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To Whom It May Concern:

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Nabtesco Announced a New Long-term Vision

In 2005, Nabtesco formulated its long-term vision for fiscal 2014 with a view to clearly show the management targets and aspirations for that fiscal year. However, the company has discontinued implementation of this vision three years earlier than the scheduled completion date and formulated a new long-term vision to demonstrate its aspirations for fiscal 2020. Based on this new vision, Nabtesco will respond flexibly to changes in the business environment that have occurred since the collapse of Lehman Brothers, thereby achieving further growth. The former and new vision are outlined below.

■ The Past Long-term Vision : Status on Fiscal 2014

“Global company group growing with society”

~ Challenge, Creation and Progress to the higher stage ~

	Mid-term plan for FY2013	FY2014 Targets
Sales	240 billion yen	260 billion yen
Operating profit	31.3 billion yen	36 billion yen
Operating profit margin	13.0%	—
ROE	17.0%	15% or higher

In line with this vision, the company has been successfully developing its business globally and has nearly achieved the vision's targets.

■ The New Long-term Vision : Status on Fiscal 2020

“Global Partner with Best Solutions”

- Continue to provide society with new innovative solutions (products, services and business models)
- Pursue excellence through continuous technological innovation, thereby enhancing rapport and trust with customers
- Value open communication and creative thinking regardless of language and cultural differences
- Encourage each employee to proactively take on challenges from the slogan, “Enjoy the Challenge.”

■ Targeted Financial Figures

	FY2011 Results	Medium-term plan for FY2013	Targets for FY2020
Sales	198. 5 billion yen	240 billion yen	400 billion yen
Operating profit	22.8 billion yen	31.3 billion yen	60 billion yen
Operating profit margin	11.5%	13.0%	15%
ROA	7.6%	9.5%	11%
ROE	15.6%	17.0%	18%

Note : Information provided in this document is based on various assumptions as Nabtesco does not guarantee the implementation of stated future plans, numerical targets or measures described herein.