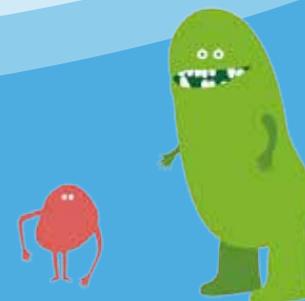
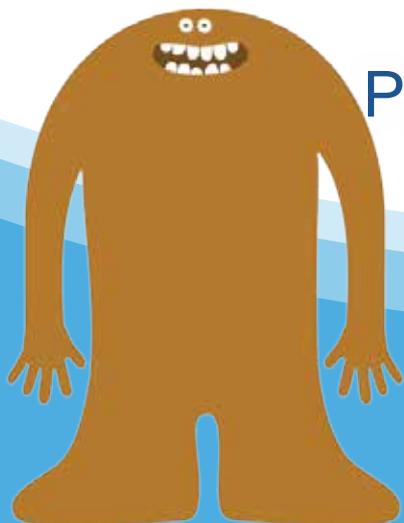


# Sustainable Growth with Profitability

Nabtesco Corporation  
President & CEO Kazuaki KOTANI



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. Numerical figures presented herein are rounded down to the nearest whole unit for monetary value and rounded off to one decimal place for percentage.

1. Results for FY2015/12

2. Forecast for FY2016/12

3. Analysis for Midterm Growth



# 1. Results for FY2015/12



# Change of the Closing Date

Changed the closing date from March 31<sup>st</sup> to December 31<sup>st</sup> for FY2015/12 onwards

FY2015/3

	2014												2015		
	Jan.	Feb.	Mar.	April	May	June	July	August	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Nabtesco and domestic subsidiaries				Q1			Q2			Q3			Q4		
Overseas subsidiaries				Q1			Q2			Q3			Q4		

**Full-year** : 12-month period for both domestic and overseas companies

FY2015/12

('TANSHIN' *Basis)	2015											
	Jan.	Feb.	Mar.	April	May	June	July	August	Sep.	Oct.	Nov.	Dec.
Nabtesco and domestic subsidiaries				Q1			Q2			Q3		
Overseas subsidiaries				Q1			Q2			Q3		

**Full-year** : 9-month period (April 1, 2015 to December 31, 2015) for domestic companies, 12-month period for overseas companies

# FY2015/12 Consolidated Results

Dividend per share remained unchanged while FY2015/12 results were below the initial targets due to the slowdown in Chinese demand

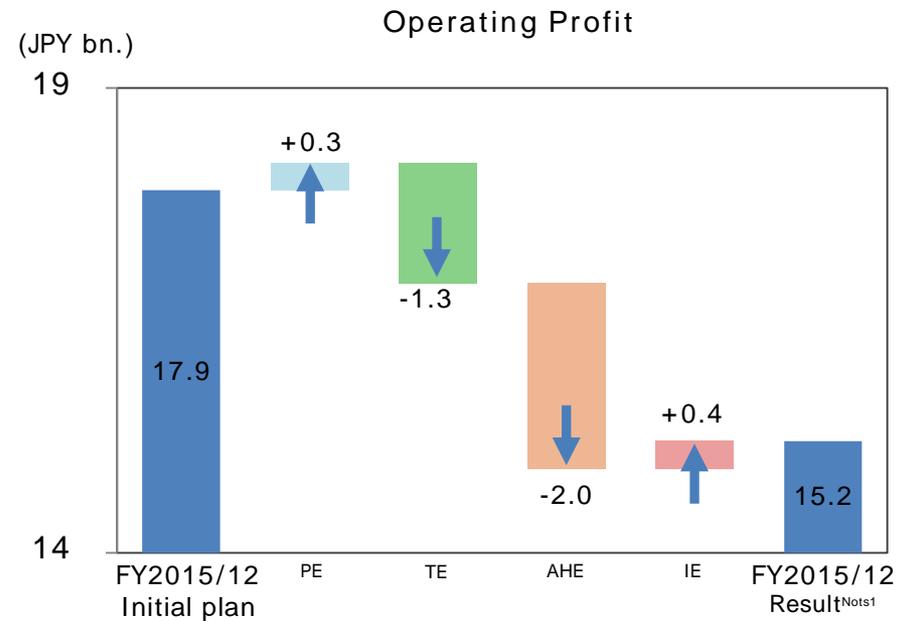
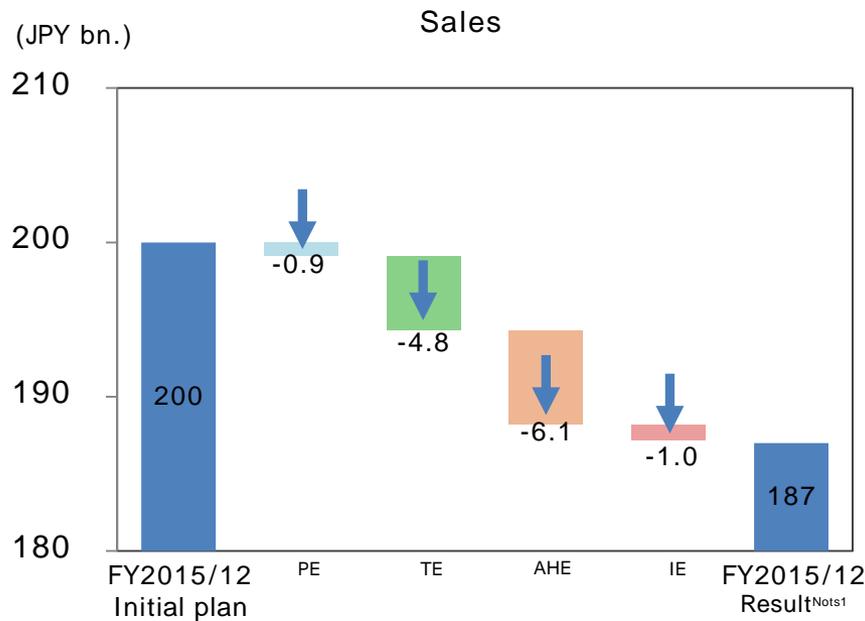
(JPY million)	2015/12 Result (A) Nabtesco and domestic subsidiaries (9M) Overseas subsidiaries (12M)	2015/12 Full-year initial plan As of May 2015 (B)	Variation (A-B)	Progress (A/B)
Sales	187,000	200,000	-13,000	93.5%
Operating profit	15,294	17,900	-2,606	85.4%
(O. P. Margin)	8.2%	9.0%	-0.8pt	-
Non-operating profit and loss	1,124	-	-	-
Ordinary profit	16,418	19,700	-3,282	83.3%
Extraordinary profit and loss	-1,060	-	-	-
Profit before taxes	15,358	-	-	-
Net profit *	11,059	13,400	-2,341	82.5%
Net profit per share (Yen)	88.85	105.88	-	-
FOREX rate	US\$1 = ¥121.03 RMB1 = ¥19.37	US\$1 = ¥115.00 RMB1 = ¥18.50	-	-
Dividend per share (Yen)	44 (Plan)	44 (Plan)	±0	100%

Reference : FY2015/3 Net profit per share ¥140.24

\*Net Profit = Net income attributable to parent company shareholders

# FY2015/12 Result vs. Initial Plan

Sales and O.P. declined due to demand decrease in China both in hydraulic equipment and railroad equipment businesses



Structural reform of hydraulic equipment business in response to the sluggish construction machinery demand in China

Integration of Chinese production bases (2 plants into 1 plant)

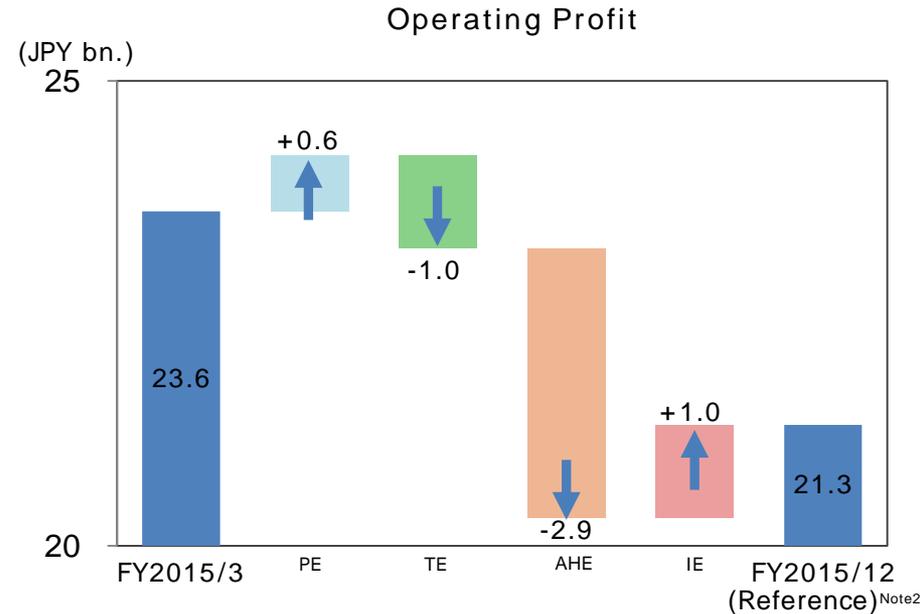
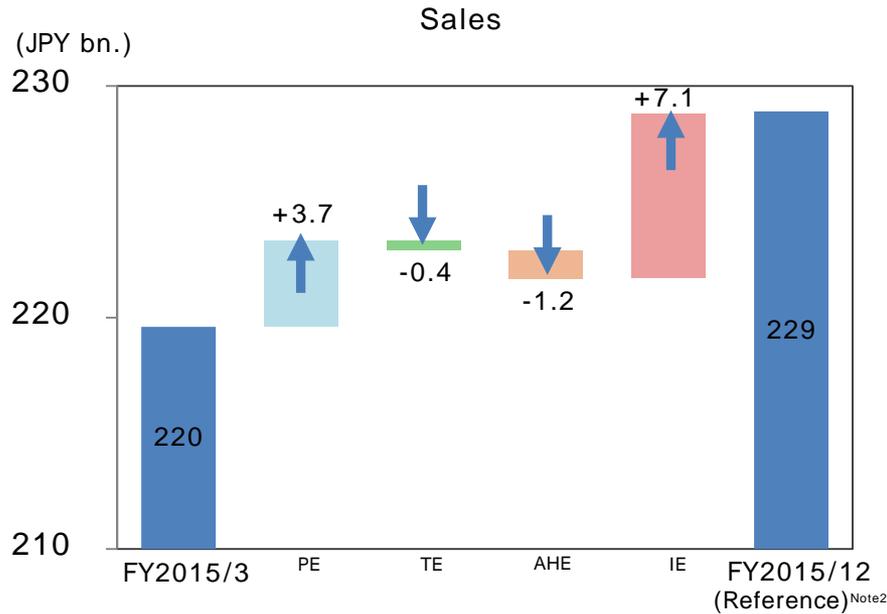
Reduction of production capacity in China (by 30%)

Asset reduction in Chinese production base (Impairment loss : JPY 2.1 billion )

Note 1: 9 months for Nabtesco and domestic subsidiaries and 12 months for overseas subsidiaries

# FY2015/3 vs. FY2015/12(12 Months for Reference)

Robust demand for industrial robot and M&A effect led to an increase in sales, but slowdown of Chinese market negatively affected O.P.



