

NSK

FACT BOOK

May 16, 2007

NSK Ltd.

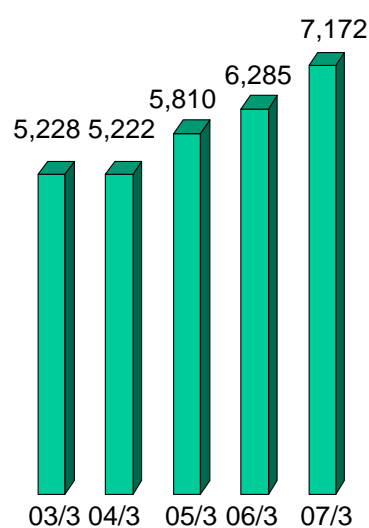
Summary 1

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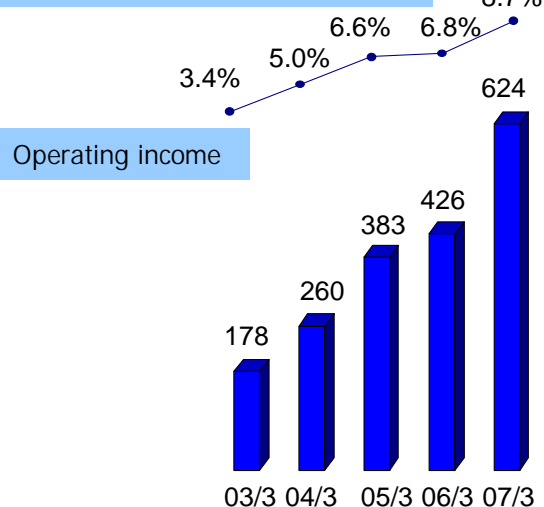
(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Sales	260,694	522,820	253,813	522,217	287,287	580,989	302,903	628,474	349,266	717,225
Operating income (%)	6,488 2.5%	17,847 3.4%	9,462 3.7%	25,972 5.0%	19,456 6.8%	38,283 6.6%	18,414 6.1%	42,552 6.8%	30,015 8.6%	62,383 8.7%
Net income	848 0.3%	(2,670) (0.5%)	3,842 1.5%	14,293 2.7%	11,816 4.1%	22,349 3.8%	9,953 3.3%	25,586 4.1%	17,281 4.9%	34,853 4.9%
Net income per share (yen)	1.54	(5.22)	7.12	26.12	21.91	41.35	18.46	47.28	32.01	64.53
Dividends per share (yen)	2.50	5.00	2.50	6.50	5.50	11.00	5.50	12.00	7.00	16.00
Exchange rate : US\$	¥129.67	¥125.33	119.14	116.26	108.27	108.20	106.27	110.37	115.29	116.93
EURO	¥115.98	¥117.93	131.71	131.32	132.63	134.08	137.10	137.39	146.16	150.35

(¥ 100 Million)

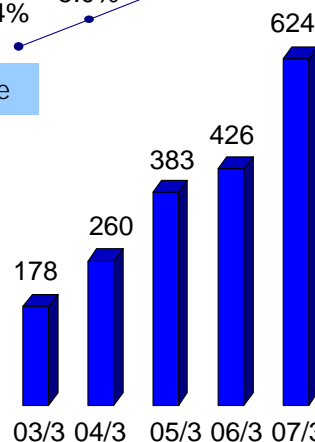
Sales



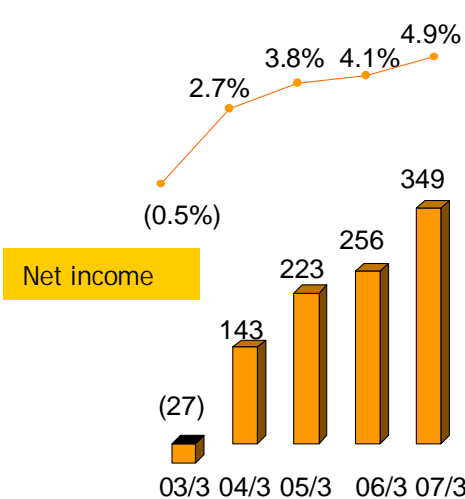
Operating income margin (%)



