



FOR IMMEDIATE RELEASE

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Nidec Corporation to Establish Culture Transformation Lab **- Transformation into a Trustworthy and Sincere Company We Can All Take Pride In -**

Nidec Corporation (TSE: 6594; OTC US: NJDCY) (“Nidec,” the “Company,” or “we”) today announced the launch of the Culture Transformation Lab (the “Lab”), a new organization dedicated to the Company’s fundamental cultural transformation, effective February 01, 2026.

1. Background and Our Vision for Transformation

Within the Nidec Corporate Reform Committee, which was established to formulate and execute improvement measures at an early stage to prevent recurrence, and to reform as a company that can put “what is right”, the members of the Committee, Group companies, and business departments conducted workshops to identify and discuss group-wide challenges. The discussions highlighted employee concerns, such as “It is difficult to express opinions,” and “Even after we speak up, no action is taken, and things remain unchanged.” The workshops also brought to light another perspective, “Although a system for gathering opinions is in place, it is difficult to see how actions are initiated or to track the results of our feedback.”

We recognized that these issues are not isolated incidents but are vital themes across the entire Nidec Group. These circumstances led us to launch the Lab to ensure that employee voices are reflected in our actions, building a corporate culture where everyone feels empowered to drive change through open dialogue.

To sincerely address our existing issues and transform the Nidec Group into a company every employee can take pride in, we will launch the Culture Transformation Lab. This organization was born from a bottom-up proposal based on employee input to and deliberations by the Nidec Corporate Reform Committee’s Corporate Culture Working Group. The Lab will be committed to engaging with all Nidec Group employees and building dialogues to transform Nidec into an organization with transparent communication channels. Although the path of this transformation has not been smooth, the Lab will ensure that our efforts do not end as mere temporary measures, but instead build a persistent, sustainable system where everyone can shine. Furthermore, by prioritizing the pursuit of what is right, we will incorporate an ethical foundation, external viewpoints, social standards, and regional values to drive continuous improvement. Driven by both the system and each employee’s desire to take pride in Nidec, the Company will take its first step forward together with all its employees.

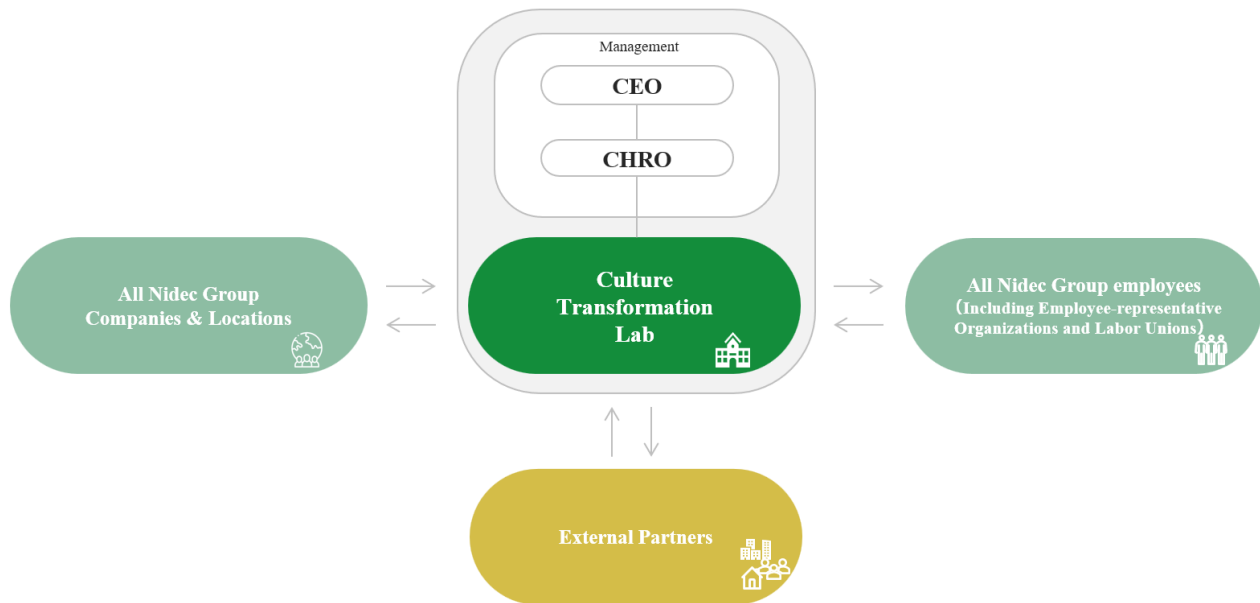
2. Organizational Structure and Governance

