



To Our Shareholders

The 76th Business Year
Interim Business Report

April 1, 2021 ▶ September 30, 2021

Corporate Philosophy

To contribute to realization of a sustainable, eco-friendly and prosperous society by providing better products, at a faster speed, in larger numbers, at a lower cost and by smarter means

MinebeaMitsumi Inc.

Securities Code 6479

Business Summary

As the interim period of the 76th Business Year (April 1, 2021 - September 30, 2021) has ended, we would like to present our business summary.



Yoshihisa Kainuma
Representative Director, CEO & COO
November 2021

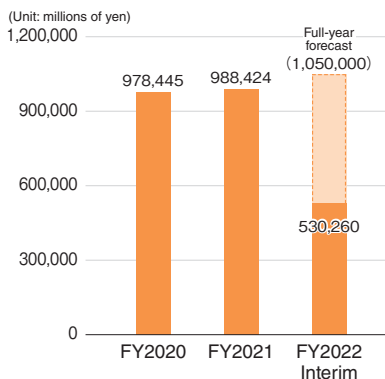


Overview of the interim period

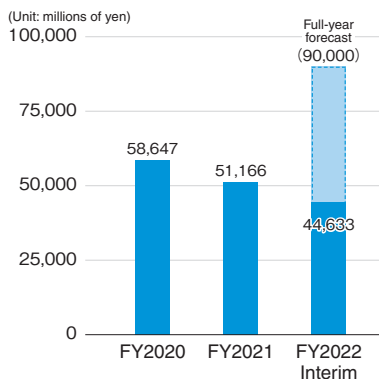
During the six months ended September 30, 2021, the Japanese economy was on the rise due to an increase in exports against a backdrop of economic recovery abroad. This was despite sluggish consumer spending resulting from the extension of the state of emergency due to the resurgence of COVID-19. The U.S. economy was also bouncing back owing primarily to an increase in exports and corporate capital investment despite a decrease in automobile production due to the semiconductor shortage and the disruption of distribution. The European economy, too, is showing signs of a recovery. These include a resumption of consumer spending owing to the relaxation of restrictions as more people are vaccinated and an expansion of exports, particularly to the U.S. Meanwhile, the economic recovery in China has slowed due primarily to tightening of government-led infrastructure and real estate development investments. In Southeast Asia, the future of the economy remains uncertain as exports decelerate in conjunction with lockdowns imposed due to the spread of the Delta variant.

Financial Highlights (Consolidated)

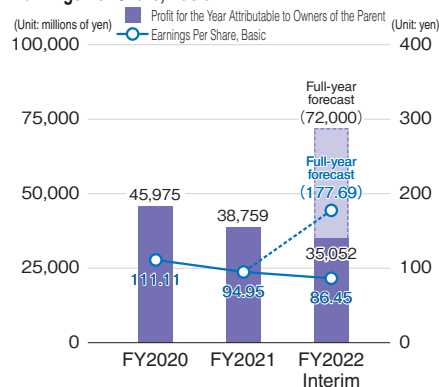
Net Sales



Operating Income



Profit for the Year Attributable to Owners of the Parent / Earnings Per Share, Basic



The following is an English translation of the Interim Business Report for the 76th Business Year (FY2022) of MinebeaMitsumi Inc. The Company provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise.

Working against this backdrop, the MinebeaMitsumi Group concentrated on cutting costs, creating high-value-added products, developing new technologies, and enhancing its marketing approach to boost profitability further.

As a result, net sales were up 68,530 million yen (14.8%) year on year to 530,260 million yen. Operating income was up 23,711 million yen (113.3%) year on year to 44,633 million yen, profit before income taxes was up 24,069 million yen (118.9%) year on year to 44,319 million yen, and profit for the period attributable to owners of the parent was up 19,627 million yen (127.3%) year on year to 35,052 million yen.

Provisional accounting treatments for business combinations were finalized at the end of the previous fiscal year, and the contents of finalization of the provisional accounting treatments are reflected on the figures for the first half of the previous year.

■ Outlook for the current fiscal year

Future economic trends, including trade policies of each country, exchange rates, and geopolitical risks remain uncertain in the third quarter and thereafter.

Under these circumstances, we have reviewed the full-year consolidated forecast according to currently available information and revised it as shown below based on the results from the six months ended September 30, 2021 and the most recent situation.

