1. Financial Highlights

| (Yen in millions) | FY2005 |  |  | FY2006 |  |  | FY2007 |  |  | FY2008 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Net Sales | 243,658 | 267,931 | 511,589 | 291,102 | 323,549 | 614,651 | 356,071 | 372,685 | 728,756 | 365,220 | 248,238 | 613,458 |
| Operating Income | 25,771 | 29,734 | 55,505 | 32,514 | 33,422 | 65,936 | 34,419 | 43,123 | 77,542 | 40,778 | 11,028 | 51,806 |
| (Operating Income Ratio) | 10.6\% | 11.1\% | 10.8\% | 11.2\% | 10.3\% | 10.7\% | 9.7\% | 11.6\% | 10.6\% | 11.2\% | 4.4\% | 8.4\% |
| Income Before Taxes | 30,352 | 35,803 | 66,155 | 33,162 | 34,452 | 67,614 | 31,922 | 32,333 | 64,255 | 43,381 | 3,648 | 47,029 |
| Net Income | 20,401 | 20,548 | 40,949 | 20,776 | 19,156 | 39,932 | 20,357 | 20,799 | 41,156 | 27,840 | 513 | 28,353 |
| EPS (Yen) | 285.66 | * 142.64 | 285.47 | 143.65 | 132.38 | 276.03 | 140.50 | 143.50 | 284.00 | 192.06 | 5.36 | 197.42 |
| Dividend per share (Yen) | 25.00 | * 20.00 | 45.00 | 20.00 | 25.00 | 45.00 | 25.00 | 30.00 | 55.00 | 30.00 | 30.00 | 60.00 |

* A two-for-one stock split on the Company's common stock was implemented on November 18, 2005

| (Yen in millions) | FY2006 |  |  |  | FY2007 |  |  |  | FY2008 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Net Sales | 141,095 | 150,007 | 156,015 | 167,534 | 169,244 | 186,827 | 193,150 | 179,535 | 174,947 | 190,273 | 141,186 | 107,052 |
| Operating Income | 15,397 | 17,117 | 17,180 | 16,242 | 15,342 | 19,077 | 23,118 | 20,005 | 18,392 | 22,386 | 10,038 | 990 |
| (Operating Income Ratio) | 10.9\% | 11.4\% | 11.0\% | 9.7\% | 9.1\% | 10.2\% | 12.0\% | 11.1\% | 10.5\% | 11.8\% | 7.1\% | 0.9\% |
| Income Before Taxes | 14,591 | 18,571 | 18,221 | 16,231 | 16,850 | 15,072 | 22,193 | 10,140 | 23,083 | 20,298 | -2,078 | 5,726 |
| Net Income | 8,849 | 11,927 | 9,299 | 9,857 | 11,116 | 9,241 | 13,946 | 6,853 | 15,109 | 12,731 | -4,777 | 5,290 |
| EPS (Yen) | 61.19 | 82.46 | 64.28 | 68.10 | 76.75 | 63.76 | 96.22 | 47.28 | 104.24 | 87.82 | -33.16 | 37.67 |

※Note) Nidec Group discontinued its optical pickup business as of December 31, 2008. In accordance with the SFAS No.144, the optical pickup business has been reclassified as discontinued operations
in 3QFY2008 consolidated financial statements. In this sheet relevant prior-period numbers have been retrospectively restated to reflect this reclassification.
2. Business Segment Results (Net Sales \& Operating Profit)

