

Third Quarter Fiscal 2015 Results

Three and Nine Months Ended December 31, 2015
<U.S.GAAP>



January 21, 2016

Note Regarding Forward-looking Statements

These presentation materials and the related discussions contain forward-looking statements including expectations, estimates, projections, plans and strategies. Such forward-looking statements are based on management's targets, assumptions and beliefs 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 risks and uncertainties include, but are not limited to, changes in customer circumstances and demand, exchange rate fluctuations, and the Nidec Group's ability to design, develop, mass produce and win acceptance of its products and to acquire and successfully integrate companies with complementary technologies and product lines. Please see other disclosure documents filed or published by the Nidec Group companies, including the latest Form 20-F and Japanese securities report, for additional information regarding such risks and uncertainties. Nidec undertakes no obligation to update the forward-looking statements unless required by law.

The photograph on the first slide features wearable cameras equipped with Nidec Sankyo's newly developed image stabilization system. Nidec Sankyo's new image stabilizer effectively suppresses blurring associated with motion and/or shaking caused by the wearer's body movements, or high-frequency vibrations generated by robots and drones, capturing clearer and sharper images.

Consolidated Profit/Loss



Millions of Yen, except for percentages, EPS and FX Rates	3Q FY2014 (Apr-Dec)	3Q FY2015 (Apr-Dec)	Change (%)	FY2015 Forecast	
Net Sales	753,766	895,353	+18.8%	1,150,000	
Operating Income	80,727	93,990	+16.4%	130,000	
Operating Income Ratio	10.7%	10.5%	-	11.3%	
Income Before Tax	81,309	94,357	+16.0%	126,000	
Net Income	58,031	70,928	+22.2%	90,000	
EPS (Yen)	209.27	238.91	+14.2%	302.84	
FX Rate (Yen/US\$)	Average:	106.87	121.70	+13.9%	115.00
	Term end:	120.55	120.61	+0.0%	(Assumed)

Note: Based on the current forecast of sales volume, every one yen appreciation or depreciation against the U.S. dollar and the euro for FY2015 is estimated to have an annualized impact of 6.80 billion yen and 1.00 billion yen on sales, respectively, and 0.90 billion yen and 0.25 billion yen on operating income, respectively.

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Summary of 3Q FY2015



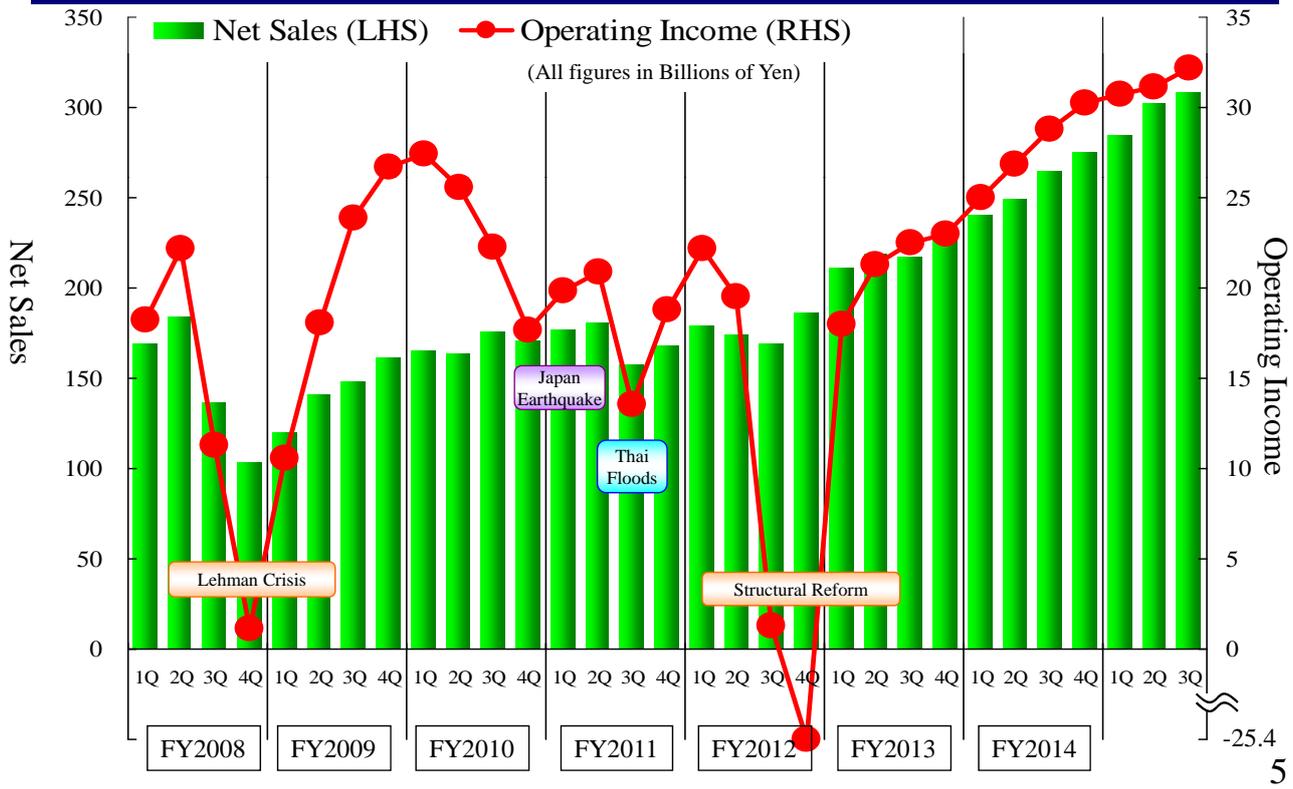
- **Record-high** nine months nets sales, operating income, income before taxes and net income
- Net sales and operating income increased for **eight and eleven consecutive quarters, respectively, marking the highest-ever levels.**
- **Cash and cash equivalents exceeded interest-bearing debt** for the first time in 23 quarters, **which was achieved three months ahead of plan.** Financial base and financial discipline were strengthened eyeing *Vision 2020*.

