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 NYSE: NJ  
<http://www.nidec.co.jp/english/>



## Fourth Quarter and Fiscal 2009 Results Three Months & Full-year Ended March 31, 2010 < U.S. GAAP > April 27, 2010

This presentation material and our statements made during the Meeting regarding the Nidec Groups' financial results contain forward-looking statements including expectations, judgement, plans, and strategies. The forward-looking statements are based on management's assumptions and belief 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 factors include, but are not limited to: fluctuation of currency exchange rates, overall supply and customer demand in the motor industry, product development and production capabilities, performance of affiliated companies, and other risks and uncertainties. Nidec undertakes no obligation to update forward-looking statements to reflect events or circumstances that occur after the date the forward-looking statements are made.

### Consolidated Profit/Loss

(Yen in millions, except EPS, dividends and FX rates)	FY2008	FY2009	Change	FY2010 Forecast
Net Sales	610,803	587,459	-3.8%	660,000
Operating income (Operating Income Ratio)	52,015 (8.5%)	78,342 (13.3%)	+50.6%	100,000 (15.2%)
Income before tax	47,270	75,002	+58.7%	95,000
Net income	28,353	51,961	+83.3%	63,000
EPS	197.42	373.04	+89.0%	452.29
Dividends	60	65	+5	80
FX Rate (¥/\$)				
Average:	100.54	92.85	-7.6%	90.00
Term end:	98.23	93.04	-5.3%	



Please refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.

## Summary of FY2009

- **Big Profit Hike Despite Lower Sales.**

*WPR™* Pushing All Profit Categories to Record Highs.

- **Small Precision Motors Operating Income Ratio at 18.9%, up 7.4 Points Y/Y, to All-time Annual High.**

- **Projected Dividend Per Share**

-FY2009 Year-end: 40 Yen (Up 5 Yen)

-FY2009 Full-year: **65 Yen (Up 5 Yen)**

- ⇒ **FY2010 Annual Dividend Forecast: 80 Yen (Up 15 yen)**

WPR was named by Shigenobu Nagamori of NIDEC CORPORATION based on his unique business management method in 2008.

WPR™ is a trademark of NIDEC CORPORATION in Japan.

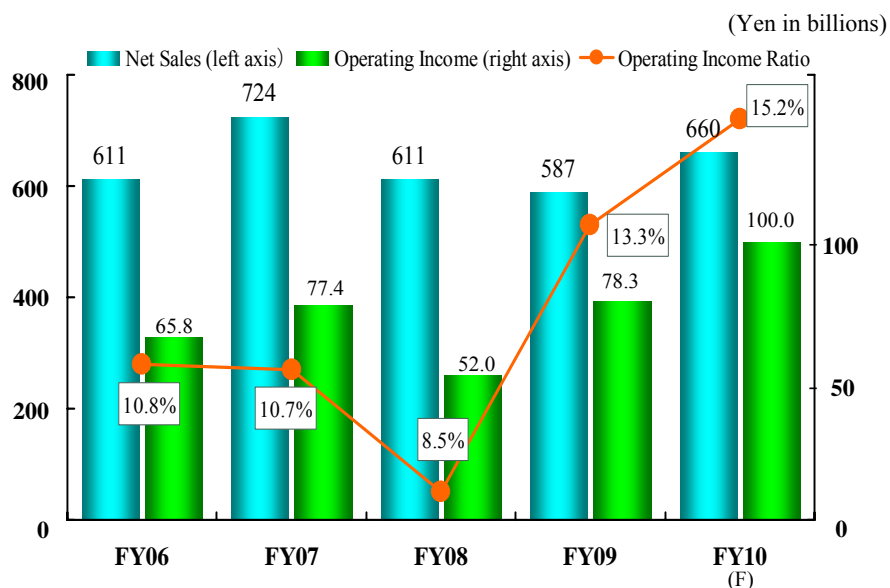
WPR © Shigenobu Nagamori NIDEC CORPORATION 2008



Please refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.

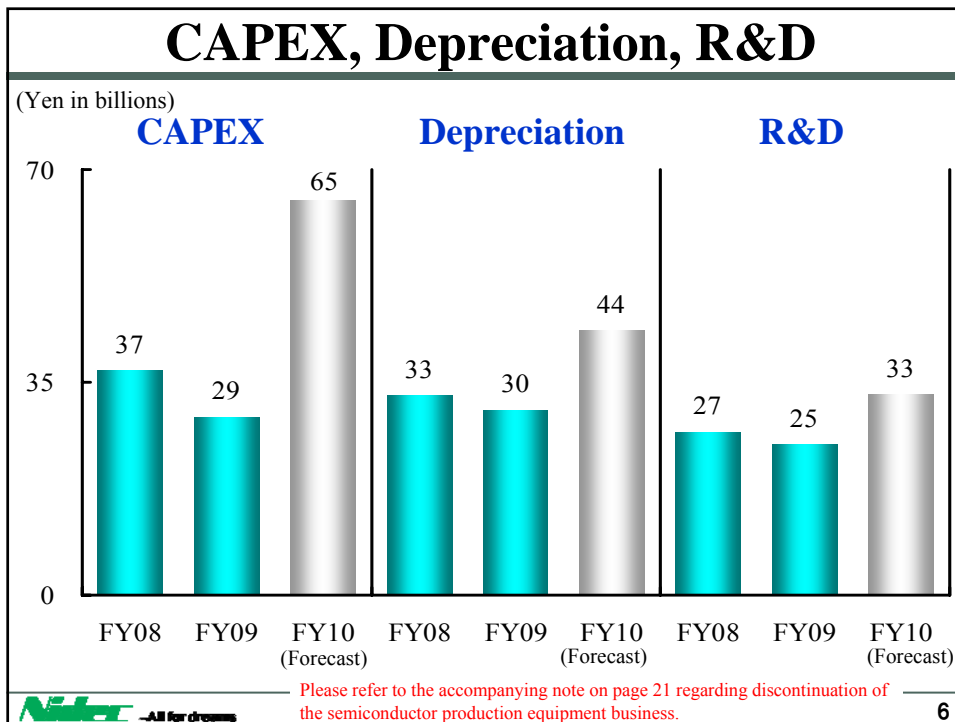
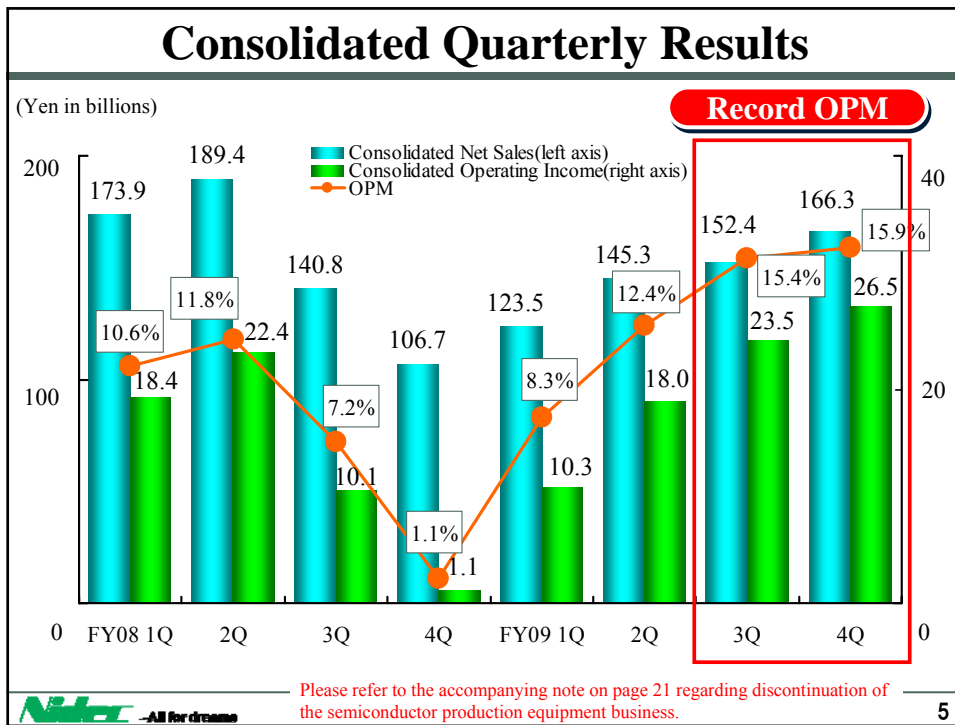
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## Consolidated Sales & Operating Income



