



Securities code: 6268

Realization of Continuous Growth

President & CEO Kazuaki KOTANI

Nabtesco Corporation

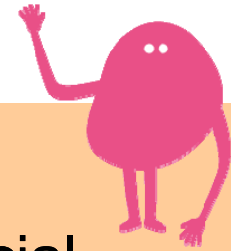
The forecast data presented herein reflects assumed results based on conditions that are subject to change.

Nabtesco Corporation does not make representations as to, or warrant, in whole or in part, the attainment or realization of any of the forecasted results presented in this document.

March, 2014

Agenda

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- I. Transition and Long-term Vision of Main Financial Figures
- II. 3 Pillars towards the Achievement of Long-term Vision
- III. Concrete Measures
- IV. Main Businesses and Essentials for Growth

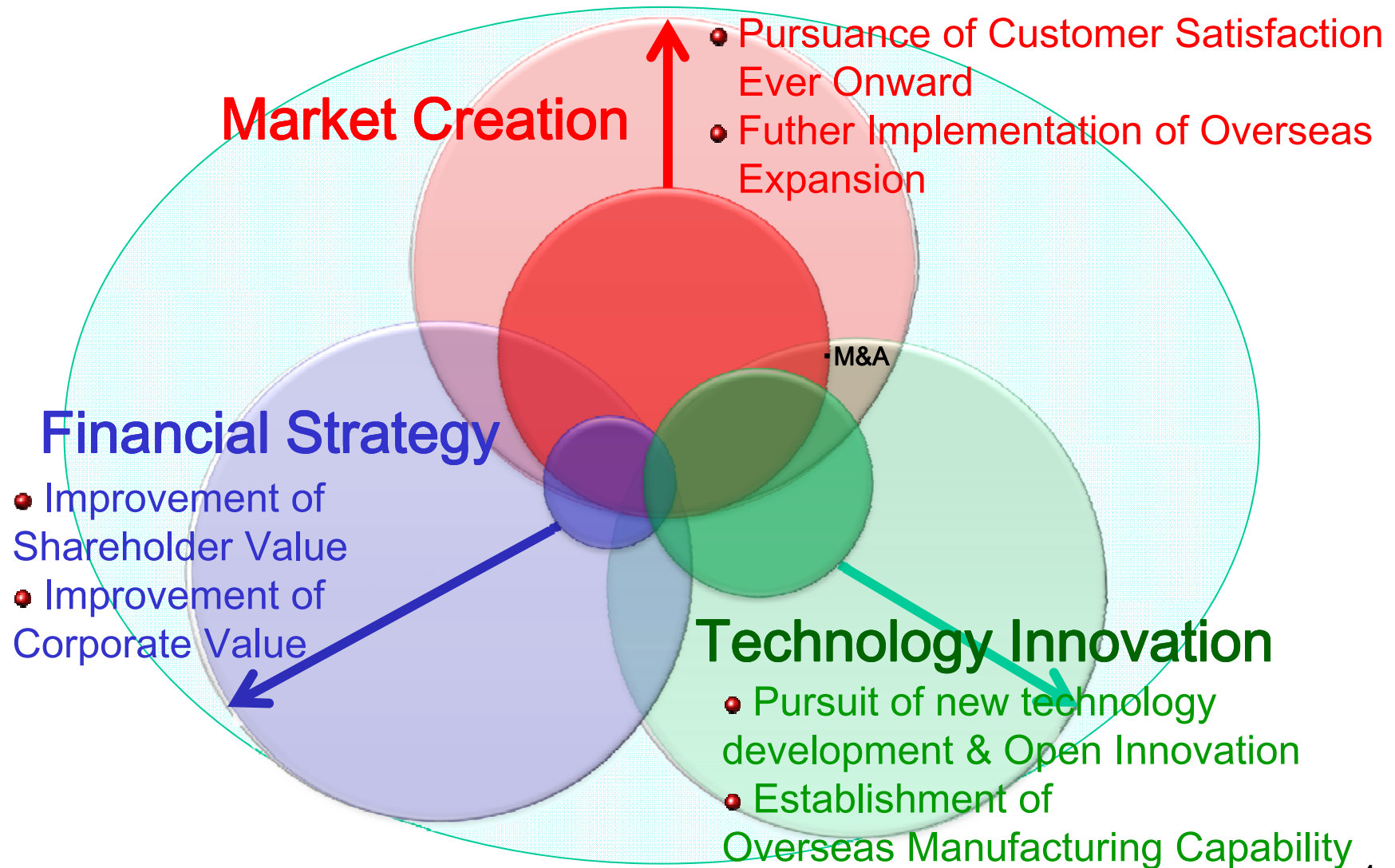
Transition and Long-term Vision of Main Financial Figures



