

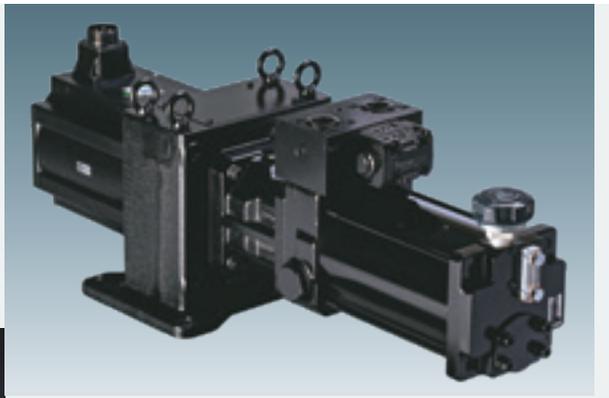
ナ

チ

コ

シ

NACHI
COMPANY PROFILE



Message from the representatives

Challenging growth in business to fulfill aspirations as a manufacturing company

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 expansions in the world of manufacturing by capitalizing on the uniqueness of our multifaceted operations, technologies, and production expertise in robotics and more, providing various solutions to customers in fields such as automobiles, industrial machinery, energy, and infrastructure.

The business environments in which we are active are experiencing major inflection points, such as increasing trends towards a carbon-neutral stance and the accelerated adoption in the automobile industry of electric vehicles.

In response to these changes in industrial structures, we at the Nachi-Fujikoshi Group are leveraging our technical capabilities throughout the entirety of manufacturing, and in growing fields such as electric vehicles and industrial machinery, we are working to strengthen our sales, service, production and procurement, and research and development capabilities in order to achieve continuous company growth.

In the future, we aim to address issues in areas such as the environment, society, and governance through our business activities, and to provide value to our stakeholders, which include not only our shareholders and customers, but also our business partners, employees, and the local societies in which we conduct our business.



Chairman
Hiroo Honma

本間 博夫



President
Jun Sakamoto

坂本 淳

Contents

Message from the representatives	1
Corporate Mission Corporate Philosophy Outline	2
Genealogy of Business Operations	4
Contributing to the Process of Manufacturing	6
Multifaceted Solutions	8
Automobiles	8
Industrial Machines Electrics Electronics	10
Energy Infrastructure	11
Plants and Offices in Japan	12
Plants and Offices in Toyama	14
Plants and Offices Worldwide	16
Asia	16
America & Europe	18
Exhibition and Related Facilities	20
Management	21
Financial Highlights	22
History of NACHI-FUJIKOSHI	24

Corporate Mission

Contributing to the progress of the world of product manufacture.

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

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"

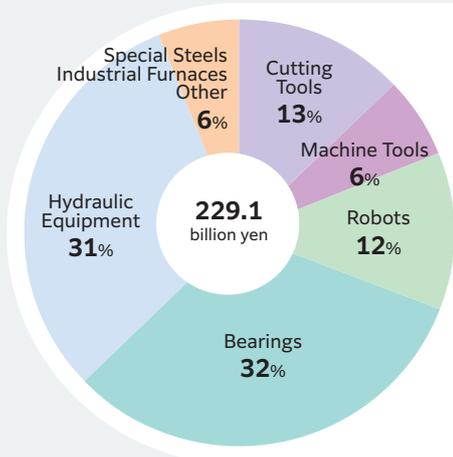
The NACHI brand name comes from "KUMANO-NACHI-TAISHA", the Grand Shrine, that is one of 3 sacred Kumano Sanzan Shrines. It expresses strong entrepreneurial will. In 1929, the Emperor Showa made a tour of the Kansai district to inspect industries as part of the encouragement of domestic production, and 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

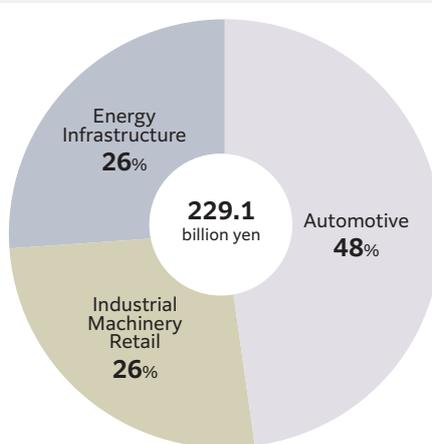
Corporate Name	NACHI-FUJIKOSHI CORP.	
Trademark	NACHI	
Foundation	December 21, 1928	
Account Settled on	November 30	
Chairman	Hiroo Honma	
President	Jun Sakamoto	
Head Office	Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021 Tel : +81-(0)3-5568-5111	
Capital	16.0 billion yen	
Consolidated Net Sales	229.1 billion yen	(2,013 million dollars)
Overseas Sales	112.3 billion yen	(987 million dollars)
Consolidated subsidiaries	54 companies	(Domestic 22 companies) (Overseas 32 companies)
Consolidated number of employees	7,210	(55 companies)
	3,270	(Non-Consolidated)
Major Products	Tools & Machinery	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

