NIDEC CORPORATION

CORPORATE PROFILE







Proud of our past, focused on the future

50 years of history driving the next 100 years of revolution



I founded Nidec in 1973, when uncertainties were shrouding Japan's rapid economic growth. Nonetheless, with a cheerful spirit and big dreams, I was determined to make Nidec a global company. The history of our passion for motors, and of overcoming difficulties together to turn our dreams into reality, is the history which has become the foundation of Nidec today.

Now, as a global business enterprise, Nidec leads technological innovation, engaging in not only its initial business of motors but drive technology and many other fields as well.

To commemorate its 50th anniversary, we changed our company's

Japanese name from "Nihon Densan corporation" to "Nidec corporation" on

April 01, 2023, to make a fresh start for our next target of the 100th

anniversary. Going forward, to achieve our plan of doing in business in 100

countries or more around the world, and constantly take on challenges to

make Nidec the true global company, I will continue to monitor Nidec's new

management as a Representative Member of the company's Board of

Directors and the global representative of the Nidec Group, to ensure that
the new group management system functions smoothly. By delegating

day-to-day operations to Mr. Kishida, the company's Chief Executive Officer,
I, as Nidec's founder, will dedicate my efforts to instructing others to ensure
that the corporate culture we have nurtured for the past 50 years will be
passed on to future generations throughout the Nidec Group.

Your continued support and cooperation would be truly appreciated. Thank you.

Shigenobu Nagamori
Founder and Chairman of the Board

5 Nozomil



For the past 50 years, Nidec has grown driven by our passion. Going forward, I am determined to push Nidec to the next phase of growth by meeting our stakeholders' expectations.

Amid changes in the global market and the environment becoming increasingly complex, the Nidec Group actively engages in decarbonization, reduction of energy consumption, automation, logistics revolution, and other common issues for all humanity, focused on developing its businesses in growing markets related to semiconductor, AI, motor, and other expanding business fields. Thus, organically and by way of M&A, Nidec aims to achieve its consolidated net sales target of 10 trillion yen by the fiscal year of 2030.

Based on the "Made in the market" policy, Nidec has its production bases globally. We deliver to our customers comprehensive services in such areas as quality and delivery lead time. Additionally, we meet the needs of our customers for not just motors but system solutions such as control circuits and software as well.

The Nidec Group's global action guidelines are: "Be global & diverse: Share and respect different opinions to go forward," and "Be open & transparent: Expose both of your strengths and weaknesses, communicate with others heart to heart, and complement each other to achieve the true alliance." To realize a sustainable society, we are poised to redouble our efforts, remain innovation-focused, and take on challenges as One Nidec.

As we go forward, I ask for your continued support. Thank you.

Mitsuya Kishida
President and CEO (Chief Executive Officer)



Upholding the three all-time essential attitudes as our driving force, Nidec continues to take on challenges on a worldwide scale to become "the world's leading comprehensive electronics manufacturer."

The Nidec Group's new corporate philosophy, mission, and vision

The aim of Nidec Corporation is to contribute to the development of society and the welfare of the general public around the world. Nidec aims to do so by supplying the highest quality products. Our company is sincerely and enthusiastically dedicated to the trinity of technology, skillfulness, and modern science. Thereby, Nidec strives to promote the prosperity of our society, our company, and all our employees.

We contribute to the Earth by producing the highest quality motors in the world. Al Nidec employees works to the very best of their ability to send motors into the world. It is with these motors and other products we make that we solve various issues such as the conservation of the global environment, and contribute to making better lives for people all over the world:

Nidec is a global company that grows sustainably for the next
100 years and beyond.

Nidec is the world's leading solution-providing business group that solves numerous problems for the people in the world.

