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## Fiscal Third Quarter and Nine Months 2009 Results

**Three & Nine Months Ended December 31, 2009**  
 < U.S. GAAP >

January 28, 2010

This presentation material and our statements made during the Meeting regarding the Nidec Groups' financial results contain forward-looking statements including expectations, judgement, 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.

## Consolidated Profit/Loss



(Yen in millions, except EPS and FX Rate)	Apr.-Dec. FY2008	Apr.-Dec. FY2009	Change	Full-year FY2009 Forecast
<b>Net sales</b>	504,078	421,134	-16.5%	570,000
<b>Operating income (Operating margin)</b>	50,878 (10.1%)	51,837 (12.3%)	+1.9%	67,000 (11.8%)
<b>Income before tax</b>	41,369	47,773	+15.5%	63,000
<b>Net income</b>	23,063	30,103	+30.5%	40,000
<b>EPS(¥)</b>	159.42	216.12	+35.6%	287.17
<b>FX Rate (¥/\$)</b>				
<b>Average:</b>	102.84	93.56	-9.0%	90.00
<b>Term end:</b>	91.03	92.10	+1.2%	

Please refer to the accompanying note on page 19 regarding discontinuation of the semiconductor production equipment business.

## Summary of 3Q FY2009



- Stronger **WPR™** profit traction drove operating income largely **beyond previous guidance to a new quarterly record.**
- **Small Precision Motors** operating margin leaped to **21.6%**, marking the **3rd consecutive quarterly record.**
  - OPM Growth: 14.7% (1Q'09)→18% (2Q'09)→**21.6% (3Q'09)**
- Projected dividend per share
  - Year-end: **35 yen (Up 10 yen)**
  - Full-year: **60 yen**

WPR was named by Shigenobu Nagamori of NIDEC CORPORATION based on his unique business management method in 2008.  
 WPR™ is a trademark of NIDEC CORPORATION in Japan.  
 WPR © Shigenobu Nagamori NIDEC CORPORATION 2008

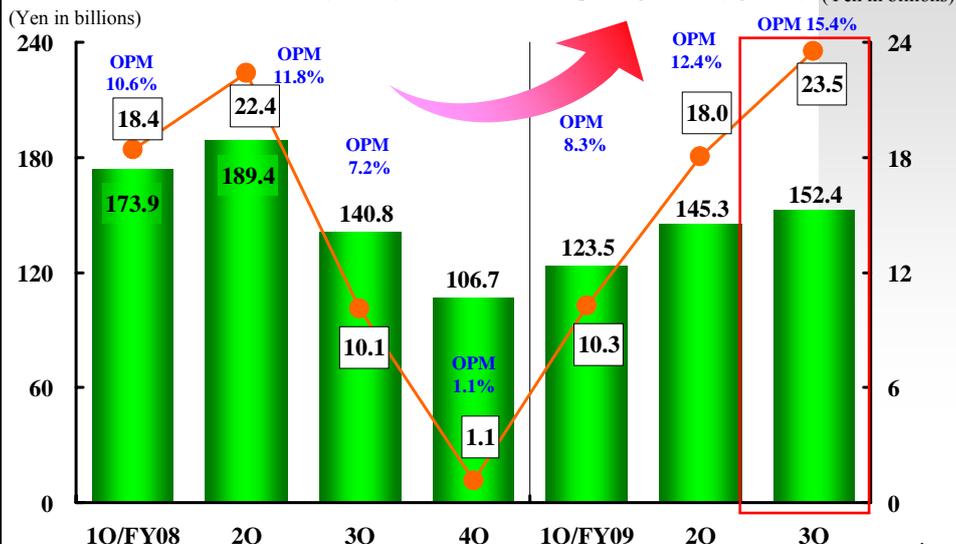
3

## Consolidated Quarterly Results



**WPR™ exerting a rapid effect on profitability**

■ Consolidated Net Sales(left axis) ■ Consolidated Operating Income (right axis) (Yen in billions)



Please refer to the accompanying note on page 19 regarding discontinuation of the semiconductor production equipment business.

