MinebeaMitsumi
Passion to Create Value through Difference

Business Results

First Quarter of Fiscal Year Ending March 31, 2025

MinebeaMitsumi Inc.

August 2, 2024

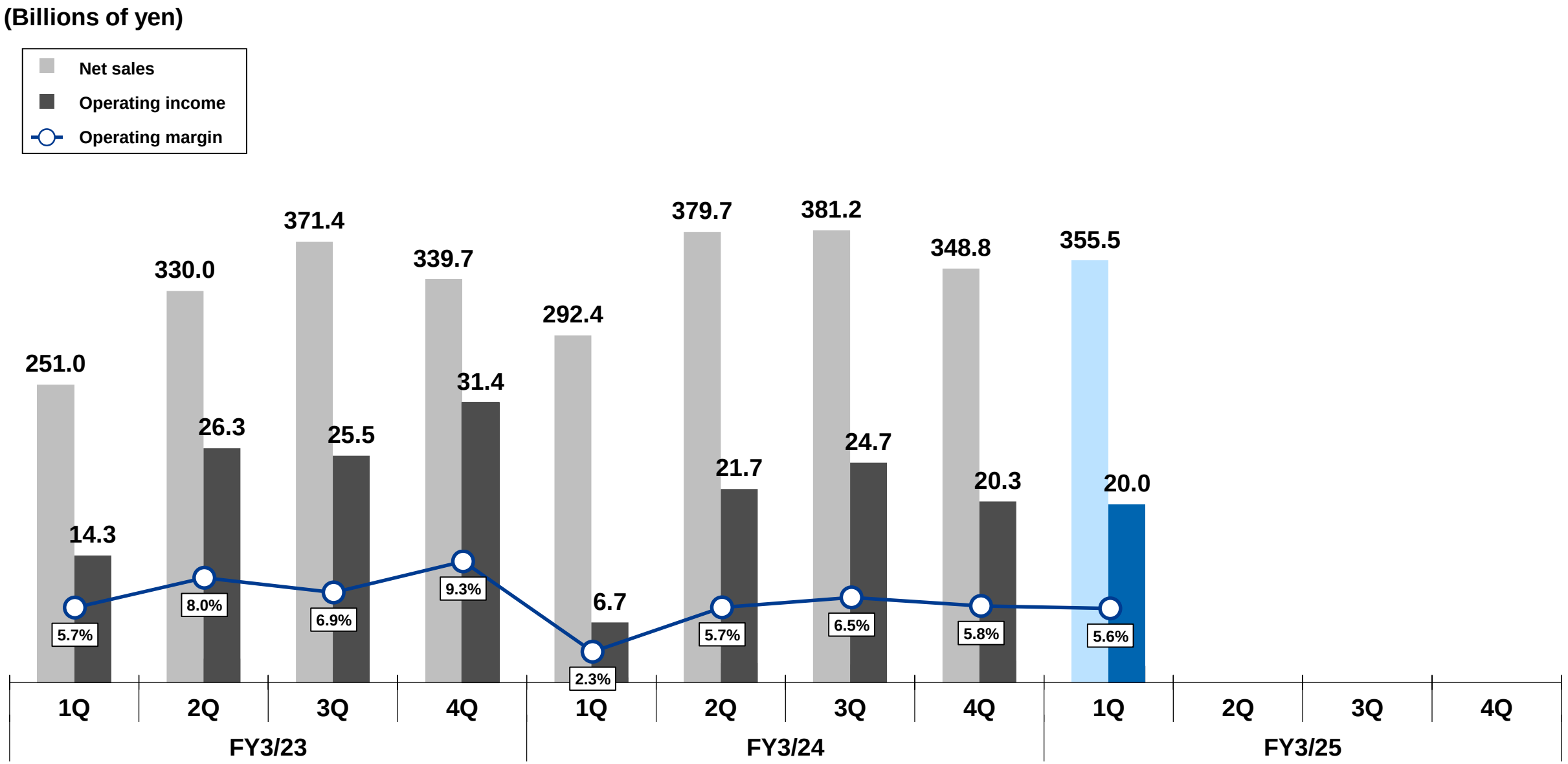
Summary of Consolidated Business Results for 1Q

Net sales and operating income hit 1Q record highs

(Millions of yen)	FY3/24		FY3/25	Change	
	1Q	4Q	1Q	YoY	QoQ
Net sales	292,370	348,803	355,454	+21.6%	+1.9%
Operating income	6,743	20,342	20,025	x3.0	-1.6%
Profit before taxes	8,502	22,602	19,357	x2.3	-14.4%
Profit for the period attributable to owners of the parent	4,109	18,327	13,936	x3.4	-24.0%
Earnings per share, basic (yen)	10.06	45.32	34.46	x3.4	-24.0%

Foreign Exchange Rates	FY3/24 1Q	FY3/24 4Q	FY3/25 1Q
US$	¥134.92	¥146.76	¥153.14
Euro	¥146.23	¥159.48	¥165.45
Thai Baht	¥3.93	¥4.15	¥4.21
Chinese RMB	¥19.46	¥20.43	¥21.16

Net Sales, Operating Income / Margin



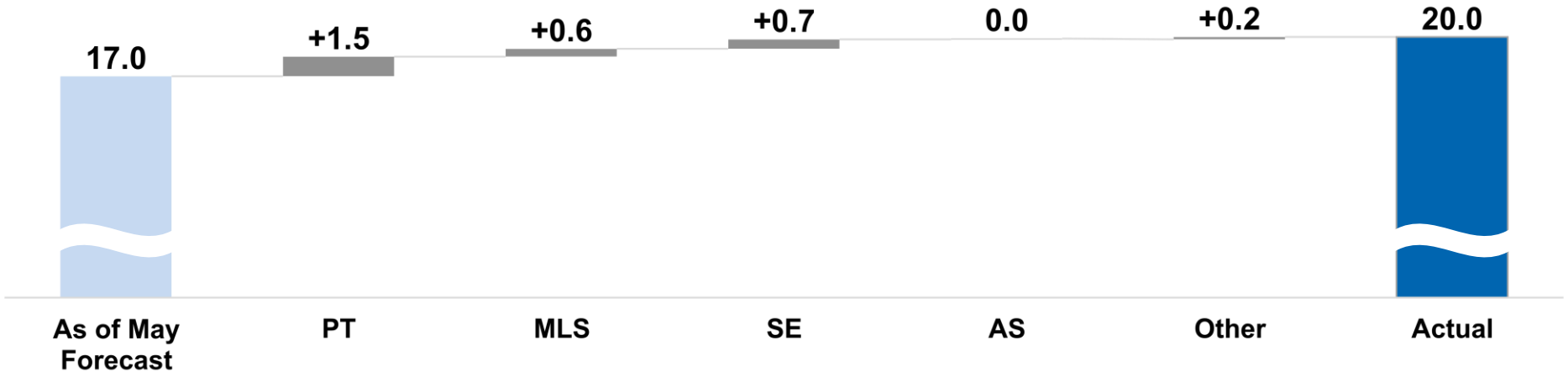
1Q Actual: Differences from the Forecast as of May

(Billions of yen)

Net Sales



Operating Income

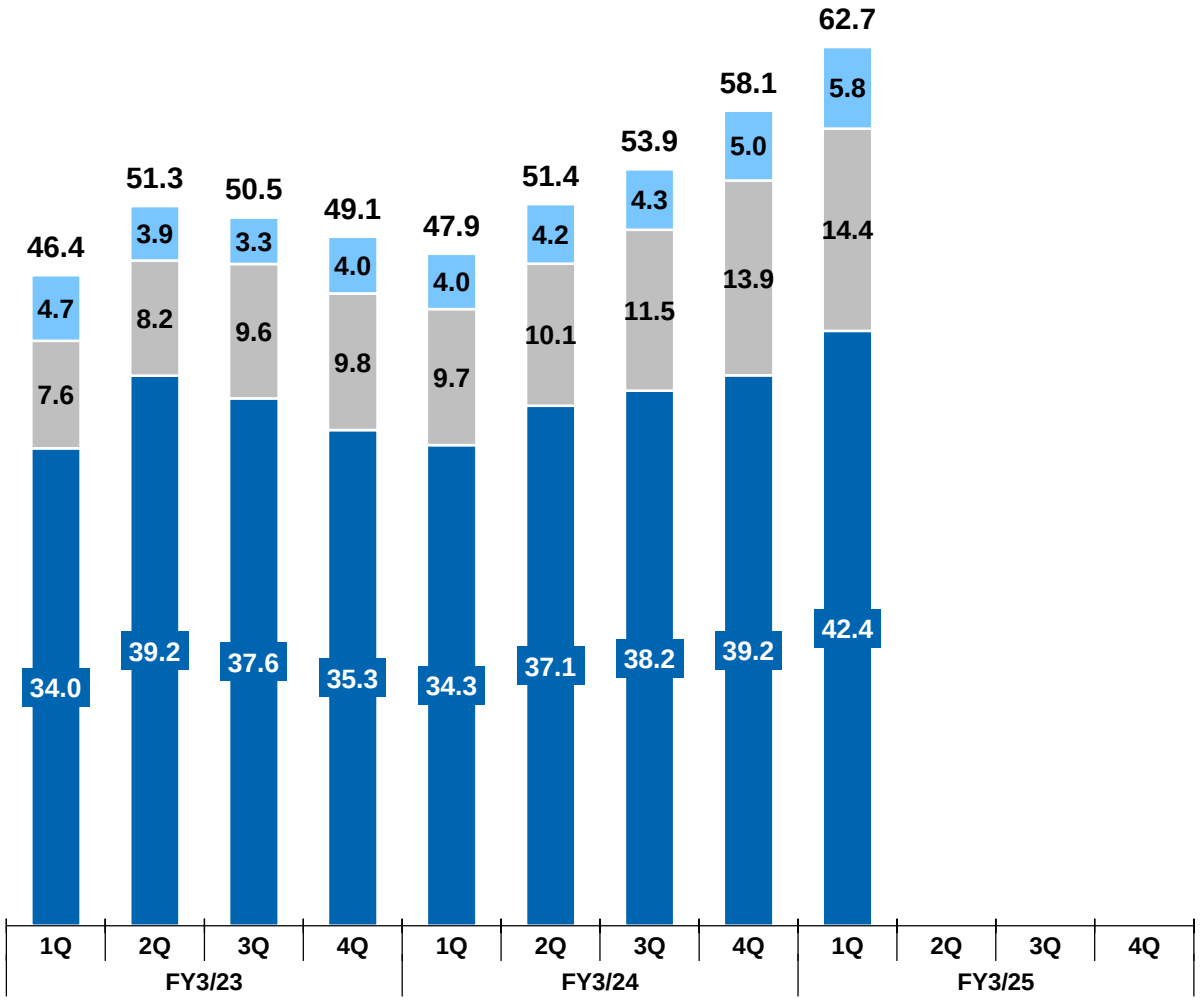


Precision Technologies (PT)

Net sales (Billions of yen)

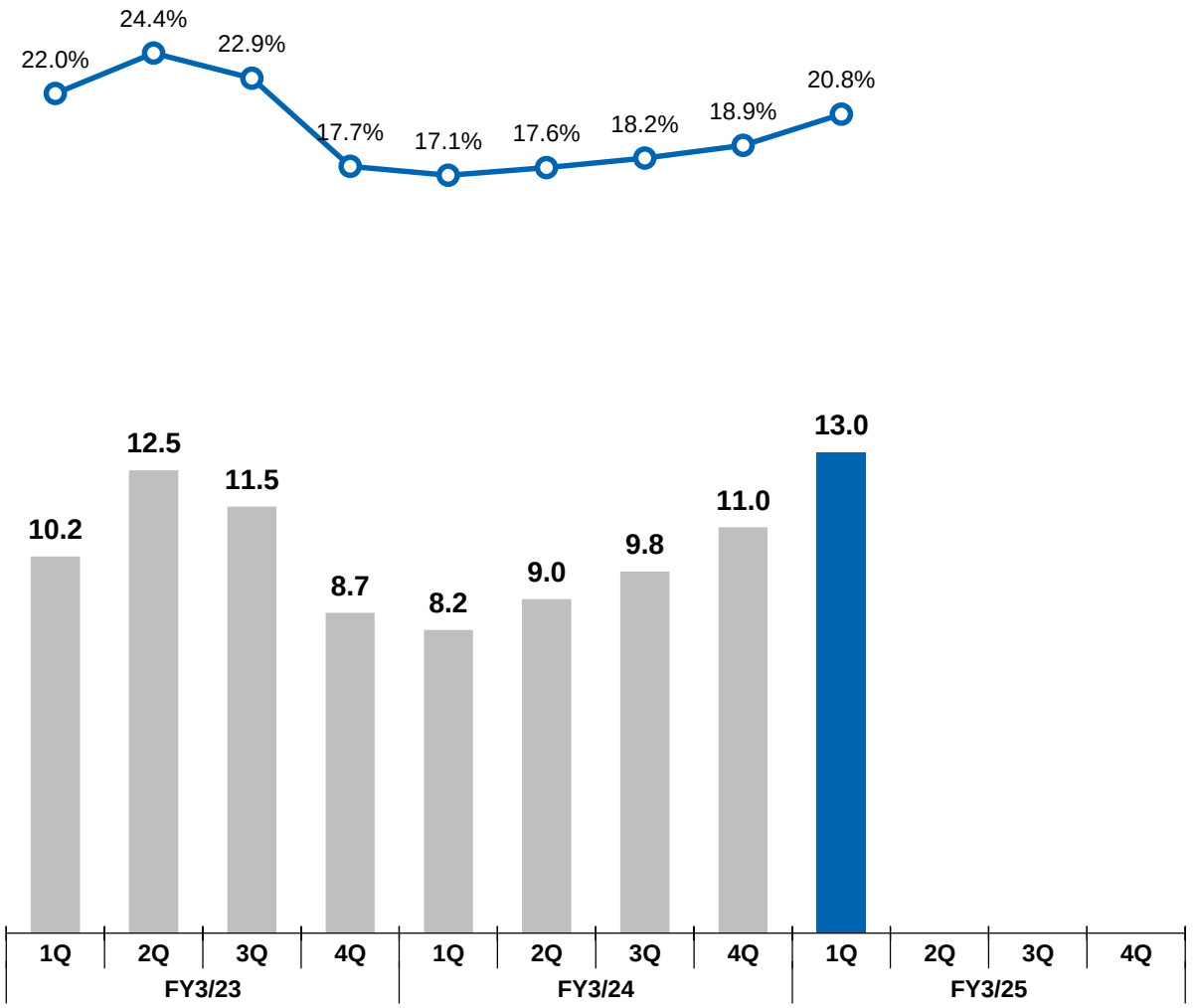
Ball Bearings | Rod-ends/Fasteners | PMC*

*The sub-segment name has been changed to PMC (Precision Mechanical Components) from Pivot assemblies from FY3/24 4Q onward.



