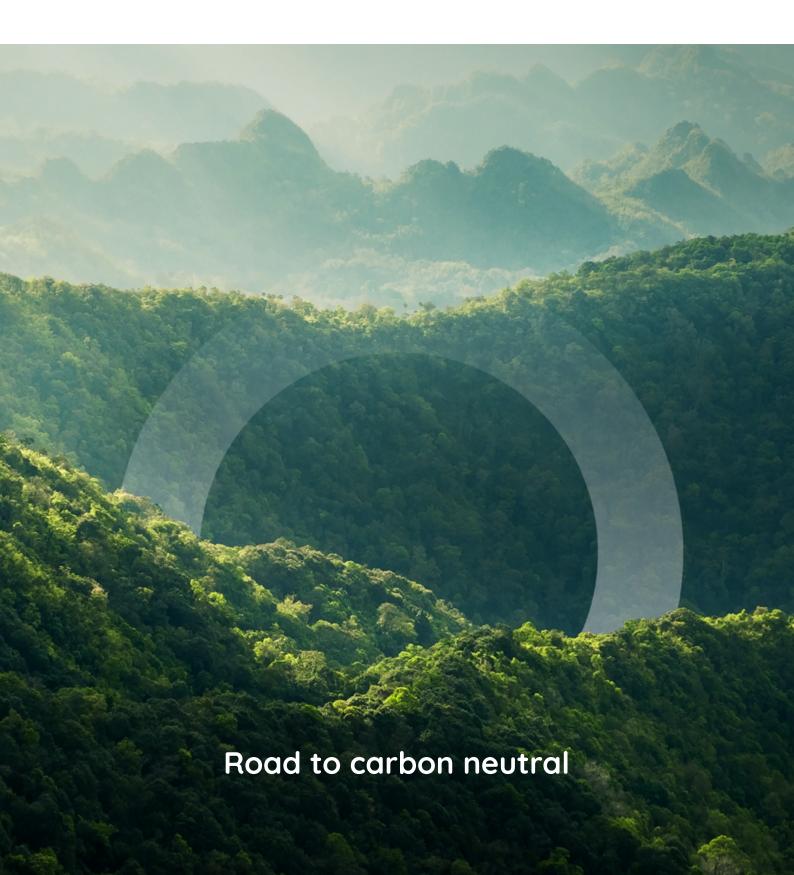


STATEMENT OF EXTRA-FINANCIAL PERFORMANCE 2023





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Corporate Social Responsibility is a foundation of NTN Europe's governance.

By stating our company purpose "we make the world Nameraka*", we are convinced that our role is to be an actor of change, to support our stakeholders towards a future that is more fluid, more mobile, more harmonious, based on better energy efficiency.

Our new strategic plan: Drive NTN 100 Final for the period 2024 to 2026 is part of this ambition, with a particularly ambitious decarbonisation target: a 55% reduction in our carbon emissions on scopes 1 and 2 in 2026 compared with 2018.

Together, let's continue to make the world Nameraka*!

Dominique Lavilla CEO NTN Europe



This statement of extra-financial performance for the 2023 financial year is the result of a collective activity involving our employees throughout NTN Europe and its subsidiaries.

As actors of change, we are all convinced of our company's role in meeting the challenges of society, helping to combat global warming, preserving all natural resources, promoting diversity and inclusion, and ensuring respect for human rights throughout our supply chain.

2023 was a pivotal year for structuring our approach to decarbonisation and building our roadmap to carbon neutrality.

We wanted to build our SEFP 2023 around this guideline, and we hope you enjoy reading it!

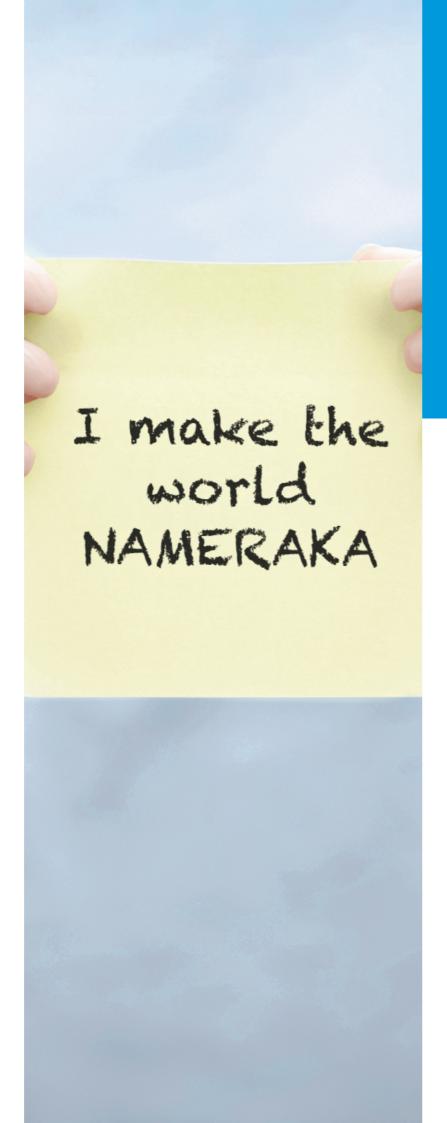
Laurent Lebrun-Damiens
CSR Manager NTN Europe

SEFP 2023

 $^{^{\}star}$ Nameraka: absence of friction, fluidity, harmony in Japanese.

NOISIN SIND







FOR MORE THAN 100 YEARS, NTN HAS HELPED THE WORLD TO MOVE AND GROW.

With a strong presence in many sectors (industry, aerospace, automotive), we have always needed to adapt in order to meet our customers' expectations and provide them with the best technical innovations. This is why at NTN, innovation is at the heart of our concerns.

Today, more than ever, we are convinced that our role consists of **being an instrument of change.**

It is our duty to accompany our partners towards a future that is more fluid, more mobile, more harmonious and based on better energy efficiency. NTN in Europe is proud to be at the service of movement.

WE ARE WORLD LEADERS IN HIGH-PRECISION PRODUCTS FOR MOVEMENT.

And our expertise in mechatronics and our engineering know-how enable us to offer premium high-tech solutions tailored to the needs of the market. In the face of global changes and challenges, we are fully committed to energy efficiency and the reduction of friction.

OUR STANDARDS HAVE NO LIMITS.

Our customers are business partners whose needs we embrace. We cultivate balanced relationships with them based on proximity and trust. Whether in the design, development or supply of motion solutions, we innovate at their side.

OUR WILL TO COOPERATE IS BOUNDLESS.

Guided by our combined European and Japanese identity and our pioneering spirit, we are constantly seeking solutions for progress, combining rigor and creativity and by mixing cultures and skills.

WE ARE FULLY COMMITTED.

We want to be co-developers of safer, more sustainable and more efficient mobility.

POSITIVE MOBILITY.

We want to contribute to a more fluid, more mobile, more harmonious society, based on better energy efficiency.

Together, let's continue to make the world Nameraka*



^{*} No friction, fluidity, harmony in Japanese.

NTN'S VISION NTN'S VISION

OUR COMMITMENTS

NTN Europe's identity has been built over the past 100 years around our stakeholder's expectations. They are at the heart of our concerns and our Corporate Social Responsibility strategy (CSR).

In line with the NTN Group's philosophy and to make the world smooth (Nameraka), we commit to listening to our stakeholders, ensuring the performance of our Company, managing our risks and taking our opportunities, according to the following drivers:





Safety is more than a priority. It is a fundamental our customers and value.

We want everyone to go home safe and healthy after

To make this possible, our actions are driven by safety on a daily basis, with the objective of **controlling risks** better.

We commit to providing safe working conditions for our employees and contractors.

We share this value with all players within the Company.

Safety is everyone's responsability!



The satisfaction of stakeholders ensures our sustainability.

Satisfaction of all interested stakeholders is our purpose. We manage this by providing conform products, by managing risks and opportunities, to meet customers, legal and regulatory requirements.

We develop Customer focus within our company. We have an acute awareness of quality to meet their expectations. Our objective is to ensure product integrity: product conformity and safety, at any time during our activity. We aim to "get it right first time".

We commit to developing fair and sustainable relationships with our suppliers through a collaborative approach.

Quality is our future - Everybody, Everyday, Everywhere.





Environmental protection and impact control are at the heart of our action.

Each day, we improve our environmental impact, reducing our resource consumption, our discharge, our waste and our energy consumption.

We aim to contribute to **ecological mobility** by improving the energetic performance of our products.

Our procurement and design activities take into consideration the energy and environmental performance and contribute to its improvement.

We choose to put reduction of Greenhouse Gas **Emission** at the centre of our organisations to reach carbon neutrality.





We are committed to high ethical standards

We are committed to conducting our business with integrity and fairness, respecting the rules and regulations which apply to us.

We **reject all forms of corruption** and any attempt to circumvent the rules of fair and open competition. We work to ensure the accuracy of the financial information we disclose.

We make every effort to protect the data and the knowhow in our possession.

We fight discrimination, from hiring and throughout the career path of our employees. We promote equal rights for women and men. We commit to respecting working regulations concerning trade-union freedom and the ban of forced and child labour. We condemn all types of harassment and all types of behaviour which are contrary to human dignity.





Dominique Lavilla

Deputy General Manager of NTN Europe & Africa Region. CEO of NTN Europe

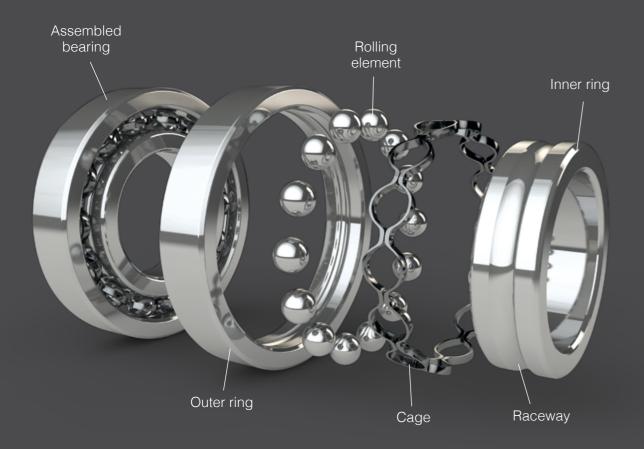




NTN'S VISION NTN'S VISION

WHAT IS A BEARING?

