



Company Profile

Dental > Surgical > Industrial

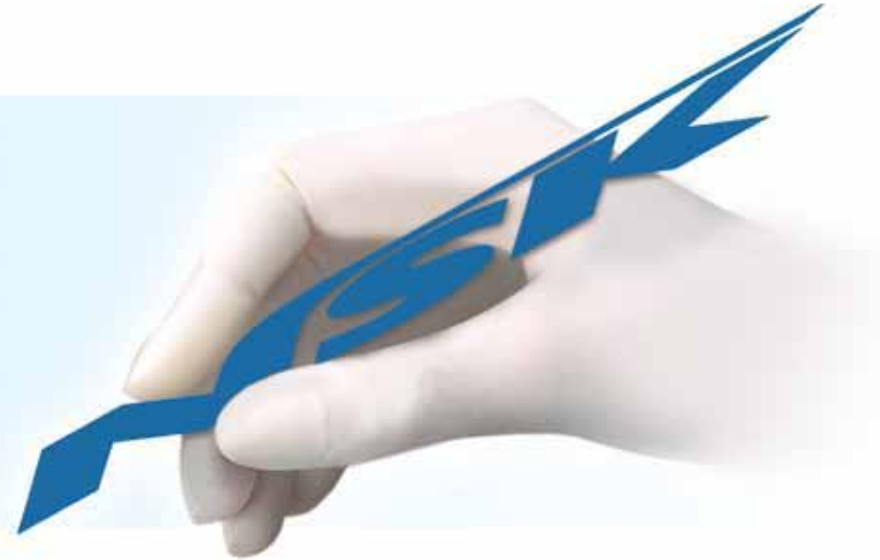
NAKANISHI INC.

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welcome

*Growing as a Leading Global Brand
Superior value that exceeds expectations*



Powerful Partners[®]

NSK Handpiece and the Human Hand

NSK handpieces are powerful partners of healthcare professionals. Like an extension of a doctor's hand, an NSK handpiece allows precise control during a medical procedure.

NSK handpiece and the Human Hand — Powerful Partners[®]
They are inseparable.

Since it was established in 1930, NSK has provided a wide variety of products in the dental field, based on core ultra high-speed rotational technologies. Besides, NSK has expanded its businesses to seek opportunities related to general industrial applications and surgical instruments by applying these technologies.

NSK's aggressive overseas marketing since the 1960s has led the company to be active internationally. Recognized in 130 countries around the world, NSK

derives over 75% of revenues from overseas sales. The company now has overseas subsidiaries and representative offices in 11 countries, which provide an integrated operating system covering major markets worldwide.

In recent years, NSK has been promoting branding activities with the objective of developing the NSK corporate brand in the dental field as the leading global brand. Company-wide innovation has been encouraged to establish a structure worthy of a top

global brand, which has a comprehensive product lineup, sophisticated design values, exceptionally high quality, high cost competitiveness, an extensive global sales network and guaranteed customer service. All of our efforts focus on providing superior value that exceeds the expectations of customers.

NSK will continue to enhance its global sales network in over 130 countries as it aims to be internationally recognized as the top brand in each product category

of dental, general industrial and surgical instruments.

We aim to be true to our corporate philosophy of "Contributing to the well-being and welfare of communities through creativity, while developing relationships globally."

Eiichi Nakanishi
President & C.O.O.

philosophy

Delivering functionality and value to customers



Through an integrated approach to product development, manufacturing and sales, NSK continues to deliver products that satisfy customers' needs in three business segments — dental, medical and industrial applications.

Providing durable and elegant, yet competitively priced products has been NSK's philosophy since it was established.

NSK consistently provides quality products that deliver high levels of customer satisfaction. We achieve this by reflecting market needs in the development process in a timely way based on our core technology of ultra high-speed rotation.

Our customer-oriented approach is supported by in-house production of over 85% of parts, and integrated services from development and manufacturing to sales.

Rapid product development, flexible production systems, and global sales network combine organically to create a structure under which our philosophy has been maintained constantly.

Our products for dental and surgical applications support front-line medical institutions and individual health care. Moreover, our general industrial products, such as industrial equipment for precision molding and abrasive finishing, contribute to providing convenience and choice in people's lives.

