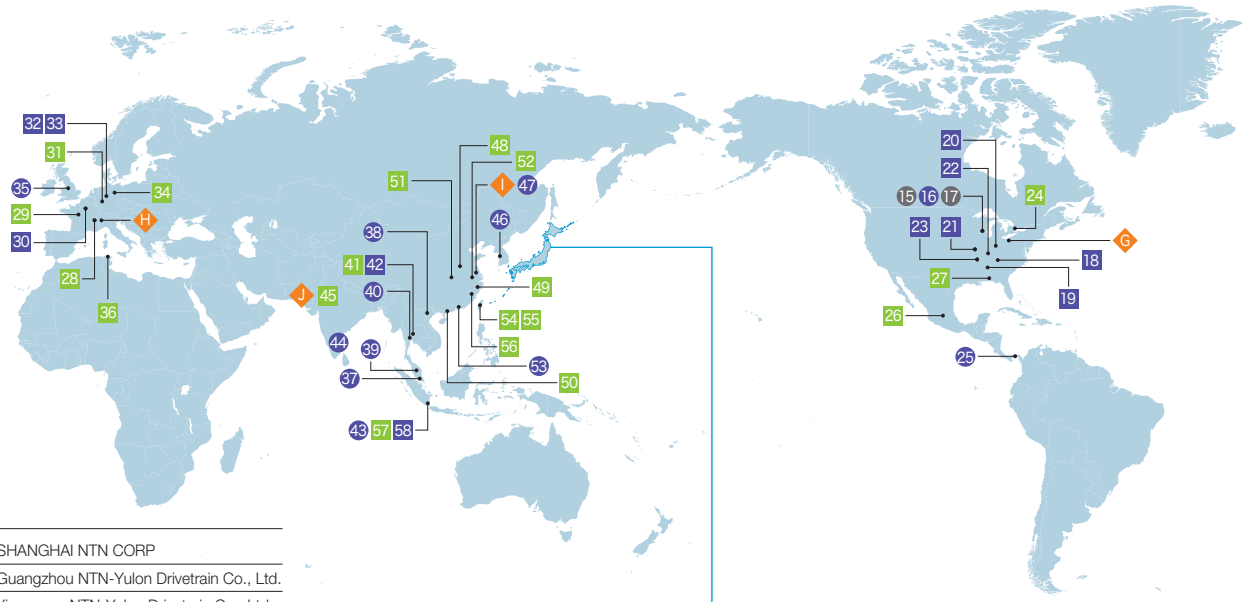
Global Network (As of March 31, 2026)

● Sales ■ Production ■ Production and sales ◆ R&D base ● Others

Europe

- 28 NTN Europe S.A.
- 29 NTN TRANSMISSIONS EUROPE
- 30 NTN TRANSMISSIONS EUROPE CREZANCY
- 31 NTN Wälzlager (Deutschland) GmbH
- 32 NTN Kugellagerfabrik (Deutschland) GmbH
- 33 NTN Mettmann (Deutschland) GmbH
- 34 NTN Antriebstechnik GmbH
- 35 NTN BEARINGS(UK)LTD.
- 36 La Tunisie Mecanique S.A.
- H NTN Europe R&D Center

Six consolidated subsidiaries in addition to the Group companies above



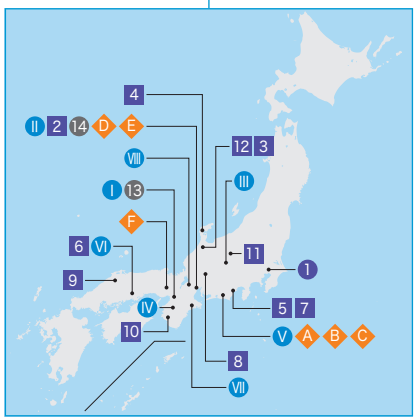
Americas

- 15 NTN USA CORP.
- 16 NTN BEARING CORP.OF AMERICA
- 17 NBCA Asset Finance LLC.
- 18 NTN DRIVESHAFT,INC.
- 19 NTN DRIVESHAFT ANDERSON,INC.
- 20 AMERICAN NTN BEARING MFG.CORP.
- 21 NTN-BOWER CORP.
- 22 NTK PRECISION AXLE CORP.
- 23 NTA PRECISION AXLE CORP.
- 24 NTN BEARING CORP.OF CANADA LTD.
- 25 NTN-SUDAMERICANA,S.A.
- 26 NTN MANUFACTURING DE MEXICO,S.A.DE C.V.
- 27 Seohan-NTN Driveshaft USA CORP.
- G NTN Automotive Center