(Amount: millions of yen)

Net sales	1,050,000	Operating income	90,000	Profit for the year attributable to owners of the parent	72,000
-----------	-----------	------------------	--------	--	--------

■ Basic policy for profit sharing and dividend for the current fiscal year

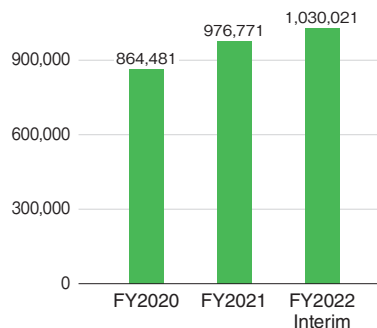
Sharing profits with our shareholders is first priority at MinebeaMitsumi. That is why our basic dividend policy gives priority to enhancing equity efficiency and improving returns to our shareholders. Dividends, while reflecting performance, have been determined in light of the overall business environment and with an eye to maintaining a stable and continuous distribution of profits.

Based on the basic policy above, the interim dividend for the current fiscal year will be increased by 4 yen compared to the previous fiscal year, bringing it to 18 yen per share. In addition, the year-end dividend will be increased by 4 yen compared to the previous fiscal year (excluding the 70th anniversary commemorative dividend of 8 yen), bringing it to 18 yen per share. Considering the results this fiscal year, the consolidated dividends payout ratio will be set at around 20%.

We look forward to your continuous support and guidance.

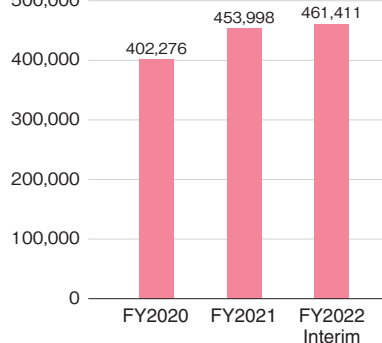
Total Assets

(Unit: millions of yen)
1,200,000



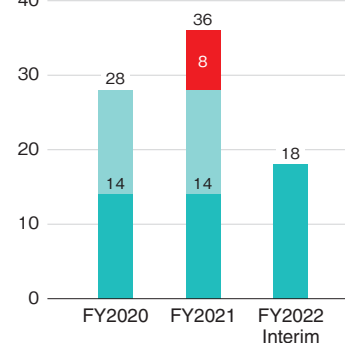
Total Equity

(Unit: millions of yen)
500,000

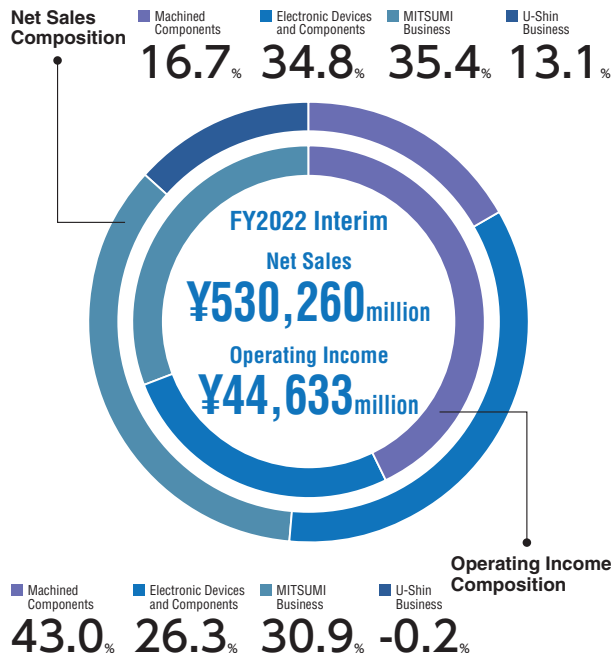


Dividends

(Unit: yen)
40



Overview by Business Segment



*The ratios were calculated exclusive of other adjustments.

Electronic Devices and Components

Net Sales 184,127 million yen **Up 7.9%**

Demand for LED backlights for LCDs was down due to a decrease in the number of smartphone models using them, but net sales were up owing to increased demand for automotive motors.

As a result, net sales were up 13,529 million yen (7.9%) year on year to 184,127 million yen, and operating income was up 6,127 million yen (78.4%) year on year to 13,941 million yen.

MITSUMI Business

Net Sales 187,710 million yen **Up 14.2%**

Semiconductor and optical devices for camera actuators performed well, resulting in an increase in net sales.

