Contents

Message from the President 1

Corporate Philosophy 2-3
Corporate Mission
Outline

Genealogy of Business Operations 4-5

Contributing to the Process of Manufacturing 6-7

Multifaceted Solutions
Automobiles 8-9
Energy, Infrastructure 10
Industrial Machines, Electrics, Electronics 11

Plants and Offices in Japan 12-13

Plants and Offices in Toyama 14-15

Plants and Offices Worldwide
Asia & Oceania 16-17
America 18
Europe 19

NACHI COMPLEX 20

Alliance Partners Management 21

Financial Highlights 22-23

History of NACHI-FUJIKOSHI 24-25
Message from the President

Fulfilling aspirations as a manufacturing company

The NACHI-FUJIKOSHI Group is contributing to expansion in the world of manufacturing by capitalizing on our abilities as a comprehensive machine manufacturer with the multifaceted operations and technologies to provide a wide range of solutions to customers in such fields as automotive, industrial machinery, energy, and infrastructure.

We have established our slogan of "Fulfilling aspirations as a manufacturing company" and established our "Long-term vision 2020" and "Mid-term management plan 2013" strategies to weather the turmoil of the economy and produce high corporate growth. We are revamping management based on the following three management policies as we aim to realize the dreams of our customers, associates, employees and other stakeholders.

1. Expand markets in emerging countries
Expanding sales, services, and production operations focusing on China, India, ASEAN, Central and South America, and Eastern Europe to drive corporate growth and establish positioning in emerging markets that promise economic growth in the mid-term and creating markets in Japan, Europe, and the USA as new volume zones.

2. Create new products and new businesses
Expanding business opportunities by creating new products and enterprises using our multifaceted technologies, and refining existing products and growing our product lineup.
Enabling us to meet the ever-growing number of needs in the manufacturing processes of our customers.

3. Educate and bolster human resources
Corporations are people, from the idea that people support manufacturing, we are educating personnel in Japan and across the globe to bolster manpower. Especially for global personnel as we focus on business expansion overseas and in emerging markets and to cultivate personal with a strong desire to meet challenges and succeed with an awareness of corporate citizenship.

President Hiroo Honma

President Hiroo Honma
Corporate Philosophy

Creativity - Business withers without creation.
Today’s dream brings about a better tomorrow. Creation causes some discord. Improvement is assured by conquering such discord.

Aggressiveness - Tackle your job aggressively.
Give priority to difficult assignments and never give up when the job is half done.

Globalism - The globe is your market.
Win the trust of the people of the world. Supply quality products at reasonable cost. Nurture the competitiveness of your products.

Appreciative minds - Always be appreciative of what people around you do for you.
Thank your parents for having given birth to you. Thank elders for their guidance. Serve the community in order to reciprocate its hospitality toward you.

Human assets - How to make the company prosper is to find and use the right person in the right job.
Quality people are difficult to come by. Be objective. Be health conscious. Be wise. Stick to your words.

Written by the founder, Kohki Imura

Corporate Mission

Contributing to the progress of the world of product manufacture.

Origin of the Corporate Name "FUJIKOSHI"

NACHI-FUJIKOSHI CORP. was founded in the city of Toyama in 1928. Kohki Imura, the founder, named the company FUJIKOSHI in order to give concrete expression to his creed that self sufficiency in machine tool supply is indispensable to Japan’s economic prosperity. The first two characters "不二" which read “Fuji” were picked from the Buddhist scriptures. A passage in the scriptures says “Justice and injustice appear to be different things. The truth is that they are "Fuji" (not two). They are one and the same”. The third Chinese character "義" which reads “Koshi” has the same pronunciation as "義志" which means the general area along the Japan Sea since olden days.

Origin of the Trademark "NACHI"

The NACHI brand name comes from "KUMANO-NACHI-TAISHA", the Grand Shrine, that is origin of Japan. It expresses strong entrepreneurial will. In 1929, the Emperor Showa made a tour of the Kansai district to inspect industries as part of the encouragement of domestic production, and personally inspected a FUJIKOSHI hacksaw blade that was on display as an example of an outstanding domestic product at the Osaka Prefectural Office. Overjoyed at the honor of entertaining the Emperor’s special attention, Kohki Imura decided to name his product “NACHI” after the name of the latest naval cruiser to be made in Japan, the very same vessel that the Emperor was sailing on for his tour.
Outline

Corporate Name: NACHI-FUJIKOSHI CORP.
Trademark: NACHI
Foundation: December 21, 1928
Account Settled on: November 30
President: Hiroo Honma
Head Office, Toyama Plant: 1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
Tel: 076-423-5111
Tokyo Head Office: Shiodome Sumitomo Bldg. 17F, 1-9-2 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021
Tel: 03-5568-5111

Capital: 16,000 million yen
Consolidated Net Sales: 166,000 million yen (2.150 million dollars)
Overseas Sales: 64,100 million yen (831 million dollars)
NACHI Group: 51 companies (Domestic 25 companies) (Overseas 26 companies)
Group Associates: 5,650 (52 companies) 2,600 (Non-Consolidated)

Major Products:
Machining: Cutting Tools, Forming Tools, Cutting Saws, Machine Tools, Precision Machinery, Machining Systems
Robots: Robots, Robot Systems, Electronic Equipment
Components: Bearings, Hydraulic Equipment, Automotive Hydraulics, Seismic Isolation System, Filtration System
Materials: Special Steels, Coating, Industrial Furnaces

Breakdown of Net Sales

Sales by Operation (Consolidated)

Sales by Market

Overseas Sales

Trends in Net Sales

Net Sales (Consolidated)

Operating Income (Consolidated)
Genealogy of Business Operations

**Cutting Tools**
- 1928 Began domestic production of cutting tools
- 1928 Set up operations to apply grinding and heat treatment technologies developed in special steels section

**Machine Tools**
- 1939 Cutting tool and bearing production facilities set up in-house
- 1940 Started internal manufacturing of broaching machines and other equipment to in-house production of cutting tools

**Automotive Hydraulics**
- 1958 Started internal manufacturing of broaching machines and other equipment to in-house production of cutting tools

**Bearing**
- 1939 Set up operations to apply grinding and heat treatment technologies developed in tool production with high-quality materials

**Special Steels**
- 1938 Started in-house production of specialized steels for cutting tools and bearings and integrated production system from materials to end products

**Clean thermo coatings**
- 1964 Set up operations using heat treatment developed for cutting tools and bearings

**Hydraulic Equipment**
- 1968 Set up operations to apply machine tool automation technology and hydraulic control technology

**Precision machinery**
- 1964 Advancing into ultra-precision machine tools based on grinding technology, mechanical control, and control technologies

**Automotive Hydraulics**
- 1989 Expanded operations based on high-reliability of bearings and hydraulic control technology
### 2000
- **Eco & Eco**
- Expansion of environmentally friendly cutting and machine tools
- Business tie-up with Sumitomo Electric/Air Industrial Materials
- Sealed support bearings
- Magni Cradle
- EX-V series

### 2005
- **Precision molding**
- AG drills
- GS mills
- AG mills
- Mold Meister Ball
- MQL Power Long Drill
- Hard broaches
- Crystal diamond coated drills
- Aqua Drill EX series

### 2010
- GSX mills
- Hyper Dual 6P/6P hobs
- Full-scale development of cutting tool operations with Motherson Group in India
- Developed engineering operations for domestic and overseas machine production
- Flexible power finisher
- Integrated machine tools

