

NSK

NSK Ltd.

FINANCIAL CONFERENCE

Consolidated Business Results
for the Third Quarter
ended December 31, 2022



Change & Go Beyond

February 3, 2023

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.

Copyright NSK Ltd. All Rights Reserved.

- 1. Consolidated Business Results
for the Third Quarter Ended December 31, 2022**

 - 2. Consolidated Business Forecast
for the Year Ending March 31, 2023**
- (Supplementary Information)**

**1. Consolidated Business Results
for the Third Quarter Ended December 31, 2022**

**2. Consolidated Business Forecast
for the Year Ending March 31, 2023**

(Supplementary Information)

Summary of Consolidated Business Results for FY2022 3Q (1)

Business Environment

- Economic turmoil due to China's Zero-Covid policy
- Prolonged impact of Russia-Ukraine crisis
- Ongoing shortage of components such as semiconductors
- Increased inflation, e.g., steel prices, ocean freight costs and energy
- Unstable exchange rates

Summary of Business Results

(Billions of yen)	3Q YTD		Increase/ Decrease YOY	Difference YOY	(Effect of exchange rate fluctuations)	3Q QTD		Increase/ Decrease YOY	Difference YOY	(Effect of exchange rate fluctuations)
	FY2021	FY2022				FY2021	FY2022			
Sales	632.8	700.2	+67.4	+10.7%	(+57.9)	215.0	236.4	+21.3	+9.9%	(+20.2)
Segment income *	20.6	24.0	+3.4	+16.7%	(+13.3)	4.3	9.4	+5.1	+117.2%	(+5.0)
(%)	(3.3%)	(3.4%)				(2.0%)	(4.0%)			
Operating income	20.8	22.0	+1.2	+5.7%	(+13.3)	5.1	8.5	+3.4	+65.8%	(+5.0)
(%)	(3.3%)	(3.1%)				(2.4%)	(3.6%)			
Income before income taxes	20.9	21.5	+0.6	+2.8%		5.3	8.7	+3.4	+63.7%	
Net income attributable to owners of the parent	12.1	10.9	-1.1	-9.4%		4.3	4.9	+0.6	+14.1%	
(E x. rate: 1U SD=)	111.1	136.5	+25.4	+22.9%		113.7	141.6	+27.9	+24.6%	
(" 1EUR=)	130.6	140.6	+10.0	+7.6%		130.1	144.4	+14.3	+11.0%	
(" 1CNY=)	17.3	19.9	+2.6	+15.2%		17.8	19.9	+2.1	+11.9%	

*Segment Income: Operating income before deduction of other operating income and expenses

Copyright NSK Ltd. All Rights Reserved.

4

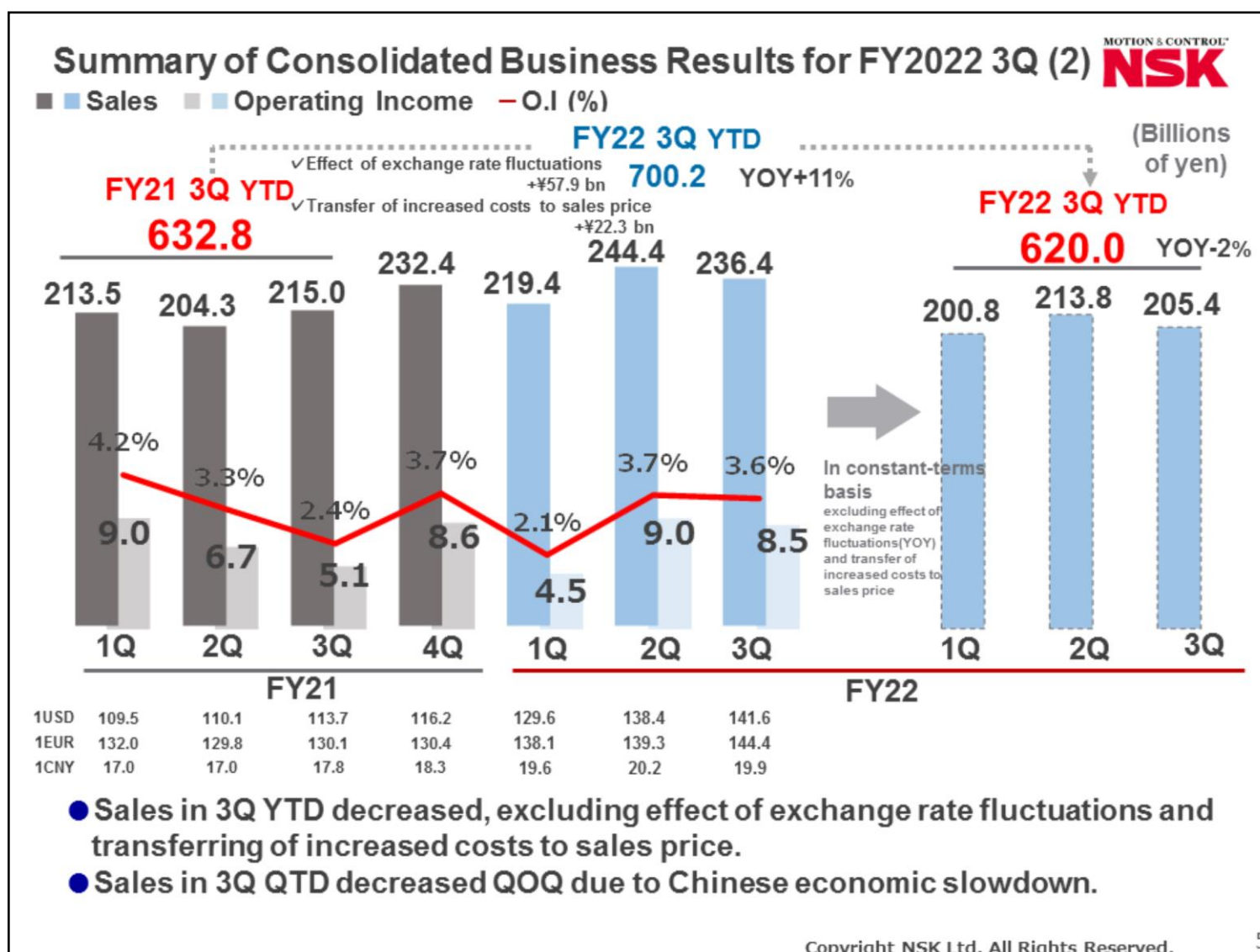
Here is a summary of the third quarter results.

