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Nidec Corporation

Results for the Fiscal Year 2006

< U.S. GAAP >

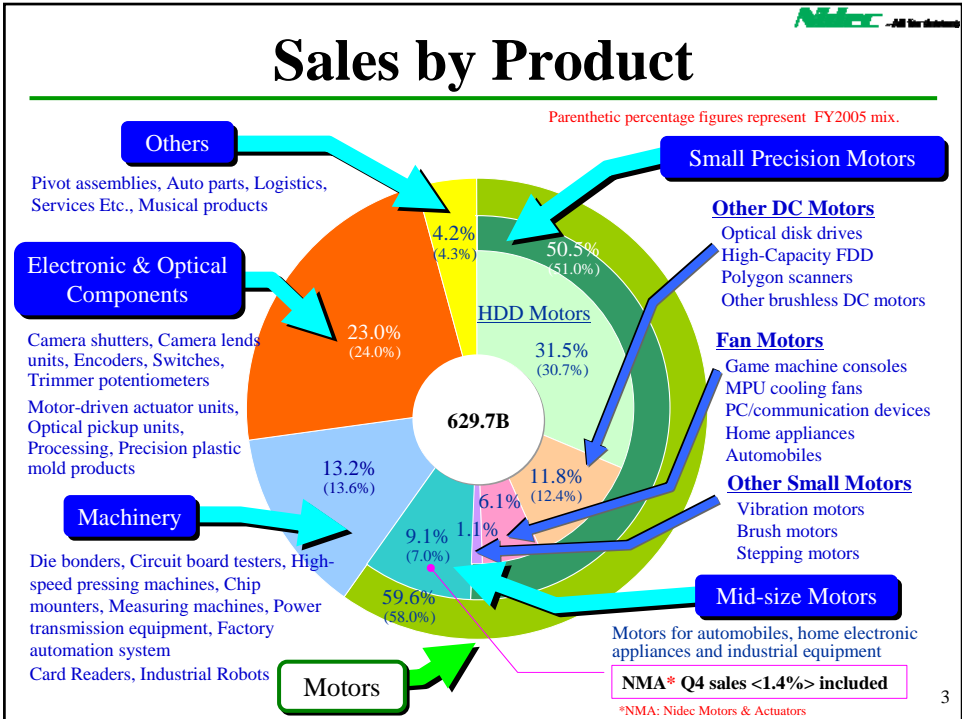
April 26, 2007

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

Summary of FY2006

- ✓ **Sales: Record High (Up 17.3% Y/Y)**
- ✓ **Operating income: Record High (Up 19.8% Y/Y)**
---“Mid-size Motors” Back to Profitability.
- ✓ **Income before tax: Up 1.9% Y/Y**
--- Foreign exchange gain decreased.
- ✓ **Net income: Down 2.5% Y/Y.**
--- Additional tax of 2.9B yen based on transfer price taxation
- ✓ **Term-end dividend: 25 yen per share**
Annual dividends: 45 yen per share
Dividend ratio: 16.3%

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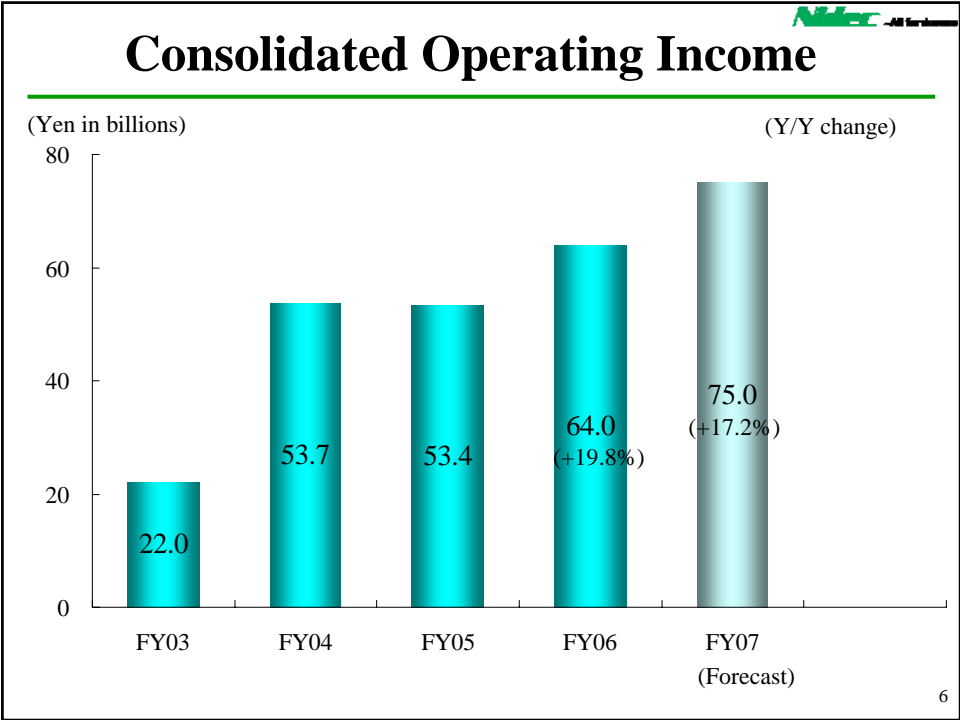
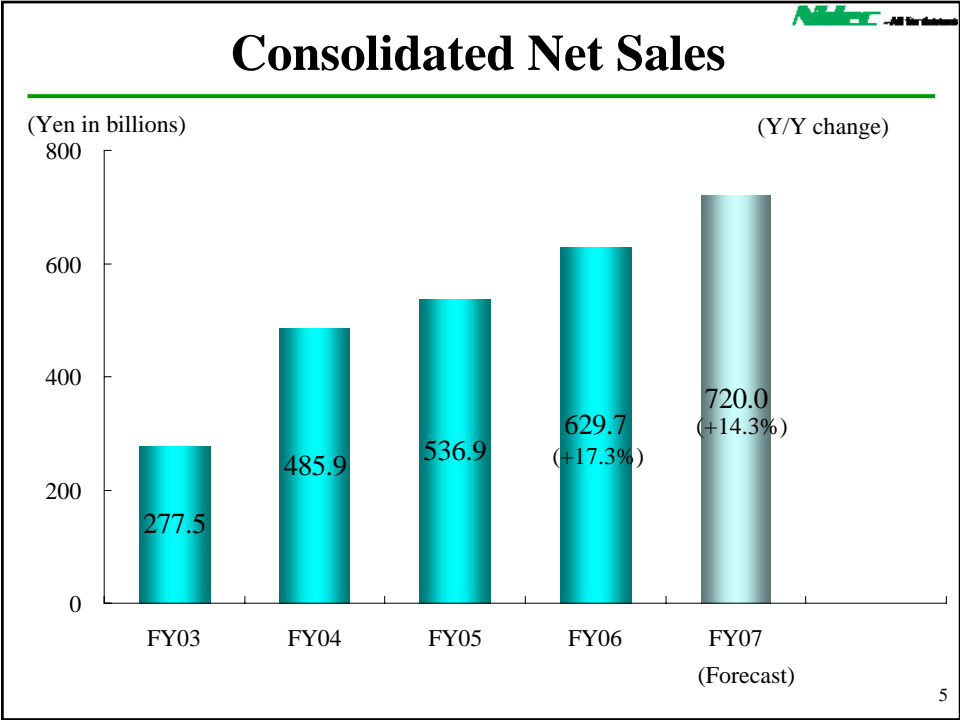
Profit/Loss