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Consolidated Quarterly Net Sales and Operating Income



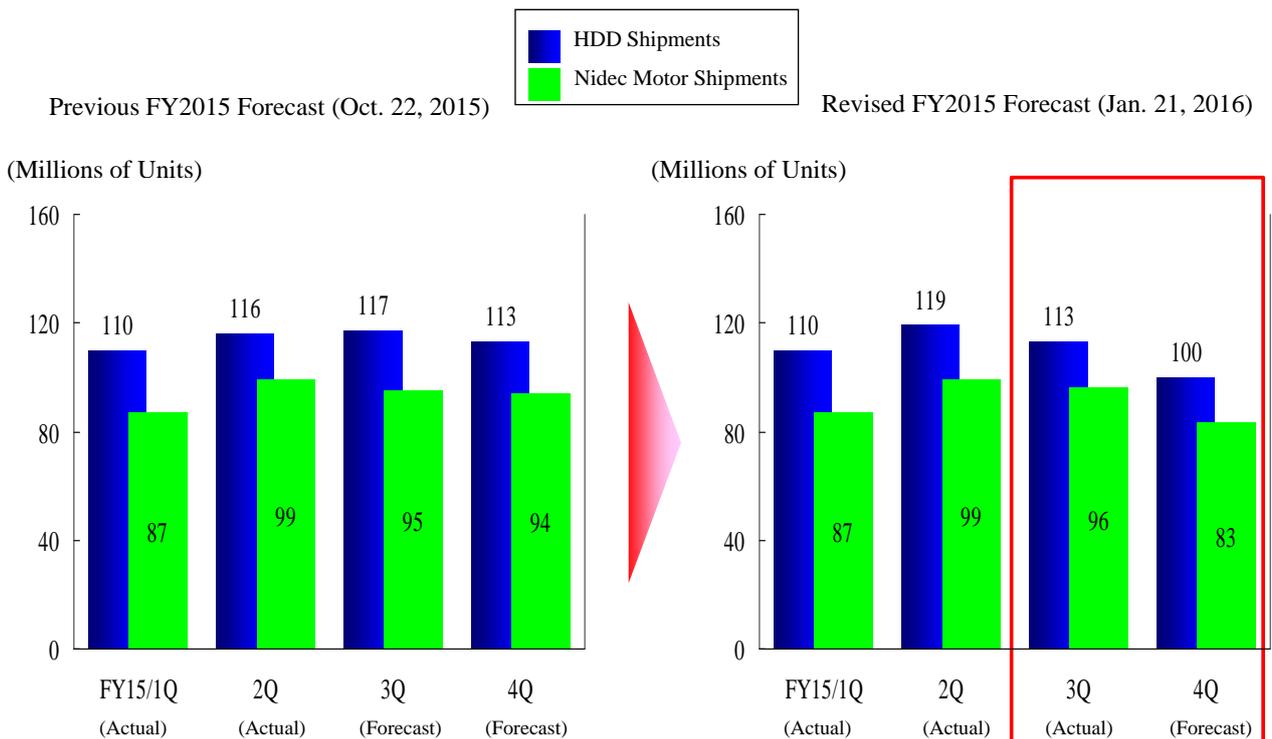
Eight consecutive quarters of net sales increase and eleven consecutive quarters of operating income increase



