

# Results Briefing for the Fiscal Year Ended December 31, 2023

## Nabtesco Corporation

February 21, 2024

Kazumasa Kimura,

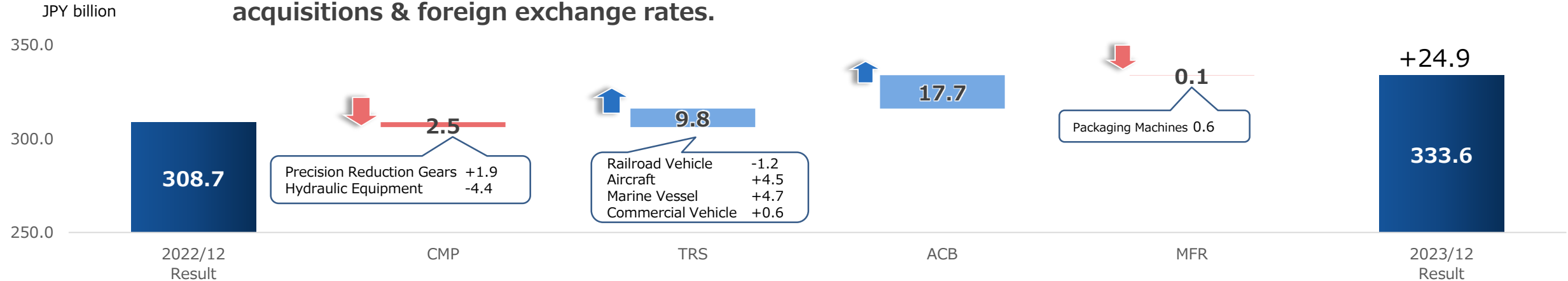
Representative Director and CEO

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# Results for FY2023/12

## Sales

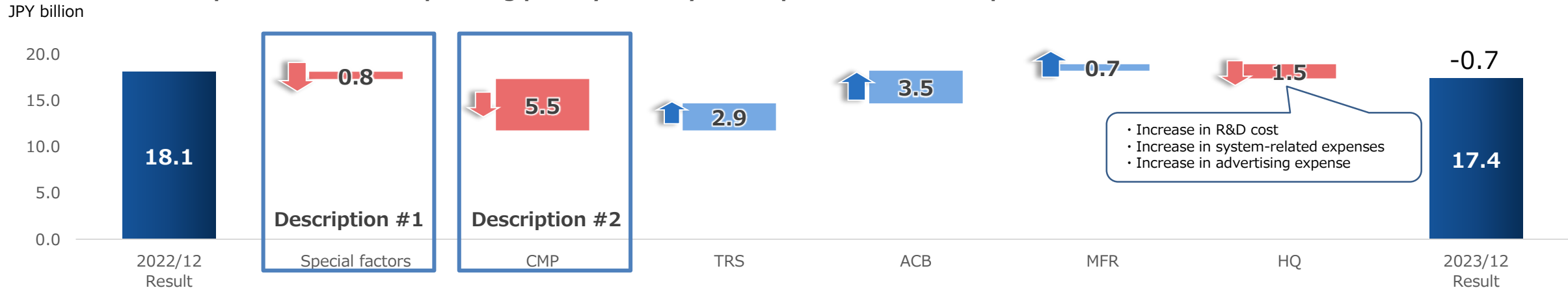
Sales in CMP decreased mainly due to the impact of decreased demand in China. However, overall sales increased year on year due to recovered demand in TRS, strong demand in ACB, the impact of acquisitions & foreign exchange rates.



CMP	Precision Reduction Gears	In 1H, demand for industrial robots remained strong which was mainly for EV related CAPEX. Meanwhile, EV related and automation capital expenditures fell sharply in the second half of the fiscal year.
	Hydraulic Equipment	Demand for construction machinery remained steady in the Japanese, European and North American markets, but decreased significantly in the Chinese market.
TRS	Railroad Vehicle Equipment	Strong performance in MRO (Maintenance, Repair, Overhaul) but continued to restrain spending on new rolling stocks in the domestic market.
	Aircraft Equipment	Steady recovery in demand for use in commercial aircraft and expansion in demand for use in defense.
	Commercial Vehicle Equipment	Domestic customers' production recovered as semiconductor shortages were resolved.
	Marine Vessel Equipment	Strong demand for new marine vessels, backed by strong domestic and overseas shipbuilding and shipping markets, and strong demand for MRO in order to meet the latest environmental regulations.
ACB	Automatic Doors	In addition to strong domestic demand for building doors, the acquisition of a sales company in France and the effects of foreign exchange rates were contributed to push up overseas sales.
MFR	Packaging Machines	Strong sales due to a recovery in demand and electric components shortage was resolved.

## Operating profit

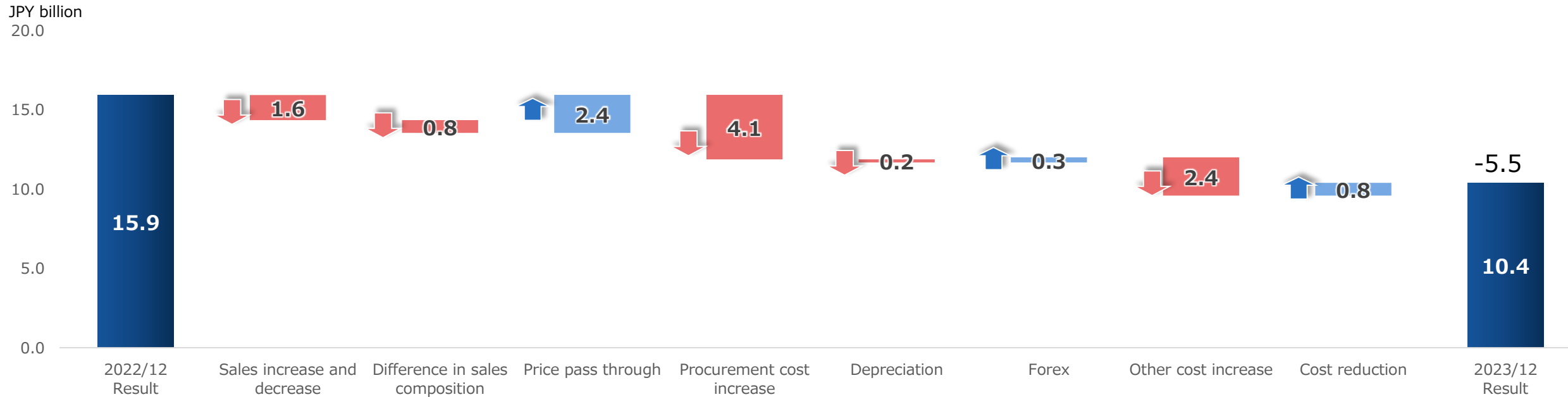
Utilization ratio was running low mainly due to sluggish demand for precision reduction gears in 2H/2023. Procurement costs increase, delay in passing on cost increase also push the profit down. The impact of impairment losses and other factors also pushed down the operating profit year-on-year despite an increase in profits from increase in sales.



## Description #1

Segment	Item	Time of occurrence	Amount of impact	Factors and countermeasures
TRS	Impairment loss in OVALO	Q4	-1.8 billion yen	【Background of impairment】 • Due to the trend of EV transition and low demand for large displacement engine, it was low volume supply from OVALO and the future outlook was lowered, resulting in a decline in future value and fixed assets were impaired. 【Countermeasures】 • Full-fledged entry into the growing market of small precision reduction gears for European cobots to transform business model
ACB	Gain on exchange of land and buildings	Q4	+4.2 billion yen	• Gain on exchange of land and buildings arising from redevelopment of real estate owned by a subsidiary
ACB	Impairment loss in Gilgen	Q4	-4.4 billion yen	【Background of impairment】 • Business environment was deteriorated because high material costs due to the worldwide rise in prices, rising labor costs due to labor shortages in Europe and elsewhere, and the appreciation of the Swiss franc. As a result of that the business plan was revised and the recoverable amount fell below the book value and good will was impaired. 【Countermeasures】 • Pass-through of price increases for doors for buildings • To reduce Gilgen's labor and purchasing costs • Review strategy for overseas platform doors (Screening of orders)
MFR	Gain on sales of subsidiaries	Q3	+1.2 billion yen	• Gain on sale of TS Precision Co., Ltd.














Decreased operating profit due to lower sales, delayed price pass-on of increased procurement costs, and increased expenses due to increased production of precision reduction gears



Sales increase and decrease	Sales of precision reduction gears increased YoY, but plant utilization rate decreased by 10%
	In hydraulic equipment, profit decreased due to lower sales.
Difference in sales composition	Difference in sales composition due to an increase in the ratio for industrial robots
Price pass through	Increase in raw material cost in FY22 to be passed on to the price
Procurement cost increase	In addition to rising raw material costs in FY22, costs increased in FY23 due to rising electricity and labor costs at suppliers
Other cost increase	Temporarily increased cost due to higher production demand in H1. Although Nabtesco is optimizing its cost after a decline in demand, the impact of cost increased remained in the year

# Outlook for FY2024/12

While TRS, ACB and MFR are expected to see continued strong demand, CMP is expected to a deterioration in demand conditions.

Business			Market Environment	Market Trends
CMP	Precision Reduction Gears		Demand for industrial robots is expected to recover from the second half of 2024 as sluggish investment due to the economic downturn in China and other countries and inventory adjustments for completed robots continue.	
	Hydraulic Equipment		The Chinese market continues to stagnate, including business confidence. Demand in Europe and the United States is expected to be sluggish in line with the economic slowdown.	
TRS	Railroad Vehicle Equipment		In the domestic market, investment for new vehicle is recovering. In the Chinese market, demand is expected to stagnate based on the financial condition of local governments.	
	Aircraft Equipment		Demand for commercial aircraft continued to increase in production and maintenance due to a recovery in passenger demand. Demand for defense equipment is on the rise due to the impact of the expansion of defense budgets.	
	Commercial Vehicle Equipment		Recovery in domestic demand due to recovery in production due to resolve of semiconductor shortage.	
	Marine Vessel Equipment		Shipbuilding and shipping markets remained strong.	
ACB	Automatic Doors		Domestic demand for buildings doors continues to be strong due to redevelopment in central Tokyo, while growth in the European and North American markets is expected to slow, but demand is expected to be harvested by expanding sales. Domestic demand for platform doors (PD) continues to be strong, including the implementation of the Barrier-Free Access Law.	
MFR	Packaging Machines		Strong demand continues due to demand for automation and labor saving.	

Lower sales and profits YoY due to the impact of lower sales in CMP. While “Profit Improvement Plan” is promoted toward the V-shaped recovery, full-scale contribution of profit improvement is expected from FY2025 onward.

(JPY billion)

	FY2023/12 Full year result (A)	FY2024/12 Full year plan (B)	Variation (B-A)
<b>Sales</b>	333.6	322.0	-11.6
<b>O.P.</b>	17.4	12.8	-4.6
<b>Operating profit margin</b>	5.2%	4.0%	-1.2pt
<b>Finance Income and Cost</b>	4.1	-0.3	-4.4
<b>Equity in earnings of affiliates</b>	4.1	1.0	-3.1
<b>Profit before tax</b>	25.6	13.5	-12.1
<b>Net profit<sup>*1</sup></b>	14.6	8.8	-5.8
<b>Total basic earnings per share (Yen)</b>	121.25	73.31	-47.94

① Decrease in sales and profit year on year

<b>ROIC</b>	4.2%	2.9%	-1.3pt
<b>Dividends per share (Yen)<sup>*2</sup></b>	80	80	0
<b>Payout ratio<sup>*2</sup></b>	66.0%	109.1%	43.1pt

② Plan stable dividends (Remain 80 yen DPS in FY24)

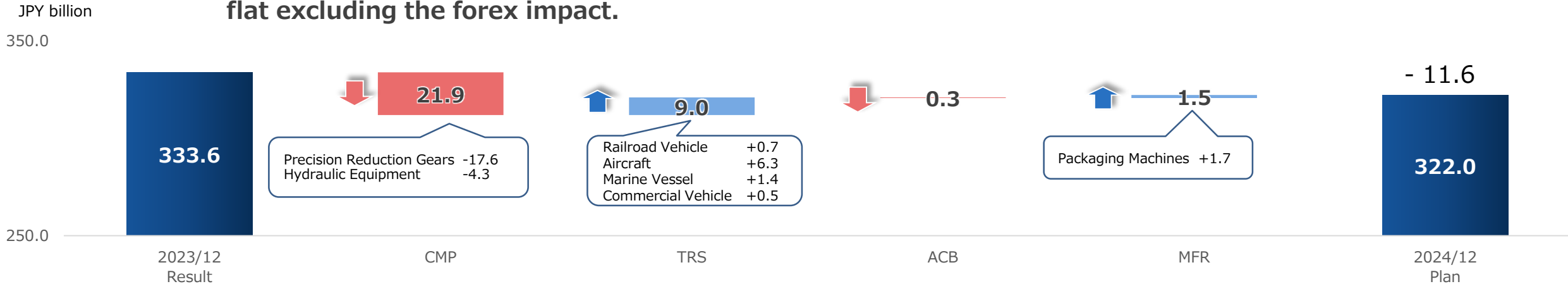
\*1 Net income attributable to owners of the parent

\*2 Dividends per share and payout ratio is plan before AGM.



