



NSK Ltd.

Supplementary information

December 2025

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 as the primary version.

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Company Profile

The first Japanese bearing manufacturer / Share of bearings: No.1 in Japan, No.3 worldwide



Akitoshi Ichii, President and CEO

<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.

■ Company Name	NSK Ltd.
■ Established	November 8, 1916
■ Capital	¥67.2 billion (As of March 31, 2024)
■ Sales	¥796.7 billion (Year ended March 31, 2025)
■ Operating Income	¥28.5 billion (Year ended March 31, 2025)
■ Subsidiaries	77 companies (As of March 31, 2025)
■ Number of Employees	24,057 (As of March 31, 2025)



Headquarters
(Tokyo, Japan)

Sales Breakdown by Business Segment

Automotive Business
51%

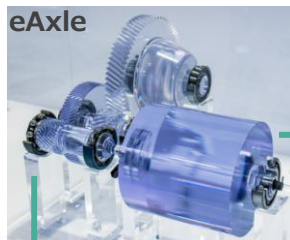


Friction Plates

Ball screw unit for electric hydraulic brake systems



Needle roller bearings



eAxle



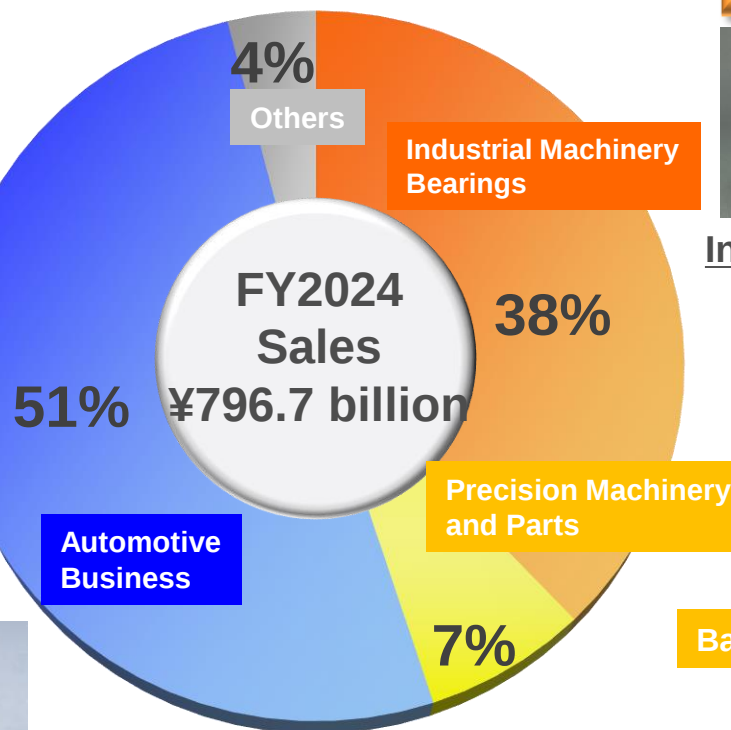
Hub unit bearings

Electric erosion resistance Ex.) Ceramic ball bearings



High speed ball bearing for EV motors (Gen3)

Steel Balls



Industrial Machinery Business
45%



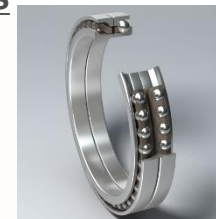
Railways

Axle tapered roller bearings

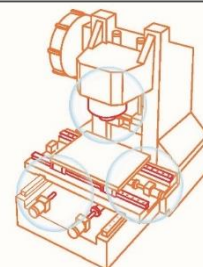
Industrial Robots



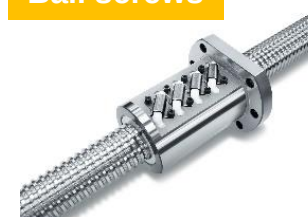
High stiffness thin-section angular contact ball bearings



