



NIDEC CORPORATION

ESG Conference Presentation Material

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Nidec Group's Corporate Philosophies



Clarify Nidec Group's mission and vision all the employees share, and align employees with the direction of the company

Policy
The aim of Nidec Corporation is to contribute to the development of society and the welfare of the general public around the world. Nidec aims to do so by supplying the highest quality products. Our company is sincerely and enthusiastically dedicated to the trinity of technology, skillfulness, and modern science. Thereby, Nidec strives to promote the prosperity of our society, our company, and all our employees.

Mission
We contribute to the Earth by producing the highest quality motors in the world.
All Nidec employees work to the very best of their ability to send motors into the world. It is with these motors and other products we make that we solve various issues such as the conservation of the global environment, and contribute to making better lives for people all over the world.

Vision

- Nidec is a global company that grows sustainably for the next 100 years and beyond.
- Nidec is the world's leading solution-providing business group that solves numerous problems for the people in the world.

Value

- "Nidec Way" "The Challenging Road"
- Three Corporate Policies: "Passion, Enthusiasm, and Tenacity," "Work smart," and "Do your work now; do it without hesitation; do it until completed."
- "Creativity," "Respect," "Collaboration," "Integrity," "Decision Making," "Team Building," and "Grow Talent."

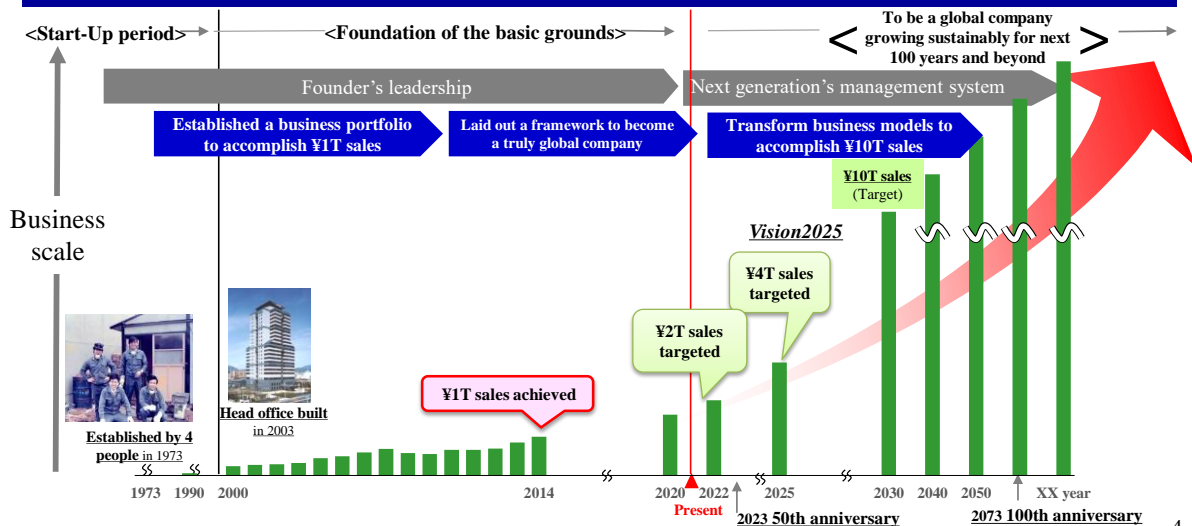
Discipline & Code

- 3Q6S
- Seven Articles of Nidec Employees, 3Ps (Be proactive, productive, and professional), and eliminating six bad habits
- Three Management Principles
- Three Basic Management Philosophies
- Three Management Methods
- Three Management Attitudes
- Three Conditions for Success
- CSR Charter (social responsibility, respect for diversity, etc.)

Vision2025: Further Innovative Changes, Management to Realize the Visions



The next generation management system gets launched on the basic grounds formed by the founder's leadership



This slide includes forward-looking statements. See Disclaimer on Page 2.

Review on Vision2020 and Road to Vision2025



Try again to accomplish ¥2 trillion sales in FY22

FY2015 to FY2020	FY2021 to FY2022	FY2023 to FY2025
Vision2020	Vision2020 to 25	Vision2025
<ul style="list-style-type: none"> - Target for consolidated net sales: 2 trillion yen (including sales attributable to new M&A of approx. 500 billion yen) - Sales target for Automotive: 700 billion to 1 trillion yen - Target for consolidated operating profit ratio: 15% - Target for ROE: 18% (assuming shareholders' equity ratio of 60%) - Five regional HQ management units 	<ul style="list-style-type: none"> - Target for consolidated net sales: 2 trillion yen - Productivity improvement To increase sales and profit per employee by 30% - ROIC*: over 10% 	<ul style="list-style-type: none"> - Target for consolidated net sales: 4 trillion yen - Productivity improvement To double sales and profit per employee - ROIC*: over 15%
<p>- To be a top-rated ESG company</p> <ol style="list-style-type: none"> 1. Address social issues with accumulated skills of creating the world's first and No.1 product 2. Promote ESG management centered on carbon neutrality 3. Strengthen unified organization of Nidec group and its governance 		

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*ROIC: Return on Invested Capital

New 5 Big Waves in a Post-Pandemic World



Nidec's business solutions that solve the common problems of humankind

5G & Thermal solutions
(Keywords: Tactile sense, image stabilization and heat ventilation module)

Decarbonization
(Keywords: Drive/Turn/Brake, safety/comfort and thermal management)

Manpower saving
(Keywords: Industrial robots, servicing robots and logistics)

Digital data explosion
(Keywords: High speed / large data, GAFA* and "Stay Home")

