

NSK Group

As of March 31, 2021

| Region | Company Name | Consolidated Equity | Outline of Business |
|------------------------------|--|--|--|
| Japan | NSK STEERING SYSTEMS CO., LTD. | 100.0% | Manufacture of automotive components |
| | NSK MICRO PRECISION CO., LTD. | 55.0% | Manufacture and sales of industrial machinery bearings, etc. |
| | NSK MICRO PRECISION CO., LTD. (NAGANO) | 100.0% | Manufacture of industrial machinery bearings, etc. |
| | AMATSUJI STEEL BALL MFG. CO., LTD. | 100.0% | Manufacture and sales of steel balls |
| | AKS EAST JAPAN CO., LTD. | 100.0% | Manufacture of steel balls |
| | NSK KYUSHU CO., LTD. | 100.0% | Manufacture of precision machinery & parts |
| | ASAHI SEIKI CO., LTD. | 73.8% | Manufacture of industrial machinery bearing parts, etc. |
| | SHINWA SEIKO CO., LTD. | 82.4% | Manufacture of automotive bearing parts, etc. |
| | NSK TOYAMA CO., LTD. | 100.0% | Manufacture of industrial machinery bearing parts |
| | NSK MACHINERY CO., LTD. | 100.0% | Manufacture of machine tools, etc. |
| | KURIBAYASHI SEISAKUSHO CO., LTD. | 73.5% | Manufacture and sales of automotive bearing parts |
| | NSK REAL ESTATE CO., LTD. | 100.0% | Real estate management and rental, etc. |
| | NISSEI BLDG. MANAGEMENT LTD. | 70.0% | Management of Nissei Building |
| | NSK HUMAN RESOURCE SERVICES LTD. | 100.0% | Consignment services for salary and welfare |
| | NSK LOGISTICS CO., LTD. | 100.0% | Distribution service |
| | NSK NETWORK AND SYSTEMS CO., LTD. | 100.0% | Design and development for computer systems, etc. |
| NSK-CHUGAI, LTD. | 65.0% | Sales of electrical components and insurance agent, etc. | |
| ADTECH CORPORATION | 100.0% | Research and development of automotive components | |
| NSK-WARNER K.K. | 50.0% | Manufacture and sales of automotive-related products | |
| CHITOSE SANGYO CO., LTD. | 50.0% | Manufacture of automotive-related products | |
| INOUE JIKUKE KOGYO CO., LTD. | 40.0% | Manufacture and sales of industrial machinery bearings | |

THE AMERICAS

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| U.S.A. | NSK AMERICAS, INC. | 100.0% | Control of American subsidiaries and affiliates |
| | NSK CORPORATION | 100.0% | Manufacture and sales of automotive bearings, etc. |
| | NSK PRECISION AMERICA, INC. | 100.0% | Manufacture and sales of precision machinery & parts |
| | NSK LATIN AMERICA, INC. | 100.0% | Sales of industrial machinery bearings, etc. |
| | NSK STEERING SYSTEMS AMERICA, INC. | 100.0% | Manufacture and sales of automotive components |
| | NSK-AKS PRECISION BALL COMPANY | 100.0% | Manufacture and sales of steel balls |
| | BK VIBRO AMERICA INC. | 100.0% | Manufacture of condition monitoring equipment and sale and provision of condition monitoring services |
| Canada | NSK CANADA INC. | 100.0% | Sales of industrial machinery bearings, etc. |
| Mexico | NSK RODAMIENTOS MEXICANA, S.A. DE C.V. | 100.0% | Sales of industrial machinery bearings, etc. |
| | NSK BEARINGS MANUFACTURING, MEXICO, S.A. DE C.V. | 100.0% | Manufacture of automotive bearings, etc. |
| Brazil | NSK BRASIL LTDA. | 100.0% | Manufacture and sales of industrial machinery bearings, etc. |
| Argentina | NSK ARGENTINA S.R.L. | 100.0% | Sales of industrial machinery bearings, etc. |
| Peru | NSK PERU S.A.C. | 100.0% | Sales support of industrial machinery bearings, etc. |

EUROPE

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| U.K. | NSK EUROPE LTD. | 100.0% | Control of European subsidiaries and affiliates |
| | NSK BEARINGS EUROPE LTD. | 100.0% | Manufacture of automotive bearings, etc. |
| | NSK PRECISION UK LTD. | 100.0% | Manufacture of precision machinery & parts |
| | NSK UK LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| | NSK STEERING SYSTEMS EUROPE LTD. | 100.0% | Manufacture of automotive components |
| | AKS PRECISION BALL EUROPE LTD. | 100.0% | Manufacture and sales of steel balls |
| Germany | NSK EUROPA HOLDING GMBH | 100.0% | Holding company of subsidiaries in Germany |
| | NSK DEUTSCHLAND GMBH | 100.0% | Sales of industrial machinery bearings, etc. |
| | NEUWEG FERTIGUNG GMBH | 100.0% | Manufacture of industrial machinery bearings |
| | BRÜEL & KJÆR VIBRO GMBH | 100.0% | Manufacture of condition monitoring equipment and sale and provision of condition monitoring services |
| France | NSK FRANCE S.A.S. | 100.0% | Sales of industrial machinery bearings, etc. |
| Italy | NSK ITALIA S.P.A. | 100.0% | Sales of industrial machinery bearings, etc. |

