MinebeaMitsumi
Passion to Create Value through Difference

Business Results

Second Quarter of Fiscal Year Ending March 31, 2022

MinebeaMitsumi Inc.

November 5, 2021

Today's Agenda

1. Financial Results

2. Business Update & Management Strategy

Financial Results

Katsuhiko Yoshida
Director, Senior Managing Executive Officer

Summary of Consolidated Business Results for 2Q

Net sales, operating income and quarterly profit all hit 2Q record highs

(Millions of yen)	FY3/21	FY3/22		Change	
	2Q	1Q	2Q	YoY	QoQ
Net sales	274,267	248,305	281,955	+2.8%	+13.6%
Operating income	17,513	19,628	25,005	+42.8%	+27.4%
Profit before taxes	16,931	19,603	24,716	+46.0%	+26.1%
Profit for the period attributable to owners of the parent	13,209	14,659	20,393	+54.4%	+39.1%
Earnings per share, basic (yen)	32.34	36.11	50.36	+55.7%	+39.5%

Foreign Exchange Rates	FY3/21 2Q	FY3/22 1Q	FY3/22 2Q
US$	¥105.90	¥108.99	¥110.10
Euro	¥123.56	¥130.84	¥130.82
Thai Baht	¥3.41	¥3.50	¥3.40
Chinese RMB	¥15.16	¥16.80	¥17.05

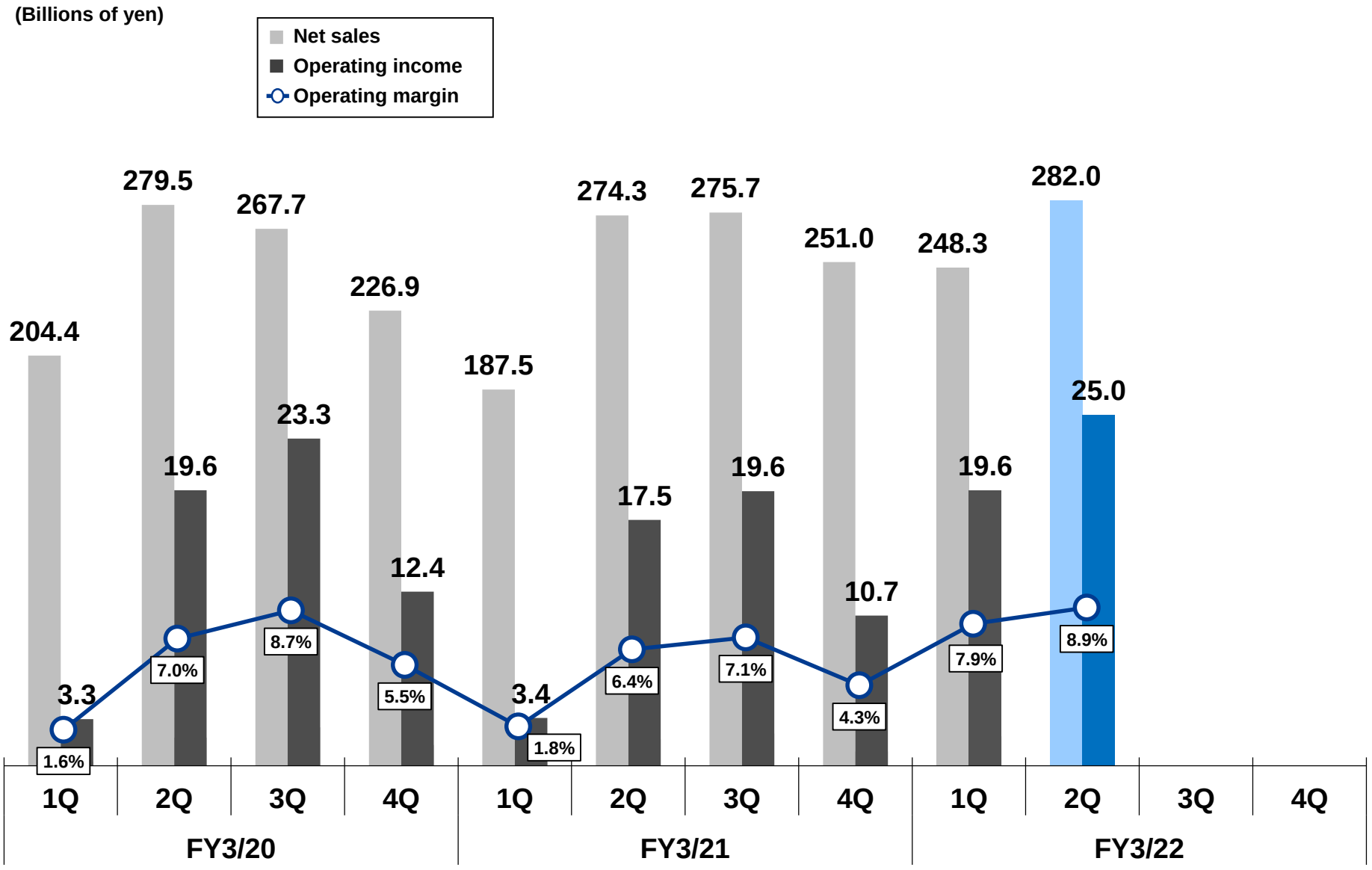
Summary of Consolidated Business Results for 1H

Net sales, operating income and profit all hit 1H record highs

(Millions of yen)	FY3/21 1H	FY3/22 1H	Change YoY	FY3/22 August Forecast	FY3/22 VS. Forecast
Net sales	461,730	530,260	+14.8%	537,000	-1.3%
Operating income	20,922	44,633	X2.1	45,000	-0.8%
Profit before taxes	20,250	44,319	X2.2	44,500	-0.4%
Profit for the period attributable to owners of the parent	15,425	35,052	X2.3	34,500	+1.6%
Earnings per share, basic (yen)	37.77	86.45	X2.3	84.99	+1.7%

Foreign Exchange Rates	FY3/21 1H	FY3/22 1H
US$	¥106.82	¥109.55
Euro	¥120.90	¥130.83
Thai Baht	¥3.38	¥3.45
Chinese RMB	¥15.14	¥16.93

Net Sales, Operating Income/margin

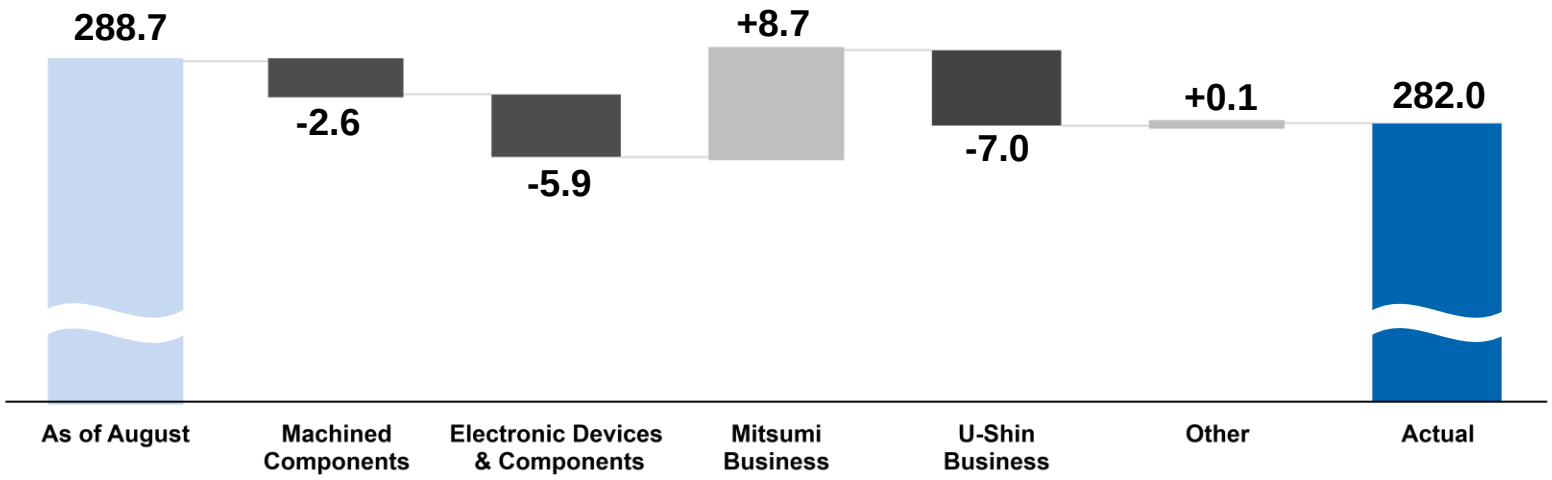


MinebeaMitsumi
Passion to Create Value through Difference

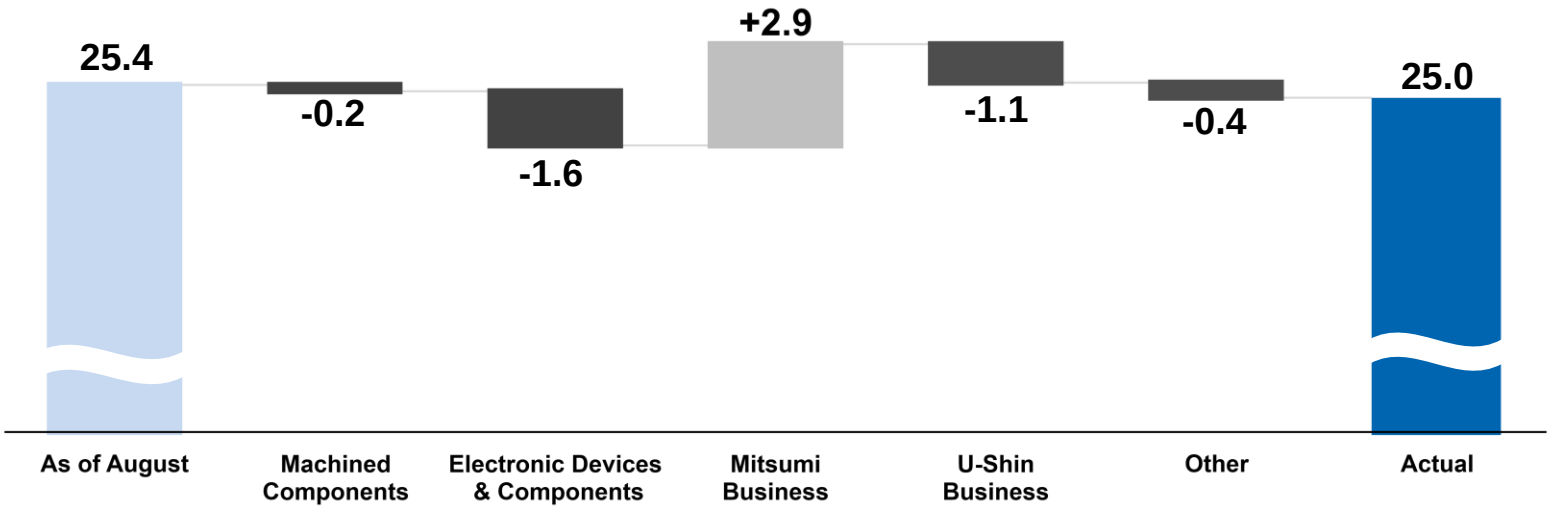
2Q Actual: Differences from the Forecast as of August

(Billions of yen)

