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Welcome to NIDEC Integrated Report 2024

As we celebrate our 50th anniversary, we are working to establish a new management structure together with all of the more than 100,000 employees of the NIDEC Group to realize our dream of becoming a "top-class" global company that will continue to grow over the next 100 years. While placing importance on the three elements of Technology, People, and Purpose, we intend to align the direction of our business strategy with the path to solving social issues and to realize sustainable and core management.

This Integrated Report 2024 focuses on such a new management structure and strategy of the NIDEC Group. The report includes a message from me, the new president, as the key content, and describes the five new businesses that we will focus on for the next 50 years, as well as the path we will take to establish a group management structure that aligns the vector of the entire group. In addition, important initiatives to enhance corporate value, such as Financial Strategy, Human Resources Strategy, and Risk Management, are explained in as much detail as possible, using specific examples.

In preparing this report, we have referred to the IFRS Foundation's International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation, and we declare that the process of preparation and the content of this document are legitimate.

We hope that you will gain a better understanding of our growth strategy and value creation capabilities through the Integrated Report 2024. We would be grateful if you, as readers of this report, would provide us with your candid feedback on the efforts of the NIDEC Group. Toward the future, we will continue to do our utmost to sustainably enhance our corporate value, and we look forward to your continued support.

Mitsuya Kishida
Representative Director and President CEO
(Chief Executive Officer)

Reporting Period: April 1, 2023–March 31, 2024

This report includes information before and after the reporting period.

Reporting Guidelines

- International Integrated Reporting Framework, IFRS Foundation
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation, Ministry of Economy, Trade and Industry
- GRI (Global Reporting Initiative) Sustainability Reporting Standards
- ISO (International Organization for Standardization) 26000 Guidance Standard on Social Responsibility



Disclaimer Regarding Forward-Looking Statements

The forecasts and forward-looking statements contained in this report are based on the information and forecasts available as of the date of publication of this report. Please be aware that actual performance may vary significantly due to various uncertainties, such as market price conditions and exchange rate fluctuations. NIDEC undertakes no obligation to update any information regarding the forward-looking statements contained in this report.

Website

IR <https://www.NIDEC.com/en/ir/>

Quarterly Financial Results: <https://www.NIDEC.com/en/ir/library/earnings/>

Securities Reports: <https://www.NIDEC.com/en/ir/library/reports/>

CSR <https://www.NIDEC.com/en/sustainability/>

Corporate Governance Report: <https://www.NIDEC.com/en/ir/management/governance/>

ESG Data List: <https://www.NIDEC.com/en/sustainability/principle/esg-list/>

Guideline Comparison Chart: <https://www.NIDEC.com/en/sustainability/guidelines/>

Company Information <https://www.NIDEC.com/en/corporate/>