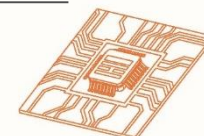
Machine Tools



Ball screws

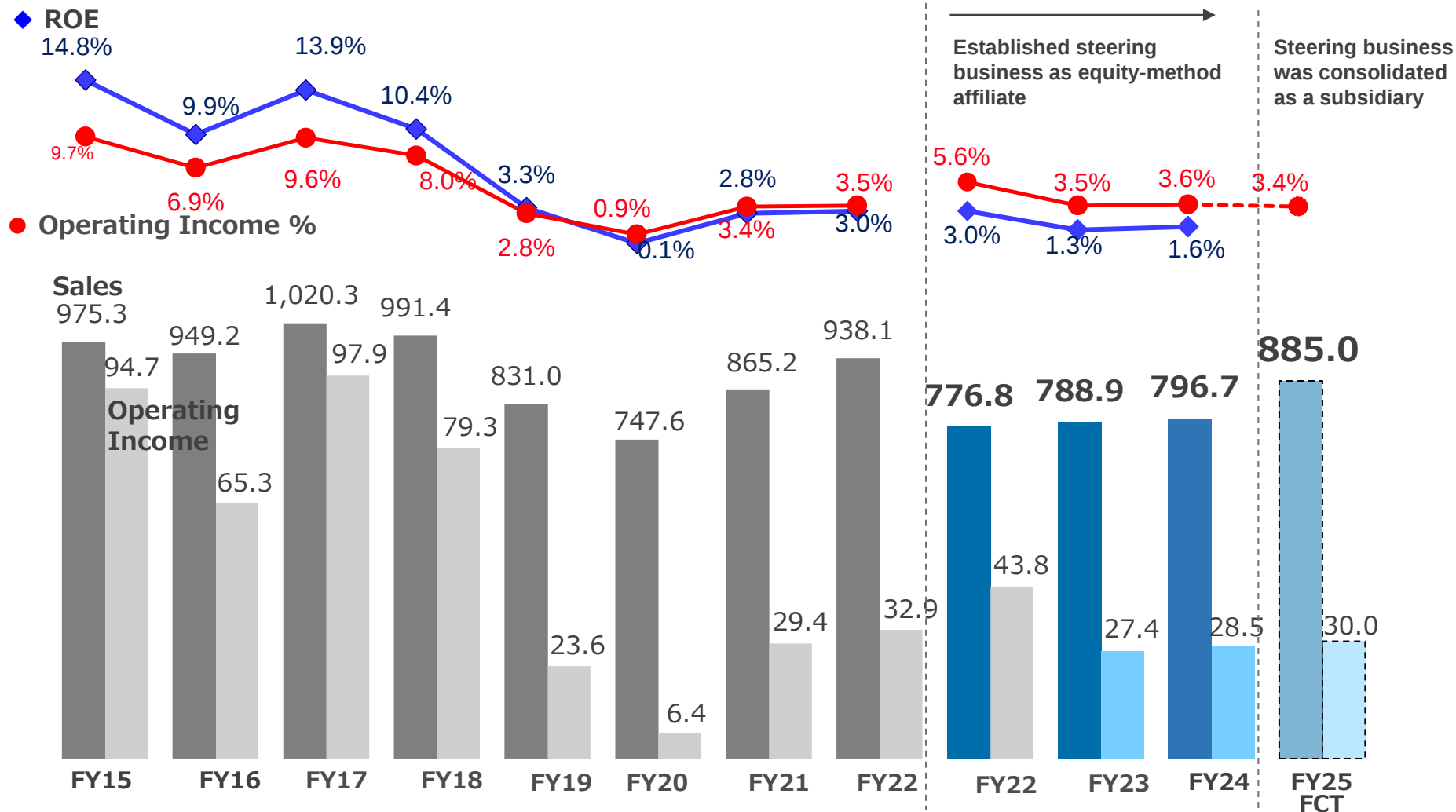


Semiconductor Production Equipment



Business Trends – Consolidated Business Trend –

(Billions of yen)

