FY2026 Q2 Results

Consolidated Financial Results for the First Half Ended September 30, 2026

This material contains forward-looking statements based on information available at the time of preparation.
Actual results may differ materially from those projected as a result of various factors.
Note: This document is an English translation of the Japanese original.
The Japanese original should be considered the primary version.

October 30, 2026

NSK Ltd.

Contents

1. FY2026 H1 Results
2. FY2026 Full-year Forecast
3. Initiatives to Enhance Corporate Value over the Medium to Long Term

(Supplementary Information)

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FY2026 H1 Results

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Performance Highlights

FY2026 H1 Results

✓ Sales and profits increased YoY, supported by business reforms, profitability improvements, and AI-driven demand recovery in Industrial Machinery. Weaker yen also contributed to higher profits.

		YoY	YoY Steering Business
Sales	520.4bn	+108.1bn	(+73.5bn)
Operating Income	30.1bn	+12.4bn	(-1.2bn)
* OI Excl. One-Time Cost	33.5bn	+17.1bn	

YoY Decline in OI:
Includes one time loss of ¥2.6bn resulting from consolidation.

FY2026 Full Year Forecast

✓ FY2026 full-year forecast revised upward to reflect FY2026 H1 results and demand trends in the Industrial Machinery business.

	Full Year Forecast	Compare to July Forecast	YoY	YoY Steering Business
Sales	1,050.0bn	+10.0bn	＋138.4bn	(+79.4bn)
Operating Income	56.0bn	＋6.0bn	＋17.2bn	(-1.7bn)
* OI Excl. One-Time Cost	71.0bn	＋6.0bn	＋25.8bn	

Shareholder Returns

✓ Continue stable shareholder returns (with target minimum DOE of 2.5%)
- FY2026 interim dividend: ¥17, full year dividend plan: ¥34/share

* OI Excl. One-Time Cost: Refers to Operating Income excluding factors such as forex impact and one-time costs for structural reforms

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FY2026 H1 Summary

- ✓ Sales and profits increased YoY. Decline in Automotive sales offset by higher sales in Industrial Machinery Business and weaker yen.
- ✓ Profits driven by higher sales in Industrial Machinery, operational improvements including effects of restructuring, and weaker yen.
- ✓ Progress remains on track against the full-year forecast announced in July 2026.

(Billions of yen)	H1 Actual		YoY		FY2026
	FY2025	FY2026	Increase/ Decrease (Forex impact)	Difference	Full Year Forecast as of July
Sales	412.3	520.4	+108.1 (+28.4)	+26.2%	1,040.0
Operating income	17.7	30.1	+12.4 (+7.1)	+69.8%	50.0
(%)	4.3%	5.8%			4.8%
excluding one-time costs *	16.4	33.5	+17.1 (+7.7)	+104.1%	65.0
(%)	4.0%	6.4%			6.3%
Income before income taxes	17.3	28.9	+11.6	+67.1%	48.0
Net income attributable to owners of the parent	10.5	18.8	+8.3	+78.8%	29.0
(Ex. rate: 1USD=)	146.0	159.4	+13.3	+9.1%	156.1
(〃 1EUR=)	168.1	184.4	+16.3	+9.7%	181.4
(〃 1CNY=)	20.3	23.5	+3.2	+15.9%	22.7

* Represents operating income excluding other operating income and costs (including forex impact), restructuring-related costs, and one-time gains or losses resulting from the consolidation of the steering business (FY2025)

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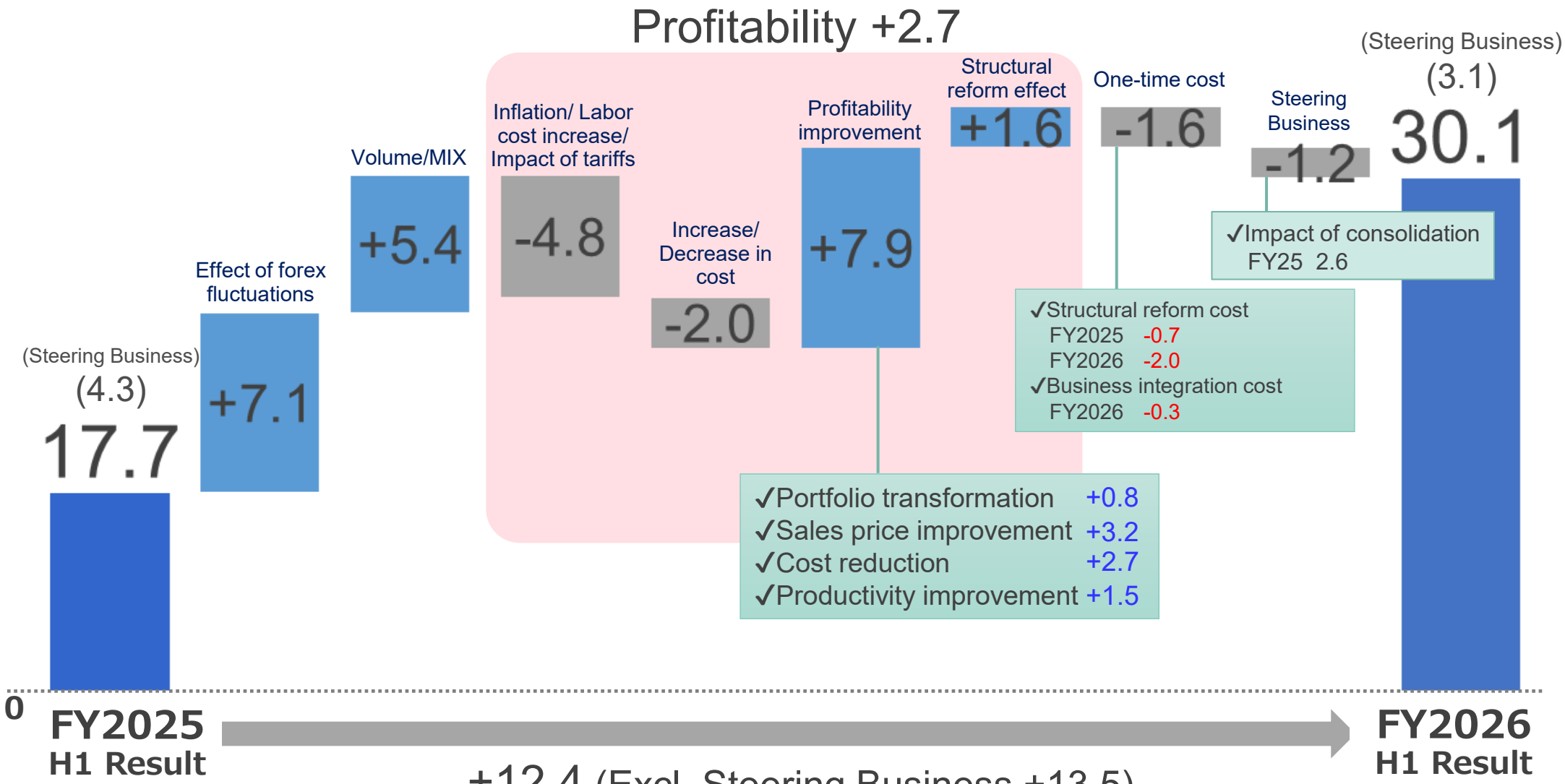
Operating Income: Factors Behind Change (FY2025 H1 ⇒ FY2026 H1)

- ✓ Profits increased YoY driven by higher sales in the Industrial Machinery business, operational improvements including the effects of restructuring, and the impact of the weaker yen.
- ✓ Cost increases from U.S. tariffs fully offset by price pass-through, resulting in a net zero impact.

