

## Third Quarter Fiscal 2010 Results

Three and Nine Months Ended  
 December 31, 2010

< U.S. GAAP >

January 25, 2011

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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	3Q FY2009 (Apr-Dec)	3Q FY2010 (Apr-Dec)	Change	FY2010 Forecast
<b>Net Sales</b>	421,134	520,046	+23.5%	700,000
<b>Operating Income</b>	51,837	73,551	+41.9%	100,000
Operating Income Ratio	(12.3%)	(14.1%)		(14.3%)
<b>Income before Tax</b>	47,773	61,330	+28.4%	95,000
<b>Net Income</b>	30,103	40,830	+35.6%	63,000
<b>EPS</b>	216.12	293.02	+35.6%	452.28
<b>FX Rate (Yen/US\$)</b>				80.00 (Assumed)
Average:	93.56	86.85	-7.2%	
Term end:	92.10	81.49	-11.5%	

## Summary of 3Q FY2010

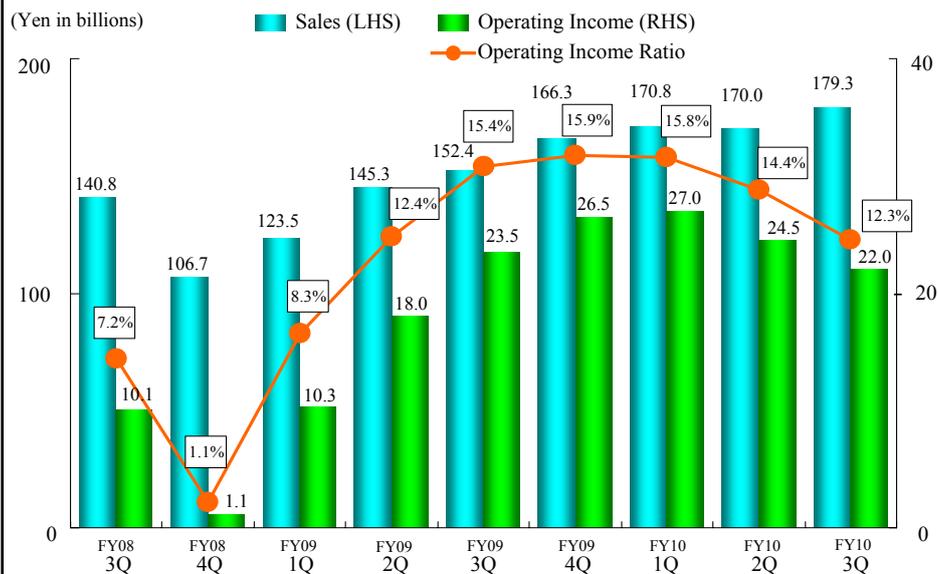
- **Nine-month Operating Income Up Over 40% Y/Y to a Record High.**
- **General Motors\*** (including formerly Emerson Motors & Controls operations) **Nine-month Operating Income Swung to Positive.**
- **Projected Year-end Dividend and Annual Dividend Revised Upward by 5 Yen to 45 Yen/Share, and 85 Yen/Share, Respectively.**

\* The product group previously classified as "Mid-size Motors" has been renamed "General Motors," reflecting the inclusion of large-size motor lines of U.S. Emerson's Motors & Controls operations (acquisition transaction completed on Sep. 30, 2010).

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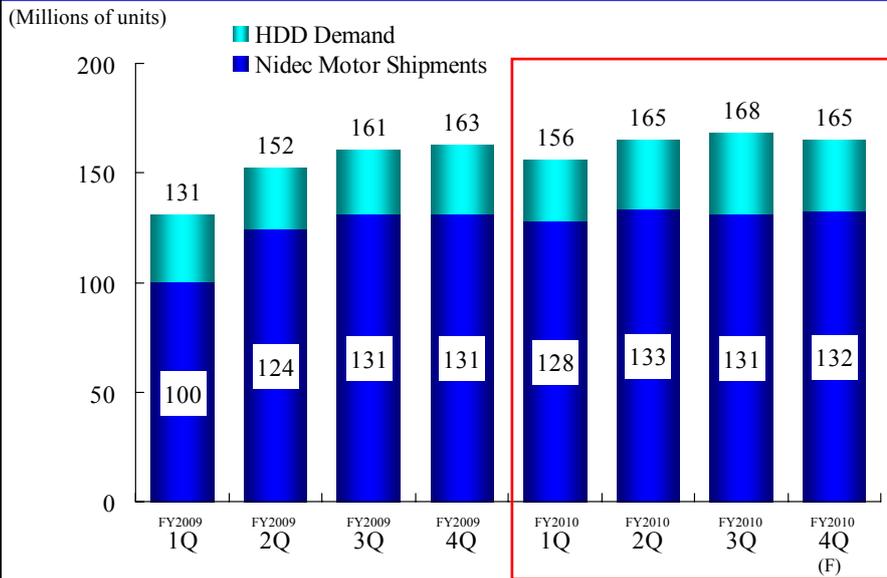
## Consolidated Quarterly Results



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## HDD Motor Shipments Outlook



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(Source: Nidec IR Dept. estimates)

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## Listed Subsidiaries' Profit Performance