(JPY billion)	2010/3 <result>	2011/3 <result>	2012/3 <result>	2013/3 <result>	2014/3 <forecast>	2021/3 <long-term vision>* Announced in May, 2012
Sales	126.2	169.3	198.5	179.5	198.9	400.0
O.P.	7.9	20.2	22.8	15.0	18.5	60.0
O.P. margin	6.3%	11.9%	11.5%	8.4%	9.3%	15.0%
Net profit	4.0	13.3	14.7	13.2	13.9	-
ROA	2.7%	8.1%	7.6%	6.5%	6.4%	11.0%
ROE	5.2%	15.8%	15.6%	12.5%	12.3%	18.0%
Equity Ratio	53.1%	49.9%	47.6%	56.2%	-	-
Net D/E ratio	-0.2	-0.41	-0.19	-0.21	-	-
Free cash flow	8.7	23.5	-12.3	-7.0	16.3	-
Payout ratio	28.4%	23.6%	29.1%	32.5%	34.9%	30% being maintained

Three Pillars towards the Achievement of Long-term Vision:
Pursuing Business Expansion with Profit

Nabtesco



Concrete Measures

Market Creation



Expansion of value-added products as a partner with safety, comfort and a sense of security in daily life with best solution

e.g. From component production to system integration

Further implementation of **overseas expansion**

e.g. Entry into European market with Railroad Vehicle Business

e.g. Development of Indian market with Commercial Vehicle Business

Establishment and enhancement of MRO* business
in promising markets

Penetration of “Nabtesco”

Concrete Measures

Technology Innovation



Promoting internal R&D and collaboration in order to speedily offer products which response to cutomers' demands

e.g. Collaboration laboratory with University of Washington and Technical University of Denmark

Evolution of **'local production for local consumption'** through establishment of the global production system

e.g. Promotion of local pocurement and local employment etc.

Modernization of domestic production bases

e.g. Black box, promotion of automation, enhancement of efforts towards CDP*

Concrete Measures

Financial Strategy



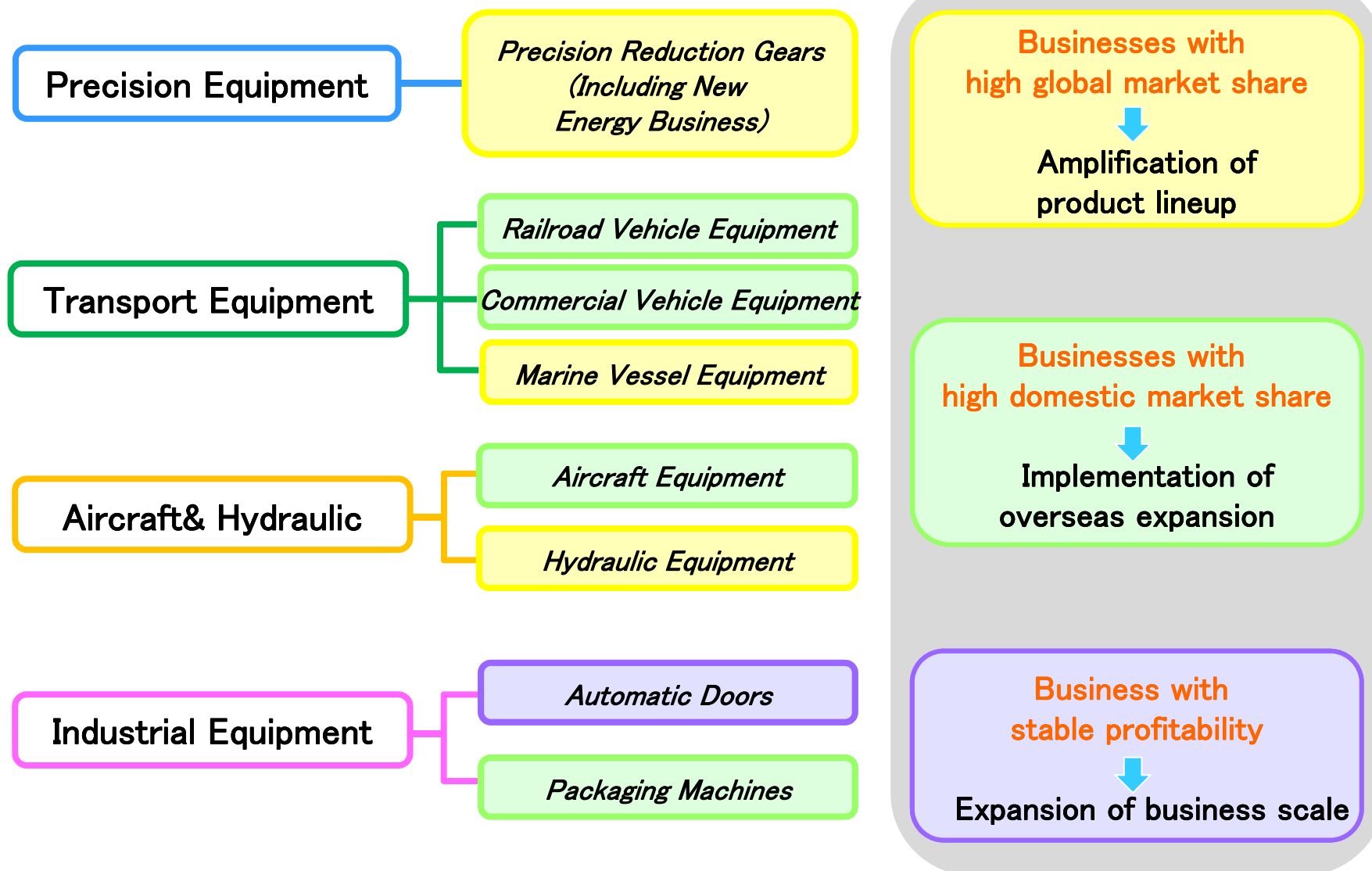
Utilization of cash in stock
Basically no implementation of equity finance
(focusing on bank loans)