(Billions of yen)



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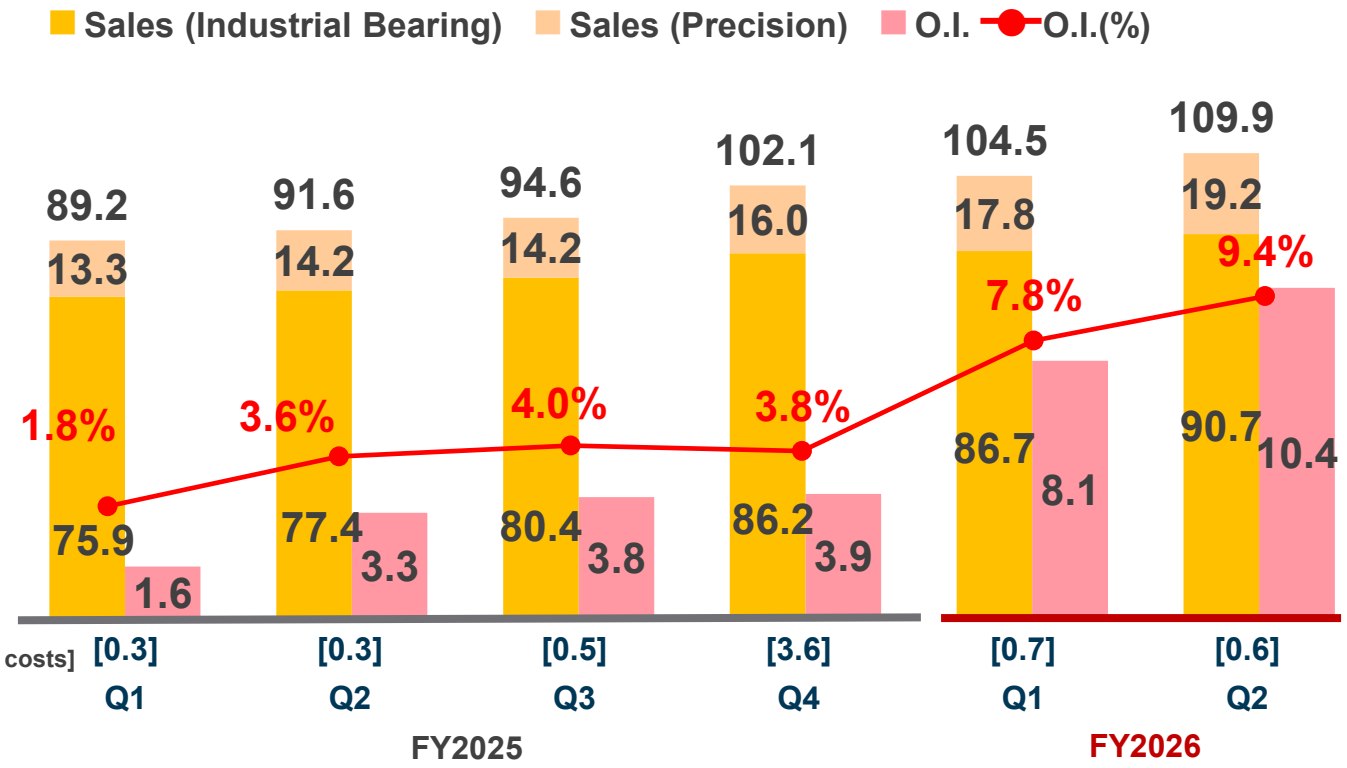
FY2026 H1 Results of Industrial Machinery Business

FY2026 H1 results: Sales increased 10.0% excluding forex impact.
・Industrial Bearings: Sales increased mainly in machine tools in Japan and China.
・Precision Products: Sales increased in semiconductor manufacturing equipment and machine tools in Japan and China.
H1 operating margin: 8.6% [Bearings: 8%; Precision Machinery & Parts: 11%]
H1 operating margin excl. one-time costs: 9.2%
Profitability improvement to continue in H2.

(Billions of yen)	H1 Actual FY2025	H1 Actual FY2026	Increase/ Decrease YOY (Forex impact)	Difference YOY (Excl. Forex impact)
Sales	180.8	214.5	+33.7 (+15.6)	+18.6% (+10.0%)
Industrial Machinery Bearings	153.3	177.4	+24.1	+15.7%
Precision Machinery and Parts	27.5	37.1	+9.5	+34.6%
Operating income	4.9	18.5	+13.6	+278.4%
(%)	2.7%	8.6%		
excluding one-time costs	5.5	19.7	+14.2	+256.7%
(%)	3.1%	9.2%		
(Ex. rate: 1USD=)	146.0	159.4	+13.3	+9.1%
(〃 1EUR=)	168.1	184.4	+16.3	+9.7%
(〃 1CNY=)	20.3	23.5	+3.2	+15.9%



	FY2025 Q1	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1	FY2026 Q2
USD	144.6	147.5	154.2	156.9	159.5	159.3
EUR	163.8	172.3	179.4	183.6	185.4	183.3
CNY	20.0	20.6	21.7	22.7	23.4	23.6

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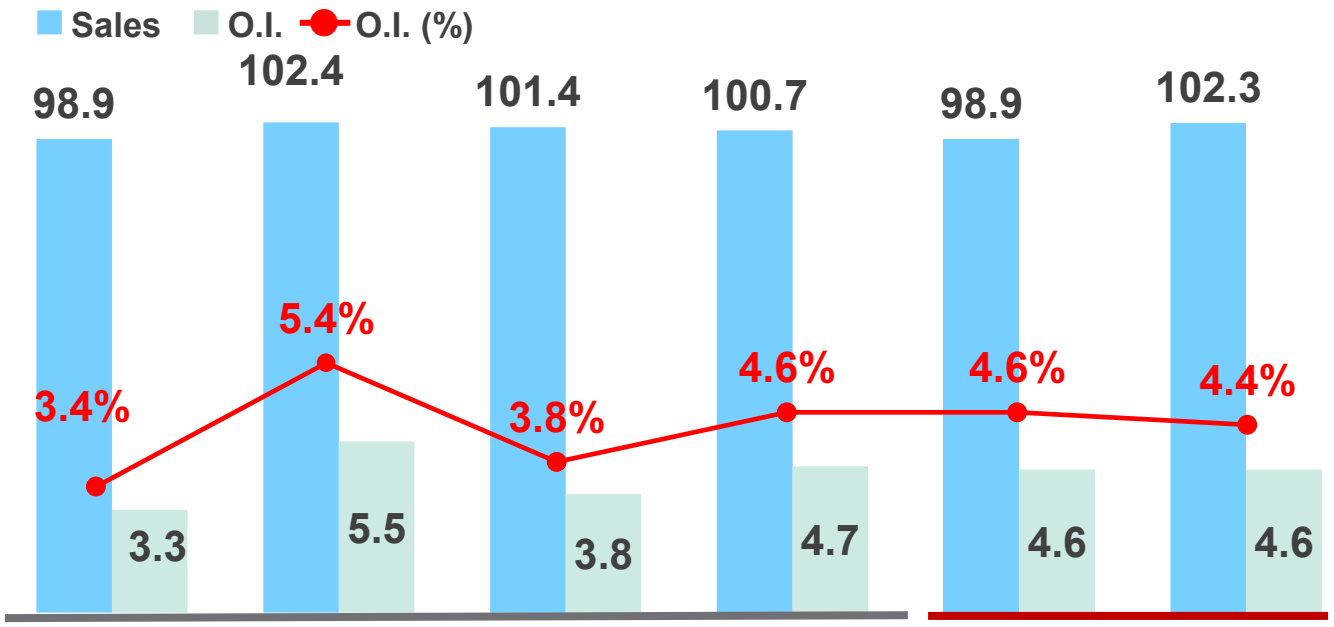
FY2026 H1 Results of Automotive Business

FY2026 H1 results: Sales decreased 5.8% excluding forex impact.
・Bearings: Sales decreased in Europe and China, while sales expansion of focus area products, including ball screws for electric brakes, remained on track.
Despite a year-on-year decrease in sales excl. forex impact, profits increased in H1. Operating margin excl. one-time factors was 4.9%. Targeting improvement to 5% in H2.

*For FY2024 and FY2025 through August, equity method investment gains/losses for the Steering Business have been reclassified from the Automotive Business to the Steering Business.

