

Financial and Non-Financial Highlights

► Financial Highlights

NSK Ltd. and Consolidated Subsidiaries

(Year)	JP-GAAP				IFRS							
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 ^{*4}	FY2021	
Financial Data	Sales	733,192	732,842	871,742	974,885	975,319	949,170	1,020,338	991,365	831,034	747,559	865,166
	[By segment]											
	Industrial Machinery Business	255,835	216,142	242,969	276,361	243,395 ^{*1}	226,924	266,249	269,974	284,426 ^{*2}	275,226	345,785
	Automotive Business	444,585	490,545	590,545	656,998	705,511	696,271	723,564	689,658	521,857	449,722	482,547
	Others/Adjustments	32,772	26,154	38,226	41,525	26,411	25,974	30,524	31,732	24,750	22,611	36,833
	[By region]											
	Japan	363,754	333,348	329,136	328,837	318,434	330,512	372,134	367,537	314,281	275,777	317,612
	(Based on customer location)											
	The Americas	86,267	103,352	134,483	164,821	183,652	165,177	155,498	157,581	139,249	107,829	125,094
	Europe	107,958	102,667	124,590	133,752	131,830	121,920	137,856	130,127	110,075	94,800	111,890
	Asia (excluding Japan)	175,213	193,473	283,532	347,475	341,403	331,559	354,849	336,119	267,427	269,153	310,569
	China	89,068	91,442	167,239	210,237	204,361	201,185	212,097	194,994	148,525	166,660	182,036
	Other Asia	86,143	102,030	116,293	137,238	137,042	130,373	142,752	141,124	118,902	102,492	128,532
Operating income	44,417	32,361	68,049	97,327	89,534	65,341	97,875	79,279	23,604	6,364	29,430	
Ordinary income	42,004	30,310	66,785	91,002	—	—	—	—	—	—	—	
Net income attributable to owners of the parent	28,514	15,739	31,167	61,962	65,719	45,560	69,312	55,809	17,412	355	16,587	
Capital expenditures	54,619	48,025	45,448	49,197	54,996	58,602	68,788	81,102	54,927	37,303	52,311	
Depreciation and amortisation	35,807	34,598	35,079	38,568	43,048	43,354	46,785	48,801	53,926	54,527	56,585	
R&D expenses	10,373	10,432	9,919	10,660	11,155	13,858	17,059	19,023	18,265	16,820	19,175	
Net cash provided by operating activities (A)	57,158	53,797	70,342	67,709	108,622	67,936	83,746	92,617	72,387	53,842	22,733	
Net cash used in investing activities (B)	(56,090)	(45,262)	(42,402)	(46,335)	(45,212)	(54,243)	(53,001)	(72,673)	(39,784)	(51,096)	(19,973)	
