



Third Quarter Fiscal 2013 Results

Three and Nine Months Ended December 31, 2013
(U.S. GAAP, Unaudited)

January 22, 2014

TSE: 6594 NYSE: NJ
[http:// www.nidec.com/en-Global/](http://www.nidec.com/en-Global/)

Note Regarding Forward-looking Statements

These presentation materials and related discussions contain forward-looking statements including expectations, estimates, projections, plans, targets, and strategies. Such forward-looking statements are based on management's assumptions and beliefs 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 risks and uncertainties include, but are not limited to, changes in customer circumstances and demand, exchange rate fluctuations, and the Nidec Group's ability to design, develop, mass produce and win acceptance of its products and to acquire and successfully integrate companies with complementary technologies and product lines. Please see other disclosure documents filed or published by the Nidec Group companies, including the latest Form 20-F and Japanese securities reports, for additional information regarding such risks and uncertainties. Nidec undertakes no obligation to update the forward-looking statements unless required by law.

The photograph on the first slide features standardized small brushless DC motors included in "Other Small Motors," a sub-product category of "Small Precision Motors." Reflecting the recent customer preference for products that deliver enhanced quietness, durability, controllability and energy efficiency, brushless DC motors are finding their ways into a variety of applications previously driven by brush/AC motors.



Consolidated Profit/Loss

Millions of Yen, except for EPS and FX Rates	3Q FY2012 (Apr-Dec)	3Q FY2013 (Apr-Dec)	Change (%)	FY2013 Forecast
Net Sales	523,210	646,725	+23.6%	880,000
Operating Income (Operating Income Ratio)	43,026 (8.2%)	61,866 (9.6%)	+43.8%	85,000 (9.7%)
Income before Tax	37,836	62,525	+65.3%	83,000
Net Income	27,093	43,053	+58.9%	56,000
EPS (Yen)	201.26	317.93	+58.0%	411.65
FX Rate (Yen/US\$)				
Average:	80.00	99.39	+24.2%	100.00
Term end:	86.58	105.39	+21.7%	(Assumed)

Average exchange rate of the Japanese yen for the nine months of FY2013 depreciated approx. 24% (or 19.39 yen) against the U.S. dollar Y/Y and approx. 29% (or 30.06 yen) against the euro Y/Y, resulting in a positive effect on net sales and operating income of 98.8 billion yen and 13.0 billion yen, respectively.

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Summary of 3Q FY2013

- **Record nine-month sales and net income**
- **Three-month operating income ratio back in double digits at 10.4%** for the first time in 5 quarters
- **Record nine-month operating income for the Automotive, Appliance, Commercial and Industrial product category – key growth business under the mid-term strategic targets**
- **Upward revision to FY2013 financial forecasts**
- **Annual dividend target raised to 100 yen per share, 15 yen higher than actual dividend a year ago and the highest payout target ever set by Nidec**

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Upward Revision of FY2013 Forecast

FY2013 Full-Year Financial Forecasts

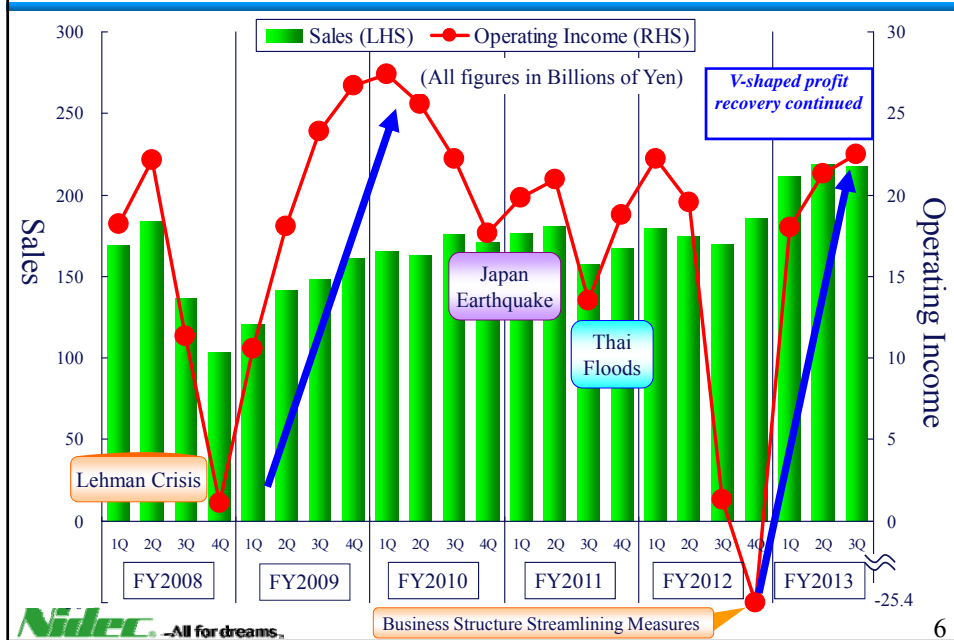
Billions of Yen, expect for EPS, Dividend and FX Rates	As of Apr. 23, 2013	As of Jul. 23, 2013	As of Oct. 22, 2013	As of Jan. 22, 2014
Net Sales	800	820	850	880
Operating Income	70	75	80	85
Operating Income Ratio	8.8%	9.1%	9.4%	9.7%
Income Before Tax	68	73	78	83
Net Income	50	53.5	55	56
EPS (Yen)	371.25	398.72	404.26	411.65
Dividend (Yen)	85	85	90	100
FX Rate (Assumed)	JPY 95/\$ JPY 125/€	2Q onward JPY 95/\$ JPY 125/€	3Q onward JPY 95/\$ JPY 125/€	4Q onward JPY 100/\$ JPY 135/€