HDD Market Trend



Nidec's market position edged up while total HDD demand remained weak



This slide includes forward-looking statements. See disclaimer on page 2 of this presentation.

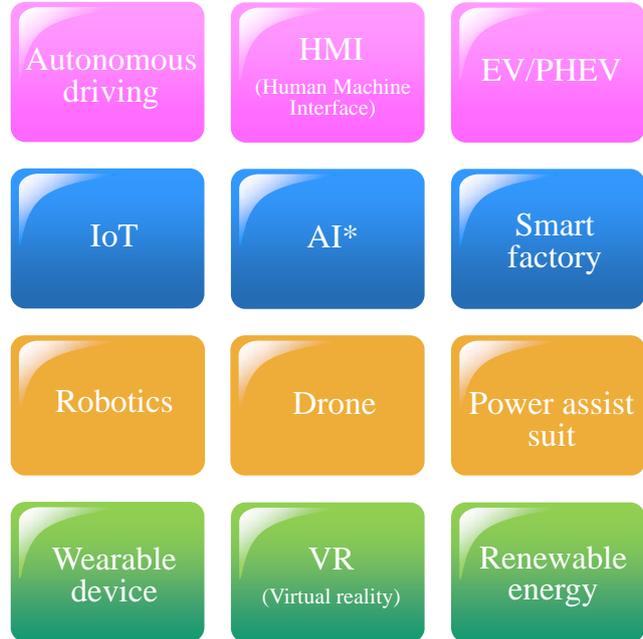
(Nidec estimates based on various sources)

New business opportunities surging toward 2020 and beyond

<Changes in social environment>

- Stricter power efficiency requirements
- Falling birthrate and aging society in developed countries
- Electronic control of road transport
- Resource saving, recycling, eco-conscious design/production (Ecology)
- Sophistication of communications infrastructure
- Data analysis and processing (AI*)

<Prospective fields>

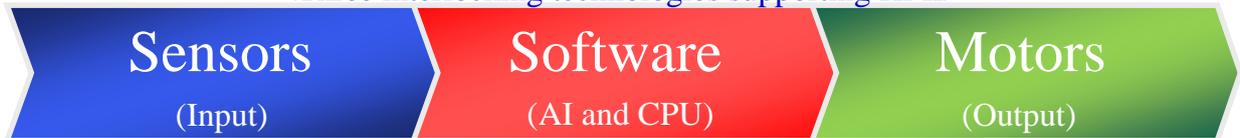


*AI: Artificial Intelligence

Human-Machine Interface (HMI)

Nidec's technologies contribute to connecting humans and machines

<Three interlocking technologies supporting HMI>



●ADAS (Advanced Driver Assistance Systems)



Lane keep assist system (LKAS) unit, Millimeter wave radar unit, Camera module for sensing camera, Surround view camera lens unit, Rearview camera module, Occupant detection system (ODS) unit

●Display



Head-up display (HUD) motor

●Tactile device

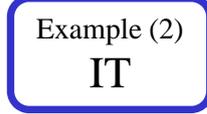


Seat tactile motor

●Switch



●Display



Tactile device

Example (2)
IT



Example (1)
Automotive



Penetrating applied fields with Nidec's core driving technology

Camera and Sensor



Wide-angle image stabilizing system (TiltAC)

Sankyo COPAL



Wide angle camera module

Interface Capability



Customized keypad and HMI assembly

Nidec KINETEK



Custom-engineered touchscreen and front panel integration

Communication robot



Drone



Robot cleaner



Smart AGV

AC servo motor



Sankyo

Brushless DC motor



Nidec

Stepping motor



Sankyo COPAL

Brushed DC motor



SERVO

Wheel-in motor



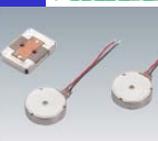
Nidec KINETEK



Tactile device



COPAL Nidec Seimitsu



Battery charger



Nidec KINETEK

Reducer



Speed reducer (ABLE)

