

Nidec Corporation

Third Quarter Fiscal 2011 Results

Three and Nine Months Ended December, 31, 2011
 < U.S. GAAP >



January 24, 2012

Consolidated Profit/Loss

Millions of Yen, except EPS and FX Rates	3Q FY2010 (Apr-Dec)	3Q FY2011 (Apr-Dec)	Change (%)	FY2011 Forecast
Net Sales	514,974	519,680	+0.9%	700,000
Operating Income	73,566	52,691	-28.4%	70,000
Operating Income Ratio	14.3%	10.1%		10.0%
Income before Tax	61,320	47,054	-23.3%	62,000
Net Income	40,473	31,654	-21.8%	40,000
EPS	290.46	229.86	-20.9%	290.93
FX Rate (Yen/US\$)				
Average:	86.85	79.01	-9.0%	75.00
Term end:	81.49	77.74	-4.6%	(Assumed 4Q FY2011 exchange rate applied)

The Japanese yen and other Asian currencies appreciated against the U.S. dollar for the nine months ended December 31, 2011, resulting in a negative effect on our net sales and operating income of approximately 28.5 billion yen and 6.8 billion yen, respectively, Y/Y.

Downward Revision on FY2011 Guidance

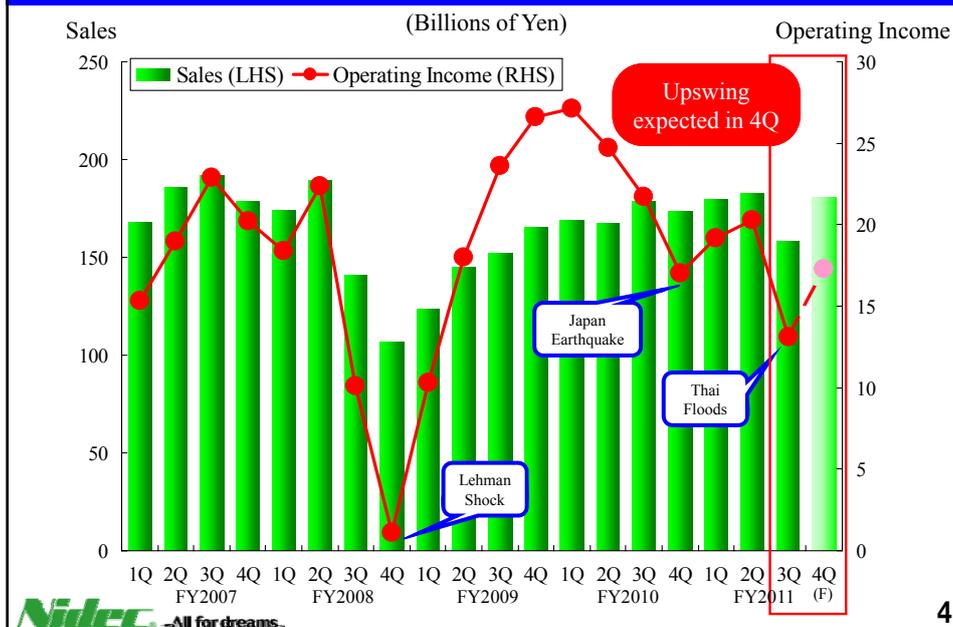
(Billions of Yen, except EPS, dividend per share and FX rate)	<Previous Guidance>		<Revised Guidance>		
	Full-year Forecast Announced on		Nine-month (Apr-Dec) Results	Full-Year Forecast	Progress
	Apr 25, 2011	July 22, 2011			
Sales	720.0	760.0	519.7	700.0	74%
Operating Income	85.0	90.0	52.7	70.0	75%
Operating Income Ratio	11.8%	11.8%	10.1%	10.0%	-
Income Before Tax	81.0	83.5	47.1	62.0	76%
Net Income	52.5	55.0	31.7	40.0	79%
EPS (Yen)	379.11	397.28	229.86	290.93	79%
Dividend (Yen)	90	90	-	90	-
Assumed FX Rate (Yen/US\$)	80	80	79.01	75*	-

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* Assumed exchange rate of the Japanese yen against the euro for FY2011 has been changed from 105 yen/euro to 95 yen/euro.

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Consolidated Quarterly Results



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Rapid Recovery from Thai Floods

Meeting the industry's highest levels of supply obligations

Company	Factory	Products	October	November	December
Nidec Electronics (Thailand) Co., Ltd.	Rangsit	HDD motors	Oct. 25		
	Bangkadi		Nov. 12*		
	Rojana			Dec. 1	
Nidec Precision (Thailand) Co., Ltd.	Rojana	HDD motor components		Nov. 21	
	Ayutthaya		Nov. 4		
Nidec Component Technology (Thailand) Co., Ltd.	Saraburi	HDD base plates	No flood damages		
	Bang Pa-In				Dec. 8
Nidec Shibaura Electronics (Thailand) Co., Ltd.	—	Home appliance motors			Dec. 9
Nidec Copal (Thailand) Co., Ltd.	—	Camera shutters; Lens units			Dec. 13
Nidec-Read (Thailand) Co., Ltd.	—	Inspection fixtures	No flood damages		