### 2015
- **Automation & AI**
- Various sensors
- Vision sensors
- AX controllers
- Robots for transferring glass substrates
- Business tie-up with Osten
- SH series heavy-duty robots
- Ultra-fast robot SRA
- FD controller

### Sealed support bearings
- EX-V series
- Magni Cradle
- Magni Cradle EX-V series

### Components
- Automotive solenoid valves (compact electric valves)
  - AYC unit
  - Automotive 3-way solenoid valve
  - Strengthened automotive hydraulics operations
  - Ultra-compact solenoid valve for automobiles
  - Compact proportional valves
  - Started local production in China
  - High-power 3-way valve

### Materials
- High-performance bearing steels
- Micron Hard
- CDC process Micron Hard
- Entered FM alloy markets
- PROVA450 mold steel for corrosion resistant mirror finish plastics

### Machining
- NC helical broaching machines
- High-speed finishing broaching machine
- Aqua drills
- Dual cutting hobs
- Semi-dry broaches
- X's mills
- High-speed finishing broaching machine
- MQL power cell
- Hard broaching machines
- Silicon water production equipment

### Robots
- Various sensors
- Vision sensors
- AX controllers
- SC700 heavy-load bearing robots
- New compact platform robots with 6 and 7 axes join lineup
- Nano Facer
- Nano groover
- High-speed seam welding robots
- Visual sensor NV-Pro Flex Hand

### Sealing & Lubrication
- Machine-mounted measuring technologies
- Consolidation of grinding operations
- Various sensors
- Vision sensors
- AX controllers
- Robots for transferring glass substrates
- Business tie-up with Osten
- SH series heavy-duty robots
- Ultra-fast robot SRA
- FD controller

### Business tie-up
- Eco & Eco
- Expansion of environmentally friendly cutting and machine tools
- Business tie-up with Daido Steel/Riken Seiko
- Created new market with Micron Hard
- Business tie-up with Erasteel (France)
- Formation of Gear Production Alliance (GPA)
- Started local production in China
- Strengthened automotive hydraulics operations

### Business Strategy
- Development of continuous vacuum carburizing furnaces
- Hybrid coatings
- Vacuum degreasing machines
- Clean Master-J
- Creation of vacuum carburizing furnace series

### Machine Tools
- High-speed seam welding robots
- Vision sensors
- AX controllers
- Robots for transferring glass substrates
- Business tie-up with Osten
- SH series heavy-duty robots
- Ultra-fast robot SRA
- FD controller

### Environmental
- Expansion of environmentally friendly cutting and machine tools
- eco & eco
- Various sensors
- Vision sensors
- AX controllers
- Robots for transferring glass substrates
- Business tie-up with Osten
- SH series heavy-duty robots
- Ultra-fast robot SRA
- FD controller

### Production
- Production localized in Thailand
- TISCO (India) provided with technology
- Sealed support bearings
- Magni Cradle
- EX-V series

### Cleaning & Coating
- Vacuum degreasing machines
- In-line washing equipment
- Z-TOPS transparent conductive oxide coating equipment
- Creation of vacuum carburizing furnace series
Contributing to the Process of Manufacture

Cutting Tools
- Drills
- End Mills
- Taps
- Metal Band Saws

Broaches
- Hobs
- Shaving Cutters
- Forming Racks

Machine Tools
- Regrinding/Recoating for Cutting Tools
- Tool Engineering Services
- Broaching Machines
- Power Finisher
- Precision Roll Forming Machines
- Power Cell
- Various Processing Machines

Machining

Manufacturing Process
- Heat Treatment
- Near-net Shape

Cutting
- Cutting-off Shaping

Heat Treatment
- Surface Modification

Materials

Special Steels
- Fine Multi-Controlled ALLOY
- Hardened Rods
- Micron Hard

Industrial Furnaces
- Vacuum Carburizing Furnace
- Vacuum Degreasing Washer
- Coating Equipment
- Coating Process

Maintenance of Industrial Furnaces Heat Treatment and Coating on Consignment

Components

Bearings
- High-Function Bearings for Industrial Machines
Grinding

Ultra Precision Machining

Robot Maintenance, Overhaul
Robot Operation Training

Welding and General Handling Robots
Heavy Duty/Payload Handling Robots

Clean Robots

Aspheric Generators
Precision Slicing Machines
CNC Grinding Machines

Robots

High-Function Bearings
for Automobiles

High-Function Hydraulic Equipment
for Construction Machines
High-Function Hydraulic Equipment
for Industrial Machines

Hydraulic Equipment

Solenoid Valves for Automobiles
3way Solenoid Valves
Linear Solenoid Valves
Automotive Hydraulic Units

Automotive Hydraulics

System to solidify and recycle metal chips
Filtration of Cutting and Grinding Coolant
Power-saving high-precision Power Meister

Energy and Resource Saving Systems
Multifaceted Solutions
Automobiles

Engines
Contributing to higher energy efficiency and green processes.

AG-ES/ESS Drills

MQL Power Cell
MQL Machining System

Power Finisher
Crankshaft and camshaft lapping.

Constant Velocity Joints
Quiet and smooth rotary transfer.

Forming Rack
Keeping precision high in super efficient production.

Double-Row Angular Contact Ball Bearings
For automobile air conditioners resistant to high speeds and high temperatures.

World’s No.1

Roller Bearings for Constant Velocity Joints
High-performance bearings for superb operability, comfort and safety in automobile driving.
High speed hob cutting.

Steering
Safe and stable steering.
Broaching of steering racks.

Transmissions
For responsive and comfortable driving.

Vacuum carburizing of transmission gears.

Vacuum Carburizing Furnace “En-Carbo”
Perform highly accurate carburizing to be environmentally friendly and low in cost.

NC Helical Broaching Machine
Perform highly efficient machining of helical gears for automatic transmission.

Spot Welding Robots
Heavy-Load Handling Robots

SRA166

MT21 Steel Bearings for transmissions
Helical Broach

High speed hob cutting.

Self-aligning Clutch Release Bearings
4-point Contact Ball Bearings BX Series
Vane Material in Power Steering Pumps Made from HSS

Solenoid Valves for Automobiles
Direct control of transmission clutch with valves.
Multifaceted Solutions
Energy, Infrastructure

Power Generation, Aircraft

Christmas Tree Forms Broach
Create highly accurate form on turbine rotor disk blade of aircraft, ships and generators.

Crystal Diamond Coated Drills
Helping improve productivity of aircraft.

Large Module Hob
High-performance machining of large size gears for wind turbine generators.

Spherical Roller Bearings
The world’s highest load capacity and service life.

Railroads

Bearings for Wheels
Lightweight and compact bearings for axles capable of withstanding the high speed of the bullet train “Shinkansen”.

Distribution

Palletizing Robot “LP130/180”
Enable high-speed/high-precision palletization of cardboard boxes, bags, bottles, and metal products.

Construction Machines

Wheel Drive Motors and Swing Motors
For small shovels, of which required functions have been integrated into a compact unit.
Industrial Machines, Electrics, Electronics

Industri al Machines

Sealed Ball Screw Support Bearings
Supporting maintenance-free machinery with sealed ball screw support bearings in high-precision application.

Aqua Drill Series
Perform highly efficient machining under both dry and wet conditions.

Energy-Saving Hydraulic Units
Achieve energy saving through inverter drive system.

New Platform Robot “MR20”
Featuring seven axes and multiple joints.

New EXEO Series Materials for Functional Components
Perfect for injection molding machines.

B e arings for paper mills

Electrics, Electronics

Ultra-Precision Aspheric Generators
"Nano Aspher"
Perform ultra-precise processing for aspherical lens dies.

