

FY2024/12 Results and Medium-term Management Plan Briefing

Nabtesco Corporation
February 20, 2025

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*MTMP: Medium-Term Management Plan

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[Abbreviation for Business Segment in slides]

CMP: Component Solutions Segment Precision Reduction Gears, Hydraulic Equipment
 TRS: Transport Solutions Segment Railroad Vehicle Equipment, Aircraft Equipment,
 Commercial Vehicle Equipment, Marine Vessel Equipment and others
 ACB: Accessibility Solutions Segment Automatic Doors and others
 MFR: Manufacturing Solutions Segment Packaging Machines and others

FY2024/12 Result

- Sales : 323.4 billion yen (YoY -3.1%)
- Operating Profit : 14.8 billion yen (YoY -14.9%)

Review of previous MTMP*

- Achieved “Payout ratio” and “CO₂ emission reduction” targets
- Steady implementation of seeding for “innovation creation”

Summary of New MTMP

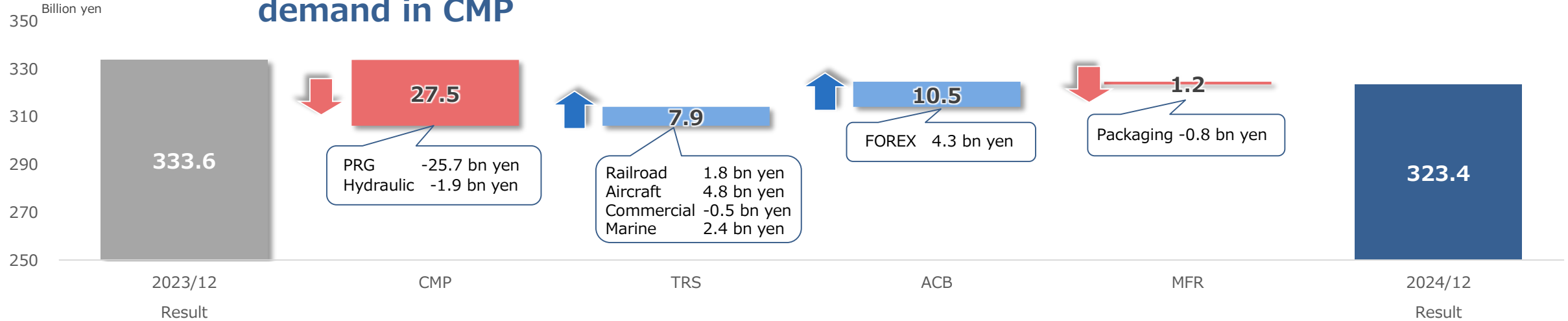
- Completion of “Project 10”
- Evolving to “smart motion control”

*MTMP: Medium-Term Management Plan

2. Summary of FY2024/12 result | YoY

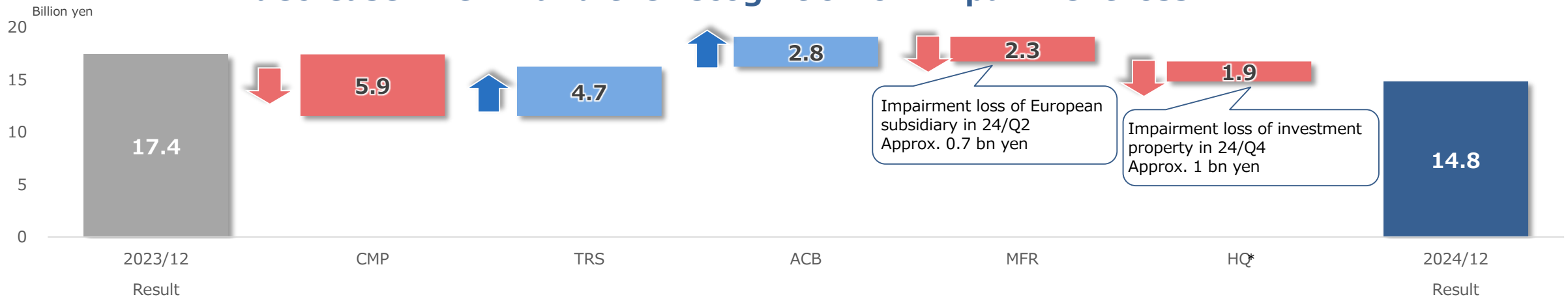
Sales

■ Despite TRS and ACB were favorable, total sales decreased due to sluggish demand in CMP

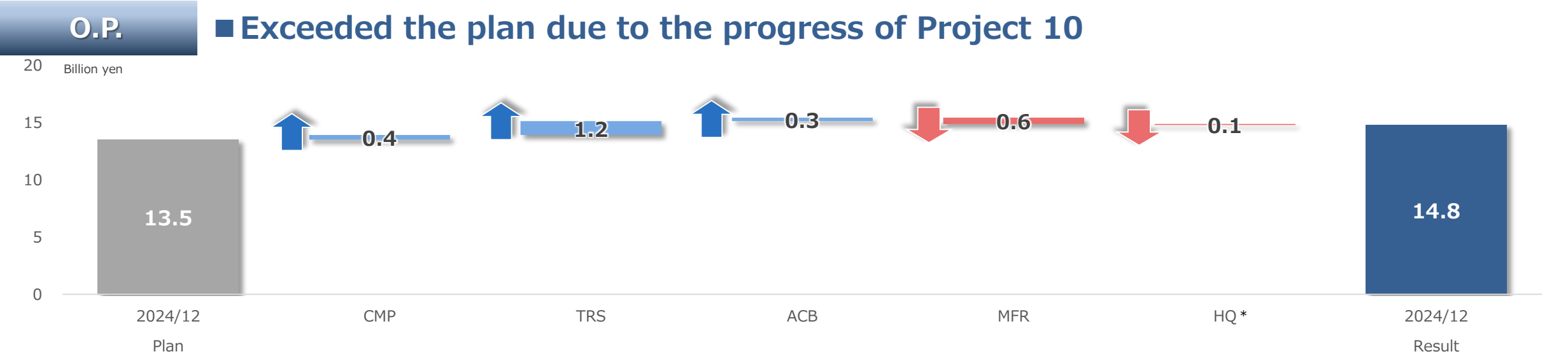
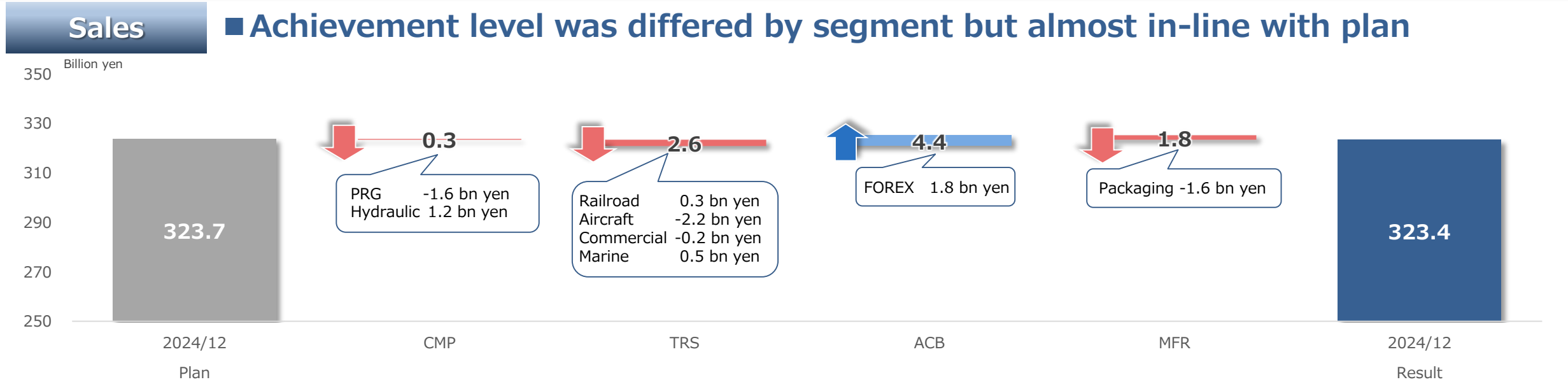


O.P.

■ Despite profit increased in TRS and ACB, total profit decreased YoY due to sales decrease in CMP and the recognition of impairment loss in MFR.



*:Corporate and elimination



*:Corporate and elimination

■ Non-current assets increased mainly due to the capital investment for Hamamatsu plant

(JPY billion)	2023/12 As of December 31, 2023	2024/12 As of December 31, 2024	Variation
Assets	422.1	445.5	23.5
(Cash and cash equivalents)	77.8	74.5	-3.4
(Trade receivable)	82.8	92.1	9.4
(Inventories)	51.0	53.4	2.4
(Non-current assets)	201.2	216.5	15.2
Liabilities	146.2	158.3	12.1
(Borrowings)	21.6	31.9	10.3
Total equities	275.9	287.3	11.4
(Non-controlling interests)	15.4	17.2	1.8
Equity attributable to owners of parent	260.5	270.1	9.6
Ratio of equity attributable to owners of parent :	61.7%	60.6%	

3. Review of previous MTMP*

*MTMP: Medium-Term Management Plan

3. Previous MTMP | Overview (Target and Actions)



MTMP
2022-2024

MTMP
2025-2027

MTMP
2028-2030

Vision 2030
Leaders in Innovation for the Future

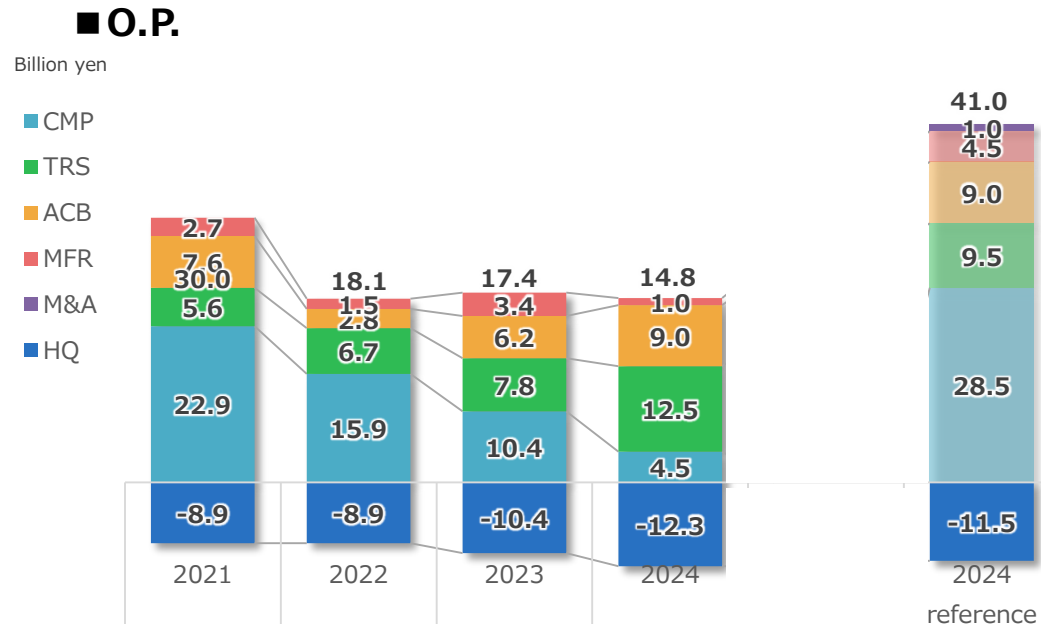
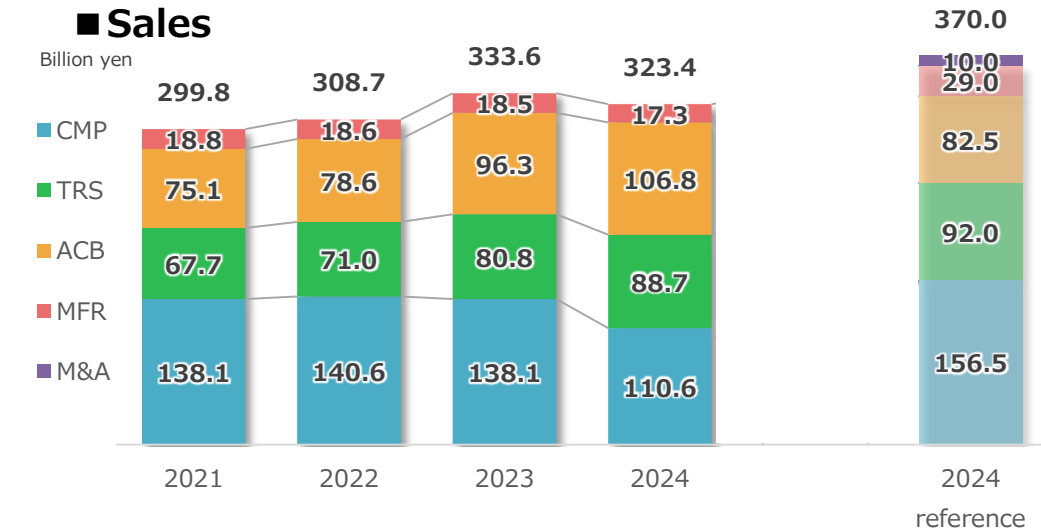
Innovation In Action

*MTMP: Medium-Term Management Plan

	Target	Result
ROIC	10% or over by 2024	3.4% (in 2024)
Payout ratio	35% or over during MTMP	Average payout ratio during MTMP was 84.5%
CO₂ emission reduction (Baseline year: fiscal 2015)	Emission reduction of -25% compare to 2015 in 2024	Achieved
Challenge of fostering reforms	<ul style="list-style-type: none">● Enjoy the Challenge● Innovation for New Motion-Control<ul style="list-style-type: none">• Redefine the new Nabtesco Way• Implement innovation system to encourage challenge• Creating new value by integrating new technologies	<ul style="list-style-type: none">• Redefine the Nabtesco Way• New system to create innovation<ul style="list-style-type: none">-Intrapreneurship program-In-house company innovation system• Accelerate the development for realization of new motion control
Challenge of fostering creativity	<ul style="list-style-type: none">● Intelligent Imagination & Execution<ul style="list-style-type: none">• Promote open innovations utilizing our core value• Create new businesses utilizing CVC and M&A• Expand to new business areas by accelerating collaboration between each business segment	<ul style="list-style-type: none">• Establish Digital transformation promotion division to promote product and process innovation• New business creation based on CVC (DeepSea, Wibotic)
Challenge of fostering globalization	<ul style="list-style-type: none">● Global Value “Network”<ul style="list-style-type: none">• Enhance overseas regional headquarters• Establish a global HR system• Strengthen marketing activity for new region• Rebuild global supply chain	<ul style="list-style-type: none">• Enhance value chain by oversea acquisitions• Enhance marketing utilizing oversea office<ul style="list-style-type: none">- Indonesia and others

