



Document for METI-RIETI APEC Symposium on
Small and Medium-Sized Enterprises

(Provisional translation)

Okamoto Nabeya Group -- Our Businesses and Hopes for the Asia Pacific Region --

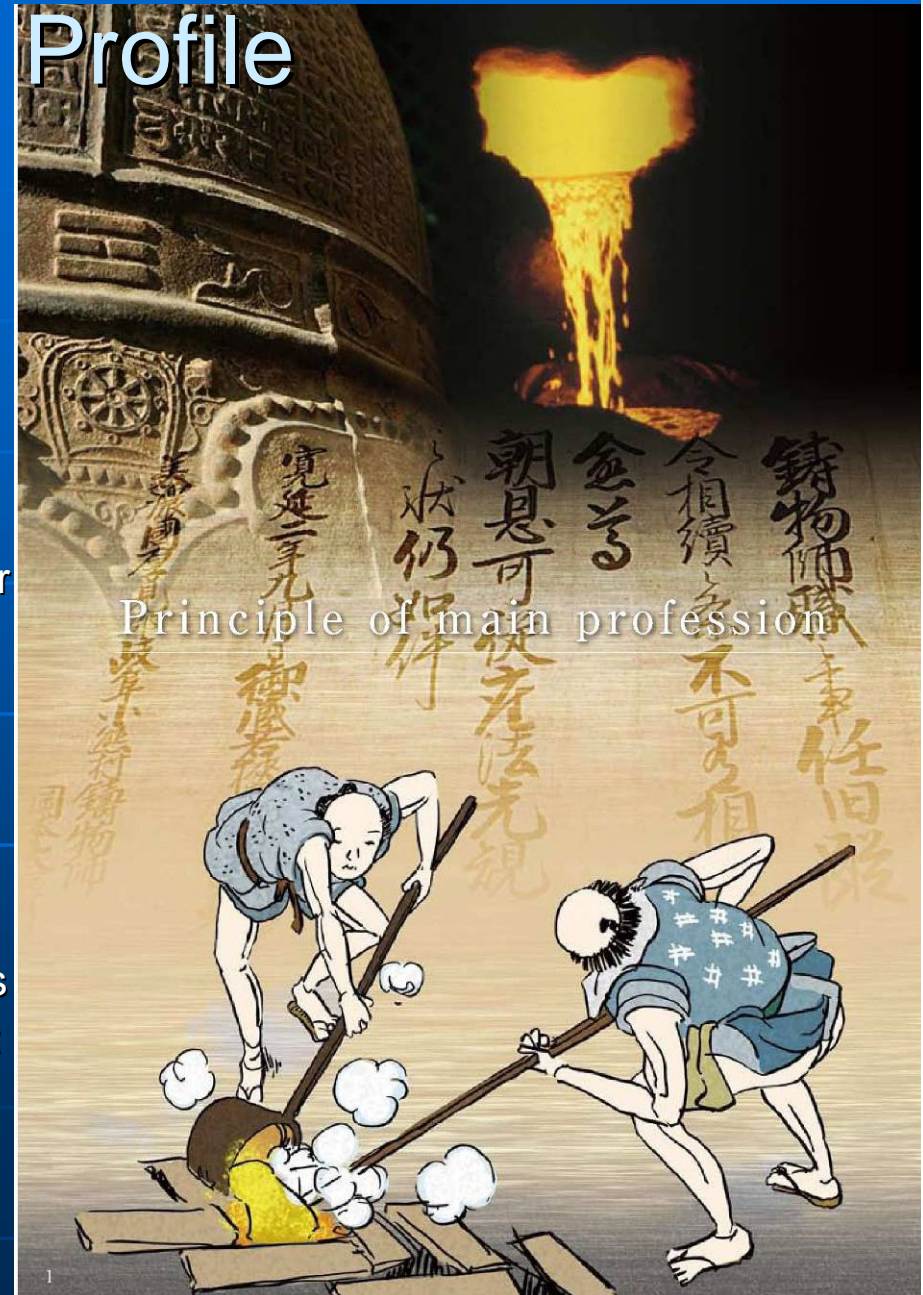
Tomohiko Okamoto
President of Okamoto
Nabeya Group