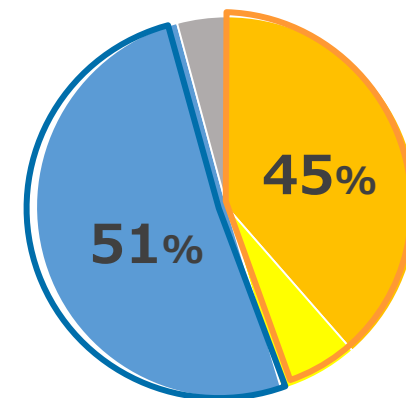
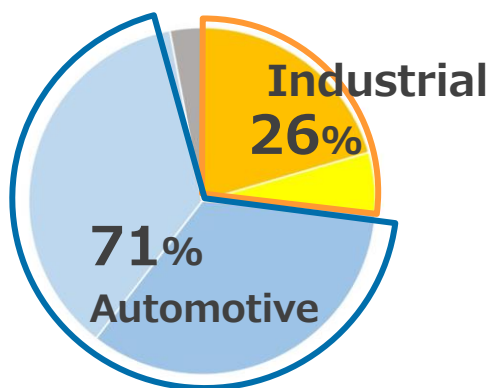
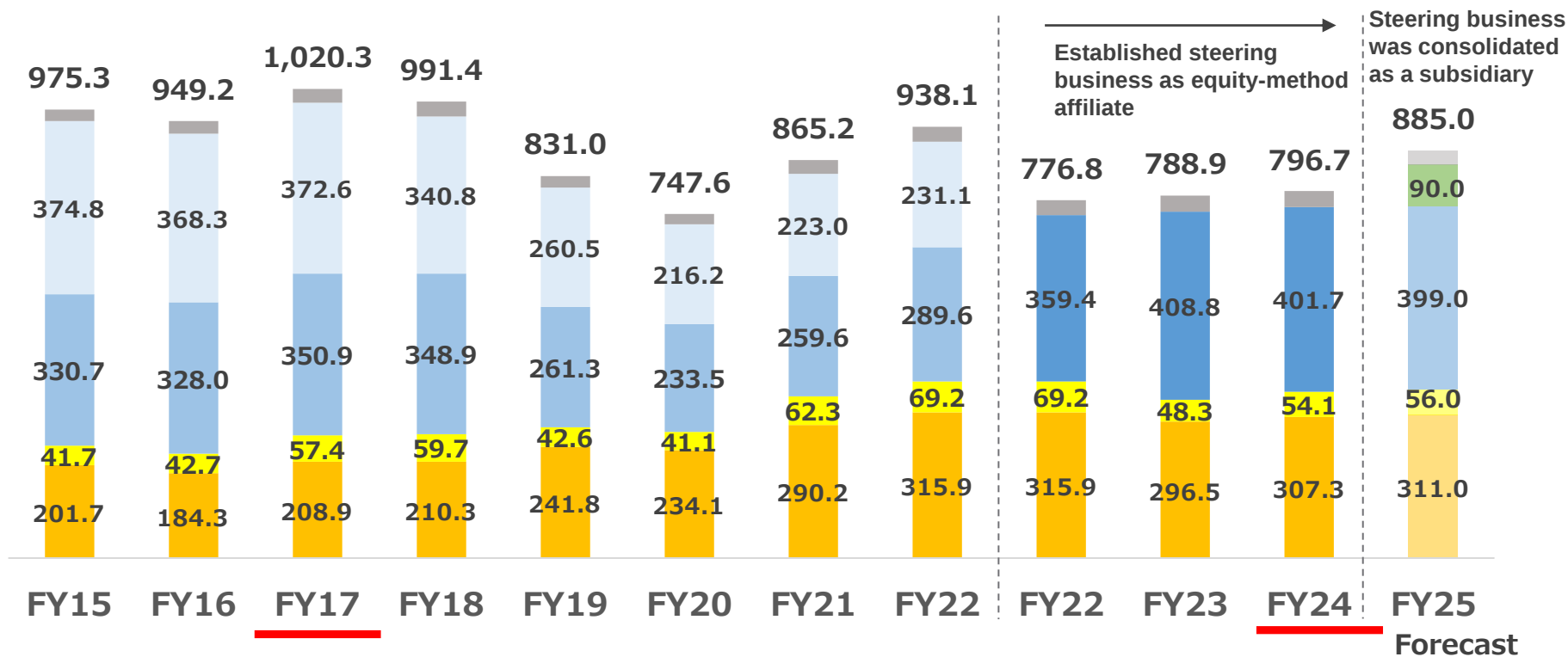