Yen in millions	Nine-months Operating Income			FY2010 Full-year Operating Income Guidance	
	FY2010 Apr-Dec	FY2009 Apr-Dec	Y/Y	Forecast	Progress
<b>Nidec Sankyo</b>	9,072	4,433	+105%	11,200	81%
<b>Nidec Copal</b>	6,824	3,636	+88%	9,000	76%
<b>Nidec Tosok</b>	3,122	1,419	+120%	4,560	68%
<b>Nidec Copal Electronics</b>	3,764	1,426	+164%	4,500	84%
<b>Nidec-Read</b>	1,804	462	+290%	2,100	86%
<b>Total</b>	24,586	11,376	+116%	31,360	78%

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

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## Vision2015: Towards 2 T.-yen Sales Target



## Global Tightening of Motor Efficiency Regulations

**1. Motors Consume Approx. 50% of Total World Electricity.**  
(accounting for 55% of power consumption in Japan).

**2. Rapid Global Spread of Energy Consumption Regulations**

-U.S.: New Energy Law Effective 2010 (enacted: 2007)

-China: Sales Ban on Inefficient Air Conditioning Units

-Japan: Energy Regulation Expected to Take Effect in 2012

→ **High-efficiency Motors Being Required for Household, Industrial and Automotive Applications**

**High-efficiency Motor** < **Small-size: BLDC Motor**  
**Mid/Large-size: SR Motor**

# SR Motors for Automotive Applications

Nidec Motor UK Technology Center Drives Forward Global Rollout

■ SR In-wheel motor: 4 pcs  
■ SR Power-generating unit: 1 pcs  
 5 pcs/vehicle

Air-conditioning

Hybrid Drive System

CVT System

Large-vehicle Drive System

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## Nidec SR Motor: Applicability

3 Prospective Motor Types for EV and HEV Drive System (Categorized by rotor configuration)	Steel <b>SR Motor</b>	Aluminum, copper <b>Induction Motor</b>	Permanent magnet <b>Synchronous Motor</b>
	Energy efficiency	◎	○
Thermal property	◎	△	△
Noise, Vibration	△	◎	○
Structure	◎ Very simple	○ Relatively simple	△ Somewhat complex
Price competitiveness	◎	○	△
Rare earth minerals	◎ Not necessary	◎ Not necessary	△ Necessary

Key technical characteristics attracting the EV/HEV industry

◎: Very Good ○: Good △: Average-Weak

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## Approaches to Emerging Markets

### Brazilian Market

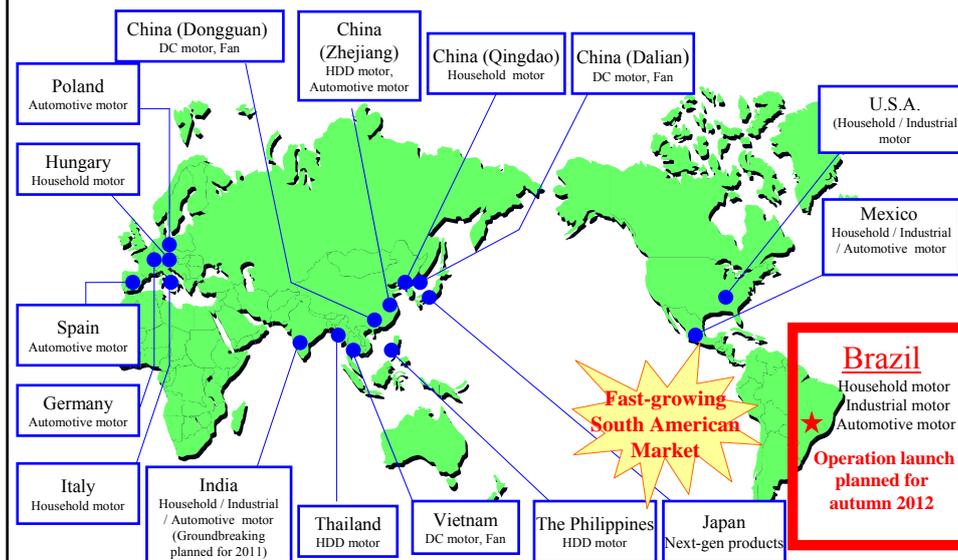
- A huge, group-wide manufacturing complex planned for construction in autumn 2012.
- Household/Automotive/Industrial motor factories first to be constructed.

**High-Growth Potential**

The Brazilian economy is expected to benefit from continued growth in consumer spending on **energy-saving household appliances and automobiles**, followed by massive **construction/infrastructure investments**. (e.g. 2014 FIFA World Cup; 2016 Olympics)

Groundbreaking in a suburb of Sao Paulo planned for summer 2011

## Manufacturing Globalization



# Nidec Research and Development Center

Drive forward market share expansion for **Automotive/Household/Industrial motors**

**Global manpower** beyond national borders and language barriers  
(Official language: English)



Nidec Research and Development Center

Groundbreaking planned for Oct. 2011 in Kawasaki

- Development of applied technologies underpinning **growth strategy implementation**
- Inter-group, cross-border **technical synergy enhancement**
- Cultivation of **world-class technical experts**



Central Technical Laboratories (Kyoto)



Motor Engineering Research Laboratory (Tokyo)



Nidec Precision Machining Center (Kyoto)