Steady implementation of seeding to achieve “Leaders in Innovation for the future”

3. Previous MTMP | Progress by Business Segment

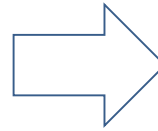


Segment	Forecast	Evaluation
CMP	【Market】 Expansion of industrial robot market	× Poor Improve profitability is crucial because of stagnant demand, tough competition in Hydraulic and delay of price pass through
	【Sales expansion】 Non-robotics market in PRG Exclude Chinese market in Hydraulic	
TRS	【Market】 Recovery from COVID-19 impact	◎ Excellent Almost in-line with our Plan
	【Technology transformation】 Launch electrified or systematized product	
ACB	【Market】 Expand both automatic doors for building and platform	
	【Expansion】 Expansion of value chain	
MFR	【Market】 Recovery from COVID-19 impact	△ Fair Despite the delay in capex demand recovery, overseas sales ratio increased
	【Sales expansion】 Especially overseas market	

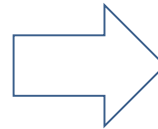
Challenge: "Improve profitability" and "Build the resilient corporate foundation"

Issues

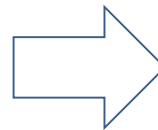
Improve profitability



From “seeding” to
“fostering” new business
to realize Vision 2030



Build the resilient
corporate foundation



Actions

- Executing Project 10 with continuous actions
 - Improve profitability mainly in CMP
 - Optimization of fixed costs
 - Contribution of new business

- Evolving to “new motion control” to meet the need of society
 - Development of electrification products
 - From components to integration
 - Launch of data solution business

- Optimizing the balance of portfolio
 - Key factors; Mid-term and Long-term Vision Profitability ROIC

4. New MTMP*

*MTMP: Medium-Term Management Plan

Recognition of the External Environment

Politics	<ul style="list-style-type: none"> Acceleration of decarbonization Implementation of suitability related regulation Meet to product safety standard and tighter environmental regulation
Economics	<ul style="list-style-type: none"> Approx. CAGR 3% GDP growth globally Slow down of the Chinese economy but expect to be growth with other developing countries FOREX fluctuation based on the interest rate gap between Japan and the other countries, global economical fluctuation, geopolitical risk and other aspects
Society	<ul style="list-style-type: none"> labor shortage issues in developing countries due to low birth rate and aging society → Automation demand increase and service robot will be advanced and become popular Tangible products with intangible service
Technology	<ul style="list-style-type: none"> Implementing AI for machines (Integration of AI and machines, robots) Diffusion of IoT (Remote control, condition monitoring and others) Gradual evolution of power electronics technology



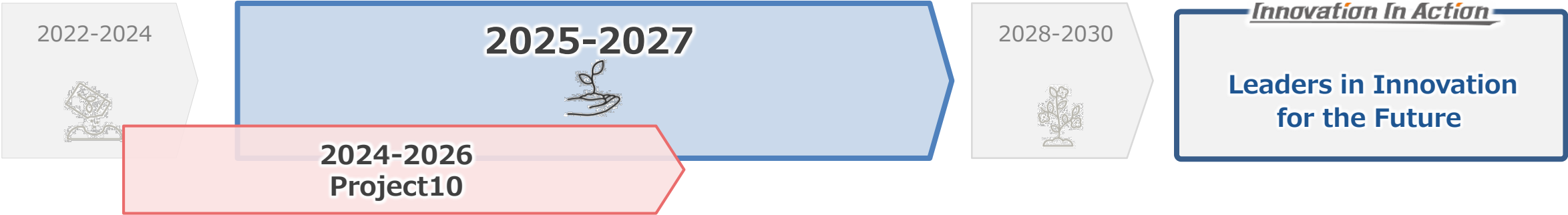
Management Issues

Profitability	<ul style="list-style-type: none"> Adequate price pass-through for cost increase Enhance earning power with consideration of capital cost
Sustainable growth	<ul style="list-style-type: none"> Provide solutions to meet social needs with our core competence and new technologies ↓ Increase our value by evolving to “smart motion control” Build a resilient corporate foundation Enhance the growth strategy for emerging markets

Previous Medium-term Management Plan

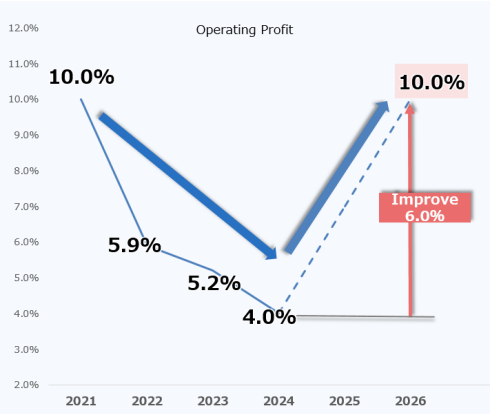
New Medium-term Management Plan

Long-term Vision



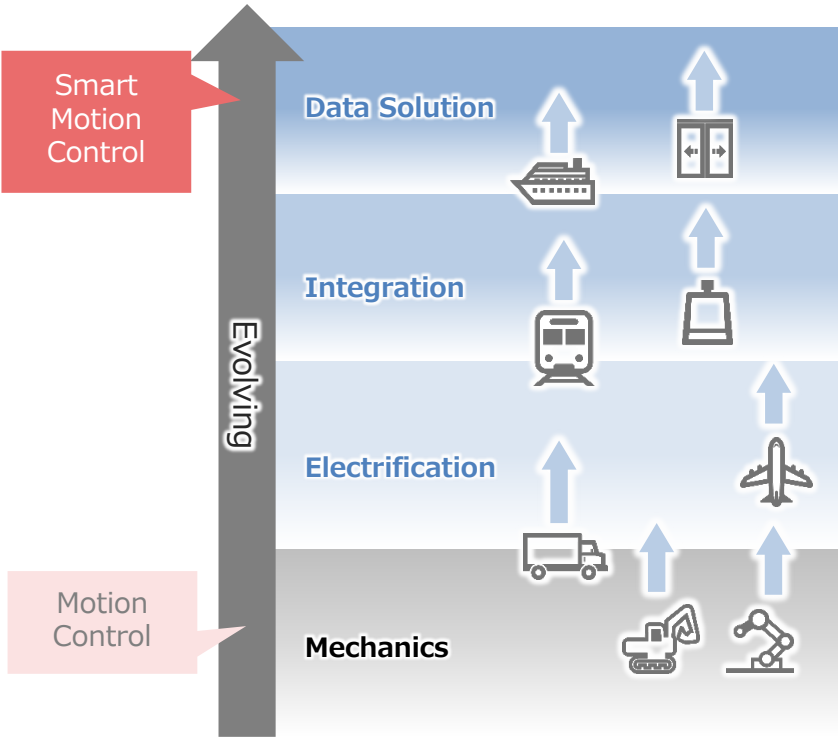
“Reviving Potential,” “Evolving Excellence”

Reviving our profitability by executing Project 10



Our component technology is evolving from “motion control” to “smart motion control”

- “Connect” our core competence with the social changes and challenges.
- “Involve” people, technology and things around the company to provide solution



ROIC*

10% or over in FY2027

ROIC = (Operating profit (1 – Tax)) / (Equity + Borrowings)

Return to
shareholders

Approx. **DOE* 3.5%**

with stable dividend and share buyback in accordance of financial condition

*DOE (Dividend on equity ratio) = Total Dividend Amount / Equity *100 (%)

Environmental
Target

Reduce CO₂ Emissions by **50%** in 2027

(Baseline year: fiscal 2015/aligned with the SBT* 1.5 degree Celsius target)

*SBT : Science Based Targets
GHG emission reduction targets meet the Paris Agreement

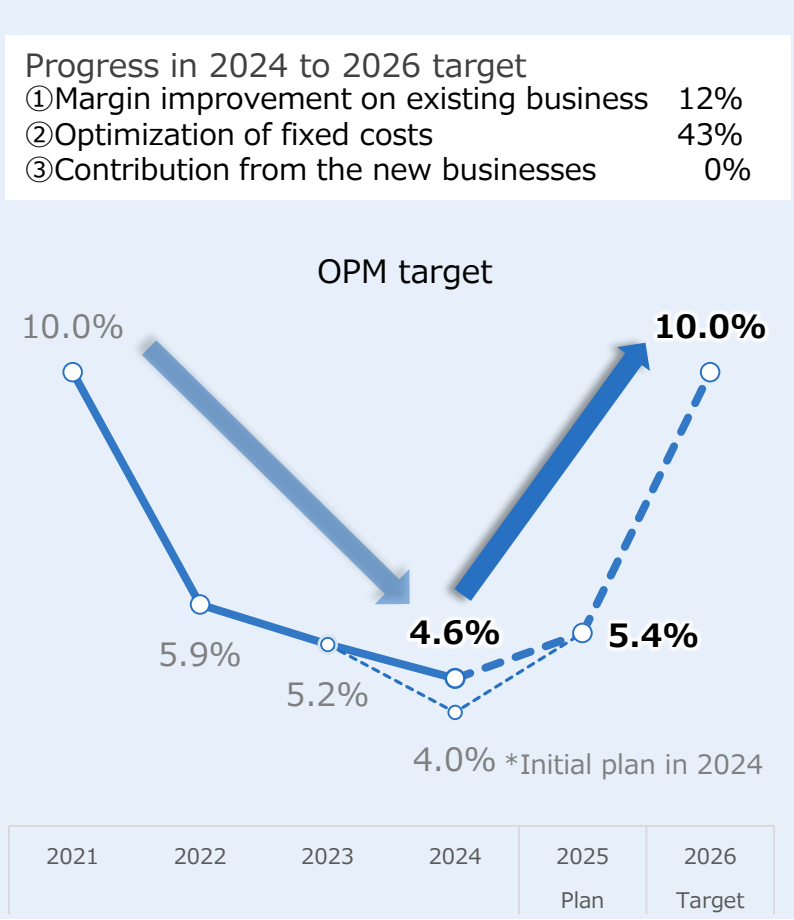
4. New MTMP | Numeric Plan; Sales and OP by Business Segment *Innovation In Action* Vision 2030

(billion yen)		2024/12 Result
CMP Component solutions segment	Sales	110.6
	Operating Profit	4.5
	(OPM)	4.1%
TRS Transport solutions segment	Sales	88.7
	Operating Profit	12.5
	(OPM)	14.1%
ACB Accessibility solutions segment	Sales	106.8
	Operating Profit	9.0
	(OPM)	8.4%
MFR Manufacturing solutions segment	Sales	17.3
	Operating Profit	1.0
	(OPM)	6.0%
Corporate or Elimination		-12.3
Total	Sales	323.4
	Operating Profit	14.8
	(OPM)	4.6%

2025/12 Plan	2027/12 Reference
117.8	150.0
5.7	17.2
4.8%	11.5%
95.8	119.0
12.6	19.9
13.2%	16.7%
102.0	107.0
9.1	12.0
8.9%	11.2%
20.4	24.0
2.6	3.9
12.7%	16.3%
-11.3	-11.0
336.0	400.0
18.7	42.0
5.6%	10.5%

Nabtesco (Consolidated)

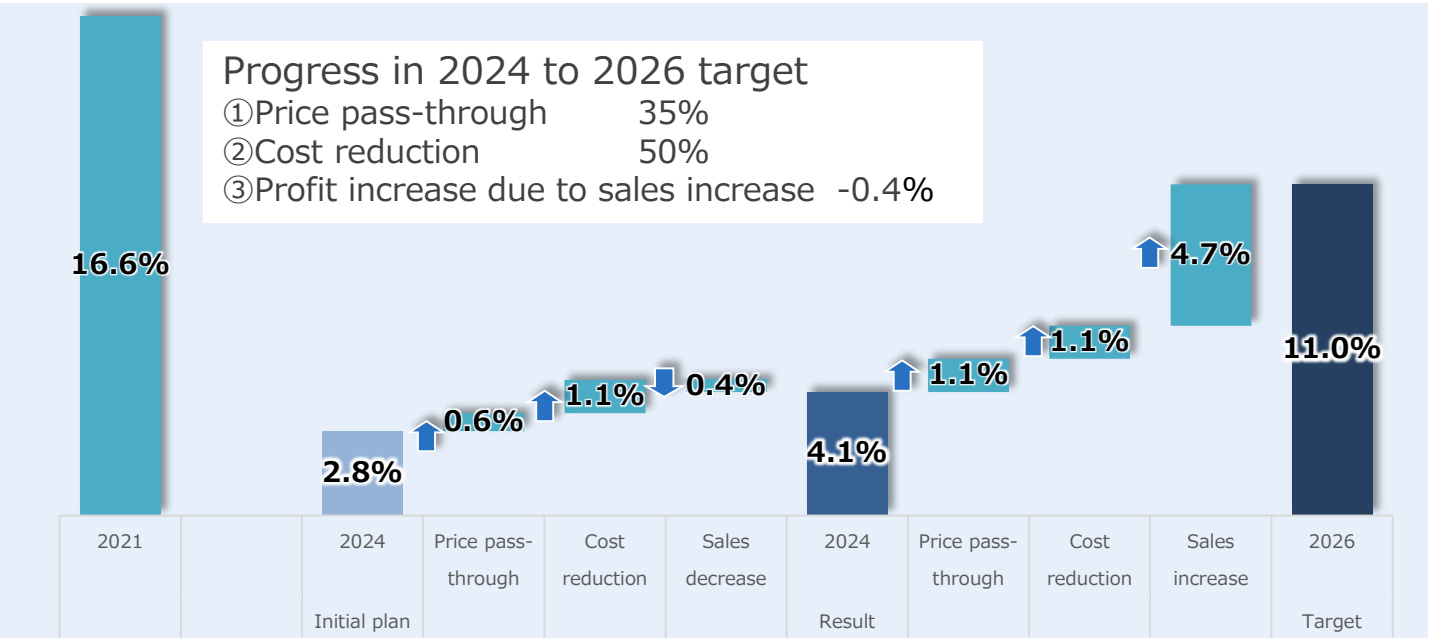
In-line with our original plan.
OPM in 2024 was 4.6% and +0.6% of progress



