

OSE, TSE: 6594  
NYSE: NJ  
<http://www.nidec.co.jp/english/>



**Fiscal 2010 Results**  
**Year Ended March 31, 2011**  
< U.S. GAAP >  
April 26, 2011



## Summary of FY2010

- **Record** Operating Income, Income before Tax and Net Income **for two consecutive fiscal years**
- “General Motors” <sup>\*</sup> **in profit** across all four quarters
- Year-end Dividend: 45 Yen per share (Up 5 Yen)  
Annual Dividend: **85 Yen per share (Up 20 Yen)**

\* “General Motors” product group consists of electric motors for household, industrial and automotive applications.

## Consolidated Profit/Loss

(Millions of Yen, except EPS, dividends and FX rates)	FY2009	FY2010	Change	FY2011 Forecast
Net Sales	586,029	688,530	+17.5%	720,000
Operating Income (Operating Income Ratio)	78,513 (13.4%)	90,527 (13.1%)	+15.3%	85,000 (11.8%)
Income before Taxes	75,183	79,525	+5.8%	81,000
Net Income	51,961	52,333	+0.7%	52,500
EPS	373.04	375.91	+0.8%	379.11
Dividends	65	85	+20	90
FX Rate (¥/\$)				
Average:	92.85	85.72	-7.7%	80.00
Term-end:	93.04	83.15	-10.6%	

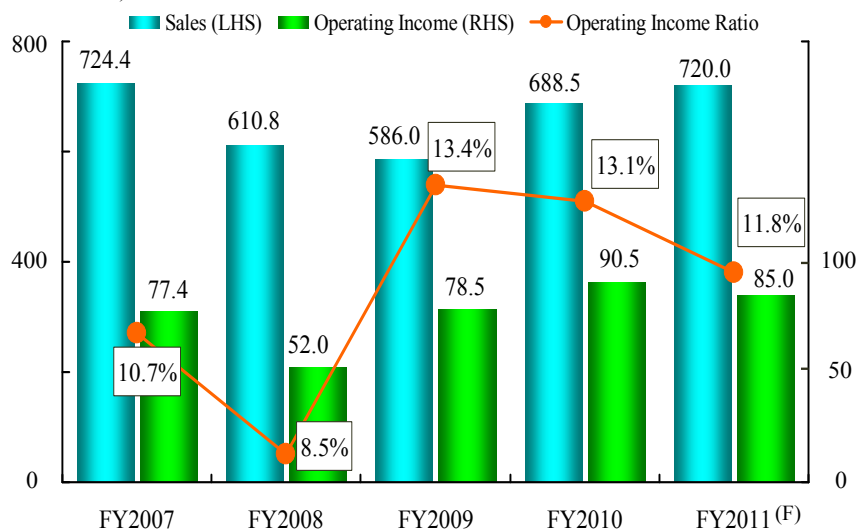
Please refer to the accompanying notes on Page 30 regarding "Discontinued Operations" (ASC 205-20) and "Business Combinations" (ASC 805).



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## Consolidated Sales & Operating Income

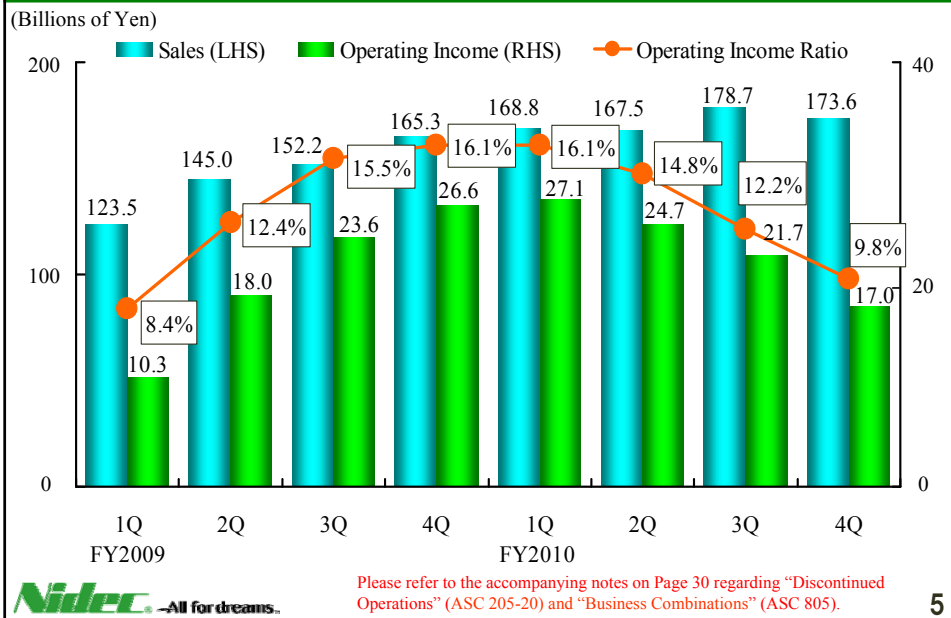
(Billions of Yen)



Please refer to the accompanying notes on Page 30 regarding "Discontinued Operations" (ASC 205-20) and "Business Combinations" (ASC 805).

