1. Financial Highlights and Forecast

| (Yen in millions) | FY2007 |  |  | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Net Sales | 353,844 | 370,517 | 724,361 | 363,276 | 247,527 | 610,803 | 268,526 | 317,503 | 586,029 | 336,315 | 352,215 | 688,530 |
| Operating Income | 34,297 | 43,100 | 77,397 | 40,778 | 11,237 | 52,015 | 28,369 | 50,144 | 78,513 | 51,835 | 38,692 | 90,527 |
| (Operating Income Ratio) | 9.7\% | 11.6\% | 10.7\% | 11.2\% | 4.5\% | 8.5\% | 10.6\% | 15.8\% | 13.4\% | 15.4\% | 11.0\% | 13.1\% |
| Earnings before Provision for Income Taxes | 31,781 | 32,308 | 64,089 | 43,379 | 3,891 | 47,270 | 22,528 | 52,655 | 75,183 | 41,609 | 37,916 | 79,525 |
| Net Income | 20,357 | 20,799 | 41,156 | 27,840 | 513 | 28,353 | 13,788 | 38,173 | 51,961 | 27,014 | 25,319 | 52,333 |
| EPS (Yen) | 140.50 | 143.50 | 284.00 | 192.06 | 5.36 | 197.42 | 98.99 | 274.05 | 373.04 | 193.94 | 181.97 | 375.91 |
| Dividend per share (Yen) | 25.00 | 30.00 | 55.00 | 30.00 | 30.00 | 60.00 | 25.00 | 40.00 | 65.00 | 40.00 | 45.00 | 85.00 |


| (Yen in millions) | FY2008 |  |  |  | FY2009 |  |  |  | FY2010 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Net Sales | 173,886 | 189,390 | 140,802 | 106,725 | 123,484 | 145,042 | 152,235 | 165,268 | 168,766 | 167,549 | 178,659 | 173,556 |
| Operating Income | 18,389 | 22,389 | 10,100 | 1,137 | 10,336 | 18,033 | 23,564 | 26,580 | 27,115 | 24,720 | 21,731 | 16,961 |
| (Operating Income Ratio) | 10.6\% | 11.8\% | 7.2\% | 1.1\% | 8.4\% | 12.4\% | 15.5\% | 16.1\% | 16.1\% | 14.8\% | 12.2\% | 9.8\% |
| Earnings before Provision for Income Taxes | 23,085 | 20,294 | -2,010 | 5,901 | 8,802 | 13,726 | 25,346 | 27,309 | 21,105 | 20,504 | 19,711 | 18,205 |
| Net Income | 15,109 | 12,731 | -4,777 | 5,290 | 5,819 | 7,969 | 16,315 | 21,858 | 13,783 | 13,231 | 13,459 | 11,860 |
| EPS (Yen) | 104.24 | 87.82 | -33.16 | 37.67 | 41.78 | 57.21 | 117.13 | 156.92 | 98.95 | 95.00 | 96.52 | 85.42 |

Accounting Treatment of "Discontinued Operations" and "Business Combinations"

1) Pursuant to FASB Accounting Statements Codification (ASC) 205-20, "Presentation of Financial Statements-Discontinued Operations", the results of discontinued operations have been reclassified and presented separately from those of continuing operations as "Loss from discontinued operations." The relevant prior-period statements have been retrospectively adjusted to reflect this reclassification.
2) Pursuant to ASC 805 "Business Combinations", the results of operations for the nine months ended December 31,2010 have been retrospectively adjusted as the fair value evaluation of the assets acquired and the liabilities assumed
upon the acquisition of Nidec Motor Corporation completed in the three months ended March 31, 2011. The results of operations for the three months ended March 31,2011 were prepared based on this retrospective adjustment.
2. Product Groups Results (Net Sales \& Operating Income)

