



FINANCIAL CONFERENCE

FOR THE RESULTS OF THE YEAR ENDED MARCH 31, 2002 AND FORECAST FOR THE YEAR ENDING MARCH 31, 2003

May 22, 2002

NSK Ltd.

Cautionary Statements with Respect to Forward-Looking Statements

Statements made in this report with respect to plans, strategies and future performance that are not historical fact are forward-looking statements. NSK cautions that a number of factors could cause actual results to differ materially from those discussed in the forward-looking statements.

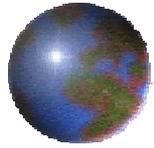


The following are presentation material explaining NSK Ltd.'s financial results for the year ended March 31, 2002 (fiscal 2001) and the forecast for the year ending March 31, 2003 (fiscal 2002).

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The presentation of our financial results for fiscal 2001, is followed by the forecasts for the current fiscal year.



1. Consolidated Results

Profit and loss statement - Consolidated -

(¥ 100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	
Net sales	4,865	5,331	4,809	-522
Operating income	147	258	39	-219
(Equity in earnings of affiliated companies)	(33)	(32)	(26)	
Ordinary income	85	191	-32	-223
Income before tax	86	233	-103	-336
Net income	28	114	-177	-291
(Rate: 1 US\$=)	(¥114.04)	(¥107.90)	(¥121.50)	
(Rate: 1 STG£=)	(¥184.25)	(¥164.03)	(¥175.27)	
(Rate: 1 EURO=)	(¥121.61)	(¥ 99.45)	(¥108.63)	

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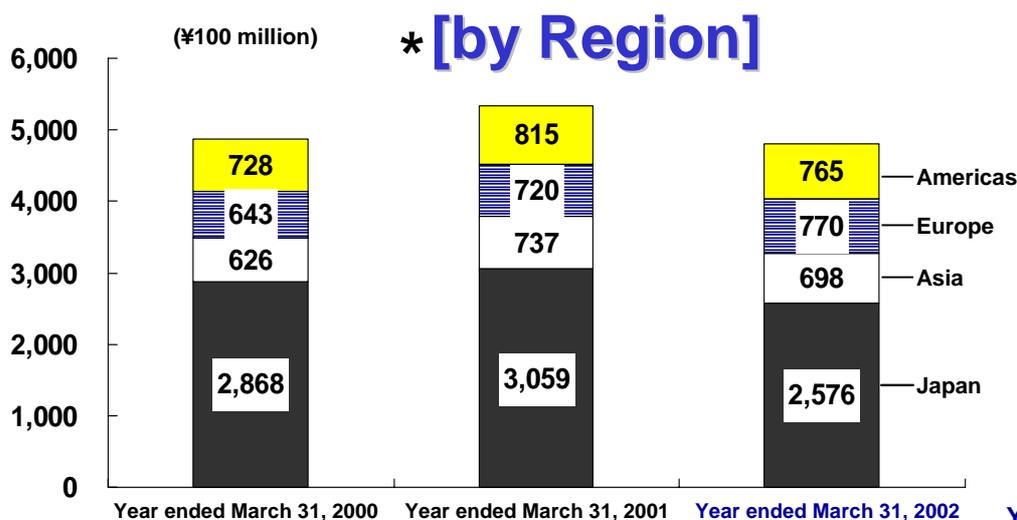
Consolidated sales fell 10% from the previous term to 480.9 billion yen, and operating income fell 85% to 3.9 billion yen.

As for ordinary income, we had profits of 2 billion yen in the first half of the term but suffered a loss of 5.2 billion yen in the second half. Therefore, we generated loss at the ordinary income level for the first time since fiscal 1993, totaling 3.2 billion yen for the full year.

Net income also saw a sharp drop to -17.7 billion yen, mainly due to the devaluation of investment securities, which shall be explained later on in this presentation.

As for the foreign exchange rates, the U.S. dollar, euro, and U.K. sterling all grew stronger against the yen.

Net sales -Consolidated -



Year ended March 31, 2000	Year ended March 31, 2001	Year ended March 31, 2002	Y. O. Y. (%)	Y. O. Y. in local currency (%)
FY 1999	FY 2000	FY 2001		
Americas	815 15.3%	765 15.9%	-6.1%	-13.4%
Europe	720 13.5%	770 16.0%	+6.9%	0.0%
Asia	737 13.8%	698 14.5%	-5.3%	-10.6%
Japan	3,059 57.4%	2,576 53.6%	-15.8%	—
Total	5,331 100.0%	4,809 100.0%	-9.8%	-12.6%

* Classification by Region shows sales recognized by customers location.

Looking at sales by region;

In Japan, the automotive industry remained robust, but for most other sectors, such as the information technology (IT), communications, steel, and machining tool industries, business was generally sluggish, resulting in a 16% slide in domestic sales to 257.6 billion yen.

Looking overseas;

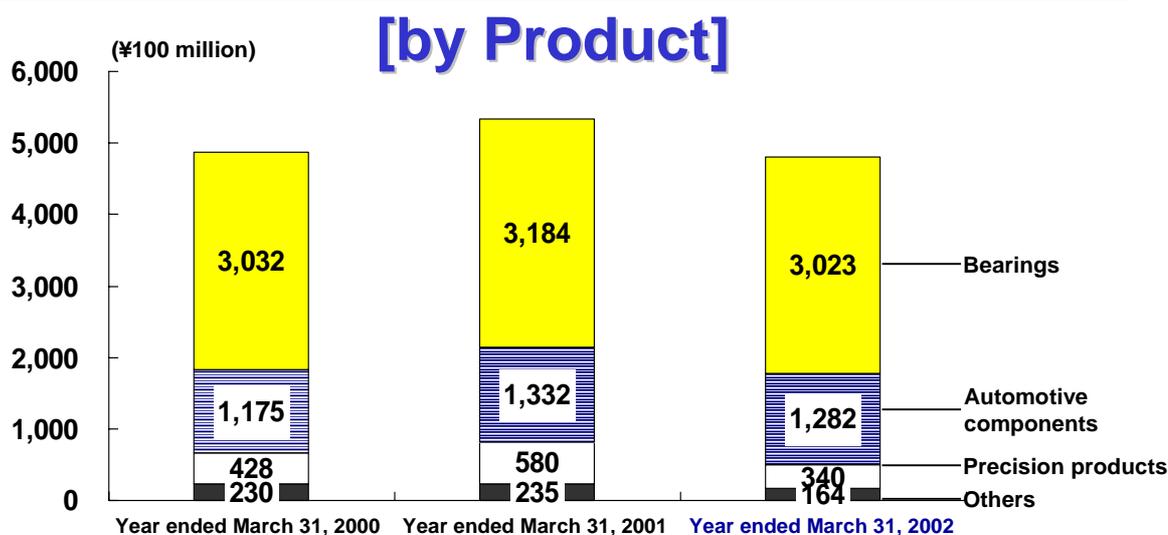
In the U.S., although automotive production fell 10%, sales of automotive bearings and steering columns remained firm as a result of new customer orders. However, due to the fall in OEM (original equipment manufacturer) bearings demand and the sharp decrease of precision machinery sales to the semiconductor production equipment industry, overall sales, calculated in local currency, fell 13%. When translated into yen, this equaled a 6% decrease to 76.5 billion yen.

Europe also felt the effect of the recession, with a decrease in sales of precision machinery and bearings to the general machinery sector. However, due to the increase in sales of automotive bearings, electric power assisted steering (EPS) systems and steering columns, we were able to maintain a stable sales volume, based in local currency. When calculated into yen, this amounted to a 7% increase to 77 billion yen.

Sales were robust in China. However, due to the fall in demand from the electronic and IT related industries in the ASEAN nations, sluggish exports, and a drop in capital expenditure in South Korea, Asian sales fell 11% in local currency, or 5% in yen, to 69.8 billion yen.

