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

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

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.

<table>
<thead>
<tr>
<th>Chairman</th>
<th>President</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiroo Honma</td>
<td>Jun Sakamoto</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

Written by the founder, Kohki Imura

Corporate Mission

Contributing to the progress of the world of product manufacture.

Origin of the Corporate Name "FUJIKOSHI"
NACHI-FUJIKOSHI CORP. was founded in the city of Toyama in 1928. Kohki Imura, the founder, named the company FUJIKOSHI in order to give concrete expression to his creed that self sufficiency in machine tool supply is indispensable to Japan's economic prosperity. The first two characters "不二" which read "Fuji" were picked from the Buddhist scriptures. A passage in the scriptures says "Justice and injustice appear to be different things. The truth is that they are "Fuji" (not two). They are one and the same". The third Chinese character "槌" 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: 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:
- Special Steels 7%
- Industrial Furnaces 27%
- Others 7%
- Cutting Tools 14%
- Machine Tools 9%
- Robots 12%
- Hydraulic Equipment 27%
- Bearings 31%

By Market:
- Energy Infrastructure 23%
- Machinery Retail 28%
- Automotive 49%
- Electronics 23%

By Region:
- Asia 28%
- Europe 6%
- America 12%
- Japan 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: 15.3 billion yen
- 2018: 13.3 billion yen
- 2019: 12.5 billion yen

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 PrefecturaI 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.

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 “ניות” 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 “koshi” has the same pronunciation as “koshi” which means the general area along the Japan Sea since olden days.
### Genealogy of Business Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1928</td>
<td>Begins domestic production of cutting tools</td>
</tr>
<tr>
<td>1929</td>
<td>Sets up in-house production facilities of cutting tools and bearing</td>
</tr>
<tr>
<td>1939</td>
<td>Sets up operations to apply machine tool automation technology and hydraulic control technology</td>
</tr>
<tr>
<td>1958</td>
<td>Starts internal manufacturing of broaching machines and other equipment to start in-house production of cutting tools</td>
</tr>
<tr>
<td>1968</td>
<td>Sets up operations using machine tool automation technology and hydraulic control technology</td>
</tr>
<tr>
<td>1970</td>
<td>Starts ESR smelting technology Specialized heat treatment technologies</td>
</tr>
<tr>
<td>1989</td>
<td>Expands business in three regions worldwide Augments factories in China, Thailand, and Brazil</td>
</tr>
<tr>
<td>1990</td>
<td>Establishes new robot technical centers</td>
</tr>
</tbody>
</table>

### Cutting Tools

- **1928** Begins domestic production of cutting tools
- **1929** Sets up in-house production facilities of cutting tools and bearing
- **1939** Starts in-house production of specialized steels for cutting tools and bearings and integrated production system from materials to end products

### Machine Tools

- **1928** Begins domestic production of cutting tools
- **1929** Sets up in-house production facilities of cutting tools and bearing
- **1939** Sets up in-house production facilities of cutting tools and bearing

### AutoMotive Hydraulics

- **1958** Starts internal manufacturing of broaching machines and other equipment to start in-house production of cutting tools
- **1968** Sets up operations using machine tool automation technology and hydraulic control technology

### Special Steels

- **1938** Starts in-house production of specialized steels for cutting tools and bearings and integrated production system from materials to end products

### Industrial Furnaces and Coatings

- **1964** Sets up operations using heat treatment developed for cutting tools and bearings
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 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
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

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

Helical Broach
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.