Please refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.

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## Listed Subsidiaries -Results & Forecasts-

(Yen in millions)	Sales			Operating Income			Net Income		
	FY08	FY09	FY10 (Forecast)	FY08	FY09	FY10 (Forecast)	FY08	FY09	FY10 (Forecast)
Nidec Sankyo	100,515	76,202	87,000	4,709	7,389	10,000	1,874	4,609	5,500
Nidec Copal	74,323	65,062	73,000	4,832	5,903	9,000	3,023	3,888	4,950
Nidec Tosok	22,981	24,105	26,000	1,318	2,638	4,300	358	321	2,450
Nidec Copal Electronics	28,472	24,985	28,000	2,760	2,422	4,500	1,535	1,566	2,600
Nidec Servo	25,170	20,305	23,000	1,182	1,372	1,800	680	1,376	1,200
Nidec-Read	9,602	6,997	9,500	1,794	973	2,000	1,059	647	1,200
<b>Total</b>	261,063	217,656	246,500	16,595	20,697	31,600	8,529	12,407	17,900

Numbers above are based on the generally accepted accounting standard in Japan. Please also refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.



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## FY2010 Forecast

Yen in billions, except EPS, dividends and FX rates)

	1H/FY2010	2H/FY2010	FY2010 Forecast
Net Sales	310.0	350.0	660.0
Operating Income	45.0	55.0	100.0
Operating Income Ratio	14.5%	15.7%	15.2%
Income before Tax	43.0	52.0	95.0
Net Income	28.0	35.0	63.0
EPS	201.02	251.27	452.29
FX (Yen/US\$)	90 yen	90 yen	90 yen

Please refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.



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# FY2010 Strategic Focuses



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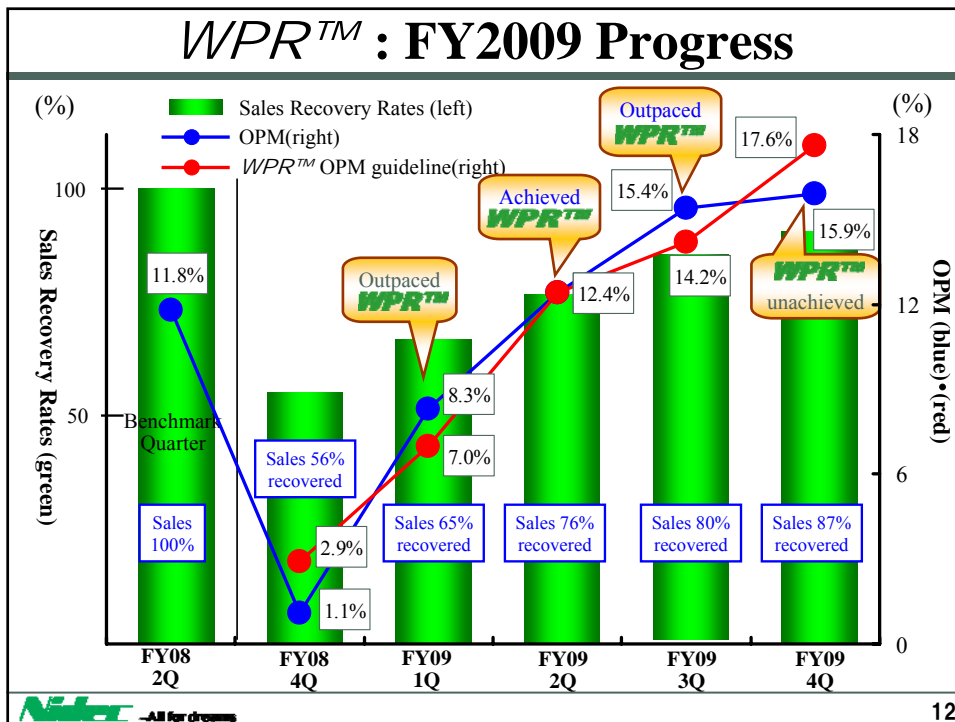
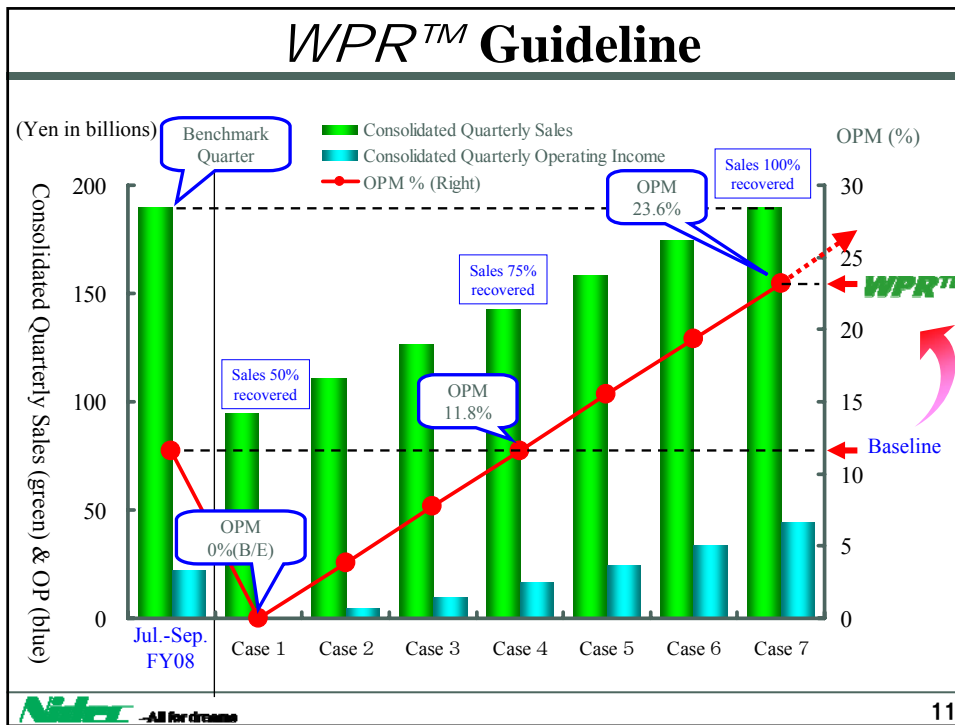
## FY2010 Strategies

