

Financial/Non-financial Data

Financial Data

	U.S. GAAP		IFRS								(FY)
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
	(Millions of yen)										
Net sales	1,028,385	1,178,290	1,199,311	1,459,039	1,475,436	1,534,800	1,618,064	1,918,174	2,230,027	2,347,159	
Operating profit	110,939	117,662	139,366	165,903	129,222	108,558	159,970	170,374	89,923	162,554	
Profit before income taxes	107,092	117,164	141,313	163,260	129,830	105,160	152,937	170,032	110,435	202,367	
Profit attributable to owners of the parent	76,015	89,945	111,007	130,834	109,960	58,459	121,945	135,759	36,982	124,899	
CAPEX	58,042	81,898	68,718	90,841	120,555	132,926	88,911	98,580	137,814	112,049	
Depreciation	51,445	64,950	59,737	68,697	71,016	87,808	96,802	104,932	119,522	131,693	
R&D	45,179	51,978	52,807	55,438	62,912	78,630	67,280	78,015	81,337	81,055	
Total assets	1,357,340	1,376,636	1,678,997	1,773,199	1,884,008	2,122,493	2,256,024	2,678,483	2,862,749	3,160,417	
Shareholders' equity	744,972	763,023	846,572	932,501	996,795	947,290	1,096,020	1,292,241	1,346,565	1,631,927	
Operating cash flow	91,875	147,659	129,853	175,568	170,233	168,049	219,156	94,994	143,485	320,766	
Investment cash flow	-81,230	-95,377	-211,476	-113,915	-160,844	-311,513	-100,568	-112,597	-164,943	-153,553	
Free cash flow	10,645	52,282	-81,623	61,653	9,389	-143,464	118,588	-17,603	-21,458	167,213	
Financial cash flow	-19,508	7,775	95,848	-116,858	-32,683	128,546	-136,191	-64,393	-19,238	-181,557	
Per-share information*1	(Yen)										
Profit (EPS)	135.81	151.52	187.14	220.96	186.49	99.37	208.19	232.40	64.26	217.37	
Dividends	35.00	40.00	42.50	47.50	52.50	57.50	60.00	65.00	70.00	75.00	
Major financial indicators	(%)										
Operating profit ratio	10.8	10.0	11.6	11.4	8.8	7.1	9.9	8.9	4.0	6.9	
Shareholders' equity ratio	54.9	55.4	50.4	52.6	52.9	44.6	48.6	48.2	47.0	51.6	

*1 Adjusted based on the 2-for-1 split implemented as of April 1, 2014 and April 1, 2020.

*2 Starting from the first quarter of FY2016, the International Financial Reporting Standards (IFRS) have been applied to the consolidated financial statements. Therefore, the figures presented are based on the International Financial Reporting Standards (IFRS) for FY2015 and later, and on the U.S. accounting standards for FY2014 and before.



Non-financial Data

E/ Environment ^{*1}					
	(FY)				
	2019	2020	2021	2022 ^{*2}	2023
Total GHG emissions (kt-CO ₂)	2,934	2,858	4,750	330,087	286,093
Scope 1 (kt-CO ₂)	62	60	57	282	269
Scope 2 (Location-based, kt-CO ₂)	—	—	—	904	898
Scope 2 (Market-based, kt-CO ₂) ^{*3}	577	511	457	800	791
Scope 3 (kt-CO ₂)	2,295	2,287	4,236	329,005	285,033
Total energy consumption (MWh) ^{*4}	1,403,437	1,448,027	1,396,802	2,628,309	2,460,021
Non-renewable energy Fuel consumption (MWh)	161,437	268,027	265,802	770,026	607,052
Non-renewable energy Steam, Heat and Cooling consumption (MWh)	—	—	—	23,931	21,460
Total electricity consumption (MWh)	1,242,000	1,180,000	1,131,000	1,834,352	1,831,509
Renewable energy electricity consumption (MWh)	32,021	64,000	120,000	143,961	229,888
Renewable energy introduction ratio (%)	2.6	5.4	10.6	7.8	12.5
Total discharge of waste (including solids and liquids) ^{*5} (t)	—	—	124,997	304,245	289,269
Total discharge of waste (solid only) ^{*5} (t)	100,546	101,380	111,993	—	—
Recycled amount ^{*6} (t)	90,910	91,842	101,812	114,258	242,827
Final disposal amount ^{*6} (t)	9,636	8,947	10,180	189,987	46,442
Recycled ratio ^{*6} (%)	90.4	90.6	90.9	37.5	83.9
Final disposal ratio ^{*6} (t)	9,691	11,011	11,473	11,859	11,980
Total Water Withdrawal (Thousand m ³) ^{*7}	8,064	7,218	7,055	8,689,000	8,233,000
Tap water · industrial water (Thousand m ³)	6,946	6,106	6,088	7,142,000	6,531,000
Groundwater	1,103	1,102	958	1,233,000	1,451,000
Rivers, ponds, lakes, rainwater (Thousand m ³)	15	10	9	316,000	251,000
The sales ratio of environmentally contributing products (%) ^{*8}	14.4	11.5	12.5	14.6	14.0

