



Business Results

FY2006 ending March 2007

May 15, 2007
NTN corporation

FACT BOOK(consolidated)

1. Net sales and Income

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Sales	342,745 100.0%	357,394 100.0%	388,348 100.0%	434,836 100.0%	483,817 100.0%
Operating income	20,785 6.1%	24,709 6.9%	33,200 8.5%	37,645 8.7%	46,792 9.7%
Ordinary income	16,169 4.7%	20,776 5.8%	28,385 7.3%	32,816 7.5%	42,210 8.7%
Extraordinary income(loss)	-9,972 -2.9%	-2,595 -0.7%	-1,800 -0.5%	-2,446 -0.6%	2,958 0.6%
Net income	2,657 0.8%	11,031 3.1%	16,739 4.3%	19,550 4.5%	27,014 5.6%

2. Sales by Business Segment

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Bearing	220,685 64.4%	228,615 64.0%	248,810 64.0%	276,694 63.6%	307,249 63.5%
CVJs	98,875 28.8%	102,959 28.8%	111,307 28.7%	131,327 30.2%	147,463 30.5%
Precision Equipment	23,185 6.8%	25,820 7.2%	28,230 7.3%	26,815 6.2%	29,104 6.0%
Total	342,745 100.0%	357,394 100.0%	388,348 100.0%	434,836 100.0%	483,817 100.0%

3. Sales by Region

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Japan	170,010 49.6%	176,203 49.3%	189,990 48.9%	197,697 45.4%	206,925 42.8%
North America	92,696 27.0%	86,084 24.1%	92,046 23.7%	112,001 25.8%	125,426 25.9%
Europe	47,871 14.0%	58,243 16.3%	62,592 16.1%	66,892 15.4%	77,193 16.0%
Asia & Other	32,168 9.4%	36,864 10.3%	43,719 11.3%	58,245 13.4%	74,273 15.3%
Total	342,745 100.0%	357,394 100.0%	388,348 100.0%	434,836 100.0%	483,817 100.0%

4. Sales by Region & Business Segment

(Millions of yen)

		FY2002	FY2003	FY2004	FY2005	FY2006
Japan	Bearing	104,649	109,064	119,880	127,644	133,106
	CVJs	45,496	45,087	45,699	46,931	50,123
	Precision Equipment	19,865	22,052	24,410	23,124	23,696
	Total	170,010	176,203	189,990	197,697	206,925
North America	Bearing	60,882	56,308	57,817	64,539	70,057
	CVJs	30,982	29,133	33,236	46,703	54,264
	Precision Equipment	832	643	994	758	1,105
	Total	92,696	86,084	92,046	112,001	125,426
Europe	Bearing	27,408	31,215	34,244	36,872	44,192
	CVJs	18,397	24,660	26,514	28,257	30,478
	Precision Equipment	2,066	2,368	1,835	1,763	2,523
	Total	47,871	58,243	62,592	66,892	77,193
Asia & Other	Bearing	27,746	32,027	36,870	47,639	59,895
	CVJs	4,000	4,079	5,858	9,436	12,598
	Precision Equipment	422	757	992	1,170	1,780
	Total	32,168	36,864	43,719	58,245	74,273
Total	Bearing	220,685	228,615	248,810	276,694	307,249
	CVJs	98,875	102,959	111,307	131,327	147,463
	Precision Equipment	23,185	25,820	28,230	26,815	29,104
	Total	342,745	357,394	388,348	434,836	483,817

5. Geographic Segment Information

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Japan Sales	249,679	264,513	294,950	320,322	339,644
Operating income	12,802	16,725	22,835	25,077	28,279
	5.1%	6.3%	7.7%	7.8%	8.3%
North America sales	92,965	86,758	92,374	114,528	124,253
Operating income	4,098	2,431	3,537	4,460	4,530
	4.4%	2.8%	3.8%	3.9%	3.6%
Europe Sales	48,028	58,707	63,305	67,423	77,968
Operating income	1,347	2,956	3,150	3,195	4,317
	2.8%	5.0%	5.0%	4.7%	5.5%
Asia & Other Sales	19,448	24,890	32,308	44,654	65,888
Operating income	1,885	1,479	2,767	3,919	6,450
	9.7%	5.9%	8.6%	8.8%	9.8%
Sales	-67,376	-77,475	-94,590	-112,093	-123,937
Operating income	651	1,116	908	992	3,214
Sales Total	342,745	357,394	388,348	434,836	483,817
Operating income total	20,785	24,709	33,200	37,645	46,792
	6.1%	6.9%	8.5%	8.7%	9.7%

6. Capital expenditure, Depreciation and Cash flow

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Capital expenditure	25,264	38,092	49,670	49,284	59,347
Depreciation					
Japan	14,848	14,758	15,515	16,978	18,743
Oversea	8,990	9,221	9,355	11,608	13,950
Depreciation Total	23,838	23,979	24,870	28,586	32,693
Cash flow	26,495	35,010	41,609	48,136	59,707

[Cash flow] = [Net income] + [Depreciation]

7. R&D expenditures

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
R&D expenditures	12,255	13,542	14,952	14,771	14,221
Ratio against sales	3.6%	3.8%	3.9%	3.4%	2.9%

8. Inventories

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Inventories	92,728	83,565	93,167	107,047	107,131
Inventory turnover ratio	x3.7	x4.3	x4.2	x4.1	x4.5

