



Reference material for Acquisition of Geräte- und Pumpenbau GmbH Dr. Eugen Schmidt (“GPM”)

December 12, 2014

日本電産株式会社

Cautionary Statement Concerning Forward-Looking Information



This press release contains forward-looking statements regarding the intent, belief, strategy, plans or expectations of the Nidec Group or other parties. Such forward-looking statements are not guarantees of future performance or events and involve risks and uncertainties. Actual results may differ materially from those described in such forward-looking statements as a result of various factors, including, but not limited to, the risks to successfully integrating the acquired business with the Nidec Group, the anticipated benefits of the planned transaction not being realized, changes in general economic conditions particularly in the automobile and related product markets, shifts in technology or user preferences for particular technologies, whether and when required regulatory approvals are obtained, and changes in business and regulatory environments. The Nidec Group does not undertake any obligation to update the forward-looking statements contained herein or the reasons why actual results could differ from those projected in the forward-looking statements except as may be required by law.

I. Outline of the Acquisition and GPM

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Outline of the Acquisition

- **Subject Company**
Geräte- und Pumpenbau GmbH Dr. Eugen Schmidt (“GPM”)
- **Structure**
Acquire 100% of the shares of GPM
- **Consideration / Payment and funding**
Cash / Cash on hand
- **Transaction structure**
Nidec is party to this transaction although Nidec Motors & Actuators (Germany) GmbH will be the entity that will acquire 100% of the shares of GPM from its shareholders.
- **Time schedule**
The transaction will be closed by February 2015 (planned).
- **Effect on financial performance for the current fiscal year**
Nidec intends to make appropriate disclosure of the impact of the Transaction once details are determined.

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- **Acquiring one of the leading automotive pump Tier 1 suppliers in European market**
 - Strong relationship with Daimler / VW Group with a long history
 - Strong relationship among R&D teams / good position to access information regarding OEM's initial needs (supported by GPM's technology)

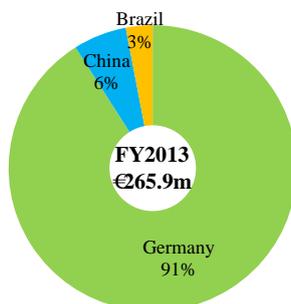
- **Opportunity to enter the electrical pump business field which is expected to grow**
 - Under current global trend to strengthen the regulations of CO₂ emissions, OEMs are increasingly developing and producing idling-stop vehicles, hybrid vehicles and electric vehicles, and a significant expansion in demand is expected for electrical water pumps (EWP) and electrical oil pumps (EOP) .

- **Synergies with Nidec**
 - Expecting sales growth due to expanding the electrical pump business by combining Nidec's motor technology with GPM's pump technology.
 - Nidec and GPM will be able to offer integrated electrical pump solutions utilizing Nidec Elesys' electronic control technologies.

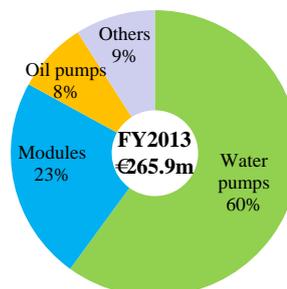
GPM

- **Headquarters:** Merbelsrod, Thuringia, Germany
- **Locations of Operation:** Merbelsrod, Thuringia, Germany / Indaiatuba, state of São Paulo, Brazil / Suzhou, Jiangsu Province, China
- **Foundation:** 1939
- **Principal Businesses:** Development, manufacturing and sale of pumps and modules for passenger cars and commercial vehicles
- **Sales:** €265.9 million (for the fiscal year ended December 2013)
- **Employees:** 1,047 (as of the end of December 2013, consolidated)

