NTN

NTN Report 2026

FY2025

Make the world **NAMERAKA**



Director
Representative Executive Officer
CEO (Chief Executive Officer)

Eiichi Ukai

To Our Stakeholders

Since our founding in 1918, the NTN Group has continued to evolve under the corporate philosophy, “We shall contribute to international society through creating new technologies and developing new products.” Drawing on the “Frontier Spirit” of continual challenge that has been passed down since our founding, we have continued to take on new challenges, and through the “Coexistence and Co-prosperity Spirit,” we have developed together with society.

Bearings and driveshafts, our flagship products, are components that rarely come into direct view, yet they support the rotation of machinery across all industries—from automobiles and rolling stock to aerospace and beyond. The technologies that reduce friction and minimize energy loss to the greatest extent possible contribute to the advancement of industry while continuously protecting the global environment by reducing environmental impact. Going forward, we will continue to refine NTN’s technologies and services, providing value that contributes to solving social issues, as we aim to realize a sustainable “NAMERAKA Society” and enhance our corporate value over the medium to long term.

The integrated report “NTN Report 2026” serves as a foundation for the next Medium-term Management Plan, conveying the progress achieved to date under the three-year Medium-term Management Plan that commenced in FY2024, as well as the challenges we face and the path toward future growth. Detailed sustainability information that complements the story told in this integrated report is disclosed on our corporate website, presenting in an integrated manner where the NTN Group stands today and where it aspires to be.

Toward the Realization of a NAMERAKA Society

NTN aims for the realization of a sustainable “NAMERAKA Society.”
Since our founding in 1918, NTN has embraced the Founders’ Spirit—the “Frontier Spirit”, which encourages us to keep challenging ourselves, and the “Coexistence and Co-prosperity Spirit,” which encourages us to develop alongside society. The Founders’ Spirit is embedded in the corporate philosophy as NTN’s DNA, and has been passed down to the present.
NTN aims for the realization of a sustainable “NAMERAKA Society” through the Founders’ Spirit, the corporate philosophy, “NTN SPIRIT,” “Management Policy,” and “Our Vision.”

Related information on the website
Corporate Philosophy and Realization of A “NAMERAKA Society”

Founders’ Spirit

NTN’s DNA

The Frontier Spirit / The Coexistence and Co-prosperity Spirit

Corporate Philosophy

We shall contribute to international society through creating new technologies and developing new products.

NTN SPIRIT

Codification of the mindset and actions that NTN Group employees should aim for to practice the corporate philosophy

Challenge / Collaboration / Commitment

Challenge : Buds appear when we challenge with frontier spirit
Collaboration : Leaves grow through the spirit of collaboration with coexistence and co-prosperity
Commitment : Flowers bloom and fruits grow through fulfilling our commitments

NTN Basic Policy

Management philosophy and stance to practice the corporate philosophy

Management Policy / Individual Policies

Our Vision

Long-term vision to realize sustainable growth for the next 100 years

1. A company where its corporate philosophy is understood by all employees around the world, and where all employees think and act by themselves
2. A company that has a global presence with original new products and services appreciated for high quality and functions
3. A company which everyone involved can be proud of the “NTN” brand



Realization of a “NAMERAKA Society”

A NAMERAKA Society represents a society where people can easily lead a secure and fulfilling life in harmony with nature.

Decoding NTN's History Through Keywords

Related information on the website

NTN Group History

Since our founding in 1918, NTN has embraced the "Frontier Spirit" and the "Coexistence and Co-prosperity Spirit," embedding these values into our corporate philosophy and passing them down through generations as a core part of our DNA. For over 100 years, we have grown by building trust through our commitment to the "Quality First" principle and our high technological capabilities. Looking ahead, we will continue contributing to international society through creating new technologies and developing new products with the aim of realizing a "NAMERAKA Society." Here, we look back on our history of more than 100 years, defined by three key words.

The founding of NTN

In 1918, Jiro Nishizono, a young engineer, established the Nishizono Ironworks in Kuwana, Mie Prefecture. Meanwhile, in Osaka, Noboru Niwa was operating the machine tool business, Tomoe Trading Co. In 1922, Tomoe Trading successfully bid for the entire cargo of bearings from a Swedish ship that had sunk off the coast of Japan and commissioned Nishizono Ironworks to refurbish them. Using the profits from selling these bearings, they purchased new grinding machines, enabling the full-scale launch of bearing production. The very first bearings they produced bore the NTN mark, the initials of Niwa, Tomoe and Nishizono. In 1927, they established NTN Mfg. Co., Ltd. in Nishi Ward, Osaka City with capital of 50,000 yen. The name was changed to Toyo Bearing Mfg. Co., Ltd. in 1937 as the company went public.



Noboru Niwa



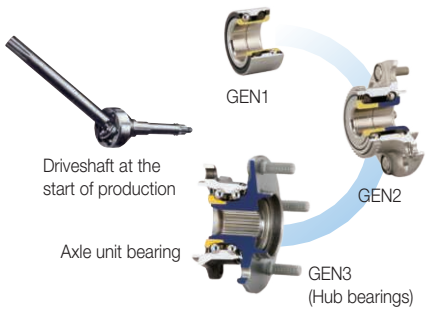
Jiro Nishizono



Bearing from when the business first started

Keyword 1 Original technologies

Drawing on the unique technological capabilities that we have continued to refine since our founding in 1918, NTN has always developed innovative products that anticipate the needs of society. Since commencing production of driveshafts (constant velocity joints) in 1963, we have led the commercialization and advancement of hub bearings (GEN1 through GEN3), which now command a leading share in the global market, supporting the development of the automotive industry. Beyond the automotive sector, we have also taken on challenges in demanding environments, such as the construction of a plant dedicated to aerospace bearings in 1986 and the supply of spherical plain bearings for the Asteroid Explorer Hayabusa2 in 2014. In 2012, we developed the new "i-WRIST" Wrist Joint Module as a proprietary mechanism that leverages driveshaft technology, contributing to the automation of manual operations. Our original technologies continue to play an indispensable role across a wide range of fields.



Driveshaft at the start of production



Spherical plain bearing used in Hayabusa2



"i-WRIST" contributing to the automation of manual operations

Keyword 2 Quality

The "Quality First" principle, upheld since the very beginning of NTN's history, forms a critical foundation for building solid trust and a track record of achievements. In 1954, NTN became the first company in Japan's machinery industry to receive the Deming Prize*1, in recognition of its company-wide quality management system. The axle bearings delivered for the first 0 Series Shinkansen in 1964 were later designated as "Tribology Heritage."*2 NTN is currently the only company in Japan to hold supplier certification for main shaft bearings from all four of the world's major jet engine manufacturers, with our technologies and quality recognized across multiple fields. Our meticulous manufacturing, demanding precision to one ten-thousandth of a millimeter, contributes to improved safety across all types of machinery.



*1 Deming Prize: Established by the Union of Japanese Scientists and Engineers in honor of the achievements of American statistician Dr. W. Edwards Deming, who helped spread statistical quality control in postwar Japan and laid the groundwork for elevating the quality of Japanese products to world-class standards.



Cutaway of 0 Series Shinkansen axle bearings and housing

*2 Tribology Heritage: Tribology-related technologies and objects recognized by the Japanese Society of Tribologists as having made particularly important contributions to the development of science and technology.

Keyword 3 Service

NTN's approach of addressing the challenges faced by customers around the world has led to the development of a highly attentive service structure. In the 1960s, NTN was among the first to establish a global system for producing and supplying products wherever customers need them. Since the 2000s, we have supported customers at sites around the world by utilizing "Technical Service Units" equipped with dedicated tools to conduct technical training sessions. We also provide bearing condition monitoring, diagnostics, and advanced analytical services that enable early detection of equipment abnormalities and estimation of remaining service life, strengthening post-delivery value creation by contributing to stable operation and improved productivity.



"Technical Service Units" supporting customers around the world



Condition Monitoring System (CMS) for wind power generation

NTN Products

With the bearing market estimated to be worth approximately five trillion yen*, the NTN Group plays a key role as a comprehensive bearing manufacturer, offering a wide range of products and services. This section highlights our products, services, and the added value we deliver to customers worldwide—driven by high technological capabilities and proprietary development and service systems. (*Source: FY2024 Nikkei Market Share Investigation)

Related information on the website

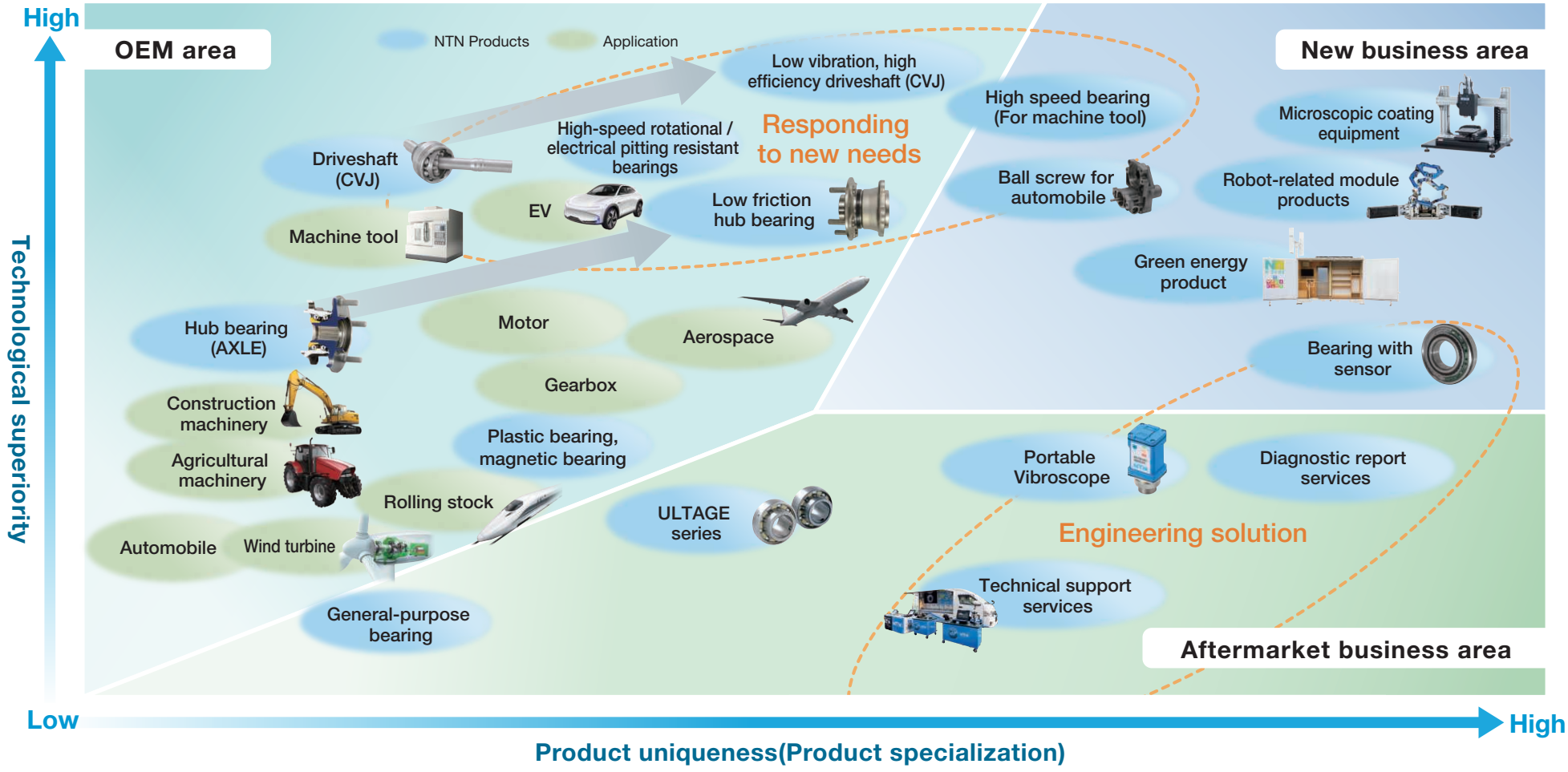
Bearings, Let's Learn!

Bearing Manufacturing Video "How Bearings are Made"

In the OEM business, NTN supplies a diverse range of products to customers across the automotive and industrial machinery sectors. Through our advanced technologies, we deliver new products and services that address emerging needs, such as the electrification of mobility, carbon neutrality, and increasingly sophisticated AI and digital technologies.

For the aftermarket, we have strengthened our supply responsiveness to ensure uninterrupted operation of our customers' machines and plants, thereby helping to resolve their challenges. We provide highly specialized engineering solutions through our bearing diagnosis and refurbish business, technical training, and other services, as well as through monitoring products such as bearings with sensors and the NTN Portable Vibroscope.

In the new products business, we contribute to areas with strong future market growth potential, such as mobility modules that support electrification and robot-related modules designed to meet labor-saving needs. Through partnerships with external organizations, we are integrating cutting-edge technologies, accelerating development, and strengthening new module and system product development.



NTN by the Numbers (FY2025)

At a Glance

Net sales

826.3 billion yen

Operating margin

3.8 %

Capital returns

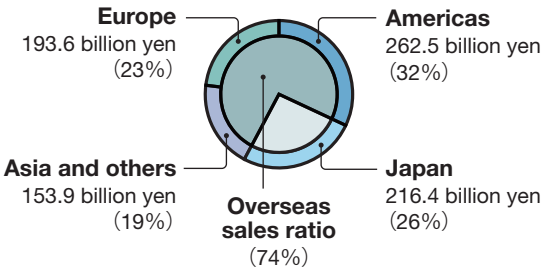
ROE 4.9 %

ROIC 3.6 %

Equity to capital ratio

33.8 %

Net sales by region (Overseas sales ratio)



*From FY2024, sales by region have been changed to sales by company location.

Overseas production ratio

60 %

R&D expenditures

20.0 billion yen

Capital expenditures

32.5 billion yen

Contribution to CO_2 reduction

1,876,000 tons

Employees

Number of employees 21,305

Ratio of overseas employees 61.8 %

Ratio of female managers

18.0 %

Ratio of male childcare leave acquisition*

89.6 %

*NTN only

Structure of NTN Report 2026

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2 **In the "Advancing Our Promises" section, management reflects on the achievements through the second year of the three-year Medium-term Management Plan "DRIVE NTN100" Final that started in FY2024, as well as outlining the challenges and direction for the final year.**

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4 **In the "Co-creation with Stakeholders" chapters, we present carbon neutrality, environmental initiatives, human resources strategy, and human rights activities. In a roundtable discussion, young managers share their thoughts and on-the-ground initiatives toward realizing a "NAMERAKA Society."**

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Management Commitment



Director
Representative Executive Officer, President
CEO (Chief Executive Officer)

Eiichi Ukai

Advancing Business Structure Transformation: Building on the Results of the Final Year of the Medium-Term Management Plan Toward the Next Stage of Growth

In order to continue to be a company trusted and needed by society, including all of our stakeholders, NTN Group is committed to sustainably enhancing corporate value from both an economic and an environmental/social perspective as we work toward realizing a “NAMERAKA Society.” In particular, the transformation of our business portfolio to generate sustained profits that exceed the cost of capital is an extremely important management priority that will shape our company’s future, and we are advancing structural reform with firm resolve. Against this backdrop, the Medium-Term Management Plan “DRIVE NTN100” Final, which we have been pursuing since FY2024, has now entered its final year. In this message, I will reflect on our progress to date, take stock of where we stand in relation to our targets, and share our growth strategy looking ahead to the next medium-term management plan and our vision for FY2035.

Review of the second year of “DRIVE NTN100” Final

Since our founding in 1918, NTN has always challenged itself to develop new technologies and products, built on the foundations of the “Frontier Spirit” and the “Coexistence and Co-prosperity Spirit.” Our flagship product, bearings, smooths every rotating part of machinery and forms a foundation that supports the movement of society. We have contributed to the development of society through our performance across a wide range of industries including automotive, aircraft, railway vehicles, and industrial machinery.

To further strengthen this business foundation and accelerate the transformation of our business portfolio, we reformed our organization in conjunction with the launch of “DRIVE NTN100” Final, to a two-headquarter structure comprised of the Bearing Business HQ. and the CVJ & Axle Bearing Business HQ. For the bearing and others business, we have established an integrated management structure for both OEM and aftermarket, and are advancing efforts to strengthen supply capabilities and enhance our solution-proposing capabilities for aftermarket business expansion. For the CVJ & Axle bearing business, we are strengthening our ability to expand profitability as well as our responsiveness to new market needs including electrification.

Under this structure, in FY2025, sales exceeded the previous year, driven by expanding demand in the aftermarket and for industrial machinery. Operating income also achieved growth, as a result of reforms pursued across procurement, production, sales, and design that began to materialize. In addition, steady progress was made on inventories, with the level—excluding foreign exchange impacts—meeting the announced targets, reflecting advances in production reform.

Initiatives for the final year of “DRIVE NTN100” Final

The environment surrounding our company continues to change significantly, with impacts on supply chains from climate change and escalating geopolitical risks, as well as the evolution of digital technologies including AI. With this awareness, we position FY2026 as both the final year of “DRIVE NTN100” Final and as a year for building the foundations that will support growth from the next medium-term management plan onward. We are committed to further strengthening our competitiveness as a manufacturer.

One key initiative is the integration of “design and development” with “procurement (buying), production (manufacturing), and sales (selling).” In design and development, we will not only respond to customer requests, but also pursue proactive, forward-looking development that anticipates future needs. We will also fundamentally review product design itself, simplifying and standardizing component configurations to achieve both quality improvement and cost reduction simultaneously.

In production, based on the guiding principle of moving from partial optimization to overall optimization, we will streamline the entire supply chain in the OEM domain and shorten lead times while also establishing an efficient supply structure through production leveling and inventory reduction.

In procurement, we anticipate cost reductions through expanded global consolidated negotiations, development of new suppliers, and promotion of dual sourcing, while also advancing more sophisticated supplier risk management, operational efficiency through the introduction of supplier portals, and AI-driven price analysis, thereby strengthening cost competitiveness, ensuring stable procurement, and enhancing resilience.

In logistics, we are advancing reductions in transportation frequency by improving loading efficiency at major hubs, significantly cutting incoming shipments to external warehouses, and pursuing cost reductions through consolidation of hubs and warehouses, optimization of transportation and delivery, and review of supplier logistics. In sales, we will strengthen relationships with customers and review the cost structure of unprofitable segments to drive sustained improvements in profitability.

In driving these reforms, I repeatedly communicate to employees the concept of “Go to GEMBA.” Since our business exists because of our customers, it is essential to go to the site to understand what customers truly need. GEMBA—the frontline of business—refers to every place where people are present and new added value is created, and the solutions to many of our challenges can be found there. By gathering information through dialogue with people on the ground and working together to address issues,



the essential themes become clear. I also believe that feeding these insights back to the organization serves as the driving force that generates a sense of unity and proactive action.

In advancing these initiatives, our most important theme for this fiscal year is “turning time into value.” The intent is for all departments to pursue lead time reduction in their respective domains and to transform speed itself into a competitive advantage. This policy will be practiced as a guiding principle to be shared by all employees in their daily work.

Structural reform supporting portfolio transformation

NTN Group is targeting a portfolio transformation by FY2035 to reach 40% aftermarket sales and 60% OEM sales. As the foundation for transforming our business structure and in line with our plans, we will execute structural reform measures totaling 35 billion yen over three years.

In FY2025, we advanced global reforms including production reform of extra-large size bearings in Japan, CVJs in the Americas, axle bearings in Europe, and bearing-related sites in China. At the same time, we pursued productivity improvement and review of cost structures to strengthen our earnings profile. The effects of these measures are materializing steadily, and we anticipate improvement effects exceeding 10 billion yen in FY2026.

One key factor in expanding the aftermarket business is immediate delivery capability—the ability to reliably supply products when customers need them. In the past, by prioritizing OEM, we inadvertently lost aftermarket customers. Learning from this experience, we have reviewed our organizational structure itself, and by managing OEM and

aftermarket in an integrated manner within the bearing and others business, we are fulfilling accountability to both markets while strengthening our immediate delivery capabilities.

Another pillar supporting aftermarket competitiveness is our engineering structure. By equipping ourselves to provide rapid solutions to customer challenges—in addition to product quality and extended product life—we deepen customer trust. This gives rise to the brand value of “a company we can confidently rely on,” leading to the capture of replacement demand. The aftermarket business ultimately rests on trust between people. Our brand is defined by customers choosing us over competitors offering equivalent performance and quality. We will strengthen our sales network and collaboration with distributors, and by staying close to customers on the ground, build a structure capable of responding swiftly when problems arise.

It should be noted that expanding aftermarket sales does not diminish the importance of the OEM business. OEM business is a critical foundation for developing products that meet sophisticated customer requirements, as well as for honing our mass-production technologies and QCD (Quality, Cost, Delivery) capabilities. This foundation also contributes to enhancing the competitiveness of our aftermarket business. By leveraging the respective strengths of OEM and aftermarket, we will advance our business portfolio transformation and build a business foundation capable of generating sustained profits even amid changing market conditions.

Toward realizing a sustainable society

In terms of enhancing corporate value—which we have defined as our vision for FY2035—the creation of environmental and social value, in addition to economic value, is positioned as an important pillar. Realizing a sustainable society is the very purpose of NTN Group, and for a manufacturer, sustainability means nothing less than pursuing sustainable products and services and providing them to society. Toward this realization, NTN Group places “technology not to stop operation” and “long product life” at its core. Representative examples of the former include the “Condition Monitoring System (CMS) for Wind Turbines” and “Talking Bearings,” while examples of the latter include the “Grease Lubrication Unit for Grease Lubricated Bearings” and the “HA-C Bearing”

What we aim for is not simply to sell hardware, but to monitor signs that products are approaching the end of their service life and to keep customers’ equipment and plants operating longer and more stably. To this end, we have accumulated vast amounts of data. By analyzing this data and proposing appropriate maintenance timing, we prevent unexpected shutdowns and enable planned operation. Another one of our strengths is combining the technologies and know-how cultivated over more than 100 years in response to customer needs to create new solutions. For example, the “i-WRIST” Wrist Joint Module is one example of innovation born from such fusion of technologies, demonstrating our ability to provide optimal solutions for a diverse range of challenges.

We also have high expectations for AI as a technology that further expands the possibilities of data utilization. The evolution of AI is extremely rapid, and the gap between companies that can leverage it effectively and those that cannot will continue to widen. As one example, we are working on advancing smart factories at Wakayama Works. As labor shortages stemming from the declining birthrate and aging population continue to grow, automation and labor-saving in manufacturing are also important themes, and we are also considering the potential utilization of humanoids in the future. We are also advancing the use of AI agents in administrative operations, and will work to improve productivity by appropriately allocating tasks between those requiring human judgment and creativity, and those handled by AI and machines.



Regarding carbon neutrality initiatives, we first addressed energy conservation for air compressors at our plants through measures such as air leak countermeasures and pressure optimization. We have also been advancing efforts toward decarbonization of electricity, including the introduction of PPAs for procuring renewable energy power through long-term contracts with external parties. We are now transitioning to a second phase involving capital investment and organization-wide engagement. Going forward, we believe it is important to deepen our efforts at each site and ultimately as a company-wide activity to achieve even higher targets.

Toward strengthening human capital and organizational capabilities

NTN Group, based on the belief that “a company is its people,” recognizes that the growth of each and every employee leads to the growth of the company. In the transformation toward FY2035, the accumulated small steps forward of each of our approximately 21,000 employees around the world will become a great driving force. To this end, we are promoting human capital management in alignment with the Medium-term Management Plan, working on job-based human resource management, development of autonomous human resources, and mindset transformation, and are transitioning from the phase of system development to implementation and embedding.

In alignment with our business strategy, we are advancing strategic talent placement through the creation of diverse opportunities for challenge and the development of management talent. We are working on developing specialist human resources in growth areas such as AI and DX, while supporting employees’ autonomous career development through internal job posting systems and other means. While employee engagement is showing an overall improving trend, we recognize the importance of further deepening mutual understanding between management and the frontline as we pursue further growth. The essence of human capital management is to provide every employee with opportunities for growth. Human development has no finish line. We will not only create a comfortable working environment, but also support growth through work and deepen dialogue to enhance organizational capabilities.

Governance, like human capital, is critically important as a foundation supporting sustained enhancement of corporate value. Since transitioning to a Company with Nominating Committee, etc. in 2019, we have been working on rapid decision-making, strengthening business execution, and improving management oversight functions. We are currently pursuing further governance enhancement, including ongoing consideration of making Outside Directors a majority on the Board of Directors.

Passing on a better future to the next generation

Regarding the next medium-term management plan, we are currently forming multiple project teams and formulating specific measures. As our policy, we will first secure ROE of 8% and then advance the transformation of our earnings profile to target ROE of 10% beyond that. The various reforms we have deployed to date have been focused on restoring corporate value, but in the next medium-term plan, it is essential to firmly establish those results as profits and grow into a company capable of generating stable earnings power. In addition to ROE, we will work on improving ROIC, aiming for enhanced capital efficiency.



Finally, in May 2026, NTN resolved to advance discussions and deliberations toward a management integration with NSK Ltd. through the establishment of a joint holding company, and a basic agreement was reached. Until now, through individual structural reforms, we have looked ahead to the future on a scale of five to ten years. However, in today’s rapidly changing world, we believe it is also a significant responsibility to think broadly about the way we manage our business to pass on a better future to the next generation.

NTN will continue to advance its path of transformation toward realizing a “NAMERAKA Society” without pause, and will strive to enhance corporate value. We ask for the continued understanding and support of all of our stakeholders.

Schedule	Events
May 12, 2026	Date of execution of Memorandum of Understanding
Within around six months after execution of the Memorandum of Understanding (planned)	Date of execution of Definitive Agreement for Business Integration (including preparation of share transfer plan)
June 2027 (planned)	Date of Companies’ annual shareholders meetings (resolution to approve the Business Integration by way of joint share transfer)
October 2027 (planned)	Date of establishment of Holding Company (effective date) and listing date

Advancing Our Promises

Related information on the website

NTN Report 2024

NTN Report 2025

In last year's integrated report, each Executive Officer presented a keyword and shared the vision they aim to realize under the Medium-term Management Plan, "DRIVE NTN100" Final. As we complete FY2025, the plan has entered its final year. Despite ongoing changes in the external environment, initiatives have progressed steadily, and tangible results are beginning to emerge.

Building on these keywords, this section reviews progress and achievements to date while highlighting key challenges and direction for the final year. These messages demonstrate our determination and specific actions to advance transformation and drive future growth, providing insight into our current position and the path ahead.

Executive Officer

Masaaki Yamamoto



Key Commitment Passing on a legacy to the next generation: completing structural reform

Achievements to date and challenges

In the second year of the Medium-term Management Plan, all key indicators—including operating margin, ROIC, and cash flow—met their targets. Structural reform is also progressing as planned in all regions except Japan, where the plan has been revised. The remaining challenge is the formulation of a growth strategy.

Looking ahead to future growth

All Executive Officers will work as one to complete the structural reforms as planned. The current management and next-generation management candidates will form a team to develop the next medium-term management plan centered on a growth strategy, and pass it on to the next generation.

Executive Officer

Hitoshi Aoki



New appointees

Key Commitment Creating the future as One Team

Aspirations of new appointees

I am taking the lead in realizing the NTN Group's Vision for FY2035, and striving to mobilize the full power of the organization and further strengthen our business foundation as One Team. In FY2026, I will focus on production reorganization in the Americas region and business portfolio reform.

Key focus points for the current fiscal year

We will further strengthen the integrated management of manufacturing, sales, and technology, as well as collaboration between sales companies, to accelerate business portfolio reform. We will give concrete shape to the growth scenario following production reorganization, and work to improve profitability and capital efficiency with an accurate grasp of changes in the market environment.

Executive Officer

Seiji Osumi



New appointees

Key Commitment The capacity to adapt to change and take on challenges

Aspirations of new appointees

As a company trusted and needed by stakeholders, we will keep our strong commitment to stay focused on what truly matters and go beyond conventional thinking, carrying out what needs to be done with speed and consistency, and rising to the challenge of a rapidly changing business environment.

Key focus points for the current fiscal year

We will accelerate currently ongoing initiatives to strengthen competitiveness together with members who think and act on their own initiative, focusing on fundamental improvements in competitive strength. By incorporating the overwhelming speed of local operations, we aim to secure sustainable competitiveness and rebuild our earnings base.

Advancing Our Promises

Executive Officer
Masayuki Kaimi



Key Commitment **“Ability to take action” Try doing it first**

Achievements to date and challenges

In the final year of the medium-term management plan, we will complete all three reforms. In procurement, we will drive reform globally, fully implement measures, and ensure they are established. In logistics, we will achieve early results through analysis-based optimization. In production, we will accelerate improvements in production efficiency by shifting mindsets through new indicators, translating these gains into stronger profitability.

Looking ahead to future growth

With the aim of overall optimization across SCM, we will complete reforms in all areas of procurement, production, and logistics with a strong sense of urgency. The results and experience generated in the process will be handed down to the next generation, embedding them as part of NTN’s DNA.

Executive Officer
Yasuhiro Kawabata



Key Commitment **Challenge and autonomy**

Achievements to date and challenges

We are implementing a range of initiatives and focusing on building the foundation needed to transform our workplace culture so that our diverse employees can work enthusiastically, take on challenges, and see things through to completion. Continued steady practice on the ground remains essential.

Looking ahead to future growth

We will support the autonomy and initiative of each individual employee, and accumulate small changes that will lead to organization-wide transformation. We will also deepen our relationships with stakeholders further and strengthen governance.

Executive Officer
Tsuyoshi Kikuta



Key Commitment **Two-way approach**

Achievements to date and challenges

Our awareness of capital efficiency (ROIC/ROE) has improved alongside profitability, and progress has been made in strengthening our financial structure. However, establishing the link between enhanced economic value creation and non-financial activities (ESG) across the entire organization, and connecting ESG management to enhancement of corporate value remains an ongoing challenge.

Looking ahead to future growth

As in the previous year, we will continue to strengthen our management foundation and financial structure centered on structural reform, while fostering an organizational culture where diverse employees can work enthusiastically and advancing stronger governance through dialogue with employees.

Advancing Our Promises

Executive Officer
Shumpei Kinoshita



Key Commitment **Foresight and careful planning Unity and solidarity**

Achievements to date and challenges

Although ROE fell short of the medium-term target due to a downturn in sales, measures requiring global coordination—such as structural reform in Europe, the Americas, and China, cost reduction, and inventory control—were steadily executed, achieving significant improvement in profits and a return to profitability. Strengthening earning power independent of scale remains a challenge.

Looking ahead to future growth

FY2026 will not simply be “the year we conclude the medium-term management plan,” but rather the year we elevate the aftermarket business to the level of NTN’s identity, completing an irreversible structure that future generations will be unable to revert.

Executive Officer
Ryoichi Konishi



New appointees

Key Commitment **Growing together with customers and the market**

Aspirations of new appointees

The foundation of commerce is the front line. To identify what is truly needed, I will go into the field myself, listen to customers, and incorporate external insights. Working as a unified region to contribute to our customers and the market, we will strive for tangible growth together.

Key focus points for the current fiscal year

While further strengthening the competitiveness of our OEM business and bearing business—the sources of our earnings—we will develop the automotive aftermarket as a third pillar and seize the latent business opportunities in ASEAN, including composite businesses and labor-saving products that we have not yet fully developed.

Executive Officer
Koji Takahashi



Key Commitment **Revitalization of communication**

Achievements to date and challenges

We are accelerating the use of AI and digital technologies, and have launched global CSIRT activities to strengthen information security across Group companies. AI and social media are also being utilized for internal meetings and sharing information with stakeholders, enabling faster communications.

Looking ahead to future growth

We will rapidly establish an environment in which AI, digital technologies, and data can be used safely and securely, along with the necessary organizational and governance frameworks. We aim to promptly realize faster decision-making through human-AI collaboration, automation of manufacturing sites and indirect operations, and revitalization of internal and external communication.

Executive Officer
Yasuaki Takahashi



New appointees

Key Commitment **Driving reform from a quality-first perspective**

Aspirations of new appointees

We will steadily advance structural reform and quality reform, resolve on-site challenges one by one, and build a stable business foundation where employees can work with peace of mind. At the same time, we will make every effort to generate sustainable profits and enhance corporate value.

Key focus points for the current fiscal year

We will strengthen our earnings base through production reorganization in Europe and expansion of aftermarket and aircraft sales, achieving stable profitability. We will shift to quality assurance that proactively prevent defects at the design and manufacturing stages, and improve quality through dialogue with actual workplaces and customers, translating this into enhanced competitiveness.

Advancing Our Promises

Executive Officer
Ikuya Tateoka



Key Commitment **An organization that works as one!**

Achievements to date and challenges

Progress was made in structural reform and production reorganization, advancing the establishment of the earnings base; however, improvements in earnings power and globally optimized operations remain incomplete. Breaking away from the conventional model, shifting to results-oriented execution, and speeding up decision-making are the challenges going forward.

Looking ahead to future growth

We will swiftly convert the foundation that we have established through structural reform into earning power. Leading with speed in decision-making and globally optimized operations, we will focus on results. We will enhance our adaptability to changes in the external environment and connect a clear-eyed, results-oriented approach to our growth strategy.

Executive Officer
Masayuki Tanio



Key Commitment **Taking bold action through a paradigm shift**

Achievements to date and challenges

We gave concrete shape to the direction of structural reform based on our product portfolio, and clarified site-specific measures and the outlook for profit improvement. Meanwhile, enhancing our capacity to respond to demand fluctuations and external environmental changes remains a challenge we are actively working to address.

Looking ahead to future growth

We will steadily advance product-axis optimization toward building a production structure capable of flexibly adapting to the business environment. We will make sure our ongoing efforts lead to tangible outcomes, connecting them to improved profitability and the realization of sustainable growth.

Executive Officer
Yoshiyasu Nakano



Key Commitment **Improving the actualization rate of new products and businesses**

Achievements to date and challenges

Our development KPIs are progressing as planned. Inquiries for new businesses are increasing, and results are beginning to emerge; for example, in the robot-related module field, delivery of the “i-WRIST” appearance inspection system has commenced, while in the renewable energy field, the “N^3 N-CUBE” has been installed at disaster-preparedness roadside stations and Self-Defense Force facilities.

Looking ahead to future growth

We will further improve and standardize our development processes to accelerate development speed and increase the market launch rate. For new businesses, we will reliably tie inquiries to mass production while participating in consortia and strengthening external collaboration to further expand applications.

Executive Officer
Keiji Yanagida



Key Commitment **Thinking is preparation, execution is the real challenge. Take the initiative! Do it now! Do more!**

Achievements to date and challenges

We have launched market-oriented measures, with results achieved in areas such as speed of response, cost improvement, and flexible sales and supply strategies. The challenges of the complex bearing business have been reorganized, and we are now addressing the fundamental issues in strengthening our global business for further growth.

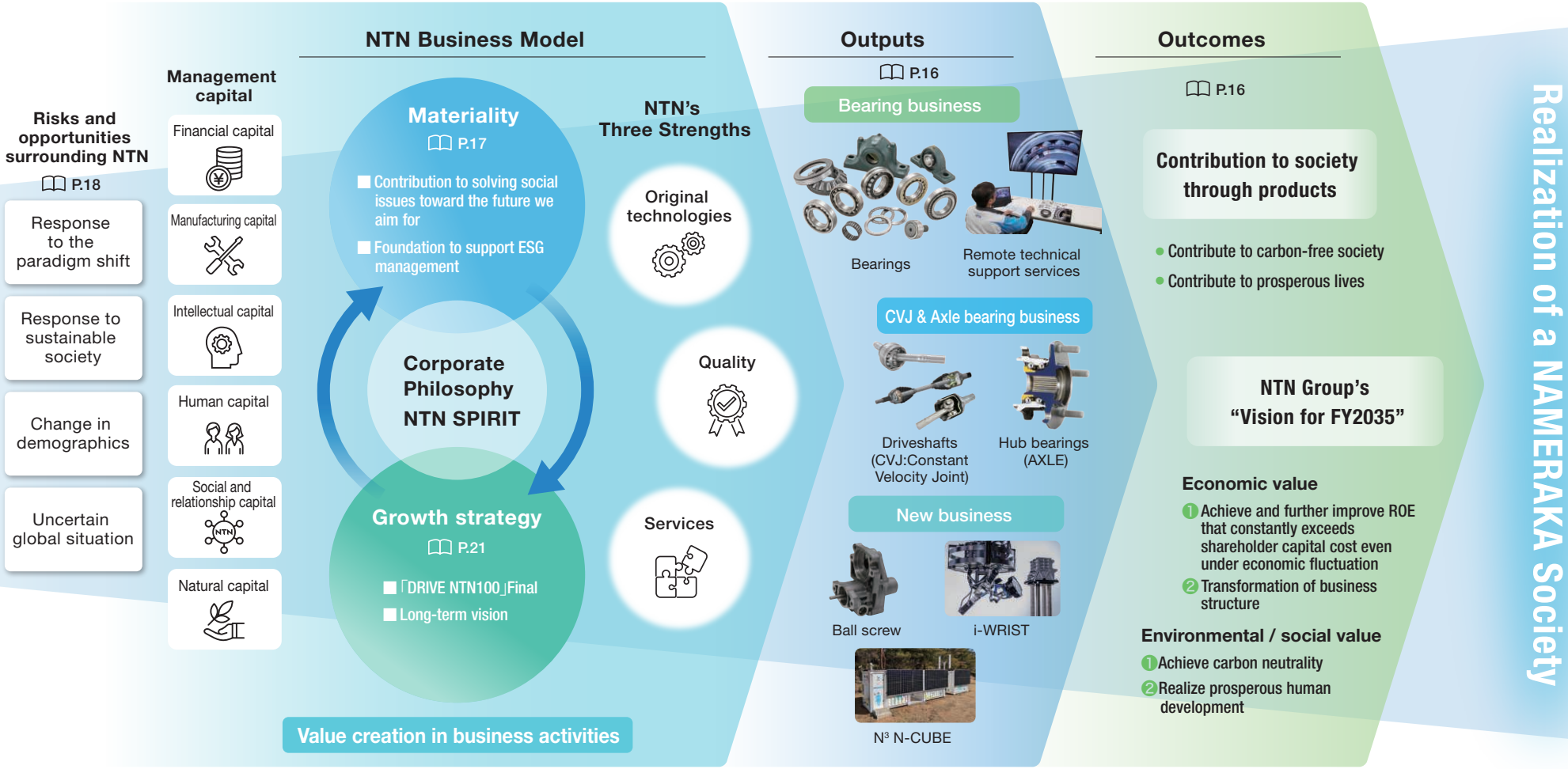
Looking ahead to future growth

We will continue to address fundamental issues of cost and supply, eliminate operational inefficiencies across the global structure on a lateral basis, improve production efficiency, and pursue growth in the aftermarket and OEM segments through the development of new technologies and businesses. We will overcome conventional thinking within NTN and achieve our targets for scale, profitability, and inventory.

Value Creation Process

The NTN Group has identified materiality for addressing SDGs in order to solve social issues, and is conducting its business activities based on its corporate philosophy, utilizing the management capital and NTN characteristics that have been cultivated over our more than 100 years of history.

By providing products and technical services such as bearings and driveshafts and by creating environmental and social value, we aim to realize a “NAMERAKA Society” where people can easily lead a secure and fulfilling life in harmony with nature. Going forward, we will continue to promote ESG management to achieve sustainable growth and to contribute to solving social issues.



Analyzing Outputs and Outcomes

Outputs

NTN Products P.4 Strengthening the Business Model P.25～32

Three added values to contribute to a sustainable society

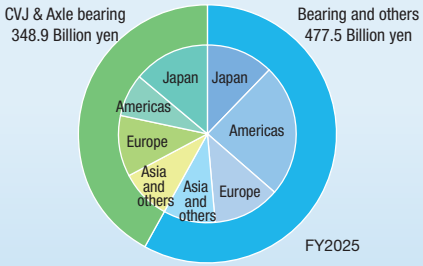
1. Technology not to stop operation
- Contributing to reducing customers' opportunity loss and controlling operation and maintenance costs

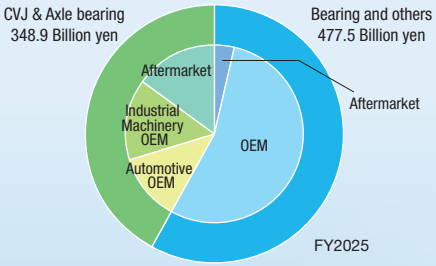
2. Technology for longer operating life
- Improving production efficiency

3. Reduce energy loss
- CVJs with reduced torque loss
- Axle units with reduced friction
- Bearings that support high-speed rotation and long service life

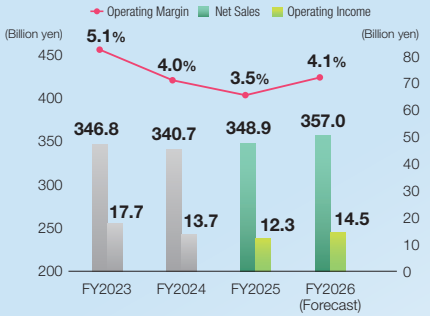
Change in organizational structure from market-based to product-based

- We have established the "Bearing Business HQ." and "CVJ & Axle Bearing Business HQ." to consolidate the bearing business that was previously distributed across different departments. This allows us to strengthen our supply capabilities and build a system that can provide solution proposals, including services. At the same time, we will focus on CVJs and axle bearings as product-based business lines, leveraging our strength in handling both products to enhance our ability to respond to new needs such as electrification.
- We have established the "Innovation & Business Development HQ." to accelerate strategy planning and development initiatives in new areas such as next-generation mobility modules, robotic related modules, and natural energy.