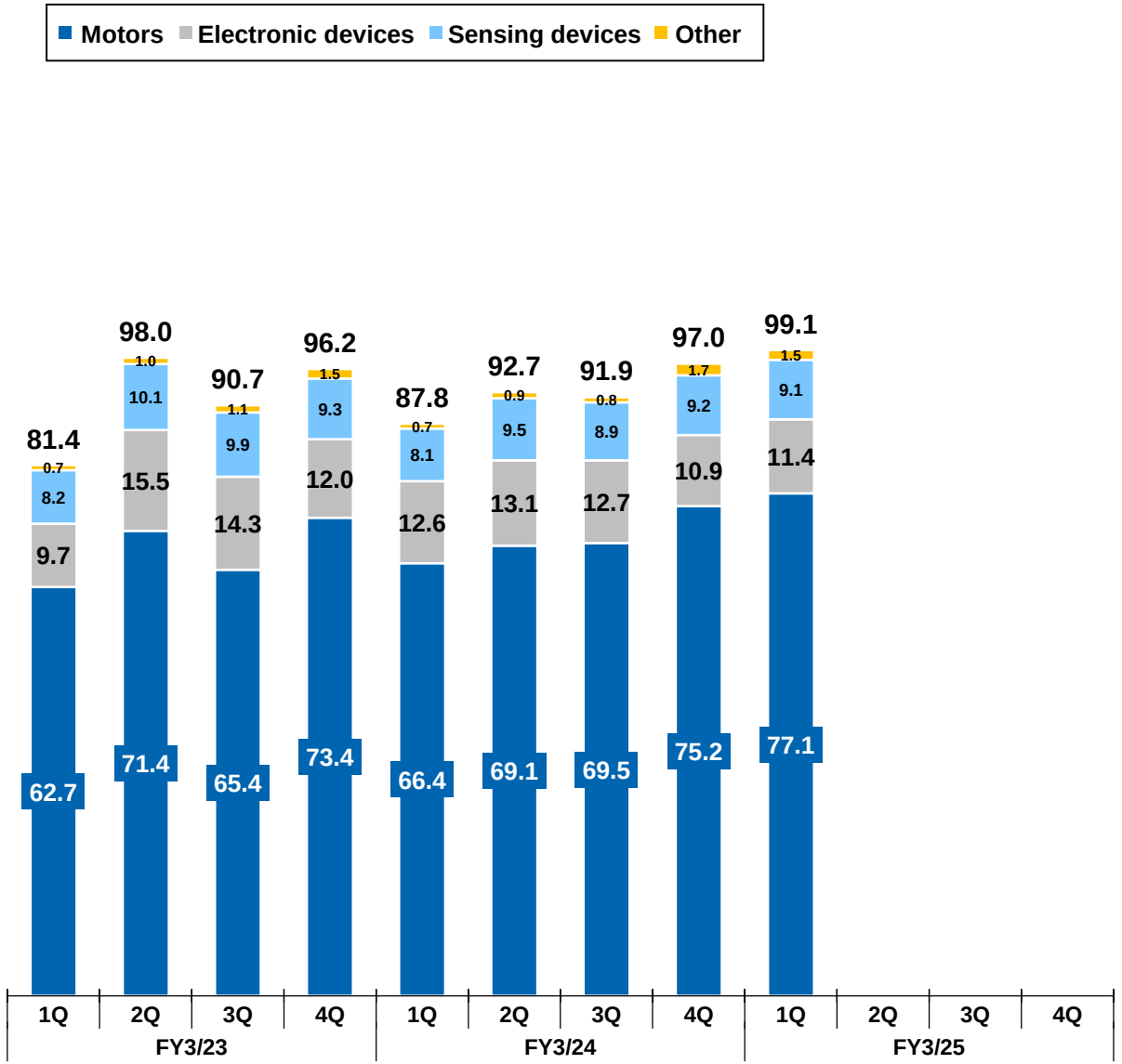
Operating income (Billions of yen)

Operating income | Operating margin

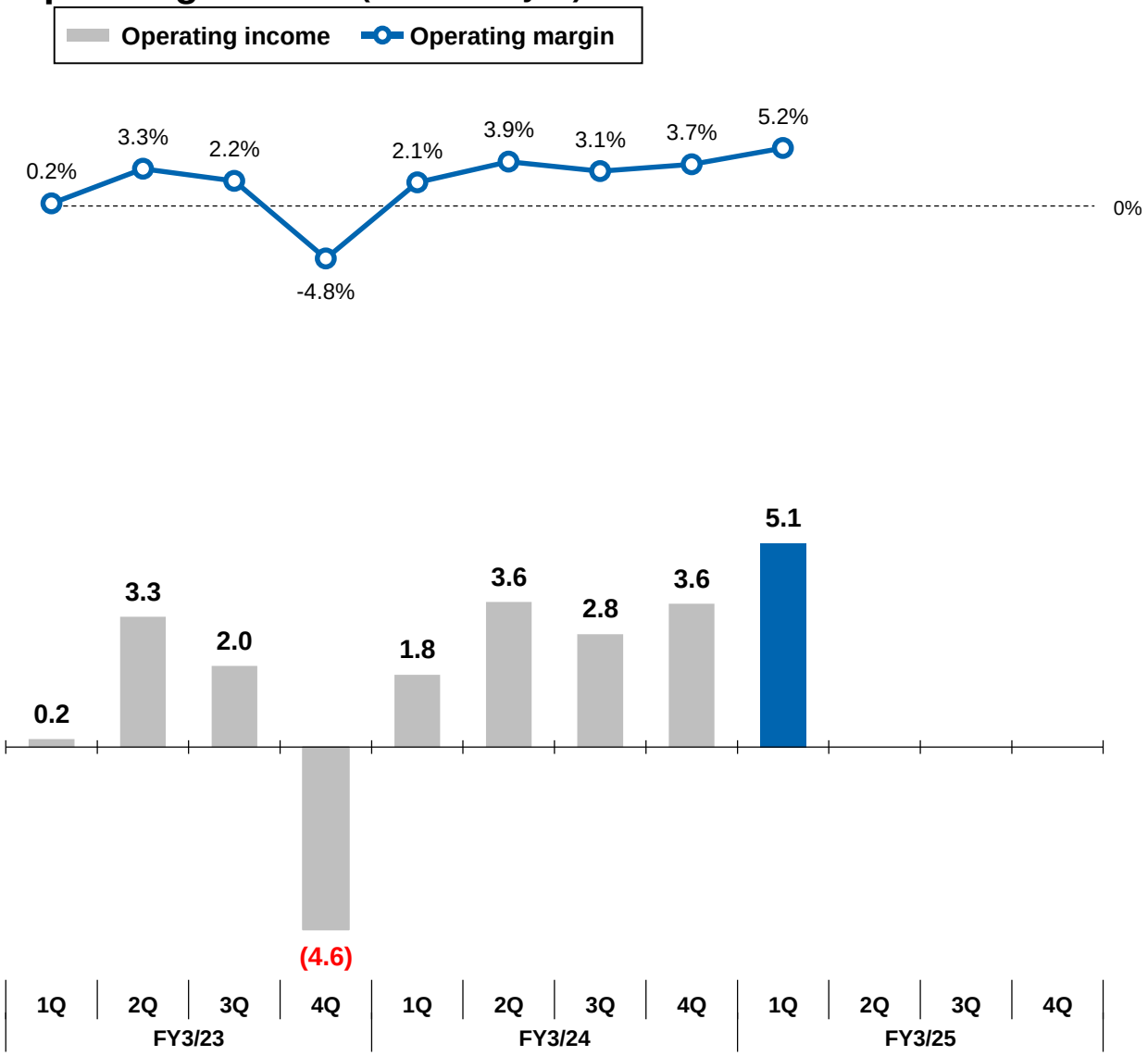


Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)

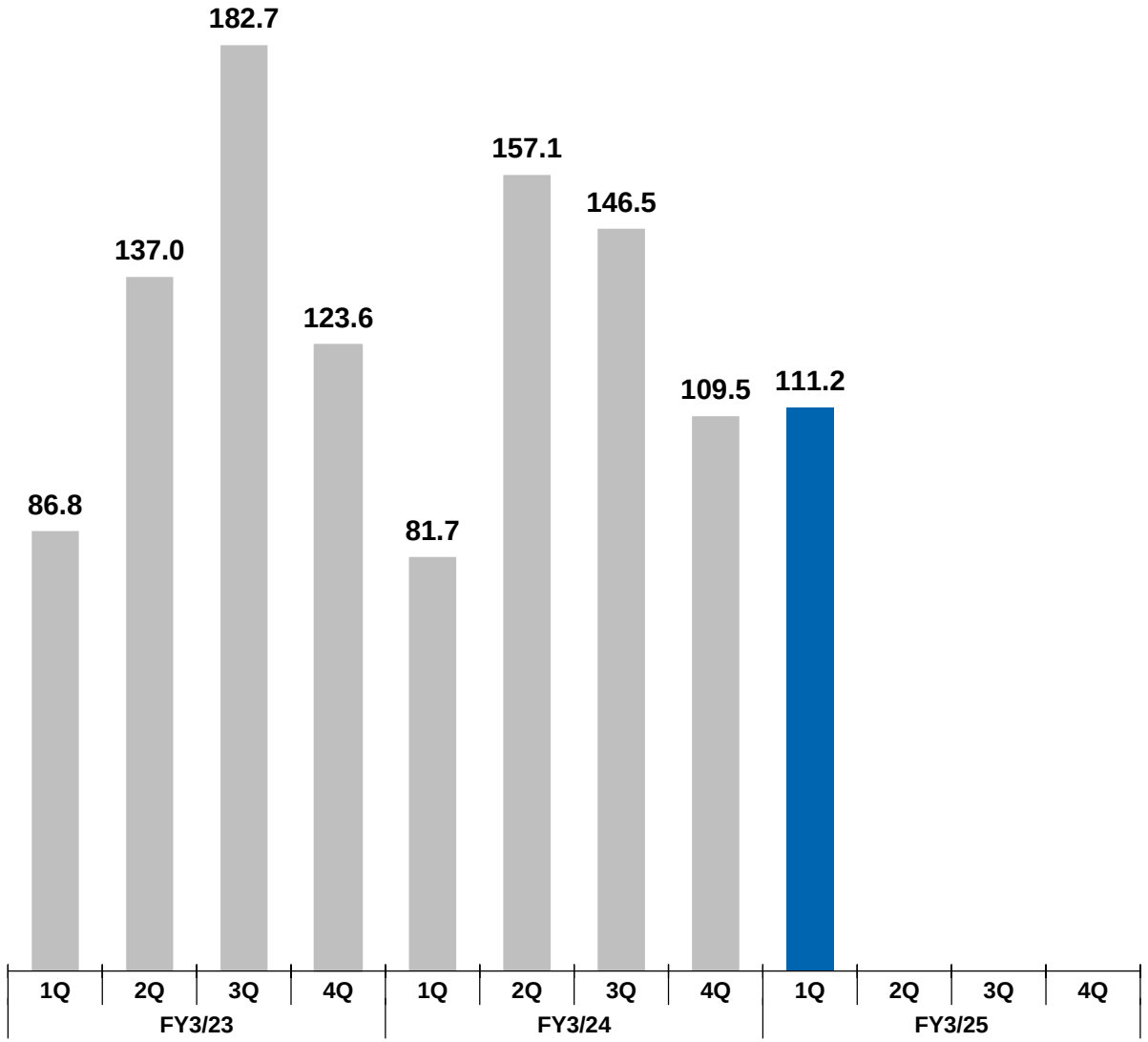


Operating income (Billions of yen)

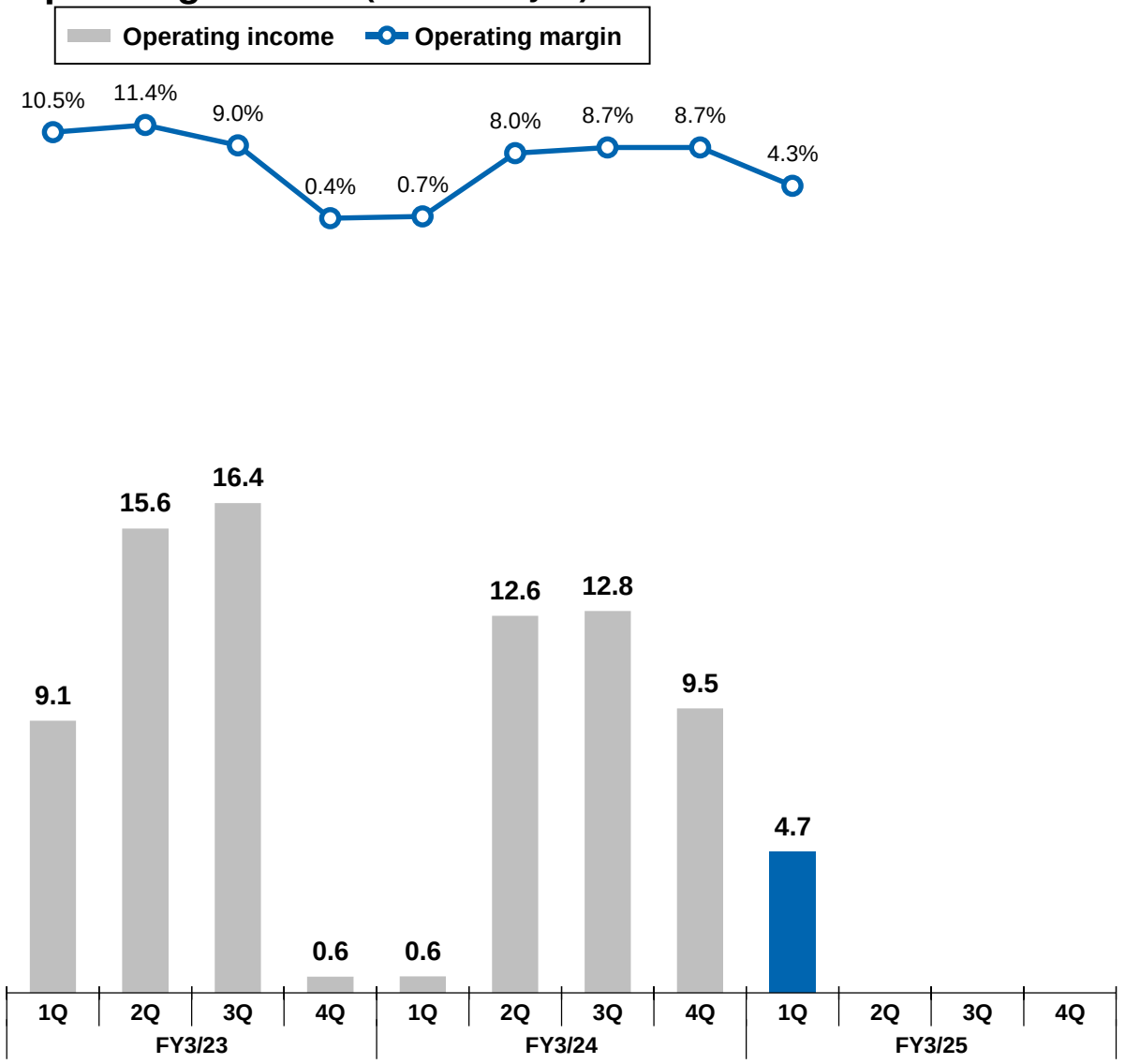


Semiconductors & Electronics (SE)