A bearing is a basic element that ensures a mobile link between two elements of a mechanism rotating in relation to each other. Its function is to enable the relative rotation of these elements, under load, with precision and minimal friction.



As vehicles and equipment continue to improve, becoming lighter and more economical, our bearings must follow the same evolution: increasing duration life and accuracy, reducing friction and cutting costs. Invisible and often forgotten, bearings are present everywhere in our daily life: household appliances, transport, leisure, office automation, industry, etc. They are also present in high-tech industries, aeronautics and space, railways, etc...

The design of our bearings and the choice of certain markets are part of an environmental approach to improve energy efficiency.

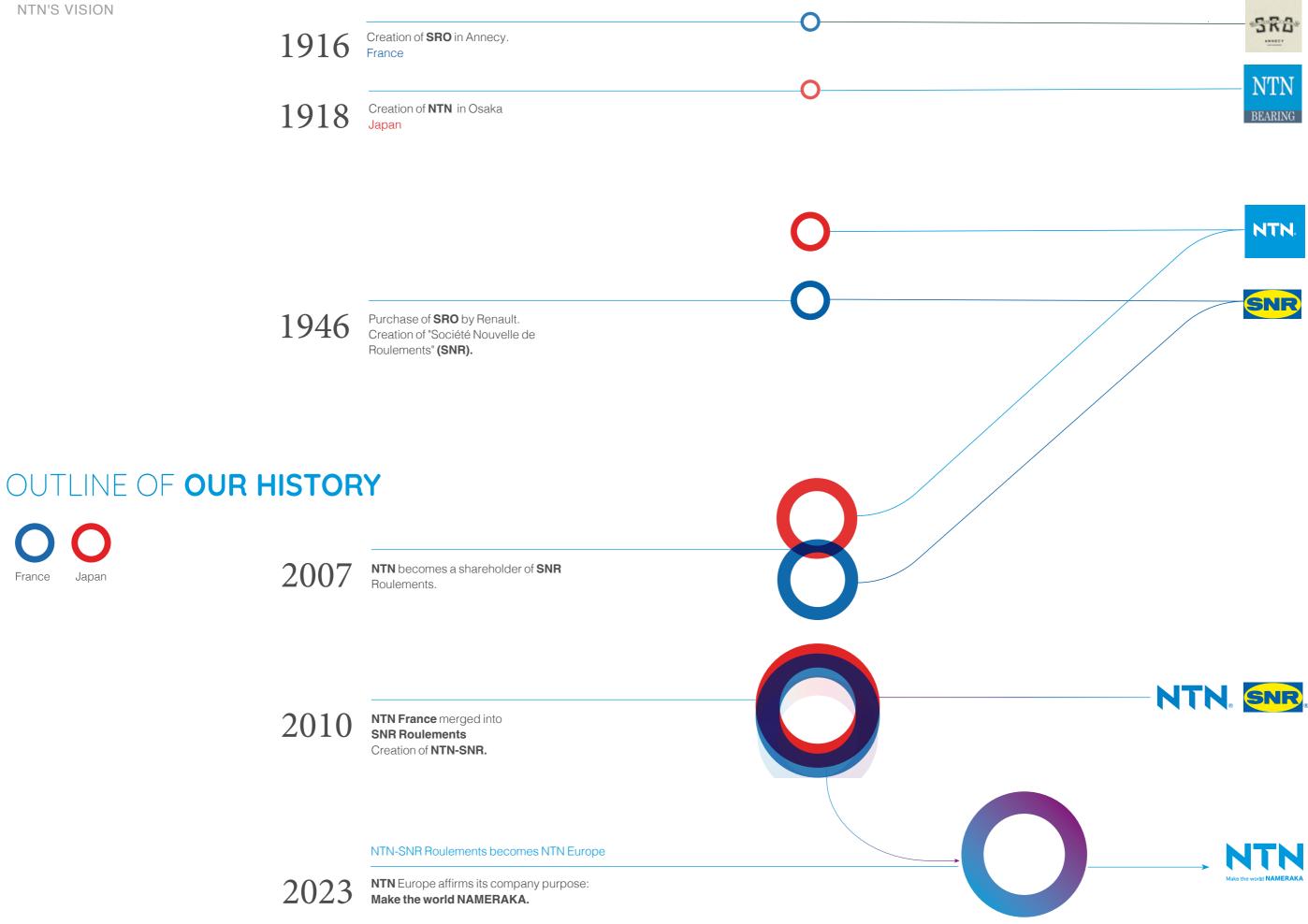
NTN

WHAT DO WE DO?

We *design precision engineering.

We develop, industrialize and offer **high precision** application solutions and products. Reducing friction is part of our mission. **Perfect movement** is our obsession. **Innovation** is at the heart of our concerns. Today we develop and supply for all our customers the **solutions of tomorrow** in terms of products, **digitalization and services**.

Our standards have no limits.



NTN

SEFP **2023**

NTN'S VISION NTN'S VISION

NTN GROUP AROUND THE WORLD

The NTN Group designs and manufactures high quality products.

They are marketed under the trademarks:









Company name

NTN Corporation (NTN: New Technology

Osaka in Japan

Network) Founded in March 1918 President Eiichi Ukai **Head office**



Eiichi UKAI

Katsuhiko TERUI



European branch of the NTN Corporation headed by Katsuhiko TERUI, manages and

develops all the activities of the NTN group in Europe, Brazil, Africa and the Middle East.





Automotive

- Wheel bearings
- Gearbox bearings
- Suspension thrust bearings
 - Clutch release bearings
 - Transmission joints
 - Tensioners

Aeronautics

- Aircraft engines
- Helicopter rotors and
 - transmissions
- Special products and equipment
 - Aerospace

Industry

OUR KEY MARKETS

- Agricultural equipment
- Construction machinery
 - Machine tools
 - Railway
 - Wind turbine
 - Mines and quarries
 - Steel industry















NTN



SEFP **2023**

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NTN'S VISION



NTN corporation

To understand the scope of action of NTN in Europe and Africa and to gauge where we stand in relation to the NTN Group



NTN Europe and its subsidiaries **NTN EUROPE ICSA NTN Bearings** NTN NTN Rulmenti **Iberica** NTN **NTN Rolamentos** do Brasil Italia **NTN-SNR SNR Cévennes** Morocco (Alès, France) **NTN Wälzlager** NTN Polska (Poland) **NTN-SNR Rus**

NTN Europe French sites **Annecy Argonay Cran-Gevrier** Vaise / Lyon Meythet Seynod **Montrouge / Paris**

NTN

NTN

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CSR, rooted in our company

Corporate Social Responsibility (CSR) therefore plays a central role in our governance. Our CSR approach is based on 5 pillars that cover all areas of the company and enable us to achieve concrete objectives.

Responding to the challenges facing society

Aware of the impact of the accelerating pace of change in our society, we want to make a commitment to both environmental and social issues.

Environmental issues

Our company has a role to play in combating these global disturbances. We do this by focusing on our 5 strategic areas of Environment/Energy: to reduce our greenhouse gas emissions, water consumption, energy consumption and atmospheric emissions, and reduce and recycle our waste.

Social issues

Our society also needs social foundations that guarantee a dignified and fulfilled life, such as income from work, health, gender equality, inclusion, and respect for human rights. We help to guarantee these foundations throughout our company by ensuring training, health, and safety, and more broadly a quality of life at work, inclusion, non discrimination and respect for human rights throughout our supply chain.

Meeting the needs of stakeholders

To ensure the long-term future of our company in an everchanging world, we need to satisfy not only the expectations of our shareholders, but also the expectations of all our stakeholders: our employees, our customers, our suppliers, our work-study students, our partners, the local communities, etc.



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CORPORATE SOCIAL RESPONSABILITY CORPORATE SOCIAL RESPONSABILITY

Our company purpose "MAKE THE WORLD NAMERAKA"

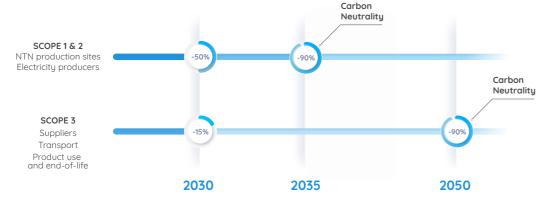
The Japanese term "Nameraka" echoes our membership of the NTN Corporation. It signifies the absence of friction between mechanical components and characterises our identity as designers, producers and suppliers of bearings, whose primary objective is to transmit movement with precision, reliability, fluidity and efficiency, thereby helping to combat climate change through their energy efficiency. It also signifies the absence of friction more widely in society and evokes our vision of the world, of our company and our relationships with our stakeholders, based on harmony, fluidity and respect.



La fluidité du mouvement pour un monde durable et harmonieux

Achieving our carbon neutrality targets

As designers, producers, and suppliers of bearings, we are helping to combat climate change through the energy efficiency of our products. We are also working towards this goal by setting out our targets for carbon neutrality.



Integrating CSR into corporate governance

CSR is directly integrated into corporate strategy and governance. From our company purpose, through its strategic plan, to its carbon neutrality plan, this CSR approach cuts across all areas and activities of the company. CSR is everybody's business! Every year, we continue to make progress. With a rate of 77% in 2023 according to ECOVADIS, the global standard for CSR assessments, we are among the top 1% of companies (Gold rating). Our social and environmental results are the subject of an annual statement of extra-financial performance audited by Ernst & Young.









CORPORATE SOCIAL RESPONSABILITY CORPORATE SOCIAL RESPONSABILITY

Reporting scope

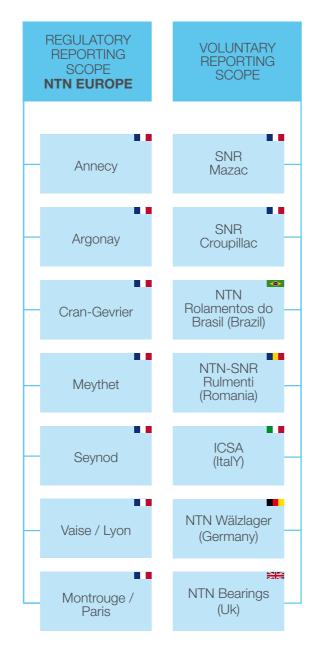
This report gathers information on the company NTN Europe and its subsidiaries in order to follow the dynamics of the Group. No changes were observed this year in comparison to the previous financial year.