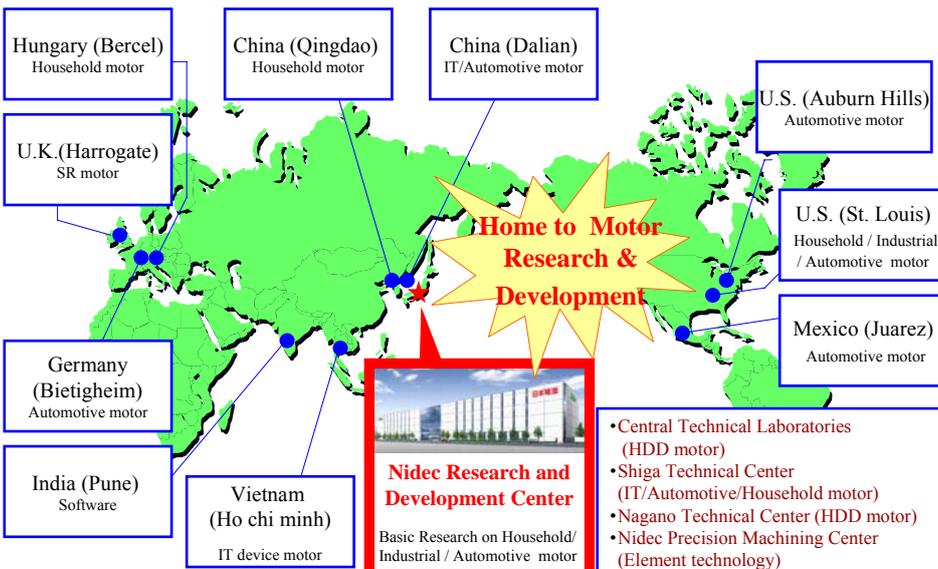
Shiga Technical Center



Nagano Technical Center



# R&D Globalization



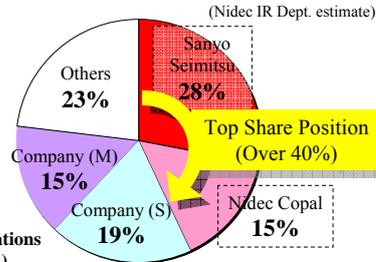
## Share Purchase Agreement (Sanyo Seimitsu)

### Entering Smartphone and Tablet PC Markets

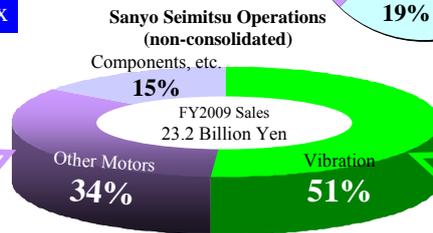
#### Company Profile

Company Name: Sanyo Seimitsu Co., Ltd.  
 Location: Ueda City, Nagano  
 Sales: 23.2 B Yen (Non-consolidated)  
 Ownership: Sanyo Electric Co., Ltd. (100%)  
 Employees: 290 (as of Mar. 2010: non-consolidated)