1USD	120	108	111	111	109	106	112	135	135	145	153	143
1EUR	133	119	130	128	121	124	131	141	141	157	164	164

Business Trends – Sales by Business Segment –

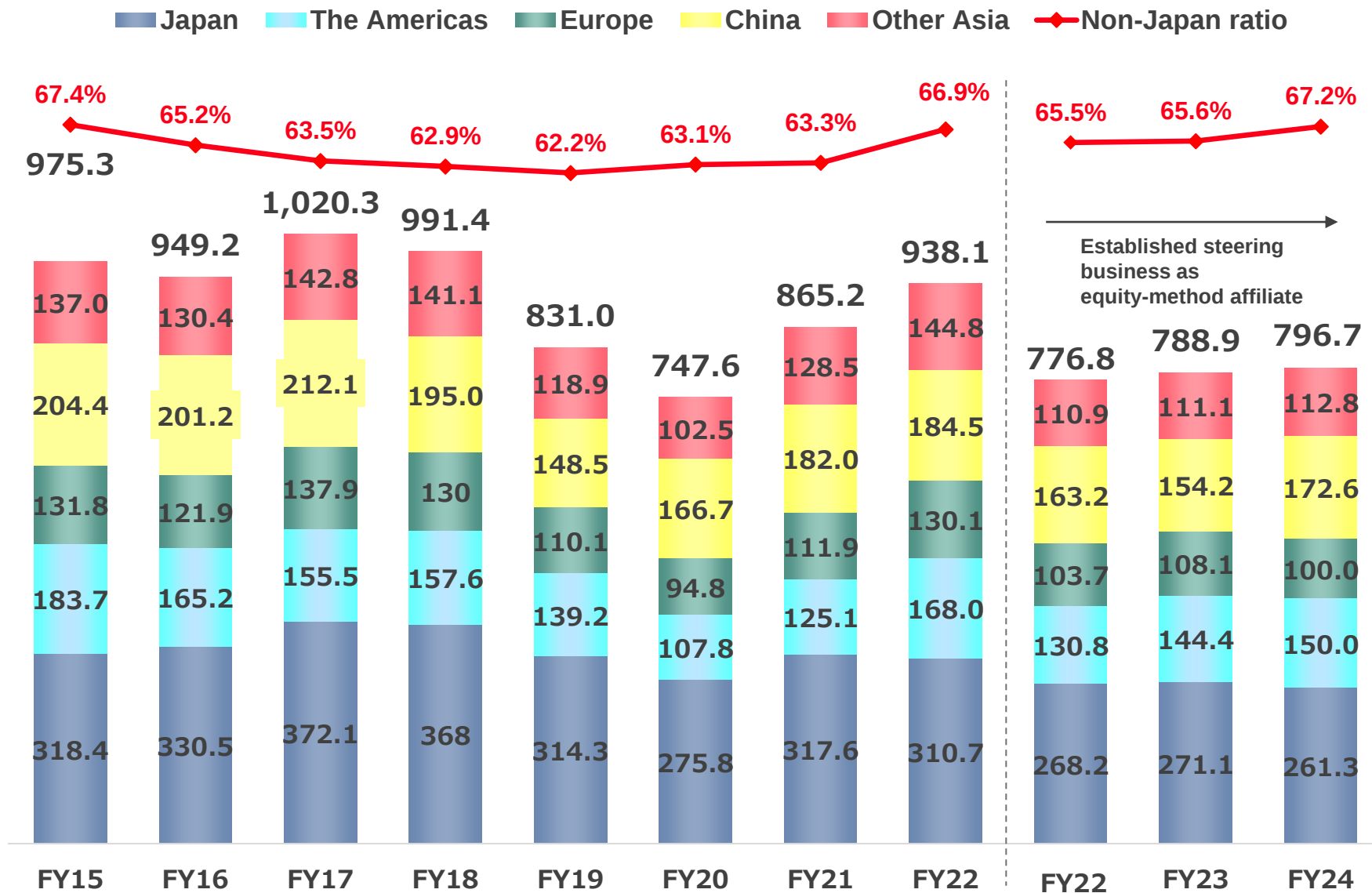
(Billions of yen)