PROVA Series Steel for Molds for Corrosion Resistant Mirror Finish Plastics
Appropriate material to molds used to create light guide plates and aspheric lenses.

Large-sized Glass Substrate Transfer Robot
Plants and Offices in Japan

Tokyo Head Office
Eastern Japan Main Branch
International Trade Headquarter
Shiodome Sumitomo Bldg.

Toyama Head Office
Higashi Toyama, Namerikawa, Mizuhashi, Nagaresugi Offices
Hokuriku Branch Office, Nachi Hokuriku Co., Ltd.

Hiroshima Branch Office
Nachi Sanyo Co., Ltd.

Kyushu Branch Office
Nachi Kyushu Co., Ltd.

Hokkaido Sales Office

Yamagata Sales Office

Fukushima Sales Office

North Kanto Branch

Shinshu Sales Office

Tokyo Head Office
Eastern Japan Branch Office
International Sales Division
Nachi Kanto Co., Ltd.
Nachi Tokiwa Co., Ltd.

NACHI Engineering

Tokai Branch Office

Central Japan Branch Office
Nachi Kansai Co., Ltd.

Western Japan Branch Office
Nachi Kansai Co., Ltd.
Head Offices

Toyama Head Office
1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
Tel:076-423-5111 Fax:076-493-5211

Tokyo Head Office
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Tel:03-5568-5111 Fax:03-5568-5206

URL : http://www.nachi-fujikoshi.co.jp/
E-mail : webmaster@nachi-fujikoshi.co.jp

Sales Offices

Eastern Japan Branch Office
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Tel:03-5568-5280 Fax:03-5568-5290

Hokkaido Sales Office
10-4-10 1-jo, Higashi-ku, Sapporo, 065-0041
Tel:011-782-0006 Fax:011-782-0033

Yamagata Sales Office
130-1, Yachi Azamaki, Kahocho, Nishimurayama-gun,
Yamagata 999-3511, C/O Nachi Tohoku Seiko Co., Ltd.
Tel:0237-71-0321 Fax:0237-72-5212

Fukushima Sales Office
One Bridge Bldg. 2F, 2-33-1
Kuwano, Koriyama-ku, Fukushima 935-8025
Tel:024-991-4511 Fax:024-935-1450

North Kanto Branch
26-2 Hama-cho, Ota-ku, Gunma 373-0853
Tel:076-423-5337 Fax:076-493-5258

Shinshu Sales Office
248-3 Kamiishiojiri, Ueda-shi, Nagano Prefecture 386-0042
Tel:076-425-8013 Fax:076-492-4319

Central Japan Branch Office
Nachi Nagoya Bldg., 2-120-3
Takayashiro, Mie, Mie 500-0057
Tel:052-769-6811 Fax:052-769-6830

Tokai Branch Office
1-20-17 Ebisutuka, Naka-ku, Hamamatsu 432-8033
Tel:053-454-4160 Fax:053-454-4845

Hokuriku Branch Office
Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966
Tel:076-425-8013 Fax:076-492-4319

Western Japan Branch Office
Sumitomo Nakanoshima Bldg., 5F, 3-2-18
Nakanoshima, Kita-ku, Osaka 530-0005
Tel:06-7178-5111 Fax:06-7178-5110

Hiroshima Branch Office
Nihonseimei Hiroshima Hikarimachi Bldg., 6F, 1-10-19
Hikarimachi, Hiroshima 732-0052
Tel:082-568-7460 Fax:082-568-7465

Kyushu Branch Office
1-10-30 Sanno, Hakata-ku, Fukuoka-shi, Fukuoka 812-0015
Tel:092-441-2505 Fax:092-471-6600

Nachi Logistics Center
3-5-1 Yoneda-machi, Toyama 931-8511
Tel:076-438-4481 Fax:076-438-4454

Engineering Companies

NACHI Robot Engineering Co., Ltd.
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Ayase, Osaka, Hamamatsu, Hiroshima, Okayama, Fukuoka, Toyama, Sendai
Tel:03-5568-5180 Fax:03-5568-5185

NACHI Machinery Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511
C/O Fujikoshi Toyama Office
Tel:076-492-0708 Fax:076-493-5255

NACHI Tool Engineering Co., Ltd.
1-1-1 Fujikoshi Honmachi, Toyama 930-8511
C/O Fujikoshi Toyama Office
Tel:076-423-5337 Fax:076-493-5258

Sales Companies

NACHI Kanto Co., Ltd.
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Ayase, Osaka, Hamamatsu, Hiroshima, Okayama, Fukuoka, Toyama, Sendai
Tel:03-5568-5190 Fax:03-5568-5195

NACHI Engineering
2696-15 Hayakawa, Ayase-ku, Kanagawa 252-1123
Shiodome Sumitomo Bldg. 17F
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Ota, Utsunomiya, Hamamatsu, Osaka, Kumamoto, Canton China, Ohio USA, and others
Tel:0467-71-5111 Fax:0467-71-5116

NACHI TOKIWA CORP.
1-9-2 Higashi-Shinbashhi, Minato-ku, Tokyo 105-0021
Ota, Utsunomiya, Hamamatsu, Osaka, Kumamoto, Canton China, Ohio USA, and others
Tel:03-6252-3677 Fax:03-6252-3678

NACHI Tokai Co., Ltd.
Nachi Nagoya Bldg., 2-120-3
Takayashiro, Mie, Mie 500-0057
Tel:052-769-6911 Fax:052-769-6913

NACHI Hokuriku Co., Ltd
Nachi Hokuriku Bldg., 2-3-60 Ishigane, Toyama 930-0966
Sumitomo Nakanoshima Bldg., 5F, 3-2-18
Nakanoshima, Kita-ku, Osaka 530-0005
Kakogawa
Tel:076-424-3991 Fax:076-492-4319

NACHI Kansai Co., Ltd.
Nachi Nagoya Bldg., 2-120-3
Takayashiro, Mie, Mie 500-0057
Tel:06-7178-2200 Fax:06-7178-2201

NACHI Sanyo Co., Ltd.
Nihonseimei Hiroshima Hikarimachi Bldg., 8F
1-10-19 Hikarimachi, Hirakata-ku, Hiroshima 722-0052
Tel:082-568-7461 Fax:082-568-7465

NACHI Kyushu Co., Ltd.
1-10-30 Sanno, Hakata-ku, Fukuoka-shi, Fukuoka 812-0015
Tel:092-441-2505 Fax:092-471-6600
Plants and Offices in Toyama

**Toyama Head Office, Toyama Plant**
- Products: Cutting Tools, Machinery, Robots and Bearings
- Site Scale: 353,000m² Building: 224,000m²

- Internal broaches factory
- Automotive air conditioner bearings factory
- Large-sized robots factory
- Precision bearings factory

**Nagaresugi Plant**
- Products: Cutting Tools, Machinery and Bearings
- Site Scale: 55,000m² Building: 28,000m²
- Parts processing factory

**Higashi-Toyama Plant**
- Products: Special Steels and Hydraulic Equipment
- Site Scale: 227,000m² Building: 126,000m²

- Hydraulic valves factory
- Special steel melting factory

**Namerikawa Plant**
- Products: Precision Machinery, Hydraulic Equipment, Automotive Hydraulics, Industrial Furnaces and Coating
- Site Scale: 195,000m² Building: 69,000m²
- Automotive hydraulic factory
Manufacturing Companies

NACHI Seiko Co., Ltd.
- Precision Cutting Tools
  Tel:076-425-2695 Fax:076-425-9091

