

NSK

NSK Ltd.

FINANCIAL CONFERENCE
Consolidated Business Results
for the First Half
Ended September 30, 2024



Change & Go Beyond

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 the primary version.

November 1, 2024

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Contents

- 1 . Consolidated Business Results for the First Half of the Year Ending March 31, 2025**
- 2 . Consolidated Business Forecast for the Year Ending March 31, 2025**
- 3 . MTP2026 Profitability Improvement Measures
(Supplementary Information)**

Contents

- 1 . Consolidated Business Results for the First Half of the Year Ending March 31, 2025**
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Key Points - Consolidated Business Results

for FY2024 H1 (Continuing operations)



FY24 H1 Result

- Recovery trend in Industrial Business more gradual than expected.
- YOY decline in global automotive production volume. Volume slightly below forecast.
- Achieved H1 forecast published in May 2024.
 - » Sales ¥397.6 bn YOY + 2.8% vs. FCST + 1.2%
 - » Operating income ¥9.7 bn YOY -12.8% vs. FCST +21.3%

FY24 Full Year Forecast

- Revised down forecast for FY24 full year
 - » Sales ¥790.0 bn (-¥30.0 bn from May forecast)
 - » Operating income ¥22.0 bn (-¥14.0 bn from May forecast)

Shareholder Returns

- Plan remains unchanged
Interim dividend: ¥17/share Full Year Dividend: ¥34/share

Mid-Term Actions

- Implementing structural reforms and reorganizing production to improve profitability.

Summary of Consolidated Business Results for FY2024 H1

- ✓ YOY sales up, operating income down. Sales declined in real terms excluding forex impact.
- ✓ Operating income declined due to one-time expenses of ¥2.0 billion related to structural reforms.
- ✓ H1 result on par with May forecast.

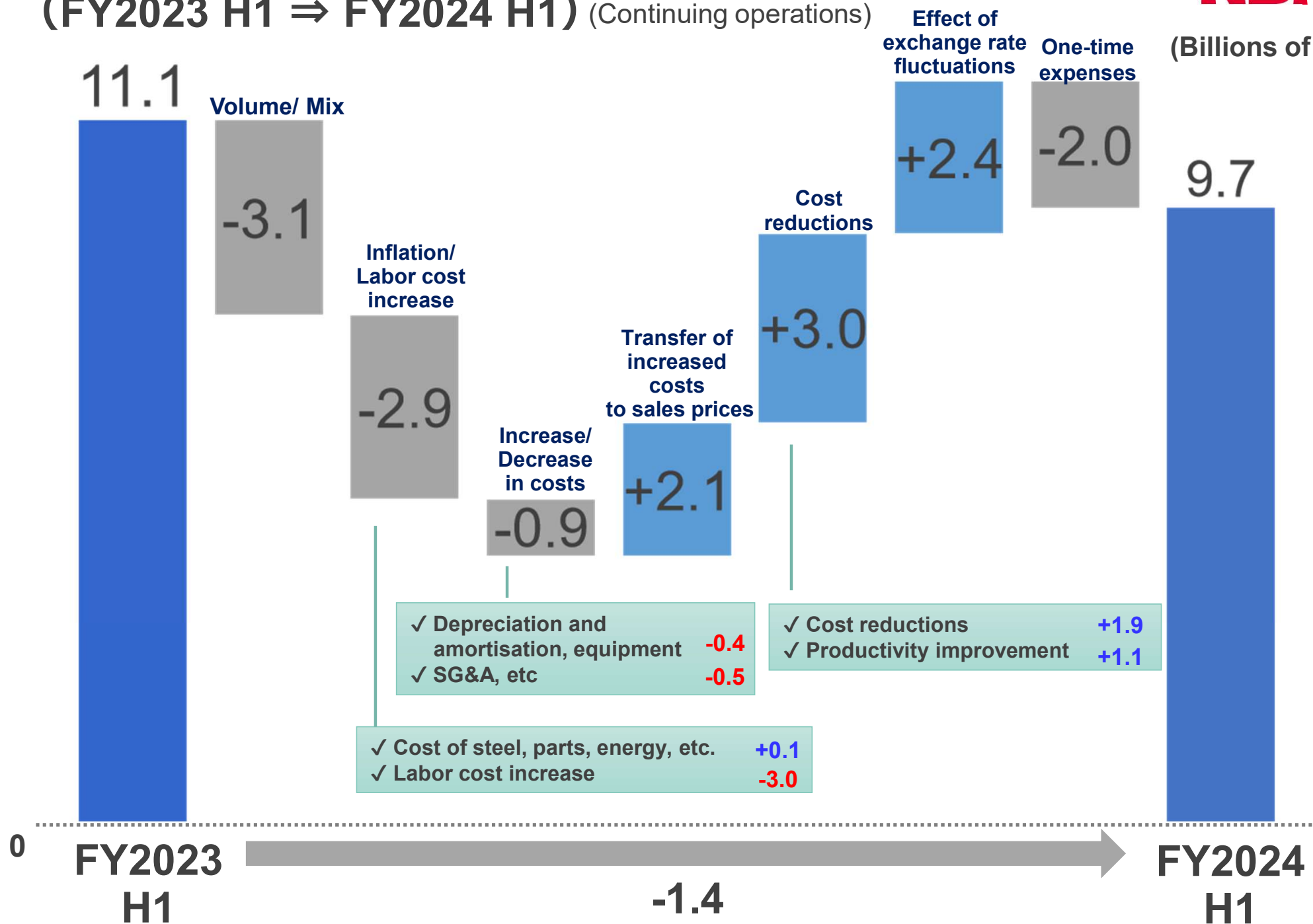
	(Billions of yen)	FY2023	FY2024	Increase/ Decrease YOY	Difference YOY	FY2024	vs. Forecast		
		H1 Actual	H1 Actual	(Effect of exchange rate fluctuations)		H1 Forecast	Increase/ Decrease	Difference	
Continuing operations	Sales	386.7	397.6	+11.0 +16.1	+2.8%	393.0	+4.6	+1.2%	
	Operating income	11.1	9.7	-1.4 +2.4	-12.8%	8.0	+1.7	+21.3%	
	(%)	2.9%	2.4%*	* 2.9% excluding one-time expenses of ¥2.0 bn					
	Income before income taxes	10.5	7.7	-2.8	-26.5%	7.0	+0.7	+10.5%	
	Net income attributable to owners of the parent	5.7	3.7	-2.0	-35.0%	—	—	—	
Continuing and discontinued operations	Net income attributable to owners of the parent	0.7	2.0	**	+1.3	+198.5%	0.5	+1.5	+293.8%
	(Ex. rate: 1USD=)	141.0	152.6	+11.6	+8.2%	145.0	+7.6	+5.3%	
	(" 1EUR=)	153.4	165.9	+12.6	+8.2%	155.0	+10.9	+7.1%	
	(" 1CNY=)	19.8	21.2	+1.4	+7.1%	20.0	+1.2	+5.7%	

** Interim profit (continued and discontinued operations) includes the impact of a ¥2.4 billion loss related to the transfer of shares in a steering subsidiary in India (discontinued operations).

