Financial Results Briefing

First Quarter of Fiscal Year Ending March 31, 2027

MinebeaMitsumi Inc.

August 5, 2026

Summary of Business Results for 1Q

Net sales and operating income reached record highs for a 1Q

(Billions of yen)	FY3/26		FY3/27	YoY		QoQ	
	1Q	4Q	1Q	Change	Growth Rate	Change	Growth Rate
Net sales	366.9	432.2	426.6	+59.6	+16.3%	-5.6	-1.3%
Operating income	17.4	28.3	26.3	+8.9	+50.9%	-2.0	-7.0%
Profit before taxes	15.6	63.7	29.8	+14.2	+91.2%	-33.8	-53.2%
Profit for the period attributable to owners of the parent	10.9	49.2 *	21.3	+10.4	+95.6%	-27.9	-56.7%
Earnings per share, basic (yen)	27.12	122.46 *	53.03	+25.91	+95.5%	-69.43	-56.7%

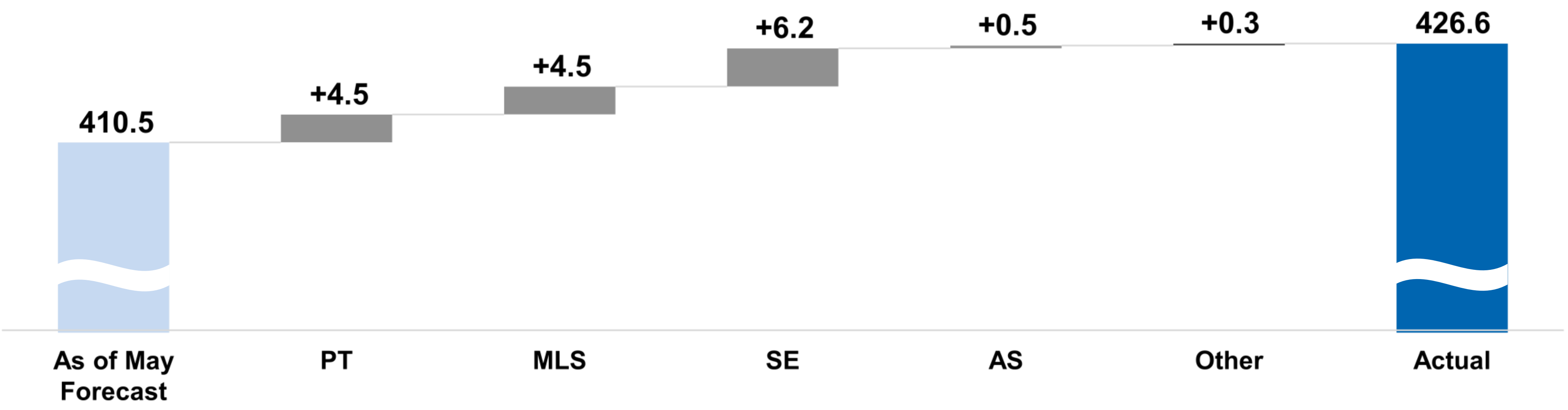
Foreign Exchange Rates	FY3/26		FY3/27
	1Q	4Q	1Q
US$	¥146.16	¥155.95	¥158.80
Euro	¥162.02	¥183.34	¥184.85
Thai Baht	¥4.36	¥4.97	¥4.91
Chinese RMB	¥20.14	¥22.37	¥23.20

* Includes special factors

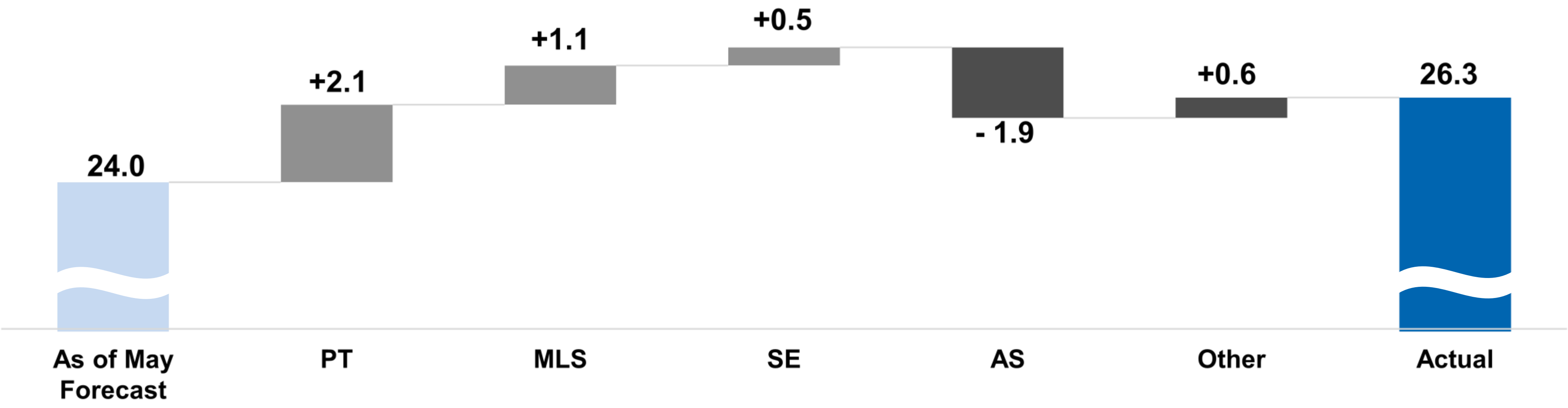
1Q Results: Variance from Previous Forecast (May 12, 2026)

(Billions of yen)

Net Sales



Operating Income



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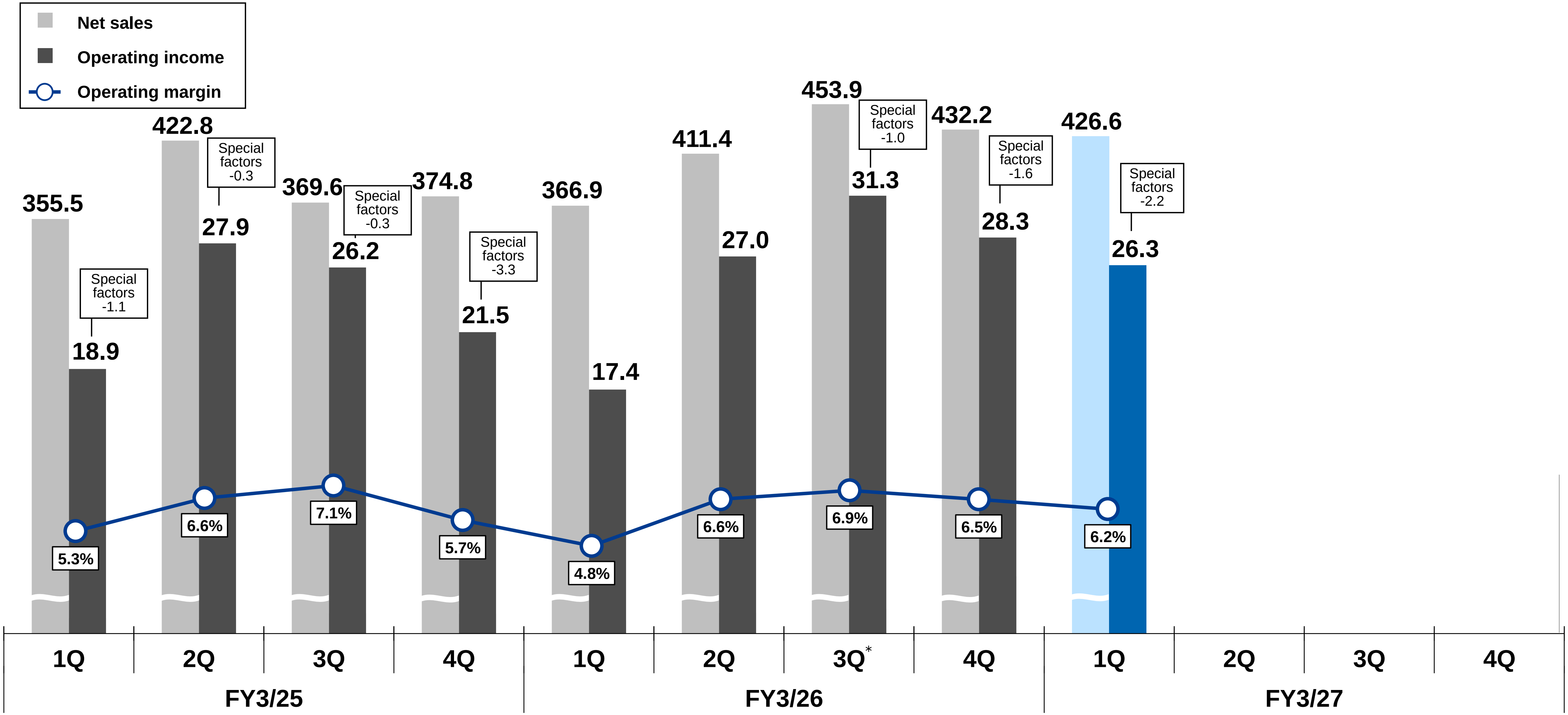
Quarterly Trends: Net Sales, Operating Income / Margin

(Billions of yen)



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

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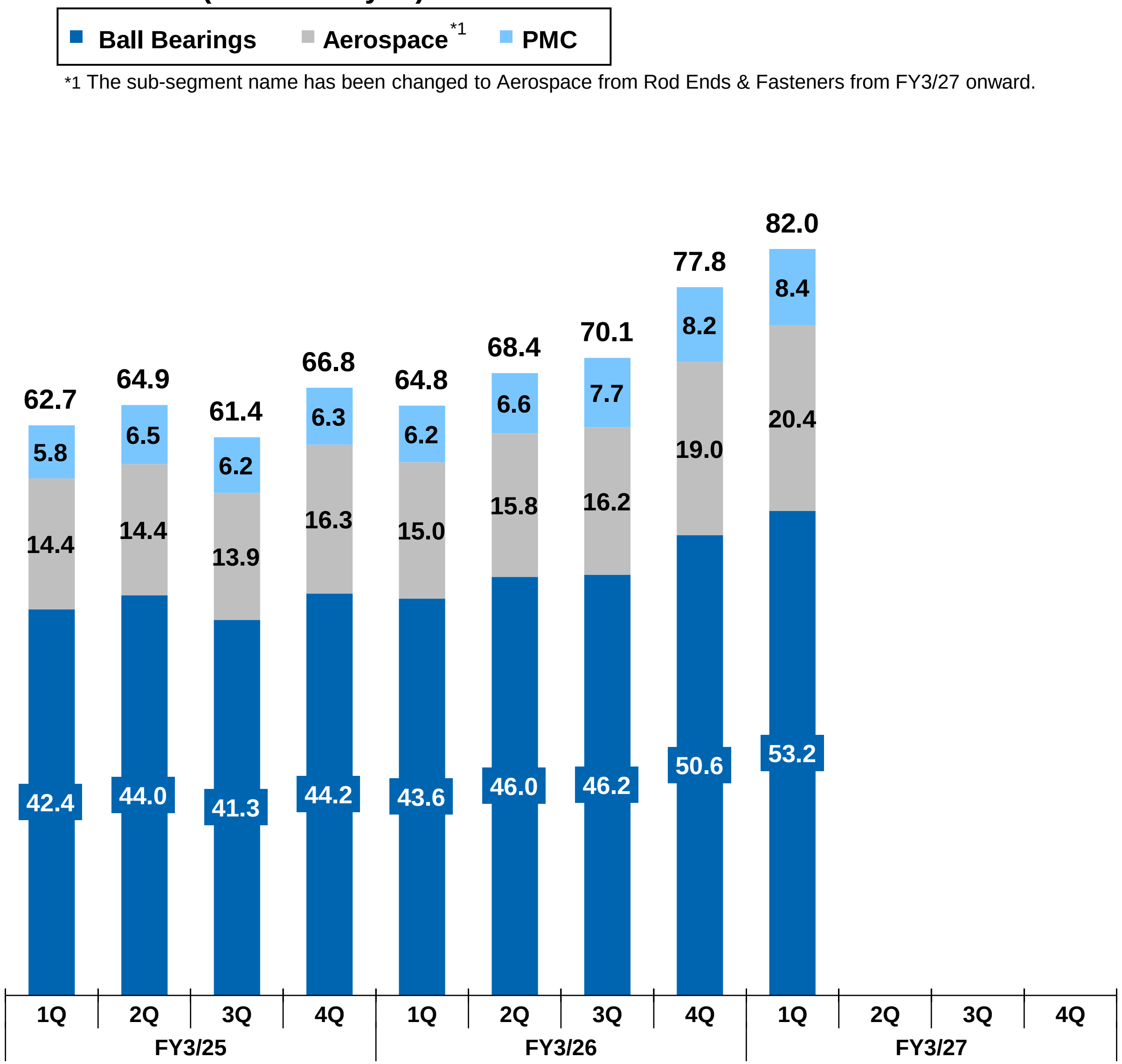
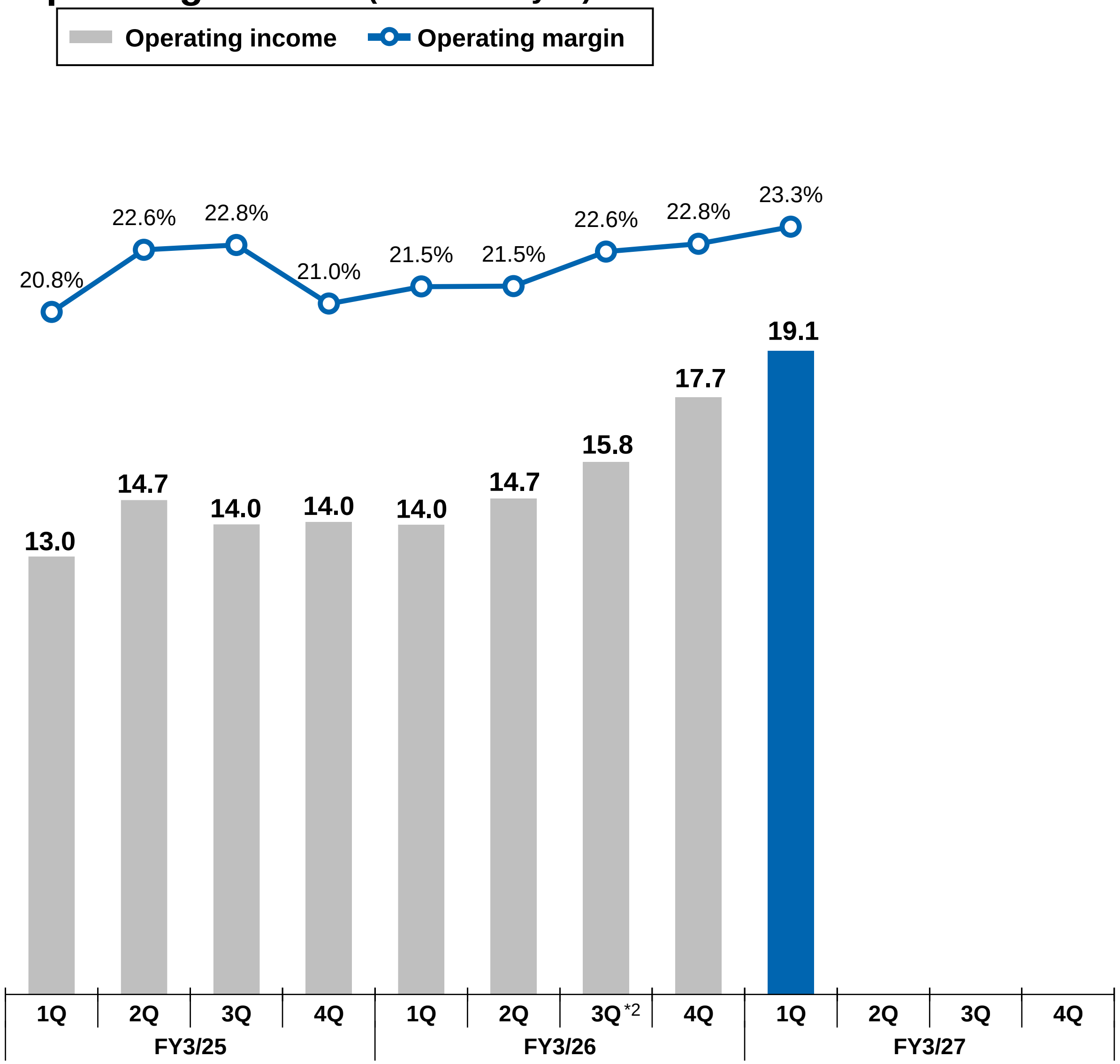
Quarterly Trends: Precision Technologies (PT)

