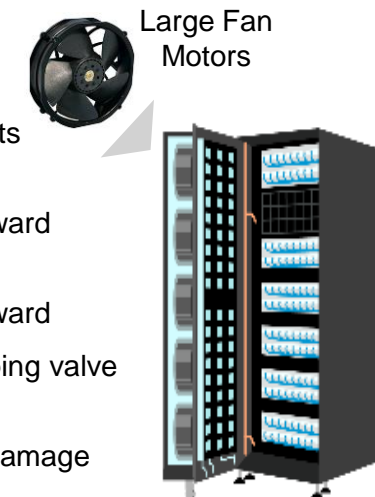
Expanding demand for cooling liquid piping valve applications

⑥ Water leakage sensors:

Detects leaks early to minimize damage

⑦ Optical communication connectors:

Improves data throughput



The semiconductor business aims to achieve sustainable growth by focusing on high value-added areas while maintaining a stable earnings base

Key points

1 Semiconductors

- Analog semiconductors : Demand for high value-added products such as ICs for battery protection (single-cell lithium) used in medical equipment and smartphones remained strong, resulting in solid sales throughout the first half.
- Power semiconductors : Sales were strong for railway IGBTs for Europe, the U.S., and India, as well as ICs for home appliances in China. Focusing on markets with high entry barriers that require high voltage, durability, and reliability, leveraging proprietary technologies as a core strength.

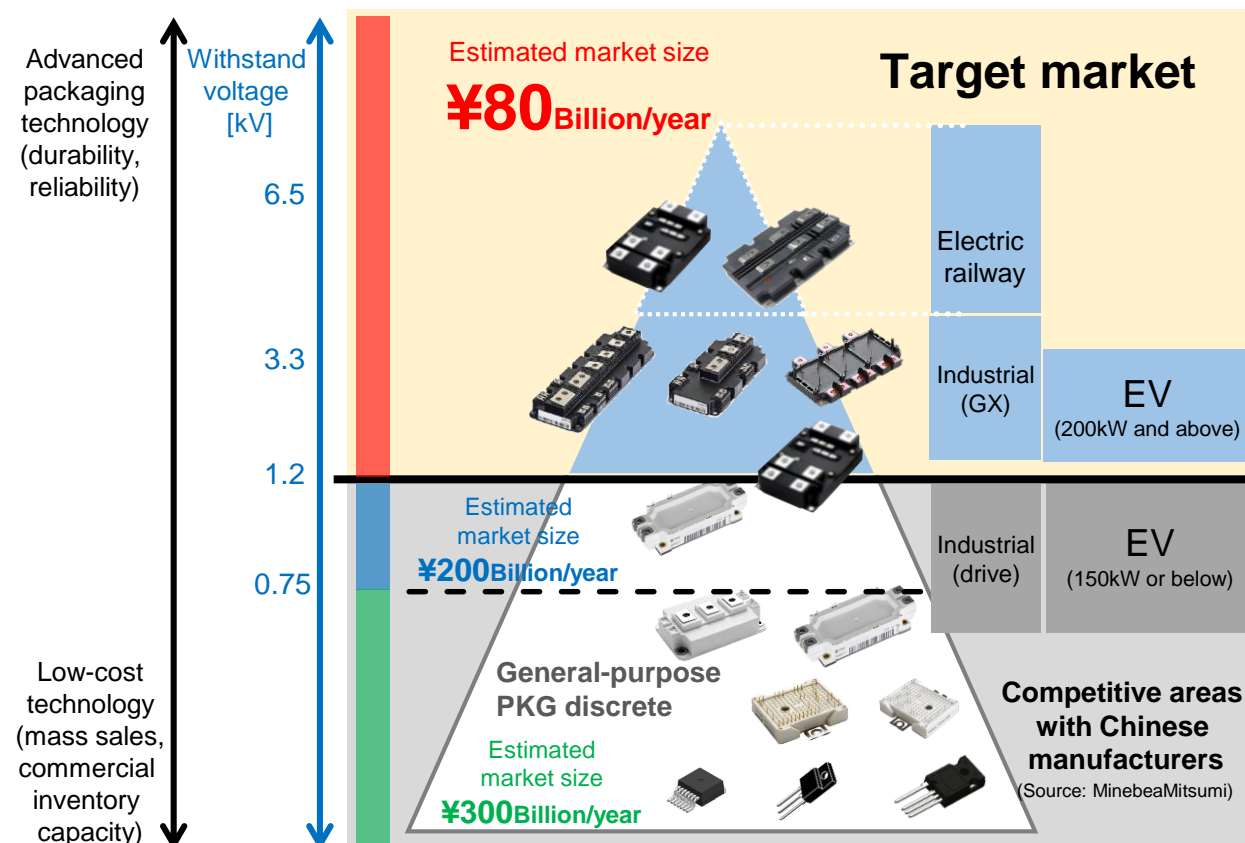
2 Optical devices

- Due to China's export regulations, the supply of rare-earth components for OIS was constrained.
- Developing rare-earth-free products and progressing with customer approvals. Stable supply system being established to offset first-half shortfall in 2H and maintain full-year plan.
- 1.6 billion yen loss in 1H, returning to profit for the full year as planned.

3 Mechanical components

- Sales of new models were strong, and the effects of improved production operations have been firmly established.
- In 2Q, profitability improved due to productivity enhancement and the absence of foreign exchange losses.

Power device target market



Pursuing growth and profitability through mass production of high value-added products, even under a challenging business environment

Key points

1 Enhancing efficiency through data integration across 32 global plants

- Productivity improvement lines (“Golden Lines”) have been established at each plant, and best practices are shared globally.
- KPI data are consolidated and visualized to promote productivity enhancement across sites.
- The application of data utilization and best practices is being expanded to mass production lines.

