Company Name: Nabtesco Corporation  
Established: September 29, 2003  
Address: JA Kyosai Bldg., 7-9, Hirakawacho 2-chome, Chiyoda-ku, Tokyo 102-0093, Japan  
TEL: +81-3-5213-1133  
FAX: +81-3-5213-1171

Precision Reduction Gears  
Power Control Company  
Railroad Products Company  
Aerospace Company  
Marine Control Systems Company  
Nabtesco Automotive Corporation  
Accessibility Innovations Company  
Accessibility Innovations Company  
Toyo Jidoki Co., Ltd.

Nabtesco Corporation  
www.nabtesco.com

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March 2020 Edition  
Printed in Japan
What is Nabtesco?

Nabtesco Corporation was founded in 2003 by the integration of NABCO, Ltd. and Teijin Seiki Co., Ltd. The former, established in 1925, had fluid and pneumatic control technologies and the latter, established in 1944, had cutting and assembly technologies. Since its founding, Nabtesco has expanded its technological foundation and business centers around motion control technology and now conducts business operations in a wide range of fields.

History of Nabtesco

- **NABCO**
  - Established (originally as Nippon Air Brake Co., Ltd., with corporate name changed to NABCO., Ltd. in 1992)
  - 1925 Began manufacture and sale of air brakes for railway vehicles
  - 1945 Began manufacture and sale of hydraulic equipment
  - 1953 Began manufacture of door engines for railway vehicles
  - 1956 Began manufacture of automatic doors for buildings
  - 1963 Began manufacture and sale of marine vessel control systems
  - 2004 Established Nabtesco Automotive Products (Thailand) Co., Ltd. (Commercial vehicle equipment)
  - 2006 Established Nabtesco Power Control (Thailand) Co., Ltd. (Hydraulic equipment)
  - 2008 Converted NABCO SYSTEMS Co., LTD. to a consolidated subsidiary (Automatic doors)
  - 2010 Established Gilgen Door Systems AG through M&A (Automatic doors and platform doors)
  - 2013 Established Nabtesco Marine Machinery (Shanghai) Co., Ltd. in China (Marine vessel equipment)
  - 2015 Established Nabtesco (China) Precision Equipment Co., Ltd. (Precision reduction gears)
  - 2016 Converted OVALO GmbH to a consolidated subsidiary through M&A
  - For details regarding our history, please visit:

- **Teijin Seiki**
  - Established (originally as Toyo Jidoki Co., Ltd., with corporate name changed to Teijin Seiki Co., Ltd. in 1945)
  - 1945 Began manufacture and sale of textile machinery
  - 1949 Began manufacture and sale of aircraft equipment
  - 1959 Began manufacture and sale of machine tools
  - 1961 Began manufacture and sale of hydraulic equipment
  - 1966 Established Toyo Jidoki Co., Ltd. to manufacture and sale of packaging machines
  - 1986 Began manufacture and sale of precision reduction gears targeting industrial robots

For details regarding our history, please visit:
As a specialist in brakes for railroad vehicles for more than 90 years and in precision reduction gears for more than 30 years, Nabtesco has long been leading these markets and working for technological innovation.

In pursuit of excellence in terms of quality, cost, delivery and services (QCDS), we have honed our abilities developing technologies, manufacturing products and making proposals to customers, thereby earning deeper trust from customers in Japan and abroad. We are taking a leading position in each of the markets.

**Nabtesco’s Presence**

<table>
<thead>
<tr>
<th>Core product items</th>
<th>Precision reduction gears business</th>
<th>Hydraulic equipment business</th>
<th>Railroad vehicle equipment business</th>
<th>Aircraft equipment business</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Precision reduction gears for the joints of medium- and large-load industrial robots</td>
<td>Traveling units for hydraulic excavators</td>
<td>Door operators for railroad vehicles</td>
<td>Flight control actuation systems</td>
</tr>
<tr>
<td>Market Share (%)</td>
<td>60%</td>
<td>25%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Door systems for railroad vehicles</td>
<td></td>
<td>Brake systems for railroad vehicles</td>
<td></td>
</tr>
<tr>
<td>Market Share (%)</td>
<td>50%</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**Where has Nabtesco established a presence?**

The Nabtesco Group’s products and technologies are used in precision reduction gears for industrial robots, hydraulic equipment, transportation equipment and automatic doors as well as other products in daily use. The Group’s high-precision motion control (“moving it, stopping it”) technology provides the basis for these products and technologies. By providing high-quality products and services that meet the needs of our customers, we have earned large market shares in these respective fields.

