

Contribution to solving social issues toward the future we aim for

ESG issues	Materiality	Target FY	Target	Actual results of FY2022	
Environment	Realize carbon neutrality Respond to climate change	13 CLIMATE ACTION	FY2030	● Reduce CO ₂ emissions in business activities (Scope1, 2) → 50% reduction (Compared to the FY2018)	Scope1, 2 ● Reduction of 22.6% compared to the FY2018 Scope3 ● Develop and promote action plans
			FY2035	● Reduce CO ₂ emissions in business activities (Scope1, 2) → Achieve carbon neutrality	
			FY2050	● Reduce CO ₂ emissions in business activities (Scope3) → Achieve carbon neutrality	
	Contribute to carbon-free society	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION	FY2022	● Development related to products and services that contribute to the stable operation of wind turbines → FY2022 Completion of development themes	● Launch a one-stop service that provides everything from bearing supply to abnormality detection and maintenance for wind turbines, etc.
			FY2023 (★)	● Development related to products and services that contribute to the stable operation of wind turbines → FY2023 Completion of development themes	—
			Reduce energy loss	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	FY2022
FY2023 (★)	● Development related to low friction, miniaturization and weight reduction of products for automobiles and industrial machinery → FY2023 Completion of development themes	—			
Social	Contribute to prosperous lives Provide safety and comfort	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	FY2022	● Development related to robot-related modules → FY2022 Completion of development themes ● Raise awareness of independent power supply units and implement proposal activities for disaster mitigation and disaster prevention	● Development of Rotary Actuator Type Hand, etc. ● N ³ N-CUBE was adopted by several municipalities (e.g., circulating flush eco-toilets, bus stop waiting areas, etc.)
			FY2023 (★)	● Development related to robot-related modules → FY2023 Completion of development themes	—
			FY2023 (★)	● Raise awareness of independent power supply units and conduct sale activities for disaster mitigation and local revitalization	—

Foundation to support ESG management

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Environment	Environmental protection Resource recycling and pollution prevention	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 14 LIFE BELOW WATER	FY2022	● Water consumption intensity → 4.30 m ³ /million yen (Japan) 3.14 m ³ /million yen (Overseas) ● Waste generation intensity → 164 kg/million yen (Japan) 279.4 kg/million yen (Overseas) ● Recycling rate → 97.9% (Japan) 97.5% (Overseas)	● 4.36 m ³ /million yen (Japan) 2.83 m ³ /million yen (Overseas) ● 159.7kg/million yen (Japan) 251.0 kg/million yen (Overseas) ● 98.7% (Japan) 96.2% (Overseas)		
			FY2023 (★)	● Water consumption intensity → 3.98 m ³ /million yen (Global) ● Recycling rate → 96.0% or more (Global)	— —		
			Social	Sustainable supply chain Improve the reliability of products and services (Quality assurance, stable supply)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Continue	● Maintain high level of customer satisfaction → More than 90% of responses for "Excellent" and "Good" ● Maintain 100% certification for quality management systems (ISO9001/IATF16949) *Applies to domestic and overseas consolidated manufacturing subsidiaries (excluding bases that have not started mass production). ● Number of participants in specialized quality education courses → 100 or more
FY2023	● Progress in restructuring the domestic core systems Production area → Completed the introduction to all sites (For sales and logistics, financial accounting, human resources and salaries, and technology areas, already introduced in FY2021)	● Introduction completed at 7 production sites → On track to complete implementation during FY2023					
FY2023 (★)	● Start of the information security emergency response system (NTN-CSIRT)	—					
Continue	● Conduct CSR questionnaires for suppliers continuously and maintain and improve achievement level of results	● Result Achievement 87%					
FY2022	● Continue operation of occupational safety and health management system → 6 domestic manufacturing affiliates have acquired GSC certification	● 2 companies have acquired certification → 4 companies that have not yet acquired the certificate are continuing their efforts to complete the achievement during FY2023					
Social	Promote safety and health	8 DECENT WORK AND ECONOMIC GROWTH	Continue	● Maintain "White 500" certification for Health and Productivity Management Organization (Large enterprise category) ● Achievement of the annual plan of the Risk Survey targeting manufacturing sites → 100%	● Accreditation maintained for three consecutive years ● Degree of achievement 100%		
			Prosperous human development Respect for human rights	10 DECENT WORK AND ECONOMIC GROWTH	FY2022	● Analyze and evaluate the results of questionnaires of overseas affiliates	● Analysis and evaluation completed
					Continue	● Survey on the situation of foreign workers working in Japan (Monitoring)	● Started counting the number of foreign workers (monthly)
	Human resource development	8 DECENT WORK AND ECONOMIC GROWTH	Continue	● Number of participants in "NTN Next Leader Program" → 50 ● Holding of "NTN PROUD AWARD" as ESG Corporate Award	● 59 ● First Global Congress to be held in June 2023		
			Promote diversity	5 GENDER EQUALITY	FY2023	● Ratio of female managers → 9% for NTN	● 4.4% for NTN
	December 2024	● Ratio of male childcare leave acquisition → 30%			● 37.2		
	Governance	Thorough compliance	Continue	● Annual number of Compliance Committee meetings held → 2 ● Helpline recognition level in survey of compliance awareness → 85% or more *Raise the target to 90% or more in FY2023, and promote initiatives	● 2 ● 88.4%		
Strengthen governance				● Enhance Corporate Governance	● Enhance Corporate Governance		

* Targets marked with "continue" in the target FY are targets we will aim to achieve each year, and (★) are newly set targets.