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, "Leading in manufacturing innovations through technologies at the highest global standards, with its core business in robotics," in expectation of long-term shifts in market demand. We reinforce constitution of sales, service, production, procurement and development.

In the future, we aim to achieve both strong corporate growth and to provide value to our stakeholders including not only our shareholders and customers, but also our business partners, employees, and the local societies where we conduct our business.
Message from the representatives

Leading in manufacturing innovations through technologies at the highest global standards, with its core business in robotics

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Chairman
Hiroo Honma

President
Jun Sakamoto

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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 "机" which reads "Koshi" has the same pronunciation as "吉世" 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

Capital: 16.0 billion yen
Consolidated Net Sales: 201.0 billion yen (1,935 million dollars)
Overseas Sales: 96.5 billion yen (929 million dollars)
Consolidated subsidiaries: 54 companies (Domestic 22 companies)
Overseas Sales: 32 companies (Overseas 32 companies)
Consolidated number of employees: 7,240 (55 companies)
3,310 (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
- Special Furnaces: Others 6%
- Cutting Tools: 14%
- Machine Tools: 7%
- Robots: 13%
- Bearings: 32%

By Market
- Energy Infrastructure: 24%
- Automotive: 50%
- Machinery Retail: 26%

By Region
- Japan: 52%
- Asia: 31%
- Europe: 5%
- America: 12%

Fluctuations in Performance

Net Sales (Consolidated)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>237.4</td>
<td>252.2</td>
<td>249.0</td>
<td>201.0</td>
<td>205.0</td>
</tr>
<tr>
<td>Overseas Sales</td>
<td>118.2</td>
<td>121.1</td>
<td>114.0</td>
<td>96.5</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Operating Income (Consolidated)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>16.1</td>
<td>15.3</td>
<td>13.3</td>
<td>6.8</td>
<td>8.0</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1928</td>
<td>Begins domestic production of cutting tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1938</td>
<td>Starts in-house production of cutting tools with high-quality materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1940</td>
<td>Development of a variety of specialized machines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1948</td>
<td>Formation of Gear Production Alliance (GPA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1950</td>
<td>Development of ultra-precision machine tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1955</td>
<td>Development of coating equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960</td>
<td>Starts ESR smelting using an arc melting furnace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1965</td>
<td>Sets up maintenance and service operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1969</td>
<td>Increases capacity and diversification of sales abroad</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1970</td>
<td>Starts production using heat treatment developed for cutting tools and bearings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1975</td>
<td>Starts production of coated hobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1980</td>
<td>Strengthens connections between tooling and gas control technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1989</td>
<td>Strengthens production system in three regions worldwide</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>Expands production network</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Genealogy of Business Operations**

- **Cutting Tools**
  - Hacksaws
  - Drills
  - End mills
  - Hobs
  - Broaches
  - Christmas tree broaches
  - Expansion of cutting tool production with high-quality materials
  - Optimized materials

- **Machine Tools**
  - Drill fabricating equipment
  - Broach grinders
  - Transmissions
  - Large-scale broaching machines
  - In-house production facilities
  - Grinding technology
  - Mechatronization technologies

- **Bears**
  - Ball bearings
  - Bearings for railway cars
  - Jet engine bearings
  - Shinkansen bearings (jointly developed with special steels section)
  - Expansion of special-purpose bearings
  - Spherical roller bearings

- **Special Steels**
  - HSS (high-speed tool steel)
  - Alloy tool steels
  - Bearing steels
  - Application of characteristics of materials
  - Coating technologies
  - Specialized heat treatment technologies

- **Industrial Furnaces and Coatings**
  - Salt baths
  - Development of TiC coating in collaboration with Cutting Tools Division
  - Carburizing furnaces
  - Nitriding furnaces
  - Hybrid furnaces
  - Coating furnaces

- **Genealogy**
  - 1928: Begins domestic production of cutting tools
  - 1938: Starts in-house production of cutting tools with high-quality materials
  - 1940: Development of a variety of specialized machines
  - 1948: Formation of Gear Production Alliance (GPA)
  - 1950: Development of ultra-precision machine tools
  - 1955: Development of coating equipment
  - 1960: Starts ESR smelting using an arc melting furnace
  - 1965: Sets up maintenance and service operations
  - 1969: Increases capacity and diversification of sales abroad
  - 1970: Starts production using heat treatment developed for cutting tools and bearings
  - 1975: Starts production of coated hobs
  - 1980: Strengthens connections between tooling and gas control technology
  - 1989: Strengthens production system in three regions worldwide
  - 1990: Expands production network
<table>
<thead>
<tr>
<th>Year</th>
<th>Event/Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>Expansion of environmentally friendly cutting and machine tools</td>
</tr>
<tr>
<td>2005</td>
<td>Machinery produced under one company</td>
</tr>
<tr>
<td>2010</td>
<td>Production of cutting tools</td>
</tr>
<tr>
<td>2015</td>
<td>Expansion of cutting tool production</td>
</tr>
<tr>
<td>2020</td>
<td>Various sensors and tools</td>
</tr>
</tbody>
</table>