Utilization of financial leverage
Actively conducting strategic investments while sustaining
credit rating A(JCRA)

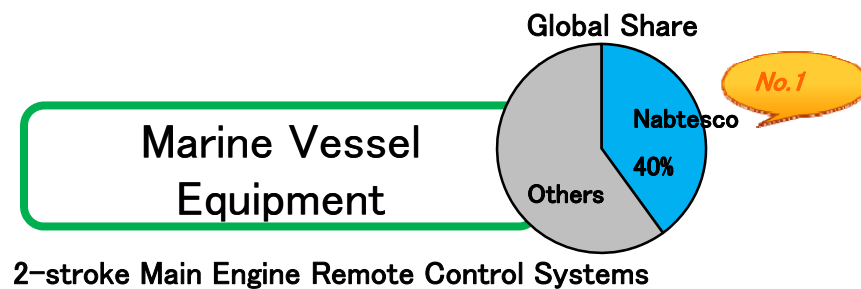
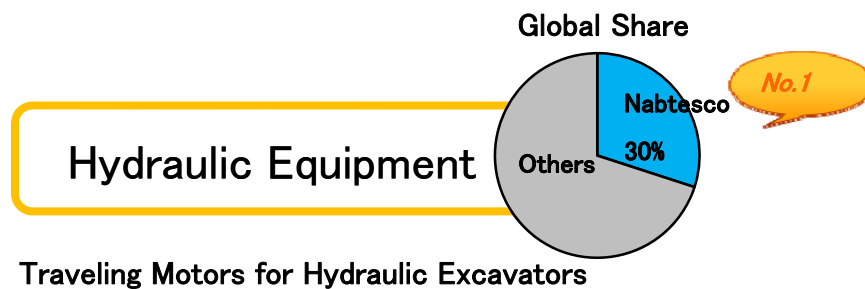
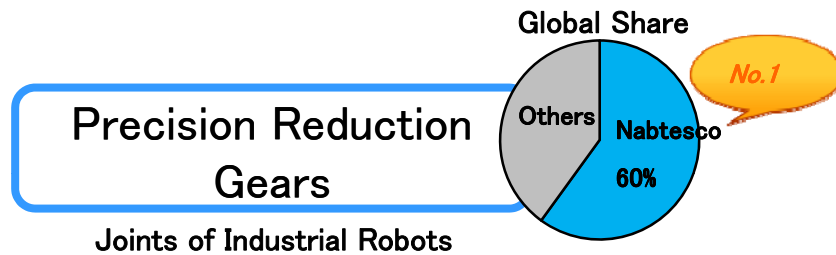
**Shareholder return: maintaining dividend payout
ratio as 30%, stable dividend policy**

Main Businesses and Essentials for Growth

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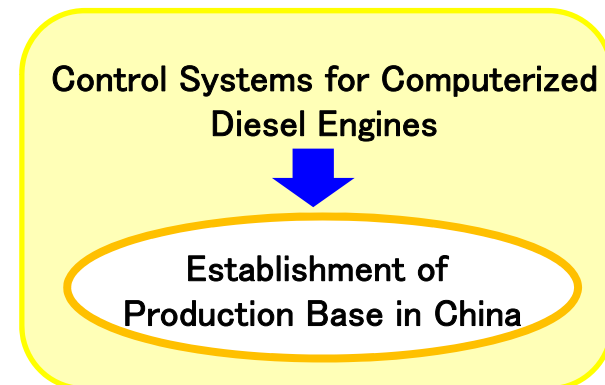
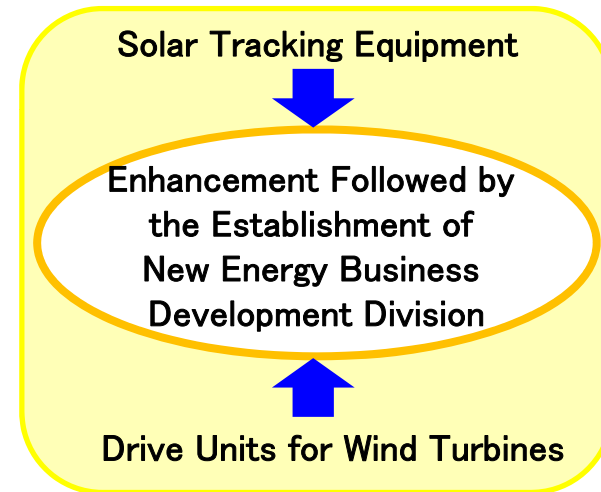