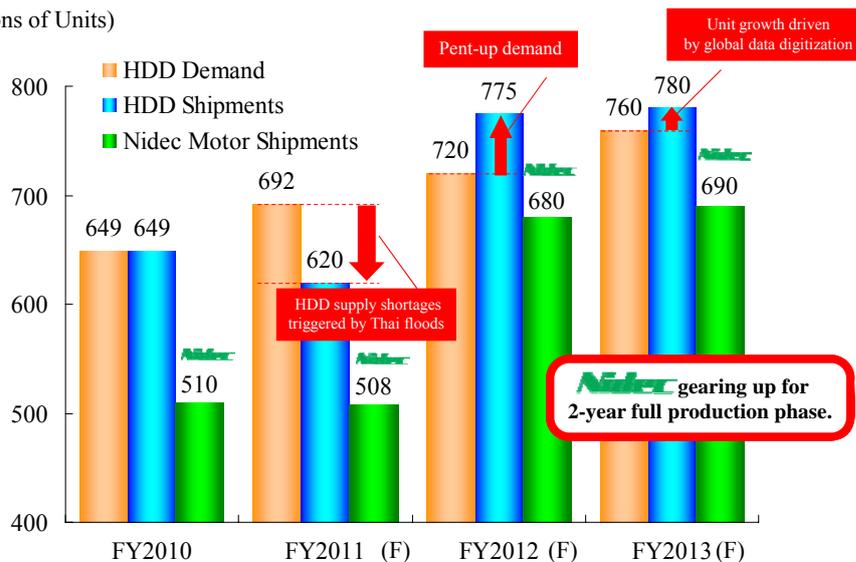


● Operations resumed
* Alternative production (at a leased factory in Rayong)

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HDD Demand Expected to Rebound in FY2012

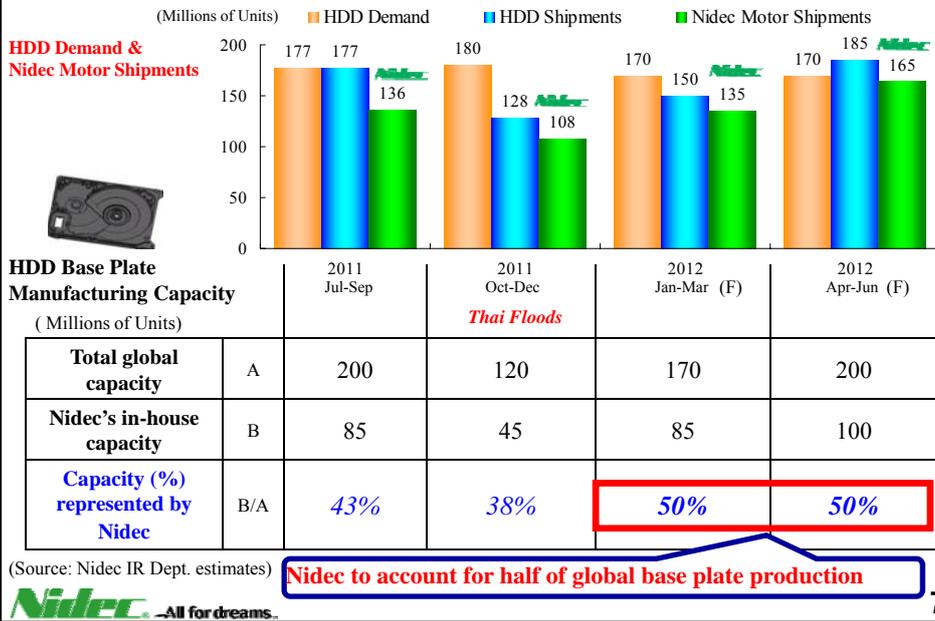
(Millions of Units)



(Source: Nidec IR Dept. estimates)

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Base Plate Supply Capacity Decisive for HDD Unit Growth



Realignment of HDD Motor Production Capacities

Development of Regionally Integrated Supply Chains in Asia

(Millions of Units)		Pre-flood Capacity			Oct-Dec 2011	Jan-Mar 2012 (F)	Apr-Jun 2012 (F)	Target %
		Month	Quarter	%				
Thailand	Rangsit	15	45	123	87	99	107	50%
	Bangkadi	6	18					
	Rojana	20	60					
Philippines	Laguna	13	39	45	42	53	58	35%
	Subic	2	6					
China	Pingfu	10	30	30	32	34	38	15%
Total		66	198	198	161	186	203	100%

■ Thailand

- Bangkadi: Production switchover from HDD motors to household motors
- Rangsit & Rojana: Installation of 3.5-meter-high flood prevention walls

■ The Philippines

- Augmentation of integrated in-house base plate production (from die-casting to finishing) and assembly process

