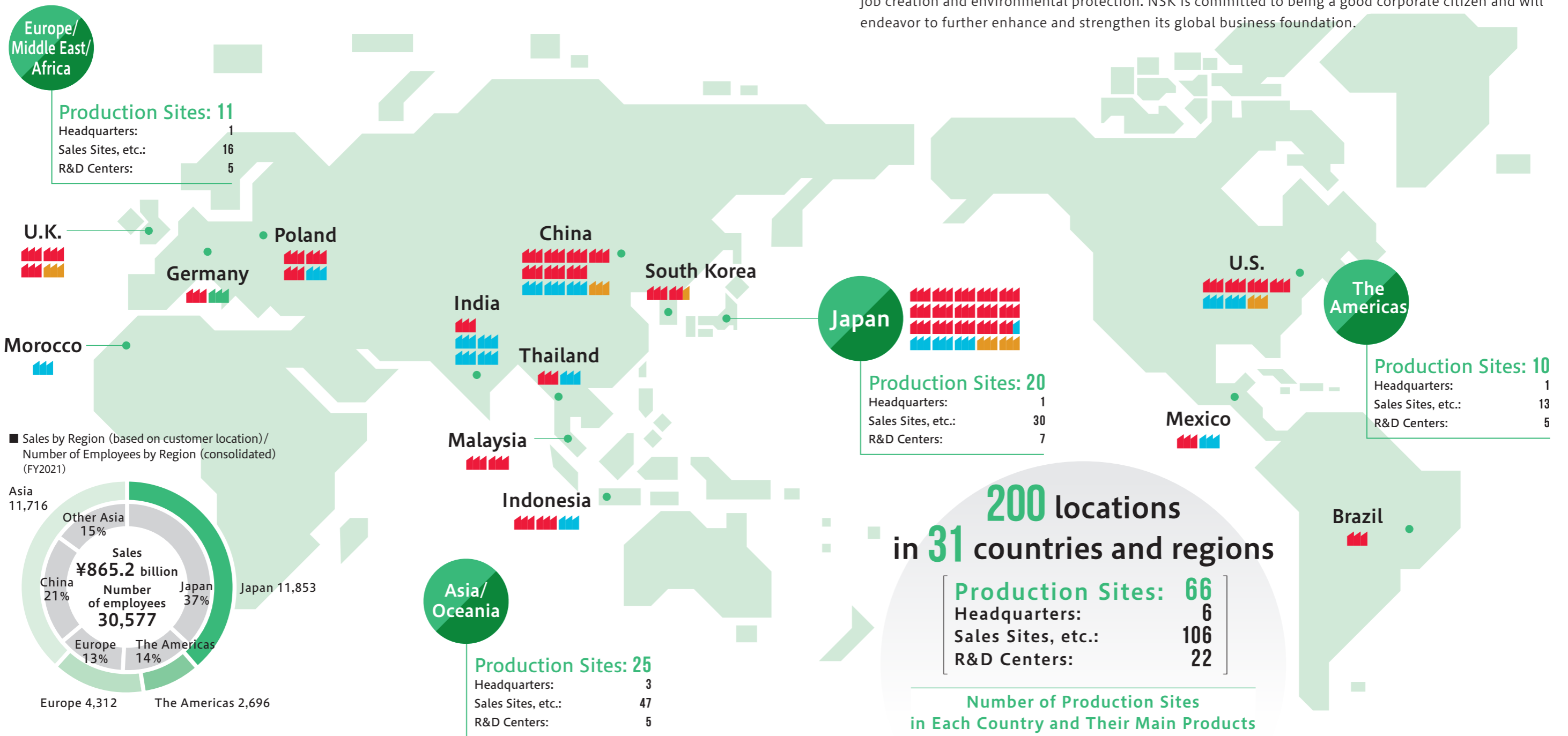


Global Business Foundation

In expanding business globally, NSK maintains the necessary sites, human resources, and management structure as an essential foundation, and strives to expand business in each region while promoting global projects through collaboration between regions. In addition, the Company has made contributing to the development of each country and region the highest priority while emphasizing such issues as job creation and environmental protection. NSK is committed to being a good corporate citizen and will endeavor to further enhance and strengthen its global business foundation.

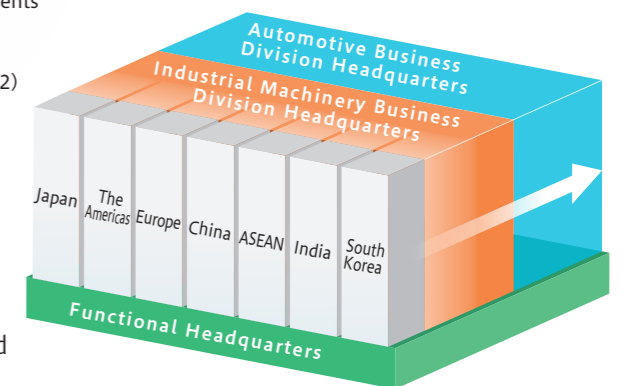


Background to Globalization

NSK is a pioneer in the Japanese manufacturing industry having long advanced overseas expansion. Having commenced overseas exports in 1948 and overseas production in Brazil, the United States, and the United Kingdom in the 1970s, the Company regards these operations as the basis of its overseas business through their locally manufactured products. In addition to expanding its product lineup in association with the overseas relocations of its Japanese customers, primarily in the electrical sector and automobiles from the 1980s onward, the Company established production sites in China, Indonesia, Thailand, India, and elsewhere against a backdrop of emerging market economic development at the start of the 1990s. Thereafter, the Company further increased its global expansion, including business growth in emerging markets, the globalization of automobile platforms, and increased business with non-Japanese overseas customers.

Foundation That Supports Global Management

Underpinned by the two Industrial Machinery and Automotive business axes, NSK employs a matrix-type organizational structure supported by regional headquarters that execute operations in each region and functional headquarters that buoy business in a cross-sectional manner from a functional standpoint.



Note: Individual sites are divided by regions they have a presence in: Japan, The Americas, Europe, China, ASEAN, India, and South Korea.