One consolidated subsidiary in addition to the Group companies above

Asia and Others

- 37 NTN BEARING-SINGAPORE(PT) LTD.
- 38 NTN BEARING VIETNAM CO.,LTD.
- 39 NTN BEARING-MALAYSIA SDN.BHD.
- 40 NTN BEARING-THAILAND CO.,LTD.
- 41 NTN MANUFACTURING (THAILAND) CO.,LTD.
- 42 NTPT CO.,LTD.
- 43 PT. NTN BEARING INDONESIA
- 44 NTN BEARING INDIA PRIVATE LTD.
- 45 NTN NEI Manufacturing India Private LTD.
- 46 NTN KOREA CO.,LTD.
- 47 NTN (CHINA) Investment Corporation
- 48 NANJING NTN CORP.
- 49 SHANGHAI NTN CORP
- 50 Guangzhou NTN-Yulon Drivetrain Co., Ltd.
- 51 Xiangyang NTN-Yulon Drivetrain Co., Ltd.
- 52 NTN-RAB (CHANGZHOU) CORP.
- 53 NTN CHINA LTD.
- 54 TUNG PEI INDUSTRIAL CO., LTD.
- 55 TAIWAY LTD.
- 56 Shanghai Tung Pei Enterprise Co., Ltd.
- 57 PT. TPI MANUFACTURING INDONESIA
- 58 PT.Astra NTN Driveshaft Indonesia
- I NTN China Technical Center
- J NTN India Technical Center



Japan

- I NTN Corporation (parent company)
- II Bearing Business HQ. Kuwana Works
- III Bearing Business HQ. Nagano Works
- IV Bearing Business HQ. Wakayama Works
- V CVJ & Axle Bearing Business HQ. Iwata Works
- VI CVJ & Axle Bearing Business HQ. Okayama Works
- VII CVJ & Axle Bearing Business HQ. Mikumo Works
- VIII Composite Material Product Division Engineering Plastics Works
- 1 NTN SALES JAPAN CORP.
- 2 NTN MIE CORP.
- 3 NTN HOUDATSU SHIMIZU CORP.
- 4 NTN NOTO CORP.
- 5 NTN FUKUROI CORP.
- 6 NTN AKAIWA CORP.
- 7 NTN OMAEZAKI CORP.
- 8 NTN Advanced Materials Corp.
- 9 NTN CASTING CORP.
- 10 NTN KINAN CORP.
- 11 NTN KAMIINA CORP.
- 12 Taira Forging Co.,Ltd.
- 13 NTN TECHNICAL SERVICE CORP.
- 14 NTN LOGISTICS CO., LTD.
- A Iwata Engineering Center
- B Production Engineering HQ.
- C CVJ & Axle Bearing Engineering Center
- D Kuwana Engineering Center
- E Advanced Technology R&D Center
- F NTN Next Generation Research Alliance Laboratories

Related information on the website

Please see the securities report for information on capital and voting rights ratio.
https://www.ntn.co.jp/japan/investors/pdf/securities/fsj127.pdf

NOTES 1. The scope of consolidation consists of NTN Corporation and 58 consolidated subsidiaries (14 domestic and 44 overseas subsidiaries). A total of 12 affiliates (9 overseas affiliates) were accounted for by the equity method.
The following changes to the scope of consolidation and application of the equity method were made during the fiscal year under review.
◆ Consolidated subsidiaries: 3 additions/2 removal
◆ Affiliates: No additions/ No additions

2. Of the above subsidiaries, the following companies are specified subsidiaries: NTN USA CORP., NTN DRIVESHAFT,INC., NTN DRIVESHAFT ANDERSON,INC., AMERICAN NTN BEARING MFG.CORP., NTN-BOWER CORP., NTN do Brasil Produção de Semi-Eixos Ltda., NTN Europe S.A.("NTN-EU"), NTN TRANSMISSIONS EUROPE, NTN NEI Manufacturing India Private LTD., NTN (CHINA) INVESTMENT Corporation, NANJING NTN CORP., and SHANGHAI NTN CORP.
3. None of the companies has submitted a securities registration statement or securities report.
4. Of the above companies, NTN-BOWER CORP. had negative net worth of ¥30,656 million as of March 31, 2026.
5. Of the above subsidiaries, NTN BEARING CORP.OF AMERICA and NTN-EU have sales (excluding internal sales between consolidated companies) accounting for more than 10% of consolidated sales. Figures for NTN-EU are consolidated figures encompassing nine NTN-EU subsidiaries.
6. Of the above subsidiaries, 1 to 26, 28 to 35 and 37 to 53(in symbols ●●■■) are consolidated subsidiaries, and 27, 36, and 54 to 58 (in symbols ●■■) are affiliates subject to the equity method.