Operating Income: Factors Behind Change

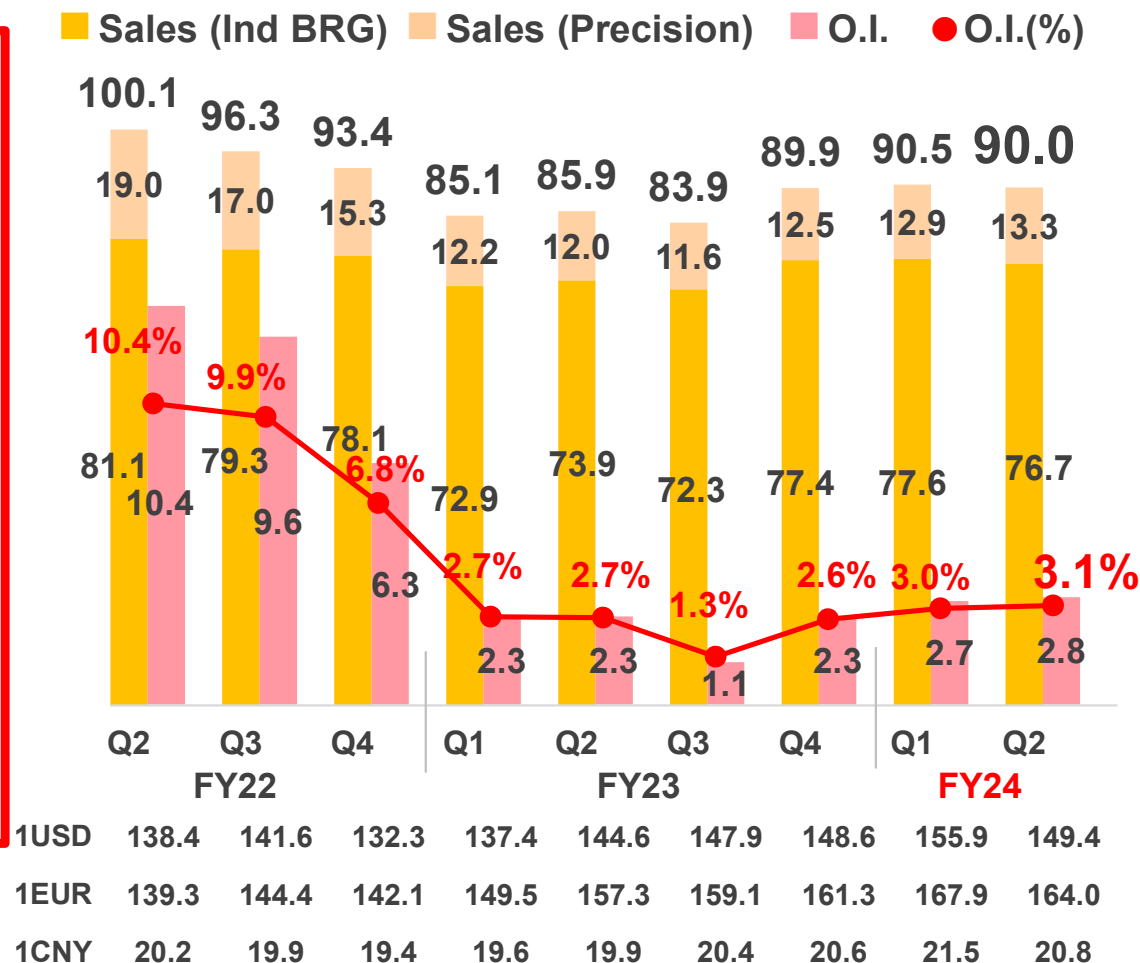
(FY2023 H1 ⇒ FY2024 H1) (Continuing operations)

(Billions of yen)



Industrial Machinery Business H1 Result

(Billions of yen)	FY2023 H1 Actual	FY2024 H1 Actual	Increase/Decrease YOY (Effect of exchange rate fluctuations)	Difference YOY (Excluding effect of exchange rate fluctuations)
Sales	171.0	180.5	+9.5 +7.9	+5.5% +0.9%
Industrial Machinery Bearings	146.8	154.3	+7.5	+5.1%
Precision Machinery and Parts	24.2	26.2	+2.0	+8.3%
Operating income	4.6	5.5	+0.9	+19.8%
(%)	2.7%	3.0%*		
		* 3.7% excluding one-time expenses of ¥1.2 bn		
(Ex. rate: 1USD=)	141.0	152.6	+11.6	+8.2%
(" 1EUR=)	153.4	165.9	+12.6	+8.2%
(" 1CNY=)	19.8	21.2	+1.4	+7.1%



✓ **FY24 H1 Results:** YOY increase in sales and profits.

Real volume increased excluding forex impact.