■ China

- Productivity-boosting low-cost automation
- In-house base plate production

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Synergetic R&D of Vehicle Traction Motors



Traction Motors Project Roadmap

New Projects Springing up Driven by Automobile Electrification

R&D Centers	Types	Customers	IPM	SR	IM	2011	2012	2013	2014	2015	2016
STC	Family car	A		●							
	Family car	B		●							
NMC	Construction vehicle	C			●						
	Construction vehicle	D	●								
	Construction vehicle		●								
	Construction vehicle		●								
	Truck	E	●								
	Truck	F		●							
	Bus	G	●								
	Construction vehicle	H		●							

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➔ Volume production

IPM : Interior Permanent Magnet Motor
SR : Switched Reluctance Motor
IM : Induction Motor

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Listed Subsidiaries' Profit Performance

Millions of Yen	Nine-months Operating Income			FY2011 Full-year Operating Income Guidance	
	FY2011 Apr-Dec	FY2010 Apr-Dec	Y/Y	Forecast	Progress
Nidec Sankyo	5,165	9,072	-43%	6,200	83%
Nidec Copal	3,419	6,824	-50%	5,000	68%
Nidec Tosok	2,478	3,122	-21%	3,500	71%
Nidec Copal Electronics	3,386	3,764	-10%	4,000	85%
Nidec-Read	1,149	1,804	-36%	1,500	77%
Total	15,597	24,586	-37%	20,200	77%

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*All figures are based on the generally accepted accounting standard in Japan

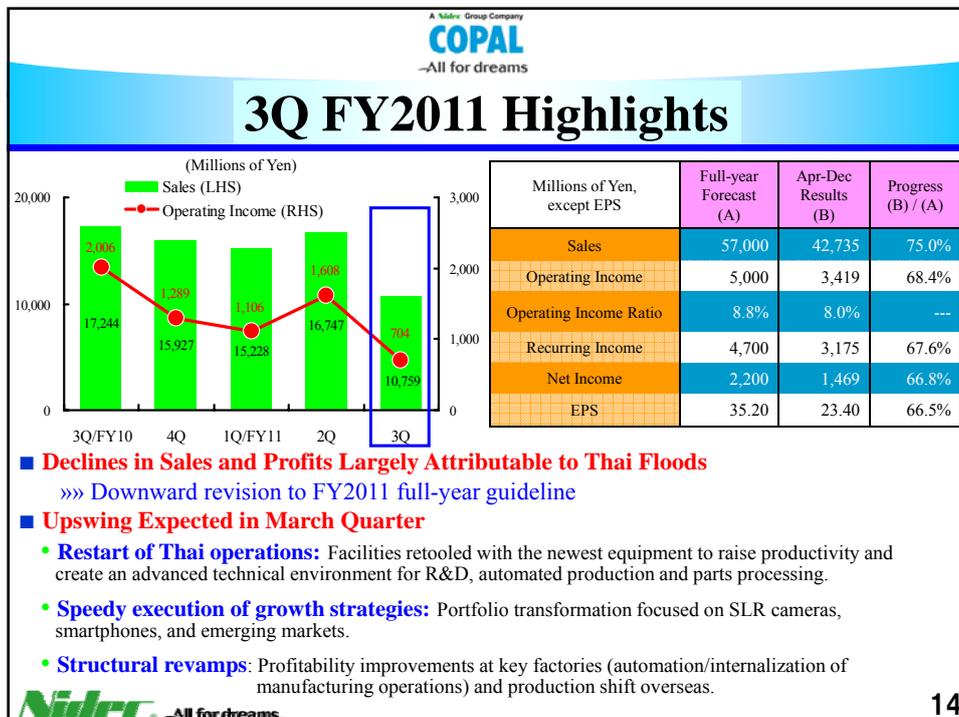
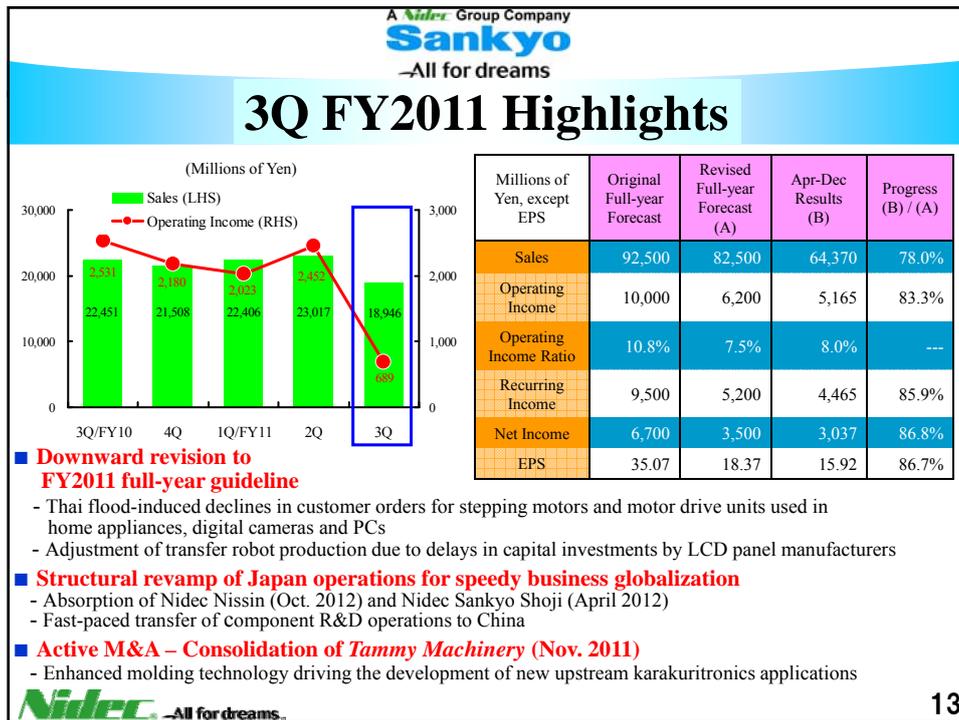
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Listed Subsidiaries Performance Highlights