2 Growth driven by new product mass production

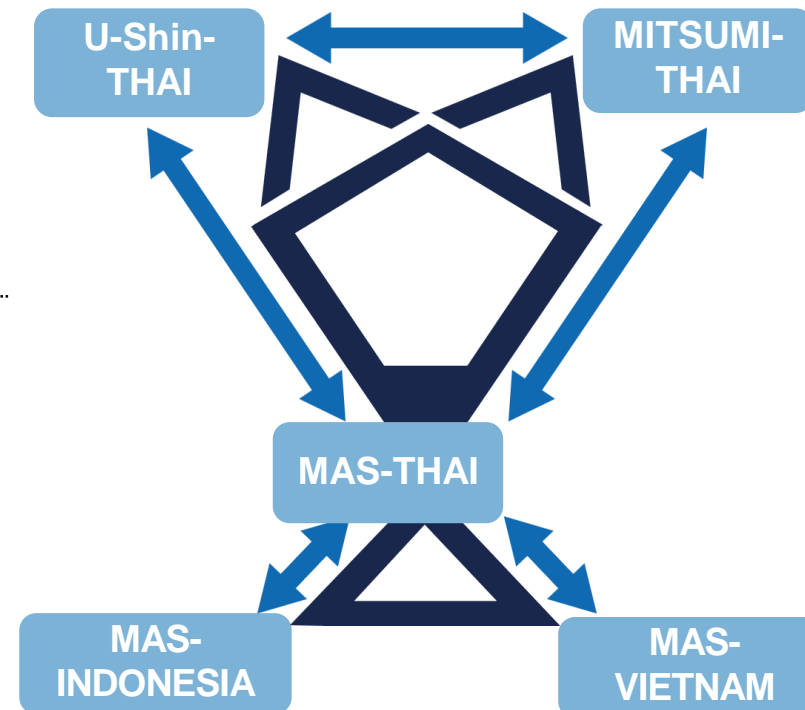
- Enhancing revenue and profitability through high value-added products and productivity improvement

Promoting productivity enhancement

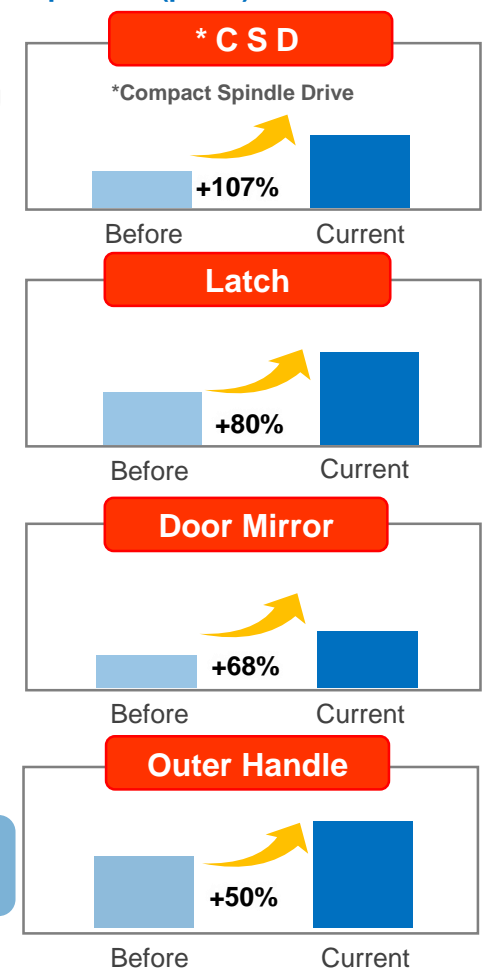
FOX project

(Find Opportunity eXchange)

Strengthening collaboration among global sites by enhancing R&D utilization, optimizing logistics, promoting talent exchange, reducing inventory, and improving assembly productivity to create greater synergy.



Trend of output per person by product (pcs/h)

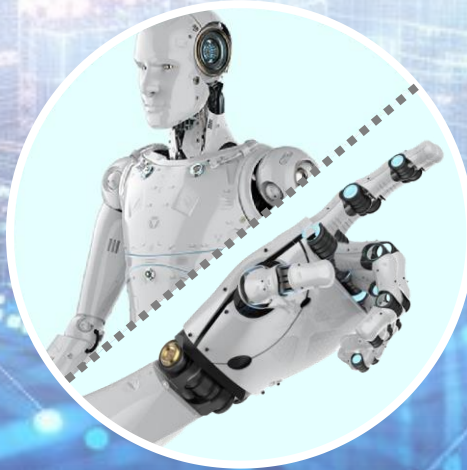


Five growth drivers promise the future

- As an *indispensable company by driving the world forward*, we set targets of ¥2.5 trillion in net sales and ¥250 billion in operating income for FY3/29. Our management team will explain the **potential of five growth drivers** that promise the future.
- We will also conduct a tour of **our collaborative creation office** in Tokyo X Tech Garden, showcasing **the latest examples of our Integrated products**.



AI server
products



Humanoid
robot
products



Fully
autonomous
driving (LiDAR)



Products for
drones



Integrated
products

Dividends

The interim dividend increased by 5 yen YoY
The annual dividend is planned to be 50 yen

FY3/26 interim dividend **25** Yen/share FY3/26 year-end dividend **25** Yen/share

(Reference) FY3/25 annual dividend 45 yen/share (20 yen for interim, 25 yen for year-end)

Policy

Sustainable and stable dividends:

Based on the medium-term cash allocation policy, stable dividends will be implemented.

Consolidated dividend payout ratio of 30%:

Targeted at approximately 30% of the consolidated payout ratio in principle, amount will be decided taking the overall business environment into consideration.

Long-term trust relationship:

Aiming to build long-term trust relationships with our investors.



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.

