Nabtesco operates a wide range of businesses in the industrial, daily life-related, and environmental fields, capitalizing on its motion control technology, which moves and stops objects in a precise manner. Although most of our products are not immediately visible, they are hard at work behind the scenes, fulfilling high-performance functions to enhance the safety and comfort of individuals as well as supporting the infrastructure that скоршт ове all over the world.

We enjoy high market shares both in Japan and abroad for a range of products and are currently expanding into new growth areas by utilizing our core technology. We will continue to fulfill our mission to be a company that supports society by delivering highly reliable products and services.

The Nabtesco Group, with our unique motion control technology, will provide safety, comfort and a sense of security in daily lives as well as any form of transportation.

1. Value close communications with our customers worldwide
2. Value each individual's spirit of challenge and innovation
3. Continue to expand our business and profit
4. Continue to reinforce our sense of ethics and highly transparent business activities
5. Value the environment and promote harmony with local communities and cultures

The Action Guidelines clarify Nabtesco's values, unique strengths and strong commitment to manufacturing, all of which each employee is expected to embrace, cultivate and pass on to future generations.

Action Guidelines for Top Management
Based on these guidelines, top executives will manage the Nabtesco Group by focusing on the predefined four important points to ensure its sustainable growth as a global corporate group.

Action Guidelines for All Group Members
As a common set of principles applying to all employees in the performance of their duties and decision-making, these guidelines clearly indicate the appropriate directions of individual actions and decisions and clarify important corporate values and unique strengths.
Nabtesco Corporation was established by two companies with a long history, Teijin Seiki Co., Ltd. and NABCO, Ltd., which together founded a holding company in 2003 to give birth to Nabtesco. The two companies decided to merge to become one firm based on the belief that the integration of their products, core technologies, corporate strategies, and corporate cultures would help them increase their corporate value and achieve long-term growth.

Over the course of the 10-plus years since the integration, Nabtesco has been steadily expanding its business to a broader range of fields based on its motion control technology. Meanwhile, the manufacturing DNA of the two founding firms has been passed down from generation to generation to be incorporated into the highly reliable Nabtesco brand.

As an Honorable Company (Shinizō) Established in the 21st Century
Supporting industrial robots but also in various other areas. and lightweight. They are therefore used not only in accuracy and rigidity as well as being compact. Nabtesco’s precision reduction gears maintain high consistently achieved technological innovation. 30 years now, and, as a specialist in the field, has market leader in precision reduction gears for about every day all over the world. Nabtesco has been a swift, and precise actions needed to assemble the robots would be unable to perform the powerful, to make more precise movements. Without them, tremendous amount of power from a small motor (a power source) by reducing its of torque (turning force) from a small motor (a power source) by reducing its rotation speed. They also support the flexible movement of machines in a range of fields and are indispensable for ensuring accurate positioning. For example, as well as being used in the joints of industrial robots on automobile manufacturing lines, reduction gears are used in automated tool changers (ATCs) for machine tools and in semiconductor production equipment.

In 1985, when Nabtesco released its very first precision reduction gear, users of industrial robots were facing problems, such as the robots’ vulnerability to shocks and the excessive vibration of their arms. By adopting reduction gears in the robots’ joints, Nabtesco rapidly expanded the use of its precision reduction gears in industrial robots both in Japan and abroad. Specifically, to help increase industrial robot controllability, we adopted peritrochoid gears, which can withstand greater shock and stress. Using these gears, we were able to make the gaps between the peritrochoid gears, we have developed higher precision. These technologies support the smooth and accurate movements of industrial robots used on automobile production lines. Machine tools are used in the joints of industrial robots on automobile manufacturing lines, reduction gears are used in automated tool changers (ATCs) for machine tools and in semiconductor production equipment.

Nabtesco’s precision reduction gears are compact and lightweight with high output density. Because of these features, our gears are becoming more widely used in a number of sectors, ranging from medical to food to semiconductor, thanks to their use in industrial robots and automation plants.

Key Component for Accurate Positioning

Nabtesco’s precision reduction gears use peritrochoid gears in order to enter new markets. By adopting peritrochoid gears, which are more resistant to shocks and not easily broken because of a greater number of teeth in mesh compared with ordinary involute gears, Nabtesco was able to significantly expand the use of its precision reduction gears in industrial robots both in Japan and abroad. Specifically, to help increase industrial robot controllability, we adopted peritrochoid gears, which can withstand greater shock and stress. Using these gears, we were able to make the gaps between the peritrochoid gears, we have developed higher precision. These technologies support the smooth and accurate movements of industrial robots used on automobile production lines. Machine tools are used in the joints of industrial robots on automobile manufacturing lines, reduction gears are used in automated tool changers (ATCs) for machine tools and in semiconductor production equipment.

