



## Financial Statements Summary for the Year Ended March 31, 2024 [IFRS] (Consolidated)

April 23, 2024

Company name: NIDEC CORPORATION URL <https://www.nidec.com/en/>  
 Stock listing: Tokyo Stock Exchange - Prime Market  
 Code number: 6594  
 Representative: Shigenobu Nagamori, Founder and Executive Chairman  
 Information on contact: Teruaki Urago, General Manager of the Investor Relations  
 Department Tel: +81-75-935-6140 Mail address: ir@nidec.com  
 Scheduled date of Regular General Meeting of Shareholders: June 18, 2024  
 Scheduled date of filing of Japanese annual securities report: June 19, 2024  
 Scheduled date of dividend payable: June 3, 2024  
 Supplemental materials: Yes  
 Earnings presentation held: Yes

(Amount Unit: Yen in Millions, unless otherwise indicated)  
 (Amounts are rounded to nearest million yen)

### 1. Consolidated Financial Results for the Year Ended March 31, 2024 (April 1, 2023 to March 31, 2024)

#### (1) Consolidated Operating Results

(Percentage represents year-on-year changes)

	Net sales		Operating profit		Profit before income taxes		Profit attributable to owners of the parent		Comprehensive income for the year	
		%		%		%		%		%
For the year ended March 31, 2024	2,348,202	4.7	163,106	63.1	202,919	68.3	125,387	178.9	329,687	115.5
For the year ended March 31, 2023	2,242,824	16.9	100,028	(41.3)	120,540	(29.1)	44,964	(66.9)	152,982	(47.8)

	Earnings per share attributable to owners of the parent-basic (Yen)	Earnings per share attributable to owners of the parent-diluted (Yen)
For the year ended March 31, 2024	218.22	-
For the year ended March 31, 2023	78.12	-

(Reference) Share of net profit (loss) from associate accounting using the equity method:

¥ (7,164) million for the year ended March 31, 2024

¥ (3,905) million for the year ended March 31, 2023

(Notes) "Earnings per share attributable to owners of the parent-basic" and "Earnings per share attributable to owners of the parent-diluted" have been calculated based on figures of "Profit attributable to owners of the parent".

#### (2) Consolidated Financial Position

	Total assets	Total equity	Total equity attributable to owners of the parent	Ratio of total equity attributable to owners of the parent to total assets	Total equity attributable to owners of the parent per share (Yen)
As of March 31, 2024	3,171,535	1,667,797	1,640,795	51.7%	2,855.55
As of March 31, 2023	2,872,749	1,373,654	1,354,465	47.1%	2,356.59

#### (3) Consolidated Cash Flows

	Net cash provided by operating activities	Net cash used in investing activities	Net cash used in financing activities	Cash and cash equivalents at end of year
For the year ended March 31, 2024	321,487	(153,553)	(181,557)	217,005
For the year ended March 31, 2023	143,485	(164,943)	(19,238)	186,098

## 2. Dividends

	Dividends per share (Yen)					Dividends for the year (Total)	Dividend payout ratio (consolidated) (%)	Ratio of total dividends to total equity attributable to owners of the parent (consolidated) (%)
	1st quarter end	2nd quarter end	3rd quarter end	Fiscal year end	Total			
For the year ended March 31, 2023	-	35.00	-	35.00	70.00	40,266	89.6	3.1
For the year ended March 31, 2024	-	35.00	-	40.00	75.00	43,130	34.4	2.9
For the year ending March 31, 2025 (Forecast)	-	40.00	-	40.00	80.00		27.9	

## 3. Forecast of Consolidated Financial Performance for the year ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(Percentage represents year-on-year changes)

	Net sales		Operating profit		Profit before income taxes		Profit attributable to owners of the parent		Earnings per share attributable to owners of the parent-basic
		%		%		%		%	(Yen)
2nd Quarter end	1,140,000	(1.8)	100,000	(13.6)	95,000	(34.6)	74,000	(30.2)	128.79
Fiscal year end	2,400,000	2.2	230,000	41.0	220,000	8.4	165,000	31.6	287.16

### Notes

(1) Changes in Significant Subsidiaries during This Period (changes in “specified subsidiaries” (*tokutei kogaisha*) resulting in the change in scope of consolidation) :None

(2) Changes in Accounting Policies and Changes in Accounting Estimates:

1. Changes in accounting policies required by IFRS : Yes
2. Changes in accounting policies due to other reasons : None
3. Changes in accounting estimates : None

(3) Number of Shares Issued (Ordinary Shares)

1. Number of shares issued at the end of the period (including treasury stock):

As of March 31, 2024: 596,284,468 As of March 31, 2023: 596,284,468

2. Number of treasury stock at the end of the period:

As of March 31, 2024: 21,685,820 As of March 31, 2023: 21,527,674

3. Weighted-average number of shares outstanding during the period:

For the year ended March 31, 2024: 574,599,990 For the year ended March 31, 2023: 575,552,146

(Note) For the basis for calculating earnings per share attributable to owners of the parent-basic, please refer to “7. Earnings per share” on page 28.

\*This annual report is not subject to audit procedures by certified public accountants or an auditing firm.

\*Explanation for appropriate use of forecast and other notes

Forward-looking statements, such as forecast of consolidated financial performance, stated in this document are based on information currently possessed by NIDEC or certain assumptions that NIDEC has deemed as rational. NIDEC cannot make any assurances that the contents mentioned in these forward-looking statements will ever materialize. Actual financial performance could be significantly different from NIDEC’s expectations as a result of various factors. For the assumptions used and other notes, please refer to “1. Overview of Operating Results, Etc. (3). Business Forecasts” on page 12.

In this document, the terms “we”, “us”, “our” and “NIDEC” refer to Nidec Corporation and consolidated subsidiaries or, as the context may require, Nidec Corporation on a non-consolidated basis.

NIDEC finalized the provisional accounting treatment for the business combination in the year ended March 31, 2024. Consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition cost as NIDEC finalized the provisional accounting treatment for the business combination.

Investor presentation materials relating to our financial results for the year ended March 31, 2024 are expected to be published on our corporate website on April 23, 2024.

## **1. Overview of Operating Results, Etc.**

### **(1) Overview of Operating Results for the Year Ended March 31, 2024**

#### **1. Overview of Business Environment for the Year Ended March 31, 2024**

The business environment surrounding NIDEC in FY2023 varied depending on the respective final markets' demands. In the small precision motors business, we had gradual signs of demand recovery relating IT equipment in the latter half of FY2023, although it had experienced a prolonged demand decline after COVID-19. In addition, new business opportunities such as water-cooling modules are emerging with the increase of demand for data centers in the fields of generative AI. In the automotive products business, supply constraints of semiconductors eased and global automobile production was gradually recovering. In the Chinese EV market, where fierce price competition occurs and sound competition is eroded, NIDEC swiftly shifted its strategy to put first priority on our profitability. In the appliance, commercial and industrial products, while demand adjustment in home appliance still continues, demand on replacement with new industrial and infrastructure equipment remains strongly. In the machinery business, the manufacturing industry index has been sluggish amid a prolonged period of economic downturn, and we built a new system to prepare for the upcoming demand recovery.

We promoted Three-new Strategy (new market, new product, new customer) and thorough reduction in material and processing costs as an entire group to provide quality products at appropriate prices to meet market and customer demands, and we renewed the highest record of annual consolidated net sales and profit before income taxes.

## 2. Consolidated Operating Results

### Consolidated Operating Results for the Year Ended March 31, 2024 (“this fiscal year”), Compared to the Year Ended March 31, 2023 (“the previous fiscal year”)

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales	2,242,824	2,348,202	105,378	4.7%
Operating profit	100,028	163,106	63,078	63.1%
Operating profit ratio	4.5%	6.9%	-	-
Profit before income taxes	120,540	202,919	82,379	68.3%
Profit for the year from continuing operations	45,665	126,587	80,922	177.2%
Loss for the year from discontinued operations	(1,983)	(44)	1,939	-
Profit attributable to owners of the parent	44,964	125,387	80,423	178.9%

Consolidated net sales from continuing operations increased 4.7% to ¥2,348,202 million for this fiscal year compared to the previous fiscal year, and we renewed the highest record of annual net sales.

This is because we achieved sales enhancement as a group by responding to the demand of each customer carefully and grasping the waves of growth in detail for each business with sales promotion throughout our global sales network even under the severe environment such as fiercer competition which is over our expectation in Chinese EV market and the continued reconciliation of the demand for home appliances.

Operating profit of this category increased 63.1% to ¥163,106 million, for this fiscal year compared to the previous fiscal year due to taking in the results of continuous reduction in fixed costs steadily in global basis, and steady progress in manufacturing cost and sales price improvement to each component. NIDEC recorded restructuring expenses of approximately ¥59,800 million to ensure financial soundness and future profitability, as it shifted its strategy to prioritize profitability of Battery EV related business.

Profit before income taxes increased 68.3% to ¥202,919 million for this fiscal year compared to the previous fiscal year, and renew the highest record, including a positive effect of the fluctuations of the foreign currency exchange rates by approximately ¥32,700 million.

Profit attributable to owners of the parent increased 178.9% to ¥125,387 million.