**Taking the leading position in niche markets**

- **No. 1**

As a specialist in brakes for railroad vehicles for more than 90 years and in precision reduction gears for more than 30 years, Nabtesco has long been leading these markets and working for technological innovation.

In pursuit of excellence in terms of quality, cost, delivery and services (QCDS), we have honed our abilities developing technologies, manufacturing products and making proposals to customers, thereby earning deeper trust from customers in Japan and abroad. We are taking a leading position in each of the markets.

*For source of the market share, please visit Nabtesco’s website.*
How does Nabtesco contribute to society?

With its precise "moving it, stopping it" technology, the Nabtesco Group aims to provide people with safety, comfort and a sense of security in daily life. By fulfilling our corporate social responsibility, we are also increasing our corporate value in a sustainable way.

Through the materiality (material issues for management) examination process, we verify the relevance of our material issues to the SDGs so that we can efficiently and effectively invest resources by recognizing the potential impact of each item on our business activities thereby contributing to the attainment of the SDGs.

Manufacturing and Infrastructure

Nabtesco will contribute to society through its "moving it, stopping it" technology.

Expanding industrial robot market

In developed countries, where the working-age population is decreasing due to demographic aging and declining birthrates, the use of industrial robots to save labor and increase productivity is expanding, especially in the manufacturing industry. Also, China and other emerging markets are increasingly facing the need to improve quality as well as to save labor and foster automation in light of rising wages. Against this backdrop, the industrial robot market is expanding globally.

According to the International Federation of Robotics, the world’s industrial robot market (for small, medium-sized and large robots) will achieve an annual growth rate of 10 or more on a medium-term basis and greater growth is expected in China than in other countries.

Precision Reduction Gears

Boasting a large market share for precision reduction gears used in industrial robot joints

In around 1985, when we released the Precision Reduction Gear RV™, industrial robots had problems, including vulnerability to shocks and the excessive vibration of arms. Our products, which provided high rigidity and precision, helped solve the problems and were rapidly adopted for use in industrial robots in and outside Japan.

Capitalizing on the technological superiority of the products, Nabtesco won the trust of both domestic and foreign manufacturers of medium- and large-sized industrial robots and has since been maintaining a high share of the market.

The use of industrial robots helps reduce dangerous manual labor and addresses labor shortages while contributing to stable quality, higher productivity and innovation at production sites.

Not limited to use in industrial robots, Nabtesco’s Precision Reduction Gear RV™ products are used also in the medical, food, semiconductor and logistics domains and contribute to the resolution of social challenges in a range of fields.

Related SDGs

Globally expanding demand for hydraulic excavators

Construction machines including hydraulic excavators are used at various locations, including urban construction sites and resource exploration sites, where they need to perform at the highest level under harsh conditions. Presently, China and other emerging markets are facing the tremendous challenge of building basic infrastructure for industrial development, including roads and railways as well as water supply and sewage systems. To meet this challenge, demand for hydraulic excavators, which are indispensable for the establishment of infrastructure, is expanding in these countries.

Contributing to industrial development throughout the world including China and other emerging countries

Since 1977, we have been producing our “GM Series” traveling units, in each of which a reduction gear, a hydraulic motor and other components are integrated. These traveling units are used in hydraulic excavators. The units are greatly appreciated by customers because they are highly efficient, compact but very powerful, and are also durable and reliable enough to be used under harsh conditions. We manufacture these units at locations near to end-users, such as at our plants in China and Thailand, thereby building close relationships with customers. We will further expand the product lineup to propose optimal hydraulic systems to customers, thus adding more value to our products and contributing to industrial development throughout the world.

Need to further increase the energy efficiency of railroad vehicles

Railroads represent a means of transportation with low environmental impact and contribute to the elimination/mitigation of road traffic congestion. Accordingly, the establishment of railroad infrastructure has been promoted worldwide. Railroad vehicles need to become more energy efficient in the future. In Europe, countries with advanced railroad technologies are further promoting energy efficiency for railroad vehicles, as well as in Japan. Across the world, railroad vehicle manufacturers are therefore facing the challenge of producing lighter, smaller and more power-saving vehicles.

