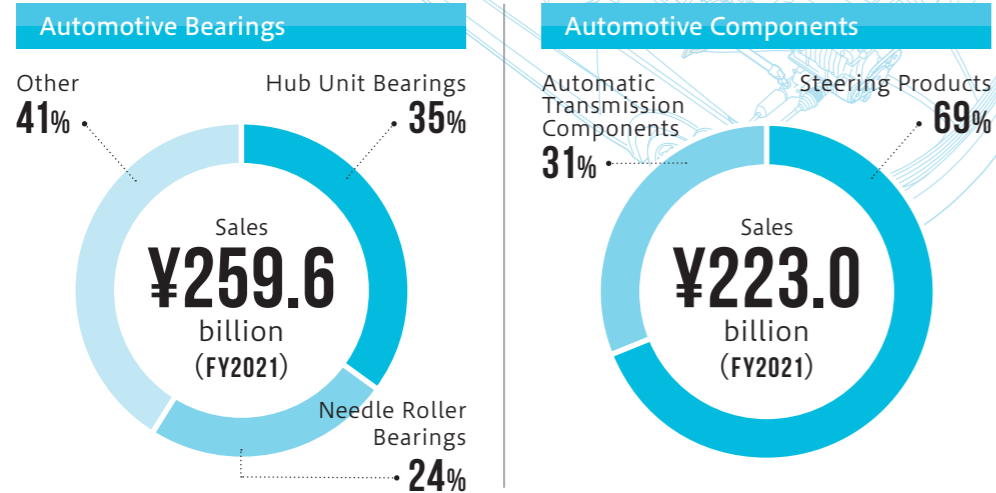


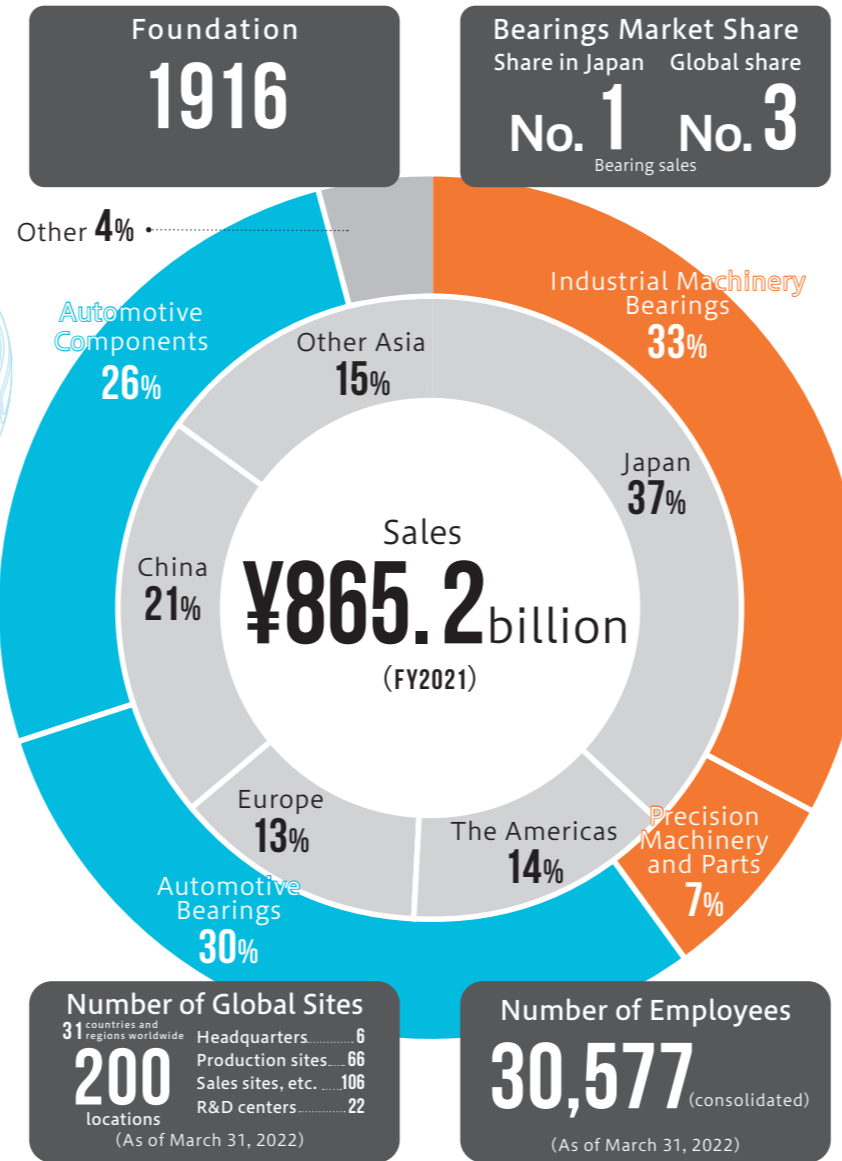
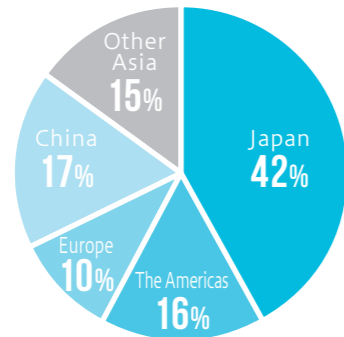
# At a Glance

## Automotive Business

This segment provides various types of bearings, automotive transmission products, electric power steering, ball screws for electric brakes, and other automotive components that are used in automobiles. Amid the accelerating innovation in automobile technologies, such as power source diversification and autonomous driving, the Company is advancing the development of new technologies and products, creating new value, and working on valuable proposals.