"Nidec Way" "The Challenging Road"

Three Corporate Policies: "Passion, Enthusiasm, and Tenacity," "Work smart," and "Do your work now, do it without hesitation; do it until completed:

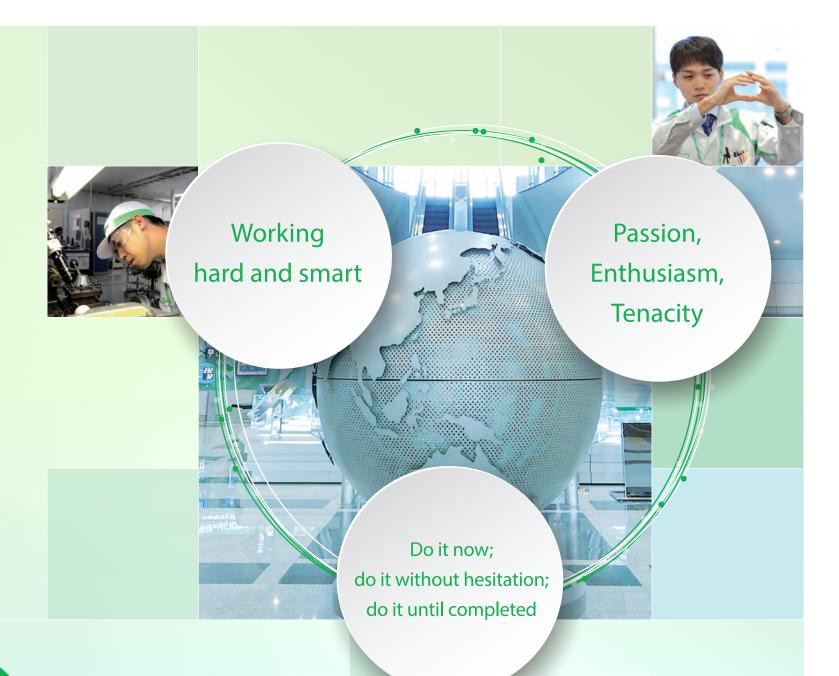
"Creativity," "Respect," "Collaboration," "Integrity," "Decision Making," "Team Building," and "Grow Talent,"

"Society," "Respect," "Collaboration," "Integrity," "Decision Making," "Team Building," and "Grow Talent,"

"I'mee Kanagement Principles "Three Basic Kanagement Philosophies

"Three Kanagement Methods" Three Management Mittods Three Conditions for Success

"CSR Charter (social responsibility, respect for diversity, etc.)



Corporate slogan

→ All for dreams

Nidec Corporation has a corporate slogan,

"All for dreams,"

and a corporate statement

that stipulates the values

that we offer to our stakeholders.

Corporate statement

We begin with dreams.

Dreams drive our motivation.

Dreams are our future.

The world's dreams, people's dreams, our dreams.

Our passion creates ideas that make dreams come alive.

Technology and products

that were only dreams become reality.

All for dreams

Dreams challenge and the Nidec-Group will continue to meet the challenge. For the world's and people's tomorrows,

The world's first, the world's best technologies and products, We will continue our part in creating a better society.

Trajectory towards becoming the world's No. 1 motor manufacturer—it all started with the dreams of only four men.

Nidec-Defined by Our Quest to Be No.1

Under the "One Nidec" policy, we stay united as a group, and constantly forge ahead to achieve our dreams.



A big dream that started in a small humble shed

On July 23, 1973, Mr. Shigenobu Nagamori, who was then 28 years old, and who now serves as Nidec Corporation's Founder and Chairman of the Board, founded the company, with three others with a capital of 20 million yen in Nishikyo-ku Kyoto. Full of passion to make Nidec the world's leading company, the four young men started to manufacture and sell small precision AC motors, Mr. Nagamori soon flew to the United States alone and cultivated promising enterprises as customers by visiting them and knocking on doors without appointments.

Nidec Corporation starts the production

Nidec Corporation is founded in Kyoto, Japan.

and sales of small precision AC motors. Nidec America Corporation is founded in St. Paul, Minnesota, USA

1980~

Nidec becomes the world's top HDD spindle motor manufacturer.