NACHI Tool Genesis Co., Ltd.
- Metal Band Saws
  Tel:076-425-2281 Fax:076-424-3183

NACHI Bearing Manufacturing Co., Ltd.
- Bearings
  Tel:076-478-2098 Fax:076-479-1081

NACHI Nihonkai Bearing Co., Ltd.
- Bearings
  Tel:076-478-2171 Fax:076-478-2173

Hokuriku Kinzoku Co., Ltd.
- Bearings
  Tel:076-451-5217 Fax:076-451-9203

NACHI Toyama Bearing Co., Ltd.
- Bearings
  Tel:076-467-2201 Fax:076-467-2203

NACHI Yatsuo Bearing Co., Ltd.
- Bearings
  Tel:076-454-2627 Fax:076-454-4343

NACHI Tateyama Bearing Co., Ltd.
- Bearings
  Tel:076-424-8848 Fax:076-424-8832

NACHI Tohoku Seiko Co., Ltd.
- Hydraulic Equipment and Printing Press Parts
  Tel:023-686-2116 Fax:023-686-2119

NACHI Hydraulics Co., Ltd.
- Hydraulic Equipment
  Tel:076-469-3829 Fax:076-469-3823

Toyama Atsuen Co., Ltd.
- Special Steels
  Tel:076-437-5806 Fax:076-438-9270

Service Companies

FUJIKOSHI Information Systems Co., Ltd.
- Information Systems
  Tel:076-493-0980 Fax:076-493-2671

NACHI Logistics Co., Ltd.
- Transportation, Storage, Insurance
  Tel:076-425-0262 Fax:076-493-8676

FUJIKOSHI Com Service Co., Ltd.
- Receptions, Facilities Management, Security
  Tel:076-423-5042 Fax:076-493-5208

FUJIKOSHI Accounting Co., Ltd.
- Accounting and Finances
  Tel:076-423-5095 Fax:076-493-5227

Plants

Toyama Plant
- 1-1-1 Fujikoshi-Honmachi, Toyama 930-8511
  Tools Tel:076-423-5100 Fax:076-493-5221
  Machine Tools Tel:076-423-5140 Fax:076-493-5242
  Robots Tel:076-423-5135 Fax:076-493-5251
  Bearings Tel:076-423-5120 Fax:076-493-5231

Higashi-Toyama Plant
- 3-1-1 Yoneda-machi, Toyama 931-8511
  Materials Tel:076-438-4411 Fax:076-438-6313
  3-2-1 Nakatsu, Toyama 931-8453
  Hydraulic Equipment Tel:076-438-8970 Fax:076-438-8978

Namerikawa Plant
- 176 Ogake, Namerikawa 936-0802
  Hydraulic Equipment Tel:076-471-2046 Fax:076-471-2673
  Automotive Hydraulics Tel:076-471-2320 Fax:076-471-2324
  Precision Machinery Tel:076-471-2101 Fax:076-471-2824
  Coating Tel:076-471-2985 Fax:076-471-2989
  Industrial Furnaces Tel:076-471-2982 Fax:076-471-2987

Mizuhashi Plant
- 193 Iseya Mizuhashi, Toyama 939-3524
  Bearings Tel:076-478-2098 Fax:076-479-1081

Nagaresugi Plant
- 160 Nagaresugi, Toyama 939-8032
  Tools Tel:076-425-2695 Fax:076-425-9091
  Machine Tools Tel:076-495-1341 Fax:076-495-1359
  Bearings Tel:076-424-8848 Fax:076-424-8832

FUJIKOSHI Technical High School
FUJIKOSHI Hospital
FUJIKOSHI Guesthouse "Muhenkaku"
Plants and Offices Worldwide
Asia & Oceania

Sales Offices

NACHI SINGAPORE PTE. LTD.
No.2 Joo Koon Way, Jurong Town, Singapore 628943, SINGAPORE
Tel.: +65-65587393 Fax.: +65-65587371

VIETNAM REPRESENTATIVE OFFICE
(Hanoi)
5B Fl., Noza Bld., 243 Cau Giay St., Cau Giay Dist., Hanoi, Vietnam
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VIETNAM REPRESENTATIVE OFFICE
(Ho Chi Minh)
4F., Yoco Bld., 41 Nguyen Thi Minh Khai St., Dist.1, Ho Chi Minh, Vietnam
Tel.: +84-8-3822-3919 Fax.: +84-8-3822-3918

FUJIKOSHI-NACHI (MALAYSIA) SDN. BHD.
No.17, Jalan USJ 21/3, 47630 UEP Subang Jaya, Sekangor Darul Ehsan, MALAYSIA
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Tel.: +66-2-714-0008 Fax.: +66-2-714-0740

NACHI (SHANGHAI) CO., LTD.
11F Royal Wealth Center, No.7, Lane98, Danba Road, Putuo District, Shanghai 200062, China
Tel.: +86-(0)21-6915-2200 Fax.: +86-(0)21-6915-5427

CHONGQING BRANCH
Room 17-18/17-19, Tower C, Hongding Guoji Mingyuan, Jiangbei District, Chongqing 400020, CHINA
Tel.: +86-(0)23-881-1967 Fax.: +86-(0)23-881-1968

SHENYANG BRANCH
Room 610, Tower A, Wensu Road, Hunnan New District, Shenyang (Singapore Industry Park) 110179, CHINA
Tel.: +86-(0)24-3120-2252

BEIJING BRANCH
Room 1110, Kuntai International Mansion, Building O, Yi No.12 Chao Wai Street, Chao yang District, Beijing 100020, CHINA
Tel.: +86-(0)10-5879-0181 Fax.: +86-(0)10-5879-0182

NACHI-FUJIKOSHI CORP. TAIPEI REPRESENTATIVE OFFICE
No.109, Kao Young North Rd, Lung-Tan Hsin, Tao-Yuan Helen, TAIWAN
Tel.: +886-(0)3-411-7776 Fax.: +886-(0)3-471-8402

NACHI-FUJIKOSHI CORP. KOREA REPRESENTATIVE OFFICE
2F Dongsan Bldg. 276-4, Sungsu 2GA-3DONG Sungdong-Ku, Seoul 133-831, KOREA
Tel.: +82-(0)2-469-2254 Fax.: +82-(0)2-469-2264

NACHI-FUJIKOSHI CORP. INDIA REPRESENTATIVE OFFICE
Global Foyer, Unit No.3, 1st Floor, DLF Golf Course Road, Sector-43, Gurgaon, Haryana 122002, INDIA
Tel.: +91-124-493-2600 Fax.: +91-124-493-2608

NACHI (AUSTRALIA) Pty. Ltd.
Unit 1, 23-29 South Street, Rydalmere, N.S.W 2116, AUSTRALIA
Tel.: +61-(0)2-9898-1511 Fax.: +61-(0)2-9898-1678 URL: http://www.nachi.com.au/

NACHI (AUSTRALIA) Pty. Ltd.
Manufacturing • Service Plants

NACHI TECHNOLOGY (THAILAND) CO., LTD.
5/5 M, 2, Rojana Industrial Estate
Nongbua, Ban Khai, Rayong, 21120, THAILAND
Tel : +66-38-961-682
Fax : +66-38-961-683

NACHI INDUSTRIES PTE. LTD.
No.2 Joo Koon Way, Jurong Town,
Singapore 628943, SINGAPORE
Tel : +65-68613944
Fax : +65-68611153
URL : http://www.nachinip.com.sg/