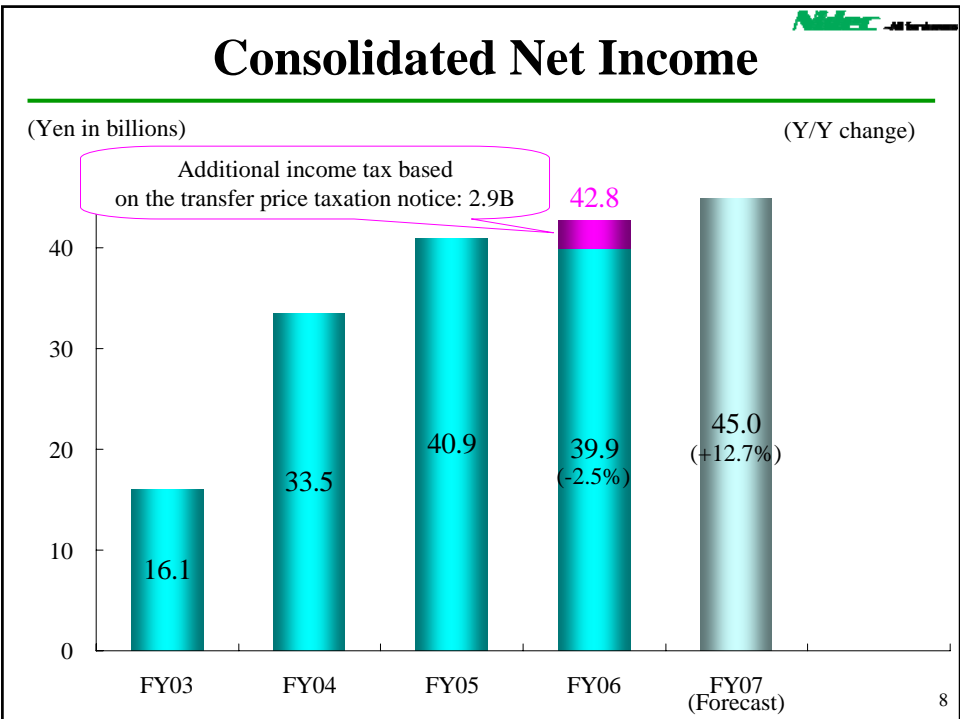
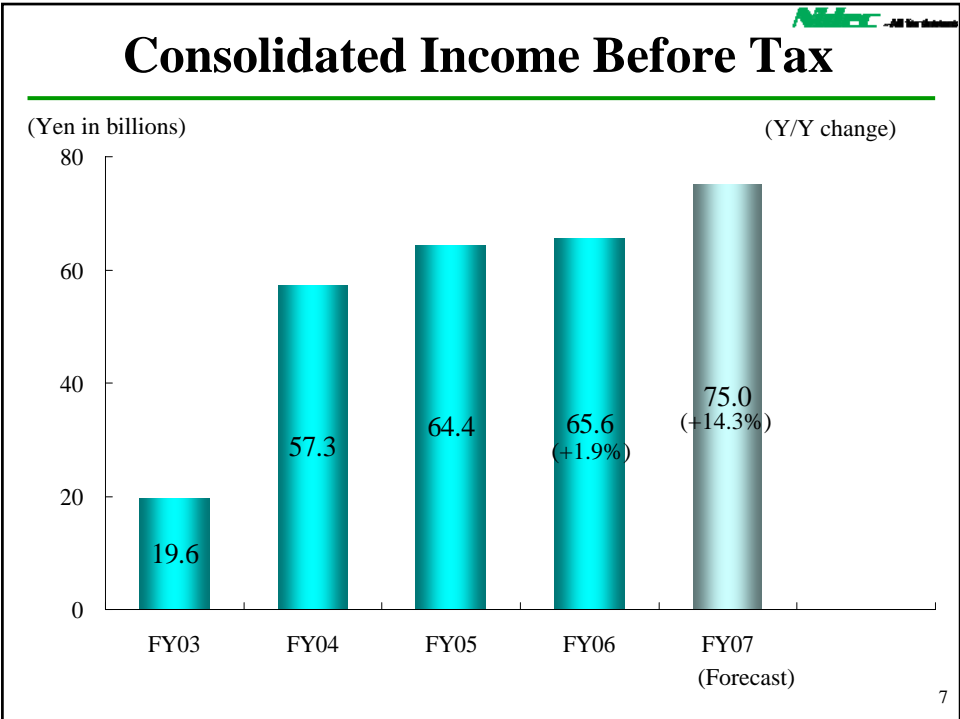
| (Yen in millions) | FY05 | FY06 | Change | FY07 Forecast |
|------------------------|---------|-----------|--------|---------------|
| Net Sales | 536,858 | 629,667 | +17.3% | 720,000 |
| Operating Income | 53,426 | 64,009 | +19.8% | 75,000 |
| Operating Income Ratio | 10.0% | 10.2% | | 10.4% |
| Income before Tax | 64,378 | *1 65,595 | +1.9% | 75,000 |
| Net Income | 40,949 | *2 39,932 | -2.5% | 45,000 |
| EPS | 285.47 | 276.03 | -3.3% | 310.91 |
| FX (Yen/US\$) | | | | |
| Average--- | 113.31 | 117.02 | +3.3% | |
| Term-end--- | 117.47 | 118.05 | +0.5% | |

