MinebeaMitsumi
Passion to Create Value through Difference

Financial Results Briefing

Second Quarter of Fiscal Year Ending March 31, 2027

MinebeaMitsumi Inc.

November 6, 2026

Today's Agenda

1. Financial Results Overview and Forecast

2. Business Update and Management Strategy

Financial Results Overview and Forecast

Katsuhiko Yoshida

Director, President COO & CFO

Summary of Business Results for 2Q

Net sales, operating income, profit for the period, and other items all reached record highs for a 2Q

(Billions of yen)	FY3/26	FY3/27		YoY		QoQ	
	2Q	1Q	2Q	Change	Growth Rate	Change	Growth Rate
Net sales	411.4	426.6	464.2	+52.8	+12.8%	+37.6	+8.8%
Operating income	27.0	26.3	31.8	+4.8	+17.8%	+5.4	+20.7%
Profit before taxes	24.8	29.8	42.0 *	+17.2	+69.5%	+12.2	+40.9%
Profit for the period attributable to owners of the parent	17.7	21.3	29.7 *	+12.0	+67.9%	+8.4	+39.5%
Earnings per share, basic (yen)	44.07	53.03	73.98 *	+29.91	+67.9%	+20.95	+39.5%

Foreign Exchange Rates	FY3/26	FY3/27	
	2Q	1Q	2Q
US$	¥146.33	¥158.80	¥160.70
Euro	¥169.94	¥184.85	¥184.94
Thai Baht	¥4.50	¥4.91	¥4.85
Chinese RMB	¥20.39	¥23.20	¥23.75

* Includes special factors

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Summary of Consolidated Business Results for 1H

Net sales, operating income, profit for the period, and other items all reached record highs for a 1H

(Billions of yen)	FY3/26 1H	FY3/27 1H	YoY Change	YoY Growth Rate	FY3/27 1H (Previous Forecast)
Net sales	778.3	890.8	+112.4	+14.5%	846.5
Operating income	44.4	58.1	+13.7	+30.8%	53.0
Profit before taxes	40.4	71.8*	+31.4	+77.9%	55.0
Profit for the period attributable to owners of the parent	28.6	51.0*	+22.4	+78.4%	40.5
Earnings per share, basic (yen)	71.18	127.01*	+55.83	+78.4%	100.85

Foreign Exchange Rates	FY3/26 1H	FY3/27 1H
US$	¥146.25	¥159.75
Euro	¥165.98	¥184.90
Thai Baht	¥4.43	¥4.88
Chinese RMB	¥20.27	¥23.48

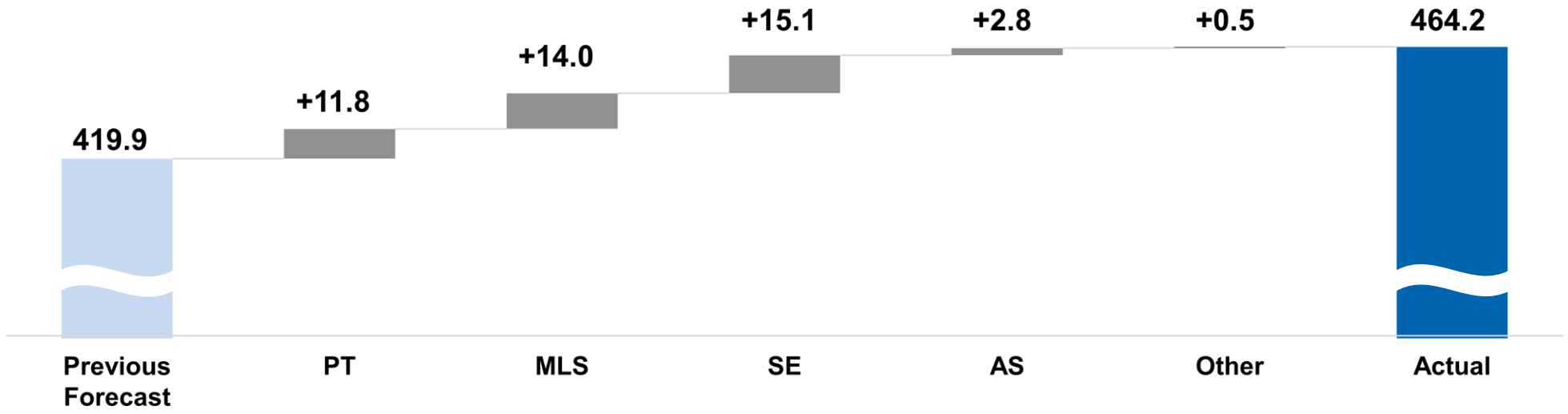
* Includes special factors

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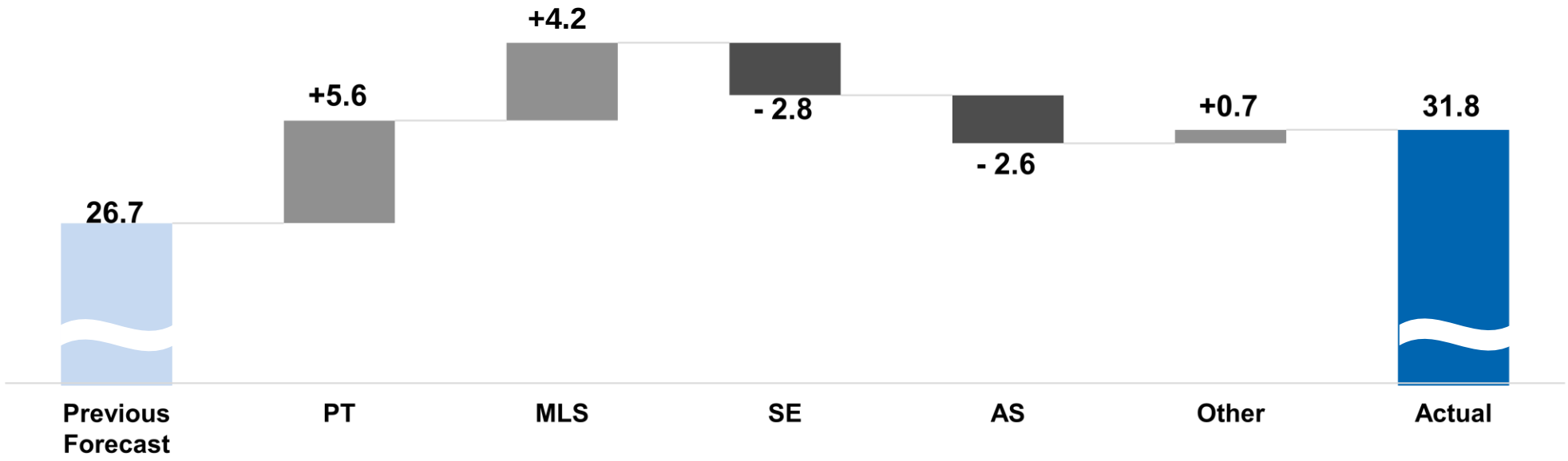
2Q Results: Variance from Previous Forecast (August 5, 2026)

(Billions of yen)

Net Sales

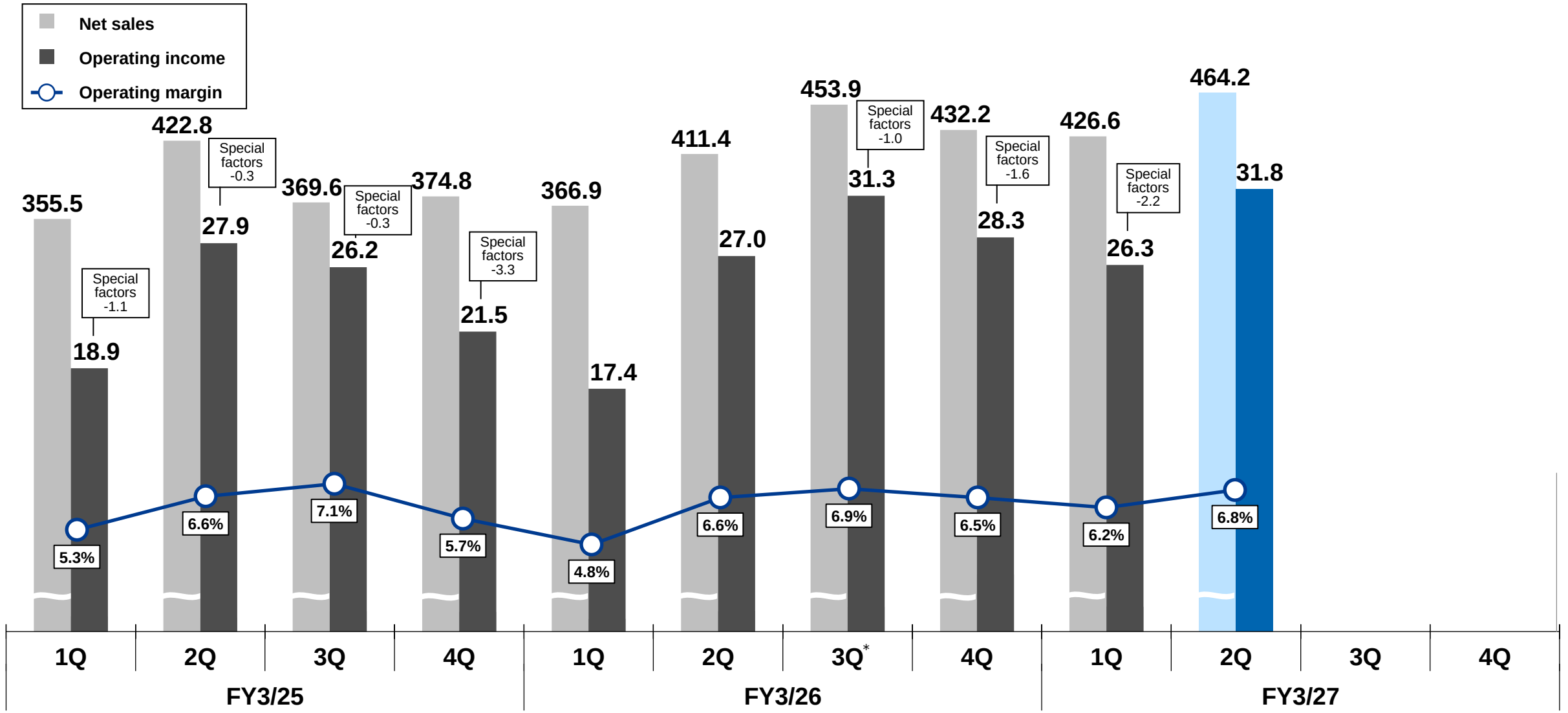


Operating Income



Quarterly Trends: Net Sales, Operating Income / Margin

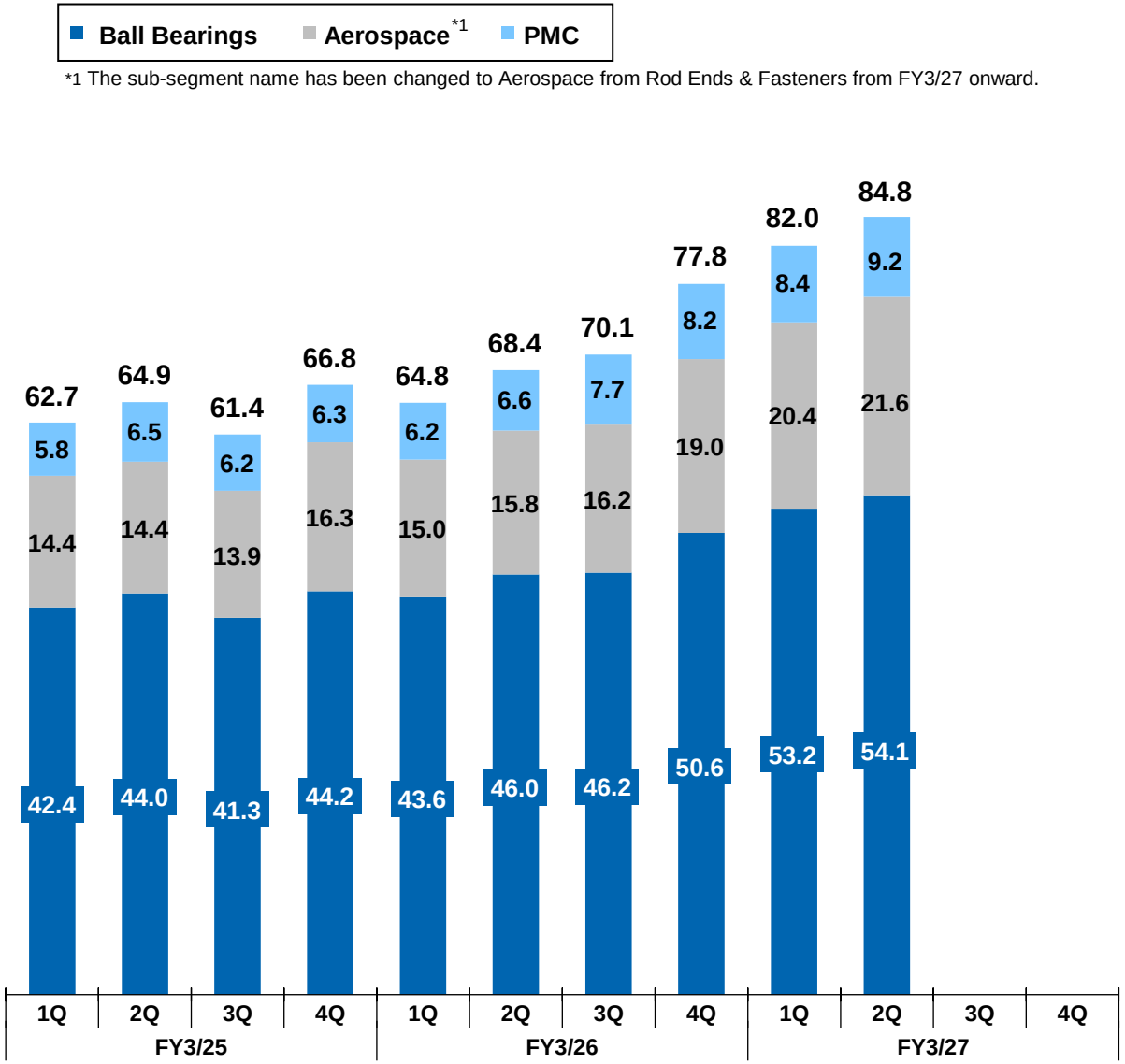
(Billions of yen)



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

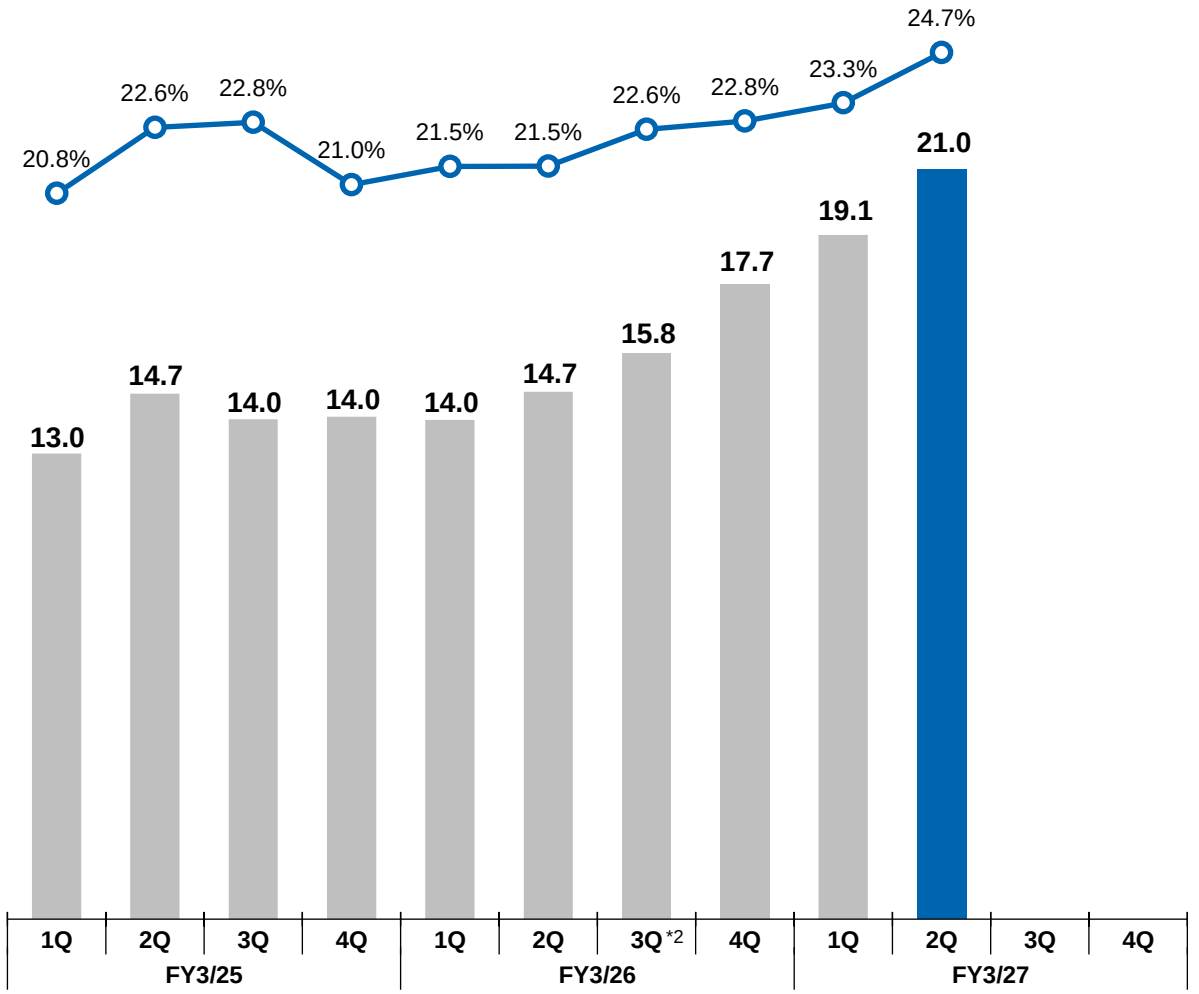
Quarterly Trends: Precision Technologies (PT)

Net sales (Billions of yen)



*1 The sub-segment name has been changed to Aerospace from Rod Ends & Fasteners from FY3/27 onward.

