The Company's corporate philosophy is “We shall contribute to international society through creating new technologies and developing new product.” Based on this philosophy, we are investing the capital cultivated over the 100 years since our foundation in the value chain and are conducting R&D, procurement, Monozukuri, and sales activities to contribute to international society.

We create value in each process and conduct business activities to lead a sustainable growth.

| About Us | Value Chain that Creates Value |

The Company is conducting R&D in four regions throughout the world, taking advantage of its core technology. In R&D bases in Japan and Europe, we conduct basic research, including fundamental technologies, and research on cutting-edge technologies. At the same time, we are developing technical services such as each product development, certification assessment, surveys, and analysis in a manner that completes all processes locally, so that we can quickly respond to customers' needs in each region. We share information on design, prototyping, experiments, production engineering, and customer projects among our regional business sites to develop products that respond quickly to the needs of our customers.

In our core businesses, we have begun developing sensing and module products in response to CAVE and are developing hub bearings aimed at further low friction. In addition, we have positioned industries such as wind turbine equipment in-house.

In the Japanese market, we are increasingly procuring from overseas business partners such as those in China and ASEAN, and our business is expanding globally. From a global perspective, we endeavor to promote local procurement and procurement in optimal locations with our focus on not only domestic business partners but also a wide range of business partners worldwide, and emphasize the superiority of quality-price and the certainty of delivery date in pursuit of stable procurement that is responsive to changes in the marketplace. In addition, by complying with legal and ethical standards and conducting fair and impartial transactions, we will not only ensure the confidence of our customers and society, but also enhance the competitiveness of our business partners, thereby continuing to achieve "sustainable growth" together with our business partners.

We will contribute to the creation of a "sustainable society and environment" by pursuing transactions that take full account of environment conservation and resource conservation through our efforts to conserve the global environment and to promote "green procurement" which prioritizes business partners with superior environmental quality. Through these transactions, we will deepen mutual understanding with business partners and build and strengthen cooperative relationships.

### R&D

**P.33-34**

**Strengths that create added value**

We conduct R&D in four regions throughout the world, taking advantage of its core technology. In R&D bases in Japan and Europe, we conduct basic research, including fundamental technologies, and research on cutting-edge technologies. At the same time, we are developing technical services such as each product development, certification assessment, surveys, and analysis in a manner that completes all processes locally, so that we can quickly respond to customers' needs in each region. We share information on design, prototyping, experiments, production engineering, and customer projects among our regional business sites to develop products that respond quickly to the needs of our customers.

In our core businesses, we have begun developing sensing and module products in response to CAVE and are developing hub bearings aimed at further low friction. In addition, we have positioned industries such as wind turbine equipment in-house.

| Number of patent awards | 195 cases |
| Number of R&D bases | 9 locations (5 laboratories, 4 technical centers) |
| Number of CSR questionnaires to suppliers | 240 business partners |

### Procurement

**P.35-36**

**Strengths that create added value**

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| Number of visits with technical service units | 419 |

### Monozukuri

**P.35-36**

**Strengths that create added value**

Amid the rapidly changing business environment, speeding up from marketing and product planning to prototyping and mass-production is the key to improving customers' satisfaction. Under these circumstances, we will strengthen the linkage between the innovation process of product planning and development, and the supply chain process of marketing, production, and sales with the aim of building a manufacturing system that is resilient to changes. Through the promotion of digitization, we aim to further accelerate operations by linking all kinds of information. Through the promotion of digitization, we aim to further accelerate operations by linking all kinds of information. At overseas manufacturing sites, we are reinforcing our data management during risk analysis and prototyping by thoroughly implementing our rules for model transfers and process changes in order to ensure stable quality from the production startup and establish a quality assurance system that meets the worldwide uniform standards. Supporters from the mother plant and quality control divisions are temporarily sent to local sites to conduct audits, verify previous problems, improve processes, and provide quality guidance to local employees. We are also actively engaged in human resource development activities aimed at enhancing and expanding on NTN's proprietary know-how, such as developing and producing our manufacturing equipment in-house.

| Results Achieved | Quality management system certifications at consolidated subsidiaries | 100% |

### Sales

**P.27-32**

**Strengths that create added value**

Sales representatives regularly provide opportunities for face-to-face or online meetings with customers to propose our products that meet the needs of new products being developed by customers and to provide consultation on how to solve problems. Our sales representatives also conduct consulting-based sales activities to respond closely to problems with customers' existing models that are in the mass-production phase by liaising between customers and relevant divisions within the Company. Sales engineers provide technical services necessary to solve problems by quickly grasping the technical needs of customers.

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The needs of customers, such as lightweight, quietness, low torque that leads to energy conservation, and longer operating life, are changing with the times. We are working to improve customers' confidence in the NTN brand and their satisfaction by responding swiftly to these needs and changes in the external environment and delivering high-quality products to customers at appropriate prices. We conduct annual customers satisfaction surveys to listen directly to our customers' opinions, such as their satisfaction levels and requests.

| Results Achieved | Ratio of overseas production | 48% |

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1. In order to prevent CSR questionnaire, a customer was conducted for business partners whose level of achievement was low in the previous fiscal year and new business partners.