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Recognized for third consecutive year since 2022 as Certified Health & Productivity Management Outstanding Organization.



Obtained Kurumin Mark (one star) in April 2016.



Fun to Share  
We support activities to address climate change promoted by the Ministry of the Environment of Japan.



# NEXT100

Nakanishi Metal Works Co., Ltd.  
NKC Sustainability Report

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Toward  
the Next  
100 Years



## TOP MESSAGE

# Preparing for the Next 100 Years at the NKC Group

### Insights based on a review of our history

In the past 100 years, the NKC Group has overcome two major crises. The first was during the post-WWII American Occupation in Japan when our factory was blacklisted and prevented from operating. In the years to follow, the company shifted to manufacturing bicycles, but the company's debt only snowballed. The second crisis occurred with the collapse of the "bubble economy" in the early 1990s. Our newly built factory was forced to halt production after only a few months, and the company was saddled with huge debts. So, how has the NKC Group survived to this day? I believe it is because we adapted well to changes in the external environment, stayed confident, and acted wisely even in the face of adversity.

### How to move forward in rapidly changing times

The core structure of industry has evolved significantly since early modernization, and we can similarly expect innovation to precipitate new eras to come. If brought to fruition, any number of developments could fundamentally change people's lives and values, not to mention alter the

structure of industry. Such innovations might include the ability to regenerate body parts or organs, produce cultured meat or other alternative proteins, or develop non-depleting energy resources. To ride out the waves of change, it is vital for the NKC Group to have a system that embraces change and can also initiate change. That means having each and every employee think like a manager and carry out one's duties swiftly and proactively.

### Aiming for sustainable development, not merely seeking profits

Companies will increasingly be judged by how well they meet society's demands in the future. Sustainability is a key issue today, particularly in building a circular economy. This involves reducing environmental impacts and considering resource recycling from the early product development and design stages. We must take responsibility for recycling and recovering instead of discarding resources. This will require far more advanced ideas and technologies than we have today. Still, it is a responsibility that every manufacturing company will one day be asked to take on as a matter of course. As legal frameworks related to the environment are put in place, certain companies may one day refuse to do business with

Tatsuo Nakanishi

President & CEO  
Nakanishi Metal Works Co., Ltd.

companies that do not meet specific standards. This holds true for both environmental and social aspects of sustainability efforts. As the population declines in Japan, many smaller municipalities are likely to reach a point of failure sometime in the future due to declining tax revenues, and it may fall to the private sector to sustain such areas. I believe we can do plenty to help in regional revitalization, from sharing ideas to holding business seminars and providing career education. Unknown risks will accompany such new challenges, but we should not shy away from such risks. We need to face them head-on and with the proper control so that we can take on even further challenges. We call this approach of taking the offense rather than being only on defense "positive oriented compliance" (see p. 28), and we are taking steps toward that end.

### The future of the NKC Group shaped by youthful energy

To prepare for the future, the NKC Group aims to build an organization that can change with the times as well as initiate change. We will actively incorporate youthful sensibilities and maintain a "good cycle" organizational atmosphere. As outlined in our newly formulated NKC Sustainability Vision 2024, we will integrate our business and sustainability strategies. Success in this endeavor, I believe, is the key that will unlock the future and lead to a robust 100 years ahead for the NKC Group.



# SUSTAINABILITY VISION 2024

Linking social and economic values to build a better future  
for society and business

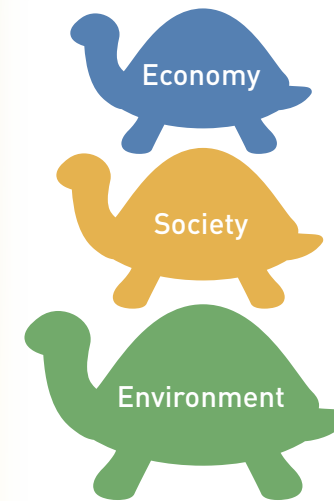
The concept of finding harmony between economic growth and a better society has long been advocated and passed down in Japan, as symbolized by the teachings from *The Analects and the Abacus*\* and “Companies are public institutions of society.”\*\* On the occasion of the NKC Group’s 100th anniversary, we have returned to these foundational principles and formulated a new medium-term (three-year) sustainability management plan oriented on the future. This is NKC Sustainability Vision 2024.

\* A title of a book written by Eiichi Shibusawa who is called “Father of Modern Japanese Economy”

\*\* A saying of Konosuke Matsushita, founder of Panasonic Corporation

Becoming an indispensable company to society through  
sustainability management as Happo-Yoshi (business beneficial to all)

There was a time when phrases like “for the sake of society and the environment” were often dismissed as idealistic or as a form of atonement. However, the impact of solely economic activities on society and the environment has reached an undeniable level, leading to a renewed understanding that the economy fundamentally relies on the foundation of society and the environment. In such times, it is crucial to aim for mutual prosperity and coexistence with all stakeholders, as illustrated below, rather than focusing solely on our own company. Through Happo-Yoshi sustainability management, the NKC Group aims to become an indispensable company for society.



Created with reference to the diagram prepared by PwC on page 12 of *SX Strategy for 2030* by Toshiya Banno and Yuki Isogai, Nikkei Business Publications, Inc.



