

# Dialogue with Shareholders and Investors

### NSK's Approach

NSK discloses management information promptly and fairly, and is actively engaged in dialogue with shareholders and investors. In addition, the Company strives to achieve stable shareholder returns and pursues sustainable growth together with higher corporate value over the mid- to long-term. In this way, we seek to continue to be a company that meets the expectations of our stakeholders, including shareholders and investors.

### General Meeting of Shareholders

Being cognizant that the General Meeting of Shareholders is a venue for active dialogue with shareholders, we set its date to avoid periods concentrated with the shareholders' meetings of other companies (at least 2 days prior to such a concentrated period) and promptly issue and post convocation notices and reports (normally posted to our website 28 days prior to the date of the meeting), among other efforts we make to create favorable conditions for the meeting.

#### The 160th Ordinary General Meeting of Shareholders for the year ended March 31, 2021 (held June 25, 2021)

- Number of shareholders present: 17  
(the number of participants was smaller than typical years in similar fashion to the 25 participants of the previous year to prevent the spread of COVID-19)
- Ratio of shareholder voting rights exercised: 84.2%

### Dialogue with Investors

#### Dialogue with Institutional Investors

We hold financial conferences to discuss our financial results and the Mid-Term Management Plan where top management directly communicates a variety of topics. Moreover, we hold some 20 events every year to engage in constructive dialogue regarding our management strategy and ESG.

Not only did we discuss matters concerning our business strategy and finances but also held dialogues that covered our efforts for NSK's ESG management, as outlined in the 6th Mid-Term Management Plan. Institutional investors provided positive feedback regarding our initiatives concerning corporate governance and items regarding ESG as a mid- to long-term management issue, and we received their requests for ongoing dialogue and ample information disclosure.

#### Number of Dialogue Opportunities in Fiscal 2020 Total of 365 companies (excluding large meetings)

|   |                                      |
|---|--------------------------------------|
| Financial conferences (large meetings)  | 4 times for a total of 427 companies |
| Individual IR interviews  | Total of 261 companies               |
| Institutional investor engagement visits  | Total of 19 companies                |
| President's small meetings  | 2 times for a total of 41 people     |
| IR road shows outside Japan<br>Europe/North America/Asia (Singapore, Hong Kong) | 11 companies                         |
| Conference participation for investors<br>outside Japan                         | 4 times for a total of 33 companies  |



Financial results briefing being streamed online



### Dialogues with Individual Investors/Individual Shareholders

We hold briefings for individual investors multiple times a year, and in addition, with the objective of bolstering dialogue with NSK's individual shareholders, since 2018 we have been conducting plant tours. Unfortunately, we were unable to hold any such events in fiscal 2020 due to COVID-19, but we plan to hold events online and in other formats with an eye to the post-corona era. We have also created a website for individual investors to give them a better understanding of the Company, among other efforts, and proactively disclose information and respond to queries.

#### <Reference> Fiscal 2019

- Briefings for individual investors: Held 7 times, with 236 participants
- Plant tours for individual shareholders: Held 2 times (Haruna Plant, Ishibe Plant), with 49 participants

▶ "To Our Individual Investors" website (Japanese only)  
<https://www.nsk.com/jp/investors/individual.html>

NSK continues to properly convey management direction, business strategy, and other information, and strives for communication that facilitates accurate assessments and understanding.

At NSK, having determined our "Disclosure Policy," we strive to conduct the disclosure of information in a fair manner that does not give rise to discrepancies in information among market participants.

For further information on our Disclosure Policy, please access the link below to our website.

📄 <https://www.nsk.com/investors/management/disclosurepolicy.html>

For further information on "Key Questions and Answers from Recent Meetings," please see the following website.

📄 <https://www.nsk.com/investors/faq.html>