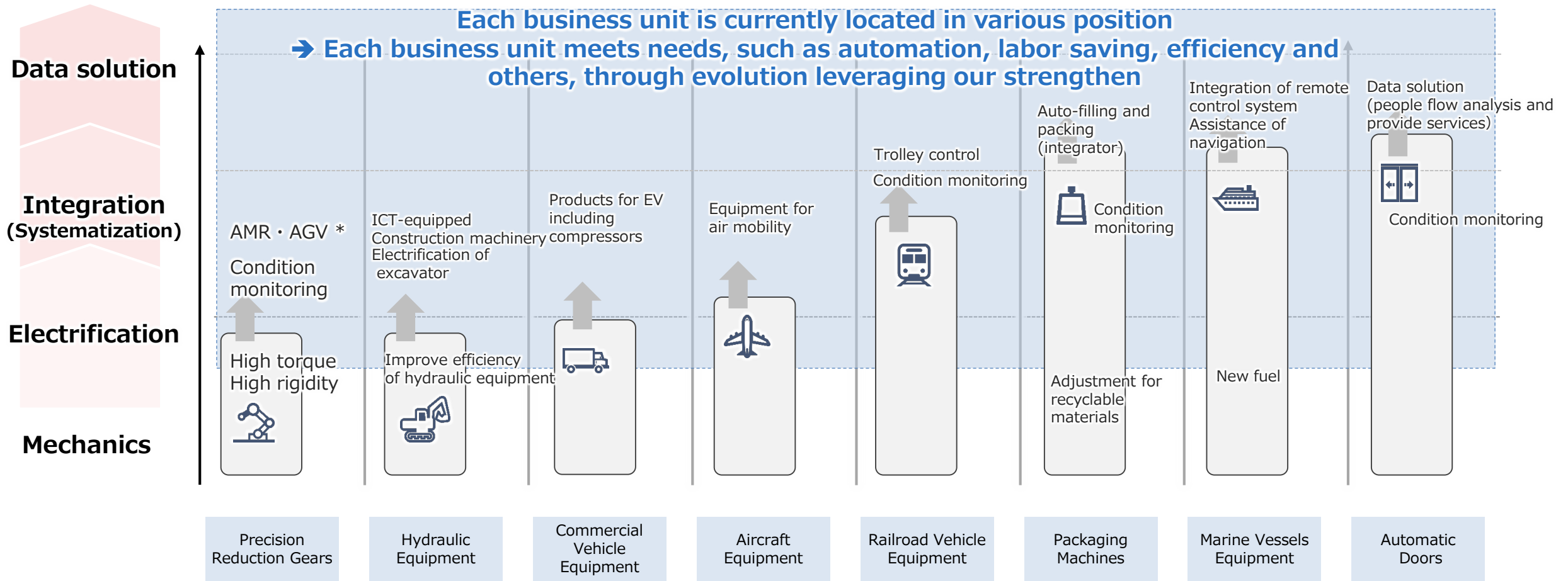
CMP Component Solutions Segment

OPM of CMP increased by 1.3% to 4.1% in 2024 compared with plan due to the effect of price pass-through and cost reduction

①Margin improvement on existing business +5.0pt

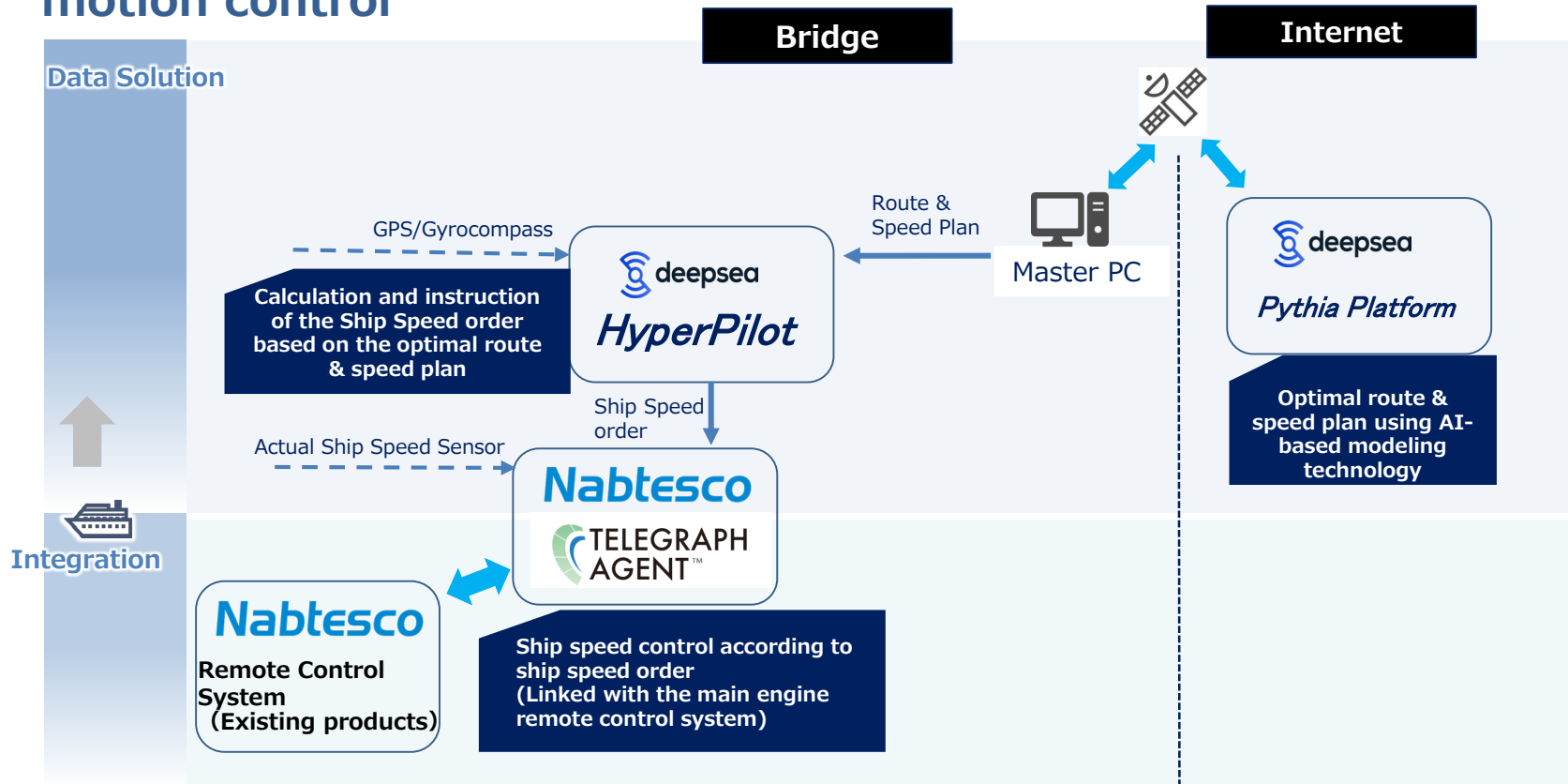


- ✓ Evolving from “Passive component” based on mechanical strengths to “Active system/integration”
- ✓ Create more value by Electrification, Integration and Data solution
- ➔ Realize “Smart Motion Control” by own R&D and open innovation activities



*AMR : Autonomous Mobile Robot / AGV : Automatic Guided Vehicle

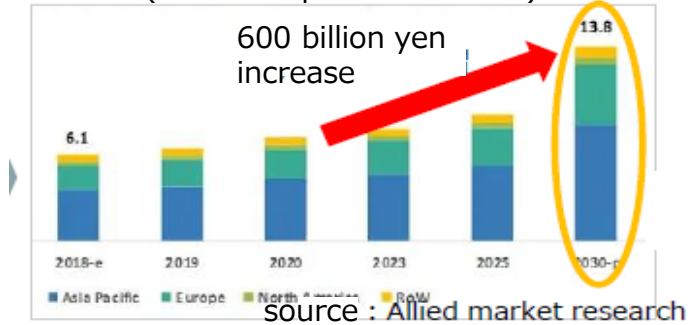
■ Launch “TELEGRAPH AGENT™” and “HyperPilot™” to promote data solution of smart motion control



First collaboration system co-developed with DeepSea, which the Company acquired in 2023. “HyperPilot” receives the optimal route and vessel speed plan provided by the Optimal Operation Support Services one of DeepSea’s major software applications “Pythia”, and outputs the vessel speed proposed based on the current vessel position to Nabtesco’s “Telegraph Agent”. This allows the engine’s RPM, which corresponds to the planned vessel speed, to be automatically adjusted in real time and contribute to reduce crew workload, fuel consumption, and GHG emissions.

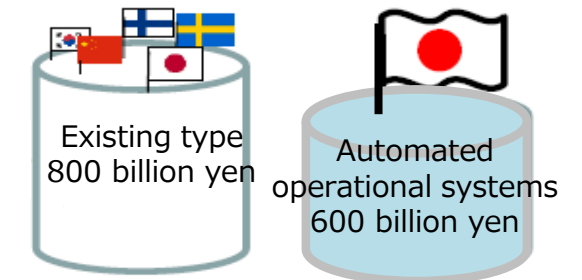
Market for automated operational systems

Operational system market (incl. Auto pilot and others)




2030 Forecast

Existing type vs Automated operational system



In 2030, the operating system market grew to a scale of 1.4 trillion yen. 600 billion yen is expected to be accounted for the automatic operational system

Source: Ministry of Land, Infrastructure and Transport
Development Demonstration and Standards Strategy for the Commercialization of Automated Vessels



Previous MTMP
2022-2024



New MTMP
2025-2027

MTMP
2028-2030

Innovation In Action
Vision 2030
Leaders in Innovation for the Future

2024-2026 Project10

1. Financial evaluation:
Capital efficiency (ROIC) + Sales growth rate
Evaluate whether or not each of the units has generated returns beyond the cost of capital and has achieved sustainable growth

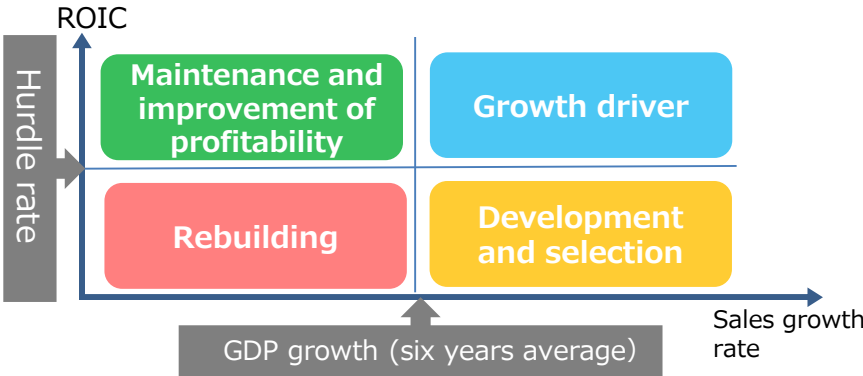


Diagram illustrating the Financial evaluation matrix. The vertical axis is labeled 'Hurdle rate' and the horizontal axis is labeled 'Sales growth rate'. The matrix is divided into four quadrants: 'Maintenance and improvement of profitability' (top-left, green), 'Growth driver' (top-right, blue), 'Rebuilding' (bottom-left, red), and 'Development and selection' (bottom-right, yellow). A horizontal bar at the bottom indicates 'GDP growth (six years average)'.

- 2. Business potential evaluation: Industry attractiveness**
+ Strength of the Company + ESG-related risks/opportunities
- Evaluate whether or not each of the business units has objective market potential and possibilities that cannot be identified through financial evaluation
- Evaluate ESG-related risks and opportunities posed to the business unit

Industry attractiveness	<ul style="list-style-type: none">Market size, Growth potential and Attractiveness of the industry
Strength of the Company	<ul style="list-style-type: none">Market share, competitive advantage, Inimitability, Brand value or Synergies with other businesses
ESG-related risks	<ul style="list-style-type: none">Environment (Amount of CO₂ emissions and others)Social (Occupational accidents and others)
ESG-related opportunities	<ul style="list-style-type: none">Governance (Frequency of product defect-related incidents and others)Initiatives implemented to solve social challenges through business

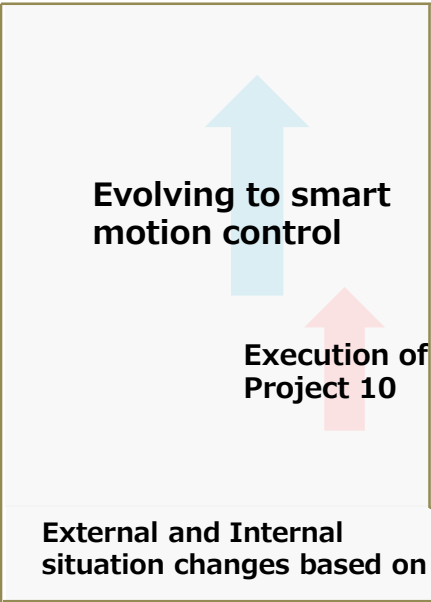


Diagram illustrating the evolution to smart motion control. It shows a vertical arrow pointing upwards, labeled 'Evolving to smart motion control'. Below the arrow, it says 'Execution of Project 10'. At the bottom, it says 'External and Internal situation changes based on'.