In 1981, the personal computer market in the United State began to take off and, taking advantage of this trend, Nidec launched the production of spindle motors for 5.25-inch hard disk drives (HDDs). Subsequently, the company produced small precision AC motors for office equipment and axial flow type brushless DC fans, followed by the full-scale production of 3.5-inch HDD spindle motors in 1984. It was during the same year that Nidec acquired the axial flow fan division of Torin Corporation of the US, and renamed it as Nidec Torin Corporation, making Nidec's very first M&A-based purchase of a company. In Japan, Nidec established new production bases in Shiga, Okayama, Nagano and Tottori Prefectures, while advancing into overseas markets in Singapore, Thailand, Taiwan, China, Germany, the Philippines, and other countries, transforming itself from a Kyoto-based venture company to a global company at an amazingly fast pace.

• Nidec Torin Corporation (current Nidec America Corporation) is founded in Torrington, Connecticut, USA, as a result of the first company acquisition in Nidec's history.

1988.11

Nidec Corporation lists its stock on the Kyoto Stock Exchange and the Second Section of the Osaka Securities Exchange.

1994.10

Nidec Corporation launches the production of FDB-equipped HDD spindle motors. Nidec Corporation lists its stock on the First Section of the Tokyo Stock Exchange.



Mr. Nagamori attends an investiture ceremony to commemorate Nidec's listing o





Mr. Nagamori rings the opening bell at the New York Stock Exchange to commemorate the company's listing of its stock there.

2000~

Nidec goes global through business diversification and acquisitions.

In 2001, Nidec went public on the New York Stock Exchange. The construction of the company's Head Office and Central Technical Laboratory building was completed in Minami-ku in the city of Kyoto in 2003. Nidec continued to conduct business in the global market while actively purchasing companies through M&A both inside and outside Japan, to become the world's leading company in the field of small precision motors

2001.09 Nidec becomes listed on the New York Stock Exchange (until May 2016) 2003.05 Nidec Corporation relocates its head office to the southern part of Kyoto, and opens its Central Technical Laboratory.

2015.03 Nidec's net sales exceed 1 trillion yen.

2017.01 Nidec Corporation acquires the motor/drive

and generator businesses of Emerson Electric Co. (current Nidec Leroy-Somer Group and Nidec Control Techniques Group).



2023~

Transforming ourselves from a Japanese company to the world's leading comprehensive electrical manufacturer

> We at the Nidec Group utilize world-leading technological, product development, and production capabilities to create products based on group-wide synergies and accomplish a growth strategy successfully, to become the world's leading comprehensive electrical manufacturer.

> > 2019.10

2022.02



Mr. Nagamori attends a press conference to announce the establishment of a joint venture for automotive electric traction motors with France's Groupe PSA

Nidec Corporation purchases Embraco (current Nidec Global Appliance), the compressor business of Whirlpool, a US company.

Nidec Corporation purchases OMRON Automotive Electronics Co. Ltd. (current Nidec Mobility Corporation)

Nidec Corporation purchases Mitsubishi Heavy Industries Machine Tool Co. Ltd. (current Nidec Machine Tool Corporation).

Nidec Corporation completes the purchase of the shares of OKK Corporation through a third-party allocation of common shares based on the capital alliance agreement with the company. (current Nidec OKK Corporation)

The company name was changed from Nihon Densan to Nidec.

Nidec Corporation purchases Takisawa Machine Tool Co., Ltd



Small precision AC motors

one



Move the World. Change the Future.

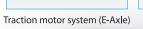
Nidec solves issues for people and the world, And creates a prosperous future.