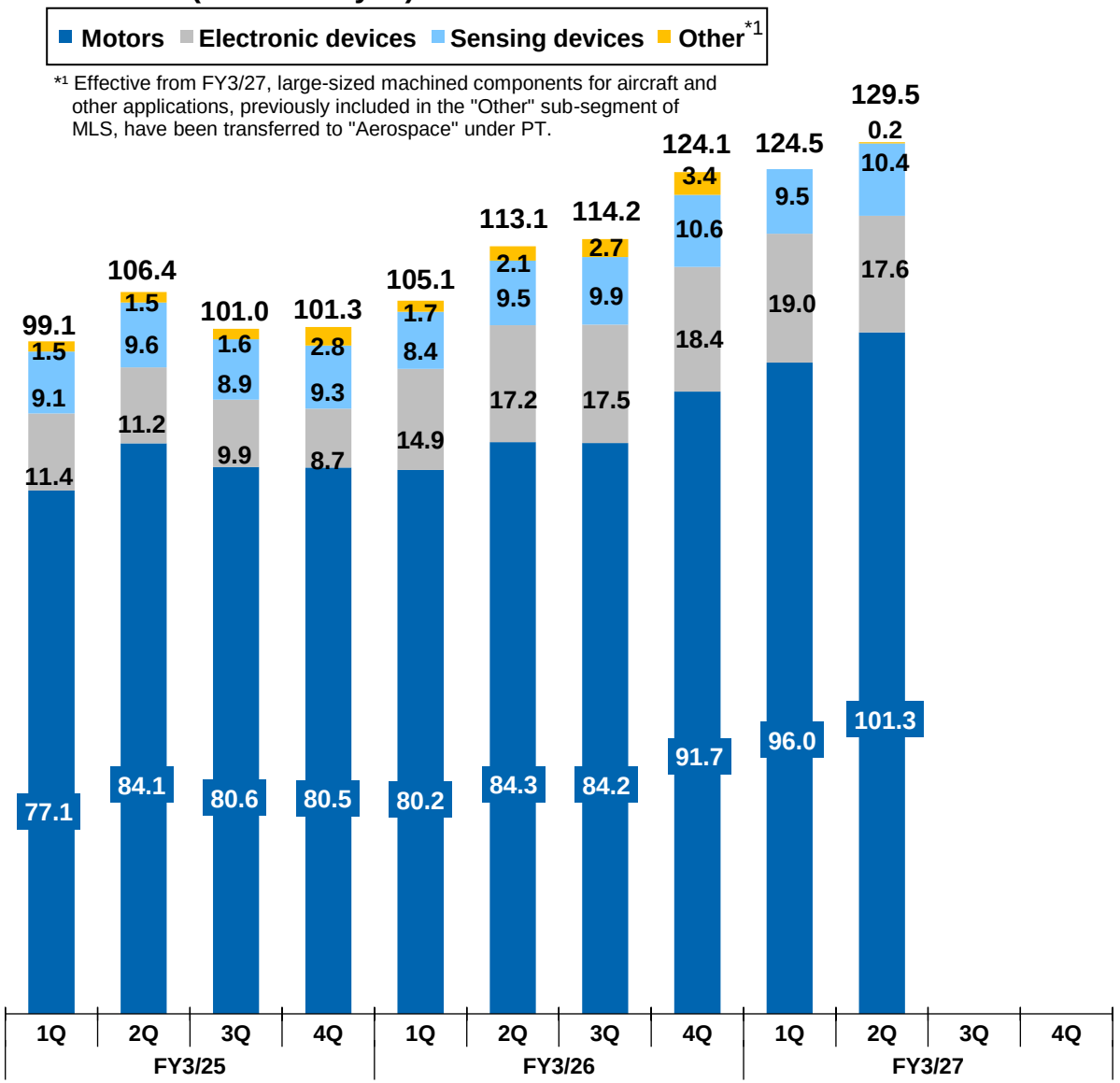
Operating income (Billions of yen)



*2 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion
*3 The figures for past performance do not reflect the segment realignment

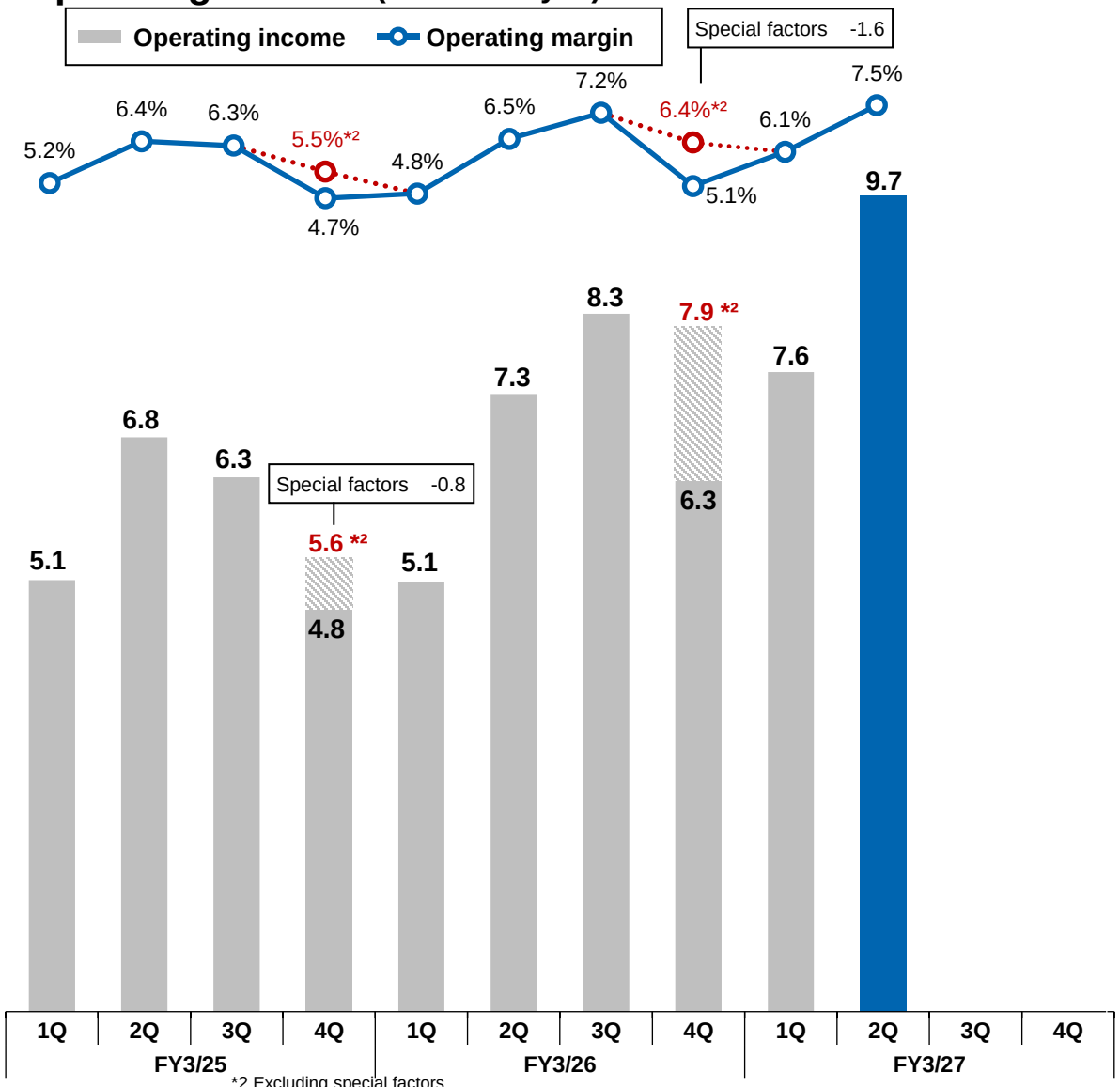
Quarterly Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



*1 Effective from FY3/27, large-sized machined components for aircraft and other applications, previously included in the "Other" sub-segment of MLS, have been transferred to "Aerospace" under PT.

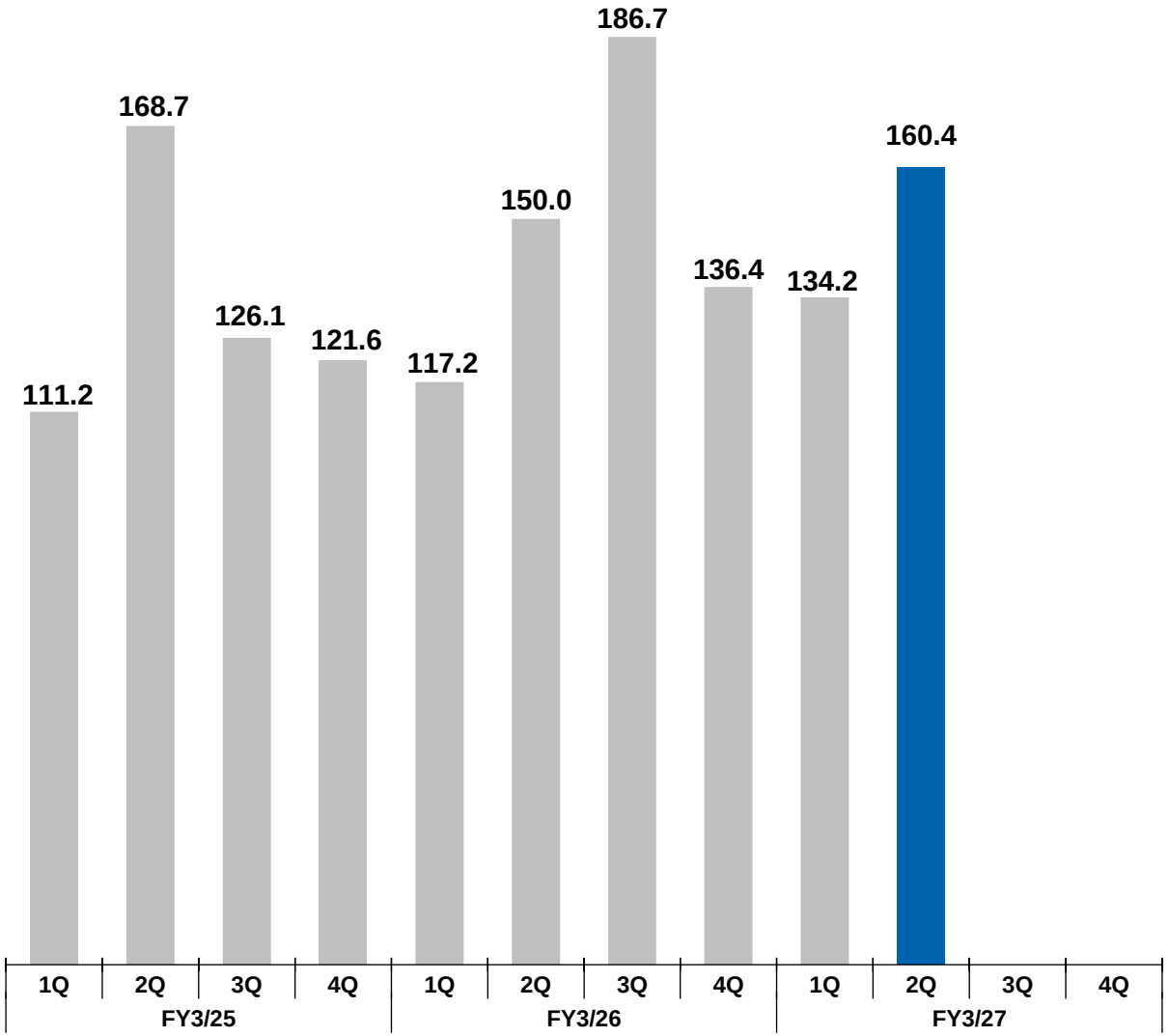
Operating income (Billions of yen)



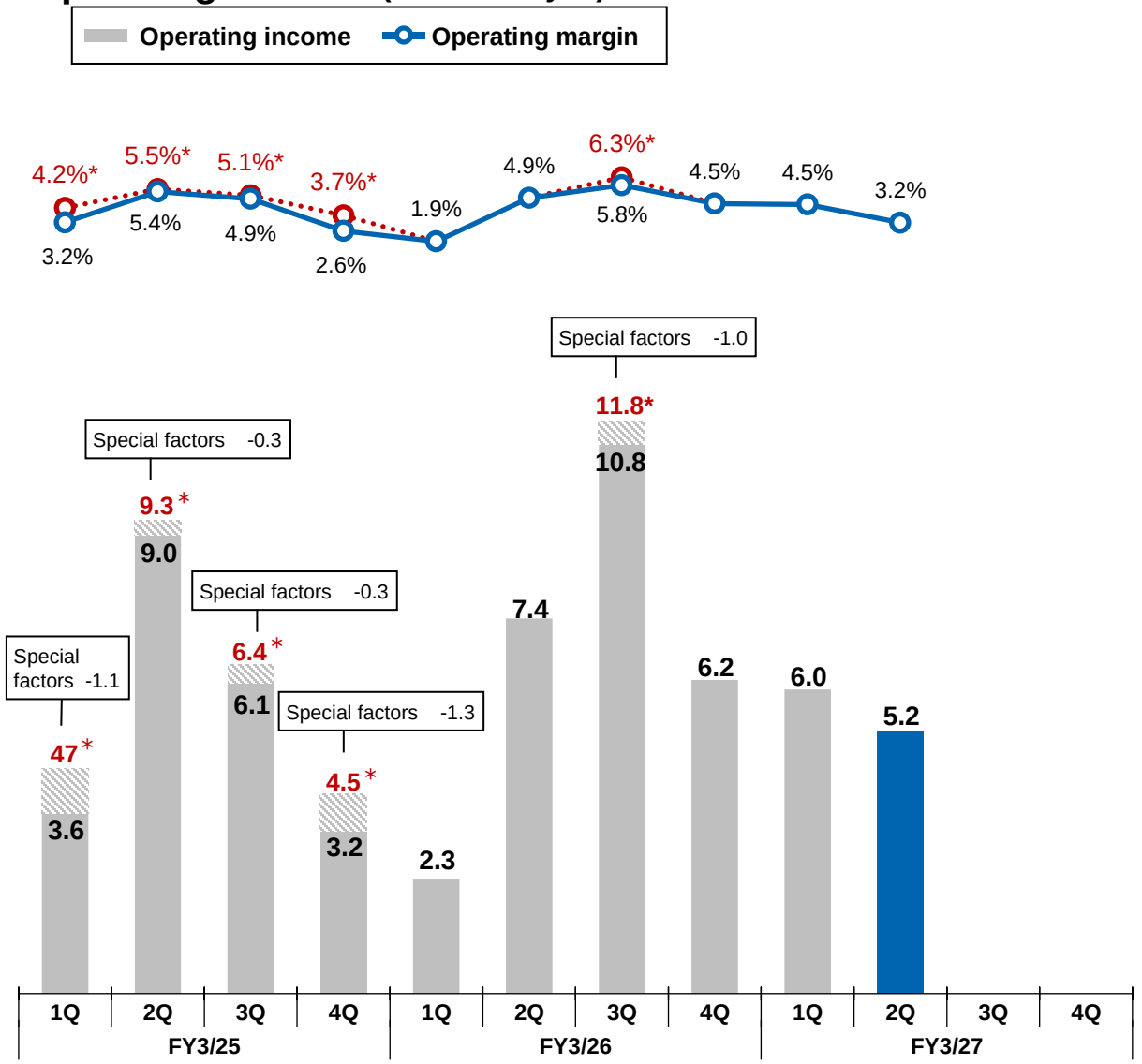
*2 Excluding special factors
*3 The figures for past performance do not reflect the segment realignment

Quarterly Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)