Frontier Industries at the Cutting Edge

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Core Technologies for People- and Earth-Friendly Energy

New Energy Equipment

**[Solar Thermal Power Generation]**

Do you remember in your elementary school science class doing an experiment to generate heat by reflecting and concentrating sunlight onto a central point? What if you had to reflect and concentrate sunlight onto a central point that was a kilometer or more away from you? You would need to have a very large mirror and you would have to keep readjusting its position to follow the movement of the sun.

Nabtesco supplies solar tracking equipment for use in heliostats (reflective mirrors) installed at solar thermal power plants. The tracking unit drives the heliostat to follow the movement of the sun in order to reflect sunlight onto a central point that was a kilometer or more away from you. What if you had to reflect and concentrate sunlight onto a central point that was a kilometer or more away from you?

Located in the U.S. state of Nevada, the Crescent Dunes Thermosolar Power Plant is a 110 MW Concentrated Solar Power (CSP) plant with molten salt storage system. It is one of the biggest solar thermal power plant in the world and about 10,000 heliostats. The distance from the central tower to the furthest heliostat is about 1.6 kilometers. Each heliostat, which is as long as 11 meters on one side, reflects sunlight onto the central tower, which then uses the collected solar heat to turn the turbines to generate power. The plant can even generate electricity at night by using stored thermal energy.

**[Wind Power Generation]**

Wind power generation has been fostered and expanded across the world. In particular, European countries such as Denmark and Germany have advanced technologies for wind power generation. The last few years have seen a growth in the number of offshore wind farms, since more wind force can be obtained offshore than on land for more effective power generation.

Wind power is generated from wind turbines that respond quickly to changes in wind conditions to control turbine rotation. Specifically, we provide drives, which are rotating devices located behind the wind turbine and blade. These drives keep the turbine facing the wind so it can generate electricity and rotate to catch as much wind as possible even on days when wind speed is low. Wind turbine blades with high precision.

**[Optimal Control of Wind Turbines]**

Motion Control Report

Technology to Track the Sun in a Precise Manner

Optimal Control of Wind Turbines


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Enhancing Safety Technologies in Line with the Increasing Speeds of Rail Transportation

As a world-class high-speed railway system, the Shinkansen represents a means to safer and faster transportation. Hence, the concept of safety goes hand in hand with the development of the Shinkansen. Nabtesco has been supporting the safety and reliability of the transportation. Nabtesco has been providing rail cars, cars, and highly reliable brake systems for trains to run at high speed and in a safe condition. The Shinkansen train cars currently under operation are all fitted with air brake systems. On all Shinkansen trains currently under operation, these air brake systems are equipped with door operators made by Nabtesco. Moreover, Nabtesco’s braking systems have the advantage of using a built-in automatic slack adjusting mechanism. This system is configured as a unit with a brake operating device that plays the core role in the electric commanding air brake system and the electric acting brake (EAB) system. The unit brake incorporates the integral functions of a conventional foundation brake rigging and air to the air springs, enabling the cars to tilt into curves and thereby increase their curving speed. Our tilting valve units contributed to shortening the bullet train travel time between Tokyo and Shin-Osaka by five minutes. With these advanced technologies and experiences, we are expanding our sales channels, starting with the sale of door operators. Through our products, we will continue to support the advancement of rail transportation across the world.

### Core Technology to Control the Curving and Braking of Trains Running at High Speed

- **Air brake systems**: Nabtesco’s air brake systems provide protection from over-speeding accidents and sudden deceleration. They maintain stability throughout the entire speed range of trains, ensuring smooth operation and safety.
- **Electric commanding air brake system (ECB)**: This system is designed to ensure smooth operation by providing precise pressure control, reducing the risk of air leaks, and enhancing efficiency.
- **Electric acting brake (EAB)**: The EAB system is a key component of high-speed rail transportation, allowing for fast and accurate braking.
- **Tilting valve units**: These units enable the cars to tilt into curves, increasing their curving speed and improving efficiency.

### Products

1. **Unit Brakes**: These are equipped with electric commanding brake valves, which ensure a smooth and efficient braking process. They are designed to meet the demands of a wide diversity of applications.
2. **Brake Operating Units for Railroad Vehicles**: These units are configured as an air and electric commanding brake system and the ECB. They ensure precise pressure output for service and emergency braking.
3. **Door Operators for Railroad Vehicles**: These operators are designed to enable doors to move and stop safely, ensuring the safety and reliability of rail transportation.
Supporting the safety and comfort of our motorized society.