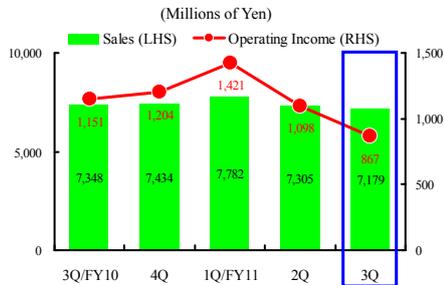
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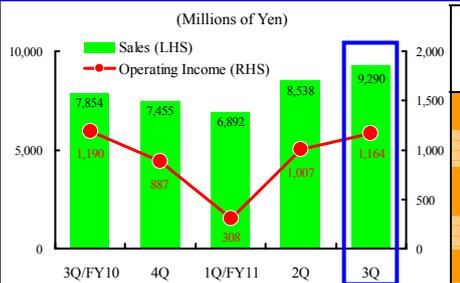
3Q FY2011 Highlights



Millions of Yen, except EPS	Full-year Forecast (A)	Apr-Dec Results (B)	Progress (B) / (A)
Sales	29,000	22,267	76.8%
Operating Income	4,000	3,386	84.7%
Operating Income Ratio	13.8%	15.2%	---
Recurring Income	4,000	3,339	83.5%
Net Income	2,600	2,188	84.2%
EPS	39.21	33.01	84.2%

- **Upside momentum essentially confined to the entertainment devices market amid challenging business environment. A pick-up in demand expected in late 4Q.**
- **New market exploration** (e.g. green/medical/healthcare applications)
 - High market responsiveness and strong partnership
- **Sales expansion into emerging growth markets**
- **Establishment of Asian retail networks**
- **Optimization of production locations**

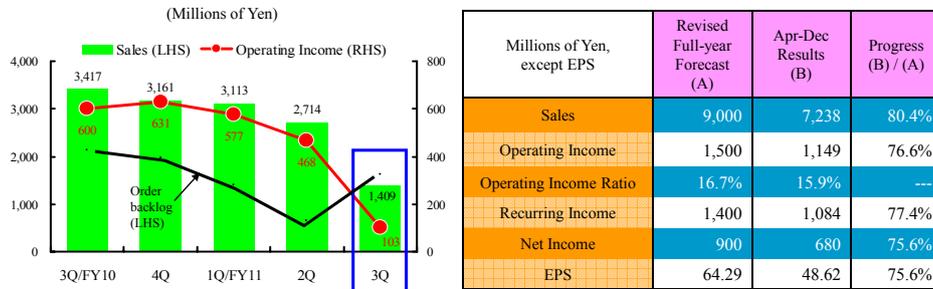
3Q FY2011 Highlights



Millions of Yen, except EPS	Original Full-year Forecast (A)	Apr-Dec Results (B)	Progress (B) / (A)	Revised Full-year Forecast
Sales	32,000	24,719	77.2%	32,000
Operating Income	4,300	2,478	57.6%	3,500
Operating Income Ratio	13.4%	10.0%	---	10.9%
Recurring Income	4,200	2,393	56.9%	3,400
Net Income	2,550	1,453	57.0%	2,100
EPS	66.27	37.77	57.0%	54.57

- **December quarter sales up 18.3% Y/Y; operating income down 2.2% Y/Y.**
 - Record sales despite negative impacts of Thai floods
- **Capacity investment for output and productivity growth**
 - Partnership with a die casting mold company for operational expansion in China
 - Construction of additional die casting capacities in Vietnam
 - Stronger R&D initiatives in Vietnam and China
 - Establishment of a 2nd factory in Vietnam
- **Downward revision to FY2011 Guidance** (Operating income revised from 43B Yen to 35B Yen)

3Q FY2011 Highlights



- **Capital-driven demand chilled by inventory adjustments in the PC and LCD TV markets.**
 - Customers pushed back investment schedules in favor of inventory downsizing.
- **Overseas investment trends point to rapid recovery after bottoming out in 3Q.**
 - Inspection equipment and tools for PC CPU/smartphone circuit boards
- **Order backlogs increased from Q2 driven by market exploration efforts.**
 - Active orders coming from mid-level PCB and touch panel manufacturers.
 - Semiconductor probes approved by the customer.