Net Sales



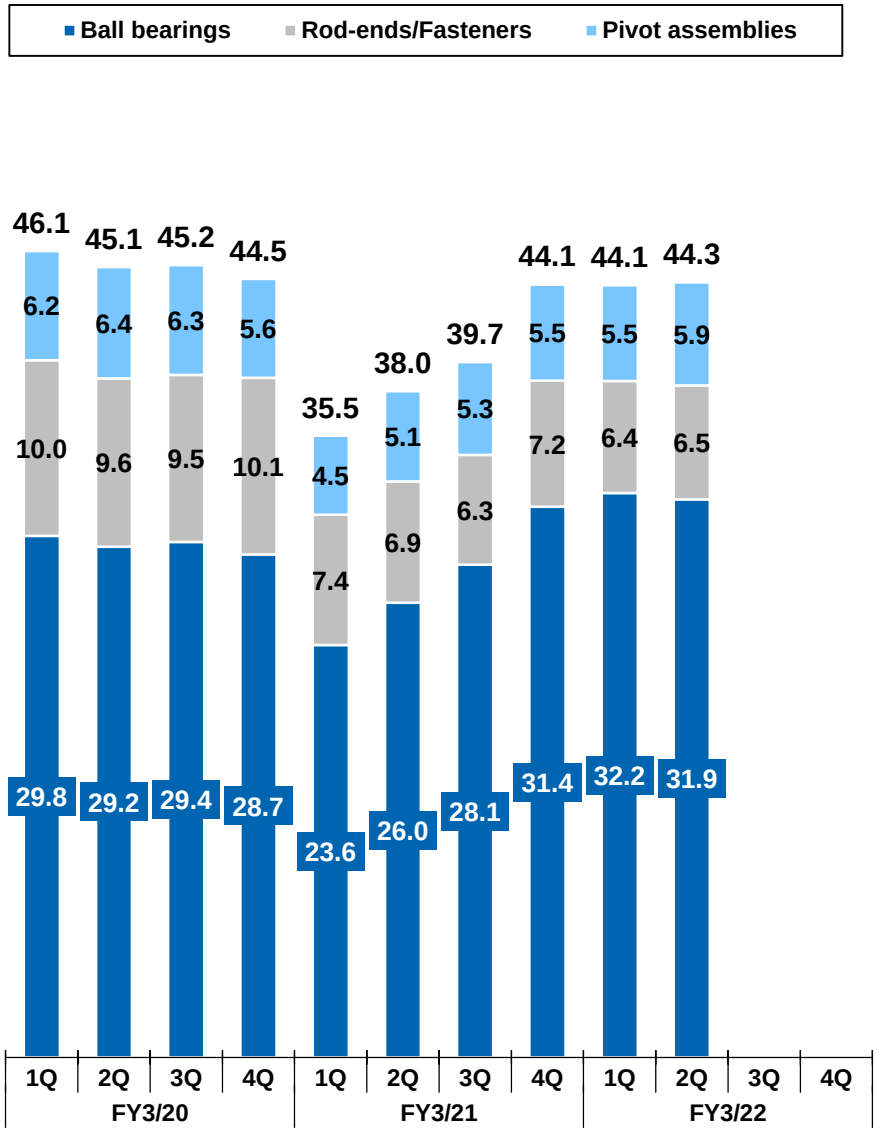
Operating Income



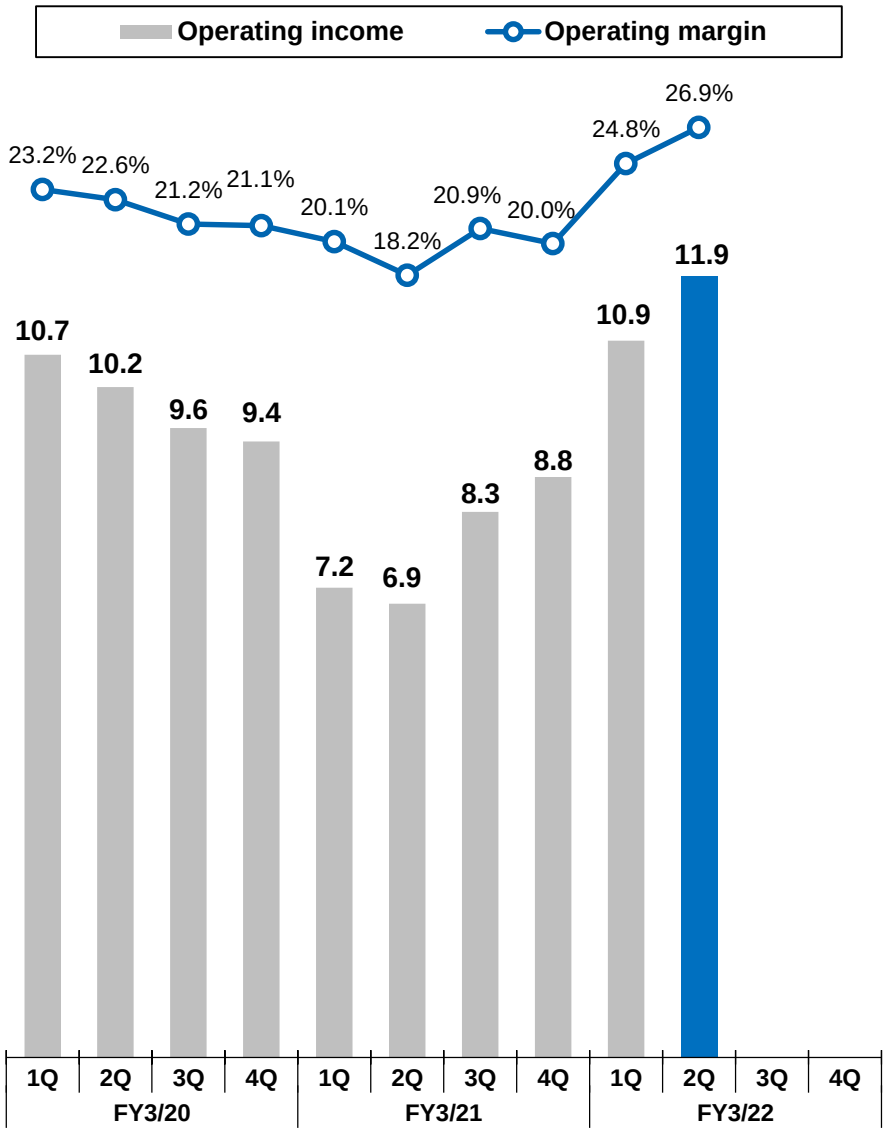
MinebeaMitsumi
Passion to Create Value through Difference

Machined Components

Net sales (Billions of yen)

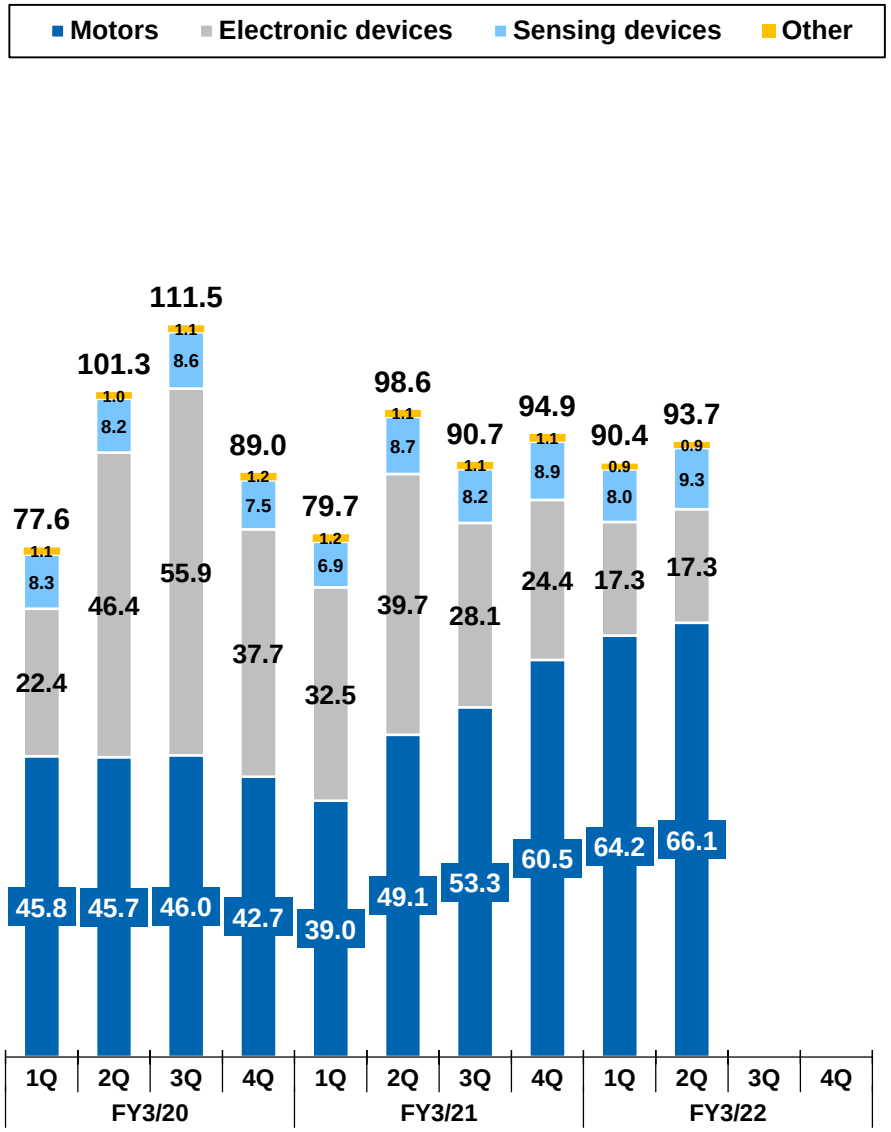


Operating income (Billions of yen)

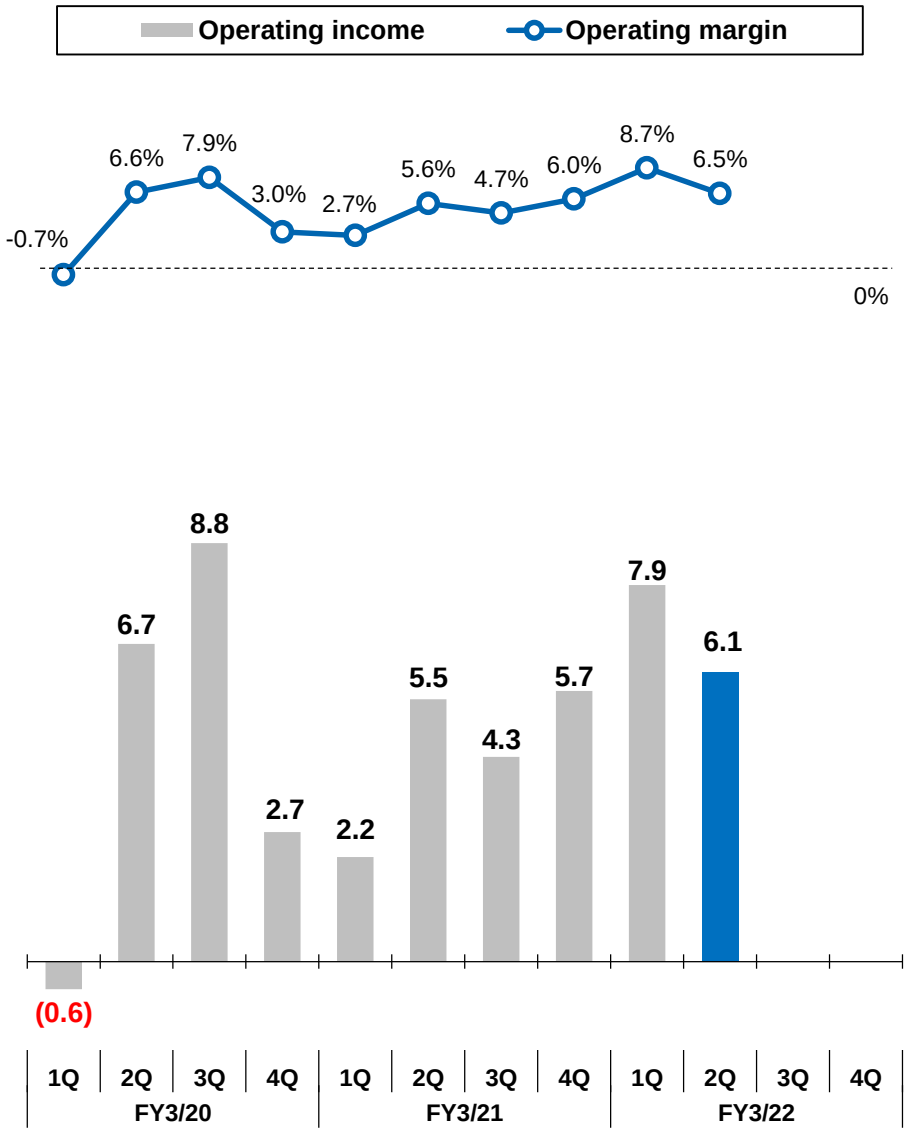


Electronic Devices & Components

Net sales (Billions of yen)

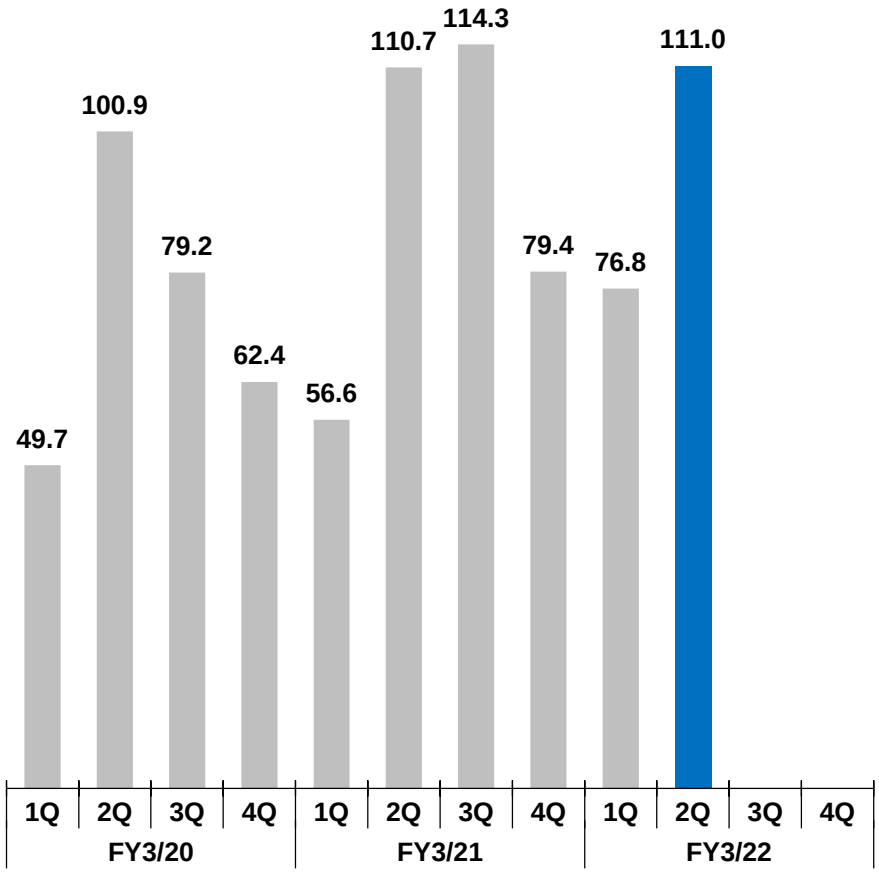


Operating income (Billions of yen)

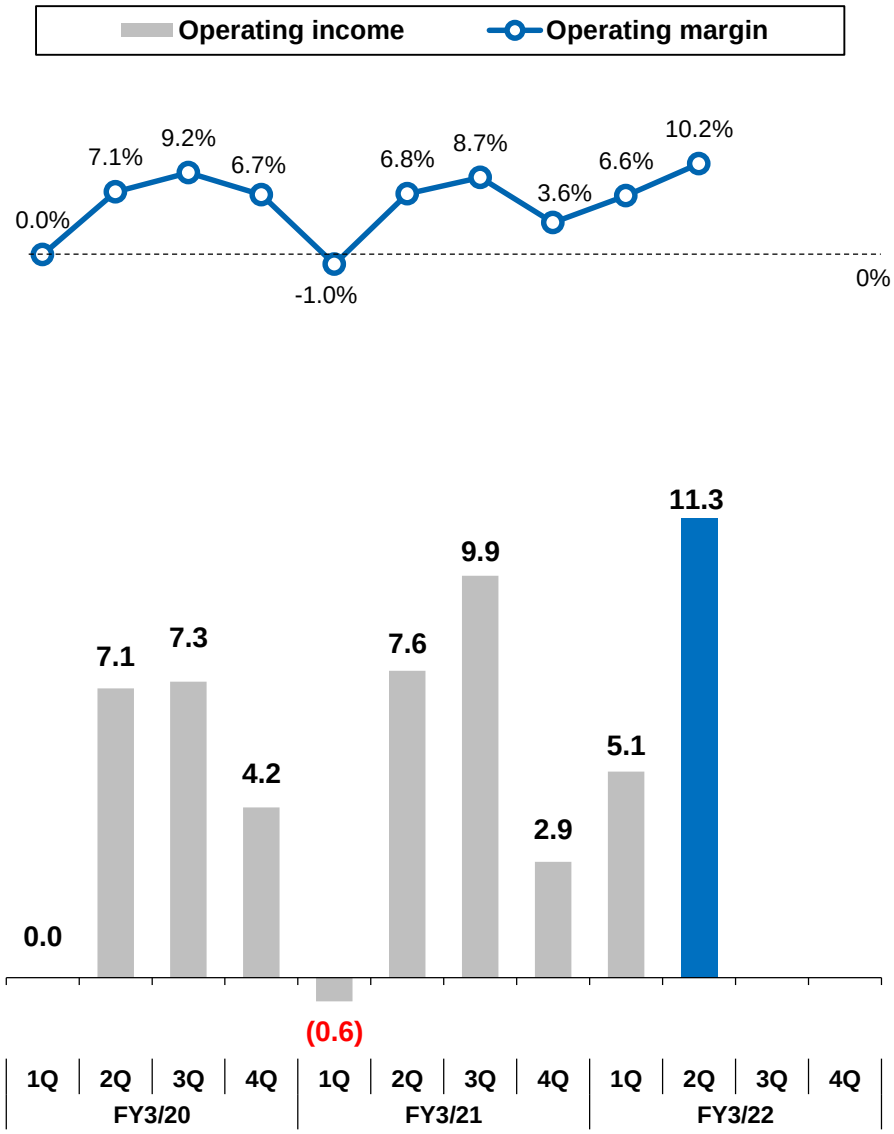


Mitsumi Business

Net sales (Billions of yen)



