

## Introduction

# History of NSK – NSK's Human Resource Development –

NSK was established in 1916 as Japan's first manufacturer of bearings in Osaki-cho, Ebara-gun, Tokyo (the site of its current headquarters: Osaki, Shinagawa-ku, Tokyo). With a history spanning more than 100 years, NSK has developed an array of innovative technologies and contributed to the reduction of energy loss worldwide through all its products, including bearings.

In 1991, NSK established its Corporate Philosophy, in which it pledged to provide challenges and opportunities to its employees, utilizing their skills and encouraging their creativity and individuality. We are also working to build a corporate culture in which employees can take on the challenges of self-development and self-actualization with pride and confidence.

### Founding period Apprenticeship system for the development of skilled workers

To train skilled workers to become core, mainstay workers with a view to the future, the Company prepared a dormitory for selected employees and helped them to acquire special education and practical skills. Higher-quality human resources were produced from among the apprentice workers, and they went on to play an important role as the backbone of the NSK workforce.



Commemorative photograph taken during a visit to Mount Takao by apprentice workers (fall of 1921)

### 1940s Initiatives emphasizing HR development at factories

At the Tamagawa Plant (closed in 1999), NSK modernized the bearing manufacturing process by introducing the latest equipment and techniques from Europe and the United States and built a mass production system. We focused on human resource development, based on our belief that the key point of business management is people. In addition to the education and training of workers, we abolished the unit price contracting system and introduced a work-based payment system. As a result, the salary system—which until then had been opaque



Graduation ceremony for skilled workers (Tamagawa Plant, March 1942)

and unfair—was corrected, also contributing greatly to reducing costs. We also hired many female workers as direct hires, which was unusual at the time.

This page introduces the human resource (HR) development initiatives that NSK has carried out to date to enable sustainable value creation.



NSK headquarters and plant (circa 1930)

### 1960s & 1970s Enhancing education for employees

With intensifying corporate competition, modernization of management, and progress in technological innovation during the 1960s and 1970s, NSK approached HR development as a key issue.



Technical training for sales representatives (1970)

In 1962, we established an education group in the Personnel Division, and focused our efforts into systemizing company-wide education and enhancing individual education tailored toward specific work in specific areas of responsibility. For example, in education for sales division personnel, we launched technical education at all branch offices and distributors on an individual product basis. Through a week of joint practical training, trainees acquired comprehensive technical knowledge



Long-term engineering course completion ceremony (Maebashi Plant, 1969)

about the products and the structure of the machines in which they were used. In the technology divisions, we established a long-term engineering course spanning one year and six months, with the objective of improving the basic knowledge and skills of young employees, discovering aptitudes and abilities, training, and raising employee motivation for self-development.

We also introduced a study abroad system, for employees to study at universities both in Japan and overseas, with the aim of encouraging employees to drive business reforms and develop their own abilities. With the progress of internationalization and the expansion of trade, we also established in-house foreign language training courses—for languages such as English, German, Spanish, and Chinese—to develop talent with sufficient language skills to engage in overseas activities.

### 1990s Fostering the next generation of managers

NSK considers the development of human resources to be a matter of urgency issue to become a truly global NSK Group that can survive in the 21st century, even under tough business conditions. We established the Next Generation Committee to nurture the next generation of managers. This initiative continues today, now established as the Japan Management College and the Global Management College (see column).

### 2000s Strengthening manufacturing capabilities and training engineering personnel

The NSK Manufacturing Education and Training Center was established in 2005 to effectively pass on bearing manufacturing skills to cope with the decrease in the number of skilled workers. It was positioned as a company-wide education and training institute to strengthen floor-level manufacturing capabilities.

In 2007, we established the NSK Institute of Technology with the aim of training engineering talent who can play active roles globally and provide solutions to customers.