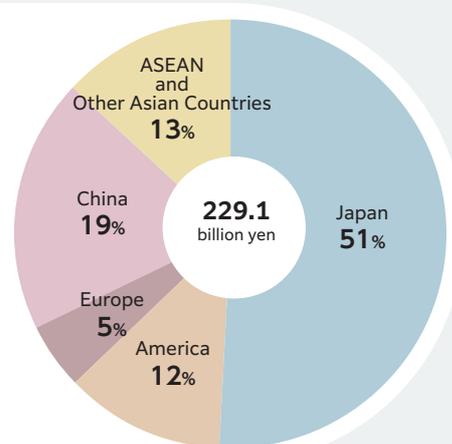
By Operation



By Market



By Region



Fluctuations in Performance

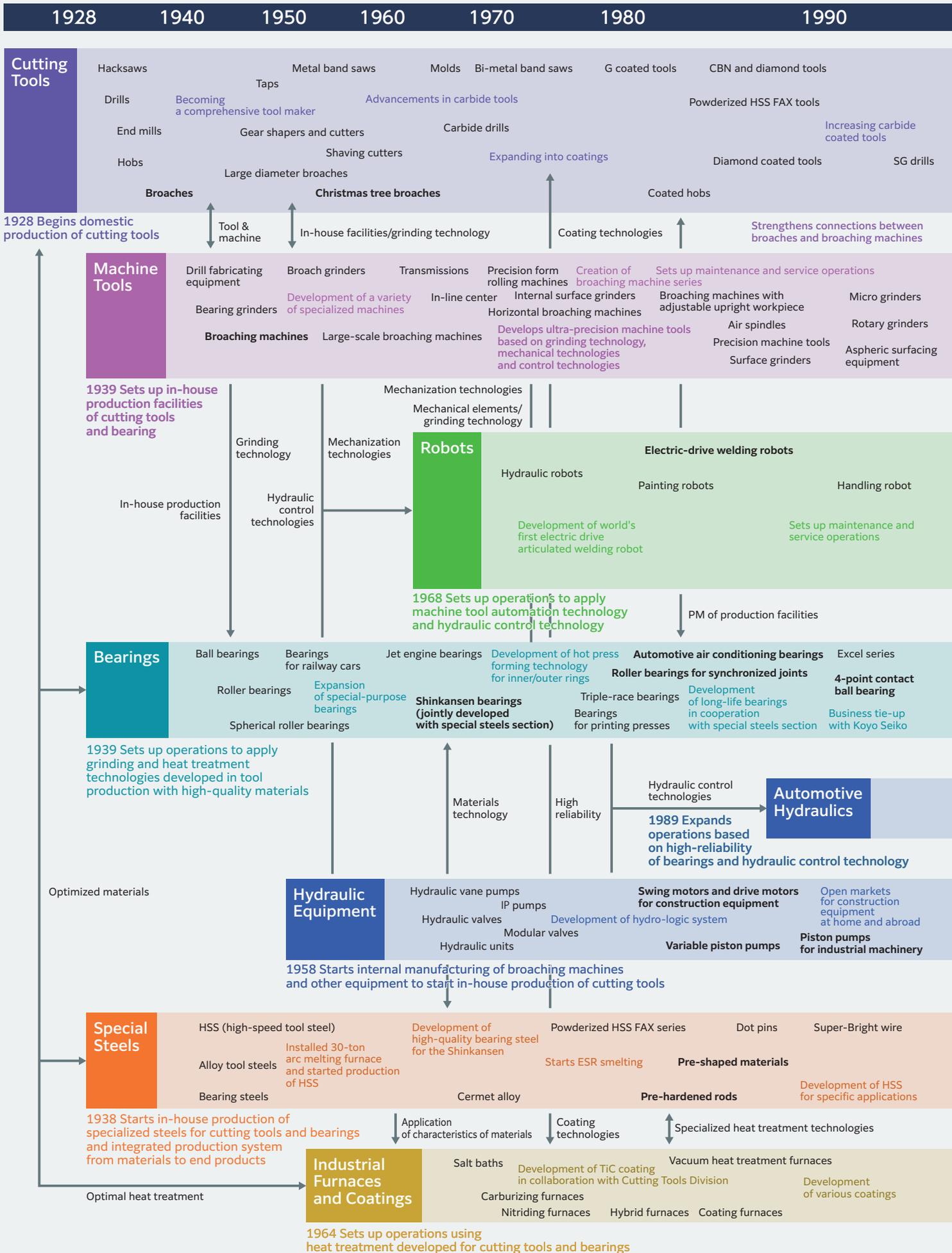
Net Sales (Consolidated)



Operating Income (Consolidated)



Genealogy of Business Operations



2000 2005 2010 2015 2020

Tools & Machinery

2000: Eco & ECO Expansion of environmentally friendly cutting and machine tools; X's mills; Aqua drills; Dual cutting hobs; Semi-dry broaches; NC helical broaching machines; Precision slicers; Free-form surface machine tools; Image measuring systems; Electronic control technology.

2005: Precision molding; AG drills; DLC series; High-speed finishing broaching machine; Machine-mounted measuring technologies; Free-form surface mold forming equipment; Nano groover; MQL power cell; Jet finisher; Consolidation of grinding operations; Nano Facer; Nano Aspher; Silicon wafer production equipment.

2010: GSX mills; Aqua Drill EX series; Hyper Dual SP/GP hobs; Full-scale development of cutting tool operations with Motherson Group in India; Re-grinding & Re-coating Division; Expands business in precision cutting and machine tools for aerospace and industrial machinery; Hard broaching machines; Flexible power finisher; Nano Facer; Nano Aspher; Silicon wafer production equipment.

2015: Expansion of FLAT drill series; Re-established local production of broaches and precision tools in the U.S.; AquaREVO Drills; AquaREVO Mill Series; ZT Forming Taps; Hyper Z Tap; SG Tap; N Tap; Skiving Cutter; Crystal diamond coated drills; SG FLAT; AQUA Drill EX Power Feed.

2020: AquaREVO Drills; AquaREVO Mill Series; ZT Forming Taps; Hyper Z Tap; SG Tap; N Tap; Skiving Cutter; Crystal diamond coated drills; SG FLAT; AQUA Drill EX Power Feed; GMS450/GMS200/GMS100 Integrated gear skiving machines.

Robots

2000: Various sensors; Vision sensors; Establishes series of standard welding and transfer robots; Modularization; Robots mounted on runners.

2005: AX controllers; Robots for transferring glass substrates; Business tie up with Daihen; Heavy duty handling robots SC700; SH series heavy-duty robots.

2010: Press handling robots; Palletizing robots; SRA extremely high speed robots; Compact platform robots with 6 and 7 axes; High-speed seam welding robots; Visual sensor NV-Pro Flex Hand.

2015: MZ series of lightweight compact robots; EZ Series; Local production in China; Heavy duty handling robots MC350 FD controller; Establishes new robot technical centers in worldwide locations.

2020: CZ Series Collaborative robot; Connector-insertion applications; EC06.

Components

2000: Production localized in Thailand; Sealed support bearings; High-performance bearing steel "MS Steel".

2005: Establishes joint venture with Shanghai Automotive Industry Corporation Group in China; Magni Cradle; Automotive solenoid valves (compact electric valves); AYC unit; Automotive 3-way solenoid valve; Strengthens automotive hydraulics operations.

2010: Quest series; Ultra-compact solenoid valve for automobiles; Local production in China; Compact proportional valves; High-power 3-way valve.

