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
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 仏 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 錦 which reads "Koshi" has the same pronunciation as 錦志 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**: 249.0 billion yen (2,273 million dollars)
- **Overseas Sales**: 114.0 billion yen (1,040 million dollars)
- **Consolidated subsidiaries**: 55 companies (Domestic 23 companies, Overseas 32 companies)
- **Consolidated number of employees**: 7,450 (56 companies), 3,170 (Non-Consolidated)

**Major Products**

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

**Breakdown of Net Sales**

- **By Operation**
  - Cutting Tools: 249 billion yen (14%)
  - Machine Tools: 249 billion yen (9%)
  - Hydraulic Equipment: 27% (249 billion yen)
  - Machining: 249 billion yen (27%)
  - Robots: 12% (249 billion yen)
  - Others: 7% (249 billion yen)

- **By Market**
  - Energy Infrastructure: 249 billion yen (23%)
  - Machinery: 249 billion yen (28%)
  - Retail: 249 billion yen (49%)
  - Automotive: 249 billion yen (23%)

- **By Region**
  - Asia: 249 billion yen (28%)
  - Europe: 249 billion yen (6%)
  - America: 249 billion yen (12%)
  - Japan: 249 billion yen (54%)

**Fluctuations in Performance**

- **Net Sales (Consolidated)**
  - 2016: 211.4 billion yen
  - 2017: 237.4 billion yen
  - 2018: 252.2 billion yen
  - 2019: 249.0 billion yen
  - 2020: 230.0 billion yen

- **Operating Income (Consolidated)**
  - 2016: 11.1 billion yen
  - 2017: 16.1 billion yen
  - 2018: 15.3 billion yen
  - 2019: 13.3 billion yen
  - 2020: 12.5 billion yen
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1928</td>
<td>Begins domestic genealogy of business operations</td>
</tr>
<tr>
<td>1938</td>
<td>Starts in-house production of specialized steels for cutting tools and bearings from materials to end products with high-quality materials, grinding and heat treatment.</td>
</tr>
<tr>
<td>1958</td>
<td>Starts internal manufacturing of broaching machines. Began production of other equipment to start in-house production of cutting tools.</td>
</tr>
<tr>
<td>1989</td>
<td>Expands business in precision cutting and machine tools for aerospace and industrial machinery. Strengthens connections between high-reliability production system in three regions worldwide. Augments factories in China, Thailand, and Brazil.</td>
</tr>
</tbody>
</table>

### Machining
- **Eco & ECO Expansion of environmentally friendly cutting and machine tools**: X's mills, Business tie up with Sumitomo Electric/Allied Materials, Aqua drills.
- **Precision molding**: AG drills, GS mills.
- **Mold Meister Ball**: MQL Power Long Drill.
- **Hard broaching**: Crystal diamond coated drills.
- **Flexible power finisher**: GMS450/GMS200 integrated gear skiving machine.
- **Robots**: Various sensors, Vision sensors, Electronic control technology.
- **Components**: Various sensors, Vision sensors, Electronic control technology.
- **Machining**
  - **NC helical broaching machines**: Precision lining, Free-form surface mold forming equipment.
  - **High-speed finishing broaching machine**: Free-form surface mold forming equipment.
  - **Hard broaching machines**: Nano groover, Nano Aspher.
  - **Flexible power finisher**: Silicon wafer production equipment.
  - **Robots**: Various sensors, Vision sensors, Electronic control technology.
  - **Components**: Various sensors, Vision sensors, Electronic control technology.

### Business tie up with Sumitomo Electric/Allied Materials
- **Aqua drills**: Dual cutting hobs, Semi-dry broaches.
- **AG drills**: Mold Meister Ball.
- **GS mills**: MQL Power Long Drill.
- **Hard broaching**: Crystal diamond coated drills.
- **Flexible power finisher**: GMS450/GMS200 integrated gear skiving machine.
- **Robots**: Various sensors, Vision sensors, Electronic control technology.
- **Components**: Various sensors, Vision sensors, Electronic control technology.

