



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 --

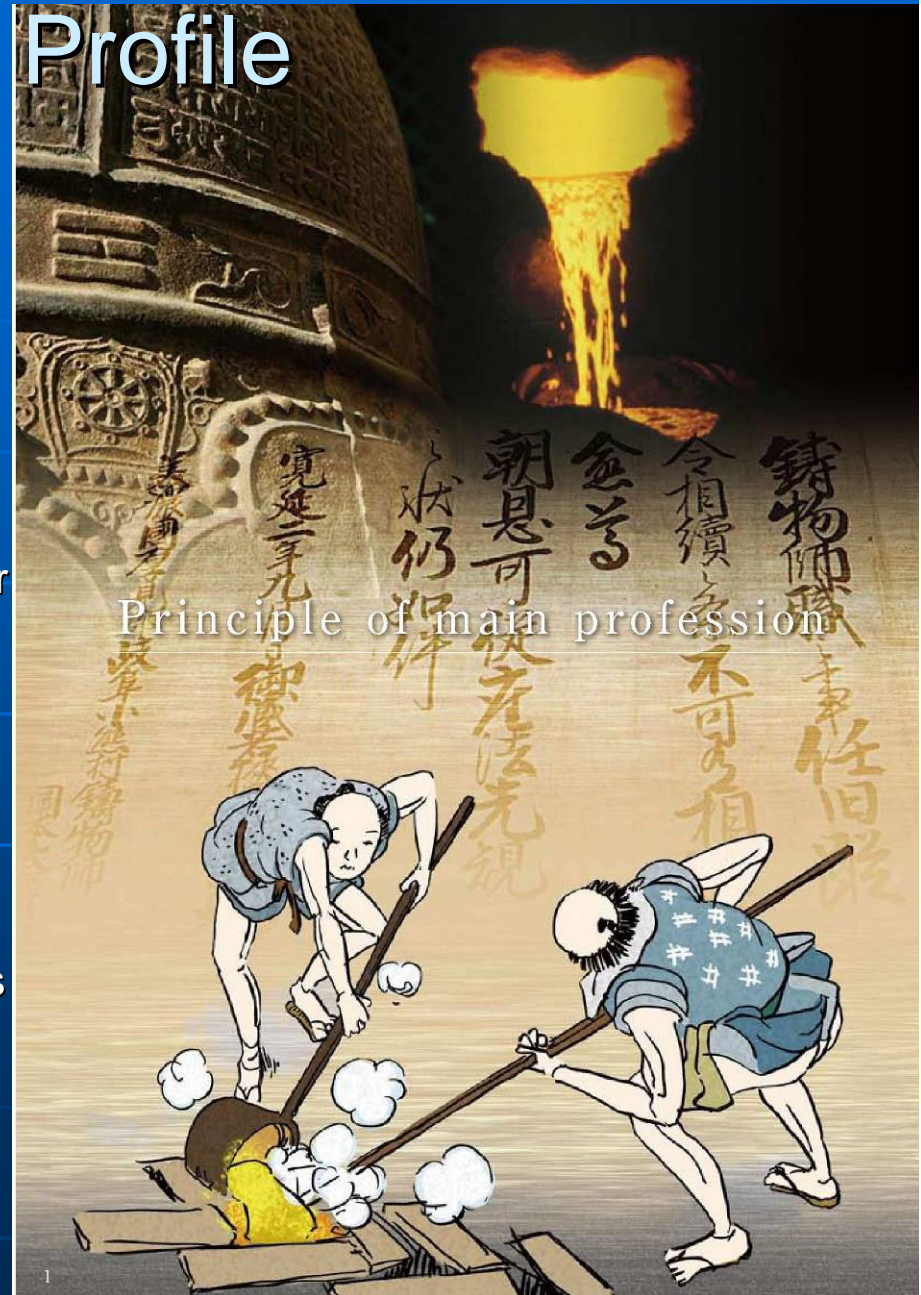
Tomohiko Okamoto  
President of Okamoto  
Nabeya Group





# 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



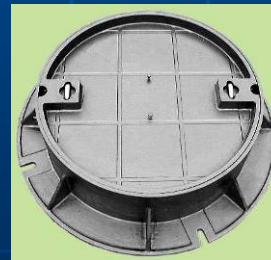
Principle of main profession





# Equipment for water and sewage pipelines

# Landscape materials



colors

|           |           |
|-----------|-----------|
|           |           |
| dark moss | sepia     |
|           |           |
| silver    | dark gray |