2015: Local production in India; Establishes production facility in Mexico; Augments factories in China, Thailand, and Brazil; Expands production network in China (Shanghai/Canton); EX-V,EXQ,EXQ-V Series; Starts integrated production from forging in Thailand; Ceramic ball bearings for electric vehicles; TAF-X Series.

2020: Development of load sensing system; Standard energy-saving hydraulic units; Power Meister; Drive motors for skid steer loaders; Seismic isolation systems; Valve with monitoring switch; Inverter-driven hydraulic unit; Establishes Central Japan Hydraulics Center; Development of filtration and other low-energy and low-resource consuming systems; Power Fit; Intermittent operating type power package NRP series; α design unit; Drive and swing motors for mid-size construction equipment; Local production in China; PZH high-pressure variable piston pump; Energy-saving solenoid valves SS/SA-G01-40; Digital control amplifier ERD.

Materials

2000: High-performance bearing steels; Pre-Harden 4000; Original steel for molds; Business tie-up with Daido Steel/Riken Seiko.

2005: Business tie up with Erasteel (France); FM alloy; Micron Hard; CDC process Micron Hard; Improved surfaces with high-performance coatings.

2010: EXEO-Ni series; DURO-FZ; NPR-FX25 screw parts compatible with injection molding of fluoro resin parts; PROVA450 mold steel for corrosion resistant mirror finish plastics; Develops carbide materials that contribute to dramatic performance improvements for carbide drills.

2015: Z-TOPS transparent conductive oxide coating equipment; Creation of vacuum carburizing furnace series.

2020: Hybrid vacuum degreasing equipment Hi NVD-10; Clean Master J-SW Vacuum degreasing machines; SPS-2020 hybrid ion plating equipment for DLC coating; SMVP-1020 DLC coating equipment with MVP.

Contributing to the Process of Manufacturing



Carbide drills
& Carbide end drills
HSS drills & HSS end mills
Taps
Metal Band Saws

Broaches
Hobs
Shaving Cutters
Forming Racks

Skiving Cutter



GMS series of integrated skiving composite process machines



Broaching Machines
Precision form Rolling Machines
Power Cells
Various Processing Machines

Cutting Tools

Machine Tools

Tools & Machinery

Manufacturing Process



Materials

Special Steels



Fine Multi-Controlled ALLOY
Hardened Rods
Micron Hard

Industrial Furnaces



Vacuum Carburizing Furnace
Vacuum Degreasing Washer
Coating Equipment
Coating Process



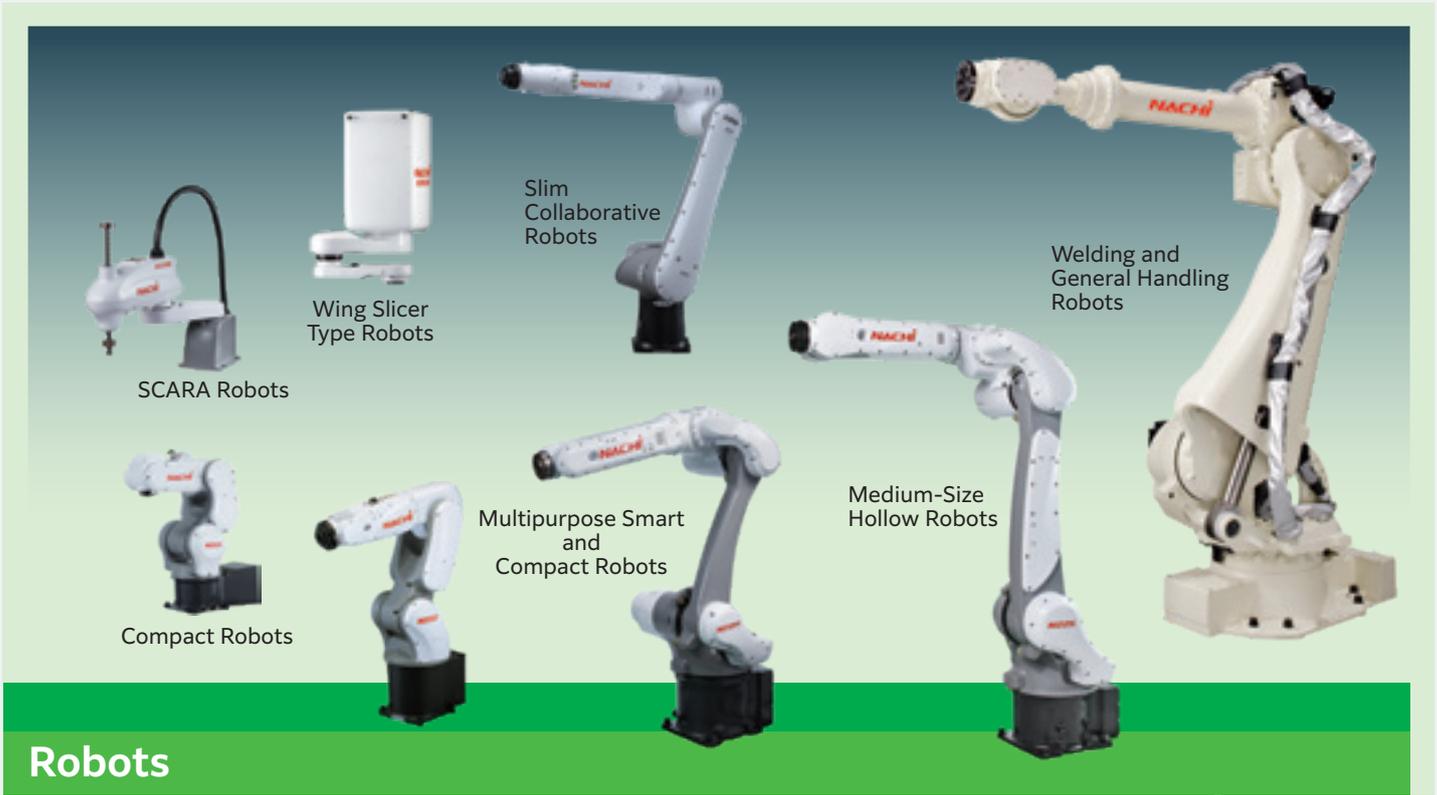
DLC Coating Equipment
with MVP

Components

Bearings



High-Function Bearings
for Industrial Machines



Robots



Hydraulic Equipment

Automotive Hydraulics



High-Function Bearings for Automobiles



High-Function Hydraulic Equipment for Construction Machines



High-Function Hydraulic Equipment for Industrial Machines

NSPi inverter-driven energy-saving variable pump unit

PZH high-pressure variable piston pump



Solenoid Valves for Automobiles
3-way Solenoid Valves
Linear Solenoid Valves



Vane pump for automobiles

Multifaceted Solutions

Automobiles

Electric vehicles and green vehicles

Products compatible with the evolution and diversification of vehicles.



