



Nidec Corporation

Results for the Fiscal Year 2007

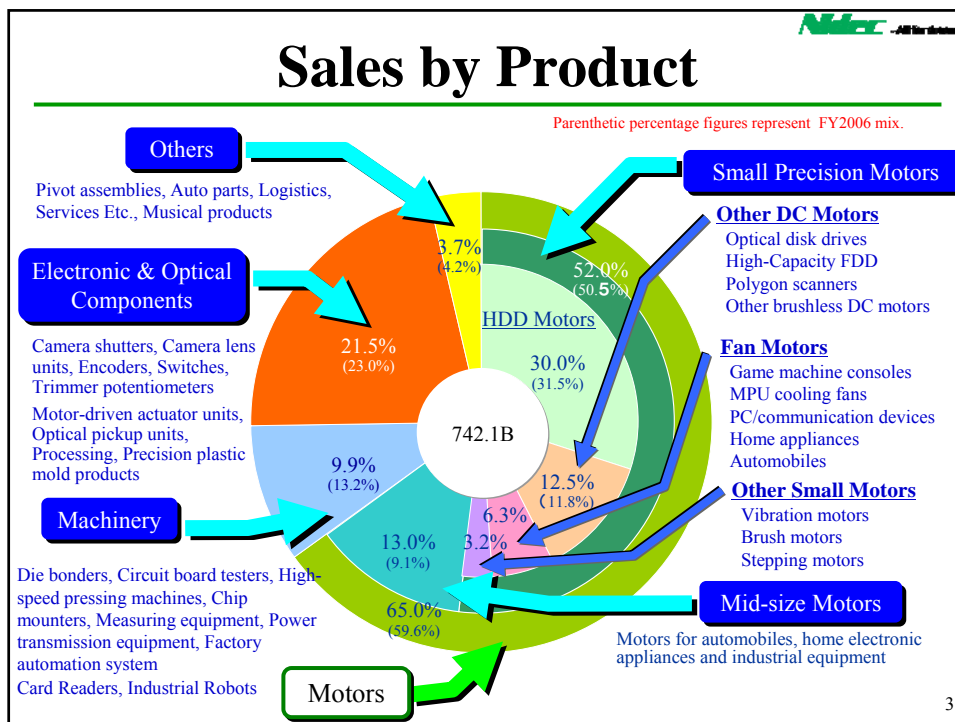
< U.S. GAAP >

April 24, 2008

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

Summary of FY2006

- **Sales: Record High (Up 18% Y/Y)**
- **Operating income: Record High (Up 20% Y/Y)**
- **Small Precision Motor: Up over 20% Both in Sales and Operating Income**
- **Mid-size Motors: Sales Up 70%, Operating Income Up 5-fold**
- **Income Before Tax Down, Net Income Up Y/Y**
--- FOREX fluctuation devaluating the foreign-currency-denominated receivables and assets (14.1B yen)
- **Term-end dividend: 30 yen per share**
Annual dividends: 55 yen per share
Dividend ratio: 19.4%