### Machining

- **2000**
  - Production localized in Thailand
  - TISCO (India) provided with technology
  - Sealed support bearings
  - High-performance bearing steel "MS Steel"
- **2005**
  - Establishes joint venture with Shanghai Automotive Industry Corporation Group in China
  - Strengthens production system in three regions worldwide: Quest series
  - Establishes Central Japan Hydraulics Center
  - Development of filtration and other low-energy and low-resource consuming systems
- **2010**
  - Local production in India
  - Establishes production facility in Mexico
  - TAF-X Series, starts integrated production from forging in Thailand
- **2015**
  - Local production in China
  - Strengthens automotive hydraulics operations
  - Establishes new robot technical centers
  - Drive and swing motors for mid-size construction equipment
  - Local production in China
  - Local production of vane pump for automobiles Electric actuators
- **2020**
  - Various sensors and tools
  - AX controllers
  - Various cutting tools

### Components

- **2000**
  - Automotive solenoid valves (compact electric valves)
  - AYC unit
  - Automotive 3-way solenoid valve
  - Original steel for molds
- **2005**
  - Development of load sensing system
  - Standard energy-saving hydraulic units
  - Power Meister
  - Micron Hard
  - CDC process Micron Hard
  - Improved surfaces with high-performance coatings
- **2010**
  - High-performance bearing steels
  - Pre-Harden 4000
  - Business tie-up with Erasteel (France)
  - FM alloy
- **2015**
  - Business tie-up with Daido Steel/Riken Seiko
  - Business tie-up with Sumitomo Electric/Allied Materials
  - Aqua drills
  - Expansion of cutting tool production
- **2020**
  - Various sensors and tools
  - AX controllers
  - Various cutting tools

### Materials

- **2000**
  - Business tie-up with Daido Steel/Riken Seiko
  - Pre-Harden 4000
  - Original steel for molds
- **2005**
  - Business tie-up with Sumitomo Electric/Allied Materials
  - Aqua drills
  - Expansion of cutting tool production
- **2010**
  - Various sensors and tools
  - AX controllers
  - Various cutting tools
- **2015**
  - Business tie-up with Erasteel (France)
  - FM alloy
  - Micron Hard
  - CDC process Micron Hard
  - Improved surfaces with high-performance coatings
- **2020**
  - Various sensors and tools
  - AX controllers
  - Various cutting tools
Contributing to the Process of Manufacturing

Cutting Tools

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.

- Lock actuators
- Thin-walled, deep-groove ball bearings for electrical units
- Hydraulic-control modules for clutches
- Skiving cutter
- GMS200
  - Integrates gear machining processes into a single device, contributing to the downsizing of production lines.
- Vane pump for automobiles

Transmissions
For responsive and comfortable driving.

- MT21 Steel Bearings for transmissions
- Solenoid Valves for Automobiles
  - Direct control of transmission clutch with valves.
- NC Helical Broaching Machine
  - Performs highly efficient machining of helical gears for automatic transmission.
- Helical Broach
  - World’s No.1
- Double-Row Angular Contact Ball Bearings
  - For automobile air conditioners resistant to high speeds and high temperatures.
- AquaREVO Drills
  - Innovative drills that are made from newly developed carbide materials and coating, with a newly designed cutting edge.
- MQL Power Cell
  - MQL Machining System
  - High-efficiency, non-step deep hole drilling.
- Precision rolling Forming Rack
  - Keeping precision high in super efficient production.
- Double-row Four-point Contact Ball Bearings
  - The double-row gothic arch raceways ensure rigidity.
- Roller Bearings for Constant Velocity Joints
  - High-performance bearings for superb operability, comfort and safety in automobile driving.
- Vane Material in Power Steering Pumps Made from HSS
- IN-Trac Cable Management System
- SRA133HL
**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.

- **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.

- **Power Finisher**
  Crankshaft and camshaft lapping.

- **MT21 Steel Bearings**
  for transmissions

**Constant velocity joint differential**

Quiet and smooth rotary transfer.

- **Forming Rack**
  Keeping precision high in super efficient production.

- **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.

**Body**

- **Spot Welding System**
- **IN-Trac Cable Management System SRA133HL**

**Steering**

Safe and stable steering.

- **Broaching of steering racks.**
- **Four-point Contact Ball Bearings for Steering**
- **Vane Material in Power Steering Pumps Made from HSS**
Multifaceted Solutions

Energy, Infrastructure

### Power Generation, Aircraft

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

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

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

### 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.
Multifaceted Solutions

10

11

**Industrial Machines, Electrics, Electronics**

**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.

**Power Generation, Aircraft**

**Industrial Machines**

**Screw Grinding Machines**
Compatible with various machining needs, such as ball screws and injection screws.

**TAF-X Series**
High load capacity Ball screw support bearing

**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.

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

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

**Spherical Roller Bearings**
Boasts the world’s highest load capacity and service life.

**Power Meister**
Simple realization of high-precision controls for position, speed, and pressure.

**AquaREVO Drills**

**AquaREVO Mills**

**MZ01 Mini-Robots**

**MZ04 Compact and Super Fast Robots**

**MZ07 the World’s Fastest, Lightweight Compact Robots**

**EZ03 Wing Slicer Type Robot**

**MZ12 Compact and Multipurpose Robots**

**Share World’s No.1 Wheel Drive Motors and Swing Motors for small Excavators**
Integrated required functions into a compact unit.