(Billions of yen)	H1 Actual FY2025	H1 Actual FY2026	Increase/ Decrease YOY (Forex impact)	Difference YOY (Excl. Forex impact)
Sales	201.2	201.1	-0.1 (+11.5)	-0.0% (-5.8%)
Operating income	8.9	9.1	+0.3	+3.0%
(%)	4.4%	4.5%		
excluding one-time costs	8.9	9.8	+1.0	+11.1%
(%)	4.4%	4.9%		
(Ex. rate: 1USD=)	146.0	159.4	+13.3	+9.1%
(〃 1EUR=)	168.1	184.4	+16.3	+9.7%
(〃 1CNY=)	20.3	23.5	+3.2	+15.9%



	FY2025 Q1	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1	FY2026 Q2
USD	144.6	147.5	154.2	156.9	159.5	159.3
EUR	163.8	172.3	179.4	183.6	185.4	183.3
CNY	20.0	20.6	21.7	22.7	23.4	23.6

Global Vehicle Production
(million; S&P)

FY2025 H1	FY2026 H1	Increasing/ Decreasing rate
46	46	-0%

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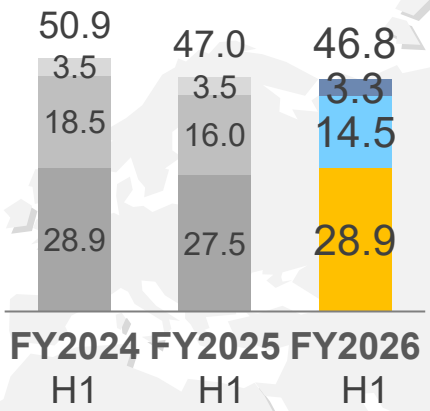
FY2026 H1 Sales by Customer Region (Excl. Steering Business)

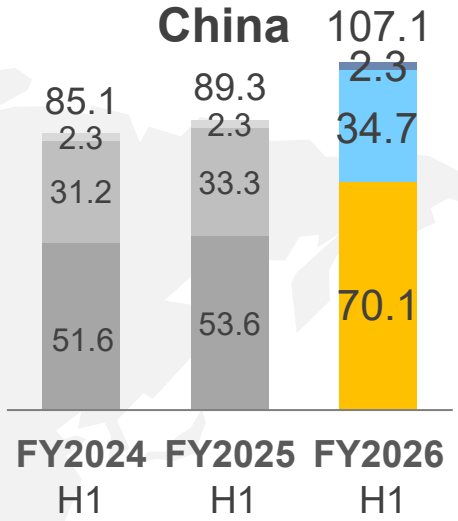
Japan: Sales increased driven by demand for semiconductor manufacturing equipment and machine tools.
Americas: Sales increased driven by business growth (independent of forex and tariff-related impact).
Europe: Sales remained sluggish in both Automotive and Industrial Machinery.
China: Significant sales growth, mainly for machine tools.

(Billions of yen)
Industrial Machinery
Automotive
Other

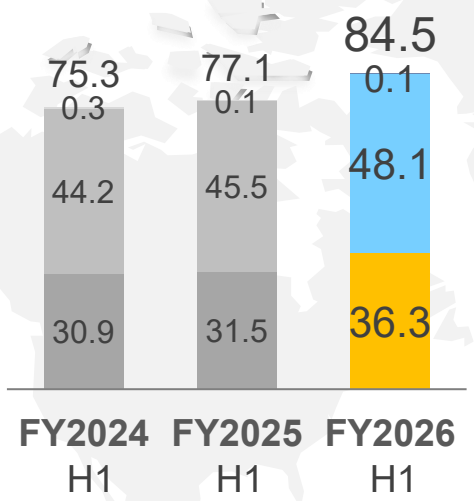
Europe



China

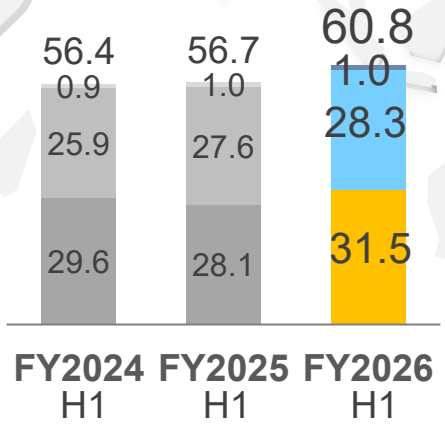


Americas

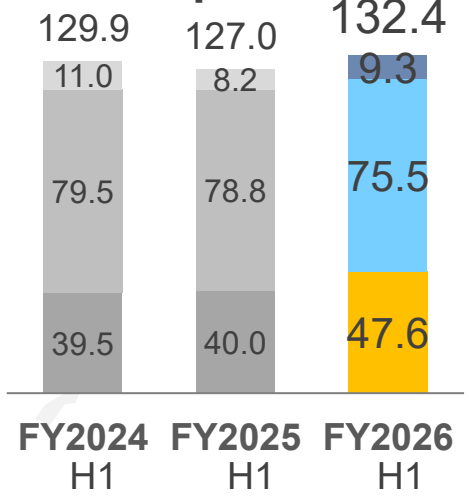


Other Asia

・Industrial machinery: Sales increased in India.
・Automotive: Sales increased in India, decreased in AO.



Japan



*Region breakdown graphs exclude the below numbers from the Steering Business

・FY2026
Japan 24.7 Americas 24.3 Europe 28.7
China 7.0 Other Asia 4.1
・FY2025
Japan 4.3 Americas 4.2 Europe 4.3
China 1.7 Other Asia 0.6

Forex Rate	FY2024 H1	FY2025 H1	FY2026 H1
USD	152.6	146.0	159.4
EUR	165.9	168.1	184.4
CNY	21.2	20.3	23.5

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FY2026 Full-year Forecast

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Business Environment Outlook for Full-Year Forecast

	Forecast Assumptions (July)	Current Status as of H1 (Oct.)
Forex rate	✓ From Q2 onward: USD ¥155, EUR ¥180, CNY ¥22.5	✓ Despite some fluctuations, exchange rates have remained generally in line with July forecast. ✓ Exchange rate assumptions for H2 (revised): USD ¥155, EUR ¥175, CNY ¥22.5
Business environment	✓ Industrial Machinery: Strong performance continues in semiconductor and machine tool sectors. Aftermarket expected to see a gradual recovery. ✓ Automotive: Automotive production is assumed to remain at the FY2025 level. (unchanged from initial assumption)	✓ Industrial Machinery: Demand in the AI market remains solid, and sales in China also continue to be strong. ✓ Automotive: Automotive production assumptions unchanged from the initial forecast.
Middle East situation	✓ An approximately ¥4.0bn negative impact on sales was factored into H1. ✓ Cost impact from Q2 onward is estimated at approximately ¥3.0bn (initial assumption: ¥2.0bn), with price pass-through assumed within FY2026.	✓ Sales impact was largely in line with expectations. ✓ Cost impact is also expected to be approximately ¥3.0bn, in line with expectations. → Price pass-through negotiations remain a key priority for H2.
U.S. tariffs	✓ Changes in costs resulting from tariff policies will be reflected in selling prices. ✓ The impact of the tariffs implemented on July 24 is limited.	✓ Impact of costs related to tariffs remains unchanged from the July forecast. ✓ Price pass-through to offset cost increases has progressed, resulting in a net zero impact.
Structural reforms	✓ Continue global business structure reforms mainly focused on Europe and Japan. - Europe: [UK] Discontinue production operations as Peterlee and Newark plants. [Poland] Downsize operations at Kielce plant. - Japan: Reorganization of production and sales operations.	✓ Despite differences in the timing of expense recognition, progress remains on track. Expenses: H1 ¥2.0bn / H2 ¥7.5bn / Full year ¥9.5bn Benefits: H1 ¥1.6bn / H2 ¥1.4bn / Full year ¥3.0bn
Business integration costs	✓ Plan to record ¥5.0bn for integration with NTN Corporation.	✓ Unchanged from the July forecast. ✓ ¥0.3bn was recognized in H1, with ¥4.7bn factored into H2.

