

Fiscal First-Half 2013 Financial Results

Six Months Ended September 30, 2013
(U.S. GAAP, Unaudited)

October 23, 2013

TSE: 6594 NYSE: NJ
[http:// www.nidec.com/en-Global/](http://www.nidec.com/en-Global/)

Note Regarding Forward-looking Statements

These presentation materials and the relating discussions contain forward-looking statements including expectations, estimates, projections, plans, targets, and strategies. Such forward-looking statements are based on management's 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 featured on the first slide is of a new line of Nidec Tosok's CVT control valve for HONDA.



Consolidated Profit/Loss

| Millions of Yen, except for EPS and FX Rates | 1H/FY2012 | 1H/FY2013 | Change | Revised FY2013 Forecast |
|---|-----------|-----------|--------|-------------------------------|
| Net Sales | 353,540 | 429,634 | +21.5% | 850,000 |
| Operating Income | 41,723 | 39,337 | -5.7% | 80,000 |
| Operating Income Ratio | 11.8% | 9.2% | | 9.4% |
| Income before Tax | 36,577 | 38,441 | +5.1% | 78,000 |
| Net Income | 26,199 | 27,103 | +3.5% | 55,000 |
| EPS (Yen) | 195.28 | 201.99 | +3.4% | 404.26 |
| Dividend (Yen) | 45.00 | 45.00 | - | 90.00 |
| FX Rate (Yen/US\$) | | | | |
| Average: | 79.41 | 98.85 | +24.5% | 95.00 |
| Term end: | 77.60 | 97.75 | +26.0% | (Assumed) |

Average exchange rate of the Japanese yen for 1H FY2013 depreciated about 24% (or 19.44 yen) against the U.S. dollar and about 29% (or 29.36 yen) against the euro, compared to 1H FY2012, resulting in a positive effect on net sales and operating income of 64.2 billion yen and 8.7 billion yen, respectively.

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Summary of 1H FY2013

- **Record 1H sales** exceeding 400 billion yen
- **Operating income surpassed the initial guidance, continued V-shaped recovery**
- **Record 1H operating income** of 9.6 billion yen (2Q: 5.1 billion yen) from Automotive, Appliance, Commercial and Industrial Products - key growth businesses under the mid-term strategic targets
- **Upward revision** of FY2013 financial forecasts and dividend targets

Upward Revision of FY2013 Forecast

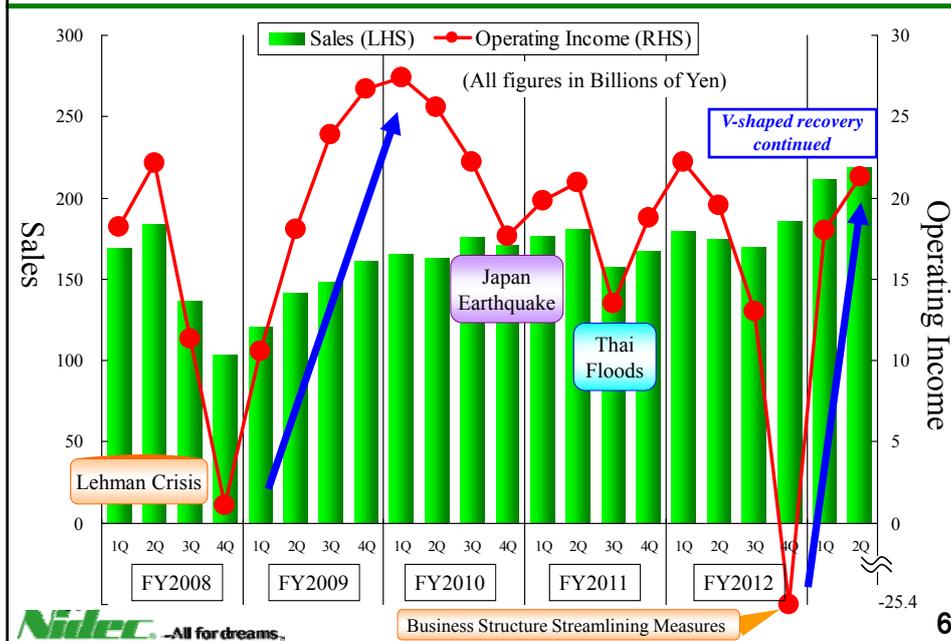
| Billions of Yen, expect for EPS, Dividend and FX Rates | Initial FY2013 Forecast (announced April 23) | | Previous FY2013 Forecast (announced July 23) | | Revised FY2013 Forecast | |
|--|---|------------------------|---|-------------------------------------|---|-------------------------------------|
| | Apr-Sep Forecast | Full-Year Forecast | Apr-Sep Forecast | Full-Year Forecast | Apr-Sep Results | Full-Year Forecast |
| Net Sales | 380 | 800 | 400 | 820 | 429.6 | 850 |
| Operating Income | 30 | 70 | 35 | 75 | 39.3 | 80 |
| Operating Income Ratio | 7.9% | 8.8% | 8.8% | 9.1% | 9.2% | 9.4% |
| Income Before Tax | 29 | 68 | 34 | 73 | 38.4 | 78 |
| Net Income | 21 | 50 | 24.5 | 53.5 | 27.1 | 55 |
| EPS (Yen) | 155.92 | 371.25 | 182.59 | 398.72 | 201.99 | 404.26* |
| Dividend (Yen) | 40 | 85 | 40 | 85 | 45 | 90 |
| FX Rate (Assumed) | JPY 95/\$ JPY 125/€ | JPY 95/\$ JPY 125/€ | 2Q onward JPY 95/\$ JPY 125/€ | 2Q onward JPY 95/\$ JPY 125/€ | Average JPY 98.85/\$ JPY 130.00/€ | 3Q onward JPY 95/\$ JPY 125/€ |

Note: Every one yen appreciation or depreciation against the U.S. dollar and the euro for FY2013 is estimated to have an annualized impact of 6 billion yen and 0.77 billion yen on sales, respectively, and 0.8 billion yen and 0.22 billion yen on operating income, respectively.