SHIMPO



Ultra-small/flat reducer for robots

FLEXWAVE



Motor contained actuator

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Examples of Subsidiaries Back on Growth Platform

Fresh flow of new products refreshing business portfolio



<Three main fields supporting each mid-term strategic target>

Automotive	Automotive lenses/cockpit	Mobile	Image stabilization, auto-focus/tactile devices
Energy conservation	Pump related products/housing and automation	Automotive	View cameras, sensor cameras/tactile devices
Labor saving	Automation of back-end process of LCD panels/semiconductor EFEM* robots	Industrial, medical, nursing care and services	Laser marker/ultra-small geared motors

*EFEM: Equipment Front End Module

Manufacturing capability is the key to achieve 10 trillion yen sales in FY2030



(Scheduled construction period: October 2016 to December 2017)

- 1) Addresses technological challenges in product creation reflecting future needs
- 2) Plays a pivotal role in optimizing production technology on a group-wide basis
- 3) Fosters a world-class manufacturing engineering talent pool

Nidec Brands Debut at CES*

Many business opportunities obtained through first participation in CES



<Exhibited products>

1. Robotics
Intelligent drive motors (motor control technology), camera modules
2. Tactile devices
Tactile modules, oscillatory actuators, virtual reality system components, interface products (human-machine interface)
3. Commercial robotics
Smart automatic guided vehicles, commercial drones, vertical six-axis robots

*CES (Consumer Electronics Show): The world's largest appliance trade show held in Las Vegas, Nevada, U.S.A. CES 2016 was held from Jan. 6 to 9, 2016.



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***Notes:**

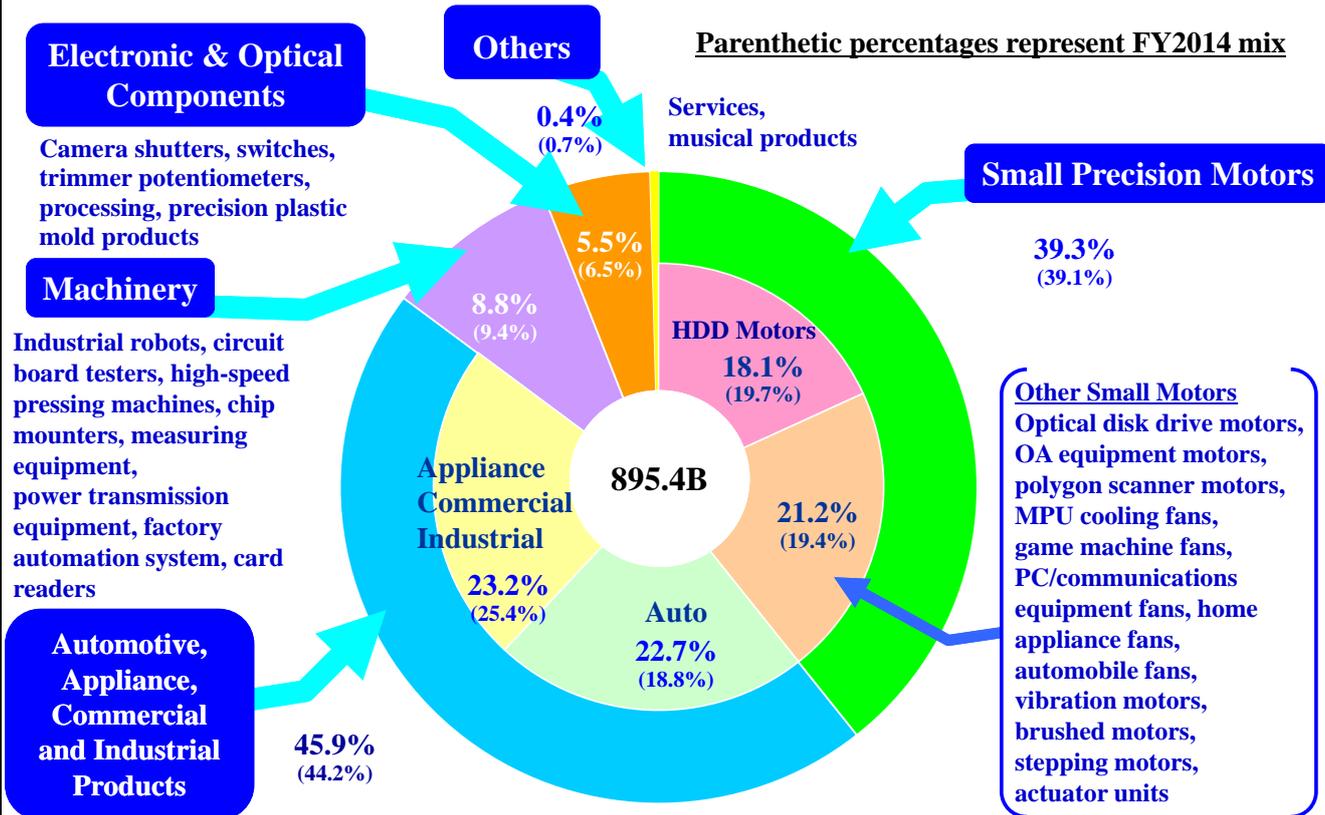
Pursuant to FASB Accounting Standards Codification (ASC) 805 "Business Combinations," Nidec is currently evaluating the assets and liabilities acquired in the fiscal year ending March 31, 2016. These assets and liabilities have been recorded on its consolidated balance sheet based on preliminary management estimation as of December 31, 2015. Consolidated financial statements for the six months ended September 30, 2015 have been retrospectively adjusted to reflect the assets and liabilities of which fair value evaluation is completed.