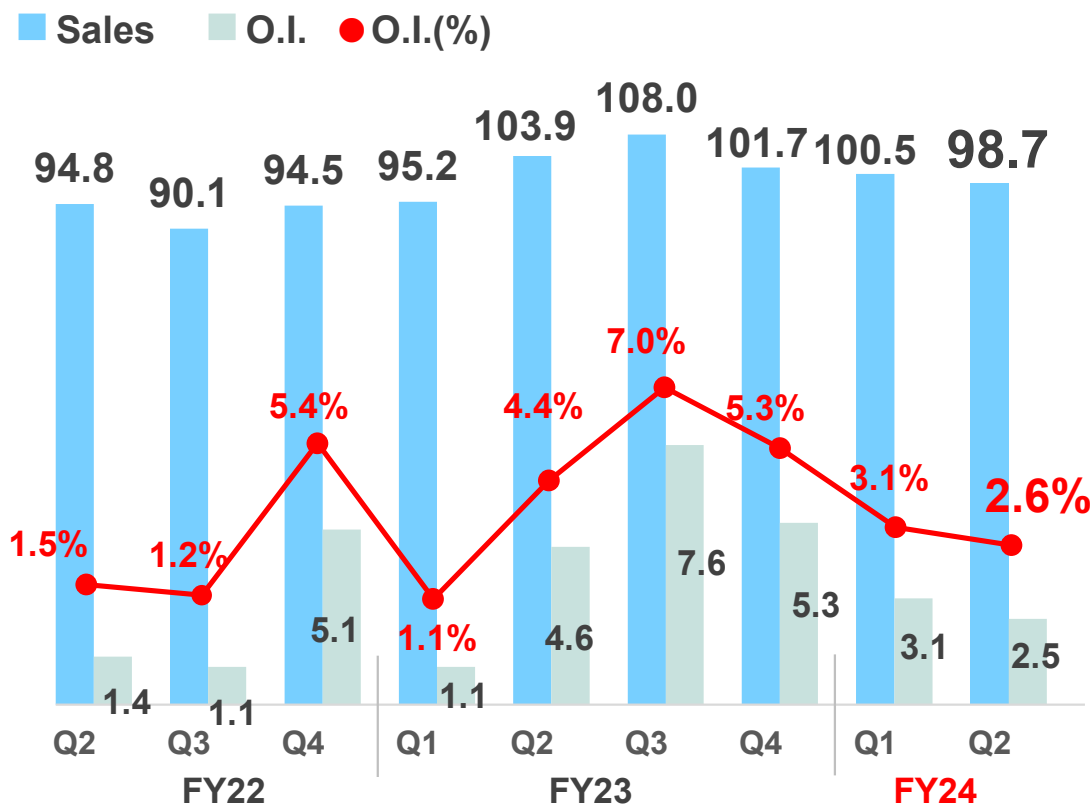
Industrial machinery bearings: Recovery trend in machine tools. High demand for railcars and continued weakness in wind turbines.

Precision machinery and parts: Gradual recovery in machine tools and semiconductor manufacturing equipment.

✓ Recorded one-time expenses of ¥1.2 billion related to structural reforms, etc. in Q2.

Automotive Business H1 Results

(Billions of yen)	FY2023 H1 Actual	FY2024 H1 Actual	Increase/Decrease YOY (Effect of exchange rate fluctuations)	Difference YOY (Excluding effect of exchange rate fluctuations)
Sales	199.1	199.1	+0.0 +7.6	+0.0% -3.8%
Operating income	5.7	5.6	-0.1	-1.1%
(%)	2.8%	2.8%*		
	* 3.1% excluding one-time expenses of ¥0.5 bn			
(Ex. rate: 1USD=)	141.0	152.6	+11.6	+8.2%
(" 1EUR=)	153.4	165.9	+12.6	+8.2%
(" 1CNY=)	19.8	21.2	+1.4	+7.1%



Global Vehicle Production (IHS Markit)

(million)	FY23 H1	FY24 H1	Difference YOY
	45	44	-2.5%

1USD	138.4	141.6	132.3	137.4	144.6	147.9	148.6	155.9	149.4
1EUR	139.3	144.4	142.1	149.5	157.3	159.1	161.3	167.9	164.0
1CNY	20.2	19.9	19.4	19.6	19.9	20.4	20.6	21.5	20.8

- ✓ **FY24 H1 Results:** YOY Sales and profits were flat. Excluding forex actual volume declined. Stagnation in Europe and reduced production by Japanese automakers in Japan, China, Asia.
- ✓ Recorded one-time expenses of ¥500 million related to structural reforms, etc. in Q1.

Previously we disclosed sales separately under the categories of “Automotive Bearings” and “Automotive Components”. Due to the classification of the steering business as discontinued operations, we will disclose sales under the category of the “Automotive Business”. The equity method profit and loss of the joint venture with JIS, which was established on August 1, 2023, is included in segment profit from FY23 Q2.

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(Supplementary Information)**

Consolidated Business Forecast for the Year Ending March 31, 2025

- ✓ Revised down H2 forecast from May forecast to reflect a decrease in volume.
 - » Industrial Machinery: Continued weakness in China, Europe
 - » Automotive: Global production of 88 million vehicles/year lower than expected
(May forecast: 90 million)
 - » Shareholder Returns: Plan remains unchanged.

Interim Dividend: ¥17/share, Full Year Dividend: ¥34/share.

	(Billions of yen)	FY2024		vs. May Forecast		FY2023 Full year Actual	YOY Difference
		Forecast as of May	Revised Forecast	Increase/ Decrease	Difference		
Continuing operations	Sales	820.0	790.0	-30.0	-3.7%	788.9	+1.1
	Operating income	36.0	22.0	-14.0	-38.9%	27.4	-5.4
	(%)	4.4%	2.8%*			3.5%	
				* 3.4% excluding one-time expenses of ¥ 5.0 bn			
	Income before income taxes	33.5	18.0	-15.5	-46.3%	26.2	-8.2
Continuing and discontinued operations	Net income attributable to owners of the parent	19.0	6.0	-13.0	-68.4%	8.5	-2.5
	(Ex. rate: 1USD=)	145.0	148.8	+3.8	+2.6%	144.6	+4.2
	(" 1EUR=)	155.0	160.5	+5.5	+3.5%	156.8	+3.7
	(" 1CNY=)	20.0	20.6	+0.6	+2.9%	20.1	+0.4

Forex assumptions for H2 remain unchanged (USD ¥145, EUR ¥155, CNY ¥20)

