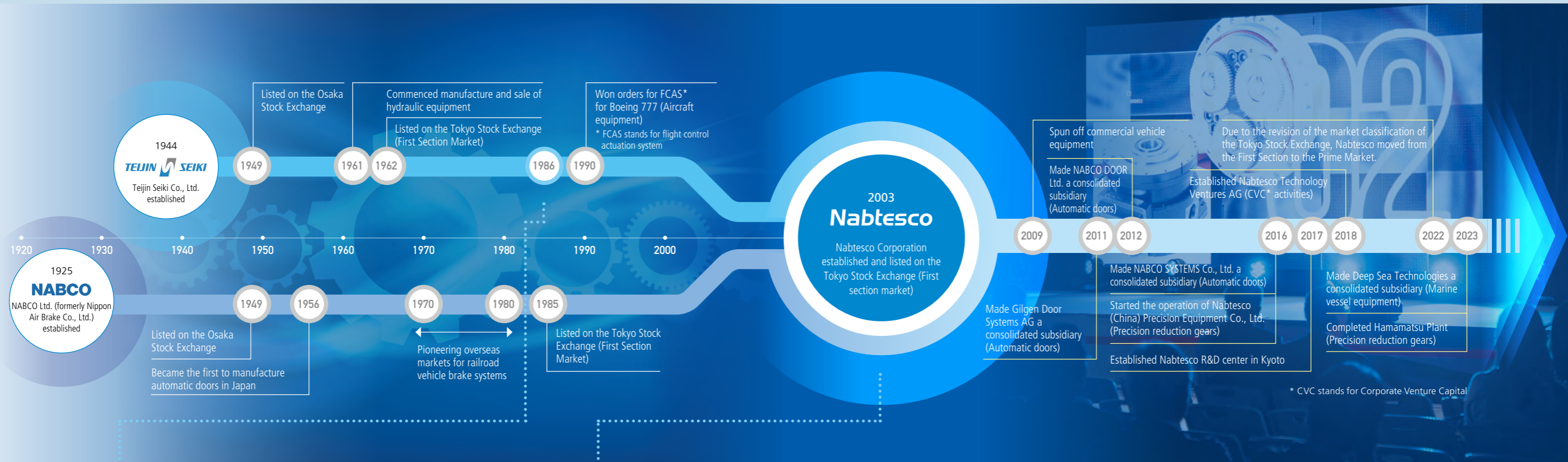


History of Nabtesco

Building upon the business foundations inherited from our two predecessors, Nabtesco has continually refined our unique motion control technology.

Nabtesco Corporation, established in 2003 through the merger of Teijin Seiki Co., Ltd. and NABCO Ltd., celebrated its 20th anniversary in 2023. Since its inception, the Company has consistently met customers' requirements and developed its unique motion control technology by solidifying the business foundations inherited from its two predecessors. We are dedicated to further advancing motion control by integrating our expertise in hardware and component technologies with AI, IoT and other software technologies.



1986

First adoption of precision reduction gears for industrial robots

In the first half of the 1980s, Teijin Seiki's second plant in Gifu (presently Nabtesco's Tarui Plant) primarily manufactured hydraulic traveling units for construction machines. However, as the market for the product reached maturity, the Company sought new opportunities and turned its attention to industrial robots. Despite initial concerns about entering a competitive market, the Company successfully developed the precision reduction gear RV™

by enhancing its technology to produce highly rigid and robust speed reduction systems. Continuing to demonstrate advanced product quality, technology, and production capacity, the Company reshaped the industry landscape. Nabtesco's precision reduction gears have since played a pivotal role in driving the evolution and expansion of the industrial robot market.



Leaflet of RV-Z series

2003

Establishment of Nabtesco Corporation

Teijin Seiki was established to manufacture aircraft components, while NABCO specialized in air brake systems for railroad vehicles. Both companies also produced traveling units for construction machinery. However, during this time, the construction machinery industry, a major client of the hydraulic equipment business, faced a decline in domestic demand due to cuts in public-sector spending. This led to a series of alliances aimed at survival and attracting foreign capital. In

response to these challenges, we recognized the potential to enhance the competitiveness of existing products and create new business opportunities by combining the technological expertise of both companies, particularly in hydraulic control technology. As a result, we decided to pursue management integration.



Established our unique motion control technology

Nabtesco holds significant market share in various niche markets, with our unique motion control technology serving as the cornerstone. Our technology has evolved over time to meet the demands of our customers, encompassing fundamental technologies such as technology for cutting, assembly processing and fluid control. Furthermore, the integration of elemental technologies, including surface and heat treatment, CAE analysis and lamination molding, has further advanced our motion control technology. Additionally, we continuously seek to acquire cutting-edge elemental technologies

and development methods, such as electronic control, model-based development and digital twins, through open innovation initiatives. These initiatives enable us to stay at the forefront of technological advancements in digitization, IoT and AI. As a result, we leverage these technologies to develop innovative products and services, including preventive maintenance solutions.