Disclaimer Regarding Forward-Looking Statements

These presentation materials and the subsequent discussions regarding the Nidec Groups' financial results contain forward-looking statements including expectations, judgment, plans, and strategies. The forward-looking statements are based on management's assumptions and belief in light of the information currently available. Certain risks, uncertainties and other factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such factors include, but are not limited to: fluctuation of currency exchange rates, overall supply and customer demand in the motor industry, product development and production capabilities, performance of affiliated companies, and other risks and uncertainties. Nidec undertakes no obligation to update forward-looking statements to reflect events or circumstances that occur after the date the forward-looking statements are made.



Nidec IR Contacts

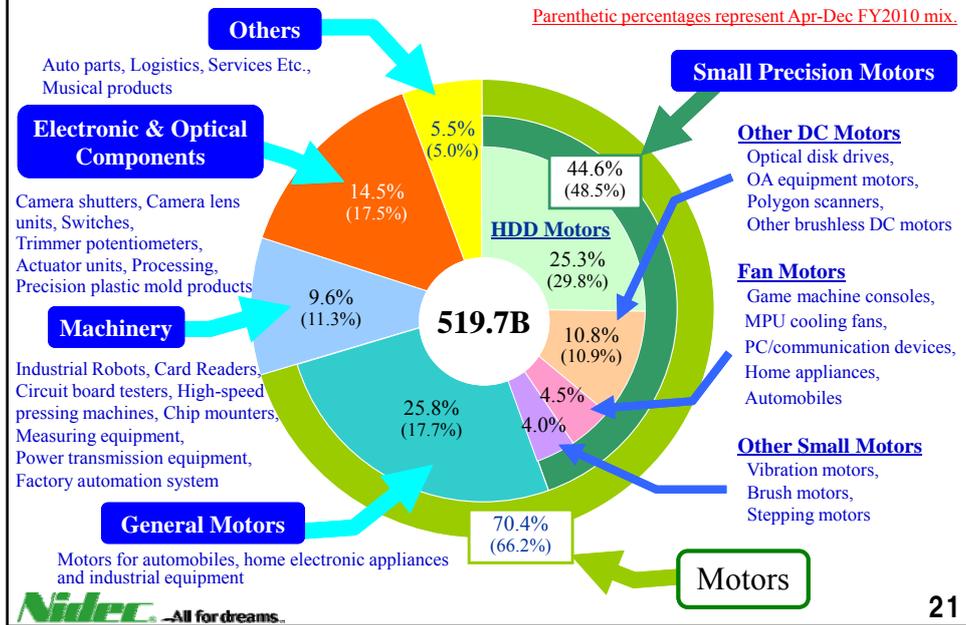
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Appendix

Performance Trend & Product Groups Overview

Sales by Product Group (Apr-Dec FY2011)



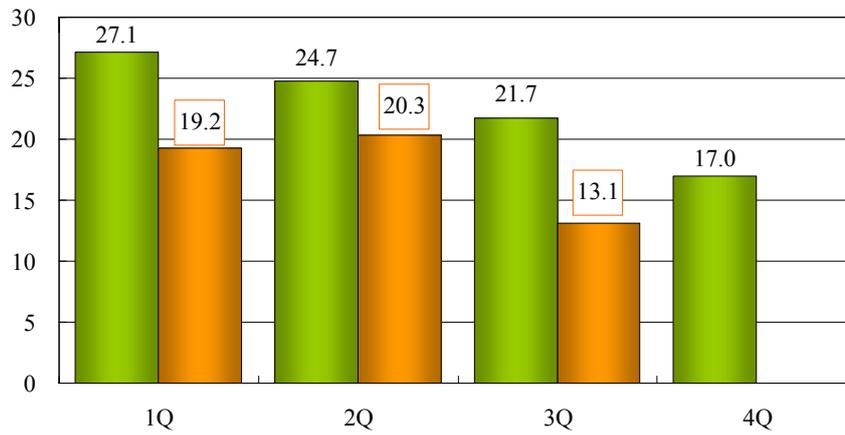
Consolidated Sales



Consolidated Operating Income

(Billions of Yen)

■ FY10 ■ FY11



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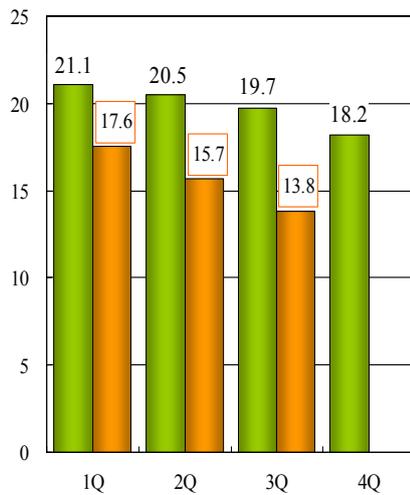
Consolidated Income Before Tax & Net Income

