

ESG Small Meeting Presentation Material

EMEA Tel: +31-06-8393-1827 E-mail: iwai.yuji@nidec.com

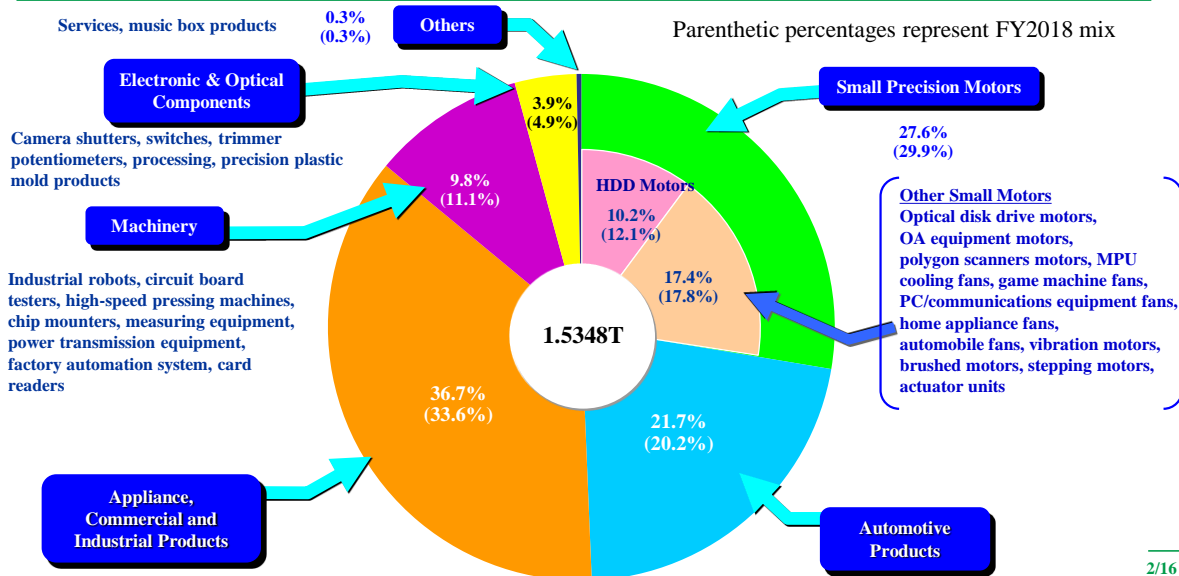
U.S. Tel: +1-212-703-7988 E-mail: nagase.kiyoshi@nidec.com

Japan Tel: +81-75-935-6140 E-mail: ir@nidec.com

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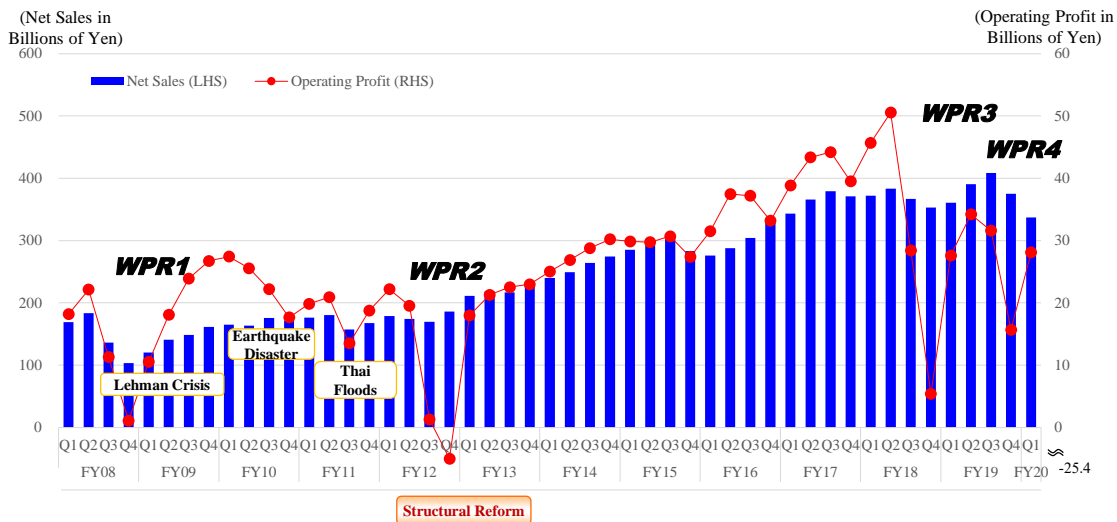
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Sales by Product Group (FY2019)