Automotive Products

- (Electric Power Steering Motors, ECUs, ABS/ESC Motors, etc.)
- ► For Powertrains (Traction Motors, Control Valves, Dual Clutch Transmission Actuators, DC/DC converters for xEVs etc.)
- ► For ADAS (Advanced Driver-Assistance System) (ADAS Camera Units, Camera Modules for Sensing Cameras, Millimeter Wave Radar Units, etc.)
- (Head-up Display (HUD) Drive Motors, Cooling Fans for Navigation Systems, Key-less entry system, Power window switch, etc.)















- ► Motors for Service Robots
- ► Drone Motors
- ► Automated Guided Vehicles (AGVs)
- ► Reducers
- ► Camera Modules
- ► Electronic Components (Pressure Sensors, Switches, Encoders, etc.)
- ► AC Servo Motors
- DC Servo Modules



- ► Joint Modules for Industrial Robots
- ► Linear Actuators





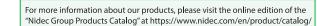






AC Servo Motors

DC Servo Modules (S-FLAGII)



For everything that spins and moves

Air Conditioner Fan Motors

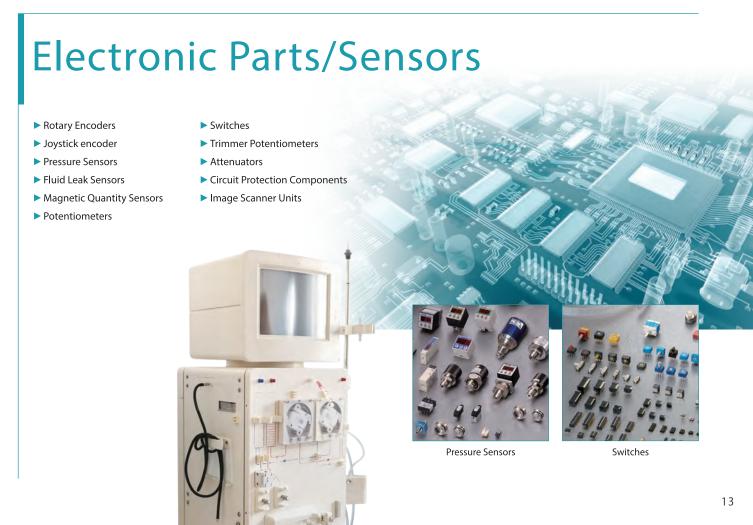
Compressors for

Household Refrigerators

Home Appliances Air Conditioner Motors and Actuator Units Refrigerator Fan Motors, Motor Drive Units, and Ice Makers Clothes Washer and Dryer Motors and Actuator Units Dishwasher Motors and Pumps Vacuum Cleaner Motors Compressors for Household Refrigerators

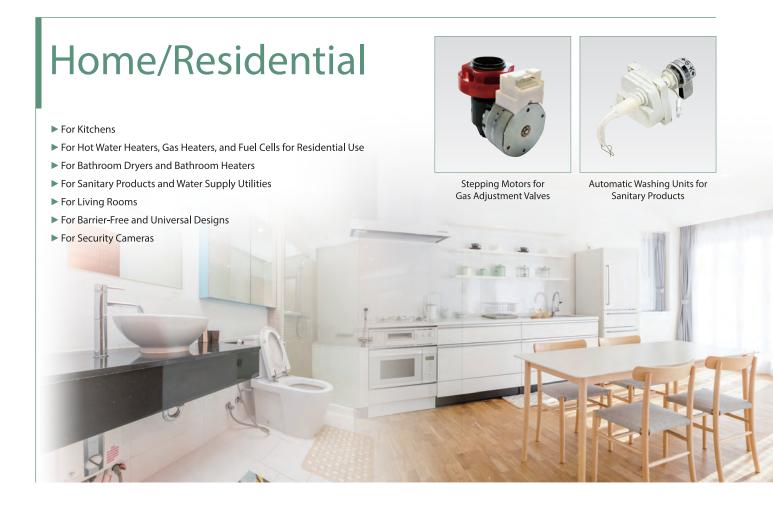






For everything that spins and moves









For everything that spins and moves

Commercial

- ► For Golf and Utility Carts
- ► For Material Handling Vehicles
- ► For Electric Vehicles
- ► Elevator Equipment
- ► For Commercial Air Conditioners
- ► Pump Motors
- ► Motors and Pumps for Commercial Kitchen Equipment
- ► Compressors for Commercial Refrigerators
- ► Floor Care Equipment