1. Financial evaluation:
Capital efficiency (ROIC) + Sales growth rate
Mapping by two axis, the direction for our vision and ROIC

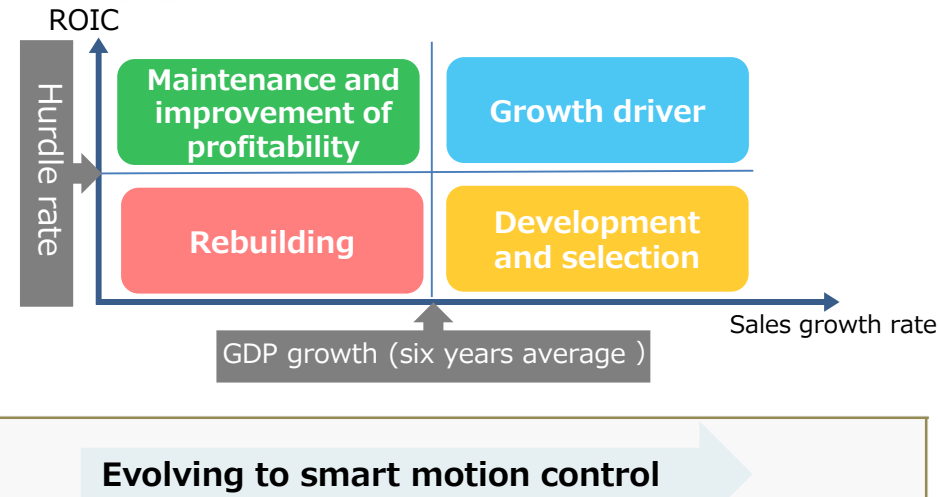
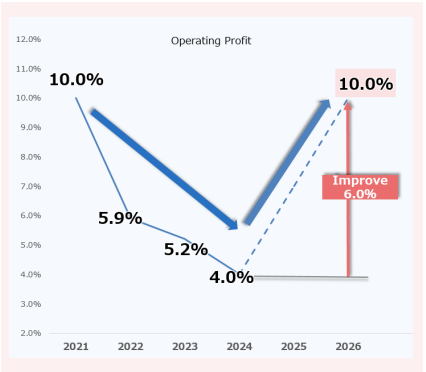


Diagram illustrating the Financial evaluation matrix. The vertical axis is labeled 'Hurdle rate' and the horizontal axis is labeled 'Sales growth rate'. The matrix is divided into four quadrants: 'Maintenance and improvement of profitability' (top-left, green), 'Growth driver' (top-right, blue), 'Rebuilding' (bottom-left, red), and 'Development and selection' (bottom-right, yellow). A horizontal bar at the bottom indicates 'GDP growth (six years average)'.



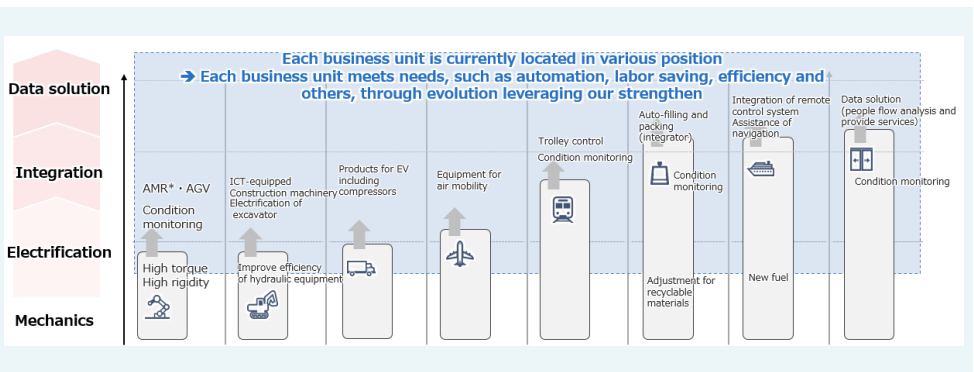










Diagram illustrating the evolution of business units. It shows a vertical axis with categories: Data solution, Integration, Electrification, and Mechanics. The horizontal axis represents the evolution of business units. The diagram shows various business units and their evolution, including: AMR* - AGV, Condition monitoring, High torque, High rigidity, ICT-equipped Construction machinery, Electrification of excavator, Improve efficiency of hydraulic equipment, Products for EV including compressors, Equipment for air mobility, Trolley control, Condition monitoring, Auto-filling and packing (integrator), Condition monitoring, Integration of remote control system, Assistance of navigation, Data solution (people flow analysis and provide services), Condition monitoring, and New fuel.

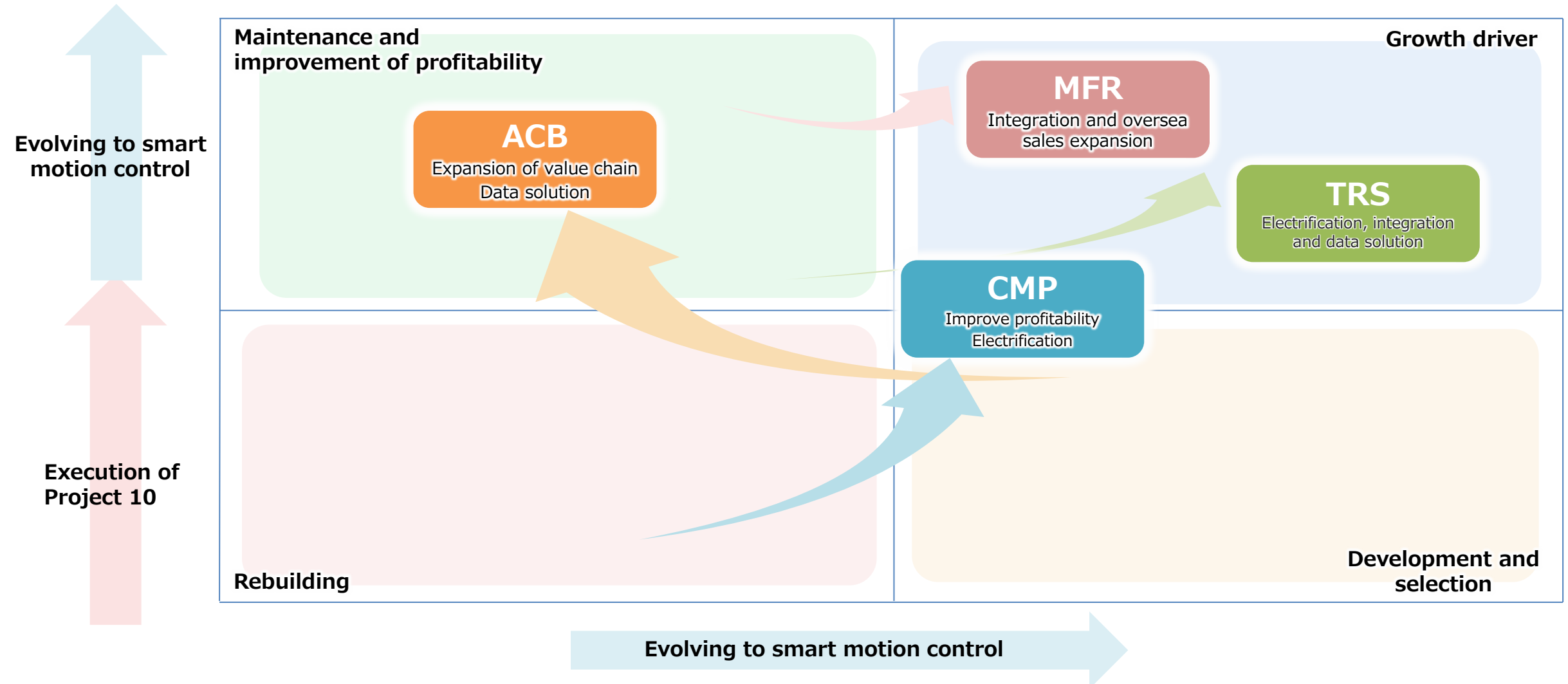
■ Profitability of each segment will improve to exceed hurdle rate during MTMP

Target to build a resilient business foundation with stability and growth by optimization of portfolio balance

Business	Direction of improvement			Actions for improvement
	Growth	Profitability	Change in categories	
CMP Component solutions segment			Rebuilding → Growth driver	<ul style="list-style-type: none"> • Execution of Project 10 including appropriate price pass-through • Reorganization include optimization of workforce size and allocation • Promote smart motion control (electrification)
TRS Transport solutions segment			Maintenance and improvement of profitability → Growth driver	Promote smart motion control (electrification, integration and data solutions) to evolve remarkable profitability and growth
ACB Accessibility solutions segment			Development and selection → Maintenance and improvement of profitability	<ul style="list-style-type: none"> • Expand value chain and promote smart motion control (data solutions) • Improve profitability by selection and concentration of overseas new projects
MFR Manufacturing solutions segment			Maintenance and improvement of profitability → Growth driver	Promote smart motion control (integration) and sales expansion in overseas

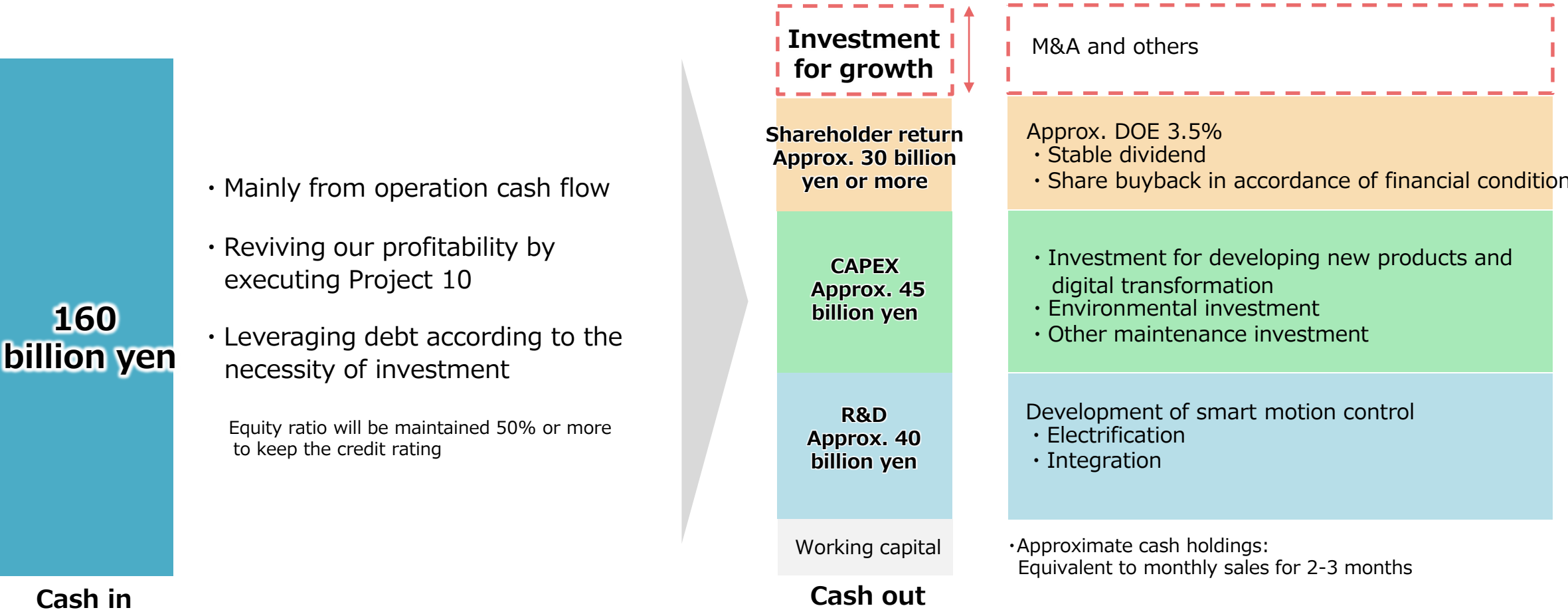
4. New MTMP | TO BE of Portfolio

- Toward further growth by improving profitability by execution of Project 10 and realization of smart motion control
- Targeting to reduce number of negative EVA business unit less than 1/5 compare to FY2023
















- Mainly use cash for R&D to enhance our intangible asset to realize smart motion control during new medium-term management plan

Medium-term Management Plan(2025-2027)



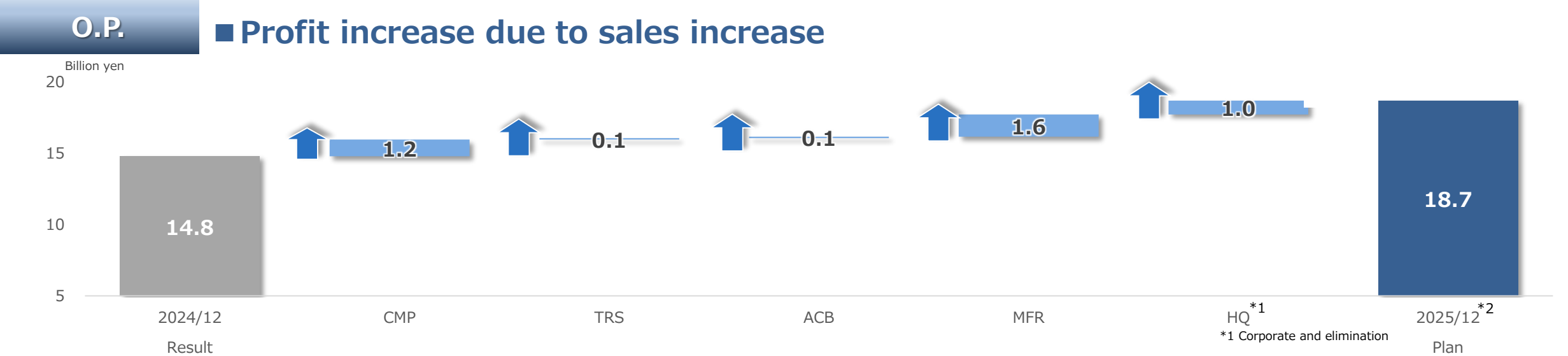
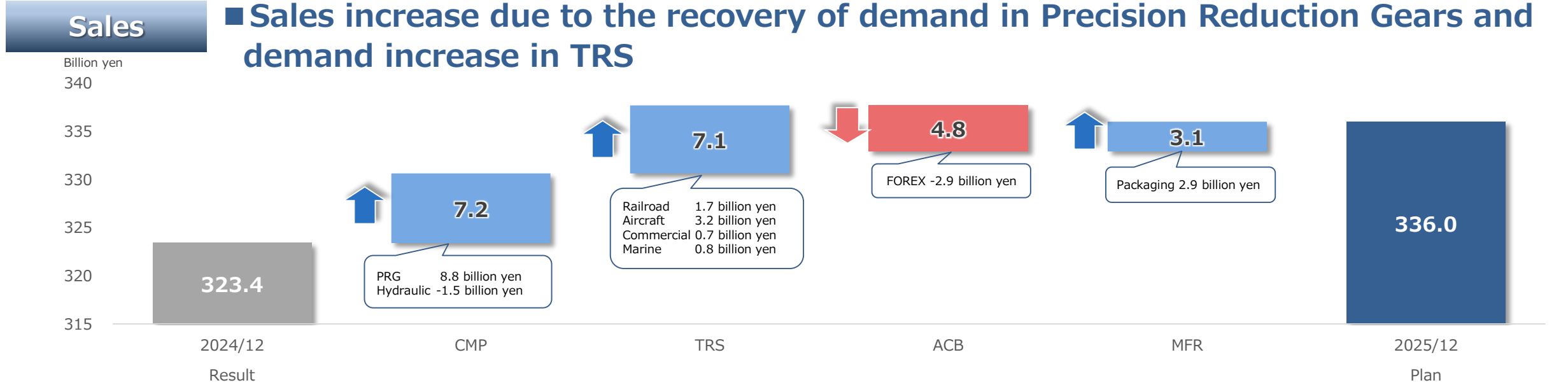
5. FY2025/12 Plan

