

Message from Executive Officer in Charge of Human Resources

Striving to secure and develop human resources and foster organizational culture based on the NTN SPIRIT

Executive Officer

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Through the practice of human capital management, our Group believes that fostering an organizational culture that works to resolve various societal issues, boost economic value as well as environmental and social value, and developing a diverse and motivated workforce, will lead to “Prosperous human development.” This is also positioned as a key measure of ESG management in the Medium-term Management Plan “DRIVE NTN100” Final, focusing on two pillars: “securing and developing human resources” and “fostering organizational culture.”

Securing and developing human resources through two-way communication

Our main measures for securing and developing human resource are “achieving independent growth and career autonomy” and “enhancing the technical capabilities required to achieve the management strategy.”

Each employee identifies their own abilities and experience and proactively envisions their future. At the same time, the company clearly defines the human resources required by each business and team and through continuous two-way communication, accurately understands the intentions of employees and provides opportunities and resources that can encourage challenge

and autonomy while maximizing their individuality and personal strengths. Employees will harness these opportunities to grow further. We believe this cycle is vital.

For example, the personnel system for managers has been changed from a conventional system based on “human” criteria to one based on “work” criteria. We have also introduced expert courses to improve specialized capabilities and programs that empower employees to vie for positions such as Director and Manager, which promotes proactive behavior from employees, increases motivation, and promotes organizational vibrancy. While we have received positive feedback from employees, we will continue to flexibly incorporate a range of views to encourage challenge and autonomy.

In graduate recruitment, we are promoting measures such as enriching opportunities to interact with students through internships and work experience, and partially introducing a scheme that conduct matching and guaranteeing of initial assignment job categories at the time of hiring selection. In recent years, there has been a trend through the media of students showing high interest in corporate human resources systems and studying this area deeply. Based on this premise, our recruitment staff continue their sincere and careful work while remaining open to a range of views. Listening to our new hires and prospective employees many have clear reasons for

choosing our company, and we believe it is most important to continue to carefully engage with those who have knocked on our door.

Toward an organizational culture that sees challenges through and transforms mindsets

Our specific measures for “fostering organizational culture” are “transformation to a workplace of daring and mission” and “mindset transformation based on the NTN SPIRIT.”

While having a foundation that encourages initiative and the presence of colleagues who boldly take on challenges is one of our company’s strong suits, we believe that an attitude of following through any challenges to the end and mindset transformation based on the NTN SPIRIT are further required.

For example, under the personnel system for managers, we are increasing the dialogue between managers and their team members regarding the setting of challenge goals, progress toward goals, and evaluation, while establishing a system that links company performance with individual performance evaluation and a remuneration system linked to company performance.

We also utilize the results of employee engagement surveys to conduct voluntary improvement activities at each workplace and share successful examples. Through these steady daily efforts, we strive to improve engagement.

Aiming to be a corporate group where diverse employees can “grow” and “work enthusiastically” through our business activities

NTN Group has established in its long-term vision toward FY2035 of “enhancing our corporate value by working together with all stakeholders to increase our economic, environmental, and social value, aiming to be a company that is trusted and needed.”

For this purpose, we believe it is important that diverse employees can “grow” and “work enthusiastically” through our business activities, inspiring those around them in their own way and triggering positive chemical reactions. We will continue to accelerate our efforts to achieve our vision as soon as possible.