Message from the representatives

Innovate in manufacturing worldwide with advanced FA systems and mechatronics

The Nachi-Fujikoshi Group’s slogan, “Challenging growth in business to fulfill aspirations as a manufacturing company,” embodies our long-term vision. We contribute to the expansion in the world of manufacturing by capitalizing on our abilities.

As a comprehensive machinery manufacturer, we have the multifaceted operations and technologies to provide various solutions to customers in fields such as automotive, industrial machinery, energy, and infrastructure.

We formulate our medium-term slogan, “Innovate in manufacturing worldwide with advanced FA systems and mechatronics,” in expectation of long-term shifts in market demand. We reinforce constitution of sales, service, production, procurement and development.

We will continue to improve all aspects of our management based on the following midterm policies as we aim to provide value to our shareholders, customers, business partners, employees, local communities, and other stakeholders.

Midterm Policy

Respond to significant structural changes to the industrial structure, by establishing a business foundation with a focus on robotics, and creating new business and growth opportunities.

Markets and Sales
Respond promptly to the shift of internal combustion engine vehicles to EVs, and to FA in manufacturing, and reinforce organization in each area to advance the development and deep cultivation of markets and customers.

Product Development and Businesses
Provide highly unique products and systems by taking advantage of diverse businesses, technologies, and manufacturing expertise, thereby contributing to improving the quality and efficiency of customers’ products and production lines.

Production System
Build innovative production lines and systems for FA all over the world, based on the idea of TPM, to ensure the quality, cost, delivery dates, and service demanded by customers.

Enhancing and Training Associates
In response to the significant structural changes caused by globalization and the spread of information technologies, carry out self-innovation, and take on ambitious challenges, based on a QC-oriented perspective, by acting enthusiastically and sincerely in a timely manner.

Contents

Message from the representatives 1

Corporate Philosophy
Corporate Mission 2-3
Outline

Genealogy of Business Operations 4-5

Contributing to the Process of Manufacturing 6-7

Multifaceted Solutions
Automobiles 8-9
Energy, Infrastructure 10
Industrial Machines, Electrics, Electronics 11

Plants and Offices in Japan 12-13

Plants and Offices in Toyama 14-15

Plants and Offices Worldwide
Asia 16-17
America & Europe 18-19

Exhibition and Related Facilities 20

Management 21

Financial Highlights 22-23

History of NACHI-FUJIKOSHI 24-25
Message from the representatives

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Corporate Philosophy

Creativity - Business withers without creation.
Today’s dream brings about a better tomorrow. Creation causes some discord. Improvement is assured by conquering such discord.

Aggressiveness - Tackle your job aggressively.
Give priority to difficult assignments and never give up when the job is half done.

Globalism - The globe is your market.
Win the trust of the people of the world. Supply quality products at reasonable cost. Nurture the competitiveness of your products.

Appreciative minds - Always be appreciative of what people around you do for you.
Thank your parents for having given birth to you. Thank elders for their guidance. Serve the community in order to reciprocate its hospitality toward you.

Human assets - How to make the company prosper is to find and use the right person in the right job.
Quality people are difficult to come by. Be objective. Be health conscious. Be wise. Stick to your words.

Written by the founder, Kohki Imura

Corporate Mission

Contributing to the progress of the world of product manufacture.

Origin of the Corporate Name "FUJIKOSHI"
NACHI-FUJIKOSHI CORP. was founded in the city of Toyama in 1928. Kohki Imura, the founder, named the company FUJIKOSHI in order to give concrete expression to his creed that self sufficiency in machine tool supply is indispensable to Japan’s economic prosperity. The first two characters ‘不二’ which read ‘Fuji’ were picked from the Buddhist scriptures. A passage in the scriptures says "Justice and injustice appear to be different things. The truth is that they are 'Fuji' (not two). They are one and the same". The third Chinese character ‘越’ which reads ‘Koshi’ has the same pronunciation as ‘高志’ which means the general area along the Japan Sea since olden days.

Origin of the Trademark "NACHI"
The NACHI brand name comes from "KUMANO-NACHI-TAISHA", the Grand Shrine, that is one of 3 sacred Kumano Sanzan Shrines. It expresses strong entrepreneurial will. In 1929, the Emperor Showa made a tour of the Kansai district to inspect industries as part of the encouragement of domestic production, and personally inspected a FUJIKOSHI hacksaw blade that was on display as an example of an outstanding domestic product at the Osaka Prefectural Office. Overjoyed at the honor of entertaining the Emperor’s special attention, founder Kohki Imura decided to name his product NACHI after the name of the latest naval cruiser to be made in Japan, which was also the very same vessel that the Emperor was sailing on for his tour.
Outline

Corporate Name: NACHI-FUJIKOSHI CORP.
Trademark: NACHI
Foundation: December 21, 1928
Account Settled on: November 30
Chairman: Hiroo Honma
President: Jun Sakamoto
Head Office: Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel: +81-(0)3-5568-5111

Major Offices:
Toyama Plant: 1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
Tel: +81-(0)76-423-5111

Capital: 16.0 billion yen
Consolidated Net Sales: 252.2 billion yen (2,223 million dollars)
Overseas Sales: 121.1 billion yen (1,067 million dollars)
Consolidated subsidiaries: 55 companies (Domestic 23 companies)
(Overseas 32 companies)
Consolidated number of employees: 7,480 (56 companies)
3,150 (Non-Consolidated)

Major Products:
Machining: Cutting Tools, Forming Tools, Cutting Saws, Machine Tools, Machining Systems
Robots: Robots, Robot Systems, Electronic Equipment
Components: Bearings, Hydraulic Equipment, Automotive Hydraulics
Materials: Special Steels, Coating, Industrial Furnaces

Breakdown of Net Sales

By Operation:
- Cutting Tools: 252.2 billion yen
- Robots: 121.1 billion yen
- Other Machinery: 16.0 billion yen
- Energy Infrastructure: 15.3 billion yen
- Retail: 10.3 billion yen
- Automotive: 9.0 billion yen
- Other: 5.0 billion yen

By Market:
- Europe: 33.0 billion yen
- Asia: 25.0 billion yen
- Americas: 18.9 billion yen
- Other: 15.3 billion yen

Overseas:
- Americas: 28.0%
- Asia: 59.0%
- Europe: 13.0%

Fluctuations in Performance

Net Sales (Consolidated)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (Billion yen)</th>
<th>Overseas Sales (Billion yen)</th>
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<tbody>
<tr>
<td>2015</td>
<td>218.5</td>
<td>102.6</td>
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<tr>
<td>2016</td>
<td>211.4</td>
<td>98.5</td>
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<td>2017</td>
<td>237.4</td>
<td>118.2</td>
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<td>2018</td>
<td>252.2</td>
<td>121.1</td>
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<tr>
<td>2019</td>
<td>260.0</td>
<td>125.0</td>
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Operating Income (Consolidated)

<table>
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<tr>
<th>Year</th>
<th>Operating Income (Billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>18.9</td>
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<tr>
<td>2016</td>
<td>11.1</td>
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<tr>
<td>2017</td>
<td>16.1</td>
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<tr>
<td>2018</td>
<td>15.3</td>
</tr>
<tr>
<td>2019</td>
<td>17.0</td>
</tr>
</tbody>
</table>
### Genealogy of Business Operations