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Appendix

Performance Trends & Product Group Overview

Sales by Product Group (Apr-Dec FY2015)



Financial Highlights

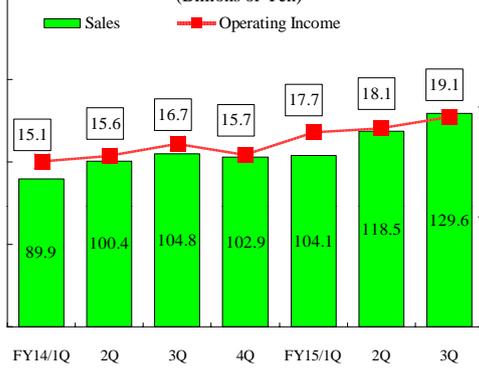


*Please refer to Notes on page 13.

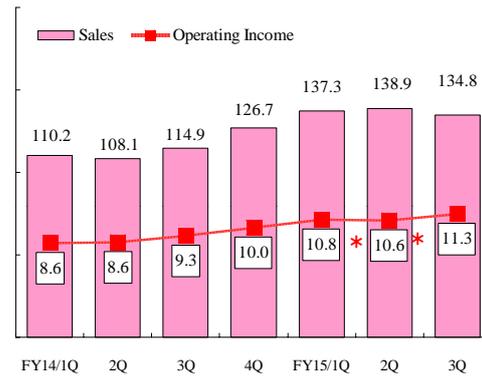
Product Group Overview



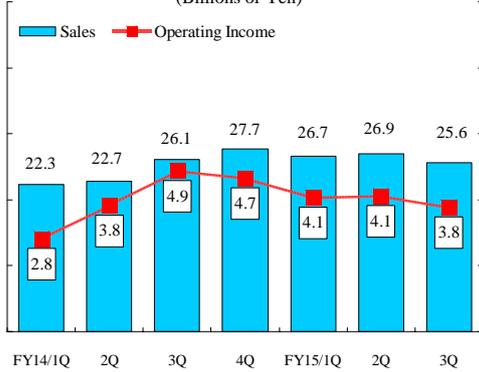
<Small Precision Motors>
(Billions of Yen)



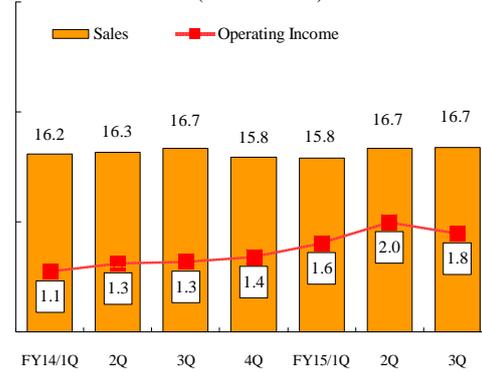
<Automotive, Appliance, Commercial & Industrial products>
(Billions of Yen) *Please refer to Notes on page 13.