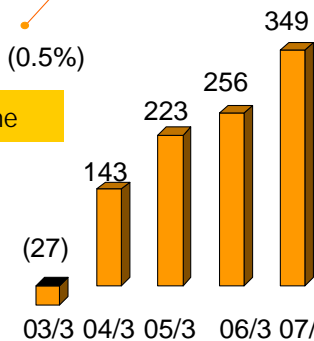
Operating income



Net income margin (%)



Net income

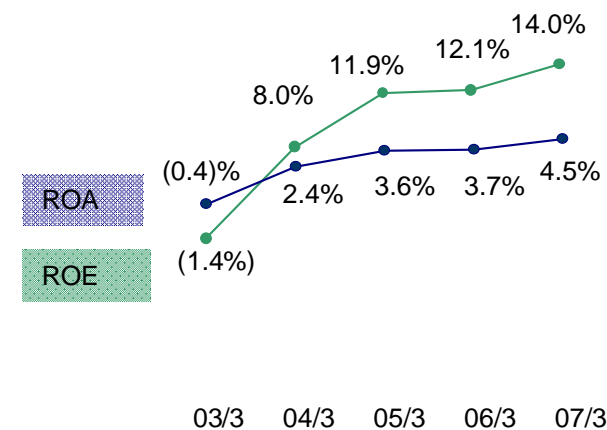
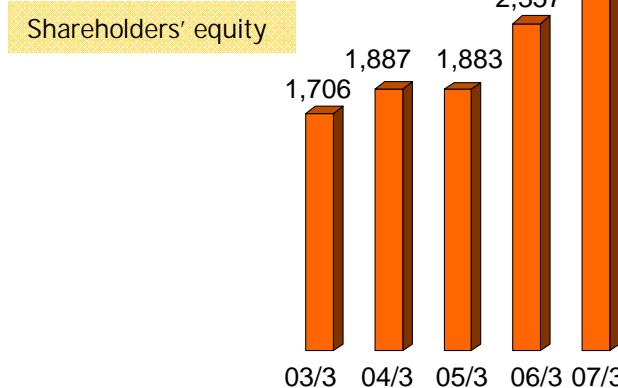
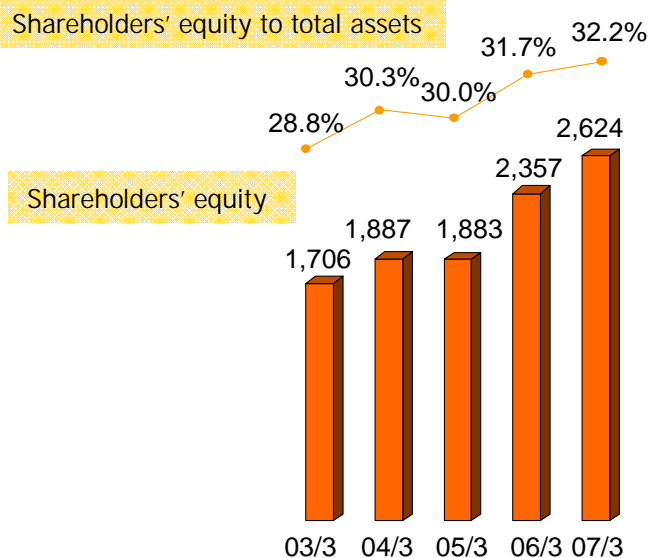
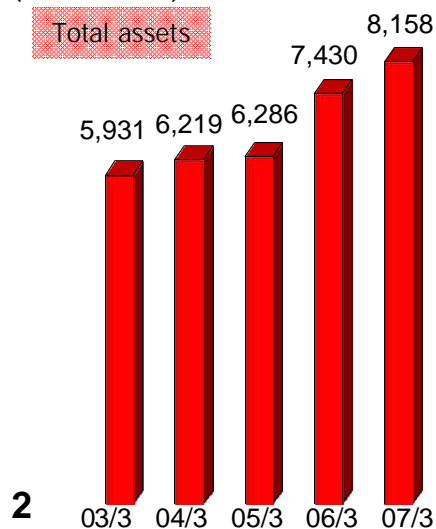