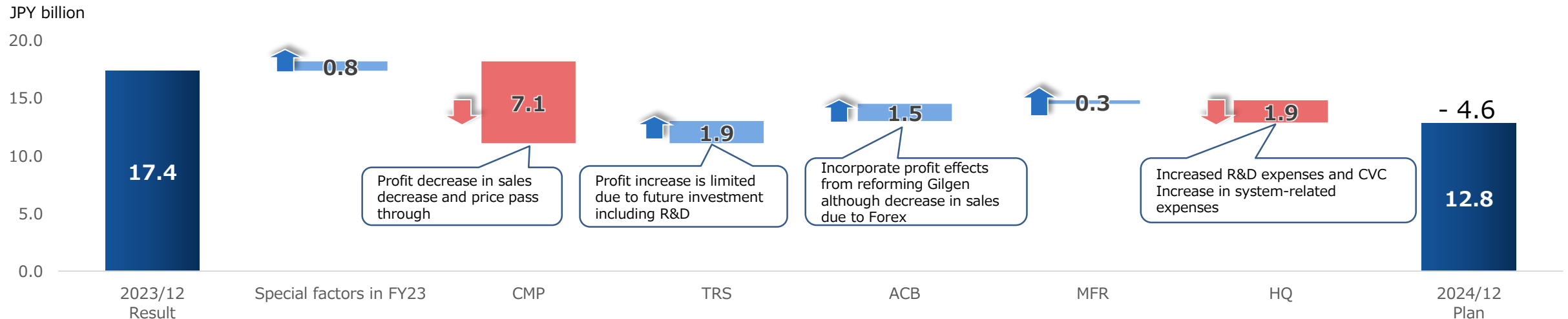
## Sales

Precision reduction gears are expected to decline due to the impact of inventory adjustment by customers. Demand for TRS and Packaging Machines will continue to be robust and overall sales are expected to be flat excluding the forex impact.



## Operating profit

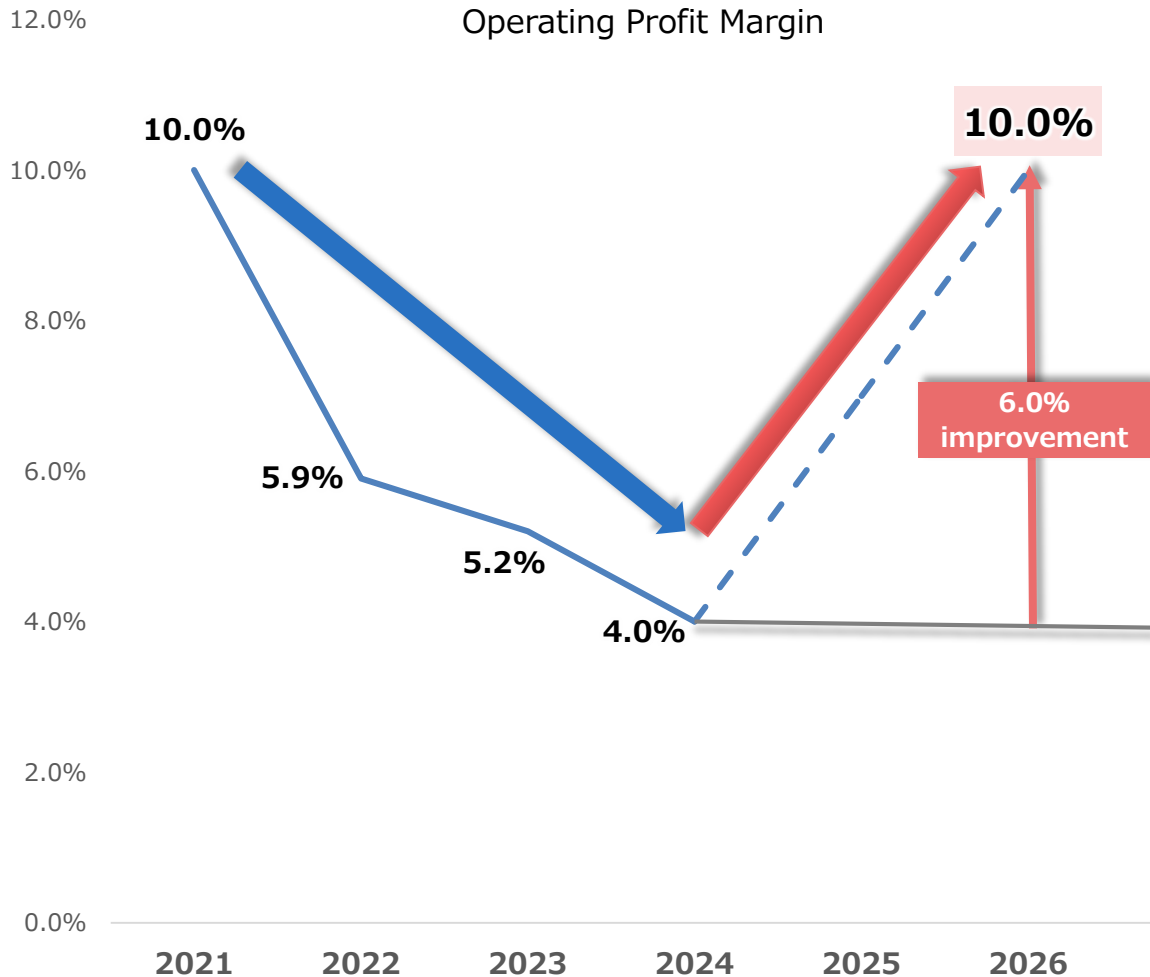
Although there will be no one time cost in FY2023, we expect a large decrease in income due to weak demand for CMP.



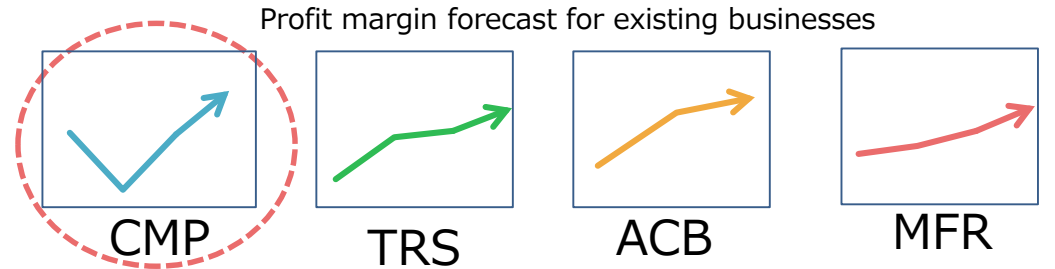
# Profit-Improvement Plan ~ Project 10 ~

Targeting OPM of 10.0% by 2026

## Promoting Three Measures



### ① Margin improvement on existing business +5.0pt

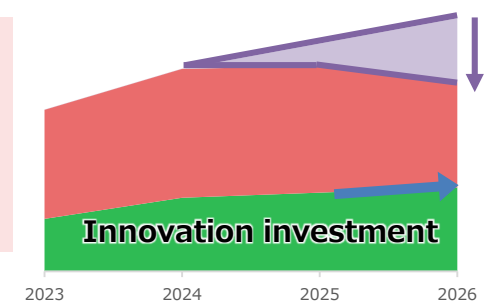


● Focus on improving CMP margins 2.8% → 11.0%

● Improve profitability in other businesses

### ② Optimization of fixed costs +0.7pt

Promote investment in innovation continually while reduce fixed costs by improving DX and other operations and selective investment.

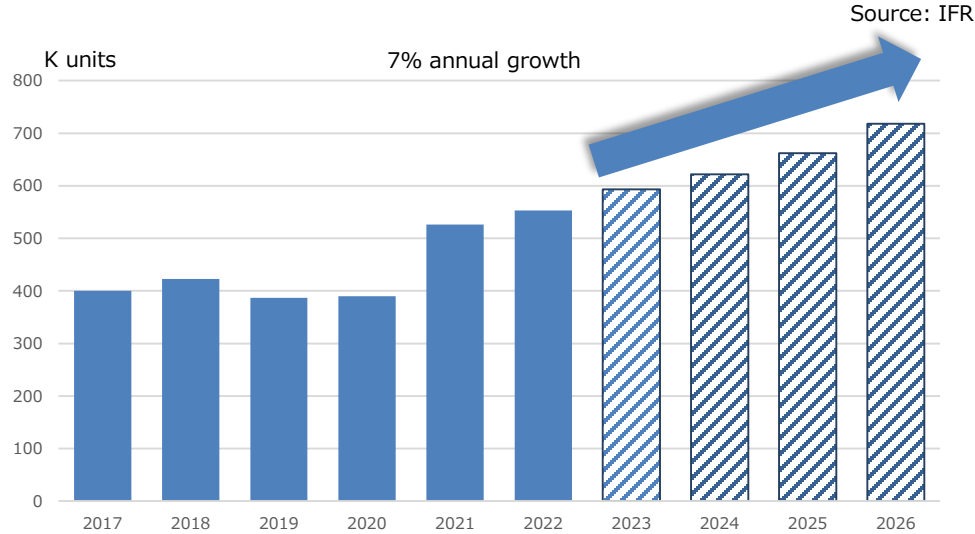


### ③ Contribution from the new businesses +0.3pt

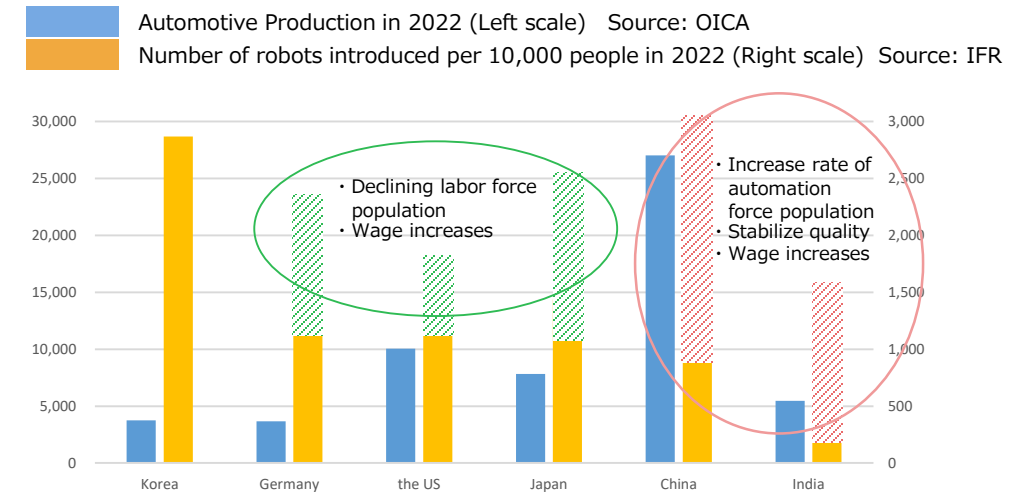
Accelerate development of highly profitable businesses such as systematized products

With demand for robotics recovering and the elimination of robotics inventory, we also expect to steadily increase our Precision reduction gears production.

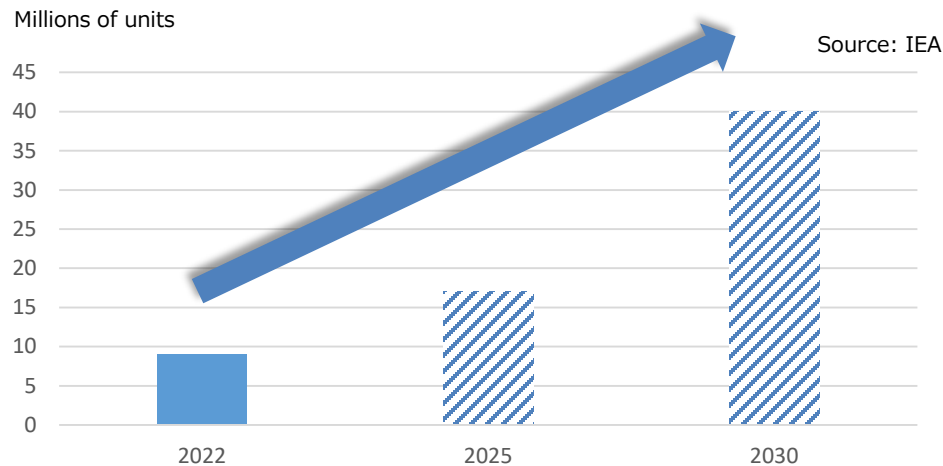
### ① Industrial Robot Demand Forecast: Worldwide Robot Introduction



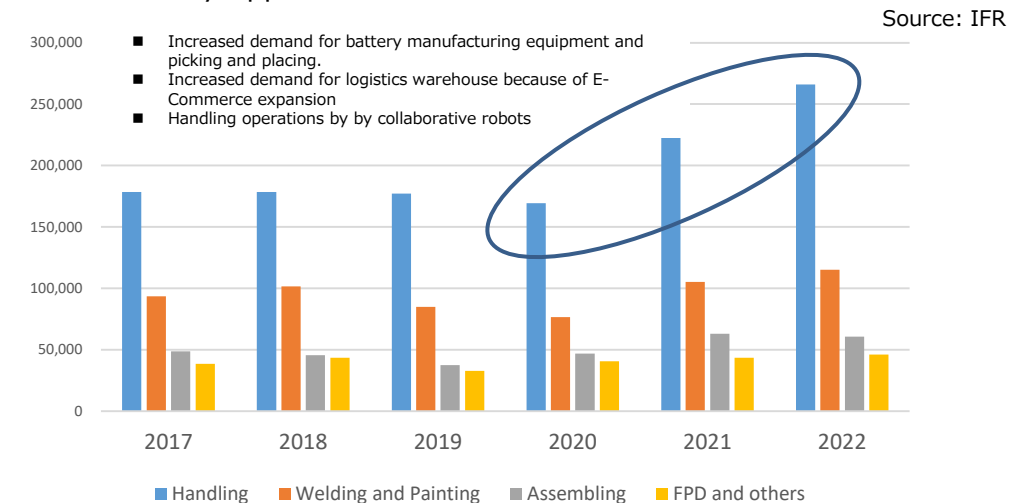
### ③ Room for Robotics Expansion in the Automotive Industry (Major Countries)