4

## Upward Revision to FY2009 Guidance



(Yen in millions)

		Net Sales	Operating Income	Income before Tax	Net Income	EPS
FY '09	Revised	570,000	67,000	63,000	40,000	287.17
	Previous	570,000	58,000	55,000	35,000	251.27

- Emerging markets (China, Southeast Asia) maintain strong momentum, **defying normal seasonal weakness** in the March quarter.
- Nidec market share is edging up, reflecting a **sharp upswing in mobile-driven consumer PC demand** and the company's **agile supply capabilities**.
- New market-driving design concepts (energy efficiency; ecology; compactness; half-price) take hold across the industry, providing an **unprecedented growth horizon** for brushless motors. Nidec expects a quick **expansion of theme-specific product demand** particularly in the markets for **automobiles and digital home appliances**.

5

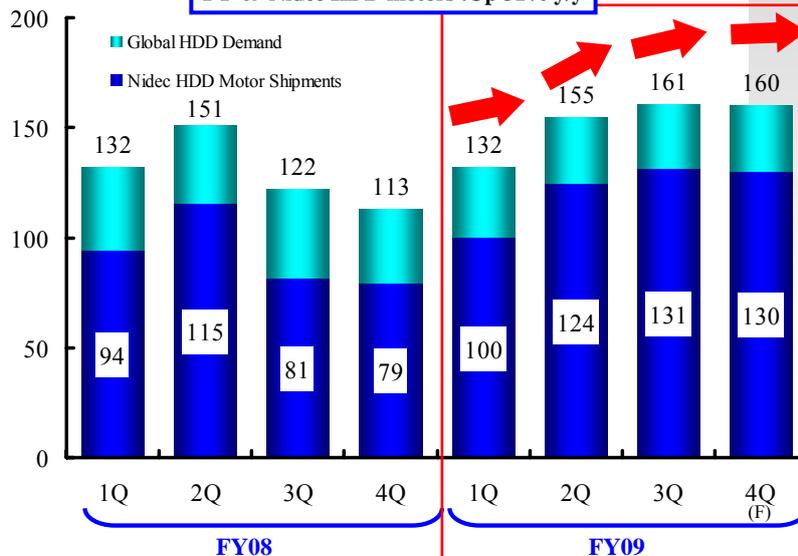
## HDD Motor Shipments



Millions of units

**FY'09 HDD (Global): Up 17% y/y**  
**FY'09 Nidec HDD motors :Up 31% y/y**

Source: Nidec IR estimates



6

## Listed Subsidiary Profit Performance



Yen in millions	Apr.-Dec. FY'09 Operating Income		Full-year FY'09 Operating Income	
	Previous Forecast	Actual	Previous Forecast	Revised Forecast
Nidec Sankyo	3,212	4,433	5,000	6,200
Nidec Copal	3,208	3,636	4,600	5,500
Nidec Copal Electronics	1,232	1,426	2,300	2,300
Nidec Tosok	1,253	1,419	2,370	2,600
Nidec Servo	659	772	1,000	1,100
Nidec-Read	361	462	600	600

\*All numbers above are based on the generally accepted accounting standard in Japan