Summary 2

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	FY'02		FY'03		FY'04		FY'05		FY'06	
(¥ Million)	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Total assets	599,820	593,098	615,962	621,877	622,206	628,583	659,259	743,032	746,197	815,788
Shareholders' equity	178,520	170,566	183,230	188,662	179,529	188,265	208,376	235,716	245,602	262,425
Equity ratio	29.8%	28.8%	29.7%	30.3%	28.9%	30.0%	31.6%	31.7%	32.9%	32.2%
Net assets per share	327.18	316.27	339.76	349.83	332.92	349.07	386.38	436.48	454.74	485.62
Interest-bearing debts	255,866	267,779	262,857	246,548	227,398	207,184	207,085	222,918	222,455	255,557
Net D/E Ratio	1.16	1.22	1.15	0.99	1.01	0.89	0.79	0.73	0.71	0.69
Exchange rate :US\$	¥119.50	¥119.90	119.80	107.13	108.43	104.21	110.62	118.07	117.90	118.05
:EURO	¥118.13	¥125.08	136.92	133.74	131.06	141.61	133.63	139.83	149.77	157.33
Ratios										
ROA	0.3 %	(0.4) %	1.2 %	2.4 %	3.8 %	3.6 %	3.1 %	3.7 %	4.6%	4.5%
ROE	0.9 %	(1.4) %	4.3 %	8.0 %	12.8%	11.9 %	10.0 %	12.1 %	14.4 %	14.0%

(¥ 100 Million)



Business Segment Data



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Segments (¥ Million)	FY'03		FY'04		FY'05		FY'06	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Net sales	253,813	522,217	287,287	580,989	302,903	628,474	349,266	717,225
Operating income	9,462	25,972	19,456	38,283	18,414	42,552	30,015	62,383
(%)	3.7%	5.0%	6.8%	6.6%	6.1%	6.8%	8.6%	8.7%
Industrial machinery bearings	87,157	176,299	91,880	185,473	94,839	195,556	105,548	216,338
Operating income	4,873	12,157	9,363	19,949	10,092	22,060	13,568	29,551
(%)	5.6%	6.9%	10.2%	10.8%	10.6%	11.3%	12.9%	13.7%
Automotive products	139,955	285,830	155,523	316,169	168,796	353,124	192,231	397,863
Operating income	7,010	15,713	8,971	15,748	7,471	17,388	10,828	22,687
(%)	5.0%	5.5%	5.8%	5.0%	4.4%	4.9%	5.6%	5.7%
Precision machinery & parts	19,681	47,072	32,411	64,186	32,242	65,831	38,909	77,719
Operating income	(1,479)	(39)	2,605	4,765	1,877	5,567	5,993	11,540
(%)	(7.5%)	(0.1%)	8.0%	7.4%	5.8%	8.5%	15.4%	14.8%
Other	10,224	19,479	10,808	23,239	11,740	23,525	22,581	45,116
Operating income	627	1,178	558	1,844	826	1,304	1,303	2,398
(%)	6.1%	6.0%	5.2%	7.9%	7.0%	5.5%	5.8%	5.3%
Eliminations (Sales)	(3,204)	(6,463)	(3,335)	(8,078)	(4,714)	(9,562)	(10,006)	(19,812)
Eliminations/corporate	(1,569)	(3,037)	(2,041)	(4,023)	(1,852)	(3,767)	(1,679)	(3,795)

Sales by Customer Location

(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Net sales	260,694	522,820	253,813	522,217	287,287	580,989	302,903	628,474	349,266	717,225
Japan	136,564	279,260	132,428	278,645	150,680	310,246	156,347	330,061	176,393	364,395
Non-Japan()	124,130	243,560	121,385	243,572	136,607	270,743	146,556	298,413	172,873	352,830
Americas	43,085	81,785	38,567	74,885	41,107	82,279	44,560	92,367	51,386	105,111
Europe	41,793	81,418	44,058	85,391	48,590	93,625	49,682	98,165	58,913	121,698
Asia	39,251	80,356	38,759	83,295	46,910	94,838	52,312	107,880	62,573	126,021