Net sales (Billions of yen)



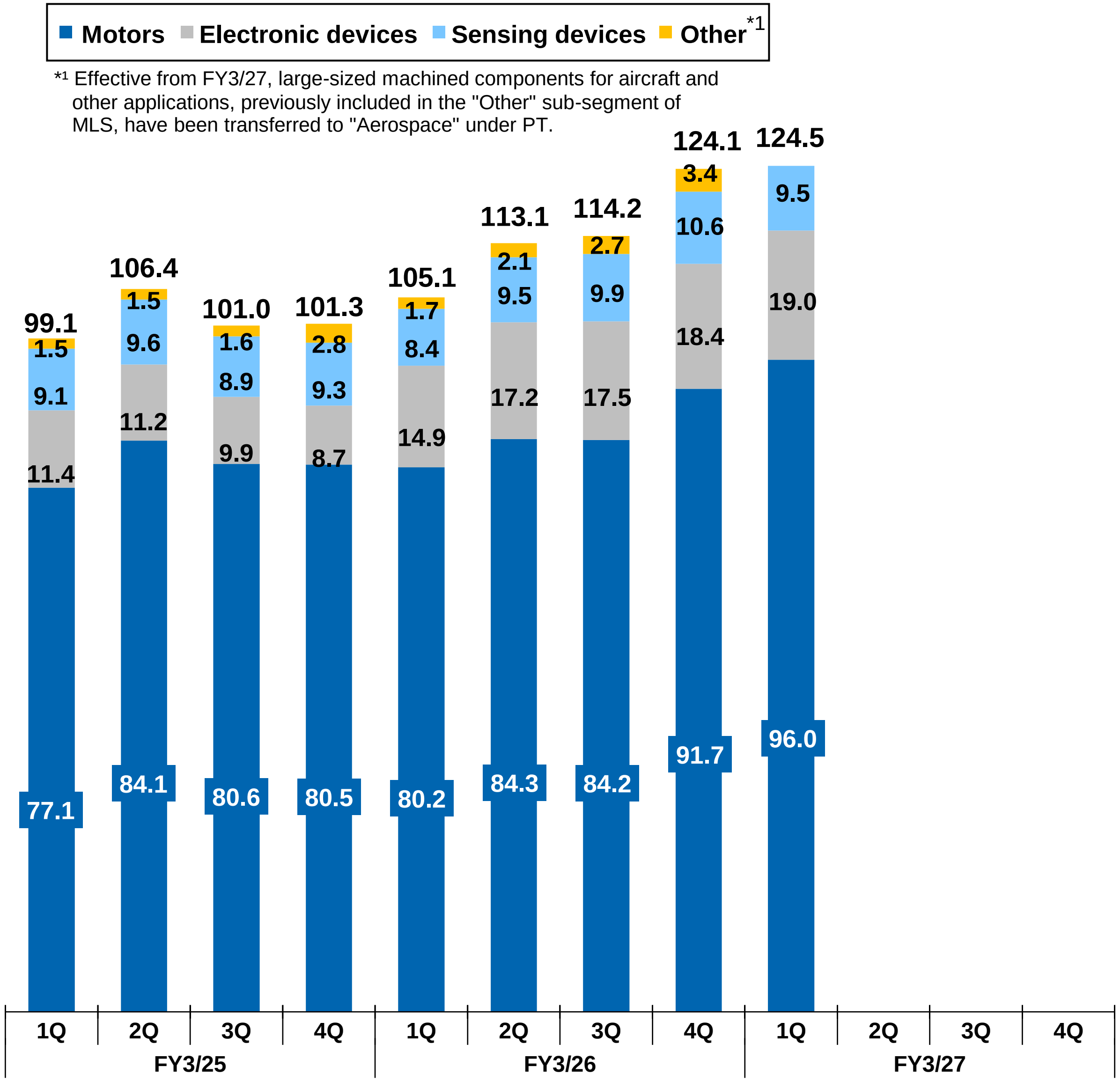
Operating income (Billions of yen)



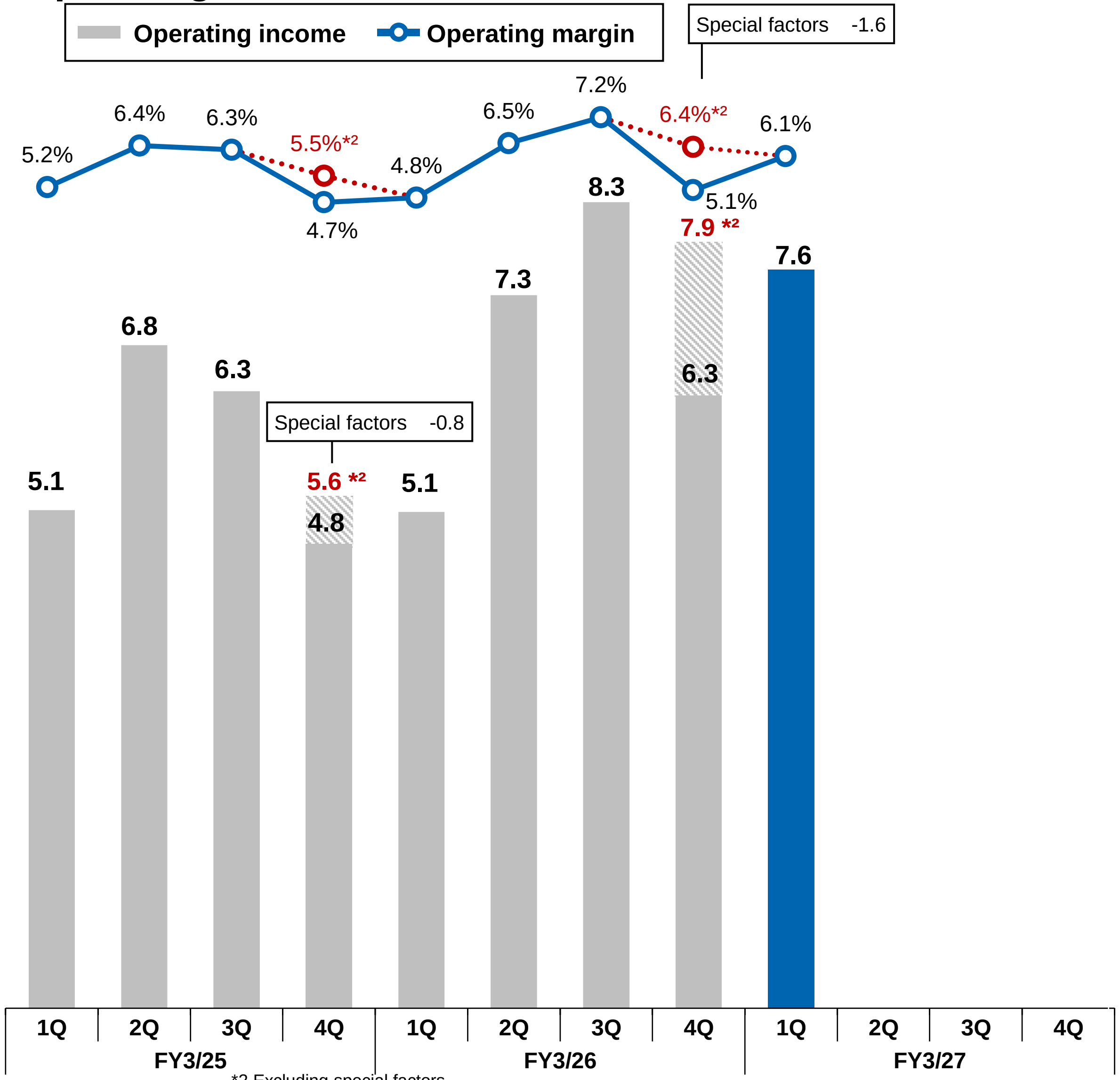
*2 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion
*3 The figures for past performance do not reflect the segment realignment

Quarterly Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)



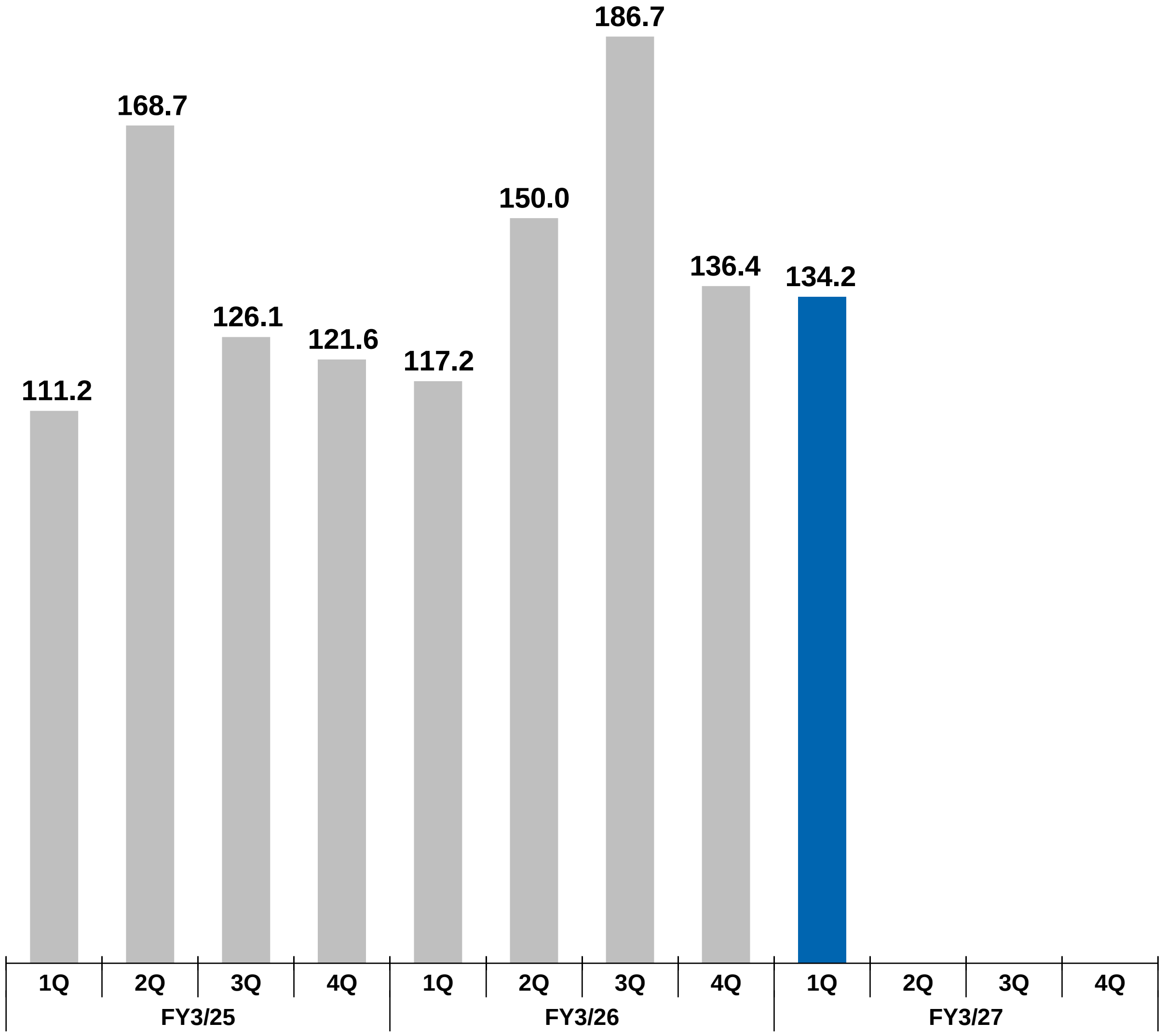
Operating income (Billions of yen)



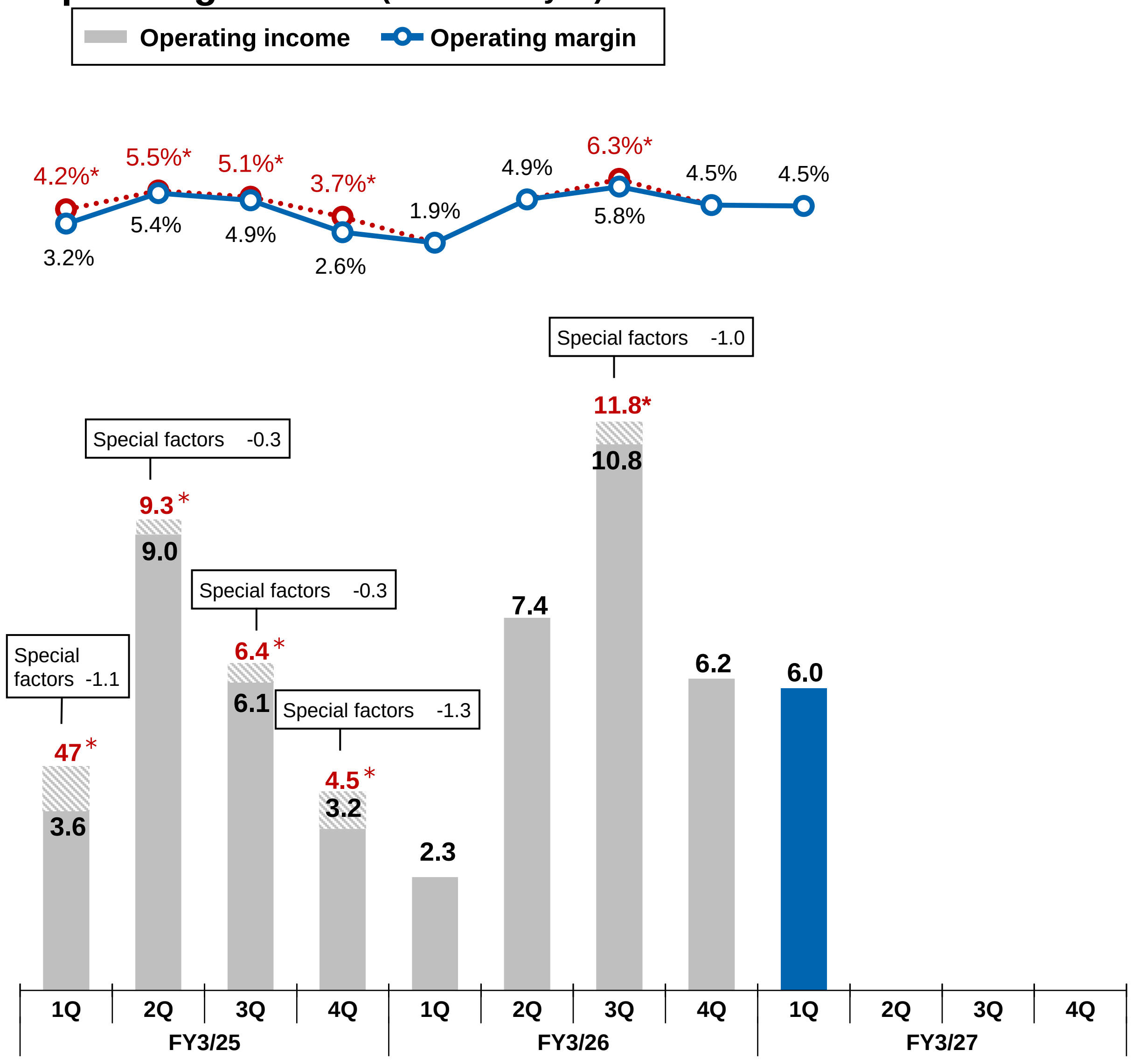
*2 Excluding special factors
*3 The figures for past performance do not reflect the segment realignment