NACHI PILIPINAS INDUSTRIES, INC.
1st Avenue, Manalac Compound, Sta. Maria
Industrial Estate, Bagumbayan, Taguig,
Metro Manila, PHILIPPINES
Tel : +63-(0)2-838-3620
Fax : +63-(0)2-838-3623

NACHI MOTHERSON PRECISION LTD.
179, Sector 4, IMT Manesar, Distric
Gurgaon-122 050, Haryana, INDIA
Tel : +91-124-4936-000
Fax : +91-124-4936-022

NACHI KG TECHNOLOGY INDIA PRIVATE Ltd.
Plot No. SP2-86, RIICO Industrial Area,
Neemrana 301705, Distt. Alwar,
Rajasthan, India

NACHI MOTHERSON TOOL TECHNOLOGY LTD.
D-59-60, Sector-6, Noida 201301, Distt.
Gautam Budh Nagar, U.P. INDIA
Tel : +91-120-425-8372
Fax : +91-120-425-8374

NACHI MOTHERSON CORP.
No. 109, Kao Young North Rd, Lung-Tan
Hsin, Tao-Yuan Hsien, TAIWAN
Tel : +886-(0)3-471-7651
Fax : +886-(0)3-471-8402

NACHI (JIANGSU) CO., LTD
Completion of construction scheduled
for January 2013

NACHI (JIANGSU) CO., LTD
Nanyuan Road, Zhangjiagang Economic
and Technological Development Zone
(South), Zhangjiagang, Jiangsu, CHINA

DONGGUAN NACHI C.Y. CORPORATION
Dangyong Village, Hongmei Town
Dongguan City, Guangdong, CHINA
Tel : +86-(0)769-8843-1300
Fax : +86-(0)769-8843-1330

SHANGHAI NACHI BEARINGS CO., LTD
Yitong Industry Zone
258, Fengmiao Rd. Malu Town, Jiading,
Shanghai 201801, CHINA
Tel : +86-(0)21-6915-6200
Fax : +86-(0)21-6915-6202

SHANGHAI NACHI SAW CO., LTD
Yitong Industry Zone
258, Fengmiao Rd. Malu Town, Jiading,
Shanghai 201801, CHINA
Tel : +86-(0)21-6915-5899
Fax : +86-(0)21-6915-5898

NACHI (SHANGHAI) PRECISION TOOLS CO., LTD
Yitong Industry Zone
258, Fengmiao Rd. Malu Town, Jiading,
Shanghai 201801, CHINA
Tel : +86-(0)21-6915-7200
Fax : +86-(0)21-6915-7669

DAESUNG-NACHI HYDRAULICS CO., LTD.
289-22, Yusan-Dong, Yangsan-Si
Gyeongnam 626-230, KOREA
Tel : +82-(0)55-371-9700
Fax : +82-(0)55-384-3270

NACHI TECHNOLOGY (THAILAND) CO., LTD.
Established : 1999
Products : Bearings, Cutting Tools,
Hydraulic Equipment and Robot

NACHI C.Y. CORP.
Established : 1987
Products : Bearings

SHANGHAI NACHI BEARINGS CO., LTD
Established : 2001
Products : Bearings

NACHI (JIANGSU) CO., LTD
Established : 1987
Products : Bearings

NACHI TECHNOLOGY (THAILAND) CO., LTD.
Established : 1999
Products : Bearings

NACHI MOTHERSON PRECISION LTD. (India)
Established : 2010
Products : Cutting tools and machine tools

NACHI KG TECHNOLOGY INDIA PRIVATE Ltd.
Established : 2010
Products : Cutting tools and machine tools

NACHI (SHANGHAI) PRECISION TOOLS CO., LTD
Established : 2001
Products : Bearings

DAESUNG-NACHI HYDRAULICS CO., LTD.
Established : 2001
Products : Bearings

NACHI MOTHERSON TOOL TECHNOLOGY LTD.
Established : 2001
Products : Cutting tools and machine tools

NACHI MOTHERSON CORP.
Established : 1987
Products : Bearings

NACHI KG TECHNOLOGY INDIA PRIVATE Ltd.
Established : 2001
Products : Cutting tools and machine tools

DAESUNG-NACHI HYDRAULICS CO., LTD.
Established : 2001
Products : Bearings

DONGGUAN NACHI C.Y. CORPORATION
Established : 2001
Products : Bearings
Plants and Offices Worldwide

America

- Sales Offices
- Manufacturing Service Plants

NACHI AMERICA INC.
HEADQUARTERS
715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel.: +1-317-530-1001
Fax.: +1-317-530-1011
URL: http://www.nachiamerica.com/

WEST COAST BRANCH
12652 E. Alondra Blvd., Cerritos, California, 90703, U.S.A.
Tel.: +1-562-802-0055
Fax.: +1-562-802-2455

NACHI ROBOTIC SYSTEMS INC.
22285 Roethel Drive, Novi, Michigan, 48375, U.S.A.
Tel.: +1-248-305-6545
Fax.: +1-248-305-6542
URL: http://www.nachirobotics.com/

MIAMI BRANCH-LATIN AMERICA DIV.
2315 N.W. 107th Ave., Doral, Florida, 33172, U.S.A.
Tel.: +1-305-591-0054/0059/2604
Fax.: +1-305-591-3110

INDIANA SERVICE CENTER
715 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel.: +1-502-517-1553
Fax.: +1-317-535-3659

SOUTH CAROLINA SERVICE CENTER
1310 Darlington Road, Suite L, Greenville, SC 29615, U.S.A.
Tel.: +1-864-458-8000
Fax.: +1-864-458-8256

NACHI CANADA INC.
89 Courtland Ave., Unit No.2, Concord, Ontario, L4K 3T4, CANADA
Tel.: +1-905-660-0088
Fax.: +1-905-660-1146
URL: http://www.nachicanada.com/

NACHI MEXICANA, S.A. DE C.V.
Urbina No.54, Parque Industrial Naucalpan, Naucalpan de Juarez, Estado de Mexico C.P.53370, MEXICO
Tel.: +52-55-3604-0832/0842/0081
Fax.: +52-55-3604-0882

NACHI MEXICANA ENGINEERING CENTER
1171 A, Calle Julio Díaz Torre, Frace, Ciudad Industrial, Aguascalientes, C.P.20290, MEXICO
Tel. & Fax: +52-449-971-1689

NACHI ROBOTIC SYSTEMS INC.
Established: 1989
Products: Robots

NACHI AMERICA INC.
Established: 1962
Products: Cutting Tools, Machine Tools, Bearings, Hydraulic Equipment and Special Steels

NACHI TECHNOLOGY INC.
Established: 1974
Products: Bearings

NACHI TOOL AMERICA INC.
Established: 2005
Products: Cutting Tools

NACHI CANADA INC.
Established: 1972
Products: Bearings and Cutting Tools

NACHI MEXICANA, S.A. DE C.V.
Established: 1980
Products: Cutting Tools

NACHI BRASIL LTDA.
Established: 1972
Products: Cutting Tools

NACHI ROBOTIC SYSTEMS INC.
Established: 1989
Products: Robots
NACHI TECHNOLOGY INC.
713 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel : +1-317-535-5000
Fax : +1-317-535-8484
URL : http://www.nachitech.com/

NACHI TOOL AMERICA INC.
717 Pushville Road, Greenwood, Indiana, 46143, U.S.A.
Tel : +1-317-535-0320
Fax : +1-317-535-0983

NACHI BRASIL LTDA.
Avenida João XXIII, No.2330, Jardim São Pedro, Mogi das Cruzes, S.P., BRASIL, CEP 08830-000
Tel : +55-11-4793-8800
Fax : +55-11-4793-8870
URL : http://www.nachi.com.br/