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

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

<table>
<thead>
<tr>
<th>Power Generation, Aircraft</th>
<th>Railroads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christmas Tree Forms Broach</td>
<td>Christmas Tree Forms Broach Creates highly accurate form on turbine rotor disk blade of aircraft, ships and generators.</td>
</tr>
<tr>
<td>Surface broaching machines</td>
<td>Christmas Tree Forms Broach Creates highly accurate form on turbine rotor disk blade of aircraft, ships and generators.</td>
</tr>
<tr>
<td>High performance and speed production of gas turbine rotors.</td>
<td>Lightweight and compact bearings for axles capable of withstanding the high speed of the bullet train “Shinkansen”.</td>
</tr>
<tr>
<td>Crystal Diamond Coated Drills</td>
<td>Crystal Diamond Coated Drills Helping improve productivity of aircraft.</td>
</tr>
</tbody>
</table>

### Logistics

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

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

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

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

**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.

**MZ01**
- Mini-Robots

**MZ04**
- Compact and Super Fast Robots

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

**MZ12**
- Compact and Multipurpose Robots

**EZ03**
- Wing Slicer Type Robot

**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.

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

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

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

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

**NSPi inverter-driven energy-saving variable pump unit**
- Expanding the lineup of MZ series of compact robots
- Fulfills the need for automation
- Help improve productivity in every workplace with picking, wrapping, and assembling.

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

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

**MZ12**
- Compact and Multipurpose Robots

**EZ03**
- Wing Slicer Type Robot

**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.

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

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

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

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

**NSPi inverter-driven energy-saving variable pump unit**
- Expanding the lineup of MZ series of compact robots
- Fulfills the need for automation
- Help improve productivity in every workplace with picking, wrapping, and assembling.

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

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

**MZ12**
- Compact and Multipurpose Robots

**EZ03**
- Wing Slicer Type Robot

**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.

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

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

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

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

**NSPi inverter-driven energy-saving variable pump unit**
- Expanding the lineup of MZ series of compact robots
- Fulfills the need for automation
- Help improve productivity in every workplace with picking, wrapping, and assembling.

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

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

**MZ12**
- Compact and Multipurpose Robots

**EZ03**
- Wing Slicer Type Robot

**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.

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

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

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

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

**NSPi inverter-driven energy-saving variable pump unit**
- Expanding the lineup of MZ series of compact robots
- Fulfills the need for automation
- Help improve productivity in every workplace with picking, wrapping, and assembling.

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

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

**MZ12**
- Compact and Multipurpose Robots

**EZ03**
- Wing Slicer Type Robot

**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.

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

Head Office, Eastern Japan Branch Office
Shiodome Sumitomo Bldg.

Head Offices
- Hokkaido Sales Office
- Yamagata Sales Office

Manufacturing Plants and Development facilities
- NACHI Tohoku Seiko Co., Ltd.
- NACHI Kanto Co., Ltd.
- NACHI Tokai Co., Ltd.

Sales Offices and Service Facilities
- NACHI-TOKIWA CORP.
- NACHI Engineering

Sales Offices
- Hokkaido Sales Office
- Western Japan Branch Office
- Central Japan Branch Office
- Eastern Japan Branch Office
- Mandarin Office
- Kyushu Branch Office
- Chugoku-Shikoku Branch Office
- North Kanto Branch
- Tokai Branch Office
- Shinshu Sales Office
- Fukushima Sales Office
- NACHI Kansai Co., Ltd.

Major Offices
- Toyama Plant
- Higashi Toyama, Namerikawa
- Mizuhashi, Nagaresugi Offices
- Hokuriku Branch Office
- NACHI Hokuriku Co., Ltd.
- NACHI Engineering
- Robot R&D Center
- Chugoku-Shikoku Branch Office
- Hikarimachi, Higashi-ku, Hiroshima 732-0052
- Nihonseimei Hiroshima Hikarimachi Bldg. 8F, 1-10-19

Contact Information:
- URL: http://www.nachi-fujikoshi.co.jp/
- Fax:+81-(0)6-7178-2201
- Tel:+81-(0)6-7178-2200
- Fax:+81-(0)76-492-4319
- Tel:+81-(0)76-424-3991
- Fax:+81-(0)52-769-6911
- Tel:+81-(0)52-769-6913
- Fax:+81-(0)3-6252-3678
- Tel:+81-(0)3-6252-3677
- Fax:+81-(0)467-71-5116
- Tel:+81-(0)467-71-5111
- Fax:+81-(0)3-5568-5195
- Tel:+81-(0)3-5568-5180
- Fax:+81-(0)3-5568-5185
- Tel:+81-(0)3-5568-5190
- Fax:+81-(0)3-5568-5290
- Tel:+81-(0)3-5534-6494
- Fax:+81-(0)3-5534-6496
- Tel:+81-(0)268-28-7863
- Fax:+81-(0)268-21-1185
- Tel:+81-(0)276-46-7511
- Fax:+81-(0)276-46-4599
- Tel:+81-(0)24-991-4511
- Fax:+81-(0)24-935-1450
- Tel:+81-(0)237-71-0321
- Fax:+81-(0)237-72-5212
- Tel:+81-(0)11-782-0006
- Fax:+81-(0)3-5568-5206
- Tel:+81-(0)3-5568-5111
Plants and Offices in Japan