Flevator Motors and Controllers

► ATM and CD, Payment Kiosks, and Ticketing Machines and Retail Terminals (Card Dispensers and Readers)

- ► Laser Markers
- ► For Amusement



Traction Motor Drive Mechanisms



Machine Tools/Mechanical Equipment/Inspection Equipment

- ▶ Printed Circuit Boards and Continuity Inspection Systems
- ► PCB Separation Machines
- ► Optical Vision Inspection Systems and Semiconductor-related Products
- ► Fixtures and Software for Inspection
- ► Soldering Equipment
- ▶ Electrical Current Testing Systems for Semiconductor Package Substrates
- ► Dispensers and Coating Equipment
- ► Specialized Application and Automotive Device Inspection Equipment

Other Products

► Vision Sensors

► Music Boxes ► Ceramic Art Products

► Displays and Input Device Inspection Equipment







- ▶ Die Designs and Production
- ► Winding Machines
- ► Laser Markers
- ► Measurement and Assembly Equipment
- ► Automated Guided Vehicles (AGVs)
- ► Measuring Instruments



Semiconductor Package Continuity Testing Equipment



Precision high-speed automatic press to machine motor cores

Industrial



80 notes ×2 Orpheus (Disc Music Box)



Automata (wind-up doll on a music box)



Electric Potter's Wheels





Nidec Motor(Dalian) Ltd.'s Technical Center



Nidec Suzhou Co., Ltd.'s R&D center



Nidec Corporation Keihanna Technology Center





Nidec Shiga Corporation Technical Center

Nidec Vietnam Corporation Technical Center

Research & Development

World-class Research and **Development Capabilities**



Nidec Corporation Central Technical Laboratory











Field Emission Scanning Electron Microscopes Supercomputers for Simulation







High-performance Electron Microscopes and Other Cutting-edge Analyzers

Research and Development for the Future

At Nidec, we conduct research and development (R&D) activities under the basic philosophy of "constantly creating our company's growth engines." For any company to grow sustainably for 100 years and beyond, it must anticipate future events in markets, and constantly bring into the world products that utilize the world's leading technologies. It is for this purpose that, in the area of research (i.e., the "R" of research), we finished the construction of Nidec Research and Development Center (currently, Nidec Shin-Kawasaki Technology Center) in 2013, the year of the company's 40th anniversary, and it has been promoting basic and new applied researches in collaboration with our Taiwanese research institute established in 2012. In addition, we finished the construction of a new R&D base, Nidec Center for Industrial Science (currently, Nidec Keihanna Technology Center) in Keihanna Science City, in 2018 to expand the area of our

researches significantly.

In the area of development (i.e., "D" of development), Nidec corporation's and group companies' Japanese domestic bases in Kyoto, Shiga, Nagano, and other places, and facilities in overseas factories around the world work closely with research institutes to promote product development based on close ties with our customers. As the world enters the age of dramatic transformation, dubbed as the "fourth industrial revolution," to start manufacturing products based on IoT (Internet of Things). For these times, we at the Nidec Group, united, stay committed to engaging in research, development, and production to capture this moment of reform ahead of others, propose to our customers motors and related technologies as basic components to form a new society to emerge, and utilize our revolutionary production technology to create and offer new products.