9. Interest Bearing Debt

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Loan	91,445	84,090	96,185	103,198	133,392
Bonds	70,000	80,000	80,000	80,000	64,519
Total	161,445	164,090	176,185	183,198	197,911

10. Main Management Index

	FY2002	FY2003	FY2004	FY2005	FY2006
Ordinary Income/ Total Assets	3.5%	4.5%	5.8%	6.1%	7.2%
ROA	0.6%	2.4%	3.4%	3.6%	4.6%
ROE	1.9%	8.0%	11.1%	11.5%	13.8%
Shareholder's Equity Ratio	28.9%	31.0%	30.6%	32.6%	34.2%
Shareholder's Equity per Share	Yen291.82	Yen308.27	Yen341.93	Yen396.73	Yen445.61
Net income per Share	Yen5.68	Yen23.54	Yen35.83	Yen41.94	Yen58.34

11. Number of employees

	FY2002	FY2003	FY2004	FY2005	FY2006
Japan	7,498	6,561	6,635	6,693	6,932
Oversea	4,312	5,324	6,153	7,938	10,374
Total	11,810	11,885	12,788	14,631	17,306

12. Exchange rate

(Unit:Yen)

		FY2002	FY2003	FY2004	FY2005	FY2006
A V	US\$	121.98	113.19	107.55	113.32	116.97
	EURO	120.88	132.65	135.17	137.83	150.02
	S\$	68.94	65.39	64.17	68.18	74.75
E n d	US\$	120.20	105.69	107.39	117.47	118.05
	EURO	129.83	128.88	138.87	142.81	157.33
	S\$	68.01	62.91	65.19	72.57	77.83

FACT BOOK(unconsolidated)

1. Net sales and Income

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Sales	246,332 100.0%	261,710 100.0%	291,975 100.0%	317,343 100.0%	336,839 100.0%
Operating income	10,016 4.1%	12,988 5.0%	18,161 6.2%	20,283 6.4%	22,783 6.8%
Ordinary income	9,411 3.8%	12,131 4.6%	18,120 6.2%	22,666 7.1%	29,419 8.7%
Extraordinary income(loss)	-8,592 -3.5%	-	-1,800 -0.6%	-2,446 -0.8%	3,149 0.9%
Net income	323 0.1%	8,093 3.1%	10,839 3.7%	14,557 4.5%	21,095 6.3%

2. Sales by Business Segment

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Bearing	158,253 64.2%	164,610 62.9%	181,092 62.0%	200,290 63.1%	213,430 63.4%
CVJs	63,038 25.6%	64,876 24.8%	71,031 24.3%	79,990 25.2%	85,602 25.4%
Precision Equipment	25,041 10.2%	32,224 12.3%	39,852 13.6%	37,063 11.7%	37,807 11.2%
Total	246,332 100.0%	261,710 100.0%	291,975 100.0%	317,343 100.0%	336,839 100.0%

3. Sales in Japan and export

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Sales in Japan	166,663 67.7%	173,399 66.3%	187,015 64.1%	194,717 61.4%	204,114 60.6%
Export sales	79,669 32.3%	88,311 33.7%	104,960 35.9%	122,626 38.6%	132,725 39.4%
(North America)	(28,472) (11.6%)	(30,608) (11.7%)	(40,097) (13.7%)	(47,810) (15.1%)	(41,889) (12.4%)
(Europe)	(24,978) (10.1%)	(27,729) (10.6%)	(30,408) (10.4%)	(33,346) (10.5%)	(36,081) (10.7%)
(Asia & Other)	(26,219) (10.6%)	(29,974) (11.5%)	(34,455) (11.8%)	(41,470) (13.1%)	(54,755) (16.3%)
Total	246,332 100.0%	261,710 100.0%	291,975 100.0%	317,343 100.0%	336,839 100.0%

4. Capital expenditure, Depreciation and Cash flow

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Capital expenditure	11,808	15,946	17,014	18,954	18,150
Depreciation	12,757	12,774	12,969	13,461	13,886
Cash flow	13,080	20,867	23,808	28,018	34,981

※ [Cash flow]=[Net income]+[Depreciation]

5. R&D expenditures

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
R&D expenditures	11,642	12,858	14,070	13,709	13,054
Ratio against sales	4.7%	4.9%	4.8%	4.3%	3.9%

6. Inventories

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Inventories	43,633	38,817	41,743	44,603	41,356
Inventory turnover ratio	x5.6	x6.7	x7.0	x7.1	x8.1

7. Interest Bearing Debt

(Millions of yen)

	FY2002	FY2003	FY2004	FY2005	FY2006
Loan	28,900	23,300	23,300	15,620	32,620
Bonds	70,000	80,000	80,000	80,000	64,519
Total	98,900	103,300	103,300	95,620	97,139

8. Main Management Index

	FY2002	FY2003	FY2004	FY2005	FY2006
Ordinary Income/ Total Assets	2.6%	3.3%	4.8%	5.7%	7.1%
ROA	0.1%	2.2%	2.9%	3.6%	5.1%
ROE	0.3%	6.1%	7.7%	9.5%	12.5%
Shareholder's Equity Ratio	34.7%	37.6%	36.9%	39.4%	41.7%
Shareholder's Equity per Share	Yen275.24	Yen296.46	Yen313.54	Yen346.62	Yen378.48
Net Income per Share	Yen0.7	Yen17.25	Yen23.15	Yen31.21	Yen45.56

9. Number of employees

	FY2002	FY2003	FY2004	FY2005	FY2006
	6,429	5,576	5,465	5,442	5,445