PE: Sales and O.P. increased for precision reduction gears due to robust demand for industrial robots and others  
 TE : O.P. dropped due to product mix and cost increase  
 AHE : Sales and O.P. increased for aircraft equipment due to the currency effect but decreased for hydraulic equipment despite the M&A effect, being influenced by the weak Chinese construction machinery demand  
 IE : Sales and O.P. increased due to the M&A effect for FY2015/3 and accounting method standardization

Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

# BS Statement

Maintaining healthy BS with proactive investments for future growth and share buyback

(JPY Million)	2015/3 (As of March 31, 2015)	2015/12 (As of Dec. 31, 2015)	Variation
Assets	245,992	233,381	-12,611
(Cash and time deposits)	51,157	35,068	-16,088
(Accounts receivable)	57,115	59,750	2,635
(Inventory)	25,165	28,421	3,256
(Tangible fixed assets)	56,877	55,916	-960
Liabilities	87,327	84,456	-2,871
(Interest-bearing debt)	16,659	15,333	-1,326
Net assets	158,664	148,924	-9,739
(Stock acquisition right)	391	379	-11
(Minority interests)	8,410	6,476	-1,934
Equity capital	149,862	142,068	-7,793
Equity ratio :	60.9%	60.9%	

## Remarks :

- Share buyback  
JPY -9,999 million

## Remarks :

- Capital surplus  
JPY -4,752 million
- Translation adjustment  
JPY -1,379 million
- Other unrealized gain on securities  
JPY -1,288 million

## 2. Forecast for FY2016/12



# Change of the Closing Date

Adjusted FY2015/12 results to make YoY comparison with forecast for FY2016/12

FY2015/12

(Reference)	2015											
	Jan.	Feb.	Mar.	April	May	June	July	August	Sep.	Oct.	Nov.	Dec.
Nabtesco and domestic subsidiaries	Q1			Q2			Q3			Q4		
Overseas subsidiaries	Q1			Q2			Q3			Q4		

**Full-year :** 12-month period for both domestic and overseas companies (with addition of the yellow part)

FY2016/12

	2016											
	Jan.	Feb.	Mar.	April	May	June	July	August	Sep.	Oct.	Nov.	Dec.
Nabtesco and domestic subsidiaries	Q1			Q2			Q3			Q4		
Overseas subsidiaries	Q1			Q2			Q3			Q4		

**Full-year :** 12-month period for both domestic and overseas companies

# Forecast for FY2016/12

Target for FY2016/12 : Record high for sales, O.P. and net profit

Increase dividend per share to 50 yen, up 6 yen relative to FY2015/12

(JPY million)	2015/12 Result (Reference <sup>Note2</sup> ) (A)	2016/12 Plan (B)	Variation (B-A)	Ratio ((B-A)/A)	2015/12 Result (‘TANSHIN’ basis)
Sales	228,949	250,000	21,051	9.2%	187,000
O.P.	21,308	25,500	4,192	19.7%	15,294
(O.P. Margin)	9.3%	10.2%	0.9pt	-	8.2%
Ordinary profit	22,388	27,000	4,612	20.6%	16,418
Net Profit *	14,796	18,900	4,104	27.7%	11,059
ROA	6.2%	7.6%	-	-	4.6%
ROE	10.1%	12.5%	-	-	7.6%

Dividend per share (Yen)
Payout Ratio

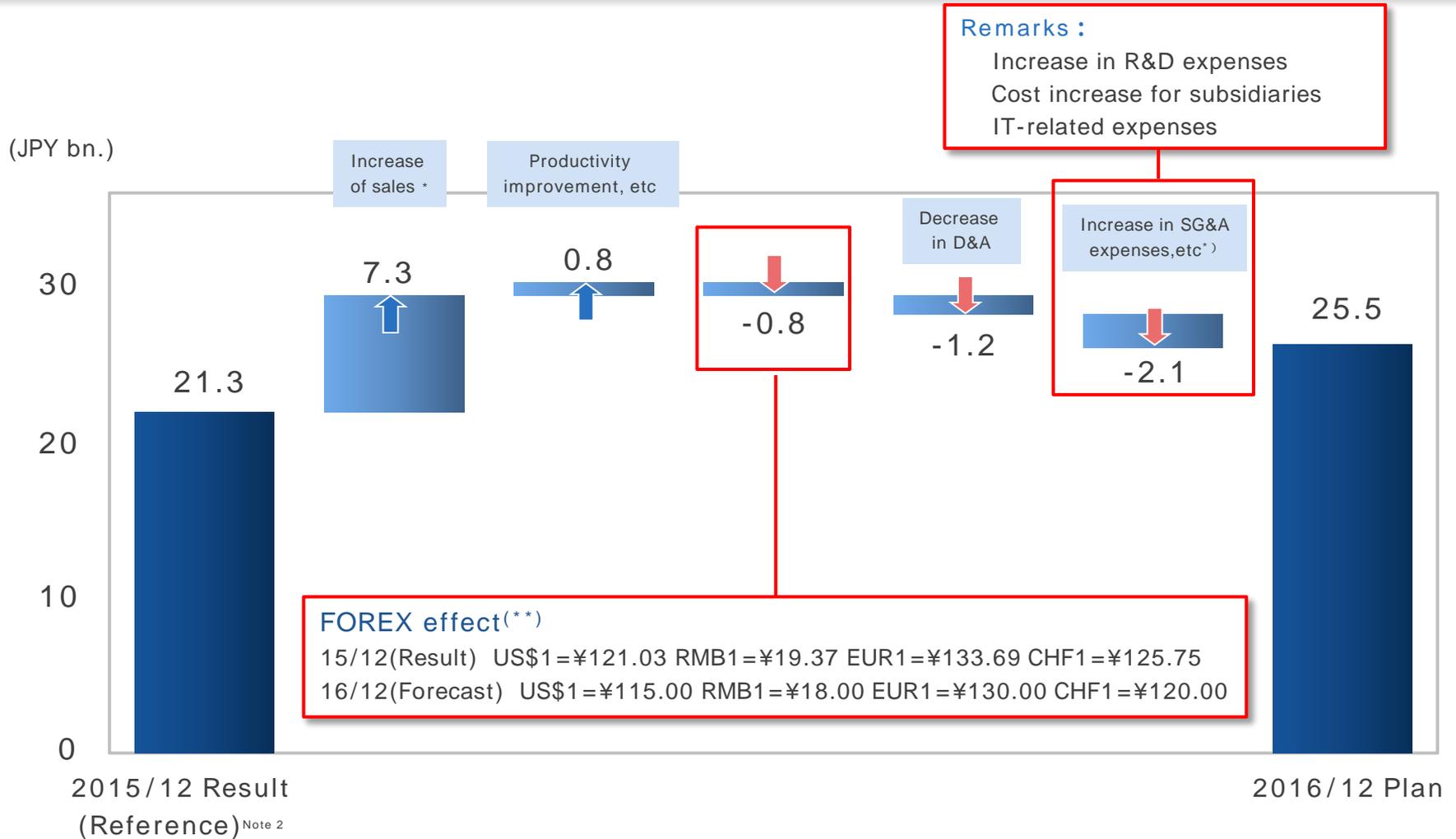
50 yen (plan)
32.7%(plan)

44yen (plan)
49.5% <sup>Note3</sup> (plan)

\*Net profit = Net profit attributable to parent company shareholders

Please refer to “Notes” for details related to Note 2 and Note 3.

# Consolidated Profit & Loss Forecast (Analysis of Changes in Operating Profit)

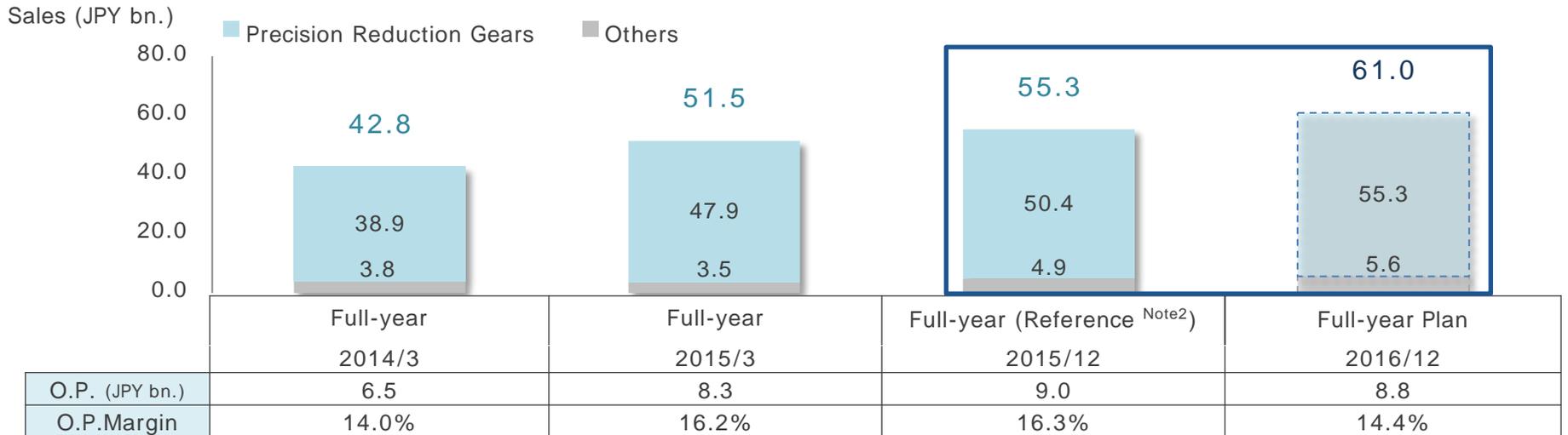


\* Fluctuations in operating profit owing to the increase of sales and SG&A expenses are based on the calculation without FOREX effect.  
 \*\*: FOREX sensitivity in O. P. (This represents the effect to be expected on operating profit if the exchange rate fluctuates by one yen):  
 (US\$): 91 million (RMB) 55 million、 (EUR): minimal, (CHF): minimal  
 Please refer to "Notes" for details related to Note2.

# Precision Equipment Segment

Sales will increase driven by robust demand for automation equipment including industrial robots  
Smooth launch of the new Chinese plant for precision reduction gears

## Results and Plan



Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

## Main Change Contributors (16/12 vs 15/12(Reference <sup>Note2</sup>))

**Precision reduction gears:** Sales will grow, being supported by the high growth rate (6%) of the industrial robot market, which is due to robust automobile production and progress in automation as well as by the expansion of other FA-related businesses.

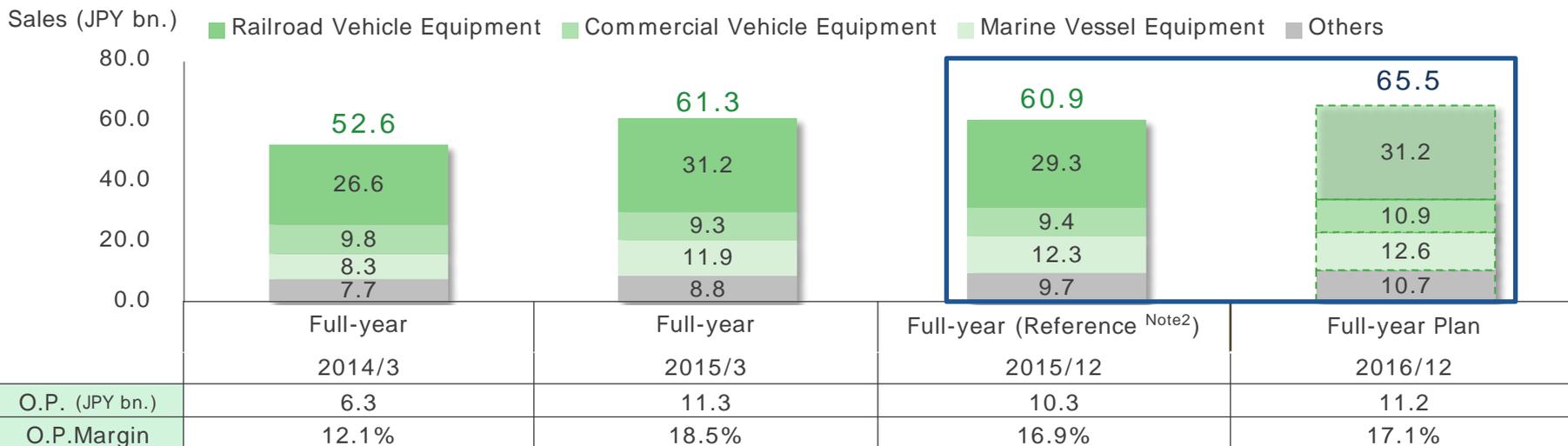
**New energy equipment:** Sales of drive units for wind turbines will decrease.