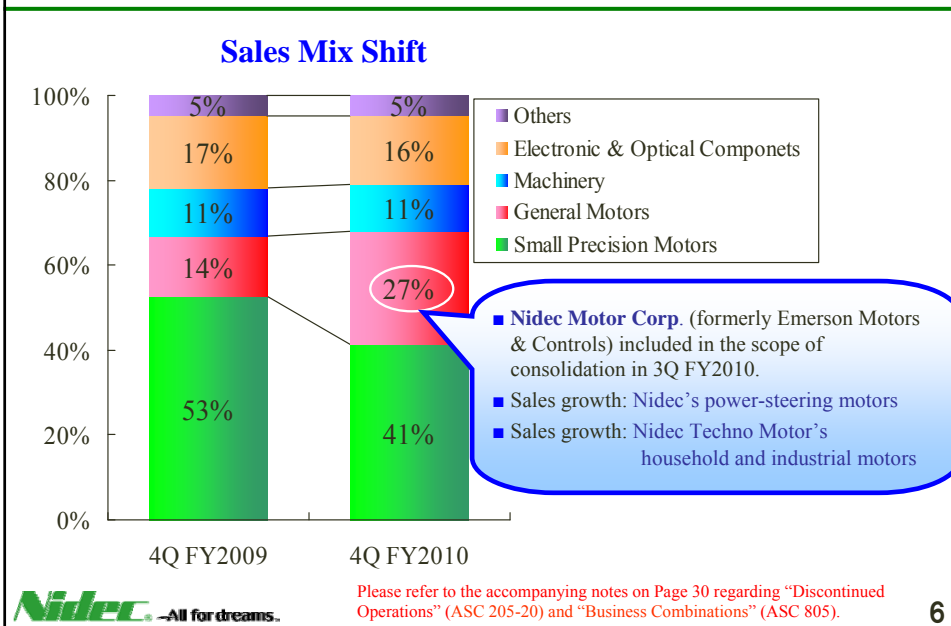
**4**

## Consolidated Quarterly Results



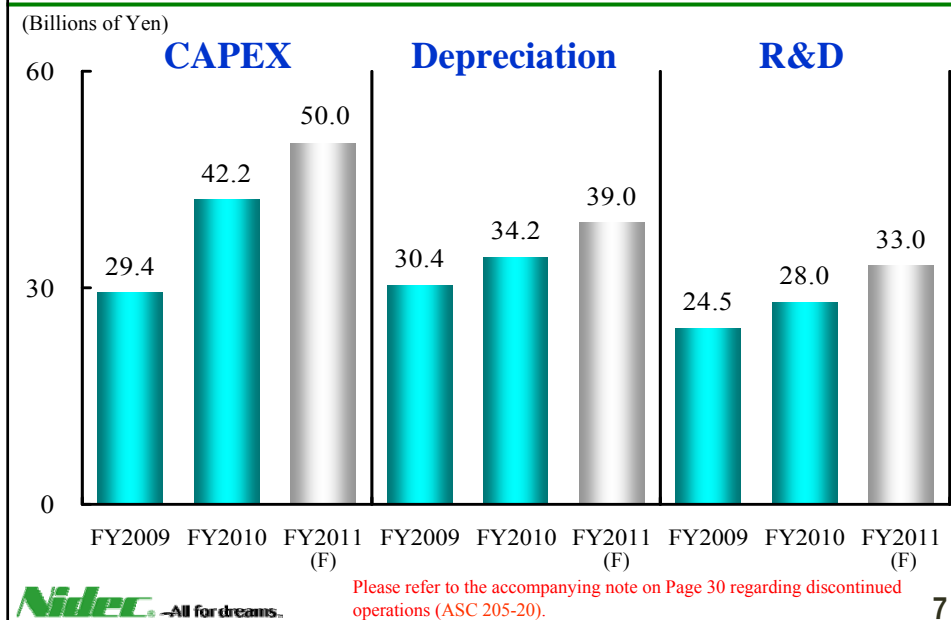
5

## Business Portfolio Shift Steadily Underway



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## CAPEX, Depreciation, R&D



## Listed Subsidiaries -Results & Forecasts-

(Millions of Yen)	Sales			Operating Income			Net Income		
	FY09	FY10	FY11 (Forecast)	FY09	FY10	FY11 (Forecast)	FY09	FY10	FY11 (Forecast)
Nidec Sankyo	76,202	92,142	92,500	7,389	11,253	10,000	4,609	7,506	6,700
Nidec Copal	65,062	73,131	75,000	5,903	8,113	7,500	3,888	2,039	4,400
Nidec Tosok	24,105	29,946	30,000	2,638	4,009	4,000	321	2,366	2,400
Nidec Copal Electronics	24,985	30,580	30,700	2,422	4,969	5,000	1,566	2,887	3,100
Nidec-Read	6,997	12,780	13,000	973	2,436	2,600	647	1,553	1,900
<b>Total</b>	197,351	238,579	241,200	19,325	30,780	29,100	11,031	16,351	18,500

○ Circled figures indicate record-highs.

Numbers above are based on the generally accepted accounting standard in Japan.

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## Revision to FY2011 Forecast

Billions of Yen, except EPS, dividends and FX rates	1H/FY2011	2H/FY2011	FY2011 Forecast
Net Sales	305.0	415.0	720.0
Operating Income	32.0	53.0	85.0
Operating Income Ratio	10.5%	12.8%	11.8%
Income before Tax	30.0	51.0	81.0
Net Income	18.5	34.0	52.5
EPS	133.59	245.52	379.11
Dividends	45	45	90
Assumed FX Rates (¥/\$)	80	80	80

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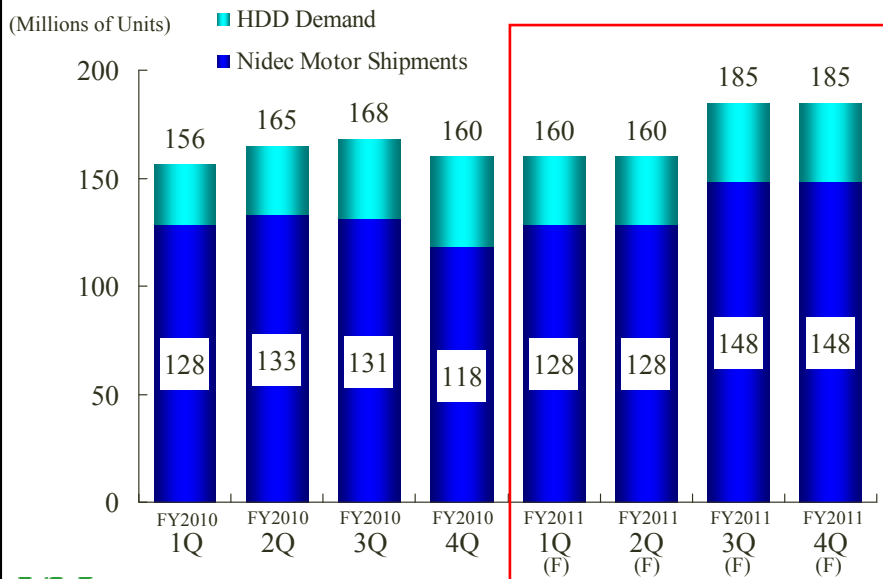
## FY2011 Focuses

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## FY2011 Growth Strategy

- Capture **rising emerging market demand**  
(e.g., Chinese domestic market)
  - »» Proposal-driven, region-specific approach that creates fresh revenue streams from new markets, new customers and new products
- Expand **overseas production, R&D and sales**
  - »» Fine-tuned focus on growth markets and intergroup synergies
- Accelerate **M&A**
  - »» Speedy entry into growth markets
- Establish strong **global management framework**
  - »» Profit growth through management localization and 3-fold productivity increase

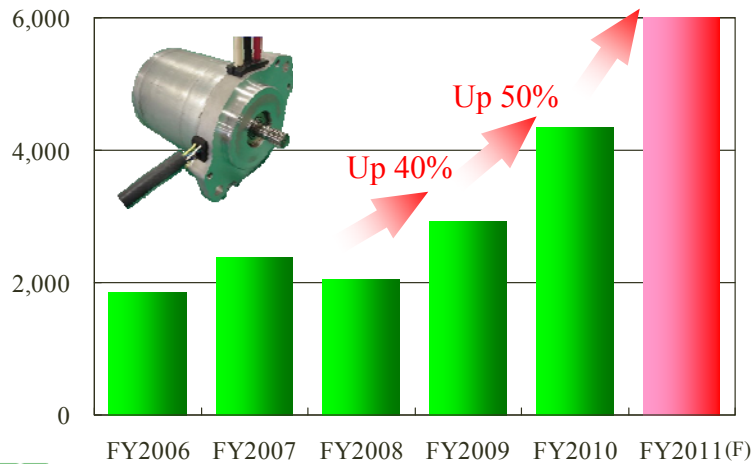
## HDD Motor Shipment Outlook



## Electric Power Steering Motor Shipment Outlook

EPS motors on course to become a strong profit engine, with shipments growing faster than initially anticipated.

(Thousands of Units)



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## R&D and Mfg. Headway at Dalian Factory

R&D laboratory and 3<sup>rd</sup> mfg factory startup set for May to target Chinese domestic automotive manufacturers

- Lab Bldg.** R&D aimed at Chinese domestic market -R&D manpower pool in China
- Factory 3** Automotive motor molding, machining and assy. -For Chinese domestic customers
- Factory 1** Motors for pumps, wind power generators, electric bicycles, etc.-New applications
- Factory 2** High-value-added, high-quality fan motors -Extensive mold development capacity



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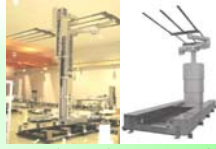
## Subsidiary Businesses Tapping into Growth Markets



**Sankyo**  
-All for dreams

Transfer Robots: China (Pinghu)

-In operation since January 2011- LCD Glass-substrate Transfer Robots



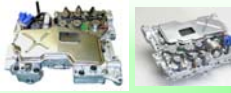
Ride on robust capex by  
**Chinese domestic companies**



**TOSOK**  
-All for dreams

Auto Parts: China (Pinghu)

-Operations to start in May 2011-



CVT Control Valves

Capture ballooning auto-  
parts demand among **Chinese  
domestic companies**



**COPAL**  
-All for dreams

Vibration motors, etc.: Vietnam (2<sup>nd</sup> Factory)

-In operation since January 2011-



Metal Casing



Vibration Motors

Eyeing **global market** with  
unmatched technical edge  
and expanded production  
capacity