#### Cell Phone Vibration Motor Global Market



#### FY2009 Product Mix



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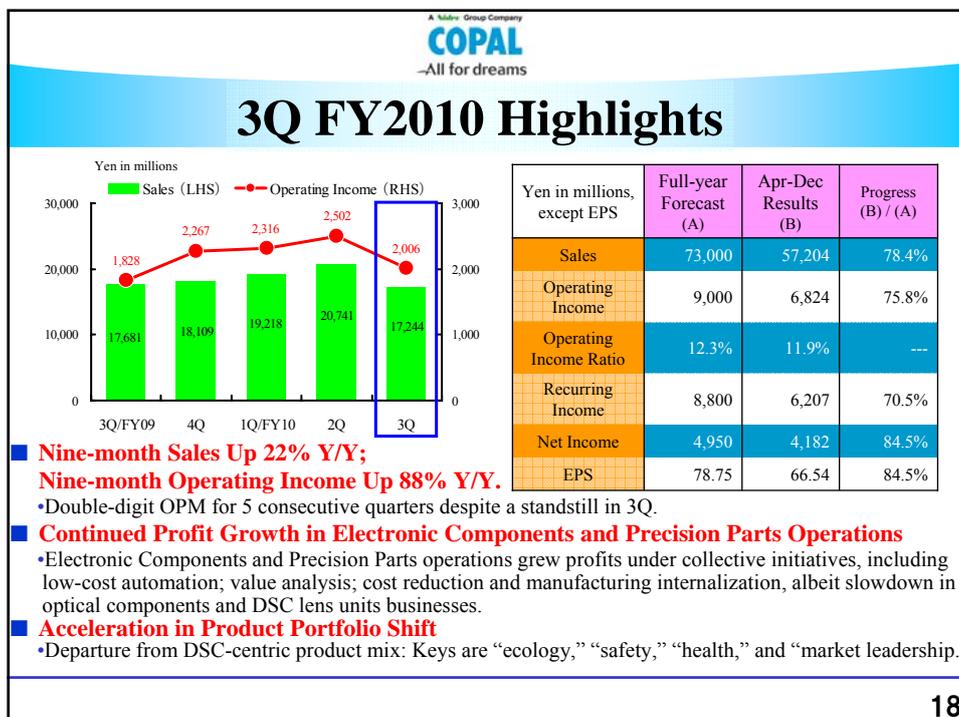
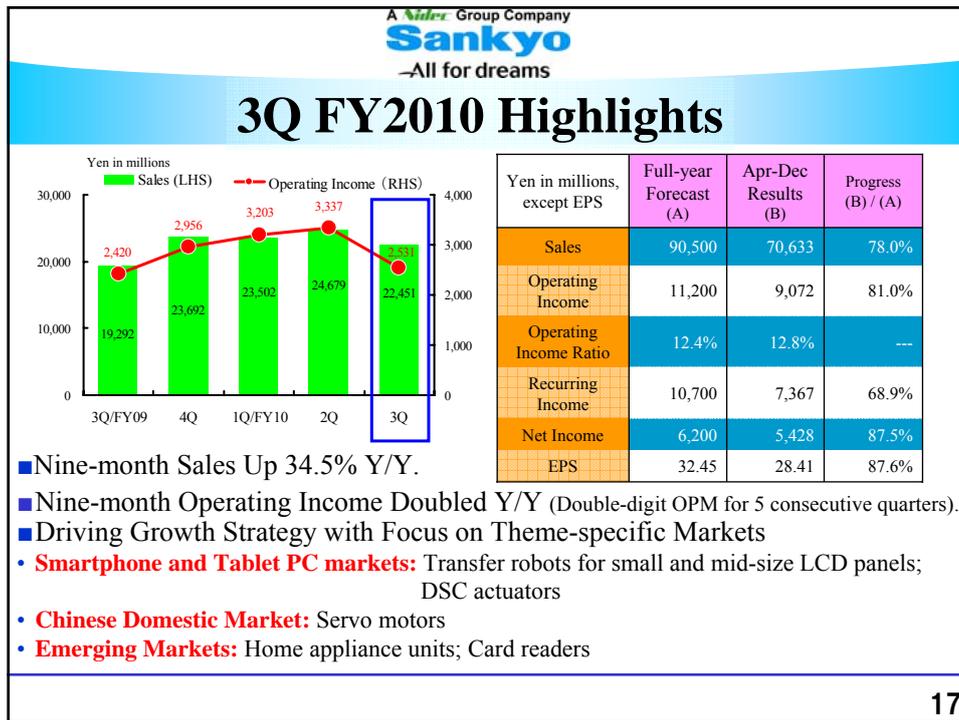
Smartphone

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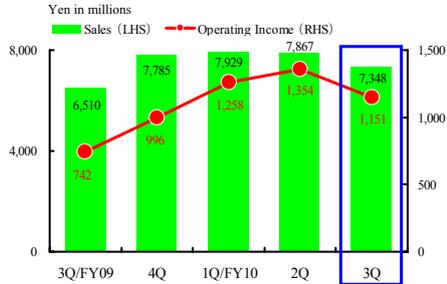
## Listed Subsidiaries - Performance Highlights -

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## 3Q FY2010 Highlights



Yen in millions, except EPS	Full-year Forecast (A)	Apr-Dec Results (B)	Progress (B) / (A)
Sales	28,000	23,145	82.7%
Operating Income	4,500	3,764	83.7%
Operating Income Ratio	16.1%	16.3%	---
Recurring Income	4,400	3,596	81.7%
Net Income	2,600	2,241	86.2%
EPS	39.21	33.80	86.2%

■ **Three-month Sales Up 12.9% Y/Y;**

**Three-month Operating Income Up 55% Y/Y.**

- OPM crossing 15% for 3 consecutive quarters

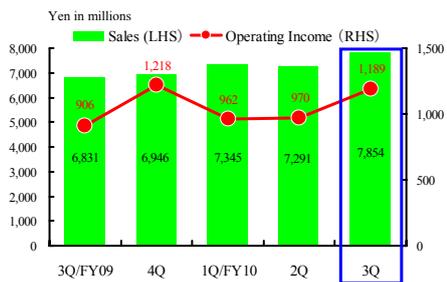
■ **Sensors Profits Advanced Q/Q Despite Market Lull.**

■ **Earnings Power Buildup**

- Theme-specific market approach; strategic partnerships, manufacturing internalization

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## 3Q FY2010 Highlights



Yen in millions, except EPS	Full-year Forecast (A)	Apr-Dec Results (B)	Progress (B) / (A)	FY2009 Results
Sales	30,500	22,491	73.7%	24,105
Operating Income	4,560	3,122	68.5%	2,638
Operating Income Ratio	15.0%	13.9%	---	10.9%
Recurring Income	4,560	3,130	68.6%	2,293
Net Income	2,550	1,803	70.7%	321
EPS	66.27	46.88	70.7%	16.73

■ **Nine-month Sales UP 31.1% Y/Y;**

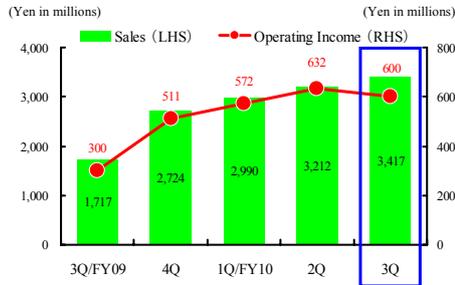
**Nine-month Operating Income Up 2.2-fold Y/Y, Surpassing Record Full-year Sales.**

