

Financial Results Briefing

Third Quarter of Fiscal Year
Ending March 31, 2026

MinebeaMitsumi Inc.

February 5, 2026

Summary of Consolidated Business Results for 3Q

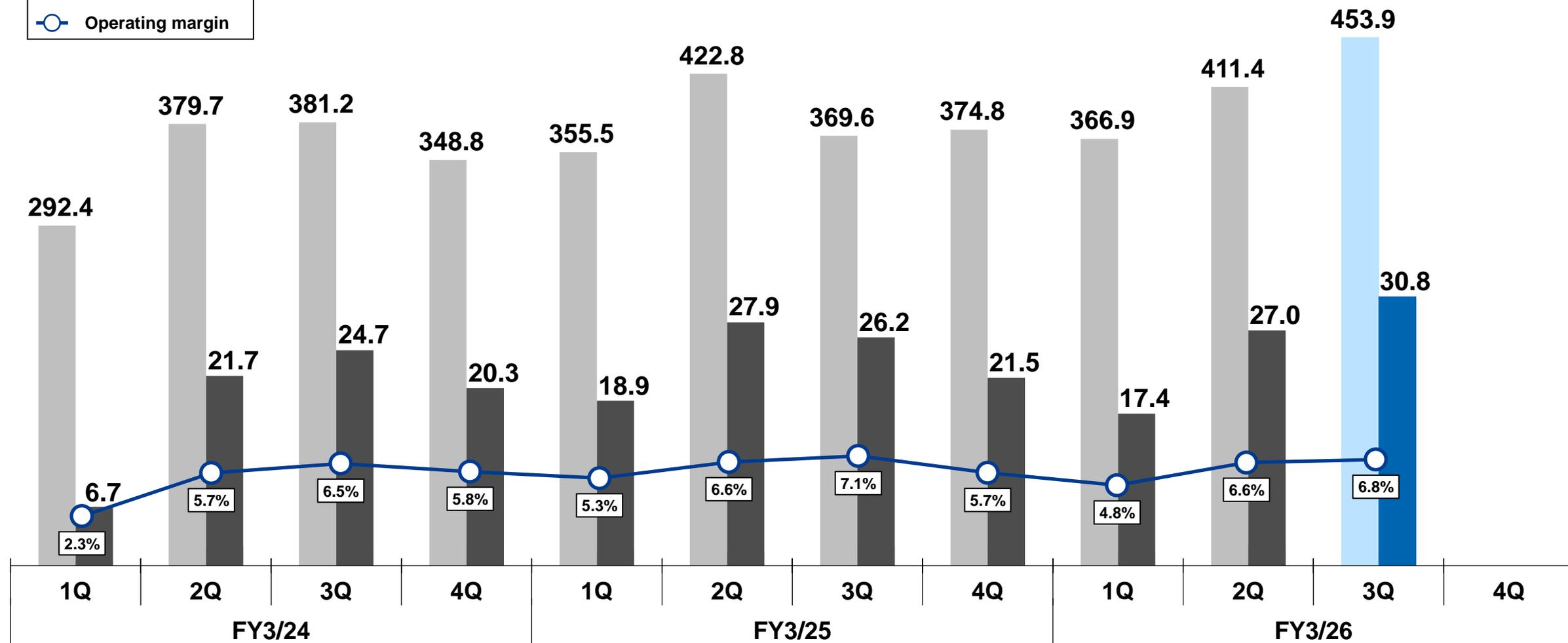
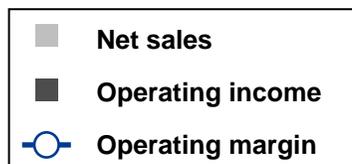
Net sales and operating income exceeded the forecast

(Billion of yen)	FY3/25 3Q	FY3/26		Growth Rate	
		2Q	3Q	YoY	QoQ
Net sales	369.6	411.4	453.9	+22.8%	+10.3%
Operating income	26.2	27.0	30.8	+17.8%	+14.3%
Profit before taxes	23.9	24.8	29.3	+22.4%	+18.2%
Profit for the period attributable to owners of the parent	17.4	17.7	20.8	+19.4%	+17.5%
Earnings per share, basic (yen)	43.36	44.07	51.79	+19.4%	+17.5%

Foreign Exchange Rates	FY3/25 3Q	FY3/26	
		2Q	3Q
US\$	¥149.03	¥146.33	¥151.50
Euro	¥161.99	¥169.94	¥176.38
Thai Baht	¥4.42	¥4.50	¥4.69
Chinese RMB	¥20.88	¥20.39	¥21.28

Net Sales, Operating Income / Margin

(Billions of yen)



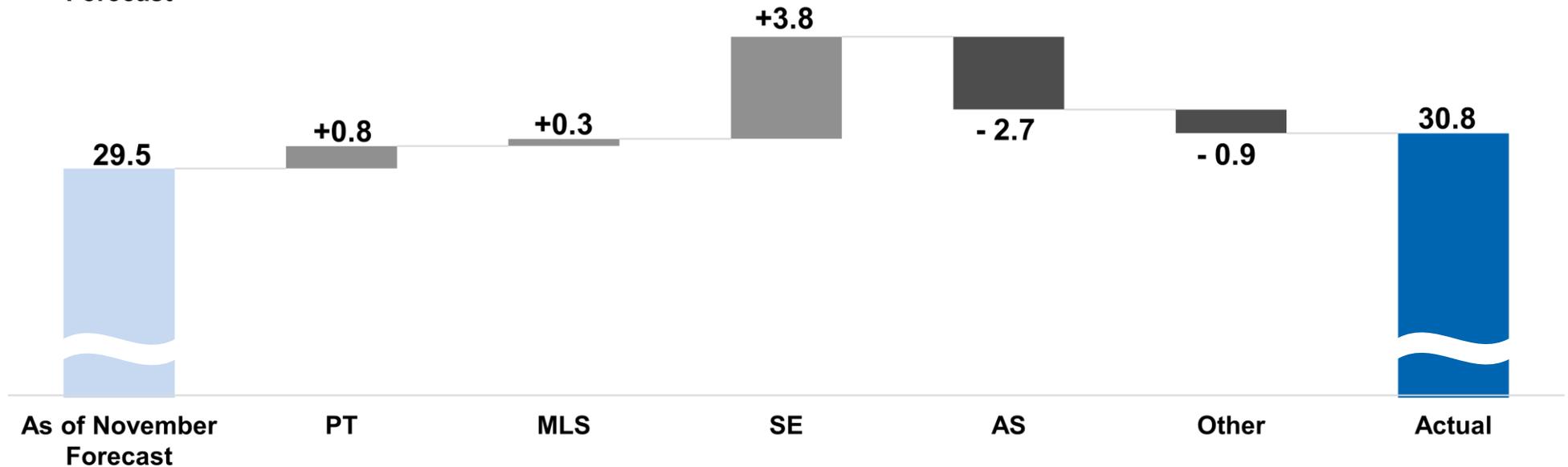
3Q Results: Variance from Previous Forecast (November 6, 2025)

(Billions of yen)

Net Sales



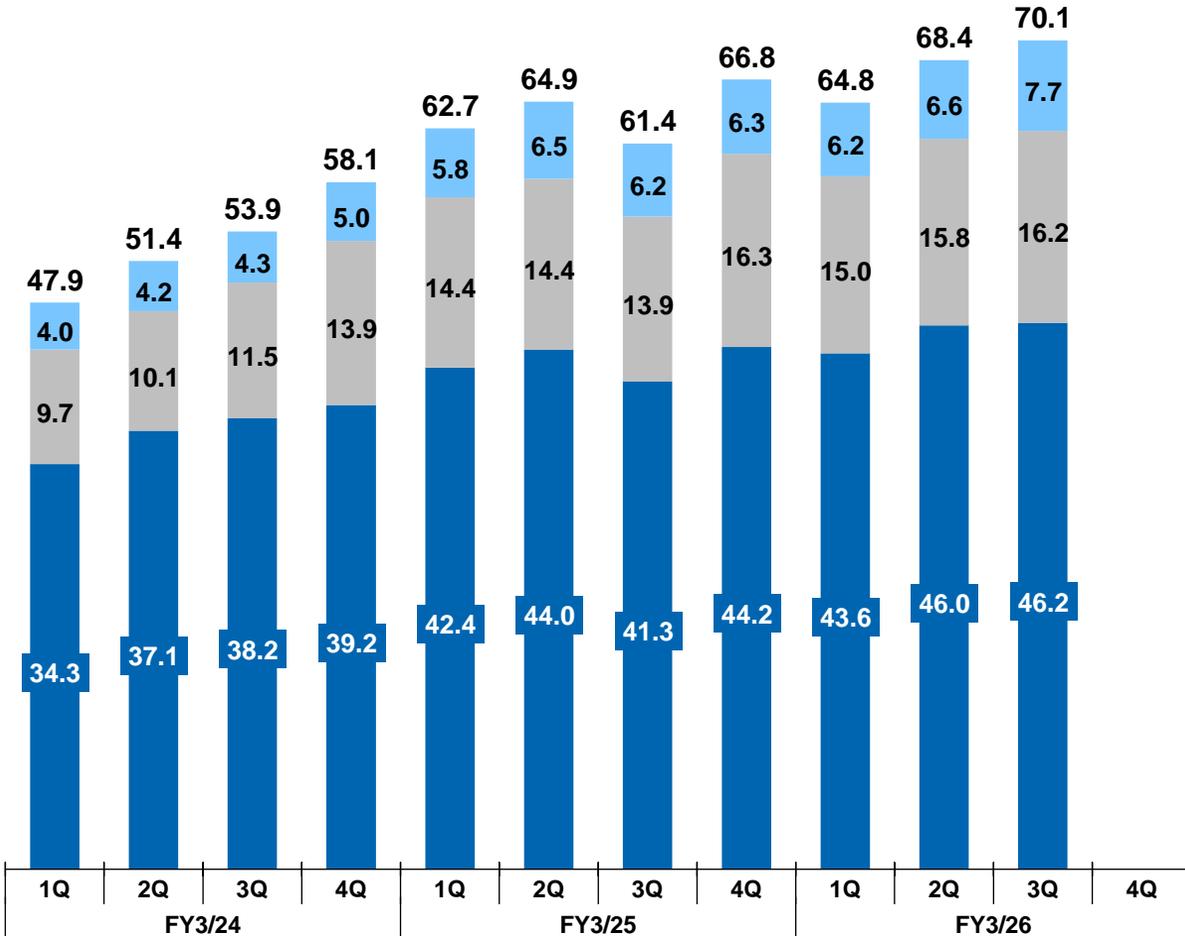
Operating Income



Quarterly Trends: Precision Technologies (PT)

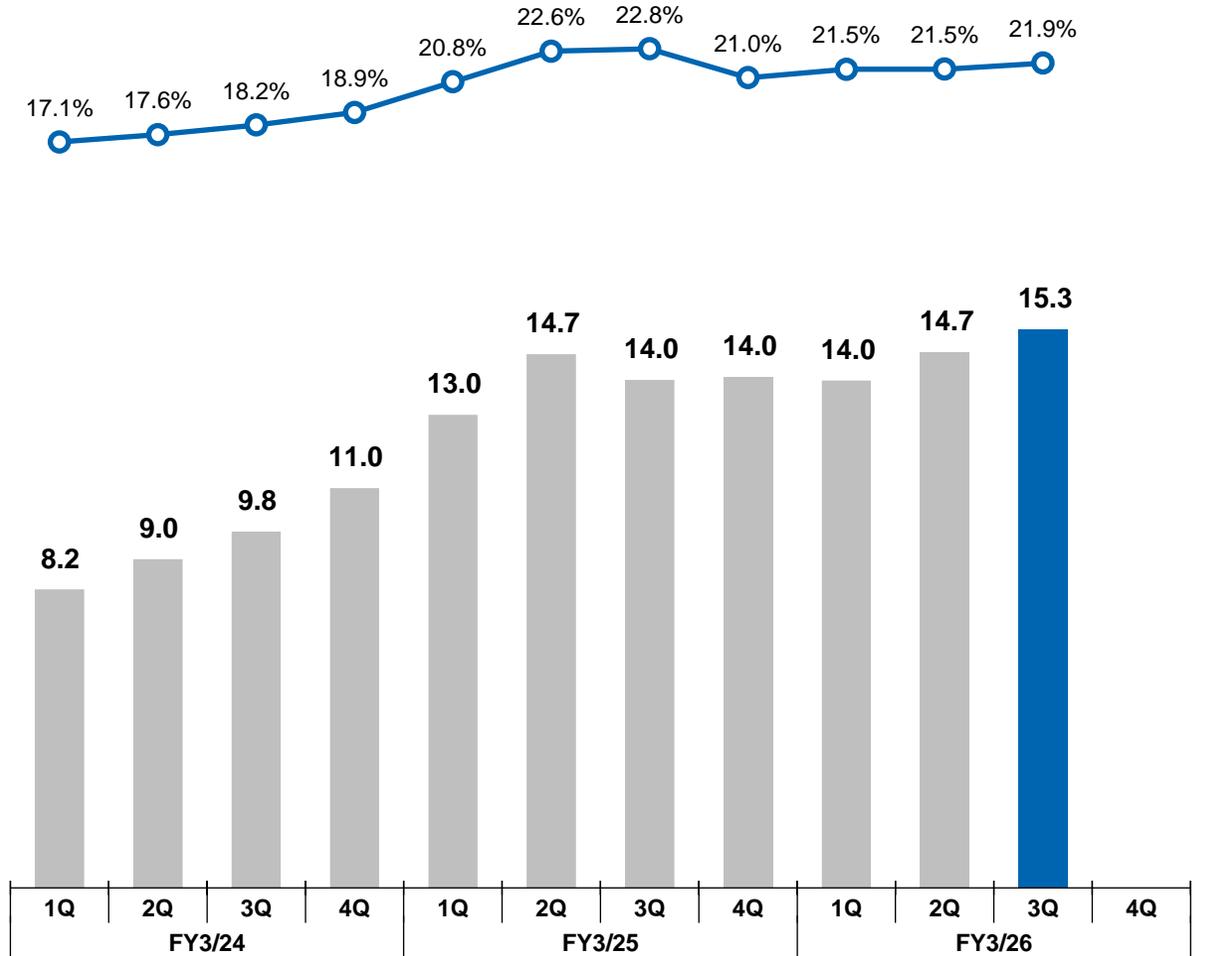
Net sales (Billions of yen)