As a result, overseas sales totaled 223.3 billion yen, down 1.7% from the previous term. Please note that this includes a profit of 14.8 billion yen resulting from foreign currency translations. Excluding the effect of foreign exchange fluctuations, the year-on-year decline amounted to an 8% fall. The ratio of overseas sales against domestic sales increased by 3.8% to 46.4%, mainly due to the decline in domestic sales, and the inflation of overseas sales due to favorable foreign exchange fluctuations.

Net sales -Consolidated -



¥100 million	FY 1999		FY 2000		FY 2001		Y. O. Y. (%)
Bearings	3,032	62.3%	3,184	59.7%	3,023	62.8%	-5.1%
Automotive Components	1,175	24.2%	1,332	25.0%	1,282	26.7%	-3.8%
Precision Products	428	8.8%	580	10.9%	340	7.1%	-41.4%
Others	230	4.7%	235	4.4%	164	3.4%	-30.2%
Total	4,865	100.0%	5,331	100.0%	4,809	100.0%	-9.8%

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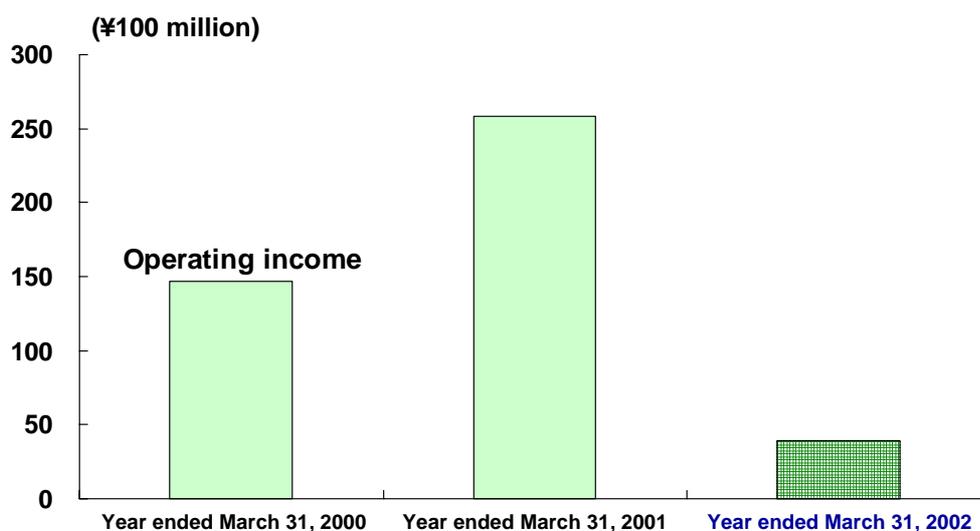
Looking at sales by product;

Bearings sales to the automotive industry remained strong, both in Japan and overseas. However domestic sales to the general machinery industry, such as the electrical, IT, machine tool, and industrial machinery sectors were all disappointing. Demand for exports were also down as were sales to the general machinery sector overseas. As a result, overall bearings sales totaled 302.3 billion yen, down 5% from the previous year.

Results of the automotive components business were mixed. While sales of EPS systems grew both in Japan and Europe, seatbelt and general steering column sales fell. Total revenue fell 4% to 128.2 billion yen.

As for precision machinery and parts, demand from the semiconductor production equipment and machine tool industries plunged, bringing sales down more than 40% to 34 billion yen.

Operating income -Consolidated -



¥100 million	FY 1999	FY 2000	FY 2001	Y. O. Y. (%)
Net sales	4,865	5,331	4,809	-522
Gross profit on sales	928 (19.1%)	1,048 (19.7%)	872 (18.1%)	-176
Selling, general, and administrative expenses	781 (16.1%)	790 (14.9%)	833 (17.3%)	+43
Operating income	147 (3.0%)	258 (4.8%)	39 (0.8%)	-219

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Due to these drastic fall in sales volume, our gross profit ratio fell 1.6% from 19.7% in fiscal 2000 to 18.1%.

Our selling, general and administrative (SG&A) expenses increased 4.3 billion yen due to foreign exchange fluctuations and an increase in expenses in Europe. Therefore, our SG&A ratio deteriorated by 2.4% from 14.9% in FY 2000 to 17.3%.

As a result, operating income fell 85% to 3.9 billion yen.

Operating income versus FY 2000

¥ 100 million

- Consolidated -

Year ended
March 31, 2001

-128

258

Parent

-27

Subsidiaries
in Japan

-28

Subsidiaries
in the
Americas

-29

Subsidiaries
in Europe

-9

Subsidiaries
in Asia

+2

Elimination

39

Year ended
March 31, 2002

The breakdown of the 21.9 billion yen difference in operating income between fiscal 2000 and fiscal 2001 is shown above.

We were unable to offset the increase in fixed costs caused by the dramatic fall in sales volume of bearings and precision machinery with the cutbacks in capital expenditure, factory cost cutting measures such as the reduction of contract workers, and improved profitability of exports due to the weaker yen. As a result, operating income of both the parent company and domestic subsidiaries fell dramatically. Profitability in the Americas, Europe and Asia also deteriorated.

Sales [by Geographical segment]



		(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)
		FY 1999	FY 2000	FY 2001
¥100 million				
Japan	Sales	3,969	4,381	3,667
	Operating income < % >	109 < 2.7 >	185 < 4.2 >	31 < 0.8 >
Americas	Sales	684	770	733
	Operating income < % >	42 < 6.1 >	47 < 6.1 >	19 < 2.6 >
Europe	Sales	662	737	798
	Operating income < % >	-29 < -4.4 >	-34 < -4.6 >	-63 < -7.9 >
Asia	Sales	448	534	538
	Operating income < % >	35 < 7.8 >	44 < 8.2 >	35 < 6.5 >
Elimination	Sales	-899	-1,091	-927
	Operating income	-10	16	17
Total	Sales	4,865	5,331	4,809
	Operating income < % >	147 < 3.0 >	258 < 4.8 >	39 < 0.8 >

* The above Sales and Operating income breakdown are calculated based on the location of the Seller (each shipping division) and includes interarea sales and transfers. Therefore, the figures do not match the Sales breakdown of the "Net Sales by Region".

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In Japan, operating income fell from 18.5 billion yen in fiscal 2000 to 3.1 billion yen. Of this 15.4 billion yen difference, 12.8 billion yen worth was accounted for by the parent company, while the remaining 2.7 billion yen originated from domestic subsidiaries.

In the Americas, operating income fell 60% from 4.7 billion yen in fiscal 2000 to 1.9 billion yen. NSK Brasil Ltda. enjoyed an increase in profits, but NSK Corp. and NSK Precision America, Inc., created through the spinning-off of our American precision machinery and parts business, saw a 3 billion yen drop in profits. NSK Corp.'s bearings business was affected by: ① production cuts at the Ann Arbor Plant (U.S.) due to sluggish sales to the "Big 3" motor companies; ② fall in utilization ratio at the Clarinda Plant (U.S.) due to weak demand from the electrical tool and appliance industries; and ③ the infiltration of Chinese bearings into the U.S. market. NSK Precision America failed to produce profits this year as their sales dropped 50%.

In Europe, operating loss increased to 6.3 billion yen. Although RHP-brand products improved their profitability as result of price increases and the effect of business restructuring measures, this was still not enough to cover the effects of the fall in utilization ratio at the Peterlee Plant (U.K.), fall in export demand for Iskra Plant (Poland) products, the increased value of the zlotchy, increased production costs at NSK Steering Systems Europe Ltd., and increased SG&A expenses at NSK Bearings Europe Ltd. In Asia, China saw a growth in profits, but the drop in sales at ISC Micro Precision SDN. BHD. (Malaysia) and NSK Korea Co., Ltd., and increased capital expenditure at the Jakarta Plant brought total operating income for the region down to 3.5 billion yen.