<Machinery >
(Billions of Yen)



<Electronic and Optical Components>
(Billions of Yen)



Mid-Term Strategic Goal Vision 2020

This section includes forward-looking statements. See disclaimer on page 2 of this presentation.

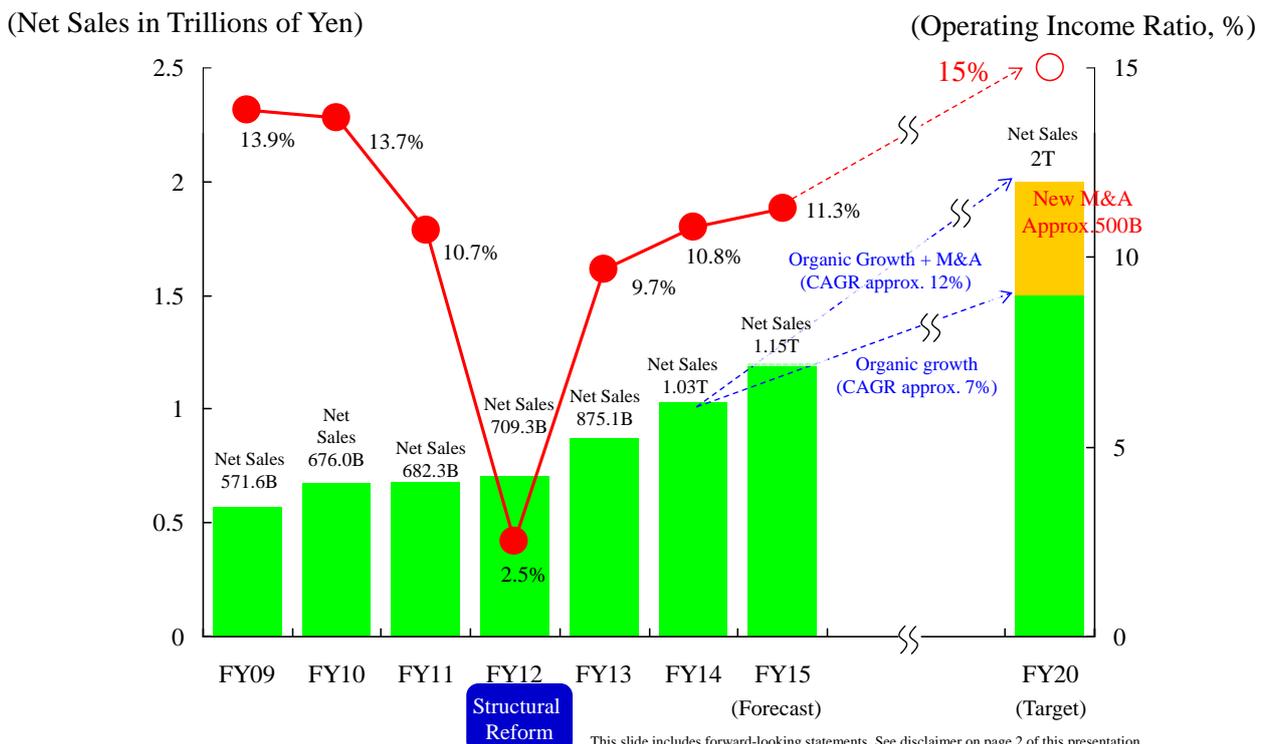
Continuous pursuit of **profit & strong growth**

1. Target for consolidated net sales: 2 trillion yen
(including new M&A of approx. 500 billion yen)
2. Sales target for automotive: 700 billion to 1 trillion yen
3. Target for consolidated operating income ratio: 15%
4. Target for ROE: 18%
(Assuming shareholders' equity ratio of 60%)
5. Five regional HQ management

This slide includes forward-looking statements. See disclaimer on page 2 of this presentation.