Note: Based on the current forecast of sales volume, every one yen appreciation or depreciation against the U.S. dollar and the euro for FY2013 is estimated to have an annualized impact of 6.0 billion yen and 0.77 billion yen on sales, respectively, and 0.8 billion yen and 0.22 billion yen on operating income, respectively.

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Consolidated Quarterly Sales and Operating Income

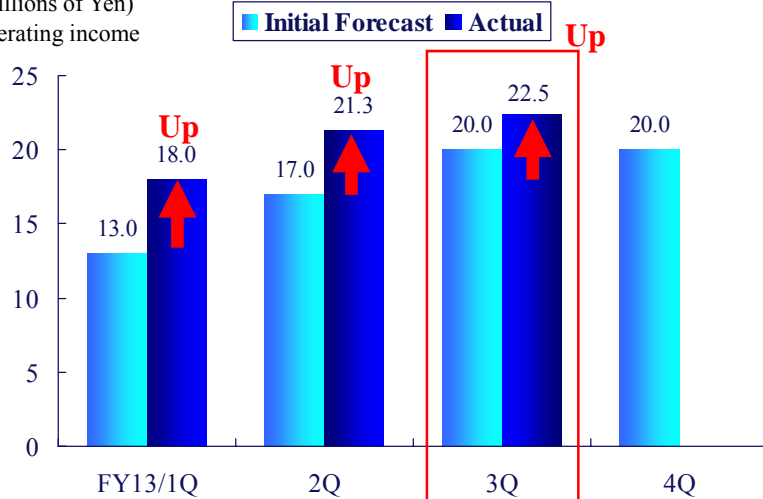


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FY2013 Quarterly Operating Income Forecast

Operating income exceeded initial forecast for 3 quarters in a row

(Billions of Yen)
Operating income



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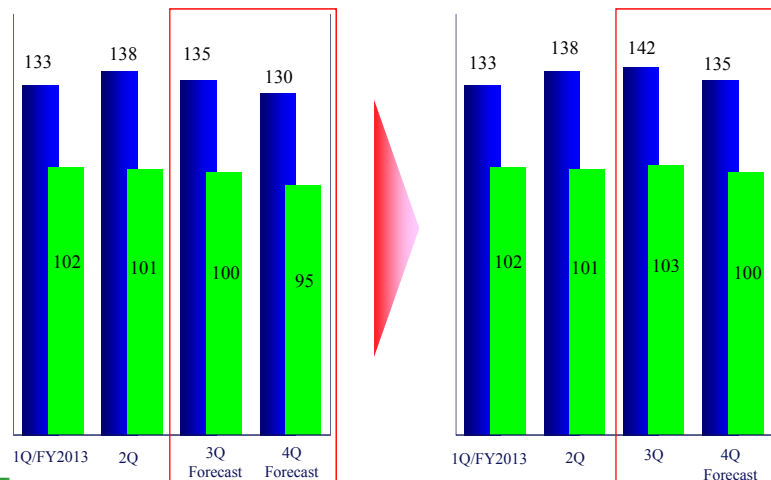
Nidec HDD Motor Shipments Outlook

Shipments exceeded initial expectations on back of forthcoming expiration of Windows XP support and strong gaming market

(All figures in Millions of Units) ■ Global HDD Shipments ■ Nidec HDD Motor Shipments

Previous FY2013 Forecast (Oct. 22, 2013)

Revised FY2013 Forecast (Jan. 22, 2014)



