

To our shareholders:

Shigenobu Nagamori
Chairman of the Board, President & CEO
Nidec Corporation
338 Tonoshiro-cho, Kuze, Minami-ku, Kyoto 601-8205, Japan

The 36th Regular General Meeting of Shareholders

Notice is hereby given that the 36th Regular General Meeting of Shareholders (“Meeting”) of Nidec Corporation will be held in accordance with the following schedule:

1. Time & Date: 10:00 a.m. on Tuesday, June 23, 2009

2. Place: Shunju-no-Ma (Hall of Spring and Autumn), 2nd Floor, Rihga Royal Hotel
Kyoto (1-Taimatsucho, Horikawa-Shiokoji, Shimogyo-ku, Kyoto 600-8237
Japan)

3. Agenda:

- Reporting:**
1. The business report and consolidated financial statements for the 36th fiscal year (from April 1, 2008 to March 31, 2009); audit results regarding the consolidated financial statements by the accounting auditors and the board of auditors
 2. The financial statements for the 36th fiscal year (from April 1, 2008 to March 31, 2009)

Proposals:

1. Partial amendment of the Articles of Incorporation
2. Appointment of 9 members to the Board of Directors
3. Appointment of 1 member to the Board of Auditors

4. Exercise of Voting Rights

If you are unable to attend the Meeting, you may exercise your voting rights by paper ballot, via the Internet, or by alternative means. You are cordially requested to review the Reference Documents for the Regular General Meeting of Shareholders in the following pages and exercise your voting rights by 5:30 p.m. on Monday, June 22, 2009 as instructed below.

(1) Voting via Mail

Please indicate your approval or disapproval for each item listed on the enclosed Voting Instruction Card and return it to Nidec Corporation by 5:30 p.m. on Monday, June 22, 2009.

(2) Voting via the Internet

Please review the “Procedure to Exercise Voting Rights Electromagnetically” on page 43 and exercise your voting rights by 5:30 p.m. on Monday, June 22, 2009.

Notes:

- 1) For those attending, please present the Voting Instruction Card at the reception desk on arrival at the Meeting.
- 2) Any alternations to reference documents for the regular general meeting of shareholders, business reports and consolidated financial statements, which are made prior to the Meeting, will be notified on our website (<http://www.nidec.co.jp/english/ir/index.html>).

(Document to be provided)

Operating and Financial Review and Prospects

(Period: April 01, 2008 – March 31, 2009)

I. Overview of Business Conditions in Fiscal 2008

1. Analysis of Business Results

(1) Overview of Business Conditions

During the fiscal year ended March 31, 2009 ("this fiscal year"), the world economy further deteriorated as a result of the sub-prime loan-caused chaos in the financial and capital markets and sustained an extremely negative impact that affected the real economy at an unprecedented speed and scale. This phenomenon was beyond the definition of a depression and should be referred to as a "crash." Financial concerns and a significant demand decrease caused several industries to suffer an extraordinary utilization reduction, while the capital shortfalls of large corporations accelerated the financial chaos.

Under these economic circumstances, our company's business performance, which had kept a good momentum during the first half of this fiscal year, slowed down rapidly in the second half of this fiscal year. Nevertheless, we quickly launched a group-wide work-sharing program to maintain employment and fight the recession in preparation for an upcoming age of half economy. In addition, regarding this economic recession as a very good chance to increase the sales profit ratio when our sales returns to a normal level, we launched the "WPR™ project (Double profit ratio™ project)"(*) to seek a radical profitability reform as part of our efforts to launch anti-recession measures as sustainable actions to improve our profit structure. This effort has enabled us to secure sales profit even in the fourth quarter of this fiscal year, when the consolidated sales of the entire Nidec Group decreased by 50% and minimize the extent of the profit loss of this fiscal year.

(2) Operating results by product segments for the year ended March 31, 2009

Net sales of small precision motors decreased by approximately ¥71,600 million, or 18.6%, to ¥314,073 million for this fiscal year compared to the previous fiscal year. Sales of spindle motors for hard disk drives ("HDDs") decreased by approximately ¥41,800 million, or 18.7%, while unit shipments of the spindle motors decreased by 4.7%. Sales decreased largely due to a 12% yen appreciation against the U.S. dollar. There were similar trends in other products of small precision motors. Unit shipments of our spindle motors for 2.5-inch HDDs increased over 20% for this fiscal year compared to the previous fiscal year. Sales mix of spindle motors for 2.5-inch HDDs increased 10% to account for 46% of our total sales of spindle motors for HDDs, closing on to 51% represented by the spindle motors for 3.5-inch HDDs. Sales of other small precision brushless DC motors also decreased approximately ¥19,200 million, or 20.8%. Sales of the brushless DC motors by Nidec Corporation and its direct-line subsidiaries decreased by approximately ¥12,400 million, or 22.7%, while the unit shipment decreased by 13%. Sales of brushless DC fans decreased by approximately ¥9,200 million, or 19.7%. Sales of brushless DC fans by Nidec Corporation and its direct-line subsidiaries decreased by 20.5%, while the unit shipments decreased by approximately 2.2%.

Net sales of mid-size motors decreased approximately ¥19,200 million, or 19.9%, to ¥77,156 million for this fiscal year. Sales of motors for automobiles decreased approximately 25% due mainly to the yen appreciation against the Euro, while sales of motors for home appliances and industrial use decreased approximately 15% compared to the previous fiscal year.

Net sales of machinery decreased approximately ¥1,200 million, or 1.6%, to ¥72,090 million for this fiscal year. This was mainly due to sales decreases of Nidec-Shimpo and Nidec Tosok. The sales of Nidec Sankyo, Nidec Copal, Nidec-Read increased for this fiscal year. In particular, the sales of Nidec Sankyo increased over 20%.

Net sales of electronic and optical components decreased approximately ¥23,300 million, or 16.0%, to ¥122,552 million for this fiscal year. The sales of Nidec Copal (such as shutters and lens unit for digital cameras and mobile phones) and Nidec Copal Electronics (such as sensors, electronic circuit components) decreased approximately 20% and 15%, respectively. Nidec Sankyo withdrew from the optical pickup business, which is therefore regarded as a discontinued business. Sales of control device units for home appliances in Nidec Sankyo were flat compared to the previous fiscal year, while sales of amusement unit and precision resin products in Nidec Nissin and Nidec Pigeon, which were part of Nidec Sankyo group, decreased.

Net sales of other products increased slightly by approximately ¥39 million, to ¥27,587 million for this fiscal year. Sales of automotive parts in Nidec Tosok remained at the same level to the previous fiscal year and sales of pivot assemblies in Nidec Singapore slightly decreased slightly. However, with slight increase in other services, etc., no significant change occurred in this business segment.

2. Financing and capital investment

(1) Financing

The financing during the consolidated fiscal year was loans from financial institutions only.

(2) Capital investment

The capital investment during the consolidated fiscal year totaled to ¥36,922 million, mainly for equipment for new product development, energy saving and efficiency improvement.

3. Assets, profit and loss over the past three fiscal years

(1) Assets, profit and loss of the Nidec Group

Category	FY2005 33 rd fiscal yr. (Apr. '05 – Mar. '06)	FY2006 34 th fiscal yr. (Apr. '06 – Mar. '07)	FY2007 35 th fiscal yr. (Apr. '07 – Mar. '08)	FY2008 36 th fiscal yr. (Apr. '08 – Mar. '09)
Net sales (¥ in millions)	511,589	614,651	728,756	613,458
Operating income (¥ in millions)	55,505	65,936	77,542	51,806
Net income (¥ in millions)	40,949	39,932	41,156	28,353
Net income per share- basic (¥)	285.47	276.03	284.00	197.42
Total assets (¥ in millions)	565,970	662,623	671,714	702,884
Shareholders' equity (¥ in millions)	263,659	305,016	319,584	297,148
Shareholders' equity per share (¥)	1,823.12	2,107.40	2,204.94	2,133.27

Notes:

1. The figures in millions yen are rounded off to the one million yen.
2. NIDEC produced its consolidated financial statements based on the generally accepted accounting principles in the United States ("US GAAP").
3. The "net income per share – basic" and the "shareholders' equity per share" were calculated based on the "average number of shares outstanding" and the "number of shares outstanding as of the end of the fiscal year" respectively.
4. As was disclosed on December 19, 2008, Nidec Sankyo Corporation, NIDEC's domestic subsidiary, withdrew from its optical pickup business. Accordingly, business figures related to this business segment are recorded as ones concerning the profit and loss of discontinued businesses in accordance with the US GAAP. Business figures of the aforementioned business segment were therefore removed from the data of continuing businesses in the profit and loss of the 2005 – 2007 fiscal years, with related figures adjusted and presented accordingly.

(2) Assets, profit and loss of Nidec Corporation

Category	FY2005 33 rd fiscal yr. (Apr. '05 – Mar. '06)	FY2006 34 th fiscal yr. (Apr. '06 – Mar. '07)	FY2007 35 th fiscal yr. (Apr. '07 – Mar. '08)	FY2008 36 th fiscal yr. (Apr. '08 – Mar. '09)
Net sales (¥ in millions)	168,220	180,596	189,253	134,324
Ordinary income (¥ in millions)	24,544	25,206	21,307	25,119
Net income (¥ in millions)	19,866	15,170	21,519	21,669
Net income per share- basic (¥)	137.24	104.86	148.50	150.88
Total assets (¥ in millions)	303,032	357,785	365,713	466,817
Net assets (¥ in millions)	200,227	209,005	223,357	212,584
Net assets per share (¥)	1,383.27	1,444.05	1,541.03	1,526.17

Notes:

1. The figures are rounded off to the one million yen.
2. The "net income per share – basic" and the "shareholders' equity per share" were calculated based on the "average number of shares outstanding" and the "number of shares outstanding as of the end of the fiscal year" respectively.

4. Issues

With the basic cause of the current economic situation, i.e. the world's financial and capital markets, still unstable, the unprecedented economic crash, which is occurring beyond the level of economic fluctuation, is yet to be replaced by stability. Further, a uniform approach to environmental and resource problems affecting the overall global economy has not been formed yet. Risks exist that a situation may change significantly based on each country's political, financial, and economic measures, making the future quite uncertain. Though ascertaining a future forecast is very difficult, business management requires future directions and guidelines assuming an economic recovery.

Nidec will tackle all business issues based on the following three basic business philosophies:

1. Creating employment is the best from of social contribution.
2. Supply products that are essential to the world.
3. Aim to be No. 1 in the world in everything we do.

Specifically, we will (1) Promote a sustainable growth strategy based on a healthy financial situation; (2) Implement a drastic profitability reform; (3) Promote the enhancement of technical development system; and (4) Strengthen the entire Nidec Group's business management and other systems. Especially, with the launch of the WPR™ project (a double-profit ratio project) in January 2009, the entire Group is making concerted efforts to improve the profitability of all domestic and overseas offices. The guidelines of this project are:

- Secure profit when sales halves from its peak;
- Secure the profit ratio of the peak period when sales recovers to its 75% level; and
- Achieve a doubled profit ratio when sales recovers to its peak level.

And our efforts are making results steadily.

In addition, CSR Promotion Office was established in April 2008. This office, like other groups in the Company such as Compliance Office, Risk Management Office and IR Dept., has been working as a specialized team since its inception. CSR Promotion Office supervises business activities of the Company as the society's public asset so that we, while creating job opportunities for the society, will be able to launch new ways of social contribution based on the Company's basic business philosophy.

WPR™ :

- a. WPR was named by Mr. Shigenobu Nagamori of NIDEC CORPORATION based on his unique business management method in 2008.
- b. WPR™ is a trademark of NIDEC CORPORATION in Japan.
- c. WPR© Shigenobu Nagamori NIDEC CORPORATION 2008.

5. Main business results of the Nidec Group (as of March 31, 2009)

In addition to its main business of producing and selling spindle motors for hard disc drives of computers and small high-precision motors for PCs' peripheral, OA (office automation) and home appliance devices, the Group produces and sells mid-size motors for automobiles and industrial use, devices for FA-related equipment and transmissions and reduction gears, electronic and optical components and pivot assemblies for HDDs, automobile components, and other products, and provides related services such as insurance and logistics arrangement.

Business	Description
Small high-precision motor	Small high-precision DC motors (including spindle motors for HDDs), small high-precision fans, brushed motors, vibration motors.
Mid-size motor	Motors for home appliances, automobiles and industrial use.
Devices and equipment	Transmissions and reduction gears, semiconductor manufacturing devices, high-precision equipment, FA-related equipment.
Electronic and optical components	Electronic and optical components.
Other products	Automobile components, pivot assemblies, music boxes, services, etc.