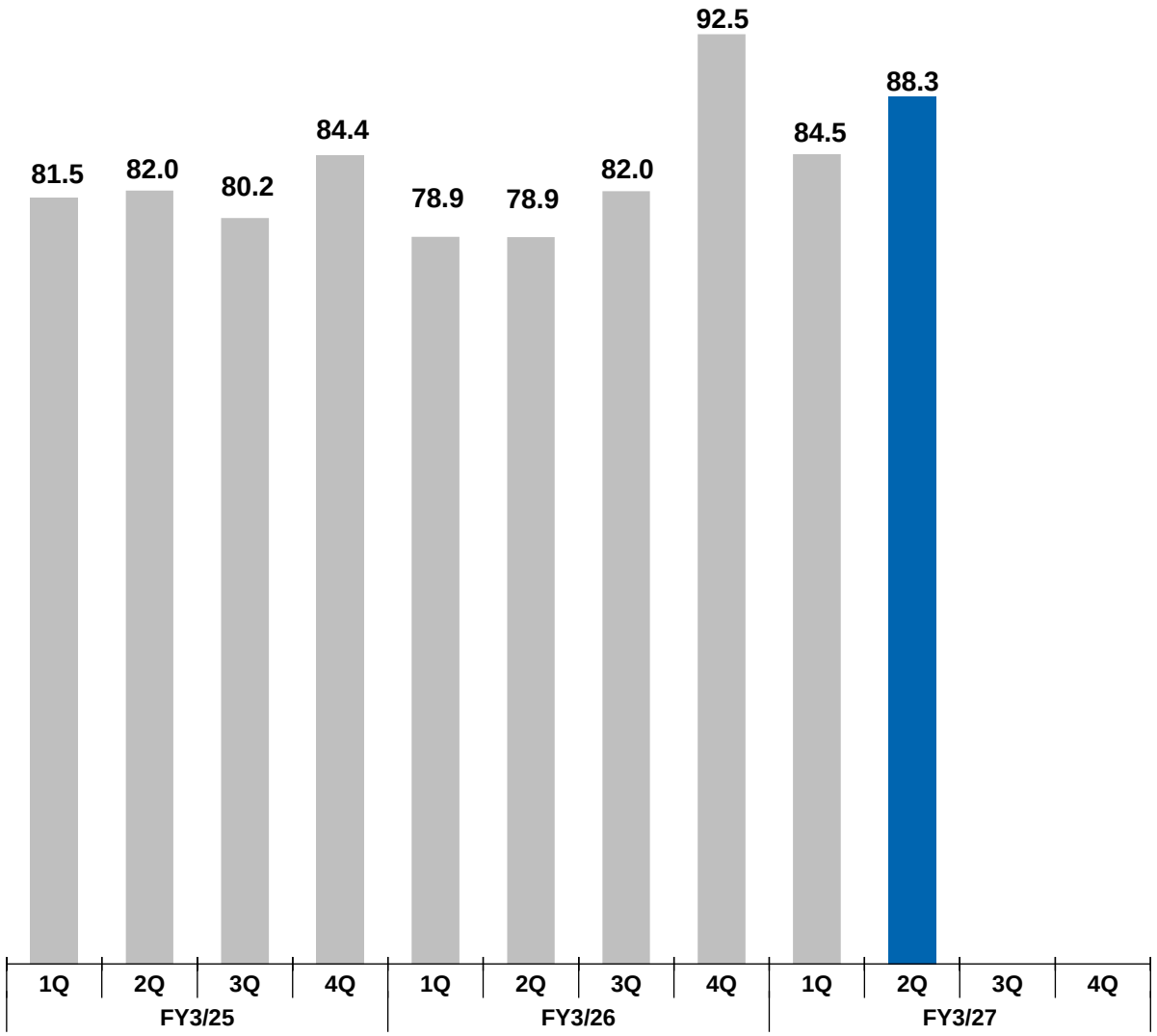
Operating income (Billions of yen)



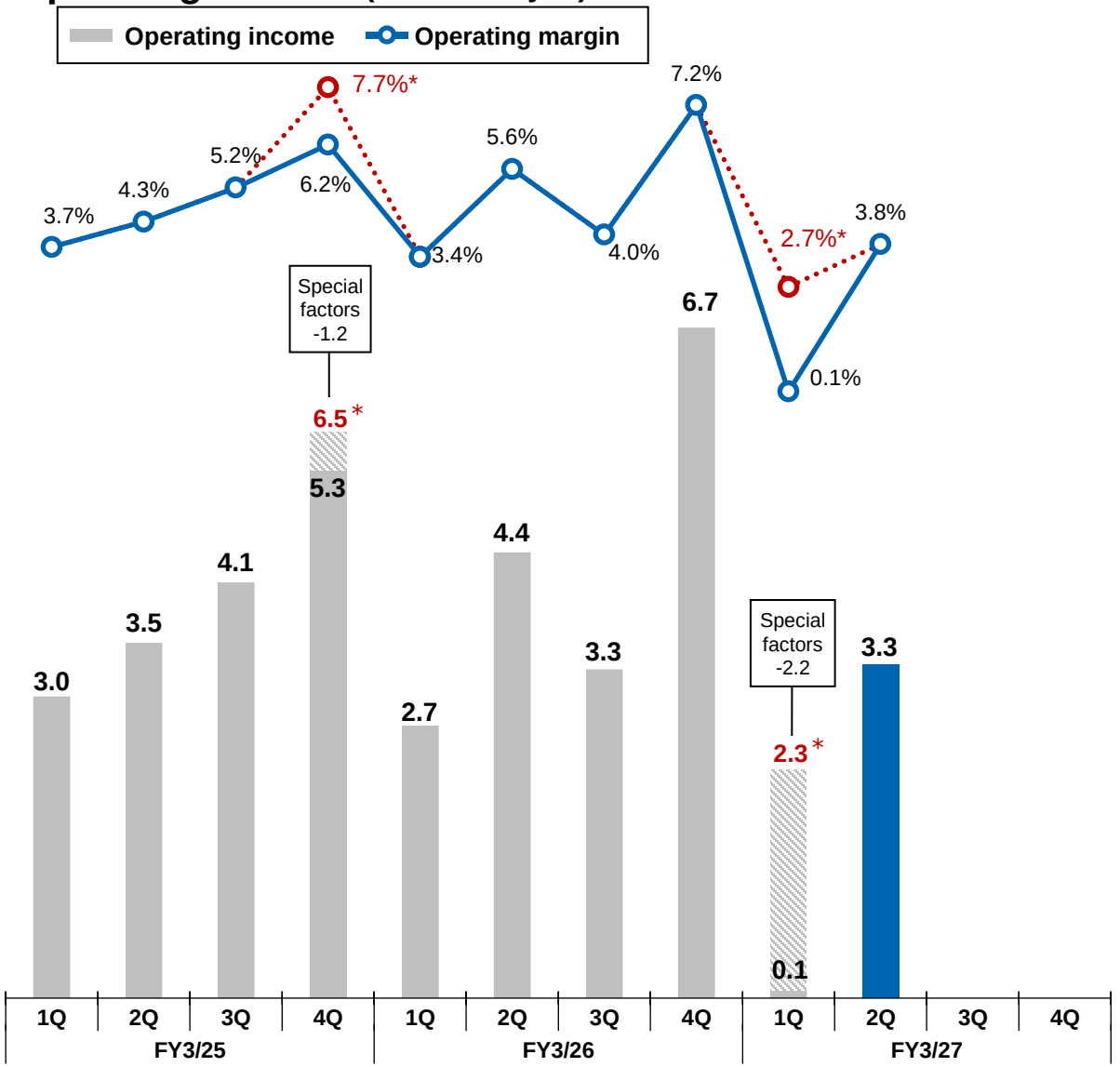
* Excluding special factors

Quarterly Trends: Access Solutions (AS)

Net sales (Billions of yen)

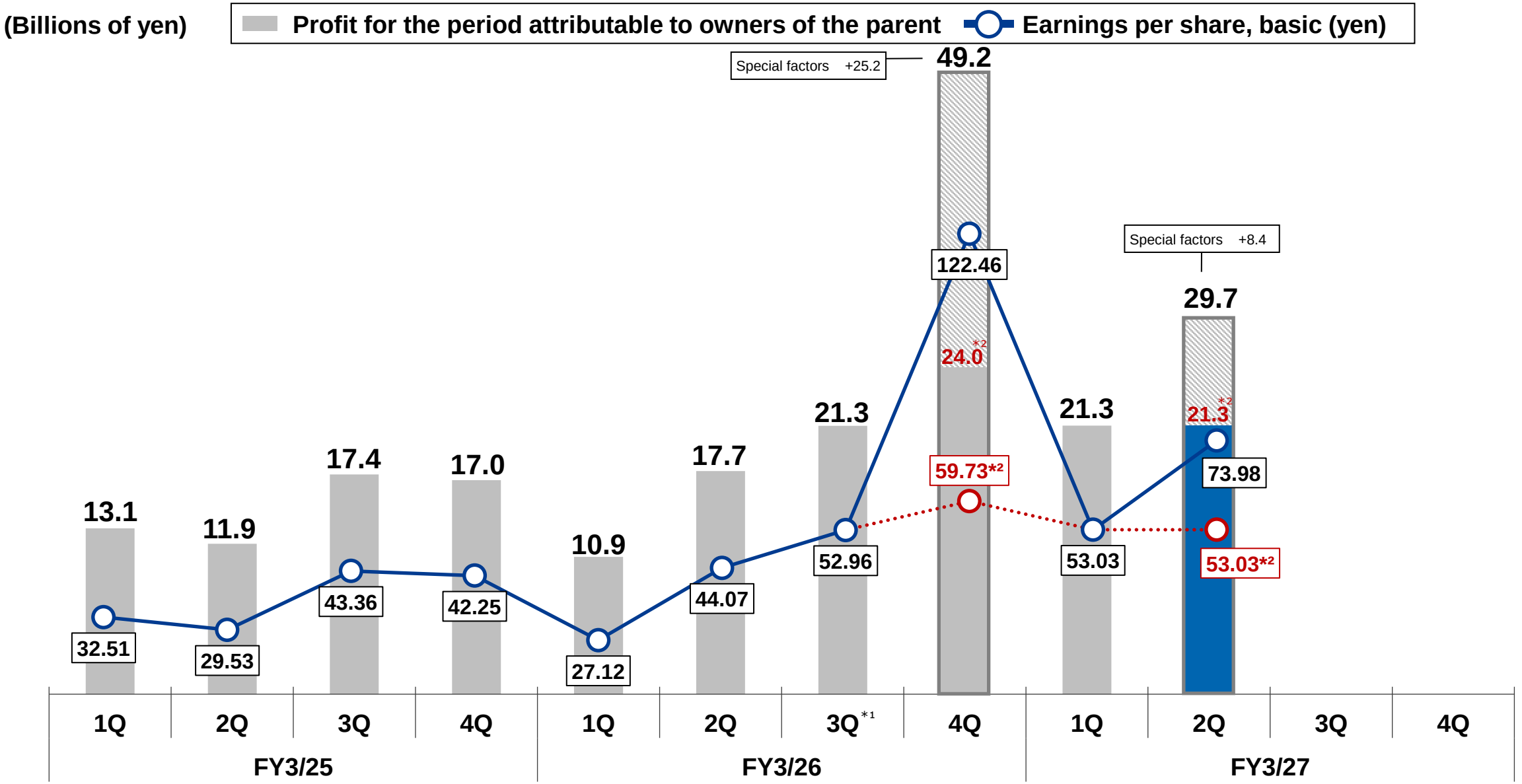


Operating income (Billions of yen)



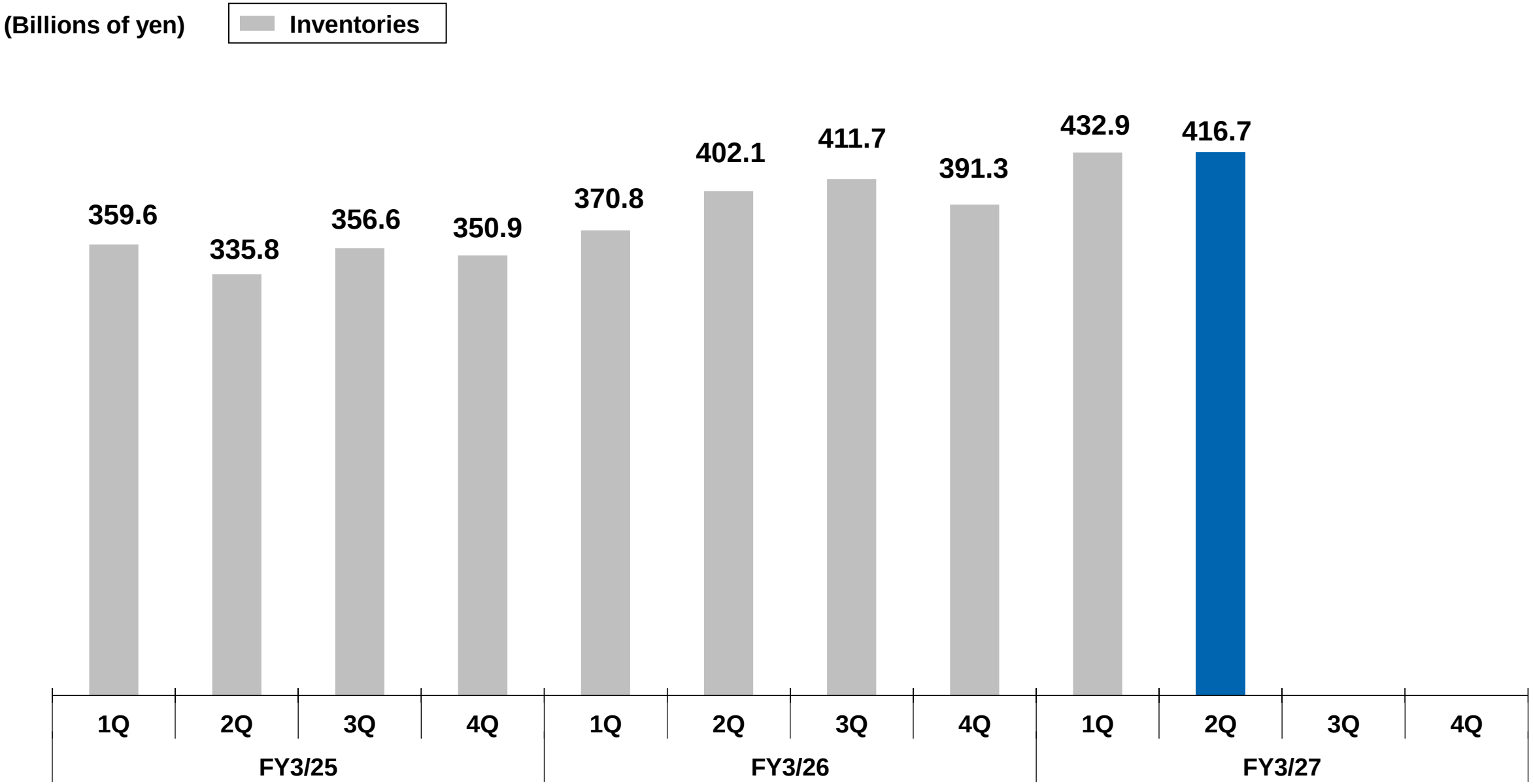
* Excluding special factors

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

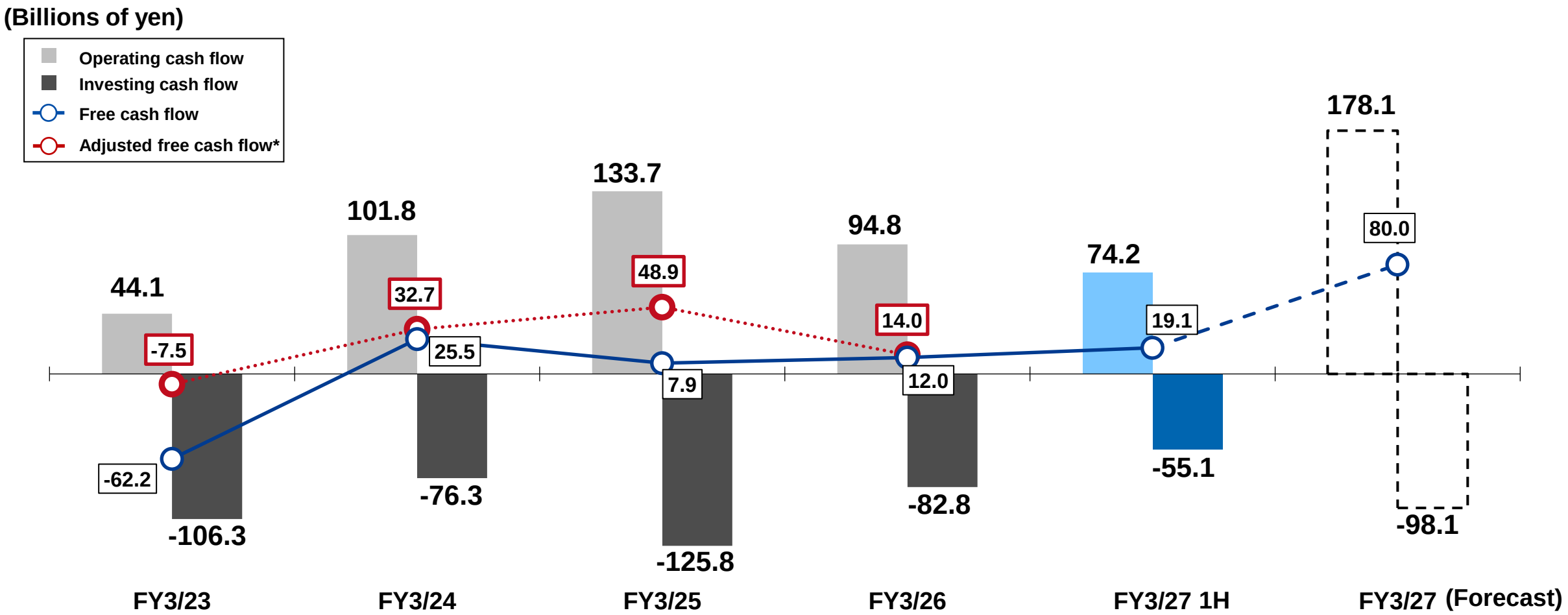


*1 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion
*2 Excluding special factors

Quarterly Trends: Inventories



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



	FY3/23	FY3/24	FY3/25	FY3/26	FY3/27 1H	FY3/27 (Forecast)
Adjustments (Billions of yen)	54.7	7.2	41.0	2.0	–	–
Main one-time factors	Purchase of Tokyo Head Office building M&A(HONDA TSUSHIN KOGYO / SUMIKO TEC / Honda Lock)	M&A (RO-RA)	M&A (Hitachi Power Semiconductor Device)	M&A (TSUBAKI NAKASHIMA ball screw and ball way business)	–	–