Third-Party Opinion

Third-party opinion on the NTN Report 2026



Professor, School of Business Administration, Kwansei Gakuin University; Ph.D. (Commerce)

Chika Saka

Professor Saka currently serves as a member of the Sustainability Standards Board of Japan (SSBJ), an Expert Member of the Financial System Council of the Financial Services Agency, a member of the Business Accounting Council of the Financial Services Agency, an Associated Member of the Science Council of Japan, Vice President of the Japan Corporate Social Accounting and Reporting Association, an Executive Director of the Accounting and Economic Association of Japan, an Executive Director of the Japanese Association for International Accounting Studies, a Councilor of the Japan Accounting Association, a member of the Sustainability Capacity Building Council of the Japanese Institute of Certified Public Accountants (JICPA), an expert member of the IES Review Committee of JICPA's Continuing Professional Development Training Council, and a member of the International Panel for Accounting Education (IPAE) of the International Federation of Accountants (IFAC), among other roles. Her publications include Understanding Sustainability Standards (Nikkei Bunko, 2025, co-authored) and Global Corporate Gigatrends Visualized through Accounting Big Data (2026, co-authored). Recipient of the Japan Accounting Association Award, among others.

Noteworthy points in NTN Report 2026

The NTN Report 2026 (hereinafter, the "NTN Report"), covering the culminating year of the Medium-term Management Plan "DRIVE NTN100" Final, summarizes the achievements to date and presents the direction that will lead into the next Medium-term Management Plan. A major feature of the NTN Report is that, by linking financial and non-financial information, it presents a clearer path toward corporate value creation.

(1) Visible Leadership

The most important factor in integrating sustainability with management strategy and linking it to the enhancement of corporate value is leadership at the top of the organization. In the NTN Report, this leadership has been made visible.

The CEO Message conveys a stance of personally leading efforts guided by the philosophy of "identifying and delivering sustainable products and services to society." These efforts include strengthening competitiveness through the coordination of design, procurement, manufacturing, and sales; providing solutions through the use of AI and data; advancing carbon neutrality; and further strengthening human capital management and governance. Each Executive Officer speaks, with respect to their own area of responsibility, not only about the progress and achievements of the Medium-term Management Plan but also about remaining challenges and future direction, conveying a strong determination and sense of responsibility to see structural reform through to completion.

Furthermore, this year, a new roundtable discussion among young managers has been included for the first time. Through the words of employees working on the front lines themselves, the report conveys the practice of the corporate philosophy and future challenges, revealing a picture of management and the frontline working as one to drive transformation, along with the leadership demonstrated by each individual in their respective position.

(2) Corporate Value Creation Driven by Structural Reform

In the NTN Report, the relationships among risks and opportunities, competitive advantage, the business model, and outputs/outcomes within the value creation process have been organized more clearly, and the report as a whole is structured accordingly. What stands out in particular is that "structural reform" is positioned at the core of corporate value creation. Through the review of the business portfolio and the expansion of the aftermarket business, NTN strengthens its business competitiveness and management foundation, and the report presents the achievements and challenges of the Medium-term Management Plan, together with the direction toward the next Medium-term Management Plan, as a consistent path of value creation.

In FY2025, in addition to the improvement in operating income, the enhancement of "earning power"—including the generation of operating cash flow and free cash flow, and the optimization of inventory—was demonstrated through concrete figures, confirming that structural reform is steadily translating into financial results.

(3) Co-creation with Stakeholders

In the NTN Report, the stance of creating corporate value through "co-creation with stakeholders" has been articulated more clearly. Building on engagement with investors, the human resources strategy has further enhanced initiatives to improve employee engagement and instill a sense of purpose. In addition, the CEO personally holds town hall meetings at sites in Japan and overseas, engaging in repeated direct dialogue with employees, reflecting a stance that positions human capital as a source of corporate value creation.

Furthermore, the utilization of AI and digital technologies, the promotion of respect for human rights across the entire supply chain, environmental initiatives, and the strengthening of governance are organized as the management foundation that underpins the sustained enhancement of corporate value.

Integration of Sustainability and Corporate Strategy

The essence of integrated reporting lies in "integrated thinking"—the creation of corporate value not only through financial capital, but through the utilization of a diverse range of management capitals. In the NTN Report, starting from the corporate philosophy, structural reform and the initiatives that support it—AI and digital technologies, human capital, the environment, human rights, and governance—are organized as a single value creation story leading to the enhancement of future competitiveness and cash-generating capability.