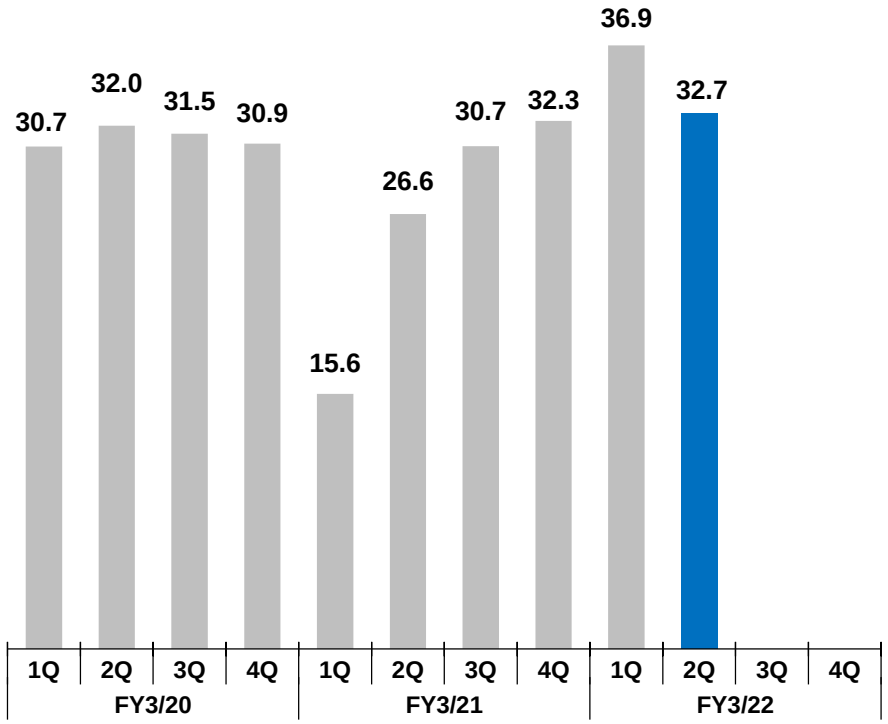
Operating income (Billions of yen)



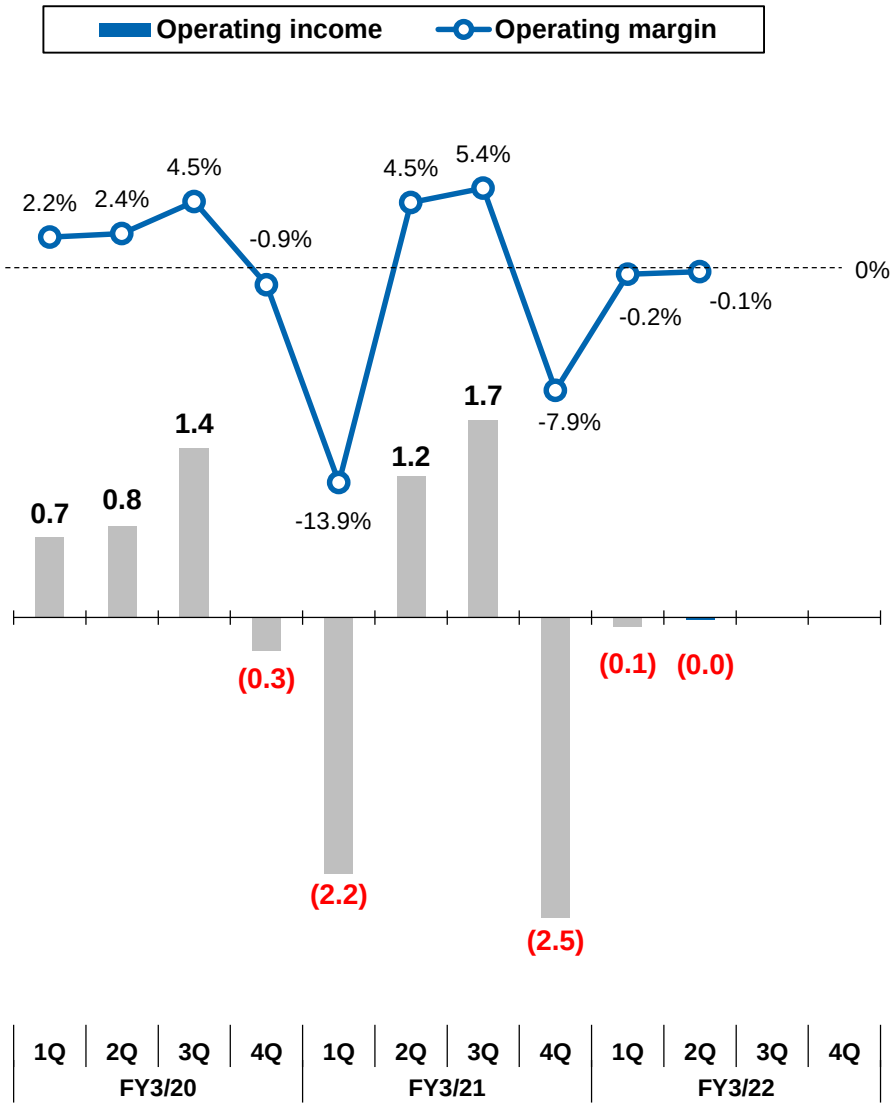
MinebeaMitsumi
Passion to Create Value through Difference

U-Shin Business

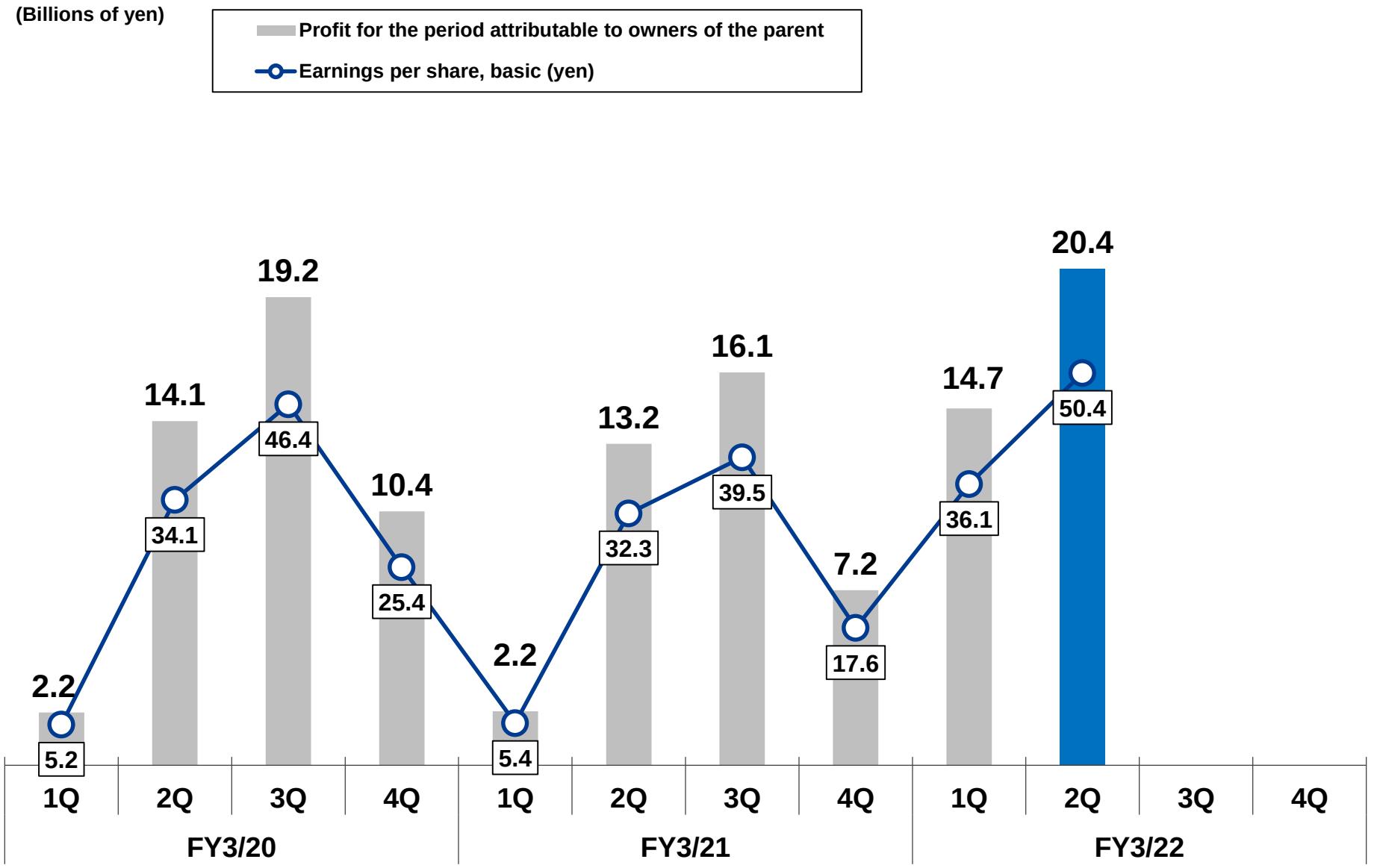
Net sales (Billions of yen)



Operating income (Billions of yen)



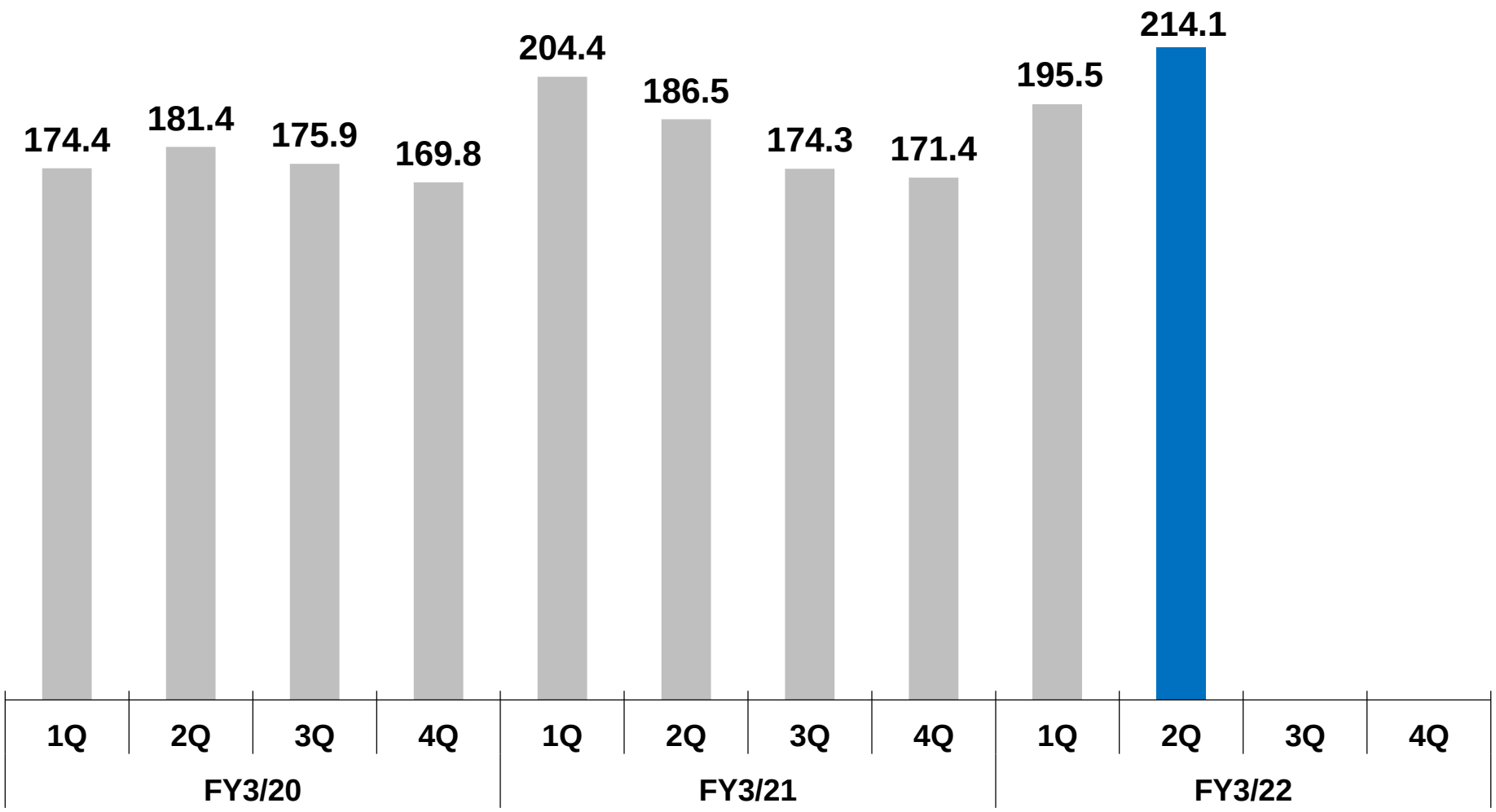
Profit attributable to owners of the parent / EPS