Free cash flows (A) + (B)	1,068	8,534	27,940	21,374	63,410	13,692	30,744	19,943	32,602	2,745	2,759	
Dividends paid	6,491	5,943	8,650	15,161	18,425	20,174	21,245	20,737	15,550	10,367	12,958	
Acquisition of treasury shares	—	—	—	—	—	14,999	—	19,999	—	—	—	
Total equity attributable to owners of the parent (Shareholders' equity)	280,312	319,286	359,201	456,046	454,661	461,350	537,175	536,676	505,505	554,516	617,800	
Total assets	845,073	882,547	1,000,932	1,129,164	1,032,374	1,043,955	1,092,310	1,086,456	1,029,884	1,171,699	1,234,551	
Interest-bearing debt	296,750	305,102	315,532	326,400	278,152	267,399	250,908	274,780	279,170	332,440	303,457	
Per Share Data (Yen)	Earnings (Net income)	52.75	29.14	57.70	114.56	121.38	86.08	131.16	107.46	34.00	0.69	32.35
	Equity attributable to owners of the parent (Shareholders' equity)	518.56	591.36	664.74	842.69	839.56	873.11	1,016.30	1,048.18	987.01	1,081.88	1,204.63
	Cash dividends	12.0	11.0	16.0	28.0	34.0	38.0 ^{*3}	40.0	40.0	30.0	20.0	25.0
Financial Indices	Operating income margin (%)	6.1	4.4	7.8	10.0	9.2	6.9	9.6	8.0	2.8	0.9	3.4
	Return on average shareholders' equity (ROE) (%)	10.6	5.2	9.2	15.3	14.3	9.9	13.9	10.4	3.3	0.1	2.8
	Return on average assets (ROA) (%)	3.5	1.8	3.3	5.8	6.1	4.4	6.5	5.1	1.6	0.0	1.4
	Ratio of equity attributable to owners of the parent to total assets (%)	33.2	36.2	35.9	40.4	44.0	44.2	49.2	49.4	49.1	47.3	50.0
	Net D/E ratio (Times)	0.58	0.51	0.41	0.31	0.23	0.28	0.22	0.27	0.28	0.28	0.27
	Dividend payout ratio (%)	22.7	37.7	27.7	24.4	28.0	44.1	30.5	37.2	88.2	2,885.8	77.3
	Total return ratio (%) ^{*5}	22.7	37.7	27.7	24.4	28.0	77.1	30.5	73.1	88.2	2,885.8	77.3
	Period-end share price (Yen)	637	715	1,062	1,758	1,030	1,592	1,426	1,037	694	1,135	736
	Price earnings ratio (PER) (Times)	12.1	24.5	18.4	15.3	8.5	18.5	10.9	9.7	20.4	1,644.9	22.8
	Price book-value ratio (PBR) (Times)	1.2	1.2	1.6	2.1	1.2	1.8	1.4	1.0	0.7	1.0	0.6
Dividend yield (%)	1.9	1.5	1.5	1.6	3.3	2.4	2.8	3.9	4.3	1.8	3.4	
Exchange Rate Data	US\$1	79.02	83.10	100.24	109.93	120.14	108.42	110.86	110.91	108.75	106.06	112.38
	€1	109.40	107.14	134.37	138.77	132.58	118.84	129.70	128.40	120.83	123.70	130.56