The sales offices in Lyon and Paris are included in all social data, but are excluded from other sections (environment in particular) because their business has very little impact given the nature of our production activities. The voluntary reporting scope of each KPI (Key Performance Indicator) is once again specified in the report on page 29. This report covers 90% of the employees of the NTN Europe and its subsidiaries. 100% of the regulatory reporting scope is covered.

In this report, KPIs are presented for two reporting scopes: NTN Europe, legal entity (regulatory reporting scope), requiring the validation of the Board of Directors, as well as NTN Europe and its subsidiaries (voluntary reporting scope for certain indicators).

Reporting period

This report presents data obtained during the financial year ended 31 March 2024, i.e. the period from 01/04/2023 to 31/03/2024 (fiscal year 2023).



MATERIALITY ANALYSIS

We have been a member of the UN Global Compact since 2015 through our company purpose "We Make the world Nameraka" our desire to contribute to a more fluid, mobile and harmonious society, based on a more efficient use of energy.

We maintain an ongoing dialogue with our stakeholders, including our parent company, employees, customers, suppliers, work-study students, partners and local communities.

This ongoing dialogue leads us to regularly enrich our materiality analysis by updating the risks and opportunities arising from societal changes and challenges, in particular new forms of mobility, electrification, the Internet of Things, artificial intelligence, global warming and the increasing scarcity of natural resources.

NTN Europe's strategic objectives are fully aligned with the following materiality targets set by NTN:

ENVIRONMENT	Contribute to carbon-free society	1. Reduce energy losses	
		2. Realize a sustainable society using natural energy	
Ш Х	Achieve carbon neutrality	3. Respond to climate change	OVES ORE STS
	Environmental protection	4. Recycling resources and preventing pollution	
>	Contribute to prosperity	5. Provide safety and comfort	9
SOCIETY	Sustainable purchases Human developement	6. Improve the reliability of products and services	* * * * * * * * * * * * * * * * * * *
		7. Conduct procurement activities with a focus on the environment and society	ENES ERE INTS
		8. Respect for human rights	
		9. Promote safety and health	
		10. Develop human resources	
		11. Promote diversity	
GOVERNANCE		12. Observe strict compliance	
		13. Strengthen governance	













SEFP **2023**

CORPORATE SOCIAL RESPONSABILITY

This materiality analysis leads us to focus our actions on subjects relating to the consequences for climate change of our company's activity and the use of the goods and services it produces, its social commitments in favour of sustainable development and the circular economy, collective agreements concluded within the company and their impact on the company's economic performance and on employees' working conditions, actions aimed at combating discrimination and promoting diversity, actions aimed at promoting the link between the nation and the army and supporting commitment in the reserves, actions aimed at promoting the practice of physical and sporting activities and measures taken in favour of disabled people.

This materiality analysis has also led us to exclude subjects relating to the fight against food waste, the fight against food insecurity, respect for animal welfare and responsible, fair and sustainable food.

Our actions to help combat climate change address our scopes 1 and 2, but also our scope 3 in the context of the use and end-of-life of our products, our suppliers and upstream and downstream transport activities.

3 sectors of activity

Industry





Aerospace

Automotive





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Make the world **NAMERAKA**

BUSINESS MODEL

NTN EUROPE and its subsidiaries

RESOURCES



R&D DES/GN

As part of the NTN Group, a world leader in its business sectors (no. 3 bearings manufacturer globally, world no. 1 in automotive wheel bearings and world no. 2 in CV joints), we create products by applying the resources we have built up in the 100 years since our Company was established, employing a value creation process that incorporates R&D, design, procurement, manufacturing and sales.

DEVELOPMENT

Automotive

BUSINESS

Expanding our expertise into the markets of the future in a bid to make current and future changes in society more harmonious.

INNOVATION

3 business areas

Industry

Challenging the way we do things and our new projects, thanks to our ecosystem of partners, in order to continue growing and innovating

FY2023 REVENUE

€1.04 billion

FUTURE HEAD OFFICE

New headquarter and European R&D centre in Annecy

SUSTAINABILITY

Aeronautics

SOCIAL

Attracting and retaining a variety of talented staff to ensure the development of NTN-SNR by drawing on a strong employer brand.

ENVIRONMENT

Develop products and services and manage our activities from an environmentally responsible perspective

ETHICS

Setting an example in our business practices.

ECOVADIS RATING

77%, gold level

HUMAN CAPITAL 4,214 employees Strong ties with local authorities Training: 5.1% of the wage bill INTELLECTUAL CAPITAL

1 R&D centre in Europe - Annecy 400 employees 4 local expertise services in Europe A CREA LAB Innovation organisation 4 trademarks

FINANCIAL CAPITAL

Sole Japanese shareholder since 2013 FY2023 Investments = €24.8 million



INDUSTRIAL CAPITAL

9 production sites in 5 countries

ENVIRONMENTAL CAPITAL



ISO 14001 certification ISO 50001 certification

PARTNER CAPITAL



Over 2,000 suppliers A network of partners



DRIVE

NTN 196

OUR COMMITMENTS

- Safety is more than a priority. It is a fundamental value
- 0 Environmental protection and impact control are at the heart of our actions
- Satisfaction of our customers and stakeholders ensures our sustainability
- 0 We are committed to high ethical standards.









IMPROVE
COMPETITIVENESS
OF OEM BUSINESS



CREATE & DEVELOP NEW BUSINESS





STRENGHTEN
THE ORGANIZATION
TO SUPPORT
OUR STRATEGY





Str	

Lines	Indicators	Unit	Scope	Exercice	2021	2022	2023	Calculation method
	ECOVADIS assessment	%	NTN Europe and its subsidiaries	Financial	75	77	77	ECOVADIS portal
Business	Percentage of new customer references	%	NTN Europe and its subsidiaries	Financial	11,9%	12,7%	13,6%	% new references / total references
	Aftermarket share	%	NTN Europe and its subsidiaries	Financial	38%	38%	31%	% of aftermarket turnover / total turnover
	New relations added to our network	Unitary	NTN Europe and its subsidiaries	Financial	31	34	25	Number of new confidentiality agreements signed during the year
Innovation	Number of partners	Unitary	NTN Europe and its subsidiaries	Financial	14	17	17	Number of committed partnerships at the end of the financial year
Innov	Number of patents	Unitary	NTN Europe and its subsidiaries	Financial	11	28	22	Number of patents during the year
	Percentage of R&D hours dedicated to the energy performance of our products	%	NTN Europe and its subsidiaries	Financial	31%	29%	30,4%	% of R&D hours eligible for research tax credit
	Lost time accidents frequency rate (FR1)	Ratio	NTN Europe	Financial	8,7	11,3	14,3	Number of lost time accidents x 1,000,000/ Number of hours worked
Social	Accidents frequency rate (FR2)	Ratio	NTN Europe	Financial	11,7	14	16,9	(Number of lost time accidents + number of recordable injuries) x1,000,000 / Number of hours worked
	Severity rate of workplace accidents (SR)	Ratio	NTN Europe	Financial	0,61	0,54	0,67	Number of days off work due to accidents x 1,000 / Number of hours worked
	Turnover rate	%	NTN Europe	Financial	11,8%	13%	13%	[(Number of permanent departures + number arrivals on permanent contracts) / 2] / Initial permanent workforce
	Professional equality index	%	NTN Europe	Civil	84%	89%	89%	According to the method of calculation specified by the French Labour Code (Article D1142-4 et seq.)
	Number of followers on LinkedIn	Unitary	NTN Europe and its subsidiaries	Financial	23318	25865	28685	Number of followers at the end of the financialyear
	Number of people joining our internal LEARN training school	Unitary	NTN Europe	Civil	33	60	53	Number of people included in the LEARN immersion periods for the financial year
	Integration rate for persons with disabilities	%	NTN Europe	Financial	5,7%	7,3%	7,6%	Rate calculated by the Agefiph simulator based on our data sent to URSSAF
	Rate of waste recycled recovery	%	NTN Europe	Financial	97%	97%	98,5%	% of waste recovered / total waste
nergy	Water consumption related to activity	m³/k€VA	NTN Europe	Financial	0,60	0,64	0,54	Water consumption in volume per € thousand of added value
Environment & Energy	Evolution of the energy intensity of our resources (a negative value reflects an improvement in energy performance)	%	NTN Europe	Financial	-2,2%	-8,7%	-14,4%	Energy intensity for the financial year compared to reference period FY18-19-20
	Atmospheric emissions	kg/h	NTN Europe	Financial	10,2	9,8	8,8	VOC, NOx, dust and oil mist emissions for a commitment of 100% of our production capacities
	Carbon footprint scopes 1 and 2	TCO2e	NTN Europe	Financial	7638	5186	4920	Greenhouse gas emissions scopes 1 and 2
Ethics	Percentage of our managers and tertiary jobs trained in the code of ethics	%	NTN Europe	Civil	96%	97%	95%	Managers and tertiary jobs having been trained / Total managers and tertiary jobs
Eth	Percentage of purchasing turnover covered by the Sustainable Purchasing Charter	%	NTN Europe	Financial	73%	82%	87,5%	Purchasing turnover with signature of the charter / Total purchasing revenue, scope of all business units

29 SEFP **2023** NTN



BUSINESS

Expanding our expertise into the markets of the future in a bid to make current and future changes in society more harmonious.

New forms of mobility have imposed themselves and, with them, a profound transformation of the means of transport, be it in automotives, aeronautics, railways or the development of soft modes. Travel practices are changing and aim to be more energy efficient, less polluting and more focused on the freedom of use and autonomy of vehicles. Owning your own means of transport becomes less important than using one or more, self-service or shared.