MinebeaMitsumi
Passion to Create Value through Difference

Inventory

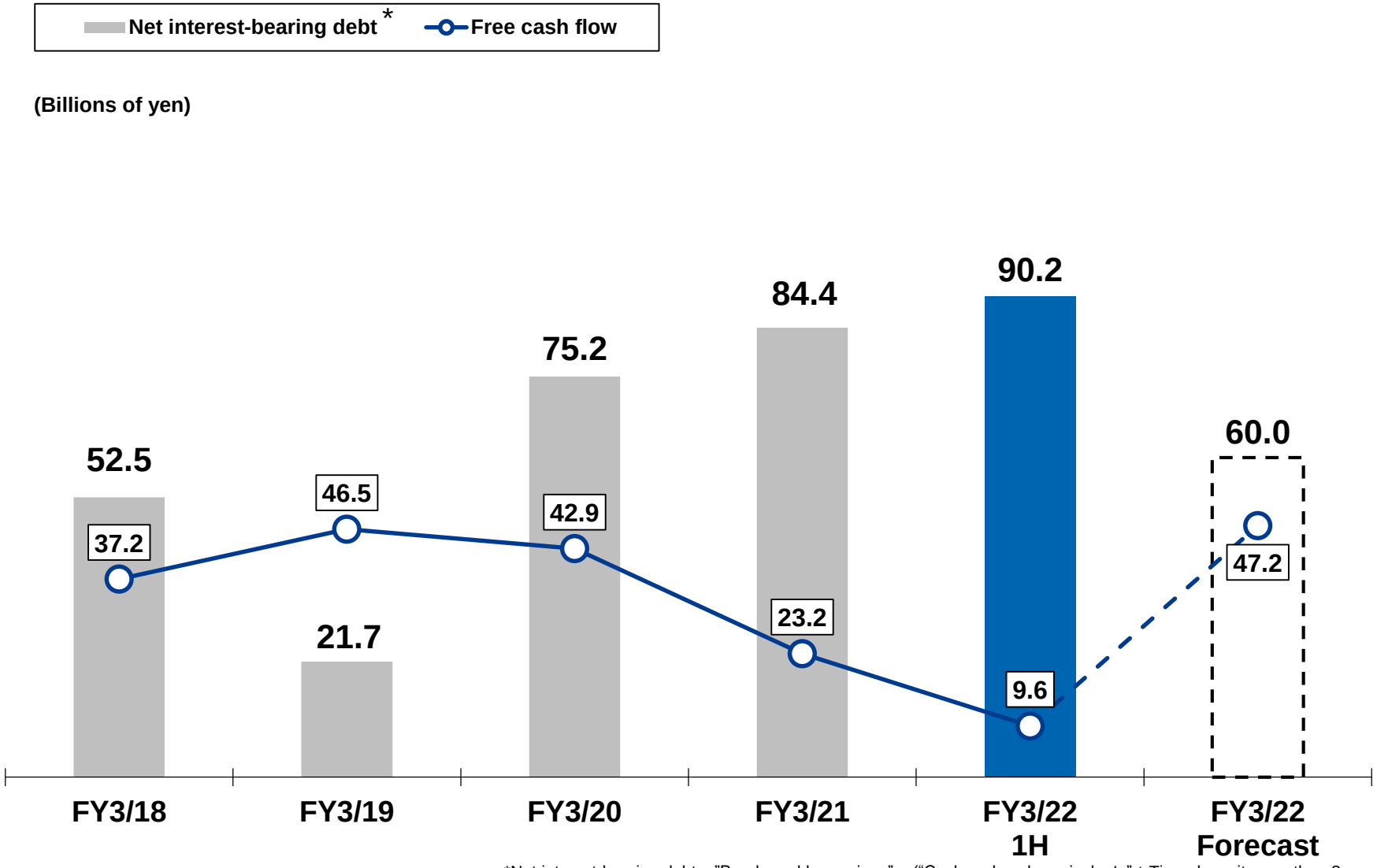
(Billions of yen)



MinebeaMitsumi
Passion to Create Value through Difference

Net interest-bearing debt / Free cash flow

*JGAAP for FY3/18



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

Forecast for Fiscal Year Ending March 31, 2022

Full-year forecast revised upward

(Millions of yen)	FY3/21	FY3/22			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	988,424	530,260	519,740	1,050,000	+6.2%
Operating income	51,166	44,633	45,367	90,000	+75.9%
Profit before taxes	49,527	44,319	44,681	89,000	+79.7%
Profit for the period attributable to owners of the parent	38,759	35,052	36,948	72,000	+85.8%
Earnings per share, basic (yen)	94.95	86.45	91.24	177.69	+87.1%

Foreign Exchange Rates	FY3/21 Full Year	FY3/22 2H Assumptions
US$	¥105.79	¥110.00
Euro	¥123.22	¥130.00
Thai Baht	¥3.40	¥3.35
Chinese RMB	¥15.52	¥17.50

Forecast for Business Segment

(Millions of yen)	FY3/21 Full Year (Adjusted)	FY3/22 1st Half	FY3/22 2nd Half	FY3/22 Full Year	FY3/22 YoY
Net sales	988,424	530,260	519,740	1,050,000	+6.2%
Machined components	157,411	88,357	88,643	177,000	+12.4%
Electronic devices and components	345,595	184,127	177,873	362,000	+4.7%
Mitsumi business	352,277	187,710	183,290	371,000	+5.3%
U-Shin business	132,112	69,579	69,421	139,000	+5.2%
Other	1,029	487	513	1,000	-2.8%
Operating income	51,166	44,633	45,367	90,000	+75.9%
Machined components	31,223	22,819	24,181	47,000	+50.5%
Electronic devices and components	17,685	13,941	11,059	25,000	+41.4%
Mitsumi business	20,458	16,414	16,586	33,000	+61.3%
U-Shin business	-2,594	-104	2,104	2,000	-
Other	-1,908	-910	-1,090	-2,000	+4.8%
Adjustment	-13,698	-7,527	-7,473	-15,000	+9.5%

MinebeaMitsumi
Passion to Create Value through Difference

Business Update & Management Strategy

November 5, 2021

Yoshihisa Kainuma

Representative Director, CEO & COO

FY3/22 Forecast Highlights (Revised upward)

MinebeaMitsumi
Passion to Create Value through Difference

Full-year operating income forecast is estimated at 90 billion yen

Key points for 2H

- **Three spears (bearings / motors / analog semiconductors) + OIS** keep driving overall performance up.
- **Bearings** aim to realize monthly production of 345 million units ASAP improving productivity, to boost profitability.
- **Motors** grew as the pillar of profits. Continue to grow in 2H as a key profit driver.
- **Analog semiconductors** aim to boost profits even further.
- **OIS** for main customers remain strong.
  Prepare for expansion of customer base next fiscal year and onward.

(Millions of yen)	FY3/21	FY3/22			
	Full Year	1st Half	2nd Half	Full Year	YoY
Net sales	988,424	**530,260**	**519,740**	**1,050,000**	+6.2%
Operating income	51,166	**44,633**	**45,367**	**90,000**	+75.9%
Profit for the period attributable to owners of the parent	38,759	**35,052**	**36,948**	**72,000**	+85.8%
Earnings per share, basic (yen)	94.95	**86.45**	**91.24**	**177.69**	+87.1%

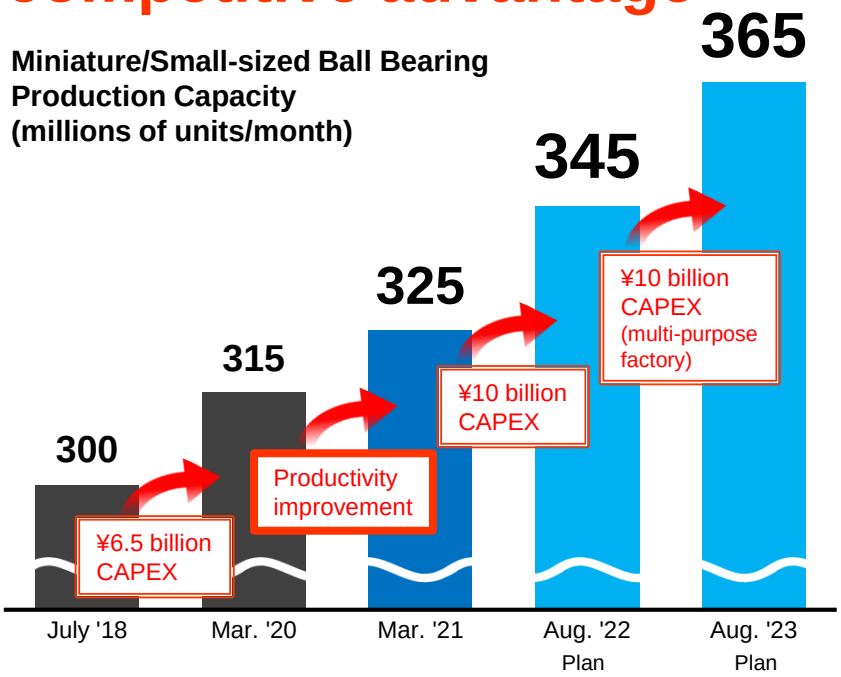
MinebeaMitsumi
Passion to Create Value through Difference

Give priority to boosting production capacity to maintain overwhelming competitive advantage

1 Ball bearings

- External sales will continue to grow year on year in 2H despite remaining semiconductor shortage impact to some extent.
- **Establish a monthly production capacity of 365 million units in August '23 (plan) in the area with the highest investment efficiency**.
  → Establish optimal inventory levels, improve production efficiency and reduce costs (inefficiency from set changes and transportation expenses).
- Accelerate efforts to reduce power consumption and increase product life through innovative improvements in precision of bearings.

Miniature/Small-sized Ball Bearing Production Capacity (millions of units/month)



2 Aircraft components

- Expect recovery to pre-COVID-19 from 2H FY22 to 2H FY23.
  → Shift from push production to pull production in preparation for rebounding demand.
- Expect growth outpacing market recovery by winning major contracts in new areas that contribute to reduce CO_2 emissions.

New areas for aircraft applications (including R&D projects)

Key words: low fuel consumption, energy saving, electrification, lightweight materials


Landing gear with new functions


Fuel-efficient engines

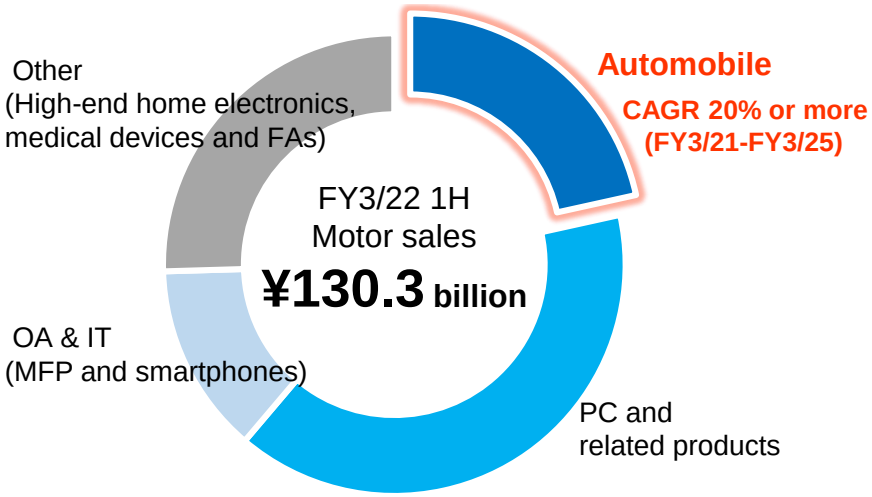

Electric aircrafts

Motors bolstering the foundation for stable growth of the entire business

Motors

- The results of **cost cuts and product mix improvements** have been realized.
- **Profit of the motor business hit record high level in 1H** despite the impact of the slowdown in the automobile production, soaring raw material prices, and semiconductor shortage.
- Launching a series of new mass-produced products for automobiles including EVs.

Motor Sales by Application



Examples of major motor products for EVs

EV unique function


Resolvers for traction motors

Cooling fan for EV rechargeable battery


Environment


Active grill actuator

Actuator for valves


Safety


DC motor for EPB

LIN Bus Type Headlamp actuator



Cooling fan for headlamp

Comfortability


Stepping motor for HVAC

Seat ventilation



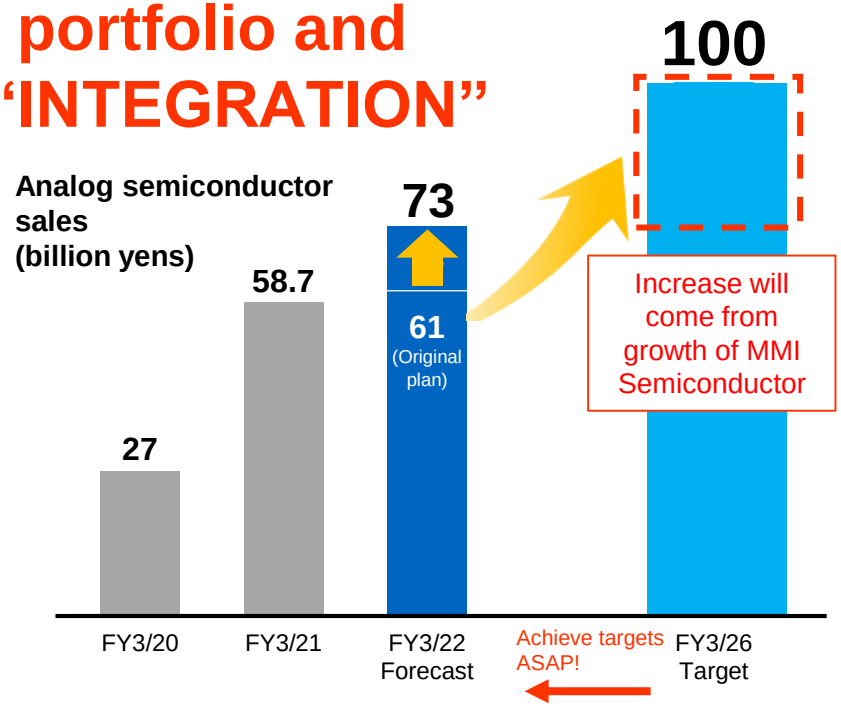
ECU/GPU cooling fan for ADAS

Mitsumi Business (Aim at record high OP)

Strengthen business portfolio and accelerate synergy via “INTEGRATION”

1 Analog semiconductors

- Sales are expected to reach 73 billion yen this fiscal year. **Achieve 100 billion yen ASAP.**
- Implement flexible pricing according to market conditions.
- Started PMI of MMI Semiconductor (former Omron Yasu facility) so it can contribute to our bottom line next fiscal year.
- Moved ahead on new sales promotion activity with an eye to the future.
  → **MEMS, IGBT, motor drivers**

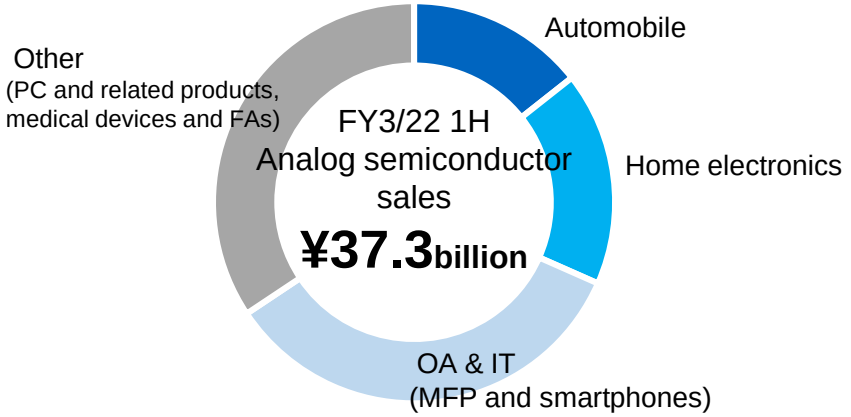


2 Optical devices* / Mechanical comp.

- Optical device sales will remain strong.
- Currently implementing a new production line at Cambodia factory for new customers (beginning this November).
  → Products for new customers have significant growth potential.
- Game console business is expected to remain steady next fiscal year.