The average exchange rate between the Japanese yen and the U.S. dollar for this fiscal year was ¥144.62 to the U.S. dollar, which reflected an approximately 7% depreciation of the Japanese yen against the U.S. dollar compared to the previous fiscal year. The average exchange rate between the Japanese yen and the Euro for this fiscal year was ¥156.80 to the Euro, which reflected an approximately 11% depreciation of the Japanese yen against the Euro compared to the previous fiscal year.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥121,400 million compared to the same period of the previous year.
- Operating profit : Positive effect by approximately ¥8,700 million compared to the same period of the previous year.

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NIDEC finalized the provisional accounting treatment for the business combination in the year ended March 31, 2024. Consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition cost as NIDEC finalized the provisional accounting treatment for the business combination.

## Operating Results by Product Category for This Fiscal Year Compared to the Previous Fiscal Year

### Small precision motors

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	425,333	415,674	(9,659)	(2.3) %
Spindle motors for hard disk drives (HDDs)	78,462	70,608	(7,854)	(10.0) %
Other small precision motors	346,871	345,066	(1,805)	(0.5) %
Operating profit	26,680	37,468	10,788	40.4 %
Operating profit ratio	6.3 %	9.0 %	-	-

Net sales of this category decreased 2.3% to ¥415,674 million for this fiscal year compared to the previous fiscal year.

Net sales of spindle motors for HDDs decreased 10.0% to ¥70,608 million for this fiscal year compared to the previous fiscal year, mainly due to a decrease in the number of units sold. Net sales of other small precision motors decreased 0.5% to ¥345,066 million for this fiscal year compared to the previous fiscal year.

Operating profit of this category increased 40.4% to ¥37,468 million for this fiscal year compared to the previous fiscal year through significant fix cost reductions and cost and price improvements.

We will launch large number of new products such as water-cooling module into the market and accelerate to make this business portfolio high profitable again.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥20,800 million compared to the same period of the previous year.
- Operating profit : Positive effect by approximately ¥1,400 million compared to the same period of the previous year.

### Automotive products

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	519,654	580,909	61,255	11.8 %
Operating (loss)	(42,291)	(31,192)	11,099	-
Operating profit ratio	(8.1) %	(5.4) %	-	-

Net sales of this category increased 11.8% to ¥580,909 million for this fiscal year compared to the previous fiscal year by the impact of recovery in automobile production on a global basis, although NIDEC faced the fiercer competition in Chinese EV market.

In the automotive organic business (existing business), NIDEC promoted a significant reduction in fixed costs even though this business increased profits due to sales expansion. In the Battery EV related business, in addition to further significant reduction in fixed costs, we have shifted the strategy to put first priority on our profitability such as limiting orders for unprofitable models. Along with this, including an impact of recording restructuring costs by approximately ¥59,800 million, operating profit of this category increased ¥11,099 to ¥31,192 million loss for this fiscal year compared to the previous fiscal year.

Regarding Battery EV related business, we made "Re-start" in line with the strategic shift, and the new structure is going smoothly. We will take on the speedy challenges for our future growth that maximizes the our group's inherent strengths.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating loss for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥31,500 million compared to the same period of the previous year.
- Operating loss : Positive effect by approximately ¥300 million compared to the same period of the previous year.

## Appliance, commercial and industrial products

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	913,986	966,082	52,096	5.7 %
Operating profit	70,817	114,874	44,057	62.2 %
Operating profit ratio	7.7 %	11.9 %	-	-

In the Motion & Energy (MOEN) with a focus on industrial related sector, in addition to capturing the tailwinds of expanding power generator and clean energy markets consistently, we expanded new businesses against the backdrop of strong infrastructure related demand despite the continued reconciliation of the demand for home appliances. As a result, net sales of this category increased 5.7% to ¥966,082 million for this fiscal year compared to the previous fiscal year.

In the home appliance related sector, we realized a significant increase not only in sales but also in profit due to fundamental cost structure reform such as a substantial reduction in fixed costs. In the industrial related sector, we also realized a significant increase in profit due to the continuous manufacturing cost and sales prices improvement, in addition to the higher sales. As a result, operating profit of this category increased 62.2% to ¥114,874 million for this fiscal year compared to the previous fiscal year.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥58,600 million compared to the same period of the previous year.
- Operating profit : Positive effect by approximately ¥5,900 million compared to the same period of the previous year.

## Machinery

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	296,482	299,453	2,971	1.0 %
Operating profit	45,485	44,425	(1,060)	(2.3) %
Operating profit ratio	15.3 %	14.8 %	-	-

Net sales of this category increased 1.0% to ¥299,453 million for this fiscal year compared to the previous fiscal year due to sales increase of machine tool and press machine related business and newly consolidated subsidiaries despite lower sales of semiconductor inspection systems, LCD panel handling robots affected by market cycle.

Operating profit of this category decreased 2.3% to ¥44,425 million for this fiscal year compared to the previous fiscal year due to the lower sales.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥8,400 million compared to the same period of the previous year.
- Operating profit : Positive effect by approximately ¥600 million compared to the same period of the previous year.

## Electronic and optical components

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	83,011	81,839	(1,172)	(1.4) %
Operating profit	13,582	13,214	(368)	(2.7) %
Operating profit ratio	16.4 %	16.1 %	-	-

Net sales of this category decreased 1.4% to ¥81,839 million and operating profit of this category decreased 2.7% to ¥13,214 million for this fiscal year compared to the previous fiscal year.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this fiscal year is as follows.

- Net sales : Positive effect by approximately ¥2,100 million compared to the same period of the previous year.
- Operating profit : Positive effect by approximately ¥500 million compared to the same period of the previous year.

## Other products

(Yen in millions)

	For the years ended March 31,		Increase or decrease	Ratio of change
	2023	2024		
Net sales to external customers	4,358	4,245	(113)	(2.6) %
Operating profit	474	349	(125)	(26.4) %
Operating profit ratio	10.9 %	8.2 %	-	-

Net sales of this category decreased 2.6% to ¥4,245 million and operating profit of this category decreased 26.4% to ¥349 million for this fiscal year compared to the previous fiscal year.

**Consolidated Operating Results for the Three Months Ended March 31, 2024 (“4Q”), Compared to the Previous Three Months Ended December 31, 2023 (“3Q”)**

*(Yen in millions)*

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales	594,026	593,514	(512)	(0.1) %
Operating profit (loss)	53,547	(6,172)	(59,719)	-
Operating profit ratio	9.0%	(1.0) %	-	-
Profit before income taxes	48,393	9,218	(39,175)	(81.0) %
Profit (Loss) for the period from continuing operations	40,267	(20,629)	(60,896)	-
Loss for the period from discontinued operations	(7)	(23)	(16)	-
Profit (Loss) attributable to owners of the parent	39,834	(20,492)	(60,326)	-

Consolidated net sales from continuing operations decreased 0.1% to ¥593,514 million for 4Q compared to 3Q under the situation that the business environment varied depending on the respective final markets' demands.

NIDEC reported restructuring expenses of approximately ¥59,800 million to ensure financial soundness and future profitability, as it shifted its strategy to prioritize profitability of Battery EV related business. As a result, operating profit (loss) of this category decreased ¥59,719 million to ¥6,172 million for 4Q compared to 3Q.

Profit before income taxes decreased ¥39,175 million to ¥9,218 million for 4Q compared to 3Q including a positive effect of the fluctuations of the foreign currency exchange rates by approximately ¥13,200 million. Profit (Loss) attributable to owners of the parent decreased ¥60,326 million to ¥20,492 million for 4Q compared to 3Q.

The average exchange rate between the Japanese yen and the U.S. dollar for this quarter was ¥148.61 to the U.S. dollar, which reflected an approximately 1% appreciation of the Japanese yen against the U.S. dollar compared to 3Q. The average exchange rate between the Japanese yen and the Euro for this quarter was ¥161.31 to the Euro, which reflected an approximately 1% appreciation of the Japanese yen against the Euro compared to 3Q.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating loss for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥12,900 million compared to 3Q.
- Operating loss : Positive effect by approximately ¥1,200 million compared to 3Q.

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NIDEC finalized the provisional accounting treatment for the business combination in the year ended March 31, 2024. Condensed quarterly consolidated financial statements for the three months ended December 31, 2023 reflect the revision of the initially allocated amounts of acquisition cost as NIDEC finalized the provisional accounting treatment for the business combination.



## Operating Results by Product Category for 4Q Compared to 3Q

### Small precision motors

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	112,013	96,583	(15,430)	(13.8) %
Spindle motors for hard disk drives (HDDs)	19,041	22,512	3,471	18.2 %
Other small precision motors	92,972	74,071	(18,901)	(20.3) %
Operating profit	12,992	7,451	(5,541)	(42.6) %
Operating profit ratio	11.6 %	7.7 %	-	-

Net sales of this category decreased 13.8% to ¥96,583 million for 4Q compared to 3Q.

Net sales of spindle motors for HDDs increased 18.2% to ¥22,512 million for 4Q compared to 3Q because of increased demand on HDDs for servers. Net sales of other small precision motors decreased 20.3% to ¥74,071 million for 4Q compared to 3Q, influenced by low demand on smartphone related products in China and other seasonal factors.