Products that contribute to the establishment of railroad networks and reduction of CO₂ emissions

Nabtesco supplies brake control systems and electric door operating systems for use in railroad vehicles, taking advantage of the expanding demand for railroad infrastructure. We are thereby contributing to the on-time and safe operation of railroads in Japan and across the globe, including emerging market countries. We are also proactively taking environmental measures. For example, we are in the process of developing a brake control unit whose size and weight are reduced by half relative to the conventional unit. By producing the unit lighter, we can reduce the electricity it consumes and contribute to reducing CO₂ emissions. For electric door engines, we provide a product that is 15% lighter and consumes 50% less power, relative to the conventional product used in Japan and abroad.

Related SDGs


The world’s civil aviation market is expected to double in size within 20 years. Especially in Asia, demand for aircraft will increase against the backdrop of increased population and economic development. Civil aircraft must be safe enough to prevent any incidents and also must be highly energy efficient. Moreover, for civil aircraft, there are challenges for environmental conservation.

Nabtesco supplies high-quality flight control actuation systems, which represent an important aircraft component, to civil aircraft manufacturers. The systems are essential to control the flying attitude and direction of aircraft, and we are contributing to safe and comfortable air travel by providing highly reliable products. In addition, we provide after-sale services, including offering preventive maintenance proposals, thereby helping airline companies increase their on-time performance.

In the domestic defense field, we supply a range of equipment for use in rescue helicopters and rescue seaplanes to support safe flights and contribute to speedier rescue activities.

Moreover, for use in the Boeing 787, which consumes more electricity than ordinary aircraft, we supply high-voltage electric power distribution units that reduce electric power consumption.

In the marine vessel industry, air and marine pollution caused by air pollutants and ballast water discharged from vessels is recognized as a serious social challenge. In response, the industry is implementing measures to solve the issue, including regulating nitrogen oxide (NOx) emissions in 2016 and sulfur oxide (SOx) emissions in 2020, a program that was enhanced by the International Maritime Organization (IMO).

It is urgently required that exhaust gas from diesel engines—the core component of marine vessels—be made cleaner, and to meet this requirement, the industry will foster the electronic control of marine vessel engines, fuel conservation and the diversification of fuels. The industry is thus generating technological innovations against the backdrop of enhanced environmental regulations.

Nabtesco supplies electronically controlled hydraulic valves for use in electronically controlled marine vessel engines. According to the operational situation of the main engines, the valves control the timing and amount of fuel injection as well as the opening and closing of the exhaust valves, significantly contributing to cleaner exhaust gas emissions.

We also offer maintenance, repair and overhaul (MRO) services, including providing a monitoring system for the condition-based management of electronically controlled hydraulic valves. By enhancing preventive measures including the detection of failures, we help customers use our products longer while contributing to the safe navigation of marine vessels. Through these measures we contribute to the reduction of nitrogen oxide (NOx) and other emissions from marine vessels.
Increasing the value and applications of automatic doors

Automatic doors are installed at various facilities including office buildings for safe and comfortable use by large numbers of people. In addition to being used at public transportation facilities and residential buildings, automatic doors are also widely used at hospitals and food processing factories, where hygienic control is required.

Recently, automatic door manufacturers have increasingly been expected to enhance the safety and energy efficiency of their products to reduce environmental impact and to meet social needs, such as the need for barrier-free facilities.

Nabtesco has released the “NATRUS+e” automatic door that reacts only to people wanting to pass through it. The door can identify those who actually want to pass through it from among those merely walking nearby by identifying the direction in which each person is walking. This allows the door to automatically open and close only when necessary. Compared with a conventional automatic door, the length of the time a door is left open has been reduced by about 45% and the electricity consumed for indoor air-conditioning has also been reduced by about 20%. The door thus contributes greatly to energy conservation.

As the first automatic door manufacturer in Japan and a pioneer in the industry, Nabtesco has been providing doors optimal for each location at office buildings, hospitals, shopping centers, airports and convenience stores within and outside Japan. We will continue to contribute to better indoor environments, energy conservation and the provision of barrier-free facilities through our automatic door business.