### Material
- **Vacuum degassing machines**: BSE incinerators, Continuous vacuum degassing furnaces, Hybrid coatings.
- **Vacuum carburizing furnaces**: Z-TOPS transparent conductive oxide coating equipment.
- **DLC coating**: Create of vacuum carburizing furnace series.
- **In-line washing equipment**: Hybrid vacuum degassing equipment Hi-NVD-10.
- **Materials**: Pre-Harden 4000, Original steel for molds with high-performance heat treatment and precision manufacturing.
- **Micron Hard**: Process Micron Hard.
- **Clean Master J-SW**: Vacuum degassing machines SPS-2020 hybrid ion plating equipment for DLC coating.
Contributing to the Process of Manufacturing

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

Machine Tools
- GMS series of integrated skiving composite process machines
- Broaching Machines
- Precision form
- Rolling Machines
- Power Cells
- Various Processing Machines

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

Machining
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Machining
- Cutting Tools
- Machine Tools
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- Broaching Machines
- Precision form
- Rolling Machines
- Power Cells
- Various Processing Machines
Robots

- Mini-robots
- Lightweight Compact Robots
- Mini-robots
- Robot Deburring Cell
- Wing Slicer Type Robot
- Slim Collaborative Robots
- Welding and General Handling Robots
- Heavy Duty /payload Handling Robots

Essential Components

- Grinding Finish Processing
- Essential Components
- Assembly Welding Transfer

Hydraulic Equipment

- Robot Deburring Cell
- Handling Robots
- Heavy Duty Handling Robots
- Deburring Cell

Essential Components

- Grinding Finish Processing
- Essential Components
- Assembly Welding Transfer

Hydraulic Equipment

- GMS series of integrated skiving composite process machines
- Carbide drills & Carbide end drills
- HSS drills & HSS end mills
- Taps
- Metal Band Saws
- Broaches
- Hobs
- Shaving Cutters
- Forming Racks
- Skiving Cutter
- Assembly Welding Transfer

Automotive Hydraulics

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

- 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
- Vane pump for automobiles
Multifaceted Solutions

Automobiles

Electric vehicles and green vehicles

Products compatible with the evolution and diversification of vehicles.

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

Engines

Contributing to higher energy efficiency and green processes.

- AquaREVO Drills Innovative drills that are made from newly developed carbide materials and coating, with a newly designed cutting edge.
- Double-Row Angular Contact Ball Bearings For automobile air conditioners resistant to high speeds and high temperatures.
- Power Finisher Crankshaft and camshaft lapping.
- MQL Power Cell MQL Machining System High-efficiency, non step deep hole drilling.
- Exhaust Valve Material, Wastegate Valve Material EXEO-E900 Demonstrates durability at temperatures exceeding 900°C. Withstands high temperatures reached by exhaust system components of turbo chargers.
Transmissions

For responsive and comfortable driving.

*MT21 Steel Bearings for transmissions*

*Skiving*

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

*Robot Deburring Cell*
A fully automated deburring cell that packages everything required for deburring.

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

Constant velocity joint differential

Quiet and smooth rotary transfer.

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

*Precision rolling*

*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.

- 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 “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.

- Christmas Tree Forms Broach
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- Wheel Drive Motors and Swing Motors for small Excavators
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Industrial Machines, Electrics, Electronics

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.

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

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

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

- **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.

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

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

Electrics, Electronics

Expanding the lineup of MZ series of compact robots

- **Fulfilling the need for automation**
  - Help improve productivity in every workplace with picking, wrapping, and assembling.

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

- **MZ12**
  - Compact and Multipurpose Robots

- **MZ04**
  - Compact and Super Fast Robots

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

- **MZ01**
  - Mini-Robots

- **EZ03**
  - Wing Slicer Type Robot

- **NP-FX25**
  - Screw parts compatible with injection molding of fluoropolymers.
Plants and Offices in Japan

Head Office, Eastern Japan Branch Office
Shiodome Sumitomo Bldg.

- Hokkaido Sales Office
- Yamagata Sales Office
- Fukushima Sales Office
- Shinshu Sales Office
- North Kanto Branch
- Tokai Branch Office
- Chugoku-Shikoku Branch Office
- Kyushu Branch Office

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

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

- Head Offices
  - NACHI Tohoku Seiko Co., Ltd.
  - NACHI Kanto Co., Ltd.
  - NACHI-TOKIWA CORP.
  - NACHI Engineering
  - Robot R&D Center

- Engineering Companies
  - NACHI Tool Engineering Co., Ltd.
  - NACHI Machinery Engineering Co., Ltd.
  - NACHI Robot Engineering Co., Ltd.

- Sales Companies
  - NACHI Kansai Co., Ltd.
  - NACHI Hokuriku Co., Ltd.
  - NACHI Tokai Co., Ltd.