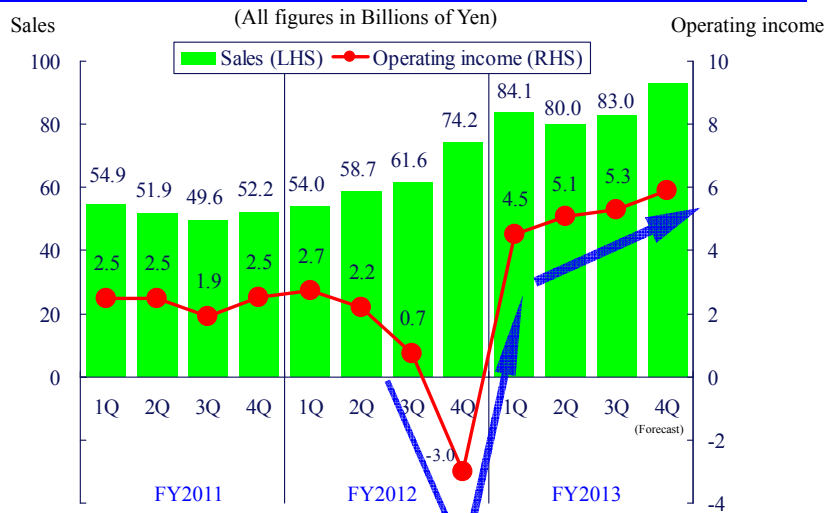
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(Source: Nidec estimates)

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Quarterly Trends and Targets Automotive, Appliance, Commercial and Industrial Products

Aiming to achieve steady quarterly profit increase for FY2013

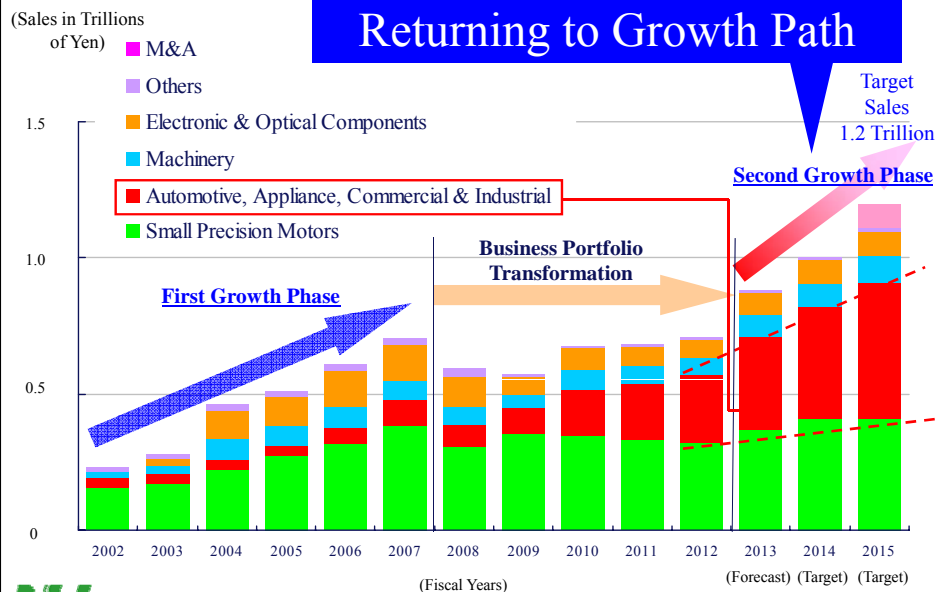


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Growth Acceleration Strategy via Portfolio Transformation

Returning to Growth Path



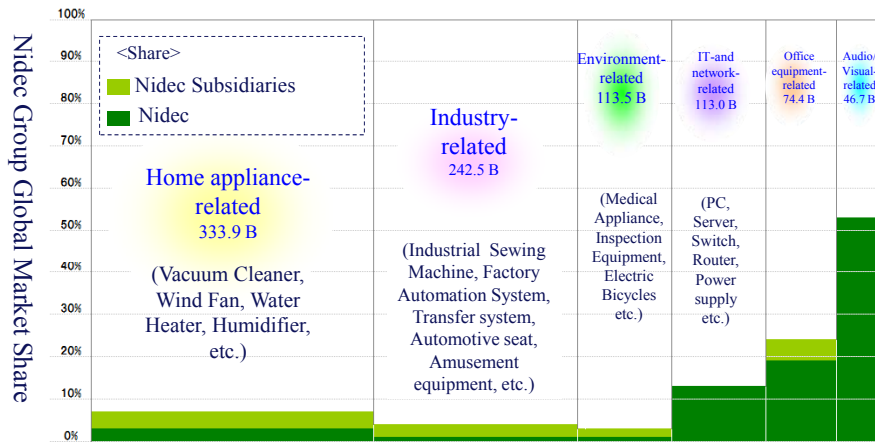
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Strategies for Other Small Motors-1