Businesses with High Global Market Share

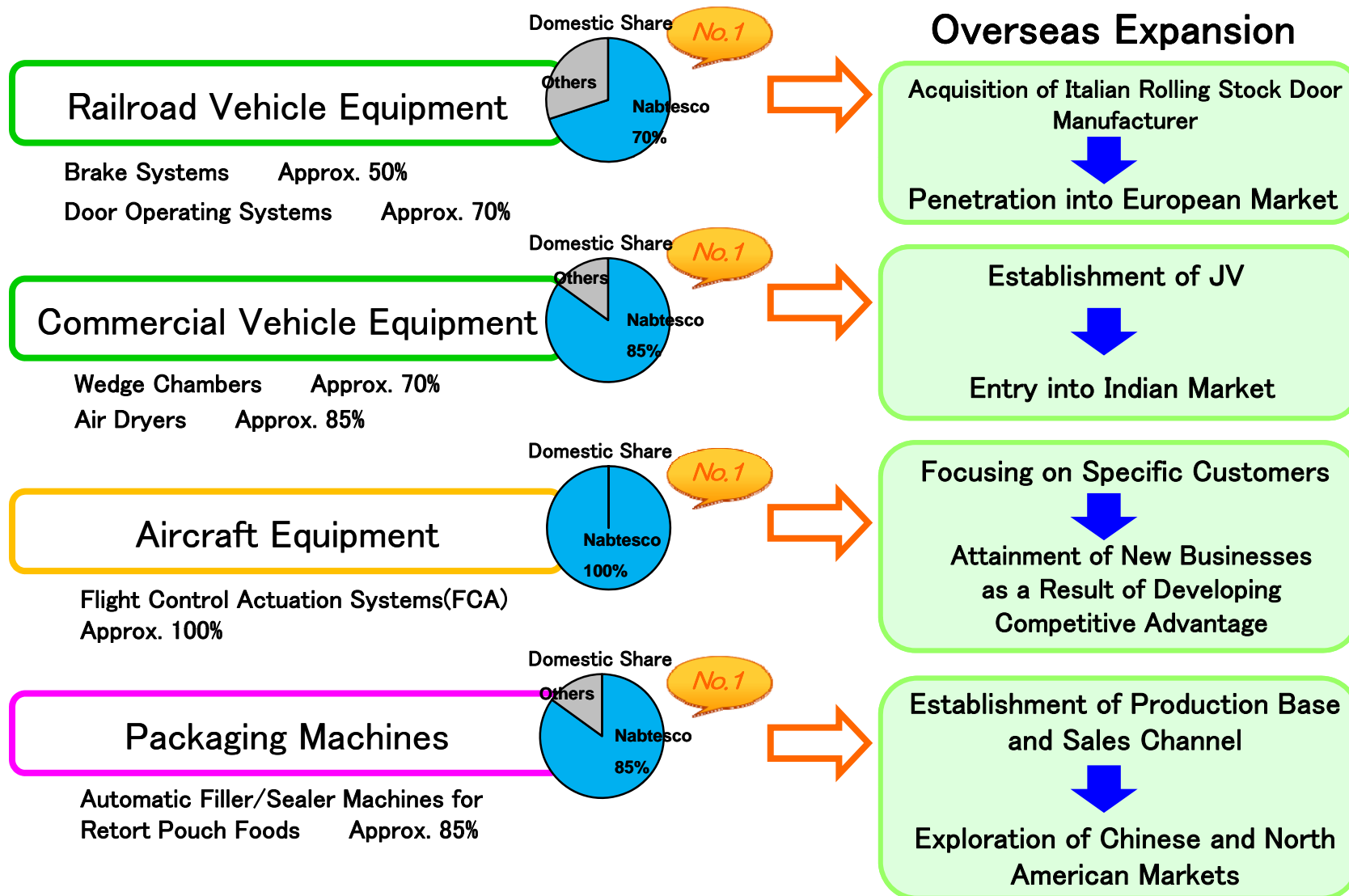


Nabtesco

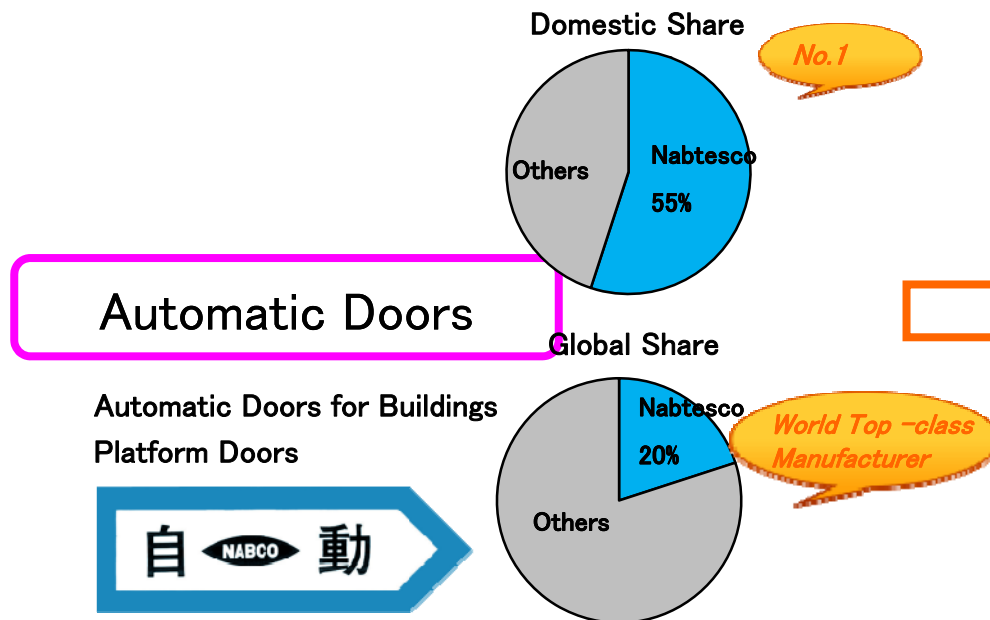
Amplification of Product Lineup



Businesses with High Domestic Market Share



Business with Stable Profitability (Cash Cow)

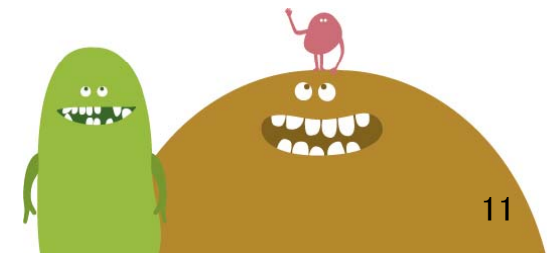