* These are the results of monitoring tests carried out based on conditions set by the company and are subject to change depending upon the installation conditions, number of passers-by and other factors.
Shortage of caregivers amid the aging of society

The working-age population is decreasing while the number of people in need of care is increasing year by year against the background of an aging society, and dealing with the shortage of caregivers is becoming a social challenge. It is also necessary to consider measures to reduce the burdens imposed on caregivers and improve their working environment.

Nabtesco’s Approach

Nabtesco has developed a motor-assisted control system for wheelchairs. When fitted to a wheelchair, the system automatically assists a caregiver of the wheelchair user in moving the wheelchair on flat surfaces and upward slopes, thereby reducing the burden and load imposed on the caregiver. On downward slopes, the system automatically activates the brake to prevent the wheelchair from moving too fast or falling over. The system thus helps mitigate concerns about going out in a wheelchair and provides people using wheelchairs with greater comfort when they go out.

Nabtesco also developed the world’s first microcomputer-controlled intelligent prosthetic knee joint as a mobility-assist tool. The microcomputer detects the walking speed of the user, adjusts the air cylinder and automatically controls the swing speed of the knee joint for comfortable walking. The knee joint enables the user to walk almost naturally and reduces the burden imposed on the user, enabling the person to participate more in society.

Increased food loss and waste volume of packaging materials

Nearly one-third of foodstuffs produced around the world*, or about 1.3 billion tons of food, is wasted annually. It is important to reduce food loss and waste in society by offering foodstuffs in smaller, better-quality packages. Also, due to the expanded use of plastic containers for chemical products, it is becoming increasingly necessary to reduce plastic waste and replace plastic packages with recyclable packaging.

* Including food wasted and subsequently traded as feed as well as food lost due to dehydration.

Nabtesco’s Approach

Nabtesco provides food manufacturers with super high-speed automatic fill/seal machines, which can be used for retort food as well as to pouch a range of food products, including soups and drinks. By supplying products that help producers present food in smaller packages and thus extend best-by dates, we are contributing to the reduction of food loss while also helping our customers achieve more efficient and labor-saving production.

Moreover, by providing automatic fill/seal machines that integrate a range of test equipment, including a system to check the printed dates and seal integrity, we also contribute to food safety and security.

Our automatic fill/seal machines are also used for refill packaging. It is said that the amount of plastic used to make a refill package is about 20% of that used to make a plastic-molded container, and so Nabtesco indirectly contributes to reducing the use of plastic with these packaging machines.

By globally supplying a range of packaging machines, we thus contribute to the solution of social challenges, including food loss and the need to reduce plastic waste.
Products

Manufacturing and Infrastructure

- **Precision Reduction Gears**
  Precision reduction gears RV™
  Precision reduction gears RV are compact and lightweight with outstanding rigidity and overload resistance. With these features, the reduction gears serve to provide excellent accelerating capabilities, smooth motion, low-backlash and accurate positioning precision, leading to enhanced robot controllability.

- **Gear Head Type (Table Type)**
  This table type series is designed for accurate positioning. The low-profile products with large and hollow shafts are easy to use and are widely adopted for index tables as well as for pivots of various devices.

- **Control Valve for Mini Excavators**
  This product is a sectional-type multi-control valve developed specially for mini excavators, and is ideal for various needs such as action control of excavators. The series is popular for its compact size, versatility and strong lineup. It has captured a large market share in Japan.

- **Door Operators for Railroad Vehicles**
  We provide a wide variety of door operating systems for use in all types of vehicles including high-speed trains such as the Shinkansen, commuter trains and ultra-low-floor light rail vehicles (LRTs).

- **Flight Control Actuation System**
  Nabtesco is the leading Japanese manufacturer of this system, which controls the aircraft’s attitude. This system is used to move panels such as the ailerons on the main wings and elevators on the tail surface. Nabtesco has a solid reputation as a global leader in the commercial aircraft market.