Quarterly Trends: Semiconductor & Electronics (SE)

Net sales (Billions of yen)



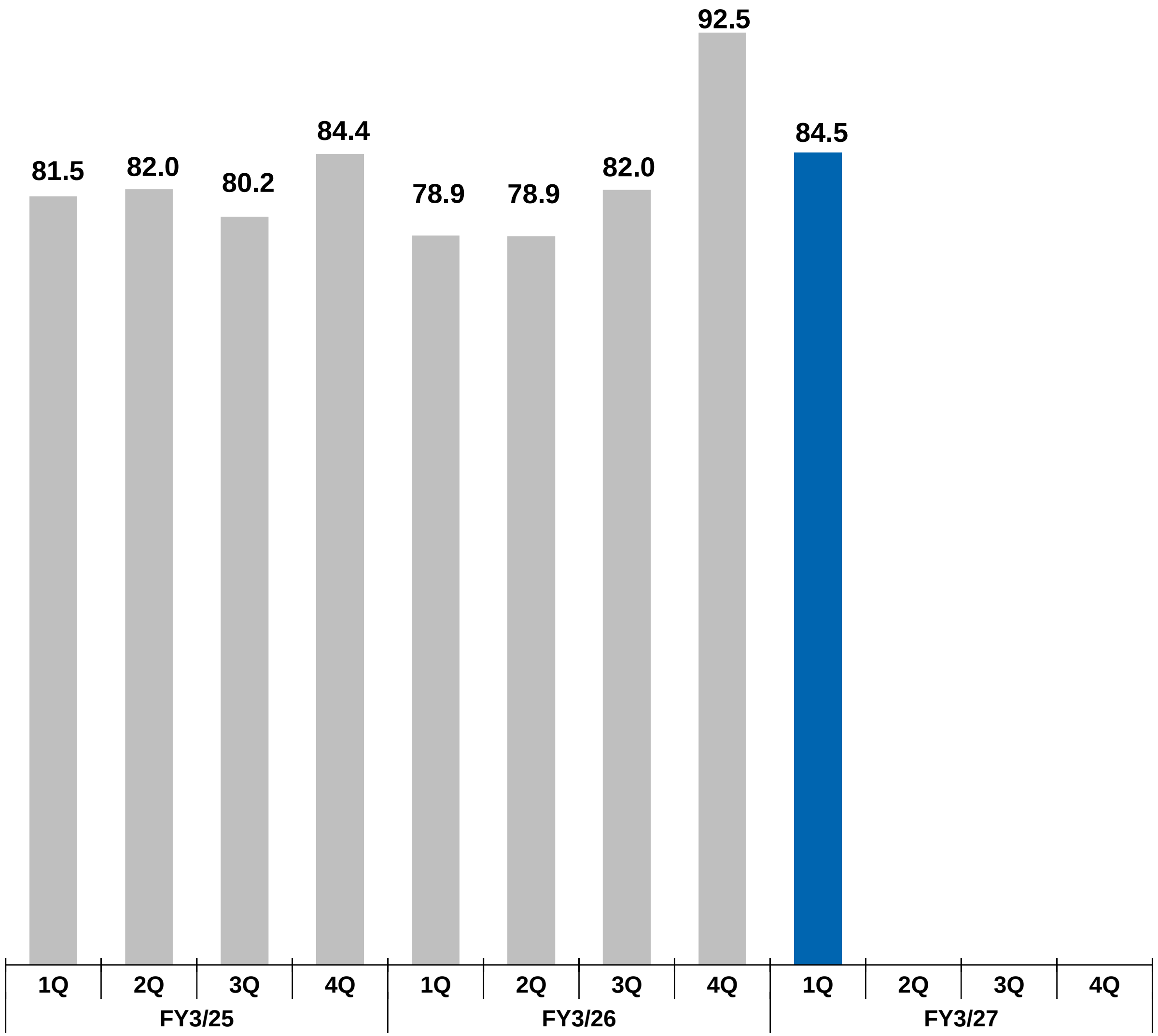
Operating income (Billions of yen)



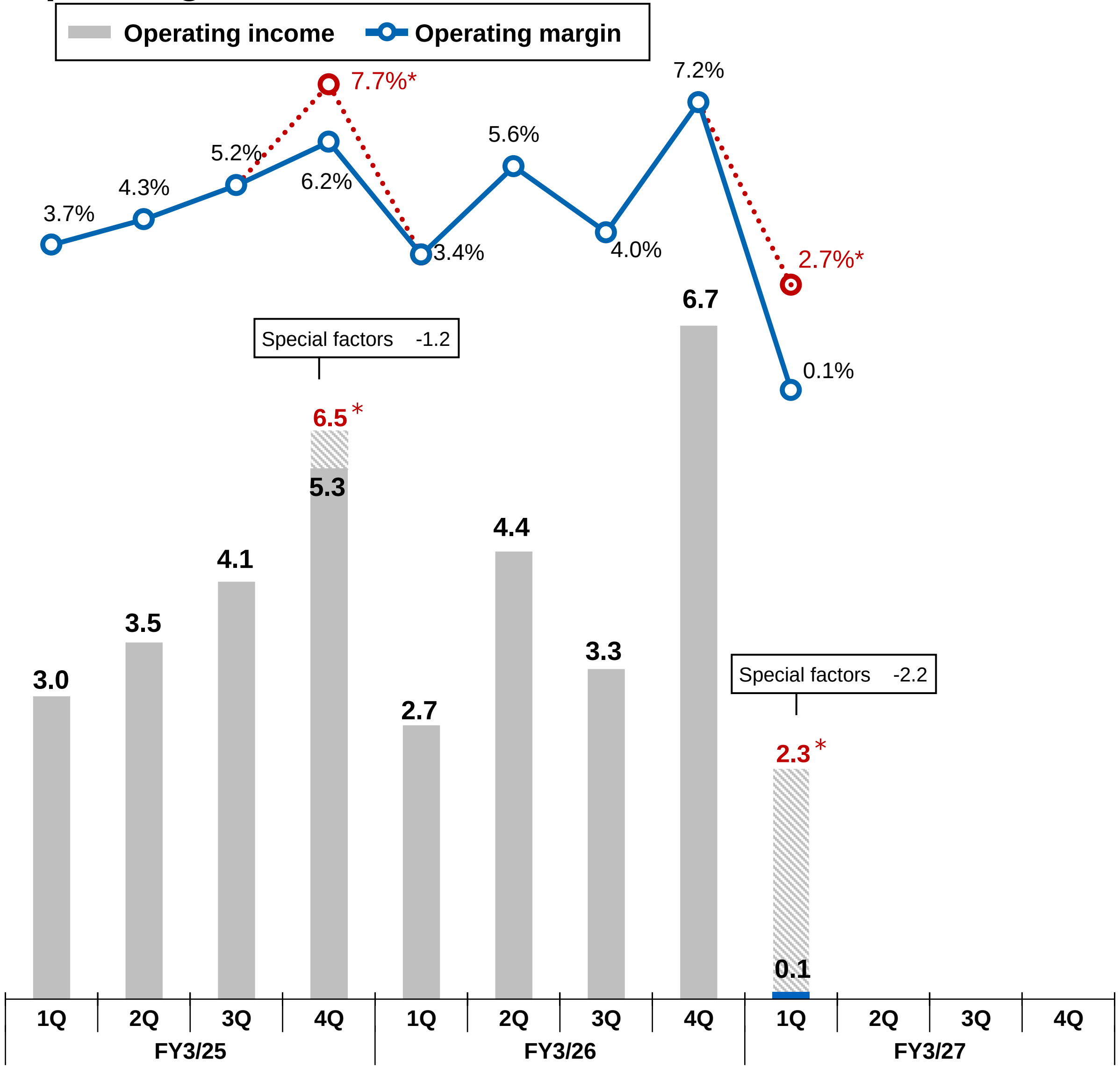
* Excluding special factors

Quarterly Trends: Access Solutions (AS)

Net sales (Billions of yen)

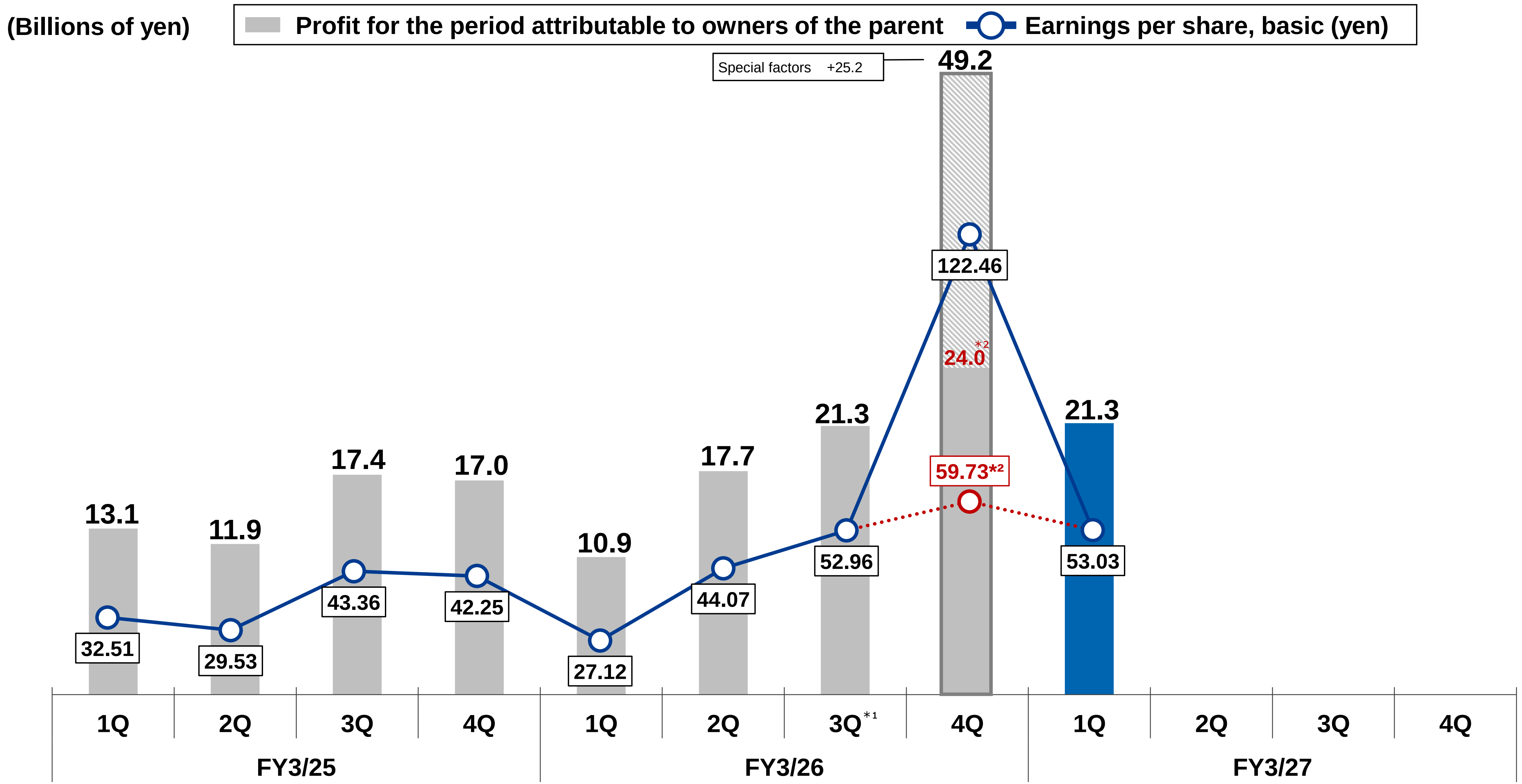


Operating income (Billions of yen)