**Operating profit (segment):** O.P. will be temporarily compressed due to depreciation increase from capex and costs related to the new Chinese plant, despite sales increase in the precision reduction gear business.

# Transport Equipment Segment

Healthy profitability is maintained due to robust demand and expansion of MRO\* business although the environment differs by business

## Results and Plan



Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

## Main Change Contributors (16/12 vs 15/12(Reference <sup>Note2</sup>))

- Railroad vehicle equipment:** Sales will grow because of increase in overseas railroad vehicle demand including China and continuous expansion of MRO business.
- Marine vessel equipment:** Sales will increase given growth in demand for control equipment for computerized engines and ongoing expansion of the MRO business.
- Commercial vehicle equipment:** Sales will increase due to strong domestic truck demand while demand in ASEAN countries will remain weak.
- Operating profit (segment):** O.P. will grow due to sales increase in each business and expansion of MRO business.

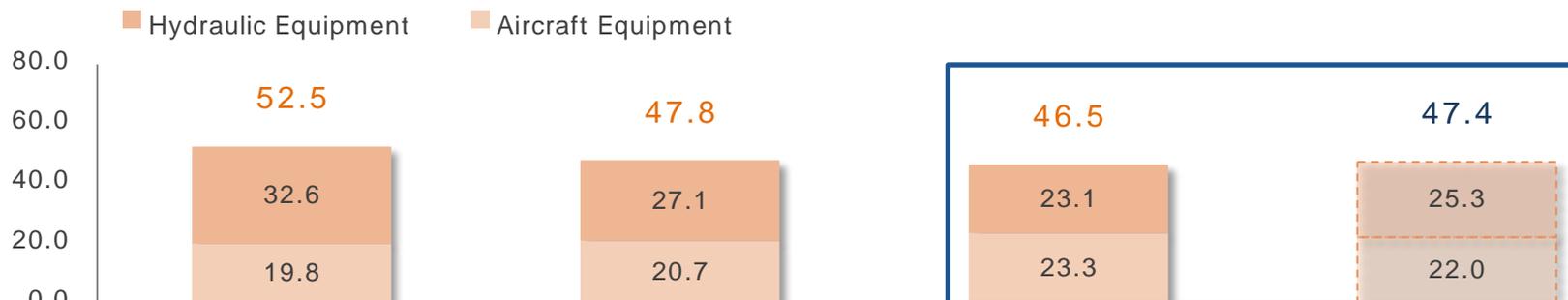
\*MRO: Maintenance, Repair, Overhaul

# Aircraft and Hydraulic Equipment Segment

Profitability will be improved through structural reform of hydraulic equipment business

## Results and Plan

Sales (JPY bn.)



	Full-year 2014/3	Full-year 2015/3	Full-year (Reference <sup>Note2</sup> ) 2015/12	Full-year Plan 2016/12
O.P. (JPY bn.)	3.8	0.9	-1.9	0.0
O.P.Margin	7.4%	2.1%	-4.2%	0.0%

Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

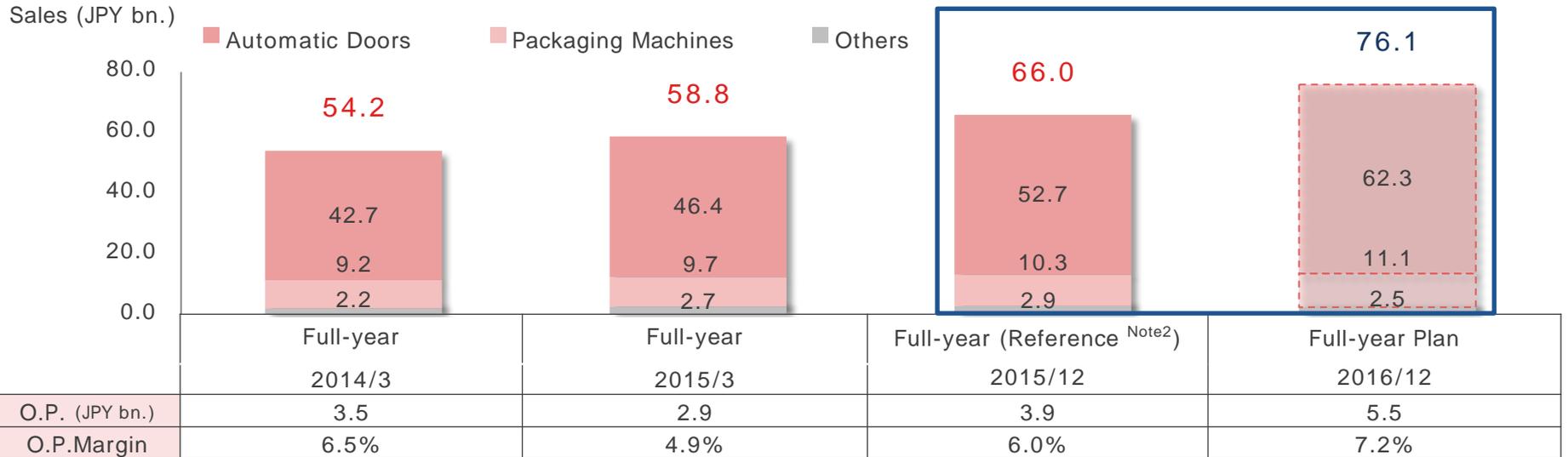
## Main Change Contributors (16/12 vs 15/12(Reference <sup>Note2</sup>))

- Aircraft equipment:** Sales will decrease due to off-crop season, which will last until mass production starts under new programmes in the private sector and also because of stronger yen.
- Hydraulic equipment:** Sales will increase due to the recovery of actual production demand for construction machines in China and full-year effect of the acquisition of Hyst Corporation.
- Operating profit (segment):** Aims to attain break-even level by sales increase in the hydraulic equipment business and through its structural reform effects.

# Industrial Equipment Segment

Growth is expected mainly driven by the expansion of automatic doors business

## Results and Plan



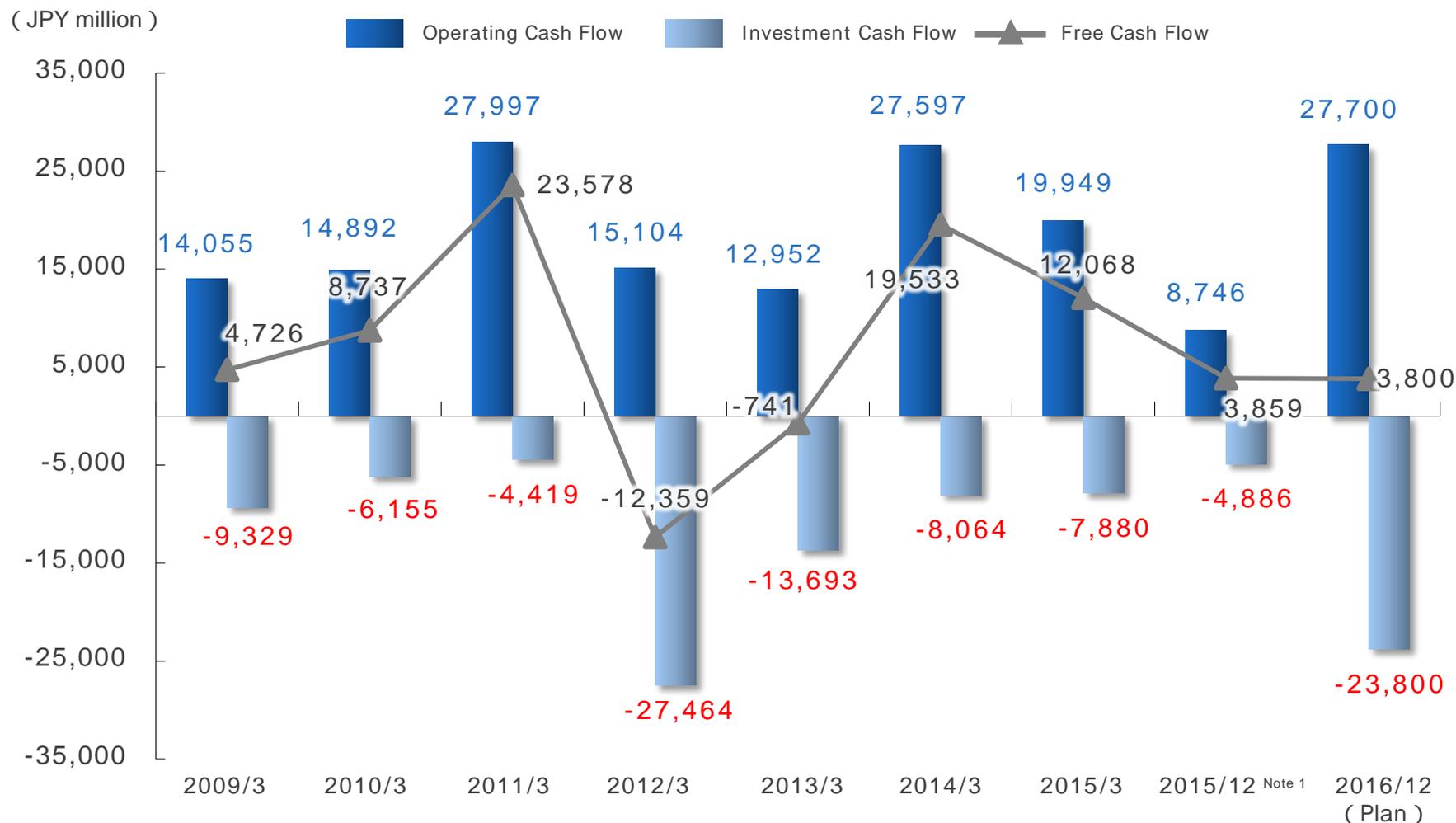
Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

## Main Change Contributors (16/12 vs 15/12(Reference <sup>Note2</sup>))

- Automatic doors: Sales will increase because of robust demand in domestic and overseas markets, together with further strengthening of value chain management and M&A effects.
- Packaging machines: Sales will increase due to overseas sales growth.
- Operating profit (segment): O.P. will increase due to sales growth of each business.

# Consolidated Cash Flow

FCF will remain positive due to continuous generation of operating cash flow although large-scale capex projects are planned to be implemented.