These developments create new challenges and opportunities for NTN - a historic player in mobility. Meeting the challenges of this mobility of the future means reinventing ourselves and offering our customers new products, new solutions and new services. To do this, new skills and new approaches to development and customer relations are needed.

ORIGINAL AUTOMOTIVE EQUIPMENT

Guaranteeing environmentally friendly mobility through energy efficiency and supporting the rapid development of electric vehicles

The European regulatory context is changing, with in particular:

- in 2050: European objective of carbon neutrality
- in 2035: ban on the sale of new combustion vehicles (passenger cars and light commercial

The strategy of carmakers in Europe is therefore moving towards a 100% electric range for all their electric range for all their models.

Electrification

The architecture of a battery-powered electric vehicle is very different architecture is very different from that of internal combustion the powertrain, with the disappearance of the combustion engine the internal combustion engine and gearbox are replaced by a an electric powertrain. This is known as the called the e-Axle or Electric Drive Module, and comprises the electric motor, the power electronics and the transmission. This is a good opportunity for NTN, since an e-Axle contains as many or even more bearings than a conventional powertrain. This electrification brings with it new technical requirements requirements, which have an impact on bearing design bearing design (high speed, high temperature, wider



Vanessa CAURE BU automotive original equipmen NTN Europe

range of dimensions, resistance to the passage electric current, etc.). We are therefore developing our and our production lines to meet these to meet these new needs.

NTN Europe has turned the corner by starting to produce bearings for several e-Axle vehicles in Sibiu plant. Our strategy is to increase sales

of bearings for electric motors and transmissions. It comprises 4 main areas axes:

- Strengthening our presence with strategic customers
- Developing our skills and innovations in electrical applications
- Upgrading our production lines, with a significant investment plan for our Sibiu plant
- Diversifying our supplier base to ensure the competitiveness of our products

In addition to the electrification of vehicles, we are committed to our desire to respond more broadly to environmental challenges by offering solutions that are solutions that consume fewer resources. For example, we are developing products that use more recycled or biosourced materials, which are more easily recyclable, for example in the case of suspension suspension bearings. We will extend this to third-generation wheel bearings with friction torques that are optimised to reduce energy losses.

We are also contributing to the move towards autonomous vehicles, which will also accompany new forms of shared mobility, by supplying mechatronic solutions including



STRATEGIC OBJECTIVES

sensors and magnetic encoders for systems such as LIDAR (sensors for detecting objects or people in the vehicle's environment).

We also develop ballscrews for linear actuators, used in the electrification of key functions such as braking, steering and suspension.

AUTOMOTIVE AFTERMARKET



aftermarket NTN Europe

NTN

Become a global player in the automotive aftermarket with a wide range of products, that responding to the electrification and mobility issues, and a range of services to ensure long-term relationships with our customers to initiate a more responsible responsible approach to the industry.

Given the current economic climate, the European car is aging, with an average age of over 10 years. Our role is to ensure that spare parts are made available to keep the car park in good working order and enable an ecological transition towards new forms of mobility: enabling everyone to keep their vehicles in good working order, not destroy vehicles on a massive scale and develop new-generation vehicles (electric, hybrid newgeneration vehicles (electric cars, hybrids, electric scooters, etc.) repair. This year, we are continuing to develop our range of products for hybrid and electric vehicles: electric water pumps, and the launch of electric motor bearings and gearboxes. The range of refurbished transmission joints will be launched in October 2024, so we will be incorporating the recovery of used recovery and refurbishment of used materials. This is just the first step in the circular economy! As part of the Innovations Awards at the Automechanika Automechanika, NTN will be presenting the concept of an air-flow in collaboration with Teleflow. This system offers the following benefits Reduction vehicle fuel consumption (-4%), improved mobility, increased tyre life (15%), improved user safety thanks to the right inflation pressure whatever the conditions in which the vehicle is used.

ORIGINAL EQUIPMENT AND **DISTRIBUTION INDUSTRY**



Strengthening our presence in the European industrial market, thanks to our technical expertise and a range of competitive solutions for the most demanding applications in mobile equipment, industrial processes and renewable energies, targeting growth markets in different geographical areas, working with major distributors

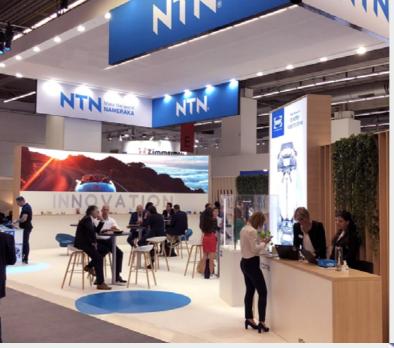
and continuing to digitalise our business.

Encouraging soft mobility: NTN Europe, a partner in innovation

In 2022, sales of electric bicycles in Europe reached 5.3 million units, marking a significant increase since 2012 when only 854,000 units were sold.

NTN Europe, committed to serving the soft mobility market, is an innovative partner in the cycles and e-bikes market and demonstrated its expertise at the Eurobike 2023 show. NTN has been a long-standing partner of equipment manufacturers since the 1970s, and has been able to adapt to changes in the market, particularly with the growth in motorisation of bicycles. The partnership with Cixi, which is developing the Pers electric generator crankset with haptic feedback, benefits from NTN bearings, such as thin-section rigid ball bearings, designed for greater load capacity and durability. This collaboration illustrates our commitment to sustainable mobility.

In addition, the Eurobike show was an opportunity for NTN to present a significant innovation for e-bike users in particular: the Secure Bike Station. The aim of this solution is to make it easier and safer to park bicycles in urban areas, by offering both an individual, and therefore not collective, bicycle storage service, as well as a locker service for recharging the battery and storing personal belongings (helmets, bags, etc.).









NTN at the heart of the biomass revolution with its range of bearings for pellet presses

The biomass pellet market, key to the sustainable energy strategy, sees NTN Europe offering bearings specially designed for this rigorous application. By 2021, solid biomass will account for 42% of Europe's total renewable energy supply. Our pellet press bearings, such as tapered roller bearings (TRB) and spherical roller bearings (SRB), are optimised to withstand high radial loads and extreme operating conditions, supporting the efficiency and longevity of equipment in the biomass sector.

Optimising rail: NTN reinforces the ecoefficiency of rail transport

In the rail sector, NTN Europe with its SNR brand is at the forefront of technology with products such as cartridge tapered roller bearings (TBU) specially designed for axleboxes and single row tapered roller bearings for traction gearboxes. These products are essential for increasing reliability and extending maintenance intervals, making rail transport an even greener alternative to other, more polluting modes of transport. Our optimised cartridge tapered roller bearings are designed to withstand high loads while maintaining high precision and low heat generation, contributing directly to increased efficiency and a reduced carbon footprint - all without compromising passenger safety.

Robustness and performance: NTN's offer for the agricultural market

At Agritechnica 2023, NTN Europe highlighted its range of bearings for the agricultural sector, and in particular for towed machines (equipment attached to the tractor enabling production activities to be carried out: tillage, sowing, forage harvesting, etc.). NTN and SNR bearings have been designed to enable farmers to carry out their work with complete peace of mind, even in the most extreme application conditions. By way of example, AGR sealing was in the spotlight. Applicable to insert bearings, it consists of a 3-lip seal combined with a thick deflector to resist stone impact, water and mud penetration, which can cause premature failure.

AERONAUTICS



BU aerospace NTN Europe

Ensuring sustainable development by improving customer satisfaction and taking advantage of new opportunities arising from technological change in the sector.

Aero Green: an active contribution to the decarbonisation of aviation

The Aerospace business unit is participating in the project to aviation

decarbonization (Net Zero Aviation by 2050 - ATAG) by continuing NTN's historical activity and investing in breakthrough technologies.

Since 1968, NTN has always worked closely with its customers, notably accompanying the success of Airbus and Safran. The proximity of our design office to our customers' technical teams enables us to cooperate on the introduction of tomorrow's technologies. Just one example: our latest prototypes delivered to NIDEC for their electric engine demonstrator as part of the Airbus ZEROe project (zero emission aircraft powered by hydrogen).

NTN is also contributing to the decarbonisation of aviation through its industrial footprint and its products. In fact, as all of our Made in France production is concentrated at our single site in Argonay, we are considerably reducing our intra- and extra-mural logistics flows. In addition, a number of projects are underway at the Argonay site to achieve carbon neutrality for scopes 1 and 2 by 2035.

MRO activity: giving a second life to our bearings NTN has been involved since 1993 in the maintenance, repair and overhaul (MRO) of SNR bearings for CFM56 engines, to which we have contributed to making reliable. Our expertise in the maintenance of gearbox and mainshaft bearings is recognised by all aircraft engine maintenance providers. Today, we have more than 70 customers on every continent, repairing 1,200 bearings a year.

Building on this success, we have recently extended our range to include aircraft electrical generators.

In addition to the impeccable quality of our maintenance, the repair time is a key factor in our customers satisfaction. What's more, restoring a bearing to like-new condition is both environmentally-friendly and cost-effective for our customers.