6. Major business sites and plants, and employees (as of March 31, 2009)

(1) Major business sites and plants

Head office	Minami-ku, Kyoto-shi
Sales and product development sites	Kyoto, Tokyo, Osaka, Nagoya, Fukuoka, Shiga, Nagano, and Shizuoka
Other sites	Nidec Electronics (Thailand) Co., Ltd., Nidec (Zhejiang) Corporation (China), Nidec (Dalian) Limited (China), Nidec Singapore Pte. Ltd., Nidec (H.K.) Co., Ltd., Nidec Philippines Corporation, Nidec Sankyo Corporation (Nagano), Nidec Copal Corporation (Tokyo), Nidec Tosok Corporation (Kanagawa), Nidec Copal Electronics Corporation (Tokyo), Nidec Servo Corporation (Gunma), Nidec-Read Corporation (Kyoto), Nidec Shibaura Corporation (Fukui), Nidec-Shimpo Corporation (Kyoto), Nidec Motors & Actuators (France), and Nidec Nissin Corporation (Nagano).

Note: Japan Servo Co., Ltd. was renamed Nidec Corporation as of October 01, 2008.

(2) Employees in the Group

(i) Employees in the Group

Category	Employees	Increase (decrease) from the end of previous fiscal year
Total	76,575	(20,322)

Note: In addition to the above employees, 12,139 are working as temporary staff.

(ii) Employees in Nidec Corporation

Category	Employees	Increase (decrease) since the end of previous fiscal year	Average age	Average years of employment
Total	1,602	+12	35.60	8.85

Note: In addition to the above employees, 148 people are working as temporary staff.

7. Important parent companies and subsidiaries (as of March 31, 2009)

(1) Important subsidiaries

Subsidiaries	Capital or investment	Ratio of voting rights	Description of business
Nidec Electronics (Thailand) Co., Ltd.	Thousand THB 1,950,000	99.9%	Manufacturing and sales of small high-precision motors.
Nidec (Zhejiang) Corporation	Thousand USD 35,000	100.0%	Manufacturing and sales of small high-precision motors.
Nidec (Dalian) Limited	Thousand USD 36,500	100.0%	Manufacturing and sales of small high-precision motors.
Nidec Singapore Pte. Ltd.	Thousand USD 4,656	100.0%	Sales of small high-precision motors and manufacturing and sales of pivot assemblies.
Nidec (H.K.) Co., Ltd.	Thousand HKD 800	99.9%	Sales of small high-precision motors.
Nidec Philippines Corporation	Thousand USD 39,207	99.9%	Manufacturing and sales of small high-precision motors.
Nidec Sankyo Corporation	Million yen 35,270	72.8% *(1.9%)	Manufacturing and sales of DC motors, machinery and equipment, and electronic and optical components.
Nidec Copal Corporation	Million yen 11,080	59.1% *(1.3%)	Manufacturing and sales of electronic and optical components, and machinery and equipment.
Nidec Tosok Corporation	Million yen 5,087	66.2% *(1.6%)	Manufacturing and sales of automobile components, and machinery and equipment.
Nidec Copal Electronics Corporation	Million yen 2,362	63.7% (0.0%)	Manufacturing and sales of electronic components.
Japan Servo Co., Ltd.	Million yen 2,548	63.2%	Manufacturing and sales of small high-precision and other motors.
Nidec-Reed Corporation	Million yen 938	65.5% *(43.8%)	Manufacturing and sales of inspection equipment.
Nidec Shibaura Corporation	Million yen 2,000	100.0%	Manufacturing and sales of mid-size motors.
Nidec-Shimpo Corporation	Million yen 2,593	100.0%	Manufacturing and sales of transmissions and reduction gears, measurement devices, craft devices.
Nidec Motors & Actuators	Thousand EUR 538	100.0%	Manufacturing and sales of motors for automobiles.
Nidec Nissin Corporation	Million yen 1,058	100.0% (100.0%)	Manufacturing and sales of optical components.

Notes:

1. Capitals and investments are rounded off to the one million yen.
2. The percentages within the parentheses in the "Ratio of voting rights" column indicate the ratios of the voting rights owned by the Company's subsidiaries and other institutions. The asterisks are the totals of the ratios of the voting rights owned by multiple subsidiaries of the Company.
3. Nidec Copal Corporation's ratio of voting rights includes the 401,000 shares (ratio of voting rights: 0.6%) of Nidec-Shimpo Corporation, which provided the shares to Sumitomo Trust & Banking Co., Ltd. as an employee pension fund.
4. Nidec-Read Corporation's ratio of voting rights includes the 515,000 shares (ratio of voting rights: 7.35%) of

Nidec Corporation, which provided the shares to Sumitomo Trust & Banking Co., Ltd. as an employee pension fund.

5. Japan Servo Co., Ltd. was renamed Nidec Corporation as of October 01, 2008.

(2) Business combinations

1. The Company purchased 13,805,000 shares of Nidec Sankyo Corporation (¥7,425 million) in the market.
2. The Company purchased 998,000 shares of Nidec Copal Corporation (¥612 million) in the market.
3. The Company purchased 168,000 shares of Nidec Tosok Corporation (¥138 million) in the market.
4. The Company purchased 1,112,000 shares of Nidec Copal Electronics Corporation (¥596 million) in the market.
5. The Company purchased 756,000 shares of Nidec Servo Corporation (¥328 million) in the market.
6. The Company purchased 40 shares of Nidec Power Motor Corporation (¥3 million) from the company's employee stock ownership plan.
7. The Company assigned its investments to Nidec System Engineering (Zhejiang) Corporation (US\$1,500,000) to Nidec Tosok Corporation (US\$650,000), Nidec-Read Corporation (US\$250,000), Nidec-Kyori Corporation (US\$300,000), and Nidec Machinery Corporation (US\$300,000) based on their individual investment ratios.
8. When the Company purchased the automobile motor business division of France's Valeo in December 2006, an agreement was made to make Valeo's joint venture company, Shanghai SIIC Transportation Electric Co., Ltd., subject to Nidec's purchase after agreement with the company. With a recent agreement with Shanghai SIIC Transportation Electric Co., Ltd. on share transfer, Nidec (Dalian) Limited, Nidec Corporation's subsidiary, purchased the company for US\$9,634,000, and made it wholly owned by Nidec (Dalian) Corporation, while the purchased company's name was changed to Shanghai Nidec Automotive Electric Motors Limited.
9. Nidec Sankyo (Zhejiang) Corporation increased its capital by US\$4,000,000, and Nidec Sankyo Corporation paid the entire amount of it.
10. Nidec Sankyo (Fuzhou) Corporation increased its capital by US\$5,100,000 and Nidec Sankyo Corporation paid the entire amount of it.
11. Nidec Sankyo Fuzhou (H.K.) Co., Ltd. increased its shares by US\$10,326,000, and Nidec Sankyo Corporation paid the entire amount.
12. Nidec Copal Corporation purchased 3,500 shares of Copal Yamada Corporation at ¥175 million in the market upon Copal Yamada's third party new share allocation.
13. Nidec Servo Corporation, upon the third party new share allocation by Nidec Total Service Corporation, paid ¥10 million for 315 shares.
14. Nidec Servo Vietnam Corporation increased its capital by US\$9,900,000, and Nidec Servo Corporation paid the entire amount of it.
15. Nidec Servo Europe B.V. was established on April 01, 2008 with a capital of EUR 320,000, and Nidec Servo Corporation paid the entire amount of it.

8. Major financial lenders and amount borrowed (as of March 31, 2009)

Lenders	Amount borrowed (yen in millions)
The Bank of Kyoto, Ltd.	25,500
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	106,922
The Sumitomo Trust & Banking Co., Ltd.	30,000

9. Policy on deciding the dividend of surplus, etc.

The Company, viewing companies as their shareholders' assets, ensures good business performance to secure a high share price, and envisions a company that always anticipates future changes, and this is the fundamental of the Company, which constantly challenges itself for growth. We will provide our shareholders with the Company's profit so that, while aiming to achieve a 30% consolidated profit in a long term, we can maintain a stable dividend and yet increase its amount depending on the circumstance of our consolidated net profit. Also, we will utilize our internal reserve to further enhance the Company's management capabilities and to expedite business expansion to achieve better profitability.

10. Other important matters concerning the current business circumstances of Nidec Group

There are no matters to be reported.

II. Matters concerning shares of the Company (as of March 31, 2009)

1. Total number of shares authorized: 480,000,000
2. Total number of shares issued: 145,075,080
3. Number of shareholders: 27,912
4. Ten major shareholders (excluding repurchased shares):

Shareholders	Shares owned (in thousands)	Shareholding ratio (%)
Japan Trustee Services Bank, Ltd.	18,314	13.14
The Master Trust Bank of Japan, Ltd.	12,592	9.04
Shigenobu Nagamori	11,952	8.58
The Bank of Kyoto, Ltd.	5,927	4.25
SN Kosan Ltd.	5,511	3.95
State Street Bank and Trust Company	5,470	3.92
The Dai-ichi Mutual Life Insurance Company	4,957	3.55
Nippon Life Insurance Company	3,748	2.69
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	3,514	2.52
Meiji Yasuda Life Insurance Company	3,307	2.37

Note: 1. The numbers of shares are rounded down to the 10,000 yen.
2. The shareholding ratio was calculated excluding own shares.

III. The Company's share warrant, etc.

There are no matters to be reported.

IV. Directors of the Company

1. Members to the Board of Directors and the Board of Auditors

Position	Name	Job description or representative status at other corporations, etc.
Chairman of the board, President & CEO	Shigenobu Nagamori	Chief Executive Officer Representative Director & Chairman of Nidec Sankyo Corporation, Nidec-Shimpo Corporation, Nidec Logistics Corporation, Nidec Machinery Corporation, Nidec System Engineering (Zhejiang) Corporation, and Nidec Nissin Corporation.
Representative Director & Executive Vice President Executive Officer	Hiroshi Kobe	Chief Operating Officer Officer in charge of Compliance Office, Nidec Motor Engineering Research Laboratory, and SPM Quality Control Dept. Representative Director and Chairman of Nidec Korea Corporation and Nidec Total Service Corporation
Director & Executive Vice President Executive Officer	Yasunobu Toriyama	Chief Financial Officer Director in charge of administrative departments, Risk Management Office, Finance Dept., and System Processing Dept.
Director & Executive Vice President Executive Officer	Kenji Sawamura	Director in charge of ADF business, Shiga Technical Center, Corporate Purchasing Dept., and Die & Mold Dept. Director and Chairman of Nidec America Corporation (CEO) and Nidec Vietnam Corporation (CEO) Representative Director and Chairman of Nidec Electronics GmbH (CEO), Nidec (Dalian) Limited, Nidec Automobile Motor (Zhejiang) Corporation, Nidec (Dongguan) Limited., Nidec Shibaura Corporation, Nidec Power Motor Corporation, and Nidec Nemicon Corporation
Director & Executive Vice President Executive Officer	Juntaro Fujii	Director in charge of Corporate Strategy Office
Senior Managing Director Executive Officer	Yasuo Hamaguchi	Director in charge of SPM business, SPM Purchasing Dept., and Nidec Brilliant Co., Ltd. Representative Director and Chairman of Nidec Electronic (Thailand)Co., Ltd., Nidec Precision (Thailand) Co., Ltd., Nidec(Zhejiang) Corporation, Nidec Philippines Corporation, and Nidec Precision Philippines Corporation
Managing Director Executive Officer	Tadaaki Hamada	Director in charge of General Affairs Dept., Human Resources Dept., Secretarial Office, Corporate Planning Dept., and Intellectual Property Dept., and Legal Dept. General Manager of Corporate Planning Dept.
Director Executive Officer	Tetsuo Inoue	Director in charge of Affiliates Administration Dept. General Manager of Affiliates Administration Dept.
Director Executive Officer	Masuo Yoshimatsu	Director in charge of IR Dept., Public Relations and Advertising Dept., Accounting Dept., and CSR Promotion Office.
Full-time Auditor	Hideo Asahina	Outside Auditor of Nidec Sankyo Corporation, Nidec Copal Corporation, and Nidec Servo Corporation
Full-time Auditor	Ryoji Takahashi	
Auditor	Shiro Kuniya	Representative employee, Oh-Ebashi LPC & Partners.
Auditor	Yoshiro Kitano	Operating Officer of Yoshiro Kitano Accounting Office Outside Auditor of Nintendo Co., Ltd. and Iwai Securities Co., Ltd.
Auditor	Susumu Ono	Executive officer, Susumu Ono Law Firm Outside Auditor of GemCEREY Corporation and World Logi Co., Ltd.