Lock actuators



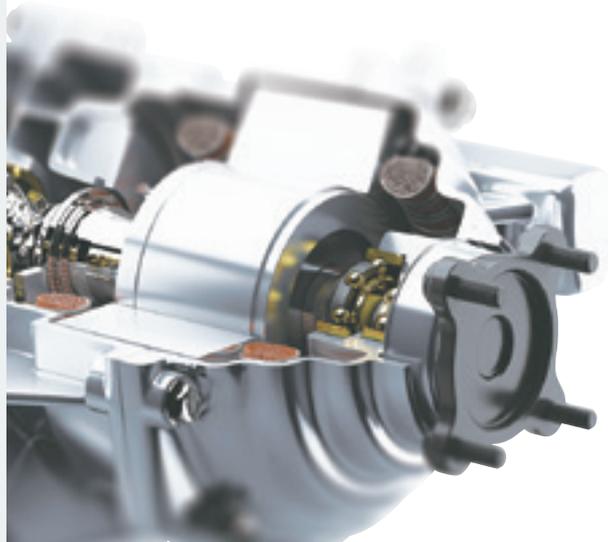
Thin-walled, deep-groove ball bearings for electrical units



Ceramic ball bearings for electric vehicles



Hydraulic-control modules for clutches



Skiving



Skiving cutter



GMS100
Integrating gear machining processes into a single device, this multi-function machine supports electric vehicles, reduction devices, and small-scale parts for electrical machinery and electronics



Vane pump for automobiles

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



Engines

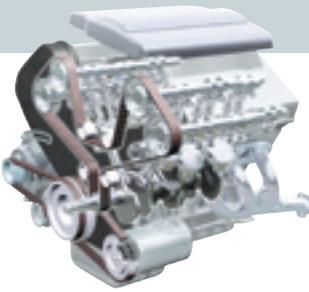
Contributing to higher energy efficiency and green processes.



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



World's No.1 Share
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.



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

Constant velocity joint differential

Quiet and smooth rotary transfer.

Forming Rack
Keeping precision high in super efficient production.



Precision rolling



World's No.1 Share



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.

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 Share



Body

IN-Trac Cable Management System SRA133HL



Spot Welding System

Multifaceted Solutions

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.

Connector insertion

Achieves rapid and highly precise insertion into connectors through the use of a unique visual control method.



ZT Forming Taps

Overwhelmingly long tool life and low torque forming tap



AquaREVO Drill Micro

Achieves what is demanded of a small-diameter drill: it is not easily bent, has a long service life, and offers stable, consistent machining.

Industrial Machines



**AquaREVO Drills
AquaREVO Mills**

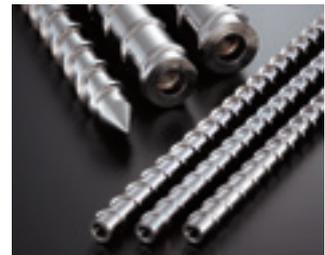


Hyper Z Tap Series

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.



Provides a robot integrated system to respond to the demands of production line automation.



NPR-FX25

Screw parts compatible with injection molding of fluoropolymers.



NSPi
inverter-driven energy-saving variable pump unit



**Energy-saving solenoid valves
SS/SA-G01-40**

**Power Meister
(high-capacity model)**

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.



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



TAF-X Series
High load capacity
Ball screw support bearing



Energy, Infrastructure

Power Generation, Aircraft



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

World's No.1 Share
Christmas Tree Forms Broach
Creates highly accurate form on turbine rotor disk blade of aircraft, ships and generators.

Crystal Diamond Coated Drills
Helping improve productivity of aircraft.

Railroads



Bearings for Wheels
Lightweight and compact bearings for axles capable of withstanding the high speed of the bullet train "Shinkansen".

Logistics



Palletizing Robot "LP130F/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.

World's No.1 Share

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

Plants and Offices in Japan



Head Office, Eastern Japan Branch Office
Shiodome Sumitomo Bldg.

Toyama Plant
Higashi Toyama, Namerikawa
Mizuhashi, Nagaresugi Offices
Hokuriku Branch Office
NACHI Hokuriku Co., Ltd.

Hokkaido Sales Office

- Head Offices
- Manufacturing Plants and Development facilities
- Sales Offices and Service Facilities

Yamagata Sales Office
NACHI Tohoku Seiko Co., Ltd.

Fukushima Sales Office

Shinshu Sales Office

North Kanto Branch

Head Office
Eastern Japan Branch Office
NACHI Kanto Co., Ltd.
NACHI Tokiwa Co., Ltd.

Tokai Branch Office

Central Japan Branch Office
NACHI Tokai Co., Ltd.

Western Japan Branch Office
NACHI Kansai Co., Ltd.

Chugoku-Shikoku
Branch Office

Kyushu Branch Office

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 Tel:+81-(0)76-423-5111 Fax:+81-(0)76-493-5211

Sales Offices

Eastern Japan Branch Office Shiodome Sumitomo Bldg. 17F, Tel:+81-(0)3-5568-5280 Fax:+81-(0)3-5568-5290

1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021

Hokkaido Sales Office Hon-cho 1 Jo 10 Chome 4-10, Higashi-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, Tel:+81-(0)237-71-0321 Fax:+81-(0)237-72-5212

Yamagata 999-3511, c/o Nachi Tohoku Seiko Co., Ltd.