Power saving
(Keywords: Sterilization, hygiene and "Stay Home")

* GAFA: Google, Apple, Facebook and Amazon

ESG Management: Corporate Governance

Build a fair, transparent and highly effective governance system

Internal directors	Outside directors	Ratio of outside directors	Ratio of female directors	Features
4 directors 	6 directors (1 male and 5 females) 	60% (6 directors)	50% (5 directors)	<ul style="list-style-type: none"> - Ratio of outside directors maintained over 50%. - The number of female directors (outside directors) increased by three from the last year to ensure diversity in the Board (5 female directors in total)

<Directors' skill matrix>		Professional skills and experience required for Members of the Board of Directors (Maximum of three)							
		Business strategy	Technology and R&D	Internationality, global experience	Human resources development	Environment and society	Legal affairs, compliance	Finance, accounting	Governance, risk management
Mr. Nagamori	Representative Director, Chairman and CEO	●	●						●
Mr. Kobe	Representative Director, President and COO	●	●						●
Mr. Murakami	Fulltime director*			●			●	●	
Mr. Ochiai	Fulltime director*			●		●			●
Mr. Sato	Outside director	●						●	●
Ms. Komatsu	Outside director		●		●	●			
Ms. Sakai	Outside director				●		●	●	
Ms. Yamada	Outside director*			●	●		●		
Ms. Akamatsu	Outside director*				●	●			●
Ms. Watanabe	Outside director*			●	●	●			

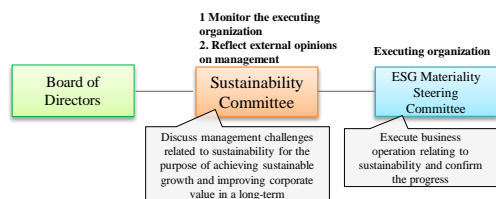
*Directors who are Audit and Supervisory Committee Members

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ESG Management: Foundation of Sustainability Committee*

Sustainability committee was established in the Board of Directors to monitor the execution of ESG management

Nidec established Sustainability Committee, which makes a decision on sustainability, within the Board of Directors. Nidec will find challenges to be the ideal company, a company growing for the next 100 years and beyond, and promote its sustainable management in a longer-term and broader perspective through the committee's activities.



- Sustainability Committee is composed of five directors including three outside members, monitors ESG Materiality Steering Committee and reflects opinions from various stakeholders on management.
- The members have professional skills and experience in various areas such as human resources development, legal affairs and compliance, finance and accounting, internationality and global experience, environment and society, governance and risk management. Nidec expects discussions between the members in the committee from wide range of perspectives.

<ESG Materiality Steering Committee>



*Board of Directors decided to establish the committee as a voluntary advisory body to the Board on Aug.6, 2022.

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■ Establishing a Nomination Committee

Establish a nomination committee to further enhance Nidec's corporate governance system.

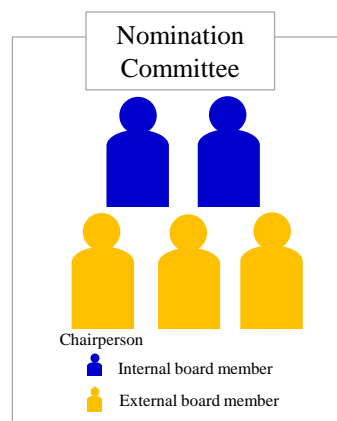
■ Established on
November 05, 2022

■ Mission

When deciding a selection policy, selection criteria, and possible candidates for the members of Board of Directors and executives, the committee secures proper involvement and advice from independent outside directors to ensure fairness, transparency, and objectivity, and further enhance Nidec's corporate governance system.

■ Roles

When consulted by the Board of Directors, the committee deliberates the basic selection policy, selection criteria, and possible candidates for the members of Board of Directors and executives, and submits a report on the results of the deliberation to the Board of Directors.



■ Establishing Eco-governance Department

Establish Eco-governance department to promote environmental management.

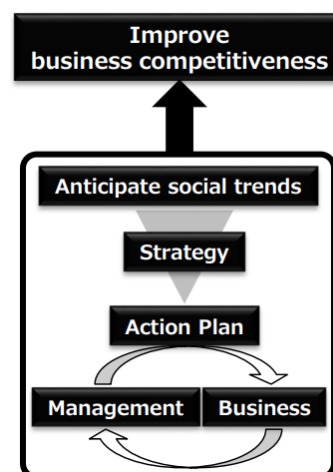
■ Established on
April 01, 2022

■ Mission

Contribute to Nidec's sustainable business growth by promoting an environmental management.

■ Roles

1. Understand, analyze, and forecast the environmental aspect of the society and customer trends, and reflect the results in Nidec's mid- and long-term management strategies.
2. Design and develop a group-wide environmental policy and an action plan based on a management strategy, and build and operate a system to promote the strategy
3. Implement measures to understand, and identify and solve issues with, the actual environmental management regarding products and business bases.



ESG Materiality

Identify ESG materiality, and set KPIs on the themes to address

<Aims> Identify ESG materiality and classify it into 5 categories (Environment, Quality and Technology, Human Resource, Supply Chain, and Corporate Governance) and into 15 themes. Enhance the possibility of sustainable development of business by incorporating ESG materiality into mid-to-long term goals.