■ Ball Bearings ■ Rod-ends/Fasteners ■ PMC



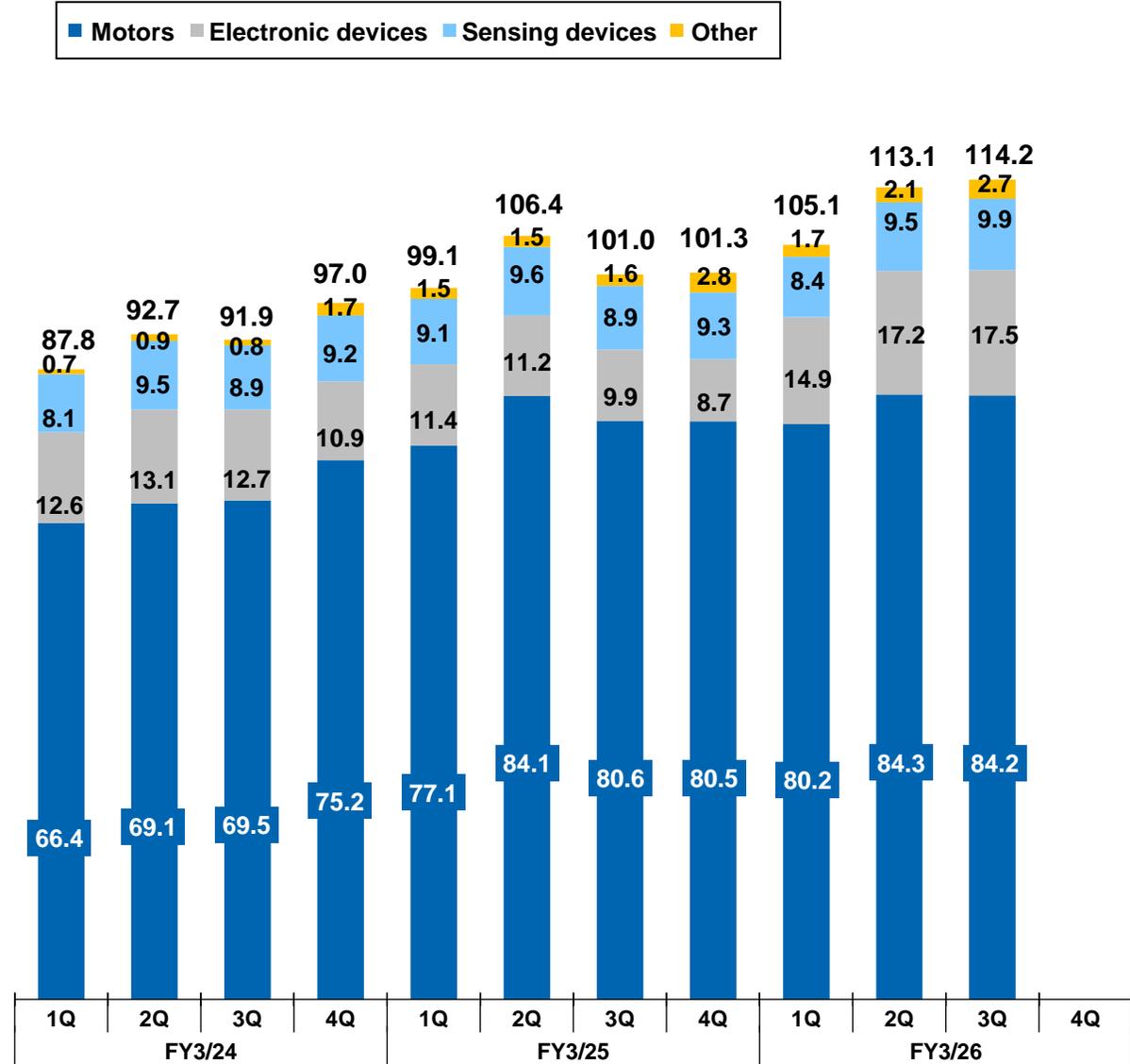
Operating income (Billions of yen)

■ Operating income ● Operating margin

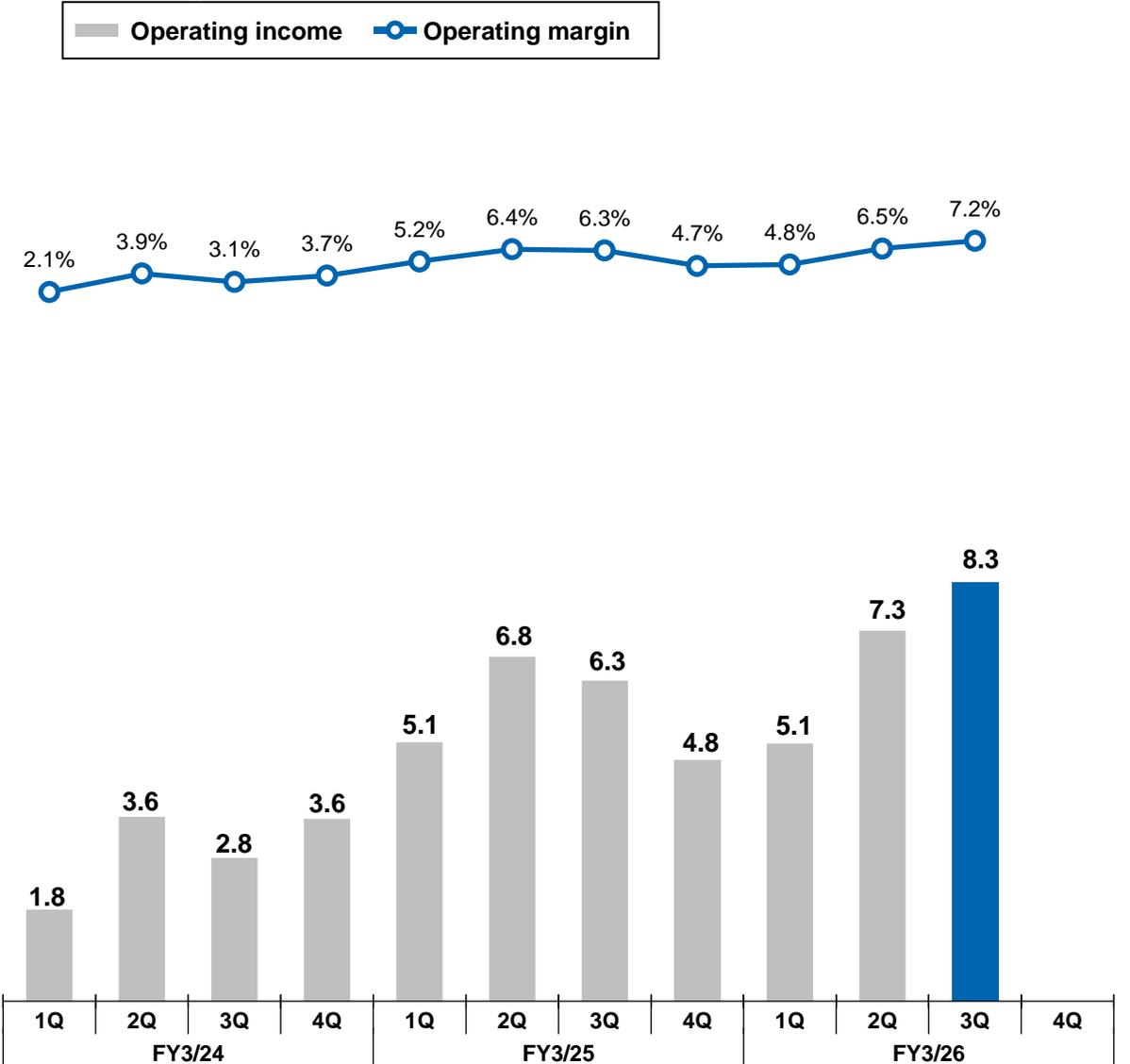


Quarterly Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)

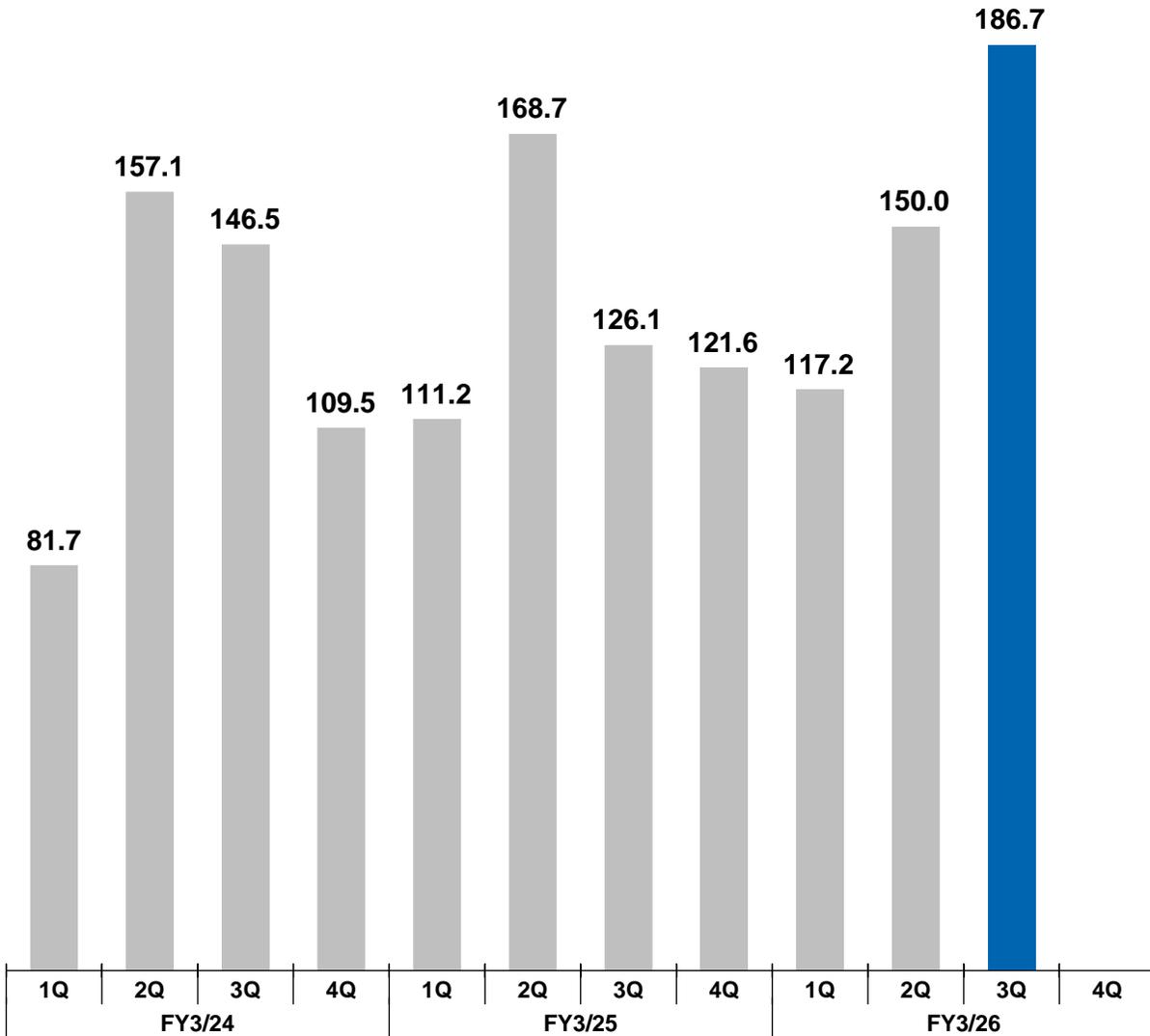


Operating income (Billions of yen)

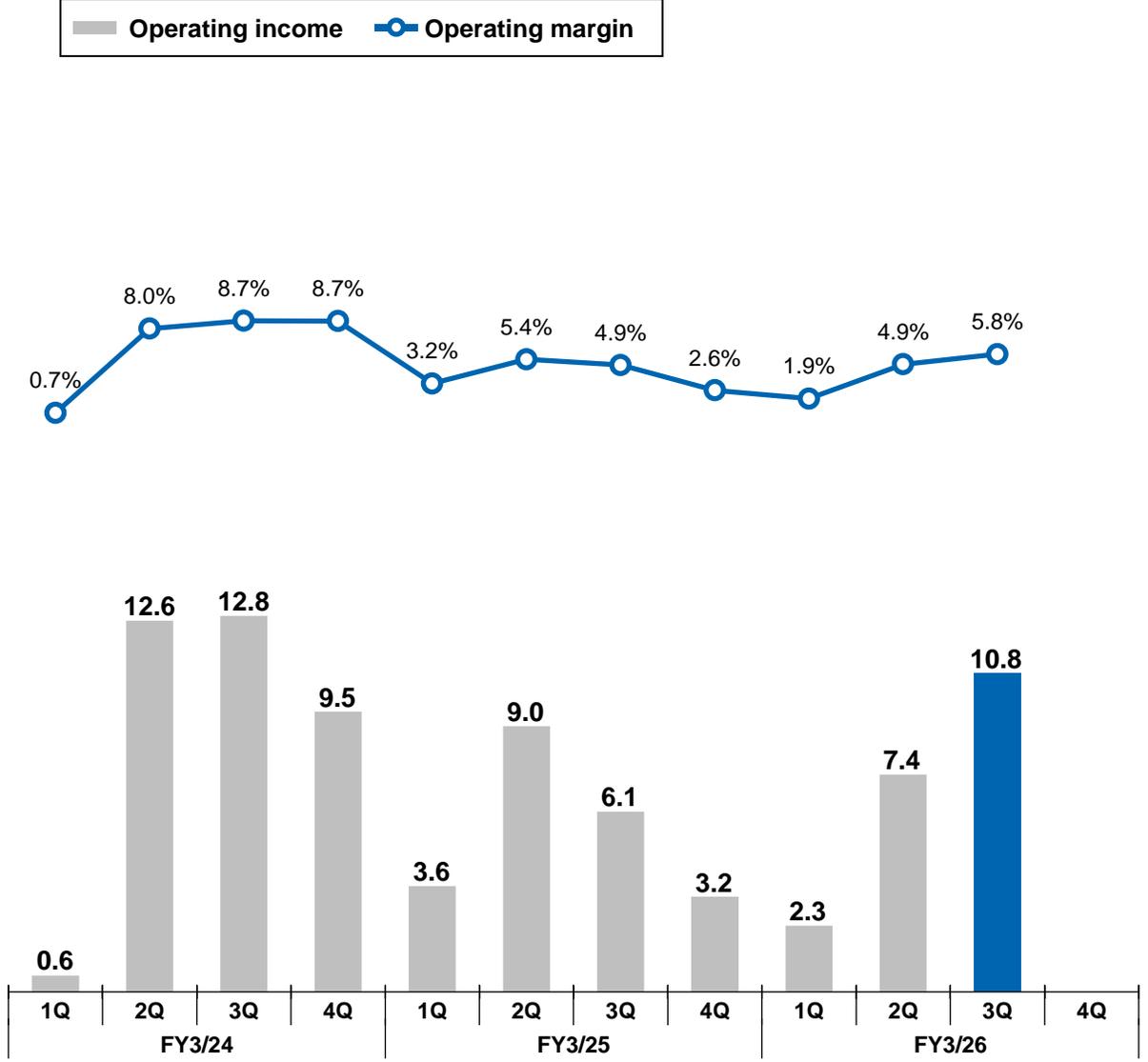


Quarterly Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)

