

NTN HEALTH AND PRODUCTIVITY MANAGEMENT REPORT

FY2026 Edition



NTN Corporation

Toward Realizing a “NAMERAKA Society”

Carrying forward our founder’s spirit, we aim to create a society where people and nature coexist in harmony and everyone can live with peace of mind and prosperity.

The health and active engagement of our employees and their families support the realization of a “NAMERAKA Society.”



Value Creation Story

To realize our Corporate Philosophy, we integrate Human Capital Management with Health and Productivity Management.



Health Declaration

We promote a workplace where employees can work with vitality and maintain their physical and mental well-being as a foundation for sustainable management.



MESSAGE FROM THE PRESIDENT

Representative Executive Officer,
President

Eiichi Ukai

We recognize that the health of our employees and their families is the foundation for the sustainable growth of the NTN Group. We hereby declare that we will actively promote health improvement, disease prevention, and a vibrant work environment so that every employee can work with vitality and make the most of their abilities.

April 28, 2021

Eiichi Ukai

Reference: Health and Productivity Management Since the 1980s

1980s

Increased use of paid leave and promotion of sports activities



2000s

No smoking during working hours and individual counseling



2010s

Minimum rest intervals between shifts and on-site childcare



2020s

Complete indoor smoking ban and smoking cessation campaigns

Health and Productivity Management Strategy Map

Under our HR strategy, we invest in workplace, mental, and physical health to advance Human Capital Management.

Three Pillars of Health and Productivity Management

Workplace Health Promotion

Work styles & environment

- Better work styles and environment
- Data-driven workplace support
- Line care training for managers
- Health literacy education and training

Mental Health Promotion

Prevention & early support

- Stress checks and consultation support
- Counselor interviews for all employees
- Self-care education and early support
- Return-to-work support after illness

Physical Health Promotion

Prevention & healthy lifestyles

- Checkups and health guidance
- Lifestyle improvement
- Fitness tests for fall prevention
- Smoke-free workplaces, cessation support

**Expected Changes in
Employees and Workplaces**

**Changes in health awareness
and behavior**



**Improved physical and
mental health**



Greater workplace vitality

Ultimate Outcome Indicators (KGI)

Reduce absenteeism

Related indicator: return-to-work rate
after mental health leave

Reduce presenteeism

Improve work engagement

**The health and success of diverse talent drive
sustainable corporate value.**



Realizing a “NAMERAKA Society”

*A detailed Health and Productivity Management Strategy Map is available on the NTN website.

Health and Productivity Management Promotion Structure and Governance

Under the leadership of the CEO, initiatives are implemented across the organization under the oversight of the Board of Directors and relevant committees. Progress is managed through a cycle of reporting, policy deployment, evaluation, and improvement.



Ultimate Outcome Indicators (KGI)

We track three KGIs to monitor year-on-year trends and progress toward our FY2026 targets.

Indicator	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Target
Absenteeism-related indicator Return-to-work rate of employees with mental health conditions (%) *1 Higher is better	40.7	50.0	48.5	53.6	Maintain at 50.0% or higher
Presenteeism (%) *2 Lower is better	16.6	17.3	17.0	16.7	15.0
Work engagement (points) *3 Higher is better	2.62	2.62	2.66	2.67	3.00

■ Indicator Definitions and Measurement Methods

***1 Absenteeism-related indicator:** Return-to-work rate of employees with mental health conditions. NTN uses this indicator to monitor support for appropriate treatment and a smooth return to work. Data cover all employees and are obtained from the attendance management system.

***2 Presenteeism:** Percentage of productivity loss due to health problems, measured using the University of Tokyo single-item SPQ. Lower is better.

***3 Work engagement:** Measured using the nine-item Utrecht Work Engagement Scale, scored from 0 to 6. Higher is better.