Looking at the business environment, there was an economic downturn due to China's Zero-Covid policy, and the lockdowns had a significant impact in April and May. In a complete turnaround, this past December, the economy was disrupted by the rapid spread of COVID-19. With regard to the situation in Ukraine, unfortunately, it has been prolonged. In addition, the financial results continue to be affected by the shortage of semiconductors and the effects of cost inflation. In addition, there is the unstable exchange rate: in October, the exchange rate hit 150 yen to the dollar, but since then the environment has been characterized by a significant move toward a stronger yen.

In this environment, our nine-month results for the period under review were net sales of 700.2 billion yen, operating income of 22.0 billion yen, operating margin of 3.1%, and net income of 10.9 billion yen. Compared to the same period of the previous year, this represents an increase of 67.4 billion yen in net sales, an increase of 1.2 billion yen in operating income, and a decrease of 1.1 billion yen in net income. Although net sales increased by 67.4 billion yen, there was an approximately 58.0 billion yen impact from foreign exchange rates.

In addition, we are raising prices this fiscal year in response to inflationary cost increases, which amounted to about 22.0 billion yen, and if these effects are excluded, net sales would have decreased in real terms. Operating income is also impacted by foreign exchange rate fluctuations of 13.3 billion yen, resulting in a real decrease in operating income.

The results for the third quarter are also included. Net sales were 236.4 billion yen, operating income was 8.5 billion yen, operating margin was 3.6%, and net income was 4.9 billion yen. As a result of price increases against the effects of inflation and cost increases, the three months of the third quarter was effective on the plus 1.6 billion yen gain side, and including those increases, income increased by 3.4 billion yen year on year. Next let's look at slide 5.

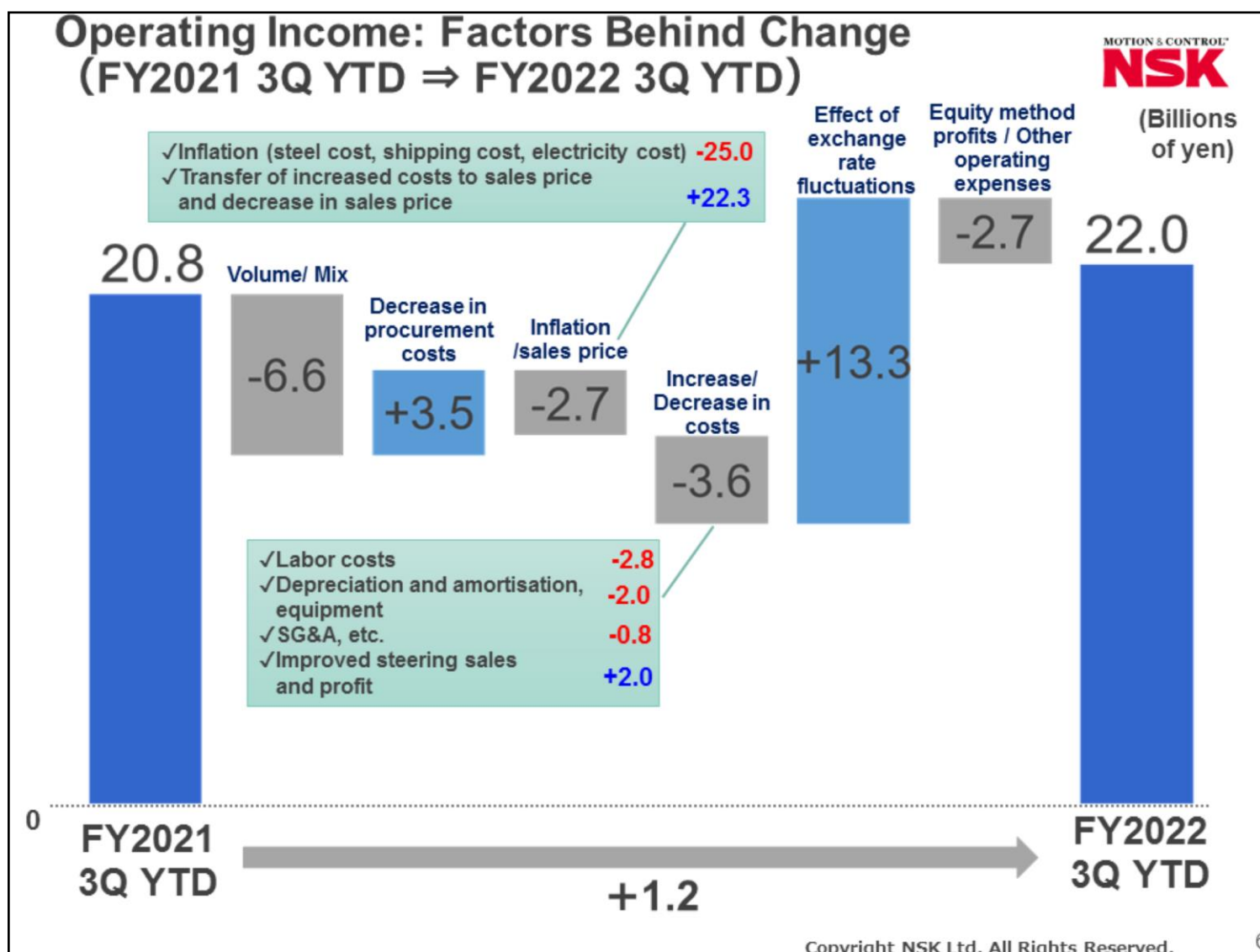


The graph is arranged by quarter starting from the first quarter of FY21 last year.

The black graph on the left shows cumulative sales through the third quarter of FY21, which were 632.8 billion yen, as indicated in red above. The total sales for the nine months ended December 31, 2022 is 700.2 billion yen.

A simple comparison of 632.8 billion yen and 700.2 billion yen shows an 11% increase in sales.