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# *Vision 2015*

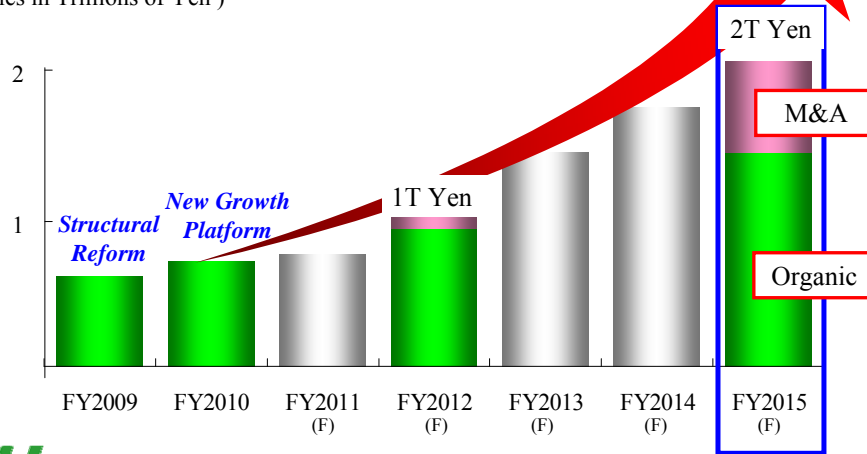
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## Mid-term Target: *Vision 2015*

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

(Sales in Trillions of Yen)



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## Business Portfolio Shift: 2015 Target

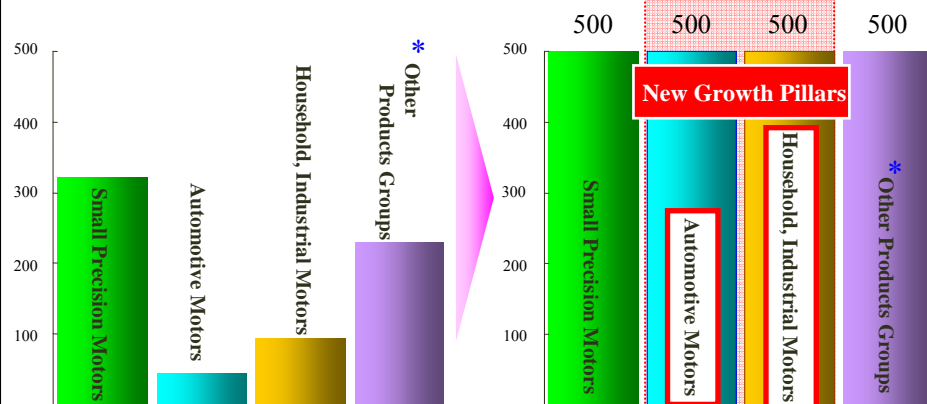
(Sales in Billions of Yen)

**FY2010**

**2 Pillars**

**Vision2015**

**4 Pillars**



\* Other product groups consist of "Machinery," "Electronic/Optical Components," and "Others"

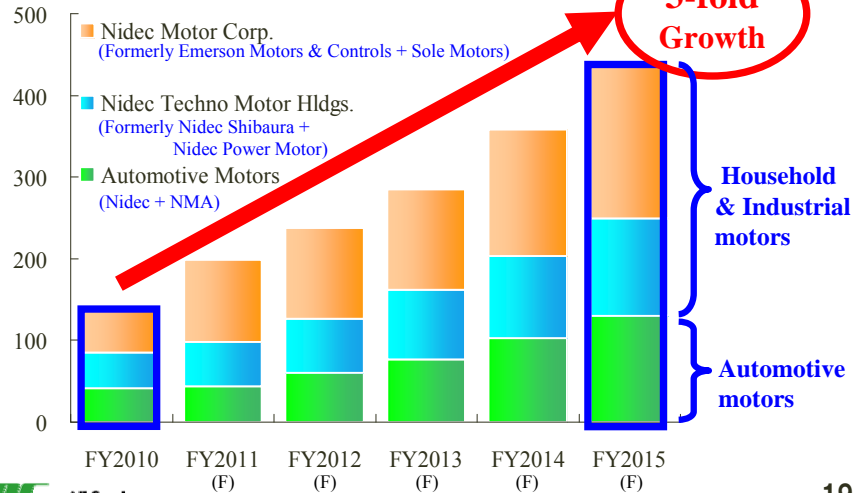
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## Organic Growth Outlook for Prospective Pillars

### 400 Billion-plus sales of automotive, household and industrial motors

(Sales in Billions of Yen)



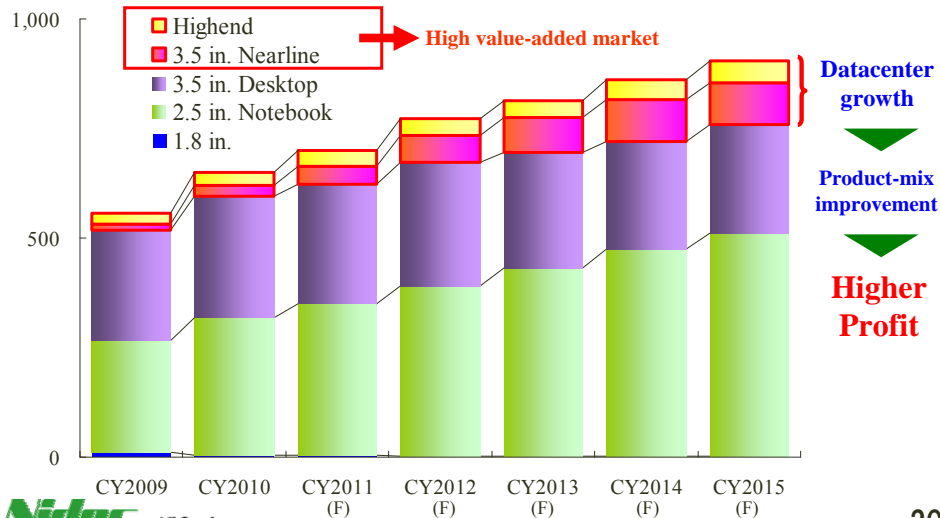
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## HDD Motors: Profitability Enhancement

### Uptrend remains intact in the server storage market

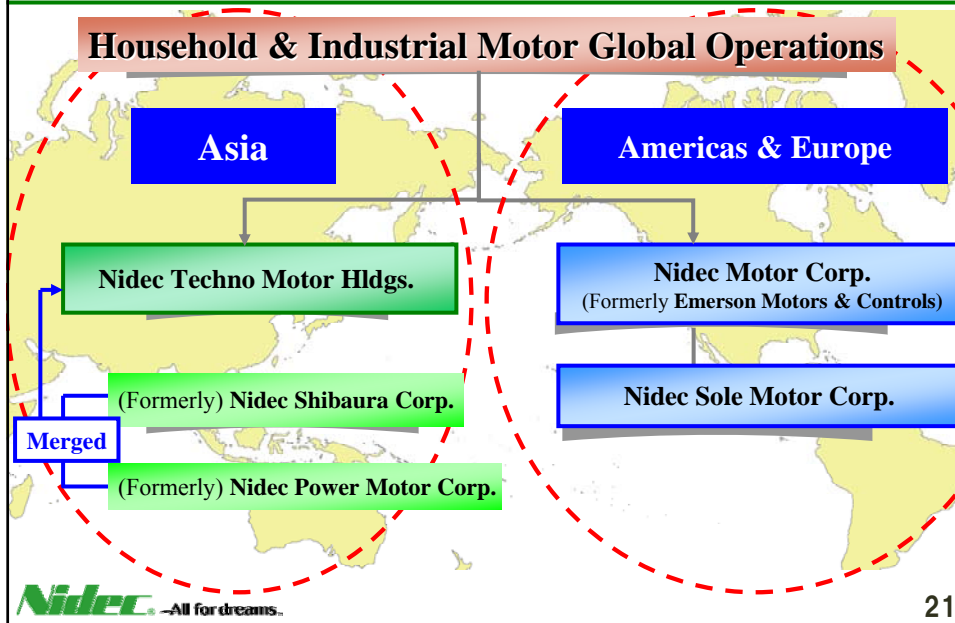
(Millions of Units)