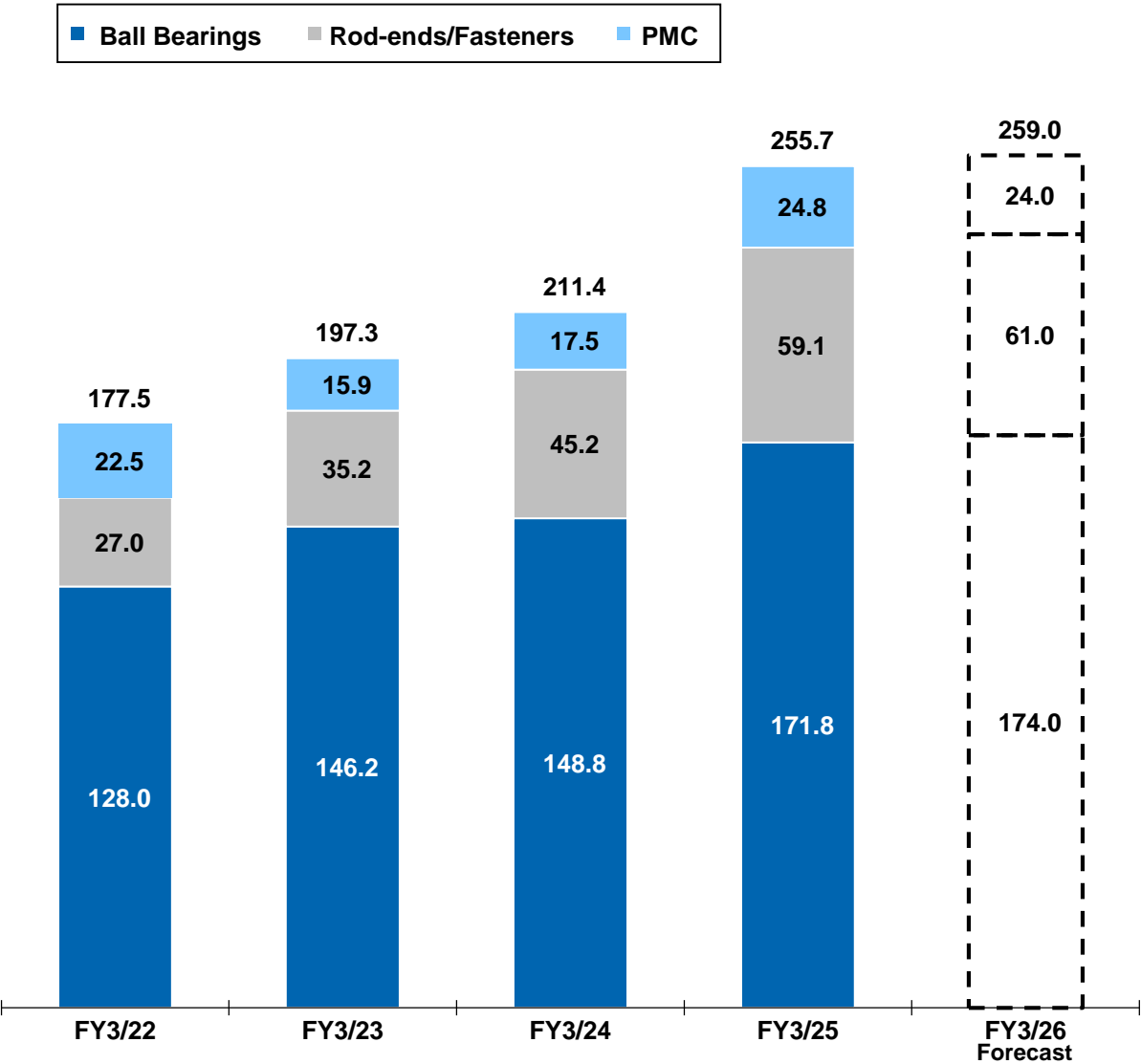
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Starting from 1Q of the fiscal year ending March 2026, to present our financial results more clearly, we will primarily express figures in billions of yen(Figures were previously also presented in millions of yen). Consequently, due to rounding figures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

Reference

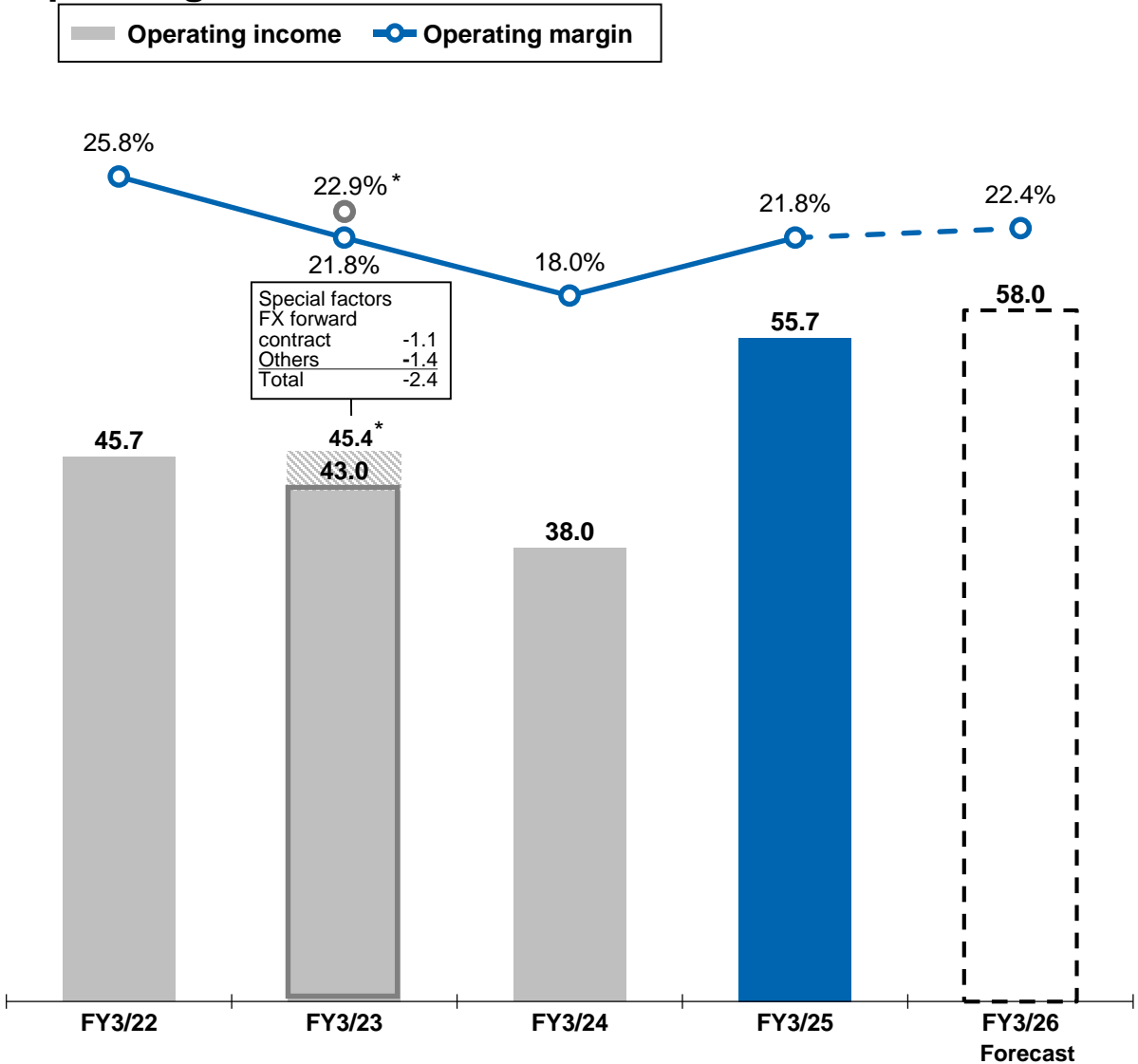
Precision Technologies (PT)

Net sales (Billions of yen)