* Optical devices include OIS and VCM.

Analog semiconductor Sales by Application



Implement cost reduction measures while preparing to expand sales of next-generation products via “INTEGRATION”

1 Automotive

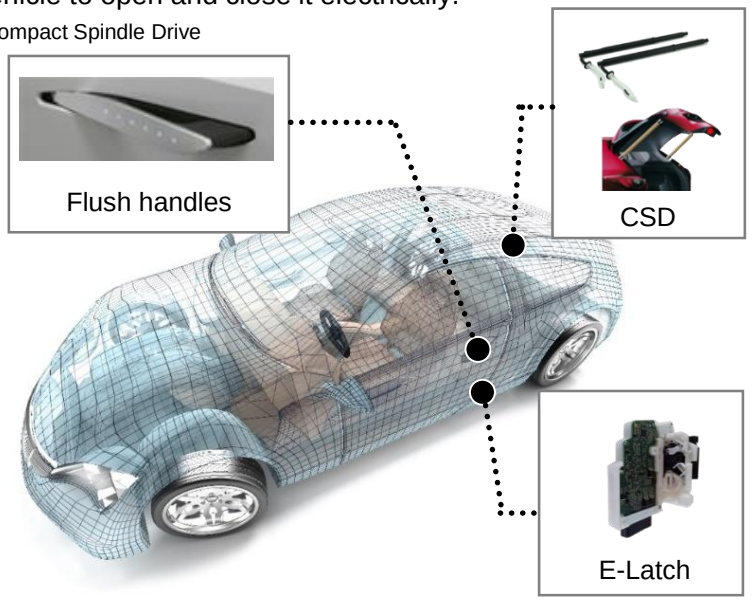
- While we will still assume some impact from the semiconductor shortage in 3Q, we expect to see a gradual recovery in 4Q and will just have to **wait patiently for the automobile production to recover**.
- “INTEGRATION” strategy is working, bringing in new orders for high value-added products.
  → **Flush handles, E-Latch, CSD**
- Combine Tier 1 know-how to improve business structure of automotive device business (antennas).
- **Increasing order intakes for products starting in 2024 onwards.**

2 Structural reform in Europe

- Withdraw from low-priced products and focus on “INTEGRATION” products.
- Reduction of fixed costs due to personnel cuts will contribute to bottom line next fiscal year.

Next growth drivers

Flush handles: When a person with a remote control key approaches the car, the handles automatically comes out from the door surface. Contributes to improving design and aerodynamic performance.
E-Latch: An electrically unlocked latch (a device that locks and unlocks the door) that is smaller and lighter.
CSD*: Mounted on both ends of the hatchback door of the vehicle to open and close it electrically.
*Compact Spindle Drive



Estimate for next fiscal year (Aim ¥100bn OP)

MinebeaMitsumi
Passion to Create Value through Difference

Key businesses that will generate 100 billion yen in operating income next fiscal year

Bearings	Increase monthly production capacity by 20 million units
Aircraft components	Operating income will recover to 70% of pre-COVID-19 level
Motors	Launch new mass-produced automotive products
Analog semiconductors	Shiga plant* will go on line in 2H Expand MEMS sales ASAP *MMI semiconductor
OIS	Sales will be up 30% year on year
Game-related products	Sales are expected to remain steady

Key businesses driving mid-to long-term growth (Beyond 1,000)

MinebeaMitsumi
Passion to Create Value through Difference

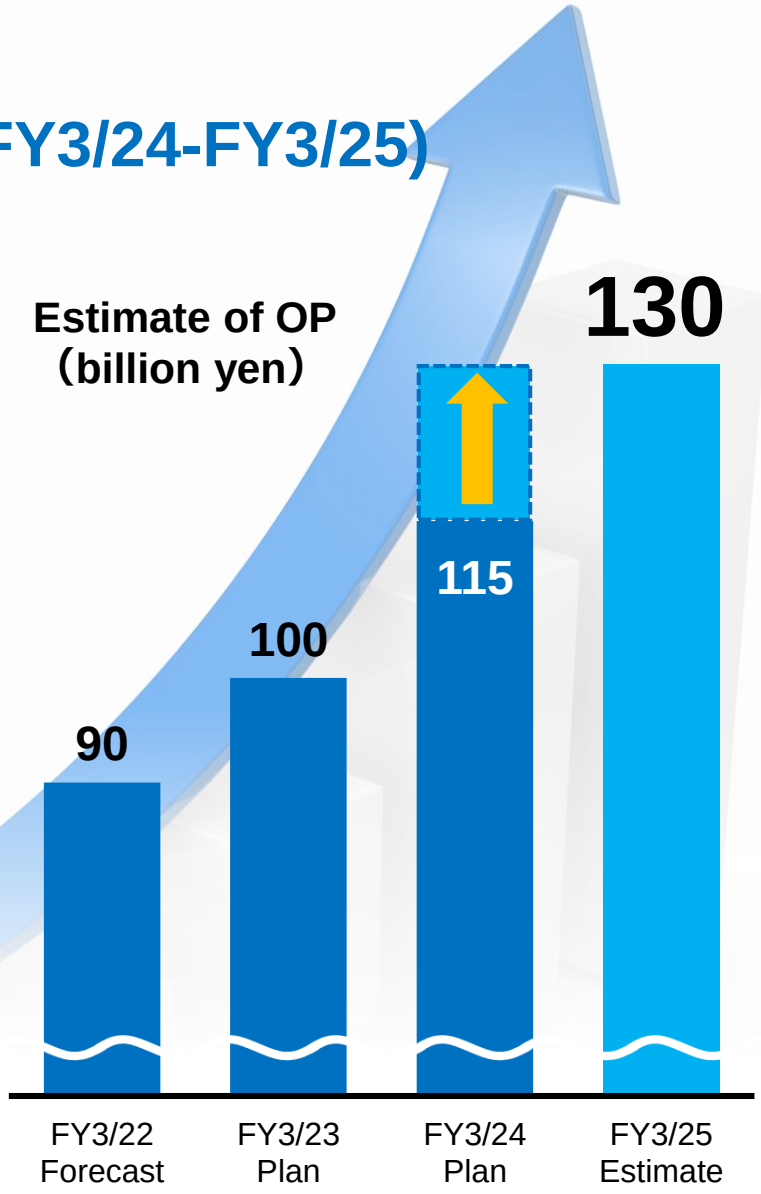
Compared with FY3/22 forecast

Potential for profit increases (by FY3/24-FY3/25)

Bearings (Including aircraft components)	+10 billion yen
Motors	+8 billion yen
Analog semiconductors	+5 billion yen
OIS	+7 billion yen
Other	+10 billion yen

Total +40 billion yen

(Organic growth only, excluding M&As)



QCDESS and Environmental Load Reduction Activities

MinebeaMitsumi
Passion to Create Value through Difference

Contribute to the reduction of global CO_2 emission volume by two pillars

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

(1) Challenge to carbon neutrality

Enhance reduction of our CO_2 emissions

to became carbon neutrality by introduction of renewable energy and energy saving activities

Reduce our total emission volume by FY3/31 (vs FY3/21)

-30%

(2) Expand "MMI Beyond Zero"

Support reduction of customers' CO_2 emissions

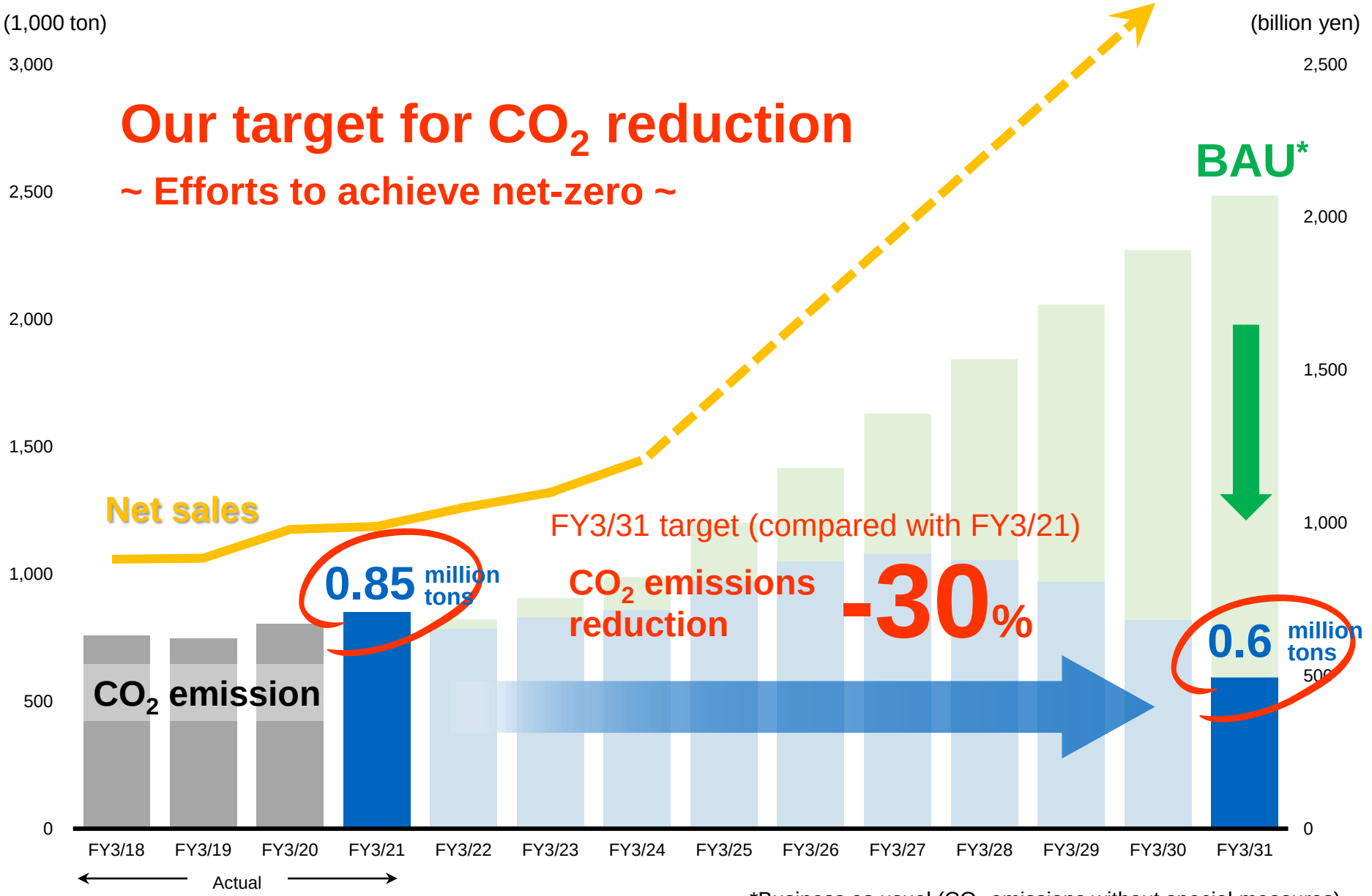
by improving energy-saving efficiency of our product and contribute to carbon neutrality
(comparing the power consumption with the same product equipped with previous generation parts)

Increase the Volume of avoided CO_2 emissions by FY3/31 (vs FY3/21)

+30%

(1) Toward carbon neutrality

MinebeaMitsumi
Passion to Create Value through Difference



*Business as usual (CO_2 emissions without special measures)

(2) Toward Realizing "MMI Beyond Zero"

MinebeaMitsumi
Passion to Create Value through Difference

Realize "Beyond Zero" through integration of ultra-precision technologies

Reducing our own CO_2 emissions and supporting global CO_2 reduction

New strategy toward 2051, the 100th anniversary

QCDESS™

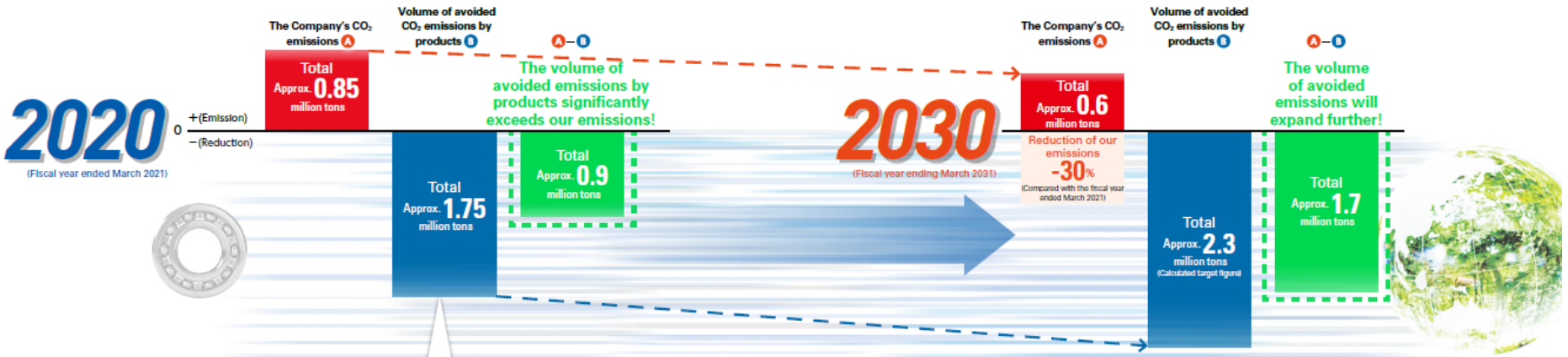
Quality Cost Delivery Eco/efficiency Service Speed

We have launched "QCDESS," which stands for QCDS (Quality, Cost, Delivery, Service), Eco/Efficiency & Speed, as our new management strategy. This is to accelerate our response to reducing the environmental burden through our business activities—as initiatives to address climate change have become an urgent challenge globally. It will also lay a solid foundation for MinebeaMitsumi's 100th year in 2051.