Not including minor adjustments to match the total

Geographical Segments Data

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(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Net sales	260,694	522,820	253,813	522,217	287,287	580,989	302,903	628,474	349,266	717,225
Operating income	6,488	17,847	9,462	25,972	19,456	38,283	18,414	42,552	30,015	62,383
(%)	2.5%	3.4%	3.7%	5.0%	6.8%	6.6%	6.1%	6.8%	8.6%	8.7%
Japan	191,976	395,535	186,826	391,820	213,314	439,460	227,369	476,166	253,824	522,338
Operating income	6,005	17,167	8,641	22,937	15,567	31,417	15,580	35,556	22,215	47,394
(%)	3.1%	4.3%	4.6%	5.9%	7.3%	7.1%	6.9%	7.5%	8.8%	9.1%
Americas	41,050	77,386	37,947	73,753	40,282	80,515	43,451	90,363	50,212	102,921
Operating income	1,050	1,999	837	584	1,205	2,542	1,344	2,408	2,013	3,806
(%)	2.6%	2.6%	2.2%	0.8%	3.0%	3.2%	3.1%	2.7%	4.0%	3.7%
Europe	43,837	85,001	45,987	89,845	51,454	100,168	53,383	104,936	61,761	127,581
Operating income	(1,201)	(2,351)	262	2,618	2,730	4,790	1,616	4,236	3,187	6,653
(%)	(2.7%)	(2.8%)	0.6%	2.9%	5.3%	4.8%	3.0%	4.0%	5.2%	5.2%
Asia	29,082	57,502	27,993	57,611	31,096	64,205	35,046	75,780	49,542	98,694
Operating income	2,195	4,541	2,183	3,778	1,693	3,262	2,233	5,145	4,551	9,453
(%)	7.5%	7.9%	7.8%	6.6%	5.4%	5.1%	6.4%	6.8%	9.2%	9.6%
Eliminations (sales)	(45,253)	(92,605)	(44,942)	(90,813)	(48,861)	(103,361)	(56,348)	(118,772)	(66,075)	(134,309)
Eliminations/corporate	(1,561)	(3,510)	(2,462)	(3,945)	(1,741)	(3,730)	(2,361)	(4,794)	(1,952)	(4,924)

Not including minor adjustments to match the total

Capital Expenditures, Depreciation and R&D Expenses



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(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Capital expenditure (Except intangible assets)	13,191	23,010	10,808	25,502	15,143	36,912	24,371	47,293	15,554	36,216
Japan	6,120	11,974	5,467	14,799	11,430	25,553	15,222	30,893	9,528	23,444
Americas	2,489	3,672	1,740	2,847	737	1,564	1,943	4,130	2,202	3,644
Europe	2,149	3,727	1,482	2,758	791	3,668	1,761	3,606	1,376	3,158
Asia	2,433	3,637	2,119	5,098	2,185	6,127	5,445	8,664	2,448	5,970
Depreciation (Except intangible assets)	13,965	28,813	13,336	26,598	12,961	27,010	13,403	29,438	16,488	34,504
R&D expenses	4,337	8,307	4,174	8,722	4,736	9,806	4,841	9,728	4,781	9,921

Including minor adjustments to match the total

Inventories

(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Inventories	84,135	83,487	82,637	75,905	76,736	81,730	90,231	101,337	105,266	105,043
Japan	40,952	37,972	36,171	33,770	36,471	37,829	42,157	47,023	49,826	46,285
Americas	14,995	15,180	16,639	14,122	13,167	14,028	16,298	17,870	19,671	19,319
Europe	17,872	19,548	18,999	18,430	16,922	18,601	17,943	20,604	19,680	21,100
Asia	10,316	10,787	10,828	9,583	10,176	11,272	13,833	15,840	16,089	18,339
Inventory turnover (times)	6.2	6.3	6.2	6.9	7.5	7.4	7.0	6.9	6.8	7.0

Including minor adjustments to match the total

Interest-bearings Debts

(¥ Million)	FY'02		FY'03		FY'04		FY'05		FY'06	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Interest-bearing debts	255,866	267,779	262,857	246,548	227,398	207,184	207,085	222,918	222,455	255,557
Short-term loans	91,114	93,102	87,492	77,418	71,096	75,655	86,690	80,184	80,046	84,869
Long-term loans	57,763	57,688	58,376	62,141	59,313	51,529	40,395	42,733	52,409	45,687
Commercial paper								5,000	5,000	
Corporate bonds	106,989	116,989	116,989	106,989	96,989	80,000	80,000	95,000	85,000	125,000
Net D/E ratio	1.16	1.22	1.15	0.99	1.01	0.89	0.79	0.73	0.71	0.69