CMP market will enter a recovery phase, and TRS market will continue strong demand

Business			Market Trend Forecast	Market Trend
CMP	Precision Reduction Gears		Industrial robots inventory level will be normalized Capital expenditure in automobile industry will recover from 2025/H2	
	Hydraulic Equipment		Gradual demand recovery is expected in Chinese market Demand downturn will continue in European and US market	
TRS	Railroad Vehicle Equipment		Favorable demand for new vehicle in both domestic and overseas	
	Aircraft Equipment		Demand increase due to Japanese defense budget increase Production demand increase due to resolving of the strike in commercial aircraft	
	Commercial Vehicle Equipment		Gradual recovery both in Southeast Asian and Japanese market	
	Marine Vessel Equipment		Favorable demand for new vessels and MRO* continues Automatic control market will also gradually start up	
ACB	Automatic Doors		Favorable demand for automatic doors for buildings due to ongoing redevelopment products and for platform doors in Japan Demand for automatic doors for buildings in Europe will be sluggish due to the economic downturn	
MFR	Packaging Machines		Demand environment remained firm, mainly for domestic and overseas food manufacturers	

*MRO; Maintenance, Repair and Overhaul

5. Summary of FY2025/12 Forecast | YoY



*2 Ref. FY2025 O.P. plan adjusted for FY2024 FOREX is 20.0 billion JPY

5. FY2025/12 Forecast | Profit and Loss Statement

(JPY billion)	2024/12 Full-year result (A)	2025/12 Full-year plan (B)	Variation (B-A)
Sales	323.4	336.0	12.6
Operating Profit	14.8	18.7	3.9
(OPM)	4.6%	5.6%	1.0pt
Financial Income and Cost	0.2	-0.7	-0.9
Equity in earnings of affiliates	0.7	1.7	0.9
Profit before tax	15.7	19.7	4.0
Net income attributable to owners of the parents	10.1	13.1	3.0
Basic earnings per share (yen)	84.25	109.07	24.82
ROIC	3.4%	4.1%	0.7pt
Dividend per share (yen)	80.00	80.00	0.00
DOE	3.6%	3.6%	0.0pt
(Payout ratio)	95.0%	73.3%	-21.7pt

Appendix

Identification process of materiality

Step1

Recognition of issues (Business strategies and external requirement)
【Reviewing items】
• Elements of changes in strategy due to **new MTMP**

Step2

Identification of materiality

Step3

Prioritization of issues
【Reviewing items】
• Mapping items with **Double materiality** perspective

Step4

Identification of materiality

Step1

Recognition of issues

Previous Management Materiality

Issues	Materiality
Measure to improve our financial performance	Achieve the revenue targets
	Distribute managerial resources efficiently
	Continue to improve capital efficiency
Measures to enhance our management foundation	Increase the effectiveness of our management entities
	Countermeasures for climate change
	Deliver solutions for social challenges through business
	Ensure management transparency
	Build a resilient supply chain
	Foster environmental management
	Pursue safety, comfort and a sense of security
	Enhance human capital management
Specific measures to achieve the long-term vision	Promote engagement with local community
	Acquire next-generation technologies and create new businesses
	Foster smart manufacturing
	Strengthen global bases



New Management Materiality

Issues	Materiality
Measure to improve our financial performance	Promote ROIC management
Measures to enhance our management foundation	Countermeasures for climate change
	Enhance corporate governance
	Promote human capital management
	Pursue safety, comfort, and a sense of security
	Build a resilient corporate foundation
Specific measures to achieve the long-term targets	Meet social challenges through smart motion control
	Transform to innovative manufacturing with digitization
	Enhance global management

Sales/Market



Precision Reduction Gears

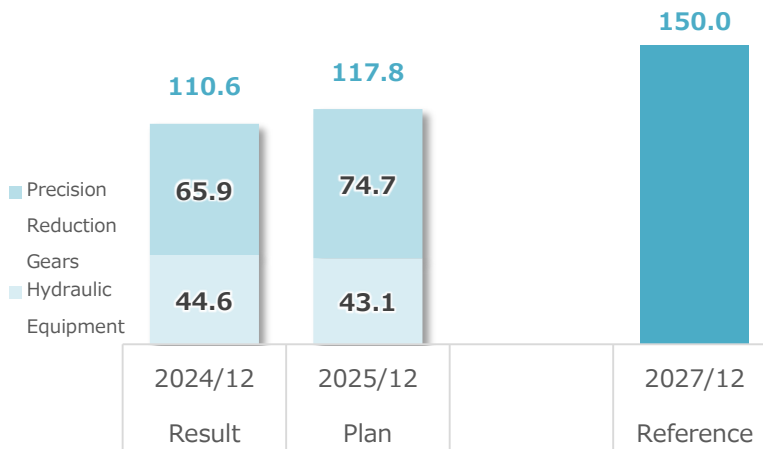
Foresee the demand recovery in H2/25, expect the sales increase by robot demand expansion and factory automation demand.
(CAGR 7% growth)



Hydraulic Equipment

Global excavator demand will hit the bottom in 2024 and recovery in 2025
(CAGR 5% growth)

Sales (billion yen)



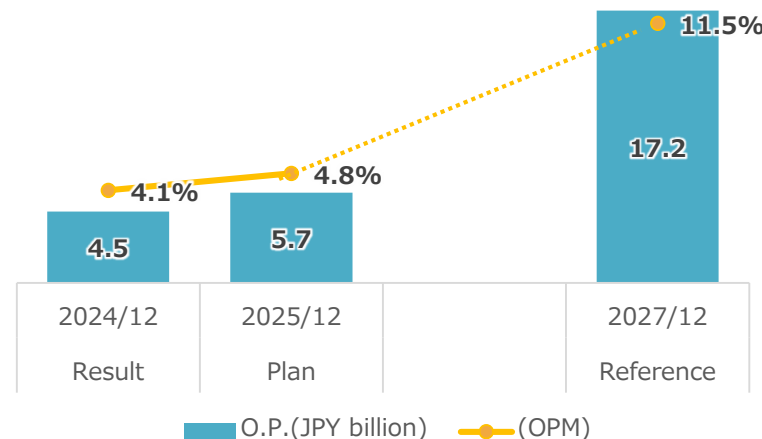
O.P./Action



CMP Segment

- ✓ Even though demand recovery was behind our estimation but we realize the price pass through and cost reduction
 - Price pass-through 35%
Negotiation by top management
 - Cost reduction 50%
Optimization for workforce size and procurement
- ✓ Expect to 11% OPM in 2026 by executing "Project 10"

O.P.(billion yen)



Action in MTMP/Topics

Precision Reduction Gears

- ✓ High efficiency production system to meet the demand fluctuation
 - Productivity improvement by highly automated production line
- ✓ Steady and timely price pass
- ✓ Sales expansion for general industries
 - LiB production equipment
 - Semi conductor
 - AGV/AMR*
 - Antenna
 - Asian emerging countries

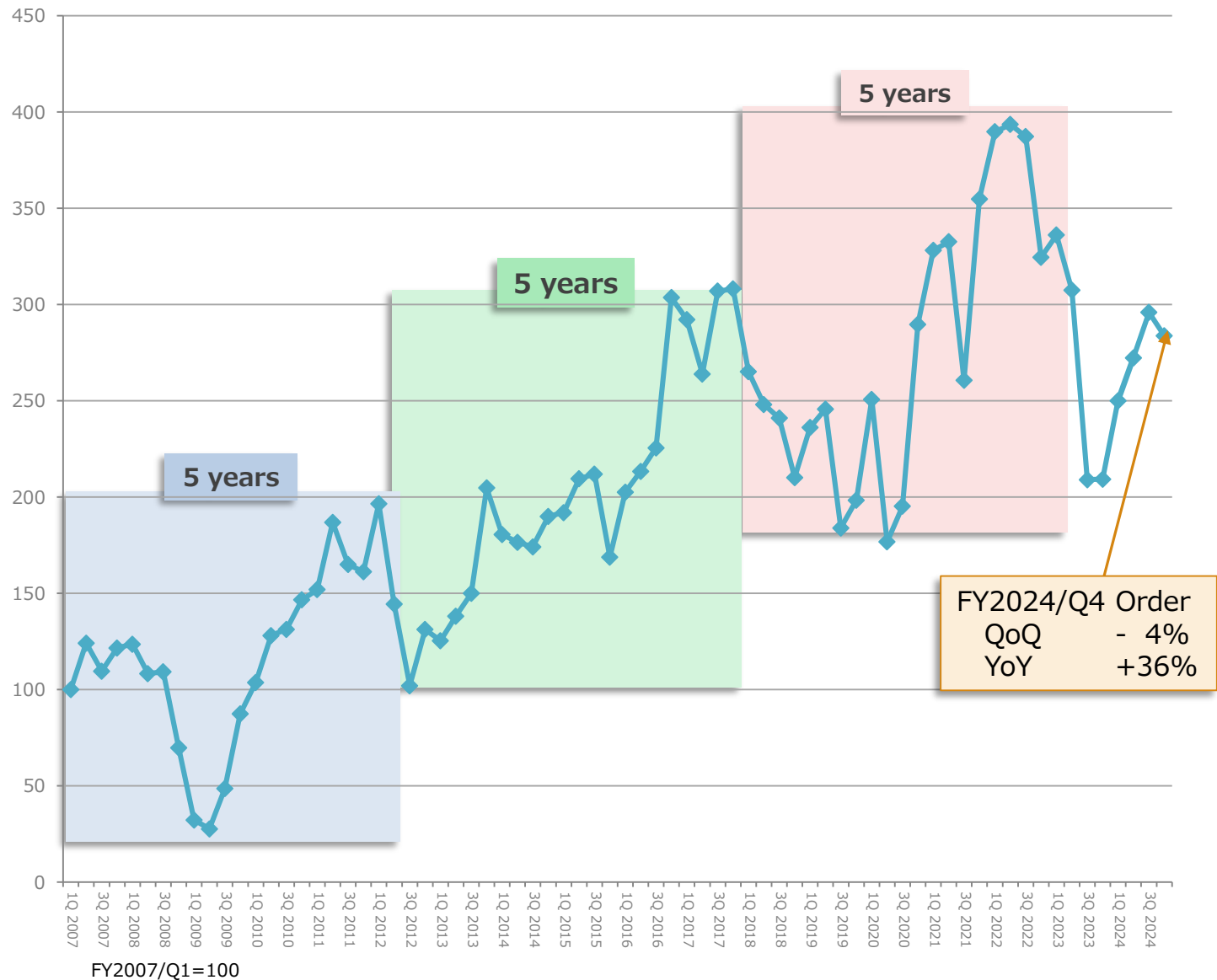
※AGV : Automatic Guided Vehicle
AMR : Autonomous Mobile Robot



Hydraulic Equipment

- ✓ Europe, the U.S. and emerging market development
- ✓ Develop the product for the electrification and autonomous operation

《 Order Trend in Precision Reduction Gears 》



《Production capacity in precision reduction gears》

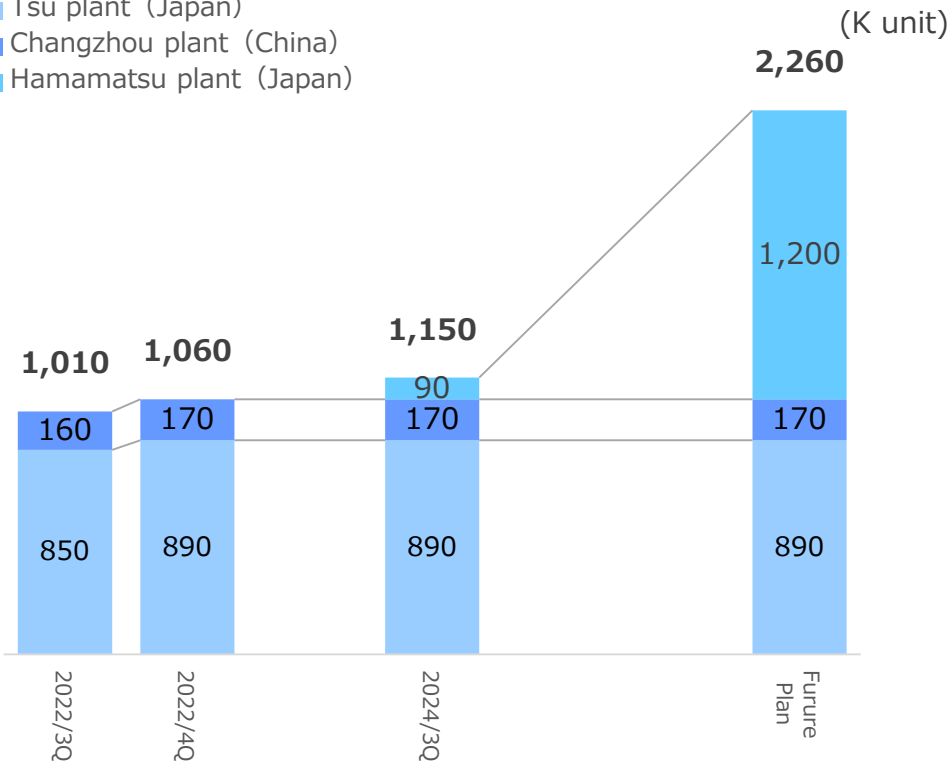
Globally:1.15million units per year as of FY2024/Q4