We always think how our products can satisfy and impress our customers. NSK's

employees work constantly to create new value, while adhering to our core philosophy. Their pride and enthusiasm are backed up by superior technologies and state-of-the-art equipment. As a group of professionals, with each member possessing advanced skills and technical knowledge, they deliver comprehensive products and services that satisfy and impress customers. And, as a group, they are the driving force behind improving value and developing unique products.

*Challenging new dental fields with innovative
ultra high-speed rotary technologies*



*Titanium Handpiece
"Ti-Max X" series*

*Multi Function Ultrasonic Scaler
"Varios" series*

*Laboratory Micromotor
"ULTIMATE 500" series*

dental

Dentistry is going through major changes that include an increasing awareness of preventive treatment, expansion of new medical concepts such as minimal intervention, and the rapid diffusion of implant treatments. To keep pace with these changes, NSK continuously provides useful new products in timely measures in both traditional and new treatment fields.

NSK pursues new growth opportunities by expanding its product lineup through aggressive research and development, based on innovative products including an ultrasonic scaler and a tooth polisher, which play central roles in preventive treatment. In the surgical field, NSK also contributes to increasing the efficiency of

implant treatment by developing bone-cutting instruments that apply ultrasonic technologies.

NSK has successfully combined years of knowledge and experiences accumulated as a specialized handpiece manufacturer to establish mass-production technology for an all-titanium body, which had been considered to be unworkable. We have established a framework for constantly providing lighter weight products with excellent operability and durability, as well as user-oriented ergonomic grip designs. Moreover, NSK is a leader in the manufacture of air turbines with its original integrated shaft bearing (inner race and the rotor shaft are unified), achieving vibration-free and silent operation, prolonged lifespan, and high accuracy.

With technologies accumulated over a long period for electrical drive circuits, NSK's high-precision micromotor, which is a core technology, achieves stable torque control and smooth rotation over a wide speed range from ultra-low to high. The technology has earned a global reputation, and made a great contribution to patient care in various dental fields such as implant treatment, dental laboratory techniques, general dental treatment, and endodontic treatment.

To further enhance customer satisfaction, NSK will continue to explore new fields of dental treatment through technological innovation.

surgical

Greatly enhanced performance with user-friendly designs



Rotational speed and torque are often used as standards for comparative evaluations of surgical micromotors. Such figures are important, however, we think what really matters is performance, which cannot be fully described numerically. NSK aims to develop tools that allow healthcare professionals to focus on delicate surgical procedures, with ergonomic designs that fit comfortably in their hands and transmit their intentions promptly and precisely to the target site, and a sensitive handpiece tip that can respond to and track their delicate hand movements.

Primado is our first surgical product, which applies a user-oriented philosophy to the design of surgical instruments. It has various advantages such as an ultra-thin attachment and a flexible tip, which can be bent to the appropriate angle according to the surgical site. Actually, it is difficult to show all the advantages of Primado using photos and descriptions alone. Thus, we recommend that you take it in your hand and experience the advantages for yourself.

Primado supports not only neurological surgery, but also various fields including

otolaryngology, orthopedic and plastic surgery, and oral surgery. NSK will continue to be committed to developing innovative products for use in more advanced surgical procedures.

industrial

Delivering exceptional customer satisfaction



Multi-Purpose Micro-Grinder
"ELECTER E-max"

Brushless Motor & Spindle
"E3000" series

Brushless Motor for Small
Diameter Milling/Drilling
"HES800"

In 1982, NSK commenced production of products applying high-speed rotary technologies, which had been accumulated in the dental field. The first product brought to the market was a precision micro-grinder for manual procedures such as grinding, polishing, and deburring precision moulds and delicate parts of jewelry. Its high quality was soon recognized in the market. The grinder is now used in various procedures requiring high precision and accuracy, which have become our strengths in the general industrial field.

In the 21st century, more compact and higher performance products such as PCs, audiovisual equipment, and mobile phones have led to stronger demand for higher precision, higher density, and more compact parts. Moreover, ultra-fine parts-processing techniques are required to produce these parts in large quantities — efficiently and with higher quality.