Net sales (Billions of yen)

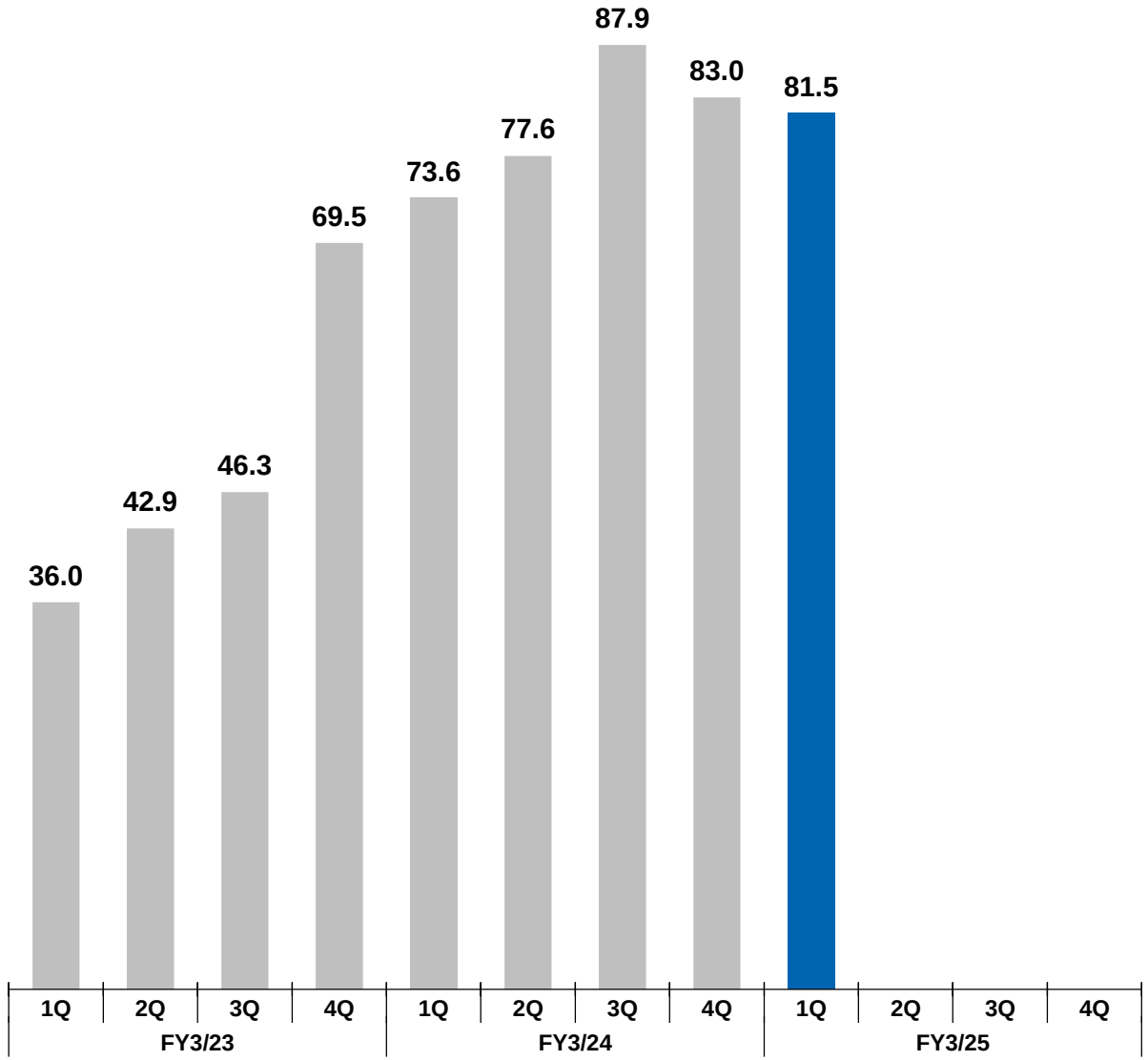


Operating income (Billions of yen)

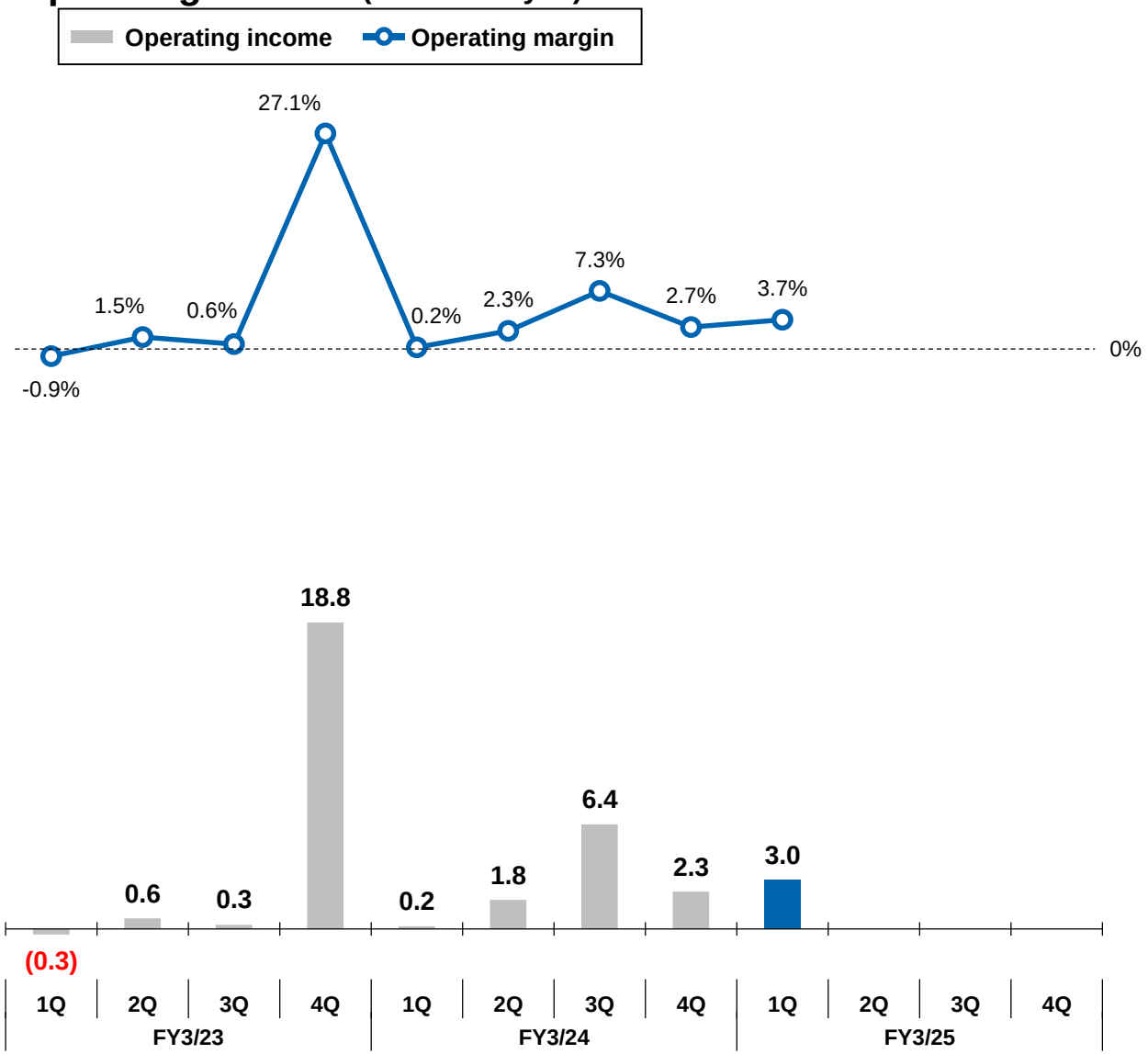


Access Solutions (AS)

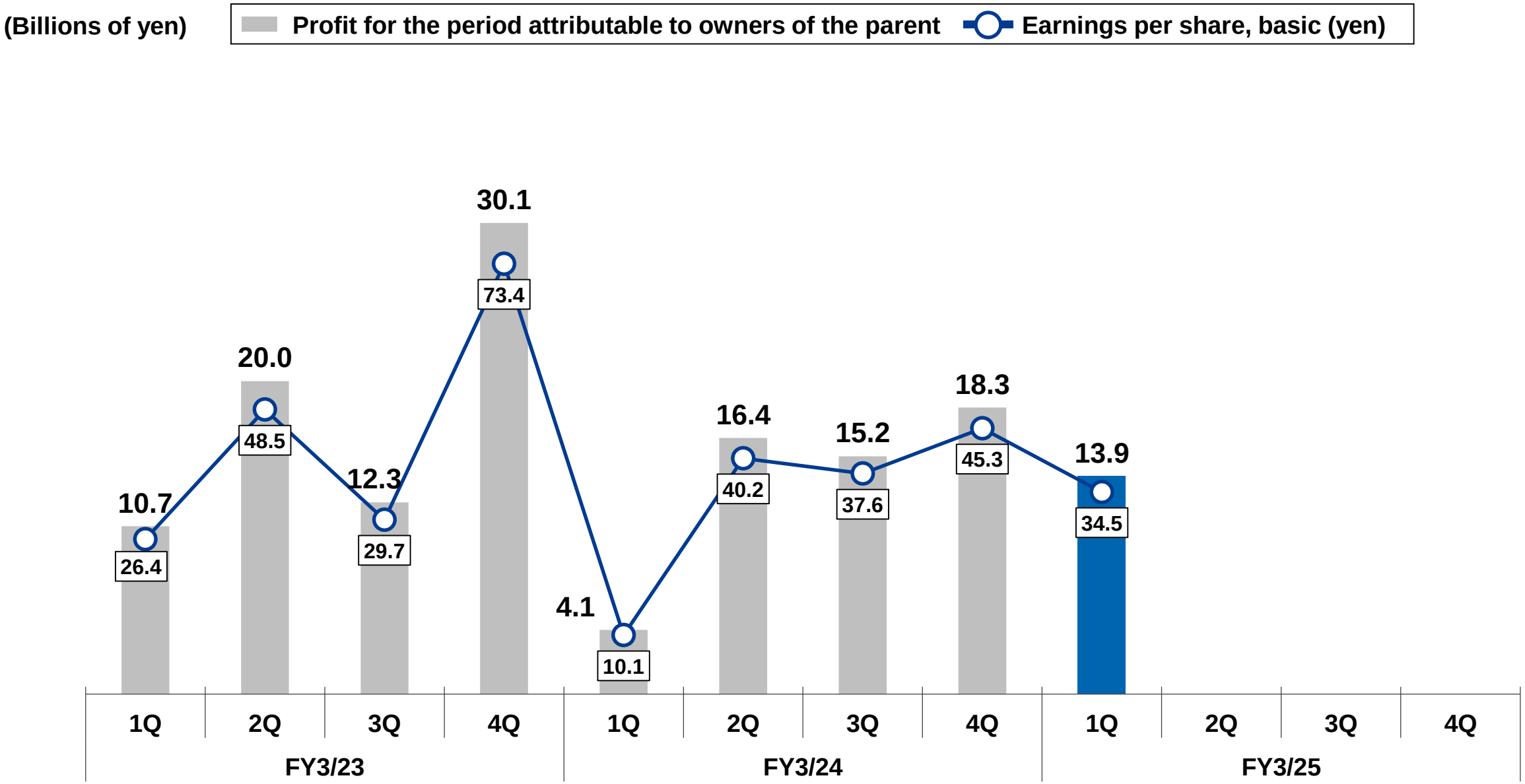
Net sales (Billions of yen)



Operating income (Billions of yen)

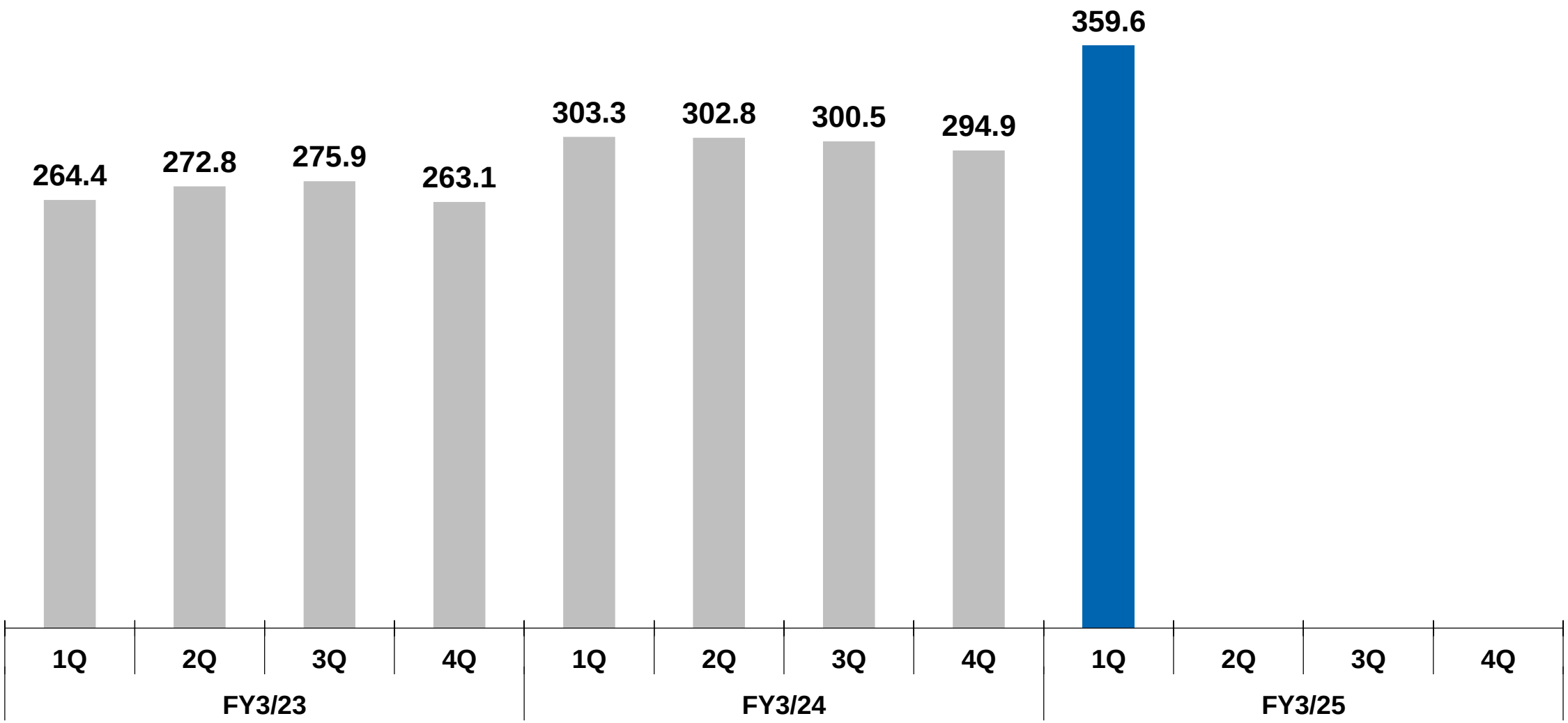


Profit Attributable to Owners of the Parent / EPS



Inventory

(Billions of yen)