Notes:

1. Messrs. Hideo Asahina, Shiro Kuniya, Yoshiro Kitano, and Susumu Ono are outside auditors.
2. Mr. Hideo Asahina, Auditor, who has long been in financial services, has considerable financial and accounting knowledge.
3. Mr. Ryoji Takahashi, Auditor, who has served as the General Manager of Intellectual Property and Legal Dept. (current Intellectual Property and Legal Depts.) and Compliance Office of the Company, has considerable knowledge on legal matters.
4. Messrs. Shiro Kuniya and Susumu Ono, Auditors, who are certified lawyers, have sufficient knowledge on Company Law.
5. Yoshiro Kitano, Auditor, who is a certified public accountant and certified public tax accountant, has sufficient financial and accounting knowledge.
6. Appointments and transfers of members to the Board of Directors and Auditors during the fiscal year are as follows:
 - (1) Appointments
In the 35th Ordinary Meeting of Shareholders on June 24, 2008, eight personnel, i.e., Messrs. Shigenobu Nagamori, Hiroshi Kobe, Yasunobu Toriyama, Kenji Sawamura, Juntaro Fujii, Yasuo Hamaguchi, Tadaaki Hamada, and Tetuo Inoue, were re-appointed and assumed office as members to the Board of Directors, and Mr. Masuo Yoshimatsu was newly appointed and assumed office as a member to the Board of Directors.
 - (2) Resignations
Messrs. Seizaburo Kawaguchi, Seiichi Hattori, Takashi Iwata, Akira Kagata, Kiyoyoshi Takegami, Norimasa Goto, and Osamu Narumiya resigned from office as members to the Board of Directors on June 24, 2008, and assumed office as Executive Officers. Mr. Toru Kodaki resigned from office as a member to the Board of Directors on June 24, 2008.
 - (3) Changes in positions or representative statuses at other corporations
The following change, effective immediately, was made as of June 24, 2008.

Position	Name	Job description or representative status at other corporations, etc.
Representative Director & Executive Vice President Executive Officer	Hiroshi Kobe	Chief Operating Officer Officer in charge of Compliance Office, Nidec Motor Engineering Research Laboratory, and SPM Quality Control Dept. Representative Director and Chairman of Nidec Korea Corporation and Nidec Total Service Corporation
Director & Executive Vice President Executive Officer	Yasunobu Toriyama	Chief Financial Officer Director in charge of administrative departments, Risk Management Office, Finance Dept., and System Processing Dept.
Director & Executive Vice President Executive Officer	Kenji Sawamura	Director in charge of ADF business, Shiga Technical Center, Tottori Technical Center (consolidated to Shiga Technical Center as of January 01, 2009), Corporate Purchasing Dept., ADF Quality Control Dept., and Die & Mold Dept. Director and Chairman of Nidec America Corporation (CEO) and Nidec Vietnam Corporation (CEO) Representative Director and Chairman of Nidec Electronics GmbH (CEO), Nidec (Dalian) Limited, Nidec Automobile Motor (Zhejiang) Corporation, Nidec (Dongguan) Limited., Nidec Shibaura Corporation, Nidec Nemicon Corporation, and Nidec Power Motor Corporation.
Managing Director Executive Officer	Tadaaki Hamada	Director in charge of General Affairs Dept., Human Resources Dept., Secretarial Office, Corporate Planning Dept., and Intellectual Property Dept., Legal Dept., and Overseas Affiliates Administration Dept. (consolidated to International Business Administration Dept. as of April 01, 2009) General Manager of Corporate Planning Dept.
Director Executive Officer	Masuo Yoshimatsu	Director in charge of IR Dept., Public Relations and Advertising Dept., Accounting Dept., and CSR Promotion Office.

The following change was made as of August 23, 2008.

Position	Name	Job description or representative status at other corporations, etc.
Managing Director Executive Officer	Tadaaki Hamada	Director in charge of General Affairs Dept., Human Resources Dept., Secretarial Office, Corporate Planning Dept., and Intellectual Property Dept., and Legal Dept. General Manager of Corporate Planning Dept.

The following change was made as of January 01, 2009.

Position	Name	Job description or representative status at other corporations, etc.
Director & Executive Vice President Executive Officer	Kenji Sawamura	Director in charge of ADF business, Shiga Technical Center, Corporate Purchasing Dept., ADF Quality Control Dept., and Die & Mold Dept. Director and Chairman of Nidec America Corporation (CEO) and Nidec Vietnam Corporation (CEO) Representative Director and Chairman of Nidec Electronics GmbH (CEO), Nidec (Dalian) Limited, Nidec Automobile Motor (Zhejiang) Corporation, Nidec (Dongguan) Limited., Nidec Shibaura Corporation, Nidec Nemicon Corporation, and Nidec Power Motor Corporation.

The following change was made as of April 01, 2009.

Position	Name	Job description or representative status at other corporations, etc.
Director & Executive Vice President Executive Officer	Juntaro Fujii	Director in charge of Corporate Strategy Office General Manager of Corporate Strategy Office
Senior Managing Director Executive Officer	Yasuo Hamaguchi	Director in charge of SPM business, SPM Purchasing Dept., SPM Corporate Strategy Office, and Nidec Brilliant Co., Ltd. General Manager of SPM Corporate Strategy Office Representative Director and Chairman of Nidec Electronic (Thailand)Co., Ltd., Nidec Precision (Thailand) Co., Ltd., Nidec(Zhejiang) Corporation, Nidec Philippines Corporation, and Nidec Precision Philippines Corporation
Managing Director Executive Officer	Tadaaki Hamada	Director in charge of General Affairs Dept., Human Resources Dept., Secretarial Office, Corporate Planning Dept., and Intellectual Property Dept., and Legal Dept., and International Business Administration Dept. General Manager of Corporate Planning Dept.

7. An Executive Officer system was introduced since June 2008 (after the end of the Ordinary General Meeting of Shareholders). The Executive Officers as of March 31, 2009 are as follows:

Position	Name	Job description or representative status at other corporations, etc.
Managing Director Executive Officer	Seizaburo Kawaguchi	Director and Chairman of Nidec Brilliant Co., Ltd. (CEO)
Managing Director Executive Officer	Norimasa Goto	Director in charge of DCM and fan businesses Representative Director of Nidec (New Territories) Co., Ltd.
Managing Director Executive Officer	Seiichi Hattori	Director in charge of Sales Depts. Representative Director of Nidec (H.K.) Co., Ltd.
Managing Director Executive Officer	Kiyoyoshi Takegami	Second Director in charge of SPM business Director in charge of SPM business development and technology departments, and SPM business strategy General Manager, SPM Corporate Strategy Office
Executive Officer	Seiichi Takeda	Director in charge of International Business Administration Dept. and Overseas Affiliates Administration Dept. (consolidated to International Business Administration Dept. as of April 01, 2009)
Executive Officer	Takashi Iwata	Director in charge of Corporate Administration and Internal Audit Dept. Chairman of Safety and Security Trade Management Committee
Executive Officer	Masahiro Hishita	First Vice President, Nidec Shibaura Corporation First Vice President, Nidec Power Motor Corporation First Vice President, Nidec Servo Corporation
Executive Officer	Takashi Watanuki	Director in charge of A/B business
Executive Officer	Osamu Narumiya	Director in charge of General Affairs and HR Depts.
Executive Officer	Tsuyoshi Takahashi	General Manager, Central Technical Laboratory
Executive Officer	Tadashi Matsumoto	First Vice President, Nidec-Read Corporation
Executive Officer	Hitoshi Inoue	General Manager, Shiga Technical Center
Executive Officer	Akira Kagata	General Manager, Process Engineering Dept., Central Technical Laboratory
Executive Officer	Genzo Arakawa	Senior Vice President, Nidec Servo Corporation
Executive Officer	Toshihiko Miyabe	Representative Director and President of Nidec Philippines Corporation and Nidec Subic Philippines Corporation
Executive Officer	Hitoshi Tatsuno	Director and President, Nidec (Dalian) Limited Representative Director of Nidec Shanghai Automotive Electric Motors Limited
Executive Officer	Kuniyasu Tampo	Representative Director and President of Nidec Electronics (Thailand) Co., Ltd.

2. Total amount of remuneration for Directors

Names	Numbers	Amount of remunerations, etc.	Notes
Board members	17	¥436 million	
Auditors	5	¥45 million	Four of them are outside auditors. ¥32million.
Total	22	¥481 million	

Notes:

1. The above list includes the eight personnel who resigned office as members of the Board of Directors as of the end of the 35th General Meeting of Shareholders on June 24, 2008.
2. The above list does not include the amount of the employee portion of the salary for employee-board member personnel (i.e. ¥2 million).

3. Actions by Outside Directors

Outside Directors	Attendance		Statements
	Board of Directors Meetings	Board of Auditors Meetings	
Hideo Asahina	21 times	16 times	Statements based on a professional viewpoint of a business management expert.
Shiro Kuniya	12 times	16 times	Statements based on a professional viewpoint of an attorney.
Yoshiro Kitano	19 times	16 times	Statements based on a professional viewpoint of a certified public accountant and tax attorney.
Susumu Ono	13 times	16 times	Statements based on a professional viewpoint of an attorney.

Note

During FY2008, the Meeting of the Board of Directors was held 25 times, and the Meeting of the Board of Auditors was held 16 times.

V. Audit corporation

1. Name

Kyoto Audit Corporation

2. Remuneration and other compensations for the audit corporation

Category	Amount paid
(1) Total amount of remuneration, etc. to be paid by the Company	¥210 million
(2) Total amount of money and other asset-type profit to be paid by the Company and its subsidiaries.	¥563 million

Notes:

- The amount in (1) shows the total of all audit fees combined because, in the audit contracts between the Company and its accounting auditors, the audit fees of Company Law-based audits and Financial Instruments and Exchange Law-based audits are not differentiated, and nor are they able to be differentiated in reality.
- The Company's subsidiaries concluded an advisory service contract with the audit corporation on internal control concerning financial reporting, which is described as a non-work task (non-audit work) described in Section 2-1 of Certified Public Accountant Act, and pay the corporation for such work.
- Four of the Company's material subsidiaries including Nidec Electronics (Thailand) Co., Ltd., Nidec (Dalian) Limited, and Nidec Singapore Pte. Ltd. undergo audits (limited to the audits subject to Company Law or Financial Instruments and Exchange Law (including laws and regulations that are equivalent to these Laws)) by public certified accountants or auditing firms other than the Company's accounting auditor (including those with overseas qualifications equivalent to those of such accountants or firms).

3. Policy to decide to dismiss or decline the re-appointment of an accounting auditor

Should any accounting auditors be confirmed to have violated and/or conflicted with the laws and regulations stipulated in Company Law or any other laws, the Meeting of Board of Auditors, based on such fact, will discuss dismissal or not re-appointing the accounting auditor.

Should dismissal or not re-appointing the accounting auditor be decided as an appropriate action, a request, based on the regulations of the Meeting of the Board of Auditors, will be made to the Board of Directors that the dismissal or not re-appointing an accounting auditor be an agenda in a General Meeting of Shareholders, and the Board of Directors will deliberate such request.

VI. The System to secure proper business performance

The Company established basic policies concerning its and its affiliated companies' internal control systems in a "Nidec Policy Manual" in September 2004, and with the establishment of Corporate Administration & Internal Audit Dept. and its activities, the Company has been trying to maintain and make more effective the internal control system that should be described in financial reports required by Article 404 of the US Sarbanes-Oxley Act.

The resolutions that the Company has made in its Meeting of Board of Directors to secure proper business operations in accordance with Company Act and bylaws for execution thereof are as follows:

1. System to ensure that the execution of duties by the Company's members to the Board of Directors and employees complies with laws, regulations, and the Company's Articles of Incorporation

Secure the following compliance system by complying with and satisfy laws and various regulations, internal regulations and criteria, social ethics and morals, etc. to: acquire social trust; heighten Directors and employees' sense of moral; and operate the Company with integrity.

- (1) "Compliance Regulations" were established: to determine the basic policies and organization of, and how to operate, the Company's compliance system; and to establish a compliance system and raise awareness thereof through law and regulation-based proper operations, and continuous verification and improvement of the process of such operations.
- (2) Compliance Committee shall be established under the Board of Directors, an annual plan shall be created and executed under the Committee's policy for each office's General Manager and department General Manager to always promote, handle, and report on ethical conducts. Compliance Office shall support this act and summarize all reports on it, while Corporate Administration & Internal Audit Dept. shall audit on the status of the establishment of the system.
- (3) As part of the compliance promotion, compliance training shall be held during an HR Dept.-hosted employee training session. Also the Seven Compliance Rules shall be formed as the Company's code of conducts, and all departments shall ensure that the Rules are understood by every member in the departments.
- (4) An internal report system shall be established to ensure compliance to the best extent possible to protect those who report on compliance issues.
- (5) Compliance violations shall be reported and communicated to Compliance Office to prevent recurrence thereof. This rule shall apply especially to the Company management's or employees', or any third parties' misconducts which causes false information to be written on financial statements. Decisions on any case of compliance violation shall be made after deliberation by the Company's Disciplinary Action Committee and the Board of Directors.