Targets for Net Sales and Operating Income Ratio

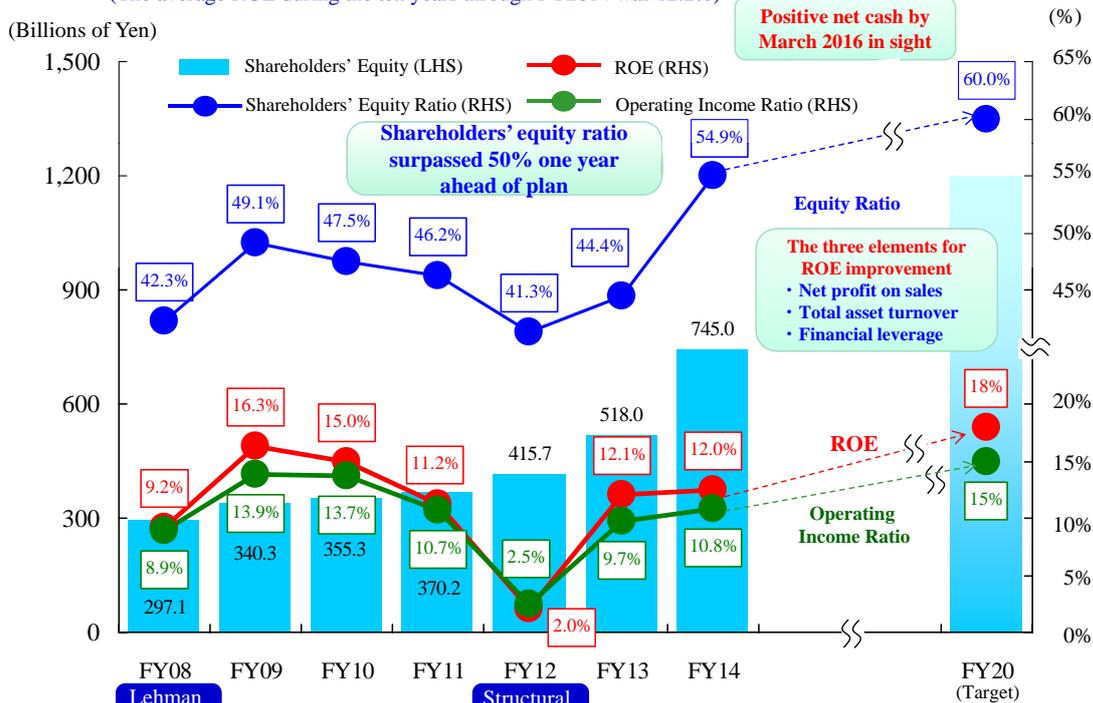
Aiming for both sales growth (organic + M&A)
and profitability enhancement



This slide includes forward-looking statements. See disclaimer on page 2 of this presentation.

Targeting operating income ratio of 15% and ROE of 18% while sustaining and improving financial soundness

(The average ROE during the ten years through FY2014 was 12.2%)



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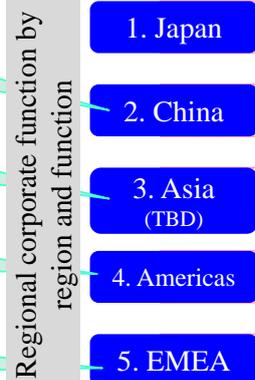
Japan Credit Rating Agency, Ltd. (JCR) upgraded our long-term issuer rating by one notch from A+ to AA- as of Oct. 1, 2014.

Matrix management structure with five regional HQ

Strengthening bases for growth strategy

- Global organic growth
- Accelerating post merger integration of overseas acquisitions

2. China
Regional HQ began operating in Jan 2012
3. Asia
From individual management by country to regional integration
4. Americas
Regional HQ began operating in Oct 2014
5. EMEA*
Reorganization registration filed in Mar 2015



Management function by business



- Roles of regional Headquarters
1. Improve management quality (Governance, Compliance, Internal Control)
 2. Improve management efficiency (High quality & cost effective shared services)
 3. Proactive PMI support for acquired companies