#### Cutting Tools
- **1928** Begins domestic production of cutting tools
- **1939** Sets up in-house production facilities of cutting tools and bearings
- **1940** Drill fabricating equipment
- **1950** End mills
- **1960** Broaching machines
- **1970** In-house facilities/grounding technology
- **1980** Coating technologies
- **1990** Diamond coated tools

#### Machine Tools
- **1928** Tool & machine
- **1929** Grinding technology
- **1939** Drill fabricating equipment
- **1940** Broaching machines
- **1950** In-line center
- **1960** Precise form grinding technology
- **1970** Broaching with adjustable upright workpiece
- **1980** Precision machine tools
- **1990** Aspheric surface equipment

#### Special Steels
- **1938** In-house production of special steels for cutting tools and bearings
- **1940** Pre-hardened rods
- **1950** Cermet alloy
- **1960** Application of characteristics of materials
- **1970** Coating technologies
- **1980** Specialized heat treatment technologies
- **1990** Development of various coatings

#### Automotive Hydraulics
- **1938** Supply of hydraulic equipment
- **1940** Hydraulic units
- **1950** High-pressure variable piston pump
- **1960** Dynamic positioning
- **1970** Control valves
- **1980** High-performance hydraulic control technology
- **1990** Swing motors and drive motors

#### Automotive Fumaces and Coatings
- **1938** Development of high-quality bearing steels for the Shinkansen
- **1940** Powdered metal powders for the Shinkansen
- **1950** Coating technologies
- **1960** Development of high-performance coatings
- **1970** Carburizing furnace
- **1980** Vacuum heat treatment furnaces
- **1990** Development of various coatings

### Timeline
- **1928** Sets up internal manufacturing of broaching machines
- **1964** Starts ESR smelting
- **1989** Expands into coatings
- **1999** Development of TiC coating
- **2015** Development of DLC coating
Contributing to the Process of Manufacturing

**Cutting Tools**
- Carbide drills & Carbide end drills
- HSS drills & HSS end mills
- Taps
- Metal Band Saws
- Broaches
- Hobs
- Shaving Cutters
- Forming Racks

**Machine Tools**
- GMS series of integrated skiving composite process machines

**Machining**

**Manufacturing Process**

**Material**
- Heat Treatment
- Near-net Shape

**Cutting**
- Cutting-off
- Shaping

**Heat Treatment**
- Surface Modification

**Materials**

**Special Steels**
- Fine Multi-Controlled ALLOY
- Hardened Rods
- Micron Hard

**Industrial Furnaces**
- Vacuum Carburizing Furnace
- Vacuum Degreasing Washer
- Coating Equipment
- Coating Process

**Components**

**Bearings**
- High-Function Bearings for Industrial Machines
Multifaceted Solutions
Automobiles

Electric vehicles and green vehicles
Products compatible with the evolution and diversification of vehicles.

Deep groove ball bearings for motor units
Thin width ball bearings for motor units
Electric control lock device

Engines
Contributing to higher energy efficiency and green processes.

AquaREVO Drills
Innovative drills that are made from newly developed carbide materials and coating, with a newly designed cutting edge.

Double-Row Angular Contact Ball Bearings
For automobile air conditioners resistant to high speeds and high temperatures.

Power Finisher
Crankshaft and camshaft lapping.

MQL Power Cell
MQL Machining System
High-efficiency, non step deep hole drilling.

Exhaust Valve Material, Wastegate Valve Material EXEO-E900
Demonstrates durability at temperatures exceeding 900°C. Withstands high temperatures reached by exhaust system components of turbo chargers.
Transmissions
For responsive and comfortable driving.

MT21 Steel Bearings for transmissions

Vacuum Carburizing Furnace "En-Carbo"
Performs highly accurate carburizing that is environmentally friendly and low in cost.

AquaREVO Drills
Innovative drills that are made from newly developed carbide materials and coating, with a newly designed cutting edge.

GMS200
Integrates gear machining processes into a single device, contributing to the downsizing of production lines.

Skiving

Deep groove ball bearings for motor units

Thin width ball bearings for motor units

Power Finisher
Crankshaft and camshaft lapping.

MQL Power Cell
MQL Machining System
High-efficiency, non step deep hole drilling.

Skiving cutter
Electric control lock device

Exhaust Valve Material, Wastegate Valve Material EXEO-E900
Demonstrates durability at temperatures exceeding 900°C. Withstands high temperatures reached by exhaust system components of turbo chargers.

CTE Material in Power Steering Pumps Made from HSS

Solenoid Valves for Automobiles
Direct control of transmission clutch with valves.

IN-Trac Cable Management System SRA133HL

Vacuum carburizing of transmission gears.

NC Helical Broaching Machine
Performs highly efficient machining of helical gears for automatic transmission.

Constant velocity joint differential
Quiet and smooth rotary transfer.

In-velocity joint differential differential

Roller Bearings for Constant Velocity Joints
High-performance bearings for superb operability, comfort and safety in automobile driving.

Double-row Four-point Contact Ball Bearings
The double-row gothic arch raceways ensure rigidity.

Steering
Safe and stable steering.

High-speed seam welding robots

IN-Trac Cable Management System SRA133HL

Broaching of steering racks.

Vacuum carburizing of transmission gears.

Spot Welding System
Constant velocity joint differential differential

Helical Broach

Body

Roller Bearings for Constant Velocity Joints
High-performance bearings for superb operability, comfort and safety in automobile driving.

Double-row Four-point Contact Ball Bearings
The double-row gothic arch raceways ensure rigidity.

Vacuum carburizing of transmission gears.
**Energy, Infrastructure**

**Power Generation, Aircraft**

- **Christmas Tree Forms Broach**
  Creates highly accurate form on turbine rotor disk blade of aircraft, ships and generators.

- **Surface broaching machines**
  High performance and speed production of gas turbine rotors.

- **Crystal Diamond Coated Drills**
  Helping improve productivity of aircraft.

- **Hyper Z Tap Series**
  Exhibits superior performance in low to medium speed drilling, boasts double to triple the tool life of conventional non-coated taps and even surpasses the tool life of coated taps.

**Railroads**

- **Bearings for Wheels**
  Lightweight and compact bearings for axles capable of withstanding the high speed of the bullet train “Shinkansen”.

**Logistics**

- **Palletizing Robot “LP130/180”**
  Enables high-speed/high-precision palletization of cardboard boxes, bags, bottles, and metal products.

**Construction Machines**

- **Wheel Drive Motors and Swing Motors for small Excavators**
  Integrated required functions into a compact unit.

- **Large Module Hob**
  High-performance machining of large size gears.

**Screw Grinding Machines**

Compatible with various machining needs, such as ball screws and injection screws.

**Spherical Roller Bearings**

Boasts the world’s highest load capacity and service life.

**NSPi inverter-driven energy-saving variable pump unit**

AquaREVO Drills
Expanding the lineup of MZ series of compact robots
Fulfilling the need for automation
Help improve productivity in every workplace with picking, wrapping, and assembling.