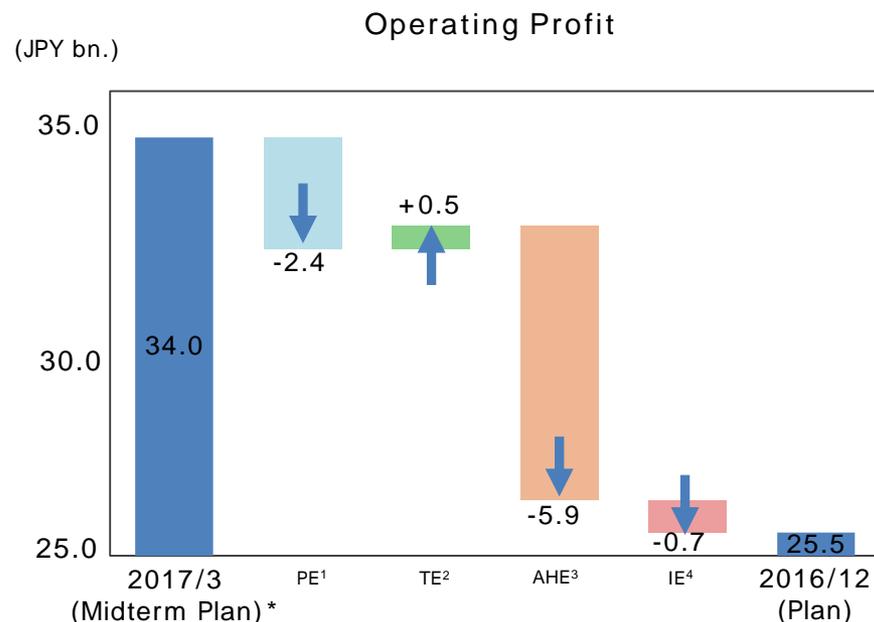
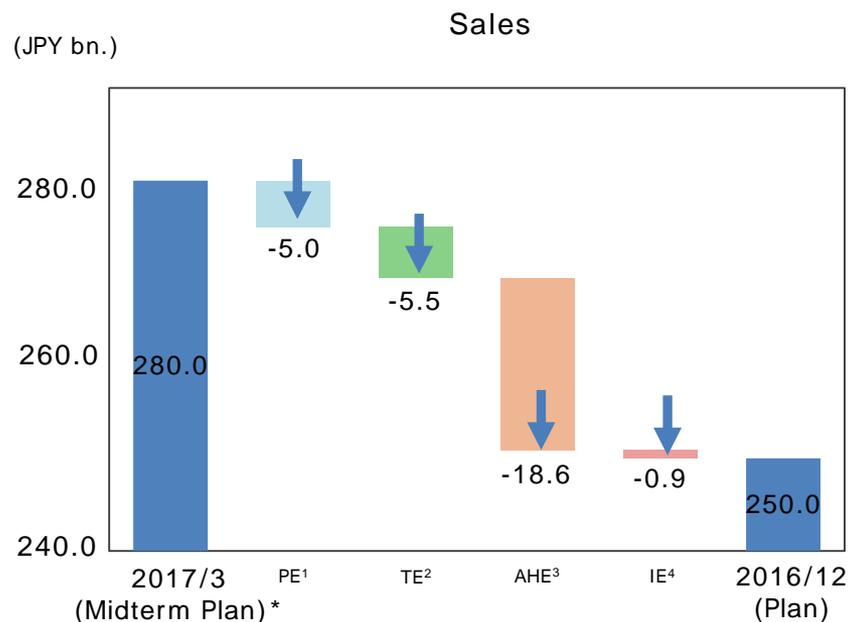
Note 1: 9 months for Nabtesco and domestic subsidiaries and 12 months for overseas subsidiaries

### 3. Analysis for Midterm Growth



# Final Year of Midterm Management Plan (2017/3) vs. 2016/12 (Plan)

Businesses mainly fostered in developed countries are expected to grow as initially planned, while the growth of the businesses which are more focusing on developing countries tends to slow down



Businesses which will grow as planned (2017/3 midterm plan) driven by growth in developed countries  
 Precision reduction gears<sup>1</sup>, marine vessel equipment<sup>2</sup>, aircraft equipment<sup>3</sup>, automatic doors<sup>4</sup>

Businesses the growth of which may decelerate due to economic fluctuations in China and Southeastern countries  
 Railroad vehicle equipment<sup>2</sup>, commercial vehicle equipment<sup>2</sup>, hydraulic equipment<sup>3</sup>, packaging machines<sup>4</sup>

Business which is worse than expected due to the delayed launch of the solar thermal power generation market, the potential new market to explore  
 New energy equipment<sup>1</sup>

\*2017/3 Midterm Management Plan was announced in May, 2014.

# Main Growth Contributors in the Mid- to Long-term Term

Businesses grow with markets

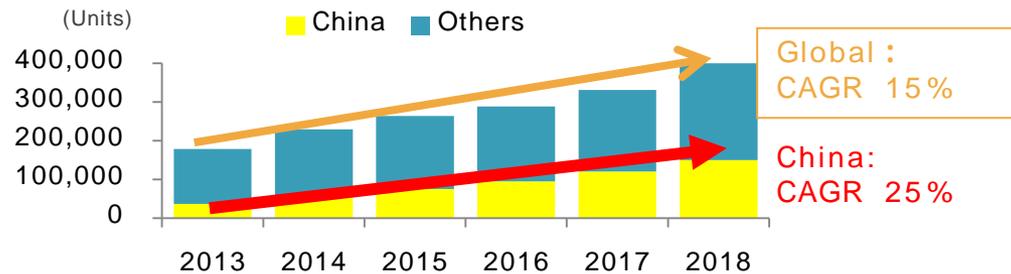
## Precision Reduction Gears

## Aircraft Equipment

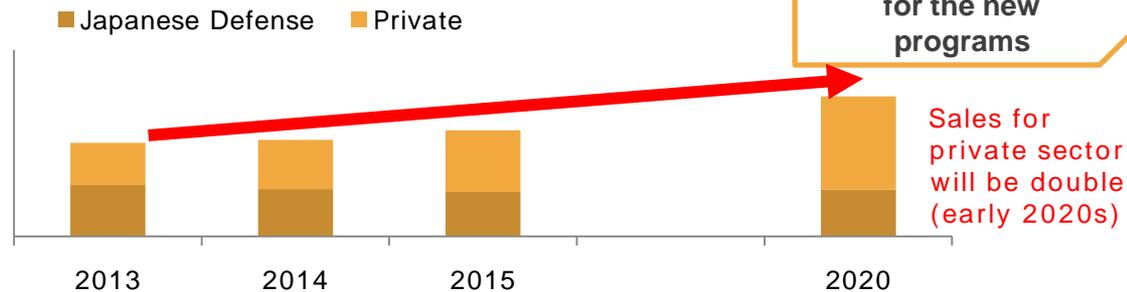
New programs received

- 2008 : MRJ
- 2013 : B737MAX
- 2015 : B777X

Worldwide Annual Shipment of Industrial Robots



Sales of Aircraft Equipment Business



Businesses grow through individual market strategy

## Automatic Doors

: Grow due to the share increase in North America and Europe

## Hydraulic Equipment

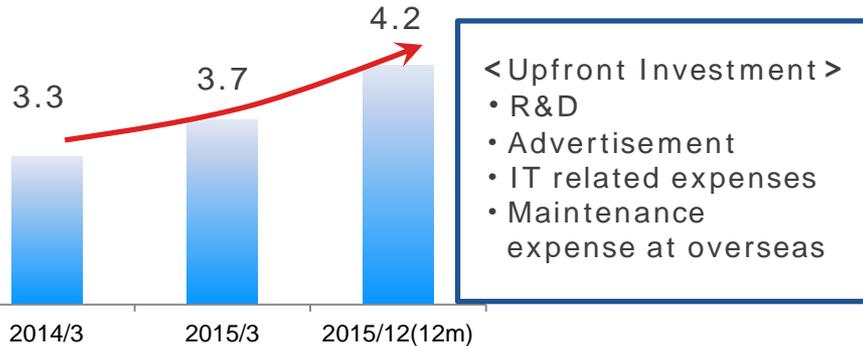
: Grow due to the expansion of product line-up

**Railroad Vehicle Equipment** : Grow due to the penetration in the European market

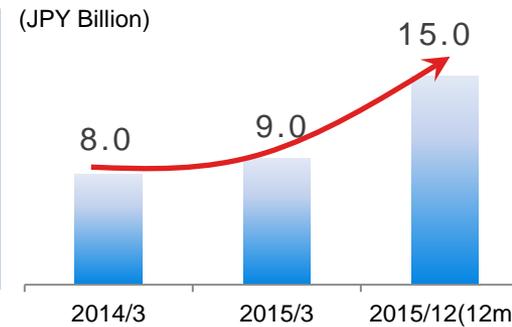
# Investment for Future Growth and Share Buyback

## Proactive Investment for Future Growth

### SG&A



### Strategic investment



### <CAPEX>

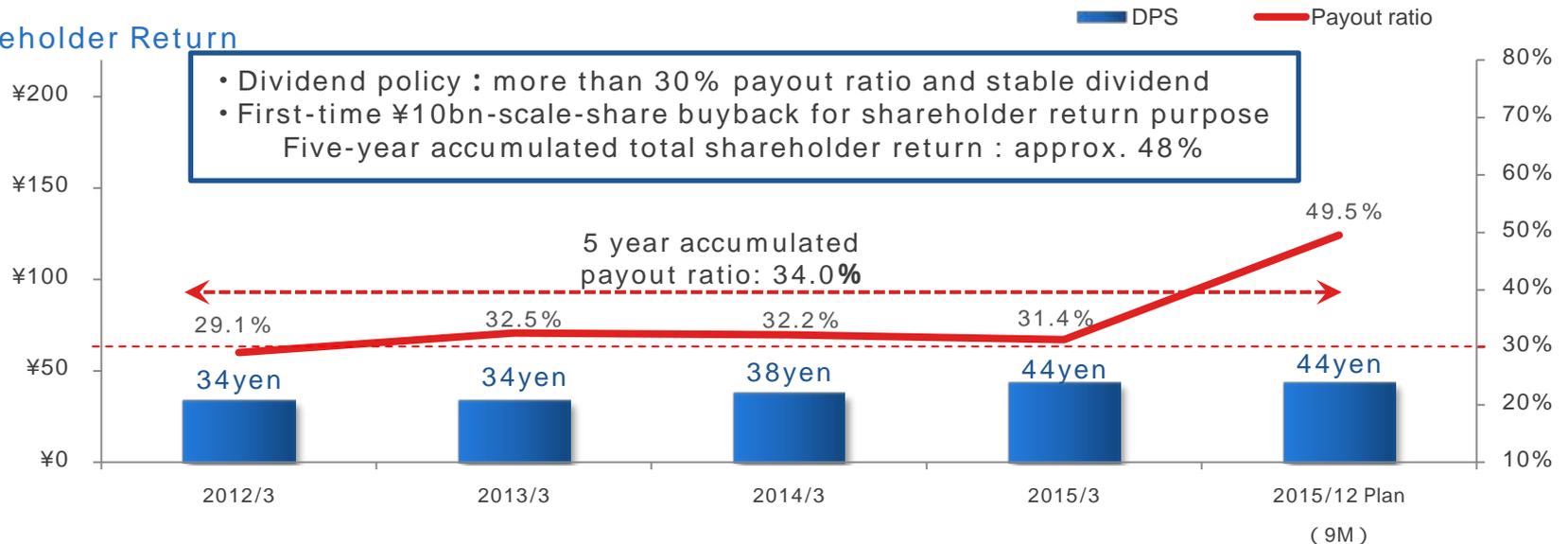
- Capacity expansion (PE,AHE)
- Higher productivity and environmental efficiency (Investment in factory modernization)

### <M&A etc.>

- European base for railroad vehicle equipment
- Subsidiary for hydraulic equipment
- Distribution channel for automatic doors