***1 FX gain decreased by 6.1 billion Yen**

***2 Additional tax based on transfer price taxation notice: 2.9B Yen**

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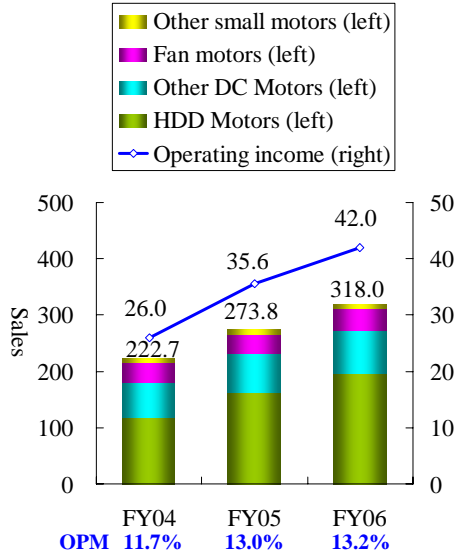


Business Segment Results---1

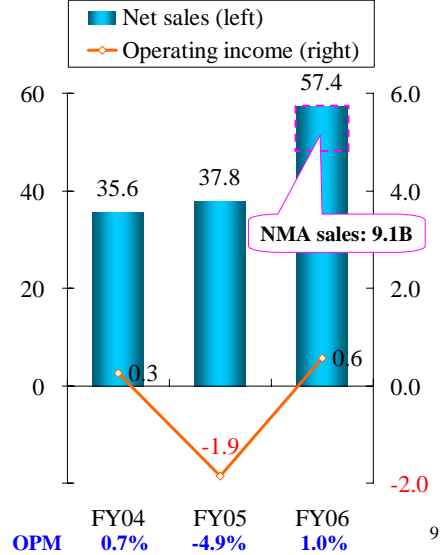
<Small Precision Motors, Mid-size Motors>

(Yen in billions)

Small Precision Motors



Mid-size Motors

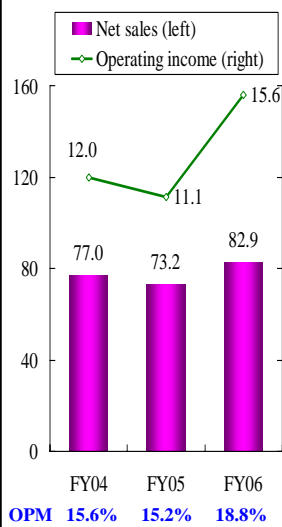


Business Segment Results---2

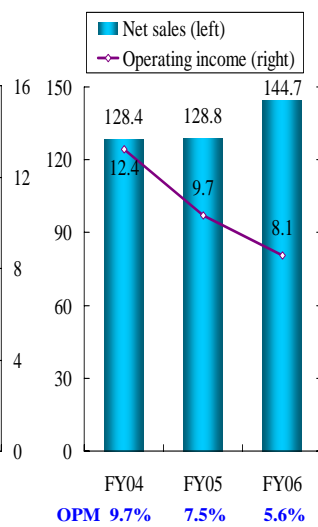
<Machinery, Electronic & Optical Components, Others>

(Yen in billions)

