

# IR Activities

NSK discloses management information promptly and fairly and is actively engaged in dialogue with shareholders and investors. In addition, the Company strives to achieve stable shareholder returns and pursues sustainable growth together with higher corporate value over the mid- to long-term. In this way, we seek to continue to be a company that meets the expectations of our stakeholders, including shareholders and investors.

## General Meeting of Shareholders

Being cognizant that the General Meeting of Shareholders is a venue for active dialogue with shareholders, we set its date to avoid periods concentrated with the shareholders' meetings of other companies (at least two days prior to such a concentrated period) and promptly issue and post convocation notices and reports (normally posted to our website 28 days prior to the date of the meeting), among other efforts we make to create favorable conditions for the meeting.

## Dialogue with Institutional/Individual Investors

We hold financial conferences to discuss our financial results and the Mid-Term Management Plan where top management directly communicate on a variety of topics. Moreover, we hold events every year to engage in constructive dialogue regarding our management strategy and ESG.

In FY2021, we also held individual investor briefings online. We are actively disclosing information and responding to inquiries by, for example, having set up a website for individual investors to give them a concise understanding of NSK.

NSK will continue to properly communicate its management direction, business strategies, and other information, while striving to engage in dialogue to ensure correct evaluation and understanding.

### The 161st Ordinary General Meeting of Shareholders for the Year Ended March 31, 2022 (held June 28, 2022)

Number of shareholders present	Ratio of shareholder voting rights exercised
29	83.5%

The number of participants was smaller than typical years in similar fashion to the 17 participants of the previous year to prevent the spread of COVID-19.

### Number of Dialogue Opportunities in FY2021 Total of 390 Companies (excluding large meetings)

Financial conferences (large meetings)	4 times for a total of 427 companies
Individual IR interviews	Total of 266 companies
Institutional investor engagement visits	Total of 18 companies
President's small meetings	5 times for a total of 63 people
IR road shows outside Japan (online) Europe/North America/Asia	32 companies
Conference participation for investors outside Japan	3 times for a total of 11 companies

▶ Please see our website for NSK's disclosure policy. <https://www.nsk.com/investors/management/disclosurepolicy.html>

## Highly Evaluated by Outside Agencies (SRI/ESG)

Over and above their financial aspects, companies that merit high evaluations for their environmental and social contributions are being recognized for their promise of long-term sustainable growth. These companies are also attracting interest from a socially responsible investment (SRI) perspective while forging an increasingly important presence among a wide range of institutional investors. Acknowledged for its integrity, NSK has been included in the following internationally recognized SRI/ESG indices as of June 2022.

Member of Dow Jones Sustainability Indices Powered by the SIF Global CSA	<a href="https://www.spglobal.com/esg/csa/">https://www.spglobal.com/esg/csa/</a>	ISS ESG Prime	<a href="https://www.issgovernance.com/esg/ratings/">https://www.issgovernance.com/esg/ratings/</a>
FTSE4Good *1	<a href="https://www.ftserussell.com/products/indices/ftse4good">https://www.ftserussell.com/products/indices/ftse4good</a>	2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN) *4	<a href="https://www.msci.com/our-solutions/esg-investing">https://www.msci.com/our-solutions/esg-investing</a>
FTSE Blossom Japan *2	<a href="https://www.ftserussell.com/products/indices/blossom-japan">https://www.ftserussell.com/products/indices/blossom-japan</a>	2022 Sampo Sustainability Index	<a href="https://www.sampo-am.com/">https://www.sampo-am.com/</a>
FTSE Blossom Japan Sector Relative Index *3	<a href="https://www.ftserussell.com/products/indices/blossom-japan">https://www.ftserussell.com/products/indices/blossom-japan</a>		

\*1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that NSK has been independently assessed according to the FTSE4Good criteria and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social, and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

\*2 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that NSK has been independently assessed according to the FTSE Blossom Japan Index criteria and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