| (Yen in millions) |  | FY2005 |  |  | FY2006 |  |  | FY2007 |  |  | FY2008 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Small Precision Motors | Sales | 130,388 | 143,371 | 273,759 | 152,501 | 165,480 | 317,981 | 188,307 | 197,375 | 385,682 | 189,943 | 124,130 | 314,073 |
|  | OP | 16,986 | 18,592 | 35,578 | 19,508 | 22,499 | 42,007 | 22,950 | 27,981 | 50,931 | 26,475 | 9,642 | 36,117 |
| Mid-size Motors | Sales | 17,957 | 19,810 | 37,767 | 22,285 | 35,104 | 57,389 | 47,673 | 48,704 | 96,377 | 47,602 | 29,554 | 77,156 |
|  | OP | -1,076 | -787 | -1,863 | 152 | 410 | 562 | 1,083 | 1,555 | 2,638 | 1,191 | -1,729 | -538 |
| Machinery | Sales | 33,908 | 39,335 | 73,243 | 43,730 | 39,214 | 82,944 | 34,969 | 38,284 | 73,253 | 40,607 | 31,483 | 72,090 |
|  | OP | 4,434 | 6,677 | 11,111 | 8,655 | 6,928 | 15,583 | 5,521 | 6,167 | 11,688 | 6,177 | 2,264 | 8,441 |
| Electronic \& Optical Components | Sales | 50,672 | 52,850 | 103,522 | 59,779 | 69,857 | 129,636 | 72,477 | 73,419 | 145,896 | 71,514 | 51,038 | 122,552 |
|  | OP | 6,000 | 5,801 | 11,801 | 4,831 | 5,156 | 9,987 | 6,308 | 7,433 | 13,741 | 7,444 | 1,806 | 9,250 |
| Others | Sales | 10,733 | 12,565 | 23,298 | 12,807 | 13,895 | 26,702 | 12,645 | 14,903 | 27,548 | 15,554 | 12,033 | 27,587 |
|  | OP | 949 | 1,125 | 2,074 | 1,531 | 1,145 | 2,676 | 655 | 1,389 | 2,044 | 1,410 | 531 | 1,941 |
| Eliminations/Corporate | OP | $(1,522)$ | $(1,674)$ | $(3,196)$ | $(2,163)$ | $(2,716)$ | $(4,879)$ | $(2,098)$ | $(1,402)$ | $(3,500)$ | $(1,919)$ | $(1,486)$ | $(3,405)$ |