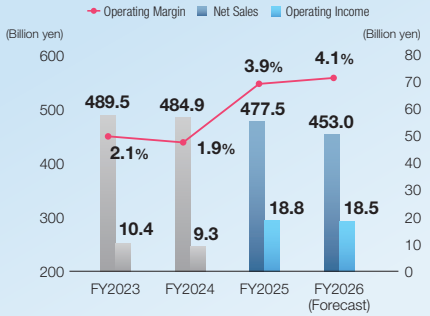




Bearing and others



CVJ & Axle bearing



Outcomes

Our vision

1. A company where the corporate philosophy is understood by all employees around the world, and where all employees think and act by themselves
2. A company that has a global presence with original new products and services appreciated for high quality and functions
3. A company which everyone involved can be proud of the "NTN" brand

Contribution to society through products

- Contribute to carbon-free society
- Realize a sustainable society using natural energy
- Reduce energy loss
- Develop environment-contributing product
- Contribute to prosperous lives
- Provide safety and comfort

NTN Group's "Vision for FY2035"

A company trusted and needed by stakeholders with enhanced corporate value through the improvement of economic, environmental, and social value

Economic value

1 Achieve and further improve ROE that constantly exceeds shareholder capital cost even under economic fluctuation
- Achieve ROE of 8% (FY2026) and early achievement of ROE of 10% from FY2027 and beyond
- Achieve ROIC of 6% (FY2026)

2 Transformation of business structure
- Sales ratio for aftermarket: 20% (FY2026), 40% (FY2035)
- New products sales ratio for bearing and others and CVJ/Axle: 20% (from FY2027)

Environmental/social value

1 Achieve carbon neutrality
- Reduce CO_2 emissions by more than 30% (FY2026 compared to FY2018)
- Achieve carbon neutral target (Scope 1, 2) (FY2035)
- Develop and provide products and services that minimize energy loss

2 Realize prosperous human development
- Securing and developing human resources Developing management talent to lead the Group
  →No. of succession plan candidates: 30 (FY2026)
- Fostering organizational culture
  Diversity, equity & inclusion
  →Percentage of female managers: 5% (FY2026)
  Childcare leave acquisition rate for male employees: 100% (FY2026)
  Percentage of mid-career hires: 30% (FY2026)
  Transformation to a workplace of bravery and mission
  →Scores related to "challenge" and "transformation" in Employee Engagement Surveys: 80% positive response (FY2026)

Materiality

Materiality identification process

In March 2015, the NTN Group signed the United Nations Global Compact, a global framework for the international community to realize sustainable growth, and we are working toward achieving the SDGs.

In December 2020, we identified 13 items of materiality that the Group should prioritize addressing in response to the SDGs. The Group will review its materiality as appropriate in response to changes in the business environment and societal expectations. For the materiality identified, we have formulated response measures for each fiscal year and each item, and we are driving efforts to implement these measures. Our initiatives to address our materiality are outlined in a roadmap for realizing a "NAMERAKA Society," and progress is regularly reviewed by the Sustainability Committee, which comprises members from across the organization, and reported to the Board of Directors as appropriate.

The identified materialities are also linked to NTN's corporate philosophy, "We shall contribute to international society through creating new technologies and developing new products." By promoting efforts to address our materiality, we will strive to achieve sustainable growth for the Group and create environmental and social value, with the aim of realizing a "NAMERAKA Society."

WE SUPPORT UN GLOBAL COMPACT

Identification process

STEP 1

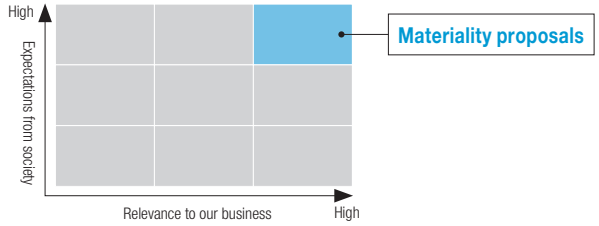
Extraction of materiality candidates

- Extract social issues with reference to the GRI Standard, which is an international framework in the field of sustainability.
- Extract items that are candidates for materiality based on the direction of structural changes that have a major impact on the economy/environment/society and the company's effort.

STEP 2

Evaluation and analysis of materiality candidates

- Evaluate the 99 items extracted in STEP 1 on a three-point scale from the perspectives of "expectations from society" and "relevance to our business."
- Organize items with high evaluations as materiality proposals.



STEP 3

Dialogue with academics and experts

- Collect suggestions and opinions from academics and experts in the field of CSR/sustainability, as well as Outside Directors regarding ideas about materiality identification and ESG strategies that should be focused on.

STEP 4

Validity assessment in overseas affiliated companies

- Conduct a questionnaire survey targeting the presidents of our overseas affiliated companies and confirm that all overseas affiliated companies agree with the materiality proposals.

STEP 5

Identify materiality

- The Board of Directors resolved 13 items of materiality.

Contribution to solving social issues toward the future we aim for

	Materiality	Related SDGs
Environmental	1 Respond to climate change	
Environmental	2 Realize a sustainable society using natural energy	
Environmental	3 Reduce energy loss	
Social	4 Provide safety and comfort	

Foundation to support ESG management

	Materiality	Related SDGs
Environmental	5 Resource recycling and pollution prevention	
Social	6 Improve the reliability of products and services (Quality assurance, stable supply)	
Social	7 Procurement activities with an emphasis on environment and society	
Social	8 Promote safety and health	
Social	9 Respect for human rights	
Social	10 Human resource development	
Social	11 Promote diversity	
Governance	12 Thorough compliance	
Governance	13 Strengthen governance	

Materiality

Risks and opportunities surrounding NTN

Our Group analyzes risks and opportunities across business environments including carbon neutrality, which is a global trend, as well as accelerating electrification, labor shortages, and human rights issues toward achieving carbon neutrality, and implements countermeasures in line with our materiality. To respond to drastic changes in the external environment, we are regularly reviewing anticipated risks and opportunities.

NTN's Business Environment		Risk and Opportunity(○ Opportunity , ▲ Risk)	Timing of Occurrence			Degree of Impact	Main Measures	Materiality
			Short-term	Medium-term	Long-term			
Response to paradigm shift	Spread of next-generation mobility	○ Expansion of demand for our products due to outsourcing of in-house CVJ production by automakers	●	●		■■	● Deepening partnerships with customers based on problem-solving and proposal capabilities	3
		○ Expansion of demand for high-performance products for EVs		●	●	■■■	● Providing next-generation mobility modules for EVs ● Expanding profits through higher functionality of CVJs and axles where we have high market share	3
		▲ Cost increases associated with high-performance development for EVs		●	●	■■■	● Consolidating production of high-performance products for EVs (Wakayama Works)	3
		▲ Decrease in the total number of bearings used per vehicle		●	●	■■■	● Improving aftermarket ratio (FY2035: 40%)	3
		▲ Decreased cost allocation to CVJs and axles due to value concentration in motors and batteries	●	●	●	■■	● Considering supply of high value-added EV products and technical specification changes that contribute to cost reduction	3
	Progress of decarbonized society	○ Expansion of demand for high-performance products due to increased needs for improving power consumption (fuel efficiency)	●	●		■■	● Providing lightweight and highly efficient driveshafts and low-friction hub bearings	3
		○ Expansion of demand for large bearings for wind power generation	●	●		■■	● Expanding sales of large bearings for wind power generation	2
		○ Expansion of demand for condition monitoring system (CMS) services	●	●		■■	● Expanding CMS sales	2
		○ Increasing demand for energy-saving machinery	●	●		■■	● Reducing CO_2 emissions through core products ● Differentiating from competitors through development of proprietary environment-friendly products	3
		○ Expansion of bearing refurbish business	●	●	●	■■	● Considering collaboration with business partners	3
		○ Acceleration of technology development for bearings for hydrogen energy-related equipment		●	●	■■	● Developing hydrogen-related products	2
		○ Expansion of product adoption and improvement of corporate value through achieving carbon neutrality goals			●	■■■	● Developing and providing products and services that minimize energy loss	1 3
		▲ Cost increases due to capital investment for energy saving and switching to renewable energy	●	●		■■■	● Setting budget frameworks and reflecting them in business plans	1
		▲ Decrease in transactions with customers due to failure to achieve carbon neutrality goals		●	●	■■	● Implementing carbon neutrality promotion activities across the Group	1
		▲ Cost increases in procurement and operations due to introduction of carbon taxes		●	●	■■	● Operating internal carbon pricing	1
	Spread of AI and IoT	○ Productivity improvement through utilization of digital technology	●	●		■■	● Achieving strong QCD through smart factory implementation ● Shortening development periods through utilization of digital technology	6
		○ Increasing demand for bearing sensing	●	●		■■	● Providing service solutions through CMS technology ● Developing "talking bearings" (= sensorization of bearings)	3
		▲ Decline in competitiveness due to delays in utilizing digital technology	●	●	●	■■■	● Building systems to strengthen IT governance ● Strengthening organization through training and acquisition of digital talent	6
		▲ Increased threats from computer viruses and cyber terrorism	●	●	●	■■■	● Global deployment of security measures ● Expanding security measures across the entire supply chain	6

Materiality

NTN's Business Environment		Risk and Opportunity(○ Opportunity , ▲ Risk)	Timing of Occurrence: Short-term	Timing of Occurrence: Medium-term	Timing of Occurrence: Long-term	Degree of Impact	Main Measures	Materiality
Response to sustainable society	Response to environmental issues	○ Expansion of demand for high-quality, long-life products	●	●		■■	● Development and provision of long-life products	3 6
		▲ Risk that substances previously usable can no longer be used due to strengthened environmental regulations	●	●	●	■■■	● Understanding regulatory trends ● Managing transition from prohibited substances	5
	Response to natural disasters	○ Expansion of demand for disaster prevention equipment	●	●		■■	● Providing street lights, disaster prevention warehouses, disaster toilets, charging stations based on independent power supply devices utilizing renewable energy	4
		▲ Suspension of operations at own factories and supply chain due to natural disasters	●	●	●	■■■	● Formulation of BCP and BCP training in the NTN Group ● Reorganization of partner manufacturers and streamlining the supply chain	7 8
		▲ Risk of heat stroke among employees at factories	●	●	●	■■	● Promoting proper operation of occupational safety and health management systems	8
	Human capital management	○ Improvement of employee satisfaction through promotion of health management	●	●		■■	● Promoting work style reforms	11
		▲ Increasing social demands for implementation of human rights due diligence (transition from soft law to hard law)	●	●	●	■■	● Promoting human rights due diligence ● Implementing sustainable procurement questionnaires ● Responding to conflict mineral surveys from customers	9
Changes in demographics	Labor shortage due to declining birth rate and aging population	○ Expansion of demand for solutions for automation, efficiency improvement, and labor saving at production sites (robot-related modules, etc.)	●	●		■■	● Providing robot-related modules such as i-WRIST in response to labor-saving challenges	4
		○ Productivity improvement through progress in labor-saving equipment	●			■■	● Automation and labor saving of line work through development and application of automation technology	4
		▲ Closure of suppliers	●	●	●	■■	● Supporting business continuity through dialogue with suppliers	7
		▲ Risk of being unable to operate due to inability to secure necessary personnel		●	●	■■■	● Ensuring sustainability through site consolidation, automation, and labor saving	10
	Extension of average lifespan	○ Expansion of demand for products and services that contribute to people's health		●	●	■■	● Utilization of precision coating equipment in the life sciences field	4
	Growth of emerging countries	○ Expansion of sales opportunities due to economic development in emerging countries and expansion of infrastructure demand		●	●	■■■	● Expanding product lineup and inventory ● Developing aftermarket business ● Integrated sales strategy for OEM and aftermarket	6
		▲ Rising wages in emerging countries	●	●	●	■■	● Passing on cost increases through pricing ● Suppressing cost increases through automation and labor-saving investments	6
		▲ Infringement of intellectual property rights	●	●	●	■■	● Strengthening countermeasures against counterfeit products	6
		▲ Intensified price competition for conventional products due to entry of emerging manufacturers	●	●	●	■■■	● Considering technical specification changes that contribute to cost reduction	6
Uncertain global situation	Globalization of business	○ Enhancement of NTN brand value in the aftermarket	●	●	●	■■■	● Efficient supply of general-purpose products ● Maximum utilization of global sales network	6
		▲ Profit pressure due to increased tariff costs	●	●	●	■■	● Suppressing cost increases through production site changes and localization	6
		▲ Suspension of production site operations due to geopolitical risks		●	●	■■■	● Formulation of BCP and regular training based on BCP	8
		▲ Supply chain instability due to geopolitical risks		●	●	■■	● Realizing the best mix of global and local procurement through procurement reform	7
	Changes in political and economic environment	▲ Sharp decline in production demand	●	●		■■■	● Passing on cost increases through pricing ● Reducing fixed costs	6
		▲ Rising energy procurement costs and raw material procurement costs	●	●		■■■	● Passing on cost increases through pricing ● Reducing purchase costs through design standard reviews	6

Materiality

Materiality targets and results for FY2025

Materiality	Target Year	Target	Results
Respond to climate change	FY2030	● Reduce CO_2 emissions in business activities (Scope 1, 2) ➡ 50% reduction (compared to FY2018)	● Approximately 40.4% reduction compared to FY2018
	FY2035	● Reduce CO_2 emissions in business activities (Scope 1, 2) ➡ Achieve carbon neutrality	
	FY2050	● Reduce CO_2 emissions in business activities (Scope 3) ➡ Achieve carbon neutrality	● Conducted interview surveys with suppliers and global calculation trials
Realize a sustainable society using natural energy	FY2025	● External disclosure of technologies and activities related to renewable energy and hydrogen ➡ 1 or more per year	● 5 external disclosures (including adoption of Transportable Independent Power Supply "N^3 N-CUBE" at disaster-resilient roadside station "Shimotsuke," among others)
Reduce energy loss	FY2025	● External disclosure of technologies and activities related to electrification, EV, and power saving ➡ 1 or more per year	● 3 external disclosures (including development of high-performance ball-type sliding constant velocity joint for EVs, among others)
Provide safety and comfort	FY2025	● External disclosure of technologies and activities related to robot-related modules and services/solutions ➡ 1 or more per year	● 5 external disclosures (including launch of bearing diagnostic edge application "Bearing Inspector," among others)
Resource recycling and pollution prevention	FY2025	● Water consumption intensity ➡ 3.95 m^3/million yen (global)	● 3.25 m^3/million yen (global)
	FY2025	● Recycling rate ➡ 97.0% or more (global)	● 96.9% (global)
Improve the reliability of products and services (Quality assurance, stable supply)	Ongoing	● Maintain high level of customer satisfaction ➡ 90% or more rating "Excellent" or "Good"	● 96%
	Ongoing	● Maintain 100% certification rate for quality management systems (ISO 9001/IATF 16949)	● Maintained 100% certification
	Ongoing	● Strengthen information security measures across the Group	● Information security monitoring system (NTN-CSIRT) being deployed to overseas sites
Procurement activities with an emphasis on environment and society	FY2025	● Provide guidance to business partners based on responses to sustainable procurement survey	● Conducted detailed surveys with 5 companies based on survey responses
Promote safety and health	Ongoing	● Maintain certification as Health and Productivity Management Organization (Large enterprise category) "White 500"	● Maintained certification
	Ongoing	● Achievement rate of annual plan for risk surveys targeting manufacturing sites ➡ 100%	● 100%
Respect for human rights	FY2025	● Monitor and address the status of human rights respect across the NTN Group	● Confirmed status of human rights responses at Group companies; no issues of particular note
Human resource development	FY2025	● Training hours per employee (NTN) ➡ Increase year-on-year (FY2024 results: 21.0 hours)	● 24.1 hours
Promote diversity	FY2026	● Ratio of female managers (NTN) ➡ 5%	● 4.9%
	FY2026	● Male childcare leave uptake rate (NTN) ➡ 100%	● 89.6%
Thorough compliance	Ongoing	● Number of annual meetings of the Compliance Committee ➡ 2 times	● 2 times
	Ongoing	● Awareness of helpline in compliance awareness survey ➡ 90% or more	● 92.3%
Strengthen governance	Ongoing	● Enhance corporate governance	● Enhanced corporate governance

* Targets listed as "Ongoing" in the target year column are goals that we aim to achieve continuously every year.

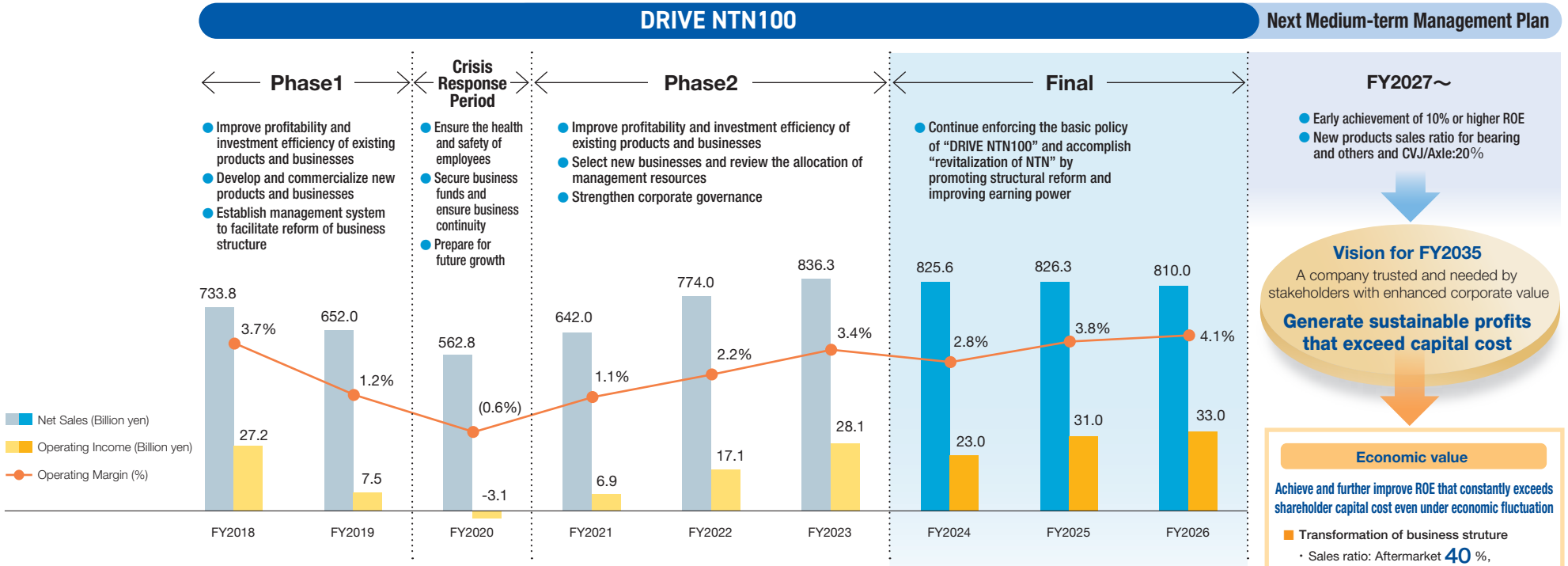
Related information on the website
Targets for FY2026 and Beyond

Review of DRIVE NTN100 and Long-term Vision

The NTN Group aims to realize a “NAMERAKA Society” through practicing its corporate philosophy and has established a “Vision for FY2035”. Under this long-term vision, we aim to enhance corporate value while improving economic value as well as environmental and social value together with all our stakeholders.

Furthermore, we have been pursuing the Medium-term Management Plan “DRIVE NTN100” Final since fiscal year 2024 by backcasting from our Vision for fiscal year 2035 while simultaneously forecasting on the basis of our progress to date. With our strong commitment to accomplish the revitalization of NTN, we will continue our initiatives with complete dedication in the final year of Medium-term Management Plan.

Related information on the website
Medium-term Management Plan



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Inventory turnover ratio (times)	3.8	3.6	3.2	3.0	3.2	3.2	3.4	3.6	3.7
Net D/E Ratio	1.2	1.9	1.6	1.4	1.2	0.9	1.0	0.6	0.6
Equity to Capital Ratio	27.4%	20.6%	20.4%	23.1%	25.4%	29.0%	27.2%	33.8%	33.3%
ROE	(2.9%)	(22.8%)	(7.1%)	4.0%	5.0%	4.4%	(9.6%)	4.9%	5.2%
ROIC	3.3%	1.0%	(0.4%)	0.8%	2.0%	3.2%	2.6%	3.6%	3.9%
USD (yen)	110.9	108.7	106.0	112.3	135.5	144.5	152.4	150.7	150.0
EURO (yen)	128.4	120.8	123.7	130.5	140.9	156.7	163.6	174.7	175.0

* “Royalty” which was previously included in “non-operating income,” has been changed to be included in “net sales” effective from FY2020.

FY2027～

- Early achievement of 10% or higher ROE
- New products sales ratio for bearing and others and CVJ/Axle:20%

Vision for FY2035

A company trusted and needed by stakeholders with enhanced corporate value

Generate sustainable profits that exceed capital cost

Economic value

Achieve and further improve ROE that constantly exceeds shareholder capital cost even under economic fluctuation

- Transformation of business struture
  - Sales ratio: Aftermarket 40 %, OEM 60 %
  - Create and develop new businesses

Environmental/social value

Achieve carbon neutrality, fulfill prosperous human development

- Achieve carbon neutral target (Scope1, 2)
- Foster an organizational culture that works to increase economic and environmental/social value and develop diverse human resources that can work with job satisfaction

Message from the CFO



Even amid an uncertain environment, we will implement structural reforms and strengthen our business structure, enhance capital efficiency across the Group, and achieve sustainable growth in corporate value

Representative Executive Officer, Executive Officer,
CFO (Chief Financial Officer)
Masaaki Yamamoto

(billion yen)	FY2024 Results	FY2025 Results	FY2025 Year on year	FY2025 Previous forecast	FY2025 Difference	FY2025 4Q Results
Net sales	825.6	826.3	+0.8 (+0.1%) Excl.forex (10.3) (1.2%)	805.0	+21.3 +2.6% Excl.forex +7.1 +0.9%	**223.0**
Operating income Operating margin	230 2.8%	310 3.8%	+8.1 +1.0pt	26.0 3.2%	+5.0 +0.5pt	**11.7** **5.3%**
Ordinary income	10.5	23.5	+13.0	13.0	+10.5	**9.5**
Extraordinary income / loss	(19.1)	(8.3)	+10.8	(8.0)	(0.3)	**(5.3)**
Profit attributable to owners of parent	(23.8)	12.9	+36.7	(4.0)	+16.9	**9.2**
ROE	(9.6%)	4.9%	+14.5pt	—	—	
Inventories	244.4	245.9	+1.5	230.0	+15.9	
Capital expenditure	32.2	32.5	+0.3	32.0	+0.5	
FCF	19.7	30.9	+11.2	20.0	+10.9	
Exchange rates US$	¥152.4	¥150.7	(¥1.7)	¥147.8	+¥2.9	
€	¥163.6	¥174.7	+¥11.1	¥171.3	+¥3.4	

Review of FY2025 performance

Our Group launched the Medium-term Management Plan “DRIVE NTN100” Final in April 2024. In FY2025, the second year of this plan, demand for automotive applications remained sluggish; however, net sales reached 826.3 billion yen (up 0.1% from the previous year), supported by increased demand in the aftermarket and industrial machinery segments, as well as the effect of yen depreciation.

Operating income reached 31.0 billion yen (up 34.8% from the previous year), reflecting improvements in selling prices and variable costs, cost reductions, and the impact of exchange rates. Ordinary income was 23.5 billion yen (up 124% from the previous year) due to reduced foreign exchange losses. Net profit attributable to owners of parent was 12.9 billion yen, as we recorded extraordinary losses mainly due to structural reform costs, and the impact of tax effect accounting in Japan.

What we place greater emphasis on, however, is the extent to which our ability to generate cash has improved. In FY2025, progress was made in improving working capital, including a reduction in inventories, resulting in operating cash flow of 57.2 billion yen and free cash flow of 30.9 billion yen, both positive. Inventories totaled 245.9 billion yen, and excluding the impact of foreign exchange and U.S. tariffs, we achieved our target. In addition to improved profitability, our transformation into a business structure capable of reliably generating cash demonstrates that our management foundation is becoming increasingly robust.

Corporate value is formed as the sum of the present value of cash flows generated over the future. In this sense, we recognize that the achievements of FY2025 go beyond mere improvement in profits for a single fiscal year and are steadily contributing to the enhancement of corporate value through improved cash generation capacity.

The most fundamental objective for any company is to ensure its survival and the continuity of its business operations. In FY2025, amid significant fluctuations in the external environment, we were required to make numerous judgments; however, our guiding criterion of “business continuity” never wavered. We believe that our FY2025 results reflect the steady execution of initiatives necessary to ensure business continuity, including structural reform.

Progress of structural reform and business constitution improvements

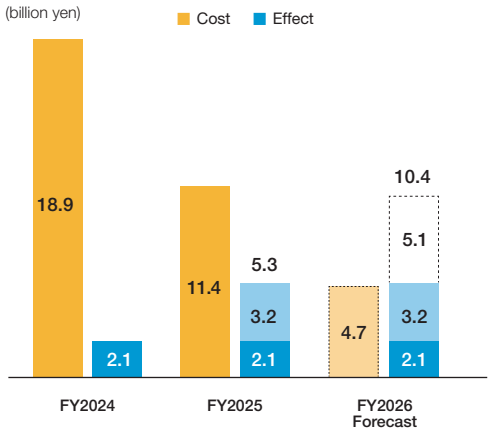
Advances in structural reform and business constitution improvements

Our Group anticipates extraordinary losses of 35.0 billion yen in total over the three-year period from FY2024 to FY2026 as costs for structural reform. In line with this, we recorded extraordinary losses of 18.9 billion yen in FY2024. In FY2025, we recorded extraordinary losses of 11.4 billion yen as a result of reviewing the production structure in Japan for extra-large bearings, including those for wind turbine main shafts, optimizing CVJ production bases in the Americas, and reorganizing bearing-related production bases in China.

While the plan to record cumulative extraordinary losses of 35.0 billion yen over three years is exceptional, we view this as an essential measure to secure future business continuity and strengthen our business structure in terms of both profitability and capital efficiency. In FY2026, we will continue to advance production reorganization, primarily in the Americas and China. As a result of these structural reform initiatives, we expect fixed cost reductions of approximately 10.0 billion yen in FY2026 compared to FY2023.

The significance of these structural reforms does not end with short-term cost recognition. The essence lies in enhancing future profitability and cash generation capacity through optimization of fixed costs, consolidation of business sites, and productivity improvements, thereby contributing to the enhancement of corporate value. By advancing profit improvement and the strengthening of cash generation capacity in an integrated manner, our Group is working to transform toward a leaner business structure.

Structural reform (35 billion yen/3 years) progresses ahead of plan
As an effect of structural reforms, we plan to achieve and an improvement of approximately ¥10.0 billion by the third year compared with FY2023



FY2025 Results
Japan：Reorganization of production for ultra-large bearings, including those for wind turbine main shafts
Americas : Production reorganization initiatives centered on CVJ production sites
China : Reorganization of bearing-related production sites

FY2026 Plan
Promoting production reorganization mainly in the Americas and China

Inventory reduction and improvement of turnover ratio

Reducing inventories, mainly work-in-process inventory, is essential for improving asset efficiency. Our Group has focused on production reform activities to reduce inventory levels, which had previously been high. The production reform activities are designed to drive a change in employee mindset based on the principle that “the only time that generates cash is the time spent processing, and it is important to reduce the time spent stagnating.” These activities began at our domestic sites and have since spread to our overseas operation, where they are now delivering results.

As a result, the inventory turnover ratio at the end of FY2025 was 3.4 times. Excluding the impact of volume decline, we recognize that we have reached a level close to our target. The improvement in operating cash flow was driven in large part by the collective efforts of employees involved in purchasing, manufacturing, and sales to reduce inventories.

We expect the inventory balance at the end of FY2026 to be 220.0 billion yen, a decrease of 25.9 billion yen from the previous fiscal year-end, and the inventory turnover ratio to be 3.7 times, an improvement of 0.3 times from the previous year. Going forward, we will continue to reduce inventories and improve the turnover ratio, leading to not only improved profitability, but also enhanced cash generation capacity.

Roadmap to achieving 8% ROE

Throughout the three years of “DRIVE NTN100” Final, our Group has worked to strengthen our financial foundation and transform toward a leaner business structure. In addition to the deterioration of the external environment—including the prolonged Ukraine war, U.S. trade policy, and dramatic changes in the situation in the Middle East—the relative decline in competitiveness of Japanese automotive manufacturers has also had an impact, and our current sales scale is nearly 100.0 billion yen below the assumptions of the Medium-term Management Plan. Even amid such an environment, we have accelerated structural reform activities while steadily implementing measures that contribute to improving operating margin, such as “expansion of the aftermarket business,” “improvement of selling prices,” and “reduction of variable costs through value chain reform,” as well as reduction in inventories and fixed assets. As a result, ROE, which had fallen to minus 9.6% at the end of FY2024, has recovered to 4.9% at the end of FY2025, an improvement of plus 14.5 percentage points.

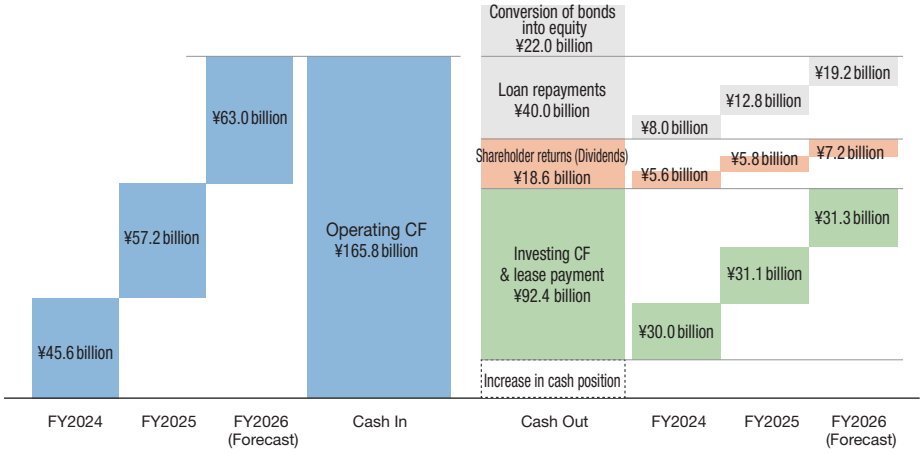
While our Group positions ROE as a key management indicator, we believe that its improvement should be supported not only by the recovery of profits, but also by improvements in asset efficiency and cash generation capacity. Indeed, improvements in working capital, including inventories, and the efficient use of fixed assets contribute to both improved capital efficiency and the enhancement of corporate value. In the final year of “DRIVE NTN100” Final, we expect net sales to decline by 16.3 billion yen compared to FY2025; however, we expect ROE to improve further through the continuation of various improvement initiatives. Going forward, we will continue to strengthen our business structure, aiming for the early achievement of 8% ROE in the next Medium-term Management Plan.

Cash allocation

Regarding cash allocation, at the time of formulating the Medium-term Management Plan, we assumed total cash inflows of 200.0 billion yen, comprising operating cash flow of 180.0 billion yen over three years and cash and cash equivalents of 20.0 billion yen. On the cash outflow side, we planned debt repayment of 60.0 billion yen, investing cash flow of 120.0 billion yen, and shareholder returns of 20.0 billion yen.

As of the end of FY2026, operating cash flow is expected to be slightly below the initial plan at just under 170.0 billion yen. On the other hand, while we had assumed drawing down 20.0 billion yen in cash and cash equivalents for debt repayment, convertible bonds of 22.0 billion yen, which were not incorporated in the initial plan, were converted into equity. As a result, while we had initially planned to reduce net interest-bearing debt by 40.0 billion yen over three years, we now expect to reduce it by approximately 62.0 billion yen including the convertible bonds. Regarding shareholder returns, while we had planned 20.0 billion yen over three years, we now expect approximately 19.0 billion yen. Overall, we believe we will be able to maintain the direction of the initial plan.

In a business environment where sales scale declined significantly from the first year of the Medium-term Management Plan, management as a whole shared a sense of urgency and worked together to accelerate the implementation of various measures. We recognize that the results of these efforts are steadily materializing not only in terms of improved profits, but also in the form of improved cash flow and financial structure.



Financial strategy direction

While the next Medium-term Management Plan is currently under consideration, we are working to further embed ROIC—a metric we have long used as a key evaluation indicator—throughout the organization and on-site operations. To help employees understand ROIC, we have encouraged a change in mindset by asking them, “How would you feel if something you bought with your own money sat unused in a corner of your home?” These efforts are steadily beginning to bear fruit, and improvements in ROIC are also contributing to improvements in ROE.

Going forward, while continuing structural reform, we are also considering investments in India, a growth market. By business segment, we will advance a shift toward higher value-added areas in automotive OEM, where the ratio of Japanese customers is high, while accelerating business expansion in aircraft-related fields including defense—a growth area outside of automotive—by also leveraging our European manufacturing bases. In addition, we will continue to invest in technological development, the realization of carbon neutrality, labor-saving measures, and digitalization, steadily improving both ROE and ROIC.

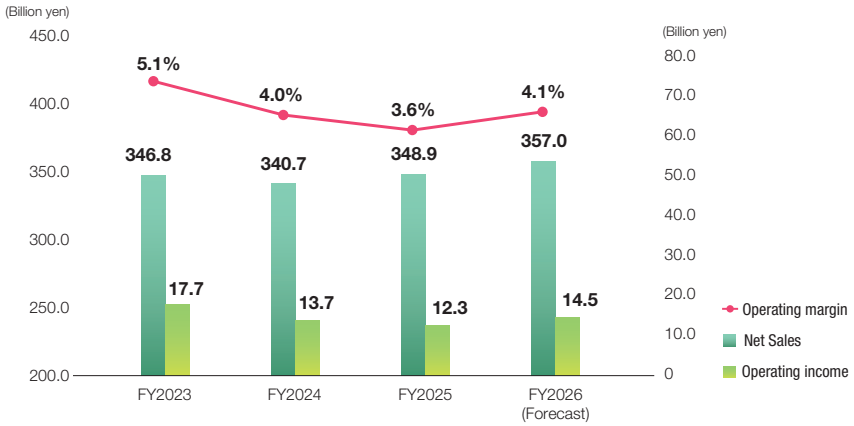
Through improvements in profitability, enhanced asset efficiency including inventories, our financial foundation has been steadily strengthened. Going forward, we will appropriately allocate these achievements to growth investments, the maintenance and enhancement of financial soundness, and shareholder returns, thereby contributing to the sustainable enhancement of corporate value.

The external environment remains unpredictable; however, we are committed to translating these ongoing initiatives into tangible results. With the achievement of a PBR of 1x and the sustainable generation of profits exceeding the cost of capital positioned as our top priorities, the entire NTN Group will work together toward achieving the targets of the final year of “DRIVE NTN100” Final. We ask for the continued support and encouragement of all our stakeholders.

Strengthening the Business Model

Bearing and others

Performance targets



Overview

By consolidating the bearing business, which was previously handled separately for automotive, industrial machinery, and aftermarket, and by maximizing the use of management resources, we are working to further expand the aftermarket business, flexibly respond to electrification needs, and shorten development times.

For the aftermarket, we are expanding inventories of our best-selling products and meeting a wide range of requests for immediate delivery via optimal allocation and increased production capacity through integrated OEM and aftermarket operations, external purchasing, and expanded production outsourcing. We also aim to transform from selling hardware only to adding software and services by expanding the equipment condition monitoring business for customers.

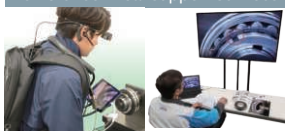
For industrial machinery OEM, we have classified the eight major industries as either expanding or maintaining categories,*while also identifying challenge industries that address specialized applications and operating environments where NTN has not previously established a presence. For the expanding categories, we are boosting production capacity and promoting sales; for the maintaining categories, we are strengthening competitiveness through improvements in costs and selling prices. For the challenge industries, our approach is based on market research to select target regions and customers, and we are advancing our approach to markets where bearings can provide added value. For automotive OEM, as a response to electrification, we are developing bearings adapted to needs that are at a higher level in EVs than conventional vehicles such as speed, low torque, and electrical corrosion resistance, leading to improved profit due to growing sales of high value-added new products.

*Expansion sectors: Machine tools, electric motors and generator, aerospace
Maintenance sectors: Construction machinery, agricultural machinery, gearboxes, rolling stocks, wind turbine

Main products and services

Aftermarket | Transforming toward a business that adds software and services

Remote technical support services



NTN Portable Vibroscope



Technical training / maintenance tools



Industrial Machinery OEM | Sales promotion through strategies tailored to each industry

Strengthen production capacity and promote sales for expanded sectors

Aerospace



Used for worldwide jet engine applications

Machine tools



Helping ensure high machining precision

Electric motors and generator



Low dust generation bearing for servo motors

Strengthen competitiveness through improvements in costs and selling prices

Rolling stock



Helping ensure safety of worldwide high-speed railways



Wind turbine



Support rotation of main shafts, gearboxes, generators, etc.





Wind Doctor

Improve wind turbine utilization rate through condition monitoring

Construction machinery



Applications for resource mining and civil engineering



Agricultural machinery



Helping ensure stable food production



Gearboxes



Helping ensure high robot productivity



NTN products also serve a wide range of other industries

Mining machinery



ULTAGE spherical roller bearings with high-strength cage EMA Type



Metal industry equipment



ULTAGE sealed four-row tapered roller bearings CROU..LL Type



Paper-making machinery



ULTAGE spherical roller bearings Type EA, Type EM



Food processing machinery



Bearing units stainless series



Cement equipment



Plummer blocks



Automotive OEM | Meeting customer needs through the development of high-value-added new products and a diverse product lineup







High-speed deep groove ball bearings for EVs/HEVs



Ultra-low Friction Sealed Ball Bearing



Ceramic Ball Insulated Bearing



Resin Mold Insulated Bearing



Mechanical Clutch Unit (MCU) for steering



Auto Tensioner



Rocker Arm



Thrust Needle Roller Bearings

Progress Update on “DRIVE NTN100” Final from Executive Officer

Policy

① Expand aftermarket business
② Improve profits in bearing OEM business
③ Develop products for electrification and strengthen market competitiveness by reviewing application standards and design criteria
④ Enlarge service solutions

Main strategy

Expand aftermarket business

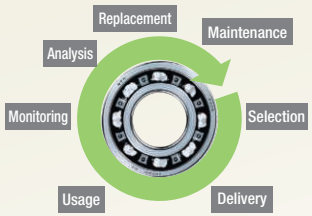
■ Strengthen supply capability

- Expand external purchasing and outsourcing
- Optimal allocation and expansion of production capacity through integrated OEM and aftermarket operation
- Expand inventories of popular products for the aftermarket

■ Strengthen engineering services

- Strengthen “bearing life cycle management” through integrated OEM and aftermarket operations
- Expand sales by expert organization for engineering solutions
- Expand service business such as bearing diagnosis and refurbishment

■ Bearing life cycle management



Improve profits in OEM business

- **Improve asset efficiency by reorganization of production bases in the Americas, Europe, China and Japan**
- **Drastic review on costs through production at optimal sites**
- **Price increases and reduction in unprofitable businesses**
- **Develop new products that meet market needs and introduce them to the market speedily**



“Resin Mold Insulated Bearing” for e-Axle



Improvement in decision-making speed and profit margins

Two years have passed since the transition to the new business headquarters system, and one year since I assumed responsibility for the Bearing Business HQ. In FY2025, the second year of “DRIVE NTN100” Final, we achieved growth in both net sales and profit, and the foundation for renewed growth is steadily taking shape. The establishment of the product-based business structure has enabled issues to be shared within business headquarters, and a wide range of measures to be rolled out horizontally across the organization.

Because bearings are simple products, price competition is unavoidable, particularly in the volume zone. However, easy cost reductions that sacrifice quality invite greater risk. What we aim to achieve is competitiveness that customers recognize as delivering value, while safeguarding trust in the NTN brand. To this end, while reliably fulfilling our responsibilities for quality and stable supply under appropriate risk management, we are also boldly pursuing new cost reduction measures unbound by conventional thinking.

The results of these efforts are clearly materializing. For example, significant cost reduction measures for high-demand aftermarket products are taking shape within a short timeframe. Progress is being made at a speed that would have been impossible under conventional approaches, and the driving force behind this is the transformation in mindset of each and every employee.

Mindset transformation now taking root

We have asked our engineers to clearly identify risks and propose solutions. For example, if a product could be developed in as little as one year but three years are being allocated to avoid risks and ensure that every precaution is taken, we ask them to consider how to recover the profit forgone over those two years.