- URL: http://www.nachi-fujikoshi.co.jp/
Plants and Offices in Japan

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Hamarikyu Parkside Place 14F, 5-6-10 Tsukiji, Chuo-ku, Tokyo 104-0045

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

Sales Offices

Eastern Japan Branch Office
Shiodome Sumitomo Bldg. 17F,
1-9-2 Higashi-Shinbash, Minato-ku, Tokyo 105-0021

Tel:+81-(0)3-5568-5280 Fax:+81-(0)3-5568-5290

Hokkaido Sales Office
Hon-cho 1 10 Chome 4-10, Higashi-ku, Sapporo,063-0041

Tel:+81-(0)11-782-0006 Fax:+81-(0)11-782-0033

Yamagata Sales Office
130-1, Yachi Azamaki, Kahocho, Nishimurayama-gun,
Yamagata 999-3511, c/o Nachi Tohoku Seiko Co., Ltd.

Tel:+81-(0)237-71-0321 Fax:+81-(0)237-72-5212

Fukushima Sales Office
Takeda Bldg., Room 103, 3-4-1 Chouja,
Koriyama-shi, Fukushima 963-8017

Tel:+81-(0)24-991-4511 Fax:+81-(0)24-935-1450

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26-2 Hama-cho, Ota-shi, Gunma 373-0853

Tel:+81-(0)276-46-7511 Fax:+81-(0)276-46-4599

Shinsu Sales Office
248-3 Kamishiojiri, Ueda-shi, Nagano 386-0042

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Nachi Nagoya Bldg., 2-120-3

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1-20-17 Ebitsuuka, Naka-ku, Hamamatsu 432-8033

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Tel:+81-(0)76-425-8013 Fax:+81-(0)76-492-4319

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Nakanoshima, Kita-ku, Osaka 530-0005

Tel:+81-(0)6-7178-5111 Fax:+81-(0)6-7178-5110

Chugoku-Shikoku Branch Office
Nihonseimei Hiroshima Hikarimachi Bldg. 8F, 1-10-19
Hikarimachi, Higashi-ku, Hiroshima 732-0052

Tel:+81-(0)82-568-7460 Fax:+81-(0)82-568-7465

Kyushu Branch Office
1-10-30 Sanno, Hakata-ku, Fukuoka 812-0015

Tel:+81-(0)92-441-2505 Fax:+81-(0)92-471-6600

Nachi Logistics Center
3-5-1 Yoneda-machi, Toyama 931-8304

Tel:+81-(0)76-438-4481 Fax:+81-(0)76-438-4454

Engineering Companies

NACHI Robot Engineering Co., Ltd.
Shiodome Sumitomo Bldg. 17F,
1-9-2 Higashi-Shinbash, Minato-ku, Tokyo 105-0021

Tel:+81-(0)3-5568-5180 Fax:+81-(0)3-5568-5185

NACHI Machinery Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511,
c/o Fujikoshi Tohoku Seiko Co., Ltd.

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 Tohoku Seiko Co., Ltd.

Tel:+81-(0)76-423-5337 Fax:+81-(0)76-493-5258

Sales Companies

NACHI Kanto Co., Ltd.
Nachi Nagoya Bldg., 2-120-3

Tel:+81-(0)3-5568-5190 Fax:+81-(0)3-5568-5195

NACHI Engineering
2696-15 Hayakawa, Ayase-cho, Kanagawa 252-1123

Tel:+81-(0)467-71-5111 Fax:+81-(0)467-71-5116

NACHI-TOKIWA CORP.
Shiodome Sumitomo Bldg. 17F,
1-9-2 Higashi-Shinbash, Minato-ku, Tokyo 105-0021

Tel:+81-(0)3-6252-3677 Fax:+81-(0)3-6252-3678

NACHI Tokai Co., Ltd.
Nachi Nagoya Bldg., 2-6-15 Ayase-shi, Kanagawa 252-1123

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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
Nakanoshima, Kita-ku, Osaka 530-0005

Tel:+81-(0)6-7178-2200 Fax:+81-(0)6-7178-2201

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

**Mizuhashi Plant**

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

**Namerikawa Plant**

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

**Manufacturing Companies**

- NACHI Seiko Co., Ltd.
- NACHI Tool Genesis Co., Ltd.
- NACHI Tool Technology Co., Ltd.
- NACHI Bearing Manufacturing Co., Ltd.
- NACHI Nihonkai Bearing Co., Ltd.
- Hokuriku Kinzoku Co., Ltd.
- NACHI Toyama Bearing Co., Ltd.
- NACHI Yatsuo Bearing Co., Ltd.
- NACHI Tateyama Bearing Co., Ltd.
- NACHI Tohoku Seiko Co., Ltd.
- NACHI Hydraulics Co., Ltd.
- Toyama Atsuen Co., Ltd.