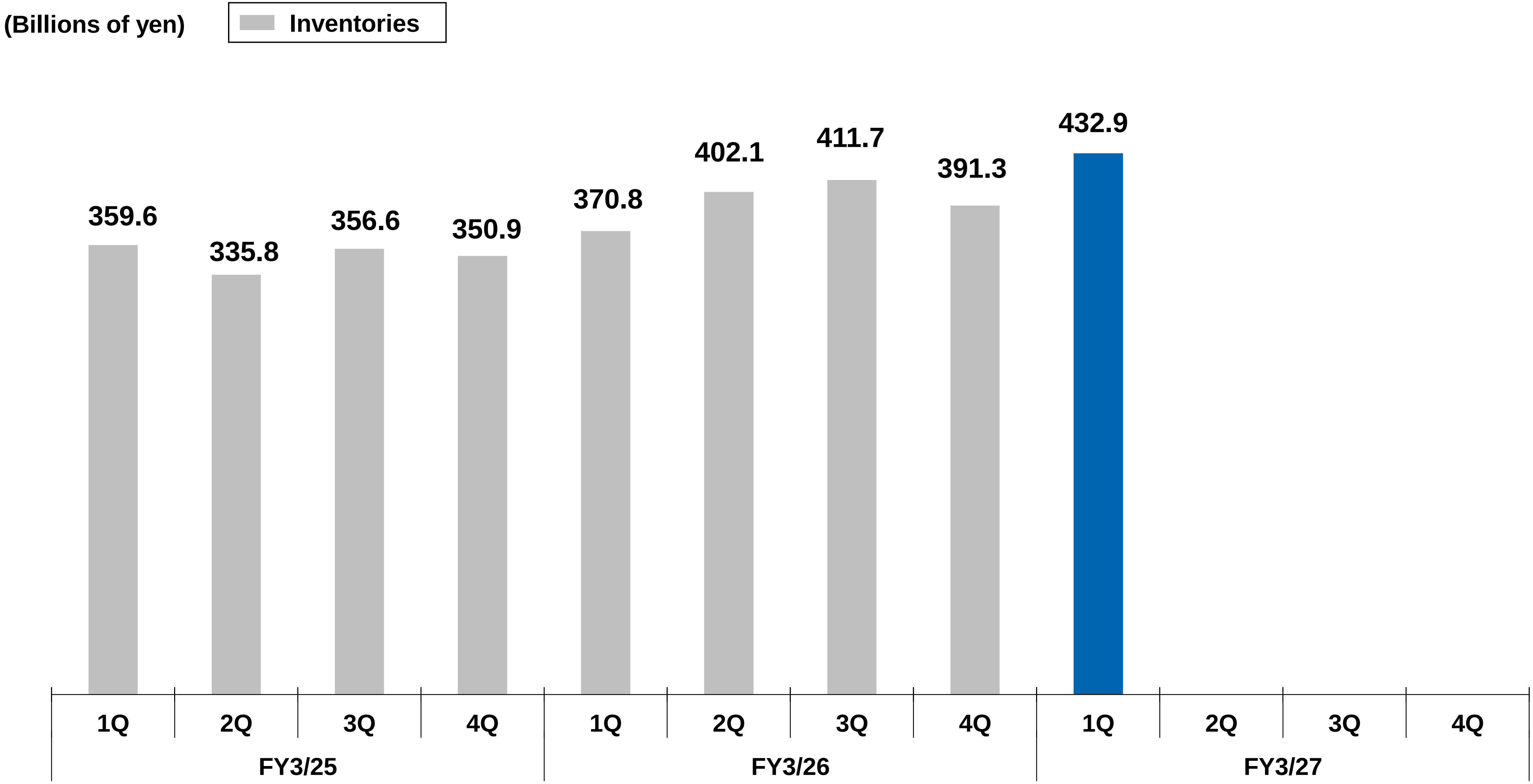
* Excluding special factors

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



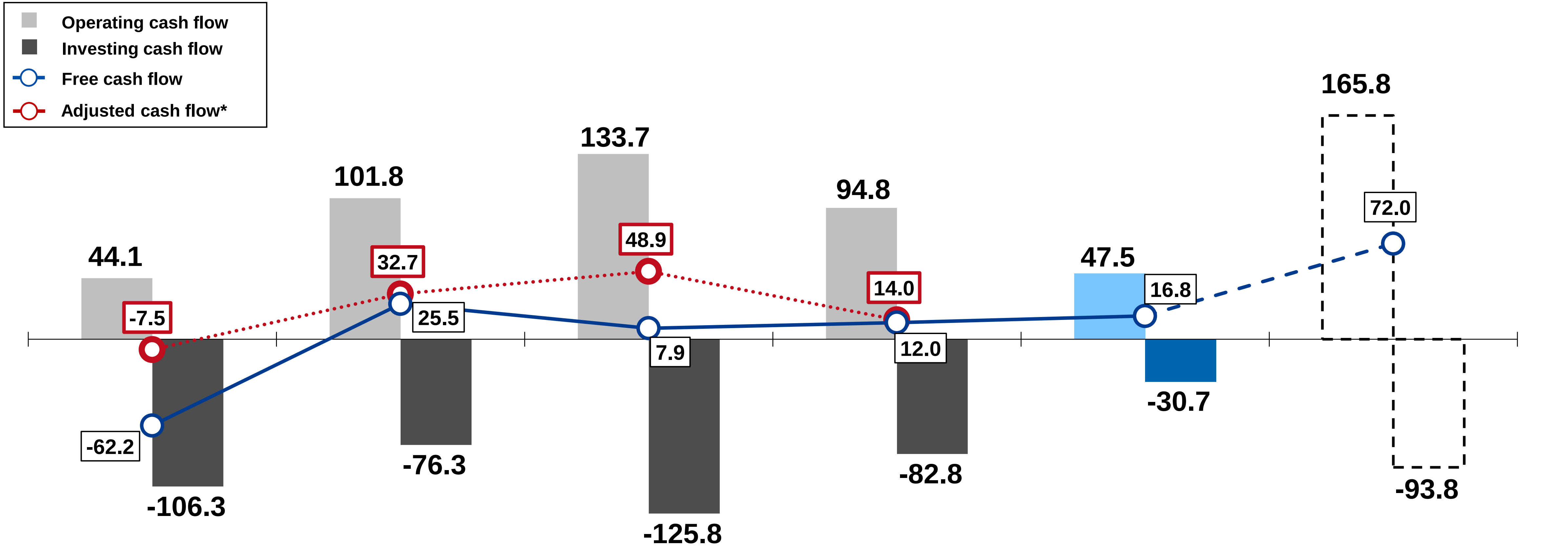
*1 Operating income for 3Q FY3/26 has been revised in accordance with finalization of PPA for Minebea Linear Motion
*2 Excluding special factors

Quarterly Trends: Inventories



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

(Billions of yen)



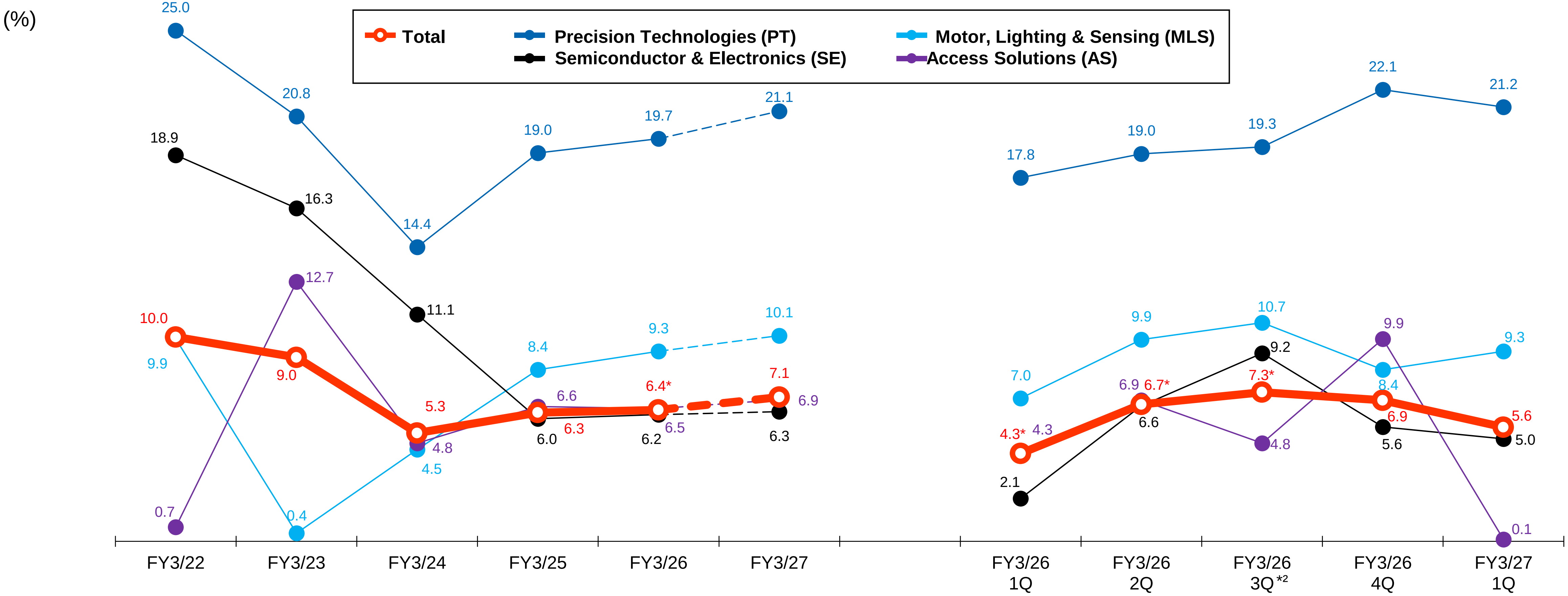
	FY3/23	FY3/24	FY3/25	FY3/26	FY3/27 1Q	FY3/27 (Forecast)
	54.7	7.2	41.0	2.0	–	–
Main one-time factors	Purchase of Tokyo Head Office building M&A(HONDA TSUSHIN KOGYO / SUMIKO TEC / Honda Lock)	M&A (RO-RA)	M&A (Hitachi Power Semiconductor Device)	M&A (TSUBAKI NAKASHIMA ball screw and ball way business)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

* 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** (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

Full-year forecast for net sales and operating income remains unchanged while profit for the period is 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
Net sales	1,664.4	846.5	843.5	1,690.0	+25.6	+1.5%
Operating income	104.0 *1	53.0	67.0	120.0	+16.0	+15.4%
Profit before taxes	133.8	55.0	63.0	118.0	-15.8	-11.8%
Profit for the period attributable to owners of the parent	99.0 *2	40.5	46.5	87.0	-12.0	-12.2%
Earnings per share, basic (yen)	246.60 *2	100.85	115.79	216.64	-29.96	-12.1%

Foreign Exchange Rates	FY3/26 Full Year	FY3/27 2Q-4Q Assumptions
US$	¥149.99	¥155.00
Euro	¥172.92	¥182.50
Thai Baht	¥4.63	¥5.00
Chinese RMB	¥21.05	¥22.30

*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	
	Full Year	1st Half	2nd Half	Full Year	Change	Growth Rate
Net sales	1,664.4	846.5	843.5	1,690.0	25.6	+1.5%
Precision Technologies (PT)	281.2	155.0	158.0	313.0	31.8	+11.3%
Motor, Lighting & Sensing (MLS)	456.5	240.0	252.0	492.0	35.5	+7.8%
Semiconductor & Electronics (SE)	590.3	279.5	250.5	530.0	-60.3	-10.2%
Access Solutions (AS)	332.2	170.0	180.0	350.0	17.8	+5.3%
Other	4.2	2.0	3.0	5.0	0.8	+18.8%
Operating income	104.0 *1	53.0	67.0	120.0	16.0	+15.4%
Precision Technologies (PT)	62.2	34.5	35.5	70.0	7.8	+12.5%
Motor, Lighting & Sensing (MLS)	26.9	13.0	18.0	31.0	4.1	+15.1%
Semiconductor & Electronics (SE)	26.7	14.0	14.0	28.0	1.3	+5.0%
Access Solutions (AS)	17.1	6.0	12.5	18.5	1.4	+8.3%
Other, Adjustment	-29.0	-14.5	-13.0	-27.5	-	-

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

Key Highlights

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Reached record highs in 1Q net sales and OP, supported by continued strong demand from AI data centers

Overall	● Both net sales and OP hit record highs in 1Q. ● OP significantly surpassed the previous record high (19.6 bn yen in FY3/22) by 6.7 bn yen, absorbing approximately 2.2 bn yen in special factors (structural reform expenses) in AS. ● Strong demand for data center products in PT and MLS. ● Although AS was affected by the slowdown in the automotive market, automotive content growth in bearings and motors remained solid. ● Five growth areas +1: Updated ‘+1’ from “Aircraft” to “Aerospace” to accelerate business expansion in the growing space industry.
Precision Technologies (PT)	● Both production and external sales reached record quarterly average volumes. ● Expanding production capacity through investments in existing facilities and new plants.
Motor, Lighting & Sensing (MLS)	● Strong demand for motors, driven mainly by AI data centers, with improved profitability. ● Continued expansion of battery protection modules.
Semiconductor & Electronics (SE)	● Demand for lithium-ion battery protection ICs for smartphones remained strong Sales of EEPROM* for AI servers expanded, and integration of ICs for fan motors also progressed. * Electrically Erasable and Programmable Read-Only Memory ● Profitability of optical devices continued to improve. Mechanical components exceeded expectations in both net sales and OP.
Access Solutions (AS)	● Mass production of BMW Winglets commenced. * Wing handle adopted by BMW ● Remained profitable despite recording structural reform expenses.

FY3/27 Earnings Forecast

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Strong 1Q performance and steady progress toward achieving the full-year forecast

Net sales and operating income unchanged from a conservative perspective, while profit for the period is revised upward

(Billions of yen)	FY3/26			FY3/27				
	1Q	2-4Q	Full Year	1Q	YoY	2-4Q	Full Year	YoY
Net sales	366.9	1,297.5	1,664.4	426.6	+16.3%	1,263.4	1,690.0	+1.5%
Operating income	17.4	86.5	104.0	26.3	+50.9%	93.7	120.0	+15.4%
Attributable to owners of the parent Profit for the period *Excluding special factors	10.9	62.9 (Actual 88.1)	73.8 (Actual 99.0)	21.3	+95.6%	65.7	87.0	+17.8%
Earnings per share, basic (yen) *Excluding special factors	27.12	156.75 (Actual 219.48)	183.87 (Actual 246.60)	53.03	+95.5%	163.61	216.64	+17.8%

Precision Technologies (PT) Update

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Bearings external sales hit a new quarterly record
Record high momentum expected to continue in 2H

Key points

1 Bearings

- Average external sales volume (310 million units/month) and production volume (340 million units/month) both reached record highs in 1Q.
- Data center demand remained strong, exceeding expectations.
- Maintaining and expanding market share remains a priority for medium-to-long-term growth.

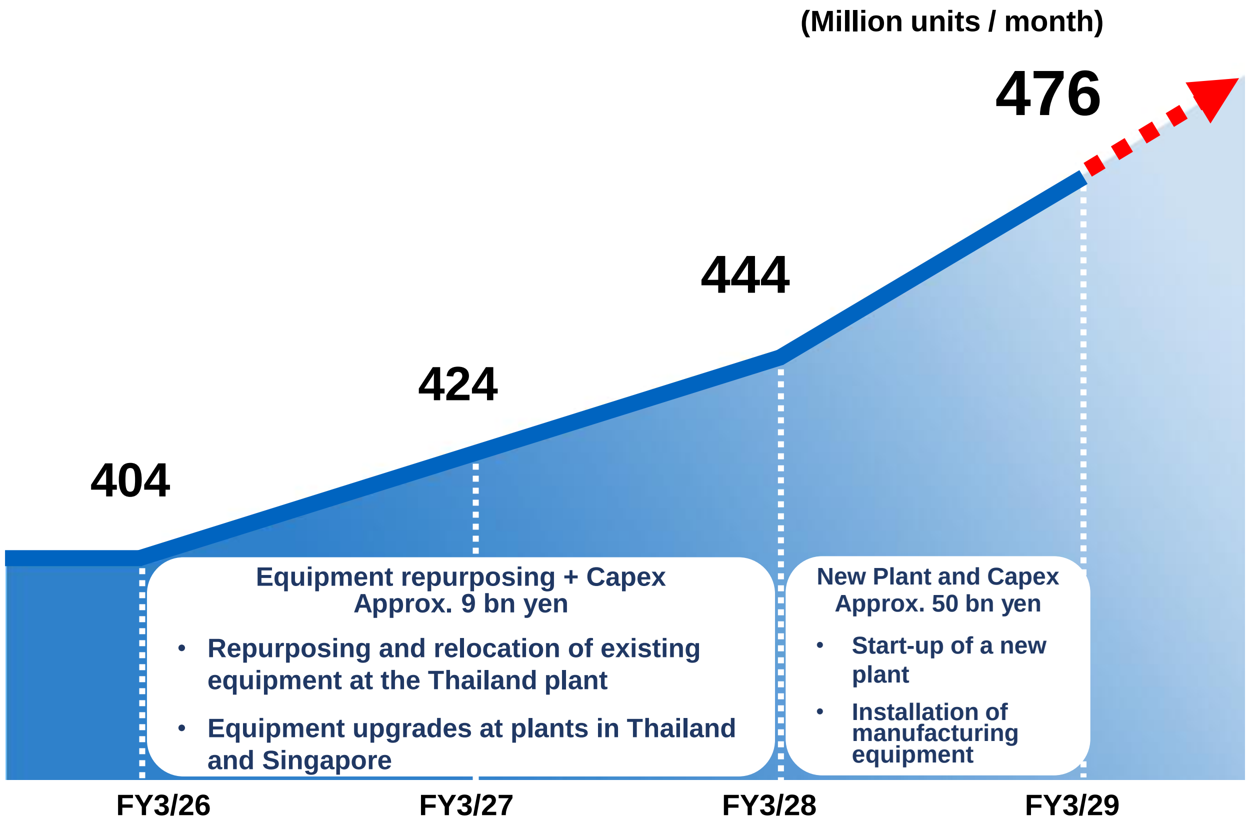
2 Aerospace

- Sales remained solid, supported by strong aircraft demand.
- Price revisions upon renewal of LTAs (long-term agreements) drove a record-high operating margin in 1Q, with further profitability improvement expected from 2H onward.

3 PMC

- Demand for HDD applications remained solid.
- Growth in sales of automotive components for LiDAR applications contributed to revenue growth.

Expansion plan for ball bearing production capacity



Motor, Lighting & Sensing (MLS) Update

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In addition to AI server and humanoid robot markets, new mobility is seeing strong momentum

Key points

1 Motors

- Driven by robust AI server demand, spindle and fan motors remain strong (For details, please see page 22).
- Against the backdrop of rising energy costs, demand for fans in solar power applications continues to grow, led by Europe.
- To meet growing luxury seat demand, sales of automotive seat fans and related products are expanding.