- **Restart Growth Strategy.** Gear up for M&A.  
( High Growth, Theme-specific Markets )
- **Follow through *WPR*<sup>TM</sup> Implementation**  
( 200% OPM Growth on 100% Sales Recovery )
- **Stay Focused on Emerging Markets**  
( Localization of Production, R&D, and Marketing )
- **Build Greater In-house Capabilities**  
( Stronger Value Enhancement Initiatives )

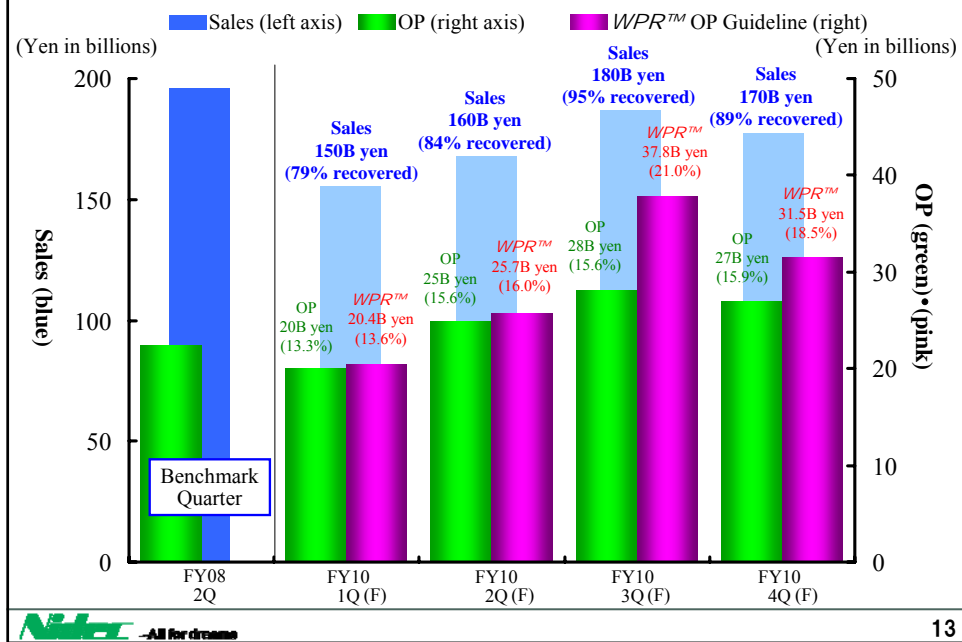
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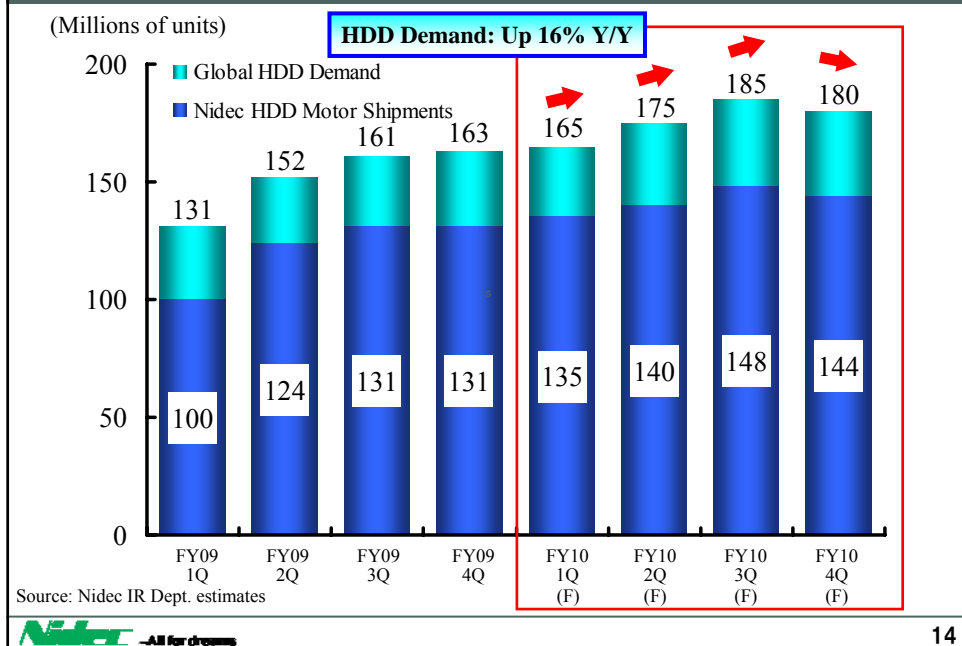


## WPR™ : FY2010 Outlook









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## HDD Motor Shipments



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## FY2010 – Year of Production Build-up

<p><b>Sankyo</b> -All for dreams Vietnam (2<sup>nd</sup> plant)</p> <p>Stepping motor parts (Completion: August 2010)</p> 	<p><b>Sankyo</b> -All for dreams China (Pinghu)</p> <p>LCD glass-substrate transfer robot (Completion: October 2010)</p> 	<p><b>TOSOK</b> -All for dreams China (Pinghu)</p> <p>CVT control valve Completion: January 2011)</p> 
<p><b>COPAL</b> -All for dreams Vietnam (2<sup>nd</sup> plant)</p> <p>Metal casing &amp; Vibration motor (Completion: January 2011)</p> 	<p><b>Nidec</b> -All for dreams China (3<sup>rd</sup> plant &amp; Lab., Dalian)</p> <p>Automotive motor (Completion: December 2010)</p> 	<p><b>Nidec</b> -All for dreams Vietnam (2<sup>nd</sup> plant)</p> <p>Optical disk drive motor (Completion: May 2010)</p> 
<p><b>Nidec</b> -All for dreams</p> <p>... and more construction planned in: Philippines (Nidec, 2<sup>nd</sup> HDD parts plant) China (Nidec-Shimpo, 4<sup>th</sup>-phase construction)</p>		

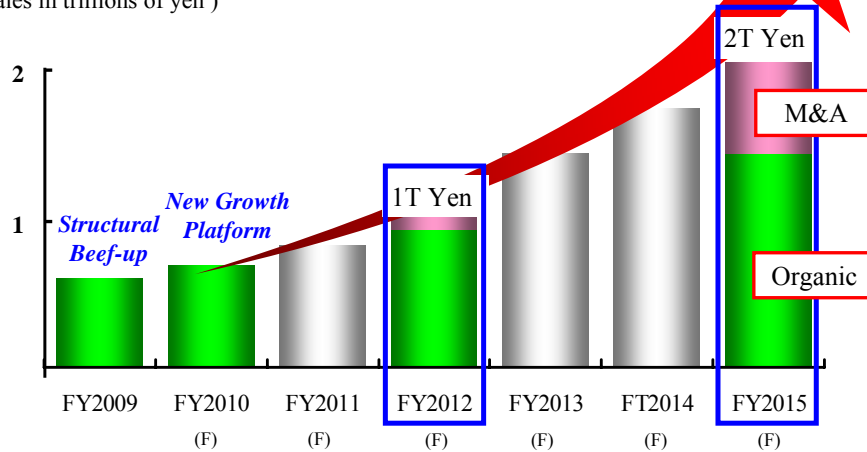
<p><b>Nidec</b> -All for dreams</p>	<h1>Mid/Long-Term Vision 2015</h1>
	