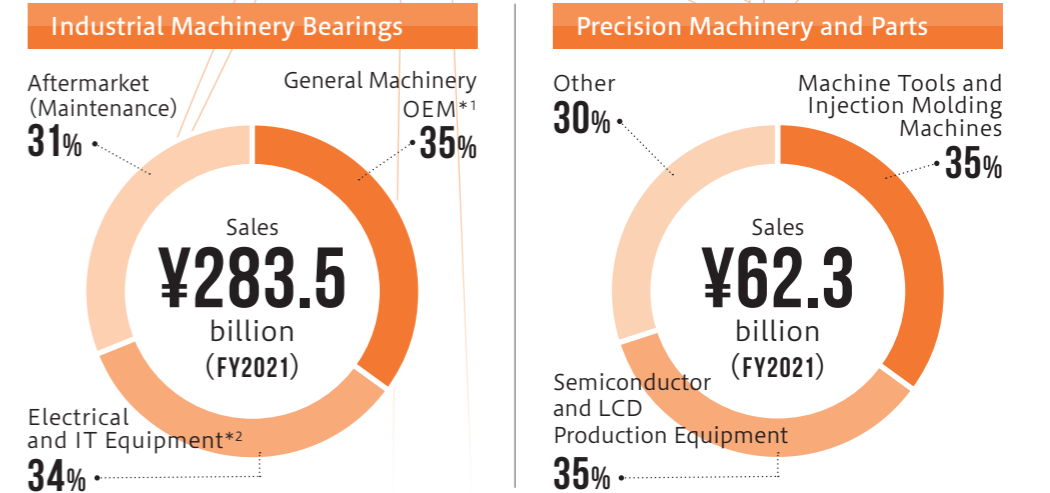


Sales Breakdown by Region (FY2021)

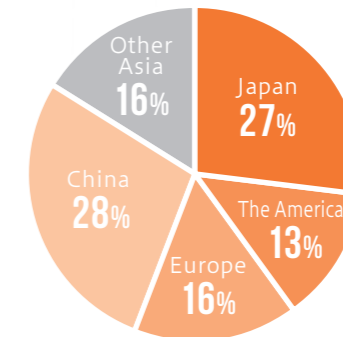


## Industrial Machinery Business

This business segment provides a variety of industrial machinery bearing types, ranging in size from miniature bearings to extra-large bearings, to meet a wide range of demands in all industries. Meanwhile, precision machinery comprises such linear motion products as ball screws and linear guides as well as mechatronics parts, including Megatorque Motor™, which play a key role in machine tools and semiconductor production equipment that require precision positioning.



Sales Breakdown by Region (FY2021)



\*1 Machine tools, industrial robots, wind turbines, train cars, mining and construction machinery, pumps and compressors, steelmaking facilities, etc.  
\*2 Home appliances, in-vehicle motors, etc.

<b>Customers</b>	<ul style="list-style-type: none"> <li>Automobile manufacturers around the world</li> <li>Automotive components manufacturers around the world</li> </ul>
<b>Features of Customers and NSK Business</b>	<ul style="list-style-type: none"> <li>Opportunities to win orders are basically when automobile manufacturers introduce new models or undertake a full model change. In accordance with their new model project schedule, we receive a designation as a development supplier and collaborate on development. Development suppliers are generally also responsible for supplying mass-produced products and preparing for mass production in line with the new model launch schedule.</li> <li>A single project's quantity will increase due to large-scale increases in the planned number of units as a result of standardization with car platforms.</li> <li>NSK's sales fluctuate in line with the sales volume of car models in the market. Just-in-time delivery is standard, and this alleviates burdens of inventory. However, customers often require that production is close to where demand is located, therefore the ratio of local production is relatively high.</li> </ul>
<b>NSK's Competitive Advantages</b>	<ul style="list-style-type: none"> <li>Diverse business relationships/customer base with automakers and first-tier automotive components manufacturers</li> <li>Global supply capabilities</li> <li>Developmental capabilities and technical expertise (Four Core Technologies plus One) to address advanced automobile functionality</li> <li>Global management system that takes the lead when responding to overseas demand and expanding overseas</li> </ul>

<b>Customers</b>	<ul style="list-style-type: none"> <li>Machine manufacturers around the world, distributors, and sales outlets</li> <li>Numerous customers, a wide range of products</li> </ul>
<b>Features of Customers and NSK Business</b>	<ul style="list-style-type: none"> <li>Products for use in general machinery are characterized by a large volume of product types in low volumes, whereas products for electrical and IT equipment are primarily mass-produced (mass production of standardized products).</li> <li>Products for general machinery and the aftermarket include large-scale items with relatively lengthy lead times.</li> <li>The aftermarket mainly consists of demand from end users of general machinery for maintenance and repair of facilities and equipment. It also includes sales of standardized products through distributors. In partnership with distributors, it is important to avoid lost opportunities by maintaining appropriate inventory levels to ensure immediate delivery.</li> </ul>
<b>NSK's Competitive Advantages</b>	<ul style="list-style-type: none"> <li>Extensive product lineup as a comprehensive bearing manufacturer</li> <li>Technological capabilities based on our Four Core Technologies plus One</li> <li>Accumulated expertise in customer needs and technology for a wide range of industries and applications</li> <li>Manufacturing, supply, and technical support capabilities based on a global network framework</li> </ul>