Corporate Profile

- Founded: 1560 (The year *Oda Nobunaga* won the *Battle of Okehazama*)
- Five operating companies
 - Capital: ¥247 million
 - Total sales: ¥8.5 billion
 - No. of employees: 373
 - 1. Manufacture and sale of cast products
 - 2. Manufacture and sale of equipment for water and sewage pipelines
 - 3. Manufacture and sale of standard jigs for machine tools
 - 4. Manufacture and sale of anti-vibration equipment for devices used in liquid crystal and semiconductor facilities
 - 5. Special anti-corrosion processing of device for liquid crystal and semiconductor facilities
 - 6. Wholesale of devices for housing equipment and household use, construction
 - 7. Manufacture and sale of aluminum exterior products



Principle of main profession

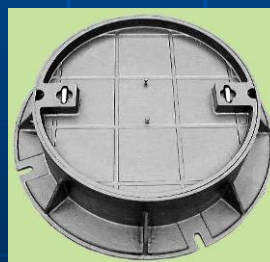




Equipment for water and sewage pipelines



Landscape materials



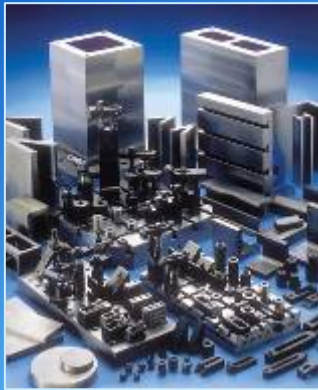
colors
 dark moss sepia
 silver dark gray
 Top Panel for STC-OL/BENCH
 material/MDF, Wcoc, Sore
 size/476 x 406 x 23

create furniture
 K-C-U-S-H-I



Standard jig elements for machine tools

10,000 standard jig elements

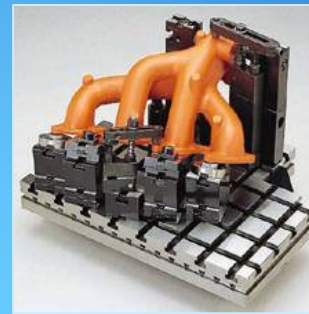


- Produced with our wealth of knowledge and experience
- Using our brochure "Friends" (250,000 copies) and our website

1

Precision jig systems

- High precision & ultra-high speed



2

Precision machine vises

- The most versatile jigs



3

4

Made-to-order jigs

- Process design, jig design, integrated production





Liquid crystal and semiconductors



Testing equipment



Electronic microscopes



Industrial equipment

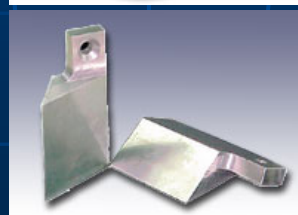
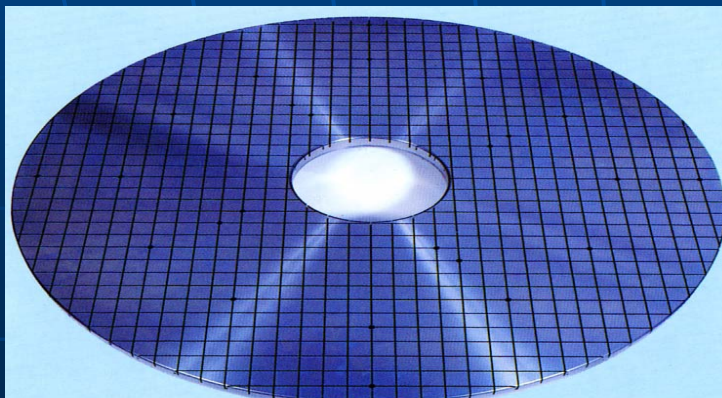
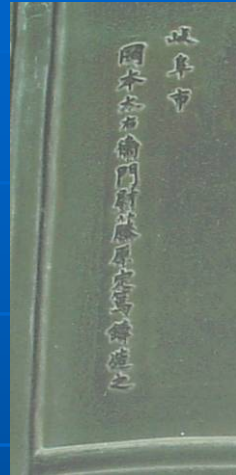


