

## 1. History of MinebeaMitsumi

Organic growth  
X  
M&A growth

The Company was established in Itabashi-ku, Tokyo in July 1951 as Japan's first specialized manufacturer of miniature ball bearings. After the war, engineers from the former Manchuria Airplane Manufacturing Company returned from Manchuria and established the company with dreams and passion for the development of the aircraft industry.

In the 70 years since then, we have expanded into the field of electronic devices, and through management integration with MITSUMI ELECTRIC, U-Shin, and ABLIC, have grown into an INTEGRATION manufacturer of precision components with a unique business portfolio that is unmatched in the world, ranging from ball bearings to motors, sensors, access products, and semiconductors.

We will continue to grow through both organic growth and M&As to create new value that supports manufacturing and people's lives around the world.

### From 1951 Founding period



#### Unchanging ideas since the founding period Ultra-precision machining technology and mass production

We have pursued high quality and low costs since our establishment in order to strengthen our miniature ball bearing products. In 1964, the Company introduced the latest machinery and equipment to the Karuizawa Plant and received guidance from overseas engineers, which dramatically improved the level of technology. As exports to overseas markets increased and sales grew, the Company introduced a series of cutting-edge machines to the Karuizawa Plant, increasing its competitiveness through ultra-precision machining technology and mass production technology.

### Organic growth

Founded in 1951, Nippon Miniature Bearing Co., Ltd., Japan's first specialized manufacturer of miniature ball bearings, is incorporated in Azusawa, Itabashi-ku, Tokyo



1963  
Plant is relocated from Kawaguchi, Saitama, to Miyota-machi, Nagano, and operations begin at the Karuizawa Plant, to become the mother plant of all the MinebeaMitsumi Group's plants worldwide



### M&As

### From 1970 Diversification



The U.S. Reed Instrument Corp.  
(Currently NHBB Chatsworth Plant)

#### Expanding our business domain through overseas expansion and diversification

Based on a sense of crisis that bearings might disappear in the future, we started the motor business in 1973, and in the 1980s, we expanded into the semiconductor and electronic components business.

In 1971, we acquired the U.S. Reed Instrument Corp. and began production overseas. We also started overseas production at our own plants in Singapore in 1972 and in Thailand in 1980. In addition to actively conducting domestic and overseas M&As to acquire engineers and increase production capacity, the Company also acquired non-manufacturing companies such as cosmetics and kimono door-to-door sales companies and pig-farming-related companies to expand the scale of its business.

1972  
Our first overseas plant is constructed in Singapore



1980  
Ayutthaya Plant is established  
The Company advances for the first time into Thailand, the Group's largest facility



1984  
Bang Pa-in Plant (Thailand)  
Bang Pa-in Plant is established as the second facility in Thailand



Hamamatsu Plant (Japan)

### From 1990 Return to manufacturing



Shanghai Plant (China)

#### Streamlining management by promoting selection and concentration of businesses

In the 1990s, as the negative effects of diversification began to mount, we sought to restore our profitability by reorganizing businesses that were not closely related to manufacturing and concentrating management resources on our core businesses of bearings and electronic devices. We started integrated production of ball bearings in Shanghai, China. Production of high-precision components for HDDs started in earnest, as we further refined our ultra-precision machining technology and vertically-integrated manufacturing system.

1988  
Lop Buri Plant is established in Thailand  
Production in the electronic devices and components area is expanded



Lop Buri Plant (Thailand)



Shanghai Plant (China)

1994  
MINEBEA ELECTRONICS & HI-TECH COMPONENTS (SHANGHAI) LTD., (our first plant in China) is established, which produces bearings and fan motors from parts in a vertically-integrated manner

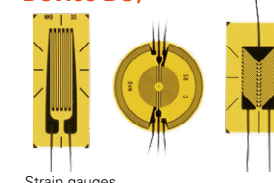
1971  
Production overseas is commenced for the first time in the U.S.

1980  
The Company commences the production of small-sized ball bearings



Small-sized ball bearings

1974  
The Company embarks on the electronic devices and components area (measuring components: the present Sensing Device BU)



Strain gauges



New Hampshire Ball Bearings, Inc.  
(the U.S., currently NHBB Peterborough Plant)

1985  
The U.S. ball bearing manufacturer is acquired  
Supply to the U.S. market is expanded



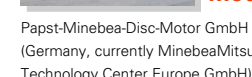
Aircraft components

1988  
The U.K. rod-end bearing manufacturer is acquired  
Supply to Europe market is expanded



Rose Bearings Ltd.  
(The U.K., currently NMB-Minebea UK Lincoln Plant)

1990  
The Company established a company to develop HDD spindle motors in Germany



Papst-Minebea-Disc-Motor GmbH  
(Germany, currently MinebeaMitsumi Technology Center Europe GmbH)



The corporate profile can be viewed from here.



