

Growth with Profitability

Grow New Products

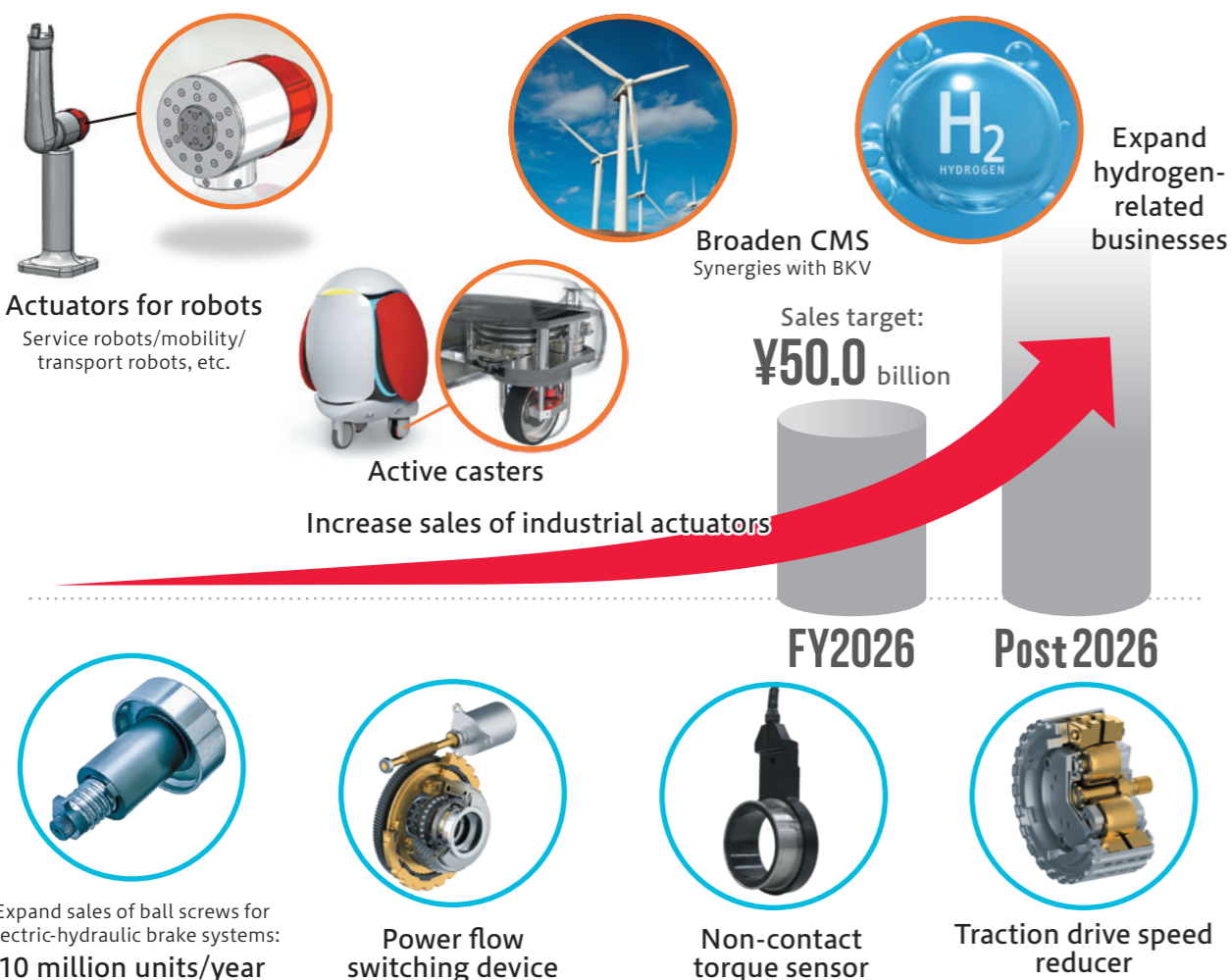
Looking beyond 2026, one of NSK's challenges is to grow new products during the five years of MTP2026. For example, the automotive market is becoming increasingly electrified, the shift from HEVs to EVs will accelerate from 2026, and demand for automotive bearings will likely decline. Against this backdrop, we are developing, commercializing, and expanding new products such as traction drive speed reducers and ball screws for electric-

hydraulic brake systems. These are also fields where we anticipate greater synergies with the CMS business of Brüel & Kjær Vibro (BKV), which joined the NSK Group in FY2020. Utilizing tribology technology developed through bearings, NSK aims to expand new products and new business fields to contribute to society and maintain sustainable growth for the next 100 or even 1,000 years.

Industrial Machinery Business

Spread of automation, electrification, and predictive maintenance technologies

Acceleration of energy transition



Automotive Business

Spread of HEVs/EVs

Shift to EVs

Improved EV driving performance

Enhancement of Managerial Resources

Utilize Digital Technology

Using the power of digital technology is essential to the "enhancement of managerial resources," one of the three key management tasks of MTP2026. The source of NSK's competitiveness is its quality and technology based on more than 100 years of accumulated experience and knowledge, as well as its global network and operational capabilities such as QCD (quality, cost, and delivery) management. This knowledge and experience will be enhanced by the

power of digital technology and made ready to be shared to increase efficiency and momentum. For instance, visualizing factory operating conditions improves production efficiency and creates lines that are always in operation. In addition, there is greater potential for using digital twin technology to accelerate technical proposals to customers. We will transform our earnings structure and create new business models by expanding our data-driven business.

NSK's Strengths



Quality and technology

- Market performance and technical information accumulated over 100 years
- Responsive to customer needs thanks to experience and knowledge of sales, engineering, and production personnel
- Exceptional equipment development capabilities, as well as on-site equipment usage and maintenance capabilities



Operational capability

- Long-standing relationships of trust with customers and accumulated customer information
- Strong sales capabilities backed by a global network
- Continuous improvement of production sites (production innovation activities)
- Production control with high-level SPI management

Further reinforce NSK's strengths with the power of digital technology
(Formalize, streamline, expedite)

Bearings & Beyond

- Transform our profit structure
- Create new business models

Operating conditions visualization/
lines always in operation
Ultra-stable production

Accelerate technical proposals with
Digital twins

Expand data-driven business fields

Nurture digital talent resources

To promote digital transformation (DX), NSK is working to "nurture digital talent." NSK believes it is important to nurture and increase personnel who have digital skills and can ceaselessly transform operations. Under MTP2026, we will phase in a company-wide digital talent development program, and in FY2022—the first year of the program—we will commence the training of 5,000 employees in Japan. From there, we will train 1,200 leaders to use digital technologies and eventually expand this program globally.

☑ Basic training for 5,000 employees in Japan

☑ Training for 1,200 leaders

☑ Expand digital talent training globally