

[Translation]

March 31, 2025

To whom it may concern:

Name of Company: Makino Milling Machine Co., Ltd.

Name of Representative: President, Director

Shotaro Miyazaki

Inquiries: Executive Vice President, Director

Executive Manager of Corporate Service Division

Toshiyuki Nagano

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Letter of Inquiry from the Company Union to Nidec Corporation

In relation to the proposal for a tender offer for shares of Makino Milling Machine Co., Ltd. (the “Company”) with the aim of making the Company a wholly-owned subsidiary of Nidec Corporation (“Nidec”) announced by Nidec on December 27, 2024, the Company hereby announces that today, as per the request received from the Company’s labor union (“Company Union”), the Company sent to Nidec a Letter of Inquiry (attached) prepared by the Company Union.

End

March 31, 2025

To: Mr. Mitsuya Kishida,
Representative Director and President,
NIDEC CORPORATION:

JAM Makino Labor Union

Letter of Inquiry

In relation to the tender offer for the shares of Makino Milling Machine Co., Ltd. (“Makino Milling Machine”) announced on December 27, 2024 (the “Tender Offer”), given that the Tender Offer was made unilaterally without any prior discussion, and that your replies and responses to the subsequent questions and requests by Makino Milling Machine show a lack of good faith, illustrating a belief that “money can buy anything,” members of our union and their families harbor a strong sense of distrust regarding your intentions.

Accordingly, as the scheduled commencement date of the Tender Offer, April 4, 2025, approaches, from the perspective of maintaining worker’s employment and ensuring sustainable development of the organization, the union asks that you respond to the attached questions. While this Letter of Inquiry was prepared entirely by the union, since we have asked Makino Milling Machine to serve as our point of contact with you, we ask that you send your response by April 3 to the person in charge at Makino Milling Machine.

End

First Inquiry

1	<p>Although you asked for a meeting with union leaders, since you have not yet responded to questions in the initial Letter of Inquiry the Company sent to you, the union believes there is a possibility that holding a separate meeting with you would present issues in ensuring transparency, and we would not be able to obtain the understanding of employees. To begin with, we ask for your quick and specific response to questions 3(1) and 3(2) of Letter of Inquiry (3), which concern basic employment terms and conditions.</p> <p>Further, assuming that you do acquire Makino Milling Machine, do you envision any changes to the employment terms and conditions listed in question 3(2) of Letter of Inquiry (3), or any reassignment of employees? If your response is, "in principle, we do not envision any change or reassignment," please explain specifically what cases would fall under an exception to this general principle. Please also let us know your thoughts on guaranteeing the employment of workers.</p> <p>Question 4(5) of the Letter of Inquiry dated January 28, 2025, "OKK's employees have decreased by approximately 300 since joining the Nidec group in 2022. Please provide a specific reason for this," is a matter of great interest in terms of both employment of workers and corporate value. Please respond with the number of persons who separated from employment following the transfers resulting from closure of the head office, which was a complete turn away from investment plans into the head office at the time of acquisition.</p> <p>Please share with us the specific numbers regarding Nidec OKK, Takisawa, and Nidec Machine Tools for: (i) standard annual working hours, (ii) extra pay rate for overtime and holiday work, (iii) state of payment of commuting allowance, family allowance, residence allowance and other allowances, (iv) number of days worth of hourly paid leave available, and (v) whether there is special leave for women and the rate at which this is utilized.</p>
2	<p>Employees play a large role in corporate activities at our company. Our union survey shows that more than 90% of respondents believe that this acquisition will not enhance the corporate value of Makino Milling Machine. In addition, more than 90% of respondents are opposed to the acquisition. Please share with us how and what specifically you plan to do to address these results.</p>
3	<p>Are there any cases of Nidec OKK, Takisawa, or Nidec Machine Tools employees being seconded outside their company after joining the Nidec group? Are there cases of being seconded or transferred to jobs out of the machine tools business? If so, please tell us specifically to where and the number of employees.</p>
4	<p>What sort of operations and divisions were consolidated at Nidec OKK, Takisawa, and Nidec Machine Tools? We would like to confirm the status, for example, of the sales divisions, procurement divisions, personnel and general affairs divisions, and service divisions. After joining your group, did many employees at these companies experience a change in work location?</p>
5	<p>Please respond with the change in the number of full-time union officers, executive members, and union members at Nidec OKK, Takisawa, and Nidec Machine Tools before and after the acquisition.</p>

6	<p>Please answer whether there were collective bargaining sessions at this year's <i>shunto</i> wage negotiations at Nidec OKK, Takisawa, and Nidec Machine Tools. Please tell us the number of collective bargaining sessions held, the attendees from both labor and management, and the results of the negotiations. Please share with us how you plan to implement collective bargaining negotiations between labor and management for Makino Milling Machine after joining your group.</p>
7	<p>As of the current, you have neither responded to questions in the Letters of Inquiry nor presented any documents regarding personnel systems, salary systems, benefits, or retirement payment plans, and this is causing great anxiety among employees.</p> <p>After joining your group, will Makino Milling Machine continue to hold independent labor/management negotiations regarding work conditions and wages, or, in the future, will the work conditions and wages prescribed by Nidec apply to Makino Milling Machine?</p> <p>Please respond to each of these points.</p>
8	<p>At Nidec OKK, Takisawa, and Nidec Machine Tools, how many times a year are regular labor-management meetings (exchange of ideas regarding business, benefits, safety and sanitation) held? Do you have information on the attendees from labor and management, matters discussed, or matters agreed upon?</p>
9	<p>Chairman Nagamori, a member of top management, said at the settlement briefing held on January 24, 2024, "we'll do the hard work until we win. If you start talking about the work-life balance, you will lose the battle." Is the work-life balance not considered important at the Nidec Group? What sort of support do you provide, in terms of working conditions, for workers who are raising young children or providing nursing care? If there are any discussions held or agreements between labor and management concerning matters such as childcare and nursing care, please explain them to us.</p>
10	<p>There are rumors that at Nidec, employees sometimes have to pay out of their own pockets for office supplies. Is this true, and are there any cases of this happening at Nidec OKK, Takisawa, Nidec Machine Tools, or other Nidec group companies?</p>
11	<p>There are rumors that at Nidec, employees pay out of pocket to purchase a book containing the philosophy of the founder of Nidec. Is this true, and are there any cases of this happening at Nidec OKK, Takisawa, Nidec Machine Tools, or other Nidec group companies?</p>