

Sharing Common Values Across Global Group Companies
**Formulation of Our Purpose, Our Values, and the Medium-Term
Management Plan**
Three Years to Construct Foundation for Transformation Toward Future Growth

As part of efforts for sustainable business, NOK Corporation (Headquarters: Shibadaimon, Minato-ku, Tokyo; Representative Director and CEO: Masao Tsuru; hereinafter referred to as “NOK”) has established Our Purpose, which expresses the significance of our existence in society, and Our Values, a set of four values which serve as a creed and code of conduct for employees. NOK has also formulated a Medium-Term Management Plan for the three years from this fiscal 2023 to fiscal 2025. Based on the basic policy of “Constructing a Foundation for Transformation”, the Plan sets four key initiatives which include the creation of new growth drivers, with the aim of achieving global expansion.

1. Our Purpose & Our Values

We formulated Our Purpose and Our Values by reconsidering our existing [Management Policies](#) in light of the current social environment. We will share Our Purpose and Our Values with all NOK Group employees in Japan and around the world to foster an even better corporate culture. Through common values shared by our entire Group, NOK promotes transformation for a future that pioneers in society.

Our Purpose
Shaping Possibilities with Unique Technology

Our Values

RESPECT	We respect diversity and inclusivity
IGNITE	We ignite a passion for innovation
EXPLORE	We explore every possibility for better solutions
EXCEED	We exceed expectations by delivering exceptional results

We pursue our dreams

The Group recognizes the importance of building a mindset of taking personal responsibility in order to share Our Purpose and Our Values with all Group employees around the world. Moving forward, we plan to hold a series of internal events and training in order to promote penetration throughout the company.

2. Medium-Term Management Plan (April 2023 to March 2026)

By engaging in behavior and action in accordance with Our Values, we will realize Our Purpose and contribute to the realization of a better society.

■ Basic Policy

Construct a foundation for transformation

Under this Medium-Term Management Plan, our basic policy is to construct a foundation for transformation, and we will continue to engage in constant transformation for achieving our plan.

■ Four Key Initiatives

1. Create new growth drivers
Develop and expand sales for function-specific EV products, Develop and expand sales for green energy-related products, Expand sales for semiconductor equipment products
2. Optimize operational structure for global expansion
Establish Audit & Supervisory Committee, Strengthen diversity of Board of Directors, Expand and accelerate data utilization, Implement robust ESG initiatives
3. Construct diverse human capital foundation
Introduce new personnel system, Invest in human resource development, Implement DE&I initiatives
4. Optimize management resources
Secure orders at fair market prices, Execute capital policy

■ Financial Objectives

Item	FY 2022	Targets for FY 2025
Net sales	710 billion yen	845 billion yen
Operating income	15.4 billion yen	57.5 billion yen
Operating margin	2.2%	6.8%
ROIC	1.9%	6.5%
ROA	1.5%	4.6%
Capital adequacy ratio	60.6%	57.6%
ROE	2.6%	8.0%

*Please refer to the following URL for details.

<https://www.nok.co.jp/ir/>

Inquiries on this press release

Corporate Communication Department, Corporate Affairs Office, NOK Corporation

TEL: 03 - 5405 - 6372 E-mail: mb_nok_corporate_affairs@jp.nokgrp.com

■ NOK Corporation

Business Lines: Manufacturing, importing, and selling seal products, industrial mechanical parts, hydraulic equipment, nuclear power equipment, synthetic chemical products, and electronic and various other products; installation work and others.