

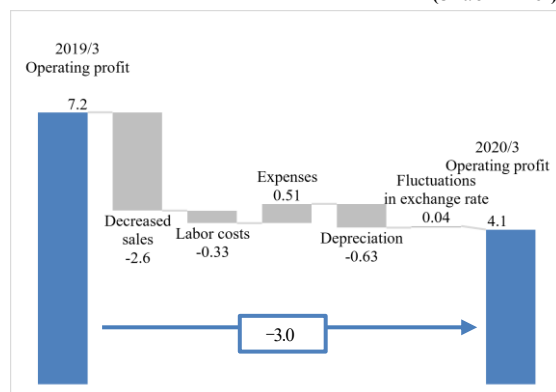
FY2019 Consolidated Financial Results Highlights

1. Overview

2020/3 Financial Results	Actual		(Unit: JPY Million) Year-on-year comparison	
	2019/3	2020/3	Amount	%
Net sales	107,718	100,159	- 7,558	- 7.0%
Operating profit (Operating margin)	7,262 (6.7%)	4,168 (4.2%)	- 3,093 (-2.6%)	- 42.6%
Ordinary profit (Ordinary income margin)	6,630 (6.2%)	3,660 (3.7%)	- 2,970 (-2.5%)	- 44.8%
Profit attributable to owners of parent (Net profit margin)	4,135 (3.8%)	2,740 (2.7%)	- 1,395 (-1.1%)	- 33.7%
Return on Equity (ROE)	7.9%	4.9%	- 3.0%	-
Net assets to total assets	35.0%	35.1%	0.1%	-
Net interest bearing debt	39,811	37,211	- 2,600	- 6.5%
Capital Expenditure	7,273	10,857	3,584	49.3%
Depreciation	8,528	9,517	989	11.6%
R&D expenses	2,047	2,105	58	2.8%
Number of consolidated subsidiaries	33	33	0	-
Exchange rate (USD)	111.00	109.56		
Exchange rate (EUR)	127.00	122.54		

Exchange rate is TTM rate as of December 31.

«Causes of Fluctuation in Operating profit for FY2019»
(Unit: JPY Billion)



«Dividend/ Dividend Payout Ratio»

The forecast of dividends for the fiscal year ending March 31, 2021 is not available at this moment.

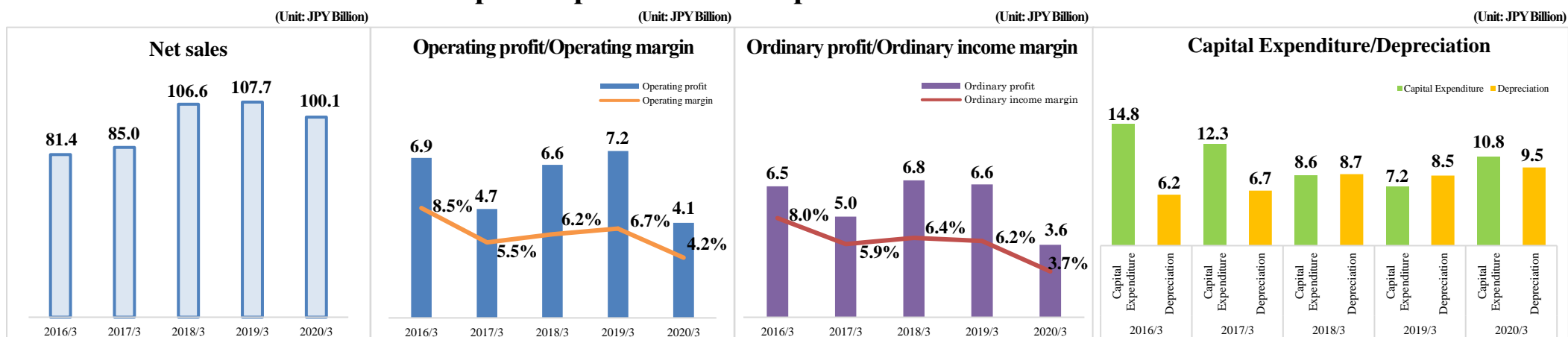
	2016/3	2017/3	2018/3	2019/3	2020/3
Interim	13	15	15	15	20*
Year-end	13	15	15	15	Plan 15
Annual	26	30	30	30	Plan 35
Dividend Payout Ratio	27.9%	54.0%	33.3%	32.0%	Plan 60.1%