## Mid-term Growth Target: Vision 2015

Organic and M&A Growth Re-ignited to Build Two-Trillion-Yen Enterprise Group

(Sales in trillions of yen)



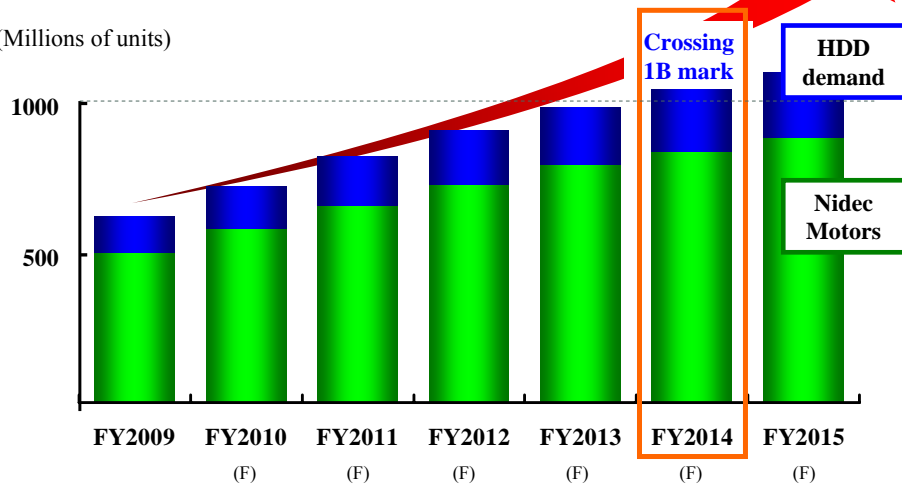
**Nidec** -All for dreams

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## HDD Motors : Mid/Long-term Outlook

HDD Demand Exceeding One Billion Units in FY2014

(Millions of units)

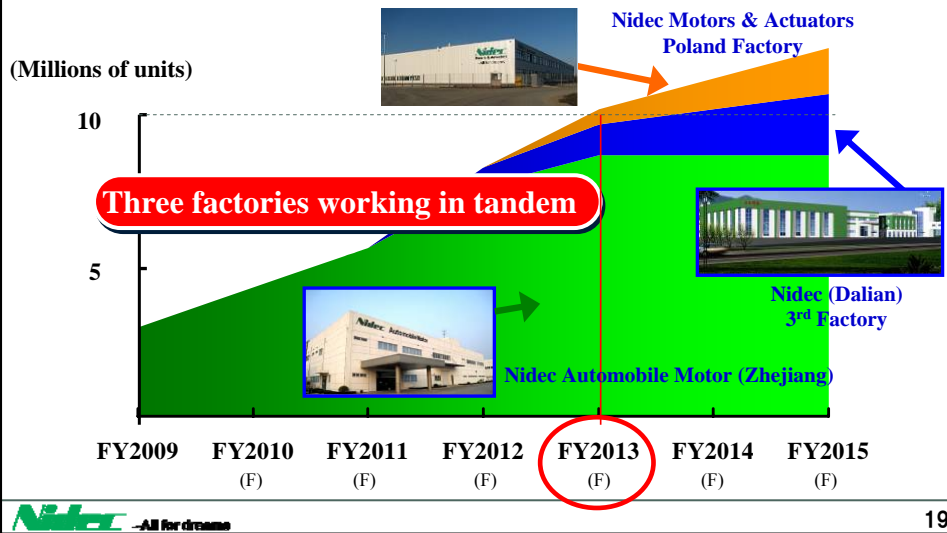


**Nidec** -All for dreams

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## Automotive Motors: Mid/Long-term Outlook -1

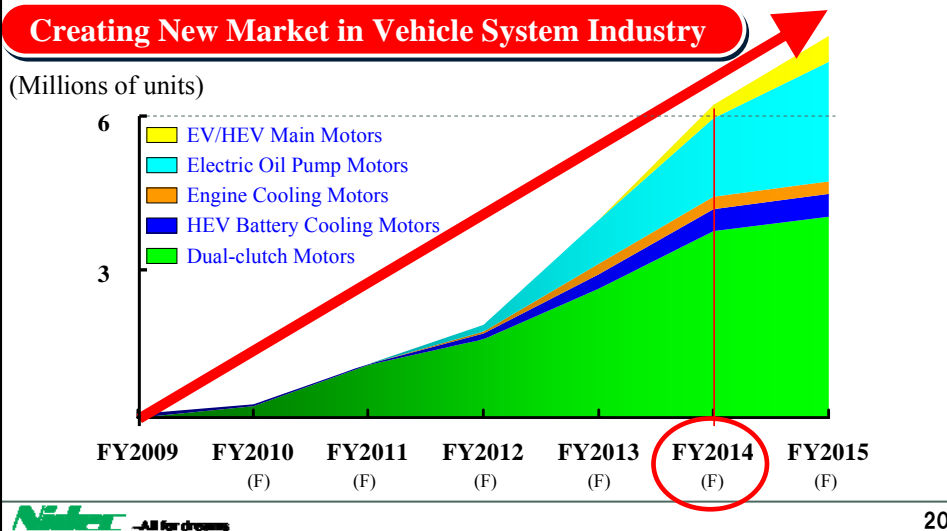
**Nidec EPS Motor Shipments Topping Ten Million Units in FY2013 to Claim Unmatched Global Leadership Position**



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## Automotive Motors: Mid/Long-term Outlook -2

**Automotive Brushless Motors Shipped for Non-EPS Applications Surpassing Six Million Units in FY2014.**



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### Note regarding Discontinuation of Semiconductor Production Equipment Business

Nidec Group discontinued its semiconductor production equipment business as of September 30, 2009. In accordance with ASC205-20 (Presentation of Financial Statements-Discontinued Operations), the semiconductor production equipment operations have been reclassified as discontinued operations. The relevant prior-period statements have been retrospectively restated to reflect this reclassification.



