1. Financial Highlights and Forecast

| (Yen in millions) | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  | FY2011 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 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 | 352,786 | 240,008 | 592,794 | 261,525 | 310,027 | 571,552 | 328,755 | 347,233 | 675,988 | 357,291 | 325,029 | 682,320 |
| Operating Income | 40,348 | 12,425 | 52,773 | 28,643 | 50,639 | 79,282 | 52,973 | 39,896 | 92,869 | 40,767 | 32,303 | 73,070 |
| (Operating Income Ratio) | 11.4\% | 5.2\% | 8.9\% | 11.0\% | 16.3\% | 13.9\% | 16.1\% | 11.5\% | 13.7\% | 11.4\% | 9.9\% | 10.7\% |
| Earnings before Provision for Income Taxes | 42,852 | 5,166 | 48,018 | 22,833 | 53,138 | 75,971 | 42,829 | 39,137 | 81,966 | 34,587 | 36,269 | 70,856 |
| Net Income | 27,840 | 513 | 28,353 | 13,788 | 38,173 | 51,961 | 27,014 | 25,319 | 52,333 | 22,529 | 18,202 | 40,731 |
| EPS (Yen) | 192.06 | 5.36 | 197.42 | 98.99 | 274.05 | 373.04 | 193.94 | 181.97 | 375.91 | 163.08 | 133.17 | 296.25 |
| Dividend per share (Yen) | 30.00 | 30.00 | 60.00 | 25.00 | 40.00 | 65.00 | 40.00 | 45.00 | 85.00 | 45.00 | 45.00 | 90.00 |


| (Yen in millions) | FY2009 |  |  |  | FY2010 |  |  |  | FY2011 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Net Sales | 120,280 | 141,245 | 148,562 | 161,465 | 165,215 | 163,540 | 176,016 | 171,217 | 176,634 | 180,657 | 157,442 | 167,587 |
| Operating Income | 10,559 | 18,084 | 23,908 | 26,731 | 27,420 | 25,553 | 22,223 | 17,673 | 19,847 | 20,920 | 13,528 | 18,775 |
| (Operating Income Ratio) | 8.8\% | 12.8\% | 16.1\% | 16.6\% | 16.6\% | 15.6\% | 12.6\% | 10.3\% | 11.2\% | 11.6\% | 8.6\% | 11.2\% |
| Earnings before Provision for Income Taxes | 9,023 | 13,810 | 25,674 | 27,464 | 21,450 | 21,379 | 20,238 | 18,899 | 18,260 | 16,327 | 14,206 | 22,063 |
| Net Income | 5,819 | 7,969 | 16,315 | 21,858 | 13,783 | 13,231 | 13,459 | 11,860 | 12,210 | 10,319 | 9,125 | 9,077 |
| EPS (Yen) | 41.78 | 57.21 | 117.13 | 156.92 | 98.95 | 95.00 | 96.52 | 85.42 | 88.20 | 74.86 | 66.68 | 66.34 |

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. Product Groups Results (Net Sales \& Operating Income)