As a result, net sales were up 23,333 million yen (14.2%) year on year to 187,710 million yen, and operating income was up 8,727 million yen (113.5%) to 16,414 million yen.

Machined Components

Net Sales 88,357 million yen **Up 20.1%**

Sales of ball bearings were up owing to favorable demand for use in fan motors associated with solid server demand at data centers. Rod-end bearing sales decreased due to decreased aircraft-related demand.

As a result, net sales were up 14,809 million yen (20.1%) year on year to 88,357 million yen, and operating income was up 8,752 million yen (62.2%) year on year to 22,819 million yen.

U-Shin Business

Net Sales 69,579 million yen **Up 31.8%**

Net sales were up owing to a recovery in demand for automotive components associated with a recovery in the automotive production and favorable demand for industrial equipment components used in agricultural and construction machinery.

As a result, net sales were up 16,781 million yen (31.8%) year on year to 69,579 million yen, and operating loss was 104 million yen, an improvement of 1,723 million yen year on year due to increased sales.

Notes: 1. Machines produced in-house are the main products in our Other business segment. Net sales were up 78 million yen (19.0%) year on year to 487 million yen, while the operating loss increased 86 million yen year on year to total 910 million yen.

2. In addition to the figures noted above, 7,527 million yen in corporate expenses, etc. not belonging to any particular segment is indicated as adjustments. The total amount of adjustments was 5,995 million yen for the first half of the previous fiscal year.



Sale of new product in the smart lock “SADIOT LOCK” range

A new product in the smart lock “SADIOT LOCK” range able to lock and unlock an entrance door using a smartphone was released in October 2021.

This is a new product for smart locks that U-Shin Showa, a Group company, commenced selling in February. It has been equipped with new functions such as Apple Watch compatibility as well as improvements to the hands-free function, and enhancements to anti-hacking measures through the installation of a security chip. The color variations have also been expanded from two colors to eight, to cater to customer’s tastes, enabling to match the interior decor and design of their entrance space, an integral part of a house. By product development combining the knowledge related to house locks and security that U-Shin Showa has accumulated over many years with the wide-ranging cutting edge technology of the Company as an “Electro Mechanics Solutions®” provider that integrates mechanical and electrical functions, this product further improves the convenience of “safety and reliability” we provide.



SADIOT LOCK body in 8 colors



With a dedicated Apple Watch app, you can unlock/lock the door without even a smartphone or a key fob

Commenced sales of non-woven masks made in Thailand, and masks produced by MinebeaMitsumi conform to the Japanese Industrial Standards (JIS) Conformance Examination T9001

In July 2021, sales commenced in Japan of non-woven masks made in Thailand. The Company started production of non-woven masks with high efficiency collection filters in April 2020 at clean rooms in Japan, and also commenced production at the Company’s Thailand plant in April 2021. The masks made in Thailand are manufactured with the same processes and materials used on the line at our Hamamatsu Plant in Japan. They have the same quality as masks made in Japan and are set at a more affordable price.

In addition, the masks (normal size) that the Company makes in Japan and Thailand comply with T9001 Technical Requirements and conform to the Japanese Industrial Standards (JIS) Conformance Examination for “Medical-grade masks” operated by the Japan Hygiene Products Industry Association. (Compliance numbers: M22109050 (masks made in Japan)/ M22109049 (masks made in Thailand); Class II)

Note that in the revised product in new packaging that displays JIS compliance, there is no change in the design and quality of masks from the previous product.

MinebeaMitsumi would like to express its deep respect for everyone continuing to fight the spread of the new coronavirus (COVID-19) on the front lines, and will continue to provide necessary support against the spread of infection going forward.



Mask made in Thailand



Mask made in Japan

Sale of new product in the smart lighting device for home use “SALIOT pico” range

8 new product types for the smart lighting device for home use “SALIOT pico” range were released in October 2021. Apart from adding the function to change the brightness with a timer to the previous model launched in March, we expanded the size variation with the addition of a compact model to allow for a broader usage location and situation.

“SALIOT pico” is a smart lighting device for home use that expands our knowhow on optical technology, circuits, and wireless technology cultivated in SALIOT for consumers. This product uses various lighting methods such as task light, indirect light, and directing light through the high color rendering properties (Ra97)* and abundant light variations that are required in art galleries and museums. With this, we will realize a new light space production for homes.