**Contact Information**

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- Tel:+81-(0)76-425-2281  Fax:+81-(0)76-424-3183
- Tel:+81-(0)76-456-2556  Fax:+81-(0)76-471-2632
- Tel:+81-(0)76-478-2098  Fax:+81-(0)76-479-1081
- Tel:+81-(0)76-478-2171  Fax:+81-(0)76-478-2173
- Tel:+81-(0)76-451-5217  Fax:+81-(0)76-451-9203
- Tel:+81-(0)76-467-2201  Fax:+81-(0)76-467-2203
- Tel:+81-(0)76-454-2627  Fax:+81-(0)76-454-4343
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- Tel:+81-(0)76-467-2201  Fax:+81-(0)76-469-3823
- Tel:+81-(0)76-454-2627  Fax:+81-(0)76-454-4343
- Tel:+81-(0)76-424-8848  Fax:+81-(0)76-424-8832
- Tel:+81-(0)23-686-2116  Fax:+81-(0)23-686-2119
- Tel:+81-(0)76-469-3829  Fax:+81-(0)76-469-3823
- Tel:+81-(0)76-437-5806  Fax:+81-(0)76-438-9270
- Tel:+81-(0)76-423-5100  Fax:+81-(0)76-493-5221
- Tel:+81-(0)76-423-5140  Fax:+81-(0)76-493-5242
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- 1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
- Tel:+81-(0)76-423-5100  Fax:+81-(0)76-493-5221
- Tel:+81-(0)76-423-5140  Fax:+81-(0)76-493-5242
- Tel:+81-(0)76-423-5135  Fax:+81-(0)76-493-5251

**Nagaresugi Plant**

- 176 Ogake, Namerikawa-shi, Toyama 936-0802
- Tel:+81-(0)76-471-2046  Fax:+81-(0)76-471-2673
- Tel:+81-(0)76-471-2320  Fax:+81-(0)76-471-2324
- Tel:+81-(0)76-471-2985  Fax:+81-(0)76-471-2989
- Tel:+81-(0)76-471-2981  Fax:+81-(0)76-471-2988

**Mizuhashi Plant**

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

**Namerikawa Plant**

- 1-1-1 Yoneda-machi, Toyama 931-8511
- Tel:+81-(0)76-438-4411  Fax:+81-(0)76-438-6313
- Tel:+81-(0)76-438-8970  Fax:+81-(0)76-438-8978

---

**FUJIKOSHI Information Systems Co., Ltd.**
- Tel:+81-(0)76-425-0262  Fax:+81-(0)76-493-8676
- Tel:+81-(0)76-423-5042  Fax:+81-(0)76-493-5208

**FUJIKOSHI Com Service Co., Ltd.**
- Tel:+81-(0)76-493-0980  Fax:+81-(0)76-493-2671
Plants

**Toyama Plant**
- 1-1-1 Fujikoshi-Honnachi, Toyama 930-8511
- **Tools**
  - Tel: +81-(0)76-425-2695 Fax: +81-(0)76-425-9091
- **Machine Tools**
  - Tel: +81-(0)76-423-5100 Fax: +81-(0)76-493-5251
- **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)76-438-4111 Fax: +81-(0)76-438-6313
- **Hydraulic Equipment**
  - Tel: +81-(0)76-438-8970 Fax: +81-(0)76-438-8978

**Higashi-Toyama Plant**
- 3-2-1 Nakata, Toyama 931-8453
- **Hydraulic Equipment**
  - Tel: +81-(0)76-438-8970 Fax: +81-(0)76-438-8978

**Namerasugi 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)76-476-2201 Fax: +81-(0)76-476-2203

**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

**FUJIKOSHI Information Systems Co., Ltd.**
- Information Systems
  - Tel: +81-(0)76-493-0980 Fax: +81-(0)76-493-2671

**NACHI Logistics Co., Ltd.**
- Transportation, Storage, Insurance
  - Tel: +81-(0)76-425-0262 Fax: +81-(0)76-493-8676

**FUJIKOSHI Com Service Co., Ltd.**
- Receptions, Facilities Management, Security
  - Tel: +81-(0)76-423-5042 Fax: +81-(0)76-493-5208
Plants and Offices Worldwide

### Asia

- **NACHI-FUJIKOSHI (CHINA) CO., LTD.**
  - 5F, Building A, National Center for Exhibition and Convention, 1988 Zhuguang Road, Qingpu District, Shanghai, 201702, CHINA
  - Tel: +86-021-6915-3200
  - 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**
  - Room 304, Fanyuan Building, No.1 Yueba Street, Shennhe District, Shenyang 110000, CHINA
  - Tel: +86(024)3120-2252
  - Fax: +86(024)2250-5316