Sales split by GPM location



Sales split by product segment



Locations of GPM Operation



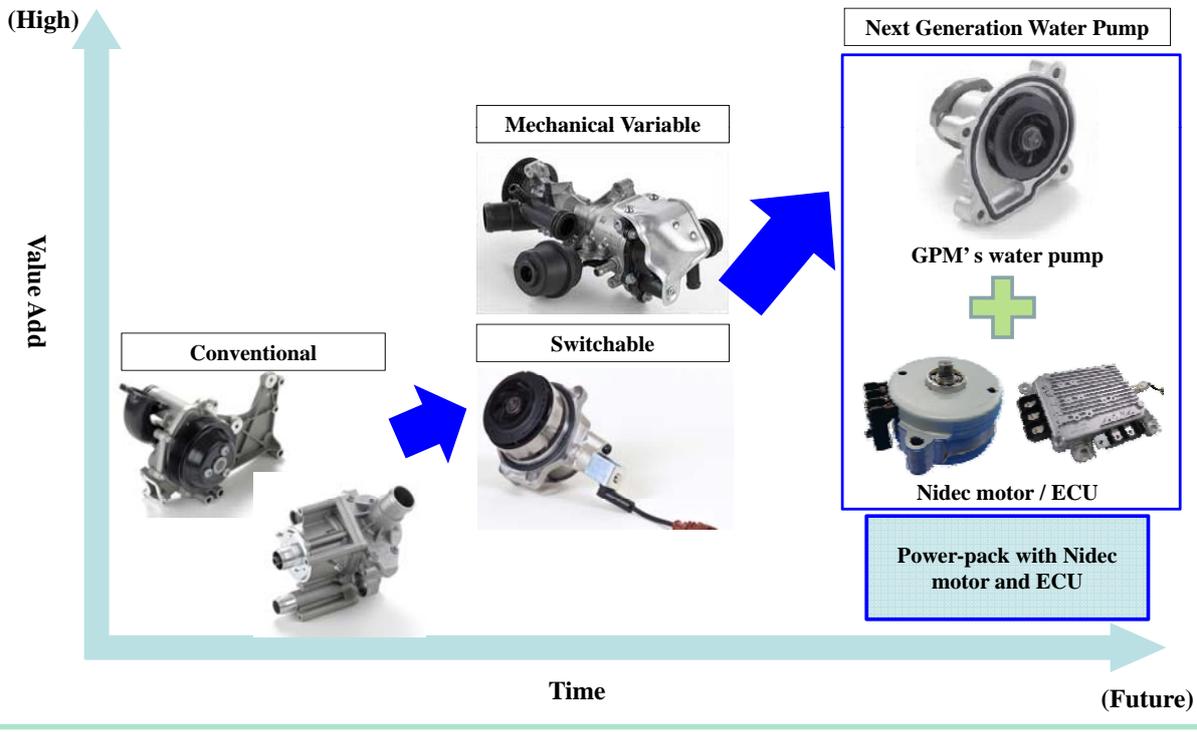
Main Products / Customers of GPM

European leading water pump supplier

Water Pump	Oil Pump	Transmission Oil Pump
<p style="font-size: small;">Conventional Water Pump</p> <p style="font-size: small;">Variable Water Pump</p>	<p style="font-size: small;">Conventional Oil Pump</p> <p style="font-size: small;">Variable Oil Pump</p>	
		Module