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FY2026 Forecast

✓ FY2026 full-year forecast revised upward to reflect FY2026 H1 results and demand trends in the Industrial Machinery business.
H2 exchange rate assumptions: USD ¥155, EUR ¥175, CNY ¥22.5

(Billions of yen)	FY2026 Full Year Forecast as of July	FY2026 Full Year Forecast Revised	YoY Increase/ Decrease YOY (Forex impact)	YoY Difference YOY	FY2025 Full Year Actual	YoY Increase/ Decrease YOY (Forex impact)	YoY Steering Business	YoY Difference YOY
Sales	1,040.0	**1,050.0**	**+10.0 (+2.0)**	**+1.0%**	911.6	**138.4 (+27.0)**	(+79.4)	**15.2%**
Operating income	50.0	**56.0**	**+6.0 (+1.0)**	**+12.0%**	38.8	**17.2 (+4.5)**	(-1.7)	**44.3%**
(%)	4.8%	**5.3%**			4.3%			
excluding one-time costs *	65.0	**71.0**	**+6.0 (+1.0)**	**+9.2%**	45.2	**25.8 (+4.5)**		**57.2%**
(%)	6.3%	**6.8%**			5.0%			
Income before income taxes	48.0	**53.5**	**+5.5**	**+11.5%**	38.0	**15.5**		**40.6%**
Net income attributable to owners of the parent	29.0	**34.0**	**+5.0**	**+17.2%**	22.9	**11.1**		**48.7%**
(Ex. rate: 1USD=)	156.1	**157.2**	**+1.1**	**+0.7%**	150.8	**+6.4**		**+4.3%**
(〃 1EUR=)	181.4	**179.7**	**-1.7**	**-0.9%**	174.8	**+4.9**		**+2.8%**
(〃 1CNY=)	22.7	**23.0**	**+0.3**	**+1.2%**	21.3	**+1.8**		**+8.3%**

* Represents operating income excluding other operating income and costs (including forex impact), restructuring-related costs, and one-time gains or losses resulting from the consolidation of the steering business (FY2025)

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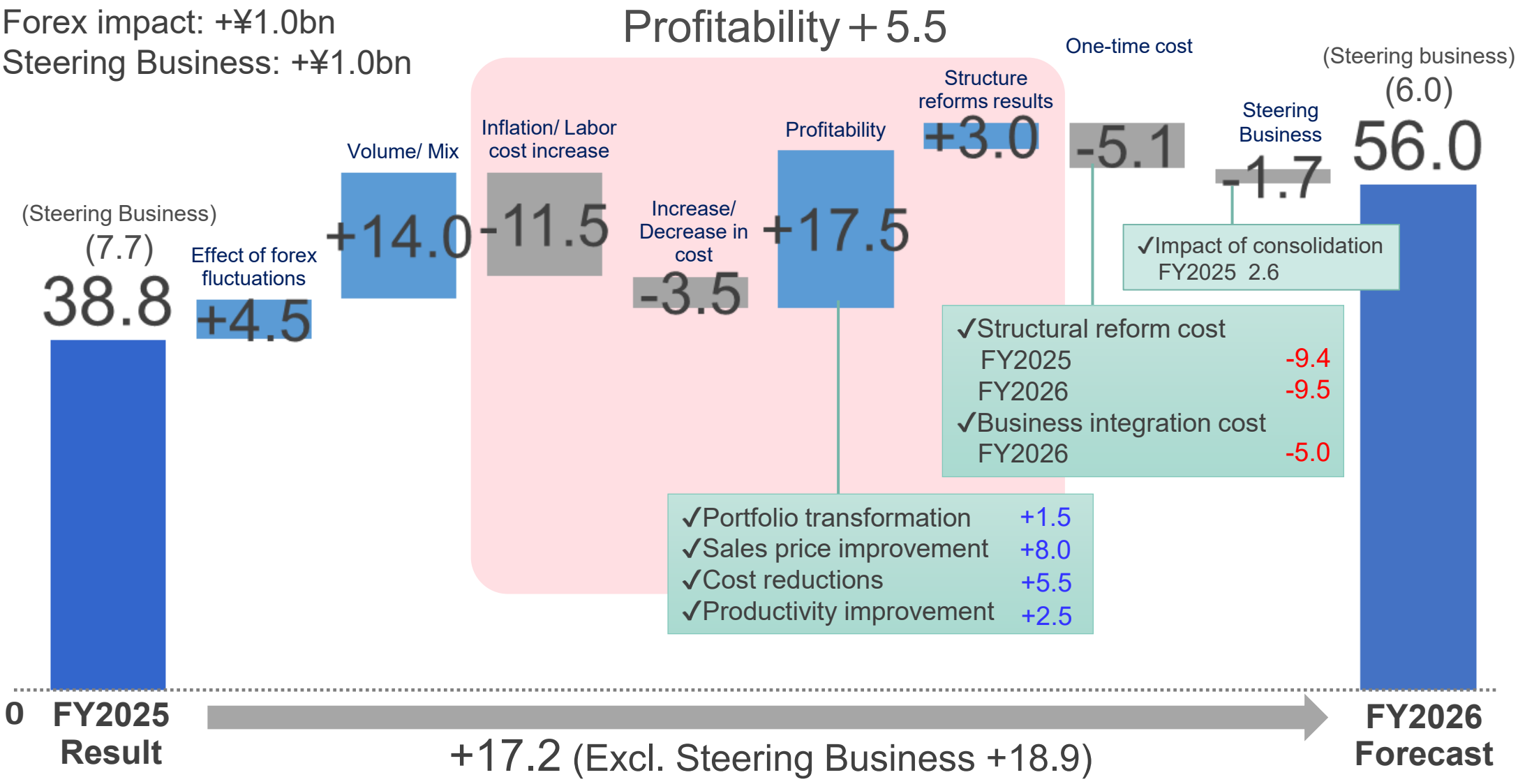
Operating Income: Factors Behind Change (FY2025 Result ⇒ FY2026 Forecast)

MOTION & CONTROL NSK

(Billions of yen)

✓ Operating income: +¥6.0 billion vs. the July forecast (¥50.0bn→ ¥56.0bn)
Volume/Mix: +¥4.0bn
Forex impact: +¥1.0bn
Steering Business: +¥1.0bn



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Breakdown by Segment–Consolidated Business Forecast for FY2026

Industrial Machinery Business

(Billions of yen)	FY2026 Full year Forecast as of July.	FY2026 Full year Revised Forecast	vs July Forecast Increase/ Decrease	vs July Forecast Difference	FY2026 H1 Forecast	FY2026 H2 Forecast
Sales	425.0	**436.0**	**+11.0**	**+2.6%**	**214.5**	**221.5**
Industrial Machinery Bearings	351.0	**358.0**	**+7.0**	**+2.0%**	**177.4**	**180.6**
Precision Machinery and Parts	74.0	**78.0**	**+4.0**	**+5.4%**	**37.1**	**40.9**
Operating income	32.5	**37.5**	**+5.0**	**+15.4%**	**18.5**	**19.0**
(%)	7.6%	**8.6%**			**8.6%**	**8.6%**
excluding one-time costs	39.5	**44.0**	**+4.5**	**+11.4%**	**19.7**	**24.3**
(%)	9.3%	**10.1%**			**9.2%**	**11.0%**

Trend in Major Sectors (NSK forecast)

↑: Revised from July

		FY2026 H1 Vs FY2025 H2	FY2026 H2 vs FY2026 H1
E&E	Aftermarket	→	→
E&E	Home Appliance	→	→
E&E	Automotives	→	→
OEM	Robotics	↑	↑
OEM	Wind power	↓	→
OEM	Railway	→	→
OEM	Machine tools	↑↑↑	→
OEM	Semiconductor	↑↑↑	↑↑

- Demand for semiconductor manufacturing equipment and machine tools remains solid. We aim to improve profitability (operating margin) to above 10% by expanding supply capacity through enhanced production capabilities and improving business fundamentals. Restructuring initiatives in Japan are planned to commence in H2.

Automotive Business

(Billions of yen)	FY2026 Full year Forecast as of July.	FY2026 Full year Revised Forecast	vs July Forecast Increase/ Decrease	vs July Forecast Difference	FY2026 H1 Forecast	FY2026 H2 Forecast
Sales	405.0	**403.0**	**-2.0**	**-0.5%**	**201.1**	**201.9**
Operating income	18.0	**17.5**	**-0.5**	**-2.8%**	**9.1**	**8.4**
(%)	4.4%	**4.3%**			**4.5%**	**4.2%**
excluding one-time costs	20.5	**20.0**	**-0.5**	**-2.4%**	**9.8**	**10.2**
(%)	5.1%	**5.0%**			**4.9%**	**5.1%**

Global Vehicle Production

(million, NSK forecast)

FY2026
July, 2026 forecast
91

H1	H2
45	**46**

FY2026
91

H1	H2
46	**45**

- Revised down from the July forecast, but restructuring and cost improvement initiatives will continue as planned, targeting operating margin of 5% excl. one-time costs.