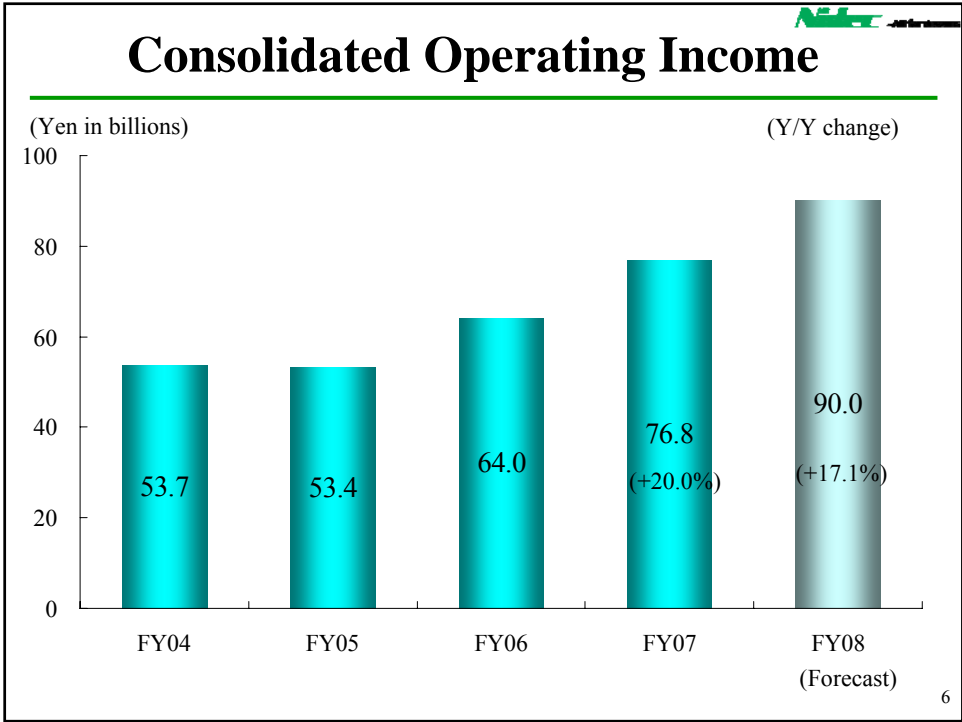
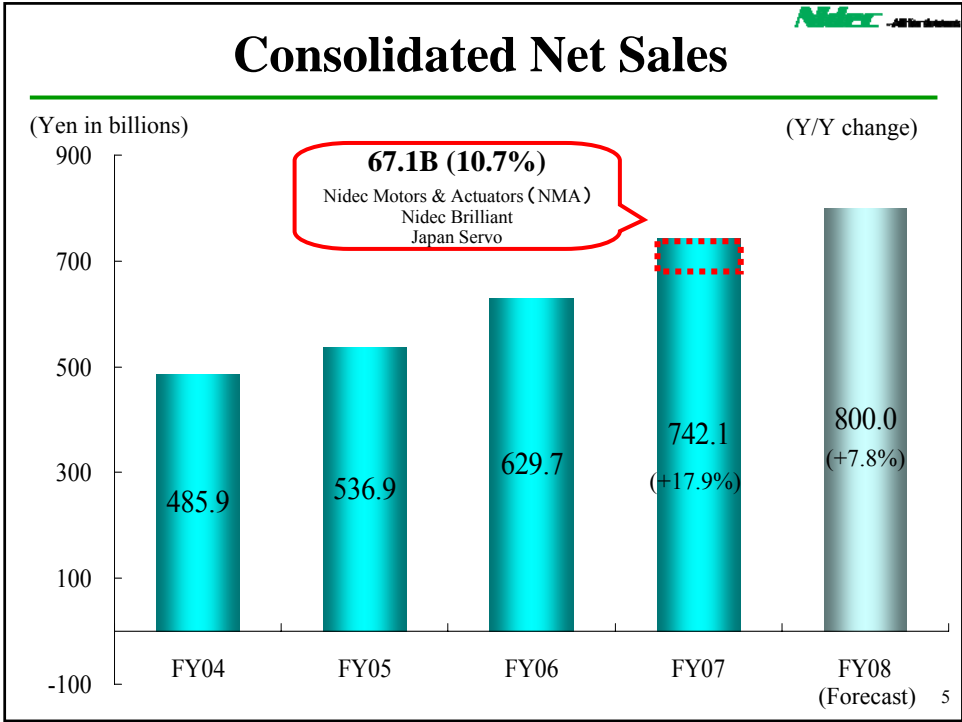
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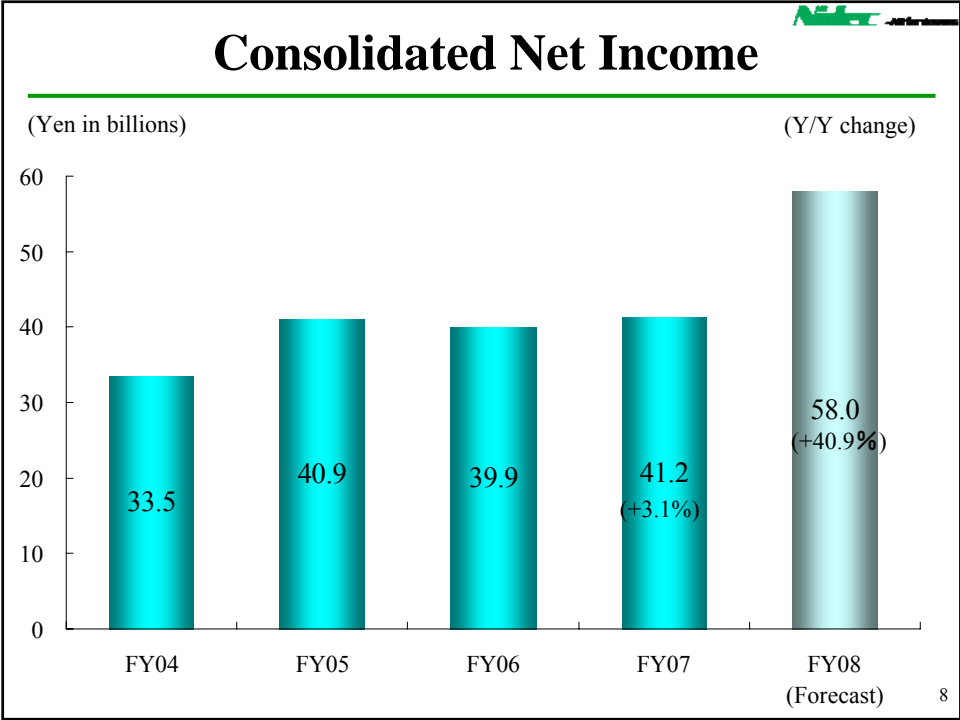
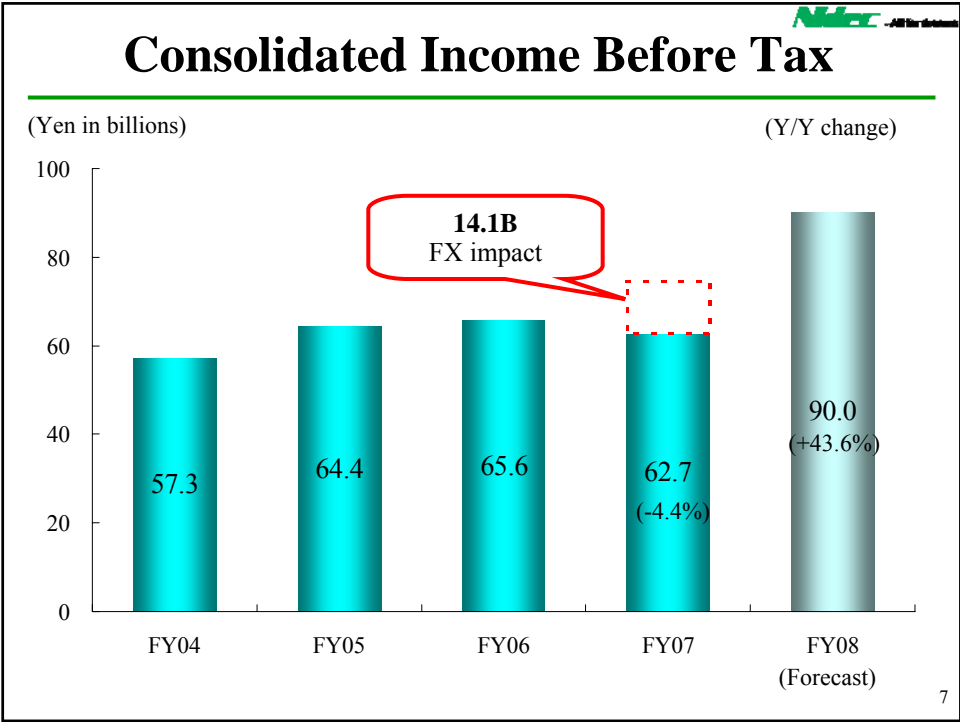
Profit/Loss

