

Business Results

Fiscal Year Ended March 31, 2021

MinebeaMitsumi Inc.

May 7, 2021

1. Financial Results
2. Management Policy & Business Strategy

Financial Results

Katsuhiko Yoshida
Director, Senior Managing Executive Officer

May 7, 2021

3

MinebeaMitsumi
PASSION TO CREATE VALUE THROUGH DIFFERENCE

My name is Yoshida.

Today I would first like to explain the consolidated financial results for the fiscal year ended March 31, 2021.

Summary of Consolidated Business Results

Net sales hit record highs

(Millions of yen)	FY3/20	FY3/21	Change	FY3/21 Forecast (February 2021 Forecast)	
	Full Year	Full Year	YoY	Full Year	VS. Forecast
Net sales	978,445	988,424	+1.0%	980,000	100.9%
Operating income	58,647	51,166	-12.8%	58,000	88.2%
Profit before taxes	58,089	49,527	-14.7%	57,000	86.9%
Profit for the period attributable to owners of the parent	45,975	38,759	-15.7%	45,000	86.1%
Earnings per share, basic (yen)	111.11	94.95	-14.5%	110.19	86.2%

Foreign Exchange Rates	FY3/20 Full Year	FY3/21 Full Year
US\$	¥109.12	¥105.79
Euro	¥121.27	¥123.22
Thai Baht	¥3.52	¥3.40
Chinese RMB	¥15.68	¥15.52

One time costs in Q4 (Operating income)	
<Mitsumi business>	
ABLIC PPA	¥2.1bn
Optical Device	¥1.9bn
<U-Shin business>	
Restructuring costs in Europe etc.	¥4.3bn
<Total>	¥8.3bn

May 7, 2021

4

MinebeaMitsumi
Passion to Create Value through Difference

Consolidated net sales for the fiscal year ended March 31, 2021 totaled 988,424 million yen while operating income reached 51,166 million yen and profit for the period attributable to owners of the parent hit 38,759 million yen.

These figures represent year on year increases of 1.0%, decreases of 12.8% and 15.7% respectively with net sales for the period hitting record highs. Operating income includes special expense totaling approx. 7.6 billion yen incurred due to impact of the COVID-19, etc.

Operating income for the fourth quarter of the fiscal year ended March 31, 2021 also includes one-time expenses shown in the box at the bottom right hand corner of the slide. One-time expenses include PPA of approx. 2.1 billion yen and processing of molds and inventory of optical devices for major Chinese customers of approx. 1.9 billion yen in Mitsumi business segment, and restructuring costs in Europe etc. of approx. 4.3 billion yen in U-Shin business segment, totaling approx. 8.3 billion yen. These were not included in the forecast we revised in February.

Foreign currency exchange rates are estimated to have a year-on-year impact of minus 20.3 billion yen in net sales and minus 3.6 billion yen in operating income.

Summary of Consolidated Business Results for 4Q

Net sales hit 4Q record highs

(Millions of yen)	FY3/20	FY3/21		Change	
	4Q	3Q	4Q	YoY	QoQ
Net sales	226,897	275,709	250,985	+10.6%	-9.0%
Operating income	12,401	19,595	8,650	-30.2%	-55.9%
Profit before taxes	11,870	19,392	7,886	-33.6%	-59.3%
Profit for the period attributable to owners of the parent	10,428	16,172	5,775	-44.6%	-64.3%
Earnings per share, basic (yen)	25.44	39.60	14.17	-44.3%	-64.2%

Foreign Exchange Rates	FY3/20 4Q	FY3/21 3Q	FY3/21 4Q	One time costs in Q4 (Operating income) <Mitsumi business> ABLIC PPA ¥2.1bn Optical Device ¥1.9bn <U-Shin business> Restructuring costs in Europe etc. ¥4.3bn <Total> ¥8.3bn
US\$	¥109.35	¥104.76	¥104.74	
Euro	¥121.05	¥123.56	¥127.53	
Thai Baht	¥3.54	¥3.38	¥3.47	
Chinese RMB	¥15.63	¥15.62	¥16.17	

May 7, 2021

5

MinebeaMitsumi
 Passion to Create Value through Difference

Consolidated net sales for the fourth quarter of the fiscal year ended March 31, 2021, was up 10.6% year on year and down 9.0% quarter on quarter to total 250,985 million yen. Net sales hit the fourth quarter record highs.

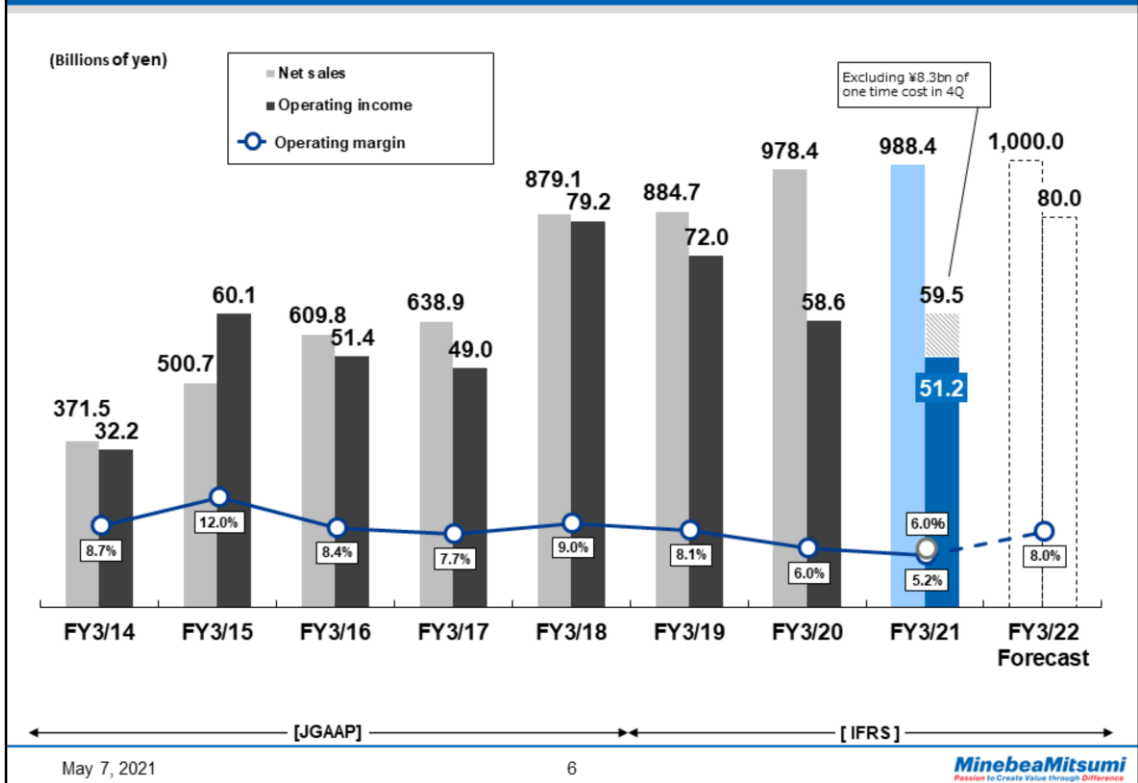
Operating income was down 30.2% year on year and down 55.9% quarter on quarter to total 8,650 million yen. Profit for the period attributable to owners of the parent was down 44.6% year on year and down 64.3% quarter on quarter to total 5,775 million yen. Operating income for this quarter includes special factors totaling approx. 1.2 billion yen incurred due to impact of the COVID-19 etc.

We estimate that foreign currency translations have a year-on-year impact of minus 4.9 billion yen in net sales and minus 1.6 billion yen in operating income. Quarter on quarter impact was plus 2.0 billion yen in net sales and minus 0.5 billion yen in operating income.

We made slight retrospective changes to last fiscal year's financial statements due to the PPA for U-Shin. Please note that the figures on the following pages are revised figures.

Net Sales, Operating Income/margin

*JGAAP until FY3/18



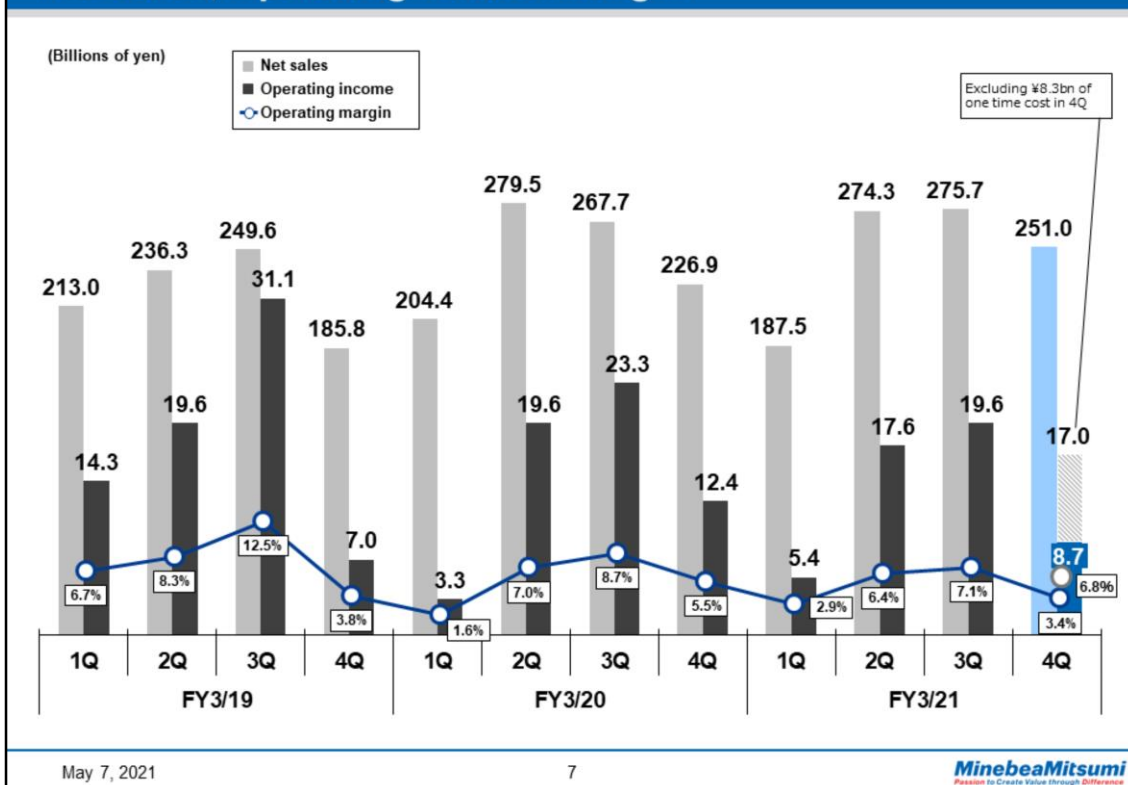
This is the annual trend in net sales, operating income and operating margin.

The bar graph on the left is net sales, and the one on the right is operating income along with a line chart for the operating margin.

The operating margin for the fiscal year ended March 2021 was 5.2%, down 0.8 percentage points year on year. If the effects of the aforementioned one-time expenses were not factored in, the operating margin would be 6.0% almost flat from the previous year.

Now, please note that figures of the fiscal year ended March 31, 2018 and before are based on JGAAP and are provided for your reference so that you can look at past figures. The same applies hereinafter.

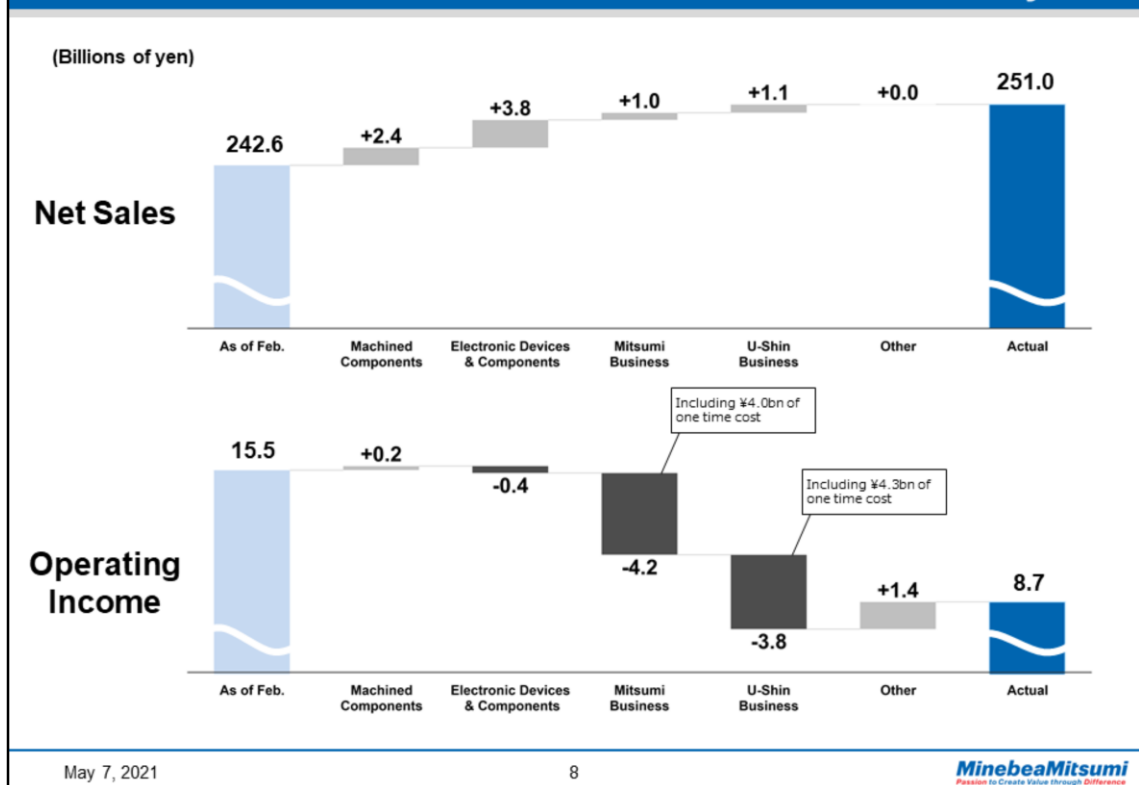
Net Sales, Operating Income/margin



This is for quarterly trend in net sales, operating income and operating margin.