*1 In accordance with segment changes in the business domains (part of operations transferred from the Industrial Machinery Business to the Automotive Business) in FY2016, data from FY2015 to FY2017 are presented under the changed categories.

*2 In accordance with segment changes in the business domains (part of operations transferred from the Automotive Business to the Industrial Machinery Business) in FY2020, data from FY2019 onward are presented under the new categories.

*3 The breakdown of the ¥38.0 per share dividend paid in FY2016 is a normal dividend of ¥28.0 per share and a ¥10.0 per share dividend to commemorate the 100th anniversary of the Company's founding.

*4 In FY2021, NSK finalized the provisional accounting treatment for business combination. The figures for FY2020 reflect the finalized data of the provisional accounting treatment.

*5 Total return ratio = (Dividends paid + Acquisition of treasury shares) ÷ Net income attributable to owners of the parent.

(¥ Millions)

Financial and Non-Financial Highlights

► Non-Financial Highlights

		SCOPE	UNIT	FY2017	FY2018	FY2019	FY2020	FY2021	
Environment	Environmentally friendly products* ¹	NSK Group	Products	224	226	232	238	239	
	Products that help reduce CO ₂ emissions	NSK Group	×10 ³ t-CO ₂	1,249	1,361	1,448	2,320	2,335	
	Energy	Total energy usage	NSK Group	TJ	7,864	7,965	7,330	6,845	7,524* ³
		Fuel and gas	NSK Group	TJ	2,425	2,456	2,295	2,079	2,229
		Electricity and heat	NSK Group	TJ	5,439	5,509	5,035	4,767	5,295
		Reference: Electricity and heat primary energy equivalent usage	NSK Group	TJ	14,747	14,815	13,577	12,860	14,334
		Rate of renewable energy use* ²	NSK Group	%	0.2	0.8	2.2	6.7	8.3
	Greenhouse gases	GHG emissions (total for Scope 1 and 2)	NSK Group	×10 ³ t-CO ₂ e	1,019	998	839	701	763* ³
		Scope 1	NSK Group	×10 ³ t-CO ₂ e	143	142	132	120	127* ³
		Scope 2	NSK Group	×10 ³ t-CO ₂ e	876	856	708	581	636* ³
Reference: Scope 3		NSK Group	×10 ³ t-CO ₂ e	2,039	2,705	2,194	1,928	2,199* ³	
Rate of change in emissions (baseline: FY2017)		NSK Group	%	0 (base year)	-2.0	-17.6	-31.0	-25.1	
	Rate of change in emissions per unit of sales (baseline: FY2017)	NSK Group	%	0 (base year)	+3.5	+13.2	-6.1	-11.7	
Steel	Steel consumption	NSK Group	×10 ³ t	756	758	618	562	655	
Water	Total water withdrawal	NSK Group	×10 ³ m ³	4,713	4,700	4,308	3,977	4,169* ³	
	Groundwater	NSK Group	×10 ³ m ³	1,869	2,011	1,789	1,659	1,826	
	General water	NSK Group	×10 ³ m ³	2,325	2,194	2,028	1,922	1,978	
	Industrial water	NSK Group	×10 ³ m ³	519	495	490	396	357	
	Rainwater and reused water	NSK Group	×10 ³ m ³	—	—	—	—	8	
Waste and valuables* ²	Total waste and valuables	NSK Group	×10 ³ t	225.5	230.1	201.8	181.9	203.1* ³	
	Reuse and recycle (excluding energy recovery)	NSK Group	×10 ³ t	192.2	195.0	171.8	156.3	174.7	
	Total waste disposed (including energy recovery)	NSK Group	×10 ³ t	33.3	35.1	30.0	25.6	28.4	
	Landfilled	NSK Group	×10 ³ t	3.3	3.6	2.9	2.1	2.4	
	Incinerated with energy recovery	NSK Group	×10 ³ t	13.3	13.2	11.8	10.3	10.7	
	Incinerated without energy recovery	NSK Group	×10 ³ t	5.0	5.5	4.0	3.3	3.9	
	Other (e.g., water treatment)	NSK Group	×10 ³ t	11.7	12.8	11.3	9.9	11.4	
Air quality	Emissions of NOx	NSK Group	t	132	128	119	106	113	
	Emissions of SOx	NSK Group	t	50	42	38	39	33	
Water quality	Total discharged water	NSK Group	×10 ³ m ³	3,040	3,159	2,847	2,519	2,757	
	Rivers	NSK Group	×10 ³ m ³	453	729	591	575	646	
	Sewage system	NSK Group	×10 ³ m ³	2,587	2,430	2,256	1,944	2,110	
	BOD (biochemical oxygen demand)	NSK Group	t	1.3	1.4	1.2	1.2	1.5	
Environmentally harmful substances	Handling of PRTR-designated substances (materials and parts)	Group in Japan	t	490	464	395	316	326	
	Discharge/transfer of PRTR-designated substances	Group in Japan	t	105	72	78	73	86	
	Emissions of VOCs	NSK Group	t	154	151	145	141	165* ³	
Biodiversity	Biodiversity conservation initiatives (social contribution initiatives)	Group in Japan	Initiatives	3	6	6	3	5	
	Number of initiatives implemented								

*¹ Newly developed products until FY2007, that are consistent with the "Basic Policy for the Development of Environmentally Friendly Products," and from FY2008, newly developed products with an NSK Eco-efficiency Indicators (Neco) score of 1.2 or higher.

*² Past data were revised following a change in the calculation criteria.

