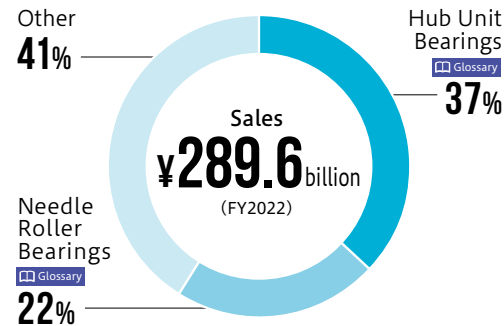


01 Introduction NSK's Business Portfolio

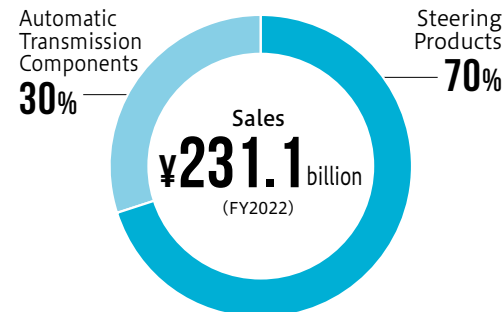
Automotive Business

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 automotive driving, the Company is advancing the development of new technologies and products, creating new value, and working on valuable proposals.

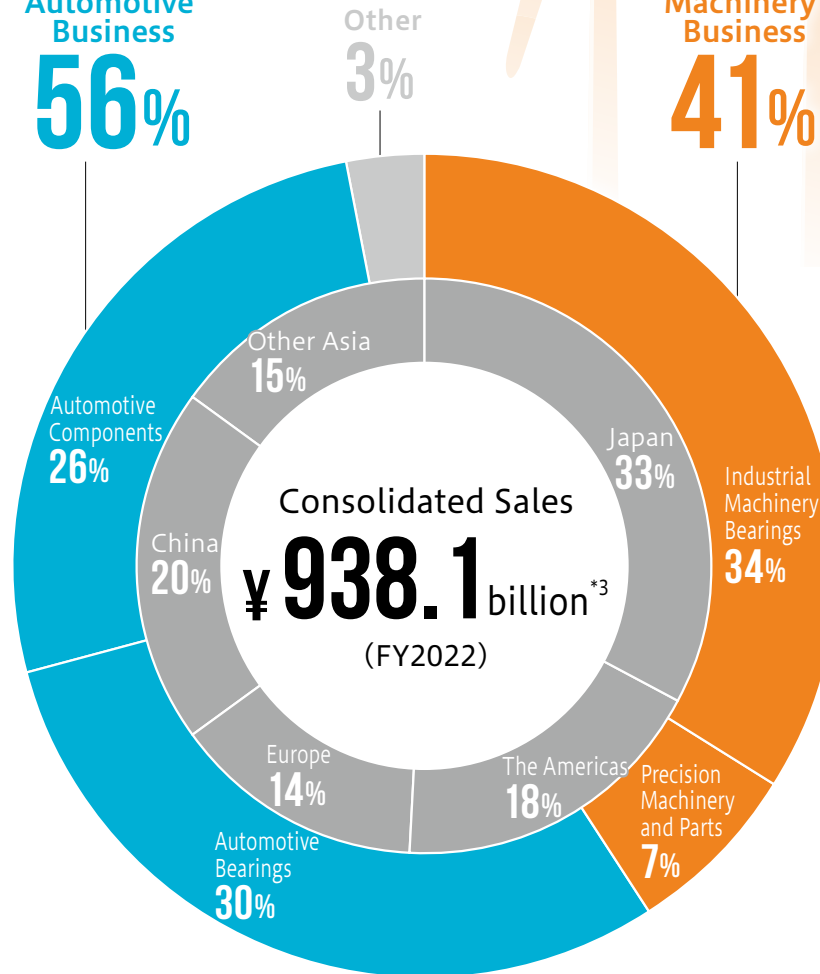
Automotive Bearings



Automotive Components



Automotive Business
56%

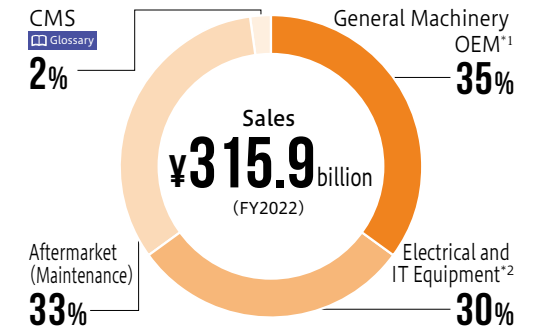


*3 Data includes the steering business.