Going forward, the management environment surrounding NTN is expected to undergo even greater change. Even amid such change, I look forward to NTN achieving a further leap forward as a company that reconciles the realization of a sustainable society with the enhancement of corporate value—leveraging the strengths in technological capability, quality, and frontline execution that it has cultivated over more than 100 years and building on the management foundation established through structural reform.

Response to third-party opinion



Executive Officer
ESG Promotion Department

Tsuyoshi Kikuta

We express our sincere gratitude to Professor Saka for providing us with valuable insights.

We are greatly encouraged that, having reviewed our initiatives from both financial and non-financial perspectives, Professor Saka recognized that the path toward corporate value creation has become clearer. In particular, her recognition of the fact that structural reform is steadily translating into financial results, as well as of our dialogue with stakeholders and our stance of striving to translate the voice of each and every employee into transformation, has given us greater confidence that we are moving in the right direction.

Moreover, through our efforts over the past two years, we have renewed our recognition of the importance of advancing sustainability and financial strategy in tandem, and of linking the two within management in order to drive improved profitability and sustainable growth. We are greatly encouraged that Professor Saka focused on this point, and it will serve as a significant source of support going forward.

We sincerely accept the valuable views shared with us this time, and, with an eye toward the next Medium-term Management Plan, we will advance our initiatives and further enhance information disclosure, so as to translate transformation into steady growth.

IR Activities

Dialogue with shareholders and investors

General Meetings of Shareholders, quarterly financial results, and Medium-term Management Plan briefings provide valuable opportunities for dialogue with shareholders/investors, and the CEO and other top management actively participate in these opportunities. In addition to top management on the executive side, the Chair of the Board of Directors, who is the top supervisory figure and an Outside Director, also engages in direct dialogue with shareholders and investors.

Going forward, we will continue to create opportunities to carefully communicate with shareholders/investors through explanations of our management policies, business strategies, and more, so that they can evaluate and understand our business and corporate value.

Activity details	Number of times held	Number of people interacted with
General Meeting of Shareholders (June 2026)	1 time	87 people

from April 1, 2025 to March 31, 2026

Activity details	Number of times held	Number of people interacted with
Financial results briefings	4 time	218 people
Individual interviews	170 times	327 people
IR conferences hosted by securities companies	2 time	11 people
Dialogue with Outside Directors	1 time	22 people
Business briefings and factory tours	1 time	19 people

Response based on opinions from shareholders and investors		
Holding business briefings/ factory tours	Opinion	Please explain the future prospects of businesses on which NTN will focus as well as existing businesses.
	Response	We held business briefings and factory tours for securities analysts and domestic institutional investors.
Disclosure of cash allocation	Opinion	Please disclose medium to long-term funding plans, including investment and shareholder returns.
	Response	In the Medium-term Management Plan (FY2024–2026), we disclosed cash allocation for three years.
Disclosure of capital cost and ROE targets	Opinion	Please clarify when ROE exceeding capital cost will be achieved.
	Response	In the Medium-term Management Plan (FY2024–2026), we disclosed the current status and future targets of capital cost and ROE.
Enhancement of information disclosure	Opinion	Please disclose financial results briefing materials in advance.
	Response	We now disclose in advance materials that were previously disclosed at the same time as financial results briefings.
	Opinion	Please shorten the period between the financial results announcement and the financial results briefing.
	Response	We have held financial results briefings within shorter periods of time than previously.
Creating opportunities for dialogue with Outside Directors	Opinion	We would like to verify the approach to governance and its effectiveness.
	Response	We held dialogue sessions between Outside Directors and securities analysts and domestic institutional investors.

Inclusion in SRI/ESG indexes*1

We are recognized in the stock market as a company that proactively addresses ESG issues and are included in multiple SRI (Socially Responsible Investment)/ESG indexes; we will continue to proactively address and disclose information on ESG issues.

■MSCI Japan ESG Select Leaders Index*2

2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

■MSCI Nihonkabu ESG Select Leaders Index*2

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

■MSCI Japan Empowering Women Index (WIN)*2

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

■SOMPO Sustainability Index

2026 Sompo Sustainability Index

■Morningstar Japan ex-REIT Gender Diversity Tilt Index

■S&P/JPX Carbon Efficient Index

S&P/JPX カーボン エフィシェント 指数

■FTSE Blossom Japan Index*3

FTSE Blossom Japan Index

■FTSE Blossom Japan Sector Relative Index*4

FTSE Blossom Japan Sector Relative Index

*1 Inclusion status as of the end of July 2026.