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Initiatives to Enhance Corporate Value over the Medium to Long Term

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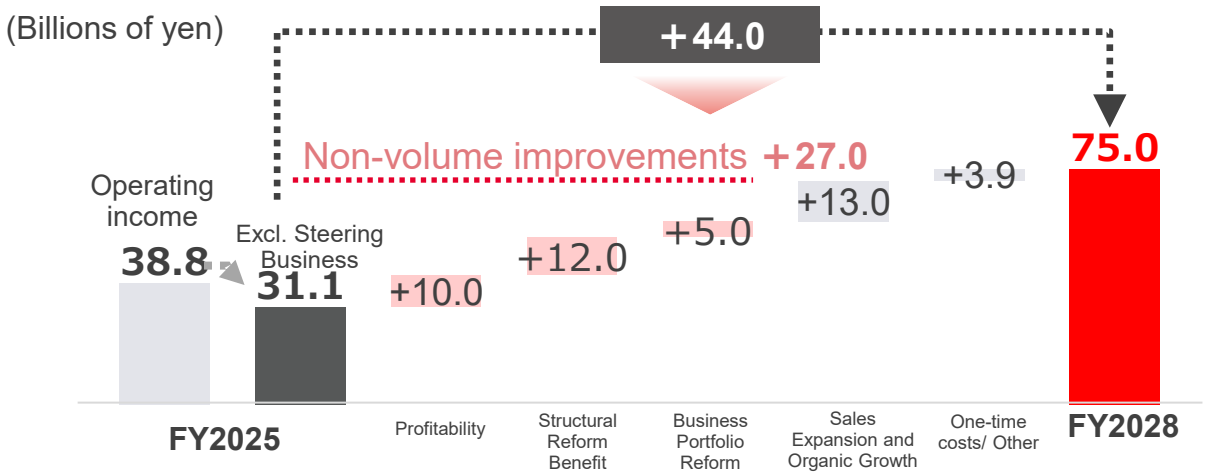
Roadmap to Achieve Mid-Term Management Plan 2028 Operating Income Target of ¥75.0bn

✓ On track to achieve ¥27.0bn in non-sales-volume improvement. ¥5.5bn expected in FY2026. Steady progress toward target.

Mid-Term Management Plan 2028: Profitability Improvement Roadmap



Profitability Improvement **Benefit (vs FY2025)**

FY2026	FY2027	FY2028
¥1.0bn >	¥6.5bn >	¥10.0bn

- Sales price improvements, cost reductions, and productivity improvements progressing as planned.
- Accelerating business transformation and enhancing business operations through the use of AI and data driven management.
  - » Strategic partnership agreement signed with Accenture.

Restructuring

	FY2026	FY2027	FY2028
Benefit (vsFY2025)	¥3.0bn >	¥6.5bn >	¥12.0bn
Costs	¥9.5bn >	¥12.5bn >	¥2.5bn

- Europe: Production restructuring on track for completion in FY2026. Benefit expected from FY2027.
- Japan: Restructuring to commence in FY2026 H2. Benefit expected from FY2028.

Portfolio Reform **Benefits (vsFY2025)**

FY2026	FY2027	FY2028
¥1.5bn >	¥3.0bn >	¥5.0bn

Industrial Machinery Business

Focus Area Ratio FY2026 Forecast **55%** FY2028 Target **55%**

Sales of high-margin precision bearings and precision machinery products expanded, supported by solid demand.

Precision	Expand product lineup for further sales growth, including ultra-clean products for semiconductor manufacturing equipment.
After-market	Continue sales expansion in North America and steady growth in India, even with decline in Europe and the Middle East.

Automotive Business

Focus Area Ratio FY2026 Forecast **29%** FY2028 Target **35%**

On track to secure sales expansion orders during the Mid-Term Management Plan 2028 period.

Ball screws for electric brakes	FY2026 sales expected to increase 30% YoY, with Mid-Term Management Plan 2028 sales target within reach.

Expanding production capacity for hub unit bearings in India and ball screws for electric brakes in China to drive further sales growth.

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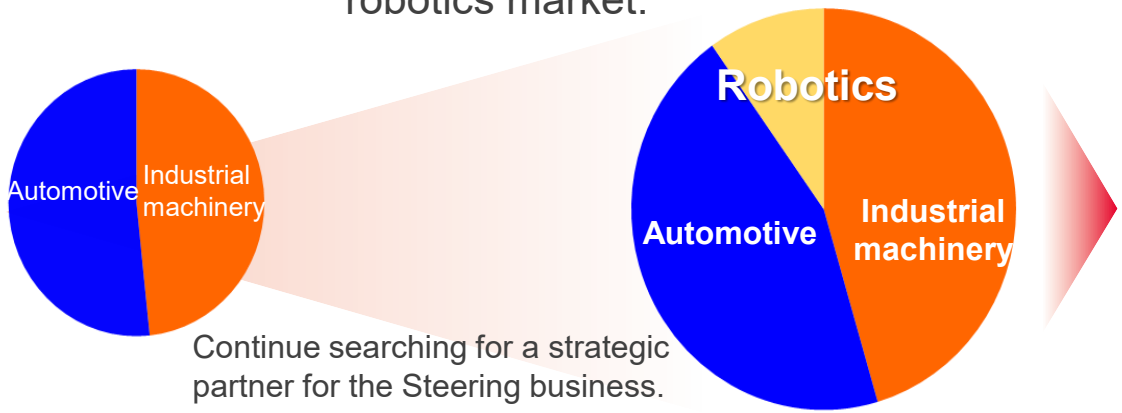
“Beyond” Initiatives Aimed at Achieving “NSK Vision 2036”

✓ Stronger profit structure through FY28 enables investment in future growth engines “Beyond”.

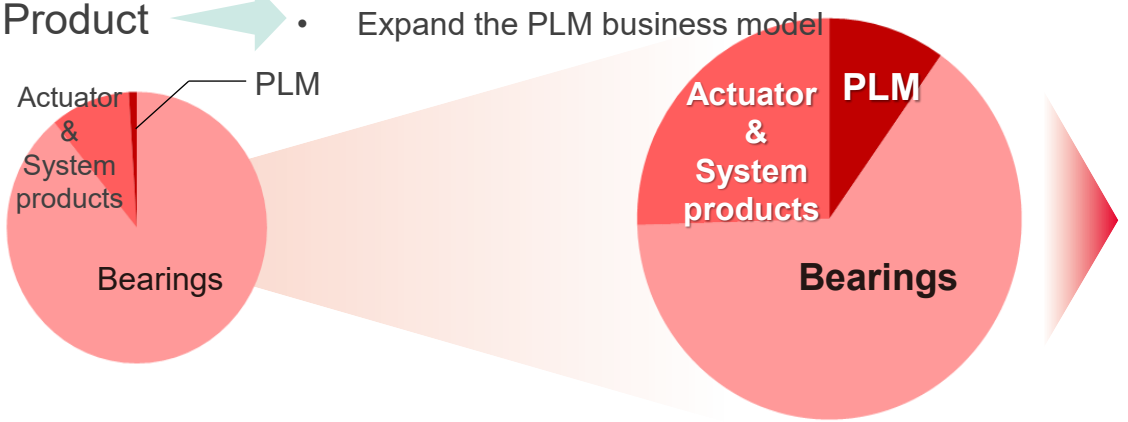
■ Business → Establish business focused on the growing robotics market.



Continue searching for a strategic partner for the Steering business.

■ Product → FY2025 → FY2036

- Establish Actuator & System Products
- Expand the PLM business model



Progress in Robotics Business

Signed an MOU for strategic partnership with ATOM Corporation.

Contribute to development of Japan’s humanoid robotics industry.

- ✓ Joint validation of actuators
- ✓ Joint collection of physical AI data using manufacturing sites

Expand actuator lineup

Newly developed actuator

Electric Hydro Booster

Exhibited at JIMTOF 2026

Contribute to energy savings and productivity improvements in machine tools, hydraulic presses, industrial robots, and other equipment.