Operating profit of this category decreased 42.6% to ¥7,451 million for 4Q compared to 3Q, mainly due to significant sales decrease of other small precision motors, although NIDEC implemented thorough reductions in fixed costs, material and processing costs, through productivity improvement, and tenacious sales price improvement.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥2,400 million compared to 3Q.
- Operating profit : Positive effect by approximately ¥200 million compared to 3Q.

### Automotive products

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	151,990	146,743	(5,247)	(3.5) %
Operating profit (loss)	6,104	(53,659)	(59,763)	-
Operating profit ratio	4.0 %	(36.6) %	-	-

Net sales of this category decreased 3.5% to ¥146,743 million for 4Q compared to 3Q mainly because we have shifted the strategy of Battery EV related business to put first priority on our profitability such as limiting orders for unprofitable models.

Operating profit (loss) of this category decreased ¥59,763 million to ¥53,659 million for 4Q compared to 3Q as a result of recording restructuring costs by approximately ¥59,800 million, occurred from strategy shift in Battery EV related business.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating loss for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥2,900 million compared to 3Q.
- Operating loss : Positive effect by approximately ¥200 million compared to 3Q.

## Appliance, commercial and industrial products

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	237,528	248,891	11,363	4.8 %
Operating profit	27,358	28,892	1,534	5.6 %
Operating profit ratio	11.5 %	11.6 %	-	-

Net sales of this category increased 4.8% to ¥248,891 million for 4Q compared to 3Q due to sales increase of industrial motors for power generators, although there was the continued reconciliation of the demand for home appliances.

Operating profit of this category increased 5.6% to ¥28,892 million for 4Q compared to 3Q mainly due to sales increase of appliance, commercial and industrial products.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥6,400 million compared to 3Q.
- Operating profit : Positive effect by approximately ¥800 million compared to 3Q.

## Machinery

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	71,683	81,325	9,642	13.5 %
Operating profit	8,192	12,849	4,657	56.8 %
Operating profit ratio	11.4 %	15.8 %	-	-

Net sales of this category increased 13.5% to ¥81,325 million for 4Q compared to 3Q mainly due to the impact of the newly consolidated subsidiaries and sales increase of LCD panel handling robot.

Operating profit of this category increased 56.8% to ¥12,849 million for 4Q compared to 3Q due to sales increase and temporary revenue from selling fixed assets, occurred from consolidation and optimization of production bases to pursue synergies in machine tool business.

Effect of the fluctuations of the foreign currency exchange rates to net sales and operating profit for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥900 million compared to 3Q.
- Operating profit : Positive effect by approximately ¥100 million compared to 3Q.

## Electronic and optical components

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	19,768	19,085	(683)	(3.5) %
Operating profit	3,203	2,188	(1,015)	(31.7) %
Operating profit ratio	16.2 %	11.5 %	-	-

Net sales of this category decreased 3.5% to ¥19,085 million for 4Q compared to 3Q.

Operating profit of this category decreased 31.7% to ¥2,188 million for 4Q compared to 3Q.

Effect of the fluctuations of the foreign currency exchange rates to net sales for this three-month period (4Q) is as follows.

- Net sales : Positive effect by approximately ¥200 million compared to 3Q.

## Other products

(Yen in millions)

	For the three months ended		Increase or decrease	Ratio of change
	December 31, 2023	March 31, 2024		
Net sales to external customers	1,044	887	(157)	(15.0) %
Operating profit	36	74	38	105.6 %
Operating profit ratio	3.4 %	8.3 %	-	-

Net sales of this category decreased 15.0% to ¥887 million and operating profit of this category increased 105.6% to ¥74 million for 4Q compared to 3Q.

## (2) Financial Position

(Yen in millions)

	As of March 31, 2023	As of March 31, 2024	Increase or decrease
Total assets	2,872,749	3,171,535	298,786
Total liabilities	1,499,095	1,503,738	4,643
Total equity attributable to owners of the parent	1,354,465	1,640,795	286,330
Interest-bearing debt *1	705,349	600,899	(104,450)
Net interest-bearing debt *2	519,251	383,894	(135,357)
Debt ratio (%) *3	24.6	18.9	(5.7)
Debt to equity ratio (“D/E ratio”) (times) *4	0.52	0.37	(0.15)
Net D/E ratio (times) *5	0.38	0.23	(0.15)
Ratio of total equity attributable to owners of the parent to total assets (%) *6	47.1	51.7	4.6

(Notes) \*1. Interest-bearing debt: The sum of “short term borrowings”, “long term debt due within one year” and “long term debt” on the consolidated statements of financial position

\*2. Net interest-bearing debt: Interest-bearing debt less “cash and cash equivalents”

\*3. Debt ratio: Interest-bearing debt divided by total assets

\*4. D/E ratio: Interest-bearing debt divided by total equity attributable to owners of the parent

\*5. Net D/E ratio: Net interest-bearing debt divided by total equity attributable to owners of the parent

\*6. Ratio of total equity attributable to owners of the parent to total assets: Total equity attributable to owners of the parent divided by total assets

Total assets increased ¥298,786 million to ¥3,171,535 million as of March 31, 2024 compared to March 31, 2023. This was mainly due to an effect of the fluctuations of the foreign currency exchange rates. Trade and other receivables increased ¥79,707 million, property, plant and equipment increased ¥41,531 million, and inventories increased ¥37,427 million.

Total liabilities increased ¥4,643 million to ¥1,503,738 million as of March 31, 2024 compared to March 31, 2023. Mainly due to an effect of the fluctuations of the foreign currency exchange rates, trade and other receivables increased ¥33,972 million and income tax payables and other current liabilities also increase. On the other hand, Interest-bearing debt decreased ¥104,450 million (14.8% decrease compared to March 31, 2023). Although, Interest-bearing debt tends to increase due to an effect of the fluctuations of the foreign currency exchange rates, specifically, short term borrowings decreased ¥116,325 million to ¥42,954 million, long term debt due within one year increased ¥83,363 million to ¥143,128 million and long term debt decreased ¥71,488 million to ¥414,817 million as of March 31, 2024 compared to March 31, 2023.

As a result, net interest-bearing debt decreased ¥135,357 million to ¥383,894 million as of March 31, 2024 from ¥519,251 million as of March 31, 2023, which induces the effect that cash and cash equivalents increased ¥30,907 million. The debt ratio that includes lease liabilities decreased to 18.9% as of March 31, 2024 from 24.6% as of March 31, 2023. The D/E ratio decreased to 0.37 times as of March 31, 2024 from 0.52 times as of March 31, 2023. The net D/E ratio decreased to 0.23 times as of March 31, 2024 from 0.38 times as of March 31, 2023.

Total equity attributable to owners of the parent increased ¥286,330 million to ¥1,640,795 million as of March 31, 2024 compared to March 31, 2023. This was resulted from increases of ¥194,516 million in other components of equity mainly due to increases of foreign currency translation adjustments. Ratio of total equity attributable to owners of the parent to total assets increased to 51.7% as of March 31, 2024 from 47.1% as of March 31, 2023.

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NIDEC finalized the provisional accounting treatment for the business combination in the year ended March 31, 2024. Consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition cost as NIDEC finalized the provisional accounting treatment for the business combination.

## Overview of Cash Flow

(Yen in millions)

	For the years ended March 31,		Increase or decrease
	2023	2024	
Net cash provided by operating activities	143,485	321,487	178,002
Net cash used in investing activities	(164,943)	(153,553)	11,390
Free cash flow *1	(21,458)	167,934	189,392
Net cash used in financing activities	(19,238)	(181,557)	(162,319)

(Note) \*1. Free cash flow: The sum of “net cash provided by operating activities” and “net cash used in investing activities”.

Net cash provided by operating activities for the years ended March 31, 2024 came to a net cash inflow of ¥321,487 million. Compared to the previous fiscal year, the net cash inflow from provided by operating activities for the years ended March 31, 2024 increased ¥178,002 million mainly due to profit for the period from continuing operations increased by ¥80,922 million to ¥126,587 million and promoted efficiency of working capital by reducing inventories and strengthening to collect trade receivables.

Net cash used in investing activities amounted to ¥153,553 million mainly due to additions to property, plant and equipment of ¥112,049 million and acquisitions of mainly Takisawa Machine Tool Co., Ltd. of ¥17,745 million and other factors. Net cash used in investing activities decreased by ¥11,390 million compared to the previous fiscal year.

As a result, we had a positive free cash flow of ¥167,934 million for the years ended March 31, 2024, an increase of ¥189,392 million compared to the previous fiscal year.

Net cash used in financing activities for the years ended March 31, 2024 came to a net cash out flow of ¥181,557 million for this period, an increase of ¥162,319 million compared to the previous fiscal year. This is due to repayment for interest-bearing debt of ¥189,273 million, mainly for redemption of corporate bonds and short term borrowings, and the payments of dividends to the owners of the parent of ¥40,227 million, despite the financing of ¥50,000 million by long term-debt.

As a result of the aforementioned factors and the impact of foreign exchange rates, the balance of cash and cash equivalents as of March 31, 2024 increased by ¥30,907 million to ¥217,005 million from March 31, 2023.