Operating income [by Product]



¥100 million	Sales	Operating income	Operating income ratio < % >	Total assets (ROA: %)
Bearings	3,023	113	3.7	3,499 (3.2%)
Automotive components	1,282	4	0.3	1,038 (0.4%)
Precision machinery and parts	340	-53	-15.7	588 (— %)
Other (*)	269	18	6.7	227 (7.9%)
Elimination (Including overall expenses)	-105	-43	—	1,076
Total	4,809	39	0.8	6,428 (0.6%)

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* The above Sales include inter-product category sales and transfers

We were able to keep our bearings business profitable even in these difficult economic conditions, with operating income of 11.3 billion yen and operating income ratio of 3.7%.

Profits for our automotive components business ended at just 0.4 billion yen. This is because NSK Warner's operating income is not included here and our European column business is producing a loss. (Note: NSK Warner is accounted for under the equity method, therefore its operating income is not included in our consolidated accounts.) We will try to improve our profit management and business responsibilities by considering options such as spinning-off this business.

Operating income for the precision machinery and parts business fell to a 5.3 billion yen loss, the result of the dramatic drop in sales volume.

Non-operating income and losses - Consolidated -

¥100 million	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Operating income	147	258	39	-219
Non-operating income	90	97	76	-21
Interest and dividend income	29	26	21	-5
Equity in earnings of affiliated companies	33	32	26	-6
Others	28	39	29	-10
Non-operating loss	152	164	147	-17
Interest expenses	103	94	78	-16
Others	49	70	69	-1
Ordinary income	85	191	-32	-223

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Interest and dividend income fell 0.5 billion yen from fiscal 2000. Interest expenses also decreased by 1.6 billion yen. Therefore, our overall financial balance improved by 1.1 billion yen. The main reason for this improvement is the reduction of interest expenses worth 1.4 billion yen compared to fiscal 2000 achieved through the reimbursement of high interest rate bonds and re-financing at lower interest rates performed at the parent company.

Equity in earnings of affiliated companies was 2.6 billion yen, a year-on-year decrease of 0.6 billion yen. This is because Amatsuji Steel Ball Mfg. Co., Ltd. and Inoue Jikuuke Kogyo Co., Ltd. recorded lower profits compared to the previous year.

Miscellaneous income was 1 billion yen lower than fiscal 2000 as we had appropriated profits from the sale of auxiliary facilities at the Fujisawa plant in the previous year.

Extraordinary income and losses - Consolidated -

(¥ 100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Operating income	147	258	39	-219
Ordinary income	85	191	-32	-223
Extraordinary income	213	247	96	-151
Profit from sale of fixed assets	64	0	93	+93
Profit from sale of securities	140	36	3	-33
Profit from sale of subsidiary stocks	0	9	0	-9
Profit from securities contribution to employee retirement benefit trust	0	202	0	-202
Others	9	—	—	—
Extraordinary losses	212	205	167	-38
Voluntary redundancy expenses	105	—	0	—
Unrealized loss on securities	20	0	129	+129
Restructuring costs	87	26	38	+12
Retirement benefit expenses resulting from the adoption of the accounting standards for retirement benefits	—	179	0	-179
Income before tax	86	233	-103	-336

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Profits from the sale of the former Tamagawa Plant site was appropriated as "Profit from sale of fixed assets". Profits from the sale of listed stock following the unwinding of cross-holdings by the parent company have been appropriated as "Profit from the sale of securities".

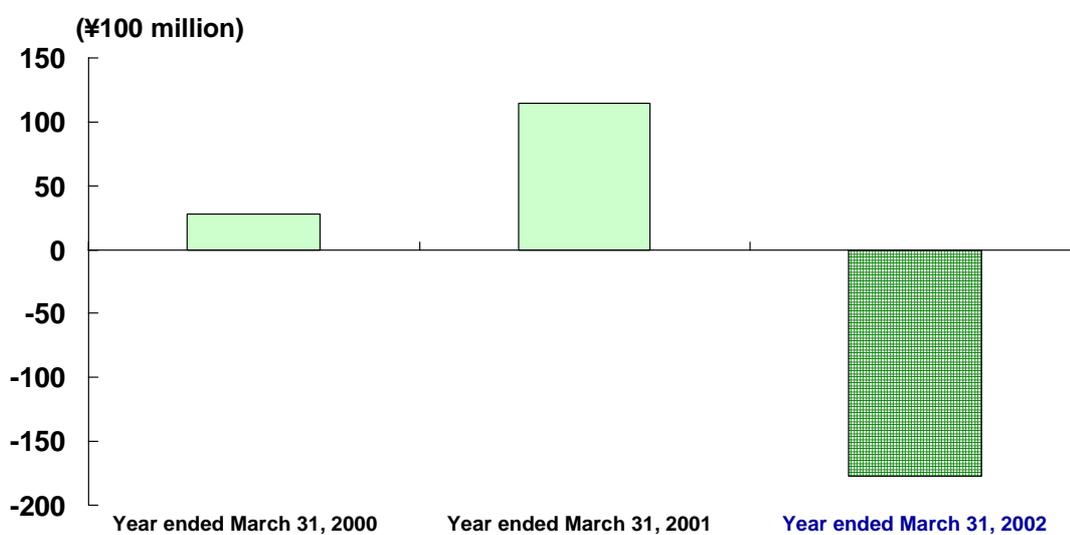
As for extraordinary losses,

Loss on devaluation of securities, mainly of financial institutions, due to the fall in stock prices, have been appropriated as "Unrealized loss on securities".

"Restructuring costs" include additional severance payments for employees transferring to NSK Autoliv Co., Ltd., European restructuring expenses and liquidation losses of Delphi Chassis NSK Do Brasil Ltda.

Net income - Consolidated -

ROE (%)



¥100 million	Year ended March 31, 2000 FY 1999	Year ended March 31, 2001 FY 2000	Year ended March 31, 2002 FY 2001
Net income	28	114	-177
Ratio (%)	0.6	2.1	-3.7
ROE (%)	1.3	5.2	—

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As a result, net income after tax expenses, etc., plunged from 11.4 billion yen in profits in fiscal 2000 to a loss of 17.7 billion yen.

Balance sheets - Consolidated -



(¥100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Current assets	3,925	3,216	2,915	-301
Cash and deposits	243	187	245	+58
Notes and accounts receivable	1,298	1,480	1,126	-354
Marketable securities	1,082	231	307	+76
Inventories	1,015	1,023	975	-48
Others	287	295	262	-33
Noncurrent assets	2,476	3,589	3,513	-76
Property, plant and equipment	1,874	2,039	2,201	+162
Investment in securities	415	1,462	1,228	-234
Deferred tax assets	106	10	16	+6
Others	81	78	68	-10
*<Capital expenditure>	<261>	<385>	<368>	<-17>
Translation adjustments	287	0	—	—
Total assets	6,688	6,805	6,428	-377
(Rate: 1 US\$=)	(¥102.40)	(¥114.75)	(¥131.95)	
(Rate: 1 STG £ =)	(¥165.69)	(¥171.10)	(¥191.53)	
(Rate: 1 EURO=)	(¥102.91)	(¥106.55)	(¥116.51)	

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Looking into our current assets,

- The decrease in notes and accounts receivable worth 35.4 billion yen is due mainly to the fall in domestic sales.
- Marketable securities increased by 7.6 billion yen as the parent company increased its current assets in preparation for the reimbursement of bonds scheduled for fiscal 2002.
- Inventory and fixed assets shall be referred to later.
- Investment in securities decreased 23.4 billion yen, as the market value of investment securities shrank mainly due to the weak stock market.

