



At a Glance

Foundation

1916

Number of Employees

30,378

 (consolidated)

(As of March 31, 2021)

Market Share

Share in Japan **No.1** Global share **No.3**

Bearing sales

Number of Global Sites

32 countries and regions worldwide **205** locations

(146 locations overseas)

Headquarters.....6 Sales sites, etc.....112
Production sites.....66 R&D centers.....21

(As of March 31, 2021)

Major Competitive Advantages of NSK's Business

- ▶ Extensive product lineup as a comprehensive bearing manufacturer
- ▶ Accumulated expertise in customer needs and technology for a wide range of industries and applications
- ▶ Diverse business relationships/customer base including machinery manufacturers, automakers, auto component manufacturers, distributors, sales outlets, and suppliers, etc.
- ▶ Technological capabilities in technical development, proposals, and problem-solving based on our Four Core Technologies plus One
- ▶ Global manufacturing, supply, and technical support capabilities delivered via a global network
- ▶ Global management system

NSK Report 2021 Editorial Policy

The NSK Report 2021 is designed to provide readers with a deeper understanding of how the Company works with stakeholders to create collaborative value that meets the expectations of the world over the mid- to long-term based on its Motion & Control™ concept, and of the processes that will achieve both social contribution and corporate development.

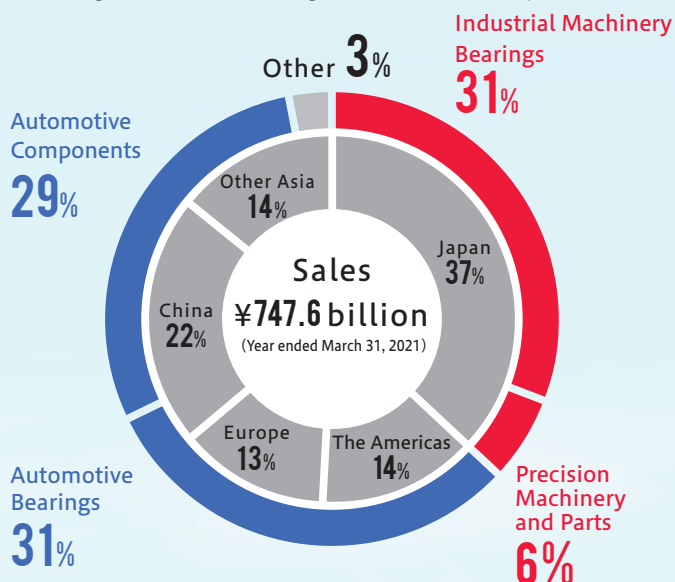
This Report provides a concise summary of all information deemed important in the Group's efforts to create collaborative value. For more detailed

information about the NSK Group's products, business and financials, we ask that you refer to the Company's website. Detailed information about NSK's sustainability can be found in the Sustainability Website. In putting together this Report, we referred to the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC, currently the VRF*) and the Guidance for Collaborative Value Creation formulated by Japan's Ministry of Economy, Trade, and Industry.

*In June 2021, the International Integrated Reporting Council (IIRC) merged with the Sustainability Accounting Standards Board (SASB) to form the Value Reporting Foundation (VRF).

Sales Breakdown by Business Segment/by Region

NSK is involved in two business segments: the Industrial Machinery Business, consisting of industrial machinery bearings and precision machinery and parts, and the Automotive Business, consisting of automotive bearings and automotive components.



Industrial Machinery Business **¥275.2 billion**

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, typical precision machinery such as linear motion products, including ball screws and linear guides, as well as mechatronics parts, including XY tables, play a key role in machine tools and semiconductor production equipment that require precision positioning.

Automotive Business **¥449.7 billion**

This segment provides various types of bearings, automatic transmission products, electric power steering, ball screws for electric brakes, and other parts that are used in automobiles. Amid the accelerating innovation in automobile technologies, such as power source diversification and autonomous driving, the Company is advancing the development of new technologies and products, creating new value, and working on valuable proposals.

Disclaimer

Statements made in this integrated report with respect to plans, strategies, and future performance that are not historical facts are forward-looking statements. NSK cautions that several factors could cause actual results to differ materially from those discussed in forward-looking statements. This document is an English translation of NSK Report 2021 dated September 30, 2021, that was originally prepared in the Japanese language, and it is provided for convenience purposes only. Therefore, this document does not include any event that has occurred, or has been found to have occurred, on or after September 30, 2021. NSK makes no representation or warranty that this document is a complete or accurate translation of the original Japanese text, and it is not intended to be relied upon. If there is a discrepancy between the Japanese and English versions, the Japanese version shall prevail. This document is not intended and should not be construed as an inducement to purchase or sell stock in NSK.

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