Consolidated Quarterly Net Sales and Operating Profit

Continuing **WPR4** cost restructuring and preparing for demand recovery



New 5 Big Waves in a Post-Pandemic World



Nidec's business solutions that solve the common problems of humankind

5G & Thermal solutions
(Keywords: Tactile sense, image stabilization and heat ventilation module)

Decarbonization
(Keywords: Drive/Turn/Brake, safety/comfort and thermal management)

Manpower saving
(Keywords: Industrial robots, servicing robots and logistics)

Digital data explosion
(Keywords: High speed / large data, GAFA* and "Stay Home")

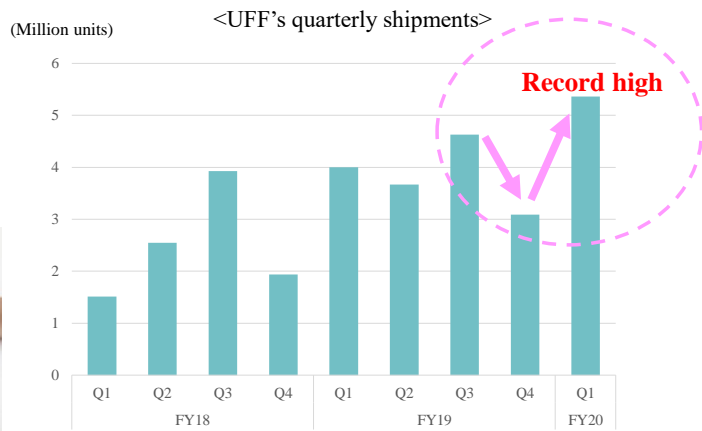
Power saving
(Keywords: Sterilization, hygiene and "Stay Home")

* GAFA: Google, Apple, Facebook and Amazon

Demand for Teleworking



Ultra thin/ultra small fan motor "UltraFlo FDB (UFF)" supports the solid demand for teleworking



Hygiene

Mask fan	Medical respirator
<p>A thin, low-vibration UFF used to assist a mask wearer to breathe</p>	<p>Image of a medical circulator</p> <p>Product overview</p> <p>Applied use of an automotive seat fan</p>

Teleworking

Increasing demand for laptop PCs

The pace of PC replacement demand accelerating due to a growing number of people teleworking

Increasing use of web-conferencing and video-viewing systems

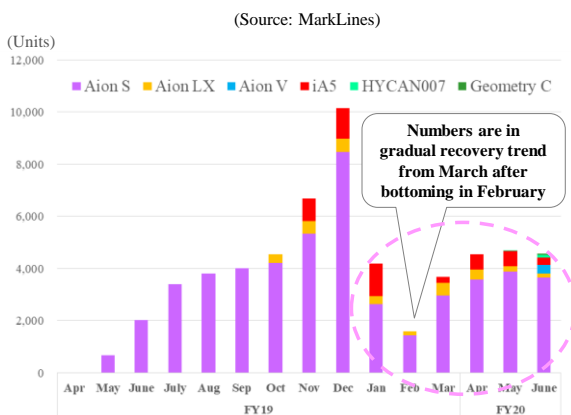
Web-conferencing services	Video-viewing services	Cloud service operators
		<p>Increase in demand for servers</p>

Automotive: Sales of Vehicles with Nidec's E-Axle

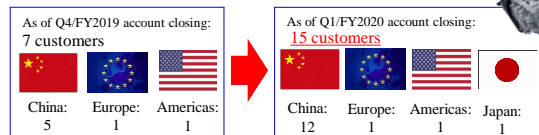


The total number of vehicles using our E-Axle (traction motor system) exceeds 58K units.

<Auto sales of cars adopting Nidec's E-Axle>



Orders for Nidec's E-Axle :



<Car models that use Nidec's E-Axle as of July 1st, 2020>
(In order of launch date)

OEM	Model
GAC New Energy Automobile	Aion S
GAC Toyota Motor	iA5
GAC New Energy Automobile	Aion LX
GAC NIO New Energy Automobile Technology	HYCAN 007
Geely Automobile	Geometry C
GAC New Energy Automobile	Aion V

