

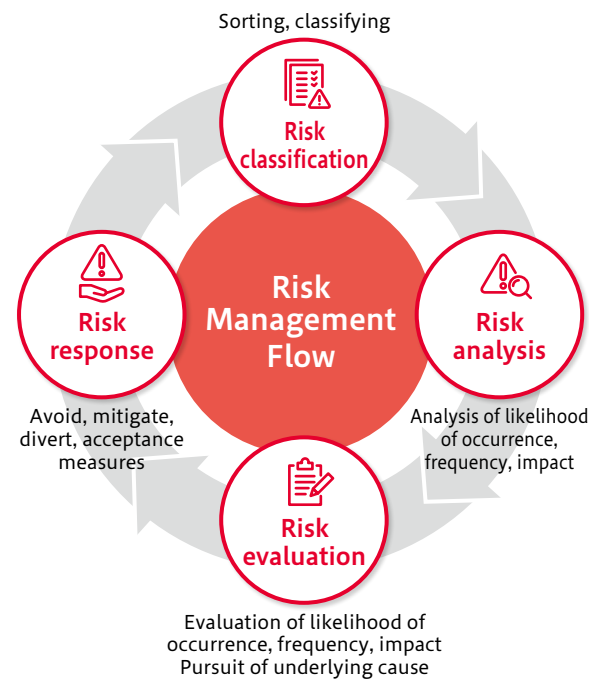
05 Corporate Governance Risk Management

NSK works to build a risk management system based on clearly stipulated fundamental principles aimed at effectively enabling global Group management and internal control functions. Every year, all the business sites perform their own risk assessment, classifying, analyzing, and evaluating risks in accordance with changes in the social environment, the frequency of risk occurrence, the size of impact, and other factors to identify risks that should be addressed. The Corporate Planning Division Headquarters and the Finance Division Headquarters coordinate with business and regional and functional headquarters regarding risks at each division and each business site, which are managed in accordance with prescribed reporting systems. While putting in place preventive measures, the Company devises steps to swiftly and appropriately act in the unfortunate event a risk is manifested, and then works to mitigate the impact.

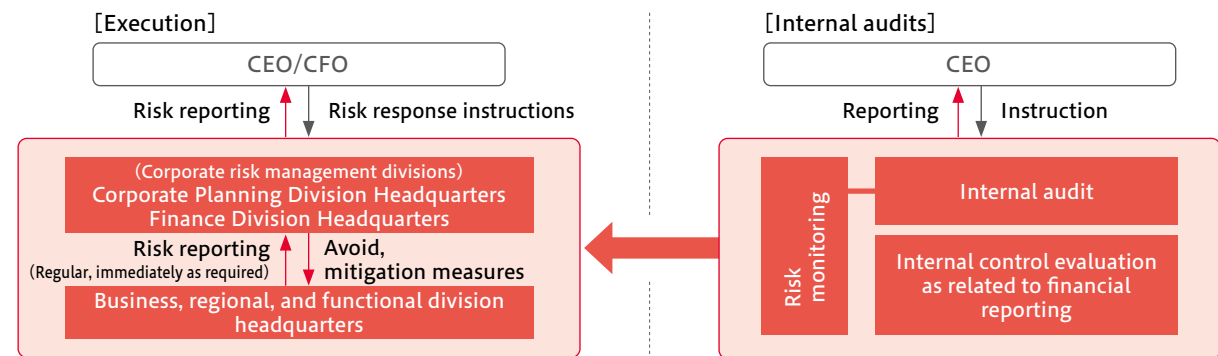
In addition, the internal audit division coordinates with the Audit Committee to monitor the tasks carried out by executive divisions, build an internal control system, and audit operational status.

As NSK's business activities spread to more areas, the range of anticipated risks widens. The Company has identified 10 types of representative risks deemed of high importance according to what they entail and likelihood of occurring, their degree of impact, and mitigation measures. Among the risks we present, the three types outlined in ①, ⑤, and ⑦ could lead to business opportunities for NSK, and we include details concerning these as well.