## Reference:

	As of March 31, 2023	As of March 31, 2024
Ratio of total equity attributable to owners of the parent to total assets (%)(*1)	47.1	51.7
Total market value of NIDEC's shares to total assets (%)(*2)	136.9	111.1
Interest-bearing debt to net cash provided by operating activities (years) (*3)	4.9	1.9
Interest coverage ratio (times) (*4)	12.6	15.9

(Notes) \*1. Ratio of total equity attributable to owners of the parent to total assets: Total equity attributable to owners of the parent divided by total assets

\*2. Total market value of NIDEC's shares to total assets: Total market value of NIDEC's shares (1) divided by total assets

\*3. Interest-bearing debt to net cash provided by operating activities: Interest-bearing debt (2) divided by net cash provided by operating activities

\*4. Interest coverage ratio: Net cash provided by operating activities divided by interest payments (3)

(1) Total market value: Closing stock price at fiscal year end (TSE) multiplied by the number of shares issued at fiscal year end (excluding treasury stock)

(2) Interest-bearing debt: The sum of “short term borrowings”, “long term debt due within one year” and “long term debt” on the consolidated statements of financial position

(3) Interest payments: “Interests paid” on the consolidated statements of cash flows

### (3) Business Forecasts

The IMF forecasts the global economic growth rate to remain almost flat, changing from 3.1% in 2023 to 3.2% in 2024 and 2025. The business environment surrounding NIDEC varies depending on the respective final markets' demands. NIDEC has gradual signs of demand recovery relating IT equipment, although it had experienced a demand decline after COVID-19 until the latter half of FY2023. In addition, new business opportunities such as water-cooling modules are emerging with the increase of demand for data centers in the fields of generative AI. In the automotive market, supply constraints of semiconductors have eased and global automobile production has been gradually recovering. In the Chinese EV market, where healthy competition is eroded due to intense price competition, NIDEC swiftly shifted its strategy to prioritize profitability ahead of others. While demand adjustment in home appliance still continues, demand on replacement with new industrial and infrastructure equipment remains strongly. The manufacturing industry index has been sluggish amid a prolonged period of economic downturn, and there are signs of demand recovery.

Regarding Battery EV related business for China, NIDEC shifted its strategy to prioritize profitability and made "Re-start" for the future growth. As for Europe, NIDEC will start mass production of traction motor systems in FY2024. In the generative AI related business, NIDEC will expand its production capacities of water-cooling modules for data centers. NIDEC continues to implement Three News Activity (exploring new markets, developing new products, and acquiring new customers) and cost reduction thoroughly.

The forecasts for the year ending March 31, 2025 described below are prepared based on an assumption that exchange rates are US\$1 = ¥145 and €1 = ¥155.

#### Forecast of Consolidated Financial Performance for the Year Ending March 31, 2025

Net sales	¥2,400,000 million	(102.2% compared to the previous fiscal year)
Operating profit	¥230,000 million	(141.0% compared to the previous fiscal year)
Profit before income taxes	¥220,000 million	(108.4% compared to the previous fiscal year)
Profit attributable to owners of the parent	¥165,000 million	(131.6% compared to the previous fiscal year)

#### Forecast of Consolidated Financial Performance for the Six Months Ending September 30, 2024

Net sales	¥1,140,000 million	(98.2% compared to the same period of the previous fiscal year)
Operating profit	¥100,000 million	(86.4% compared to the same period of the previous fiscal year)
Profit before income taxes	¥95,000 million	(65.4% compared to the same period of the previous fiscal year)
Profit attributable to owners of the parent	¥74,000 million	(69.8% compared to the same period of the previous fiscal year)

(Notes) 1. Consolidated performance is based on IFRS.

2. The calculations for the conversion of Asian currencies into Japanese yen also used the exchange rates, US\$1 = ¥145 and €1 = ¥155.

#### Cautionary Note Regarding Forward-Looking Statements

Forward-looking statements, such as forecast of consolidated financial performance, stated in this document are based on information currently possessed by NIDEC or certain assumptions that NIDEC has deemed as rational. NIDEC cannot make any assurances that the contents mentioned in these forward-looking statements will ever materialize. Actual financial performance could be significantly different from NIDEC's expectations as a result of various factors.

#### **(4) Basic Policy on Profit Distribution and Dividends for This Fiscal Year and the Next Fiscal Year**

From the standpoint of upholding shareholder-oriented management, we strive to make the efforts mandated by our shareholders; namely, we strive to present a vision for the future that is reflective of our constant and vigilant attention to the changing times with contributing to the Earth by producing the highest quality motors in the world as a global company that grows sustainably for the next 100 years and beyond. Fundamental to this stance of ours is our untiring and enduring commitment to growth. In our policy on profit distribution as well, we place importance on maintaining stable dividends, targeting a dividend payout ratio to around 30% of our consolidated profit for the year, and strive to improve dividends while keeping them commensurate with consolidated profit for the year.

At the same time, we work to improve revenues by utilizing internal reserves to further strengthen our operational structure and invest in business expansion.

##### 1. Dividends for this fiscal year: Year-end dividend of ¥40 per share and annual dividend of ¥75 per share

The dividends for the year ended March 31, 2024 comprises, in addition to the interim dividend of ¥35 per share already paid, the scheduled year-end dividend of ¥40 per share. As a result, annual dividends are ¥75 per share, which makes the dividend payout ratio for this fiscal year, which is obtained by dividing total dividends for the year by profit for the year attributable to owners of the parent, 34.4%.

##### 2. Dividends for the next fiscal year: Forecasted full-year dividend of ¥80 (an interim dividend of ¥40 per share and a year-end dividend of ¥40 per share)

Our current dividend forecast for the year ending March 31, 2025 is an annual dividend of ¥80 per share, comprising an interim dividend of ¥40 per share and a year-end dividend of ¥40 per share. Based on current forecasts, the dividend payout ratio for the fiscal year ending March 31, 2025, which is obtained as described above, is 27.9%.

## **2. Management Policies, Business Environment, and Challenges**

### **(1) Basic Management Policies**

For celebrating our 50th anniversary in July 2023, NIDEC established the “New Corporate Philosophies” with a view of growing sustainably for the next 100 years and beyond. The “New Corporate Philosophies” is based on NIDEC’s policy. The “New Corporate Philosophies” includes the values, code of conduct, and action guidelines that have been the source of NIDEC’s 50-year growth, and clearly defines the purpose of NIDEC’s growth and the significance of its existence as the "Mission". NIDEC newly established the "Vision" that NIDEC is the world’s leading solution-providing business group for solving numerous problems for the people in the world.

The "Mission" and "Vision" are as follows:

"Mission":

- We contribute to the Earth by producing the highest quality motors in the world.

(All NIDEC employees work to the very best of their ability to send motors into the world. It is with these motors and other products we make that we solve various issues such as the conservation of the global environment, and contribute to making better lives for people all over the world.)

"Vision":

- NIDEC is a global company that grows sustainably for the next 100 years and beyond.
- NIDEC is the world’s leading solution-providing business group that solves numerous problems for the people in the world.

Under these circumstances, we have set a new medium-term strategic target for fiscal year 2025 (Vision2025) and aim to be a growing company that is strongly adapted to changes in the business environment.

The outline is as follows.

FY2023 to FY2025

- 1) Target for consolidated net sales : ¥4 trillion
- 2) Productivity improvement : To double sales and profit per employee

3) ROIC (Return On Invested Capital) : over 15%

4) To be a top-rated ESG company

- Address social issues with accumulated skills of creating the world's first and No.1 product
- Promote ESG management centered on carbon neutrality
- Strengthen unified organization of Nidec group and its governance

To incorporate ESG-related items as additional targets and ensure sustainability in each of our business operations, NIDEC has identified five key materiality issues based on the mid- to long-term perspectives of internal and external stakeholders. NIDEC has been actively and sustainably working on improvement activities such as “realizing a decarbonized society,” “respecting human rights and promoting proper labor practices,” and “securing and developing internationally competitive talent.” In “realizing a decarbonized society,” NIDEC has set a goal to achieve carbon neutral for Scope 1 and 2 in FY2040, and has been promoting CO2 reduction activities. In February 2024, these efforts are evaluated and NIDEC obtained a B score from CDP, an international non-governmental organization focusing on climate change.

In March 2024, NIDEC also has set new medium- to long-term goals for a reduction of CO2 emissions. NIDEC aims to achieve net-zero CO2 emissions for our whole supply chain by FY2050. And by FY2030, NIDEC will reduce emissions in Scope 1 and 2 by 42%, and in Scope 3 by 25% compared to FY2022. These goals are aligned with the levels set by the Paris Agreement adopted at COP21 in 2015. In order to reduce CO2 emissions in our business operations, NIDEC will actively implement renewable energy solutions and adopt energy-saving measures. Additionally, using NIDEC's expertise in light, thin, short, and small technologies, NIDEC will work for reducing CO2 emissions in our supply chain by developing resource- and energy-efficient products.



## **(2) Business Environment and NIDEC's Medium- to Long-term Business Strategies**

Currently, NIDEC believes we can provide solutions to common problems of humankind in the five fields of "decarbonization," "manpower saving," "power saving," "5G & thermal solutions," and "digital data explosion." NIDEC will concentrate management resources in the fields such as "automotive electrification," "expansion of robot applications," and "increased demand for high-efficiency motors," in which solutions to common problems of humankind such as CO2 emissions control, labor shortage and power saving are required.