Inventories



¥ 100 million	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y	Excluding effect of exchange rate fluctuations	Y.O.Y based in local currencies
	FY 1999	FY 2000	FY 2001			
Japan	568	523	454	-69		-69
<Non- consolidated>	381	313	268	-45		
Overseas	447	500	521	+21	+56	-35
Americas	163	184	193	+9	+23	-14
Europe	195	196	215	+19	+19	—
Asia	89	120	113	-7	+14	-21
Total	1,015	1,023	975	-48	+56	-104

Inventory decreases, calculated in local currencies, amounted to 6.9 billion yen in Japan and 3.5 billion yen overseas as the result of world wide inventory reduction efforts. This reduction amount is reduced to 4.8 billion yen which includes the effects of foreign exchange fluctuations.

Capital expenditures - Consolidated -



	(Year ended March 31, 2000) <u>FY 1999</u>	(Year ended March 31, 2001) <u>FY 2000</u>	(Year ended March 31, 2002) <u>FY 2001</u>	(Year ended March 31, 2003) <u>FY 2002</u> <Forecast>
¥ 100 million				
Total capital expenditures	261	385	362	280
Japan	156	247	185	120
<Non- consolidated>	<116>	<225>	<134>	<99>
Overseas	105	138	177	160
Americas	25	34	66	61
Europe	44	52	55	44
Asia	36	52	56	55
Depreciation	255	257	282	291
Japan	161	163	168	164
<Non- consolidated>	<136>	<134>	<122>	<113>
Overseas	94	94	114	127

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As for our capital expenditures, we have tried to reduce new projects in view of the difficult economic environment and have been focusing on items that we have determined are strategically necessary.

In Japan, we built a new R&D center and launched operations at the new NSK Kyushu Co., Ltd. precision machinery plant.

In the U.S., we are constructing a new head office building and R&D center, as well as reinforcing our third generation wheel hub bearing unit production facilities.

In Europe, investments have been necessary for the reorganization of production bases in the region.

In Asia, we have been increasing production capacity in China and the other ASEAN nations.

Overall, capital expenditure amounted to 36.2 billion yen, exceeding depreciation which was 28.2 billion yen.

For fiscal 2002, we will continue to cut back on expenditure in Japan, but overseas investments are expected to remain at a high level.

Balance sheets - Consolidated -



(#100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Current liabilities	2,827	2,620	2,394	-226
Notes and accounts payables	994	1,050	863	-187
Short term bank loans, Bonds	1,385	1,055	1,185	+130
Others	448	515	346	-169
Long term liabilities	1,610	1,797	1,824	+27
Bonds, Long term debts, etc.	1,229	1,403	1,539	+136
Deferred tax liabilities	15	139	69	-70
Accrued severance indemnities	273	165	147	-18
Others	93	90	69	-21
Total liabilities	4,437	4,417	4,218	-199
* <Interest-bearing debts>	<2,614>	<2,458>	<2,724>	<+266>
Minority interests	91	114	128	+14
Additional paid-in capital, Reserve, Retained earnings	2,160	2,240	1,990	-250
Net unrealized gains/losses on other securities	—	271	243	-28
Translation adjustments	—	-233	-147	+86
Others	—	-4	-4	0
Total shareholder's equity	2,160	2,274	2,082	-192
16 Total liabilities and shareholder's equity	6,688	6,805	6,428	-377

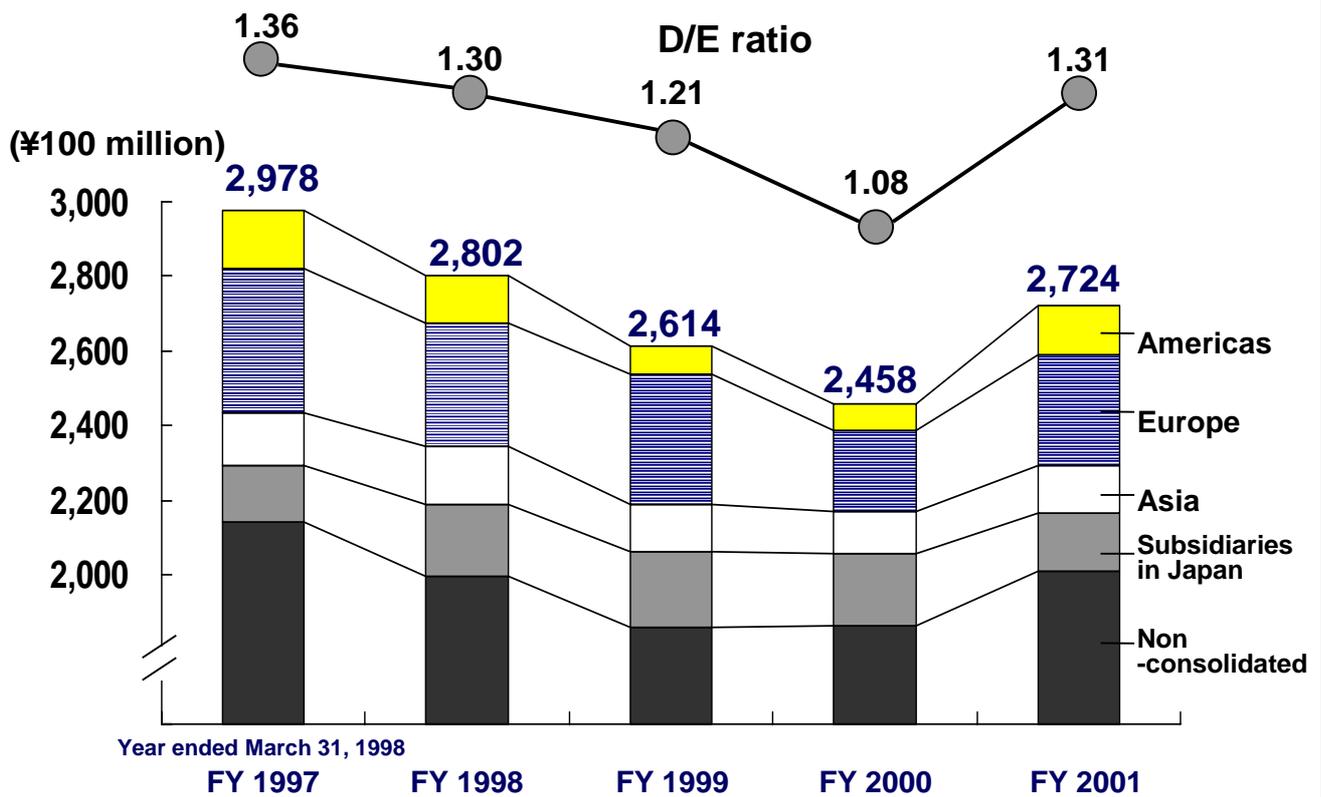
Interest-bearing debts shall be referred to later.

Deferred tax liabilities decreased by 7 billion yen due to the decrease in tax effect regarding valuation changes of marketable securities. This is due mainly to the fall in the market value of securities.

Additional paid-in capital, reserve, and retained earnings decreased as result of the repurchase and cancellation of treasury stock performed by the parent company.

Other decreases in reserves are the effect of the net loss of 17.7 billion yen and the payment of dividends by the parent company.

