

NTN Corporation

My "NAMERAKA" initiative is to contribute to the development of a sustainable society by balancing procurement work and childcare.

The procurement division builds relationships of trust with suppliers and engages in procurement activities based on the perspectives of "fairness and impartiality," "compliance with laws and regulations," "green procurement," and "co-existence and co-prosperity." In addition to balancing quality, price, and delivery time, we also want to contribute to the realization of a global environmentally friendly society by selecting products that are environmentally friendly.

I focus on childcare at the same time as I work efficiently. I have two children, ages 4 and 8, and I cherish the time I get to spend with them after work, such as reading books to them and help them study. I believe that another contribution I can make to society is to nurture healthy bodies and kind, compassionate hearts in the children who will be responsible for the future of our society.



Dandan Cui
CVJ Group Project Manager
Procurement Dept., SCM Strategy HQ,

NTN Bearing Thailand Co., Ltd.

The important thing I realize about "NAMERAKA" is how to live and work smoothly by minimizing actions lead to problems while generating activities of good relationships and collaborations with people in our daily lives and work.

As the aftermarket sales manager, I found various challenges in the past years such as big fluctuation of market demand and supply, highly competitive market, cost increase situation and price up activities. To deal with these challenges and difficulties, I took NAMERAKA concepts to work smoothly with customers and our internal teams.

For example, I help dealers to achieve their purchase plans and to expand their market share by uniting those dealers' capability and NTN technical support and stock management with sincere and honest two-way communications. I believe the respectfulness, harmony and responsibility are the key fundamentals of job accomplishment and sustainable growth.



Kittitat Lasorn
Aftermarket Sales Manager
Aftermarket Sales Department

A "NAMERAKA Society" which we aim for

SNR CEVENNES

As part of our Corporate Social Responsibility approach, SNR CEVENNES decided to become an actor in the process of maintaining the employment of disabled workers. We first outsourced some of our activities in the workshops of our "ESAT" (Work Aid Establishment and Service) partner.

Then, we included disabled "ESAT" workers in our production workshop to make them fully participate in the life of the plant up to the running of a GEN3 bearing's production line. Jean-François is now autonomous for bearings' production.

"I am happy and proud of myself with this work at NTN. Even if you are a person with disability, you can have access to the regular environment. With the help of a monitor, anything is possible! Don't be afraid, you can try like me!"



Jean-François BOISSONNADE
GEN3 Hub Bearing Manufacturing Dept.
Croupillac's Plant

NTN Bearing Corp. of America

The automotive industry is undergoing a major transition from ICE to electrified vehicles. NTN can play an important role to make this a smooth transition by practicing and promoting our core philosophy and spirit.

Engineering R&D is listening to the voice of the customer for what is needed to meet or exceed the technical requirements of electric vehicles and to promote our best technologies. We know lighter weight, more efficient and long life bearing products are a key. NTN will lead by practicing the 3C's of NTN Spirit. The challenges of the future are accepted now as we collaborate internally and with our customers and are committed to be a leading automotive supplier to reach the end goal of a "NAMERAKA Society" for everyone.



Eric Whipple
Engineering Director,
Automotive OE Business Unit

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Editorial policy

The Group believes that building relationships of trust with shareholders, investors, customers, business partners, the international community, local communities, and employees and contributing to the global environment will enhance corporate value. To report to our stakeholders on the business and sustainability activities of our group, we have been publishing the NTN Report (Integrated Report) since the fiscal year ended March 31, 2010. We will use this Report as a tool for dialog with our stakeholders to deepen their understanding of our company and contribute to the realization of a "NAMERAKA Society."

Production concept of "NTN Report 2023"

"DRIVE NTN100" Phase 2, a three-year medium-term management plan started under a new organization led by President Ukai, who took office in April 2021, aims to revitalize NTN by strengthening our financial structure. In the fiscal year ended March 31, 2023, our business performance was improved steadily even under a tough business environment due to continued influence of global semiconductor shortage and unprecedented cost inflation including raw materials, energy, and logistics cost. Still, we posted higher sales and profits compared to the previous fiscal year, but the operating income fell short of the announced forecast. We will continue to implement each initiative with firm resolve also in the final year.

In addition, we are promoting ESG management based on our roadmap to realize a "NAMERAKA Society" for sustainable growth over the medium to long term, while strengthening initiatives related to climate change and human capital.

This report describes these topics.

Period and scope of coverage

Period of coverage Fiscal year ended March 31, 2023 (April 1, 2022 to March 31, 2023) Includes some activities for the fiscal year ending March 31, 2024

Scope of coverage NTN Group Includes some non-consolidated reporting of NTN

Target guidelines

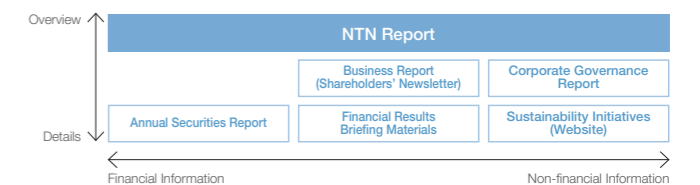
We are enhancing information disclosure by referring to the following guidelines, etc.

- 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
 - GRI (Global Reporting Initiative) Sustainability Reporting Standards
- <https://www.ntnglobal.com/en/csr/gri.html>

Disclaimer

This report contains projections and outlooks regarding our plans, strategies and performance for the future. Please understand that actual results may differ materially from those discussed in this report.

NTN communication



This report focuses on the most important financial and non-financial information. For more detailed financial information, please refer to the annual securities report and financial results presentation materials. In addition, our sustainability activities are introduced in detail on our website.

<https://www.ntnglobal.com/en/index.html>