

Nidec Corporation

Fiscal First-Half 2025 Financial Results and Business Update

Three Months Ended September 30, 2025

<IFRS>



Disclaimer Regarding Forward-looking Statements

These presentation materials and the related discussions contain forward-looking statements including expectations, estimates, projections, plans and strategies. Such forward-looking statements are based on management's targets, assumptions and beliefs in light of the information currently available. Certain risks, uncertainties and other factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such risks and uncertainties include, but are not limited to, changes in customer circumstances and demand, exchange rate fluctuations, and the Nidec Group's ability to design, develop, mass produce and win acceptance of its products and to acquire and successfully integrate companies with complementary technologies and product lines. Please see other disclosure documents filed or published by the Nidec Group companies, including the Japanese securities report, for additional information regarding such risks and uncertainties. Nidec undertakes no obligation to update the forward-looking statements unless required by law.

Financial Results Summary

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■ Highlights of Fiscal First-Half 2025 Financial Results



Net Sales

1,302.3 Billion Yen
+0.7% YoY Changes

Operating Profit

21.1 Billion Yen (OP Ratio 1.6%)
▲82.5% YoY Changes

Key Points of Performance

- ✓ **Sales** : increased by 8.5 billion yen compared to the previous year, due to sales increase in the Automotive products business and the Appliance, Commercial and Industrial products business, though sales in the Machinery business struggled.
- ✓ **Operating profit** : decreased by 99.4 billion yen compared to the previous year due to a significant negative impact from specific factors in the Automotive products, including costs related to provision for contracts loss with customers, impairment losses in the Automotive products business, and settlement costs for claims for reimbursement from suppliers.
- ✓ **Cash Generation** : remains healthy, with cumulative net cash provided by operating activities of 112.3 billion yen and free cash flow of 45.2 billion yen for the first half of the fiscal year.

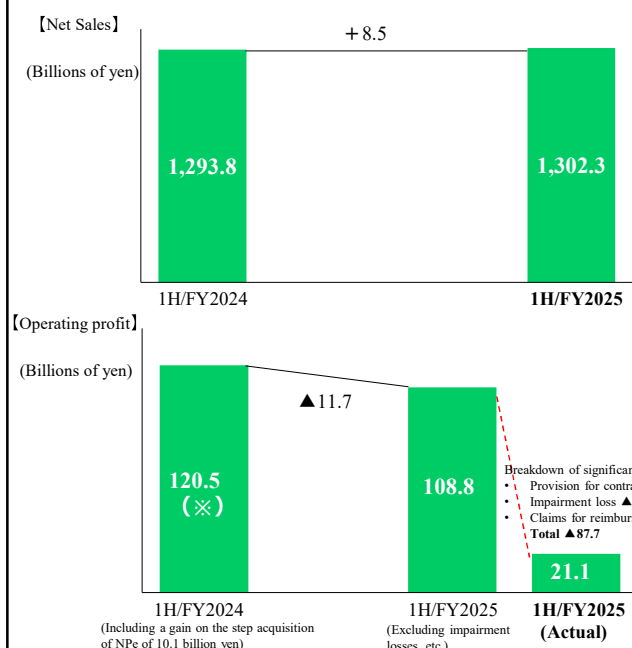
Points to Note

- The Third-Party Committee is still investigating suspected improper accounting.*
- Received an interim-review report containing disclaimer of opinion from the accounting auditors.
- The significant negative impact from specific factors on the Automotive products was disclosed in the first quarter as an adjusted subsequent events.

※If material misstatements that should be corrected are identified in the financial statements for the previous years and current fiscal year, those material misstatements will be made corrections appropriately, including corrections to the securities reports for the previous years and current fiscal year. Therefore, this financial information may also be revised.