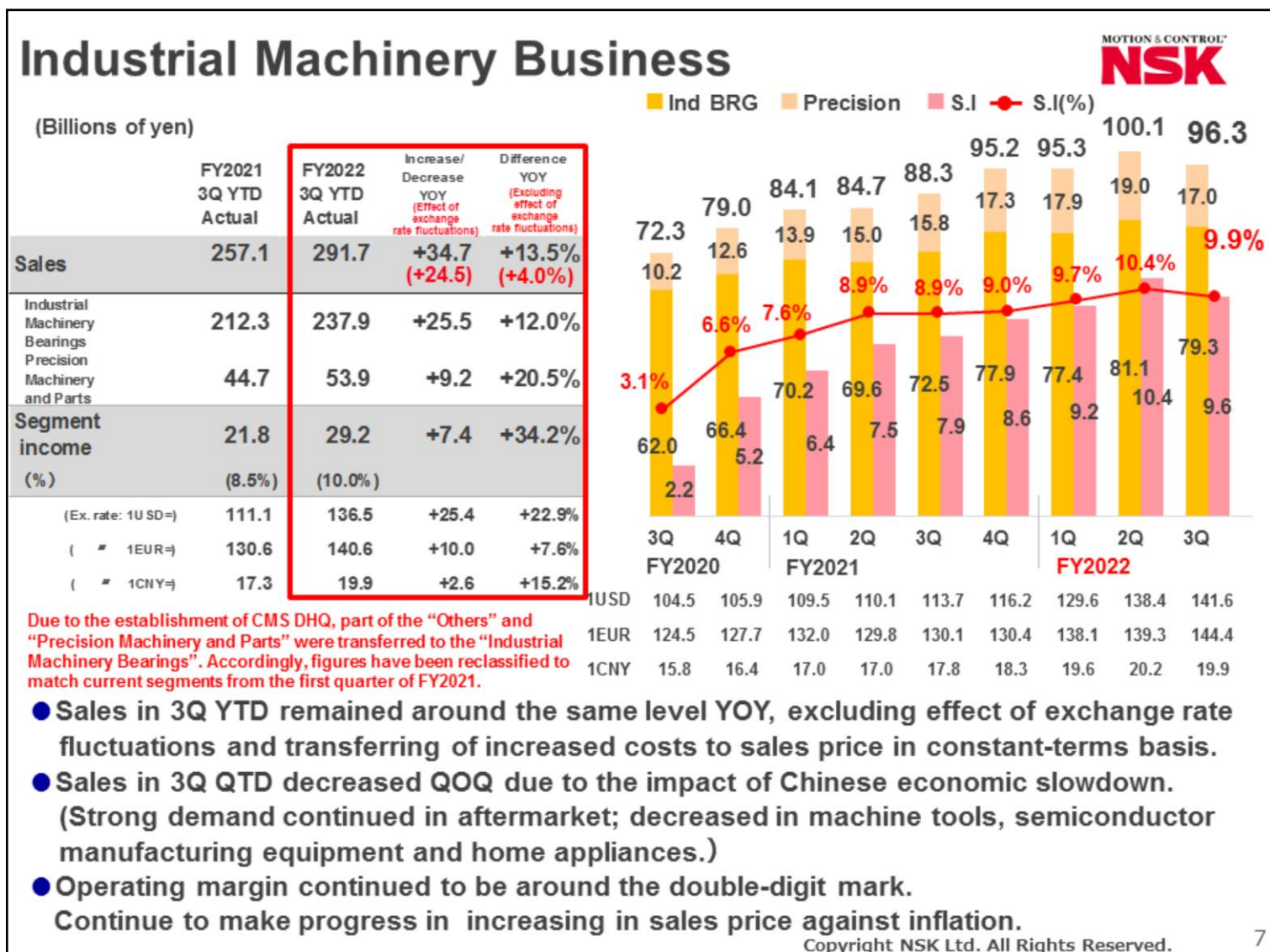
However, if we exclude the foreign exchange impact of 57.9 billion yen and the sales price shift of 22.3 billion yen, sales would actually be 620 billion yen, a 2% decrease from the previous year. The sales decline from the second to the third quarter was mainly due to the slowdown of the Chinese economy.



Slide 6 compares operating income for the third quarter cumulative period with the same period of the previous year.

On the left is last year's actual operating income of 20.8 billion yen, and on the right is this year's actual operating income of 22.0 billion yen, an increase of 1.2 billion yen. First of all, the left-hand side shows the volume/mix. I explained earlier that real net sales decreased, but since net sales are estimated to be -13.0 billion yen, including the impact of the decrease in the volume of goods, etc., this means that the decrease in income is 6.6 billion yen.

As for cost reduction, we will continue to implement our existing steady activities one by one, and we have achieved an effect of 3.5 billion yen. The cost increase due to inflation was 25.0 billion yen, and we passed on 22.3 billion yen in selling prices, but the cost increase remained at 2.7 billion yen. To the right is the increase/decrease in expenses. Personnel expenses increased due to base increase and bonuses in the current fiscal year, although we reduced overtime and reviewed the personnel structure in response to the decrease in material volume. In addition, costs rose by 3.6 billion yen in total, including an increase in depreciation and other expenses, despite the effect of improved profitability of the steering wheel. Including the 13.3 billion yen positive impact of foreign exchange, the total profit was 22.0 billion yen.



Next, let's look at each business segment. Here on slide 7 is the Industrial Machinery Business.

First of all, as indicated in red in the middle, as of October 1, we established the CMS (Condition Monitoring System) Division under the Industrial Machinery Business Headquarters. The CMS business will be managed within the Industrial Machinery Business Division, and in addition to the business of BKV (Brüel & Kjør Vibro), which was acquired in FY20, we will combine the CMS activities, which were originally conducted by the Company, mainly R&D activities. For this reason, we have changed the figures retroactively to the last fiscal year, and I will explain based on the revised figures.

Sales of industrial machinery for the past nine months totaled 291.7 billion yen, with profit of 29.2 billion yen and profit margin of 10%. Excluding the impact of foreign exchange rates and the effect of price pass-through, both sales and profits were almost unchanged from the same period of the previous year.

The third quarter three-month results show a decrease in sales from the second quarter due to the impact of the slowdown in the Chinese economy. This can be seen in the graph on the right-hand side, which shows the quarterly results. Although sales on the market were strong, sales of machine tools, semiconductor manufacturing equipment, and especially home appliances in China declined.

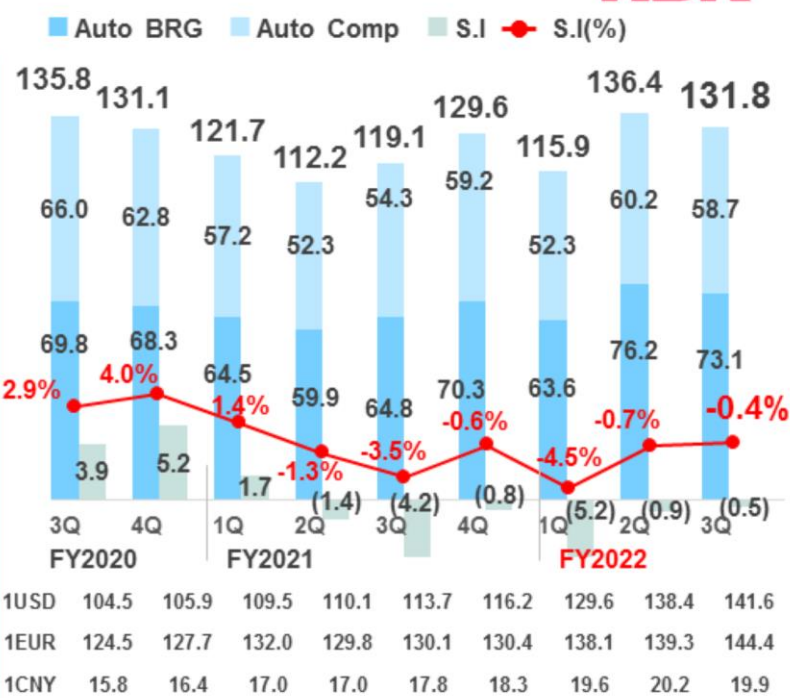
Nevertheless, the profit margin for the past three months remained at a double-digit level at 9.9%, and we are making progress in shifting selling prices against inflation.