Category	Materiality	Theme to be addressed	Phase*
Environment	Contribute to environmental Sustainability	1. Realize a carbon-free society	Phase 1
		2. Manage waste and hazardous waste	Phase 2
		3. Handle water risks	Phase 2
Products	Provide products and services adapted to social change	4. Pursue product safety and quality	Phase 2
		5. Respond to changes in the technological environment and the industrial structure	Phase 2
		6. Protect and utilize intellectual properties	Phase 2
Human Resources	Retain and develop diverse talent	7. Maintain and foster globally competitive human resources	Phase 2
		8. Promote diversity	Phase 2
		9. Promote occupational safety and health, and health-oriented business management	Phase 2
Supply Chain	Build an internationally competitive supply chain to solve social issues	10. Respect human rights and follow proper labor practices	Phase 1
		11. Sustainable procurement considering environmental and social aspects	Phase 2
Corporate Governance	Create a solid governance system	12. Build a fair, transparent and highly effective governance system	Phase 1
		13. Follow thorough compliance with laws and regulations	Phase 2
		14. Build a risk management system	Phase 2
		15. Promote information security measures	Phase 2

* Phase 1 (April 2021–March 2026) Phase 2 (November 2021–March 2026) Phase 3 (April 2023–March 2026)

ESG Materiality KPI


Theme to be addressed		KPI (FY2025)
	Realize a carbon-free society	Contribute to decarbonization through products
		Reduce CO ₂ emissions attributable to business activities
	Manage waste and hazardous waste	<ul style="list-style-type: none"> Reduce CO₂ emissions by introducing the EV traction motor system E-Axle: Cumulative total from FY2020 to FY2025: 11,700,000 t-CO₂ Reduce CO₂ emissions by introducing electric power steering (EPS) motors: Cumulative total from FY2020 to FY2025: 26,261,000 t-CO₂ Increase the introduction ratio of renewable energy to 40% in FY2025 on a consolidated basis Annually disclose a climate change scenario in line with the Task Force on Climate Related Financial Disclosures (TCFD) recommendations
Handle water risks	Reduce waste material volume by 3% or more compared to FY2022 on an intensity basis	
	Pursue product safety and quality	Complete the water risk assessment of all production bases
		<ul style="list-style-type: none"> Create a database for chemical substances contained in products to make it easier for the development department to determine the choice of materials, and shift to an environment-oriented development system Implement quality management reforms in the automotive-related business, and establish an overall quality control organization and system by FY2025 Conduct assessment of all newly developed products and all products during the manufacturing process to reduce product safety risks
	Respond to changes in the technological environment and the industrial structure	<ul style="list-style-type: none"> Continuously launch new products that lead the Five Big Waves to resolve social issues Continue to pursue the high efficiency and miniaturization of motors that contribute to energy and resource saving
	Protect and utilize intellectual properties	<ul style="list-style-type: none"> Transform our IP portfolio to one that responds to social and business changes, including decarbonization and power and manpower saving, and use the new IP portfolio

ESG Materiality KPI

Theme to be addressed		KPI (FY2025)
	Maintain and foster globally competitive human resources	<ul style="list-style-type: none"> By the end of FY2022, visualize overseas national talent suitable for candidates for executive positions In FY2023 and after, start training executives, including overseas personnel
	Promote diversity	By the end of FY2022, achieve the following targets (non-consolidated) on women's empowerment: <ul style="list-style-type: none"> Ratio of female executives*: 10% or more *Positions of executive officers or higher, including outside directors. Ratio of female of managerial positions: 8% or more Ratio of female candidates for managerial positions*: 15% or more *Female employees in positions that are a rank below managerial positions Appoint overseas nationals to executive officers
	Promote occupational safety and health, and health-oriented business management	<ul style="list-style-type: none"> Check safety activities at production sites where the lost-time-injury frequency exceeds the average Business Unit rate: Six sites or more (per year) Carry out a remote safety check: Six sites or more (per quarter) Receive certification as a White 500 Company (in the large enterprise category) under the 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program
	Respect human rights and follow proper labor practices	<ul style="list-style-type: none"> Clarify human rights policies for workers including those in the supply chain, and spread them among employees Continue to monitor the work hours of employees, including managers Monitor non-managerial employees' overtime work hours on a monthly basis, while having a dialogue and sharing information with organizations representing employees Understand the work hours of employees who work long hours on a monthly basis, and report to Health and Safety Committee (an internal organ). Additionally, have an in-house industrial doctor interview with employees who work long hours to prevent them from having health problems Send employees and their supervisors an email urging them to check their work hours twice a month (at the beginning and end of each month), to raise their awareness on overtime work management
	Build an internationally competitive supply chain to solve social issues	<ul style="list-style-type: none"> Conduct human rights due diligence on key suppliers: Complete the diligence on all high-risk suppliers by the end of 2025

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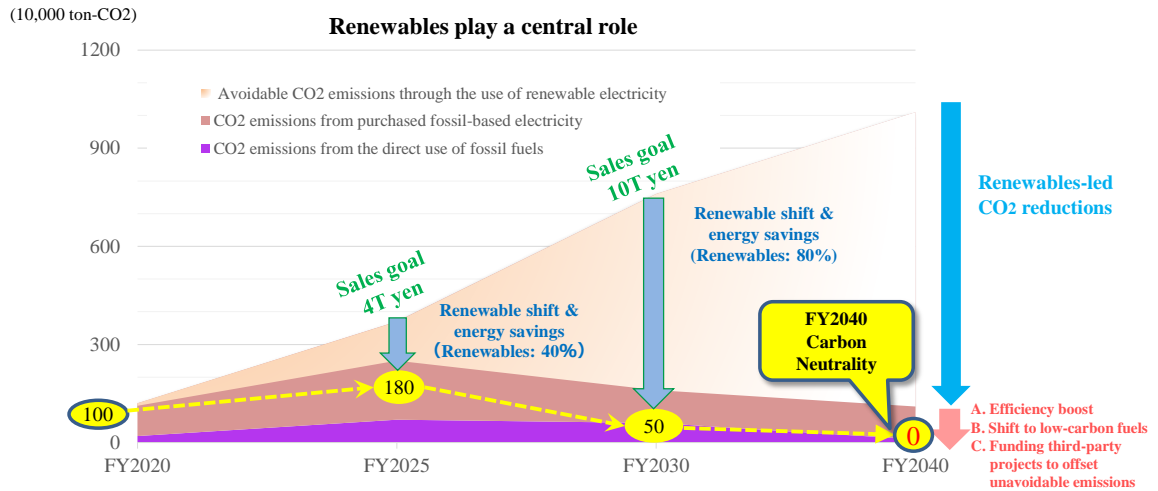
ESG Materiality KPI