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Toyama Plant</strong></td>
<td>1-1-1 Fujikoshi-Hommach, Toyama 930-8511</td>
<td>+81-(0)76-423-5111</td>
<td>+81-(0)76-493-5211</td>
</tr>
<tr>
<td><strong>Robot R&amp;D Center</strong></td>
<td>Hamarikyû Parkside Place 14F, 5-6-10 Tsukiji, Chuo-ku, Tokyo 104-0045</td>
<td>+81-(0)3-5534-6494</td>
<td>+81-(0)3-5534-6496</td>
</tr>
</tbody>
</table>

## Sales Offices

<table>
<thead>
<tr>
<th>Region</th>
<th>Name</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Eastern Japan Branch Office</strong></td>
<td>Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021</td>
<td>+81-(0)3-5568-5280</td>
<td>+81-(0)3-5568-5290</td>
<td></td>
</tr>
<tr>
<td><strong>Hokkaido Sales Office</strong></td>
<td>Hon-cho 1 Jo 10 Chome 4-10, Higashi-ku, Sapporo, 065-0041</td>
<td>+81-(0)11-782-0006</td>
<td>+81-(0)11-782-0033</td>
<td></td>
</tr>
<tr>
<td><strong>Yamagata Sales Office</strong></td>
<td>130-1, Yachi Azamaki, Kahocho, Nishimurayama-gun, Yamagata 999-3511, c/o Nachi Tohoku Seiko Co., Ltd.</td>
<td>+81-(0)237-71-0321</td>
<td>+81-(0)237-72-5212</td>
<td></td>
</tr>
<tr>
<td><strong>Fukushima Sales Office</strong></td>
<td>Takeda Bldg, Room 103, 3-4-1 Chouja, Koriyama-shi, Fukushima 963-8017</td>
<td>+81-(0)24-991-4511</td>
<td>+81-(0)24-935-1450</td>
<td></td>
</tr>
<tr>
<td><strong>North Kanto Branch</strong></td>
<td>26-2 Hama-cho, Ota-shi, Gunma 373-0853</td>
<td>+81-(0)276-46-7511</td>
<td>+81-(0)276-46-4599</td>
<td></td>
</tr>
<tr>
<td><strong>Shinshu Sales Office</strong></td>
<td>248-3 Kamishiojiri, Ueda-shi, Nagano 386-0042</td>
<td>+81-(0)268-28-7863</td>
<td>+81-(0)268-21-1185</td>
<td></td>
</tr>
<tr>
<td><strong>Central Japan Branch Office</strong></td>
<td>Nachi Nagoya Bldg., 2-120-3 Takayashiro, Mie-to-ku, Nagoya 465-0095</td>
<td>+81-(0)52-769-6830</td>
<td>+81-(0)52-769-6811</td>
<td></td>
</tr>
<tr>
<td><strong>Tokai Branch Office</strong></td>
<td>1-20-17 Ebitusuka, Naka-ku, Hamamatsu 432-8033</td>
<td>+81-(0)53-454-4160</td>
<td>+81-(0)53-454-4845</td>
<td></td>
</tr>
<tr>
<td><strong>Hokuriku Branch Office</strong></td>
<td>Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966</td>
<td>+81-(0)76-425-8013</td>
<td>+81-(0)76-492-4319</td>
<td></td>
</tr>
<tr>
<td><strong>Western Japan Branch Office</strong></td>
<td>Sumitomo Nakanoshima Bldg., S, 3-2-18 Nakanoshima, Kita-ku, Osaka 530-0005</td>
<td>+81-(0)6-7178-5111</td>
<td>+81-(0)6-7178-5110</td>
<td></td>
</tr>
<tr>
<td><strong>Chugoku-Shikoku Branch Office</strong></td>
<td>Nihonseimei Hiroshima Hikarimachi Bldg., 8F, 1-10-19 Hikarimachi, Higashi-ku, Hiroshima 732-0052</td>
<td>+81-(0)82-568-7460</td>
<td>+81-(0)82-568-7465</td>
<td></td>
</tr>
<tr>
<td><strong>Kyushu Branch Office</strong></td>
<td>1-10-30 Sanno, Hakata-ku, Fukuoka 812-0015</td>
<td>+81-(0)92-441-2505</td>
<td>+81-(0)92-471-6600</td>
<td></td>
</tr>
<tr>
<td><strong>Nachi Logistics Center</strong></td>
<td>3-5-1 Yoneda-machi, Toyama 931-8304</td>
<td>+81-(0)76-438-4481</td>
<td>+81-(0)76-438-4454</td>
<td></td>
</tr>
</tbody>
</table>