Interest-bearing debts

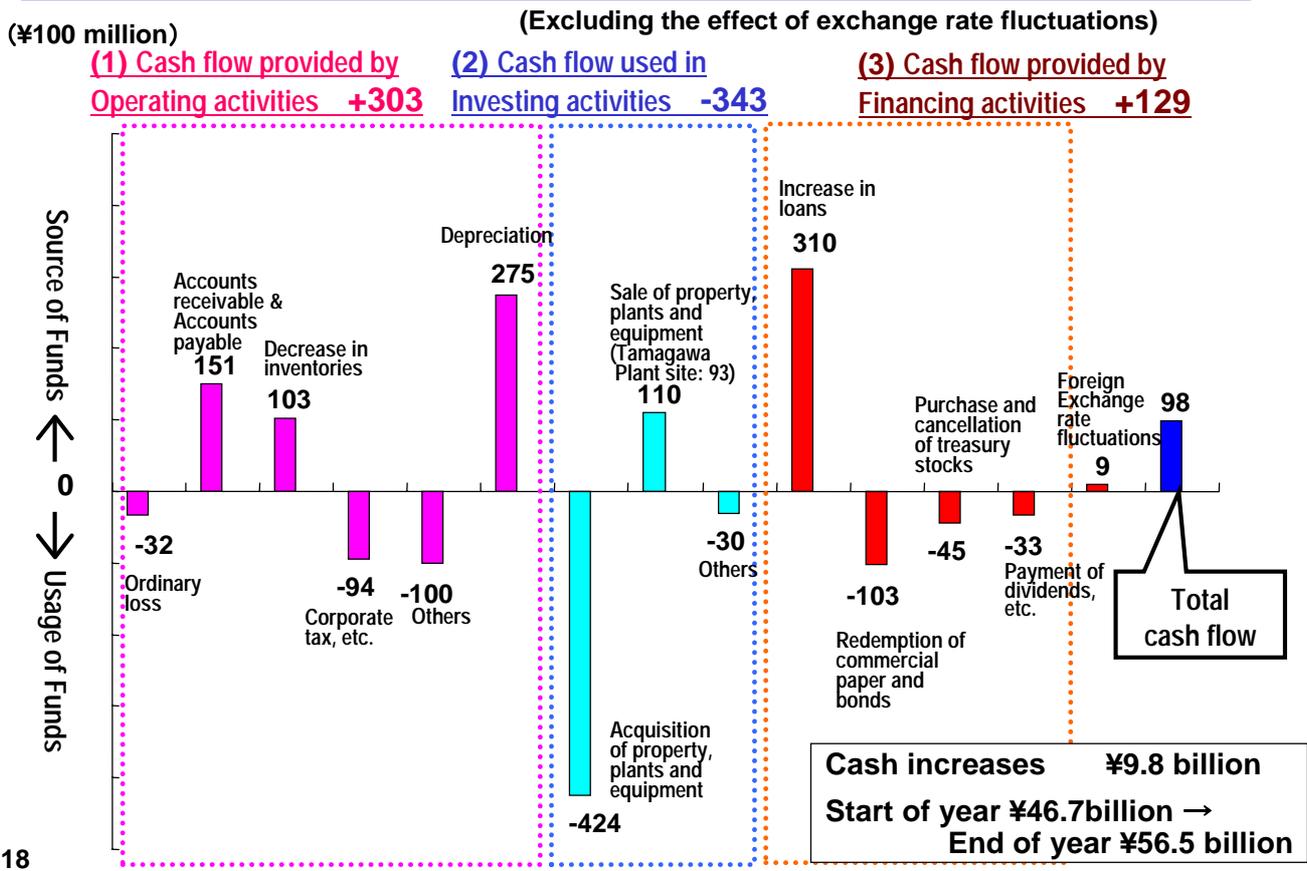


Interest-bearing debts increased by 26.6 billion yen from 245.8 billion yen in fiscal 2000 to 272.4 billion yen at the end of fiscal 2001.

Interest-bearing debt in Japan increased by 11.3 billion yen. The parent company increased its debts by 14.8 billion in preparation for the reimbursement of bonds scheduled for fiscal 2002 and to increase the amount of cash on hand. On the other hand, domestic subsidiaries reduced their bank loans by 3.5 billion yen.

Overseas bank loans, calculated in local currencies, increased by 10.3 billion yen, but after including the effect of foreign exchange fluctuations which amounted to 5 billion yen, the total increase of debts after calculation into yen amounted to 15.3 billion yen.

Consolidated cash-flow – FY 2001 –



Finally, looking at our consolidated cash flow:

Ordinary loss was 3.2 billion yen, but depreciation worth 27.5 billion yen, the decrease of accounts receivable and accounts payable totaling 15.1 billion yen, decrease in inventories of 10.3 billion yen brought about an inflow of cash, so that cash flow provided by operating activities after deduction of corporate taxes worth 9.4 billion yen amounted to an increase of 30.3 billion yen.

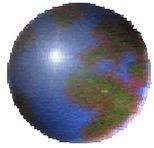
The sale of fixed assets, such as the former Tamagawa Plant site, provided cash of 11 billion yen. However, capital expenditure was 42.4 billion yen, so that total cash flow used for capital investment amounted to 34.3 billion yen.

Free cash flow used through operating activities and investing activities exceeded 4 billion yen.

As a result of the increase in interest-bearing debts both in Japan and overseas, explained earlier in this presentation, cash flow provided by financing activities amounted to 12.9 billion yen.

Therefore, total cash flow increased by 9.8 billion yen at the end of the term.

This concludes the explanation of our consolidated financial results for the year ended March 31, 2002.



2. Forecasts For The Year Ending March 31, 2003



Now, we will move on to the forecasts for the fiscal 2002 (the year ending March 31, 2003).

Forecasts for the year ending March 31, 2003 - Consolidated



¥ 100 million	Year ending March 31, 2002			Year ending March 31, 2003			Y.O.Y
	FY 2001			FY 2002			
	<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total	
Net sales	2,524	2,285	4,809	2,500	2,600	5,100	+291
Operating income	49	-10	39	55	115	170	+131
Ordinary income	20	-52	-32	30	80	110	+142
Income before tax	98	-201	-103	30	80	110	+213
Net income	37	-214	-177	5	35	40	+217
(Rate: 1 US\$=)	(¥119.97)	(¥123.02)	(¥121.50)	(¥125.00)	(¥125.00)	(¥125.00)	
(Rate: 1 STG£=)	(¥172.92)	(¥177.63)	(¥175.27)	(¥185.00)	(¥185.00)	(¥185.00)	
(Rate: 1 EURO=)	(¥107.33)	(¥109.93)	(¥108.63)	(¥112.00)	(¥112.00)	(¥112.00)	

We forecast sales for the full year to increase by 6% to 510 billion yen, taking into account the recent upturn in demand.

Please note, that this figure includes 19.7 billion yen worth of estimated sales from NSK Autoliv Co., Ltd., which is in charge of our seatbelt business. At the time of our "Mid-term Business Strategy Conference" earlier in February, we had been planning to transfer 30% of our stake in NSK Autoliv to our partner, Autoliv Inc., at the start of fiscal 2002. This would have meant losing majority in the company, bringing our stake down to 30% and removing NSK Autoliv from our scope of consolidation. The figures we announced in February had been prepared on this precondition. However, in line with the proposal from Autoliv Inc., we have decided to skip this process and sell our remaining 60% share at one time to Autoliv Inc. next April.

We estimate operating income, ordinary income and net income to amount to 17 billion yen, 11 billion yen, and 4 billion yen, respectively, for the full fiscal 2002, including the effects of the 2nd phase of our business restructuring program in Japan and Europe.

Sales Forecast



* [by Region]

¥ 100 million	Year ending March 31, 2002			Year ending March 31, 2003			Y.O.Y (%)
	FY 2001			FY 2002			
	<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total	
Total	2,524	2,285	4,809	2,500	2,600	5,100	+6.1%
Japan	1,318	1,258	2,576	1,321	1,423	2,744	+6.5%
Overseas	1,206	1,027	2,233	1,179	1,177	2,356	+5.5%
Americas	403	362	765	410	417	827	+8.1%
Europe	430	340	770	405	381	786	+2.1%
Asia	373	325	698	364	379	743	+6.4%

* Classification by Region shows sales recognized by customers location.

Looking at sales by region,

In Europe, where we are still waiting for the economy to bottom out, the recovery of demand for general industrial bearings and precision machinery is expected to be slow. Therefore, we forecast sales, calculated in local currencies, to be slightly lower than fiscal 2001.

We are forecasting a moderate recovery in Japan, the Americas, Asia and all other regions.