2 Electronic devices

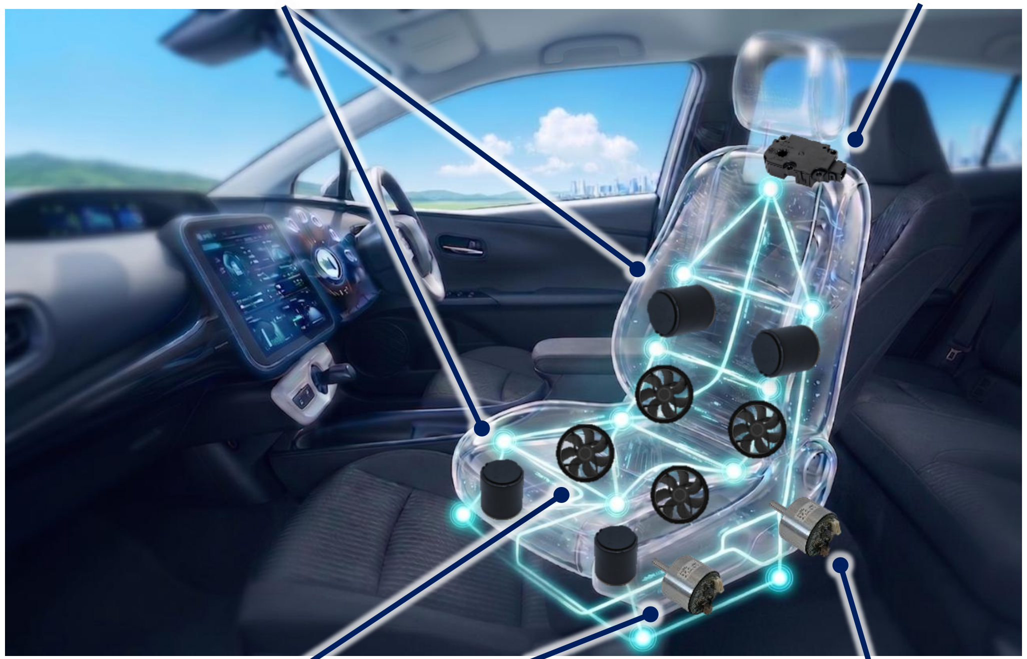
- Driven by the expansion of the AI server market, demand for BBU battery protection modules remains strong. To boost production capacity, new production is scheduled to launch at our Mexico plant this October.

3 Sensing devices

- Inquiries for 'MINEGE' thin-film copper strain gages and joint torque sensors for humanoid robots are on the rise.

Growth drivers of new mobility

Leveraging integration to propose diverse automotive seat motor solutions



Maximizing seat value through networks connecting diverse devices

Semiconductor & Electronics (SE) Update

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Strong performance in lithium-ion battery protection ICs continues
Sales expansion and synergies in AI-related semiconductors are also progressing
Earnings recovery in sub-core businesses remains on track

Key points

1 Semiconductors

- Sales of lithium-ion protection ICs which are primarily targeted at mid- to high-end smartphones remain strong.
- EEPROMs for AI servers and medical ICs are also performing well.
- The adoption of our driver ICs for server fan motors is gaining momentum, accelerating synergies.
- The Shiga Plant is proceeding with production of lithium-ion protection ICs, MEMS, and IGBTs (including foundry production) with the goal of achieving a monthly profitability within the current fiscal year. Production of our in-house IGBTs is set to increase.

2 Optical devices

- Profitability continued to recover, securing a real operating margin of 7% in 1Q.

3 Mechanical components

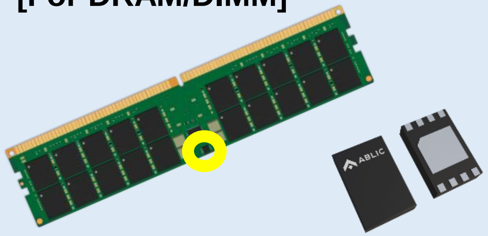
- Off to a better-than-expected start in both sales and profit

Semiconductors for AI Servers

EEPROM*

[For SSDs]

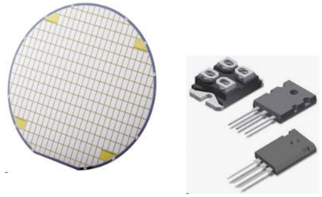
[For DRAM/DIMM]



*Electrically Erasable and Programmable Read-Only Memory: Memory that can be electrically written to and erased. A type of non-volatile memory that retains stored data even when power is disconnected

Currently under development and expansion

Power Semiconductors (IGBTs/Diodes)



Currently under development and expansion

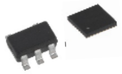
Analog Semiconductors

Airflow Sensors

Reset ICs

Temperature Sensor ICs

LDO/DC-DC ICs



eFuse ICs

Access Solutions (AS) Update

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Mass production launch of BMW Winglets*
Impacted by the automotive industry slowdown, but recovery is expected from 2H onward

Key points

1 Four-wheel business

- Minimized the impact of China's flush handle regulations through alternative proposals.
- Commenced mass production of BMW Winglets* in August. Accelerating the development of high-value-added products applying strain gage technology.
- Steadily executing structural reforms in Europe to establish a solid business foundation.

2 Two-wheel business

- Backed by strong market share of key customers, performance remains solid, centered on Southeast Asia, unaffected by external factors.

Start of mass production of BMW winglets*

Adopted for the new BMW X5 announced on June 30

BMW Winglets*
*** Wing handle adopted by BMW**

Drivers for Mid-term Earnings Forecast : The Five Growth Areas Plus One

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Adding “Aerospace” as the Plus One for full-scale entry into the rapidly evolving space industry

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

1 Bearings
2 Analog Semiconductors
3 Motors
4 Access Products
5 Sensors
6 Connectors/Switches
7 Power Supply components
8 Wireless/Communications/Software

+α
Integration products

The “5 Growth Areas“ + 1 (Focus Applications)


AI Servers


Humanoid Robots


Commercial Drones


Fully Autonomous Driving (LiDAR)


New Mobility

+1
Aerospace

Five Growth Areas: AI Servers

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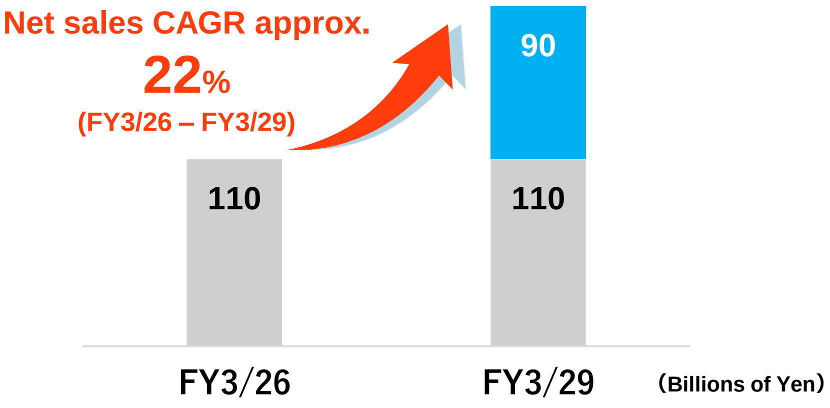
Demand for air cooling remains strong
Demand related to liquid cooling systems to become a future growth driver

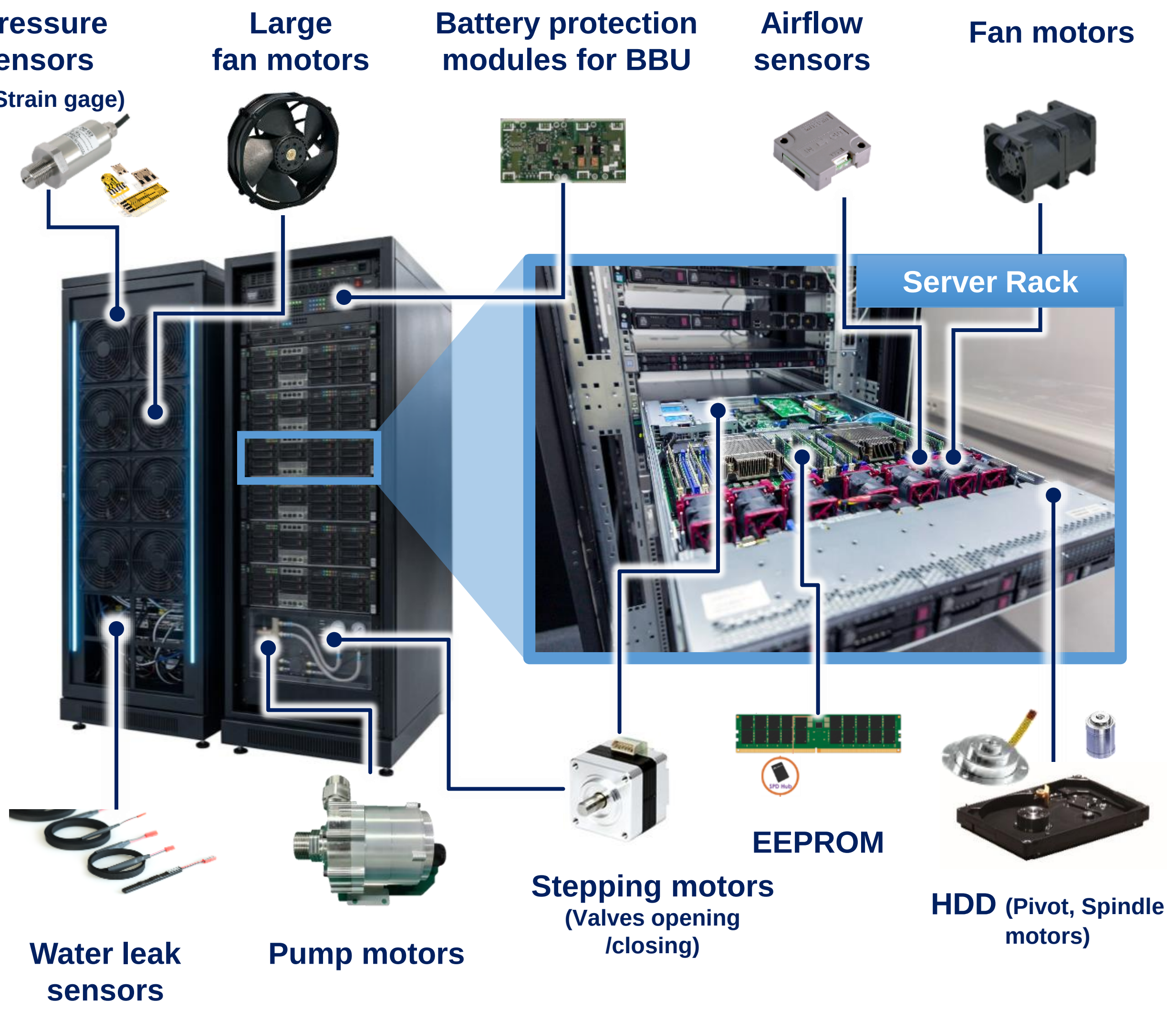
Recent business trends

- **Bearings**: Secured strong forecasts from major fan motor manufacturers
- **HDD spindle motors**: Demand remains solid, centered on nearline HDDs
- **Fan motors**: Fans for AI server power supplies are performing strongly
- **Large fan motors**: Rapid increase in new inquiries for high-heat-generating servers
- **Battery protection modules**: Substantial increase this fiscal year due to a surge in demand for AI server power supplies (BBU)
- **Liquid cooling systems**: Inquiries for electric pumps, valves, etc. are gaining full momentum

Net sales outlook



Solutions installed in AI servers



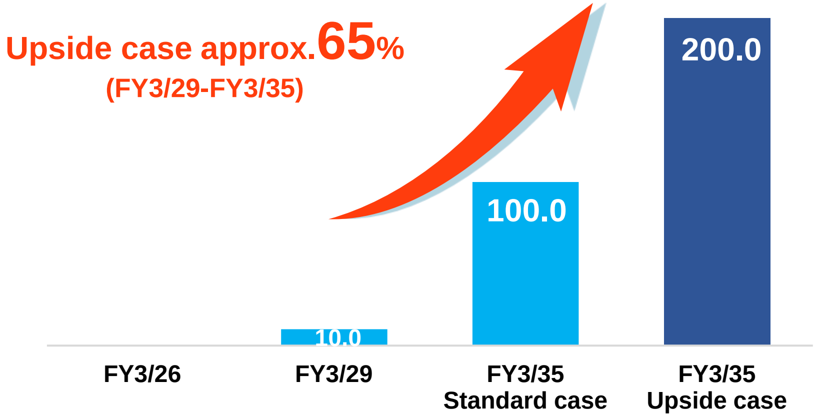
Five Growth Areas: Humanoid Robots

**Orders and inquiries for major components are expanding;
establishing a further growth foundation with unique next-generation technologies**

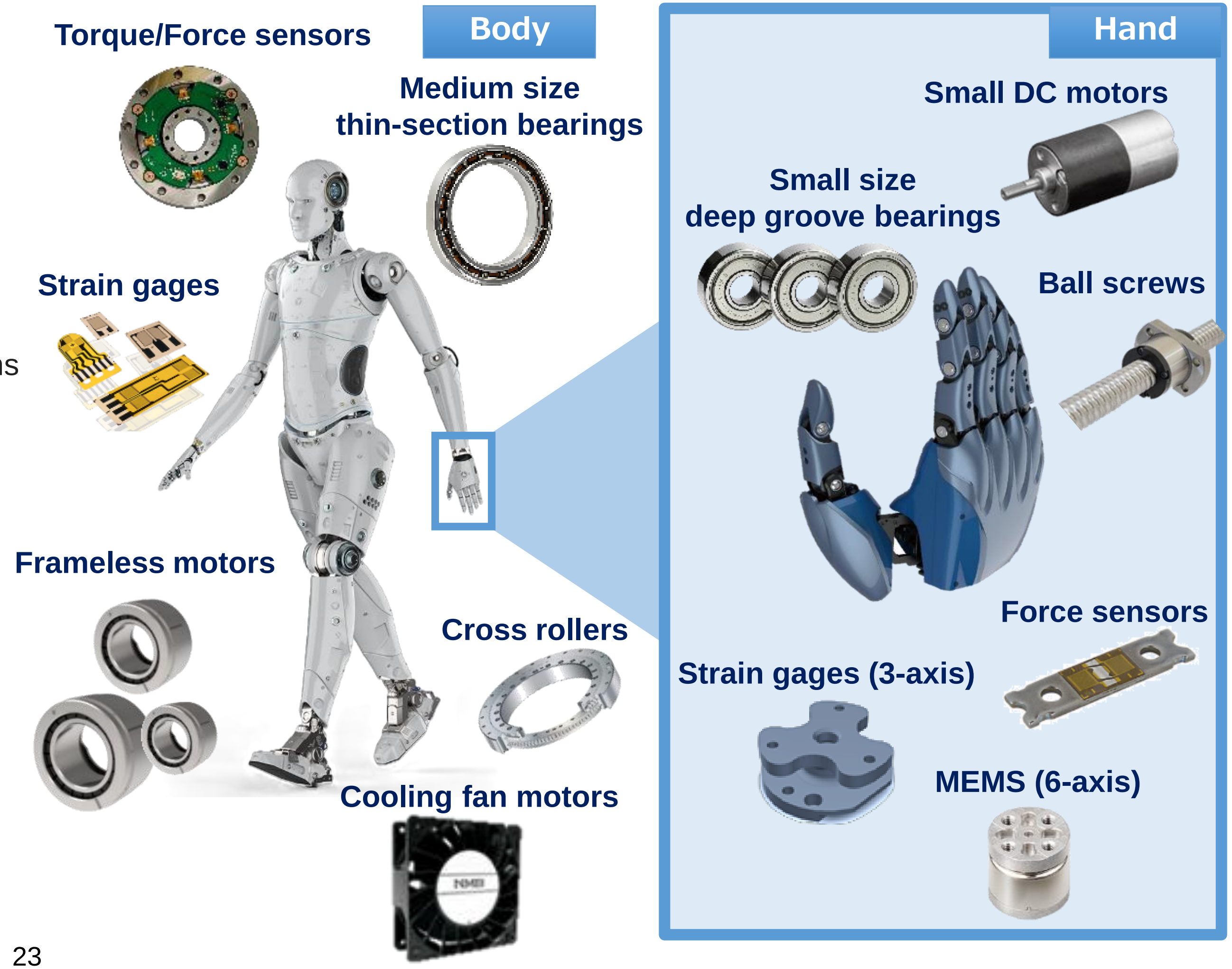
Recent business trends

- **Bearings:** Acquired large orders for body applications, etc., primarily from major US companies
- **Small DC motors:** Acquired numerous inquiries for small to medium-sized custom specifications for hand and body applications
- **Torque/Force sensors:** Entered the market for joint applications and promoting the acquisition of new projects
- **Ball screws:** Acquired inquiries for hand applications and accelerating the establishment of a mass production system to secure orders
- **PMC:** Full-scale demand cultivation for body components by utilizing strengths in precision machining and design proposal capabilities

Net sales CAGR



Solutions for humanoid robots



* Based on our estimates using various market research reports
(Billions of yen)

Plus One: Aerospace

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Space infrastructure and next-generation transportation sectors will be the growth drivers for PT in the future

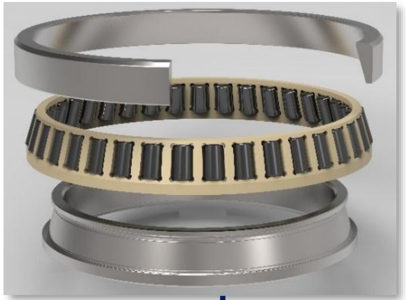
[Artificial satellites]

Hybrid ceramic ball bearings
[For reaction wheel assemblies]

Double-row angular contact ball bearings
[For laser communication terminals (LCT)]

[Launch vehicles & propulsion systems for space transportation]

Roller bearings
[For pre-valves for rocket fuel supply]



SOS type pressure sensors
[For rocket engines, liquid hydrogen tanks, liquid oxygen tanks, etc.]