Geely Automobile's Geometry C adopts Nidec's E-Axle



Geely Automobile's Geometry C

- ✓ Geely Automobile is actively promoting EVs and setting up a joint venture for developing Smart EV in 2020 with Daimler group.
- ✓ New model EV, Geometry C, is the second model to be added to the high-end EV lineup by Geely Automobile, capable of achieving a cruising range of more than 500 km, and great competitiveness is expected as an automatic parking system and the latest intelligent network technology compatible with 5G are installed.
- ✓ Nidec's "E-Axle Ni150Ex" installed in Geometry C is a model that has evolved from the E-Axle that started mass production in April 2019. It contributes greatly to improving the power performance, electricity cost performance, sound and vibration performance and reducing vehicle weight of Geometry C by applying Nidec's unique technologies. (eg: circuit designs, the light, thin, short and small motor structure utilizing the permanent magnet and unique motor oil cooling structure, and the adoption of the second generation inverter.)

(Reference) <https://www.nidec.com/en/product/news/2020/news0527-01/>

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Nidec's E-Axle Drives GAC New Energy Automobile's New EV "Aion V"



GAC New Energy Automobile's Aion V

- ✓ GAC New Energy Automobile Co., Ltd. (GAC NE) is a brand established in 2017 that manufactures electric vehicles under the umbrella of China's GAC Group. GAC NE has grown rapidly and secured a prominent position in the market as the first car in the Aion series—Aion S—has constantly ranked among the best-selling electric vehicles in China since its launch in May 2019.
- ✓ The newly launched Aion V—the third model in the Aion series—is based on GAC NE's aluminum EV platform GEP2.0. The car incorporates a number of new technologies such as 5G connectivity, automatic parking and level 3 autonomous driving based on high-accuracy maps.
- ✓ Nidec's Ni150Ex E-Axle that powers the Aion V has been adopted by 6 different electric vehicle models so far.

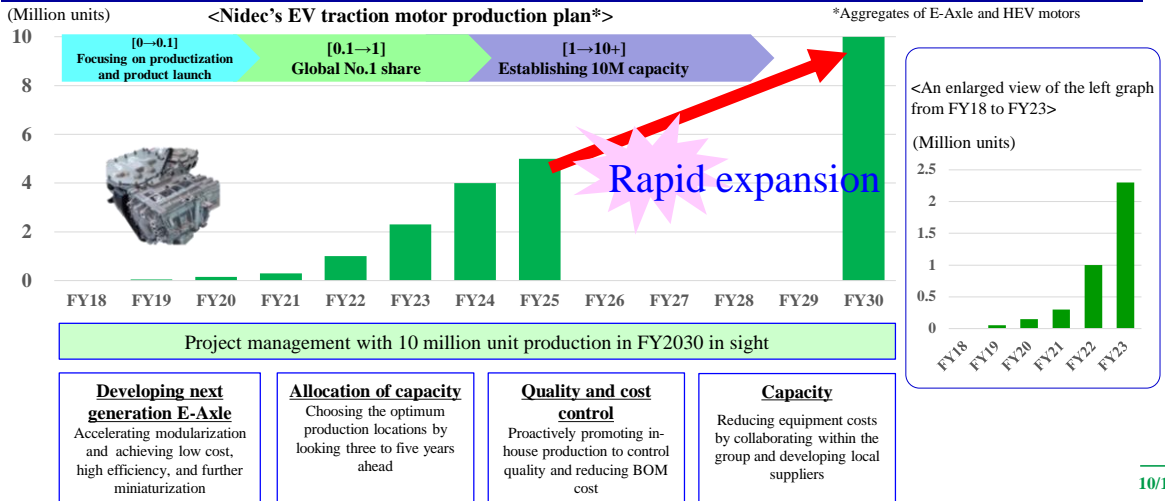
(Reference) <https://www.nidec.com/en/product/news/2020/news0709-01/>

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Traction Motor : Setting Up 10 Million Unit Capacity for FY2030



Preparing for a 10 million unit production in FY2030 by solidifying production and development to capture the rapid increase of demands



Battery Energy Storage Systems that Support the Use of Renewable Energies



Power conversion system essential for BESS



BESS (Battery Energy Storage System) system in Germany



Micro-grid system in Chile



Photovoltaic power generation plant in a suburb of Ciminna, Sicily, Italy

Nidec's Product Line-ups Expanding into Robotics



Service/Communication robots	Commercial/Industrial robots	Logistics/Agricultural fields
Wide angle optical image stabilizer camera module (TiltAC) Tactile device Wide angle camera module TiltAC Module Ultra-flat geared actuator Motor for wheel drive Reducer DC servo module	Wafer/ LCD transfer robot Reducer series LCD panel handling robot Universal AC/ servo drive Robot controller AC servo motor Robot module Frameless motor	Drone motor Automated guided vehicle S-CART Aperture unit for drone Motor for pallet truck Motor for warehouse conveyor Motor for electric counter-balance forklift Motor for electric scissor lift Motor for construction/ mining/ agriculture Geared servo motor