By reframing the question, discussions have shifted from focusing solely on “who is responsible when problems occur” to “how can we achieve this?” At the same time, we have made it clear that while engineers present proposals, it

is management's responsibility to make the final decisions after taking risks into account. When development proceeds at a speed that gives us a competitive advantage, and the anticipated risks have been properly identified, all relevant functions—including sales and management—implement countermeasures together, and the organization bears responsibility for the outcome.

A similar transformation in mindset has taken root in the sales division as well. Previously, an entrenched mindset prioritized winning orders above all else, treating profit generation as an internal matter. However, as raw material and energy costs have continued to rise, securing adequate profitability has become increasingly difficult. Through management-led efforts to transform this mindset, an approach of "winning orders while aiming for appropriate profit" has taken root, raising awareness of the risks of excessive price reductions while also enabling more constructive dialogue with customers.

Furthermore, amid intensifying price competition, we will advance sales measures that precisely balance scale and profit to maximize overall profitability.

Expanding aftermarket sales and optimizing inventory

In the aftermarket segment, the global rollout of "FIRST," our immediate delivery system, has enabled centralized management of inventory for popular products, achieving more stable supply and reduced waste. We have accumulated inventory of approximately 10 billion yen across more than 4,000 popular products, and sales are growing steadily through our global network of subsidiaries.

This approach to inventory management has enabled each sales company to formulate more reliable sales plans, giving rise to a virtuous cycle of improved production planning accuracy and greater operational efficiency. Going forward, we will take into account regional differences in demand as we advance data-driven analysis to optimize our part number composition and inventory levels.

In addition, we will expand our standing inventory of our semi-general-purpose products characterized by intermittent demand and long lead times. Through a long-tail strategy to strengthen supply capability, we will enhance our market presence by establishing a reputation that "products can always be sourced from NTN when needed."

Visualizing production status to improve profit margins

On the production side, the challenge is to maximize plant profitability through securing production volume and building a stable supply structure. In order to secure volume amid sluggish overall global demand, the key lies in identifying markets where NTN can demonstrate its competitive advantage, then concentrating resources accordingly. To this end, we are renewing our focus on segmentation and targeting, the fundamentals of marketing.

At the same time, building on the data we have accumulated, we are working to visualize plant load conditions based on long-term trends. We forecast load conditions for each production line within each plant on a six-month to one-year horizon, and when risks are anticipated, business headquarters optimizes the balance among sales, manufacturing, and supply.

When any supply-related challenges are anticipated, we engage with customers at an early stage to coordinate accordingly, while ensuring that the supply we have committed to is delivered without fail. To that end, we are advancing the introduction of visualization mechanisms at selected manufacturing facilities.

Furthermore, we will build an optimal portfolio balancing small-lot orders that offer high expected profitability against orders with relatively lower margins that nonetheless contribute to maintaining production volume. At the same time, we will maximize plant operating efficiency to improve productivity and reduce the burden of fixed costs, thereby aiming to maximize overall profitability.

These initiatives can never be advanced by manufacturing alone. In particular, we are strengthening our ability to respond to demand fluctuations through closer coordination between manufacturing and sales, and we are working to reinforce organizational capability so that business headquarters as a whole—including relevant functions such as engineering and quality—collaborates to resolve the various issues that emerge from this process.

Service solutions supporting stable equipment operation, made possible by NTN's expertise as a bearing manufacturer

Leveraging the technology and expertise cultivated as a bearing manufacturer, NTN promotes bearing lifecycle management activities that support the stable operation of customers' equipment throughout the entire bearing lifecycle, from bearing selection and operation to maintenance and replacement. Condition monitoring services are a key part of this effort. By continuously monitoring equipment vibration data, these services enable the early detection of signs of failure, support visualization of equipment conditions, and facilitate planned maintenance.

Bearings are used in many types of rotating machinery, including manufacturing equipment and various types of industrial machinery. As a critical component supporting the rotation of machinery, the condition of a bearing has a significant impact on the operation of the equipment as a whole. In addition, a considerable number of equipment failures can be attributed to bearing-related issues. As a specialist bearing manufacturer, NTN's condition monitoring goes beyond simple abnormality detection to include estimation of cause of failure and proposals for appropriate maintenance measures. This enables us to make a significant contribution to the stable operation of customers' equipment and the optimization of maintenance costs.

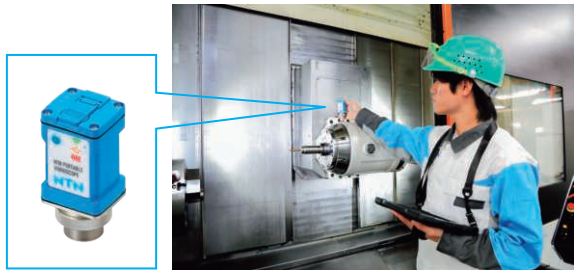
NTN has provided long-term equipment monitoring and diagnostics through its "Wind Doctor" condition monitoring system for wind turbines. Through its extensive operational experience in the domestic wind power sector, NTN has developed advanced expertise in condition monitoring.

In addition, for wind turbines that have been in operation for more than ten years, there is a growing need to assess equipment condition while minimizing new capital investment. To meet this need, we offer a rental-based

fixed-fee service with reduced upfront investment, as well as short-term measurement and diagnostic services available for use only as long as they are required. This enables customers to utilize condition monitoring services flexibly according to their equipment conditions.

Leveraging the technology and expertise cultivated in the wind power field, we began offering a condition monitoring system for general industrial machinery this fiscal year. Amid growing needs for remote equipment monitoring and predictive maintenance, we support equipment maintenance and stable operation for customers across a wide range of industries.

Furthermore, for customers for whom large-scale system installation is difficult, we also offer the NTN Portable Vibroscope, a patrol-based monitoring device. Despite its compact size, the device can not only detect bearing abnormalities but also estimate the damaged location within the bearing. It can also communicate wirelessly with smartphones and tablets and is easy to use, which has been well received by many customers.



The NTN Portable Vibroscope contributes to the reliable operation of production equipment by enabling easy and highly accurate measurement and analysis.

In addition to condition monitoring, NTN also offers linked analysis services. Leveraging the expertise accumulated through many years of research, development, and manufacturing, we conduct lubricant degradation surveys, foreign matter analysis, bearing load estimation, material composition analysis, and life prediction. By combining operating data obtained from equipment with analytical technology, we support a deeper understanding of customers' equipment conditions and help advance maintenance planning and equipment operation.

Going forward, NTN will continue to enhance customer value and contribute to a sustainable society through integrated solutions that combine the technologies, products, and services only a bearing manufacturer can provide.

Sense of urgency toward the rise of emerging market manufacturers

Through my operational experience in ASEAN and China, I have long harbored a sense of urgency regarding the rise of competing manufacturers, particularly Chinese ones. Against this backdrop, we have shifted toward speed-oriented decision-making, even to the extent of revising our approach to risk management.

At the same time, our ability to resolve customer challenges that emerging market manufacturers are unable to adequately address represents a significant strength for NTN. Effectively solving these challenges requires a deeper understanding of the actual usage conditions of the bearings in question than even the customers themselves possess. This is not a capability that can be acquired overnight; it requires the accumulated know-how built up over many years. We will leverage this strength as the axis of differentiation to secure competitive advantage.

Nevertheless, price competition with emerging market manufacturers cannot be avoided. NTN is pursuing continuous cost reduction while maintaining quality and reliability, and is expanding the business areas in which we can secure profitability.

As a new initiative, we are developing relationships with non-traditional suppliers, while also focusing on external procurement of finished products leveraging our know-how. Collaborative efforts involving our affiliated companies are already progressing, and we will work to expand the range of target items and procurement regions going forward.

In parts procurement as well, efforts to strengthen competitiveness through supply chain optimization are yielding results. While China currently holds an advantage in terms of cost, we will advance a review of our procurement mix going forward, including sourcing from India, with the aim of building a more flexible and resilient supply structure.

At the same time, our conventional supply chain centered in Japan is underpinned by long-cultivated relationships of trust and high quality capability, forming an important foundation supporting our differentiation strategy. We will continue to further strengthen collaboration with suppliers to enhance our business competitiveness.

Eliminating waste and building a lean business structure

In "DRIVE NTN100" Final, we are advancing the consolidation of bearing production facilities, building a resilient business foundation that eliminates waste. Going forward, we will connect these efforts to a new growth strategy, while looking ahead to the next Medium-term Management Plan.

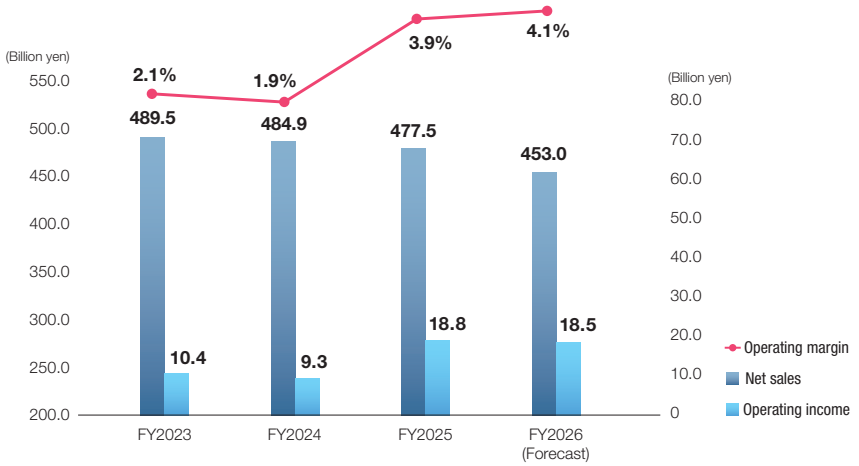
Securing bearing supply capacity is indispensable for achieving new growth. While domestic production will continue for aircraft bearings and precision bearings, transitioning high-volume products to overseas production and external procurement remains a key theme going forward.

In a rapidly changing and uncertain market environment, competition is expected to intensify further. What we are focused on is a thorough market orientation, the provision of high-value-added products and services, the advancement of differentiation, rapid response, and the utilization of AI. A "Bearing Core Technology Enhancement Project" has also been launched to deepen bearing technology.

In order to respond to the new environment surrounding the machinery industry, we will advance integrated global management and further enhance the competitiveness of the bearing business by optimally combining sales strategies around the world with Japan's technology development, manufacturing and supply strategies.

CVJ & Axle bearings

Performance targets



Overview

In the automotive market, where electrification and the shift to EVs is advancing, driveshafts (CVJ: Constant Velocity Joints) and hub bearings (axle bearings), which are the flagship products of the CVJ & Axle Bearing Business, are required to deliver performance that addresses the needs for greater efficiency and enhanced control performance, directly linked to extending vehicle range. As the leading manufacturer in the power/drivetrain domain, we develop and supply high-performance products that meet world-leading standards in energy-saving performance, lightweight and compact properties, durability, and quietness, contributing to improved fuel and electrical efficiency and reduced CO_2 emissions.

With an eye on the medium-to-long-term shift to electrification, we are strengthening our competitive advantage through the introduction of high-value-added new product series and improvements in developmental speeds by utilizing AI and digital technologies. In growth markets such as India, we are advancing investments centered on localization and production at optimal sites to achieve both cost competitiveness and supply capacity.

In the aftermarket segment, we are expanding our lineup of automotive aftermarket parts centered on corner modules and strengthening our global supply structure.

Furthermore, we are reducing variable costs through reforms in design and procurement within the value chain, as well as optimizing fixed costs through production restructuring, and working to build a resilient business foundation with enhanced profitability and capital efficiency.

Main products and services

Hub bearings

Bearings that allow tires to rotate smoothly, and support the weight of the vehicle.



Reducing rotational friction by 66%
"Low Friction Hub Bearing" Series

Improves EV electricity efficiency by 0.76% and extends driving range by 2.2 km (NTN estimate)

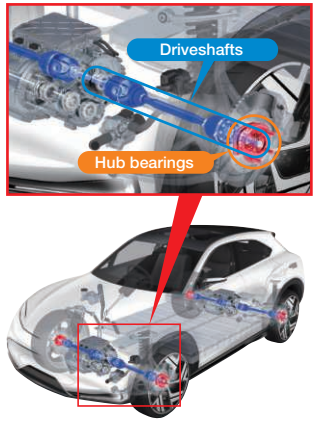
Driveshafts(CVJs)

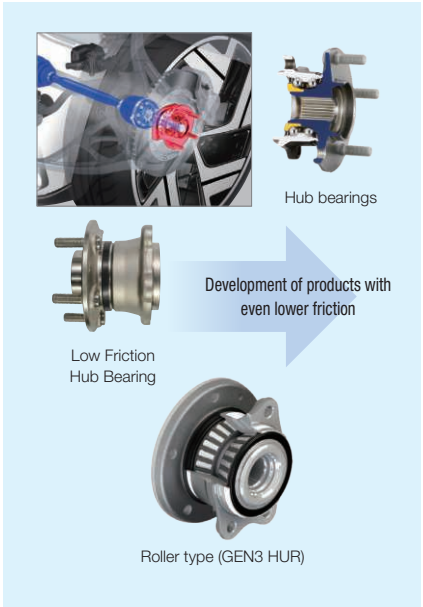
Products that transmit the driving force of engines and motors to tires.

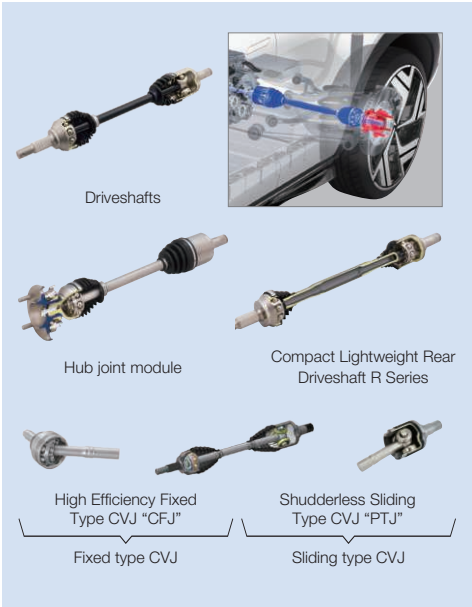


World's highest level of transmission efficiency
High Efficiency Fixed Type CVJ "CFJ"

Optimal for EVs and SUVs that require both large mounting angles and efficiency







Executive Progress Update on “DRIVE NTN100” Final

Policy

① Pass-on price and set selling prices appropriately
② Improve profit margin of existing projects by value chain reform
③ Ensure profits and return on investment expected when receiving new orders
④ Respond to EV market needs

Main strategy

Improve profits of OEM business

- **Improve asset efficiency by reorganization of production bases in the Americas, Europe, China and Japan**
- **Improve unprofitable businesses and adjust prices in line with market conditions**
- **Deepen partnerships with customers based on problem-solving and proposal capabilities**
- **Procurement reform, design reform, and cost reduction by design not trapped in the conventional design concepts and reviewing materials**
- **Maximize profits by expanding external purchasing, and restructuring supply chain of parts and finished products**
- **Develop new products that meet market needs and bring them to market speedily**

Expand aftermarket business

- **Strengthen supply capability**
  - Develop alternative products and outsource production
  - Expand product lineup through external purchasing
  - Enhance axle and CVJ-related kit products
- **Relocate aftermarket headquarter functions to Europe and establish sales expansion system**



Promoting reforms to strengthen the business foundation

Two years have passed since we reorganized into a two-business-headquarters structure comprising the CVJ & Axle Bearing Business HQ. and the Bearing Business HQ. As a result of advancing structural reforms in line with the Medium-term Management Plan, net sales declined; however, our earning power was strengthened, resulting in improved profitability. During this period, in addition to structural reforms, we have also worked on design reform and procurement reform to transform our business structure. All of these initiatives are being promoted globally across regions, and the foundation for our next stage of development is steadily being established.

The CVJ & Axle Bearing Business HQ. has established a system that clearly identifies personnel, materials, and capital by site and plant for both the CVJ and Axle businesses, and calculates business profit and loss accordingly. By visualizing each indicator, we are now able to accurately grasp the status of the business HQ. as a whole as well as individual sites. The next challenge is how to swiftly implement finely tuned, region-specific measures based on current conditions, such as reducing fixed and variable costs.

In addition, to promote a change in employee mindset, we have repeatedly communicated with employees through town hall meetings. After recognizing and expressing our gratitude for employees’ efforts since the first year of the Medium-term Management Plan, we have shared the current position and future direction of the CVJ & Axle Bearing Business, and made every effort to help employees understand KPIs such as ROE and ROIC as matters directly relevant to them.

Over the last two years since the establishment of the business HQ., we have focused on generating synergies by unifying the mindset of members belonging to the CVJ-related and Axle-related departments. CVJs play a role in transmitting power within the powertrain, while axle bearings support tire rotation as part of the chassis. These business

units differ significantly in their function and in the organizational cultures cultivated over time. To integrate these two areas, we have promoted personnel exchange across technologies, production, and sales functions to advance unification. In doing so, we have placed particular emphasis on sharing customers' challenges and working collaboratively to generate solutions. The results of this series of initiatives are already beginning to emerge, with jointly developed products now reaching the prototype delivery stage to customers.

Establishing a stable earning base and advancing capital investment for the future

Regarding the OEM business, we have been negotiating to pass on cost increases, while taking into account government policy and social demands. We have achieved this by presenting detailed evidence on a plant-by-plant basis. In doing so, we gained the understanding of our Japanese customers and secured approval for price pass-through covering energy costs and labor costs, among other factors. With European and American companies, we have gained the understanding for appropriate price adjustments by consistently providing logical explanations.

The next challenge in strengthening our earning base is responding to Japan's declining labor force and the aging of our workforce. As concrete measures, we are advancing labor-saving and modernization initiatives. Given that veteran employees account for a certain proportion of the workforce at our major plants, we have a strong sense of urgency regarding the sharp increase in retirements expected over the next five to ten years.

When advancing production reorganization in Japan, it is also necessary to renew equipment to be more people-friendly, taking the aging workforce into consideration. We are budgeting for capital investment based on our vision for the future, and advancing initiatives to improve production efficiency and sophistication. Personnel freed up through labor-saving measures are being redeployed to expand their roles in other departments, and these efforts are contributing to the enhancement of our earning power.

Another pressing issue we are addressing is the transfer of know-how cultivated by veteran employees. For example, we are moving quickly to establish a system for converting tacit knowledge—such as the subtle adjustments involved in handling tools during the production process, which has traditionally depended on individual expertise—into explicit, shareable knowledge.

An essential investment with a view to the future is the expansion of the production system for the High Efficiency Fixed Type CVJ "CFJ," which dramatically improves transmission efficiency among CVJ products. Since the production of the "CFJ" requires equipment different from that used for existing CVJ products, we will proceed in a planned manner with global investment to support this highly promising strategic product.

Strengthening the aftermarket structure

Regarding the automotive aftermarket, we have transferred our head office functions to the European region, which accounts for a large share of sales, and have accelerated global expansion while leveraging the expertise cultivated locally. Europe possesses sales know-how in the automotive aftermarket that has been accumulated over time, and continues to expand its business. For example, Europe also possesses know-how in ODM—that is, products designed and manufactured by contracted manufacturers and sold under our Group's brand—and we intend to deploy these strengths to other regions.

NTN as a whole has a target of increasing the aftermarket sales ratio to 40% by FY2035. Judging that the further strengthening of our structure is necessary to achieve this target, we have newly appointed a Global Automotive AM Manager. Going forward, under this new structure, we will rebuild our regional strategy centered on Europe, encompassing Japan, North America, and the ASEAN region.

The regions where the NTN brand is strong are North America and ASEAN. In contrast, in the Europe region, our subsidiary's brand holds a competitive strength. Taking these regional characteristics into account, we are reorganizing our brand strategy while deploying measures optimized for the differing needs of each region. At the same time, we are expanding our ODM product lineup and focusing on expanding new partners capable of supporting design and development.

Promoting reforms through task teams

To strengthen our earning power amid a challenging business environment, we have organized numerous task teams since FY2024 and rolled out various measures. Approximately 15 teams have been organized by theme—such as reducing setup time at plants and reducing inventory assets—with a person in charge assigned to each team, and KPIs clearly defined to enhance effectiveness.

For example, internal components of CVJs are manufactured in Japan and deployed globally, and we are working to reduce inventory through measures such as optimizing specifications and switching from monthly to weekly shipments. In terms of logistics reform, we have also undertaken a review, including reducing the number of domestic warehouses, and steady progress is being made in improving the inventory turnover ratio.

As a result of this series of initiatives, we achieved our target of increasing profit year over year in FY2025. In the final year of the Medium-term Management Plan, we will continue to pursue various reforms, striving to strengthen our resilience against external factors, and thereby further enhance our earning power.

The future challenge is to accelerate the speed of task team activities and their global rollout in order to further enhance our earning power. In the automotive market, given changes such as the slowdown in the shift toward BEVs, prompt responses will be required to keep pace with the future direction of automakers' development strategies. In addition to these market changes, there are also developments related to tariffs in the Americas market and the USMCA (United States-Mexico-Canada Agreement). To respond to these changes, we must maintain a global perspective at all times. Amid the need for various decisions, our criterion for judgment is whether it will enhance our earning power, and we will strive to respond swiftly and accurately.

Proposal capability and speed as the next challenge

In the automotive market, business opportunities are generally secured up to three years in advance; however, we must dispel conventional assumptions and accelerate our momentum toward the next stage of growth in order to keep pace with automakers' development speeds. The CVJ & Axle Bearing Business, needs to continue steadily executing reductions in fixed and variable costs with the flexibility to remain unaffected by external conditions. Through a series of reforms undertaken to date, the foundation of the business is steadily being established, and the next challenge is the speed of execution.

We need to advance the integration of CVJ and Axle to a new dimension, enhancing not only our ability to solve customers' issues but also our capability to propose new products. The key to enhancing proposal offerings is to translate market needs—specifically, the issues our customers face—into our own words and understand their essence. Thorough understanding of the essence of an issue, combined with fast and high-quality proposals, is essential.

As a result of reforms to the proposal process, we are now able to advance joint development from the initial stages with customers with whom we have built collaborative relationships over many years. Proposals that incorporate development technology and manufacturing costs are steadily leading to results.

Regarding market changes, while the slowdown in BEVs is one notable trend, the expansion and enlargement of SUVs is another growing trend. In response to these changes, value propositions such as securing interior space and improving quietness—achieved through the integration of CVJ and Axle and higher operating angles for CVJs—are becoming increasingly important.

Another factor that should not be overlooked is the progress of commoditization, an opposite trend symbolized by Chinese manufacturers. As automakers work to accelerate their development speed, what is required of us is proposal capabilities that contribute to that acceleration.

We are working to capture customer requirements during the development process and to make proposals quickly without the need for prototypes or physical testing. Utilizing AI is essential to achieving this. By leveraging the vast amount of test data we have accumulated to date, we aim to improve analytical precision and thereby strengthen our proposal capabilities. Through the use of AI based on our proprietary data, we will propose data-driven products that customers can adopt with confidence, contributing to accelerating the speed of development.

Themes with a view to the next Medium-term Management Plan

Having developed our business based on the Medium-term Management Plan to date, we have once again keenly recognized the importance of responding accurately to market changes. We have pursued structural reform in order to solidify this foundation.

Having optimized the scale of our business and advanced the rebuilding of our foundation, the next priority is to place greater emphasis on speed—strengthening our earning power, including expanding the aftermarket, and increasing sales in growth and advantaged markets. We will also respond proactively to changes in the business environment, including the slowdown in BEVs and negotiations to review the USMCA.

We have positioned India, where market expansion continues, as a future growth market. We are making capital investments at existing production sites to localize the procurement of CVJ internal components, thereby shortening lead times and strengthening cost competitiveness. In addition, by enhancing our research and testing functions, we have also established a system that can respond swiftly to local needs.

Regarding tariffs in the Americas, while a certain degree of fluctuation is expected to continue, we do not believe they will be abolished. In the automotive sector, localization is once again being advanced, and given NTN's strengths in responding to this trend, the Americas represents an advantaged market for us. Regarding the supply chain, in addition to efforts to rebuild supply chains in response to geopolitical risks in North America, the trend toward reshoring to North America is accelerating, against the backdrop of negotiations to review the USMCA. Under the USMCA, CVJ & Axle products are required to meet a regional value content threshold at least 75%. We will leverage our strength in already having upstream processes located in North America.

Although the momentum toward electrification has slowed somewhat compared to before, we recognize that it will continue to advance steadily over the medium- to long-term. Infrastructure development is also progressing, and while there are regional differences, we believe it is unlikely that this trend will significantly reverse in Europe, the United States, and Japan. We will continue to focus on developing high-value-added products that respond to electrification, aiming to become a "leading manufacturer in power/drivetrain systems" that surpasses competitors in both speed and functionality.

Advancing a change in mindset to strengthen earning power

Over the past two years, employee awareness of profit and earning power has evolved significantly. Through continuous communication, understanding of indicators such as ROE and ROIC has also deepened. Employees have also come to recognize the need to reduce inventory assets as an issue that is directly relevant to themselves.

As a result, reforms at manufacturing sites, such as productivity improvements, have progressed, and design reform has also strengthened our earning power, steadily reinforcing our organizational resilience. Furthermore, improvement proposals that go beyond mere extensions of past approaches are emerging, and proposal capabilities are also steadily increasing. What can be sensed from this series of developments is a steady improvement in on-site capability.

Going forward, we will further accelerate these reforms, establish a business structure that is not affected by external conditions, and continue to demonstrate steady results.

Strengthening Business Competitiveness Through the Use of AI-centered Digital Technologies

Under its global ICT strategy, the NTN Group has renewed its core systems and standardized business processes, establishing a foundation for the integrated utilization of data across its global operations. By enhancing collaboration among locations and accelerating decision-making, this foundation supports the advanced use of accumulated data and contributes to strengthening the Group's business competitiveness.

Key measures based on NTN's global ICT strategy

Objective : Strengthening "earning power" through safe and secure utilization of cutting-edge digital technology

1. Expand core system functions
2. Regularly update core system
3. Promote data-driven management
4. Improve efficiency with AI
5. Deploy security measures globally
6. Expand security coverage
7. Develop digital human resources
8. Reduce ICT operation and maintenance costs

From data foundation development to AI utilization

Until now, the NTN Group has advanced the standardization of business processes and development of a data infrastructure through initiatives such as the reconstruction of core systems and the renewal of communication tools. We are now focusing our efforts on maximizing the use of the vast amounts of internal data we have accumulated, together with advanced technologies, to drive transformation in our business and manufacturing operations. In addition to generative AI, which promotes business transformation, we are adopting cutting-edge technologies such as AI agents and physical AI to strengthen our business competitiveness in a way that goes beyond conventional operational improvement.

Building a management foundation premised on data utilization

Following the reconstruction of our core systems, we have standardized business processes and systems, and established an environment in which operational data generated across departments can be utilized in both cross-cutting and hierarchical ways through BI (business intelligence) tools.* Rather than treating digitalization as an end in itself, we emphasize building a foundation that supports advanced data utilization through data visualization and analysis.

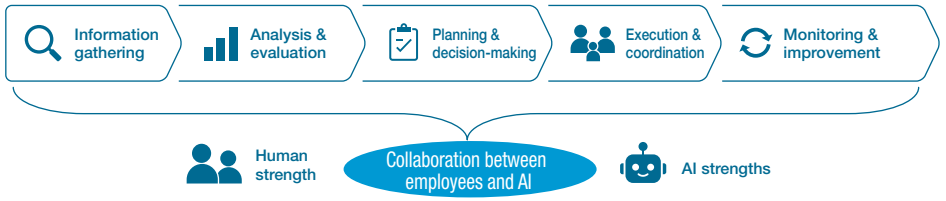
* A tool for aggregating and visualizing data, used for analysis and decision-making



Utilizing visualized data for analysis and decision-making

Advancing operations and decision-making through generative AI and AI agents

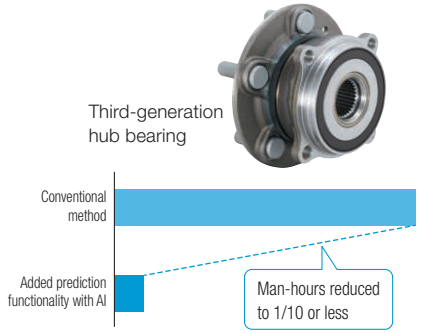
We are currently accelerating the use of generative AI across the entire company. In addition to its application to indirect operations such as document preparation and information retrieval, we are advancing the use of AI agents that operate autonomously in operational areas involving judgment—such as order planning and production scheduling. Through collaboration between employees and AI, we aim to improve operational efficiency, enhance the quality of decision-making, and reduce fixed costs.



Driving the advancement of research and development and manufacturing

The use of AI technology is expanding beyond administrative functions into research and development, quality control, and on-site manufacturing operations. In the design of automotive hub bearings, we have achieved, ahead of the industry, both design efficiency and quality through the use of AI.

In manufacturing, we are advancing the digitalization of equipment and the utilization of IoT data, working to improve productivity through the introduction of new productivity indicators and process analysis, while also leveraging physical AI in manufacturing operations to drive labor-saving and automation.



Comparison of FEM analysis workload with AI implementation

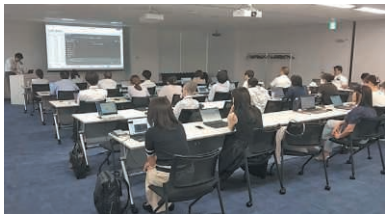
Accelerating the transformation of aftermarket business

On top of this, the NTN Group aims to create business models that go beyond conventional product sales by leveraging AI. We are challenging ourselves to evolve into a business that delivers new value centered on AI. For example, we use AI to analyze data acquired through equipment condition monitoring using sensing technology, as well as historical troubleshooting data, and connect these insights to engineering services that provide comprehensive support across all bearing lifecycle management, from bearing delivery, use, monitoring, analysis, and replacement through to maintenance and operation.

Developing AI talent and strengthening governance and security

To connect these initiatives to sustainable competitiveness, we are also working to develop human resources capable of effectively utilizing AI, as well as strengthening the governance and information security needed to enable efficient and effective use of data.

The NTN Group will work to strengthen business competitiveness and achieve sustainable growth through the use of digital technologies centered on AI.



Developing AI human resources through digital technology training and other programs

Special Feature 2

NTN's Inventory Strategy

As part of the business structural reforms to strengthen our "earning power," the NTN Group is focusing on "inventory reduction" and the "expansion of aftermarket business." With regard to "inventory," the key to these efforts, we are adopting an approach of reducing work-in-process inventory for OEM while increasing finished goods inventory for the aftermarket business, thereby improving efficiency while maintaining and enhancing our ability to respond to market demand.

Improving inventory stagnating in the OEM area and running short in the aftermarket area

In the OEM area, work-in-process inventory tends to accumulate at domestic and overseas sites and in transit on vessels in preparation for sudden demand fluctuations. Work-in-process inventory accounts for approximately 40% of our total inventory of approximately 200 billion yen. In the past, there were also cases where prioritization of production for OEM other than the aftermarket made it difficult to supply aftermarket products that should have been sellable.

OEM area

Measure Aiming for "overall optimization" to improve inventory efficiency

We have been working to reduce inventory across the entire OEM supply chain under the basic policy of "from partial optimization to overall optimization" through the production reform activities promoted by the NTN Group since FY2021. Specifically, we are reviewing domestic and overseas production and logistics sites from a perspective focused on efficiency, and pursuing "streamlining" to keep goods flowing without stagnation, lead time reduction, and production leveling.

Column Slimming down inventory through "streamlining" —small and frequent product flows: NDA*

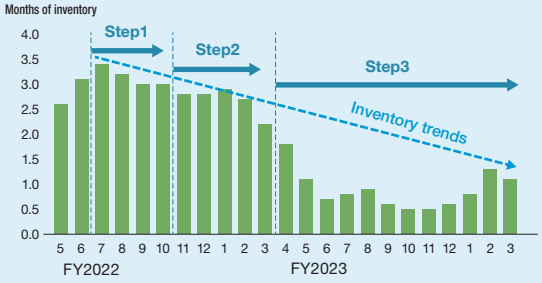
*NDA: NTN DRIVESHAFT ANDERSON, INC.

Approximately 70% of semi-finished products shipped from Japan to the North American CVJ plant are handled by Iwata Works; approximately 30% of these are shipped to NDA. NDA previously faced the problem of shipments concentrating at month-end, resulting in a large work-in-process inventory. With the cooperation of Iwata Works, we promoted the transition from monthly shipping to "weekly shipping," replenishing only what is needed each week. By adopting "streamlining"—small and frequent product flows—we achieved slimmer inventory while preventing stockouts.

The highest-volume products were selected for this, with weekly shipping launched in Step 1. The scope was expanded in Step 2 and Step 3, with Step 3 covering the stock numbers of approximately 80% of the relevant items.

NDA achieved an inventory turnover rate of 8.9 in FY2025 against a target of 7.1.

■ NDA inventory trend for weekly shipment items



Aftermarket area

Measure 1 Reforms for a product-based organization

In FY2024, we integrated the OEM and aftermarket businesses into product-based segments—the Bearing Business HQ. and the CVJ & Axle Bearing Business HQ.—and reformed their organization. This has established a framework that makes it easier to expand inventory and strengthen supply capacity in the aftermarket area.

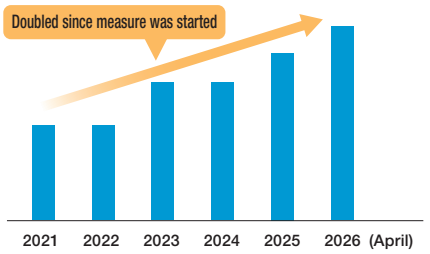
Measure 2 Achieving immediate delivery of best-selling products through "FIRST*"

*Fast moving Inventory Replenishment SysTem

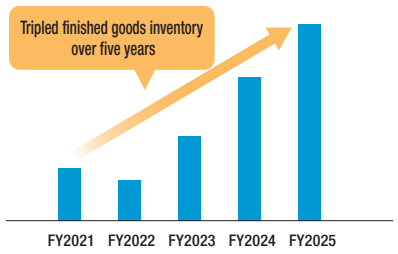
We established "FIRST," our system for immediate delivery of popular products, and maintain finished goods inventory in Japan for approximately 4,000 products. Over five years, we have tripled the inventory volume of popular products, strategically securing finished goods inventory for the aftermarket. This enables sales companies around the world to maintain safety stock and has established an immediate-delivery system capable of responding to sudden demand, contributing to stable supply for the aftermarket.

Going forward, we will increase the number of sales companies covered by "FIRST" to expand the global sales network, while also embarking on the establishment of an immediate-delivery system for approximately 800 semi-standard products with lower sales frequency, including those for MRO, to address demand in the long-tail area as well.

■ Trends in number of sales companies covered by FIRST (number of companies)



■ Trends in FIRST inventory (value)



Message from the CTO



Accelerating the Market Launch of New Products and Businesses through Further Enhancements in Development Speed

Executive Officer, CTO (Chief Technology Officer)

Yoshiyasu Nakano

Practicing concurrent development to support timely market introduction of products

The current Medium-term Management Plan, “DRIVE NTN100” Final, identifies key measures for transforming our business structure: strengthening the competitiveness of our OEM business through new product development and rapid market introduction, enhancing condition monitoring technologies that help prevent equipment downtime in the aftermarket business, and cultivating new businesses. Advances in research and technology development are essential to steadily driving these forward.

To that end, we are focusing on transitioning to a concurrent development framework. Previously, the engineering division led the development process, with other divisions joining once a certain stage was reached. However, issues sometimes came to light in the latter stages of the process, particularly in verifying manufacturability for mass production, resulting in rework. To commercialize products at the optimal timing and maximize first-mover advantages, it became necessary to identify challenges at an earlier stage and accelerate development speed.

To address this need, we advanced the transition to a concurrent development framework in which cross-functional teams comprising members from sales, engineering, manufacturing, quality, procurement, and other relevant divisions work together throughout the development process. Last year, we applied this approach to representative development themes to validate its effectiveness. In each case, development was completed within one year, giving us confidence that this approach can significantly reduce development lead times.

One of the outcomes of this approach was the establishment of production in the Chinese market for the “Resin Mold Insulated Bearing” for EV e-Axles. To address the Chinese market, which is at the center of EV demand, relevant divisions in Japan and China worked together as one on local supplier selection, process verification, and quality assessment. Throughout this process, Japan took responsibility for technical evaluation, and the results were leveraged to select suppliers in China, enabling accurate and speedy collaboration.

Vehicle development cycles in China are significantly shorter, with development periods leading up to mass production said to be roughly half those of automakers in Japan, the United States, and Europe. This pace of development could become the global standard in the future. The results achieved this time represent a significant gain in strengthening our ability to respond to future market conditions.

We plan to expand the use of concurrent development across all development themes. At the same time, we recognize that the most important factor is selecting the optimal framework for each theme based on its characteristics and accelerating the speed of market introduction with the minimum necessary resources.

FY2029 sales ratio targets for improved products and new business products expected to be achieved

As a KPI for research and technology development, we have set a target for improved products and new business products to account for 20% of global sales by FY2029. Under the current Medium-term Management Plan, this ratio has been steadily increasing, and if the projects currently under proposal proceed to mass production as planned, achievement of the target is well within reach. In addition, while KPI management currently focuses primarily on products developed in Japan, we plan to transition this fiscal year to global management that also encompasses our European research and development base, NTN Europe S.A. Taking these factors into account, we will monitor changes in circumstances and steadily pursue our efforts to achieve the overall target. However, the cancellation of EV-related development programs and the postponement of planned projects remain concerns that could affect achievement of the target. For products that have completed development, we will continue to promote them to customers through trade shows and other promotional activities as we work toward achieving our target.

Achieving tangible results across new business areas

Steady progress is being made across the new business areas currently under development.

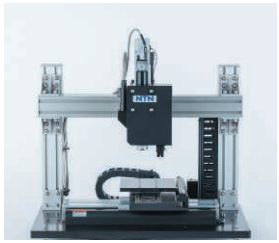
In the Mobility Module field, we are already mass-producing “Ball Screw Units” for Electro Hydraulic Brakes and now preparing for mass production following the receipt of new orders. In addition, we have been selected as a development partner for Electro Mechanical Brakes (EMB), and are participating in advanced development for this technology. We initially expected EMB adoption to accelerate in the early 2030s. However, demand is expected to grow more rapidly than anticipated in the Chinese market, where

EV adoption remains strong. In response to these developments, we are accelerating our development efforts while also advancing supply chain development and evaluating production locations. To establish a competitive advantage, we are working to further enhance development speed, as described above, while urgently establishing our supply structure.

In the Robot-Related Module field, the rollout of high-speed appearance inspection unit integrating "i-WRIST" Wrist Joint Module is progressing steadily. Adoption is expected to expand gradually at the factories of major die-casting manufacturers, and the number of projects with automotive and semiconductor manufacturers is also increasing. As customers require inspection of an increasingly diverse range of components and inspection items, the effort required for physical verification has grown, including validation of inspection takt times that take i-WRIST motion into account. By leveraging AI technology to perform simulation-based verification in virtual environments, we are accelerating the speed and quality of our proposals to customers.

In the Renewable Energy field, adoption of the Transportable Independent Power Supply "N^3 N-CUBE" is expanding. In addition to being installed at disaster prevention roadside stations designated by Japan's Ministry of Land, Infrastructure, Transport and Tourism as a renewable energy-powered recirculating flush eco-toilet, N^3 has been adopted for the first time in the defense sector as part of a deployable infrastructure system being introduced by the Japan Air Self-Defense Force. At the same time, new needs for N^3 are emerging, such as its use as evacuation and medical spaces for people and pets during disasters. Building on these achievements, we will strengthen our engagement with government agencies and local authorities and work to further expand adoption.

In the Life Science field, we have renamed our microscopic coating applicator, which has a proven track record in industrial applications, to the Precision Liquid Handling System "X-CELList," and are accelerating proposals for drug discovery and regenerative medicine applications. Leveraging the technology for applying minute quantities of liquid with high precision cultivated through our LCD repair equipment etc., we have expanded into bioprinting technology that efficiently and accurately positions iPS cell-derived cardiomyocytes on plates used in drug discovery experiments. Furthermore, as strengthening collaboration with external organizations is essential to expanding the application of this technology, we have joined "Osaka Life Science Nexus (O-Nexus)," a life science-focused innovation campus. By leveraging industry-academia collaboration and other co-creation initiatives, we will advance the development of new applications for this technology.



X-CELList

Precision Liquid Handling System "X-CELList"
Enabling highly precise dispensing of high-viscosity liquids in ultra-fine lines as thin as a human hair

In the Services & Solutions field, we are advancing development with a view toward aftermarket business. The aim is to enable planned maintenance by monitoring bearing condition and detecting abnormalities at an early stage. In addition to our proven Condition Monitoring System (CMS) for wind power generation and the NTN Portable Vibroscope, we have launched sales of the bearing diagnostic edge application "Bearing Inspector," which can be used across a wide range of system environments, thereby expanding our lineup of products and services related to condition monitoring. We are also continuing test marketing of our "Talking Bearings," which incorporate a power generator, sensors, and a wireless communication device. Having received highly positive feedback from customers regarding their sensing accuracy, we are developing business models for future service-based offerings.