- **GUANGZHOU BRANCH**
  - 2F Building 1, Yixiang Science and Technology Park, No.72 Naxi Road, Two Road, Science City, Hightech Industrial development Park, Guangzhou City, 511067, 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, Qinlin Road, Yinzhou District, Ningbo City, 315040, Zhejiang, CHINA
  - Tel: +86(057)8813-5499

- **CHANGCHUN OFFICE**
  - Room 1827, Minhang International Building, No.3333 Jingying Road, Changchun City, Jilin Province, 130062, CHINA
  - Tel: +86(0431)-8939-5995
  - Fax: +86(0431)-8939-5995

- **BAOJIA NACHI ROBOT APPLICATION DEVELOPMENT QINGDAO INC.**
  - No.67 Xinyue Rd., High-tech Industrial Development Zone, Qingdao, Shandong City, CHINA
  - Tel: +86(05)3258759267

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

- **NACHI TECHNOLOGY (THAILAND) CO., LTD.**
  - BANGKOK SALES OFFICE
    - Unit 23/190(A), PL24 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

- **VIETNAM REPRESENTATIVE OFFICE (HANOI)**
  - 1502A, 15FL, IPH building, 241 Xuan Thuy st., Cau Giay dist, Ha Noi, VIETNAM
  - Tel: +84-24-3767-8605
  - Fax: +84-24-3767-8604

- **VIETNAM REPRESENTATIVE OFFICE (HO CHI MINH)**
  - 4FL, Vo Van Kiet, 41 Nguyen Thi Minh Khai St., Dist.1, Ho Chi Minh, VIETNAM
  - Tel: +84-28-3822-3919
  - Fax: +84-28-3822-3918

- **NACHI VIETNAM CO., LTD.**
  - 1502B, 15FL, IPH building, 241 Xuan Thuy st., Cau Giay dist, Ha Noi, VIETNAM
  - Tel: +84-24-3767-8605
  - Fax: +84-24-3767-8604

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

- **PT. NACHI INDONESIA**
  - Tempo Scan Tower, 31st Floor Jl. HR 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, Samsaeng-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, Gurgaon-122002, Haryana, INDIA
    - Tel: +91-124-450-2100
    - Fax: +91-124-450-2910

- **BANGALORE OFFICE**
  - F-11 Anshu 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
Representative Offices

Plants and Offices Worldwide

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

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

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

Manufacturing Plants

- **NACHI (JIANGSU) INDUSTRIES CO., LTD.**
  - 39 Nanyuan Road, Economic and Technological Development Zone (South), Zhenjiangjiang, 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.**
  - 1F, 5 Building, 33 Forward Road, Malu Town, Jiading, Shanghai 201801, CHINA
  - Tel: +86-(0)21-6915-6200
  - Fax: +86-(0)21-6915-6202

- **SHANGHAI NACHI SAW CO., LTD.**
  - No.109, Kao Young North Rd, Lung-Tan Dist, Taoyuan City
  - Tel: +886-(0)3-471-7651
  - Fax: +886-(0)3-471-8402

- **NACHI C.Y. CORP.**
  - 10, Yusan Gongdan B-Gil, Yangsan-Si, Gyeongsangnam-Do 50592, KOREA
  - Tel: +82-(0)55-371-9700
  - Fax: +82-(0)55-384-3270

- **DAESUNG-NACHI HYDRAULICS CO., 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 TECHNOLOGY INDIA PVT. LTD.**
  - 179, Sector 4, IMT Manesar, District, Gurgaon-122 050, Haryana, INDIA
  - Tel: +91-124-4936-000
  - Fax: +91-124-4936-022

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

- **NACHI FORGING TECHNOLOGY (THAILAND) CO., LTD.**
  - No.2 Joo Koon Way, Jurong Town, Singapore 628043, SINGAPORE
  - Tel: +65-68613944
  - Fax: +65-68610262
  - URL: http://www.nachi.com.sg/

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

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

- **NACHI FORGING TECHNOLOGY (THAILAND) CO., LTD.**
  - Established : 2012 Products : Cutting Tools, Hydraulic Equipment, Automotive Hydraulics and Robots

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

- **NACHI TECHNOLOGY (THAILAND) CO., LTD.**
  - Established : 2014 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., Doral, Florida, 33172, U.S.A.
  - Tel: +1-305-591-0054/0059/2604
  - Fax: +1-305-591-3110

- **ATLANTA TECHNICAL CENTER**
  - 1950 Evergreen Blvd. Duluth, GA 30096, U.S.A.
  - Tel: +1-877-622-4487