<Consolidated Income Before Tax>

<Consolidated Net Income>

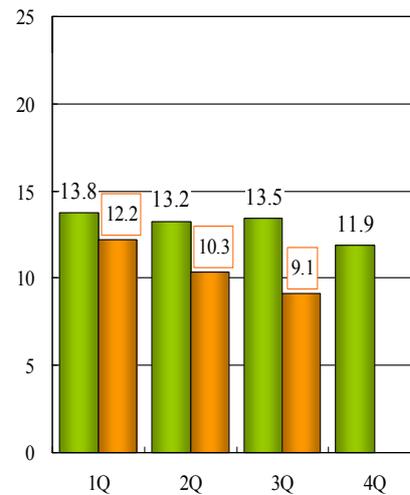
(Billions of Yen)

■ FY10 ■ FY11



(Billions of Yen)

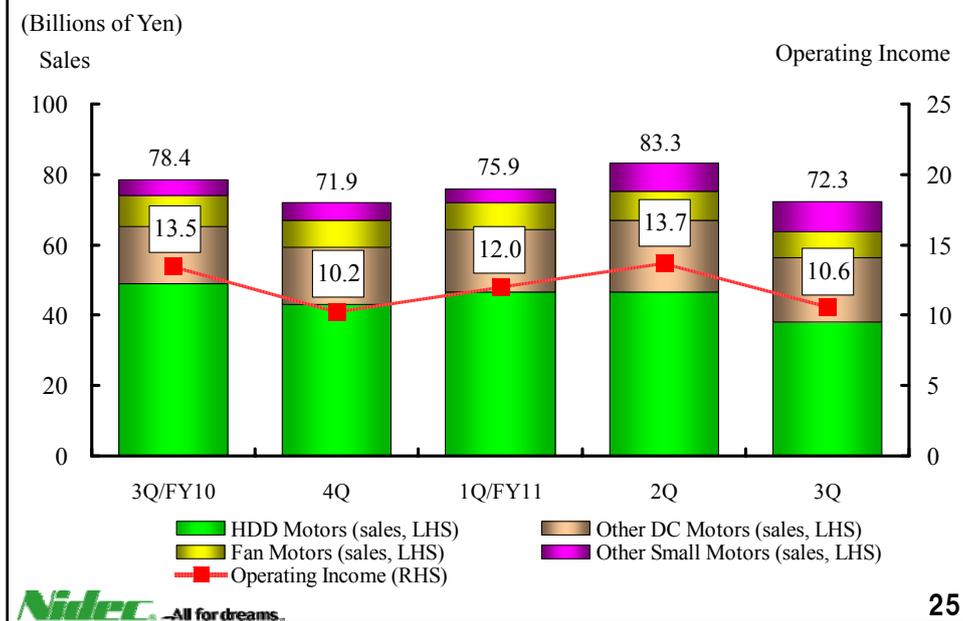
■ FY10 ■ FY11



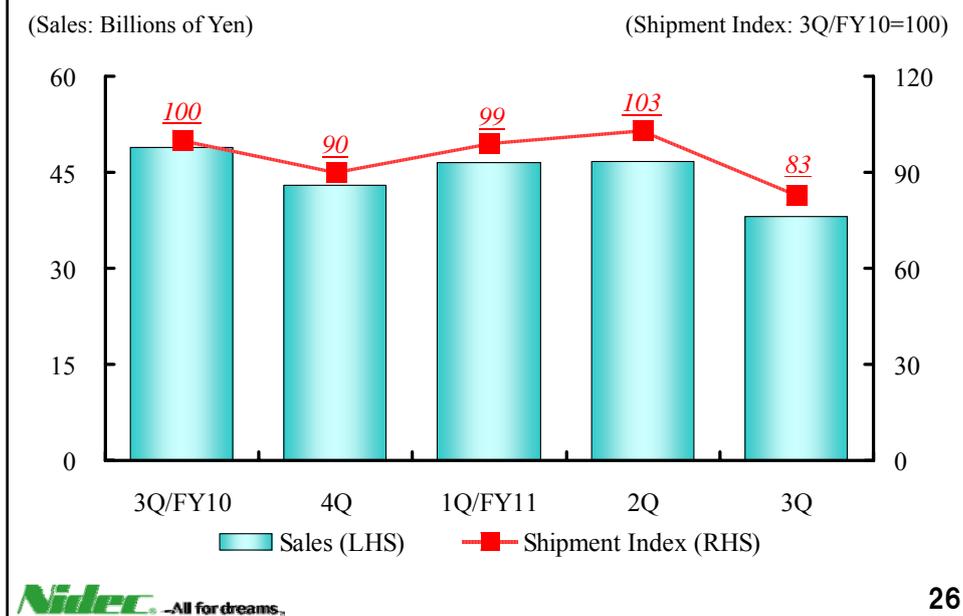
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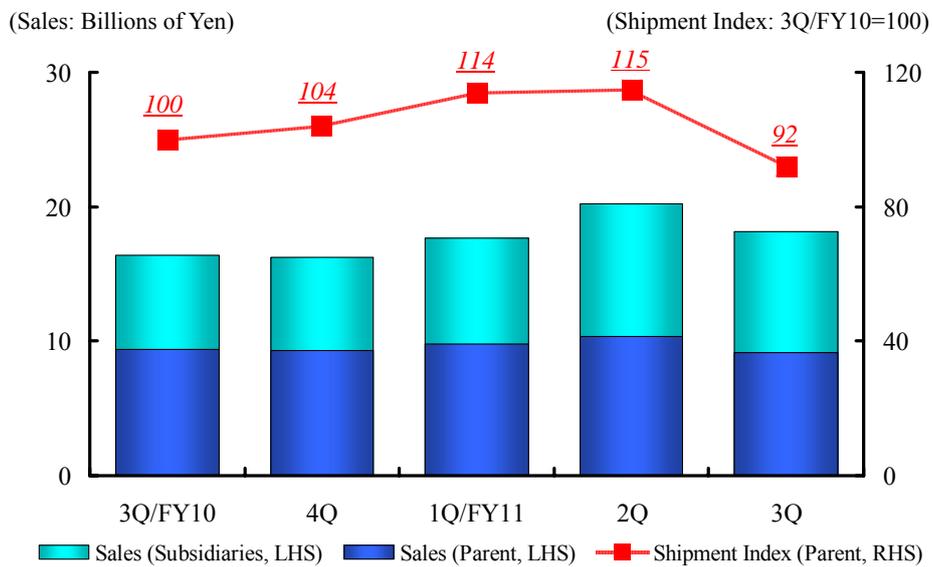