SÃO PAULO BRANCH
Av. Paulista, 453, Primeiro Andar, Conj.11, 12,12 e 14, Cerqueira Cesar, Sao Paulo-SP, CEP : 01131-000, Brasil
Tel : +55-11-3284-9844
Fax : +55-11-3284-1751

BUENOS AIRES SALES OFFICE
Juncal, 1268, B1714 MFD, Ituzaingó, Buenos Aires, Argentine
Tel : +54 911 15 3693 2828

MANAUS SALES OFFICE
Centro Empresarial Art Center Av. Djalma Bafista, 3. 694 - SL. 20 - Chapada Manaus - AM - CEP 69050-010 Brasil
Tel : +55 11 6392 1918

BLUMENAU SALES OFFICE
Rue Sete de Setembro, 2.014 - Centro Blumenau - SC - CEP 89012-400 Brasil
Tel : +55 11 7461 7061

Europe

NACHI EUROPE GmbH
Bischofstrasse 99, 47809, Krefeld, GERMANY
Tel : +49-(0)2151-65046-0
Fax : +49-(0)2151-65046-90
URL : http://www.nachi.de/

SOUTH GERMANY OFFICE
Pleidelsheimer Strasse47, 74321, Bietigheim-Bissingen
Tel : +49-(0)7142-77418-0
Fax : +49-(0)7142-77418-20

SPAIN BRANCH
P.I. EL MONTALVO III c/Segunda, 6, Portal 1-2a, Oficina 5 37188-Carbajosa de La Sagrada Salamanca - Espana, SPAIN
Tel : +34-(0)923-197-837 Fax : +34-(0)923-197-758

CZECH BRANCH
Sezemická 2757/2, 193 00 Praha 9 Horní Počernice VGP Park - Building A1 Czech Republic
Tel : +420-255-734-000 Fax : +420-255-734-001

U.K. BRANCH
Unit 3, 92, Kettles Wood Drive Woodgate Business Park, BIRMINGHAM B32 3DB, U.K.
Tel : +44-(0)121-423-5000 Fax : +44-(0)121-421-7520

TURKEY OFFICE
Karaman Ciftligi Mevkii, Agaoglu My Prestige, K.13, D:110, 34746, Atasehir, Istanbul, TURKEY
Tel : +90-(0)216-688-4457 Fax : +90-(0)216-688-4458

NACHI EUROPE GmbH
Established : 1967
Products : Cutting Tools, Machine Tools, Robots, Bearings, Hydraulic Equipment and Special Steels

NACHI CZECH s.r.o.
Prunyslova 2732, 440 01 Louny, CZECH
Tel : +420-415-930-930 Fax : +420-415-930-940

Established : 2003
Products : Bearings
NACHI COMPLEX

NACHI-BUSINESS Galaxy
We exhibit and perform our products, technological seeds and the linkage between our operations as "NACHI Brand".

NACHI Current Showroom

QA Laboratory
Our QA Lab is equipped with a three-dimensional Measurement room and a precision measurements room.

Robot Stage, Machinery Stage and Tribology Stage
Robot, Machining and Components demonstration.

NACHI-FUJIKOSHI Museum
The exhibition shows the history of the company from its foundation.

NACHI-FUJIKOSHI Selva
NACHI-FUJIKOSHI Selva is a recreation center with accommodation facilities, where we offer our dealers and customers around the world opportunities to get together and hold a workshop or other functions.
Alliance Partners

Sumitomo Electric Industries, Ltd.    Osaka    Cutting Tools
ALLIED MATERIAL CORP.    Tokyo    Cutting Tools, Special Steels
Kashifuji Works, Ltd.    Kyoto    Cutting Tools, Machine Tools
Kanazaki Koki Kogyokoki Manufacturing Co., Ltd.    Hyogo    Cutting Tools, Machine Tools
Samvardhana Motherson Group    India    Cutting Tools
Fujikoshi Machinery Corp.    Nagano    Precision Machinery
DAIHEN Corporation    Osaka    Robots
DENSO WAVE INCORPORATED    Aichi    Robots
ART-HIKARI Co., Ltd.    Gunma    Robots
JTEKT Corporation    Aichi    Bearings
Asahi Seiko Co., Ltd.    Osaka    Bearing Units
Chien Hsi Trading Co., Ltd.    Taiwan    Bearings
Shanghai Automotive Industry Corp.    China    Bearings
Daesung Industrial Co., Ltd.    Korea    Hydraulic Equipment
Daido Steel Co., Ltd.    Aichi    Special Steels
Riken Seiko Co., Ltd.    Tokyo    Special Steels, Cutting Tools
Eramet Group    France    Machine Tools
Sankyo Tateyama Aluminium, Inc.    Toyama    Magnesium Alloy

Management

Directors

President    Hiroo Honma    General Manager of International Trade Headquarters
Managing Director    Yukihiko Tanaka    General Manager of Sales Strategies Headquarters,
                      In Charge of Sales in Central Japan, Cutting Tool, Marketing Management
Managing Director    Noriyasu Shiba    In Charge of Corporate Planning & Corporate Communications, Human Resources & Training, Material & Thermo-Tech
Managing Director    Makoto Sasaki    General Manager of Bearing Div.,
                      In Charge of Manufacturing, Machine Tool, Robot, Environment & Safety
Managing Director    Naoshi Katayama    In Charge of Finance & General Affairs, Sales in Hokuriku, Group Management, Risk Management
Managing Director    Hideo Terakoshi    In Charge of Hydraulic, Automotive Hydraulic, Technology Development, Sales in Western Japan, Quality Assurance
                      Chairman of NACHI (Jiangsu) Co., Ltd.
Director    Hideo Oba*    General Manager of Corporate Planning Dept.,
               In Charge of Legal Affairs, Administrative Improvement, Business Operation in Tokyo
Director    Kenji Susukida    Deputy General Manager of International Trade Headquarters,
               In Charge of Asia, South America
Director    Nobuo Segawa    Deputy General Manager of International Trade Headquarters,
               In Charge of Europe, India
Director    Nishiki Seto    In Charge of Manufacturing, Machine Tool, Robot, Environment & Safety
Director    Sachio Tanaka    Chairman of NACHI (Jiangsu) Co., Ltd.
Director    Masayuki Kobayashi    In Charge of Precision Machinery, Procurement & Logistics

Auditors

Standing Corporate Auditor    Naoto Nakano
Standing Corporate Auditor    Atsushi Saguchi*
Standing Corporate Auditor    Hiroshi Yamada
Corporate Auditor    Eiichi Fukushima*    Attorney-at-Law, Partner of NISHIMURA & ASAHI

* Outside director or outside corporate auditor

Corporate Officers

Toshio Sugiura    Chairman of NACHI (SHANGHAI) Co., Ltd., In Charge of China
Kiyoshi Megura    General Manager of Human Resources Dept.
Kazuhiko Yoshida    General Manager of Hydraulic Div.
Katsumi Nishijima    General Manager of Material Div.
Shinichi Urata    General Manager of Development Headquarters
Yasuo Hatakeyama    Chairman of NACHI Kansai Co., Ltd.,
Isao Hori    General Manager of Cutting Tool Div.
Yusaburo Nomura    General Manager of Marketing Management Dept.
Satoshi Hamamoto    General Manager of Manufacturing Management Dept.
Hidenori Hayashi    General Manager of Eastern Japan Main Branch
Financial Highlights