【Utilization ratio】

■ Japan (Tsu) Plant : 65%(@890K units/year)

■ China Plant :100%(@170K units/year)

- Tsu plant (Japan)
- Changzhou plant (China)
- Hamamatsu plant (Japan)



Sales/Market



Railroad Vehicle Equipment

Expecting Japanese market recovery and expansion of overseas market sales



Aircraft Equipment

Expansion due to defense spending increase and commercial aircraft market



Commercial Vehicle Equipment

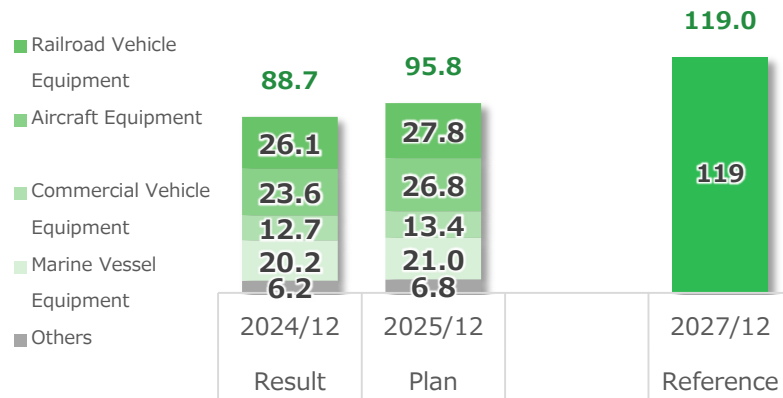
Sales expansion of electrification products



Marine Vessels Equipment

Sales expansion of smart motion control products

Sales (billion yen)

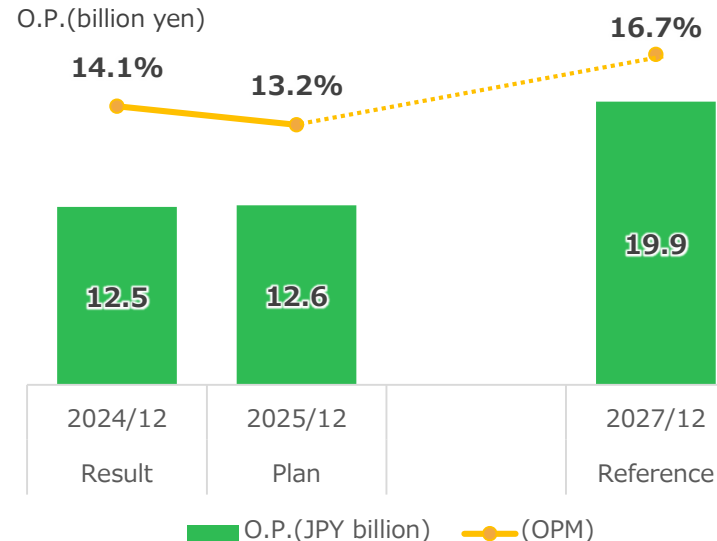


O.P./Action



TRS Segment

- ✓ Profit increase due to sales increase
- ✓ Sales of smart motion control products increase the profit
- ✓ MRO demand increase



Action in MTMP/Topics

Railroad Vehicle Equipment

- ✓ Develop markets in Asia and developing countries
- ✓ Promote new products development to accelerate smart motion control

Aircraft Equipment

- ✓ Build production capability to meet demand
- ✓ Development for Sustainable future aircraft



Commercial Vehicle Equipment

- ✓ Develop electrification products and new customers

Marine Vessels Equipment

- ✓ Coverage ratio improve in autonomous driving or remote control systems
- ✓ New technology development for decarbonization

Sales/Market

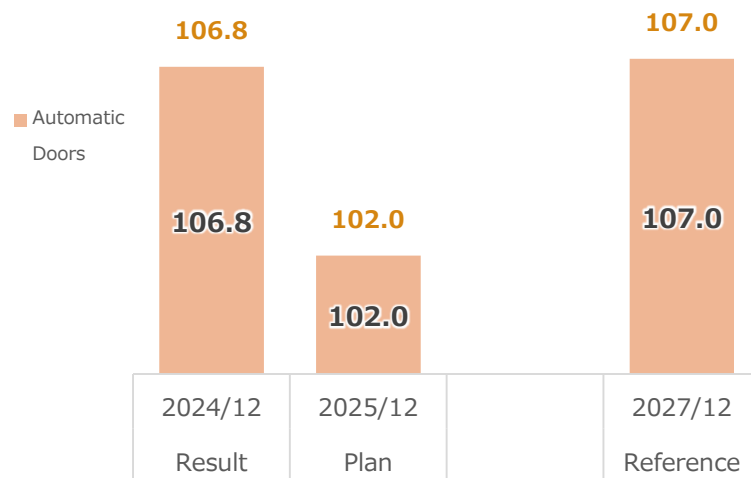
➡ Automatic Doors 【For building】

- ✓ Sales increase by redevelopment project for large size of commercial buildings in Japan
- ✓ Slow recovery for Europe and North American market
- ✓ Steady growth for Asian market

【For platform】

- ✓ Continuously increase by FY2027 in Japan
- ✓ Choose the orders with profitable in outs side of Japan

Sales (billion yen)

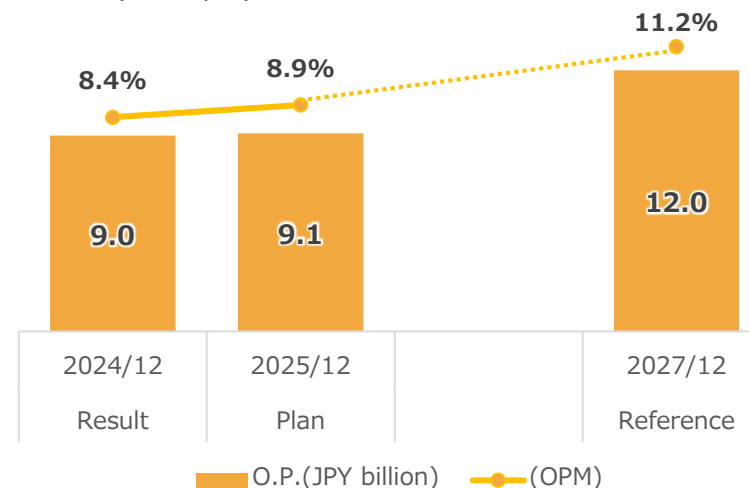


O.P./Action

➡ ACB Segment

- ✓ Optimize profitability by reformation of Gilgen and penetrate for MRO demand

O.P.(billion yen)

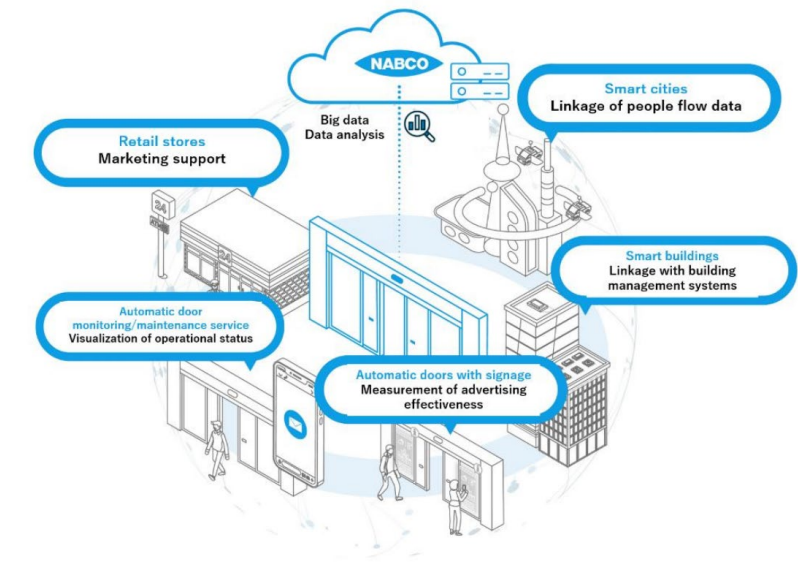


Action in MTMP/Topics

Automatic Doors

- ✓ Provide the monitoring service by AD-LINK (Data solutions) in order to realize high efficiency maintenance service

■ One of AI Case (AD-LINK)



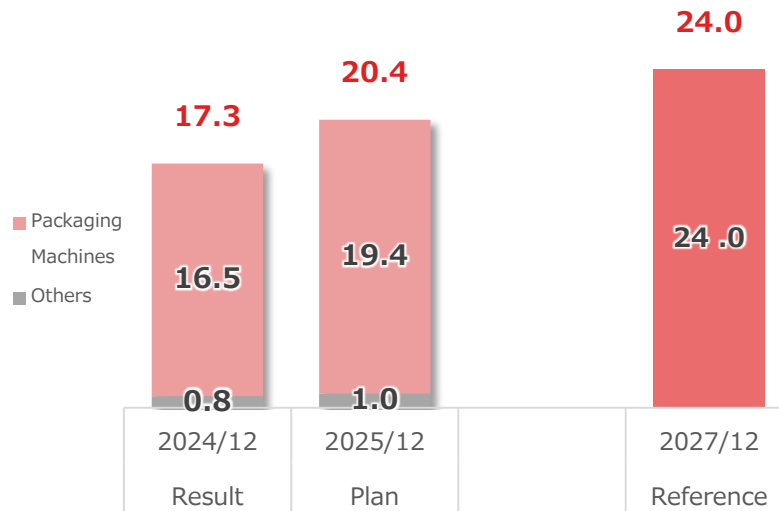
Sales/Market



Packaging machines

- ✓ Due to backdrop of labor shortage and rising labor cost, investment expand for automation and unmanned factory investment (CAGR 4.3% growth)
- ✓ Sales increase by system product (cover the entire packaging process)

Sales (billion yen)



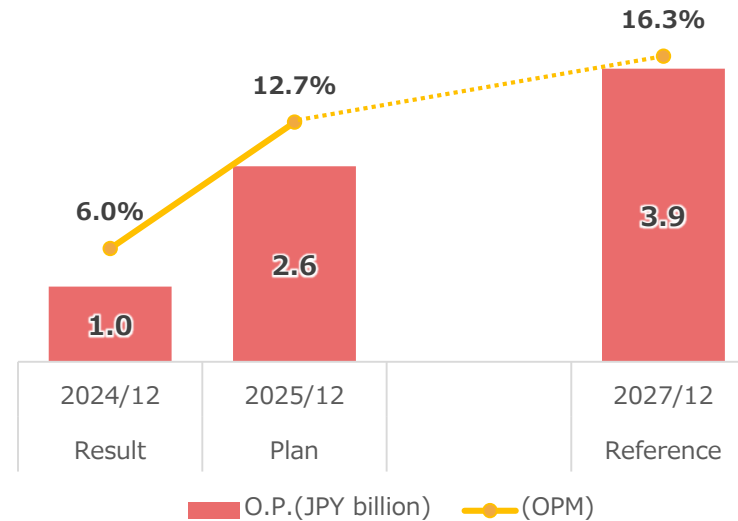
O.P./Action



MFR segment

- ✓ O.P. improvement by providing the system product

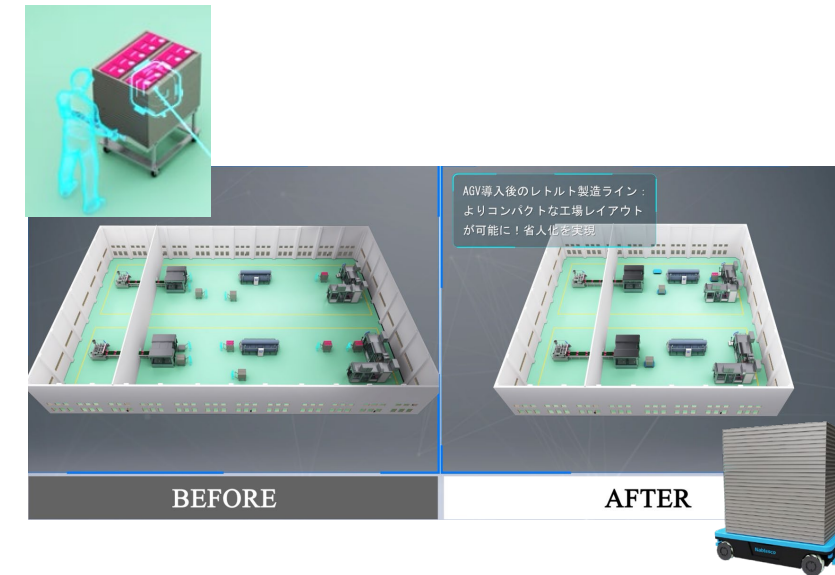
O.P.(billion yen)