- Expanded production and sales of small-car CVT
- Strong sales of air-compressor centering machines in China
- Profit-enhancing measures (including production shift to China) driving OPM

■ **FY2010 Sales Forecast Revised Upward by 2.8B Yen to 30.5B Yen.**

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## 3Q FY2010 Highlights



Yen in millions, except EPS	Full-year Forecast (A)	Apr-Dec Results (B)	Progress (B) / (A)
Sales	10,500	9,618	91.6%
Operating Income	2,100	1,804	85.9%
Operating Income Ratio	20.0%	18.8%	---
Recurring Income	2,100	1,722	82.0%
Net Income	1,300	1,140	87.7%
EPS	92.86	81.44	87.7%

- **Nine-month Sales Up 2.3-fold Y/Y;**  
**Nine-month Operating Income Up 3.9-fold Y/Y.**
  - Record nine-month sales and profits
- **Sales Driven by Smartphone-oriented CAPEX Growth**
  - New product rollout for the creation of new revenue streams
- **Year-end Dividend Forecast Revised Upward to 15 Yen/Share from 10 Yen/Share.**

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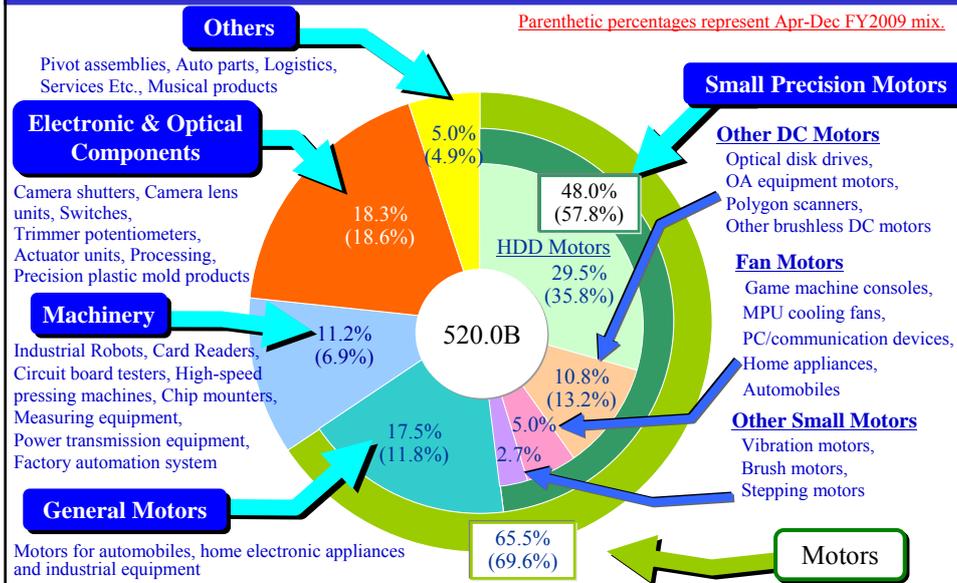
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# Performance Trend & Product Groups Overview



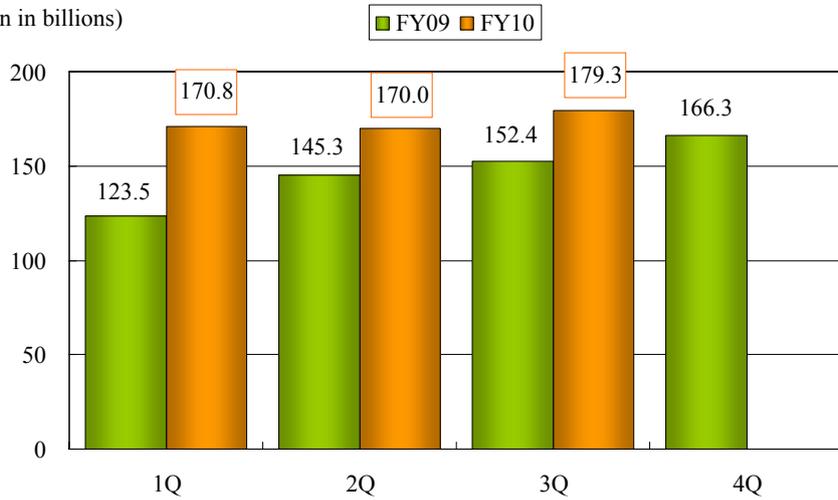
## Sales by Product Group (Apr-Dec FY2010)

Parenthetic percentages represent Apr-Dec FY2009 mix.