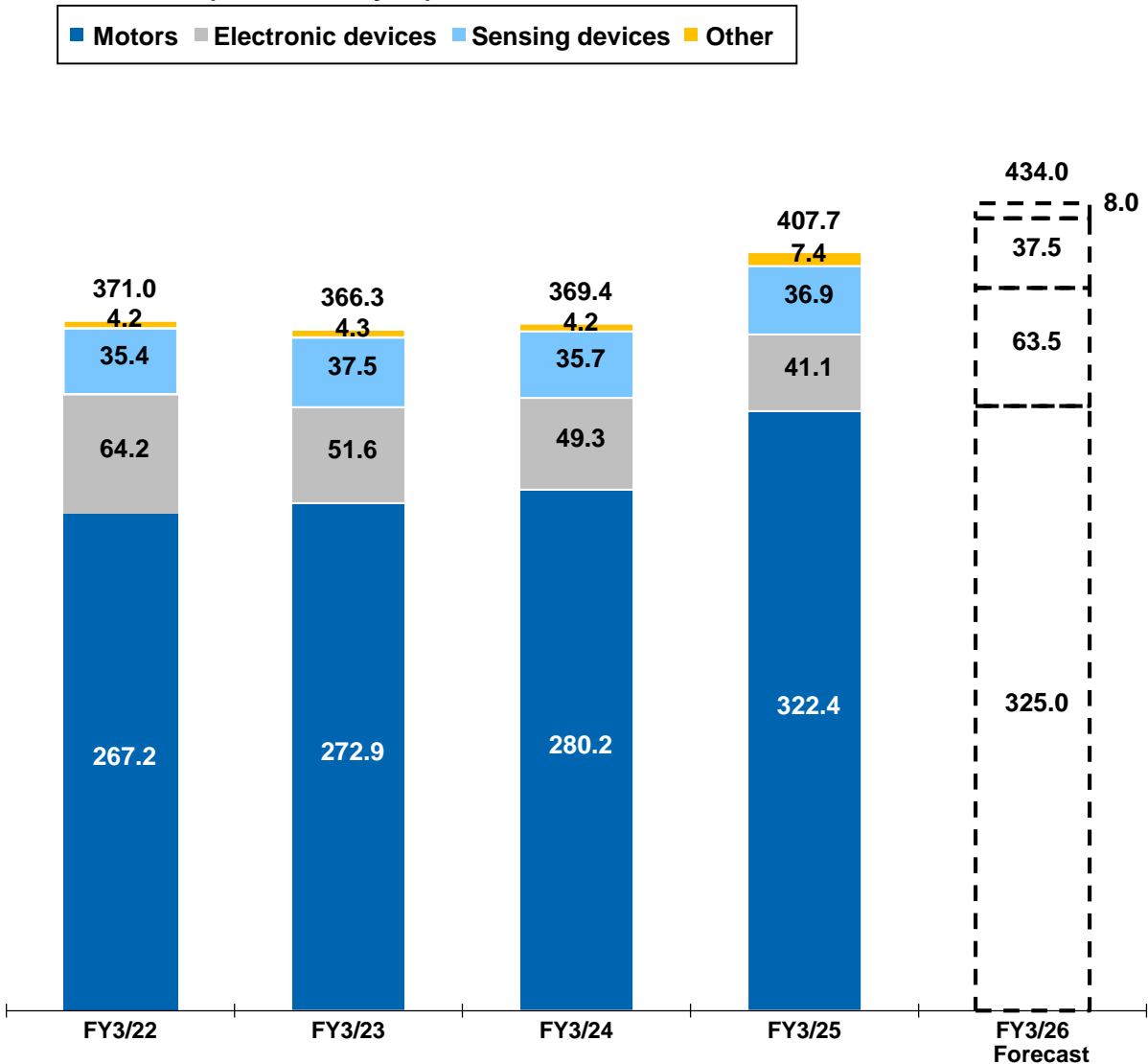
Operating income (Billions of yen)

*Excl. special factors



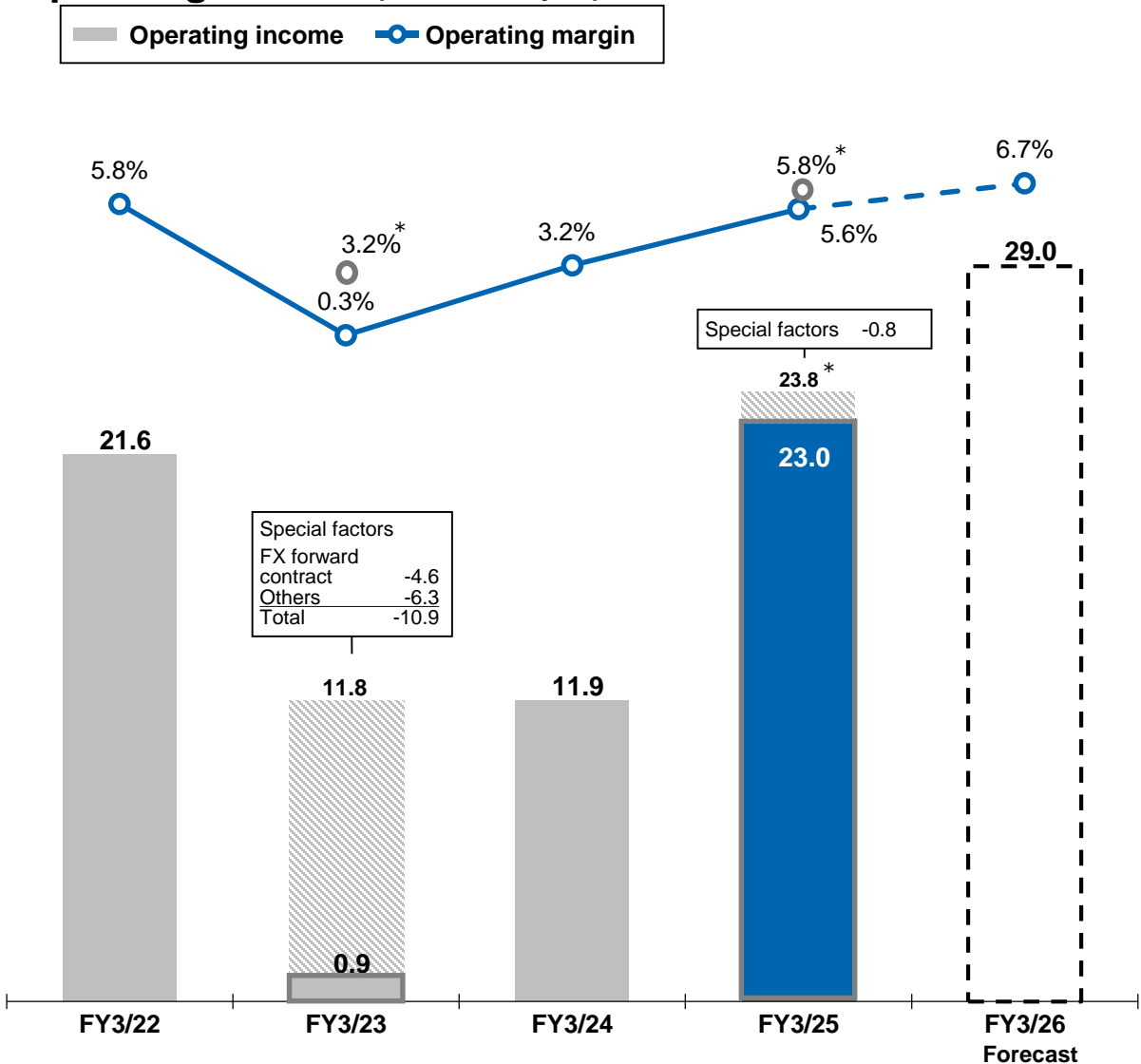
Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