*Revised EPS projection for FY2013 reflects the decrease of Nidec's treasury shares as a result of the share exchange transactions with Nidec Copal and Nidec Tosok to make them wholly-owned subsidiaries, effective October 1, 2013. (Calculation based on 136,049,861 outstanding shares)

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Consolidated Quarterly Sales and Operating Income



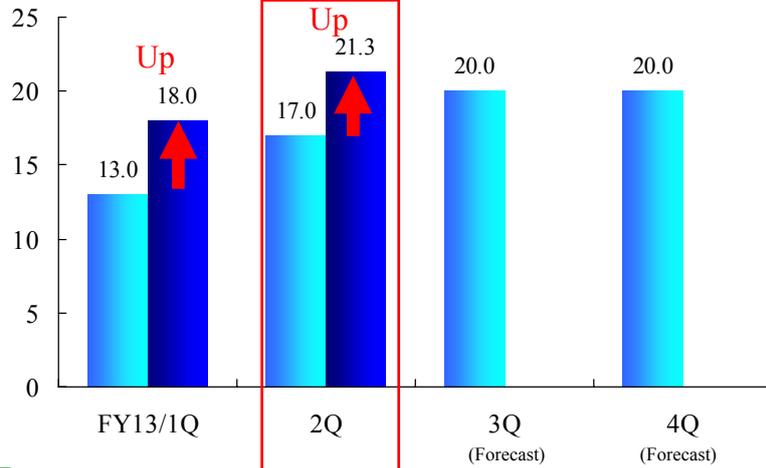
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FY2013 Quarterly Operating Income Forecast

Operating income exceeding initial forecast for 2 quarters in a row

(Billions of Yen)
Operating income

■ Initial Forecast ■ Actual



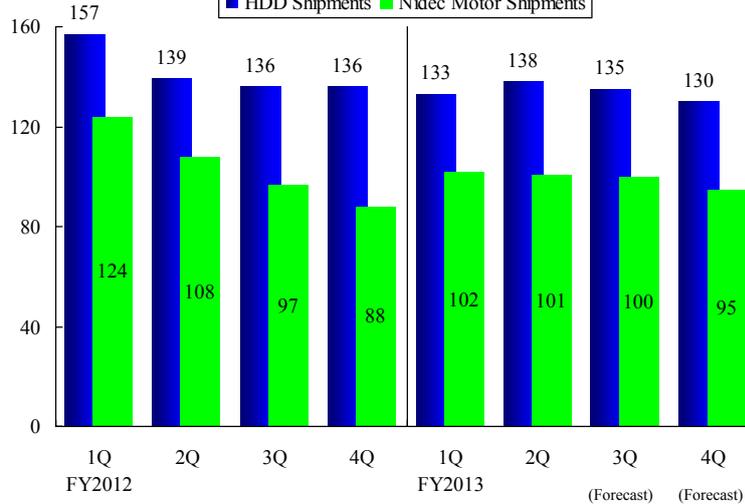
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Please refer to the accompanying notes on Page 27. 7

Nidec HDD Motor Shipments Outlook

(Millions of Units)

■ HDD Shipments ■ Nidec Motor Shipments

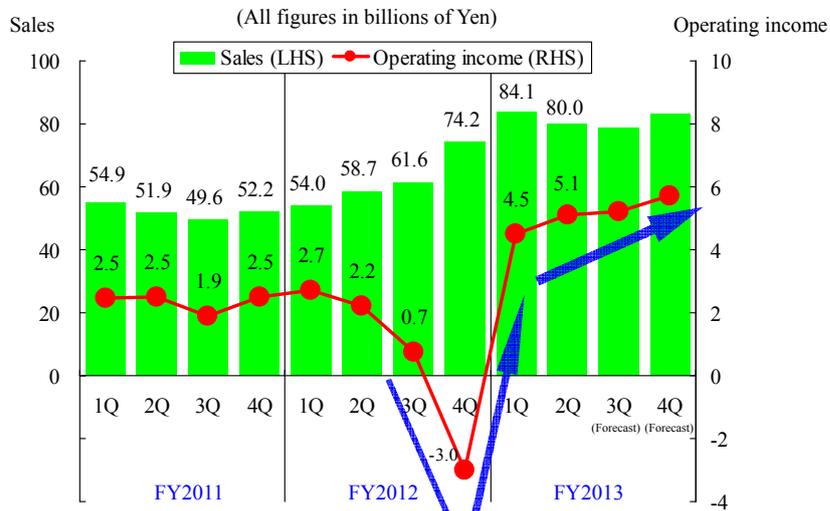


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(Nidec Estimates) 8

Quarterly Trend Automotive, Appliance, Commercial and Industrial Products

Aiming to achieve steady quarterly profit increase for FY2013



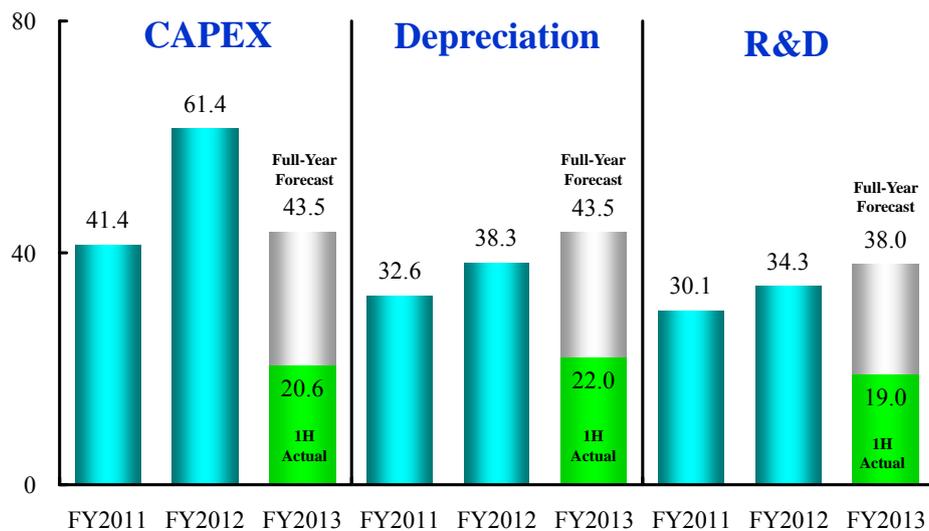
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Please refer to the accompanying notes on Page 27.