**PZH high-pressure variable piston pump**
Enables high power and downsizing of machines.

**NSP-FX25**
Screw parts compatible with injection molding of fluoropolymers.

**PZH high-pressure variable piston pump**
Enables high power and downsizing of machines.

**NPR-FX25**
Screw parts compatible with injection molding of fluoropolymers.
Industrial Machines, Electrics, Electronics

**Industrial Machines**

- **AquaREVO Drills**
- **Hyper Z Tap Series**
  - Exhibits superior performance in low to medium speed drilling, boasts double to triple the tool life of conventional non-coated taps and even surpasses the tool life of coated taps.
- **NPR-FX25**
  - Screw parts compatible with injection molding of fluoropolymers.
- **PZH high-pressure variable piston pump**
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- **NSPi inverter-driven energy-saving variable pump unit**
- **Screw Grinding Machines**
  - Compatible with various machining needs, such as ball screws and injection screws.
- **Spherical Roller Bearings**
  - Boasts the world's highest load capacity and service life.
- **Precision bearings**
  - Improves precision in machinery.
- **TAF-X Series**
  - High load capacity Ball screw support bearing

**Electrics, Electronics**

- **Expanding the lineup of MZ series of compact robots**
- **Fulfilling the need for automation**
  - Help improve productivity in every workplace with picking, wrapping, and assembling.
- **CZ10 slim collaborative robot**
  - Enables robots to work with people without safety fence.
- **MZ04 Compact and Super Fast Robots**
- **MZ01 Mini-Robots**
- **MZ07 the World's Fastest, Lightweight Compact Robots**
- **MZ12 Compact and Multipurpose Robots**

- **Hyper Z Tap Series**
  - Exhibits superior performance in low to medium speed drilling, boasts double to triple the tool life of conventional non-coated taps and even surpasses the tool life of coated taps.
- **NSPi inverter-driven energy-saving variable pump unit**
- **AquaREVO Drills**
- **Screw Grinding Machines**
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- **TAF-X Series**
  - High load capacity Ball screw support bearing

**World's No. 1 Wheel Drive Motors and Swing Motors for small Excavators**

- Integrated required functions into a compact unit.
Plants and Offices in Japan

Head Office
Shiodome Sumitomo Bldg. 17F
1-9-2 Hagashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel:+81-(0)3-5568-5111 Fax:+81-(0)3-5568-5206
URL : http://www.nachi-fujikoshi.co.jp/

Major offices

Toyama Plant
1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
Tel:+81-(0)76-423-5111 Fax:+81-(0)76-493-5211

Robot R&D Center
Hamamikyû Parkside Place 14F 5-6-10 Tsukiji, Chuo-ku, Tokyo 104-0045

Sales Offices

Eastern Japan Branch Office
Shiodome Sumitomo Bldg. 17F
1-9-2 Hagashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel:+81-(0)3-5568-5280 Fax:+81-(0)3-5568-5290

Hokkaido Sales Office
Hon-cho 1 Jo 10 Chome 4-10, Hagashi-Ku, Sapporo, 065-0041
Tel:+81-(0)11-782-0006 Fax:+81-(0)11-782-0033

Yamagata Sales Office
130-1, Yachi Azamaki, Kahoku-cho, Nishimurayama-gun, Yamagata 999-3511, c/o Nachi Tohoku Seiko Co., Ltd.
Tel:+81-(0)237-71-0321 Fax:+81-(0)237-72-5212

Nakano Sales Office
Takeda Bldg. Room 103, 3-4-1 Chouja, Koriyama-shi, Fukushima 963-8017
Tel:+81-(0)24-991-4511 Fax:+81-(0)24-935-1450

North Kanto Branch
Shinshu Sales Office
26-2 Hama-cho, Ota-shi, Gunma 373-0853
Tel:+81-(0)27-46-7511 Fax:+81-(0)27-46-4599

Central Japan Branch Office
Nachi Nagoya Bldg., 2-120-3 Tokayashiro, Meitou-ku, Nagoya 465-0095
Tel:+81-(0)52-769-6811 Fax:+81-(0)52-769-6830

Tokai Branch Office
1-20-17 Ebutsuba, Naka-ku, Hamamatsu 432-8033
Tel:+81-(0)52-769-8013 Fax:+81-(0)52-769-4243

Hokuriku Branch Office
Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966
Tel:+81-(0)76-28-7863 Fax:+81-(0)76-28-1185

Western Japan Branch Office
Sumitomo Nakanoшимa Bldg. 5F, 3-2-18 Nakanoshima, Kita-ku, Osaka 530-0005
Tel:+81-(0)6-7178-5111 Fax:+81-(0)6-7178-5110

Chugoku-Shikoku Branch Office
Nihonseimei Hiroshima Hikarimachi Bldg. 8F, 1-10-19 Hikarimachi, Higashi-ku, Hiroshima 732-0052
Tel:+81-(0)82-568-7460 Fax:+81-(0)82-568-7466

Kyushu Branch Office
1-10-30 Sanno, Hakata-ku, Fukuoka 812-0015
Tel:+81-(0)92-441-2505 Fax:+81-(0)92-471-6600

Nachi Logistics Center
3-5-1 Yoneda-machi, Toyama 931-8304
Tel:+81-(0)76-438-4481 Fax:+81-(0)76-438-4454

Engineering Companies

NACHI Robot Engineering Co., Ltd.
Shiodome Sumitomo Bldg. 17F,
1-9-2 Hagashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel:+81-(0)3-5568-5180 Fax:+81-(0)3-5568-5185

NACHI Machinery Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511, c/o Fujikoshi Toyama Office
Tel:+81-(0)76-492-0708 Fax:+81-(0)76-492-5255

NACHI Tool Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511, c/o Fujikoshi Toyama Office
Tel:+81-(0)76-423-5337 Fax:+81-(0)76-492-5258

Sales Companies

NACHI Kanto Co., Ltd.
Shiodome Sumitomo Bldg. 17F,
1-9-2 Hagashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel:+81-(0)3-5568-5190 Fax:+81-(0)3-5568-5195

NACHI Engineering
2696-15 Hayakawa, Ayase-shi, Kanagawa 252-1123
Tel:+81-(0)467-71-5111 Fax:+81-(0)467-71-5116

NACHI Kansai Co., Ltd.
Nachi Nagoya Bldg., 2-120-3 Takayashiro, Meitou-ku, Nagoya 465-0095
Tel:+81-(0)52-769-6911 Fax:+81-(0)52-769-6913

NACHI Tokai Co., Ltd.
Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966
Tel:+81-(0)76-424-3991 Fax:+81-(0)76-492-4319

NACHI Kansai Co., Ltd.
Nachi Nagoya Bldg., 2-120-3 Takayashiro, Meitou-ku, Nagoya 465-0095
Tel:+81-(0)52-769-6911 Fax:+81-(0)52-769-6913

NACHI Tohoku Seiko Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511, c/o Fujikoshi Toyama Office
Tel:+81-(0)76-423-5337 Fax:+81-(0)76-492-5258
### Plants and Offices in Toyama

#### Toyama Plant
- **Products:** Cutting Tools, Machinery, Robots and Bearings
- **Site Scale:** 353,000m²
- **Building:** 224,000m²
- **Factories:**
  - Internal broaches factory
  - Automotive air conditioner bearings factory
  - Robot Factory II
  - Precision bearings factory