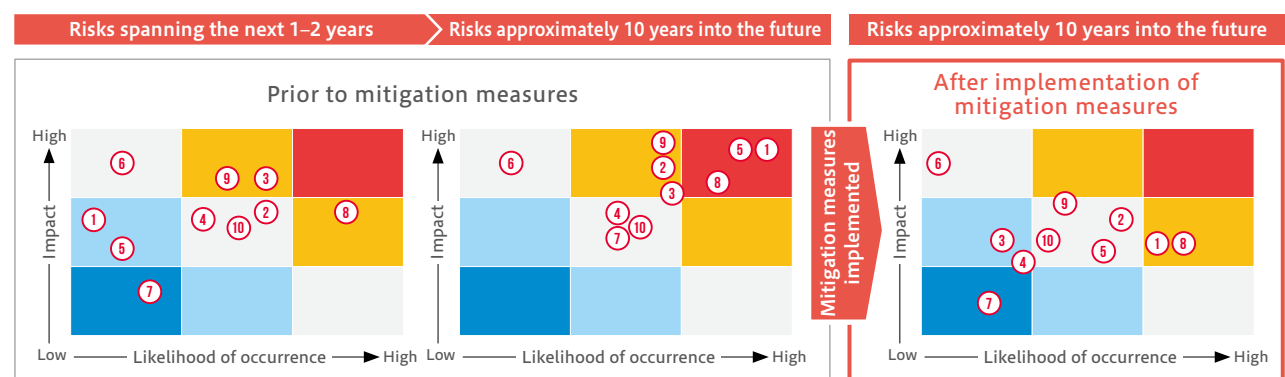
Risk Management Flow



Risk Management System



Risk Heat Map



Representative Risks and Mitigation Measures

Risk Types	Details of Representative Risks	Risk Mitigation Measures
<p>1 Risk associated with changes to technology innovation, and the market or competitive landscape</p>	<ul style="list-style-type: none"> Risk of delayed product engineering response to market changes and customer technology demands brought on by technological innovation such as CASE and IoT Risk of being unable to respond to an increasingly competitive market populated by rival companies and new market entrants Risk of losing competitive advantage due to delayed digital transformation initiatives <p>Opportunity Create and expand new businesses through new products, technologies, and services ▶ PP.26-27</p>	<ul style="list-style-type: none"> Understand the needs through close relationships with a broad range of customers Continually allocate resources to develop new products and new technology Leverage open innovation and alliances Share objectives and monitor progress on initiatives in the Digital Transformation Committee <p>▶ P.33, P.38</p>
<p>2 Risk related to local situations and dependency on a specific region</p>	<ul style="list-style-type: none"> Risk of change in the economic environment of a specific region in which the Company conducts business and of the impact of falling into political instability Risk associated with a halt in operations on account of deteriorating public order, outbreaks of riots, terrorism, or conflicts Risk of business losses and declined earnings due to changes in the trade rules of individual countries Risk of being unable to use intellectual property such as results and data from research and development in other countries and regions due to the regulations of said countries and regions 	<ul style="list-style-type: none"> Expand and enhance a balanced presence in other regions Get an early grasp of information on dangers by strengthening the ability to gather information from each region Leverage and optimize the allocation of our global network based on the principle of local production and local procurement Create and implement an intellectual property rights acquisition scheme <p>▶ P.33, P.35</p>
<p>3 Risk associated with safety, prevention of fire and disaster, and pandemics</p>	<ul style="list-style-type: none"> Risk of a major industrial accident occurring Risk of a halt in operations due to inadequate BCP measures to address fires or natural disasters such as earthquakes and flooding Risk of being unable to secure a comfortable and safe working environment in neighboring regions, or for employees Risk of decreased ability to accomplish objectives due to suspended operations and extended periods of movement restrictions caused by the outbreak of new infectious diseases 	<ul style="list-style-type: none"> Strengthen and nurture safety awareness, thoroughly educate and enlighten employees Share case studies from other locations introducing what went right and what went wrong Conduct simulations of anticipated scenarios, prepare disaster countermeasures, and formulate a business continuity plan Implement thorough measures to prevent infection and collaborate between business sites remotely by promoting remote work and online meetings and training <p>▶ P.34, P.44</p>
<p>4 Risk associated with quality</p>	<ul style="list-style-type: none"> Risk of compensation claims due to significant quality defects Risk associated with insufficient response due to improper quality assurance system or quality control management Risk of spoofed, falsified quality data Risk of being unable to respond to increasing quality requirements from customers 	<ul style="list-style-type: none"> Secure high quality by strengthening process management aimed at enhancing design and product quality Glossary Realize zero defects through continued quality improvement activities Create a system to prevent data falsification and conduct thorough training Bolster reoccurrence prevention by leveraging the quality information system Ensure the execution of investments for quality improvement <p>▶ P.46</p>
<p>5 Risk concerning the environment</p>	<ul style="list-style-type: none"> Risk of being unable to respond to changes in environment-related laws and systems or to evolving environment-related technologies and market needs Risk of a leak of environmentally harmful substances or overrun of emission standards Risk of lost business opportunities and damage to NSK's corporate value due to the inability to address the movement toward a post-carbon society <p>Opportunity Improve competitiveness in the market through environmentally friendly technologies ▶ PP.42-43</p>	<ul style="list-style-type: none"> Ascertain information on legislation and the needs of the market related to the environment to establish and implement an environmental response road map Thoroughly implement environmental accident prevention measures, promote the elimination of environmentally harmful substances, and strengthen the environmental assurance system Promote CO₂ emission reduction through activities such as energy conservation initiatives, the transformation of manufacturing, and renewable energy procurement <p>▶ PP.40-43</p>