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

Koriyama-shi, Fukushima 963-8017

North Kanto Branch 26-2 Hama-cho, Ota-shi, Gunma 373-0853 Tel:+81-(0)276-46-7511 Fax:+81-(0)276-46-4599

Shinshu Sales Office 248-3 Kamishiojiri, Ueda-shi, Nagano 386-0042 Tel:+81-(0)268-28-7863 Fax:+81-(0)268-21-1185

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

Takayashiro, Meitou-ku, Nagoya 465-0095

Tokai Branch Office 1-20-17 Ebisuka, Naka-ku, Hamamatsu 432-8033 Tel:+81-(0)53-454-4160 Fax:+81-(0)53-454-4845

Hokuriku Branch Office Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966 Tel:+81-(0)76-425-8013 Fax:+81-(0)76-492-4319

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

Nakanoshima, Kita-ku, Osaka 530-0005

Chugoku-Shikoku Branch Office Nihonseimei Hiroshima Hikarimachi Bldg. 8F, 1-10-19 Tel:+81-(0)82-568-7460 Fax:+81-(0)82-568-7465

Hikarimachi, Higashi-ku, Hiroshima 732-0052

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 Machinery Engineering Co., Ltd. 1-1-1 Fujikoshi Honmachi, Toyama 930-8511, Tel:+81-(0)76-492-0708 Fax:+81-(0)76-493-5255

c/o Fujikoshi Toyama Office

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

c/o Fujikoshi Toyama Office

Ayase

Sales Companies

NACHI Kanto Co., Ltd. Shiodome Sumitomo Bldg. 17F, Tel:+81-(0)3-5568-5190 Fax:+81-(0)3-5568-5195

1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021

Ayase, Utsunomiya

NACHI-TOKIWA CORP. Shiodome Sumitomo Bldg. 17F, Tel:+81-(0)3-6252-3677 Fax:+81-(0)3-6252-3678

1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021

Ota, Utsunomiya, Hadano, Suzuka, Hamamatsu, Osaka,

Kumamoto, Guangzhou China, Wuhan China, Ohio USA, Indonesia, and Mexico

NACHI Tokai Co., Ltd. Nachi Nagoya Bldg., 2-120-3 Tel:+81-(0)52-769-6911 Fax:+81-(0)52-769-6913

Takayashiro, Meitou-ku, Nagoya 465-0095

NACHI Hokuriku 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. Sumitomo Nakanoshima Bldg. 5F, 3-2-18 Tel:+81-(0)6-7178-2200 Fax:+81-(0)6-7178-2201

Nakanoshima, Kita-ku, Osaka 530-0005

Kakogawa

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

Nagaresugi Plant



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



Parts processing factory

Higashi-Toyama Plant



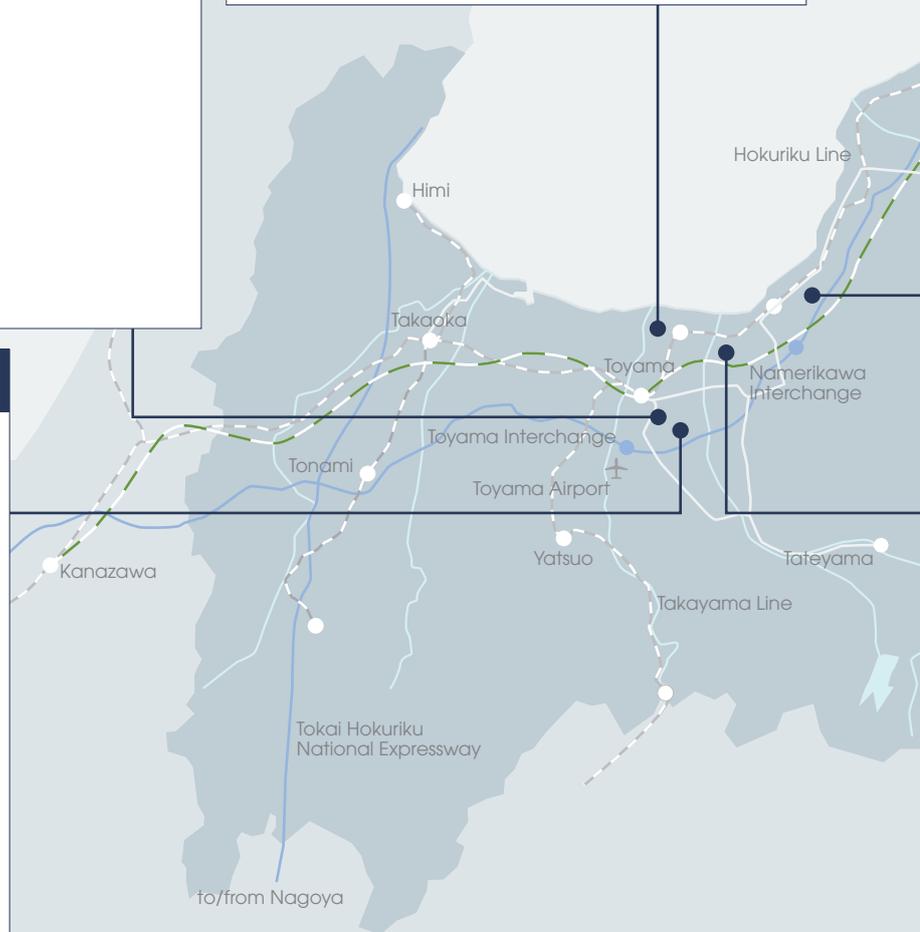
Products: Special Steels and Hydraulic Equipment
 Site Scale: 227,000m² Building: 126,000m²



Hydraulic valves factory



Special steel melting factory



Namerikawa Plant



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



Hydraulic wheel drive motors factory



Automotive hydraulic factory



Mizuhashi Plant



Products: Bearings
Site Scale: 65,000m²
Building: 22,000m²



Bearing heat-treatment factory

Plants

Toyama Plant	1-1-1 Fujikoshi-Honmachi, Toyama 930-8511	
Tools	Tel:+81-(0)76-423-5100	Fax:+81-(0)76-493-5221
Machine Tools	Tel:+81-(0)76-423-5140	Fax:+81-(0)76-493-5242
Robots	Tel:+81-(0)76-423-5135	Fax:+81-(0)76-493-5251
Bearings	Tel:+81-(0)76-423-5120	Fax:+81-(0)76-493-5231

Higashi-Toyama Plant	3-1-1 Yoneda-machi, Toyama 931-8511	
Materials	Tel:+81-(0)76-438-4411	Fax:+81-(0)76-438-6313
	3-2-1 Nakata, Toyama 931-8453	
Hydraulic Equipment	Tel:+81-(0)76-438-8970	Fax:+81-(0)76-438-8978

Namerikawa Plant	176 Ogake, 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

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.