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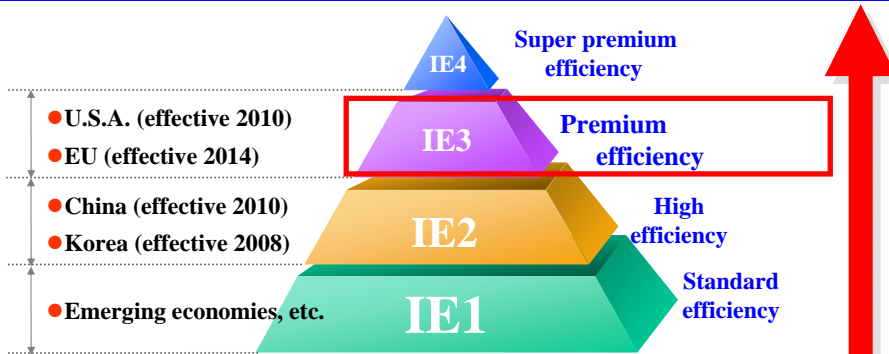
## Market-oriented Organizational Regrouping



## Global Tightening of Electric Motor Efficiency Standards

### Energy-saving initiatives growing worldwide


Efficiency classification by IEC (International Electrotechnical Commission)



**Industries on the move towards greener motor drive solutions**

# Global Synergies - 1

**Industrial Equipment**



**IE3**

**Nidec Motor Corp.**  
(Formerly Emerson Motors & Controls)

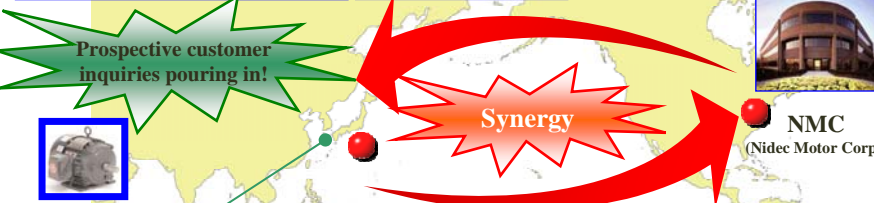
**Premium efficiency motors**

**Nidec Techno Motor Hldgs.**

**Sales operations targeted at Japanese and Asian customers**

**Nidec Motor Corp.**  
(Formerly Emerson Motors & Controls)

**Premium efficiency motors**



**Synergy**


**Prospective customer inquiries pouring in!**

**Growing exports of IE3-compliant machinery to the American and European markets**

Ministry of Economy, Trade and Industry in Japan most likely to adopt the IE3 standards in 2015


**NMC**  
(Nidec Motor Corp.)

**IE3 compatibility with JIS forthcoming.**


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# Global Synergies - 2

**Construction/Agricultural Vehicle**



**SR DRIVES**  
Manufacturing

**Nidec Motor Corp.**  
(Formerly Emerson Motors & Controls)

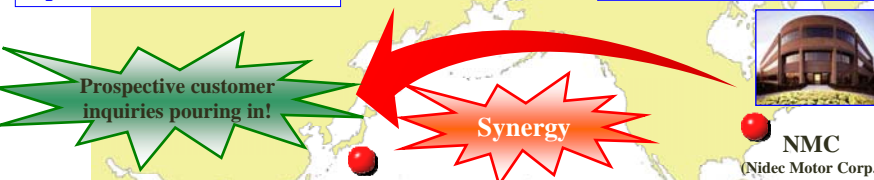
**SR Motors**

**Nidec Corp.**

**Sales operations targeted at Japanese and Asian customers**

**Nidec Motor Corp.**  
(Formerly Emerson Motors & Controls)


**SR Motors**




**Synergy**

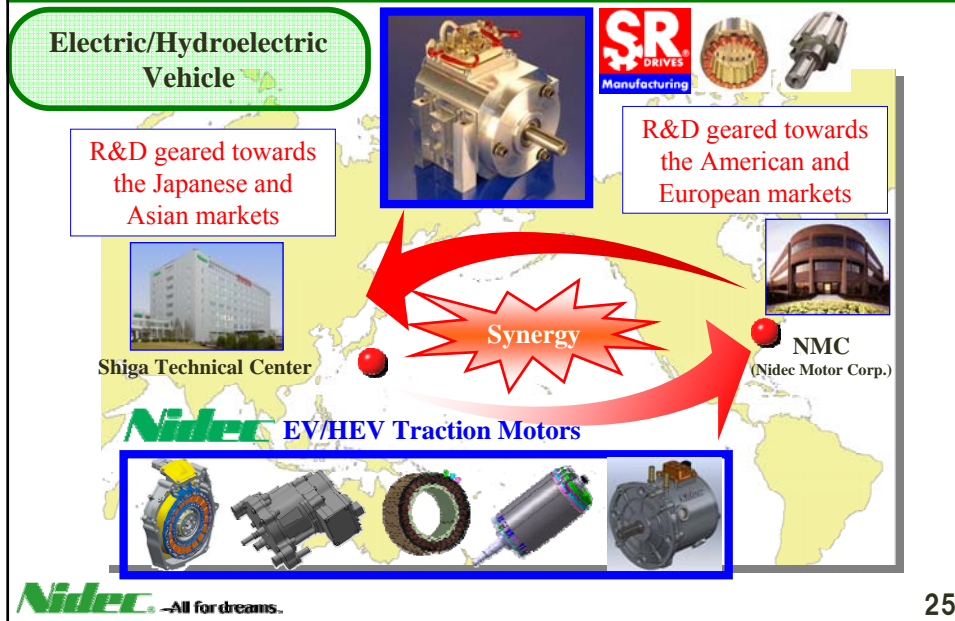
**Prospective customer inquiries pouring in!**

