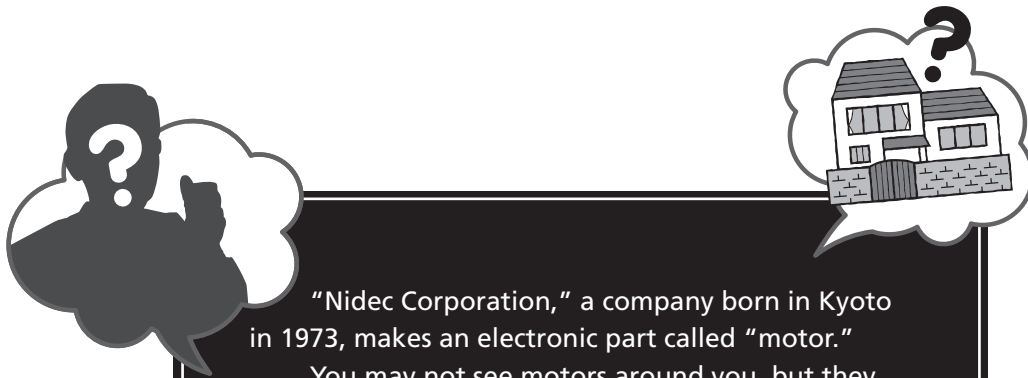


The Man Hotter Than the Sun

The story of Shigenobu Nagamori,
the founder of Nidec Corporation





“Nidec Corporation,” a company born in Kyoto in 1973, makes an electronic part called “motor.”

You may not see motors around you, but they are everywhere - even in your house.

Just like your name represents your family's affection toward you, the company's name, “Nidec Corporation,” has a special meaning.

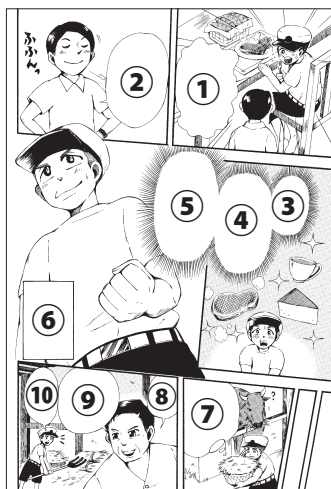
Nidec Corporation is a Kyoto-born, Kyoto-based company, but its Japanese name (Nihon (= Japan) Densan) includes “Japan”. Do you know why?

Who is Shigenobu Nagamori, the founder who named his company Nidec Corporation? Let's travel back to the time when Mr. Nagamori, called the man hotter than the sun, was a child!

So here the story starts.

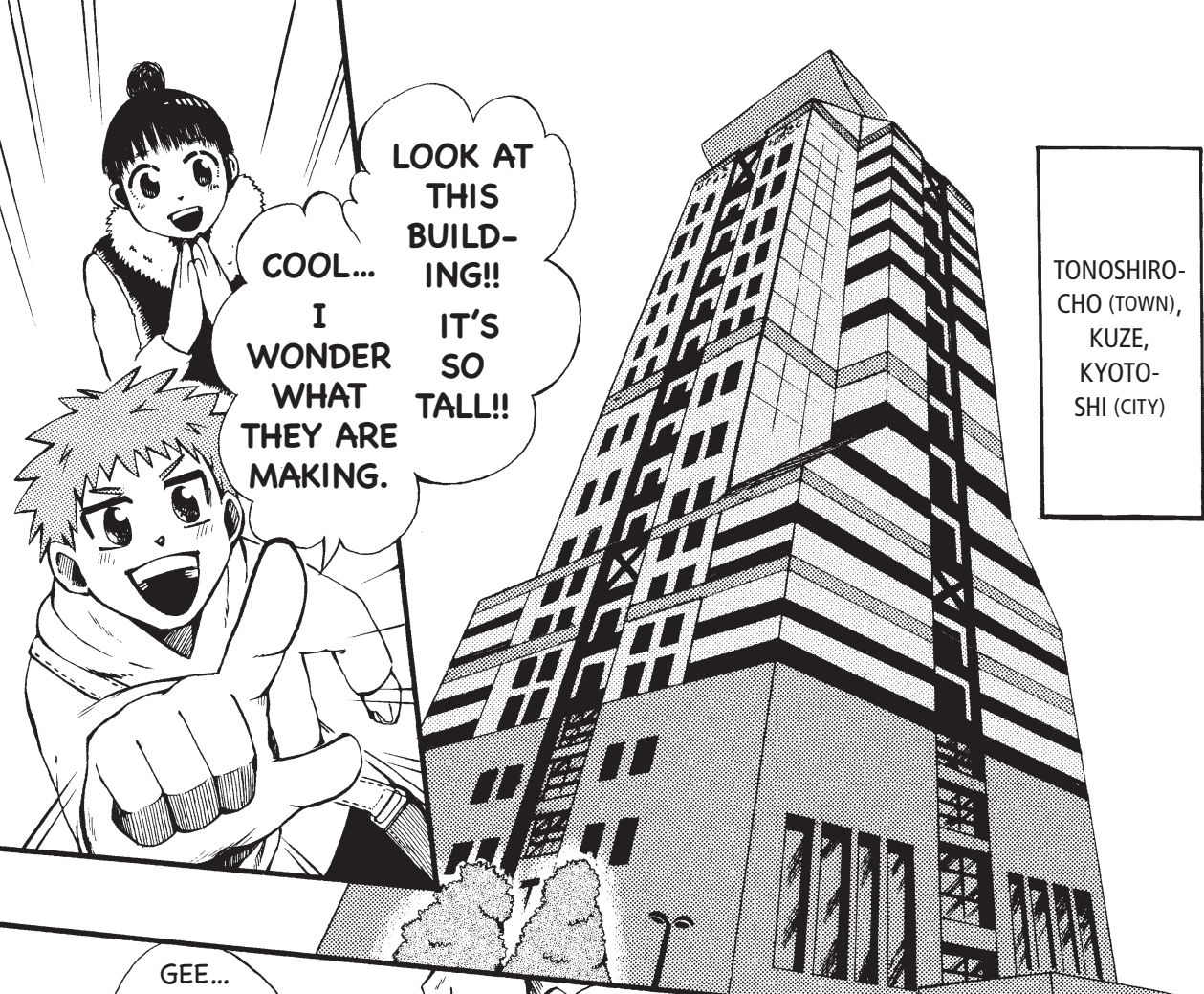


Nidec?



Please read from **right to left**.

This pamphlet, made as part of the “2008 industry and economy research consinging project,” was produced by Kyoto Advanced Research Institute as an educational media tool (comic) under cooperation of Kyoto Municipal Education Board, with supplementary information added by Nidec Corporation.



TONOSHIRO-CHO (TOWN),
KUZE,
KYOTO-SHI (CITY)

LOOK AT THIS BUILDING!! IT'S SO TALL!!

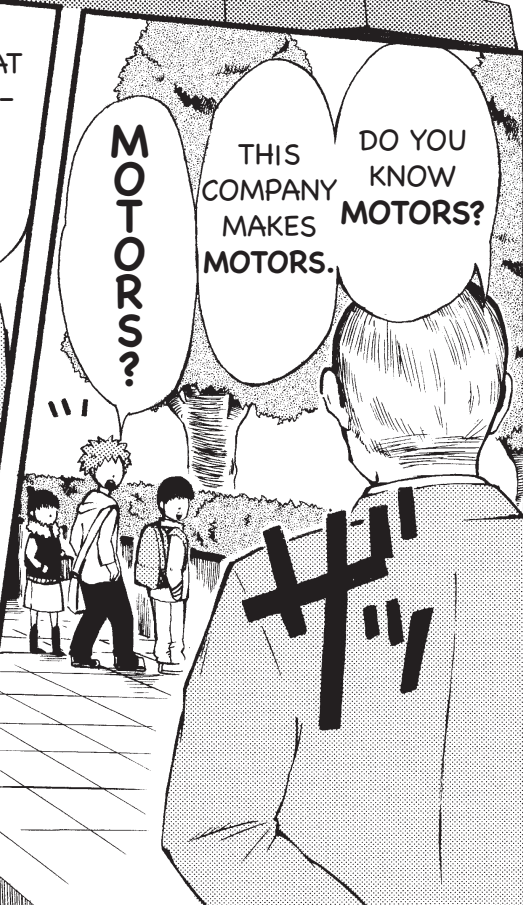
COOL... I WONDER WHAT THEY ARE MAKING.



GEE... HOW COME YOU KNOW SO MUCH ABOUT MOTORS?

↑
!!

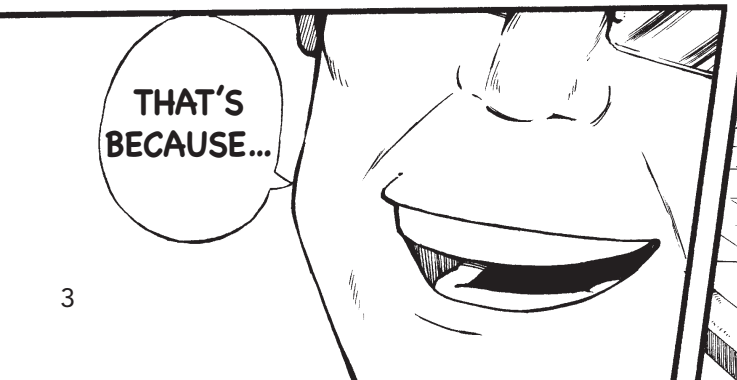
MANY THINGS THAT YOU HAVE - MOBILE PHONES, GAME MACHINES - WON'T WORK WITHOUT MOTORS.



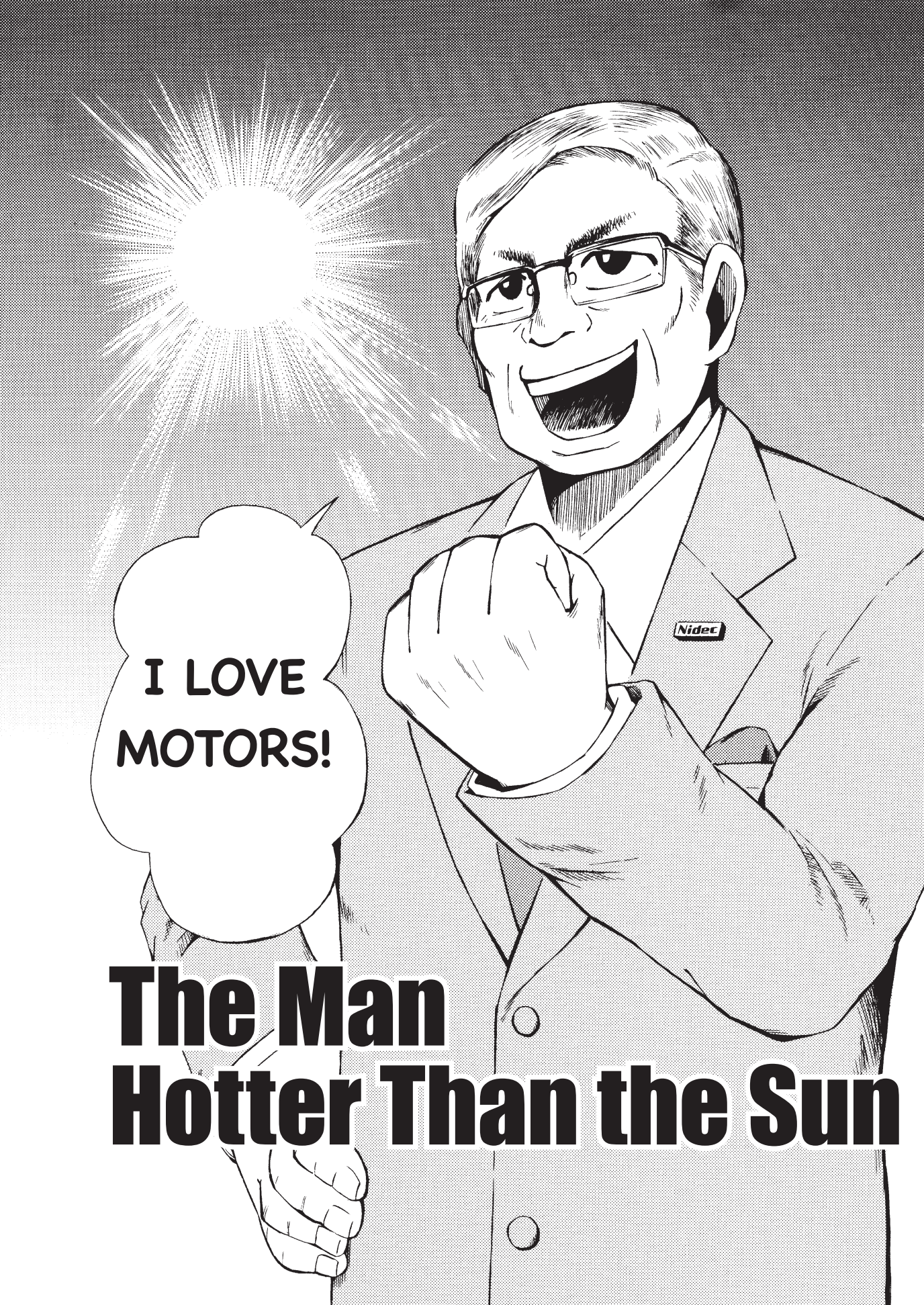
MOTORS??

THIS COMPANY MAKES MOTORS.

DO YOU KNOW MOTORS?



THAT'S BECAUSE...



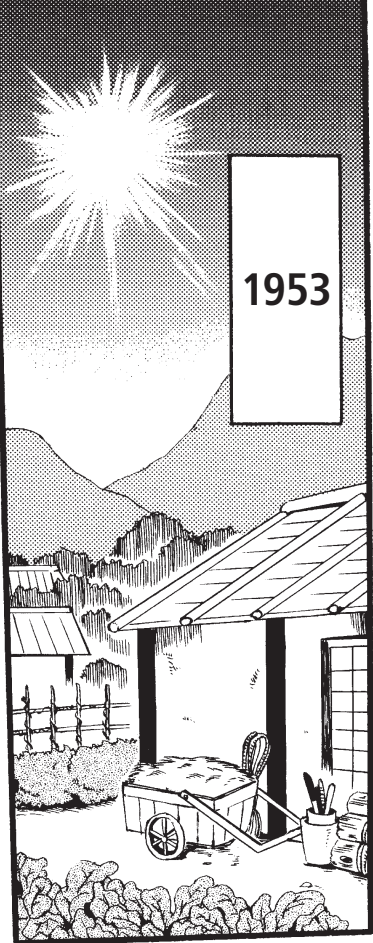
I LOVE
MOTORS!

The Man Hotter Than the Sun



YOU EAT YOUR FOOD WELL, ALL RIGHT?

SHIGENOBU NAGAMORI
A THIRD-GRADE STUDENT

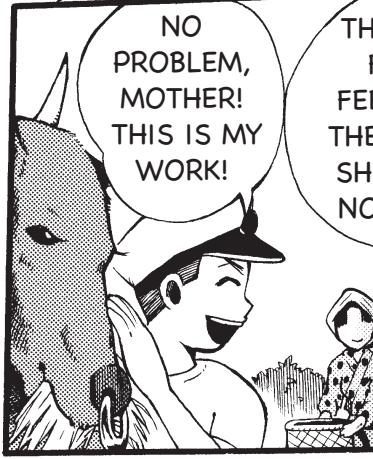


1953



NO, NO. I MUSTN'T BE LAZY. BESIDES...