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CAPEX, Depreciation, R&D

(Billions of Yen)



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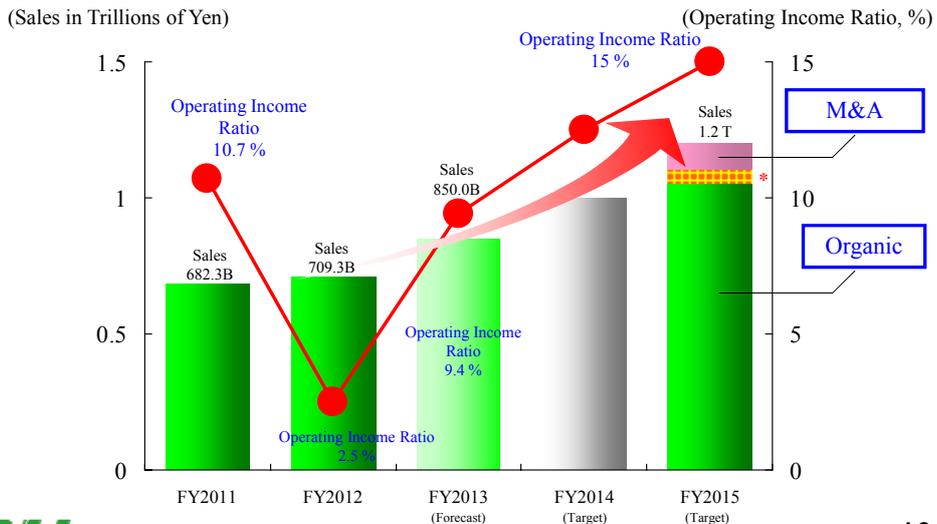
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Mid-Term Strategic Goal

Mid-Term Strategic Goal

- Achieving Sustainable Growth for the Next 100 Years -

Aiming to achieve profitable growth by striking balance between expansion and financial soundness



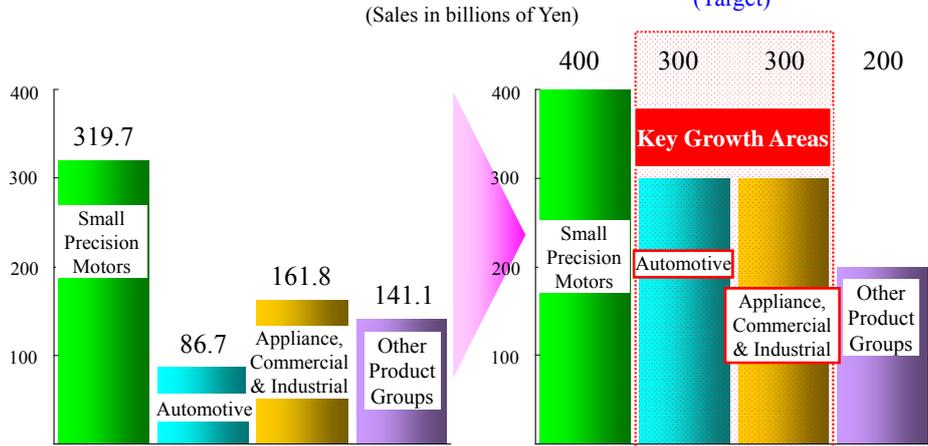
Accelerating Portfolio Transformation and Expansion

Single Pillar

FY2012 Sales: 709.3 Billion Yen

4 Pillars

FY2015 Sales: 1.2 Trillion Yen (Target)

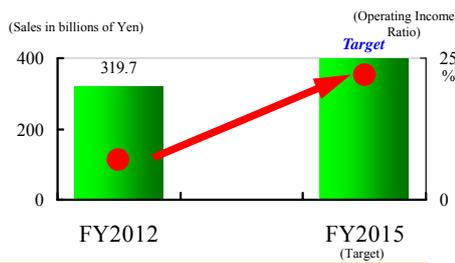


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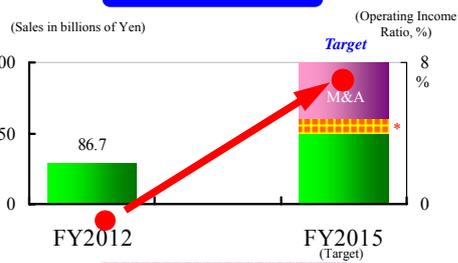
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Profitability Targets by Product Category