(Yen in millions)	FY06	FY07	Change	FY08 Forecast
Net Sales	629,667	742,126	+17.9%	800,000
Operating Income	64,009	76,833	+20.0%	90,000
Operating Income Ratio	10.2%	10.3%		11.3%
Income before Tax	65,595	*62,683	-4.4%	90,000
Net Income	39,932	41,156	+3.1%	58,000
EPS	276.03 yen	284.00 yen	+2.9%	400.17 yen
FX (Yen/US\$)				
Average---	117.02yen	114.28yen	-2.3%	
Term-end---	118.05yen	100.19yen	-15.1%	

*FX impact: -15.9B Y/Y

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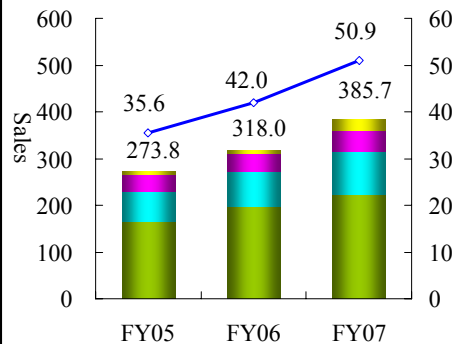
Business Segment Results---1

<Small Precision Motors, Mid-size Motors>

(Yen in billions)

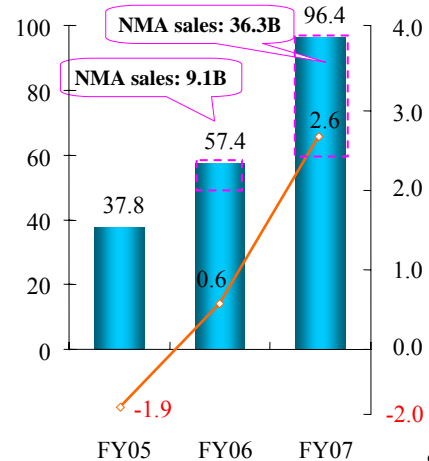
Small Precision Motors

- Other small motors (left)
- Fan motors (left)
- Other DC motors (left)
- HDD motors (left)
- Operating income (right)



Mid-size Motors

- Net sales (left)
- Operating income (right)



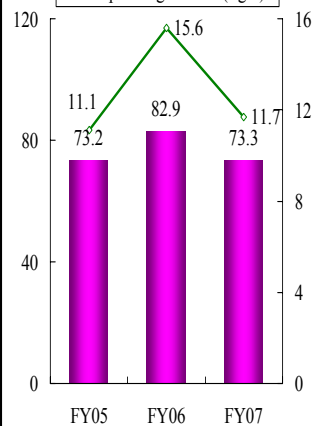
Business Segment Results---2

<Machinery, Electronic & Optical Components, Others>

(Yen in billions)

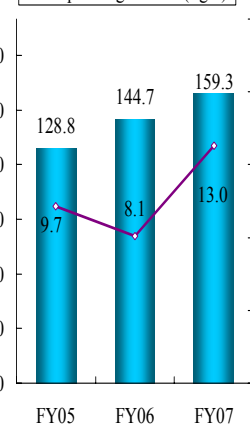
Machinery

- Net sales (left)
- Operating income (right)



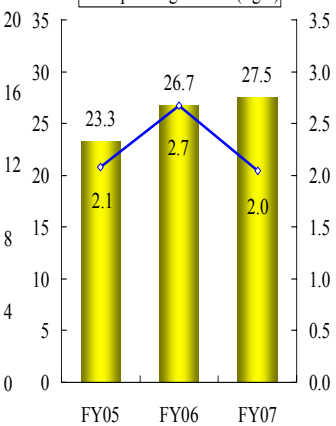
Electronic/Optical Components

- Net sales (left)
- Operating income (right)

