

November 4, 2025

338 Kuzetonoshiro-cho, Minami-ku,
Kyoto 601-8205 Japan

Dear Valued Business Partners,

As recently announced by the Tokyo Stock Exchange (TSE), our company's shares were designated as a "Security on Alert" as of October 28. This followed our earlier announcements of our appointment of a Third-Party Committee to investigate certain identified financial and operational irregularities. We deeply regret the concern expressed by all our stakeholders regarding our overall business activities, including sales, supply, production and services, and extend our deepest apologies for the considerable concern and inconvenience this situation has caused you, our valued clients.

We would like to share with you our current status and planned course of action as follows:

Regarding Business Operations

- **Business Continuity:** Our core business activities, including sales, supply, production, and services, remain stable and unaffected.
- **Order Fulfillment:** We are proceeding with the delivery and provision of all orders for products and services, both domestically and internationally, as usual.
- **Financial Stability:** We have successfully executed a Commitment Line Agreement totaling JPY 600 billion with our principal transaction banks. We plan to utilize this agreement as an agile means of funding, further stabilizing our liquidity and strengthening our financial position. (Reference our press release: <https://www.nidec.com/en/ir/news/2025/news1104-01/>)

Regarding Investigation Progress and Recurrence Prevention

- **Full Cooperation with Investigation:** We take the points raised by the TSE extremely seriously. Our company and the entire Nidec Group are fully cooperating with the investigation conducted by the Third-Party Committee, as well as with external experts leading our internal reviews. We are committed to swiftly implementing all possible improvements concerning the issues identified by the TSE and the Third-Party Committee, striving to regain your trust and the trust of all our stakeholders as quickly as possible.
- **Internal Control Strengthening:** Driven by our strong desire to restore trust without delay, we established the "Nidec Corporate Reform Committee" on October 30, parallel to the Third-Party Committee's investigation. This internal project has initiated necessary reviews aimed at strengthening our internal control systems.

NIDEC CORPORATION

- **Action Plan and Reporting:** Our response to the current situation will be to successively formulate and execute concrete measures. Upon the completion of the Third-Party Committee's investigation, we will establish, promptly implement and report on the comprehensive measures we will be taking to prevent recurrence of the identified issues.
- **Updates:** We will promptly announce significant developments concerning the status of the Third-Party Committee's investigation, the strengthening of our internal control system, and the formulation of recurrence prevention measures.

We once again acknowledge the gravity of this situation and deeply regret the concern caused to all our business partners and other stakeholders. The entire company is unified and committed to sincerely addressing this matter to restore confidence in the Nidec Group.

We ask for your continued understanding and support.

Sincerely,



Mitsuya Kishida
Representative Director, President and Chief Executive Officer
Nidec Corporation