Bearings
[For throttle valves & turbo pumps]

Shareholder Returns

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Planned dividend increase of 10 yen for the current fiscal year

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	60 yen	+10 yen

Regarding the annual dividend for FY3/27, in line with the guidance announced in May 2026, 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.

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

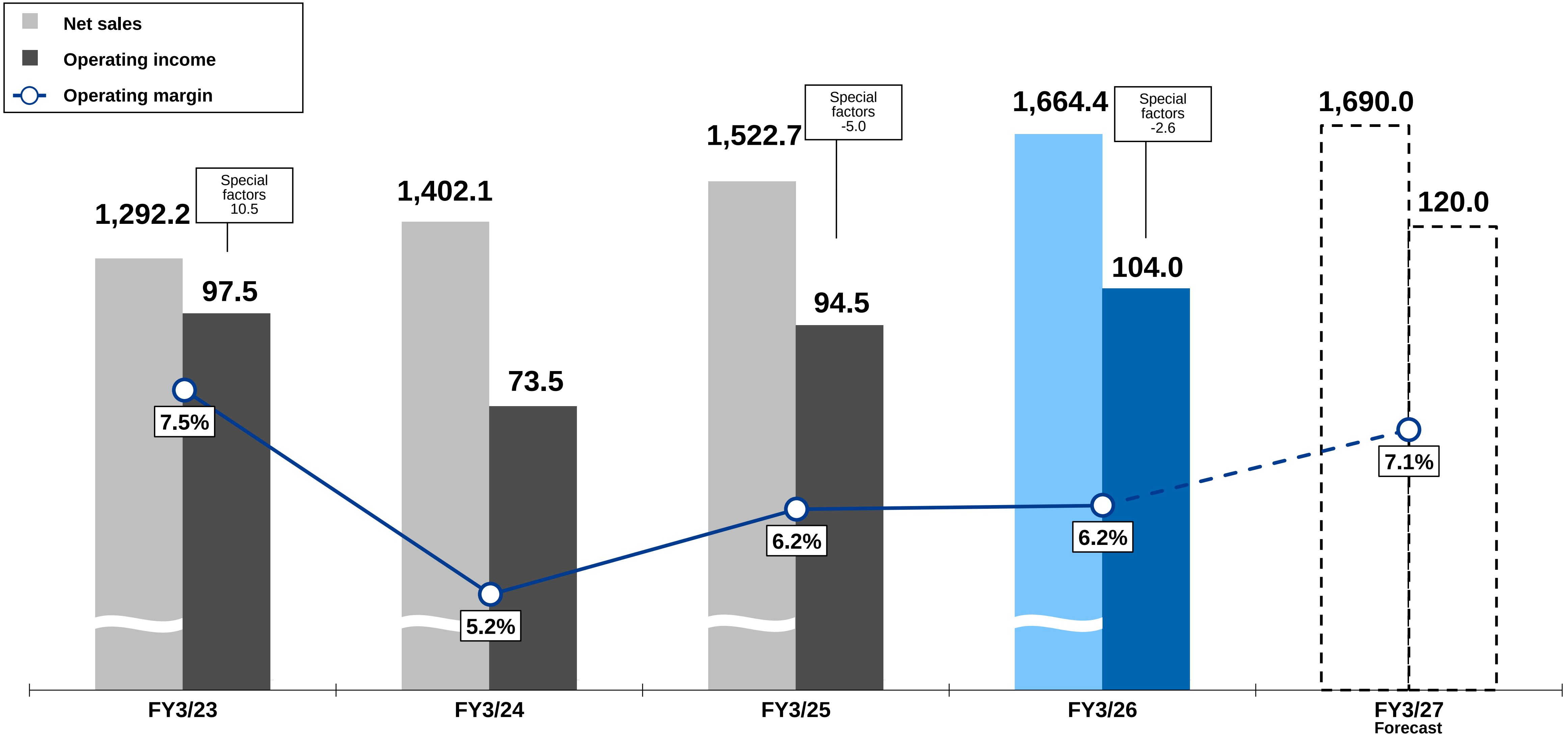
Please note that actual performance may vary significantly from any particular projection due to various factors.

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.

Reference

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

(Billions of yen)



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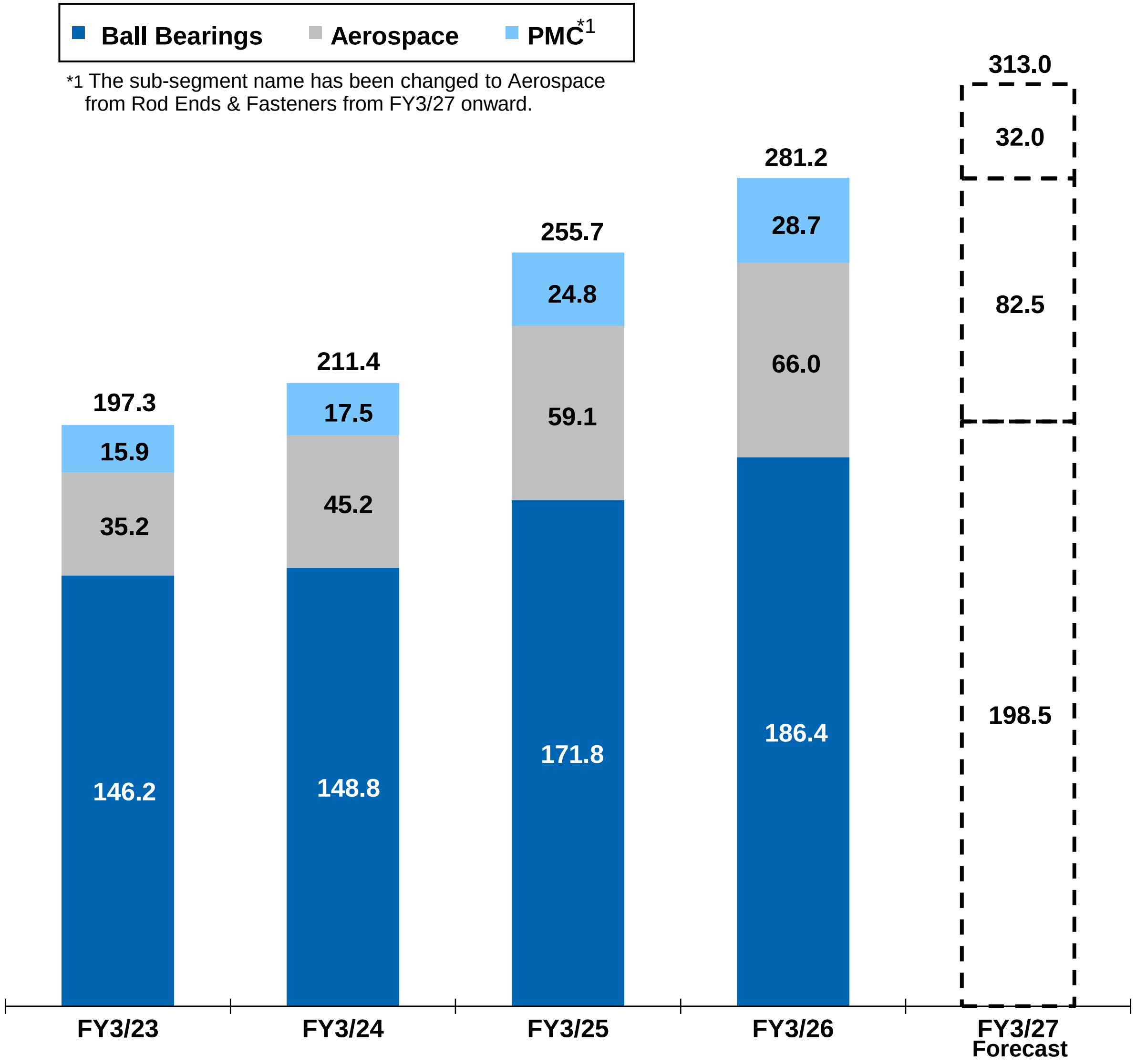
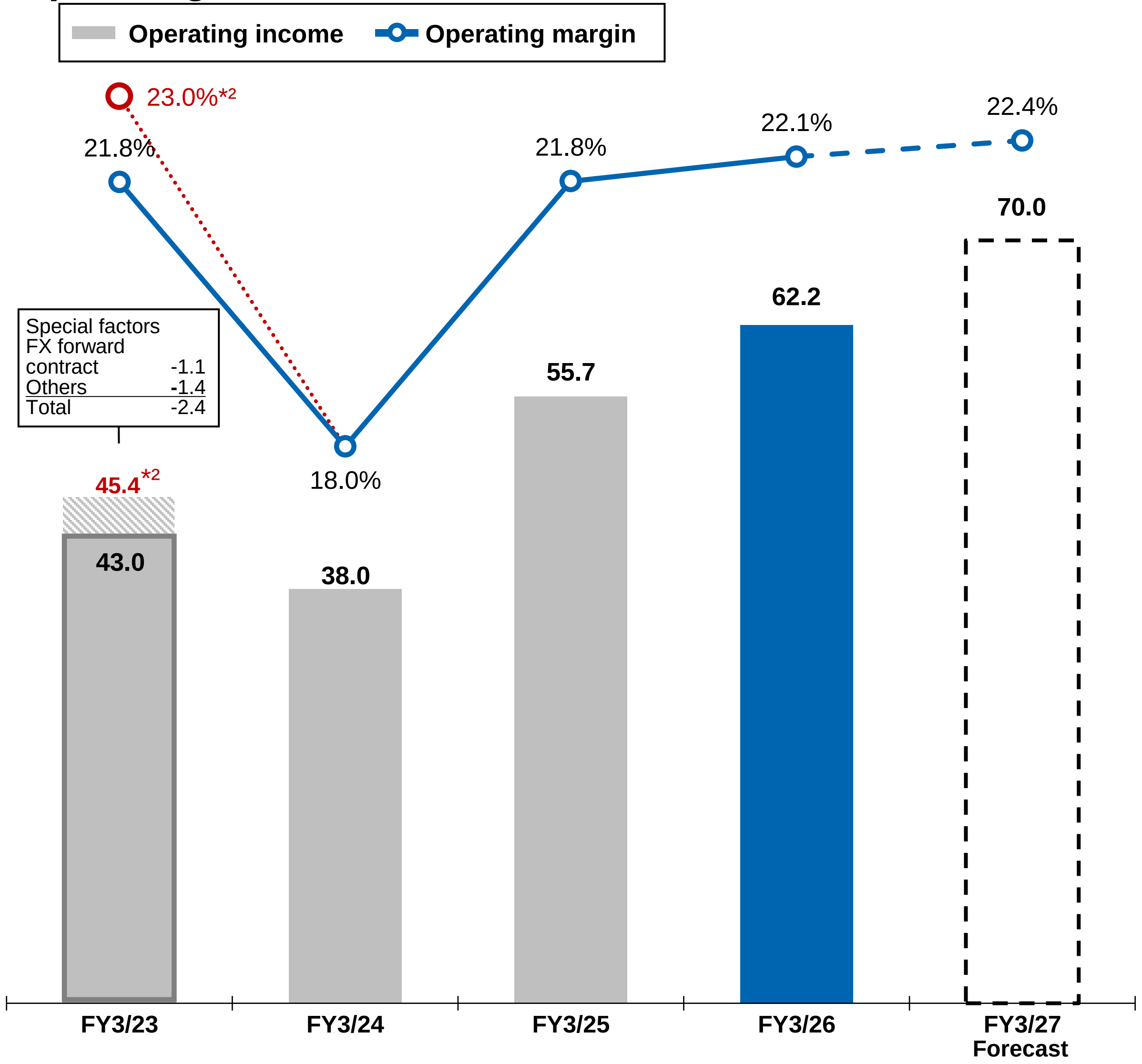
Full-Year Trends: Precision Technologies (PT)

Net sales (Billions of yen)



Operating income (Billions of yen)