S/ Society					
	(FY)				
	2019	2020	2021	2022	2023
CSR audits conducted by business partner(s) (times) ^{*9}	93	132	123	122	57
Employees (persons) (consolidated)	117,206	112,551	114,371	106,592	101,112
Ratio of female employees (%) (consolidated) ^{*10}	50.6	49.1	48.2	47.0	46.8
Ratio of female managers and officers ^{*11} (%) (consolidated) ^{*10}	25.9	28.2	27.2	23.9	22.9
Rate of industrial accidents involving lost working time (consolidated) ^{*12}	0.78	0.66	0.73	0.85	0.49
Employees (persons) (non-consolidated)	2,756	2,568	2,511	2,176	1,964
Ratio of female employees (%) (non-consolidated)	20.4	20.6	19.9	19.4	21.1
Number of female managers (non-consolidated)	34	33	37	41	44
Ratio of female managers (%) (non-consolidated)	5.5	5.7	6.2	7.0	8.1
Number of female officers (non-consolidated)	1	3	4	6	6
Ratio of female officers (%) (non-consolidated)	2.4	7.9	10.0	15.0	19.4
Rate of persons with disabilities employed (%) (non-consolidated)	2.19	2.24	2.40	2.28	2.67
Employee training (hours) (non-consolidated)	110,077	112,162	71,154	28,072	22,698
Employee training hours per person (hours)	39.9	43.7	31.0	12.9	12.0
Average monthly overtime hours (hours) (non-consolidated)	16.3	11.2	17.3	19.6	20.1
Percentage of annual paid leave taken (%) (non-consolidated)	64.5	56.5	60.9	69.0	73.0
Rate of industrial accidents involving lost working time ^{*12} (non-consolidated)	0.4	0.1	0.5	0.5	1.7
Number of employees who have taken maternity leave (non-consolidated)	30	24	22	22	24
Number of employees who have taken childcare leave (non-consolidated)	41	25	68	43	39
Male employees (persons)	7	8	20	24	27
Percentage of male employees who have taken childcare leave (%) (non-consolidated)	8.0	9.0	19.8	31.2	47.0
Return rate after taking childcare leave (%) (non-consolidated)	90.0	100	96.0	92.5	100
Number of employees using the short-time work system (non-consolidated)	102	115	86	96	85

G/ Governance					
	(FY)				
	2019	2020	2021	2022	2023
Directors (persons)	8	9	9	10	10
Directors who are also Executive Officers (persons)	5	1	2	1	1
Outside Directors (persons)	2	5	5	6	6
Ratio of Outside Directors (%)	25.0	55.6	55.6	60.0	60.0
Female Directors (persons)	0	2	2	5	5
Ratio of female Directors (%)	0.0	22.2	22.2	50.0	50.0
Age of the youngest Director	52	48	49	50	51
Age of the oldest Director	78	79	80	78	79
Average age of Directors	66	65	66	64	64

*1 Data coverage ratio is a numerical value compared to sales. Data coverage rate for FY2018: 63.0%, FY2019: 59.2%, FY2020: 58.7%, FY2021: 53.5%, FY2022: 100%, Data coverage rate for FY2023: 100%

*2 GHG emissions for FY2022 have been recalculated using the calculation set by SBT.