The concept of building new business base of the Nidec Group

Aiming to further deepen the ties among Nidec Group companies as we make strides toward achieving the group-wide, FY2030 consolidated net sales goal of 10 trillion yen, we executed a plan to build a new business base to house, among other facilities, Nidec Corporation's second head office, and the head offices and R&D centers of some group companies. As Nidec's business expands, part of the company's functions, as well as the head offices of Nidec Drive Technology Corporation and Nidec Advanced Technology Corporation, have been transferred to the new site located to close to Nidec Corporation's existing head office building. Ultimately, this site will house approximately 5,000 employees.

(The construction of the business base is expected to be completed in 2030.)

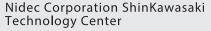




Employees work in a shared space.

Nidec Corporation Keihanna Technology Center

To accelerate the Nidec Group's growth as a business enterprise and build a 21st century manufacturing system, we aim to enhance our market-needs-focused manufacturing infrastructure and adopt advanced technologies via open innovation based on university-R&D institute-company networks.Nidec Center for Production Technology R&D (NCPT) not only promotes production technologies but also researches artificial intelligence (AI), material, sensor, actuator, module, systemization, and other revolutionary element technologies to create new products through collaboration with various universities and research institutes. It is NCPT's role to address existing as well as future challenges and successfully contribute to Nidec's business in short, medium and long-terms.



As members of world-leading R&D facilities of motor of the world-leading comprehensive electrical manufacturer, Nidec's research engineers based in Japan and Taiwan work to deepen our ties with industry and universities and governments around the world, engaging in basic, advanced, and applied researches to create a sustainable society. Under the One Nidec policy, we utilize technology to connect our business bases globally, and train engineers to forge Nidec's future.



Nidec Corporation ShinKawasaki



Nidec Research and Development Center, Taiwan













Higher Quality, Lower Cost, Faster Delivery



A prompt and constant supply of high quality products is an issue of first priority—and is only attainable by staying closely attuned to product development cycles. In this context, all of our production lines are developed in-house in order to ensure a high degree of adaptability

to swift changes in specifications. In order to pursue high value-added products, domestic bases engage in R&D-oriented activities.

"Technical centers" of each product field

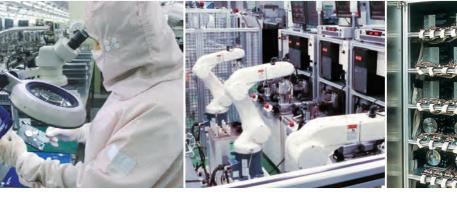
have introduced production lines capable of responding to mass-production for designing and developing new products and now produce and evaluate prototypes. These technical centers function as mother factories for our

offshore production bases

and strongly support Nidec's broad-ranging overseas production activities by sharing detailed information.

Nidec's business bases, in Japan and elsewhere, have established quality assurance departments, each of which manages a solid quality management system in faithful accordance with ISO9001 and IATF16949, and an environmental management system to conform to the ISO14001 in order to secure an ecofriendly production system. Also, to minimize employee job-related safety and health risks, we are building an occupational health and safety management system that conform to ISO45001.



















Since obtaining an ISO9000-series certificate for its business bases in Japan in 1994, the Nidec Group has so far obtained the same certificate for more than 130 business bases in and outside Japan, while approximately 90 of our automotive motor production bases and technology development centers have obtained the IATF16949 certificate.

In addition, more than 130 business bases in and outside Japan have obtained the ISO14001 certificate, while 40 of our overseas business bases own the ISO45001 (Occupational Health and Safety Management System) certificate.

Nidec's Small Precision Motor & Solutions Business Group obtained ISO/IEC17025, an international certificate, in 2009 as a chemical laboratory, and accepts analysis requests, while our Central Technical Laboratory obtained AS9100, a certificate for quality management systems for the aerospace industry, in 2023.

Nidec's CSR **CSR: Environmental Approach**

"Employees," "the company" and "products" are the society's "mirrors" to reflect one another. Nidec always polishes these "mirrors" with much care to promote our own growth as a company by making products the way the global society wants us to. This is how Nidec wishes to fulfill our corporate social responsibility (CSR). Nidec's CSR (corporate social responsibility) comprises business activities that aim to conscientiously create products and technologies that contribute to society as well as far-sighted activities that benefit local communities.