### ② EV Sales Expansion Centered on China/North America until 2030

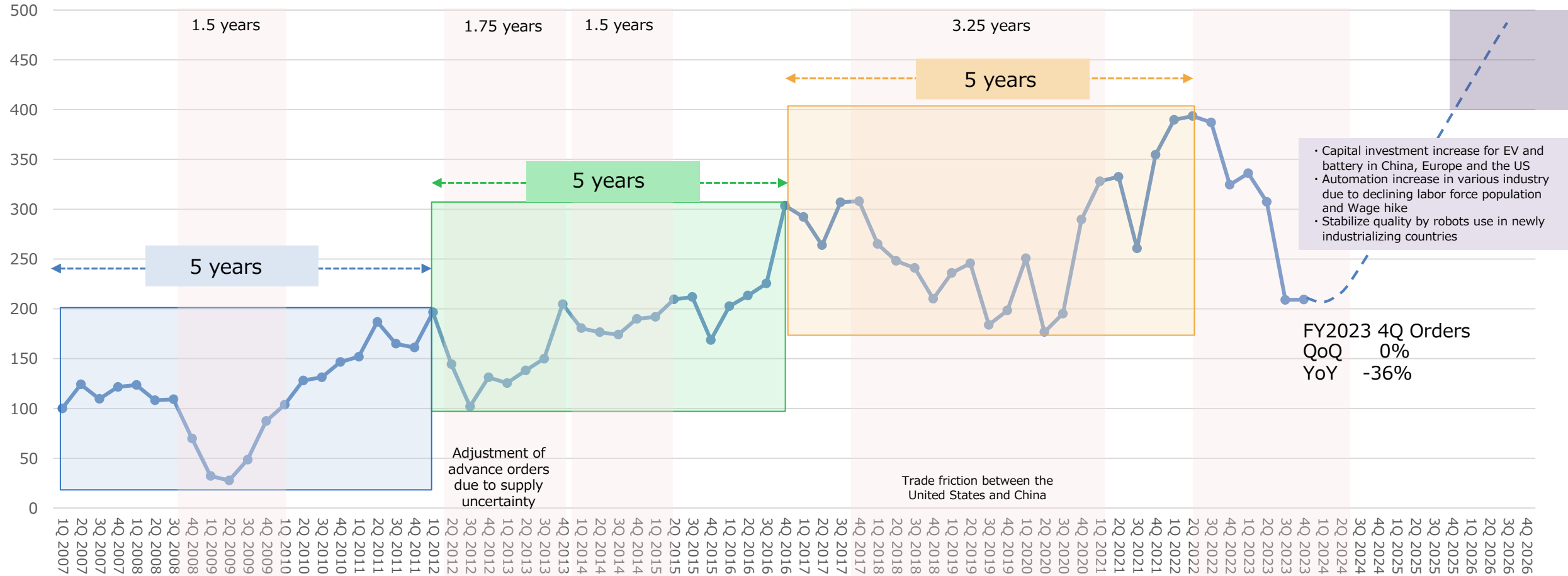


### ④ Number of Robots by Application



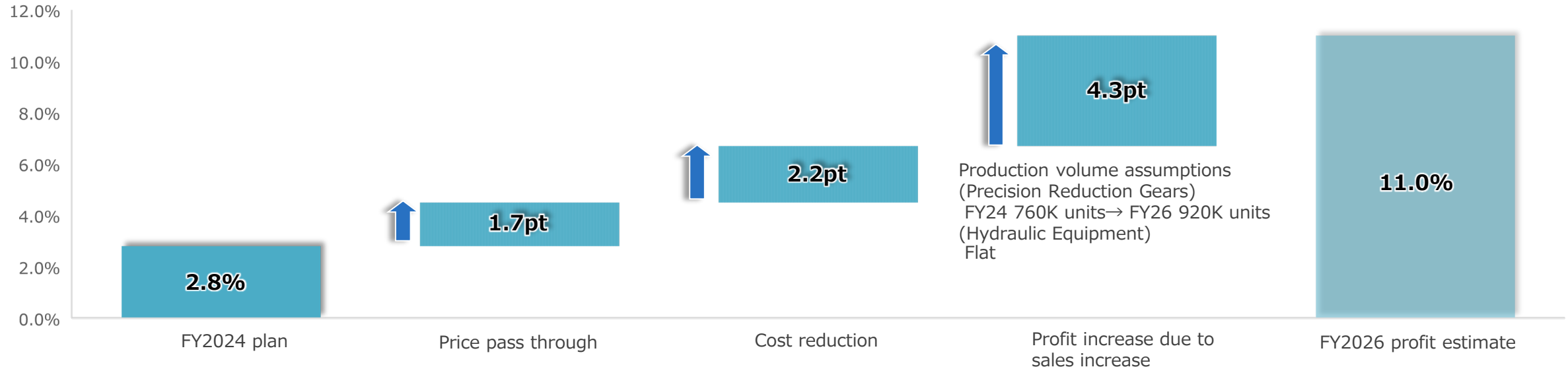
## Suggestion from past trends:

- ① Demand has grown at CAGR of 8% with fluctuations
- ② 100pt exceeds the previous peak in five-year increments. → Expected to reach 500pt in 2027
- ③ Estimated that the level of orders will reach the previous peak around 2025 to 2026



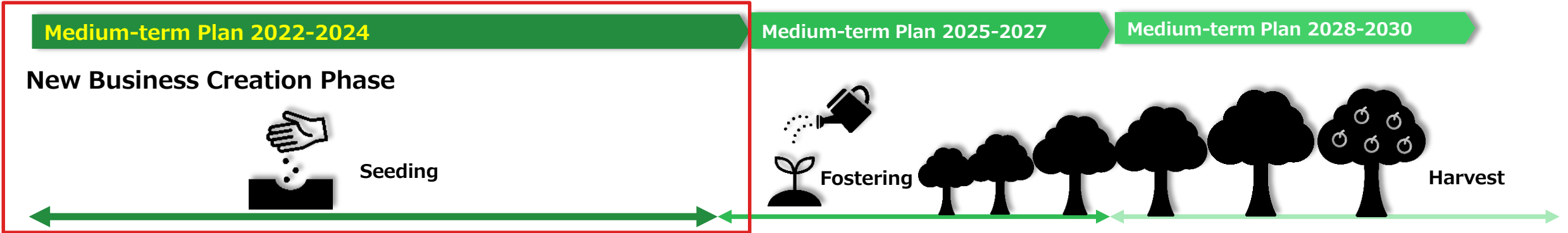
FY2007/Q1=100

Targeting OPM 11.0% in CMP by FY2026 through implementing measures of profitability improvement in Precision Reduction Gears

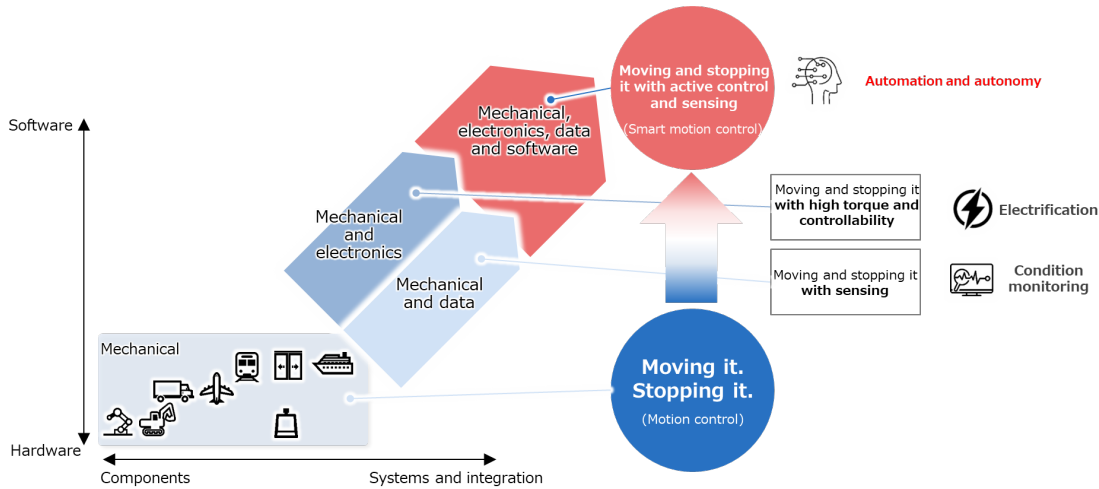


<b>Price pass through</b>	<p><b>Negotiations for price pass through led by top management</b> Mainly negotiate with oversea robot manufactures</p>
<b>Cost reduction</b>	<p><b>Comprehensive cost-cutting measures</b></p> <ul style="list-style-type: none"> <li>Establishment of a special department for cost reduction consisting of production technology, manufacturing, procurement, and design within the Tsu Plant from January 2024</li> <li>Lead productivity improvement at suppliers/selecting optimal suppliers</li> <li>Optimization of workforce size and allocation</li> </ul>
<b>Profit increase due to sales increase</b>	<p><b>Maximize profit under higher utilization ratio when the market recover</b> Secure sufficient production capacity and highly efficient automated production lines by constructing the Hamamatsu Plant</p> <p><b>Improve sales composition</b> Expand sales to new fields other than robotics (expand FA products sales, support electrification and others)</p>

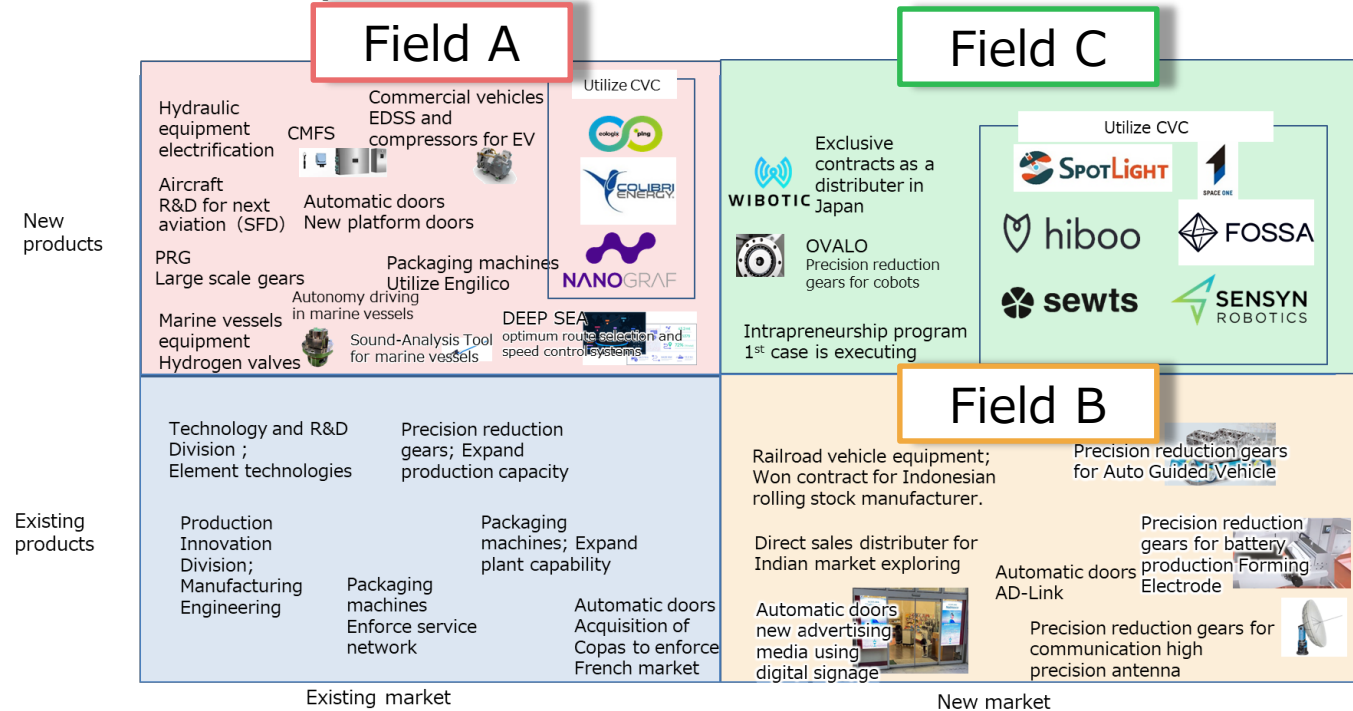
## Steadily implementing seeding for new businesses under the current medium-term plan



### < Direction of technological evolution >



### < Initiatives by Market and Product >





## Marine Control Systems Business: Synergies with Deepsea

Acquisition of Deep Sea technologies to introduce optimum route selection and speed control systems. Providing solutions by integrating our "hardware" technologies and "software"

Pythia aims to be installed 30% of the target vessels (4,000 vessels) by 2027 (Approx. 5% installed in 2023)

Marine engine control system



Deep Sea technologies

Operation of marine vessels -plan for the speed -plan for the route 	Vessels -Maintenance Main Engines -working conditions 
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## Equity investment for star-up company which has business for remote control and automated drive of marine vessels

Provides remote/auto-manuevering equipment for vessels, including target recognition around ships by sensor fusion and automatic avoidance of obstacles



Accelerate promotion of DX company-wide

Three-fold increase in DX personnel due to acquisition



## CMFS : Utilization of eologix

Receive many inquiries from European electric power generation companies and equipment manufacturers. Collaborative development of new condition monitoring with eologix sensor technology gmbh (invested through CVC in 2022).

