



NSK Ltd.

Supplementary information

May 2025

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.

Note : This document is an English translation of material written initially in Japanese.

The Japanese original should be considered as the primary version.

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Company Profile

The first Japanese bearing manufacturer / Share of bearings: No.1 in Japan, No.3 worldwide



Akitoshi Ichii, President and CEO

<Mission Statement>

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.

■ Company Name	NSK Ltd.
■ Established	November 8, 1916
■ Capital	¥67.2 billion (As of March 31, 2024)
■ Sales	¥796.7 billion (Year ended March 31, 2025)
■ Operating Income	¥28.5 billion (Year ended March 31, 2025)
■ Subsidiaries	77 companies (As of March 31, 2025)
■ Number of Employees	24,057 (As of March 31, 2025)

Established steering business as equity-method affiliate



Headquarters
(Tokyo, Japan)

Sales Breakdown by Business Segment

Automotive Business
51%



Friction Plates

Ball screw unit for electric hydraulic brake systems



Needle roller bearings



eAxle



Hub unit bearings

Electric erosion resistance Ex.) Ceramic ball bearings



High speed ball bearing for EV motors (Gen3)

Steel Balls



4%

Others

FY2024 Sales
¥796.7 billion

51%

Automotive Business

Industrial Machinery Bearings

38%

Precision Machinery and Parts

7%

Industrial Machinery Business
45%



Railways

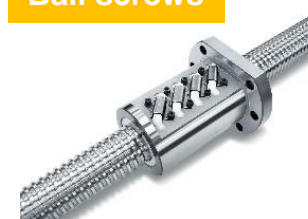
Axle tapered roller bearings

Industrial Robots

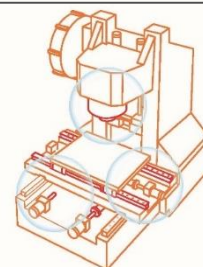


High stiffness thin-section angular contact ball bearings

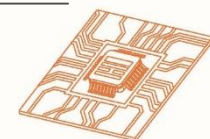
Ball screws



Machine Tools

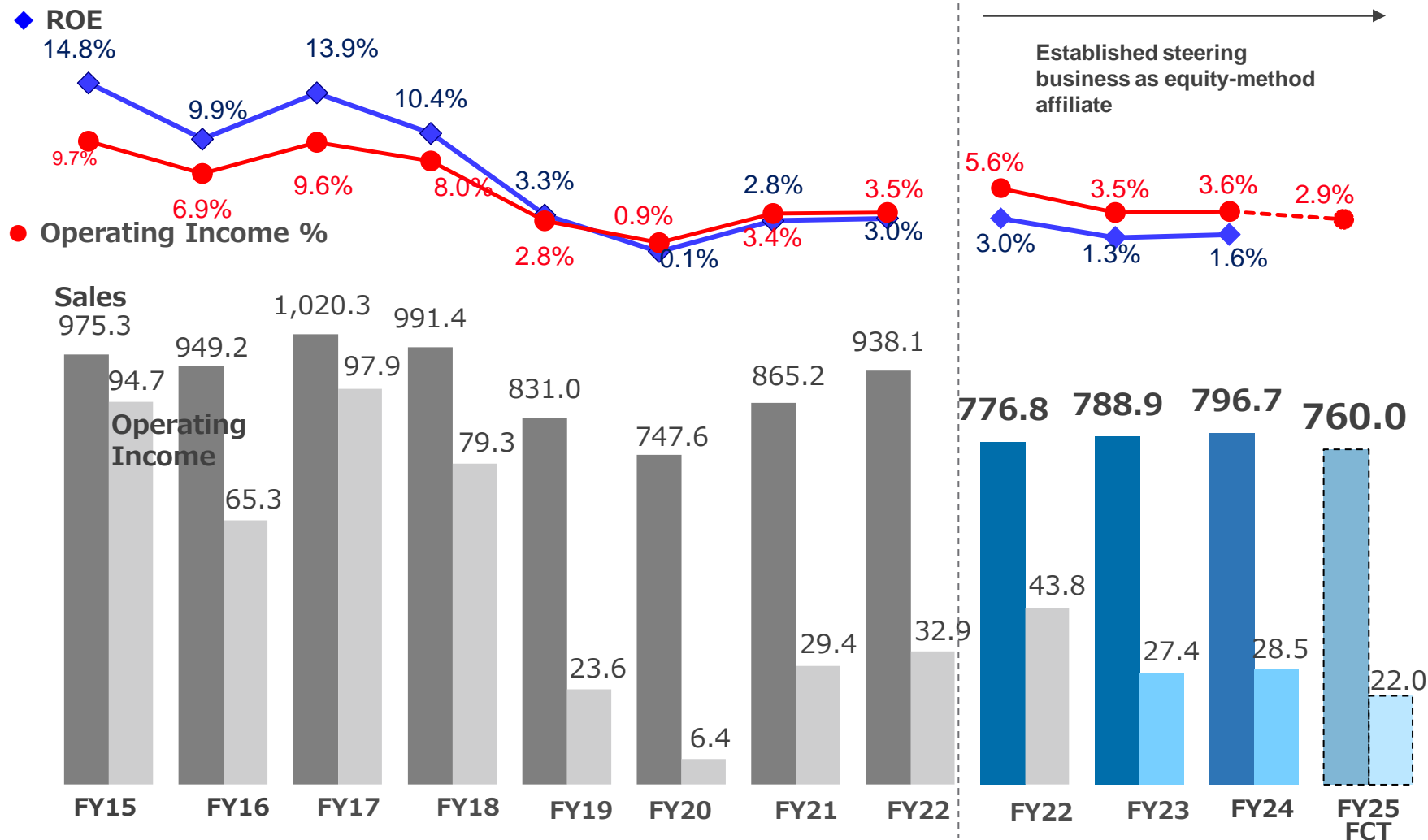


Semiconductor Production Equipment



Business Trends – Consolidated Business Trend –

(Billions of yen)

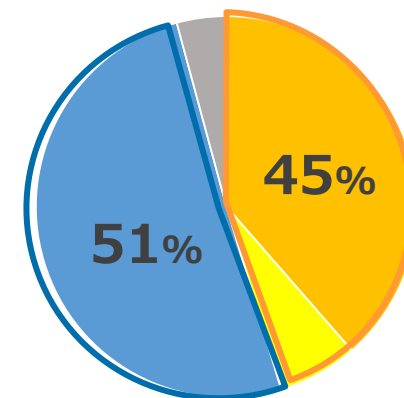
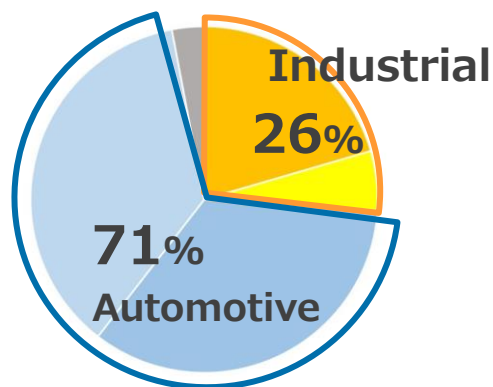
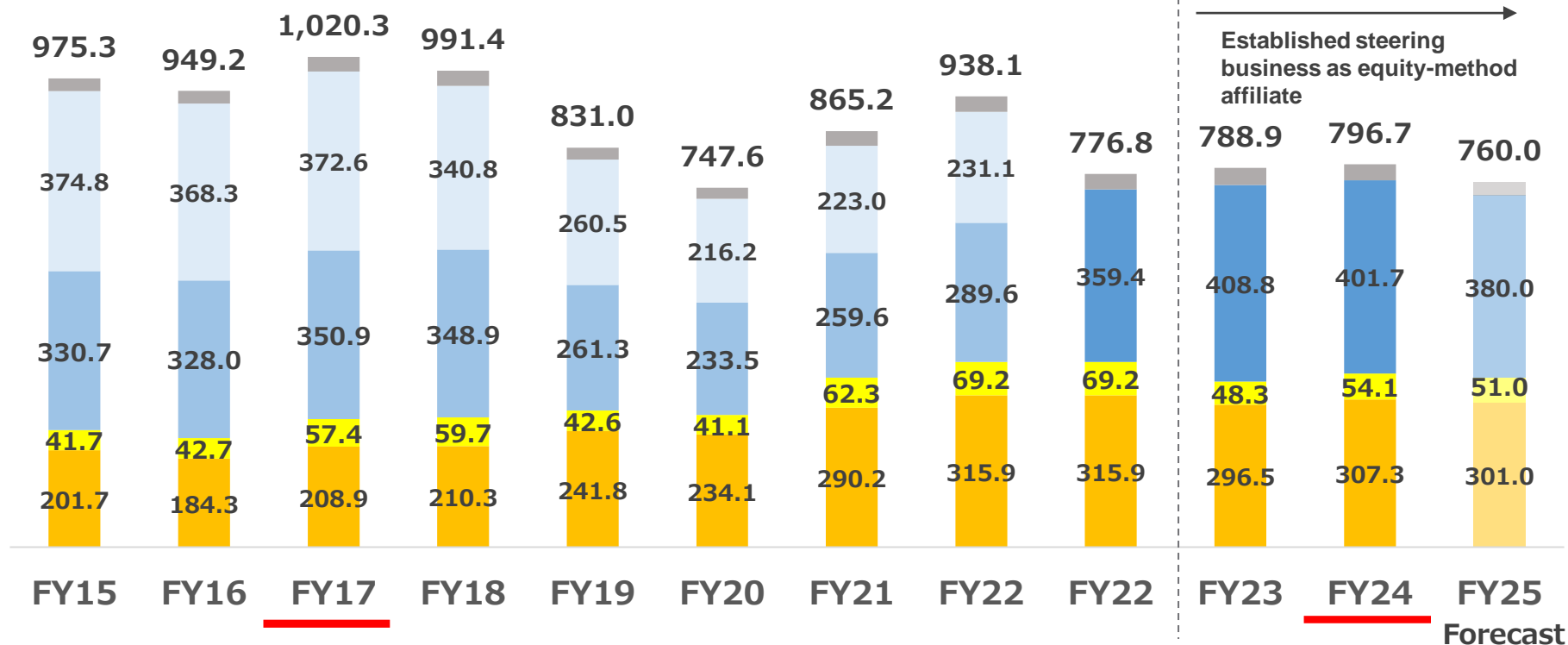