7

## Group-wide Initiatives



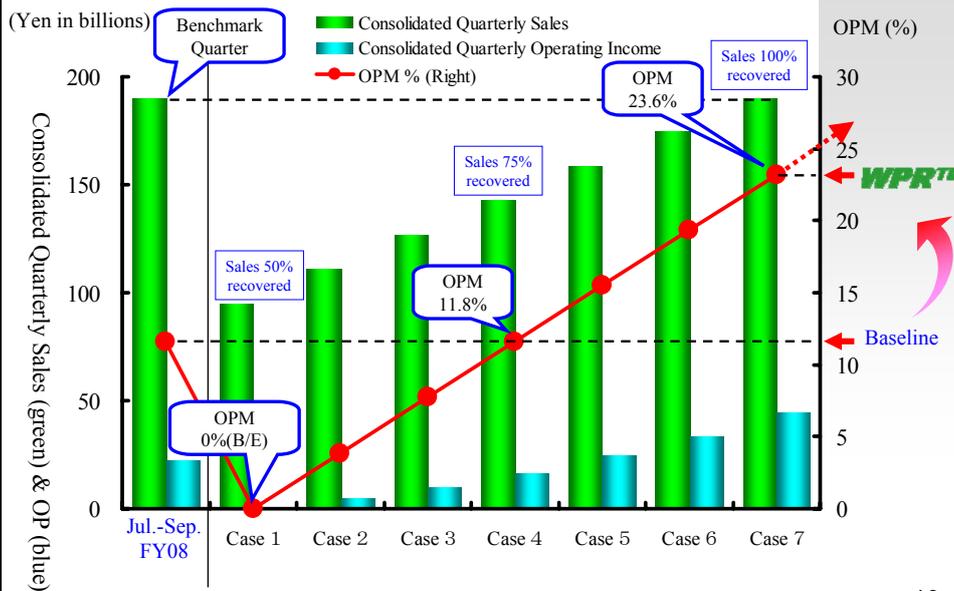
# WPR™ & Growth Initiative

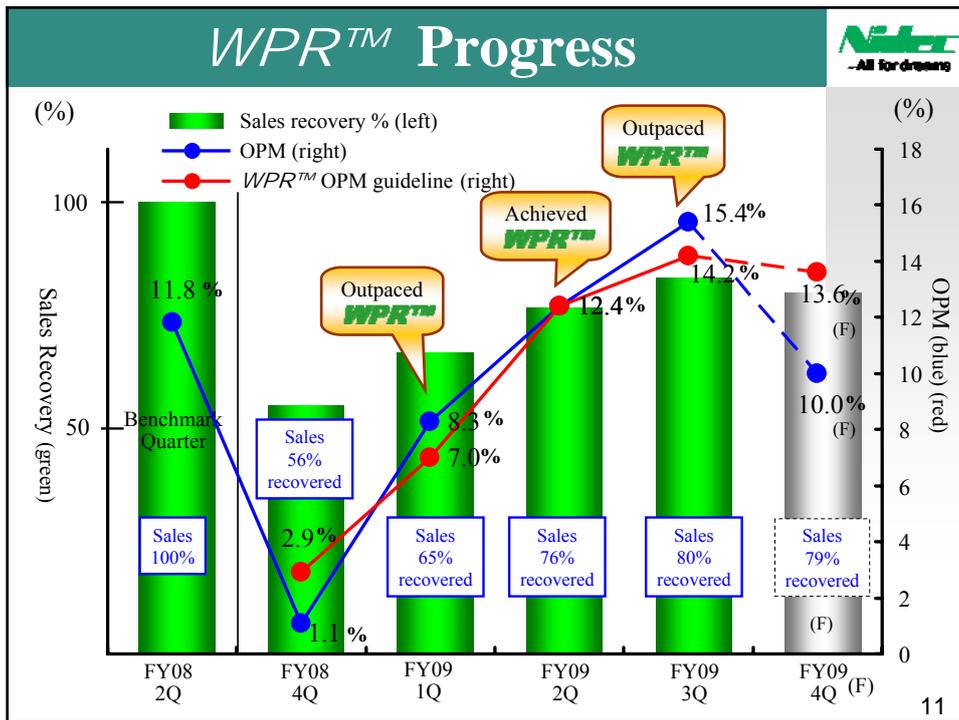


- Expect a **profit leap** for FY2009 (despite lower sales) and **stronger sales and profits** for FY2010. Continued focus on group-wide **WPR™** target achievement.
- Intensify profit initiatives through **value-capturing production internalization** and **WPR™-guided fixed cost control**, eyeing a full-scale sales recovery.
- Ignite a fresh boost for growth by embracing far-reaching, **theme-specific market opportunities**.

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 WPR™ is a trademark of NIDEC CORPORATION in Japan.  
 WPR © Shigenobu Nagamori NIDEC CORPORATION 2008

# WPR™ Guideline





## Listed Subsidiaries - Performance Highlights -



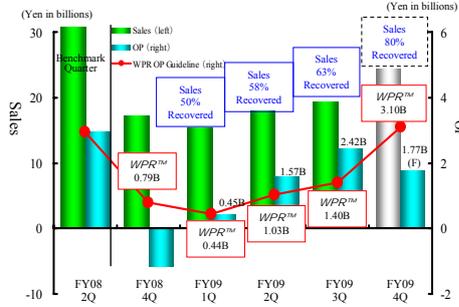
## 3Q/FY2009 Highlights

### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	52,509	77,000
Operating Income	4,433	6,200
Recurring Income	3,908	5,700
Net Income	2,519	3,600