The operating margin for the fourth quarter was 3.4%, down 2.1 percentage point year on year and down 3.7 percentage points quarter on quarter. If the effects of the aforementioned one-time expenses were not factored in, the operating margin would be 6.8%.

4Q Actual: Differences from the Forecast as of February



Here shows the difference between the forecast as of February and actual results for net sales and operating income by business segment for the fourth quarter.

Sales for the machined components segment exceeded the forecast mainly thanks to robust sales of ball bearings to automotive industry and fan motors.

Sales for the electronic devices and components segment were higher than forecasted in general products including motors.

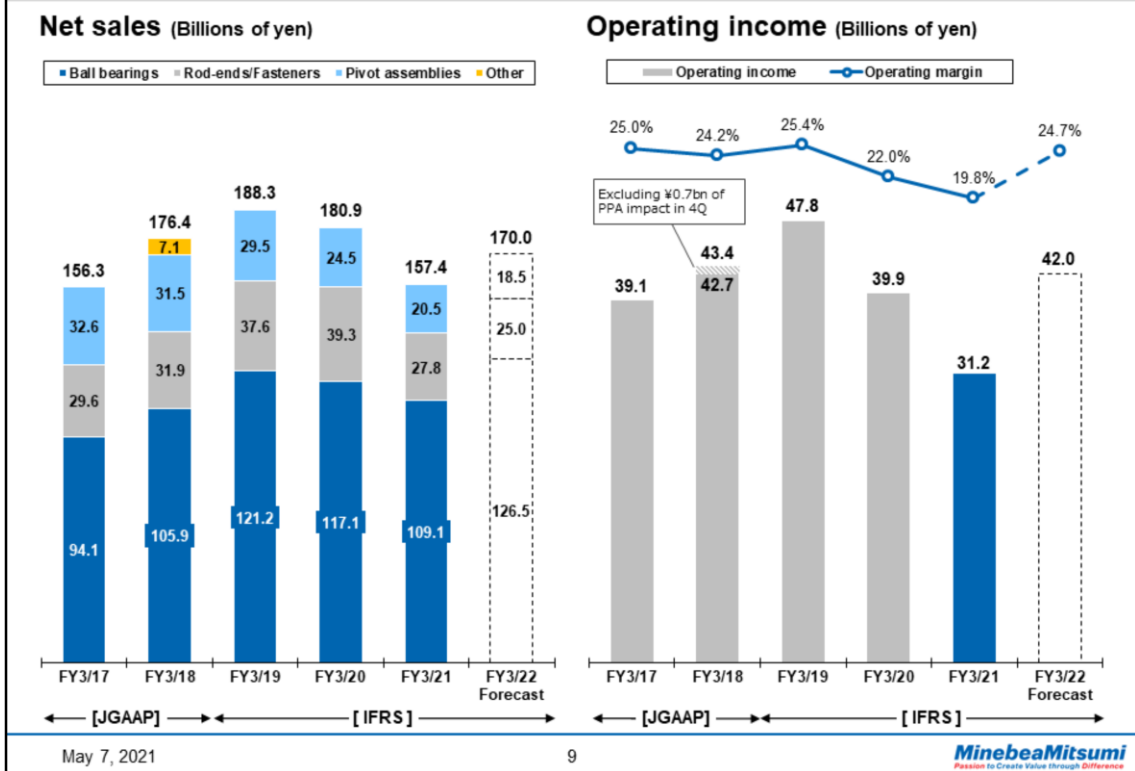
Sales for the Mitsumi business and U-Shin business were slightly higher than projected.

Operating income for the machined components segment was higher than forecasted thanks to the growing external shipment volume of ball bearings along with the improvement in productivity.

Operating income for the electronic devices and components was almost in line. Although both the Mitsumi business and the U-Shin business recorded lower-than-expected operating income, the Mitsumi business was almost as expected and the U-Shin business was higher than expected thanks to the recovery of automotive industry if the effects of the aforementioned one-time expenses were not factored in.

Machined Components

*JGAAP until FY3/18



Now let's take a look at the results by segment, starting with machined components segment.

On the left is a graph indicating yearly net sales trends and on the right is a graph with a bar chart showing yearly operating income trends along with a line chart for operating margins.

In the fiscal year ended March 31, 2021, net sales were down 13.0% year on year to total 157.4 billion yen.

Sales of ball bearings decreased 6.8% year on year to reach 109.1 billion yen. The monthly average bearing sales volume totaled 208 million units for an increase of 10.1% year on year. Looking at sales by application, we see that annual sales of ball bearings used in data centers increased year on year, and flat for automobile applications, decreased for office automation equipment.

Sales of rod-ends and fasteners were down 29.1% year on year to total 27.8 billion yen.

Sales of pivot assemblies decreased 16.4% year on year to total 20.5 billion yen, steadily contributing to our bottom line as we held on to an 80% plus market share.

Operating income for the fiscal year ended March 31, 2021 totaled 31.2 billion yen, putting the operating margin at 19.8%. We saw operating income decrease 21.7% and the operating income margin decline 2.2 percentage points year on year. Looking at the year-on-year results by product, we see that profits for rod-ends and fasteners, ball bearings and pivot assemblies fell.

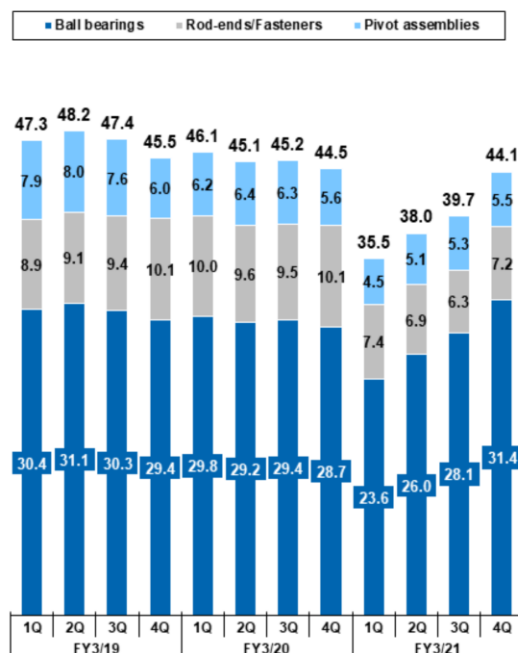
For the fiscal year ending March 31, 2022, we can see strong uptrend in demand for ball bearings in a wide range of applications, mainly for automobiles and for servers.

Sales for commercial aircraft including rod-ends and fasteners are expected to remain at the same level as the fiscal year ended March 31, 2021. This is due to the fact that it takes time to adjust inventories in the supply chain, although there are signs of recovery in aviation demand.

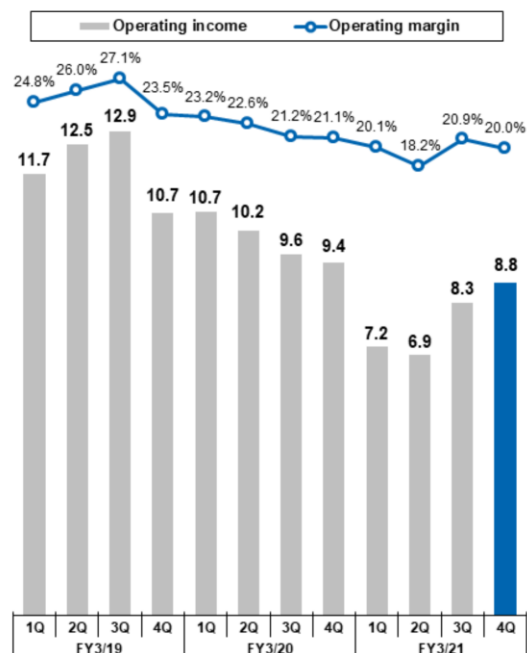
For pivot assembly, we anticipate a decline in demand as the HDD market shrinks.

Machined Components

Net sales (Billions of yen)



Operating income (Billions of yen)



May 7, 2021

10

MinebeaMitsumi
Passion to Create Value through Difference

This slide shows the quarterly trends in the machined components segment.

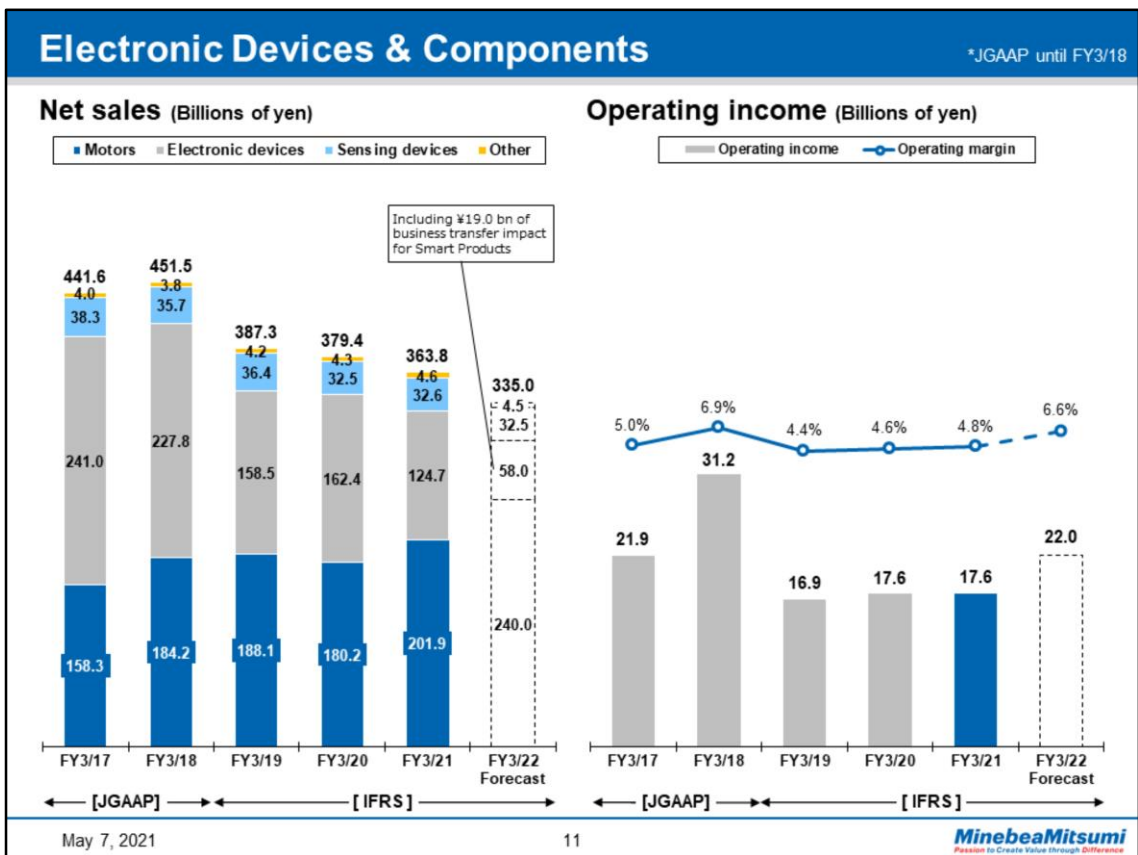
Fourth quarter net sales increased 11.1% quarter on quarter to total 44.1 billion yen.

Sales of ball bearings increased 11.8% quarter on quarter to total 31.4 billion yen.

The monthly external shipment volume was up 9.5% quarter on quarter for an average of 243 million units. We see strong demand increase in wide applications including automobiles and data centers. Sales of aircraft bearings remained sluggish due to the stagnant market.

Sales of rod-ends and fasteners, totaling 7.2 billion yen, were up 14.8% over the previous quarter. Sales of pivot assemblies increased 3.4% quarter on quarter to total 5.5 billion yen.

Operating income for the quarter totaled 8.8 billion yen, and the operating margin was 20.0%. On a quarter-on-quarter basis, operating income rose 6.4% while the operating margin dropped 0.9 percentage points. Looking at the results by product, we see that profits for ball bearings and pivot assemblies rose while profits for rod-ends and fasteners fell due to the impact of temporary change of product mix.