Responding to these market needs in timely measures, NSK successfully introduced a compact electronic spindle, which delivers ultra high-speed rotation and high precision. As a leader in this field, NSK has been making great contributions to product creation in developed countries. Currently, spindles for ultra-fine finishing, which are required in various processes, support the manufacture of parts of a wide range of products. Applications of NSK spindles include finishing precision rotary parts of HDD motor drives, mould-making for digital camera lenses, processing endoscope precision parts, moulding bodies of mobile phones, punching printed wiring boards, and polishing automobile engine fuel injection nozzles. These familiar products are supported by NSK's ultra-fine finishing technologies.

NSK has also developed a faster and higher precision spindle to address the

needs of the Nano world. The results were recognized when NSK's Ultra high-speed air turbine spindle ABS-1200 received the Nippon Brand Award at the 4th Monozukuri (Innovative manufacturing) Parts Awards sponsored by NIKKAN industrial newspaper in 2006.

NSK will continue to research and develop ultra-fine finishing spindle technologies to meet market needs in the field.



NSK changed the logo used for industrial products to create a new symbol for its expanding industrial business in 2007.

research & development

Users voice are always reflected to products development



Developing safe products that comply with European EMC standards with an anechoic chamber installed to measure electromagnetic waves.



Integrated Shaft Bearings (ISB), the shaft itself forms an inner race for holding outer race, ensures vibration-free, accurate and stable cutting.

We think ideas for innovative engineering developments can always be found at the places where products are used and in requests from users. NSK sets themes for new product development by referring to valuable information from end-users in various fields — such as dentists, surgeons, and production engineers — making best use of our global sales network.

NSK has established an integrated system to complete all development processes internally, aiming at shorter lead-times and timely delivery to customers. One recent trend has been for products that integrate

mechanics and electronics, and NSK has a group of engineers who can respond promptly to market needs.

NSK has also various state-of-the-art test facilities for promoting timely research and development. For instance, the "Electro Magnetic Compatibility (EMC) standard", which is stricter than that for general household appliances, is applied to medical instruments. NSK has in-house EMC test facilities, which make major contributions to shortening development periods.

In addition, NSK is addressing new technical fields, while continuously improving core technologies — high-speed rotary and ultrasonic technologies. One of the important roles of the R&D group is to be sensitive to development trends and new technologies in other fields, and to explore possible applications in the medical field.

Our most important mission is to consistently introduce useful new products to the world with the pride of a manufacturer.

production

NSK's quality meets users' high expectations



NSK acquired ISO9001 certification in 1997 and established world-class factory management systems. State-of-the-art CNC machines are added every year, and now more than 100 CNC machines are running 24 hours.

A new factory (CNC factory) has been established alongside the head office.

"Quality is created through processes" — This is the basic philosophy for product creation NSK has followed since it was established. Take a dental handpiece, for example. It integrates as many as seventy precision parts. If any one of these is not finished as designed, the final product cannot deliver the appropriate performance. Each part goes through an average of six to eight processes before completion, and even one error in one process can cause a defect. NSK constantly offers high-quality products, having identified the following points as being crucial to success — each worker should bear responsibility for quality in all processes, no defects should be allowed to be passed on to the next process, and 100% quality should be guaranteed.

NSK's emphasis on creativity can be seen in the fact that over 85% of more than 17,000 precision parts are manufactured in-house. In particular, we are so confident about our technologies that all tools and test equipment as well as special equipment, required in each process are designed and manufactured internally. This is backed up by our solid conviction that the quality of final products is guaranteed by a production line that ensures stable supplies of all precision parts with an accuracy to the micron-order.

State-of-the-art processing machinery is introduced in each process in timely measures, and improvement activities are performed at production sites so that industry-leading cost competitiveness is maintained.

In 2005, a CNC (Computerized Numerical Control) plant for turnery was added to boost machining accuracy, as well as production efficiency and capacity. NSK is dedicated to employing the highest-level production lines. Furthermore, workers improve their skills day by day, and the skills of experienced workers are passed on through comprehensive on-the-job training in each process.

NSK confidently offers internationally approved high-quality products, which are based on unique high-precision processing technologies with a 70-year tradition of creativity and state-of-the-art production facilities.



Balancing room:
Maintaining stable rotation by correcting the unbalanced center of gravity of a rotor by weight adjustment.