### **1. Small precision motors**

This segment has HDD motors business and other small motor business. HDD is mainly used in personal computers, servers and many other kinds of information-processing equipment, and the HDD motor serves as the heart of the HDDs. HDD market for PC is not expected to grow significantly due to the spread of new IT terminals such as tablets and smartphones. On the other hand, the shift to big data will be accelerated, as there will be increasing demands for high-quality and high-capacity of images and videos and the spread of social media and games. The increase in the demand for storage capacity is expected to keep the demand for HDD motors for servers and other equipment stable.

As for other small motors, there are expected growth opportunities in fields such as "next-generation technologies arising from 5G communication," "brushless DC motorization of home appliances," and "small mobility." When 5G communications become the mainstream, the communication speed will be faster by 100 times and the communication capacity will increase by 1,000 times. However, due to the high-speed processing of enormous amounts of data, demand for thermal management, such as heat dissipation and cooling, will further increase, as high temperatures are generated in CPUs (central processing units) and electronic circuits. To meet this demand, NIDEC provides thermal module products that combine heat sinks, heat pipes, vapor chambers, and others. In addition, new business opportunities such as water-cooling modules are emerging with the increase of demand for data centers in the fields of generative AI. Demand for brushless DC motors, with features of energy-efficiency, long-life expectancy, and low-noise, will increase more and more as home appliances become energy efficient and cordless. Electrification of small mobility including autos, bikes, scooters and mini vehicle will also lead our growth in a medium-and-long term. NIDEC will explore these new business opportunities in fields such as AV, IT, OA and communication equipment, home appliances, and industrial equipment, and achieve sustainable growth.

### **2. Automotive products**

In the automotive organic business(existing business) sector, supply constraints of semiconductors ease and global automobile production is gradually recovering. NIDEC captures strong demands of motors for auto electrification, and supplies auto motors for electric power steering, brakes and electric oil pumps and electric water pumps. NIDEC aims to acquire more market share and promote sales and profit growth.

In the Battery EV related business, as fierce price competition occurs in the Chinese EV market and sound competition is eroded, NIDEC swiftly shifted its strategy to put first priority on our profitability. NIDEC will achieve steady improvement in profitability by product development and further localizing component sourcing to respond to the competition in the Chinese EV market. In Europe, NIDEC will enhance collaboration with Nidec PSA e-Motors, the joint venture between NIDEC and Stellantis, and aim for vertical integration with Nidec PSA e-Motors, which will be consolidated in FY2024. We will surely capture the wave of electrification shift in the medium-and-long term.

### 3. Appliance, commercial and industrial products

Motors currently account for approximately half of the world's electric power consumption, and since the consumption of industrial motors is particularly large, there is an urgent need to replace them with higher-efficiency motors. In the appliance sector, NIDEC handles motors for washing machines, dryers, dishwashers, compressors for refrigerators, motors for compressors and other, and it is expected that the demand for highly efficient brushless DC motors will further increase in the future. Home appliance demand expansion in emerging countries is also expected in the medium term. The commercial sector supplies air conditioner motors, and the industrial sector develops business mainly in markets such as agriculture, gas, mining, water and sewage, and marine markets. In particular, demand for power generators for construction machinery and data centers is increasing and NIDEC expects more business opportunities. Additionally, there is a growing demand for Battery Energy Storage Systems (BESS) for power generation and transmission companies in various countries. With the increase of renewable energy, NIDEC's BESS-related business is expected significant growth. NIDEC also expects the growth in the fields of transportation infrastructure and established a joint venture of motors for eVTOL (electric vertical takeoff and landing aircraft) with Embraer, the Brazilian aircraft manufacturer.

### 4. Machinery and Others

Demand for factory automation (FA) is increasing mainly in China, responding to the global labor shortage. To secure the demand for small robot core components (reduction gear) under the trend of expansion of using robots, NIDEC will aggressively expand global market share and expand sales. In addition, NIDEC is aiming to supply high-value-added products by accelerating the modularization of speed reducer related products. We are also aggressively making acquisitions in the machine tool business, and the profitability of acquired companies has improved significantly in a short period of time. As with the press machine business, we expect further growth in the machine tool business as we expand our product lineup through acquisition and taking profitability improvement measures.

### 5. M&A

In order to achieve the above goals, in the small precision motors business, NIDEC has acquired Chaun-Choung Technology Nidec Chaun-Choung Technology Corporation at present) in November 2018, which has thermal solution products centered on vapor chambers. In combination with NIDEC's existing technology, cooling technology centered on fan motors, NIDEC will provide higher value-added thermal solutions.

In the automotive business, NIDEC has acquired OMRON Automotive Electronics (Nidec Mobility Corporation at present) in October 2019, which has the technology of electronic control unit (ECU). NIDEC will increase the ECU capacity of Nidec Elesys Corporation and pursue synergies with its existing automotive motors.

For appliance, commercial and industrial products, NIDEC has acquired Embraco in July 2019, which has technology for refrigerator compressors. In combination with its existing technology for compressor motors, NIDEC contributes to the development of refrigerators with even greater energy-efficiency performance.

For machinery and others, in August 2021, NIDEC has acquired Mitsubishi Heavy Industries Machine Tool Co., Ltd.(Nidec Machine Tool Corporation at present), which has high accuracy and efficiency gear processing technology. NIDEC has acquired OKK Corporation ("Nidec OKK Corporation at present"), a well-established machinery manufacturer, in February 2022, PAMA, the largest boring and milling machine manufacturer, in February 2023, and Takisawa Machine Tool, a lathe manufacturer, in December 2023. Through these acquisitions, NIDEC achieved to expand its product lineup and strengthen its presence in overseas markets.

## **3. Basic Rationale for Selection of Accounting Standards**

NIDEC has adopted International Financial Reporting Standards (IFRS) since the first quarter in the fiscal year ended March 31, 2017 to strengthen the foundation of financial reporting and make it more efficient.

## **4. Consolidated Financial Statements and Other Information**

### **(1) Consolidated Statements of Financial Position**

*(Yen in millions)*

	As of March 31,	
	2023	2024
Assets		
Current assets		
Cash and cash equivalents	186,098	217,005
Trade and other receivables	592,948	672,655
Other financial assets	3,811	3,762
Income tax receivables	10,536	12,457
Inventories	519,348	556,775
Other current assets	71,877	86,929
Total current assets	<u>1,384,618</u>	<u>1,549,583</u>
Non-current assets		
Property, plant and equipment	835,753	877,284
Goodwill	362,388	396,143
Intangible assets	223,427	248,922
Investments accounted for using the equity method	3,097	8,352
Other investments	25,943	36,448
Other financial assets	9,610	18,649
Deferred tax assets	11,592	16,255
Other non-current assets	16,321	19,899
Total non-current assets	<u>1,488,131</u>	<u>1,621,952</u>
Total assets	<u><u>2,872,749</u></u>	<u><u>3,171,535</u></u>

(Yen in millions)

	As of March 31,	
	2023	2024
Liabilities		
Current liabilities		
Short term borrowings	159,279	42,954
Long term debt due within one year	59,765	143,128
Trade and other payables	493,980	527,952
Other financial liabilities	4,473	14,001
Income tax payables	27,363	44,343
Provisions	50,815	63,457
Other current liabilities	104,930	120,667
Total current liabilities	900,605	956,502
Non-current liabilities		
Long term debt	486,305	414,817
Other financial liabilities	485	5,115
Retirement benefit liabilities	32,337	34,344
Provisions	1,377	2,062
Deferred tax liabilities	71,210	80,489
Other non-current liabilities	6,776	10,409
Total non-current liabilities	598,490	547,236
Total liabilities	1,499,095	1,503,738
Equity		
Common stock	87,784	87,784
Additional paid-in capital	97,670	98,099
Retained earnings	1,129,173	1,221,586
Other components of equity	206,755	401,271
Treasury stock	(166,917)	(167,945)
Total equity attributable to owners of the parent	1,354,465	1,640,795
Non-controlling interests	19,189	27,002
Total equity	1,373,654	1,667,797
Total liabilities and equity	2,872,749	3,171,535

**(2) Consolidated Statements of Income**  
**and Consolidated Statements of Comprehensive Income**  
**For the years ended March 31, 2023 and 2024**  
**Consolidated Statements of Income**

*(Yen in millions)*

	For the years ended March 31,	
	2023	2024
<b>Continuing operations</b>		
Net Sales	2,242,824	2,348,202
Cost of sales	(1,829,668)	(1,850,590)
Gross profit	413,156	497,612
Selling, general and administrative expenses	(231,791)	(253,451)
Research and development expenses	(81,337)	(81,055)
Operating profit	100,028	163,106
Financial income	17,709	36,294
Financial expenses	(13,146)	(21,867)
Derivative gain (loss)	(177)	(188)
Foreign exchange differences	20,031	32,738
Share of net profit (loss) from associate accounting using the equity method	(3,905)	(7,164)
Profit before income taxes	120,540	202,919
Income tax expenses	(74,875)	(76,332)
Profit for the year from continuing operations	45,665	126,587
<b>Discontinued operations</b>		
Loss for the year from discontinued operations	(1,983)	(44)
Profit for the year	43,682	126,543
<b>Profit for the year attributable to:</b>		
Owners of the parent	44,964	125,387
Non-controlling interests	(1,282)	1,156
Profit for the year	43,682	126,543