Automotive Business



(Billions of yen)

	FY2021 3Q YTD Actual	FY2022 3Q YTD Actual	Increase/ Decrease YOY (Effect of exchange rate fluctuations)	Difference YOY (Excluding effect of exchange rate fluctuations)
Sales	353.0	384.2	+31.2 (+32.6)	+8.8% (-0.4%)
Automotive Bearings	189.2	212.9	+23.7	+12.5%
Automotive Components	163.7	171.3	+7.5	+4.6%
Segment income (excluding impairment loss)	-3.9	-6.7	-2.8	-
(%)	(-1.1%)	(-1.7%)		
Operating income (including impairment loss)	-13.0	-6.7	+6.3	-
(%)	(-3.7%)	(-1.7%)		
(Ex. rate: 1USD=)	111.1	136.5	+25.4	+22.9%
(" 1EUR=)	130.6	140.6	+10.0	+7.6%
(" 1CNY=)	17.3	19.9	+2.6	+15.2%



- Global automotive production volume in 3Q YTD: 56 million* (YOY +4%) *Based on our research
- Although sales in 3Q YTD increased YOY due to the impact of exchange rate fluctuations and the progress of increasing in sales price, sales in 3Q YTD decreased YOY in constant-terms basis.
- Sales in 3Q QTD decreased QOQ due to prolonged supply chain issues and Chinese economic slowdown.
- Deficit width in 3Q decreased by making progress in increasing sales price against inflation.

Copyright NSK Ltd. All Rights Reserved.

8

Slide 8 shows the Automotive Business.

Nine-month results are shown in the left-hand side table, and net sales are 384.2 billion yen. Profit includes the impairment loss on the steering wheel in last year's operating income, so if we compare segment profit excluding that, segment profit is a loss of 6.7 billion yen, a negative 2.8 billion yen compared to the previous year. Net sales are down in real terms due to the impact of foreign exchange and other factors. We estimate that global automobile production is increasing by about 4% YOY. On the other hand, our net sales are negative excluding the impact of exchange rates and selling prices, but here the impact of unit manufacturers' production volume, which is not included in the automobile production volume, affected our net sales. Last fiscal year, our sales growth exceeded that of automobile production, but unit manufacturers built up inventories last fiscal year, and since they have been adjusting their production in this fiscal year and are making further production adjustments through the second half of this fiscal year, the effect of these adjustments has had an effect on our sales. In the third quarter, sales decreased from the second quarter due to the slowdown of the Chinese economy in addition to the prolonged supply chain problems, but the loss is shrinking as the company is passing on the selling price.

1. Consolidated Business Results
for the Third Quarter Ended December 31, 2022

2. Consolidated Business Forecast
for the Year Ending March 31, 2023

(Supplementary Information)

Consolidated Business Forecast for the Year Ending March 31, 2023



Revision of Business Forecast Announced October

- Industrial Machinery Business: Reflect the slowdown of demand mainly in Chinese market
- Automotive Business: Delay of recovery due to the effect of prolonged supply chain issues and Chinese economic slowdown
- Exchange rates in 4Q was revised. (USD ¥125, EUR ¥140, CNY ¥19)

Summary of Forecast for FY2022

(Billions of yen)	Revised Forecast	vs. October Forecast	Difference	(Effect of exchange rate fluctuations)	FY2021 Full year Actual
Sales	930.0	-50.0	-5.1%	(-10.0)	865.2
Segment income *	30.5	-15.5	-33.7%	(-2.0)	28.8
(%)	(3.3%)				(3.3%)
Operating income	28.0	-16.0	-36.4%	(-2.0)	29.4
(%)	(3.0%)				(3.4%)
Income before income taxes	26.5	-15.5	-36.9%		29.5
Net income attributable to owners of the parent	13.5	-13.5	-50.0%		16.6
(Ex. rate: 1USD=)	133.6	-3.3	-2.4%		112.4
(" 1EUR=)	140.5	+1.1	+0.8%		130.6
(" 1CNY=)	19.7	-0.3	-1.4%		17.5

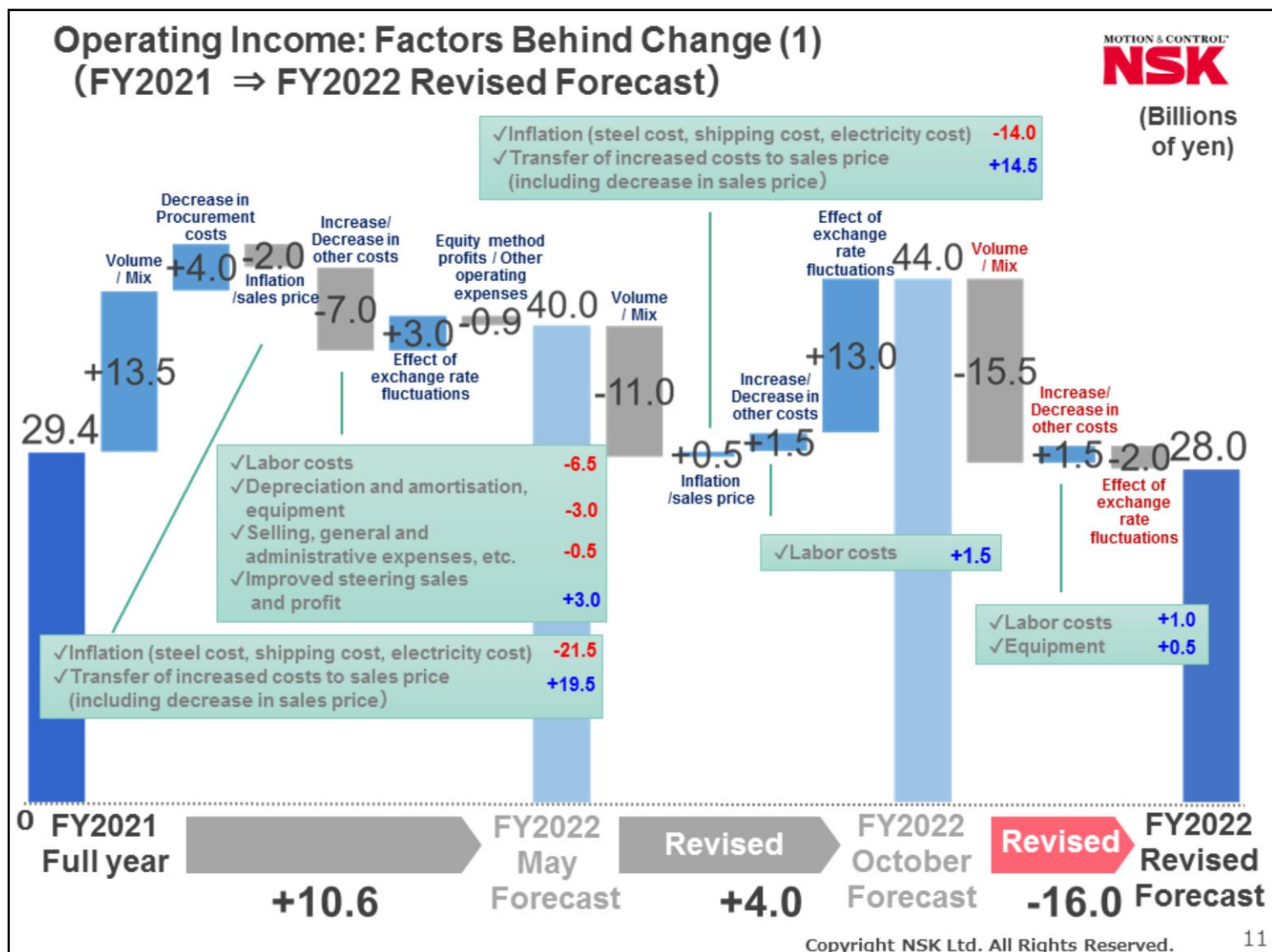
*Segment Income : Operating income before deduction of other operating income and expenses