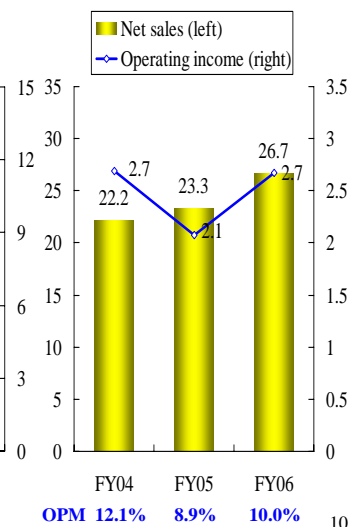
Machinery



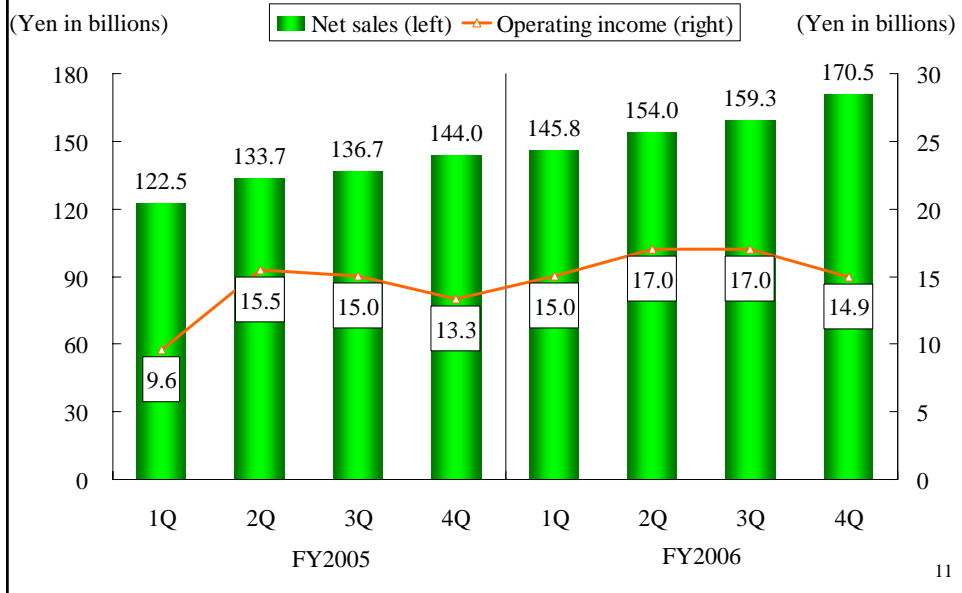
Electronic/Optical Components



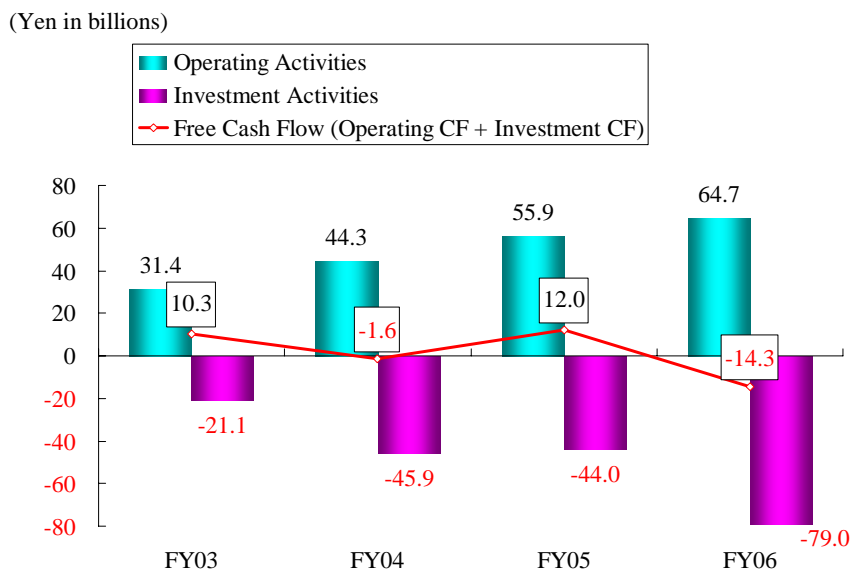
Others



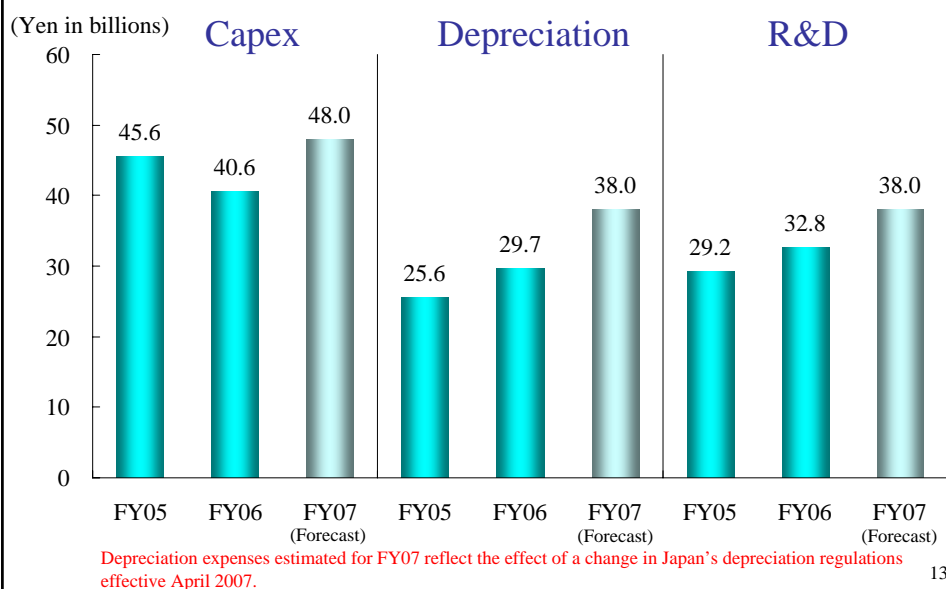
Consolidated Quarterly Results



Consolidated Cash Flow



Capex, Depreciation and R&D



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FY2007 Forecast

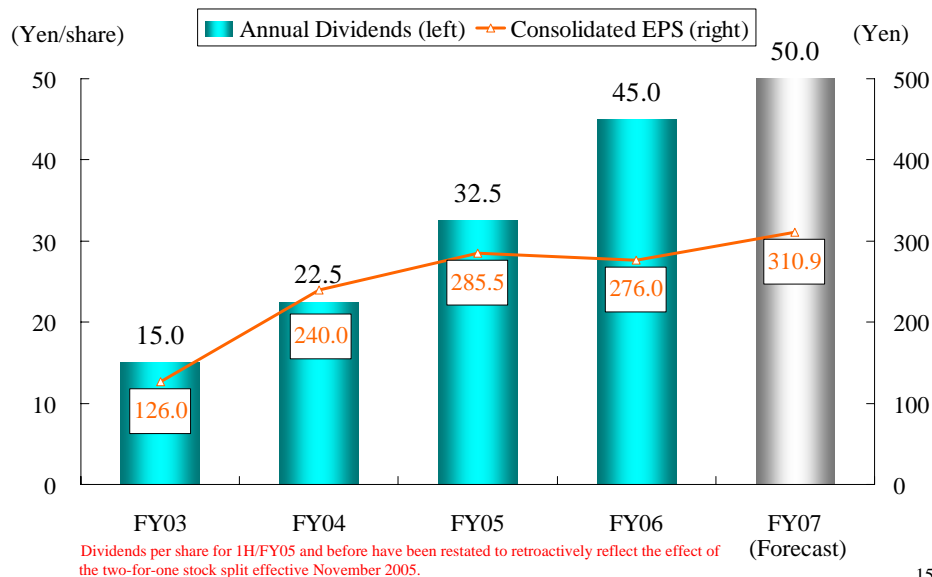
(Yen in millions)

| | 1H Forecast | 2H Forecast | Full-year Forecast |
|------------------------|-------------|-------------|--------------------|
| Net Sales | 340,000 | 380,000 | 720,000 |
| Operating Income | 32,000 | 43,000 | 75,000 |
| Operating Income Ratio | 9.4% | 11.3% | 10.4% |
| Income before Tax | 32,000 | 43,000 | 75,000 |
| Net Income | 20,000 | 25,000 | 45,000 |
| EPS | 138.18 | 172.73 | 310.91 |
| FX (Yen/US\$) Ave. | 115.00 | 115.00 | 115.00 |

Calculated on the basis of the revised depreciation regulations in Japan effective April 2007.

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Dividends and EPS



Consolidated Subsidiaries -Results and Forecasts-

| (Yen in millions) | Net Sales | | | Operating Income | | | Net income | | |