**NMC**  
(Nidec Motor Corp.)

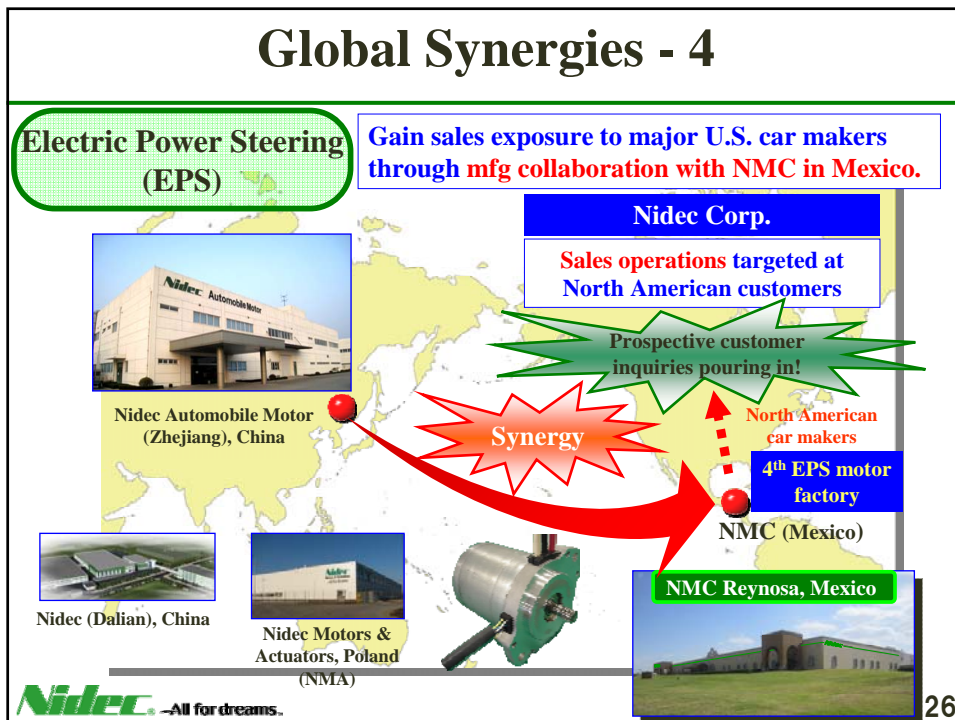



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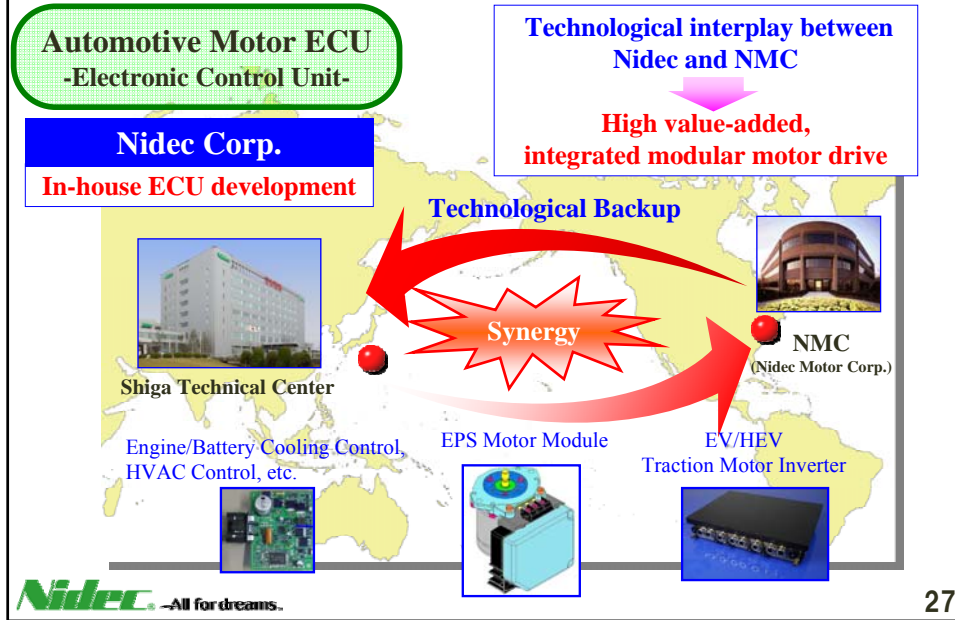
## Global Synergies - 3



## Global Synergies - 4



# Global Synergies - 5



















# Global Synergies - 6



# Potential SR Motor Applications

## Prospective Areas for Extra-efficient, Rare Earth-free SR Motor

<b>Automobiles</b>	 Electric Vehicles  Farm Tractors	<b>Home Appliances</b>  Food Processors  Vacuum Cleaners  Centrifuges  Laundry Products
 Busses  Heavy Duty Traction		
<b>Factory Equipment</b>  High Pressure Pumps  Textile Machinery  Air Compressors	<b>Infrastructure</b>  Rail Air Conditioning  Mining Equipment  Water Injection Pumps  Cranes	

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## Notes Regarding Forward-looking Statements and Accounting Treatment of “Discontinued Operations” and “Business Combinations”

### Disclaimer Regarding Forward-Looking Statements

These presentation materials and the subsequent discussions regarding the Nidec Groups’ financial results contain forward-looking statements including expectations, judgment, plans, and strategies. The forward-looking statements are based on management’s assumptions and belief in light of the information currently available. Certain risks, uncertainties and other factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such factors include, but are not limited to: fluctuation of currency exchange rates, overall supply and customer demand in the motor industry, product development and production capabilities, performance of affiliated companies, and other risks and uncertainties. Nidec undertakes no obligation to update forward-looking statements to reflect events or circumstances that occur after the date the forward-looking statements are made.

### Accounting Treatment of “Discontinued Operations” and “Business Combinations”

- 1) Pursuant to FASB Accounting Statements Codification (ASC) 205-20, "Presentation of Financial Statements-Discontinued Operations," the results of discontinued operations have been reclassified and presented separately from those of continuing operations as “Loss from discontinued operations.” The relevant prior-period statements have been retrospectively adjusted to reflect this reclassification.
- 2) Pursuant to ASC 805 "Business Combinations", the results of operations for the nine months ended December 31, 2010 have been retrospectively adjusted as the fair value evaluation of the assets acquired and the liabilities assumed upon the acquisition of Nidec Motor Corporation completed in the three months ended March 31, 2011. The results of operations for the three months ended March 31, 2011 were prepared based on this retrospective adjustment.



**Nidec**<sup>®</sup>  
**-All for dreams**<sup>™</sup>

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E-mail: [Shinji.yamada@Nidec.com](mailto:Shinji.yamada@Nidec.com)

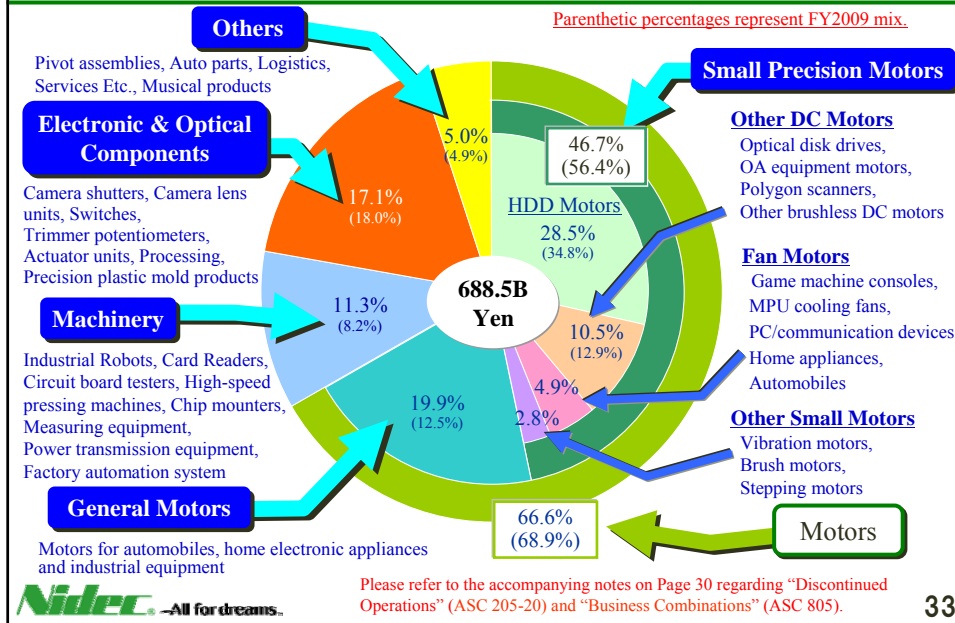
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**Appendix**

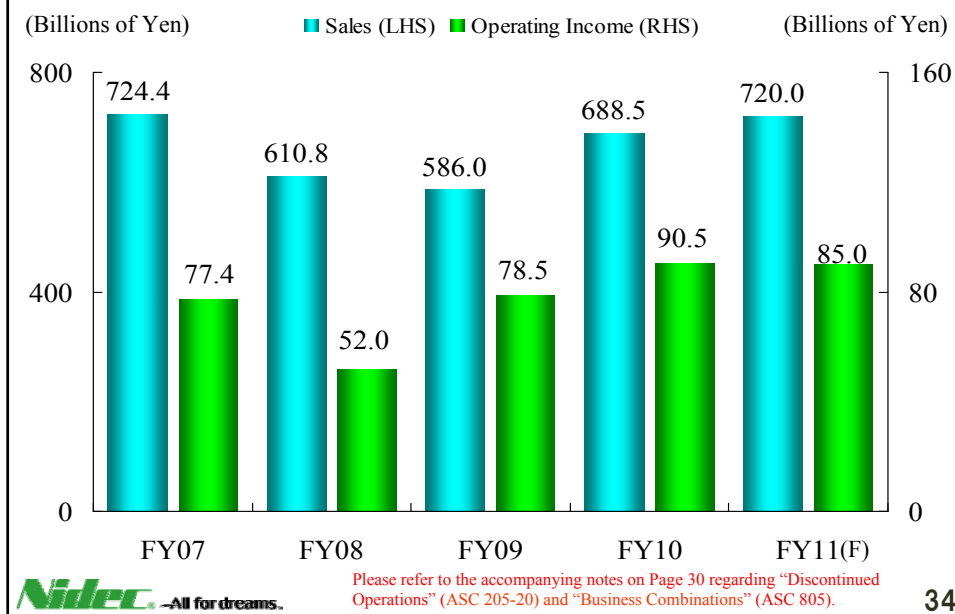
**Performance Trend  
&  
Product Groups Overview**