<p>6 Risk with regard to compliance</p>	<ul style="list-style-type: none"> Risk of violating laws and regulations due to employee carelessness or misunderstanding, etc. Risk of further losing the trust of society due to bearing responsibility for criminal, civil, and administrative acts associated with the above 	<ul style="list-style-type: none"> Undertake education on strict adherence to laws and regulations, and create a corporate culture and atmosphere interwoven with morals and manners Review compliance systems, policies, and related rules on an as needed basis to strengthen and improve them Promote specific measures related to strengthening compliance, and follow up to confirm the status of implementation <p>▶ P.48</p>
<p>7 Risk associated with human resources and labor</p>	<ul style="list-style-type: none"> Risk of being unable to secure globally competent human resources, consequently hindering business expansion and execution of strategy Risk of impact on operations due to deteriorating labor relations Risk of delayed human resources and labor management response to the diversification of work styles <p>Opportunity Enhance competitiveness by promoting Diversity, Equity & Inclusion ▶ PP.36-37, P.39</p>	<ul style="list-style-type: none"> Strengthen and thoroughly implement human resource management policies such as leveraging a diverse workforce, building more engaging workplaces, and providing opportunities for growth Undertake measures to bolster engagement and systems, including support for females, the elderly, and the disabled to play an active role, and conduct employee awareness surveys and Employee Relations (ER) Create and implement human resources and labor management rules and standards corresponding to diverse work styles <p>▶ PP.36-39</p>
<p>8 Risk with regard to procurement</p>	<ul style="list-style-type: none"> Risk of procurement of raw materials or components being hindered by dependency on a specific source of supply, occurrence of quality issues, insufficient supplier production capacity, tight global supply and demand balance, etc. Risk of impact from rising costs for raw materials or components Risk that CSR procurement initiatives will not make progress Risk of being unable to procure some parts and materials due to environmental changes and disasters 	<ul style="list-style-type: none"> Build a firm understanding of the Company's basic policy through its procurement policy briefings, NSK Supplier CSR Guidelines, procurement standards, use of the whistleblowing system, and other measures Cultivate and educate new suppliers based on high and increasingly sophisticated assessed purchasing capabilities Conduct supplier BCP inspections, as well as quality, environmental, and CSR audits, and support supplier improvement Ensure flexibility in procurement and carry out strategic inventory management to agilely respond to environmental changes <p>▶ P.45</p>
<p>9 Risk associated with information and communication technology (ICT)</p>	<ul style="list-style-type: none"> Risk of decline in competitiveness due to delayed digitization of management resources Risk of decline in business efficiency due to loss of stability in the IT system that underpins business operations Risk of halt in operations or loss of trust from society on account of insufficient measures or lack of IT security to defend against cyberattacks and other external threats 	<ul style="list-style-type: none"> Reform and bolster IT system infrastructure and improve ICT literacy based on trends in digital technology Ensure stability through backup and redundancy of IT system infrastructure and standardized system support Build and strengthen a management structure relevant to cybersecurity risks and educate and enhance knowledge internally regarding information security, and acquire external certifications <p>▶ P.38, P.47</p>
<p>10 Risk related to finance</p>	<ul style="list-style-type: none"> Risk relating to the collection of accounts receivable due to sales destination trust problems Risk of cost burden from problems that arise related to litigation concerning business activities Risk related to mistakes in accounting estimates and accounting procedures Risk related to finance brought on by changes in the external environment such as fluctuations in financial markets and revisions to laws in different countries concerning tax systems and other subject matter 	<ul style="list-style-type: none"> Identify issues early by ascertaining information from the risk reporting system in a timely manner, and respond to issues swiftly through close collaboration with the relevant divisions Perform Group management and increase effectiveness based on the internal control system <p>▶ P.60, P.62</p>