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## Appendix

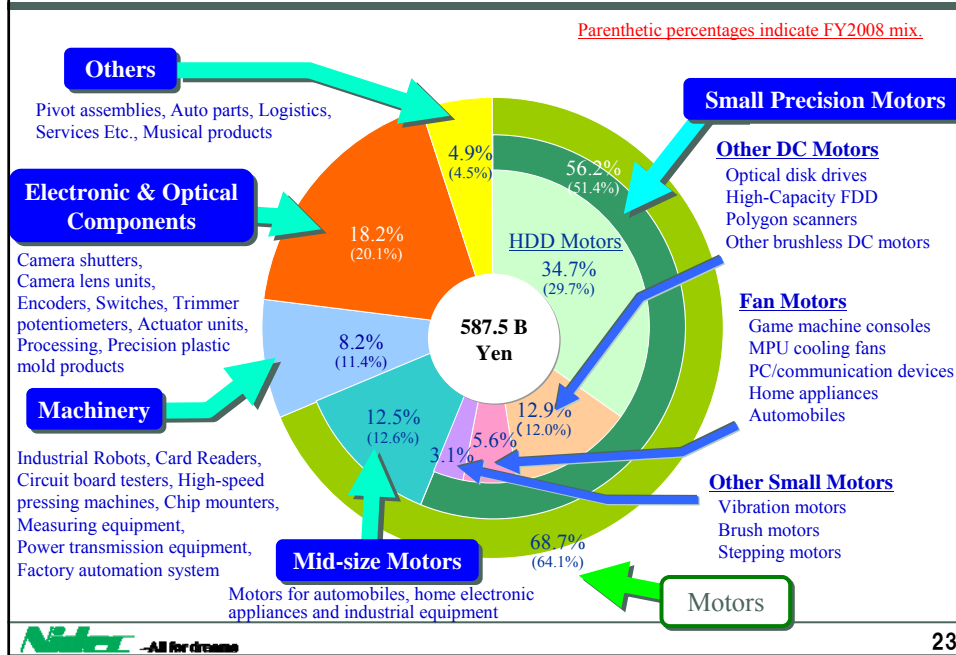


## Consolidated Performance Trend & Business Segment Overview

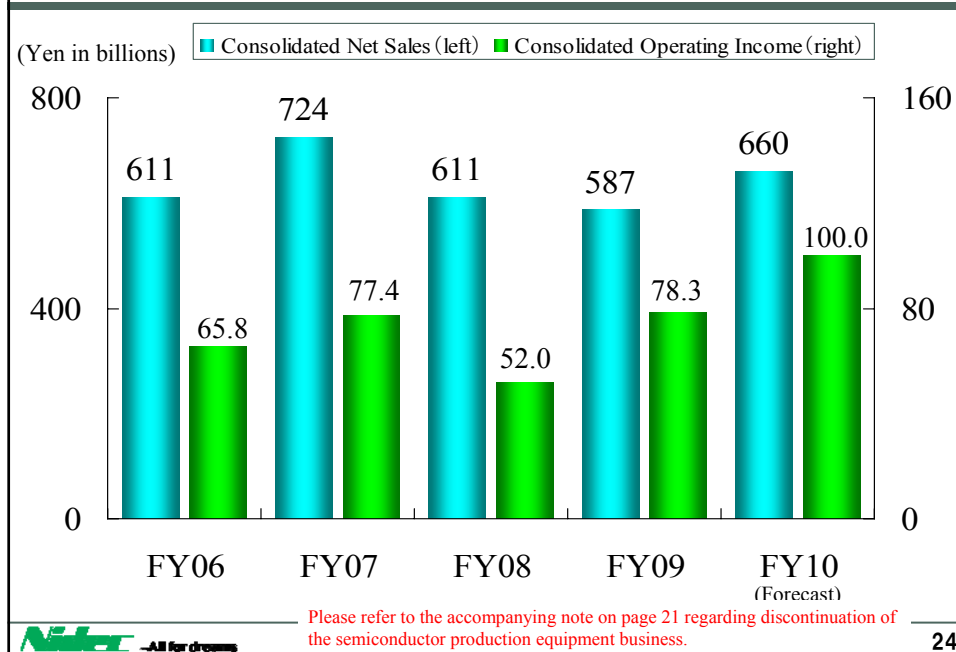


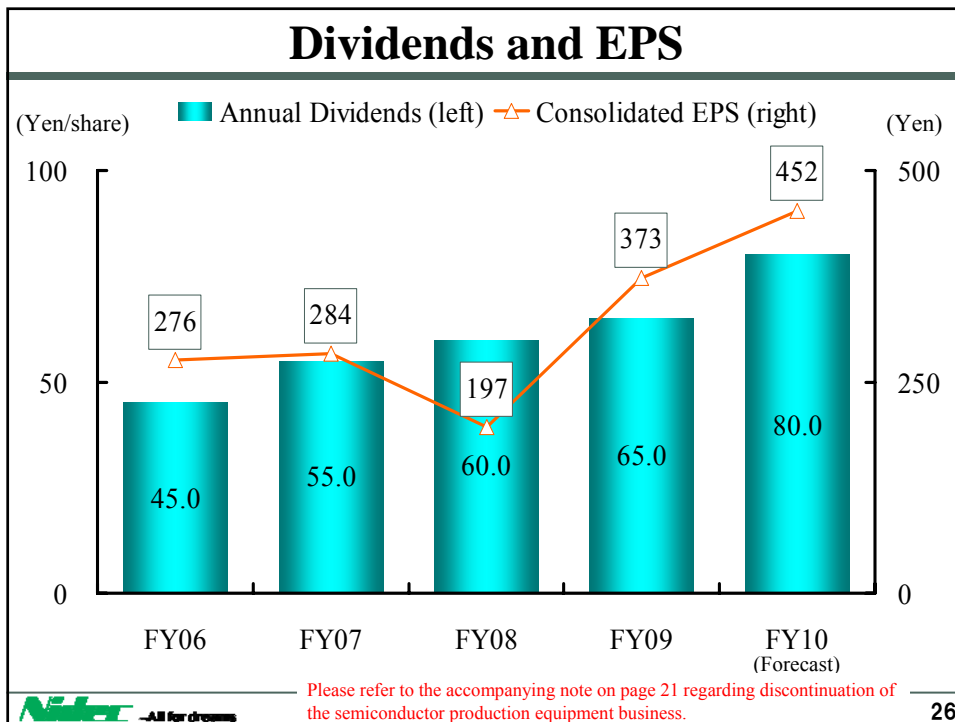
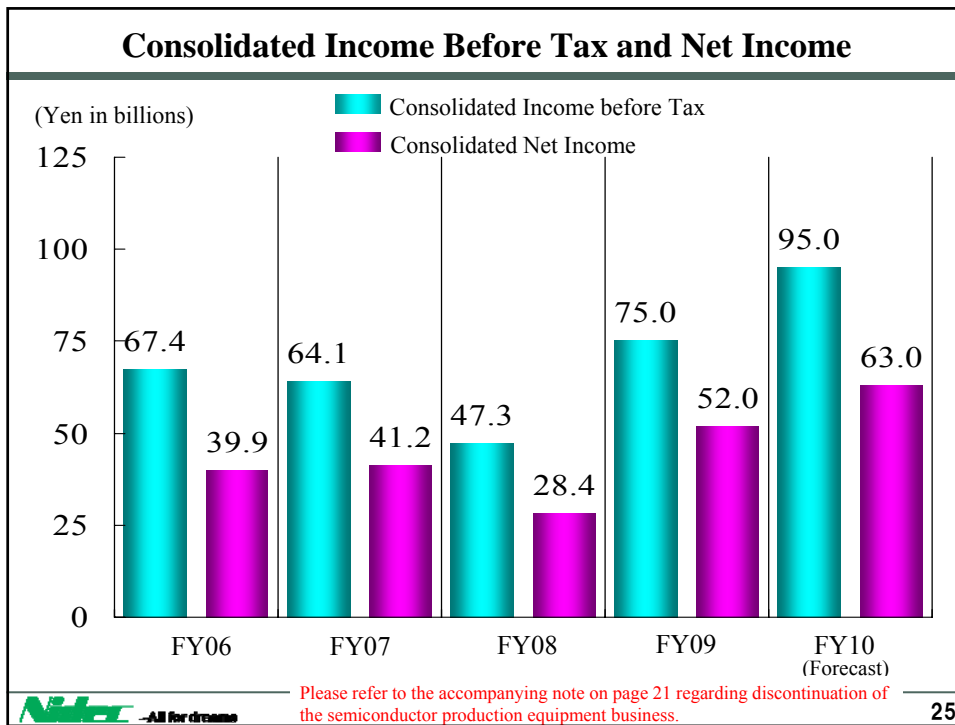
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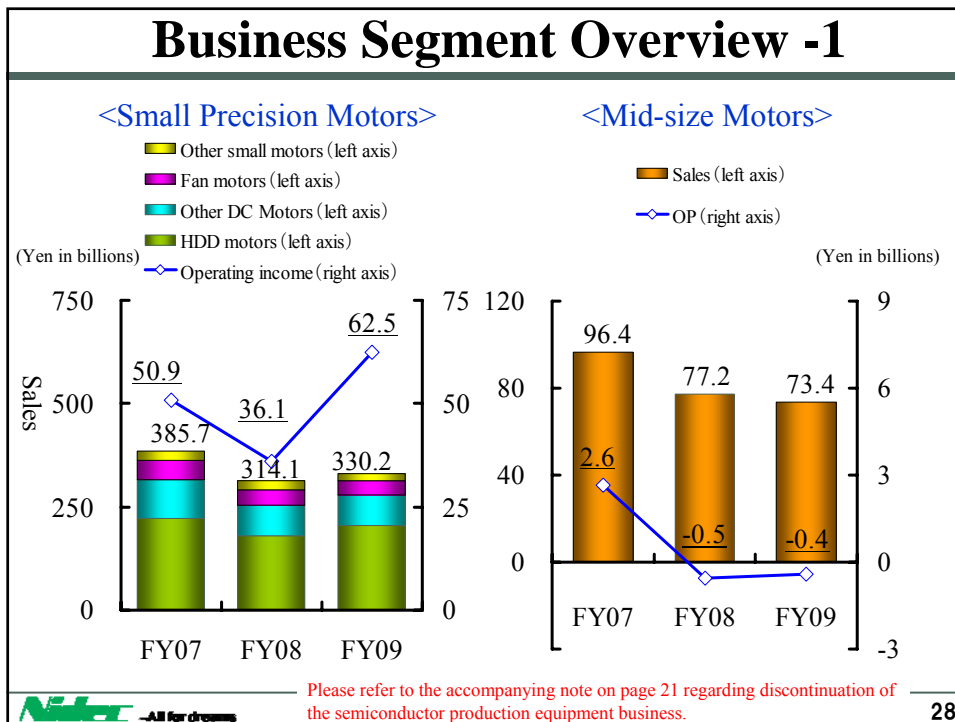
