

• Mission Statement •

NSK contributes to a safer, smoother society and helps protect the global environment through its innovative technology integrating Motion & Control[™]. As a truly international enterprise, we are working across national boundaries to improve relationships between people throughout the world.

Management Principles

- I Provide our customers with innovative and responsive solutions through our world leading technologies.
- 2 Provide challenges and opportunities to our employees, utilizing their skills and encouraging their creativity and individuality.
- 3 Identify the needs of the present and future, and meet these needs by being flexible, agile, and dynamic.
- 4 Contribute to the communities in which we operate.
- 5 Manage our business from an international perspective and develop a strong presence throughout the world.



We bring motion to life, to enrich lifestyles, and to build a brighter future.

Dedicated to uncovering society's needs, we set ideas in motion to deliver solutions beyond imagination.

We're NSK. And, we're setting the future in motion.



• Japan's Bearing Pioneer

Bearings make the world go round - literally. Used in almost anything with moving parts, bearings are vital components that improve the efficiency and reliability of machines and contribute to reducing resource and energy consumption.

NSK started its journey manufacturing the first ball bearings in Japan in 1916. With over 100 years of excellence in engineering, manufacturing, and service, we have actively contributed to worldwide industrial development and the preservation of the environment. In the early 1960s we expanded globally, and have established plants and business locations in over 30 countries.

NSK is a world-trusted brand with a global customer base that counts on the highest in quality and performance.

• NSK Corporate Philosophy & NSK Vision 2026

NSK aims to contribute to the well-being of society and protect the global environment through our Motion & Control™ technology. For our 100th anniversary in 2016, we created NSK Vision 2026, which conveys our aspirations to "set the future in motion," and bring safety, reliability, and comfort to people's lives - enriching lifestyles and building a brighter future through our products and services.

• "Change & Go Beyond"

We established our mid-term management plan "MTP2026" as a period to rebuild our corporate foundation toward enabling sustainable growth through initiatives to "Change & Go Beyond" with a focus on transforming our business portfolio.

To continue to be needed, trusted, and relied upon for the next 100 years, through NSK's core values of Safety, Quality, Environment, and Compliance, we will contribute to the sustainable development of society by creating new value while pursuing environmental conservation and the development of an advanced technological society.



Akitoshi Lchii

Akitoshi Ichii President and CEO



MTP2026

Building on the Sixth Mid-Term Management to create our Mid-Term Plan (MTP2026). We will our growth, reform our business portfolio, and Plan, we backcast from 10 to 20 years in the future to determine what we need to do through 2026 harness electrification, automation, digital transformation, and environmental initiatives to accelerate "Change & Go Beyond."

05

Sixth Mid-Term Plan (FY2019~2021)

(FY2022~2026)

Build Business Base and Strengthen **Resources for Next Growth Phase**

O Growth with Profitability **2** Enhancement of Managerial Resources **3** ESG Management

Changing Business Environment

Stagnating automotive market X **Carbon neutrality** X Supply chain risk X Divided international community Х Inflation and increasing costs

04

Creating New Value to





NSK In All Kinds of Machinery Around the World

NSK's Motion & Control products and technologies support the motion that brings comfort and convenience to your life: it's in cars, planes, air conditioners, vacuums, medical equipment, wind turbines, satellites, and almost anything with moving parts.



Industrial Bearings and Precision Machinery

O Comfort

We contribute to a safer, more comfortable society by meeting the rapidly growing demand for bearings for small motors used in advanced home appliances, drones, 5G base stations, and various machines.



Data Centers

O Environment

NSK bearings used in wind turbines increase reliability for long-term maintenance free generation of clean energy.



O Smart Technology

ACOUS NAVITM, NSK's unique condition monitoring and diagnostic software, makes it possible to improve machine reliability and implement predictive maintenance.



O Contributing to the Advancement of Manufacturing

NSK's precision bearings, ball screws, and NSK linear guides are widely adopted in factory automation solutions, advanced machine tools, semiconductor manufacturing equipment, and robots.



Ball Screws for Next Generation

High-Accuracy Machine Tools

J-Type ROBUSTDYNATM Bearings for Machine Tool Spindles Ideal for Heavy-Duty Cutting and High-Speed Applications



NSK Linear Guides™

Automotive Safety and Environmental Performance

A single vehicle can have up to 150 NSK products inside. NSK automotive solutions increase efficiency, reduce weight, improve safety, enable electrification, and enhance autonomous driving capabilities.





New Technology!

Seamless 2-speed e-Axle Concept

Adopting state-of-the-art NSK technology benefiting EVs by extending range, enhancing performance, and increasing comfort all in a small and lightweight package.



Fundamental Technology for Long-Term Value Creation

NSK's "Four Core Technologies +1" are the foundation underlying our products and services that contribute to the development of industries around the world and to the enrichment of people's lives. NSK will continue to develop advanced technologies and provide highly functional, high-quality products and services that meet societal needs.