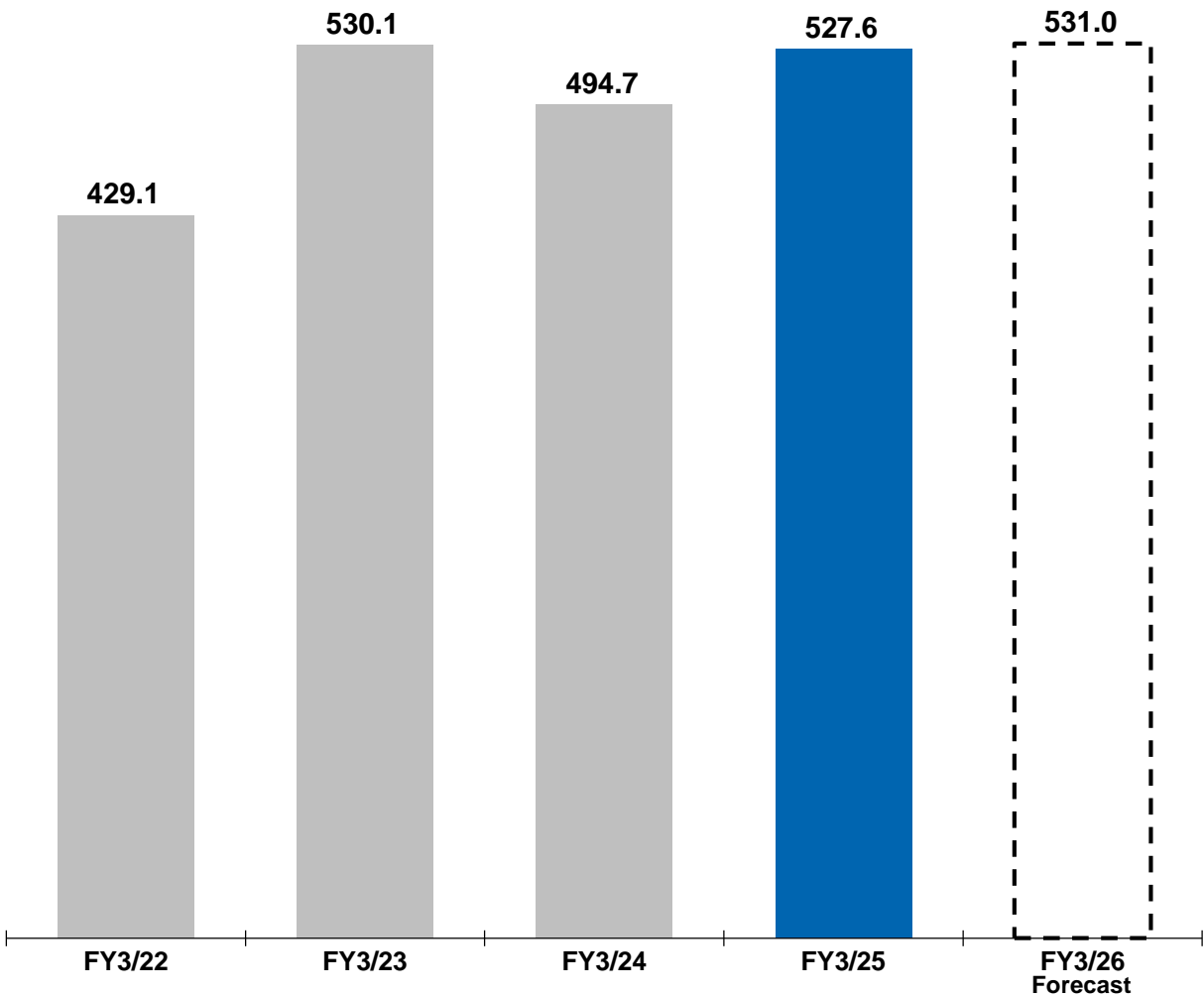
Operating income (Billions of yen)