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



- Regional headquarters
- Manufacturing Plants
- Sales Offices and Service Facilities Representative Offices
- Robot Technical Center

Sales Offices and Service Facilities Representative Offices

- **NACHI-FUJIKOSHI(CHINA)CO., LTD.**
5F, Building A, National Center for Exhibition and Convention, 1988 Zhuguang Road, Qingpu District, Shanghai, 201702, CHINA
Tel: +86-(0)21-6915-2200
Fax: +86-(0)21-6915-5427
URL: <http://www.nachi.com.cn/>
- **BEIJING BRANCH**
Room 1111, Kuntai international Mansion, Building O, Yi No.12 Chao Wai Street, Chaoyang District, Beijing 100020, CHINA
Tel: +86-(0)10-5879-0181
Fax: +86-(0)10-5879-0182
- **CHONGQING BRANCH**
Room 405, Building D, CINDA INTERNATIONAL, No.67 middle Huangshan Avenue, Yubei District, 401121, Chongqing, CHINA
Tel: +86-(0)23-8816-1967
Fax: +86-(0)23-8816-1968
- **SHENYANG BRANCH**
Room304, 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**
2F Building A, Yixiang Science and Technology Park, No.72 Nanxiang Two Road, Science City, Hightech Industrial development Park, Guangzhou City, 510670, CHINA
Tel: +86-(0)20-8200-6163
- **WUHAN BRANCH**
Room 402, D Building, Dongh-e Center, Dongfeng 3rd. Road, Wuhan Economic and Technological Development Zone, Wuhan City 430056, Hubei Province, CHINA
Tel: +86-(0)27-8473-1747
- **NINGBO BRANCH**
2F Building G No.128, Qixin Road, Yinzhou District, Ningbo City, 315040, Zhejiang, CHINA
Tel: +86-(0)574-8813-5499
- **CHANGCHUN OFFICE**
Room1827, Minghan International Building, No.3333 Jingyang Road, Changchun City, Jilin Province, 130062, CHINA
Tel: +86-(0)431-8939-5595
- **BAOJIA NACHI ROBOT APPLICATION DEVELOPMENT QINGDAO INC.**
No.67 Xinyue Rd., High-tech Industrial Development Zone, Qingdao, Shandong City, 266122, CHINA
Tel: +86-(0)532-5875-9267
- **NACHI TAIWAN CO., LTD.**
2F, No.23, Lane 15, Sec. 6, Minquan E. Rd., Neihu Dist., Taipei City
Tel: +886-(0)2-2792-1895
- **NACHI TECHNOLOGY (THAILAND) CO., LTD.**
- **BANGKOK SALES OFFICE**
Unit 23/109(A), Fl.24 Sorachai Bldg., Sukhumvit 63 Road(Ekamai), 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 628943, SINGAPORE
Tel: +65-65587393
Fax: +65-65587371
- **NACHI VIETNAM CO., LTD.**
1502B, 15floor, Lot A1 Indochina Plaza Hanoi, 241 Xuan Thuy Street, Dich Vong Hau ward, Cau Giay dist, Ha Noi city, VIETNAM
Tel: +84-24-3767-8605
Fax: +84-24-3767-8604
- **HO CHI MINH BRANCH**
4Fl., Yoco Bld., 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-(0)3-80247900
Fax: +60-(0)3-80235884
- **PT.NACHI INDONESIA**
Tempo Scan Tower, 31st Floor JI.H.R 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 & Chan Tower 77-9, Samseong-dong, Gangnam-gu, Seoul, 06087, KOREA
Tel: +82-(0)2-6929-2292
Fax: +82-(0)2-6929-2293
- **NACHI TECHNOLOGY INDIA PVT. LTD.**
- **GURGAON HEAD OFFICE**
Unit No.108, 1st Floor, Sewa Corporate Park, M.G Road, Gurgaon-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



NACHI-FUJIKOSHI (CHINA) CO., LTD.
Established : 2004
Products : Cutting Tools, Bearings, Hydraulic Equipment,
Special Steels, Machine Tools and Robots



NACHI SINGAPORE PTE. LTD.
Established : 1975 Products : Cutting Tools, Bearings and Hydraulic Equipment
NACHI INDUSTRIES PTE. LTD.
Established : 1979 Products : Cutting Tools



PT.NACHI INDONESIA
Established : 2003
Products : Cutting Tools, Bearings and
Hydraulic Equipment



NACHI TECHNOLOGY (THAILAND) CO., LTD.
Established : 1999
Products : Bearings, Cutting Tools,
Hydraulic Equipment and Robots



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

Manufacturing Plants

● **NACHI (JIANGSU) INDUSTRIES 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 C.H. DONGGUAN CORP.**
East Jiangnan Road, Guancheng High-Tech
Park, Eastern Industrial Zone, Dongguan City,
Guangdong 523515, 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

● **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,
Gyeongsangnam-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: +66-38-961-682
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: +66-38-017-891
Fax: +66-38-017-894

● **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, Manalac 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, Riico
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,
Gurgaon-122 050, Haryana, INDIA
Tel: +91-124-4936-000
Fax: +91-124-4936-022



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



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



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 B8, 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/>
- **INDIANA SERVICE CENTER**
715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel: +1-502-517-1553
Fax: +1-317-535-3659
- **SOUTH CAROLINA 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 Courtland 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 Courtland 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



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 ROBOTIC SYSTEMS INC.
Established : 1989
Products : Robots



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

- Regional headquarters
- Manufacturing Plants
- Sales Offices and Service Facilities



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: <https://www.nachi.com.br/>

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

- **NACHI TECHNOLOGY INC.**
713 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel: +1-317-535-5000
Fax: +1-317-535-8484

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

- **NACHI TOOL AMERICA INC.**
717 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel: +1-317-535-0320
Fax: +1-317-535-0983

- **CZECH BRANCH**
Obchodni 132, 251 01 Čestlice, CZECH REPUBLIC
Tel: +420-255-734-000
Fax: +420-255-734-001

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

- **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

- **NACHI BRASIL LTDA.**
Avenida João XXIII, nº.2330, Jardim São Pedro, Mogi das Cruzes, S.P., CEP 08830-000, BRAZIL
Tel: +55-11-4793-8800
Fax: +55-11-4793-8870
URL: <https://www.nachi.com.br/>

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

- **NACHI CZECH s.r.o.**
Průmyslová 2732, 440 01 Louny, CZECH REPUBLIC
Tel: +420-415-930-930
Fax: +420-415-930-940



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 BRASIL LTDA.