*Color rendering: The appearance of an object’s color when illuminated by light/Ra: The value of the average color rendering index. The closer the value is to 100, the higher the original natural color reproduction property.








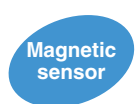


Stand type
(Light that invites you to sleep comfortably)

Analog semiconductors are one of the “Eight Spears” of our core business that supports the MinebeaMitsumi Group’s earnings base
We plan to have large-scale two consecutive years investments as we see high potential growth in the future

Strengthen both tangible/intangible to achieve business expansion for analog semiconductors and further INTEGRATION

In addition to expanding analog semiconductor businesses, we create new value through INTEGRATING with other products of the MinebeaMitsumi Group (putting together= INTEGRATION). We will continue to strengthen competitiveness with the power of development and design that we have for analog semiconductors and manufacturing technologies.

The primary use and prospects of analog semiconductors

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

What are analog semiconductors?

Unlike digital semiconductors that represent information in binary format (zero or one), analog semiconductors represent information in varying levels of high and low. Advanced technologies and manufacturing methods are required to accurately process varied and complex signals. The Company has knowhow of integral manufacturing that uses specialized technology, precision and care, and on-site strength.

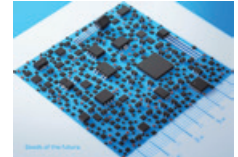
Characteristics of the products are the (1) high quality and ultra-precision, (2) difficulty to copy, (3) advantage of the Company as an IDM (A vertically-integrated device manufacturer that has all the facilities within the company from the design of circuits to manufacturing plants and sales).

We acquired all the shares of an analog semiconductor subsidiary from OMRON in October 2021 and started a business as MMI SEMICONDUCTOR Co., Ltd.


Main points of enhancement in the current fiscal year

1 Improvement of systems on the tangible front **Production System**

- After the acquisition of MMI SEMICONDUCTOR Co., Ltd., we can now manufacture 8-inch wafers
- By additional investment of more than 10 billion yen in 8-inch production equipment, we expect a 50% increase in company-wide production capacity
- We aim to improve production efficiency by handling wafer of each size



Front-end process

MITSUMI Chitose (6-inch)	
ABLIC Takatsuka (6-inch)	
MMI SEMICONDUCTOR Shiga (8-inch)	

Assembly and testing process

CEBU MITSUMI (Philippines)	
ABLIC Akita	

Front-end process: After forming a transistor layer on the wafers, form a number of circuit layers on top.

Assembly and testing process: Separate the wafers from the front-end process. Package after connecting with metal, etc.

2 Improvement of systems on the intangible front **Development Structure**

- Establish a 300-persons total structure for technology and development, and develop products closely connected to customers
- Increase the competitiveness of analog semiconductors through mixed-signal semiconductors
- Accelerate synergy effect by INTEGRATING technologies, such as by applying control technologies of analog semiconductors in motors, etc.