▶ P.45 Development of Highly Skilled Human Resources

### 2010s Instilling our corporate philosophy and vision

To celebrate its 100th anniversary, in 2015, NSK formulated NSK Vision 2026: Setting the Future in Motion. To ensure that this vision is instilled in each individual employee and that business activities for the future can be carried out based on this vision, we are implementing various measures globally, including workshops for executive officers and workshops led by the managers of individual workplaces.

Since 2016 we have designated July 26 as NSK Corporate Philosophy Day and conduct a range of awareness initiatives each year to enable all employees to better understand our Corporate Philosophy as a common guideline and code of conduct on which to base their actions. ▶ P.51 Compliance

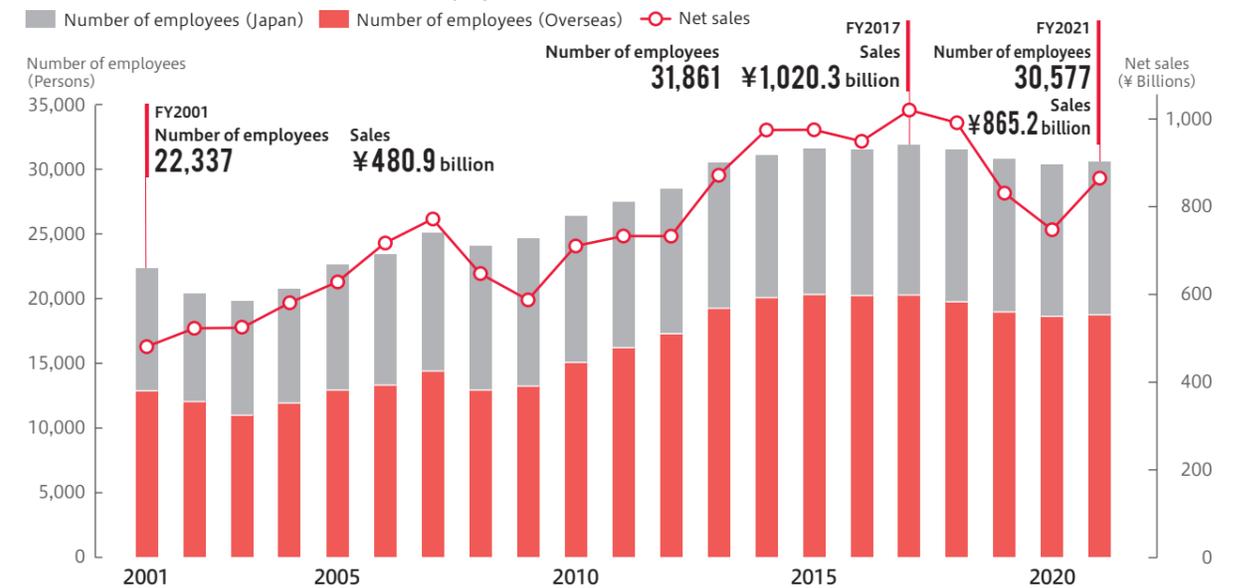
### Toward sustainable growth

Enhancing the value of its human resources is essential for NSK to create value sustainably. Even as society and the business environment continue to change, NSK will continue to grow and transform itself through human resource development.

▶ P.33 Nurture Digital Talent Resources

▶ P.40 Evolve Personnel Development

### FY2001–FY2021 sales and numbers of employees



## COLUMN

### The Japan Management College and Global Management College

The Japan Management College and the Global Management College are selective training programs to develop global management talent who will assume key roles in the Company's future management, as a gateway to management-level positions.

The Japan Management College incorporates liberal arts and digital transformation into its curriculum, with a view to further globalization. The lectures and case studies provide opportunities to learn the decision-making and problem-solving skills required of global businesspeople.

The Global Management College aims to train successors for key positions in each region, helping them to acquire Group-wide perspectives and skills such as the global NSK vision, mission, and mid-term management plan, and build internal networks between regions and with the head office.

As a result of these efforts, as of FY2021, 75% of NSK's officers are graduates of either the Japan Management College or the Global Management College.