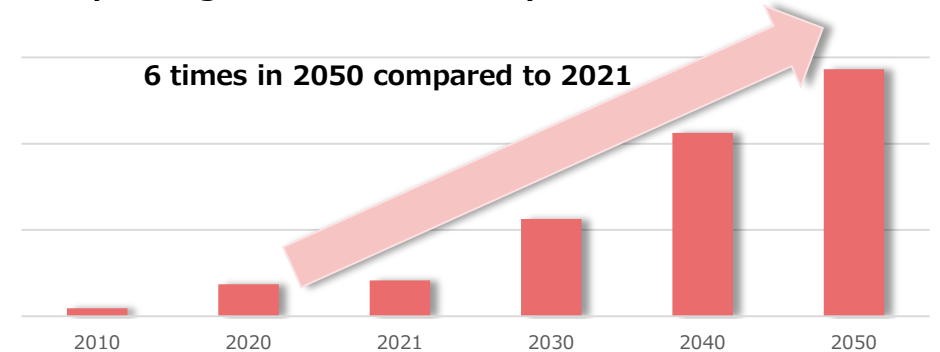
Accelerate the promotion of business through establishment of CMFS business promotion department under Innovation Strategy Division in January 2024



Diagnostic services help to avoid failures and extend the life of wind turbines

Development of smart sensor for wind turbine

## Wind power generation outlook by 2050 in the world



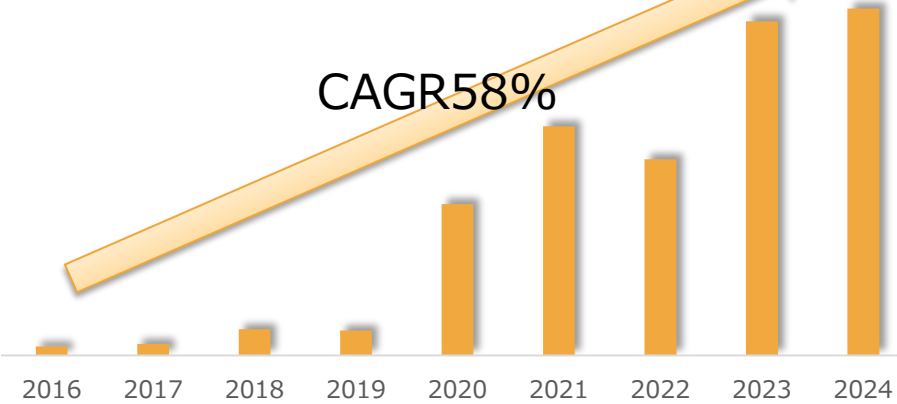
Source : IEA World Energy Outlook 2022






**Sales companies:  
Emerging Markets (Sales Expansion for the  
Indian Market)**

Sales

Average sales growth rate from 2016 to 2024 via sales companies in India is 58%



• Main products

-  Positioners for the automotive industry
-  MRO for Marine Vessels
-  Traveling units for local construction equipment manufacturers, etc.



**Railroad Vehicles Equipment:  
Won orders for 192 cars of brake and  
doors for Indonesian National Railways**



**Automatic Doors:**

**Sales of automatic doors  
with integrated digital  
signage**



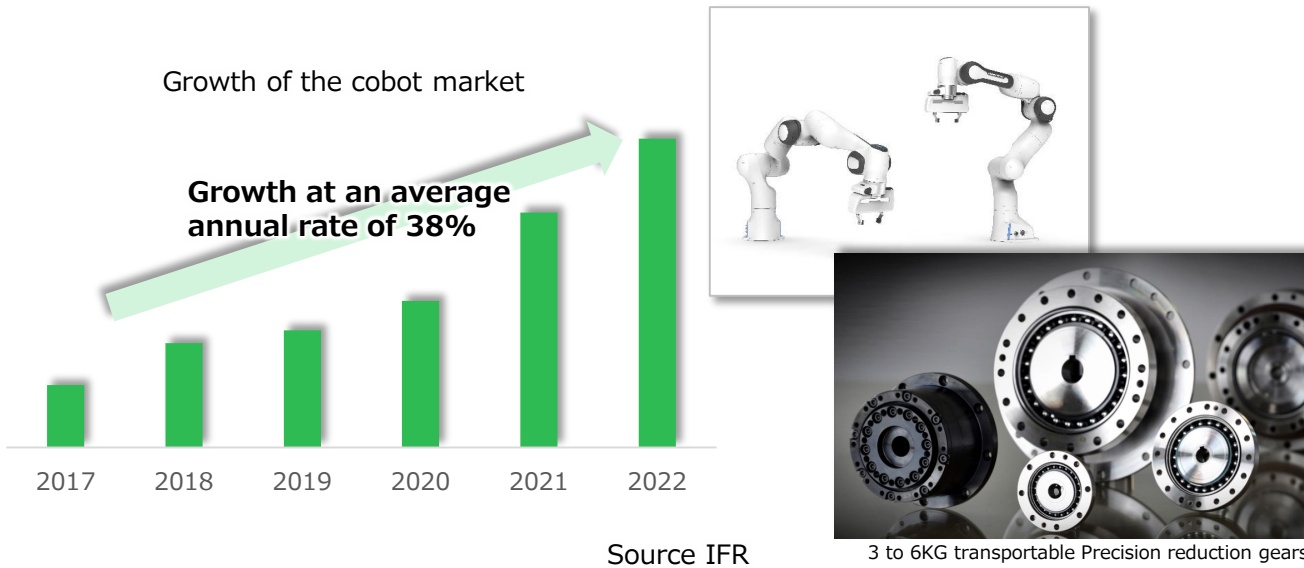
**Development of Automatic Door Platform  
AD-LINK and Launch of Service**

Developed AD-LINK, a platform for automatic doors that links the doors with various devices and gathers data on people flow around them via the network, and will launch a new maintenance service incorporating this product.



## OVALO : Expand sales to European cobot manufacturers

To expand sales to the cobot market, where high growth is expected



### Focus on high-quality markets to differentiate

- Focusing on startups in Europe, where growth is expected
- Customization to meet your needs
- Support for supply of some unit products

## New business model



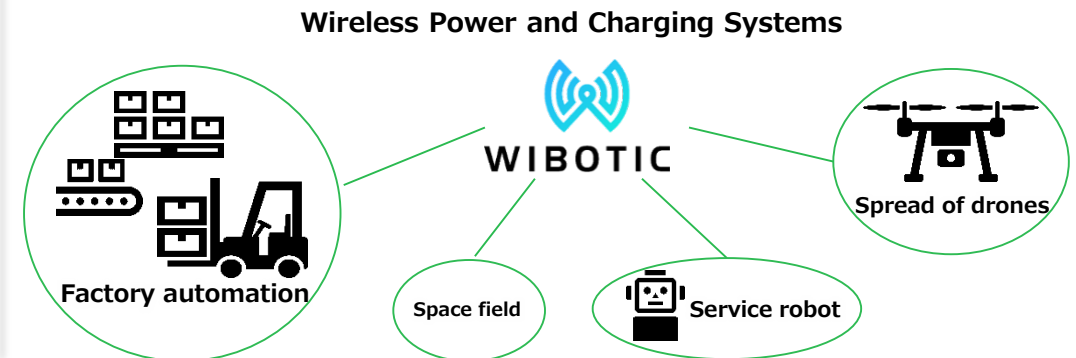
### Wireless Power and Charging Systems

Began sales of wireless power and charging systems as an exclusive distributor of WIBOTIC products in Japan



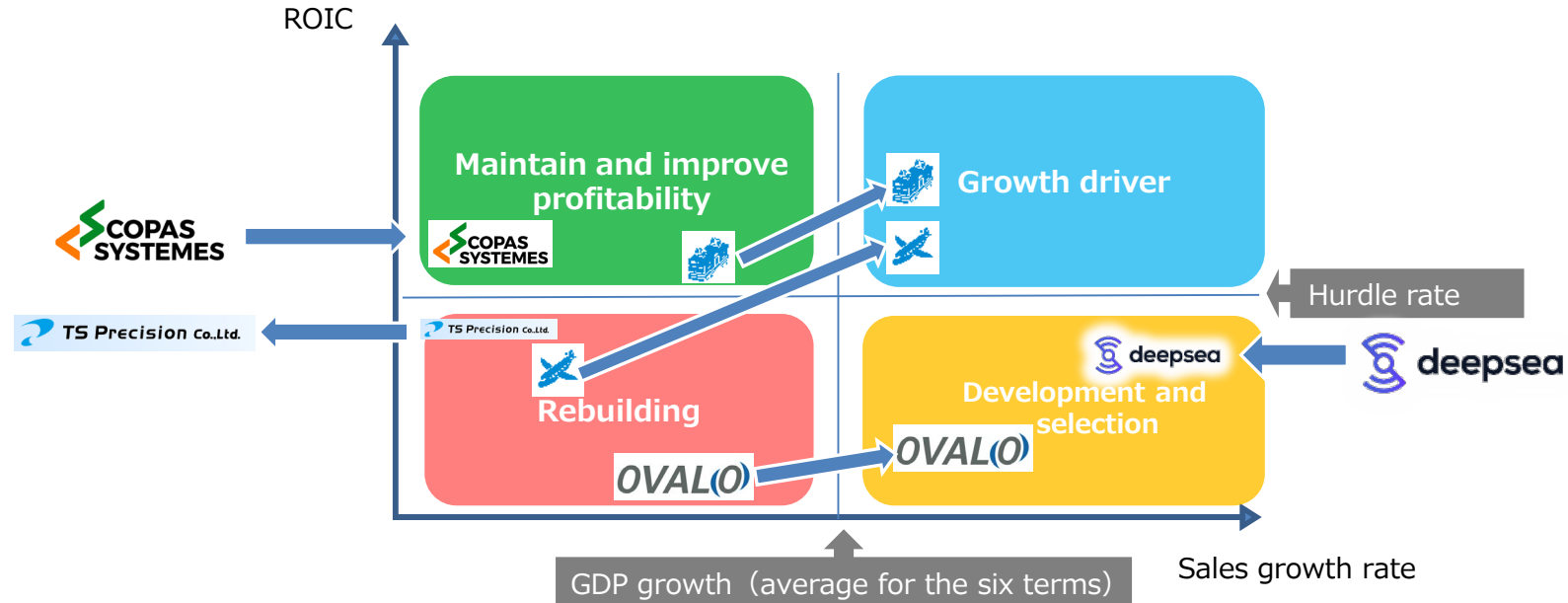
Wireless power supply and charging products (Japanese market) grew at an average annual rate of about 30% from 2017 to 2027

### Expect synergies with future automation-related businesses



# Portfolio Management

Promote expansion of “Development and Selection” business and improvement of investment efficiency in all business through portfolio management



Changes in portfolio and reasons	Previous categories	New categories
AE: Recovery in business environment and results of improvement activities	Rebuilding	Growth driver
OVALO: Review business model and reduce fixed costs		Development and selection
TS Precision Co., Ltd.: Sale of business		Owner change
RVE: Changes in business environment and strategically shift targeting markets	Maintain and improve profitability	Growth driver
Copas: Acquired sales network of Automatic Door in France	From the outside	Maintain and improve profitability
Deep Sea: Acquired marine vessel automated navigation system in Greece		Development and selection

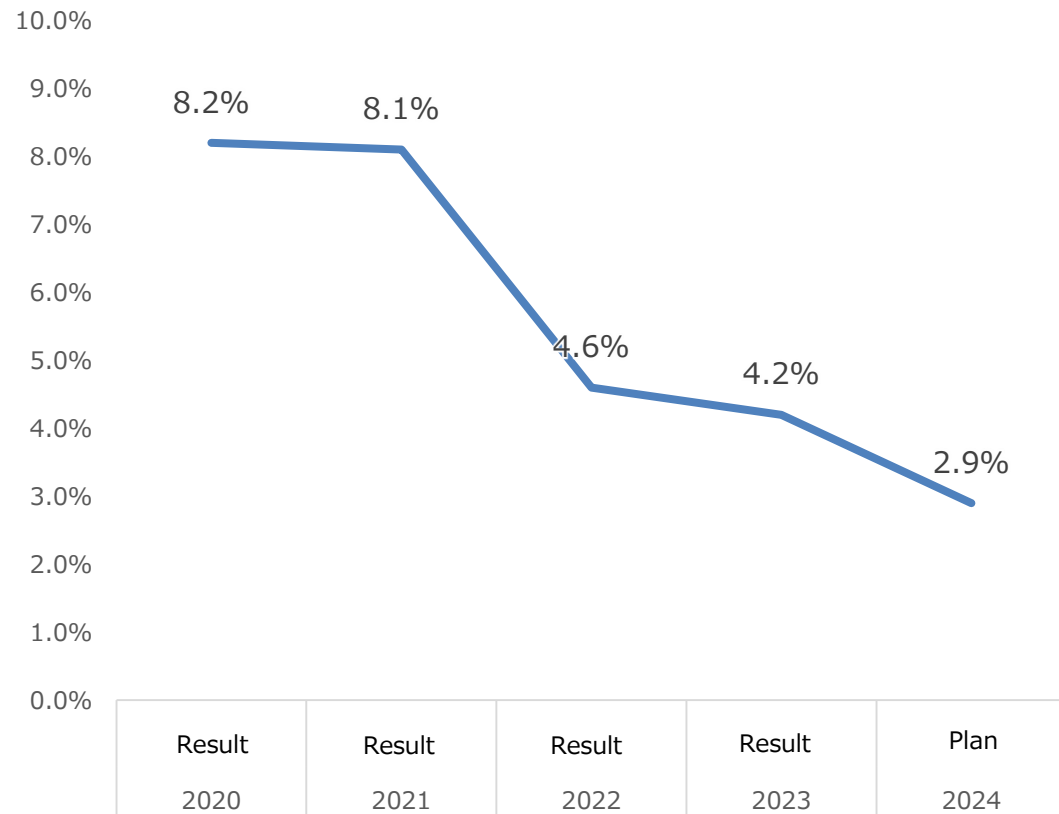
AE: Aircraft Equipment RVE: Railroad Vehicle Equipment

# Appendix



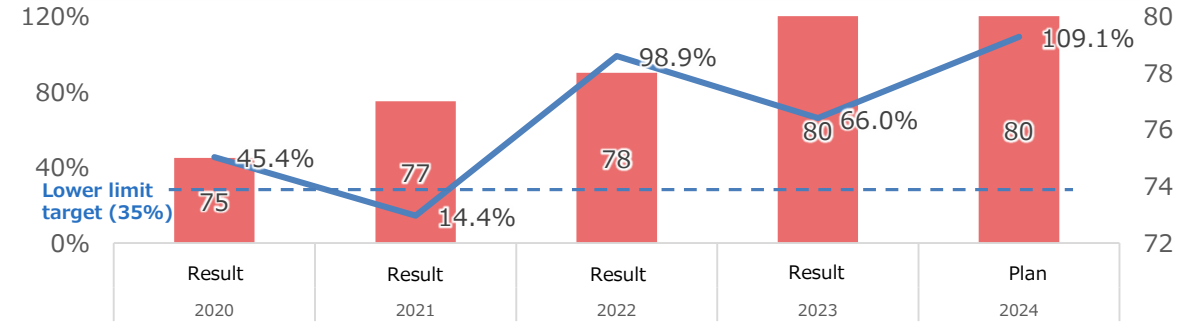
**ROIC 10%**

In particular, there is a large divergence in profit margins. Improve profitability at an early stage by executing Project 10



**Dividend payout ratio 35% or more**

Nabtesco expects to maintain a consolidated dividend payout ratio of 35% or more during the period of the medium-term management plan.