Key European OEM Customers

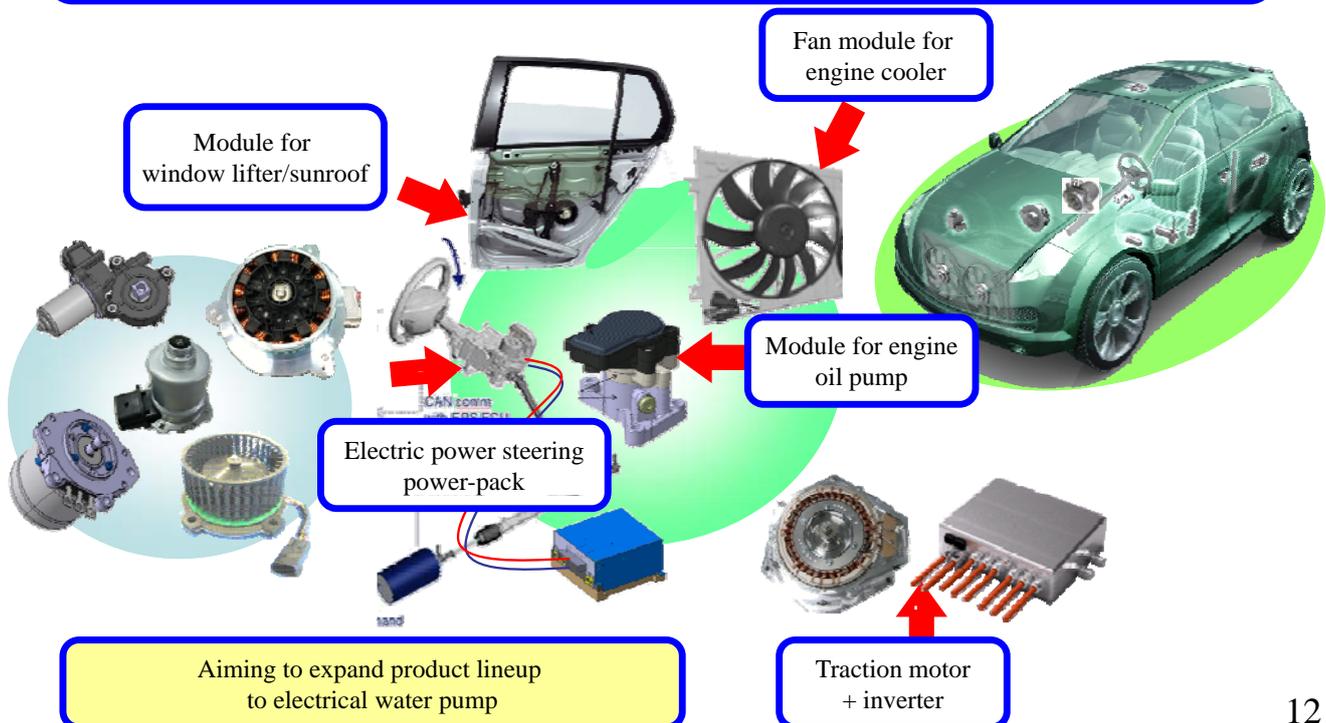
Has track record in developing high quality water pumps,
Continues to supply high-value-added products to customers with its
advanced technology



II. Strategy of Nidec Automotive Business

<p><u>Automotive Motors</u></p> <p>Nidec Nidec Automotive Motors Americas Nidec Motors & Actuators</p>	<p><u>Automotive Parts</u></p> <p>Nidec Tosok Nidec Sankyo CMI</p>	<p><u>Electric Control Units</u></p> <p>Nidec Elesys</p>
		<p><Advanced Safety></p>  <p><Electronic Control Units></p> 

From discrete motors to systemized and modularized motor units:
Aiming to accelerate shift in focus to higher value products,
and further grow more Tier 1 business under electrification trend



**Full-scale entry into the electrical pump business with GPM
Becoming Tier 1 supplier in electrification era**

1. Under current megatrend of CO₂ reduction, developed strategic motor as key electrification component
1)EPS, 2)DCT, 3)Electrical Pump, 4)next generation brake

