

Safety Management

NSK's Approach

NSK regards safety as one of its core values, working to raise employee awareness and making safety a cornerstone of basic action decision-making. To ensure that all employees can act safely, NSK is constantly working to improve the level of safety, based on its safety philosophy.

Examples of FY2021 Initiatives

Training of NSK Fire Prevention Auditors and Activities to Reduce Fire Risks at NSK Sites

We train NSK fire prevention auditors as experts who play a leading role in fire prevention activities. Certified fire prevention auditors take a lead role in auditing all areas of their own sites. They discover fire risks in the workplace by themselves and launch self-run activities to improve upon them. Through these audits, we conduct annual activities to continue the cycle of improvement, reduce risks, and maintain a state of zero accidents in the workplace.

Safety Culture Workshops

NSK is introducing and conducting safety culture workshops led by managers at each site on a global basis, with the goal of fostering an interdependent safety culture throughout the Company. During each two-day safety culture workshop, managers learn about risk management, and discuss and set up actions that will raise the safety culture level further at their respective sites. Managers then convey the significance of these activities to the next level of staff. Ultimately, we aim for a safety culture in which every employee has the same belief regarding safety and a sense of mutual respect for others.



NSK Haruna Plant Safety Culture Workshop: Discussion and establishment of a plant-wide action plan.

► Please see our website for more information. <https://www.nsk.com/sustainability/hs/index.html>

Supply Chain Management

NSK's Approach

Based on our basic philosophy of conducting fair and impartial procurement activities that are considerate of impacts on both society and the environment, we are engaged in efforts throughout our entire supply chain to help create a sustainable society.

Examples of FY2021 Initiatives

Deepening Collaboration and Engaging in Initiatives with Suppliers

In FY2021, we analyzed the results of a CSR self-assessment conducted in Japan during the previous fiscal year and provided feedback to all the 416 suppliers who responded. Moreover, we made additional checks and gave guidance for improvement at 49 companies and requested that they toughen measures, such as for the prevention of industrial accidents.

At an online procurement policy briefing for suppliers in June 2022, NSK shared with its suppliers the need to respond to social demands for the prevention of human

rights violations and efforts to achieve carbon neutrality. We are also in the process of revising the NSK Supplier CSR Guidelines and reviewing the content of self-assessments. The revised guidelines will be published in FY2022, and we will ask suppliers to perform self-assessments in Japan, Europe, the United States and China, etc., with the aim of driving CSR activities in which the NSK Group and suppliers work together as a team.

► Please see our website for more information. <https://www.nsk.com/sustainability/supplier/index.html>

Quality Management

NSK's Approach

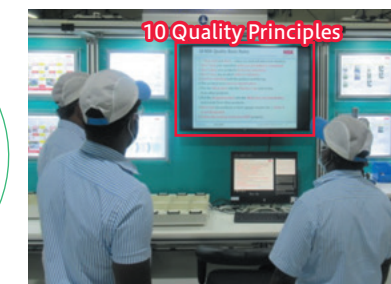
NSK regards quality as one of its four core values and aims to provide the top quality in the industry in all aspects, including products, services, and information—to realize its vision of Total Quality No. 1.

Examples of FY2021 Initiatives

Establishment of the 10 Quality Principles to Raise Quality Awareness

NSK has established 10 Quality Principles with the aim of reducing manufacturing quality problems from the perspective of quality awareness. The 10 Quality Principles clarify and visualize the basic aspects of operation, so that operators can consider them as a matter of course. By posting this information in the Quality Dojo, we hope that they will contribute to day-to-day human resource development efforts and reduce the number of quality issues caused by human error.

Voices from the workplace
By reaffirming what should be taken for granted, we have been able to improve our awareness of quality.



Quality Dojo

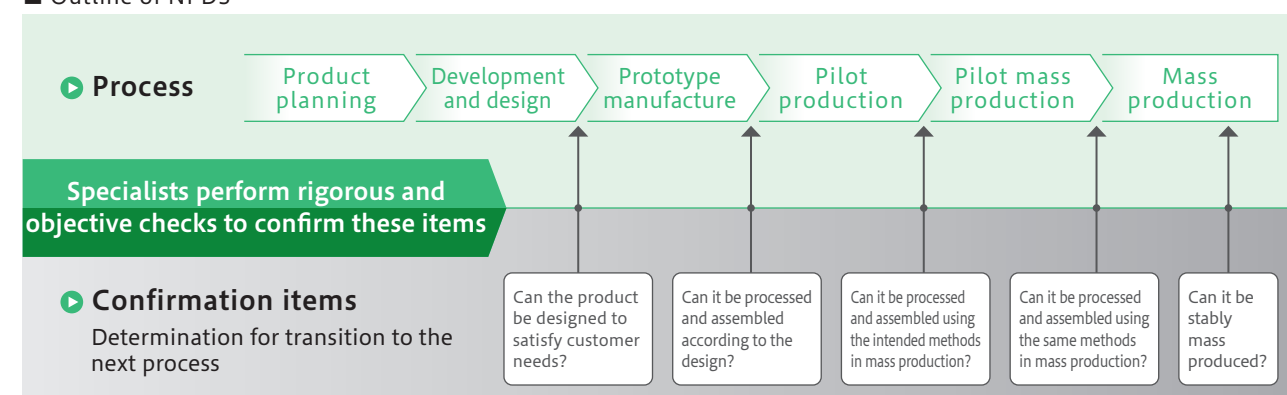
NPDS Activities and Design Review Initiatives

NPDS is short for NSK Product Development System. By implementing a series of operations related to ensuring inherent product quality from the start of the project to mass production, improving the level of these activities leads to improvements in customer satisfaction. In particular, design review (DR)—which is carried out by gathering together project stakeholders at each stage of NPDS—is an important activity for preventing defects. In response to the increase in overseas-designed products, NSK is training overseas DR experts with the aim of enhancing the quality of overseas products by having local personnel conduct design reviews.



Training of DR experts in Japan

Outline of NPDS



Aiming for Manufacturing That Pleases Customers (Quality-Related Commendations from Customers)

NSK carries our various quality improvement and prevention activities with the aim of offering manufacturing that will please customers, by achieving its vision of Total Quality No. 1. As a result of these efforts, in FY2021, NSK was awarded quality commendations

by seven of its customers. One of those awards has been received from the same customer for 13 successive years. NSK will continue to engage in further quality improvement activities so that customers can continue to use NSK products with security and peace of mind.

► Please see our website for more information. <https://www.nsk.com/sustainability/qa/index.html>