Theme to be addressed		KPI (FY2025)	
	Build a fair, transparent and highly effective governance system	Board of Directors	<ul style="list-style-type: none"> Continue to have the evaluation of effectiveness of the Board of Directors from a third party Always maintain the ratio of outside directors in the Board of Directors at 50% or more, and the ratio of female directors at 20% or more
		Nominating Committee / Remuneration Committee	<ul style="list-style-type: none"> Increase transparency and fairness in the retirement and dismissal process of directors Improve the effectiveness of the Remuneration Committee and ensure the objectivity and transparency of remuneration decisions for directors
		Managing internal control, and ensuring a thorough internal control	<ul style="list-style-type: none"> Increase the quality and quantity of audit resources on the premise of achieving 5 trillion yen in sales
	Follow thorough compliance with laws and regulations	<ul style="list-style-type: none"> Expand the legal affairs and compliance system to all Group companies starting from Nidec Corporation and the regional management companies (China, the U.S. and Europe) Identify serious non-compliance risks and take priority measures Provide compliance education to all employees once a year 	
	Build a risk management system	<ul style="list-style-type: none"> All risks disclosed on the securities reports are evaluated by the department in charge, and the risks to be addressed in priority are identified Reduce the impact of the risks to be addressed in priority on our business Manage the progress of reducing such impact and the residual risks 	
Promote information security measures	<ul style="list-style-type: none"> Reduce the number of serious information security incidents to zero 		

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Pathways to Carbon Neutrality (2040)

- ✓ Going carbon-neutral by FY2040 (Scope 1 and 2)
- ✓ Supply chain (Scope 3) action plans to be laid out by FY2025



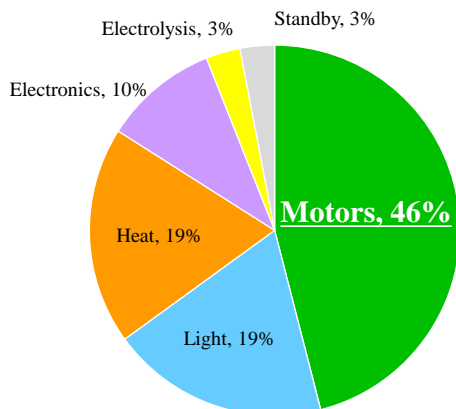
This slide includes forward-looking statements. See Disclaimer on Page 2.

Appendix

Energy-efficient and Environmentally Friendly Products

Nidec, the No.1 comprehensive motor maker contributes to society through its products and services.

Global Electricity Consumption



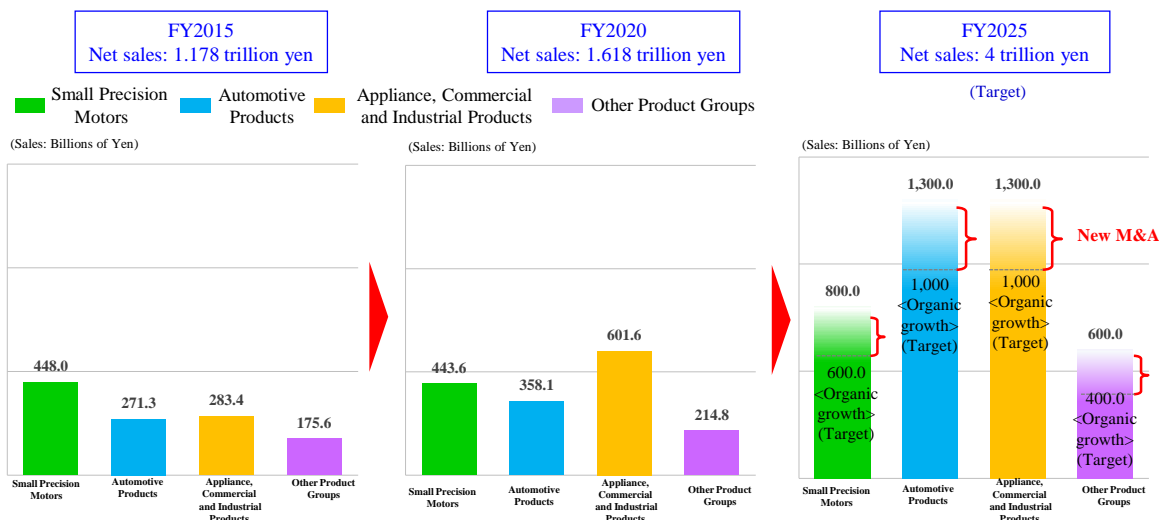
Source: (IEA Energy Efficiency Series, Paul Waide and Conrad U. Brunner, et al. . 2011)

- Motors are the core components of anything working with electricity.
- Motors account for approximately half the world's power consumption.
- We will supply efficient motors globally and contribute to the reduction of CO2 emissions and the economic development of emerging countries.