### 2. WPR™ Progress & Outlook



### 3. Summary & WPR™ Progress

-Upward Revision to Full-year Forecast and Yearend Dividend-

- **WPR™** Acceleration Project produced results, outpacing the guideline.
- Record quarterly production of stepping motors: **90 million units (Oct.-Dec.)**
- LCD transfer robots on the upswing. **Strong momentum expected in March quarter.**

13

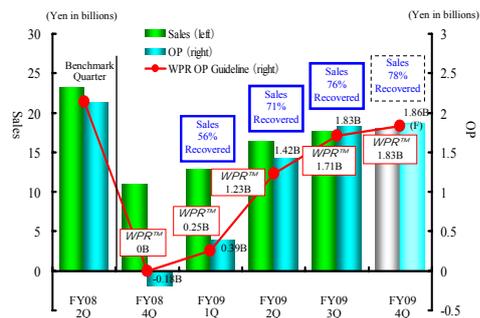
## 3Q/FY2009 Highlights

### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	46,953	65,000
Operating Income	3,636	5,500
Recurring Income	3,557	5,000
Net Income	2,472	3,500

### 2. WPR™ Progress & Outlook



### 3. Summary & WPR™ Progress

-Upward Revision to Full-year Forecast and Yearend Dividend-

- **Double-digit OPM for Oct.-Dec. quarter.** Fourth consecutive achievement of **WPR™** target coming within the range.
- **On the right track toward improved productivity** (Manufacturing innovation accelerated). DSC market picking up.
- 3Q→Construction of a plating factory in Thailand.  
Expansion of metal-case manufacturing capacity in China.
- 4Q→Construction of a new factory in Vietnam and the 5<sup>th</sup> bldg. of Thailand factory.

14

# COPAL ELECTRONICS

-All for dreams

## 3Q/FY2009 Highlights

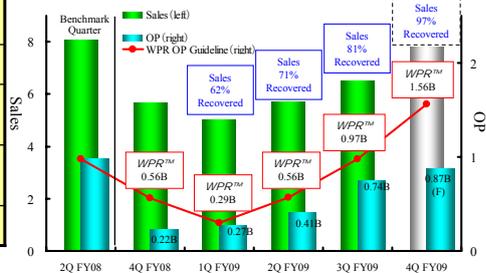
### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	17,199	25,000
Operating Income	1,426	2,300
Recurring Income	1,390	2,300
Net Income	853	1,200

### 2. WPR™ Progress & Outlook

(Yen in billions)



### 3. Summary & WPR™ Progress

- Oct.-Dec. sales and profits beyond expectations, yet short of WPR™ guidelines.
- Stepping up WPR™ initiatives, with an eye on full-scale sale recovery.
- Market share growth with a greater focus on new product development, new market exploration and new customer base expansion.

15

# TOSOK

-All for dreams

## 3Q/FY2009 Highlights

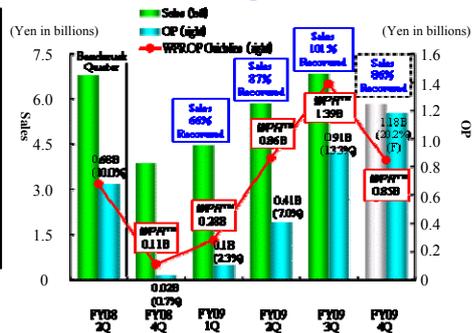
### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	17,158	23,000
Operating Income	1,419	2,600
Recurring Income	1,126	2,180
Net Income	(304)	330

### 2. WPR™ Progress & Outlook

(Yen in billions)



### 3. Summary & WPR™ Progress

-Upward Revision to Full-year Forecast-

- Increased orders for CVT control valves (for small-sized vehicles) leading to quick sales recovery
  - OPM up mainly due to higher productivity, lower costs, and successful production shift overseas.
- WPR™ progress : 36%(1Q) → 46%(2Q) → 64%(3Q)
- New products (image processing equipment; system control unit) launched.
  - New manufacturing factory established in Pinghu, China (Operation start-up: June 2011)



Precision-positioning XY Stage  
"TM Series"

