

Priority actions under the Medium-term Management Plan		Indicator	FY2021	FY2022	FY2023	FY2024	Target	Indicator and reason selected	
Securing and developing human resources	Enhancing the technical capabilities required to achieve the management strategy	Expert course participants (expert: high-level technical expert) (NTN only) *2		—	6	8	As the measure has only just been adopted, targets are yet to be established	As an indicator to measure the improvement of technical skills, we use the status of expert development	
	Developing management talent to lead the Group	No. of succession plan candidates		19	24	25	30 FY2026	Used as an indicator to measure the status of leadership talent development	
	Achieving independent growth and career autonomy	Training hours per employee (NTN only)		16.2 hours	11.9 hours	21.0 hours	Year-on-year growth	Used as indicator of track record of education and training to support employee autonomous growth	
	Training expenditure per employee (NTN only) *3		—	19,180 yen	32,671 yen				
Fostering organizational culture	Diversity, equity and inclusion	Percentage of female managers (NTN only)		4.4%	4.5%	4.2%	5% FY2026	Used as indicator of a rewarding working environment for men and women equally	
		Childcare leave acquisition rate for male employee (NTN only)		37.2%	62.8%	73.0%	100% FY2026		
		Percentage of mid-career hires (NTN only)		19.0%	21.3%	17.3%	30% FY2026		
		Employment of persons with disabilities (NTN only)		2.57% (statutory employment rate: 2.3%)	2.57% (statutory employment rate: 2.3%)	2.50% (statutory employment rate: 2.3%)	Equal to or above the statutory employment rate at that time		
	Transformation to a workplace of daring and mission	Scores related to “challenge” and “transformation” in employee engagement surveys (NTN only) *4	Organization allows for learning from failures	58% of responses positive	—	50% of responses positive	—	80% of responses positive FY2026	Used as an indicator of attitudes to daring and transformation
			The workplace environment encourages new proposal methods	45% of responses positive	—	42% of responses positive	—		
			I try to perform beyond expectations	76% of responses positive	—	65% of responses positive	—		
	Mindset transformation based on the NTN SPIRIT	Scores related to “corporate philosophy” and “collaboration” in employee engagement surveys (NTN only) *4	The NTN SPIRIT is practiced	62% of responses positive	—	51% of responses positive	—	80% of responses positive FY2026	Used as an indicator of the promotion of fostering unity through embedding of the corporate philosophy throughout the organization
			I know the meaning of my work	74% of responses positive	—	55% of responses positive	—		
			There is mutual respect and collaboration among departments	32% of responses positive	—	29% of responses positive	—		
Human rights		No. of participants in human rights education (total number) (NTN only)		1,354	1,443	1,812	Year-on-year growth	Used as an indicator of solid knowledge and understanding of human rights through human rights education	
Investment for Health		Percentage of people in the healthy weight range (BMI between 18.5 and 25) (NTN only)		65.4%	66.0%	65.5%	70.0% FY2026	Used as an indicator of employees safely and healthily working continuously over a long period	
		Percentage of high-stress employees (NTN only)		8.6%	9.0%	8.7%	7.0% FY2026		
		No. of occupational accidents (resulting in lost work time) (NTN only) *5		4	2	0	0		

*1 The above indicators cover NTN Group and its subsidiaries unless otherwise specified.

*2 As the expert course was only started in FY2023, there were no subjects prior to that. The number of persons represents those who are designated and scheduled to be appointed to the expert course.

*3 The survey tracking spending on training started in FY2023.

*4 The employee engagement survey is conducted every two years, so no survey was conducted in FY2022 and FY2024. The next survey is scheduled to be conducted in FY2025. The employee engagement surveys conducted in FY2021 and FY2023 were conducted only on some employees. The employee engagement surveys conducted in FY2021 and FY2023 were conducted only on some employees.

*5 Regarding the number of occupational accidents (resulting in lost work time), the period covered by the statistics for FY2024 was the financial year from December 16, 2023 to December 15, 2024, as were the previous periods (FY2023 and earlier).