Now let's look at the electronic devices & components segment.

In the fiscal year ended March 31, 2021, net sales were down 4.1% year on year to total 363.8 billion yen.

Looking at the results by product, we see that sales of motors increased 12.1% year on year to reach 201.9 billion yen. This increase was due to the recovery of all products, from the impact from COVID-19 in the first quarter.

Electronic devices sales were down 23.2% year on year to hit 124.7 billion yen due to the declining number of sales units of models that use LED backlights at the major customers.

Net sales of sensing devices totaled 32.6 billion yen, increasing 0.4% year on year.

Operating income increased 0.5% year on year to reach 17.6 billion yen while the operating margin rose 0.2 percentage points to reach 4.8%. Looking at the results by product, we see that operating income was up for motors and sensing devices but down for electronic devices.

In the fiscal year ending March 31, 2022, we anticipate that the growth of motors will accelerate and that sales and profits will increase significantly. For electronic devices, we expect a decrease in sales and profits due to a decrease in the number of units of models that use LED backlights.

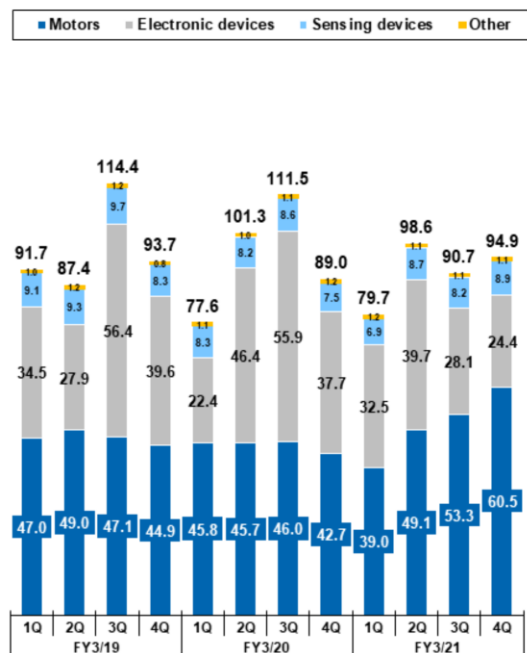
Sales of sensing devices will be almost flat, but profits are expected to increase due to improved profitability.

From the fiscal year ending March 31, 2022, we have changed our business segment classification for some businesses (hereinafter "business transfer"). I will explain that in details later on when we look at the slides "Forecast for Business Segment" and "Changes to Business Segments."

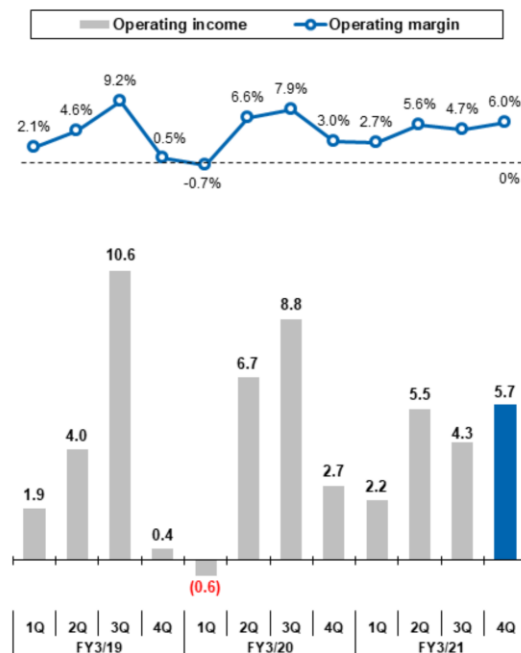
For your reference, figures of the fiscal year ended March 2021 and before are presented based on the classification before the changes. The same applies hereinafter.

Electronic Devices & Components

Net sales (Billions of yen)



Operating income (Billions of yen)



May 7, 2021

12

MinebeaMitsumi
Passion to Create Value through Difference

Quarterly trends in the electronic device & components segment.

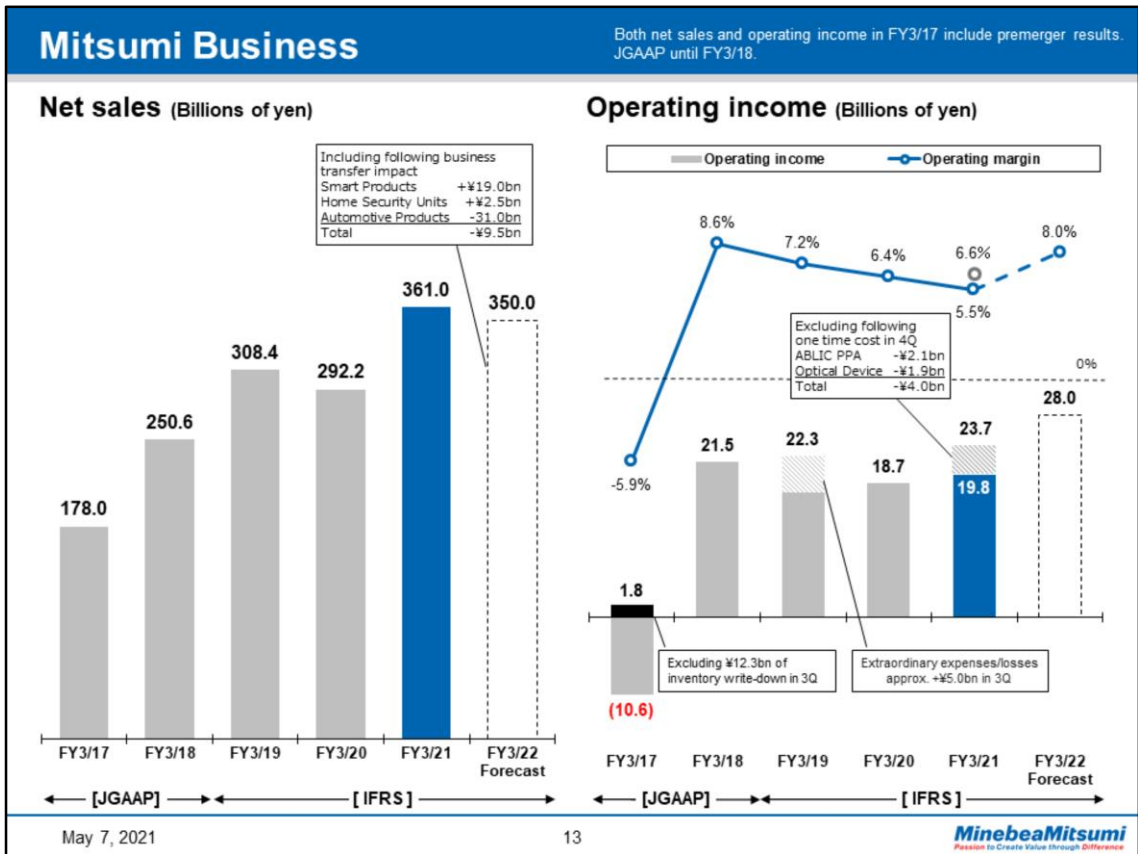
Net sales increased 4.7% quarter on quarter to hit 94.9 billion yen.

Looking at the results by product, we see that sales of motors increased 13.6% quarter on quarter to reach 60.5 billion yen. This is because sales of all types of motors including in the automobile application remain robust thanks to the recovery and growth of the market.

Sales of electronic devices were down 13.2% from the previous quarter to total 24.4 billion yen. This is because the peak demand period for our major customers' models that use our LED backlights came to an end.

Sales of Sensing device, totaling 8.9 billion yen, were up 8.5% from the previous quarter.

Operating income came to 5.7 billion yen, and the operating margin was 6.0%. On a quarter-on-quarter basis, operating income rose 32.1% while the operating margin increased 1.3 percentage points. By product, we see that operating income was up for motors and sensing devices but down for electronic devices.



Let's look at the performance for the Mitsumi business segment.

Net sales increased 23.5% year on year to total 361.0 billion yen in the fiscal year ended March 31, 2021. Sales increased due to strong sales of mechanical components thanks to growing demand as more people around the world avoid going out, as well as strong sales of analog semiconductors, including the new consolidation of ABLIC.

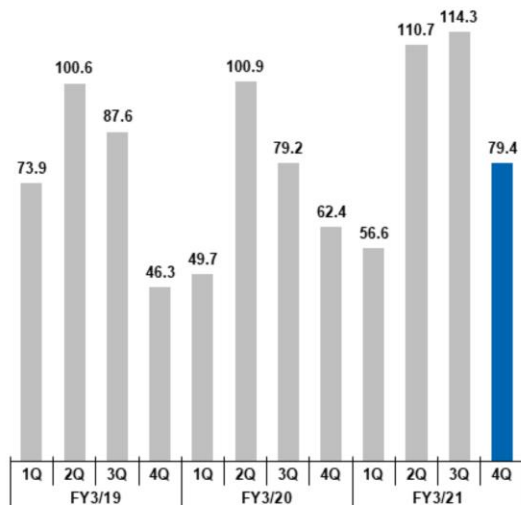
Operating income came to 19.8 billion yen, and the operating margin was 5.5%. These figures represent a 5.9% year-on-year increase in operating income and a 0.9 percentage point year-on-year decrease in the operating margin. Profits for analog semiconductors, mechanical components, and power supplies grew while other businesses saw profits decrease.

One-time expenses incurred during the fourth quarter include PPA of approx. 2.1 billion yen and processing of molds and inventory of optical devices for major Chinese customers of approx. 1.9 billion yen, for a total of approx. 4.0 billion yen. If this effects were not factored in, it would be a 27% year on year increase in operating income and a 0.2 percentage point year-on-year increase in the operating margin

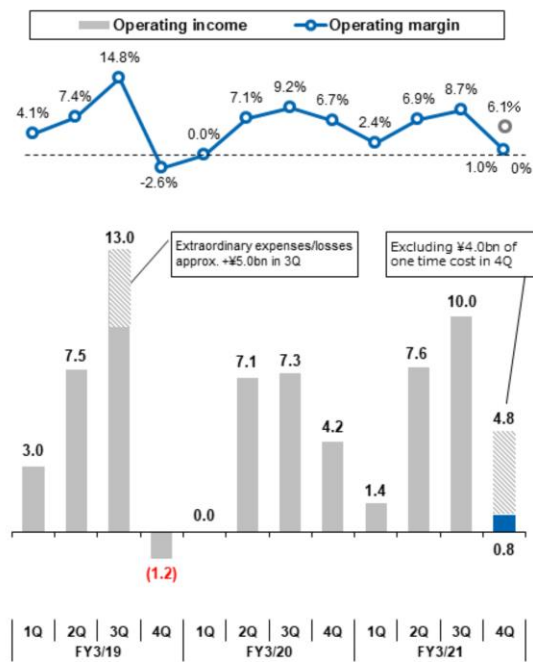
In the fiscal year ending March 31, 2022, we expect sales to increase mainly due to optical devices, but we expect sales to be on par with the fiscal year ended March 31, 2021 due to a conservative view of machined components.

The business transfer in the Mitsumi business segment will have an impact of a decrease of approx. 19.5 billion yen in net sales for the fiscal year ending March 2022. I will explain later.

Net sales (Billions of yen)



Operating income (Billions of yen)



May 7, 2021

14

MinebeaMitsumi
Passion to Create Value through Difference

Mitsumi business segment quarterly trends.

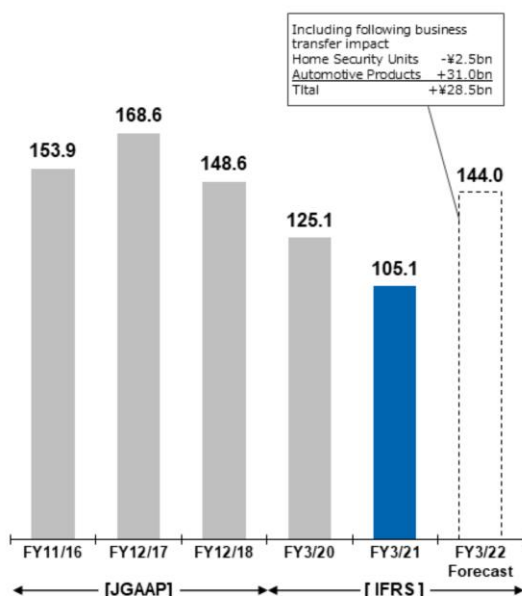
Net sales decreased 30.5% quarter on quarter to total 79.4 billion yen. While sales of analog semiconductors increased, sales decreased for other products, primarily mechanical components and optical devices as the peak demand period has passed.

Operating income totaled 0.8 billion yen while the operating margin was 1.0%. Operating income decreased 91.8% and the operating margin declined 7.7 percentage points quarter on quarter. This was due to decrease of profit along with the decrease of sales, in addition to the effects of the aforementioned one-time expenses. If the one-time expenses were not factored in, the operating margin would be 6.1%.