We have secured production capacity to accommodate medium- to long-term increases in demand. Our focus is on introducing innovative production technologies to ensure stable and flexible supply of high-quality products, as well as enhancing production efficiency through automation. Product development and the accumulation of production technologies are fundamental to our competitive advantage.

Nabtesco Supporting Society

With its unique motion control technology based on the key concept of “Moving it. Stopping it.,” the Nabtesco Group strives to provide safety, comfort and a sense of security in daily lives.

We contribute to solving social issues in a broad range of fields surrounding us, including “manufacturing and infrastructure,” “transportation of people and goods,” “daily lives and welfare” and “production of daily commodities.”

Hydraulic equipment

Providing equipment that is essential for the establishment of infrastructure

Traveling units for excavators

Railroad vehicle equipment

Contributing to the safe and punctual operation of railroad transportation systems

Brake operating units for railroad vehicles

Commercial vehicle equipment

Reducing environmental impacts through electrification

Electric air compressor

Packaging machine

Contributing to the reduction of food loss and the effective use of limited resources

Super high-speed automatic filler/sealer

Welfare equipment

Fostering normalization so that all people can lead vibrant lives as active participants in society

Microprocessor-controlled knee joint (ALLUX™ 2)

Aircraft equipment

Contributing to the safe operation of aircraft

Flight control actuation system

Marine vessel equipment

Contributing to the safe operation of marine vessels and fuel saving in maritime transportation

Electronically controlled hydraulic valves

CMFS* equipment for wind turbines

Providing failure preventive monitoring systems and contributing toward prolonging the life of wind turbines

CMFS equipment

Precision reduction gears

Contributing to the automation of manufacturing processes through the advancement of industrial robots

Precision reduction gear (RV™-Z series)

Automatic doors and platform screen doors

Contributing to the solution of ESG issues through the provision of safety, comfort and a sense of security in daily lives

Automatic doors for buildings

<p>Component Solutions (CMP)</p>	<p>Transport Solutions (TRS)</p>	<p>Accessibility Solutions (ACB)</p>	<p>Manufacturing Solutions (MFR)</p>
<p>Manufacturing and infrastructure</p> <ul style="list-style-type: none"> • Precision reduction gears • Hydraulic equipment 	<p>Transportation of people and goods</p> <ul style="list-style-type: none"> • Railroad vehicle equipment • Aircraft equipment • Commercial vehicle equipment • Marine vessel equipment 	<p>Daily lives and welfare</p> <ul style="list-style-type: none"> • Automatic doors for buildings and platform screen doors • Welfare equipment 	<p>Production of daily commodities</p> <ul style="list-style-type: none"> • Packaging machines

*Condition monitoring system with fail-safe function

Nabtesco at a Glance

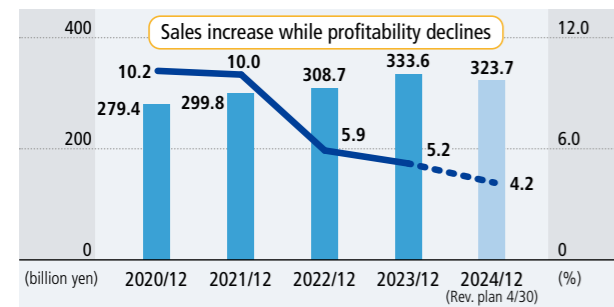
High market share both domestically and overseas forms the basis for Nabtesco's earnings.

Nabtesco has sustained growth since its establishment in 2003, leveraging the advanced technological capabilities inherited from the two companies prior to the merger. This page highlights Nabtesco's current key indicators and the market shares of major products in each business segment.

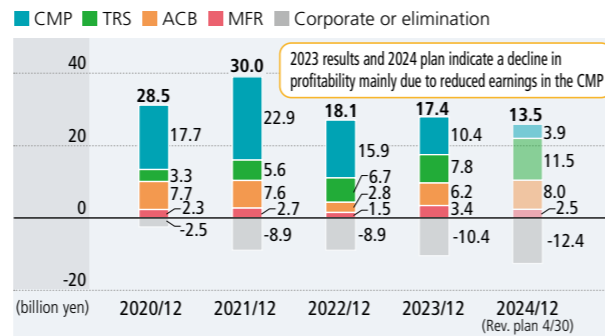
Web ESG data book <https://www.nabtesco.com/en/about/sustainability/s-025/>