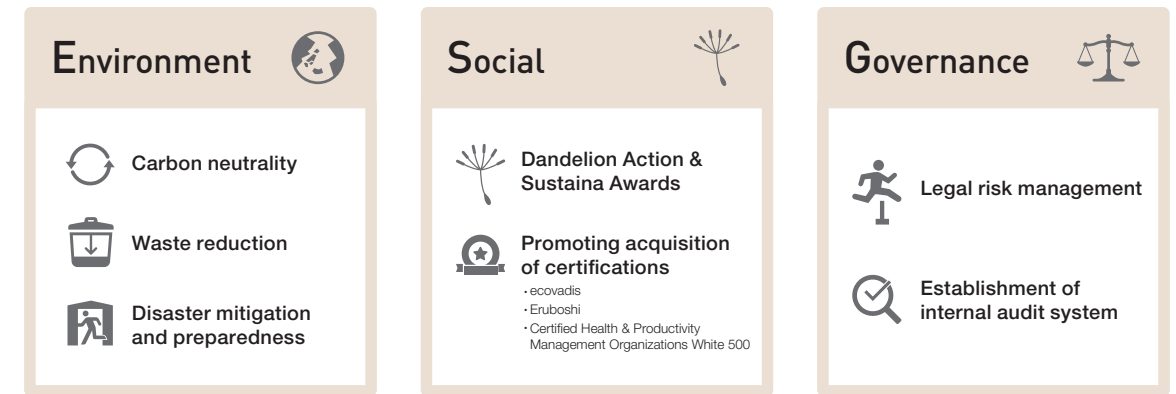
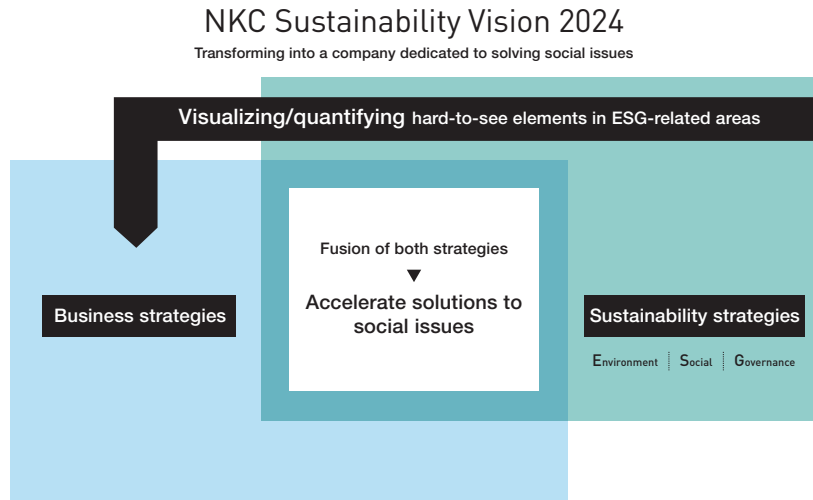
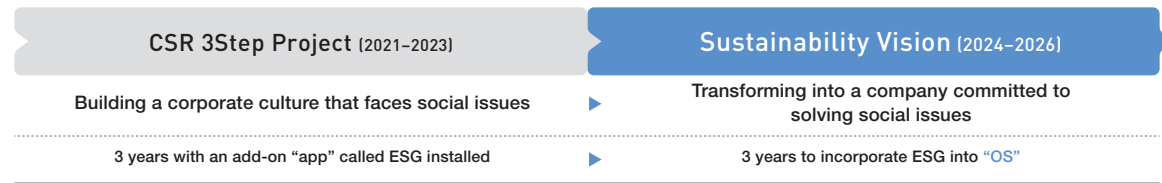
Created with reference to the diagram on page 100 of *Sustainable Capitalism* by Kazuhiro Arai, Discover 21, Inc.



## Transforming into a company committed to solving social issues through integrated sustainability and business strategies

From 2021 to 2023, the NKC Group has been guided by the slogan “building a corporate culture that faces social issues,” engaging in a variety of activities. This period can be seen as a time when we embedded the SDGs (Sustainable Development Goals) and the concept of ESG\*—which connects the SDGs to growth strategies from a corporate perspective—into the company, much like installing “application software.” In our new medium-term plan, NKC Sustainability Vision 2024, starting from fiscal 2024, we aim to take another leap forward and transform into a company dedicated to solving social issues. We will integrate our ESG-based sustainability strategy into our core business strategy, treating it as an integral part of our “operating system.”

\*Environment, Social and Governance



## Visualizing/quantifying hard-to-see ESG-related elements to generate synergy between solutions for society and our growth strategy

While business strategies are often discussed in terms of quantitative and financial metrics (such as sales and profits), sustainability strategies typically involve qualitative and non-financial aspects (which are harder to quantify monetarily). This has been a major reason why integrating and merging the two has been challenging. Therefore, it is essential to make various hard-to-see elements in the ESG domain as visible and quantifiable as possible,\* including both positive and negative aspects. By doing so, we can create a foundation that makes it easier to incorporate social value into business strategy decision-making.

Under this vision, the NKC Group will align the vectors of solving social issues and the company’s growth strategy to create synergy, thereby contributing even more to the realization of a sustainable society.

\*For example, CO<sub>2</sub> emissions in carbon neutrality (p. 10)



Coexisting with the environment as a path to the future

# ENVIRONMENT

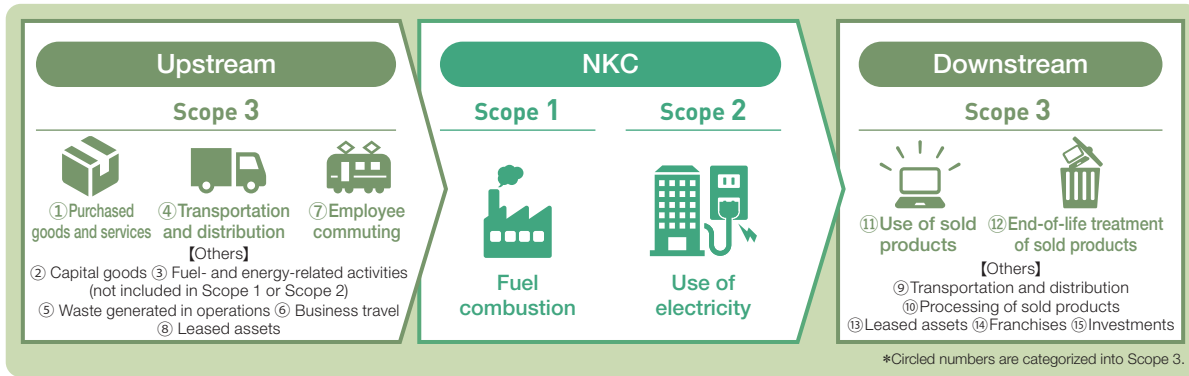
No matter how advanced society becomes or how much the economy thrives, it is evident that the natural environment is the foundation of everything. With the importance of environmental conservation at an all-time high, companies are increasingly expected to coexist with the environment. The NKC Group is committed to protecting the natural environment and the future to be nurtured by it through focused efforts on conservation and reducing environmental impact.