**Consolidated Statements of Comprehensive Income**
*(Yen in millions)*

	For the years ended March 31,	
	2023	2024
Profit for the year	43,682	126,543
Other comprehensive income, net of taxation		
Items that will not be reclassified to net profit or loss:		
Remeasurement of defined benefit plans	5,221	694
Fair value movements on FVTOCI equity financial assets	895	6,171
Items that may be reclassified to net profit or loss:		
Foreign currency translation adjustments	102,242	196,213
Effective portion of net changes in fair value of cash flow hedges	996	456
Fair value movements on FVTOCI debt financial assets	(54)	(390)
Total other comprehensive income for the year, net of taxation	109,300	203,144
Comprehensive income for the year	152,982	329,687
Comprehensive income for the year attributable to:		
Owners of the parent	153,805	327,125
Non-controlling interests	(823)	2,562
Comprehensive income for the year	152,982	329,687

### (3) Consolidated Statements of Changes in Equity

For the year ended March 31, 2023

(Yen in millions)

	Total equity attributable to owners of the parent						Non-controlling interests	Total equity
	Common Stock	Additional paid-in capital	Retained earnings	Other components of equity	Treasury stock	Total		
Balance at April 1, 2022	87,784	103,216	1,118,594	103,919	(121,272)	1,292,241	24,457	1,316,698
Comprehensive income								
Profit for the year			44,964			44,964	(1,282)	43,682
Other comprehensive income				108,841		108,841	459	109,300
Total comprehensive income						153,805	(823)	152,982
Transactions with owners directly recognized in equity:								
Purchase of treasury stock					(53,578)	(53,578)	-	(53,578)
Dividends paid to the owners of the parent			(40,426)			(40,426)	-	(40,426)
Dividends paid to non-controlling interests						-	(268)	(268)
Share-based payment transactions		475				475	-	475
Transfer to retained earnings			6,004	(6,004)		-	-	-
Changes in equity by purchase of shares of consolidated subsidiaries (Note)		(6,029)	(5)		7,888	1,854	(4,166)	(2,312)
Other		8	42	(1)	45	94	(11)	83
Balance at March 31, 2023	87,784	97,670	1,129,173	206,755	(166,917)	1,354,465	19,189	1,373,654

(Note) Including changes due to share exchanges resulting from making Nidec OKK a wholly owned subsidiary.

For the year ended March 31, 2024

(Yen in millions)

	Total equity attributable to owners of the parent						Non-controlling interests	Total equity
	Common Stock	Additional paid-in capital	Retained earnings	Other components of equity	Treasury stock	Total		
Balance at April 1, 2023	87,784	97,670	1,129,173	206,755	(166,917)	1,354,465	19,189	1,373,654
Comprehensive income								
Profit for the year			125,387			125,387	1,156	126,543
Other comprehensive income				201,738		201,738	1,406	203,144
Total comprehensive income						327,125	2,562	329,687
Transactions with owners directly recognized in equity:								
Purchase of treasury stock					(1,028)	(1,028)	-	(1,028)
Dividends paid to the owners of the parent			(40,227)			(40,227)	-	(40,227)
Dividends paid to non-controlling interests						-	(156)	(156)
Share-based payment transactions		(85)				(85)	-	(85)
Transfer to retained earnings			7,223	(7,223)		-	-	-
Changes in equity by purchase of shares of consolidated subsidiaries		358				358	5,145	5,503
Other		156	30	1		187	262	449
Balance at March 31, 2024	87,784	98,099	1,221,586	401,271	(167,945)	1,640,795	27,002	1,667,797



**(4) Consolidated Statements of Cash Flows***(Yen in millions)*

	For the years ended March 31,	
	2023	2024
Cash flows from operating activities:		
Profit for the year from continuing operations	45,665	126,587
Loss for the year from discontinued operations	(1,983)	(44)
Profit for the year	43,682	126,543
Adjustments to reconcile profit for the year to net cash provided by operating activities		
Depreciation	99,769	109,666
Amortization	19,753	21,924
Loss (gain) from sales, disposal or impairment of property, plant and equipment	15,446	20,262
Loss from sales of discontinued operations	1,983	44
Financial expenses (income)	(3,121)	(14,844)
Share of net (profit) loss from associate accounting using the equity method	3,905	7,164
Deferred income taxes	18,325	(7,973)
Current income taxes	56,551	84,305
Foreign currency adjustments	(5,373)	(5,316)
Increase (decrease) in retirement benefit liability	(6,788)	(1,536)
Decrease (increase) in accounts receivable	4,412	(2,876)
Decrease (increase) in inventories	(24,794)	21,970
Increase (decrease) in accounts payable	(61,274)	(4,312)
Other, net	28,477	21,745
Interests and dividends received	16,051	35,648
Interests paid	(11,357)	(20,221)
Income taxes paid	(52,162)	(70,706)
Net cash provided by operating activities	143,485	321,487

(Yen in millions)

	For the years ended March 31,	
	2023	2024
Cash flows from investing activities:		
Additions to property, plant and equipment	(137,814)	(112,049)
Proceeds from sales of property, plant and equipment	5,950	17,544
Additions to intangible assets	(15,924)	(16,391)
Acquisitions of business, net of cash acquired	(7,372)	(17,745)
Other, net	(9,783)	(24,912)
Net cash used in investing activities	(164,943)	(153,553)
Cash flows from financing activities:		
Increase (decrease) in short term borrowings	26,554	(118,576)
Proceeds from issuance of long term debt	76,009	50,000
Repayments of long term debt	(9,783)	(20,697)
Proceeds from issuance of bonds	120,000	—
Redemption of bonds	(135,000)	(50,000)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(2,775)	(869)
Purchase of treasury stock	(53,578)	(1,028)
Dividends paid to the owners of the parent	(40,426)	(40,227)
Other, net	(239)	(160)
Net cash used in financing activities	(19,238)	(181,557)
Effect of exchange rate changes on cash and cash equivalents	27,139	44,530
Net increase (decrease) in cash and cash equivalents	(13,557)	30,907
Cash and cash equivalents at beginning of year	199,655	186,098
Cash and cash equivalents at end of year	186,098	217,005

## (5) Notes to Consolidated Financial Statements

### Notes Regarding Going Concern Assumption

Not applicable.

## Notes to Consolidated Financial Statements

### 1. Reporting entity

Nidec Corporation (the “Company”) is a corporation located in Japan, whose shares are listed on the Tokyo Stock Exchange. The registered addresses of headquarters and principal business offices are available on the Company’s website (<https://www.nidec.com/en/>).

Consolidated financial statements as of March 31, 2024 and for the fiscal year then ended consist of the Company and its consolidated subsidiaries (“NIDEC”) and interests in associates of NIDEC.

NIDEC mainly designs, develops, produces, and sells products as described below:

- 1) Small precision motors, which include spindle motors for hard disk drives, brushless motors, fan motors, vibration motors, brush motors and motor applications.
- 2) Automotive products, which include automotive motors and components, and traction motor system.
- 3) Appliance, commercial and industrial products, which include home appliance, commercial and industrial motors and related products.
- 4) Machinery, which includes industrial robots, card readers, test systems, press machines, power transmission drives and machine tools.
- 5) Electronic and optical components, which include switches, sensors, lens units and camera shutters.
- 6) Others, which include music boxes and services.

### 2. Basis of preparation of consolidated financial statements

#### (1) Compliance with International Financial Reporting Standards (IFRS)

The consolidated financial statements of NIDEC have been prepared in accordance with IFRS pursuant to the provision of Article 93 of Regulations on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements, as the Company meets the criteria of a “Designated IFRS Specified Company” defined in Article 1-2 of the Regulations.

#### (2) Basis of measurement

The consolidated financial statements have been prepared on a historical cost basis, except for some assets and liabilities, including derivative and other financial instruments measured at fair value.

#### (3) Presentation currency and level of rounding

The consolidated financial statements are presented in Japanese Yen, which is also the Company’s functional currency, and figures are rounded to the nearest million yen, unless otherwise indicated.

### 3. Material accounting policies

With the exception of the item explained below, material accounting policies adopted in preparation of the annual consolidated financial statements are consistent with those used in the preparation of the NIDEC’s annual consolidated financial statements for the year ended March 31, 2023.

(Income Taxes)

IFRS		Summaries of new standards and amendments
IAS 12	Income Taxes	Clarified accounting processing for deferred taxes on leases and disposal obligations.
IAS 12	Income Taxes	Requirements for disclosure on specific information relating corporate income tax arising from the application of the Pillar 2 Model Rules.

There are no material impacts of the above statement on NIDEC’s annual consolidated financial statements.

### 4. Significant accounting estimates, judgments and assumptions

The preparation of the consolidated financial statements requires management to make estimates, judgments and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the end of the reporting period and the reported amounts of income and expenses during the reporting period. Actual results may differ from those estimates.

The estimates and assumptions are reviewed on an ongoing basis, and the effects resulting from the revisions of accounting estimates are recognized in the period in which the estimates are revised and in future periods.

Judgments and estimates with accompanying significant risks of causing material adjustments to the carrying amounts of assets and liabilities in the current fiscal year are the same as those for the financial statements for the year ended March 31, 2023.