Through these products, we are contributing to the safe running of commercial vehicles. Trucks and buses—respectively used for distribution services and public transportation—are indispensable for the smooth functioning of both local and global economies. To develop technologies for these commercial vehicles, Nabtesco has developed the air dryer technology, which has become an essential feature of commercial vehicles to make them friendlier to urban and natural environments alike.

To eliminate this defect, the air dryer, which Nabtesco succeeded in manufacturing ahead of other companies in Japan, acts as a filter to remove any water or oil contained in compressed air, thereby ensuring the reliability of the entire air control system. The air dryer is a core component in terms of the safety and performance of the system and is indispensable for trucks and buses. Also, in response to an increase in public environmental awareness, we have developed an "oil catcher" to resolutely remove oil contained in the water collected by the air dryer before expelling it to the atmosphere emission of air from the air dryer.

In the domestic market, based on dealings with major truck and bus manufacturers, we have a roughly 85% share for air dryers and about a 70% share for wedge brake chambers. In the future, we will establish our overseas production bases mainly in Southeast Asia and India and expand our business to the world nationwide.

In particular, our wedge brake chambers, which are one of our major products, are outstanding in terms of brake feeling and control and also help improve fuel economy because of their lightweight design. Moreover, Nabtesco supplies hydraulic clutch master cylinders for automobiles as well as other products that highlight the best performance of automobiles. With a view to making further contributions to the safety and environmental friendliness of transportation services, we are also currently focusing on the global marketing of our product items that have met the high quality standards set for Japanese automobiles.

Just like people need air to live, automotive vehicles—particularly trucks and buses—need air to run. In fact, despite their large and heavy bodies, these vehicles are supported and safely stopped using the power of air.

At present, many trucks and buses have air control systems that utilize compressed air made by an air compressor to control their brake, suspension, clutch, and other systems. These highly efficient air control systems, however, are defective so well that air containing any water or oil in compressed air, if such tainted air is supplied to the control systems, problems can ensue. To eliminate the defect, the air dryer, which Nabtesco succeeded in manufacturing ahead of other companies in Japan, acts as a filter to remove any water or oil contained in compressed air, thereby ensuring the reliability of the entire air control system. The air dryer is a core component in terms of the safety and performance of the system and is indispensable for trucks and buses.

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In 1937, Nabtesco was the first company to develop an air brake in Japan. Our air brakes are used in almost all Japanese-made heavy-duty commercial vehicles. In particular, our wedge brake chambers, which are one of our major products, are outstanding in terms of brake feeling and control and also help improve fuel economy because of their lightweight design.

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Supporting the Marine Vessel Equipment
Contributing to Safety and Comfort of Passenger and Freight Vessels

Large marine vessels transport a range of goods and people across the world's oceans. To ensure safety, comfort, and fuel efficiency, we are working to develop main engine remote control systems. For the control systems for diesel engines, which are the core components of vessels, we are quickly optimizing measures for large vessels. Nabtesco is responding to the demand for control systems for electronically controlled high-speed hydraulic valves, which is fixed in conventional engines, thereby reducing fuel consumption. This technology is the electronically controlled high-speed hydraulic valve developed by Nabtesco. This valve optimizes fuel injection and the exhaust valve control to increase fuel economy. It is attracting considerable attention as an environmentally friendly component that can be deployed in a market with strict regulations. We have a global service network for the vessel market. In addition to engineers stationed at our major bases in Japan, Singapore, the Netherlands, China, and Singapore, we also have a global network of service engineers with excellent technical skills to support the safe navigation of vessels 24 hours a day, 365 days a year.

Our Technologies and Well-Trained Staff Bring More Safety, Efficiency, and Eco-Friendliness to Vessels around the World

**Schedule for the implementation of the NOx and other emission regulations set by the IMO (MARPOL Convention)**

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<thead>
<tr>
<th>Emission regulations</th>
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<tr>
<td>NOx</td>
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**Products**

- **Main Engine Remote Control System**
  - The system enables remote control of the vessel's diesel engines, reducing fuel costs and increasing the engine life span. It also optimizes fuel injection and the timing at which the exhaust valve opens and closes.

- **Electronically controlled high-speed hydraulic valves**
  - Each diesel engine cylinder is equipped with one electronically controlled high-speed hydraulic valve, which contributes to higher fuel economy and is attracting much attention as an environmentally friendly component.