Nidec Group is estimated to have only 10% share of 900 billion yen global market

<Global Small Motor Market (Approx. 924 billion yen) and Nidec's share>



Global Market Mix (TAM:924 B)

(Source: Nidec estimates)

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Strategies for Other Small Motors-2

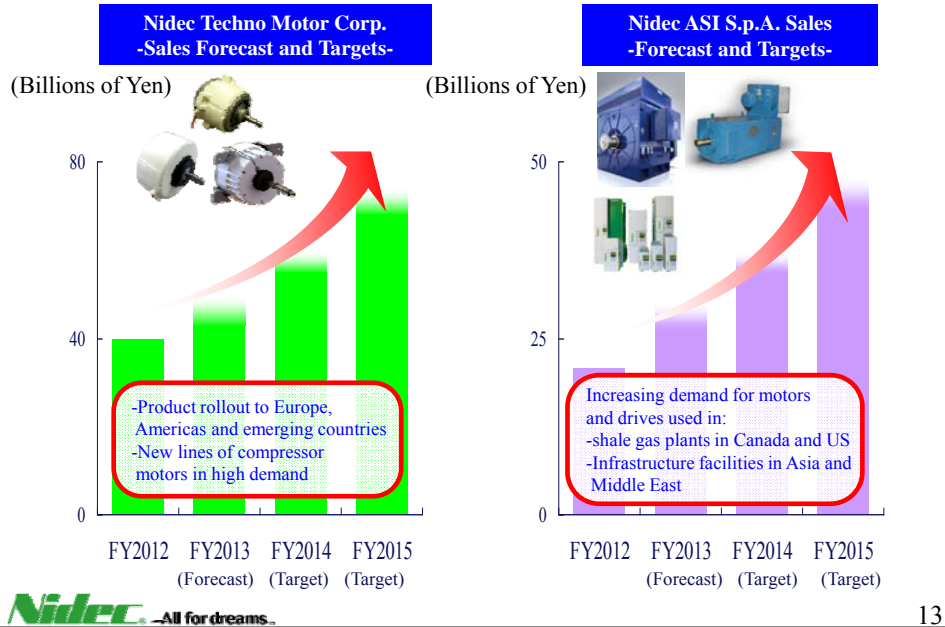
Pursue growth opportunities in Appliance, Industrial, Environmental and ICT products markets



Global Market Mix (TAM:924 B)

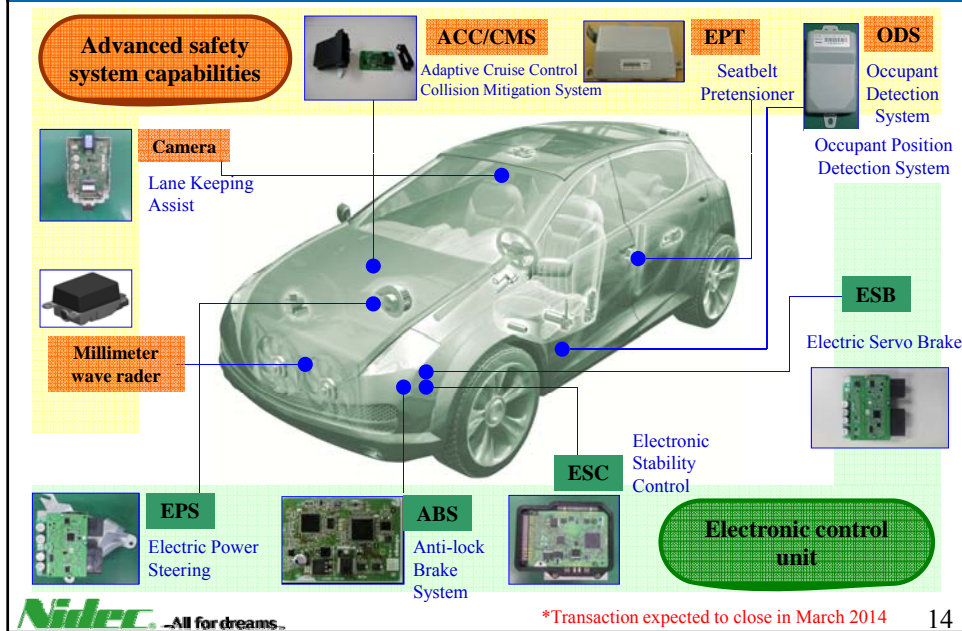
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Robust Order Intake Expected from Air-conditioning and Infrastructure Markets



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Scheduled Purchase of Honda Elesys*



