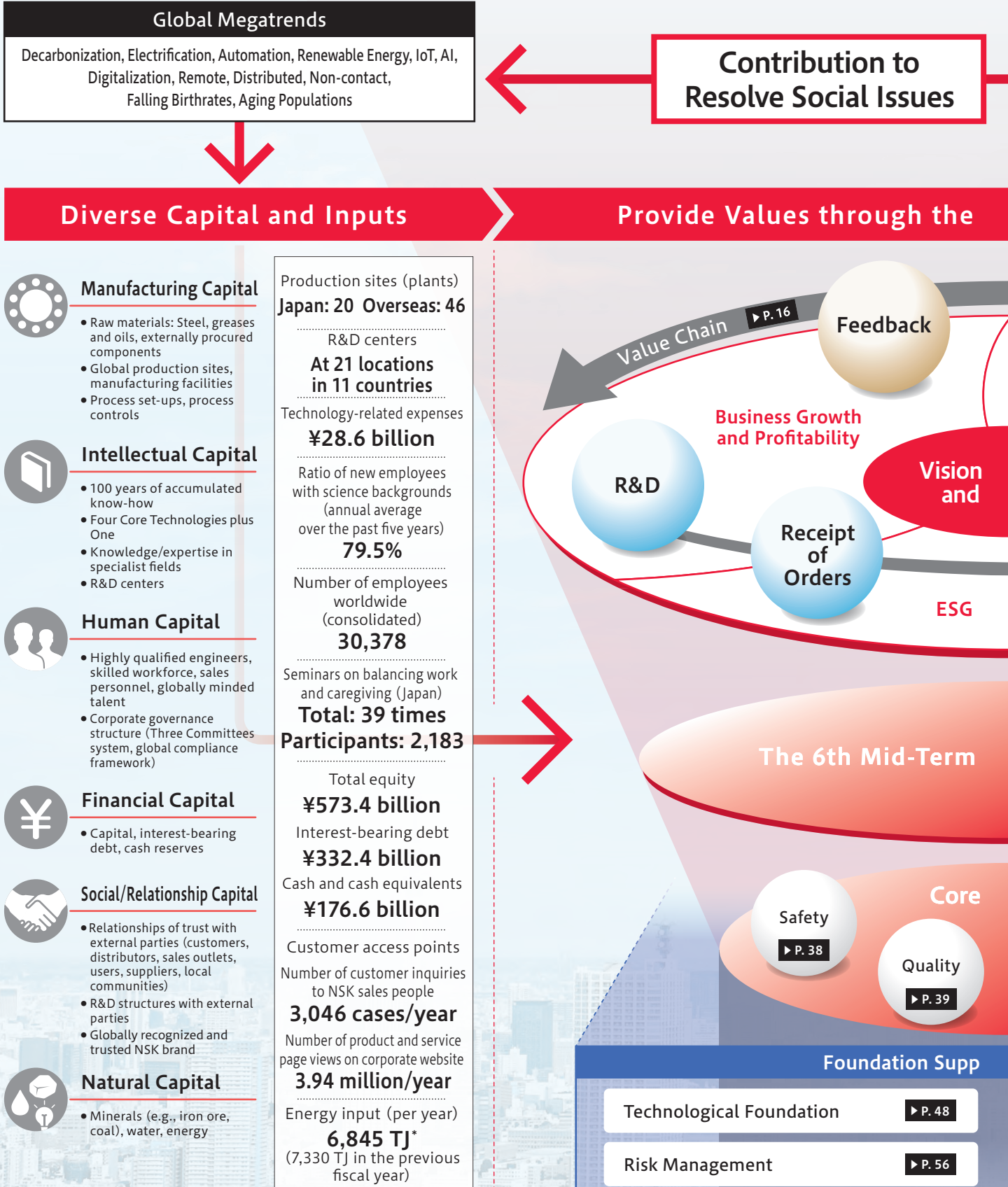


# NSK's Business Model for Collaborative Value Creation

Under its Corporate Philosophy, NSK presented "NSK Vision 2026" and "Vision for 2026," and is currently implementing the 6th Mid-Term Management Plan (6th MTP), which is positioned to cover the first three years for realizing these visions.