2. System on saving and managing information concerning execution of duties by members to the Board of Directors

The number of years to store documents concerning execution of duties shall be decided by the members to the Board of Directors based on Document Regulations (to be created separately), and such documents shall be organized and stored thereafter. The Company's auditors may view such documents at any time.

3. Regulations and systems concerning the management of loss-related risks

- (1) To establish a risk management system, the Company shall establish Risk Management Regulations to create a risk management system, and form Risk Management Committee and Risk Management Office. Risk Management Committee, formed under the Board of Directors, shall establish annual policies based on which each office General Manager and department General Manager shall create and execute annual plans to thoroughly manage, handle and report risks. While Risk Management Office supports such actions and summarizes status reports, Corporate Administration & Internal Audit Dept. shall audit how this risk management system is being established.
- (2) In addition to Risk Management Regulations, formed for the daily risk management, Crisis Management Regulations exist for risks that have occurred and thus need to be contained.

4. System to secure an efficient execution of the duties of members to the Board of Directors

- (1) As the basis of the "system to secure an efficient execution of the duties of members to the Board of Directors," Nidec Corporation shall adopt an Executive Officer system, and assign executive authorities to the Officers. The Board of Directors shall make decisions on significant matters concerning Nidec Corporation's business policy and strategies, appoint and dismiss Executive Officers, and supervise executions of business actions.
- (2) The Nidec Group shall form a mid-term business plan to realize its long-term vision set as a specific quantified and qualitative goal, and use it as the basis of its annual business plan. The Group, in forming such plan, shall discuss and identify various matters including the mid-term goal's feasibility, the goal's consistency with the long-term vision, and issues and risks to solve to achieve the goal. Also, depending on changes and progresses in the market, review (perform rolling on) the plan regularly.
- (3) Approval Request Regulations exist on matters subject to approval and the approval request procedure in order to clarify decisions on job handling and relations among authorities and thus to improve business efficiency and transparency.

- (4) Each department, under its responsibilities, shall collect sufficient information needed, and, as necessary, circulate such information collected to related departments without delay. Important information shall be reported and shared in the daily risk meeting immediately, and the minutes of the meeting shall be distributed to each department's General Manager daily to handle daily work. Such information from the minutes shall, as necessary, be discussed and shared widely in the Meeting of Managing Directors and the Management Meeting.

5. System to secure proper operations by a business group consisting of a corporation and its parent company and subsidiaries

- (1) The Company's Directors shall work also as the Directors of Group companies and attend each Group company's Management Meeting, hold a Group CEO Meeting every quarter, etc. to efficiently share business policies and information and communicate instructions and requests. Also, the departments that oversee the work of Group companies, i.e., Affiliates Administration Dept. and International Business Administration Dept., shall aim to strengthen their ties with each Group company.
- (2) To secure corporate governance over the entire Nidec Group, each department in the Head Office shall provide instructions and support to establish an internal control system for the entire Group, and manage and audit to ensure legal, proper, and efficient business operations.
- (3) Corporate Administration & Internal Audit Dept. shall perform an internal audit on the Company and each Group company, and provide guidance for work improvement, and support and advice for execution thereof.

6. Matters concerning employee-related matters and the independence of such employees from the Board of Directors when the Company's Auditors decide to have any employees assist the Auditors' duties

- (1) Corporate Administration & Internal Audit Dept., following a request by the Board of Auditors, shall perform an audit on matters that Auditors requested to audit, and report the result thereof to the Board of Auditors.
- (2) During such audit, assistance shall be provided for the Auditors' duties under their supervision. The Board of Directors shall in no way restrict such report.

7. System for the Company's Board of Directors and employees to report to the Auditors and other auditors

In addition to legally required matters, the Company's Board of Directors and employees shall immediately report any matters that significantly affect the Company, the status of an internal audit, and the status and the description of any reports made based on the internal report system. The way to report such matters shall be decided by discussion between the Board of Directors and that of Auditors.

8. Other aspects to ensure effective auditing by the Auditors

- (1) The Auditors shall exchange their opinions with the Company's top management.
- (2) The Auditors shall summarize monthly activities in the audit report, and submit it to the Company's Board of Directors.
- (3) The Auditors shall visit each company's workplace, and perform a 3Q6S audit, etc.

Unaudited Consolidated Balance Sheets

(As of March 31, 2009)

[Assets]	(Yen in millions)
Account	Amount
Total current assets	402,016
Cash and cash equivalents	200,966
Trade notes receivable	11,663
Trade accounts receivable	111,548
Inventory assets	57,475
Other current assets	20,364
Total investments and advances	14,893
Marketable securities, other securities investments	13,344
Investments in and advances to affiliated cor	1,549
Total property, plant and e	189,685
Land	39,386
Buildings	112,934
Machinery and equipment	255,887
Construction in progress	11,835
Less - Accumulated depreciation	△230,357
Goodwill	71,060
Other non-current assets	25,230
Total assets	702,884
[Liabilities, minority equity, and capital]	(Unit: million yen)
Account	Amount
Total current liabilities	317,743
Short-term borrowings	221,342
Current portion of long-term debt	1,883
Trade notes and accounts payable	70,398
Other current liabilities	24,120
Total long-term liabilities	27,454
Long-term debt	2,578
Accrued pension and severance costs	15,684
Other long-term liabilities	9,192
Total liabilities	345,197
Minority interest in consolidated subsidiaries	60,539
Common stock	66,551
Additional paid-in capital	69,162
Retained earnings	212,955
Total accumulated other comprehensive income	△27,464
Foreign currency translation adjusti	△26,324
Unrealized gains (losses) from securities, net	△417
Pension liability adjustments	△723
Treasury stock, at cost	△24,056
Total shareholders' equity	297,148
Total liabilities and shareholders' equity	702,884

Unaudited Consolidated Statements of Income

(Period: April 01, 2008 - March 31, 2009)

(Yen in millions)

Account	Amount
Net sales	613,458
Cost of products sold	482,893
Selling, general and administrative expenses	51,795
Research and development expenses	26,964
Operating expenses	561,652
Operating income	51,806
Other income (expenses)	△4,777
Interest and dividend income	2,543
Interest expenses	△1,404
Foreign exchange gain (loss), net	△3,688
Gain (loss) from marketable securities, net	△1,305
Other, net	△923
Income from continuing operations before income taxes	47,029
Income taxes	△12,464
Income from continuing operations before minority interest and equity in earnings of affiliated companies	34,565
Minority interest in income (loss) of consolidated subsidiaries	3,777
Equity in net (income) loss of affiliated companies	48
Income from continuing operations	30,740
Loss on discontinued operations	△2,387
Net income	28,353

Unaudited Consolidated Statements of Shareholders' Equity and Comprehensive Income (Loss)

(Period: April 01, 2008 - March 31, 2009)

(Yen in millions)

Account	Shares	Amount	Additional paid-in capital	Retained earnings	Accumulated other comprehensive income (loss)	Treasury stock, at cost	Loan to shareholder	Total
Balance at March 31, 2008	144,987,492	66,248	68,859	193,407	△8,649	△281	-	319,584
Effects of changing pension plan measurement date pursuant to SFAS*				△106	△5			△111
Comprehensive income								
Net income				28,353				28,353
Other comprehensive income (loss)								
Foreign currency translation adjustments					△16,091			△16,091
Unrealized losses on securities, net of reclassification					△1,433			△1,433
Pension liability adjustments					△1,286			△1,286
Total comprehensive income								9,543
Dividends paid				△8,699				△8,699
Conversion of convertible debt	87,588	303	303					606
Purchase of treasury stock						△23,775		△23,775
Payment for loan to shareholder							△14,500	△14,500
Collection of loan to shareholder							14,500	14,500
Balance at March 31, 2009	145,075,080	66,551	69,162	212,955	△27,464	△24,056	-	297,148

Note: *NIDEC adopted the measurement date provision of SFAS No. 158 "Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans-an amendment of FASB Statement No. 87, 88, 106, and 132(R)." As a result, at the beginning of this fiscal year, retained earnings, net of tax decreased by ¥106 million and accumulated other comprehensive income, net of tax decreased ¥5 million.

Notes on Consolidated Financial Statements

The amounts in the statements are all rounded off to ¥1 million.

I. Important, basic matters for the production of consolidated financial statements

1. Range of consolidation

Number of major consolidated subsidiaries: 131

Nidec Electronics (Thailand) Co., Ltd., Nidec (Zhejiang) Corporation, Nidec (Dalian) Limited, Nidec Singapore Pte. Ltd., Nidec (H.K.) Co., Ltd., Nidec Philippines Corporation, Nidec Sankyo Corporation, Nidec Copal Corporation, Nidec Tosok Corporation, Nidec Copal Electronics Corporation, Nidec Servo Corporation, Nidec-Read Corporation, Nidec Shibaura Corporation, Nidec-Shimpo Corporation, Nidec Motors & Actuators, and Nidec Nissin Corporation.

2. Changes in the range of consolidation

Increase in the number of consolidated subsidiaries: 6

Decrease in the number of consolidated subsidiaries: 3

3. Application of the equity method

Number of companies to which the equity method applies: 3

Names of the companies to which the equity method applies:

NTN-Nidec (Zhejiang) Corporation, NTN-Nidec (Thailand) Co., Ltd., and Nidec Development Philippines Corporation

4. Changes in the range of the companies subject to equity method

Decrease in the number of companies to which the equity method applies: 2

5. Accounting standard

(1) Standard for consolidated statement production

NIDEC's consolidated financial statements, based on Article 120-1 of NIDEC's Calculation Rules, are in accordance with the terms, style, and production method of generally accepted accounting principles in the US. However, in compliance with the regulations of the same article, part of the registrations and notes required by the generally accepted accounting principles in the US are omitted.

(2) Appraisal standard and method for inventory assets:

The average method-based lower cost method is largely applied.

(3) Appraisal standard and method for securities

In accordance with Article SFAS No. 115 "Accounting for Certain Investments in Debt and Equity Securities," accounts are categorized based on purpose for possession, and valued.

(4) Depreciation method for tangible fixed assets

The tangible fixed assets are calculated mainly by the constant percentage method, but some of them are calculated by the straight-line method.

(5) Business rights and other intangible fixed assets

In accordance with SFAS No. 142, "Goodwill and Other Intangible Assets," intangible fixed assets whose business rights and number of durable years cannot be determined are not amortized but undergo a depletion test at least annually. Intangible fixed assets whose number of durable years can be determined are, based on the estimated number of their durable years, amortized by the straight-line method.

(6) Lease accounting

SFAS No. 13, "Accounting for Leases," is applied.

(7) Income taxes, etc.

NIDEC uses a profit/loss method-based tax effect accounting system, and the effect of any tax ratio change to the deferred tax assets and to liabilities is recognized as the profit (loss) of the consolidated fiscal year including the date of enactment of the law concerning the change in the tax ratio.

(8) Recording standard for reserves

Reserve for doubtful accounts

To prepare for bad-debt loss of accounts and loans receivable, etc., the collectibility of general credits is deliberated based on the loan loss ratio, and the collectibility of specific credits such as credits feared to become uncollectible is individually deliberated, before any expected amount of uncollectible loan is recorded.

Retirement and pension costs

In accordance with SFAS No. 87, "Employer's Accounting for Pensions," and No.158, "Employers' Accounting for Defined Benefit Pension & Post Retirement Plans," and to prepare to provide employee retirement benefits, the costs are allocated based on the fair value of the retirement benefit credits and the pension assets as of the end of the consolidated fiscal year.

Mathematical gaps are amortized based on the average number of the remaining working years of employees only when the outstanding amount as of the beginning of any consolidated fiscal year exceeds the designated amount, which is defined as 10% of the fair value of either the expected amount of projected benefit obligation or the pension assets (whichever is larger).

The past work cost is amortized based on the average number of work years of employees as of when such cost is generated.

(9) Derivative transactions

The transactions are subject to No. 133 of SFAS, "Accounting concerning derivatives and hedging activities," which was partially revised by No. 138 of SFAS, "Accounting concerning specific derivatives and hedging activities – revising No. 133 of SFAS."

