Advancing Our Promises

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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.

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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.

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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.

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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.