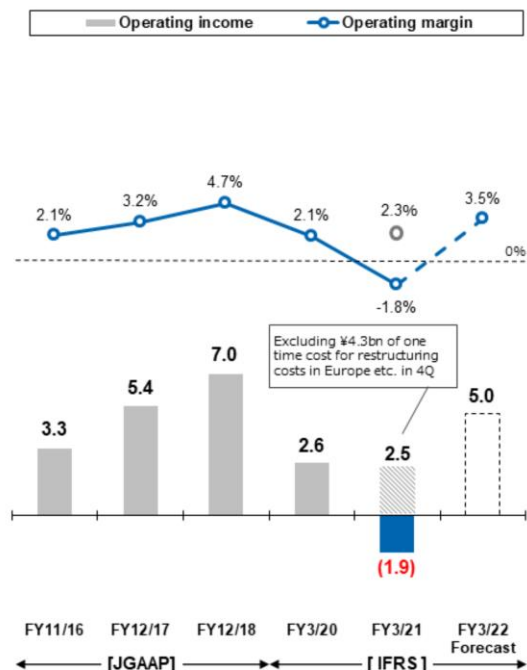
U-Shin Business

As a result of change of the fiscal year end, FY12/17 consists of 13 months. Both net sales and operating income until FY12/18 are pre-merger results. FY3/20 does not include Jan.-Mar. 2019 results. JGAAP until FY12/18

Net sales (Billions of yen)



Operating income (Billions of yen)



May 7, 2021

15

MinebeaMitsumi
Passion to Create Value through Difference

Finally, let's look at the U-Shin business segment.

Net sales decreased 16.0% compare to fiscal year ended March 31, 2020 to total 105.1 billion yen in the fiscal year ended March 31, 2021.

The factors for this decrease include a significant slowdown in production mainly in Europe in the first quarter because of restrictions imposed on operations due to the COVID-19 pandemic.

Operating loss came to 1.9 billion yen, and the operating margin was minus 1.8%. These figures represent a 3.9 percentage point year-on-year drop in operating margin.

One-time expenses incurred during the fourth quarter totaled approx. 4.3 billion yen for restructuring in Europe etc. If these expenses were excluded, operating income would have declined 6% and the operating margin would have risen 0.2 percentage points.

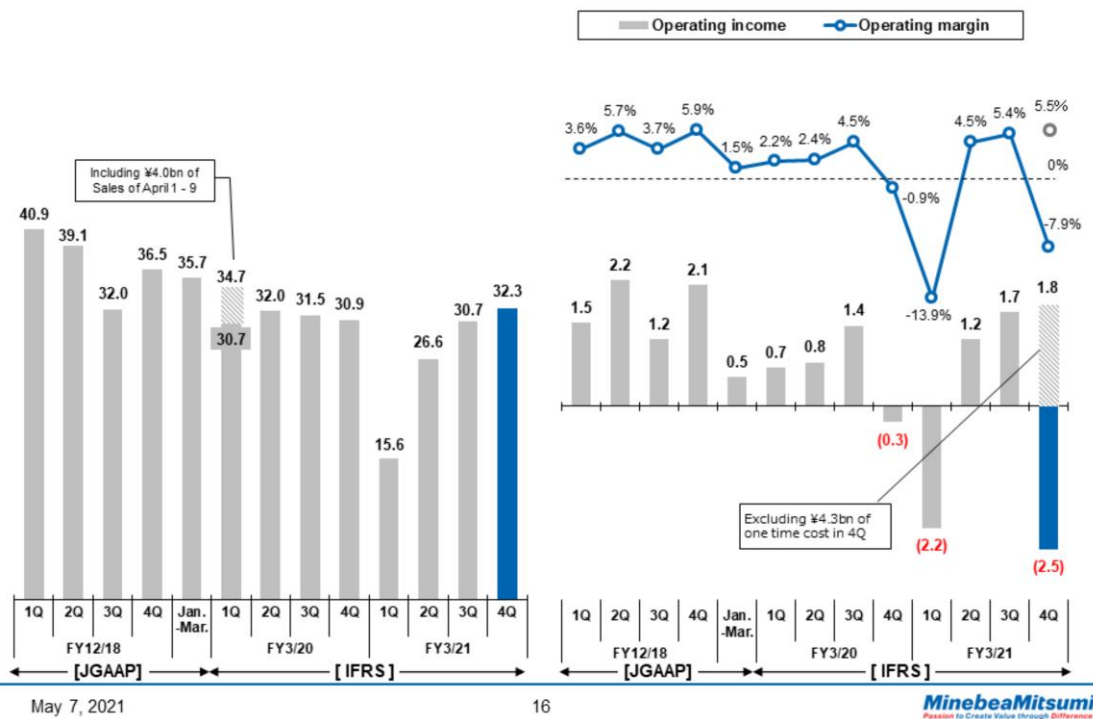
In the fiscal year ending March 31, 2022, we anticipate an increase in sales and an improvement in operating profit and loss due to the impact of the recovery in the automobile market.

Regarding the restructuring in Europe, while we have reached agreements with employees, local governments, etc. about the details of structural reforms to be implemented, our personnel reduction plan won't be completed until the end of March 2022 in order to avoid any impact on our business partners. Therefore, we won't see a reduction in fixed costs brought about until the next fiscal year, which is the fiscal year ending March 2023.

The impact of the business transfer in the U-Shin business segment will be an increase of approx. 28.5 billion yen in net sales for the fiscal year ending March 31, 2022.

Net sales (Billions of yen)

Operating income (Billions of yen)



U-Shin business segment quarterly trends.

Net sales increased 5.0% quarter on quarter to hit 32.3 billion yen. Sales increased as the overall automobile market rebounded although the level of recovery varied by region and customer.

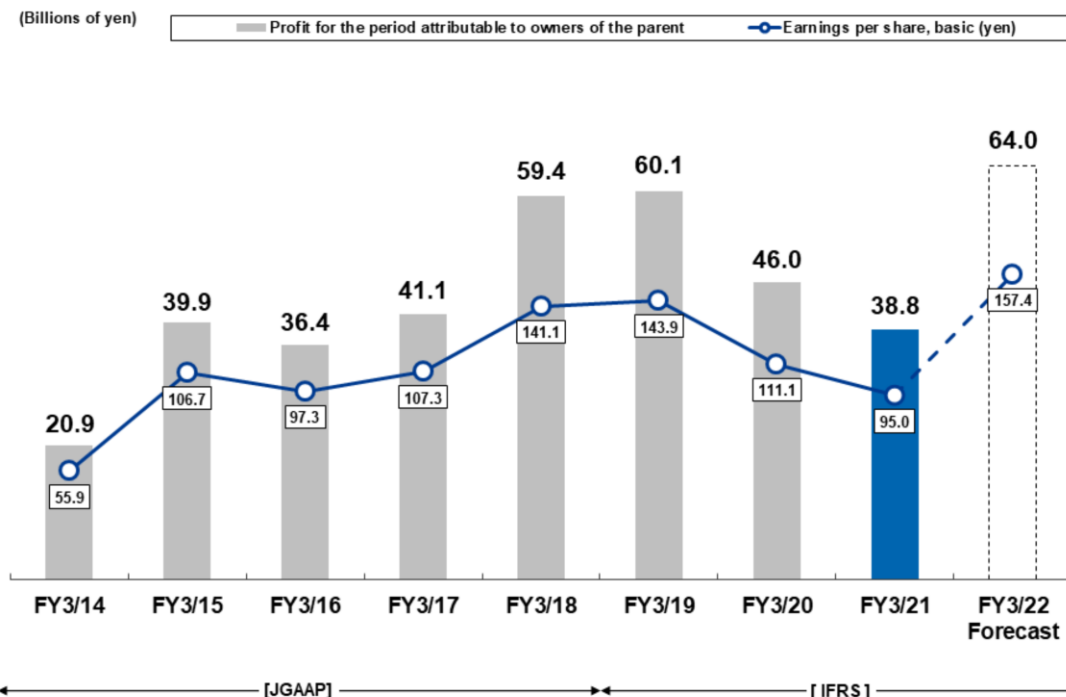
Operating loss came to 2.5 billion yen, and the operating margin was minus 7.9%. Operating margin was down 13.3 percentage points for the same period. Although profitability improved due to the recovery in sales, profits dropped due to the booking of the aforementioned one-time expenses.

If these expenses were excluded, operating margin would be 5.5% and the operating margin would have risen 0.1 percentage points quarter on quarter.

Profit attributable to owners of the parent / EPS

*JGAAP until FY3/18

(Billions of yen)



May 7, 2021

17

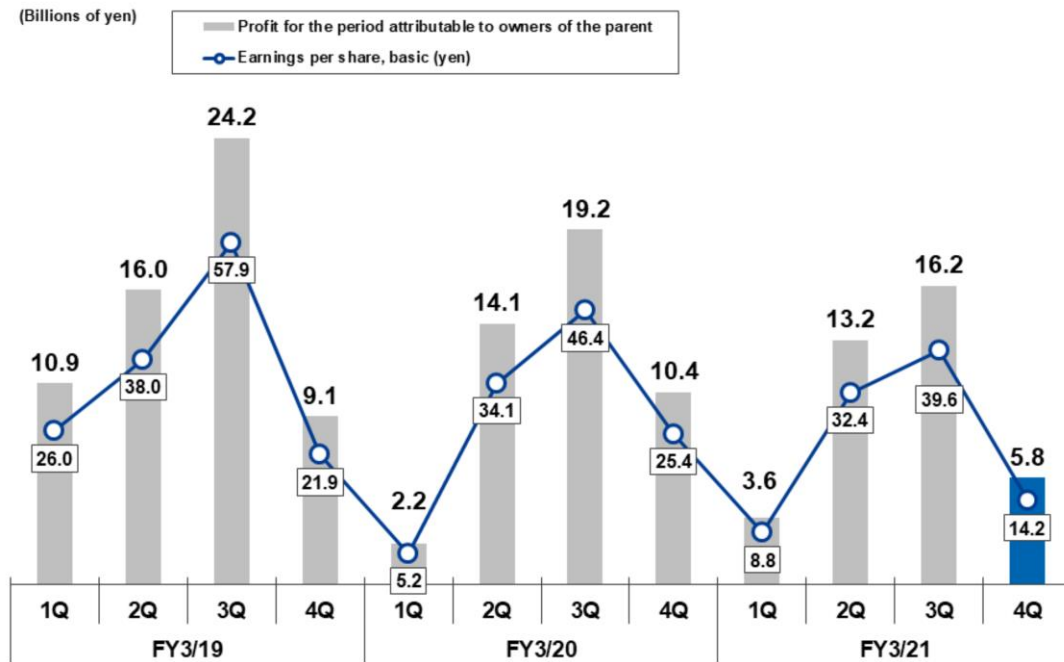
MinebeaMitsumi
Passion to Create Value through Difference

The bar graph here shows trends in profit attributable to owners of the parent while the line graph charts changes in the profit for the period per share.

The profit for the period was 38.8 billion yen. Earnings for the period per share was 95.0 yen.

Profit attributable to owners of the parent / EPS

(Billions of yen)



May 7, 2021

18

MinebeaMitsumi
Pursuing to Create Value through Difference

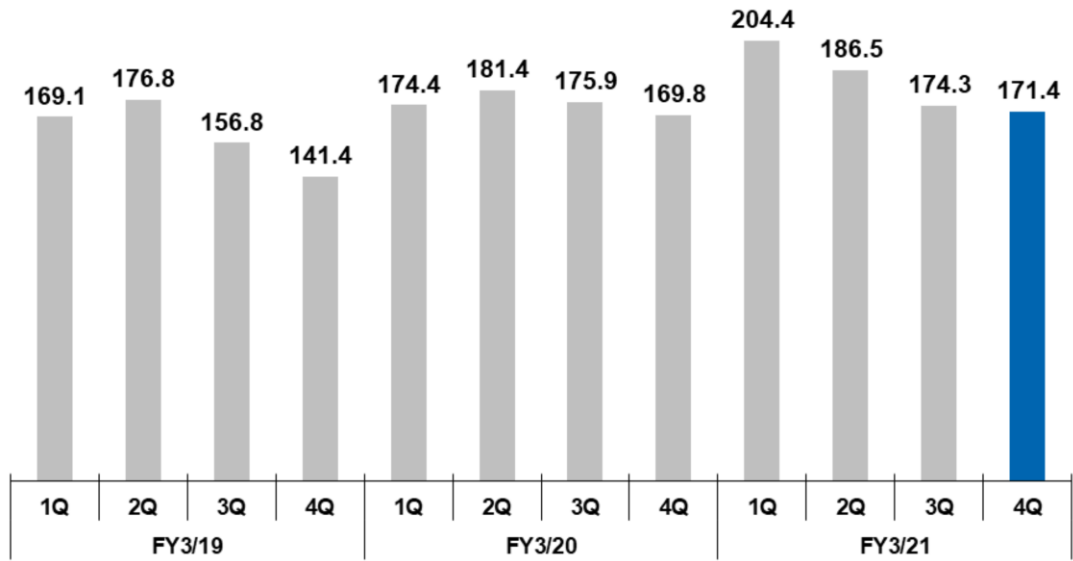
The bar graph here shows trends in profit attributable to owners of the parent while the line graph chart changes in the profit for the period per share.