(10) Consumption tax and local consumption tax are handled based on the tax-excluded method.

(11) Inclusion of income (loss) from discontinued operations

In the US GAAP, in accordance with SFAS No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets," the operating income (loss) and the impairment income (loss) of operations that are determined as discontinued are, in consolidated profit and loss statements, explained based on their individual amounts after deducting tax effect, followed by the income from continuing operations. Japan's accounting principles, on the other hand, has no rules on explaining discontinued operations, which therefore are not explained separated from continuing operations. Also, consolidated financial reports released in the previous fiscal year are not recompiled.

(12) Categories of credit obligations related to shareholders' equity

In the US GAAP, loans to shareholders are deducted in the "Assets" section.

6. Newly applied accounting standard

- (1) NIDEC adopted SFAS No. 157, "Fair Value Measurements," on April 01, 2008. SFAS No. 157 stipulates that, in a normal transaction between market participants on the day of measurement, a fair value is a price that is either received by selling assets, or paid to assign liabilities. The adaptation of SFAS No. 57 has no significant impact on NIDEC's consolidated financial state, business performance, or capital liquidity.

(2) As of April 01, 2008, NIDEC adopted the measurement date provision of SFAS No. 158 “Employers’ Accounting for Defined Benefit Pension and Other Postretirement Plans—an amendment of FASB Statement No. 87, 88, 106, and 132(R).” As a result, part of the dates of measurement of the retirement benefit scheme was changed from the traditionally accepted date (within three months prior to the balance sheet date) to the balance sheet date. This change caused a ¥225 million increase in unpaid retirement and pension cost as of the beginning of this consolidated fiscal year, while retained earnings, net of tax decreased by ¥106 million, and accumulated other comprehensive income, net of tax decreased ¥5 million, both at the beginning of this fiscal year.

(3) As of April 01, 2008, NIDEC adopted SFAS No. 159, “The Fair Value of Option for Financial Assets and Financial Liabilities – Including the amendment of SFAS No. 159.” This adaptation provided NIDEC with an option to choose to measure specific financial assets and liabilities based on fair values and to recognize the fluctuation of fair values based on income and losses. Since NIDEC did not choose a fair value option, the adaptation of SFAS No. 159 has no significant impact on its financial state, business performance, or capital liquidity.

II. Notes on the consolidated balance sheet

- *1. Reserve for doubtful accounts: ¥2.311 billion
- 2. Liability obligation
 - Employee housing loan: ¥186 million

III. Notes on the consolidated statements of shareholders’ equity

- 1. Type and number of issued shares as of the end of the consolidated fiscal year
 - Common stocks: 145,075,080
- 2. Distribution of surplus
 - (1) Dividends paid

(Resolution)	Type of share	Total dividend	Dividend per share	Base date	Effective date
Board of Directors Meeting on May 26, 2008	Common stock	¥4,348mil.	¥30	March 31, 2008	June 10, 2008
Board of Directors Meeting on October 27, 2008	Common stock	¥4,351mil.	¥30	September 30, 2008	December 05, 2008

(2) Dividends whose base dates are within this consolidated fiscal year, but the effective dates of whose distribution will be next consolidated fiscal year

Resolutions are expected as follows:

(Resolution)	Type of share	Total dividend	Source of dividend	Dividend per share	Base date	Effective date
Board of Directors Meeting on May 23, 2009	Common stock	¥4,179mil.	Retained earnings	¥30	March 31, 2009	June 08, 2009

IV. Notes on information per share

- 1. Shareholders’ equity per share: ¥2,133.27
- 2. Current net profit per share: ¥197.42

V. Notes on important post-balance sheet events

There are no particular matters to be reported.

Audit Report by Independent Auditor

May 15, 2009

To: The Board of Directors
Nidec Corporation

Kyoto Audit Corporation

Appointed Partner Hirokaze Hanai, C.P.A. Seal
Managing Partner

Appointed Partner Akihiro Kajita, C.P.A. Seal
Managing Partner

We, Kyoto Audit Corporation, audited Nidec Corporation's consolidated financial statements (i.e., consolidated balance sheet, consolidated profit and loss statement, consolidated statements on shareholders' equity, and consolidated notes on consolidated statements) for its consolidated fiscal year (April 01, 2008 – March 31, 2009) based on Article 444-4 of the Companies Act. Preparing the consolidated financial statements is the responsibility of the Company's owner, while it is our responsibility to express its opinions on these documents from an independent party's perspective.

We performed our audit in compliance with generally-accepted accounting standards in Japan, and the standards require us to obtain reasonable guarantee on whether any material misstatements exist in the consolidated financial statements. Our audits, performed based on audit tests, include discussion on writing consolidated financial statements as a whole, including the accounting policies and the application method thereof that the company's owner adopted, and the estimate evaluation by the owner. It is our belief that a reasonable ground to express our opinions has been obtained as a result of our audit.

We hereby certify that the aforementioned consolidated financial statements are, based on Article 120-1 of the Corporate Calculation Regulations, in accordance with the generally-accepted corporate accounting standards in the United States (See 5-(1) of Section I, "Important basic matters for the production of consolidated financial statements," of Notes on Consolidated Statements), and that these documents properly state, in all important aspects, the status of the assets, profit and loss during the period covered by the consolidated financial statements of the company group consisting of Nidec Corporation and its consolidated subsidiaries.

No conflict of interest exists between the company and us, Kyoto Audit Corporation, that is required by the Certified Public Accountant Law to be described.

Audit Report on Financial Statements

The Board of Auditors deliberated and prepared this audit report on the Company's consolidated financial statements (the consolidated balance sheet, the consolidated profit and loss statement, the consolidated statements on shareholders' equity, and the notes on the consolidated statements) for the 36th financial year (April 01, 2008 - March 31, 2009) based on the audit reports prepared by each Auditor, and reports as follows.

1. Auditing method of, and audits by, Auditors and the Board of Auditors

The Board of Auditors established auditing policies and an audit plan for FY2007, received reports from Auditors on the status and the result of audits and reports from the members to the Board of Directors and the Accounting Auditors on the execution of their duties, and requested an explanation as necessary.

The Auditors, based on the FY2007 auditing policy and plans established by the Board of Directors, received reports on consolidated financial statements from the members to the Board of Directors, employees, and other concerned personnel, and requested an explanation as necessary. The Auditors also supervised and inspected if the Accounting Auditors maintain their independence and perform audits properly, received reports from the Accounting Auditors on the execution of their duties, and requested an explanation as necessary. In addition, the Auditors received the notice from the Accounting Auditors that "a system that ensures proper execution of duties" (stipulated in each section of Article 131 of the Corporate Calculation Regulations) is in place based on "the quality control standard on audit" (based on the Business Accounting Council's decision on October 28, 2005) and other standards, and requested an explanation as necessary. Then the Auditors deliberated the consolidated financial statements for FY2007 based on the aforementioned methods.

2. Audit result

The Board of Auditors certifies that the auditing method and the audit result of the Company's Accounting Auditor, Kyoto Audit Corporation, are appropriate.

May 20, 2009

The Board of Auditors, Nidec Corporation

Hideo Asahina, Fulltime Auditor Seal

Ryoji Takahashi, Fulltime Auditor Seal

Shiro Kuniya, Auditor Seal

Yoshiro Kitano, Auditor Seal

Susumu Oono, Auditor Seal

Note: Messrs. Hideo Asahina, Shiro Kuniya, and Susumu Oono are external auditors, whose presence are required by Articles 2-16 and 335-3 of the Companies Act.

Non-Consolidated Balance Sheets

(As of March 31, 2009)

(Yen in millions)

Account	Amount	Account	Amount
【Assets】		【Liabilities】	
Current assets	205,561	Total current liabilities	251,731
Cash and bank deposits	45,607	Notes payable	62
Notes receivable	207	Accounts payable*1	13,632
Accounts receivable*1	25,880	Short-term borrowings	213,422
Short-term investment securities	83,900	Lease obligations	130
Finished products	3,425	Accrued liabilities*1	2,584
Raw materials	39	Accrued expenses*1	491
Work in process	437	CMS deposits*1.5	19,771
Supplies	104	Deferred credit*1	576
Deferred income taxes	1,272	Accrued bonuses to employees	867
Short-term loans to affiliated cor	40,236	Notes payable for construction	0
Other receivables*1	3,969	Other current liabilities*1	196
Income taxes receivable	805		
Other current assets*1	467	Total non-current liabilities	2,502
Allowance for doubtful accounts	△787	Lease obligations	226
Total fixed assets	261,256	Accrued severance and benefit c	1,377
<Tangible assets>	(24,768)	Other non-current liabilities	899
Buildings*2	9,146		
Structures*2	195	Total liabilities	254,233
Machinery and equipment*2	820		
Vehicles and delivery equipment	3	【Net Assets】	
Tools, furniture and fixtures*2	1,507	Total shareholders' equity	212,751
Land*3	9,572	Common stock	66,551
Lease assets*2	353	Additional paid-in capital	70,772
Construction in process	3,172	Capital reserve	70,772
<Intangible assets>	(1,259)	Retained earnings	99,484
Patents	2	Legal reserve	721
Software	1,195	Other retained earnings	98,763
Software in process	13	General reserve	75,650
Other intangible assets	49	Earned surplus carried forward	23,113
<Investments and other assets>	(235,229)	Treasury stock	△24,056
Investment securities	6,930	Total valuation and translation adjustme	△167
Investment securities of affiliated companies	194,789	Net unrealized loss on securities	288
Investments other than securities	3	Land revaluation reserve*3	△455
Investment in affiliated compani	30,196		
Long-term loans to affiliated cor	236	Total net assets	212,584
Bankruptcy and other claims	445	Total liabilities and net assets	466,817
Long-term prepaid expenses	145		
Deferred income taxes	2,518		
Other investments*1	414		
Allowance for doubtful accounts	△447		
Total assets	466,817		

Non-Consolidated Statements of Income

(Period: April 01, 2008 - March 31, 2009)

(Yen in millions)

Account	Amount	
Net sales *1		134,324
Cost of sales *2		112,815
Gross profit		21,509
Selling, general and administrative expenses *3		14,194
Operating income		7,315
Other income *4		
Interest income	1,632	
Dividend income	17,954	
Other	1,096	20,682
Other expenses		
Interest expenses	937	
Sales discount	100	
Provision of allowance for doubtful accounts	320	
Foreign exchange loss, net	878	
Other	643	2,878
Recurring profit		25,119
Extraordinary gains		
Gain from sale of fixed assets	3	
Gain from sale of marketable securities	1	
Gain from reversal of allowance for doubtful accounts	66	
Gain on sale of investment securities of affiliated companies *4	399	
Gain on sale of investment in affiliated companies	91	560
Extraordinary losses		
Loss on disposal of property, plant and equipment	28	
Loss on write-down of investment securities	143	
Loss on impairment	6	
Other	2	179
Income before income taxes		25,500
Income taxes (Current)	2,762	
Income taxes (Deferred)	1,069	3,831
Net income		21,669

Non-Consolidated Statements of Shareholders' Equity

(Period: April 01, 2008 - March 31, 2009)

(Yen in millions)

	Shareholders' equity							Valuation and translation adjustments		Total net assets	
	Common stock	Additional paid-in capital	Retained earnings			Treasury stock	Total shareholders' equity	Net unrealized loss on securities	Land revaluation reserve		
			Capital reserve	Legal reserve	Other retained earnings						
					General reserve						Earned surplus carried forward
Balance at March 31, 2008	66,248	70,469	721	63,650	22,326	△281	223,133	863	△639	223,357	
Fluctuations during the fiscal year											
Issuance of new shares	303	303					606			606	
Cash dividends					△8,699		△8,699			△8,699	
General reserve				12,000	△12,000		—			—	
Net income					21,669		21,669			21,669	
Purchase of treasury stock						△23,775	△23,775			△23,775	
Reversal of land revaluation differences					△183		△183			△183	
Net increase / decrease during the term under review except in shareholders' equity							-	△575	183	△392	
Total increase / decrease during the term under review	303	303	—	12,000	787	△23,775	△10,382	△575	183	△10,773	
Balance at March 31, 2009	66,551	70,772	721	75,650	23,113	△24,056	212,751	288	△455	212,584	

Notes to Consolidated Financial Statements

Amounts described herein are rounded off to the one million yen.

I. Important accounting policy

1. Valuation bases and methods of valuable securities

(1) Stocks of subsidiaries and affiliated companies

Cost method by the moving average method

(2) Other valuable securities

Securities with actual value

Market value method based on the market price of the accounting date, etc. (Valuation differences are all reported as a component of shareholders' equity, and the cost of products sold is calculated by the moving average method).