Reduction of our CO_2 emissions + Contribution toward the reduction of global CO_2 emissions ▶ Contribution to the world at large

To Beyond Zero

The Company contributes to the reduction of global CO_2 emission volume by working to reduce its own CO_2 emissions as well as by reducing the CO_2 emission volume of customers around the world who use our components. The Company has defined these initiatives as "Beyond Zero," and will contribute to realizing a sustainable global environment toward the years 2030 and 2050, by further increasing the volume of avoided emissions.



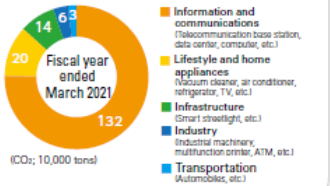
MinebeaMitsumi Green Products

Since MinebeaMitsumi's ultra-precision products contribute to space and energy saving by reducing friction and resistance, our products and businesses, by nature, contribute to global environmental improvement. Since 2019, we have been certifying products that are particularly environmentally friendly as "MinebeaMitsumi Green Products."

We will further expand the volume of avoided CO_2 emissions of customers by improving the ultra-precision technology of each product, such as bearings, to the limit, and demonstrating synergy by combining our core businesses and core technologies.

MinebeaMitsumi Green Products

Volume of avoided CO_2 emissions and breakdown by application



The "volume of avoided CO_2 emissions" is calculated in accordance with "Japan Electronics and Information Technology Industries Association (JEITA) guidelines," but is not applicable for calculation in Scope 1, 2 and 3 of the "GHG Protocol" (because the Company is a BtoB component manufacturer). However, the Company has calculated and visualized this as its original KPI based on the belief that it will contribute to the reduction of CO_2 emissions in customers' products through their use of the Company's high quality products.

Disclosure of figures related to Scope 1, 2 and 3 based on the GHG Protocol, and details of the volume of avoided CO_2 emissions by products Pages 53 to 56

Calculation formula

$$\text{Volume of avoided } CO_2 \text{ emissions } (C_d) = \text{Effect of avoided } CO_2 \text{ emissions at the time of use of products } (\Delta W_r \times L) \times \text{Product lifespan } (H_{op}) \times \text{Coefficient for } CO_2 \text{ emissions } (Coef_e) \times \text{Sales volume in the fiscal year } (S)$$

C_d: Volume of emissions directly avoided (kg-CO_2) ΔW_r: Reduction of electric power consumption in a rated condition (kW) L: Load factor during actual state of operation compared with rated usage conditions H_{op}: Hours of operation (h) $Coef_e$: Coefficient for CO_2 emissions from power consumption (0.5001 kg-CO_2/kWh *average emission coefficient in Japan) S: Sales volume

We increased the volume of avoided CO_2 emissions by enhancing the energy saving efficiency of our products and expanding sales volume!

We will increase the volume of avoided CO_2 emissions by products by enhancing the energy saving efficiency of our products and by being used by many customers!

(2) Effort for “MMI Beyond Zero”

MinebeaMitsumi
Passion to Create Value through Difference

Improving the precision of our ball bearing, we confirmed the improvement of energy-saving efficiency in customer’s product!

Simply by using our precision-improved ball bearings in the air conditioner motor,

the volume of avoided CO_2 emissions

0.13 million tons*

If you compare 130,000 tons of CO_2 to something familiar...

Annual amount of CO_2 stored in

Approx. 15 millions ** **of Japanese cedars**

Annual amount of CO_2 emissions by

Approx. 15 thousands *** **of Japanese people**

Definition of the volume of avoided CO_2 emissions

Volume of avoided CO_2 emissions	=	Effect of avoided CO_2 emissions at the time of use of products	×	Product lifespan	×	Coefficient for CO_2 emissions	×	Sales volume in the fiscal year
C_d		$\Delta W_r \times L$		H_{op}		$Coef_e$		S

C_d: Volume of emissions directly avoided (kg-CO_2) ΔW_r: Reduction of electric power consumption in a rated condition (kW) L: Load factor during actual state of operation compared with rated usage conditions H_{op}: Hours of operation (h) $Coef_e$: Coefficient for CO_2 emissions from power consumption (0.5001 kg-CO_2/kWh *average emission coefficient in Japan) S: Sales volume

The “volume of avoided CO_2 emissions” is calculated in accordance with “Japan Electronics and Information Technology Industries Association (JEITA) guidelines,” but is not applicable for calculation in Scope 1, 2 and 3 of the “GHG Protocol” (because the Company is a BtoB component manufacturer).
However, the Company has calculated and visualized this as its original KPI based on the belief that it will contribute to the reduction of CO_2 emissions in customers’ products through their use of the Company’s high quality products.

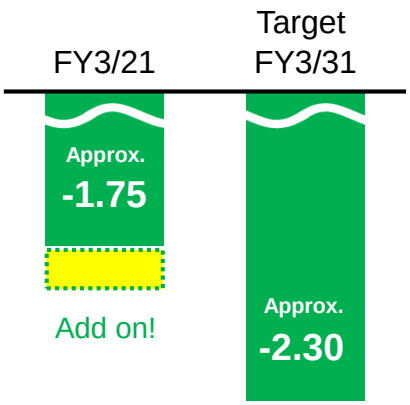
Our estimate as results of simple test

* S: 51 million units of motors
Bearings per motor: 2 units
L: 1
Hop: 19,656 hours
CæFe: 0.5001kg-CO_2/kWh

** Amount of CO_2 stored in a cedar: 8.8kg per year
(ref: Ministry of Agriculture, Forestry and Fisheries of Japan)

*** Energy-derived CO_2 emissions per one Japanese person: 8.5t per year
(ref: the Japan Center for Climate Change Actions)

Volume of avoided CO_2 emissions (mil. tons)



Dividends

MinebeaMitsumi
Passion to Create Value through Difference

Dividends for FY3/22

Interim dividend	Year-end dividend (Forecast)	Annual dividend (Forecast)
18 yen/share	18 yen/share	36 yen/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.

(Reference) Dividends for FY3/21

Annual dividend 36 yen/share

（14 yen for interim, 14 yen for year-end, 8 yen for commemorative dividend）

MinebeaMitsumi

Passion to Create Value through Difference

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.

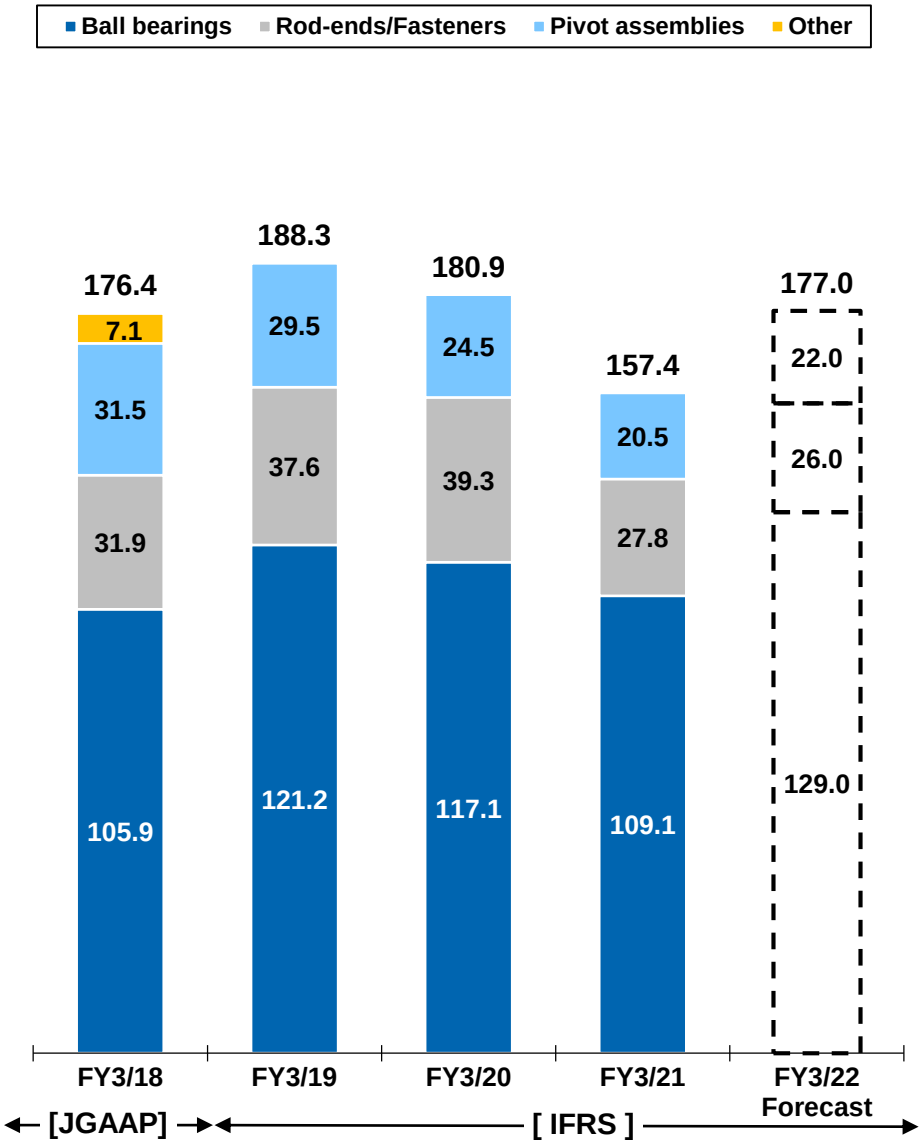
Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to MinebeaMitsumi's business operations; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing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

Reference

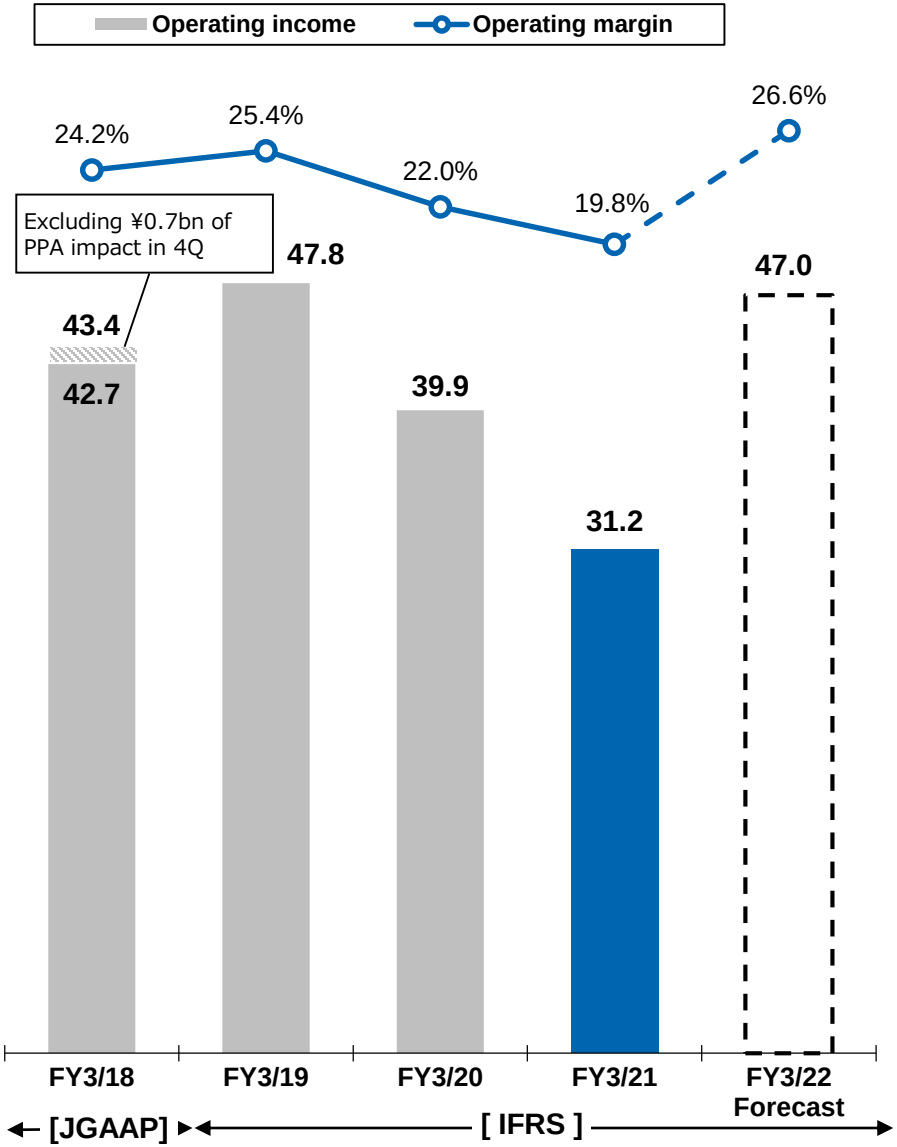
Machined Components

*JGAAP for FY3/18

Net sales (Billions of yen)



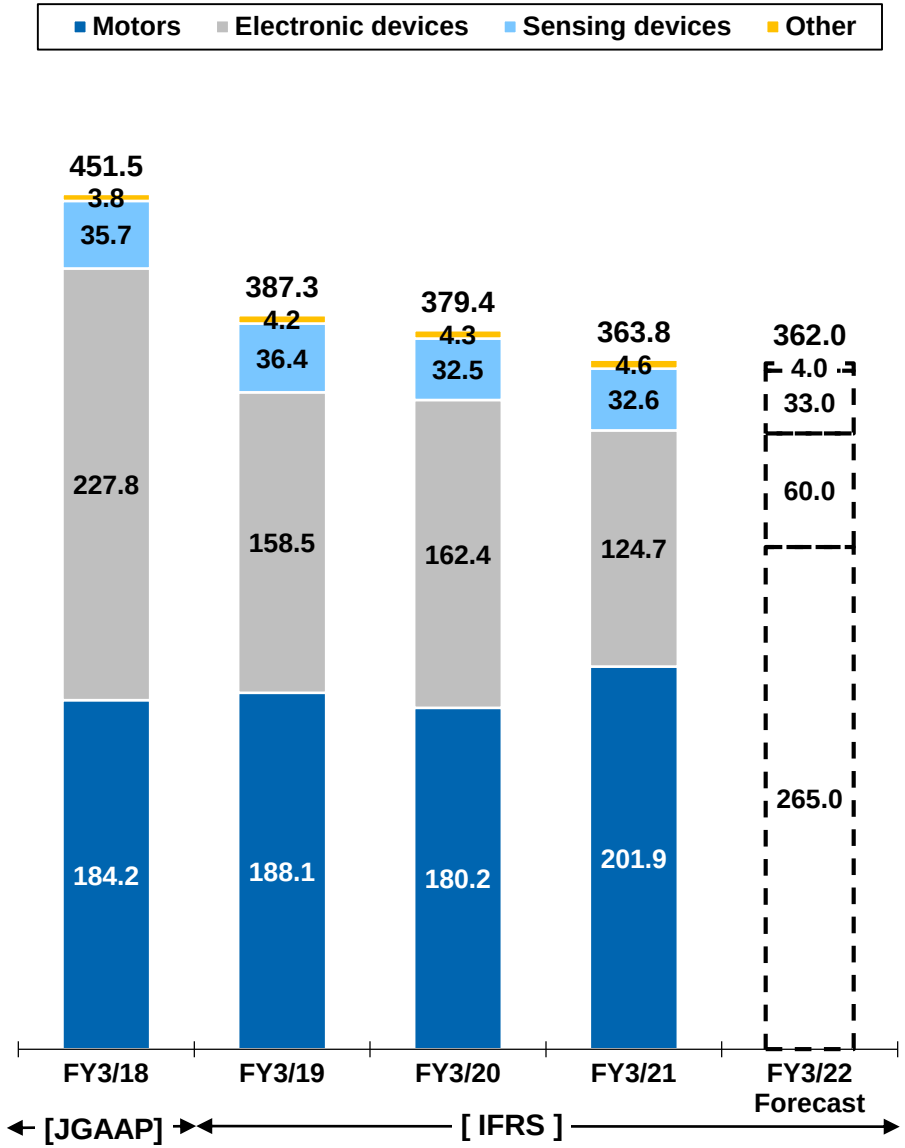
Operating income (Billions of yen)