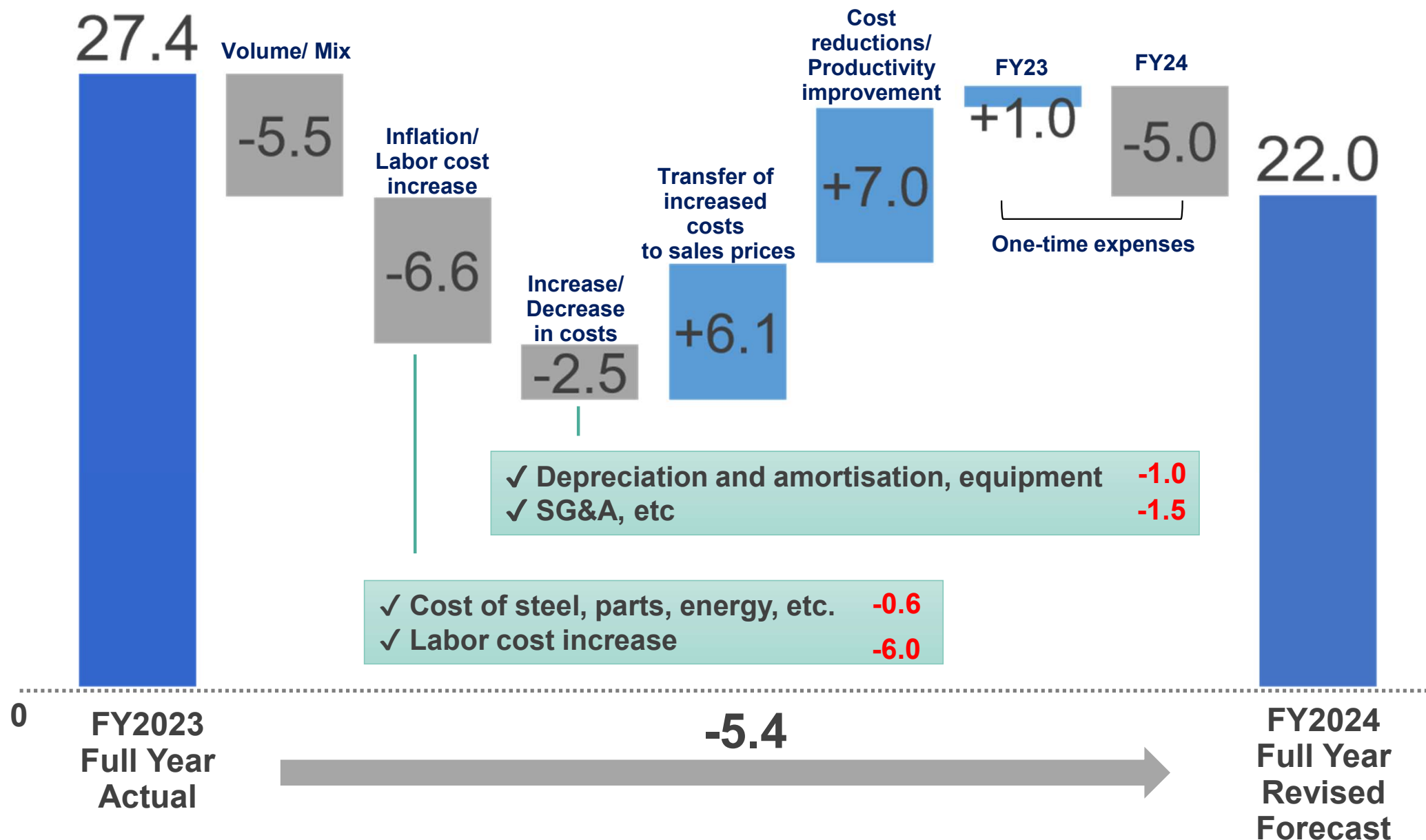
Operating Income: Factors Behind Change

(FY2023 Full Year Actual ⇒ FY2024 Full Year Revised Forecast)



(Continuing operations)

(Billions of yen)



Forecast for FY2024 by Segment

» Industrial Machinery Business

✓ Weak market in Europe, slow market recovery in China

(Billions of yen)	FY2024 Forecast as of May	FY2024 Revised Forecast	vs. May Forecast		FY2024 H1 Actual	FY2024 H2 Forecast	FY2023 Full year Actual
			Increase/ Decrease	Difference			
Sales	378.0	365.0	-13.0 **	-3.4%	180.5	184.5	344.8
Industrial Machinery Bearings	320.0	311.0	-9.0	-2.8%	154.3	156.7	296.5
Precision Machinery and Parts	58.0	54.0	-4.0	-6.9%	26.2	27.8	48.3
Operating income	19.0	12.5	-6.5	-34.2%	5.5	7.0	8.0
(%)	5.0%	3.4%*			3.0%	3.8%	2.3%

* 4.2% excluding one-time expenses of ¥3.0 bn
** -¥16.0 bn excluding forex impact

Demand Trends by Sector

(NSK forecast)

Industrial Machinery Bearings		FY24 H1 vs FY23 H2	FY24 H2 vs FY24 H1
	Aftermarket	→	→
Precision Machinery and Parts	Machine Tools	↑	→
	Semi- conductors	→	↑
	Robots	→	→
	Wind Turbines	→	→
	Railcars	→	→
Electrical Equipment	Electrical and IT Equipment	→	→
	Automotive	↓	→

» Automotive Business

✓ Weak market in Europe and suspension of China related production and shipments by Japanese automakers

(Billions of yen)	FY2024 Forecast as of May	FY2024 Revised Forecast	vs. May Forecast		FY2024 H1 Actual	FY2024 H2 Forecast	FY2023 Full year Actual
			Increase/ Decrease	Difference			
Sales	405.0	393.0	-12.0**	-3.0%	199.1	193.9	408.8
Operating income	18.0	12.0	-6.0	-33.3%	5.6	6.4	18.6
(%)	4.4%	3.1%*			2.8%	3.3%	4.5%

* 3.6% excluding one-time expenses of ¥2.0 bn
** -¥15.0 bn excluding forex impact

Global Vehicle Production

(million; IHS Markit + NSK forecast)

FY23		FY24	
90		88	
H1	H2	H1	H2
45	45	44	44

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MTP2026 Profitability Improvement Measures

(Ref. First published in May 2024)

FY24-26 Goal

Aim to strengthen business foundation through sales growth and portfolio reform to recover from deterioration in profitability due to change in business environment

Management Policy

Initiatives

- ✓ Continue initiatives toward Three Key Management Tasks
- ✓ Profitability improvement is top priority
- ✓ Maintain investment in human resources, environment, DX

Three Key Management Tasks

Growth with Profitability
ESG Management
Enhance Managerial Resources

Growth

- ✓ Business portfolio reform
 - » Expand Industrial Machinery
 - » Expand EV sales and increase share
 - » New products to market

Structural Improvement

- ✓ Ultra-stabilization of production
- ✓ DX driving efficiency
- ✓ Unit cost reductions, transfer labor cost increases to sales prices
- ✓ Execute structural reform/production reorganization