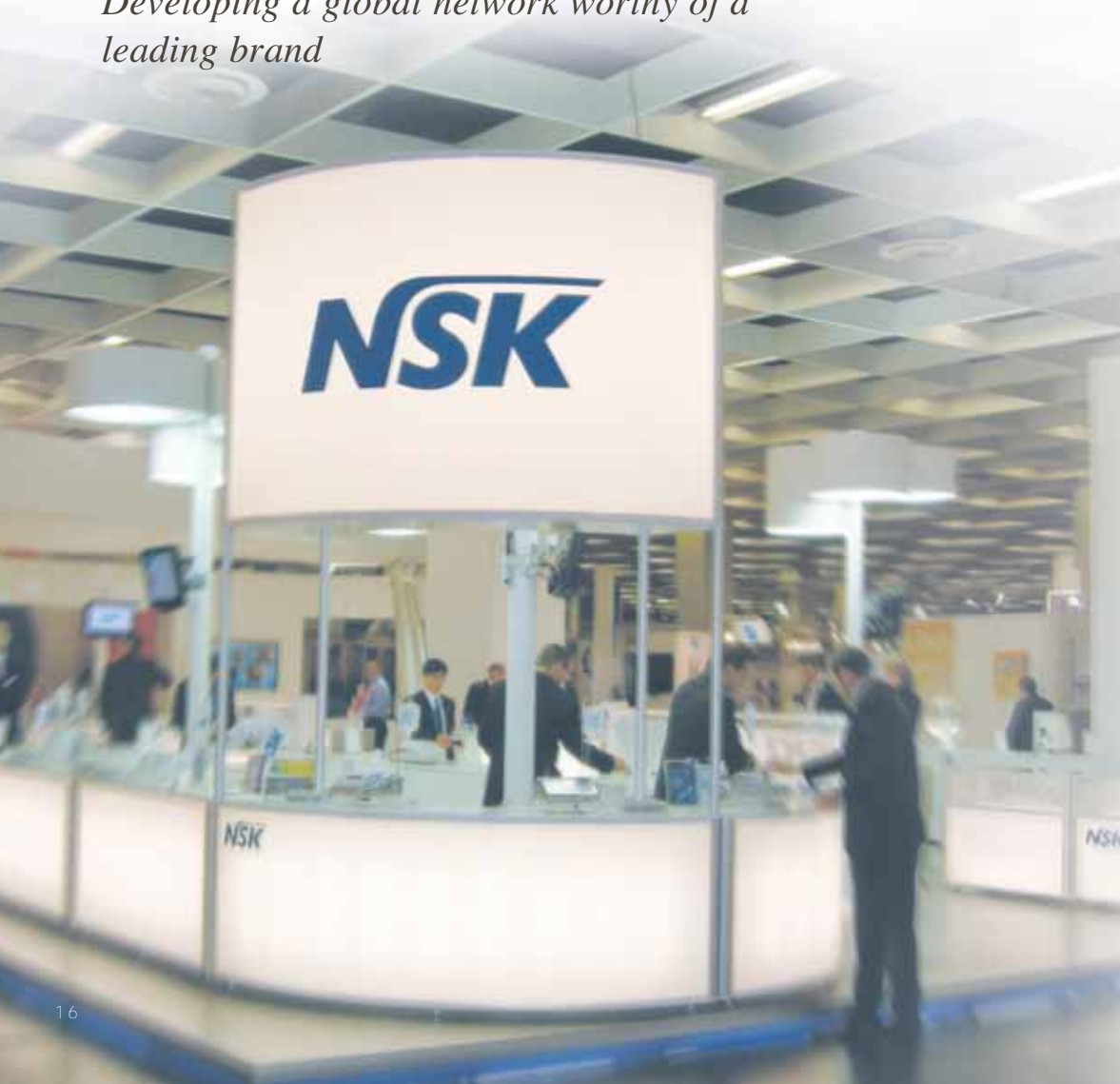
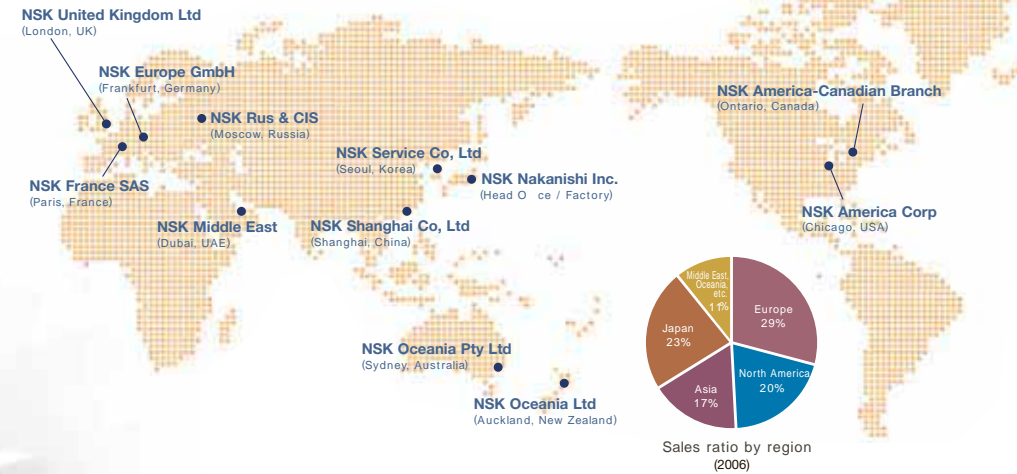
High-precision roundness measuring equipment:
Core vibration is crucial to rotating equipment. Perfectly round rotating parts are necessary to achieve zero core vibration. Roundness is measured to an accuracy of 0.01 μm . (0.00001 mm)