|-------------------------|----------------|----------------|----------------|------------------|---------------|----------------|---------------|---------------|----------------|
| | FY05 Results | FY06 Results | FY07 Forecasts | FY05 Results | FY06 Results | FY07 Forecasts | FY05 Results | FY06 Results | FY07 Forecasts |
| Nidec Sankyo | 121,994 | 112,628 | 105,000 | 12,151 | 9,439 | 8,000 | 12,672 | 10,287 | 6,000 |
| Nidec Copal | 63,094 | 84,012 | 86,000 | 5,006 | 5,827 | 6,500 | 2,660 | 4,304 | 4,000 |
| Nidec Tosok | 26,518 | 23,430 | 22,500 | 1,905 | 1,809 | 1,800 | 1,095 | 1,182 | 950 |
| Nidec Copal Electronics | 22,599 | 26,759 | 32,000 | 3,628 | 3,473 | 3,800 | 2,560 | 2,280 | 2,300 |
| Nidec-Read | 6,181 | 7,716 | 8,300 | 984 | 1,549 | 1,650 | 628 | 938 | 1,000 |
| Total | 240,386 | 254,545 | 253,800 | 23,674 | 22,097 | 21,750 | 19,615 | 18,991 | 14,250 |

*All numbers in the above table have been prepared under the generally accepted accounting standard in Japan

Business Segment Information

Small Precision Motors

HDD Motors
Other DC Motors
Fan Motors

Mid-size Motors

Machinery

Electronic & Optical Components

Others

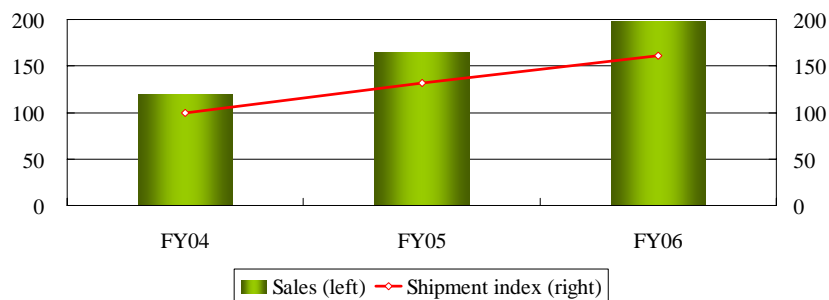
HDD Motors: FY2006 Results

Record Sales and Shipments

- ┌ Sales and shipments up 20% y/y and 22% y/y, respectively
- ┌ Market share expansion and 2.5-inch demand growth