MTP2026 Profitability Improvement Measures

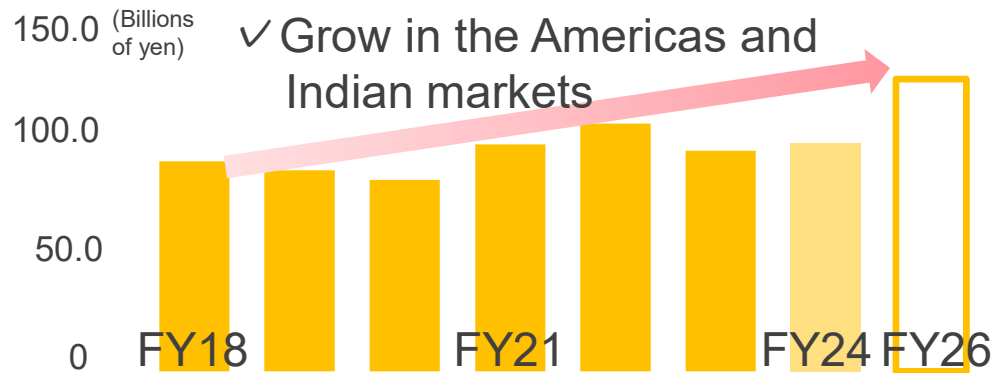
Progress 1

✓ Business Portfolio Reform

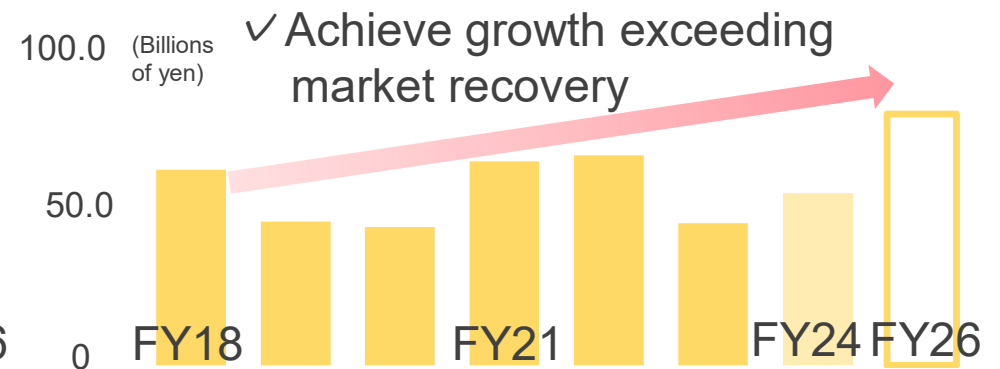
1. Expand Industrial Machinery » Sales ratio of total sales to 50% by FY26
FY21 41% > FY23 44% > FY24 Forecast 46%

Key Initiative:

1. Expand Aftermarket Sales



2. Expand Sales of Precision Products



2. Expand Sales Capturing Auto Electrification

» EV (EV+HEV) Sales ratio to 45%
FY21 10% > FY23 21% > FY24 Forecast 25%

Key Initiative:

- High added value product lineup
eAxle, HUB
» Automotive bearings No.1
- Ball screws for electric brake systems
» No.1 market share (50%)
- Expand sales at non-Japanese customers
» Increase to over 30%

3. New Products to Market

» New products goal: ¥50.0 bn
Progress: 80%

Expand CMS Sector



Growth of electric brake ball screw business to ¥30.0 bn

MTP2026 Profitability Improvement Measures

Progress 2

✓ Implementing structural reforms and production reorganization

» Implementing structural reform and production reorganization with the highest priority on turning around loss-making regions and businesses

Region	Action	Progress
Europe	• E&E production reorganization (Poland)	In Progress
	• ICE products production reorganization	In Progress
	• Sale of Neuweg Co. Ltd (Germany)	Complete
Japan	• ICE products production reorganization	In Progress
	• Logistics company transition to JV (NSK Logistics Co. Ltd)	Complete
The Americas	• Consolidation of ICE products; Local production of aftermarket products	In Progress
	• Steel Ball Business production reorganization	In Progress


One-time expenses: FY24 ¥5.0 bn; FY25 ¥1.0 bn

**Fixed cost reductions (vs FY23):
¥6.5 bn in FY25; ¥9.0 bn in FY26**

MTP2026 Profitability Improvement Measures

Region Breakdown

✓ Status and Initiatives by Region

- 
- | | |
|-------------------|---|
| Overall | <ul style="list-style-type: none">• Reorganizing production and production location to reflect market changes• Global implementation of Ultra-Stabilization of Production |
| Japan | <ul style="list-style-type: none">• Fostering understanding of appropriate pricing, withdrawal from low-profit products• Reorganizing production in line with shift to EV• Digital transformation of work processes; improving efficiency |
| Americas | <ul style="list-style-type: none">• Expansion of US sales to level exceeding China sales• Further enhancement of local production and sales resources |
| Europe | <ul style="list-style-type: none">• Promoting Europe structural reforms (E&E and ICE products)• Additional measures responding to market weakness |
| China | <ul style="list-style-type: none">• Speeding-up development; expanded R&D center• Cost-competitiveness; further promotion of local procurement• Adjusting personnel structure in line with market slowdown |
| Other Asia | <ul style="list-style-type: none">• Expanding sales in India and other emerging economies |

(Supplementary Information)

Supplementary Information : Shareholder Returns

Dividend Plan Remains Unchanged

Interim **¥17/share** (¥2 increase from FY23)

Full Year (Plan) **¥34/share** (¥4 increase from FY23)

Shareholder Return Policy (MTP2026 FY24-26)

“Provide Stable Shareholder Returns”

- Dividend Payout Ratio 30-50%
- DOE guideline of minimum 2.5% for each period
(DOE ... Dividend on Equity ratio)
- Share buybacks: Implement flexibly

Supplementary Information : ESG Management

Environment “Create” Reduce CO2 emissions in business activities (Scope1+2 vs. FY17) FY23 Result: **51.7%** reduction (FY26 Goal: -50%)

“Utilize” Reduce CO2 emissions through utilization of our products FY23 Result: **2,435kt** (FY26 Goal: 3,000kt)

Issue Sustainability-Linked Bonds (Sep. 2023)

Society Disclosure of human rights policy (October 2022); Certified as a White 500 company for seven consecutive years; Thorough compliance education (including engineer ethics and quality)

Governance Abolition of takeover defense measures (May 2023)

Status of Policy Shareholdings (Cross Shareholdings, etc.) As of March 2024
> Reduced to **5.5%** of total consolidated capital (Ref: 15.1% in March 2023)

External Evaluation

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

2024 CONSTITUENT MSCI Nihonkabu
ESG SELECT LEADERS INDEX



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index



FTSE4Good



Bearings >> Enhance Added-Value by Leveraging of NSK Core Technologies



NSK Develops New and Improved Low-Friction Hub Unit Bearing

- Successfully developed a low-friction seal that maintains muddy water resistance by leveraging NSK Core Technologies, tribology and analysis.
- Significant reduction in friction (40%) compared to conventional products
- Contribute to longer vehicle driving range (for EV, etc.)