\*3 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that NSK has been independently assessed according to the FTSE Blossom Japan Sector Relative Index criteria and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Sector Relative Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

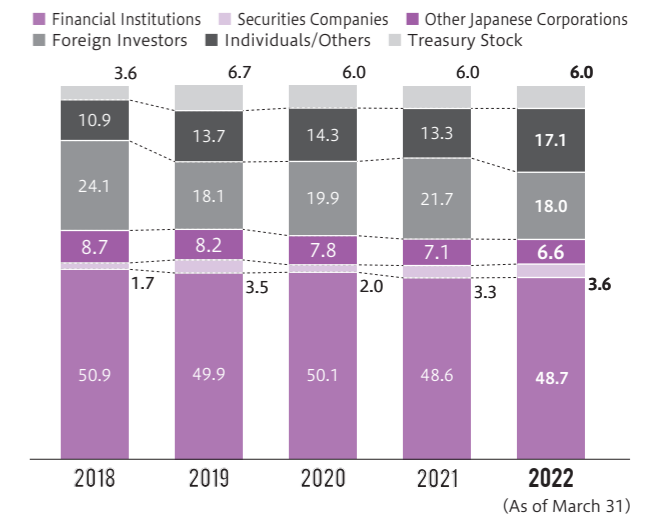
\*4 THE INCLUSION OF NSK IN ANY MSCI INDEX AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS, OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, OR PROMOTION OF NSK BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES. TRADEMARKS, SERVICE MARKS, OR INDEX NAMES HEREIN DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, OR PROMOTION OF NSK BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

# Share Information

As of March 31, 2022

<b>Common Stock</b>	
Authorized	1,700,000,000 shares
Issued	551,268,104 shares (including 32,914,926 shares of treasury stock)
<b>Number of Shareholders</b>	64,170
<b>Transfer Agent</b>	Mizuho Trust & Banking Co., Ltd. 1-3-3, Marunouchi, Chiyoda-ku, Tokyo 100-8241, Japan
<b>Listing</b>	Tokyo
<b>Security Code</b>	6471

## Breakdown of Shareholders (%) (by shareholder type)



# Third-Party Assurances

To ensure the reliability and accuracy of NSK Report 2022 as an integrated report, NSK obtained assurances from an external third party for the data information on the right described in this report.

## Items Subject to Assurance

- Energy usage ▶ P.70
- Greenhouse gas emissions (Scope 1, Scope 2, Scope 3) ▶ P.70
- Water withdrawal ▶ P.70
- Waste and valuables ▶ P.70
- Emissions of VOCs ▶ P.70
- Lost-time injury frequency rate ▶ P.71

▶ See here for our Independent Verification Report and Independent Assurance Statement. <https://www.nsk.com/sustainability/csrReport/>

## At the Time of Publishing the NSK Report 2022

Thank you very much for your understanding and support of NSK's business activities.

The NSK Report 2022 reiterates NSK's value creation process, which aims both to contribute to the resolution of social issues and to achieve sustainable growth as a company under its corporate philosophy. It also presents details of the Mid-Term Management Plan 2026 (MTP2026), which began in April 2022.

In addition to technical evolution, the needs and the very state of society itself will change significantly going forward—with keywords such as electrification, automation, digital transformation, reducing environmental impact, and sustainability. This report explains where NSK is heading and what efforts we are currently engaged in—based on backcasting from the business environment we envisage 10–20 years from now, a review of our previous mid-term management plan, and recognition of our current situation. We hope that it

## Gen Murayama

Vice President  
Head of Corporate Planning  
Division HQ  
Responsible for Investor Relations



successfully conveys our vision, strategies, and initiatives to our stakeholders.

This report was produced primarily by the Corporate Communications Department, which worked in cooperation with a broad range of departments involved. As the executive officer responsible for IR and thus the creation of this report, I declare the process for preparing this report to be valid and the information contained herein to be accurate. We will continue making concerted efforts to further enrich the content of this report and look forward to hearing your honest opinions and requests after reading it.