



NIDEC Corporation

First-half Results for the Fiscal Year 2004

< U.S. GAAP >

November 1, 2004

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



Summary of 1H/FY04

Sales, Operating Income and Net Income **hit record highs, surpassing original forecasts**

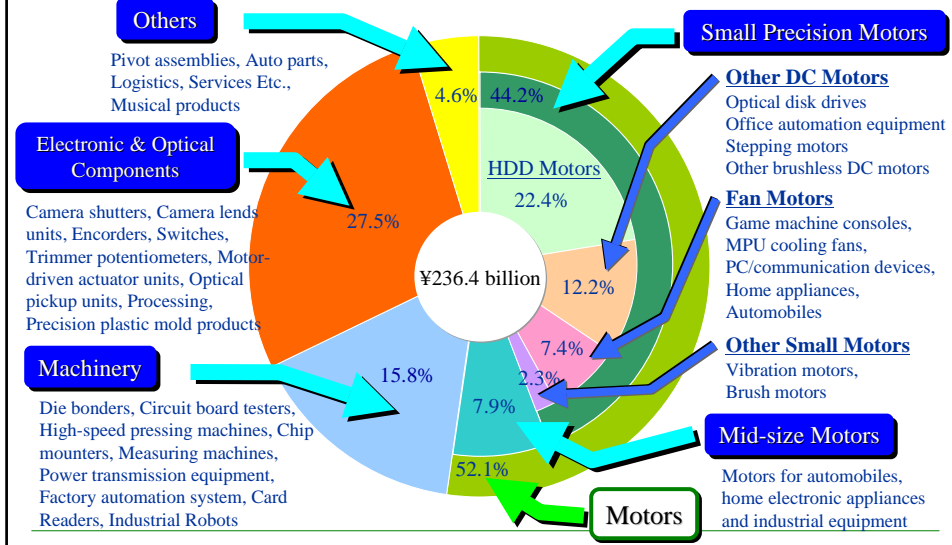
Small Precision Motors Up 29.7% in Sales, 22.8% in Operating Income Y/Y

Excellent sales and profits in the “Machinery”, “Electronic & Optical Components” and “Others” segments, benefiting from the expanded scope of consolidation*

Sankyo Seiki's drastic return to profitability

*Financial Results of Sankyo Seiki Mfg. Co., Ltd., Nidec Copal Corporation and Nidec Copal Electronics Corporation have been included in the scope of consolidation since 4Q/FY03

Sales by Business Segment (1H/FY04)



November 1, 2004

First-half Results for the Fiscal Year 2004

3

Profit/Loss

(Yen in millions)	1H/FY03	1H/FY04	Change	FY03 (Annual)
Net sales	119,040	236,405	+98.6%	277,497
Operating income (OP Income ratio)	11,325 (9.5%)	24,096 (10.2%)	+112.8%	22,015 (7.9%)
EBIT	9,569	27,432	+186.7%	19,639
Net Income	8,403	16,049	+91.0%	16,089
EPS (¥)	132	234	+77.0%	251
FX (¥/\$)				
Average:	118.05	109.86	-6.9%	113.07
Term end:	111.25	111.05	-0.2%	105.69

Impact of FX rate changes: (Y/Y)

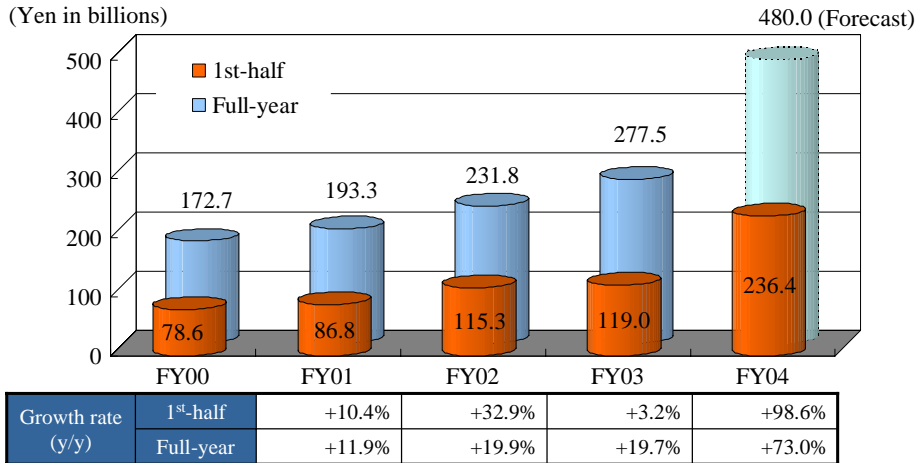
Net sales: -5.0 billion yen
 Operating income: -1.3 billion yen
 FX gain: +4.9 billion yen

