

Financial/Non-financial Data

Financial Data

	U.S. GAAP		IFRS							(FY)
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	(Millions of yen)									
Net sales	1,028,385	1,178,290	1,199,311	1,459,039	1,475,436	1,534,800	1,618,064	1,918,174	2,230,027	2,347,159
Operating profit	110,939	117,662	139,366	165,903	129,222	108,558	159,970	170,374	89,923	162,554
Profit before income taxes	107,092	117,164	141,313	163,260	129,830	105,160	152,937	170,032	110,435	202,367
Profit attributable to owners of the parent	76,015	89,945	111,007	130,834	109,960	58,459	121,945	135,759	36,982	124,899
CAPEX	58,042	81,898	68,718	90,841	120,555	132,926	88,911	98,580	137,814	112,049
Depreciation	51,445	64,950	59,737	68,697	71,016	87,808	96,802	104,932	119,522	131,693
R&D	45,179	51,978	52,807	55,438	62,912	78,630	67,280	78,015	81,337	81,055
Total assets	1,357,340	1,376,636	1,678,997	1,773,199	1,884,008	2,122,493	2,256,024	2,678,483	2,862,749	3,160,417
Shareholders' equity	744,972	763,023	846,572	932,501	996,795	947,290	1,096,020	1,292,241	1,346,565	1,631,927
Operating cash flow	91,875	147,659	129,853	175,568	170,233	168,049	219,156	94,994	143,485	320,766
Investment cash flow	-81,230	-95,377	-211,476	-113,915	-160,844	-311,513	-100,568	-112,597	-164,943	-153,553
Free cash flow	10,645	52,282	-81,623	61,653	9,389	-143,464	118,588	-17,603	-21,458	167,213
Financial cash flow	-19,508	7,775	95,848	-116,858	-32,683	128,546	-136,191	-64,393	-19,238	-181,557
Per-share information*1	(Yen)									
Profit (EPS)	135.81	151.52	187.14	220.96	186.49	99.37	208.19	232.40	64.26	217.37
Dividends	35.00	40.00	42.50	47.50	52.50	57.50	60.00	65.00	70.00	75.00
Major financial indicators	(%)									
Operating profit ratio	10.8	10.0	11.6	11.4	8.8	7.1	9.9	8.9	4.0	6.9
Shareholders' equity ratio	54.9	55.4	50.4	52.6	52.9	44.6	48.6	48.2	47.0	51.6

*1 Adjusted based on the 2-for-1 split implemented as of April 1, 2014 and April 1, 2020.

*2 Starting from the first quarter of FY2016, the International Financial Reporting Standards (IFRS) have been applied to the consolidated financial statements.

Therefore, the figures presented are based on the International Financial Reporting Standards (IFRS) for FY2015 and later, and on the U.S. accounting standards for FY2014 and before.



Non-financial Data

E/ Environment*1					
	2019	2020	2021	2022**2	(FY) 2023
Total GHG emissions (kt-CO ₂)	2,934	2,858	4,750	330,087	286,093
Scope 1 (kt-CO ₂)	62	60	57	282	269
Scope 2 (Location-based, kt-CO ₂)	—	—	—	904	898
Scope 2 (Market-based, kt-CO ₂)*3	577	511	457	800	791
Scope 3 (kt-CO ₂)	2,295	2,287	4,236	329,005	285,033
Total energy consumption (MWh) *4	1,403,437	1,448,027	1,396,802	2,628,309	2,460,021
Non-renewable energy Fuel consumption (MWh)	161,437	268,027	265,802	770,026	607,052
Non-renewable energy Steam, Heat and Cooling consumption (MWh)	—	—	—	23,931	21,460
Total electricity consumption (MWh)	1,242,000	1,180,000	1,131,000	1,834,352	1,831,509
Renewable energy electricity consumption (MWh)	32,021	64,000	120,000	143,961	229,888
Renewable energy introduction ratio (%)	2.6	5.4	10.6	7.8	12.5
Total discharge of waste (including solids and liquids) *5 (t)	—	—	124,997	304,245	289,269
Total discharge of waste (solid only)*5 (t)	100,546	101,380	111,993	—	—
Recycled amount*6 (t)	90,910	91,842	101,812	114,258	242,827
Final disposal amount*6 (t)	9,636	8,947	10,180	189,987	46,442
Recycled ratio*6 (%)	90.4	90.6	90.9	37.5	83.9
Final disposal ratio*6 (t)	9,691	11,011	11,473	11,859	11,980
Total Water Withdrawal (Thousand m ³)*7	8,064	7,218	7,055	8,689,000	8,233,000
Tap water · industrial water (Thousand m ³)	6,946	6,106	6,088	7,142,000	6,531,000
Groundwater	1,103	1,102	958	1,233,000	1,451,000
Rivers, ponds, lakes, rainwater (Thousand m ³)	15	10	9	316,000	251,000
The sales ratio of environmentally contributing products (%)*8	14.4	11.5	12.5	14.6	14.0