Consolidated Financial Summary

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>204,844</td>
<td>107,586</td>
<td>134,807</td>
<td>166,023</td>
</tr>
<tr>
<td>Domestic sales</td>
<td>139,305</td>
<td>70,140</td>
<td>84,173</td>
<td>101,914</td>
</tr>
<tr>
<td>Overseas sales</td>
<td>65,539</td>
<td>37,446</td>
<td>50,634</td>
<td>64,109</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>32.0%</td>
<td>34.8%</td>
<td>37.6%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Operating income</td>
<td>15,532</td>
<td>△3,217</td>
<td>8,245</td>
<td>14,643</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>13,953</td>
<td>△5,051</td>
<td>6,499</td>
<td>12,913</td>
</tr>
<tr>
<td>Net income</td>
<td>8,347</td>
<td>△7,449</td>
<td>5,562</td>
<td>10,016</td>
</tr>
<tr>
<td>Net income per share (yen)</td>
<td>33.56%</td>
<td>△29.95%</td>
<td>22.37%</td>
<td>40.29%</td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
<td>8.0%</td>
<td>1.5%</td>
<td>4.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>128,913</td>
<td>91,892</td>
<td>93,020</td>
<td>101,820</td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td>60,758</td>
<td>47,194</td>
<td>51,993</td>
<td>58,198</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>192,444</td>
<td>176,248</td>
<td>170,916</td>
<td>179,791</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>192,444</td>
<td>176,248</td>
<td>170,916</td>
<td>179,791</td>
</tr>
</tbody>
</table>

Consolidated Balance Sheets

<table>
<thead>
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<th>2008</th>
<th>2009</th>
<th>2010</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>90,617</td>
<td>80,802</td>
<td>78,468</td>
<td>89,443</td>
</tr>
<tr>
<td>Notes and accounts receivable</td>
<td>38,507</td>
<td>23,655</td>
<td>23,987</td>
<td>32,192</td>
</tr>
<tr>
<td>Inventories</td>
<td>32,787</td>
<td>23,629</td>
<td>25,473</td>
<td>32,790</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>101,827</td>
<td>95,445</td>
<td>92,047</td>
<td>90,347</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>87,395</td>
<td>81,072</td>
<td>77,057</td>
<td>76,235</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>403</td>
<td>391</td>
<td>308</td>
<td>391</td>
</tr>
<tr>
<td>Investments and advances</td>
<td>14,027</td>
<td>13,981</td>
<td>13,981</td>
<td>13,720</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>192,444</td>
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<td>93,020</td>
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<td><strong>Shareholders’ equity</strong></td>
<td>60,758</td>
<td>47,194</td>
<td>51,993</td>
<td>58,198</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>192,444</td>
<td>176,248</td>
<td>170,916</td>
<td>179,791</td>
</tr>
</tbody>
</table>

U.S. dollar amounts are converted for convenience only at ¥77.13 per U.S. dollar, the rate prevailing on November 30, 2011.
Consolidated Sales by Operation

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
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<th>2010</th>
<th>2011</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Cutting Tools</td>
<td>31,122</td>
<td>16,165</td>
<td>21,150</td>
<td>25,775</td>
<td>$334,176</td>
</tr>
<tr>
<td>Machine Tools</td>
<td>31,812</td>
<td>13,520</td>
<td>12,304</td>
<td>19,283</td>
<td>250,006</td>
</tr>
<tr>
<td>Robots</td>
<td>15,573</td>
<td>6,547</td>
<td>7,042</td>
<td>10,361</td>
<td>134,332</td>
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<tr>
<td>Bearings</td>
<td>69,613</td>
<td>45,184</td>
<td>58,664</td>
<td>64,171</td>
<td>831,985</td>
</tr>
<tr>
<td>Hydraulic Equipment</td>
<td>37,342</td>
<td>16,944</td>
<td>24,593</td>
<td>31,430</td>
<td>407,494</td>
</tr>
<tr>
<td>Special Steels</td>
<td>16,353</td>
<td>7,473</td>
<td>9,996</td>
<td>14,017</td>
<td>181,732</td>
</tr>
<tr>
<td>Others</td>
<td>3,026</td>
<td>1,750</td>
<td>1,056</td>
<td>982</td>
<td>12,732</td>
</tr>
<tr>
<td>Total</td>
<td>204,844</td>
<td>107,586</td>
<td>134,807</td>
<td>166,023</td>
<td>$2,152,509</td>
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</tbody>
</table>

Capital Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>15,400</td>
<td>5,900</td>
<td>3,800</td>
<td>7,900</td>
</tr>
<tr>
<td>Consolidated</td>
<td>18,000</td>
<td>8,100</td>
<td>5,700</td>
<td>10,100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Number of Associates

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Consolidated</td>
<td>2,730</td>
<td>2,550</td>
<td>2,620</td>
<td>2,600</td>
</tr>
<tr>
<td>Domestic Subsidiaries</td>
<td>1,700</td>
<td>1,580</td>
<td>1,560</td>
<td>1,600</td>
</tr>
<tr>
<td>Overseas Subsidiaries</td>
<td>1,420</td>
<td>1,220</td>
<td>1,320</td>
<td>1,450</td>
</tr>
<tr>
<td>Consolidated</td>
<td>5,850</td>
<td>5,350</td>
<td>5,500</td>
<td>5,650</td>
</tr>
</tbody>
</table>

Shareholder Information

| Shareholder Information | Issued Stock: 249,193 thousands shares (as of the end of Nov. 2011) | Number of Shareholders: 30,441 |

<table>
<thead>
<tr>
<th>Major Shareholders</th>
<th>Shares (thousand)</th>
<th>Ratio(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NACHI WANEI Stockholding</td>
<td>17,170</td>
<td>6.89</td>
</tr>
<tr>
<td>Japan Trustee Services Bank Co., Ltd. (Trustee Bank)</td>
<td>13,248</td>
<td>5.32</td>
</tr>
<tr>
<td>TOYOTA MOTOR CORPORATION</td>
<td>13,182</td>
<td>5.29</td>
</tr>
<tr>
<td>Employees Stock Ownership Plan</td>
<td>12,650</td>
<td>5.08</td>
</tr>
<tr>
<td>The Bank of Tokyo-Mitsubishi UFJ, Ltd.</td>
<td>11,888</td>
<td>4.77</td>
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</table>

Breakdown of Shareholders

<table>
<thead>
<tr>
<th>Breakdown of Shareholders</th>
<th>Number of Shareholders</th>
<th>Ratio(%)</th>
<th>Shares (thousand)</th>
<th>Ratio(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Institutions</td>
<td>143</td>
<td>0.47</td>
<td>93,723</td>
<td>37.61</td>
</tr>
<tr>
<td>Other Corporations</td>
<td>357</td>
<td>1.18</td>
<td>45,292</td>
<td>18.18</td>
</tr>
<tr>
<td>Foreign Investors</td>
<td>138</td>
<td>0.45</td>
<td>11,870</td>
<td>4.76</td>
</tr>
<tr>
<td>Stock Ownership Plan</td>
<td>4</td>
<td>0.01</td>
<td>35,856</td>
<td>14.39</td>
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<tr>
<td>Others</td>
<td>29,799</td>
<td>97.89</td>
<td>62,452</td>
<td>25.06</td>
</tr>
<tr>
<td>Total</td>
<td>30,441</td>
<td>100.00</td>
<td>249,193</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Major Banking Relationships

The Bank of Tokyo-Mitsubishi UFJ, Ltd.
The Hokuriku Bank, Ltd.
Sumitomo Mitsui Trust Bank, Limited
Mitsubishi UFJ Trust and Banking Corporation
Mizuho Corporate Bank, Ltd.
History of NACHI-FUJIKOSHI

NACHI-FUJIKOSHI was founded with the express aim of becoming a domestic manufacturer of cutting tools and machine tools in the trend towards industrial modernization. The Company’s business activities expanded greatly in the first 20 years since its founding.