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

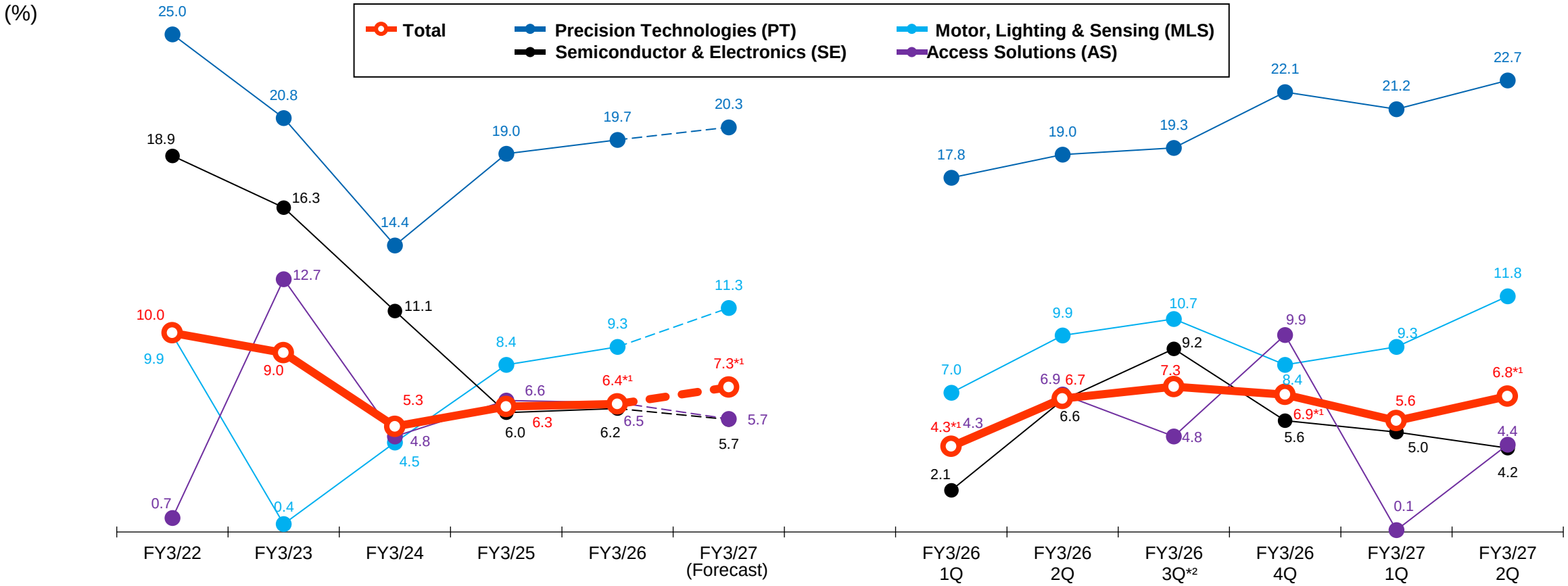
ROIC (Return On Invested Capital)

MinebeaMitsumi ROIC = **NOPAT** / **Invested capital**

NOPAT: Operating income x (1-tax rate)

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

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



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

Forecast for FY3/27

Net sales and operating income revised upward

(Billions of yen)	FY3/26 Full Year	FY3/27 1st Half	FY3/27 2nd Half	FY3/27 Full Year	YoY Change	YoY Growth Rate	FY3/27 Full Year (Previous Forecast)
Net sales	1,664.4	890.8	839.2	1,730.0	+65.6	+3.9%	1,690.0
Operating income	104.0 *1	58.1	69.9	128.0	+24.0	+23.1%	120.0
Profit before taxes	133.8 *2	71.8 *2	66.2	138.0 *2	+4.2	+3.2%	118.0
Profit for the period attributable to owners of the parent	99.0 *2	51.0 *2	49.0	100.0 *2	+1.0	+1.0%	87.0
Earnings per share, basic (yen)	246.60 *2	127.01 *2	122.00	249.01 *2	+2.41	+1.0%	216.64

Foreign Exchange Rates	FY3/26 Full Year	FY3/27 2H Assumptions
US$	¥149.99	¥155.00
Euro	¥172.92	¥175.00
Thai Baht	¥4.63	¥4.65
Chinese RMB	¥21.05	¥23.00

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

Forecast for Business Segment

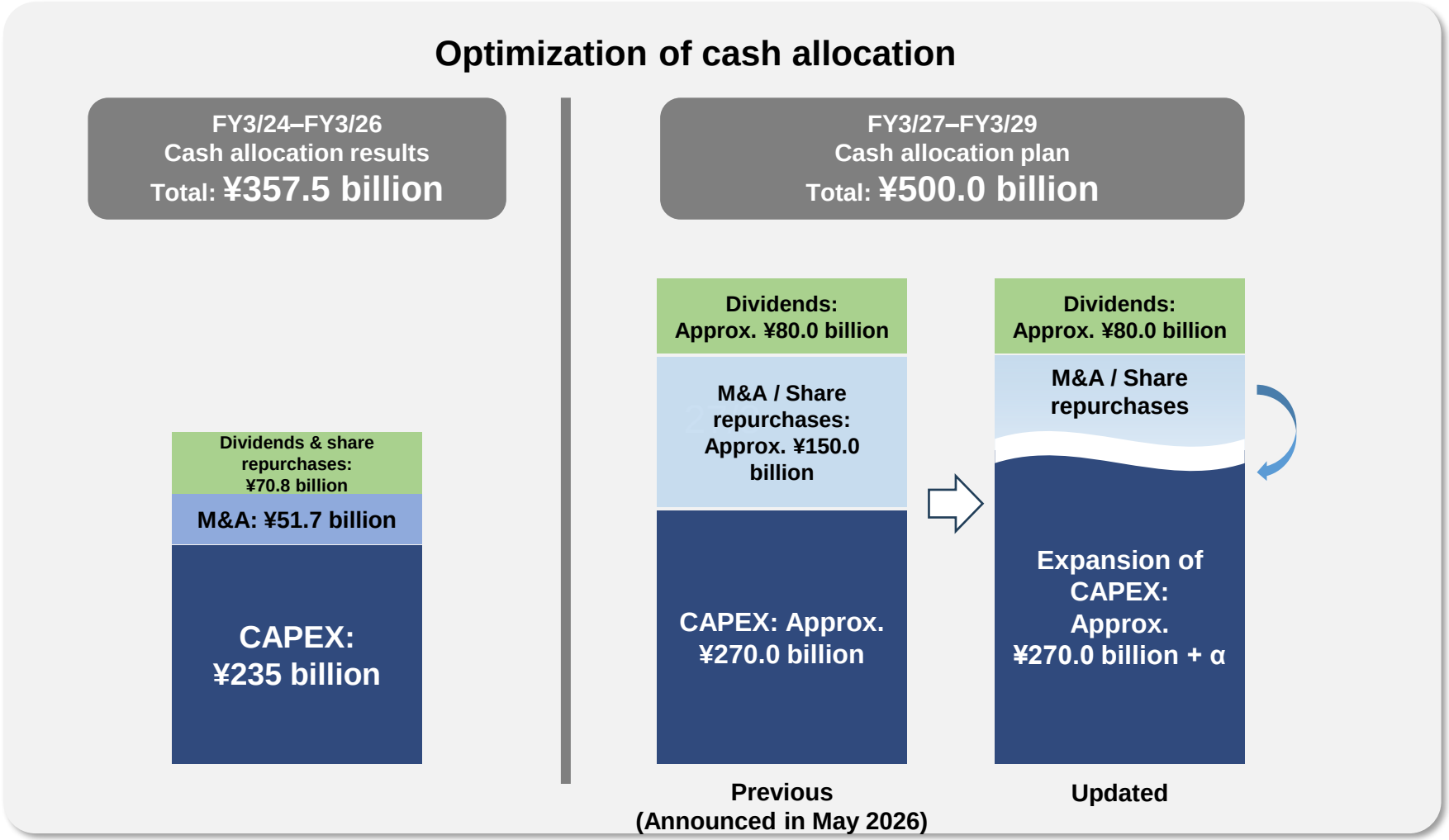
(Billions of yen)	FY3/26	FY3/27			YoY		FY3/27
	Full Year	1st Half	2nd Half	Full Year	Change	Growth Rate	Full Year (Previous Forecast)
Net sales	1,664.4	890.8	839.2	1,730.0	65.6	+3.9%	1,690.0
Precision Technologies (PT)	281.2	166.8	168.2	335.0	53.8	+19.2%	313.0
Motor, Lighting & Sensing (MLS)	456.5	254.0	251.0	505.0	48.5	+10.6%	492.0
Semiconductor & Electronics (SE)	590.3	294.6	240.4	535.0	-55.3	-9.4%	530.0
Access Solutions (AS)	332.2	172.8	177.2	350.0	17.8	+5.3%	350.0
Other	4.2	2.5	2.5	5.0	0.8	+18.8%	5.0
Operating income	104.0 *1	58.1	69.9	128.0	24.0	+23.1%	120.0
Precision Technologies (PT)	62.2	40.1	39.9	80.0	17.8	+28.5%	70.0
Motor, Lighting & Sensing (MLS)	26.9	17.2	18.8	36.0	9.1	+33.7%	31.0
Semiconductor & Electronics (SE)	26.7	11.2	13.8	25.0	-1.7	-6.3%	28.0
Access Solutions (AS)	17.1	3.4	13.1	16.5	-0.6	-3.4%	18.5
Other, Adjustment	-29.0	-13.8	-15.7	-29.5	-	-	-27.5

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

Update on Mid-term Cash Allocation Plan

Expanding the CAPEX allocation in view of strong organic growth potential

Maintaining stable dividends while concentrating CAPEX to support the “Five Growth Areas +1"



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Business Update and Management Strategy

November 6, 2026

Yoshihisa Kainuma

Representative Director, Chairman CEO



1H Key Points

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1H net sales, operating income, and profit for the period at record highs
Full-year forecast revised upward

Overall	● PT and MLS driving growth, offsetting slowdowns in automotive, gaming, and other sectors. ● Five Growth Areas +1: demand in new areas steadily expanding. ● Real operating margin for the full year to reach 8.7%.
Precision Technologies (PT)	● 1H segment net sales and operating income continue to hit record highs. Full-year operating income within reach of 80 billion yen. ● In addition to the Bearings, the Aerospace business achieved record-high net sales and OP.
Motor, Lighting & Sensing (MLS)	● Motor product mix improved with increased sales of high-value-added products. The Electronic devices business remains solid. Structural reforms in the Sensing devices business also contribute to improving overall profitability.
Semiconductor & Electronics (SE)	● The Semiconductor business is steadily building the foundation for mid-to-long-term growth. ● The Optical devices business peak shifts from 2Q to 3Q, but full-year performance remains in line with expectations.
Access Solutions (AS)	● Affected by automotive market slowdown in China and Europe, but Japan, Asia, and North America remain solid. Motorcycles and industrial machinery also solid.

Forecast for FY3/27

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Full-year forecast revised upward: net sales 1.73 trillion yen, operating income 128 billion yen

Forecast Highlights

- Expecting lower revenue but higher profit in 2H of the year due to seasonality.
- Anticipating continued strong performance driven by the 'Five Growth Areas +1', full-year net sales, OP, and the profit for the period are expected to reach record highs.
- Profit for the period also expected to hit a record high on Toshiba share valuation, a future source of funds for growth investment.

(Billions of yen)	FY3/26			FY3/27						FY3/27
	1H	2H	Full-year	1H	YoY	2H forecast	YoY	Full-year forecast	YoY	Previous forecast
Net sales	778.3	886.1	1,664.4	890.8	+14.5%	839.2	-5.3%	1,730.0	+3.9%	1,690.0
Operating income	44.4	59.6	104.0	58.1	+30.8%	69.9	+17.4%	128.0	+23.1%	120.0
Operating margin	5.7%	6.7%	6.2%	6.5%	+0.8pt	8.3%	+1.6pt	7.4%	+1.2pt	7.1%
Real operating margin	6.8%	8.2%	7.5%	7.8%	+1.0pt	9.6%	+1.4pt	8.7%	+1.2pt	8.3%
Attributable to owners of the parent Profit for the period (Excluding special factors)	28.6	70.4 (45.2)	99.0 (73.8)	51.0 (42.6)	+78.4% (+49.0%)	49.0	-30.5% (+8.3%)	100.0 (91.6)	+1.0% (+24.0%)	87.0
Earnings per share, basic (yen) (Excluding special factors)	71.18	175.42 (112.69)	246.60 (183.87)	127.01 (106.06)	+78.4% (+49.0%)	122.00	-30.5% (+8.3%)	249.01 (228.06)	+1.0% (+24.0%)	216.64

- Figures in parentheses exclude valuation gains and losses on Toshiba shares.
  Profit for the period on an accounting basis may fluctuate at interim and year-end due to changes in the valuation of Toshiba shares.
  Note that profit for the period excluding the valuation of Toshiba shares is also expected to set a record high.

Precision Technologies (PT) Update

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Driven by strong data center demand and the aerospace business, full-year operating income is within reach of 80 billion yen

Key points

1 Bearings

- Strong demand continues, mainly from data centers, and utilization rates remain high.
- 2Q average production volume (370 million units/month) hit a new record high. Aiming for maximum production capacity (404 million units/month) through measures to increase operating hours on all lines and shorter changeover times.
- On pricing, maintaining and expanding market share is the top priority.

2 Aerospace

- Price revisions upon renewal of LTAs (long-term agreements) also contributing, with extremely solid profit growth expected from 2H onward.
- Build rates to increase amid continued expansion in aircraft demand.

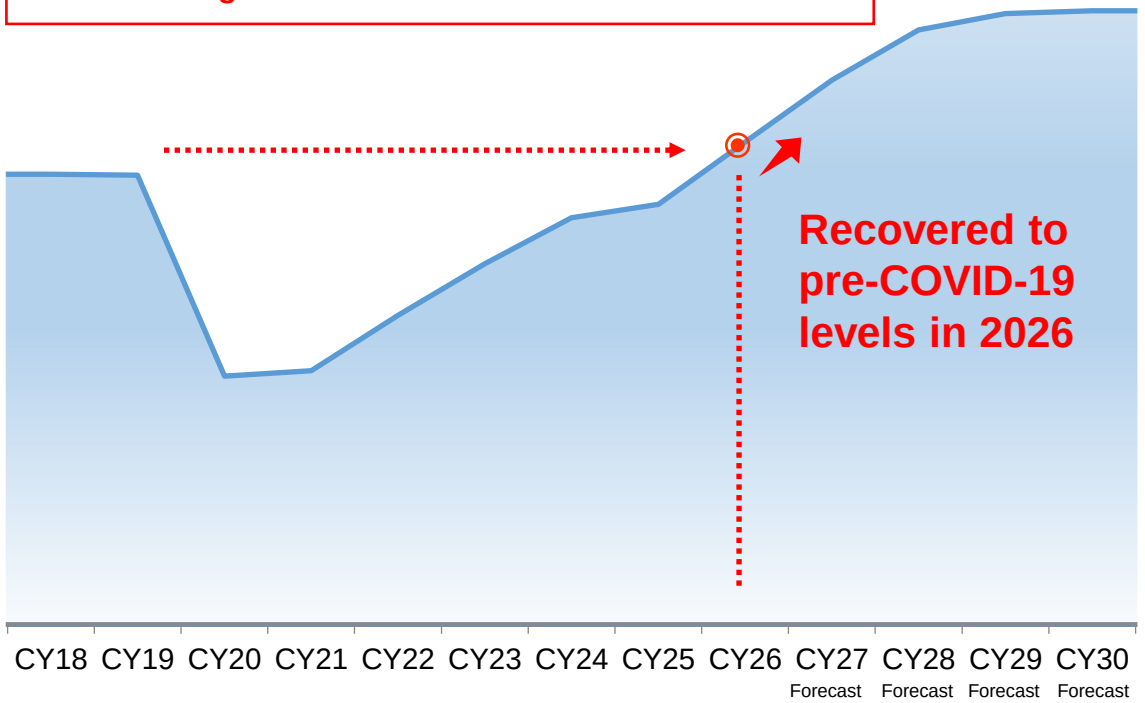
3 PMC

- Demand for HDD applications remains solid, with volumes set to increase.
- Price pass-through for rising raw material costs is steadily progressing.

Trend of commercial aircraft production rate (Source: MinebeaMitsumi)

External Environment
- Recovery in passenger demand from COVID-19.
- Growing replacement demand for new, fuel-efficient aircraft amid high crude oil prices.

⇒ Aircraft demand to continue expanding over the mid-to-long term.



Motor, Lighting & Sensing (MLS) Update

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Strong performance in motor and battery protection modules, driven by growing demand for AI servers. Increased inquiries for sensing devices in humanoid robots

Key points

1 Motors

- Driven by robust AI server demand, fan motors, stepping motors for liquid cooling valves, and spindle motors for HDDs remain strong.
- A shift toward high-value-added products improved the product mix, boosting profitability.

2 Electronic devices

- Driven by the expanding AI server market, demand for BBU battery protection modules remains strong, exceeding initial forecasts.
- To further strengthen supply capacity, new manufacturing operations will start at our Mexico plant in February 2027.

3 Sensing devices

- Profitability improved as a result of structural reforms.
- Inquiries for ‘MINEGE’, thin-film copper alloy strain gages and joint torque sensors for humanoid robots are on the rise.

Production structure for server motors

- Expanding production capacity at our Cambodia plant to **establish a multi-site manufacturing footprint** alongside existing facilities
- By ramping up production, we have **secured ample capacity to reliably meet anticipated growth in demand.**

＜Global Manufacturing Footprint for Server Motors＞









Fan motors



Stepping motors
(Valves opening /closing)



Spindle motors
（HDD）

M&A Measures to Strengthen Motor Business

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Business transfer from Panasonic Industry: closing postponed to March 2027 to ensure complete transaction stability after business succession

Integration synergies

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

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

2 Expansion into new customers and untapped markets

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

3 Strengthening of motor business and creation of new value

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

Overview of the acquired business

Target business	Panasonic Industry Co., Ltd.'s **automotive motor business** and **automotive cooling fan motor business**
Sales scale	Approx. 32.0 billion yen (FY3/25)
Purpose of acquisition	• Strengthen the motor business, a main pillar of our "Eight Spears" core products • Strengthen automotive motors, a focus area
Acquisition scheme	• Japan bases: Acquisition of shares in a new company following an absorption-type split • Philippines base: Stock acquisition • China (Xiamen, Zhuhai): Business transfer of the above target businesses.
Schedule	May 13, 2026: Execution of final agreement November 2, 2026: Scheduled completion of transfer **⇒(Postponed) Scheduled for March 1, 2027** [Reason for Postponement] To thoroughly proceed with transition preparations—including organizing and coordinating orders and contracts associated with the shift to the new structure, as well as establishing operational processes—in order to ensure complete transaction stability following the switchover of transaction channels.