YOU SHOULD TAKE A BREAK, TOO, MOM.



NO PROBLEM, MOTHER! THIS IS MY WORK!

THANKS FOR FEEDING THE COW, SHIGENOBU.



YOU GO IN AND TAKE A REST. I'M GONNA DO A LITTLE MORE WORK IN THE FIELD.

TAMI
SHIGENOBU'S MOTHER



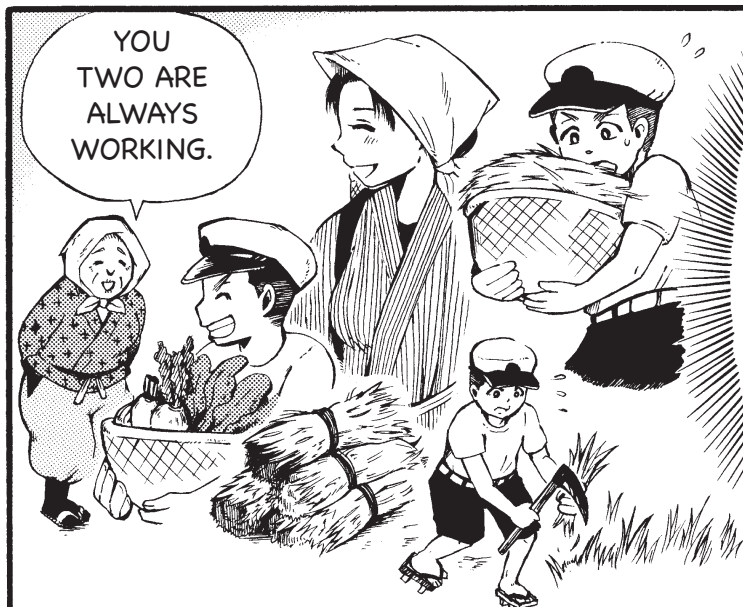
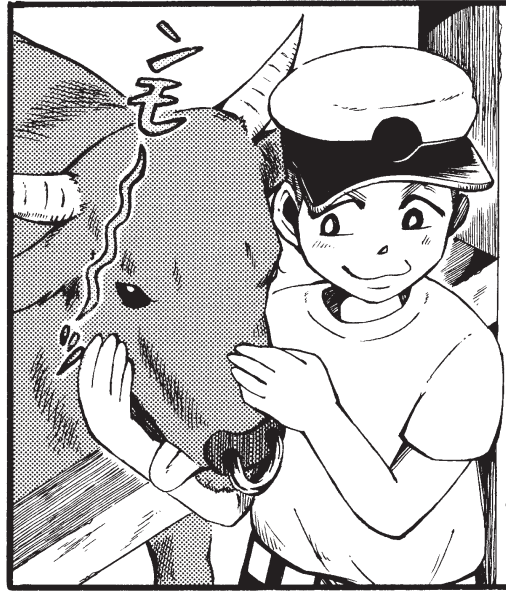
YOU CARE FOR THE COW BECAUSE YOU LIKE HER, DON'T YOU?

I LIKE WORKING IN THE FIELD.

に
こ



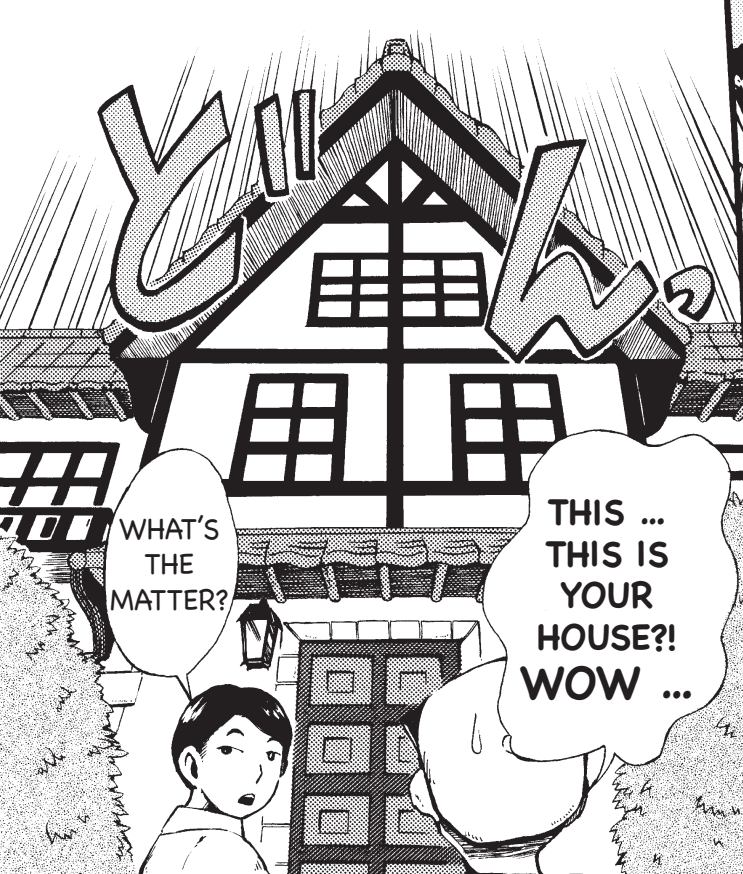
YOU ARE RIGHT!! HA, HA, HA!!



YOU TWO ARE ALWAYS WORKING.

I'LL WORK HARD EVERY DAY LIKE HER!!

MY MOM IS GREAT.



WHAT'S THE MATTER?

THIS ... THIS IS YOUR HOUSE?! WOW ...



SHIGENOBU, WHY DON'T YOU COME TO MY HOUSE TODAY?

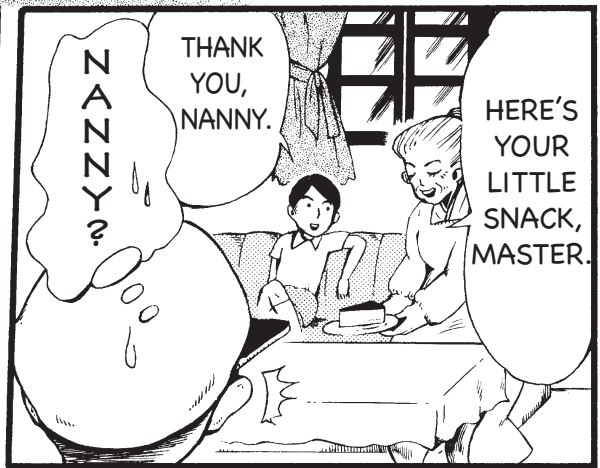
ONE DAY AFTER SCHOOL -

OKAY.



CHEESE-CAKE. DON'T YOU KNOW CHEESE-CAKE?

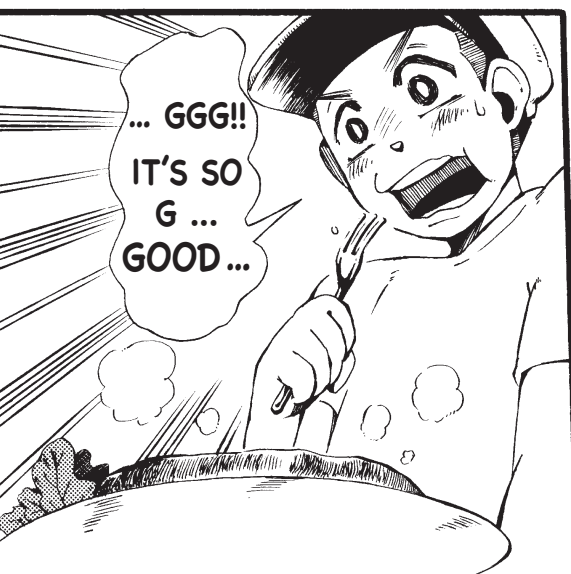
THIS IS GREAT!! WHAT IS IT!!



NANNY?

THANK YOU, NANNY.

HERE'S YOUR LITTLE SNACK, MASTER.



... GGG!! IT'S SO G ... GOOD ...



OH, WE'RE HAVING STEAK FOR DINNER TONIGHT. CARE FOR SOME ?

WH ...? WHAT'S THIS SMELL ...?



HE'S THE PRESIDENT OF A COMPANY.

GREAT, ISN'T IT?



YOUR FAMILY IS SO RICH ...

WHAT DOES YOUR FATHER DO?!



THEN I'LL BE A PRESIDENT, TOO !!

IF I CAN EAT SUCH GREAT FOOD EVERY DAY ...

PRESIDENT ...?!

THIS WAS WHEN SHIGENOBU DREAMED OF BECOMING A "PRESIDENT" FOR THE FIRST TIME.



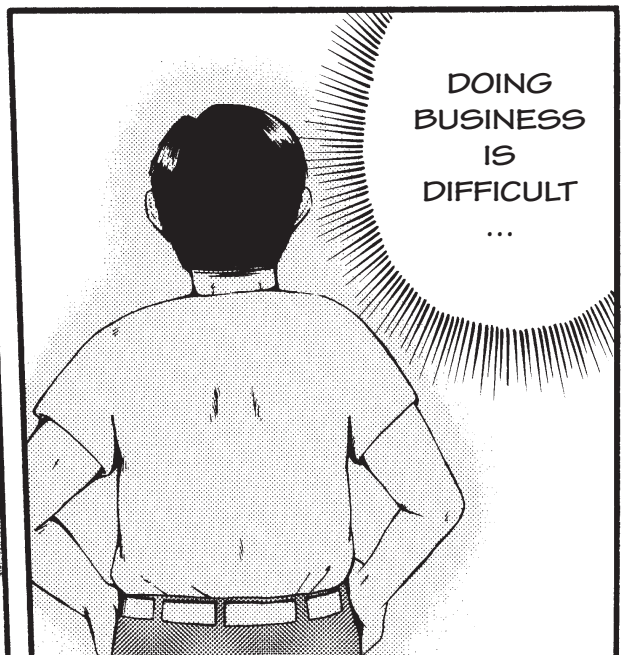
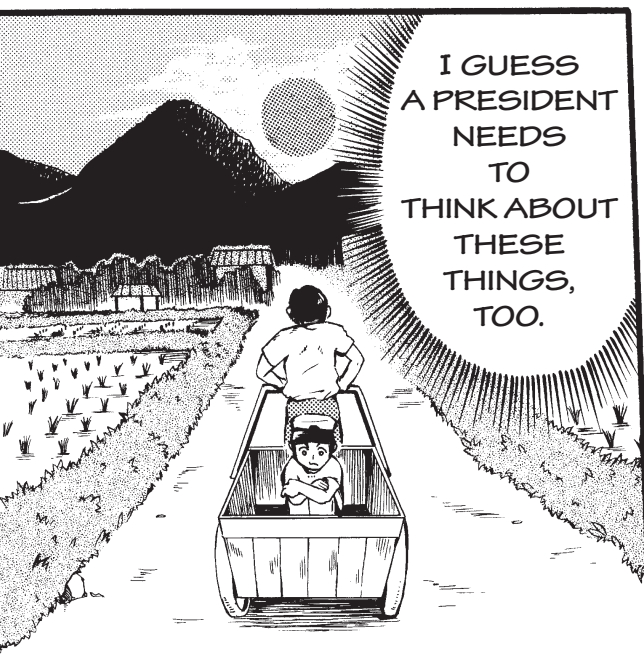
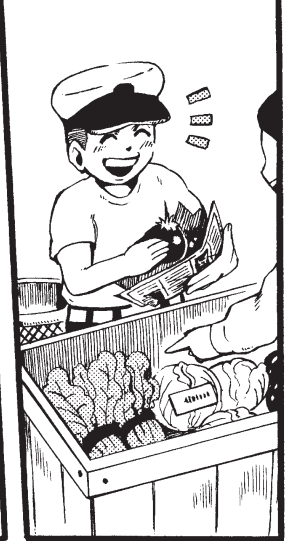
YES, DAD!

HELP ME GO SELL THESE VEGETABLES, WILL YOU?

SHIGENOBU,



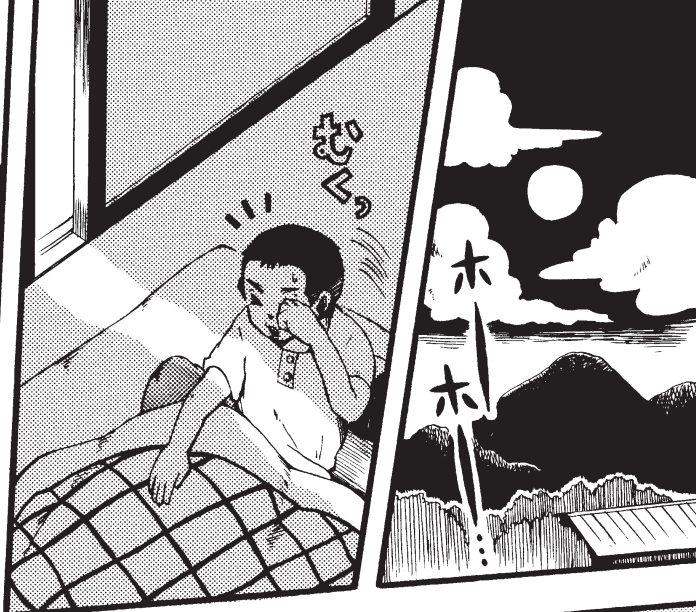
BUT HOW CAN YOU BECOME A PRESIDENT ?



WELL, NO ... I WAS JUST GOING TO THE BATH-ROOM...

SHIGENOBU, YOU ARE STILL UP?

HOW COME YOU'RE STILL UP, MUM?



AND YOU ARE UP EARLIER THAN EVERYBODY ELSE IN THE MORNING ... DON'T YOU EVER GET TIRED?



YOU ARE WORKING DAY IN, DAY OUT ...



LISTEN, SHIGENOBU ...

BUT ...