*Transaction expected to close in March 2014

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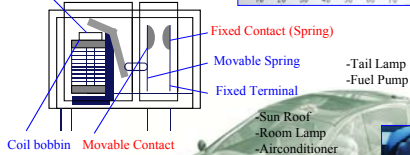
Acquisition of Mitsubishi Material CMI*

Nidec Sankyo's 2nd M&A deal intended for Nidec Group's Automotive market penetration

Relay



Structure of a Relay

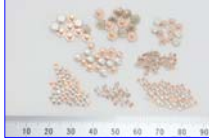


- Tail Lamp
- Fuel Pump
- Sun Roof
- Room Lamp
- Airconditioner
- Head Lamp
- Flasher
- Starter
- Radiator Fan
- Horn
- Power Window
- Door Lock
- Door Mirror

Application for Automotive Relays

On-Off load current control and rotation direction switching

Silveralloy Contacts



Micro Stepping Motors

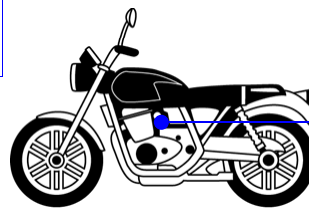


Stepping Motors (Automotive)



For dashboard instrumentation

For idling control valve

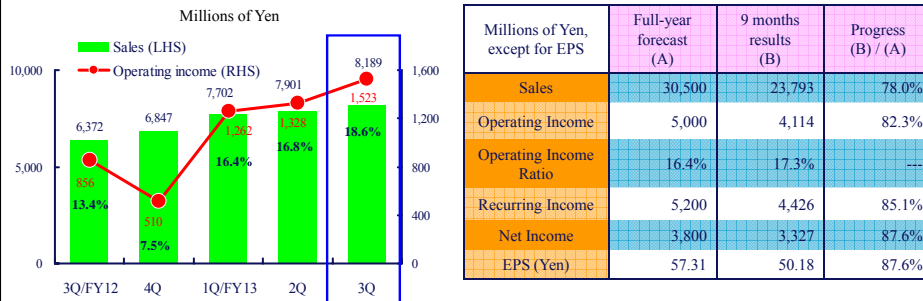


*Renamed Nidec Sankyo CMI Corporation on Jan 1, 2014.

Listed Subsidiaries Performance Highlights



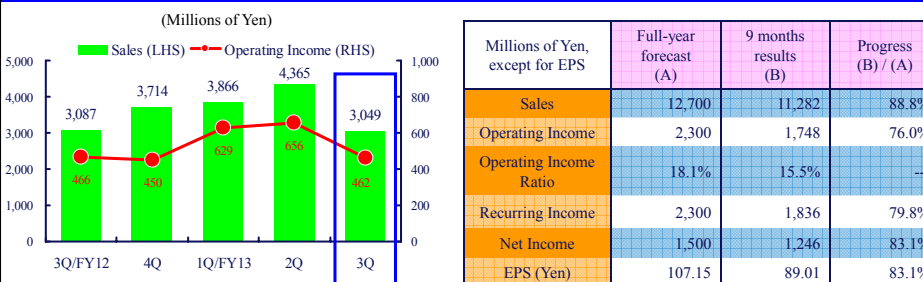
3Q FY2013 Highlights



Millions of Yen, except for EPS	Full-year forecast (A)	9 months results (B)	Progress (B) / (A)
Sales	30,500	23,793	78.0%
Operating Income	5,000	4,114	82.3%
Operating Income Ratio	16.4%	17.3%	---
Recurring Income	5,200	4,426	85.1%
Net Income	3,800	3,327	87.6%
EPS (Yen)	57.31	50.18	87.6%

- Record three month operating income, recurring income and net income, achieving all-time high profit ratios in all three income categories (Operating income ratio 18.6%, up 5.2 points Y/Y and up 1.8 points Q/Q)
- Upward revision to FY2013 guidance (Sales: 29.0 B→30.5 B, Operating Income 4.15 B→5.0B)
- Business expansion and profit enhancement sought through continued streamlining of operations and profit structure

3Q FY2013 Highlights



Millions of Yen, except for EPS	Full-year forecast (A)	9 months results (B)	Progress (B) / (A)
Sales	12,700	11,282	88.8%
Operating Income	2,300	1,748	76.0%
Operating Income Ratio	18.1%	15.5%	---
Recurring Income	2,300	1,836	79.8%
Net Income	1,500	1,246	83.1%
EPS (Yen)	107.15	89.01	83.1%

- Record nine months sales, recurring income and net income
- Sales driven by inspection equipment for printed circuit board used in thin-type semiconductor packages (FC-CSP) and touch panels
 - Increased sales in Taiwan and Korea, accompanied by active customer inquiries in Japan
- A stronger focus on new market exploration in 2014
 - Automotive parts inspection, optical inspection, MEMS probe