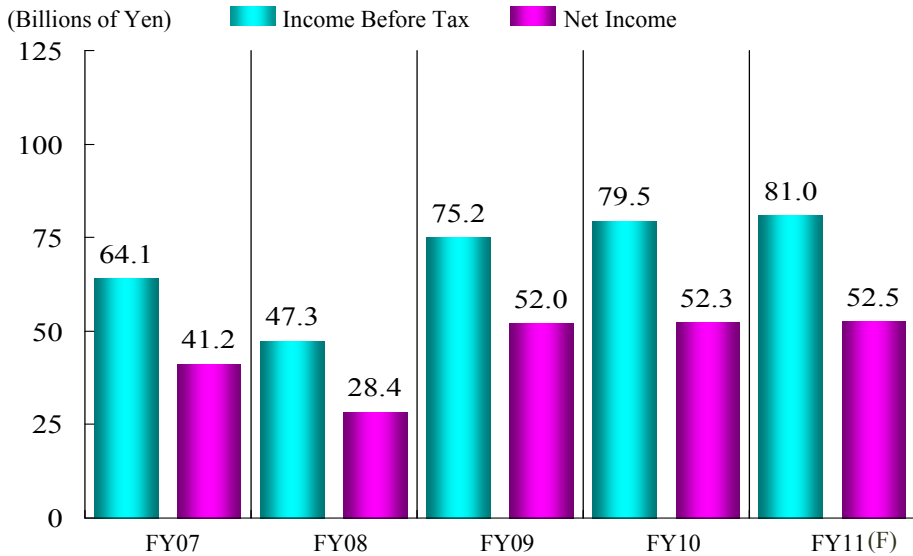
## Sales by Product Group (FY2010)



## Consolidated Sales & Operating Income



## Consolidated Income Before Tax & Net Income

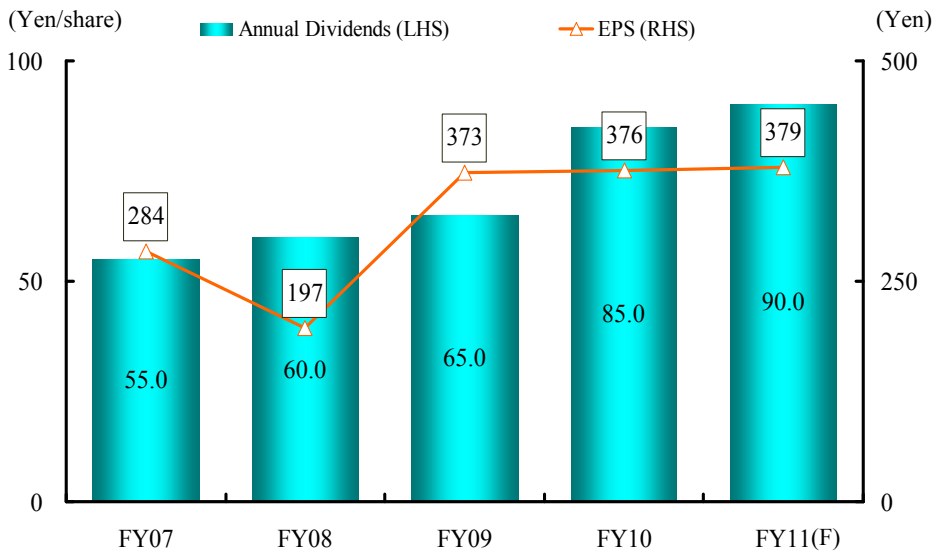


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Please refer to the accompanying notes on Page 30 regarding "Discontinued Operations" (ASC 205-20) and "Business Combinations" (ASC 805).

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## Dividends and EPS



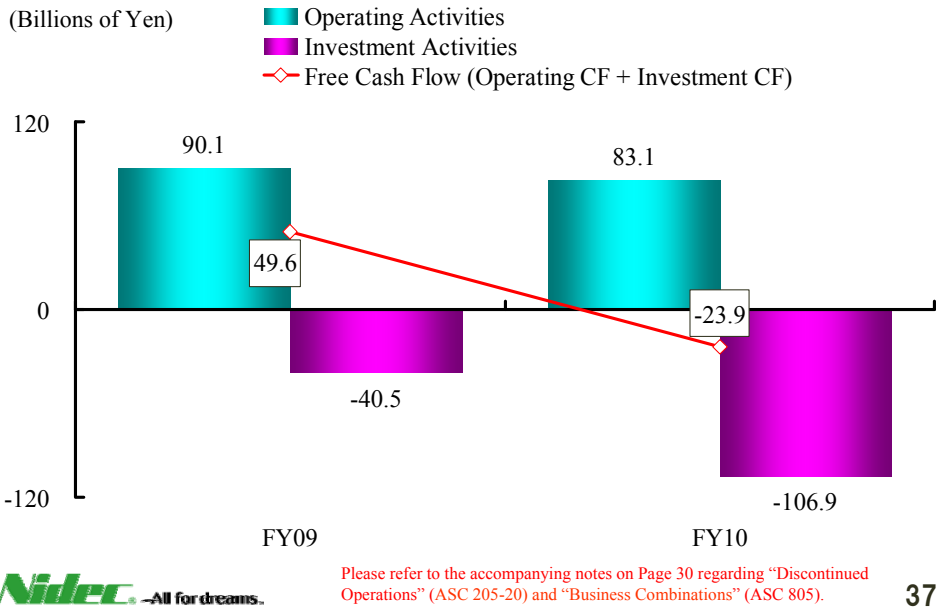
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Please refer to the accompanying notes on Page 30 regarding "Discontinued Operations" (ASC 205-20) and "Business Combinations" (ASC 805).

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## Consolidated Cash Flow

(Billions of Yen)

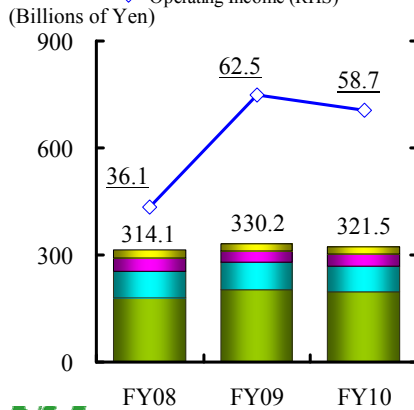


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## Product Groups Overview -1

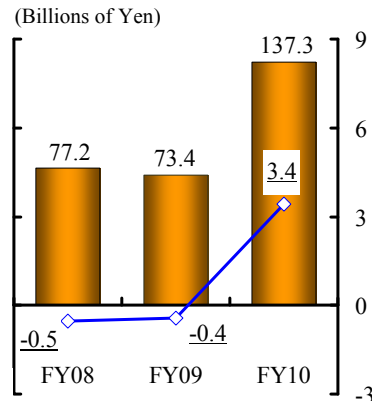
### <Small Precision Motors>

- Other Small Motors (sales, LHS)
- Fan Motors (sales, LHS)
- Other DC Motors (sales, LHS)
- HDD Motors (sales, LHS)
- Operating Income (RHS)