Securities without actual values

Cost method by the moving average method

2. Valuation bases and methods of derivatives, etc.

Derivatives are stated at market price.

3. Valuation bases and methods of inventory assets

(1) Products, raw materials, and works in progress

Cost method based on the moving average method (Balance sheet values are calculated by the book value devaluation method based on the decline of profitability).

(2) Inventory

Last cost method (Balance sheet values are calculated by the book value devaluation method based on the decline of profitability).

(Change in the accounting policy)

Since this fiscal year, NIDEC has adopted the "accounting policy concerning the valuation of inventory assets (Accounting Standard No. 9, July 05, 2006)." Accordingly, the valuation method for products, raw materials, and works in progress has been changed from the moving average method-based cost-or-market method (Balance sheet values were calculated by the book value devaluation method based on the decline of profitability) to the moving average method-based cost accounting method (Balance sheet values are calculated by the book value devaluation method based on the decline of profitability), while the valuation method for inventory has been changed from the last cost method to the last cost method (Balance sheet values are calculated by the book value devaluation method based on the decline of profitability). This change has no impact on the Company's profit or losses.

4. Depreciation method for fixed assets

- (1) Tangible fixed assets (except for lease assets) are stated pursuant to the constant percentage method. However: (i) Tangible fixed assets are stated pursuant to the constant percentage method. However, buildings acquired on or after April 01, 1998 (except for equipment attached to such buildings) are stated based on the straight-line method. The durable years of main buildings, machinery and equipment are 3 – 50 years for buildings, and 2 – 9 years for machinery and equipment. (ii) Tangible fixed assets purchased on or before March 31, 2007 are amortized straight line for five years from the next fiscal year of a year when the assets are amortized to their allowable amortization limits.
- (2) Intangible fixed assets (except for lease assets) are stated based on the straight-line method. However, software for the Company's own use is stated based on the straight-line method considering its usable period (usually five years).
- (3) Lease assets are stated based on the straight-line method, where their lease periods are the number of their usable years, and their residual values are zero.

5. Deferred assets

Deferred assets are all processed as costs at payment.

6. Reserve allocation standards

(1) Reserve for doubtful accounts

In the bad-debt reserve, to prepare for loss by credits becoming bad, the collectibility of general credits is deliberated based on their credit loss ratio, and that of specific credits such as credits feared to become bad is deliberated for each of such credits, before the credits' collectibility is allocated.

(2) Reserve for employee bonuses

To prepare for the provision of bonuses to employees, the reserve for employee bonuses is allocated based on the estimated amount to be paid.

(3) Retirement reserve

The amount believed to be generated as of the end of the fiscal year is allocated based on the expected amounts of retirement benefits and pension assets at the end of the same year in order to prepare for the provision of employee bonuses. For mathematical gaps, based on the straight-line method for a certain number of years (5) within the number of average remaining working hours of employees at the beginning of each fiscal year, proportionally divided amounts are handled as costs from the next fiscal year after such amounts are generated.

(Change in the accounting policy)

From this fiscal year, NIDEC has adopted the partially amended “accounting policy concerning retirement allowance (Section 3) (Accounting Standards No. 19, July 31, 2008) at an early timing. Since mathematical gaps are processed as costs from the next fiscal year, this change has no impact on the Company’s profit or losses of this fiscal year. Also, the amount of the outstanding gap of the retirement benefit obligation that is generated upon the adoption of this accounting policy is ¥395 million.

7. Lease transactions

(The debtor)

Ownership non-transfer finance leases are handled pursuant to the method on regular lease transactions.

(Change in the accounting policy)

From this fiscal year, NIDEC has adopted the “lease transaction accounting standard” (Accounting Standards No. 13, June 17, 1993 (ASBJ Section 1), Amended on March 30, 2007) and the “guidelines for the adoption of accounting standards” (Accounting Standards Adoption Guideline No. 16 (January 18, 2004) (Accounting System Council, the Japanese Institute of Certified Public Accountants, amended on March 30, 2007)). Accordingly, the accounting method for the ownership non-transfer finance leases has been changed from the method on regular lease transactions to the accounting method concerning regular sales transactions. Also, the accounting method for ownership non-transfer finance leases whose transactions started before the start of the first fiscal year when the accounting method was adopted has been changed to the accounting method concerning regular sales transactions. As a result, NIDEC’s net profit before tax decreased ¥2 million.

8. Hedging accounting

(1) The hedging accounting method for deferred hedging, etc.

Designation transactions are applied to foreign currency-based debts and credits, etc. with exchange reservations.

(2) Hedging method and transactions subject to hedging

Method: Currency reservation.

Transactions subject to hedging

Transactions subject to hedging are the ones that can suffer loss due to the fluctuation rate, ones where the fluctuation rate, etc. are not reflected to the valuation, and ones whose fluctuations can be avoided (foreign currency-based credits).

(3) Hedging policy

To avoid risks, the overall transaction statuses including currency exchange standards, etc. are taken into consideration, and risks are hedged flexibly.

(4) Method to value the effectiveness of hedging transactions

The valuation of the effectiveness of exchange reservations is omitted because currency reservations of almost the same date are allocated, with the same amount of money in the same currency, to the foreign currency-based credits.

9. The tax excluded method is adopted to consumption taxes, etc.

10. The consolidated taxation system is adopted.

II. Notes to the balance sheets

*1. Short-term monetary claim to affiliated companies: ¥57,855 million

Short-term monetary liabilities to affiliated companies: ¥32,188 million

Long-term monetary claim to affiliated companies: ¥236 million

Long-term monetary liabilities to affiliated companies: ¥52 million

*2. Accumulated amount of depreciation of tangible fixed assets: ¥15,940 million

The said amount includes the ¥116 million, the accumulated impairment loss of the tangible fixed assets.

*3. Application of the Land Revaluation Law

Based on the Law concerning Revaluation of Land (promulgated on March 31, 1998, Law No. 34) and the Law to Partially Modify the Law concerning Revaluation of Land (modified on March 31, 1999), the land for business use was revaluated, and revaluation excess is allocated in the "Net assets" section.

(Revaluation method stipulated in Article 303 of the Law)

The land was revaluated after reasonable adjustment was made on the price calculated based on the method decided and announced by the Director of the National Tax Administration Agency to calculate the land price which is the basis of the calculation for the taxation standard for the land price tax stipulated in Article 16 of the Land Price Tax Law (1991, Law No. 69) in Article 2-4 of the Order for Enforcement of Law on Revaluation of Land (promulgated on March 31, 1998, Ordinance No. 119).

Date of revaluation: March 31, 2000

The gap between the total current value of the land for commercial use that was revaluated in accordance with Article 10 of the Law as of the end of the fiscal year and the total book value of the land for commercial use after revaluation: ¥2,190 million

*4. The pension assets in the employee pension trust that was offset with the reserve for employees' retirement benefits: ¥588 million.

*5. Loan commitment

The Company concluded basic, CMS-related agreements with its 14 subsidiaries, and decided a loan limit. The amounts of unexecuted loan as of the end of the fiscal year based on these agreements are as follows:

Total of loan limits: ¥29,047 million

Executed loans outstanding: ¥18,467 million

Balance on unexecuted loans outstanding: ¥10,580 million

6. Contingent obligation

The Company uses letters of obligation on business management instructions and other means, and provides guarantee for borrowed indebtedness of finance for the following companies:

Nidec Motors & Actuators (Spain): ¥242 million

Nidec Singapore Pte. Ltd.: ¥443 million

III. Notes to the profit and loss statement

Business transactions with affiliated companies

*1. Sales: ¥72,064 million

*2. Cost of products purchased: ¥99,477 million

*3. Selling, general and administrative expense: ¥2,030 million

*4. Non-sales transactions: ¥20,195 million

IV. Notes to changes in shareholders' equity

Type and number of treasury stock

(Unit: shares)

	Number of shares as of March 31, 2008	Increase during the fiscal year	Decrease during the fiscal year	Number of shares as of March 31, 2009
Common stock (Note)	47,495	5,735,376	-	5,782,871

Note: Increase in the number of 2,776 shares of common stock held in treasury is due to repurchase of odd-lot shares.
Increase in the number of 5,732,600 shares of common stock is based on the resolution of the board of directors.

V. Notes to the deferred tax accounting

Major reasons for deferred tax assets and deferred tax liabilities are as follows:

Deferred tax assets (current)	(Yen in millions)
Disallowed provisions for bad debts	319
Disallowed provisions for accrued bonus	355
Disallowed unpaid business tax	226
Write-down of inventories	45
Disallowed accrued expense	85
Allowed deferred credit	220
Others	29
Subtotal	1,279
Valuation allowance	(7)
Total	1,272
Deferred tax assets, net (current)	1,272
Deferred tax assets (non-current)	
Valuation loss on investment securities	86
Disallowed depreciation	110
Disallowed loss on retirement of fixed assets	322
Accrued severance and benefit costs	593
Accrued retirement benefit to directors	9
Foreign tax credit to be unused	1,018
Allowed long-term deferred credit	336
Impairment loss of fixed assets	162
Loss on write-down of investments in subsidiaries	458
Disallowed advances pa	162
Others	9
Subtotal	3,265
Valuation allowance	(547)
Total	2,718
Deferred tax liabilities (non-current)	
Net unrealized loss on securities	200
Total	200
Deferred tax assets, net (non-current)	2,518

VII. Notes on transactions with concerned parties

Period: April 01, 2008 – March 31, 2009

1. Directors and main individual shareholders, etc.

Category	Company name	Voting ratio (possessing/ being possessed)	Relationship		Detail of business	Business amount (¥mil.)	Account title	Balance at the end of term (¥ mil.)
			Concurrent office of officers	Relationship with concerned personnel				
Company whose majority voting rights are owned by an officer of the Company or his/her relatives based on their calculation	SN Kosan	Mr. Shigenobu Nagamori, an officer of the Company, indirectly possesses 99.9% of voting ratio. (In possession) 3.9%	1	Service transactions Providing loans	Service transactions	3	Accrued liability	0
					Providing loans	14,500		
					Collecting loans	14,500	Loans	-
Company whose majority voting rights are owned by an officer of the Company or his/her relative based on their calculation	Hamaguchi Denki Seisakusho	Mr. Yasuo Hamaguchi, an officer of the Company, directly possesses 40.0% and his relative directly possesses 44.6% of voting right. (In possession) 0.0%	1	Purchase of components and materials, and sales of the Company's products	Purchase of components and materials	14	Accounts payable	3
					Sales of products	4	Accounts due	1

2. Subsidiaries, etc.

Category	Company name	Voting ratio (possessing/ being possessed)	Relationship		Detail of business	Business amount (¥mil.)	Account title	Balance at the end of term (¥ mil.)
			Concurrent office of officers	Relationship with concerned personnel				
Subsidiary	Nidec Electronics (Thailand) Co., Ltd.	Direct 99.9%	4	Purchase of products from Nidec Electronics (Thailand) Co., Ltd.	Purchase of motors	31,155	Account payable	4,805
Subsidiary	Nidec (Dalian) Limited	Direct 100.0%	5	Purchase of products from Nidec (Dalian) Limited	Purchase of motors	21,248	Account payable	1,994
Subsidiary	Nidec Singapore PTE. Ltd.	Direct 100.0%	3	Sales of products of the Company	Sales of motors	21,701	Account receivable	2,220
Subsidiary	Nidec (H.K.) Co., Ltd.	Direct 99.9%	1	Sales of products of the Company	Sales of motors	15,358	Account receivable	4,482
Subsidiary	Nidec Philippines Corporation	Direct 99.9%	3	Purchase of products from Nidec Philippines Corporation	Purchase of motors	23,170	Account payable	2,065
Subsidiary	Nidec Sankyo Corporation	Direct 70.7% Indirect 1.9%	4	Receiving deposits	CMS trading (Receiving deposits)	2,212	CMS deposits received	13,937

Subsidiary	Nidec Copal Corporation	Direct 57.7% Indirect 1.3%	4	Loaning funds, receiving deposits	CMS trading (Receiving deposits)	2,310	CMS deposits received	3,915
Subsidiary	Nidec Tosok Corporation	Direct 64.5% Indirect 1.6%	3	Loaning funds, receiving deposits	CMS trading (Repaying funds) (Loaning funds)	665 439	Short-term loan to affiliated companies	439
Subsidiary	Japan Servo Co., Ltd.	Direct 63.2%	8	Loaning funds, receiving deposits	Loaning funds Collecting funds CMS trading (Repaying funds) (Loaning funds)	1,277 579 8 227	Short-term loan to affiliated companies	2,929
Subsidiary	Nidec Shibaura Corporation	Direct 100.0%	6	Loaning funds	Collecting funds CMS trading (Collecting funds)	274 272	Short-term loan to affiliated companies	7,076
Subsidiary	Nidec-Shimpo Corporation	Direct 100.0%	4	Loaning funds	CMS trading (Collecting funds)	1,243	Short-term loan to affiliated companies	4,630
Subsidiary	Nidec-Kyori Corporation	Direct 100.0%	3	Loaning funds, receiving deposits	CMS trading (Repaying funds) (Loaning funds)	0 1,020	Short-term loan to affiliated companies	1,020
Subsidiary	Nidec Brilliant Co., Ltd.	Direct 98.9%	4	Loaning funds	Loaning funds	1,710	Short-term loan to affiliated companies	5,678
Subsidiary	Nidec Power Motor Corporation	Direct 92.3%	5	Loaning funds	CMS trading (Collecting funds)	33	Short-term loan to affiliated companies	4,376

Notes

1. The consumption tax is not included in the “Detail of business” section, but it is included in the “Amount outstanding as of the end of the year” section.
2. Business conditions and policy to determine them
The above business conditions for each company are based on the Company’s purchase and sales management regulations, which are the same as the ones for other customers.
3. The lending and borrowing interests to the above companies were decided based on the contract that considers the interest rate at the market.
4. The Company introduced a cash management system (CMS), and, to express the Company’s CMS transactions clearly, the amounts from business transactions described herein are on the net basis.