Vision2025 Framework for the New Mid-Term Strategic Goals: Business Portfolio Management

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Achieve high growth with aggressive investment on key growth areas



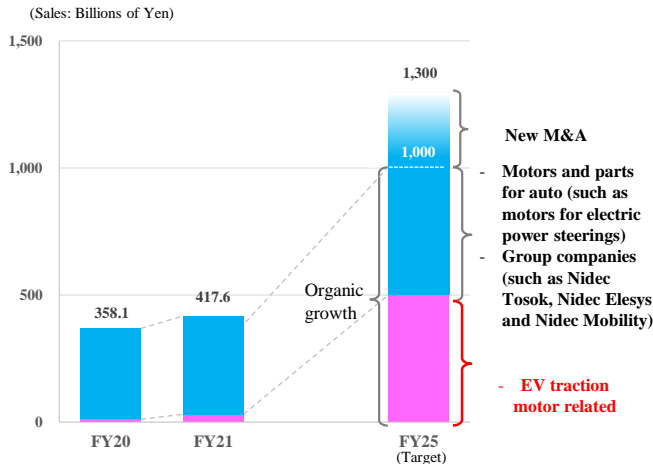
Automotive: Strategy for High Growth

This slide includes forward-looking statements. See Disclaimer on Page 2.



**Aiming to become No.1 automotive hardware company
by anticipating the strong electrification demand boosted by CASE* mobility trends**

<Vision 2025 in Automotive>



* CASE: Connected, Autonomous, Shared, Electric

<Businesses related to EV traction motors>

- Mass production of E-Axles by the joint venture with Stellantis started in **September 2022**. Orders (up to FY30) are increasing with the strengthened environmental regulations in Europe as tailwind.
- In China, in addition to the two existing major customers, we are going to focus our resources on **the five customers** including the three new ones. **Nidec is receiving new orders.**

<Motors and parts for auto>

- The market environment in FY22 is **recovering gradually**.
- On the other hand, assuming the raw material price hike will continue, we are accelerating improvement of profit structure **through reflection of high raw material price to selling price and reduction of manufacturing cost.**

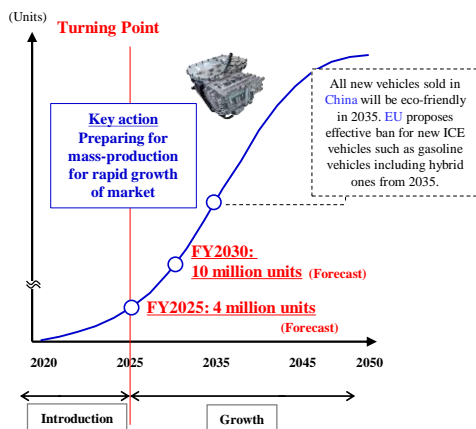
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Automotive: Nidec's E-Axle Shipment Forecast and Competitive Position

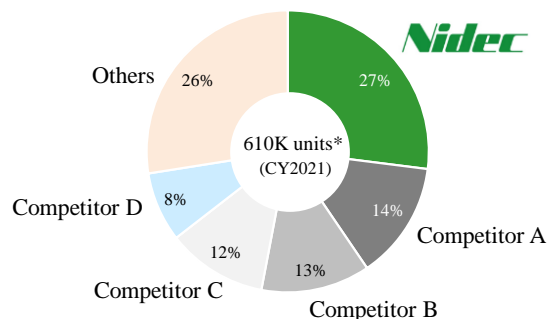


Nidec ranked No.1 third party supplier of E-Axle in the Chinese BEV market

<Nidec's E-Axle shipment forecast>



<Market share of third party E-Axle supplier in China >



(Nidec's estimates based on various sources.)

*2.91M BEVs were sold in China in CY21, of which we assume 1.45M BEVs were installed with E-Axles. We estimate 840K E-Axles were manufactured in-house by OEMs and 610K E-Axles were supplied by third-party suppliers.

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This slide includes forward-looking statements. See Disclaimer on Page 2.

Automotive: China and Europe Show Remarkable Progress in Electrification



Forecast of Auto Sales (Nidec's estimates)

This slide includes forward-looking statements. See Disclaimer on Page 2.
 *We define New Energy Vehicle, abbreviated NEV as EV and PHV in this slide



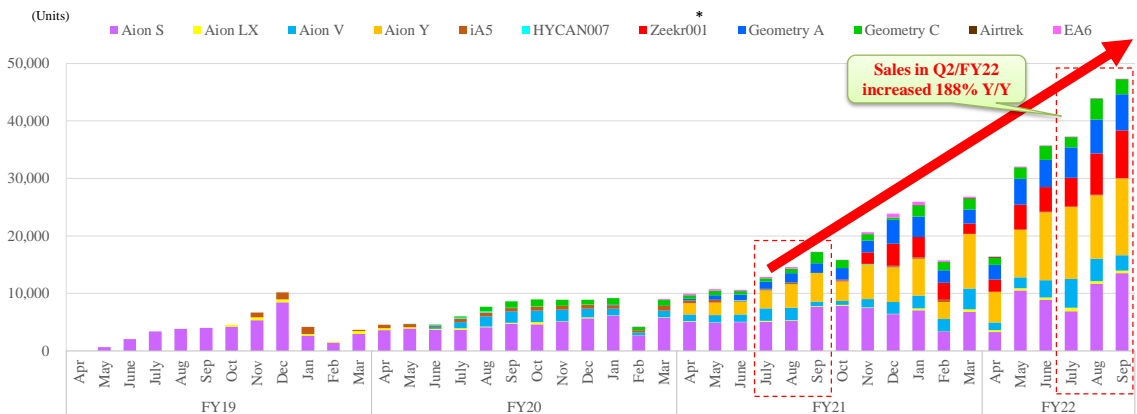
Automotive: Sales of Vehicles with Nidec's E-Axle