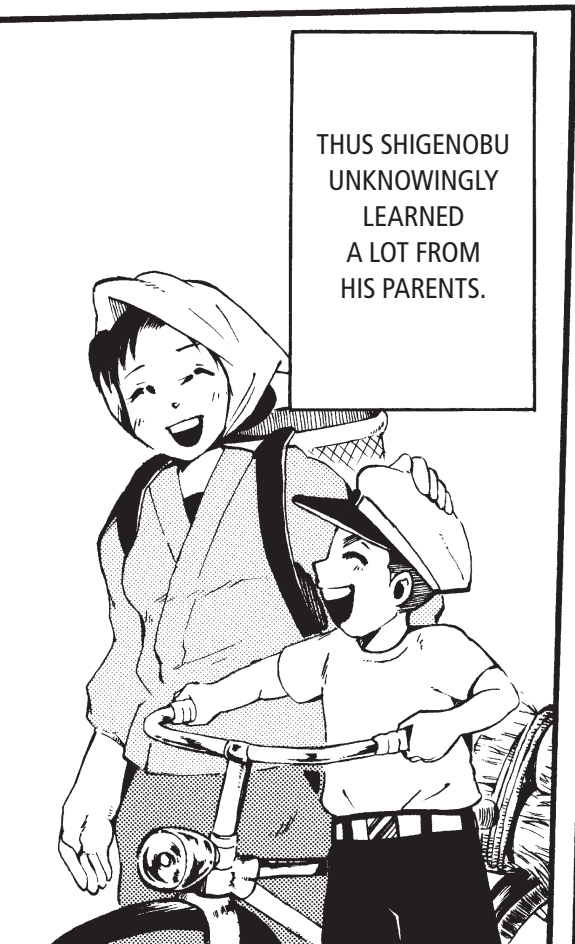
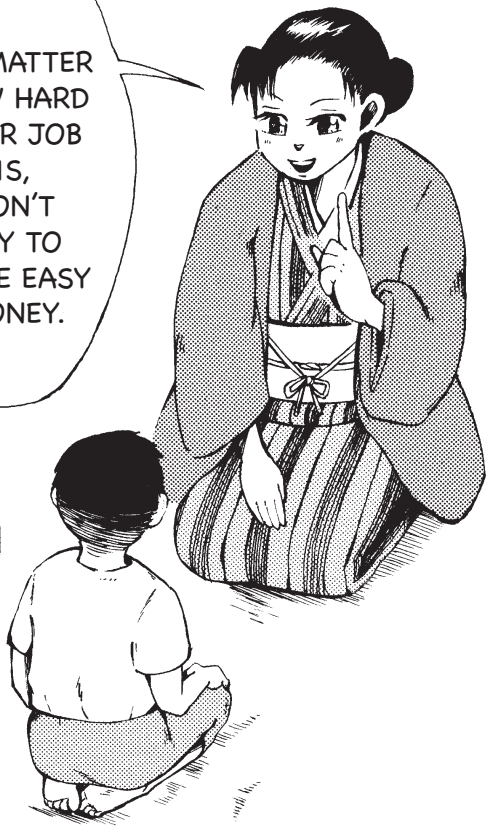
WELL, IT'S MY DREAM TO SEE YOU GROW UP THE RIGHT WAY. THINKING ABOUT THIS MAKES THE TIREDNESS GO AWAY.



IT'S HARD,
BUT IF YOU
WORK HARD
AND NEVER
GIVE UP,
YOU WILL
SUCCEED!

NO MATTER
HOW HARD
YOUR JOB
IS,
DON'T
TRY TO
MAKE EASY
MONEY.

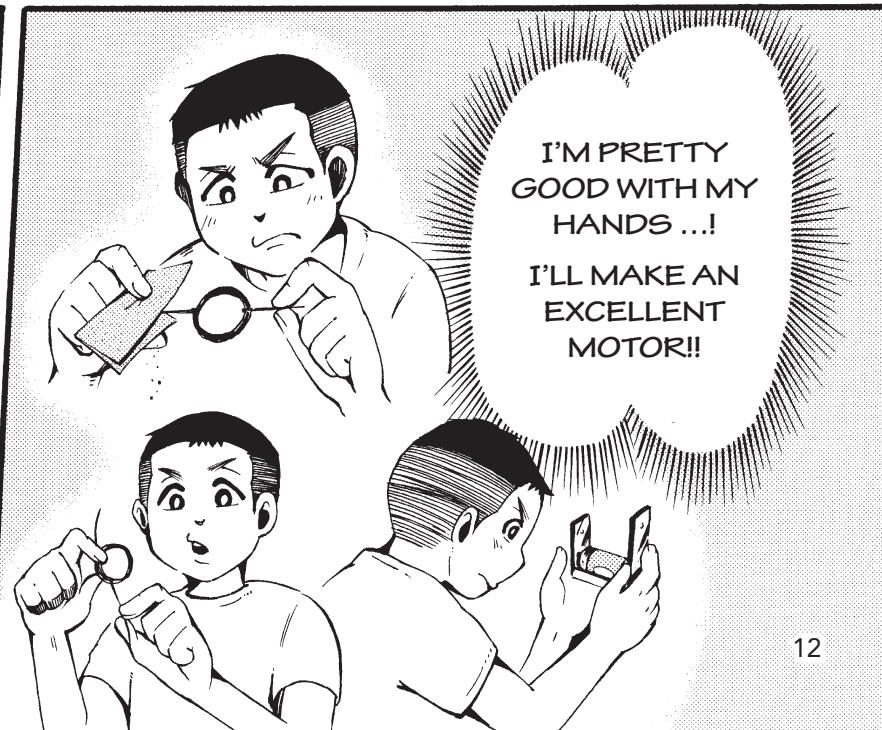
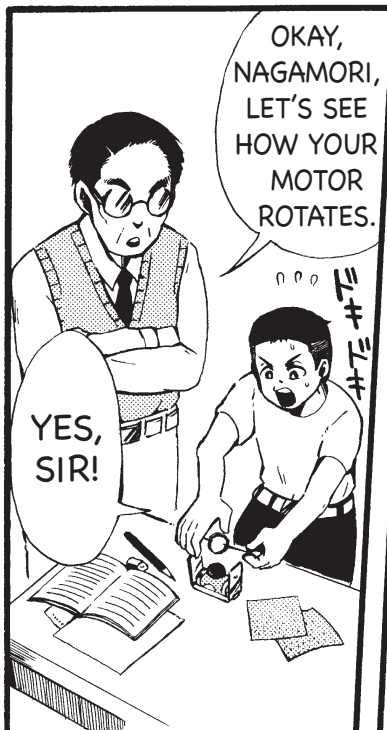
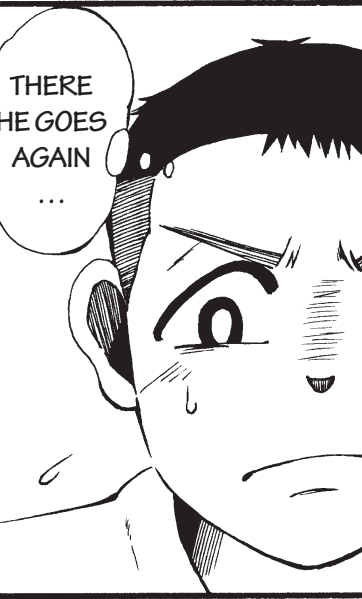
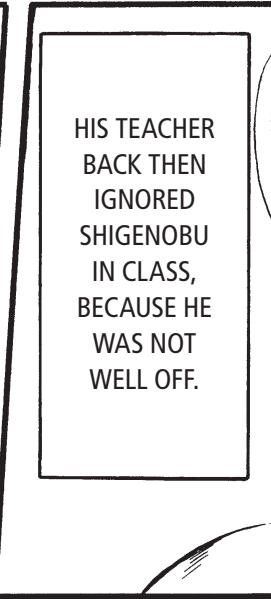
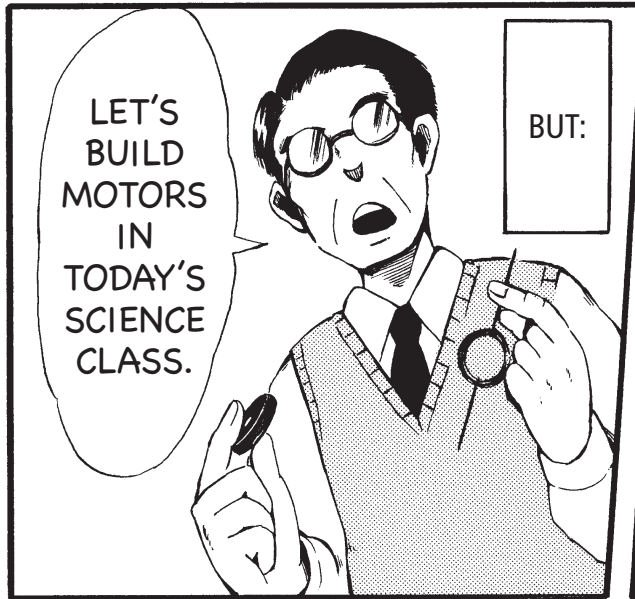
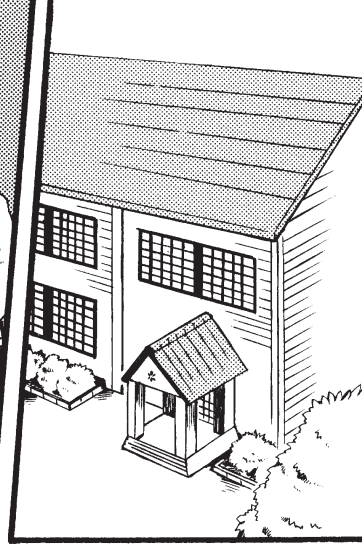
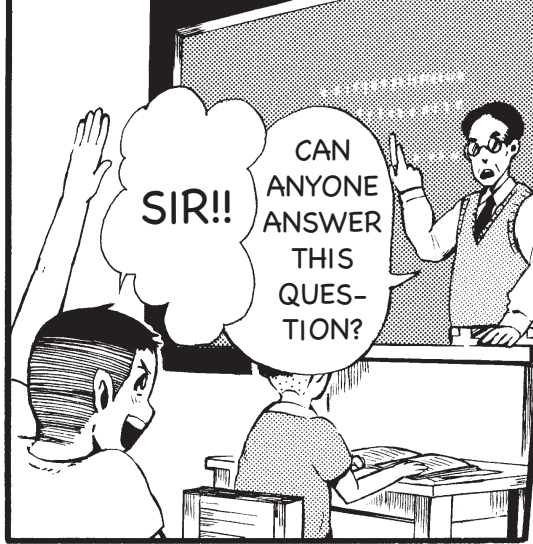
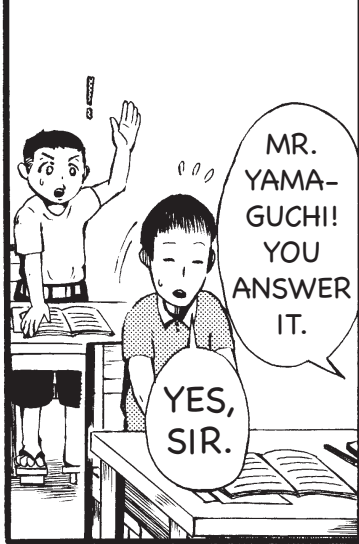
IF YOU
WANT TO
REALIZE
YOUR
DREAM,
WORK
TWICE AS
HARD AS
OTHERS
DO.



THUS SHIGENOBU
UNKNOWINGLY
LEARNED
A LOT FROM
HIS PARENTS.



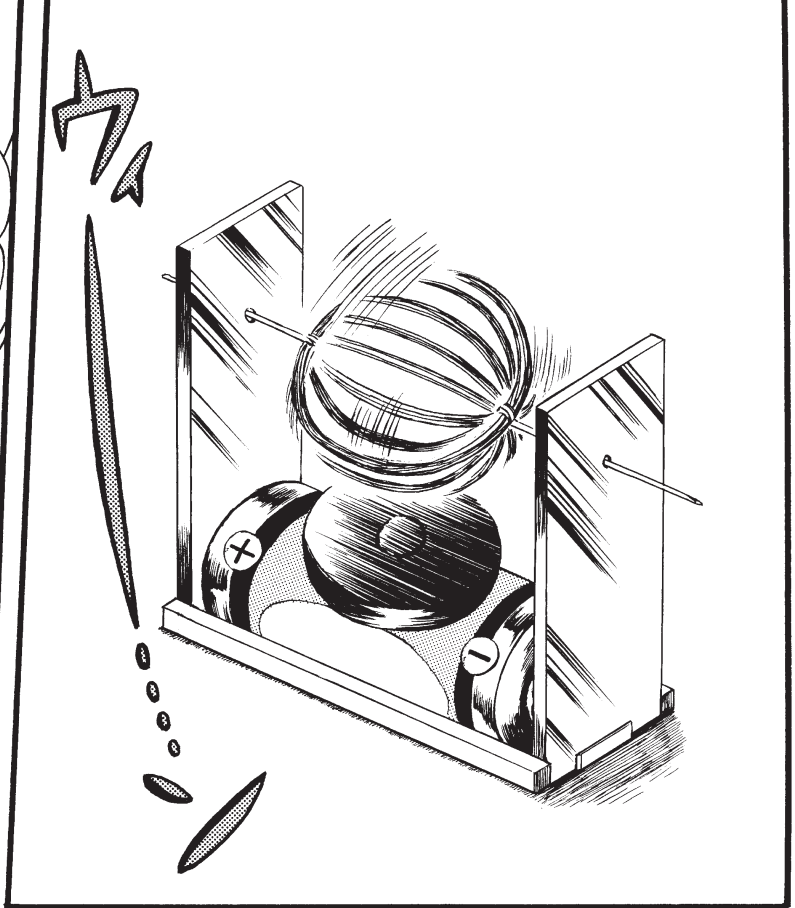
WORK
HARD AND
NEVER
GIVE UP
...
I SEE!!!



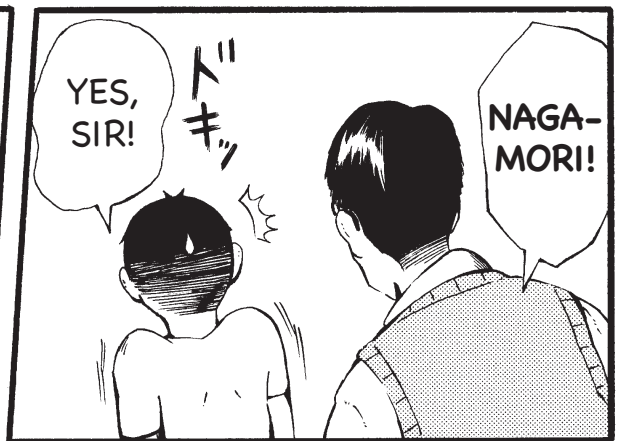


HIS MOTOR IS GOING SO FAST!! IT'S QUIET, TOO!

WOW, THAT'S AMAZING!!