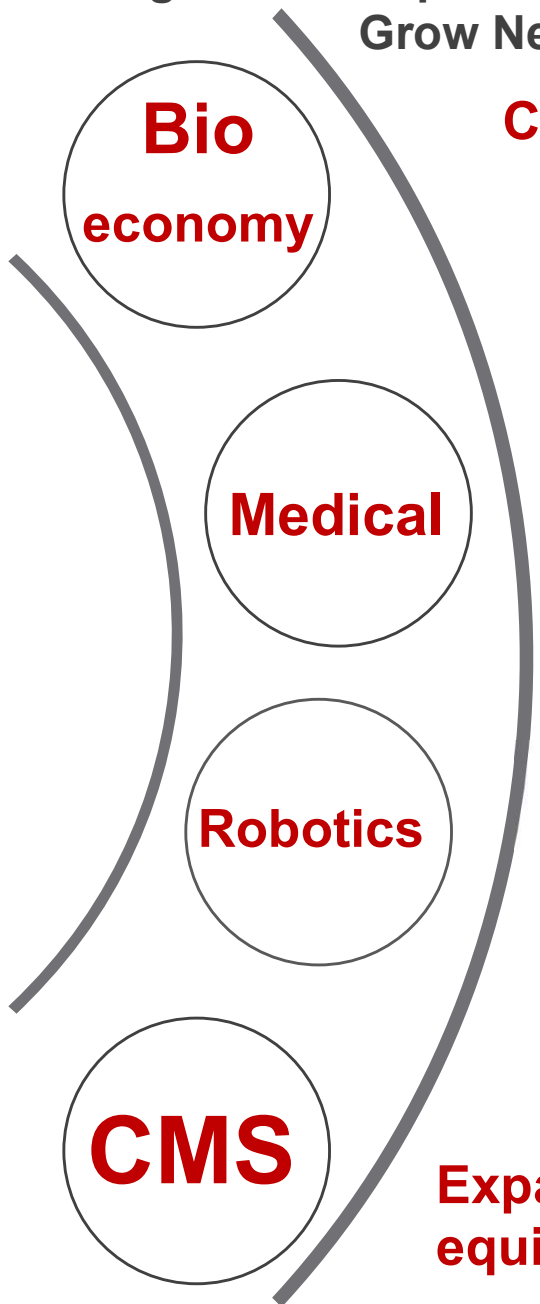
NSK Develops ROBUSTRIDE™, a High-Precision Single Row Cylindrical Roller Bearing for Machine Tool Spindles

- Newly developed cage achieves longer bearing life and higher speeds
- Contributes to improved productivity of machine tools

NSK Develops MT-Frix™ Low-Friction Ball Screws for Machine Tools

- Significant reduction in dynamic friction torque and heat generation
- Contributes to improved machine tool accuracy and higher energy savings

Bearings >> Expand Application of NSK Core Technologies to New Fields;
Grow New Products and Create New Value



Co-Creation of New Business in the Bioeconomy

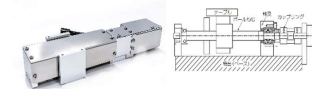


Partnership with CHITOSE Group

Compost production plant (demo model)

New Technology for Automation of Production Processes for Regenerative Medicine

Partnership with Cyfuse



MOOVO™ Transport Assist Robot; Supporting Medical Staff and Patients

Received “Japan Brand Award” in the “2024 CHO
MONOZUKURI Component Awards”

Expansion of condition monitoring solutions supported by equipment diagnosis experts

Supplementary Information : Financial Results by Business Segment

Due to the classification of the steering business as discontinued operations in FY23 Q1, the figures are shown as continuing operations excluding the steering business. Income from the equity in the joint venture with JIS, which was established on August 1, 2023, is included in the segment income of the automotive business from FY23 Q2.

(Billions of yen)		FY2023					FY2024			H1 YOY		FY2024 Forecast	
		Q1	Q2	H1	H2	Full year	Q1	Q2	H1	Increase/Decrease	Difference	H2	Full year
Total	Sales	188.2	198.4	386.7	402.2	788.9	200.5	197.1	397.6	+11.0	+2.8%	392.4	790.0
	Operating Income	4.1	7.0	11.1	16.3	27.4	5.9	3.8	9.7	-1.4	-12.8%	12.3	22.0
	(%)	2.2%	3.5%	2.9%	4.0%	3.5%	2.9%	1.9%	2.4%			3.1%	2.8%
Industrial Machinery Business	Sales	85.1	85.9	171.0	173.8	344.8	90.5	90.0	180.5	+9.5	+5.5%	184.5	365.0
	Industrial Machinery Bearings	72.9	73.9	146.8	149.7	296.5	77.6	76.7	154.3	+7.5	+5.1%	156.7	311.0
	Precision Machinery and Parts	12.2	12.0	24.2	24.1	48.3	12.9	13.3	26.2	+2.0	+8.3%	27.8	54.0
	Operating Income	2.3	2.3	4.6	3.4	8.0	2.7	2.8	5.5	+0.9	+19.8%	7.0	12.5
	(%)	2.7%	2.7%	2.7%	2.0%	2.3%	3.0%	3.1%	3.0%			3.8%	3.4%
Automotive Business	Sales	95.2	103.9	199.1	209.7	408.8	100.5	98.7	199.1	+0.0	+0.0%	193.9	393.0
	Operating Income	1.1	4.6	5.7	12.9	18.6	3.1	2.5	5.6	-0.1	-1.1%	6.4	12.0
	(%)	1.1%	4.4%	2.8%	6.2%	4.5%	3.1%	2.6%	2.8%			3.3%	3.1%
Others	Sales	16.7	16.0	32.7	34.9	67.7	18.6	15.0	33.6	+0.9	+2.6%	30.9	64.5
	Operating Income	0.7	0.7	1.4	1.0	2.4	0.8	0.1	0.9	-0.4	-32.0%	-0.4	0.5
	(%)	4.1%	4.4%	4.2%	2.8%	3.5%	4.5%	0.7%	2.8%			-1.4%	0.8%
Eliminations (sales)		-8.7	-7.5	-16.2	-16.3	-32.5	-9.1	-6.5	-15.6	+0.6	—	-16.9	-32.5
Other operating income and expenses /Adjustments		0.1	-0.6	-0.5	-1.0	-1.5	-0.8	-1.6	-2.4	-1.8	—	-0.6	-3.0

Supplementary Information: Sales by Customer Location

Due to the classification of the steering business as discontinued operations in FY23 Q1, the figures are shown as continuing operations excluding the steering business. Income from the equity in the joint venture with JIS, which was established on August 1, 2023, is included in the segment income of the automotive business from FY23 Q2.