- **NACHI ROBOTIC SYSTEMS INC.**
  - 46200 W. 12 Mile 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**
  - 4600 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: +1-317-517-1553
  - 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 3W4, 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: +52-55-5312-6556
  - Fax: +52-55-5312-7248

- **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 3W4, 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, Tecquisquapan 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, Tecquisquapan No.2, Localidad Galeras, Municipio de Colon, Queretaro, C.P.76295, MEXICO
  - Tel: +52-442-153-2424
  - Fax: +52-442-153-2435

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

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

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

- **NACHI CANADA INC.**
  - Established : 1982
  - Products : Bearings and Cutting Tools

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

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

- **NACHI CANADA INC.**
  - Established : 1975
  - Products : Cutting Tools and Bearings
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 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, Ceslice 251 01, 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 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

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

NACHI TECHNOLOGY INC.
Established : 1963
Products : Cutting Tools, Machine Tools,
Robots, Bearings,
Hydraulic Equipment and Special Steels

NACHI CZECH s.r.o.
Established : 2003
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.

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

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

- **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.

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

- **NACHI History Museum**
  ROBOT FA Exhibition Hall
  Exhibits of many examples of automated production lines.

Chairman
- Hiroo Honma
- In charge of Supervising Domestic Sales, in charge of Sales in Central Japan

President
- Jun Sakamoto
- General Manager of Procurement, in charge of Human Resources & General Affairs Risk Management & Supervisor of All China Operations & Chief Representative of China

Executive Vice President
- Hidenori Hayashi
- General Manager of Corporate Compliance Headquarters, General Manager (of) Overseas, Cutting Tool Sales Promotion Dept., Cutting Tool Division

Executive Vice President
- Shigeru Togashi
- In charge of All China Operations, NACHI-FUJIKOSHI (CHINA) CO., LTD

Managing Director
- Hideaki Hara
- General Manager of Cutting Tool Division & in charge of Material

Managing Director
- Yutaka Tsukamoto
- General Manager of Technology Development Headquarters, in charge of Quality Assurance

Director
- Toru Inoue
- General Manager of Corporate Compliance Headquarters, General Manager of Overseas, Cutting Tool Sales Promotion Dept., Cutting Tool Division

Director
- Tetsu Furusawa
- In charge of Global Sales & Global Human Resources

Director
- Shinichi Urata
- General Manager of Technology Development Headquarters, in charge of Quality Assurance

Director
- Noritsugu Sasaki
- Chairman & General Manager of All China Operations, NACHI-FUJIKOSHI (CHINA) CO., LTD

Director
- Noboru Miura
- General Manager of Eastern Japan Main Branch

Director
- Masatoshi Akagawa
- General Manager of Robot Division

Director
- Satoshi Hamamoto
- President of NACHI (Jiangsu) Industries Co., Ltd.

Director
- Akira Kunisaki
- General Manager of IoT Business Headquarters, in charge of Informatization & Core System

Director
- Junichi Kodama*

Director
- Yo Okabe*

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>
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</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>218,535</td>
<td>211,449</td>
<td>237,461</td>
<td>252,209</td>
<td>249,077</td>
<td>$2,273,430</td>
</tr>
<tr>
<td>Domestic sales</td>
<td>115,910</td>
<td>112,920</td>
<td>119,184</td>
<td>131,038</td>
<td>135,048</td>
<td>1,232,639</td>
</tr>
<tr>
<td>Overseas sales</td>
<td>102,624</td>
<td>98,529</td>
<td>118,276</td>
<td>121,171</td>
<td>114,028</td>
<td>1,040,781</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>47.0%</td>
<td>46.6%</td>
<td>49.8%</td>
<td>48.0%</td>
<td>45.8%</td>
<td>45.8%</td>
</tr>
<tr>
<td>Operating income</td>
<td>18,945</td>
<td>11,139</td>
<td>16,130</td>
<td>15,306</td>
<td>13,348</td>
<td>121,832</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>17,316</td>
<td>7,765</td>
<td>14,690</td>
<td>13,901</td>
<td>12,241</td>
<td>111,728</td>
</tr>
<tr>
<td>Net income</td>
<td>11,593</td>
<td>3,929</td>
<td>9,747</td>
<td>8,945</td>
<td>8,245</td>
<td>75,255</td>
</tr>
<tr>
<td>Net income per share (yen)</td>
<td>46.90</td>
<td>15.83</td>
<td>39.22</td>
<td>359.96</td>
<td>331.89</td>
<td>302,934</td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>100.00</td>
<td>100.00</td>
<td>91,274</td>
</tr>
<tr>
<td>Total assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>295,550</td>
<td>300,751</td>
<td>$2,745,080</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
<td>114,539</td>
<td>118,233</td>
<td>1,079,162</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>38.3%</td>
<td>36.4%</td>
<td>37.7%</td>
<td>38.8%</td>
<td>39.3%</td>
<td>39.3%</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>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>126,695</td>
<td>123,736</td>
<td>139,308</td>
<td>142,249</td>
<td>141,930</td>
<td>$1,295,454</td>
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<tr>
<td>Notes and accounts receivable</td>
<td>48,584</td>
<td>48,423</td>
<td>53,561</td>
<td>58,378</td>
<td>56,777</td>
<td>518,227</td>
</tr>
<tr>
<td>Inventories</td>
<td>45,879</td>
<td>44,350</td>
<td>51,925</td>
<td>56,337</td>
<td>59,301</td>
<td>541,265</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>141,416</td>
<td>145,702</td>
<td>159,846</td>
<td>153,300</td>
<td>158,820</td>
<td>1,449,616</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>103,606</td>
<td>110,011</td>
<td>114,867</td>
<td>113,634</td>
<td>116,838</td>
<td>1,066,429</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>1,051</td>
<td>1,233</td>
<td>2,654</td>
<td>2,749</td>
<td>3,144</td>
<td>28,696</td>
</tr>
<tr>
<td>Investments and advances</td>
<td>36,758</td>
<td>34,457</td>
<td>42,324</td>
<td>36,916</td>
<td>38,837</td>
<td>354,481</td>
</tr>
<tr>
<td>Total assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>295,550</td>
<td>300,751</td>
<td>$2,745,080</td>
</tr>
</tbody>
</table>