- Full-year dividend remains unchanged at ¥30 per share
(Interim dividend ¥15 per share, end of year dividend ¥15 per share)

10

Next is the forecast for the full year, on slide 10.

We regret to announce that we have decided to revise our full-year forecast downward, taking into consideration the results up to the third quarter as explained so far and the current environment, including foreign exchange rates. As background, we have factored in a slowdown in demand in the Industrial Machinery Business, particularly in the Chinese market. In the Automotive Business, supply chain problems have been prolonged. In addition, automobiles have also been affected by the slowdown in the Chinese economy, and recovery has been delayed. The exchange rates for the US dollar and Chinese yuan were set at 140 yen and 20 yen, respectively, at the time of the October announcement, but were revised to 125 yen and 19 yen, respectively, in the direction of yen appreciation. As a result, net sales were 930 billion yen, operating income was 28 billion yen, profit margin was 3%, and net income was 13.5 billion yen, resulting in a 50 billion yen decrease in net sales and a 16 billion yen decrease in operating income compared to the October forecast. Since the impact of foreign exchange rate fluctuations will have a negative 10 billion yen impact on net sales and a negative 2 billion yen impact on income, the actual decrease in net sales will be 40 billion yen and the actual decrease in income will be 14 billion yen. Despite the downward revision, we maintain our initial plan to pay an annual dividend of 30 yen per share.

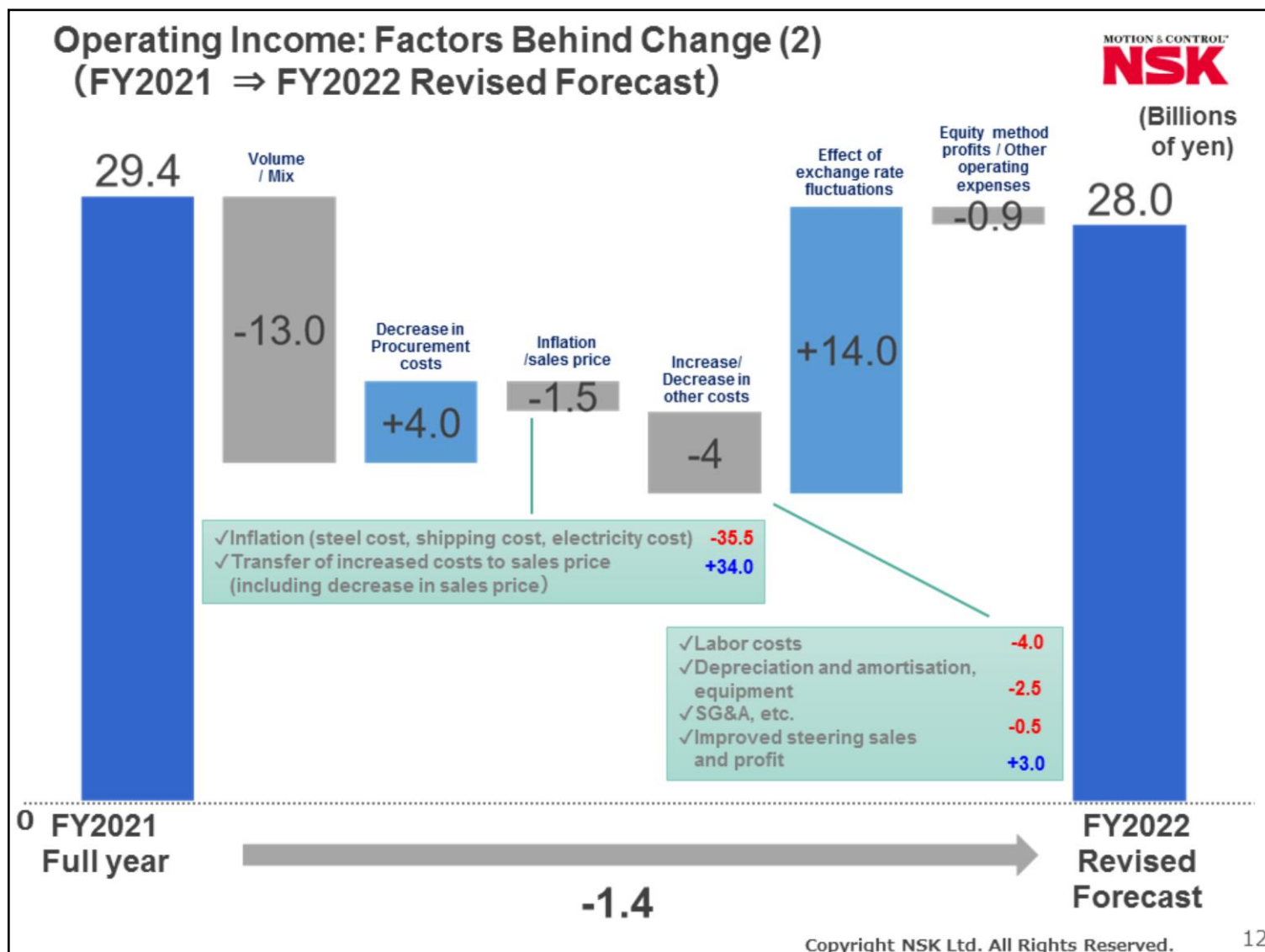


Slide 11 summarizes the history to date.