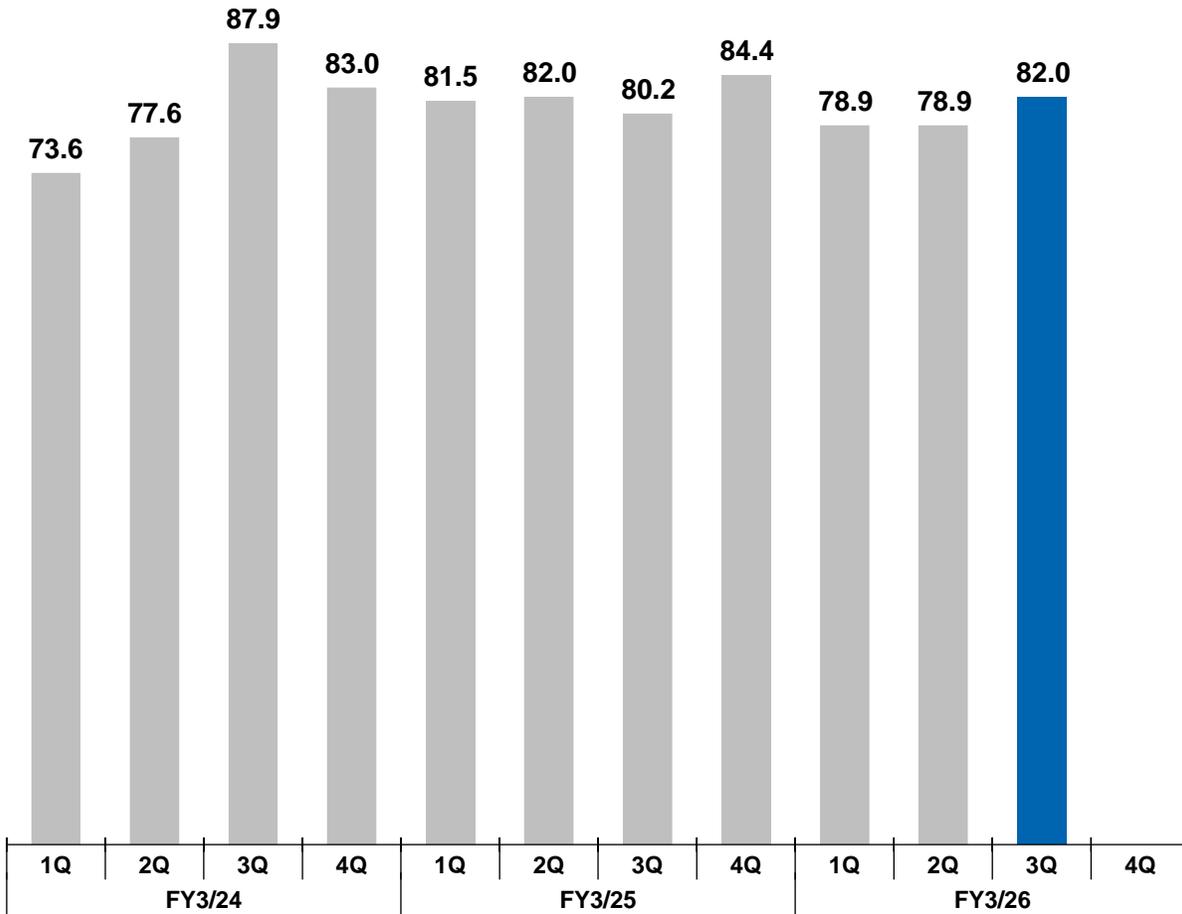


Operating income (Billions of yen)

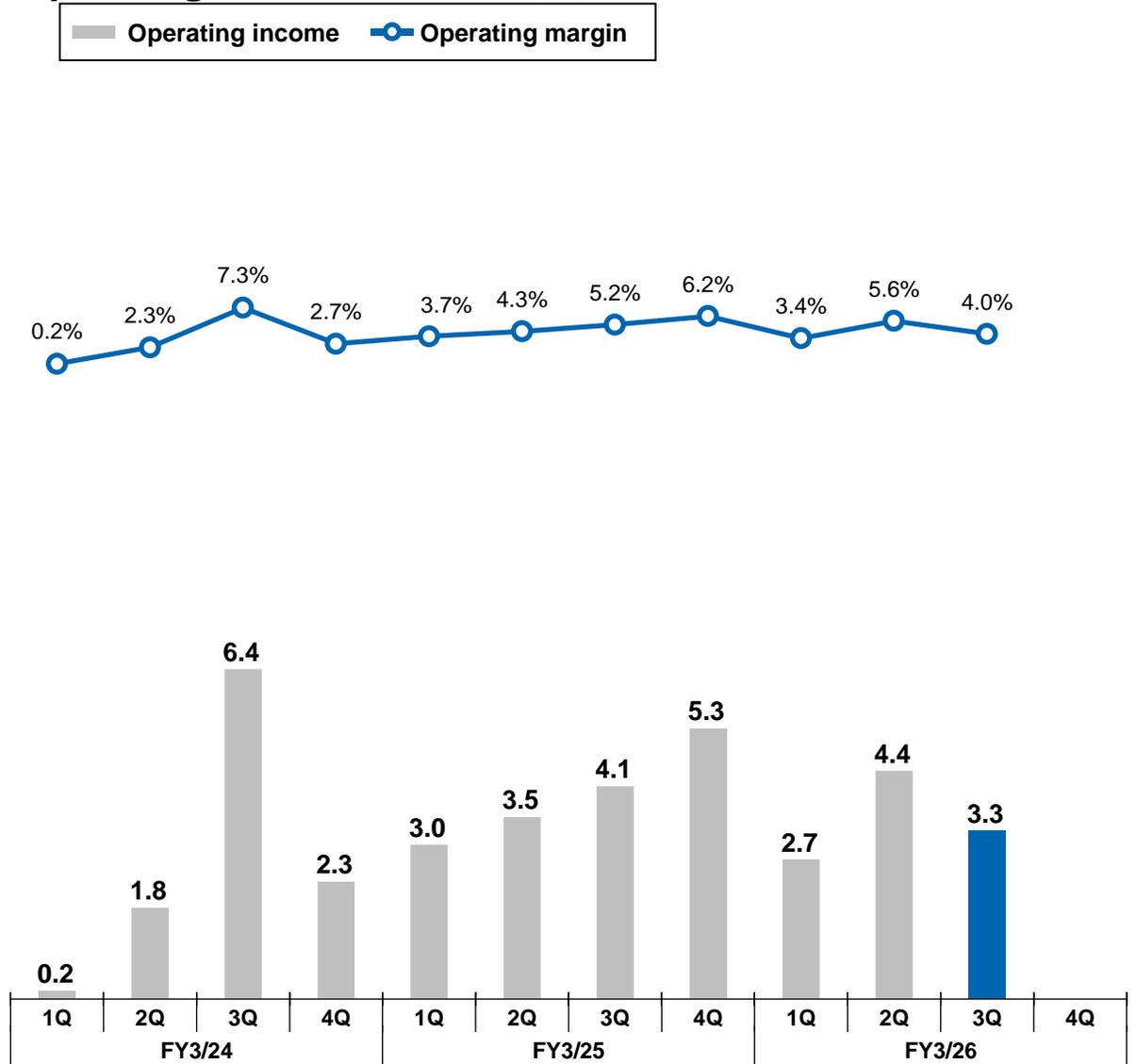


Quarterly Trends: Access Solutions (AS)

Net sales (Billions of yen)



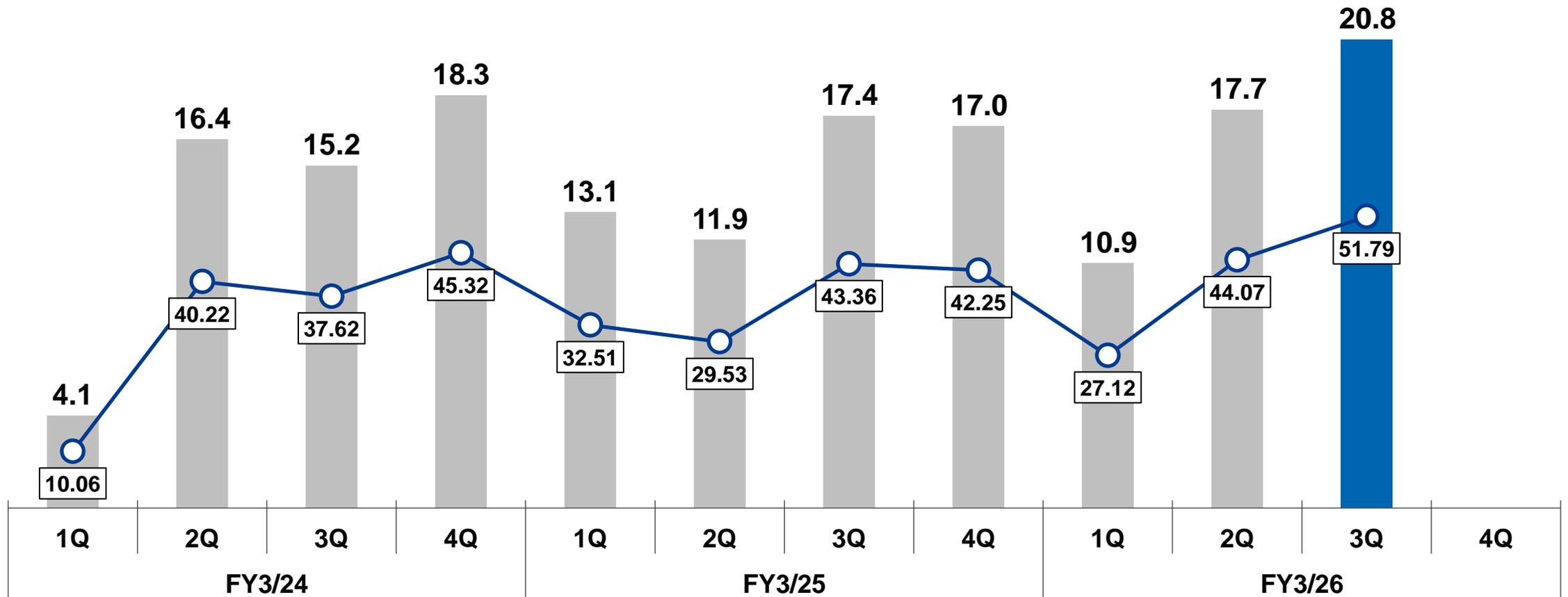
Operating income (Billions of yen)



Quarterly Profit Attributable to Owners of the Parent / EPS

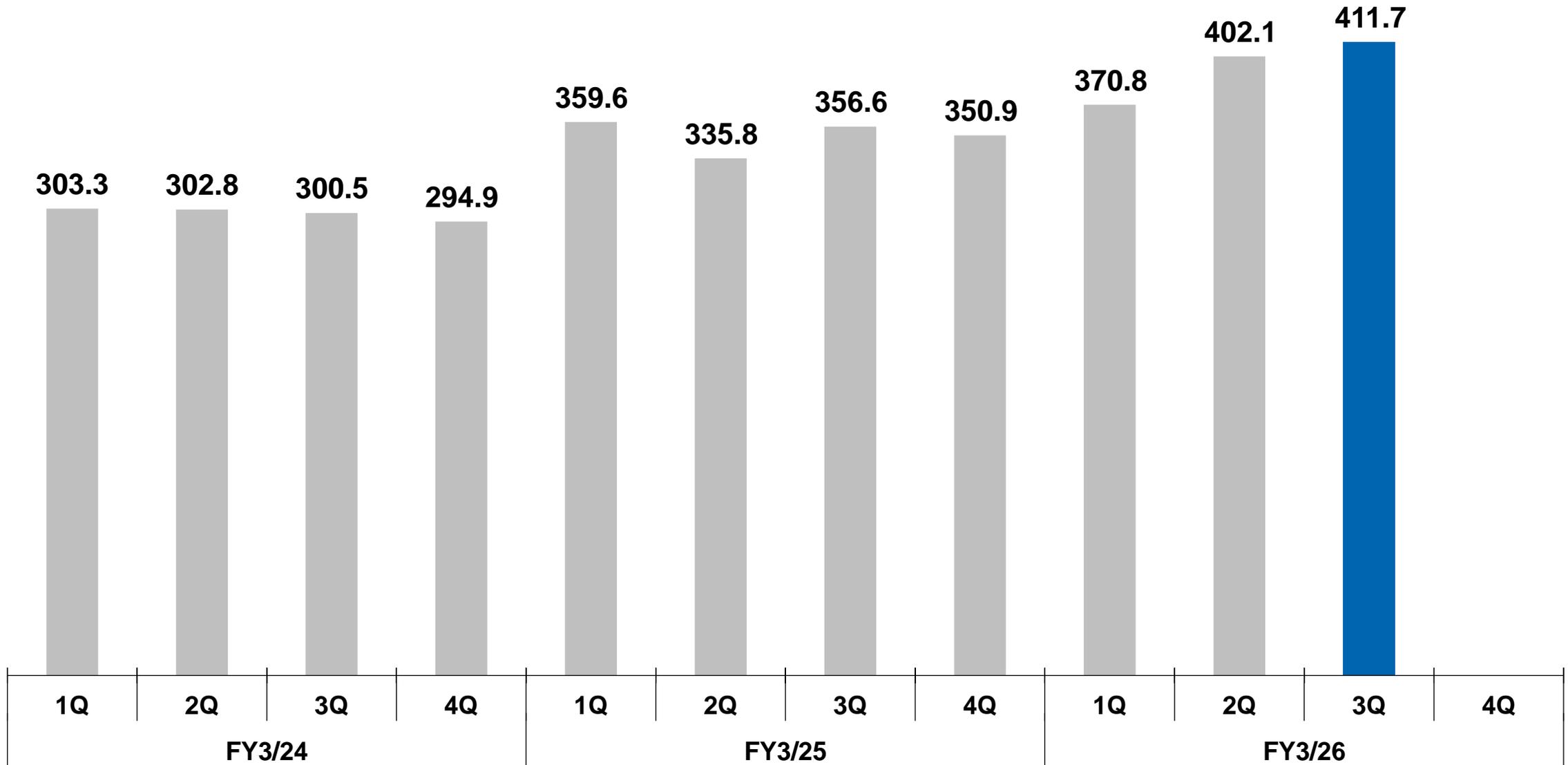
(Billions of yen)