*³ Third-party verification is performed. ▶ P.85

		SCOPE	UNIT	FY2017	FY2018	FY2019	FY2020	FY2021	
Social	Number of employees (consolidated)	Total	NSK Group	Persons	31,861	31,484	30,747	30,378	30,577
		Japan	Group in Japan	Persons	11,607	11,755	11,803	11,774	11,853
		The Americas	Group in the Americas	Persons	3,080	3,093	2,804	2,617	2,696
		Europe	Group in Europe	Persons	3,908	4,259	4,206	4,333	4,312
		Asia	Group in Asia	Persons	13,266	12,377	11,934	11,654	11,716
	Ratio of men/women employees	Men	NSK Group	%	82.4	80.9	81.0	82.0	82.0
		Women	NSK Group	%	17.6	19.1	19.0	18.0	18.0
	Average years of employment (average age)	Total	Group in Japan* ¹	Years (age)	16(41)	16(41)	17(42)	17(42)	17(43)
		Men	Group in Japan* ¹	Years (age)	17(42)	17(42)	17(42)	18(43)	17(43)
		Women	Group in Japan* ¹	Years (age)	10(37)	11(37)	12(37)	12(38)	13(38)
Number of employees who took childcare leave	Total	Group in Japan* ¹	Persons	69	109	162	189* ³	184	
	Men	Group in Japan* ¹	Persons	40	73	125	147* ³	149	
	Women	Group in Japan* ¹	Persons	29	36	37	42	35	
Employment rate of people with disabilities	Group in Japan* ¹	%	2.09	2.25	2.24	2.45	2.56		
Occupational safety	Lost-time injury frequency rate	NSK Group	—	0.60	0.37	0.35	0.43	0.28* ²	
Health and wellness	Percentage of employees participating in the Specific Health Guidance program	Group in Japan* ¹	%	25.7	25.3	25.1	27.3	27.2	
	Percentage of employees receiving stress checks	Group in Japan* ¹	%	93.8	95.9	94.9	95.9	97.9	
	Percentage of employees who smoke	Group in Japan* ¹	%	39.1	37.6	36.6	33.8	31.9	
Human resource development	Number of participants in NSK Global Management College	NSK Group	Persons	14	13	12	0* ⁴	0* ⁴	
	Number of participants in NSK Japan Management College	Group in Japan* ¹	Persons	15	10	10	10	10* ⁵	
	Number of participants in NSK Institute of Technology	NSK Group	Persons	466	451	527	518	493	
	Number of employees who have attained a TOEIC score of 730 or higher (cumulative)	Group in Japan* ¹	Persons	536	563	631	660	700	
Rate of labor union participation	Non-management employees	Group in Japan* ¹	%	100	100	100	100	100	
	All employees including managers	Group in Japan* ¹	%	82	83	83	83	84	
Employee engagement survey* ⁶	Number of participants (officers and employees)	NSK Group	Persons	28,893	15,538	15,518	14,963	5,976	
Research and development	Number of patents held	NSK Group	Patents	6,987	7,499	8,052	8,172	6,226	

*¹ NSK Ltd. and main group companies in Japan *² The Company receives third-party assurances. ▶ P.85 *³ Revised to improve accuracy *⁴ Cancelled due to the spread of COVID-19 *⁵ Including those expected to graduate by September 30, 2022 *⁶ Conducted as a compliance awareness survey until FY2017

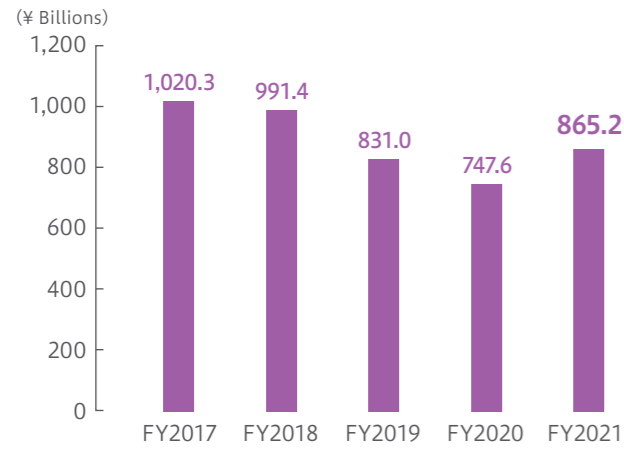
		UNIT	2018/6*	2019/6	2020/6	2021/6	2022/6	
Governance	Composition of the Board of Directors	Number of directors	Persons	12	12	9	9	9
		Ratio of independent outside directors	%	41.7	41.7	55.6	55.6	55.6
		Ratio of males	%	91.7	91.7	88.9	88.9	88.9
		Ratio of females	%	8.3	8.3	11.1	11.1	11.1
		UNIT	FY2017	FY2018	FY2019	FY2020	FY2021	
Attendance at Board of Directors meetings	Number of times convened	Meetings	10	10	10	10	10	
	Average attendance rate	%	100	99	99	98	100	
	Average attendance rate of independent outside directors	%	100	98	98	98	100	

*The appointment of one independent outside director took place in July 2018.