Previous fiscal year's actual operating income was 29.4 billion yen, and when we announced our financial results in May, we disclosed a forecast of 40 billion yen for the current fiscal year. At that time, we expected an increase in volume compared to the previous fiscal year. In the October revision, we expected a drop in product volume, and as a result, we estimated a negative 11 billion yen impact on profit.

In addition, we expect a further increase in inflationary costs of 14.0 billion yen, and plan to raise selling prices by an additional 14.5 billion yen. In addition, we have included the impact of the yen's depreciation, which will increase profits by 13.0 billion yen, to 44.0 billion yen. Although net sales and income decreased in real terms, we revised our profit forecast to an increase of 4.0 billion yen due to the effect of foreign exchange rates.

The current revision is 28.0 billion yen, due in part to the appreciation of the yen amid a decrease in the volume of goods. We will maintain the measures to raise selling prices against additional inflation that were incorporated in the October revision, and we will steadily achieve these measures.



Slide 12 summarizes slide 11.

On a volume basis, we plan to decrease profit by 13 billion yen, reduce costs by 4 billion yen, and pass on inflation and selling prices as planned, but selling prices will not reach the cost increase by about 1.5 billion yen this fiscal year. We are reducing labor costs, but the cost increase of 4 billion yen will remain. As a result, compared to the previous fiscal year, the foreign exchange effect will remain at 14.0 billion yen, resulting in an operating income of 28.0 billion yen.

Consolidated Business Forecast for the Year Ending March 31, 2023 by Segment



Industrial Machinery Business

✓ Slowdown of demand exceeding expectations, mainly in China

(Billions of yen)	October Forecast	1st half Actual	FY2022 2nd half Forecast	Revised Forecast	Increase/Decrease	vs. October Forecast (Effect of exchange rate fluctuations)	Difference	FY2021 Full year Actual
Sales	400.0	195.4	187.6	383.0	-17.0	(-5.0)	-4.3%	352.2
Industrial Machinery Bearings	325.0	158.5	155.5	314.0	-11.0		-3.4%	290.2
Precision Machinery and Parts	75.0	36.9	32.1	69.0	-6.0		-8.0%	62.0
Segment income	44.5	19.6	17.4	37.0	-7.5	(-1.5)	-16.9%	30.4
(%)	(11.1%)	(10.0%)	(9.3%)	(9.7%)				(8.6%)

Automotive Business

✓ Global automotive production volume was revised to 74 million due to production adjustment (vs. October Forecast : full year -4%, 2nd half -7%)

(Billions of yen)	October Forecast	1st half Actual	FY2022 2nd half Forecast	Revised Forecast	Increase/Decrease	vs. October Forecast (Effect of exchange rate fluctuations)	Difference	FY2021 Full year Actual
Sales	541.5	252.3	263.7	516.0	-25.5	(-5.0)	-4.7%	482.5
Automotive Bearings	305.5	139.8	148.2	288.0	-17.5		-5.7%	259.6
Automotive Components	236.0	112.5	115.5	228.0	-8.0		-3.4%	223.0
Segment income (excluding impairment loss)	0	-6.1	-1.9	-8.0	-8.0	(-1.0)	-	-4.7
(%)	(0.0%)	(-2.4%)	(-0.7%)	(-1.6%)				(-1.0%)

Copyright NSK Ltd. All Rights Reserved.

13

Slide 13 shows the forecast by business segment.

The upper table shows Industrial Machinery Business and the lower is for Automotive Business. In industrial machinery, we have factored in a greater-than-expected slowdown in demand, especially in China. Compared to the forecast announced in October, the impact of exchange rates is negative 5.0 billion yen on sales and 1.5 billion yen on profit. Since the relationship between price pass-through and cost increase due to inflation has not been changed since the October forecast, there is no difference in the current forecast.

The forecast for automotive is 74 million units, which is minus 4% for the year compared to the forecast announced in October, after factoring in the adjustment of production volume. Of course, as of October, the first half of the year has already ended, so if we look at the second half of the year alone, production will be reduced by -7%. Including the fact that unit manufacturers' production, which is not included in the automobile production volume, will also drop by more than 10% in the second half, we estimate that net sales for automobiles will be 516 billion yen and segment income will be a loss of 8 billion yen. We expect the impact of exchange rate fluctuations to be negative 5 billion yen in sales and negative 1 billion yen in profit.

✓ **Progress in FY2022**

- » Revised business forecast announced in October downward due to the slowdown of demand exceeding expectations and appreciation of the Japanese yen
- » Sales price increase expected to achieve planned results
- » Steady progress promoting restructuring of steering business as planned

✓ **Priority initiatives**

- » Continue to negotiate a sales price increase for FY2023
- » Continue to reduce inventory
- » Manage production in response to slowing demand

Lastly, on slide 14 is a progress summary and key issues for this fiscal year.

As for progress to date, to reiterate, we have revised downward our October forecast due to a slower-than-expected slowdown in demand and the appreciation of the yen against other currencies. However, we expect to achieve the selling price increase as planned. In addition, structural reform of the steering business is progressing as planned.

The structural reform of the steering business is progressing as planned. As for priority issues, price hikes are progressing as planned, but there are still some areas that have not been fully taken care of. In addition, we will continue to reduce inventories, including those that increased in the previous fiscal year. In addition to inventory reductions, we will also establish a production system to cope with the slowdown in demand, and we intend to accurately grasp future trends and take appropriate measures.

Thank you for listening.