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



Inventories

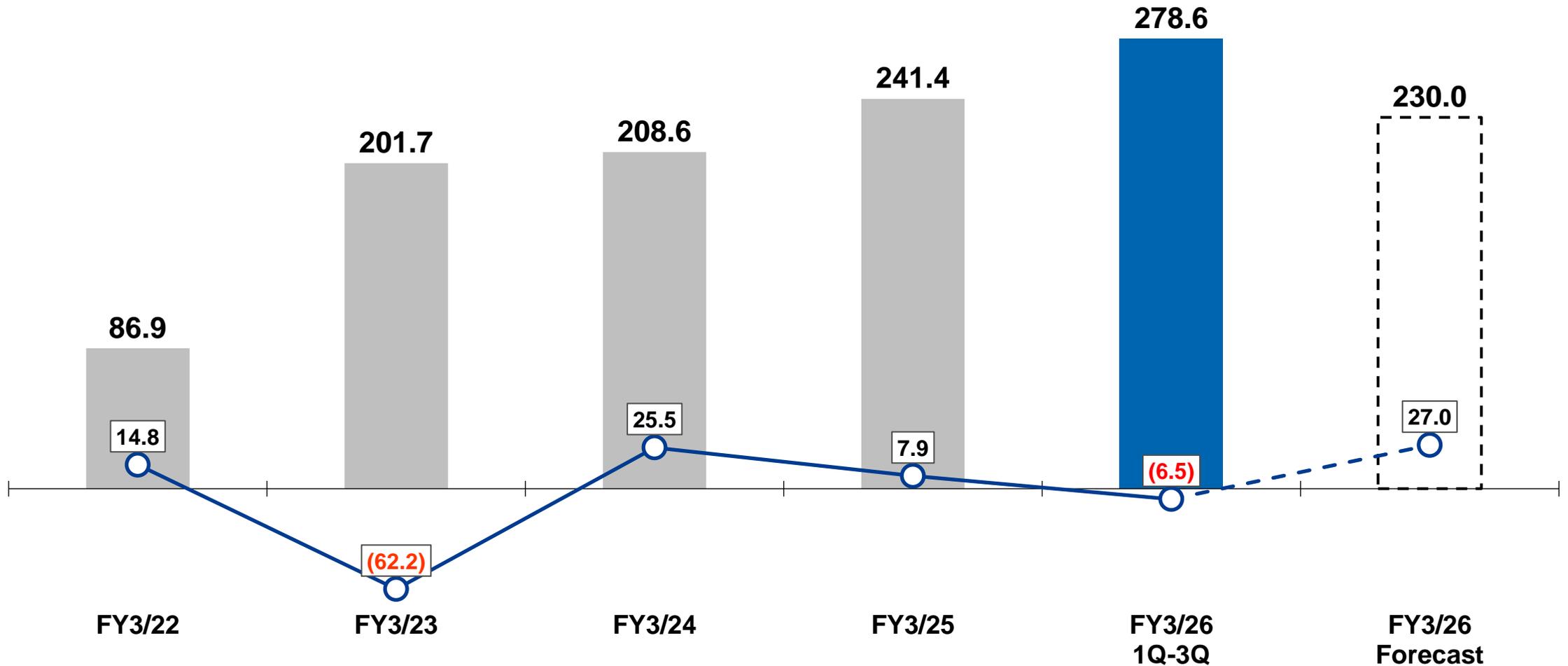
(Billions of yen)



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)

Full-year forecast for net sales, operating income revised upward

(Billion of yen)	FY3/25	FY3/26			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	1,522.7	778.3	821.7	1,600.0	+5.1%
Operating income	※ ¹ 94.5	44.4	56.6	※ ² 101.0	+6.9%
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	FY3/26 4Q Assumptions
US\$	¥152.61	¥155.00
Euro	¥163.89	¥182.50
Thai Baht	¥4.36	¥5.00
Chinese RMB	¥21.12	¥22.20

*1 Includes approximately 5 billion yen in one-time expenses
*2 Includes approximately 4 billion yen in restructuring costs

Forecast for Business Segment

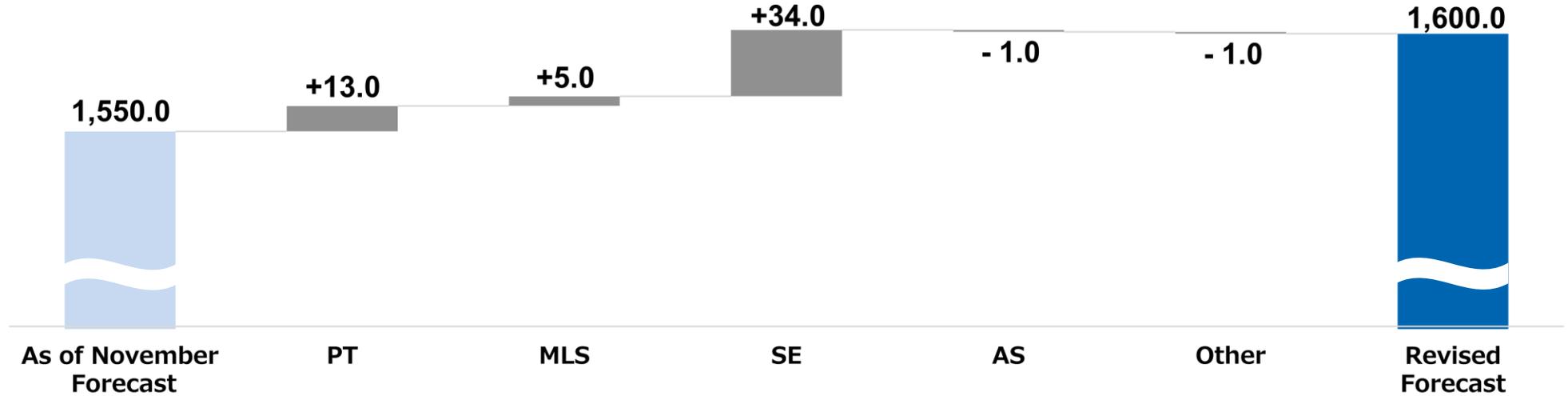
(Billion of yen)	FY3/25	FY3/26			
	Full Year [※]	1st Half	2nd Half	Full Year	YoY
Net sales	1,522.7	778.3	821.7	1,600.0	+5.1%
Precision Technologies (PT)	255.7	133.2	138.8	272.0	+6.4%
Motor, Lighting & Sensing (MLS)	407.7	218.3	220.7	439.0	+7.7%
Semiconductor & Electronics (SE)	527.6	267.2	297.8	565.0	+7.1%
Access Solutions (AS)	328.1	157.8	162.2	320.0	-2.5%
Other	3.5	1.8	2.2	4.0	+13.3%
Operating income	94.5	44.4	56.6	101.0	+6.9%
Precision Technologies (PT)	55.7	28.7	31.3	60.0	+7.7%
Motor, Lighting & Sensing (MLS)	23.0	12.4	14.6	27.0	+17.5%
Semiconductor & Electronics (SE)	22.0	9.6	14.9	24.5	+11.3%
Access Solutions (AS)	15.9	7.1	9.4	16.5	+3.6%
Other	-1.2	-0.9	-1.1	-2.0	-
Adjustment	-20.9	-12.6	-12.4	-25.0	-

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

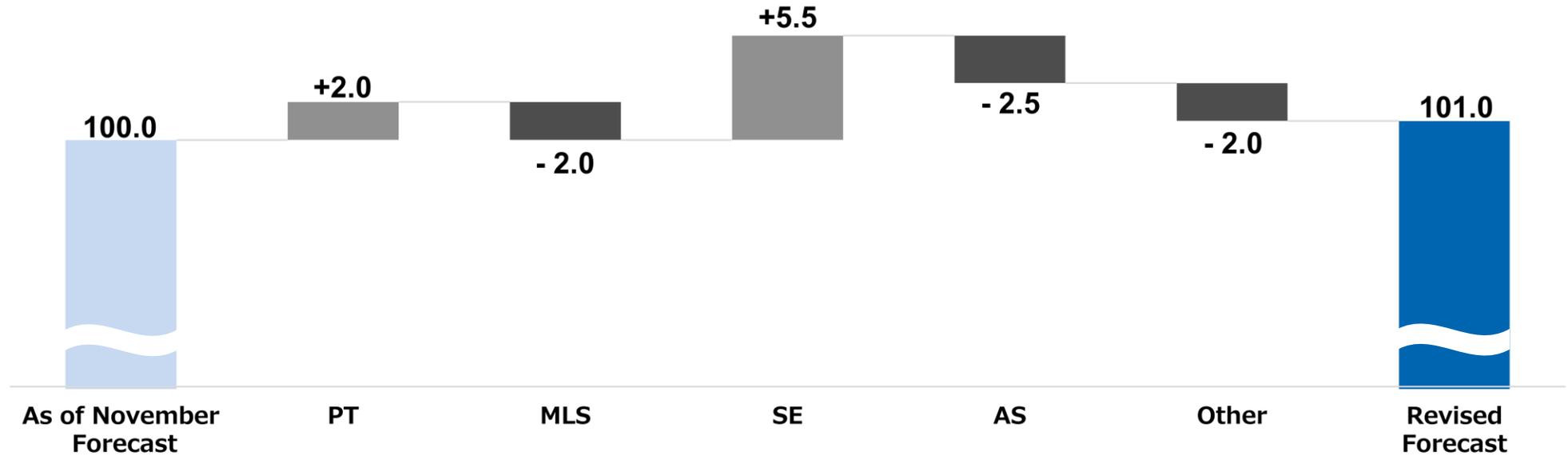
Full-year forecast: Variance from Previous Forecast (November 6, 2025)

(Billions of yen)

Net Sales

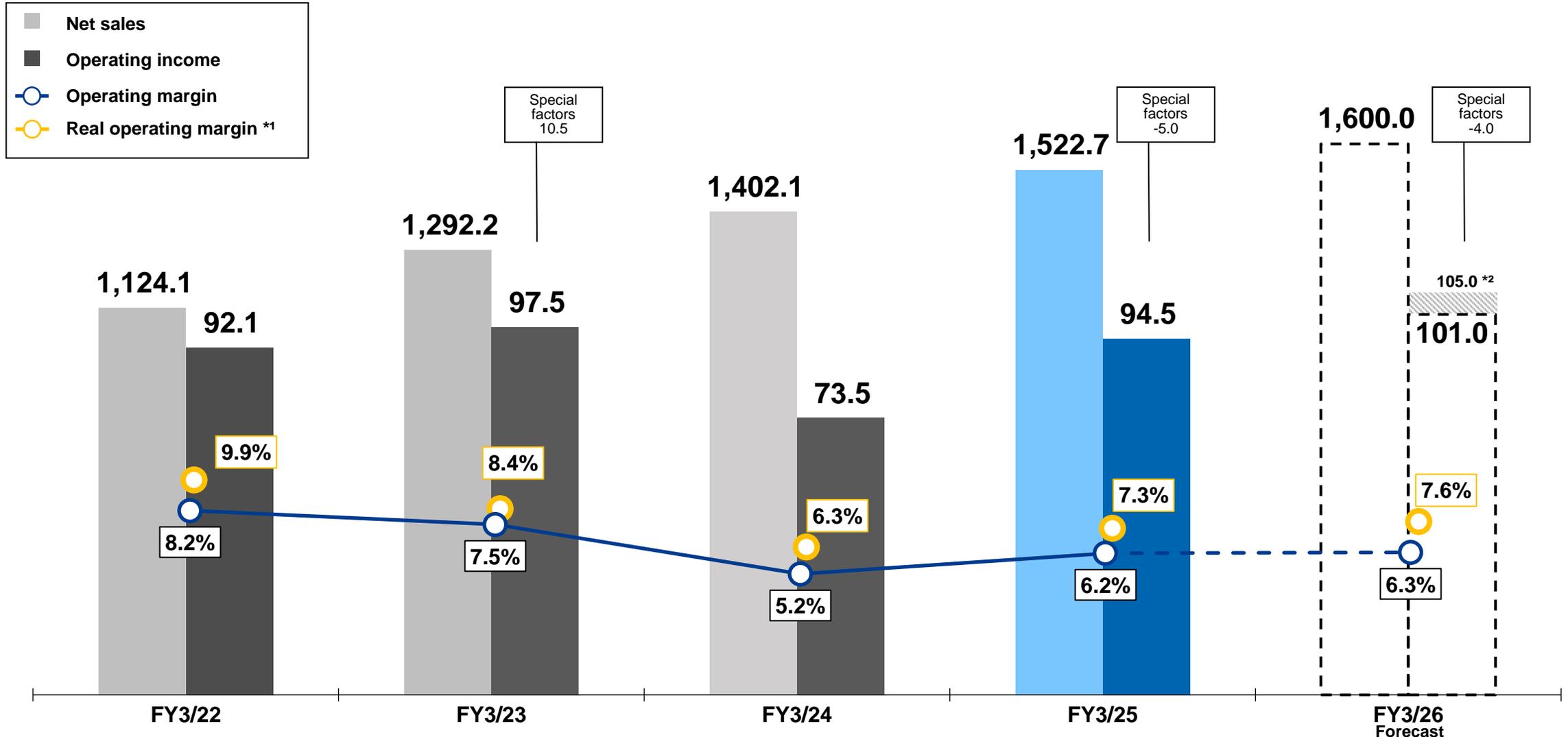


Operating Income



Net Sales, Operating Income / Margin / Real Operating Margin

(Billions of yen)



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

*2 Excluding special factors.

Overall

- Net sales and operating income exceeded forecasts, **reaching record highs* for 3Q.** (excluding extraordinary factors)
Full-year sales and operating profit revised upward amid a strong Thai Baht.
- Confidence in the growth trajectory from FY3/27 onward driven by steady progress in core businesses (with limited FX Impact.)
- High acclaim for CES 2026 exhibits. Humanoid robots and the five growth areas will provide significant tailwinds moving forward.

PT (Precision Technologies)

- On track to achieve **60 billion yen in OP for FY3/26.** Bearings hit a record monthly production of **350 million units in December.**
Targeting an average monthly production of **350 million units throughout next year.**

MLS (Motor, Lighting & Sensing)

- Motors and electronic devices remain steady.
- **(AI) Server-related business is expanding:** In addition to HDD spindle motors and fan motors, opportunities are growing for motors used in liquid cooling system pumps and valves, and pressure sensors.

SE (Semiconductor & Electronics)

- **Both optical devices and mechanical components are on track to achieve the initial full-year plan.**
- Minebea Power Semiconductor Device (MPSD) and Sanken Electric began collaboration on back-end production for the consumer and industrial power module business. Targeting the start of mass production in FY3/28.

AS (Access Solutions)

- 4-wheel business was impacted by the Nexperia semiconductor shipment suspension in 3Q, but is **heading toward recovery from 4Q.**
- 2-wheel business remains unaffected and **maintains strong performance.**

**Full-year forecast revised upward: Net sales ¥1.6 trillion and OP ¥101 billion (approx. +7% YoY)
Net income maintained, up approx. 20% YoY**

Earnings Forecast Point

- Cumulative 3Q results reached record highs from net sales to profit before tax. Strong momentum continues in 4Q.
- All businesses performed steadily, revenue forecast revised upward.
- OP revised upward to ¥101 billion, despite an expected ¥4 billion in structural reform costs.