Top Panel for STC/OIL/BENCH  
material/MDF, Wcoc, Store  
size/476 x 406 x 23



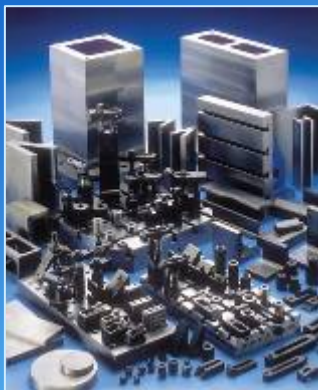
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# Standard jig elements for machine tools

## 10,000 standard jig elements

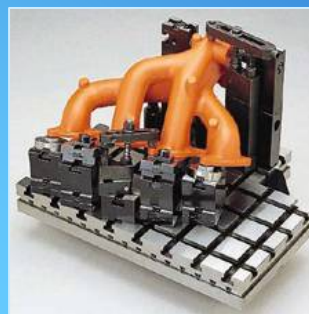


- Produced with our wealth of knowledge and experience
- Using our brochure "Friends" (250,000 copies) and our website

1

## Precision jig systems

- High precision & ultra-high speed



2

## Precision machine vises

- The most versatile jigs



3

## Made-to-order jigs

- Process design, jig design, integrated production



4





# Products for eliminating/preventing vibration

Liquid crystal and semiconductors



Testing equipment



Electronic microscopes



Industrial equipment

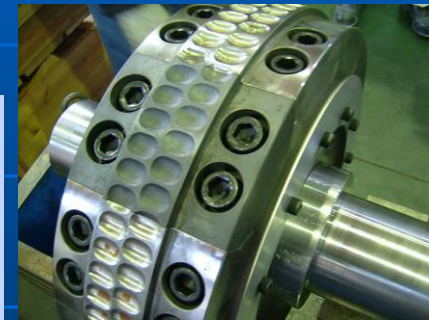


Measuring/testing

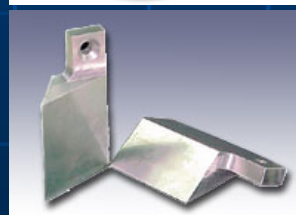
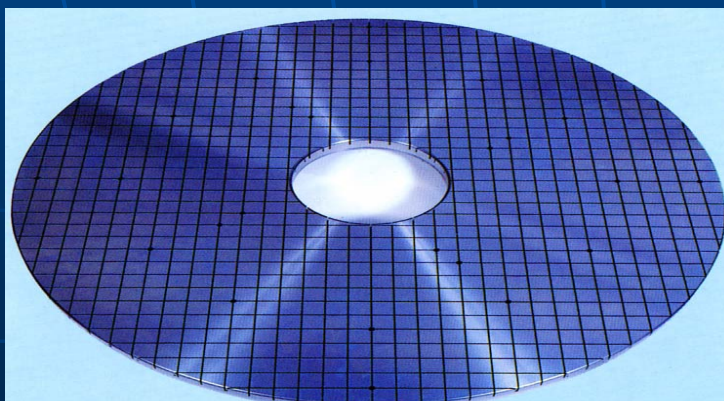




## Cast products



## 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

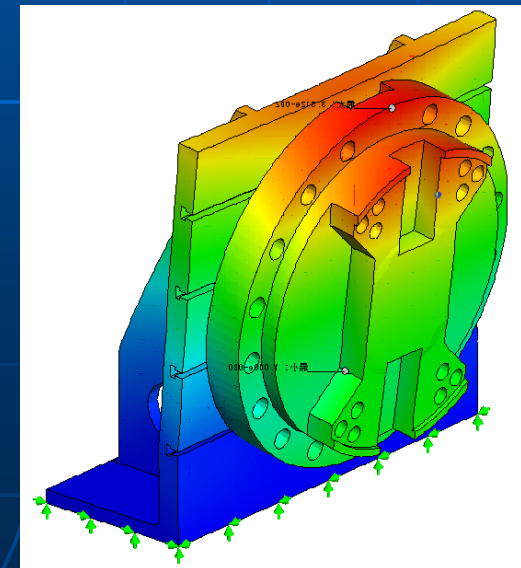
- Encourage employees to pass skills examinations
  - Grade S – Grade 2 (accredited by the national government)
  - Accumulated total of 254 workers/160 workers passed

### 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 ( $\mu$  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 (vices) 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