* EMEA: Europe, the Middle East and Africa

Targets for Net Sales in FY2020 by Category

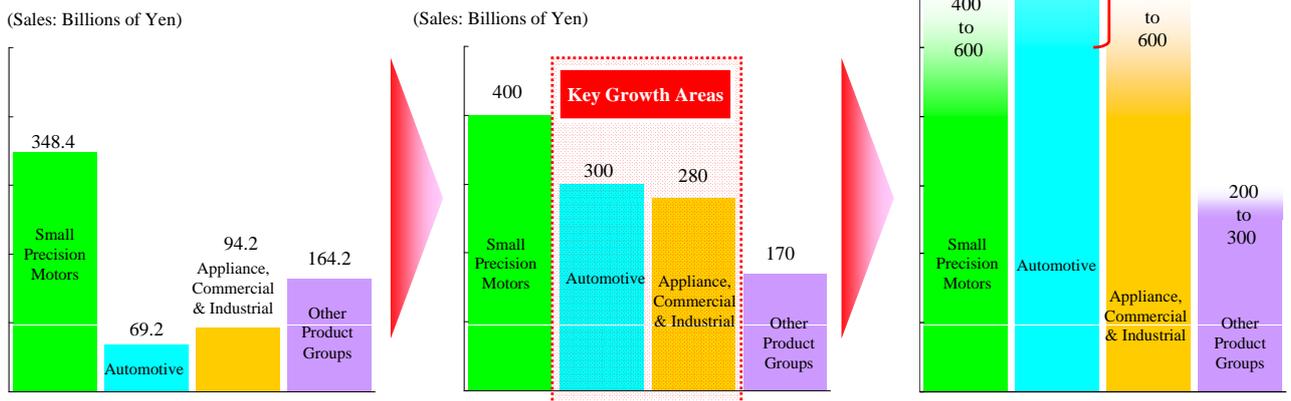


Accelerate topline growth with focused allocation of management resources in fast growing areas driven by technological innovations

FY2010
Net Sales: 676.0 Billion Yen

FY2015
Net Sales: 1.15 Trillion Yen (Forecast)

FY2020
Net Sales: 2 Trillion Yen (Target)

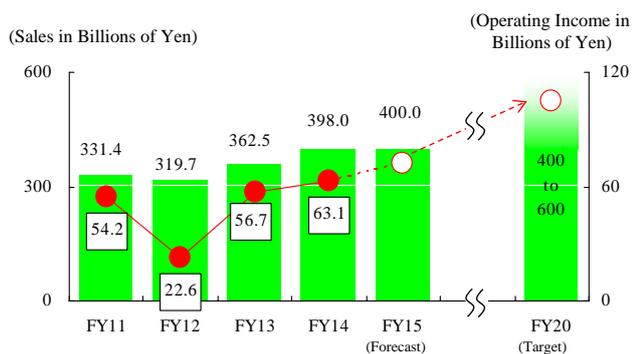


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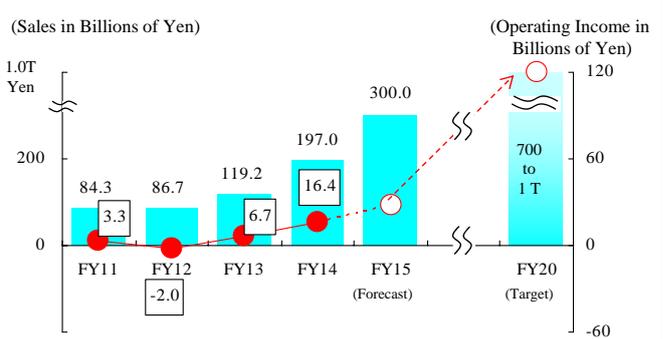
FY2015 Sales and Profitability Targets by Product Category



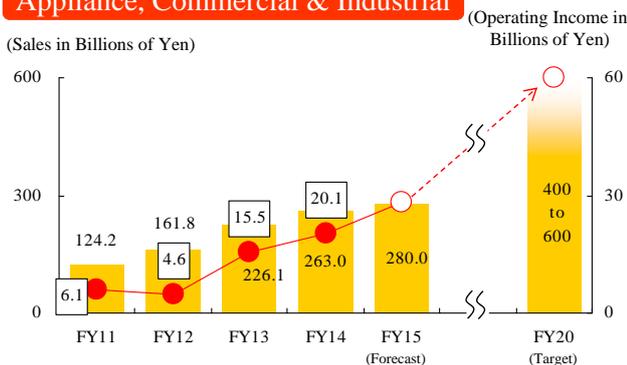
Small Precision Motors



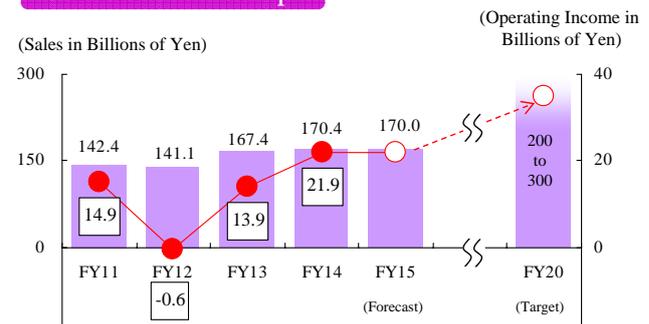
Automotive



Appliance, Commercial & Industrial



Other Product Groups



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