#### Higashi-Toyama Plant
- **Products:** Special Steels and Hydraulic Equipment
- **Site Scale:** 227,000m²
- **Building:** 126,000m²
- **Factories:**
  - Hydraulic valves factory
  - Special steel melting factory

#### Nagaresugi Plant
- **Products:** Cutting Tools, Machinery and Bearings
- **Site Scale:** 65,000m²
- **Building:** 28,000m²
- **Factories:**
  - Parts processing factory
Plants

**Toyama Plant**
- 1-1-1 Fujikoshi-Honnachi, Toyama 930-8511
- Tools: Tel:+81-(0)76-425-2695 Fax:+81-(0)76-425-2281
- Machine Tools: Tel:+81-(0)76-425-5140 Fax:+81-(0)76-425-6224
- Robots: Tel:+81-(0)76-425-5135 Fax:+81-(0)76-425-5251
- Bearings: Tel:+81-(0)76-425-5120 Fax:+81-(0)76-425-5231

**Higashi-Toyama Plant**
- 3-1-1 Yoneda-machi, Toyama 931-8511
- Materials: Tel:+81-(0)76-438-4411 Fax:+81-(0)76-438-6313
- Hydraulic Equipment: Tel:+81-(0)76-438-8970 Fax:+81-(0)76-438-8978

**Namerikawa Plant**
- 176 Ogoke, Namerikawa-shi, Toyama 936-0802
- Hydraulic Equipment: Tel:+81-(0)76-471-2046 Fax:+81-(0)76-471-2673
- Automotive Hydraulics: Tel:+81-(0)76-471-2320 Fax:+81-(0)76-471-2324
- Coating: Tel:+81-(0)76-471-2985 Fax:+81-(0)76-471-2989
- Industrial Furnaces: Tel:+81-(0)76-471-2981 Fax:+81-(0)76-471-2988

**Mizuhashi Plant**
- 201-1 Iseya Mizuhashi, Toyama 939-3524
- Bearings: Tel:+81-(0)76-479-1780 Fax:+81-(0)76-479-1781

**Nagaresugi Plant**
- 160 Nagaresugi, Toyama 939-8032
- Tools: Tel:+81-(0)76-425-2695 Fax:+81-(0)76-425-9091
- Machine Tools: Tel:+81-(0)76-495-1341 Fax:+81-(0)76-495-1359
- Bearings: Tel:+81-(0)76-424-8848 Fax:+81-(0)76-424-8832

**Nagaresugi Plant**
- 160 Nagaresugi, Toyama 939-8032
- Tools: Tel:+81-(0)76-425-2695 Fax:+81-(0)76-425-9091
- Machine Tools: Tel:+81-(0)76-495-1341 Fax:+81-(0)76-495-1359
- Bearings: Tel:+81-(0)76-424-8848 Fax:+81-(0)76-424-8832

**Manufacturing Companies**

- **NACHI Seiko Co., Ltd.**
  - Precision Cutting Tools Tel:+81-(0)76-425-2695 Fax:+81-(0)76-425-9091
- **NACHI Tool Genesis Co., Ltd.**
  - Metal Band Saws Tel:+81-(0)76-425-2281 Fax:+81-(0)76-424-3183
- **NACHI Tool Technology Co., Ltd.**
  - Taps Tel:+81-(0)76-456-2556 Fax:+81-(0)76-471-2632
- **NACHI Bearing Manufacturing Co., Ltd.**
  - Bearings Tel:+81-(0)76-478-2098 Fax:+81-(0)76-479-1081
- **NACHI Nihonkai Bearing Co., Ltd.**
  - Bearings Tel:+81-(0)76-478-2171 Fax:+81-(0)76-478-2173
- **Hokuriku Kinzoku Co., Ltd.**
  - Bearings Tel:+81-(0)76-451-5217 Fax:+81-(0)76-451-9203
- **NACHI Toyama Bearing Co., Ltd.**
  - Bearings Tel:+81-(0)76-467-2201 Fax:+81-(0)76-467-2203
- **NACHI Yatsuo Bearing Co., Ltd.**
  - Bearings Tel:+81-(0)76-454-2627 Fax:+81-(0)76-454-4343
- **NACHI Tateyama Bearing Co., Ltd.**
  - Bearings Tel:+81-(0)76-424-8848 Fax:+81-(0)76-424-8832
- **NACHI Tohoku Seiko Co., Ltd.**
  - Tel:+81-(0)23-686-2116 Fax:+81-(0)23-686-2119
- **NACHI Hydraulics Co., Ltd.**
  - Hydraulic Equipment Tel:+81-(0)76-469-3829 Fax:+81-(0)76-469-3823
- **Toyama Atsuen Co., Ltd.**
  - Special Steels Tel:+81-(0)76-437-5806 Fax:+81-(0)76-438-9270

**Service Companies**

- **FUJIKOSHI Information Systems Co., Ltd.**
  - Information Systems Tel:+81-(0)76-493-0980 Fax:+81-(0)76-493-2671
- **NACHI Logistics Co., Ltd.**
  - Transportation, Storage, Insurance Tel:+81-(0)76-425-0262 Fax:+81-(0)76-493-8676
- **FUJIKOSHI Com Service Co., Ltd.**
  - Receptions, Facilities Management, Security Tel:+81-(0)76-423-5042 Fax:+81-(0)76-493-5208
**Sales Offices and Service Facilities**

**Representative Offices**

**NACHI-FUJIKOSHI (CHINA) CO., LTD.**

5F, Building A, National Center for Exhibition and Convention, 1988 Zhiguang Road, Qingpu District, Shanghai, 201702, CHINA

Tel: +86-(0)21-6915-8200
Fax: +86-(0)21-6915-5427

**BEIJING BRANCH**

Room 1111, Kuntai International Mansion, Building G, Yi No. 12 Chao Wai Street, Chao yang District, Beijing 100020, CHINA

Tel: +86-(0)-10-5879-0181
Fax: +86-(0)10-5879-0182

**CHONGQING BRANCH**

Room 1508, Building C, Sincere Center No.68 Yanghe Road, Jiangbei District, Chongqing 400020, CHINA

Tel: +86-(0)23-8816-1967
Fax: +86-(0)23-8816-1968

**SHENYANG BRANCH**

Room 304, Fangyuan Building, No.1 Yuebin Street, Shenhe District, Shenyang 110000, CHINA

Tel: +86-(0)24-3120-2252
Fax: +86-(0)24-2250-5316

**GUANGZHOU BRANCH**

Room 1008, Building C, Sincere Center No.68 Yanghe Road, Jiangbei District, Chongqing 400020, CHINA

Tel: +86-(0)23-8816-1967
Fax: +86-(0)23-8816-1968

**WUHAN BRANCH**

Room 422, D Building, Dongfeng Center, Dongfeng 3rd. Road, Wuhan Economic and Technological Development Zone, Wuhan City 430056, Hubei Province, CHINA

Tel: +86-(0)27-8473-1747

**NINGBO BRANCH**

Building 6 NO.128, Xixin Road, Yinzhou District, Ningbo City, 315040, Zhejiang, CHINA