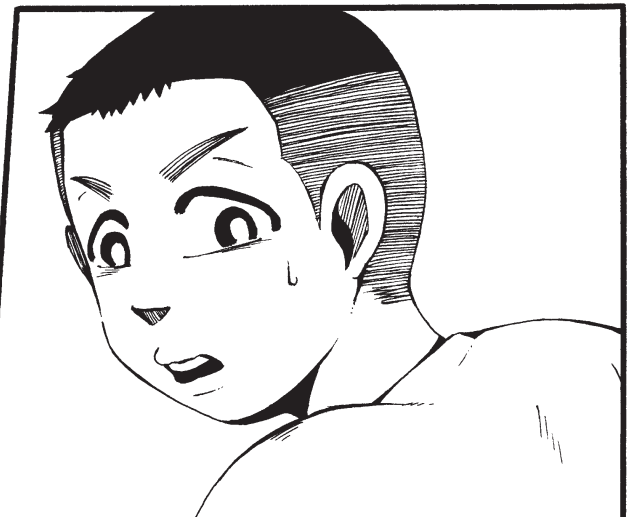


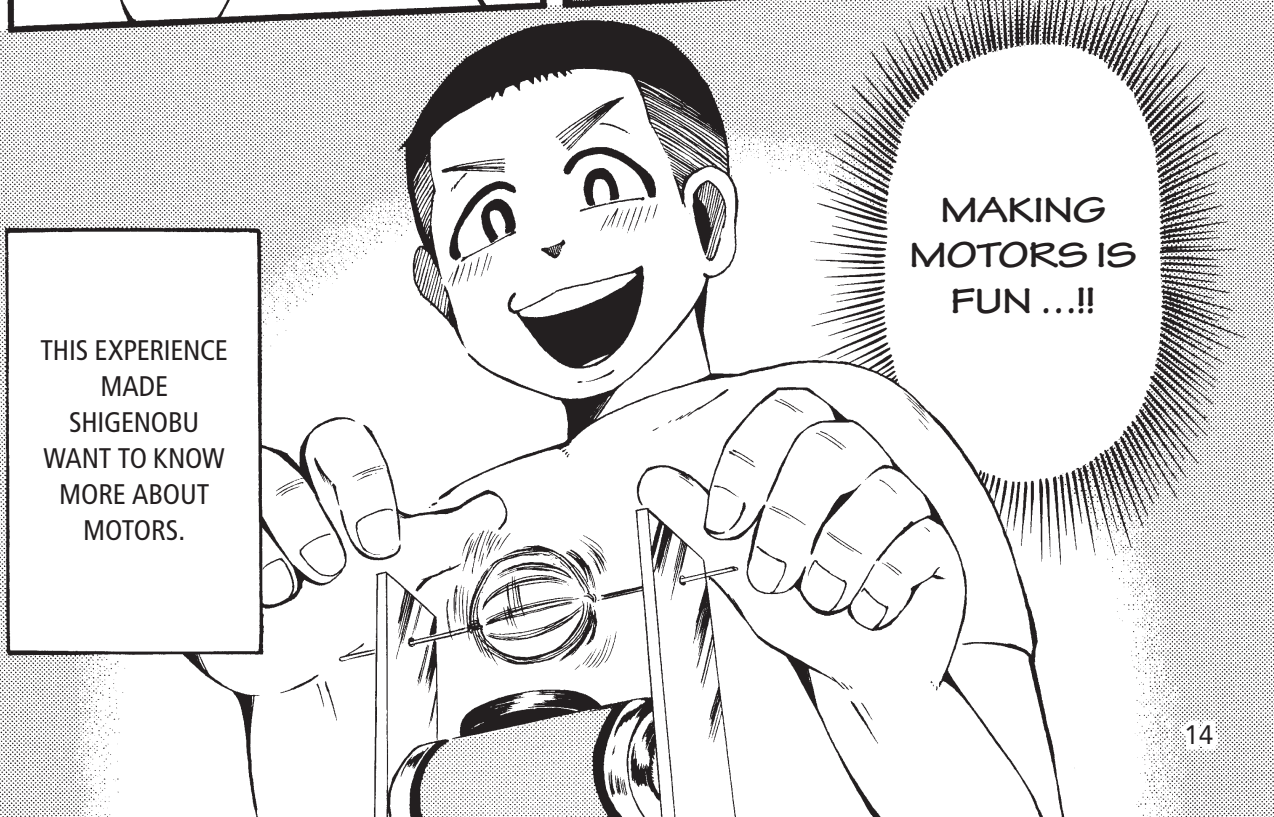
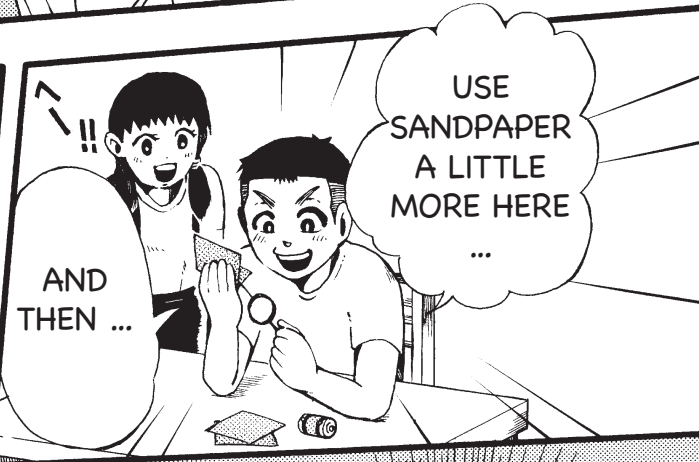
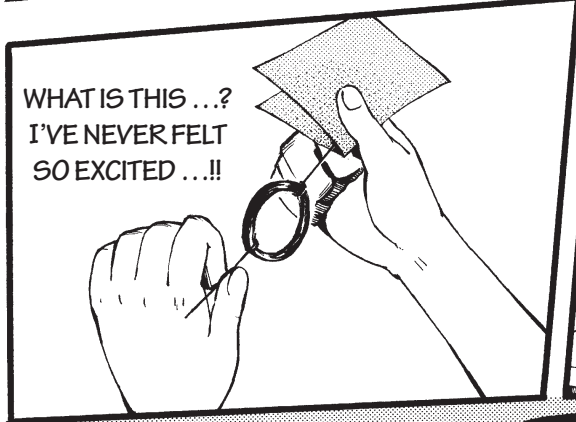
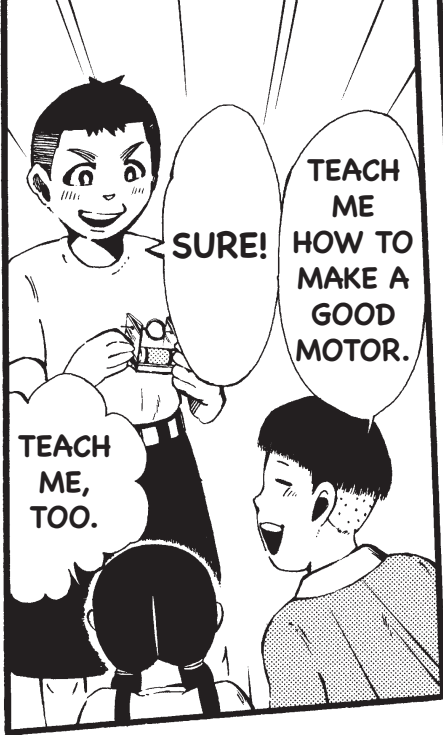
YOU DID A WONDERFUL JOB WITH YOUR MOTOR ... IT'S THE BEST ONE IN THE CLASS!!



YES, SIR!

NAGA-MORI!

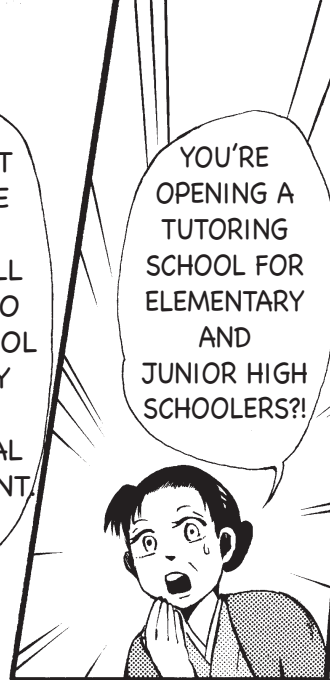




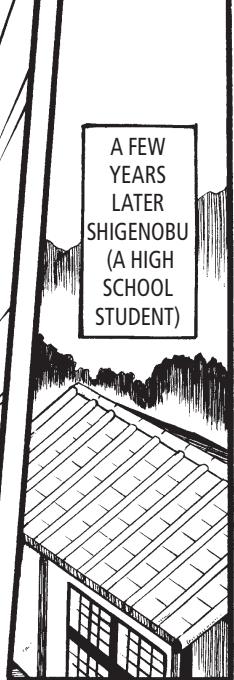


I'D LIKE TO EARN MONEY BY MYSELF TO PAY FOR THE SCHOOL.

WE DON'T HAVE THE MONEY, BUT I STILL CAN GO TO HIGH SCHOOL TO STUDY IN THE ELECTRICAL DEPARTMENT.



YOU'RE OPENING A TUTORING SCHOOL FOR ELEMENTARY AND JUNIOR HIGH SCHOOLERS?!



A FEW YEARS LATER SHIGENOBU (A HIGH SCHOOL STUDENT)

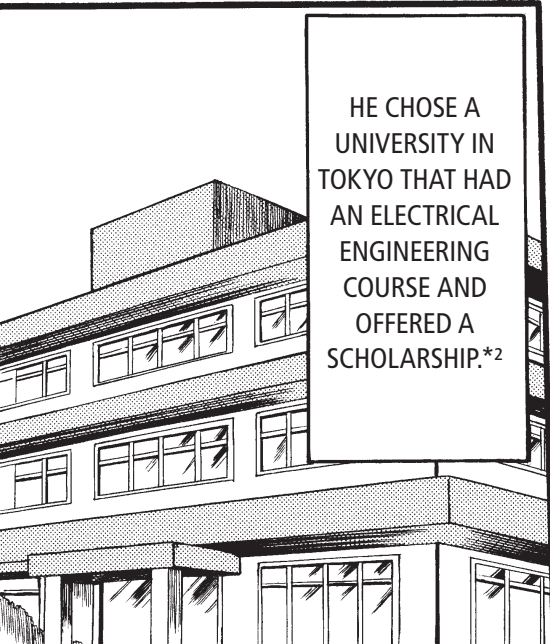
SHIGENOBU WAS KIND AND GOOD AT TEACHING; AND HIS TUTORING SCHOOL WAS A GREAT SUCCESS.



DOES EVERYONE UNDERSTAND THE ANSWER TO THIS QUESTION?!

*2 A system that offers students financial support so that excellent students can study without problems.

*1 A stock company collects money to operate itself by selling certificates called stocks. When the company grows larger and makes profit, the company's value increases, and people who own its stocks can make profit by selling them.

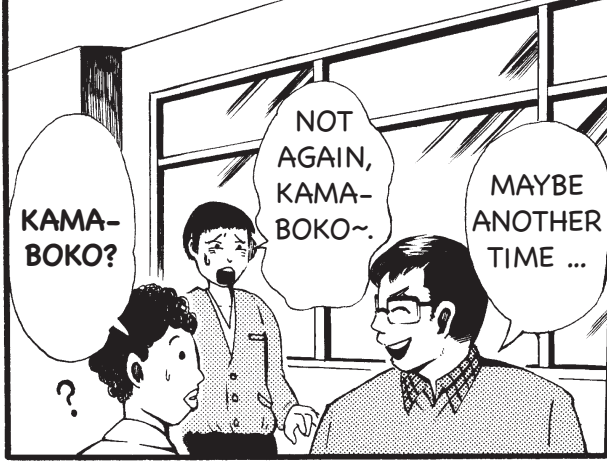


HE CHOSE A UNIVERSITY IN TOKYO THAT HAD AN ELECTRICAL ENGINEERING COURSE AND OFFERED A SCHOLARSHIP.*2



I WILL NEED TO BE ABLE TO SEE HOW ECONOMY CHANGES.

WITH HIS EXTRA MONEY, SHIGENOBU STARTED STOCK INVESTMENT.*1



KAMA-BOKO?

NOT AGAIN, KAMA-BOKO~.

MAYBE ANOTHER TIME ...



WE CALL HIM "KAMABOKO" BECAUSE HE IS STUCK TO HIS DESK, AND STUDIES.

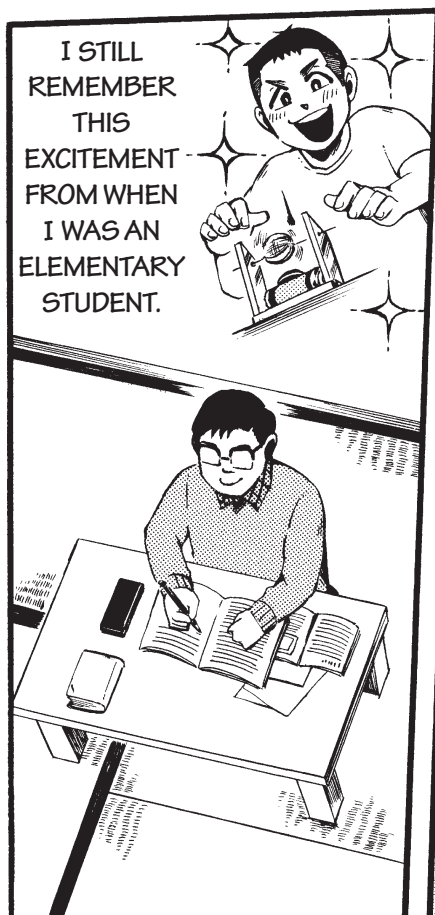
REALLY?! THAT'S AMAZING!!

かまぼこ

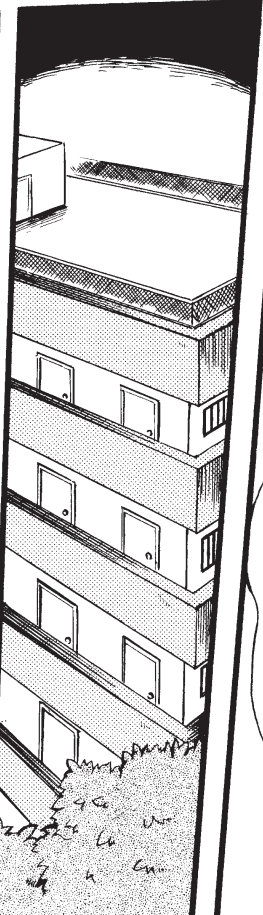


KAMA-BOKO,* DO YOU WANT TO GO HAVE SOME FUN AFTER CLASS WITH US?

* Minced and steamed fish on a wooden piece



I STILL REMEMBER THIS EXCITEMENT FROM WHEN I WAS AN ELEMENTARY STUDENT.



ESPECIALLY SMALL PRECISION MOTORS! DON'T YOU FIND THEM FUN?

IT'S FUN TO STUDY -

INCREDIBLE ... YOUR ENTHUSIASM BEATS ME.

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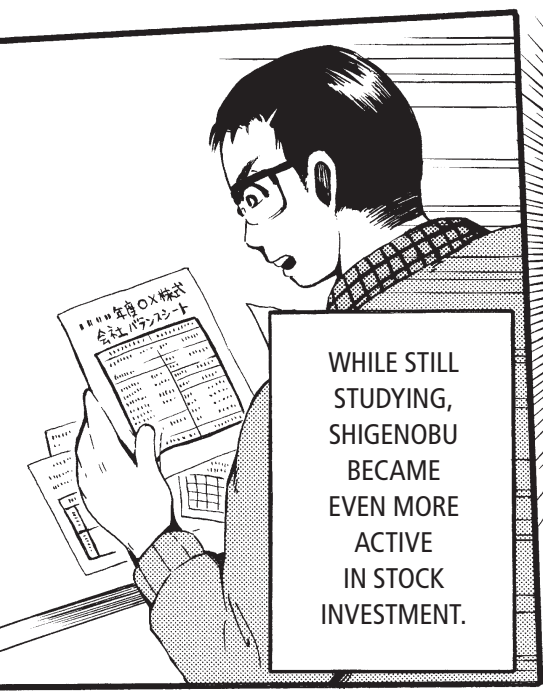


I WANT TO START A COMPANY ...