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|--------------|---|---------------------|--|
| Spain | NSK SPAIN S.A. | 100.0% | Sales of industrial machinery bearings, etc. |
| Netherlands | NSK EUROPEAN DISTRIBUTION CENTRE B.V. | 100.0% | Distribution service |
| Poland | NSK BEARINGS POLSKA S.A. | 95.5% | Manufacture of industrial machinery bearings, etc. |
| | NSK POLSKA SP. Z O.O. | 100.0% | Sales of industrial machinery bearings, etc. |
| | NSK STEERING SYSTEMS EUROPE (POLSKA) SP. Z O.O. | 100.0% | Manufacture of automotive components |
| | NSK NEEDLE BEARING POLAND SP. Z O.O. | 100.0% | Manufacture of automotive bearings |
| | AKS PRECISION BALL POLSKA SP. Z O.O. | 100.0% | Manufacture and sales of steel balls |
| Denmark | BRÜEL & KJÆR VIBRO A/S | 100.0% | Development of condition monitoring equipment |
| Turkey | NSK RULMANLARI ORTA DOGU TIC. LTD. STI (NSK BEARINGS MIDDLE EAST TRADING CO., LTD.) | 100.0% | Sales of industrial machinery bearings, etc. |
| South Africa | NSK SOUTH AFRICA (PTY) LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| Morocco | NSK STEERING SYSTEMS MOROCCO S.A.R.L | 100.0% | Manufacture of automotive components |

ASIA

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| China | NSK (CHINA) INVESTMENT CO., LTD. | 100.0% | Control of Chinese subsidiaries and affiliates, sales of bearings, etc. |
| | KUNSHAN NSK CO., LTD. | 85.0% | Manufacture of automotive bearings, etc. |
| | NSK STEERING SYSTEMS DONGGUAN CO., LTD. | 100.0% | Manufacture of automotive components |
| | ZHANGJIAGANG NSK PRECISION MACHINERY CO., LTD. | 100.0% | Manufacture of automotive bearing parts, etc. |
| | CHANGSHU NSK NEEDLE BEARING CO., LTD. | 100.0% | Manufacture of automotive bearings |
| | AKS PRECISION BALL (HANGZHOU) CO., LTD. | 100.0% | Manufacture and sales of steel balls |
| | SUZHOU NSK BEARINGS CO., LTD. | 100.0% | Manufacture of automotive bearings |
| | NSK (CHINA) RESEARCH AND DEVELOPMENT CO., LTD. | 100.0% | Research and development of automotive bearings, etc. |
| | NSK HANGZHOU AUTOMOTIVE COMPONENTS CO., LTD. | 100.0% | Manufacture of automotive components |
| | NSK HANGZHOU AUTOMOBILE ELECTRONIC TECHNOLOGY CO., LTD. | 100.0% | Manufacture of automotive components |
| | SHENYANG NSK PRECISION CO., LTD. | 100.0% | Manufacture of precision machinery & parts |
| | SHENYANG NSK CO., LTD. | 100.0% | Manufacture of industrial machinery bearings |
| | HEFEI NSK CO., LTD. | 100.0% | Manufacture of industrial machinery bearings, etc. |
| TOHSHIN-NSK ROLLERS (SUZHOU) CO., LTD. | 40.0% | Manufacture of automotive bearing parts | |
| Hong Kong | NSK HONG KONG LTD. | 70.0% | Sales of industrial machinery bearings, etc. |
| Taiwan | TAIWAN NSK PRECISION CO., LTD. | 70.0% | Sales of precision machinery & parts |
| Singapore | NSK ASEAN AND OCEANIA PTE. LTD. | 100.0% | Control of ASEAN and OCEANIA subsidiaries and affiliates |
| | NSK INTERNATIONAL (SINGAPORE) PTE LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| | NSK SINGAPORE (PRIVATE) LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| Indonesia | PT. NSK BEARINGS MANUFACTURING INDONESIA | 100.0% | Manufacture of industrial machinery bearings, etc. |
| | PT. NSK INDONESIA | 100.0% | Sales of industrial machinery bearings, etc. |
| | PT. AKS PRECISION BALL INDONESIA | 100.0% | Manufacture and sales of steel balls |
| Thailand | NSK BEARINGS MANUFACTURING (THAILAND) CO., LTD. | 74.9% | Manufacture and sales of automotive bearings |
| | SIAM NSK STEERING SYSTEMS CO., LTD. | 74.9% | Manufacture and sales of automotive components |
| | NSK ASIA PACIFIC TECHNOLOGY CENTRE (THAILAND) CO., LTD. | 100.0% | Development of products, etc. |
| | NSK BEARINGS (THAILAND) CO., LTD. | 49.0% | Sales of industrial machinery bearings, etc. |
| Malaysia | NSK BEARINGS (MALAYSIA) SDN. BHD. | 51.0% | Sales of industrial machinery bearings, etc. |
| | NSK MICRO PRECISION (M) SDN. BHD. | 100.0% | Manufacture of industrial machinery bearings, etc. |
| | ISC MICRO PRECISION SDN. BHD. | 100.0% | Manufacture of industrial machinery bearings, etc. |
| Vietnam | NSK VIETNAM CO., LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| Australia | NSK AUSTRALIA PTY. LTD. | 100.0% | Sales of industrial machinery bearings, etc. |
| New Zealand | NSK NEW ZEALAND LIMITED | 100.0% | Sales of industrial machinery bearings, etc. |
| India | NSK BEARINGS INDIA PRIVATE LIMITED | 100.0% | Manufacture and sales of automotive bearings, etc. |
| | RANE NSK STEERING SYSTEMS PRIVATE LTD. | 51.0% | Manufacture and sales of automotive components |
| South Korea | NSK KOREA CO., LTD. | 100.0% | Manufacture and sales of automotive bearings, etc. |