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Note: Regarding Company Logo

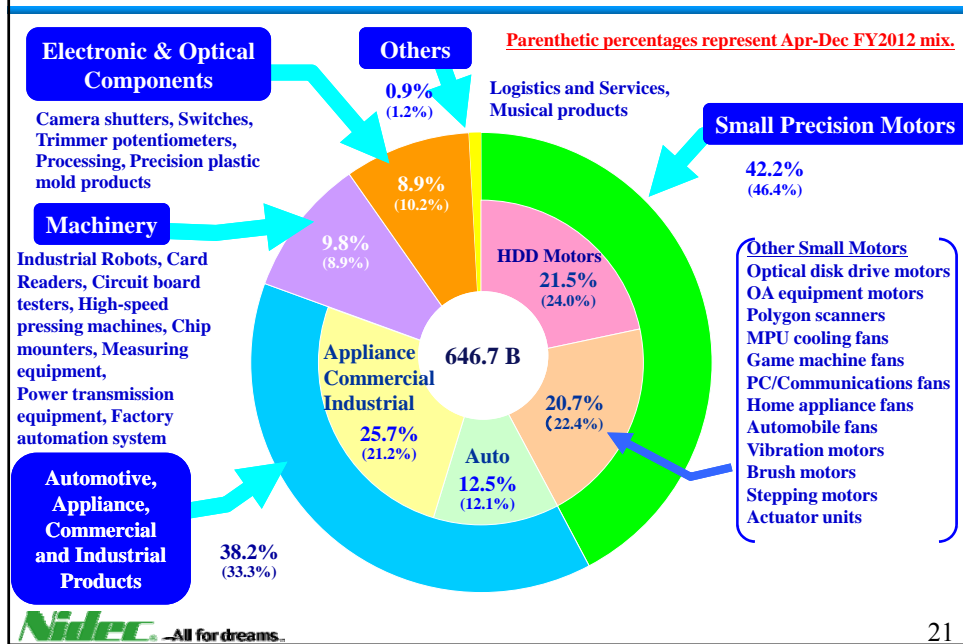
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Appendix

Performance Trend & Product Group Overview

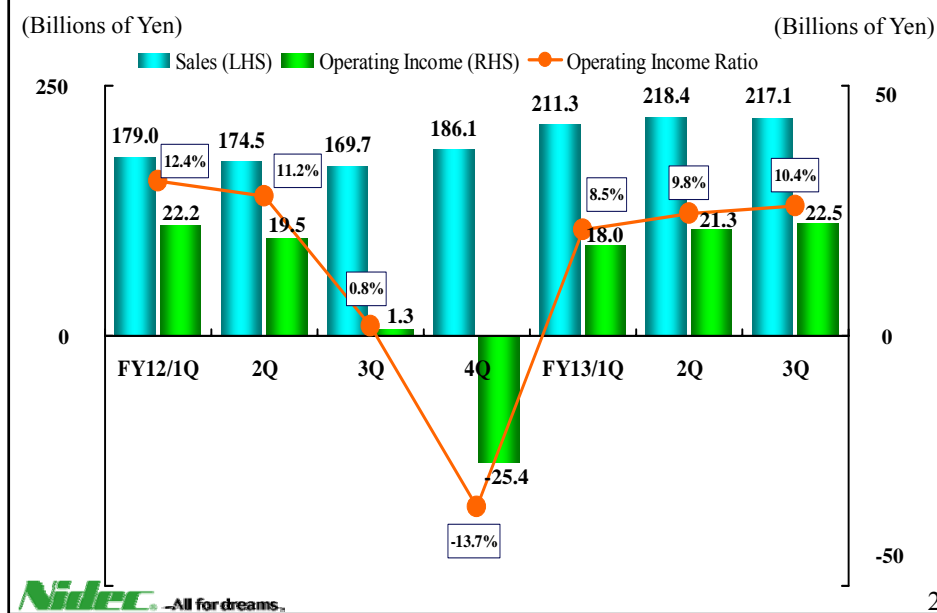


Sales by Product Group (Apr-Dec FY2013)