Maintaining technological superiority through IP landscape analysis

In considering future technology development, we continue to focus on EV-related technologies. Constant velocity joints and bearings, two of our core products, play an important role in EVs as well. For constant velocity joints, we are pursuing the high efficiency improvements that have long been in demand, while also responding to wider operating angles required by changes in vehicle design driven associated with the expansion of cabin and cargo space. For bearings, high-speed rotation performance and electrical pitting resistance are the primary technical requirements. We believe that we maintain a technological advantage; however, the challenge is that it is difficult to foresee what new performance characteristics will be required in the future.

For this reason, it is important to closely monitor trends among automakers and Tier 1 manufacturers, leverage IP landscaping analysis—which combines patent information with market trends to identify technological needs—and consistently play a leading role in development. Two years have passed since we introduced IP landscaping, and we are continuing to promote its adoption throughout the organization. However, we still have some way to go. By further expanding workshop activities, we will strengthen its utilization and translate insights into valuable product development within our R&D division.

Building a framework for creating new business

The new business areas currently pursuing are focused primarily on commercializing products that have already been developed. Going forward, however, we must accelerate the development of new commercial products by combining our proprietary technologies with market needs. Based on the lessons we have learned, we recognize the importance of establishing dedicated structures and processes, separate from routine operations, to continuously create new businesses.

Alongside the concurrent development initiatives and the cultivation of new business domains being pursued under "DRIVE NTN100" Final, we are also establishing the structures and mechanisms needed to continuously create new businesses. Under the next Medium-term Management Plan, which will commence next fiscal year, we will place a strong focus on developing products that serve as the foundation for future new businesses.

Message from Executive Officer in Charge of Sustainability



Toward Further Sustainable Growth through a Two-Way Approach in Sustainability and Financial Strategy

Executive Officer

Tsuyoshi Kikuta

The Connection Between ESG Management and Financial Results

Now in my second year concurrently overseeing the Sustainability and Finance departments, I have come to more strongly recognize that sustainability activities are not something that produces short-term results directly tied to financial figures. Just as the profit growth achieved in FY2025 was the result of accumulated, ongoing transformation in each region, I believe that continuous day-to-day effort is essential to creating value through the twin engines of sustainability and finance.

Every year, our company holds town hall meetings at major sites, including overseas, where President Ukai engages in direct dialogue with employees. In addition to this initiative, I believe that when Executive Officers and department heads create opportunities for dialogue at multiple levels within their respective departments, these opportunities deepen understanding of the Company's policies and measures and lead to improved employee engagement.

I myself hold regular meetings with colleagues in the Financial Strategy Dept., Accounting Dept., ESG Promotion Dept., and Internal Control Dept. under my charge, and make a point of directly conveying my own thinking. In doing so, I am conscious of promoting mutual understanding between departments—for example, by conveying a financial perspective to the ESG Promotion Dept. and Internal Control Dept., and conveying to the Financial Strategy Dept. and Accounting Dept. the importance of ESG management for generating sustainable results. Furthermore, at company-wide forums such as the Environmental Management Committee, the Sustainability Committee, and the Risk Management Committee, I deliberately touch on financial results figures, so that participants can feel that each of their initiatives is connected to our financial performance.

A Management Perspective Using ROIC Has Taken Root

Since FY2019, our company has been working to explain our concept of corporate value—that is, the appropriate level of profit relative to invested capital—using indicators such as ROIC and ROE. In addition, we are advancing initiatives that balance asset efficiency with profit, such as incorporating ROIC targets into the evaluation indicators for Executive Officers and heads of certain departments, primarily in business divisions. Through these initiatives, in the past, emphasis was placed on profit results relative to plans and actual performance, but the perspective of how much return is generated relative to invested capital has now taken root within the Company. For example, whereas profit measures at fiscal year-end were once sometimes prioritized over inventory targets, it is now widely understood that an increase in inventory leads to a decline in ROIC, and this has brought about changes in decision-making and behavior. As a result, over the two years of FY2024 and FY2025, we achieved a combined inventory reduction of 33.0 billion yen on a volume basis, excluding the effect of exchange rates. I find it encouraging that these accumulated efforts are now showing up in the numbers.

ESG Management in the Final Year of the Medium-term Management Plan

The Medium-term Management Plan "DRIVE NTN100" Final, which began in FY2024, has now entered its final year, and further strengthening of our initiatives is also required in ESG management.

E:Environmental

I believe our products contribute directly to the environment by reducing energy loss to the utmost extent possible. Beyond improving the performance of bearings on a standalone basis, we also aim to provide products and services that enhance value for our customers. Specifically, this means developing products that contribute to improving our customers' cost competitiveness, ease of design, and ability to respond to various regulations. I believe that continuing to refine our technology so that customers choose NTN products will, going forward, contribute not only to environmental benefits but ultimately to our own financial results as well.

Regarding our carbon neutrality target, the Carbon Neutrality Promotion Committee shares progress and future outlook. Toward achieving carbon neutrality in FY2035, we have set a target of reducing CO_2 emissions by more than 30% in FY2026 compared to FY2018, and progress is currently proceeding smoothly. At the same time, when making capital investments to promote carbon neutrality, we are always mindful of building highly productive manufacturing processes that are premised on achieving both CO_2 reduction and cost reduction together, rather than simply pursuing CO_2 reduction alone. Furthermore, regarding Sustainability-Linked Loans, the number of deals increased again this fiscal year, bringing the cumulative total including last year's deals to 22,

with an outstanding balance of 50.0 billion yen. Through these initiatives, we believe that achieving our carbon neutrality targets will also lead to economic benefits in terms of financing.

S: Social

I believe that one factor behind the way management's policies and our approach to ROIC have taken root within the Company is the result of systematic human resource development. Since FY2021, we have introduced NTN Next Leader Program, a talent development program for the next generation of leaders, which provides young managers with opportunities to learn management-oriented thinking, the fundamentals and applications of management strategy, and organizational transformation. I myself was dispatched to an external training institution for several months about ten years ago, and I feel that the systematic learning and experience I gained through interaction with people from diverse backgrounds continue to serve as a foundation for my subsequent decision-making and actions.

In addition, approximately 70% of our net sales come from overseas markets through our sites around the world, making it essential to "collaborate" with people of diverse historical and cultural backgrounds. In recent years, the hiring of foreign national employees has also increased in Japan, and whether in Japan or overseas, employees (talent) with diverse backgrounds understanding and accepting each other's differences while joining forces toward common goals leads to both the organization and individuals having a wide range of options in various situations. I believe that this kind of "collaboration" with diverse talent around the world, together with continuous investment in human resource development, raises the perspective of the organization as a whole and contributes to strengthening the Company's overall capabilities.

On the other hand, in the past, a third-party assessment of our sustainability activities identified items that fell short of the standards expected by our customers, and we faced a situation in which, had the assessment not improved, it could have affected the continuation of certain business relationships. In response, we promptly shared this information at a meeting attended by Executive Officers, and following several months of intensified internal efforts toward improvement, we were able to steadily bring our performance up to a level that meets customer expectations. This was a case that reaffirmed that our response to sustainability is an important management issue that can also affect the continuation of business relationships.

This is just one example showing that, in advancing value enhancement on the financial side, it is essential to link this with the promotion of non-financial sustainability activities. As the Executive Officer responsible for both areas, I will continue to further strengthen this linkage going forward.

G: Governance

The "Domestic Affiliated Company Governance Strengthening Project," launched in 2023, continues to be advanced, taking on evolving forms. Specifically, we have conducted e-learning twice a year for officers of affiliated companies, aiming to foster compliance awareness and deepen their understanding of their roles as officers. We have also steadily continued to develop various internal regulations. In addition to strengthening this foundation, this fiscal year we established a structure in which Executive Officers from the head office also serve as Audit & Supervisory Board Members of multiple subsidiaries, and I myself have had opportunities to offer opinions in that capacity. Furthermore, we began conducting thematic audits that delve into specific issues each year, and in the first year, we carried out a review of the IT systems of affiliated companies, among other steps to strengthen control at the operational level.

Meanwhile, the Audit Committee, chaired by an Outside Director, regularly conducts on-site audits of major locations, including overseas, and in addition to raising site-specific issues, an increasing number of cases have led to improvement initiatives on the executive side regarding matters such as accounting-related issues and the state of internal controls. With the Nominating Committee and Compensation Committee also chaired by Outside Directors, active exchanges of opinions take place, and I believe the effectiveness of governance across the Group as a whole is steadily improving.

Review of Materiality in Line with the Next Medium-term Management Plan

Our current materiality items were identified in December 2020. At that time, with awareness of the response to the SDGs, we organized them along two axes: "expectations from society" and "relevance to our business." This framework remains valid to a certain extent today, and we recognize that it accurately captures our important management issues.

At the same time, in light of subsequent changes in the business environment and societal expectations, we believe it is necessary to reconsider the positioning of our materiality items. In particular, in recent years the concept of "double materiality"—capturing both the impact that companies have on the environment and society, and the impact that changes in the environment and society have on corporate value—has become more widespread, and we are also required to organize our approach with this perspective in mind. In addition, it is important to incorporate dialogue with stakeholders more than before, in order to enhance transparency and stakeholder understanding and buy-in.

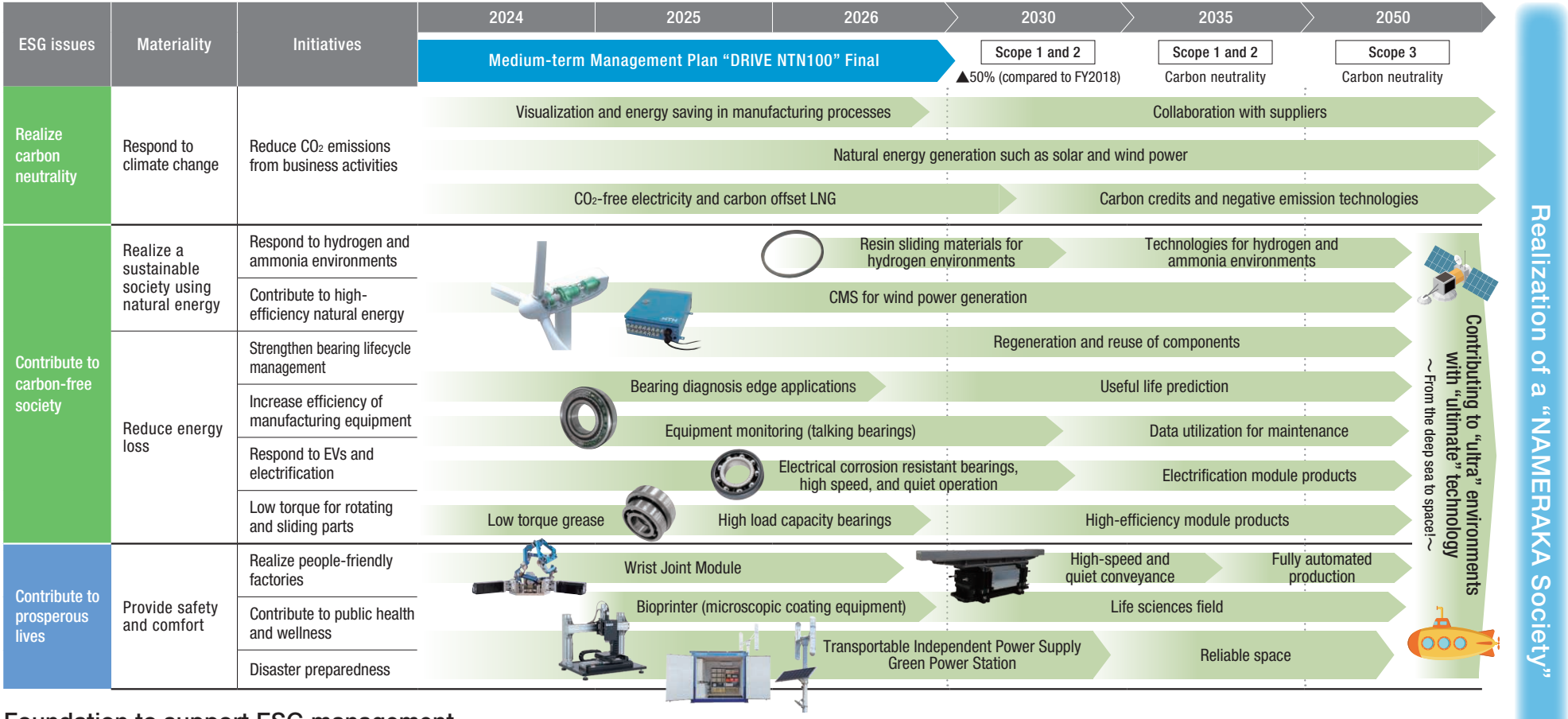
In this review, we will verify the validity of our existing materiality items and revise and reorganize them as necessary. As a result, it is possible that no major changes will be made; even in that case, we believe there is significance in thoroughly discussing the matter afresh in light of the current business environment and societal issues.

In the next Medium-term Management Plan, which will start next fiscal year, we aim to strengthen the linkage between materiality and management strategy more than ever before, to more clearly show the connections with each initiative and KPI, and to present, in a way that is easy to understand both internally and externally, a clear path toward our sustainable growth.

Roadmap for Realizing a “NAMERAKA Society”

We have developed a roadmap for realizing a “NAMERAKA Society,” which represents the overall management picture for our Group to continue growing as a company that contributes to society. The roadmap outlines our initiatives related to materiality and the future direction of product and technology development.

Contribution to solving social issues toward the future we aim for



Foundation to support ESG management

ESG Issues	Environmental / Environmental protection	Social / Sustainable supply chain	Social / Prosperous human development		Governance
Materiality	Resource recycling and pollution prevention	Improve the reliability of products and services (Quality assurance, stable supply)	Promote safety and health	Human resource development	Thorough compliance
		Procurement activities with an emphasis on environment and society	Respect for human rights	Promote diversity	Strengthen governance

NTN's Goal of a Carbon-neutral Society

Environment-contributing Products

Development of environment-contributing products

"We shall contribute to international society through creating new technologies and developing new products." Under this corporate philosophy, we are committed to environmentally friendly manufacturing. We are especially focused on developing technologies that help to prevent global warming.

The components we manufacture, such as bearings and driveshafts, contribute to reducing environmental impact by improving the energy efficiency of vehicles and machinery. We refer to all of these as "environment-contributing products." Among them are products that are already widely used, as well as new products that achieve even better environmental performance as a result of our technologies.

NTN is also developing products that utilize renewable energy such as solar and wind power, helping to reduce CO_2 emissions.

We quantify the degree to which such products contribute to the environment using our own standards. NTN will continue its pursuit of its corporate philosophy by developing and supplying products that make an even greater contribution to the environment.

Evaluation of environment-contributing products

NTN compares and evaluates the environmental performance of current products using the performance levels of 1997 as a baseline. Environment-contributing products are classified into five grades from "S-eco" to "D-eco" according to their degree of environmental contribution, based on standards established for each product.

Classification	Grade	Definition
Environment-contributing products	S-eco (Super eco)*	Products classified according to environmental factor standards specified for each product in line with global technology standards
	A-eco (Advanced eco)	
	B-eco (Brilliant eco)	
	C-eco (Creative eco)	
	D-eco (Diffused eco)	Products that help to reduce energy loss in finished products, with the same performance level as that of around 1997

*Green energy products are S-eco grade

Calculation Methods for Environmental Factors and Eco-Efficiency

To quantify the degree to which our products contribute to the environment, we use environmental factors and eco-efficiency as defined in formulas 1 and 2 below.

$$\text{Environmental factors} = \frac{\text{Eco-efficiency of developed products}}{\text{Eco-efficiency of benchmark products}^{*1}} \cdots ①$$

$$\text{Eco-efficiency} = \frac{\text{Product value}^{*2}}{\text{Environmental impact}^{*3}} \cdots ②$$

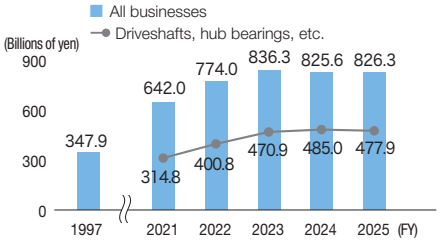
*1 D-eco products: Products that help reduce energy loss in finished products while providing performance equivalent to that of products from around 1997.
*2 Values are quantified using the QFD method, including the contribution of finished products to CO_2 emissions reduction.
*3 To evaluate contributions to climate change mitigation, environmental impact is calculated based on CO_2 emissions generated from raw material extraction through production, using the LCI calculation tool developed by the Japan Auto Parts Industries Association.

Achievements

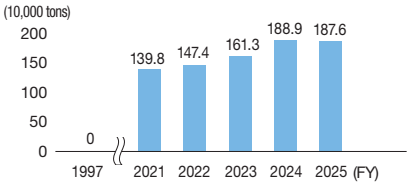
In FY2025, our flagship products—driveshafts and hub bearings—and our green energy products contributed to the reduction of approximately 1.88 million tons of CO_2. This demonstrates that the development of our environment-contributing products is achieving results.

Sales of products making a high environmental contribution in the S-eco to B-eco range grew to account for approximately 55.9% of total sales in FY2025.

Trends in net sales

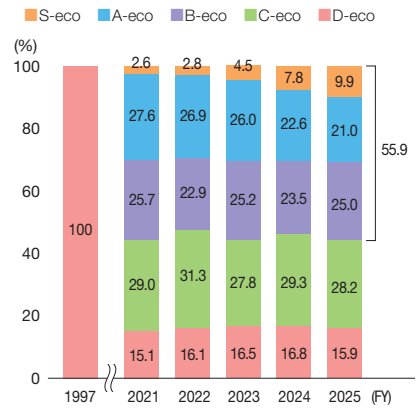


Contribution to CO_2 reduction*



Calculation standard:
Japan Auto Parts Industries Association (JAPIA) Life Cycle Inventory (LCI) Calculation Guidelines (Consumer Use-Phase LCI Calculation Tool)
*Applicable to S to C-eco products

Trends in composition of environment-contributing products by grade (Driveshafts, hub bearings, etc.)



Carbon neutrality

Respond to climate change

In response to climate change, the NTN Group aims to achieve carbon neutrality throughout its supply chain by FY2050 and has set targets for reducing Scope 1 and 2 emissions by FY2030 and FY2035. To that end, we are proactively working on a variety of measures, including the promotion of energy-saving activities and the introduction of renewable energy. In FY2024, we established a new working group to develop and promote measures for reducing domestic Scope 3 emissions as an initial step toward reducing CO_2 emissions across the supply chain. We will work closely with suppliers and others to promote activities toward achieving carbon neutrality by FY2050.

*Note: NTN calculates and reports only energy-derived carbon dioxide (CO_2) emissions from among GHG emissions.

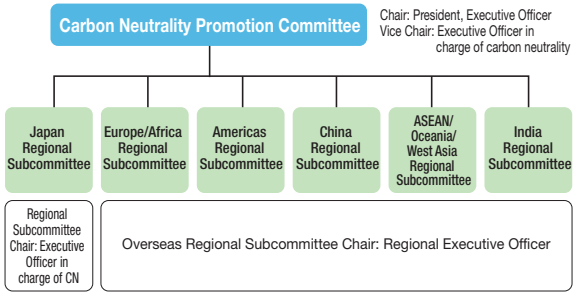
NTN's carbon neutrality targets

CO_2 emission reduction targets (Scope 1 and 2)	●50% reduction by FY2030 (compared to FY2018) ●Achieve carbon neutrality by FY2035
CO_2 emission reduction targets (Scope 3)	●Achieve carbon neutrality by FY2050

Promoting carbon neutrality activities

To promote carbon neutrality activities throughout the NTN Group, we established the Carbon Neutrality Strategy Promotion Department in April 2023, and in July of the same year, we established a company-wide Carbon Neutrality Promotion Committee as well as regional subcommittees to create a global promotion structure. The Carbon Neutrality Promotion Committee, chaired by the President, Executive Officer, meets twice a year online, connecting the Head Office with locations around the world to share best practices, deploy them globally, and encourage mutual learning.
The regional subcommittees are chaired by the Executive Officers responsible for each region, and by holding regional subcommittee meetings four times a year, they examine measures and initiatives suited to the actual conditions of each region and report the results to the Carbon Neutrality Promotion Committee.

Carbon neutrality promotion system



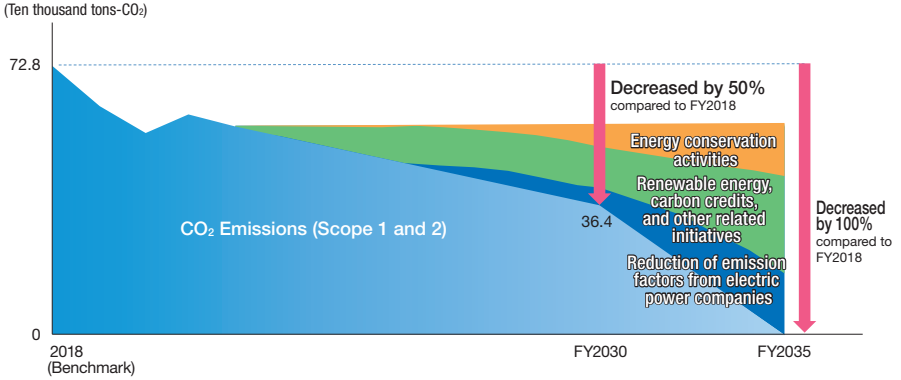
Carbon Neutrality Promotion Committee



Progress management based on the carbon neutrality roadmap

The NTN Group has developed carbon neutrality roadmaps as a framework for effectively advancing its carbon neutrality initiatives. Based on these roadmaps, we closely follow the status of our activities at each stage and manage progress toward our targets. The roadmaps are created by each region and each business site, showing specific measures and timelines in detail, and we are promoting initiatives toward achieving carbon neutrality through coordinated efforts across the Group.

NTN Global CO_2 emission reduction roadmap (by reduction activity)

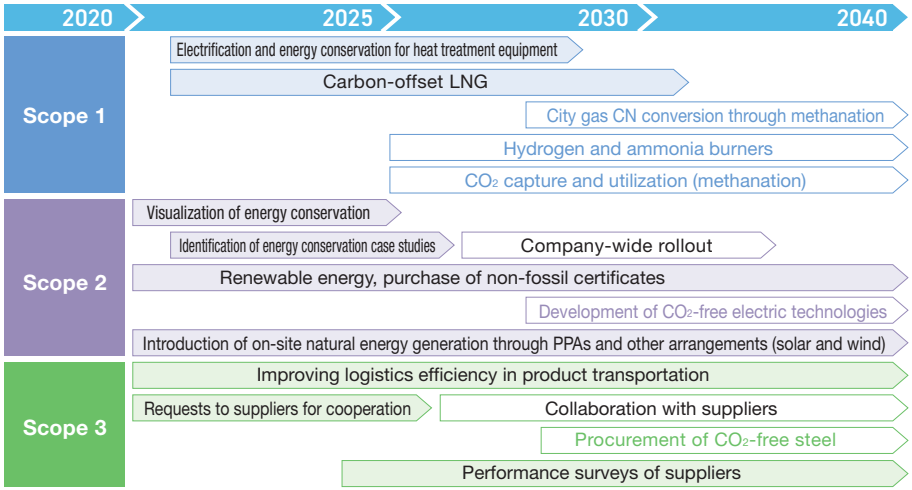


NTN's Goal of a Carbon-neutral Society

Reduction measures for each scope

This shows the overall picture of initiatives in each scope. We are promoting internal initiatives to reduce CO_2 emissions, including electrification, energy conservation, and the introduction of natural energy generation, while collaborating with external organizations to accelerate these efforts.

Promoting in-house initiatives while accelerating activities through collaboration with external parties



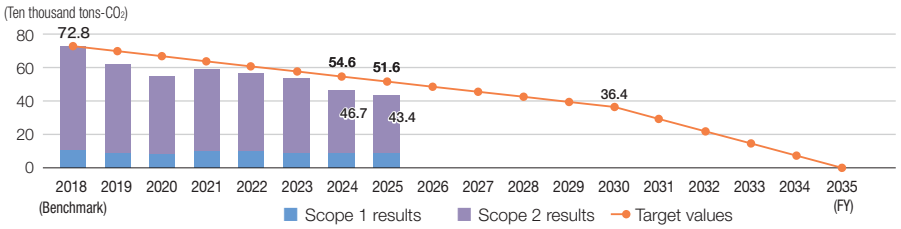
*Shaded items are in progress, and items shown in colored fonts are initiatives by external organizations

CO_2 emission results

The FY2025 results were Scope 1: 77,935 tons (domestic: 43,749 tons, overseas: 34,186 tons), Scope 2: 355,850 tons (domestic: 167,447 tons, overseas: 188,403 tons).

For Scope 2, domestic business sites are calculated using market-based emission factors, while overseas business sites are calculated using location-based emission factors.

CO_2 Emissions (Scope 1 and 2)

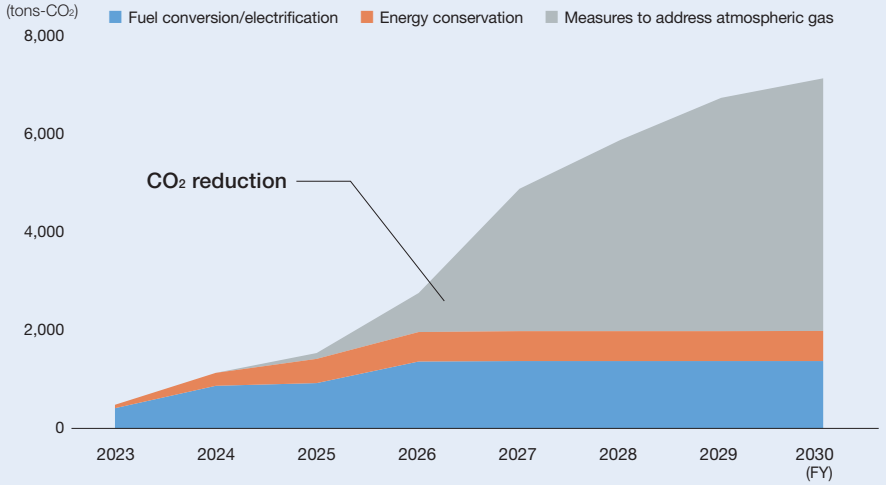


Scope 1

Energy-saving measures for heat treatment equipment

To reduce CO_2 emissions from heat treatment facilities, we are promoting three measures: fuel conversion and electrification, energy conservation, and atmospheric gas control. All newly introduced heat treatment furnaces since 2017 are electric furnaces. Additionally, high-efficiency insulation materials have been introduced to minimize heat loss from the outer walls of the heat treatment furnaces, thereby reducing fuel consumption. We are also reducing CO_2 emissions by implementing measures to control furnace atmospheres in furnaces dedicated to conventional quenching.

Overall picture of initiatives for heat treatment equipment (domestic)



In FY2025, energy-saving measures for heat treatment equipment reduced CO_2 emissions by 405 tons, bringing the cumulative reduction since FY2023 to 1,537 tons.

Domestic Scope 1 emissions decreased by 1,847 tons, from 45,596 tons in FY2024 to 43,749 tons in FY2025. The reduction of 405 tons achieved through energy-saving measures for heat treatment equipment was equivalent to approximately 22% of this year-on-year decrease.

It should be noted that changes in domestic Scope 1 emissions are affected by multiple factors, including production volume, equipment operating conditions, and various emission reduction measures.

Scope 2

Energy Reduction at Production Sites

To reduce CO_2 emissions from our operations, we are working to identify and visualize energy losses and reduce energy consumption.

The results of energy-saving measures at domestic business sites are compiled into a database, and best practices are also deployed and shared with overseas business sites. We are also enabling overseas business sites to register information in the database, thereby promoting bidirectional information sharing.

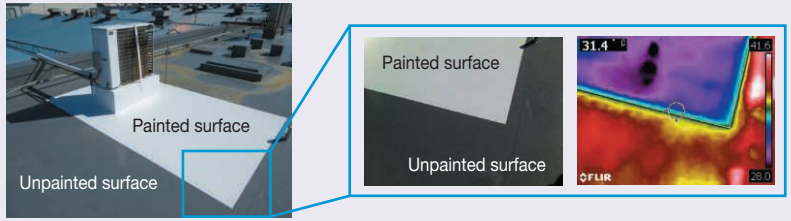
Additionally, since FY2023, we have introduced internal carbon pricing as an investment decision indicator for new capital investments, promoting low-carbon management.

Examples of Energy Reduction Measures

Improving Cooling Efficiency by Applying Heat-Shielding and Thermal-Insulation Coatings to Outdoor Air-Conditioning Units

- Applied heat-shielding and thermal-insulation coatings to outdoor air-conditioning units and the surrounding areas
- Improved cooling efficiency during summer and reduced electricity consumption
- Lowered the temperatures of the outdoor units and the intake air by more than 10°C
- Reduced electricity consumption by 20%

CO_2 Reduction
0.6 tons-CO_2/year
(per air-conditioning unit)



Reducing Electricity Consumption by Upgrading Water-Soluble Coolant Chiller Units

- Reduced electricity consumption by upgrading water-soluble coolant chiller units to energy-saving models
- Promoted energy savings by upgrading chillers for water-soluble coolant equipment supplying 90 grinding machines
- Electricity consumption: reduced by 44%



CO_2 Reduction
144 tons-CO_2/year

Scope 3

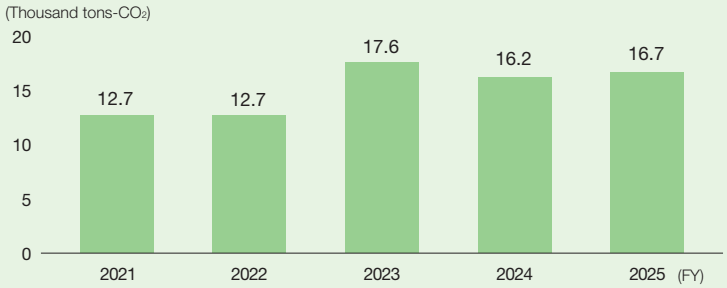
Initiatives to improve calculation accuracy

The NTN Group aims to achieve carbon neutrality, including supply chain emissions (Scope 3), by FY2050. To promote CO_2 reduction across the supply chain, we have newly established a working group responsible for planning and implementing reduction measures, and are actively advancing related initiatives. Among all Scope 3 categories, Category 1: "Purchased goods and services" accounts for the largest share of emissions. The majority of these emissions stem from the procurement of raw materials such as steel and semi-finished products including forgings and machined components. Therefore, we first conducted an emission survey targeting steel manufacturers, taking into account differences in production methods. We are also conducting similar surveys of suppliers of semi-finished products, reviewing the emission factors used, and promoting global initiatives to more accurately assess and reduce emissions based on actual conditions.

Specific initiatives for collaboration with suppliers and logistics optimization

- **Procurement of CO_2-free steel materials**
  - Gathering information and promoting reviews
- **Requesting our suppliers to work toward carbon neutrality**
  - Sharing the background to our efforts to achieve carbon neutrality as well as our targets
  - Introducing energy conservation case studies
  - Collecting and visualizing CO_2 emissions data in dashboards
- **Enhancing efficiency during product transportation**
  - Reducing transportation distances by optimizing distribution routes
  - Enhancing loading efficiency by expanding the use of modular packaging
  - Reducing the number of containers by increasing the loading ratio of export containers
  - Reuse and recycling (repair) of wooden pallets

CO_2 emissions in logistics (Domestic)



Other Environmental Initiatives

Basic approach to other environmental initiatives

The NTN Group recognizes climate change response and resource recycling as key priorities, and additionally regards water resources, biodiversity, pollution prevention, and the reduction of environmental impact across the entire product life cycle as important environmental issues that may affect business continuity and the soundness of our supply chain.

In addressing these issues, we refer to international guidelines and assessment methodologies while implementing management practices based on quantitative assessments and continuous improvement.

Water resource management

Water stress analysis and water risk response

The NTN Group regards water resource conservation as an important management issue and is committed to sustainable water resource management. Based on the impact of water consumption and wastewater associated with business activities on regional water resources, our basic policy is to alleviate pressure on water resources by reducing water consumption.

In assessing and evaluating water risks, we utilize the water risk assessment tool "Aqueduct" developed by the World Resources Institute (WRI) to analyze water stress conditions at domestic and overseas business sites. We recognize water resource constraints as a management risk that may affect production planning, capital investment, and business continuity planning (BCP), and are prioritizing countermeasures at business sites located in high water stress regions, including India.

At business sites located in particularly high water stress regions, we work to reduce water consumption through improvements to production processes and enhanced equipment efficiency. The effectiveness of these initiatives is continuously assessed using water consumption intensity indicators.

Key response examples

- Reducing water consumption in production processes
- Enhancing equipment efficiency and appropriate operation of wastewater treatment
- Promoting water recycling to reduce water consumption, including reuse within production processes



Dual-layer filtration and reverse osmosis (RO) water treatment facilities (NNMI, India)

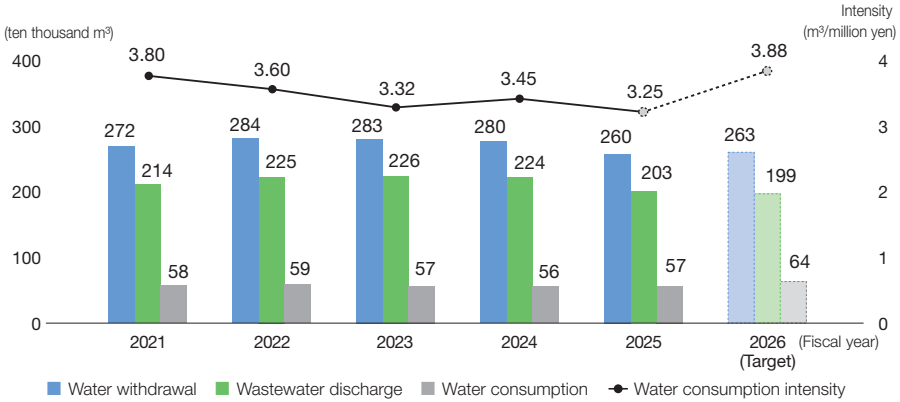
KPIs and targets

The NTN Group has established water consumption intensity as a KPI for water resource management and is committed to continuous improvement with the aim of reducing operational risks associated with water resource constraints.

KPI (Indicator)

Water consumption intensity (water resource management)

Trends in water consumption intensity (results and targets)



- Water consumption intensity is calculated using "production value," which is determined based on an internal price indicator for management purposes, as the denominator. Target values are set with the aim of continuous improvement, taking into account the business plan and water consumption reduction measures at each site.

* Total water consumption and water consumption intensity are calculated for the sites included within the Group's consolidated reporting boundary.

* The water consumption intensity in the main text is calculated using "production value," which is determined based on an internal price indicator for management purposes, as the denominator. In the ESG Data section at the end of this report, water consumption intensity is calculated using "net sales" as the denominator from the perspective of external comparability.

Preserving biodiversity

Biodiversity risk assessment and response

The NTN Group regards biodiversity conservation as an important environmental issue and is working to understand and reduce the impact of business activities on ecosystems. As our basic approach, we have adopted the AR3T framework of Avoid, Reduce, Restore, and Transform, as set out in SBTs for Nature.

For biodiversity risk assessment, we utilized the WWF Biodiversity Risk Filter to conduct assessments of domestic and overseas production sites. Based on the assessment results, we identified sites where business activities may have a relatively significant impact, prioritized our responses, and are considering specific measures. We are also progressively implementing conservation activities that reflect the local characteristics of each site.

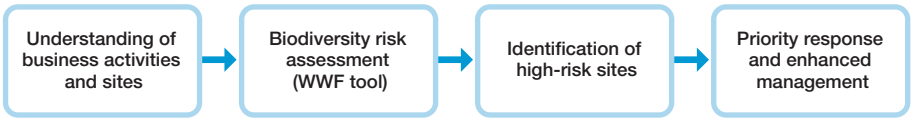
Key assessment results and response approach

- Identification of sites with high risk of impact on ecosystems
- Strengthening management of impacts associated with business activities such as wastewater and land use
- Consideration of conservation activities reflecting regional characteristics



Mangrove planting activities to conserve coastal ecosystems (NMT, Thailand)

Going forward, with reference to the TNFD recommendations, we will progressively incorporate nature-related risks and opportunities into management decisions, aiming to achieve both biodiversity conservation and business continuity.



Biodiversity risk assessment and response process

Reducing environmental impact across the entire product life cycle

Use of Life Cycle Assessment (LCA)

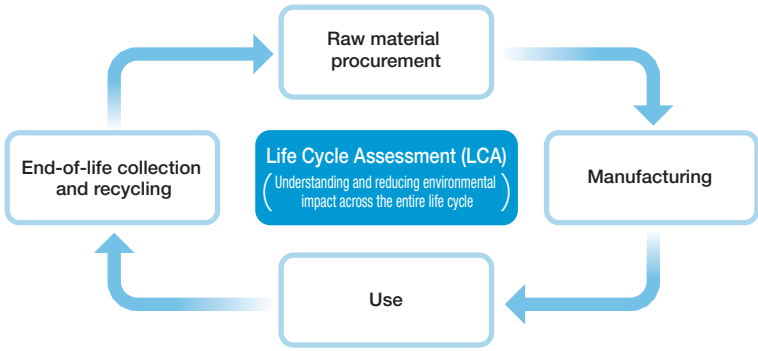
The NTN Group recognizes that environmental impact occurs not only during the manufacturing stage of products, but across the entire life cycle from raw material procurement through to use, disposal, and recycling. For this reason, we position LCA (life cycle assessment) as one of the foundations of product development and business decision-making, and are advancing its utilization.

By applying LCA, we identify processes with significant environmental impact and areas for improvement, leading to reviews of product designs and manufacturing processes. In particular, the compact, lightweight, and low-friction designs of bearings and driveshafts contribute to reducing energy consumption during the customer-use phase.

Key initiatives

- Consideration of environmental impact reduction at the product design stage
- Extending product life through the bearing refurbishment business
- Quantifying contributions to CO_2 emissions reduction using the LCA approach

Through these initiatives, we aim to achieve both environmental impact reduction and enhancement of business value.



Approach to reducing environmental impact across the product life cycle

Related information on the website

For details on our initiatives, please refer to our sustainability website.
We provide information including specific case studies and data.

Resource Recycling and Pollution Prevention

Preserving Biodiversity

Message from Executive Officer in Charge of Human Resources



Moving from Building the Foundation to Putting it into Practice: Securing and Developing Human Resources and Fostering Organizational Culture

Executive Officer

Yasuhiro Kawabata

NTN's Basic Approach to Human Capital Strategy

The environment and social structures surrounding our Group are changing at an unprecedented pace, and the challenges we face are becoming increasingly complex. To capture these changes and sustainably enhance corporate value, we need to flexibly adapt our management strategy. The "people" who carry out that strategy are also required to respond to change. For this reason, we believe that employees who think autonomously and work to enhance economic, environmental, and social value through solving societal issues form the foundation of human capital management.

In the Medium-term Management Plan "DRIVE NTN100" Final, we focus on two pillars: "securing and developing human resources" and "fostering organizational culture." In particular, under this plan we have focused on building personnel systems and development programs that encourage employees to take on challenges and promote independent growth. We recognize that we are currently shifting from a phase of building a foundation to one of putting these systems into practice and embedding them at the frontline.

Securing and Developing Human Resources Promoting the Development of Systems that Value Challenge and Foster Autonomous Growth

For securing and developing human resources, we have set three themes: "enhancing the technical capabilities required to achieve the management strategy," "developing management talent to lead the Group," and "achieving independent growth and career autonomy." To respond to changes in the business environment, we need to move away from seniority-based thinking, clarify "who is responsible for which job," and transform toward a system that allows each individual to maximize their capabilities. We have changed the personnel system for managers to one based on work criteria, and have also introduced the Post Challenge Program, among other measures.

Through these initiatives, an awareness of actively promoting young talent is beginning to emerge at the frontline. Employees who take on new positions gain a deeper understanding of the roles, responsibilities, and corresponding compensation associated with their role. Going forward, we hope that the understanding and buy-in gained by employees who have taken on such challenges will spread throughout their workplaces and the organization as a whole.

The Post Challenge Program presents the experience and skills required for a given position alongside the position itself, giving employees the opportunity to take on challenges based on their own experience and skills. At present, utilization of this system is still insufficient. The challenge is to bridge the gap between the expectations of the hiring workplace and applicants' understanding of the role. Going forward, we will present job content and role requirements more clearly, expand the range of positions on offer, and continue working to build an environment in which taking on challenges arises naturally.

In addition, in this era of uncertainty, it is also important to systematically develop talent capable of leading Group management. With top management and the Personnel Department working as one, we are advancing the pooling of talent, and are also implementing the NTN Next Leader Program, a talent development program for the next generation of leaders. Since its launch in FY2021, a cumulative total of 166 employees have completed this program, which cultivates a management perspective through lectures on finance, marketing, and management strategy, while also deepening cross-departmental networking and understanding of diversity.