- ✓ Significant reduction in power consumption
- ✓ Improved productivity through high-speed operation
- ✓ Space savings through compact design

Expansion of PLM

Deploy Condition Monitoring System (CMS) to OEMs with strong presence in mining and cement industries.

Progress toward further expansion

Propose solutions for infrastructure applications, including power plants for data centers.

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Supplementary Information

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Supplementary Information:
NSK Products Play a Vital Role as AI Investment Expands

✓ **Expansion of AI investment is driving demand for NSK's industrial machinery products.**

NSK products used

Bearings

Ball screws

Linear guides

CMS

Power generation equipment / Battery manufacturing equipment

On-site power generation systems / Emergency power supplies

Battery manufacturing equipment

Product demand

- Generator (alternator)
- Cooling fan
- Storage battery
- Fuel pump

Infrastructure supporting data centers

Server racks

Semiconductor chips

Buildings / Piping

Machine tools / Semiconductor manufacturing equipment

Semiconductor manufacturing / Enclosure machining / Buildings / Piping

Semiconductor manufacturing equipment

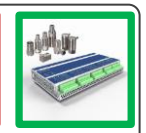
Machine tools

Industrial robots

Product demand

Spindle bearings / Positioning units / Pallet changers / Tool changers

Cooling equipment



Air-cooling equipment / Air-conditioning equipment / Server fans

Centrifugal chillers

Server cooling fans

Product demand

- Cooling fan motors
- Compressors
- Pumps

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Supplementary Information: Financial Results by Business Segment

(Billions of yen)		FY2025 Actual Q1	Q2	H1	Q3	Q4	H2	Full Year	FY2026 Actual Q1	Q2	H1	YoY Increase/ Decrease	Difference	H2	Full Year
Total	Sales	195.8	216.5	412.3	246.2	253.2	499.4	911.6	255.6	264.7	520.4	+108.1	+26.2%	529.6	1,050.0
	Operating Income	4.8	12.9	17.7	11.2	9.9	21.1	38.8	15.0	15.1	30.1	+12.4	+69.8%	25.9	56.0
	(%)	2.4%	6.0%	4.3%	4.6%	3.9%	4.2%	4.3%	5.9%	5.7%	5.8%			4.9%	5.3%
Excluding Steering Business															
	Sales	195.8	201.3	397.1	203.7	210.4	414.0	811.1	211.4	220.3	431.7	+34.6	+8.7%	438.3	870.0
	Operating Income	4.5	8.9	13.5	8.7	8.9	17.6	31.1	13.4	13.6	27.0	+13.5	+100.7%	23.0	50.0
	(%)	2.3%	4.4%	3.4%	4.3%	4.2%	4.3%	3.8%	6.3%	6.2%	6.3%			5.2%	5.7%
Industrial Machinery Business	Sales	89.2	91.6	180.8	94.6	102.1	196.7	377.5	104.5	109.9	214.5	+33.7	+18.6%	221.5	436.0
	Industrial Machinery Bearings	75.9	77.4	153.3	80.4	86.2	166.6	319.8	86.7	90.7	177.4	+24.1	+15.7%	180.6	358.0
	Precision Machinery and Parts	13.3	14.2	27.5	14.2	16.0	30.1	57.7	17.8	19.2	37.1	+9.5	+34.6%	40.9	78.0
	Operating Income	1.6	3.3	4.9	3.8	3.9	7.7	12.6	8.1	10.4	18.5	+13.6	+278.4%	19.0	37.5
	(%)	1.8%	3.6%	2.7%	4.0%	3.8%	3.9%	3.3%	7.8%	9.4%	8.6%			8.6%	8.6%
Automotive Business	Sales	98.9	102.4	201.2	101.4	100.7	202.1	403.3	98.9	102.3	201.1	-0.1	-0.0%	201.9	403.0
	Operating Income	3.3	5.5	8.9	3.8	4.7	8.5	17.4	4.6	4.6	9.1	+0.3	+3.0%	8.4	17.5
	(%)	3.4%	5.4%	4.4%	3.8%	4.6%	4.2%	4.3%	4.6%	4.4%	4.5%			4.1%	4.3%
Others	Sales	15.1	13.1	28.2	13.4	13.4	26.7	54.9	13.5	13.7	27.2	-1.1	-3.7%	27.8	55.0
	Operating Income	0.3	-0.1	0.3	0.0	0.2	0.2	0.5	0.3	0.4	0.7	+0.4	+154.5%	0.0	0.7
	(%)	2.3%	-0.6%	1.0%	0.0%	1.6%	0.8%	0.9%	2.4%	2.6%	2.5%			0.1%	1.3%
Eliminations (sales)		-7.3	-5.8	-13.2	-5.7	-5.8	-11.5	-24.6	-5.5	-5.6	-11.1	+2.1	—	-12.9	-24.0
Other operating income and expenses /Adjustments		-0.7	0.2	-0.6	1.1	0.1	1.2	0.7	0.4	-1.7	-1.3	-0.7	—	-4.4	-5.7
Steering Business	Sales	-	15.2	15.2	42.6	42.8	85.4	100.6	44.3	44.4	88.7	+73.5	+484.1%	91.3	180.0
	Operating Income	0.3	4.0	4.3	2.5	1.0	3.5	7.7	1.6	1.5	3.1	-1.2	-27.9%	2.9	6.0
	(%)	-	26.4%	28.0%	5.8%	2.3%	4.1%	7.7%	3.5%	3.4%	3.5%			3.2%	3.3%

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Supplementary Information: Sales by Customer Location

(Billions of yen)	FY2025 Actual Q1	Q2	H1	Q3	Q4	Full year	FY2026 Actual Q1	Q2	H1	YOY Increase/ Decrease	YOY Difference
Sales	195.8	216.5	412.3	246.2	253.2	911.6	255.6	264.7	520.4	+108.1	+26.2%
Japan	62.5	68.9	131.3	77.7	77.9	286.9	77.7	79.4	157.1	+25.8	+19.6%
Non-Japan	133.3	147.6	280.9	168.5	175.3	624.7	178.0	185.3	363.3	+82.3	+29.3%
(Non-Japan Ratio)	68.1%	68.2%	68.1%	68.4%	69.2%	68.5%	69.6%	70.0%	69.8%		
The Americas	38.6	42.8	81.4	47.5	54.3	183.1	52.7	56.1	108.8	+27.4	+33.7%
Europe	23.8	27.5	51.3	35.9	39.5	126.7	37.9	37.6	75.5	+24.2	+47.2%
China	43.2	47.7	91.0	54.7	48.8	194.5	55.7	58.4	114.1	+23.1	+25.4%
Other Asia	27.7	29.6	57.3	30.5	32.6	120.4	31.6	33.3	64.9	+7.6	+13.2%
Ex. Rate											
1USD	144.6	147.5	146.0	154.2	156.9	150.8	159.5	159.3	159.4	+13.3	+9.1%
1EUR	163.8	172.3	168.1	179.4	183.6	174.8	185.4	183.3	184.4	+16.3	+9.7%
1CNY	20.0	20.6	20.3	21.7	22.7	21.3	23.4	23.6	23.5	+3.2	+15.9%