CSR Vision 2020



Priority Issues	Target	KPI	
Environment	Environmental load reduction	Consistent reduction in energy consumptions and environmental emissions attributable to operations	5% reduction (intensity) from FY2015 benchmark
	Environmental contribution through products	Quantitative assessment of product-specific environmental performance	Overall framework in place for measuring total CO ₂ emissions reduced per year
	Environmental conservation	Active participation in local environmental conservation efforts	Specific action program in place at each business unit
Society	Diversity	A diverse workforce and leadership	Specific action program in place at each business unit
	Globally competent talents	Training programs in place on a group-wide basis	Number of program participants or workshops held
Governance	Corporate ethics	Code of Conduct aligned with internationally accepted standards	EICC [®] -based CSR management system covering 80% of operations worldwide
	Internal control	Consistent management soundness and transparency	Strict compliance with internationally accepted corporate governance guidelines
	Risk management	Highly viable risk management procedures implemented on a global basis	Global risk management system adopted by all operations

ESG Initiatives

Environment Climate change initiative SMART2030 taking hold

A 30% cut in operational GHGs* by FY2030 (from FY2017 levels)

*GHG: Greenhouse Gas

SMART2030 (Sustainable Manufacturing And Resilient Tomorrow)

Key Steps

- More energy-efficient operations (LED lighting for new facilities, energy-saving air conditioning, AI-backed manufacturing processes)
- Using renewable sources of energy
 - Draw renewable electricity directly from power suppliers
 - Purchase certified renewable electricity using a Green Power Certification System
 - Generate renewable electricity using solar panels, etc.

Society D&I** Promotion Office launched (April 2020)

**D&I: Diversity & Inclusion

Building strength by leveraging the power of multiple points of view

Key Roles

- Attain productive development based on gender equality and work-life balance by:
 - helping employees enhance work efficiency, improve time management skills, and boost health
 - creating and maintaining career development framework
 - staying committed to the predetermined gender diversity target of women holding at least 8% of managerial positions

Corporate Governance Transition to a company with audit and supervisory committee

5 out of 9 Board seats to be held by external members (including 2 women) upon shareholder approval.

Reinforcing the Board's oversight capability

Key Changes

- | | | | |
|-------------|--|-----------|--|
| <i>From</i> | <ul style="list-style-type: none"> - Board members (Internal: 6, External: 2) - Audit & Supervisory Board members (Internal: 2, External: 3) | <i>To</i> | <ul style="list-style-type: none"> - Board members not serving on Audit and Supervisory Committee (Internal: 2, External: 2) - Board members serving on Audit and Supervisory Committee (Internal: 2, External: 3) |
|-------------|--|-----------|--|

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Nidec's Focus on Employee Health

Aiming to enhance corporate value further through productivity reform by enhancing employees' health, motivating and encouraging employees

Nidec's declaration of health-oriented management

Nidec Group considers its employees' health and satisfaction as its important source of management, and promotes measures to realize "health-oriented management".

Our employees' health is invaluable to themselves and their families. We also consider that our employees challenging proactively and continuing to play an active part will lead to materializing "a company that will last more than 100 years".

We declare to establish "health-oriented management" as the foundations to support the next generation society together with our employees and their families, and aim to become a company where each member continues to give their best performance with passion and enthusiasm.

Founder, Chairman and CEO Shigenobu Nagamori



<Concrete measures>

- **Health Promotion Committee** has been established to facilitate liaising with the management, the corporate health insurance association, industrial doctors and employees.
- In light of reducing the risk of COVID-19 infection, **phased reduction of smoking hours** is under way and total smoking ban on Nidec's premises is expected by the end of FY2021.
- Further improvements and **measures for health promotion** will be implemented through analyses of our employees' health conditions and issues.

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■ Evaluation by Society



FTSE4Good



FTSE Blossom
Japan

2020 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



*Eruboshi certification: A certification by Japan's Ministry of Health, Labour and Welfare for companies with an excellent track record of activities and status to promote the empowering of women.



*Nadeshiko brand: A brand given by Japan's Ministry of Economy, Trade and Industry and Tokyo Stock Exchange to companies with an excellent track record of empowering women.