

Value Creation Process

NIDEC will fulfill its mission of “contributing to the world by producing the highest quality motors in the world” by providing solutions to the common issues of humankind through its business activities.



External environment

- Popularization of AI
- Decarbonization
- Power saving / labor saving
- Improvement of living standards
- Electrification and automation of vehicles

INPUT

Input

Financial capital

- Consolidated total assets: **3,160,400 million yen**
- Shareholders' equity ratio: **51.6%**

Intellectual capital

- R&D expenses: **81,100 million yen**

Human capital

- Consolidated number of employees: **101,112**
- Global human resources
- Diverse human resources
- Employee training hours per person (non-consolidated): **11.6 hrs**

Social capital

- Number of group companies: **348**
- Number of countries/regions with business sites: **48**
- Joint research with universities, research institutes and companies

Manufacturing capital

- **More than 200** production bases
- Capital investment: **112,000 million yen**

Natural capital

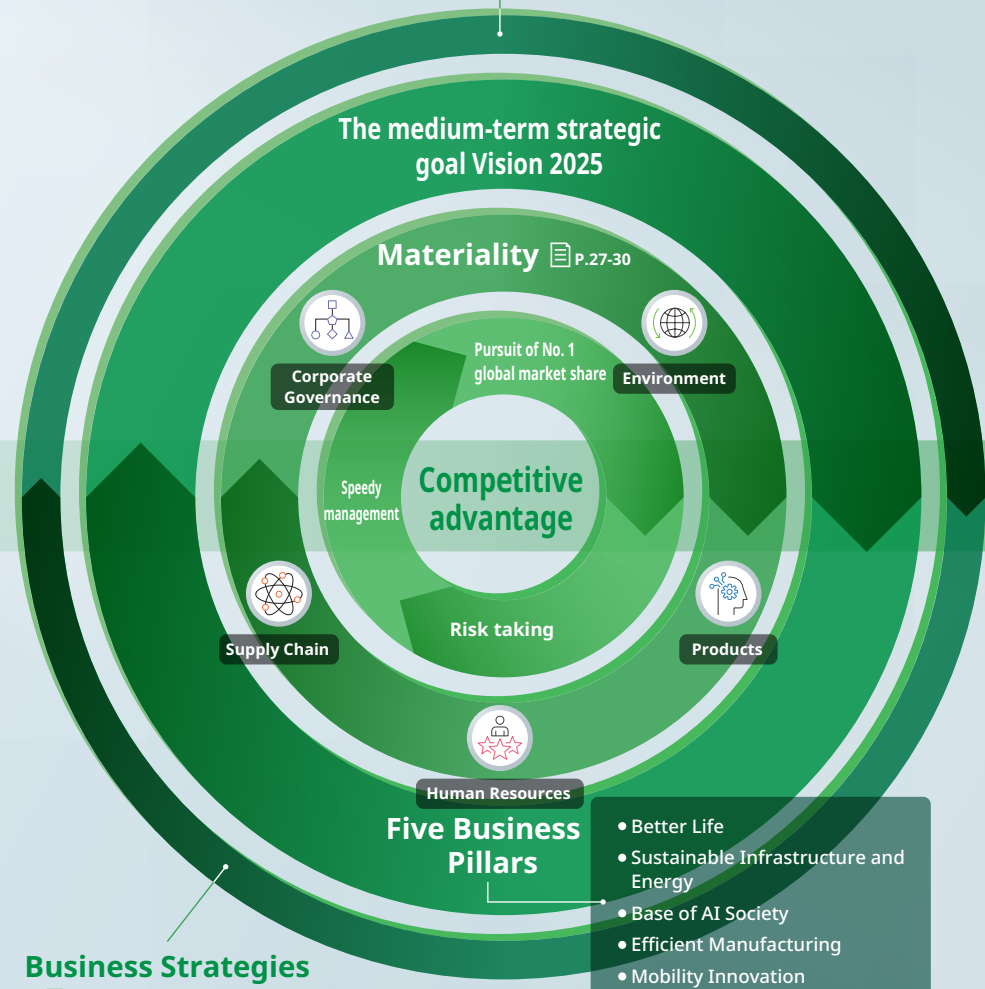
- Total energy input: **2,460,021 MWh**
- Water resources input: **8,233,000 m³**

BUSINESS MODEL

Business model

Sustainability management

- P.25-30 Sustainability that Realizes Value Creation
- P.37-44 Human Resources Strategy
- P.45-46 Technology Strategy
- P.50-60 Environment Strategy
- P.61-62 Supply Chain Management



Business Strategies

- P.63-70 Business Strategies

Corporate governance/Risk management

Corporate culture/Management philosophy

OUTPUT

Output



E-Axle / Automotive motors



Reducer modules



Brushless DC motors



Fan motors, vapor chambers



Nearline HDD motors

OUTCOME

Outcome

Financial capital

- Net sales: **2,347,200 million yen**
- Operating profit: **162,600 million yen**
- Operating profit ratio: **6.9%**
- Profit attributable to owners of the parent: **124,900 million yen**

Intellectual capital

- Number of patents held*1 (as of March 31, 2024): **10,793**

Human capital

- Average length of service (non-consolidated): **12.6 years**
- Managerial positions held by women and female directors: **22.9%**

Social capital

- Participation in national projects of industry-government-academia collaboration NEDO*2 Green Innovation Fund*3 project "Development of nextgeneration motors"

Manufacturing capital

- Manufacturing high-quality products
- Promoting cost reduction activities

Natural capital

- Renewable energy introduction ratio: **12.5%**
- Reducing CO₂ emissions in the supply chain

GOAL

Vision

Global company that grows sustainably for the next 100 years and beyond

- Providing solution business
- Maximizing organizational strength
- High stock price
- Achieving a market capitalization: **10 trillion yen**

*1 Including those held by group companies in Japan and major overseas group companies in the appliance, commercial and industrial segment.
 *2 NEDO: New Energy and Industrial Technology Development Organization
 *3 Green Innovation Fund: established on December 25, 2020 in the Green Growth Strategy Through Achieving Carbon Neutrality in 2050 formulated by the Ministry of Economy, Trade and Industry with other relevant ministries and agencies to create a virtuous cycle of economy and the environment.