*Excl. special factors

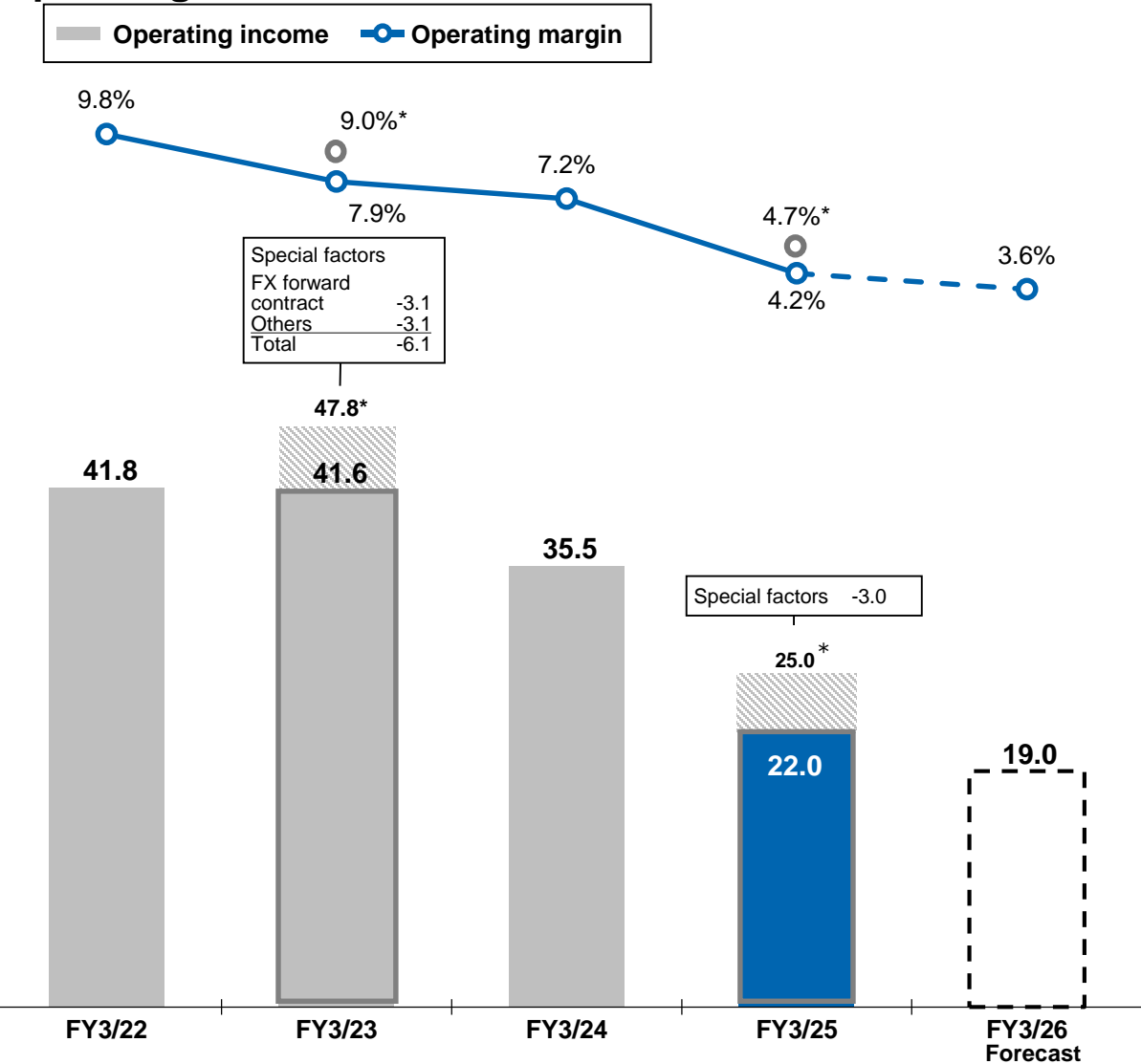


Semiconductor & Electronics (SE)

Net sales (Billions of yen)



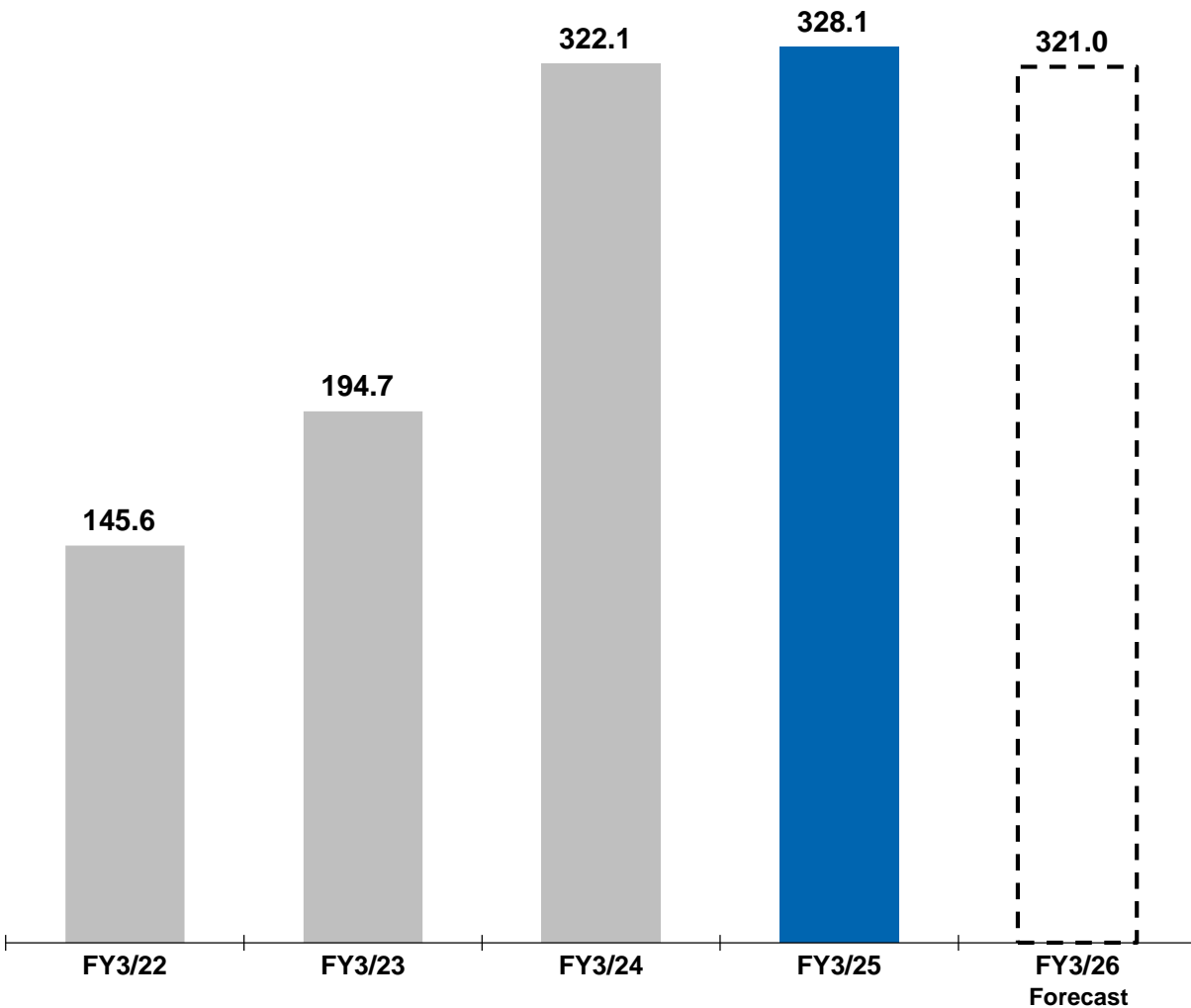
Operating income (Billions of yen)