| (Yen in millions) |  | FY2007 |  |  | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Small Precision Motors | Sales | 188,307 | 197,375 | 385,682 | 189,943 | 124,130 | 314,073 | 158,401 | 171,759 | 330,160 | 171,182 | 150,308 | 321,490 |
|  | OP | 22,950 | 27,981 | 50,931 | 26,475 | 9,642 | 36,117 | 26,103 | 36,367 | 62,470 | 35,003 | 23,701 | 58,704 |
| General Motors | Sales | 47,673 | 48,704 | 96,377 | 47,602 | 29,554 | 77,156 | 31,831 | 41,550 | 73,381 | 48,105 | 89,146 | 137,251 |
|  | OP | 1,083 | 1,555 | 2,638 | 1,191 | -1,729 | -538 | -859 | 429 | -430 | 931 | 2,495 | 3,426 |
| Machinery | Sales | 32,742 | 36,116 | 68,858 | 38,663 | 30,772 | 69,435 | 16,898 | 31,068 | 47,966 | 38,021 | 39,308 | 77,329 |
|  | OP | 5,399 | 6,144 | 11,543 | 6,177 | 2,473 | 8,650 | 617 | 5,238 | 5,855 | 6,276 | 6,329 | 12,605 |
| Electronic \& Optical Components | Sales | 72,477 | 73,419 | 145,896 | 71,514 | 51,038 | 122,552 | 49,061 | 56,682 | 105,743 | 62,045 | 55,798 | 117,843 |
|  | OP | 6,308 | 7,433 | 13,741 | 7,444 | 1,806 | 9,250 | 3,571 | 7,465 | 11,036 | 9,689 | 6,768 | 16,457 |
| Others | Sales | 12,645 | 14,903 | 27,548 | 15,554 | 12,033 | 27,587 | 12,335 | 16,444 | 28,779 | 16,962 | 17,655 | 34,617 |
|  | OP | 655 | 1,389 | 2,044 | 1,410 | 531 | 1,941 | 816 | 2,534 | 3,350 | 2,607 | 1,857 | 4,464 |
| Eliminations/Corporate | OP | $(2,098)$ | $(1,402)$ | $(3,500)$ | $(1,919)$ | $(1,486)$ | $(3,405)$ | $(1,879)$ | $(1,889)$ | $(3,768)$ | $(2,671)$ | $(2,458)$ | $(5,129)$ |


| (Yen in millions) |  | FY2008 |  |  |  | FY2009 |  |  |  | FY2010 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Small Precision Motors |  | 87,675 | 102,268 | 68,633 | 55,497 | 72,272 | 86,129 | 85,035 | 86,724 | 87,687 | 83,495 | 78,431 | 71,877 |
|  | OP | 11,636 | 14,839 | 7,409 | 2,233 | 10,639 | 15,464 | 18,328 | 18,039 | 18,529 | 16,474 | 13,468 | 10,233 |
| General Motors | Sales | 25,620 | 21,982 | 15,898 | 13,656 | 15,704 | 16,127 | 18,043 | 23,507 | 24,760 | 23,345 | 43,063 | 46,083 |
|  | OP | 954 | 237 | -834 | -895 | -652 | -207 | -34 | 463 | 592 | 339 | 981 | 1,514 |
| Machinery | Sales | 17,674 | 20,989 | 19,330 | 11,442 | 7,599 | 9,299 | 12,173 | 18,895 | 17,221 | 20,800 | 20,025 | 19,283 |
|  | OP | 2,853 | 3,324 | 2,076 | 397 | 3 | 614 | 1,890 | 3,348 | 2,847 | 3,429 | 3,280 | 3,049 |
| Electronic \& Optical Components | Sales | 35,400 | 36,114 | 29,784 | 21,254 | 22,304 | 26,757 | 28,755 | 27,927 | 30,346 | 31,699 | 28,053 | 27,745 |
|  | OP | 3,381 | 4,063 | 1,941 | -135 | 906 | 2,665 | 3,399 | 4,066 | 4,664 | 5,025 | 4,001 | 2,767 |
| Others | Sales | 7,517 | 8,037 | 7,157 | 4,876 | 5,605 | 6,730 | 8,229 | 8,215 | 8,752 | 8,210 | 9,087 | 8,568 |
|  | OP | 544 | 866 | 356 | 175 | 332 | 484 | 1,084 | 1,450 | 1,456 | 1,151 | 1,234 | 623 |
| Eliminations/Corporate | OP | (979) | (940) | (848) | (638) | (892) | (987) | $(1,103)$ | (786) | (973) | $(1,698)$ | $(1,233)$ | $(1,225)$ |

Accounting Treatment of "Discontinued Operations" and "Business Combinations"

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upon the acquisition of Nidec Motor Corporation completed in the three months ended March 31, 2011. The results of operations for the three months ended March 31,2011 were prepared based on this retrospective adjustment.
3. Capital Expenditure, Depreciation, R\&D

| (Yen in millions) | FY2007 |  |  | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Capital Expenditure | 16,220 | 18,579 | 34,799 | 22,758 | 14,164 | 36,922 | 9,983 | 19,376 | 29,359 | 24,590 | 17,650 | 42,240 |
| Depreciation | 18,514 | 18,614 | 37,128 | 17,170 | 15,697 | 32,867 | 15,002 | 15,378 | 30,380 | 15,453 | 18,740 | 34,193 |
| R \& D | 14,865 | 14,718 | 29,583 | 14,521 | 12,304 | 26,825 | 11,638 | 12,818 | 24,456 | 13,107 | 14,881 | 27,988 |

## NIDEC CORPORATION

http://www.nidec.co.jp/english/index.html