### Liabilities and Net Asset Value

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>98,407</td>
<td>90,423</td>
<td>99,083</td>
<td>104,195</td>
<td>104,879</td>
<td>$957,274</td>
</tr>
<tr>
<td>Notes and accounts payable</td>
<td>41,988</td>
<td>41,414</td>
<td>48,105</td>
<td>49,923</td>
<td>51,906</td>
<td>473,767</td>
</tr>
<tr>
<td>Short-term loans payable</td>
<td>37,827</td>
<td>32,705</td>
<td>29,534</td>
<td>34,403</td>
<td>35,572</td>
<td>324,680</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>60,398</td>
<td>74,599</td>
<td>80,671</td>
<td>70,278</td>
<td>71,074</td>
<td>648,722</td>
</tr>
<tr>
<td>Long-term loans payable</td>
<td>35,026</td>
<td>49,782</td>
<td>53,925</td>
<td>49,178</td>
<td>50,810</td>
<td>463,764</td>
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<tr>
<td>Total liabilities</td>
<td>158,805</td>
<td>165,023</td>
<td>179,755</td>
<td>174,473</td>
<td>175,953</td>
<td>1,605,996</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
<td>109,571</td>
<td>113,354</td>
<td>1,034,629</td>
</tr>
<tr>
<td>Common stock</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
<td>146,714</td>
</tr>
<tr>
<td>Additional paid-in capital</td>
<td>11,650</td>
<td>11,121</td>
<td>11,137</td>
<td>11,221</td>
<td>11,252</td>
<td>102,701</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>67,118</td>
<td>68,562</td>
<td>75,824</td>
<td>82,537</td>
<td>88,297</td>
<td>805,923</td>
</tr>
<tr>
<td>Profit on valuation of stock</td>
<td>10,475</td>
<td>9,213</td>
<td>13,787</td>
<td>10,329</td>
<td>11,265</td>
<td>102,820</td>
</tr>
<tr>
<td>Translation adjustments</td>
<td>△1,070</td>
<td>△5,573</td>
<td>△3,225</td>
<td>△4,333</td>
<td>△5,825</td>
<td>△53,167</td>
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<tr>
<td>Minority interests</td>
<td>6,752</td>
<td>6,344</td>
<td>6,500</td>
<td>6,536</td>
<td>6,563</td>
<td>59,903</td>
</tr>
<tr>
<td>Total net assets</td>
<td>109,306</td>
<td>104,415</td>
<td>119,399</td>
<td>121,076</td>
<td>124,797</td>
<td>1,139,074</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
<td>295,550</td>
<td>300,751</td>
<td>$2,745,080</td>
</tr>
</tbody>
</table>

U.S.dollar amounts are converted for convenience only at ¥109.56 per U.S.dollar, the rate prevailing on November 30, 2019.

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Mizuno Bank, Ltd.  
Mitsubishi UFJ Trust and Banking Corporation  
Sumitomo Mitsui Trust Bank, Limited  
The Hokuriku Bank, Ltd.  
MUFG BANK, LTD.