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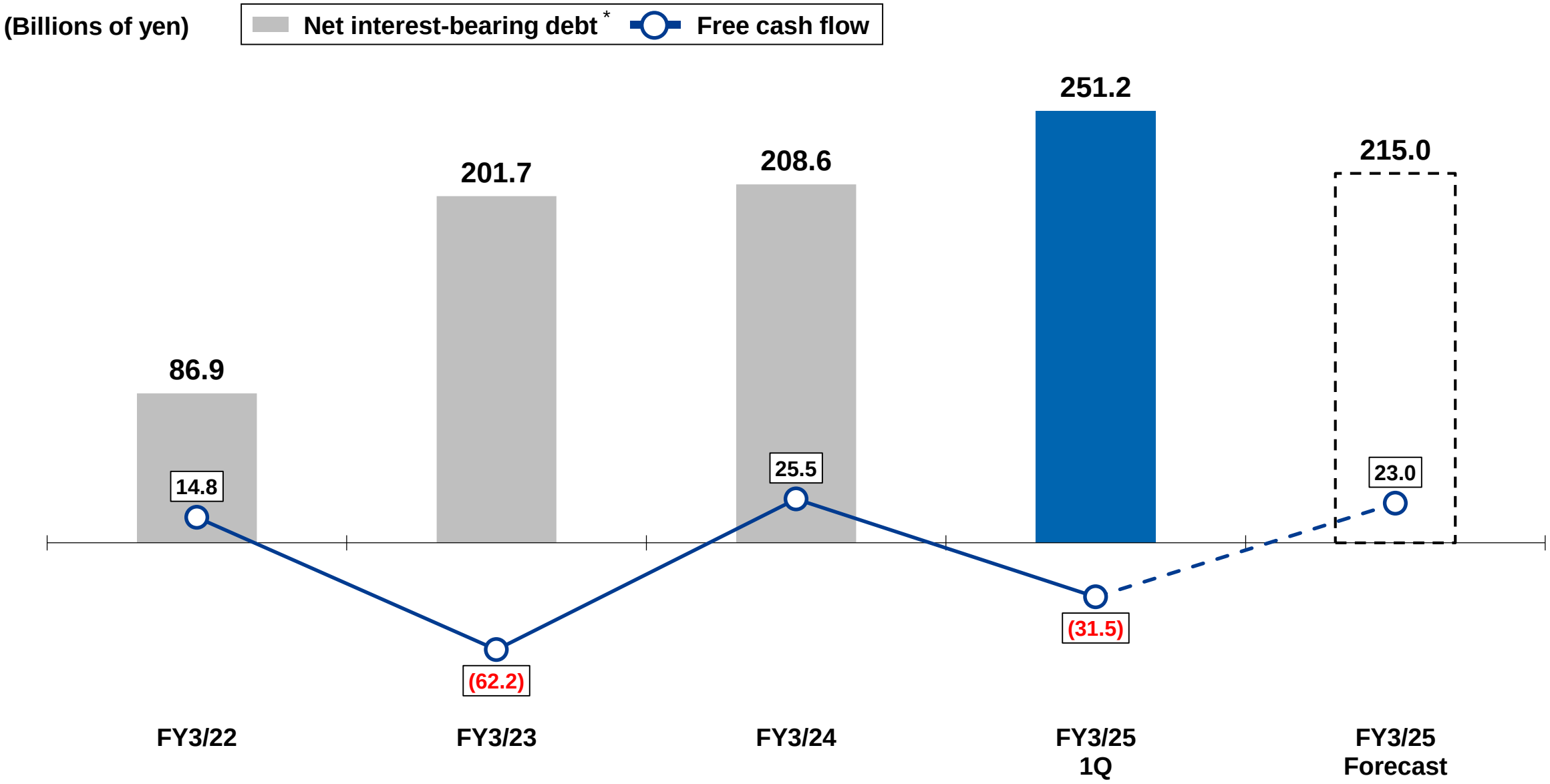
Net Interest-bearing Debt / Free Cash Flow



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

Forecast

Full-year forecast revised upward in light of 1Q upswing

(Millions of yen)	FY3/24 Full Year	FY3/25 1st Half	FY3/25 2nd Half	FY3/25 Full Year	FY3/25 YoY
Net sales	1,402,127	770,000	790,000	1,560,000	+11.3%
Operating income	73,536	48,000	55,000	103,000	+40.1%
Profit before taxes	75,545	46,000	53,000	99,000	+31.0%
Profit for the period attributable to owners of the parent	54,035	34,000	39,000	73,000	+35.1%
Earnings per share, basic (yen)	133.05	84.08	96.44	180.52	+35.7%

Foreign Exchange Rates	FY3/24 Full Year	FY3/25 2Q-4Q Assumptions
US$	¥143.31	¥140.00
Euro	¥155.18	¥150.00
Thai Baht	¥4.08	¥4.00
Chinese RMB	¥20.03	¥18.50

Forecast for Business Segment

(Millions of yen)	FY3/24 Full Year	FY3/25 1st Half	FY3/25 2nd Half	FY3/25 Full Year	FY3/25 YoY
Net sales	1,402,127	770,000	790,000	1,560,000	+11.3%
Precision Technologies (PT)	211,406	126,000	129,000	255,000	+20.6%
Motor, Lighting & Sensing (MLS)	369,388	206,000	209,000	415,000	+12.3%
Semiconductors & Electronics (SE)	494,717	272,000	283,000	555,000	+12.2%
Access Solutions (AS)	322,108	164,000	166,000	330,000	+2.5%
Other	4,508	2,000	3,000	5,000	+10.9%
Operating income	73,536	48,000	55,000	103,000	+40.1%
Precision Technologies (PT)	38,035	26,500	28,500	55,000	+44.6%
Motor, Lighting & Sensing (MLS)	11,867	12,000	12,000	24,000	x2.0
Semiconductors & Electronics (SE)	35,522	15,000	18,000	33,000	-7.1%
Access Solutions (AS)	10,625	7,000	10,000	17,000	+60.0%
Other	-728	-500	-500	-1,000	-
Adjustment	-21,785	-12,000	-13,000	-25,000	-

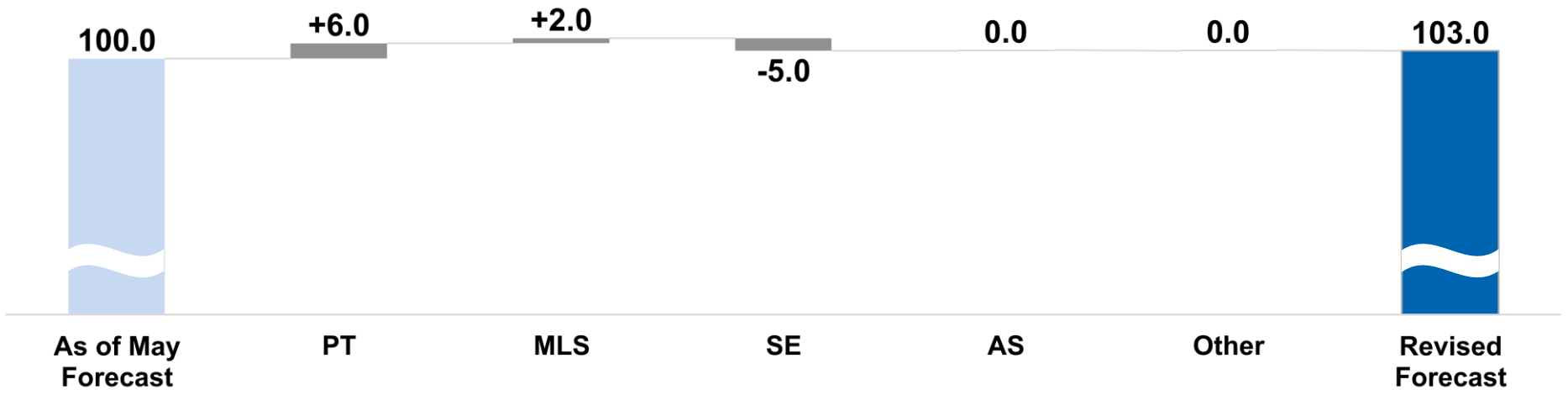
Full-year forecast: Differences from the Forecast as of May

(Billions of yen)

Net Sales



Operating Income



Today‘s Point

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1Q results were higher than expected.
Confirmed that the market environment has mostly recovered to pre-COVID-19 level

Overall	● Revised forecast upward to reflect 1Q upswing, expecting continued strong performance in 2Q. ● PT & MLS: Market for data centers and high-margin products recovered, expected to continue strong business 2Q onward. SE & AS: In line with expectations. ● Market slowdown, mainly in China, is a concern, but the impact is small due to lower sales ratio to local Chinese customers.
Precision Technologies (PT)	● Bearings for fan motors and pivots for HDDs recovered from the bottom. Profitability is expected to improve as production and sales volumes recover. ● Automotive sales remained steady due to content growth, despite some impact from certification issues of Japanese OEMs. ● Aircraft demand recovered steadily despite some supply chain problems (Double isle is also recovering).
Motor, Lighting & Sensing (MLS)	● High end nearline motors for HDDs are steady. Profitability for motor segment to recover by improving product mix. ● Global niche top products for automotive motors continue to perform well. Other motors such as OA motors are also recovering favorably. ● LED backlight for smartphones is coming to an end.
Semiconductors & Electronics (SE)	● Semiconductors exceeded BB(book-to-bill) ratio above 1, but market recovery is still in progress. PMI of Minebea Power Semiconductor Device is proceeding. ● Production and sales of camera actuators for smartphones is expected to increase in 2Q. Monitoring trends in 3Q onward.
Access Solutions (AS)	● Operating Income forecast for the full year is kept unchanged from the initial forecast, despite the impact of slowdown in sales of Japanese OEMs in the Chinese market.

FY3/25 Forecast

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Revised forecast upward to reflect only of 1Q upswing. 2Q also above plan?

(Millions of yen)	FY3/24		FY3/25				
	1Q	Full Year	1Q	YoY	2Q-4Q	Full Year	YoY
Net sales	292,370	1,402,127	355,454	+21.6%	1,204,546	1,560,000	+11.3%
Operating Income	6,743	73,536	20,025	x3.0	82,975	103,000	+40.1%
Profit for the period attributable to owners of the parent	4,109	54,035	13,936	x3.4	59,064	73,000	+35.1%
Earnings per share, basic (yen)	10.06	133.05	34.46	x3.4	146.06	180.52	+35.7%

Precision Technologies (PT) Update

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Overall market for data centers and other highly profitable products has recovered, and is expected to remain strong 2Q onward

Key Points

1 Ball Bearings

Recovered to pre-COVID-19 level
(To almost 300 million units sold in July)
Sales for data centers will gradually increase toward 2H of the year
Steady growth in automotive and other high-profit products

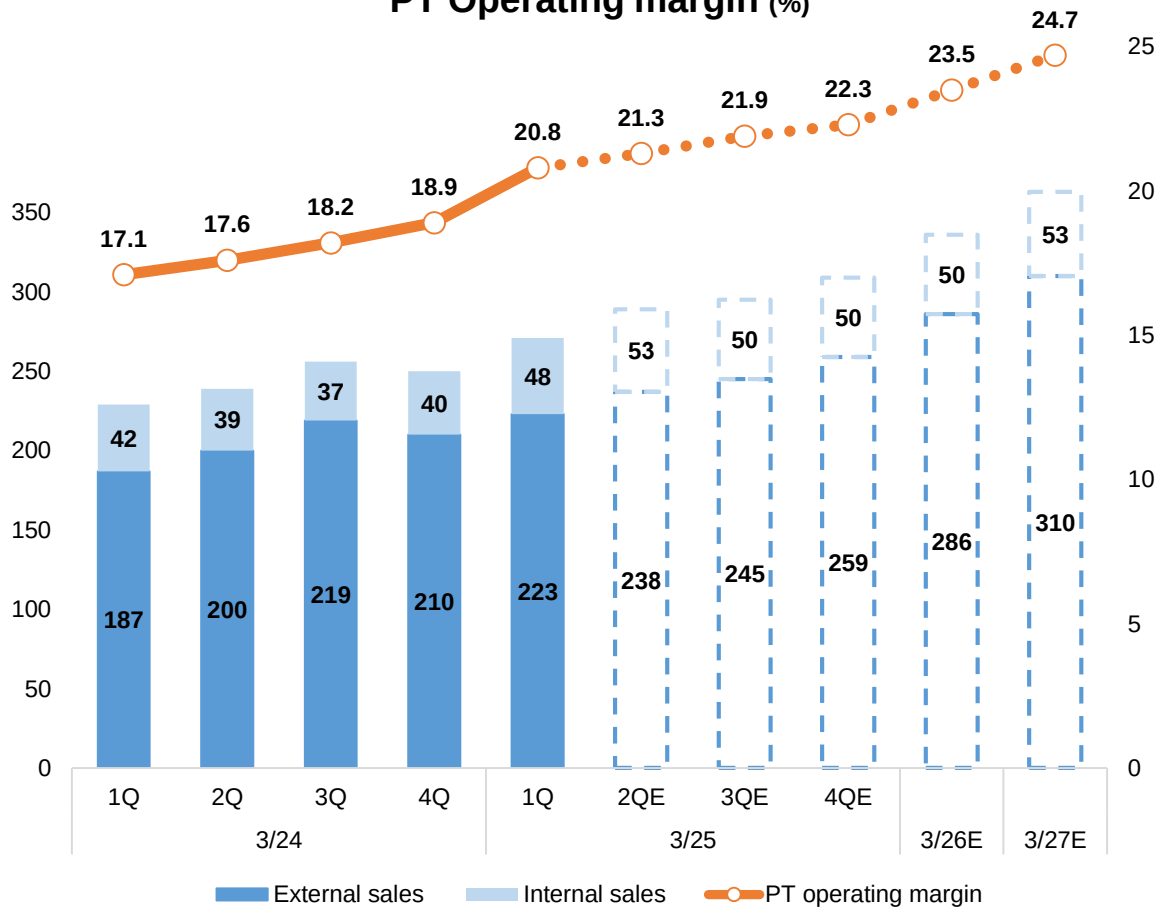
2 Rod-ends & fasteners

Some supply chain issues remain, but single and double aisle demand increases in line with aircraft recovery. Steady recovery continues