- **High-Voltage Power Distribution Unit**
  The Rack and Panel is an electric power distribution unit, which enables the compact storage of power supply devices. This product has been newly developed for Boeing 787 aircraft, which require far more electric power than other existing aircraft. This product contributes not only to aircraft weight reduction but also to the improvement of aircraft maintenance by significantly reducing the amount of electric wiring used in the aircraft.

Railroad Vehicle Equipment

- **Brake Operating Units for Railroad Vehicles**
  This system is configured as a unit featuring a brake operating device that plays the core role in the electronically controlled air brake system and the brake cylinder pressure output for service and emergency braking.

- **Automatic Doors and Platform Doors**
  The use of platform doors is globally expanding to ensure the safety of passengers. Our platform doors are widely used in major markets, including Japan, Asia and Europe.

- **Automatic Doors for Buildings and Industrial Use**
  Our high-quality automatic doors are made by using advanced technologies and installed at various public and commercial facilities, such as office buildings, to help people move with safety, a sense of security, and comfort. Our doors are also widely used at industrial facilities, such as factories and waste treatment plants.

- **Stair Lift for Wheelchair Users**
  This stair lift is designed to move a wheelchair up and down stairs. The unique safety design prevents the wheels from slipping off the stairs and the chair from falling forward.

- **“Assist Wheel” Electric Wheelchair**
  The grip sensor detects the force being used to operate the wheelchair, and the electric motor assists the caregiver on slopes and pitiful paths. The electric wheelchair thus reduces the burden imposed on caregivers.

Transportation of People and Goods

- **Hydraulic Equipment**
  Crab edge Brake Chambers for Commercial Vehicles
  Mounted in the wheels of heavy-duty trucks, these chambers use air pressure to push pistons to apply the brakes.

- **Conical Roller Control System**
  This product removes any water or oil present in compressed air to increase the durability and reliability of air control systems. It is used by all Japanese heavy-duty truck manufacturers.

- **Distribution Unit**
  This product removes any water or oil present in compressed air to increase the durability and reliability of air control systems. It is used by all Japanese heavy-duty truck manufacturers.

- **Air Dryers for Commercial Vehicles**
  Air dryers for commercial vehicles
  Wedge Brake Chambers for Commercial Vehicles
  Mounted in the wheels of heavy-duty trucks, these chambers use air pressure to push pistons to apply the brakes.

Air Dryers for Commercial Vehicles

- **Door Operators for Railroad Vehicles**
  We provide a wide variety of door operating systems for use in all types of vehicles including high-speed trains such as the Shinkansen, commuter trains and ultra-low-floor light rail vehicles (LRTs).

Aircraft Equipment

- **Actuator Control System**
  Actuator Control System

- **Main Engine Remote Control System (M-800-Y)**
  This system enables the remote control of the vessel’s diesel engine from the ship’s bridge and/or control room, with functions for outputting commands to control the engine speed (rpm) and for monitoring the engine status. Equipped with advanced network functions and a liquid crystal display, the system provides excellent operability and expandability.

- **Electronically Controlled Hydraulic Valves**
  Mounted on each cylinder of a diesel engine, these valves control the timing and amount of fuel injection, as well as the opening and closing of the exhaust valves, thereby contributing to cleaner exhaust gas emissions. The valves are attracting great attention as an environmentally friendly component.

Marine Vessel Equipment

- **TTC8 High-Speed Automatic Fill/Seal Machine**
  A high-speed automatic continuous fill/seal machine that delivers high performance in a compact space. This equipment is not only used for retort pouch foods but also for soups, sauces and other food products as well as for refills for liquid detergents. Its features enable the mass production of these products.

Daily Lives and Welfare

- **Precision Reduction Gears**
  Precision reduction gears RV™
  Precision reduction gears RV are compact and lightweight with outstanding rigidity and overload resistance. With these features, the reduction gears serve to provide excellent accelerating capabilities, smooth motion, low-backlash and accurate positioning precision, leading to enhanced robot controllability.

- **Welfare Equipment**
  This system is used to move panels such as the display, the system provides excellent operability for monitoring the engine status. Equipped with the system, which controls the aircraft’s attitude. This system is used to move panels such as the ailerons on the main wings and elevators on the tail surface. Nabtesco has a solid reputation as a global leader in the commercial aircraft market.