16



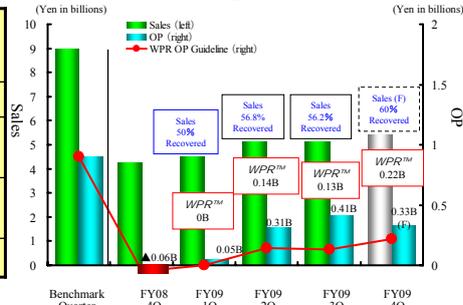
## 3Q/FY2009 Highlights

### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	14,671	20,000
Operating Income	772	1,100
Recurring Income	814	1,100
Net Income	640	800

### 2. WPR™ Progress & Outlook



### 3. Summary & WPR™ Progress

-Upward Revision to Full-year Forecast-

- OPM far exceeding WPR™ guidelines in 3Q (Oct.-Dec.)
- Sales essentially flat at low levels for three consecutive quarters. Meanwhile, the capex-driven equipment market, one of the core business areas of the Company, signals a sign of recovery.
- Product-specific strategies accelerated to increase revenue and profit streams.

17



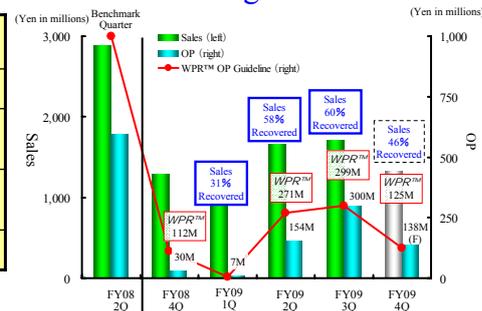
## 3Q/FY2009 Highlights

### 1. Overview

(Yen in millions)

	Apr.-Dec. FY2009 Actual	Full-year FY2009 Forecast
Sales	4,273	5,600
Operating Income	462	600
Recurring Income	503	600
Net Income	317	380

### 2. WPR™ Progress & Outlook



### 3. Summary & WPR™ Progress

- Sales recovered to 60% of the benchmark level in Oct.-Dec. quarter; OPM reached 17.5%.
- Oct.-Dec. OPM achieved WPR™ guidelines.
- VA/VE cost reductions started yielding benefits from the latter half of Oct.-Dec. quarter.

18



**Note regarding Discontinuation of Semiconductor Production Equipment Business**

Nidec Group discontinued its semiconductor production equipment business as of September 30, 2009. In accordance with ASC205-20 (Presentation of Financial Statements-Discontinued Operations), the semiconductor production equipment operations have been reclassified as discontinued operations in the Company's 2QFY2009 consolidated financial statements announced on October 26, 2009, in which relevant prior-period statements have been retrospectively restated to reflect this reclassification.

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19

**Appendix**

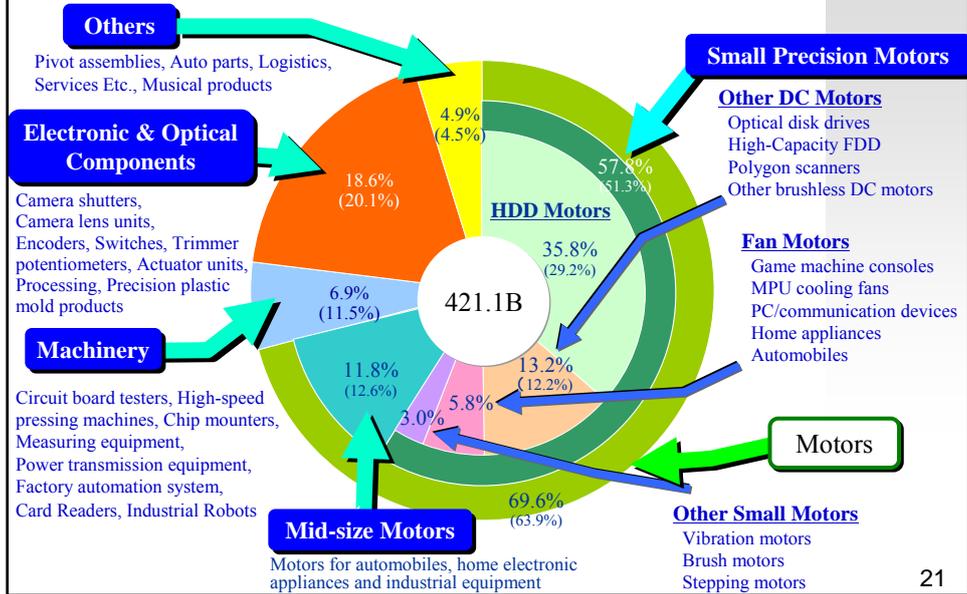
**Consolidated Performance Trend  
&  
Business Segment Overview**