**CZ10 slim collaborative robot**
Enables robots to work with people without safety fence.

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

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

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

**Share World’s No.1 Wheel Drive Motors and Swing Motors for small Excavators**
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**Power Meister**
Simple realization of high-precision controls for position, speed, and pressure.

**Screw Grinding Machines**
Compatible with various machining needs, such as ball screws and injection screws.

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

**Power Meister**
Simple realization of high-precision controls for position, speed, and pressure.
Plants and Offices in Japan

Head Office, Eastern Japan Branch Office
Shiodome Sumitomo Bldg.

Head Offices
- Hokkaido Sales Office
- Yamagata Sales Office
- Shinshu Sales Office
- Central Japan Branch Office
- Tokai Branch Office
- Chugoku-Shikoku Branch Office
- Kyushu Branch Office

Manufacturing Plants and Development facilities
- Toyama Plant
- Higashi Toyama, Namerikawa
- Mizuhashi, Nagaresugi Offices
- Hokuriku Branch Office
- NACHI Hokuriku Co., Ltd.

Sales Offices and Service Facilities
- NACHI Tohoku Seiko Co., Ltd.
- NACHI Tokai Co., Ltd.
- NACHI Kanto Co., Ltd.
- NACHI Kansai Co., Ltd.
- NACHI Tokiwa Co., Ltd.

Sales Companies
- NACHI Kanto Co., Ltd.
- NACHI-TOKIWA CORP.
- NACHI Tokai Co., Ltd.
- NACHI Hokuriku Co., Ltd.
- NACHI Kansai Co., Ltd.

Major Offices
- 1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
- Hamarikyū Parkside Place 14F, 5-6-10 Tsukiji, Chuo-ku, Tokyo 104-0045

Nachi Logistics Center
Head Office
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-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
Hamariyū 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 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel: +81-(0)3-5568-5280
Fax: +81-(0)3-5568-5290

Hokkaido Sales Office
Yamagata Sales Office
Fukushima Sales Office
North Kanto Branch
Shinshu Sales Office

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

Tokai Branch Office
Hokuriku Branch Office

Western Japan Branch Office
Sumitomo Nakanoshima 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, Hiroshima-shi, Hiroshima 732-0052
Tel: +81-(0)82-568-7460
Fax: +81-(0)82-568-7465

Kyushu Branch Office
Nachi Logistics Center

Engineering Companies

NACHI Machinery Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511,
c/o Fujikoshi Toyama Office
Ayase, Utsunomiya
Tel: +81-(0)76-492-0708
Fax: +81-(0)76-493-5255

NACHI Tool Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511,
c/o Fujikoshi Toyama Office
Ayase
Tel: +81-(0)76-423-5337
Fax: +81-(0)76-493-5258

Sales Companies

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

NACHI-TOKIWA CORP.
Shiodome Sumitomo Bldg. 17F,
1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel: +81-(0)3-6252-3677
Fax: +81-(0)3-6252-3678

NACHI Tokai 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 Hokuriku Co., Ltd.
NACHI Kansai Co., Ltd.
Tel: +81-(0)6-7178-2200
Fax: +81-(0)6-7178-2201
Plants and Offices in Toyama

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

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

**Nagaresugi Plant**
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 55,000m²
- Building: 28,000m²
- Parts processing factory
Plants

Namerikawa Plant
- Products: Hydraulic Equipment, Automotive Hydraulics, Machining Equipment, Coating Processes, and Industrial Furnaces
- Site Scale: 195,000m², Building: 69,000m²

Higashi-Toyama Plant
- Products: Special Steels and Hydraulic Equipment
- Site Scale: 227,000m², Building: 126,000m²

Toyama Plant
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 55,000m², Building: 28,000m²

Nagaresugi Plant
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 353,000m², Building: 224,000m²

Mizuhashi Plant
- Product: Bearings
- Site Scale: 65,000m², Building: 22,000m²

Namerikawa Plant
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 195,000m², Building: 69,000m²

Mizuhashi Plant
- Products: Bearings
- Site Scale: 65,000m², Building: 22,000m²

Nagaresugi Plant
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 195,000m², Building: 69,000m²

Manufacturing Companies

NACHI Seiko Co., Ltd.
- Precision Cutting Tools
- Tel: +81-(0)76-425-2695, Fax: +81-(0)76-425-0262

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.
- Hydraulic Equipment and Printing Press Parts
- 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

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
Plants and Offices Worldwide