The profit for the period was 5.8 billion yen.

Earnings per share was 14.2 yen.

Inventory

(Billions of yen)



May 7, 2021

19

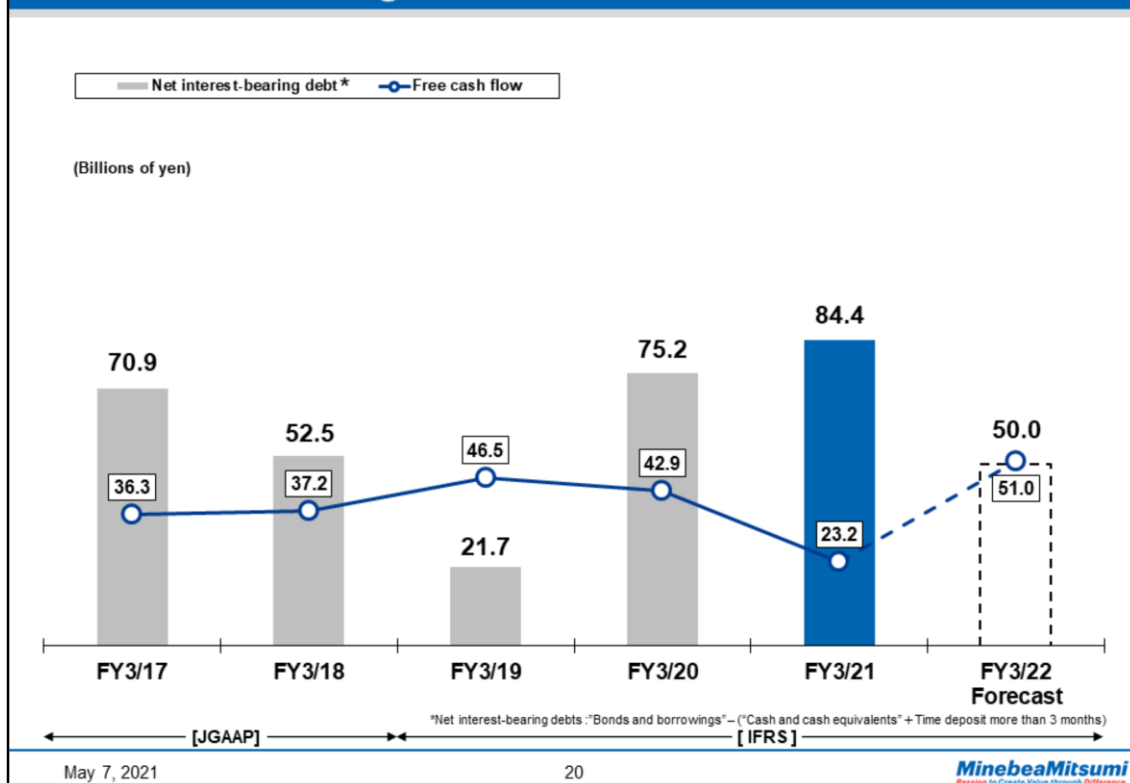
MinebeaMitsumi
Passion to Create Value through Difference

Next we have the quarterly inventory trend.

At the end of the fourth quarter, inventory totaled 171.4 billion yen, which is 2.9 billion yen less than what it was three months ago. This is due primarily to the fact that the inventory strategically accumulated was sold in stages as expected while securing the inventory needed to increase sales that is currently expected.

Net interest-bearing debt / Free cash flow

*JGAAP until FY3/18



This graph contains a bar chart showing trends in net interest-bearing debt, which is total interest-bearing debt minus cash and cash equivalents, and a line chart indicating free cash flows.

At the end of the fourth quarter, net interest-bearing debt, totaling 84.4 billion yen, was up 9.2 billion yen from what it was at the end of the previous fiscal year.

Forecast for Fiscal Year Ending March 31, 2022

Operating income to hit ¥80bn.

(Millions of yen)	FY3/21	FY3/22			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	988,424	487,000	513,000	1,000,000	+1.2%
Operating income	51,166	38,000	42,000	80,000	+56.4%
Profit before taxes	49,527	37,500	41,500	79,000	+59.5%
Profit for the period attributable to owners of the parent	38,759	30,500	33,500	64,000	+65.1%
Earnings per share, basic (yen)	94.95	75.00	82.38	157.38	+65.8%

Foreign Exchange Rates	FY3/21 Full Year	FY3/22 Assumptions
US\$	¥105.79	¥107.00
Euro	¥123.22	¥130.00
Thai Baht	¥3.40	¥3.45
Chinese RMB	¥15.52	¥16.50

May 7, 2021

21

MinebeaMitsumi
Passion to Create Value through Difference

This is a summary of the forecast for the fiscal year ending March 31, 2022.

Net sales, operating income, and Profit for the period are all expected to reach record highs in the current fiscal year.

Sales are expected to exceed 1 trillion yen, with the decrease in LED backlights and mechanical components, compensated by the increase in optical devices and motors.

Operating income is expected to increase to a record high of 80 billion yen due to the expansion of profits accompanying the growth of businesses such as ball bearings, motors, analog semiconductors and optical devices.

The exchange rate is assumed to be 107 yen to the U.S. dollar.

Forecast for Business Segment

(Millions of yen)	FY3/21	FY3/22			YoY
	Full Year	1st Half	2nd Half	Full Year	
Net sales	988,424	487,000	513,000	1,000,000	+1.2%
Machined components	157,411	86,000	84,000	170,000	+8.0%
Electronic devices and components	363,847	170,000	165,000	335,000	-7.9%
Mitsumi business	361,004	159,000	191,000	350,000	-3.0%
U-Shin business	105,133	71,600	72,400	144,000	+37.0%
Other	1,029	400	600	1,000	-2.8%
Operating income	51,166	38,000	42,000	80,000	+56.4%
Machined components	31,218	21,500	20,500	42,000	+34.5%
Electronic devices and components	17,634	11,500	10,500	22,000	+24.8%
Mitsumi business	19,761	11,500	16,500	28,000	+41.7%
U-Shin business	-1,850	1,500	3,500	5,000	-
Other	-1,909	-1,000	-1,000	-2,000	+4.8%
Adjustment	-13,688	-7,000	-8,000	-15,000	+9.6%

May 7, 2021

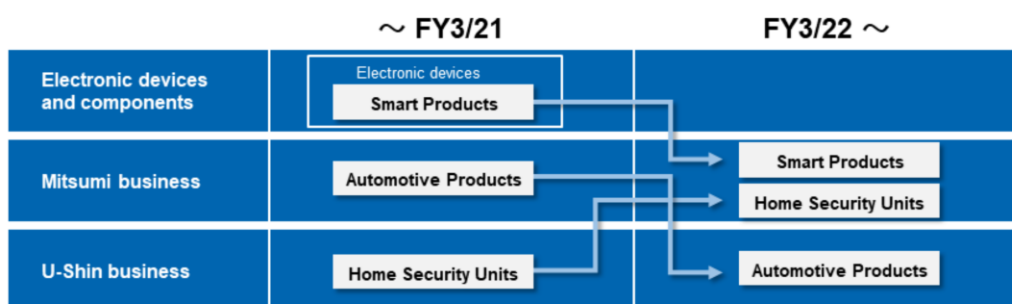
22

MinebeaMitsumi
Passion to Create Value through Difference

This slide shows the forecast by business segment.

Changes of Business Segment

Consolidate related businesses and elemental technologies to generate further synergies



Major products and impact from business transfer		(Approximate sales amount in millions of yen)	
		FY3/21 Actual	FY3/22 Forecast
Smart Products	Battery protection module, IoT lighting "SALIOT"	18,000	19,000
Home Security Units	Locks for hotels, offices and houses	1,900	2,500
Automotive Products	High-frequency components such as tuners and antennas	29,000	31,000

May 7, 2021

23

MinebeaMitsumi
Passion to Create Value through Difference

Now I'd like to talk about all the changes to the business segments.

The smart products business has been transferred from the electronic devices and components segment to the Mitsumi business segment. Likewise, the home security units business has been transferred from the U-Shin business segment to the Mitsumi business segment. We made these changes in order to consolidate relevant businesses and basic technologies into the Mitsumi business segment. This will allow us to strengthen our own EMS (Electro Mechanics Solutions™) strategy and integrate the mechanical and electronic technologies we have as an edge device manufacturer with an eye to creating high value-added products for our key markets such as the IoT market.

We will work to create greater synergy between related businesses and technologies. For example, we will turn conventional mechanical products, such as locks, into IoT products, such as the SADIOT smart lock.

We also transferred the automotive business from the Mitsumi business segment to the U-Shin business segment. This will enable us to make production and sales operations even more efficient by consolidating the automotive parts sold as Tier 1 supplier. We are also aiming to create synergies between products for vehicles equipped with more automatic and electrical components (such as U-Shin's three core products, CSD, flush handles, as well as e-Latch) and the high-frequency technologies of our automotive business to create higher value-added products.

The results for the fiscal year ended March 2021 as well as estimated sales for the fiscal year ending March 2022 for these businesses that have been transferred are as shown here.

Forecast for Business Segment (Adjusted)

(Millions of yen)	FY3/21	FY3/22			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	988,424	487,000	513,000	1,000,000	+1.2%
Machined components	157,411	86,000	84,000	170,000	+8.0%
Electronic devices and components	345,595	170,000	165,000	335,000	-3.1%
Mitsumi business	352,275	159,000	191,000	350,000	-0.6%
U-Shin business	132,114	71,600	72,400	144,000	+9.0%
Other	1,029	400	600	1,000	-2.8%
Operating income	51,166	38,000	42,000	80,000	+56.4%
Machined components	31,218	21,500	20,500	42,000	+34.5%
Electronic devices and components	17,679	11,500	10,500	22,000	+24.4%
Mitsumi business	20,461	11,500	16,500	28,000	+36.8%
U-Shin business	-2,595	1,500	3,500	5,000	-
Other	-1,909	-1,000	-1,000	-2,000	+4.8%
Adjustment	-13,688	-7,000	-8,000	-15,000	+9.6%

May 7, 2021

24

MinebeaMitsumi
Passion to Create Value through Difference

This slide shows the results for the fiscal year ended March 2021 that have been recalculated to reflect the newly reorganized business segments.

The numbers in the blue frame are recalculated and redisplayed.

Yoshihisa Kainuma

Representative Director, CEO & COO



Hello, I'm Yoshihisa Kainuma.

I would now like to go over our management policies and business strategies.

Summary of Fiscal Year ended 3/21

Overall

- **Net sales hit a record high.** Operating income reached the upper end of the original forecast range (excluding one-time costs), resulting in **virtual increases in profits.**
- Implemented structural reforms etc.
1. PPA for ABLIC, 2. Structural reform for U-Shin, 3. Inventory adjustment (OIS)
- Three spears + OIS completed to establish the foundation that will drive to hit our mid-term profit plan targets.

Machined components

- **Total sales of ball bearings in March reached 336 million units, smashing the previous record high.**
March production volume hit a new record high of 315 million units.
- Monthly production capacity has reached 325 million units.

Electronic devices and components/ Mitsumi

- **Motors established a structure to steadily generate profits as a result of the change in profit structure and substantial market growth.**
- Smartphone and game businesses performed better than expected.
- Analog semiconductors **reached 10 billion yen operating income target ahead of schedule.**

U-Shin

- Started structural reforms in Europe. Aim to significantly increase profits next fiscal year.

May 7, 2021

26

Let's start with the summary for the previous fiscal year.

Around this time last year, we started the fiscal year off with a lot of concerns, but our operating income ended up at just about the upper end of our original forecast range. Although vaccines had been developed before the end of last year as I had expected, I didn't expect that vaccinations in Japan would be this delayed.

As noted earlier, since we incurred a one-time cost totaling about 8 billion yen, sales and profits virtually increased.

One of the major developments in the last fiscal year is that production and sales of ball bearings hit record highs, with whopping increases that brought sales up to 336 million units and production 315 million units. Secondly, the profitability of motors improved, and thirdly, we unexpectedly saw a substantial increase in profit for analog semiconductors.

Things developed in a very well-balanced way, putting us on the right track for this fiscal year.

Make the 70th anniversary a banner year

(Aim for a new profit record and establish foundation to generate 100 billion yen in operating income next fiscal year)

Key Points

- Three spears (bearings/motors/analog semiconductors) + OIS will drive profits up.
=> Completed improvement of profit structure that does not rely on LED backlights.
- Automobiles, investments in 5G, and wide-spread adoption of new lifestyle will boost demand.
=> Current demand is definitely up.
- Currency trends might cause potential upside.