November 1, 2004

First-half Results for the Fiscal Year 2004

4

Consolidated Net Sales

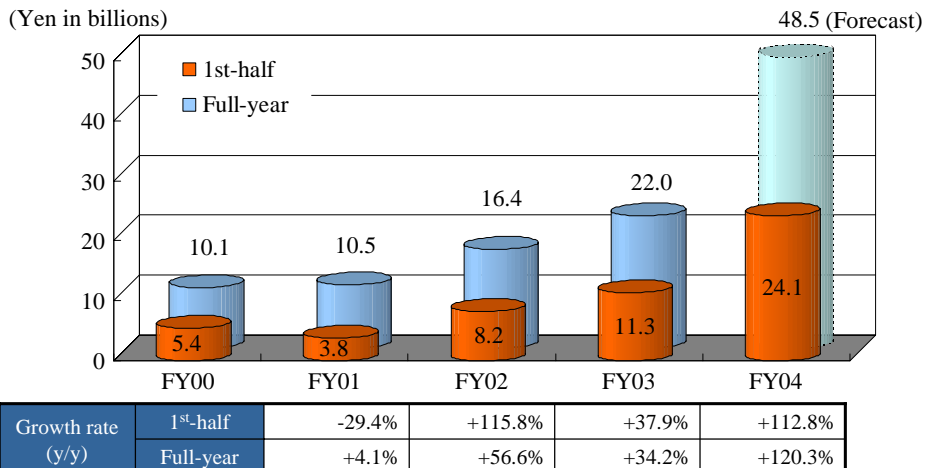


November 1, 2004

First-half Results for the Fiscal Year 2004

5

Consolidated Operating Income



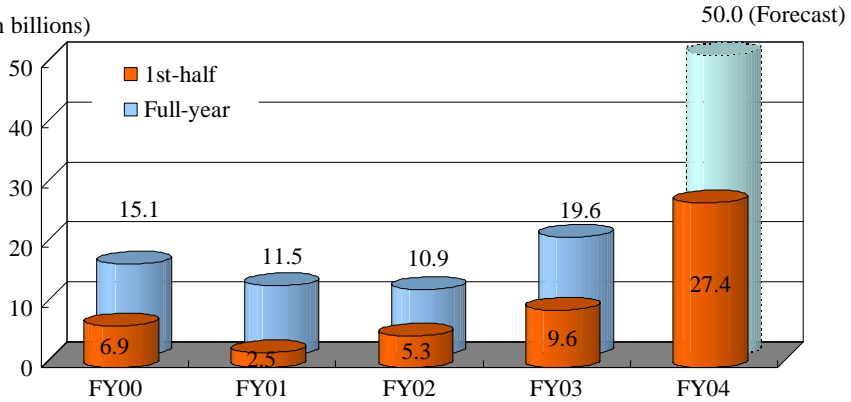
November 1, 2004

First-half Results for the Fiscal Year 2004

6

Consolidated Income Before Tax

(Yen in billions)



Growth rate (y/y)	1st-half				
	FY00	FY01	FY02	FY03	FY04
1st-half	-64.2%	+111.5%	+81.9%	+186.7%	
Full-year	-24.2%	-4.9%	+80.0%	+154.6%	