The cumulative number of vehicles using our E-Axle (traction motor system) reached 547K units

<Auto sales of cars adopting Nidec's E-Axle>

(Source: Marklines)

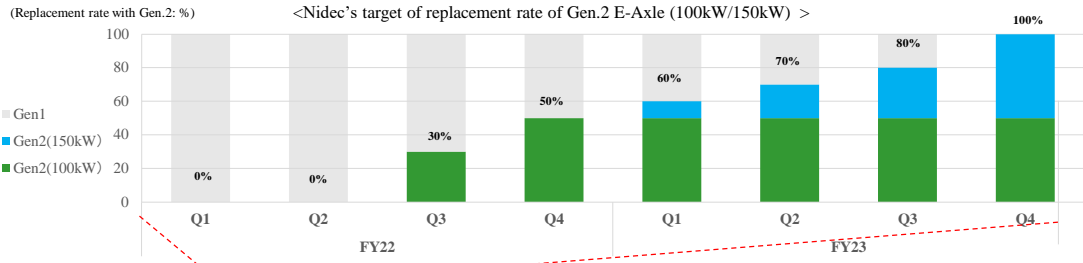


* Zeekr001 uses E-Axes manufactured by the auto maker partially.

Automotive: Planned Conversion to Gen. 2 E-Axle and Next Generation Platform Development **Nidec** -All for dreams

This slide includes forward-looking statements. See Disclaimer on Page 2.

Introduce new products continuously faster than competitors, and maintain strong competitive advantage



Mass-production 1st generation E-Axle

Theme: Prioritize speedy entry to the market and expand the share



Mass-production 2nd generation E-Axle

Theme: Improve product performance and accelerate cost reduction



- <Key factors>
- Heavy rare earth free products
 - Low cost IGBT
 - Low-noise and low-vibration technology for gear design
 - Production technology improvement including mold production and winding
 - Use of motor bench equipped in-house

Mass-production 3rd generation E-Axle

Theme: Gain overwhelming competitiveness to win through the high-growth period



Adopted by NEDO's* Green Innovation Fund Project

Mass-production 4th generation E-Axle

Theme: Magnet-free

*NEDO: New Energy and Industrial Technology Development Organization, a national research and development agency in Japan

Automotive: Plan for Increasing E-Axle Production Capacity **Nidec** -All for dreams

Nidec's flagship factory fully dedicated to E-Axle production from parts manufacturing to assembling

<Nidec's annual production capacity of E-Axle in FY25 (units)>



Nidec PSA emotors
E-Axle 1.5M units/ year



Nidec Electric Motor Serbia
Motors for auto
(Considering E-Axle production in the future)



Nidec (Dalian)
E-Axle 1M units/ year
Planning to produce total of another 1.3M units yearly in other areas



Guangzhou Nidec Auto Drive System
E-Axle 1M units/ year



Flagship E-Axle factory (Pinghu, Zhejiang Province)
E-Axle 1M units/ year

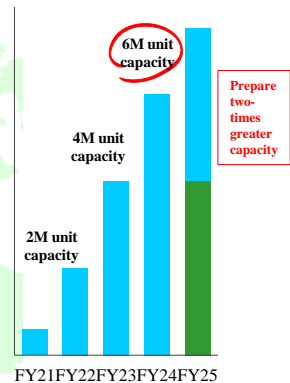


Nidec Tosok (Zhejiang)
E-Axle 0.4M units/ year



Nidec Automotive Motor (Zhejiang)
E-Axle 0.8M units/ year

< E-Axle production capacity plan>
(On an annual unit basis)



This slide includes forward-looking statements. See Disclaimer on Page 2.

Semiconductor Strategy: Semiconductor Solutions Center ^{*1}

This slide includes forward-looking statements. See Disclaimer on Page 2. —All for dreams



Established to plan and implement semiconductor strategy,
seeking 10 trillion yen sales in FY30



- Address: 2-8, Shin-Kawasaki, Saiwai-ku, Kawasaki-shi, Kanagawa, 212-0032 Japan (inside Nidec Research and Development Center, Japan)
- Director: Ryuji Omura (Senior Vice President)
- Purposes:
 - 1) To build a strong partnership with semiconductor suppliers;
 - 2) To establish a sustainable supply chain of semiconductors inside and outside the Nidec Group in anticipation of geopolitical risks and other contingencies; and
 - 3) To create synergies between semiconductors and motors and provide high-value-added solutions.

<Semiconductor strategy>

Make or Buy approach, as a basic strategy for semiconductor business

Phase	Make or Buy	Theme
Phase 1	Buy	Ensure stable procurements of semiconductor components we currently purchase (centralize semiconductor procurement among group companies)
Phase 2	Buy → Make	Procure high value-added semiconductor components (Development/ commissioned manufacturing) ➔ Create and conduct RFQ (Request for Quotation) scheme to secure semiconductors suitable for Nidec's products in terms of quality, cost and delivery
Phase 3	Make	Become a comprehensive motor control solution provider (Ecosystem) ^{*2} ➔ Provide intelligent motor® solution!