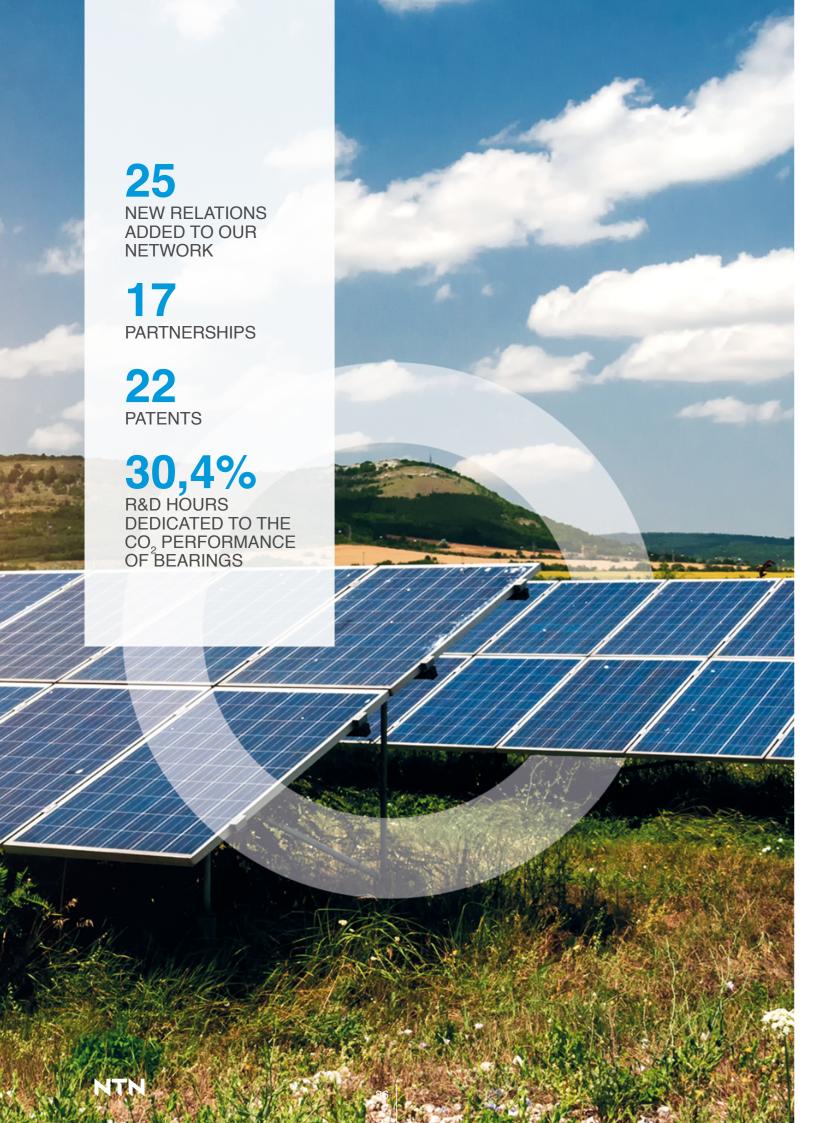






NTN

SEEP 2023



INNOVATION

Our open innovation policy, revisited in recent years, is bearing fruit, and almost 50% of our research and innovation projects are carried out in private/public and private/private partnerships, accelerating our ability to learn and offer innovative solutions.



Bernard LIATARD
Research Innovation
Development

The electrification and digitalisation of automotive, aeronautical and industrial mechanical functions, changes in energy and climate policies, the need to manage resources, new forms of mobility - all these issues are now firmly rooted in our societies. The world is speeding up and opening up at the same time. And the transformation of our markets and business models is no longer in dispute.

It is no longer possible to pretend to know everything, to know everything, to master everything.

The technical maturity of electric vehicles, for example, is radically different from just 5 years ago, and goes hand in hand with the increase in sales of this type of vehicle. Our customers are now looking for specific designs that are lighter, more powerful and more compact, This means that

our products must be reliable, cost-effective and clearly have a high level of engineering, which is good for us. But it also means that we have to transform our research and advanced studies into products and production more quickly.

As expected, we are now seeing a proliferation of new bearing applications with profound changes in specifications, with temperature, speed of rotation, lubricants, residual torque and parasitic electrical phenomena changing, for example. This is particularly true for automotive transmissions.

It is also confirmation that our mechatronics technology offering also represents an opportunity, which is why we created a new dedicated Business Unit less than 2 years ago, which has opened up promising partnerships and markets.

We are faced with new entrants in an already thinly concentrated market, both competitors (threat) and potential new customers (opportunity). We should note here the success of the programmes supported by the State as part of the France Relance and France 2030 programmes, which have been formidable catalysts for innovation and investment projects.

And finally, if price competition is no longer enough, and if we also need to be able to offer new technologies and services, 2 years ago we launched an original acceleration programme, with no equity investment, to support young companies with a product close to production and in the Redesign-To-Cost phase. We are currently accelerating 4 French companies with good market potential. Or maybe it's these start-ups that are accelerating us?

Research & Networks

In this context, and to support the company's global strategic plan, the mission of the Research & Networks department is clearly to facilitate the opening up of our Research and Innovation teams to external collaborations.

RESEARCH

To create the "technological building blocks" that will differentiate the company. By virtue of our DNA, our areas

of expertise revolve around materials, lubricants, contact science and, of course, bearings and their applications.

NETWORKING AND RESOURCING

To move fast, to access the right skills, the 'building blocks' need to be co-produced, within the various teams within the company, but also with the help of partners outside the group. These actions can be carried out within the framework of simple partnership between two companies, or in the case of a consortium between different public or private partners, financed or not. In the case of existing technological already exist, it will



be a matter of negotiating the conditions of access to these bricks.

The prerequisite for creating these partnerships is, of course, our ability to build up a network of potential partners suited to the issues we are seeking to address, and our capacity to renew it.

INNOVATION

Innovation is at the heart of the DRIVE NTN 100 Phase2 business plan. Innovative products will account for 10% of the company's turnover in 2027. It is therefore essential to define the areas of work now, in line with current and future market expectations.

The Innovation Department works in 4 market areas:

- Mobility
- Industry and Services
- Digitalization and Services
- ▶ Green Business

These guidelines show that we are taking into account the needs and expectations of our customers, the changes in our environment and our social responsibility.

Our Innovation project portfolio is made up of incremental and breakthrough projects, projects that enable us to produce our current manufacturing resources and create new industrial processes. The challenge is to balance all our activities through collective and efficient leadership, both within and outside the company, to build the world of tomorrow.

Networks

Networking means creating, developing and renewing a business ecosystem. It is made up of universities, research laboratories and companies (from start-ups to major corporations) and it must be perfectly adapted to the issues that the company is seeking to address and capable of adding value to the search for partners. Accelerating our partnerships requires a structured approach to our network to ensure that we can guickly identify the right partner or partners.

The indicator we have chosen to measure the effectiveness of our networking approach is the number of new relationships created during the year and contracted by a confidentiality agreement. If, in 2023, we see a slight fall in this indicator, there is nothing alarming about it, and it is just as necessary to make the best use of the network developed in previous years.

A number of initiatives launched in previous years are continuing:

- Regular training/awareness-raising activities in the product and process development units /.
- Monthly PI presence in the sectors
- Provision of creative tools on the platforms (they work well, or at least are well used)
- Setting up resources to facilitate inventors' prior art

Put on standby in the absence of results or sufficient

- Patent constellation strategy
- Ideas/innovation competition

Please note: NTN Europe's IP strategy, process and tools are recognised by the INPI, which has asked us to sponsor their Master Class 2024.

Partnerships

Faced with the multitude of technologies available, and the growing complexity of products and services in a globalised economy, it no longer seems possible for a company to innovate alone, however large it may be: the human, technological and financial resources of any organisation are limited. Moreover, the need to get to market as quickly as possible while minimising risks is driving companies to open up and pool their knowledge in what they hope will be win-win partnerships. Relationships between principals and subcontractors are tending to disappear in favour of collaborative ventures in the most competitive sectors.

CSome of these contracts (partnerships, collaboration X partners, services (where NTN acts as a service provider) may or may not be financed by public or private funds.

The number of active partnerships remained stable in 2023, but with a renewal rate of almost 30%. In total, 46% of our Research and Innovation projects are carried out in partnership.

Patents

The number of patents is not an objective in itself, but rather a result. It measures our creativity and inventiveness. Patents enable us to protect our inventions, they are as much an offensive weapon as a defensive one, and they are ultimately a negotiating tool.

2019	2020	2021	2022	2023
27	21	11	28	22

In order to stimulate inventiveness and to prevent it from being concentrated solely in the innovation or engineering teams, NTN Europe has set up a Fab- Lab (Créa'lab) with the following objectives:

- Create a community to help anyone in the company with an idea to turn it into a Proof of Concept (POC) in a short space of time (3 months maximum), by making available appropriate methods, skills and tools.
- To promote innovation within the company, thereby encouraging as many initiatives as possible

After a sharp fall in inventive activity due to the drop in activity associated with the health crisis in 2020, the 2023 indicator has returned to a satisfactory level, with 22 patents filed, thanks to a very good level of inventive activity. the momentum built up around creative approaches.

Eco-friendly plastics for suspension thrust bearings

As of 2019, the concept of Green Business has been integrated into the department's scope for reflection and innovation, in order to develop 3 main areas: ecoresponsible materials and processes, ecoresponsible bearings and applications, and the circular economy of bearings.

The Innovation team began work on environmentally responsible and ecological plastics being the second most consumed family of materials in bearings after steel. After an exploratory study lasting several months, a roadmap was proposed and validated with the aim of reducing the environmental impact of plastic bearing components. Recycled plastics were prioritised ahead of their biobased counterparts, because of their more favourable economic positioning for rapid uptake by our customers. The covers of suspension bearings were chosen as the pilot component because of their bulkiness, giving access to large volumes, and moderate mechanical stress in application.

Following an in-depth selection of commercially available materials, several qualification plans were carried out on various pilot references, for both original equipment and aftermarket vehicles. The tests carried out on

standardised specimens, prototype components and complete thrust bearings have demonstrated the technical relevance of several commercial ranges of recycled plastics, as well as the environmental benefits of using them to replace virgin plastics derived from petroleum. Today, several concepts are ready to be offered to our customers, from the simple recycled plastic cover to the bearings with all the plastic components in recycled material (cage, cover and support).

And the combination of a recycled plastic lid with a recycled and recyclable aluminium support has also been developed and validated.

Through this project, we are putting the virtuous circle of the circular economy into practice by transforming waste into a resource, thereby saving the environmental costs associated with the manufacture of the virgin material and reducing the CO₂ impact of our activity.

At the end of FY22, the project's level of technological maturity was deemed sufficient to take it out of the Innovation scope and transfer it to the development teams so that it could be deployed and accelerate the ramp-up of sustainable materials in our bearings. A working group co-supervised by Product Innovation and Auto Engineering has been set up to ensure the success of this handover.