We are also providing opportunities for younger employees to think about their own careers. While focused on their day-to-day work, employees may not always have sufficient time to consider how they want to contribute to the company through their work in the future. Through rank-based training and forums for considering one's career, we aim to help employees broaden their

perspectives and create opportunities for them to become aware of their own potential. What matters most is not that the company unilaterally decides the path, but that employees themselves think and choose to take on challenges and pursue growth. The company will continue to support this.

We believe our company has an inherent workplace culture of accepting the opinions and ideas of others. Building on this foundation, we will use our reformed systems to promote the autonomous growth of each individual employee.

Fostering Organizational Culture While Being Mindful of Employees' Unspoken Voices

For fostering organizational culture, we have set forth "diversity, equity and inclusion," "creating a workplace culture that embraces challenges and follows through," and "mindset transformation based on the NTN SPIRIT."

First, as a company that operates globally, we are consistently mindful of ensuring diversity among our workforce. That said, rather than prioritizing specific individuals based on factors such as age or attributes, it is important that diversity is ensured as a result of placing emphasis on each individual's abilities and aptitude. At the same time, given the nature of our business, our Group has a relatively high proportion of personnel with backgrounds in mechanical engineering and materials engineering. Our basic stance is therefore to also bring in personnel with expertise in other specialized fields, aiming for an organizational culture that generates more diverse perspectives and ideas than ever before.

On this basis, our company has a culture that welcomes challenges in a positive spirit. To follow challenges through to the end and turn them into results, it is essential to transform not only our systems but the mindset of each individual employee.

For example, in our target management system, we have incorporated a setting of challenge targets, and through interim interviews held three times a year, we provide opportunities for managers and their subordinates to closely align their goals and the degree of progress toward them. Through this dialogue, some employees have begun to set more challenging goals for themselves.

We are also advancing initiatives to increase points of contact between management and the frontline. We actively hold town hall meetings and lunch meetings, valuing these opportunities both to directly convey to the frontline what management is thinking and where it intends to go, and to listen to their voices.

We are also expanding our use of employee engagement surveys. Rather than reacting emotionally to individual numbers, we regard the survey as, so to speak, a health checkup that gauges the condition of the organization. We take the trends reflected in the numbers seriously, while placing importance on deeply considering why those results occurred and what lies behind them. It is important to give consideration to feelings that do not show up in the results and are difficult to voice, and to connect this to dialogue and improvement activities at each workplace — our "Better Workplace Activities." While still at a trial-and-error stage, we recognize that a shift in awareness is beginning to emerge at the level of individual workplaces regarding how to create a better workplace. We will continue to enhance the quality of dialogue and cultivate an organizational culture that actively takes on challenges.

From Building the Foundation to a Stage Where Accumulating Practice Becomes More Important Promoting Prosperous Human Development So That Employees Can Work Enthusiastically

The various foundations we have touched on so far are not something that produce immediate results simply by putting a framework in place. Changing practices that our company has continued until now, and the mindset cultivated through them takes time. Our Group's efforts are still only halfway there, and we believe that the accumulation of practice is what matters most in aiming for "Prosperous human development."

Through the transition to a system based on work criteria, the Post Challenge Program, opportunities to think about one's career, and dialogue centered on engagement survey results, opportunities are steadily emerging for employees to think about their own roles and futures. We believe that accumulating these small changes will eventually lead to change across the organization as a whole.

As mentioned at the outset, it is essential to link management strategy and human resources strategy in a way that responds to changing times and needs. At the center of all this are people. Increasing the number of employees who think and take on challenges for themselves when the management environment changes, and building an organization where diverse employees can each make the most of their individual strengths, grow through business activities, and work enthusiastically — we believe this leads to our Group's sustainable growth and the enhancement of corporate value. We will continue to expand the possibilities of our people and organization through the two wheels of building the foundation and accumulating practice.

NTN's Human Resources Strategy

NTN Group has established "Prosperous human development" as an ESG issue. We will cultivate a corporate culture that enables our employees to "grow" and "work enthusiastically" through our business activities, and we will sustainably increase our corporate value by developing our personnel systems and working environments to maximize and grow the value of our human capital. This is the practice of "human capital management," through which we intend to achieve "Prosperous human development" by fostering an organizational culture that works to resolve various societal issues and improve our economic, environmental and social value, as well as by nurturing a diverse workforce that is motivated and satisfied by their work.

The strategy for achieving "Prosperous human development" consists of five pillars: "Securing human resources who will lead the next generation to take on the challenge of transformation," "Creating a rewarding environment that respects the diversity of employees," "Fostering a culture of learning and development in the workplace," "Realizing a workplace where employees can work safely and healthily in an environment enabling innovative thinking" and "Respect for human rights."

As specific actions, we will support the change as intended by the "accelerated transformation to the business structure" policy under the Medium-term Management Plan. In order to achieve the optimal vision of the Group, the priorities of the human resources strategy have been developed from either the perspective of "Securing and developing human resources" or "Fostering organizational culture." The priorities are "Enhancing the technical capabilities required to achieve the management strategy," "Developing management talent to lead the Group," "Achieving independent growth and career autonomy," "Diversity, equity and inclusion," "Transformation to a workplace of daring and mission" and "Mindset transformation based on the NTN SPIRIT," and we are progressing work on each priority.

Priority actions

The priorities for action to achieve the Medium-term Management Plan, based on the five pillars of the human resources strategy, are as follows.

Securing and developing human resources

Enhancing the technical capabilities required to achieve the management strategy

To transform our business structure (business portfolio transformation), drastic and proactive initiatives are vital, as are bold moves into new markets, so the organizational capabilities and human resources required to achieve the strategy are also changing. If we are to fulfil the Medium-term Management Plan policy of transforming the business structure and the strategy to achieve this, it is important to secure the necessary organizational capabilities. This is ongoing, with capacity building, assigning the right people to the right posts, and strengthening the recruiting structure, combined with securing more diverse external personnel.

Developing management talent to lead the Group

In order to achieve our management plan in such uncertain times, it is vital that NTN Group methodically develop managers who can lead us forward. In addition to forming a talent pool of leadership candidates who can achieve results, with the top executive and the Personnel Department joining forces to develop these leaders, we are pursuing manager development from a long-term perspective by running a managerial development program for managers, including young business leaders.

Achieving independent growth and career autonomy

Through growth based on independent career plans and career development, and by supporting employees to fulfil their career plans, we can achieve sustained growth of both our employees and the organization.

Fostering organizational culture

Diversity, equity and inclusion

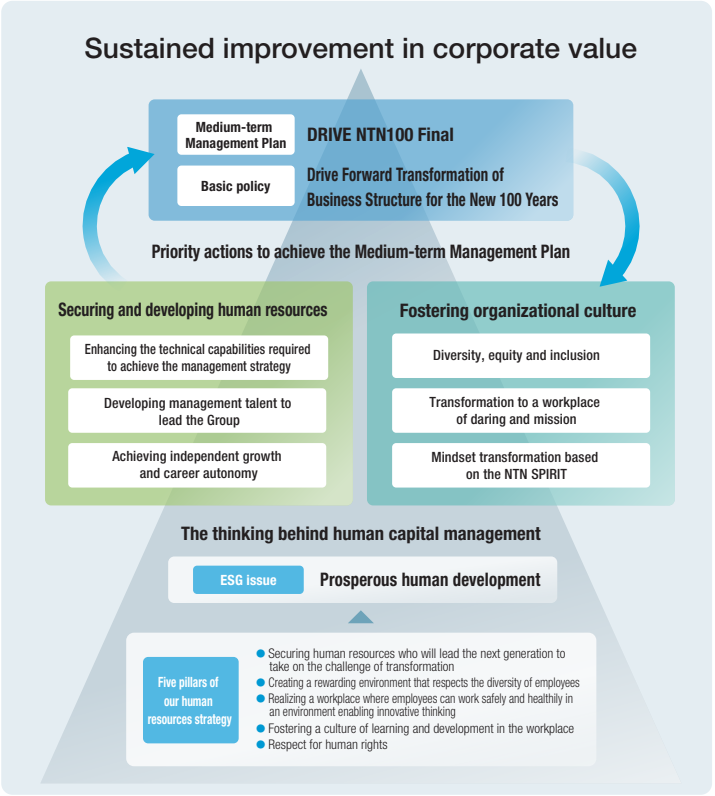
We are working toward "creating a rewarding environment that respects the diversity of employees" in which every individual can express their talents to the greatest extent possible. This is because our organization is made up people with diverse technical specialties and experience and by turning those differences into a strength, taking on diverse perspectives and theories, we can realize innovation and new value creation on a daily basis.

Transformation to a workplace of daring and mission

Under difficult conditions, maintaining or improving our competitive advantage requires the creation of even more unique value. Rather than resting on the laurels of past successes or relying on precedent, we believe it is vital to create a workplace culture that empowers a brave attitude informed by constant new ideas.

Mindset transformation based on the NTN SPIRIT

To achieve the long-term strategy, we have to lure exceptional talent and for this, fostering a company culture of strong engagement is very important. By sharing "the NTN SPIRIT" with all employees that clearly states the mindset and actions to be pursued, the vision for the company, what it exists for, employees can find more meaning in their work. This increases the number of employees thinking for themselves and taking the initiative. Creating serious attempts for transformation in this way will not only lead to increased corporate value, but also the growth of employees, a sense of unity in the organization and lead to increased engagement.



Please see the NTN Group sustainability website for specific initiatives related to our human resources strategy.

https://www.ntnglobal.com/en/csr/sc/human-resources-strategy.html

Indicators and targets

The indicators and targets related to the priority actions under the Medium-term Management Plan are as follows.

Priority actions under the Medium-term Management Plan		Indicator		FY2023	FY2024	FY2025	Target	Indicator and reason selected
Securing and developing human resources	Enhancing the technical capabilities required to achieve the management strategy	Expert course participants (expert: high-level technical expert) (NTN only) *2		6	8	12	15 FY2026	As an indicator to measure the improvement of technical skills, we use the status of expert development
	Developing management talent to lead the Group	No. of succession plan candidates		24	25	29	30 FY2026	Used as an indicator to measure the status of leadership talent development
	Achieving independent growth and career autonomy	Training hours per employee (NTN only)		11.9 hours	21.0 hours	24.1 hours	Year-on-year growth	Used as indicator of track record of education and training to support employee autonomous growth
		Training expenditure per employee (NTN only)		19,180 yen	32,671 yen	33,108 yen		
Fostering organizational culture	Diversity, equity and inclusion	Percentage of female managers (NTN only)		4.5%	4.2%	4.9%	5% FY2026	Used as indicator of a rewarding working environment for men and women equally
		Childcare leave acquisition rate for male employee (NTN only)		62.8%	73.0%	89.6%	100% FY2026	
		Percentage of mid-career hires (NTN only)		21.3%	17.3%	19.4%	30% FY2026	Used as an indicator of career and recruitment systems and workplace environments accommodating to diverse talent
		Employment of persons with disabilities (NTN only)		2.57% (statutory employment rate:2.3%)	2.50% (statutory employment rate:2.5%)	2.64% (statutory employment rate:2.5%)	Equal to or above the statutory employment rate at that time	
	Transformation to a workplace of daring and mission	Scores related to "challenge" and "transformation" in employee engagement surveys (NTN only) *3	Organization allows for learning from failures	50% of responses positive	—	56% of responses positive	80% of responses positive FY2026	Used as an indicator of attitudes to daring and transformation
			The workplace environment encourages new proposal methods	42% of responses positive	—	47% of responses positive		
			I try to perform beyond expectations	65% of responses positive	—	67% of responses positive		
	Mindset transformation based on the NTN SPIRIT	Scores related to "corporate philosophy" and "collaboration" in employee engagement surveys (NTN only) *3	The NTN SPIRIT is practiced	51% of responses positive	—	51% of responses positive	80% of responses positive FY2026	Used as an indicator of the promotion of fostering unity through embedding of the corporate philosophy throughout the organization
			I know the meaning of my work	55% of responses positive	—	56% of responses positive		
			There is mutual respect and collaboration among departments	29% of responses positive	—	32% of responses positive		
Human rights		No. of participants in human rights education (estimate) (NTN only)		1,443	1,812	2,673	Year-on-year growth	Used as an indicator of solid knowledge and understanding of human rights through human rights education
Investment for Health		Percentage of people in the healthy weight range (BMI between 18.5 and 25) (NTN only)		66.0%	65.5%	65.4%	70.0% FY2026	Used as an indicator of employees safely and healthily working continuously over a long period
		Percentage of high-stress employees (NTN only)		9.0%	8.7%	8.9%	7.0% FY2026	
		No. of occupational accidents (resulting in lost work time) (NTN only) *4		2	0	7	0	

*1 The above indicators cover NTN Group and its subsidiaries unless otherwise specified. *2 The figure represents the number of individuals certified for the Expert Course and scheduled to assume the role.
*3 The employee engagement survey is conducted every other year; accordingly, no survey was conducted in FY2024. The employee engagement surveys conducted in FY2023 and FY2025 covered a select portion of employees.
*4 Regarding the number of occupational accidents (resulting in lost work time), the aggregation period for FY2025 covers December 16, 2024 to December 15, 2025. The aggregation periods for FY2024 and prior fiscal years are determined in accordance with the same methodology.

Initiatives to Improve Engagement

As we accelerate the transformation of our business structure, we believe it is essential to shift toward an organization in which each and every employee thinks and acts proactively. To achieve this, it is important that employees understand the meaning of their work and proactively engage in challenges and growth—in other words, that engagement is improved. Based on this thinking, we conduct employee engagement surveys and promote initiatives that lead to proactive improvement activities in each workplace.

Overview of the Employee Engagement Survey

This survey assesses the state of the organization from multiple perspectives—including “Strategy and Direction,” “Leadership,” “Opportunities for Growth,” and “Psychological Safety”—as factors influencing the two core axes of “Employee Engagement” and “Environment that Brings Out the Best in Employees.” The response rate was 94% in FY2023 and 93% in FY2025, both maintained at a high level.

Survey results are fed back to management and each department. We also consider how the findings can be reflected in company-wide initiatives and personnel systems. NTN promotes “Better Workplace Activities,” in which each workplace proactively undertakes activities based on survey results.

Survey Findings — NTN’s Strengths

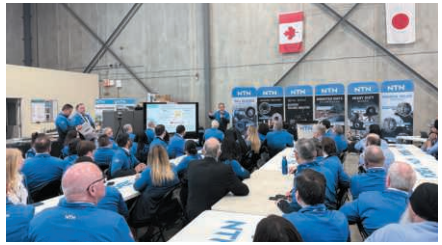
The survey results show high positive response rates for items such as “Respect for Individuals,” “Education and Training,” and “Psychological Safety.” NTN recognizes its strengths in that individuals are respected, that a conducive learning environment exists, and that workplace management is grounded in a relationship of trust between supervisors and subordinates.

Survey Findings — Areas for Improvement

On the other hand, relatively lower positive response rates were recorded for “Strategy and Direction,” “Leadership,” and “Business Processes and Organizational Structure.” In particular, the perception gap between the direction envisioned by management and the actual sense on the ground is regarded as an issue that requires focused improvement efforts going forward.

In light of these challenges, NTN has been continuously holding Town Hall Meetings as an initiative to deepen mutual understanding between management and employees. In FY2025, more than 4,000 employees across domestic (32 sites) and overseas (27 sites) locations participated, with the President and Executive Officers explaining the company’s vision and key areas of focus and deepening communication.





Town Hall Meeting

Better Workplace Activities

As an initiative to go beyond simply assessing the current state through the employee engagement survey and connect findings to concrete improvement activities at each workplace, NTN promotes “Better Workplace Activities.”

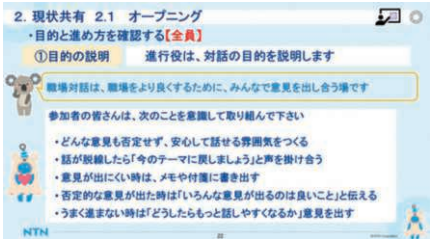
At the core of this initiative is “Workplace Dialogue.” Workplace Dialogue refers to a setting in which all members of a workplace engage in dialogue about the current state and challenges of their workplace based on the survey results and derive concrete actions toward realizing a better workplace. Through dialogue, NTN places emphasis on building a shared understanding of workplace conditions, reframing strengths and challenges in the employees’ own words, and translating these into proactive actions by each individual employee.

To facilitate such dialogue effectively, we have developed a “Workplace Dialogue Demo Video” (produced under the supervision of Professor Nakamura of Nanzan University), which sets out how to conduct the dialogue and the key discussion points, as well as a “Workplace Dialogue Facilitation Guide,” providing an environment in which each workplace can smoothly conduct dialogue. At each workplace, employees make use of these tools to conduct dialogues based on survey results, independently undertaking the full process from issue identification to the setting of concrete improvement actions.

Going forward, we will continue to use the engagement survey as a “health checkup” for the organization, and, through continuous improvement and dialogue, work to improve engagement and transform our organizational culture.



“Workplace Dialogue Demo Video” produced under the supervision of Professor Nakamura of Nanzan University



“Workplace Dialogue Facilitation Guide” (excerpt)

The People Shaping NTN's Future in 2035: Employee Roundtable Discussion



K.T.
ICT Division

M.I.
Research and Development Division

D.C.
Planning Division

A.T.
Bearing Business HQ.

Young Managers Discuss: Our Corporate Culture, Personal Growth, and the Vision for 2035

Based on our belief that "the company is its people," our Group strives to develop the human resources essential to our sustainable growth. In this feature, young managers discussed the company's strengths and challenges as they see them, their own growth and job satisfaction, and their vision for the future.

What Strengths and Culture Have You Experienced through Your Daily Work? The Concept of a "NAMERAKA Society" Permeating Both Inside and Outside the Company

M.I. From my experience in research and development, I feel that our company's strength lies in a deeply rooted "spirit of challenge." We have many passionate engineers who take the initiative in creating new value. In particular, there is a culture of entrusting even young employees with setting challenges and selecting technologies from an early stage — I myself led a development project starting in my third year with the company. The results have been passed on to younger colleagues and are still in use today. I feel that an environment which does not shy away from challenges and respects each engineer's own initiative is an ideal one for those of us involved in research and development.

D.C. From the perspective of the Design and Procurement departments, I feel that a "Quality First" principle has taken root as a value shared across the entire company. In Design, there is a strong sense of responsibility rooted in the idea that "product quality is largely determined at the design stage," and in Procurement, we make decisions that place even greater weight on the impact on final quality than on cost or delivery time. Because our thinking on quality does not waver across departments, collaboration functions naturally. I believe this consistency is precisely why our products continue to be chosen in fields that allow no compromise, such as automotive, rolling stock, and aerospace.

K.T. As a global company, our IT governance over domestic and overseas affiliated companies is thoroughly enforced. Rather than simply formulating ICT strategy, the responsible Executive Officer and department heads themselves visit each site and carefully explain key measures. Because we are not an ultra-large corporation, governance tends to reach every corner, and there is a corporate culture in which head office policy readily permeates down to the frontline. I was posted in the United States for six years, and I felt firsthand a culture in which we could act in the same direction as head office.

A.T. While some competitors set policy in a top-down manner, our company has a deeply rooted bottom-up culture that values frontline opinions shaped by direct contact with customers' voices. Having experienced roles in sales and marketing over the course of my career, I strongly feel this as well. I think this attitude also relates to our founders' spirit of "Coexistence and Co-prosperity Spirit."

D.C. Speaking of founders' spirit, there is also the "Frontier Spirit" — never settling for the status quo and always breaking new ground. I think the attitude of constantly asking whether the current approach is truly the best one is a value of ours that we should continue to pass on.

M.I. What makes our company distinctive is also reflected in the NTN SPIRIT of "Challenge, Collaboration, Commitment." To remain a company that keeps changing, I want us to keep moving forward, supporting one another with challenge and collaboration as our two wheels. Our company has an open atmosphere where it's easy to ask those around you for help when you're struggling, and there is a foundation of trying to act with sincerity toward society, local communities, and people.

The People Shaping NTN's Future in 2035: Employee Roundtable Discussion



K.T. There is indeed an open atmosphere within the company where people can speak frankly about problems and new ideas. It's easy to talk casually with supervisors and colleagues, and even executives come out to the frontline and speak to people in a friendly way. Head office uses unassigned (hot-desk) seating rather than fixed seating, which also creates a good environment for talking with a variety of people. I think this culture reduces friction between people and departments, and connects to the realization of a "NAMERAKA Society" we aim for.

A.T. When we once considered a "NAMERAKA Society" concept globally, I remember struggling with how to translate "NAMERAKA" into other languages. Since it's a word with multiple layers of meaning, I felt it might be better to deliberately keep the Japanese word "NAMERAKA" and let people associate it with our products, since this would make it easier to spread the concept both inside and outside the company.

M.I. Since bearings are products designed to reduce friction, delivering that technology as value to our customers is itself a way of giving shape to "NAMERAKA."

D.C. Making business processes, decision-making, and the flow of information move smoothly without friction is also a form of "NAMERAKA," isn't it? I understand that everything—including structural reform and system innovation—is part of our effort toward realizing a "NAMERAKA Society."

NTN's Evolution and Challenges, Seen from the Frontline: Discussing Our Own Challenges and Skill Development through the Workplace Environment

K.T. One change I've noticed in recent years is that management has been articulating the Company's direction more clearly. Things like the 40% aftermarket sales composition ratio target and withdrawing from low-margin products show a direction that is clear and concrete as a company. That's precisely why I think it's important to translate this kind of management policy into frontline action and results with a real sense of speed.

A.T. Another example of change is our more flexible approach to quality standards. In recent years, we have partially revised our quality standards and begun operating more flexibly than before. Under the previous strict standards, it was difficult to take on new challenges, and Chinese manufacturers and other competitors in the meantime were steadily becoming more competitive. In response to this situation, it has become easier for the management to make a call to "try it first," and an environment that encourages challenge is taking shape. That being said, I feel there is a challenge in turning these new initiatives into viable businesses and connecting them to stable earnings. Alongside persevering without giving up, we also need to make judgment calls on when to cut our losses when profitability proves difficult to achieve.

M.I. On the technology development side, cross-functional teams have been formed, making it possible to discuss the market and mass production from the earliest stages of development. As a result, we have gained a clearer understanding of market needs, and it has become easier to reflect these in development projects. I feel it's a major step forward for our company that stakeholders can now share a common perspective from an early stage and discuss the necessary technologies together.

K.T. I think one factor behind these changes is NTN Next Leader Program, a talent development program for the next generation of leaders introduced by the Personnel Department. Both M.I. and D.C. took part in this program, and through real-world case studies, they've had more opportunities to engage with management decision-making, allowing them to view things from a higher vantage point.

D.C. Interacting with members from other departments over the two years of this program was a meaningful experience that let me expand my network within the company. I realized that things I had taken for granted were perceived differently by others, and I have since learned to ensure that participants establish a common understanding before entering into discussions.

A.T. I utilized the Company's in-house scholarship system to earn an MBA while balancing it with my work. Interacting with participants from other companies and working through case studies broadened my network outside the Company. What I found especially valuable from this experience was an opportunity to systematically study case studies from other companies. Learning that common challenges exist across companies and gaining, in my early thirties, the perspective to study how each company responds to them has become a significant asset for me.



The People Shaping NTN's Future in 2035: Employee Roundtable Discussion

M.I. Another change in recent years has been the progress of digitalization. At our research institute, information that used to be held individually is now managed on a single server, making information sharing and the division of work roles much clearer. Chat and online meetings via Microsoft Teams, introduced by the ICT Strategy Department, have also become essential infrastructure.

K.T. Our company is also putting effort into developing digital talent. Training is divided into beginner, intermediate, and senior levels, tailored to participants' IT literacy levels. On the other hand, one challenge we should continue to transform going forward is the digitalization of operations and data. To seriously advance AI adoption, it's not enough to simply introduce tools — it's essential that the operations people perform, and the data handled within them be organized and consolidated into a form that AI can read and utilize. Renewal of our core systems has enabled operational data to accumulate, but going forward, we also need to prepare the various reports and operating procedure manuals stored in each department into a format that AI can read.

D.C. One change I've felt is the progress of diversity. When I joined the company, I was the only foreign national among more than 100 new graduate employees, but now several are hired every year. Collaboration with overseas sites has become routine in day-to-day work, and I feel firsthand that diverse cultures now coexist within the company.

Also, in terms of work styles, an environment that makes it easier to balance work and family has taken shape. Remote work, hourly leave, and increased childcare leave uptake among male employees have spread, enabling diverse talent to build careers in line with their own life events. I have personally used hourly leave and remote work while raising children, and the time saved by a shorter commute has let me devote more time to thinking and reading.



Our Company's Vision for 2035: What Role Should I Play in Realizing It?

M.I. By 2035, I believe design and development that doesn't rely on prototypes, and digital transformation (DX) in development, should be the norm, with simulation-driven design becoming mainstream. Shortening development lead times is an important challenge, and the key will be leveraging the on-site expertise through experimentation and analysis that we've built up over the years. Ideally, we would clarify indicators such as lead time and number of tests, and connect these to continuous improvement. At the same time, it would be good if we could also grasp, in numerical terms, the technology, human resources, and infrastructure required. Somewhat paradoxically, however, reliable simulation requires verification through experimentation. Systematically comparing results against test data, and building an environment where results can be visualized will also be important. As someone specializing in CAE, I want to leverage the expertise of people with strong DX capabilities to drive these efforts forward.

D.C. By 2035, I believe NTN should not only offer high-quality products but become "the company that first comes to mind when people think of trust." My ideal is a company resilient to change, one that keeps the "Quality First" approach at its core, uses data and AI, and lets people focus on the judgment and planning where human capability truly matters. I would also like to be involved in global logistics, looking across the entire value chain more than ever before, to find and eliminate waste. To achieve that, not only must the company transform — I must continue to grow and adapt as well. Through my own growth, I want to also contribute to developing the next generation.



K.T. In ten years, digital natives will be at the core of the workforce, ICT tool usage will have advanced even further, and the way AI is used will likely have changed significantly. Amid this, in the ICT field, I want to advance the development of a global systems foundation and contribute to reducing fixed costs through operational improvements enabled by these systems. At present, we do not fully grasp exactly what information exists where and in what state across our global sites. Going forward, it will be important to strengthen the integration of core systems worldwide, consolidate data from each site, and build an environment where it can be analyzed using AI. Building on that, my ultimate goal is to help realize a lean, optimal supply chain with no waste.

A.T. Our bearing business is one of our core businesses, but there is still significant room for further global expansion. Over the next ten years, we are planning and implementing various measures to build a system that allows more customers around the world to use our products, and I want to accelerate these efforts even further. For example, in the aftermarket business that we prioritize, the reality is that distributors want to sell more, but products are not yet adequately reaching them. Going forward, I want to increase the number of global distributor partners and build a system capable of supplying our products to every corner of the world, so that the NTN brand is chosen everywhere and the world becomes "NAMERAKA." Even if there is some disagreement between departments, I want to clearly set out the direction we're aiming for and take the initiative in exercising leadership.

Respect for Human Rights

Basic approach to human rights

As a global manufacturer of mechanical components such as bearings, the NTN Group conducts business operations while engaging with diverse stakeholders across domestic and international supply chains. The NTN Group recognizes that ensuring the safety and dignity of its employees and giving due consideration to human rights throughout the supply chain are indispensable to sustainable business operations and the maintenance of corporate value, and has accordingly positioned “Respect for Human Rights” as one of the fundamental pillars of its management policy.

Inadequate attention to human rights can heighten business risk through impacts on procurement, quality, and reputation. For this reason, the NTN Group positions human rights initiatives not merely as a compliance obligation but as an integral component of risk management and a key factor underpinning sustainable business value, promoting initiatives that are fully embedded in its business activities.

Human Rights Policy

In order to further promote human rights initiatives, a Human Rights Policy was established by resolution of the Board of Directors. It is a common set of values related to human rights shared by all Group employees that serves as the touchstone for day-to-day behaviors and business activities, as we seek to ensure that human rights are respected.

Based on the Human Rights Policy, we will take action on human rights issues – action that is becoming increasingly standardized globally as exemplified by the Sustainable Development Goals (SDGs) and the UK’s Modern Slavery Act - and fulfill our corporate responsibility for respecting human rights.

Awareness-raising activities for employees on human rights

To deepen understanding of “business and human rights” as well as “harassment”, NTN provides e-learning programs. Through these initiatives, we aim to enable each and every employee to connect awareness of human rights to their own work and act accordingly.

In addition, to prevent harassment in the workplace and facilitate early resolution, we have established consultation services at each business site, providing an environment where employees can seek advice with confidence. All consultations are handled with due consideration for privacy.

Furthermore, these initiatives are not limited to NTN alone; they are also implemented at domestic consolidated subsidiaries, promoting group-wide efforts to foster respect for human rights and improve the working environment, including measures to curb excessive working hours.

Identifying and Responding to Human Rights Risks within the NTN Group

Human rights questionnaire

The NTN Group conducts assessments of potential negative impacts on human rights arising from its business activities, including forced labor, child labor, and infringements on employees’ freedoms and rights, in accordance with the United Nations Guiding Principles on Business and Human Rights.

Harassment was identified as one of the anticipated risks through a human rights risk questionnaire conducted for 19 domestic affiliates. Based on these findings, we are promoting the implementation of harassment prevention training and the establishment of consultation channels at our affiliates.

In addition, we conducted a human rights survey covering 44 of our overseas affiliates and received responses from all of them. Based on the results of the FY2025 survey, we assessed the risk level to be low, as most affiliates have established policies and frameworks for protecting human rights and reported that no serious incidents of human rights violations had occurred. Nevertheless, in order to gain a better understanding of the implications of the survey results and the presence of potential risks, we will follow up more thoroughly on the responses (through interviews and other means). We will also progressively implement necessary corrective and improvement measures based on the findings, thereby enhancing the effectiveness of human rights due diligence.

Sound workplace relations built on labor-management dialogues

The NTN Group complies with labor laws and regulations in each country, establishes opportunities for labor and management to exchange information, and strives to promote mutual understanding of various initiatives. Quarterly “Labor-Management Roundtable Meetings” are held as a forum for executives to provide thorough explanations of business operations and strategies, the business environment, and other topics, while also listening to the labor union’s views. In addition, labor-management committee meetings are held as appropriate in connection with initiatives aimed at improving the work environment. Through active dialogue, the committee determines measures to improve working conditions so that the NTN Group remains an attractive place to work.

Respect for the human rights of foreign workers

The NTN Group believes it is important to foster a working environment in which all employees, regardless of nationality or background, can work with confidence and fully demonstrate their capabilities. In particular, taking into account the fact that foreign workers employed in Japan may face challenges in accessing information and communicating due to differences in language and culture, the NTN Group is taking measures to provide appropriate support. Specifically, with respect to work procedure manuals and operational guidelines, we are developing materials written in employees’ native languages to ensure that work can be performed safely and smoothly. In terms of working conditions, we ensure fair and equitable treatment based on job responsibilities, roles, and performance without differentiation by nationality, while also supporting long-term career development.

Respect for Human Rights

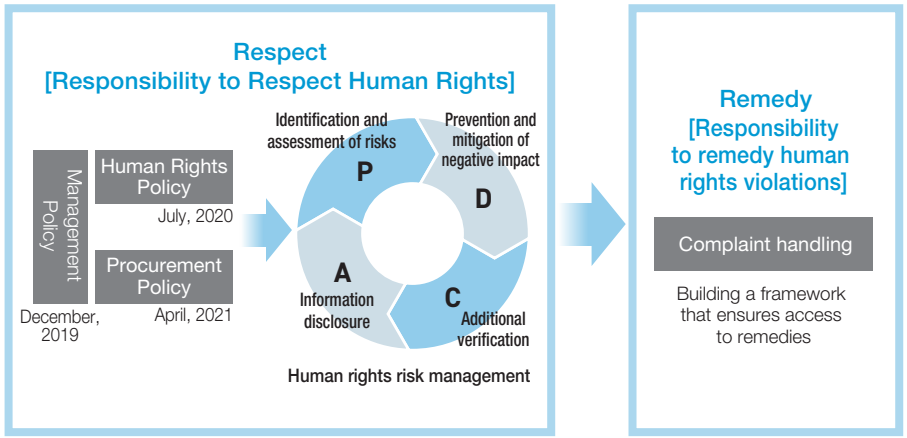
Grievance mechanisms and responses

From the perspective of respect for human rights, NTN has established relevant regulations with the aim of responding appropriately in the event of harassment, and has set up harassment consultation services at each business site.

In addition, the Helpline (whistle-blower system) described on p.76 also addresses human rights-related consultations. Through these channels, we work to identify issues at an early stage, respond and make corrections appropriately, and prevent human rights violations.

Overseas, responses are also handled through internal reporting channels that have been established and operated in accordance with the conditions of each region.

United Nations Guiding Principles on Business and Human Rights



Response to human rights risks in supply chain

The NTN Group recognizes that respecting human rights throughout its supply chain is an important responsibility, based on the Human Rights Policy and the Procurement Guidelines (hereinafter, “Procurement Guidelines”).

NTN’s initiatives

Sustainable Procurement Survey for business partners

To promote respect for human rights across the entire supply chain, the understanding and cooperation of not only the NTN Group but also our business partners are indispensable. Through the NTN Policy Briefing Sessions, NTN ask our principal business partners to comply with the Procurement Guidelines, including respect for human rights.

In Japan, we regularly conduct the NTN Group Sustainable Procurement Survey (hereinafter, “Procurement Survey”) to identify and mitigate various potential risks in the supply chain, including human rights risks. Through the Procurement Survey, we review the status of our business partners with respect to human rights-related issues based on the Procurement Guidelines, such as forced labor, child labor, and occupational health and safety issues, and promote improvements.

In FY2025, we conducted the Procurement Survey targeting 465 business partners and received responses from 79% of them. Based on analysis of the responses and detailed follow-up interviews with certain business partners, no significant human rights risks have been identified at this time.

Based on the results of the Procurement Survey, for issues identified as requiring priority improvement, we share an improvement guide prepared by NTN with business partners, promote a deeper understanding of human rights, and support their efforts. In addition, through the continuous implementation of the Procurement Survey, we monitor changes in business partners’ responses and access confirm whether their initiatives have improved. We will continue to conduct the Procurement Survey and strive to mitigate human rights risks in the supply chain.

Conflict mineral surveys

Proceeds from the mining of tin, tantalum, tungsten, and gold (3TG) in the conflict areas of the Democratic Republic of the Congo (DRC) and neighboring countries could be a source of capital for armed groups, which could lead to human rights violations, illicit mining, and smuggling.

NTN continuously monitors whether the mineral resources contained in materials and components used in our products are mined from conflict-affected and high-risk areas. In FY2025, we traced back through our supply chain of 122 business partners to identify the smelters, and received responses from 93% of them. No use of conflict minerals was identified through this survey; however, we will continue to conduct this survey on a regular basis.

Companies listed on U.S. Stock Exchanges are required to disclose any use of conflict minerals under the U.S. Dodd-Frank Act. Although we are not subject to this Act, we conduct surveys in line with its intent and respond to inquiries from our customers regarding conflict minerals.

Stakeholder Engagement

Stakeholders	Stance to Stakeholders	Main Activities
 **Employees**	NTN Group respects diversity, individuality and a safe and healthy workplace environment where employees can work successfully.	**"NTN PROUD AWARD" as ESG Corporate Award** "NTN PROUD AWARD" is a system that encourages employees' sustainability activities and commends outstanding initiatives linked to 13 items of materiality responding to sustainability activities identified by the Group on a global basis. The system aims to promote understanding and awareness of sustainability activities among employees and fosters their motivation and engagement. **Employee engagement survey** Based on the survey results, we conduct "Better Workplace Activities"—improvement activities to address workplace issues—to invigorate workplace communication and build workplaces with strong, trusting relationships among employees. **Global QC Circle Convention** We strive to improve safety, quality, and productivity on a global basis, and with the convention as a forum for international exchange, we exchange information on a variety of activities.
 **Customers**	NTN Group seeks to maximize customer satisfaction and trust by providing products and services of superior quality, safety and reliability.	**Nationwide Distributors' Meeting** We invite distributors from across Japan to briefing sessions on financial results and aftermarket business measures to strengthen our bond with distributors. **Technical service units** We run completely-tailored, multi-functional technical service units worldwide, equipped with teaching materials and exhibits to introduce our products, and hold bearing technical seminars for our customers.
 **Business partners**	NTN Group, in a fair and free environment, builds good partnership with its business partners and works together for mutual growth and development.	**Briefing for suppliers** We share information on our globalization initiatives and the business environment surrounding our company with our business partners and have seminars in collaboration with external specialized institutions. **Promotion of sustainable procurement** Through sustainable questionnaires based on the NTN Group Sustainable Procurement Guidelines, we promote activities with our business partners to help them understand the importance of sustainable procurement.

Stakeholders	Stance to Stakeholders	Main Activities
 **Local communities**	NTN Group respects cultures and customs in the local communities and builds long-term trust relationships by meeting their expectations through its business activities.	**Activities that contribute to the local community (family tours, summer festivals, etc.)** We hold family tours and summer festivals at each business site as an opportunity to interact with employees' families and neighboring residents. **NTN Rotating School** As an environmental education program for children who will lead the next generation, mobile-type schools have been opened in various places to deepen friendships with the local community. **Conservation of biodiversity** In cooperation with local residents and NPOs, we are working to protect the environment of Satoyama (village forest) areas around our business sites and to protect endangered species.
 **Shareholders**	NTN Group focuses on return for shareholders by sustainable profitable growth and builds long-term trust relationships with shareholders through active communications.	**Shareholders' Meeting** The Shareholders' Meeting is a forum for communication to build long-term relationships of trust with shareholders. **Active dialogue with capital markets** In addition to results briefings and ESG dialogues, we provide opportunities for dialogue between capital market participants and our Outside Directors. Through constructive dialogue, we aim to enhance our transparency, strengthen governance, and achieve sustained enhancement of corporate value.
 **Environment**	NTN Group harmonizes its business activities with nature and contributes to preserve the global environment by providing its technologies, products and services.	**Reducing environmental impact in business activities** We are working to minimize harmful environmental impacts by monitoring and reducing emissions of CO_2 and regulated chemicals in our business activities. **Sustainable use of resources** We are striving for sustainable resource utilization by reducing the use of resources such as raw materials and water, and by thoroughly implementing the 3Rs (reduce, reuse, and recycle) of waste. **Developing environment-contributing products** We are contributing to the realization of a carbon-free society by developing products that help reduce energy loss in finished products and natural energy-related products.

Outside Directors' Messages

Message from the Chair of the Board of Directors and Chair of the Nominating Committee

Outside Director

Akira Murakoshi



Since its founding, the NTN Group has supported industry and daily life through technologies such as bearings and driveshafts. However, we currently find ourselves in a phase where business opportunities and risks are intricately intertwined—amid structural changes in the automotive market, decarbonization, advancing digitalization, and heightened geopolitical risks. In this environment, I believe it is of paramount importance that the Board of Directors balances risk-taking with financial discipline from a medium- to long-term perspective, and that it appropriately supports and oversees the optimization of the business portfolio as well as investments in human capital and technology—thereby drawing out the collective strengths of the entire company and enhancing corporate value.

First, in assuming the role of Chair of the Board of Directors, I wish to express my deepest respect and gratitude to my predecessor, former Chair Yuriya Komatsu, who has led our efforts to strengthen governance. Following the transition to a Company with Nominating Committee, etc., she devoted herself to reinforcing the Board's independent oversight function. Through constructive yet rigorous dialogue with management—encompassing deliberations on the formulation of the Medium-term Management Plan and structural reform, as well as recommendations on risk and return—she laid the governance foundation we have today.

Building on this foundation, I will strive, as the new Chair of the Board of Directors, to balance oversight and support. Specifically, toward the achievement of the Medium-term Management Plan "DRIVE NTN100" Final, I will ensure that the Board functions as a forum for rigorously scrutinizing management decisions in light of the cost of capital and risks, as well as for strategic discussions that enable swift responses to changes in the business environment. In doing so, I will endeavor to incorporate not only financial outcomes but also non-financial perspectives—including human and intellectual capital, supply chain, and environmental considerations—so that we may share with investors and stakeholders our medium- to long-term value creation story toward the realization of a "NAMERAKA Society."

At the same time, as Chair of the Nominating Committee, I recognize that developing successors among management talent is the most critical responsibility underpinning the sustained enhancement of corporate value. The Company has been advancing institutional arrangements through the definition of requirements for key positions, including that of the President, and through regular reviews of candidates. At the same time, we recognize that capital markets are placing increasingly strong demands for accountability regarding the effectiveness of these arrangements—specifically, how the next generation of management leaders is being developed and selected. Going forward, we will ensure that these arrangements do not remain merely formal, and will work to further advance the sophistication of our talent development and selection processes. We will also work to enrich the depth of deliberation within the Nominating Committee, while appropriately sharing the substance and progress of those discussions with the Board of Directors, thereby further strengthening its oversight function.

Specifically, we will strategically assign young and mid-career talent to areas of significant change—including domestic and overseas business sites, new business domains, and structural reform areas—thereby expanding opportunities to develop decision-making capability and resilience. In addition, within corporate functions such as finance, human resources, and sustainability, we will promote rotation with a view to achieving both specialization and diversity, cultivating talent equipped with the broad perspective needed to bridge frontline operations and management. We will also incorporate external viewpoints through dialogue with Outside Directors, fostering the deepening of leadership capabilities.