1928 FUJIKOSHI STEEL INDUSTRY CO., Ltd. was founded in Toyama City by the founder, Kohki Imura.
1929 NACHI hacksaw blades were chosen as a superior example of Japanese manufacturing technology and were personally inspected by the Emperor Showa. The NACHI trademark was adopted from the name of the Emperor’s ship.
1934 The company gained recognition as an all-round domestic manufacturer of precision cutting tools, installed the latest European and American machinery.
1937 established FUJIKOSHI Technical High School.
1938 Higashi-Toyama Steel Mill started operation.
1939 begun production of bearings.
1940 Business further expanded to 18 plants in Japan and number of employees increased to 36,000. established FUJIKOSHI Hospital.

NACHI-FUJIKOSHI attained the position of a “total machinery manufacturer” as the result of an active management policy during the high economic growth period in the 1950’s to 1960’s.

1945 expanded product line-up to include hand tools, food industry machinery, bicycles, and motorcycles.
1953 developed Christmas tree type broaches for jet engines.
1955 begun marketing with large OEM customers in Europe and America.
1958 begun production of hydraulic equipment.
1962 Company restructured along divisional lines (cutting tools, bearings, machine tools and special steels). established NACHI AMERICA INC.
1963 changed Company name to NACHI-FUJIKOSHI CORP.

NACHI-FUJIKOSHI is aiming at becoming a mechatronics manufacturer in keeping with technical innovation and internationalization.

1964 begun production of industrial furnaces.
1967 Office opened in Germany.
1969 developed hydraulic industrial robots.
1972 begun local production in Brazil.
1975 Offices opened in Australia, United Kingdom, Singapore and Canada.
1976 begun local production in U.S.A. and Spain.
1979 developed first motor-driven robots for spot welding in the world. begun local production in Singapore.
1984 established Robot Division and Precision Machinery Division. awarded the PM (Productive Maintenance) Prize.
1988 opened FUJIKOSHI Guesthouse ”Muhenkaku” to commemorate the Company’s 60th anniversary.
1989 established NACHI TECHNOLOGY INC., U.S.A.
1990 begun production of handling robots.

NACHI-FUJIKOSHI has been steadily promoting the NACHI Business in keeping with globalization and changes in the industrial structure.

1993 Masamichi Honda was appointed as President. management restructured due to Japan’s deflationary economic environment and appreciating yen. cooperated with Koyo Seiko., Ltd. in the area of bearings.
1994 obtained ISO 9001 certification in 1995 for each division and overseas plant.
1997 Kensuke Imura was appointed as President. setup new corporate brand mark at the 70th anniversary. established NACHI Techno Square in the Toyama plant.
1998 set up new management system in keeping with the philosophy ”Prospective Selection and Integration”. changed eight-division structure to three main manufacturing divisions and three strategic divisions. concluded technical assistance agreement with TISCO (India) for the manufacture of bearings. comprehensive business tie-up with Sumitomo Electric Industries, Ltd. in the area of cutting tools.
1999 expanded overseas supply systems (Thai plant and others) to enhance sales bases. cooperated with Daido Steel Co., Ltd. in the material field.
2000 announced mid-term management plan ”NACHI Business Plan 03”.
2001 built a new factory for broaches, high speed steel wire materials, and hydraulic pumps. cooperated with Daitoku Corporation in the robotic field. obtained ISO14001 Certification. introduced Meister system.
2002
established Marketing Strategy Headquarters and Development Headquarters.
formed Gear Production Alliance in the gear-processing field,
cooperated with Erasteel S.A. (France) in the high speed steels field.

2003
The 75th anniversary, built QA Lab, Kohki Hall and Development Office in NACHI-BUSINESS Galaxy.
integrated the ultra-precision machining field into machine and cutting tool business.
formed a joint venture with Shanghai Automotive Industry Corp. in bearing business.
created a mid-term management plan, “Prospect of NACHI Business 2006”.
begun recruitment on an as-needed base.

Promoting expansion of domestic and international production and sales systems
with penetration of the NACHI brand in world markets.

2004
removed Tokyo Head Office to Shiodome, Tokyo. increased the share capital.
established FUJIKOSHI Associé Co., Ltd. to strengthen training.
built new bearings factories in the Toyama Plant (Japan), Czech and China.
consolidated hydraulic equipment business
into the Higashi-Toyama Plant and established a new hydraulic valves factory.
divided manufacturing of hydraulic equipment with DAESUNG-NACHI HYDRAULICS CO., LTD.
set up NACHI Material Association, entered into the field of seismic isolator business.

2005
renewed the NACHI-FUJIKOSHI Museum and Café Across (2004), and expanded NACHI COMPLEX
with NACHI-BUSINESS Galaxy, designated new brand names for each products group.
organized business locations in America, Europe and ASEAN respectively.
built a new factory for large-sized robots.
launched a new HR project encouraging each employee to improve their skills.
set up NACHI Major Dealers Meeting, strengthened the business for industrial machines.
established a new broaches factory and a new materials factory, founded a rep.office in India.
expanded the engineering business for machining in both domestic and overseas market.
exchanged FUKIKOSHI Hospital.

2007
set up International Trade Headquarter, expanded overseas business.
formed a business alliance with Sankyo Tatayama Aluminium, Inc. in magnesium business.
built a new gear cutting tools factory, machine parts processing factory, hydraulic motor factory and
YAMAGATA factory, established “R&D Material”, developed the business on the industrial machinery
sector by releasing the new platform robot.
set up ASEAN Business Center in Thailand.
built three new factories for precision bearings, bearing heat-treatment, automotive solenoid valves.
focused on environmental and energy saving business.
exchanged the engineering business: integrated production of bearings in Europe into Czech.
introduced anti-takeover measures.

2009
Hiroo Honma was appointed as President.
started up the internal control system, expanded the bearing factories in Thailand and Brazil.
assigned a representative in Turkey and expanded the business in emerging countries.
established Central Japan Hydraulic Center to penetrate the energy and infrastructure markets.
set up NACHI Logistics Center, integrated production of tools in the US into Indiana.

2010
shifted dynamically to emerging countries, set up Robot Business Center in China.
enhanced the structure for production, sales and services in China, ASEAN, India and South America.
enhanced the structure for development.
introduced the palletizing robots and penetrated the distribution infrastructure markets.
developed transparent conductive oxide coater and high speed seam welding robots together
with the alliance companies.

Aim for long-term growth with new markets, business areas and management structure
in this era of change.

2011
announced long-term vision 2020, mid-term business plan 2013 and revised corporate philosophy,
corporate mission, and operating principles.
built new management system for creating overseas markets and introduced executive
management system.
revamped and strengthened manufacturing operations from four to eight divisions according
to products.
advanced entrance into energy and infrastructure markets by introducing new products
and bolstering production systems.
established production network in India, expanded full-scale into machinery production business.
global simultaneous launch of ultra-fast spot welding robot and tapped automotive markets
in Japan and abroad.

2012
established production network as the core of operations for China in Jiangsu Zhangjiagang China.
tapped automotive and production machinery markets.
bolstered sales, production, and procurement systems in China.
extended bearing operations in India.