^{*2} Intelligent motor® is a motor, developed by Nidec, equipped with microcomputers. It is easily controlled by wireless network and collects various information from the motor such as location, speed, torque.

^{*1} <https://www.nidec.com/en/corporate/news/2022/news0511-01/> 25

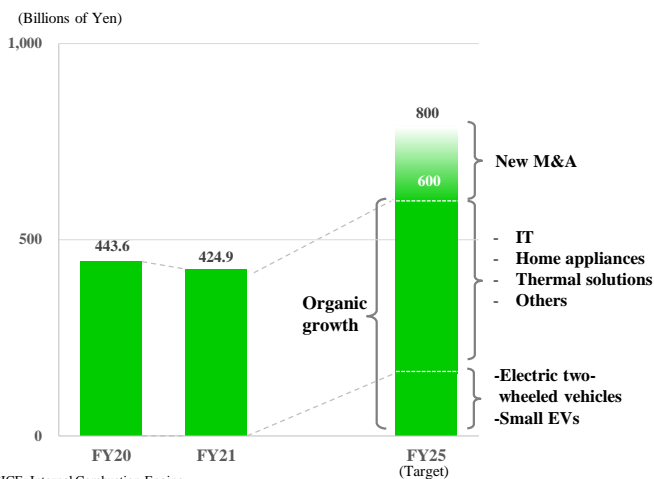
Small Precision Motors: Acceleration of Business Portfolio Transformation in the Segment

This slide includes forward-looking statements. See Disclaimer on Page 2. —All for dreams



- ✓ Paradigm shift from ICE* vehicles to electric ones is also rapidly accelerated in two wheels and small cars
- ✓ Order intake steadily increasing

<Vision 2025 in Small Precision Motors>



*ICE: Internal Combustion Engine

<Electric two-wheeled vehicles and small EVs >

- Focusing on two major markets, India and China
- Planning mass production in FY22 for 11 projects
 - 6 projects related to electric two-wheeled vehicles*
 - 5 projects related to small EVs

<Major products>

In-wheel motor for electric bike

EV traction motor

Inverter

<Mass-production factory>

Nidec (Zhejiang) Corporation

Nidec India Private Limited

Transformed from HDD motor production line

Floor area planned to be doubled

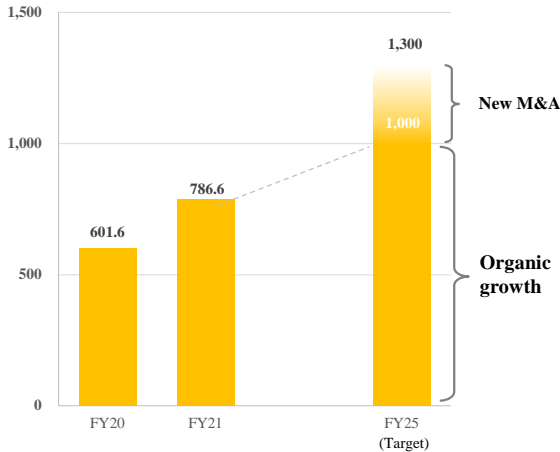
^{*6} projects include the mass production for Yadea's Huan Dian Shou 01 which started in the second half of FY21, and business cases for major Indian local two-wheeler companies

Appliance, Commercial and Industrial: Strategy for High Growth

- ✓ Executing structural reform in overseas businesses
- ✓ ACI will enter a new phase of growth

<Vision 2025 in Appliance, Commercial and Industrial>

(Sales: Billions of Yen)



This slide includes forward-looking statements. See Disclaimer on Page 2.

<Business environment in FY22>

- Gain market share outside Europe shaken by the conflict, and accelerate Three-New Strategy in the fields of generator, battery energy storage system, battery charger for EV, etc.
- Air conditioning market expands globally mainly for industrial use.
- Assuming higher raw material cost continues for the time being the same as in auto business, we will accelerate improvement of profit structure through passing that on to selling price and reducing manufacturing cost.

<Growth drivers>



Appliance, Commercial and Industrial: Examples of Solution Business

Nidec's Innovative Battery Energy Storage Solutions are used in prominent projects worldwide

<Storage of electricity from renewable energy>



For wind-power generation For photovoltaic power generation For hydraulic power generation



Electricity storage technology is important in using renewable energy!

<EV charging station>



Power safe 1.0 22kW AC Charger

<Circular economy related products>



Project of reusing EV batteries with Renault group in France

Appliance, Commercial and Industrial: Joint Venture Agreement with FREYR Battery



Aiming to be a global leading provider in the growing BESS* market as efforts toward decarbonized society accelerate

<Joint Venture Outline>

*Bess: Battery Energy Storage Solutions

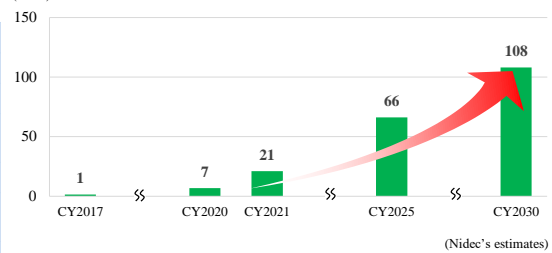
Company Name	To be determined
Headquarters	Oslo, Norway
Foundation	Between October and December 2022 (Plan)
Business	Development, manufacturing, and sales of battery products
CEO	Dominique Llonch (Plan)
Shareholder	Nidec 66.7%, Freyr 33.3%

- Nidec is one of the leading technology solution providers in the global BESS market with 1.3 GW of BESS installed at 121 energy storage projects in 21 countries globally including Europe, South America, and Africa
- In March 2022, Nidec got an order of 129.8 MW BESS in Scotland, UK. Nidec expects strong growth for its BESS business and plans to increase its presence in EMEA and expand into North America and China.