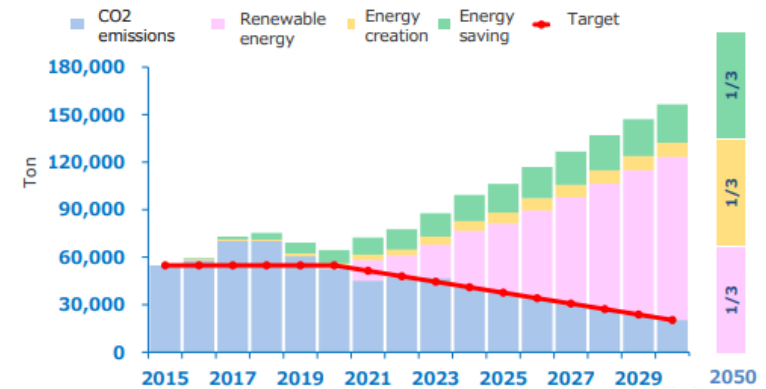


**CO<sub>2</sub> Emission reduction by 25%**

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

Proceeding as scheduled

<Scope 1 & 2 CO<sub>2</sub> Emissions Reduction Results and Planning>



## Sales and market environment



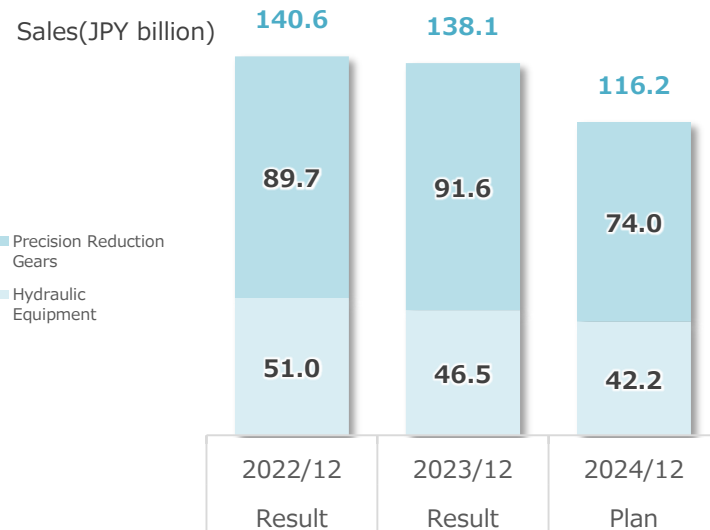
### Precision Reduction Gears

Sales decreased due to sluggish demand related to EV in China/North America and a decline in demand due to sluggish inventory of industrial robots.



### Hydraulic Equipment

Sales decreased due to sluggish demand in China and a slowdown in demand in Europe and North America.



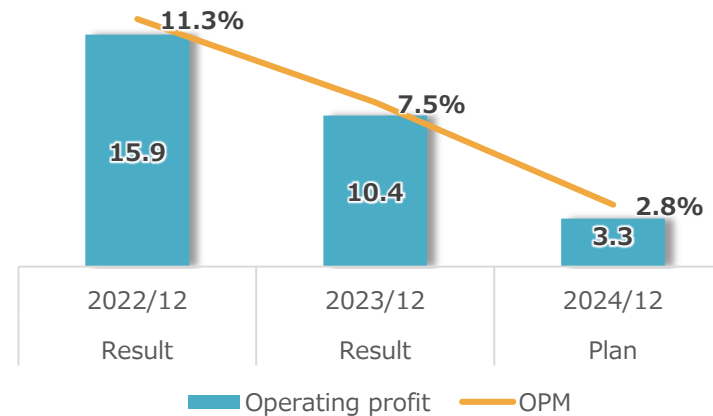
## Operating profit and improvement measures



### CMP Segment

- ✓ Decrease in profit due to a decrease in production of precision reduction gears
- ✓ Increase in procurement costs exceeding pass-through of cost increases, despite the effects of steady pass-through of cost increases
- ✓ Review of cost structure
  - Procurement cost reduction by design improvements etc.
  - Optimal allocation of personnel according to demand
  - Rationalization of production through the use of automation

Operating Profit (JPY billion)



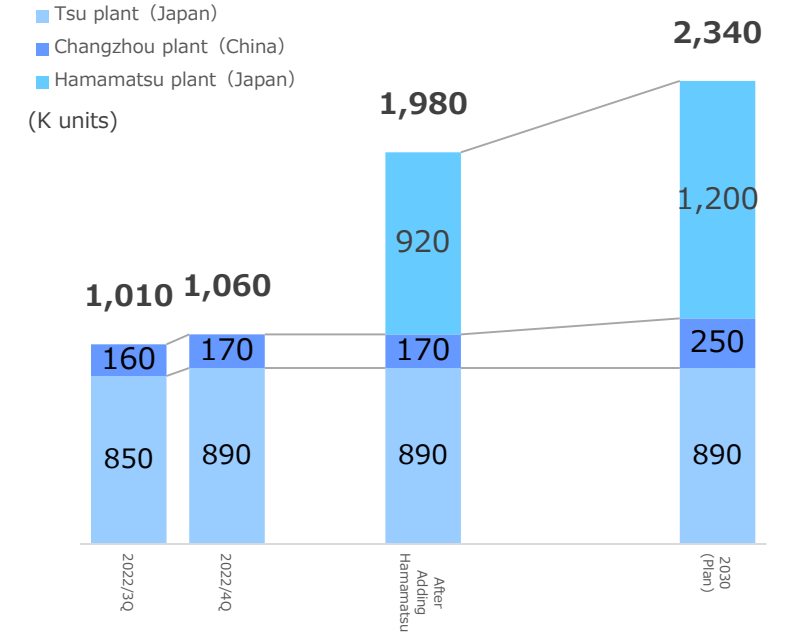
## Medium-Term Priority Measures and Topics

### Precision Reduction Gears

- ✓ Completion of Hamamatsu Plant (Sep. FY23) Scheduled to start operation in FY24 based on the assumption of demand recovery
- ✓ Realization of highly automated production line.

### Hydraulic Equipment

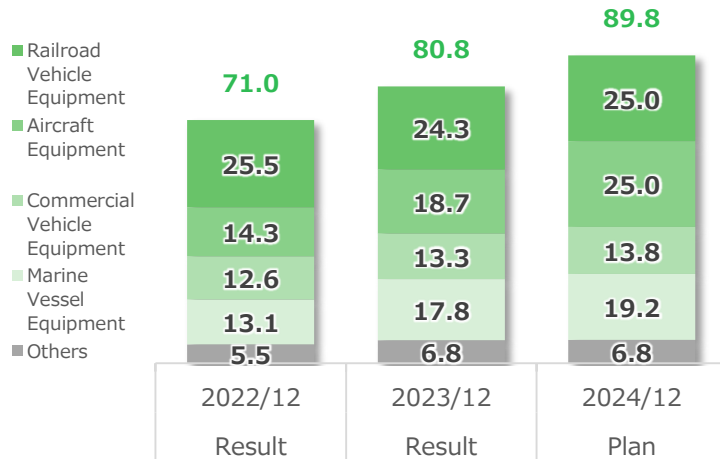
- ✓ Expand sales in Europe, North America, and emerging markets
- ✓ Development of products compatible with electrification and automatic operation



## Sales and market environment

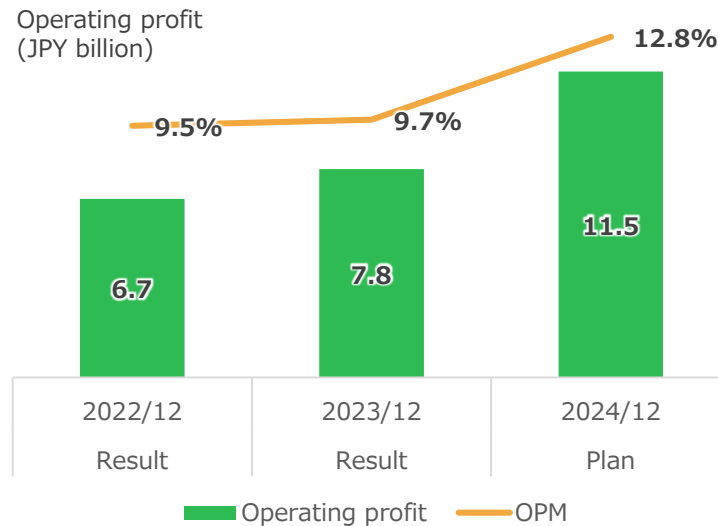
- Railroad Vehicle Equipment**  
Domestic demand for new vehicles recover
- Aircraft Equipment**  
Demand recovered for both the Ministry of Defense and commercial aircraft
- Commercial Vehicle Equipment**  
Increased production for domestic market despite decrease in Southeast Asia
- Marine Vessel Equipment**  
Continued favorable conditions in the shipbuilding and shipping markets  
Expand sales of optimal route and speed control system products

Sales(JPY billion)



## Operating profit and improvement measures

- TRS Segment**
  - ✓ Increase in profit due to sales increase
  - ✓ Increase in profit due to expansion of MRO
  - ✓ Development for medium-to long-term growth is in progress



## Medium-Term Priority Measures and Topics

### Railroad Vehicle Equipment

- ✓ Developing Southeast Asian market  
Received orders for new railway doors/brakes from Indonesian national railways
- ✓ Promotion of technological development for electrification

### Aircraft Equipment

- ✓ Agreed to a collaboration with Boeing to realize a sustainable society
- ✓ To develop products for sustainable aerospace industry



### Commercial Vehicle Equipment

- ✓ Technological development and customer development for electrified products

### Marine Vessel Equipment

- ✓ Development of automated navigation and remote control systems products
- ✓ Development of new technologies for decarbonisations

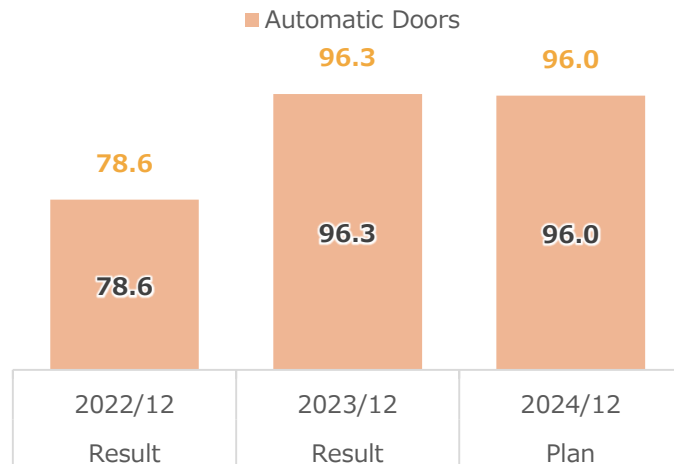


## Sales and market environment

### Automatic Doors

- ✓ Win orders for large commercial buildings through urban redevelopment in the domestic market
- ✓ Reform of Gilgen business in oversea market
- ✓ Win orders for platform doors in line with the demand recovery from COVID-19
- ✓ Decrease in sales due to Forex

Sales(JPY billion)

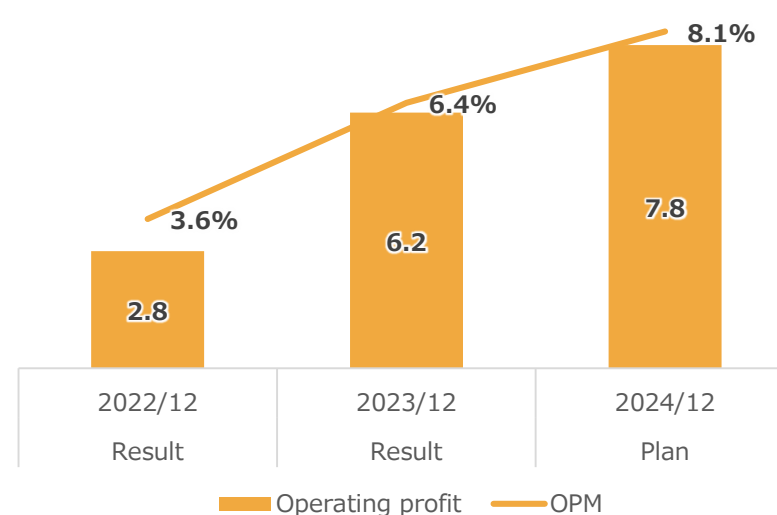


## Operating profit and improvement measures

### ACB Segment

- ✓ Improve profitability by reforming Gilgen
- ✓ Domestic: Sales composition difference due to a lull in increased demand for MRO from the supply shortage of electronic components.
- ✓ Eliminate the special factors of FY23