## Consolidated Sales

(Yen in billions)

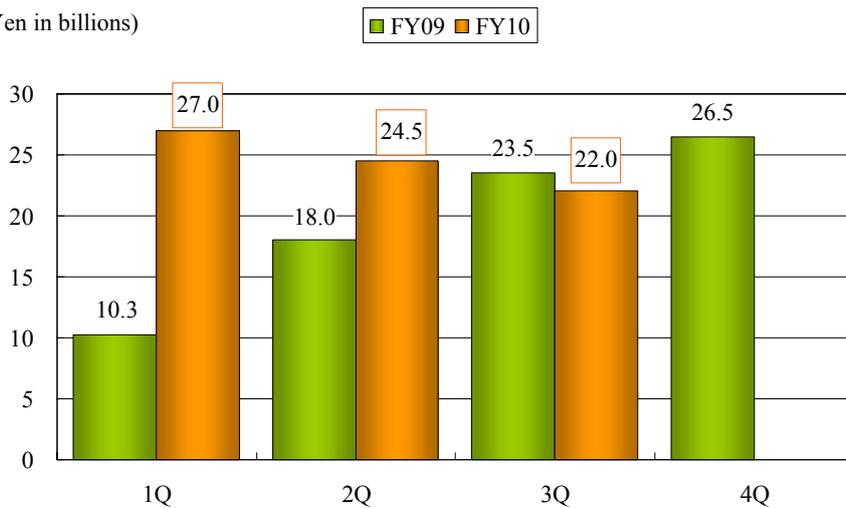


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## Consolidated Operating Income

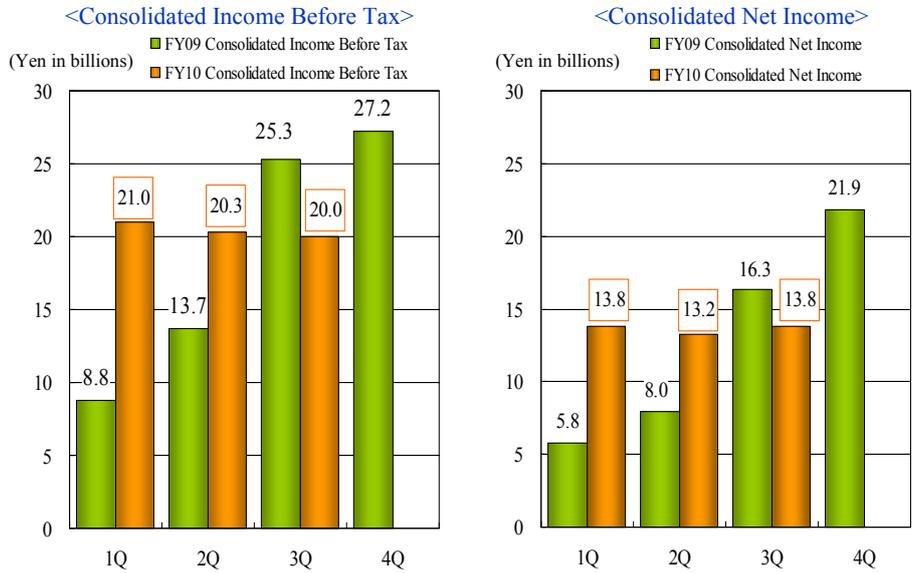
(Yen in billions)



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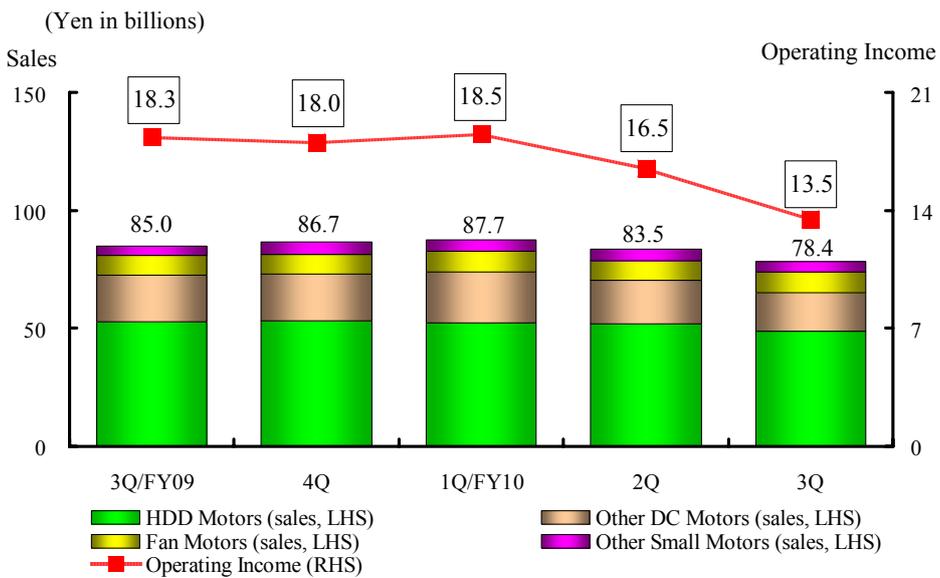
## Consolidated Income Before Tax & Net Income



