History of MinebeaMitsumi

Organic growth × 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 over 70 years since then, we have expanded into the field of electronic devices, and since our founding, through management integration with 55 companies (as of August 31, 2023), 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, and also by product development contributing to the resolution of social issues, to create new value that supports manufacturing and people's lives around the world.

Founded in 1951

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

Karuizawa Plant (Japan)

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**

1970

Organic growth

1972 Our first own overseas plant is constructed in Singapore

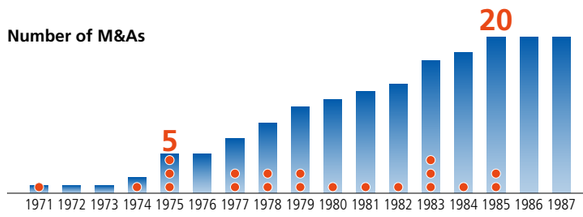
M&As

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

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

The corporate profile can be viewed from here.

Number of M&As



1980

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

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

1986 Hamamatsu Plant is established
Development in the electronic devices and components area is expanded

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

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

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

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

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

1990 The Company establishes a subsidiary to develop HDD spindle motors in Germany

2000

2010 Our plant is established in Cambodia, and commences production the next year Risk diversification, expansion of production and reduction of costs

2010 Suzhou Plant is established to expand production of LED backlights

2018 Kosice Plant in Slovakia commences production
Supply to Europe market is expanded

2010 Production of brushless motors is commenced
Product lineup of motors is expanded

2015 A major manufacturer of measuring components in Germany is acquired
Production and supply in Europe and India are expanded

2017 Business integration with MITSUMI ELECTRIC through share exchange
Growth of each business is accelerated as an "Electro Mechanics Solutions™" provider that integrates control technology with machine and electronic technology

2019 Business integration with U-Shin through tender offer
Synergy in the automotive, housing equipment and industrial machinery areas is generated through the strength of new INTEGRATION

2020

2020 New building is completed at the Akita Business Division
Development of automotive business is strengthened

2021 New multi-purpose plant building is constructed on the Bang Pa-in Plant in Thailand
Production capacity for a variety of future products is increased

2022 Karuizawa Technology Center is established
Development of machined components is strengthened

2023 The Tokyo X Tech Garden is established
INTEGRATION of talents and developing new products are strengthened

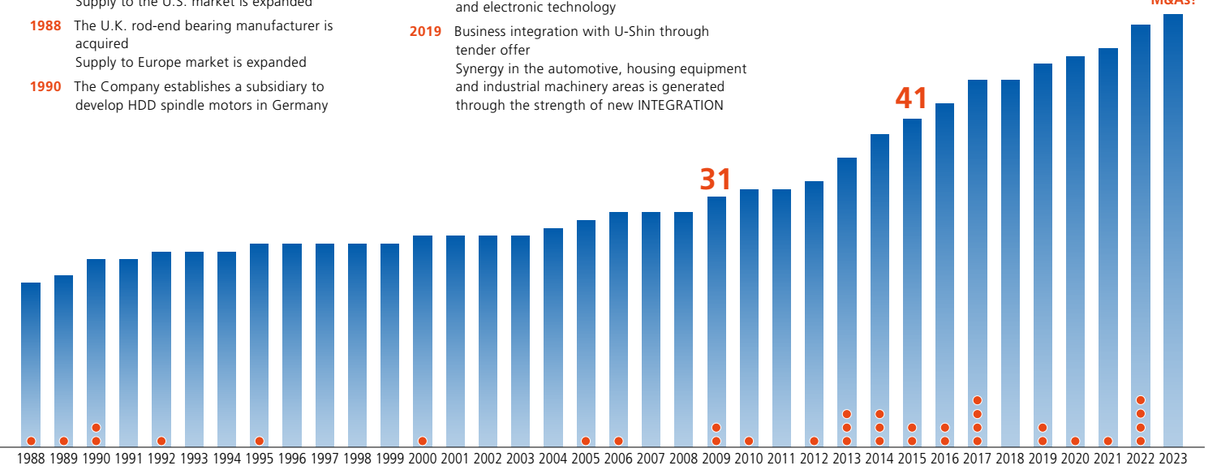
2020 Business integration with ABLIC through acquisition of its shares
The Company's presence in the analog semiconductor market is strengthened

2021 8-inch analog semiconductor plant (fab) and MEMS business are acquired from OMRON Corporation
Production of analog semiconductors is expanded

2022 Business integration with Honda Tsushin Kogyo and SUMIKO TEC (currently Minebea Connect) through acquisition of their shares Product lineup of connectors is expanded

2023 Business integration with Honda Lock (currently Minebea AccessSolutions) through acquisition of its shares
Access product business is strengthened

Total of 55 M&As!



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.

From 1970 Diversification

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 business 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.

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

From 1990 Return to manufacturing

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.

From 2000 Becoming an INTEGRATION manufacturer of precision components

Pursuing synergies to solidify our 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 Chairman Kainuma took office as CEO in 2009, the Company has conducted 24 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, U.S.-China trade frictions and other financial crises, the Great East Japan Earthquake, the flooding in Thailand, and the spread of COVID-19. Nonetheless, with the strength of our diversified business portfolio and risk diversification system, we have strongly overcome adversity and continue to grow as an INTEGRATION manufacturer of precision components.