**Technology: moving it, stopping it.**

- **GAP sensors**
  - These sensors monitor the behaviors of the electronically controlled high-speed hydraulic valves. Regarding these devices, we have obtained production licenses from three major manufacturers of the speed and direction for marine vessels (MAN Diesel & Turbo, WARTSILA Corporation, and Sulzer Ltd.).

Further, we have launched a conscientious preventive maintenance program in addition to engineers stationed at our major bases in Japan, Singapore, the Netherlands, China, and Singapore. We also have a global network of service engineers with excellent technical skills to support the safety navigation of vessels 24 hours a day, 365 days a year.

**Contact Nabtesco Corporation Company**

Tel.: +81-78-967-5361  Email: marine@nabtesco.com
Supporting Safe Air Transportation

For Safer and More Comfortable Air Travel

Aircraft Equipment

Core Technology to Control the Attitude of Aircraft

It is expected that the world civil aviation market will expand at a global pace in the near future. Nabtesco provides major flight control manufacturers with a variety of quality aircraft equipment, and is known to be a global leader of flight control components and systems, which are the core components of aircraft control. We also provide support for technical support, and customer service in various worldwide regions. Capitalizing on the wealth of expertise and years of experience acquired through domestic and international programs of high-quality and high-quality production technologies, we are supporting manufacturers in the field of aircraft in a variety of ways such as aircraft equipment for both the forefront of aviation, where safety must come first, as well as the front line of aviation, where safety must come first, as well as the front line of aviation, where safety must come first, as well as the front line of aviation, where safety must come first, as well as the front line.

In flight, but without it the pilot would not be able to take off or land safely or control the attitude of the aircraft in the sky. In addition, the lack of this system would also adversely affect the comfort of passengers, thus the system is essential technology for an aircraft.

Specifically, the hydraulically-operated system controls the movements of the controls the three-dimensional movements of the aircraft in a precise manner. Have you seen components located at the rear side of the main wing in motion? Their movement might have been controlled by your control system technology, Nabtesco is the leading Japanese manufacturer of this system, which controls the aircraft's attitude. This system is used to move the tail surface 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 field of aircraft control actuation systems.

Nabtesco's flight control actuation system is applied to various airplanes, including the 777, 777X, 787, 787-10, B747-8, and B787-8/-9. It is installed for the leading-edge 787, along with other aircraft equipment. We contribute to reducing the pressure of electrical signals from the cockpit to the hydraulic system and expertise, both of which are incorporated into our flight control actuation systems. Nabtesco's technologies are supporting more and more airplanes around the world.

In recognition of our achievements, which include the 100% share for aircraft made in Japan, Nabtesco was named the “Supplier of the Year” by Boeing Commercial Airplanes. In the world of aviation, where safety must come first, we accumulate the world’s best production technologies and expertise, both of which are incorporated into our flight control actuation systems. Nabtesco is in the leading, Japanese manufacturer of this system, which controls the aircraft’s attitude. The system is the only system that enables the safe and precise control required for a stable supply system, advanced quality management, and expertise, both of which are incorporated into our flight control actuation systems. Nabtesco is one of the world’s leading aerospace firms, contributing to the enhancement and improvement of the reliability of these aircraft. In particular, our leading-edge fly-by-wire flight control actuation system is adopted for the next-generation 777X aircraft, as well as, for the next-generation of the 777 family, 777X MAX, which is expected to be the bestselling aircraft on the market. These airplanes introduced an innovative technology to transmit information in the form of electrical signals from the cockpit to the hydraulic system.

For the “fly-by-wire” flight control actuation system technology, Nabtesco has the top share for aircrafts made by Boeing, including the 777, thereby establishing us in a strong position within the market.

In 2016, Nabtesco was presented with the award “Supplier of the Year” by Boeing Commercial Airplanes. In the world of aviation, where safety must come first, we accumulate the world’s best production technologies and expertise, both of which are incorporated into our flight control actuation systems. Nabtesco is in the leading, Japanese manufacturer of this system, which controls the aircraft’s attitude. The system is the only system that enables the safe and precise control required for a stable supply system, advanced quality management, and expertise, both of which are incorporated into our flight control actuation systems. Nabtesco is one of the world’s leading aerospace firms, contributing to the enhancement and improvement of the reliability of these aircraft. In particular, our leading-edge fly-by-wire flight control actuation system is adopted for the next-generation 777X aircraft, as well as, for the next-generation of the 777 family, 777X MAX, which is expected to be the bestselling aircraft on the market. These airplanes introduced an innovative technology to transmit information in the form of electrical signals from the cockpit to the hydraulic system.