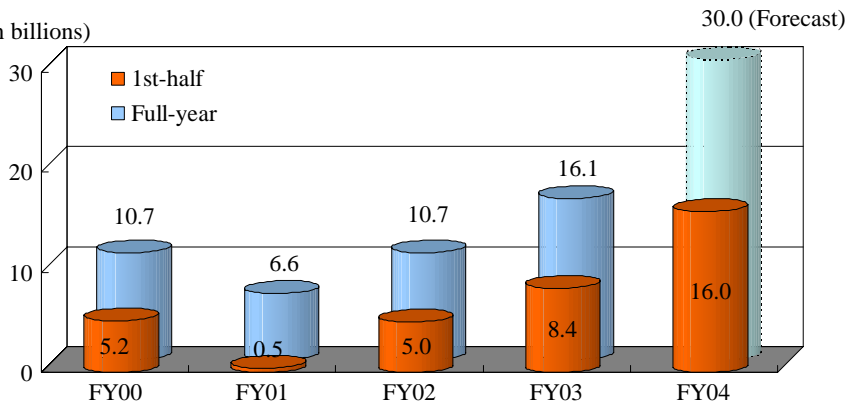
November 1, 2004

First-half Results for the Fiscal Year 2004

7

Consolidated Net Income

(Yen in billions)



Growth rate (y/y)	1st-half				
	FY00	FY01	FY02	FY03	FY04
1st-half	-91.2%	+1,011.3%	+67.7%	+91.0%	
Full-year	-38.6%	+62.3%	+50.6%	+86.5%	

November 1, 2004

First-half Results for the Fiscal Year 2004

8

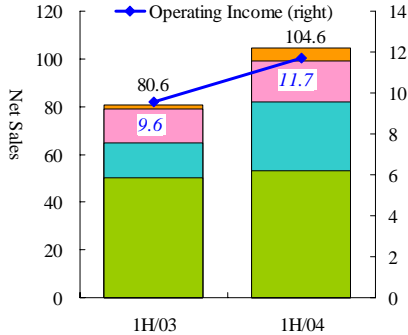
Business Segment Results---1

< Small Precision Motors, Mid-size Motors >

Small Precision Motors

(Yen in billions)

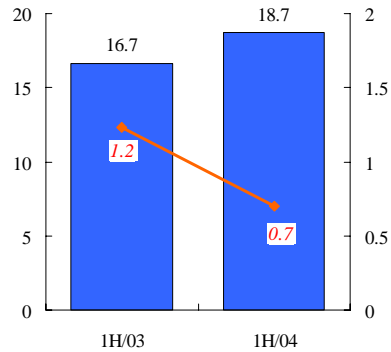
- Other small motors (left)
- Fan motors (left)
- Other DC motors (left)
- HDD motors (left)
- Operating Income (right)



Mid-size Motors

(Yen in billions)

- Net Sales (left)
- Operating Income (right)



November 1, 2004

First-half Results for the Fiscal Year 2004

9

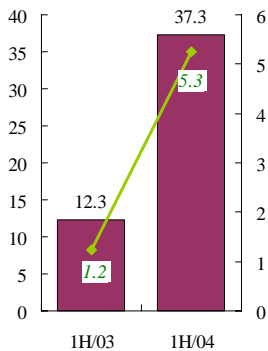
Business Segment Results---2

< Machinery, Electronic/Optical Components, Others >

Machinery

(Yen in billions)

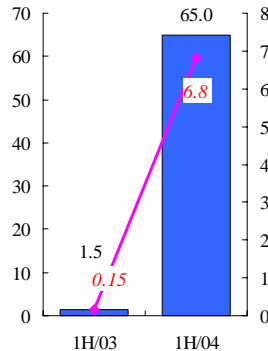
- Net Sales (left)
- Operating Income (right)



Electronic/Optical Components

(Yen in billions)

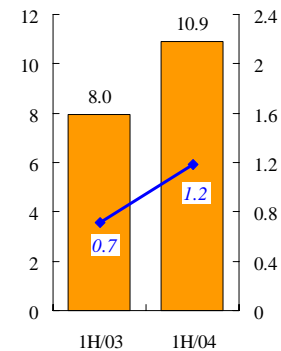
- Net Sales (left)
- Operating Income (right)



Others

(Yen in billions)

- Net Sales (left)
- Operating Income (right)