| (Yen in millions) |  | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  | FY2011 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 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 OP | $\begin{array}{r} \hline 187,623 \\ 26,435 \end{array}$ | $\begin{array}{r} \hline 121,263 \\ 9,664 \end{array}$ | $\begin{array}{r} \hline 308,886 \\ 36,099 \end{array}$ | $\begin{array}{r} \hline 156,383 \\ 26,402 \end{array}$ | $\begin{array}{r} \hline 170,498 \\ 36,813 \end{array}$ | $\begin{array}{r} \hline 326,881 \\ 63,215 \end{array}$ | $\begin{array}{r} \hline 169,739 \\ 35,785 \end{array}$ | $\begin{array}{r} \hline 149,359 \\ 24,314 \end{array}$ | $\begin{array}{r} \hline 319,098 \\ 60,099 \end{array}$ | $\begin{array}{r} \hline 157,572 \\ 26,533 \end{array}$ | $\begin{array}{r} \hline 147,614 \\ 25,579 \end{array}$ | $\begin{array}{r} 305,186 \\ 52,112 \end{array}$ |
| General Motors | Sales OP | $\begin{array}{r} 47,602 \\ 1,191 \end{array}$ | $\begin{gathered} \hline 29,554 \\ -1,729 \end{gathered}$ | $\begin{array}{r} \hline 77,156 \\ -538 \end{array}$ | $\begin{array}{r} \hline 31,831 \\ -859 \end{array}$ | $\begin{array}{r} 41,550 \\ 429 \end{array}$ | $\begin{array}{r} 73,381 \\ -430 \end{array}$ | $\begin{array}{r} \hline 48,105 \\ 931 \end{array}$ | $\begin{array}{r} \hline 89,146 \\ 2,495 \end{array}$ | $\begin{array}{r} \hline 137,251 \\ 3,426 \end{array}$ | $\begin{array}{r} 92,900 \\ 3,669 \end{array}$ | $\begin{array}{r} 85,314 \\ 2,610 \end{array}$ | $\begin{array}{r} \hline 178,214 \\ 6,279 \end{array}$ |
| Machinery | Sales OP | $\begin{array}{r} 38,663 \\ 6,177 \\ \hline \end{array}$ | $\begin{array}{r} 30,772 \\ 2,473 \\ \hline \end{array}$ | $\begin{array}{r} 69,435 \\ 8,650 \\ \hline \end{array}$ | $\begin{array}{r} \hline 16,898 \\ 617 \\ \hline \end{array}$ | $\begin{array}{r} 31,068 \\ 5,238 \\ \hline \end{array}$ | $\begin{array}{r} 47,966 \\ 5,855 \\ \hline \end{array}$ | $\begin{array}{r} 38,021 \\ 6,276 \\ \hline \end{array}$ | $\begin{array}{r} 39,308 \\ 6,329 \\ \hline \end{array}$ | $\begin{aligned} & \hline 77,329 \\ & 12,605 \end{aligned}$ | $\begin{array}{r} 36,616 \\ 5,105 \\ \hline \end{array}$ | $\begin{array}{r} 28,288 \\ 1,539 \\ \hline \end{array}$ | $\begin{array}{r} \hline 64,904 \\ 6,644 \\ \hline \end{array}$ |
| Electronic \& Optical Components | $\begin{aligned} & \text { Sales } \\ & \text { OP } \end{aligned}$ | $\begin{array}{r} 63,344 \\ 7,054 \\ \hline \end{array}$ | $\begin{array}{r} 46,386 \\ 2,972 \end{array}$ | $\begin{array}{r} 109,730 \\ 10,026 \end{array}$ | $\begin{array}{r} 44,078 \\ 3,546 \end{array}$ | $\begin{array}{r} 50,467 \\ 7,514 \end{array}$ | $\begin{aligned} & 94,545 \\ & 11,060 \end{aligned}$ | $\begin{aligned} & 55,928 \\ & 10,045 \end{aligned}$ | $\begin{array}{r} 51,765 \\ 7,359 \\ \hline \end{array}$ | $\begin{array}{r} 107,693 \\ 17,404 \\ \hline \end{array}$ | $\begin{array}{r} 52,225 \\ 6,374 \end{array}$ | $\begin{array}{r} 43,355 \\ 2,988 \\ \hline \end{array}$ | $\begin{array}{r} 95,580 \\ 9,362 \\ \hline \end{array}$ |
| Others | Sales OP | $\begin{array}{r} 15,554 \\ 1,410 \\ \hline \end{array}$ | $\begin{array}{r} 12,033 \\ 531 \\ \hline \end{array}$ | $\begin{array}{r} 27,587 \\ 1,941 \\ \hline \end{array}$ | $\begin{array}{r} 12,335 \\ 816 \\ \hline \end{array}$ | 16,444 <br> 2,534 |  | 16,962 2,607 | $\begin{array}{r}\text { 17,655 } \\ 1,857 \\ \hline 12,58\end{array}$ | $\begin{array}{r}17,617 \\ 4,464 \\ \hline\end{array}$ | 6,978 <br> 1,713 | 20,458 | $\begin{array}{r}\text { 38,436 } \\ 4,101 \\ \hline\end{array}$ |
| Eliminations/Corporate | OP | $(1,919)$ | $(1,486)$ | $(3,405)$ | $(1,879)$ | $(1,889)$ | $(3,768)$ | $(2,671)$ | $(2,458)$ | $(5,129)$ | $(2,627)$ | $(2,801)$ | $(5,428)$ |