## 【Carbon Neutrality】

### Fulfilling our responsibility as a manufacturer to reduce CO<sub>2</sub> emissions

With the world facing the threat of climate change, reducing emissions of greenhouse gases like CO<sub>2</sub> is imperative. The NKC Group views achieving carbon neutrality, or net-zero emissions, as an urgent task and is implementing reductions across Scope 1, 2, and 3. The Group has focused on reducing CO<sub>2</sub> emissions directly from its operations (Scope 1), including the combustion of fossil fuels, and indirectly through energy use supplied from other companies, such as with electricity (Scope 2). Starting in fiscal 2024, we will also address Scope 3 and promote to reduce CO<sub>2</sub> emissions throughout the entire lifecycle of products—from raw material procurement to manufacturing, logistics, sales, and disposal.



### Visualizing our contribution to the global environment with the concept of “Avoided emissions”

For instance, suppose we develop revolutionary products that are more energy-efficient during use or have longer lifespans compared to existing ones. Replacing conventional products worldwide with such innovative items could significantly reduce the total CO<sub>2</sub> emissions generated from product use to disposal. This concept is known as “Avoided emissions,” and it represents a key area where the NKC Group, as a manufacturer, can leverage our strengths to make substantial contributions to addressing the climate crisis. In conjunction with our efforts on emissions reduction, we will continue exploring and challenging ourselves to find the best ways to make our contribution.

## ENVIRONMENT

### Examples of our CO<sub>2</sub> emissions reduction efforts

#### ● Introduction of solar power generation systems (Nakanishi Kako Co., Ltd., Nabari Nakanishi Metal Works Co., Ltd.)

The NKC Group has installed solar panels at some of our sites, generating electricity through solar power to meet our energy needs. For example, at Nakanishi Kako Co., Ltd., with the April 2023 introduction, the proportion of solar power generated volume to total electricity consumption for fiscal 2023 was 13%. At Nabari Nakanishi Metal Works Co., Ltd., with the February 2024 introduction, the ratio of solar power generation to electricity consumption is expected to be about 4% annually. Since solar power generation produces almost no CO<sub>2</sub>, there is a significant contribution to reducing environmental impact.



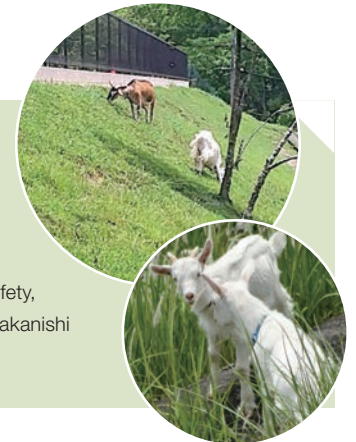
Nakanishi Kako Co., Ltd.



Nabari Nakanishi Metal Works Co., Ltd.

### Goats are taking the lead in sustainability!?

Did you know that it's not just humans working at Nabari Nakanishi Metal Works Co., Ltd.? Approximately ten goats also work hard there. These goats, sent in by a company in Nabari City, Mie Prefecture, handle weeding tasks on the slopes within the premises from April to November each year. This method offers various benefits over human labor, such as cost, safety, and environmental advantages, making a contribution to the sustainability efforts of Nabari Nakanishi Metal Works Co., Ltd. and the NKC Group.



**【Environment Waste/Eco-cars】**

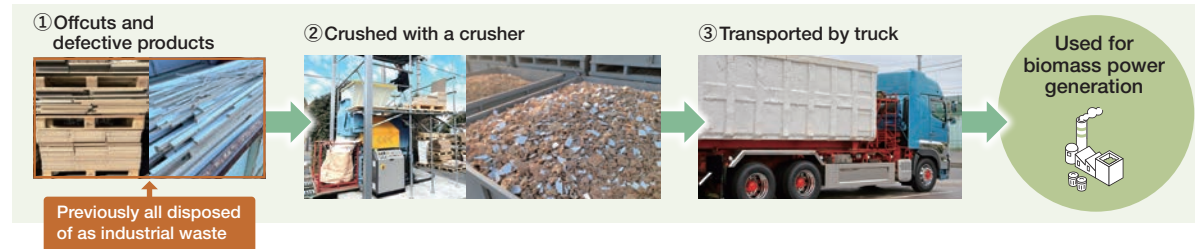
Manufacturers of the future will be required to create people- and eco-friendly products.

Striving for coexistence with the natural environment, the NKC Group engages in various activities to promote environmental conservation, such as reducing CO<sub>2</sub> emissions, participating in local cleanup activities, and composting kitchen scraps in employee cafeterias. These diverse efforts were recognized in fiscal 2023 when the group was the only organization to receive the Osaka City Environmental Award. Moreover, since 2007, the NKC Group has achieved zero emissions, maintaining zero direct landfill waste and a recycling rate of 99% or higher. In our daily operations, we have introduced eco-cars as company cars, which also serve as emergency power sources, contributing to both environmental conservation and disaster preparedness.

Protecting the natural environment is essential for safeguarding the future of the Earth and its inhabitants. To achieve a sustainable society, we will continue to integrate environmental conservation activities with our business operations.