(Additional information)

Upon the adoption of “the accounting standard on disclosing concerned personnel” (Accounting Standards No. 11) and “the guideline to apply an accounting standard on disclosing concerned personnel” (Accounting Standard Application Guideline No. 13), the type of concerned personnel to be disclosed has been changed.

VII. Notes on per-share-related information

1. Net assets per share: ¥1,526.17
2. Current net income per share: ¥150.88

VIII. Notes on important post-balance sheet events

There are no particular matters to be reported.

Audit Report by Independent Auditor

May 15, 2009

To: The Board of Directors
Nidec Corporation

Kyoto Audit Corporation

Appointed Partner Hirokaze Hanai, C.P.A. Seal
Managing Partner

Appointed Partner Akihiro Kajita, C.P.A. Seal
Managing Partner

We, Kyoto Audit Corporation, audited Nidec Corporation's financial statements (i.e., balance sheet, profit and loss statement, statements on shareholders' equity, and notes on financial statements and annexed detailed statement) for its 36th fiscal year (April 01, 2008 – March 31, 2009) based on Article 436-2-1 of the Companies Act. Preparing the financial statements and the annexed detailed statement is the responsibility of the Company's owner, while it is our responsibility to express its opinions on these documents from an independent party's perspective.

We performed our audit in compliance with generally-accepted accounting standards in Japan, and the standards require us to obtain reasonable guarantee on whether any material misstatements exist in the financial statements and/or the annexed detailed statement. Our audits, performed based on audit tests, include discussion on writing financial statements and an annexed detailed statement as a whole, including the accounting policies and the application method thereof that the company's owner adopted, and the estimate evaluation by the owner. It is our belief that a reasonable ground to express our opinions has been obtained as a result of our audit.

We hereby certify that the aforementioned financial statements and annexed detailed statement are in accordance with the generally-accepted corporate accounting standards in Japan, and that these documents properly state, in all important aspects, the status of the assets, profit and loss during the period covered by the financial statements and the annexed detailed statement.

No conflict of interest exists between the company and us, Kyoto Audit Corporation, that is required by the Certified Public Accountant Law to be described.

Audit Report

The Board of Auditors deliberated and prepared this audit report on the execution of the duties of the members to the Board of Directors for the 36th financial year (April 01, 2008 - March 31, 2009) based on the audit reports prepared by each Auditor, and reports as follows.

1. Auditing method of and audits by Auditors and the Board of Auditors

The Board of Auditors established auditing policies and an audit plan for FY2007, received reports from Auditors on the status and the result of audits and reports from the members to the Board of Directors and the Accounting Auditors on the execution of their duties, and requested an explanation as necessary.

The Auditors, in compliance with the auditor's audit standard and FY2007's audit policies and plan, communicated with members to the Board of Directors and employees, etc. of internal auditing and other departments, gathered information, and tried to establish appropriate environments. The Auditors also attended meetings of the Board of Directors and other important meetings, received reports from members to the Board of Directors, employees, and others on the execution of their duties, requested an explanation as necessary, viewed important approval requests and other documents, and investigated the statuses of work and assets at the Company's head office and its main offices. In addition, the Auditors supervised and inspected the status of the system (the internal control system) established based on the contents of a resolution from a meeting of the Board of Directors and the resolution itself concerning the creation of a system stipulated in Article 100-1 and -3 of the Enforcement Regulations of the Companies Act as something necessary to ensure the proper execution of a corporation (including a system to ensure that the execution of the duties of the members to the Board of Directors complies with laws, regulations, and the Articles of Incorporation). The Auditors communicated and exchanged information with members to the Boards of Directors and Auditors, etc. of the Company's subsidiaries, and received business reports from them as necessary. Then the Auditors deliberated the business reports and its annexed detailed statements for FY2007 based on the aforementioned methods.

The Auditors also supervised and inspected if the Accounting Auditors maintain their independence and perform audits properly, received reports from the Accounting Auditors on the execution of their duties, and requested an explanation as necessary. In addition, the Auditors received the notice from the Accounting Auditors that "A system that ensures proper execution of duties" (stipulated in each section of Article 131 of the Corporate Calculation Regulations) is in place based on "the quality control standard on audit" (based on the Business Accounting Council's decision on October 28, 2005) and other standards, and requested an explanation as necessary. Then the Auditors deliberated the financial statements (the balance sheet, the profit and loss statement, the statements on shareholders' equity, and the notes on the statements) and their annexed detailed statements for FY2007 based on the aforementioned methods.

2. Audit result

(1) Business report and other documents

- a. The Board of Auditors certifies that the business report and its annexed detailed statements are in accordance with laws, regulations, and the Articles of Incorporation, and that these documents exhibit the Company's business condition properly.
- b. The Board of Auditors identified no material facts on either improper act concerning the execution of the duties of the members to the Board of Directors, or violation of any laws, regulations or the Articles of Incorporation.
- c. The Board of Auditors certifies that the resolutions from the meeting of the Board of Directors concerning an internal control system are appropriate. Also, the Board of Auditors has no issues to point out on the execution of the duties of the members to the Board of Directors concerning the said internal control system.

(2) Financial statement and annexed detailed statements

The Board of Auditors certifies that the auditing method and the audit result of the Company's Accounting Auditor, Kyoto Audit Corporation, are appropriate.

May 20, 2009

The Board of Auditors, Nidec Corporation

Hideo Asahina, Fulltime Auditor Seal

Ryoji Takahashi, Fulltime Auditor Seal

Shiro Kuniya, Auditor Seal

Yoshiro Kitano, Auditor Seal

Susumu Oono, Auditor Seal

Note: Messrs. Hideo Asahina, Shiro Kuniya, and Susumu Oono are external auditors, whose presence are required by Articles 2-16 and 335-3 of the Companies Act.

Reference for the General Meeting of Shareholders

Resolution 1: Partial amendment of the Articles of Incorporation

1. Reason for the amendment

In accordance with Supplementary Provision 6 of the law to partially amend laws and other regulations concerning corporate bonds and debentures to streamline financial settlement related to stocks and other dealings (Law No. 88, 2004), the Company is regarded to have passed a resolution to amend its Articles of Incorporation in order to abolish sections therein concerning issuing its stocks on the effective date of the computerization of stocks (i.e. January 5, 2009). Accordingly, the rules in Article 7 (Issuing stocks) and Section 2 of Article 8 of the Company's current Articles of Incorporation will be unnecessary and therefore shall be deleted, while the article numbers shall be moved up and other adjustments shall take place.

2. Sections to be amended

The sections of the Articles of Incorporation to be amended are as follows:

(Sections to be amended are underlined)

Before amendment	After amendment
<p><u>(Issuing stocks)</u> <u>Article 7. The Company shall issue the certificates of its stocks.</u></p> <p>(Unit amount of stocks <u>and non-issuance of odd-lot stocks</u>) Article 8. The unit amount of the Company's stocks shall be 100. <u>2. The Company may decide not to issue the certificates of odd-lot stocks.</u></p> <p>Article 9. <Omitted></p> <p>(Stock exchange rules) Article 10. <u>Any changes to the type of the Company's stocks, names of shareholders (including virtual shareholders who are either described or recorded on the list of substantial shareholders), or any other information described on the list of shareholders, purchasing any odd-lot stocks, and any other stock-related dealings shall be conducted in accordance with the stock exchange rules that are decided in a Meeting of the Board of Directors of the Company.</u></p> <p>Article 11. <Omitted></p> <p>(Record date) Article 12. The Company may have its rights exercised in its Ordinary General Meeting of Shareholders by its shareholders who are <u>either described or recorded on the list of shareholders as of March 31 every year.</u></p> <p>Articles 13 to 33. <Omitted></p> <p>(Record date of distribution of surplus) Article 34. Surplus may be distributed to the shareholders <u>or registered pledgees of the Company's stocks who are either described or recorded on the list of shareholders as of March 31 (for year-end dividend), or September 30 (for midterm dividend) every year.</u></p> <p>Article 35. <Omitted></p>	<p style="text-align: center;"><Delete></p> <p>(Unit amount of stocks) Article 7. <No change></p> <p style="text-align: center;"><Delete></p> <p>Article 8. <No change></p> <p>(Stock exchange rules) Article 9. Any dealings related to the Company's stocks shall be conducted in accordance with the stock exchange rules that are decided in a Meeting of the Board of Directors of the Company.</p> <p>Article 10. <No change></p> <p>(Record date) Article 11. The Company may have its rights exercised in its Ordinary General Meeting of Shareholders by its shareholders who are recorded on the list of shareholders as of March 31 every year.</p> <p>Articles 12 to 32. <No change></p> <p>(Record date of distribution of surplus) Article 33. Surplus may be distributed to the shareholders <u>or registered pledgees of the Company's stocks who are recorded on the list of shareholders as of March 31 (for year-end dividend), or September 30 (for midterm dividend) every year.</u></p> <p>Article 34. <No change></p>

Resolution 2: Deliberation of appointing nine members to the Board of Directors

This resolution is to propose to select nine members shown below to the Company's Board of Directors as the terms of the current nine members to the Board will expire at the end of this General Meeting of Shareholders.

Candidate number	Name Date of birth	Biography, ranks, and positions held in Nidec and other corporations, etc.	Number of the Company's shares in possession
1	Shigenobu Nagamori August 28, 1944	Jul. 1973 Founds Nidec Corporation Chairman of the Board, President and CEO (current position) [Positions held in other corporations, etc.] Chairman & CEO, Nidec Sankyo Corporation Chairman, Nidec-Shimpo Corporation Chairman, Nidec-Kyori Corporation Chairman, Nidec Logistics Corporation Chairman, Nidec Machinery Corporation Chairman, Nidec Nissin Corporation	11,952,564
2	Hiroshi Kobe March 28, 1949	Jul. 1973 Joins Nidec Corporation Nov. 1984 A member to the Board of Directors Nov. 1991 Managing Director, controls Sales Departments Apr. 1994 General Manager, Sales Div. and Sales Department Oct. 1994 General Manager, Domestic Business Dept. No. 2 Apr. 1996 Senior Managing Director, controls overall business operations Apr. 2000 Executive Vice President, controls Sales Departments Apr. 2002 Controls the Company's SPM business operations Jun. 2004 Represents Compliance Office and Risk Management Office (current position) Apr. 2005 COO (current position) Represents Motor Engineering Research Laboratory (current position) Sep. 2005 Represents SPM Quality Control Dept. (current position) Jun. 2006 Executive Vice President and COO (current position) Oct. 2007 Controls Sales Departments (current position) May 2008 Represents Compliance Office (current position) Jun. 2008 Executive Vice President, COO, and Executive Officer (current position) [Positions held in other corporations, etc.] Chairman, Nidec Korea Corporation Chairman, Nidec Total Service Corporation	236,045
3	Yasunobu Toriyama September 18, 1938	Mar. 1984 Director of Engineering, Koyo Seiko Co., Ltd. (current JTEKT Corporation) Apr. 1991 Joins Nidec Corporation as Executive Director May 1991 General Manager, Accounting Dept. Jun. 1991 A member to the Board of Directors Apr. 1994 Deputy General Manager, Corporate Administration Div. Apr. 1996 Managing Director, and General Manager, Corporate Administration Div. Jun. 1997 Senior Managing Director Apr. 2000 Controls Administrative Departments (current position) Apr. 2002 Executive Vice President (current position) June 2004 Represents Investor Relations, Public Relations & Advertising, Accounting, Financing and System Processing Depts. (current position) Apr. 2005 CFO (current position) June 2007 Represents Risk Management Office (current position) April 2008 Represents CSR Promotion Office (current position) Jun. 2008 Executive Vice President and Executive Officer (current position)	15,995
4	Kenji Sawamura February 15, 1942	Nov. 1989 Director, Corporate Planning, Nissan Motor Co., Ltd. Jan. 1991 General Manager, Oppama Plant, Nissan Motor Co., Ltd. Jun. 1993 Senior Executive Director, Nissan Motor Co., Ltd. Jun. 1997 Managing Director, Nissan Motor Co., Ltd. Oct. 1998 Joins Nidec Corporation as Executive Director Jul. 1999 Vice President, Nidec (Dalian) Limited Jun. 2000 A member to Nidec Corporation's Board of Directors Jun. 2001 Deputy Chairman and President, Nidec (Dalian) Limited	8,000