1USD	120	108	111	111	109	106	112	135	135	145	153	135
1EUR	133	119	130	128	121	124	131	141	141	157	164	155

Business Trends – Sales by Business Segment –

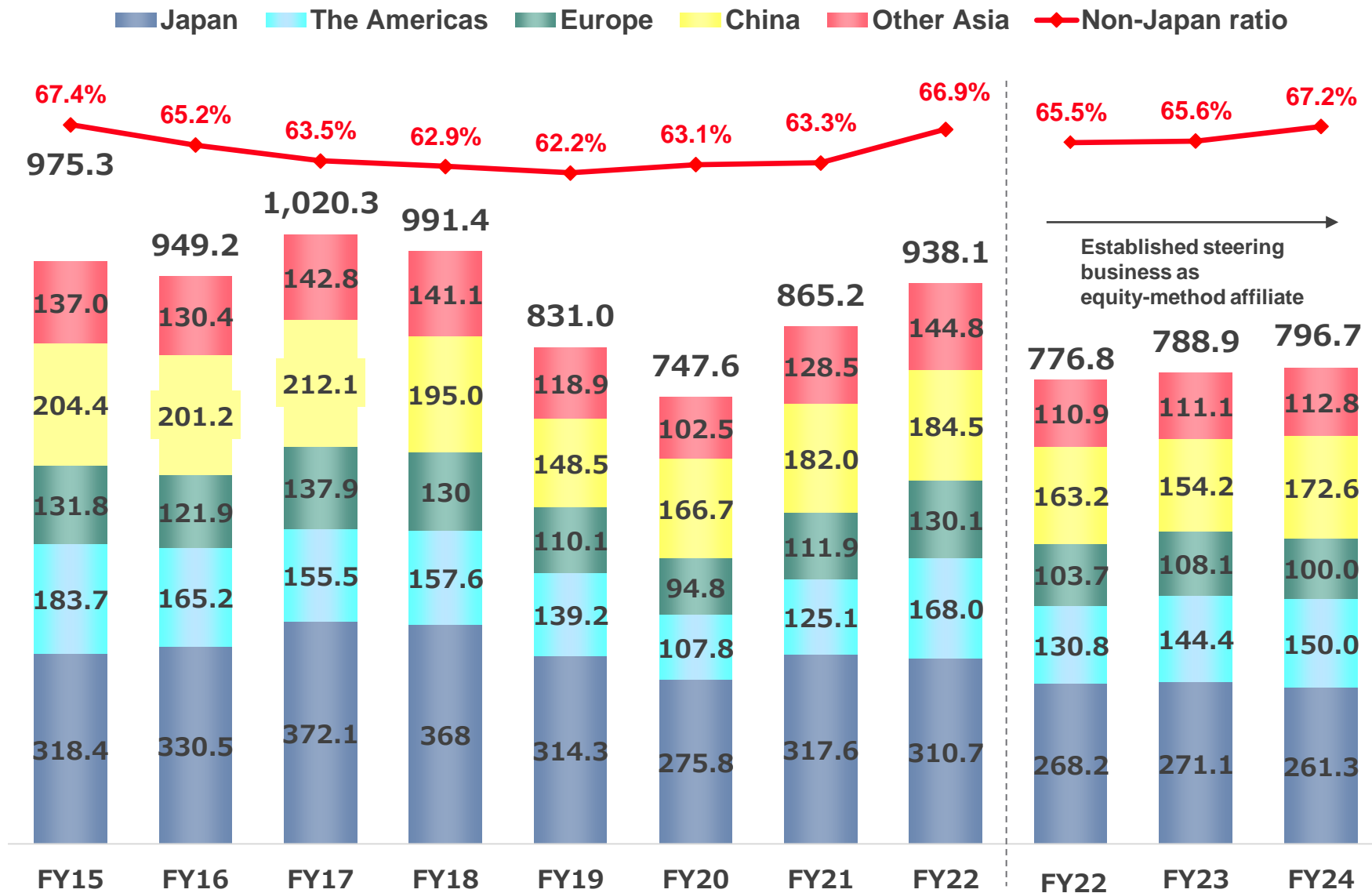
(Billions of yen)