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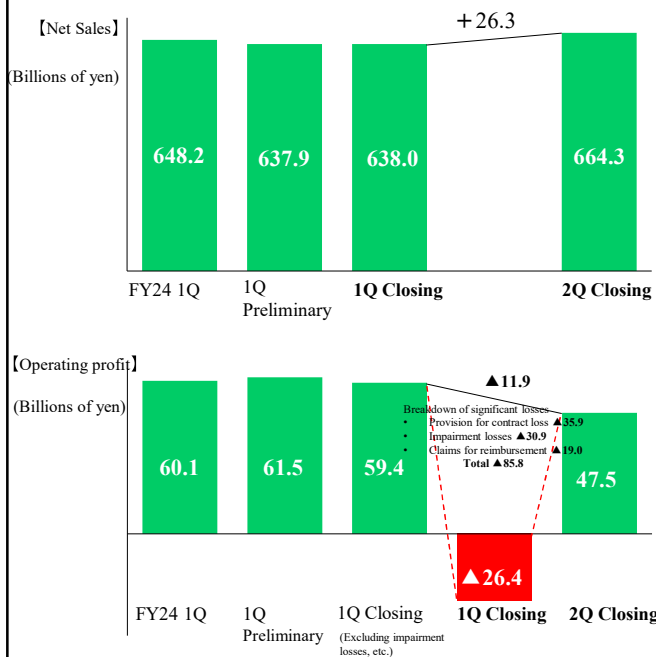
■ Year-on-Year Changes (Six Months Ended Sep 30, 2025)



(Billions of yen)	1H/FY2024	1H/FY2025	Change
Net Sales	1,293.8	1,302.3	0.7%
Operating profit	120.5	21.1	-82.5%
Operating profit ratio	9.3%	1.6%	-
Profit before income taxes	99.6	30.3	-69.6%
Profit attributable to owners of the parent	75.4	31.2	-58.6%
EPS (Yen)	65.59	27.21	-58.5%
Dividends paid(Yen)	40.00	0.00	-
FX rate (Yen/US\$)			
Average:	152.63	146.04	-4.3%
Term end:	142.73	148.88	4.3%

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■ Year-on-Year Changes (Three Months Ended Sep 30, 2025)

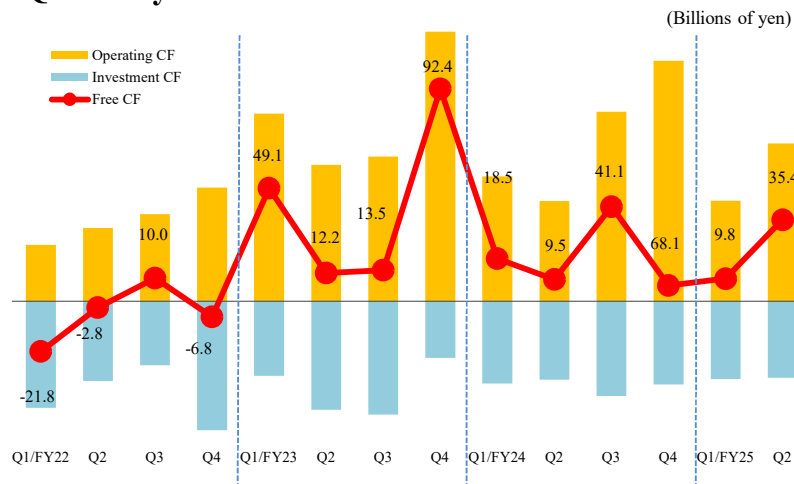


(Billions of yen)	Q1/FY2024	Q1/FY2025 Preliminary report*	Q1/FY2025	Change
Net Sales	648.2	637.9	638.0	-1.6%
Operating profit	60.1	61.5	-26.4	-
Operating profit ratio	9.3%	9.6%	-4.1%	-
Profit before income taxes	78.4	59.0	-27.8	-
Profit attributable to owners of the parent	56.0	45.5	-9.4	-
EPS (Yen)	48.72	39.70	-8.19	-
FX rate (Yen/US\$)				
Average:	155.88	144.59	144.59	-7.2%
Term end:	161.07	144.81	144.81	-10.1%

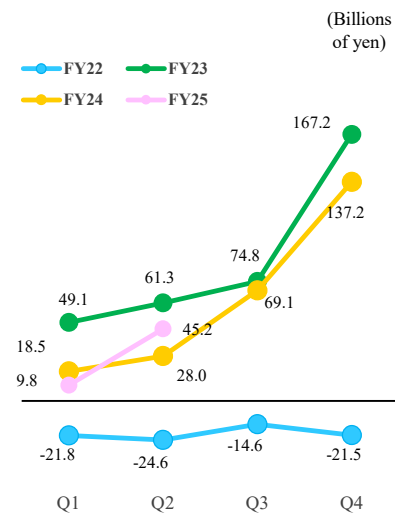
* The preliminary report figures were announced on July 24, 2025.