Consolidated Balance Sheets



(¥ Million)	FY'02	FY'02	FY'03	FY'03	FY'04	FY'04	FY'05	FY'05	FY'06	FY'06
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Total assets	599,820	593,098	615,962	621,877	622,206	628,583	659,259	743,032	746,197	815,788
Current assets	275,759	285,749	282,879	295,491	284,438	278,678	286,501	313,569	325,030	389,067
Cash and deposits	29,845	37,271	29,326	43,533	33,736	25,935	31,861	47,332	44,163	68,354
Notes and accounts receivable	119,161	113,513	114,448	121,208	127,557	111,821	115,840	115,232	125,611	131,417
Marketable securities	12,391	17,565	15,743	9,385	9,425	8,596	8,498	11,261	11,667	40,339
Inventories	84,135	83,487	82,637	75,905	76,736	81,730	90,231	101,337	105,266	105,043
Other current assets	30,227	33,913	40,725	45,460	36,984	50,596	40,071	38,407	38,323	43,914
Non-current assets	324,061	307,349	333,082	326,386	337,767	349,905	372,758	429,462	421,166	426,721
Property, plant and equipment	205,100	198,635	205,321	196,810	198,662	204,604	216,561	250,230	251,525	256,872
Intangible fixed assets	2,625	2,732	8,542	8,368	8,395	8,385	8,793	9,988	9,626	9,438
Investments and other assets	116,336	105,982	119,219	121,208	130,710	136,916	147,404	169,244	160,015	160,411
Total liabilities	409,162	410,795	420,309	421,137	430,051	428,721	438,621	495,208	487,668	539,061
Current liabilities	231,341	227,314	225,953	245,588	237,307	234,300	261,695	266,834	269,272	297,489
Notes and accounts payable	85,390	87,382	75,996	83,713	92,169	97,623	102,832	111,992	118,131	122,115
Short-term loans, CP, current portion of bonds	101,114	103,102	107,492	114,407	98,085	85,655	106,690	95,184	95,046	107,869
Other current liabilities	44,837	36,830	42,465	47,468	47,053	51,022	52,173	59,658	56,095	67,505
Long-term liabilities	177,821	183,481	194,356	175,548	192,744	194,420	176,925	228,373	218,395	241,571
Corporate bonds	96,989	106,989	96,989	70,000	70,000	70,000	60,000	85,000	75,000	102,000
Long-term loans	57,763	57,688	58,376	62,141	59,313	51,529	40,395	42,733	52,409	45,687
Other long-term liabilities	23,069	18,804	38,991	43,407	63,431	72,891	76,530	100,640	90,986	93,884
Minority interests	12,137	11,736	12,421	12,077	12,625	11,596	12,261	12,107	-	-
Shareholders' equity	178,520	170,566	183,230	188,662	179,529	188,265	208,376	235,716	-	-
Common stock	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	-	-
Capital surplus	77,923	77,923	77,924	77,923	77,924	77,925	77,948	78,097	-	-
Retained earnings	53,405	48,366	50,858	58,856	50,631	55,783	62,767	71,241	-	-
Unrealized holding gains on securities	5,192	5,133	14,696	19,127	17,502	21,244	29,329	42,297	-	-
Translation adjustments	(22,752)	(23,670)	(23,053)	(30,061)	(29,322)	(29,447)	(24,460)	(18,871)	-	-
Treasury stock, etc.	(2,424)	(4,362)	(4,371)	(4,359)	(4,382)	(4,416)	(4,384)	(4,224)	-	-
Total liabilities and shareholders' equity	599,820	593,098	615,962	621,877	622,206	628,583	659,259	743,032	-	-
Net assets	-	-	-	-	-	-	-	-	258,529	276,727
Shareholders' equity	-	-	-	-	-	-	-	-	249,891	262,736
Common stock	-	-	-	-	-	-	-	-	67,176	67,176
Capital surplus	-	-	-	-	-	-	-	-	78,149	78,238
Retained earnings	-	-	-	-	-	-	-	-	108,736	121,441
Treasury stock	-	-	-	-	-	-	-	-	(4,170)	(4,119)
Differences on revaluation and translation	-	-	-	-	-	-	-	-	(4,289)	(311)
Unrealized holding gains on securities	-	-	-	-	-	-	-	-	36,058	36,548
Translation adjustments	-	-	-	-	-	-	-	-	(17,256)	(11,963)
Loss on retirement benefits obligation by subsidiaries in the U.K.	-	-	-	-	-	-	-	-	(23,091)	(24,895)
Stock acquisition rights	-	-	-	-	-	-	-	-	16	56
Minority interests	-	-	-	-	-	-	-	-	12,910	14,245
Total liabilities and net assets	-	-	-	-	-	-	-	-	746,197	815,788