(Yen in billions)

(FY04=100)

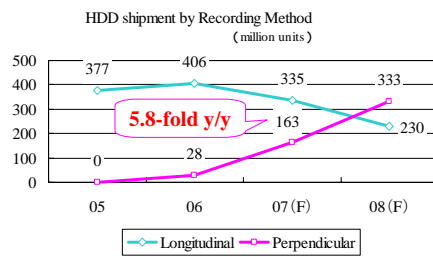
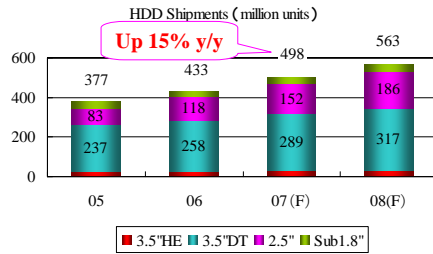


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HDD Motors: Strategy-1

Stable Sales Growth

- **PC & CE market**
[2007 outlook]
3.5" 12% y/y growth
2.5" 30% y/y growth
- **PMR Penetration**
 - Facility/quality enhancement geared for new product launch
 - Bolstering of R&D capacities in Nagano, Japan



Source: TSR, 2007

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HDD Motors: Strategy-2

Grand Design for Higher Profitability

- **In-house manufacturing**
 - Ramp up base plate supply from Brilliant Mfg.
 - Gear up New Thailand factory (NPT-2) for full-fledged operation
- **Product differentiation**
 - Leverage own technology and expertise (eg: sintered metal bearing, automatic manufacturing system)
 - Enforce patent rights to maintain technical/ product competitiveness



NPT-2: Nidec Precision (Thailand), 2nd factory



HDD base plate

HDD bracket



Completion: August-end, 2007



Sintered-metal bearing



Automatic mfg. line

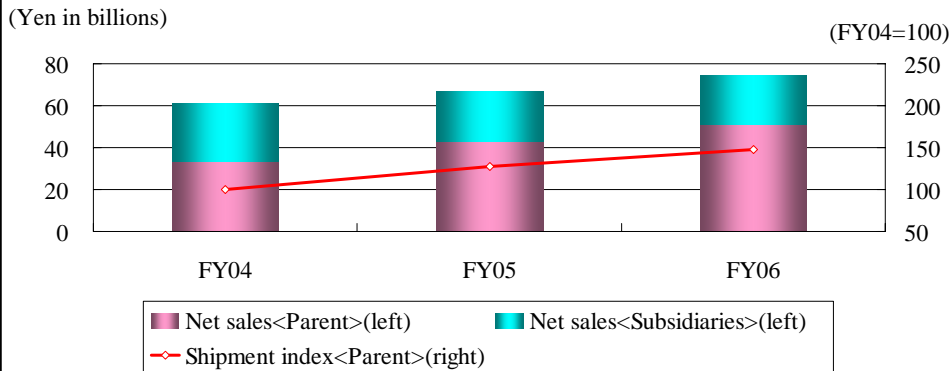


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Other DC Motors: FY2006 Results

v Record sales and shipments

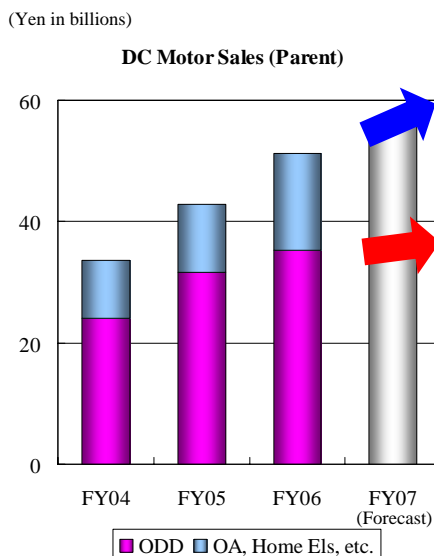
- | Sales of ODD motors up 12% y/y (Parent)
- | Combined sales of office equipment motors and other standard-type motors up 41% y/y (Parent)



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Other DC Motors: Strategy

New market & New customer



v OA, Home Electronics, etc.

- Sales targeted at markets for OA equipment and upscale home electronics
- Standard-type motor sales channel expansion



v Optical Disk Drive

- Dominant market share
 - New-generation DVD market
 - Slim-type DVD

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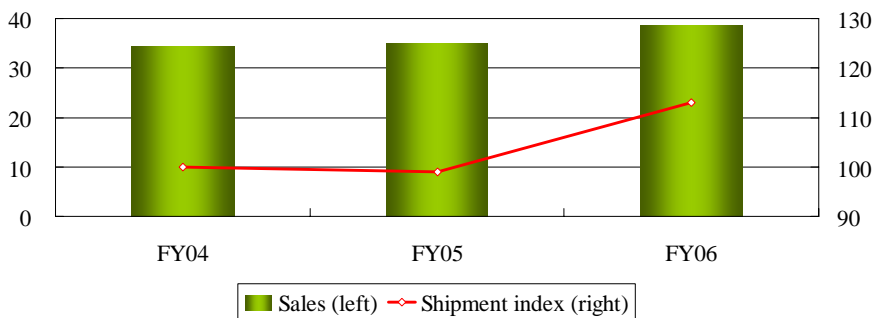
Fan Motors: FY2006 Results