STRATEGIC OBJECTIVES AXES STRATÉGIQUES

ENERGY PERFORMANCE BEARINGS

Challenges of man-made GHG emissions

The Intergovernmental Panel on Climate Change (IPCC) has confirmed man's influence on the climate system. Moreover, current anthropogenic greenhouse gas (GHG) emissions are the highest ever observed (in its latest report, the IPCC states that the global surface temperature has risen by 1.1°C compared with the pre-industrial period). The resulting warming is already having a direct or indirect impact on human and animal health, economic activity and biodiversity. Reducing greenhouse gas emissions is therefore more necessary than ever to limit climate disruption and its consequences.

Regulatory implementation for the automotive Industry

The automotive industry is taking part in this effort through commitments by geographical area. In Europe, for example, as part of CAFE 2021, some manufacturers have been financially penalised for failing to meet their target of contributing an average of 95g/km of $\rm CO_2$. Efforts will continue, in particular with the extension of the carbon footprint to the entire life cycle "from well to wheel" by 2025. In addition, a target of zero emissions "from tank to wheel" by 2035 has been announced.

As applied to bearings



Fabrice POULAIN
BU Automotive
original equipment
NTN Europe

NTN is indirectly and very strongly involved through its customers and its environmental responsibility. Bearing technology is used to smooth the rotation of parts in all types of machinery. With optimised bearing technology, shafts can rotate more smoothly, minimising energy losses. This technology is gradually

changing the future of vehicles (thermal, hybrid or electric), conventional mobility (rail), alternative forms of mobility (electrification of bicycles), industrial machines and robots and even society as a whole, thanks to renewable energies (wind farms).

Improving the energy performance of its products is therefore a clear and unifying environmental objective for NTN Europe. It is also a means of generating innovation, competitiveness and customer value. It is a sustainable and structuring direction for automotive R&D activities.

Focus on automotive bearing technologies

At the heart of NTN Europe's business, the wheel bearing has real potential for reducing ${\rm CO_2}$ emissions. These bearings use the latest low-friction technologies to significantly improve performance.

What's more, with the development of electric is a key factor in performance: efficient wheel bearings offer a substantial gain in this with limited additional cost.

For electric vehicle motors and associated transmissions, we are developing solutions to meet the particular demands of these bearings: high speeds of rotation and resistance speeds and resistance to current flow. Controlling lubrication conditions is also the key for optimum energy efficiency.

The Automotives technologies already deployed in series production by the NTN group have made it possible to reduce CO₂ emissions by several thousand tonnes every day.

Resources and tools at the highest level

In addition to product improvements, and in order to continue to improve the energy performance performance of its bearings in the medium term, NTN Europe is new resources. A new to characterise the friction torque of wheel bearings. wheel bearings came into service in 2023. The result of 3 years of development and substantial investment, this facility will make it possible to characterize friction under all the varied conditions of speed speed, load and

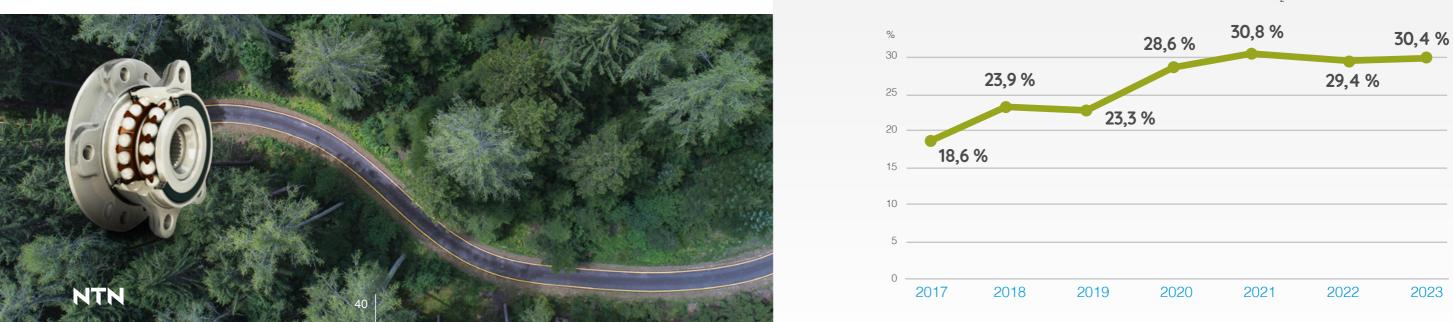
temperature conditions required by our required by our customers. It can operate between -7 and +40°C, or to follow the speed profile of the WLTC standard. The level of precision is at the highest the world, with the ambition of making this equipment and associated methodologies into automotive industry.

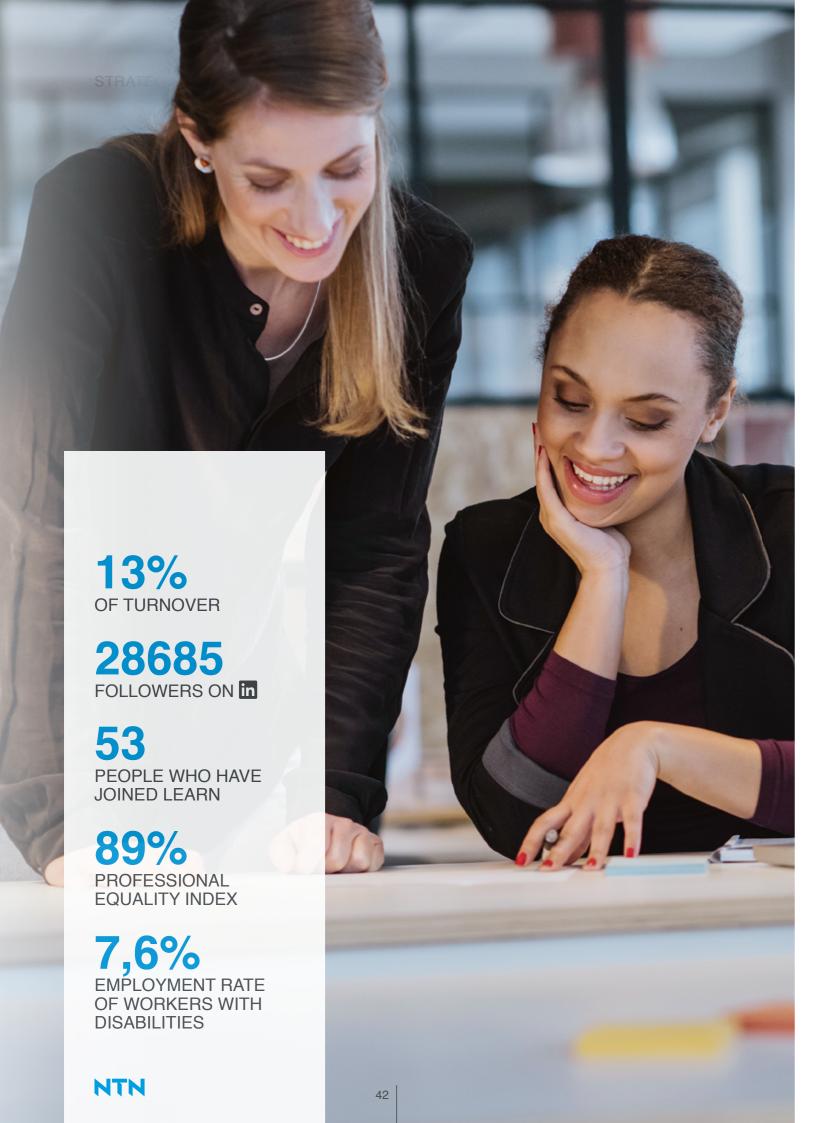


2023 KPIs:

The chosen KPI is defined as the percentage of R&D hours dedicated to the reduction of CO₂ emissions. It is based on the total hours eligible for research tax credits.

% of R&D hours dedicated to the reduction of CO₂ emissions*





HUMAN RESSOURCES

The way our society evolves and the way work is perceived will continue to change in 2023. Developing human capital is once again at the heart of the HR concerns.

THE CHALLENGES



Camille DUCOULOMBIER Human ressource NTN Europe

In a context of war for talent it is more essential than ever essential to pursue and strengthen our efforts to attract the best and make them want to make a lasting to stay with NTN EUROPE. "Attracting and retaining" remains our leitmotiv by adapting even to the challenges facing society. It is against this backdrop that the

company has invested and reorganised itself in the summer of 2023, creating a 'corporate HR support' unit. An HR team with cross-functional activities: recruitment, training, career skills management, employer brand and internal communications. So much expertise to lead these structuring projects around "Attract and Retain". A opportunity to create more synergies and to meet these challenges.

STRONG AMBITIONS AT THE SERVICE OF BUSINESS

A strong, recognised employer brand

"The two most important things do not appear on a company's balance sheet: its reputation and its people." H. FORD

The employer branding approach is part of a employment market.

- Difficulties in recruiting in a tight local and global market both locally and globally, with the market changing and a reversal in the relationship between candidates / recruiters.
- A need to retain our employees, a high turnover, combined with an average or even training in our businesses.

- Salary conditions and working environment are becoming increasingly important in the in the choice of candidates.
- NTN Europe's image needs to take its place: SNR's strong identity needs to evolve, the construction of our new head office to be the construction of our new headquarters to be provided.

It is essential to have an employee experience that on several levels, upstream of communication, to build a solid brand image.

Following an audit and data gathering exercise, 4 strong points emerged on which to base the employer brand:

- A company that develops its employees with excellent quality training
- An organisation that encourages responsibility room for autonomy
- Appreciated working conditions and tools
- A good work/life balance

These considerations have guided us, and have built our employer promise on a foundation of values that characterise us: the collective at the service of movement, innovation, commitment & the environment.

Simplify our recruitment processes to be more agile.

Attracting the best talent also means attractive job offers, which must be consistent with the tasks that will be entrusted to them and a market rates of pay.

A new recruitment process has been redesigned to offer a smooth and efficient 1st exchanges with the candidate.

 Rethinking the description of certain job offers and recruit more on soft skills.

SEEP 2023

- Reduce the number of interviews and organize them on the same day.
- The working environment is becoming an increasingly important in the choice of candidates: we have repositioned the role and place of the to involve them from the earliest stages and involve them in the decision-making process. This is an opportunity for the manager to communicate additional information about the working atmosphere and the team in place. From informal discussions that often trigger the candidate.
- Taking care with on-boarding and off-boarding boarding: 2 key moments in the "candidate experience".