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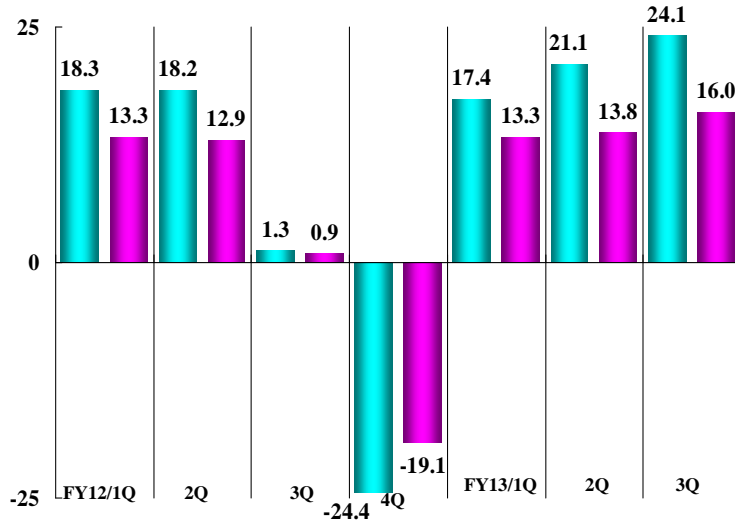
Consolidated Sales & Operating Income



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Consolidated Income Before Tax & Net Income

(Billions of Yen) Consolidated Income Before Tax Consolidated Net Income

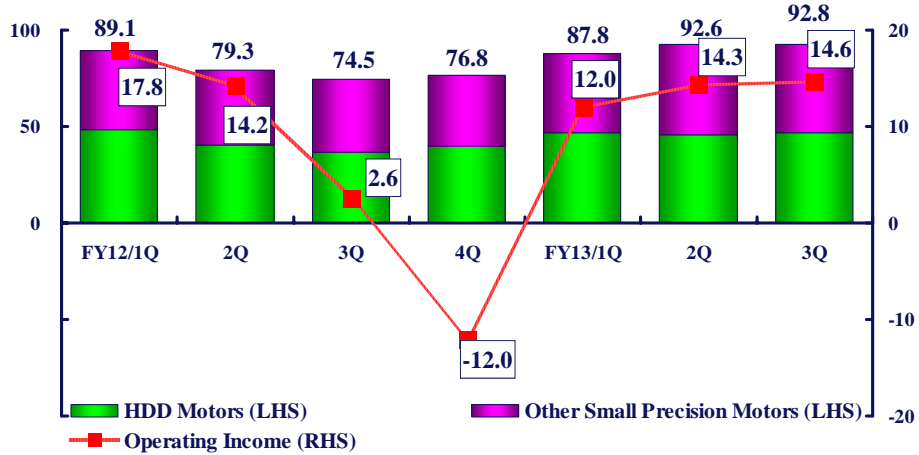


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Small Precision Motors

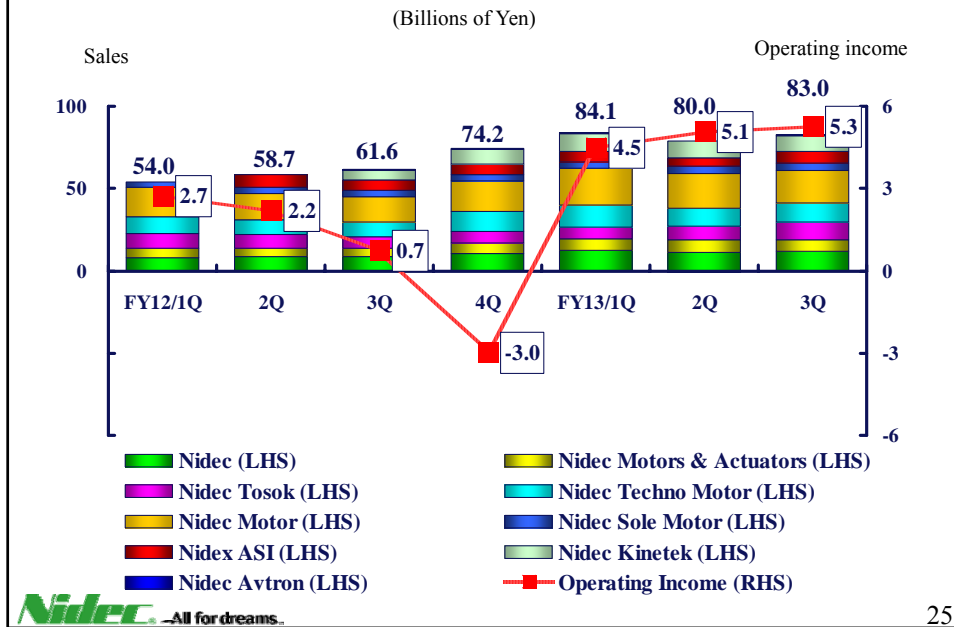
(Billions of Yen) Sales Operating income