***2, *3 Source:** NTN in-house employee survey. Respondents: FY2022: 6,284 (96.7%) / FY2023: 6,336 (94.5%) / FY2024: 6,547 (97.0%) / FY2025: 6,381 (95.3%)

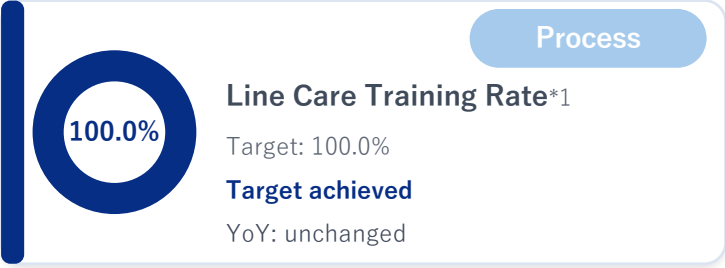
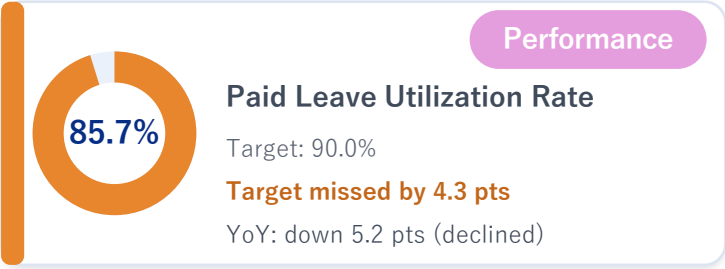
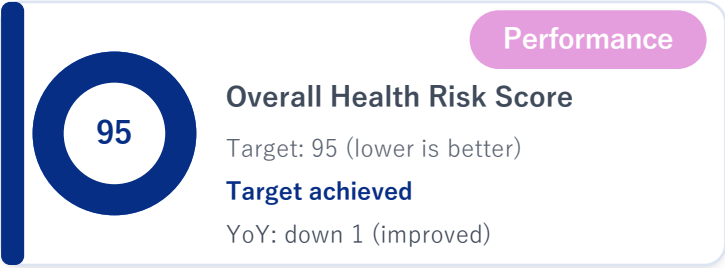
*Trends in absence and leave days are shown on P17.

KPI Progress and Challenges

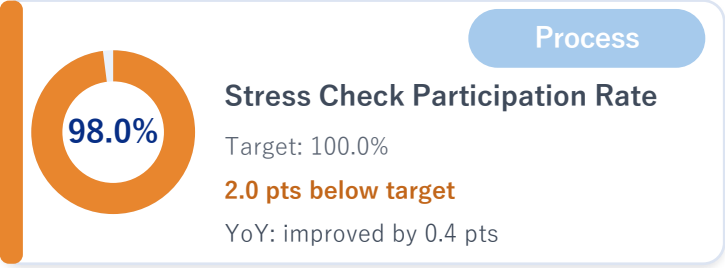
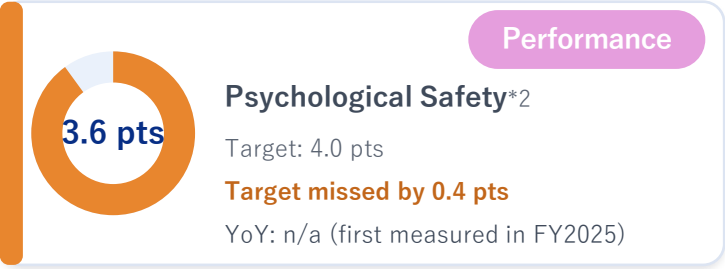
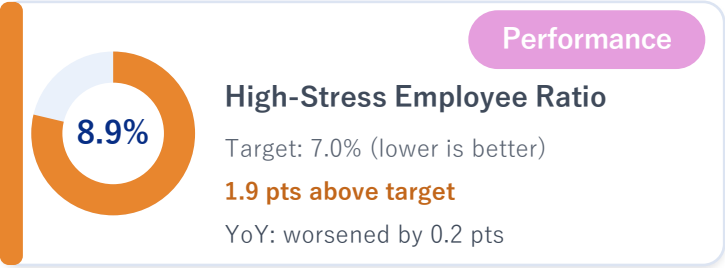
FY2025 Results / FY2026 Targets