(Millions of yen)	FY3/21	FY3/22			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	988,424	487,000	513,000	1,000,000	+1.2%
Operating income	51,166	38,000	42,000	80,000	+56.4%
Profit for the period attributable to owners of the parent	38,759	30,500	33,500	64,000	+65.1%
Earnings per share, basic (yen)	94.95	75.00	82.38	157.38	+65.8%

May 7, 2021

27

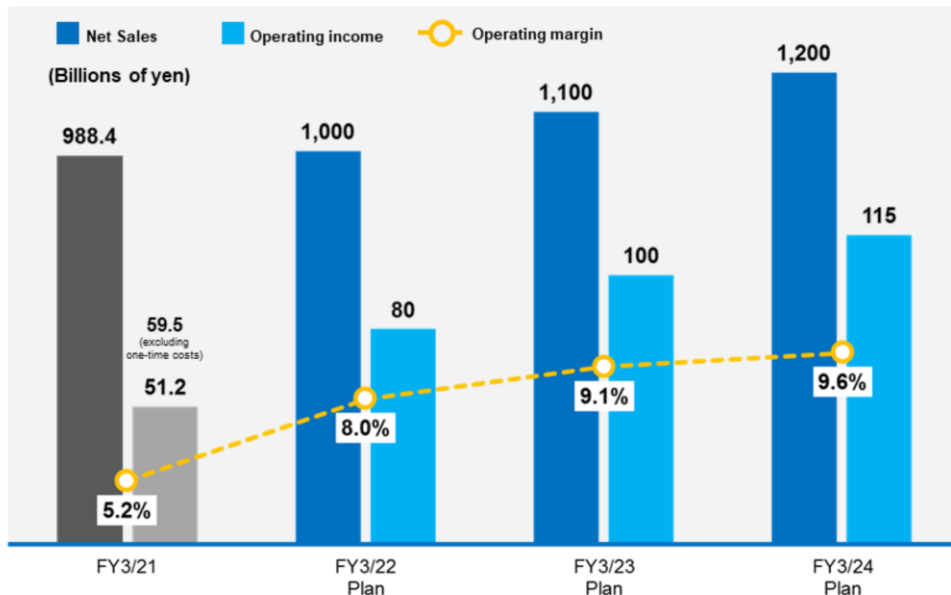
This year, our 70th anniversary and the 60th anniversary since we went public, marks a milestone for us, so I'm hoping to set a new profit record and establish a foundation for reaching our major targets for the next fiscal year.

We set our operating income forecast at 80 billion yen, which is quite conservative. Some of you may remember that our initial forecast for the last fiscal year was in the range of 50 to 60 billion yen, which was calculated on the basis of profits accumulated by each division and by adding stress factors to the profit figure we could have been able to attain. At that time, we calculated the profit figure to be about 81 billion yen, which we arrived at by excluding one-time expenses, such as a COVID-19-related 9-billion-yen loss, retirement benefits paid in Thailand totaling 5.4 billion yen, and an 8.7-billion-yen foreign exchange loss, to the previous year's actual operating income figure of 58.6 billion yen.

A year has passed since then, and we have started to see things blossom, which I'll go into further detail about later on, so naturally this fiscal year we are capable of generating more profit than that, with 100 billion yen in clear sight.

Last fiscal year's net sales were 988.4 billion yen, just a few days' worth of sales short of 1 trillion yen. This was very disappointing, but we will try for the third time to achieve 1 trillion yen this fiscal year.

Core businesses will drive profits up, virtually doubling operating income in 3 years



May 7, 2021

28

While we were unable to update our medium-term plan last year due to the cloudy outlook, this year we've revised it as shown here.

Profit drivers for the next fiscal year will include, first of all, aircraft parts whose sales will start bouncing back in the second fiscal half. Then various new businesses, such as stealth products, will come in to the picture as they do every year. Thirdly, bearings, motors, analog semiconductors, and OISs, which we call the “three spears plus one,” will continue to grow, all of which will bring net sales up to more than 100 billion yen.

I noted earlier that we have the capability to generate 100 billion yen in operating income. The machined components business will see a 10-billion-yen increase on a quarterly basis even if sales to the aviation industry don't recover, and will generate 52 billion yen once the aviation slump is over. The electronic devices and components business will generate 25 billion yen despite declining LED backlight sales. Last fiscal year Mitsumi analog semiconductor operating income topped 10 billion yen, so we can expect them to bring in 15 billion yen this fiscal year, and when combined with OIS, game, and other products, its overall operating income should total 30 billion yen. If you add 8 billion yen from U-Shin and subtract adjustments totaling 15 billion yen, the total comes to 100 billion yen.

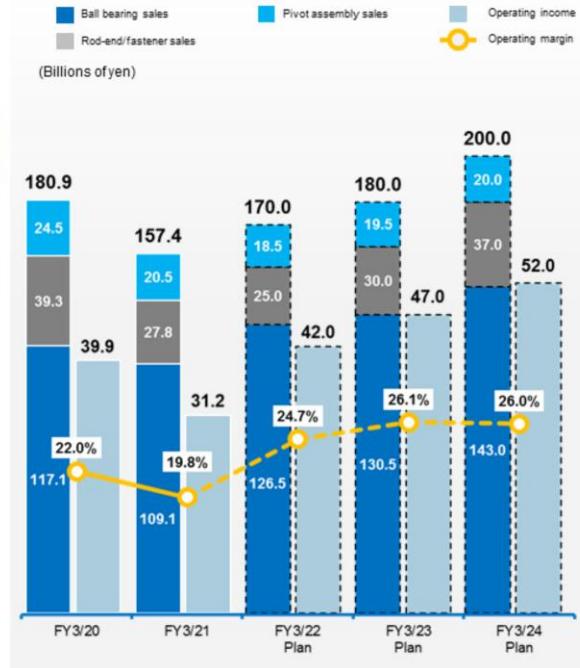
If you add in stress factors, such as aviation-related factors and the downturn in production due to the shortage of parts, just as we did last year, you should get the figure for this fiscal year. At the moment, the exchange rate is favorable and there has been strong interest in our products, so we expect it to be on the high side this fiscal year.

Machined Components Targets

Growth of ball bearing business will overcome aviation slump

Key Points

- 1 Ball bearing sales
Production capacity will match external sales volumes mainly for automobile and data center applications
- 2 Ball bearing production
Establish monthly capacity of 345 million units
- 3 Rod-ends & fasteners
Strengthen business structure in anticipation of significant post-COVID-19 demand recovery
- 4 **Now establishing mass production systems of ultra-high performance bearings with greatly improved precision**



May 7, 2021

29

Let's move on to the machined components business segment. Last year, I said: "We have absolutely no concerns about bearings. Although there will be some ups and downs, bearing demand will steadily grow, and we have an overwhelming competitive edge. However, if our customers suspend their operations, we won't be able to ship our bearings, but that's nothing to worry about." Well, things happened just as I said. Production and sales have been booming as I mentioned earlier, and we are making good progress with the project to raise production capacity to 345 million units.

We are also working to substantially improve the quality of our bearings and are very close to completing a mass production technology. We will implement product strategies with a focus on the role small-sized and miniature bearings will play in the carbon neutral era.

We are ready to shift from a push system to a pull system in rod end production. In the U.S., passenger demand is returning, and airline companies are retiring their aging fleets. On top of that, there is demand for new aircraft models equipped with new model engines designed for carbon-neutral era as well as a shift from twin- to single-aisle aircraft. Thanks to these factors, the market should start to pick up, so I'm looking forward to next year.

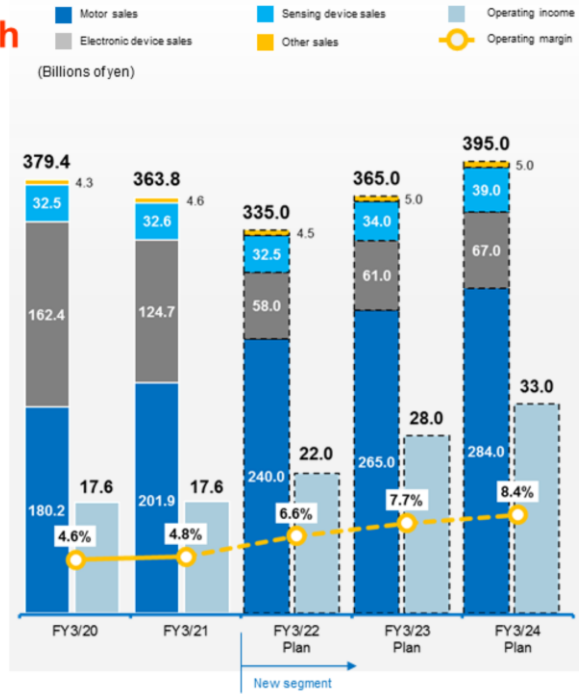
Motors will be the big profit driver that accelerates growth
Profit from BL is limited

Key Points

- 1 **Motors**
 All product categories will shift to the next growth phase

- 2 **LED backlights**
 Maintain product mix: automotive and smartphone

- 3 **Sensing devices**
 Expand sales for automotive and industrial (molding machines, etc.) applications



May 7, 2021

30

I am convinced that the success of our Eight Spears strategy, which has enabled the electronic devices and components business to keep increasing profits without LED backlights, has put the business on a self-sustaining growth trajectory.

The operating margin for the electronic devices and components business is projected to be 6.6% this fiscal year. The highest it ever reached was 8.9% in the fiscal year ended March 2015 when operating income totaled 30.7 billion yen. This year's forecasted figure is about 8 billion yen below that amount, at 22 billion yen. Operating income for backlights will account for a very small part of that figure, with the bulk of it coming from other products. It's safe to say that we have completed our product growth project designed to cover declining backlight sales and augment profit.

You may have been concerned about backlights and were wondering what would happen without them since they were generating such big profits at one time. Thanks to the three spears plus one strategy that I mentioned earlier, etc., we finally broke the curse of the backlights.

The sensor business should also dramatically grow as more cars become electric.

Motor business steadily moving forward to generate 400 billion yen in sales

Key Points

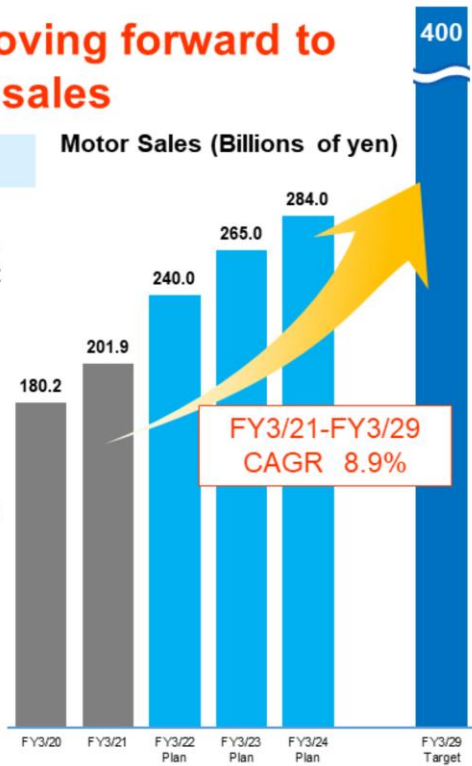
- 1** Electrification, CASE, new lifestyle, DX, and labor-saving technologies will shift all product categories into full-scale growth phase
- 2** Leverage high quality to boost competitiveness
- 3** Product mix will shift towards high value-added products and evolve into a sure profit driver



May 7, 2021

31

Motor Sales (Billions of yen)



The motor business has had a very difficult time, but it certainly seems to be growing now, especially in the automotive market. Our actuators for grill shutters, HVAC systems, etc. have been adopted in various new car model development programs while our motors have also been adopted for LiDAR systems used in EPB and ADAS. The production volume of HDD spindle motors is increasing.

Motors used to be tough going, but things have changed and their future looks bright. While we will continue to adhere to our second vendor strategy, the market for motors is expanding, and we believe that our motor business will also expand along with it.

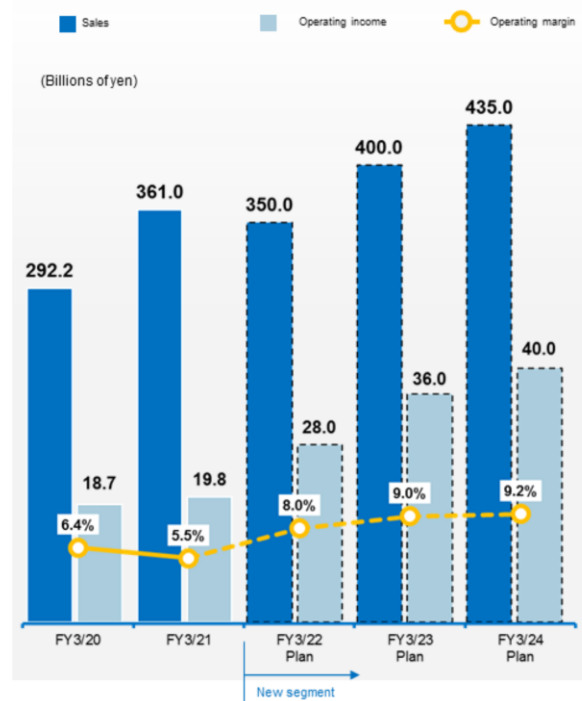
Established profit structure that does not rely on games

Key Points

- 1 Optical devices
Further enhance industry presence
- 2 Analog semiconductors
Both synergistic and organic growth accelerate
- 3 Mechanical components
Leverage our INTEGRATION* capability to cultivate new OEM business opportunities
- 4 Connectors/switches/power supply components
Focus to make them become the next pillars like semiconductor

* INTEGRATION means "combining" rather than "simple gathering" of the Company's proprietary technologies to evolve the "Eight Spears" and to create new products in various fields through the INTEGRATION of our advanced technology

May 7, 2021



32

Let's move on to look at the Mitsumi business. It's getting stronger than we have expected. The business is now able to sustain growth with analog semiconductors and OISs even if game sales were to substantially decline.