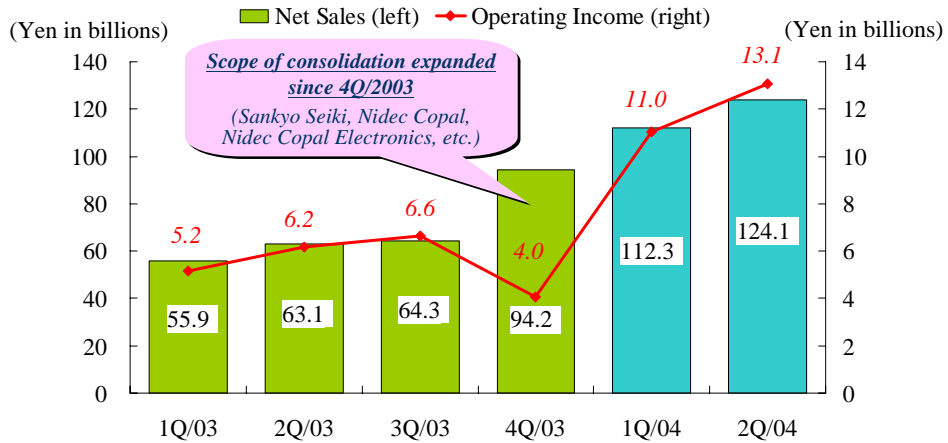


November 1, 2004

First-half Results for the Fiscal Year 2004

10

Consolidated Quarterly Results

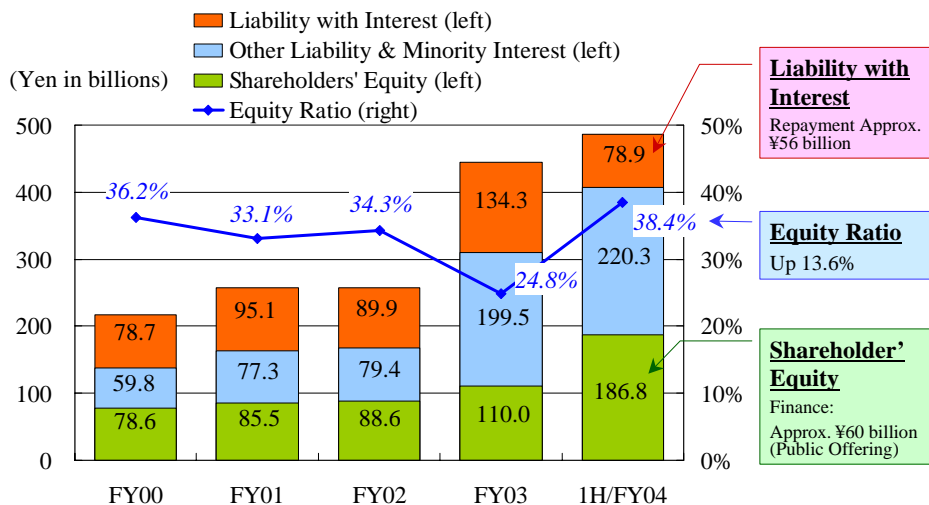


November 1, 2004

First-half Results for the Fiscal Year 2004

11

Equity Ratio and Liability with Interest

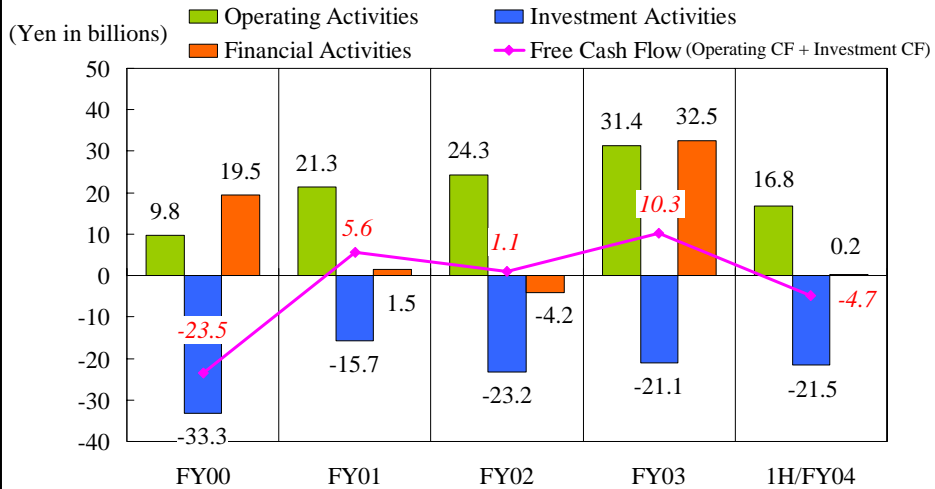


November 1, 2004

First-half Results for the Fiscal Year 2004

12

Cash Flow

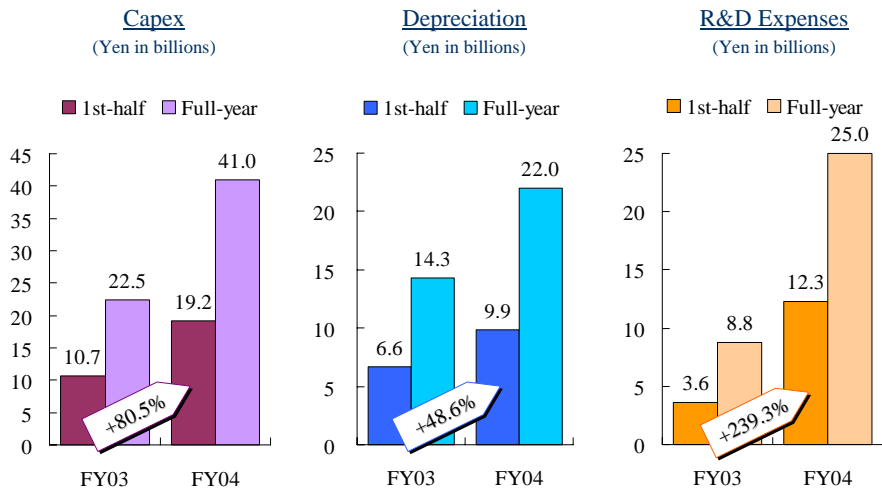


November 1, 2004

First-half Results for the Fiscal Year 2004