We have also worked on harmonizing our remuneration policy: more reliable and more transparent, updated to reflect market trends and taking into account the penurious nature of certain professions. This is a real competitive advantage when it comes to attracting staff.

Making everyone a career player: HR managers, managers & employees, a winning combination

Once again this year NTN EUROPE is committed to a proactive work-study policy with the integration of 65 young people on professionalization or apprenticeship contracts for the 2022/2023 school year, and 90 young people over 2023/2024. A win-win model where everyone progresses and skills.

A powerful lever for transforming and offering career paths tailored to each individual's plans taking account of the company's needs. A enhanced support from a tutor, regular feedback, and working closely with the school to ensure that everyone can realize their full potential and experience" so that they can become ambassadors both inside and outside the company.

The renewal of the HappyIndex®Trainees label offered by Choose My Company for the 3rd year running!

Because we are committed to promoting diversity of career paths and preserving equal opportunities, the NTN School of Bearing Applications (LEARN) has continued its development in 2023. Created in 2019, the school offers sandwich courses leading to qualifications. Thanks to internal needs and the technical nature of the business, 2023 was marked by several new partnerships with schools or employer groups to develop rectification

training module for setter or methods technician jobs or methods technician.

Finally, the new collective agreement for the metallurgy industry led us to roll out a new job classification system. An opportunity to structure our organization through an updated job map, making it easier to understand career paths and career development. An additional lever for building loyalty.

More than ever, we remain convinced that "to be noticed, you have to be remarkable".

#Togetherwithourdifferences

In 2023, the slogan that our employees have



Emilie BALGAIRIE Social assistant NTN Europe

chosen to represent disability at NTN. After implementing our disability agreement and trained our managers, NTN Europe has continued its training on the subject of disability. 776 employees have awareness-raising sessions on this topic. The European Week for the Employment of People with once

again provided an opportunity to highlight these issues by using an innovative tool: forum theatre. innovative tool: forum theatre. Putting people at the heart of these issues was our ambition for this SEEPH. We asked our employees to share scenes and anecdotes that go wrong, difficult experiences at work, on the subject of disability. These scenes were then performed by a theatre company troupe in front of the participants. The audience became 'spect-actors', intervening in the scenes to propose in the scenes to suggest alternatives with a professional approach to people with disabilities. This format and made a real impact.

We also renewed our commitment to **Duoday**. 16 pairs were formed this year, giving people with learning difficulties the opportunity to work with disabilities.

In 2023, the focus will be on family carers, a topic closely linked to disability. NTN wants to support these employees to enable them to better reconcile their personal and professional life. A communication campaign was designed with our partner Malakoff Humanis (social action - retirement) on the national day

for October 6. The aim was to raise awareness among employees so that they recognize themselves, come forward and find out about national schemes as well as the schemes put in place by the company to help support them on a day-to-day basis: CESU, gift of days flexible working hours, special leave, etc.

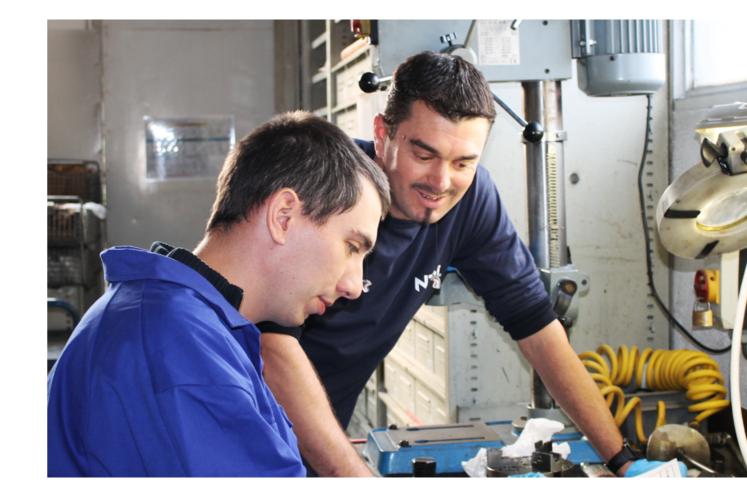
As part of the job retention and ongoing work with the medical service, Agefiph and Cap Emploi, over the year 2023, we carried out around fifteen workstation adjustments which enabled these people to remain in employment.

Access to employment for people with disabilities 5 new hires during the year.

These initiatives, which have been put in place to deconstruct prejudices and inform employees about the company's policy, have helped to improve the proportion of disabled workers in our workforce, which now stands at 7.6%, an increase of 2% in 3 years (target set at 0.5/year in the disability agreement).

Supporting our employees' commitment in the reserves

We authorize the absence of our reservists for the purposes of their employment or training activities in the military reserve or the national police operational reserve.





SEFP 2023

HEALTH AND SAFETY AT WORK

Safety is a fundamental value for the Group and is an integral part of our corporate policy and the commitments made by our management. As part of this the entire organization takes the necessary measures to guarantee the safety and protect the health of employees and, more generally, of all those involved in the company. They are supported by:

- A central HSE department, which proposes safety, ergonomics and fire improvement plans and supports deployment,
- · HSE relays on the sites,
- And an in-house medical service, which plays an active role in the prevention process.

Health, Safety Environment NTN Europe

The company is therefore committed to make safety and working conditions a permanent priority, to improve results and to build a robust and sustainable culture. The approach to prevention of accidents at work and occupational illnesses currently based on an internal Safety Management System.

NTN Europe The year 2023 will see a slight deterioration in our frequency and severity rates.

	FR1	FR2	SR
NTN Europe	14,3	16,9	0,67
NTN Europe and its subsidiaries	9,9	11,8	0,42

FR1 = Number of lost time accidents x 1,000,000/Number of hours worked.

FR2 = (Number of lost time accidents + number of recordable injuries) x1,000,000 / Number of hours worked.

SR = Number of days off work due to accidents x 1,000 /

Number of hours worked

The priority areas of work in 2020-2023 were:

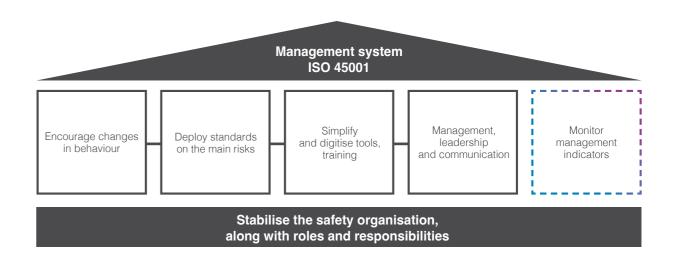
- Change behavior
- Deploy standards for the main risks (e.g. working at height, traffic, etc.)
- Simplify and digitalize tools and training
- Strengthening safety leadership (management) and communication
- Monitor steering indicators
- Develop the management system by ISO 45001 certification in health safety

This improvement plan is translated into concrete actions at all our sites and is monitored on a quarterly basis.

In the final year of the plan (2023), we have upgraded the health and safety induction for new safety for new arrivals, launched our project to digitize the risk assessment tool for our French sites, to make it more accessible to all employees, as close as possible to the risks in the field, and to be the main tool for monitoring multisite actions. We also finalized 3 new safety standards (Management of external companies, PPE and working at height), continued to roll out of participative safety visits to workstations, and held safety days at all our sites. Finally, we enhanced our action plan to prepare for ISO 45001 certification.

Despite a disappointing 2023 result, NTN Europe remains strong ambitions for the future, with a significant reduction number of lost-time accidents in the next 3 years. To achieve this objective, the safety improvement plan 2021-2023 will be updated for 2024, as part of the company's new strategic plan.

We must continue to raise the bar on our safety standards, move towards a more proactive safety culture, through actions linked to Technology, Organization and Behavior (TOB).



Ergonomics

In line with the Group's health and safety directives, ergonomics is a major focus at the heart of the Group's strategy, with people at the centre of our efforts to improve working conditions, to reduce musculoskeletal disorders (MSD) and optimising plant performance criteria.

With this in mind, since FY2019 (launch of the first Ergonomics roadmap), and the completion of 3 consecutive pain monitoring studies among the operator population, we have built up a solid knowledge of high-risk work situations, for which targeted corrective and preventive action is being taken in 5 areas:



Loïc GENDRON Ergonomist NTN Europe



Identify and evaluate the various demands on workstations Develop solutions for arrangements and organisations on existing workstations

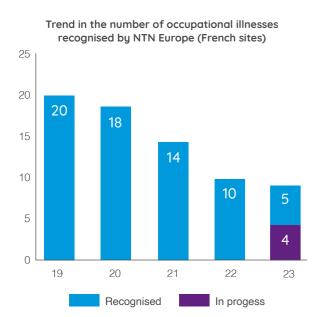
Bring expertise related to ergonomics criteria (physical, cognitive, organisational) into projects as early as possible

Raise awareness among all employees according to their activity

NTN

SEFP **2023**

Between FY2019 and FY2023, we surveyed over 400 workstations, questioned over 96% of operators about their pain (target achieved), and reduced by more than 2 the number of recognised occupational illnesses in all our French establishments.



The success of the Seynod site in the TMSPros program (FY21-22), which aims to reduce the impact of MSDs and performance, has given us the ambition to roll out

NTN

the program's tools and methods across all our sites, with the aim of:

- Raise awareness among top management
- · Renew management's commitment
- Train and dedicate a resource to the job of MSD prevention coordinator
- Strengthen communication around ergonomics.
- Integrate MSD prevention into the operational strategy

We are convinced that this human, organisational and economic investment can contribute to improving working conditions, well-being in the workplace, boosting employee loyalty and making jobs.

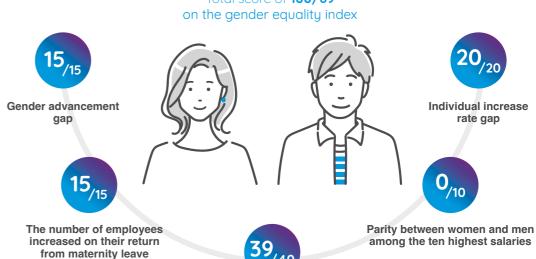
Finally, the alignment of our risk prevention approaches safety and ergonomics is designed to help us achieve ISO 45001 certification.