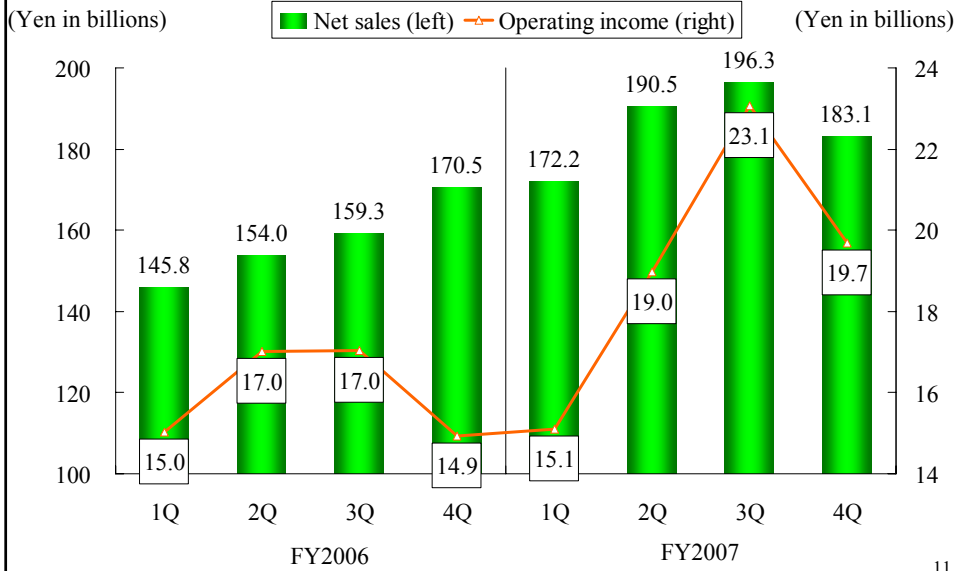


Others

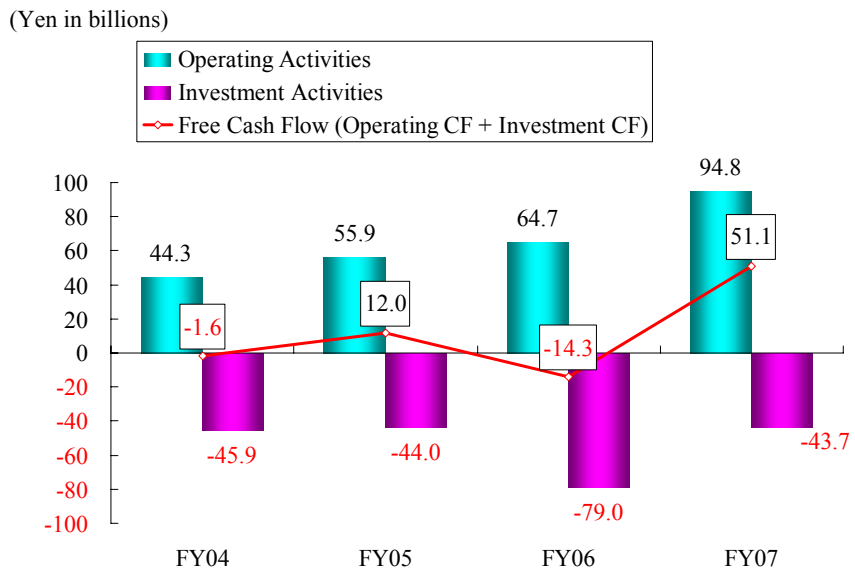
- Net sales (left)
- Operating income (right)



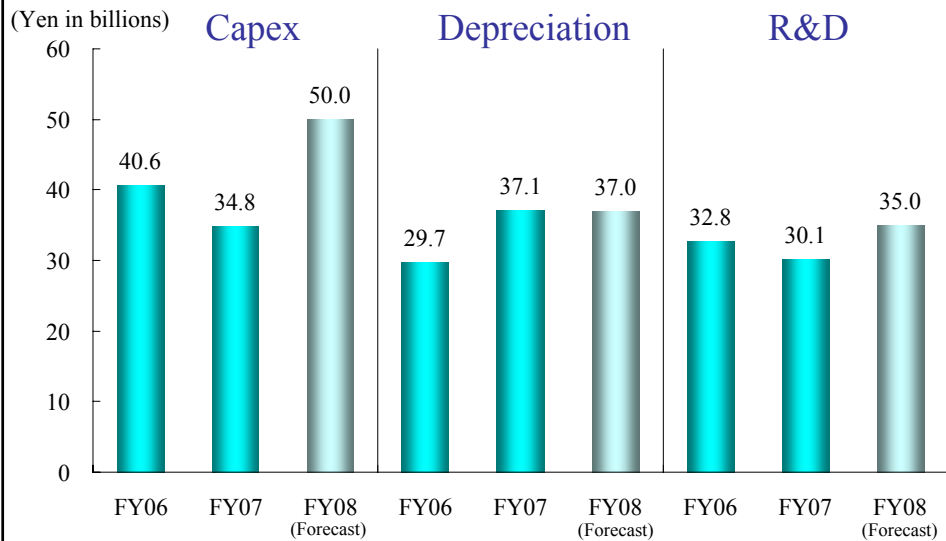
Consolidated Quarterly Results



Consolidated Cash Flow



Capex, Depreciation and R&D



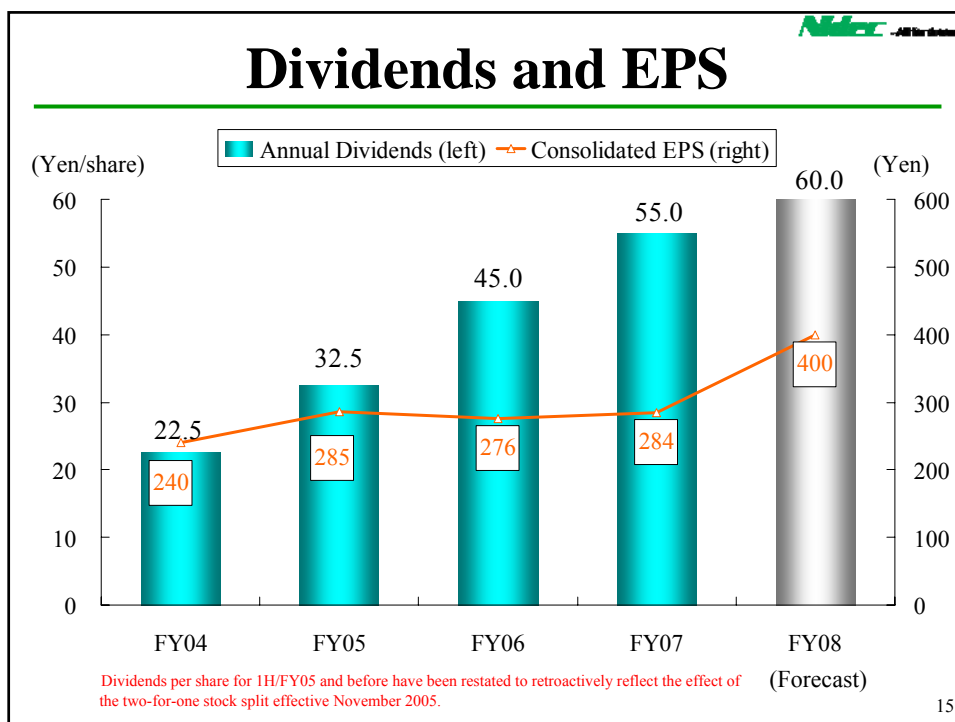
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FY2008 Forecast