Development sites

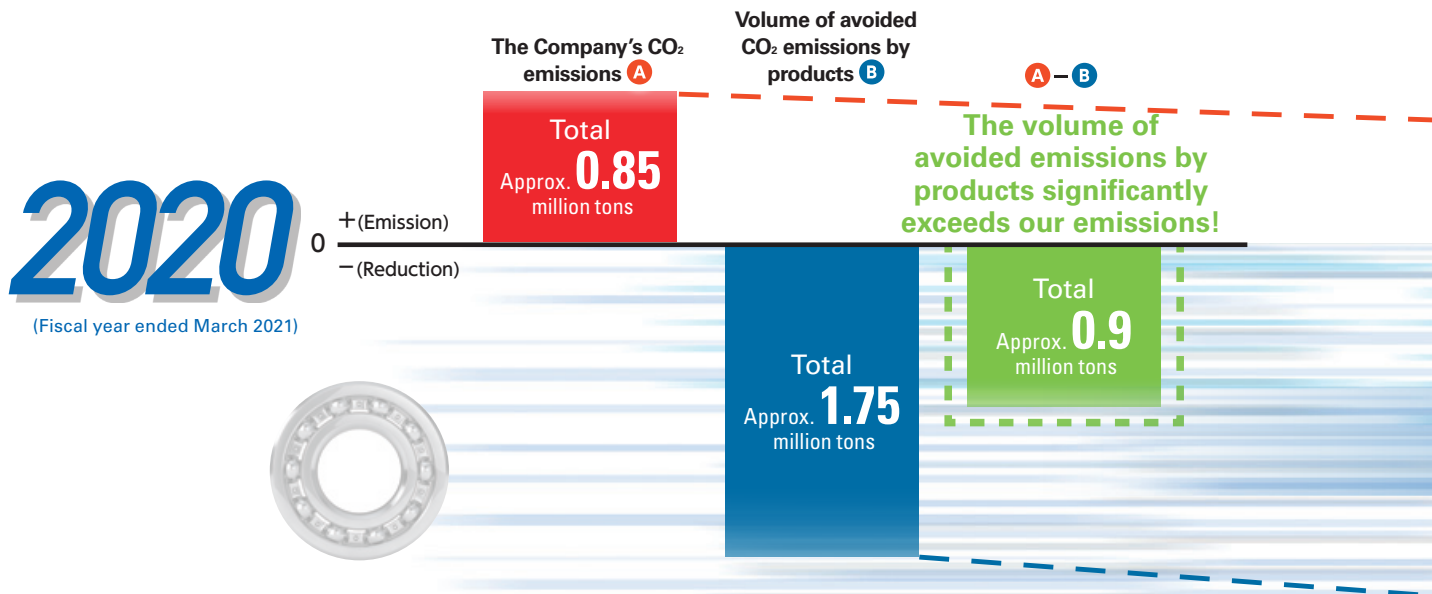
			
MITSUMI Atsugi	ABLIC Takatsuka	Mitsumi Gunma	Mitsumi Gifu

Realize “Beyond Zero” through inter- Reducing our own CO₂ emissions and

New strategy toward 2051, the 100th anniversary

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

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.



Calculation method and results

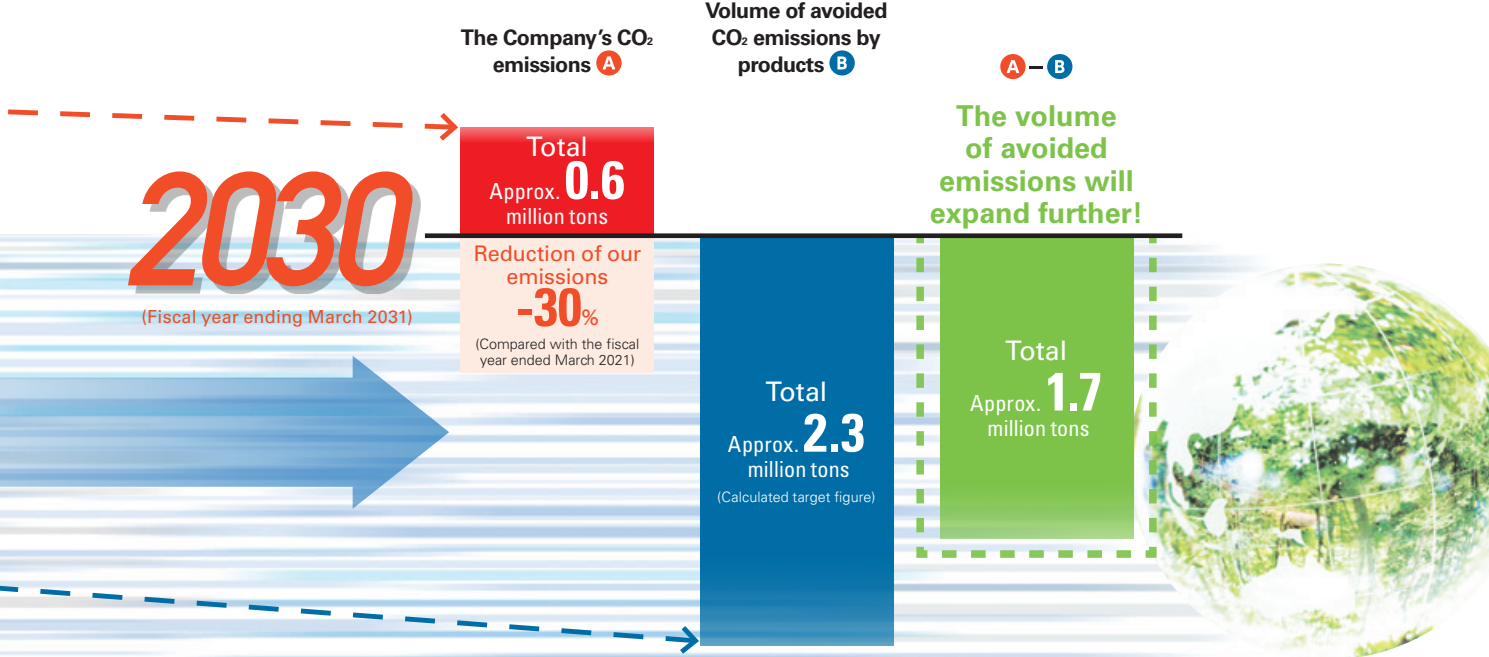
The contribution was calculated in accordance with Japan Electronics and Information Technology Industries Association (JEITA) guidelines.

