



Toward the realization of a company that is vibrant, energetic, and engaging, and that will continue to be needed, trusted, and relied upon by society—100 or even 1,000 years into the future

NSK was established in 1916 as Japan's first manufacturer of bearings. For more than 100 years since, NSK's products have continued to support societies around the world.

Although business conditions surrounding NSK are changing rapidly, we aim to be a company that is needed and trusted by society by contributing to the development of a sustainable society through co-creation of value together with stakeholders under our corporate philosophy.

In FY2022, we launched the Mid-Term Management Plan 2026 (MTP2026) as a means toward achieving that aim.

This integrated report presents our efforts to achieve our goal of becoming a ¥1 trillion company with the new vision of "Change and Go Beyond," as set forth in MTP2026, and explains how NSK will contribute to solving social issues in the future as we work toward sustainable growth.

NSK's 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.

NSK Vision 2026

SETTING THE FUTURE IN MOTION

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.

▶ Please see our website for more information on the Company's Corporate Philosophy.
<https://www.nsk.com/company/visionandphilosophy.html>

Editorial Policy

The NSK Report 2022 is designed to provide readers with a deeper understanding of how the Company works with stakeholders to create collaborative value that meets the expectations of the world over the mid- to long-term based on its Motion & Control™ concept, and of the processes that will achieve both social contribution and corporate development.

In putting together this Report, we referred to the "International Integrated Reporting Framework" recommended by the IFRS Foundation and the Guidance for Collaborative Value Creation formulated by Japan's Ministry of Economy, Trade, and Industry.



Disclosure Framework


NSK Report 2022

Sustainability Information

▶ Sustainability Website
<https://www.nsk.com/sustainability/index.html>

Financial Information

▶ Information for Investors
<https://www.nsk.com/investors/>

Details

This Report provides a concise summary of all information deemed important in the Group's efforts to create collaborative value. For more information about the NSK Group's products and business, please refer to the Company's website.

Period of Coverage

FY2021 (April 1, 2021, to March 31, 2022)
 Note: Certain activities before FY2020 and after FY2021 are included.

Organizations Covered

NSK Ltd. and NSK Group companies
 (NSK Group companies include consolidated subsidiaries, non-consolidated subsidiaries, and affiliated companies.)

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Disclaimer

Statements made in this integrated report with respect to plans, strategies, and future performance that are not historical facts are forward-looking statements. NSK cautions that several factors could cause actual results to differ materially from those discussed in forward-looking statements. This document is an English translation of NSK Report 2022 dated September 30, 2022, that was originally prepared in the Japanese language, and it is provided for convenience purposes only. Therefore, this document does not include any event that has occurred, or has been found to have occurred, on or after September 30, 2022. NSK makes no representation or warranty that this document is a complete or accurate translation of the original Japanese text, and it is not intended to be relied upon. If there is a discrepancy between the Japanese and English versions, the Japanese version shall prevail. This document is not intended and should not be construed as an inducement to purchase or sell stock in NSK.

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