## Engineering Companies

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>NACHI Robot Engineering Co., Ltd.</td>
<td>Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021 Ayase, Ota, Osaka, Toyoda, Hamamatsu, Hiroshima, Okayama, Fukuoka, Toyama, Sendai</td>
<td>+81-(0)3-5568-5180</td>
<td>+81-(0)3-5568-5185</td>
</tr>
<tr>
<td>NACHI Machinery Engineering Co., Ltd.</td>
<td>1-1-1 Fujikoshi Honmachi, Toyama 930-8511, c/o Fujikoshi Toyama Office</td>
<td>+81-(0)76-492-0708</td>
<td>+81-(0)76-493-5255</td>
</tr>
<tr>
<td>NACHI Tool Engineering Co., Ltd.</td>
<td>1-1-1 Fujikoshi Honmachi, Toyama 930-8511, c/o Fujikoshi Toyama Office</td>
<td>+81-(0)76-423-5337</td>
<td>+81-(0)76-493-5258</td>
</tr>
</tbody>
</table>

## Sales Companies

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>NACHI Kanto Co., Ltd.</td>
<td>Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021 Ayase, Utsunomiya</td>
<td>+81-(0)3-5568-5190</td>
<td>+81-(0)3-5568-5195</td>
</tr>
<tr>
<td>NACHI Engineering</td>
<td>2696-15 Hayakawa, Ayase-cho, Kanagawa 252-1123</td>
<td>+81-(0)467-71-5111</td>
<td>+81-(0)467-71-5116</td>
</tr>
<tr>
<td>NACHI-TOKIWA CORP.</td>
<td>Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021 Ota, Utsunomiya, Hadano, Suzuki, Hamamatsu, Osaka, Kumamoto, Guangzhou China, Wuhan China, Ohio USA, Indonesia, and Mexico</td>
<td>+81-(0)3-6252-3677</td>
<td>+81-(0)3-6252-3678</td>
</tr>
<tr>
<td>NACHI Tokai Co., Ltd.</td>
<td>Nachi Nagoya Bldg., 2-120-3 Takayashiro, Mie-to-ku, Nagoya 465-0095</td>
<td>+81-(0)52-769-6911</td>
<td>+81-(0)52-769-6913</td>
</tr>
<tr>
<td>NACHI Hokuriku Co., Ltd.</td>
<td>Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966 Sumitomo Nakanoshima Bldg., 5F, 3-2-18 Nakanoshima, Kita-ku, Osaka 530-0005</td>
<td>+81-(0)76-424-3991</td>
<td>+81-(0)76-492-4319</td>
</tr>
<tr>
<td>NACHI Kansai Co., Ltd.</td>
<td>+81-(0)76-7178-2200</td>
<td>+81-(0)76-7178-2201</td>
<td></td>
</tr>
</tbody>
</table>
Plants and Offices in Toyama