13

Capital Expenditures, Depreciation and R&D Expenses



November 1, 2004

First-half Results for the Fiscal Year 2004

14

FY2004 Forecasts

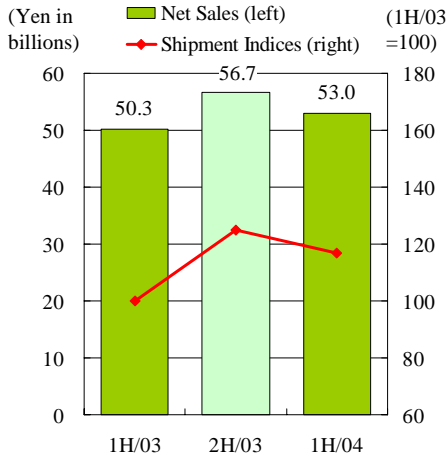
(Yen in millions)	1H (Forecast)	1H (Results)	Full-year (Forecast)	Full-year (Revised Forecast)
Net Sales	210,000	236,405	450,000	480,000
Operating Income	20,000	24,096	45,000	48,500
EBIT	18,000	27,432	40,500	50,000
Net Income	9,500	16,049	20,000	30,000
EPS (¥)	176	234	305	425
Ave. FX (¥/\$)	105.00	109.86	105.00	105.00