3 Precision Mechanical Components (PMC)

Steady progress of preparations for business integration of ball screw and ball way businesses

Ball bearings external and internal sales volume
(monthly average, millions of yen)



Motor, Lighting & Sensing (MLS) Update

Profitability of motors improved due to firm recovery in highly profitable fields. Increased confidence of achieving the plan

Key Points

1 Motors

HDD motor product mix continues to improve

2 Motors

Automotive motors continue to grow thanks to content growth

Recovery continues in other areas such as OA

3 Electronic devices

Profitability is secured even if business for smartphones comes to an end

Tablet business is expected to contribute from 2Q onward

Steady preparations for large projects for automotive applications

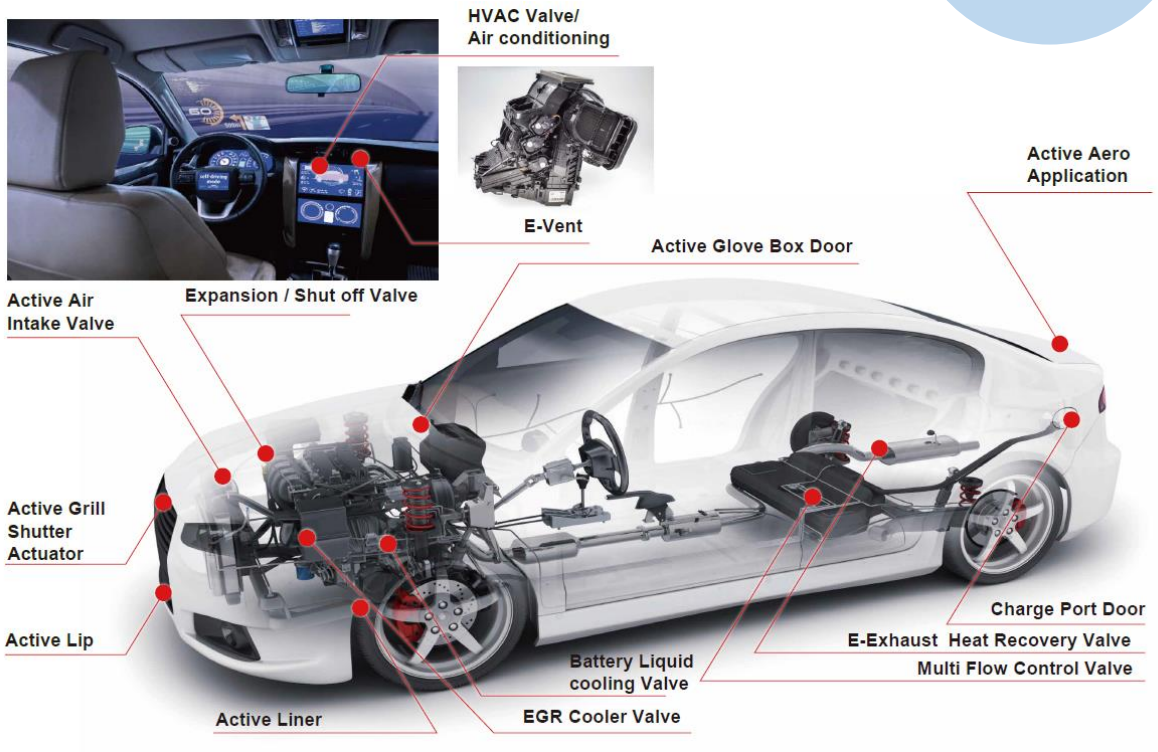
Global niche top products and applications for automotive



Stepping motor actuators | Blushless DC motor actuators | Blushless motor actuators

Global market share **60%**

Source: MinebeaMitsumi



Semiconductors on the way to recovery
Closely watch demand trends for camera actuators

Key Points

1 Analog Semiconductors

Minebea Power Semiconductor Device (MPSD) :

PMI is in progress
Proceeding the price adjustment
Mass production and sales expansion of IGBTs in collaboration with Shiga Plant

ABLIC :

Further recovery in profitability is expected in 2H due to recovery in demand for automotive and data center

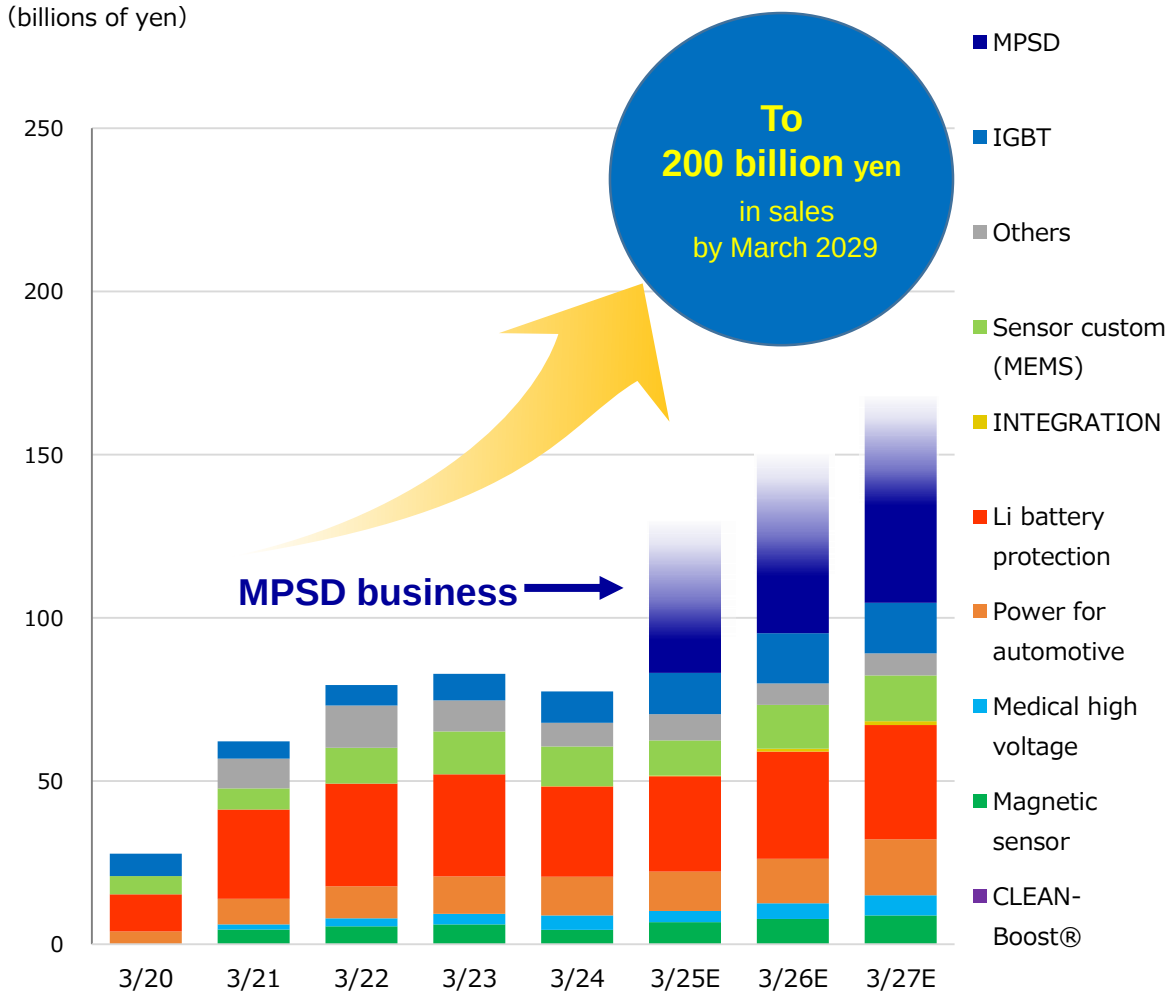
MITSUMI Semiconductor BU :

Expect volume growth in Li-ion protection ICs, a core product, due to smartphone recovery

2 Optical Devices

Strong 2Q customer's offers
Watch for trends in replacement demand

Semiconductor division sales plan image
(Assumed figures after business integration with MPSD)



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Fulfilling results of INTEGRATION leading to further growth
Unchanged conservative stance due to China market risks

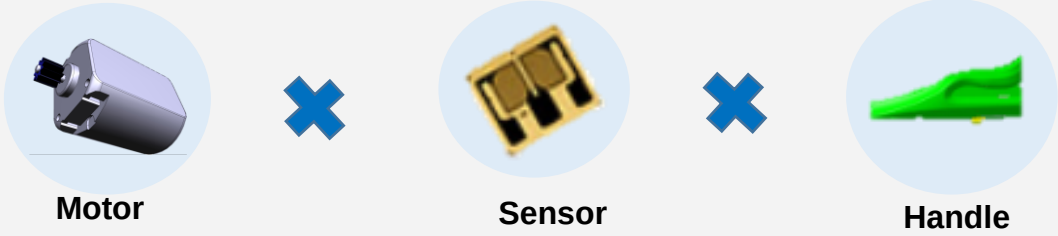
Key Points

1. **INTEGRATION's development of high-value-added products comes to fruition**
   - **Wing handles are adopted by BMW**
   - **Door handles enter a new world**
2. **Continued profit contribution from automotive devices**
3. **Larger-than-expected impact from market slowdown, especially in China**
   - **Working to reduce costs through business integration**

Wing Handle

- **INTEGRATION of door locks, motors, and sensors enables unprecedented electric locking/unlocking via touch-sensitive operation**
- **Enhanced design and simplified door systems allow for greater flexibility in vehicle design**





Current overview of the Company

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1 Success of structural reforms = Proved the legitimacy of 8 spears strategy

✓ Although operating income from LED backlight has been almost completely gone,
Operating Income of over 100 billion yen is expected for FY3/25

2 Various High-Value-Added Products to be Launched. Expect a "Harvest season"

HVAC actuators, automotive blushless motors, LiDAR motors, silence bearing, wing handle etc.

✓ These products can target **Operating margin around 10% on average**!

3 Revised part of the strategy and execution to increase (real*) Operating margin to 10% or more

✓ **Maintain the goals of 2.5 trillion yen in Net Sales and 250 billion yen in Operating Income**

*Real operating margin: Operating margin excluding sales of supplied parts etc

With the completion of this strategy

When sales of 2.5 trillion yen are realized,

Creating image of Operating Income will be 250 billion yen!

Shareholder Return

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Share buyback

Resolution of share buyback (August 2, 2024)

- Number of shares：Up to 2.8 million shares
  (equal to 0.69% of total issued shares excluding treasury shares)
- Amount： **Up to 10 billion yen**
- Period： From August 21, 2024 to December 23, 2024
- Purpose： In order to improve return on shareholders and improve capital efficiency and to implement agile capital policy according to the business environment.

Dividends

The annual dividend is targeted around 20% of consolidated payout ratio in principle, maintaining a sustainable and stable dividend in total consideration of business environment.

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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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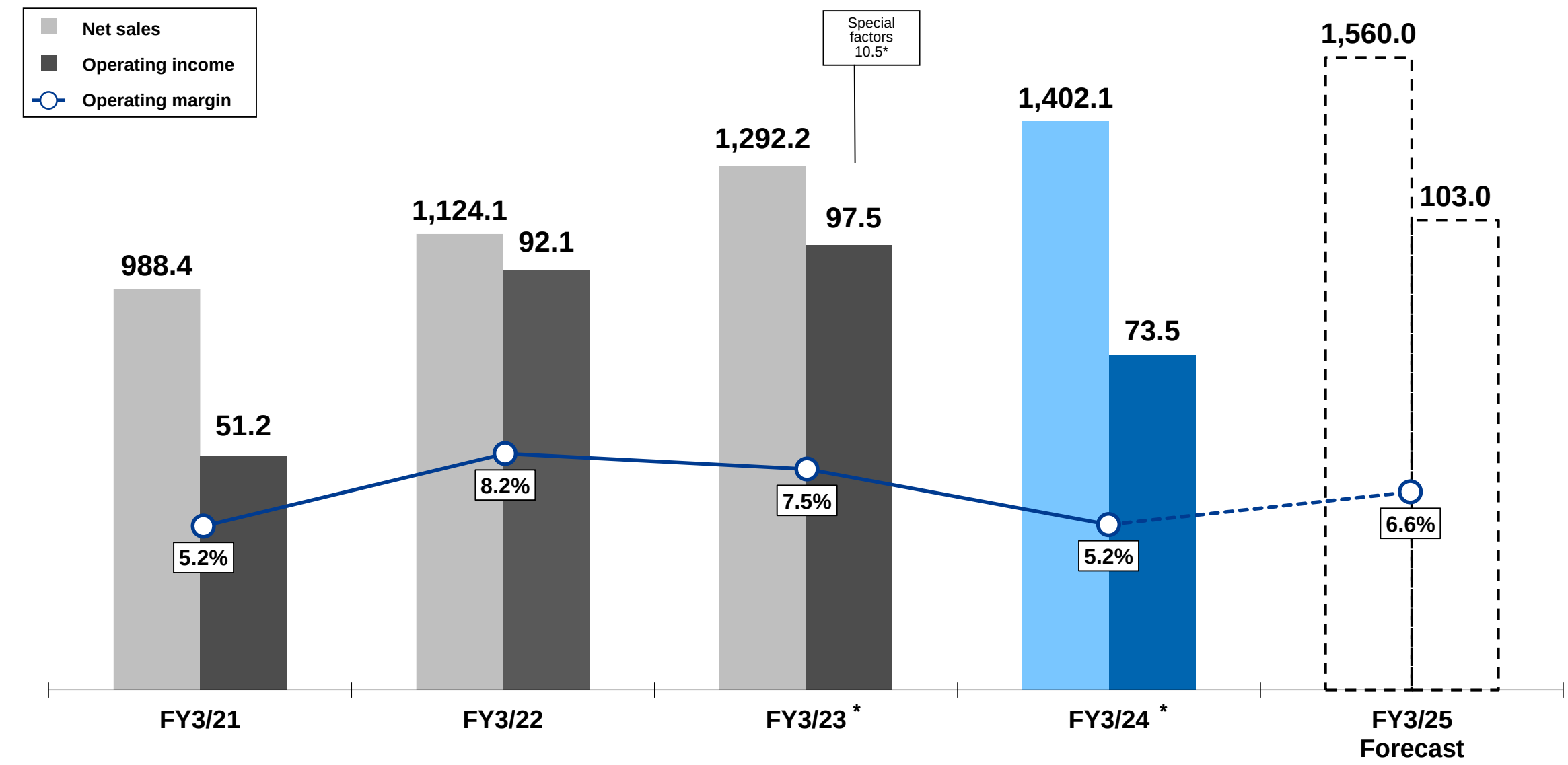
Reference

Net Sales, Operating Income / Margin

*Operating income prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD,, Minebea Connect Inc., and Minebea AccessSolutions Inc.



