

# MTP2026

In conjunction with a review of its 6th Mid-Term Management Plan, NSK adopted a backcasting approach to determine what actions it should take over the next five years. Based on the aforementioned, the Company formulated the new Mid-Term Management Plan (MTP2026) with an eye on the business environment post 2026 looking as far ahead as 10–20 years into the future. Positioning electrification, automation, digitalization, and the environment as growth drivers, we will accelerate efforts to address management issues as well as “Change & Go Beyond” to become a new type of trillion-yen company.

## 6th MTP

FY2019 → FY2020 → FY2021

Build the business base and strengthen resources in preparation for the next growth phase

- Pursue new initiatives targeting growth
- Enhance managerial resources
- Contribute to the environment and society

Changing business conditions

- Stagnating automotive market
- Carbon neutrality
- Supply chain risk actualizing
- Divided international community
- Costs increasing due to inflation

Operating income margin 3.4%

# MTP2026

## Rebuild the corporate foundation for sustainable growth

FY2022 → FY2024 → FY2026

### “Change & Go Beyond” to become a new type of trillion-yen company

We aim to be a needed and trusted company that contributes to the development of a sustainable society by creating new value through the fusion of tribology and information technology.

#### ESG Management

Be needed, trusted, and relied upon by society

- Promote carbon neutrality
  - FY2026 -50% compared with FY2017 (Scope 1 and 2)
  - P.34 Promote Carbon Neutrality
- Create better working environments
  - Continue to be certified as an outstanding health and productivity management organization on the “White 500” list of the top-performing 500 companies
  - P.40 Examples of Initiatives

#### Growth with Profitability

Establish a business foundation for sustainable growth even in changing business conditions

- Bearings & Beyond
  - Expand the Industrial Machinery Business
  - Deploy bearings + precision machinery to drive earnings
  - Grow new products
- Restructure the steering business
- Pursue alliances and M&A
  - P.26 “Change & Go Beyond” to Become a New Type of Trillion-Yen Company
  - P.28 Industrial Machinery Business
  - P.30 Automotive Business
  - P.32 Grow New Products

#### Enhancement of Managerial Resources

Enhance our managerial resources with the power of IT and continuously transform our business

- Engage information technology in all areas
- Super-stabilize production
  - P.33 Utilize Digital Technology
- Develop and support diverse career paths
  - P.40 Examples of Initiatives

1.5x productivity

7~8%

10%

# Post 2026

## Keep in motion for the next 100 or even 1,000 years

- No. 1 in quality and trust
- Resolve social issues
- Foster technological innovation
- Electrification
- Automation
- Digitalization
- Global push to reduce environmental impact

### SUSTAINABLE DEVELOPMENT GOALS