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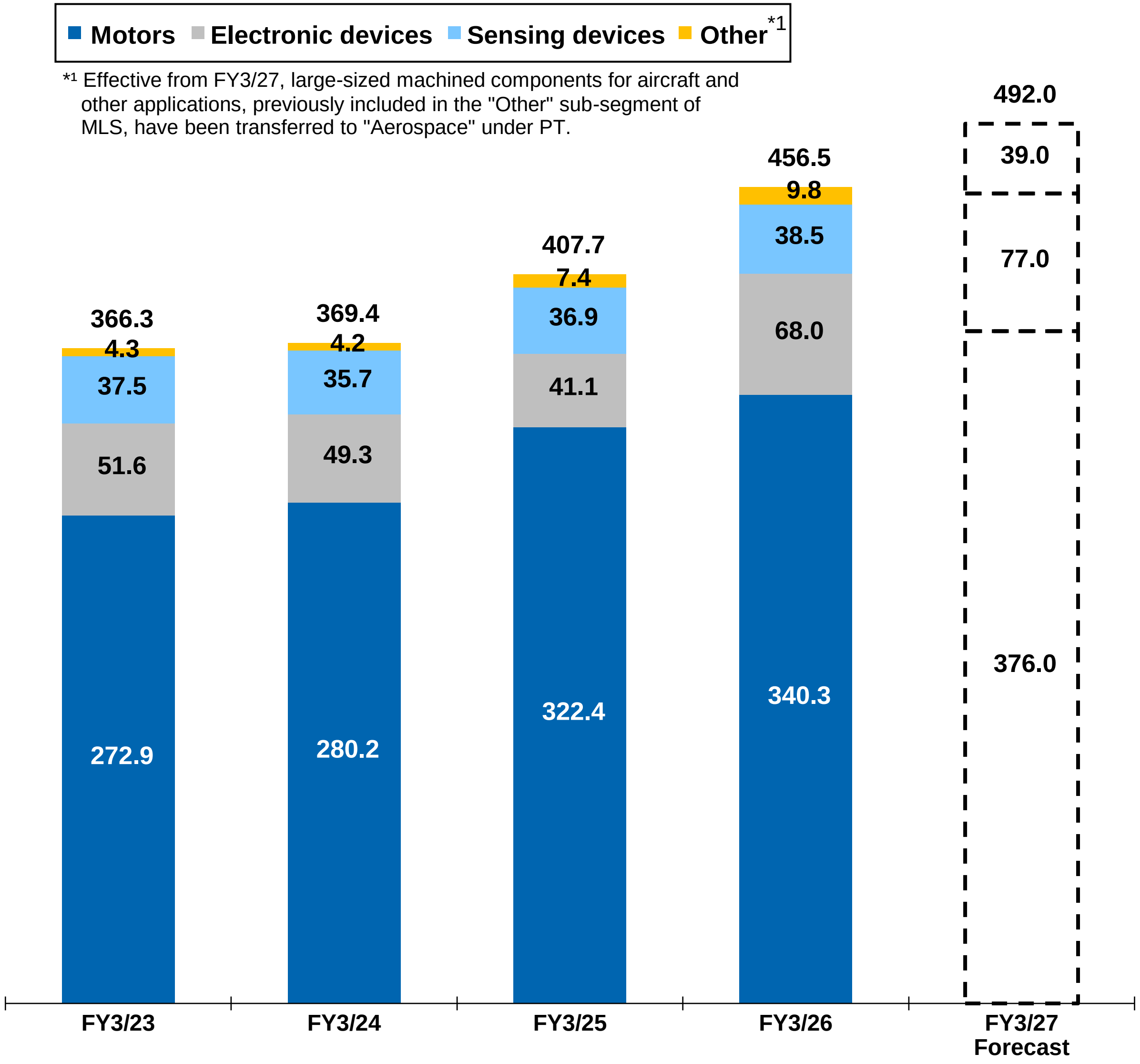
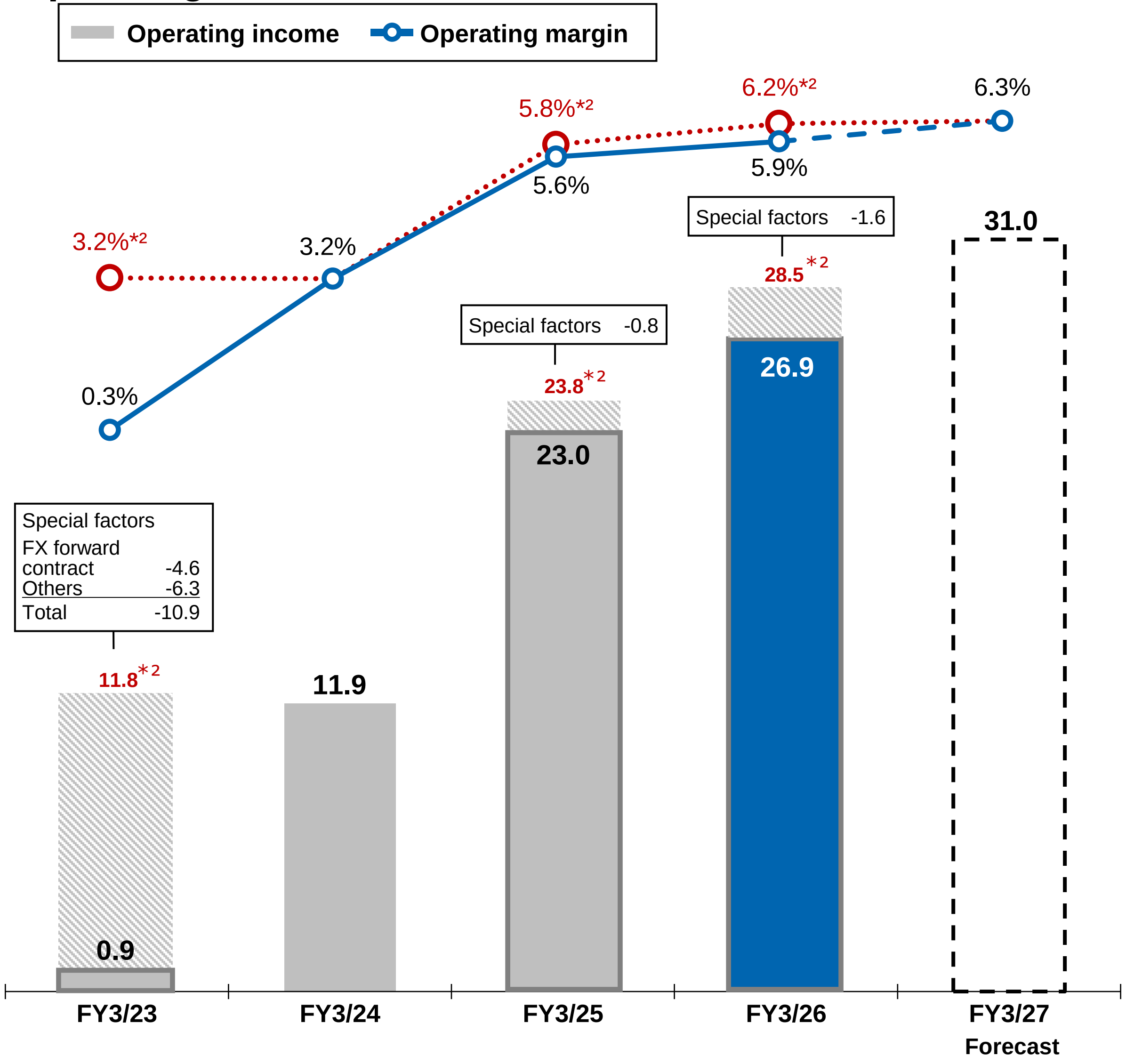
Full-Year Trends: Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)

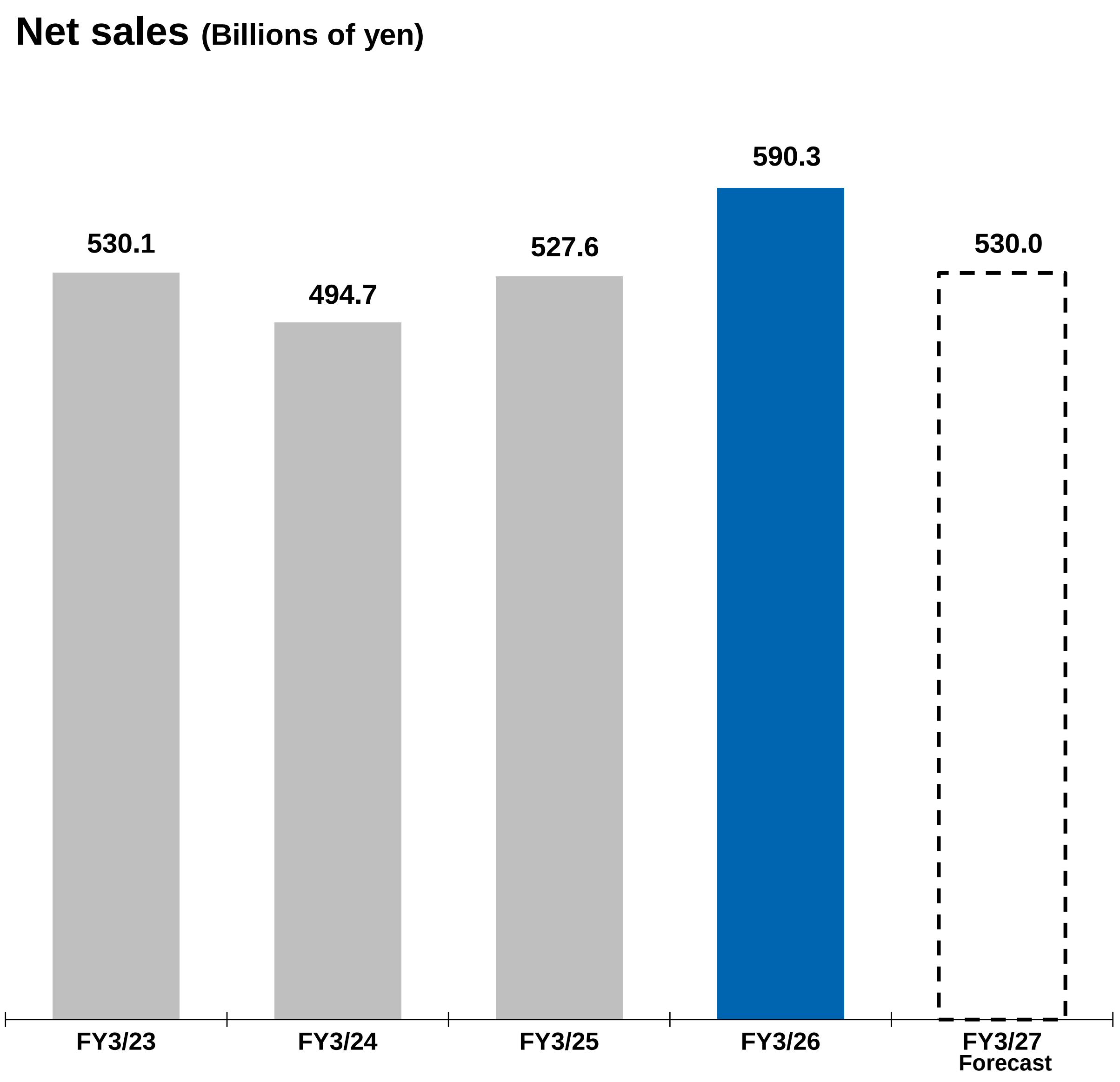


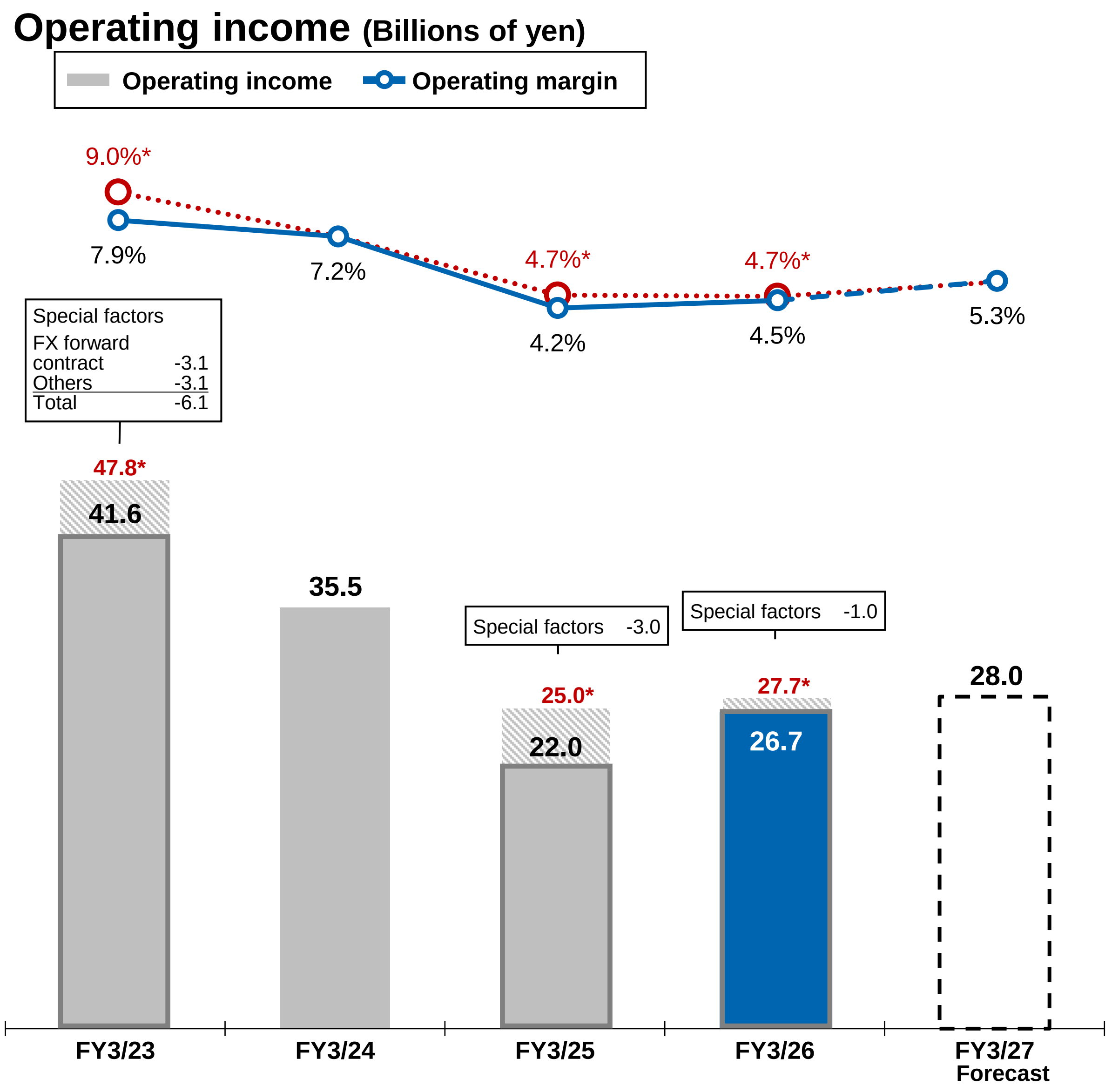
Operating income (Billions of yen)



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

Full-Year Trends: Semiconductor & Electronics (SE)