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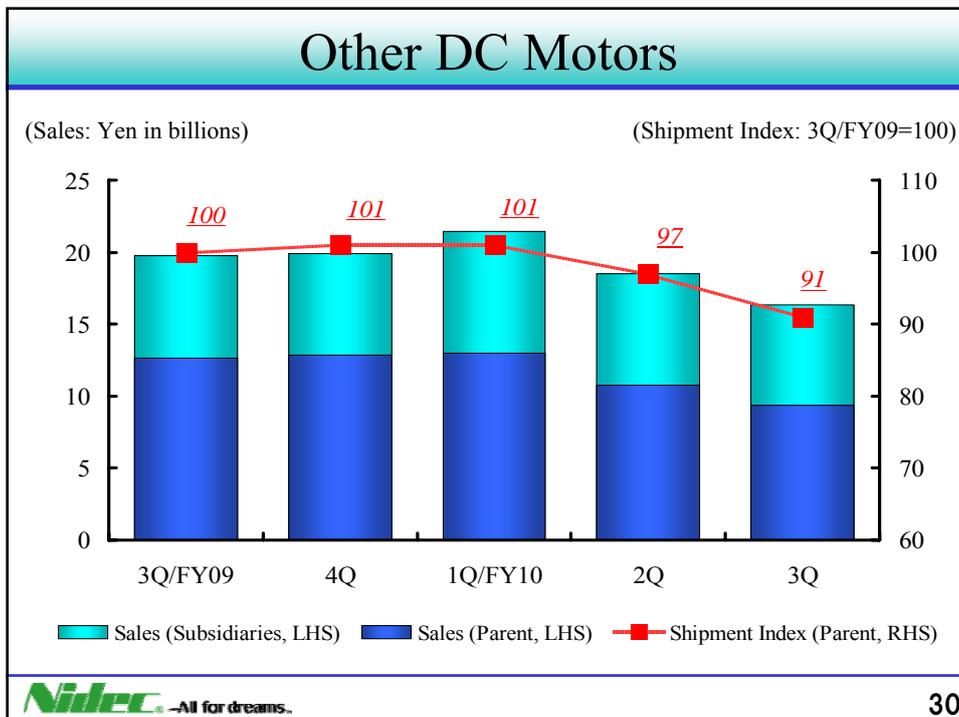
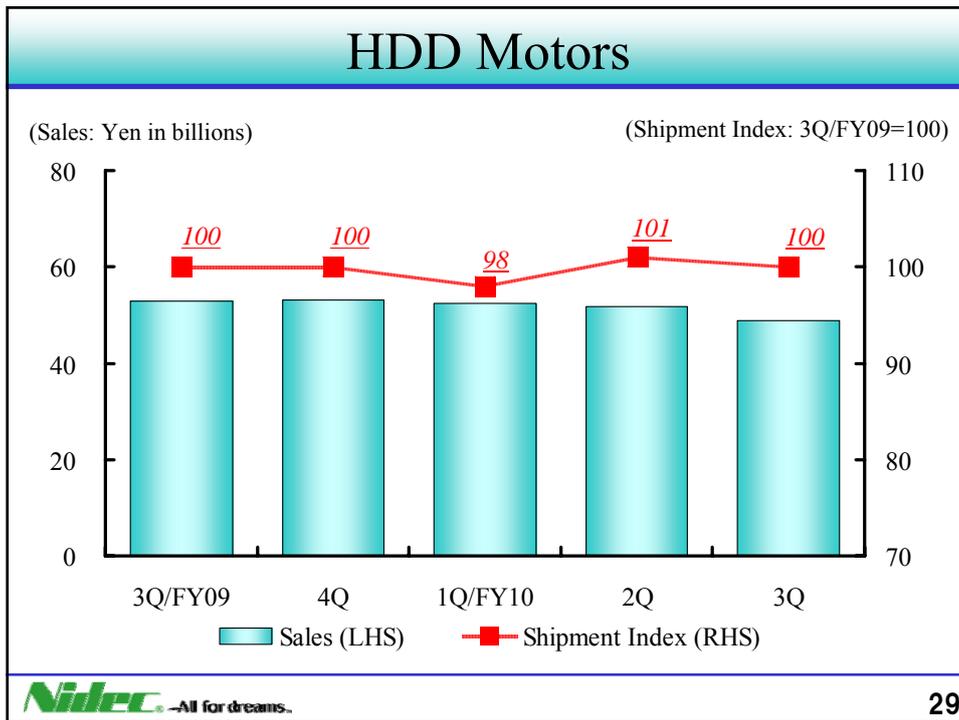
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## Small Precision Motors



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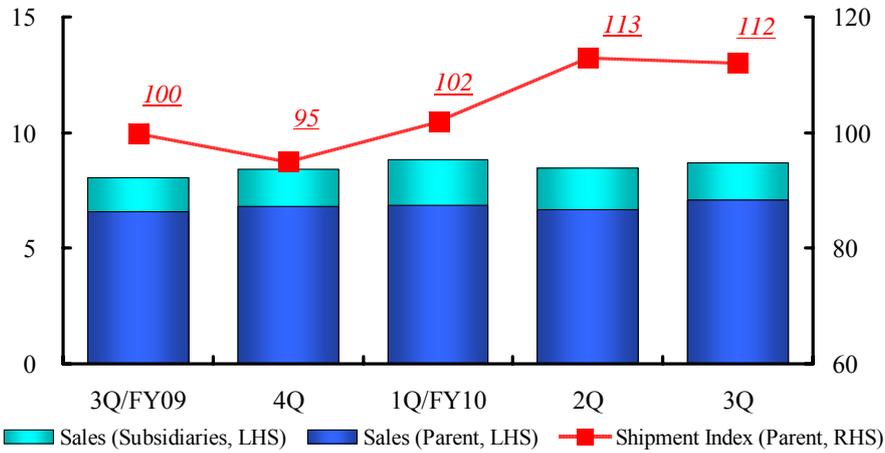
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## Fan Motors