The Lab will be launched with eight members on February 01, 2026. To prioritize the Company’s employees, the Lab will be placed under the direct supervision of the CHRO (Chief Human Resources Officer) to continuously drive Nidec’s cultural transformation. The organization will be led by a Lab Chief, a member of a Nidec Group company who also serves on the Nidec Corporate Reform Committee. Supporting the Lab Chief, an employee currently serving as the chair of Nidec’s *Shinbokukai* (the Company’s employee-representative organization) will act as a working-level leader. This team will engage all Nidec Group companies and business bases globally to promote Lab initiative. Moving

forward, we will utilize open recruitment and other measures to invite participation from our global workforce of over 100,000 people.

Furthermore, we will establish a direct reporting structure to the CEO (Chief Executive Officer) via CEO reporting meetings to ensure workplace voices are delivered quickly to management. This system will enable us to launch decisive actions based on actual employee input while maintaining close communication with the employees throughout the entire Nidec Group, including employee-representative organizations and labor unions.

To move beyond an inward-looking perspective, the Company will actively welcome external expertise, social expectations, and individual regional values to drive our transformation forward.



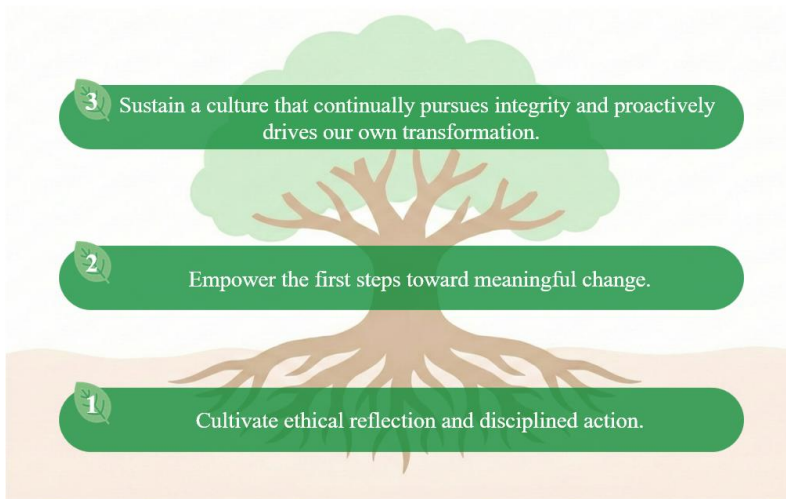
3. Core Values and Our Future Vision

The Lab will pursue the realization of an organization that inspires genuine pride in everyone connected to the Nidec Group. We believe this pride is fostered when we experience empathy, respect, gratitude, and trust; act with altruism; embrace diversity as a given; and realize that individual growth translates into value for our colleagues, society, and all those who walk alongside us. To achieve this, we cherish three core elements:

- (1) Cultivate ethical reflection and disciplined action.
- (2) Empower the first steps toward meaningful change.
- (3) Sustain a culture that continually pursues integrity and proactively drives our own transformation

By integrating these steps with the positive elements that have driven the Nidec Group's growth, we will evolve into a company where all members maintain their pride, and those we journey with continue to choose Nidec as their preferred partner.

The Lab's Core Values



Our Goal & Core Elements



4. Strategic Initiatives and Goals

With the mission of transforming Nidec's corporate culture, the Lab will focus on the following key activities:

Transformation Design & Execution Management 	We design a roadmap for transformation and manage KPIs with relevant stakeholders to ensure continuous improvement.
Open Dialogue & Feedback Integration 	As a liaison, we provide transparent feedback regardless of acceptance or rejection, and implement improvements based on employee voices.
Cultivating a Mindset for Voluntary Transformation 	We collaborate with the management, executives, and other employees to promote proactive self-transformation.

On a global scale, Nidec will operate with high transparency, ensuring that our 100,000-plus colleagues in 40 countries can voice their opinions regardless of rank, and that those voices reach management directly.

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