Business Segment Information

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

HDD Motors: 1H Results

Sales & Shipment

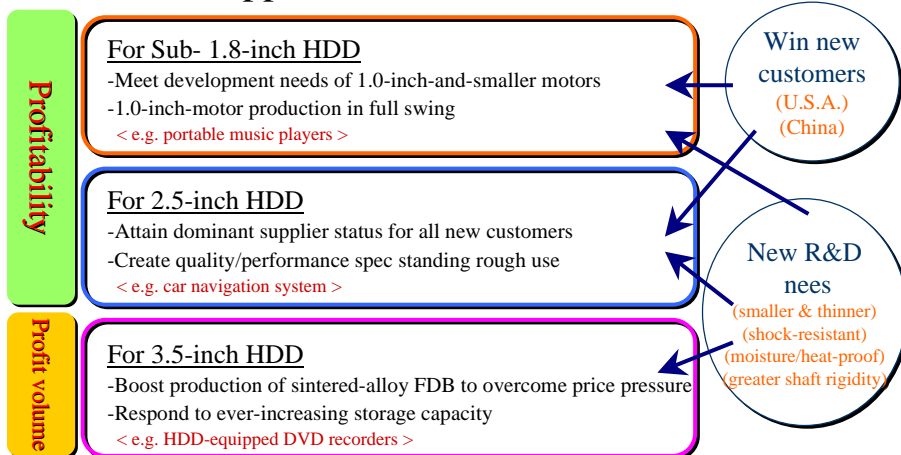


Increased demand for Sub-1.8-inch micro drive motors
 Shipment Up 3.3 fold, Sales Up 2.9 fold.
 Upbeat High-end 3.5-inch motor shipment.

Sales
 Up 5.5% Y/Y
 Shipment
 Up 17.0% Y/Y
 Yen-based ASP
 Down 9.8% Y/Y

HDD Motors - Strategy---1

Broaden Applications and Customer Bases



HDD Motors - Strategy---2

Increase Investments in R&D and Production

R&D

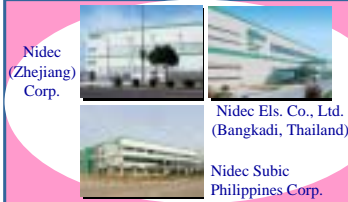
Profit-focused, massproduction-conscious
 New materials & innovative Design
 Intellectual Property Rights

Central Technical Laboratory Nagano Technical Center



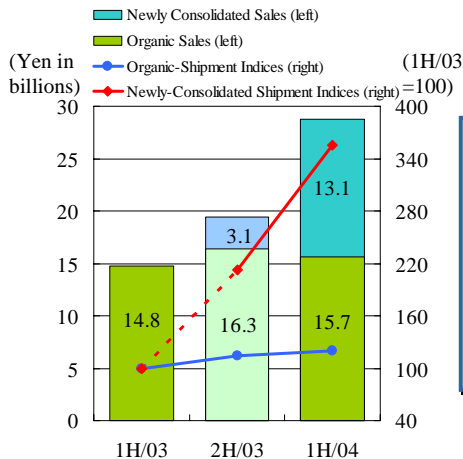
Production

Thailand: micro-drive production increases
China: local-customer sales expansion
Philippines: massproduction at Nidec Subic



Other DC Motors: 1H Results

Sales & Shipment



Large Sales Increases:
 Optical-drive motors and newly consolidated subsidiaries contributed..

Sales

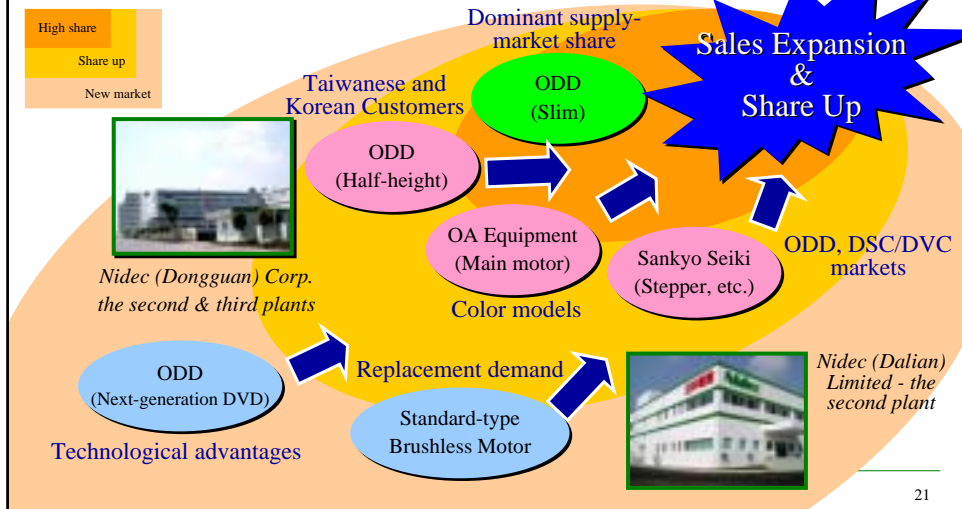
Up 95% Y/Y
 ¥13.1 billion = Consolidated effect