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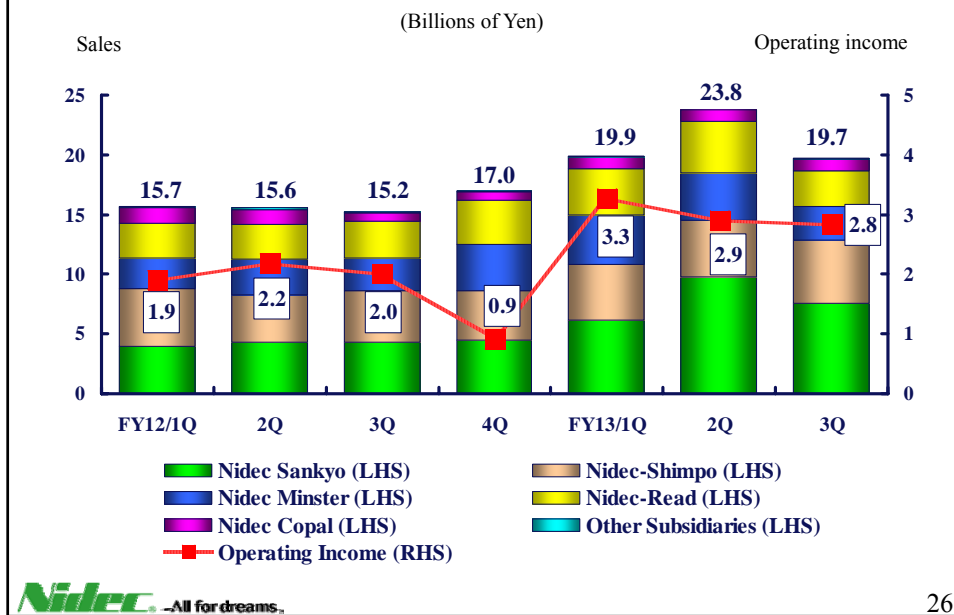
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Automotive, Appliance, Commercial and Industrial Products



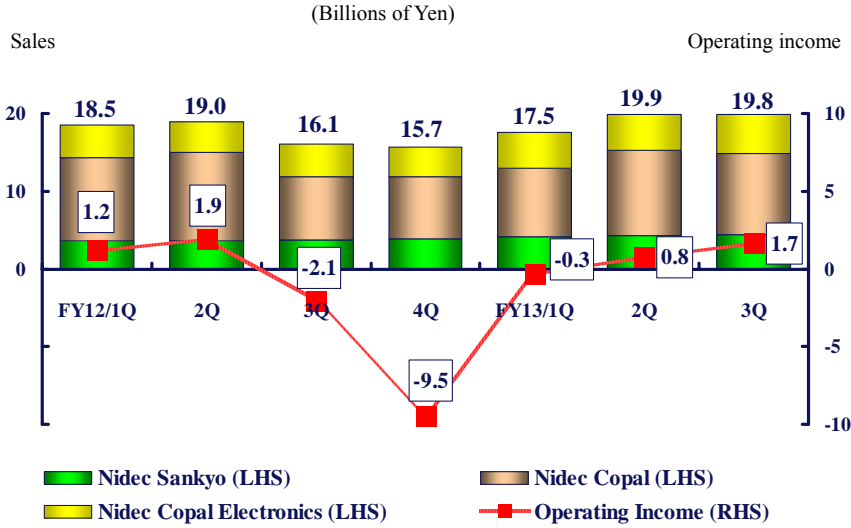
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Machinery



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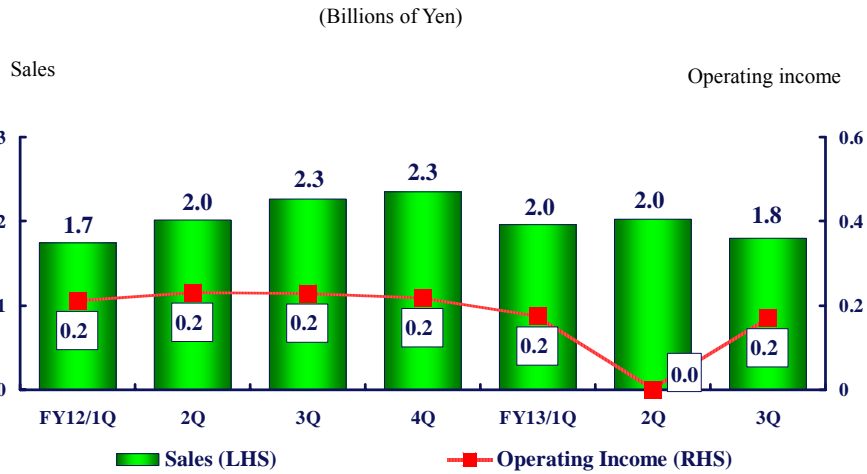
Electronic & Optical Components



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Others



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