● **Utilization of wood chips for biomass power generation** (Suda Corporation)

Aiming to reduce waste, Suda Corporation is working on supplying wood chips to biomass power plants. The main wood material used in their business activities, particle board, previously generated approximately 2,500 tons of industrial waste annually from offcuts and defective products during the manufacturing process. To address this, they began processing the previously discarded wood into wood chips for use as biomass power plant fuel. By collaborating with nearby biomass power plants, they have found a way to utilize this material effectively. In fiscal 2023, they successfully reduced industrial waste by approximately 1,000 tons, making a contribution to environmental conservation.



Received the Osaka City Environmental Award



Eco-cars introduced



Team discussion



Workshop



Reception at head office

**【Global Safety Conference】**

Learning from our colleagues from other countries and regions to create a safe and comfortable working environment

Ensuring workplace safety and preventing occupational accidents necessitates not only improvement activities at each site but also the acquisition of new knowledge. Since 2016, the NKC Group has been holding the Global Safety Conference (GSC) to strengthen information sharing and establish mechanisms to prevent occupational accidents among domestic and overseas production sites. The theme of the 3rd GSC held in 2024 was “Learning Output Through On-Site Dialogues.” Organized by the Sustainability Strategy Division, safety representatives from overseas production sites visited the head office of Nakanishi Metal Works Co., Ltd. and domestic production sites, exchanging opinions through programs involving discussions and workshops. The post-event feedback from participants indicated that the interactions with members from different countries were inspiring and would be highly beneficial for future safety efforts. The Group will continue to foster safety awareness and create a sustainable environment where everyone can work comfortably.







We will develop together working hand in hand  
with the local community.

# S O C I A L

The NKC Group has been deeply committed to societal contributions since its founding. In recent years, our partnerships with local communities have become even more robust. Through a range of activities, we engage with people and communities, working together to build a sustainable society.



## 【Tampopo Action】

Making social contributions through fun  
Increasing the warmth in society

The NKC Group is dedicated to addressing social issues and fostering a sustainable society through both business activities and social contributions in collaboration with local communities. A new initiative launched in 2023, the Tampopo (=Dandelion) Action encourages employees to become more socially aware and take proactive steps to assist others.

This initiative aims to amplify heartwarming acts of kindness, as the joy of helping others is often reciprocated. By understanding social issues, questioning them, and starting with small, actionable steps, individuals can make meaningful impacts that spread positivity and inspire new growth.

Additionally, the actions of employees are visualized on the special website. Participants earn original company coins for their efforts, which can be exchanged for ethical products or used for making donation, further extending the circle of happiness.

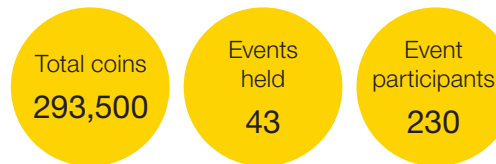
We hope this initiative fosters positive connections and spreads gently and softly like dandelions, creating a ripple effect of goodwill and community engagement.

SOCIAL



たんぽぽ  
アクション

### ● Social action up to now



(As of May 31, 2024)



SDGs card game



Tampopo Marché  
(In-house sales of products made at welfare facilities)



## Create a place that connects people and communities, where everyone can spend time with energetically

Since our founding in 1924, the NKC Group has engaged in various social contribution activities, with a particular focus on welfare for children and people with disabilities. In 2022, we further strengthened our community connections by opening NKC Nakaniwa within the Tenjinbashisuji Shopping Arcade in Kita Ward, Osaka City, the location of our head office.

### 【Welfare Café】

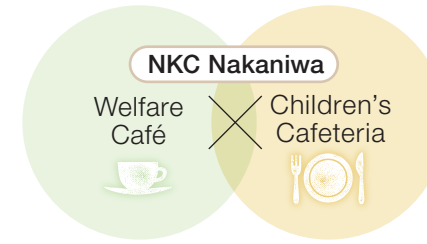
A place where everyone can truly be themselves



### Nakaniwa Welfare Café



At NKC Nakaniwa, we run a Welfare Café that employs individuals with disabilities. The Café provides a relaxed and comfortable space and is popular with the local community for its weekly themed lunches. By gaining valuable experience at the Café, each person can build a future where they can utilize their unique abilities. We are committed to supporting the social inclusion of people with disabilities and expanding their opportunities within the community.



### 【Children's Cafeteria】

Envisioning a bright and diverse future

In 2018, we launched a Children's Cafeteria dedicated to the future of children. In 2022, it moved to NKC Nakaniwa, where it offers free meals to children and hosts workshops that introduce them to various cultures, along with programs which parents and children can participate in together. These community-driven activities are designed to provide children with enriching experiences. The NKC Group will continue to be there for children and grow together with them. We remain committed to supporting children, ensuring they enjoy their days with smiles, broaden their future possibilities, and dream freely.



## SOCIAL



Sensory room (in collaboration with Electric Works Company, Panasonic Corporation)



Halloween event



Live painting (in collaboration with picture book artist Tomonori Taniguchi)



Dance event



## 【Nakanishi Scholarship Foundation】

Encouraging the young people who represent the next generation

The Nakanishi Scholarship Foundation was established in 1971 by Yoshio Nakanishi, the second president of Nakanishi Metal Works Co., Ltd. For more than half a century, the foundation has been working on scholarship projects that enable the young people who will lead the future of industrial science and technology to devote themselves more fully to their studies. To date, it has provided scholarships to about 5,100 students who had encountered difficulty studying due to financial reasons. The foundation has also provided grants to research institutes focusing on industrial science and technology. Our support, which has now reached a cumulative total of 1.3 billion yen, is not limited to financial assistance. Once a year, the foundation holds a social gathering for scholarship recipients to provide an opportunity for them to consider Japanese industry as well as their own careers.