*3 From FY2022 report, the IEA emission factor by country is used. Before FY2021, use "Ministry of the Environment: List of Calculation Methods and Emission Factors in the Calculation, Reporting and Publication System".

*4 Unit changed (GJ→MWh). Values for FY2020 and FY2021 are recalculated values.

*5 From FY2022 report, the distinction between solid and liquid has been abolished.

*6 Before FY2021, only solid waste is calculated.

*7 Data before FY2021 have been revised.

*8 The products meet the requirements of the FTSE Green Revenues Classification System

*9 8 companies overseas

*10 In FY2023, the survey was conducted to cover 87.7% of all Nidec Group employees.

*11 All levels of management, including junior, middle and senior level management and outside board directors. Junior management: Employees falling under either of the following supervisory roles, or those with a similar level of responsibility:
(A) typically responsible for directing and executing the day-to-day operational objectives of organizations, conveying the directions of higher level officials and managers to subordinate personnel.
(B) supervise around 10 full-time employees and/or perform supervisory functions where judgment is exercised in at least two small operational teams/groups.

*12 Number of deaths and injuries per 1 million hours worked in total.

Group Companies

Company name	Business activities
NIDEC INSTRUMENTS CORPORATION https://www.nidec.com/en/nidec-instruments/	R&D, manufacturing and sales of Stepping motors, Motor drive units, Industrial robots, Card readers, Precision plastic molds, Electric contacts and Music box products
NIDEC MOBILITY CORPORATION https://www.nidec.com/en/nidec-mobility/	Marketing, development, production and sales of automotive electrical components
NIDEC DRIVE TECHNOLOGY CORPORATION https://www.nidec.com/en/nidec-drivetechnology/	R&D, manufacturing and sales of power transmission drives, press machines, control device, measuring, ceramic art equipment, and others.
NIDEC TECHNO MOTOR CORPORATION https://www.nidec.com/en/nidec-technomotor/	R&D, manufacturing and sales of small and mid-size motors for HVAC, home appliance and industrial machinery, power tools, motor-based equipment and others.
NIDEC POWERTRAIN SYSTEMS CORPORATION https://www.nidec.com/en/nidec-powertrainsystems/	R&D, manufacturing and sales of precision automobile parts, automated measuring equipment.
NIDEC ADVANCE TECHNOLOGY CORPORATION https://www.nidec.com/en/nidec-advancetechnology/corporate/	R&D, manufacturing and sales of semiconductor package/PCB inspection systems, optical inspection systems, FPD inspection systems, automatic measurement/control systems and associated xtures.
NIDEC COMPONENTS CORPORATION https://www.nidec-components.com/e/	R&D, manufacturing and sales of electronic circuit components, pressure sensors, actuators, potentiometers, and rotary encoders.
NIDEC PRECISION CORPORATION https://www.nidec.com/en/nidec-precision/	R&D, manufacturing and sales of optical, electronic and information equipment, photo equipment and factory automation equipment.
NIDEC MACHINE TOOL CORPORATION https://www.nidec.com/en/nidec-machinetool/	(1) Design, manufacture, sales and consulting services associated with machine tools, cutting tools, and other related products. (2) Installation, technical guidance, and after-sales services related to the above products.
NIDEC ADVANCED MOTOR CORPORATION https://www.nidec.com/en/nidec-advancedmotor/	Development, manufacture and sales of consumer and industrial small motors, as fans, blowers and sensors, and motor application products.
NIDEC ELESYS CORPORATION https://www.nidec.com/en/nidec-elesys/	Development, manufacture and sales of automotive inverters and electronic control devices for automotive bodies.
NIDEC GLOBAL SERVICE CORPORATION https://www.nidec.com/en/nidec-globalservice/	Insurance agency, real estate, merchandising, building maintenance, leasing, human resource, hotel business, beverage service and others.
NIDEC OKK CORPORATION https://www.nidec.com/en/nidec-okk/	(1) Design, manufacturing, and sale of machine tools (machining centers, NC milling machines, general-purpose milling machines, and specialized machine tools) (2) Installing, and providing technical Support and customer support for, the above products.
Takisawa Machine Tool Co., Ltd. https://www.takisawa.co.jp/english/	CNC lathes, Engine lathes, Machining centers, Drill centers, FA cells, systems
NIDEC MACHINERY CORPORATION https://www.nidec.com/en/nidec-machinery/	Design, manufacture, sales and technical support of automatic machines, FA equipment, measuring and testing devices.
NIDEC MOTORS & ACTUATORS (GERMANY) GmbH http://www.nidec-ma.com/	R&D, manufacturing and sales of automotive motors (engine cooling, ABS, tilt/telescope, seat adjustment, window lift, air compressor, sunroof and trunk open and close.)
NIDEC ELECTRIC MOTOR SERBIA LLC https://www.nidec.com/en/corporate/network/group/nidec-electric-motor-serbia/	Manufacturing and sales of automotive motors and related products are planned.
NIDEC GPM GmbH http://www.nidec-gpm.com/	R&D and manufacturing of water pumps, oil pumps and modules for the automotive industry; wide range of OEM customers (passenger cars and commercial vehicles)
NIDEC MOTOR CORPORATION http://www.nidec-motor.com/	R&D, manufacturing, and sales of industrial, commercial and appliance motors, and control equipment
NIDEC GLOBAL APPLIANCE EUROPE S.r.l https://www.nidec.com/jp/corporate/network/group/nidec-global-appliance-europe/	Design, production and sales of motors and compressors for home appliances and commercial refrigeration.
NIDEC LEROY-SOMER HOLDING http://www.leroy-somer.com/	R&D, manufacturing and sale of alternators, electric motors, geared motors, variable speed drives, custom servo solutions and service o ers for industry.
NIDEC ASI S.p.A. https://www.nidec-industrial.com/	Development, manufacturing, and sales of mid- to large-sized industrial motors, power generators, and low- to mid-voltage drives as well as development of industrial system and automation systems in the metal and power generation (regenerated energy) elds.
NIDEC CONTROL TECHNIQUES LIMITED http://www.controltechniques.com/	R&D and manufacturing of customer-focused drive and servo technology.
NIDEC GLOBAL APPLIANCE COMPRESSORES E SOLUCOES EM REFRIGERACAO LTDA https://www.embraco.com	Engineering and manufacturing of household and commercial (merchandisers, food retail & service, medical and special applications) refrigeration compressors and condensing units.
NIDEC CHAUN-CHOUNG TECHNOLOGY CORP. http://www.ccic.com.tw/index.php	R&D, manufacturing and sales of thermal management devices.