＃



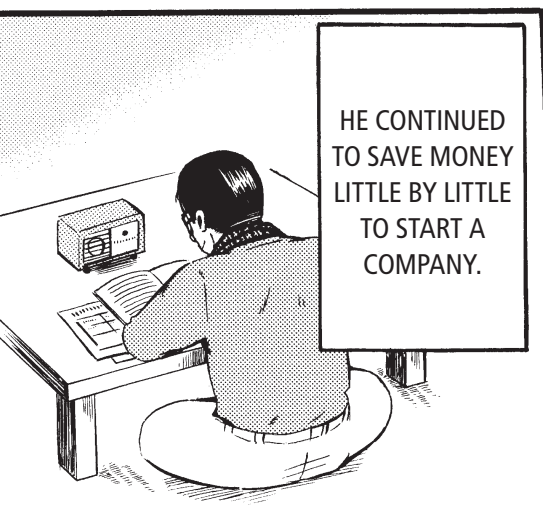
PLUS, I KNOW HOW ECONOMY AND BUSINESS WORK AT LEAST A LITTLE BIT.



WHILE STILL STUDYING, SHIGENOBU BECAME EVEN MORE ACTIVE IN STOCK INVESTMENT.



I WILL START A MOTOR COMPANY!!



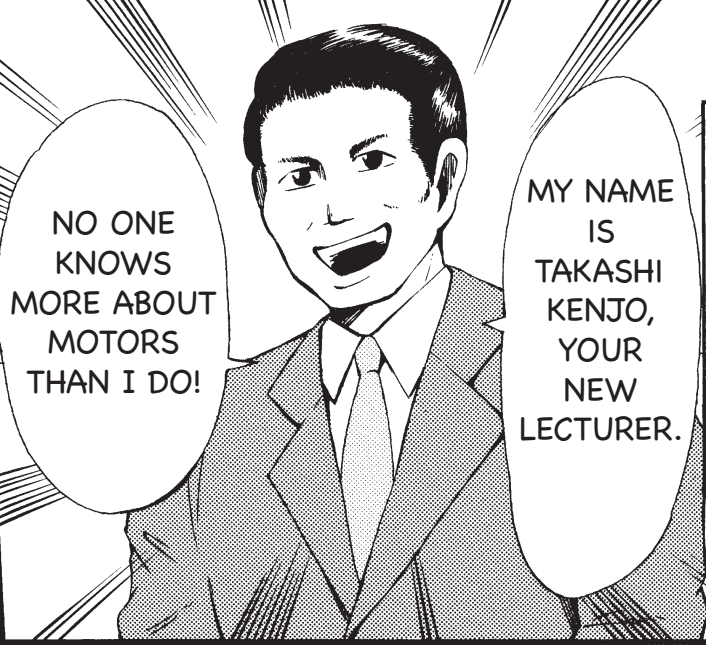
HE CONTINUED TO SAVE MONEY LITTLE BY LITTLE TO START A COMPANY.

SHIGENOBU'S DREAM WAS CLEAR AND SPECIFIC BY THEN.





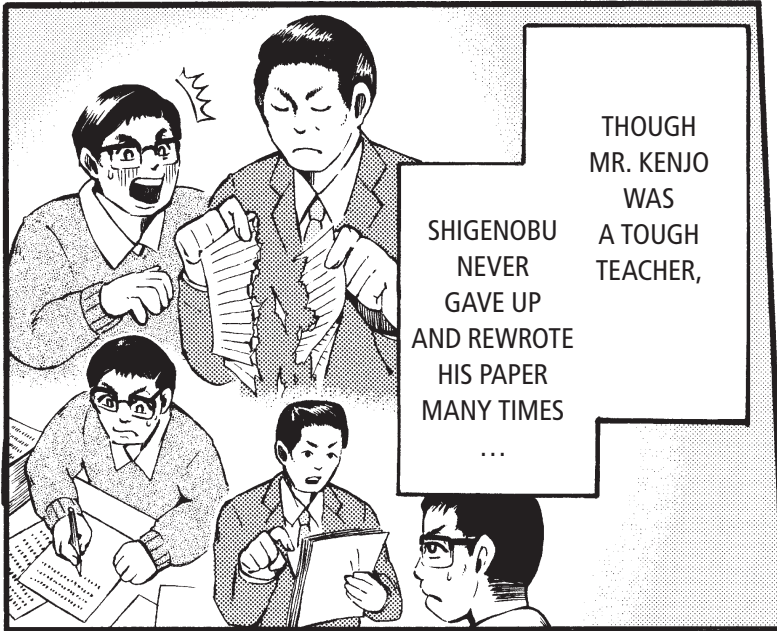
HE'S SO DRIVEN!
HE WOULD
BE MY IDEAL
MENTOR...!



NO ONE
KNOWS
MORE ABOUT
MOTORS
THAN I DO!

MY NAME
IS
TAKASHI
KENJO,
YOUR
NEW
LECTURER.

THEN
SHIGENOBU
MET
HIS MENTOR
DURING HIS
FINAL YEAR
AT
UNIVERSITY.



THOUGH
MR. KENJO
WAS
A TOUGH
TEACHER,
SHIGENOBU
NEVER
GAVE UP
AND REWROTE
HIS PAPER
MANY TIMES
...



OKAY, BUT
I WILL
NOT
TOLERATE
QUITTING
HALF-WAY!

PLEASE
HELP ME
WITH MY
GRADU-
ATION
RESEARCH.



HE IS
SUCH AN
AMAZING
HARD
WORKER
...!



GOOD
WORK,
SHIGE-
NOBU.

I FINALLY
FINISHED
WRITING
A THESIS
THAT
I LIKE!
THANK YOU,
MR. KENJO!!



THEN HE JOINED A PRECISION TOOL MANUFACTURER, YAMASHINA SEIKI, AND WORKED HARD ON STUDYING MOTORS.



RECOMMENDED BY MR. KENJO, HE JOINED AN AUDIO PRODUCT MANUFACTURER* CALLED TEAC IN 1967.

* A company that makes equipment related to sound, like speakers, microphones, reproduction devices, etc.



STARTING UP YOUR OWN COMPANY?! CAN YOU DO THAT?!

HIROSHI KOBE
SHIGENOBU'S JUNIOR FROM UNIVERSITY

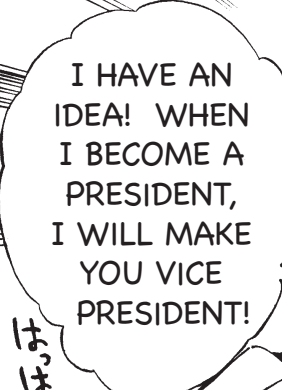


HAVE TO LIVE FRUGALLY FOR NOW!!

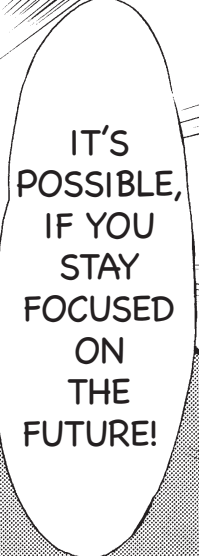
I WILL SAVE SALARY AND BONUS FOR MY FUTURE DREAM.



IT'S STRANGE... WHEN HE SAYS HE CAN DO SOMETHING, I FEEL HE WILL ACTUALLY MAKE IT HAPPEN...



I HAVE AN IDEA! WHEN I BECOME A PRESIDENT, I WILL MAKE YOU VICE PRESIDENT!

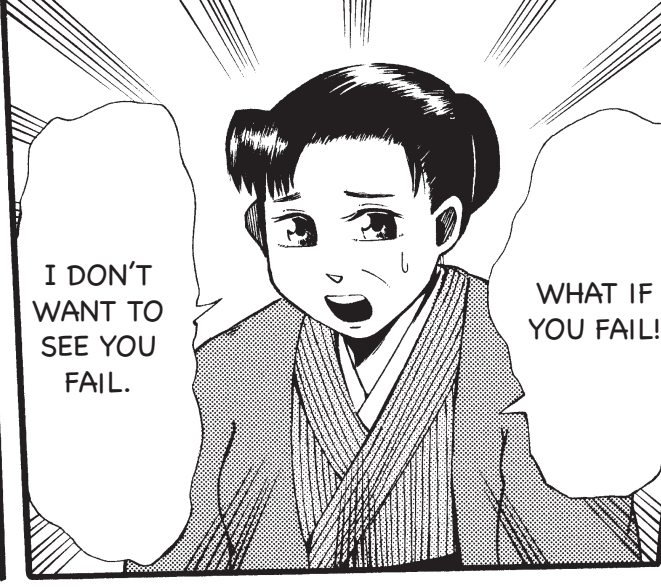


IT'S POSSIBLE, IF YOU STAY FOCUSED ON THE FUTURE!

はっはっは



MOTHER ...



I DON'T WANT TO SEE YOU FAIL.

WHAT IF YOU FAIL!



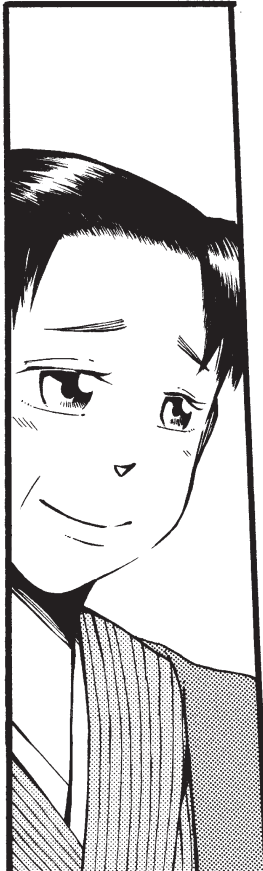
STARTING UP YOUR OWN COMPANY ...



OKAY ... BUT PLEASE PROMISE ME THAT YOU WILL WORK TWICE AS HARD AS OTHERS ...

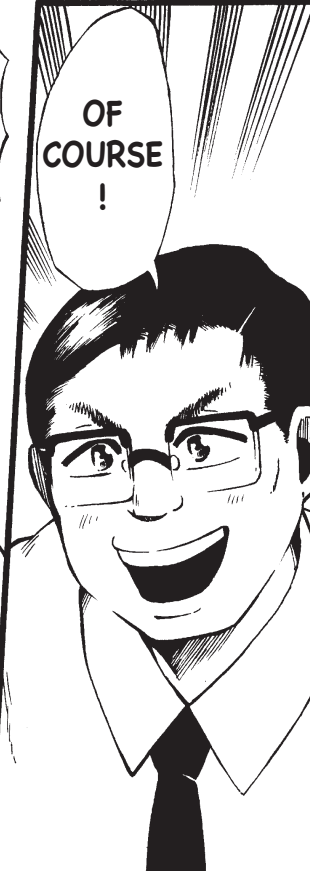


BUT, PLEASE UNDERSTAND THAT THIS IS MY DREAM!



I WILL WORK HARD, AND MAKE IT!!

IF OTHER PEOPLE WORK FOR 8 HOURS, I WILL WORK FOR 16 HOURS!



OF COURSE!

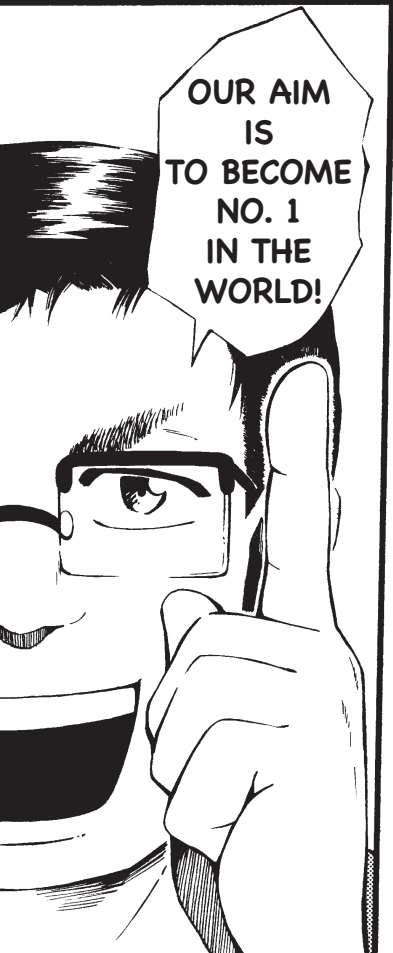


THIS IS OUR COMPANY'S NAME.

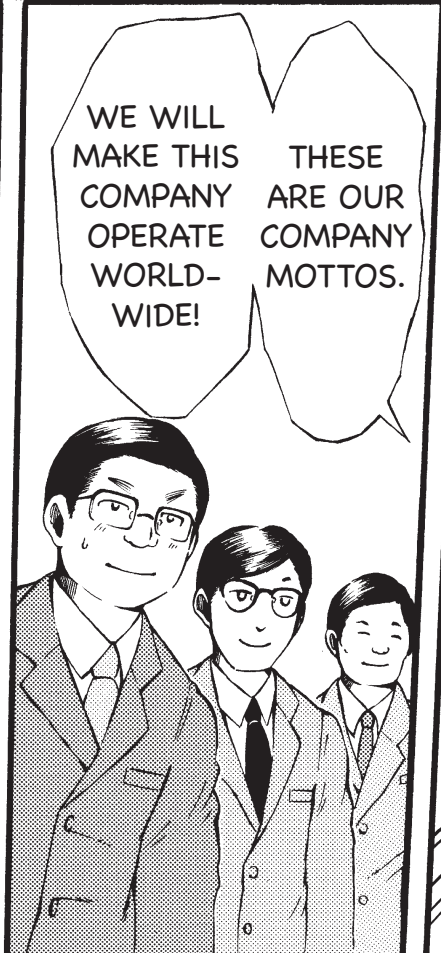


THEN, FINALLY, ON JULY 23, 1973:

"NIDEC CORPORATION"

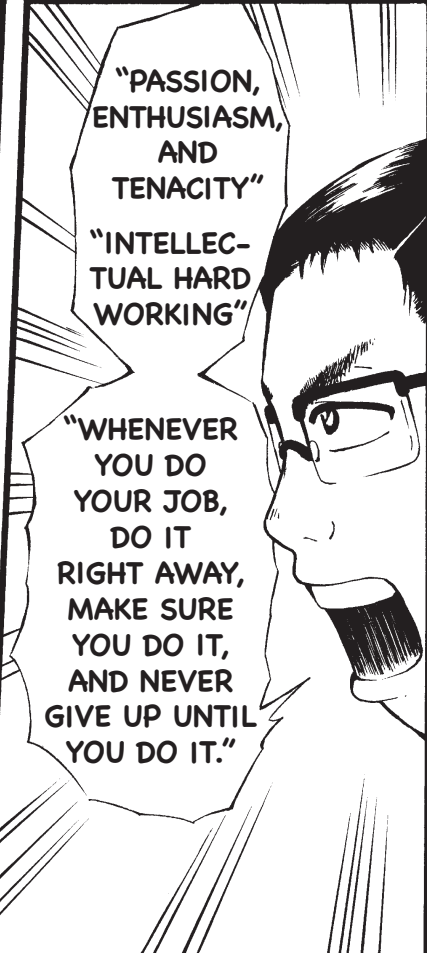


OUR AIM IS TO BECOME NO. 1 IN THE WORLD!