(Billions of yen)	FY3/25			FY3/26					
	1-3Q Actual	4Q Actual	Full Year Actual	1-3Q Actual	YoY	4Q Plan	YoY	Full Year Plan	YoY
Net sales	1,147.9	374.8	1,522.7	1,232.2	+7.3%	367.8	- 1.9%	1,600.0	+5.1%
Operating Income	73.0	21.5	94.5	75.2	+3.1%	25.8	+19.8%	101.0	+6.9%
Profit before tax	59.9	22.7	82.6	69.7	+16.2%	26.3	+16.1%	96.0	+16.2%
Profit for the period <small>attributable to owners of the parent</small>	42.5	17.0	59.5	49.4	+16.2%	21.6	+27.4%	71.0	+19.4%
Earnings per share basic (yen)	105.41	42.25	147.58	122.97	+16.7%	53.83	+27.4%	176.80	+19.8%

Bearing production reached 350 million units in December. Supported by data center and automotive demand, as well as aerospace profit contributions, OP is expected to exceed ¥60 billion this fiscal year

Key points

1 Bearings

- Production and sales volumes reached a record high this fiscal year, strengthening the profit base and reinforcing a more robust operating structure, while initiating preparations for capacity expansion.
- Next-generation GPUs can be operated with liquid cooling without chillers (compressor-based systems). Therefore, Liquid-to-Air systems, which use a large number of fan motors, are expected to remain dominant in the near term, representing a tailwind for us

2 Rod-ends/Fasteners

- Profitability is expected to improve further from 4Q, driven by price adjustments based on LTAs (Long-Term Agreements) with key customers. In the next fiscal year, margin expansion is expected through the combined effect of sales growth exceeding market growth and continued price adjustments
- Global rollout of Fujisawa plant best practices to significantly boost utilization of existing facilities

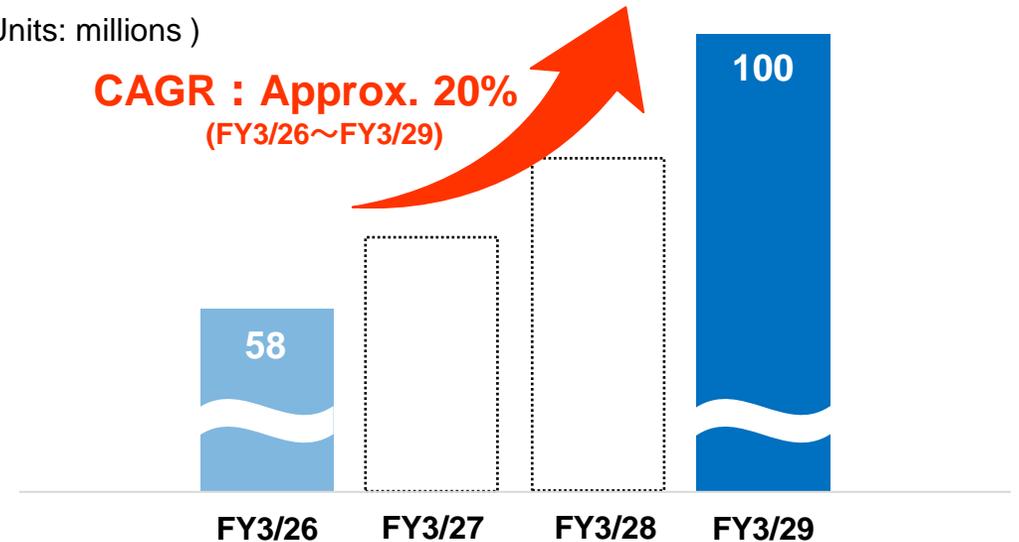
Expansion of bearing demand driven by progress in the five growth areas

※Five growth areas: AI servers, humanoid robots, commercial drones, fully autonomous driving, and new mobility

Monthly bearing production volume driven by the five growth areas

(Units: millions)

CAGR : Approx. 20%
(FY3/26~FY3/29)



Further demand growth expected across all applications, including the five growth areas. Supply capacity of 350 million units per month will be secured in the next fiscal year

Motor, Lighting & Sensing (MLS) Update

Motor performance remains solid. Creating broad business opportunities in (AI) servers
Automotive backlights expected to drive future profit growth

Key Points

1 Motors

Steady sales of spindle and fan motors driven by server demand.

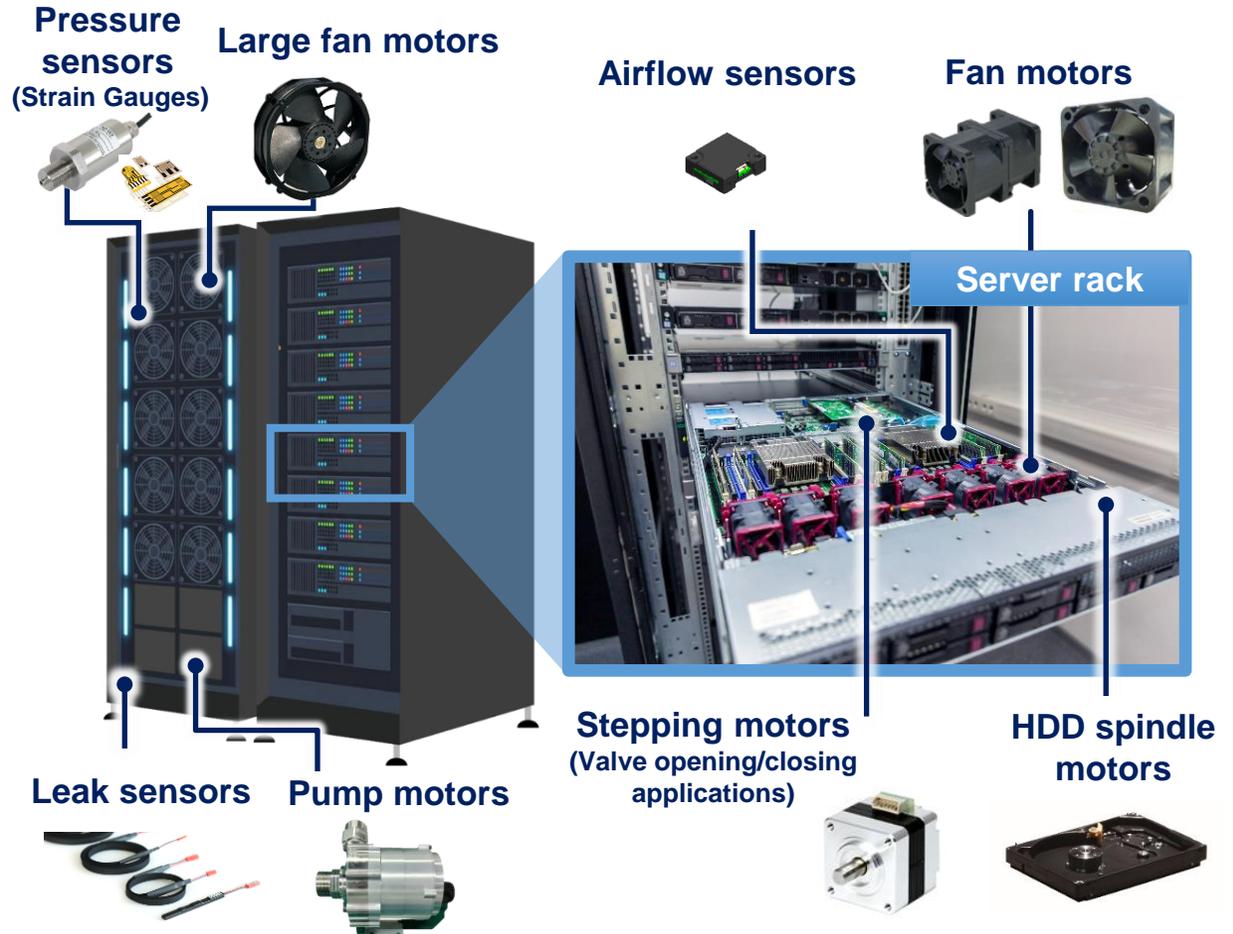
2 Lighting devices

The profit contribution from backlights for automotive is accelerating due to the ramp-up of new mass production lines.

3 Sensing devices

Creating new business opportunities by expanding applications for high-value-added products featuring strain gauges (e.g., humanoid robots).

MLS-related products for (AI) servers



Offering a diverse and comprehensive product lineup

Analog semiconductors driven by battery protection ICs and medical applications Both optical devices and mechanical components are on track to achieve the initial plan

Key points

1 Semiconductors

- Driven by strong demand for lithium battery protection ICs and other products, both sales and profits remained robust.
- Technology of compact ultrasound diagnostic equipment acquired from Socionext to expand medical products lineup.

2 Optical devices

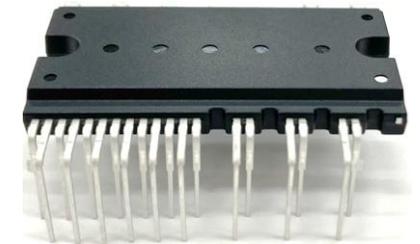
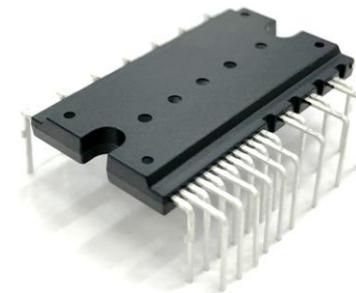
- Due to strong demand for smartphones, the initial full year plan is expected to be achieved.
- Completed the transition to Dysprosium (heavy rare earth)-free products. Expected to remain unaffected by the latest tightening of export regulations.

3 Mechanical components

- Customer demand was strong, and 3Q results exceeded initial expectations.

Collaborating with Sanken Electric in power module business

- Install new line within MPD's Haramachi Plant (Minamisoma City, Fukushima Prefecture), targeting **mass production** in **FY3/28**. Establish a **cooperative framework for the back-end production process of power modules (IPM*)** for consumer and industrial products.
- **Promote joint development** in front-end and back-end in the future. Aim to shorten development periods and expand the product lineup.
- Expected sales increase of **10 billion yen in FY3/31**.



* IPM: Intelligent Power Module

Automotive sector slowed due to Nexperia impact; recovery expected from Q4 On track with the plan excluding structural reform costs

Key points

1 Four-wheel business

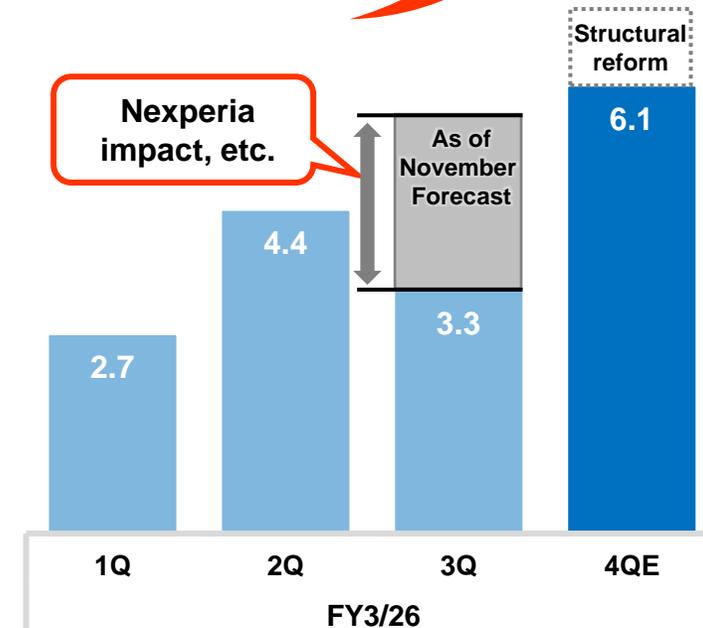
- 3Q saw a slowdown in North American products due to the impact of Nexperia's semiconductor supply halt.
- Alternative sourcing and inventory replenishment completed; increased production for North America is planned for 4Q and beyond.

2 Two-wheel business

- Overall two-wheel business remains robust, unaffected by external factors.
- Preparations for India plant launch are progressing smoothly.

FY3/26 AS operating income

(Billion of yen)



- Strong sales in North America
- Recovery from Nexperia supply issues to drive YoY growth in FY3/27

Recovery through collection of temporary expenses from customers, etc.

Our CES exhibition earned high praise by differentiation through *Integration* and *Collaborative creation*. Orders and inquiries from worldwide customers are accelerating thanks to a broad product lineup

Smart and powerful robotic hand showcased at CES

Integration and Collaborative creation with Harmonic Drive Systems Inc.

- Equipped with two types of reduction ratio actuators per finger to achieve both **Speed and Power**.
- Wire-driven fingertips reduce weight; high motor responsiveness enables high-speed operation.

HarmonicDrive[®]

Ultra-compact reducer
* MinebeaMitsumi's Ultra-miniature bearings adopted

High-torque Micro Actuator

High-response DC Motor

MinebeaMitsumi
Passion to Create Value through Difference

Under development

Number of components per hand (units)	
Bearings	107
Sensors	5
Actuators	11

Development of the world's smallest class multi-axis sensor for robot fingertips

Achieved world's smallest class × low power consumption and high sensitivity × mass production

- Multi-axis force sensors using MEMS and small strain gauges to sense the force, direction, and pinching location transmitted to the fingertip.
- Capable of detecting realistic sensations such as pinching and slipping.

3-axis force sensor

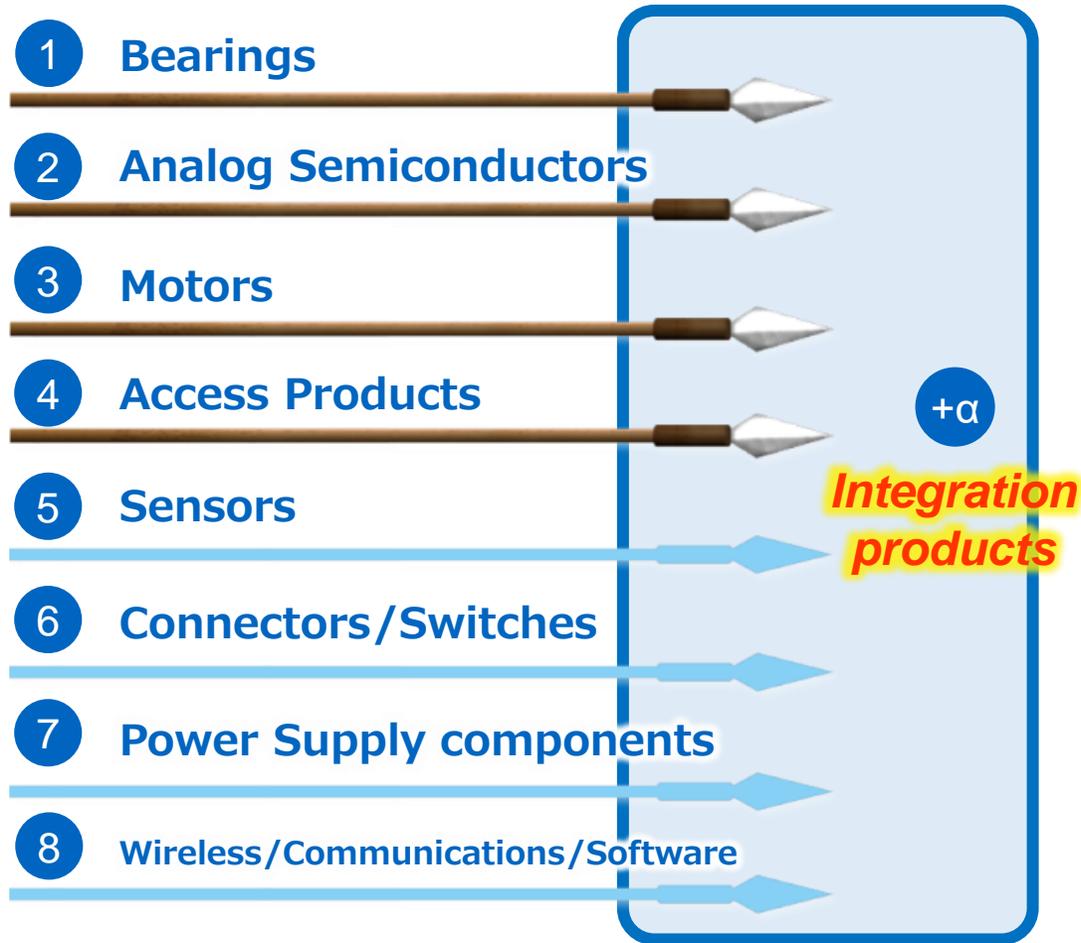
6-axis force sensor

Strain Gauges

MEMS

Redefining the product portfolio and focus areas to aim for the achievement of FY3/29 targets

Core Products: The "8 Spears" (Product Portfolio)



The "5 Growth Areas" (Focus Applications)



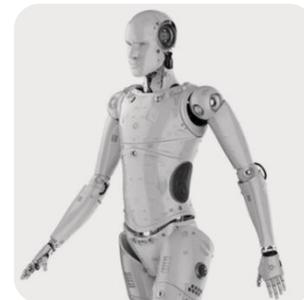
AI Servers



Commercial Drones



New Mobility



Humanoid Robots



Fully Autonomous Driving

① Termination of production at Malaysian site and liquidation of the subsidiary in the Power supply business(SE)

- ✓ Production in Malaysia was terminated on **December 20, 2025**, for the purpose of improving the profitability structure and strengthening the Power Supply business.
- ✓ Production will be consolidated at the Philippines facility moving forward to improve production efficiency and strengthen cost competitiveness.