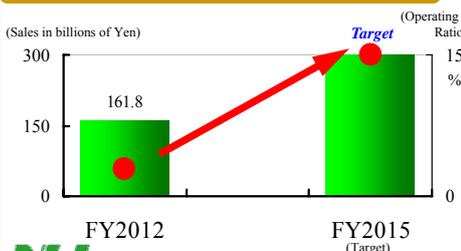
Small Precision Motors



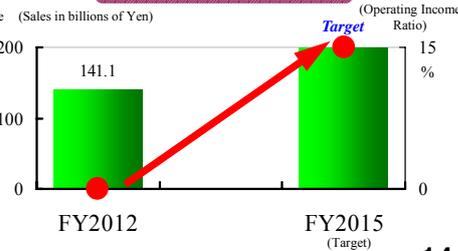
Automotive



Appliance, Commercial & Industrial



Other Product Groups

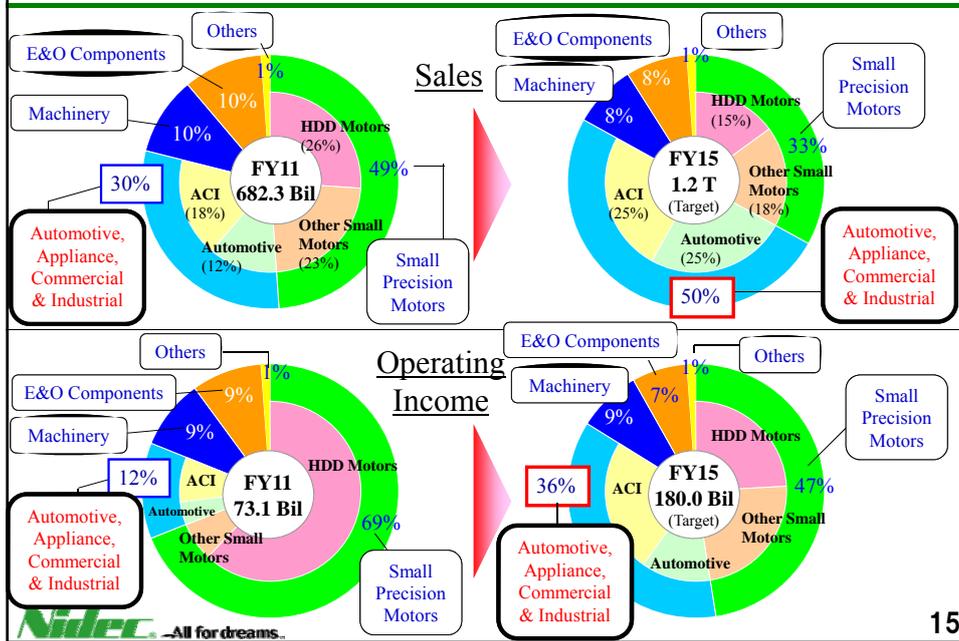


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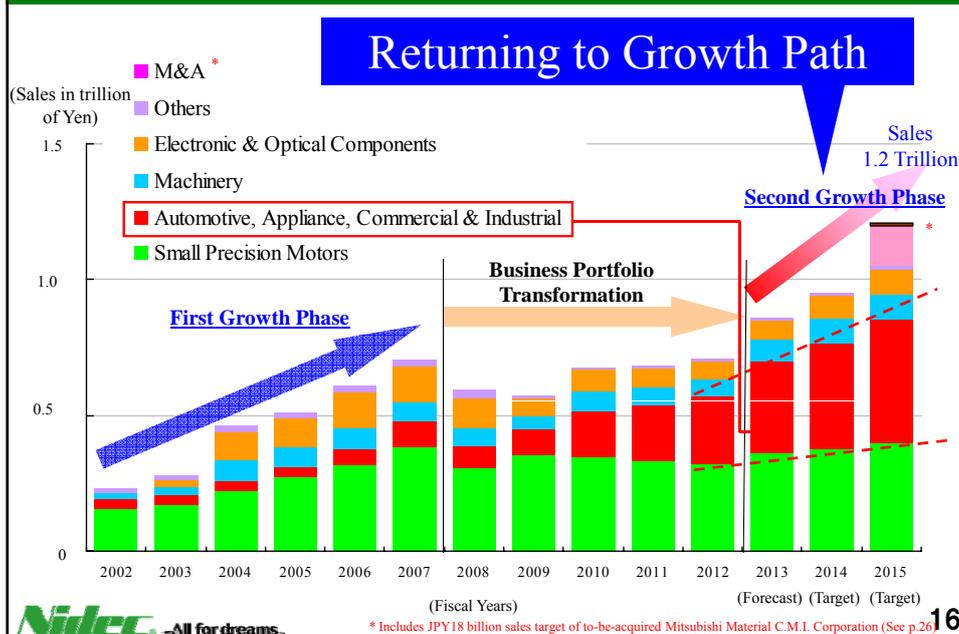
* Includes JPY18 billion sales target of to-be-acquired Mitsubishi Material C.M.I. Corporation (See p.26)

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Business Portfolio Transformation into FY15



Growth Acceleration via Portfolio Transformation



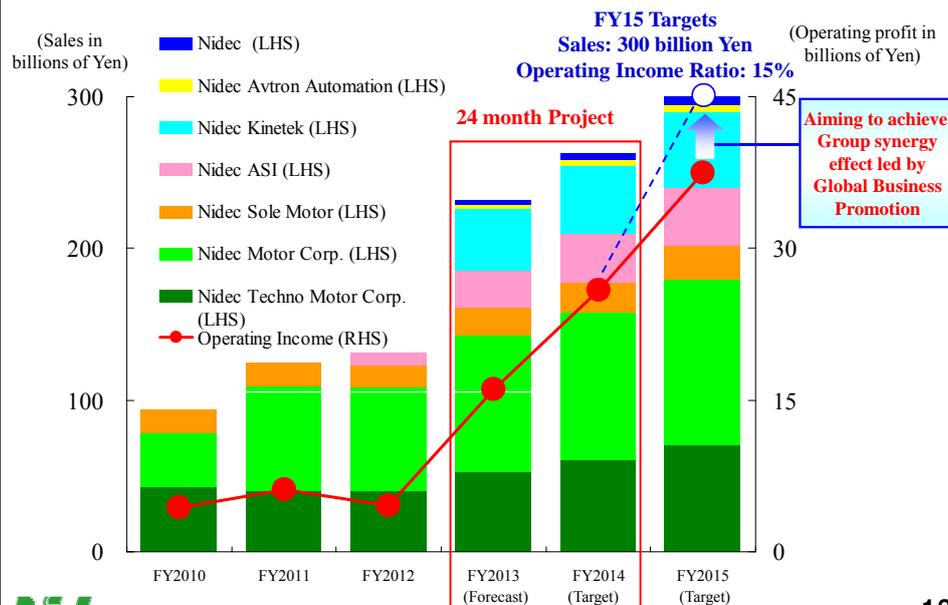
Appliance, Commercial & Industrial Products

| Appliance | Commercial | Industrial |
|--|--|--|
|  <p>Washing machines, Dryers, Dishwashers, etc.</p> |  <p>HVAC, Pools & Spas, Elevators, Escalators, Commercial fridge, Floor care, Aerial lifts, etc.</p> |  <p>Pumps, Compressors, Vessels, Conveyers, Automation, Steel plants, Generators, Mining, etc.</p> |
|  <p>Washing machine motor Dryer Motor Dishwasher Pump</p> |  <p>Air conditioner motors Elevator machine Elevator controls Dishwasher motors & pumps</p> |  <p>Industrial motors Low voltage drive Medium voltage drive</p> |

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Appliance, Commercial & Industrial Products Mid-Term Business Plan



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Automotive Products

Automotive Motors

Nidec
Nidec Automotive Motors Americas
Nidec Motors & Actuators

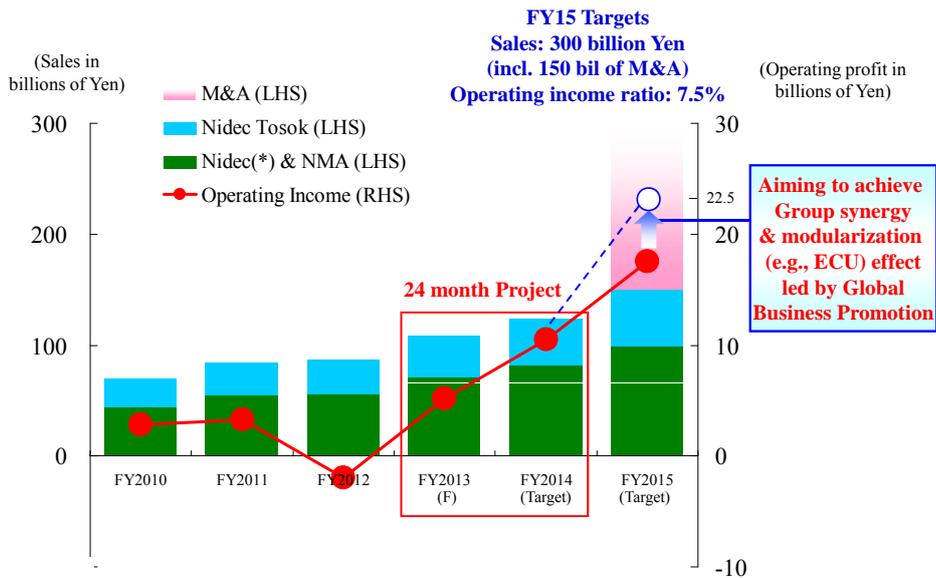


Automotive Parts

A Nidec Group Company
TOSOK
 -All for dreams-
 Nidec Tosok



Automotive Products Mid-Term Business Plan



Global Business Promotion Initiative



Endeavoring to optimize Group strategies to achieve maximum synergy effects



Cultivating synergies across Nidec Group

Commenced during H1FY13> H2FY13

Accelerating profitability improvement

(1) Business synergies

- Cross selling among Group companies
- Implementation of "Sales Force" system
- Collaboration to explore new businesses
- Amalgamation of technological expertise