WE WILL MAKE THIS COMPANY OPERATE WORLD-WIDE!

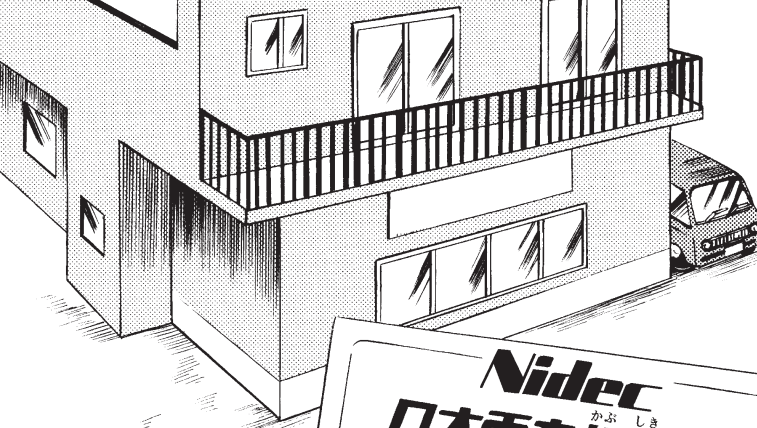
THESE ARE OUR COMPANY MOTTOS.



"PASSION, ENTHUSIASM, AND TENACITY"

"INTELLECTUAL HARD WORKING"

"WHENEVER YOU DO YOUR JOB, DO IT RIGHT AWAY, MAKE SURE YOU DO IT, AND NEVER GIVE UP UNTIL YOU DO IT."




Nidec
かぶしき
日本電産株式会社
きじゆぶ
 <技術部>

USING
 A RENTED
 PRIVATE
 RESIDENCE
 AND A
 PREFABRICATED
 HUT
 AS A FACTORY.

NIDEC
 CORPORATION
 STARTED WITH
 FOUR
 EMPLOYEES,

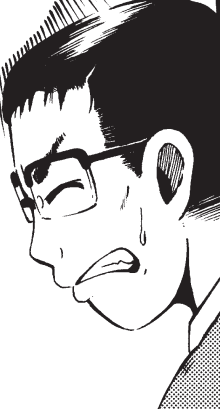


THAT'S
 RIGHT!
 I WILL GO
 OVERSEAS
 ...!!



NOBODY
 IS EVEN
 TALKING
 WITH US
 ...!

I NEED
 TO GO
 SOMEWHERE
 WHERE
 THEY LOOK
 AT QUALITY
 AND NOT AT
 CREDEN-
 TIALS.

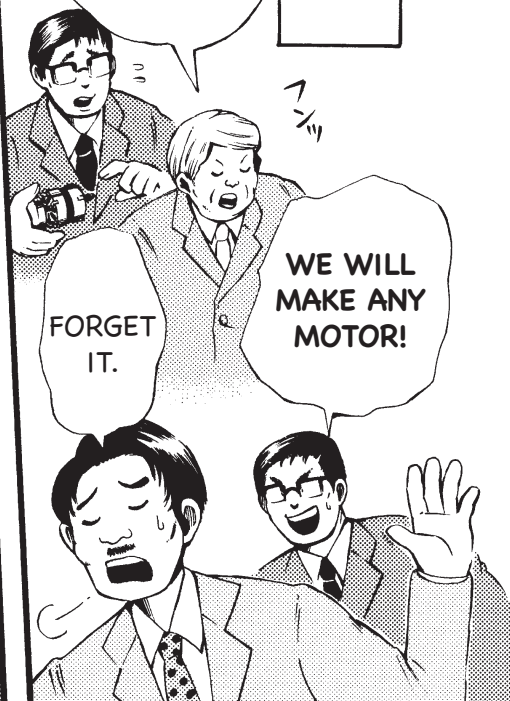


WE CAN'T
 GIVE WORK TO
 A COMPANY
 WITHOUT ANY
 EXPERIENCE.

BUT ...

FORGET
 IT.

WE WILL
 MAKE ANY
 MOTOR!



FINALLY,
A MAJOR MANU-
FACTURER, 3M,
DECIDED TO
MEET
NAGAMORI.



NEW YORK,
USA

I'LL CALL
ALL COMPAN-
IES IN THIS
PHONEBOOK
ONE BY ONE!

SO WE NEED
SMALLER MOTORS.

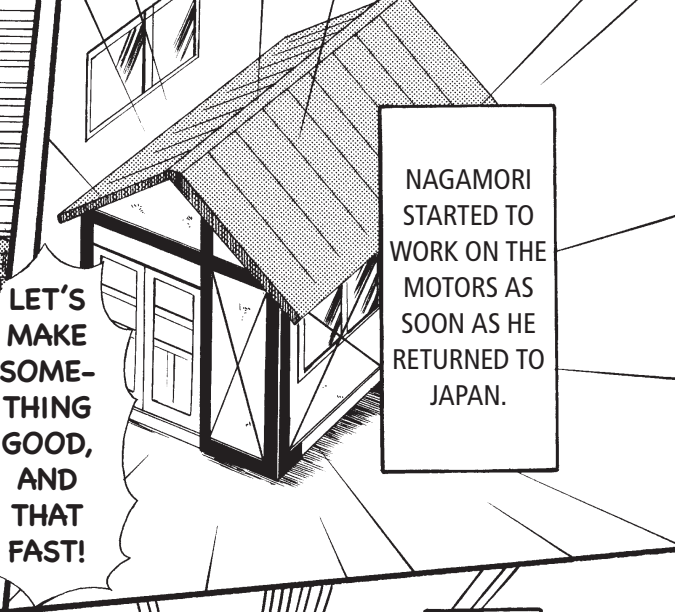
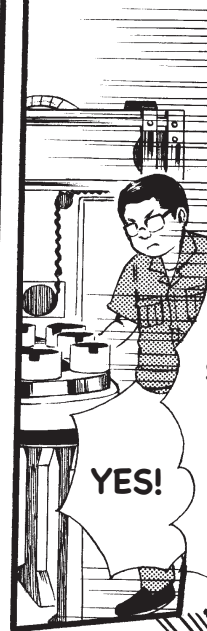
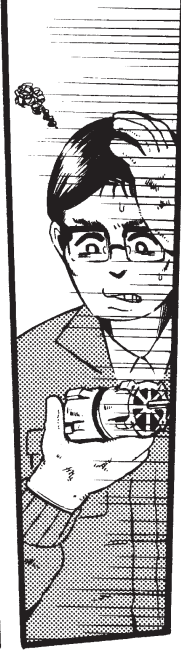
I SEE.

OUR COMPANY
IS TRYING TO
MINIATURIZE
CASSETTE TAPE
DUPLICATORS
NOW.

MR. LEE PASTOR
3M'S ENGINEERING
MANAGER

WE WILL
REDUCE THE
SIZE BY 30%
WHATEVER
IT TAKES!!

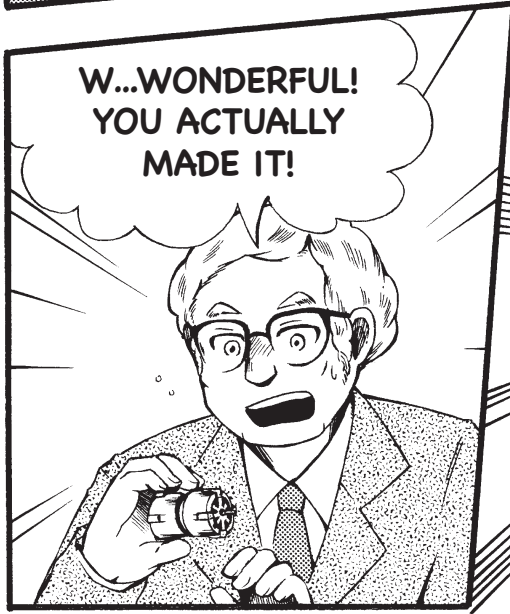
THIS SAMPLE
HERE ...
CAN YOU
MAKE IT
SMALLER?



NAGAMORI STARTED TO WORK ON THE MOTORS AS SOON AS HE RETURNED TO JAPAN.

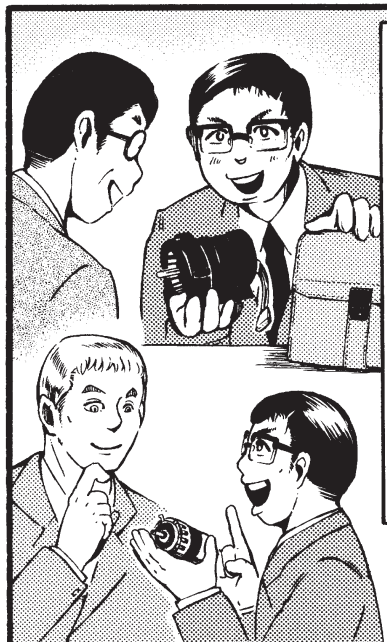
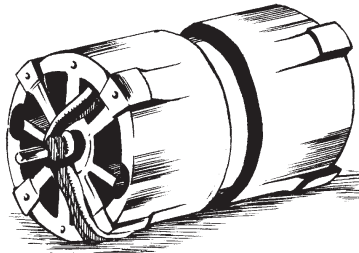
YES!

LET'S MAKE SOMETHING GOOD, AND THAT FAST!

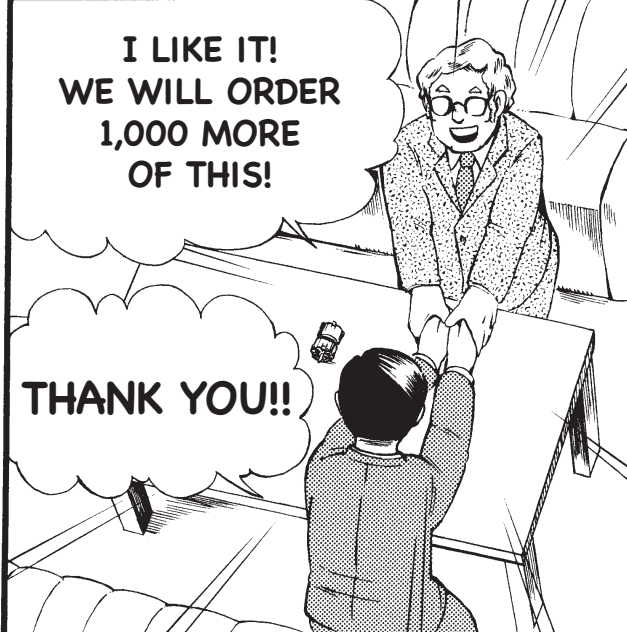


W...WONDERFUL! YOU ACTUALLY MADE IT!

NEXT YEAR



WITH THIS NIDEC CORPORATION'S REPUTATION GREW BOTH INSIDE AND OUTSIDE JAPAN.



I LIKE IT! WE WILL ORDER 1,000 MORE OF THIS!

THANK YOU!!



SO NAGAMORI
DECIDED TO
VISIT KED*
TO RAISE
MONEY
TO BUILD A
NEW FACTORY.

* A group that helps new companies financially

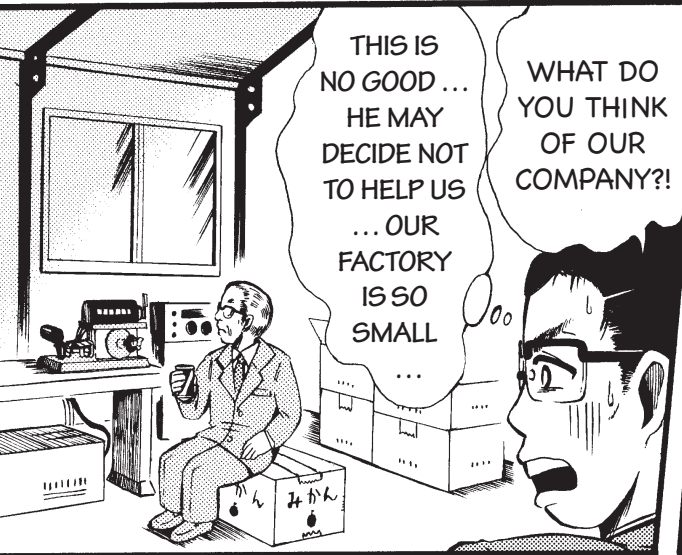


IT'S NICE
TO BE
GETTING
ORDERS,
BUT WE
CAN ONLY
MAKE SO
MANY
MOTORS
HERE ...

BUT...

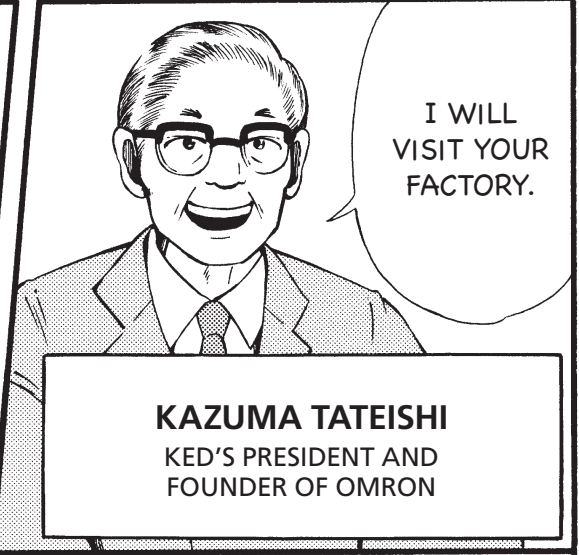
Nide

Nide



THIS IS
NO GOOD ...
HE MAY
DECIDE NOT
TO HELP US
... OUR
FACTORY
IS SO
SMALL

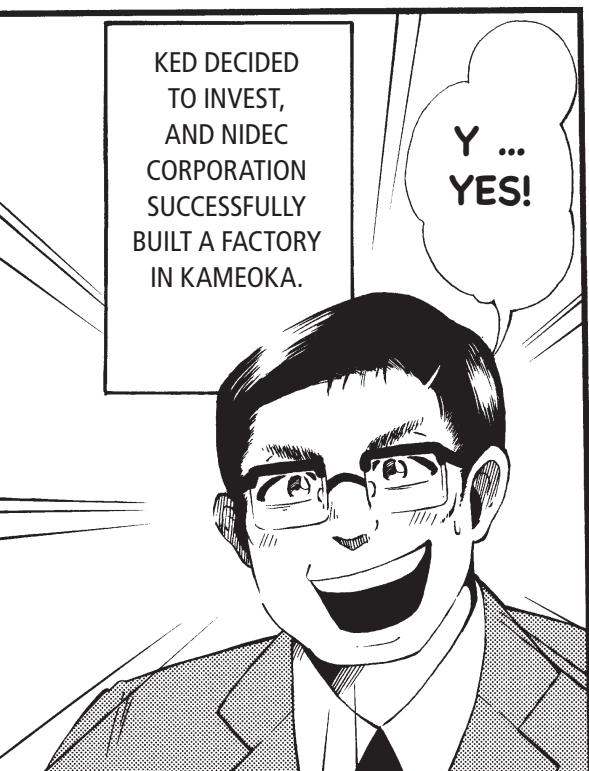
WHAT DO
YOU THINK
OF OUR
COMPANY?!