Operating Profit (JPY billion)

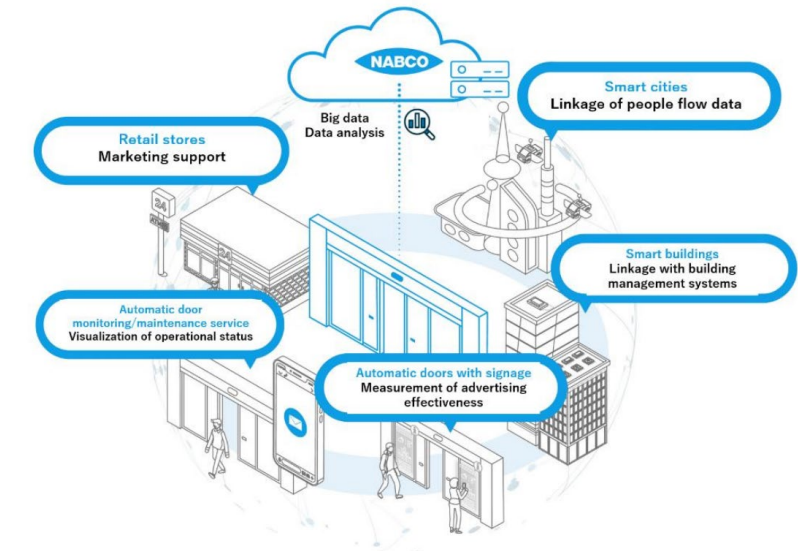


## Medium-Term Priority Measures and Topics

### Automatic Doors

- ✓ Improve profitability by launching new products for overseas markets
- ✓ Creating and promoting a digital transformation business model in automatic doors

#### Examples of digital transformation business models (AD-LINK)



## Sales and market environment



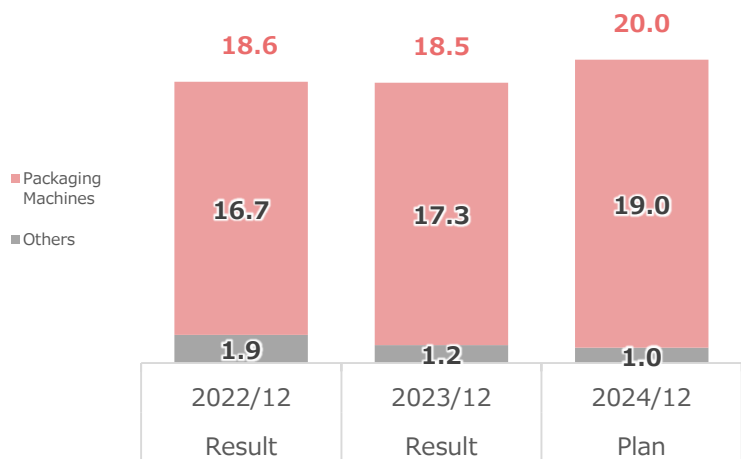
### Packaging Machines

- ✓ Strong demand mainly from domestic food manufacturers

### Others

- ✓ Other sales decreased due to the sale of TS Precision Co., Ltd.

Sales(JPY billion)



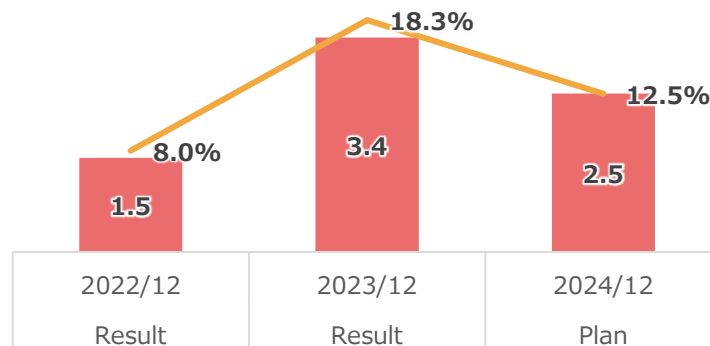
## Operating profit and improvement measures



### MFR Segment

- ✓ Increase in operating profit if exclude the impact of gain on sale of subsidiaries in FY23
- ✓ Steady realization of cost pass-through effect
- ✓ Increase in profit due to expansion of MRO

Operating Profit (JPY billion)



Operating profit OPM

## Medium-Term Priority Measures and Topics

### Packaging Machines

- ✓ Develop overseas markets, particularly in Southeast Asia
- ✓ Development of packaging machines in response to the need for new packaging materials for environmental conservation
- ✓ To expand sales of high-value-added products including inspection functions, etc.

### Reinforce Japanese plant as a mother plant

A third plant building was newly constructed to streamline the functions and production of the entire factory. Third plant was started operation from January 2024.

Third plant of PACRAFT iwakuni



Cash and cash equivalents decreased due to the payment for CAPEX, M&A and others. Equity ratio was exceeded 60%.

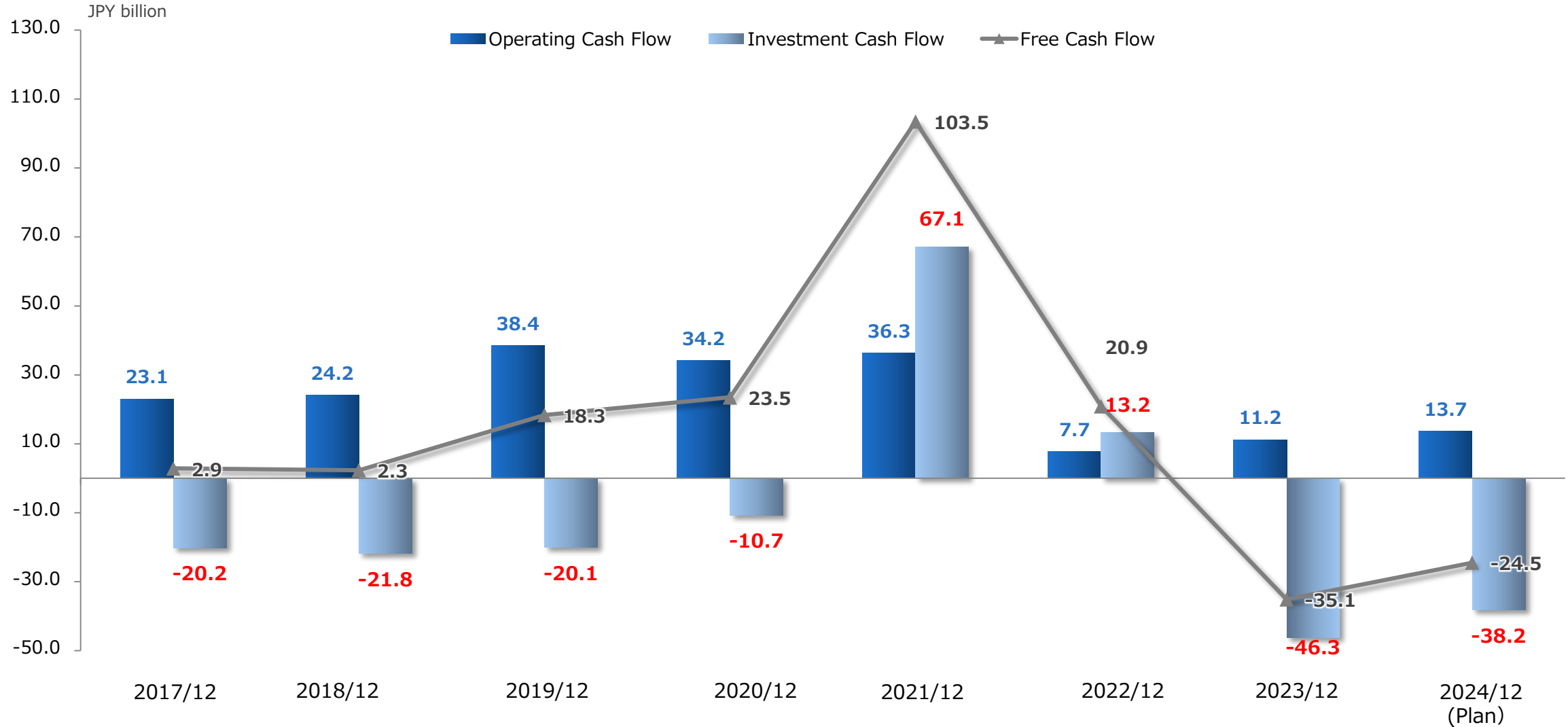
(JPY billion)	FY2022/12 As of December 31, 2022	FY2023/12 As of December 31, 2023	Variation
<b>Assets</b>	459.3	422.0	-37.3
<b>(Cash and cash equivalents)</b>	124.4	77.8	-46.6
<b>(Trade receivable)</b>	79.4	82.8	3.4
<b>(Inventories)</b>	49.2	51.0	1.8
<b>(Assets held for sale)</b>	34.0	0.0	-34.0
<b>(Non-current assets)</b>	163.8	201.2	37.4
<b>Liabilities</b>	196.1	146.1	-49.9
<b>(Borrowings)</b>	20.3	21.6	1.3
<b>(Other non-current financial liabilities)</b>	47.3	0.0	-47.3
<b>(Income taxes payable and Deferred tax liabilities)</b>	15.8	10.1	-5.7
<b>Total equities</b>	263.2	275.9	12.7
<b>(Treasury shares)</b>	-4.6	-3.9	0.7
<b>(Non-controlling interests)</b>	14.5	15.4	0.9
<b>Equity attributable to owners of parent</b>	248.7	260.5	11.8

Ratio of equity attributable to owners of parent :

54.1%

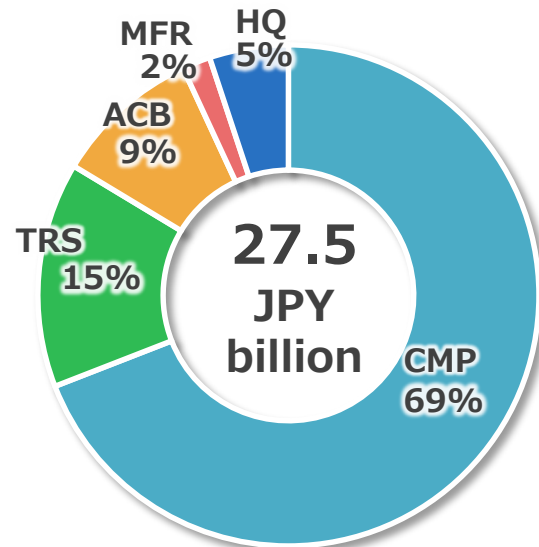
61.7%

■ In 2023 and 2024, free cash flow is negative due to growth investment



(JPY billion)	2017/12	2018/12	2019/12	2020/12	2021/12	2022/12	2023/12	2024/12	2022~24
	Result	Result	Result	Result	Result	Result	Result	Plan	Accumulation
<b>CAPEX</b>	<b>18.8</b>	<b>20.3</b>	<b>16.4</b>	<b>15.1</b>	<b>9.6</b>	<b>18.8</b>	<b>29.7</b>	<b>27.5</b>	<b>76.0</b>
<b>R&amp;D</b>	<b>8.7</b>	<b>10.2</b>	<b>9.9</b>	<b>9.0</b>	<b>9.6</b>	<b>10.9</b>	<b>11.0</b>	<b>14.0</b>	<b>35.9</b>
<b>Depreciation</b>	<b>9.0</b>	<b>10.0</b>	<b>13.1</b>	<b>13.7</b>	<b>13.3</b>	<b>14.5</b>	<b>15.5</b>	<b>15.6</b>	<b>45.6</b>

## CAPEX 2024/12 Plan



### [Major Capital Expenditures]

#### Precision reduction gear:

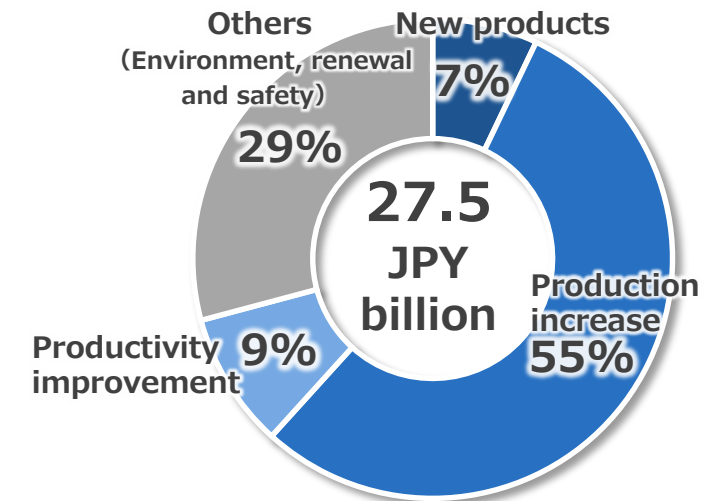
- Investment in Hamamatsu Factory (Building and machines)
- Productivity improvement

#### Hydraulic Equipment:

- Rebuilding the Japan Plant

#### Headquarters:

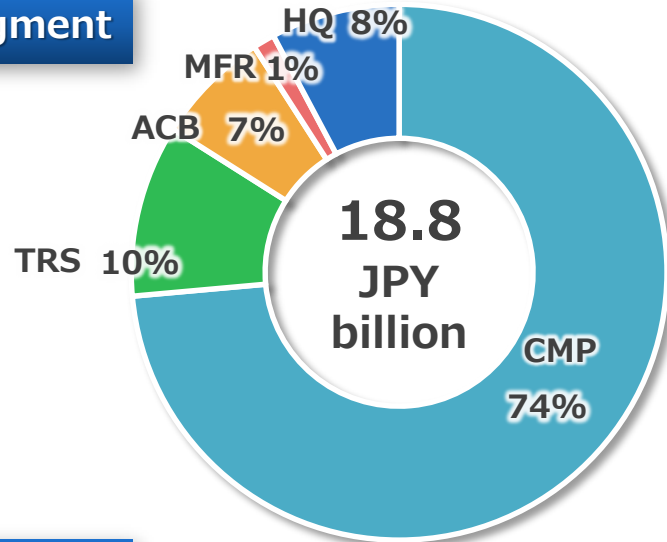
- System renewal expenses
- Other updates