Tel: +86-(0)574-8613-5499

**CHANGCHUN OFFICE**

Room 1810, Minghan International Building, No.3333 Jingyi Road, Changchun City, Jilin Province, 130022, CHINA

Tel: +86-(0)431-8939-5595
Fax: +86-(0)431-8939-5595

**BAOJIA NACHI ROBOT APPLICATION DEVELOPMENT QINGDAO INC.**

No.67 Xinyue Rd., High-tech Industrial Development Zone, Qingdao, Shandong, China

Tel: +86-(0)532-58758267

**NACHI TAIWAN CO., LTD.**

2F, No.23, Lane 15, Sec. 6, Minquan E. Rd., Neihu Dist., Taipei City

Tel: +886-(0)2-2782-1895

**NACHI TECHNOLOGY (THAILAND) CO., LTD.**

**BANGKOK SALES OFFICE**

Unit 23/109B(A), 1/F.24 Sorachai Bldg., Sukhumvit 63 Road(53 Nursery), Klongtontorn, Wattana, Bangkok 10110, THAILAND

Tel: +66-2-714-0008
Fax: +66-2-714-0740

**ROBOT TECHNICAL CENTER**

170/2 (1st floor) Ocean Tower 1 Soi Sukhumvit 16, Ratchadhaphisek Rd., Klongtoey, Klongtoey, Bangkok 10110, THAILAND

Tel: +66-2-250-4101
Fax: +66-2-258-4103

**NACHI SINGAPORE PTE. LTD.**

No.2 Joo Koon Way, Jurong Town, Singapore 628943, SINGAPORE

Tel: +65-65587393
Fax: +65-65587371

**VIETNAM REPRESENTATIVE OFFICE (HANOI)**

1502A, 15FL., IPH building, 241 Xuan Thuy st., Cau Giay dist, Ha Noi, VIETNAM

Tel: +84-24-3767-8605
Fax: +84-24-3767-8604

**VIETNAM REPRESENTATIVE OFFICE (HO CHI MINH)**

4F, Yoco Bid., 41 Nguyen Thi Minh Khai St., Dist.1, Ho Chi Minh, VIETNAM

Tel: +84-28-3822-3919
Fax: +84-28-3822-3918

**NACHI VIETNAM CO., LTD.**

1502B, 15FL., IPH building, 241 Xuan Thuy st., Cau Giay dist, Ha Noi, VIETNAM

Tel: +84-24-3767-8605
Fax: +84-24-3767-8604

**FUJIKOSHI-NACHI (MALAYSIA) SDN. BHD.**

No.17, Jalan USJ 21/3, 47630 UEP Subang Jaya, Selangor Darul Ehsan, MALAYSIA

Tel: +60-(0)3-80247900
Fax: +60-(0)3-80235884

**PT. NACHI INDONESIA**

TEMPO SCAN TOWER, 31FL., Jl. H.R. Rasuna Said Kav. 3-4, Kuningan, Jakarta Selatan DKI Jakarta -12950, INDONESIA

Tel: +62-21-527-2841
Fax: +62-21-527-3029

---

**Established:** 2004

**Products:** Cutting Tools, Bearings, Hydraulic Equipment, Special Steels, Machine Tools and Robots

---

**Established:** 1975

**Products:** Cutting Tools, Bearings and Hydraulic Equipment

**NACHI TECHNOLOGY INDIA PVT. LTD.**

Established: 2012

**Products:** Cutting Tools, Special Steels, Machine Tools and Robots

---

**Established:** 2013

**Products:** Cutting Tools, Bearings and Hydraulic Equipment

---

**Established:** 2004

**Products:** Cutting Tools, Bearings, Hydraulic Equipment, Special Steels, Machine Tools and Robots

---

**Established:** 1979

**Products:** Cutting Tools, Bearings and Hydraulic Equipment

---

**Established:** 2012

**Products:** Cutting Tools, Bearings, Hydraulic Equipment, Special Steels, Machine Tools and Robots
NACHI-FUJIKOSHI CORP.
KOREA REPRESENTATIVE OFFICE
8th Floor Chan & Chan Tower 77-9, Samseong-dong, Gangnam-gu, Seoul, 06087, Republic of Korea
Tel : +82-2-6929-2292
Fax : +82-2-6929-2293

NACHI TECHNOLOGY INDIA PVT. LTD.
GURGAON HEAD OFFICE
Unit No.108, 1st Floor, Sewa Corporate Park, M.G Road, Gurugram 122002, Haryana, INDIA
Tel : +91-(0)12-4450-2900
Fax : +91-(0)12-4450-2910

BANGALORE OFFICE
F-11 Asha Chamber, No.2, Venkata Swamy Raju Road, Kumara Park West, Bangalore-560020, INDIA
Tel : +91-(0)80-3920-8701
Fax : +91-(0)80-3920-8700

NACHI TECHNOLOGY (THAILAND) CO., LTD.
Established : 2004
Products : Bearings
Hydraulic Equipment and Robots

NACHI FORGING TECHNOLOGY (THAILAND) CO., LTD.
Established : 2015
Products : Bearings

NACHI PILIPINAS INDUSTRIES, INC.
1st Avenue, Manipal Compound, Sta. Maria Industrial Estate, Bagumbayan, Taguig, Metro Manila, PHILIPPINES
Tel : +63-(0)2-838-3620
Fax : +63-(0)2-838-3623
URL : http://www.nachi.com.sg/

NACHI TECHNOLOGY INDIA PVT. LTD.
Plot No. Sp-86, Nic缅MNeemrana, Rico Industrial Area, Alwar-301 705, Rajasthan, INDIA
Tel : +91-(0)14-9467-1300
Fax : +91-(0)14-9467-1310

NACHI PRECISION TOOL INDIA PVT. LTD.
179, Sector4, IMT Manesar, District, Gurugram-122 050, Haryana, INDIA
Tel : +91-124-4936-020
Fax : +91-124-4936-022

NACHI TECHNOLOGY (THAILAND) CO., LTD.
5/5 M 2, Rojana Industrial PARK Nongbua, Ban Khai, Rayong, 21120, THAILAND
Tel : +66-38-961-682
Fax : +66-38-961-683

NACHI FORGING TECHNOLOGY (THAILAND) CO., LTD.
5/8 M 2, Rojana Industrial PARK Nongbua, Ban Khai, Rayong, 21120, THAILAND
Tel : +66-38-961-680
Fax : +66-38-946-004

NACHI TECHNOLOGY (THAILAND) CO., LTD.
39 Nanyuan Road, Economic and Technological Development Zone (South), Zhangjiagang, Jiangsu 215618, CHINA
Tel : +86-(0)512-3500-7616
Fax : +86-(0)512-3500-7615

NACHI (JIANGSU) INDUSTRIES CO., LTD.
Established : 2012
Products : Cutting Tools, Hydraulic Equipment, Automotive Hydraulics and Robots

NACHI TECHNOLOGY (CHINA) CO., LTD.
Established : 1979
Products : Cutting Tools, Bearings and Hydraulic Equipment

NACHI SINGAPORE PTE. LTD.
Established : 1975
Products : Cutting Tools, Bearings and Hydraulic Equipment