# Sales by Business Segment (Apr.-Dec. '09)



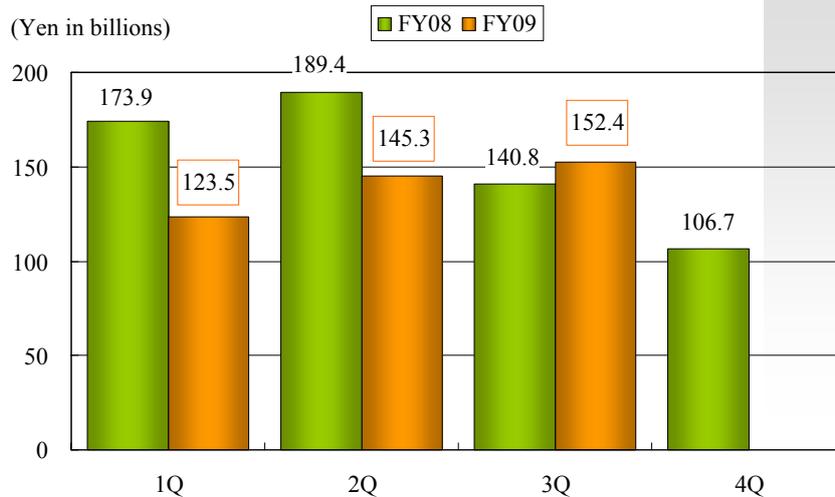
Parenthetic percentages indicate Apr.-Dec. FY2008 mix.



# Consolidated Net Sales



(Yen in billions)



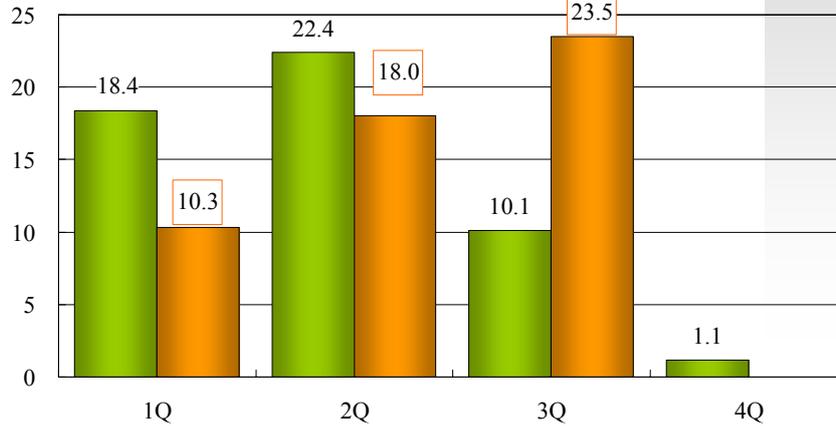
Please refer to the accompanying note on page 19 regarding discontinuation of the semiconductor production equipment business.

# Consolidated Operating Income



(Yen in billions)

■ FY08 ■ FY09



Please refer to the accompanying note on page 19 regarding discontinuation of the semiconductor production equipment business.

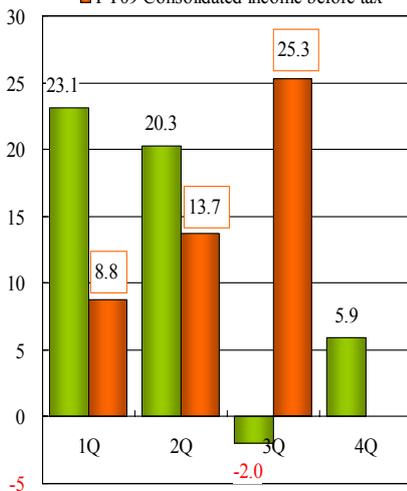
# Consolidated Income Before Tax & Consolidated Net Income



<Consolidated income before tax>

(Yen in billions)