Small Precision Motors



HDD Motors



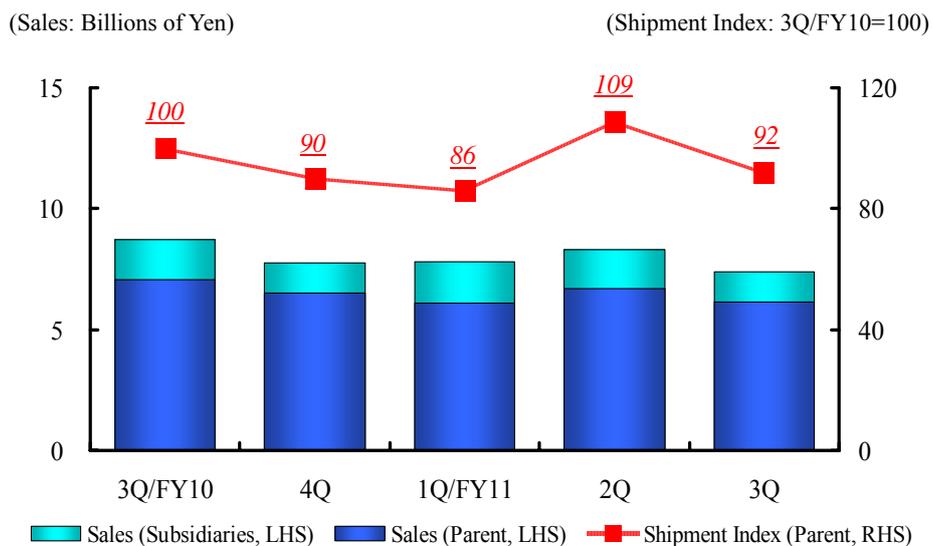
Other DC Motors



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Fan Motors

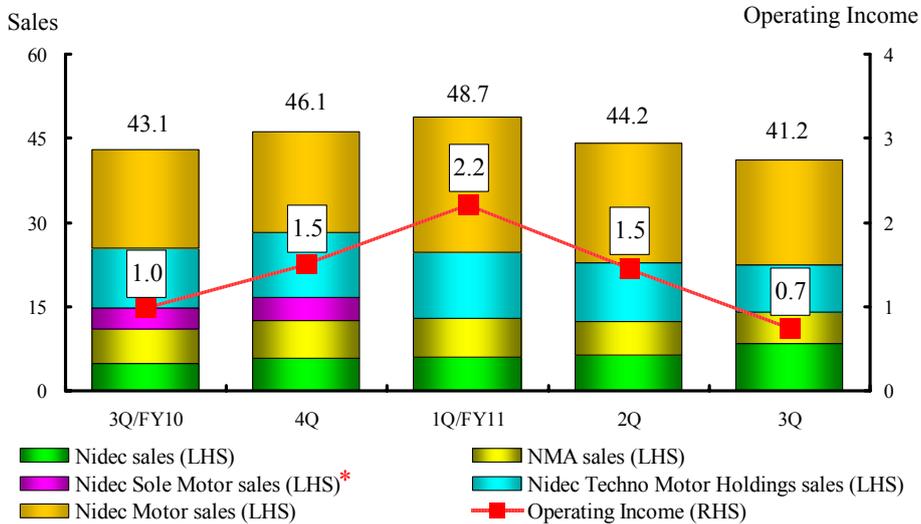


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General Motors

(Billions of Yen)