Consolidated Statements of Operations **NSK**

(¥ Million)	FY'02 1st half	FY'02 Full year	FY'03 1st half	FY'03 Full year	FY'04 1st half	FY'04 Full year	FY'05 1st half	FY'05 Full year	FY'06 1st half	FY'06 Full year
Net sales	260,694	522,820	253,813	522,217	287,287	580,989	302,903	628,474	349,266	717,225
Japan	136,564	279,260	132,428	278,645	150,680	310,246	156,348	330,061	176,393	364,395
Non-Japan	124,130	243,560	121,385	243,572	136,607	270,743	146,555	298,413	172,873	352,830
Cost of sales	211,699	420,104	200,666	409,900	222,979	450,305	235,641	487,717	269,058	551,069
(%)	81.2%	80.4%	79.1%	78.5%	77.6%	77.5%	77.8%	77.6%	77.0%	76.8%
Selling, general and administrative expenses	42,506	84,867	43,684	86,345	44,851	92,400	48,846	98,204	50,191	103,772
Operating income	6,488	17,847	9,462	25,972	19,456	38,283	18,414	42,552	30,015	62,383
(%)	2.5%	3.4%	3.7%	5.0%	6.8%	6.6%	6.1%	6.8%	8.6%	8.7%
Non-operating income	4,032	8,100	3,526	7,673	3,788	7,046	3,890	8,816	4,601	9,783
Interest and dividend income	989	1,815	717	1,424	916	1,406	930	1,795	1,255	2,425
Equity in earnings of affiliated companies	1,546	3,378	1,209	2,943	1,283	3,078	1,635	3,727	1,535	3,925
Others	1,497	2,907	1,600	3,306	1,589	2,562	1,325	3,294	1,810	3,431
Non-operating expenses	7,315	15,126	6,906	14,526	5,489	12,229	5,405	12,452	6,860	14,571
Interest expenses	3,365	6,567	3,169	6,058	2,520	5,005	2,241	4,566	2,578	5,473
Others	3,950	8,559	3,737	8,468	2,969	7,224	3,164	7,886	4,282	9,098
Ordinary income	3,206	10,821	6,083	19,119	17,755	33,100	16,899	38,916	27,756	57,595
(%)	1.2%	2.1%	2.4%	3.7%	6.2%	5.7%	5.6%	6.2%	7.9%	8.0%
Extraordinary income	14,979	15,977	2,721	8,504	1,840	2,363	3,960	7,561	229	1,883
Extraordinary losses	10,658	28,925	769	1,172	90	432	1,811	3,409	-	2,441
Net income (loss) before income taxes and minority interests	7,526	(2,127)	8,034	26,451	19,505	35,031	19,048	43,068	27,985	57,037
Income taxes: Current	1,814	5,380	6,176	9,461	4,612	8,890	3,371	11,925	8,135	17,371
Income taxes: Tax refunds	-	216	-	194	-	-	-	-	-	-
Income taxes: Deferred	5,051	(4,193)	(2,195)	2,206	2,472	2,711	5,102	4,486	1,794	2,827
Minority interests in earnings of consolidated subsidiaries, etc.	(188)	(426)	211	684	604	1,080	621	1,069	773	1,985
Net income (loss)	848	(2,670)	3,842	14,293	11,816	22,349	9,953	25,586	17,281	34,853
(%)	0.3%	(0.5%)	1.5%	2.7%	4.1%	3.8%	3.3%	4.1%	4.9%	4.9%
(Ref) Non-consolidated net income	3,735	3,290	3,072	3,167	3,243	6,933	7,318	12,376	8,174	15,247
Ratio of consolidated to non-consolidated net income	0.23	-	-	4.51	3.64	3.22	1.36	2.07	2.11	2.29
Consolidated ROE	1.0%	-	-	8.0%	13.2%	11.9%	10.0%	12.1%	14.4%	14.0%
Net income (loss) per share	¥1.54	(¥5.22)	¥7.12	¥26.12	¥21.91	¥41.35	¥18.46	¥47.28	¥32.01	¥64.53