Product images



Battery cooling blowers



Radiator cooling motors



Brake motors



Fluid dynamic bearing fan motors

Semiconductor & Electronics (SE) Update

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The semiconductor business is steadily building the foundation for mid- to long-term growth

Key points

1 Semiconductors

- The Shiga plant is on track to achieve single-month profitability in 4Q as planned.
- In addition to lithium-ion battery protection ICs and IGBTs for railways—where we hold a strong market position—growth is being driven by industrial IGBTs, data center products, medical ICs, and MEMS (microphones and sensors).
- 800V HVDC applications offer an entry opportunity for our power semiconductors, with initiatives already underway with certain customers.

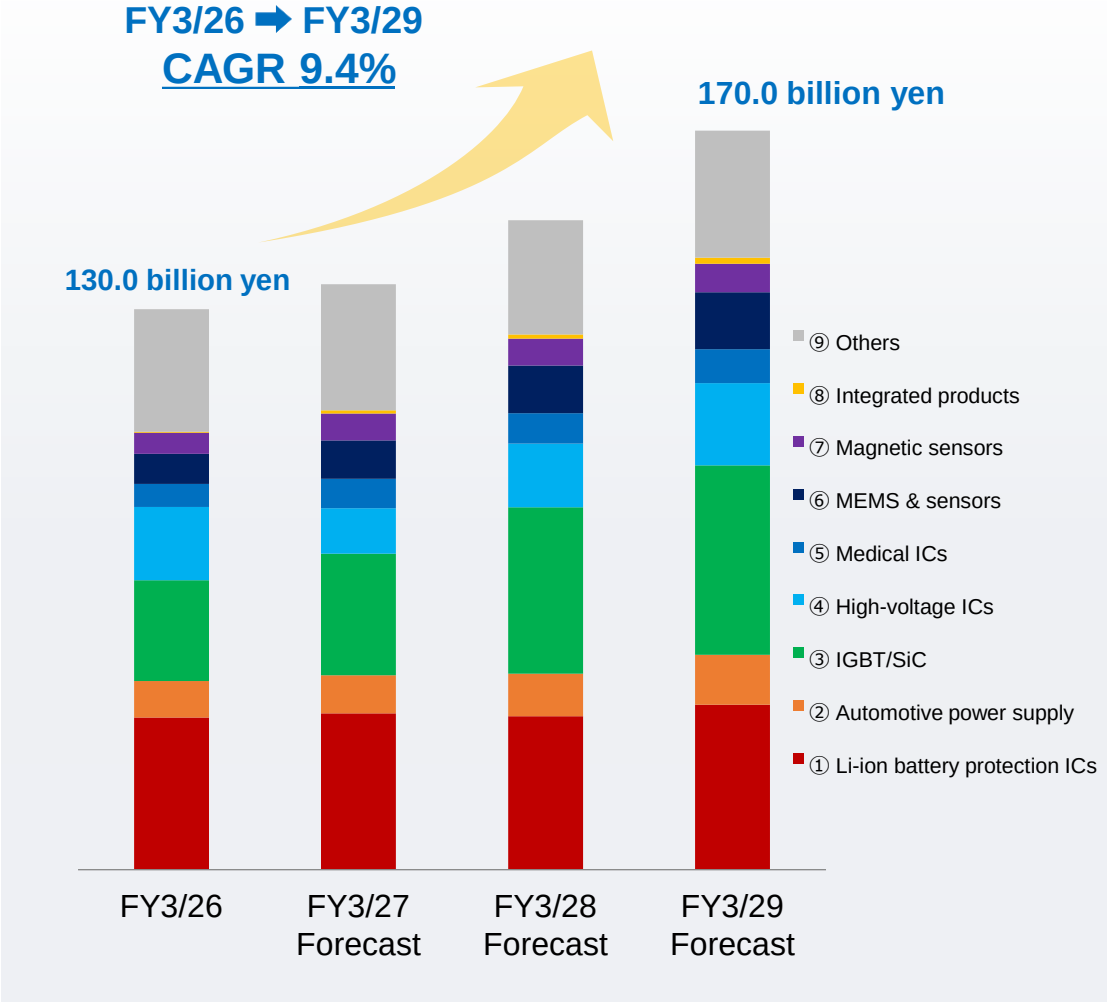
2 Optical devices

- Although the peak will shift from 2Q to 3Q, full-year performance is expected to remain in line with our forecast.
  We will continue to closely monitor production volumes.

3 Mechanical components

- Productivity declined due to soaring costs for components such as memory.
- The market cycle has entered a stagnant phase, and we are awaiting a recovery in demand.

Semiconductors: net sales plan



Access Solutions (AS) Update

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North America, Japan, and industrial machinery broadly solid, despite slowdowns in China and Europe
BMW winglet launch on track

Key points

1 Four-wheeler business

- North America and Japan broadly solid, despite China market downturn and key European customer slowdown.
- BMW winglet (wing handle adopted by BMW) launch on track, while accelerating development of follow-up high-value-added products.

2 Two-wheelers and industrial machinery

- Strong performance in two-wheeler and industrial machinery applications. Two-wheelers driven by expanding demand in ASEAN and South America.
- Industrial machinery maintains high profitability on real demand growth from increased rice production, underpinning profit amid market volatility.

New tech & applications via "AS Business Integration"

In-cabin display actuator

- Integration of automotive electrical components and bearings enables motorized control (opening/closing, retraction, and angle adjustment) of in-cabin displays, delivering enhanced UX.

(Mass-production development phase)





Rear Seat Display Actuator × Bearing

Automotive headlight actuator

- Integration of automotive electrical components and motors achieves market-first, two-way actuation for high-precision road and wall projection, delivering enhanced UX.

(Mass-production development phase)





Headlamp DLP Actuator (Digital Light Processing) × Motor

Five Growth Areas +1

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Demand is expanding for AI servers, aerospace, and new mobility, with humanoids, commercial drones, and fully autonomous driving making progress toward practical use

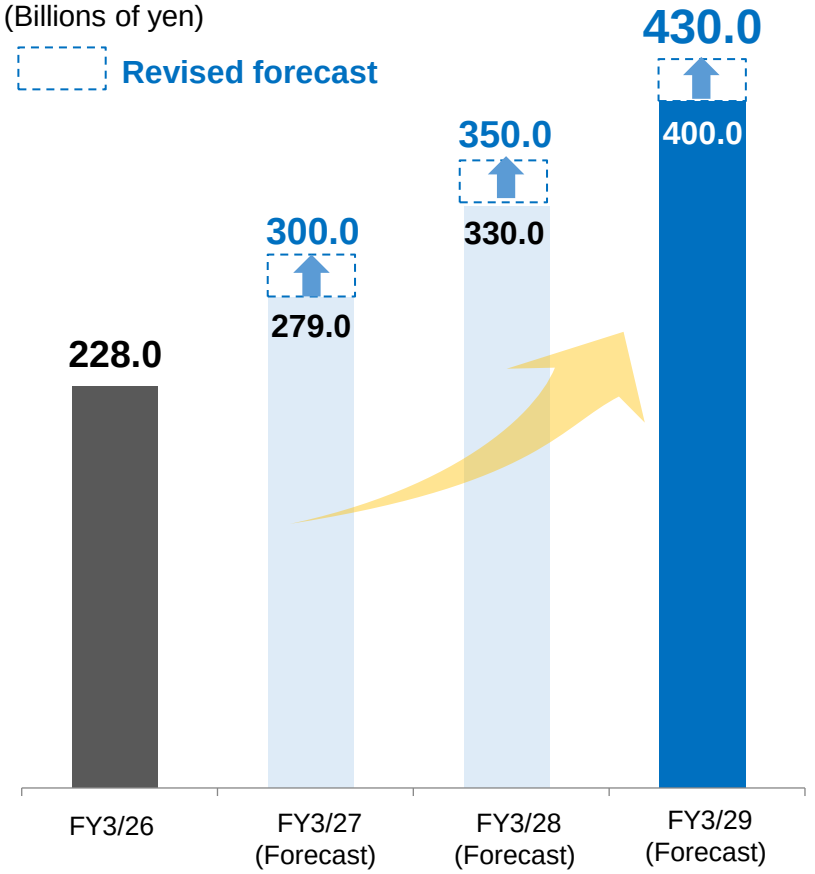
Winning high value-added projects and gaining share through ultra-precision "reliability" and overwhelming "supply capacity"

Market	Market growth	■Latest topics □Needs
AI Servers 	CAGR (CY26-30) Approx. 8% Server production volume	■Liquid cooling, 800V power, and optical transmission advancing □High cooling capacity, low power, high reliability
Humanoid Robots 	CAGR(CY26-30) Approx. 86% Humanoid robot shipments	■Development advancing toward commercialization and mass production □Compact, light, precise, high-efficiency drive
Commercial Drones 	CAGR(CY26-30) Approx. 8% Global commercial drone production volume	■Expanding commercial use in logistics and inspection □Lightweight, low power, long operating time
Fully Autonomous Driving (LiDAR) 	CAGR(CY26-30) Approx. 26% LiDAR(mechanical) production volume	■Robotaxi demonstrations and commercialization advancing □Safety, reliability, high-precision sensing
New Mobility 	CAGR(CY26-30) Approx. 6% Global automotive electrical systems market	■Electrification, advanced functions, deeper infotainment □Compact, light, efficient, development strength
+1 Aerospace 	CAGR(CY26-30) Approx. 8% Company estimate based on major aircraft production trends	■Aircraft production increasing and space development advancing □High durability, extreme environments, fuel efficiency

* Company estimates based on various market research

Five Growth Areas +1: Mid-term earnings forecast

Net sales projected to outperform the forecast
CAGR(FY3/26-FY3/29) Approx. 24%

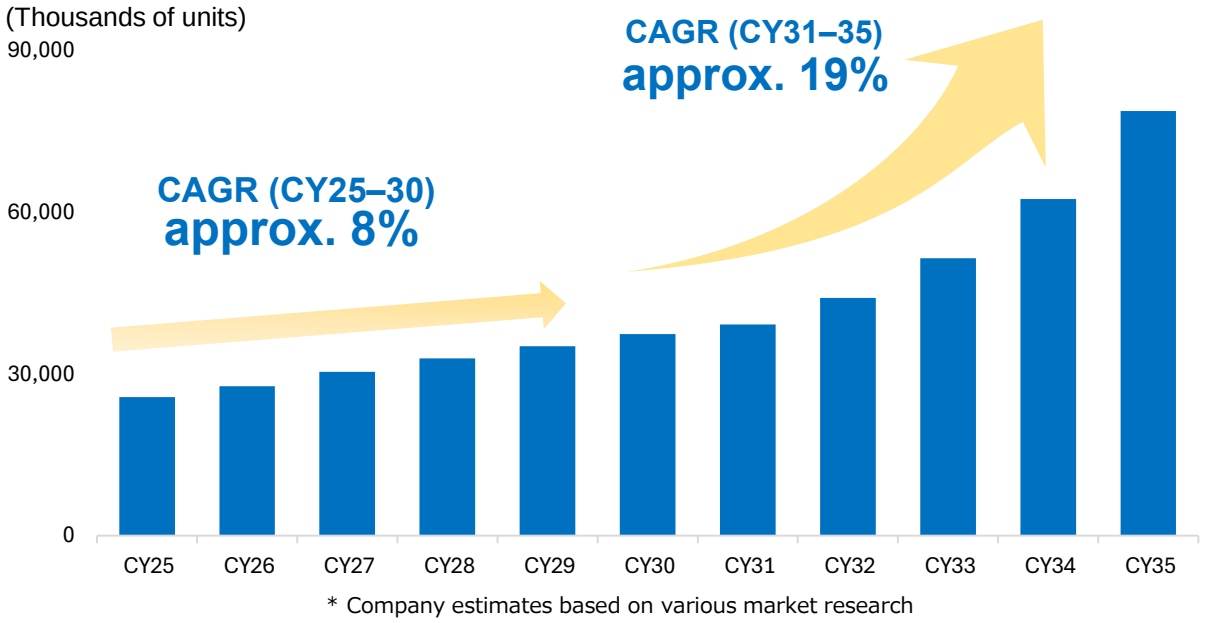


AI Server Market Trends and Sales Forecasts

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Passion to Create Value through Difference

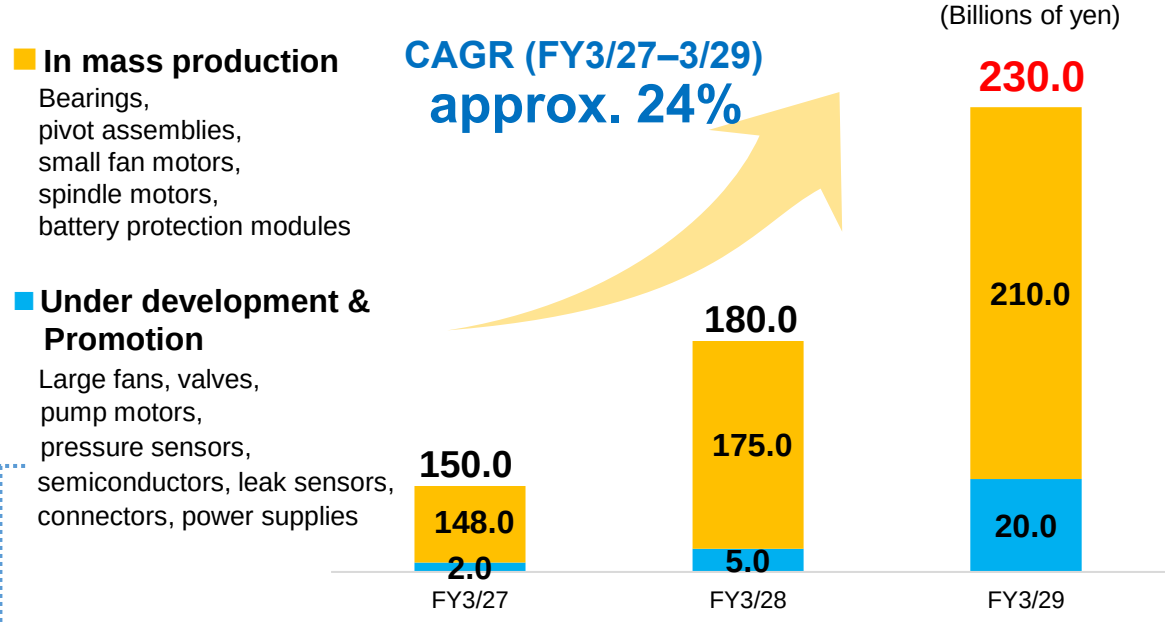
Server unit shipments are expected to continue growing rapidly, driving our AI server-related revenue to reach to 230 billion yen in FY3/29

Market trends: Server unit volume trends



* Company estimates based on various market research

Sales forecast of our products



Hybrid liquid-cooling and air-cooling systems are the mainstream for AI servers

The volume of liquid-cooled systems is limited.
General-purpose servers (air-cooled) also continue to grow alongside data increases.

Demand for edge AI devices is expanding

Rapid shift from extreme centralization in the cloud to on-site (edge) data processing and decision-making.

Anticipating new market needs and expanding our product lineup

Capturing new demand created by the technological shift in AI infrastructure.
Achieving sales growth in next-generation markets.