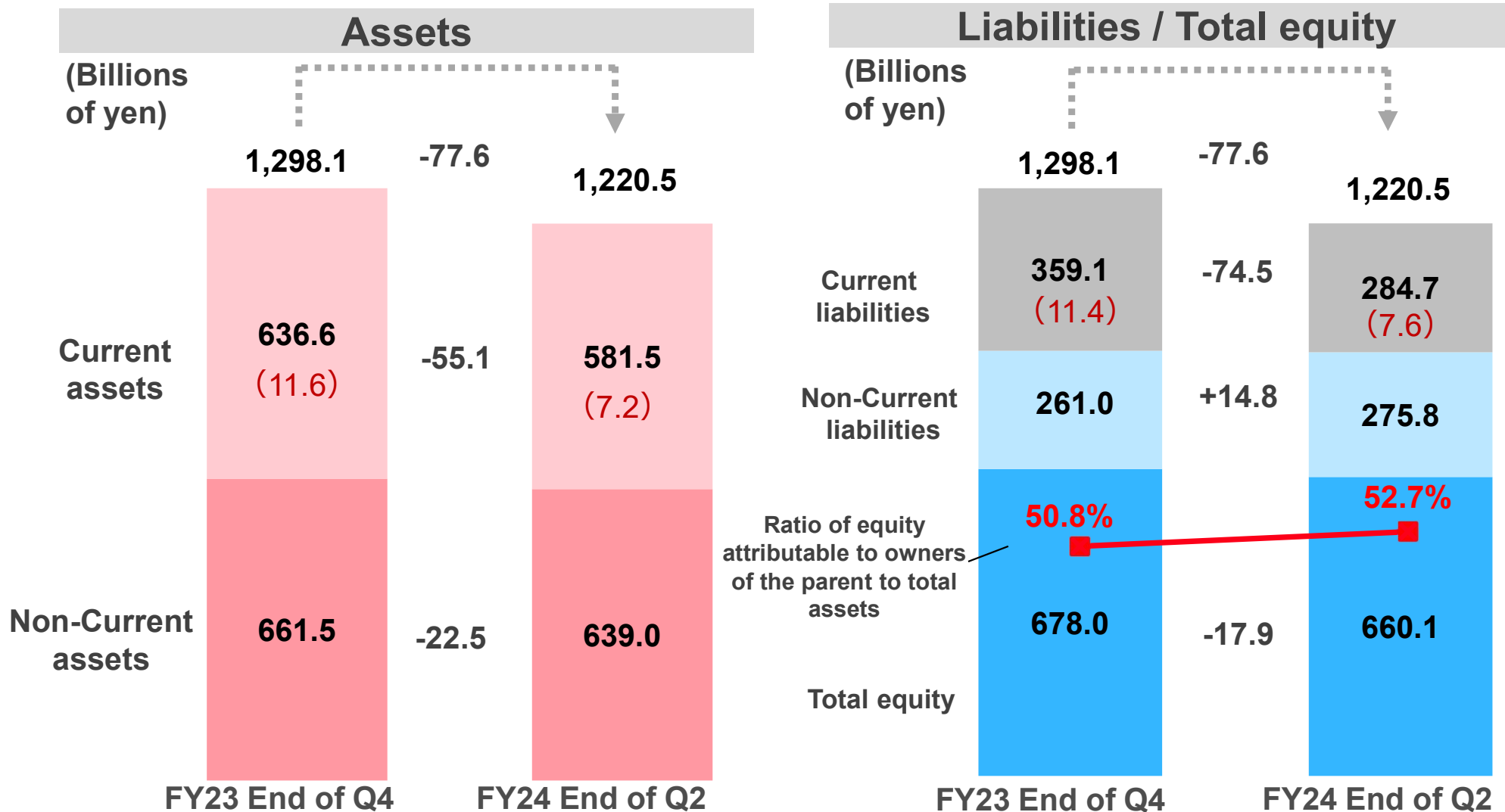
(Billions of yen)	FY2023						FY2024			YOY	
	Q1	Q2	H1	Q3	Q4	Full year	Q1	Q2	H1	Increase/ Decrease	Difference
Sales	188.2	198.4	386.7	201.4	200.8	788.9	200.5	197.1	397.6	+11.0	+2.8%
Japan	66.0	70.3	136.3	70.5	64.2	271.1	64.1	65.8	129.9	-6.4	-4.7%
Non-Japan	122.2	128.1	250.4	130.8	136.6	517.8	136.4	131.3	267.7	+17.3	+6.9%
(Non-Japan Ratio)	64.9%	64.6%	64.7%	65.0%	68.0%	65.6%	68.0%	66.6%	67.3%		
The Americas	33.4	35.0	68.4	35.1	40.9	144.4	39.2	36.1	75.3	+6.9	+10.1%
Europe	27.0	25.2	52.2	25.9	29.9	108.1	27.1	23.8	50.9	-1.3	-2.6%
China	35.5	39.5	75.0	41.5	37.8	154.2	42.0	43.2	85.1	+10.1	+13.5%
Other Asia	26.4	28.4	54.8	28.3	28.0	111.1	28.1	28.3	56.4	+1.6	+3.0%
Ex. Rate											
1USD	137.4	144.6	141.0	147.9	148.6	144.6	155.9	149.4	152.6	+11.6	+8.2%
1EUR	149.5	157.3	153.4	159.1	161.3	156.8	167.9	164.0	165.9	+12.6	+8.2%
1CNY	19.6	19.9	19.8	20.4	20.6	20.1	21.5	20.8	21.2	+1.4	+7.1%

Supplementary Information: Consolidated Balance Sheet

As a result of the decision to transfer a portion of the shares of NSK Logistics Co., Ltd. (hereinafter referred to as NLK) on July 1, 2024, the assets and liabilities of NLK have been classified as “Assets and liabilities of disposal groups classified as held for sale” and are shown in the figures in parentheses. The transfer of these shares was executed on October 1, 2024.

In addition, the “Assets and liabilities of disposal groups classified as held for sale” related to the Steering Business are not included in the figures in parentheses from the end of FY24 Q2 because the share transfer was completed in the consolidated accounting period of FY24 H1.