NACHI PRECISION TOOL INDIA PVT. LTD.
Established : 1999
Products : Cutting Tools, Hydraulic Equipment and Robots

NACHI TECHNOLOGY INDIA PVT. LTD.
Established : 2012
Products : Bearings

SHANGHAI NACHI BEARINGS CO., LTD.
Established : 2015
Products : Bearings

SHANGHAI NACHI SAW CO., LTD.
Established : 2014
Products : Bearings

DAEJUNG-NACHI HYDRAULICS CO., LTD.
1D, Yusan Gondan B-Gil, Yangsan-ri, Gyeongsangnam-Do 60592, KOREA
Tel : +82-(0)55-371-9700
Fax : +82-(0)55-364-3270

NACHI (JIANGSU) INDUSTRIES CO., LTD.
Established : 2012
Products : Cutting Tools, Hydraulic Equipment, Automotive Hydraulics and Robots

NACHI (JIANGSU) INDUSTRIES CO., LTD.
Established : 2011
Products : Cutting Tools, Hydraulic Equipment, Automotive Hydraulics and Robots

SHANGHAI NACHI BEARINGS CO., LTD.
Established : 2004
Products : Bearings

NACHI TECHNOLOGY INDIA PVT. LTD.
Established : 2012
Products : Bearings

NACHI TECHNOLOGY (THAILAND) CO., LTD.
Established : 2004
Products : Bearings
NACHI AMERICA INC.
Established: 1962
Products: Cutting Tools, Machine Tools, Bearings, Hydraulic Equipment and Special Steels

NACHI TECHNOLOGY INC.
Established: 1962
Products: Cutting Tools, Machine Tools, Bearings, Hydraulic Equipment and Special Steels

NACHI TOOL AMERICA INC.
Established: 1962
Products: Cutting Tools
Exhibition and Related Facilities

NACHI “MONOZUKURI” Center
We exhibit our products, technological seeds and history of our operations.

ROBOT FA Exhibition Hall
Exhibits of many examples of automated production lines.

Showroom

NACHI History Museum

FUJIKOSHI Technical High School

FUJIKOSHI Hospital

FUJIKOSHI Guesthouse “Muhenkaku”

NACHI TOYAMA Dormitory
Serves as both an employee dormitory and a training facility.

FUJIKOSHI AJISAI Preschool
Established the FUJIKOSHI AJISAI Preschool to support employees’ children and children living near the Toyama Plant.
Management

Directors

Chairman
Hiroo Honma

President
Jun Sakamoto

Executive Vice President
Hidenori Hayashi
In charge of Supervising Domestic Sales, in charge of Sales in Central Japan

Managing Director
Shigeru Togashi
General Manager of Manufacturing Management Headquarters, in charge of Components, in charge of Human Resources in Toyama, Supervisor of All China Operations

Managing Director
Masayuki Kobayashi
In charge of Finance & General Affairs, Risk Management

Managing Director
Hideaki Hara
In charge of All China Operations, NACHI-FUJIKOSHI (CHINA) CO., LTD Chief Representative of China

Director
Toru Inoue
General Manager of Compliance Headquarters, in charge of International Sales Control

Director
Tetsu Furusawa
General Manager of Corporate Planning Dept., in charge of Organization, Domestic & Global Human Resources, in charge of Corporate Communications and Informatization

Director
Shinichi Urata
General Manager of Technology Development Headquarters, in charge of Procurement

Director
Yutaka Tsukamoto
Deputy General Manager of Manufacturing Management Headquarters, in charge of Cutting Tools & Material, in charge of Quality Assurance

Director
Noritsugu Sasaki
In charge of Sales in Asia

Director
Noboru Miura
General Manager of Eastern Japan Main Branch

Director
Masatoshi Akagawa
General Manager of Robot Division

Director
Shinjiro Iwata*

Director
Junichi Kodama*

Auditors

Standing Corporate Auditor
Hiroshi Yamada

Standing Corporate Auditor
Masashi Hori

Standing Corporate Auditor
Masakazu Yamazaki*

Corporate Auditor
Somuku Iimura*

* Outside director or outside corporate auditor
## Financial Highlights

**NACHI-FUJIKOSHI CORP. and Subsidiaries**  
Years ended November 30

### Consolidated Financial Summary

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>218,225</td>
<td>218,535</td>
<td>211,449</td>
<td>237,461</td>
<td>252,209</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Domestic sales</strong></td>
<td>118,461</td>
<td>115,910</td>
<td>112,920</td>
<td>119,184</td>
<td>131,038</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overseas sales</strong></td>
<td>99,763</td>
<td>102,624</td>
<td>98,529</td>
<td>118,276</td>
<td>121,171</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overseas sales ratio</strong></td>
<td>45.7%</td>
<td>47.0%</td>
<td>46.6%</td>
<td>49.8%</td>
<td>48.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>18,574</td>
<td>18,945</td>
<td>11,139</td>
<td>16,130</td>
<td>15,306</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ordinary income</strong></td>
<td>18,419</td>
<td>17,316</td>
<td>7,765</td>
<td>14,690</td>
<td>13,901</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>9,934</td>
<td>11,593</td>
<td>3,929</td>
<td>9,747</td>
<td>8,945</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net income per share (yen)</strong></td>
<td>39.98</td>
<td>46.90</td>
<td>15.83</td>
<td>39.22</td>
<td>35.96</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash dividend per share (yen)</strong></td>
<td>8.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>255,680</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>297,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td>91,545</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
<td>114,539</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity ratio</strong></td>
<td>35.8%</td>
<td>38.3%</td>
<td>36.4%</td>
<td>37.7%</td>
<td>38.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** A 1-for-10 reverse stock split was carried out in June 2018.

**U.S. dollar amounts are converted for convenience only at ¥113.47 per U.S. dollar, the rate prevailing on November 30, 2018.**

### Consolidated Balance Sheets

#### Assets

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>127,328</td>
<td>126,695</td>
<td>123,736</td>
<td>139,308</td>
<td>144,109</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investments and advances</strong></td>
<td>49,906</td>
<td>48,584</td>
<td>48,423</td>
<td>53,561</td>
<td>58,378</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property, plant and equipment</strong></td>
<td>44,345</td>
<td>45,879</td>
<td>44,350</td>
<td>51,925</td>
<td>56,337</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td>128,351</td>
<td>141,416</td>
<td>145,702</td>
<td>159,846</td>
<td>153,090</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intangible assets</strong></td>
<td>94,566</td>
<td>103,606</td>
<td>110,011</td>
<td>114,867</td>
<td>113,654</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investments and advances</strong></td>
<td>932</td>
<td>1051</td>
<td>1,233</td>
<td>2,654</td>
<td>2,749</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>255,680</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>297,200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Liabilities and Net Asset Value**

