



Feature 2 NSK's Vision 2026 Initiatives

—Efforts to Set the Future in Motion Underway Around the World

NSK is working to communicate Vision 2026 to all Group employees around the world and give shape to its goal of Setting the Future in Motion.

In 2016, NSK celebrated the 100th anniversary of its foundation. To commemorate this occasion, the 100th Anniversary Committee and its working level task force the Centennial Projects Team were established in order to plan and implement a range of initiatives and events. The main task of this organization was to develop and promote a new vision for the Company, culminating in NSK Vision 2026: Setting the Future in Motion. The task of promoting the Vision was subsequently passed on to a dedicated organization, the Vision 2026 Office, which was established in April 2017 as part of the Company's CSR Division Headquarters. In order to deepen understanding of the NSK Corporate Philosophy and NSK Vision 2026, and to translate the Vision into real action, we have appointed regional leaders who are responsible for coordinating a range of global initiatives. Each leader also works

with team members in their region to develop and implement original Vision promotion initiatives best suited to their local cultures and organizational structure. Twice a year all regional leaders gather together for the Global Vision 2026 Committee, where they provide updates on progress in their region, discuss key issues, and consider how to share effective initiatives between regions.

Communicating the true essence of NSK Vision 2026 to more than 30,000 Group employees around the world, aligning the organization in the same direction, and producing concrete results is no easy feat. Despite the size of the task at hand, the realization of NSK Vision 2026 is essential for NSK to generate sustainable value and continue contributing to society. Our quest to set the future in motion will continue!

Global Vision 2026 Committee

In March 2018, the third Global Vision 2026 Committee was held in Tokyo. The leaders of Vision initiatives in the Americas, Europe, ASEAN and Oceania, China, Korea, India, and Japan gathered to share the progress of initiatives and discuss the way forward. Each leader introduced the unique programs in their region for promoting Vision 2026, as well as difficulties and hurdles they faced in doing so. The Committee will continue to meet on a half-yearly basis, and we are considering rotating the meeting location between regions in the future. Each leader is working together closely to support NSK Vision 2026 across our global sites. In this report we introduce some of the unique initiatives taking place around the world.

NSK Americas

Train-the-Trainer Toolkit

A specially-designed toolkit managers (trainers) can use to facilitate Vision workshops with their teams.



Online Idea Center

One Americas business unit is trialing a program where employees can submit their ideas for improving NSK via a designated intranet site. Outstanding ideas are given support from management.

NSK ASEAN

Sites across the region have held workshops, with one site in Thailand taking the initiative to hold a two-day forum to discuss their future goals.





Roadmap for Vision Realization



Period	Phase
I FY2015 FY2018	Understanding – Understand Vision
	Ownership — Positive attitude toward Vision
	Concretization – Initiatives starting to take shape
	Action — Plans starting to be put in action
	Experience — Experience positive change firsthand

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.

II FY2019–	Establish as Culture — Behavior and ideas are firmly established
III FY2022–	Refinement — Higher level initiatives put in action
IV FY2025–	Achievement – Vision realized
FY2027–	Next Challenge

Common Global Vision Initiatives

■ NSK Starter Book

An easy-to-read handbook outlining NSK's history, DNA, and Corporate Philosophy. Translated into 20 languages and distributed to employees across the world.



■ Vision Image Movie

Designed to inspire and communicate the spirit of NSK's Vision in visual form (Japanese, English, and Chinese versions created)



■ Vision Workshops

Provide opportunities to listen to management's outlook, discuss what an ideal NSK will look like in 10 years, and plan next actions.



NSK India

NSK India captured the creative mindset required to achieve Vision 2026 by holding outdoor workshops in the traditional *gurukul* style.



Vision Puzzle

Vision puzzles illustrating NSK's role in society were donated to local schools. Also used as a recruiting and orientation tool.



NSK Japan

“Sense of Motion” Future Forum

An annual forum which serves as a platform for creators and innovators at the forefronts of their respective fields to network and share their insights with the general public.



Talk event featuring innovation leaders. (Nov. 2017, Tokyo Aoyama)

Idea Dojo Project

An open-ended program where employees are free to submit innovative ideas in any field. Promising ideas are supported through to realization.



“The World's Best Kitchen Knife” concept utilized NSK's materials and heat treatment technology to achieve world-class cutting performance.