② Structural reforms in MLS and AS

Total Expense (FY3/26)

Approx. 4 billion yen

Up to 3Q: Approx. 1 billion yen
4Q forecast: Approx. 3 billion yen

Annual Impact

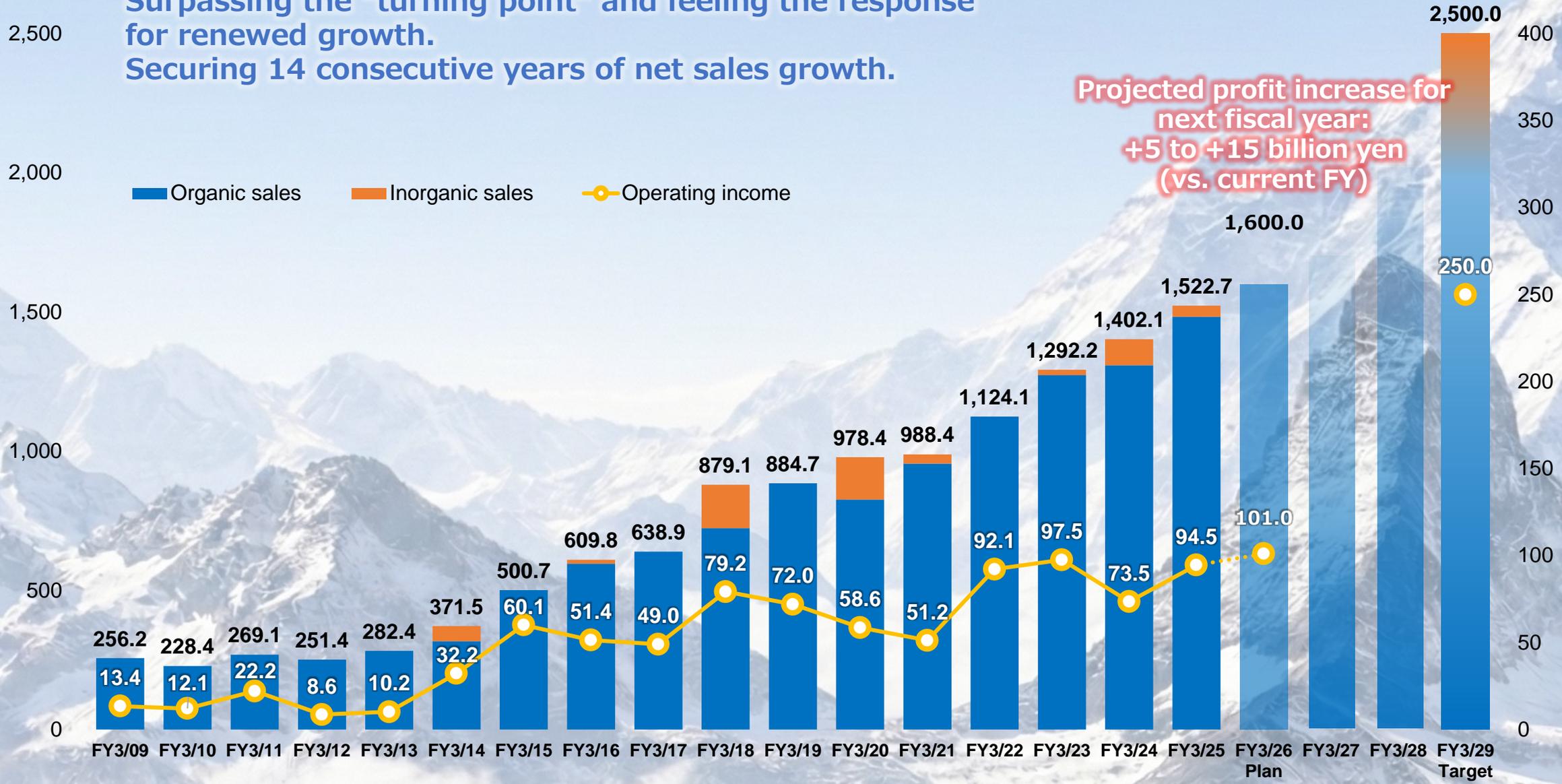
Approx. 2.5 billion yen

(Billions of yen)

Surpassing the "turning point" and feeling the response for renewed growth.
Securing 14 consecutive years of net sales growth.

Organic sales Inorganic sales Operating income

Projected profit increase for next fiscal year: +5 to +15 billion yen (vs. current FY)



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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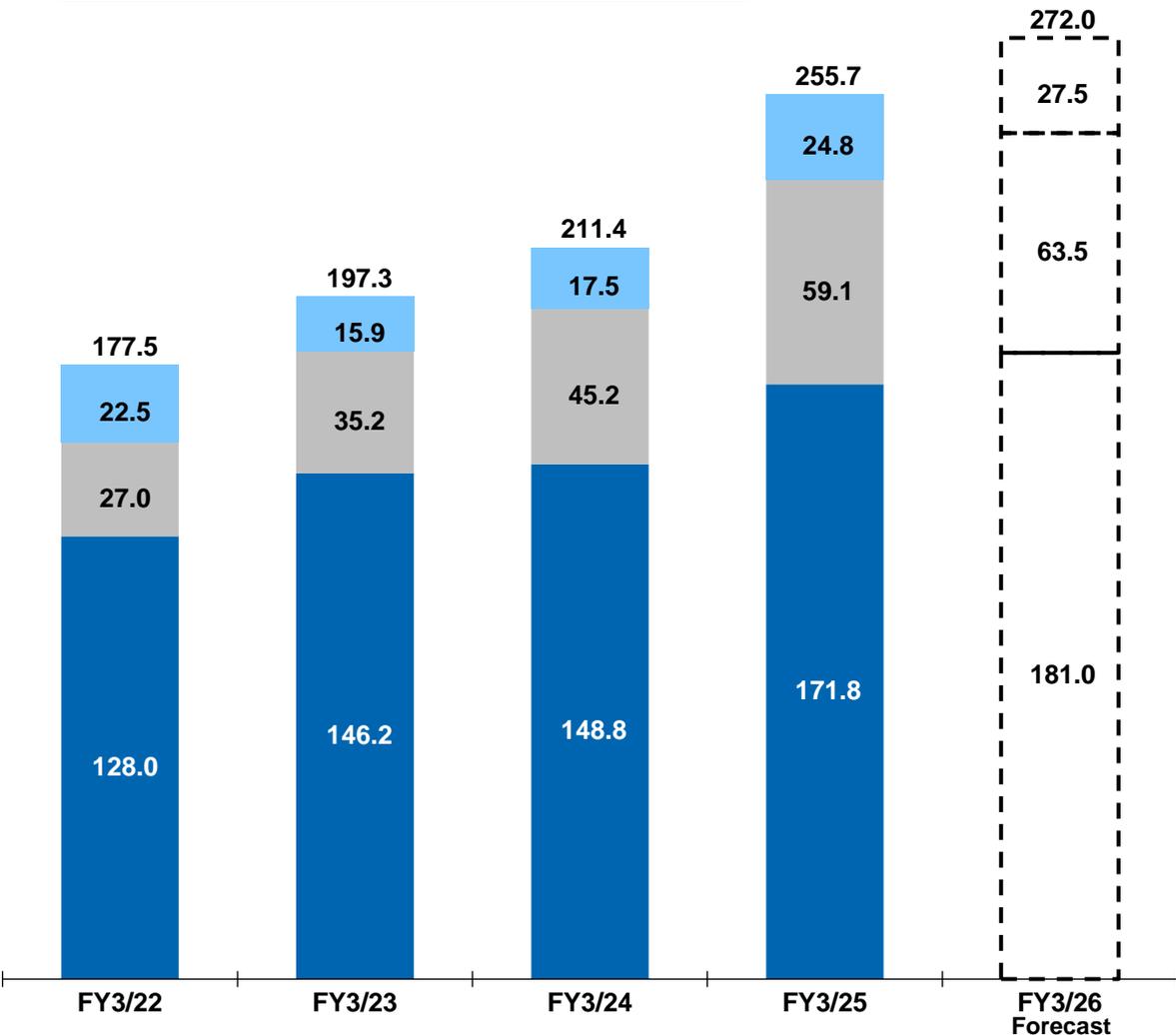
Starting from 1Q of the fiscal year ending March 2026, to present our financial results more clearly, we will primarily express figures in billions of yen(Figures were previously also presented in millions of yen). Consequently, due to rounding figures to the nearest billion yen, there may be instances 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

Full-Year Trends: Precision Technologies (PT)

Net sales (Billions of yen)

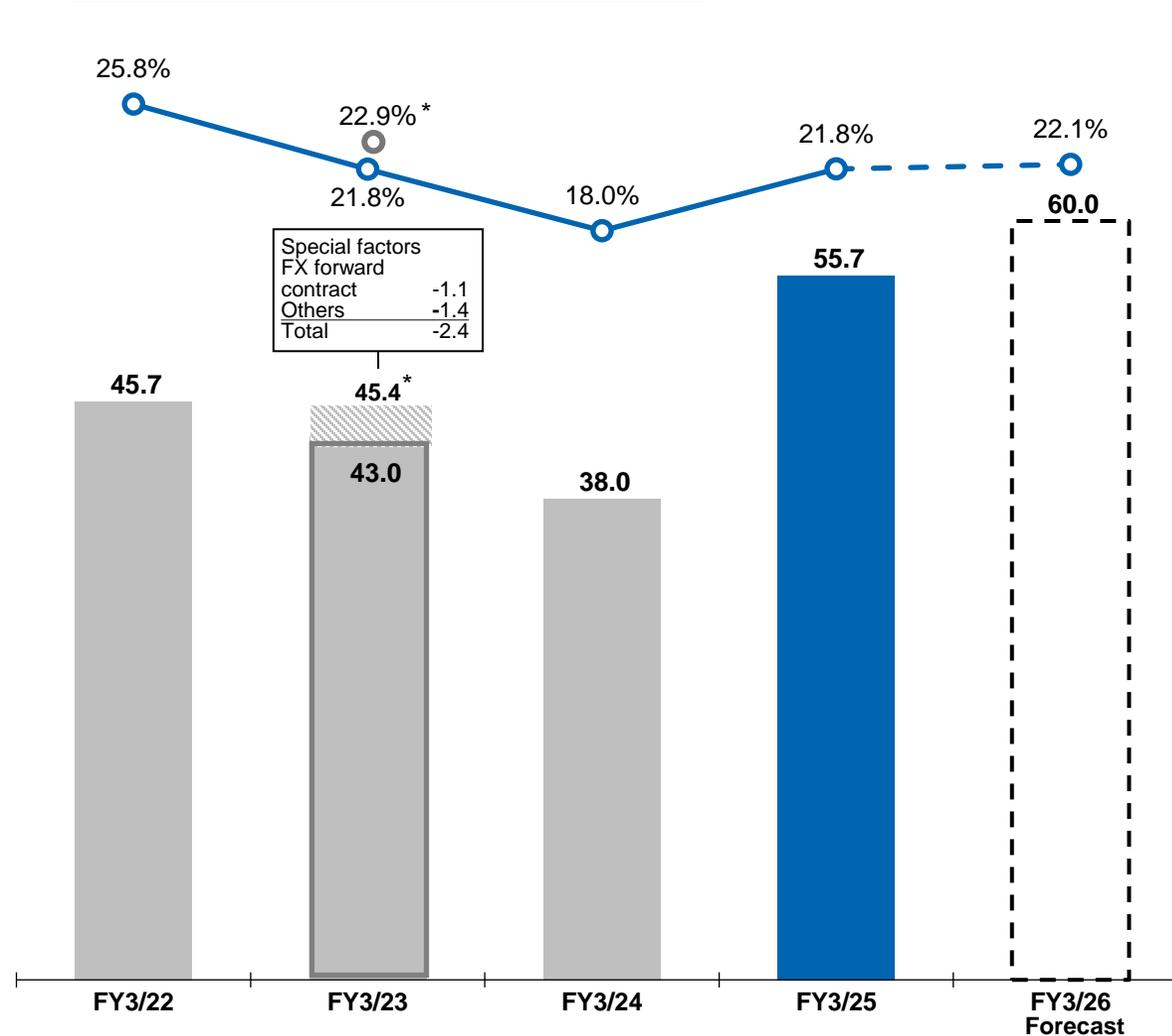
■ Ball Bearings ■ Rod-ends/Fasteners ■ PMC



Operating income (Billions of yen)

*Excl. special factors

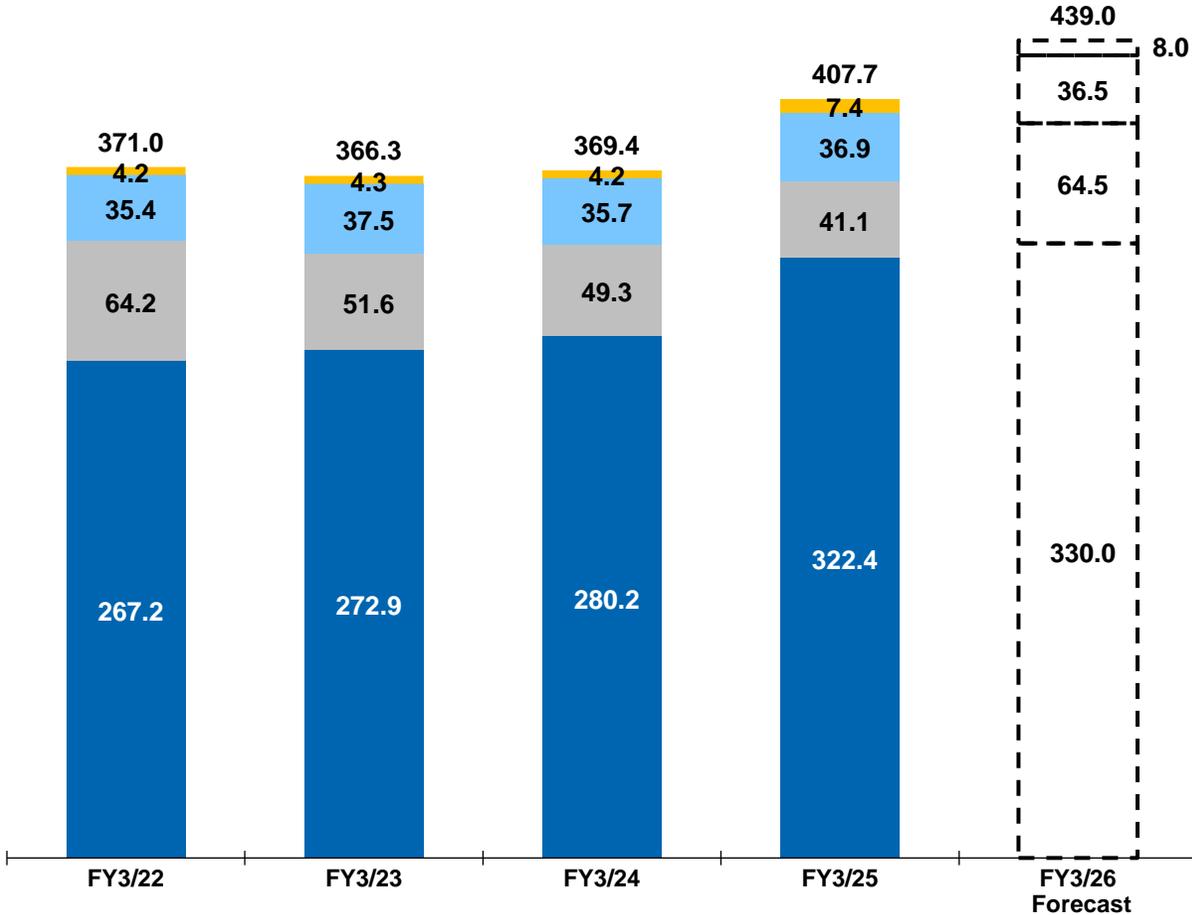
■ Operating income ○ Operating margin



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

Net sales (Billions of yen)

