



March 3, 2026

338 Kuzetonoshiro-cho, Minami-ku,
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To Our Valued Stakeholders,

Receipt of the Investigation Report from the Third-Party Committee and Future Management Structure

Today, Nidec Corporation (the "Company") has published the investigation report (<https://www.nidec.com/files/user/www-nidec-com/corporate/news/2026/0303-01/260303-01en.pdf>) submitted by the Third-Party Committee. We would like to express our deepest apologies to our customers and business partners for the significant concern and inconvenience caused by this matter, despite your continued and generous support.

This report summarizes the findings of the investigation to date, including an analysis of the causes and recommendations for measures to prevent recurrence. We take these findings extremely seriously. We sincerely acknowledge that the background of this incident lies in our excessive management of performance targets, the failure of various functions intended to provide checks and balances, and the underlying corporate culture.

In order to ensure that such a situation never occurs again, we are determined to execute fundamental corporate reforms. Specifically, we will proceed with improvement measures based on the "Improvement Plan and Status Report" submitted to the Tokyo Stock Exchange on January 28, while also implementing radical improvements in response to the latest investigation report.

Furthermore, the transition to the new global management structure announced today (<https://www.nidec.com/files/user/www-nidec-com/corporate/news/2026/0303-01/260303-01en.pdf>) represents our unwavering commitment to unifying all employees and realizing these revitalization efforts. The entire Group will work as one to regain the trust of our stakeholders and strive to become a true partner once again.

We offer our sincerest apologies through this letter and humbly ask for your continued guidance and support as we move forward.

Yours sincerely

Mitsuya Kishida

Representative Director, President and Chief Executive Officer
Nidec Corporation