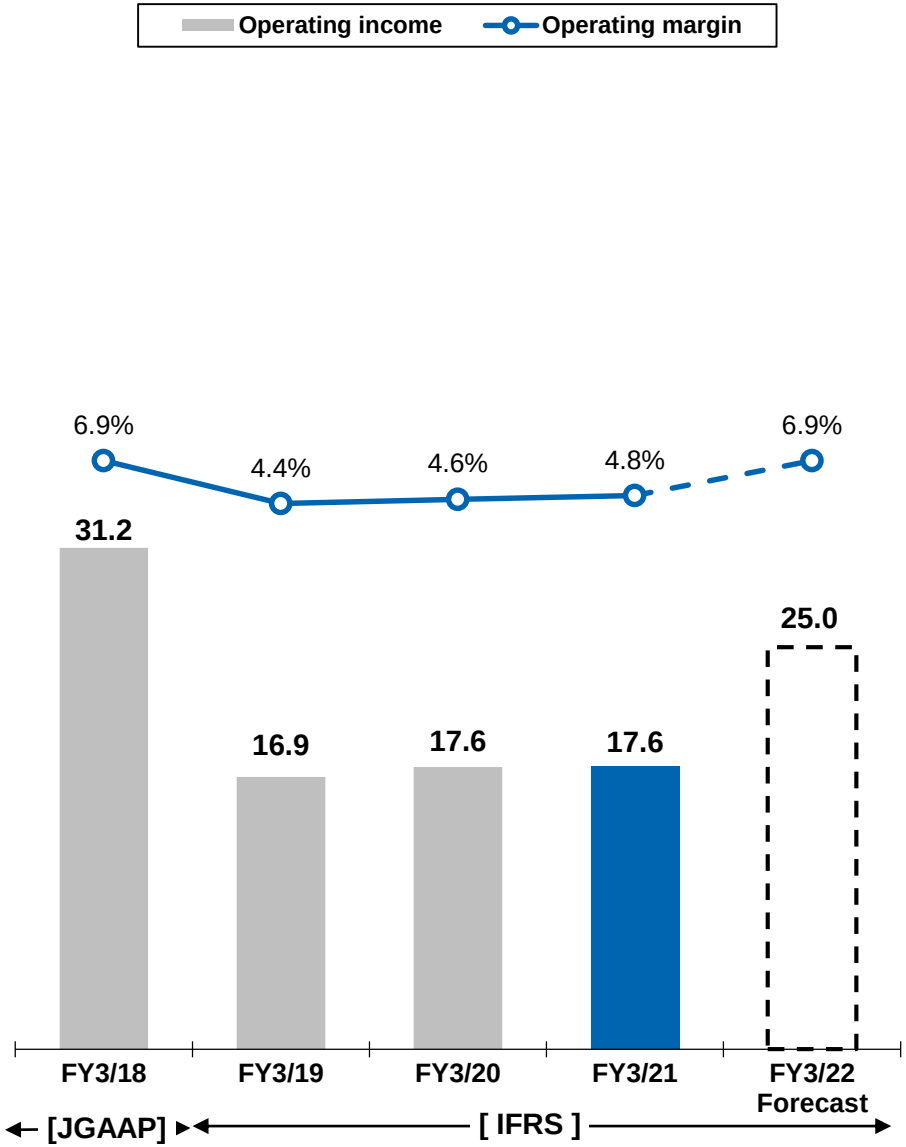
Electronic Devices & Components

*JGAAP for FY3/18

Net sales (Billions of yen)



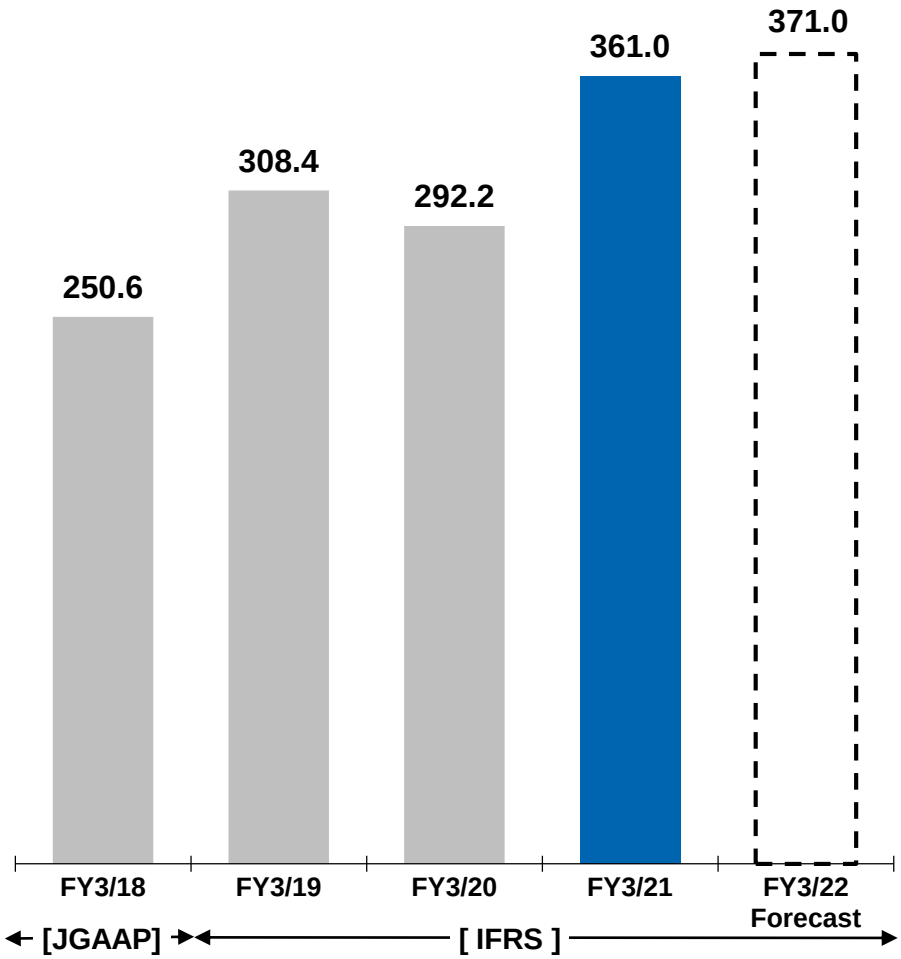
Operating income (Billions of yen)



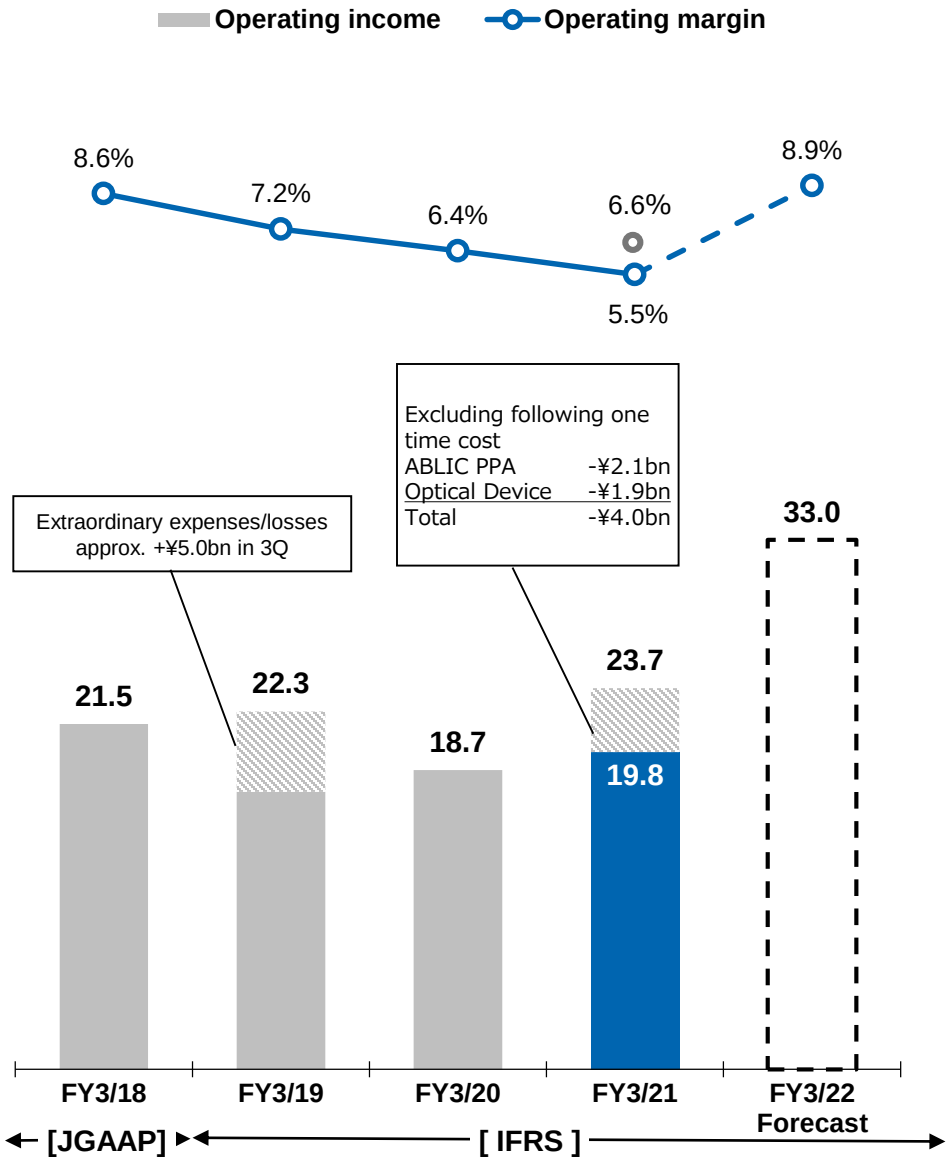
Mitsumi Business

*JGAAP for FY3/18

Net sales (Billions of yen)



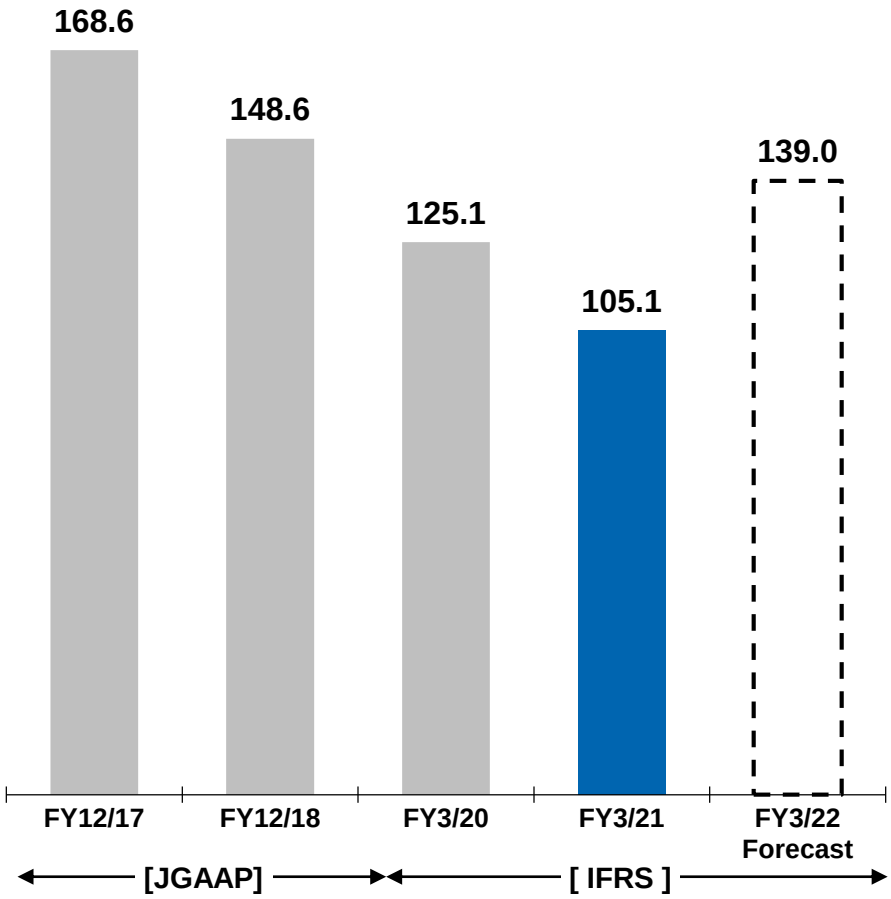
Operating income (Billions of yen)



