## 1. Financial Highlights and Forecast

(Yen in millions)		FY2007			FY2008			FY2009			FY2010	
(Terriii IIIIIIIIIII)	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)		FY2	800			FY2	009			FY2	010	
(Terriir Hillinons)	10	2Q	3Q	4Q	10	20	3Q	4Q	10	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"

## 2. Product Groups Results (Net Sales & Operating Income)

Z. Floudci Gloups Resul	113 (1161 30	ies a Opera	ing income	)									
(Yen in millions)			FY2007			FY2008			FY2009			FY2010	
(Terriir millions)		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
Small Precision Motors	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		137,251
General Motors	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	2 150,308 3 23,701 5 89,146 1 2,495 1 39,308 6 6,329 5 55,798 9 6,768 2 17,655	77,329
Machinery	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	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
Components	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
Others	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)			FY2	800			FY2	009			FY2	.010	
(Yen in millions)		1Q	2Q	3Q	4Q	10	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Small Precision Motors	Sales	87,675	102,268	68,633	55,497	72,272	86,129	85,035	86,724	87,687	83,495		71,877
Small Precision Motors	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	78,431 4 13,468 6 43,063 981 0 20,025 3,280 0 28,053 6 4,001 0 9,087	46,083
General Motors	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	7,599 9,299 12,173 18,895 17,221 20,8	20,800	20,025	19,283			
IVIACIII IEI y	OP	2,853	3,324	2,076	397	3	614	1,890	3,348	2,847	3,429	3,280	3,049
Electronic & Optical	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
Components	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
Others	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"

## 3. Capital Expenditure, Depreciation, R&D

(Yen in millions)	FY2007			FY2008				FY2009		FY2010		
(Terriir millions)	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

<sup>1)</sup> 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.

<sup>2)</sup> 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.

<sup>1)</sup> 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.

<sup>2)</sup> 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.