

May 12, 2026

Company Name:	MINEBEA MITSUMI Inc.
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Announcement regarding the Acquisition of Business

MinebeaMitsumi Inc. (the "Company") hereby announces that it has resolved to enter into an agreement to acquire the automotive motor and automotive cooling fan motor business (the "Business") operated by Panasonic Industry Co., Ltd. ("PID") and its group (the "Transaction").

While the Transaction does not fall under the timely disclosure standards set by the Tokyo Stock Exchange, the Company is disclosing this information voluntarily on its website and through TDnet as it deems the information to be useful for investors.

1. Reason for the Acquisition of Business

The Company's basic strategy is to identify products as its core business called the "Eight Spears" in which the Company can demonstrate its strength, such as super-precision processing technologies and mass production technologies, and which would not be easily eliminated from the market, to create global niche top products and achieve high profitability. At the same time, the Company aims to provide customers with new value by "INTEGRATION*1" (combining) these products. Within the Eight Spears, the motor business is positioned as the third pillar of our operations, and we are accelerating the strengthening of automotive motors, a focus area, and the enhancement of competitiveness in non-automotive fields. The motor business plays a critical role in achieving the MinebeaMitsumi Group's consolidated growth targets for the medium-to-long-term.

The Business inherits a history of Panasonic's motor technology cultivated over 90 years and possesses extensive, high-level knowledge and expertise, including brushless motor control technology and brush/commutator technology. In the automotive motor business, based on long-standing industry experience, the Business possesses high technological capabilities in pursuit of miniaturization, thinness, high output, and noise reduction, and has built strong relationships with customers. In the automotive cooling fan motor business, by adopting original fluid dynamic bearings, it has achieved extremely high reliability that fully meets the strict automotive-specific requirements involving harsh temperature changes and intense vibrations. Furthermore, its possession of thermal management technology to build optimal cooling systems based on advanced fluid and thermal analysis is a major strength.

In the automotive motor business, the Company regards the tightening of global environmental regulations as an opportunity for growth and will further promote product development that anticipates increasingly sophisticated customer needs. The automotive cooling fan motor business will continue to develop a wide range of thermal solution markets in all directions through its unique fluid dynamic bearing technology that balances cooling capacity, quietness, and long life.

Through this acquisition, the Company will first integrate the knowledge of both parties in motor development and manufacturing at a high level to rapidly realize enhanced cost competitiveness and an expanded product lineup through technological synergies. Building on this, we will "INTEGRATE" our unique "Eight Spears" technologies, such as bearings, semiconductors, sensors, and access products, which are the Company's strengths. By combining these extensive technological portfolios in a complex manner to create high-value-added solutions that meet next-generation requirements, we will solidify our technological presence in the market. We aim to contribute to solving issues for a sustainable society while powerfully driving the achievement of the Group's goals.

*1 This term was adopted with the intended meaning "to be combined" rather than "to sum up." Create new value through synergy by combining all the resources of our group.

2. Outline of the Business Acquisition

(1) Contents of the business to be acquired

Automotive motor and automotive cooling fan motor business operated by PID and its group.

(2) Method of the acquisition

The Business will be succeeded to a new company to be established by PID through an absorption-type split, and the Company will then acquire the shares of the new company. For overseas locations, the Company's group companies will acquire the business through business transfers or other methods.

(3) Operating results of the business to be acquired for the most recent fiscal year

Net sales for the fiscal year ended March 2025 were approximately 31.8 billion yen. Information other than the above is undisclosed due to confidentiality obligations between the parties.

(4) Items of assets and liabilities of the business to be acquired

The Company will acquire assets and liabilities necessary for the smooth succession of the Business, as separately agreed upon between the parties.

(5) Acquisition price

Undisclosed due to confidentiality obligations between the parties.

3. Outline of the Company which originally possesses the Business

(1) Company name	Panasonic Industry Co., Ltd.
(2) Location	Toranomon Hills Station Tower 22F and 23F, 2-6-1 Toranomon, Minato-ku, Tokyo
(3) Title and name of representative	Masato Ozawa, Representative Director, President CEO

(4) Business	Development, manufacture and sales of electrical components, electronic components, control devices and electronic materials	
(5) Amount of capital	500 million yen	
(6) Date of establishment	April 1, 2022	
(7) Major shareholders and shareholding ratio	Panasonic Holdings Corporation 100.0%	
(8) Relationship between the Company group and Panasonic Industry	Capital relationship	Not applicable
	Personnel relationship	Not applicable
	Business relationship	Certain transactions involving products
	Status applicable to related parties	Not applicable

4. Schedule

(1) Execution date of the Agreement	May 13, 2026
(2) Business transfer date (Note)	November 2, 2026 (scheduled)

(Note) The implementation date of the Acquisition of Business is subject to change depending on notifications to the Fair Trade Commission and other relevant authorities (including those based on foreign laws) as well as the status of obtaining permits and approvals.

5. Future Outlook

Impact of this transaction on the Company's consolidated business performance for the fiscal year ending March 31, 2027 is expected to be minimal. We will promptly disclose relevant information once any event that needs to be disclosed occurs.