### Recent research grants (fiscal 2024)

- Industrial machinery: Development of an XYθ displacement sensor to measure the eccentricity of the rotational axis of an articulated robot
- Chemicals: Research on acrylic acid ester-based biomass-derived CNF nanocomposite sealant
- Housing: Repurposing an unneeded storehouse attached to a home into a community hub
- Global environment: Producing fuel from waste generated by biomass gasification plants
- Global environment: Demonstrating an environmentally harmonious system through a virtuous cycle of forest management by combining a large-scale IoT monitoring network with advanced computing resources



In addition to introducing the Nakanishi Scholarship Foundation and the business and activities of the NKC Group, it holds programs to foster the participants' independence. These include group projects and introductory meetings with the directors of the foundation, as well as the president and young employees of Nakanishi Metal Works. The experience of stepping onto the premises of a global manufacturer and interacting with other students and people working at the company is clearly an inspiring event in the life of a student and in planning one's future career path. To ensure a better future for young people and to benefit the industrial community, the Nakanishi Scholarship Foundation will continue to implement these initiatives to the advantage of future generations.



## 【Assistance to Disaster Areas】

Donation of relief funds to the Japanese Red Cross Society following the 2024 Noto Peninsula Earthquake



The NKC Group donated to the Japan Red Cross Society a total of 1,862,600 yen (1 million yen from the company and 431,300 yen from the employees, which the company doubled as a matching gift) to support the areas affected by the 2024 Noto Peninsula Earthquake.





Career education support for technical high schools



Guest lecture in a junior high school



West building of head office  
PR for prefectural and ward governments using LED signage, etc.



## 【Partnership Agreement with Osaka Prefecture/ Osaka City Kita Ward】

### Partnering with the government to enrich local communities

The NKC Group is dedicated to fostering a sustainable society through a wide range of initiatives. Since our founding, we have prioritized contributing to local communities, particularly in Osaka Prefecture, where our head office is located. Recently, local communities have encountered numerous challenges, such as frequent large-scale disasters and persistent poverty, which are difficult to address by government efforts alone. Therefore, the NKC Group supports collaborative efforts between governments and businesses to tackle these issues. Reflecting this commitment, we signed a Comprehensive Partnership Agreement with Osaka Prefecture in March 2022 and concluded an Osaka City Kita Ward Partnership Agreement in September of the same year.



Sash Hardware Division  
Animal welfare awareness  
and donation activities  
through the "animacolle"  
brand

Our collaboration with the government spans various areas, including education, welfare, disaster preparedness, environmental protection, animal welfare, and community revitalization. Some of our initiatives include providing career education support for students at prefectural technical high schools and elementary and junior high schools, organizing a shelter cat adoption event on our premises in partnership with the Animal Protection and Management Center, and operating a Welfare Café and Children's Cafeteria at NKC Nakaniwa in the Tenjinbashiuji Shopping Arcade.

The NKC Group's activities have become more deeply integrated into the community through our collaborative system with the government. By blending government efforts with the innovative ideas of our manufacturing company, we aim to address a broader range of social issues and contribute to the development of prosperous local communities.



Running Welfare Café and Children's Cafeteria at  
NKC Nakaniwa



Cooperating with local  
food pantry

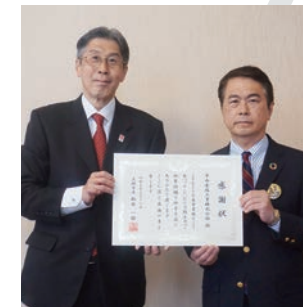


Participation in local events  
(Temma Music Festival, etc.)

Completed agreement with Sakura Garden  
Hotel regarding the acceptance of travelers  
in times of disasters



Donation of goods to be distributed  
to raise children's awareness of  
crime prevention



Work experience study for  
junior high school



Extracurricular visits to  
elementary schools

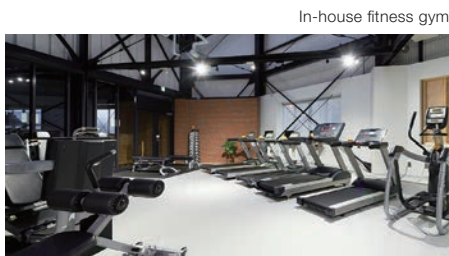


**[Health and Productivity Management]**

Committed to a sustainable health care program for lifelong wellness and vitality

As we move into an era where people may live to 100 or more, the NKC Group is committed to fostering an environment that supports the mental and physical well-being of all employees. A key component of this initiative is the Wellness PDSA Program, available to everyone in the company. This program encourages the completion of simple health tasks that incorporate rest, nutrition, and exercise, the three major elements of health. By doing so, it aims to improve body composition and make health promotion a habitual practice.

Additionally, the NKC Group has implemented various initiatives to encourage employees to prioritize their health while enjoying themselves. These include the annual NKC Walking Event in October and the fitness gym at our head office. Our health management efforts have been highly recognized by the Ministry of Economy, Trade and Industry (METI), earning us the designation of a Certified Health & Productivity Management Outstanding Organization for three consecutive years, starting in 2022. We will continue to promote health throughout the company, ensuring that our employees can lead fulfilling lives both personally and professionally.



In-house fitness gym



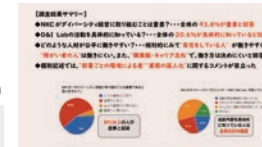
In-house social event



Regular column



In-house questionnaire survey

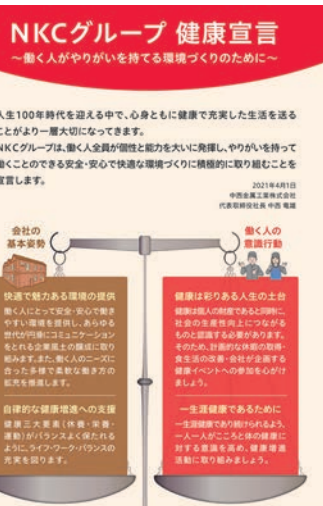
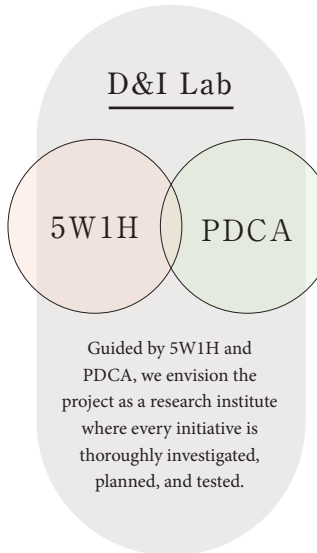