Vacuum Heat Treatment Furnace:
Maintaining uniform quenching with computer-controlled temperature control.

global sales

Developing a global network worthy of a leading brand



NSK Europe GmbH



NSK France SAS



NSK Shanghai Co, Ltd



NSK America Corp



NSK United Kingdom Ltd



NSK Oceania Pty Ltd



NSK Rus & CIS



NSK Middle East

Our products are recognized in over 130 countries, where their high quality and reliability, and excellent cost competitiveness are highly valued. NSK derives approximately 75% of revenues from overseas sales, and has entered to an intensively competitive global market. To grow as a leading global brand, we believe it is essential to construct functions that act as arms, legs, ears, and eyes for us in the major markets of the world; that means a strong sales structure, information collection system, and high-quality services to improve customer satisfaction. For that purpose, NSK has expanded its global marketing network to have overseas subsidiaries and representative offices in 11 countries.

In the European market, where we compete with some of the world's leading

manufacturers of dental instruments, we established NSK Europe GmbH in Frankfurt, Germany in 2003, NSK France SAS in Paris, France in 2005, and NSK United Kingdom Ltd, in London, UK in 2007. Supported by these bases, we have achieved large increases in sales and enhanced our brand value through aggressive marketing activities and branding strategies.

In the Middle East region, we established NSK Middle East representative office in Dubai, UAE in 2000. Furthermore, we established NSK Shanghai Co, Ltd, in 2005 as the core base for rapidly growing China, followed by NSK Rus & CIS representative office in Moscow, Russia and NSK Oceania Pty Ltd in Sydney, Australia in 2007. We have been developing a structure that responds to various local needs in a timely manner. At

the same time, NSK has built a competitive sales network in other countries, by strengthening partnerships with local sales agents.

These regionally based direct operations offer the tangible advantages of reduced lead-times and superior follow-up services. Not only that, but regionally based sales activities also create a virtuous circle of more reliability for end-users and increased customers loyalty for the NSK brand. NSK will accelerate overseas business expansion by making best use of its global sales network.



History of environmental protection at NSK

- Jun 1996** Complete abolition of chlorofluorocarbon fluid, which is an ozone-depleting substance.
- Jan 1998** Started Environmental Impact Research by establishing unique standards on environmental impact substances used within the company. In addition, launched a company-wide activity aimed at eliminating losses of resources, energy, etc. Other activities include sorted collection of wastes, light-out during periods of non-use, and paper recycling.
- Sep 1998** Went beyond the emission standard for smoke and soot by installing a new high combustion Ace Plaza II incinerator.
- Nov 1998** Went beyond the industrial wastewater discharge standard, such as for polishing treatment solutions and maintained low values by installing Coagulation sedimentation biological waste treatment equipment.
- Jan 1999** Acquired certification of ISO14001; International Environmental Management Standards.
- Sep 1999** Released carp and minnows, which can only live in clear water, into a neighboring stream, where industrial effluent is discharged, and started a water quality patrol initiative to check their inhabitation.
- Apr 2000** Completed the abolition of organic solvents of water-polluting hazardous materials (methylene chloride).
- Feb 2002** Completed abolition of Super millstream, which is subject to PRTR.
- Oct 2002** Established a compact incinerator required by law to deal with dioxin contamination.
- Jul 2005** Completed compliance with the "Waste Electrical and Electronic Equipment (WEEE) Directive".
- Jul 2006** Completed compliance with the "Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment (RoHS) Directive".