* This table lists a selection of major group companies.

Company Profile

(As of March 31, 2024)

Trade name	NIDEC CORPORATION
Founded	July 23, 1973
Location of Head Office	338 Kuzetonosiro-cho, Minami-ku, Kyoto
Capital	JPY 87,784 million
Fiscal year end	March 31
Employees	Nidec Corporation: 1,964 Consolidated: 101,112
Business sites in Japan	Head Office, Tokyo Office, Central Technical Laboratory, Shiga Technical Center, Nidec Shin-Kawasaki Technology Center, Nidec Keihanna Technology Center
Corporate website	https://www.nidec.com/en/

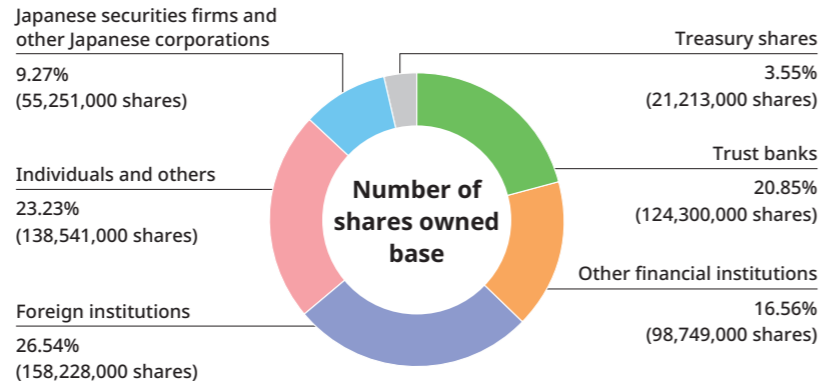
Stock Information

(As of March 31, 2024)

Share status

Number of shares outstanding	596,284,468
Number of shareholders	180,394

Shareholder mix



* Figures less than one thousand in the number of shares owned are rounded off.