*Excl. special factors

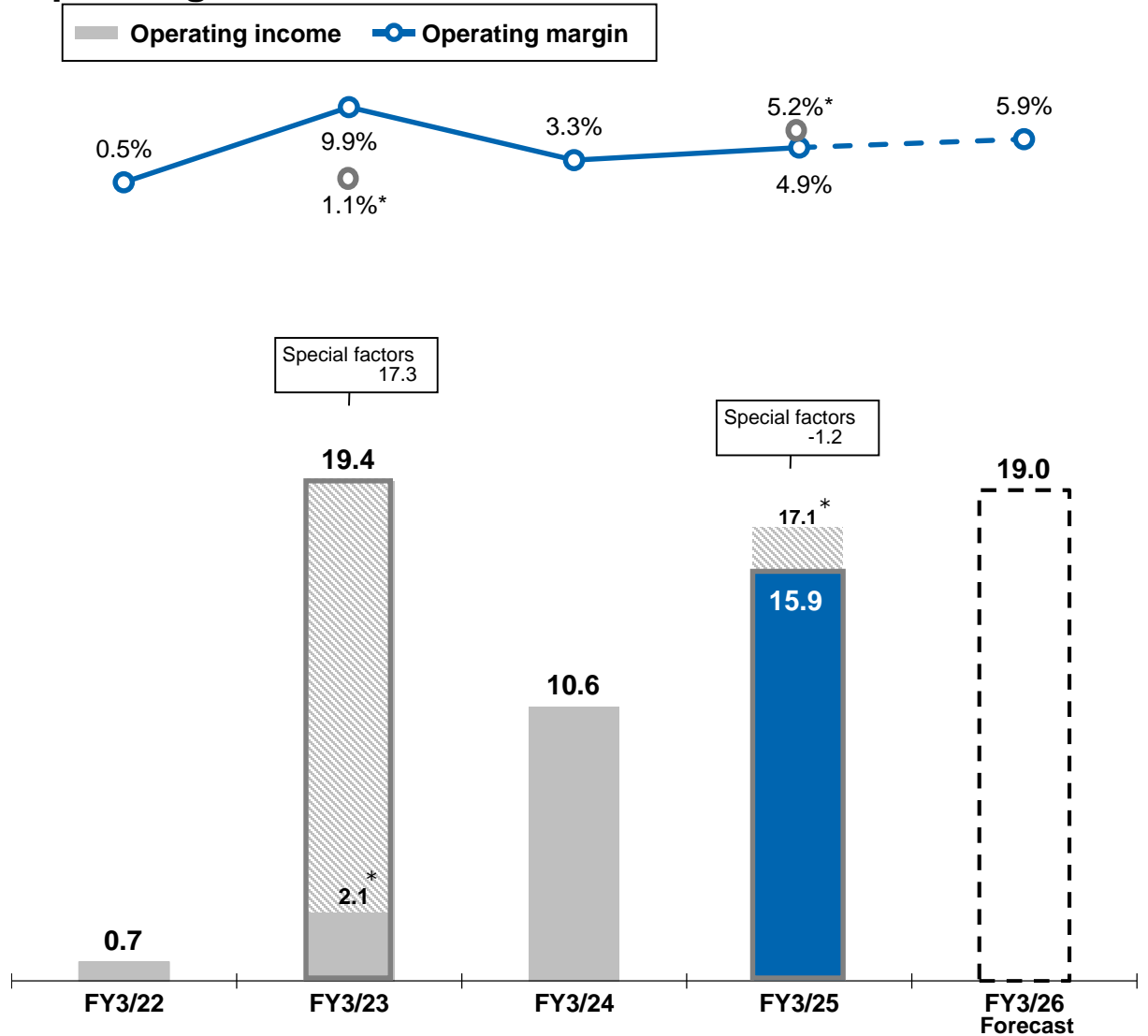
Access Solutions (AS)

Net sales (Billions of yen)



Operating income (Billions of yen)

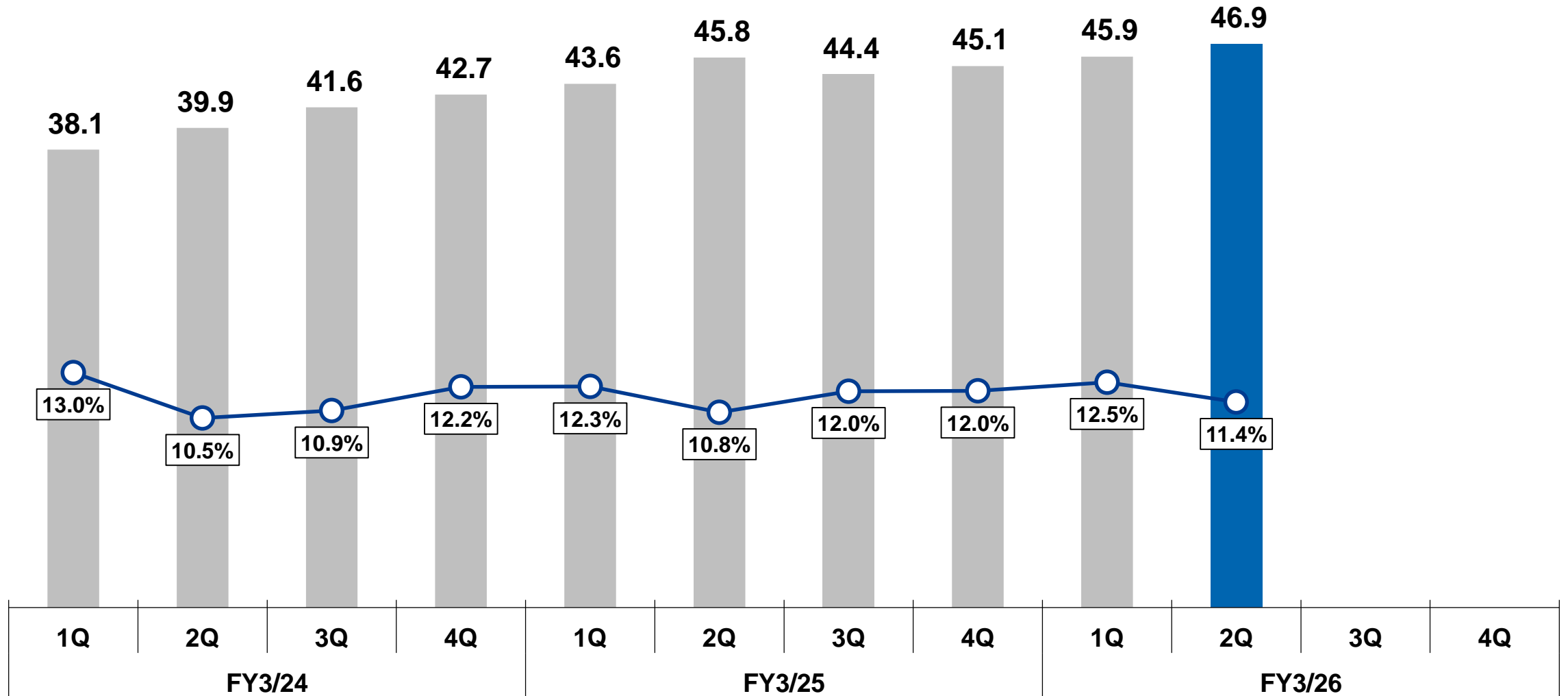
*Excl. special factors



S.G.&A. Expense / Ratio

(Billions of yen)

