From 1990 Return to manufacturing

1. History of MinebeaMitsumi



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



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





From 1970 Diversification



(Currently NHBB

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 nonmanufacturing companies such as cosmetics and kimono door-to-door sales companies and pig-farming-related companies to expand the scale of its business.

Our first overseas plant is constructed in Singapore



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



Streamlining management by promoting selection and concentration of businesses

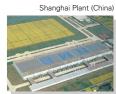
In the 1990s, as the negative effects of diversification began to mount, we sought to restore our profitability by reorganizing businesses that were not closely related to manufacturing and concentrating management resources on our core businesses of bearings and electronic devices. We started integrated 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.

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



Lop Buri Plant (Thailand)

Hamamatsu Plant is established **Development in the electronic** devices and components area is expanded



MINEBEA ELECTRONICS & HI-**TECH COMPONENTS (SHANGHAI)** LTD., (our first plant in China) is

established, which produces bearings and fan motors from parts in a verticallyintegrated manner

M&As

Number of M&As

1972

1975

1976

1977

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

1972

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



1982



1984

1985

1986

1987

New Hampshire Ball Bearings, Inc.

The Company

commences the

sized ball bearings

(the U.S., currently NHBB Peterborough Plant)

1988

1989





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)



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

Papst-Minebea-Disc-Motor GmbH Technology Center Europe GmbH)



1990 1991 1992

From 2000 Becoming an INTEGRATION manufacturer of precision components



Pursuing synergies to solidify strength as a company

As we entered the 2000s, the technological changes in the world became even more drastic, and IoT came to be the norm. We further expanded our production bases in Cambodia and Slovakia, and accelerated our M&A activities. Since the current CEO, Kainuma, took office in 2009, the Company has conducted 20 M&As. In 2017, the Company conducted a business integration with MITSUMI ELECTRIC and changed the company name to MinebeaMitsumi Inc.

In the 2000s, the world was hit by a variety of disasters, including the Lehman bankruptcy, US-China trade frictions and other financial crises, the Great East Japan Earthquake, the flooding in Thailand, and the spread of and risk diversification system, we have strongly overcome adversity and

COVID-19. Nonetheless, with the strength of our diversified business portfolio continue to grow as an INTEGRATION manufacturer of precision components.

100 th anniversary

Continue growing by diversifying our core businesses and through INTEGRATION, and contribute to the achievement of an eco-friendly and prosperous society

Organic growth

Our plant is established in Cambodia, and commences production the next year Risk diversification, expansion of production and reduction of costs











2020

New building is completed at the Akita Business Division **Development of automotive** business is strengthened







New multi-purpose plant building to be constructed on the Bang Pa-in Plant in Thailand Planning to increase production capacity for a variety of future products

Strengthened Eight Spears

Companies that have been integrated	Bearings	Motors	Access products	Analog semi- conductors	Sensors	Connectors/ switches	Power supply components	Wireles commu nication softwar	
ABLIC				•		_			
U-Shin			•						
Mach Aero	•								
C&A	•								
MITSUMI ELECTRIC		•		•	•	•	•	•	
Sartorius					•				
Cixi	•								
CEROBEAR	•								
MOATECH		•							

M&As

motors is commenced **Product lineup of** motors is expanded



Business integration with MITSUMI ELECTRIC through share exchange Accelerated growth of each business as an "Electro Mechanics Solutions®" provider that

2010

integrates control technology with machine and electronic technology



1-cell Lithium-ion Battery Protection IC

Acquired a major manufacturer of measuring T&H GmbH; current Minebea Intec GmbH)

Production and supply



Business integration with U-Shin Ltd. through tender offer **Generated synergy** in the automotive, housing equipment and industrial machinery areas through the strength of new INTEGRATION





Business integration

with ABLIC through

The Company's

presence in

strengthened

the analog

acquisition of its shares

semiconductor market is

Announced acquisition of 8-inch analog semiconductor plant (fab) and MEMS business from OMRON Corporation



components in Germany (Sartorius Mechatronics

in Europe and India are expanded

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