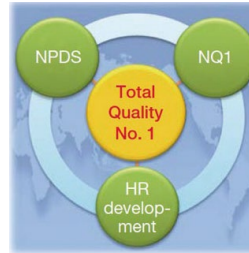


04 Sustainability Quality Management

Quality Vision

The NSK Group regards quality as one of its core values. We have also established Quality Assurance Vision 2026 as a goal to be realized by 2026, aiming to achieve “100% good products” with “services that put the customer first.” We will achieve Total Quality No. 1 through consistent and seamless quality improvement efforts in collaboration with our divisions.

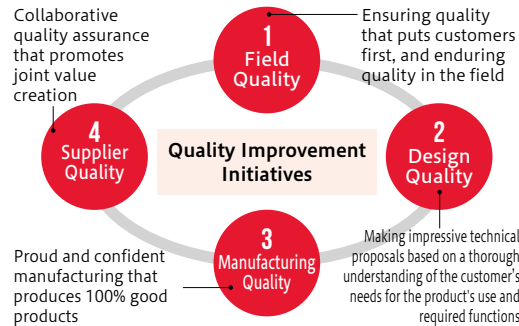
■ Three Pillars of NSK Quality Assurance



1. NSK Product Development System (NPDS)	To quickly transform new orders into reliable, stable production, we promote initiatives that incorporate quality into individual processes.
2. NSK Quality No. 1 (NQ1) Program	We work hard to realize stable production and ensure zero defects.
3. Human Resource Development	We promote human resource development to build a stronger foundation for quality systems.

Quality Improvement Activities to Ensure Product Safety

To ensure quality that puts customers first, and enduring quality in the field, the NSK Group strives to improve quality throughout the product process from design to suppliers, and manufacturing.



1 Field Quality

We will accurately identify the needs not only of customers who directly use NSK products but also seek understanding from the perspective of the end users who use the products in which NSK products are incorporated. Armed with that knowledge, we will propose products and services to customers that meet the quality requirements of society.

2 Design Quality

To mass-produce products that satisfy our customers for new projects, we globally deploy the NPDS quality control system, one of the three pillars of NSK's quality assurance. We make sure that all concerns are resolved and quality is built in each process from product planning to development and design, prototyping, and mass production.

3 Manufacturing Quality

To provide society with products of the quality demanded by our customers, we are working on a quality approach that entails establishing a manufacturing process that emphasizes the 4Ms—Man, Machine, Material, and Method. We also provide quality education for all employees to continuously improve their awareness and knowledge.

4 Supplier Quality

High-quality parts, materials, and oils are essential for high-quality products. The NSK Group is taking steps to enhance quality based on relationships of trust with suppliers. The Quality Assurance Division Headquarters will take the lead in visualizing the quality of our suppliers' products, planning improvement issues, and working on quality improvement activities in cooperation with factories that receive our suppliers' products.

Under these four guidelines, we will work as one to realize the creation of quality. We have also acquired external audit certification for our quality management system to ensure that our quality activities are properly managed and operated in accordance with our policies.

Quality Management System

The NSK Group has obtained ISO 9001 and IATF 16949 certifications, the international standards for quality management systems, at its development, design, and manufacturing facilities. In addition, the effectiveness of our quality management system is verified through periodic third-party and internal audits, and when problems are found, appropriate corrective measures are taken to continually improve the level of our efforts.

Response to Product Defects

NSK provides customers with technical information and handling instructions to ensure the safe use of its products. We do our best to ensure quality, but in the unlikely event of a product or service defect, we will promptly inform the customer of the information, and all relevant departments will work together to take prompt and appropriate action to prevent the problem from spreading. We will also investigate the cause of the problem and prevent its recurrence.

Please see our website for more information. ▶