Four Core Technologies +1

Studying, Clarifying, and Controlling Friction Tribology

Tribology is the study of friction and wear of contact surfaces in relative motion, such as rotating parts that endure enormous forces with a thin oil film. Severe operating conditions are mitigated through lubrication and surface treatments, resulting in superior performance for applications requiring low friction, highspeed rotation, quiet operation, or enhanced durability.



Reproducing Phenomena in Virtual Space and Predicting Performance Numerical Simulation

In the past, accuracy and reliability in product development were achieved with experience-based design and longer testing periods. NSK's simulation technology allows virtual validation to accelerate design and production. Extreme conditions or innovative designs that defy previous expectations can also be evaluated and analyzed.



Example of bearing grease flow analysis

Unrelenting Pursuit of Performance Durability and Reliability Materials

Materials research and development affects nearly every aspect of product performance. We are constantly pursuing cost and productivity while meeting everevolving demands for improved functionality, durability, and reliability through technologies that utilize metals, polymers, and ceramics with optimized material composition and heat treatment conditions.

> Bearings utilizing ceramics and resins

Four Core Technologies



Technology That Supports People for a Convenient, Safe, and Comfortable Future Mechatronics

Active Cast

Mechatronics integrates machine element technology with control technology. By combining bearings, ball screws, and linear guides, together with motors, sensors, and computers, greater mechanical functionality is elicited with computer control. This technology enables new functions and performance in a range of industrial machinery, automotive, and biomedicine applications. It also contributes to greater reliability, as well as to convenience and safety in daily life.

Giving Shape to Four Core Technologies Manufacturing Engineering

Contributing to the environment and heightening safety and security through our Four Core Technologies requires something to breathe life into these technologies. In addition, it is essential to consistently manufacture products with high quality. NSK tackles these issues by applying smart technology to its equipment, utilizing IoT, and optimizing its overall production framework while it works to realize the creation of smart factories that economize on space, save on energy, and reduce labor requirements.



Cheonan Plant in South Korea

NSK Group Worldwide

NSK has established an extensive global network aiming to better serve our customers. We have production, sales, and R&D facilities contributing to many industries on a global scale.

Japan

Since 1916, NSK has developed a d v a n c e d m a n u f a c t u r i n g technologies that have established us as a leader in the global bearing industry. Our sites in Japan form the core of the company's global network and support customer businesses worldwide.



Global Headquarters (Tokyo)

The Americas

In 1962, NSK established a sales company in the United States as its first overseas base, and in 1970, it established its first overseas plant in Brazil. With strong ties to customers and local communities, NSK Americas is leading the way to further expansion of the company.



Americas Headquarters (Ann Arbor)



+1

Europe

Since establishing our first European base in Germany in 1963, we have expanded our business foundation in the region providing tailored support for European manufacturers as they expanded globally. In addition to the European market, we are also developing in emerging markets such as the Middle East and Africa.



Europe Headquarters (London)

Asia

In rapidly evolving markets such as China, ASEAN, and India, we are strengthening our business by expanding sales networks, responding to unique local needs, and developing local production to meet new demand.



China Headquarters and R&D Center (Kunshan)

As of March 31, 2024

NSK Has Always Been Ahead of the Times

Since becoming the first company to manufacture bearings in Japan in 1916, NSK has consistently been at the forefront of technology innovation. As a leading company in many fields, for over 100 years we have made significant contributions to industrial development across the world.





NSK becomes the first to produce bearings in Japan

At the dawn of Japan's modern industrial age, the domestic production of machine parts was a critical achievement, essential for industrial progress. Takehiko Yamaguchi, the founder of NSK, returned from an observation tour of western countries in 1914 and established Nippon Seiko Limited Partnership Company with the aim of producing precision machinery parts in Japan. In 1915, he succeeded in the trial production of bearings, a significant accomplishment for his time. In 1916, he founded NSK Ltd. and began massproducing bearings, providing Japan with a much needed local supply of bearings.



NSK establishes production and sales sites outside Japan

After pursuing expansion outside Japan since the 1960s, NSK established production and sales sites in Brazil, with an eye to support the country's economic growth at the time. Having achieved success with these pioneering steps to venture outside Japan, NSK continued to expand its international business, with operations today spanning some 208 sites across 30 countries and regions.





Suzano Plant in Brazi

1986

NSK develops electric power steering (EPS) system

Electric power steering, which allows for a significant reduction in the number of components that need to be driven by the engine, has become a key component in improving fuel economy and securing automotive environmental and safety compliance.



ctric Forklift EPS



Pursuing next generation monozukuri



New Building at Haruna Plant

NSK is maximizing development of environmentally friendly products, while minimizing the environmental impact of manufacturing operations. New facilities extensively employ eco-technology, while expanding production capacity at the same time. We are strengthening the stability of our supply chain, implementing leading edge automation and smart factory enhancements, and shortening lead times to set the future in motion in the world of monozukuri.