		<p>Oct. 2001 Controls DCM business operations</p> <p>Apr. 2002 Senior Managing Director, controls LDCM business operations</p> <p>Apr. 2003 Controls DCM business operations</p> <p>May 2003 Controls the Company's purchasing operations (current position) and Corporate Quality Control Dept.</p> <p>Oct. 2003 Represents fan business operations, controls Shiga Technical Center, Tottori Technical Center and Die & Mold Dept. (current position)</p> <p>Sep. 2005 Represents ADF Quality Control Dept. (current position)</p> <p>Jun. 2006 Executive Vice President of Nidec Corporation (current position)</p> <p>Apr. 2008 Represents Nidec's ADF business operations (current position) and controls A/B business operations (current position)</p> <p>Jun. 2008 Executive Vice President and Executive Officer (current position)</p> <p>[Positions held in other corporations, etc.]</p> <p>Chairman & CEO, Nidec Electronics GmbH</p> <p>Chairman, Nidec (Dalian) Limited</p> <p>Chairman, Nidec Automobile Motor (Zhejiang) Corporation</p> <p>Chairman, Nidec (Dongguan) Limited</p> <p>Chairman, Nidec (New Territories) Co., Ltd</p> <p>Chairman, Nidec Shibaura Corporation</p> <p>Chairman, Nidec Nemicon Corporation</p> <p>Chairman, Nidec Power Motor Corporation</p>	
5	Juntaro Fujii February 20, 1945	<p>Jun. 1996 Branch Manager, Kyoto Branch, the Bank of Tokyo-Mitsubishi, Ltd</p> <p>Jun. 1998 President, London Securities of said bank (Tokyo Mitsubishi International Plc.)</p> <p>May 2000 Managing Director of the bank</p> <p>Jun. 2001 President and Director, Tokyo Mitsubishi Securities Ltd.</p> <p>Sep. 2002 Vice president and Director of the company</p> <p>Jun. 2005 President and Director, Diamond Business Consulting Co., Ltd.</p> <p>Jan. 2006 Vice President and Director, Mitsubishi UFJ Research & Consulting Co., Ltd.</p> <p>Jun. 2006 Joins Nidec Corporation as Executive Vice President, controls Corporate Strategy Office (current position)</p> <p>Jun. 2008 Executive Vice President and Executive Officer (current position)</p> <p>Apr. 2009 General Manager, Corporate Strategy Office (current position)</p>	2,470
6	Yasuo Hamaguchi September 27, 1949	<p>Apr. 1974 Joins Nidec Corporation</p> <p>Oct. 1985 Executive Director</p> <p>Oct. 1992 President, Nidec Electronics (Thailand) Co., Ltd.</p> <p>Jun. 1993 A member to the Board of Directors</p> <p>Jun. 1998 Managing Director, and Deputy General Manager for Overseas Operations Div.</p> <p>Jun. 1999 General Manager, Overseas Operations Div.</p> <p>Apr. 2000 Controls SPM Business</p> <p>Apr. 2002 Senior Managing Director for SPM production (current position)</p> <p>Apr. 2003 Controls SPM business operations (current position)</p> <p>May 2003 General Manager, Mineyama Precision Machining Center</p> <p>Oct. 2007 Represents Brilliant Manufacturing Limited (currently Nidec Brilliant Co., Ltd.) (current position)</p> <p>Dec. 2007 Represents SPM Purchasing Departments (current position)</p> <p>Jun. 2008 Board member, Senior Managing Director, Executive Officer (current position)</p> <p>Apr. 2009 Controls SPM Business Strategy Office (current position) General Manager, SPM business Strategy Office (current position)</p> <p>[Positions held in other corporations, etc.]</p> <p>Chairman, Nidec Electronics (Thailand) Co., Ltd.</p> <p>Chairman, Nidec Philippines Corporation</p>	261,878
7	Tadaaki Hamada August 14, 1948	<p>Jan. 1996 Manager, Tsukishima Branch, the Mitsubishi Bank Limited</p> <p>Oct. 1997 Manager, Oshiage Branch, the Bank of Tokyo-Mitsubishi, Ltd.</p>	2,181

		<p>Feb. 2000 Joins Nidec Corporation as Executive Director</p> <p>Mar. 2000 General Manager, Corporate Planning Dept.</p> <p>Aug. 2001 Deputy President, Nidec America Corporation</p> <p>Apr. 2003 General Manager, International Business Administration Dept. (IBA)</p> <p>Jun. 2004 A member to the Board of Directors, represents Corporate Planning Dept. (current position), and Intellectual Property and Legal Depts.</p> <p>Apr. 2005 Managing Director (current position) for Secretarial Office, General Affairs and Human Resources (HR) Depts. (current position)</p> <p>Jun. 2006 Controls Intellectual Property and Legal Depts. (current position)</p> <p>Apr. 2007 Represents Management of Overseas Affiliates Administration Dept. (current position)</p> <p>May 2007 General Manager, Corporate Planning Dept. (current position)</p> <p>Jun. 2007 General Manager, IBA</p> <p>Jun. 2007 Controls IBA and Overseas Affiliates Administration Dept. (current position)</p> <p>Apr. 2008 Controls General Affairs and HR (current position), represents IBA (current position), General Manager, IBA (current position)</p> <p>May 2008 Represents Intellectual Property and Legal Depts. (current position)</p> <p>Jun. 2008 Board member, Managing Director, Executive Officer (current position)</p> <p>Apr. 2009 Controls International Business Administration Dept. (current position)</p>	
8	Masuo Yoshimatsu April 28, 1958	<p>Apr. 1982 Joins Mitsubishi Electric Co.</p> <p>Jan. 1989 General Manager, Finance and Accounting Dept., London Engineering Center, Mitsubishi Electric Europe</p> <p>May 1992 A member to the Board of Directors, Mitsubishi Electric Singapore</p> <p>Apr. 1994 Controller, Mitsubishi Controller Electronics America</p> <p>Dec. 2000 A member to the Board of Directors and General Manager, Accounting and Finance Div., Sun Micro Systems, Inc.</p> <p>July 2003 Executive director and General Manager, Finance Dept., Nippon Boehringer Inelheim Co., Ltd.</p> <p>Oct. 2004 A member to the Board of Directors and General Manager, Finance and Accounting Div., SSP Co., Ltd.</p> <p>Jan. 2008 Joins Nidec Corporation as Executive Consultant (current position)</p> <p>Jun. 2008 Board member and Executive Officer (current position) Controls IR, Public Relations & Advertising and Accounting Depts., and CSR Promotion Office (current position)</p>	3,000
9	Tetsuo Inoue June 22, 1948	<p>Oct. 1992 Manager, Senbayashi Branch, the Sumitomo Bank Ltd.</p> <p>Oct. 1994 Manager, Wakayama Branch of the bank</p> <p>Jan. 1997 General Manger, Corporation Business (Osaka) Department, of the bank</p> <p>Dec. 1999 Joins Nidec Corporation as Executive Director, and General Manager, Management of Affiliated Companies Dept. (current position)</p> <p>Jun. 2002 Board members (current position), and represents Affiliates Administration Dept. (current position)</p> <p>Jun. 2008 Board member and Executive Officer (current position)</p>	3,857

- (Notes) 1. No conflict of special interests exists between any of the candidates to the Board of Directors above and the Company.
2. Abbreviations for the Company's business units:
- (1) SPM: Spindle motors for hard disk drives (HDDs)
 - (2) ADF: DC, fan, and automobile motors
 - (3) DCM: DC motors
 - (4) FAN: fan motors
 - (5) A/B: automobile motors

Resolution 3: Deliberation of appointing one member to the Board of Auditors

This resolution is, upon the resignation of an Auditor, Mr. Ryoji Takahashi, at the end of this General Meeting of Shareholders, to propose to select one member below to the Board of Auditors.

Candidate number	Name Date of birth	Biography, ranks, and positions held in Nidec and other corporations, etc.	Number of the Company's shares in possession
1	Takashi Iwata April 9, 1947	Apr. 1992 Counselor, Accounting Dept, Head Office, Matsushita Electric Industrial Co., Ltd. (current Panasonic Corporation) Apr. 200 Group Manager, Accounting Group, Cooling Air Conditioning Business Division Dec. 2003 Joins Nidec Corporation as Executive Director Apr. 2004 General Manager, Corporate Audit & Internal Administration Dept. Jun. 2004 Board member Controls Corporate Audit & Internal Administration Dept. (current position) Jun. 2008 Executive Officer (current position) Controls International Business Administration Dept. General Manager, Corporate Audit & Internal Administration and International Business Administration Depts.	2,983

(Notes) 1. No conflict of special interests exists between the candidate above and the Company.

[The procedure to exercise voting rights electromagnetically]

If you wish to exercise your voting rights on the Internet, please understand the following information in advance.

1. Exercising voting rights online is possible only by accessing the following website designated by the Company. The site can also be accessed by mobile phones.
[The URL to exercise voting rights] <http://www.webdk.net>
* Note: You can use a mobile phone that can read bar-code information, read the information on the QR code on the right, and visit the web site. Please see the instructions of your mobile phone for details on how to read bar code information.
2. If you wish to exercise your voting rights on the Internet, please use the code to exercise your voting rights and the password enclosed, and follow the instructions on the screen to register your votes on the resolution.
3. You can exercise your voting rights on the Internet until 05:30p.m. on Monday, June 22, 2009. However, to avoid last-minute data congestion in counting the number of exercised voting rights, please exercise your voting rights early enough.
4. If any voting rights are exercised both in writing and online, the rights exercised online will be regarded as the exercised voting rights
5. If any voting rights are exercised online multiple times, or if the rights are exercised both by computer and by mobile phone, the rights exercised last will be regarded as the effectively exercised voting rights.
6. The payment for the telephone and other fees to connect to your Internet provider and to communicate with the communications company to use the Company's website to exercise your voting rights will be the responsibility of the shareholder.

[The system environment required to exercise voting rights electromagnetically]

The following system environments will be required to use the Company's website to exercise voting rights:

- (1) The access to the Internet.
- (2) (If voting rights are exercised via PC) The ability to use Microsoft® Internet Explorer 5.5 SP2 or a higher version, or Netscape 6.2 or a higher version as an Internet-viewing browser. The hardware must be one that can use the above Internet-browsing software.
- (3) (If voting rights are exercised via mobile phone) The ability for the phone to perform 128bit SSL communication (encrypted communication).
(To ensure security, voting rights can be exercised only via mobile phones that can perform 128bit SSL communication. Therefore, voting rights cannot be exercised via a mobile phone that does not allow such communication.)
(Microsoft is the trademark of Microsoft Corporation, registered in the United States and other countries. Netscape is the trademark of Netscape Communications Corporation, registered in the United States and other countries.)

[For inquiries on exercising voting rights on the Internet]

Please address any inquiries concerning exercising voting rights on the Internet at any of the following numbers:

List of shareholders administered by: Stock Transfer Agency Department, the Sumitomo Trust & Banking Co., Ltd.

[Dedicated phone number] ☎ 0120-186-417 (Available 24 hrs./day)

<Other inquiries (how to obtain an application form, etc.)> ☎ 0120-176-417 (09:00a.m. - 05:00p.m. on weekdays)

[The platform to exercise voting rights electronically]

In addition to the aforementioned online method to exercise voting rights electromagnetically for the Company's General Meeting of Shareholders, nominee shareholders of administrative trust banks (including their standing proxies), with an in-advance application, can use the platform for exercising voting rights operated by ICJ, a joint venture and business corporation established by Tokyo Stock Exchange Group, Inc. and other companies.