Lunch social

**[Diversity & Inclusion]**

Harnessing diversity as a strength to navigate unpredictable times

Today, we live in an era of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), where predicting the future of society and business is challenging. Companies must secure diverse talent and transform this diversity into a strength. The NKC Group is committed to promoting diversity management and aspires to be an organization where every individual's unique traits and talents can shine, regardless of age, gender, nationality, or disabilities. In April 2022, we launched the D&I Lab, a cross-company project designed to explore diversity management from the employees' perspective. With 5W1H (Who, When, What) and PDCA (How to improve, develop, and sustain) in mind, we have worked on promoting understanding of D&I, conducting internal climate surveys, and fostering internal communities. Diversity is an issue that concerns all employees. To ensure that everyone can work authentically and find their work fulfilling, each of us will continue to think with a sense of ownership.



Recognized as Certified Health & Productivity Management Outstanding Organization





Evolving into a flexible organization  
embracing change and advancing boldly

# GOVERNANCE

In today's rapidly changing world,  
it is essential to build an organizational structure  
that adapts to and drives change.  
By fostering an open and communicative culture and  
promoting positive oriented compliance,  
we aim to create an organization where each individual can  
act autonomously.

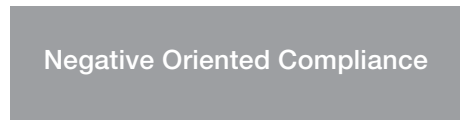
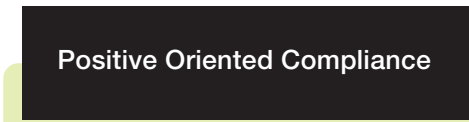
**【Positive Oriented Compliance】**

Transforming risks involved with unknown challenges into opportunities for the future

Many people perceive compliance as a rigid set of detailed rules that restrict innovation and experimentation. This outdated management approach, characterized by numerous prohibitive regulations, can stifle creative thinking and result in a rigid mindset. However, in today's rapidly evolving social environment, strictly adhering to past regulations and focusing solely on minutiae can increase the risk of overlooking significant issues.

The NKC Group strives to be an organization where every employee adopts a managerial perspective and embraces new challenges with confidence. While new challenges may present unforeseen risks, such as scenarios not covered by current laws, we will not shy away from them. Instead, we will establish clear objectives and guiding principles to inform our decisions, empowering each employee to think and act independently. Positive oriented compliance plays a crucial role in this process. By confronting and overcoming risks head-on, we aim to shape an exciting future with our own efforts. This is the vision we hold for the NKC Group.

positive oriented  
compliance



Anticipated speed of social change	Fast (Age of VUCA)	Slow
Basic philosophy of rule design	Principle-based (emphasis on objectives and principles) Trust, Future-oriented, Resilience (self-recovery ability)	Rule-based (numerous detailed prohibitive regulations) Doubt, Past-oriented, Zero risks
Effects on employees	Pride, Personal responsibility, Flexibility, Taking on challenges	Compliance fatigue, Blaming others, Stagnant thinking
Effects on the company	Overall optimization, Enhancement of frontline risk management capabilities => Business advancement & minimization of risks	Partial optimization, Decline in frontline risk management capabilities => Business atrophy & potential new scandals





# Business for the Next 100

The NKC Group is helping to maintain the safety and security of society by providing products and services that meet the needs of the times. Our purpose as a manufacturing company is not simply to make products, but also to contribute to the emergence of a society committed to sustainability and to the resolution of societal issues through our unique technological expertise. In order to do so, we must always respond with flexibility. Currently, each of our business divisions is looking for ways to refine its technological expertise, improve its efficiency, and expand the scope of its business. The role of the NKC Group in society continues to evolve, but our commitment to taking on challenges without fearing change has not wavered since our founding and will remain steadfast into the future. As we continue to improve through trial and error amid changing times, we remain dedicated to moving forward as a company throughout the next 100 years.



## Bearing Retainer Division

Driving society forward through a positive revolution built on reliable technology and trust

Ever since Nakanishi Metal Works first started manufacturing bearing retainers, the Bearing Retainer Division has been improving the machinery that underpins society. Today, we contribute to society by developing, manufacturing, and selling bearing retainers as well as many other parts used in a wide range of industries. In order to remain a partner that our customers can trust and collaborate with, we have created a flexible organization in which we work diligently and often rigorously in an open atmosphere. By building on the expertise and knowledge we have gained over the years and by continuing to work with freedom and vigor for the next 100 years, we will remain the backbone of the NKC Group, able to take on and overcome any challenge.



The Conveyor Division began manufacturing conveyors in 1952 and has expanded its business to include material handling equipment, conveyor systems, and total factory automation. In recent years, the division has focused on sustainability and, by supplying airless and energy-efficient conveyors, is contributing to “Climate Action,” Goal 13 of the sustainable development goals (SDGs). In addition, through an initiative corresponding to Goal 8 of the SDGs, “Decent Work and Economic Growth,” this division has developed “flexible total factory automation” in line with the shift to electric vehicles. It has also created an organization that incorporates the concept of the “Teal organization,” in which all members are granted a level of decentralized authority and responsibility. This approach enables all individuals to respond quickly and flexibly to irregular situations where they would have previously awaited their superiors’ judgement and instructions. By incorporating the perspective of social contribution in a “flat” environment, the division will continue to pursue the potential of businesses that will lead us to the future.