Industrial Machinery Bearings Precision machinery and parts
Automotive Bearings Automotive components ※FY22~ Automotive FY25~ Steering



Business Trends – Sales by Customer Location –

(Billions of yen)



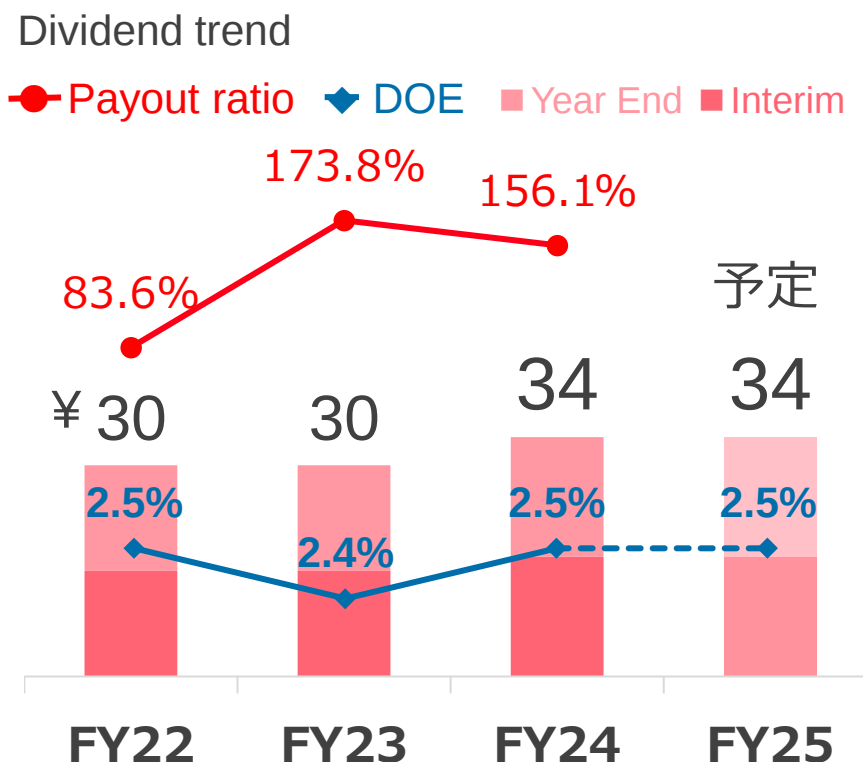
Shareholder Returns

Maintain a sound financial structure. Continue to provide stable shareholder returns. Improve profitability and return to a dividend payout ratio in the 30-50% range as soon as possible.

FY24~26 Shareholder Return Policy

Maintain Stable Returns

- Dividend payout ratio: 30~50%
- DOE of 2.5% as a lower limit
- Implement share buybacks in a flexible manner



Share Buyback

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¥21.7_{bn}

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Future Policy of the Steering Business

History of Steering Equity Method Affiliate with JIS* (NSK Steering & Control)

05/2023 Sign joint venture agreement with JIS

08/2023 Establish as equity method affiliate (Ownership: NSK 49.9%, JIS 50.1%)

05/2025

The environment surrounding the automotive parts industry has changed dramatically in recent years, requiring a more agile response than ever before. In response to the need to respond more flexibly than ever, NSK decided to acquire the shares held by JIS in consultation with JIS.

(Transferred of shares September 1, 2025)

Challenges and Progress

- Achieved profitability and improved income structure in the steering business
- Established independent/stand-alone structure for business operations
- ▲ Ongoing search for a strategic partner

(Reference) FY24 business results of NSK Steering & Control (consolidated)

Sales	¥160.3 bn	Assets	¥140.6 bn
Operating Income	¥4.3 bn	Liabilities	¥96.7 bn
		Equity	¥43.9 bn

*Japan Industrial Solutions III Investment Limited Partnership