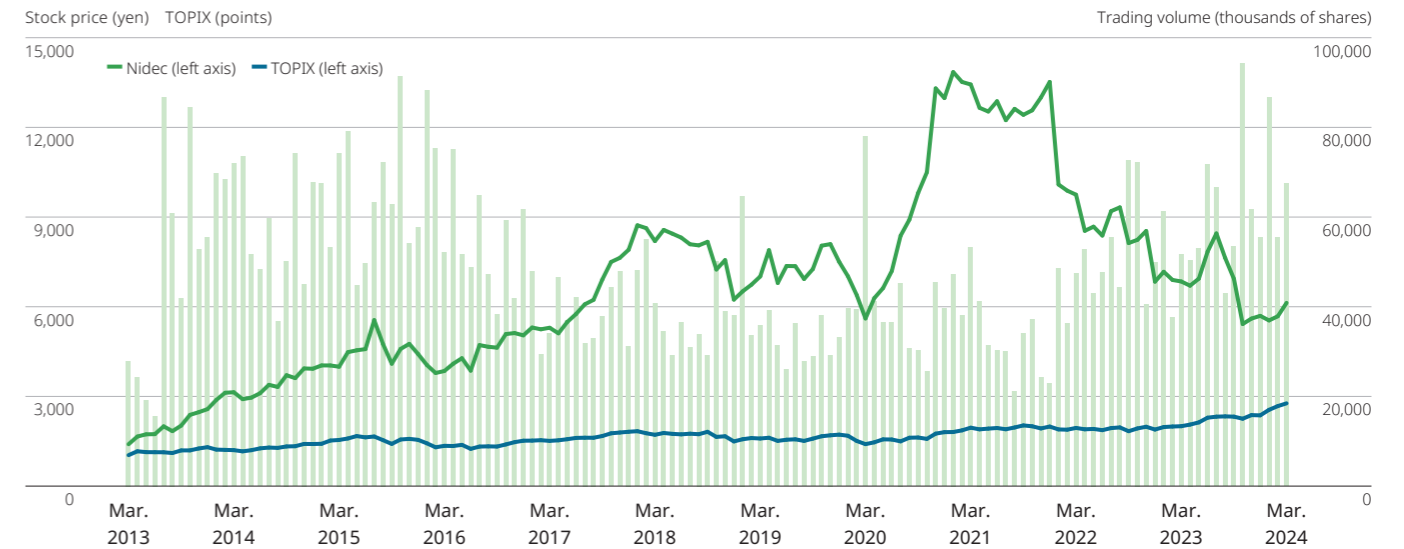
Major shareholders

Name	Number of shares owned (thousands)	Holding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	77,005	13.39%
Shigenobu Nagamori	49,473	8.60%
Custody Bank of Japan, Ltd. (trust account)	29,458	5.12%
The Bank of Kyoto, Ltd.	24,798	4.31%
S.N. Kosan, LLC.	20,245	3.52%
MUFG Bank, Ltd.	14,851	2.58%
Nippon Life Insurance Company	13,159	2.28%
Meiji Yasuda Life Insurance Company	12,804	2.22%
THE BANK OF NEW YORK MELLON 140042	11,173	1.94%
SSBTC CLIENT OMNIBUS ACCOUNT	9,776	1.70%

*1 Figures less than one thousand in the number of shares owned are rounded off.

*2 The Company's holding of 21,213,851 treasury stock is excluded from the above major shareholders. The shareholding ratio was calculated excluding treasury stock. Treasury stock do not include shares of the Company held by the BIP (Board Incentive Plan) Trust and the ESOP (Employee Stock Ownership Plan) Trust.