“Effect of CO₂ emission reduction at the time of use of products” indicates the amount of power consumption reduction when comparing the power consumption of the evaluated product with the power consumption of the same product equipped with previous generation parts.

gration of ultra-precision technologies supporting global CO₂ reduction



The Company contributes to the reduction of global CO₂ emission volume by working to reduce its own CO₂ emissions as well as by reducing the CO₂ 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.



Details of calculation basis can be viewed from here. (Integration Report p.55-56)



The environmental policy can be viewed from here.



Consolidated Financial Statements (IFRS)

● Condensed Quarterly Consolidated Statements of Financial Position

(unit: millions of yen)

	Fiscal year 2022 Interim (as of September 30, 2021)	Fiscal year 2021 (as of March 31, 2021)
Assets		
Current assets	629,116	575,275
Non-current assets	400,905	401,496
Total assets	1,030,021	976,771
Liabilities		
Current liabilities	414,235	345,772
Non-current liabilities	154,375	177,001
Total liabilities	568,610	522,773
Equity		
Common stock	68,259	68,259
Capital surplus	139,810	139,456
Treasury stock	(46,188)	(39,166)
Retained earnings	292,613	265,417
Other components of equity	4,245	17,175
Total equity attributable to owners of the parent	458,739	451,141
Non-controlling interests	2,672	2,857
Total equity	461,411	453,998
Total liabilities and equity	1,030,021	976,771

Note: Amounts less than one million yen have been rounded.

● Condensed Quarterly Consolidated Statements of Income

(unit: millions of yen)

	Fiscal year 2022 Interim (Apr. 2021 thru Sept. 2021)	Fiscal year 2021 Interim (Apr. 2020 thru Sept. 2020)
Net sales	530,260	461,730
Cost of sales	425,253	386,978
Gross profit	105,007	74,752
Selling, general and administrative expenses	60,545	51,269
Other income	2,151	3,302
Other expenses	1,980	5,863
Operating income	44,633	20,922
Finance income	787	801
Finance expenses	1,101	1,473
Profit before income taxes	44,319	20,250
Income taxes	9,290	4,788
Profit for the period	35,029	15,462
Profit for the period attributable to:		
Owners of the parent	35,052	15,425
Non-controlling interests	(23)	37
Profit for the period	35,029	15,462

Note: Amounts less than one million yen have been rounded.

● Condensed Quarterly Consolidated Statements of Cash Flows

(unit: millions of yen)

	Fiscal year 2022 Interim (Apr. 2021 thru Sept. 2021)	Fiscal year 2021 Interim (Apr. 2020 thru Sept. 2020)
Cash flows from operating activities	34,783	7,731
Cash flows from investing activities	(25,163)	(47,455)
Cash flows from financing activities	(7,185)	33,425
Effect of exchange rate changes on cash and cash equivalents	(852)	122
Increase (decrease) in cash and cash equivalents	1,583	(6,177)
Cash and cash equivalents at beginning of period	165,479	130,746
Cash and cash equivalents at end of period	167,062	124,569

Note: Amounts less than one million yen have been rounded.

Corporate Data (as of September 30, 2021)

Trade Name :	MinebeaMitsumi Inc.	Registered Head Office :	4106-73, Oaza Miyota, Miyota-machi, Kitasaku-gun, Nagano 389-0293, Japan Phone: 81-267-32-2200
Established :	July 16, 1951		
Capital :	68,259 million yen	Tokyo Headquarters :	3-9-6 Mita, Minato-ku, Tokyo 108-8330, Japan Phone: 81-3-6758-6711
Number of Employees :	4,562	Headquarters and Plants :	Tokyo Headquarters, Karuizawa Plant, Matsuida Plant, Hamamatsu Plant, Fujisawa Plant, Yonago Plant

Share Information (as of September 30, 2021)