### Major Banking Relationships

- Consolidated Overseas Subsidiaries
- Domestic Subsidiaries
- Non-Consolidated

### Number of Associates

- Consolidated
- Non-Consolidated
- Total

### Consolidated Sales by Operation

- Hydraulic Equipment
- Bearings
- Robots
- Machine Tools

### Shareholder Information

- Number of Shareholders
- Breakdown of Ownership Plan

- Shareholders' equity
- Equity ratio

- Common shares for treasury (as of the end of Nov. 2019)
- Employees Stock Ownership Plan
- NACHI WANEI Stockholding Shares (thousands shares)
## Financial Highlights

### Liabilities and Net Asset Value

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities and net assets</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total liabilities</td>
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</tr>
<tr>
<td>Long-term liabilities</td>
<td></td>
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</tr>
<tr>
<td>Notes and accounts payable</td>
<td></td>
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</tr>
<tr>
<td>Current liabilities</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Investments and advances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Notes and accounts receivable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total assets</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary income</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Overseas sales</td>
<td></td>
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</tr>
<tr>
<td>Domestic sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Overseas sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Major Shareholders

- **NACHI WANEI Stockholding**: 2,206 shares (8.88%)
- **Employees Stock Ownership Plan**: 1,418 shares (5.71%)
- **MUFG BANK, LTD.**: 1,188 shares (4.78%)
- **TOYOTA MOTOR CORPORATION**: 916 shares (3.69%)
- **The Master Trust Bank of Japan, Ltd. (trust account)**: 901 shares (3.63%)

Note: Common shares for treasury (71 thousands shares) were excluded when calculating ownership of shares.

## Capital Expenditures

<table>
<thead>
<tr>
<th>Period</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>218,535</td>
<td>211,449</td>
<td>237,461</td>
<td>252,209</td>
<td>249,077</td>
</tr>
<tr>
<td>Non-Consolidated</td>
<td>11,400</td>
<td>12,000</td>
<td>10,800</td>
<td>12,600</td>
<td>15,500</td>
</tr>
<tr>
<td>Consolidated</td>
<td>23,200</td>
<td>21,800</td>
<td>18,700</td>
<td>15,900</td>
<td>21,400</td>
</tr>
</tbody>
</table>

## Number of Associates

<table>
<thead>
<tr>
<th>Period</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>6,560</td>
<td>6,780</td>
<td>7,200</td>
<td>7,480</td>
<td>7,450</td>
</tr>
<tr>
<td>Non-Consolidated</td>
<td>2,850</td>
<td>2,950</td>
<td>3,070</td>
<td>3,150</td>
<td>3,170</td>
</tr>
<tr>
<td>Domestic Subsidiaries</td>
<td>1,540</td>
<td>1,530</td>
<td>1,570</td>
<td>1,620</td>
<td>1,640</td>
</tr>
<tr>
<td>Overseas Subsidiaries</td>
<td>2,170</td>
<td>2,300</td>
<td>2,560</td>
<td>2,710</td>
<td>2,640</td>
</tr>
</tbody>
</table>

## Shareholder Information

**Issued Stock**: 24,919 thousands shares (as of the end of Nov. 2019) (Of which, 71 thousands are common shares for treasury)

**Major Shareholders**

- **NACHU WANEI Stockholding**: 2,206 shares (8.88%)
- **Employees Stock Ownership Plan**: 1,418 shares (5.71%)
- **MUFG BANK, LTD.**: 1,188 shares (4.78%)
- **TOYOTA MOTOR CORPORATION**: 916 shares (3.69%)
- **The Master Trust Bank of Japan, Ltd. (trust account)**: 901 shares (3.63%)

Note: Common shares for treasury (71 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.**
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 Begins production of bearings.
1940 Business further expanded to 18 plants in Japan and number of employees increased to 36,000.

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.
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.
1980 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.

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 Kensoke 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. 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”.
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.
Enter 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.
Founds a new office in India. Establishes a new broaches factory.
Expands the engineering business for machining in both domestic and overseas market.

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

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. 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
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.
Release world’s fastest lightweight compact robot MZ07 simultaneously around the world.

2014
Establishes 2016 mid-term business plan as a milestone in 2020 long-term vision.
Establishes Production Technology Headquarters to develop overseas factories and integrates production technologies.
Establishes Sales Strategies Headquarters to plan and promote sales strategies globally.
Re-establishes local 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 CZ10 slim collaborative robot and the AquaREVO carbide drill to the market.

2019
Jun Sakamoto becomes President.
Introduces the M201, 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 a new systems product, robot deburring cell, to the market.