(Yen in millions)

	1H Forecast	2H Forecast	Full-year Forecast
Net Sales	37,500	425,000	800,000
Operating Income	40,000	50,000	90,000
Operating Income Ratio	10.7%	11.8%	11.3%
Income before Tax	40,000	50,000	90,000
Net Income	26,000	32,000	58,000
EPS	179.39yen	220.78yen	400.17yen
FX (Yen/US\$) Ave.	100.00yen	100.00yen	100.00yen

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Consolidated Subsidiaries

-Results and Forecasts-

(Yen in millions)	Net Sales			Operating Income			Net Income		
	FY06	FY07	FY08 (Forecast)	FY06	FY07	FY08 (Forecast)	FY06	FY07	FY08 (Forecast)
Nidec Sankyo	112,628	108,987	113,000	9,439	9,544	10,000	10,287	5,041	6,000
Nidec Copal	84,012	87,957	90,000	5,827	7,443	8,200	4,304	4,993	5,350
Nidec Tosok	23,430	26,213	27,000	1,809	2,174	2,500	1,182	1,634	1,400
Nidec Copal Elcs	26,759	33,880	33,400	3,473	4,306	4,500	2,280	2,547	2,600
Japan Servo	32,177	35,046	36,000	-560	2,053	2,700	-1,451	1,654	2,000
Nidec-Read	7,716	8,992	10,000	1,549	1,803	2,000	938	1,116	1,250
Total	286,722	301,075	309,400	21,537	27,323	29,900	17,540	16,985	18,600

All numbers in the above table have been prepared under the generally accepted accounting standard in Japan. Japan Servo became a consolidated subsidiary of Nidec on April 27, 2007.

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Business Segment Information

Small Precision Motors

HDD Motors
 Other DC Motors
 Fan Motors
 Mid-size Motors
 Machinery
 Electronic & Optical Components
 Others

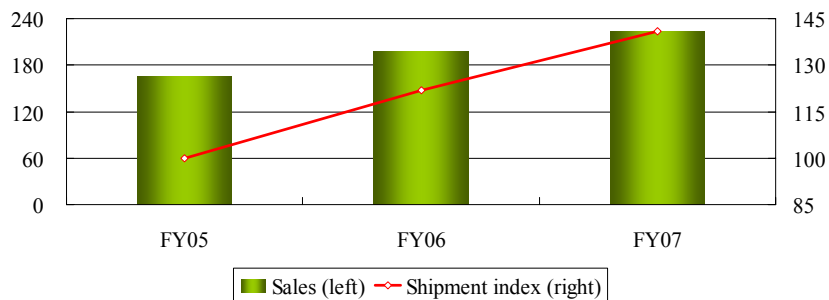
HDD Motors: FY2007 Results

■ Double-digit increase in sales and shipments

- ✓ Sales and shipments up 13% y/y and 16% y/y, respectively
- ✓ U.S. dollar-based ASP remaining stable

(Yen in billions)

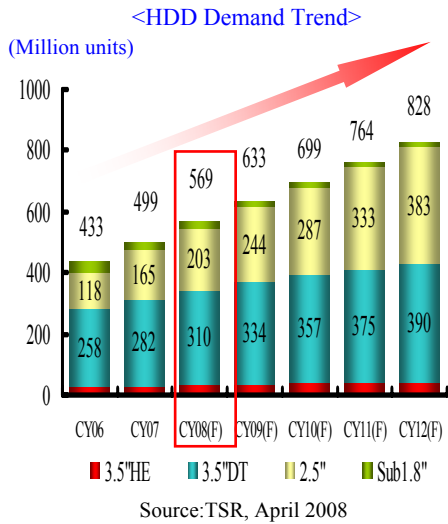
(FY05=100)



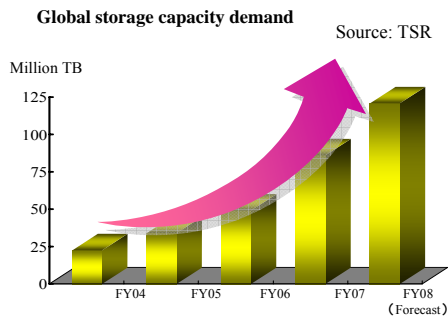
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HDD Motors: Strategy-1

Uptrend continuing into 2008



- Robust PC demand in BRICs
- Digital content explosion
- PMR-led HDD capacity boost



HDD Motors: Strategy-2

Full-fledged improvement in profitability

- **In-house manufacturing**
Base plates and other HDD motor parts
- **Investment efficiency**
Production expansion through full utilization of existing capacity
- **Strategy building**
“SPM Strategy Planning Office” set up to lead organized profitability improvements



Nidec (Zhejiang) Corp.
(Production boost: Dec. 2007)



Nidec Precision (Thailand)
(Production boost: Oct. 2007)