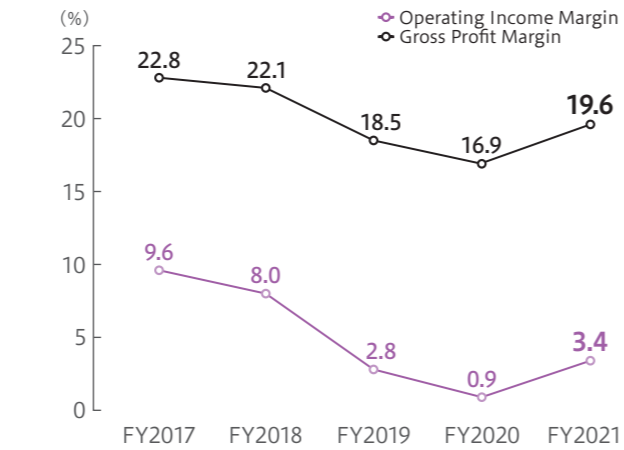
Financial and Non-Financial Highlights

► Trends in Major Indices

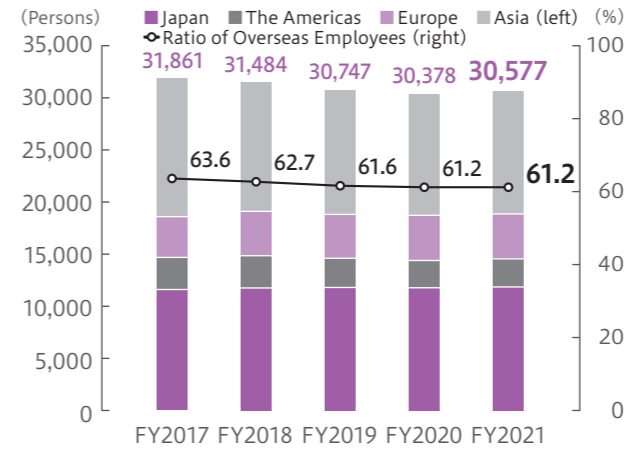
■ Sales



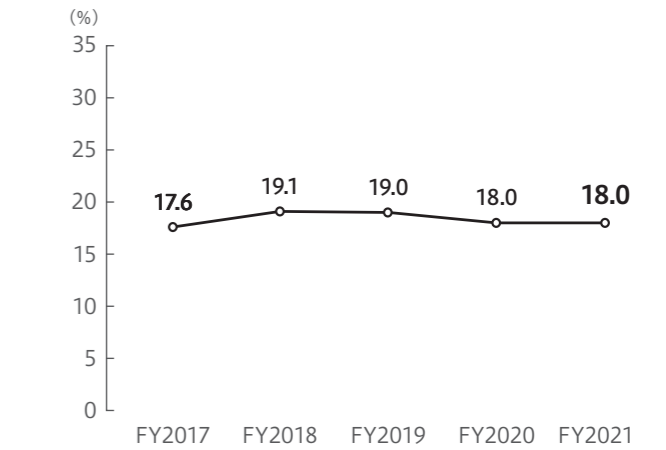
■ Operating Income Margin/Gross Profit Margin



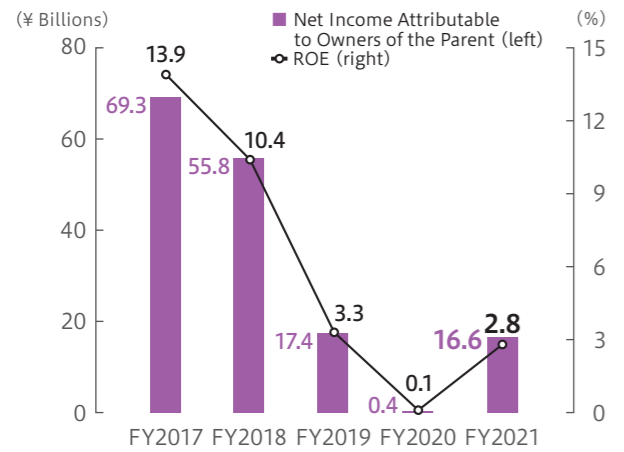
■ Number of Employees Worldwide/Ratio of Overseas Employees