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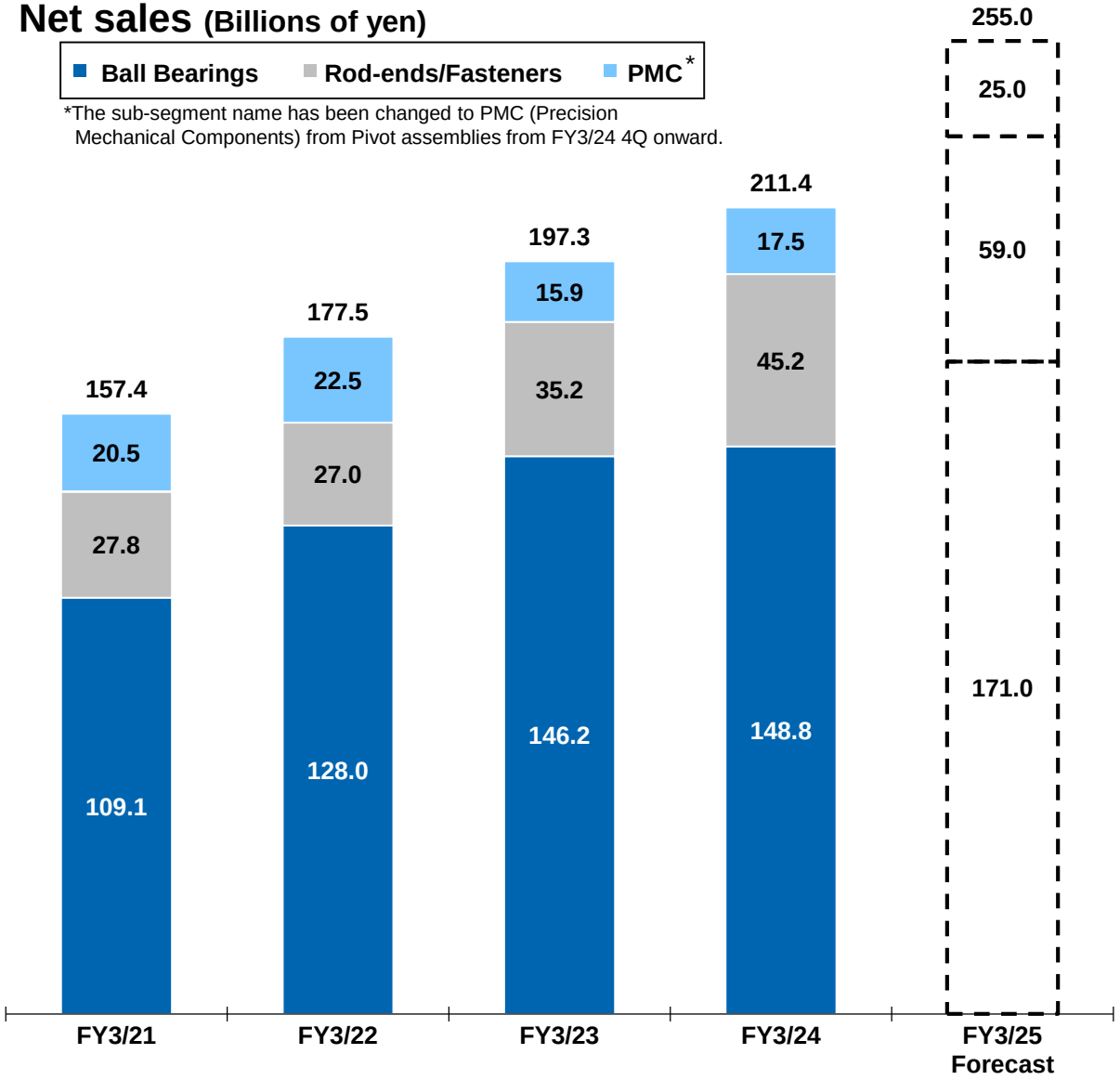
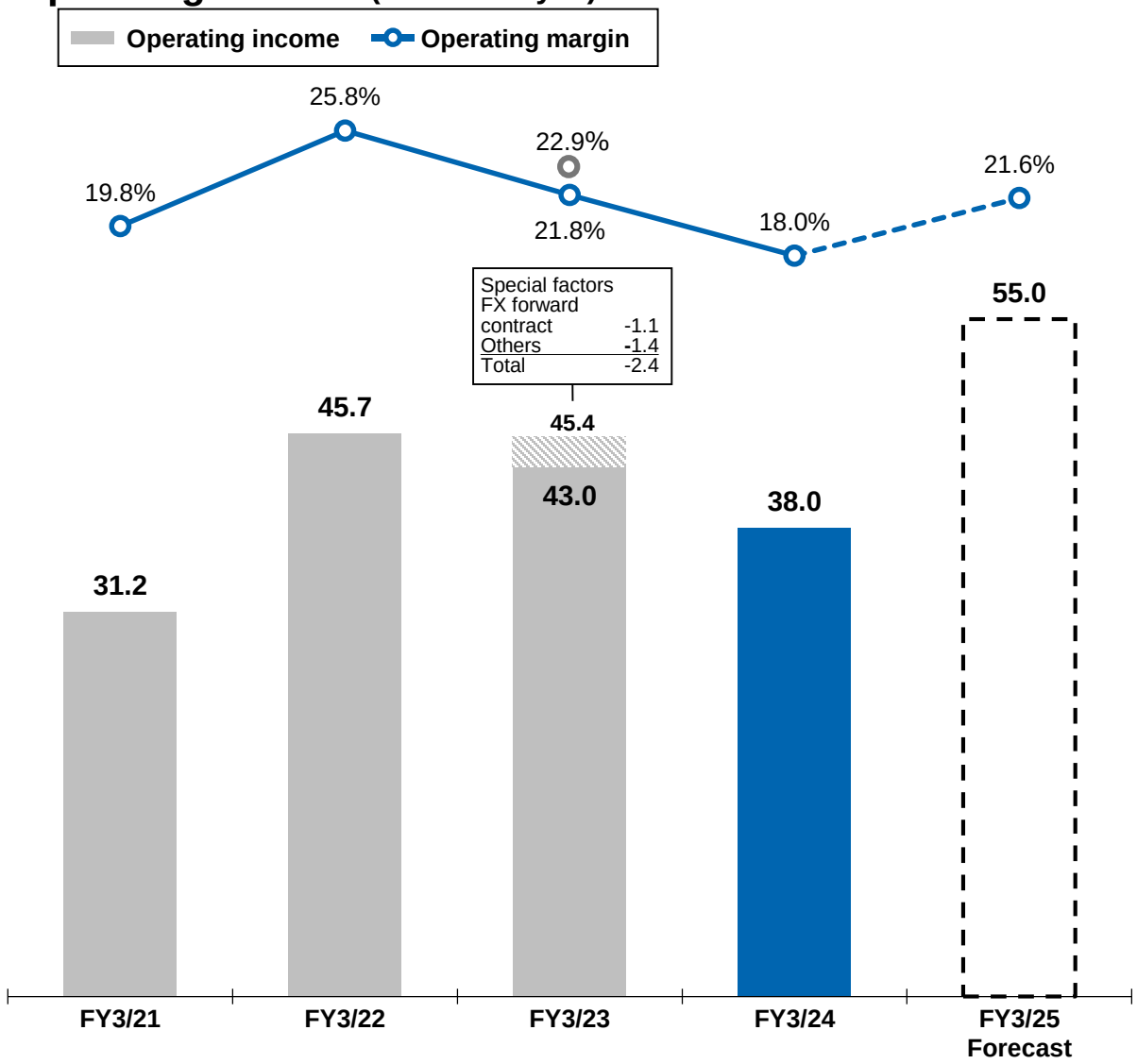
Precision Technologies (PT)

Net sales (Billions of yen)

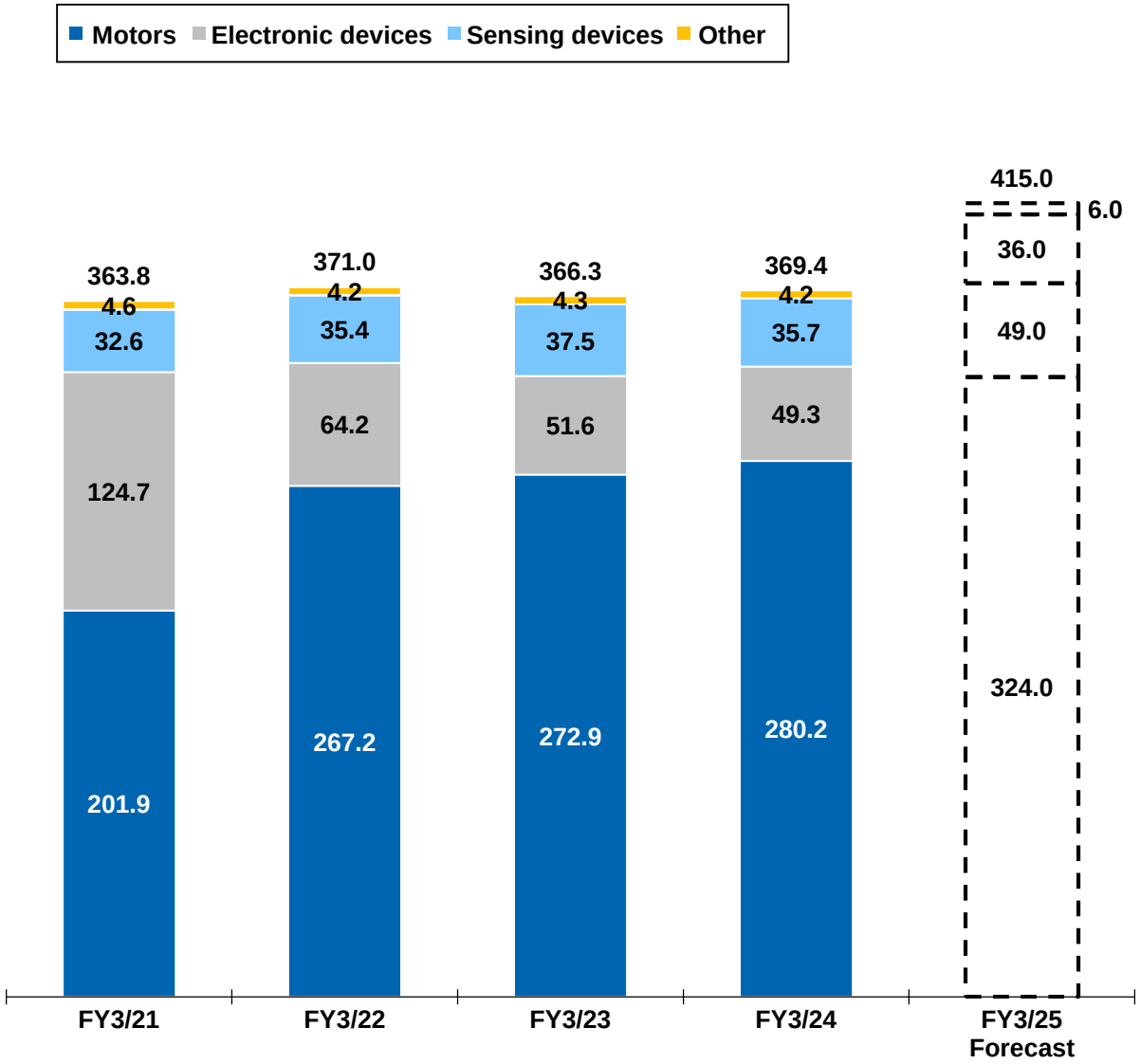


Operating income (Billions of yen)