Industrial Machinery Bearings Precision machinery and parts
Automotive Bearings Automotive components ※FY22~ Automotive



Business Trends – Sales by Customer Location –

(Billions of yen)



Stock & Bond Information

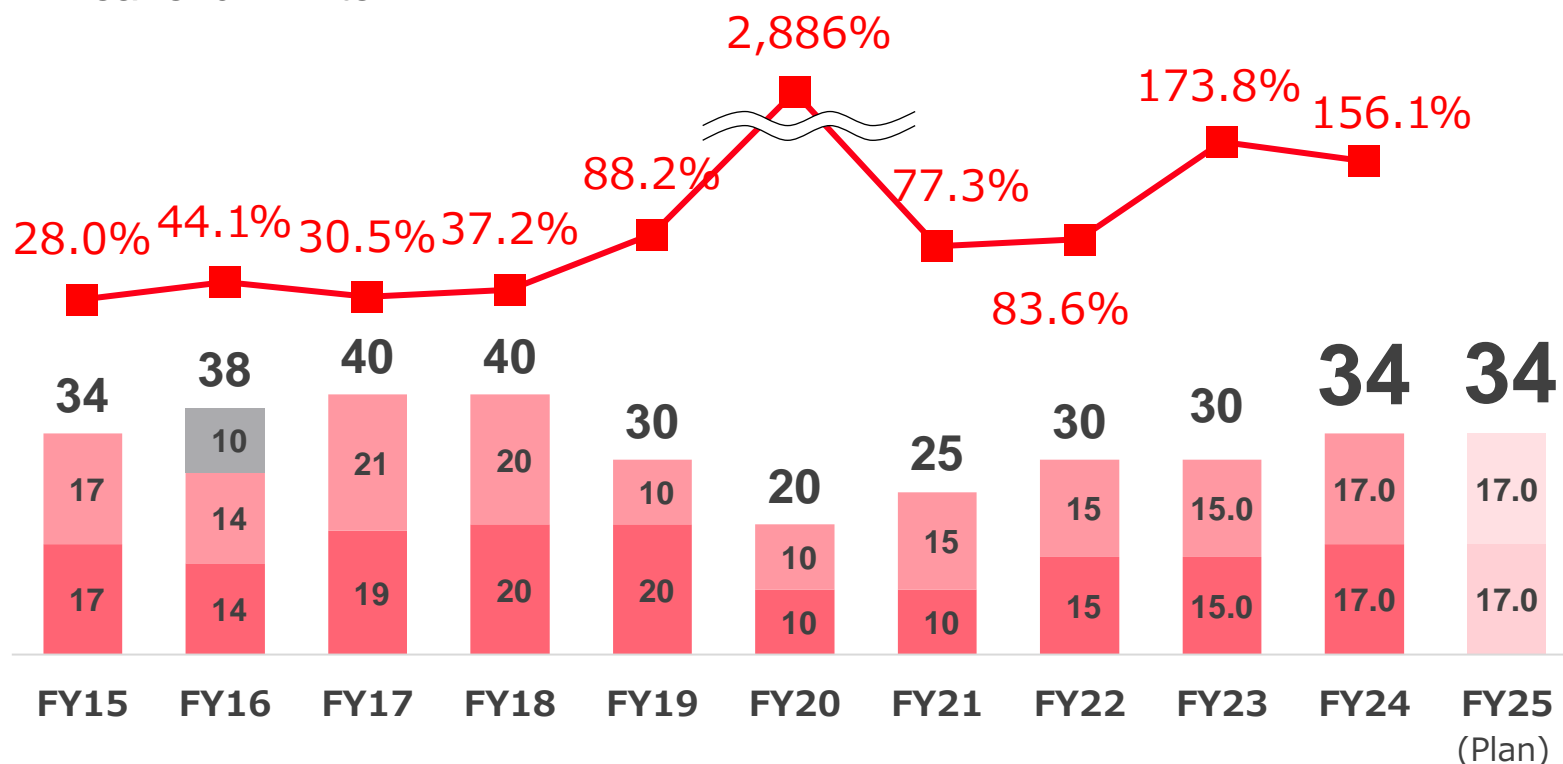
■ Dividend Transition

(yen)

—■ Payout ratio (Payout ratios are based on IFRS from FY2015.)

■ 100th anniversary Commemorative dividend

■ Year end ■ Interim



■ Acquisition of treasury stock

¥15.0billion (FY16) ¥20.0billion (FY18) **¥21.7billion (FY23)**