Set up "Global Business Strategy Office"

- Leading the way into emerging markets
- Proposing synergies with newly acquired Group companies

(2) Cost synergies

- Expanding joint procurement
- Introducing lowest price purchasing system
- Sharing production engineering & facilities
- Reviewing of logistic strategies

Set up "Production Engineering Innovation Office"

- Reducing Capex (Centralized management of facilities)
- Joint procurement of production equipment
- Improving production efficiency & quality by sharing element technologies



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Small Precision Motor Products

HDD Motors



Nidec



HDD Motors

Other Small Motors

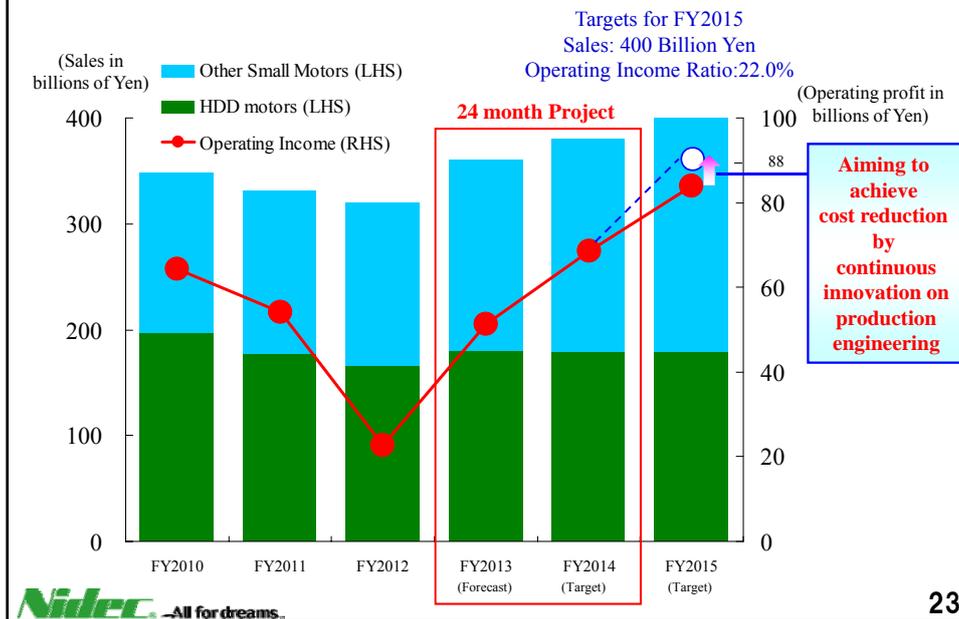
Nidec
Nidec Sankyo
Nidec Copal
Nidec Copal Electronics

Nidec Servo
Nidec Seimitsu
Nidec Component Technology



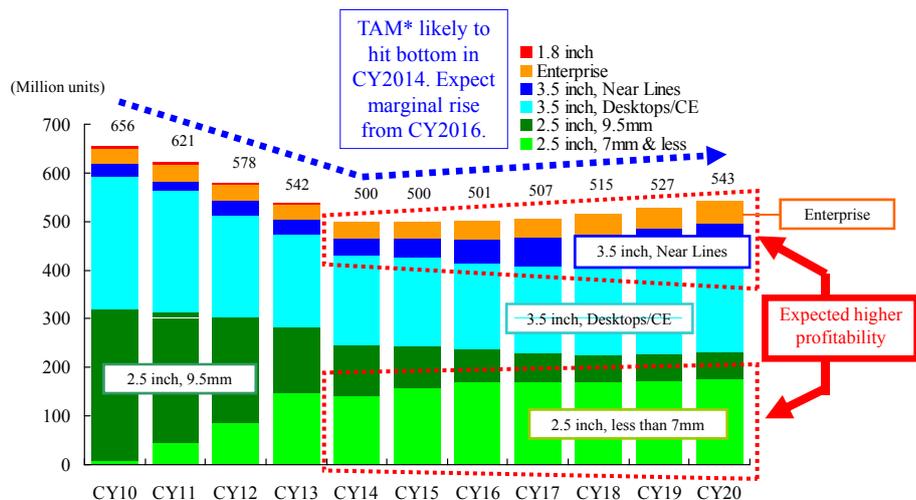
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Small Precision Motors Mid-Term Business Plan



HDD Market Mid-Term Outlook and Strategy

Aiming to shift toward better product mix to help meet margin improvement

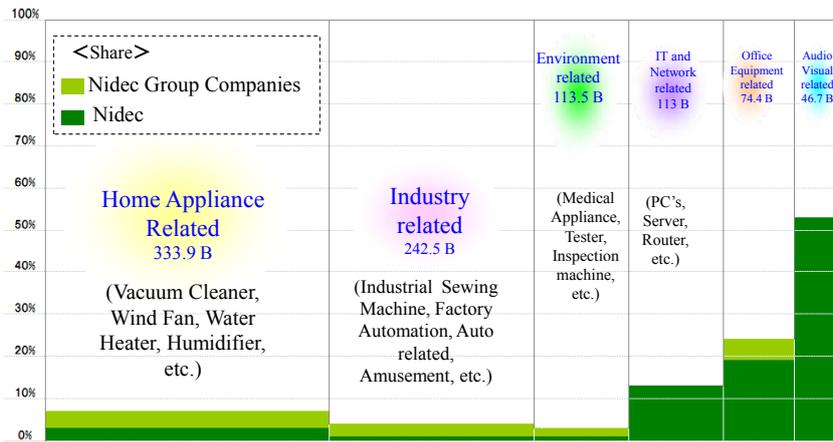


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Strategies for Other Small Motors

Nidec Group estimated to have only 10% share of 900 Billion Yen market

<Global Small Motor Market (Approx. 924 Billion Yen) and Nidec's share>



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(Source: Nidec estimates)

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Nidec Sankyo to Acquire Mitsubishi Materials C.M.I. Corporation*