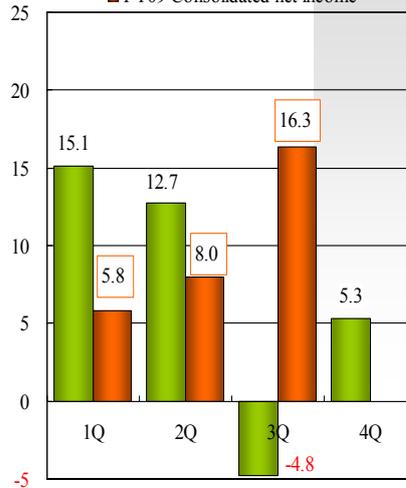
■ FY08 Consolidated income before tax  
■ FY09 Consolidated income before tax



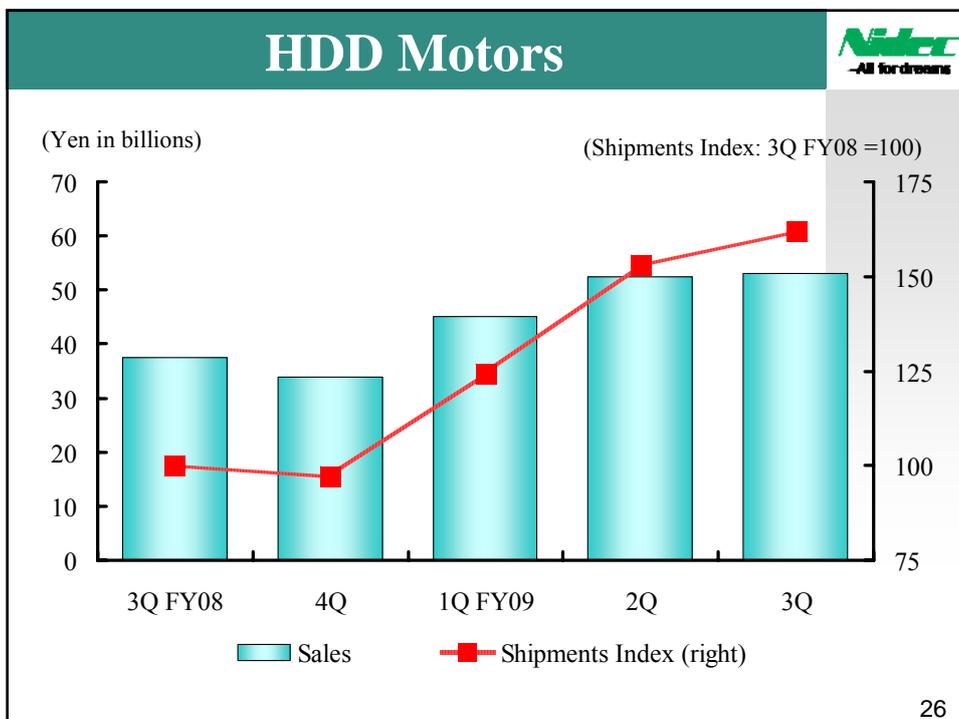
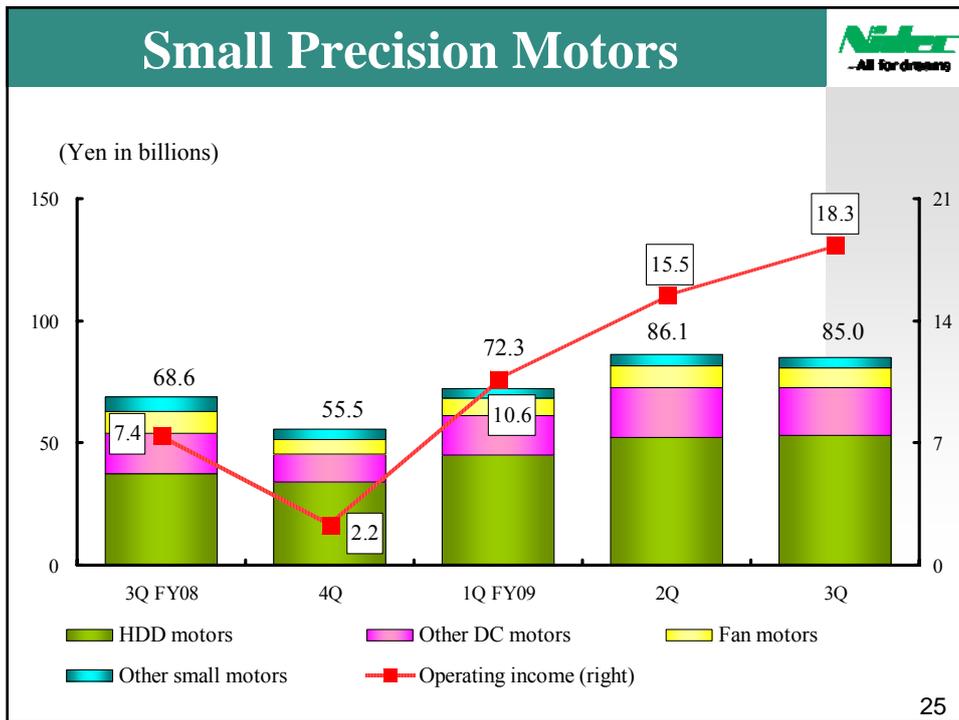
<Consolidated net income>

