

Creating Collaborative Value with Stakeholders

Guided by its corporate philosophy, NSK aims to create collaborative value with stakeholders in six areas, upholds the SDGs in working to realize a sustainable society, and has selected seven goals that are particularly interlinked with our business. By collaborating with each stakeholder to create a range of value attuned to their expectations and interests, NSK aims to contribute to the resolution of social issues while achieving sustainable growth as a company.

Corporate Philosophy — NSK Vision 2026 —

Relationships with Stakeholders	Customers	Employees	Suppliers	Local Communities	Shareholders and Investors	Future Generations
Stakeholder Expectations and Interests	<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 capabilities that support the above 	<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 and inclusion, work-life balance, and flexibility with work styles Providing opportunities for growth, self-development, and educational opportunities 	<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"> 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"> 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"> 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 <i>monozukuri</i>
Engagement Channels	<ul style="list-style-type: none"> Everyday sales activities Technological exchanges Exhibitions Joint research/joint development, etc. 	<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. 	<ul style="list-style-type: none"> Daily procurement activities Procurement Policy Briefings NSK Supplier CSR Guidelines, etc. 	<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. 	<ul style="list-style-type: none"> Shareholders' meetings Plant tours for shareholders Financial conferences Individual IR meetings Business briefings, etc. 	<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)

Meaningful Collaborative Value between Stakeholders and NSK	Customers	Employees	Suppliers	Local Communities	Shareholders and Investors	Future Generations
Values (outcomes) Examples	Third highest share of the global bearings market, environmentally friendly products, amount of CO ₂ emissions avoided during use of NSK products, etc.	Number of patents held, environmentally friendly products, lost-time injury frequency rate, diversity (e.g., ratio of female employees, ratio of employees who took childcare leave), ratio of Japan/Global Management College graduates among executives, etc.	Reduce environmental risk (environmentally harmful substance countermeasures), reduce human rights risk, etc.	Environmentally harmful substance countermeasures, environmentally friendly products, amount of CO ₂ emissions avoided during use of NSK products, resource/energy conservation, etc.	TSR, diminishing share price volatility, ESG evaluations, etc.	Environmentally friendly products, amount of CO ₂ emissions avoided during use of NSK products, environmentally harmful substance countermeasures, resource/energy conservation, etc.
For Further Collaborative Value Creation	<ul style="list-style-type: none"> Creating and proposing new collaborative value from an end-user perspective ▶ P.32 Developing proposals for supply from optimal locations that leverage global production sites ▶ PP.46-47 	<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.40 Further enhancing educational and training programs Nurturing digital human resources ▶ P.33 	<ul style="list-style-type: none"> Enhancing the level of CSR management throughout the supply chain toward realizing a sustainable society ▶ P.42 	<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 ▶ P.41 	<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 Amplify engaging with shareholders and investors, and strengthening the tools to accomplish that ▶ P.84 Enhancing disclosure and heightening the appeal of efforts regarding CSR/ESG issues ▶ PP.34-35, PP.40-43, PP.48-51 	<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
Related capital categories	Social/Relationship	Human Intellectual	Social/Relationship Natural	Social/Relationship Natural	Financial	Social/Relationship Natural
SDG Icons	9, 11, 12, 13, 17	7, 8, 9, 12, 13	7, 8, 12, 13, 17	7, 8, 11, 13, 17	8, 9, 13, 17	7, 8, 9, 11, 13

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