Asia

Sales Offices and Service Facilities

Representative Offices

- NACHI-FUJIKOSHI(China)CO., LTD.
  SF, Building A, National Center for Exhibition and Convention, 1988 Zhuguang Road, Qingshu District, Shanghai, 201702, CHINA
  Tel: +86-(021)-6915-2200
  Fax: +86-(021)-6915-5427
  URL: http://www.nachi.com.cn/

- BEIJING BRANCH
  Room 1111, Kuntai international Mansion, Building O, Yi No.12 Chao Wai Street, Chao yang District, Beijing 100020, CHINA
  Tel: +86-(010)-5879-0181
  Fax: +86-(010)-5879-0182

- CHONGQING BRANCH
  Room 405, Building D, CINDA INTERNATIONAL, No.67 middle Huangshan Avenue, Yubei District, 401120, Chongqing, CHINA
  Tel: +86-(023)-8816-1967
  Fax: +86-(023)-8816-1968

- SHENYANG BRANCH
  Room304, Fangyuan Building, No.1 Yueba Street, Shenhe District, Shenyang 110000, CHINA
  Tel: +86-(024)-3120-2252
  Fax: +86-(024)-2250-5316

- GUANGZHOU BRANCH
  2F Building 1, Yixing Science and Technology Park, No.72 Naxi Xiang Two Road, Science City, Hightech Industrial Development Park, Guangzhou City, 510670, CHINA
  Tel: +86-(020)-8200-6163
  Fax: +86-(020)-8200-6163

- WUHAN BRANCH
  Room 402, D Building, Donghe Center, Dongfeng 3rd Road, Wuhan Economic and Technological Development Zone, Wuhan City 430056, Hubei Province, CHINA
  Tel: +86-(027)-8473-1747

- NINGBO BRANCH
  Building G No.128, Qixin Road, Zhenhu District, Ningbo City, 315040, Zhejiang, CHINA
  Tel: +86-(0574)-8813-5499

- CHANGCHUN OFFICE
  Room1827, Minghan International Building, No.3333 Jingyang Road, Changchun City, Jilin Province, 130062, CHINA
  Tel: +86-(0431)-8939-5395
  Fax: +86-(0431)-8939-5395

- BAOJIA NACHI ROBOT APPLICATION DEVELOPMENT QINGDAO INC.
  No.67 Xinyue Rd., High-tech Industrial Development Zone, Qingdao, Shandong City, CHINA
  Tel: +86-(0532)58759267

- NACHI TAIWAN CO., LTD.
  2F, No.23, Lane 15, Sec. 6, Minquen E. Rd., Neihu Dist., Taipei City
  Tel: +886-(02)-2792-1895

- NACHI TECHNOLOGY (THAILAND) CO., LTD.
  BANGKOK SALES OFFICE
  Unit 23/109A, FL24 Sorachai Bldg., Sukhumvit 63 Road(Ekkamai), Klongtonnua, 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, Ratchadaphisek 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 628843, SINGAPORE
  Tel: +65-65587393
  Fax: +65-65587371

- NACHI VIETNAM CO., LTD.
  15028, 15FL., IPH building, 241 Xuan Thuy st., Cau Giay dist, Ha Noi, VIETNAM
  Tel: +84-24-3767-8605
  Fax: +84-24-3767-8604

- HO CHI MINH BRANCH
  4FL., Yoco Blvd., 41 Nguyen Thi Minh Khai St., Dist.1, Ho Chi Minh, VIETNAM
  Tel: +84-28-3822-3919
  Fax: +84-28-3822-3918

- FUJIKOSHI-NACHI (MALAYSIA) SDN. BHD.
  No.17, Jalan USJ 21/3, 47630 UEP Subang Jaya, Selangor Darul Ehsan, MALAYSIA
  Tel: +60-(03)-80247905
  Fax: +60-(03)-80235884

- PT.NACHI INDONESIA
  Tempo Scan Tower, 31st Floor JIHLR Rasuna Said Kav. 3-4, Kuningan, Jakarta 12950 INDONESIA
  Tel: +62-021-527-2841
  Fax: +62-021-527-3029

- NACHI-FUJIKOSHI CORP. KOREA REPRESENTATIVE OFFICE
  8th Floor Chan 1 Chan Tower 77-9, Samsam-dong, Gangnam-gu, Seoul, 06087, KOREA
  Tel: +82-(02)-6929-2292
  Fax: +82-(02)-6929-2293

- NACHI TECHNOLOGY INDIA PVT. LTD.
  GURGAON HEAD OFFICE
  Unit No.108, 1st Floor, Sewa Corporate Park, M.G Road, Gurgoan-122002, Haryana, INDIA
  Tel: +91-124-450-2100
  Fax: +91-124-450-2910

- 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
Established: 1975 Products: Cutting Tools, Bearings, Hydraulic Equipment