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<Quarterly Results>

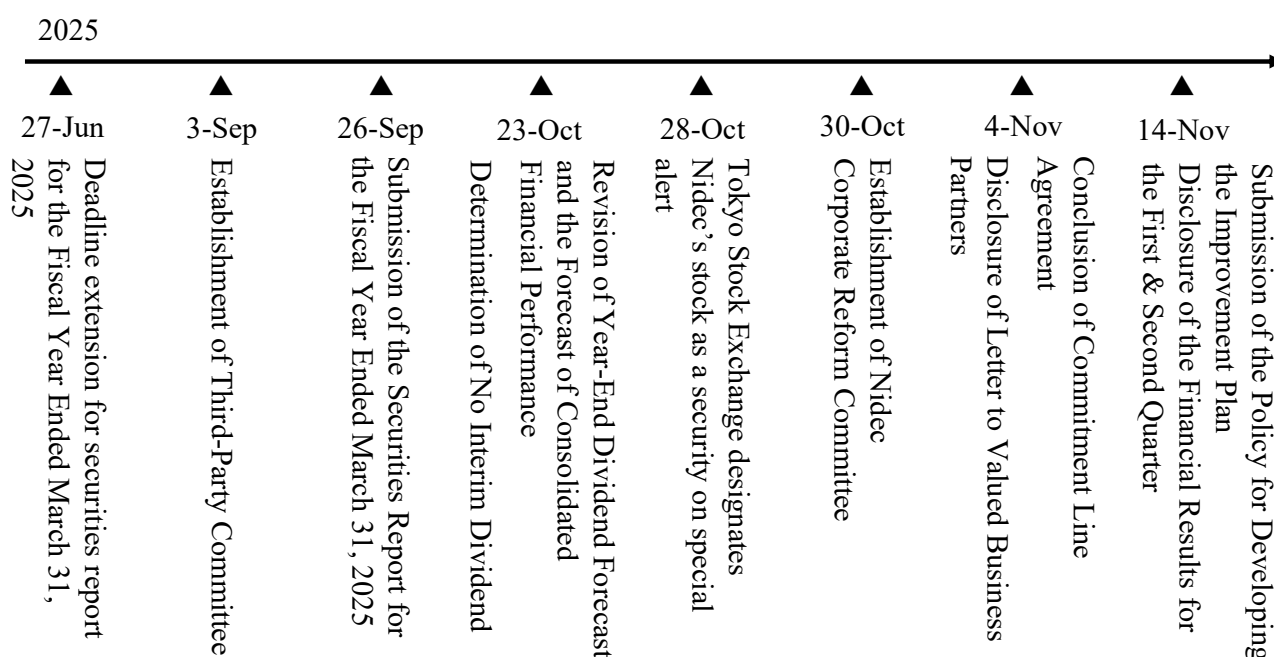


<Cumulative Total>



Background and Initiatives

■ Key Milestones



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■ Corrective Measures Implemented up-to-Date

◆ Promotion of Recurrence Prevention Measures Triggered by Trade Transactions Issues of FIR

(1) Foster a mindset and corporate culture that prioritize compliance above all else

- Deliver clear messages from the Company's board of directors to the Company group
- Communication of Clear Messages from the CEO/President to Global Executives
- Strengthen the power and authority and enhance the capabilities of the legal and compliance departments. Strengthen Whistleblower Response and Investigation Systems through the Appointment of New In-House Counsel

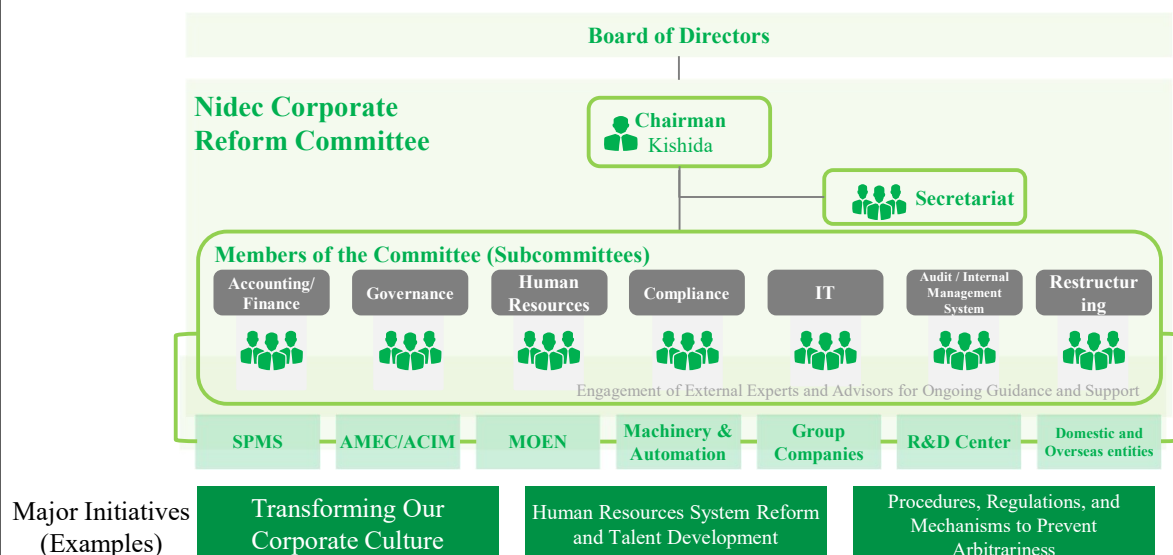
(2) Strengthen organization and structure