* The interim dividend for FY2019
: Regular dividend (15 yen) + Commemorative dividend (5 yen)

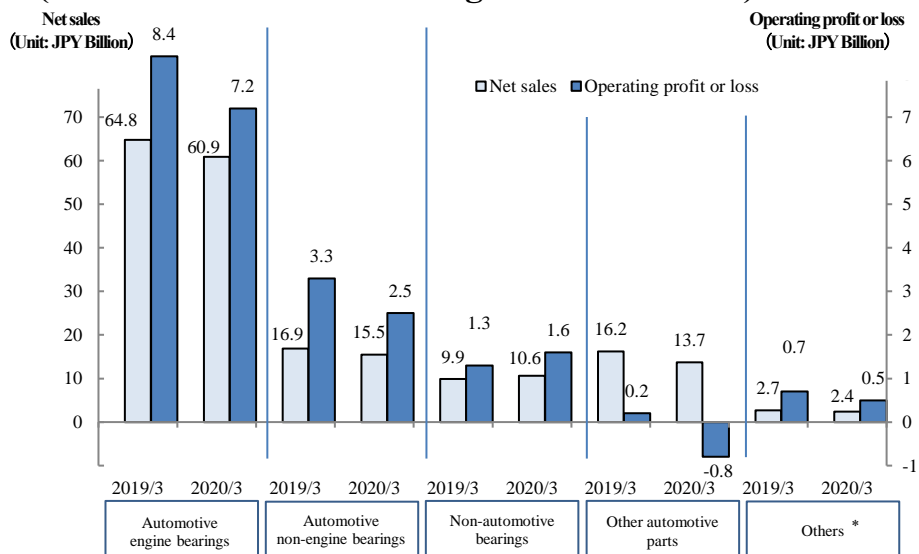
«Forecast of FY2021 financial results»

As for Consolidated Financial Results for full year, forecast is not available at this moment due to uncertain circumstances caused by the worldwide spread of the new coronavirus (COVID-19). Consolidated Financial Results Forecast for full year will be announced when more detailed information is available.

2. Consolidated Financial Results/Capital Expenditure and Depreciation



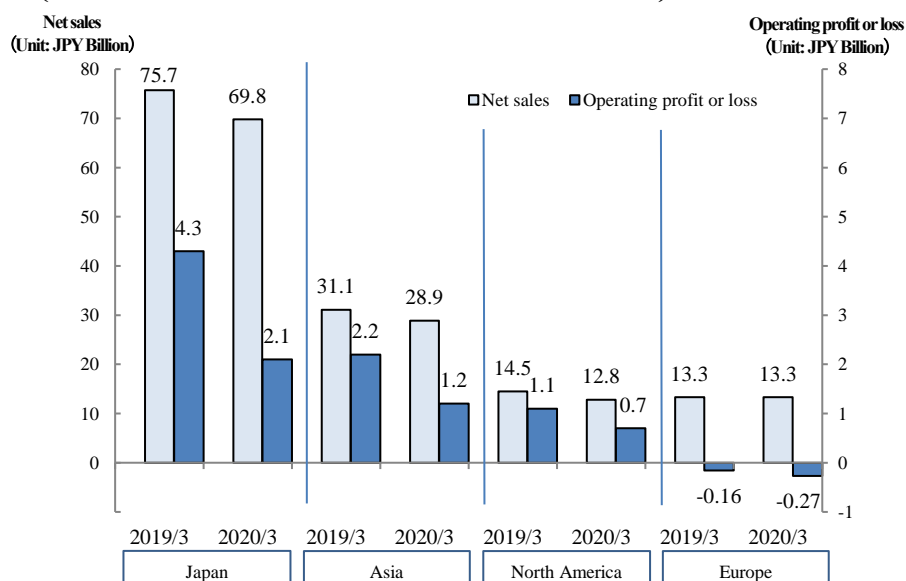
3. Sales and Operating profit by Segment (before elimination of inter-segment transactions)



**Others* includes electrode sheets for electric double layer capacitors, the metallic dry bearings business, pump-related products businesses, and real estate leasing.