Industrial Machinery Business

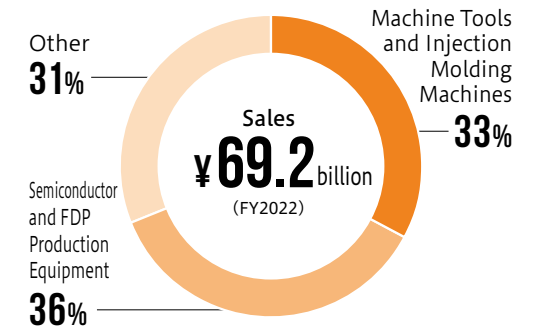
This business segment provides a variety of industrial machinery bearing types, ranging in size from miniature bearings to extra-large bearings, to meet a wide range of demands in all industries. Meanwhile, precision machinery and parts comprise such linear motion products as ball screws and linear guides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

Industrial Machinery Bearings

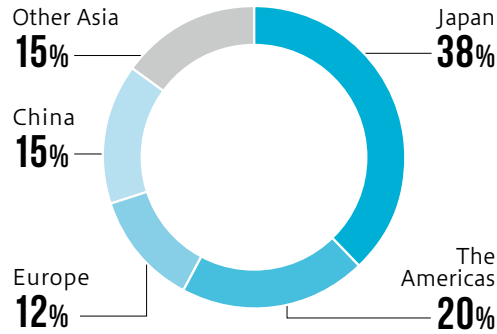


*1 Machine tools, industrial robots, wind turbines, train cars, mining and construction machinery, pumps and compressors, steelmaking facilities, etc.
*2 Home appliances, in-vehicle motors, etc.

Precision Components



Sales Breakdown by Region (FY2022)



Foundation

1916

Bearings Market Share

Share in Japan **No.1** Global share **No.3**
Bearing sales (including industrial machinery and automotive use)

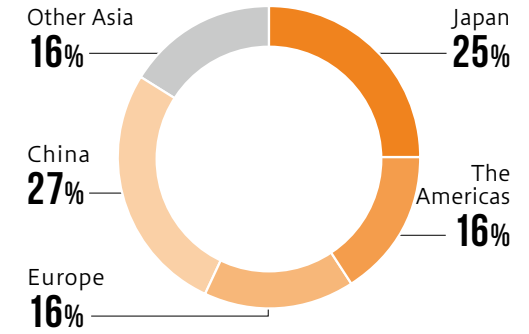
Number of Global Sites

31 countries and regions worldwide
More than **200** locations Including **67** production sites
(As of March 31, 2023)

Number of Employees

29,882 (consolidated)
(As of March 31, 2023)

Sales Breakdown by Region (FY2022)



Customers	<ul style="list-style-type: none"> ● Global automobile manufacturers ● Global automotive component manufacturers
Features of Customers and NSK Business	<ul style="list-style-type: none"> ● Essential need to enter the development field as a development supplier in line with the introduction of models or full model change by automobile manufacturers. Development suppliers are generally also responsible for supplying mass-produced products and preparing for mass production in line with the new model launch schedule. ● Changes in the competitive environment due to mergers and acquisitions in the automotive industry and the emergence of new EV manufacturers. ● In the race for advanced technology development, in light of such factors as the accelerating trend toward EVs, automated driving, and the development of internal combustion engines that use new fuels, the ability to put forward technological proposals is indispensable.
NSK's Competitive Advantages	<ul style="list-style-type: none"> ● Diverse business relationships and customer base as an independent manufacturer with automakers and first-tier automotive components manufacturers built up over many years ● Supply system in areas of demand (robust supply chain system based on local production for local consumption), ability to meet global demand from each of the sales and technology perspectives ● Developmental capabilities and technical expertise critical to addressing the shift to EVs and increasingly advanced automobile functionality (Four Core Technologies plus One; trend toward reductions in both size and weight, lower torque, and lower friction, and electric erosion resistance) ● Ball screw technologies cultivated through industrial machinery

Customers	<ul style="list-style-type: none"> ● Primarily Japanese and other global machinery and equipment manufacturers, distributors, and sales outlets ● Numerous customers, a wide range of products
Features of Customers and NSK Business	<ul style="list-style-type: none"> ● 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). ● Products for general machinery and the aftermarket Glossary include bearings as well as precision machinery and parts of varying sizes with different lead times. ● 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.
NSK's Competitive Advantages	<ul style="list-style-type: none"> ● Extensive product lineup as a comprehensive bearing manufacturer ● Technological capabilities based on our Four Core Technologies plus One ● Strengths in precision technology, including precision bearings and precision ball screws ● Accumulated expertise in customer needs and technology for a wide range of industries and applications ● Technological capabilities and production control methods cultivated in the Automotive Business ● Manufacturing, supply, and technical support capabilities based on a global network framework