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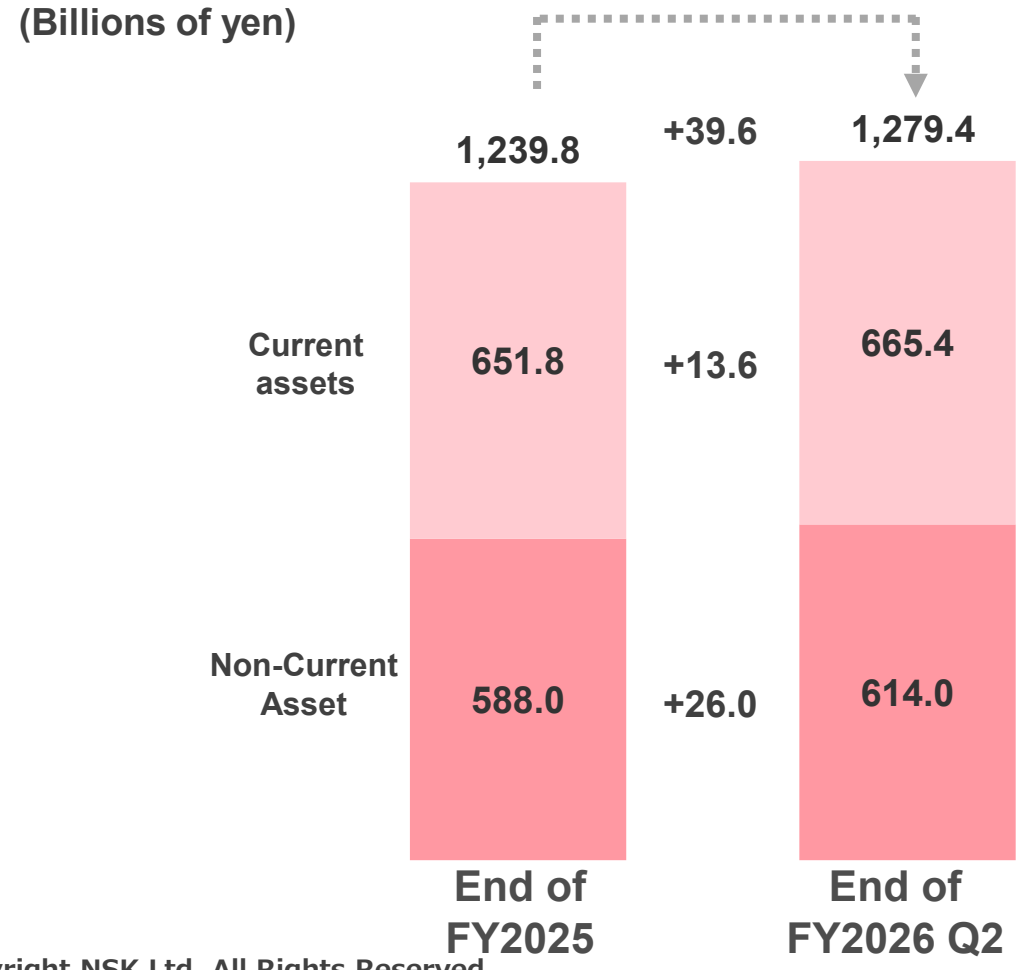
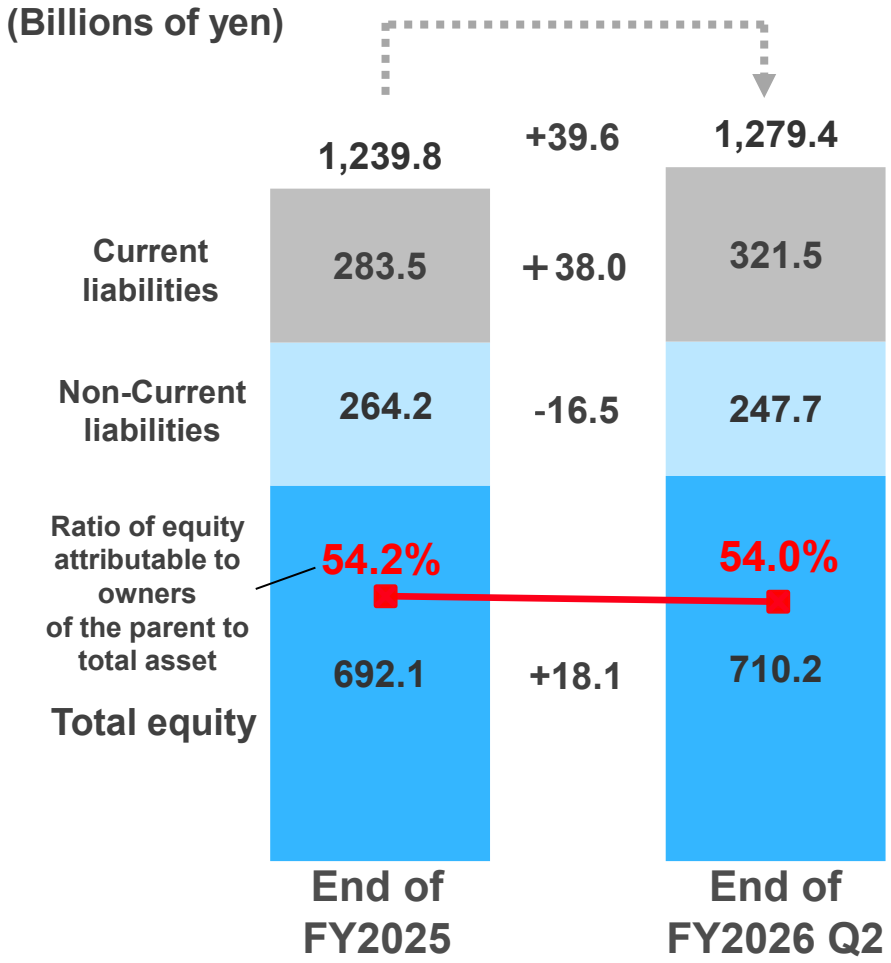
Supplementary Information: Consolidated Balance Sheet

Ex. Rate	End of FY2025	End of FY2026 Q2
1USD	159.9	157.3
1EUR	183.4	178.3
1CNY	23.1	23.5

Asset



Liabilities/ Total equity



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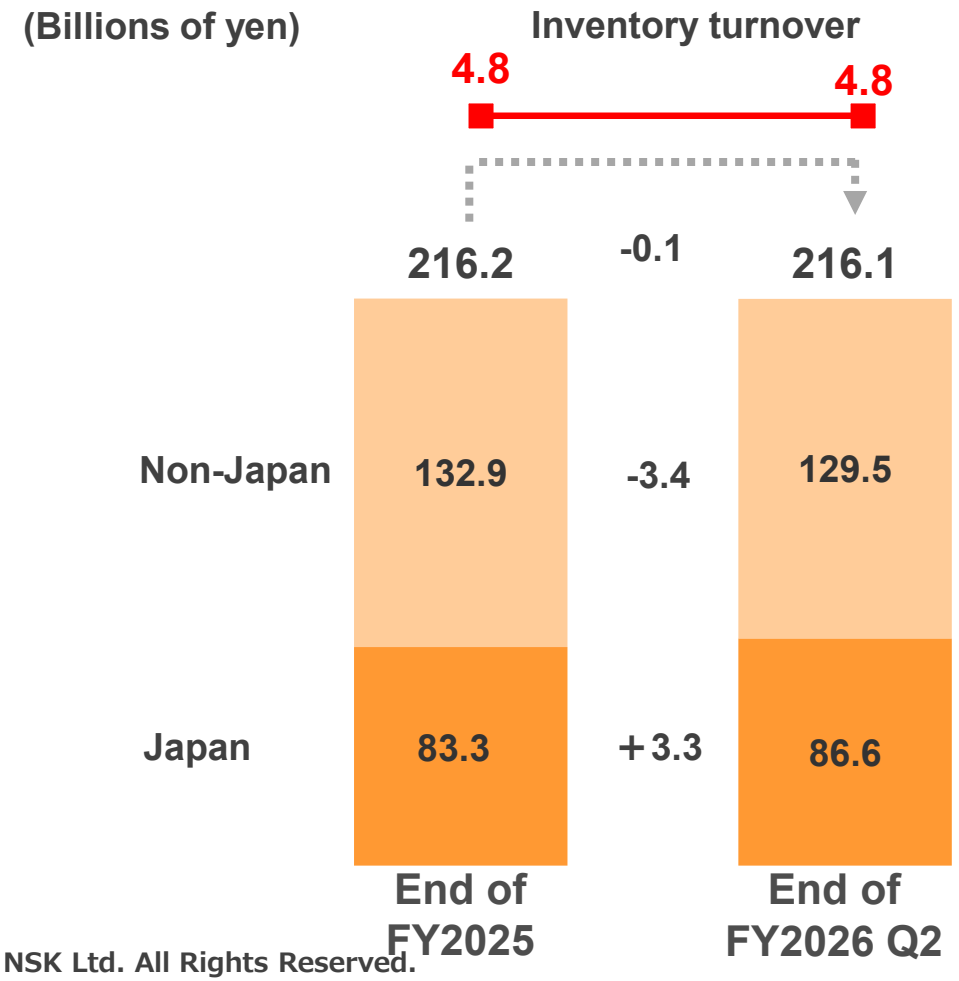
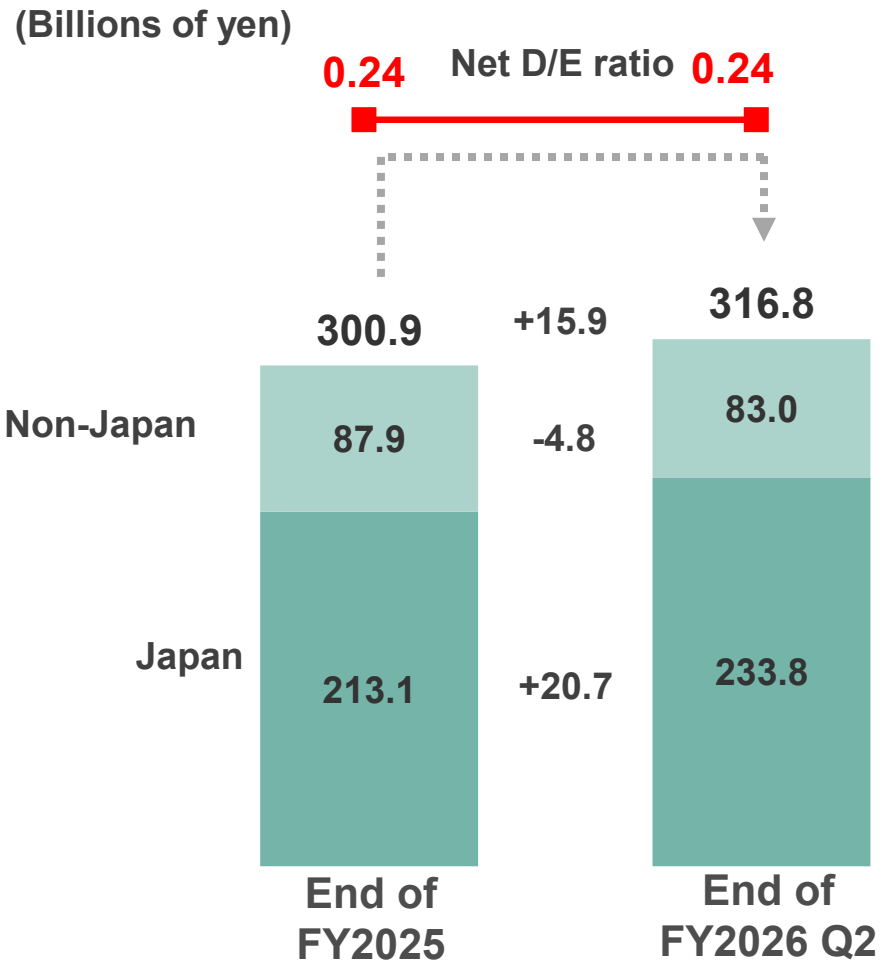
Supplementary Information: Inventories/ Interest-Bearing Debt

