Editorial Policy

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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.

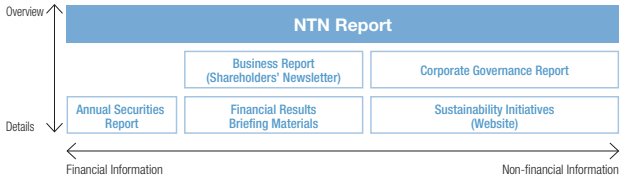
- IFRS Foundation "International Integrated Reporting Framework"
- Ministry of Economy, Trade and Industry "Guidance on Integrated Disclosure and Dialogue for Value Creation".
- SASB (U.S. Sustainability Accounting Standards Board) Standards
- FGRI (Global Reporting Initiative)

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