● Target achieved ● Target not achieved

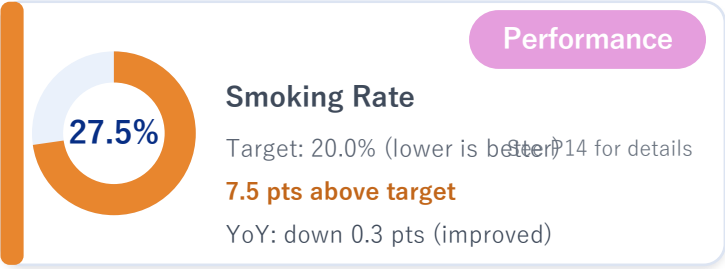
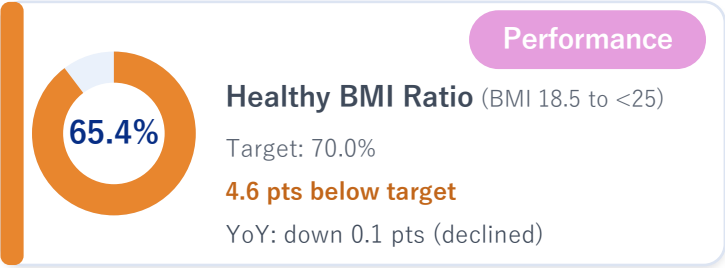
Workplace Health



Mental Health



Physical Health



Linked to Strategy Map ● Performance: outcomes of initiatives ● Process: implementation status

*1 Line care training: Part of Workplace Health; turns managers' observations into workplace improvements.

© NTN Corporation *2 Psychological safety: Measured with Prof. Amy C. Edmondson's 7-item survey.

Key Initiatives for FY2026

The Workplace Health Report visualizes health data, enabling each workplace to identify and address its own challenges. We will also introduce age-friendly safety and health support in phases for older employees.



Data-Driven Workplace Improvement

Challenges: Trends in checkup results, lifestyle habits, presenteeism, and other indicators vary by workplace, requiring workplace-specific responses.

- Visualize health checkup results, lifestyle habits, presenteeism, work engagement, and other workplace health indicators
- Enable managers to identify workplace health issues and use dialogue with team members to develop improvement actions

Checkup
Results

Lifestyle

Presenteeism

Psychological
Safety

Work
Engagement

Scope: All sites / Full rollout since FY2025



Physical Fitness Assessment

Challenges: Addressing a growing number of older employees and age-related changes in physical function.

- Conduct five tests to assess physical fitness and reduce fall risk
- Measure functions important in the workplace, including walking ability, manual dexterity, posture, and body coordination
- Provide individual feedback to support continuous improvement

Walking

Dexterity

Coordination

Posture

Two-Step Test

Scope: Employees aged 60+ / Phased rollout from FY2026

Initiative
1

Evaluation Metrics

- Follow-up exam and medical visit rates
- Psychological safety
- Work engagement

Expected Outcomes
Workplace
improvement and
higher engagement

Initiative
2

Evaluation Metrics

- Participation rate
- Physical fitness age
- Use in safety activities

Expected Outcomes
Lower fall risk and
greater health
awareness

*Follow-up rate targets to be set in FY2027 with NTN Health Insurance Society.

*Trials in FY2024–2025; introduced at selected sites in FY2026, followed by phased rollout. Effectiveness tracked via participation, fitness age, and falls.

Workplace Health

We visualize workplace health data to promote workplace improvement and healthier behaviors among employees.

Initiative 1 | Workplace Health Report



Visualizes workplace-level data, including health checkup results, lifestyle habits, and presenteeism, to help each workplace identify its improvement priorities.

Workplace Data

Initiative 2 | E-learning Programs



Diet & Exercise

Women's Health

AED Seminar

Workplace Health Improvement Cycle



Expected Changes
 Sustainable healthy behaviors and a vibrant, supportive workplace

*For related KPIs, see P8, KPI Progress and Challenges

Mental Health

We provide prevention, early support, and access to consultation according to employees' roles and career stages.

Key Initiatives

Line Care Training (for Managers)



Pictured: Workplace Health Report training (Japanese)

Helps managers recognize health concerns at an early stage and provide appropriate support through regular communication with team members.

One-on-One Consultation for All Employees

Industrial counselors meet individually with all employees to identify early signs of distress and refer them to specialists when necessary.

Mental Health Training by Job Level

Selected training related to mental health



*Line Care Training KPI is reported under Workplace Health (see P8).