NACHI SINGAPORE PTE. LTD.
Established: 1979 Products: Cutting Tools

NACHI INDUSTRIES PTE. LTD.
Established: 1979 Products: Cutting Tools

**Manufacturing Plants**

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

- **NACHI C.H. DONGGUAN CORP.**
  - East Jiangnan Road, Guancheng High-Tech Park, Eastern Industrial Zone, Dongguan City, Guangdong CHINA
  - Tel: +86-(0)769-8701-1028
  - Fax: +86-(0)769-8701-1038

- **SHANGHAI NACHI BEARINGS CO., LTD.**
  - Yitong Industry Zone 258, Fengmao Rd, Malu Town, Jiading, Shanghai 201801, CHINA
  - Tel: +86-(0)21-6915-6200
  - Fax: +86-(0)21-6915-6202

- **SHANGHAI NACHI SAW CO., LTD.**
  - 1F. 3 Building, 33 Forward Road, Malu Town, Jiading, Shanghai 201818, CHINA
  - Tel: +86-(0)21-6915-5899
  - Fax: +86-(0)21-6915-5898

- **NACHI C.Y. CORP.**
  - No.109, Kao Young North Rd. Lung-Tan Dist, Tao-Yuan City
  - Tel: +886-(0)3-471-7651
  - Fax: +886-(0)3-471-8402

- **DAESUNG-NACHI HYDRAULICS CO., LTD.**
  - 10, Yusan Gongdan 8-Gil, Yangsan-Si, Gyeongangnam-Do 50592, KOREA
  - Tel: +82-(0)55-371-9700
  - Fax: +82-(0)55-384-3270

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

- **NACHI FORGING TECHNOLOGY (THAILAND) CO., LTD.**
  - 5/8 M. 2, Rojana Industrial PARK Nongbua, Ban Khai, Rayong, 21120, THAILAND
  - Tel: +66-38-017-891

- **NACHI INDUSTRIES PTE. LTD.**
  - No.2 Joo Koon Way, Jurong Town, Singapore 628943, SINGAPORE
  - Tel: +65-68613944
  - Fax: +65-68610262
  - URL: http://www.nachi.com.sg/

- **NACHI PILIPINAS INDUSTRIES, INC.**
  - 1st Avenue, Manila Compound, Sta. Maria Industrial Estate, Bagumbayan, Taguig, Metro Manila, PHILIPPINES
  - Tel: +63-(0)2-8838-3620
  - Fax: +63-(0)2-8838-3623

- **NACHI TECHNOLOGY INDIA PVT. LTD.**
  - Plot No. Sp-86, Nic(M)Neemrana, Rico Industrial Area, Alwar-301705, 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, Gurgoan-122 050, Haryana, INDIA
  - Tel: +91-124-4936-000
  - Fax: +91-124-4936-022

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

- **NACHI C.H. DONGGUAN CORP.**
  - Established: 2014 Products: Bearings
Plants and Offices Worldwide

America & Europe

Sales Offices and Service Facilities

- **NACHI AMERICA INC. HEADQUARTERS**
  715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
  Tel: +1-317-530-1001
  Fax: +1-317-530-1011
  URL: http://www.nachiamerica.com/

- **WEST COAST BRANCH**
  12652 E. Alondra Blvd. Cerritos, California, 90703, U.S.A.
  Tel: +1-562-802-0055
  Fax: +1-562-802-2455

- **MIAMI BRANCH-LATIN AMERICA DIV.**
  2315 N.W. 107th Ave. Suite B6, Doral, Florida, 33172, U.S.A.
  Tel: +1-305-591-0054

- **ATLANTA TECHNICAL CENTER**
  1950 Evergreen Blvd. Suite#500, Duluth, GA 30096, U.S.A.
  Tel: +1-470-210-2282

- **NACHI ROBOTIC SYSTEMS INC.**
  46200 WEST 12Mile Road Novi, Michigan 48377, U.S.A.
  Tel: +1-248-305-6545
  Fax: +1-248-305-6542
  URL: http://www.nachirobotics.com/

- **SAN JOSE TECHNICAL CENTER**
  46600 Fremont Blvd. Fremont, CA 94538, U.S.A.
  Tel: +1-510-257-7122

- **INDIANA SERVICE CENTER**
  715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
  Tel: +1-502-517-1553
  Fax: +1-317-535-3659

- **SOUTHERN SERVICE CENTER**
  1310 Garlington Road, Suite L, Greenville, SC 29615, U.S.A.
  Tel: +1-864-458-8000
  Fax: +1-864-458-8256

- **CANADA BRANCH**
  89 Courtyard Ave., Unit No.2, Concord, Ontario, L4K 3T4, CANADA
  Tel: +1-905-760-9542
  Fax: +1-905-760-9477

- **MEXICO BRANCH**
  Av. 100 Metros No.1112-A Nueva Industrial Vallejo Gustavo A. Madero, Ciudad de Mexico C.P. 07700, MEXICO
  Tel: +52-55-7574-3818

- **SPECIALTY TOOLING SYSTEMS. INC.**
  4315 3 Mile Rd. NW Grand Rapids, Michigan, 49534, U.S.A.
  Tel: +1-616-784-2353
  Fax: +1-616-784-9045