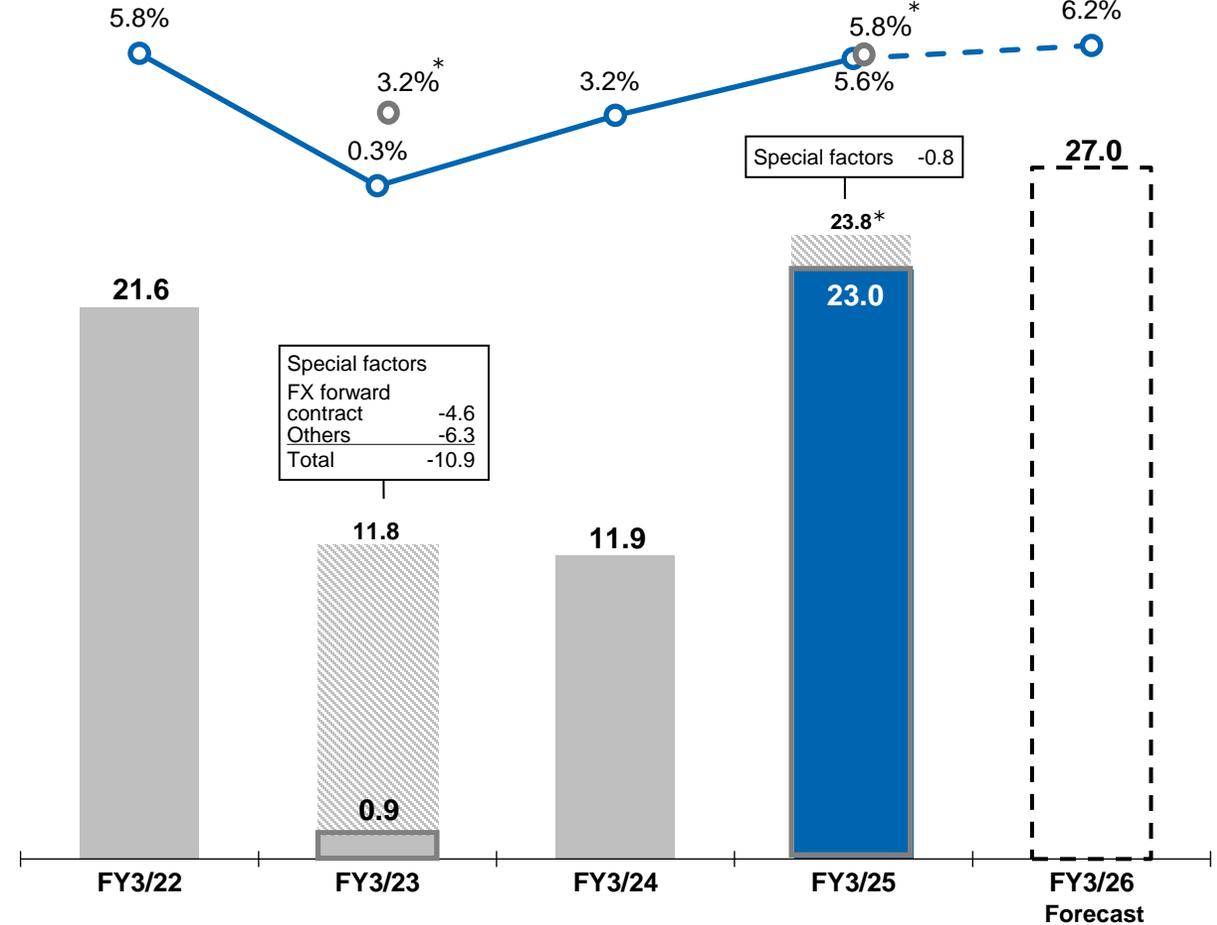
■ Motors ■ Electronic devices ■ Sensing devices ■ Other



Operating income (Billions of yen)

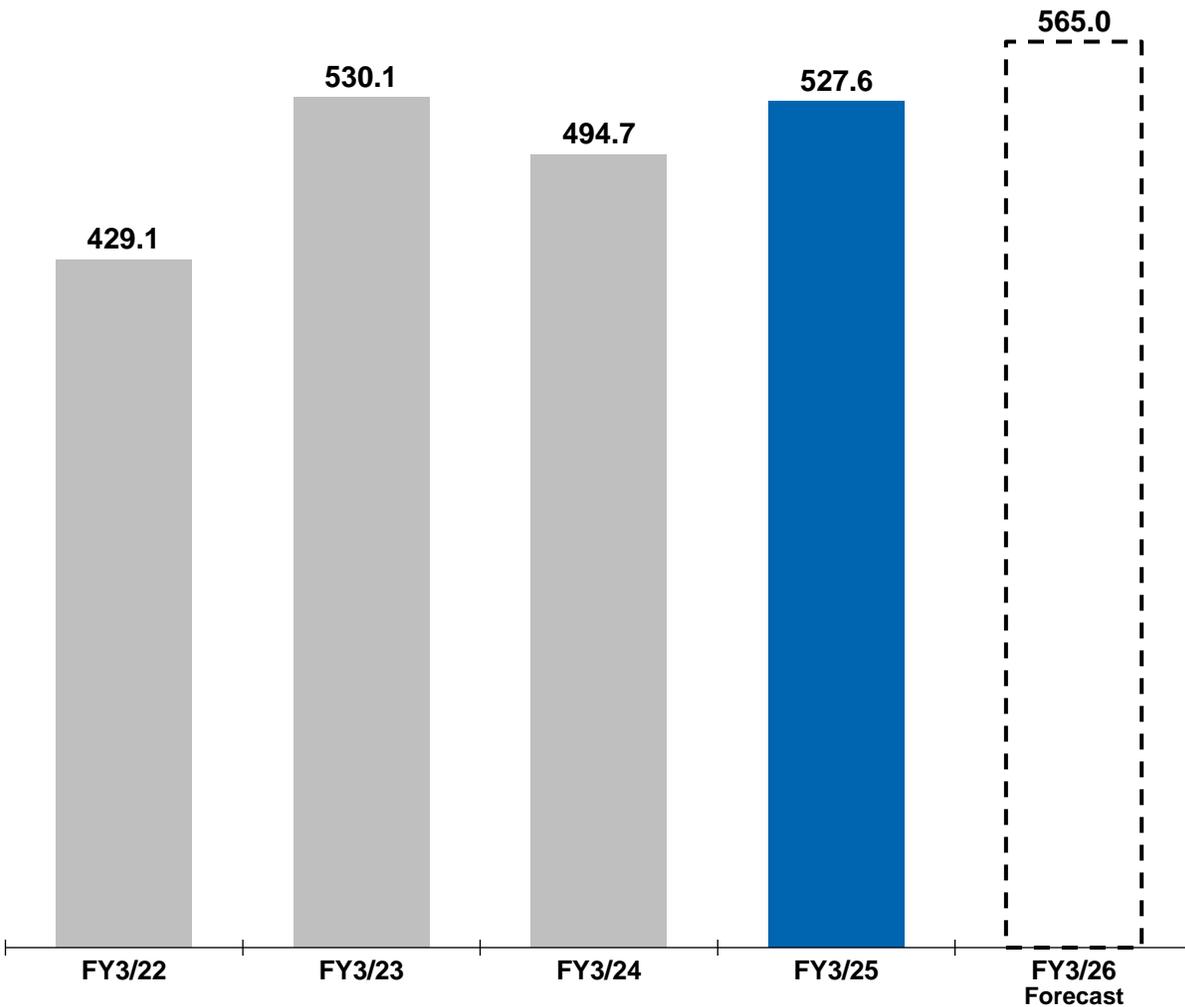
*Excl. special factors

■ Operating income ○ Operating margin



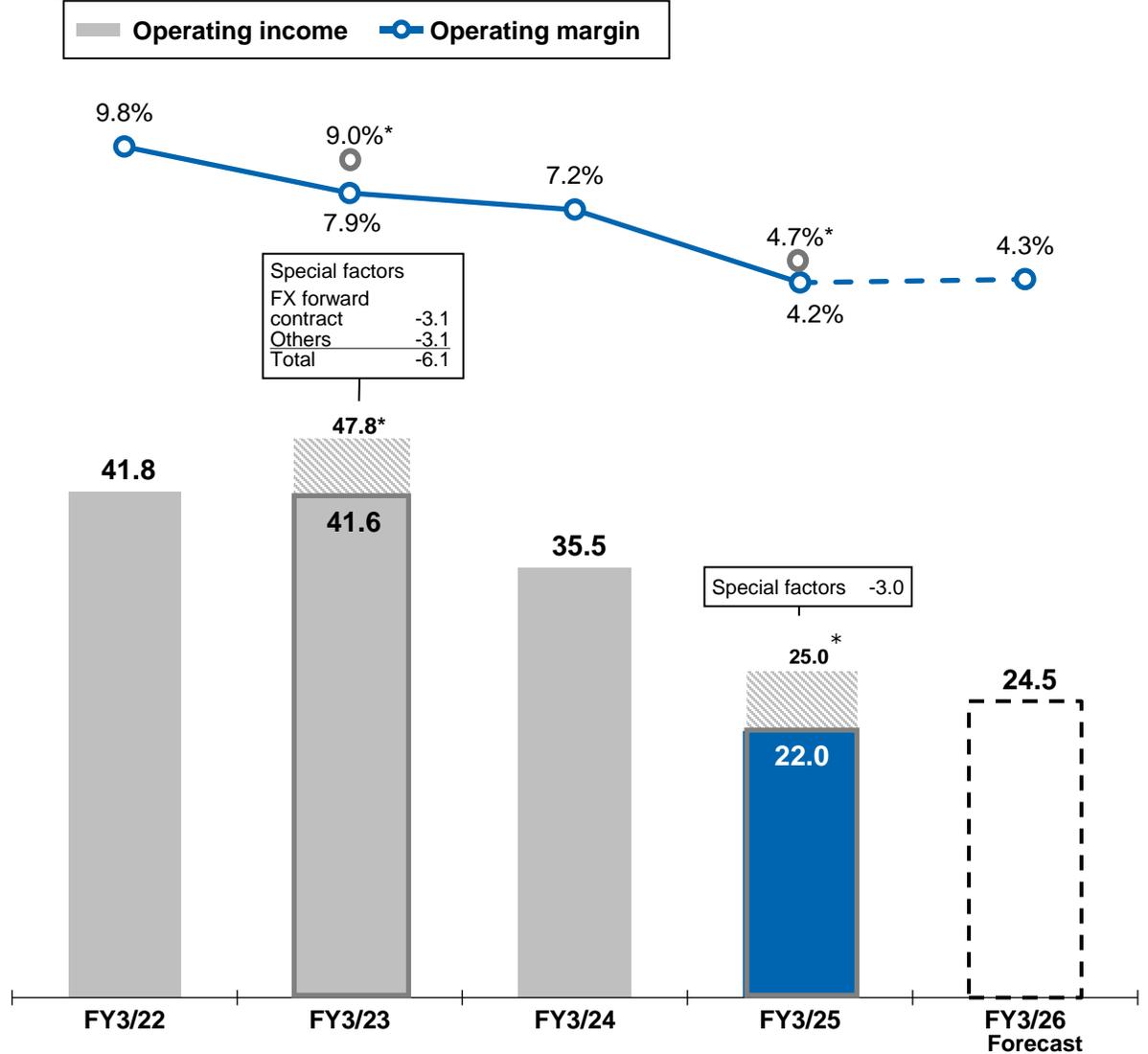
Full-Year Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)



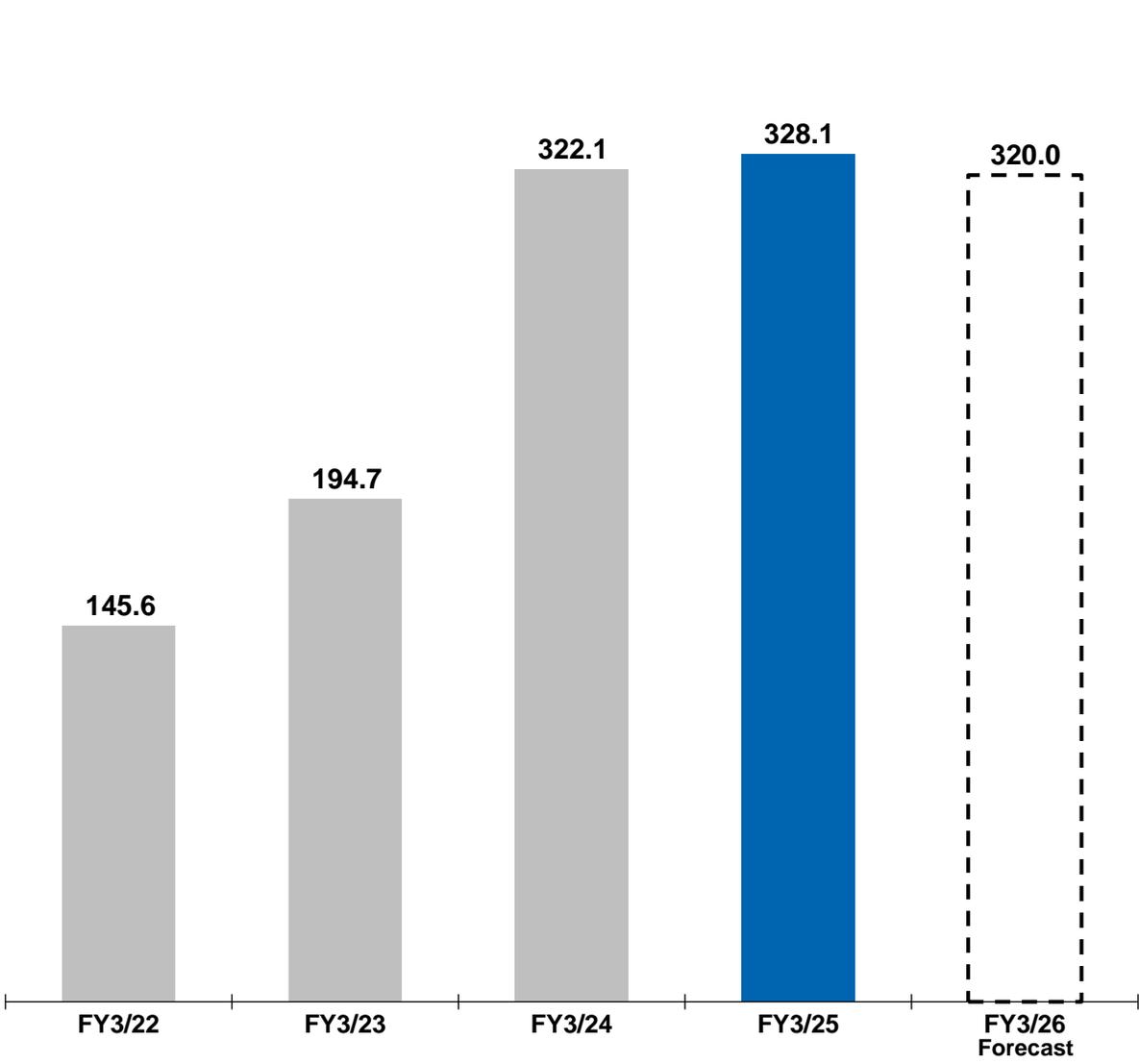
Operating income (Billions of yen)