Shipment

Up 20.3% Y/Y (Organic Growth)
 Up 3.5 fold Y/Y (New consolidation scope)

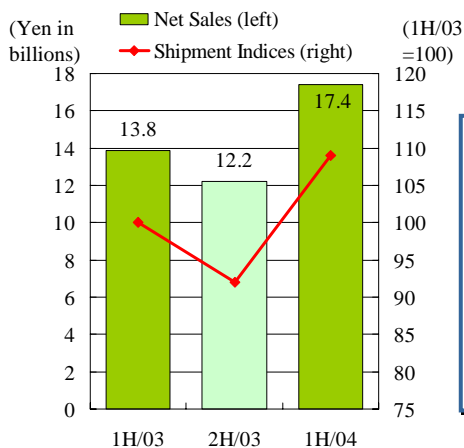
Other DC Motors - Strategy

Focus on New Products, New Markets, New Customers



Fan Motors : 1H Results

Sales & Shipment



ASP boosted by profitable PC/server-fan sales

Seles

Up 25.7% Y/Y

Shipment

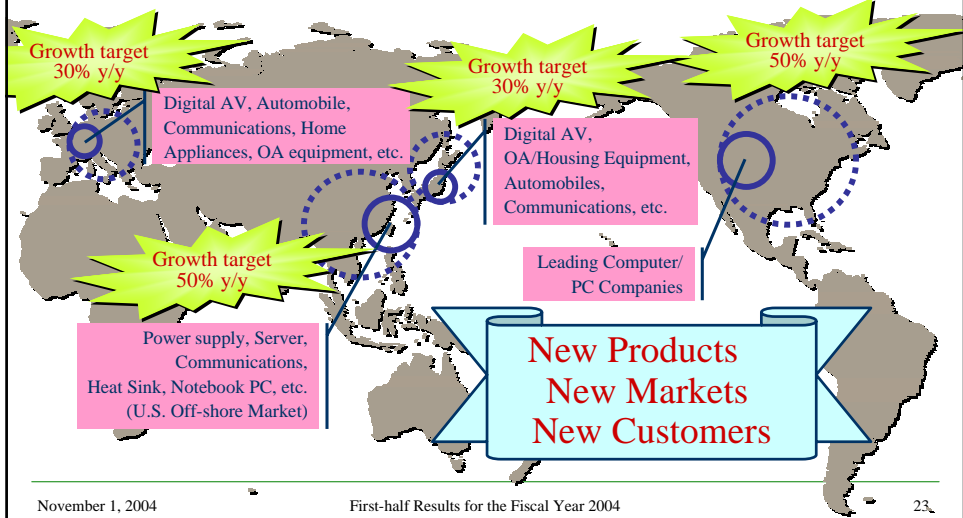
Up 9% Y/Y

Yen-based ASP

Up 15% Y/Y

Fan Motor - Strategy

Broaden business base with new markets and new customers



November 1, 2004

First-half Results for the Fiscal Year 2004

23

Mid-size Motor - Strategy

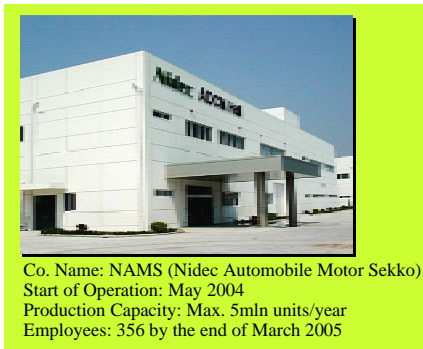
For Automobiles

Massproduction started for new customers' EPS.