### <General Motors>

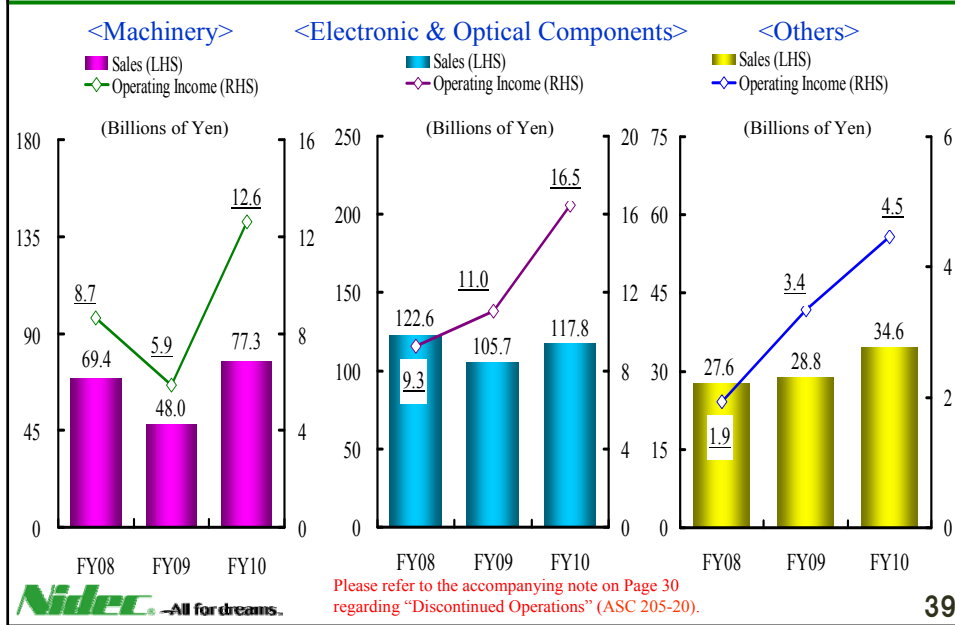
- Sales (LHS)
- Operating Income (RHS)



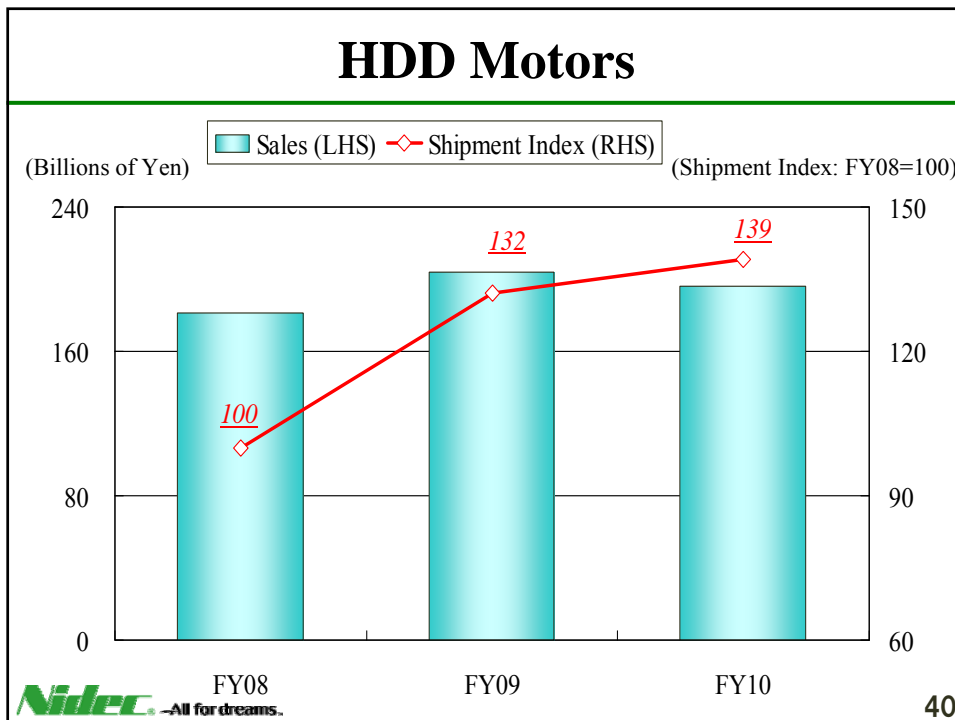
Please refer to the accompanying note on Page 30 regarding "Business Combinations" (ASC 805).

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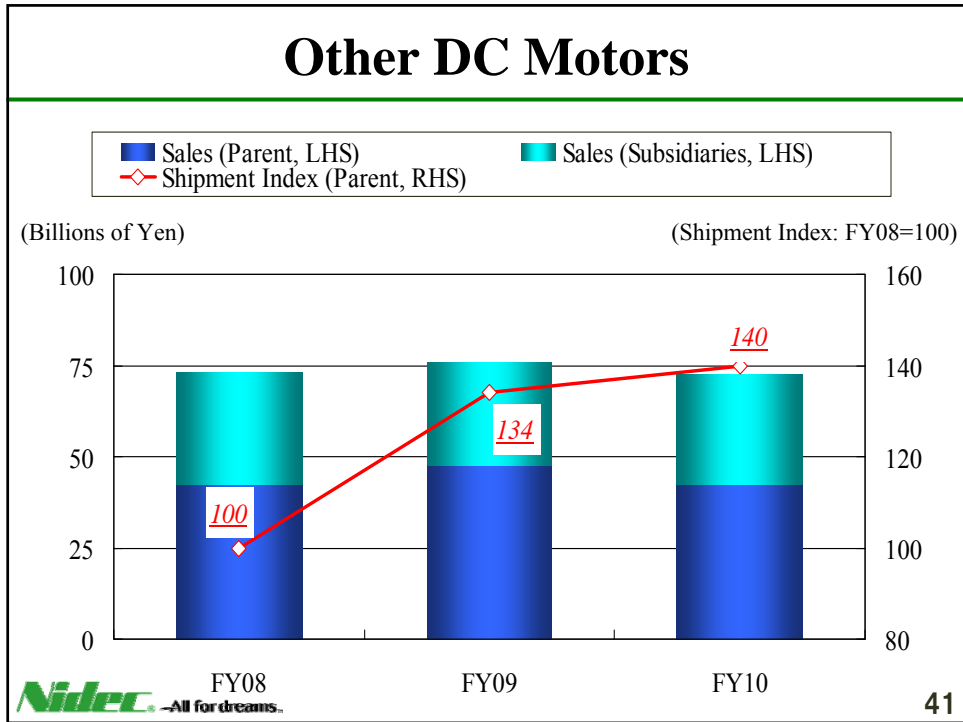
## Product Groups Overview -2