Workplace Adaptation Support

Mentorship Program

- Senior employees provide OJT for six months after formal assignment to support adaptation
- Helps new hires adapt quickly and build relationships for open consultation

Career Development Support

Support at Key Career Milestones

- At ages 35, 45, and 55, employees reflect on their future work styles and careers
- Supports job satisfaction and peace of mind about the future

Assessment

Prevention & Education

Consultation, Early Support & Return-to-Work Support

Workplace Improvement & Post-Return Retention

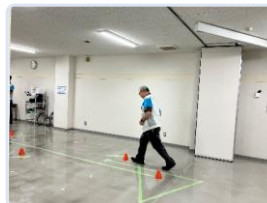
Expected Changes
Prevention, early response, and a safe, supportive workplace

Physical Health

Health checkups and physical fitness assessments support prevention, early treatment, and the development of healthy lifestyle habits.

Challenge | Preventing Falls

Falls caused **15%** of occupational accidents (2022–2024).
Age-related decline in physical function is a key challenge.

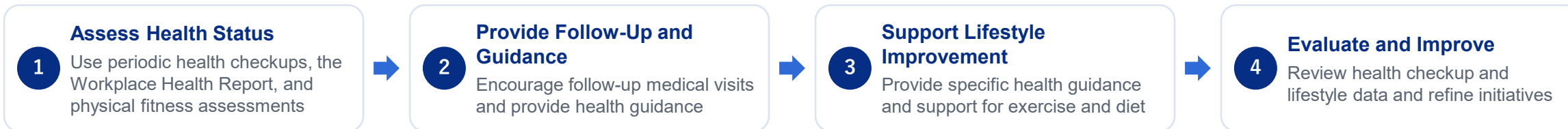


Physical Fitness Assessment for Employees Aged 60 and Older

Phased rollout from FY2026

The assessment visualizes physical fitness and provides individual feedback to help reduce fall risk and encourage regular exercise.

Physical Health Improvement Cycle



Building Healthy Lifestyle Habits

Participants: 121 (Fall 2022) to 638 (Spring 2026)



Promoting Sports Activities



Beyond promoting the walking program, we continuously support company clubs, sports, and community activities.

Parent-child running class (community event)

Expected Changes

Disease prevention, early treatment, and the physical capacity to support long and healthy careers

FY2025 Health Data Summary

Key data on health checkups, lifestyle, mental health, and working hours summarize FY2025 results and future priorities.

 Health Checkups	 Lifestyle	 Mental Health	 Working Hours
Periodic Health Examination Participation Rate100%	Healthy BMI Ratio (BMI 18.5 to <25)65.4%	High-Stress Employee Ratio8.9%	Paid Leave Utilization Rate85.7%
Employees with Abnormal Findings63.0%	Walking Habit (in-house survey)49.7%	Absence/Leave Days (mental health)1.56 days	Long Working Hours (over 45 h)129
Follow-Up Examination Rate58.6%	Smoking Rate27.5%	Employees Absent (mental health)69	Long Working Hours (over 80 h)0

Expected Outcomes

Key Achievements in FY2025

- Maintained a 100% periodic health examination participation rate
- Achieved zero employees working more than 80 hours per month
- Increased the follow-up examination rate to 58.6%

Challenges

Priority Challenges

- Address the high percentage of employees with abnormal findings (63.0%)
- Strengthen follow-up encouragement to improve the follow-up examination rate (58.6%)
- Address the high-stress employee ratio of 8.9% and mental health-related absences
- Increase interest in smoking cessation by improving health literacy

From In-House Practice to Partner Collaboration

We will address the challenges identified through our health data and share the knowledge gained to support our business partners in advancing their own Health and Productivity Management initiatives.

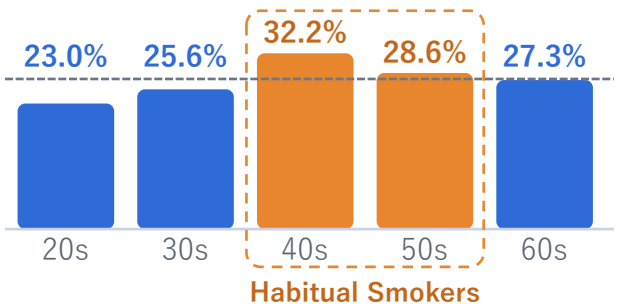
Secondhand Smoke & Smoking Cessation

Guided by the NTN Non Smoking Declaration, we promote smoking cessation support and smoke-free workplaces.