Zhejiang (China) plant goes full-blast to produce vehicle-mounted motors.

For Home Appliances and Industrial Equipment

Plants in Zhejiang, China boost output and slash cost
Expand overseas customer base and brushless motor sales.



November 1, 2004

First-half Results for the Fiscal Year 2004

24

Machinery, Electronic/Optical Components and Others - Strategy

Machinery

Sankyo, Nidec-Shimpo, Nidec-Read, Nidec Copal, Nidec Tosok, Nidec-Kyori and Nidec Machinery

Expand the **industrial-robot** business.

Strengthen production in China (Nidec Group Industrial Park in Pinghu).

Electronic/ Optical Components

Sankyo, Nidec Copal, Nidec Copal Elec. and Nidec Nemicon

Expand sales of **optical components** (camera shutters & lens, optical pickups).

Introduce new lines of **electronic components** (drive units, trimmers, actuators).

Others

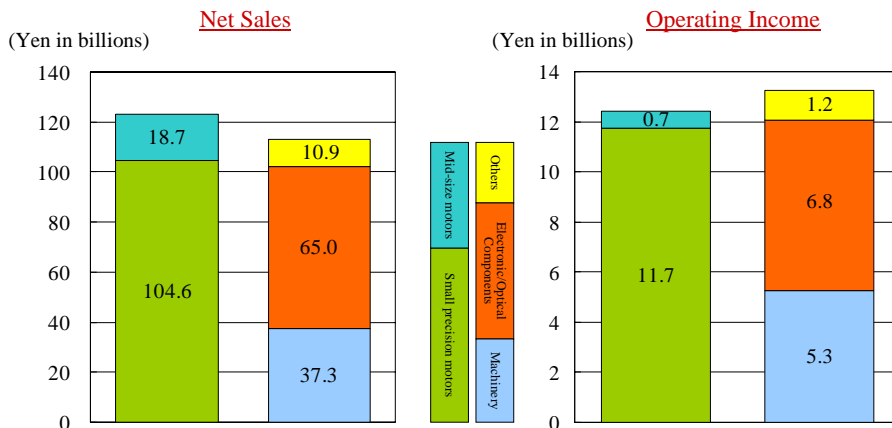
Nidec Tosok etc.

Broaden overseas production of **automobile parts**.

Raise profitability, increase orders.

Net Sales/Operating Income by Business Segment

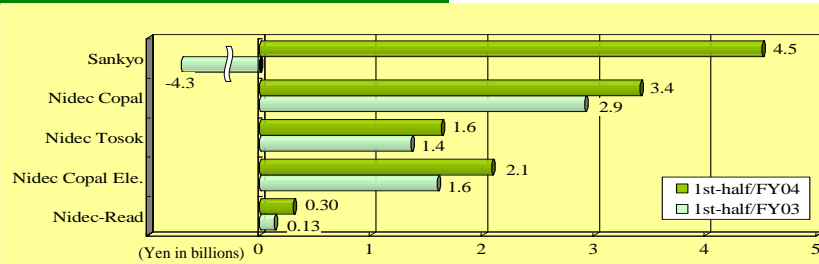
Reduced Dependence on Small Precision Motors



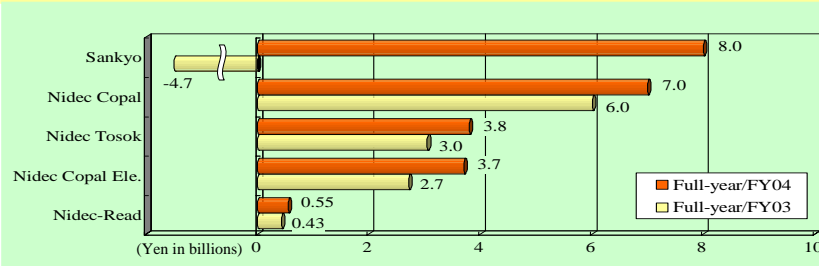
Main Subsidiaries

< Consolidated Operating Income >

1st-half Results



Full-year Forecast



NIDEC Corporation

<http://www.nidec.co.jp/english/ir/index.html>