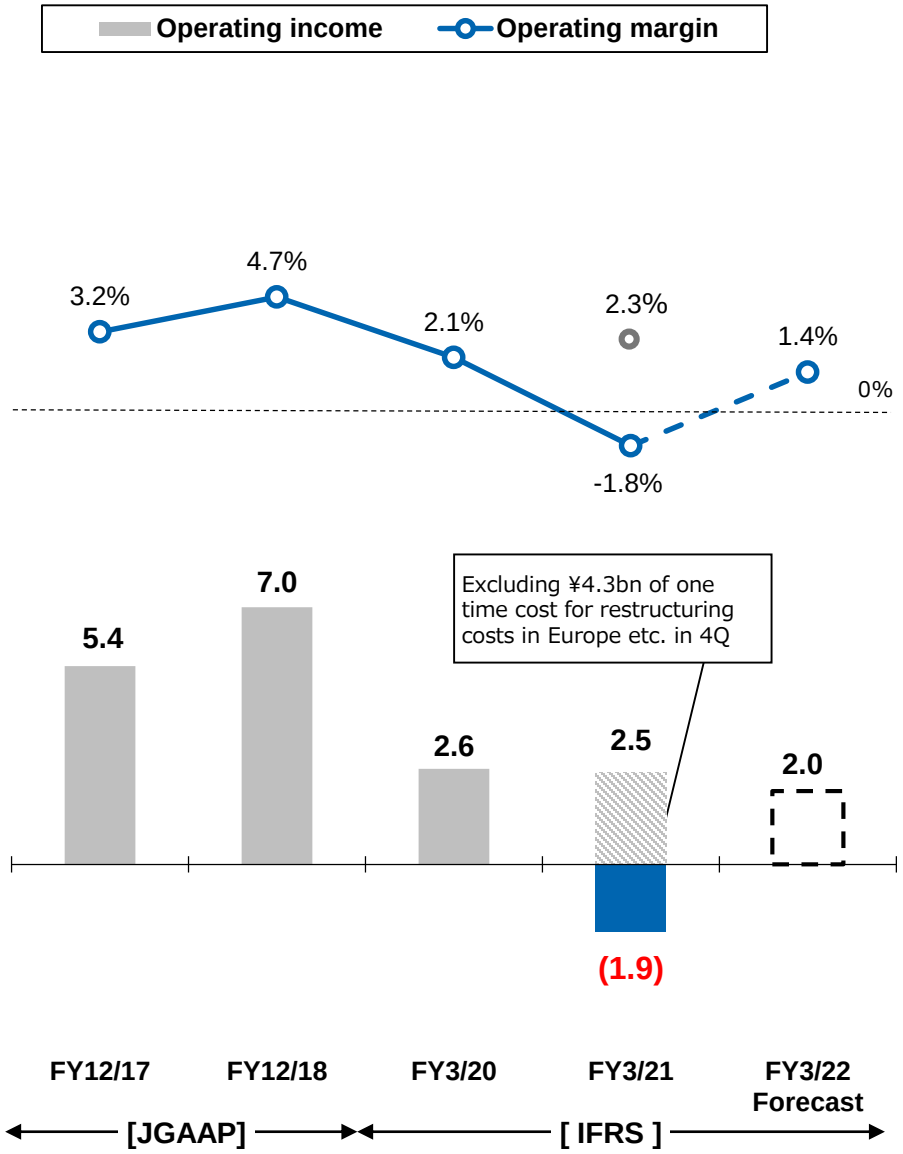
U-Shin Business

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

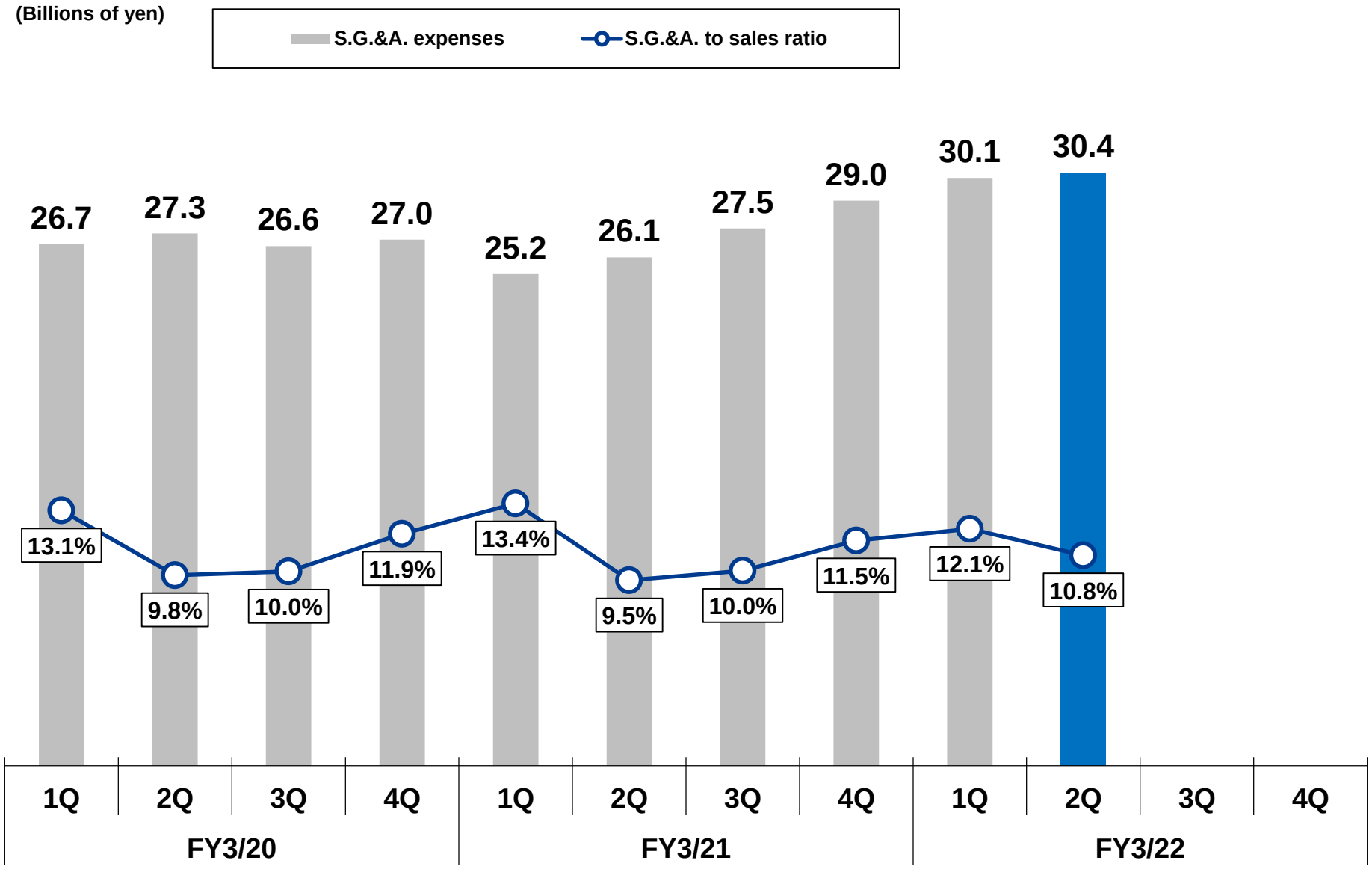
Net sales (Billions of yen)



Operating income (Billions of yen)

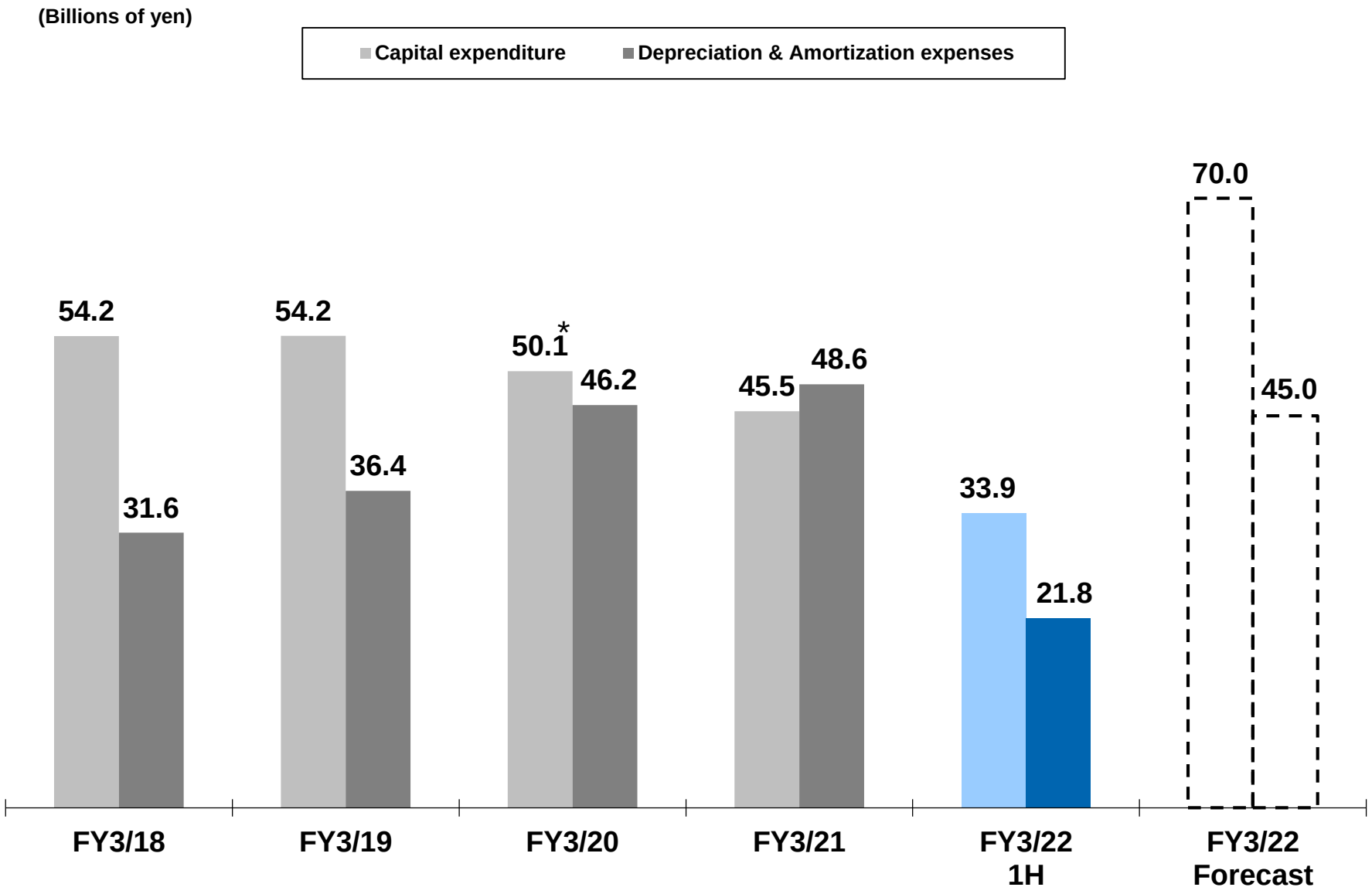


S.G.&A. expense / ratio



Capital Expenditure / D&A Expense

*JGAAP for FY3/18



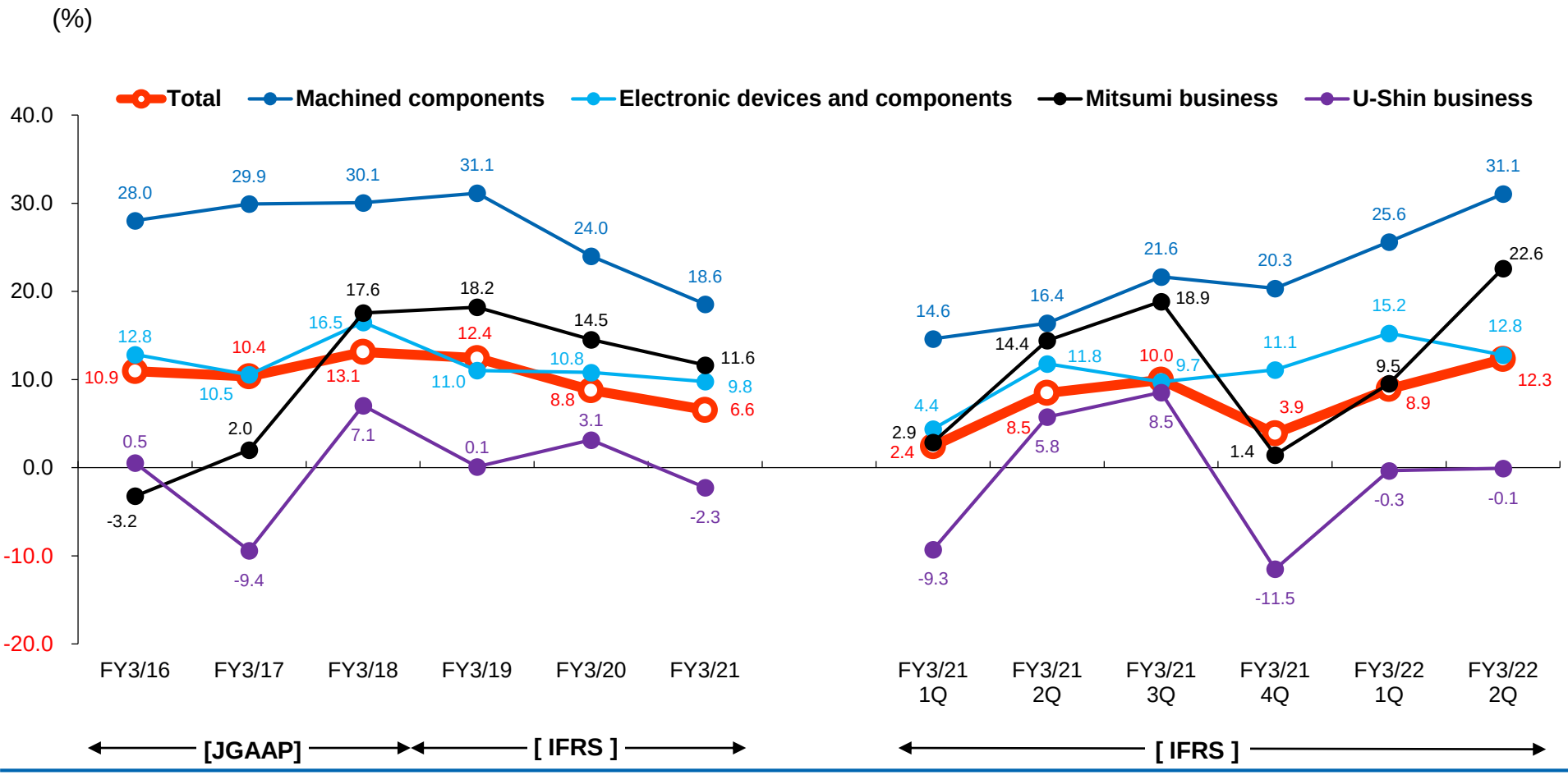
* Capital expenditures of FY3/20 do not include the increase of asset from lease contracts at the IFRS16 application start date

ROIC (Return On Invested Capital)

ROIC for U-Shin business are pre-merger result and based on JGAAP, and are not included in the Total until FY3/19.
JGAAP until FY3/18

MinebeaMitsumi ROIC = **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



MinebeaMitsumi
Passion to Create Value through Difference