1. Challenges and Approach | Smoking Profile and Health Literacy

FY2025 Smoking Rate by Age

Company average 27.5%



- Highest among employees in their 40s: 32.2%
- Rates for employees in their 40s and 50s were above the company average
- Company-wide rate: 27.5%, compared with the national average for adult men of 24.5%*

Approach

Cessation programs alone may not lead to lasting behavior change. We therefore focus on health literacy and interest in quitting.

*Approximately 90% of employees are male.
Source: MHLW, 2024 National Health and Nutrition Survey

NTN Non Smoking Declaration

We are committed to reducing health risks associated with smoking, including secondhand smoke.

April 1, 2021

2. Smoking Cessation Initiatives

Environment

- No smoking during working hours (since 2004)
- Complete indoor smoking ban
- NTN Smoke-Free Day (all day, including breaks)

Awareness & Behavior

- Smoking cessation campaigns (twice a year, on health risks)
- Smoking Cessation Supporter Program (non-smokers support quit attempts)
- Cessation aid subsidy (partial)
- Secondhand smoke awareness (for employees who marry or have children)
- Disclosure of smoking rates to workplaces (managers encourage interest)



Cessation Campaign

3. Monitoring Results

Literacy → Behavior Change
Leading indicator for reducing the smoking rate

Leading Indicator

Interest in Smoking Cessation
15.1%

YoY: up 0.7 pts

FY2026 target: 35.0%

Outcome Indicator

Smoking Rate
27.5%

YoY: down 0.3 pts

FY2026 target: 20.0%

In-house survey of smokers

Advancing Health and Productivity Management with Business Partners

Surveys, thematic seminars, and exchange meetings help promote Health and Productivity Management throughout our supply chain.

Challenges Facing Business Partners

- Limited awareness of Health and Productivity Management
- Information and know-how gaps between companies
- Health challenges shared with NTN
- Need to identify each company's specific concerns

Our Initiatives

Exchange meetings & knowledge sharing with Uchiyama Manufacturing and PERSOL TEMPSTAFF



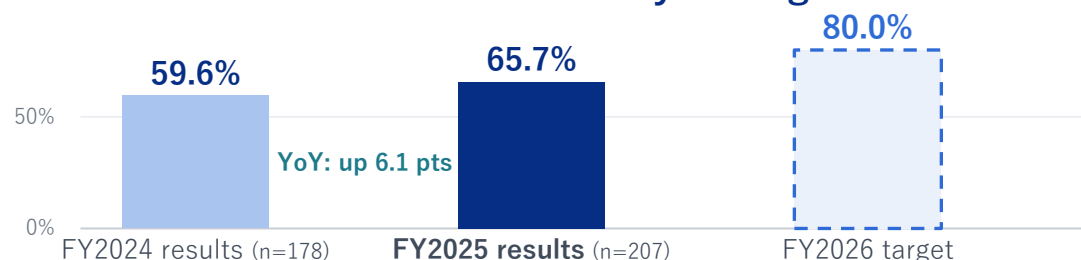
Heat Stress Prevention Seminar



Health and Productivity Management Promotion Cycle with Business Partners



Awareness of Health and Productivity Management



*Share of respondents who "know what H&PM involves" (in-house survey)

Effectiveness Indicators

Certified H&PM
Outstanding
Organizations

37 / 207
companies

H&PM seminar
participants
(companies)

FY2025: **31**
FY2026: **72**

Dialogue & Assessment
Status

**Exchange
meetings &
surveys**

Listening to our business partners and working together to extend Health and Productivity Management throughout the supply chain

Awards and Recognitions for Health and Productivity Management

Our Health and Productivity Management initiatives have earned external recognition.