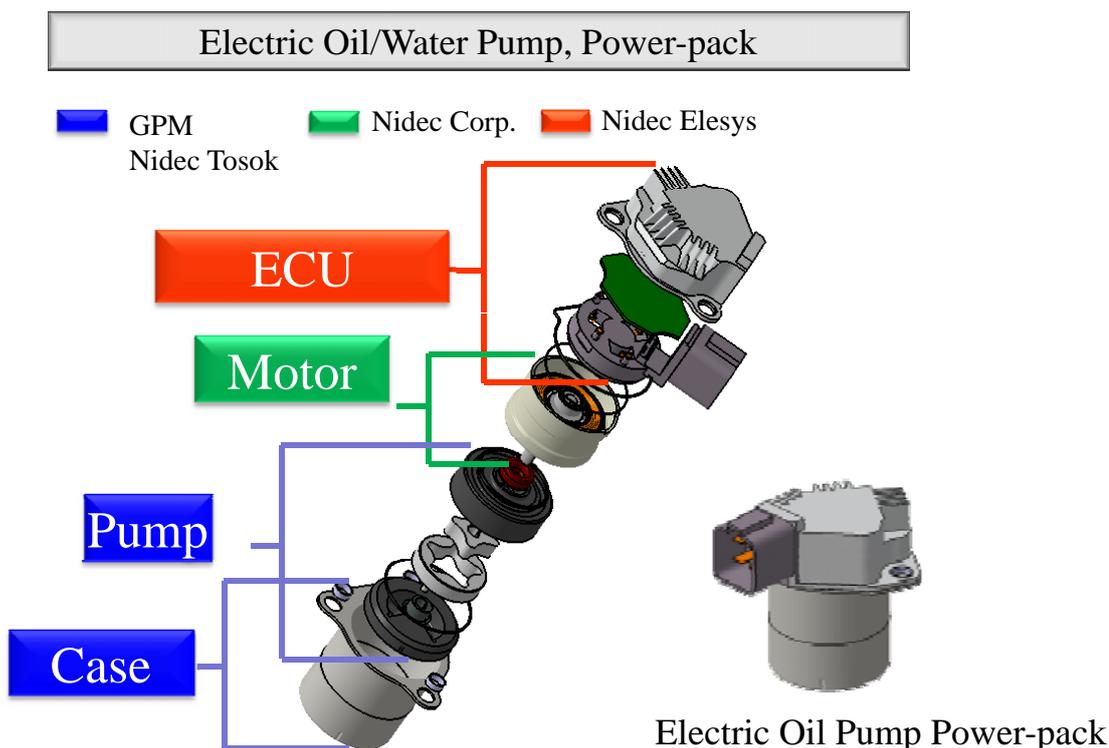
2. Full-scale entry into electrical pump business by combining GPM's pump technology with Nidec's motor technology

3. Potential synergies with Nidec group
 ➤ Power-pack with Elesys's ECU
 ➤ Cost reduction from in-house parts supply
 ➤ Cross-selling



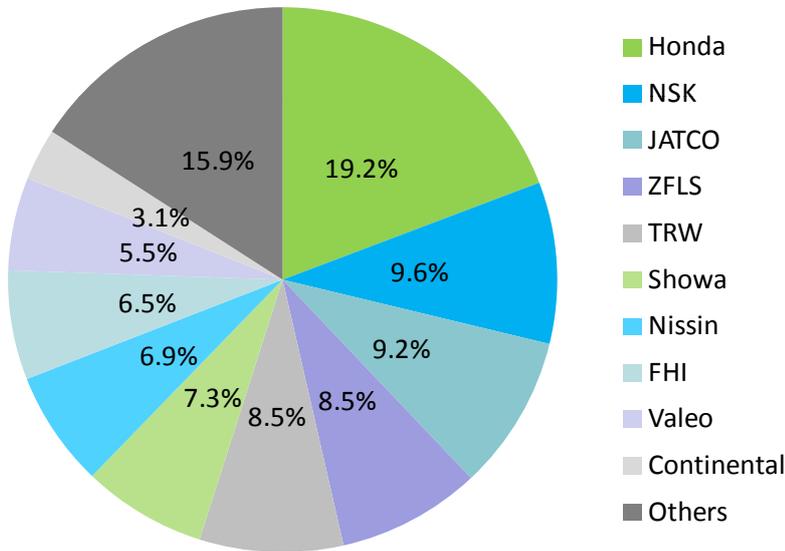
Synergies Among Group Companies

Accelerating order opportunity by module products from group synergies



Expect to sell GPM products to our global customers, and sell our products to GPM customers