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Powerfully Supporting Excavation, Construction, and Mining All Over the World

Hydraulic Equipment

Infrastructure development and the mining of resources are sometimes performed under very challenging conditions, such as in wild desert country, on a steep mine slope, in a jungle, or under the sea (in the case of pipeline construction). In order to complete such work, powerful and high-precision construction machinery is essential. Nabtesco contributes to improving the performance of such machinery with its hydraulic technology, which helps get tremendous power out of small units. Specifically, we provide traveling motors for hydraulic excavators and control valves for various actuators, among others. We are thereby supporting work on construction sites around the world while at the same time taking on the challenge of developing new hydraulic technologies as a leading company in the field.

Nabtesco's traveling motors for hydraulic excavators are highly appreciated not only in Japan but also in China and other emerging economy countries. We have a lineup of both small and large traveling motors to meet a range of market needs and are aiming to use them to further expand our market share.

Great power is required to drive a vehicle that weighs anything from several tons to more than 100 (such as a large crane). Despite their compact size, Nabtesco's traveling motors are capable of generating tremendous amounts of power in an efficient manner. Their energy-saving performance, durability, and reliability even under extremely challenging conditions have been widely recognized both in Japan and abroad.

We have also led the market in the development of control valves for mini excavators and agricultural machinery by making use of our advanced hydraulic circuit design technology. Each valve, which is composed of 10 or more switching valves, controls the machine's arm and bucket operation in an exquisite manner. For example, control valves make it possible to control two cylinders at the same time using a single lever operation for an easy "horizontal lift" movement. The valves that help improve the operability of construction machinery are incorporated into Nabtesco's hydraulic equipment in its advanced processing and adjusting technology. Hydraulic motors can generate power as a result of being developed by the use of high-precision submicron (1/10,000 mm) component cutting technology and expertise in adjusting the relative positions of components in a precise manner. Our technologies that supports the exquisite movement of vehicles that work on construction sites.

Incorporated into Nabtesco's hydraulic equipment is its advanced processing and adjusting technology. Hydraulic motors can generate power as a result of being developed by the use of high-precision submicron (1/10,000 mm) component cutting technology and expertise in adjusting the relative positions of components in a precise manner. Our technologies that supports the exquisite movement of vehicles that work on construction sites.

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Products

Traveling Motor for Crawlers

This series is used as a traveling motor for crawlers and the wheels of 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 share in Japan.

Control Valve for Mini Excavators

This product is a sectional type multi-control valve developed specially for mini excavators, which are used for various tasks such as action control of excavators. The series is popular for its compact size, versatility, and strong lineup. It has captured a large share in Japan.

Submicron-level advanced processing technology is required for the components.

*Crawler: A vehicle propelled by two metal/rubber belts, which are rotated by driving wheels (tracked vehicle)
Corporate Profile

Technology: moving it. stopping it.

Automatic doors provide barrier-free, eco-friendly, comfortable and safe environment to the daily lives of people. Nabtesco operates globally as a premium automatic door supplier for various applications, and is the top supplier in Japan and Switzerland with over 50% and 40% market shares respectively. Our automatic doors are installed in such landmark buildings as Tokyo Skytree in Japan, the new Swisscom Data Center, and the World Financial Center in Hong Kong, among many others. The activity of Nabtesco extends much further than just sales. We provide the entire value chain services to our customers extending from manufacturing, sales, installations and after-sale services.

In the field of automatic platform doors for railway stations, Nabtesco is the global pioneer and market leader, and our automatic platform doors are adopted on such major metros as the Mass Transit Railway in Hong Kong and Paris Metro, as well as on numerous other lines in Japan and Asia.

In the business we are meeting customers’ needs to help create ideal living environments, and are taking a unique position as the world’s only manufacturer covering all four of the world’s leading automatic door/platform door markets. We will develop and supply more advanced products and services while further expanding our business in the global market.

The Premium Global Supplier of Automatic and Platform Doors

Providing Pedestrian Flow Solutions over Half a Century

Nabtesco provides innovations and high-quality Pedestrian Flow Solutions that create a safe, comfortable and barrier-free environment for everyday life. We supply all the four major global markets: Japan, Europe, North America and China, under the established brand names of NABCO, GILGEN, and GYRO TECH, and are the top supplier in Japan and Switzerland with over 50% and 40% market shares respectively. Our automatic doors are installed in such landmark buildings as Tokyo Skytree in Japan, the new Swisscom Data Center, and the World Financial Center in Hong Kong, among many others. This activity of Nabtesco extends much further than just sales. We provide the entire value chain services to our customers extending from manufacturing, sales, installations and after-sale services.