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

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

**Nagaresugi Plant**
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 55,000m²
- Building: 28,000m²
- Parts processing factory
Hydraulic valves factory Special steel melting factory

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

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)76-493-5221
Robots Tel:+81-(0)76-423-5140 Fax:+81-(0)76-493-5242
Bearings Tel:+81-(0)76-423-5135 Fax:+81-(0)76-493-5251
Nagaresugi Plant 3-1-1 Yonedan-machi, Toyama 931-8511
Materials Tel:+81-(0)76-438-4411 Fax:+81-(0)76-438-6313
Hydraulic Equipment Tel:+81-(0)76-438-8970 Fax:+81-(0)76-438-8978

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)76-454-6527 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

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

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

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

Sales Offices and Service Facilities
Representative Offices

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

- **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 23/109(A), Pl. 24 Sorachai Bldg., Sukhumvit 63 Road (Ekamai), Klontong, Watana, 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, Ratchademphisek Rd., Klontong, Klontoe, Bangkok 10110, THAILAND
  - Tel: +66-2-250-4101
  - Fax: +66-2-258-4103

- **NACHI SINGAPORE PTE. LTD.**
  - No.2 Joo Koon Way, Jurong Town, Singapore 628843, SINGAPORE
  - Tel: +65-65587393
  - Fax: +65-65587371

- **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 Tho Bu., 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)-80247900
  - 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, Samsung-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 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

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

Asia
Plants and Offices Worldwide

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

Manufacturing Plants

NACHI (JIANGSU) INDUSTRIES CO., LTD.
39 Nanyuan Road, Economic and Technological Development Zone (South), Zhejiang, Hangzhou, 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.
Yikong Industry Zone 258, Fengmao Rd, Malu Town, Jiading, Shanghai 201801, CHINA
Tel: +86-(0)21-6915-6200
Fax: +86-(0)21-6915-6202

SHANGHAI NACHI SAW CO., LTD.
1F, 5 Building, 33 Forward Road, Malu Town, Jiading, Shanghai 201818, CHINA
Tel: +86-(0)21-6915-5899
Fax: +86-(0)21-6915-5898

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

DAESUNG-NACHI HYDRAULICS CO., LTD.
10, Yusan Gongdan 8-Gil, Yangsan-Si, 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: +66-38-961-680
Fax: +66-38-946-004

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

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

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

NACHI TECHNOLOGY INDIA PVT. LTD.
Plot No. Sp-86, Nic(M)Neemrana, Riko 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

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

NACHI C.H. DONGGUAN CORP.
Established : 2012
Products : Cutting Tools, Hydraulic Equipment and Robots

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

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

NACHI (JIANGSU) INDUSTRIES 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 WEST 12Mile Road Novi, Michigan 48377, U.S.A.
Tel: +1-248-305-6545
Fax: +1-248-305-6542
URL: http://www.nachirobotics.com/

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

**INDIANA SERVICE CENTER**
715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel: +1-317-535-1553
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, L9K 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: +52-55-5312-6556
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, L9K 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

**ENGINSERING 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 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

**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 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 CANADA INC.**
Established : 1975
Products : Cutting Tools, Machine Tools, Bearings, Hydraulic Equipment and Special Steels

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

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

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

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

NACHI ROBOTIC SYSTEMS INC.
Established : 1989
Products : Robots

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

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

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
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

Directors

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

Executive Vice President
Hidenori Hayashi
Chief Representative of China

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 Corporate Compliance Headquarters,
General Manager (of) Overseas, Cutting Tool Sales Promotion Dept., Cutting Tool Division

Director
Toru Inoue
General Manager of Technology Development Headquarters,
in charge of Quality Assurance

Director
Tetsu Furusawa
General Manager of Material,
In charge of Global Sales & Global Human Resources