- **Intelligent Prosthetic Knee Joint**
  This system is used to move panels such as the display, the system provides excellent operability for monitoring the engine status. Equipped with the system, which controls the aircraft’s attitude. This system is used to move panels such as the ailerons on the main wings and elevators on the tail surface. Nabtesco has a solid reputation as a global leader in the commercial aircraft market.

- **High-Speed Automatic Fill/Seal Machine**
  A high-speed automatic continuous fill/seal machine that delivers high performance in a compact space. This equipment is not only used for retort pouch foods but also for soups, sauces and other food products as well as for refills for liquid detergents. Its features enable the mass production of these products.

Packaging Machines

- **Electric Wheelchair**
  The grip sensor detects the force being used to operate the wheelchair, and the electric motor assists the caregiver on slopes and pitiful paths. The electric wheelchair thus reduces the burden imposed on caregivers.

- **TTC8 High-Speed Automatic Fill/Seal Machine**
  A high-speed automatic continuous fill/seal machine that delivers high performance in a compact space. This equipment is not only used for retort pouch foods but also for soups, sauces and other food products as well as for refills for liquid detergents. Its features enable the mass production of these products.

- **TL-10CW High-Speed Automatic Fill/Seal Machine**
  This 10 process rotary fill/seal machine can be used to pack a range of foods, including not only liquids but also products containing both liquid and solid substances. Moreover, this machine allows simultaneous filling and sealing of two bags, giving it the production capacity equivalent to that of two conventional machines, while requiring the floor space and support equipment of one. Further, a range of test equipment can be mounted on the machine. The fill/seal machine also supports deaeration using steam.

Production of Daily Commodities

- **“Assist Wheel” Electric Wheelchair**
  The grip sensor detects the force being used to operate the wheelchair, and the electric motor assists the caregiver on slopes and pitiful paths. The electric wheelchair thus reduces the burden imposed on caregivers.

- **TTC8 High-Speed Automatic Fill/Seal Machine**
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Research and Development

R&D based on “Motion control technology”

We always implement comprehensive measures to foster innovation and promote open innovation to increase our R&D efficiency.

Measure to create new products and businesses

In response to the diversification and sophistication of customer needs, Nabtesco is promoting a shift from supplying components to proposing solutions. To this end, we are developing mechatronic and systematized products through various methods, including conducting joint research with companies, universities and research institutes in Japan and abroad, supporting co-creation with startups via corporate venture capital and carrying out M&A projects. In Japan, we are fostering open innovation at the Nabtesco R&D Center.

Through these measures we will adapt diverse technologies, increase our development speed, develop human resources in globally important technological fields and press forward with the creation of new products and businesses.

Use of Human Resources

People (employees) are essential assets

We are cultivating human resource development and diversity and are working to provide comfortable workplaces through appropriate human resource management.

Measures for human resources, the driving force of growth

In order to share our ideal image of human capital, meaning individuals who can support the global expansion of business, and to clearly show the direction in which all employees are expected to move forward, Nabtesco has set the Basic Policy on Human Capital Development.

Basic Policy on Human Capital Development

Develop personnel who can think and learn on their own at all times as members of a global corporate group, and create a culture that values and supports learning.

Based on this policy, Nabtesco is implementing a range of initiatives to help employees to acquire the skills necessary to work globally, including an intensive study camp for English conversation, various other types of training to enhance language ability and an overseas trainee program that combines overseas study and work.

We are also fostering work style reforms, diversity and other measures to provide workplaces where a range of people can demonstrate their skills.

By contributing to the solution of social challenges through our business operations, we will continue to increase our corporate value.

Nabtesco was founded in 2003 by the integration of two companies: NABCO, Ltd. and Teijin Seiki Co., Ltd., both with long histories. Since then the Company has achieved steady growth by expanding business on a global scale and by producing a range of products and services taking the top spot in the market.

For Nabtesco to achieve sustainable growth toward the future based on “The Nabtesco Way,” we need to take environmental, social and governance (ESG) measures proactively. Based on this recognition we are working to increase customer satisfaction and contribute to the sustainable development of local communities with a view to providing all our stakeholders with value, while enhancing our corporate governance and increasing our management transparency.

Nabtesco is steadily increasing its corporate value over time.