Ex. Rate	FY23 End of Q4	FY24 End of Q2
1USD	151.4	142.8
1EUR	163.3	159.5
1CNY	20.8	20.5



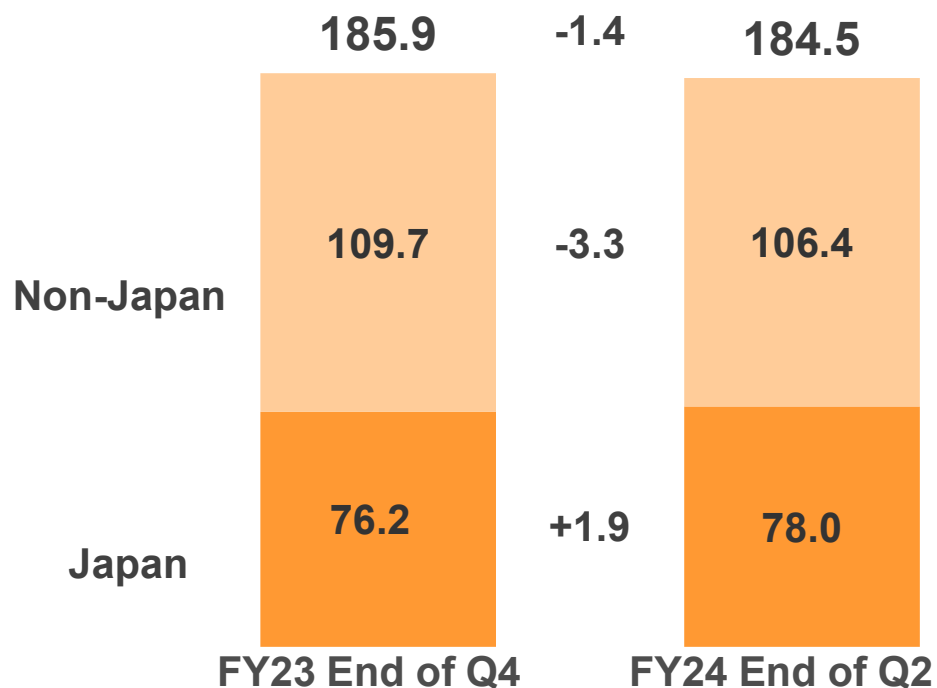
Supplementary Information: Inventories / Interest-Bearing Debt

In accordance with the classification of the Steering Business as discontinued operations in FY23 Q1, the amounts shown are continuing operations excluding discontinued operations.

Ex. Rate	FY23	FY24
	End of Q4	End of Q2
1USD	151.4	142.8
1EUR	163.3	159.5
1CNY	20.8	20.5

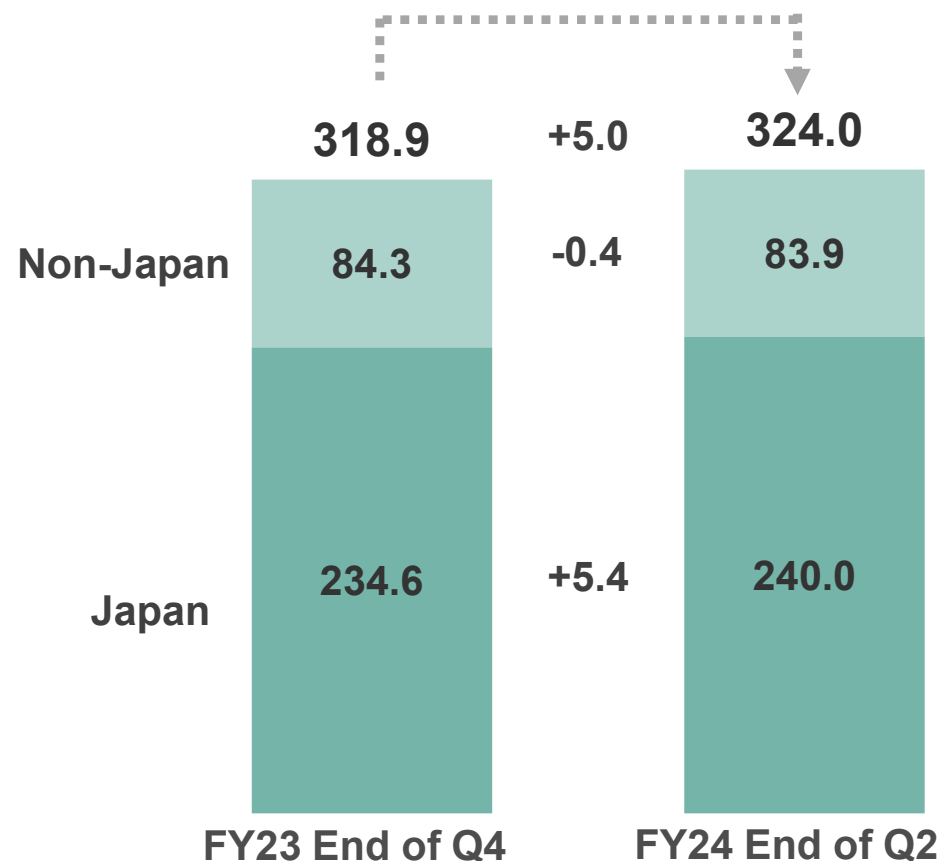
Inventories

(Billions of yen)



Interest-bearing debt

(Billions of yen)



Supplementary Information:

Capital Expenditures, Depreciation and Amortisation, R&D Expenses

In accordance with the classification of the Steering Business as discontinued operations in FY23 Q1, the amounts shown are continuing operations excluding discontinued operations.

(Billions of yen)	FY23	FY24		
	Full year Actual	Q1 Actual	Q2 Actual	Full year Forecast
Capital Expenditures	58.5	12.3	10.8	60.0
Capital Expenditures (excluding lease)	53.6	11.6	9.9	55.0
Depreciation and Amortisation	52.9	13.6	13.1	54.0
Depreciation and Amortisation (excluding lease)	47.5	12.2	11.9	49.0
R&D Expenses (on a statutory basis)	15.6	3.8	4.2	16.0
(Ref.) R&D Expenses (on a managerial basis)	27.4	6.5	7.0	29.0



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.

NSK Vision 2026

SETTING THE FUTURE IN MOTION

We bring motion to life,
to enrich lifestyles,
and to build a brighter future.

Dedicated to uncovering society's needs,
we set ideas in motion,
to deliver solutions beyond imagination.

We're NSK.
And, we're setting the future in motion.