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Helping People Stay Mobile through Unique Technologies

An important part of enjoying life is having the freedom to do something as simple as walking to a local neighborhood or driving the stop light on your own schedule. At the core of Nabtesco’s technologies is our motion control technology used to support and enable movement in a range of different ways. Based on our advanced motion control technology, we are delivering and will continue to deliver high-quality equipment in the areas of health and wellness through the application of this "moving it, stopping it" technology. We are delivering and plan to deliver in the future with an even broader array of equipment.

One of our major products in this field is the prosthetic knee joint. Nabtesco was in fact the first in the world to develop an intelligent prosthetic knee joint controlled by a microprocessor. The prosthetic knee joint, which is an artificial knee joint, adapts the prosthetic knee to the user’s walking speed, automatically controlling the swing movement and automatically controlling the start of the knee joint to safely and comfortably start walking. This world-first microprocessor-controlled prosthetic knee joint, developed grip sensor, which detects a change in the force applied to operate the knee joint, helps the user walk freely and maintain an appropriate walking speed. The microprocessor automatically adjusts the needle valve position at his/her own pace, with the pressure of the pneumatic cylinder is adjusted in response to a change in speed. The pressure of the pneumatic cylinder is adjusted in response to a change in speed. The microprocessor automatically controls the swing movement and automatically controls the start of the knee joint to safely and comfortably start walking.

This world-first microprocessor-controlled prosthetic knee joint has been highly praised in the world and is being used not only for our knee joints or artificial limbs, but also for such products as the Electric Stair Lift, which helps people who need considerable assistance to move up and down stairs. The unique “CONPAL” is a highly safe rollator, System with a Speed Control Brake, which prevents the user from walking away from the seat of the wheelchair, and the first in the world with a speed control brake. The brake force is adjusted with a microprocessor, which prevents the user from falling to the ground. The rollator remains in neutral. Only in the event of sudden acceleration or if the drive force is unexpectedly increased, the brakes are automatically applied to the machine to prevent the user from falling to the ground. This roller system can be used safely on most of slopes, which are dangerous for conventional wheelchairs, helping people who cannot walk unsupported move more safely.

We put smiles on the faces of both users and caregivers alike with our products in the health and welfare field, generating new products by leveraging our user feedback and further exploiting our unique motion control technology.

Contact: Accessibility Innovations Company
Tel.: +81-78-413-2724  http://welfare.nabtesco.com (Welfare equipment)
Packaging Machines: Meeting Modern Needs through Continuous Technological Evolution

Despite its outstanding technologies, in addition to retort pouch products, Nabtesco’s automatic fillers/sealers are used for pack shape changes, medicinal packs, non-acidic beverages, and various other foodstuffs as well as pet foods, liquid detergents, shampoos, and chemical products.

Demand for packaging machines for retort pouches has been rapidly expanding in Japan and abroad in response to increased requirements for environmental protection and recycling. In addition, more and more food plants are introducing X-ray and infrared camera testing machines used for snacks/sweets and vacuum packing machines used for retort pouch foods, as well as for refills for liquid detergents. It contributes to reducing the costs of such mass production.

Since being established, Nabtesco has been leading the establishment of Japan’s “retort pouch food culture” through its outstanding technologies.

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Since being established, Nabtesco has been leading the establishment of Japan’s “retort pouch food culture” through its outstanding technologies.
Nabtesco supplies products not only to the domestic market but also to markets across the globe. It has established a manufacturing network to achieve “local production for local consumption.” This means we manufacture products that support our way of life at facilities located close to markets. These products are delivered to their respective destinations through our sales bases.

Manufacturing Network to Achieve “Local Production for Local Consumption”
Production at facilities close to markets

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For other domestic and overseas Group companies, please refer to the attachment.
**Management Structure (Non-consolidated)**

**Business Performance Data (Consolidated)**

- **Employees**: 2,092 (As of March 2014)

**List of Group Companies**

**North America**

- Nabtesco Motion Control, Inc.
- Nabtesco Motion Control Canada, Inc.
- Nabtesco Motion Control, Inc.

**Asia**

- Nabtesco Service Co., Ltd.
- Nabtesco Service Co., Ltd.
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**Europe**

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