Established : 1972
Products : Bearings



NACHI EUROPE GmbH

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



NACHI CZECH s.r.o.

Established : 2003
Products : Bearings

Exhibition and Related Facilities

NACHI "MONOZUKURI" Center

We exhibit our products, technological seeds and history of our operations.



Showroom



ROBOT FA Exhibition Hall

Exhibits of many examples of automated production lines.



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 (as of March 1, 2022)

Directors

Chairman	Hiroo Honma	
President	Jun Sakamoto	
Vice President	Hidenori Hayashi	Supervising Sales(Domestic・Overseas), General Manager of Sales Headquarters
Managing Director	Hideaki Hara	Supervising Manufacturing, In charge of Human Resources
Director	Tetsu Furusawa	General Manager of Operations Planning, In charge of Overseas Sales, General Manager of Corporate Compliance Headquarters, In charge of Overseas Human Resources
Director	Akira Kunisaki	General Manager of Technology Development Headquarters, In charge of DX Promotion
Director	Kyo Kitayama	General Manager of Cutting Tool Division
Director	Tetsuo Koshihama	General Manager of Material Division
Director	Shuichi Hirose	General Manager of Bearing Division
Director	Kazuyoshi Ichikawa	General Manager of Hydraulic Equipment Division
Director	Yuichi Sawasaki	In charge of Finance & Accounting, General Manager of Finance & Accounting Dept.
Director	Tsutomu Kurosawa	In charge of Bearing Structural Reform, In charge of Manufacturing (Cutting Tools and Materials), General Manager of Procurement Headquarters
Director	Hiroyuki Ushimaru	General Manager of Product Supervisory Headquarters, In charge of Manufacturing (Hydraulic Equipment, Automotive Hydraulics, Robots, Machine Tools, and Thermotech), General Affairs, and Risk Management
Director	Noboru Miura	In charge of All China Operations, China Chief Representative of NACHI-FUJIKOSHI (CHINA) CO., LTD
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

NACHI-FUJIKOSHI CORP. and Subsidiaries Years ended November 30

Consolidated Financial Summary

	Millions of yen					Thousands of U.S.dollars
	2017	2018	2019	2020	2021	2021
Net sales	237,461	252,209	249,077	201,055	229,117	\$2,013,861
Domestic sales	119,184	131,038	135,048	104,490	116,771	1,026,377
Overseas sales	118,276	121,171	114,028	96,564	112,345	987,474
Overseas sales ratio	49.8%	48.0%	45.8%	48.0%	49.0%	49.0%
Operating income	16,130	15,306	13,348	6,850	14,718	129,366
Ordinary income	14,690	13,901	12,241	5,508	14,457	127,072
Net income	9,747	8,945	8,245	2,458	9,993	87,835
Net income per share (yen)	39.22	※ 359.96	331.89	100.85	418.09	367.49
Cash dividend per share (yen)	10.0	※ 100.0	100.0	50.0	100.0	87.90
Total assets	299,155	295,550	300,751	293,060	319,312	2,806,644
Shareholders' equity	112,899	114,539	118,233	116,893	130,104	1,143,570
Equity ratio	37.7%	38.8%	39.3%	39.9%	40.7%	40.7%

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

Consolidated Balance Sheets

Assets

	Millions of yen					Thousands of U.S.dollars
	2017	2018	2019	2020	2021	2021
Current assets	139,308	142,249	141,930	137,960	159,258	\$1,399,824
Notes and accounts receivable	53,561	58,378	56,777	45,938	55,100	484,310
Inventories	51,925	56,337	59,301	48,151	57,381	504,359
Fixed assets	159,846	153,300	158,820	155,099	160,053	1,406,811
Property, plant and equipment	114,867	113,634	116,838	113,085	114,260	1,004,306
Intangible assets	2,654	2,749	3,144	2,828	2,861	25,147
Investments and advances	42,324	36,916	38,837	39,185	42,931	377,349
Total assets	299,155	295,550	300,751	293,060	319,312	\$2,806,644

Liabilities and Net Asset Value

	Millions of yen					Thousands of U.S.dollars
	2017	2018	2019	2020	2021	2021
Current liabilities	99,083	104,195	104,879	92,926	103,344	\$908,358
Notes and accounts payable	48,105	49,923	51,906	33,509	47,826	420,374
Short-term loans payable	29,534	34,403	35,572	48,272	29,208	256,728
Long-term liabilities	80,671	70,278	71,074	75,874	77,755	683,440
Long-term loans payable	53,925	49,178	50,810	54,852	56,266	494,559
Total liabilities	179,755	174,473	175,953	168,800	181,100	1,591,808
Shareholders' equity	112,899	109,571	113,354	116,893	130,104	1,143,570
Common stock	16,074	16,074	16,074	16,074	16,074	141,285
Additional paid-in capital	11,137	11,221	11,252	11,243	11,401	100,210
Retained earnings	75,824	82,537	88,297	88,123	96,875	851,498
Profit on valuation of stock	13,787	10,329	11,265	11,786	13,079	114,960
Translation adjustments	-3,225	-4,333	-5,825	-7,603	-2,737	-24,057
Minority interests	6,500	6,536	6,563	7,366	8,107	71,257
Total net assets	119,399	121,076	124,797	124,259	138,211	1,214,828
Total liabilities and net assets	299,155	295,550	300,751	293,060	319,312	\$2,806,644

U.S.dollar amounts are converted for convenience only at ¥113.77 per U.S.dollar, the rate prevailing on November 30, 2021

Consolidated Sales by Operation

	Millions of yen					Thousands of U.S.dollars
	2017	2018	2019	2020	2021	2021
Cutting Tools	33,681	35,263	34,518	26,829	30,213	\$265,562
Machine Tools	18,887	17,978	22,510	14,064	13,057	114,766
Robots	34,176	33,413	30,710	26,699	28,223	248,070
Bearings	78,383	83,216	77,206	64,400	74,390	653,863
Hydraulic Equipment	57,598	64,635	65,846	56,281	70,348	618,335
Special Steels	13,450	16,164	16,686	11,419	11,215	98,576
Others	1,282	1,538	1,598	1,360	1,669	14,669
Total	237,461	252,209	249,077	201,055	229,117	\$2,013,861