## Continuous and Stable Shareholder Return

### Shareholder Return

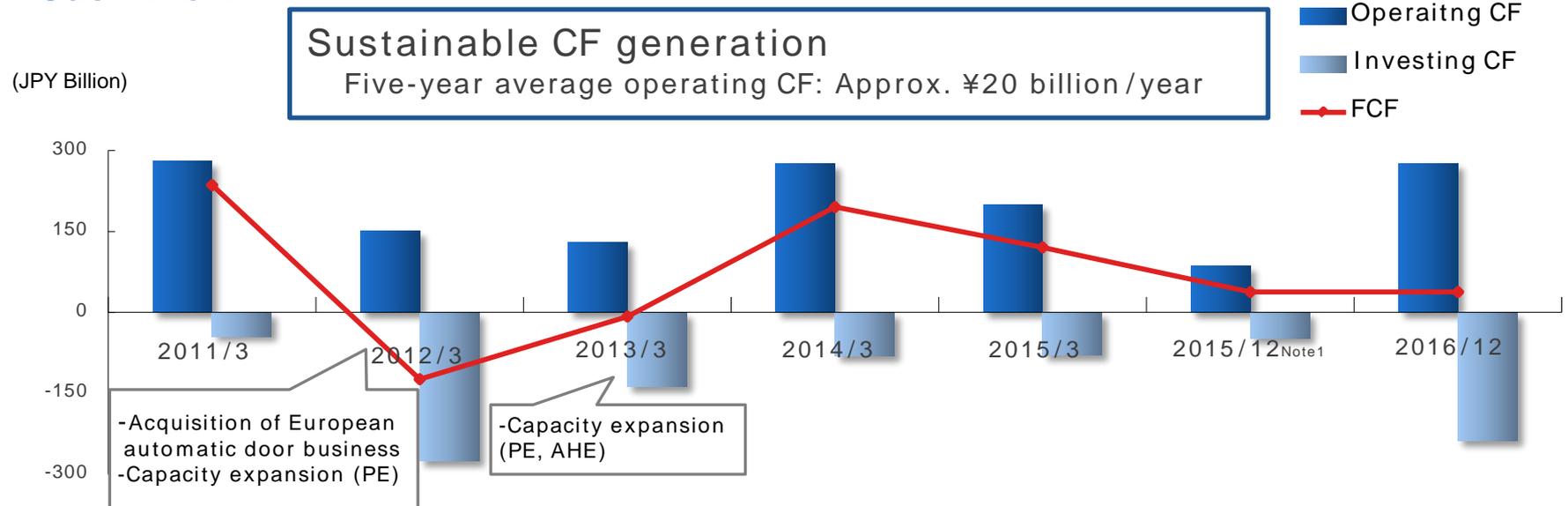


# Financial Strategy

Pursuing both growth investment and shareholder return through sustainable CF generation and sound balance sheet

## Resources for Improving Corporate and Shareholders' Value

### Cash Flow



### Debt Capacity

Note 1: 9 months for Nabtesco and domestic subsidiaries and 12 months for overseas subsidiaries

B/S (as of 15/12)

- Liquidity on hand: approx. ¥35.0 billion
- Shareholders' equity: approx. ¥140.0 billion**
- Equity Ratio\*: 60.9%

While maintaining the credit rating "A", equity ratio could be reduced to **45% level**  
(Debt capacity level: **¥80 billion**)

- **Without equity finance in principle**

\*Equity Ratio: Shareholders' Equity/Total Asset

## Technology Innovation

### Open innovation for new business creation

- I Nabtesco Digital Engineering Center at the Kyoto Research Park
- I Joint Research with Oversea Universities
  - Technical University of Denmark, University of Washington and Edigenossische Technische Hochschule Zurich

### Modernization of production bases : Environmental efficiency and productivity improvement

- I Reduce over 40% of CO2 emission (New factory for precision reduction gears in China)
- I Double productivity and half CO2 emission (aircraft equipment)
- I Energy saving, labor saving, automation and shorter lead time through the installment of new facilities

(To be achieved in FY2020 )  
**The Group's long-term targets**  
Reduce per-unit CO2 emissions by 20%  
(from the 2012 level)

## Market Creation

### Acceleration of overseas expansion

- I Enhancement of European sales base (will be utilized for the entire Nabtesco Group)
- I Establishment of the India Liaison Office

### M&A

- I Obtaining the sales and production base in Europe (railroad equipment)
- I Acquisition of distribution channels in North America (automatic doors)
- I Expanding the product lineup (hydraulic equipment)

Note 1: 9 months for Nabtesco and domestic subsidiaries and 12 months for overseas subsidiaries

Note 2: Please note that the estimates for FY2015/12 (Reference) were calculated for the period of 12 months to make comparisons with the plan for FY2016/12 under the same conditions.

Note 3: The Company has changed the closing date from March 31 to December 31 effective from the fiscal year 2015/12. Accordingly, the consolidated fiscal year ended December 2015 is a transitional period, in which the consolidated operating results cover nine months (April 1, 2015 to December 31, 2015) for companies that close their accounts in March, in contrast to 12 months (January 1, 2015 to December 31, 2015) for companies that close their accounts in December.  
Payout ratio on a consolidated basis is higher than the payout ratio set in the current dividend policy (30%-40%).

## Abbreviations

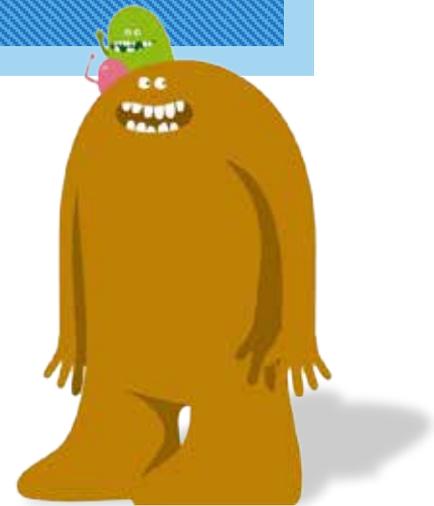
PE: Precision Equipment Segment

TE: Transport Equipment Segment

AHE: Aircraft & Hydraulic Equipment Segment

IE: Industrial Equipment Segment

# Appendix



Feb 2015

- Announced the establishment of production facilities for precision reduction gears in China and the reorganization of the hydraulic equipment business in the country
- Announced the transformation of the gear machining company in China into a wholly-owned subsidiary, which would serve as a production base for precision reduction gears



FTSE4Good

Mar 2015

- Announced the acquisition of HUEST Corporation.
- Awarded a contract for Boeing 777X flight control actuation systems

Apr 2015

- Included in the FTSE4Good Index Series (global index for socially responsible investment) 12 times in a row
- Received an order for passenger doors from Siemens AG for the Rennes line B in France **under the Siemens AG's Neoval Project**

Jul 2015

- Transferred NDEC (Nabtesco Digital Engineering Center) to Kyoto Research Park, to further innovate product development process through utilization of metal 3D printer

Sep 2015

- Started to enhance production capacity for aircraft equipment business (start of production in FY2016)
- Selected for the third time for inclusion in the Dow Jones Sustainability Asia Pacific Index (global benchmark for socially responsible investment)

Oct 2015

- Set the Corporate Governance Basic Policy

Dec 2015

- Conducted acquisition and retirement of treasury stock at the aim of shareholder return for the first time

Jan 2016

- Selected for the first time as a member in RobecoSAM AG's **"Sustainability Yearbook 2016"**

# Progress of the Mid-term Management Plan

(JPY billion)	2015/12 Result (Reference <sup>Note2</sup> )	2016/12 Plan	2017/3 Final Year of the Current Mid-term Plan (As of May 2014)
Sales	228.9	250.0	280.0±5%
Operating Profit	21.3	25.5	34.0
O.P. Margin	9.3%	10.2%	12.0%
Net Profit*	14.7	18.9	24.0
EPS	118.87 JPY	153.04 JPY	190 JPY
ROA	6.2%	7.6%	7.5%
ROE	10.1%	12.5%	15.0%
Dividend	44 JPY(Plan)	50 JPY (Plan)	-
Payout Ratio	-	32.7%(Plan)	30% or higher

\*Net profit = Net income attributable to parent company shareholders

Note 2: Please see the Notes page

# CAPEX, R&D and Depreciation

2015/12: Appropriate CAPEX including the construction of the new Chinese plant for precision reduction gears

2016/12: Construction of new buildings for the aircraft equipment business and modernization of each plant (planned)

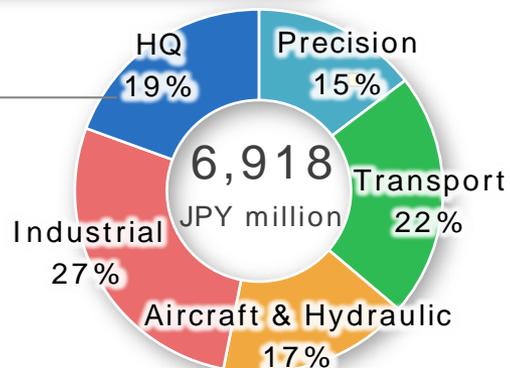
(JPY million)	2015/12 Result (9 months for Nabtesco and domestic subsidiaries, 12 months for overseas subsidiaries)	2015/3 Result	2016/12 Plan	Accumulated Total * <small>15/3, 15/12(9m),16/12(plan)</small>	Midterm Plan (15/3 ~ 17/3 Accumulated Total) <small>As of May, 2014</small>
CAPEX	8,982	6,918	20,000	35.9 bn.	45.0 bn.
R&D	5,800	6,876	8,200	20.8 bn.	23.0 bn.

\*Accumulated total includes 2015/3 results (12 months), 2015/12 results (9 months) and 2016/12 plan (12 months), 3 months fewer for Nabtesco and domestic subsidiaries relative to the accumulated total plan announced in May, 2014

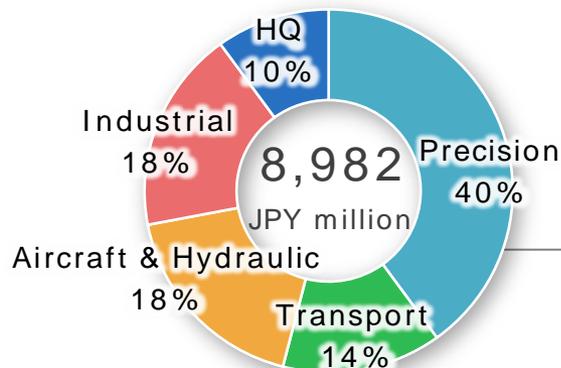
Depreciation	6,363	6,258	8,600	21.2 bn.	23.0 bn.
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# Breakdown in CAPEX

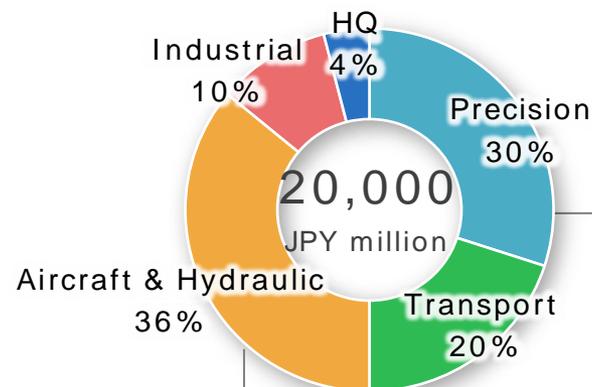
## By Segment



- Renewal of company houses
- Improvement of IT infrastructure



- Precision reduction gears:
  - New plant construction in China
  - Capacity expansion at Tsu Plant