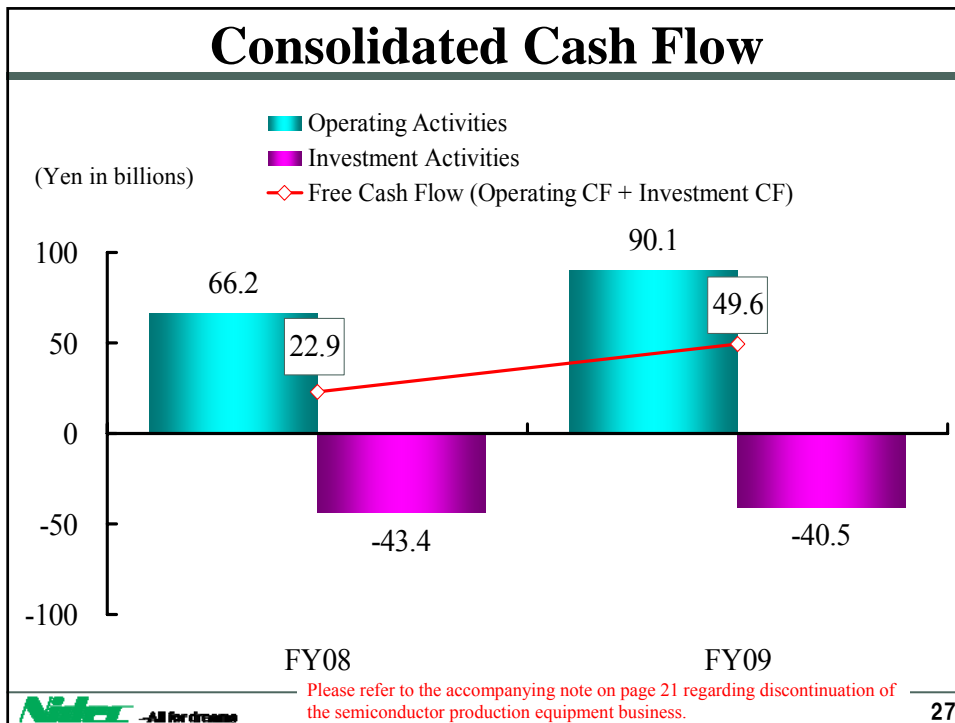
## Sales by Business Segment (FY09)



## Consolidated Sales and Operating Income

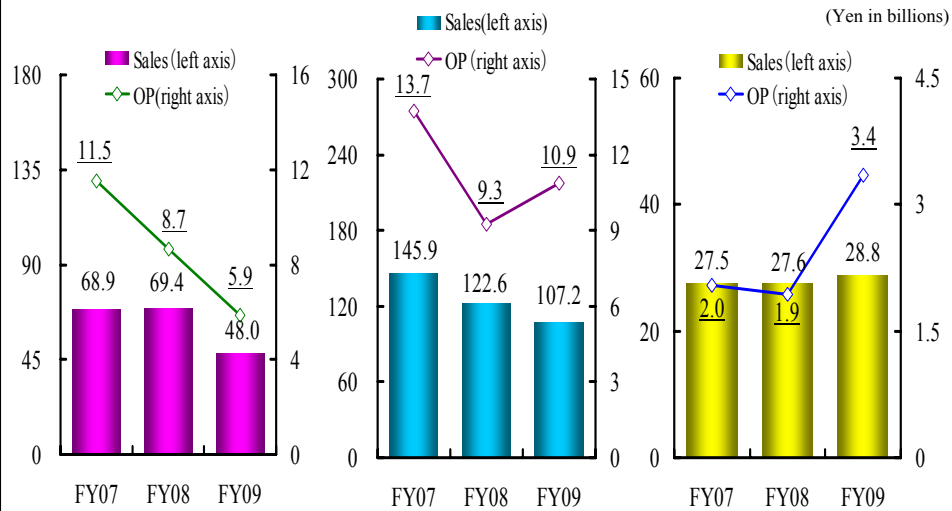






## Business Segment Overview -2

<Machinery> <Electronic & Optical Components> <Others>



Please refer to the accompanying note on page 21 regarding discontinuation of the semiconductor production equipment business.