Consolidated Statements of Cash Flows



(¥ Million)	FY'02	FY'02	FY'03	FY'03	FY'04	FY'04	FY'05	FY'05	FY'06	FY'06
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
Operating activities	19,838	30,961	12,273	37,889	20,952	57,987	20,295	66,332	22,877	64,153
Income before income taxes and minority intersets	7,526	(2,127)	8,034	26,451	19,505	35,031	19,048	43,068	27,985	57,037
Depreciation and amortization	13,964	28,812	13,335	26,909	13,147	27,435	13,695	30,099	16,892	35,316
Amortization of excess of cost over net assets acquired	-	-	142	427	285	570	205	490	-	-
Amortization of goodwill	-	-	-	-	-	-	-	-	350	730
(Decrease) increase in allowance for doubtful accounts	(88)	(1,060)	659	208	(84)	(442)	335	309	(136)	(44)
(Decrease) increase in provision for retirement benefits and prepaid pension cost	(14,326)	(15,076)	1,045	1,375	(17,117)	(16,849)	1,978	2,344	(7,728)	(11,010)
Interest and dividend income	(989)	(1,815)	(717)	(1,424)	(916)	(1,406)	(930)	(1,795)	(1,255)	(2,425)
Interest expenses	3,365	6,567	3,169	6,058	2,520	5,005	2,241	4,566	2,578	5,473
Equity in earnings of affiliated companies	(1,546)	(3,378)	(1,209)	(2,943)	(1,283)	(3,078)	(1,635)	(3,727)	(1,535)	(3,925)
Gain on sales of property, plant and equipment	(761)	(881)	-	-	-	-	(1,434)	(1,681)	(229)	(1,342)
Loss on disposal of property, plant and equipment	-	-	769	1,147	-	193	-	-	-	-
Gain on sales of investment securities	(2,326)	(3,203)	(2,207)	(7,663)	(781)	(1,304)	(2,526)	(5,879)	(81)	-
Loss on divaluation of investment securities	216	12,899	-	90	81	-	-	-	-	-
Gain on sales of investments in affiliated companies	-	-	(513)	(840)	-	-	-	-	-	(594)
Loss on sales of investments in affiliated companies	844	844	-	24	-	157	-	-	-	-
Business restructuring expenses	790	2,087	-	-	-	-	-	-	-	1,903
Decrease (increase) in notes and accounts receivable	(8,956)	(2,354)	(2,750)	(12,863)	(6,411)	10,280	(3,308)	3,491	(3,613)	(7,884)
Decrease (increase) in inventories	9,381	10,577	2,522	5,658	(976)	(5,171)	(7,584)	(10,665)	(1,953)	477
Increase (decrease) in notes and accounts payable	(427)	1,316	(7,039)	1,216	8,430	13,776	5,166	10,069	4,700	8,223
Other	14,985	3,252	2,170	3,993	10,882	5,181	568	6,404	(4,545)	(2,575)
Subtotal	21,653	36,459	17,412	47,735	27,290	69,461	25,821	77,095	31,509	79,357
Interest and dividends received	1,876	3,367	1,501	2,912	2,851	4,231	1,856	3,757	3,589	7,339
Interest paid	(4,304)	(7,475)	(3,242)	(6,185)	(2,653)	(5,147)	(2,272)	(4,414)	(2,797)	(5,660)
Income taxes paid	612	(1,389)	(3,398)	(6,573)	(6,536)	(10,557)	(5,110)	(10,105)	(9,423)	(16,883)
Investing activities	(8,077)	(16,223)	(13,959)	(16,958)	(13,492)	(31,638)	(15,283)	(62,386)	(18,943)	(64,600)
Net (increase) in time deposit	-	-	-	-	-	-	-	-	-	(10,220)
Payments for acquisition of marketable securities	-	-	-	-	-	-	-	-	-	(17,973)
Proceeds from sales of marketable securities	-	-	-	-	-	-	-	-	1,500	2,524
Additions to property, plant and equipment	(12,994)	(24,734)	(9,577)	(21,646)	(15,096)	(33,741)	(21,758)	(47,157)	(19,503)	(39,062)
Proceeds from sales of property, plant and equipment	1,710	3,065	2,490	3,376	1,367	1,854	2,182	3,148	490	2,020
Acquisition of investment securities	(435)	(1,088)	(23)	(34)	(111)	(133)	(28)	(42)	(921)	(1,245)