Second M&A by Nidec Sankyo, following acquisition of SCD in FY12

<About Mitsubishi Materials C.M.I. Corporation>

| | |
|---|---|
| Headquarters | 46-1 Senpuku, Susono City, Shizuoka, Japan |
| Establishment | January 10, 1966 |
| Principal Businesses | Development, manufacturing and sale of small motors, electric contact products and other products. |
| Total Paid-in Capital | JPY490 million |
| Employees (As of March 31, 2013) | 1,554 (consolidated) and 359 (non-consolidated) |
| Sales for Previous Fiscal Year (ended March 31, 2013) | JPY13,386 million (consolidated)*1 |
| Assets as of End of Previous Fiscal Year | Current Assets: JPY5,826 million Fixed Assets: JPY2,981 million (consolidated, managerial basis) |
| Principal Locations of Operation | Headquarters, Toyama Prefecture (Japan), Indonesia, Malaysia, and China |

*1 Pre-form basis



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*Transaction expected to close in December 2013

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Note:

The consolidated financial results for 4Q FY2012 and 1Q FY2013 have been retrospectively adjusted to reflect Nidec's valuation of the fair values of the assets acquired and the liabilities assumed upon the acquisition of SCD Co., Ltd. and Nidec Kaiyu Auto Electric (Jiangsu) Co., Ltd. in the three months ended December 31, 2012. Nidec completed its valuation of such assets and liabilities during the three months ended September 30, 2013.

Nidec IR Contacts

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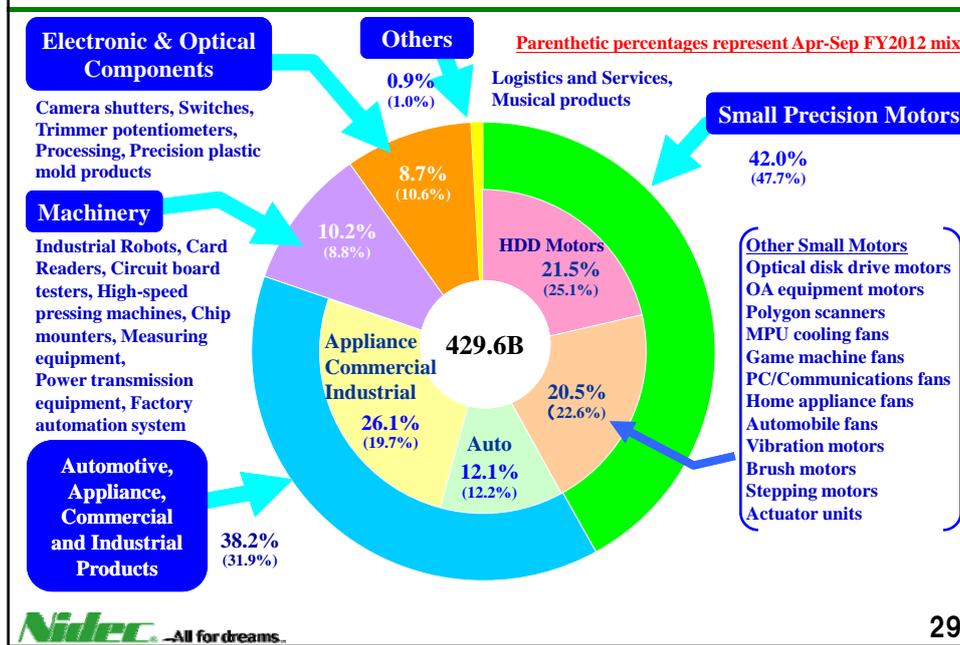
Appendix

Performance Trend & Product Group Overview



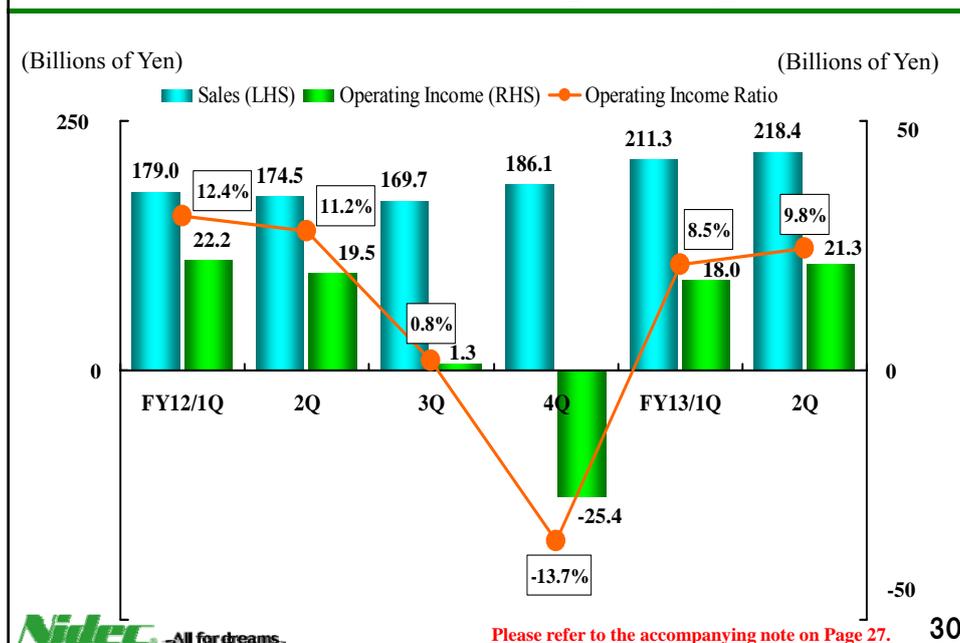
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Sales by Product Group (Apr-Sep FY2013)



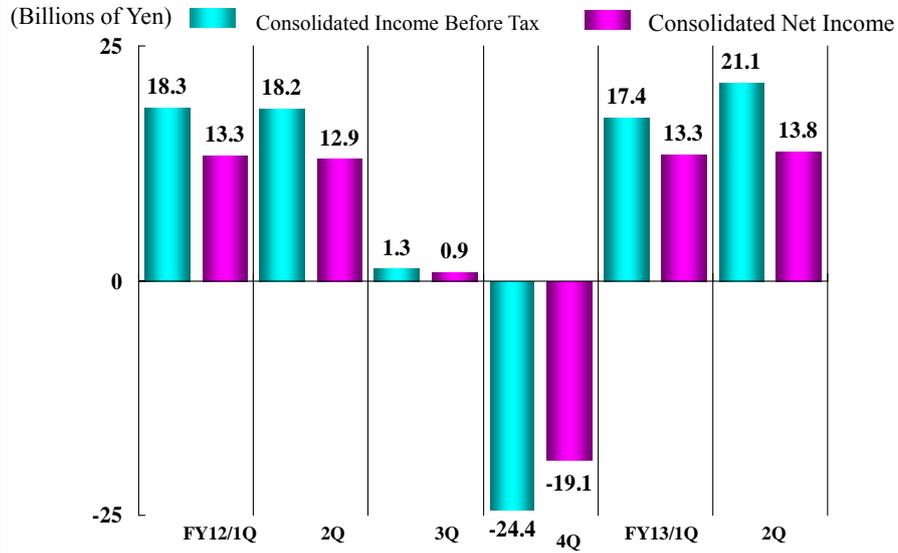
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Consolidated Sales & Operating Income