Financial capital

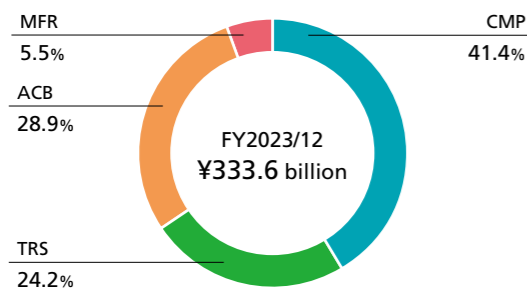
Sales/Operating profit margin



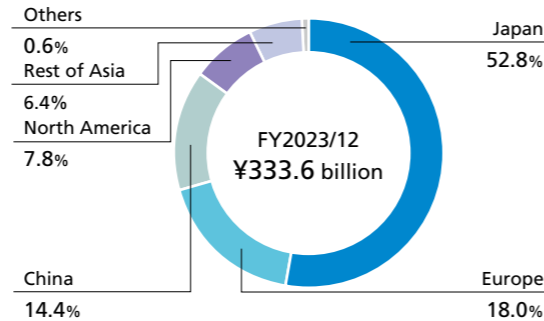
Operating profit (by business segment)



Sales (by business segment)

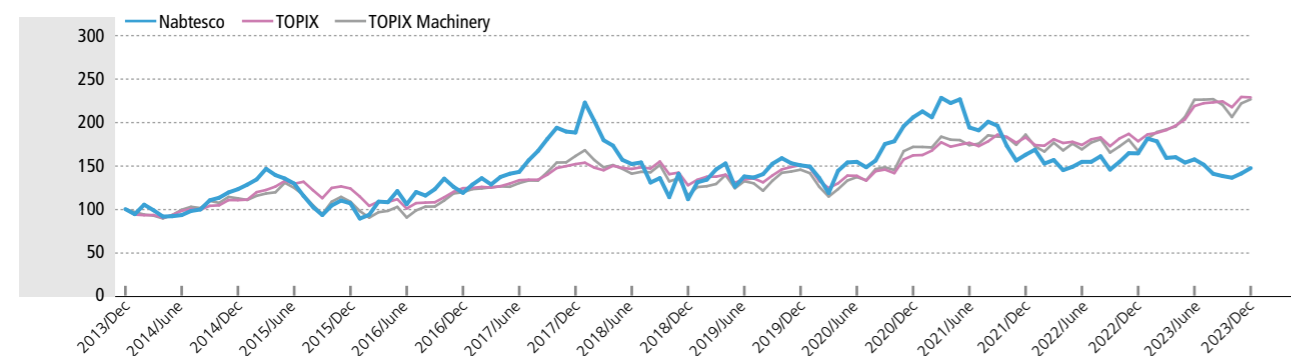


Sales (by geographic segment)



Relationship capital

Total Shareholder Return (TSR) for the past 10 Years



Return on Investment (ROI) as of December 31, 2023

	Past one year	Past three years		Past five years		Past 10 years	
	Annualized return	Cumulative return	Annualized return	Cumulative return	Annualized return	Cumulative return	Annualized return
Nabtesco	-12.1%	-31.1%	-11.7%	36.1%	6.4%	63.8%	5.1%
TOPIX	28.3%	41.1%	12.1%	78.9%	12.3%	127.8%	8.6%
TOPIX Machinery	35.6%	31.8%	9.6%	95.0%	14.3%	125.6%	8.5%

(Note 1) TSR: Represents the total return on investment for shareholders, encompassing both capital gains and dividends.
 (Note 2) The above graphs illustrate ROI as of December 31, 2023, for where investments were made on December 31, 2013. The investment outcomes for Nabtesco shares are calculated based on the stock prices supplemented by dividends (assuming dividends are not reinvested), with the initial investment amount on December 31, 2013, set at 100. Similarly, TOPIX and TOPIX Machinery data are indexed using comparable methodology, including dividends.
 (Note 3) The table above presents the cumulative return and annualized return on investments as of the end of December 2023 (including dividends) for each year from December 2013 (ten years prior).
 (Note 4) Annualized return figures represent the average rate of return over one year, and the annualized return on investments for the period is calculated using the geometric mean.
 (Source) Prepared by the Nabtesco Group based on the Tokyo Stock Exchange's monthly closing stock prices and other data.

Relationship capital

Business segment	Main products	Main products shares	Note: Estimated by Nabtesco
Component Solutions Segment (CMP)	Precision Reduction Gears Joints of medium- to large-sized industrial robots		Approx. 60% global market share
	Hydraulic Equipment Traveling units for hydraulic excavators		Approx. 25% global market share
Transport Solutions Segment (TRS)	Railroad Vehicle Equipment Brake system		Approx. 50% domestic market share
	Door opening system		Approx. 60% domestic market share
	Aircraft Equipment Flight Control Actuation (FCA) System		Approx. 100% market share for domestically produced aircrafts
	Commercial Vehicle Equipment Wedge brake chambers for commercial vehicles		Approx. 75% domestic market share
	Marine Vessel Equipment 2-stroke main engine control systems		Approx. 50% domestic market share (Approx. 40% global market share)
Accessibility Solution Segment (ACB)	Automatic Doors Automatic door		Automatic doors for buildings: Approx. 55% domestic market share
Manufacturing Solutions Segment (MFR)	Packing Machines Packaging machines for retort pouch foods		Approx. 85% domestic market share