- **NACHI CANADA INC.**
  89 Courtyard Ave., Unit No.2, Concord, Ontario, L4K 3T4, CANADA
  Tel: +1-905-660-0088
  Fax: +1-905-660-1146
  URL: http://www.nachicanada.com/

- **NACHI MEXICANA, S.A. DE C.V.**
  Aerotech Industrial Park, Tequisquiapan No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
  Tel: +52-442-153-2424
  Fax: +52-442-153-2435

- **ENGINEERING CENTER**
  Aerotech Industrial Park, Tequisquiapan No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
  Tel: +52-442-153-2424
  Fax: +52-442-153-2435

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

**NACHI TECHNOLOGY INC.**
Established : 1974
Products : Bearings

**NACHI TOOL AMERICA INC.**
Established : 2005
Products : Cutting Tools

---

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

**NACHI ROBOTIC SYSTEMS INC.**
Established : 1989
Products : Robots

**NACHI CANADA INC.**
Established : 1975
Products : Cutting Tools and Bearings
Manufacturing Plants

NACHI BRASIL LTDA.
SAO PAULO BRANCH
Av. Paulista, 453, Primeiro Andar, Conj, 11, 12, 13 e 14, Cerqueira Cesar, São Paulo-SP, CEP : 01311-000, BRASIL
Tel: +55-11-3284-9844
Fax: +55-11-3284-1751
URL: http://www.nachi.com.br/

NACHI TECHNOLOGY MEXICO, S.A. DE C.V.
Established : 2014
Products : Bearings

NACHI MEXICANA, S.A. DE C.V.
Established : 1982
Products : Bearings and Cutting Tools

NACHI TECHNOLOGY INC.
Established : 1974
Products : Bearings

NACHI TOOL AMERICA INC.
Established : 2005
Products : Cutting Tools

NACHI EUROPE GmbH
Bischofstrasse 99, 47809 Krefeld, GERMANY
Tel: +49-(0)2151-65046-0
Fax: +49-(0)2151-65046-90
URL: http://www.nachi.de/

SOUTH GERMANY OFFICE
Piedelheimer Str.47
74321 Bietheim-Bissingen, GERMANY
Tel: +49-(0)7142-77418-0
Fax: +49-(0)7142-77418-20

CZECH BRANCH
Obchodni 132, 251 01 Cestlice, CZECH REPUBLIC
Tel: +420-(0)255-734-000
Fax: +420-(0)255-734-001

U.K. BRANCH
Unit 3, 92 Kettles Wood Drive
Woodgate Business Park
Birmingham B32 3DB, U.K.
Tel: +44-(0)121-423-5000
Fax: +44-(0)121-421-7520

TURKEY BRANCH
Atatürk Mah. Mustafa Kemal Cad. No:10/1A,
34758 Atasehir/Istanbul, TURKEY
Tel: +90-(0)216-688-4457
Fax: +90-(0)216-688-4458

NACHI EUROPE GmbH
Established : 1967
Products : Cutting Tools, Machine Tools, Robots, Bearings, Hydraulic Equipment and Special Steels

NACHI TECHNOLOGY MEXICO S.A. DE C.V.
Aerotech Industrial Park, Tequisquian
No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
Tel: +52-442-153-2410

NACHI ROBOTIC SYSTEMS INC.
Established : 1989
Products : Robots

NACHI TECHNOLOGY INC.
Established : 1974
Products : Bearings

NACHI TOOL AMERICA INC.
Established : 2005
Products : Cutting Tools

NACHI EUROPE GmbH
Established : 1967
Products : Cutting Tools, Machine Tools, Robots, Bearings, Hydraulic Equipment and Special Steels

NACHI TECHNOLOGY MEXICO S.A. DE C.V.
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NACHI TECHNOLOGY MEXICO S.A. DE C.V.
Aerotech Industrial Park, Tequisquiapan
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Aerotech Industrial Park, Tequisquiapan
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Aerotech Industrial Park, Tequisquiapan
No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
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Aerotech Industrial Park, Tequisquiapan
No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
Tel: +52-442-153-2410

NACHI ROBOTIC SYSTEMS INC.
Established : 1989
Products : Robots

NACHI TECHNOLOGY INC.
Established : 1974
Products : Bearings

NACHI TOOL AMERICA INC.
Established : 2005
Products : Cutting Tools
Exhibition and Related Facilities

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

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

FUJIKOSHI Guesthouse "Muhenkaku"

FUJIKOSHI Hospital

FUJIKOSHI Technical High School

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

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

NACHI History Museum

Showroom
Management

Directors

Chairman  Hiroo Honma
President  Jun Sakamoto
Vice President  Hidenori Hayashi
Vice President  Shigeru Togashi
Managing Director  Hideaki Hara
Director  Tetsu Furusawa
Director  Shinichi Urata
Director  Noritsugu Sasaki
Director  Akira Kunisaki
Director  Kyo Kitayama
Director  Tetsuo Koshihama
Director  Shuichi Hirose
Director  Kazuyoshi Ichikawa
Director  Yuichi Sawasaki
Director  Tsutomu Kurosawa
Director  Junichi Kodama*
Director  You Okabe*