Historical stock prices and trading volume



*1 Adjusted based on the 2-for-1 split implemented as of April 1, 2014 and April 1, 2020. Stock prices are expressed assuming that the stock split occurred in March 2013.
*2 Figures for Nidec's stock price and trading volume are those on the First Section of Osaka Securities Exchange for on and before July 15, 2013, and those on the First Section of Tokyo Stock Exchange for on and after July 16, 2013. From April 1, 2022, the First Section of the Tokyo Stock Exchange was reorganized into Prime Market.

External Evaluation

(As of September 1, 2024)

Inclusion in ESG indexes

FTSE4Good Index Series

Since 2018, Nidec has been included in the FTSE4Good Index Series, designed to measure the performance of companies demonstrating excellent environmental, social and governance (ESG) practices.



FTSE Blossom Japan Sector Relative Index

Since 2022, in addition to ESG evaluation, Nidec has been included in the FTSE Blossom Japan Sector Relative Index, an index to evaluate the management stance of companies with respect to climate change risks and opportunities.



FTSE Blossom Japan Index

Since 2018, Nidec has been included in the FTSE Blossom Japan Index, an index that reflects the performance of Japanese companies demonstrating excellent ESG practices.



MSCI Japan ESG Select Leaders Index

Since 2024, Nidec has been included in the MSCI Japan ESG Select Leaders Index, an ESG index that selects companies from each industry with excellent ESG ratings based on the constituents of the MSCI Japan IMI Index.

2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

MSCI Japan Empowering Women (WIN)

Since 2017, Nidec has been part of the MSCI Japan Empowering Women (WIN) index, which includes companies selected out of the top 700 brands in market capitalization ranking (the MSCI Japan IMI Top 700 Index) based on their genderrelated diversity (women's active participation in the workforce) in each industry.

2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

* The inclusion of Nidec Corporation in any MSCI index and the use of MSCI logos, trademarks, service marks or index names herein do not constitute a sponsorship, recommendation or advertising of Nidec Corporation by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

Since 2023, Nidec has been included in the Morningstar Japan ex-REIT Gender Diversity Tilt Index, an index that focuses on companies whose gender diversity policies are embedded in their corporate culture and companies committed to equal opportunities for their employees regardless of gender.

Awards and commendations

Nadeshiko Brand

Nidec was selected as a Nadeshiko Brand in FY2021 by the Japan Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE).



ESG-themed brand

In the first "ESG brands" selection in 2012 at the Tokyo Stock Exchange, which identifies themed brands for individual investors based on specific themes and indexes, Nidec was selected as an ESG-themed brand.

Receiving three-star "eruboshi" status

In 2018, Nidec received a three-star rating (highest level) of "eruboshi" status granted by the Minister of Health, Labour and Welfare to companies that have made excellent efforts related to the promotion of women's participation and advancement in the workplace.



Evaluation of IR activities

Gomez IR Site Ranking 2023 Silver Award

Nidec received a Silver Award in the overall "Gomez IR Site Ranking 2023" published by Morningstar Japan K.K. In the electrical equipment industry ranking, Nidec was ranked 19th.

Nikko IR All Japanese Listed Companies' Website Ranking

Nidec's website was selected as a grade AAA site in the annual survey of all Japanese listed companies' websites conducted by Nikko Investor Relations Co., Ltd. in FY2023.

Daiwa IR Internet IR Commendation Award 2023

Nidec received the Commendation Award in the "Internet IR Award 2023" by Daiwa Investor Relations Co., Ltd.

Award for Excellence in Corporate Disclosure

In 2023, Nidec was ranked 18th in the Electric/Precision section in 2023 Awards for Excellence in Corporate Disclosure, sponsored by the Securities Analysts Association of Japan.

Rating information

Rating agency	Announced	Target	Long-term Rating	Short-term Rating
Japan Credit Rating Agency, Ltd. (JCR)	December 2023	Issuer	AA	—
Rating and Investment Information, Inc. (R&I)	December 2023	Issuer	AA-	a-1+
Moody's	May 2024	Issuer	A3	—