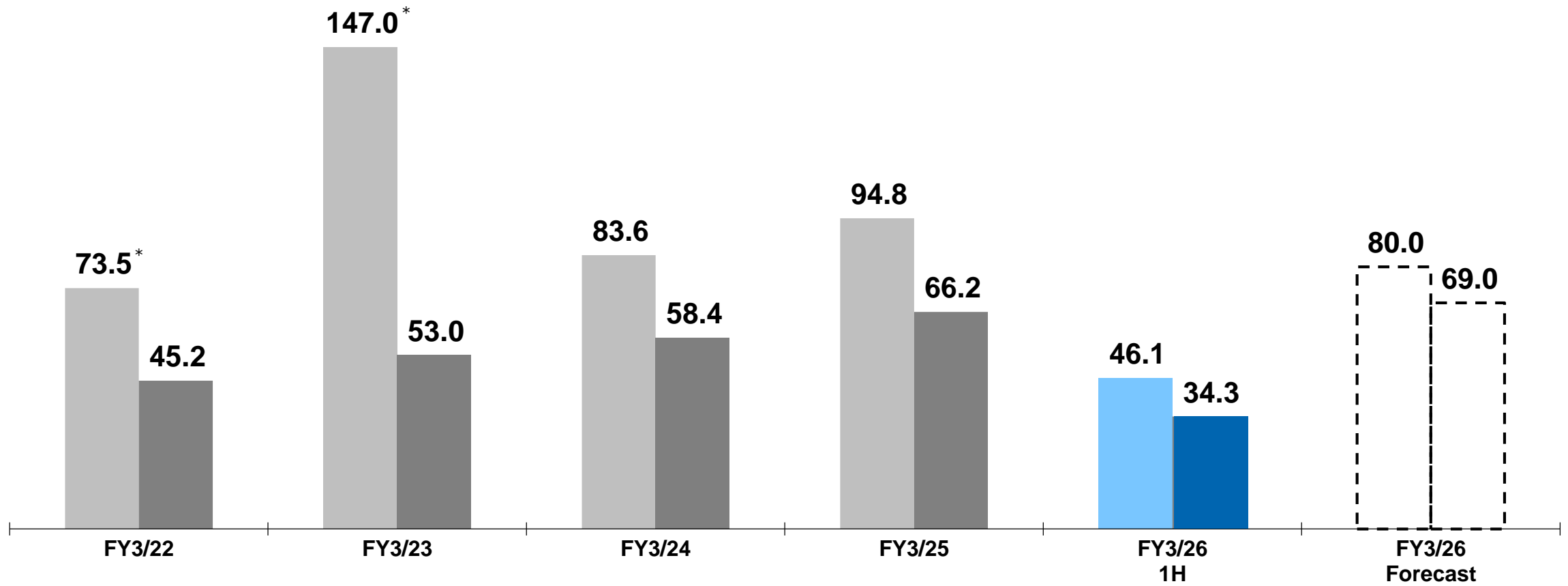
■ S.G.&A. expenses ● S.G.&A. to sales ratio



Capital Expenditure / D&A Expense

(Billions of yen)

Capital expenditure Depreciation & Amortization expenses



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

ROIC (Return On Invested Capital)

MinebeaMitsumi
ROIC

=

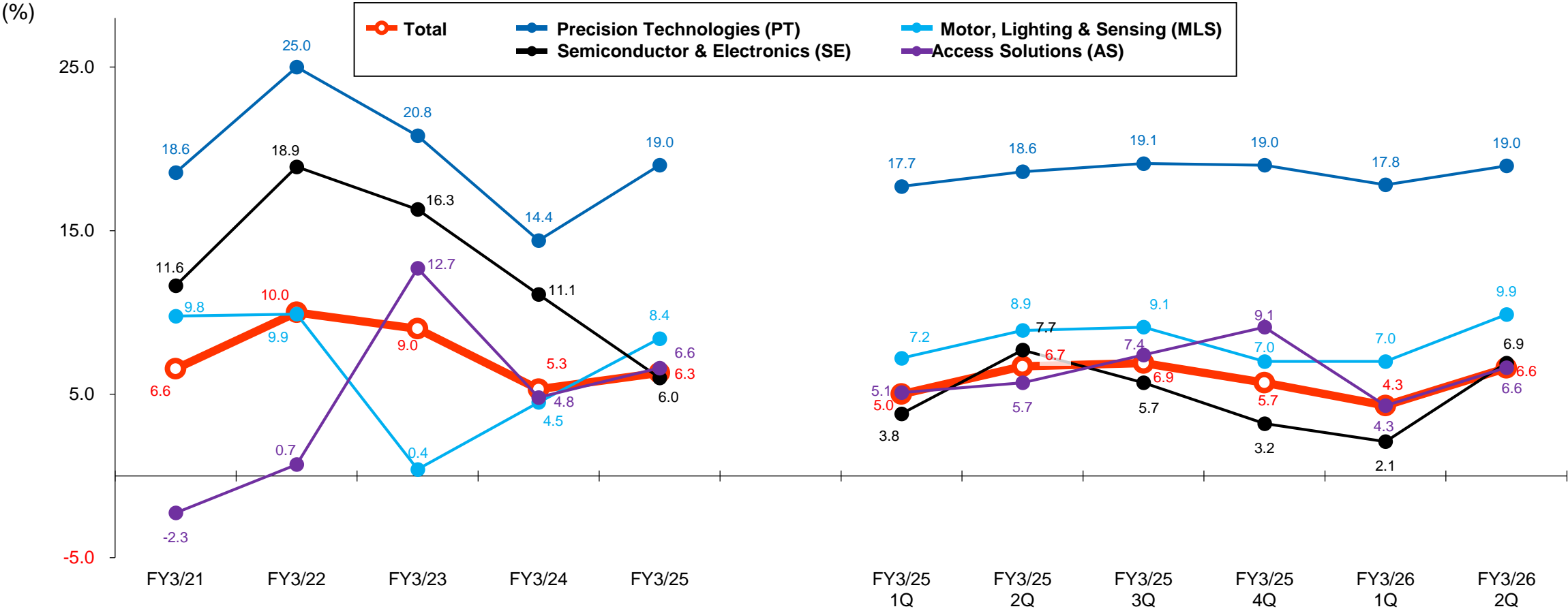
NOPAT

Invested capital

Operating income x (1-tax rate)

(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



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