(Yen in billions)

■ FY08 Consolidated net income  
■ FY09 Consolidated net income



Please refer to the accompanying note on page 19 regarding discontinuation of the semiconductor production equipment business.

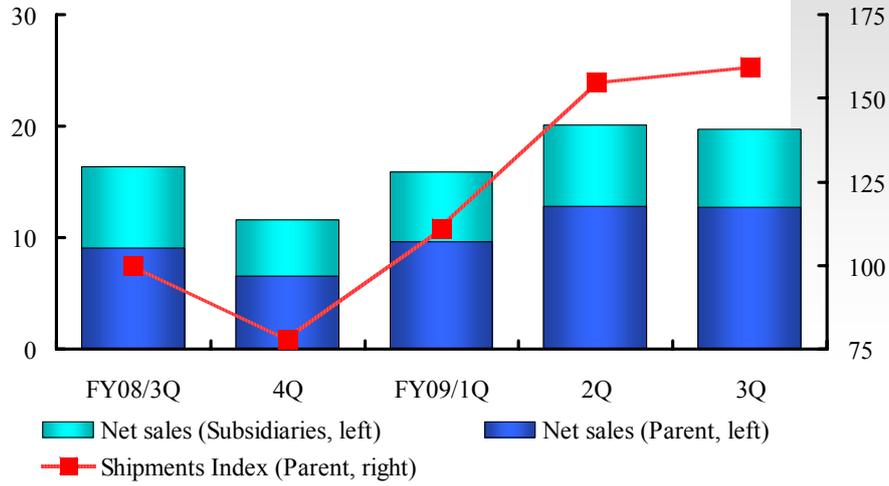


## Other DC Motors



(Net sales: Yen in billions)

(Shipment Index: 3Q FY08=100)



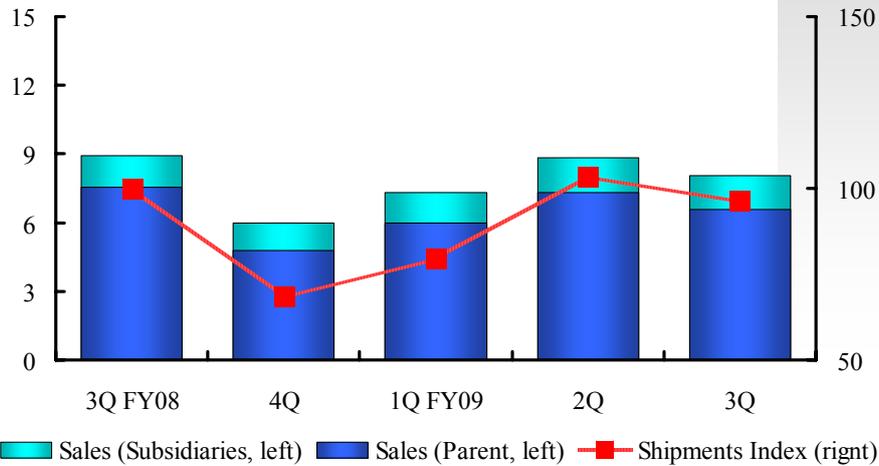
27

## Fan Motors



(Sales: Yen in billions)

(Shipments Index: 3Q FY08=100)



28