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td>103,331</td>
<td>98,407</td>
<td>90,423</td>
<td>99,083</td>
<td>104,240</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Notes and accounts receivable</strong></td>
<td>47,483</td>
<td>41,988</td>
<td>41,414</td>
<td>48,105</td>
<td>49,923</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bonds &amp; short-term debt</strong></td>
<td>32,765</td>
<td>37,827</td>
<td>32,705</td>
<td>29,534</td>
<td>34,403</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Long-term liabilities</strong></td>
<td>54,779</td>
<td>60,398</td>
<td>74,599</td>
<td>80,671</td>
<td>71,883</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>158,111</td>
<td>158,805</td>
<td>165,023</td>
<td>179,755</td>
<td>176,124</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td>91,545</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
<td>114,539</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Common stock</strong></td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional paid-in capital</strong></td>
<td>11,561</td>
<td>11,650</td>
<td>11,121</td>
<td>11,137</td>
<td>11,221</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retained earnings</strong></td>
<td>56,970</td>
<td>67,118</td>
<td>68,562</td>
<td>75,824</td>
<td>82,537</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit on valuation of stock</strong></td>
<td>8,656</td>
<td>10,475</td>
<td>9,213</td>
<td>13,787</td>
<td>10,329</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>97,569</td>
<td>109,306</td>
<td>104,415</td>
<td>119,399</td>
<td>121,171</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>255,680</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>297,200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**U.S. dollar amounts are converted for convenience only at ¥113.47 per U.S. dollar, the rate prevailing on November 30, 2018.**
## Financial Highlights

NACHI-FUJIKOSHI CORP. and Subsidiaries   Years ended November 30

### Liabilities and Net Asset Value

<table>
<thead>
<tr>
<th>Asset</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>103,331</td>
<td>103,331</td>
<td>103,331</td>
<td>103,331</td>
<td>103,331</td>
</tr>
<tr>
<td>Notes and accounts receivable</td>
<td>118,461</td>
<td>118,461</td>
<td>118,461</td>
<td>118,461</td>
<td>118,461</td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
</tr>
<tr>
<td>Net income</td>
<td>115,910</td>
<td>115,910</td>
<td>115,910</td>
<td>115,910</td>
<td>115,910</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>18,574</td>
<td>18,574</td>
<td>18,574</td>
<td>18,574</td>
<td>18,574</td>
</tr>
<tr>
<td>Operating income</td>
<td>54,779</td>
<td>54,779</td>
<td>54,779</td>
<td>54,779</td>
<td>54,779</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>237,461</td>
<td>237,461</td>
<td>237,461</td>
<td>237,461</td>
<td>237,461</td>
</tr>
<tr>
<td>Domestic sales</td>
<td>218,535</td>
<td>218,535</td>
<td>218,535</td>
<td>218,535</td>
<td>218,535</td>
</tr>
<tr>
<td>Translation adjustments</td>
<td>45,879</td>
<td>45,879</td>
<td>45,879</td>
<td>45,879</td>
<td>45,879</td>
</tr>
<tr>
<td>Profit on valuation of stock</td>
<td>49,906</td>
<td>49,906</td>
<td>49,906</td>
<td>49,906</td>
<td>49,906</td>
</tr>
<tr>
<td>Common stock</td>
<td>52,765</td>
<td>52,765</td>
<td>52,765</td>
<td>52,765</td>
<td>52,765</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>102,553</td>
<td>102,553</td>
<td>102,553</td>
<td>102,553</td>
<td>102,553</td>
</tr>
<tr>
<td>Bonds and long-term debt</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
<td>31,392</td>
</tr>
<tr>
<td>Bonds &amp; short-term debt</td>
<td>47,483</td>
<td>47,483</td>
<td>47,483</td>
<td>47,483</td>
<td>47,483</td>
</tr>
<tr>
<td>Total</td>
<td>252,209</td>
<td>252,209</td>
<td>252,209</td>
<td>252,209</td>
<td>252,209</td>
</tr>
</tbody>
</table>

### Notes: A 1-for-10 reverse stock split was carried out in June 2018.

## Shareholder Information

### Shareholder Information

- **Issued Stock:** 24,919 thousands shares (as of the end of Nov. 2018) (Of which, 70 thousands are common shares for treasury)

### Major Shareholders

- **NACHI WANEI Stockholding**
  - Shares (thousand): 2,112
  - Ratio (%): 8.50
- **Employees Stock Ownership Plan**
  - Shares (thousand): 1,366
  - Ratio (%): 5.50
- **TOYOTA MOTOR CORPORATION**
  - Shares (thousand): 1,318
  - Ratio (%): 5.30
- **MUFG BANK, LTD.**
  - Shares (thousand): 1,188
  - Ratio (%): 4.78
- **The Hokuriku Bank, Ltd.**
  - Shares (thousand): 865
  - Ratio (%): 3.48

### Note: Common shares for treasury (70 thousands shares) were excluded when calculating ownership of shares.

## Capital Expenditures

<table>
<thead>
<tr>
<th>Capital Expenditures</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>9,900</td>
<td>11,400</td>
<td>12,000</td>
<td>10,800</td>
<td>12,600</td>
</tr>
<tr>
<td>Consolidated</td>
<td>20,600</td>
<td>23,200</td>
<td>21,800</td>
<td>18,700</td>
<td>15,900</td>
</tr>
</tbody>
</table>

## Number of Associates

<table>
<thead>
<tr>
<th>Number of Associates</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>2,800</td>
<td>2,850</td>
<td>2,950</td>
<td>3,070</td>
<td>3,150</td>
</tr>
<tr>
<td>Domestic Subsidiaries</td>
<td>1,520</td>
<td>1,540</td>
<td>1,530</td>
<td>1,570</td>
<td>1,620</td>
</tr>
<tr>
<td>Overseas Subsidiaries</td>
<td>1,980</td>
<td>2,170</td>
<td>2,300</td>
<td>2,560</td>
<td>2,710</td>
</tr>
<tr>
<td>Consolidated</td>
<td>6,300</td>
<td>6,560</td>
<td>6,780</td>
<td>7,200</td>
<td>7,480</td>
</tr>
</tbody>
</table>

## Breakdown of Shareholders

<table>
<thead>
<tr>
<th>Breakdown of Shareholders</th>
<th>Number of Shareholders</th>
<th>Ratio (%)</th>
<th>Shares (thousand)</th>
<th>Ratio (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock Ownership Plan</td>
<td>4</td>
<td>0.02</td>
<td>4,233</td>
<td>17.04</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>50</td>
<td>0.24</td>
<td>7,958</td>
<td>32.02</td>
</tr>
<tr>
<td>Stock company</td>
<td>53</td>
<td>0.25</td>
<td>163</td>
<td>0.66</td>
</tr>
<tr>
<td>Other Corporations</td>
<td>360</td>
<td>1.70</td>
<td>4,524</td>
<td>18.21</td>
</tr>
<tr>
<td>Foreign Corporations etc.</td>
<td>191</td>
<td>0.90</td>
<td>3,235</td>
<td>13.02</td>
</tr>
<tr>
<td>Others</td>
<td>20,469</td>
<td>96.89</td>
<td>4,734</td>
<td>19.05</td>
</tr>
<tr>
<td>Total</td>
<td>21,127</td>
<td>100.00</td>
<td>24,849</td>
<td>100.00</td>
</tr>
</tbody>
</table>

## Major Banking Relationships

- MUFG BANK, LTD.
- The Hokuriku Bank, Ltd.
- Sumitomo Mitsui Trust Bank, Limited
- Mitsubishi UFJ Trust and Banking Corporation
- Mizuho Bank, Ltd.
History of NACHI-FUJIKOSHI

NACHI-FUJIKOSHI was founded with the express aim of becoming a domestic manufacturer of cutting tools and machine tools in the trend towards industrial modernization. The Company's business activities expanded greatly in the first 20 years since its founding.