1. **Advancements in cooling (water cooling → liquid refrigerant)**
   → Compact valves, pumps, pressure sensors, and gas sensors
2. **Improving power efficiency (AC → 800V DC power distribution)**
   → Next-generation power devices (Fin-SiC, V-groove-SiC)
3. **Faster communication (copper wires → optical transmission: CPO)**
   → Optical connectors with shutters, CPO connectors



Our Investment Stance on AI Servers

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Basic policy: **Avoid overinvestment and pursue sustainable high profitability while mitigating market volatility risks through flexible utilization of existing facilities and highly versatile products**

1 Disciplined capital expenditure

Implement phased capacity expansion by closely monitoring market trends without making excessive upfront investments

- Flexibly adapt to fluctuations in the pace of market expansion (slowdown/plateauing) to avoid overcapacity
- Leverage the launch of new plants to establish a highly capital-efficient production structure, taking into account company-wide optimization of manufacturing sites and capacity

2 Strengths of versatile products

Our core components (bearings, motors, etc.) are highly versatile products rather than AI-specific

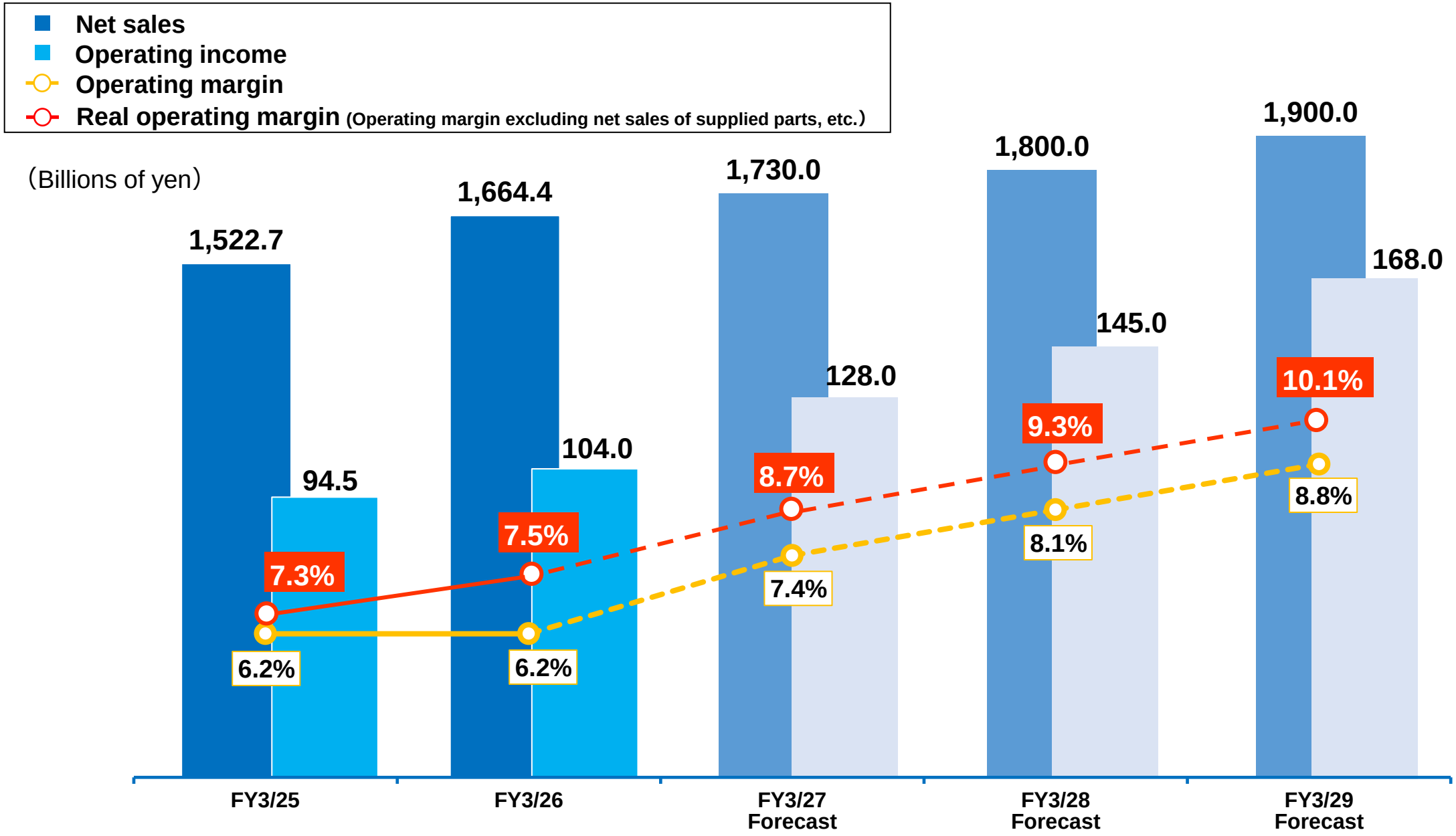
- No need for massive capital investments dedicated exclusively to AI servers
- Maintain a stable earnings base by reducing reliance on specific customers and applications

3 Diversification through “Five Growth Areas +1"

Strengthen the portfolio with multiple growth drivers, with AI servers serving as the primary growth engine

- Pursue diversified growth, including commercial drones and humanoid robots
- Achieve sustainable top-line growth and high profitability across the entire portfolio

Real Operating Margin Trend



Shareholder Returns

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Planned dividend increase of 10 yen for the current fiscal year

Furthermore, we will proactively execute capital investments in response to robust demand

Dividends

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

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

Share buybacks

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

Future Production Capacity Expansion

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Proactively expanding capacity in anticipation of robust demand

Yonago Plant (new building)



Floor area	Approx.6,400 ㎡
Development target products	Motors

Cebu Plant, Building 14, Philippines



Floor area	1st floor: 14,413 ㎡ 2nd floor: 14,413 ㎡
Manufactured products	Analog semiconductors

CEROBEAR, Germany (new building)



Floor area	Approx.4,000 ㎡
Manufactured products	Bearings (aerospace)

Chennai Plant, India



Site area	Approx. 100,000 ㎡
Manufactured products	• Power semiconductors • Automotive motors

In addition to the above, planning to acquire a new plant in the Philippines.

Topics

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Showcasing latest Five Growth Areas +1 products and technologies at each event

Exhibiting at CES2027

Showcase the latest model of the robot hand that was well received in 2026, along with other products for the Five Growth Areas +1 that are essential to the real-world deployment of physical AI.

Date: Wed., January 6 - Sat., January 9, 2027

Location: Las Vegas, USA

Content: Introducing our Electro Mechanics Solutions™ for the Five Growth Areas +1



Unveiling our significantly advanced "Multi-Fingered Robot Hand" for the first time, achieving greater dexterity including wrist movements toward the practical application of humanoid robots.



IR Day 2027

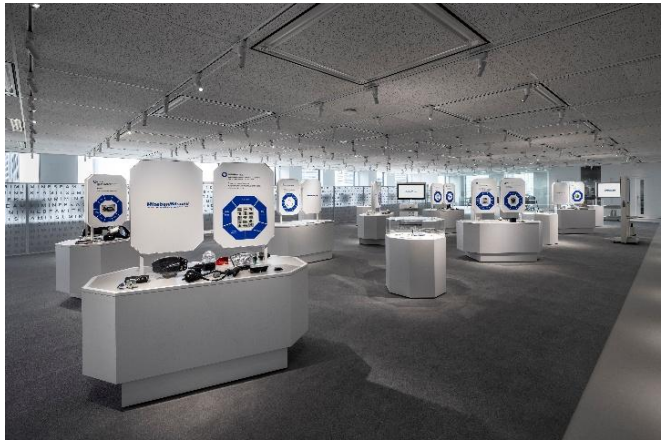
Explain our products and technology development in the Five Growth Areas +1

Date: Mon., February 22, 2027, 1:00-4:00 p.m. (TBD)

Venue: Our Tokyo X Tech Garden (Shiodome)

Content: 1. Demo exhibition tour

2. Presentation and Q&A



Topics

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Acquired naming rights to Shizuoka's ECOPA Stadium and ECOPA Arena
Renamed "MinebeaMitsumi Stadium ECOPA" and "MinebeaMitsumi Arena ECOPA" from April 2027

Both facilities are in Shizuoka, home to the Hamamatsu Plant, a key site with a 40-year history leading MLS technology development
The plant develops growth drivers such as motors, sensors (for robot hands, etc.), and battery protection modules for BBU.

Strategic investment in this region will raise our brand awareness, help us attract and retain talented engineers, and strengthen local ties
From Shizuoka, we will create new technologies and products that help solve global social issues and further strengthen our foundation for sustainable growth.

(Contract period: April 1, 2027 for 5 years / Annual contract amount: 45 million yen / Expected annual visitors to the facilities: approx. 800,000)

Shizuoka Stadium (New nickname: MinebeaMitsumi Stadium ECOPA)



- Location: Aino, Fukuroi City, Shizuoka Prefecture
- Capacity: 50,000 (largest stadium in Shizuoka Prefecture)

- Used for soccer and rugby World Cup matches, official league games, and stadium concerts. A facility with high media exposure.

Shizuoka Arena (New nickname: MinebeaMitsumi Arena ECOPA)



- Location: Aino, Fukuroi City, Shizuoka Prefecture
- Capacity: 10,000 (largest-scale arena in Shizuoka Prefecture)

- Hosts about 20 events a year, such as concerts by famous artists and idol groups and nearby cities' coming-of-age ceremonies.

Receives “2026 Award for Excellence in Corporate Disclosure” from the Securities Analysts Association of Japan for the first time

- Ranked first in the Electric / Precision category -



2026 Award for Excellence in Corporate Disclosure

– Industries –

SAAJ The Securities Analysts Association of Japan

Going forward, MinebeaMitsumi will continue to expand opportunities for constructive dialogue with all stakeholders while striving to enhance corporate value and build stronger relationships of trust through timely, appropriate, fair, and highly transparent disclosures.

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

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

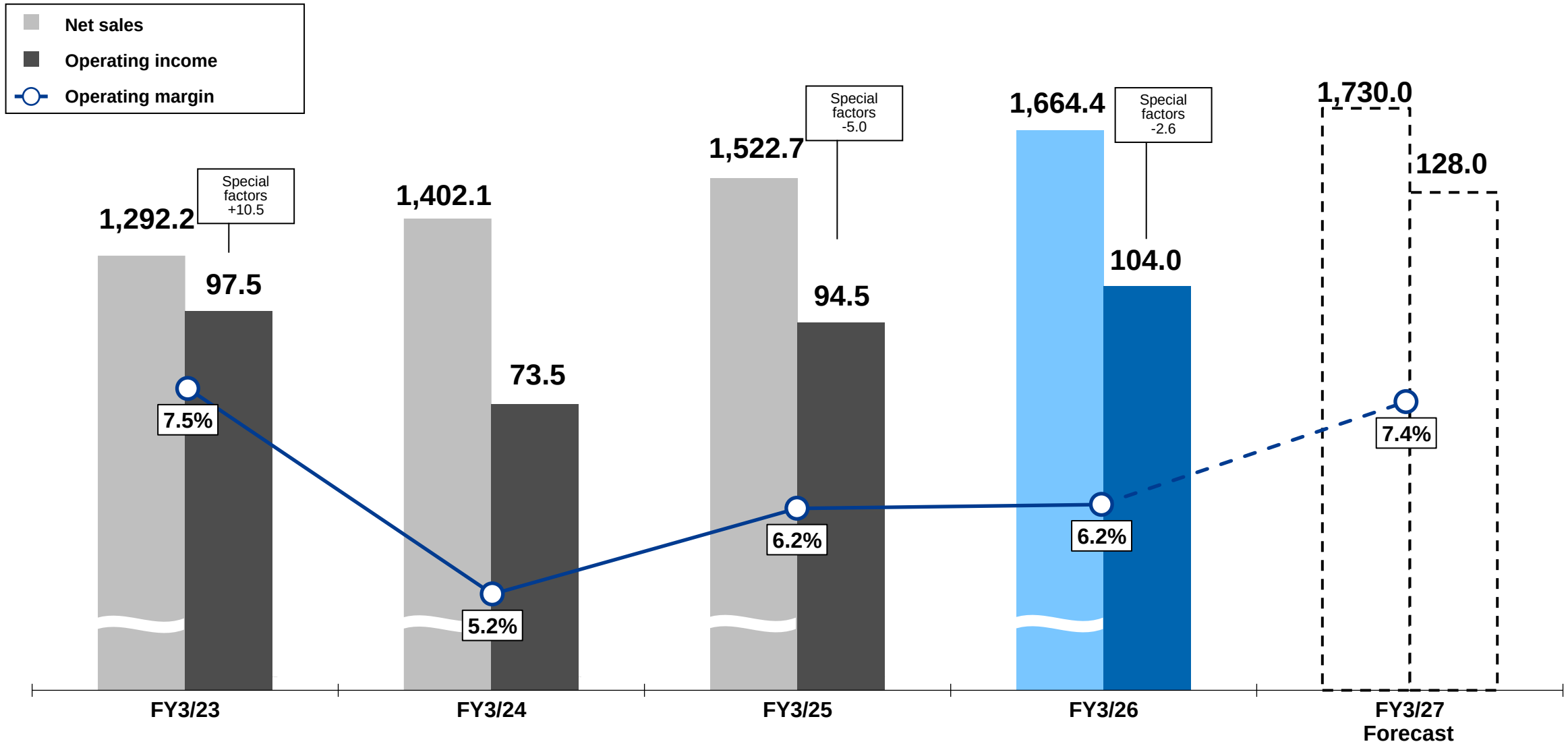
Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to MinebeaMitsumi's business operations; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously.

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Reference

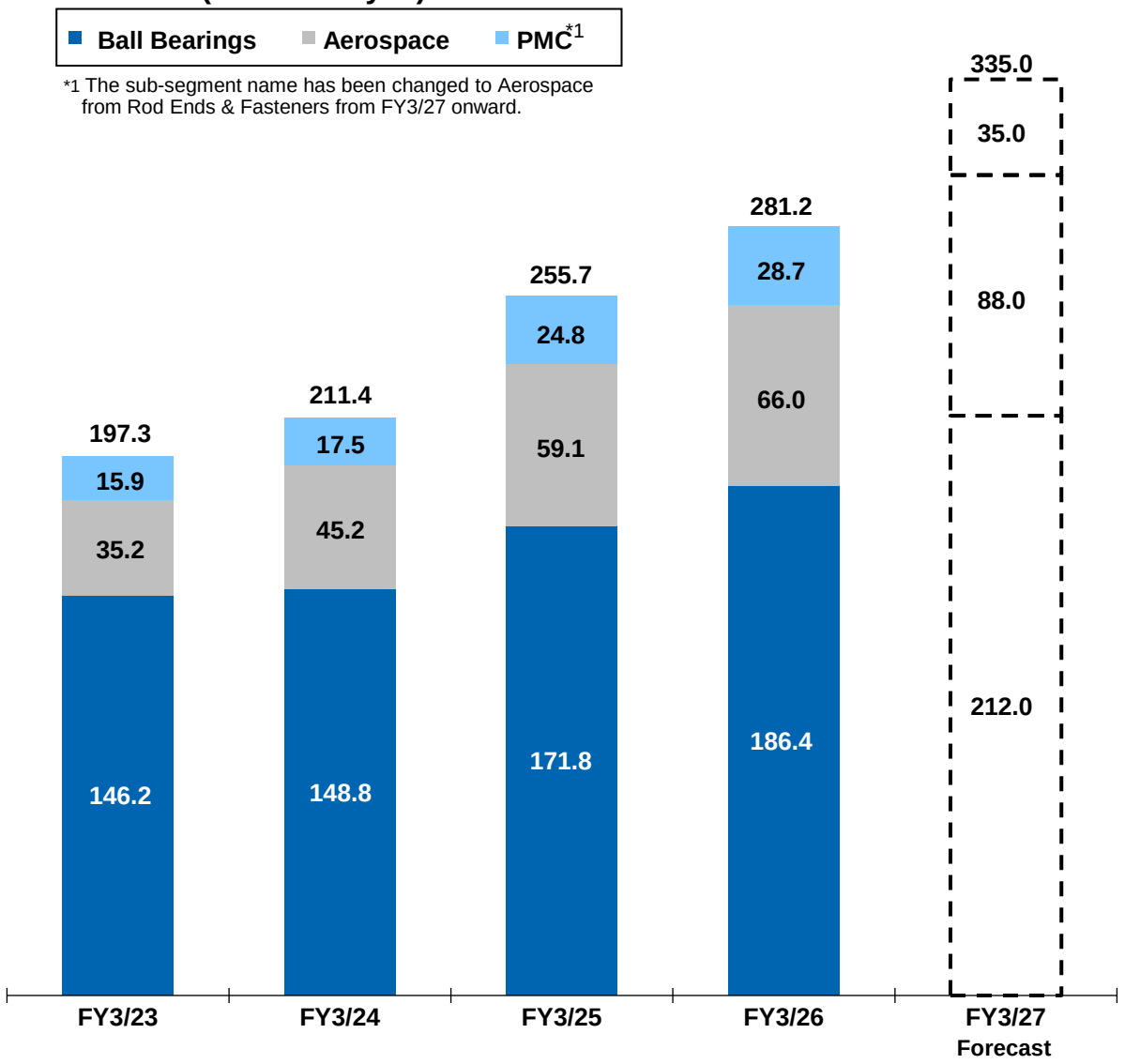
Full-Year Trends: Net Sales, Operating Income / Margin

(Billions of yen)

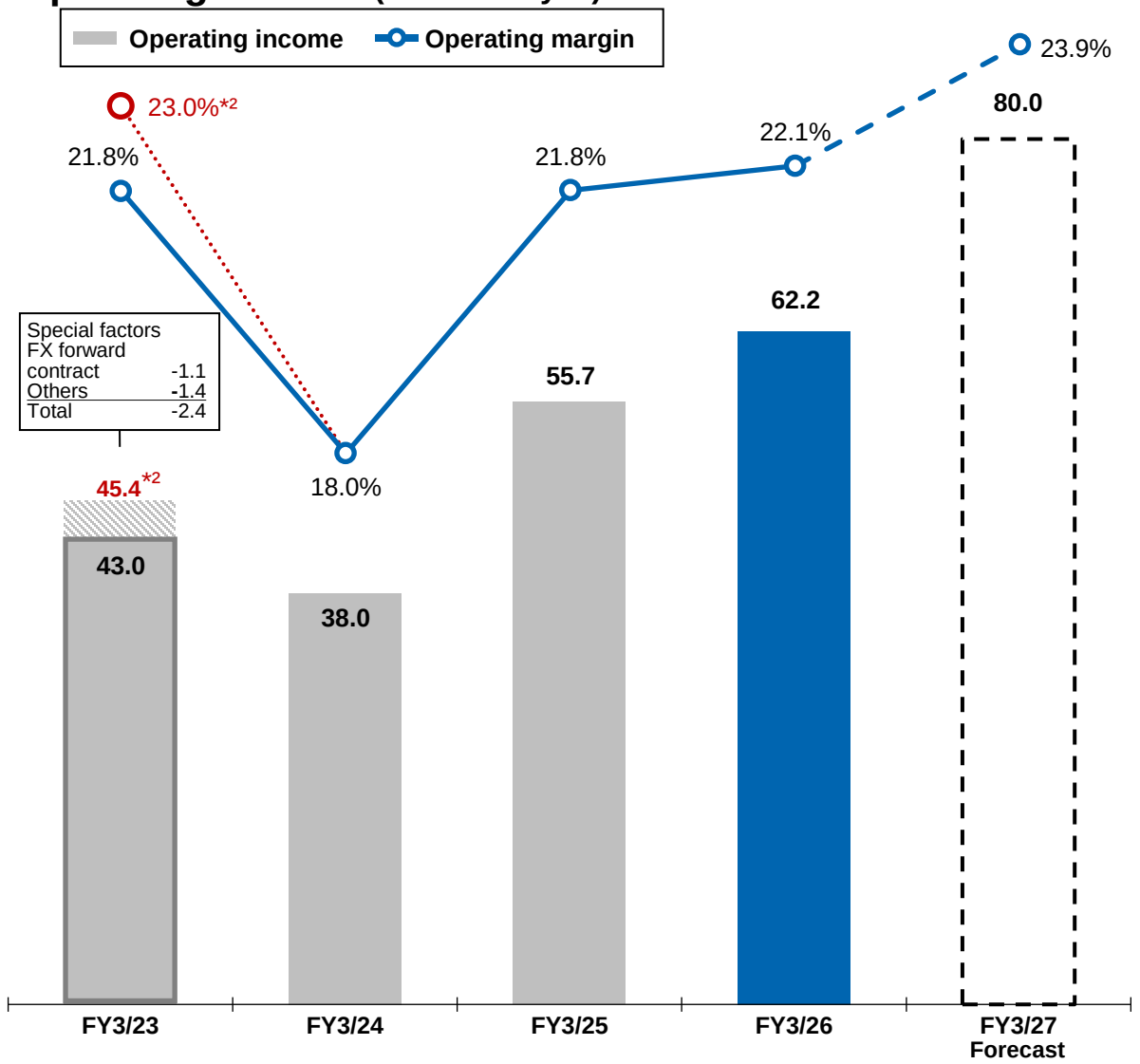


Full-Year Trends: Precision Technologies (PT)