*Excl. special factors



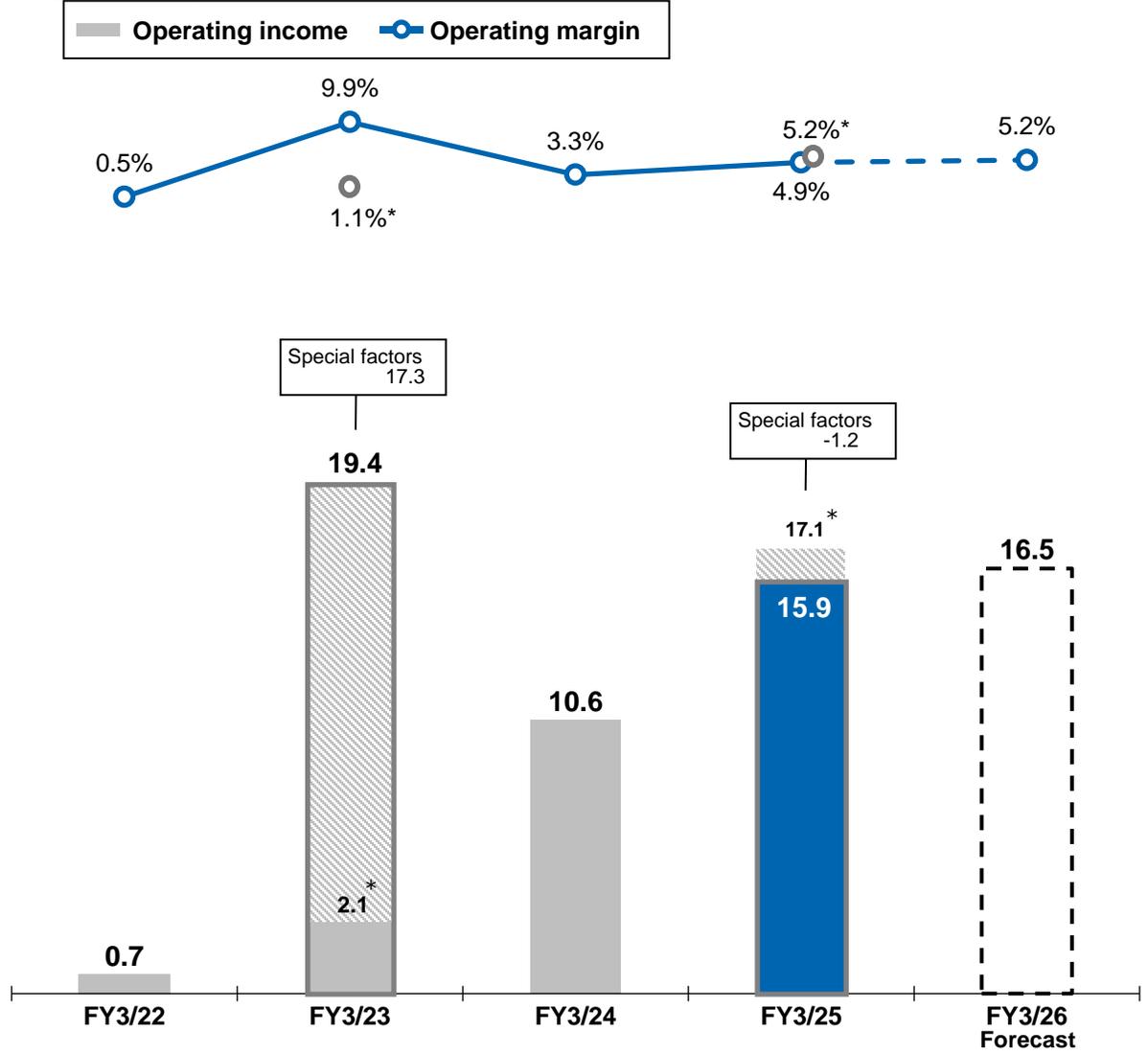
Full-Year Trends: Access Solutions (AS)

Net sales (Billions of yen)



Operating income (Billions of yen)

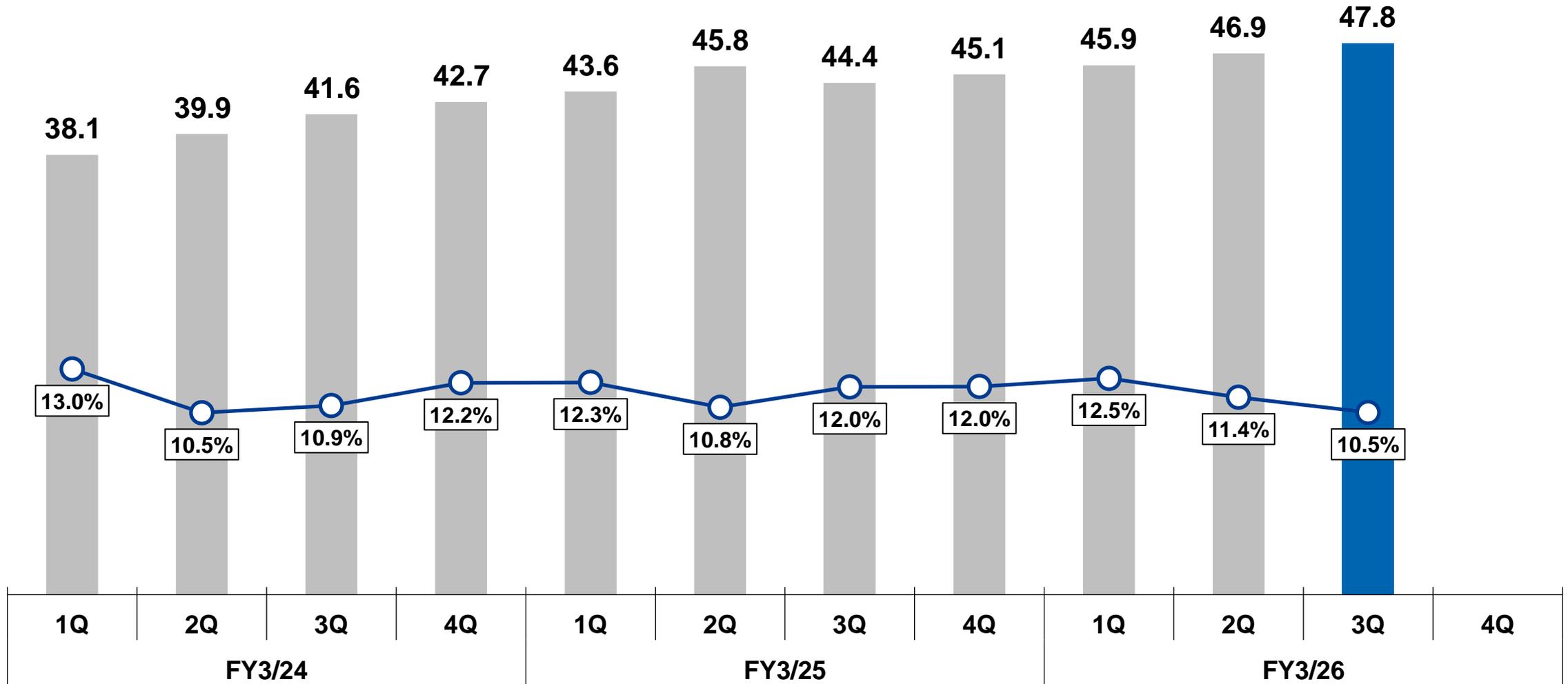
*Excl. special factors



S.G.&A. Expense / Ratio

(Billions of yen)

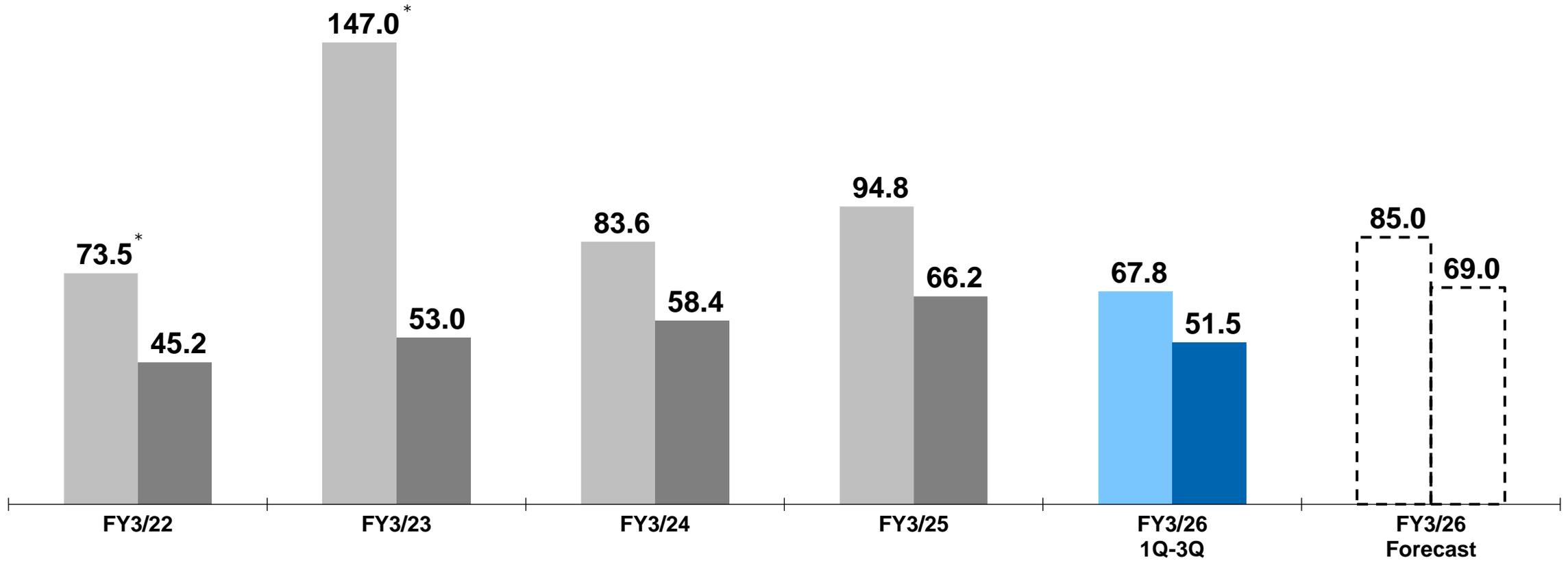
■ S.G.&A. expenses ○ S.G.&A. to sales ratio



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)

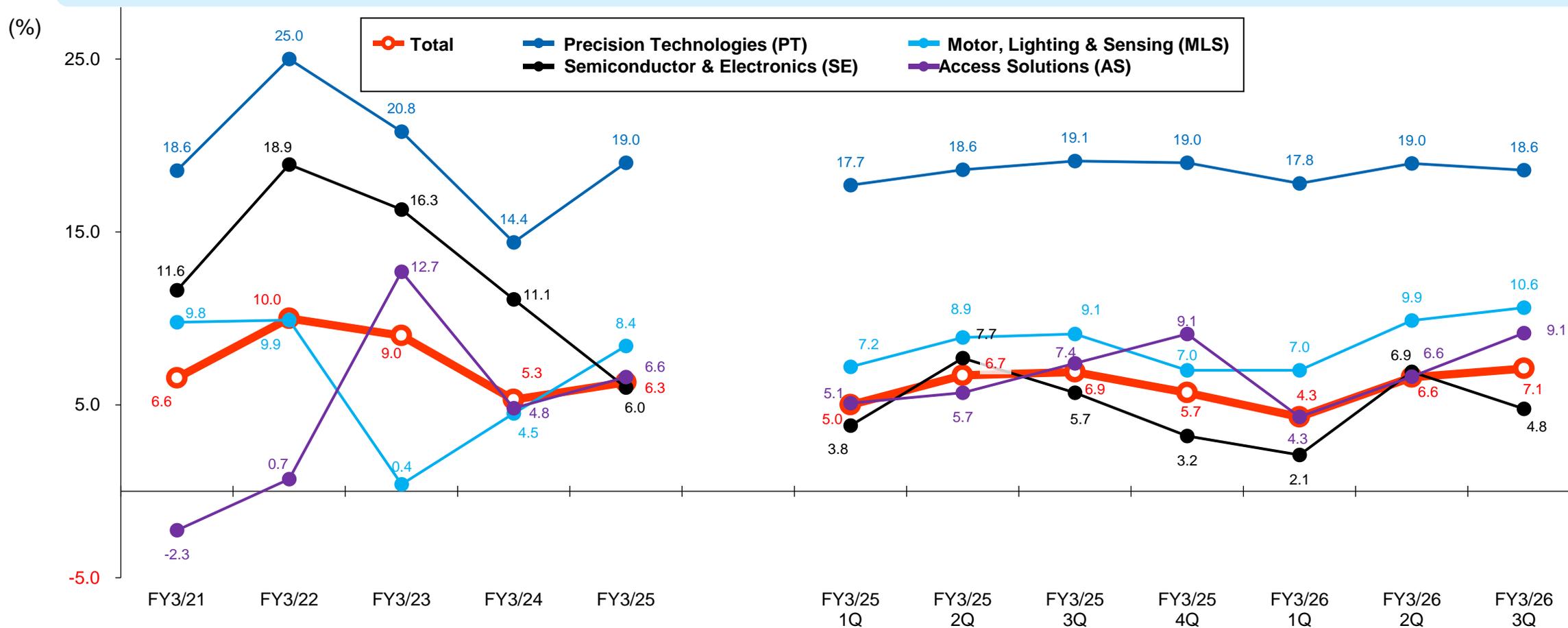
MinebeaMitsumi
ROIC

$$= \frac{\text{NOPAT}}{\text{Invested capital}}$$

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.