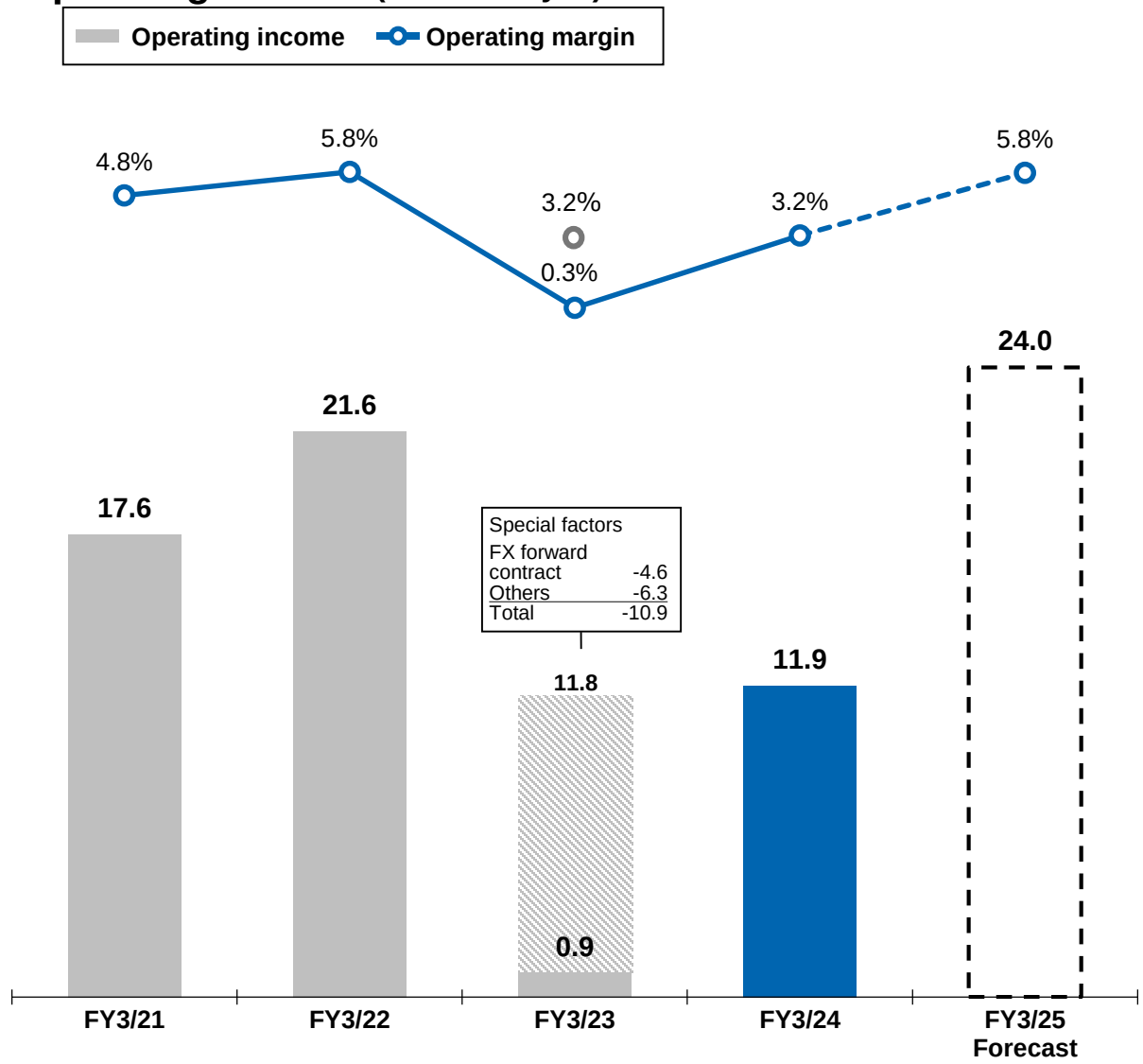


Motor, Lighting & Sensing (MLS)

Net sales (Billions of yen)

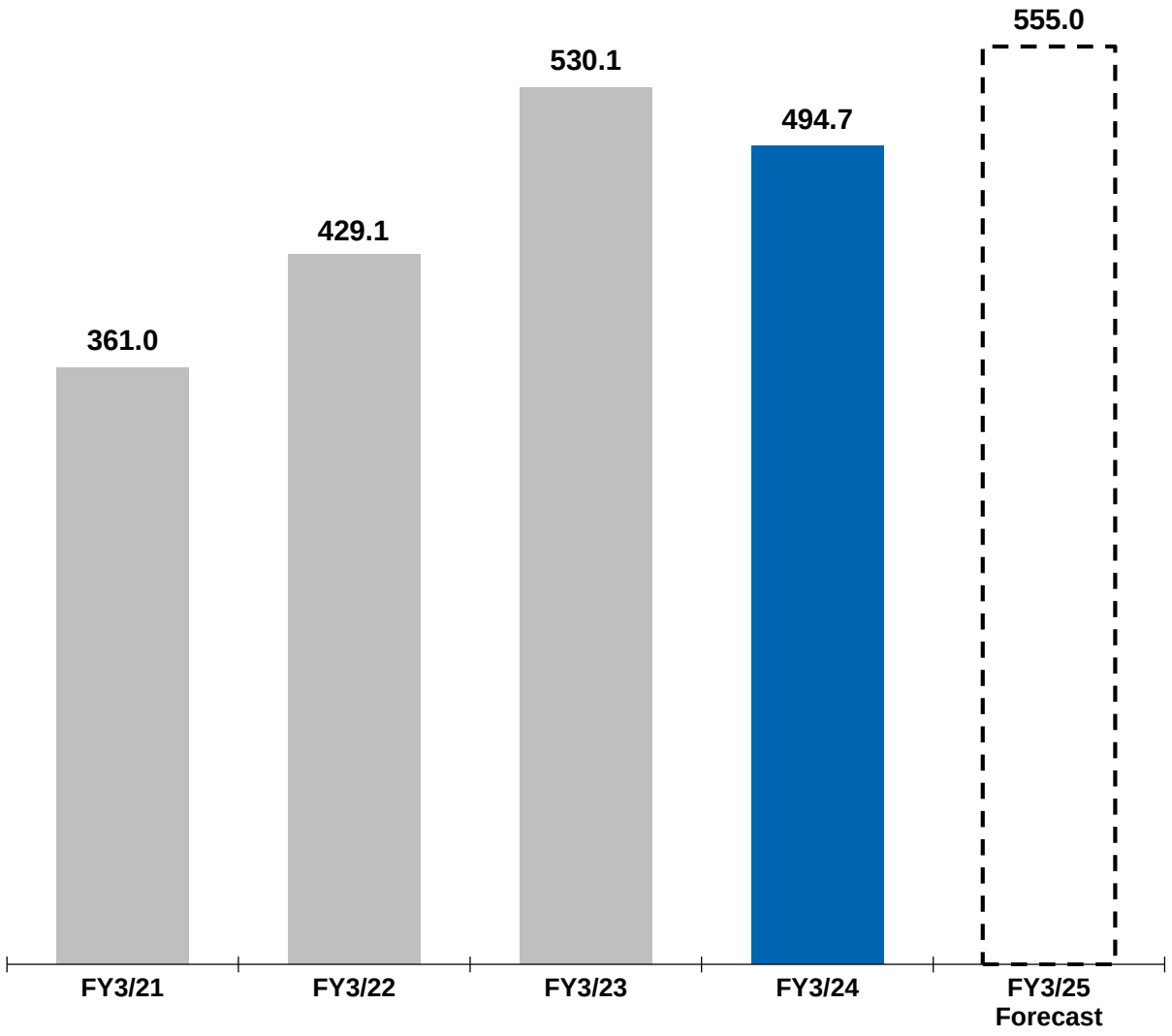


Operating income (Billions of yen)



Semiconductors & Electronics (SE)

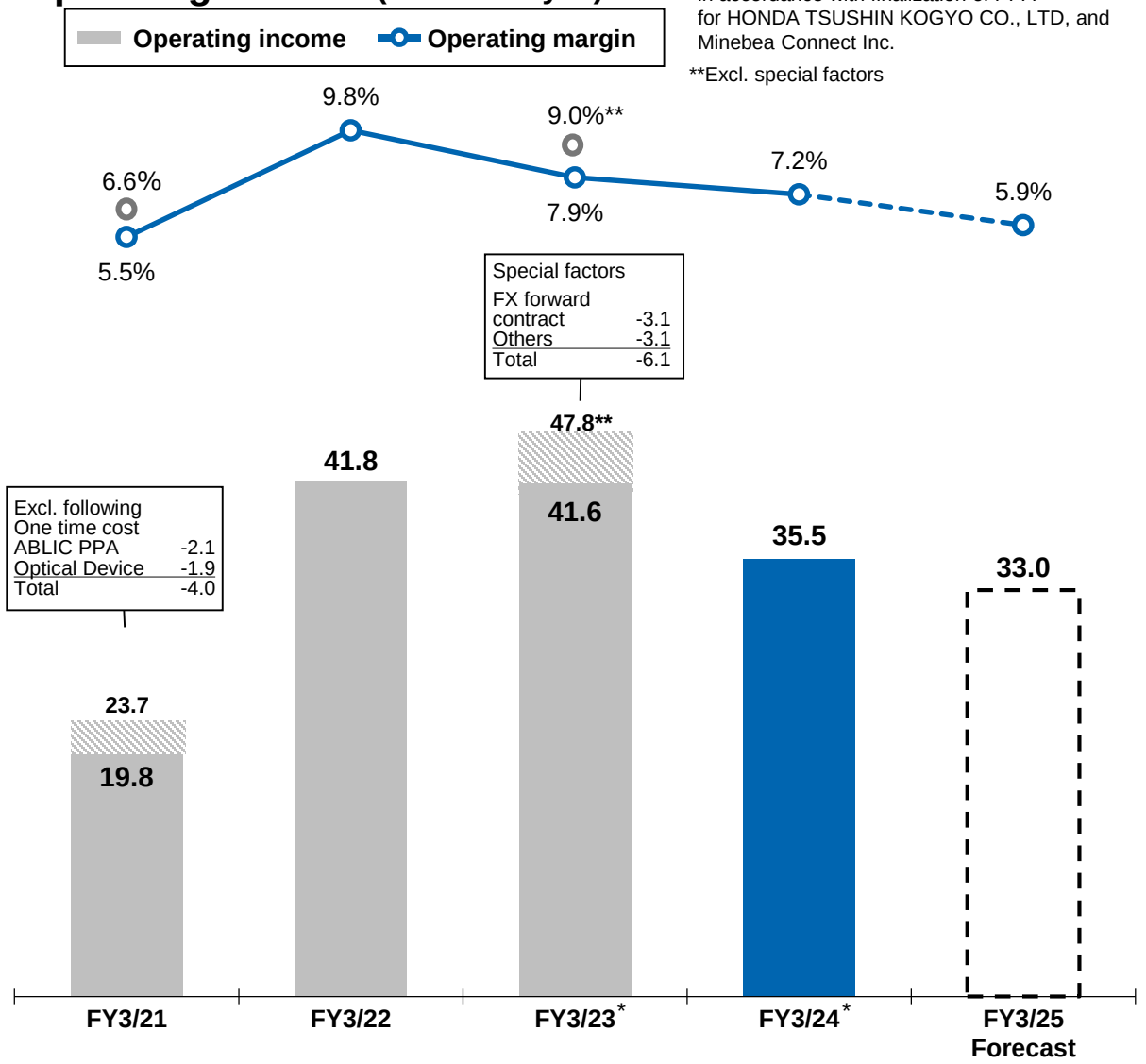
Net sales (Billions of yen)



Operating income (Billions of yen)

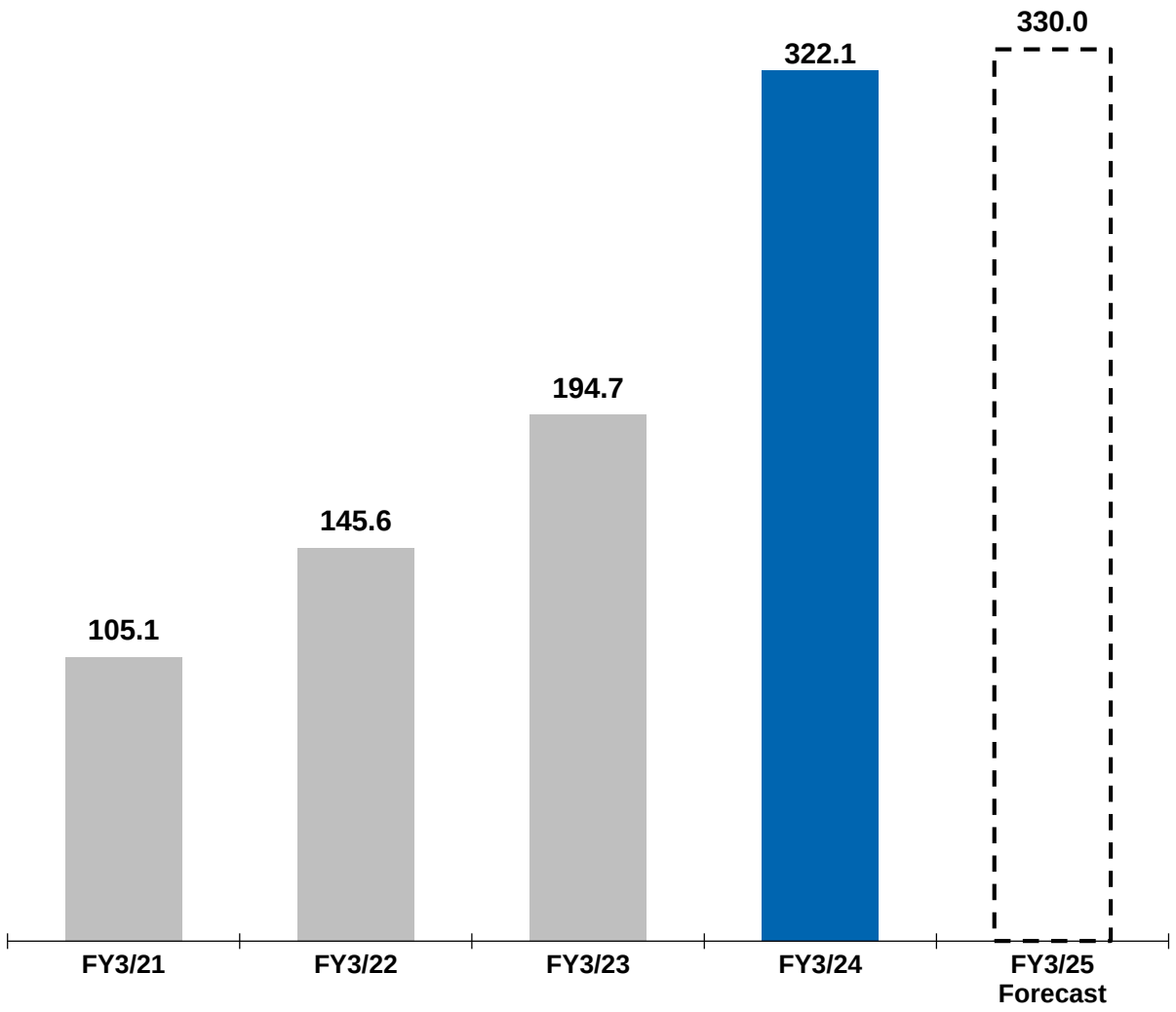
*Operating income prior to 2Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD, and Minebea Connect Inc.