Proceeds from sales of investment securities	3,291	7,227	3,652	12,415	1,278	2,206	5,033	9,655	20	45
Payments for acquisition of subsidiaries' stock resulting in changes in scope of consolidation	-	-	(9,339)	(9,339)	-	-	-	(27,539)	-	-
Payments for sales of subsidiaries' stock resulting in changes in scope of consolidation	-	-	(218)	(355)	-	(871)	(130)	(130)	-	-
Proceeds from sales of subsidiaries' stock resulting in changes in scope of consolidation	1,046	1,046	-	-	-	-	-	-	-	1,861
Payments for acquisition of stocks in companies accounted for by equity method	(147)	(565)	(95)	(589)	-	-	(618)	-	-	-
Proceeds from sales of stocks in companies accounted for by equity method	-	-	-	133	-	782	782	-	-	-
Payments for advances	(5)	(178)	(362)	(459)	(95)	(226)	(17)	(73)	(15)	(285)
Proceeds from collection of advances	105	198	86	204	85	220	100	158	39	124
Other	(647)	(1,194)	(572)	(663)	(919)	(946)	(828)	(1,187)	(552)	(2,391)
Financing activities	(18,235)	(11,819)	(5,612)	(20,730)	(20,937)	(46,129)	(2,375)	7,600	(6,811)	20,929
Net increase (decrease) in short-term loans	(6,364)	(7,025)	(4,638)	(8,878)	(8,127)	(12,306)	4,439	336	7,914	4,704
Net increase (decrease) in commercial paper issued	-	-	-	-	-	-	-	5,000	-	(5,000)
Increase in Long-term loans	3,018	13,014	2,475	8,745	674	962	0	7,772	10,116	13,238
Long-term debt-repayments	(1,647)	(11,148)	(1,990)	(7,749)	(1,124)	(2,223)	(3,733)	(13,978)	(10,935)	(14,515)
Proceeds from the issue of corporate bonds	-	20,000	-	-	-	10,000	-	25,000	-	40,000
Payments for redemption of corporate bonds	(10,000)	(20,000)	-	(10,000)	(10,000)	(36,989)	-	(10,000)	(10,000)	(10,000)
Payments for acquisition of treasury stock	(1,754)	(3,665)	(6)	(17)	(21)	(58)	(20)	(59)	(43)	(121)
Dividends paid	(1,375)	(2,721)	(1,349)	(2,698)	(2,158)	(5,126)	(2,966)	(5,935)	(3,781)	(7,291)
Dividends paid to minority stockholders	(23)	(140)	(37)	(126)	(112)	(231)	(86)	(131)	(196)	(435)
Other	(89)	(132)	(65)	(6)	(68)	(157)	(8)	(402)	114	350
Effect of exchange rate changes on cash and cash equivalents	(624)	(539)	706	(145)	(316)	175	388	878	160	969
Net increase (decrease) in cash and cash equivalents	(7,097)	2,380	(6,591)	54	(13,794)	(19,605)	3,024	12,424	(2,716)	21,452
Cash and cash equivalents at the beginning of the period	56,558	56,558	58,938	58,938	58,993	58,993	39,387	39,387	51,812	51,812
Increase in cash and cash equivalents resulting in changes in settlement period for consolidated subsidiaries	-	-	-	-	-	-	-	-	54	54
Cash and cash equivalents at the end of the period	49,460	58,938	52,346	58,993	45,198	39,387	42,412	51,812	49,150	73,319

Number of Employees

NSK
< Consolidated >

(Persons)	FY'02		FY'03		FY'04		FY'05		FY'06	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Consolidated	20,624	20,351	20,052	19,772	20,310	20,737	21,601	22,639	23,259	23,413
Japan	8,520	8,336	8,975	8,819	8,850	8,843	9,083	9,742	10,129	10,128
Parent company (Non-consolidated)	5,375	3,619	3,697	3,680	3,661	3,664	4,247	4,272	4,490	4,519
Americas	2,992	2,996	3,039	3,058	3,036	3,122	3,149	3,102	3,120	3,115
Europe	5,562	4,970	4,559	4,254	4,448	4,321	4,176	4,234	4,188	4,120
Asia	3,550	4,049	3,479	3,641	3,976	4,451	5,193	5,561	5,822	6,050

"Parent company (Non-consolidated)" does not include the number of employees assigned to consolidated subsidiaries, etc.