Nidec-Bri/iant

HDD base plate

HDD bracket

Top cover

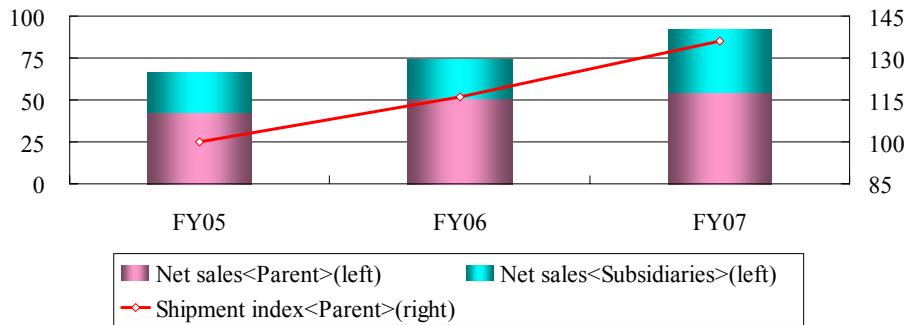
Other DC Motors: FY2007 Results

- Record sales and shipments**

- Sales up 24% y/y, reflecting the expanded scope of consolidation.
- ODD (Optical Disk Drive) motor gaining market share

(Yen in billions)

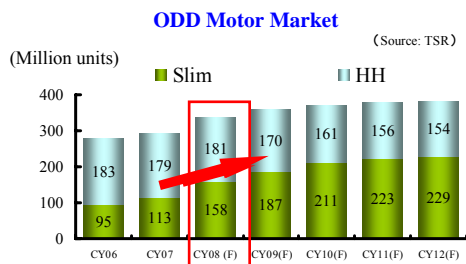
(FY05=100)



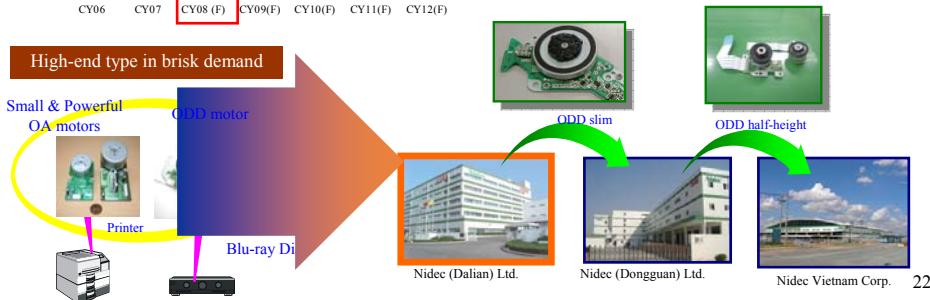
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Other DC Motors: Strategy

Profitability Driven by Optical Disk Drive Motors (slim-type)



- ODD motors in brisk demand backed by strong laptop PC market
- Three Asia-based factories operating in close cooperation

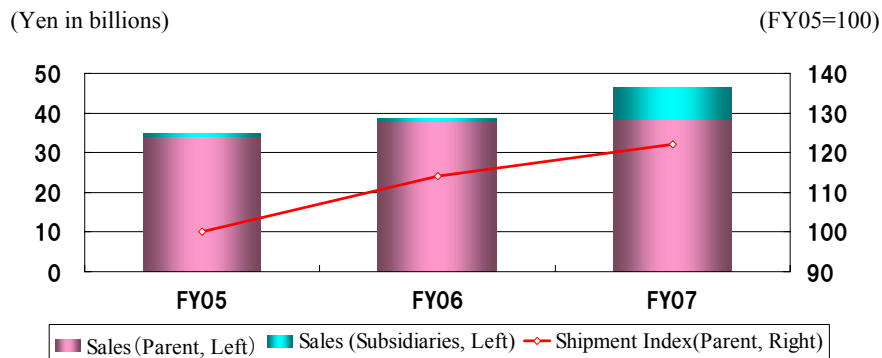


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Fan Motors: FY2007 Results

Record sales and shipments

- ✓ Sales up 20% y/y, reflecting the expanded scope of consolidation.
- ✓ Mix shifting towards higher-margin products



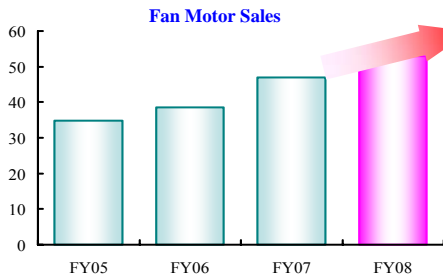
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Fan Motors: Strategy

Entering into New/High-end Market

- New market exploitation with **UltraFlo** Series
- Penetration into Laptop PCs
- Share growth in Servers, communication devices

(Yen in billions)

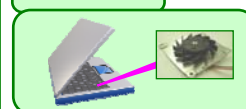


(Forecast)

UltraFlo Series



Laptop PC Market



Server, Communication Device Market

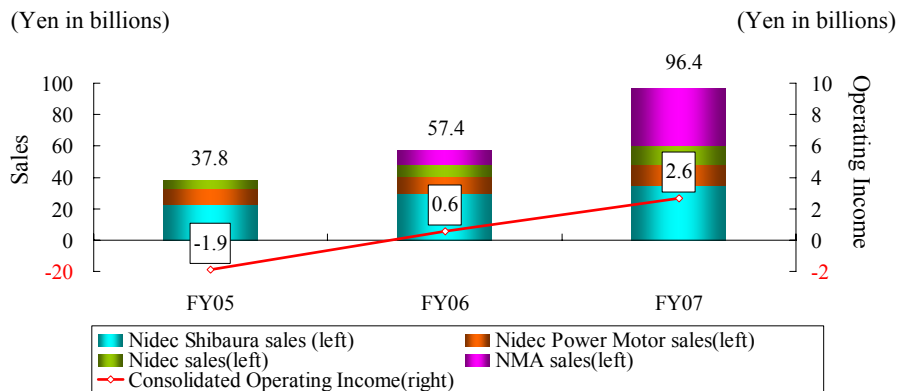


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Mid-size Motors: FY2007 Results