Auditors

Standing Corporate Auditor  Masayuki Kobayashi
Standing Corporate Auditor  Masashi Hori
Standing Corporate Auditor  Masakazu Yamazaki*
Corporate Auditor  Tokuhiro Matsunaga*

*Outside director or outside corporate auditor
## Financial Highlights

**Consolidated Financial Summary**

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td><strong>Net sales</strong></td>
<td>211,449</td>
<td>237,461</td>
</tr>
<tr>
<td><strong>Domestic sales</strong></td>
<td>112,920</td>
<td>119,184</td>
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<tr>
<td><strong>Overseas sales</strong></td>
<td>98,529</td>
<td>118,276</td>
</tr>
<tr>
<td><strong>Overseas sales ratio</strong></td>
<td>46.6%</td>
<td>49.8%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>11,139</td>
<td>16,130</td>
</tr>
<tr>
<td><strong>Ordinary income</strong></td>
<td>7,765</td>
<td>14,690</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>3,992</td>
<td>9,747</td>
</tr>
<tr>
<td><strong>Net income per share (yen)</strong></td>
<td>15.83</td>
<td>39.22</td>
</tr>
<tr>
<td><strong>Cash dividend per share (yen)</strong></td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>269,438</td>
<td>299,155</td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td>98,070</td>
<td>112,899</td>
</tr>
<tr>
<td><strong>Equity ratio</strong></td>
<td>36.4%</td>
<td>37.7%</td>
</tr>
</tbody>
</table>

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

## Consolidated Balance Sheets

### Assets

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>123,736</td>
<td>139,308</td>
</tr>
<tr>
<td><strong>Notes and accounts receivable</strong></td>
<td>48,423</td>
<td>53,561</td>
</tr>
<tr>
<td><strong>Inventories</strong></td>
<td>44,350</td>
<td>51,925</td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td>145,702</td>
<td>159,846</td>
</tr>
<tr>
<td><strong>Property, plant and equipment</strong></td>
<td>110,011</td>
<td>114,867</td>
</tr>
<tr>
<td><strong>Intangible assets</strong></td>
<td>1,233</td>
<td>2,654</td>
</tr>
<tr>
<td><strong>Investments and advances</strong></td>
<td>34,457</td>
<td>42,324</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>269,438</td>
<td>299,155</td>
</tr>
</tbody>
</table>

### Liabilities and Net Asset Value

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>90,423</td>
<td>99,083</td>
</tr>
<tr>
<td><strong>Notes and accounts payable</strong></td>
<td>41,414</td>
<td>48,105</td>
</tr>
<tr>
<td><strong>Short-term loans payable</strong></td>
<td>32,705</td>
<td>29,534</td>
</tr>
<tr>
<td><strong>Long-term liabilities</strong></td>
<td>74,599</td>
<td>80,671</td>
</tr>
<tr>
<td><strong>Long-term loans payable</strong></td>
<td>49,782</td>
<td>53,925</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>165,023</td>
<td>179,755</td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td>98,070</td>
<td>112,899</td>
</tr>
<tr>
<td><strong>Common stock</strong></td>
<td>16,074</td>
<td>16,074</td>
</tr>
<tr>
<td><strong>Additional paid-in-capital</strong></td>
<td>11,121</td>
<td>11,137</td>
</tr>
<tr>
<td><strong>Retained earnings</strong></td>
<td>68,562</td>
<td>75,824</td>
</tr>
<tr>
<td><strong>Profit on valuation of stock</strong></td>
<td>9,213</td>
<td>13,787</td>
</tr>
<tr>
<td><strong>Translation adjustments</strong></td>
<td>△5,573</td>
<td>△3,225</td>
</tr>
<tr>
<td><strong>Minority interests</strong></td>
<td>6,344</td>
<td>6,500</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>104,415</td>
<td>119,399</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>269,438</td>
<td>299,155</td>
</tr>
</tbody>
</table>

*U.S. dollar amounts are converted for convenience only at ¥103.89 per U.S. dollar, the rate prevailing on November 30, 2020*
### Consolidated Sales by Operation

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S.dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>Cutting Tools</td>
<td>32,764</td>
<td>33,681</td>
</tr>
<tr>
<td>Machine Tools</td>
<td>20,070</td>
<td>18,887</td>
</tr>
<tr>
<td>Robots</td>
<td>22,404</td>
<td>34,176</td>
</tr>
<tr>
<td>Bearings</td>
<td>72,859</td>
<td>78,383</td>
</tr>
<tr>
<td>Hydraulic Equipment</td>
<td>49,403</td>
<td>57,598</td>
</tr>
<tr>
<td>Special Steels</td>
<td>12,780</td>
<td>13,450</td>
</tr>
<tr>
<td>Others</td>
<td>1,167</td>
<td>1,282</td>
</tr>
<tr>
<td>Total</td>
<td>211,449</td>
<td>237,461</td>
</tr>
</tbody>
</table>