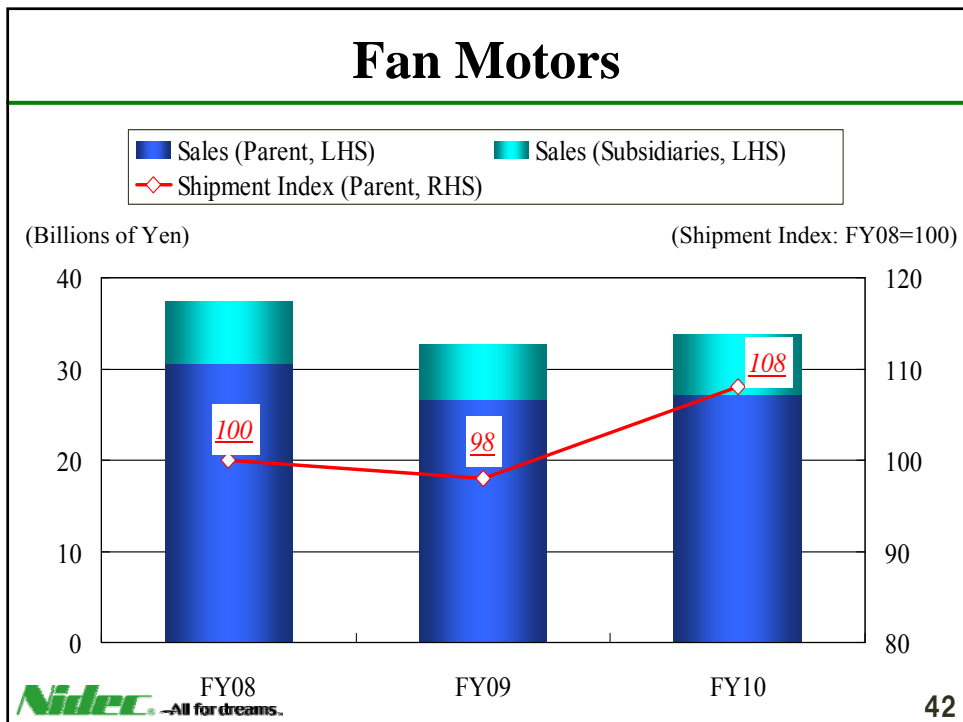
## HDD Motors



## Other DC Motors

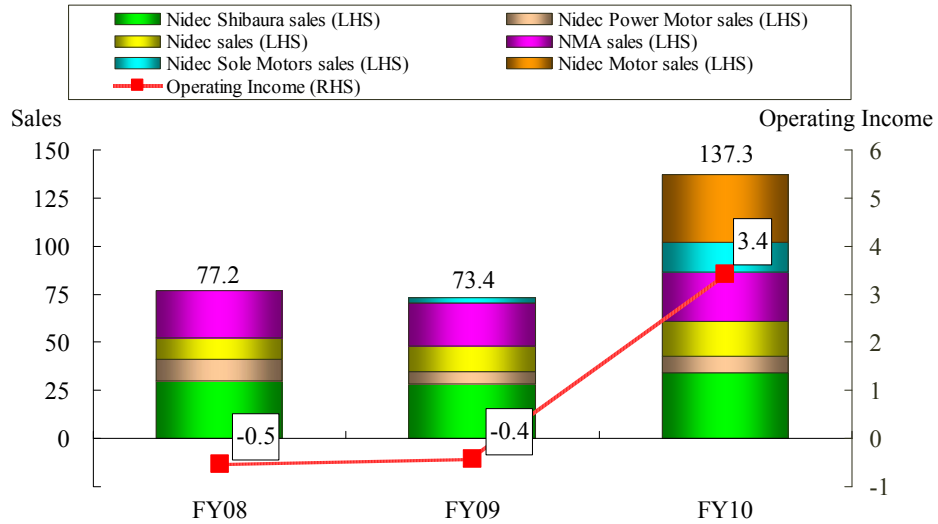


## Fan Motors



# General Motors

(Billions of Yen)



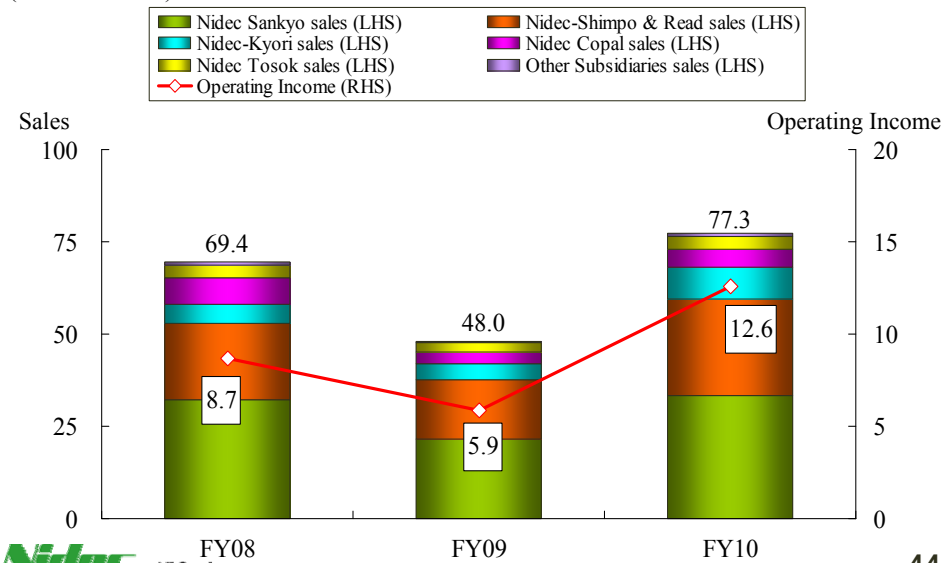
Please refer to the accompanying note on Page 30 regarding "Business Combinations" (ASC 805).

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# Machinery

(Billions of Yen)

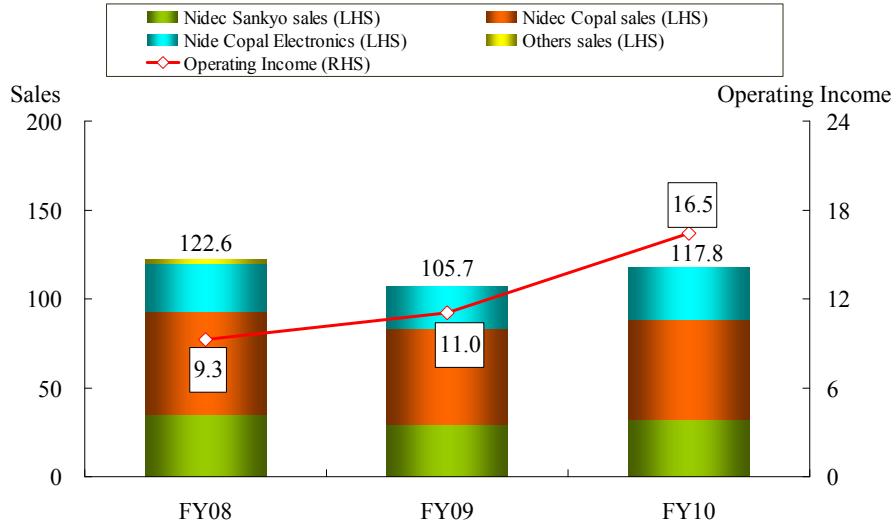


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## Electronic & Optical Components

(Billions of Yen)



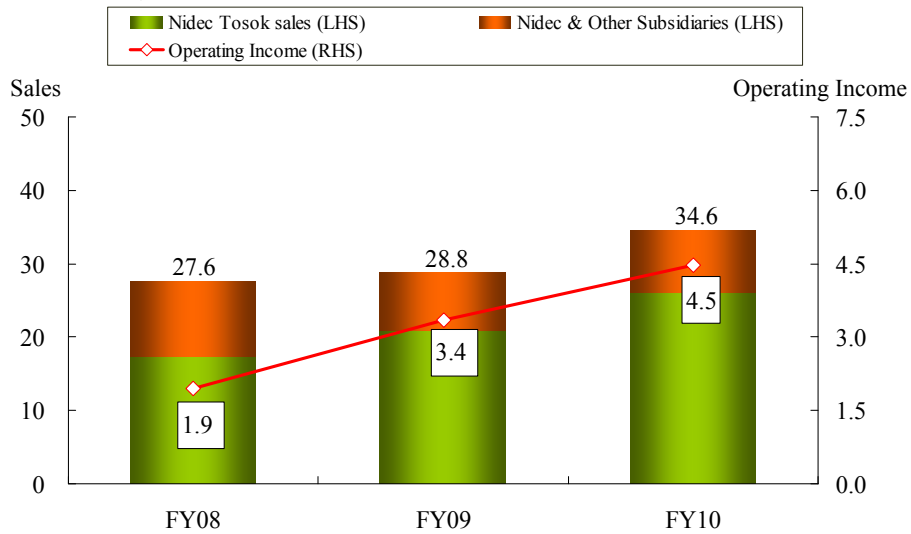
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Please refer to the accompanying note on Page 30 regarding "Discontinued Operations" (ASC 205-20).

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## Others

(Billions of Yen)



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**Thank You!**