Sales Forecast



[by Product]

¥ 100 million	Year ending March 31, 2002			Year ending March 31, 2003			Y.O.Y (%)
	FY 2001			FY 2002			
	<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total	
Total	2,524	2,285	4,809	2,500	2,600	5,100	+6.1%
Bearings	1,555	1,468	3,023	1,543	1,627	3,170	+4.9%
Automotive Components	654	628	1,282	689	671	1,360	+6.1%
Precision Products	209	131	340	182	208	390	+14.7%
Others	106	58	164	86	94	180	+9.8%

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Looking at our sales forecast by product, we are expecting a recovery in demand in all segments this year.

As for bearings, we expect sales of automotive bearings to increase, and demand for our standard ball bearings and precision ball bearings to recover.

In the automotive components business, we foresee growth in all product categories, such as the EPS systems, steering columns, and seatbelts.

And for our precision machinery and parts, we forecast sales of our mechatronics products, ball screws and linear guides, especially to the IT industry, to pickup.

Sales forecast [by Geographical segment]



		Year ending March 31, 2002			Year ending March 31, 2003		
		FY 2001			FY 2002		
¥100 million		<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total
Japan	Sales	1,908	1,759	3,667	1,910	2,060	3,970
	Operating income	25	6	31	45	93	138
	<%>	<1.3>	<0.3>	<0.8>	<2.4>	<4.5>	<3.5>
Americas	Sales	386	347	733	390	380	770
	Operating income	17	2	19	11	13	24
	<%>	<4.4>	<0.6>	<2.6>	<2.8>	<3.4>	<3.1>
Europe	Sales	440	358	798	410	375	785
	Operating income	-18	-45	-63	-10	-10	-20
	<%>	<-4.1>	<-12.6>	<-7.9>	<-2.4>	<-2.7>	<-2.5>
Asia	Sales	282	256	538	275	275	550
	Operating income	23	12	35	17	23	40
	<%>	<8.2>	<4.7>	<6.5>	<6.2>	<8.4>	<7.3>
Elimination	Sales	-492	-435	-927	-485	-490	-975
	Operating income	2	15	17	-8	-4	-12
Total	Sales	2,524	2,285	4,809	2,500	2,600	5,100
	Operating income	49	-10	39	55	115	170
	<%>	<2.0>	<0.4>	<0.8>	<2.2>	<4.4>	<3.3>

* The above Sales and Operating income breakdown are calculated based on the location of the Seller (each shipping division) and includes interarea sales and transfers. Therefore, the figures do not match the Sales breakdown of the "Net Sales by Region".

Operating income by region is as shown.

In Japan, sales of automotive bearings and components will continue to be strong, and recently, we have started seeing signs of recovery in demand for our precision machinery from the semiconductor production equipment and injection molding machine sectors. The economy is gradually starting to turn up, and we are planning to expand our sales. Please refer to the next slide for our profit outlook for Japan.

Profit increasing factors: Japan

(100 million yen)

Parent company

+92 (28 → 120)

Profit increasing factors

- Increased sales 30
- Business restructuring 90

Profit decreasing factors

- Others -28

Domestic affiliates

+16 (3 → 19)

- NSK Sales Co., Ltd. +13
- NSK Kyushu Co., Ltd. +3

Total +108 (31 → 139)

The breakdown of the the 10.8 billion yen increase in operating income that we expect in Japan is as shown.

At the parent company, although we plan to increase our sales revenue by 30 billion yen, we plan to derive only 3 billion yen worth of profit increases, taking into consideration the probable increased in labor costs in connection with increased production, and the tightening of production in accordance with our continued inventory reducing activities. We also plan to obtain 9 billion yen worth of profits as the result of our business restructuring activities.

On the other hand, we expect increased pension liabilities and accounting adjustments to eliminate profits worth 2.8 billion yen.

As for our domestic subsidiaries, we expect an increase in profits resulting from the increase in sales from NSK Sales Co., Ltd. and NSK Kyushu Co., Ltd.

Sales forecast [by Geographical segment]



		Year ending March 31, 2002			Year ending March 31, 2003		
		FY 2001			FY 2002		
¥100 million		<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total
Japan	Sales	1,908	1,759	3,667	1,910	2,060	3,970
	Operating income	25	6	31	45	93	138
	<%>	<1.3>	<0.3>	<0.8>	<2.4>	<4.5>	<3.5>
Americas	Sales	386	347	733	390	380	770
	Operating income	17	2	19	11	13	24
	<%>	<4.4>	<0.6>	<2.6>	<2.8>	<3.4>	<3.1>
Europe	Sales	440	358	798	410	375	785
	Operating income	-18	-45	-63	-10	-10	-20
	<%>	<-4.1>	<-12.6>	<-7.9>	<-2.4>	<-2.7>	<-2.5>
Asia	Sales	282	256	538	275	275	550
	Operating income	23	12	35	17	23	40
	<%>	<8.2>	<4.7>	<6.5>	<6.2>	<8.4>	<7.3>
Elimination	Sales	-492	-435	-927	-485	-490	-975
	Operating income	2	15	17	-8	-4	-12
Total	Sales	2,524	2,285	4,809	2,500	2,600	5,100
	Operating income	49	-10	39	55	115	170
	<%>	<2.0>	<0.4>	<0.8>	<2.2>	<4.4>	<3.3>

* The above Sales and Operating income breakdown are calculated based on the location of the Seller (each shipping division) and includes interarea sales and transfers. Therefore, the figures do not match the Sales breakdown of the "Net Sales by Region".

In the Americas, sales of bearings to the general machinery sector and precision machinery are expected to remain at current levels or slightly decrease due to the slow speed of economic recovery. However, we expect to be able to offset this with increased sales of automotive bearings and components, and believe we will be able to achieve an increase in overall profits.

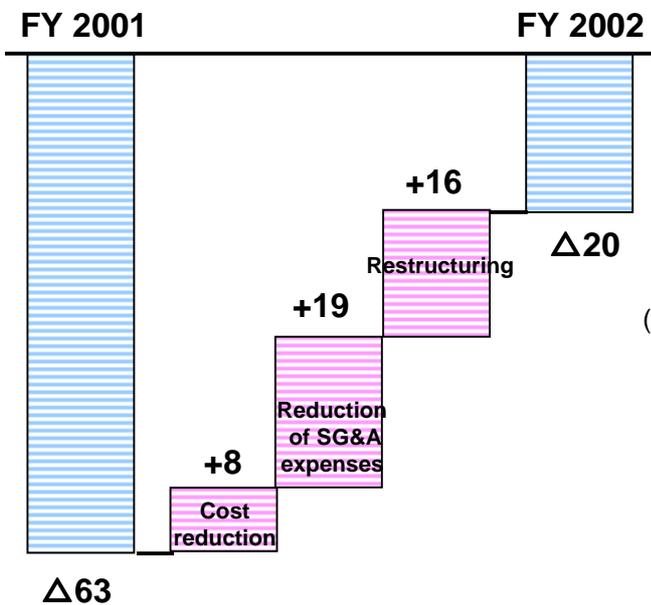
We expect the same sales trend in Europe. As the result of our business restructuring activities and increased local production of EPS systems, we expect to be able to reduce our operating losses. Please refer to the next slide.

Profit increasing factors: Europe



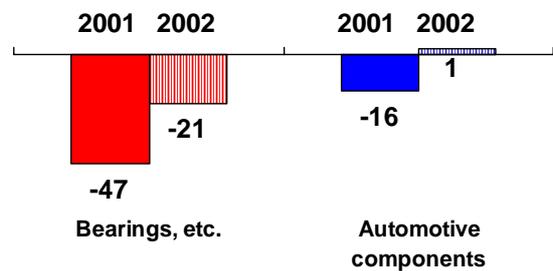
Factors

(¥100 million)

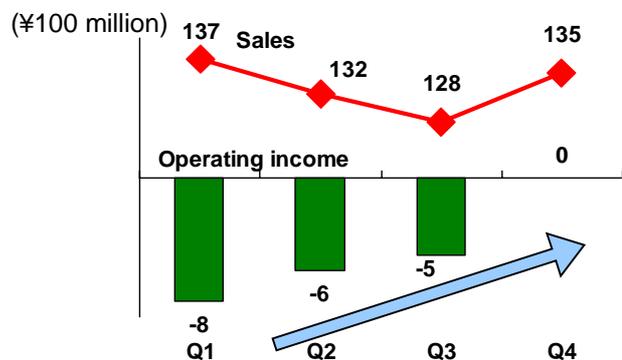


By Product

(¥100 million)



Quarterly sales plan (excluding automotive components)



We are forecasting an operating loss of 2 billion yen in Europe this year. (This figure is the same amount we announced at our Mid-term Business Strategy Conference in February.) Please look at the left hand side of the slide for the breakdown of improvements from the previous term. We are expecting a reduction of SG&A expenses and procurement costs in addition to the 1.6 billion yen improvement resulting from business restructuring activities.

