Priority actions under the Medium-term Management Plan		Indicator		FY2023	FY2024	FY2025	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	12	15 FY2026	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		24	25	29	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)		11.9 hours	21.0 hours	24.1 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)		19,180 yen	32,671 yen	33,108 yen		
Fostering organizational culture	Diversity, equity and inclusion	Percentage of female managers (NTN only)		4.5%	4.2%	4.9%	5% FY2026	Used as indicator of a rewarding working environment for men and women equally
		Childcare leave acquisition rate for male employee (NTN only)		62.8%	73.0%	89.6%	100% FY2026	
		Percentage of mid-career hires (NTN only)		21.3%	17.3%	19.4%	30% FY2026	Used as an indicator of career and recruitment systems and workplace environments accommodating to diverse talent
		Employment of persons with disabilities (NTN only)		2.57% (statutory employment rate:2.3%)	2.50% (statutory employment rate:2.5%)	2.64% (statutory employment rate:2.5%)	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) *3	Organization allows for learning from failures	50% of responses positive	—	56% 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	42% of responses positive	—	47% of responses positive		
			I try to perform beyond expectations	65% of responses positive	—	67% of responses positive		
	Mindset transformation based on the NTN SPIRIT	Scores related to "corporate philosophy" and "collaboration" in employee engagement surveys (NTN only) *3	The NTN SPIRIT is practiced	51% 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	55% of responses positive	—	56% of responses positive		
			There is mutual respect and collaboration among departments	29% of responses positive	—	32% of responses positive		
Human rights		No. of participants in human rights education (estimate) (NTN only)		1,443	1,812	2,673	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)		66.0%	65.5%	65.4%	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)		9.0%	8.7%	8.9%	70.0% FY2026	
		No. of occupational accidents (resulting in lost work time) (NTN only) *4		2	0	7	0	

*1 The above indicators cover NTN Group and its subsidiaries unless otherwise specified. *2 The figure represents the number of individuals certified for the Expert Course and scheduled to assume the role.
*3 The employee engagement survey is conducted every other year; accordingly, no survey was conducted in FY2024. The employee engagement surveys conducted in FY2023 and FY2025 covered a select portion of employees.
*4 Regarding the number of occupational accidents (resulting in lost work time), the aggregation period for FY2025 covers December 16, 2024 to December 15, 2025. The aggregation periods for FY2024 and prior fiscal years are determined in accordance with the same methodology.