## **5. Business combinations**

NIDEC adopts the provisions of IFRS 3 “Business Combinations”.

During the three months ended March 31, 2024, NIDEC completed its valuation of the assets acquired and the liabilities assumed upon the share acquisition of PAMA S.p.A.. NIDEC’s consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition price as NIDEC finalized the provisional accounting treatment for the business combination.

During the three months ended March 31, 2024, NIDEC completed its valuation of the assets acquired and the liabilities assumed upon the share acquisition of Midori Precisions Co., Ltd.. NIDEC’s consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition price as NIDEC finalized the provisional accounting treatment for the business combination.

Of the assets acquired and the liabilities assumed upon the acquisitions of companies in the year ended March 31, 2024, the assets and liabilities which are currently under evaluation have been recorded on NIDEC’s consolidated statements of financial position based on provisional management estimation as of March 31, 2024.

## 6. Operating Segment Information

(Yen in millions)

		For the years ended March 31,		Increase or decrease
		2023	2024	
Net Sales	SPMS	342,690	333,293	(9,397)
	AMEC	305,143	339,748	34,605
	MOEN	396,221	463,509	67,288
	ACIM	437,402	437,990	588
	Nidec Instruments	165,891	158,458	(7,433)
	Nidec Techno Motor	97,551	86,394	(11,157)
	Nidec Mobility	120,168	136,747	16,579
	Nidec Machinery and Automation	177,114	208,162	31,048
	Nidec Advance Technology	60,836	39,707	(21,129)
	Others	218,447	217,985	(462)
	Sub-total	2,321,463	2,421,993	100,530
	Adjustments and Elimination/Corporate	(78,639)	(73,791)	4,848
Consolidated total	2,242,824	2,348,202	105,378	
Operating profit (loss)	SPMS	17,089	25,952	8,863
	AMEC	(64,663)	(55,694)	8,969
	MOEN	38,581	61,285	22,704
	ACIM	21,349	42,646	21,297
	Nidec Instruments	18,000	16,000	(2,000)
	Nidec Techno Motor	10,680	11,004	324
	Nidec Mobility	11,410	12,570	1,160
	Nidec Machinery and Automation	19,068	29,609	10,541
	Nidec Advance Technology	16,101	9,179	(6,922)
	Others	27,358	26,641	(717)
	Sub-total	114,973	179,192	64,219
	Adjustments and Elimination/Corporate	(14,945)	(16,086)	(1,141)
Consolidated total	100,028	163,106	63,078	

(Notes) 1. The operating segments are the segments of NIDEC for which separate financial information is available and for which operating income or loss amounts are evaluated regularly by executive management in deciding how to allocate resources and in assessing performance.

2. NIDEC changed its name of "Nidec Sankyo" segment to "Nidec Instruments" segment on April 1, 2023.
3. NIDEC changed its name of "Nidec Shimpo" segment to "Nidec Machinery and Automation" segment on April 1, 2023.
4. NIDEC changed its name of "Nidec Read" segment to "Nidec Advance Technology" segment on April 1, 2023.

## 7. Earnings per share

The basis for calculating earnings (loss) per share attributable to owners of the parent-basic is as follows:

"Earnings per share attributable to owners of the parent - diluted" are not presented because there were no securities with dilutive effect outstanding.

	For the years ended March 31,	
	2023	2024
Profit attributable to owners of the parent (Yen in millions)	44,964	125,387
Profit from continuing operations attributable to owners of the parent (Yen in millions)	46,947	125,431
Loss from discontinued operations attributable to owners of the parent (Yen in millions)	(1,983)	(44)
Weighted average shares (Shares)	575,552,146	574,599,990
Earnings (loss) per share attributable to owners of the parent-basic (Yen)	78.12	218.22
Continuing operations	81.57	218.29
Discontinued operations	(3.45)	(0.08)

(Note) In the calculation of "Earnings (loss) per share attributable to owners of the parent - basic", the Company's shares owned by the BIP Trust and the ESOP Trust are included in treasury stock. Therefore, the number of those shares is deducted from calculating the number of "Weighted average shares".

## 8. Events after the Reporting Period

No items to report

## **5. Others**

### **(1) Status of Directors**

#### 1. Changes in Directors

##### 1) Proposed changes regarding Representative Directors (effective as of June 18, 2024)

(Reason)

Increase the number of Representative Directors by one to further enhance the Company's management.

(Description)

Candidate to Representative Director

Mitsuya Kishida: New post: Representative Director and President (Chief Executive Officer)  
(Current post: President (Chief Executive Officer))

(Biographical information of the newly appointed representative director)

New title: Representative Director and President (Chief Executive Officer)

Birth date: February 7, 1960

Career summary: April 1983: Sony Corporation (currently, Sony Group Corporation)

April 2018: Representative Director and President

April 2021: Executive Vice President, Sony Corporation

January 2022: Senior Vice President, NIDEC

July 2022: First Senior Vice President

April 2023: Executive Vice President

April 2024: President (current position)

Chief Executive Officer (current position)

##### 2) Proposed changes regarding Members of the Board of Directors

Candidate to Outside Member of the Board of Directors who is an Audit and Supervisory Committee Member  
(effective as of June 18, 2024)

Kunio Umeda (Special Assistant to the Ministry of Foreign Affairs of Japan (current position))

(Note) Mr. Kunio Umeda is a candidate for the post of Outside Board Member (Independent Officer).

Outgoing Outside Member of the Board of Directors who is an Audit and Supervisory Committee Member  
(effective as of June 18, 2024)

Junko Watanabe (Outside Member of the Board of Directors who is an Audit and Supervisory Committee Member  
(current position))

**(2) Condensed Quarterly Consolidated Statements of Income  
and Condensed Quarterly Consolidated Statements of Comprehensive Income  
For the three months ended March 31, 2023 and 2024**

<b>Condensed Quarterly Consolidated Statements of Income</b>	<i>(Yen in millions)</i>	
	For the three months ended March 31,	
	2023	2024
Continuing operations		
Net sales	543,077	593,514
Cost of sales	(461,451)	(480,082)
Gross profit	81,626	113,432
Selling, general and administrative expenses	(84,276)	(100,194)
Research and development expenses	(21,726)	(19,410)
Operating loss	(24,376)	(6,172)
Financial income	6,287	9,969
Financial expenses	(4,266)	(5,630)
Derivative gain (loss)	559	(51)
Foreign exchange differences	1,593	13,152
Share of net profit (loss) from associate accounting using the equity method	(1,201)	(2,050)
Profit (loss) before income taxes	(21,404)	9,218
Income tax expenses	(37,118)	(29,847)
Loss for the period from continuing operations	(58,522)	(20,629)
Discontinued operations		
Loss for the period from discontinuing operations	(1,770)	(23)
Loss for the period	(60,292)	(20,652)
Loss for the period attributable to:		
Owners of the parent	(59,113)	(20,492)
Non-controlling interests	(1,179)	(160)
Loss for the period	(60,292)	(20,652)



**Condensed Quarterly Consolidated Statements of Comprehensive Income**
*(Yen in millions)*

	For the three months ended March 31,	
	2023	2024
Profit for the period	(60,292)	(20,652)
Other comprehensive income, net of taxation		
Items that will not be reclassified to net profit or loss:		
Remeasurement of defined benefit plans	4,405	(129)
Fair value movements on FVTOCI equity financial assets	1,363	3,250
Items that may be reclassified to net profit or loss:		
Foreign currency translation adjustments	21,785	105,176
Effective portion of net changes in fair value of cash flow hedges	887	148
Fair value movements on FVTOCI debt financial assets	(33)	(455)
Total other comprehensive income for the period, net of taxation	28,407	107,990
Comprehensive income for the period	(31,885)	87,338
Comprehensive income for the period attributable to:		
Owners of the parent	(30,794)	86,777
Non-controlling interests	(1,091)	561
Comprehensive income for the period	(31,885)	87,338

**(3) Quarterly Financial Data for This Fiscal Year***(Yen in millions)*

	For the three months ended			
	June 30, 2023	September 30, 2023	December 31, 2023	March 31, 2024
Net sales	566,055	594,607	594,026	593,514
Operating profit (loss)	60,126	55,605	53,547	(6,172)
Profit before income taxes	86,055	59,253	48,393	9,218
Profit (loss) for the period	64,378	42,557	40,260	(20,652)
Profit (loss) attributable to owners of the parent	64,023	42,022	39,834	(20,492)

#### (4) Information by Product Category

For the year ended March 31, 2023

(Yen in millions)

	Small precision motors	Automotive products	Appliance, commercial and industrial products	Machinery	Electronic and optical components	Others	Total	Eliminations/Corporate	Consolidated
Net sales:									
External sales	425,333	519,654	913,986	296,482	83,011	4,358	2,242,824	-	2,242,824
Intersegment	5,962	214	9,133	14,649	4,714	941	35,613	(35,613)	-
Total	431,295	519,868	923,119	311,131	87,725	5,299	2,278,437	(35,613)	2,242,824
Operating expenses	404,615	562,159	852,302	265,646	74,143	4,825	2,163,690	(20,894)	2,142,796
Operating profit (loss)	26,680	(42,291)	70,817	45,485	13,582	474	114,747	(14,719)	100,028