Katsuhiro Teramoto
Representative Director, President and CEO

For details regarding The Nabtesco Way, please visit:

Nabtesco changed its accounting period in fiscal 2015, which as a result ended on December 31, 2015. The Company has been voluntarily adopting the International Financial Reporting Standards (IFRS) since fiscal 2017, and the numerical figures for fiscal 2016 were also recalculated in line with IFRS.

### March 2020 Edition

### Nabtesco Corporate Data

**Group Companies**

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>Tel.</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nabtesco Marine Machinery (Shanghai) Co., Ltd.</td>
<td>Building No. 5, Lane 777, Fengqiang Country, Shanghai, 201903, China</td>
<td>+86-21-6701-3541</td>
<td>+86-21-6701-3540</td>
</tr>
<tr>
<td>Nabtesco (China) Precision Equipment Co., Ltd</td>
<td>No. 15 Wenchang Ave, Pudong New District, Shanghai, 201209, China</td>
<td>+86-21-6982-0020</td>
<td>+86-21-6982-3818</td>
</tr>
<tr>
<td>Shanghai Nabtesco Marine Machinery Co., Ltd.</td>
<td>23 West 4th Street, Shanghai, 200002, China</td>
<td>+86-21-6982-0221</td>
<td>+86-21-6982-3028</td>
</tr>
<tr>
<td>Nabtesco Marine Machinery Co., Ltd.</td>
<td>83 Shanghai Road, Wujin High Tech Industrial Zone, Changzhou, Jiangsu, 213166, China</td>
<td>+86-519-2080-3313</td>
<td>+86-519-2080-8966</td>
</tr>
<tr>
<td>Nabtesco (33)</td>
<td>29-1 Gupyoung-Ro, Saha-Gu, Busan 49454, Korea</td>
<td>+82-51-478-4060</td>
<td>+82-51-478-4065</td>
</tr>
</tbody>
</table>

### Directors

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Katsuhisa Teramoto</td>
</tr>
<tr>
<td>Outside Director</td>
<td>Naoko Mizukoshi</td>
</tr>
<tr>
<td>Outside Director</td>
<td>Kenichi Kikuchi</td>
</tr>
<tr>
<td>Supervisory Director</td>
<td>Tetsuro Hirai</td>
</tr>
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</table>

### Corporate Overview

Nabtesco changed its accounting period in fiscal 2015, which as a result ended on December 31, 2015. The Company has been voluntarily adopting the International Financial Reporting Standards (IFRS) since fiscal 2017, and the numerical figures for fiscal 2016 were also recalculated in line with IFRS.

### Business Performance Data (Consolidated)

#### Sales Performance Data

<table>
<thead>
<tr>
<th>Period</th>
<th>Sales (Million Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal 2019 ended December 31</td>
<td></td>
</tr>
</tbody>
</table>

#### Operating Income

<table>
<thead>
<tr>
<th>Period</th>
<th>Operating Income (Million Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal 2019 ended December 31</td>
<td>21,697</td>
</tr>
</tbody>
</table>

### Components Solutions

- Manufacturing Solutions
- Transportation Solutions
- Aerospace Solutions

### Additional Information

- Nabtesco changed its accounting period in fiscal 2015, which as a result ended on December 31, 2015.
- The Company has been voluntarily adopting the International Financial Reporting Standards (IFRS) since fiscal 2017.
- The numerical figures for fiscal 2016 were also recalculated in line with IFRS.

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**October 2020 Edition**

**Net Sales (Million Yen)**

<table>
<thead>
<tr>
<th>Period</th>
<th>Sales (Million Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal 2019 ended December 31</td>
<td></td>
</tr>
</tbody>
</table>

**Operating Income (Million Yen)**

<table>
<thead>
<tr>
<th>Period</th>
<th>Operating Income (Million Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal 2019 ended December 31</td>
<td>21,697</td>
</tr>
</tbody>
</table>

**Components Solutions**

- Manufacturing Solutions
- Transportation Solutions
- Aerospace Solutions

**Additional Information**

- Nabtesco changed its accounting period in fiscal 2015, which as a result ended on December 31, 2015.
- The Company has been voluntarily adopting the International Financial Reporting Standards (IFRS) since fiscal 2017.
- The numerical figures for fiscal 2016 were also recalculated in line with IFRS.