Recognition	Fiscal Year	Description	Granting Authority
 Certified Health and Productivity Management Outstanding Organization Large Enterprise Category: White 500	FY2021–FY2026	Recognizes companies practicing outstanding Health and Productivity Management. Certified as White 500 for six consecutive years.	Ministry of Economy, Trade and Industry
 Sports Yell Company Silver	FY2020–FY2026	Certifies companies actively promoting sports among employees. Silver certification since FY2026.	Japan Sports Agency
Best Practice Company	FY2018	Selected for efforts to reduce long working hours.	Ministry of Health, Labour and Welfare
 Childcare Support Company Platinum Kurumin	FY2022	Certifies companies with high standards of support for balancing work and childcare.	Ministry of Health, Labour and Welfare
 Eruboshi Certification Three Stars	FY2020	Certifies companies excelling in promoting women's advancement.	Ministry of Health, Labour and Welfare

Medium- and Long-Term Trends and Future Challenges

Comparison of base-year results with FY2025 results.

Comparison with Base-Year Results

+ Increase / ▲ Decrease from the base year
Figures show base year → FY2025 results

① Workplace Health

Average Length of Service	19.5 years → 19.6 years	+0.1 years
Employees Working >45 Hours/Month	259 → 129	▲130
Employees Working >80 Hours/Month	20 → 0	▲20
Absence Days: Illness & Mental Health	1.88 days → 2.61 days	+0.73 days
Employees Absent: Illness & Mental Health	114 → 141	+27
e-Learning: Lifestyle & Exercise	89.5% → 93.8%	+4.3 pts
e-Learning: Women's Health	88.1% → 96.4%	+8.3 pts
AED Seminar Participation	100% → 80.6%	▲19.4 pts
Self-Rated Health (*8)	33.9% → 34.2%	+0.3 pts

② Mental Health

Industrial Counselor Consultation	100% → 86.0%	▲14.0 pts
Absence Days: Mental Health	1.16 days → 1.56 days	+0.39 days
Employees Absent: Mental Health	58 → 69	+11

Trends by Area

- ① **Workplace Health** | Long working hours, e-learning participation, self-rated health, and walking habits improved; AED seminar participation remained below target.
- ② **Mental Well-being** | Counselor consultation remained below target; mental health-related absence and leave increased.
- ③ **Physical Health** | Blood pressure, glucose, walking, and kencom indicators improved; the rate of abnormal findings increased.

③ Physical Health

Periodic Health Exam Participation	100% → 100%	±0.0 pts
Employees with Abnormal Findings (*1)	52.7% → 63.0%	+10.3 pts
Detailed Medical Examination Participation (*2)	39.9% → 58.6%	+18.7 pts
Medical Consultation by Individuals Requiring Medical Care (*2)	35.1% → 51.8%	+16.7 pts
Blood Pressure Management (*3)	49.9% → 56.0%	+6.1 pts
High Blood Pressure Risk (*4)	0.7% → 0.5%	▲0.2 pts
High Blood Glucose Risk (*5)	0.7% → 0.5%	▲0.2 pts
Poor Diabetes Control (*6)	1.5% → 1.4%	▲0.1 pts
Walking Habit Rate (*7)	37.3% → 49.7%	+12.4 pts
kencom Registration	24.7% → 32.9%	+8.2 pts

*1 Statutory health examination items under Article 44 of the Industrial Safety and Health Regulations, including blood pressure, liver function, and blood lipids.

*2 Detailed medical examinations and medical consultations by individuals determined to require medical care are compared with FY2023 results.

*3 Systolic blood pressure below 140 mmHg and diastolic blood pressure below 90 mmHg.

*4 Employees aged 40 or older with systolic blood pressure of 180 mmHg or higher, or diastolic blood pressure of 110 mmHg or higher.

*5 Employees aged 40 or older with fasting blood glucose of 200 mg/dL or higher.

*6 Employees aged 40 or older with HbA1c of 8.0% or higher.

*7 Percentage of respondents who reported walking every day or two to three times per week in NTN's in-house survey.

*8 Percentage of respondents who answered "Satisfied" in NTN's in-house survey.

Reference: Healthcare and Health Promotion Expenditure in FY2025

Health examinations, health guidance, mental health programs, health promotion initiatives, and return-to-work support: ¥246 million, or approximately ¥38.6 thousand per employee

Health examinations and stress checks: ¥46 million



Supporting a “NAMERAKA Society” through Health

Connecting the health and vitality of every employee
to sustainable value and a “NAMERAKA Society.”

Personnel Department, NTN Corporation

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