Ex Rate	End of FY2025	End of FY2026 Q2
1USD	159.9	157.3
1EUR	183.4	178.3
1CNY	23.1	23.5

Inventories



Interest-Bearing Debt



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Supplementary Information :
Capital Expenditures, Depreciation and Amortization, R&D Expenses

(Billions of yen)	FY2025 Full year Actual	FY2026 Q1 Actual	FY2026 Q2 Actual	FY2026 Full year Forecast
Capital Expenditure	51.9	9.4	12.2	60.0
Capital Expenditure (Excl. lease)	47.2	8.8	10.0	55.0
Depreciation and Amortization	55.1	15.7	15.7	63.0
Depreciation and Amortization (Excl. lease)	50.4	14.4	14.5	58.0
R&D Expenses (on a managerial basis)	34.2	9.6	10.0	40.0
R&D Expenses (on a statutory basis)	17.2	4.4	4.6	19.0

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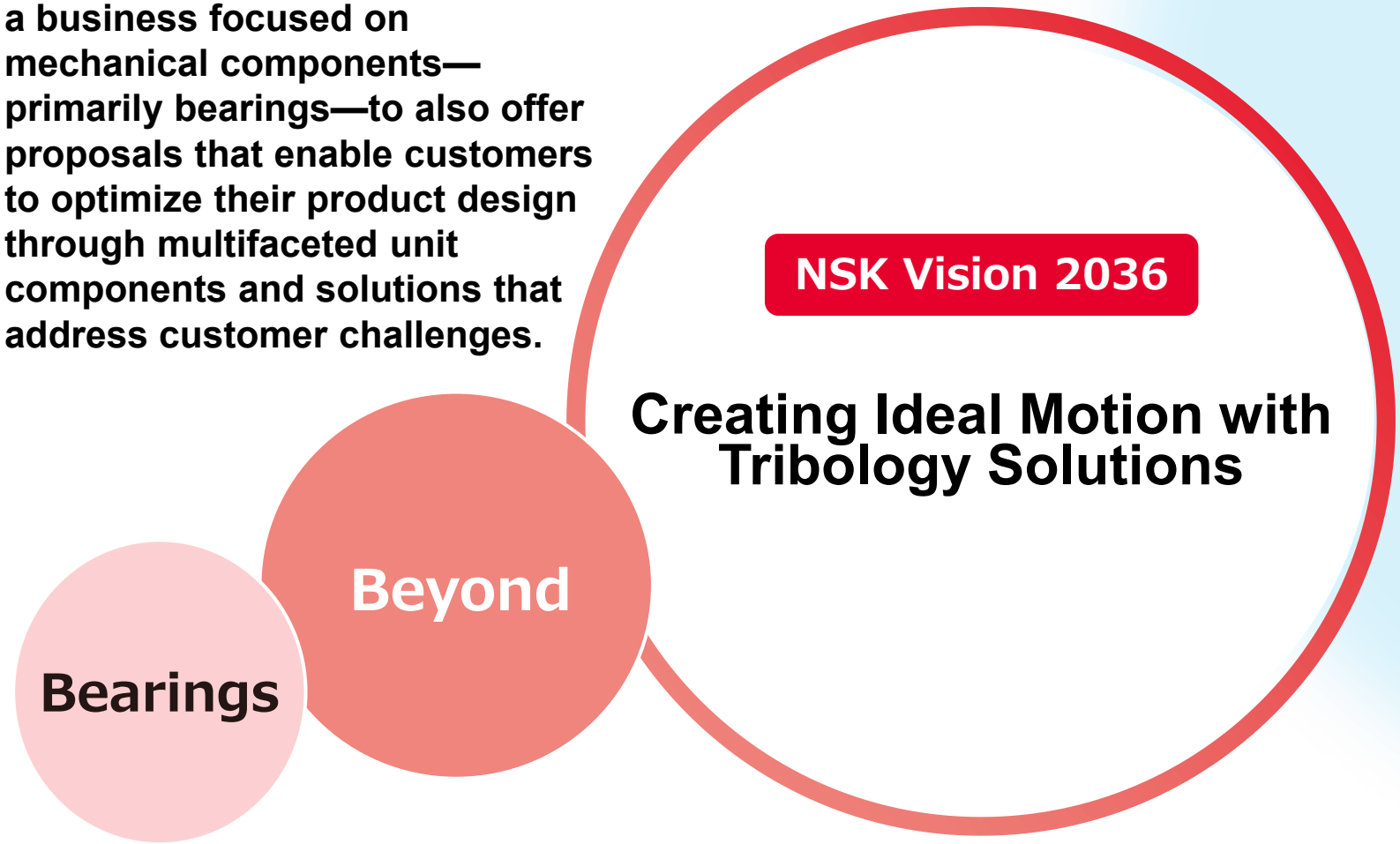
NSK's Vision for the Future / Aspirations: "NSK Vision 2036"

To bring the "digital ideal motion" to life, NSK will continue to play a vital role as a piece of the puzzle that the world needs.

We aim to expand beyond being a business focused on mechanical components—primarily bearings—to also offer proposals that enable customers to optimize their product design through multifaceted unit components and solutions that address customer challenges.



NSK Corporate Philosophy

NSK contributes to a safer, smoother society and helps protect the global environment through its innovative technology integrating Motion & Control™. As a truly international enterprise, we are working across national boundaries to improve relationships between people throughout the world.

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