Last fiscal year, analog semiconductors generated more than 10 billion yen in profit, excluding ABLIC's profit for April. Our projection for this fiscal year is approximately 12 billion yen although we are hoping to yield around 15 billion yen. Who would have imagined that semiconductors, once an underdog, would become the top dog at Mitsumi? We look forward to implementing strategic moves that will take the business to even greater heights.


Aim to become number one in the industry with an aggressive strategy

Key Points

1 Increase share in major customers for new OIS models to enhance presence

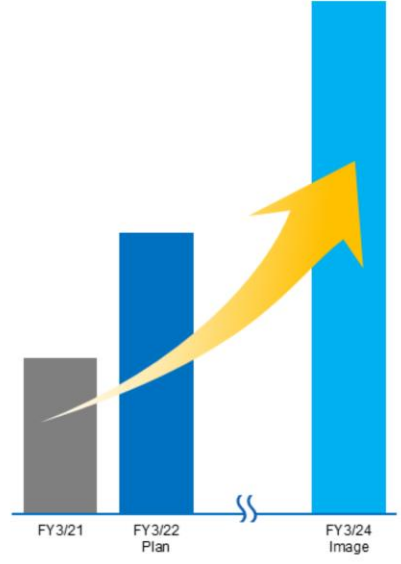
2 Develop new products aimed at acquiring new customers

New Structure OIS	<ul style="list-style-type: none"> • High thrust (for heavy lenses) • Ultra-precision operation (from low- to high-speeds) • Low power consumption • Magnetic-interference-free
--------------------------	---

(Ultrasonic motor OIS actuator) 

3 Significantly increase production capacity and make products in optimal locations
 => Produce products for major customers in Cebu and for others in Cambodia

Image of optical device sales



May 7, 2021

33

I used to say that I didn't want to devote too much effort to OISs because backlights were such a big seller as a sub-core business, but as the backlight business decreased, we changed course about two years ago and positioned OISs as strategic growth products. Since then, we have implemented various growth strategies in line with that.

Although we were a casualty of the U.S.-China trade war when it came to products for Chinese smartphone manufacturers, we are moving ahead with developing new customers and products for them, so we expect to see a substantial increase in sales next fiscal year and the year after that. This fiscal year, we are focusing on production and delivery to fulfill orders we have received.

We once thought about using space in our Thai backlight factory to produce OISs, but we finally decided to produce all OISs for the North American market in the Philippines, and have invested approximately 10 billion yen in equipment for that purpose.

Realize 100 billion yen in sales and a 20% operating margin ASAP

Deep dive into core technologies and move ahead with developing 8 fields for semiconductors to achieve targets with niche and growth areas

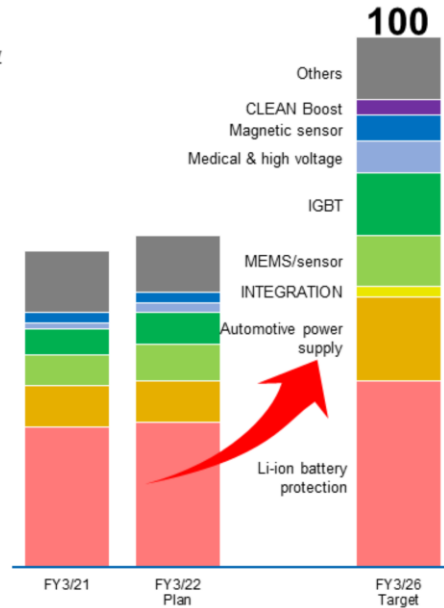
Key Points

- Li-ion battery protection** Integrate technologies to secure overwhelming technological advantage in quick charging and become No. 1 in the industry
- Automotive power supply** Expand portfolio so sales keep pace with growing automotive market
- INTEGRATION** Combine ABLIC and MITSUMI technologies to enhance MinebeaMitsumi products
- MEMS/sensor** Leverage core ADC and MEMS technologies to boost high value-added product lineup
- IGBT** Shift focus of product development to high-end products for EVs to put the business on a growth trajectory and boost sales
- Medical & high voltage** Expand sales of ultrasonic diagnostic equipment with the industry's top $\pm 200V$ symmetric pulse technology
- Magnetic sensor** Focus on location sensing and current sensing to increase sales of motors, automotive devices, and industrial equipment
- CLEAN Boost** Develop environmental power generation brand and promote alliances with partner manufacturers to expand sales

May 7, 2021

34

Analog semiconductor Sales (Billions of yen)



We will continue to implement niche profit strategies for analog semiconductors with an aim to realize 100 billion yen in sales ASAP. In order to achieve this target, I'm looking at what capabilities we should build both in terms of human and physical capital so we can increase sales. I consider it one of my management goals to ensure room for expansion in terms of human and physical capital.

Focus on growth areas to improve performance

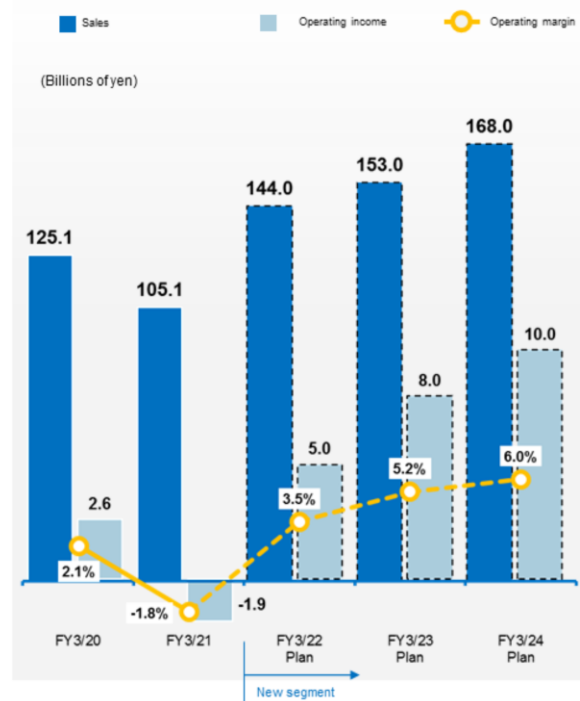
Key Points

- 1** Structural reform #1
Layoff of 300 positions will contribute to profit increase next fiscal year

- 2** Structural reform #2
Withdraw from low-priced products
 Accelerate shift to high value-added products
 1. CSD
 2. Flush handles
 3. E-Latch

- 3** **INTEGRATION** strategy starts taking effect

May 7, 2021



35

Since U-Shin is a Tier 1 company, it has been hit hard by the pandemic since the first half of the last fiscal year. Although the business quickly recovered in the second half, we decided to cut about 300 jobs in Europe.

We wrapped up our final negotiation with French labor unions about two weeks ago. This will allow us to close down the low-priced lock set business and concentrate on three products that have added value and synergy with the MinebeaMitsumi Group's other products.

There is no way getting around being somewhat affected by the shortage of semiconductors and other factors from April to June of this fiscal year, but our current plan is to gradually get back on track after June. We are also bolstering our sales capability in order to improve our business structure by shifting our focus from low-priced to high-priced products.

Smart locks, which are no longer under U-Shin due to changes to our business segments, are continuing to sell at the rate of 50 to 100 units a day. We're taking a wait-and-see approach while learning more about the B2C business, so when the time is right, we can hit the ground running.

Build a new multi-purpose factory to prepare for future capacity increase for various products



Bang Pa-in Plant, Thailand



- | | |
|----------------------------------|----------------------------|
| 1. Amount to be invested | Approx. 4 billion yen |
| 2. Planned construction site | Bang Pa-in Plant, Thailand |
| 3. Building area | 12,000m ² |
| 4. To be completed
(building) | End of December 2021 |

May 7, 2021

36

This slide details the construction of a multi-purpose factory. While we have bought or built eight factories over the past twelve years as a strategy to get ahead of the competition, we ran out of space that could be used immediately when an order comes in, so we decided to build this factory in Thailand. Several years ago we built another multi-purpose factory in Thailand, which is now used for HDD spindle motors. There is a famous quote that goes, “When Fortune comes, seize her firmly by the forelock, for I tell you she is bald in back.” We will complete this multi-purpose factory so we can seize opportunities as they arise.

Investor meeting presentation in May 2009 (retouched in red)

My Mission as CEO

Increase earnings per share

Maximize earnings per share and increase shareholders' value

Increase shareholders' value

Created value worth 1.1 trillion yen

Lay foundation for Minebea's 100th anniversary

Enhance corporate resources

Resilience to grow beyond numerous adversities

Enhance corporate resources

Affirmed the efficacy of management policy

May 8, 2009

May 7, 2021

37

This slide is from the first investor meeting presentation I gave as president twelve years ago this May. For the past twelve years, I have worked tirelessly to simply keep my promises.

Our shareholders' value, which was initially 140 billion yen, has grown to around 1.2 trillion yen. I'm very pleased to have achieved an increase of over 1.1 trillion yen in market capitalization.

Net Sales and Market Capitalization



This graph clearly shows the increase. During the first peak seen on the graph, it was only the profit from backlights that attracted attention. They were unexpectedly profitable products, but things don't always keep growing or work out the way you expect them to.

As I said at the last investor meeting, our business model is similar to UNIQLO's. In the same way that UNIQLO can grow steadily even if it can no longer sell fleece jackets, we can continue to grow even without backlights. This graph shows that the market has finally come to understand that.

Aim significant increase in corporate value by achieving 100 billion yen OP

Operating Income

(Billions of yen)



I've always used the image of the Matterhorn. Its north face is said to be as difficult to climb as the north face of the Eiger, and we're finally nearing the summit. Although we are two years behind schedule, we hope to achieve our goal next fiscal year.

Investor meeting presentation in May 2009 (retouched in red)

My Mission as CEO

Increase earnings per share

Maximize earnings per share and increase shareholders' value

Created value worth 1.1 trillion yen

Increase shareholders' value

Lay foundation for Minebea's 100th anniversary

Enhance corporate resources

Resilience to grow beyond numerous adversities

Affirmed the efficacy of management policy

Enhance corporate resources

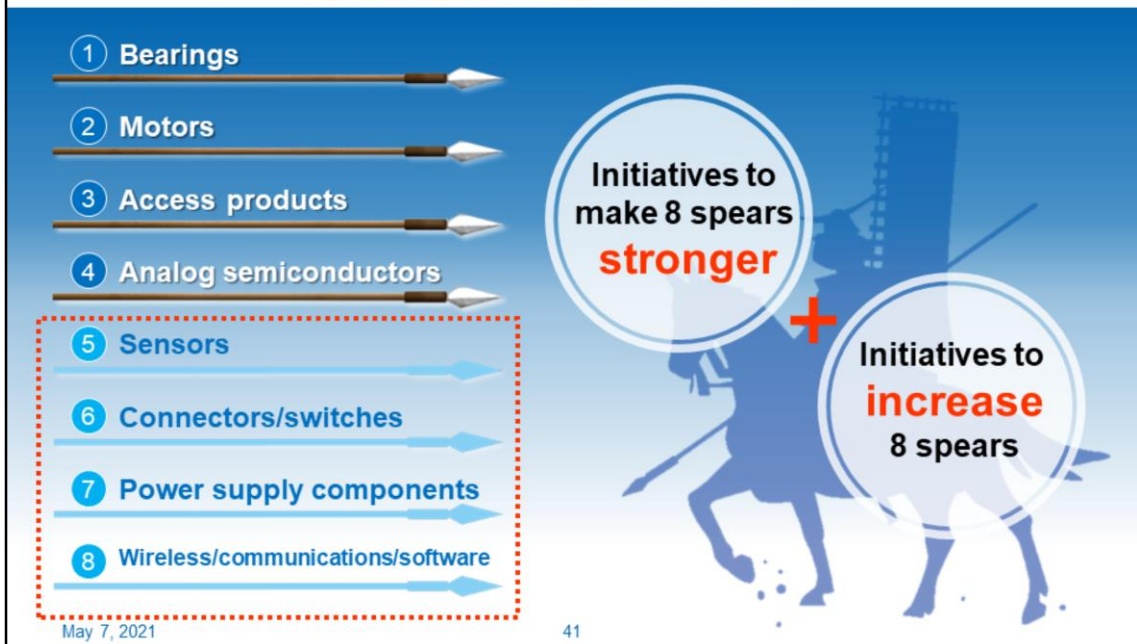
May 8, 2009

May 7, 2021

40

My second promise to everyone was to lay the foundation for our 100th anniversary. It was just before our 60th anniversary, and I promised I would do that ahead of our 100th anniversary.