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Expansion of Business Scale

- ✓ Acquisition of Door Manufacturer in Switzerland
- ✓ Strengthening of Relationship with Domestic and Overseas Sales Channels

Market Accession



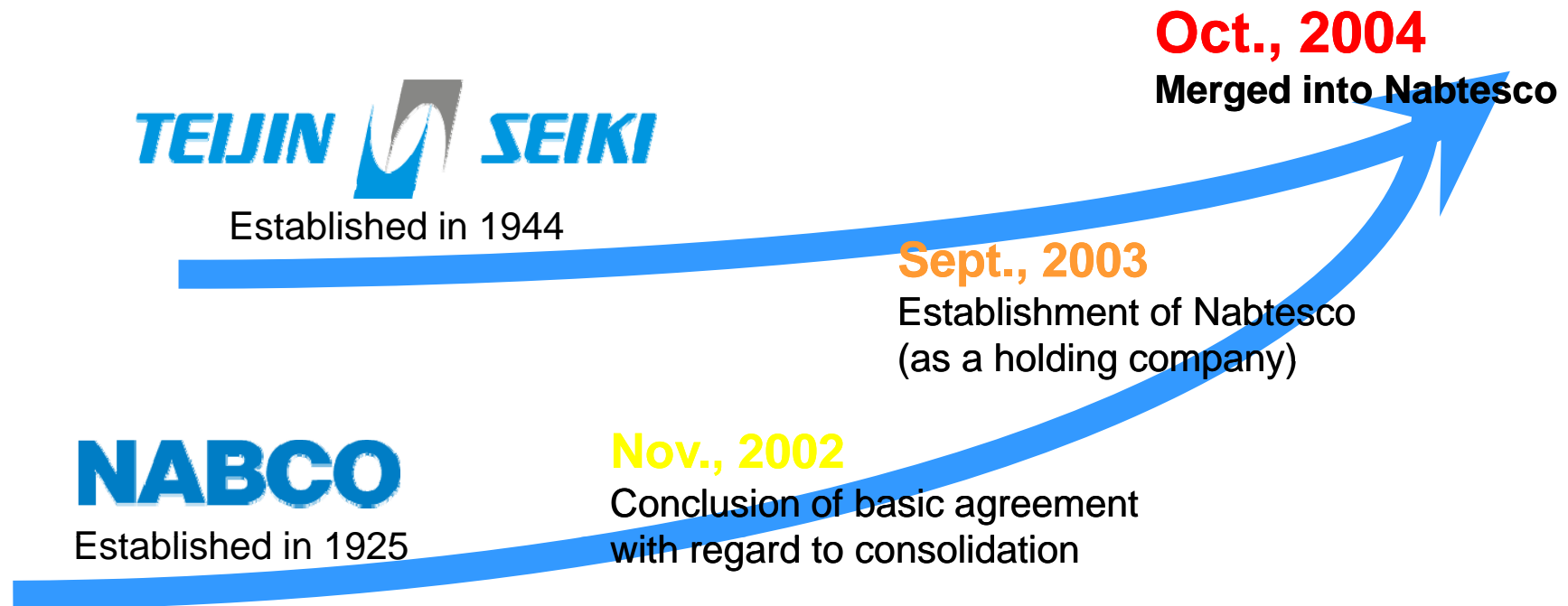
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moving it. stopping it.