■ **Sales up 70% y/y; OP up five-fold to a record high.**

- ✓ Full consolidation of NMA
- ✓ EPS motor sales up 60% y/y
- ✓ Profit increase driven by improved profitability of home appliances motors and increased sales of EPS motors



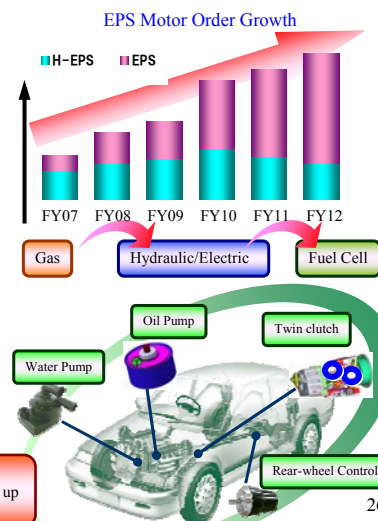
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Mid-size Motors: Strategy-1

Growing environmental concerns accelerating the shift towards brushless motors.

■ **Automotive motors**

- ✓ EPS motor order intake gaining momentum
- ✓ New features geared toward next-generation vehicle drive train systems (CO2 emission control, bio-ethanol fuel compatible, etc.)



Shiga Technical Center New Plant (Completion: Aug. 2009)

R&D Resource enrichment

Nidec Automobile Motor (Zhejiang) Corp.

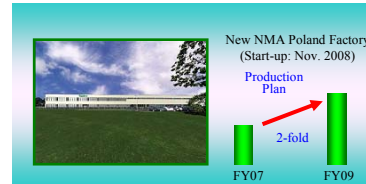
2012 Capacity up 3-fold

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Mid-size Motors: Strategy-2

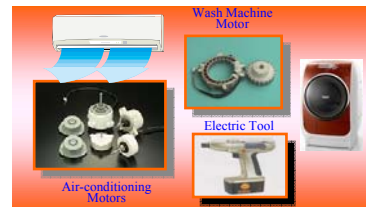
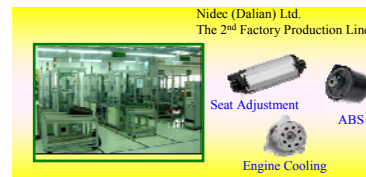
■ NMA

- ✓ Global production system
- ✓ New Poland plant breaking ground
- ✓ Mass-production in Dalian



■ Home appliance/Industrial motors

- ✓ Global expansion of the air-conditioning market
- ✓ New motor demand arising from the high-end home appliance and electric tool markets

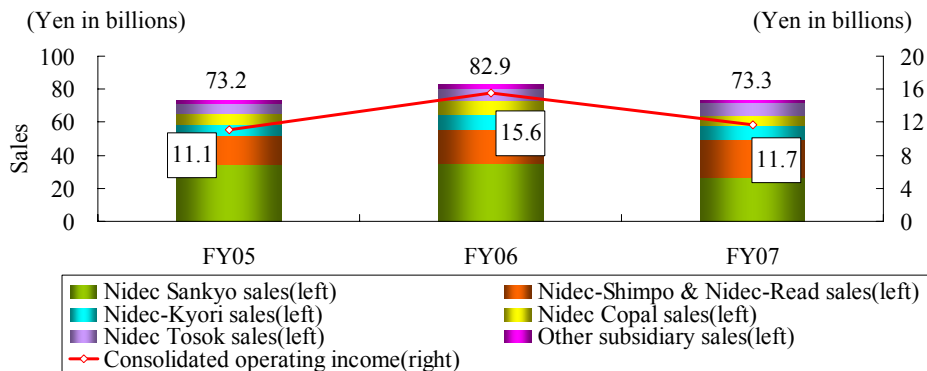


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Machinery: FY2007 Results

■ Sluggish demand for LCD panel transfer robot

- ✓ Weak capital spending affecting Sankyo, Copal and Kyori
- ✓ Continued uptrend for Shimpo, Read and Tosok



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Machinery: Strategy

Industrial robots

- ✓ Korean and Taiwanese LCD market
- ✓ Semiconductor-wafer, solar panel
- ✓ Card reader

Factory automation

- ✓ Power transmission drive
- ✓ Inspection jigs, etc.



8G LCD Panel Transfer Robot



Semiconductor Wafer Transfer Robot



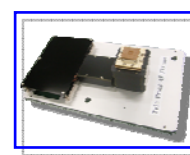
Card Readers



power transmission drives



Optical Appearance Inspection Equipment

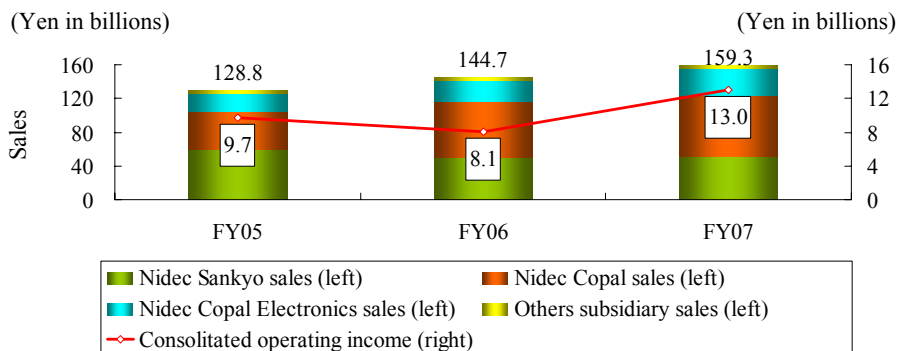


High-speed Four-terminal Jig

Electronic & Optical Components: FY2007 Results

Record sales and a 60% y/y increase in operating income

- ✓ Strong optical components sales backed by robust digital camera and cell-phone market
- ✓ Higher demand for actuators and switches