Overview of Shares

Total Number of Shares Authorized	1,000,000,000	shares
Number of Shares Issued	427,080,606	shares
Number of Shareholders	24,623	

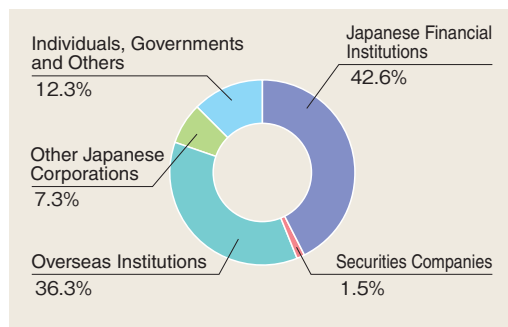
Major Shareholders (Top 10)

	Number of Shares (shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	64,503,900	15.92
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT)	24,489,400	6.05
Takahashi Industrial and Economic Research Foundation	15,447,330	3.81
Sumitomo Mitsui Trust Bank, Limited	15,413,900	3.81
SSBTC CLIENT OMNIBUS ACCOUNT	12,385,645	3.06
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT 4)	10,985,400	2.71
Sumitomo Mitsui Banking Corporation	10,223,597	2.52
MUFG Bank, Ltd.	10,181,739	2.51
Keiaisha Co., Ltd.	10,100,000	2.49
BNYM AS AGT/CLTS NON TREATY JASDEC	10,058,649	2.48

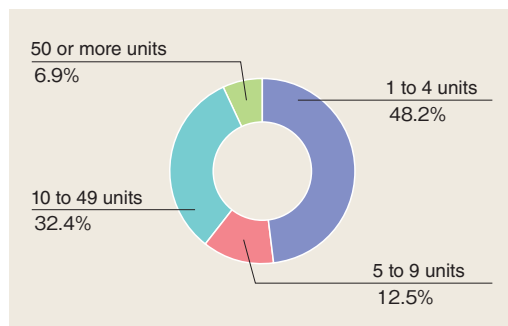
Notes: 1. The Company holds 22,029,667 shares of treasury stock, and is excluded from the shareholders list.

2. Shareholding ratio is calculated exclusive of treasury stock.

Distribution of Shareholders by Investor Type



Distribution of Number of Shareholders by Number of Shares Held



Information for Shareholders

Business Year	From April 1 to March 31 of next year
Ordinary General Meeting of Shareholders	June every year
Shares per Unit	100 shares
Record Date	Ordinary General Meeting of Shareholders March 31 every year
To Be Eligible to Receive a Dividend	Year-end Dividends March 31 every year Interim Dividends September 30 every year
Stock Transfer Agent and Account Management Institution for Special Accounts (Mailing Address)	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Department 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan
(Telephone Inquiries)	 0120-782-031 (Weekdays 9 a.m. to 5 p.m.)
(URL)	https://www.smtb.jp/personal/procedure/agency/
(FAQ)	https://faq-agency.smtb.jp/?site_domain=personal
Public Notice	Public notice by the Company shall be carried out by way of electronic public notice. (https://www.minebeamitsumi.com/) Provided, however, when the Company is unable to carry out public notice by way of electronic public notice due to an accident or unavoidable reason, it shall be given in the Nihon Keizai Shimbun.

Common Stock Listings Tokyo

[Shareholders' Inquiries and Notifications Concerning Matters Such as Change of Address]

Shareholders whose shares are recorded in the account at a securities company	Please contact the securities company.
Shareholders whose shares are recorded in the special account	For each of the shareholders who did not use the Japan Securities Depository Center (JASDEC) prior to share certificate dematerialization, the Company opened a special account at Sumitomo Mitsui Trust Bank, Limited, stock transfer agent. *Shares registered in our special accounts cannot be traded. To sell or buy shares in a special account, shareholders are requested to open an account with a securities company and transfer such shares from our special account to their account. For details of the procedures, please contact the Stock Transfer Agency Business Planning Department of Sumitomo Mitsui Trust Bank, Limited.  0120-782-031 (Weekdays 9 a.m. to 5 p.m.)

MinebeaMitsumi Inc.

Tokyo Headquarters

3-9-6 Mita, Minato-ku, Tokyo 108-8330, Japan
Phone: 81-3-6758-6711 Fax: 81-3-6758-6700
URL: <https://www.minebeamitsumi.com/english/>