


















02 Value Co-Creation Story

Creating Collaborative Value with Stakeholders

Guided by its corporate philosophy, NSK aims to create collaborative value together with its stakeholders to realize a more sustainable society. Our goals are to help resolve social issues while achieving sustainable growth as a company by collaborating with each stakeholder to create value that is attuned to their expectations and interests.

Corporate Philosophy — NSK Vision 2026 —

Relationships with Stakeholders	Stakeholder Expectations and Interests	Engagement Channels	Meaningful Collaborative Value between Stakeholders and NSK
 <p>Customers</p> <p>NSK's customers and sales destinations encompass the machine manufacturers, auto and automotive components makers, distributors, and sales outlets that purchase our products directly, as well as the end users who utilize our products in the various machines produced by direct customers.</p>	<ul style="list-style-type: none"> • Q: Quality—Offer high-quality products and high-quality services • C: Cost—Use appropriate pricing • D: Delivery—Ensure stability in delivery, supply chain management, and strict adherence to laws and regulations • D: Development—Leverage technology innovation, find solutions to issues, develop partners, and develop products and technologies that contribute to the environment • S: Service—Support customers at our global sites in each region with reliability, security, and troubleshooting • M: Management—Provide management 	<ul style="list-style-type: none"> • Everyday sales activities • Technological exchanges • Exhibitions • Joint research/joint development, etc. 	<p>Values (outcomes) Examples No. 3 global market share in bearings, environmentally friendly products, amount of CO₂ emissions avoided during use of NSK products.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> • Creating and proposing new collaborative value from an end-user perspective ▶ P.26-27 • Developing proposals for supply from optimal locations that leverage global production sites ▶ P.35 <p>Related capital categories  Social/Relationship</p> 
 <p>Employees</p> <p>NSK's advanced technologies, as well as world-class products and services, are created by employees working all over the world. While respecting the individuality and potential of all employees, we are working to promote internal dialogue and to invigorate interaction with external stakeholders.</p>	<ul style="list-style-type: none"> • Offering engaging workplaces (respect of fundamental rights at work, equal opportunity, creating safe and inspiring workplaces, and health and productivity management) • Leveraging a diverse workforce, Diversity, Equity & Inclusion, work-life balance, and flexibility with work styles • Providing opportunities for growth, self-development, and educational opportunities 	<ul style="list-style-type: none"> • Manager/team dialogue • Objective-based management, performance review systems • Employee engagement survey • Internal financial results briefings • Training, self-improvement seminars, etc. 	<p>Values (outcomes) Examples Environmentally friendly products, lost-time injury frequency rate, diversity (e.g., Percentage of employees taking childcare leave), ratio of Japan/Global Management College graduates among executives.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> • Increasing opportunities for dialogue with management, enhancing two-way communication • Reviewing systems to achieve more diverse work styles • Improving activities based on the results of employee engagement surveys ▶ P.39 • Further enhancing educational and training programs • Nurturing digital human resources ▶ P.38 <p>Related capital categories  Human  Intellectual</p> 
 <p>Suppliers</p> <p>NSK's businesses, which reach all corners of the globe, as well as their competitiveness, are underpinned by the reliable supply of raw materials and components from suppliers around the world.</p>	<ul style="list-style-type: none"> • Offering reliable transactions that are proper, fair, and transparent • Utilizing transactions that consider society and the environment • Engaging in joint development (e.g., materials, components, grease) that is mutually beneficial • Implementing initiatives to enhance quality • Promoting CSR activities throughout the supply chain • Collaborating when disasters occur 	<ul style="list-style-type: none"> • Daily procurement activities • Procurement Policy Briefings • NSK Supplier CSR Guidelines. 	<p>Values (outcomes) Examples Reduce environmental risk (environmentally harmful substance countermeasures), reduce human rights risk.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> • Enhancing the level of CSR management throughout the supply chain toward realizing a sustainable society ▶ P.45 <p>Related capital categories  Social/Relationship  Natural</p> 

 <p>Local Communities</p> <p>NSK's global business depends on building harmonious relationships with local communities and fulfilling our corporate responsibility to contribute to the development of those communities.</p>	<ul style="list-style-type: none"> ● Striving for mutual harmony and benefit with communities ● Contributing to the creation of employment/regional development ● Preserving the global environment and the local environment ● Reducing environmental impact (curbing emissions from business activities) ● Considering noise reduction ● Ensuring safe operations 	<ul style="list-style-type: none"> ● Activities to contribute to local communities (e.g., donation drives, cleanup activities) ● Cooperating in community events (e.g., plant festivals), welfare programs, etc. 	<p>Values (outcomes) Examples Environmentally harmful substance countermeasures, environmentally friendly products, amount of CO₂ emissions avoided during use of NSK products, resource/energy conservation.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> ● Increasing the opportunities for exchange to promote an understanding of safety and security and raise the degree of trust ● Engaging in ample activities to contribute to communities ▶ PP.40-41 <p>Related capital categories Social/Relationship Natural</p> 
 <p>Shareholders and Investors</p> <p>As providers of financial capital, shareholders and investors play a critical role in supporting NSK's growth and monitoring company management.</p>	<ul style="list-style-type: none"> ● Improving corporate value ● Maintaining proper stock prices ● Realizing shareholder returns that exceed capital costs ● Providing information in a proper, fair, and timely manner, and having sincere dialogue ● Proactively taking initiatives and making disclosures for global social issues, and CSR/ESG 	<ul style="list-style-type: none"> ● Shareholders' meetings ● Plant tours for shareholders ● Financial conferences ● Business briefings. 	<p>Values (outcomes) Examples TSR, diminishing share price volatility, ESG evaluations.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> ● Securing and raising understanding and agreement of capital market participants regarding management policy and strategy ● Expanding support of shareholders over the mid- to long-term, that contributes to the fair determination of share prices and realizing a balanced shareholder composition ● Amply engaging with shareholders and investors, and strengthening the tools to accomplish that ▶ P.82 ● Enhancing disclosure and heightening the appeal of efforts regarding CSR/ESG issues ▶ PP.32-49, PP.50-64 <p>Related capital categories Financial</p> 
 <p>Future Generations</p> <p>Realizing a safe and prosperous society that will last long into the future is indispensable not only for NSK but also for the growth and development of society overall. To support the healthy development of the next generation that will be responsible for future society, we conduct science classes, offer internships, and provide scholarships as efforts geared toward long-term growth.</p>	<ul style="list-style-type: none"> ● Passing down a safe society and an abundant natural environment ● Generating and providing opportunities for the growth of the next generation that will be responsible for the future ● Conveying the enjoyment and importance of monozukuri 	<ul style="list-style-type: none"> ● NSK Foundation for the Advancement of Mechatronics ● NSK Scholarship Foundation ● Science classes for children ● Materials for children (e.g., comic books, picture books, and introduction to technology) 	<p>Values (outcomes) Examples Environmentally friendly products, amount of CO₂ emissions avoided during use of NSK products, environmentally harmful substance countermeasures, resource/energy conservation.</p> <p>For Further Collaborative Value Creation</p> <ul style="list-style-type: none"> ● Ongoing implementation of support to nurture the next generation of human talent from a long-term standpoint ● Working through the NSK Scholarship Foundation to provide aid in the invigoration of the Asian region by supporting Asian exchange students and Japanese nationals who will play an active role on the international stage and contribute to the world <p>Related capital categories Social/Relationship Natural</p> 

NSK aims to contribute to the resolution of social issues while achieving sustainable growth as a company