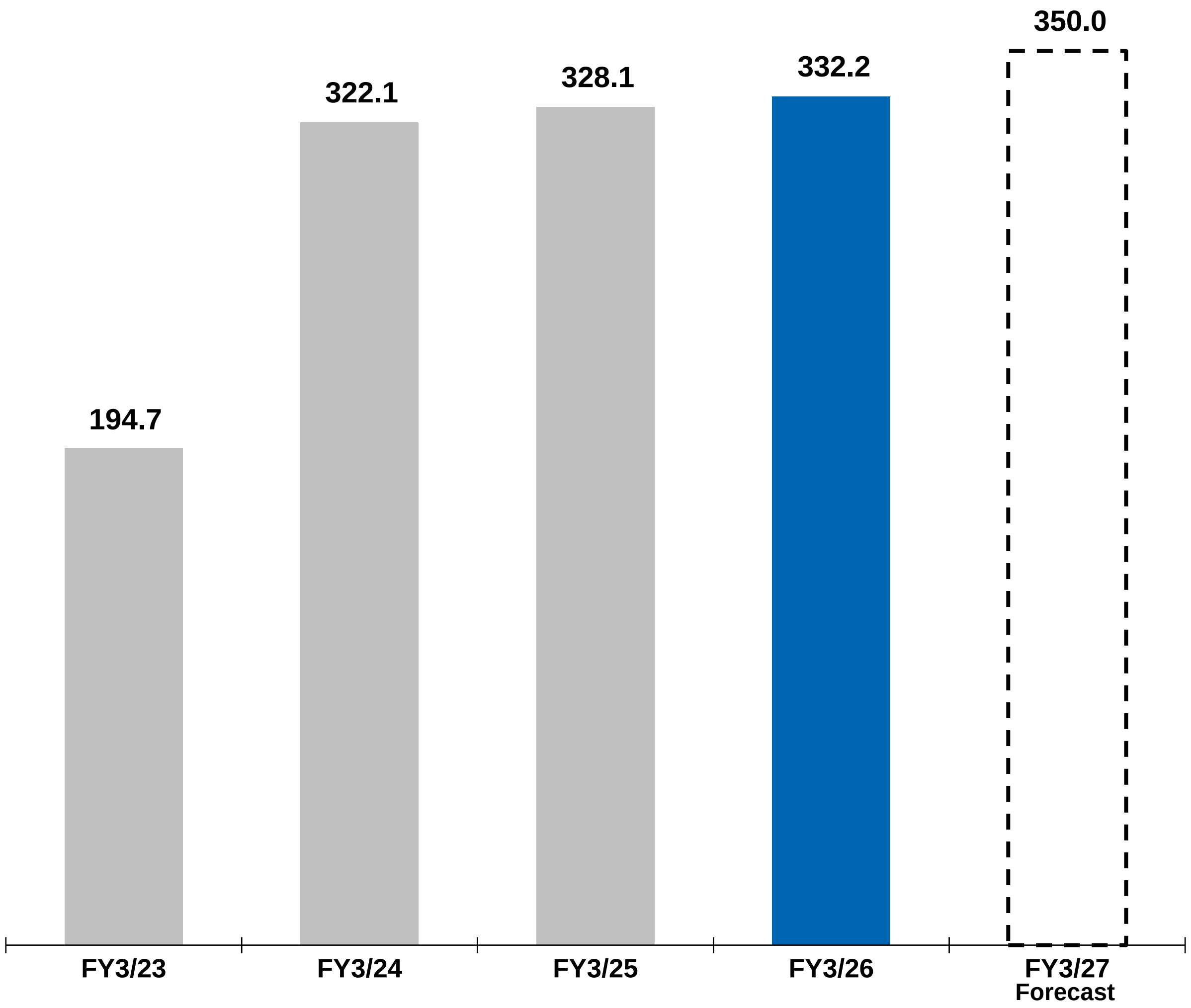




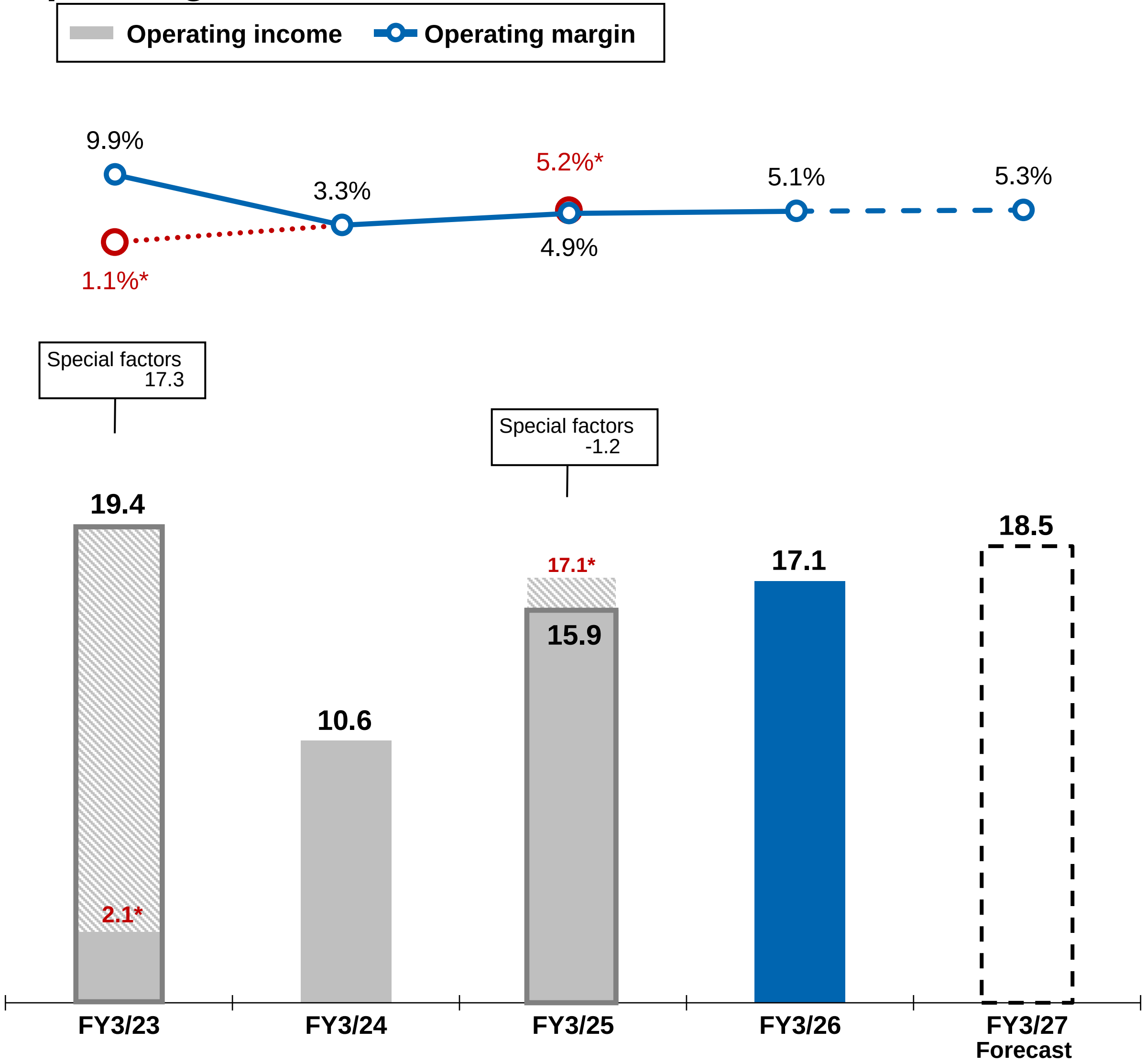
* Excluding special factors

Full-Year Trends: Access Solutions (AS)

Net sales (Billions of yen)



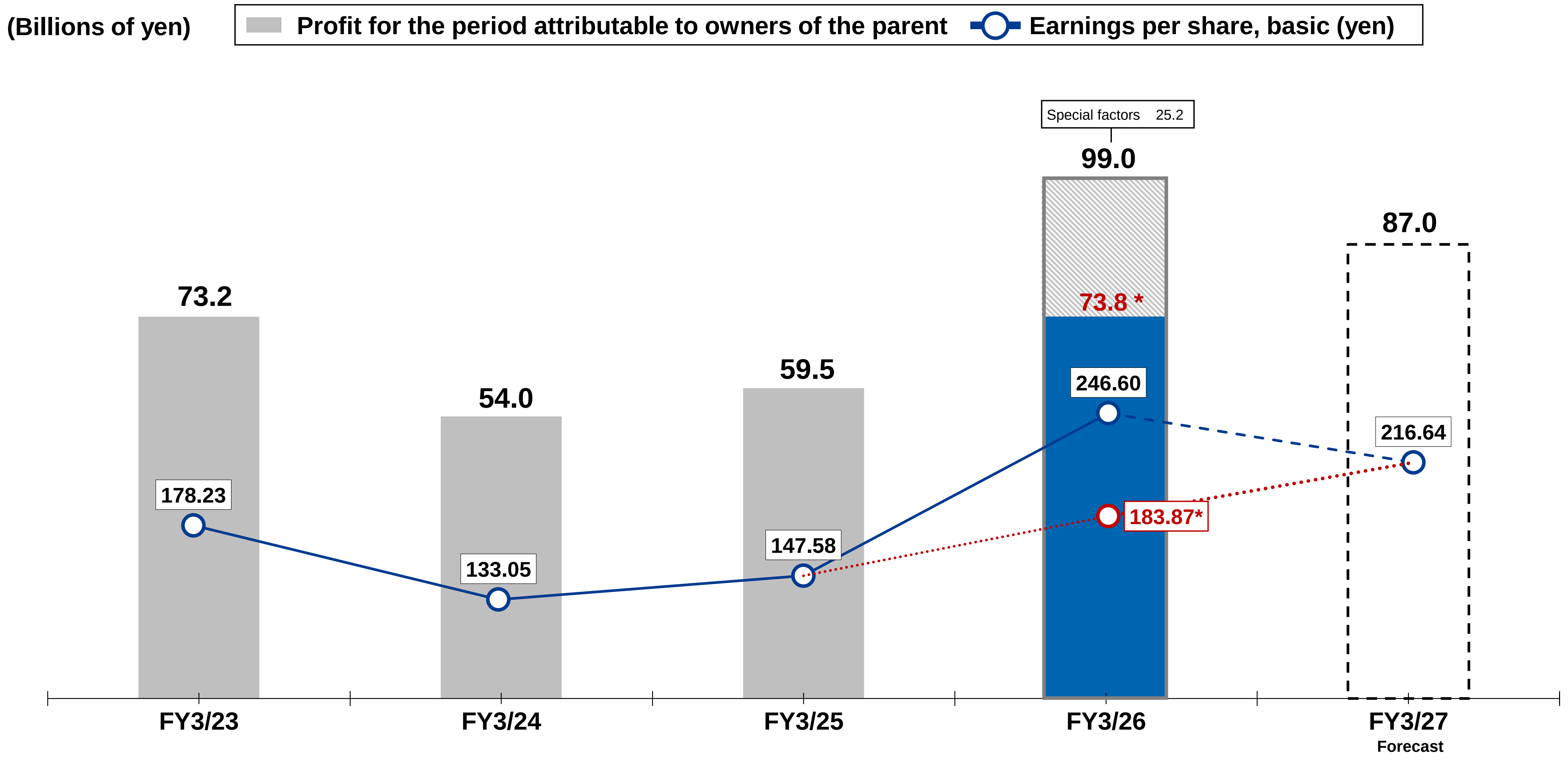
Operating income (Billions of yen)



* Excluding special factors

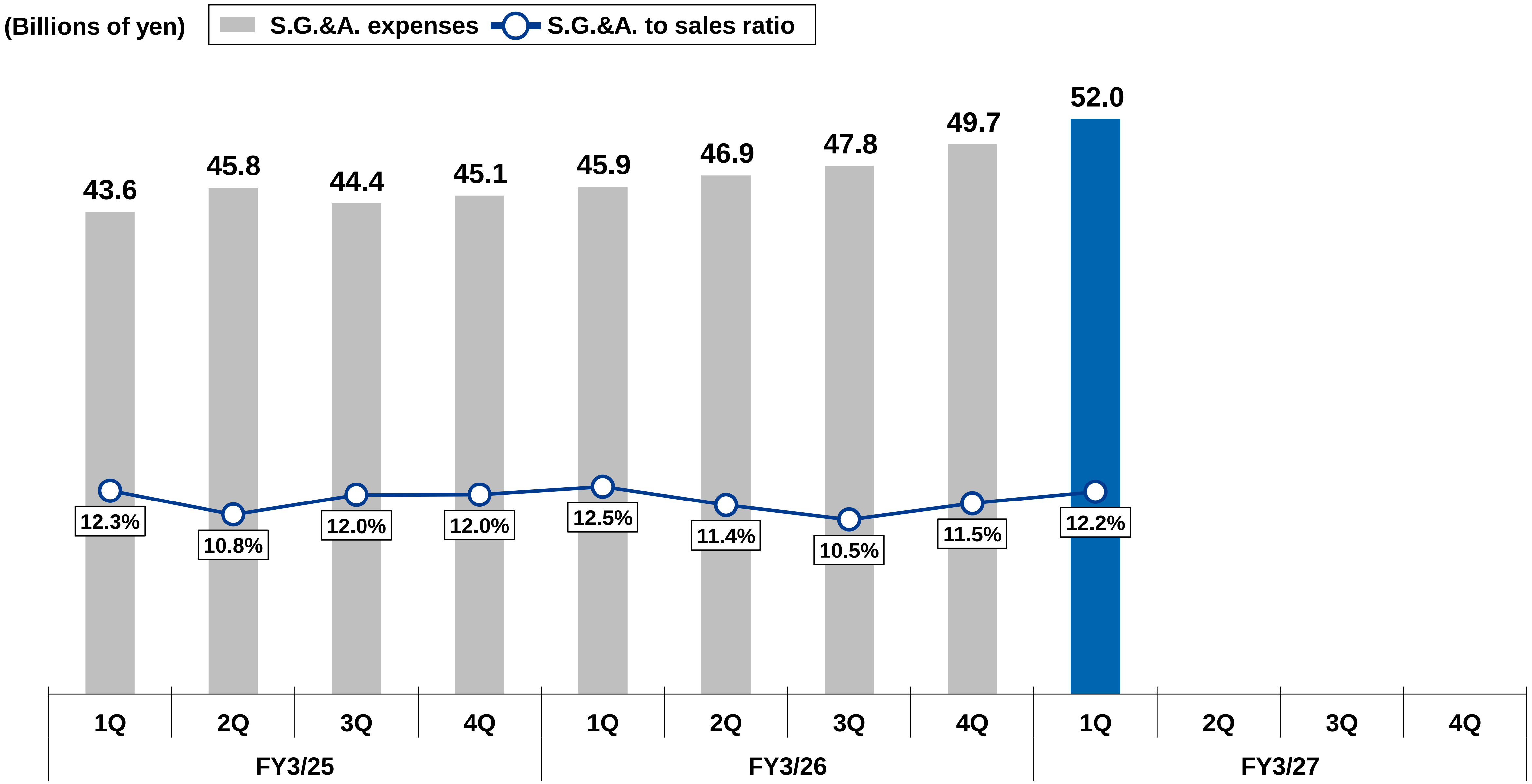
MinebeaMitsumi
Passion to Create Value through Difference

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

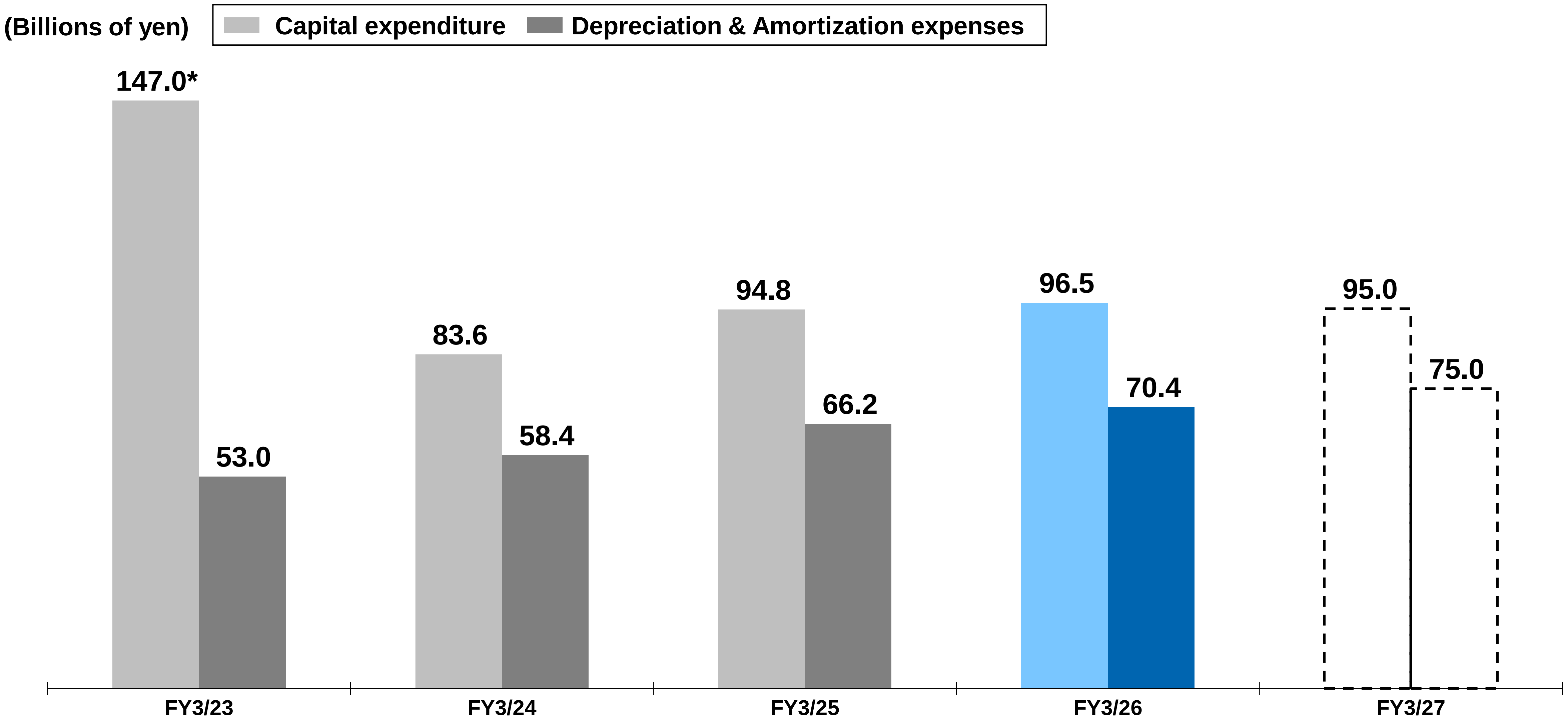


* Excluding special factors

S.G.&A. Expense / Ratio



Capital Expenditure / D&A Expense



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