Obtained ISO14001 and ISO13485 certification from the TÜV CERT Certification body in Germany.



Precision filter achieved a recycling rate of 97% for cutting oil.



Wastewater from the factory, thoroughly cleaned by a purifier, is passed through a carp pond and released into the river.

environment

Environmental responsiveness is also a critical part of quality

At a time when environmental problems are significant global issues, a corporate approach to reducing environmental loads can affect evaluations of the quality of management, and in turn, products themselves. NSK has been a leader in working on environmental problems, and has developed measures to reduce environmental load, as a company manufacturing medical instruments, which are closely related to human health.

In January 1999, the company obtained ISO 14001 certification, which is the global standard for environmental management systems. We are promoting improvement

activities with a corporate-wide system for reducing environmental load.

We have completely abolished the use of environmental load chemicals such as chlorofluorocarbons, and achieved an impressive recycling rate of 97% for cutting oil, a large amount of which is used for metal cutting in factories, by introducing a complete recycling system. In daily operations, we engage in electricity-saving activities across the company, and constantly introduce and operate state-of-the-art efficient machinery to greatly reduce operating time and energy consumption per part.

Furthermore, we focus on the production of environmentally friendly products from the initial stage of design and development, making every effort to offer ecological products, such as by adopting green materials, ensuring compliance with the "RoHS directive" (Directive restricting the use of certain hazardous substances in electrical and electronic equipment), producing durable products, and energy efficient design.

NSK will continue improvement activities to ensure that corporate activities do not harm the environment.

history

1930 Keiichi Nakanishi establishes Nakanishi Seisakusho in Kanda Toshima-cho, Chiyoda-ku, Tokyo, to manufacture and sell dental rotary equipment; contra-angle handpieces.



1945 The company moves to Kanuma-shi, Tochigi.



1951 The company is reestablished in Kamihinata, Kanuma-shi.



1953 Manufacture of Doriot handpieces for dental use begins. As the business expands, the company is incorporated and its name is changed to Nakanishi Shika Kikai (NSK) Seisakusho, Ltd.



1957 Independent sales of NSK-brand decomposable KN-Contra begin.



1971 Manufacture of dental air turbine begins.



1975 Following the launch of mass-production for air turbines, super high-precision production facilities are reinforced. To respond to a dramatic increase in the variety and quantity of products sold, a Tokyo office is established in Ueno to improve customer services.



1979 Overseas exports of NSK brand products begin by an original route, with an overseas sales department established within the company.



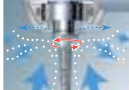
1981 The company is reorganized into a corporation, and is renamed Nakanishi Dental Equipment Manufacturing Co., Ltd.



1982 Manufacture and sales of industrial ultra high-speed rotary equipment begin.



1984 NSK America Corporation is established in Chicago as a base for the U.S. sales and service network.



1988 Second plant (current B-wing) opens in Shimohinata, Kanuma-shi (location of the current headquarters) to reinforce production facilities in response to an increase in the variety and quantity of products.

1990 A new building (current A-wing) is added to the Shimohinata plant.

1993 Clean Head System wins the Applied Technology highest award for its significant contribution to preventing infection in the field of dental treatment in Europe.



1995 Another new building (current C-wing) is added to the Shimohinata Plant to enhance design, development, and production technologies.



1996 Nakanishi Dental Equipment Manufacturing Co., Ltd and Nakanishi Inc. are consolidated to become Nakanishi Inc. to integrate design and manufacture aiming for improving efficiency.



1997 Obtains certification of ISO9001, International Standard for Quality Assurance.



1999 Obtains certification of ISO14001, International Standard for Environmental Management System to promote environmentally sensitive corporate activities.