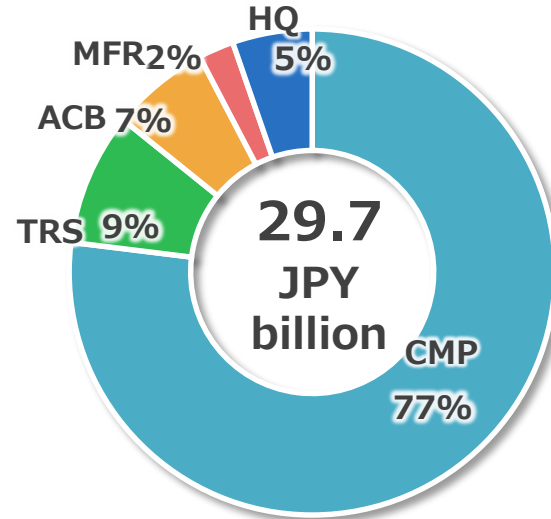
# Breakdown of capital investment

## By segment

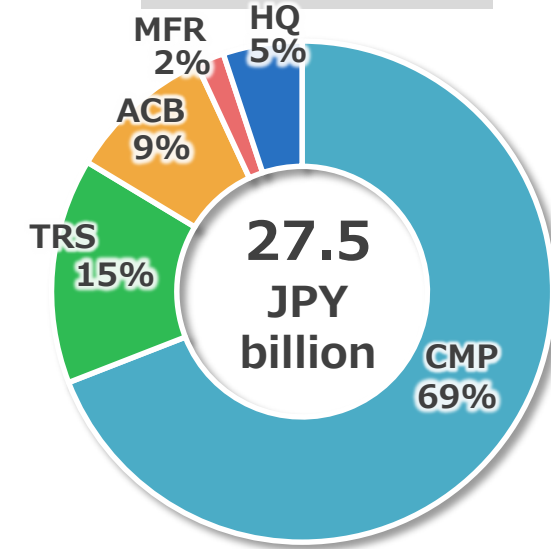
2022/12 Result



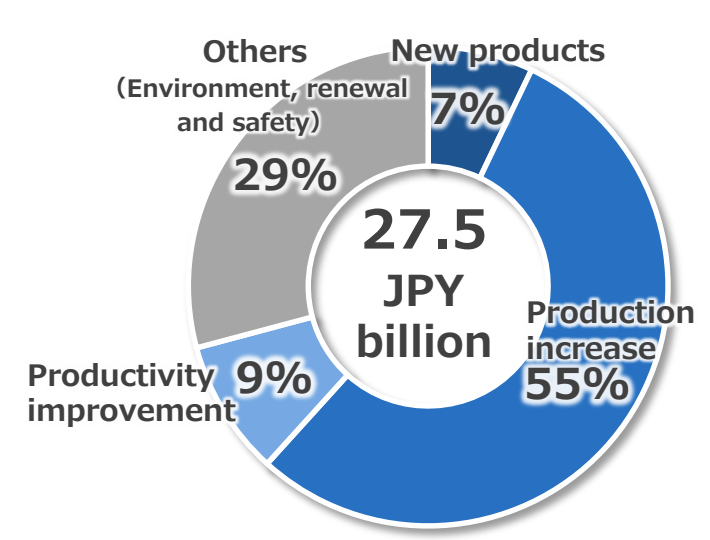
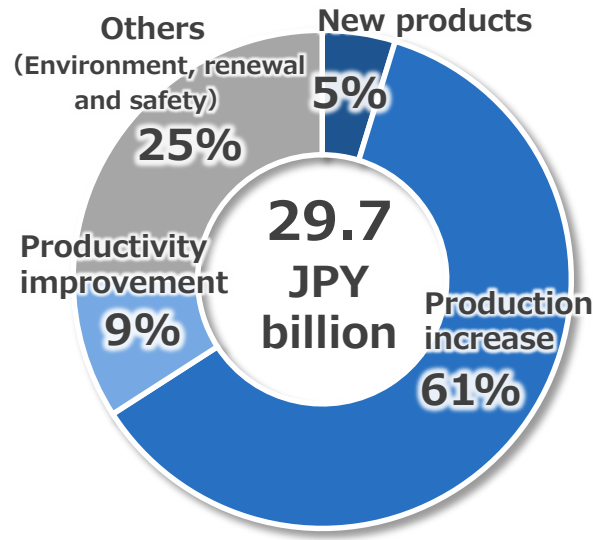
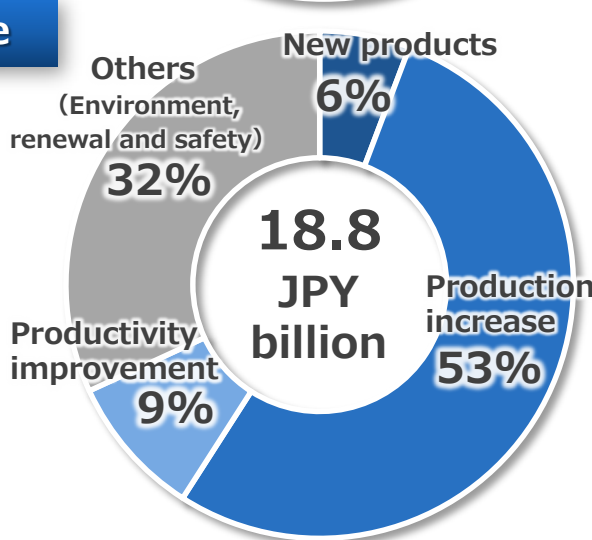
2023/12 Result



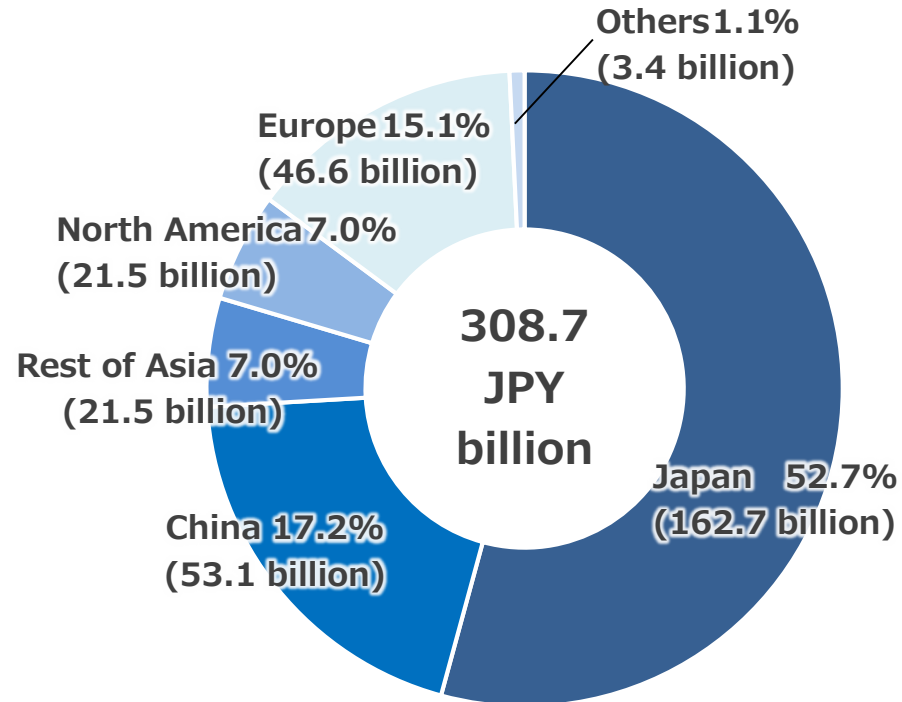
2024/12 Plan



## By usage

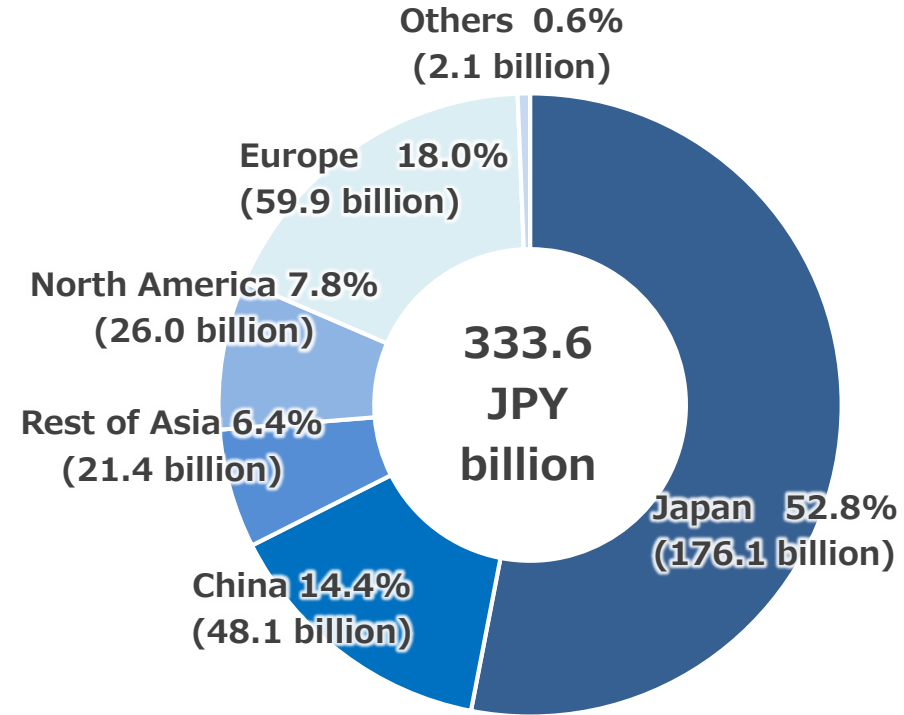


## 2022/12 Results



Overseas sales	146.0 JPY billion
Overseas Sales Ratio	47.3%

## 2023/12 Results



Overseas sales	157.5 JPY billion
Overseas Sales Ratio	47.2%

## ■ Exchange rate

(JPY)	2022/12 Result	2023/12 Result	2024/12 Plan
<b>USD</b>	132.08	141.20	135.00
<b>RMB</b>	19.50	19.91	18.50
<b>EUR</b>	138.52	153.17	150.00
<b>CHF</b>	138.43	157.75	155.00

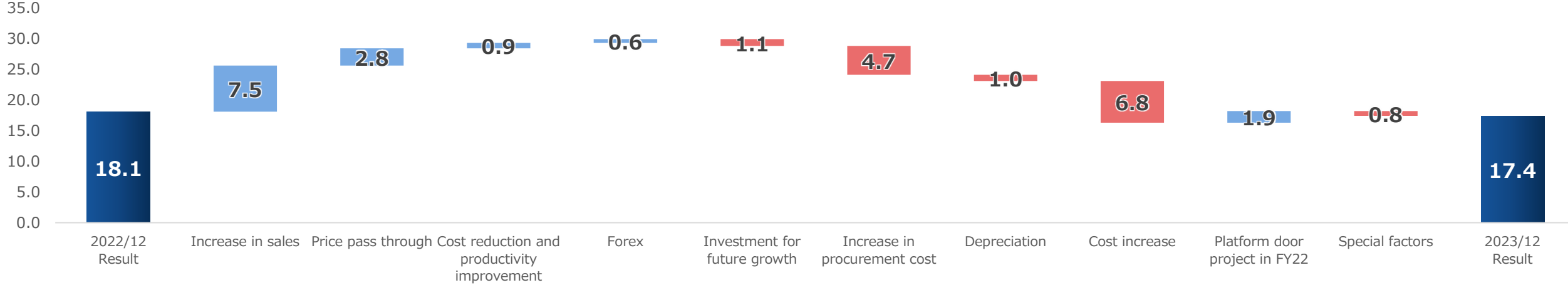
## ■ FOREX sensitivity (This represents the effect to be expected on operating profit if the exchange rate fluctuates by one yen.)

(JPY million)	2023/12 Result		2024/12 Plan	
	Sales	Operating profit	Sales	Operating profit
<b>USD</b>	180	38	227	63
<b>RMB</b>	1,837	minimal	1,651	29
<b>EUR</b>	91	14	90	22
<b>CHF</b>	239	minimal	266	minimal

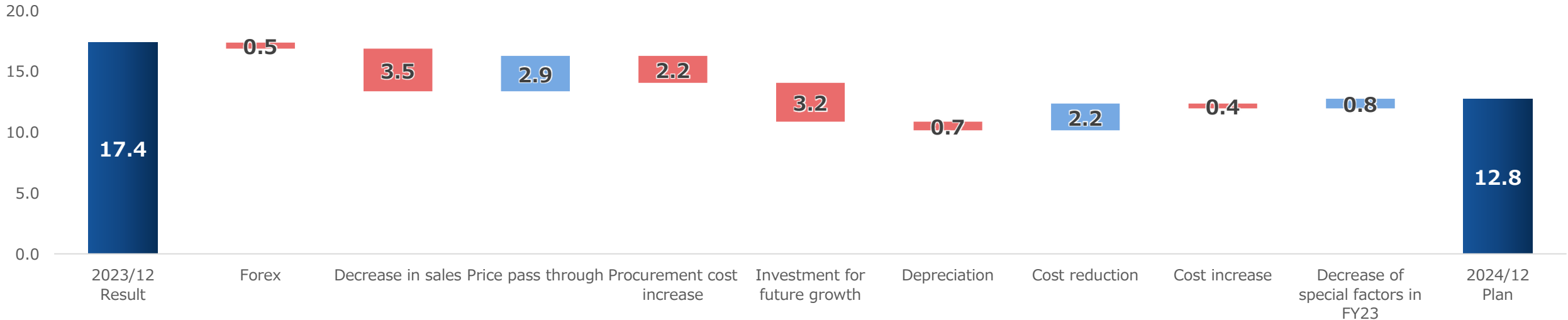


## FY2022→FY2023

JPY billion



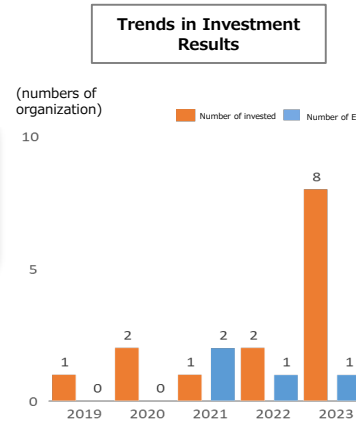
## FY2023→FY2024



## Utilization of CVC

Aiming to evolve into “Leaders in Innovation,” our Vision for 2030, Achieve the following through co-creation with startups

- ① Strengthen existing-business portfolio through Product · Process innovation
- ② Create a new business portfolio centered on our core competencies



## Investment areas and examples

### Upgrading our own business

#### Moving and stopping it with active control

- Monitored by sensor (Artificial Intelligence)
- High-performance battery etc.