Director
Shinichi Urata
In charge of Global Sales & Global Human Resources

Director
Noritsugu Sasaki
In charge of Sales in Asia

Director
Noboru Miura
General Manager of Eastern Japan Main Branch

Director
Masatoshi Akagawa
General Manager of Robot Division

Director
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*

Auditors

Standing Corporate Auditor
Masayuki Kobayashi

Standing Corporate Auditor
Masashi Hori

Standing Corporate Auditor
Masakazu Yamazaki*

Corporate Auditor
Tokuhiro Matsunaga*

*Outside director or outside corporate auditor
# Financial Highlights

## Consolidated Financial Summary

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S.$</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>218,535</td>
<td>211,449</td>
<td>237,461</td>
</tr>
<tr>
<td>Domestic sales</td>
<td>115,910</td>
<td>112,920</td>
<td>119,184</td>
</tr>
<tr>
<td>Overseas sales</td>
<td>102,624</td>
<td>98,529</td>
<td>118,276</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>47.0%</td>
<td>46.6%</td>
<td>49.8%</td>
</tr>
<tr>
<td>Operating income</td>
<td>18,945</td>
<td>11,139</td>
<td>16,130</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>17,316</td>
<td>7,765</td>
<td>14,690</td>
</tr>
<tr>
<td>Net income</td>
<td>11,593</td>
<td>3,929</td>
<td>9,747</td>
</tr>
<tr>
<td>Net income per share (yen)</td>
<td>46.90</td>
<td>15.83</td>
<td>39.22</td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Total assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>38.3%</td>
<td>36.4%</td>
<td>37.7%</td>
</tr>
</tbody>
</table>

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

## Consolidated Balance Sheets

### Assets

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S.$</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>126,695</td>
<td>123,736</td>
<td>139,308</td>
</tr>
<tr>
<td>Notes and accounts receivable</td>
<td>48,584</td>
<td>48,423</td>
<td>53,561</td>
</tr>
<tr>
<td>Inventories</td>
<td>45,879</td>
<td>44,350</td>
<td>51,925</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>141,416</td>
<td>145,702</td>
<td>159,846</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>103,606</td>
<td>110,011</td>
<td>114,867</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>1,051</td>
<td>1,233</td>
<td>2,654</td>
</tr>
<tr>
<td>Investments and advances</td>
<td>36,758</td>
<td>34,457</td>
<td>42,324</td>
</tr>
<tr>
<td>Total assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
</tr>
</tbody>
</table>

### Liabilities and Net Asset Value

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S.$</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>98,407</td>
<td>90,423</td>
<td>99,083</td>
</tr>
<tr>
<td>Notes and accounts payable</td>
<td>41,988</td>
<td>41,414</td>
<td>48,105</td>
</tr>
<tr>
<td>Short-term loans payable</td>
<td>37,827</td>
<td>32,075</td>
<td>29,534</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>60,398</td>
<td>74,599</td>
<td>80,671</td>
</tr>
<tr>
<td>Long-term loans payable</td>
<td>35,026</td>
<td>49,782</td>
<td>53,925</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>158,805</td>
<td>165,023</td>
<td>179,755</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>102,553</td>
<td>98,070</td>
<td>112,899</td>
</tr>
<tr>
<td>Common stock</td>
<td>16,074</td>
<td>16,074</td>
<td>16,074</td>
</tr>
<tr>
<td>Additional paid-in capital</td>
<td>11,650</td>
<td>11,121</td>
<td>11,137</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>67,118</td>
<td>68,562</td>
<td>75,824</td>
</tr>
<tr>
<td>Profit on valuation of stock</td>
<td>10,475</td>
<td>9,213</td>
<td>13,787</td>
</tr>
<tr>
<td>Translation adjustments</td>
<td>△1,070</td>
<td>△5,573</td>
<td>△3,225</td>
</tr>
<tr>
<td>Minority interests</td>
<td>6,752</td>
<td>6,344</td>
<td>6,500</td>
</tr>
<tr>
<td>Total net assets</td>
<td>109,306</td>
<td>104,415</td>
<td>119,399</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>268,112</td>
<td>269,438</td>
<td>299,155</td>
</tr>
</tbody>
</table>