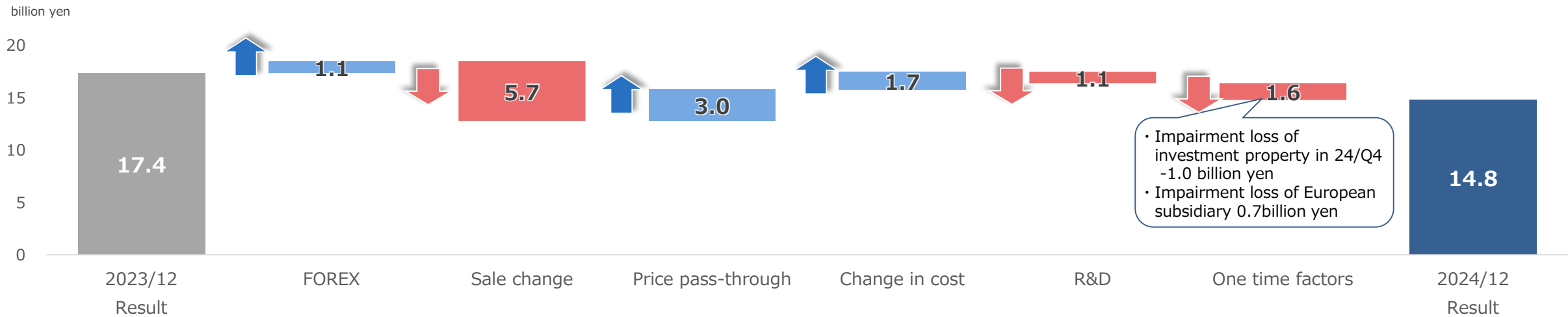
Action in MTMP/Topics

Packaging machine

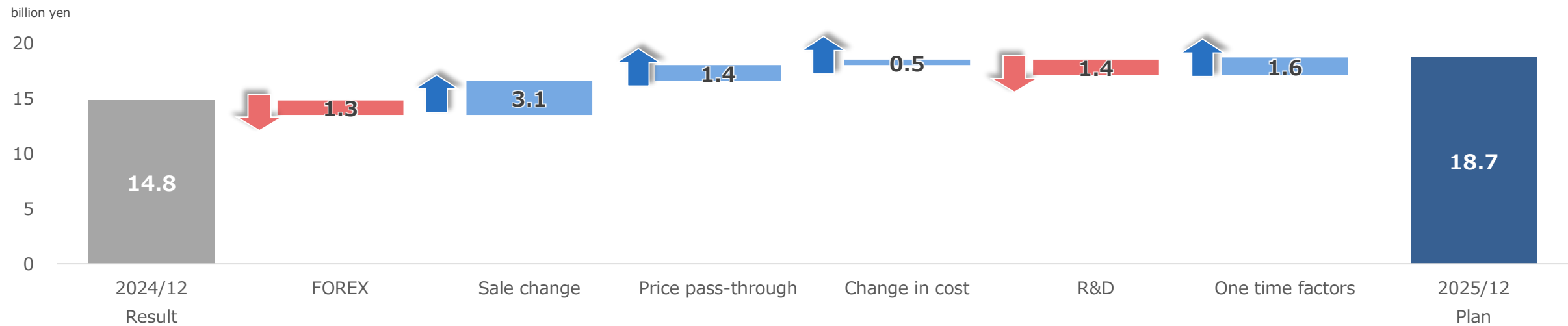
- ✓ Develop the overseas market mainly for Europe, the U.S. and China
- ✓ Sales expansion by system product which is Pre- and post- process

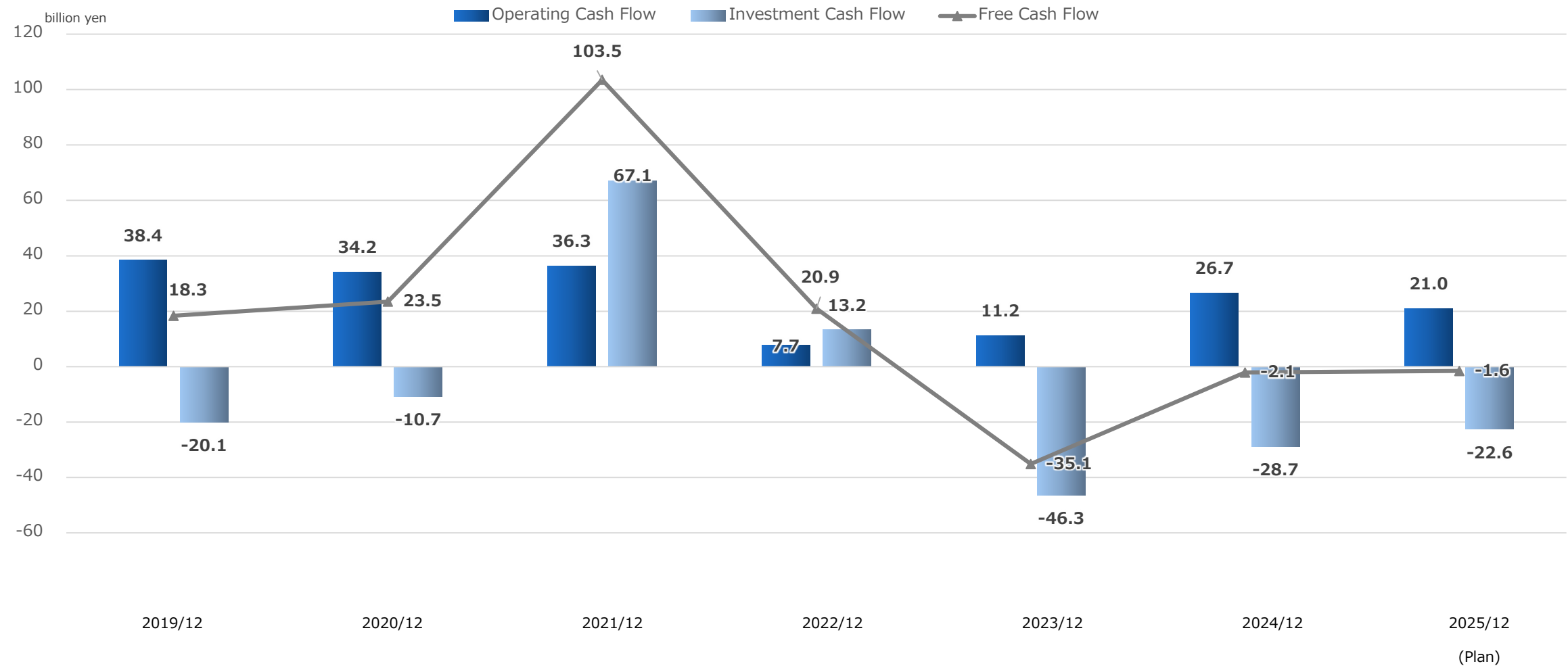


FY2023→2024



FY2024→2025





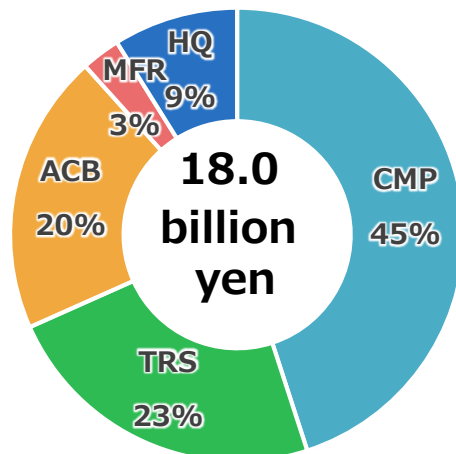
- Investment for Hamamatsu plant will be saturate. Mainly invest for new products development and environmental investment during MTMP

(JPY billion)	2023/12	2024/12	Variation
	Reult	Result	
	(A)	(B)	(B-A)
CAPEX	29.7	20.1	-9.5
R&D	11.0	12.1	1.1
Depreciation	15.5	16.5	1.0

2025/12
Plan
18.0
13.5
17.3

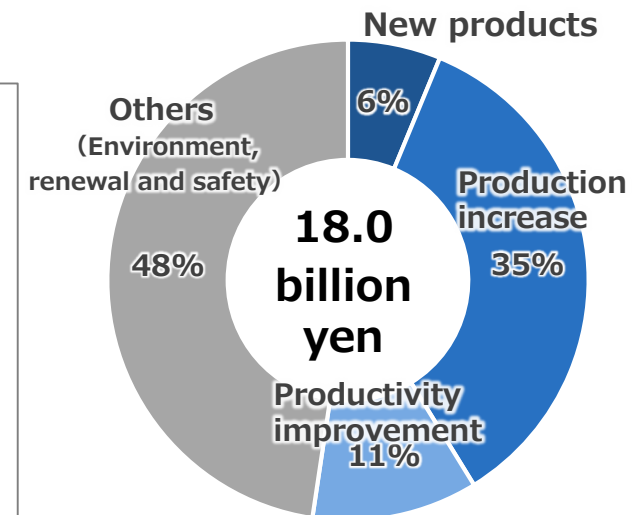
2022~2024	2025~2027
Previous MTMP	MTMP
Accumulation	Accumulation
68.6	45.0
34.0	40.0
46.4	53.0

CAPEX 2025/12 Full-year plan

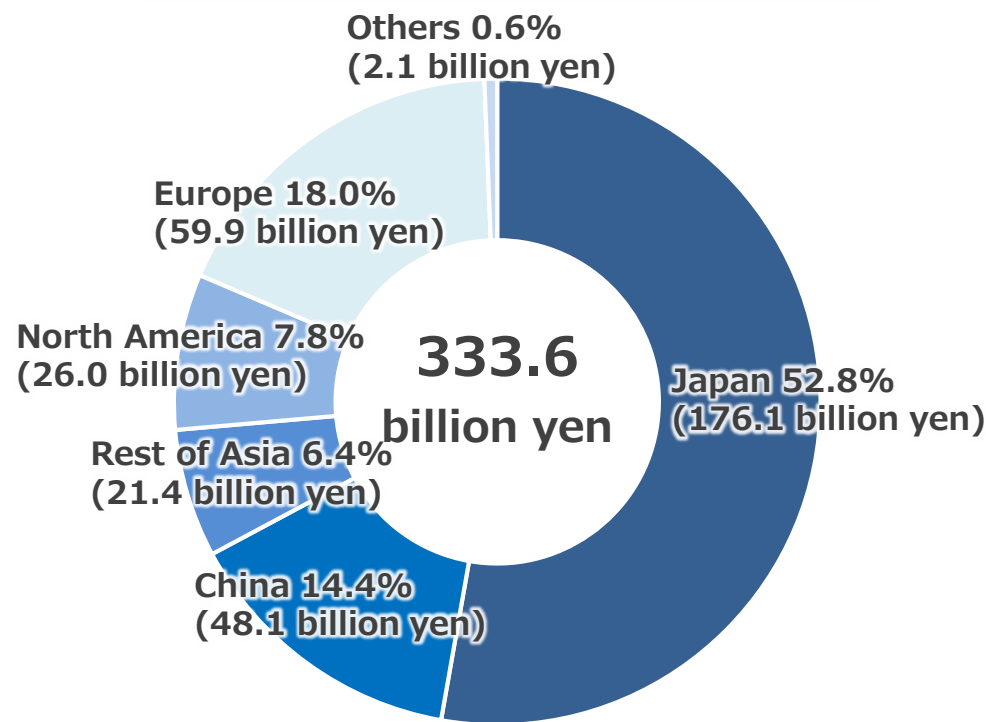


【Major Capital Expenditures】

- Hydraulic Equipment
 - Rebuilding the Japan Plant
- TRS
 - R&D related investment
- ACB
 - Refurbishment or rebuilding of facilities
 - IT related investment

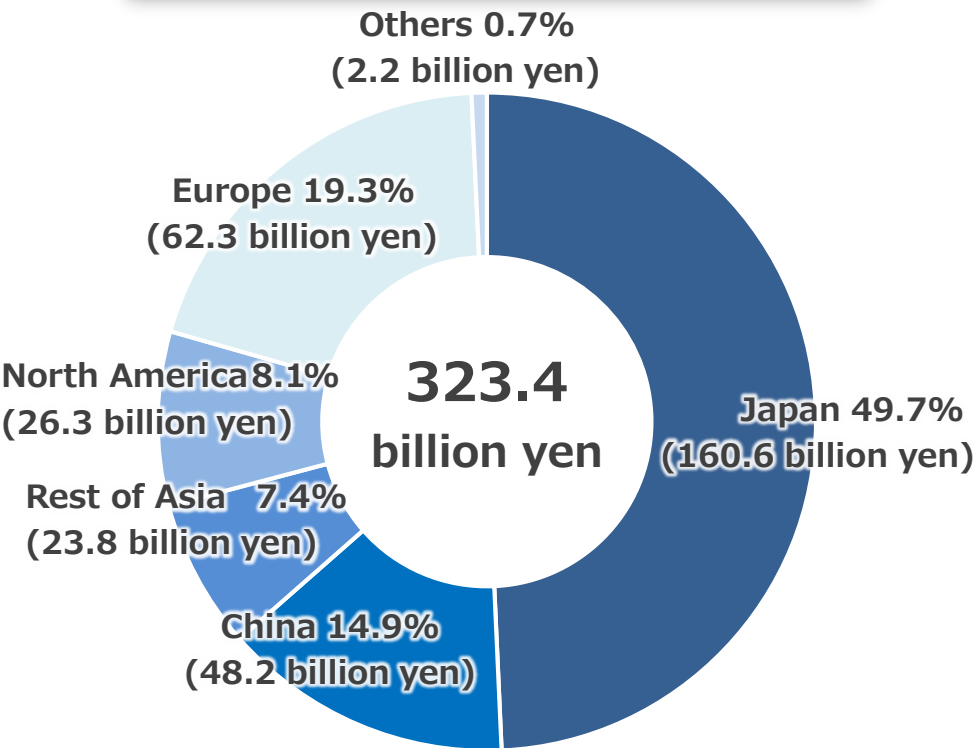


2023/12 Results



Oversea sales	157.5 billion yen
Ratio	47.2%

2024/12 Results



Oversea sales	162.7 billion yen
Ratio	50.3%

■ Exchange rate

(yen)

	2023/12 Result	2024/12 Result	2025-2027 Medium-term management plan
USD	141.20	152.24	140.00
RMB	19.91	21.28	19.50
EUR	153.17	164.36	155.00
CHF	157.75	172.70	165.00

■ FOREX sensitivity (This represents the effect to be expected on operating profit if the exchange rate fluctuates by one yen.)