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Consolidated Income Before Tax & Net Income

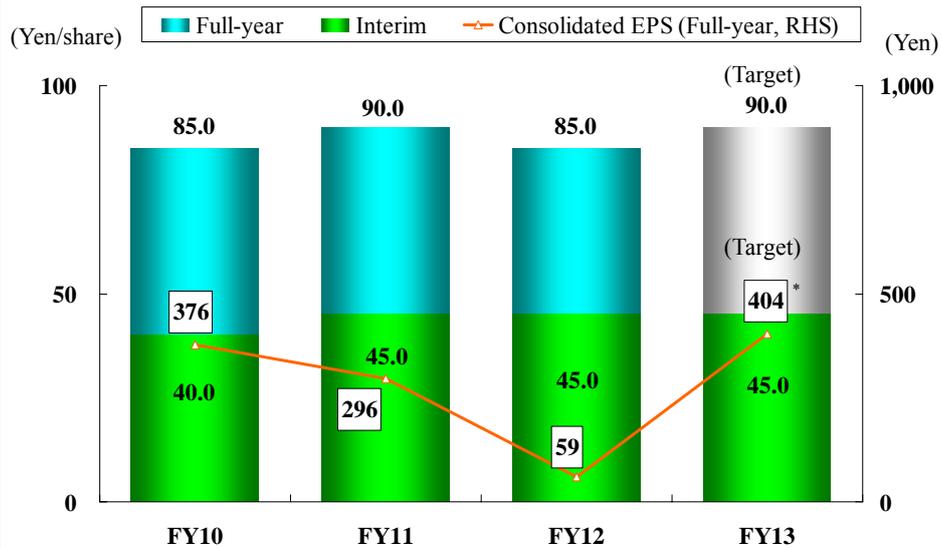


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Please refer to the accompanying note on Page 27.

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Dividends and EPS

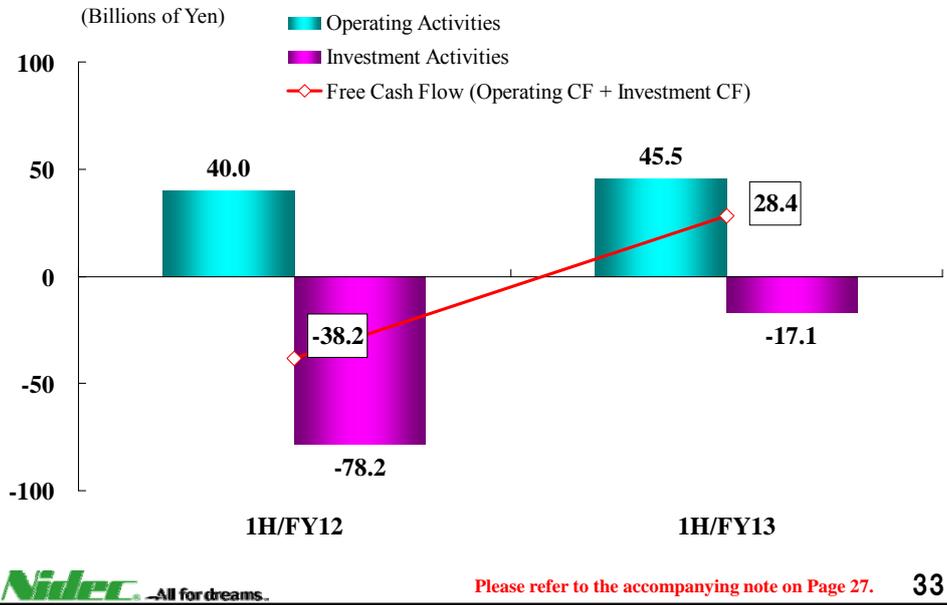


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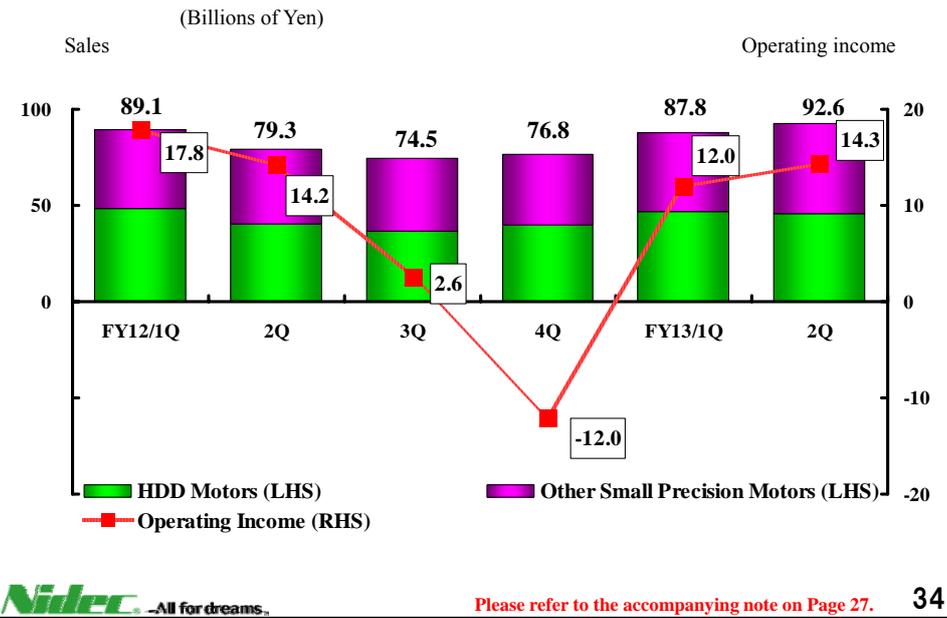
(*) Calculation based on 136,049,861 outstanding shares