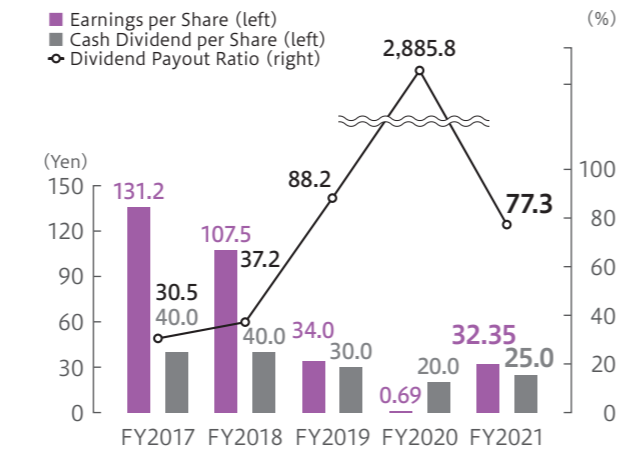
■ Ratio of Female Employees



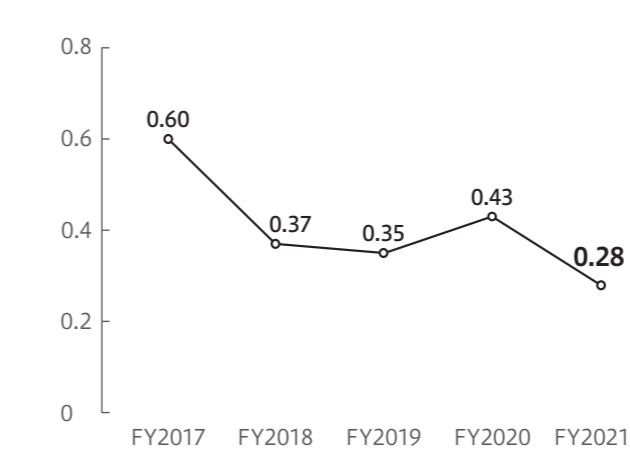
■ Net Income Attributable to Owners of the Parent/ROE



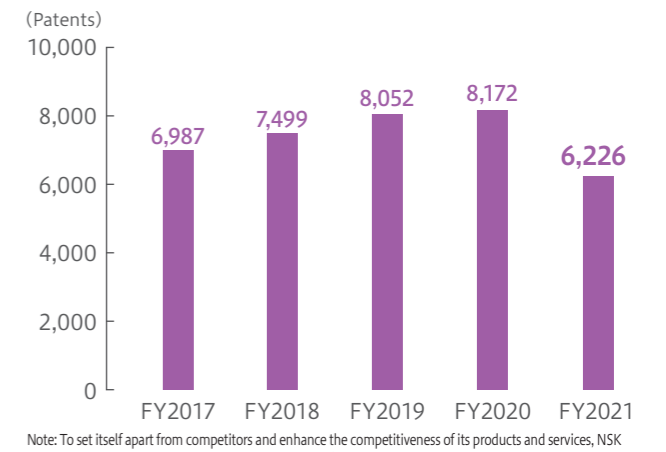
■ Earnings per Share/Cash Dividend per Share/Dividend Payout Ratio