S/ Society					
	2019	2020	2021	2022	(FY) 2023
CSR audits conducted by business partner(s) (times)*9	93	132	123	122	57
Employees (persons) (consolidated)	117,206	112,551	114,371	106,592	101,112
Ratio of female employees (%) (consolidated)*10	50.6	49.1	48.2	47.0	46.8
Ratio of female managers and officers*11 (%) (consolidated)*10	25.9	28.2	27.2	23.9	22.9
Rate of industrial accidents involving lost working time (consolidated)*12	0.78	0.66	0.73	0.85	0.49
Employees (persons) (non-consolidated)	2,756	2,568	2,511	2,176	1,964
Ratio of female employees (%) (non-consolidated)	20.4	20.6	19.9	19.4	21.1
Number of female managers (non-consolidated)	34	33	37	41	44
Ratio of female managers (%) (non-consolidated)	5.5	5.7	6.2	7.0	8.1
Number of female officers (non-consolidated)	1	3	4	6	6
Ratio of female officers (%) (non-consolidated)	2.4	7.9	10.0	15.0	19.4
Rate of persons with disabilities employed (%) (non-consolidated)	2.19	2.24	2.40	2.28	2.67
Employee training (hours) (non-consolidated)	110,077	112,162	71,154	28,072	22,698
Employee training hours per person (hours)	39.9	43.7	31.0	12.9	12.0
Average monthly overtime hours (hours) (non-consolidated)	16.3	11.2	17.3	19.6	20.1
Percentage of annual paid leave taken (%) (non-consolidated)	64.5	56.5	60.9	69.0	73.0
Rate of industrial accidents involving lost working time*12 (non-consolidated)	0.4	0.1	0.5	0.5	1.7
Number of employees who have taken maternity leave (non-consolidated)	30	24	22	22	24
Number of employees who have taken childcare leave (non-consolidated)	41	25	68	43	39
Male employees (persons)	7	8	20	24	27
Percentage of male employees who have taken childcare leave (%) (non-consolidated)	8.0	9.0	19.8	31.2	47.0
Return rate after taking childcare leave (%) (non-consolidated)	90.0	100	96.0	92.5	100
Number of employees using the short-time work system (non-consolidated)	102	115	86	96	85

G/ Governance					
	2019	2020	2021	2022	(FY) 2023
Directors (persons)	8	9	9	10	10
Directors who are also Executive Officers (persons)	5	1	2	1	1
Outside Directors (persons)	2	5	5	6	6
Ratio of Outside Directors (%)	25.0	55.6	55.6	60.0	60.0
Female Directors (persons)	0	2	2	5	5
Ratio of female Directors (%)	0.0	22.2	22.2	50.0	50.0
Age of the youngest Director	52	48	49	50	51
Age of the oldest Director	78	79	80	78	79
Average age of Directors	66	65	66	64	64

*1 Data coverage ratio is a numerical value compared to sales. Data coverage rate for FY2018: 63.0%, FY2019: 59.2%, FY2020: 58.7%, FY2021: 53.5%, FY2022: 100%, Data coverage rate for FY2023: 100%

*2 GHG emissions for FY2022 have been recalculated using the calculation set by SBT.

*3 From FY2022 report, the IEA emission factor by country is used. Before FY2021, use "Ministry of the Environment: List of Calculation Methods and Emission Factors in the Calculation, Reporting and Publication System".

*4 Unit changed (Gj→MWh). Values for FY2020 and FY2021 are recalculated values.

*5 From FY2022 report, the distinction between solid and liquid has been abolished.

*6 Before FY2021, only solid waste is calculated.

*7 Data before FY2021 have been revised.

*8 The products meet the requirements of the FTSE Green Revenues Classification System

*9 8 companies overseas

*10 In FY2023, the survey was conducted to cover 87.7% of all Nidec Group employees.

*11 All levels of management, including junior, middle and senior level management and outside board directors. Junior management: Employees falling under either of the following supervisory roles, or those with a similar level of responsibility:

(A) typically responsible for directing and executing the day-to-day operational objectives of organizations, conveying the directions of higher level officials and managers to subordinate personnel.

(B) supervise around 10 full-time employees and/or perform supervisory functions where judgment is exercised in at least two small operational teams/groups.

*12 Number of deaths and injuries per 1 million hours worked in total.