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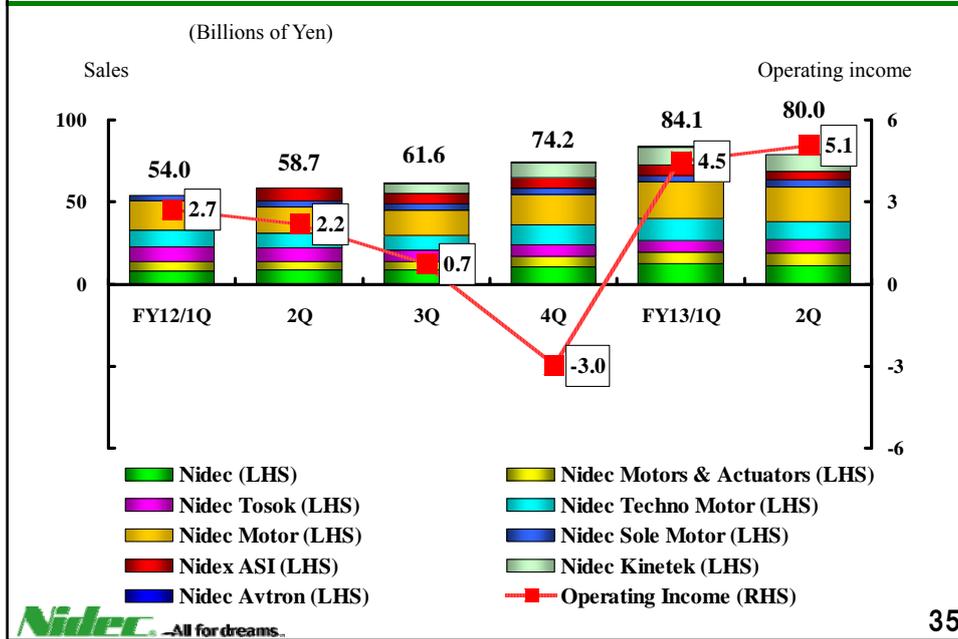
Consolidated Cash Flow



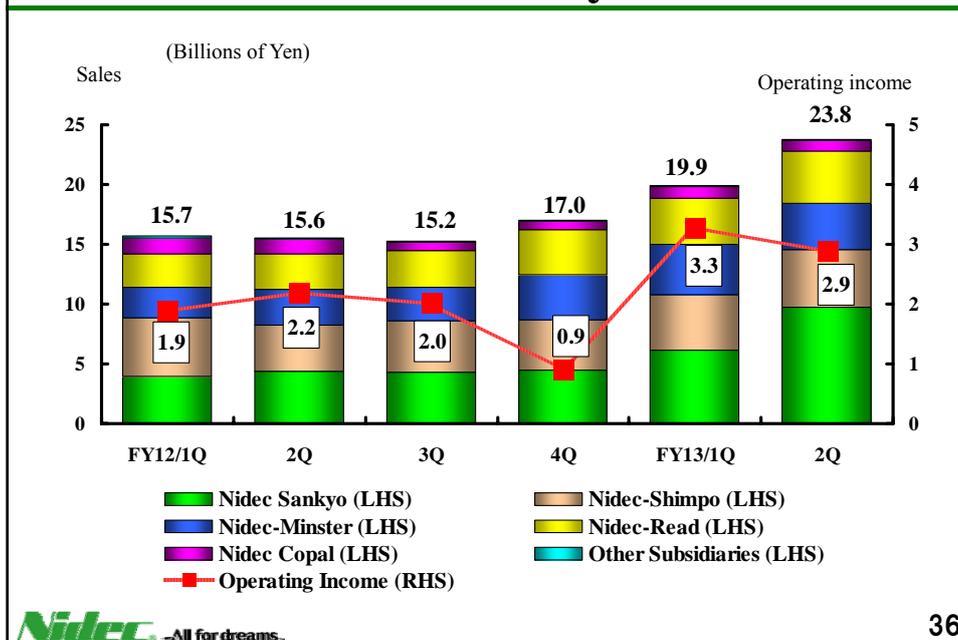
Small Precision Motors



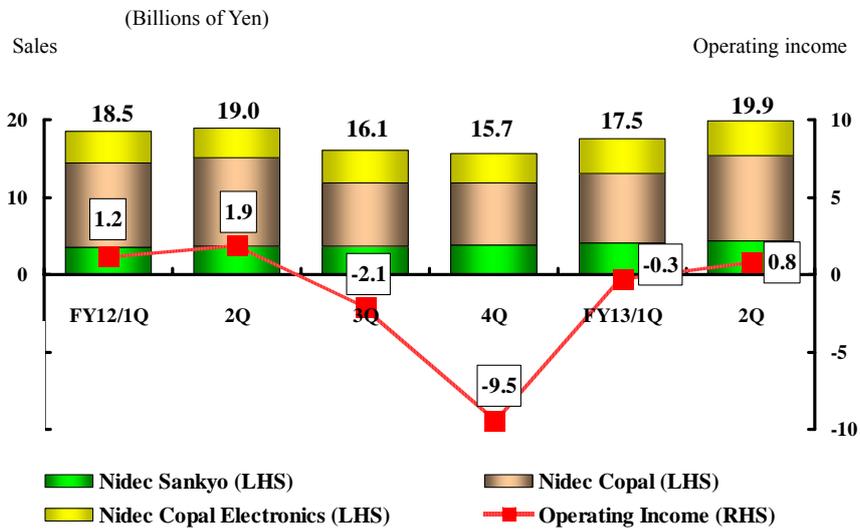
Automotive, Appliance, Commercial and Industrial Products



Machinery



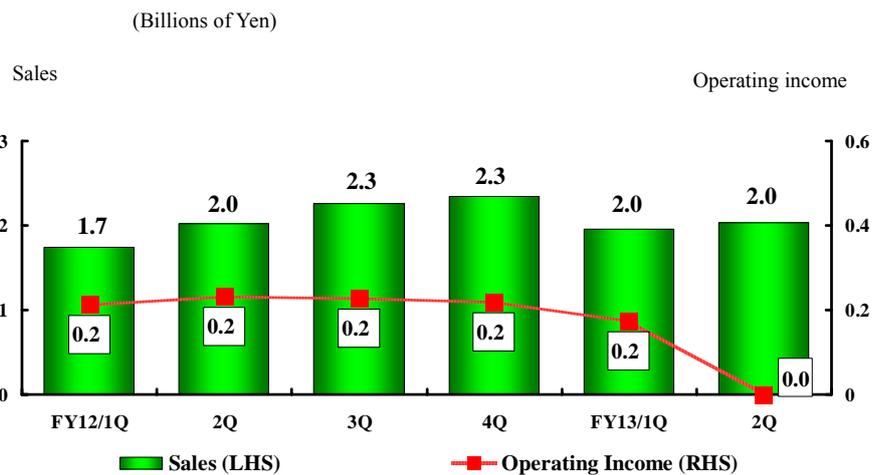
Electronic & Optical Components



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Others



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