1928 FUKOSHIN STEEL INDUSTRY CO., Ltd. is founded in Toyama City by Kohki Imura.
1929 NACHI hacksaw blades are chosen as a superior example of Japanese manufacturing technology and are personally inspected by the Emperor Showa. The NACHI trademark is adopted from the name of the Emperor's ship.
1934 The company gains recognition as an all-round domestic manufacturer of precision cutting tools. Installs the latest European and American machinery.
1937 Establishes FUJIKOSHI Technical High School.
1938 Higashi-Toyama Steel Mill starts operation.
1939 Establishes integrates manufacturing system covering materials through to final production.
1940 Business further expanded to 18 plants in Japan and number of employees increased to 36,000. Establishes FUJIKOSHI Hospital.

NACHI-FUJIKOSHI attained the position of a "total machinery manufacturer" as the result of an active management policy during the high economic growth period in the 1950's to 1960's

1945 Expands product line-up to include hand tools, food industry machinery, bicycles, and motorcycles.
1953 Develops Christmas tree type broaches for jet engines.
1955 Begins marketing with large OEM customers in Europe and America.
1958 Begins production of hydraulic equipment.
1962 Restructures along divisional lines (cutting tools, bearings, machine tools and special steel).
1963 Changes Company name to NACHI-FUJIKOSHI CORP.

NACHI-FUJIKOSHI is aiming at becoming a mechatronics manufacturer in keeping with technical innovation and internationalization.

1964 Begins production of industrial furnaces.
1967 Opens office in Germany.
1969 Develops hydraulic industrial robots.
1972 Begins local production in Brazil.
1975 Opens offices in Australia, United Kingdom, Singapore, and Canada.
1976 Begins local production in U.S.A. and Spain.
1979 Develops first motor-driven robots for spot welding in the world.
1984 Establishes Robot Division and Precision Machinery Division.
1987 Awards the PM (Productive Maintenance) Prize.
1988 Opens FUJIKOSHI Guesthouse "Muhensuka" to commemorate the Company's 60th anniversary.
1989 Establishes NACHI TECHNOLOGY INC., U.S.A.
1990 Begins production of handling robots.

NACHI-FUJIKOSHI has been steadily promoting the NACHI Business in keeping with globalization and changes in the industrial structure.

1993 Masamichi Honda is appointed as President. Management is restructured due to Japan's deflationary economic environment and appreciating yen.
1994 Starts cooperating with Koyo Seiko., Ltd. in the area of bearings.
1997 Obtains ISO 9001 certification in 1995 for each division and overseas plant.
1998 Kensuke Imura is appointed as President. Sets up new corporate brand mark at the 70th anniversary.
1999 Establishes NACHI Techno Square in the Toyama plant.

1999 Starts up the internal control system. Integrates production of tools in the US into Indiana.
2000 Expands overseas supply systems (Thai plant and others) to enhance sales bases. Cooperates with Daido Steel Co., Ltd. in the material field. Announces mid-term management plan "NACHI Business Plan 03". Introduces Meister system.
Promoting expansion of domestic and international production and sales systems with penetration of the NACHI brand in world markets.

2004 Moves Tokyo Head Office to Shiodome, Tokyo, increased the share capital, builds new bearings factories in the Toyama Plant (Japan), Czech and China. Consolidated hydraulic equipment business into the Higashi-Toyama Plant and established a new hydraulic valves factory. Divides manufacturing of hydraulic equipment with DAESUNG-NACHI HYDRAULICS CO., LTD. Enters into the field of seismic isolator business.

2005 Renews the NACHI-FUJIKOSHI Museum and Café Across (2004), and expands NACHI COMPLEX with NACHI-BUSINESS Galaxy. Organizes business locations in America, Europe and ASEAN respectively. Builds a new factory for large-sized robots. Launches a new HR project encouraging each employee to improve their skills. Establishes a new materials factory.

2006 Sets up NACHI Major Dealers Meeting, Strengthens the business for industrial machines. Rounds a rep office in India. Establishes a new broaches factory. Expands the engineering business for machining in both domestic and overseas market.

2007 Sets up International Trade Headquarters, Expands overseas business. Forms a business alliance with Sanyo Tatayama Aluminium, Inc. in magnesium business. Builds a new gear cutting tools factory, machine parts processing factory, hydraulic motor factory and YAMAGATA factory. Establishes “R&D Material”. Develops the business on the industrial machinery sector by releasing the new platform robot.


2009 Hiroyo Honma is appointed as President. Starts up the internal control system. Integrates production of tools in the US into Indiana. Expands the bearing factories in Thailand and Brazil. Assigns a representative in Turkey and expanded the business in emerging countries. Establishes Central Japan Hydraulic Center to penetrate the energy and infrastructure markets. Shifts dynamically to emerging countries, set up Robot Business Center in China. Enhances the structure for production, sales and services in China, ASEAN, India and South America. Enhances the structure for development. Introduces the palletizing robots and penetrated the distribution infrastructure markets. Develops transparent conductive oxide coating and high speed seam welding robots together with the alliance companies.

Aim for long-term growth with new markets, business areas and management structure in this era of change.


2012 Establishes production network as the core of operations for China in Jiangsu, Zhangjiayong China. Bolsters sales, production, and procurement systems in China, and advances into automotive and industrial machinery markets. Establishes bearing production facilities in India, Accelerates entrance into industrial machinery and automotive markets. Introduces integrated process type gear machining equipment to the market, and enters industrial machinery market.


2014 Establishes 2016 mid-term business plan as a milestone in 2020 long-term vision. Establishes Production Technology Headquarters to develop overseas factories and integrates production technologies. Establishes Sales Strategies Headquarters to plan and promote sales strategies globally. Re-establishes local procurement production of broaches and precision tools in the U.S. Establishes production of round tools, such as carbide drills, in the U.S.

2015 Establishes new bearing production facility in Mexico.

2016 Transforms management policy to become a "comprehensive machinery manufacturer with its robotics business at its core." Introduces EZ Series WING SLICER Type Robot to the market. Establishes new robot technical centers which is the largest of the world in Shanghai. Introduces an integrated gear skiving machine to the market and advances into the field of industrial machinery.

2017 Appoints Hiroyo Honma as Chairman and Kenji Suzuki as President. Establishes Product Supervisor Headquarters, TQC & TPM Promotion Headquarters, and Procurement Headquarters to expand our scale of production globally. Newly establishes the forging of bearings and turning factories in Thailand to achieve an integrated production system. Establishes new robot technical centers in Guangzhou, Taipei, Bangkok, San Jose, Atlanta and Mexico.

2018 Announces the medium-term management plan. Establishes new Robot R&D Center in Tokyo in order to develop state-of-the-art technologies of robots and robotic system. Introduces the C210 slim collaborative robot and the AquaREVO carbide drill to the market.

2019 Jun Sakamoto becomes President. Introduces the M201, payload 1kg compact robot.