(JPY million)

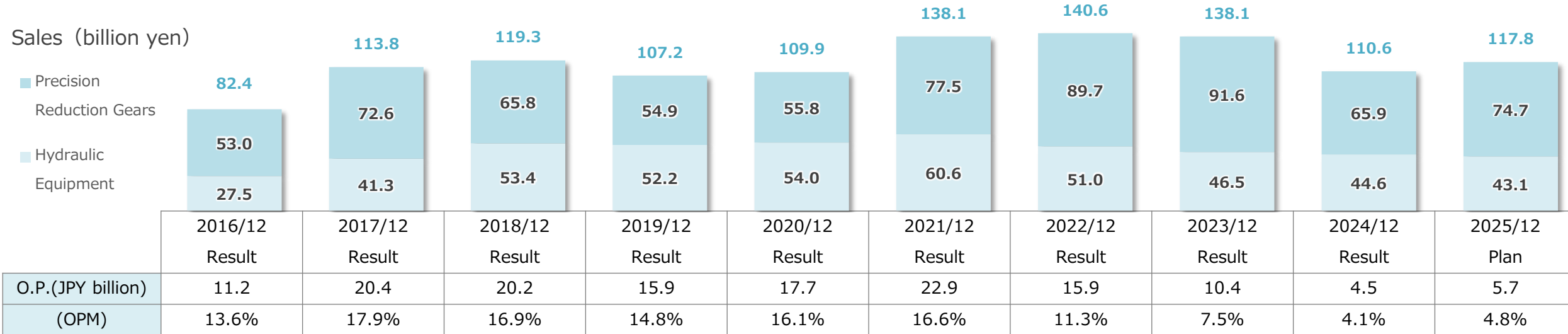
	2024/12 Result	
	Sales	O.P.
USD	150	56
RMB	1,808	124
EUR	76	17
CHF	252	10

2025/12 Plan	
Sales	O.P.
201	73
1,899	53
91	22
244	13

Component Solutions Segment (CMP)

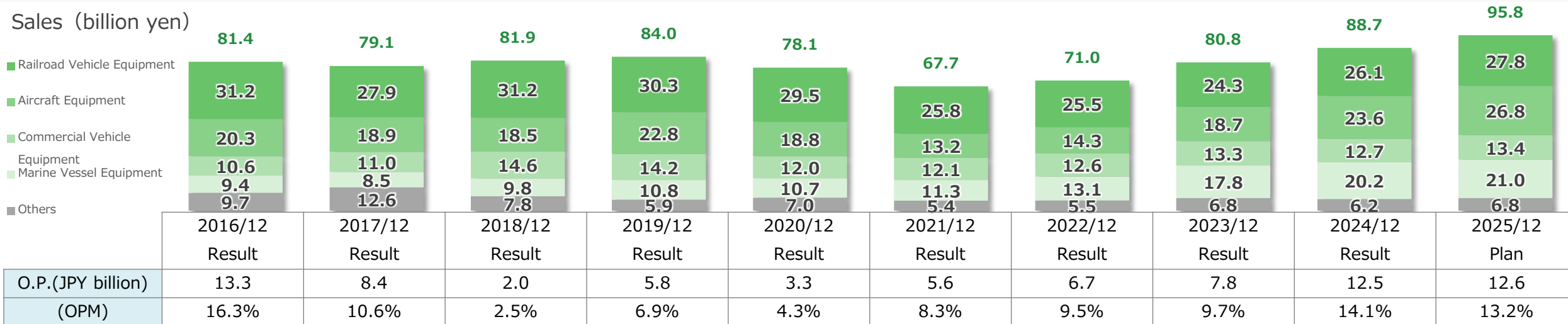
Innovation In Action
Vision 2030

Sales (billion yen)



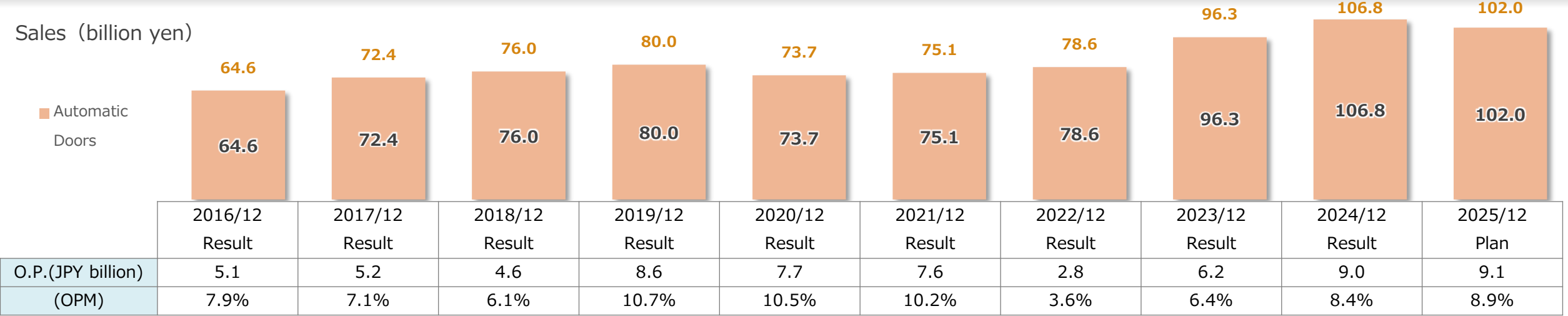
Transport Solutions Segment (TRS)

Sales (billion yen)



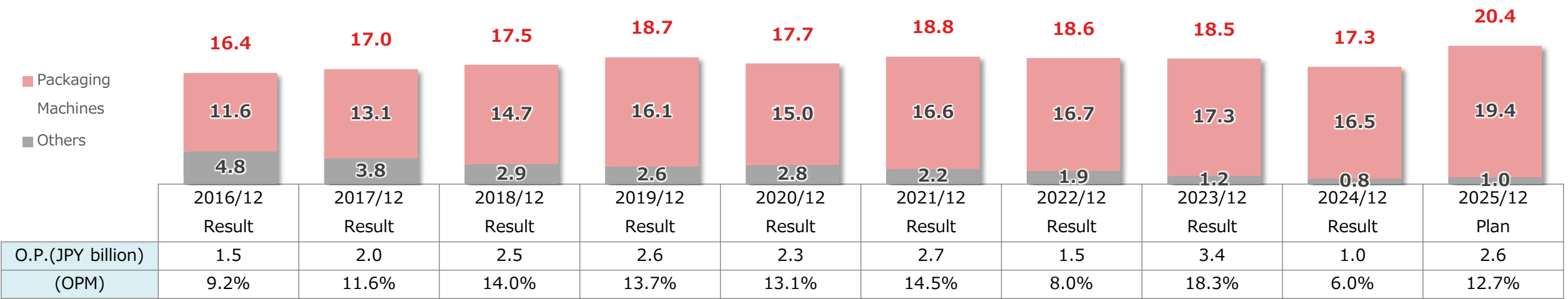
Accessibility Solution Segment (ACB)

Sales (billion yen)



Manufacturing Solutions Segment (MFR)

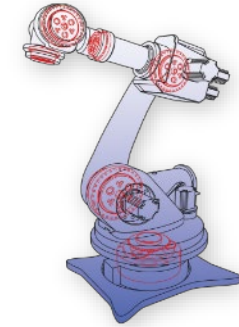
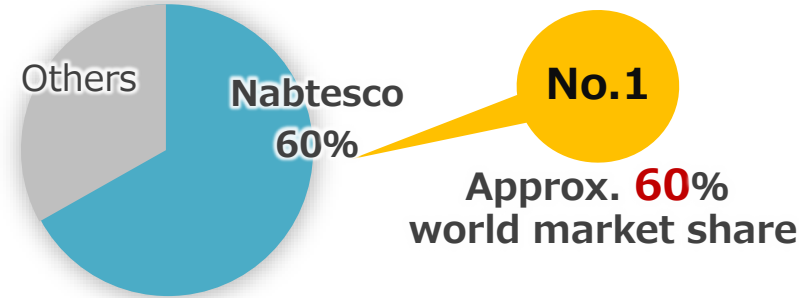
Sales (billion yen)



The market share is estimated by Nabtesco

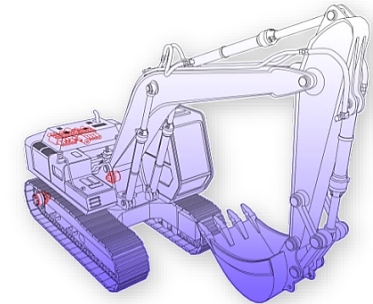
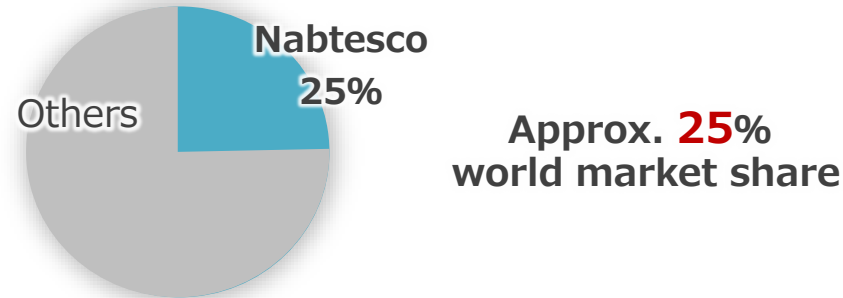
Precision Reduction Gears

- Joints of Medium and Large Size Industrial Robots



Hydraulic Equipment

- Traveling Units for Hydraulic Excavators



Main Customers

■ Precision Reduction Gears

Industrial Robots: Fanuc, Yaskawa Electric, KHI, KUKA Roboter (Germany), ABB Robotics (Sweden)

Machine Tools: Yamazaki Mazak, Okuma, DMG Mori Seiki

■ Hydraulic Equipment

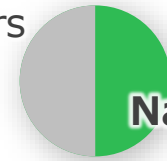
Traveling Units: Komatsu, Sumitomo Construction Machinery, Kobelco Construction Machinery, Sany (China), XCMG (China), Liu Gong (China)

Railroad Vehicle Equipment

The market share is estimated by Nabtesco

■ Brake Systems

Others



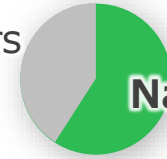
Nabtesco 50%

No.1

Approx. **50%** Domestic Market Share

■ Door Operating Systems

Others



Nabtesco 60%

No.1

Approx. **60%** Domestic Market Share



Aircraft Equipment

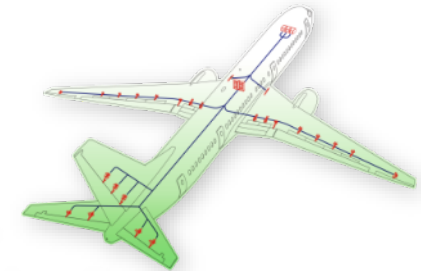
■ Flight Control Actuation Systems (FCA)



Nabtesco
100%

No.1

Approx. **100%**
market share for
domestically-produced aircrafts



Main Customers

■ Railroad Vehicle Equipment

JR Companies, Private railway companies, Hitachi, KHI, Bullet train and subway projects in China

■ Aircraft Equipment

Boeing, KHI, MHI, IHI, Japanese Ministry of Defense, Airline operators

The market share is estimated by Nabtesco

Commercial Vehicle Equipment

■ Wedge Chambers

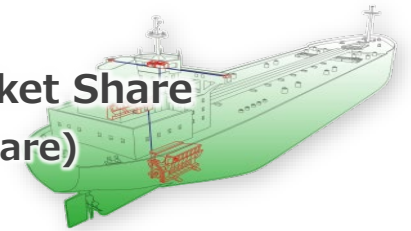
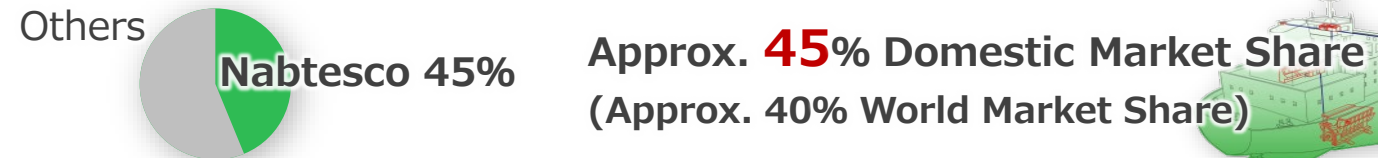


■ Air Dryers



Marine Vessel Equipment

■ 2ST Main Engine Control Systems



Main Customers

■ Commercial Vehicle Equipment

Isuzu, Hino, Mitsubishi Fuso Truck & Bus, UD Trucks

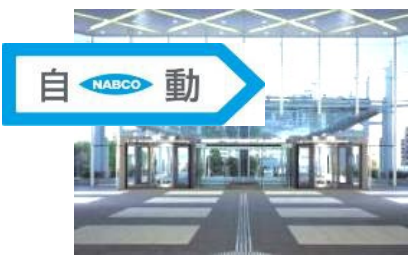
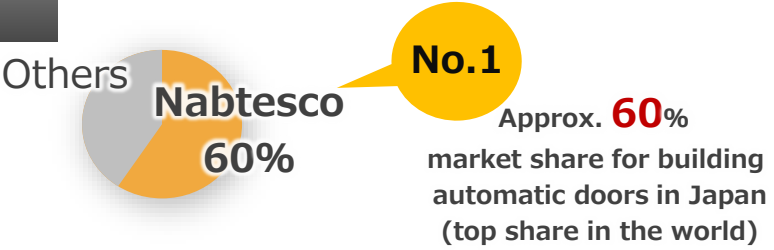
■ Marine Vessel Equipment

Japan Engine Corporation, KHI, Makita Corporation, Hitachi Zosen Marine Engine Co., Ltd., Mitsui Engineering & Shipbuilding, Hyundai Heavy Industries (Korea), Hudong Heavy Machinery (China), HSD Engine Co., Ltd. (Korea)

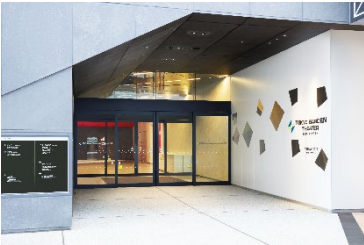
Main Products: Accessibility Solutions Segment (ACB)

Automatic Doors

■ Automatic Doors



The market share is estimated by Nabtesco



Main Customers

Automatic Doors for buildings: Major general contractors, sash manufacturers, hospitals, banks, public institutions, etc.
Platform Doors : JR Companies, Private railway companies, Subway projects in various countries

Main Products: Manufacturing Solutions Segment (MFR)

Packaging Machines

■ Packaging Machines
for Retort Pouch Foods



Main Customers

■ Packaging Machines
Mitsui DM Sugar, Ajinomoto, Marudai Food Co., Ltd., ARIAKE Japan, KENKO Mayonnaise, P&G, Kao, Lion, beverage companies in North America, food companies in China

Nabtesco

moving it. stopping it.