Record sales and shipments

- } Sales and shipments increased over 10% y/y
- } Overseas market & game console market

(Yen in billions)

(FY04=100)

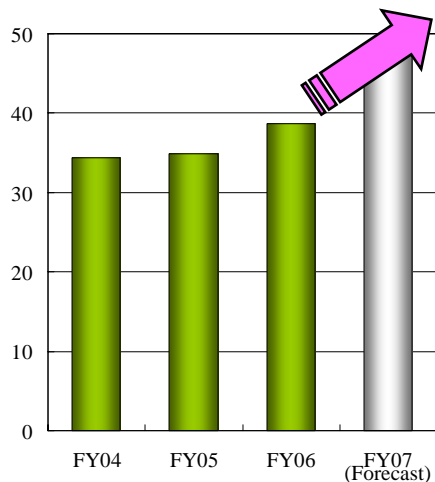


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Fan Motors: Strategy

New market & New customer

Fan motor sales (Yen in billions)



UltraFlo (23 standard models)

Targets:

- North American customers
- Taiwan OEM
- PC, communications devices, automobiles

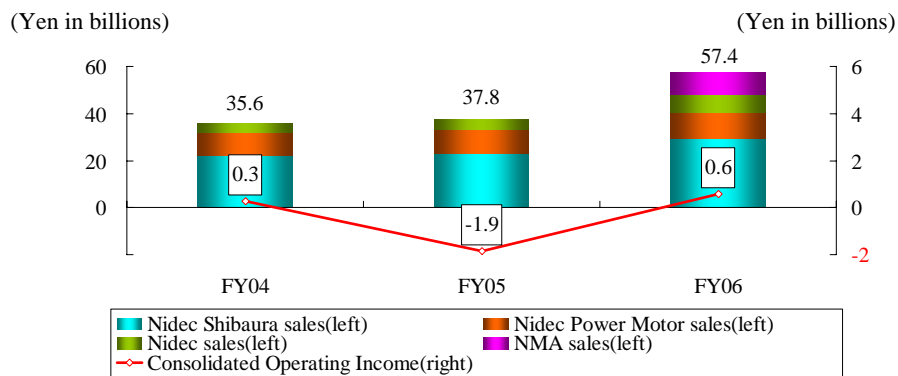


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Mid-size Motors: FY2006 Results

✓ Back to profitability with sales growth and cost reduction

- └ Automotive motor sales up 66% y/y (excluding NMA sales)
- └ Combined sales of home appliance motors and industrial motors up over 20% y/y
- └ Sales contribution from NMA (consolidated in Q4/2007)



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Mid-size Motors: Strategy

✓ Full integration of NMA

- └ Streamlining of production bases
- └ Sharing of R&D/production resources



NMA, Poland

✓ Profit increase

- └ Demand rise in home appliance market
- └ Product innovation
- └ Management improvement



Motor for up scale home electric appliance

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Electronic & Optical Components and Others: Strategy