Net sales (Billions of yen)



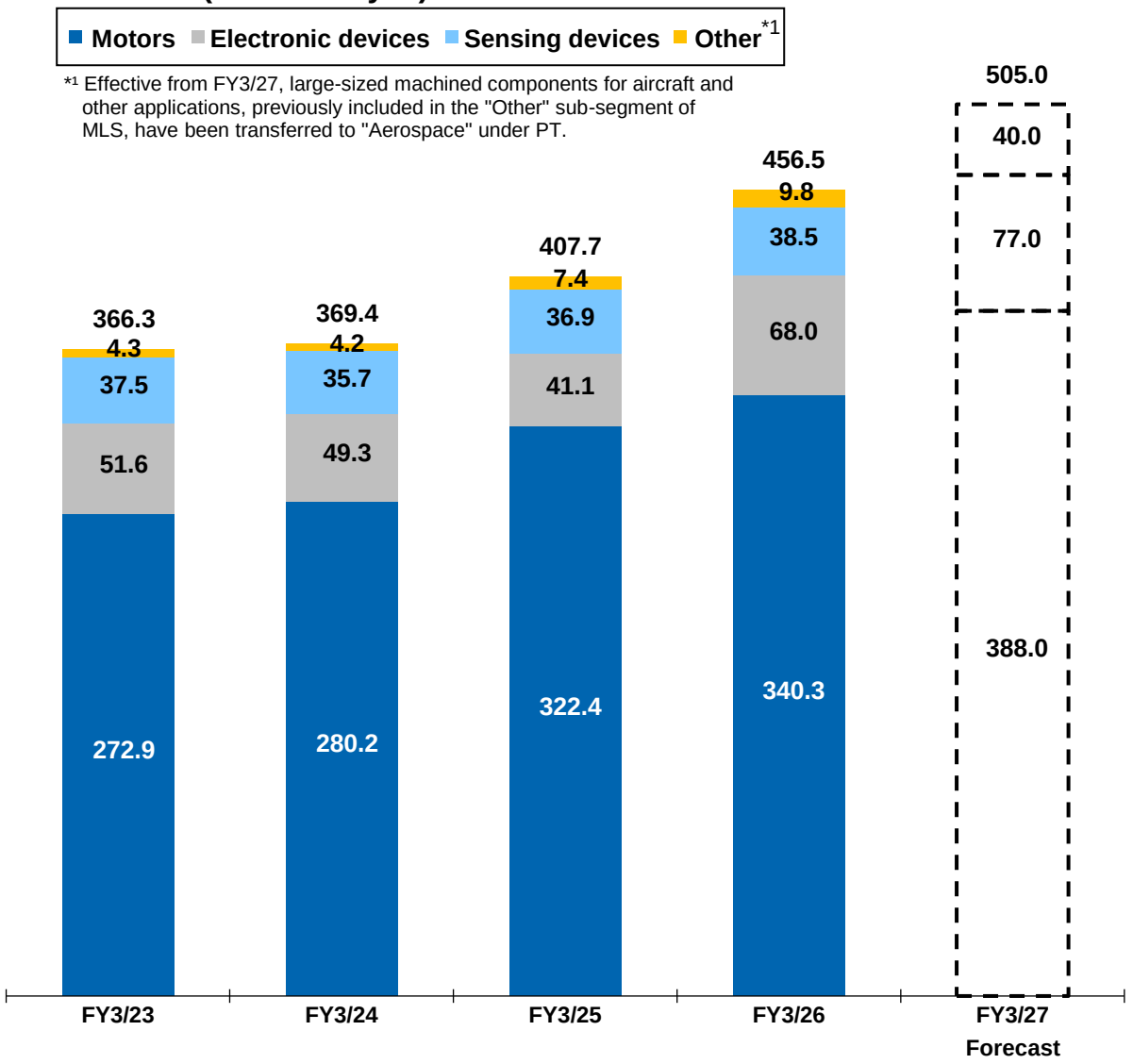
Operating income (Billions of yen)



*2 Excluding special factors
*3 The figures for past performance do not reflect the segment realignment

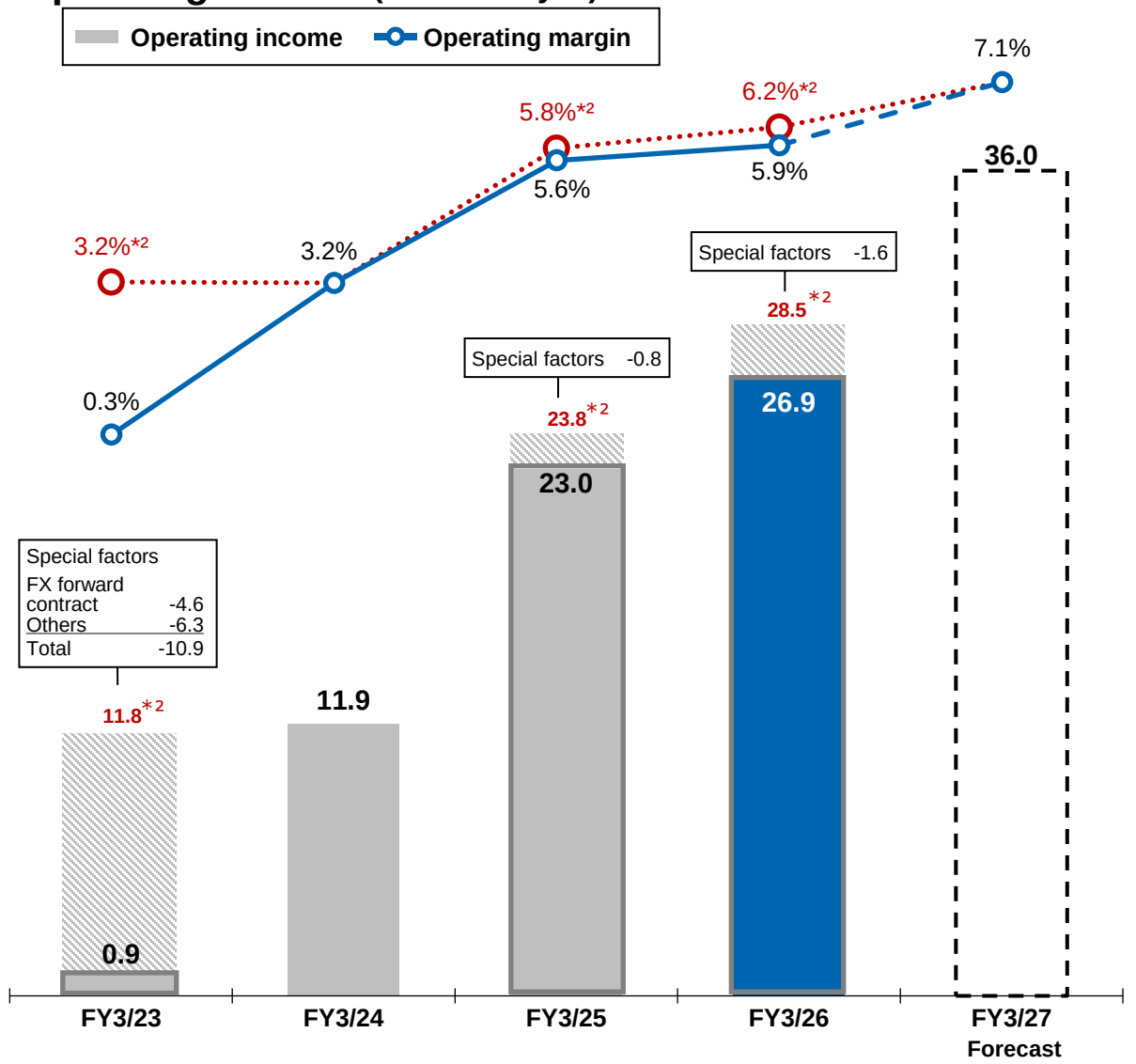
Full-Year Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



*1 Effective from FY3/27, large-sized machined components for aircraft and other applications, previously included in the "Other" sub-segment of MLS, have been transferred to "Aerospace" under PT.

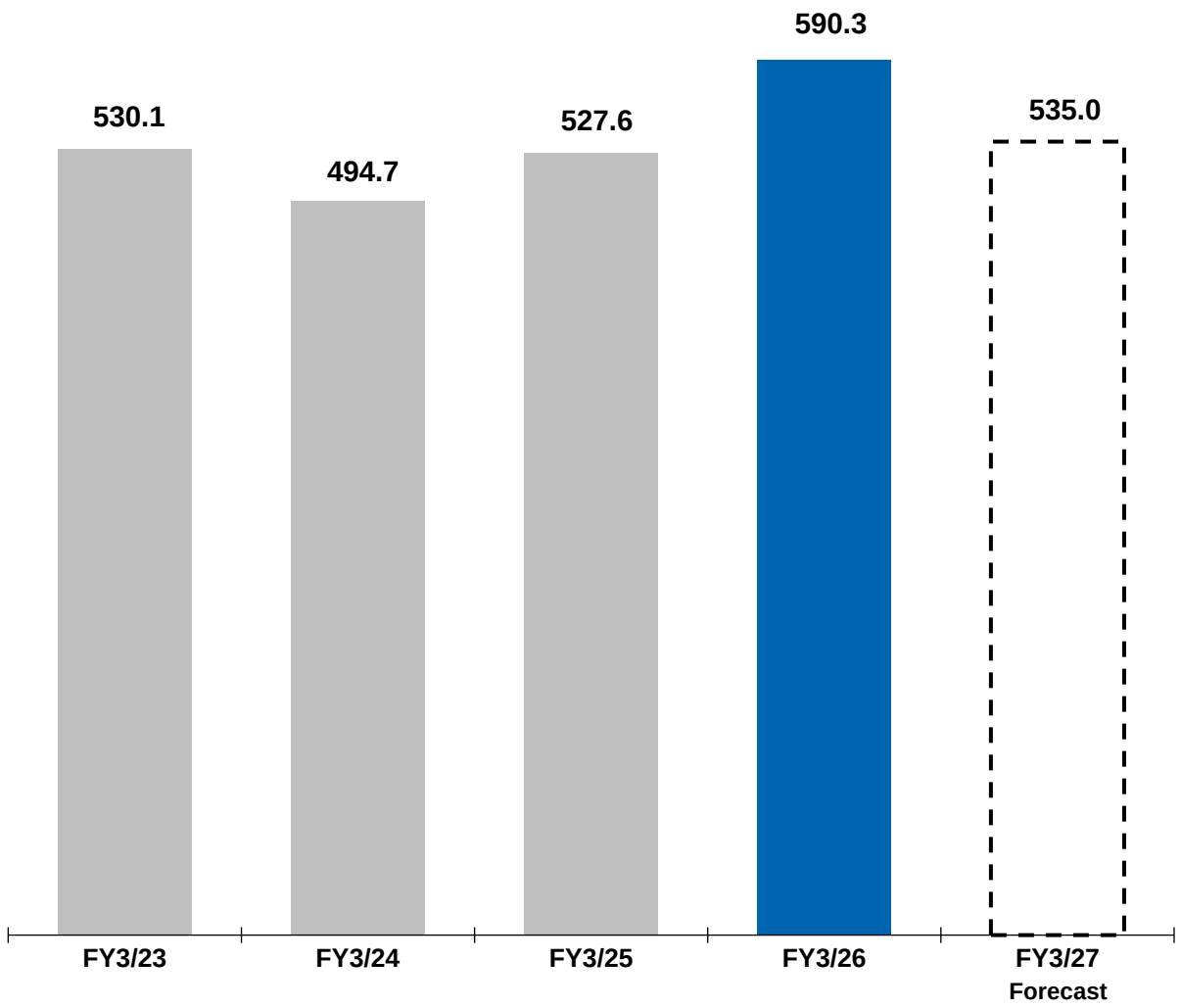
Operating income (Billions of yen)



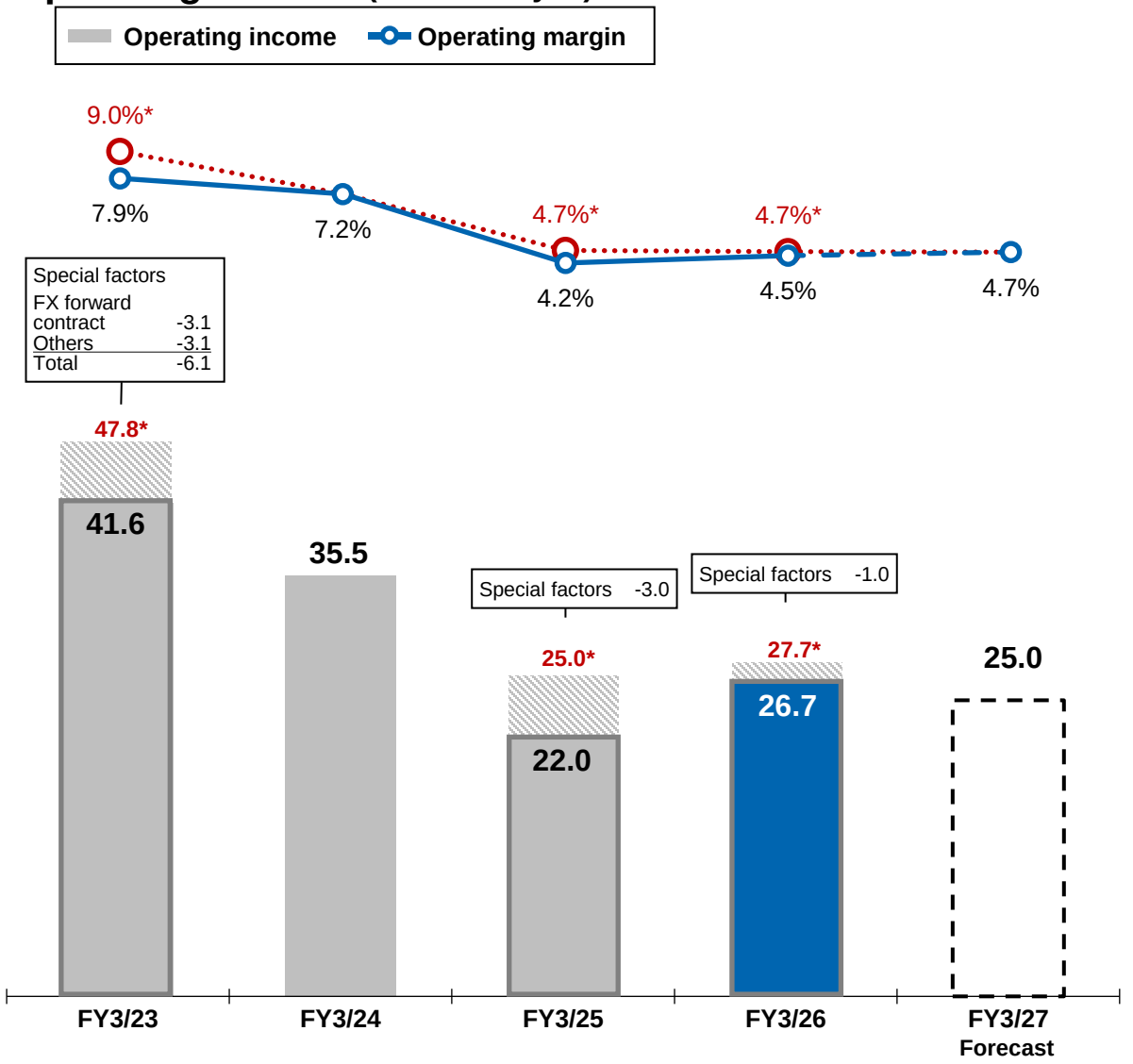
*2 Excluding special factors
*3 The figures for past performance do not reflect the segment realignment

Full-Year Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)