Through these initiatives, the Nominating Committee will work to establish highly transparent selection processes and evaluation criteria that enable individuals with diverse backgrounds to play active roles at the core of management. By fulfilling robust accountability to all stakeholders, we will contribute to both the enhancement of governance effectiveness and the enhancement of corporate value.

New Director Message

Outside Director

Ayako Miura



I am Ayako Miura, and I am honored to have been appointed as an Outside Director.

Since registering as an attorney in 2009, I have been based in Osaka, handling a broad range of corporate legal matters and dispute resolution in various capacities, as well as engaging in dispute mediation at public institutions and conducting investigations and providing recommendations as a member of investigative committees. Drawing on the analytical and judgment capabilities cultivated through this practical experience, I will focus on oversight from a position independent of management, incorporating the perspectives of stakeholders, and will contribute to enhancing the effectiveness of the Board of Directors' supervisory function.

NTN is currently at a critical juncture, navigating significant changes in the business environment while striving to build a resilient and sustainable business foundation and create new value. I have the deepest respect for the Company's continuous efforts toward further technological innovation and the maintenance and strengthening of international competitiveness for the next generation.

Through careful and constructive deliberation in the Board of Directors and the various committees, I will work to ensure the appropriate management of legal risks and to enhance the effectiveness of governance. In doing so, I will contribute to creating an environment in which management can make swift and decisive decisions while ensuring the transparency and fairness of procedures. I would be grateful for the continued support of all our stakeholders as I undertake these responsibilities.

Outside Directors' Messages

Message from the Chair of the Compensation Committee

Outside Director
Tatsuhiko Toshita



Starting from the previous fiscal year, with the intention of boosting "earning power" and improving "capital efficiency," we revised the ratio of fixed compensation to performance-linked compensation for Executive Officers from approximately 6:4 to 5:5. The level of annual incentives (bonuses) is linked to the consolidated performance indicator, Return on Invested Capital (ROIC), while medium- to long-term incentives (stock-based compensation) are granted in the form of Company shares based on the degree of achievement against the key targets of the Medium-term Management Plan, thereby encouraging Officers to contribute to raising shareholder value.

In FY2025, we conducted a comprehensive evaluation of the President, Executive Officer and other Officers, taking into account not only the degree of achievement against the performance indicators set forth in the current Medium-term Management Plan, but also, in particular, the progress of structural reform initiatives and the extent to which the effects of such measures have materialized.

The evaluation of Executive Officers' business execution is conducted independently by the independent Outside Directors, who constitute two-thirds of the Compensation Committee members, with the Representative Executive Officers who serve as Inside Directors absent from the meeting, while the committee members reference the opinions of the Representative Executive Officers who serve as a committee member.

Our committee aims to evolve toward a fair and highly transparent compensation process in pursuit of achieving our medium- to long-term management targets. We will constantly monitor the effectiveness of the current compensation system so that Directors and Executive Officers deepen their trust in NTN's compensation framework and foster sound motivation among them, thereby strengthening governance.

We assess that awareness of improving "capital efficiency" is steadily taking hold, and in the current fiscal year, we intend to deepen discussions on mechanisms that further reinforce our "earning power"—for example, frameworks that place greater emphasis on evaluating "outcomes."

In the previous cross-talk session, I stated that "structural reform is a means, not an end," and that "the mindset transformation of each and every member of management and staff is key to the success of reform." Since then, I have gradually begun to sense a shift in employee awareness in various settings, such as cross-organizational collaboration. Furthermore, the results of structural reforms such as production reorganization are beginning to materialize, and I look forward to capturing further gains going forward.

I hope that the changes in awareness among our people will translate into changes in daily behavior, accelerating the momentum toward achieving our targets. Fostering an organizational culture that is free from entrenched thinking and tolerant of diverse perspectives cannot be built overnight—it requires unrelenting effort. I believe it is important to continue our efforts toward mindset transformation going forward.

Message from the Chair of the Audit Committee

Outside Director
Yasuo Kitani



In the audit activities conducted by the Audit Committee in FY2025, in addition to the conventional verification of the effectiveness of the internal control system and confirmation of the appropriateness of inventory management, we newly added the confirmation of occupational safety and health management conditions at each manufacturing site through on-site visits as a priority audit item, and provided guidance on improvements as necessary. We also worked closely with the relevant headquarters-level section overseeing internal controls for this matter, making every effort to enhance the overall effectiveness of improvement initiatives. As a result, the number of lost-time injury incidents, which had shown a marked upward trend in the previous fiscal year, has been returning to a stable level since January 2026, and through on-site visits, we were broadly able to confirm an improvement in management awareness regarding this matter. However, the sustained continuation of these activities is naturally of paramount importance, and we intend to continue monitoring this area in the new fiscal year as well.

With regard to the internal control framework at overseas operations, which has been a priority item since two fiscal years ago, we confirmed through on-site visits that a new cross-area management structure has been established in the United States and is functioning properly. We will continue to monitor the establishment of similar functions in other regions as an ongoing audit priority in the coming fiscal year. Looking at the audit environment for the new fiscal year, one significant change is that, effective January 2026, the former "Subcontract Act" was renamed and enacted as the "Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators."

The revision entails not only a change in name but also greater clarity and stricter requirements in terms of substance. As a company, we are required to ensure that the spirit and details of this legislation are properly understood on a company-wide basis and that our business activities are conducted in full compliance therewith. Taking these considerations into account, the Committee intends to newly add this matter as a priority audit item for the new fiscal year and to rigorously monitor the situation.

In closing, what I consistently strive for as Audit Committee Chair is the company-wide cultivation of a corporate culture in which the various areas for improvement identified through audit activities are met with sincerity and embraced as opportunities for growth. The Committee is committed to contributing to this goal through its day-to-day activities.

Cross-talk among Outside Directors and Executive Officers



Executive Officer
Keiji Yanagida

Outside Director
Akira Murakoshi

Outside Director
Hiromi Wada

Executive Officer
Ikuya Tateoka

Progress of the Medium-term Management Plan "DRIVE NTN100" Final and Tangible Results of Structural Reform

Yanagida In the Bearings and Other Businesses segments, the recovery of OEM was slower than expected due to market conditions. The business environment continues to grow more severe, including price offensives from Chinese manufacturers, but we are pursuing a structural reform to thoroughly eliminate waste and firmly generate profit through our future growth strategy. First, we are working continuously to rebuild a lean structure during the current Medium-term Management Plan period, so that we can also flexibly adjust our production structure in response to future changes in market conditions, and we are beginning to see some results. At the same time, we are working to expand our aftermarket business for the sake of growth. We are pursuing sales expansion through differentiation, leveraging the technical know-how we have cultivated over many years in OEM to provide services that solve customers' problems. In addition, what will become important for future growth is to continuously create higher value-added products. We have launched a dedicated team and begun initiatives to achieve results in a short period of time, including issues we had previously been unable to resolve as well as new product development. We will further strengthen our technological development capabilities.

Tateoka In the CVJ & Axle Bearing Business as well, we are pursuing structural reform, with the comprehensive advancement of "business restructuring," "design reform," "procurement and logistics reform," "production reform," and "reduction of inventory assets" as our themes. Among these, we have worked to enhance operational visibility across our global operations. By gaining accurate understanding of people, materials, and capital on a site-by-site basis, the relationship between the issues we need to address, and the specific measures required has become clearer. In terms of business restructuring, we have made concrete progress in Europe, China, the Americas, and elsewhere, leading to the optimization of fixed costs. Going forward, we will continue to advance structural reform while further refining each of these measures. At the same time, we are looking forward to our next phase of growth. We are positioning North America, India, and Japan as priority regions, and are pursuing a growth strategy of expanding sales while securing profit, based on the characteristics of each region. To achieve this, we are taking an approach from both the production and sales sides—including deepening our partnerships with automakers—as well as making necessary investments accordingly.

Murakoshi I would identify three underlying factors driving the structural reform: "changes in the global competitive environment," "persistently high fixed costs," and "persistently high inventory-related assets." Regarding the change in the competitive environment, bearings are a critical component in a wide range of products, but they are a category in which technological innovation is difficult to achieve. Given the difficulty of differentiation, the price offensive launched by Chinese manufacturers has been severe. Regarding fixed costs, in response to these environmental changes, our production and sales structure ultimately became oversized, which has manifested as a financial burden. Regarding inventory-related assets, in the course of optimizing in response to environmental changes, the challenge has been that inventory—which should essentially be treated as a variable cost—has become fixed in nature. Carrying approximately 220.0 billion yen in inventory-related assets against consolidated net sales of around 820.0 billion yen represents a significant financial burden. As the two Executive Officers have pointed out, we are making progress in reducing fixed costs through measures such as the reorganization of production sites, and I believe we are beginning to see tangible results in Europe, North America, and Japan as well. On the other hand, I see progress on inventory reduction as slower. Because NTN is a company with a long history, our factories have historically become fragmented by business and by product, and I believe a further step forward in reform is required. Regarding future growth, if we are to shift our focus toward the aftermarket, we need to transform our current situation, which has been centered on OEM and primarily oriented toward domestic manufacturers' perspectives. Taking overseas competitors into account, we need to consider how we will develop the market, and how concretely we have built out our marketing, including our distributor strategy. We need to demonstrate the specifics of our future development more clearly.

Cross talk among Outside Directors and Executive Officers

Yanagida The aftermarket itself is an extremely diverse market, and it is first necessary to determine the scope of the market we are targeting at (segmentation and targeting). For example, some distributors have end users who order in single-box units, while other sales channels have users who require replacement bearings for large specialized equipment such as mining machinery, or for expensive machine tools and specially designed construction machinery. Since the quality and quantity required differ in each case, we need to take a market-oriented approach, understand market needs in detail and respond appropriately. Bearings are a critical component that significantly affects the stable operation of machinery and equipment, so we are working to solve customers' problems and achieve differentiation through our bearing technology and know-how regarding the machinery in which they are used. Just as important as technical service is the ability to supply products quickly to every corner of the market. We are strengthening our capacity for immediate delivery globally through the expansion of new distributors and a common inventory strategy.

Tateoka In the CVJ & Axle Bearing Business as well, we recognize that our response to the automotive aftermarket has not been sufficient. We are now taking concrete steps based on the business characteristics of each country and region while maintaining a strong focus on the NTN brand. In regions where our product lineup remains insufficient, we are expanding our network of contract manufacturers, broadening our product offerings, and entering new market segments. Due to the fact that



we have a strong history centered on OEM business for Japanese automakers, a shift toward a global perspective is important. As part of this, we will expand our sales channels beyond the markets of Europe and the U.S. to also include South America and Asia, by expanding contracts with major buying groups.

Wada From an outside perspective, I feel that NTN has yet to fully capitalize on the strengths it has cultivated over many years. NTN has technical capabilities cultivated over many years through OEM business for Japanese companies that demand strict quality standards. While it is necessary to actively promote these capabilities toward the areas the Company should focus on going forward, including the aftermarket, I feel this is still not sufficient. While pursuing reform that involves some pain will strengthen the Company financially, it may also, in one respect, create a negative impression. Precisely for that reason, I would like the Company to continue to communicate the technical capabilities it originally possesses, and how these are being further honed through structural reform.

Murakoshi It is necessary to hold a certain level of inventory in preparation for OEM maintenance and replacement demand. There is also work-in-process inventory that arises partway through the production process, and since numerous production and sales sites are involved, I understand that inventory management is genuinely difficult in some respects. However, in a period of rising interest rates such as the present, holding excessive inventory ties up funds and also leads to an increase in interest expense. I believe optimizing inventory has become an important management issue.

Yanagida We recognize the inventory reduction you have pointed out as a critical issue for the business division. Rather than simply building up inventory quantities out of an abundance of caution, we are having production and sales collaboration to thoroughly improve demand forecast accuracy in each responsible department, and rather than simply accepting that "this level of inventory can't be helped," we are strengthening an inventory strategy that leads to profit growth by reducing wasteful inventory while firmly securing the inventory needed to support sales expansion. In addition, the Bearing Business, which relies heavily on production in Japan, faces the challenge that close coordination between production and sales is difficult due to sales departments being scattered in various regions globally. We have begun integrating production-and-sales activities in cooperation



with the top management of each region to strengthen our response to demand fluctuations.

Tateoka We regard inventory reduction, including changing mindsets on the frontline, as an issue we must continue to address. We are currently positioning inventory reduction as "production reform," advancing an integrated reform that goes beyond mere equipment renewal to also encompass logistics reform and the optimization of inventory assets. These initiatives are gradually beginning to show results. Our approach is first to build a standardized framework in Japan, and then to roll it out globally. Regarding the technical capability that Ms. Wada pointed out, we also hope to channel this, through "production reform," into a driving force for structural reform as a whole.

Deepening Governance through Clear Separation of Execution and Oversight

Murakoshi Our company is a Company with Nominating Committee, etc., under which substantial authority has been delegated to the executive side, and oversight and execution are clearly separated. Most matters relating to business execution are simply reported to the Board, but as an Outside Director, whenever I feel there is insufficient content in a report, I make it a point to encourage deeper discussion through questions. There are many important themes such as production reorganization, and by asking thorough, probing questions, I believe that, as a

Cross talk among Outside Directors and Executive Officers



result, execution and oversight are able to engage in discussion with a strong sense of tension. At present, we are at a stage where concrete reform actions under the Medium-term Management Plan are frequently brought up as reporting matters. We have posed fairly rigorous questions from multiple angles regarding background and pace, and in a good sense, discussion time has been lengthening. That said, I do feel that the level of specificity in reports from the executive side is sometimes insufficient, depending on the case. We currently hold pre-briefings on important matters for resolution, and I believe we need to further deepen this process, such as by using these sessions to more precisely organize the content of reports and the key points for discussion.

Wada To deepen discussion at the Board of Directors and make it a more substantive forum for review, I believe it is important to further improve the quality and specificity of reports from the executive side. Rather than simply explaining results or progress, what is required is to share the logical thread of the strategic scenario—what the original aim was, what progress has been made against it, and what countermeasures will be taken if there is a delay. By firmly sharing the fundamental aspects and background of the strategy as a premise, the issues become clearer, and I believe this also enables the oversight side to engage in more accurate discussion.

Tateoka As you point out, we take very seriously the fact that, until now, there has tended to be too much emphasis on reporting results. Reporting on progress in line with the plan is important, but if we are to explain structural reform, the essence of this reform lies in displaying, in light of changes out in the open, what kind of business structure we are transforming into and what kind of improvement is expected as a result. We will strive to show the background more explicitly than before, and to explain the progress of measures taken and the issues that remain unaccomplished with greater precision.

Yanagida Through the rigorous points and opinions raised at the Board of Directors, I myself have been able to recognize issues that would not have been apparent from an internal perspective alone, and have gained significant insights for planning on the executive side as well. For example, there was a moment that made me realize that, because the target market for the Bearing Business itself is extremely diverse, our explanations from the executive side may have become overly broad and unfocused. I believe we need to prepare reports that convey the overall picture, the essential issues, and the countermeasures in a more organized manner. As a result of this, I feel that our own deliberations are becoming more refined and better able to get to the core of the matter. We will continue to work on improving the precision of our reporting going forward.

Expectations and Development toward Future Growth

Wada In response to the rapid catch-up by Chinese manufacturers, an important question is whether to strengthen our competitive advantage through technological excellence, or to step into areas where we can target a broader market. In the case of bearings, I believe we could consider not only improving basic performance but also new directions, including the evaluation of how bearings are actually operated. Precisely for that reason, how we envision the direction of growth is important. Rather than remaining focused solely on structural reform, I hope the executive side will develop initiatives with this kind of future in mind.

Murakoshi I believe the point Ms. Wada raised is an important one. For example, as robotics continues to advance, the scenes in which bearings are needed to smoothly control diverse movements should certainly expand. In that kind of future, we need to prepare ourselves so that the Company can stand in the competitive ring. The important premise for this is to thoroughly complete structural reform in the remaining one year of the Medium-term Management Plan, and to build a structure that leads to our next stage of growth. As the Board of Directors, we too will fulfill our oversight function toward achieving this.

Yanagida As Mr. Murakoshi pointed out, I believe it is important to fully complete structural reform within this coming year, and furthermore to continue maintaining an appropriate structure thereafter in response to changes in the business environment. First and foremost, our premise is to firmly build the foundation for our future growth strategy. We have already completed our review of the optimal production structure to meet demand. We will continue to maximize profit through thorough cost reduction. We have begun initiatives such as swift technology development adapted to market needs, differentiation through services that leverage our technical know-how, and efficient supply and inventory reduction through enhanced global production-sales coordination, and we will steadily translate these into results. In this final year of the Medium-term Management Plan, I would like to firmly confirm the direction for our next stage of growth.

Tateoka What I want to convey to the members of the business division is that a certain level of foundational work for structural reform has now been achieved. Going forward, we need to speed up on both fronts—market development and product development. As Ms. Wada pointed out, it is important to connect structural reform to the growth strategy that lies beyond it. We will share our direction globally and roll out further reform measures.



Directors (as of June 24, 2026. Average tenure of Directors: 2.9 years)

■ Nominating Committee Member ■ Compensation Committee Member ■ Audit Committee Member ★ Chairperson of each committee

Director



Eiichi Ukai

■■

Number of years as Director
9 years
Number of shares of the Company held
221,000 shares



Masaaki Yamamoto

■

Number of years as Director
4 years
Number of shares of the Company held
78,200 shares



Shumpei Kinoshita

Number of years as Director
3 years
Number of shares of the Company held
75,600 shares



Koji Takahashi

Number of years as Director
1 years
Number of shares of the Company held
45,337 shares



Masayuki Kaimi

Number of years as Director
New
Number of shares of the Company held
73,200 shares



Etsu Harima

■■

Number of years as Director
1 years
Number of shares of the Company held
104,200 shares

Outside Director



Ryo Kawakami

■■

Number of years as Director
7 years
Number of shares of the Company held
0 shares
(Significant concurrent positions)
Attorney at law (Representative Partner, Osaka West Law Office, Legal Professional Corporation)



Chairperson of the Board of Directors

Akira Murakoshi

★■

Number of years as Director
4 years
Number of shares of the Company held
7,500 shares
(Significant concurrent positions)
Director, Full-time Audit & Supervisory Board Member, Mitsubishi Corporation



Yasuo Kitani

■★

Number of years as Director
3 years
Number of shares of the Company held
9,900 shares



Tatsuhiko Toshita

★■

Number of years as Director
2 years
Number of shares of the Company held
10,500 shares
(Significant concurrent positions)
Outside Director, NIHON SEIKAN K.K.



Hiromi Wada

■

Number of years as Director
1 years
Number of shares of the Company held
1,100 shares
(Significant concurrent positions)
Representative Director, HIROZ Co., Ltd.
Part-time Advisor, Panasonic Automotive Systems Co., Ltd.
Outside Director, Shimano Inc.
Outside Director, TS TECH CO., LTD.



Ayako Miura

■■

Number of years as Director
New
Number of shares of the Company held
0 shares
(Significant concurrent positions)
Attorney at law (Partner Attorney, Shiono Miura Law Office)
Domestic Relations Conciliator, Osaka Family Court
Visiting Professor, Osaka University Law School

Please see the NTN Group sustainability website for past experience of each Director.
https://www.ntnglobal.com/en/csr/governance/structure.html

Directors

Attendance at Board of Directors and Committee Meetings, reasons for selection, and skill matrix

	Name	Attendance at Board of Directors meetings and committee meetings		Reasons for selection	Skills matrix: Main areas of experience required of Directors									
					Corporate management	Manufacturing	Technology, R&D	Sales	Corporate and business planning	Finance and administration	Legal affairs, internal controls, compliance	Global experience	ICT*	Experience of other industries, diversity
Director	Eiichi Ukai*	100%	Board of Directors 15/15 Nominating Committee 7/7 Compensation Committee 6/6	Mr. Eiichi Ukai possesses operational experience in areas such as the Quality Assurance Division and Overseas Division, and broad knowledge of the management of the Company promoting businesses globally based on these achievements, among others, and has served as President, Executive Officer of the Company since April 2021. He has been elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.	●	●		●				●		
Director	Masaaki Yamamoto	100%	Board of Directors 15/15 Compensation Committee 6/6	Mr. Masaaki Yamamoto possesses operational experience in areas such as the Finance Division and Overseas Division, and broad knowledge based on these achievements, among others. He has been elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.					●	●	●	●		
Director	Shumpei Kinoshita	100%	Board of Directors 15/15	Mr. Shumpei Kinoshita possesses operational experience in areas such as the Overseas Division and Finance Division, and broad knowledge based on these achievements, among others. He has been elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.					●	●		●		
Director	Koji Takahashi	100%	Board of Directors 11/11	Mr. Koji Takahashi possesses operational experience in areas such as the IR and Public Relations Division and ICT Division, and broad knowledge based on these achievements, among others. He has been elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.					●	●			●	
Director	Masayuki Kaimi			Mr. Masayuki Kaimi possesses operational experience in areas such as the Production Division and Overseas Division, and broad knowledge based on these achievements, among others. He has been newly elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.	●	●	●					●		
Director	Etsu Harima	100%	Board of Directors 11/11 Nominating Committee 7/7 Audit Committee 10/10	Mr. Etsu Harima possesses operational experience in areas such as the Business Division and Quality Assurance Division, and broad knowledge based on these achievements, among others. He has been elected as Director with the aim of continuously improving corporate value, utilizing his experience and knowledge, etc. for management.	●	●	●	●				●		
Outside Director	Ryo Kawakami	94%	Board of Directors 14/15 Nominating Committee 7/7 Audit Committee 12/13	Although Mr. Ryo Kawakami has not been directly involved in corporate management, he possesses broad knowledge, etc. based on extensive experience as a lawyer familiar with corporate legal affairs. He has been elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through his duties such as providing appropriate opinions on the independent standpoint from business executors.							●			●
Outside Director	Akira Murakoshi	96%	Board of Directors 14/15 Nominating Committee 7/7 Compensation Committee 6/6	Mr. Akira Murakoshi possesses broad knowledge, etc., based on extensive experience in the management of other companies. He has been elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through his duties such as providing appropriate opinions on the independent standpoint from business executors.	●			●	●	●	●	●		●
Outside Director	Yasuo Kitani	100%	Board of Directors 15/15 Nominating Committee 7/7 Audit Committee 13/13	Mr. Yasuo Kitani possesses extensive experience in banking over many years and broad knowledge including finance, among others. He has been elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through his duties such as providing appropriate opinions on the independent standpoint from business executors.	●			●	●	●	●	●		●
Outside Director	Tatsuhiko Toshita	100%	Board of Directors 15/15 Audit Committee 10/10 Compensation Committee 6/6	Mr. Tatsuhiko Toshita possesses broad knowledge, etc., based on extensive experience in the management of other companies. He has been elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through his duties such as providing appropriate opinions on the independent standpoint from business executors.	●			●	●			●		●
Outside Director	Hiromi Wada	100%	Board of Directors 15/15 Compensation Committee 5/5	Ms. Hiromi Wada possesses broad knowledge, etc., based on extensive experience in the Technology and Research Division and IT Technology Division of other companies. She has been elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through her duties such as providing appropriate opinions on the independent standpoint from business executors.	●		●						●	●
Outside Director	Ayako Miura			Although Ms. Ayako Miura has not been directly involved in corporate management, she possesses broad knowledge, etc., based on extensive experience as a lawyer familiar with corporate legal affairs. She has been newly elected as Outside Director with an expectation to continuously improve corporate value by conducting supervision from the viewpoint to increase transparency and fairness of management through her duties such as providing appropriate opinions on the independent standpoint from business executors.							●			●

* ICT(Information and Communications Technology)

Executive Officers (As of June 24, 2026)



Representative Executive Officer,
President, Executive Officer

Eiichi Ukai*

CEO (Chief Executive Officer)
Corporate General Manager,
Group Management HQ.



Representative Executive Officer,
Executive Officer

Masaaki Yamamoto*

CFO (Chief Financial Officer)
Americas, China, ASEAN Region
Support



Executive Officer

Hitoshi Aoki

Americas Region
General Manager, Office of General
Manager-Americas Region



Executive Officer

Seiji Osumi

China Region
General Manager, Office of General
Manager-China Region



Executive Officer

Masayuki Kaimi

India Region
Production Engineering HQ.
Corporate General Manager, SCM Strategy HQ.



Executive Officer

Yasuhiro Kawabata

Human Resources Strategy Dept.
Personnel Dept.
General Affairs Dept.
Legal Dept.
Deputy Corporate General Manager,
Group Management HQ.



Executive Officer

Tsuyoshi Kikuta

Financial Strategy Dept.
ESG Promotion Dept.
Accounting Dept.
Internal Control Dept.
Deputy Corporate General Manager,
Group Management HQ.



Executive Officer

Shumpei Kinoshita

Corporate Strategy Dept.
Carbon Neutrality Strategy
Promotion Dept.
Deputy Corporate General Manager,
Group Management HQ.



Executive Officer

Ryoichi Konishi

ASEAN, Oceania & West Asia
Region
General Manager, Office of General
Manager-ASEAN, Oceania & West
Asia Region



Executive Officer

Koji Takahashi

Corporate Communications Dept.
ICT Strategy Dept.
Deputy Corporate General Manager,
Group Management HQ.



Executive Officer

Yasuaki Takahashi

Europe & Africa Region
Quality HQ.



Executive Officer

Ikuya Tateoka

Corporate General Manager, CVJ &
Axle Bearing Business HQ.



Executive Officer

Masayuki Tanio

In charge of Business Structural
Reform
Composite Material Product
Division



Executive Officer

Yoshiyasu Nakano

CTO (Chief Technology Officer)
Research Division
Innovation & Business Development HQ.
New Product and Business Strategy
Planning Dept.
Intellectual Property Strategy Dept.



Executive Officer

Keiji Yanagida

NTN KOREA CO., LTD.
Corporate General Manager,
Bearing Business HQ.

*Ececutive Officer who also serves as a Director

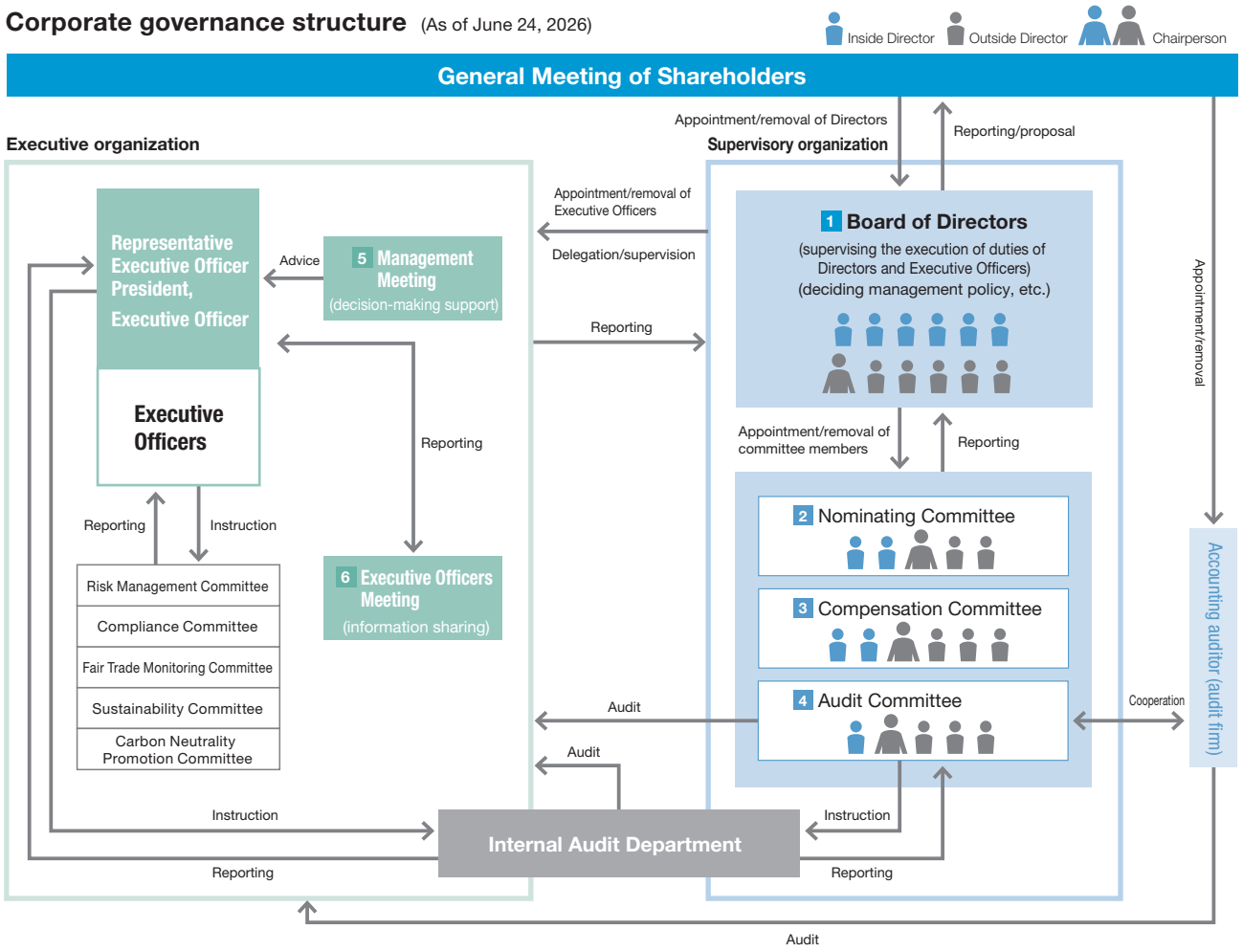
Governance Structure

Basic Approach

NTN Group considers the strengthening and enhancement of corporate governance to be one of our top management priorities. While further improving the efficiency and soundness of our management, we are also striving to increase management transparency by rapidly disclosing accurate information to our shareholders and investors.

With the aim of creating a structure for rapid decision-making and execution, enhancing our business supervisory functions and improving the transparency and impartiality of our management, NTN Group transitioned from Company with Board of Company Auditors to Company with Nominating Committee, etc. in June 2019. Under this structure, we will work on further enhancement of corporate value over the medium- and long-term.

Corporate governance structure (As of June 24, 2026)



Corporate Data

Organizational design	Company with Nominating Committee, etc.
No. of Directors	12
of which 6 are Independent Outside Directors	
Director's term of office	1 year
No. of Executive Officers	15
of which 2 have representative rights	
No. of Executive Officers who are also Directors	5
System to assist the work of the Audit Committee	Yes (Internal Audit Department)
Accounting auditor	Ernst & Young ShinNihon LLC

Members composing Board of Directors, Nominating Committee, Compensation Committee, and Audit Committee

FY2026 (As of June 24, 2026)

Board of Directors	Nominating Committee	Compensation Committee	Audit Committee
Eiichi Ukai	○	○	
Masaaki Yamamoto		○	
Shumpei Kinoshita			
Koji Takahashi			
Masayuki Kaimi			
Etsu Harima	○		○
Ryo Kawakami ★	○		○
Akira Murakoshi ★	◎	○	
Yasuo Kitani ★	○		◎
Tatsuhiko Toshita ★		◎	○
Hiromi Wada ★		○	
Ayako Miura ★		○	○

*Please note that persons with ★ are Outside Directors, persons with ◎ are Chairpersons of committees, and persons with ○ are members of committees.

Governance Structure

1 Board of Directors

The Board of Directors decides on the basic management policies and supervises the execution of duties of Directors and Executive Officers. Apart from matters stipulated by laws and regulations or the Articles of Incorporation to be resolved by the Board of Directors, the Board delegates substantial authority to Executive Officers with the aim of strengthening the supervision of management and speeding up decision-making.

The Articles of Incorporation stipulate that the term of office of a Director shall be one year, and the number of Directors shall be 15 or fewer. The Board of Directors convenes once a month in principle, but also meets flexibly as needed.

As of June 24, 2026, there are 12 Directors, of which six are Outside Directors. The Board is chaired by an Outside Director.

2 Nominating Committee

The Nominating Committee decides on the content of the proposal regarding appointment or removal of Directors, which is submitted to the General Meeting of Shareholders. Five members sit on the committee as of June 24, 2026, three of whom are Outside Directors. The committee is chaired by an Outside Director.

3 Compensation Committee

The Compensation Committee decides on the policy for determining the compensation of Directors and Executive Officers, and determines compensation for individuals. Six members sit on the committee as of June 24, 2026, four of whom are Outside Directors. The committee is chaired by an Outside Director.

4 Audit Committee

The Audit Committee audits the execution of duties of Directors and Executive Officers, and decides on the content of a proposal regarding appointment/removal of the accounting auditor, which is submitted to the General Meeting of Shareholders. The duties of the Audit Committee are supported by the Internal Audit Department, and its concurrently assigned staff members serve as the Audit Committee secretariat and other functions. These staff members, who have the requisite skills and experience to support the Audit Committee, are appointed by the manager of the Internal Audit Department with the approval of the Audit Committee. Decisions on matters related to transfer, disciplinary action or evaluation of these staff members require the approval of the Audit Committee. The committee has five members as of June 24, 2026, four of whom are Outside Directors. The committee is chaired by an Outside Director.

5 Management Meeting

The Management Meeting discusses important matters relating to operational execution, as the supporting body for decision-making by the President, Executive Officer. The meeting is composed of the President, Executive Officer and other Executive Officers as designated by him and held twice a month in principle.

6 Executive Officers Meeting

The Executive Officers Meeting is convened by the President, Executive Officer and is composed of all Executive Officers. Resolutions passed by the Board of Directors are communicated and Executive Officers report about the status of operational execution. This meeting is held once a month in principle, sharing information among Executive Officers to make operational execution more efficient and effective.

Governance structure timeline

2006	● CSR Committee is established
2008	● Risk Management Committee is established ● An Outside Director is appointed for the first time
2011	● The number of Outside Directors increases (from 1 to 2)
2012	● Fair Trade Monitoring Committee is established
2015	● Compliance Committee is established ● The effectiveness of the Board of Directors is assessed
2016	● Compensation Advisory Committee is established
2018	● New corporate philosophy system is established
2019	● Transition to Company with Nominating Committee etc. ● The number of Outside Directors increases (from 2 to 5) ● Sustainability Committee is established
2020	● First woman appointed as a Director (Outside)
2021	● Executive Officer hierarchy flattened
2022	● ESG incorporated in the Executive Officer evaluation system ● Female Outside Director appointed as the chair of the Board of Directors
2023	● Important meeting briefing held for Outside Directors ● Carbon Neutrality Promotion Committee is established
2024	● Change to the performance-linked compensation ratio for Executive Officers (increased from 40% to 50% of total compensation)
2025	● The number of female Outside Directors increases (from 1 to 2)

Board of Directors

Activities of the Board

In FY2025, NTN's Board of Directors met 15 times. The main agenda items are shown in the table below.

The Board, which consists of both Inside and Outside Directors, is selected from a wide range of fields with consideration for diversity and balance. As of June 24, 2026, there are two female Directors (Outside Directors) on the Board, and the Board is chaired by an Outside Director. Through the oversight of management by the Directors, diverse values are integrated in our efforts to achieve sustained enhancement of corporate value.

Note: In addition to the above number of Board of Directors meetings, there was one written resolution deemed to be a resolution of the Board of Directors.

Board of Directors (from April 1, 2025 to March 31, 2026)

Category	Main Content	Remarks
Business plans and status of each business and region	・Plan at the start of the fiscal year ・Progress of business structure reform under the Medium-term Management Plan ・Status of each business and each region	The plan at the start of the fiscal year is followed up on a monthly basis through monthly reports. Regarding the Medium-term Management Plan, in addition to overall progress, the individual status of each business and each overseas region was also reported on a regular basis, and confirmed and discussed.
Compliance-related matters	・Status of compliance ・Status of Helpline operations	Regarding the status of the Helpline (whistle-blower system), the number of consultations by type and an overview of consultations (within a scope that does not identify individuals), as well as the operational status, were confirmed and discussed.
Risk management and sustainability	・Status of risk management ・Status of safety and health activities ・Progress of information security enhancement measures ・Progress of sustainability activities ・Strengthening of internal control systems in overseas regions	Regarding the status of safety and health activities, the occurrence of occupational accidents and cause analysis, among other matters, were confirmed and discussed. Regarding progress in strengthening information security measures, recent cyberattacks and their characteristics, the status of defense against cyberattacks on the Company, and the status of promotion of information security measures were each confirmed and discussed.
Other	・Status of capital expenditure ・Analysis of voting results at the General Meeting of Shareholders	Regarding the status of capital expenditure, follow-up on investment performance, among other matters, was confirmed. Regarding the analysis of voting results at the General Meeting of Shareholders, detailed approval/disapproval results by candidate, among other matters, were confirmed and discussed.

Assessing the effectiveness of the Board

To improve the effectiveness of the Board of Directors, we conduct an annual assessment of the Board's effectiveness through self-evaluation by each Director using a questionnaire, and report the results to the Board of Directors.

Overview of the FY2025 Assessment

Period : February 2 – February 20, 2026

Respondents : All Directors

Method : Anonymous

Items : Role, composition, and operation of the Board of Directors, and operation of committees

Evaluation : Four-point scale

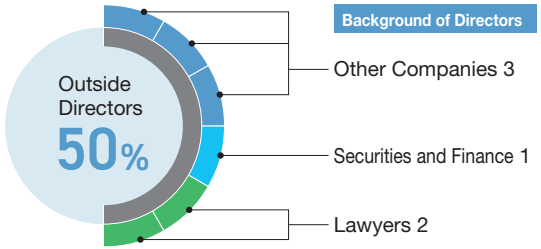
Results Reporting : Board of Directors meeting held on May 21, 2026

Regarding FY2025, the overall effectiveness of the Board of Directors was rated generally high, and also showed an improving trend compared to the previous fiscal year. In FY2026, in order to secure more time for discussion toward further enhancing effectiveness, we have implemented and begun operating further improvements to the method by which Executive Officers report on the status of their execution of duties (including the format of materials, the manner of explanation, and the time allotted for explanation), and we will continue to thoroughly ensure compliance with and firmly establish these rules. Going forward, we will continue to regularly analyze and evaluate the effectiveness of the Board of Directors and work to make improvements.

About Outside Directors

As of June 24, 2026, the Board of Directors consists of 12 members, including six Inside Directors and six Outside Directors, a ratio of Outside Directors of 50%. We will continue to strengthen the supervision of management and improve transparency and fairness. In order to ensure appropriate corporate governance, we have also established our own standards regarding the independence of Outside Directors, stipulating qualification and independence standards for their appointment. All Outside Directors are designated as Independent Directors as defined by the rules of the Tokyo Stock Exchange, and are reported to the Exchange as such.

In order to ensure a Board environment of vibrant discussion, we have established in principle monthly seminars for Outside Directors on the content of discussions in key meetings of executive departments. Moreover, we continuously provide the information necessary for Outside Directors to effectively fulfill their roles and responsibilities by creating opportunities to deepen their understanding of our business through in-person inspection of business sites and other means.



Executive Officers

Executive Officers are appointed by resolution of the Board of Directors, and are responsible for making decisions on and executing the operations delegated to them by the Board of Directors. The Articles of Incorporation stipulate that the term of office shall be one year, and as of June 24, 2026, there are 15 Executive Officers.

Appointment of Executive Officers

The appointment of Executive Officers shall be determined after careful deliberation by the Board of Directors, taking into overall account whether they possess the appropriate character, insight, capabilities, experience and track record to fulfill their duties. In addition, if it becomes clear that an Executive Officer lacks the required qualifications, they shall be promptly dismissed by the Board of Directors.

Flattening of the Hierarchy and Compensation Structure

On June 25, 2021, NTN Group dissolved the ranked positions among Executive Officers other than the President, flattening (de-hierarchizing) the Executive Officer structure, with the aim of re-activating discussions among Executive Officers, responding to issues with a greater sense of speed, and further enhancing corporate value.

Since the introduction of this structure, information sharing and communication among Executive Officers have become smoother, and certain effects have been observed in terms of more active cross-departmental discussion and faster decision-making, which we recognize as contributing to a faster response to management issues. At the same time, we will continue to verify how effectively it contributes to enhancing corporate value on an ongoing basis.

In line with the flattening of the structure, the existing position-specific compensation system for Directors was abolished in April 2022, and we transitioned to a compensation system for responsible officers based on the responsibilities of the department each Executive Officer oversees.

Adoption of ESG evaluation

Since April 2022, ESG factors have been set as key individual target measures for Executive Officers involved in the calculation of annual incentives (bonuses). The degree of achievement of these ESG factors is one of the evaluation indicators. Incorporating ESG factors into the evaluation system promotes active engagement by Executive Officers on ESG.

P.69 Compensation Committee

Nominating Committee

Standards for appointment of Directors

Candidate Directors, whether selected from inside or outside the Group, shall be decided upon careful deliberation by the Nominating Committee based on standards for selection of Directors as stipulated below, taking into account the diversity and balance of the Board (including gender and international experience).