(Supplementary Information)

Supplementary Information : Financial Results by Business Segment



		FY2021			FY2022	YOY		FY2022	YOY		FY2022
		Apr-Dec Actual	3Q Actual	Full year Actual	Apr-Dec Actual	Increase/Decrease	Difference	3Q Actual	Increase/Decrease	Difference	Revised FCST
Total	Sales	632.8	215.0	865.2	700.2	+67.4	+10.7%	236.4	+21.3	+9.9%	930.0
	Segment Income	20.6	4.3	28.8	24.0	+3.4	+16.7%	9.4	+5.1	+117.2%	30.5
	(%)	(3.3%)	(2.0%)	(3.3%)	(3.4%)			(4.0%)			(3.3%)
	Operating Income	20.8	5.1	29.4	22.0	+1.2	+5.7%	8.5	+3.4	+65.8%	28.0
	(%)	(3.3%)	(2.4%)	(3.4%)	(3.1%)			(3.6%)			(3.0%)
Industrial Machinery Business	Sales	257.1	88.3	352.2	291.7	+34.7	+13.5%	96.3	+8.0	+9.1%	383.0
	Industrial Machinery Bearings	212.3	72.5	290.2	237.9	+25.5	+12.0%	79.3	+6.9	+9.5%	314.0
	Precision Machinery and Parts	44.7	15.8	62.0	53.9	+9.2	+20.5%	17.0	+1.2	+7.4%	69.0
	Segment Income	21.8	7.9	30.4	29.2	+7.4	+34.2%	9.6	+1.7	+21.9%	37.0
	(%)	(8.5%)	(8.9%)	(8.6%)	(10.0%)			(9.9%)			(9.7%)
Automotive Business	Sales	353.0	119.1	482.5	384.2	+31.2	+8.8%	131.8	+12.8	+10.7%	516.0
	Automotive Bearings	189.2	64.8	259.6	212.9	+23.7	+12.5%	73.1	+8.3	+12.9%	288.0
	Automotive Components	163.7	54.3	223.0	171.3	+7.5	+4.6%	58.7	+4.4	+8.2%	228.0
	Segment Income	-3.9	-4.2	-4.7	-6.7	-2.8	-	-0.5	+3.6	-	-8.0
	(%)	(-1.1%)	(-3.5%)	(-1.0%)	(-1.7%)			(-0.4%)			(-1.6%)
	Operating Income	-13.0	-13.2	-13.8	-6.7	+6.3	-	-0.5	+12.7	-	-8.0
	(%)	(-3.7%)	(-11.1%)	(-2.9%)	(-1.7%)			(-0.4%)			(-1.6%)
Others	Sales	39.3	13.2	53.3	44.2	+4.9	+12.5%	15.1	+1.9	+14.2%	59.5
	Operating Income	2.5	0.6	2.9	1.3	-1.2	-48.9%	0.3	-0.3	-45.9%	1.5
	(%)	(6.4%)	(4.4%)	(5.4%)	(2.9%)			(2.1%)			(2.5%)
	Eliminations (sales)	-16.6	-5.5	-22.9	-19.9	-3.4	-	-6.8	-1.3	-	-28.5
	Other operating income and expenses (Adjusted)	9.5	9.9	10.0	-1.9	-11.3	-	-0.9	-10.8	-	-2.5

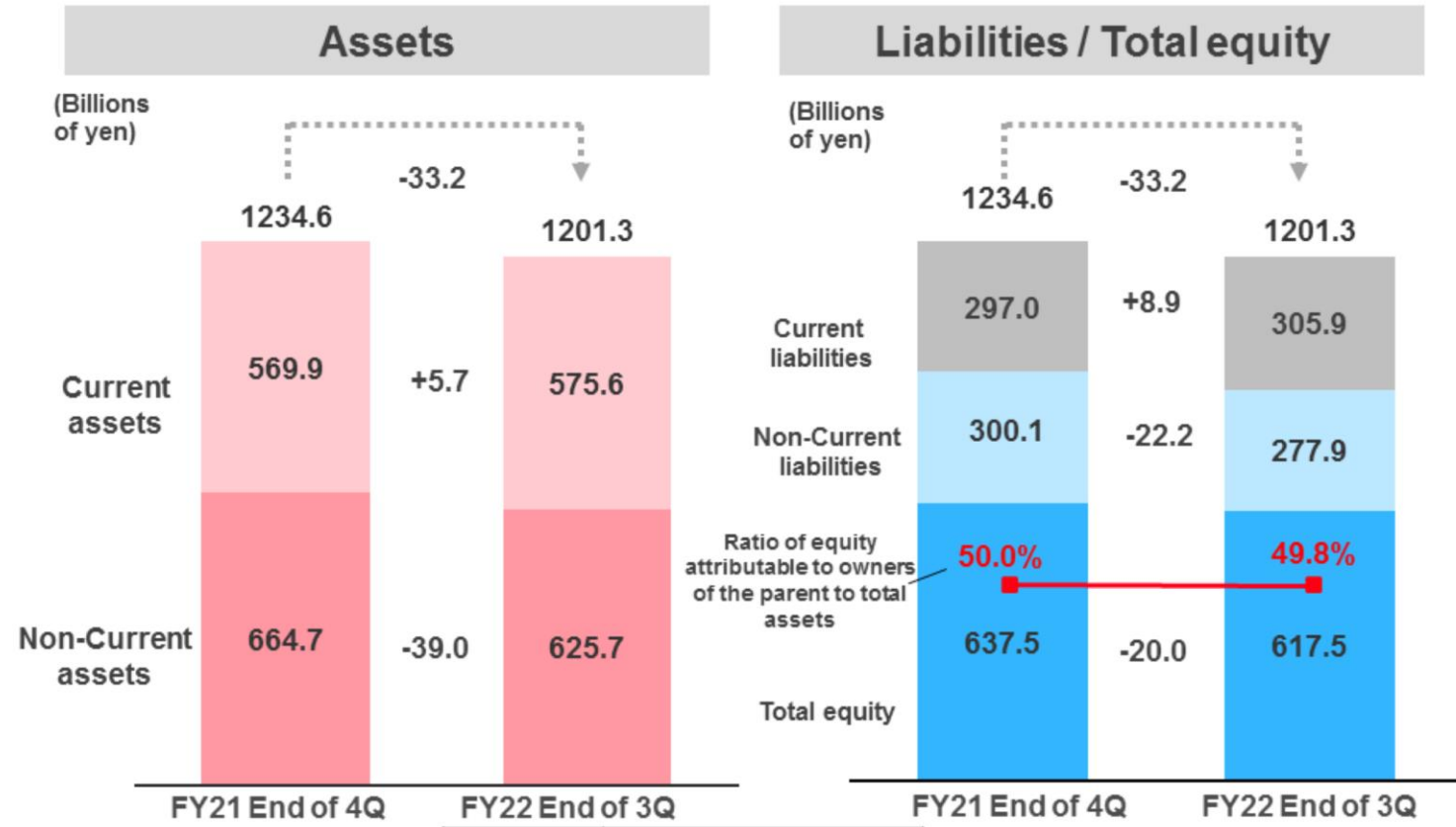
Due to the establishment of CMS DHQ, part of the "Others" and "Precision Machinery and Parts" were transferred to the "Industrial Machinery Bearings". Accordingly, figures have been reclassified to match current segments from the first quarter of FY2021.