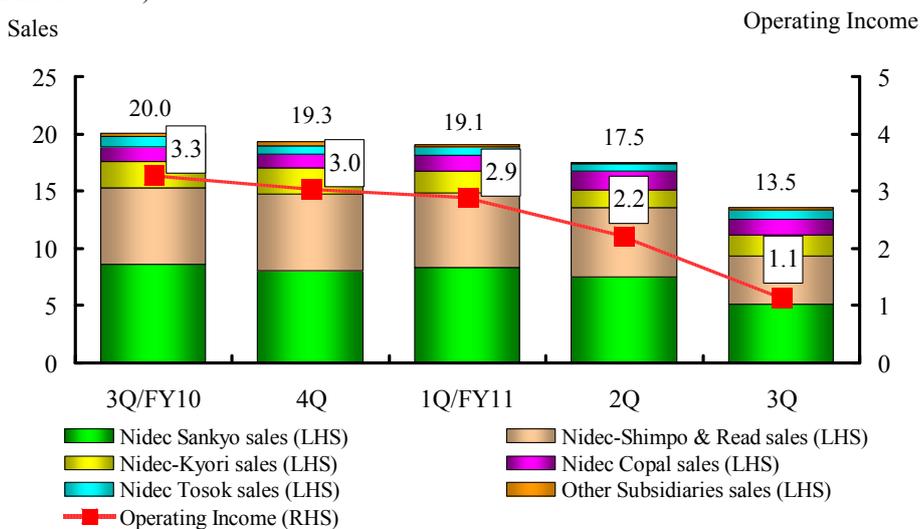
* Nidec Sole Motor's financial results have been incorporated into those of Nidec Motor Holdings since the beginning of FY2011.



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Machinery

(Billions of Yen)



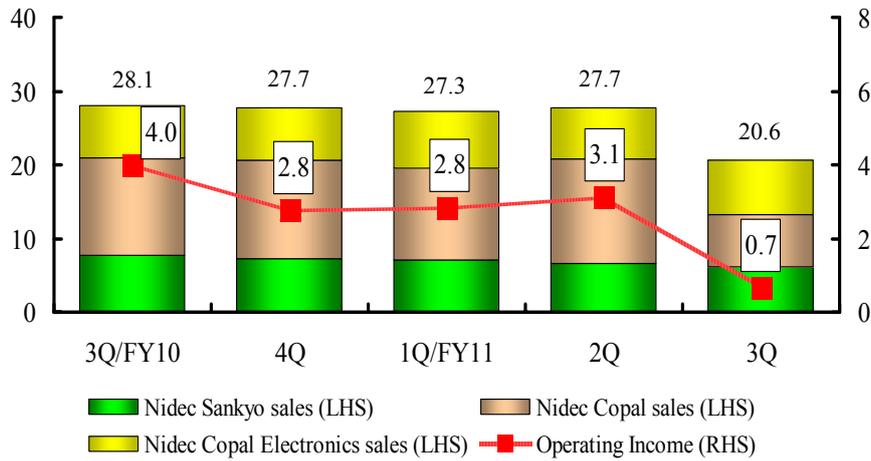
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Electronic & Optical Components

(Billions of Yen)

Sales

Operating Income



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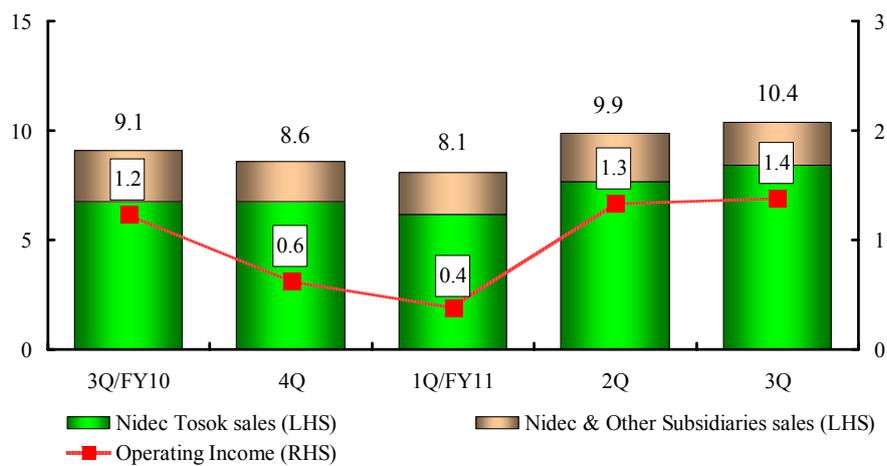
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Others

(Billions of Yen)

Sales

Operating Income



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