Segment	[Sales]		Causes of Gains and Losses	[Operating profit]	
	Net sales ratio	Year-on-year comparison Amount (%)		Year-on-year comparison Amount (%)	Causes of Gains and Losses
Automotive engine bearings	59.0%	- 3,852 (-5.9%)	(+)Japan: New business development for cars (-)Japan: Continued decrease in demand from trucks for exports (-)Order decrease for bearings for turbochargers (+)China: Order increase from new customers (+)Korea: Recovery trend in demand/Order increase (+)Indonesia: New business development and order increase for marketed products (-)Weak demand from Thailand and North America	- 1,152 (-13.7%)	(+)Korea: Profit increase due to increased sales /Recovered earnings (-)Decreased sales due to weak car production globally
Automotive non-engine bearings	15.0%	- 1,470 (-8.7%)	(-)Decreased car demand globally	- 773 (-23.3%)	
Non-automotive bearings	10.3%	763 (7.7%)	(+)Firm demand from ship sector/Share increase in overseas market (-)Weak demand from construction machinery sector in overseas market (China, North America, Asia)	270 (19.9%)	(+)Increase in sales for high value-added bearings
Other automotive parts	13.3%	- 2,461 (-15.2%)	(-)Iino Group: Order decrease due to weak domestic demand, despite firm demand from North America and China (-)Order decrease for aluminum die cast parts due to weak car production globally	- 1,030 (Δ473.1%)	(-)Temporary cost to reorganize domestic/overseas sites of Iino Group (-)Increase in expenses due to setup of DMCT (New factory for aluminum die cast parts in Thailand)
Others	2.4%	- 311 (-11.3%)	(-)Demand decrease for special types of bearings from general industry sector	- 172 (-24.6%)	(-)Decrease in sales
Elimination of inter-segment transactions		- 225		- 235	
Total		- 7,558 (-7.0%)	(-)Fluctuations in exchange rate	- 3,093 (-42.6%)	

4. Sales and Operating profit by Region (before elimination of internal transactions)



Region	[Sales]		Causes of Gains and Losses	[Operating profit]	
	Net sales ratio	Year-on-year comparison Amount (%)		Year-on-year comparison Amount (%)	Causes of Gains and Losses
Japan	55.9%	- 5,949 (-7.9%)	(+)New business development for cars (-)Continued decrease in demand from trucks for exports (-)Order decrease for bearings for turbochargers (+)Firm demand from ship sector/Share increase in overseas market (-)Weak demand from construction machinery sector in overseas market (China, North America, Asia) (-)Iino Group: Order decrease due to weak domestic demand	- 2,142 (-49.5%)	(-)Decrease in sales (-)Temporary cost to reorganize domestic sites of Iino Group (-)Decrease of material exports to overseas subsidiaries due to demand decrease
Asia	23.1%	- 2,207 (-7.1%)	(+)China: Order increase from new customers/Stable demand from Japanese automotive customers (+)Korea: Recovery trend in demand/Order increase (+)Indonesia: New business development and order increase for marketed products (-)Thailand: Order decrease due to weak demand from car sector (+)Iino Group: Order increase due to firm demand from China (-)ACT: Order decrease for aluminum die cast parts due to weak car production globally	- 1,011 (-45.0%)	(+)Korea: Profit increase due to increased sales /Recovered earnings (-)Thailand: Decreased sales (-)Increase in expenses due to setup of DMCT (New factory for aluminum die cast parts in Thailand)
North America	10.3%	- 1,641 (-11.3%)	(-)Weak demand from car and construction machinery sector (+)Iino Group: Firm demand from the market	- 330 (-29.5%)	(-)Iino Group: Temporary cost to transfer production site from North America to Mexico
Europe (including Russia)	10.7%	- 3 (-)	(+) Firm demand for Automotive engine bearings (-) Slight decrease in sales due to weak demand for bearings for turbochargers (+) Sales slight increase for Non-automotive bearings	-104 (-62.4%)	(-) Increase in Commission fee (-) Russia: Increased raw material cost and import expense for material
Elimination of internal transactions		2,243		495	
Total		- 7,558 (-7.0%)	(-)Fluctuations in exchange rate	- 3,093 (-42.6%)	