| (Yen in millions) |  | FY2009 |  |  |  | FY2010 |  |  |  | FY2011 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Small Precision Motors | Sales | 71,273 | 85,110 | 84,425 | 86,073 | 86,884 | 82,855 | 77,893 | 71,466 | 75,202 | 82,370 | 71,942 | 75,672 |
|  | OP | 10,790 | 15,612 | 18,564 | 18,249 | 18,827 | 16,958 | 13,718 | 10,596 | 12,395 | 14,138 | 10,887 | 14,692 |
| General Motors | Sales | 15,704 | 16,127 | 18,043 | 23,507 | 24,760 | 23,345 | 43,063 | 46,083 | 48,709 | 44,191 | 41,203 | 44,111 |
|  | OP | -652 | -207 | -34 | 463 | 592 | 339 | 981 | 1,514 | 2,216 | 1,453 | 745 | 1,865 |
| Machinery | Sales | 7,599 | 9,299 | 12,173 | 18,895 | 17,221 | 20,800 | 20,025 | 19,283 | 19,090 | 17,526 | 13,523 | 14,765 |
|  | OP | 3 | 614 | 1,890 | 3,348 | 2,847 | 3,429 | 3,280 | 3,049 | 2,892 | 2,213 | 1,134 | 405 |
| Electronic \& Optical Components | Sales | 20,099 | 23,979 | 25,692 | 24,775 | 27,598 | 28,330 | 25,948 | 25,817 | 25,546 | 26,679 | 20,385 | 22,970 |
|  | OP | 978 | 2,568 | 3,507 | 4,007 | 4,671 | 5,374 | 4,243 | 3,116 | 3,088 | 3,286 | 787 | 2,201 |
| Others | Sales | 5,605 | 6,730 | 8,229 | 8,215 | 8,752 | 8,210 | 9,087 | 8,568 | 8,087 | 9,891 | 10,389 | 10,069 |
|  | OP | 332 | 484 | 1,084 | 1,450 | 1,456 | 1,151 | 1,234 | 623 | 382 | 1,331 | 1,387 | 1,001 |
| Eliminations/Corporate | OP | (892) | (987) | $(1,103)$ | (786) | (973) | $(1,698)$ | $(1,233)$ | $(1,225)$ | $(1,126)$ | $(1,501)$ | $(1,412)$ | $(1,389)$ |

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

| (Yen in millions) | FY2008 |  |  | FY2009 |  |  | FY2010 |  |  | FY2011 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 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 | 22,758 | 14,164 | 36,922 | 9,983 | 19,376 | 29,359 | 28,812 | 26,198 | 55,010 | 19,761 | 21,685 | 41,446 |
| Depreciation | 17,170 | 15,697 | 32,867 | 15,002 | 15,378 | 30,380 | 15,453 | 18,740 | 34,193 | 17,045 | 15,511 | 32,556 |
| R \& D | 14,363 | 12,160 | 26,523 | 11,540 | 12,731 | 24,271 | 12,909 | 14,828 | 27,737 | 14,939 | 15,111 | 30,050 |

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.

## NIDEC CORPORATION

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

