The business environment surrounding the NTN Group is facing unprecedented challenges, including a sharp deterioration in business performance due to the impact of the new coronavirus and uncertainty about the outlook for the future. Against this backdrop, we have established a Business Operating Policy for the fiscal year ending March 31, 2021 and beyond while continuing the basic policy of the “DRIVE NTN100” Medium-term Management Plan. In the fiscal year ending March 31, 2021, which is regarded as the Crisis Response Period, we will promote priority measures and link them to a new Medium-term Management Plan. In doing so, we will strive to improve our corporate structure for NTN Revitalization.

### Important Measures in Crisis Response Period (Fiscal year ending March 31, 2021)

1. **Ensure the health and safety of employees**
   - Manage employee health and control the spread of infections
   - Respond to requests from the national and local governments and constructing a global safety support system
   - Promotion of telework for the purpose of 3Cs (Closed spaces, Crowded places, Close-contact settings) prevention and social distancing
   - Maintenance of employees’ livelihoods

2. **Secure cash and continue business**
   - Reduce and minimize working capital
   - Secure ¥100.0 billion of business funds including conclusion of commitment line contract
   - Suppress capital investment (cut the investment by half)

3. **Prepare for future growth**
   - Freeze investment in capacity expansion and concentrate on investment for efficiency improvement and maintenance
   - Work style reforms centered on indirect departments
   - Withdrawal from unprofitable part numbers and expansion of aftermarket
   - Selection of new businesses and review the allocation of resources
   - Start and establish new IT core system, and create benefits at an early stage
   - Respond to SDGs

### Basic Policy in New Medium-term Management Plan (Fiscal year ending March 31, 2022 to March 31, 2024)

1. **Improve profitability and investment efficiency of existing products and businesses**
   - Outsource existing products and businesses, concentrate management resources on products and processes where NTN can take advantage of our technological strengths
   - Promote improvements in productivity and operational efficiency through cutting-edge digital technologies, such as the new factory (Wakayama) established under the new concept (smart factory), the utilization of the new IT core system, and the introduction of RPA
   - Strengthen financial framework by reducing inventories by shortening production LT through production reforms, etc., thinking in a different way

2. **Accelerate new business expansion**
   - Concentrate management resources on new businesses that are close to be commercialized and develop them into profitable businesses in a short period of time
   - Work on natural energy product business that contributes to environmentally friendly society

3. **Management system enhancement, etc.**
   - Establish strategic organization to implement measures that anticipate changes in the business environment
   - Strengthen further corporate governance and promote active dialog with stakeholders
   - Aim to achieve a work-life balance of each employee and create better work environment, promote reforms of personnel system to improve engagement
   - Have awareness of Sustainable Development Goals (SDGs) and contribute to solve social issues as a global Company