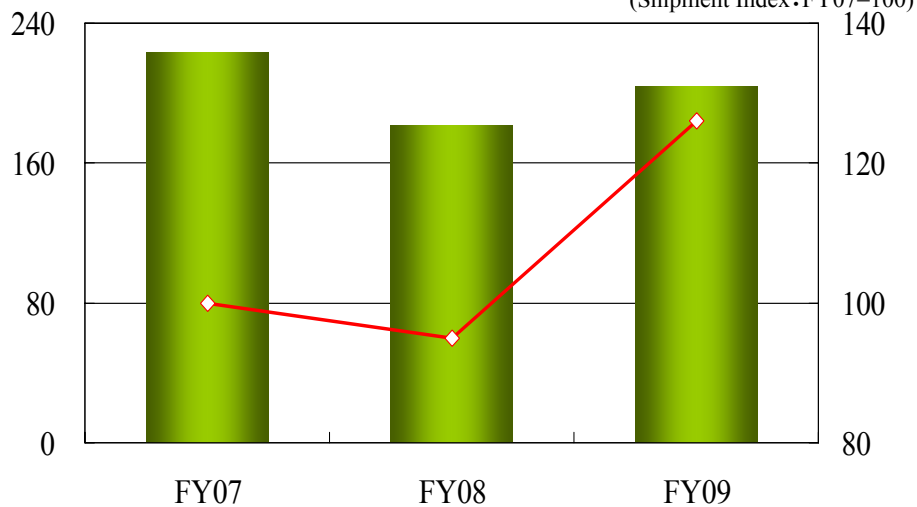
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## HDD Motors

(Yen in billions)

Sales (left) Shipment Index (right)

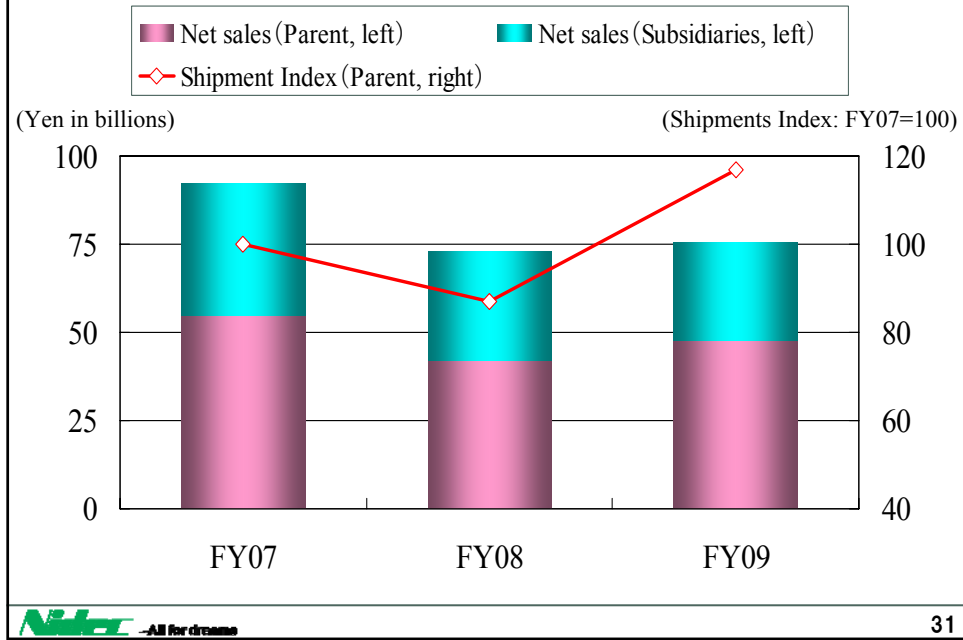
(Shipment Index: FY07=100)