- Strengthen the global governance structure
 - ✓ Establish the position of CLO (Chief Legal Officer)
 - ✓ Deploy a legal compliance expert in North America

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■ Initiatives: Establishment of the Nidec Corporate Reform Committee (Oct. 30, '25)

Objection Rebuilding as Nidec that Prioritizes "What is Right" with the Highest Ethical Standards



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■ Policy on Internal Management System

- ◆ Nidec submitted and disclosed the Improvement Plan Development Policy on 14th November
- ◆ Nidec will continue to fully cooperate with the Third-Party Committee's investigation to ensure a thorough investigation and root cause analysis. We will sincerely accept the Third-Party Committee's investigation report and formulate effective recurrence prevention measures.
- ◆ The Nidec Corporate Reform Committee will sequentially initiate the formulation and implementation of recurrence prevention measures.
- ◆ Nidec will formulate and Submit the Improvement Plan of Internal Management System (Scheduled for late January 2026)
- ◆ Nidec will submit the Written Confirmation of Internal Management, etc., and TSE will review De-designation of Nidec stocks as a Security on Special Alert (Scheduled for October 2026)

*Nidec has been informed by the Third-Party Committee that the investigation scope is extremely extensive, encompassing the existence of inappropriate accounting treatment across multiple past fiscal years at the Company and its group companies. Furthermore, due to the careful process involving various investigation procedures, the Committee does not plan to submit the investigation report until at least next year.

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Q & A

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Appendix

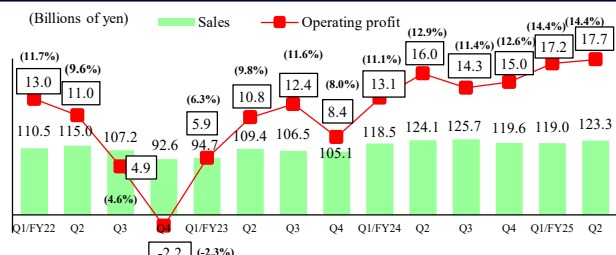
Performance Trends & Product Group Overview

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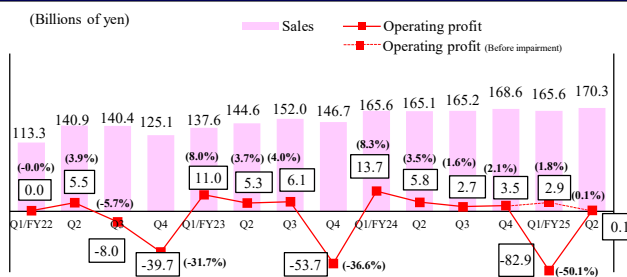
Product Group Overview

Numbers inside parentheses refer to operating profit ratio.

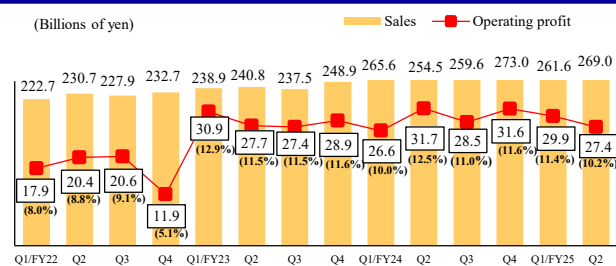
Small Precision Motors



Automotive Products



Appliance, Commercial and Industrial Products



Machinery

