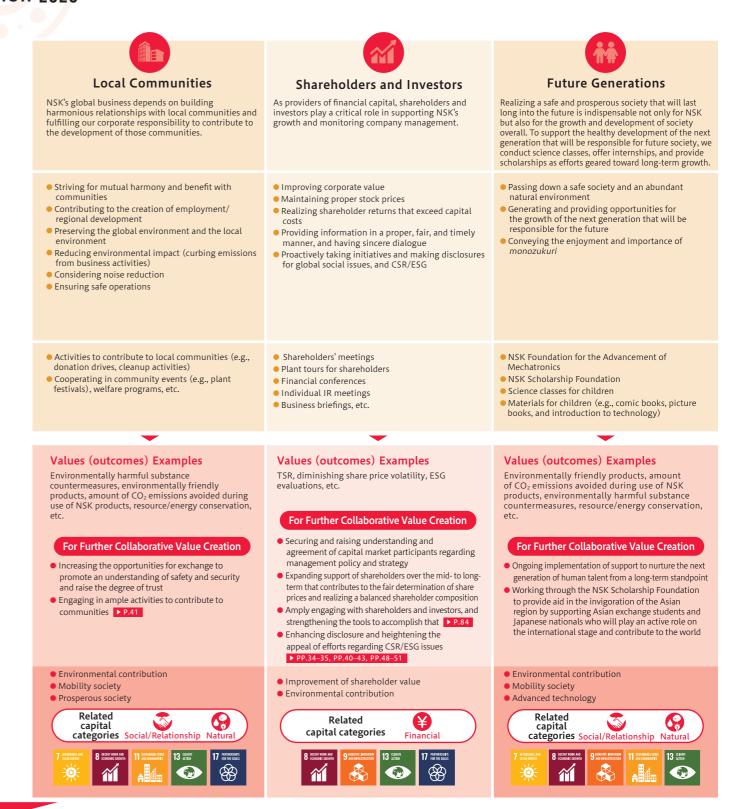
Creating Collaborative Value with Stakeholders

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

Corporate Philosophy

— NSK Vision 2026 —

resolution of social issues while achieving sustainable growth as a company. **Employees** Customers Suppliers NSK's businesses, which reach all corners of NSK's customers and sales destinations encompass NSK's advanced technologies, as well as world-class the globe, as well as their competitiveness, are the machine manufacturers, auto and automotive products and services, are created by employees components makers, distributors, and sales outlets working all over the world. While respecting the underpinned by the reliable supply of raw materials that purchase our products directly, as well as the individuality and potential of all employees, we and components from suppliers around the world. end users who utilize our products in the various are working to promote internal dialogue and to machines produced by direct customers. invigorate interaction with external stakeholders. Q: Quality—Offer high-quality products and high-Offering engaging workplaces (respect of • Offering reliable transactions that are proper, fair, fundamental rights at work, equal opportunity, C: Cost—Use appropriate pricing creating safe and inspiring workplaces, and health Utilizing transactions that consider society and D: Delivery—Ensure stability in delivery, supply and productivity management) chain management, and strict adherence to laws Leveraging a diverse workforce, diversity and Engaging in joint development (e.g., materials, and regulations inclusion, work-life balance, and flexibility with components, grease) that is mutually beneficial • D: Development—Leverage technology innovation, Implementing initiatives to enhance quality find solutions to issues, develop partners. Providing opportunities for growth, self- Promoting CSR activities throughout the supply and develop products and technologies that development, and educational opportunities contribute to the environment S: Service—Support customers at our global sites Collaborating when disasters occur in each region with reliability, security, and troubleshooting M: Management—Provide management capabilities that support the above Everyday sales activities Manager/team dialogue Daily procurement activities Technological exchanges Objective-based management, performance Procurement Policy Briefings review systems Exhibitions NSK Supplier CSR Guidelines, etc. Employee engagement survey Ioint research/ioint development, etc. Internal financial results briefings • Training, self-improvement seminars, etc. Values (outcomes) Examples Values (outcomes) Examples Values (outcomes) Examples Third highest share of the global bearings market, Number of patents held, environmentally Reduce environmental risk (environmentally environmentally friendly products, amount of CO₂ friendly products, lost-time injury frequency rate, harmful substance countermeasures), reduce emissions avoided during use of NSK products, diversity (e.g., ratio of female employees, ratio human rights risk, etc. of employees who took childcare leave), ratio of Japan/Global Management College graduates among executives, etc. For Further Collaborative Value Creation For Further Collaborative Value Creation For Further Collaborative Value Creation Creating and proposing new collaborative value Increasing opportunities for dialogue with Enhancing the level of CSR management from an end-user perspective P.32 throughout the supply chain toward realizing a management, enhancing two-way communication sustainable society P.42 Developing proposals for supply from optimal Reviewing systems to achieve more diverse locations that leverage global production sites Improving activities based on the results of employee engagement surveys ▶ P.40 Further enhancing educational and training programs Nurturing digital human resources ▶ P.33 Environmental contribution Environmental contribution Environmental contribution Wide-ranging industries Prosperous society Wide-ranging industries Advanced technology Mobility society Advanced technology Prosperous society Related Related capital capital categories Social/Relation capital categories Human In



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

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