### Creating new business

#### Challenge for labor shortage issue (Automation)

- Fully automated delivery system (Wireless power charging and drones)



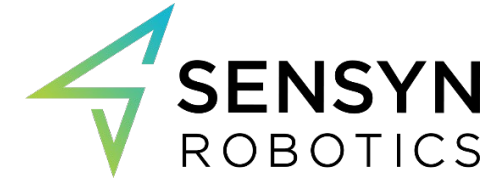
#### Global Warming Prevention (Carbon neutral)

- CCUS\*
- Creation of renewable energy
- Generation of synthetic fuels (e-fuel)



#### Others (Space)

- Monitoring and remote operation using satellite communications
- Space Infrastructure Parts Manufacturing



Provide solutions of digital transformation and enhance preventive maintenance services

Corporate Name

SENSYN ROBOTICS, Inc.

Business overview

- Provides commercial robotics solutions using industrial drones, etc.
- Number of patent applications 101,
- Owned 36 core patent

Synergies to be expected

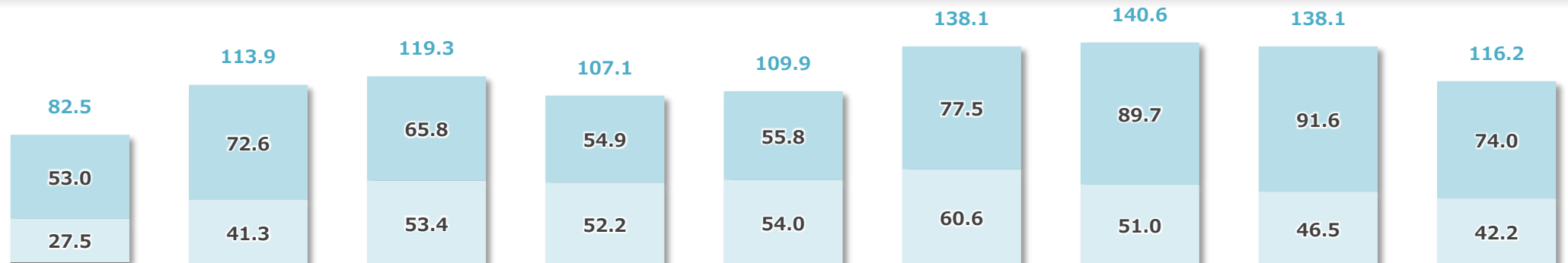
- Integration of our failure prediction solutions and advanced preventive maintenance services
- New business creation with WIBOTIC

\*Carbon dioxide Capture, Utilization and Storage

# Component Solutions Segment (CMP)

Sales (JPY billion)

- Precision Reduction Gears
- Hydraulic Equipment

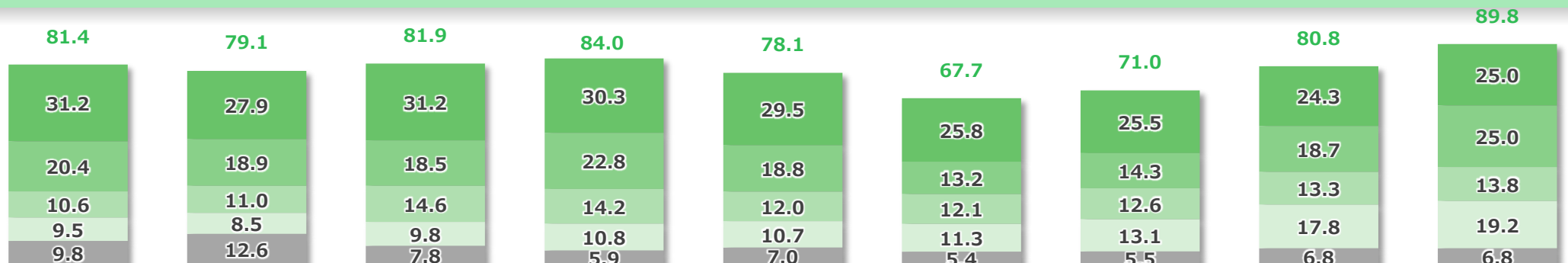


	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Plan
O.P.(JPY billion)	11.2	20.4	20.2	15.9	17.7	22.9	15.9	10.4	3.3
(OPM)	13.6%	17.9%	16.9%	14.8%	16.1%	16.6%	11.3%	7.5%	2.8%

# Transport Solutions Segment (TRS)

Sales (JPY billion)

- Railroad Vehicle Equipment
- Aircraft Equipment
- Commercial Vehicle Equipment
- Marine Vessel Equipment
- Others

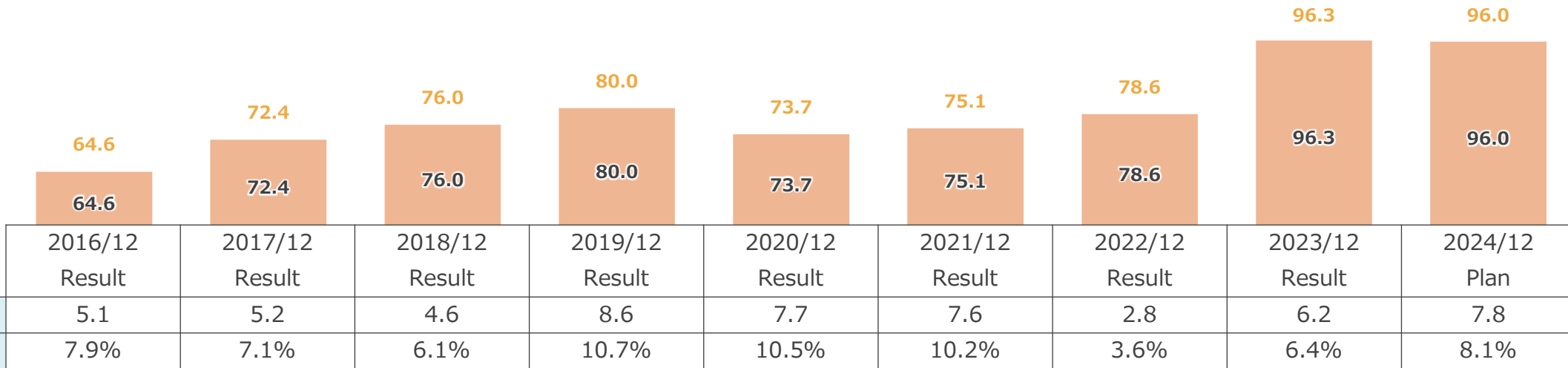


	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Plan
O.P.(JPY billion)	13.3	8.4	2.0	5.8	3.3	5.6	6.7	7.8	11.5
(OPM)	16.3%	10.6%	2.5%	6.9%	4.3%	8.3%	9.5%	9.7%	12.8%

# Accessibility Solution Segment (ACB)

Sales (JPY billion)

■ Automatic Doors

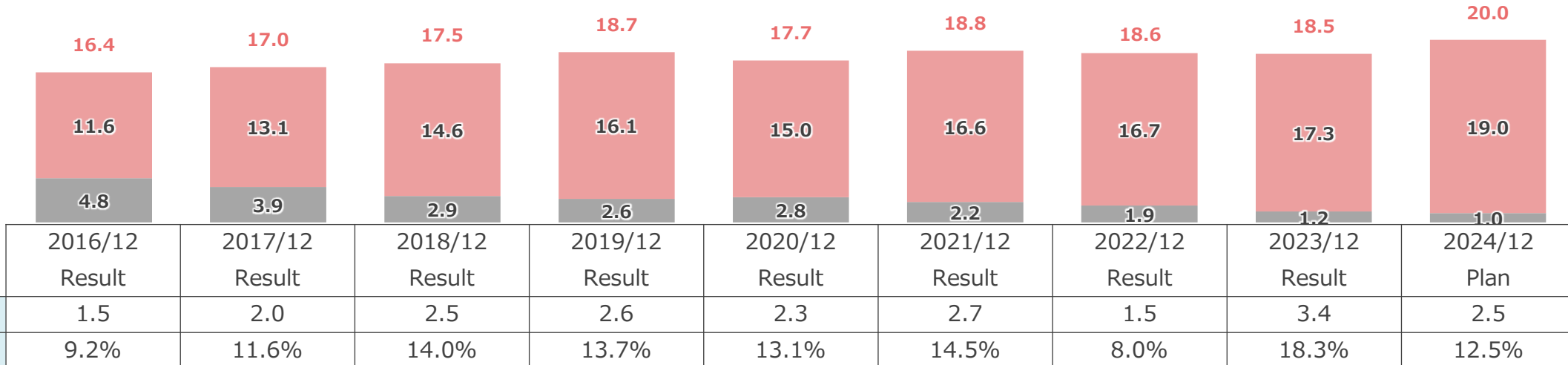


# Manufacturing Solutions Segment (MFR)

Sales (JPY billion)

■ Packaging Machines

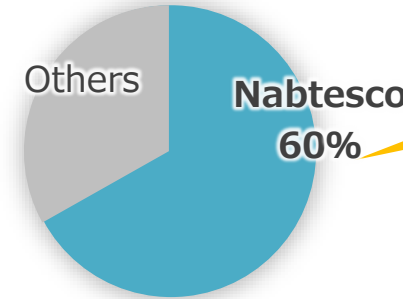
■ Others



The market share is estimated by Nabtesco

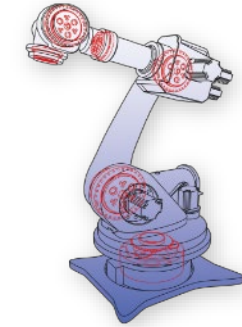
## Precision Reduction Gears

- Joints of Medium and Large Size Industrial Robots



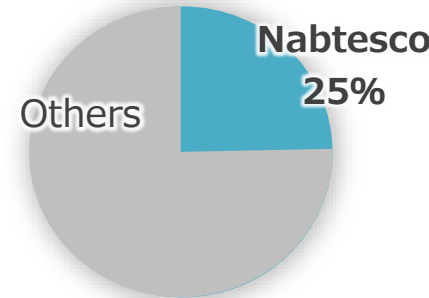
**No.1**

Approx. **60%**  
world market share

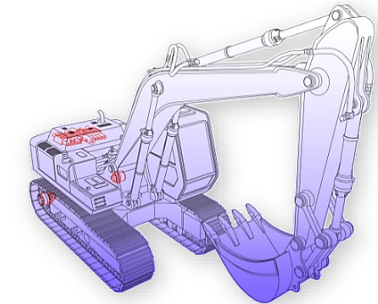


## Hydraulic Equipment

- Traveling Units for Hydraulic Excavators



Approx. **25%**  
world market share



## 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)

The market share is estimated by Nabtesco

## Railroad Vehicle Equipment

### ■ Brake Systems



No.1

Approx. **50%** Domestic Market Share

### ■ Door Operating Systems



No.1

Approx. **60%** Domestic Market Share



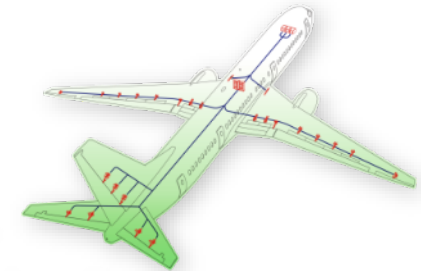
## Aircraft Equipment

### ■ Flight Control Actuation Systems (FCA)



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

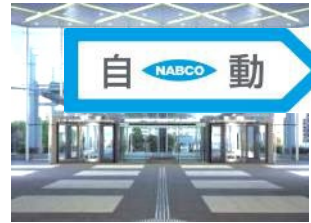
Japan Engine Corporation, KHI, Makita Corporation, Hitachi Zosen Marine Engine Co., Ltd., Mitsui Engineering & Shipbuilding, Hyundai Heavy Industries (Korea), Hudong Heavy Machinery (China), HSD Engine Co., Ltd. (Korea)

# Main Products: Accessibility Solution Segment (ACB)

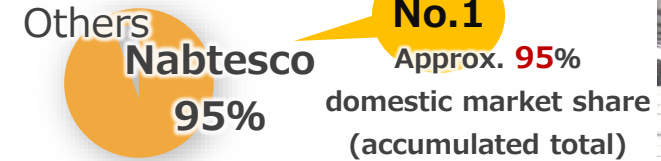
The market share is estimated by Nabtesco

## Automatic Doors

### ■ Automatic Doors



### ■ Platform Screen Doors



## 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.*