Appendix



Steps in the Consolidation

Nabtesco



Company Overview



- Company Name Nabtesco Corporation
- Established September 29, 2003
- Address 7-9, Hirakawacho 2-chome, Chiyoda-ku,
Tokyo 102-0093, Japan
- Capital 10 billion yen
- Representatives President & CEO: Kazuaki KOTANI
- Employees* Non-consolidated 2,080, Consolidated 5,257
- Consolidated subsidiaries*
 - Japan: 11 (other 6 equity-method affiliates)
 - International: 35 (other 4 equity-method affiliates)

(*as of September 2013)

Main Products: Precision Equipment

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Precision Reduction Gears

Joints of Industrial Robots



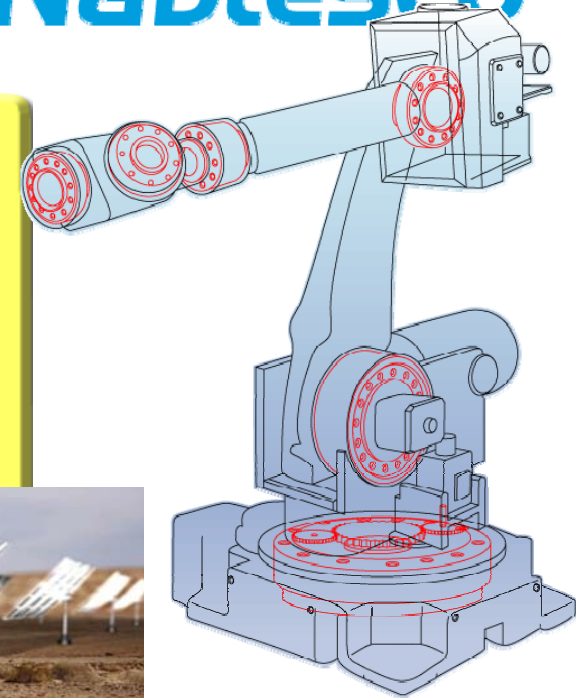
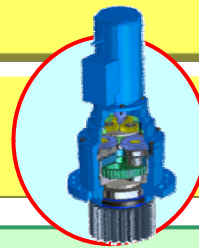
Machine Tool ATCs

(ATC = Automatic Tool Changer)



Solar Tracking Equipment

Drive Units for Wind Turbines



Main Customers

Precision Reduction Gears

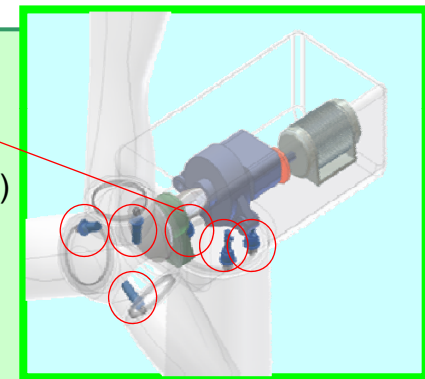
Industrial Robots: Fanuc, Yaskawa Electric, KUKA Roboter (Germany), ABB Robotics (Sweden)

Machine Tools: Yamazaki Mazak, Okuma, DMG Mori Seiki

New Energy Business

Solar Tracking Equipment: Cobra Thermosolar Plant (Spain)

Drive Units for Wind Turbines: MHI, Others

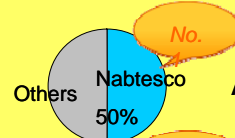


Main Products: Transport Equipment

Nabtesco

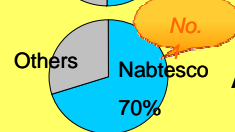
Railroad vehicles

Brake Systems



Approx. 50% domestic market share

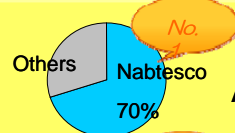
Door Operating Systems



Approx. 70% domestic market share

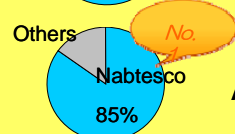
Commercial vehicles

Wedge Chambers



Approx. 70% domestic market share

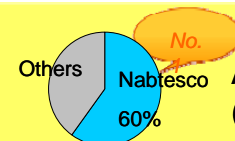
Air Dryers



Approx. 85% domestic market share

Marine vessels

2-stroke Main Engine Control Systems



Approx. 60% domestic market share
(Approx. 40% world market share)

Main Customers

Railroad Vehicle Equipment : JR companies, Private railway companies, KHI, Bullet train and subway projects in China, etc.

Commercial Vehicle Equipment: Hino, Mitsubishi Fuso Truck & Bus, Isuzu, UD Trucks

Marine Vessels Equipment : KHI, Mitsui Engineering & Shipbuilding, Hitachi Zosen, MHI, Diesel United, Hyundai Heavy Industries (Korea), MAN Diesel (Denmark)

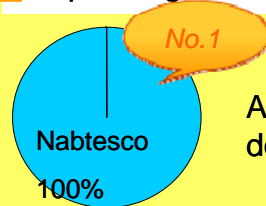
Main Products:

