

December 22, 2023

Company Name:	MINEBEA MITSUMI Inc.
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Announcement of Completion of Acquisition of All Shares of RO-RA Aviation Systems GmbH

NMB-Minebea UK Ltd. ("NMB UK"), one of the European subsidiaries of MINEBEA MITSUMI Inc. (the "Company"), previously entered into a share transfer agreement (the "Share Transfer Agreement") regarding the acquisition of the shares (the "Acquisition of Shares") of RO-RA Aviation Systems GmbH ("RORA") which is engaged in the sales and manufacture of link rod assemblies and precision machined components for aircraft, as announced in the press release dated December 20 2023, titled "Announcement of Acquisition of All Shares of RO-RA Aviation Systems GmbH". The Company is hereby pleased to announce that, December 21, 2023 (Austria Local Time), NMB UK completed the Acquisition of Shares.

1. Purpose of the Transaction and Future Management Strategy

The Company's basic strategy is to identify the 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, and to provide the customers with new values by INTEGRATION*.

RORA is an Austrian company engaged in the sales and production of link rod assemblies and precision machined components. The link rod assembly consists of rod-end bearings which is one of MinebeaMitsumi's core products, swaged tubes which is one of RORA's core technologies. The link rod assemblies are widely used in aircrafts such as interior, structure and engine. Integration of MinebeaMitsumi and RORA will enable vertically integrated production of link rod assemblies, and it also enables MinebeaMitsumi to obtain a competitive advantage over the competition in terms of lead time, cost, and technical services. Specifically, MinebeaMitsumi performs serial production of rod-end bearings and swaged tubes in Thailand, and RORA mainly performs development, design, and sample production of link rod assemblies after the integration. In addition, MinebeaMitsumi global sales network can reach major regions (Europe and North America) consuming link rod assemblies.

Since it is expected that the global aerospace industry will have significant recovery from Covid-19 and growth potential in the context of booming demand, MinebeaMitsumi aims to enhance its profitability by way of expanding the sales of our products such as precision machining products including link rod assemblies.

* INTEGRATION means "combining" rather than "simple gathering." The Company will evolve its "core products" by combining and utilizing its proprietary technologies and will create new products in various fields through the INTEGRATION of the evolved products.

2. Outline of NMB-Minebea UK Ltd.

(As of December 22, 2023)

(1) Company name	NMB-Minebea UK Ltd.		
(2) Location	Doddington Road, Lincoln, LN6 3RA, England, U.K.		
(3) Title and name of representative	Mark Stansfield, Managing Directors		
(4) Business	Design, manufacture and sell rod-end and spherical bearings		
(5) Amount of capital	43,700 thousand pounds sterling		
(6) Commenced operations	February, 1988		
(7) Fiscal year end	March 31		
(8) Major shareholders and shareholding ratio	MINEBEA MITSUMI Inc.		100.0%

3. Outline of the Company to Become a Subsidiary

(1) Company name	RO-RA Aviation Systems GmbH		
(2) Location	Gewerbepark 8, 4861 Schoerfling am Attersee, Austria		
(3) Title and name of representative	Helmut Wiesenberger, Managing Directors		
(4) Business	Design, manufacture and sell link rod assembly products for aerospace market Design, manufacture and sell high precision machined parts for aerospace engines		
(5) Amount of capital	250 thousand Euros		
(6) Date of establishment	February 27, 2006		
(7) Major shareholders and shareholding ratio	Aero Products Invest GmbH		100.0%
(8) Relationship between the Company group and RORA	Capital relationship	Not applicable	
	Personnel relationship	Not applicable	
	Business relationship	Certain transactions involving products	
	Status applicable to related parties	Not applicable	
(9) Operating results and financial position of RORA over 3 years			
Fiscal Year End	Fiscal Year ended December 31, 2020	Fiscal Year ended December 31, 2021	Fiscal Year ended December 31, 2022
Sales	21 million Euros	18 million Euros	28 million Euros

Other information about operating results or financial position than above cannot be disclosed under the confidentiality obligations between the parties.

4. Outline of the Company Selling the Shares

(1) Location	Germany
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(2) Business	Entering, holding and selling investments in companies as well as managing own assets	
(3) Relationship between the Company group and the company selling the shares	Capital relationship	Not applicable
	Personnel relationship	Not applicable
	Business relationship	Not applicable
	Status applicable to related parties	Not applicable

Other information about the company selling the shares than above cannot be disclosed under the confidentiality obligations between the parties.

5. Portion to be Acquired, Purchase Price, and Shareholdings Before and After the Acquisition

(1) Portion held by the Company before the transfer	Percentage of voting rights held: 0.0%
(2) Portion to be acquired by the Company	100%
(3) Purchase price	Not disclosed under the confidentiality obligations between the parties
(4) Portion to be held by the Company after the transfer	Percentage of voting rights held: 100.0%

6. Schedule

(1) Execution date of the Share Purchase Agreement	December 19, 2023 (Austria Local Time)
(2) Implementation date of the Acquisition of Shares	December 21, 2023 (Austria Local Time)

7. Future Outlook

Impact of this transaction on the Company's consolidated business performance for the fiscal year ending March 31, 2024 is expected to be minimal. We will promptly disclose relevant information once any event that needs to be disclosed occurs.

8. Reference: An example of RORA's products



Flap Track Rod

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