<FREYR Business Outline> (www.freyrbattery.com)

Company Name	FREYR BATTERY SA
Headquarters	Luxembourg
Founded	2018
Listed Market	New York Stock Exchange (listed in 2021 under the ticker symbol FREY)
CEO	Tom Einar Jensen
Production Location	Mo i Rana, Norway (under construction, start of operation planned in 2024)
Business	Manufacture and sale of semi-solid lithium-ion battery cells

<Global market size of BESS (for electric power provider)>



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Other Product Group: Main Group Companies Composing Machinery Product Category

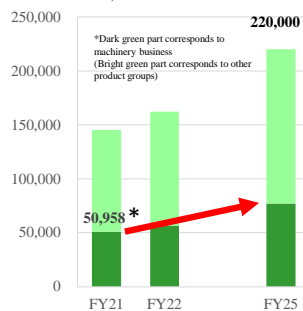


This slide includes forward-looking statements. See Disclaimer on Page 2.

Contribute to *Vision2025* target with high profitability

<Nidec Sankyo>

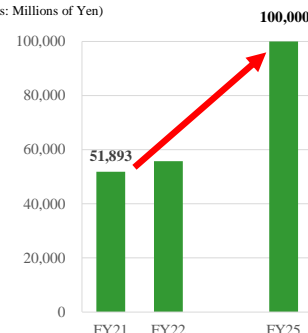
(Sales: Millions of Yen)



- Industrial robot business is expanding (Investment in semiconductor boosted by auto and 5G demand)

<Nidec-Read>

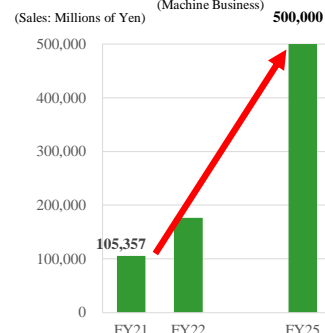
(Sales: Millions of Yen)



- The following businesses are expanding
- ✓ Printed circuit board inspection system
 - ✓ Supplies for inspection system
 - ✓ Automated Optical Inspection Equipment
 - ✓ Inspection system for parts of traction motors

<Nidec-Shimpo>

(Sales: Millions of Yen)



- The following businesses are expanding
- ✓ Machine tool (Organic growth and M&A)
 - ✓ Press machine (Strengthen production and sales through collaboration among our major brands)
 - ✓ Reducer (Gain market share of reducers for 6-axis robot)

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Nidec Green Bond

Raise funds with Green bonds for capital expenditure and R&D expense for the production of traction motors

The ninth, tenth, and eleventh unsecured bonds (Green Bond)

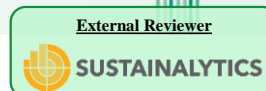
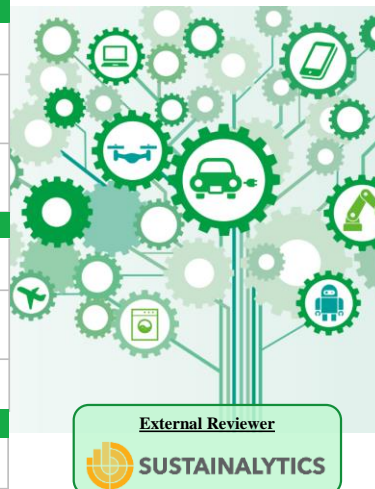
Issuance Period	3 years	5 years	7 years
Total Principal Amount	JPY 50 billion	JPY 30 billion	JPY 20 billion
Interest rate	0.020% per annum	0.090% per annum	0.150% per annum

Euro-denominated senior unsecured bonds due 2026 (Green Bond)

Issuance Period	5 years
Total Principal Amount	€500 million
Interest rate	0.046% per annum

Avoided CO2 emissions

259,062 t-CO₂/y*



* Calculated the differences in the amount of estimated CO₂ emissions from electric vehicles operations and combustion engine vehicle operations

Human Resources Management

Accelerate efforts to become a highly productive company where diverse human resources can demonstrate the best performance

Nidec was selected as Nadeshiko Brand and semi-Nadeshiko Brand for FY18 for the first time and FY20 respectively. In FY21, Nidec was selected as Nadeshiko Brand again.*



<Our Efforts>

In 2017, we established Diversity Promotion Office (currently Diversity & Inclusion Promotion Group) for the purpose of supporting employees' pursuit of efficient work, effective use of limited time and career development. In addition to the introduction and operation of systems such as telecommuting and staggered working to support flexible working styles, in 2021, we regularly hold management schools by top management for all female managers of the group companies in Japan. Furthermore, when executives discuss succession plans for important posts, we check the status of female candidates and work on strategic training and promotion.

*Jointly selected by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE).

*Certified as a Health & Productivity Management Outstanding Organization in FY22 for the second consecutive year***



<Our Efforts>

We have positioned the health and motivation of our employees as important source of management, and in FY20, we issued the Health Declaration to strengthen our health management efforts. The Health Promotion Committee, which is organized across internal organizations, has established a system for health management and promotion, and is working to improve it through regular discussions. In addition, we are working to improve health literacy by conducting health seminars and health awareness surveys by industrial physicians for all employees. This year, we achieved complete smoking cessation on premises of domestic offices as planned.

**Jointly certified by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.