Our CSR contributes to the world by making products that spin and move and that support a bright and prosperous future.

Staying Competitive as A Sustainable Society Socially Desirable Business Even 100 Years from Now ontributing to the World by Making Products That Spin and Move Activities as a Member of **Business Activities** Local Communities

Basic Management Creed

Employment stability based on sustainable business growth Available supply of highest quality, indispensable, and widely desired products for the common good of all

Pursuit of the top leader position in each of the company's chosen paths

Environmental Contribution through Our Products

By delivering energy-efficient brushless DC motors globally, Nidec contributes to reducing electricity usage. We also develop and provide BESS (Battery Energy Storage System) units, which supply electricity stably and serve as a solution to make renewable energies more reliable. The total output capacity of our BESS units, which have been provided to global-scale energy-supplying companies, have exceeded 8GW in 2023.





The Lily Energy Storage Project in Texas, the US



Inside of a BESS container installed in Northern Europe

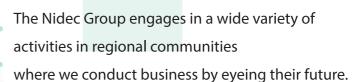
Living in Harmony with Local and Regional Communities



Making donations to an animal shelter (Mexico) Donate dog food for rescued animals.



Offering food to those in need (the US) Donate continuously in collaboration with a local NPO.





Supporting women's and girls' independence Work with NGOs to build and operate skill centers.



Regional cleanup (the Philippines) Clean up typhoon- and flood-affected areas.



Environmental class (Japan) Visit schools to teach students the fun of making things.



Nidec employees support the employment of people with disabilities(France) "As a member of local communities, we support a variety of working styles."

Nidec's CSR-related information is available on the company's official website.

Nidec's CSR website

https://www.nidec.com/en/sustainability

Nidec's CSR

Search

Nidec Group Network

Nidec Group's Global Network with More Than 300 Companies in More Than 40 Countries

Japan



Only the names of our main business bases are listed. For more details, please see the Global Map on our company website at https://www.nidec.com/en/worldwide/



Corporate Directory

Company name

NIDEC CORPORATION (Brand Name: Ninter)

Shigenobu Nagamori

Established

July 23, 1973

Capital

87,784,480,724 yen (as of March 31, 2024)

Stock listings

Prime Market on the Tokyo Stock Exchange

Lines of business

Development, manufacturing, and sales of small precision motors Development, manufacturing, and sales of automotive motors, and home appliance, commercial, and industrial motors

Development, manufacturing, and sales of machinery

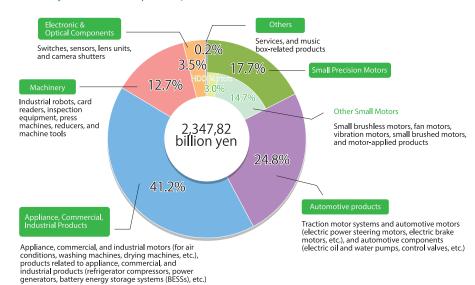
Development, manufacturing, and sales of electronic & optical components Others



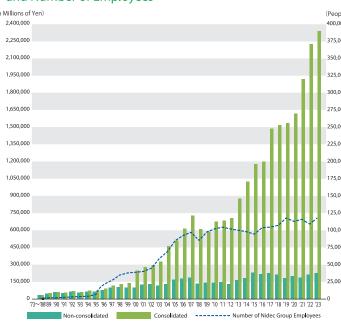
HEAD OFFIC

Sales by Product Group (Fiscal year ended March 31, 2024)

TEL: +81-75-922-1111 FAX: +81-75-935-6101



Changes in the Nidec Group's Net Sales and Number of Employees



Challenging for Global No.





More than 100,000 Nidec Group employees in 40-plus countries around the world work hard each and every day to make Nidec the world's leading comprehensive motor manufacturer.