**Excl. special factors



Access Solutions (AS)

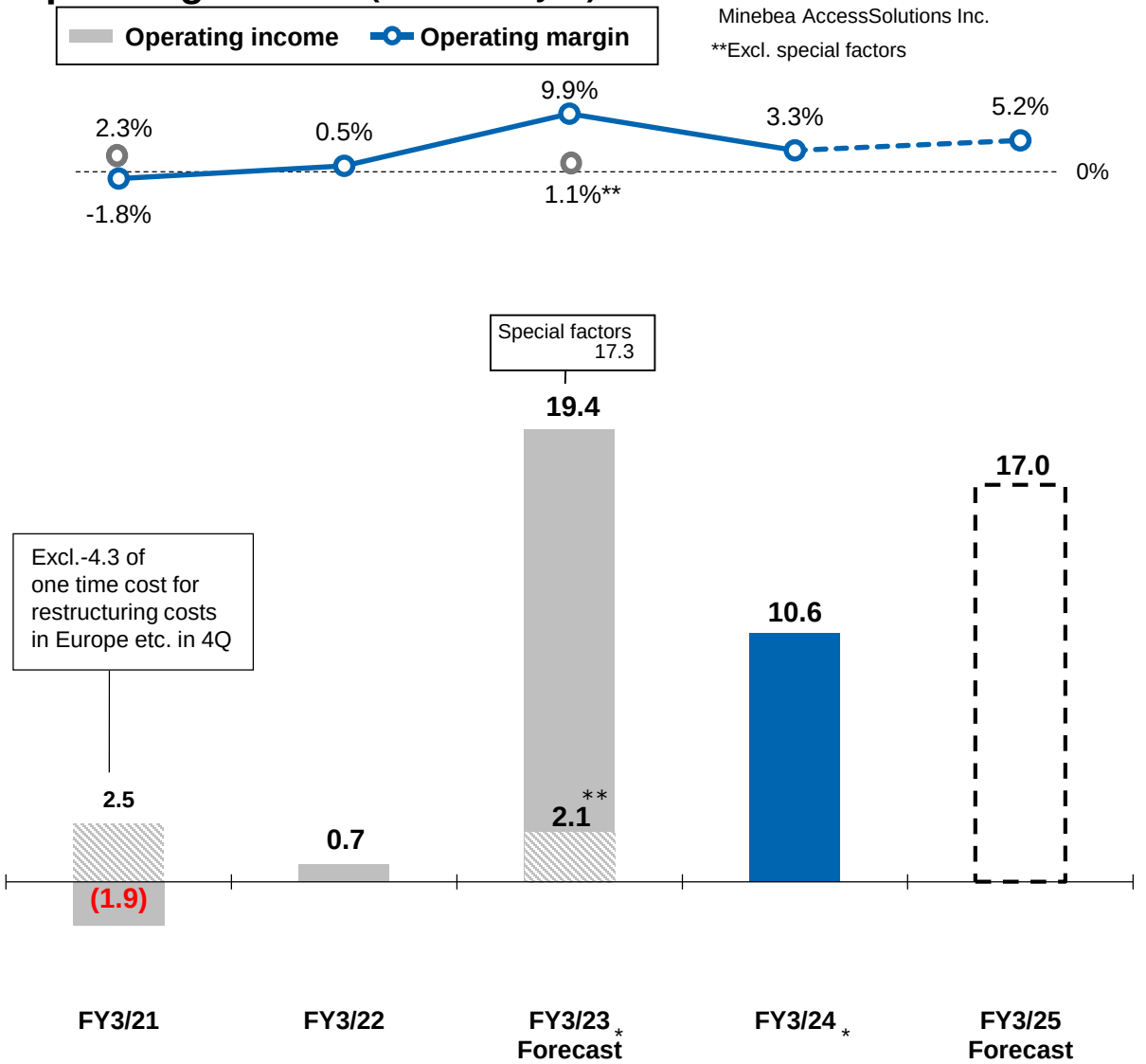
Net sales (Billions of yen)



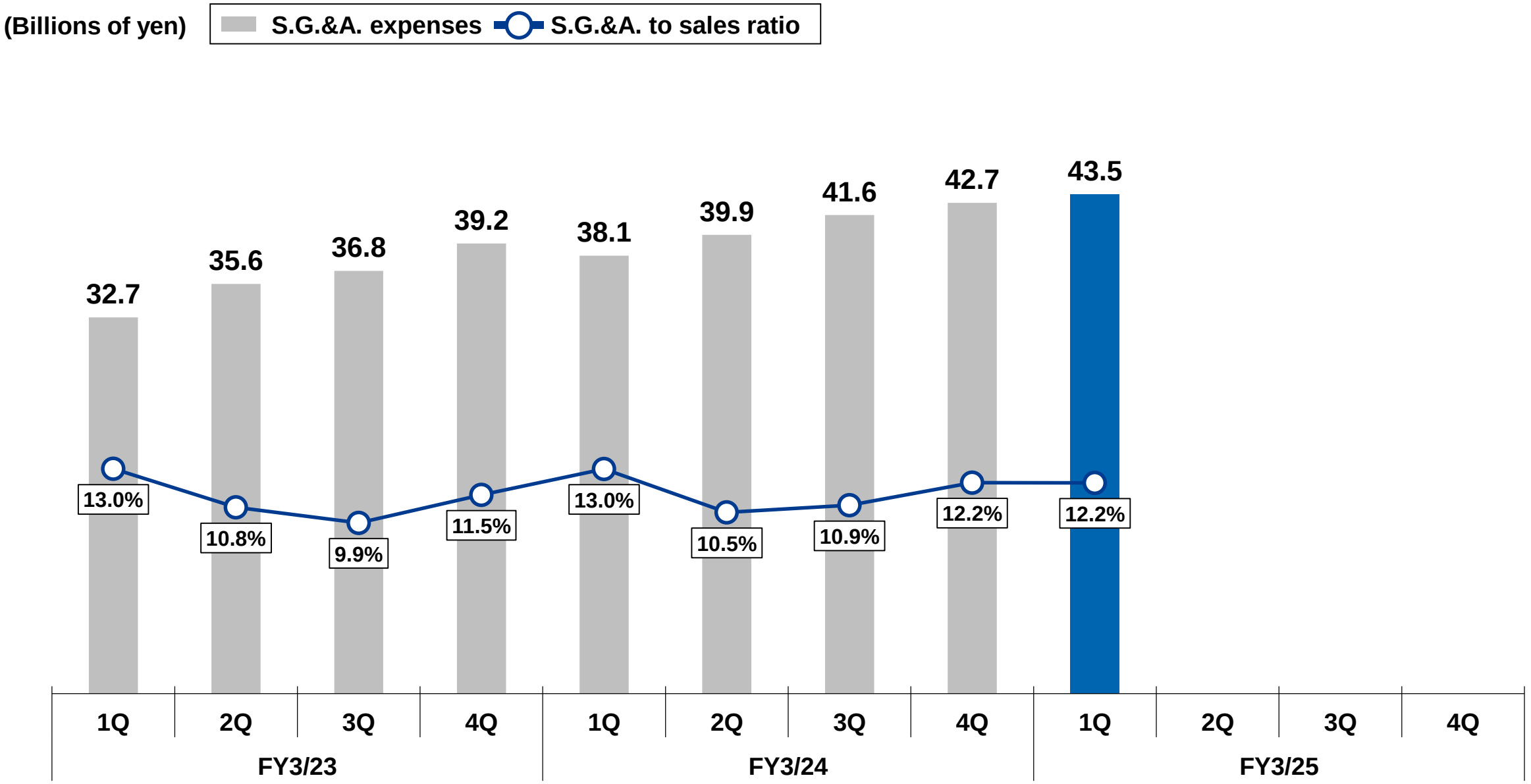
Operating income (Billions of yen)

*Operating income prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for Minebea AccessSolutions Inc.

**Excl. special factors

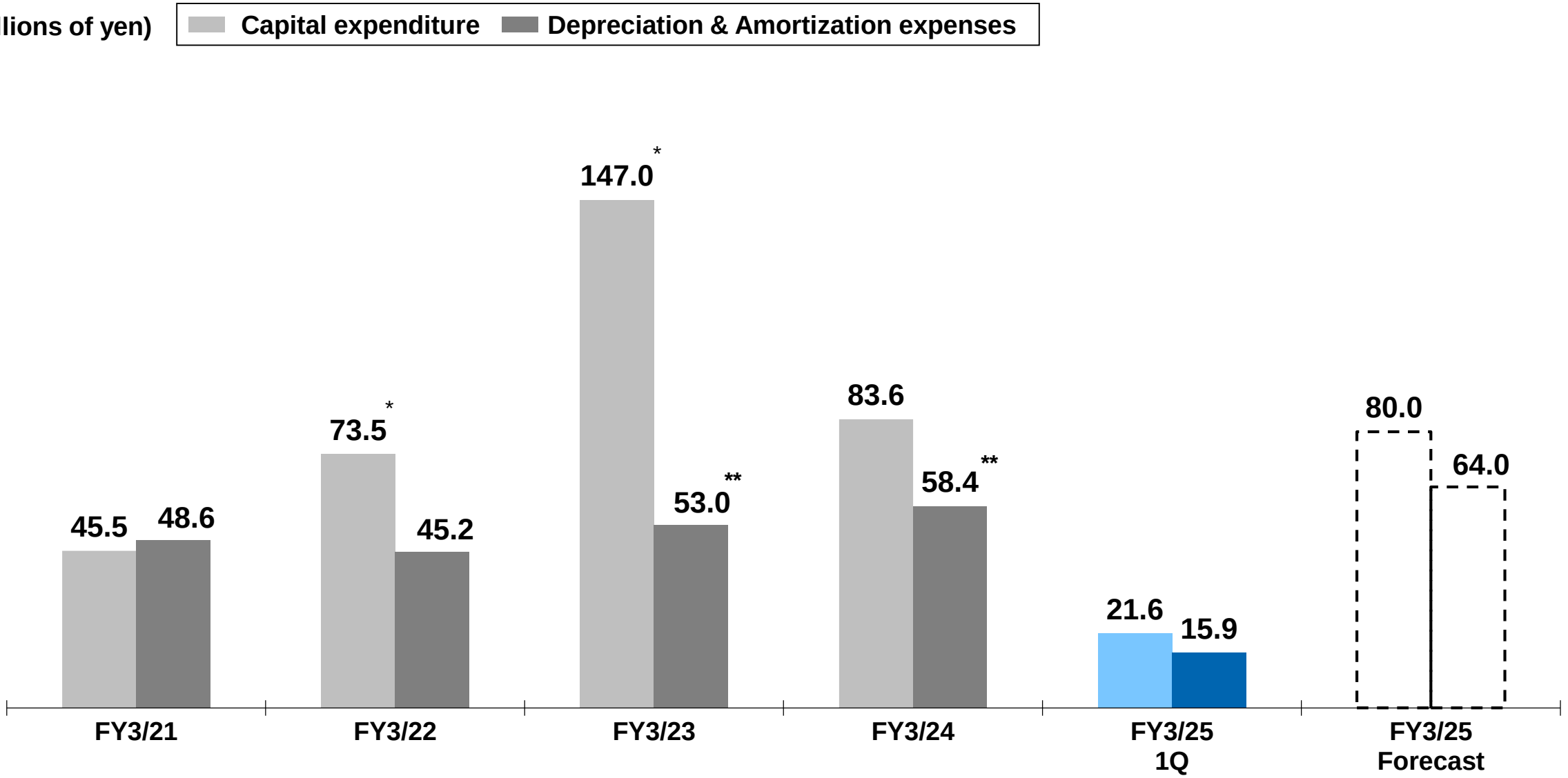


S.G.&A. Expense / Ratio



Capital Expenditure / D&A Expense

(Billions of yen)



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

** D&A expense prior to 3Q FY3/24 has been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD,, Minebea Connect Inc., and Minebea AccessSolutions Inc.

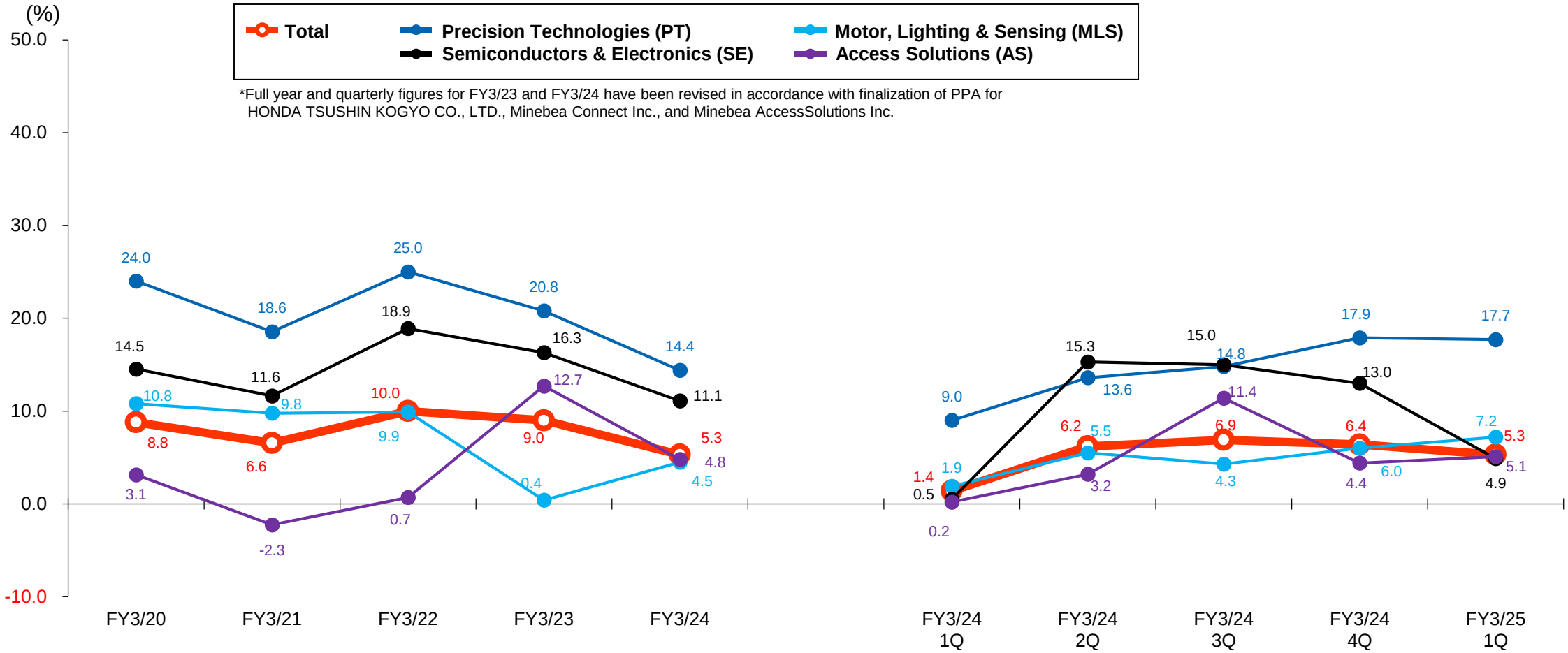
ROIC (Return On Invested Capital)

MinebeaMitsumi ROIC = NOPAT / Invested capital

NOPAT: (Operating income + extraordinary profit/loss) 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



*Full year and quarterly figures for FY3/23 and FY3/24 have been revised in accordance with finalization of PPA for HONDA TSUSHIN KOGYO CO., LTD., Minebea Connect Inc., and Minebea AccessSolutions Inc.