- Must be in good condition both physically and mentally.
- Must have a high sense of ethics and a law-abiding spirit.
- Must be able to engage in constructive discussion from an objective viewpoint.
- Must be highly motivated to improve their abilities.
- Must have excellent decision-making skills from a company-wide and medium- to long-term perspective.
- Must have excellent foresight and insight regarding environmental and social change.
- Must have sufficient track record of performance and expertise in relevant fields (corporate manager or specialization).
- Regarding Outside Directors, (1) they must have sufficient time to accomplish their duties, (2) they must satisfy the standards regarding the independence of Outside Directors as stipulated under separate cover, (3) diversity must be ensured among the Outside Directors, and (4) they must have the requisite abilities to accomplish duties as a member of any of the three committees.

Matters deliberated by the Nominating Committee

From April 2025 to March 2026, the Nominating Committee held seven meetings. The Committee discussed succession planning for officers, and resolved matters relating to the recommendation of Executive Officer candidates and the selection of Director candidates.

In addition, the Nominating Committee Regulations stipulate that a majority of the members shall be composed of Independent Outside Directors, and that any member with a special interest may not participate in the resolution.

Period: from April 1, 2025 to March 31, 2026

1st meeting	• Decision on the order of replacement in the event of the Chairperson being unable to serve • Annual activity plan
2nd meeting	• Succession planning
3rd meeting	• Succession planning
4th meeting	• Succession planning
5th meeting	• Recommendation of Executive Officer candidates
6th meeting	• Recommendation of Executive Officer candidates • Selection of Director candidates
7th meeting	• Selection of Director candidates

In FY2025, the Nominating Committee focused its discussions primarily on the method for selecting Executive Officer candidates and the structure of the Executive Officer organization. These matters are reported to the Board of Directors at its meetings in subsequent months.

In addition, from the perspective of further strengthening the supervisory function of management, we will continue to consider increasing the ratio of Outside Directors to a majority of the Board.

Compensation Committee

Deliberations of the Compensation Committee

The Compensation Committee held six meetings from April 2025 to March 2026.
With the aim of strengthening the fairness, transparency, and objectivity of the procedures for determining the compensation of Directors and Executive Officers, and enhancing corporate governance, the Committee resolved matters relating to officer compensation, including individual compensation.

Period: from April 1, 2025 to March 31, 2026

1st meeting	・2025 bonus for Executive Officers ・Points granted by BIP Trust for compensation of Officers
2nd meeting	・Decision on the order of replacement in the event of the Chairperson being unable to serve ・Director compensation ・Annual activity plan
3rd meeting	・Method for evaluating the performance of the President, Executive Officer, and method for determining compensation
4th meeting	・Verification of officer compensation levels and compensation structure ・Interim performance evaluation of the President, Executive Officer
5th meeting	・Officer compensation
6th meeting	・Executive Officer compensation

Basic policy for determining compensation

The Compensation Committee, chaired by an Outside Director, shall determine the system and level of compensation for Officers and individual compensation with reference to objective data on compensation levels and trends at other companies.

Executive Officers' and Directors' compensation shall be determined separately, and if a Director also serves as an Executive Officer, those compensations shall be combined.

In addition, the Compensation Committee Regulations stipulate that a majority of the members shall be composed of Independent Outside Directors, and that any member with a special interest may not participate in the resolution.

Compensation for Directors

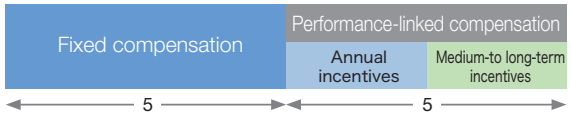
Compensation for Directors consists only of fixed compensation.

Fixed compensation shall be calculated by adding a supplement to basic compensation (which is determined based on any concurrent duties as an Executive Officer and whether the work is full-time or part-time), taking into account the committee(s) to which Directors belong and their role on the committee(s).

Compensation for Executive Officers

The compensation for Executive Officers consists of fixed compensation and performance-linked compensation, which varies based on performance. The standard ratio of fixed to performance-linked compensation is approximately 5:5.

Going forward, we will also consider reviewing the overall design of the compensation system.



Fixed compensation

Fixed compensation consists of basic compensation, compensation by responsibility, and compensation by representative authority.

Performance-linked compensation

Annual incentives

For Executive Officers, the Group determines whether to provide monetary compensation reflecting performance over a single fiscal year, and, if so, the total amount to be paid. This decision is based on the business plan at the beginning of the relevant fiscal year and the consolidated performance indicators from the previous fiscal year. Whether or not to pay an annual incentive to an Executive Officer, and in the case of payment, the amount, is determined (within the total amount of provision) with reference to the Executive Officer's progress on priority target measures. The indicator related to the calculation of bonuses is based on the consolidated Return on Invested Capital (ROIC), from the perspective of focus on the achievement of growth that takes capital efficiency into account. The provision is made once a year in June as determined by the Compensation Committee.

Medium- to long-term incentives

NTN Group shares shall be issued based on the achievement of key targets in the Medium-term Management Plan (money equivalent to the converted amount of shares shall be paid for a certain portion) as an incentive to achieve those targets and to contribute to raising shareholder value, as well as to promote the holding of NTN Group shares. With respect to the grant of such shares, claw-back and malus provisions have been incorporated into the rules governing the incentive plan. Medium- to long-term performance targets include key performance indicators (consolidated operating margin, consolidated sales, etc.), taking into account the Company's management policies.

Audit Committee

Deliberations of the Audit Committee

Major agenda items of the Audit Committee include the formulation of audit policies and plans, evaluation of the audit plans of accounting auditors, assessment of the appointment of accounting auditors, and the assessment of the status of development and operation of the Internal Control System.

Audit Status

The Audit Committee members attend meetings of the Board of Directors and other major meetings in accordance with auditing standards, policies, and plans determined by the Audit Committee. The Audit Committee receives reports or hears from Directors, Executive Officers, employees, etc. on the status of the execution of their duties, and audits the execution of duties by Directors and Executive Officers. In addition to the Board of Directors and Executive Officers Meetings, members of the Audit Committee attend and monitor other committees which operate the internal control system – the Sustainability Committee, the Risk Management Committee, the Compliance Committee and the Fair Trade Monitoring Committee.

Enhancing Internal Controls

We regard risk management and compliance as one of the most important management issues, and have established a basic approach to the internal control system (Internal Control Policy). Based on this basic policy, we maintain and operate the Group's internal control system, and are working to improve the soundness and efficiency of our management by constantly reviewing our internal control system in response to changes in the business environment.

The Internal Control Department supervises the evaluation of internal controls based on the Financial Instruments and Exchange Act (the Internal Control Reporting System), and promotes the enhancement of the internal control system under the Companies Act. Regarding internal control challenges identified through audits, it examines the design and operational status of rules, procedures and systems from a Group-wide perspective, and carries out remediation and improvement activities in collaboration with the relevant departments. Through these initiatives, we are working to strengthen internal controls at each business site and ensure their stable operation.

Internal Audit Activities

NTN Group's Internal Audit Department, under the direct oversight of the President, Executive Officer, undertakes internal audits independently of the department under audit. The internal audits are conducted into the status of business execution by Group executive organizations from the perspective of propriety and compliance with laws, regulations and internal regulations, as well as from the viewpoint of the effectiveness and efficiency of business activities.

Internal audits involve auditing each executive organization separately (operational audit) and auditing horizontally across organizations by risk and business function (thematic audit). Based on the results, advice and suggestions are provided to the department concerned. Follow-up audits are conducted to verify the implementation of improvements until they are complete.

The results of internal audits are reported to the President, Executive Officer, the Board of Directors and the Audit Committee, as well as being shared with all Executive Officers. In addition, the Internal Audit Department holds regular meetings with the Audit Committee, the Accounting Auditor, and auditors of subsidiary companies to exchange information and opinions about audit policies, plans and results in order to improve the efficiency and effectiveness of audits.

Overseas, we have established an Administration & Internal Control Department within the General Managers' Offices which supervise each region. The Internal Audit Department and the Administration & Internal Control Departments work together while taking into account the circumstances and characteristics of the region concerned.

Attendance Rate of Each Committee

Nominating Committee		(from April 1, 2025 to March 31, 2026)	
Name	Title	Attendance Rate	Number of Meetings Attended
Akira Murakoshi	Chairperson, Outside Director	100%	7 times/7 times
Ryo Kawakami	Outside Director	100%	7 times/7 times
Yasuo Kitani	Outside Director	100%	7 times/7 times
Eiichi Ukai	Director	100%	7 times/7 times
Etsu Harima	Director	100%	7 times/7 times

Compensation Committee		(from April 1, 2025 to March 31, 2026)	
Name	Title	Attendance Rate	Number of Meetings Attended
Tatsuhiko Toshita	Chairperson, Outside Director	100%	6 times/6 times
Yuriya Komatsu	Outside Director	100%	6 times/6 times
Akira Murakoshi	Outside Director	100%	6 times/6 times
Hiromi Wada*	Outside Director	100%	5 times/5 times
Eiichi Ukai	Director	100%	6 times/6 times
Masaaki Yamamoto	Director	100%	6 times/6 times

*The number of attendances is recorded from the time the member joined the Committee.

Audit Committee		(from April 1, 2025 to March 31, 2026)	
Name	Title	Attendance Rate	Number of Meetings Attended
Yasuo Kitani	Chairperson, Outside Director	100%	13 times/13 times
Ryo Kawakami	Outside Director	92%	12 times/13 times
Tatsuhiko Toshita*	Outside Director	100%	10 times/10 times
Masaki Egami	Director	100%	13 times/13 times
Etsu Harima*	Director	100%	10 times/10 times

*The number of attendances is recorded from the time the member joined the Committee.

Committees of the Executive Organization

Sustainability Committee

The NTN Group has established the Sustainability Committee, chaired by the Executive Officer in charge of ESG operations (Chief Management Officer of Sustainability Activities), as a deliberative body on the sustainability activities required for identifying and resolving issues with a view to realizing a “NAMERAKA Society.” In principle, the committee meets twice a year. Members of the committee, comprising mainly the heads of departments related to ESG, deliberate on the details of risks and opportunities related to sustainability as well as the initiatives to be implemented. The status of initiatives is reviewed regularly as a response measure for materiality linked to risks and opportunities. In addition, the Risk Management Committee has established a framework for reporting and deliberating on more specific countermeasures for sustainability-related risks. The details of deliberations by the Sustainability Committee are reported to the Board of Directors.

Carbon Neutrality Promotion Committee

Amid the growing importance of climate change countermeasures worldwide, NTN established the Carbon Neutrality Promotion Committee in FY2023 to promote, globally and more strongly, the realization of carbon neutrality, which the Sustainability Committee has long been working on as one of our ESG issues.

The Carbon Neutrality Promotion Committee is chaired by the President, Executive Officer, with the Executive Officer in charge of the Carbon Neutrality Strategy Promotion Department serving as the Vice Chairperson. Its members include Executive Officers and general managers responsible for each region (Japan, Europe and Africa, the Americas, China, ASEAN/Oceania/West Asia, and India). The Committee meets twice a year in principle to deliberate on action plans toward achieving the carbon neutrality target and the status of efforts.

In addition, the regional subcommittee of each region, chaired by an Executive Officer in charge, functions as the subordinate organization of the Carbon Neutrality Promotion Committee. These subcommittees meet four times a year in principle to review measures and efforts corresponding to the actual conditions in each region, and report the results of their discussions to the Carbon Neutrality Promotion Committee.

Matters deliberated on by the Carbon Neutrality Promotion Committee are reported independently or jointly with the Sustainability Committee, to the Board of Directors as appropriate.

Risk Management Committee

NTN has established the Risk Management Committee, chaired by the Executive Officer in charge of the ESG Promotion Department (Chief Management Officer of Risk Management), for the purpose of preventing risks and minimizing damage in the event of a crisis. In principle, the committee meets twice a year.

The committee regularly checks activities including identification, analysis, evaluation, and treatment with regard to various risks surrounding the business of the NTN Group, and reports the details of deliberations to the Board of Directors.

Risks that are discovered through internal audits conducted by the Internal Audit Department are shared with the Internal Control Department. This allows the Group to take preventive actions and make improvements to prevent risks in a timely and appropriate manner.

Compliance Committee

NTN has established the Compliance Committee, chaired by the Executive Officer in charge of the Legal Department (Chief Management Officer of Compliance Promotion Activities). It serves as an advisory body for compliance promotion activities, and meets twice a year in principle. Members of the Committee are comprised primarily of the heads of the related risk management departments. They discuss issues related to global compliance risks (excluding the risk of violating antimonopoly and subcontract laws), as well as action plans and results, and report to the Board of Directors.

Based on the action plans discussed by the Committee, the relevant risk management promotion departments implement measures to mitigate risks in collaboration and partnership with the Compliance Promotion Activity Supervisors appointed at each domestic business site and subsidiary as well as the Administration & Internal Control Department established at each Office of the General Manager in each overseas region.

[Themes Discussed by the FY2025 Compliance Committee]

① Risk of violating personal information protection laws
② Risk of violating labor-related laws
③ Risk of quality-related misconduct
④ Risk of violating laws related to bribery and corruption
⑤ Risk of improper accounting practices and financial reporting
⑥ Training for officers of domestic and overseas subsidiaries
⑦ Development of global talent and enhancement of management capabilities
⑧ Mechanisms for overseeing subsidiary executives

Fair Trade Monitoring Committee

NTN has established the Fair Trade Monitoring Committee, chaired by the President, Executive Officer, to promote compliance with antimonopoly laws and SME Transactions Act. The Committee meets twice a year in principle. The primary members include the Executive Officers in charge of sales and procurement departments, Outside Directors, and external lawyers. The Committee discusses the implementation plans and performance reports for compliance with antimonopoly laws and SME Transactions Act, and provides supervision and guidance on effective control for fair trade practices along with education and awareness-raising activities. The discussed matters are reported to the Board of Directors.

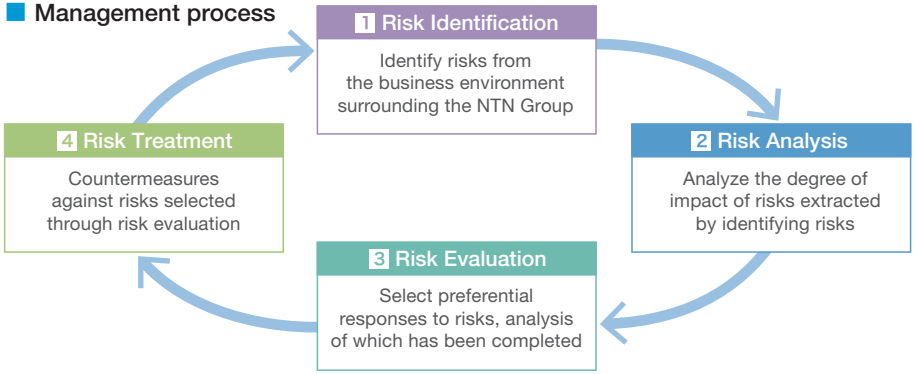
Under the direction of the Fair Trade Monitoring Committee, the Legal Department, which oversees activities related to compliance with antimonopoly laws, conducts activities including education, guidance, and supervision of the relevant domestic departments, and also works together with the Administration & Internal Control Department of each overseas region to manage the implementation status of activities related to compliance with antimonopoly laws.

Risk Management

Basic Approach to Risk Management

The NTN Group positions the proactive prevention of risks that may impede business operations, as well as the ability to respond appropriately when such risks materialize, as a critical management foundation for achieving sustainable business growth and enhancing corporate value over the medium term. Based on this approach, we have established the Risk Management Policy and the Risk Management Regulations, and are promoting risk management and BCP/BCM (Business Continuity Plan/Business Continuity Management) across the entire Group. With the aim of preventing risks and minimizing damage when crises occur, we have established a Risk Management Committee chaired by the Executive Officer in charge of the ESG Promotion Department. The Committee regularly reviews the identification, analysis, evaluation, and treatment of risks that have a material impact on management. Risks are systematically classified into 20 categories, with management personnel and promotion departments clearly defined for each, thereby ensuring effective risk management. The matters deliberated by the Committee are reported to the Board of Directors twice a year, ensuring oversight by management.

Management process



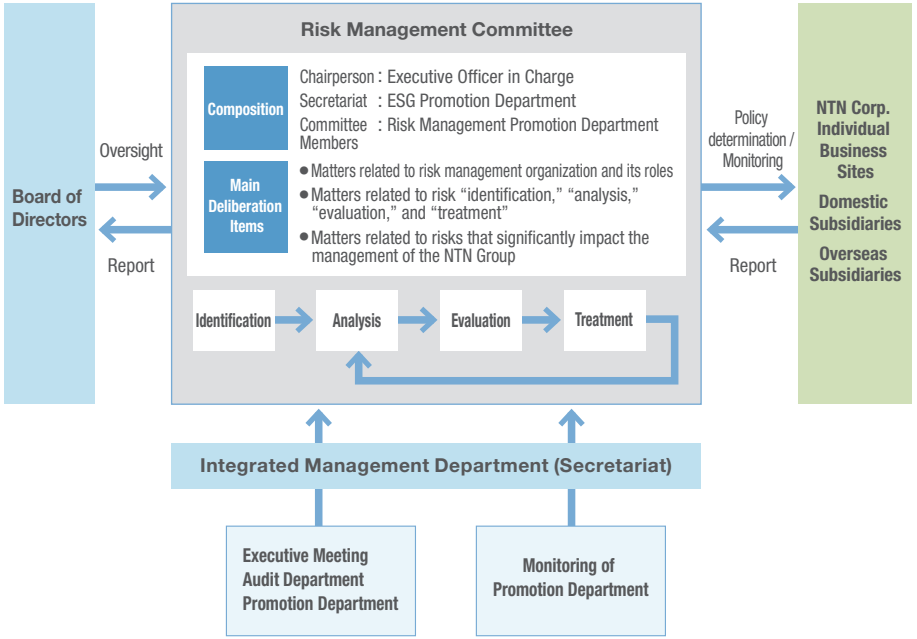
Relevant risks

1 Natural disasters
2 Geopolitical risk
3 Changing political and economic conditions
4 Changing market conditions
5 Changing working environment
6 Carbon neutrality
7 Changing legislation and regulation
8 Technology and R&D
9 Procurement
10 Logistics
11 Production and inventory
12 Quality
13 Marketing and sales
14 Personnel and labor
15 Health and safety
16 Environment
17 Information Security
18 Finance and accounting
19 Legal affairs and compliance
20 Others

Risk Management Structure

The NTN Group's risk management structure is headed by the Executive Officer in charge of risk management as the General Manager, and consists of the Integrated Management Department, the Promotion Department, and the Implementation Department. The Integrated Management Department serves as the Secretariat of the Risk Management Committee and centrally oversees the identification, analysis, evaluation, and treatment of risks across the entire Group. The Promotion Department, as the department responsible for risks related to its assigned operations, carries out risk assessments, reports to the Integrated Management Department, formulates relevant regulations and measures, establishes management systems, and provides education and awareness regarding risk management, as well as guidance and advice to subsidiaries.

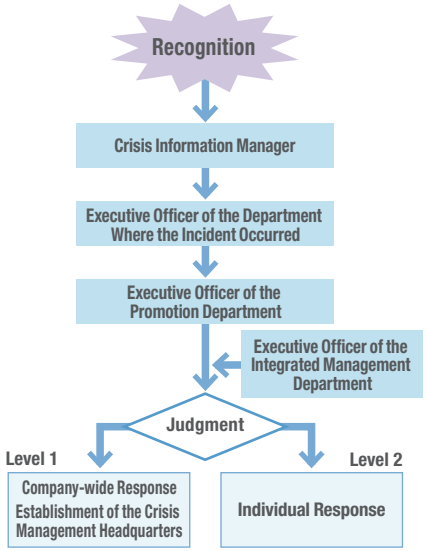
Structure



Crisis Management Structure

When an emergency situation involving life safety or incidents/accidents affecting management occurs, the crisis information manager of the department where the incident occurred promptly reports to the Executive Officer in charge of that department. The Executive Officer who receives the report consults with the Executive Officer in charge of the relevant risk promotion department and the Executive Officer in charge of risk management oversight, and determines the crisis response level based on the degree of impact on management. Cases where the impact on management is deemed extremely significant are classified as Level 1, and the Crisis Management Headquarters is established at the Head Office to implement comprehensive response measures led by management. Cases where the degree of impact on management is judged not to reach Level 1 are classified as Level 2, and swift, agile responses are carried out by the department where the incident occurred in collaboration with the relevant promotion department.

■ Decision-making Process in Emergency Situations



Crisis Management Headquarters Drill

NTN positions the establishment of a structure capable of swiftly and accurately executing initial response measures while demonstrating early post-disaster resilience even in the event of a major management risk such as a large-scale earthquake as a critical management issue. As part of this effort, we conducted the Crisis Management Headquarters Drill with the participation of the President, all Executive Officers, and the heads of relevant departments. In this drill, we simulated the occurrence of an earthquake with a seismic intensity of 7 and established the Crisis Management Headquarters through the crisis response level determination process based on the decision-making process for emergency situations described above. While prioritizing the safety of employees, we carried out practical response activities, including safety confirmation and assessment of damage conditions. By having decision-makers, including top management, personally experience crisis response, we verified the speed of decision-making in emergencies and the effectiveness of the governance structure related to business continuity. Issues identified through the drill will be reflected in revisions to regulations and procedures, and we will continue to pursue ongoing improvements. Through these efforts, we are working to reduce the risk of damage to corporate value in the event of a major disaster and to strengthen our business continuity capabilities.



Drill in progress

Promotion of BCP/BCM

We have been developing a BCP/BCM structure designed to respond to major earthquakes in Japan and are working to strengthen our disaster response systems, including those of our group companies. We have completed the formulation of BCPs to enable rapid recovery at all production sites across Japan. Based on our experience from the Noto Peninsula Earthquake in 2024, we are carrying out BCP training on an ongoing basis. Furthermore, we have systematically organized the response processes from the occurrence of a disaster through to recovery, and are leveraging these in our BCM activities to enhance our emergency response capabilities and ensure the stability of our business over the medium term.

Strengthening Information Security

Strengthening the CSIRT Structure / Global Deployment of Security Measures

In response to increasing risks of cyberattacks and data breaches and in view of the importance of information security today, we have established a Basic Policy of Information Security as one of the NTN Group's basic policies set forth under our Management Policy.

At NTN, the Executive Officer in charge of the ICT Strategy Department has overall responsibility for information security, overseeing strategy, operations, and incident response, and reports directly to the Board of Directors. For information security oversight functions, we have established a structure in which the Risk Management Committee, headed by an Executive Officer as General Manager, reports to the Board of Directors. The Board of Directors supervises regular reports on cyber risks, major incidents, and related matters.

Cyberattacks are becoming more complex and sophisticated each day, with numerous similar incidents and information breaches occurring at other companies. When information security incidents occur, it is essential to respond swiftly from detection through reporting to handling of information security risks. We have established a cross-departmental emergency response system for handling information security risks (NTN-CSIRT: NTN Computer Security Incident Response Team), and are working to establish unified security governance across the entire Group through the development and deployment of regional CSIRTs. We have begun operations in conjunction with a dedicated security organization (SOC: Security Operation Center) that monitors for cyberattacks 24 hours a day, 365 days a year for early detection.

Furthermore, as part of personnel security measures, we regularly conduct incident response trainings that assume the occurrence of information security incidents, training for dealing with suspicious emails, and e-learning programs to deepen understanding of information security-related regulations and how to deal with information security threats.

Related information on the website NTN Basic Policy

Compliance

Basic approach to compliance

NTN believes that earning the trust of society is essential in order for the Company to contribute to the realization of a sustainable society and to continue to be a company that is needed by society. Accordingly, we place importance on compliance in our Management Policy.

We perceive compliance to include not only abiding with the laws and regulations of each country, but also observing internal regulations and social norms.

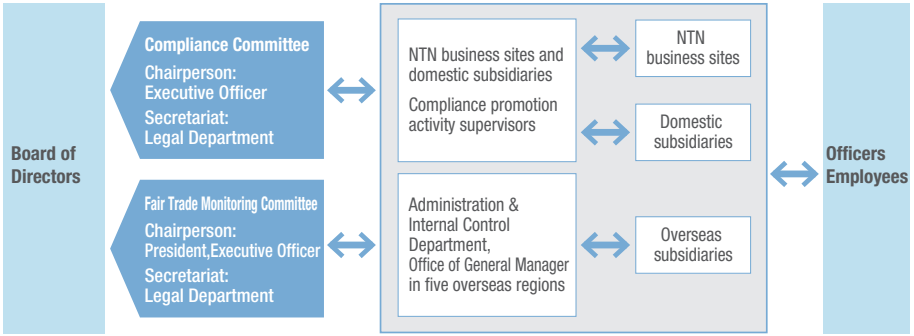
In light of that, we have established the Business Code of Conduct to serve as a behavioral guideline that officers and employees should adhere to.

Promotion structure

NTN has established Group-wide rules and regulations regarding compliance, and has set up and operates the Compliance Committee and the Fair Trade Monitoring Committee to build a system for promoting compliance centered on the activities of these two committees.

In Japan, a Compliance Promotion Activity Supervisor is appointed at each business site and subsidiary to facilitate the implementation of compliance promotion activities. With regard to antimonopoly laws, the Legal Department is responsible for overseeing legal compliance activities in Japan, including at subsidiaries. Overseas, the action plans deliberated by each committee are implemented mainly by the Administration & Internal Control Department established in the Office of the General Manager in each region. We are working to enhance compliance activities across the Group by holding regular training sessions and sharing information and exchanging opinions on important issues.

Structure



Implementation of surveys on corporate culture

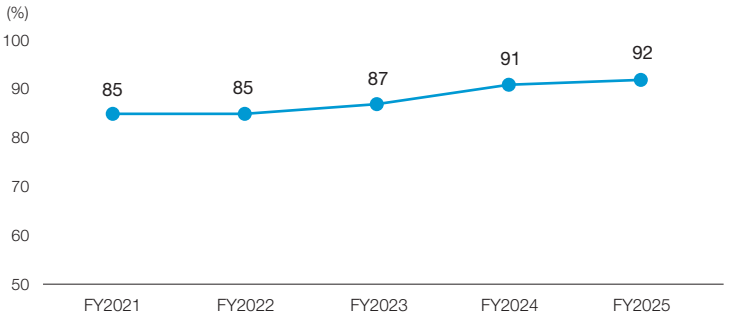
As part of our fraud prevention activities, since fiscal year 2017, the Group has been conducting surveys on employee evaluations to understand better the attitudes of the presidents of affiliated companies and corporate culture of these companies, in relation to compliance.

It is said that fraudulent acts are highly likely to occur in a company when the Fraud Triangle of motives/pressures, opportunities, and rationalization, is established. While advancing the development of regulations, rules, and penalties, it is also important to improve the corporate culture and environment. Therefore, NTN regularly checks for changes in the organizational culture of affiliated companies through employee evaluations.

By disclosing the results of this survey to the presidents of affiliated companies, we are utilizing these results to develop a culture of "not being motivated to engage in fraudulent acts" by fostering awareness that they are always being observed by the Company and the Head Office. At the same time, the results of this survey are also used to build good relationships with employees.

Since fiscal year 2021, to improve the effectiveness and efficiency of the survey, we have been conducting it on affiliated companies that experienced changes of presidents or other significant events. In FY2025, the survey was conducted on approximately 1,200 employees from 15 companies (five in Japan, and ten overseas).

(Average) Percentage of employees who evaluated the attitudes of the president of the affiliated companies as “Good”



Compliance

Corruption prevention initiatives

With regard to bribery, we have collaborated with the Administration & Internal Control Departments of each overseas region to prepare local versions of the internal regulations, taking into account the bribery-related laws and regulations as well as social norms in Japan and each country. Based on these, training and activities to raise awareness are conducted.

NTN's internal regulations not only prohibit bribery of domestic and foreign public officials and business partners, but also prescribe rules and procedures related to the provision of property and benefits by officers and employees, as well as rules and procedures to prevent bribery through business partners. In view that there are countries which regulate the exchange of property and benefits between private companies, we have also established rules and procedures regarding the receipt of property and benefits, in order to prevent the acceptance of bribery by our officers and employees, ensure fair transactions, and prevent conflicts of interest among officers and employees. In principle, NTN's officers and employees do not accept entertainment or gifts from business partners.

In addition to regular training, we share information and exchange opinions about initiatives in Japan and each country, and conduct self-audits and internal audits every year to maintain and manage our Group-wide anti-bribery system.

Over the past decade, our Group has not been charged by authorities in any country for violating bribery-related laws, nor incurred any expenses related to such violations. Furthermore, no employee has been subjected to disciplinary action or been dismissed as a result of violating regulations related to bribery prevention.

Antimonopoly law compliance initiatives

We perceive violations of antimonopoly laws as a risk to the entire Group. Therefore, to ensure thorough compliance with such laws, the Legal Department and the Administration & Internal Control Departments of each overseas region conduct training and awareness-raising activities on antimonopoly law compliance while ensuring that such activities are consistent with the laws and environments of each country.

In addition, officers and employees are obligated to submit advance applications and post-event reports in cases of any possible contact with competitors at exhibitions, conferences, or other events, thereby we have developed a system that allows us to grasp the circumstances of such contact. Furthermore, we strive to strengthen our compliance system by conducting self-audits and internal audits every year and requesting each department to proactively plan and implement improvement measures based on the audit results.

Going forward, we will continue to enhance the contents of training and other activities, and to realize fair and free competition by educating officers and employees.

Helpline (whistle-blower system)

We have established a "Helpline (whistle-blower system)" both inside and outside the company as a contact point for handling consultations regarding actual or potential violations of laws, the Business Code of Conduct, and internal regulations, whether named or anonymous. In accordance with the rules stipulated in the "Helpline Management Rules," which include confidentiality obligations and prohibiting disadvantageous treatment of whistle-blowers and investigation cooperators, the Helpline handles various types of cases such as harassment. The Helpline is used not only as a means of reporting violations and misconducts, but also as a means of receiving questions and opinions regarding compliance with the Business Code of Conduct, maintaining good relationships between the company and its officers, employees, and business partners. In Japan, the Helpline Management Rules were revised in 2026 in accordance with the enforcement of the revised Whistleblower Protection Act (amended 2025, effective December 2026). We operate the Helpline in accordance with the spirit of the Act, including measures such as expanding the scope of protected persons, ensuring broader protection, and raising awareness of the whistle-blower reporting system. In FY2025, there were 27 internal whistle-blowing cases, with a 100% consultation response rate. Overseas as well, we are sequentially developing and operating whistle-blower systems for each region according to their needs and circumstances.

We are working on raising awareness about the Helpline among employees through various compliance training and inclusion in the Business Code of Conduct Guidebook, as well as posting on the Company intranet. The Helpline awareness rate has reached 92% (FY2025 "Compliance Awareness Survey" results). We will continue to conduct awareness activities and to provide consultation services, and we aim to create a workplace where employees can work with peace of mind by detecting misconduct early and protecting employees.

Structure



Please see the NTN Group sustainability website for more information on our compliance initiatives.

https://www.ntnglobal.com/en/csr/governance/compliance.html

Consolidated Financial Indicators (Past 11 Years)*1 (Fiscal Year: April 1 – March 31)

Related information on the website

Financial Data

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit and Loss Statement												
Net sales*2	(Millions of yen)	716,996	683,636	744,699	733,846	651,956	562,847	642,023	773,960	836,285	825,587	826,344
Operating income	(Millions of yen)	47,770	35,929	39,935	27,222	7,517	(3,138)	6,880	17,145	28,149	22,959	31,034
Operating margin	%	6.7	5.3	5.4	3.7	1.2	(0.6)	1.1	2.2	3.4	2.8	3.8
Income (loss) before income taxes	(Millions of yen)	26,942	14,889	26,905	2,938	(33,949)	(1,256)	17,619	10,807	16,551	(8,593)	15,202
Net income (loss) attributable to owner of patent	(Millions of yen)	15,037	2,830	20,373	(6,958)	(43,992)	(11,641)	7,341	10,367	10,568	(23,801)	12,871
Capital expenditures	(Millions of yen)	36,300	35,398	37,589	45,172	57,675	23,817	19,809	22,253	26,589	32,162	32,464
Depreciation and amortization	(Millions of yen)	38,277	36,629	37,505	38,926	37,306	35,478	37,898	42,048	41,803	42,379	40,493
R&D expenditures	(Millions of yen)	18,480	19,196	21,007	21,661	19,961	17,485	17,444	18,678	18,234	19,656	19,950
Balance Sheet												
Total assets	(Millions of yen)	794,000	797,038	839,427	840,750	757,822	836,563	855,483	869,827	910,252	856,425	878,676
Net assets	(Millions of yen)	248,504	245,050	269,759	246,404	168,378	183,751	216,425	237,425	280,822	248,699	311,389
Inventories	(Millions of yen)	178,220	171,481	179,738	194,505	182,923	176,847	214,843	239,385	264,794	244,367	245,850
Interest-bearing debt	(Millions of yen)	325,173	320,169	320,833	350,344	362,416	422,803	394,031	371,292	362,064	353,993	319,173
Various Indicators												
Inventory turnover ratio (Times)	(Times)	4.0	4.0	4.1	3.8	3.6	3.2	3.0	3.2	3.2	3.4	3.4
Net D/E ratio (Times)	(Times)	1.1	1.1	0.9	1.2	1.9	1.6	1.4	1.2	0.9	1.0	0.6
Net income (loss)/Average total assets (ROA)	(%)	1.8	0.4	2.5	(0.8)	(5.5)	(1.5)	0.9	1.2	1.2	(2.8)	1.5
Net income (loss)/Average shareholders' equity (ROE)	(%)	6.3	1.2	8.4	(2.9)	(22.8)	(7.1)	4.0	5.0	4.4	(9.6)	4.9
Equity to capital ratio	(%)	29.3	28.8	30.2	27.4	20.6	20.4	23.1	25.4	29.0	27.2	33.8
Return on invested capital (ROIC)	(%)	5.8	4.5	5.0	3.3	1.0	(0.4)	0.8	2.0	3.2	2.6	3.6
Cash Flows												
Net cash provided by (used in) operating activities	(Millions of yen)	46,247	62,387	61,799	43,224	43,749	36,473	8,956	34,219	65,103	45,623	57,179
Net cash provided by (used in) investing activities	(Millions of yen)	(33,770)	(41,218)	(48,358)	(65,614)	(61,807)	(17,938)	2,512	(13,858)	(24,970)	(25,960)	(26,276)
Net cash provided by (used in) financing activities	(Millions of yen)	(27,958)	(8,218)	(7,520)	20,745	7,413	54,671	(41,300)	(33,258)	(30,212)	(18,708)	(35,322)
Free cash flow	(Millions of yen)	12,477	21,169	13,441	(22,390)	(18,058)	18,535	11,468	20,361	40,133	19,663	30,903
Per-share Data												
Net assets (Yen)	(yen)	436.97	431.66	477.17	433.32	294.00	321.04	372.70	415.64	497.83	439.89	499.40
Net income (loss)												
Net income (loss) (Yen)	(yen)	28.28	5.33	38.36	(13.10)	(82.83)	(21.92)	13.83	19.53	19.91	(44.90)	23.40
Diluted net income (loss) (Yen)	(yen)	—	—	—	—	—	—	—	—	18.65	—	—
Dividends	(yen)	10.00	10.00	15.00	15.00	5.00	0.00	0.00	5.00	10.00	11.00	11.00

*1 The Company adopted the "Partial Amendments to Accounting Standard for Tax Effect Accounting," etc. from FY2018, and as such the figures for the period from FY2014 to FY2017 are shown after being reclassified to reflect the above accounting standards. In addition, from NTN Report 2022, financial data listed in the Annual Securities Report is used.

*2 From FY2020, "Royalty," which was previously recorded under "Non-Operating Income" are now recorded as part of "Net Sales," and as such the figures for the period from FY2016 to FY2019 are shown after being reclassified to reflect the change in presentation method.

ESG Data (Fiscal Year : April 1 - March 31)

Environmental (E)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Energy consumption	TJ	6,623	6,456	6,083	5,701	5,438	Global
Energy consumption intensity (Energy consumption/Net sales)	GJ/million yen	10.316	8.342	7.274	6.905	6.581	Global
CO_2 emissions (Scope 1 and 2)	ten thousand tons	59.2	56.4	53.6	46.7	43.4	Global
CO_2 emissions (Scope 1)	ten thousand tons	10.6	10.1	9.1	8.3	7.8	Global
CO_2 emissions (Scope 2, market-based)	ten thousand tons	48.6	46.3	44.5	38.4	35.6	Global
CO_2 emissions (Scope 2, location-based)	ten thousand tons	49.4	47.6	46.6	43.1	40.9	Global
CO_2 emissions intensity (CO_2 emissions/Net sales)	tons/million yen	0.92	0.73	0.64	0.57	0.52	Global
Supply chain emissions (Scope 3)	tons	1,781,619	2,141,775	2,336,679	2,134,343	2,025,995*1	Japan
Category 1, Purchased goods and services	tons	1,691,496	2,011,395	2,189,792	1,988,472	1,888,458*1*2	Japan
Category 2, Capital goods	tons	59,752	31,648	46,432	51,942	45,744*1*2	Japan
Category 3, Fuel and energy-related activities not included in Scope 1 and 2	tons	9,158	56,836	54,783	51,901	50,182*1*2	Japan
Category 4, Upstream transportation and distribution	tons	12,686*3	12,666*3	17,582*3	16,193*3	16,745*1*2	Japan
Category 5, Waste generated in operations	tons	54	16,192	16,905	15,919	15,578*1	Japan
Category 6, Business travel	tons	1,305	1,290	1,285	1,278	1,268*1	Japan
Category 7, Employee commuting	tons	4,740	4,687	4,667	4,643	4,607*1	Japan
Category 8, Upstream leased assets <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 9, Downstream transportation and distribution <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 10, Processing of sold products <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 11, Use of sold products <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 12, End-of-life treatment of sold products	tons	2,428	7,061	5,233	3,995	3,413*1	Japan
Category 13, Downstream leased assets <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 14, Franchises <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 15, Investments <Not applicable>*4	tons	—	—	—	—	—	Japan
Fuel consumption							
Gasoline	thousand liters	58.1	55.6	46.2	32.6	26.0	Global
Kerosene	thousand liters	644.3	521.4	544.0	464.4	377.9	Global
Diesel oil	thousand liters	400.0	389.9	342.5	343.1	339.9	Global
Heavy oil A	thousand liters	157.9	139.2	88.9	169.1	103.9	Global
LPG	tons	12,754.4	12,011.5	11,174.8	10,229.8	9,380.3	Global
City gas (Japan)	thousand m^3	8,673.8	8,460.2	8,767.2	8,546.8	8,867.3	Japan
Natural gas (Overseas)	thousand m^3	20,093.6	19,223.0	17,767.9	16,133.0	14,884.7	Overseas
Electricity purchased	GWh	1,271.6	1,253.2	1,116.5	1,037.9	981.6	Global
Electricity purchased (Renewable energy)	GWh	0	0.1	106.2	108.9	109.0	Global
On-site natural energy generation	GWh	14.3	13.0	14.2	17.1	23.3	Global
Renewable energy utilization rate	%	1.1	1.0	9.7	10.8	11.9	Global
Water consumption	ten thousand m^3	271.5	284.1	282.8	280.2	260.0	Global
Water consumption intensity (Water consumption/Net sales)*5	m^3/million yen	4.24	3.68	3.39	3.39	3.15	Global
Waste generation	ten thousand tons	15.4	16.3	16.4	14.6	14.6	Global
Waste generation intensity (Waste generated/Net sales)	kg/million yen	240.3	210.1	195.6	176.4	176.7	Global
Recycling rate	%	95.8	97.2	97.0	96.8	96.9	Global
Specially controlled waste generation	tons	559	582	532	569	567	Japan

*1 Figures for FY2025 were calculated using the emission factors provided in the "Database on Emission Factors for Calculating Greenhouse Gas Emissions throughout the Supply Chain (Ver. 3.5)" published by the Ministry of the Environment, Japan.
*2 Figures for Categories 1–4 for FY2025 were covered by third-party assurance for the fiscal year, based on the calculation categories in effect at that time.
*3 Emissions previously calculated under Category 9 have been reclassified to Category 4 after the Company identified an error in their category classification. Accordingly, figures for FY2021 through FY2024 have also been retrospectively reclassified. The third-party assurance performed at the time confirmed the validity of the calculation process and the underlying data but did not assess the appropriateness of the category classification. Although the historical data received third-party assurance based on the category classification used at the time, the figures after reclassification are outside the scope of that assurance. However, the reclassified figures are based on the same underlying data, and the total figures remain unchanged.
*4 "Not applicable" indicates categories that are not applicable due to the nature of the Company's business or that the Company has determined to be of low materiality.
*5 Water consumption intensity is calculated in the main text using "production value," based on an internal price indicator, as the denominator to better reflect the actual conditions of the Company's business. In this table, it is calculated using "net sales" as the denominator to enhance comparability for external stakeholders. As the calculation bases differ, caution should be exercised when directly comparing the figures.