| (Yen in millions) |  | FY2006 |  |  |  | FY2007 |  |  |  | FY2008 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Small Precision Motors | Sales OP | $\begin{array}{r} \hline 72,101 \\ 9,130 \end{array}$ | $\begin{aligned} & \hline 80,400 \\ & 10,378 \end{aligned}$ | $\begin{aligned} & \hline 83,302 \\ & 11,128 \end{aligned}$ | $\begin{aligned} & \hline 82,178 \\ & 11,371 \end{aligned}$ | $\begin{aligned} & \hline 85,351 \\ & 10,125 \end{aligned}$ | $\begin{array}{r} \hline 102,956 \\ 12,825 \end{array}$ | $\begin{array}{r} \hline 107,019 \\ 14,849 \end{array}$ | $\begin{aligned} & \hline 90,356 \\ & 13,132 \end{aligned}$ | $\begin{aligned} & \hline 87,675 \\ & 11,636 \end{aligned}$ | $\begin{array}{r} \hline 102,268 \\ 14,839 \end{array}$ | $\begin{array}{r} \hline 68,633 \\ 7,409 \end{array}$ | $\begin{array}{r} \hline 55,497 \\ 2,233 \end{array}$ |
| Mid-size Motors | Sales OP | $\begin{array}{r} \hline 11,672 \\ 246 \end{array}$ | $\begin{array}{r} 10,613 \\ -94 \end{array}$ | $\begin{array}{r} \hline 11,699 \\ 383 \end{array}$ | $\begin{array}{r} \hline 23,405 \\ 27 \end{array}$ | $\begin{array}{r} \hline 25,213 \\ 541 \end{array}$ | $22,460$ $542$ | $\begin{array}{r} \hline 23,268 \\ 652 \end{array}$ | $\begin{array}{r} \hline 25,436 \\ 903 \end{array}$ | $\begin{array}{r} \hline 25,620 \\ 954 \end{array}$ | $\begin{array}{r} \hline 21,982 \\ 237 \end{array}$ | $\begin{array}{r} \hline 15,898 \\ -834 \end{array}$ | $\begin{array}{r} \hline 13,656 \\ -895 \end{array}$ |
| Machinery | Sales OP | $\begin{array}{r} 22,166 \\ 4,059 \end{array}$ | $\begin{array}{r} 21,564 \\ 4,596 \end{array}$ | $\begin{array}{r} 19,743 \\ 3,219 \end{array}$ | $\begin{array}{r} 19,471 \\ 3,709 \end{array}$ | $\begin{array}{r} 17,179 \\ 2,570 \end{array}$ | $\begin{array}{r} \hline 17,790 \\ 2,951 \end{array}$ | $\begin{array}{r} 18,161 \\ 3,079 \end{array}$ | $\begin{array}{r} \hline 20,123 \\ 3,088 \\ \hline \end{array}$ | $\begin{array}{r} 18,735 \\ 2,856 \end{array}$ | $\begin{array}{r} 21,872 \\ 3,321 \end{array}$ | $\begin{array}{r} 19,714 \\ 2,014 \end{array}$ | $\begin{array}{r} 11,769 \\ 250 \\ \hline \end{array}$ |
| Electronic \& Optical Components | Sales OP | $\begin{array}{r} \hline 28,955 \\ 2,293 \end{array}$ | $\begin{array}{r} 30,824 \\ 2,538 \end{array}$ | $\begin{array}{r} \hline 34,518 \\ 2,662 \end{array}$ | $\begin{array}{r} \hline 35,339 \\ 2,494 \end{array}$ | $\begin{array}{r} 35,162 \\ 2,982 \end{array}$ | $\begin{array}{r} \hline 37,315 \\ 3,326 \end{array}$ | $\begin{array}{r} \hline 37,578 \\ 3,987 \end{array}$ | $\begin{array}{r} \hline 35,841 \\ 3,446 \end{array}$ | $\begin{array}{r} 35,400 \\ 3,381 \end{array}$ | $\begin{array}{r} \hline 36,114 \\ 4,063 \end{array}$ | $\begin{array}{r} \hline 29,784 \\ 1,941 \end{array}$ | $\begin{array}{r} 21,254 \\ -135 \end{array}$ |
| Others | Sales OP | $\begin{array}{r} 6,201 \\ 689 \end{array}$ | $\begin{array}{r} \hline 6,606 \\ 842 \\ \hline \end{array}$ | $\begin{array}{r} 6,753 \\ 850 \end{array}$ | $\begin{array}{r} \hline 7,141 \\ 295 \\ \hline \end{array}$ | $\begin{array}{r} \hline 6,339 \\ 297 \end{array}$ | $\begin{array}{r} \hline 6,306 \\ 358 \end{array}$ | $\begin{array}{r} \hline 7,124 \\ 951 \end{array}$ | $\begin{array}{r} \hline 7,779 \\ 438 \\ \hline \end{array}$ | $\begin{array}{r} \hline 7,517 \\ 544 \end{array}$ | $\begin{array}{r} \hline 8,037 \\ 866 \\ \hline \end{array}$ | $\begin{array}{r} \hline 7,157 \\ 356 \\ \hline \end{array}$ | $\begin{array}{r\|} \hline 4,876 \\ 175 \\ \hline \end{array}$ |
| Eliminations/Corporate | OP | $(1,020)$ | $(1,143)$ | $(1,062)$ | $(1,654)$ | $(1,173)$ | (925) | (400) | $(1,002)$ | (979) | (940) | (848) | (638) |

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in 3QFY2008 consolidated financial statements. In this sheet relevant prior-period numbers have been retrospectively restated to reflect this reclassification.
3. Capital Expenditure, Depreciation, R\&D

| (Yen in millions) | FY2005 |  |  | FY2006 |  |  | FY2007 |  |  | FY2008 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Capital Expenditure | 20,534 | 25,038 | 45,572 | 22,144 | 18,466 | 40,610 | 16,220 | 18,579 | 34,799 | 22,758 | 14,164 | 36,922 |
| Depreciation | 11,724 | 13,881 | 25,605 | 13,464 | 16,200 | 29,664 | 18,514 | 18,614 | 37,128 | 17,170 | 15,697 | 32,867 |
| R \& D | 14,236 | 14,996 | 29,232 | 15,688 | 17,067 | 32,755 | 15,128 | 14,972 | 30,100 | 14,727 | 12,237 | 26,964 |