Best selling model of ULTIMATE 500 motor is released.



2000 The company's stock is registered with the Japan Securities Dealers Association. To strengthen sales in the Middle East, a representative office is established in Dubai, United Arab Emirates.



2001 A new main building of the headquarters is completed in Shimohinata.



Ultrasonic scaler system, Varios, and Solid titanium handpiece Ti-Max are released.



2003 NSK Europe GmbH is established in Frankfurt, Germany, to reinforce sales and service structure in Europe. Osaka branch is established to provide sales and services in Kansai area (western Japan).



2005 NSK France SAS is established in Paris, France, for further improve sales and service systems in Europe. NSK Shanghai Co., Ltd is established in Shanghai, China, as a site to promote sales and services in Asia.



Another new plant (CNC factory) is added to the headquarters.

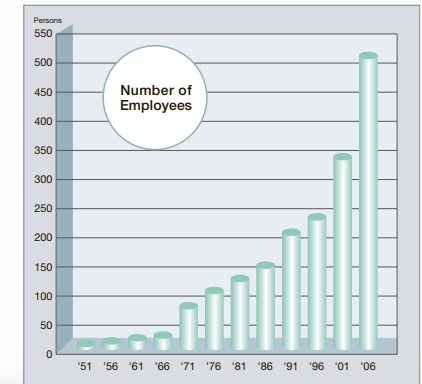
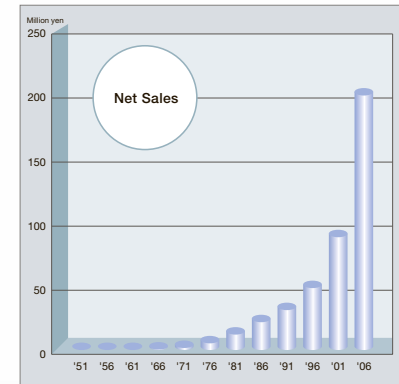


2007 NSK United Kingdom Ltd is established in London, and NSK Oceania Pty Ltd is in Australia. A representative office opens in Russia.



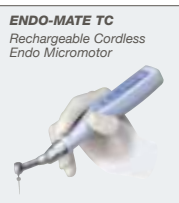
ABS-1200 receives the Nippon Brand award at the 4th Monozukuri Parts Awards.

NSK is growing rapidly, aiming to be a leading global company

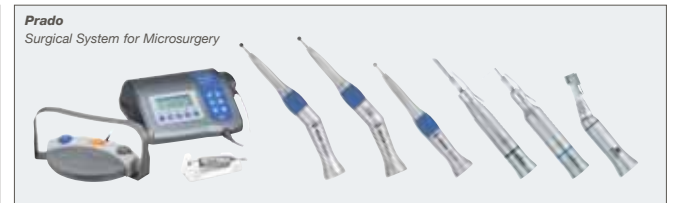
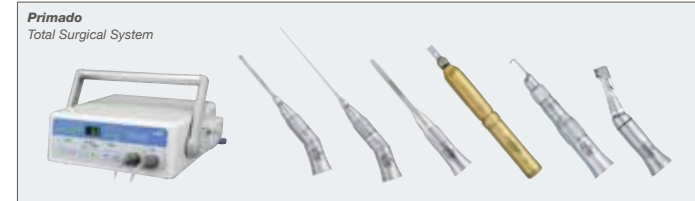


products

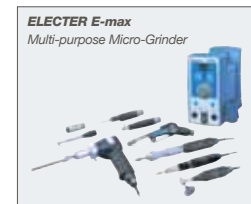
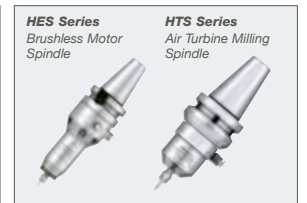
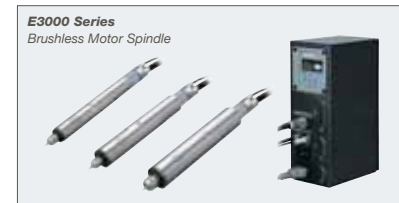
dental



surgical



industrial



Headquarters / Japan

Europe

North America

Middle East

Asia

Russia

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Oceania

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