The business environment encompassing NSK is continuously changing. The Company therefore aims to balance its contributions to resolving social issues with its sustainable growth as a company by continuing to create collaborative value with stakeholders throughout the value chain. This effort will rely on effectively and efficiently utilizing a diverse range of capital while capturing global megatrends and the direction of progress.

NSK Vis

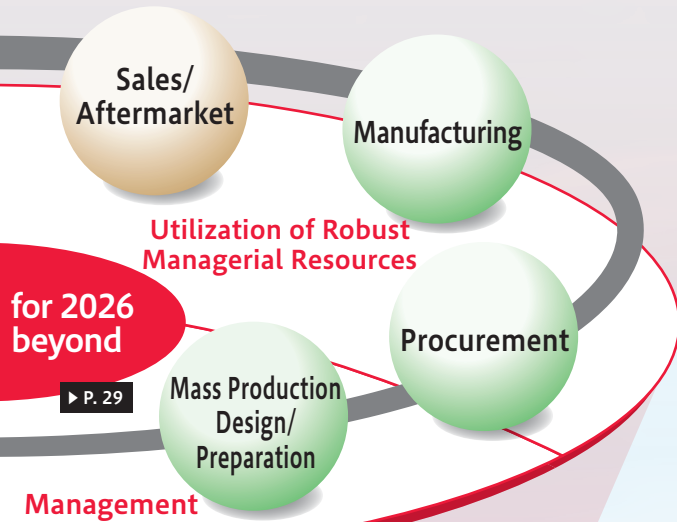


(As of March 31, 2021)  
\*Calculation criteria have been revised relative to the previous year

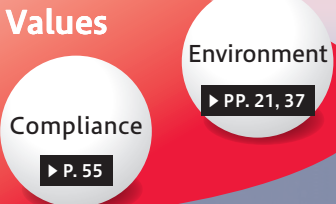
Sustainable Growth of NSK

Evolution of Motion & Control™

Output and Outcomes



Management Plan P. 29



- Reporting Sustainability
- Global Business Foundation P. 50
  - Corporate Governance P. 60



Output

► Products/Services

- Industrial Machinery Bearings
- Precision Machinery and Parts
- Automotive Bearings
- Automotive Components
- Maintenance & Repair, Aftermarket Services
- Condition Monitoring Technology

► Financial Outcomes from Provision of Added Value

- Cash generation
- Improvement in ROE
- Improvement in share price/market capitalization/TSR
- Internal reserves for investment in growth
- Maintenance of stable ratings

► Impact on Society/Environment

- Reduction of investment resource/energy usage through improved production processes
- Promotion of human resource diversity and inclusion
- Improvement of compliance awareness
- Compliance with varying regulations in each country (e.g., avoiding use of conflict minerals, Modern Slavery Act)

(Output as a burden on the environment)

- Greenhouse gases (GHG), industrial waste, water discharge

Outcomes

Share of bearings market <b>Ranked third in the world</b>
Number of EPS <sup>*1</sup> mounted on vehicles (cumulative total) <b>Approx. 100 million</b>
Number of patents held <b>8,172 patents</b> (8,052 patents in the previous fiscal year)
Net cash provided by operating activities <b>¥53.8 billion</b>
Dividends/Payout ratio <b>¥10.4 billion/2,885.8%</b>
Lost-worktime injury frequency rate (global) <b>0.43</b> (0.35 in the previous fiscal year)
Diversity (global) <b>Ratio of female employees 18.0%</b> (19.0% in the previous fiscal year)
Number of employees who took childcare leave <b>Men: 185 Women: 42</b>
Japan Management College <b>Total number of graduates over 18 terms: 397<sup>**2</sup></b> (including graduates of the former Management School)
Global Management College <b>Total number of graduates over all nine terms: 111</b> <b>Number of regions: Graduates from 21 countries</b>
Number of employees who have attained a TOEIC score of 730 or higher <b>660 (631 in the previous fiscal year)</b>
Amount of CO <sub>2</sub> emissions avoided during use of NSK products <b>2.51 million t-CO<sub>2</sub></b>
Development of environmentally friendly products <b>238 products (cumulative total)</b>
GHG emissions <b>31.0% decrease (compared with FY2017)</b>

\*1 EPS: Electric power steering  
\*2 Figures revised following recalculation