Supplementary Information :
Sales by Customer Location



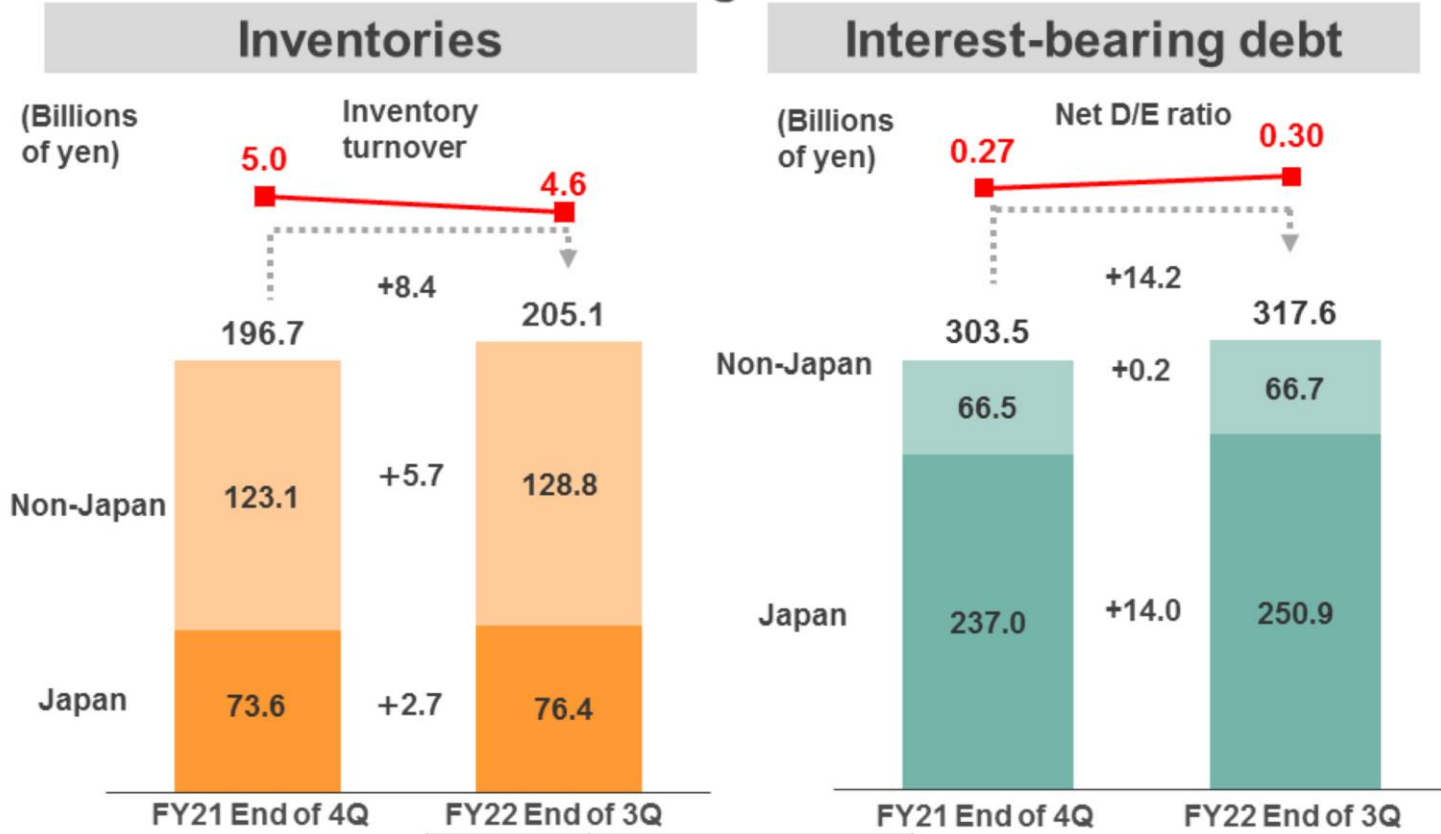
(Billions of yen)	FY2021		FY2022		vs FY2021 Q3 YTD		vs FY2021 Q3 QTD	
	Apr-Dec Actual	3Q Actual	Apr-Dec Actual	3Q Actual	Increase/Decrease	Difference	Increase/Decrease	Difference
Sales	632.8	215.0	700.2	236.4	+67.4	+10.7%	+21.3	+9.9%
Japan	234.3	77.5	229.1	75.8	-5.2	-2.2%	-1.8	-2.3%
Non-Japan	398.5	137.5	471.0	160.6	+72.6	+18.2%	+23.1	+16.8%
(Non-Japan Ratio)	(63.0%)	(63.9%)	(67.3%)	(67.9%)				
The Americas	90.3	29.9	124.3	43.2	+34.0	+37.7%	+13.3	+44.4%
Europe	80.4	26.9	93.4	32.4	+13.0	+16.2%	+5.5	+20.4%
China	134.1	48.2	144.9	48.8	+10.8	+8.1%	+0.5	+1.1%
Other Asia	93.7	32.4	108.5	36.3	+14.7	+15.7%	+3.8	+11.8%
Ex. Rate								
1USD	111.1	113.7	136.5	141.6	+25.4	+22.9%	+27.9	+24.6%
1EUR	130.6	130.1	140.6	144.4	+10.0	+7.6%	+14.3	+11.0%
1CNY	17.3	17.8	19.9	19.9	+2.6	+15.2%	+2.1	+11.9%

Supplementary Information:
Consolidated Balance Sheet



Ex. Rate	FY21 End of 4Q	FY22 End of 3Q
1USD	122.4	132.7
1EUR	136.8	141.4
1CNY	19.3	19.0

Supplementary Information:
Inventories / Interest-Bearing Debt



Ex. Rate	FY21 End of 4Q	FY22 End of 3Q
1USD	122.4	132.7
1EUR	136.8	141.4
1CNY	19.3	19.0

Supplementary Information : Capital Expenditures,
Depreciation and Amortisation, R&D Expenses



(Billions of yen)	FY2021	FY2022			
	Full year Actual	1Q Actual	2Q Actual	3Q Actual	Full year Forecast (Original plan)
Capital Expenditures	52.3	9.2	14.2	13.3	65.0 (70.0)
Capital Expenditures (excluding lease)	44.5	7.7	11.4	12.8	60.0 (70.0)
Depreciation and Amortisation	56.6	14.3	14.7	14.8	57.0
Depreciation and Amortisation (excluding lease)	51.8	13.0	13.3	13.4	52.0
R&D Expenses (on a statutory basis)	19.2	4.5	5.1	5.1	20.0
(Ref.) R&D Expenses (on a managerial basis)	30.8	7.4	7.8	7.7	32.0



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.