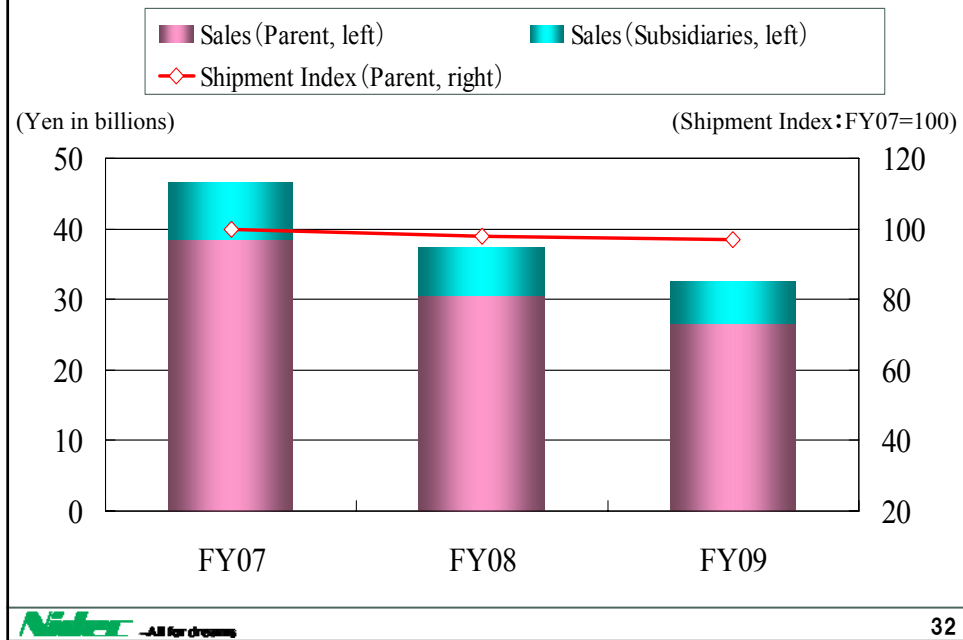
All for dreams

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## Other DC Motors

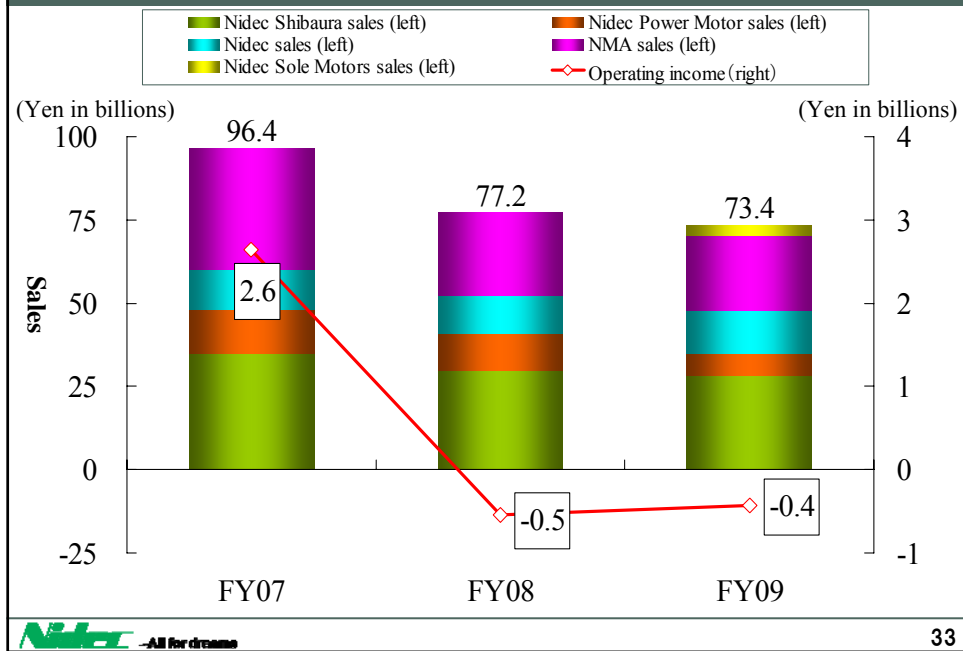


## Fan Motors

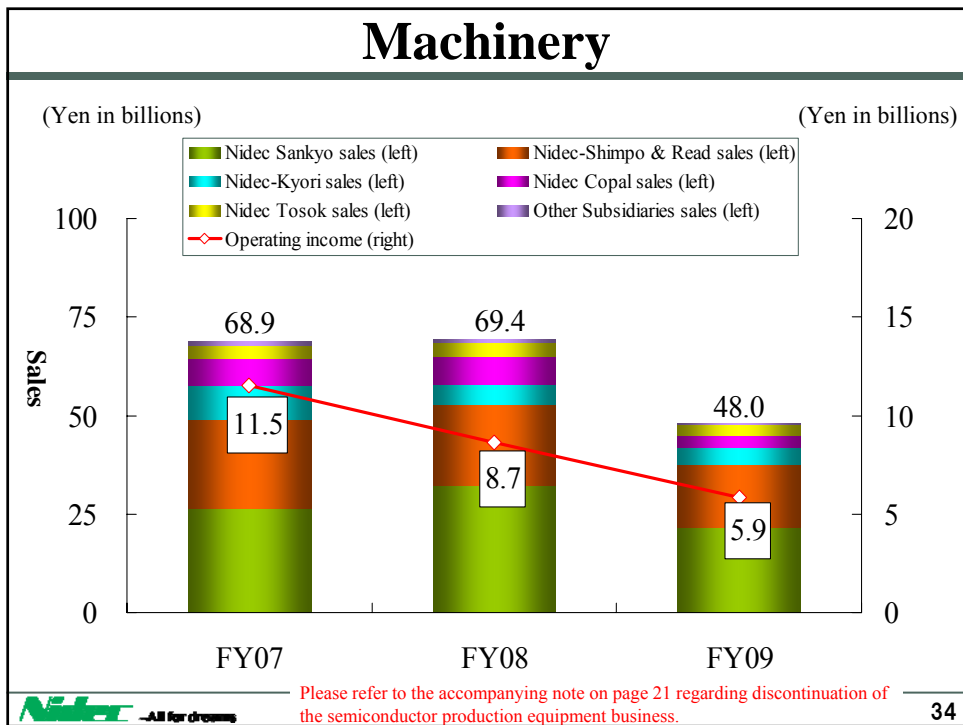




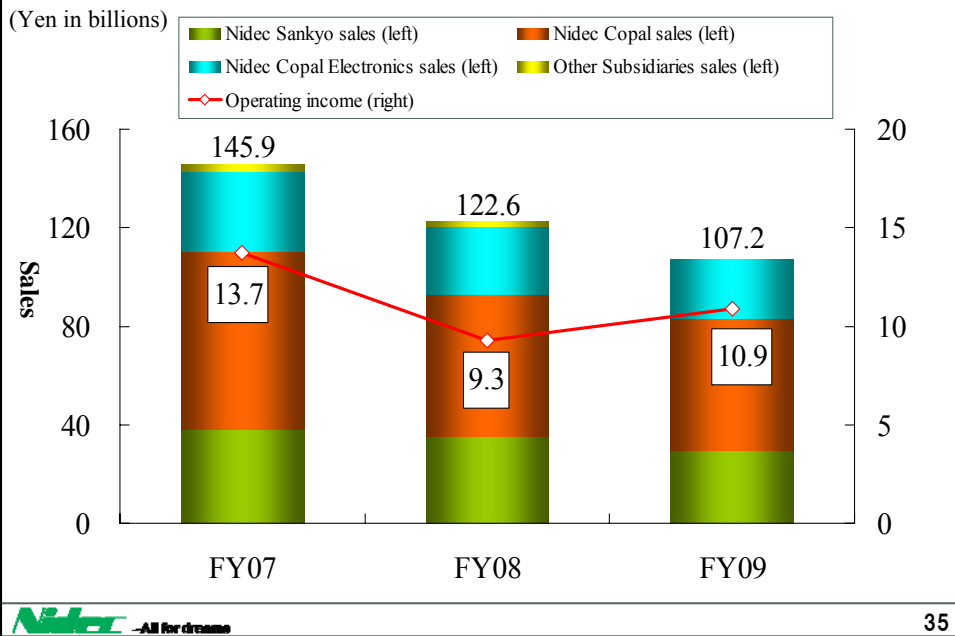
## Mid-size Motors



## Machinery

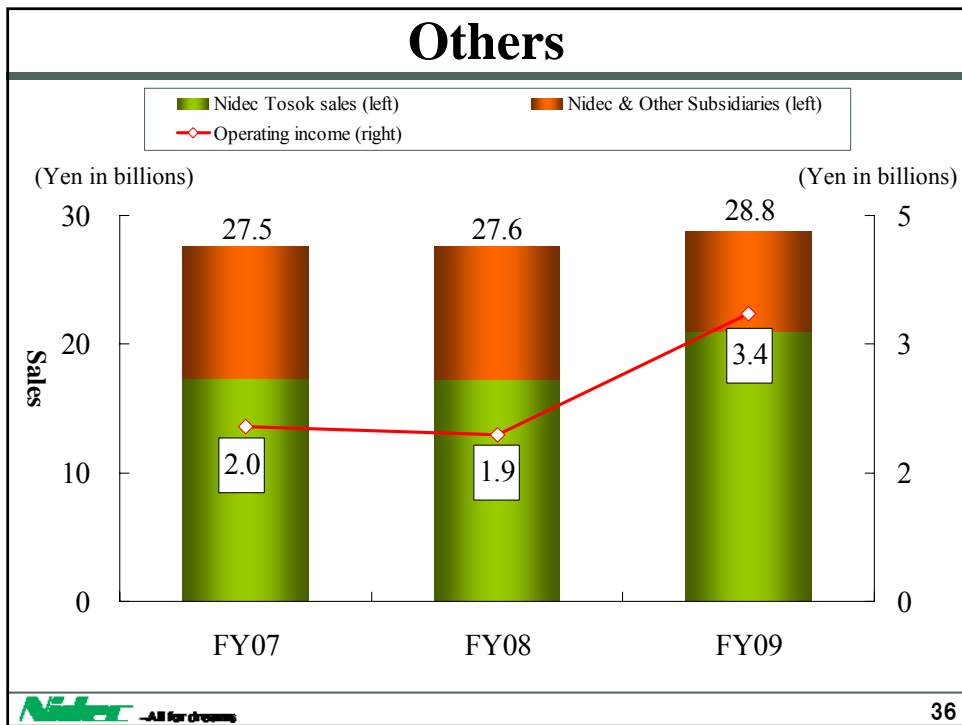


## Electronic & Optical Components



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## Others



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