Capital Expenditures

	Millions of yen					Thousands of U.S.dollars
	2017	2018	2019	2020	2021	2021
Non-Consolidated	10,800	12,600	15,500	8,100	8,800	\$77,000
Consolidated	18,700	15,900	21,400	12,600	16,300	143,000

Number of Associates

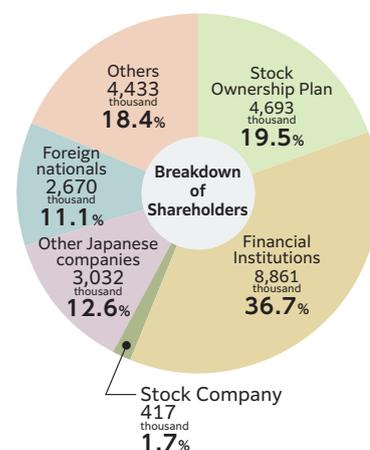
	Persons				
	2017	2018	2019	2020	2021
Non-Consolidated	3,070	3,150	3,170	3,310	3,270
Domestic Subsidiaries	1,570	1,620	1,640	1,480	1,440
Overseas Subsidiaries	2,560	2,710	2,640	2,450	2,500
Consolidated	7,200	7,480	7,450	7,240	7,210

Shareholder Information

Shareholder Information	Major Shareholders	Shares(thousand)	Ratio(%)
Issued Stock : 24,919 thousands shares (as of the end of Nov. 2021) (Of which, 810 thousands are common shares for treasury)	NACHI WANEI Stockholding	2,380	9.87
	The Master Trust Bank of Japan, Ltd. (trust account)	2,130	8.84
	Employees Stock Ownership Plan	1,445	6.00
	MUFG BANK, LTD.	1,188	4.93
	Custody Bank of Japan, Ltd. (trust accounts)	869	3.61

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

Breakdown of Shareholders	Number of Shareholders	Ratio(%)	Shares (thousand)	Ratio(%)
Stock Ownership Plan	4	0.02	4,693	19.5
Financial Institutions	42	0.23	8,861	36.7
Stock company	57	0.31	417	1.7
Other Japanese companies	322	1.75	3,032	12.6
Foreign nationals	194	1.06	2,670	11.1
Others	17,776	96.63	4,433	18.4
Total	18,395	100.00	24,108	100.0



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. Establishes integrated manufacturing system covering materials through to final production.
- 1939** Begins production of bearings. Establishes Machine Tools Dept. to supply own company plants with internally manufactured machinery.
- 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). Establishes NACHI AMERICA INC.
- 1963** Changes Company name to NACHI-FUJIKOSHI CORP. Develops bearings and its materials for the Bullet Train "Shinkansen".

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

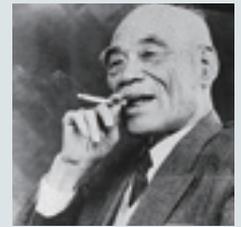
- 1964** Begins production of industrial furnaces.
- 1967** Opens office in Germany.
- 1969** Develops hydraulic industrial robots. Establishes Machine Tools Division and Hydraulic Equipment Division.
- 1972** Begins local production in Brazil.
- 1975** Opens offices in Australia, United Kingdom, Singapore, and Canada.
- 1976** Begins local production in U.S.A. and Spain.
- 1979** Develops first motor-driven robots for spot welding in the world. Begins local production in Singapore.
- 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. Begins local production in Korea and Taiwan.
- 1989** Establishes NACHI TECHNOLOGY INC., U.S.A.
- 1990** Begins production of handling robots.
- 1991** Acquires National Broach & Machine Co. (brand name Red Ring). Awards the Deming Application Prize.

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. Establishes NACHI Techno Square in the Toyama plant.
- 1999** 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.
- 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".
- 2001** Builds a new factory for broaches, high speed steel wire materials, and hydraulic pumps. Starts cooperating with Daihen Corporation in the robotic field. Obtains ISO14001 Certification. Introduces Meister system.
- 2002** Establishes Marketing Strategy Headquarters and Development Headquarters. Forms Gear Production Alliance in the gear-processing field. Cooperates with Erasteel S.A. (France) in the high speed steels field. Introduces performance-based salary system. expanded stock Ownership Plan.
- 2003** The 75th anniversary. Builds QA Lab, Kohki Hall and Development Office in NACHI-BUSINESS Galaxy. Creates a mid-term management plan, "Prospect of NACHI Business 2006". Forms a joint venture with Shanghai Automotive Industry Corp. in bearing business.

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.



Founder, Kohki Imura



Hacksaw blades the Company's first product/1929



The first publishes catalog of cutting tools in Japan/1933



Develops first bearings/1939



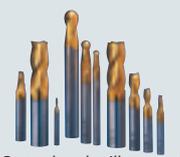
Emperor Showa visits factory/1958



Bearings for the Bullet Train "Shinkansen"/1963



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

- 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. Found 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 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.
- 2010** 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 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.

- 2011** Announces long-term vision. Revises corporate philosophy, corporate mission, and operating principles. Introduces executive management system. 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 lineup of high-performance drills and enlarged market share. Releases world's fastest lightweight compact robot MZ07 simultaneously around the world.
- 2014** 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.
- 2015** 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** Introduces the CZ10 slim collaborative robot and the AquaREVO carbide drill to the market.
- 2019** Jun Sakamoto becomes President. Introduces the MZ01, a 1kg payload compact robot, and the AquaREVO mill, a new end mill product, 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.
- 2021** Enhances the general manager system for divisions, such as by establishing a new strategy headquarters by industry for the divisions. Expands lineup of small-scale robots, such as the EC06, and introduces connector-insertion applications to the market.
- 2022** Consolidates production capabilities for standard radial bearings in Thailand.



Power Meister



Hyper Dual GP/SP hobs



EX-V Series Spherical Bearings for vibration environments



GMS200 multi-purpose, compact integrated skiving gear shaping machine



Slim collaborative robots CZ10



AquaREVO Mills