*2 Inclusion in MSCI and the use of MSCI logos, trademarks, service marks, or index names do not imply sponsorship, endorsement, or promotion of NTN by MSCI or its affiliates. MSCI indexes are the exclusive property of MSCI. MSCI and the names and logos of MSCI indexes are trademarks or service marks of MSCI or its affiliates.

*3 FTSE Russell confirms that NTN Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

*4 FTSE Russell confirms that NTN Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

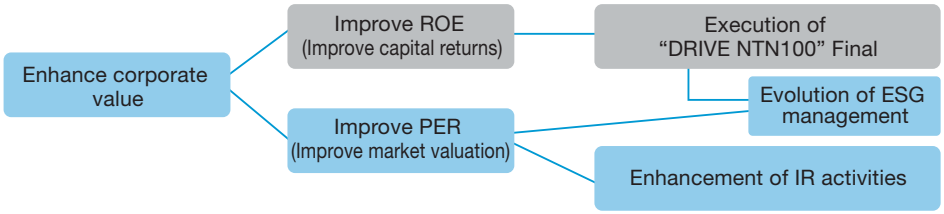
IR Activities to Improve PER

The NTN Group is engaged in IR activities that include disclosing information useful for investment decisions to the capital markets, engaging in dialogue with investors, and feeding the content of that dialogue back internally to reflect it in measures to enhance corporate value.

Going forward, we will continue to strive to conduct IR activities that lead to improved evaluation in the capital markets.

Current assessment

Currently, the NTN Group is advancing structural reforms as a priority measure under its Medium-term Management Plan. In the course of this process, upfront cost burdens associated with recording losses have temporarily reduced profitability, and while ROE is on a path to recovery, it remains at a low level. At the same time, we do not regard ROE as the sole measure for evaluating corporate value. To enhance corporate value, we are also focused on improving market valuation (PER), including by appropriately communicating growth expectations and the future potential of our businesses through dialogue with the capital markets. Specifically, we provide detailed explanations of the progress of structural reforms, the direction of growth under the next Medium-term Management Plan, and initiatives to generate cash flow. By pursuing steady improvement in ROE together with improvement in PER as two wheels of the same cart, we will achieve an enhancement of corporate value.



	Expected effects	Policy	Measures implemented and priority activities
Execution of "DRIVE NTN100" Final	Improve earning power	Continue enforcing the basic policy of "DRIVE NTN100" and accomplish "revitalization of NTN" by promoting structural reform and improving earning power	・Expand aftermarket ratio: 17%(FY2023) → 19% (FY2025) ・Improve profitability of the CVJ/Axle business: 2.1%(FY2023) → 3.9% (FY2025) ・Improve inventory turnover ratio: 3.2 times (FY2023) → 3.4 times (FY2025)
Enhancement of IR Activities	Improve growth expectations Reduce uncertainty	Active information disclosure and dialogue with shareholders and investors	・CEO and CFO participate in conferences and small meetings hosted by securities companies ・Conduct business briefing sessions and plant tours ・Conduct dialogue between institutional investors and Outside Directors
Evolution of ESG Management	Increase medium- to long-term opportunities and mitigate risk Improve the reliability of management	Promote ESG management to create both economic value and environmental and social value, thereby enhancing corporate value, while aiming to realize a "NAMERAKA Society," a society where people can easily lead a secure and fulfilling life in harmony with nature	・Contribution to CO_2 reduction:1,613 thousand tons (FY2023) → 1,876 thousand tons (FY2025) ・"Developing management talent to lead the Group": succession plan candidates: 24 (FY2023) → 29 (FY2025) ・Inclusion in ESG indexes:4 indexes (as of July 2023) → 8 indexes (as of July 2025)

Related information on the website
Dialogue with Investors and Analysts by Outside Directors

Topics Dialogue between the capital markets and Outside Directors

In January 2026, the Company engaged in an open dialogue with the capital markets regarding the effectiveness of its governance and the perspectives of its Outside Directors on enhancing corporate value. NTN positions the independent viewpoints and constructive advice provided by its Outside Directors at the core of its governance, and aims to achieve sustained enhancement of corporate value by strengthening the oversight function of management.



1 Evaluation of and challenges facing the current Medium-term Management Plan and structural reforms

Comments from Investors

We recognize the progress being made in addressing unprofitable businesses and advancing structural reforms under the current Medium-term Management Plan, "DRIVE NTN100" Final. At the same time, amid rapid changes in the external environment, how do the Outside Directors assess management speed and the Company's execution capability regarding structural reforms, including in the domestic business?