(Sales: Yen in billions)

(Shipment Index: 3Q/FY09=100)

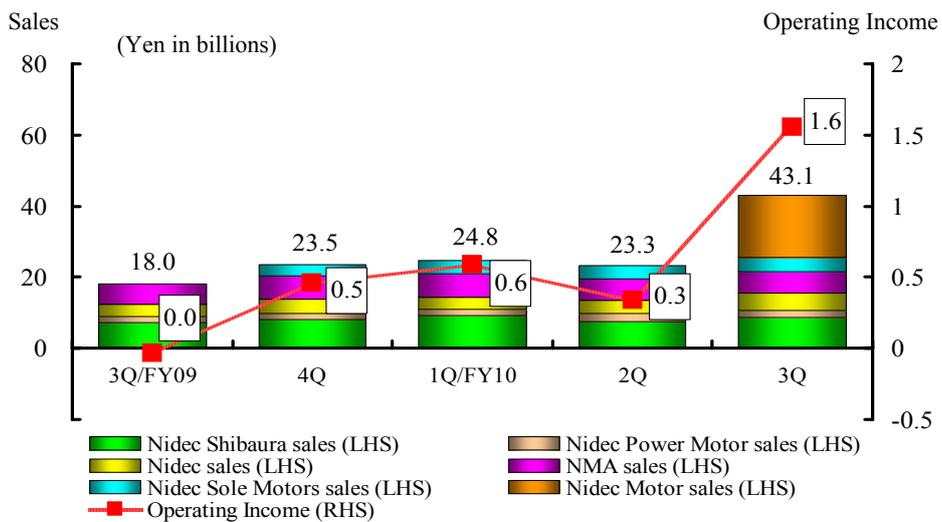


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## General Motors\*

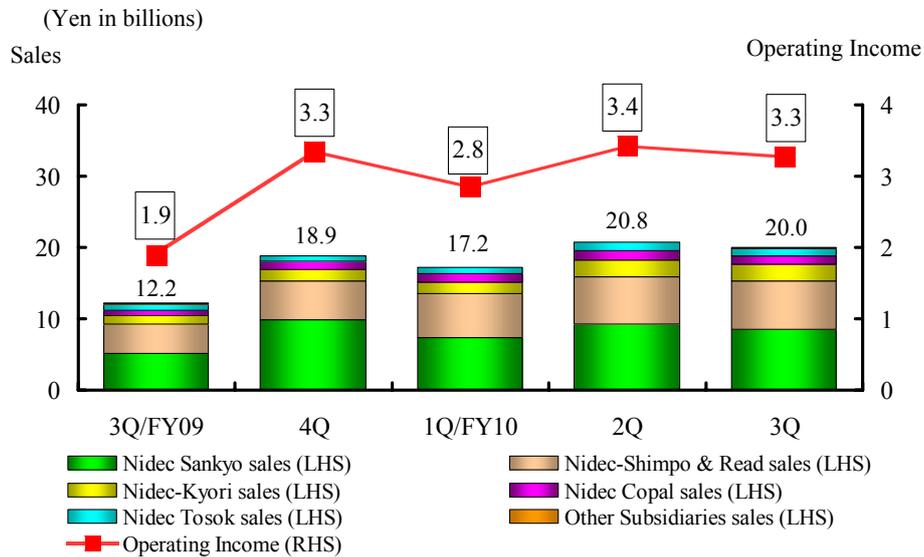
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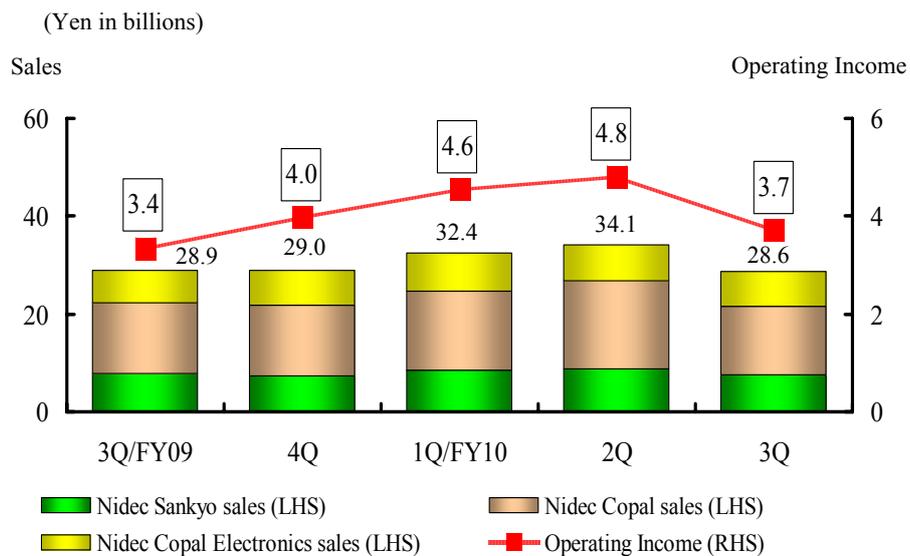
## Machinery



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## Electronic & Optical Components



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# Others

(Yen in billions)