■ Lost-Time Injury Frequency Rate

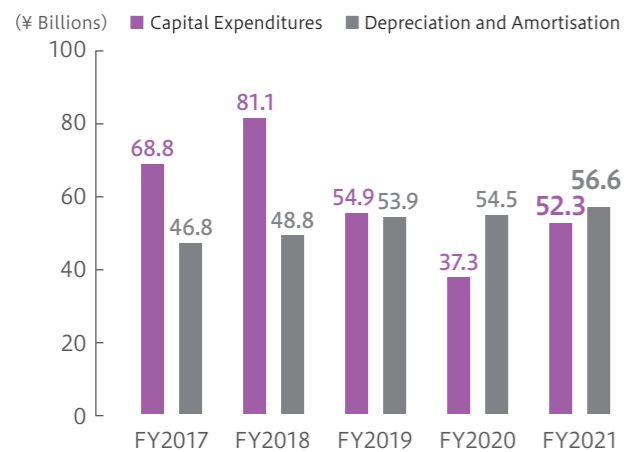


■ Number of Patents Held

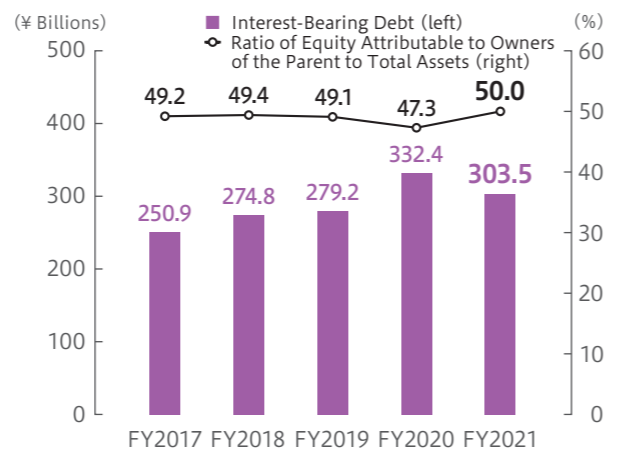


Note: To set itself apart from competitors and enhance the competitiveness of its products and services, NSK submits patent applications on an ongoing basis for any technological outcomes it produces. As a result of reorganizing patents with a low potential for future use, the number of removed patents exceeded the number of newly registered patents in FY2021, thereby decreasing the number of patents held.

■ Capital Expenditures/Depreciation and Amortisation

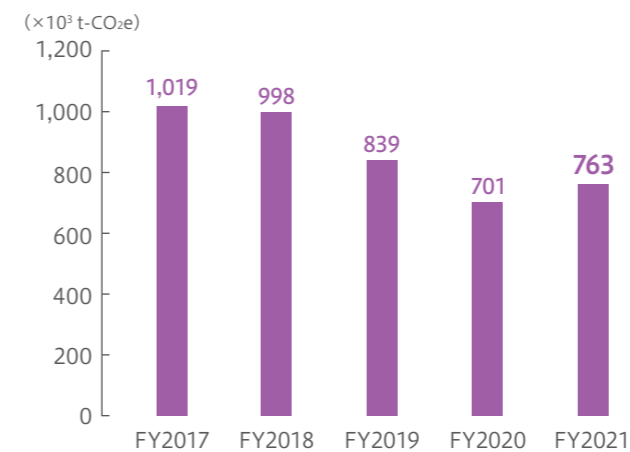


■ Interest-Bearing Debt/Ratio of Equity Attributable to Owners of the Parent to Total Assets

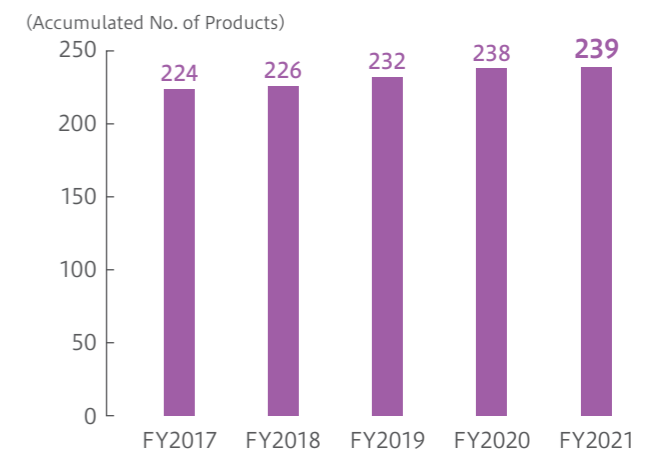


Note: In FY2021, NSK finalized the provisional accounting treatment for business combination. The figures for FY2020 reflect the finalized data of the provisional accounting treatment.

■ Greenhouse Gas Emissions



■ Number of Environmentally Friendly Products Developed



Note: Cumulative data from FY2002.

► PP.46-47 Global Business Foundation

► P.40 Diversity as a Driving Force of the Organization

► P.42 Safety Management

► PP.34-35 Promote Carbon Neutrality