Looking by product, automotive bearings are expected to return to profits as result of increased local production of EPS systems and improved profitability of our steering columns. Overall, including bearings and precision machinery and parts, we plan to turnaround our European business and expect to see profits by the forth quarter of this year, as can be seen in the bottom right graph.

Sales forecast [by Geographical segment]



		Year ending March 31, 2002			Year ending March 31, 2003		
		FY 2001			FY 2002		
¥100 million		<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total
Japan	Sales	1,908	1,759	3,667	1,910	2,060	3,970
	Operating income	25	6	31	45	93	138
	<%>	<1.3>	<0.3>	<0.8>	<2.4>	<4.5>	<3.5>
Americas	Sales	386	347	733	390	380	770
	Operating income	17	2	19	11	13	24
	<%>	<4.4>	<0.6>	<2.6>	<2.8>	<3.4>	<3.1>
Europe	Sales	440	358	798	410	375	785
	Operating income	-18	-45	-63	-10	-10	-20
	<%>	<-4.1>	<-12.6>	<-7.9>	<-2.4>	<-2.7>	<-2.5>
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	<%>	<8.2>	<4.7>	<6.5>	<6.2>	<8.4>	<7.3>
Elimination	Sales	-492	-435	-927	-485	-490	-975
	Operating income	2	15	17	-8	-4	-12
Total	Sales	2,524	2,285	4,809	2,500	2,600	5,100
	Operating income	49	-10	39	55	115	170
	<%>	<2.0>	<0.4>	<0.8>	<2.2>	<4.4>	<3.3>

* The above Sales and Operating income breakdown are calculated based on the location of the Seller (each shipping division) and includes interarea sales and transfers. Therefore, the figures do not match the Sales breakdown of the "Net Sales by Region".

In Asia, although we will feel the effect of increased usage of fluid dynamic bearings (FDB) for hard disk drives (HDD), bearings demand for electrical home appliances is expected to remain strong in China, and we foresee recovery in sales of precision machinery and parts to the semiconductor production equipment industry. Therefore, we expect a slight increase in profits for the region.

Forecasts for the year ending March 31, 2003 - Consolidated



¥ 100 million	Year ending March 31, 2002			Year ending March 31, 2003			Y.O.Y
	FY 2001			FY 2002			
	<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total	
Net sales	2,524	2,285	4,809	2,500	2,600	5,100	+291
Operating income	49	-10	39	55	115	170	+131
Ordinary income	20	-52	-32	30	80	110	+142
Income before tax	98	-201	-103	30	80	110	+213
Net income	37	-214	-177	5	35	40	+217
(Rate: 1 US\$=)	(¥119.97)	(¥123.02)	(¥121.50)	(¥125.00)	(¥125.00)	(¥125.00)	
(Rate: 1 STG£=)	(¥172.92)	(¥177.63)	(¥175.27)	(¥185.00)	(¥185.00)	(¥185.00)	
(Rate: 1 EURO=)	(¥107.33)	(¥109.93)	(¥108.63)	(¥112.00)	(¥112.00)	(¥112.00)	

Overall, we expect an increase in business volume of our automotive bearings and standard ball bearings business, which are our core businesses, and the recovery of our precision machinery and parts business. But the most important key to improving our business results for fiscal 2002 will be, without a doubt, directly related to our ability to improve our profitability structure through our business restructuring activities.

Fiscal 2002 will be a year of change for NSK. Many important projects will be implemented this year, such as the spinning-off of our automotive components and precision machinery and parts businesses, establishment of new employment and salary systems, and the launching of a new plant in China as part of a joint venture with TIMKEN. These projects will change the very foundations of NSK.

We hope you will continue to take interest in our company and appreciate your ongoing support.

This concludes our presentation of our financial results for fiscal 2001 and our forecast for fiscal 2002.

THE END



Reference: Non-consolidated Results



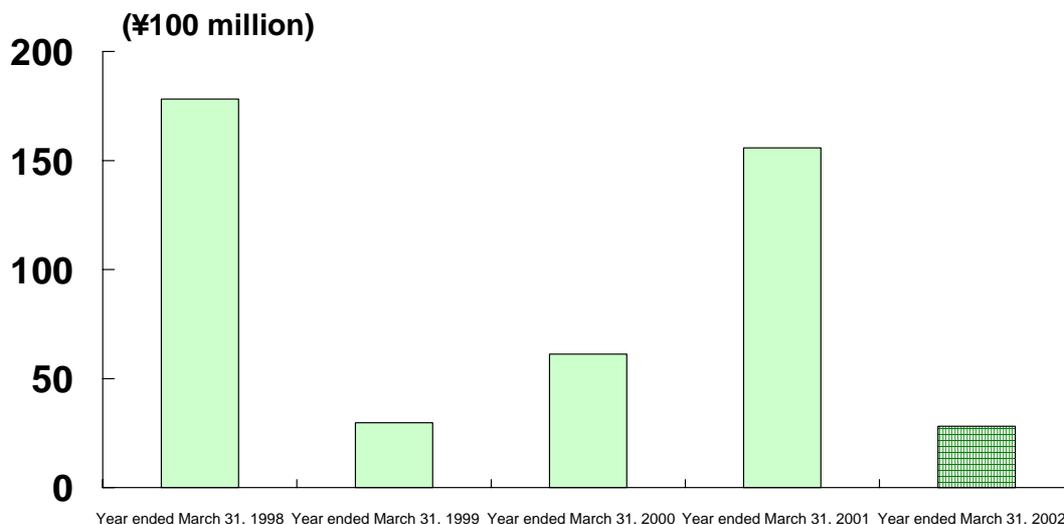
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Profit and loss statement - Non-consolidated

(¥ 100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Net sales	3,524	3,570	3,047	-523
Japan	2,541	2,496	2,125	-371
Overseas	983	1,074	922	-152
Operating income	61	156	28	-128
Ordinary income	32	158	20	-138
Extraordinary gains	203	242	102	-140
Extraordinary losses	178	231	170	-61
Income before tax	57	169	-48	-217
Net income	27	109	-84	-193
(Rate: 1 US\$=)	(¥110.82)	(¥110.52)	(¥124.99)	
(Rate: 1 STG£=)	(¥178.48)	(¥163.77)	(¥178.92)	
(Rate: 1 EURO=)	(¥115.43)	(¥101.13)	(¥110.05)	

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Operating income – Non-consolidated –