Main Customers (Top 20 Sales)

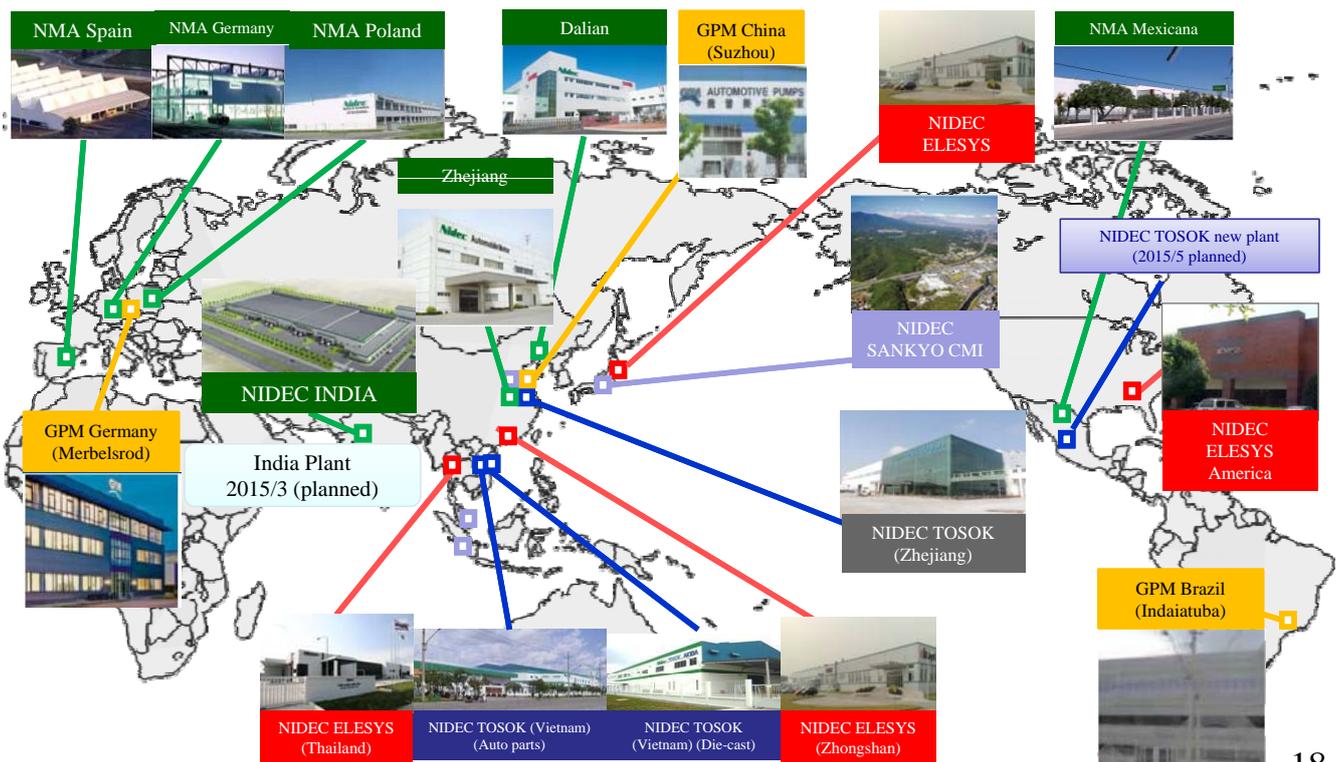


Others:

11th...JTEKT (2.7%),12th...Inalfa (2.2%),13th...Getrag (2.2%),14th...Mando (1.8%),15th...Behr (1.4%),16th...Webasto (1.3%),17th...Delphi (1.3%),18th...Faurecia (1.2%),19th...LuK (1.0%),20th...JCI (0.8%)

Global Production Footprint

Strengthen production capability in Germany and obtain the first production capability in Brazil/
Sales expansion of GPM products in India by leveraging Nidec production site



Nidec®
All for dreams™