Measuring/testing





Cast products



High specification materials





Housing equipment (wholesale), home renovation



Manufacturing and sales of exterior materials



Custom designs





Management Principles and Corporate Policies

Management Principles

Ensuring robust management and timely adaptation

Win-Win business with customers, local communities and the global environment

Corporate Policies

Focusing on the development of new products and businesses

Evolution of “technical craft” to enable production of variable products in variable quantities

Action Guidelines

Pursue a hands-on policy (actual places and actual products)

Gather wisdom and keep everyone informed

Take specific action with a broad perspective





Our Approach to Manufacturing Methods

Technical Craft = Advanced Technologies + Skills Improvement

Ongoing activities for strengthening manufacturing capability
(production of variable products in variable quantities)

1. Skills improvement

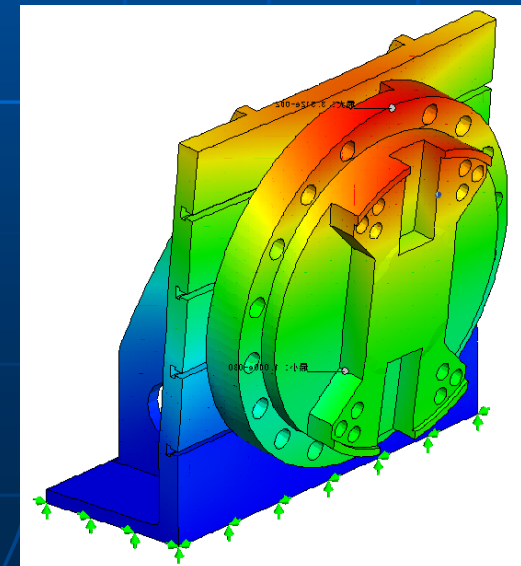
- Encourage employees to pass skills examinations
 - Grade S – Grade 2 (accredited by the national government)
 - Accumulated total of 254 workers/160 workers passed

2. Promotion of use of 3D digital engineering

- Purpose: Stable quality, quicker start to production
- 3D digital engineering is used for development design in:
 - casting (raw materials) – precision machining (μ precision)
 - until products are complete

3. Improvement activities

- Eradication of waste, irrationality and unevenness
- Visualization of processes





History of Our Overseas Business

- **1930s – 1960s**
 - Exported pots, pans, and charcoal irons to the United States and Asia
- **1970s**
 - Exported hand tools (vises) to the United States and Asia
- **1980s**
 - Exported machine tool attachments
- **1985... Plaza Accord (Yen appreciated dramatically)**
- **1989**
 - Founded a sales company in Singapore with a 30% stake
- **2001**
 - Founded a sales company in Shanghai with a 30% stake
- **Current volume of transactions**
 - Exports (mainly to Asia): ¥200 million
 - Imports (from Germany, Italy, US, and China): ¥100 million





What We Expect from the Symposium

- Increasing business opportunities in the Asia Pacific
 1. Rebuilding sales channels
 2. Finding manufacturing partners

Keywords:

 - Win-Win business
 - Contributing to local communities
 - “When in Rome, do as the Romans do.”
- Conditions for starting the overseas business of small and medium enterprises (SMEs) (Based on the assumption that employment in Japan is secured)
 1. Establishing an environment for fair competition
 - Action against the appreciation of the yen
 - Elimination of tariff barriers and non-tariff barriers
 2. Helping SMEs establish an overseas presence
 - Assistance with risk hedging
 - Support for investment
 - Support for expatriation cost