### Capital Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S.dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>Non-Consolidated</td>
<td>12,000</td>
<td>10,800</td>
</tr>
<tr>
<td>Consolidated</td>
<td>21,800</td>
<td>18,700</td>
</tr>
</tbody>
</table>

### Number of Associates

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>2,950</td>
<td>3,070</td>
<td>3,150</td>
<td>3,170</td>
<td>3,310</td>
</tr>
<tr>
<td>Domestic Subsidiaries</td>
<td>1,530</td>
<td>1,570</td>
<td>1,620</td>
<td>1,640</td>
<td>1,480</td>
</tr>
<tr>
<td>Overseas Subsidiaries</td>
<td>2,300</td>
<td>2,560</td>
<td>2,710</td>
<td>2,640</td>
<td>2,450</td>
</tr>
<tr>
<td>Consolidated</td>
<td>6,780</td>
<td>7,200</td>
<td>7,480</td>
<td>7,450</td>
<td>7,240</td>
</tr>
</tbody>
</table>

### Shareholder Information

**Share Issued:** 24,919 thousands shares (as of the end of Nov. 2020)

(94 thousands shares are common shares for treasury)

<table>
<thead>
<tr>
<th>Major Shareholders</th>
<th>Shares (thousand)</th>
<th>Ratio(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NACHI WANEI Stockholding</td>
<td>2,357</td>
<td>9.49</td>
</tr>
<tr>
<td>Employees Stock Ownership Plan</td>
<td>1,475</td>
<td>5.94</td>
</tr>
<tr>
<td>MUFG BANK, LTD.</td>
<td>1,188</td>
<td>4.79</td>
</tr>
<tr>
<td>The Master Trust Bank of Japan, Ltd. (trust account)</td>
<td>1,108</td>
<td>4.46</td>
</tr>
<tr>
<td>Custody Bank of Japan, Ltd. (trust accounts)</td>
<td>1,086</td>
<td>4.38</td>
</tr>
</tbody>
</table>

**Note:** Common shares for treasury (94 thousands shares) were excluded when calculating ownership of shares.

### 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 FUJIKOSHI 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 steels).
1963 Changes Company name to NACHI-FUJIKOSHI CORP. Establishes NACHI AMERICA INC.

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

1964 Begins production of industrial furnaces.
1965 Opens office in Germany.
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. Awards the PM (Productive Maintenance) Prize.
1988 Opens FUJIKOSHI Guesthouse “Muhenkaku” 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. Sets up new management system in keeping with the philosophy “Prospective Selection and Integration”. Changes eight-division structure to three main manufacturing divisions and three strategic divisions. Concludes technical assistance agreement with TISCO (India) for the manufacture of bearings. Comprehensive business tie-up with Sumitomo Electric Industries, Ltd. in the area of cutting tools.
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”.

Develops first bearings/1939
Emperor Showa visits factory/1958
Develops first motor-driven robots for spot welding in the world/1979
Coated end mill put onto the market/1984
Japan’s first workpiece adjustable broaching machine/1985
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.
For the first time in China.
Establishes a new broaches factory.
Expands the engineering business for machining in both domestic and overseas market.

2007 Sets up International Trade Headquarter, Expands overseas business.
Forms a business alliance with Sankyo Tateyama 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.

2008 Builds three new factories for precision bearings, bearing heat-treatment, and automotive solenoid valves.
Focuses on environmental and energy saving business.
Expands the engineering business. Integrates production of bearings in Europe into Czech.
Introduces anti-takeover measures.

2009 Hiroo 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.

2010 Shifts dynamically to emerging countries. Sets 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 coater 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.

Revamps and strengthens manufacturing operations from four to eight divisions according to products.
Establishes production network in India, Expands full-scale into machinery production business.
Introduces SRA series spot welding robot.

2012 Establishes production network as the core of operations for China in Jiangsu Zhangjiayang 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.

2013 Fully starts production of tools, hydraulics, automotive hydraulics, and robots in China.
Expands production of high-performance drills and expands market share.
Releases world’s fastest lightweight compact robot MZ07 simultaneously around the world.

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 production of broaches and precision tools in the U.S.
Establishes production of round tools, such as carbide drills, in the U.S.
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 Hiroo Honma as Chairman and Kenji Susukida as President.
Establishes Product Supervisory 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.
Integrates our head office in Tokyo in order to recruit people with excellent skills and to transform the consciousness of our employees to promote globalization.

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 MZ01, payload 1kg compact robot.
Introduces a new end mill product, the AquaREVO mill, to the market.
Establishes a new vane pump factory for eco-cars and a new robot plant.

2020 Introduces hybrid vacuum degreasing equipment Hi NVD-10 to the market.
ROBOT Industrial Basic Technology Collaborative Innovation Partnership has been established.