## Conveyor Division

Providing transportation technology embodying safety, comfort, and high productivity



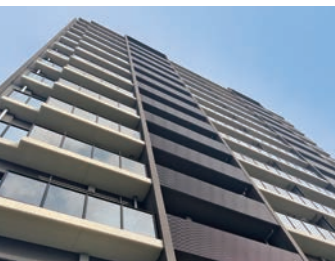




The Sash Hardware Division, a spinoff of the Bearing Retainer Division, applies the NKC Group's unique "rotation" technology to the housing industry. Starting with housing-related parts for windows, including door rollers, this division has expanded its scope by taking on various challenges — such as the renovation business and the pet business — without being bound by the frameworks of its existing businesses. For this reason, the NKC Group excels at its specialty of providing safe

Sash  
Hardware  
Division

Taking pride in our role as a global provider of unique value



and secure products for housing manufacturers and condominium management companies in the B-to-B realm and to the general public through e-commerce sales and social media in the B-to-C realm. Because we are engaged in a variety of businesses, our mission is to continue ensuring safety and comfort while flexibly responding to a rapidly changing environment. We remain committed to providing unique value under our slogan, "Providing the World with Ultimate Quality and World-Class Technology."



As a producer of secondary rolled steel, the Temma Sheet Metal Division provides high-precision steel products of exceptional quality. Utilizing the advantages provided by our integrated in-house manufacturing methods, we continue to provide added value that cannot be easily imitated by competitors, such as fine-tuning plate thickness and hardness as well as accommodating small lot orders and short delivery times. In addition, we manufacture bearing retainer materials that are used in almost all Shinkansen trains. These products meet stringent quality standards and have earned a solid reputation thanks to their long history of being incorporated into all models from the early Shinkansen 0 Series to the current generations of bullet trains.



Temma  
Sheet Metal  
Division

Continuing to engage society by providing outstanding materials

Our highly refined proprietary cold rolling technology (a rolling method that does not require the application of heat during processing) eliminates the need for cutting and polishing in the customer's post-delivery process, thus contributing to reduced CO<sub>2</sub> emissions.

In 2021, we relocated our factory and acquired NKC NASSH Co., Ltd., which has enabled us to plan for a more aggressive approach. We intend to justify the trust and expectations of our customers as we continue to offer the added value that will pave the way to the future.



## Affiliated Companies

Leveraging expertise across diverse fields to generate synergy for the NKC Group



### Nakanishi Kosan Co., Ltd. (ISA Travel / Noren Travel Japan)

3-3-5 Temmabashi, Kita-ku, Osaka 530-0042

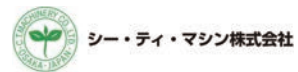


ISA Travel is a comprehensive travel agency that proposes trips tailored to each customer's individual needs. In addition to offering domestic and international tours, arranging airline tickets, and providing travel insurance products, we have recently been focusing on selling helicopter and Cessna sightseeing flights, which have been well received by many customers. Additionally, Noren Travel Japan is a brand that sells travel products for inbound tourists, showcasing the charm of Japan to visitors from around the world.



### C.T. MACHINERY CO., LTD.

2F Soken Tenjinbashi Bldg., 1-12-8 Tenjinbashi, Kita-ku, Osaka 530-0041



We specialize in security products, including vehicle recognition systems, chain gates, bollards, and automatic gates. These solutions are essential for vehicle operation management and security enhancement and are widely used in parking lots, condominiums, government offices, and more. Celebrating our 50th anniversary in May 2025, we are committed to leveraging our extensive expertise and technology to develop superior products. As pioneers in the automatic gate industry in Japan, our mission remains to protect our irreplaceable living environment.

### E-Globaledge Corporation

7F Nakameguro GT Tower, 2-1-1 Kamimeguro, Meguro-ku, Tokyo 153-0051



As a trading company specializing in electronics technology, we possess specialized knowledge and the latest information to offer advanced technologies, products, and a wide range of services. Electronics products such as semiconductors, satellite communications, and sensors are evolving rapidly, becoming increasingly sophisticated and diverse. We are committed to providing new products and services by continually enhancing our expertise and technological capabilities. Through collaboration with leading partner companies in Japan and abroad, we are striving to stay at the forefront of industry innovation.



### SUDA CORPORATION

2185-5 Kamigo, Kaminokawa-machi, Kawachi-gun, Tochigi 329-0604



We specialize in manufacturing residential fixtures such as system kitchens and vanity cabinets, utilizing our advanced woodworking technology. By enhancing our production facilities, we have established a system that ensures precision and consistent quality, meeting our customers' expectations. We plan to expand our business in the future, starting with furniture, and will bring our technology to a wider range of customers.







### Fuji Honing Industrial Co., Ltd.

7F Nakameguro GT Tower, 2-1-1 Kamimeguro, Meguro-ku, Tokyo 153-0051



Since our founding in 1949, we have specialized in ultra-precision honing, particularly within the automotive industry. Honing technology is also essential in fields such as electric vehicles, robotics, medical equipment, and aerospace, with its potential expected to grow further. We will continue to boldly pursue the development of new technological areas, leveraging the expertise and know-how we have cultivated in the global market.



### NKC Nagai Green Power Co., Ltd.

3664-8 Teraizumi, Nagai, Yamagata 993-0061



With the aim of creating a resource-recycling society, we are engaged in power generation using environmentally friendly energy sources. In our wood biomass power generation business, we exclusively use timber from Yamagata Prefecture, where we are based, and the surrounding area. This approach reduces CO<sub>2</sub> emissions compared to using imported timber and enhances local community sustainability. It helps preserve national land through forest maintenance, mitigates disasters, and indirectly creates jobs.