I WILL
VISIT YOUR
FACTORY.

KAZUMA TATEISHI

KED'S PRESIDENT AND
FOUNDER OF OMRON



KED DECIDED
TO INVEST,
AND NIDEC
CORPORATION
SUCCESSFULLY
BUILT A FACTORY
IN KAMEOKA.


Y ...
YES!



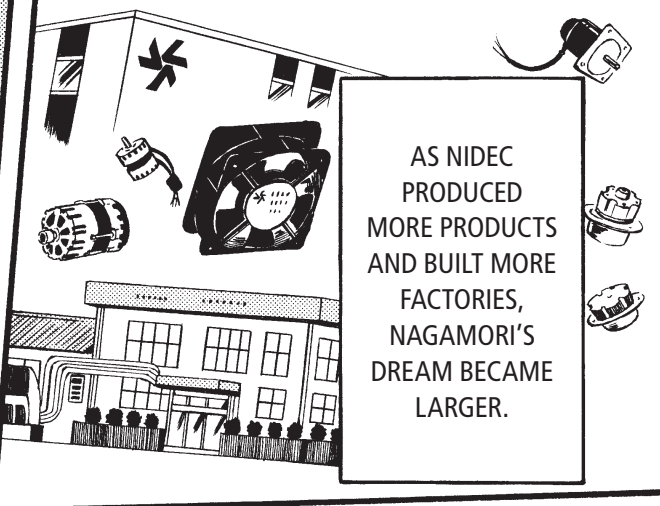
WELL,
THIS PLACE
REMINDS ME
OF OUR COM-
PANY WHEN
WE STARTED
IT.

YOU ARE
DOING
GREAT.
KEEP UP
THE GOOD
WORK.

は、は、は



I WANT TO
MAKE THIS
COMPANY
LARGER ...
BUT THIS
MEANS
SPENDING A
LOT OF TIME
AND HARD
WORK.



AS NIDEC
PRODUCED
MORE PRODUCTS
AND BUILT MORE
FACTORIES,
NAGAMORI'S
DREAM BECAME
LARGER.



BUT WE
CANNOT
TAKE OVER
OTHER
COMPANIES
JUST LIKE
THIS.

THIS
STRATEGY
IS CALLED
"M&A."

THAT'S A GOOD
IDEA -
WE CAN HAVE A
BROADER RANGE
OF TECHNOLOGY
QUICKLY.

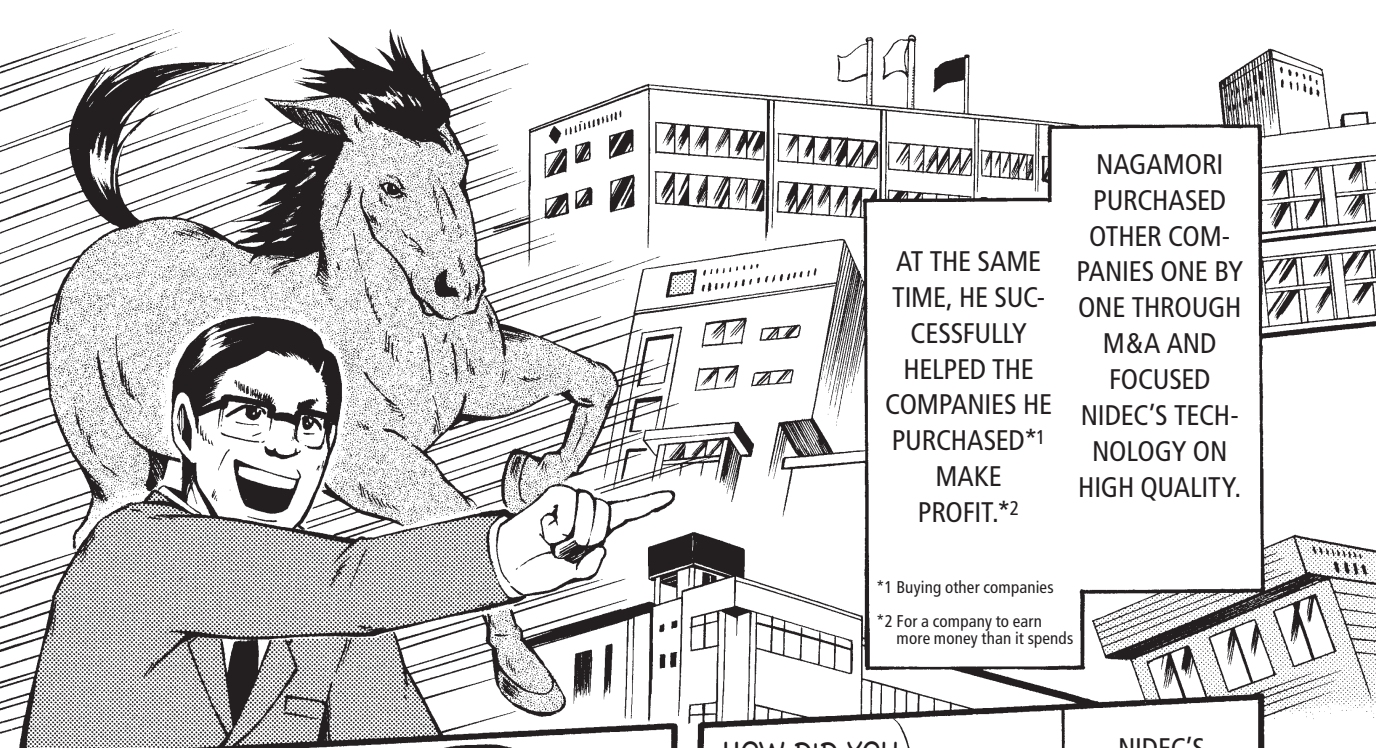
I HAVE AN
IDEA!! HOW
ABOUT
BUYING
OTHER
COMPANIES
TO MAKE
THEM PART
OF US?!



IN
EXCHANGE,
WE'LL GET
WHATEVER
MOTOR
TECHNOLOGY
THEY ARE
GOOD IN!

WE SHOULD
HAVE OTHERS
GIVE US THEIR
COMPANIES
IN THE RED*,
AND SUPPORT
THEIR
REBUILDING
EFFORTS.

* Companies that spend more money than they earn



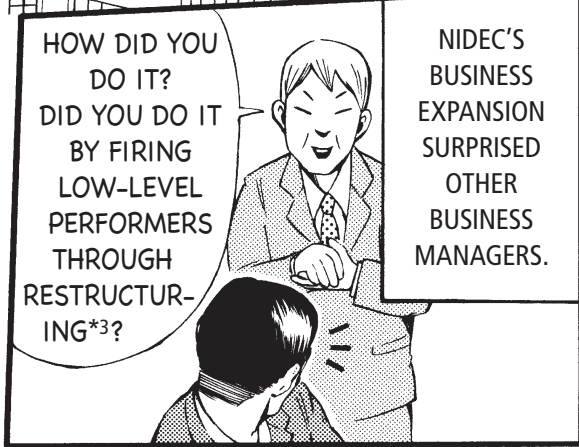
NAGAMORI PURCHASED OTHER COMPANIES ONE BY ONE THROUGH M&A AND FOCUSED NIDEC'S TECHNOLOGY ON HIGH QUALITY.

AT THE SAME TIME, HE SUCCESSFULLY HELPED THE COMPANIES HE PURCHASED*1 MAKE PROFIT.*2

*1 Buying other companies
*2 For a company to earn more money than it spends



NO WAY! I NEVER FIRE ANYONE WHEN WE PURCHASE A COMPANY.



HOW DID YOU DO IT? DID YOU DO IT BY FIRING LOW-LEVEL PERFORMERS THROUGH RESTRUCTURING*3?

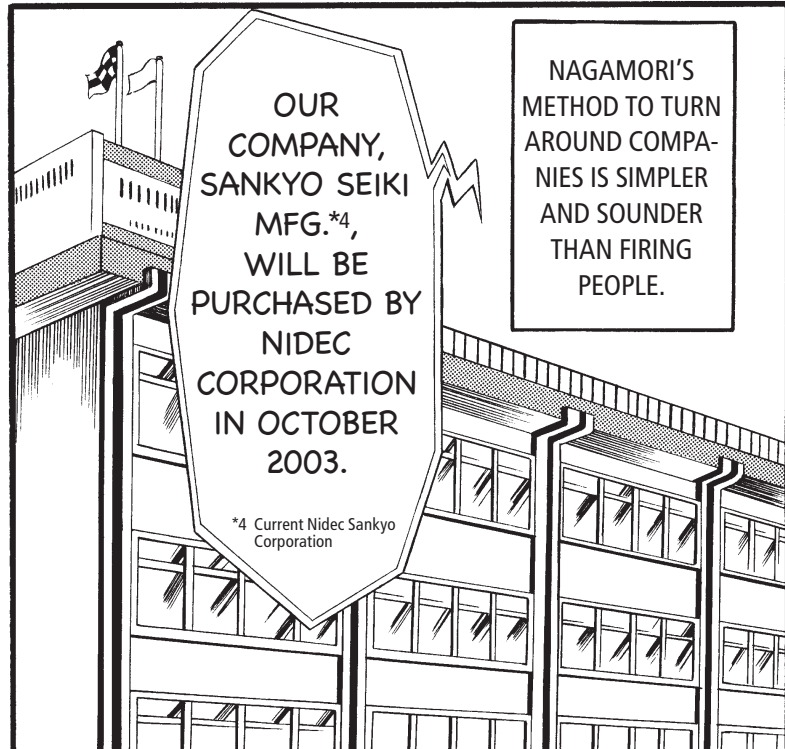
NIDEC'S BUSINESS EXPANSION SURPRISED OTHER BUSINESS MANAGERS.

*3 Reducing the number of employees to improve a company's management



5+!! 5+!! 5+!!
WILL OUR COMPANY BE OKAY?

ARE WE GOING TO GET FIRED, OR BE FORCED TO WORK LIKE HELL ...?



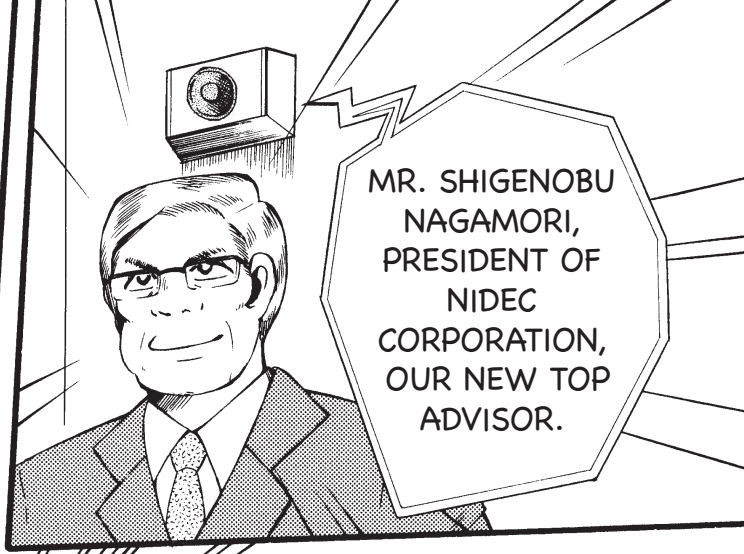
OUR COMPANY, SANKYO SEIKI MFG.*4, WILL BE PURCHASED BY NIDEC CORPORATION IN OCTOBER 2003.

*4 Current Nidec Sankyo Corporation

NAGAMORI'S METHOD TO TURN AROUND COMPANIES IS SIMPLER AND SOUNDER THAN FIRING PEOPLE.



PLEASE TAKE MY WORD, AND SUPPORT ME.



MR. SHIGENOBU NAGAMORI, PRESIDENT OF NIDEC CORPORATION, OUR NEW TOP ADVISOR.



... THAN JUST ONE PERSON MAKING 100 STEPS FORWARD.

LET'S BE UNITED, WORK HARD, AND TURN THIS COMPANY AROUND!!

WE DO NOT NEED ANY GENIUS. 100 PEOPLE TRYING TO MAKE ONE STEP FORWARD IS MORE IMPORTANT ...

I WILL RESTRUCTURE THIS COMPANY AT MY FULL RESPONSIBILITY.



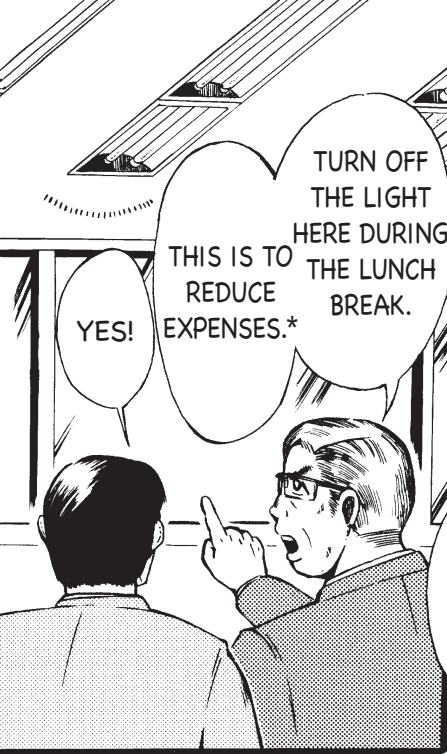
3Q

- Quality Worker
- Quality Company
- Quality Products

6S

- Seiri (Keep things organized)
- Seiton (Keep things easily available)
- Seiketsu (Keep yourself clean)
- Seiso (Keep things clean)
- Saho (Keep good manners)
- Shitsuke (Keep good discipline)

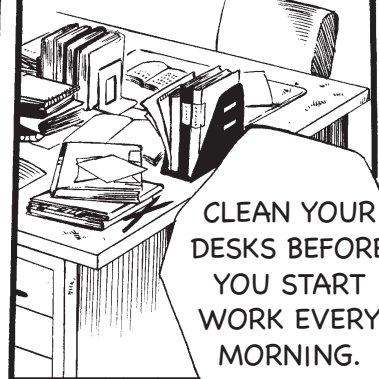
THE "3Q6S POLICY" HAS BEEN NIDEC CORPORATION'S POLICY SINCE ITS BEGINNING. NAGAMORI MADE ALL COMPANIES HE PURCHASED FOLLOW IT.



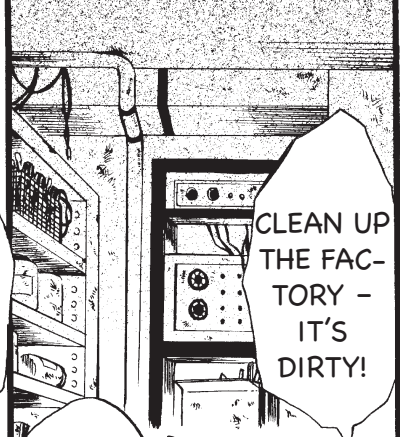
YES!

THIS IS TO REDUCE EXPENSES.*

TURN OFF THE LIGHT HERE DURING THE LUNCH BREAK.



CLEAN YOUR DESKS BEFORE YOU START WORK EVERY MORNING.