Aircraft & Hydraulic Equipment

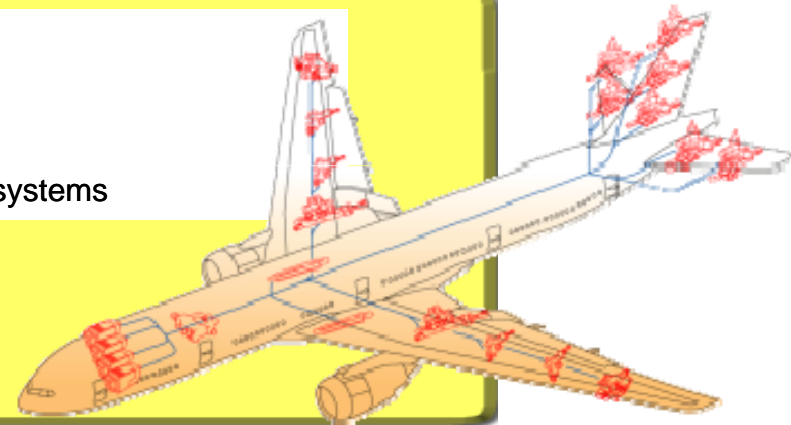
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Flight Control Actuation Systems (FCA)

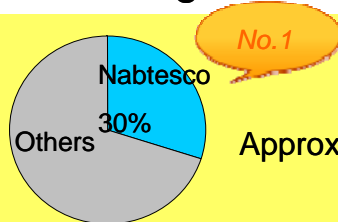
- One of the four major world players of FCA manufacturing (major FCA supplier to Boeing Company)
- Expanding business into engine accessories and power supply systems



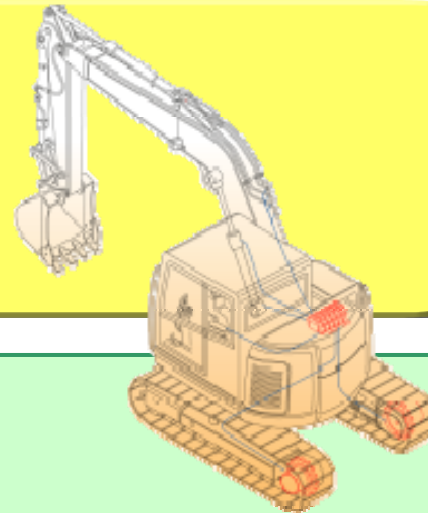
Approx. 100% market share for domestically-produced aircrafts



Traveling Motors for hydraulic excavators



Approx. 30% world market share



Main Customers

Aircraft Equipment

Boeing, KHI, IHI, MHI, Japanese Ministry of Defense, Airlines

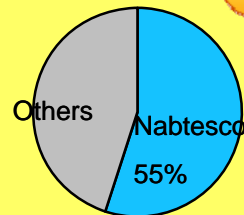
Hydraulic Equipment

Traveling Motors: (Japan) Komatsu, Kobelco Construction Machinery, Sumitomo Construction Machinery Manufacturing, (China) Xugong Excavator, Sany, Liu Gong, Zoomlion

Main Products: Industrial Equipment

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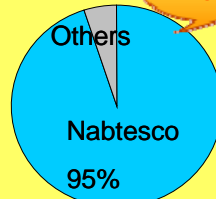
Automatic doors



No.1

Approx. 50% domestic market share for building automatic doors (top share in the world)

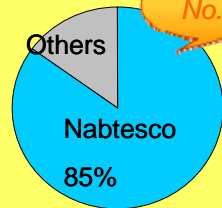
Platform Screen Doors



No.1

Approx. 95% domestic market share (accumulated total)

Packaging Machines



No.1

Approx. 85% domestic market share for automatic filler/sealer machines for retort pouch foods



Main Customers

Automatic Doors

Automatic Doors for Buildings: Major general contractors, sash manufactures, hospitals, banks, public institutions, etc.

Platform Doors: Subway projects in France, subway projects in China

Packaging Machines

Mitsui Sugar, Ajinomoto, Marudai Food, ARIAKE JAPAN, KENKO Mayonnaise, P&G, Kao, Lion, Mars (France), food companies in China, beverage companies in US