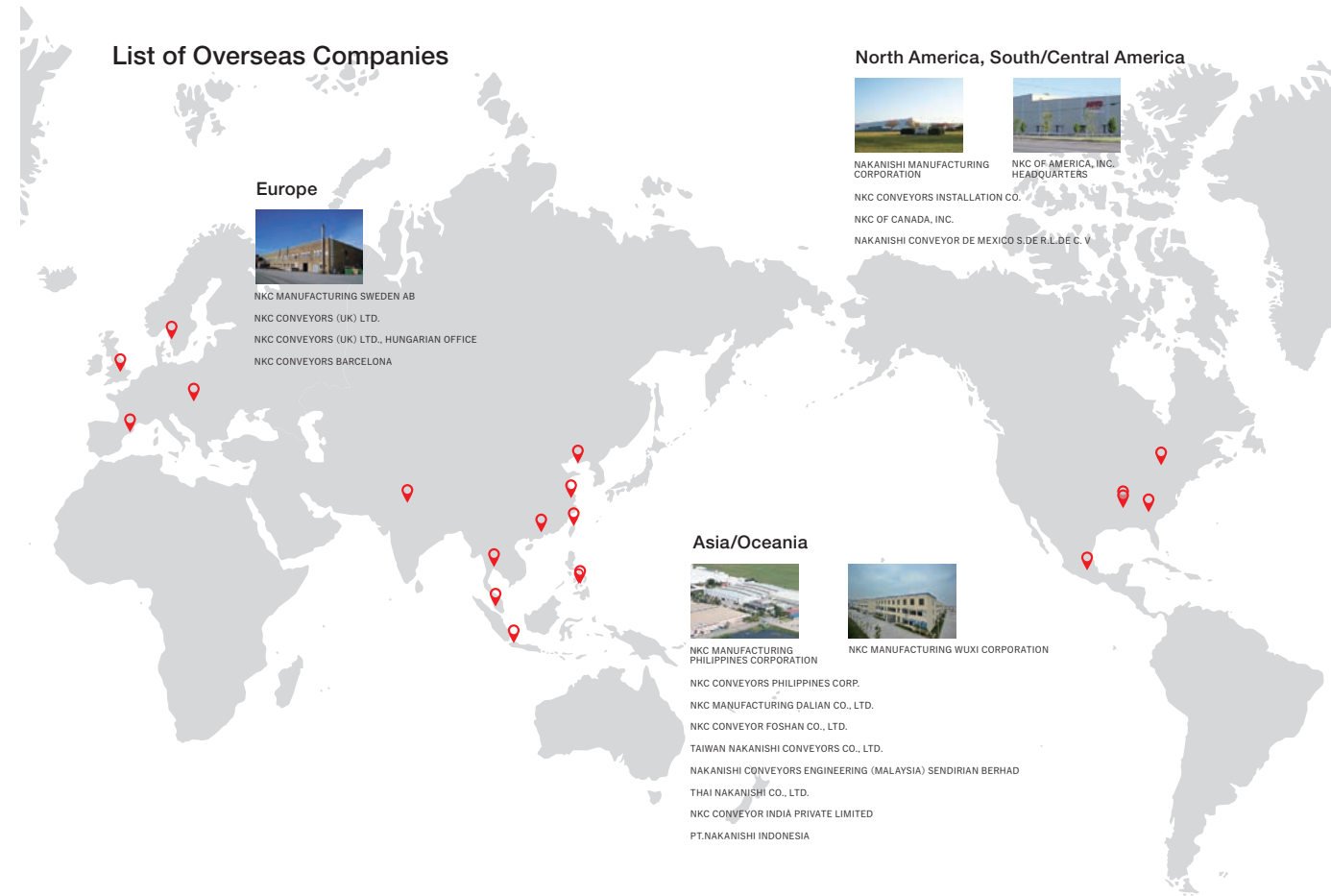
### NKC NASSH Co., Ltd.

3-20 Takasago, Takaishi, Osaka 592-0001



In 2021, we joined the NK C Group and relaunched as NK C NASSH Co., Ltd., focusing on steel sheet processing and sales. In addition to our traditional cold rolling and shearing processes, which are our forte, we are now also involved in manufacturing bearing retainer materials in collaboration with the Temma Sheet Metal Division by taking advantage of our advanced technologies. Our goal is to contribute to reducing material loss by leveraging our rolling technology.

### List of Overseas Companies



#### Europe



NKC MANUFACTURING SWEDEN AB  
 NK C CONVEYORS (UK) LTD.  
 NK C CONVEYORS (UK) LTD., HUNGARIAN OFFICE  
 NK C CONVEYORS BARCELONA

#### North America, South/Central America



NAKANISHI MANUFACTURING CORPORATION



NKC OF AMERICA, INC. HEADQUARTERS

NKC CONVEYORS INSTALLATION CO.

NKC OF CANADA, INC.

NAKANISHI CONVEYOR DE MEXICO S.D.E.R.L.D.E.C.V.

#### Asia/Oceania



NKC MANUFACTURING PHILIPPINES CORPORATION



NKC MANUFACTURING WUXI CORPORATION

NKC CONVEYORS PHILIPPINES CORP.

NKC MANUFACTURING DALIAN CO., LTD.

NKC CONVEYOR FOSHAN CO., LTD.

TAIWAN NAKANISHI CONVEYORS CO., LTD.

NAKANISHI CONVEYORS ENGINEERING (MALAYSIA) SENDIRIAN BERHAD

THAI NAKANISHI CO., LTD.

NKC CONVEYOR INDIA PRIVATE LIMITED

PT.NAKANISHI INDONESIA

# NETWORK

## Postscript

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The NKC Group celebrates its 100th anniversary in 2024. Our history has been shaped by business activities that have evolved through numerous challenges and by our dedicated social contribution efforts. This NKC Sustainability Report highlights our commitment to sustainability, reflecting on our past initiatives and outlining future guidelines. Throughout our journey, we have faced adversity with independent thinking and decisive action. Upholding this enduring philosophy, we will continue to collaborate with our stakeholders to address social issues and strive for a sustainable society.

# NEXT100

Nakanishi Metal Works Co., Ltd.  
NKC Sustainability Report