Electronic & Optical Components

Others

✓ **Optical component**

⇒ **Output expansion & speedy profit improvement**

- Shutter & lens unit for DSC/Cellular phone

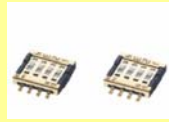
✓ **Industrial switch**

⇒ **Market share expansion**

- Sales/production synergy with Fujisoku



DSC lens units



Industrial switches

✓ **Automobile component**

⇒ **Profit improvement**

- CVT control valve production in Vietnam

✓ **HDD pivot assembly**

⇒ **Output expansion**

- 3.5", 2.5" market growth

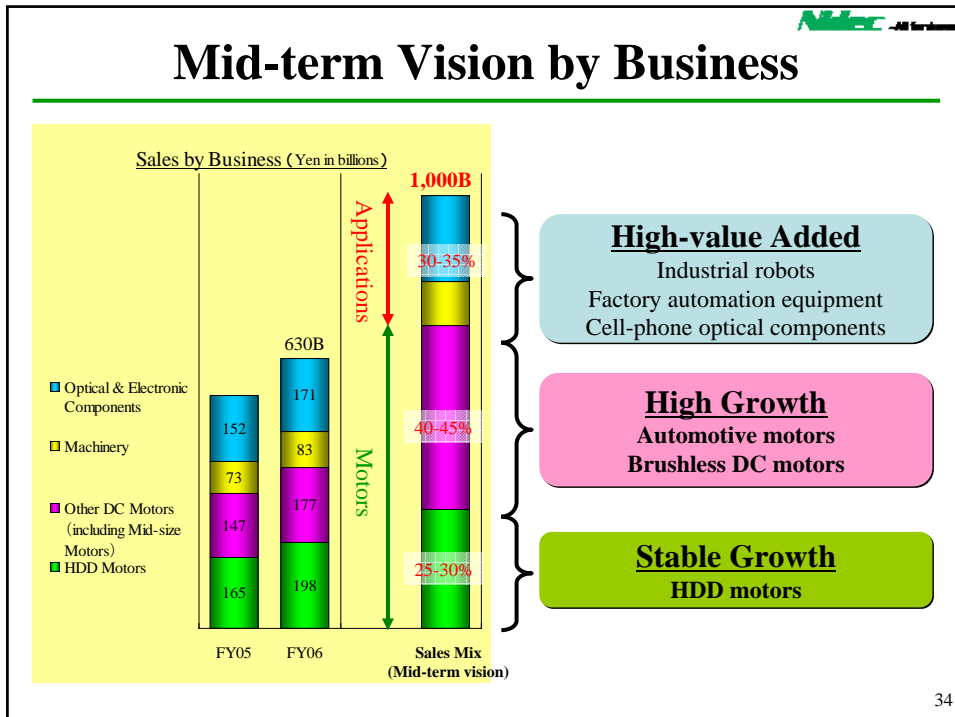
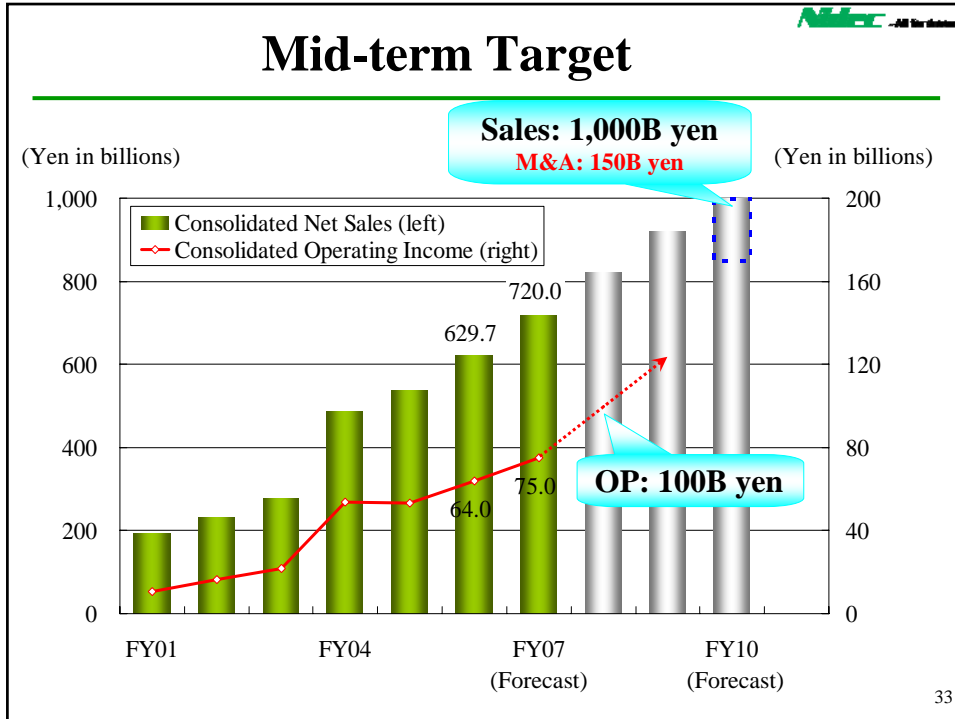


CVT control valve



HDD pivot assemblies

Mid-term Target
(~ FY2010)



Focus Areas

High-value Added

Industrial robots
 Factory automation equipment
 Cell-phone optical components

- High-profit product strategy
- New market exploration

High Growth

Automotive motors
 Brushless DC motors

- R&D/production efficiency
- Standard-design product portfolio expansion

Stable Growth

HDD motors

- In-house HDD parts production
- Product differentiation based on own technology and patent strategy
- 10% annual growth
- OPM improvement

M&A Targets



Competitors
 Suppliers

Competitors
 Suppliers
 (in the auto industry)

Suppliers
 (with supporting technology)

M&A Activities

Fujisoku, Valeo Motors & Actuators

| | Fujisoku | Valeo Motors & Actuators (now Nidec Motors & Actuators) |
|--|---|---|
| Acquisition Date | November 8, 2006 | December 27, 2006 |
| Acquisition Price | Approx. 0.9B yen | 142M euros, or, 22B yen |
| Capital % | 98.8% | 100% |
| Consolidated Annual Results (Fiscal Year-end) | Sales: 7.1B yen OP: 0.4B yen (March 31, 2006) | Sales: 253M euros, or, 39B yen OP: 9M euros, or, 1.4B yen* (December 31, 2005) |
| Employees | 212 | 1,700 |
| Products | Switch, Memory card, Panel switch, Measuring equipment  | Air flow system, Seat positioning system, Body closure system, Braking, Drive-line, Steering system  |
| Main Production Bases | Japan | Germany, Poland, Spain, Mexico |
| Notes | New parent: Nidec Copal Electronics | *After deduction of extraordinary items: negative 4M euros, or, negative 0.6B yen |

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Brilliant Manufacturing, Japan Servo

| | Brilliant Mfg. | Japan Servo |
|--|---|--|
| Acquisition Date | February 23, 2007 | April 27, 2007(scheduled) |
| Acquisition Price | S\$ 170M (13.4B yen) | 4.7B yen |
| Capital % | 87.1% | 51.0% |
| Consolidated Annual Results (Fiscal Year-end) | Sales: S\$131M, or, 10.3B yen OP: S\$2M, or, 0.1B yen (September 30, 2006) | Sales: 28.6B yen OP: Negative 0.7B yen (March 31, 2006) |
| Employees | 2,950 | 4,250 |
| Products | HDD base plate, Bracket, Top cover  | Motor (Brushless, AC servo, Stepping), Motor applications (Sensor)  |
| Main Production Bases | Singapore, Indonesia, Thailand, China | Japan, Singapore, Indonesia, China |
| Notes | Singapore Exchange | Tokyo Stock Exchange (2 nd Section) |

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Nidec Corporation

<http://www.nidec.co.jp/english/>

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