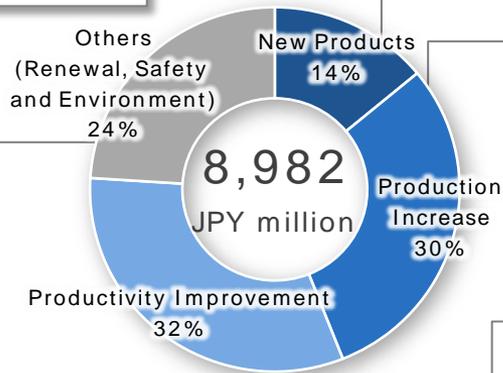
- Precision reduction gears:
  - Installation of new facilities in the new China plant
- Aircraft equipment:
  - Capacity expansion at Gifu Plant

## By Usage



- Modernization of plants incl. facility replacement in Japan and abroad

2015/3 Result



- Environment-related investments
- R&D-related investments

2015/12 Result Note1



- Modernization of plants incl. facility replacement in Japan and abroad

2016/12 Plan

Note 1: 9 months for Nabtesco and domestic subsidiaries and 12 months for overseas subsidiaries

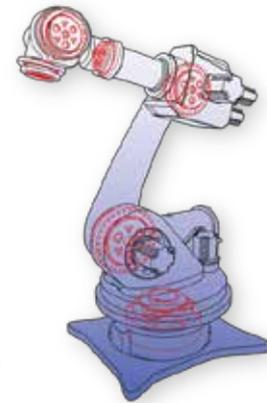
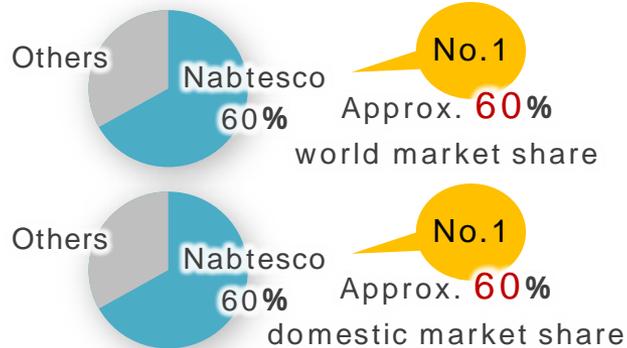
# Main Products: Precision Equipment Segment

## Precision Reduction Gears

### n Joints of Industrial Robots

### n Machine Tool ATCs

(ATC = Automatic Tool Changer)



## New Energy Equipment

### n Solar Tracking Equipment



### ■ Drive Units for Wind Turbines



## Main Customers

### n Precision Reduction Gears

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

Machine Tools: Yamazaki Mazak, Okuma, DMG Mori Seiki

### n New Energy Equipment

Solar Tracking Equipment: Cobra Thermosolar Plant (Spain)

Drive Units for Wind Turbines: MHI, Hitachi, Ltd., Others

# Main Products: Transport Equipment Segment

## Railroad Vehicle Equipment

n Brake Systems



n Door Operating Systems



## Commercial Vehicle Equipment

n Wedge Chambers



n Air Dryers



## Marine Vessel Equipment

n 2ST Main Engine Control Systems



## Main Customers

n Railroad Vehicle Equipment

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

n Commercial Vehicle Equipment

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

n Marine Vessel Equipment

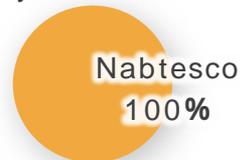
KHI, Mitsui Engineering & Shipbuilding, MHI, Hitachi Zosen, Makita, Hyundai Heavy Industries (Korea), Doosan Engine (Korea), Hudong Heavy Machinery (China), MAN Diesel (Denmark)

# Main Products: Aircraft & Hydraulic Segment

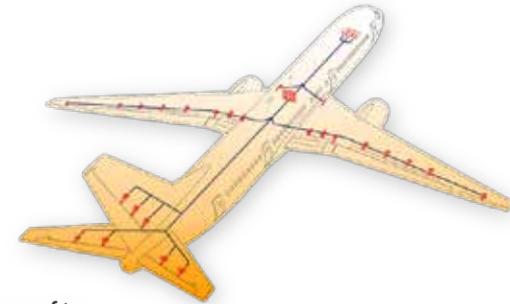
## Aircraft Equipment

### n Flight Control Actuation Systems (FCA)

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

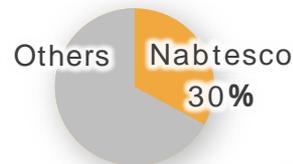


**No.1**  
Approx. **100%**  
market share for  
domestically-produced aircrafts

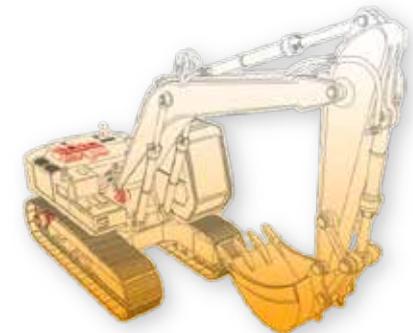


## Hydraulic Equipment

### n Traveling Units for Hydraulic Excavators



**No.1**  
Approx. **30%**  
world market share



## Main Customers

### Aircraft Equipment

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

### n Hydraulic Equipment

Komatsu, Kobelco Construction Machinery, Kubota, Sumitomo Construction Machinery, Hitachi Construction Machinery, Sany, Zoomlion, XCMG, LiuGong

# Main Products: Industrial Equipment Segment

## Automatic Doors

### n Automatic Doors



### n Platform Screen Doors



## Packaging Machines

### n Packaging Machines for Retort Pouch Foods



## Main Customers

### n Automatic Doors

**Automatic Doors for buildings:** Major general contractors, sash manufacturers, hospitals, banks, public insitutions, etc.

**Platform Doors :** Subway projects in France and China, others

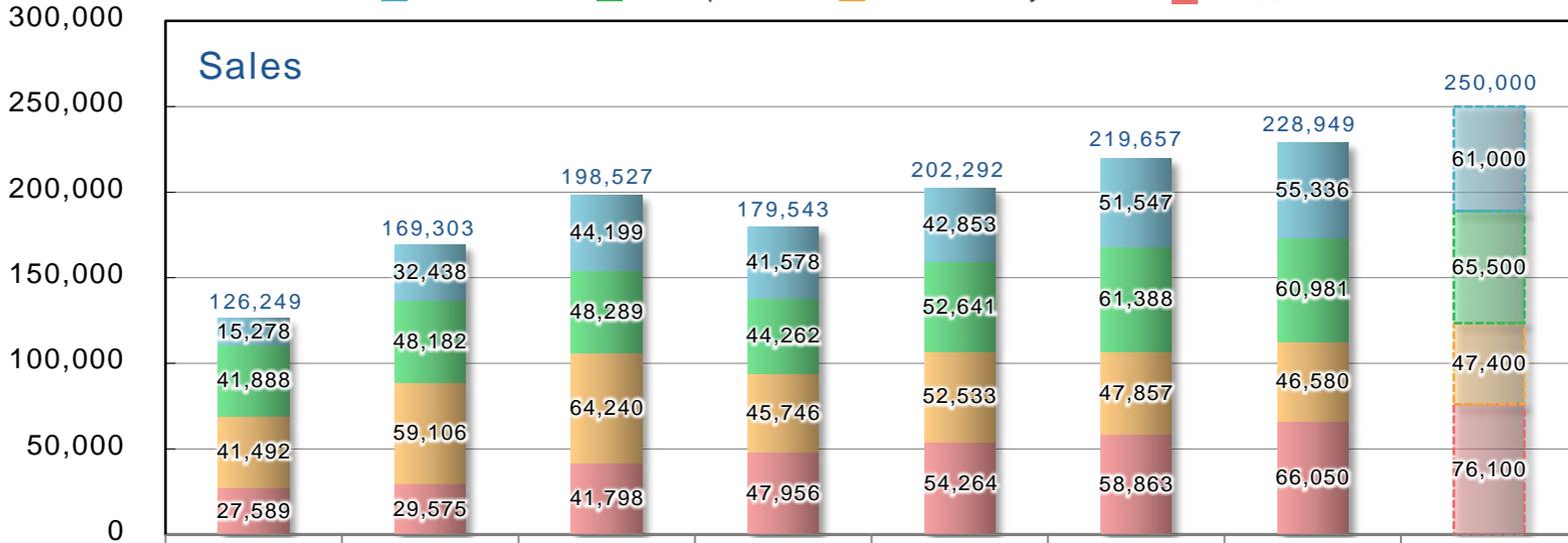
### n Packaging Machines

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

# Result and Forecast for Sales and Operating Profit by Business Segment

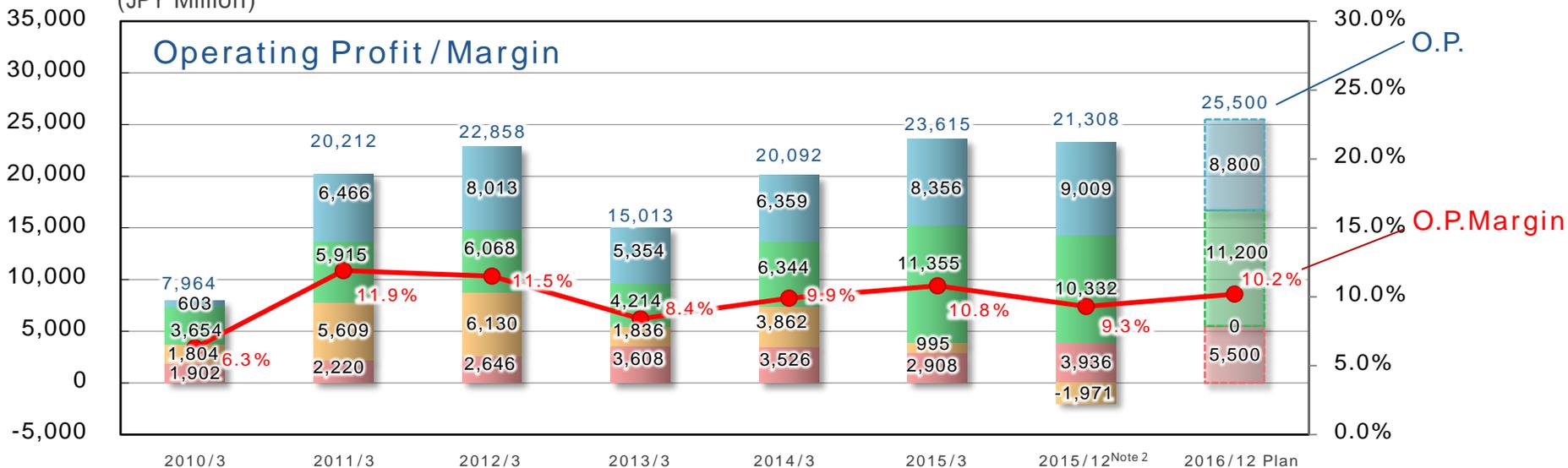
(JPY Million) Precision Transport Aircraft & Hydraulic Industrial