Focus on M&A in order to strengthen the earnings base by toughening the 8 spears



We've been through a lot over the past twelve years, but we've gained the strength to surmount all obstacles blocking our path. The biggest reason for this must be the fact that we've been shifting our business focus from sub-core to eight spears businesses. Once we develop new products that can be used for INTEGRATION, we should be able to increase the spears to nine or ten, which will lay the foundation for the 100th anniversary. At the same time, just as we've shifted our focus from backlights to OISs, we will aggressively work on sub-core businesses with their ratio to overall operations in mind. This means moving forward while maintaining a balance between core and sub-core businesses. This will enable us to maximize profits as we keep an eye to laying the foundation for our 100th anniversary.

QCDS + E = QCDSE

Quality **C**ost **D**elivery **E**co/efficiency **S**ervice **S**peed

Reducing our emissions

+

Help the world reduce emissions

Provide solutions to customers
Focus on E (Eco & Efficiency) with INTEGRATION and individual products


Bearings



Motors



Analog semi-conductors



Connectors




Power Supply components



Example of reduction of emissions

1 million tons* Reduction

In accordance with guideline by Liaison Group of Japanese Electrical and Electronics Industries for Global Warming Prevention



Total reduction amount of CO₂ emissions with using our bearings in the server FAN motors during their product lifetime.

Our high-quality bearings greatly contribute to reducing CO₂ emissions!

*Calculation basis
 Annual shipment volume of bearings for FAN: 700 million units (expected for FY321)
 Number of bearings per one FAN: 2
 Power consumption reduction per one FAN: 1.23 kWh/year (according to our research, compared with the FAN using bearings made by other company)
 FAN Product Life: 5 years (247)
 CO₂ emissions figures: 0.496 kg/MWh (from the Ministry of the Environment)

May 7, 2021

42

This is our other new strategy called QCDESS, which is an acronym combining QCDS with E and S.

I believe that achieving carbon neutrality is a must for humanity. How we address carbon neutrality is very important for our company as well. Products that do not contribute to carbon neutrality should eventually be driven out of the market.

Taking bearings as an example, we will work to dramatically improve their precision to differentiate ourselves. If we can make the conventional tolerance of 0.02 microns about three times smaller to provide better precision, this will further reduce the amount of energy required to run the motor. We will work on these initiatives for both bearing and analog semiconductor technologies.

Once we have realized this goal, our products will be much more competitive. This growth strategy will enable us to sell not only motors but also bearings and semiconductors to external customers. This will be our focus moving forward.

I'll give you more details and data on this when we announce our financial results in November.

70th Anniversary Dividend

We will be celebrating our **70th anniversary in July 2021**. I would like to express my **sincere gratitude for the support and cooperation** of our shareholders, customers, business partners, employees, and other stakeholders.

As a token of gratitude to our shareholders, we will **add an 8-yen commemorative dividend** to the year-end dividend for the fiscal year ended March 2021 to make it 22 yen per share, and the **annual dividend 36 yen** per share.

While calculating the dividend payout for the fiscal year ending March 2022 with an eye to a **consolidated payout ratio of around 20%**, we will **continuously work to distribute stable dividends** in light of the overall business environment.

Dividend for FY3/21

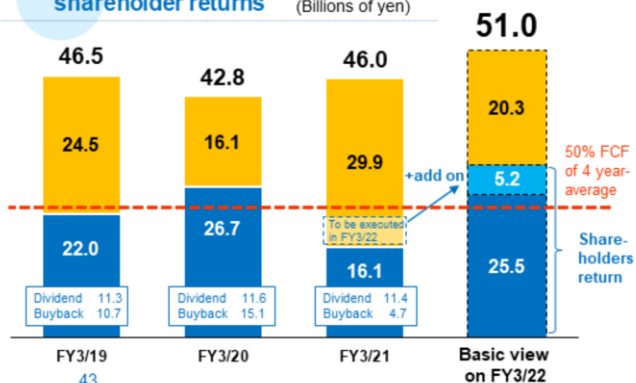
Interim **14** yen/share

Year-end **14** yen/share

Commemorative dividend **8** yen/share

Annual **36** yen/share

Trend of free cash flow (excluding M&A) and shareholder returns (Billions of yen)



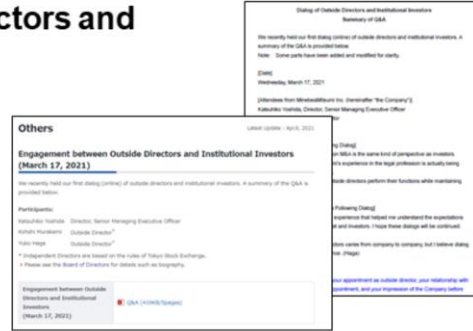
May 7, 2021

We recently tried to buy back 10 billion yen worth of shares, but we were unable to spend the entire amount due to a lack of liquidity. After learning that we were unfortunately about 3 billion yen worth of shares short, I thought about how we could give back to our shareholders. As president, I believed our company had passed a milestone and grown, so I decided, instead of conducting another share buyback, I'd pay a commemorative dividend to our shareholders on March 31 in celebration of our 70th anniversary as a way of giving back to the various shareholders who have supported us.

The annual dividend is 36 yen, and I hope you will look at this as not just a one-time increase in the dividend, but a sign of more to come once we reach our targets.

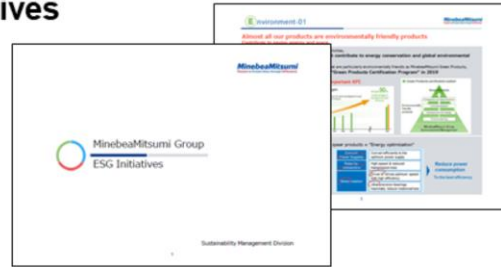
Engagement between outside directors and institutional investors

We held our first (online) dialog between outside directors and institutional investors.
A summary of the Q&A is available on our website.



MinebeaMitsumi Group ESG Initiatives

We have posted the MinebeaMitsumi Group ESG Initiatives on our website to provide a summary of our ESG activities.



English version will soon be released on our website

Here are the ESG topics.

This concludes my briefing for today. Thank you very much.



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.

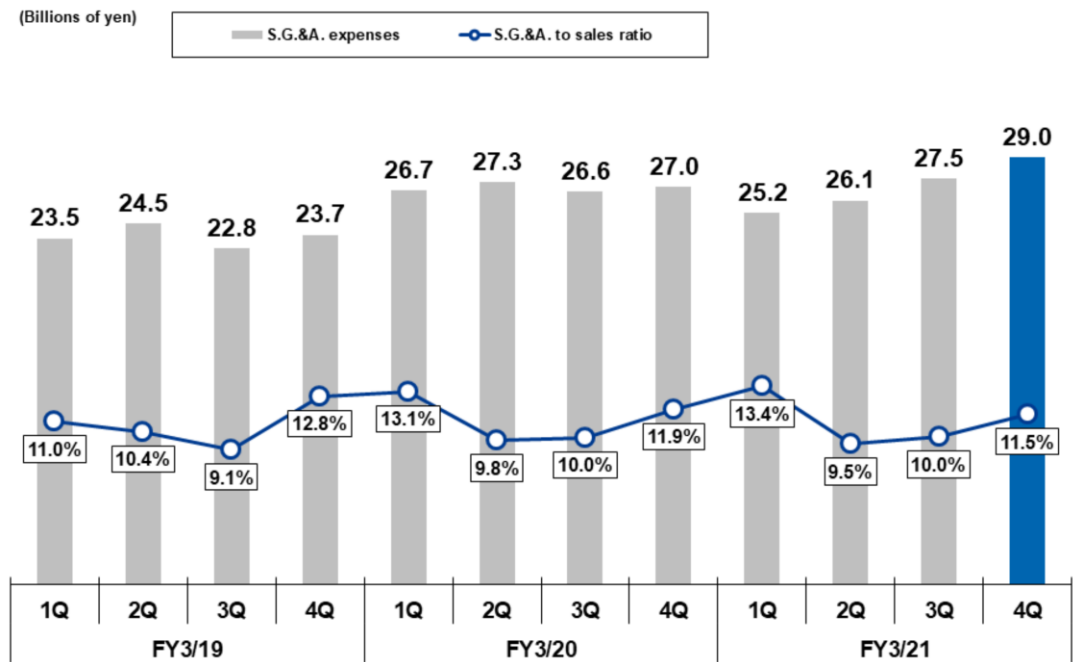
Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to MinebeaMitsumi's business operations; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing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

All the information in this document is the property of MinebeaMitsumi Inc. All parties are prohibited, for whatever purpose, to copy, modify, reproduce, transmit, etc. this information regardless of ways and means without prior written permission of MinebeaMitsumi Inc.

Reference

S.G.&A. expense / ratio

(Billions of yen)



May 7, 2021

47

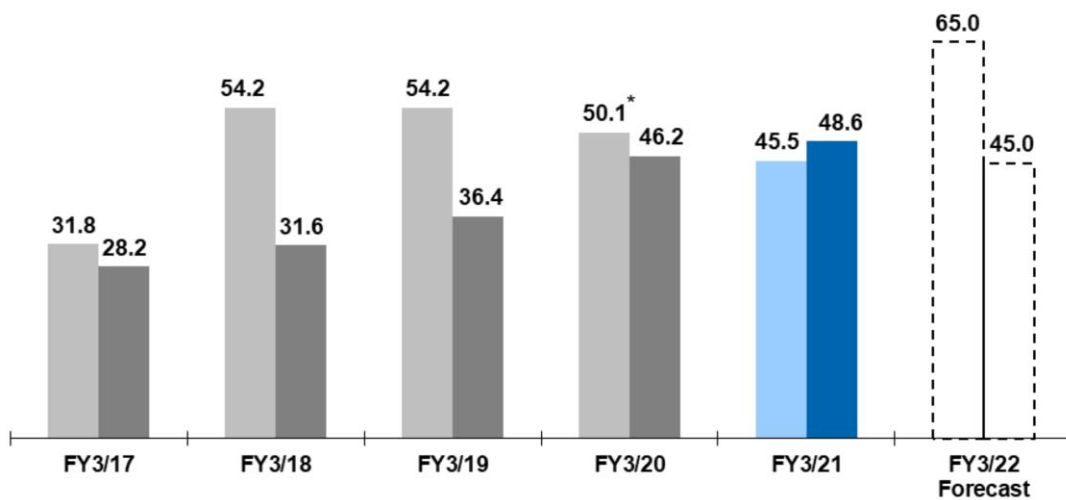
MinebeaMitsumi
Passion to Create Value through Difference

Capital Expenditure / D&A Expense

*JGAAP until FY3/18

(Billions of yen)

■ Capital expenditure ■ Depreciation & Amortization expenses



* Capital expenditures of FY3/20 do not include the increase of asset from lease contracts at the IFRS16 application start date

← [JGAAP] → [IFRS] →

May 7, 2021

48

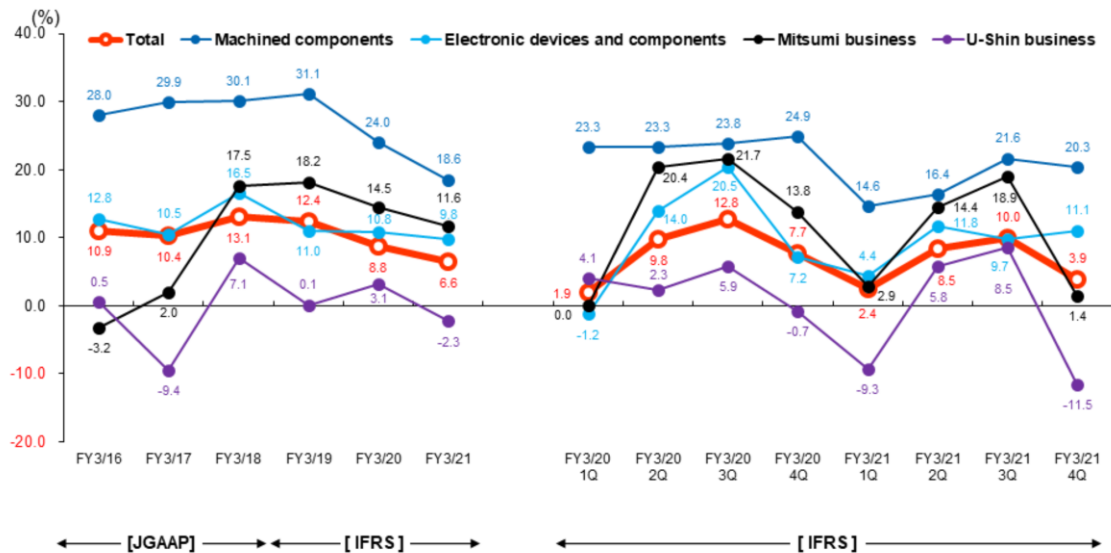
MinebeaMitsumi
Pursuing to Create Value through Difference

ROIC (Return On Invested Capital)

ROIC for U-Shin business are pre-merger result and based on CY / JGAAP, and are not included in the Total. JGAAP until FY3/18

$$\text{MinebeaMitsumi ROIC} = \frac{\text{NOPAT (Operating income + extraordinary profit/loss) x (1-tax rate)}}{\text{Invested capital (Notes receivable/accounts receivable + inventories + non-current assets - notes payable/accounts payable)}}$$

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



May 7, 2021

49

MinebeaMitsumi
Passion to Create Value through Difference