CLEAN UP THE FACTORY - IT'S DIRTY!



おはようございます!!

GREET OTHERS WITH A LOUD VOICE!



LET'S KEEP THE WORK-PLACE CLEAN AND COMFORT-ABLE TO WORK IN!

* Spending less money for everyday things

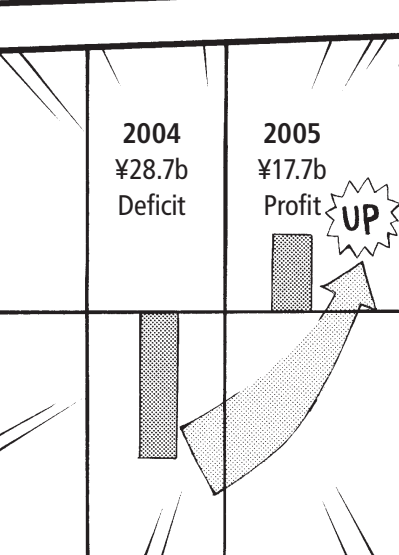


DON'T WORRY ABOUT IT!! LET'S JUST SIT DOWN AND EAT TOGETHER!

SAY ANYTHING YOU WANT TO ABOUT YOUR WORK.

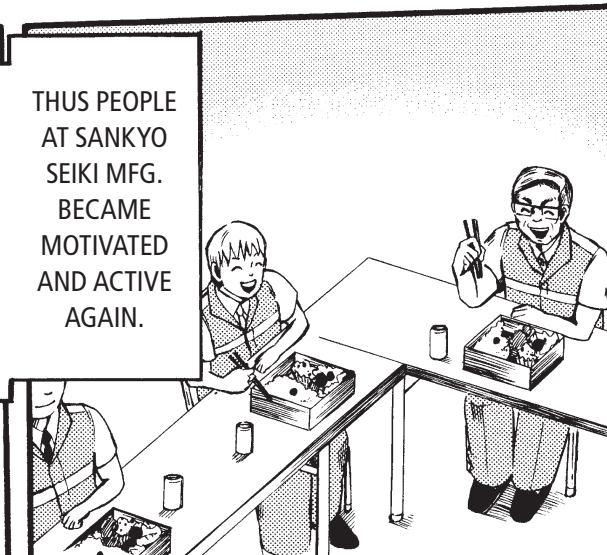


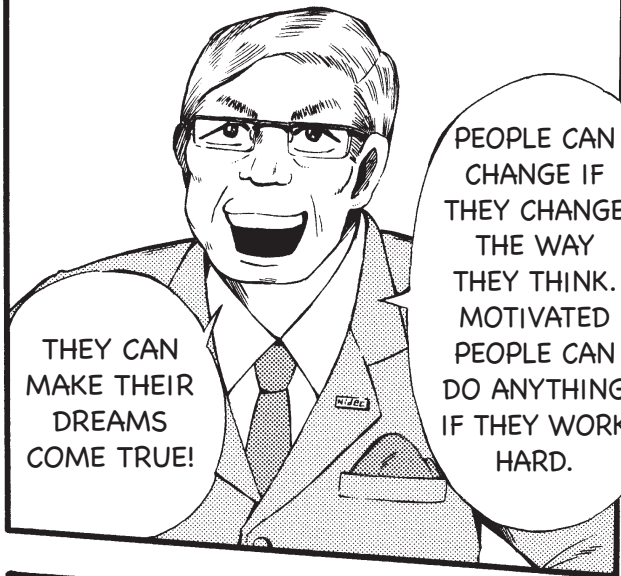
A...ARE YOU PAYING FOR OUR LUNCH?



AND THE COMPANY STARTED MAKING PROFIT WITHIN ONLY ONE YEAR.

THUS PEOPLE AT SANKYO SEIKI MFG. BECAME MOTIVATED AND ACTIVE AGAIN.





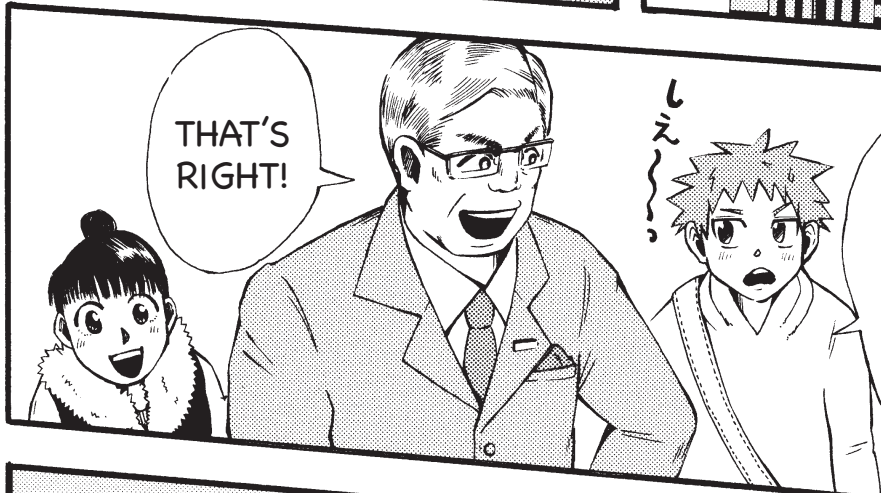
THEY CAN MAKE THEIR DREAMS COME TRUE!

PEOPLE CAN CHANGE IF THEY CHANGE THE WAY THEY THINK. MOTIVATED PEOPLE CAN DO ANYTHING IF THEY WORK HARD.

IT'S NOT PEOPLE'S TALENTS THAT MATTER.



NOW:

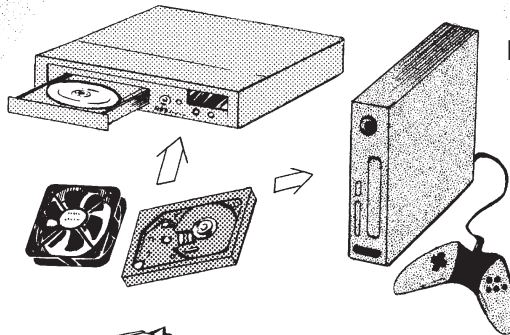


THAT'S RIGHT!

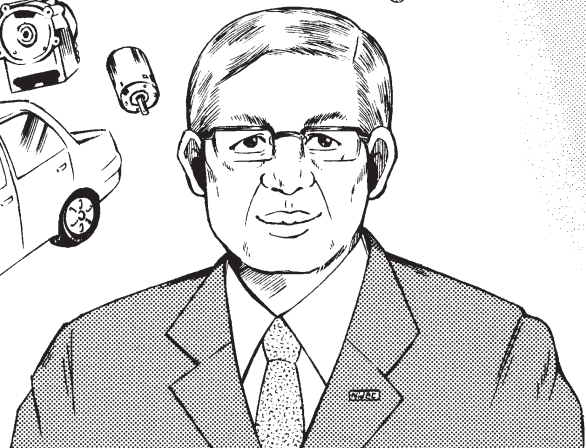
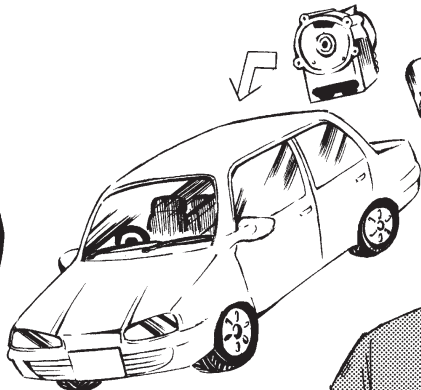
しえい

WOW, YOU'VE REALLY MADE YOUR DREAMS COME TRUE, AND YOUR MOTORS ARE NOW BASICALLY EVERYWHERE.

AS WELL AS HOME APPLIANCES SUCH AS AIR CONDITIONERS AND MICROWAVES, AUTOMOBILES, AND NIDEC MOTORS ARE EVEN USED TO ROTATE LITTLE GLIDER PROPELLERS.

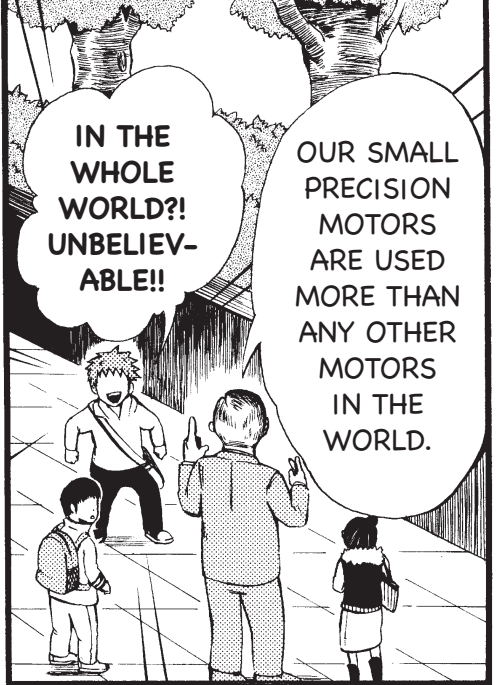


NIDEC'S MOTORS ARE USED IN MOBILE PHONES, GAME MACHINES, DVD PLAYERS, PERSONAL COMPUTERS,



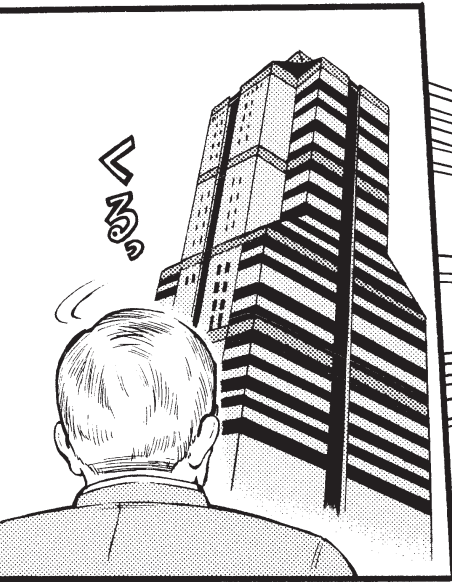


I WANT TO
MAKE MOTORS
LIKE THAT
WHEN
I GROW UP!!
DO YOU THINK
I CAN?!



IN THE
WHOLE
WORLD?!
UNBELIEV-
ABLE!!

OUR SMALL
PRECISION
MOTORS
ARE USED
MORE THAN
ANY OTHER
MOTORS
IN THE
WORLD.



OF COURSE!!
IF YOU WORK
TWICE AS
HARD AS
OTHERS,
YOU WILL!!



AM I
RIGHT?

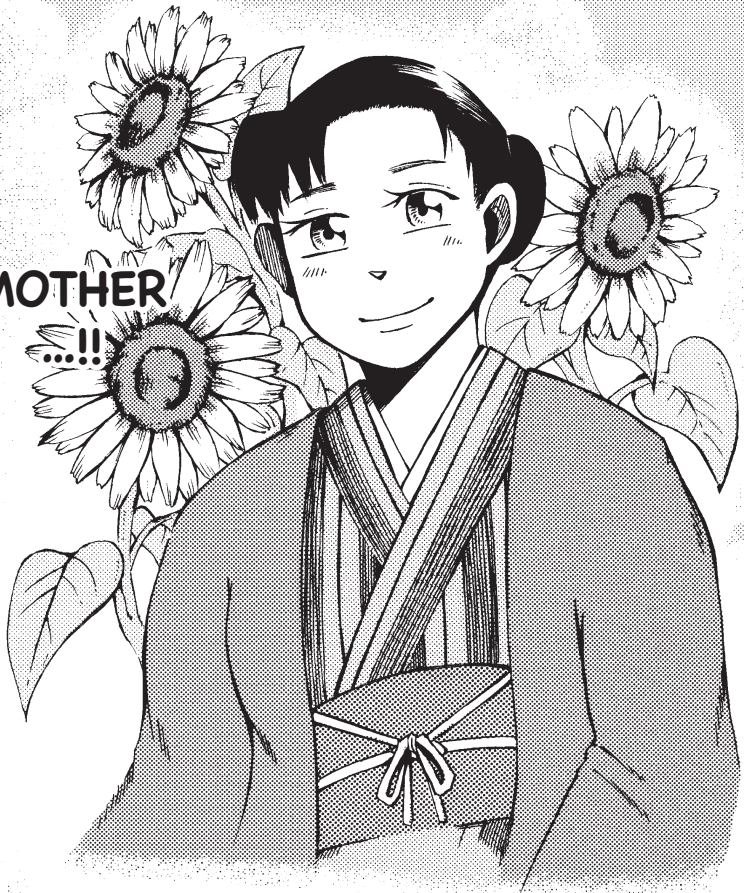




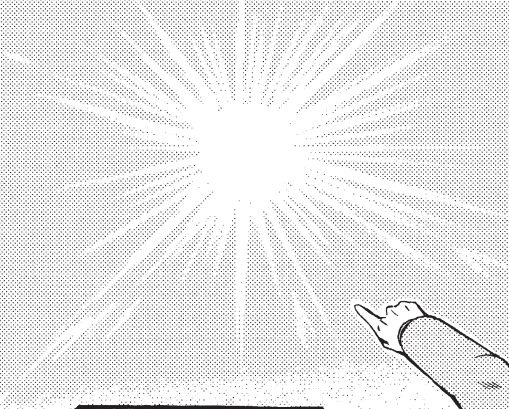
I'M COMING!

MR. NAGAMORI!
TIME FOR THE NEXT MEETING.

MOTHER

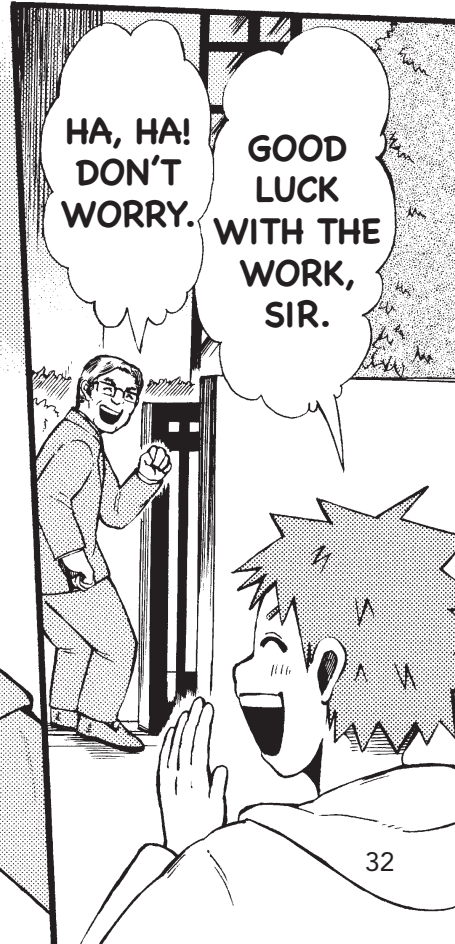


...!!!



OKAY,
READY
FOR
WORK
AGAIN!!

NAGAMORI'S DREAMS WILL CONTINUE TO SHINE - MORE BRIGHTLY THAN EVER.



HA, HA!
DON'T WORRY.

GOOD LUCK WITH THE WORK, SIR.