U.S.$ amounts are converted for convenience only at ¥109.56 per U.S.$, the rate prevailing on November 30, 2019.
**Consolidated Sales by Operation**

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cutting Tools</td>
<td>33,623</td>
<td>32,764</td>
</tr>
<tr>
<td>Machine Tools</td>
<td>20,600</td>
<td>20,070</td>
</tr>
<tr>
<td>Robots</td>
<td>21,274</td>
<td>22,404</td>
</tr>
<tr>
<td>Bearings</td>
<td>77,906</td>
<td>72,859</td>
</tr>
<tr>
<td>Hydraulic Equipment</td>
<td>48,573</td>
<td>49,403</td>
</tr>
<tr>
<td>Special Steels</td>
<td>15,485</td>
<td>12,780</td>
</tr>
<tr>
<td>Others</td>
<td>1,071</td>
<td>1,167</td>
</tr>
<tr>
<td>Total</td>
<td>218,535</td>
<td>211,449</td>
</tr>
</tbody>
</table>

**Capital Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen</th>
<th>Thousands of U.S. dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>11,400</td>
<td>12,000</td>
</tr>
<tr>
<td>Consolidated</td>
<td>23,200</td>
<td>21,800</td>
</tr>
</tbody>
</table>

**Number of Associates**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</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>
<tr>
<td>Consolidated</td>
<td>6,560</td>
<td>6,780</td>
<td>7,200</td>
<td>7,480</td>
<td>7,450</td>
</tr>
</tbody>
</table>

**Shareholder Information**

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

<table>
<thead>
<tr>
<th>Stock Ownership Plan</th>
<th>Shares (thousand)</th>
<th>Ratio(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NACHI WANEI Stockholding</td>
<td>2,206</td>
<td>8.88</td>
</tr>
<tr>
<td>Employees Stock Ownership Plan</td>
<td>1,418</td>
<td>5.71</td>
</tr>
<tr>
<td>MUFG BANK, LTD.</td>
<td>1,188</td>
<td>4.78</td>
</tr>
<tr>
<td>TOYOTA MOTOR CORPORATION</td>
<td>916</td>
<td>3.69</td>
</tr>
<tr>
<td>The Master Trust Bank of Japan, Ltd. (trust account)</td>
<td>901</td>
<td>3.63</td>
</tr>
</tbody>
</table>

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 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).
1963 Changes Company name to NACHI-FUJIKOSHI CORP.

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

1964 Begins production of industrial furnaces.
1967 Opens office in Germany.
1969 Develops hydraulic industrial robots.
1972 Begins local production in Brazil.
1975 Opens offices in Australia, United Kingdom, Singapore, and Canada.
1976 Begins local production in U.S.A. and Spain.
1979 Develops first motor-driven robots for spot welding in the world.
1980 Begins local production in Singapore.
1984 Establishes Robot Division and Precision Machinery Division.
1988 Opens FUJIKOSHI Guesthouse "Muhunkenku" to commemorate the Company’s 60th anniversary.
1989 Establishes NACHI TECHNOLOGY INC., U.S.A.
1990 Begins production of handling robots.

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

1993 Masamichi Honda is appointed as President. Management is restructured due to Japan’s deflationary economic environment and appreciating yen.
1994 Starts cooperating with Koyo Seiko., Ltd. in the area of bearings.
1997 Obtains ISO 9001 certification in 1995 for each division and overseas plant.
1998 Kensuke Imura is appointed as President. Sets up new corporate brand mark at the 70th anniversary.
1999 Establishes NACHI Techno Square in the Toyama plant.
2000 Expands overseas supply systems (Thai plant and others) to enhance sales bases. Cooperates with Daido Steel Co., Ltd. in the material field.
Promoting expansion of domestic and international production and sales systems with penetration of the NACHI brand in world markets.


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. Establishes 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 Headquarter, 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.


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.


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 entered market share. Releases world’s fastest lightweight compact robot MZ07 simultaneously around the world.

2014 Establishes 2016 midterm 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.

2015Transforms 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.

2019Jun 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.

2020Introduces hybrid vacuum degreasing equipment Hi NVD-10 to the market.