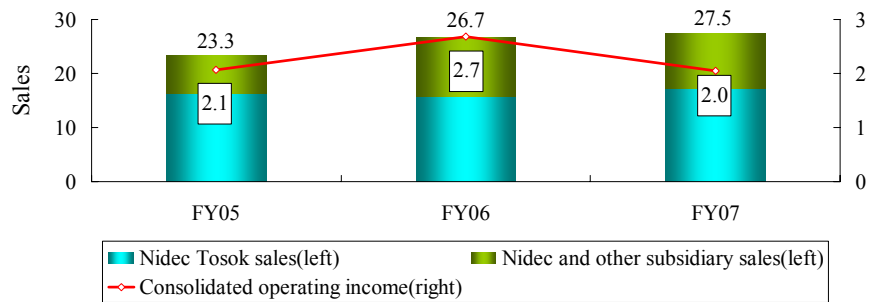
Others : FY2007 Results

■ Sales slightly up y/y

- ✓ Double-digit increase in Nidec Tosok's auto parts sales
- ✓ Slowdown in pivot assembly business

(Yen in billions)

(Yen in billions)



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Electronic & Optical Components and Others: Strategy

Electronic & Optical Components

Others

■ Camera shutter/lens

Market share supremacy

Technical differentiation

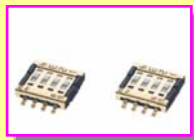
■ Industrial switch

Full-fledged growth

Profit contribution from Fujisoku



Cell-phone Camera Shutters



Industrial Switches

■ CVT control valve

Profit improvement

Production in Vietnam

■ HDD pivot assembly

Profit improvement

Productivity increase in Singapore



CVT Control Valve

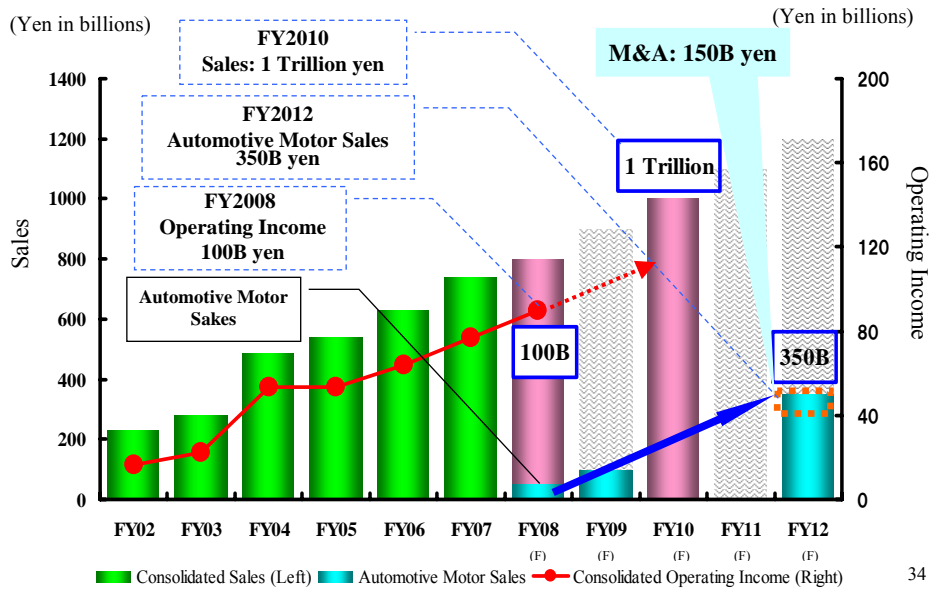


HDD Pivot Assemblies

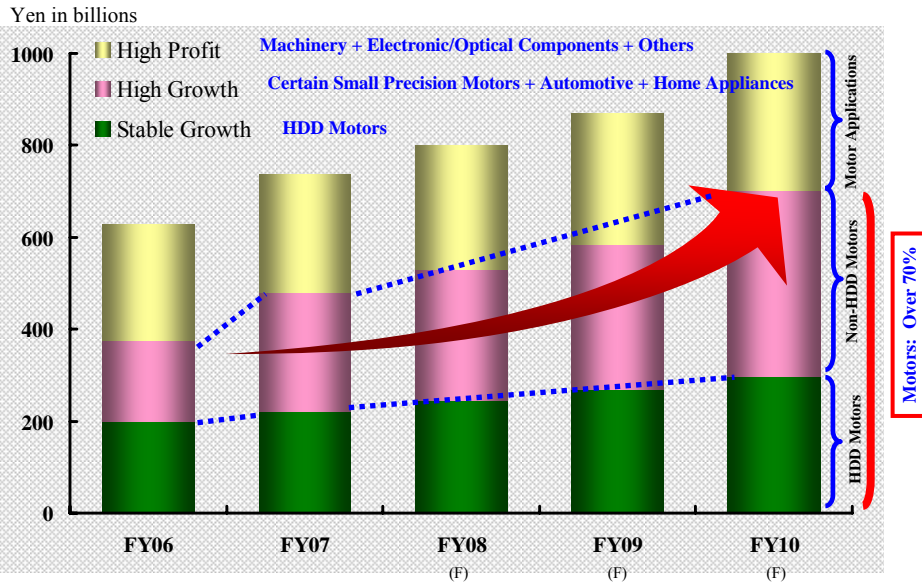
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Mid-term Outlook

Mid-term Target



Product Mix Shift towards FY2010



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Steps toward a Trillion-yen Company

▶ Executive Officer System

- Agility to match changing business environment
- Split between decision-making and action-execution

▶ Corporate Social Responsibility (CSR)

- Job growth driven by business growth
- Pursuit of universally desired products

▶ Managerial Competence

- Recruit of high-caliber executives
- Promotion of able young managers

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Nidec Corporation

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

NJ
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