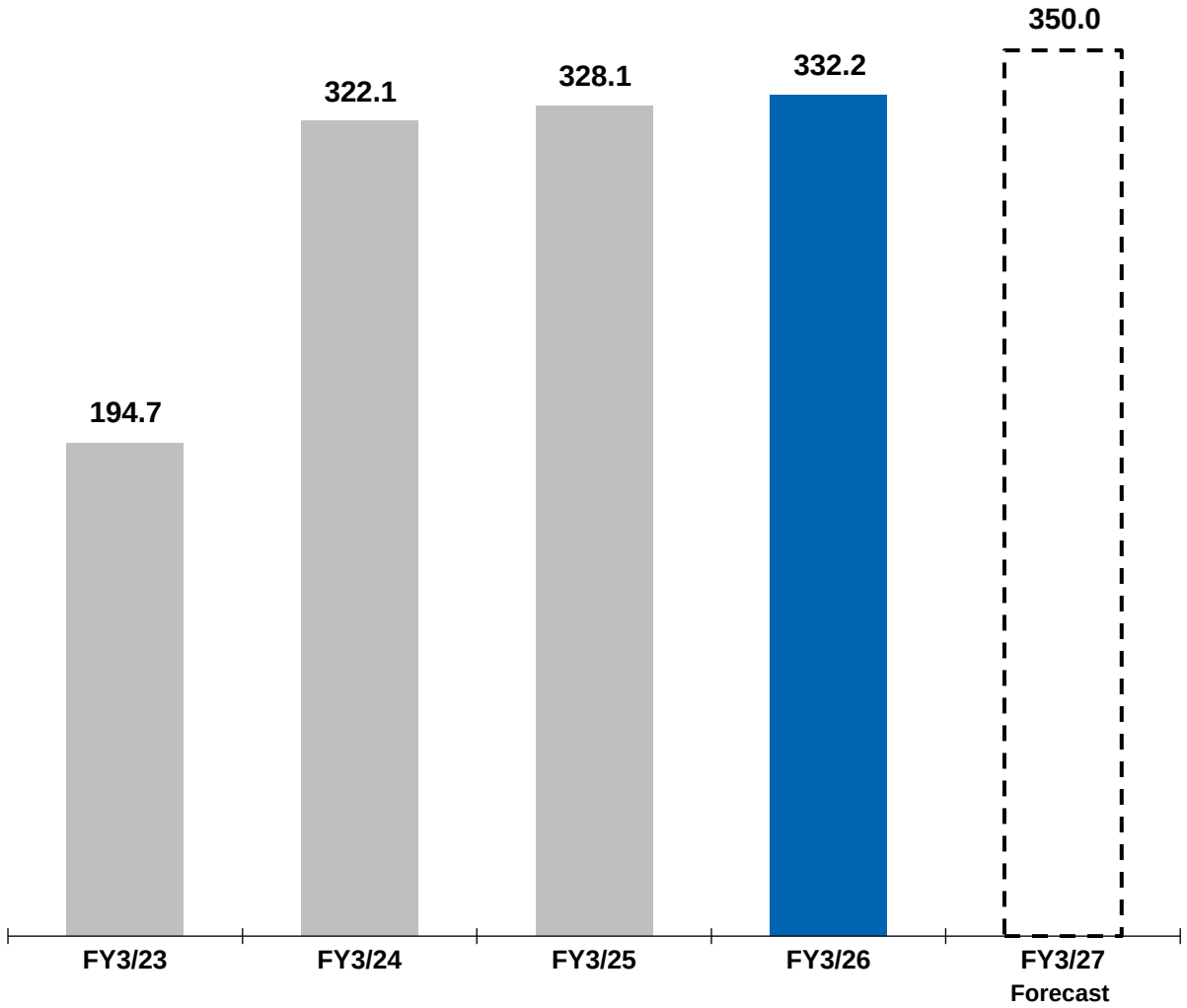
Operating income (Billions of yen)



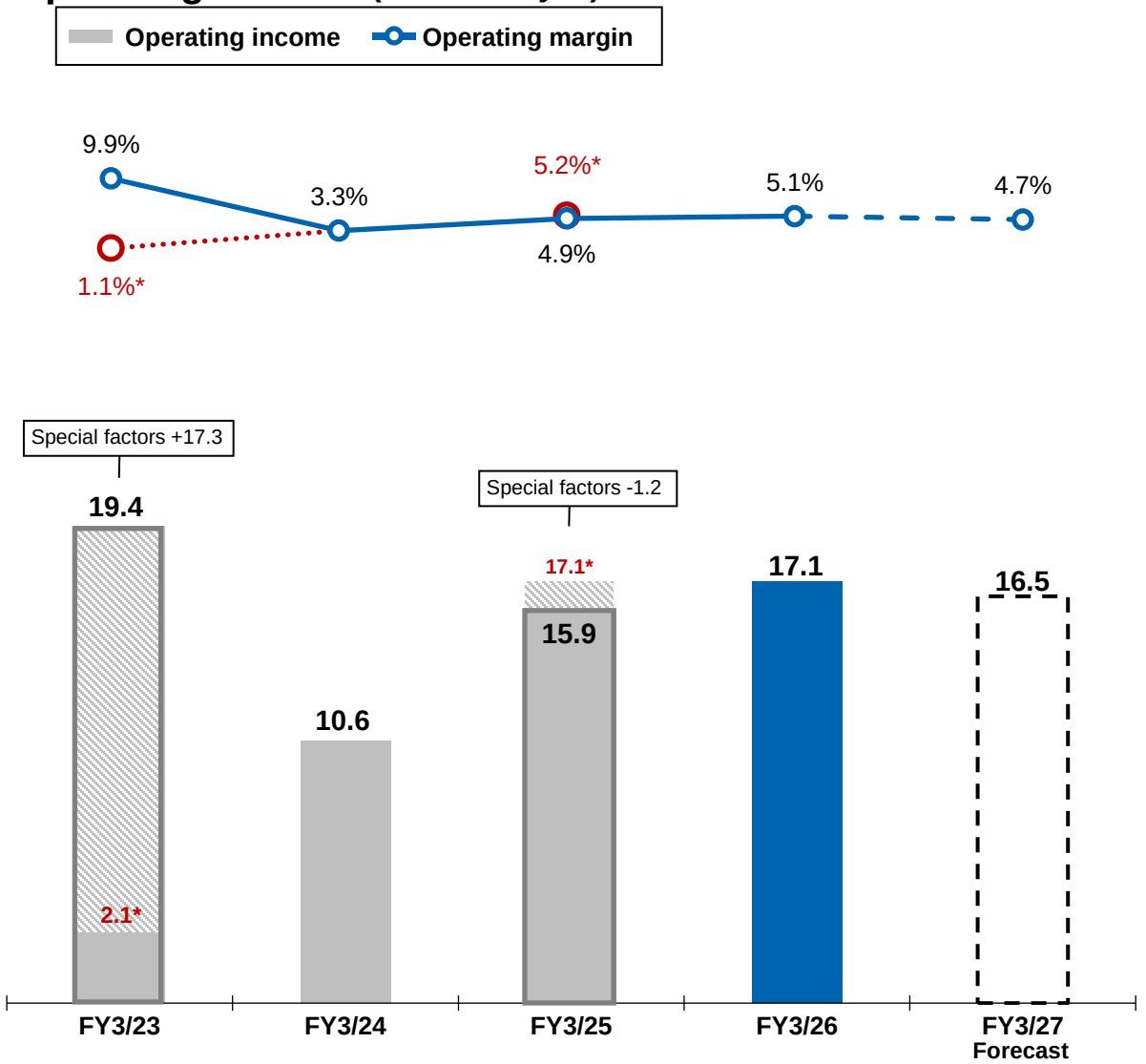
* Excluding special factors

Full-Year Trends: Access Solutions (AS)

Net sales (Billions of yen)

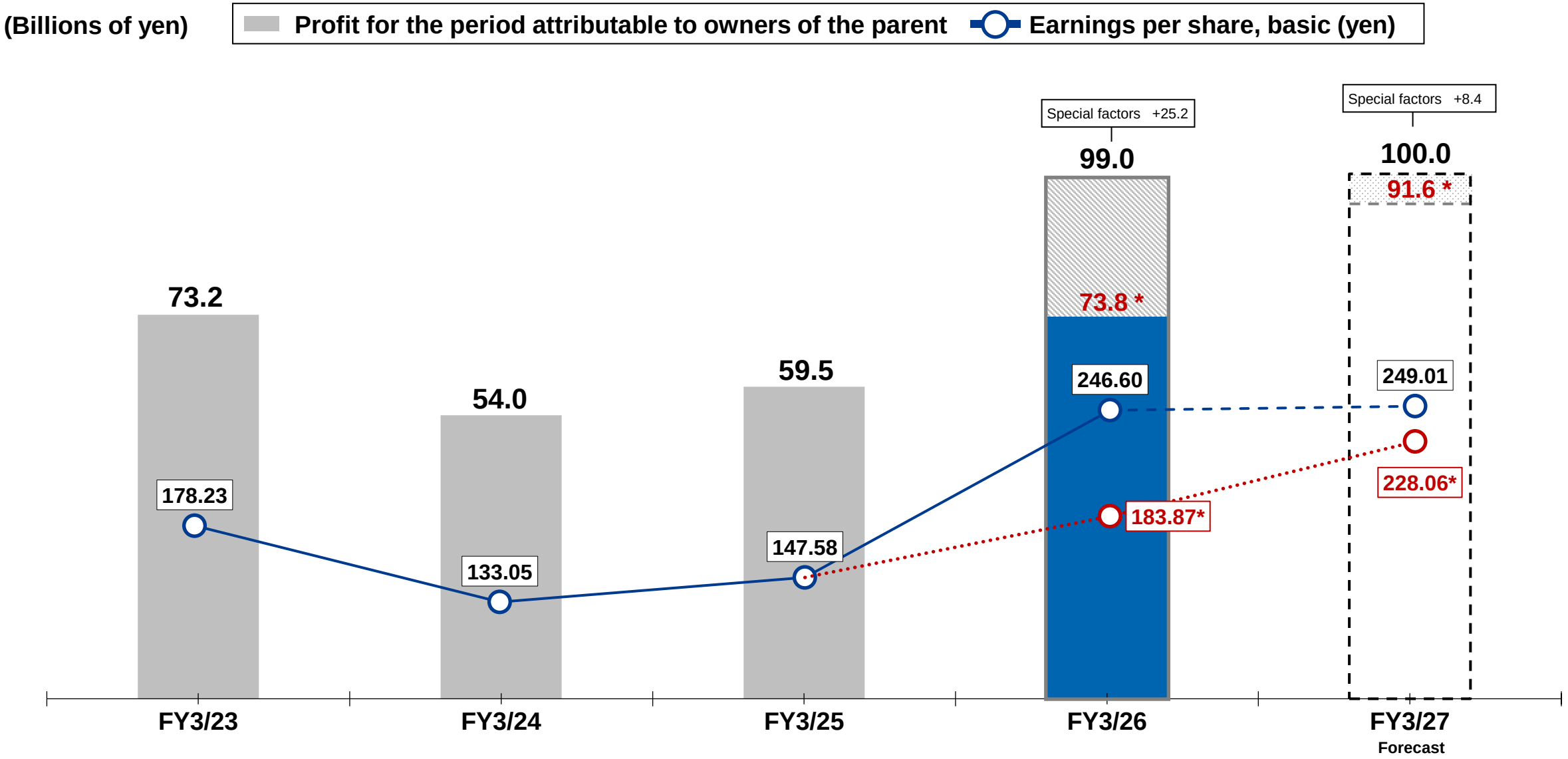


Operating income (Billions of yen)



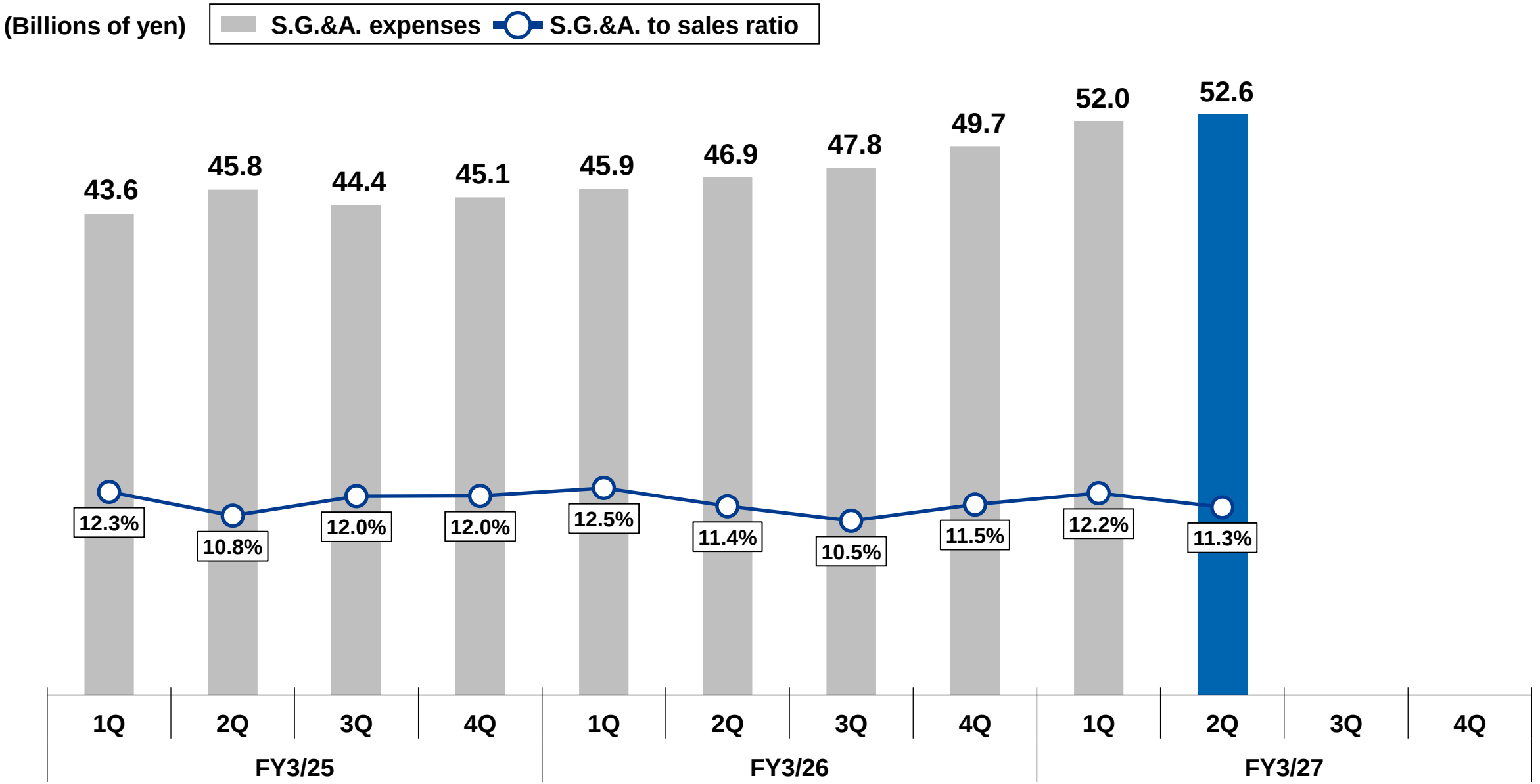
* Excluding special factors

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

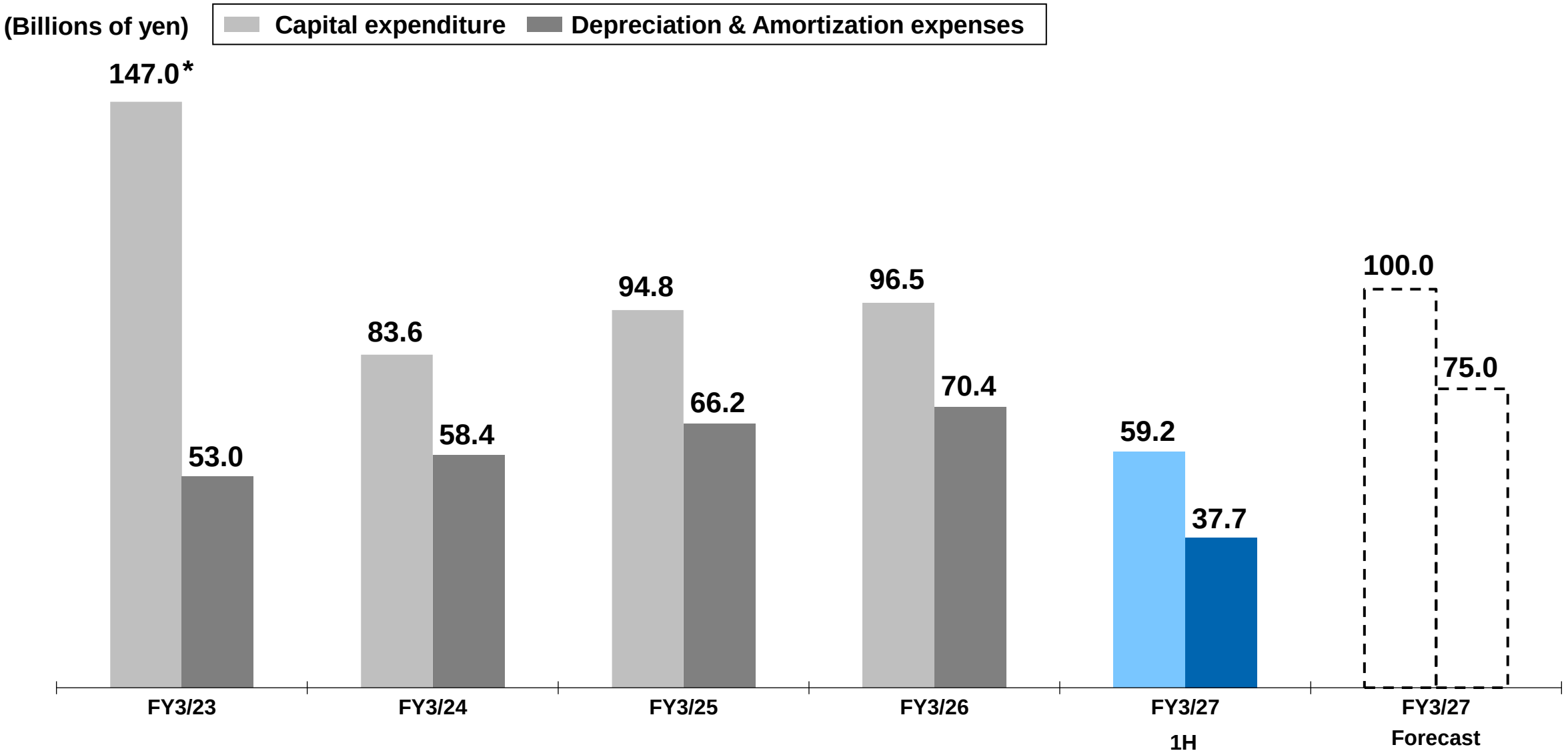


* Excluding special factors

S.G.&A. Expense / Ratio



Capital Expenditure / D&A Expense



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