## Sales



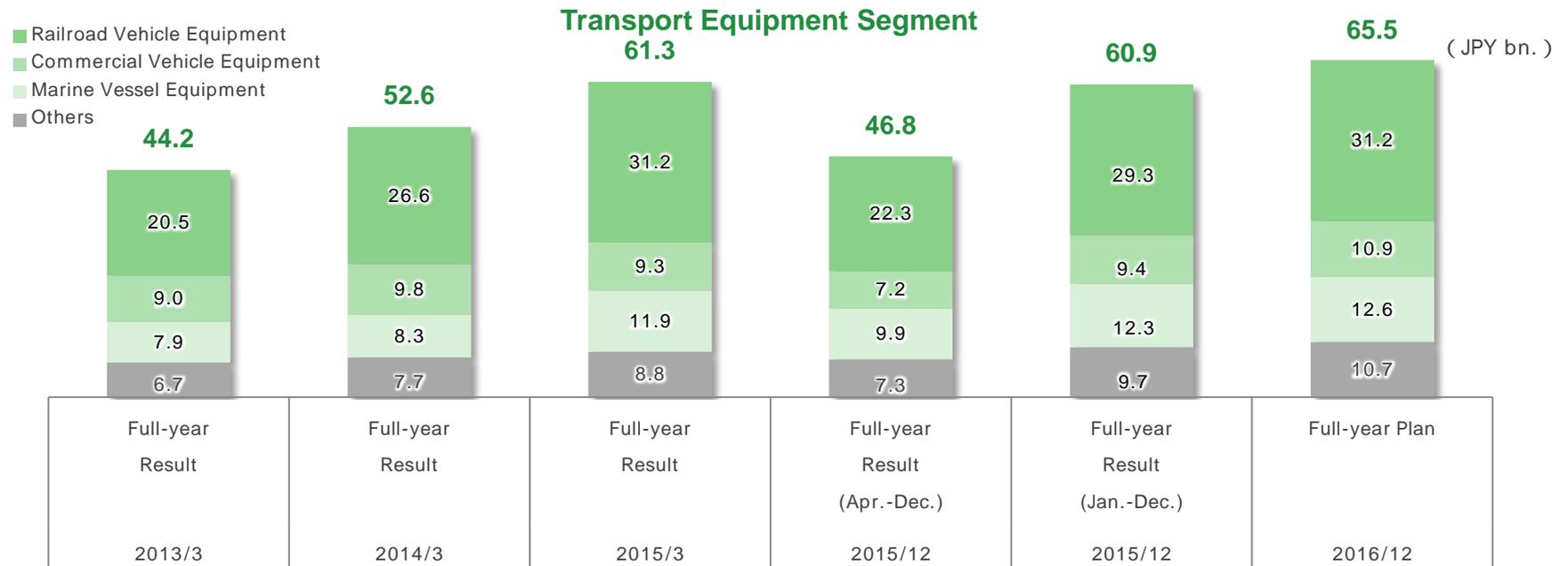
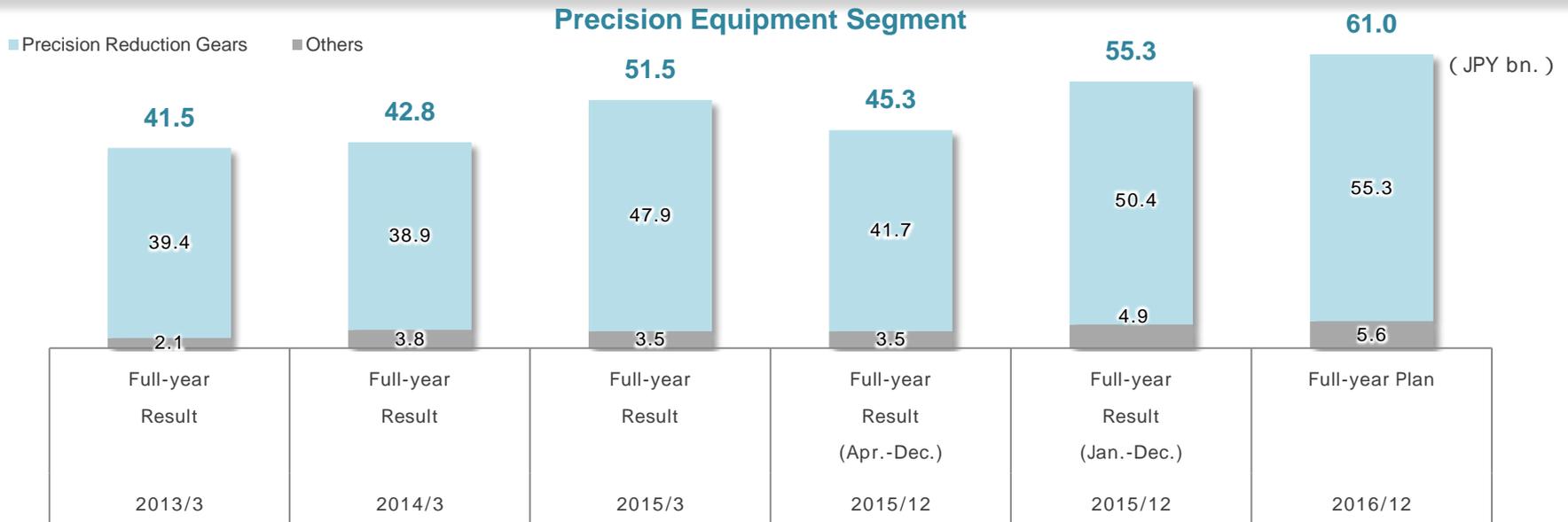
(JPY Million)

## Operating Profit / Margin



Please refer to 'Notes' for details related to Note2.