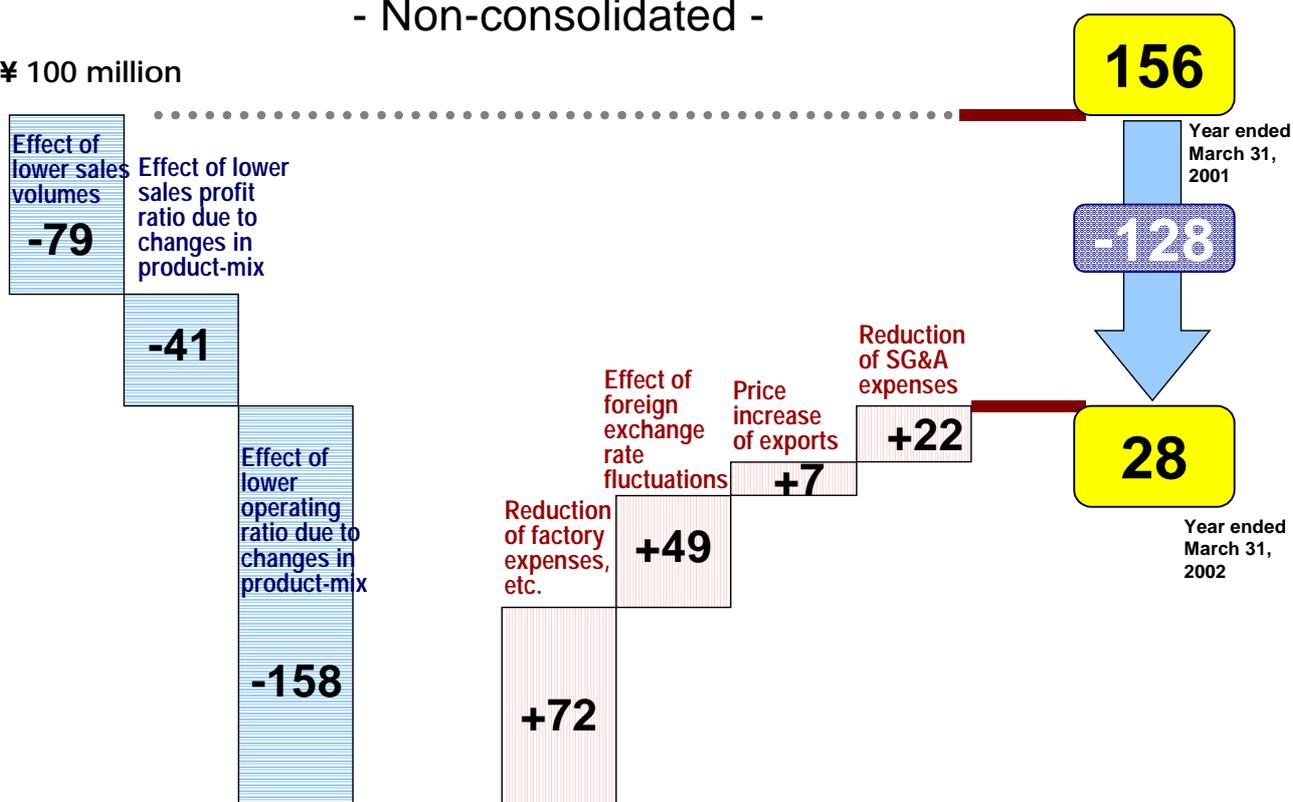
¥100 million	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
Operating income	178	30	61	156	28
Ratio(%)	5.0	0.9	1.7	4.4	0.9

Operating income versus FY 2000



- Non-consolidated -

¥ 100 million



Balance sheets - Non-consolidated -



(#100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Current assets	3,001	2,243	1,998	-245
Cash and deposits	26	13	50	+37
Notes and accounts receivable	1,261	1,200	913	-287
Marketable securities	1,068	223	306	+83
Inventories	381	313	268	-45
Others	265	494	461	-33
Noncurrent assets	2,424	3,646	3,512	-134
Property, plant and equipment	987	1,070	957	-113
Investments in securities	71	1,100	856	-244
Subsidiaries stock	1,223	1,409	1,644	+235
Others	143	67	55	-12
* <Capital expenditure>	<116>	<225>	<139>	<-86>
Total assets	5,425	5,889	5,510	-379

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Balance sheets - Non-consolidated -



(#100 million)	(Year ended March 31, 2000)	(Year ended March 31, 2001)	(Year ended March 31, 2002)	Y.O.Y
	FY 1999	FY 2000	FY 2001	
Current liabilities	1,820	1,726	1,579	-147
Notes and accounts payables	890	905	815	-90
Short term bank loans, Bonds	744	548	618	+70
Others	186	273	146	-127
Long term liabilities	1,364	1,580	1,534	-46
Bonds, Long term debts, etc.	1,116	1,316	1,396	+80
Deferred tax liabilities		130	44	-86
Accrued severance indemnities	244	129	88	-41
Others	4	5	6	+1
Total liabilities	3,184	3,306	3,113	-193
* <Interest-bearing debts>	<1,860>	<1,864>	<2,014>	<+150>
Additional paid-in capital, Reserve, Retained earnings	2,241	2,319	2,159	-160
Net unrealized gains/losses on other securities		264	242	-22
Translation adjustments			-4	-4
Total shareholder's equity	2,241	2,583	2,397	-186
Total liabilities and shareholder's equity	5,425	5,889	5,510	-379

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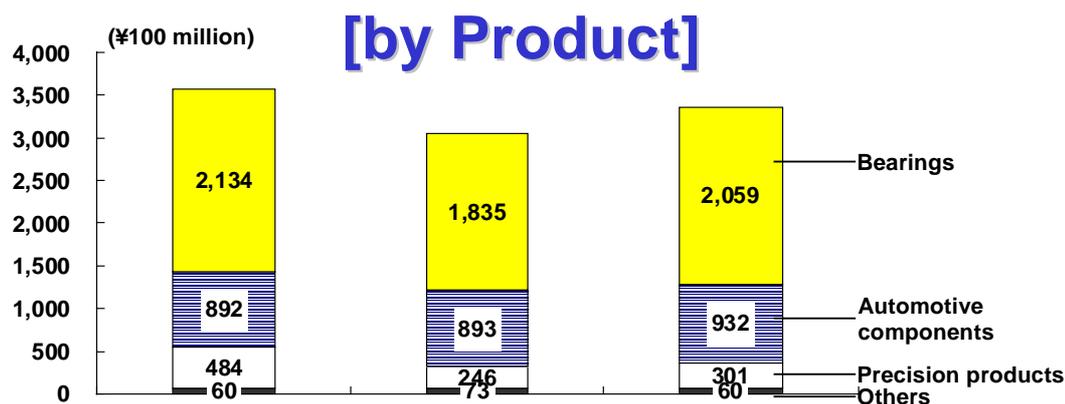
Forecasts for the year ending March 31, 2003 – Non-Consolidated –



¥ 100 million	Year ending March 31, 2002			Year ending March 31, 2003			Y.O.Y
	FY 2001			FY 2002			
	<Actual> 1st half	<Actual> 2nd half	<Actual> Total	<Forecast> 1st half	<Forecast> 2nd half	<Forecast> Total	
Net sales	1,555	1,492	3,047	1,600	1,750	3,350	+303
Operating income	19	9	28	40	80	120	+92
Ordinary income	10	10	20	25	55	80	+60
Income before tax	54	-102	-48	25	55	80	+128
Net income	16	-100	-84	15	35	50	+134
(Rate: 1 US\$=)	(¥122.26)	(¥128.20)	(¥124.99)	(¥125.00)	(¥125.00)	(¥125.00)	
(Rate: 1 STG£=)	(¥174.91)	(¥184.21)	(¥178.92)	(¥185.00)	(¥185.00)	(¥185.00)	
(Rate: 1 EURO=)	(¥107.73)	(¥113.57)	(¥110.05)	(¥112.00)	(¥112.00)	(¥112.00)	

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Sales Forecast – Non-consolidated –



¥100 million	Year ended March 31, 2001 FY 2000	Year ended March 31, 2002 FY 2001	Year ended March 31, 2003 FY 2002	Y. O. Y. (%)
Bearings	2,134	1,835	2,059	+12.2%
Automotive Components	892	893	932	+4.4%
Precision Products	484	246	301	+22.4%
Others	60	73	60	-17.8%
Total	3,570	3,047	3,350	+9.9%
<Export>	<1,074>	<922>	<982>	<60>
<%>	<30.1%>	<30.3%>	<29.3%>	

35