Forecast for FY2014/3 Consolidated Results

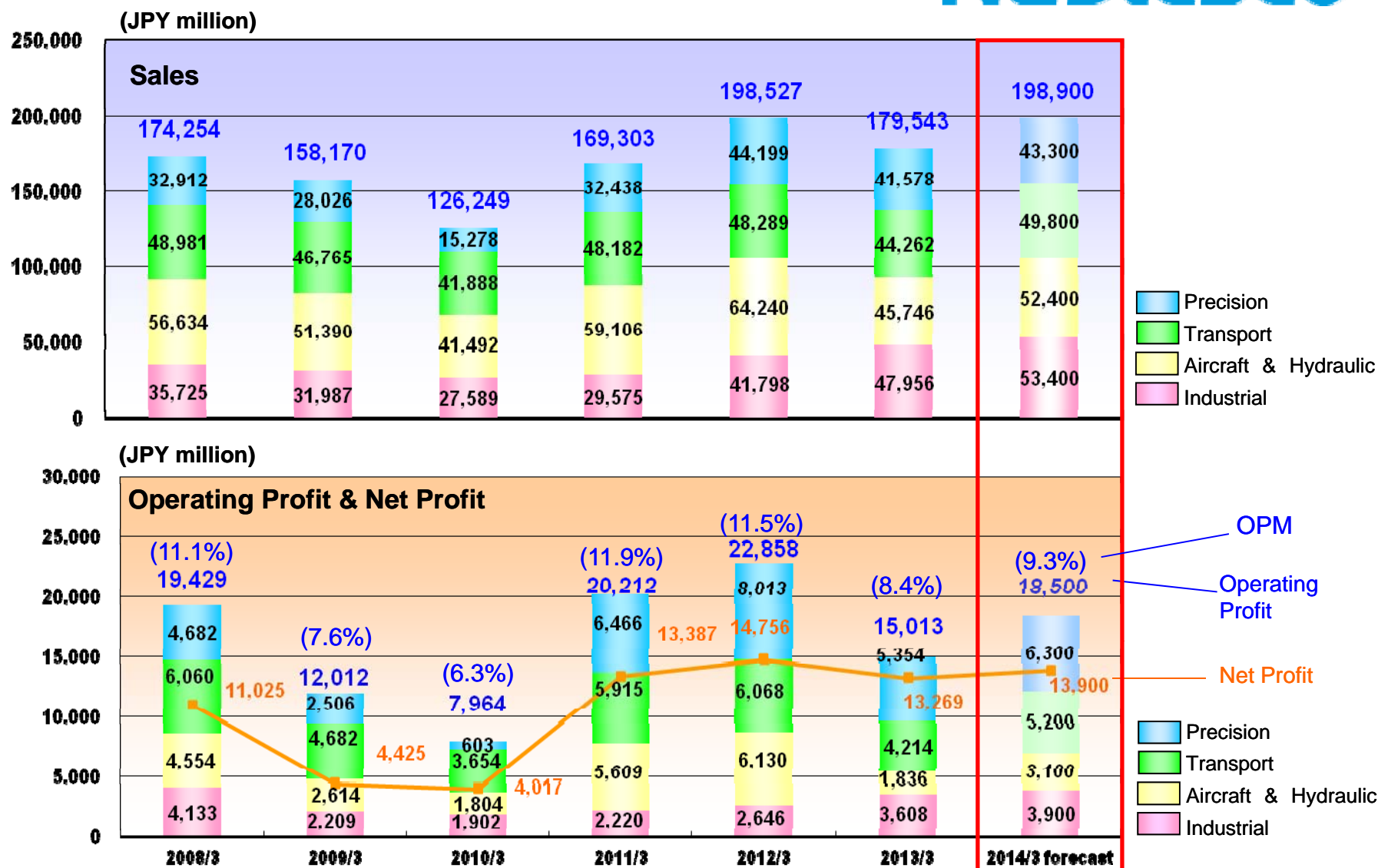


(JPY million)	2013/3			2014/3			
	H1 result	H2 result	Full-year result	Full-year (previous forecast)	H1 result	H2 forecast	Full-year forecast
Sales (year-on-year)	90,666 (-7.2%)	88,876 (-11.9%)	179,543 (-9.6%)	201,000 (+12.0%)	93,458 (+3.1%)	105,442 (+18.6%)	198,900 (+10.8%)
Operating profit (year-on-year)	7,595 (-37.9%)	7,418 (-30.2%)	15,013 (-34.3%)	22,000 (+46.5%)	7,938 (+4.5%)	10,562 (+42.4%)	18,500 (+23.2%)
Operating profit margin	8.4%	8.3%	8.4%	10.9%	8.5%	10.0%	9.3%
Ordinary profit (year-on-year)	8,470 (-35.8%)	9,419 (-17.8%)	17,890 (-27.4%)	25,100 (+40.3%)	9,673 (+14.2%)	12,427 (+31.9%)	22,100 (+23.5%)
Net profit (year-on-year)	6,513 (-22.0%)	6,756 (+5.5%)	13,269 (-10.1%)	15,900 (+19.8%)	5,037 (-22.7%)	8,863 (+31.3%)	13,900 (+4.7%)
ROA	FOREX effect 13/3 full year (result) US\$1=¥80.1 RMB1=¥12.7 EUR1=¥103.5 CHF1=¥85.9		6.5%	FOREX effect 14/3 H2 (premise) US\$1=¥97 RMB1=¥15.60 EUR1=¥127 CHF1=¥104		6.4%	
ROE			12.5%			12.3%	
Dividend per share(yen)	18	16	34	38 (forecast)	18	20(forecast)	38(forecast)
Dividend payout ratio			32.5%	30.3% (forecast)			34.9% (forecast)

FOREX sensitivity in O. P. of 2014/3 (full-year forecast);
 (US\$):JPY 111 million, (RMB): JPY 36 million, (EUR): minimal, (CHF): minimal

Transition of Consolidated Annual Results and Forecasts by Business Segment

Nabtesco



※Due to establishment of the New Energy Business Development Division in April 2013, the sales of drive units for wind turbine generators were transferred from the Aircraft & Hydraulic Segment to the Precision Equipment Segment from 2014/3.