Response from Outside Directors

The current management team has consistently demonstrated a strong will in pursuing business structural reforms. The response to unprofitable businesses, primarily in Europe and the United States, is progressing largely as planned, and steady progress is also being seen in "strengthening earning power," including price optimization, cost reduction, and inventory reduction. Going forward, we are strongly calling for further improvement in execution speed—including implementing necessary structural reforms in the domestic business in response to changes in the external environment—and for establishing a profit structure that is less susceptible to external conditions. As Outside Directors, we will continue to verify, on an ongoing basis, that structural reform is not treated as an end in itself, and that its outcomes are being translated into tangible enhancement of corporate value.

2 Views on financial discipline and ROE/PBR

Comments from Investors

We believe that NTN's ROE and PBR levels remain an important challenge. How are the Outside Directors involved in financial discipline and capital efficiency, and what levels is the Company aiming to achieve going forward?

Response from Outside Directors

Through monthly monitoring, the Board of Directors is involved in financial discipline by confirming not only operating income but also multiple indicators, including the net D/E ratio, capital adequacy, inventory levels, and cash flow. At present, the net D/E ratio has improved to around the 0.7 level, and a certain degree of financial soundness has been secured. On the other hand, there remains room for improvement in the level of capital adequacy and in inventory reduction, and it is important to build up profits through structural reforms. Going forward, by steadily delivering the results of structural reforms, we have in view the early achievement of an ROE of 8%, and beyond that, a level of 10%. With the improvement of PBR through ROE improvement as the ultimate goal, we will strike a balance between growth investment and shareholder returns while enhancing our capacity to generate operating cash flow.

3 Direction of the next Medium-term Management Plan and growth strategy

Comments from Investors

As the current Medium-term Management Plan enters its final year, what direction is envisioned for the next plan? In particular, how do you view the positioning of growth strategy and improvement in capital efficiency?

Response from Outside Directors

The top priority is to fully complete structural reforms during the period of the current Medium-term Management Plan. Building on this, it will be important for the next Medium-term Management Plan to clarify the growth strategy based on the earnings base established through structural reforms. Specifically, our policy is to pursue sustained enhancement of corporate value through the expansion of the highly profitable aftermarket business, a shift toward a business portfolio that is less susceptible to the external environment, and capital allocation with a focus on ROE and ROIC.

4 Governance structure and the role of Outside Directors

Comments from Investors

How are the Outside Directors exercising effective governance, and in particular, how are they involved in overseas operations and internal controls?

Response from Outside Directors

The Outside Directors are broadly involved in management decisions, financial discipline, and personnel and compensation matters through the Board of Directors as well as the Nominating Committee, the Compensation Committee, and the Audit Committee. With respect to overseas subsidiaries in particular, we position the strengthening of internal controls and governance as an important issue, and are working to raise the level of control frameworks in each region. In addition, to address the information gap, the Outside Directors actively visit domestic and overseas sites and conduct on-site interviews, engaging in constructive discussions grounded in actual conditions on the ground.

External Evaluations

Organizational evaluations

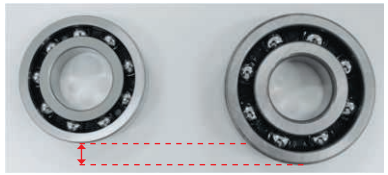
- Silver Certification for Sports Yell Company 2026

- Certified as a “Health & Productivity Management Organization 2026 Large enterprise category (White 500) for the sixth consecutive year

- Platinum Kurumin certification

Bearing adopting special heat treatment technology “HA-C” receives an award at the “‘CHO’ MONODZUKURI Innovative Parts and Components Award 2025”

NTN's bearing with long operating life adopting its proprietary special heat treatment technology “HA-C” received the Machinery & Robot Component Award at the ‘CHO’ MONODZUKURI Innovative Parts and Components Award 2025. The bearing achieves extended operating life and enhanced wear resistance through its extremely high surface hardness, while also enabling downsizing and weight reduction, while maintaining the same bearing operating life compared to the conventional products. The technology contributes directly to energy efficiency and extended driving range of automotive drive units, including those used in electric vehicles (EVs), thereby supporting the realization of a carbon-neutral society.