# Results and Forecast for Sales by Business

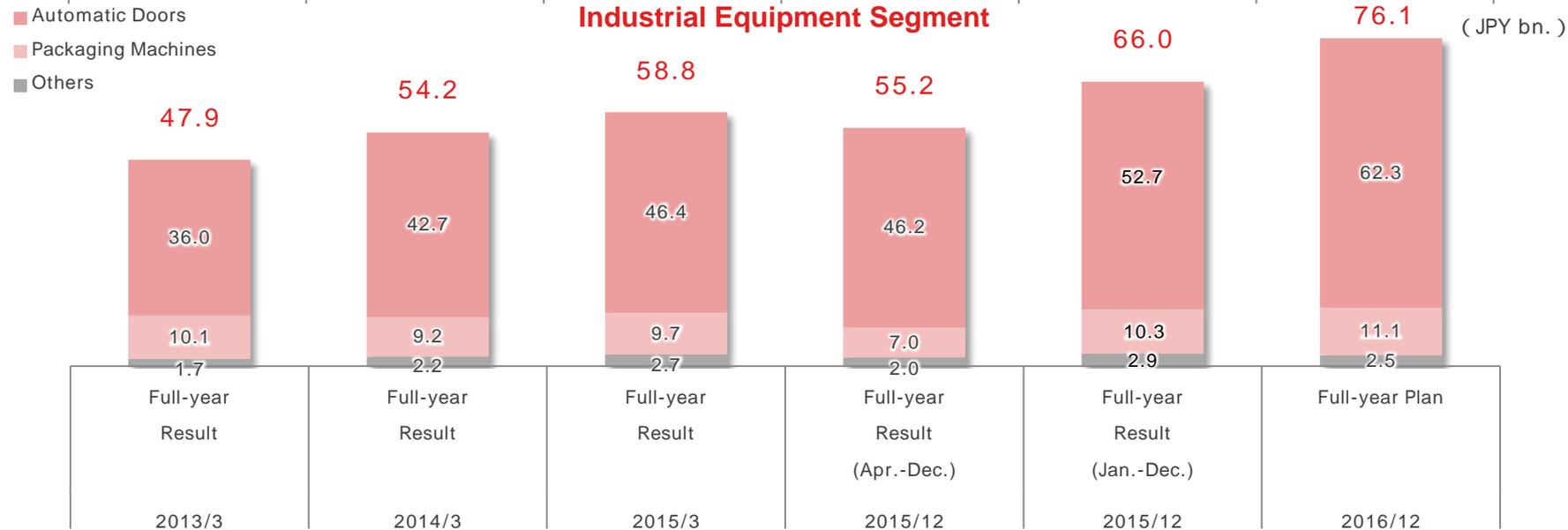


# Results and Forecast for Sales by Business

## Aircraft and Hydraulic Equipment Segment

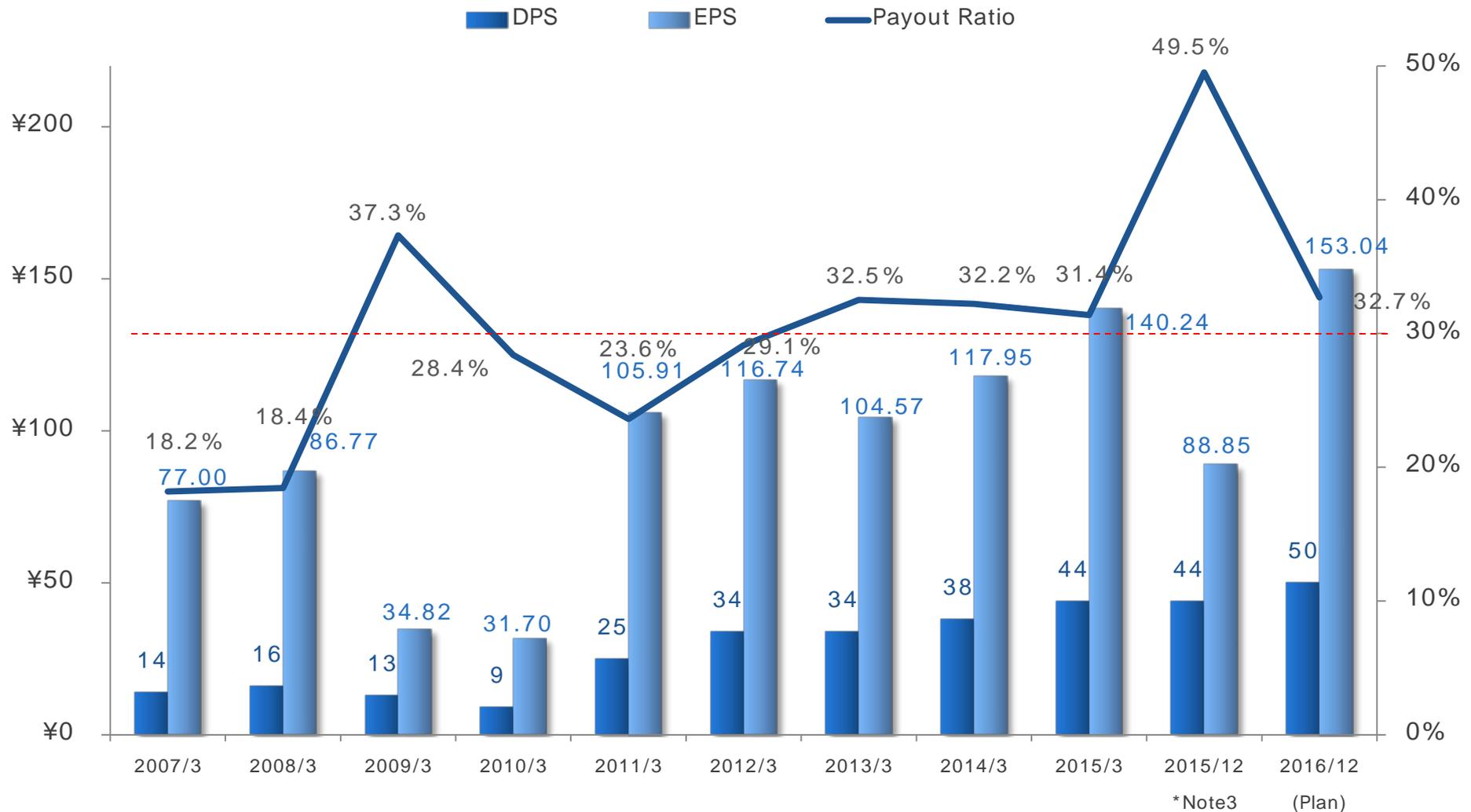


## Industrial Equipment Segment



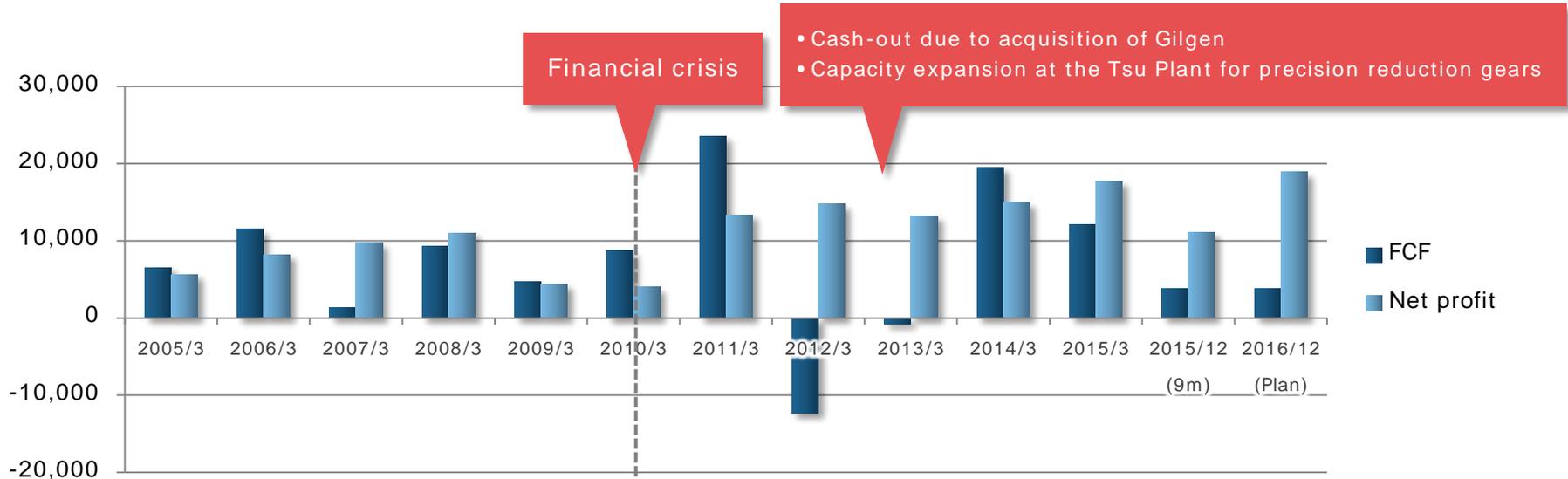
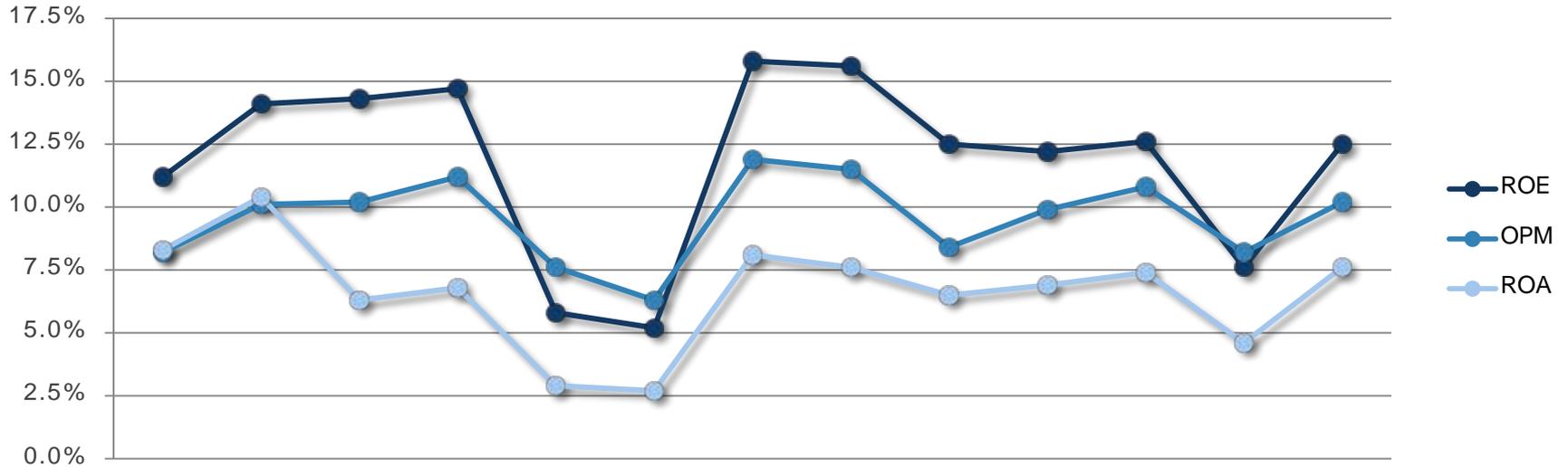
# Result and Forecast for Dividends

Maintaining more than 30% payout ratio while ensuring stable payments

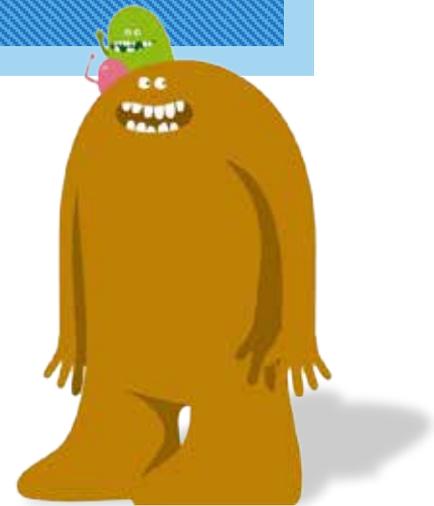


Please refer to "Notes" for details related to Note 3.

# ROA/ROE



# Data Book



# Segment Sales and OP

(JPY million)

Segment	Term	2015/12 Result (A)	2015/12 Plan	Variation (A-B)
		Nabtesco and domestic subsidiaries (9M) Overseas subsidiaries (12M)	As of May 2015(B)	
PE	Sales	45,327	46,300	-973
	OP (OPM)	6,824 (15.1%)	6,500 (14.0%)	324 (1.1 pt)
TE	Sales	46,848	51,700	-4,852
	OP (OPM)	7,890 (16.8%)	9,200 (17.8%)	-1,310 (-1.0pt)
AHE	Sales	39,524	45,700	-6,176
	OP (OPM)	-2,029 (-5.1%)	0 (0.0%)	-2,029 (-5.1pt)
IE	Sales	55,299	56,300	-1,001
	OP (OPM)	2,610 (4.7%)	2,200 (3.9%)	410 (0.8%)

The Company changes the closing date from March 31 to December 31. Accordingly, the year-on-year results are not indicated for the consolidated results for FY2015/12, which is a transitional period.

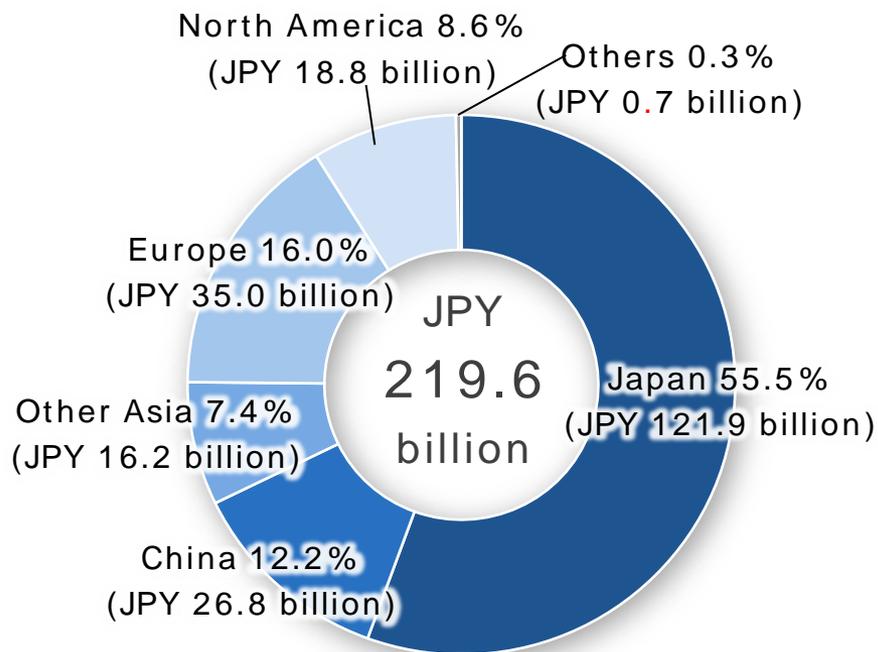
Item	Currency	2015/12 Result (A) Nabtesco and domestic subsidiaries (9M) Overseas subsidiaries (12M)	2015/12 Plan As of May 2015(B)	2016/12 Plan	2015/3 Result
Currency	USD	121.03	115.00	115.00	106.46
	RMB	19.37	18.50	18.00	17.30
	EUR	133.69	124.00	130.00	140.35
	CHF	125.75	118.00	120.00	115.70
FOREX sensitivity in O.P.* (JPY million)	USD	57	92	91	91
	RMB	-32	Minimal	55	Minimal
	EUR	Minimal	Minimal	Minimal	Minimal
	CHF	Minimal	Minimal	Minimal	Minimal

\*This represents the effect to be given to operating profit if the exchange rate fluctuates by one yen

# Sales by Geographic Segment

2015/3 result

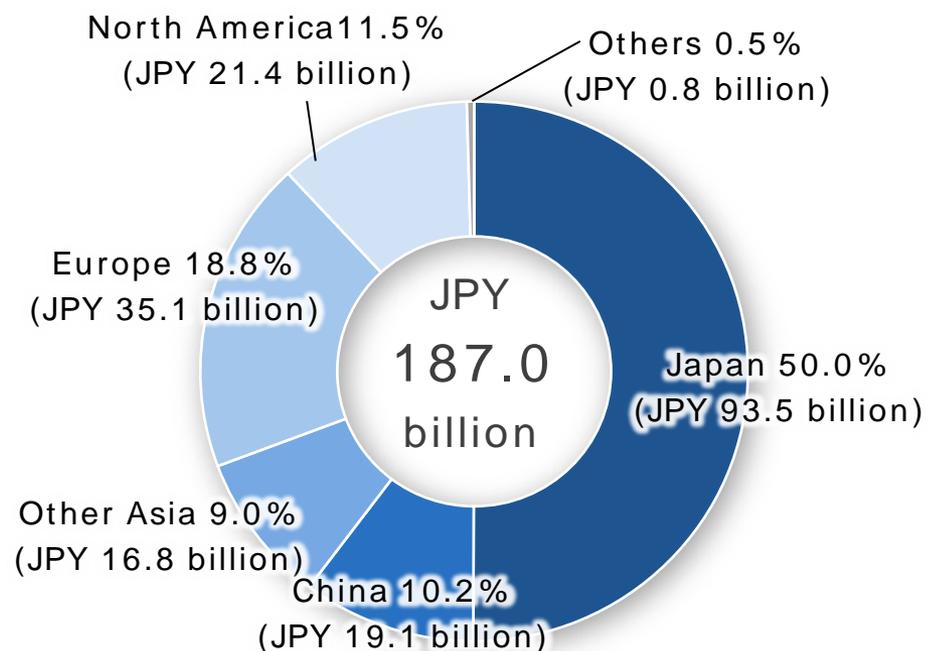
(12-month period for both domestic and overseas companies)



Oversea sales	JPY 97.7 billion
Ratio	44.5%

2015/12 result

(9 month period (April 1, 2015 to December 31, 2015) for domestic companies, 12 month period for overseas companies)



Oversea sales	JPY 93.5 billion
Ratio	50.0%

# Nabtesco

*moving it. stopping it.*