Governance (G)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Number of Directors (Total)	people	11	12	11	12	12	NTN only
Number of Outside Directors	people	5	6	5	6	6	NTN only
Number of female Directors	people	1	1	1	1	2	NTN only
Number of Executive Officers	people	11	13	11	12	12	NTN only
Number of Stakeholder Dialogue held with academics and experts	times	1	1	1	1	1	NTN only
Number of Sustainability Committee held per year	times	3	3	2	2	3	NTN only
Number of Carbon Neutrality Promotion Committee held per year	times	—	—	2	2	2	NTN only
Number of Risk Management Committee held per year	times	2	2	3	2	2	NTN only
Number of Compliance Committee held per year	times	2	2	2	2	2	NTN only
Number of Fair Trade Monitoring Committee held per year	times	2	2	2	2	2	NTN only
Response rate of survey of "Compliance awareness"	%	84	91	85	85	86	Japan
Helpline Recognition level	%	90	88	94	95	92	Japan
Number of reports from whistle-blower	reports	12	30	21	26	27	Japan
Consultation response rate	%	100	100	100	100	100	Japan
Number of bribery-prevention violations*6	incidents	—	0	2	0	0	Global
Number of employees who received training on bribery prevention*6	people	—	2,327	3,443	3,853	3,979	Global

*6 Performance survey commenced from FY2022

ESG Data

Social (S)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
R&D expenditures	hundred million yen	174	187	182	197	200	Global
Percentage of R&D expenditures to sales	%	2.7	2.4	2.2	2.4	2.4	Global
Number of outside awards received for product development	awards	4	3	2	5	3	Japan
Conflict minerals survey Response rate from business partners	%	93	97	97	96	93	NTN only
Acquisition rate of quality management system certification*7	%	100	100	100	100	100	Global
Number of teams entered in the NTN PROUD AWARD	teams	—	69	26	27	44	Global
Number of employees (Total)	people	23,383	23,027	22,619	21,996	21,305	Global
(Japan)	people	8,579	8,419	8,285	8,279	8,134	Japan
(Americas)	people	5,516	5,583	5,353	5,080	4,753	Overseas
(Europe)	people	5,200	5,086	5,126	4,982	4,849	Overseas
(Asia and others)	people	4,088	3,939	3,853	3,655	3,569	Overseas
Percentage of overseas employees	%	63.3	63.4	63.4	62.4	61.8	Global
Percentage of female employees	%	22.0	22.0	22.2	21.8	22.4	Global
Percentage of female managers							
NTN Group	%	14.4	14.7	16.8	16.2	18.0	Global
NTN + domestic subsidiaries	%	3.4	4.0	4.0	4.0	4.8	Japan
NTN only	%	3.9	4.4	4.5	4.2	4.9	NTN only
Percentage of hired female graduates	%	5	19	25	20	32	NTN only
Employment rate of persons with disabilities	%	2.55	2.57	2.57	2.50	2.64	NTN only
Number of mid-career hires Total	people	2	12	17	14	22	
Male	people	2	11	15	10	13	NTN only
Female	people	0	1	2	4	9	
Percentage of mid-career hires	%	6.7	19.0	21.3	17.3	19.4	NTN only
Acquisition rate of childcare leave Total	%	20.7	42.1	67.6	77.1	92.4	
Male	%	11.2	37.2	62.8	73.0	89.6	NTN only
Female	%	100.0	94.7	100.0	108.0	114.2	
Return to work rate from childcare leave	%	93	100	98	100	99	NTN only
Number of employees taking shortened working hours for childcare Total	people	35	49	55	62	113	NTN only
Number of employees who received education on discrimination and harassment*8	people	—	16,879	17,595	16,244	15,407	Global
Number of expert course participants	people	—	—	6	8	12	NTN only
Number of succession plan candidates	people	19	19	24	25	29	Global
Training hours per employee	hours	11.6	16.2	11.9	21.0	24.1	NTN only
Training expenditure per employee	yen	—	—	19,180	32,671	33,108	NTN only

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Scores related to "challenge" and "transformation" in Employee Engagement Surveys (positive response rate)*9							
Organization allows for learning from failures	%	58	—	50	—	56	NTN only
The workplace environment encourages new proposal methods	%	45	—	42	—	47	
I try to perform beyond expectations	%	76	—	65	—	67	
Scores related to "corporate philosophy" and "collaboration" in Employee Engagement Surveys (positive response rate)*9							
The NTN SPIRIT is practiced	%	62	—	51	—	51	NTN only
I know the meaning of my work	%	74	—	55	—	56	
There is mutual respect and collaboration among departments	%	32	—	29	—	32	
Number of participants in human rights education (cumulative)	people	1,213	1,354	1,443	1,812	2,673	NTN only
Percentage of people in the healthy weight range (BMI between 18.5 and 25)	%	66.0	65.4	66.0	70.0	65.4	NTN only
Number of employees taking leave due to mental health issues*10	people	60	59	60	67	69	NTN only
Return to work rate from mental health leave	%	42	41	50	30	42	NTN only
Number of counseling service consultations per month	times	43	43	49	43	44	NTN only
Percentage of high-stress employees	%	8.3	8.6	9.0	8.7	8.9	NTN only
Lost time injury frequency rate	—	0.24	0.33	0.16	0	0.61*11	NTN only
Number of occupational accidents (resulting in lost work time)	incidents	3	4	2	0	7*11	NTN only
Number of fatalities due to occupational accidents	people	0	0	0	0	0	NTN only
Number of ISO 45001-certified sites	sites	9	9	9	9	9	NTN only
Number of OSHMS-certified sites	sites	8	8	8	8	8	Japan
Number of hazard simulation classes provided	times	277	103	230	244	298	NTN only

*7 ISO9001, IATF16949 Applies to domestic and overseas consolidated manufacturing subsidiaries.
*8 Performance survey commenced from FY2022
*9 The Employee Engagement Survey began in FY2021 and is conducted biennially. Therefore, the survey was not conducted in FY2022 and FY2024. The Employee Engagement Surveys conducted in FY2021, FY2023 and FY2025 were conducted only on some employees.
*10 Calculates the number of employees who were absent or on leave for one month or more consecutively during the fiscal year (April to March).
*11 The aggregation period for the fiscal year is from December 16, 2024 to December 15, 2025, and FY2024 and prior years also follow this.

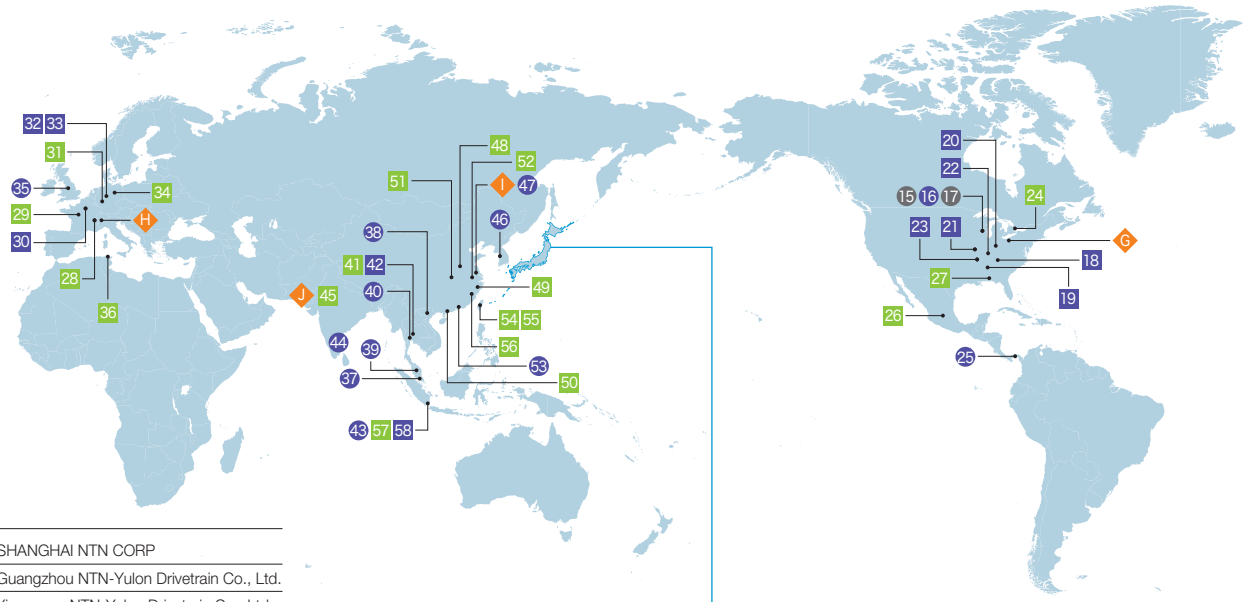
Global Network (As of March 31, 2026)

● Sales ■ Production ■ Production and sales ◆ R&D base ● Others

Europe

- 28 NTN Europe S.A.
- 29 NTN TRANSMISSIONS EUROPE
- 30 NTN TRANSMISSIONS EUROPE CREZANCY
- 31 NTN Wälzlager (Deutschland) GmbH
- 32 NTN Kugellagerfabrik (Deutschland) GmbH
- 33 NTN Mettmann (Deutschland) GmbH
- 34 NTN Antriebstechnik GmbH
- 35 NTN BEARINGS(UK)LTD.
- 36 La Tunisie Mecanique S.A.
- H NTN Europe R&D Center

Six consolidated subsidiaries in addition to the Group companies above



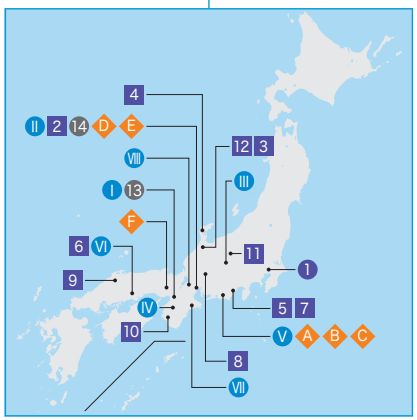
Americas

- 15 NTN USA CORP.
- 16 NTN BEARING CORP.OF AMERICA
- 17 NBCA Asset Finance LLC.
- 18 NTN DRIVESHAFT,INC.
- 19 NTN DRIVESHAFT ANDERSON,INC.
- 20 AMERICAN NTN BEARING MFG.CORP.
- 21 NTN-BOWER CORP.
- 22 NTK PRECISION AXLE CORP.
- 23 NTA PRECISION AXLE CORP.
- 24 NTN BEARING CORP.OF CANADA LTD.
- 25 NTN-SUDAMERICANA,S.A.
- 26 NTN MANUFACTURING DE MEXICO,S.A.DE C.V.
- 27 Seohan-NTN Driveshaft USA CORP.
- G NTN Automotive Center

One consolidated subsidiary in addition to the Group companies above

Asia and Others

- 37 NTN BEARING-SINGAPORE(PT) LTD.
- 38 NTN BEARING VIETNAM CO.,LTD.
- 39 NTN BEARING-MALAYSIA SDN.BHD.
- 40 NTN BEARING-THAILAND CO.,LTD.
- 41 NTN MANUFACTURING (THAILAND) CO.,LTD.
- 42 NTPT CO.,LTD.
- 43 PT. NTN BEARING INDONESIA
- 44 NTN BEARING INDIA PRIVATE LTD.
- 45 NTN NEI Manufacturing India Private LTD.
- 46 NTN KOREA CO.,LTD.
- 47 NTN (CHINA) Investment Corporation
- 48 NANJING NTN CORP.
- 49 SHANGHAI NTN CORP
- 50 Guangzhou NTN-Yulon Drivetrain Co., Ltd.
- 51 Xiangyang NTN-Yulon Drivetrain Co., Ltd.
- 52 NTN-RAB (CHANGZHOU) CORP.
- 53 NTN CHINA LTD.
- 54 TUNG PEI INDUSTRIAL CO., LTD.
- 55 TAIWAY LTD.
- 56 Shanghai Tung Pei Enterprise Co., Ltd.
- 57 PT. TPI MANUFACTURING INDONESIA
- 58 PT.Astra NTN Driveshaft Indonesia
- I NTN China Technical Center
- J NTN India Technical Center



Japan

- I NTN Corporation (parent company)
- II Bearing Business HQ. Kuwana Works
- III Bearing Business HQ. Nagano Works
- IV Bearing Business HQ. Wakayama Works
- V CVJ & Axle Bearing Business HQ. Iwata Works
- VI CVJ & Axle Bearing Business HQ. Okayama Works
- VII CVJ & Axle Bearing Business HQ. Mikumo Works
- VIII Composite Material Product Division Engineering Plastics Works
- 1 NTN SALES JAPAN CORP.
- 2 NTN MIE CORP.
- 3 NTN HOUDATSU SHIMIZU CORP.
- 4 NTN NOTO CORP.
- 5 NTN FUKUROI CORP.
- 6 NTN AKAIWA CORP.
- 7 NTN OMAEZAKI CORP.
- 8 NTN Advanced Materials Corp.
- 9 NTN CASTING CORP.
- 10 NTN KINAN CORP.
- 11 NTN KAMIINA CORP.
- 12 Taira Forging Co.,Ltd.
- 13 NTN TECHNICAL SERVICE CORP.
- 14 NTN LOGISTICS CO., LTD.
- A Iwata Engineering Center
- B Production Engineering HQ.
- C CVJ & Axle Bearing Engineering Center
- D Kuwana Engineering Center
- E Advanced Technology R&D Center
- F NTN Next Generation Research Alliance Laboratories

Related information on the website

Please see the securities report for information on capital and voting rights ratio.
https://www.ntn.co.jp/japan/investors/pdf/securities/fsj127.pdf

NOTES 1. The scope of consolidation consists of NTN Corporation and 58 consolidated subsidiaries (14 domestic and 44 overseas subsidiaries). A total of 12 affiliates (9 overseas affiliates) were accounted for by the equity method.
The following changes to the scope of consolidation and application of the equity method were made during the fiscal year under review.
◆ Consolidated subsidiaries: 3 additions/2 removal
◆ Affiliates: No additions/ No additions

2. Of the above subsidiaries, the following companies are specified subsidiaries: NTN USA CORP., NTN DRIVESHAFT,INC., NTN DRIVESHAFT ANDERSON,INC., AMERICAN NTN BEARING MFG.CORP., NTN-BOWER CORP., NTN do Brasil Produção de Semi-Eixos Ltda., NTN Europe S.A.("NTN-EU"), NTN TRANSMISSIONS EUROPE, NTN NEI Manufacturing India Private LTD., NTN (CHINA) INVESTMENT Corporation, NANJING NTN CORP., and SHANGHAI NTN CORP.
3. None of the companies has submitted a securities registration statement or securities report.
4. Of the above companies, NTN-BOWER CORP. had negative net worth of ¥30,656 million as of March 31, 2026.
5. Of the above subsidiaries, NTN BEARING CORP.OF AMERICA and NTN-EU have sales (excluding internal sales between consolidated companies) accounting for more than 10% of consolidated sales. Figures for NTN-EU are consolidated figures encompassing nine NTN-EU subsidiaries.
6. Of the above subsidiaries, 1 to 26, 28 to 35 and 37 to 53(in symbols ●●■■) are consolidated subsidiaries, and 27, 36, and 54 to 58 (in symbols ●■■) are affiliates subject to the equity method.

Third-Party Opinion

Third-party opinion on the NTN Report 2026



Professor, School of Business Administration, Kwansei Gakuin University; Ph.D. (Commerce)

Chika Saka

Professor Saka currently serves as a member of the Sustainability Standards Board of Japan (SSBJ), an Expert Member of the Financial System Council of the Financial Services Agency, a member of the Business Accounting Council of the Financial Services Agency, an Associated Member of the Science Council of Japan, Vice President of the Japan Corporate Social Accounting and Reporting Association, an Executive Director of the Accounting and Economic Association of Japan, an Executive Director of the Japanese Association for International Accounting Studies, a Councilor of the Japan Accounting Association, a member of the Sustainability Capacity Building Council of the Japanese Institute of Certified Public Accountants (JICPA), an expert member of the IES Review Committee of JICPA's Continuing Professional Development Training Council, and a member of the International Panel for Accounting Education (IPAE) of the International Federation of Accountants (IFAC), among other roles. Her publications include Understanding Sustainability Standards (Nikkei Bunko, 2025, co-authored) and Global Corporate Gigatrends Visualized through Accounting Big Data (2026, co-authored). Recipient of the Japan Accounting Association Award, among others.

Noteworthy points in NTN Report 2026

The NTN Report 2026 (hereinafter, the "NTN Report"), covering the culminating year of the Medium-term Management Plan "DRIVE NTN100" Final, summarizes the achievements to date and presents the direction that will lead into the next Medium-term Management Plan. A major feature of the NTN Report is that, by linking financial and non-financial information, it presents a clearer path toward corporate value creation.

(1) Visible Leadership

The most important factor in integrating sustainability with management strategy and linking it to the enhancement of corporate value is leadership at the top of the organization. In the NTN Report, this leadership has been made visible.

The CEO Message conveys a stance of personally leading efforts guided by the philosophy of "identifying and delivering sustainable products and services to society." These efforts include strengthening competitiveness through the coordination of design, procurement, manufacturing, and sales; providing solutions through the use of AI and data; advancing carbon neutrality; and further strengthening human capital management and governance. Each Executive Officer speaks, with respect to their own area of responsibility, not only about the progress and achievements of the Medium-term Management Plan but also about remaining challenges and future direction, conveying a strong determination and sense of responsibility to see structural reform through to completion.

Furthermore, this year, a new roundtable discussion among young managers has been included for the first time. Through the words of employees working on the front lines themselves, the report conveys the practice of the corporate philosophy and future challenges, revealing a picture of management and the frontline working as one to drive transformation, along with the leadership demonstrated by each individual in their respective position.

(2) Corporate Value Creation Driven by Structural Reform

In the NTN Report, the relationships among risks and opportunities, competitive advantage, the business model, and outputs/outcomes within the value creation process have been organized more clearly, and the report as a whole is structured accordingly. What stands out in particular is that "structural reform" is positioned at the core of corporate value creation. Through the review of the business portfolio and the expansion of the aftermarket business, NTN strengthens its business competitiveness and management foundation, and the report presents the achievements and challenges of the Medium-term Management Plan, together with the direction toward the next Medium-term Management Plan, as a consistent path of value creation.

In FY2025, in addition to the improvement in operating income, the enhancement of "earning power"—including the generation of operating cash flow and free cash flow, and the optimization of inventory—was demonstrated through concrete figures, confirming that structural reform is steadily translating into financial results.

(3) Co-creation with Stakeholders

In the NTN Report, the stance of creating corporate value through "co-creation with stakeholders" has been articulated more clearly. Building on engagement with investors, the human resources strategy has further enhanced initiatives to improve employee engagement and instill a sense of purpose. In addition, the CEO personally holds town hall meetings at sites in Japan and overseas, engaging in repeated direct dialogue with employees, reflecting a stance that positions human capital as a source of corporate value creation.

Furthermore, the utilization of AI and digital technologies, the promotion of respect for human rights across the entire supply chain, environmental initiatives, and the strengthening of governance are organized as the management foundation that underpins the sustained enhancement of corporate value.

Integration of Sustainability and Corporate Strategy

The essence of integrated reporting lies in "integrated thinking"—the creation of corporate value not only through financial capital, but through the utilization of a diverse range of management capitals. In the NTN Report, starting from the corporate philosophy, structural reform and the initiatives that support it—AI and digital technologies, human capital, the environment, human rights, and governance—are organized as a single value creation story leading to the enhancement of future competitiveness and cash-generating capability.

Going forward, the management environment surrounding NTN is expected to undergo even greater change. Even amid such change, I look forward to NTN achieving a further leap forward as a company that reconciles the realization of a sustainable society with the enhancement of corporate value—leveraging the strengths in technological capability, quality, and frontline execution that it has cultivated over more than 100 years and building on the management foundation established through structural reform.

Response to third-party opinion



Executive Officer
ESG Promotion Department

Tsuyoshi Kikuta

We express our sincere gratitude to Professor Saka for providing us with valuable insights.

We are greatly encouraged that, having reviewed our initiatives from both financial and non-financial perspectives, Professor Saka recognized that the path toward corporate value creation has become clearer. In particular, her recognition of the fact that structural reform is steadily translating into financial results, as well as of our dialogue with stakeholders and our stance of striving to translate the voice of each and every employee into transformation, has given us greater confidence that we are moving in the right direction.

Moreover, through our efforts over the past two years, we have renewed our recognition of the importance of advancing sustainability and financial strategy in tandem, and of linking the two within management in order to drive improved profitability and sustainable growth. We are greatly encouraged that Professor Saka focused on this point, and it will serve as a significant source of support going forward.

We sincerely accept the valuable views shared with us this time, and, with an eye toward the next Medium-term Management Plan, we will advance our initiatives and further enhance information disclosure, so as to translate transformation into steady growth.

IR Activities

Dialogue with shareholders and investors

General Meetings of Shareholders, quarterly financial results, and Medium-term Management Plan briefings provide valuable opportunities for dialogue with shareholders/investors, and the CEO and other top management actively participate in these opportunities. In addition to top management on the executive side, the Chair of the Board of Directors, who is the top supervisory figure and an Outside Director, also engages in direct dialogue with shareholders and investors.

Going forward, we will continue to create opportunities to carefully communicate with shareholders/investors through explanations of our management policies, business strategies, and more, so that they can evaluate and understand our business and corporate value.

Activity details	Number of times held	Number of people interacted with
General Meeting of Shareholders (June 2026)	1 time	87 people

from April 1, 2025 to March 31, 2026

Activity details	Number of times held	Number of people interacted with
Financial results briefings	4 time	218 people
Individual interviews	170 times	327 people
IR conferences hosted by securities companies	2 time	11 people
Dialogue with Outside Directors	1 time	22 people
Business briefings and factory tours	1 time	19 people

Response based on opinions from shareholders and investors		
Holding business briefings/ factory tours	Opinion	Please explain the future prospects of businesses on which NTN will focus as well as existing businesses.
	Response	We held business briefings and factory tours for securities analysts and domestic institutional investors.
Disclosure of cash allocation	Opinion	Please disclose medium to long-term funding plans, including investment and shareholder returns.
	Response	In the Medium-term Management Plan (FY2024–2026), we disclosed cash allocation for three years.
Disclosure of capital cost and ROE targets	Opinion	Please clarify when ROE exceeding capital cost will be achieved.
	Response	In the Medium-term Management Plan (FY2024–2026), we disclosed the current status and future targets of capital cost and ROE.
Enhancement of information disclosure	Opinion	Please disclose financial results briefing materials in advance.
	Response	We now disclose in advance materials that were previously disclosed at the same time as financial results briefings.
	Opinion	Please shorten the period between the financial results announcement and the financial results briefing.
	Response	We have held financial results briefings within shorter periods of time than previously.
Creating opportunities for dialogue with Outside Directors	Opinion	We would like to verify the approach to governance and its effectiveness.
	Response	We held dialogue sessions between Outside Directors and securities analysts and domestic institutional investors.

Inclusion in SRI/ESG indexes*1

We are recognized in the stock market as a company that proactively addresses ESG issues and are included in multiple SRI (Socially Responsible Investment)/ESG indexes; we will continue to proactively address and disclose information on ESG issues.

■MSCI Japan ESG Select Leaders Index*2

2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

■MSCI Nihonkabu ESG Select Leaders Index*2

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

■MSCI Japan Empowering Women Index (WIN)*2

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

■SOMPO Sustainability Index

2026 Sompo Sustainability Index

■Morningstar Japan ex-REIT Gender Diversity Tilt Index

■S&P/JPX Carbon Efficient Index

S&P/JPX カーボン エフィシェント 指数

■FTSE Blossom Japan Index*3

FTSE Blossom Japan Index

■FTSE Blossom Japan Sector Relative Index*4

FTSE Blossom Japan Sector Relative Index

*1 Inclusion status as of the end of July 2026.

*2 Inclusion in MSCI and the use of MSCI logos, trademarks, service marks, or index names do not imply sponsorship, endorsement, or promotion of NTN by MSCI or its affiliates. MSCI indexes are the exclusive property of MSCI. MSCI and the names and logos of MSCI indexes are trademarks or service marks of MSCI or its affiliates.

*3 FTSE Russell confirms that NTN Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

*4 FTSE Russell confirms that NTN Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

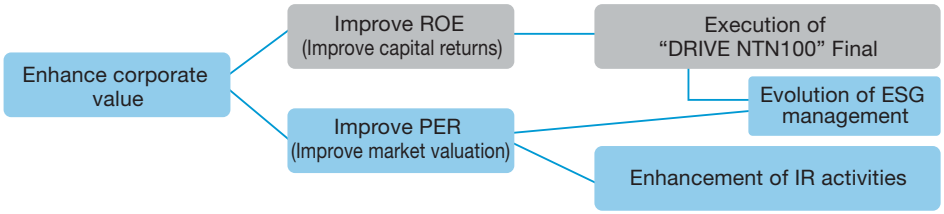
IR Activities to Improve PER

The NTN Group is engaged in IR activities that include disclosing information useful for investment decisions to the capital markets, engaging in dialogue with investors, and feeding the content of that dialogue back internally to reflect it in measures to enhance corporate value.

Going forward, we will continue to strive to conduct IR activities that lead to improved evaluation in the capital markets.

Current assessment

Currently, the NTN Group is advancing structural reforms as a priority measure under its Medium-term Management Plan. In the course of this process, upfront cost burdens associated with recording losses have temporarily reduced profitability, and while ROE is on a path to recovery, it remains at a low level. At the same time, we do not regard ROE as the sole measure for evaluating corporate value. To enhance corporate value, we are also focused on improving market valuation (PER), including by appropriately communicating growth expectations and the future potential of our businesses through dialogue with the capital markets. Specifically, we provide detailed explanations of the progress of structural reforms, the direction of growth under the next Medium-term Management Plan, and initiatives to generate cash flow. By pursuing steady improvement in ROE together with improvement in PER as two wheels of the same cart, we will achieve an enhancement of corporate value.



	Expected effects	Policy	Measures implemented and priority activities
Execution of "DRIVE NTN100" Final	Improve earning power	Continue enforcing the basic policy of "DRIVE NTN100" and accomplish "revitalization of NTN" by promoting structural reform and improving earning power	・Expand aftermarket ratio: 17%(FY2023) → 19% (FY2025) ・Improve profitability of the CVJ/Axle business: 2.1%(FY2023) → 3.9% (FY2025) ・Improve inventory turnover ratio: 3.2 times (FY2023) → 3.4 times (FY2025)
Enhancement of IR Activities	Improve growth expectations Reduce uncertainty	Active information disclosure and dialogue with shareholders and investors	・CEO and CFO participate in conferences and small meetings hosted by securities companies ・Conduct business briefing sessions and plant tours ・Conduct dialogue between institutional investors and Outside Directors
Evolution of ESG Management	Increase medium- to long-term opportunities and mitigate risk Improve the reliability of management	Promote ESG management to create both economic value and environmental and social value, thereby enhancing corporate value, while aiming to realize a "NAMERAKA Society," a society where people can easily lead a secure and fulfilling life in harmony with nature	・Contribution to CO_2 reduction:1,613 thousand tons (FY2023) → 1,876 thousand tons (FY2025) ・"Developing management talent to lead the Group": succession plan candidates: 24 (FY2023) → 29 (FY2025) ・Inclusion in ESG indexes:4 indexes (as of July 2023) → 8 indexes (as of July 2025)

Related information on the website
Dialogue with Investors and Analysts by Outside Directors

Topics Dialogue between the capital markets and Outside Directors

In January 2026, the Company engaged in an open dialogue with the capital markets regarding the effectiveness of its governance and the perspectives of its Outside Directors on enhancing corporate value. NTN positions the independent viewpoints and constructive advice provided by its Outside Directors at the core of its governance, and aims to achieve sustained enhancement of corporate value by strengthening the oversight function of management.



1 Evaluation of and challenges facing the current Medium-term Management Plan and structural reforms

Comments from Investors

We recognize the progress being made in addressing unprofitable businesses and advancing structural reforms under the current Medium-term Management Plan, "DRIVE NTN100" Final. At the same time, amid rapid changes in the external environment, how do the Outside Directors assess management speed and the Company's execution capability regarding structural reforms, including in the domestic business?

Response from Outside Directors

The current management team has consistently demonstrated a strong will in pursuing business structural reforms. The response to unprofitable businesses, primarily in Europe and the United States, is progressing largely as planned, and steady progress is also being seen in "strengthening earning power," including price optimization, cost reduction, and inventory reduction. Going forward, we are strongly calling for further improvement in execution speed—including implementing necessary structural reforms in the domestic business in response to changes in the external environment—and for establishing a profit structure that is less susceptible to external conditions. As Outside Directors, we will continue to verify, on an ongoing basis, that structural reform is not treated as an end in itself, and that its outcomes are being translated into tangible enhancement of corporate value.

2 Views on financial discipline and ROE/PBR

Comments from Investors

We believe that NTN's ROE and PBR levels remain an important challenge. How are the Outside Directors involved in financial discipline and capital efficiency, and what levels is the Company aiming to achieve going forward?

Response from Outside Directors

Through monthly monitoring, the Board of Directors is involved in financial discipline by confirming not only operating income but also multiple indicators, including the net D/E ratio, capital adequacy, inventory levels, and cash flow. At present, the net D/E ratio has improved to around the 0.7 level, and a certain degree of financial soundness has been secured. On the other hand, there remains room for improvement in the level of capital adequacy and in inventory reduction, and it is important to build up profits through structural reforms. Going forward, by steadily delivering the results of structural reforms, we have in view the early achievement of an ROE of 8%, and beyond that, a level of 10%. With the improvement of PBR through ROE improvement as the ultimate goal, we will strike a balance between growth investment and shareholder returns while enhancing our capacity to generate operating cash flow.

3 Direction of the next Medium-term Management Plan and growth strategy

Comments from Investors

As the current Medium-term Management Plan enters its final year, what direction is envisioned for the next plan? In particular, how do you view the positioning of growth strategy and improvement in capital efficiency?

Response from Outside Directors

The top priority is to fully complete structural reforms during the period of the current Medium-term Management Plan. Building on this, it will be important for the next Medium-term Management Plan to clarify the growth strategy based on the earnings base established through structural reforms. Specifically, our policy is to pursue sustained enhancement of corporate value through the expansion of the highly profitable aftermarket business, a shift toward a business portfolio that is less susceptible to the external environment, and capital allocation with a focus on ROE and ROIC.

4 Governance structure and the role of Outside Directors

Comments from Investors

How are the Outside Directors exercising effective governance, and in particular, how are they involved in overseas operations and internal controls?

Response from Outside Directors

The Outside Directors are broadly involved in management decisions, financial discipline, and personnel and compensation matters through the Board of Directors as well as the Nominating Committee, the Compensation Committee, and the Audit Committee. With respect to overseas subsidiaries in particular, we position the strengthening of internal controls and governance as an important issue, and are working to raise the level of control frameworks in each region. In addition, to address the information gap, the Outside Directors actively visit domestic and overseas sites and conduct on-site interviews, engaging in constructive discussions grounded in actual conditions on the ground.

External Evaluations

Organizational evaluations

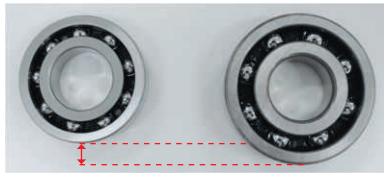
- Silver Certification for Sports Yell Company 2026

- Certified as a “Health & Productivity Management Organization 2026 Large enterprise category (White 500) for the sixth consecutive year

- Platinum Kurumin certification

Bearing adopting special heat treatment technology “HA-C” receives an award at the “‘CHO’ MONODZUKURI Innovative Parts and Components Award 2025”

NTN's bearing with long operating life adopting its proprietary special heat treatment technology “HA-C” received the Machinery & Robot Component Award at the ‘CHO’ MONODZUKURI Innovative Parts and Components Award 2025. The bearing achieves extended operating life and enhanced wear resistance through its extremely high surface hardness, while also enabling downsizing and weight reduction, while maintaining the same bearing operating life compared to the conventional products. The technology contributes directly to energy efficiency and extended driving range of automotive drive units, including those used in electric vehicles (EVs), thereby supporting the realization of a carbon-neutral society.



Comparison of dimensions between “HA-C Bearing (left)” and conventional product (right)



Replacing the 6306-size bearing with the “HA-C Bearing” enables a weight reduction of approximately 160 g

NTN Europe CEO receives the French National Order of Merit

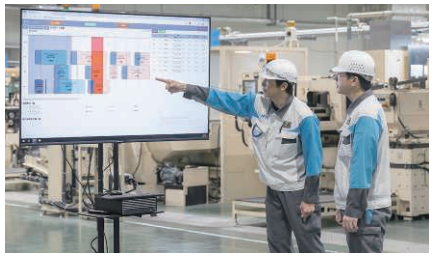
Dominique Lavilla, CEO of NTN Europe, which oversees NTN Group’s operations in Europe and Africa, was awarded the title of Chevalier in the National Order of Merit by the French Republic. Since assuming the role in 2021, he has strengthened strategic sites and advanced innovation projects, particularly in electrification. His efforts to foster dialogue with local communities through economic organizations and to contribute to regional economic development were highly recognized as contributions to enhancing France’s industrial competitiveness.



Receiving a medal from Philippe Carrier, President of Chamber of Commerce and Industry, Haute-Savoie, France (right)

NTN obtains “DX Certification” from Japan's Ministry of Economy, Trade and Industry

NTN was certified as a DX-Certified Operator effective February 1, 2026, under the DX Certification System established by Japan’s Ministry of Economy, Trade and Industry (METI). Under the Medium-term Management Plan initiative of “Generate Profits by Utilizing Digital Technology,” NTN is advancing the NTN Global ICT Strategy, including the reconstruction of core systems, the promotion of AI utilization, and the development of advanced digital talent. By strengthening these foundations, NTN aims to accelerate operational efficiency and rapid decision-making, thereby further enhancing corporate value.



Visualization enabling automated production planning, shorter lead times, and reduced inventory

Corporate and Stock Information (as of March 31, 2026)

Head office

NTN Corporation

Daibiru-Honkan Bldg., 3-6-32, Nakanoshima,
Kita-ku, Osaka 530-0005, Japan

Common stock

Authorized : 1,800,000,000
Issued and outstanding : 597,533,017

Number of shareholders

74,062

Transfer agent for common stock

Mitsubishi UFJ Trust and Banking
1-4-5, Marunouchi, Chiyoda-ku, Tokyo
100-8212, Japan

Stock exchange listings

Tokyo Stock Exchange

Independent audit firm

Ernst & Young ShinNihon LLC

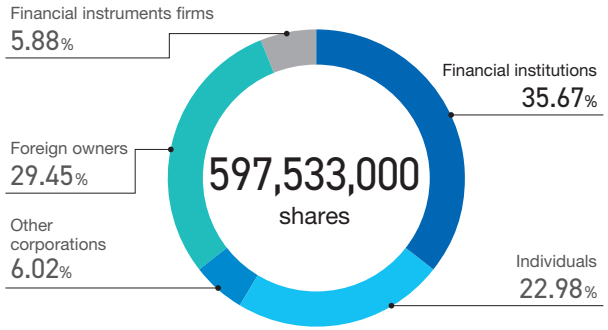
General meeting of shareholders

The General Meeting of Shareholders was held on
June 24, 2026 in Osaka

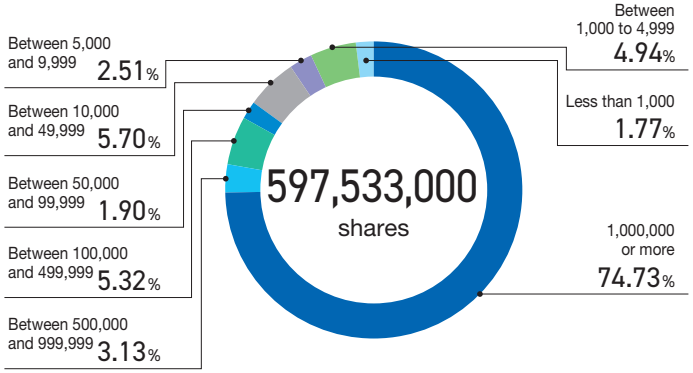
Stock price range in FY 2025

High: 428.0 yen
Low: 192.4 yen

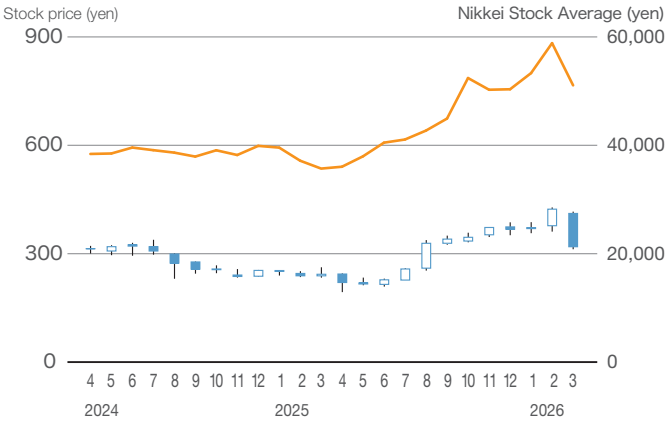
Recent stock price range



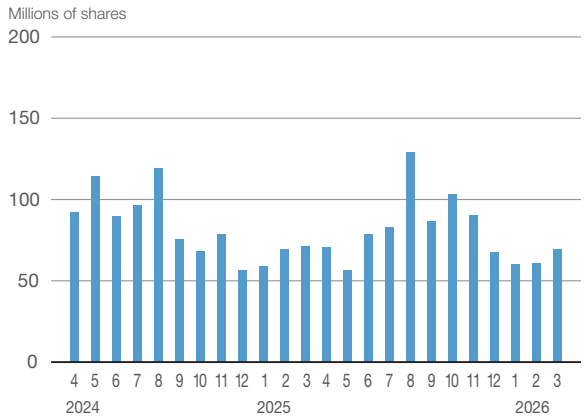
Breakdown of number of shares held



Breakdown of shareholders



Monthly volume traded



Editorial Policy

Editorial policy

The NTN Group believes that building relationships of trust with shareholders and investors, customers, business partners, the international community, local communities, and employees, as well as contributing to the global environment, will lead to enhance our corporate value. In order to inform stakeholders of the NTN Group's business activities and sustainability activities, we have been issuing the NTN Report (integrated report) since FY2009. We utilize this report as a dialogue tool with stakeholders to deepen their understanding of the Company, thereby contributing to realizing a "NAMERAKA Society."

Period and scope of coverage

Period of coverage

FY2025 (April 1, 2025 to March 31, 2026)
Includes some activities from FY2026

Scope of coverage

NTN Group
Includes some non-consolidated reporting on NTN

Reference guidelines

We are working to enhance our information disclosures by referring to the following guidelines.

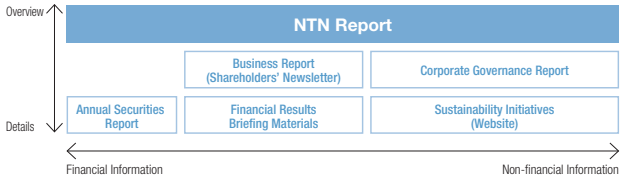
- IFRS Foundation "International Integrated Reporting Framework"
- Ministry of Economy, Trade and Industry "Guidance on Integrated Disclosure and Dialogue for Value Creation".
- SASB (U.S. Sustainability Accounting Standards Board) Standards
- FGRI (Global Reporting Initiative)

Sustainability Reporting Standards
https://www.ntnglobal.com/en/csr/gri.html

Disclaimer

This report contains forecasts and projections regarding NTN's future plans, strategies, and business performance. Note that actual business performance may materially differ from the forecasts discussed in this report.

NTN communication



This report focuses on the most important financial and non-financial information. For more detailed financial information, refer to NTN's annual securities reports and financial results presentation materials. Additionally, more detailed information about NTN's sustainability activities is provided on the NTN website.

Editor's Note



Executive Officer
Corporate Communications Dept.
Deputy Corporate General Manager,
Group Management HQ.

Koji Takahashi

Thank you for reading NTN Report 2026.

This year's report reviews the achievements and challenges of the second year of our Medium-term Management Plan "DRIVE NTN100" Final, while also introducing our initiatives aimed at achieving further growth going forward. In addition to messages from management, we have included a new feature in which young managers who will lead the next generation share their candid thoughts. We hope this will help convey that management and frontline employees are working as one to drive transformation and pursue sustainable growth. We have also disclosed our sustainability information more comprehensively and in greater detail on our website, in order to improve transparency and convenience.

We believe that an integrated report is an important communication tool for conveying not only a company's current position, but also its future direction and potential. We hope this report will serve as an opportunity to deepen understanding of NTN and lead to constructive dialogue with our stakeholders. Going forward, we will continue to sincerely engage with the opinions and expectations of all our stakeholders, and further strengthen both our initiatives to enhance corporate value and our information disclosure.

Finally, we would like to take this opportunity to express our sincere gratitude to the many people, both inside and outside the company, who cooperated in the production of this report.



"NTN Report 2026" production team members

Inquiries

Corporate Communications Dept.
Group Management HQ.
E-mail：irmanager@ntn.co.jp

NTN's website

NTN's website provides a variety of information, including the latest NTN Report and NTN's financial results.
https://www.ntnglobal.com



NTN corporation

Daibiru-Honkan Bldg., 3-6-32,
Nakanoshima, Kita-Ku, Osaka 530-0005, Japan
https://www.ntnglobal.com/en/