Comparison of dimensions between “HA-C Bearing (left)” and conventional product (right)



Replacing the 6306-size bearing with the “HA-C Bearing” enables a weight reduction of approximately 160 g

NTN Europe CEO receives the French National Order of Merit

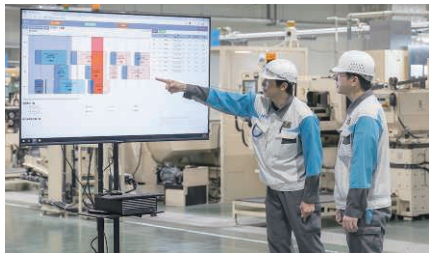
Dominique Lavilla, CEO of NTN Europe, which oversees NTN Group’s operations in Europe and Africa, was awarded the title of Chevalier in the National Order of Merit by the French Republic. Since assuming the role in 2021, he has strengthened strategic sites and advanced innovation projects, particularly in electrification. His efforts to foster dialogue with local communities through economic organizations and to contribute to regional economic development were highly recognized as contributions to enhancing France’s industrial competitiveness.



Receiving a medal from Philippe Carrier, President of Chamber of Commerce and Industry, Haute-Savoie, France (right)

NTN obtains “DX Certification” from Japan's Ministry of Economy, Trade and Industry

NTN was certified as a DX-Certified Operator effective February 1, 2026, under the DX Certification System established by Japan’s Ministry of Economy, Trade and Industry (METI). Under the Medium-term Management Plan initiative of “Generate Profits by Utilizing Digital Technology,” NTN is advancing the NTN Global ICT Strategy, including the reconstruction of core systems, the promotion of AI utilization, and the development of advanced digital talent. By strengthening these foundations, NTN aims to accelerate operational efficiency and rapid decision-making, thereby further enhancing corporate value.



Visualization enabling automated production planning, shorter lead times, and reduced inventory

Corporate and Stock Information (as of March 31, 2026)

Head office

NTN Corporation

Daibiru-Honkan Bldg., 3-6-32, Nakanoshima,
Kita-ku, Osaka 530-0005, Japan

Common stock

Authorized : 1,800,000,000
Issued and outstanding : 597,533,017

Number of shareholders

74,062

Transfer agent for common stock

Mitsubishi UFJ Trust and Banking
1-4-5, Marunouchi, Chiyoda-ku, Tokyo
100-8212, Japan