For the year ended March 31, 2024

(Yen in millions)

	Small precision motors	Automotive products	Appliance, commercial and industrial products	Machinery	Electronic and optical components	Others	Total	Eliminations/Corporate	Consolidated
Net sales:									
External sales	415,674	580,909	966,082	299,453	81,839	4,245	2,348,202	-	2,348,202
Intersegment	6,027	333	8,574	9,831	4,595	855	30,215	(30,215)	-
Total	421,701	581,242	974,656	309,284	86,434	5,100	2,378,417	(30,215)	2,348,202
Operating expenses	384,233	612,434	859,782	264,859	73,220	4,751	2,199,279	(14,183)	2,185,096
Operating profit (loss)	37,468	(31,192)	114,874	44,425	13,214	349	179,138	(16,032)	163,106

For the three months ended March 31, 2023

(Yen in millions)

	Small precision motors	Automotive products	Appliance, commercial and industrial products	Machinery	Electronic and optical components	Others	Total	Eliminations/Corporate	Consolidated
Net sales:									
External sales	91,551	125,145	232,682	73,561	18,898	1,240	543,077	-	543,077
Intersegment	2,146	40	3,055	1,832	945	204	8,222	(8,222)	-
Total	93,697	125,185	235,737	75,393	19,843	1,444	551,299	(8,222)	543,077
Operating expenses	95,934	164,914	223,843	68,455	18,539	1,278	572,963	(5,510)	567,453
Operating profit (loss)	(2,237)	(39,729)	11,894	6,938	1,304	166	(21,664)	(2,712)	(24,376)

For the three months ended March 31, 2024

(Yen in millions)

	Small precision motors	Automotive products	Appliance, commercial and industrial products	Machinery	Electronic and optical components	Others	Total	Eliminations/Corporate	Consolidated
Net sales:									
External sales	96,583	146,743	248,891	81,325	19,085	887	593,514	-	593,514
Intersegment	1,590	104	1,815	2,958	927	151	7,545	(7,545)	-
Total	98,173	146,847	250,706	84,283	20,012	1,038	601,059	(7,545)	593,514
Operating expenses	90,722	200,506	221,814	71,434	17,824	964	603,264	(3,578)	599,686
Operating profit (loss)	7,451	(53,659)	28,892	12,849	2,188	74	(2,205)	(3,967)	(6,172)

(Notes) 1. Product categories are classified based on similarities in product type, product attributes, and production and sales methods.

2. Major products of each product category:

- (1) Small precision motors: Spindle motors for HDDs, brushless motors, fan motors, vibration motors, brush motors and motor applications, etc.
- (2) Automotive products: Automotive motors, components and traction motor system.
- (3) Appliance, commercial and industrial products: Home appliance, commercial and industrial motors and related products.
- (4) Machinery: Industrial robots, card readers, test systems, press machines, power transmission drives and machine tools, etc.
- (5) Electronic and optical components: Switches, sensors, lens units and camera shutters, etc.
- (6) Others: Music boxes and services, etc.

**(5) Sales by Geographic Segment***(Yen in millions)*

	For the year ended March 31,				Increase or decrease	
	2023		2024			
	Amounts	%	Amounts	%	Amounts	%
Japan	392,727	17.5	381,530	16.3	(11,197)	(2.9)
China	560,662	25.0	535,605	22.8	(25,057)	(4.5)
Other Asia	273,291	12.2	277,773	11.8	4,482	1.6
U.S.A.	510,972	22.8	559,579	23.8	48,607	9.5
Europe	420,941	18.8	490,773	20.9	69,832	16.6
Others	84,231	3.7	102,942	4.4	18,711	22.2
Total	2,242,824	100.0	2,348,202	100.0	105,378	4.7

*(Yen in millions)*

	For the three months ended March 31,				Increase or decrease	
	2023		2024			
	Amounts	%	Amounts	%	Amounts	%
Japan	92,880	17.1	114,384	19.3	21,504	23.2
China	114,257	21.1	111,209	18.7	(3,048)	(2.7)
Other Asia	66,446	12.2	51,005	8.6	(15,441)	(23.2)
U.S.A.	129,520	23.8	160,829	27.1	31,309	24.2
Europe	118,849	21.9	127,717	21.5	8,868	7.5
Others	21,125	3.9	28,370	4.8	7,245	34.3
Total	543,077	100.0	593,514	100.0	50,437	9.3

(Notes) 1. The sales are classified by domicile of the seller, and the figures exclude intra-segment transactions.

2. Major countries which belong to segments are as follows:

Other Asia : Thailand, South Korea, India

Europe : Germany, Italy, France

Others : Brazil, Mexico, Canada

**(6) Sales by Region***(Yen in millions)*

	For the year ended March 31,				Increase or decrease	
	2023		2024			
	Amounts	%	Amounts	%	Amounts	%
Japan	260,463	11.6	268,701	11.5	8,238	3.2
China	563,088	25.1	554,354	23.6	(8,734)	(1.6)
Other Asia	353,097	15.7	345,585	14.7	(7,512)	(2.1)
U.S.A.	455,566	20.3	483,746	20.6	28,180	6.2
Europe	400,513	17.9	450,756	19.2	50,243	12.5
Others	210,097	9.4	245,060	10.4	34,963	16.6
Total	2,242,824	100.0	2,348,202	100.0	105,378	4.7

*(Yen in millions)*

	For the three months ended March 31,				Increase or decrease	
	2023		2024			
	Amounts	%	Amounts	%	Amounts	%
Japan	65,853	12.1	72,675	12.2	6,822	10.4
China	115,486	21.3	121,256	20.4	5,770	5.0
Other Asia	81,470	15.0	92,353	15.6	10,883	13.4
U.S.A.	113,263	20.8	123,884	20.9	10,621	9.4
Europe	110,729	20.4	117,115	19.7	6,386	5.8
Others	56,276	10.4	66,231	11.2	9,955	17.7
Total	543,077	100.0	593,514	100.0	50,437	9.3

(Notes) 1. The sales are classified by domicile of the buyer, and the figures exclude intra-segment transactions.

2. Major countries which belong to segments are as follows:

Other Asia : Thailand, South Korea, India

Europe : Germany, Italy, France

Others : Brazil, Mexico, Canada



## 6. Overview of Consolidated Financial Results

April 23, 2024

### (1) Summary of Consolidated Financial Performance

(Yen in millions)

	For the year ended March 31, 2023	For the year ended March 31, 2024	Increase or decrease	For the three months ended March 31, 2023	For the three months ended March 31, 2024	Increase or decrease
Net Sales	2,242,824	2,348,202	4.7 %	543,077	593,514	9.3 %
Operating profit (loss)	100,028 4.5 %	163,106 6.9 %	63.1 %	(24,376) (4.5) %	(6,172) (1.0) %	- %
Profit (loss) before income taxes	120,540 5.4 %	202,919 8.6 %	68.3 %	(21,404) (3.9) %	9,218 1.6 %	- %
Profit (loss) attributable to owners of the parent	44,964 2.0 %	125,387 5.3 %	178.9 %	(59,113) (10.9) %	(20,492) (3.5) %	- %
Earnings per share attributable to owners of the parent-basic (Yen)	78.12	218.22		(102.89)	(35.66)	
Earnings per share attributable to owners of the parent-diluted (Yen)	-	-		-	-	

### (2) Summary of Consolidated Financial Position and Cash Flows

(Yen in millions)

	As of March 31, 2023	As of March 31, 2024
Total assets	2,872,749	3,171,535
Total equity attributable to owners of the parent	1,354,465	1,640,795
Ratio of equity attributable to owners of the parent to total asset	47.1 %	51.7 %
	For the year ended March 31, 2023	For the year ended March 31, 2024
Net cash provided by operating activities	143,485	321,487
Net cash used in investing activities	(164,943)	(153,553)
Used in provided by financing activities	(19,238)	(181,557)
Cash and cash equivalents at end of year	186,098	217,005

### (3) Dividends

(Yen)

	2nd quarter end	Fiscal year end	Total
Year ended March 31, 2023 (actual)	35.00	35.00	70.00
Year ended March 31, 2024 (actual)	35.00	40.00	75.00
Year ending March 31, 2025 (forecast)	40.00	40.00	80.00

### (4) Scope of Consolidation and Application of the Equity Method

Number of consolidated subsidiaries	345
Number of associates accounted for under the equity method	4

	Change from March 31, 2023
Number of companies newly consolidated	18
Number of companies excluded from consolidation	16
Number of companies newly accounted for by the equity method	1
Number of companies excluded from accounting by the equity method	1

- (Notes) 1. The amounts of percentage in “(1) Summary of Consolidated Financial Performance” represent percentage of sales.
2. “Earnings per share attributable to owners of the parent-basic” and “Earnings per share attributable to owners of the parent-diluted” have been calculated based on figures of “Profit (loss) attributable to owners of the parent”.
3. NIDEC finalized the provisional accounting treatment for the business combination in the year ended March 31, 2024. Condensed quarterly consolidated financial statements and consolidated financial statements for the year ended March 31, 2023 reflect the revision of the initially allocated amounts of acquisition cost as NIDEC finalized the provisional accounting treatment for the business combination.