

#### 1980s~1990s

## Nidec becomes the world's top HDD motor manufacturer

In 1983, an US computer manufacturer launched the first business personal computer (PC) equipped with a hard risk drive (HDD) as a memory device. The PC was a hit thanks to its HDD's high-speed processing, and the demand for it increased. Having started the production of 8-inch models in 1979 and 5.25-inch models in 1981, Nidec Corporation launched the production of 3.5-inch models in 1984, and 2.5-inch models in 1988, as PCs became increasingly compact. In March 1989, Nidec Corporation purchased Shinano Tokki Co., Ltd., a company in competition with us in the HDD motor business, acquiring 90% of its global market. Nidec Corporation made a debut on the Tokyo Stock Exchange's first section (current Prime Market) in September 1998.

#### 2000s~

## Strengthening the HDD motor business and promoting business diversification

Nidec Corporation had its stock listed on the New York Stock Exchange in 2001 (and delisted the stock later). In 2000, by launching the mass production of HDD motors that used the fluid dynamic bearing (FDB) instead of the ball bearing, and by maintaining a high market share, the company solidified its status as a leading HDD motor manufacturer. In the meantime, Nidec Corporation diversified its businesses, including the automotive power steering motor business, whose product development started in 1995, and its mass production in 2000. The company now boasts the largest global market share of this business.

#### 2010s~

# Growing into a global comprehensive motor manufacturer through M&As

2014 saw Nidec Corporation open Nidec Research and Development Center, Japan (current Nidec Shin-Kawasaki Technology Center), and Production Engineering Center (current Nidec Keihanna Technology Center) in 2015, to build a system for basic motor researches and technological innovation in manufacturing. HDDs' global shipments reached their peak of approximately 650 million units in 2010, to start declining to approximately 120 million units, down approximately 80% of the peak, in 2023. With the decline in demand for HDD motors, Nidec Corporation decided to shift its focus to automotive, and appliance, commercial and industrial businesses, and actively purchased companies strong in these areas via M&A. These activities led us to become a comprehensive motor manufacturer that supplies motors, ranging from super-small ones to large ones, to any and all fields of business.

### 2020s~

## Becoming a growth company that can respond dynamically to environmental changes

July 2023 marked Nidec Corporation's 50th anniversary. With this timing, the company's name, together with those of our group companies, were changed to names that start with "Nidec" in April that year. By effectively combining the strengths of the individual companies, which possess a variety of technologies in a wide range of fields, we are committed to creating new functions and values. In April 2024, the company launched a new management system, led by Mitsuya Kishida as President and CEO, and announced in July a plan to achieve a sales target of 10 trillion yen in the fiscal year of 2030. As a company that actively engages in activities for the 17 Sustainable Development Goals (SDGs) to realize a sustainable society, Nidec Corporation upholds a major strategic theme, "Be a company that is positively evaluated for its ESG management!," and contributes to creating a sustainable and affluent society.

#### Nidec's history of growth via M&A

Around 1995, researches were conducted on the use of the FDB as HDDs' growing capacity started requiring motors' rotation to be more accurate. However, with no bearing manufacturers producing FDBs, Nidec Corporation embarked on their development and production. After purchasing companies with required technologies, including Tosok Corp. and Kyori Kogyo Co., Ltd. in 1997 and Copal Co., Ltd. and other companies in the following years, Nidec Corporation started mass-producing FDB-equipped HDD motors in 2000, and acquired a large market share. While the success of the FDB-equipped HDD motors was

critical to us, Nidec Corporation diversified its businesses to be prepared for possible failures by purchasing other companies via M&A to enter into businesses outside HDD motors. The 1998 acquisition of Shibaura Densan and the purchase of Y-E Drive Corp. in 2000 served as stepping stones for Nidec Corporation's entry into the appliance, commercial, and industrial markets. Even though the entry barrier was high for the power-steering motor business, and we were unable to expand our customer base, our commercial network broadened after the acquisition of French company Valeo S.A.'s actuator business in 2006.

After the decline of the HDD market, Nidec Corporation launched M&A in the automotive business, where we were able to aim for further growth by utilizing our long-nurtured technologies, and in appliance, commercial, and industrial businesses, to successfully diversify our businesses. In the automotive business, we combined our electric power steering motors with electronic control units (ECUs) – a new technology we had acquired through M&A – to develop power packs that are light and compact, and keep noise levels to a minimum. In addition,

by purchasing Mitsubishi Heavy Industries Machine Tool Co., Ltd. (current Nidec Machine Tool Corporation) – a company excellent at producing gear cutting machine – in 2021, Nidec Corporation entered into the machine tool business. As gear cutting machines are critical in producing reducers, owning the technology to make the machine tools is an element that makes us competitive in the reducer business. Nidec Corporation's strength lies in its ability to not simply expand businesses but create synergies and new values via M&A.

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