Stock exchange listings

Tokyo Stock Exchange

Independent audit firm

Ernst & Young ShinNihon LLC

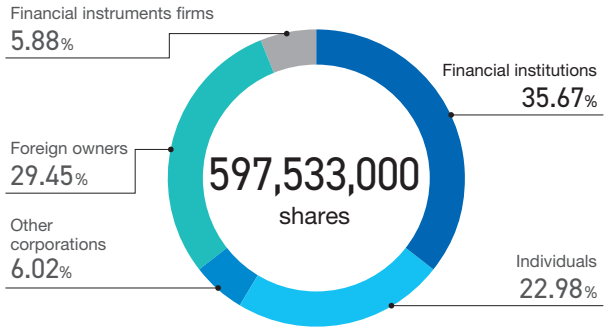
General meeting of shareholders

The General Meeting of Shareholders was held on
June 24, 2026 in Osaka

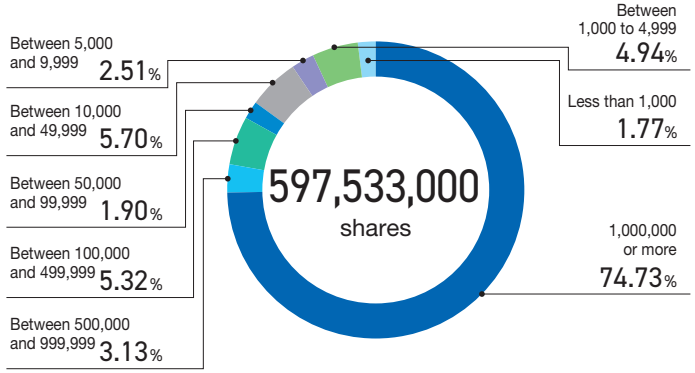
Stock price range in FY 2025

High: 428.0 yen
Low: 192.4 yen

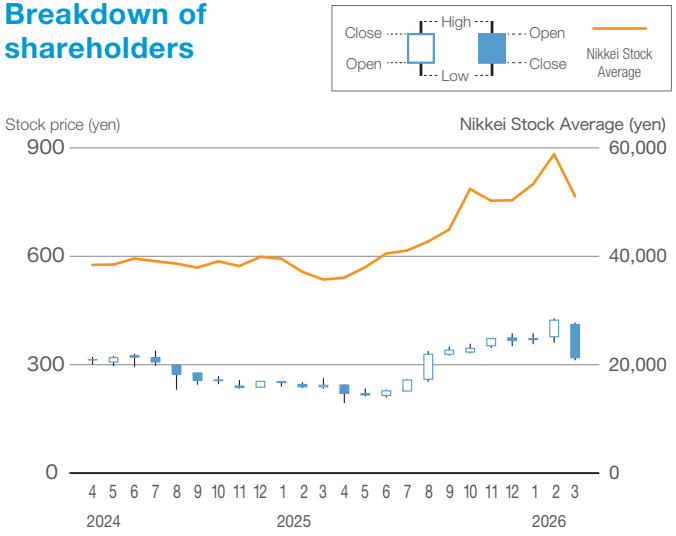
Recent stock price range



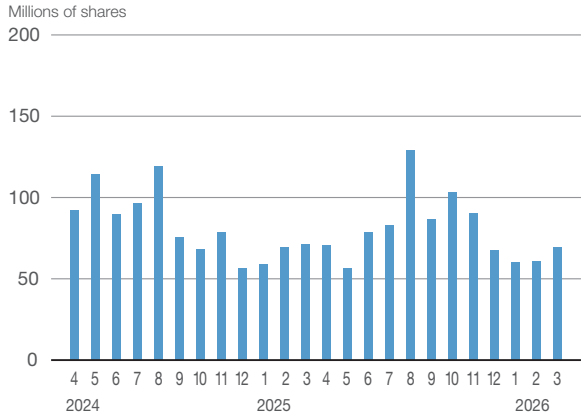
Breakdown of number of shares held



Breakdown of shareholders



Monthly volume traded



Editorial Policy

Editorial policy

The NTN Group believes that building relationships of trust with shareholders and investors, customers, business partners, the international community, local communities, and employees, as well as contributing to the global environment, will lead to enhance our corporate value. In order to inform stakeholders of the NTN Group's business activities and sustainability activities, we have been issuing the NTN Report (integrated report) since FY2009. We utilize this report as a dialogue tool with stakeholders to deepen their understanding of the Company, thereby contributing to realizing a "NAMERAKA Society."

Period and scope of coverage

Period of coverage

FY2025 (April 1, 2025 to March 31, 2026)
Includes some activities from FY2026

Scope of coverage

NTN Group
Includes some non-consolidated reporting on NTN

Reference guidelines

We are working to enhance our information disclosures by referring to the following guidelines.

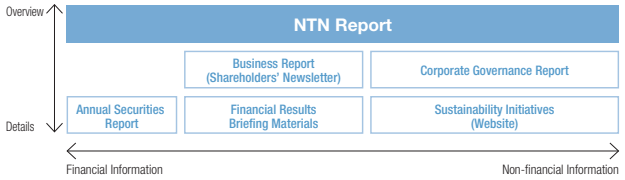
- IFRS Foundation "International Integrated Reporting Framework"
- Ministry of Economy, Trade and Industry "Guidance on Integrated Disclosure and Dialogue for Value Creation".
- SASB (U.S. Sustainability Accounting Standards Board) Standards
- FGRI (Global Reporting Initiative)

Sustainability Reporting Standards
https://www.ntnglobal.com/en/csr/gri.html

Disclaimer

This report contains forecasts and projections regarding NTN's future plans, strategies, and business performance. Note that actual business performance may materially differ from the forecasts discussed in this report.

NTN communication



This report focuses on the most important financial and non-financial information. For more detailed financial information, refer to NTN's annual securities reports and financial results presentation materials. Additionally, more detailed information about NTN's sustainability activities is provided on the NTN website.

Editor's Note



Executive Officer
Corporate Communications Dept.
Deputy Corporate General Manager,
Group Management HQ.

Koji Takahashi

Thank you for reading NTN Report 2026.

This year's report reviews the achievements and challenges of the second year of our Medium-term Management Plan "DRIVE NTN100" Final, while also introducing our initiatives aimed at achieving further growth going forward. In addition to messages from management, we have included a new feature in which young managers who will lead the next generation share their candid thoughts. We hope this will help convey that management and frontline employees are working as one to drive transformation and pursue sustainable growth. We have also disclosed our sustainability information more comprehensively and in greater detail on our website, in order to improve transparency and convenience.

We believe that an integrated report is an important communication tool for conveying not only a company's current position, but also its future direction and potential. We hope this report will serve as an opportunity to deepen understanding of NTN and lead to constructive dialogue with our stakeholders. Going forward, we will continue to sincerely engage with the opinions and expectations of all our stakeholders, and further strengthen both our initiatives to enhance corporate value and our information disclosure.

Finally, we would like to take this opportunity to express our sincere gratitude to the many people, both inside and outside the company, who cooperated in the production of this report.



"NTN Report 2026" production team members

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NTN's website

NTN's website provides a variety of information, including the latest NTN Report and NTN's financial results.
https://www.ntnglobal.com