PROFESSIONAL EQUALITY INDEX

On the occasion of International Women's Day, NTN published its 2022 Gender Equality Index. The Company achieved a result of 89 points out of 100 (+5 points/2021), which reflects the efforts made in favour of professional equality.

GENDER EQUALITY AT NTN

Total score of 100/89



Gender pay gap

NTN SEFP **2023** 48

KEY FACTS 2023

Our plant in Romania has joined the Challenge CCIFI 2023

The Challenge CCIFI (Chambres de Commerce et d'Industrie Françaises à l'International) is an international social and environmental awareness-raising programme organised within the CCI France International network.



Melinda MATHE Human ressources NTN-SNR Rulmenti

24 CCIFIs registered: South Africa, Belgium, Colombia, South Korea, Germany, Switzerland, Hong Kong, Italy, Luxembourg, Netherlands, Peru, Romania, Serbia, Singapore, Slovakia, Spain - Barcelona, Spain -Madrid, Sweden, Taiwan, Hungary, United States - Boston, United States

- San Francisco, Uruguay, Vietnam.

The CCIFI challenge is an inter-company and intercountry sporting and social challenge aimed at a company's employees to promote a healthy lifestyle, create team cohesion by practising a sport (e.g. walking, running, cycling) and support two causes:

- protecting the oceans from plastic pollution a joint CCIFI initiative led by The SeaCleaners
- the CCIFER forest a comprehensive social responsibility programme that reinforces the CCIFER community's commitment to sustainable development and ecological transition.

During the 4 weeks of competition, 2 NTN teams in Romania will

- Covered 3,234 km:
 - ▶ 2034 km on foot
 - ▶ 886 km cycling
 - ▶ 314 km running
- Offset 231 kg of CO₂
- Planted 100 acacia trees

This year, Econos calculated the carbon footprint of the CCIFER forest (French Chamber of Commerce, Industry and Agriculture in Romania) using the French Ministry of Agriculture's Label Bas Carbone methodology and issued a carbon credit certificate attesting to the amount of CO₂ linked to the number of acacias planted in the CCIFER forest. The certificate can be used as part of a report or non-financial communication. The certificate was issued by the Zero Fund.

In terms of overall results, the Romanian teams obtained the highest number of points!

- 160 teams
- 800 participants
- 225,607 km covered
- 19,794 kg de CO_a offset
- 8,000 trees planted in November 2023

NTN Rolamentos do Brasil organised a bike tour



Sandra GAPSKI Human ressources NTN Rolamentos do Brasil

The safety committee at our Brazilian plant organised the NTN Bike Circuit, a bike ride for employees, their families and members of the local community. The main objective of this event was to motivate teams to adopt healthy habits and practise sport.

The bike ride took place on 20 June 2023, on a route starting and finishing at the NTN plant in Fazenda Rio Grande. Around 80 people took part.

During the event, we also collected food for a local NGO that develops projects focusing on the development of children and teenagers in vulnerable situations in the region. 150 kg of food was collected and donated to CADI (Centro de Assistência e Desenvolvimento Integral, in Portuguese).

To mark International Environment Day on

5 June 2023, the ICSA plant in Italy organized a ceremony to reward environmentally friendly ideas submitted by employees. The aim was not only to raise awareness of environmental issues, but also to give a voice to employees who might have an interest and ideas on the subject!

A committee made up of people from different departments met and voted for their favorite ideas. As a reward, aromatic plants and a summer hat were distributed to all participants. The first 3 winners received 3 additional aromatic plants and a balcony garden stand.

Other action at ICSA: Elimination of singleuse plastic water bottles



Massimo RAMA Human ressources

During the 2022 financial year, the ICSA plant consumed 62,089 plastic water bottles, representing 810 kg of discarded PET plastic. That's almost a tonne of plastic waste generated by our drinking water needs alone in a single year! For a healthier, more responsible world, we have decided to stop using single-use plastic water bottles. To this end, 3 micro-filtered

water fountains have been installed and reusable water bottles sponsored by NTN have been distributed to all staff, as well as to our close suppliers.

Jean-Francois Pellissier School

Collaboration between industry and technical schools is an essential part of vocational technical education. For 7 years, NTN Romania has been a mentor and partner for technical high schools in order to contribute to the development of society and provide the younger generation with a professional vision. It's a winning experience for everyone.

The objectives are as follows:

- Develop the skills and aptitudes needed in the automotive industry
- Provide a practical approach to theoretical programs in technical schools
- To provide progressive training for technical high school students with a view to future employment in the plant.



SIBIU Romania







CURITIBA Brazil



ICSA Italy

CURITIBA Brazil



ICSA Italy



STRATEGIC OBJECTIVES

Provide training in the role of production setter
which does not exist in the school education system
education system or any other alternative training
alternative training systems (certified courses,
intensive courses, etc.).

The most successful partnership was with the. "Aurel Vijoli" high school in Fagaras (90 km from Sibiu), thanks to the school's social commitment and its efforts to provide quality education.

NTN Romania has organized annual internships for students and is committed to supporting the school's students by transport costs, scholarships, hot meals, renovation of the school dormitory, supply of technical equipment for the mechanics courses. All have enabled the school to attract students from disadvantaged areas of the country, characterized by high unemployment, poor educational prospects education and a flagging economy.

NTN Romania employed some of the young graduates who wanted to start their careers at the plant as production operators. The next step was the creation, in 2023, of an in-house school in the factory, where high school students can acquire the skills needed to become production operators and set-up personnel.

The school's mission is to promote an alternative approach to understanding and acquiring technical knowledge, based on simple, real-life comparisons, to compensate for the lack of applicability of school curricula. The school's team of production and human resources veterans and human resources created the

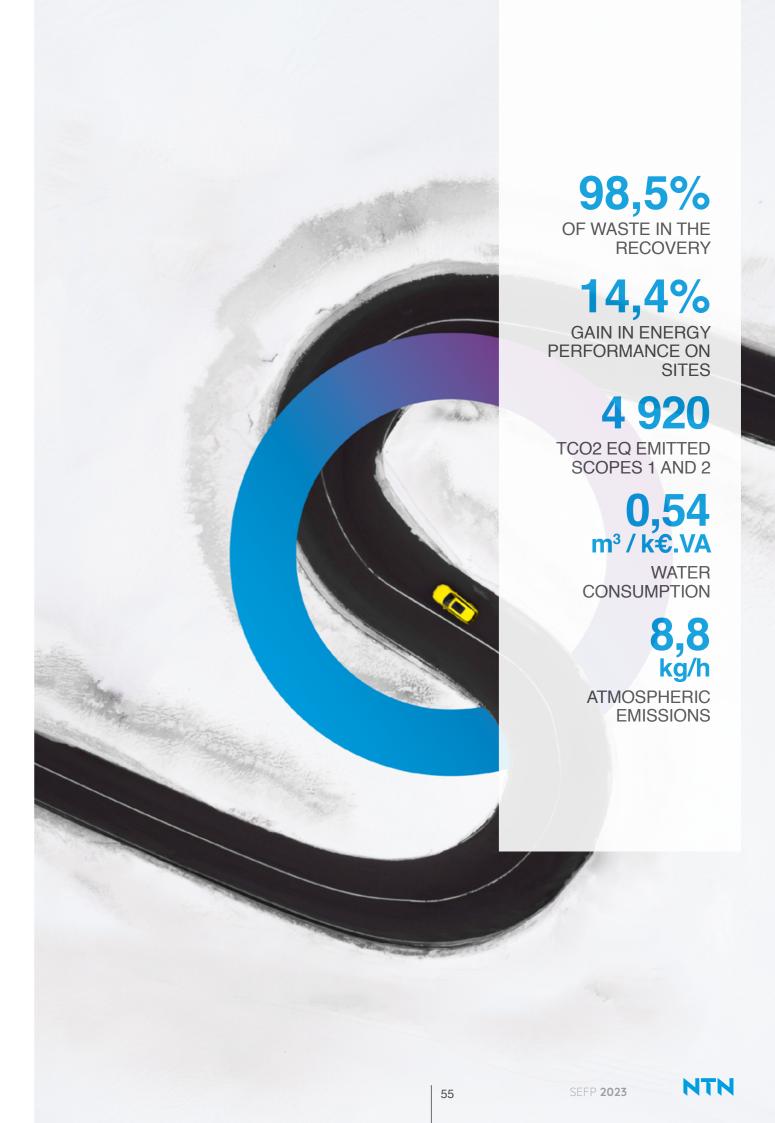


program, curriculum and training materials that are visual, creative and applied. The school was inaugurated in January 2024, in the presence of Jean-François Pellissier, a former technician at NTN Europe (now retired), who trained the first grinding team specialists in Romania. 22 Adjusters form the first generation "students', chosen from among those already employed on the site or high school students:

- 6 fitters validated in the first group, including 3 secondary school students
- 9 fitters in training in the second group, including 5 high school students
- 7 fitters in training in the third group, including 2 secondary school students.
- 2 junior electricians are being trained by the maintenance department.

In this first phase of the project, one of the first tangible first tangible success was the reduction in the time taken to change changeover time (series changeovers used to take a lot of time time-consuming due to the insufficient number of set-up personnel) and an increase in productivity.





ENVIRONMENT & **ENERGY**

Building a sustainable company together

Our ambitions in terms of the Environment and Energy

The management of NTN Europe, concerned about current environmental and energy issues, is committed to the following points:

- We will do everything possible to reduce our impact on the environment, in particular our consumption of resources, our discharges, our waste and our energy consumption.
- We want to contribute to greener mobility by improving the energy performance of our products
- We have chosen to place the reduction of greenhouse gas (GHG) emissions at the heart of our emissions to achieve carbon neutrality.

In line with the Management Commitments, the Environment & Energy Strategic Axes of NTN Europe are as follows:



AS-H2O: Water

AS-NRG: Energy

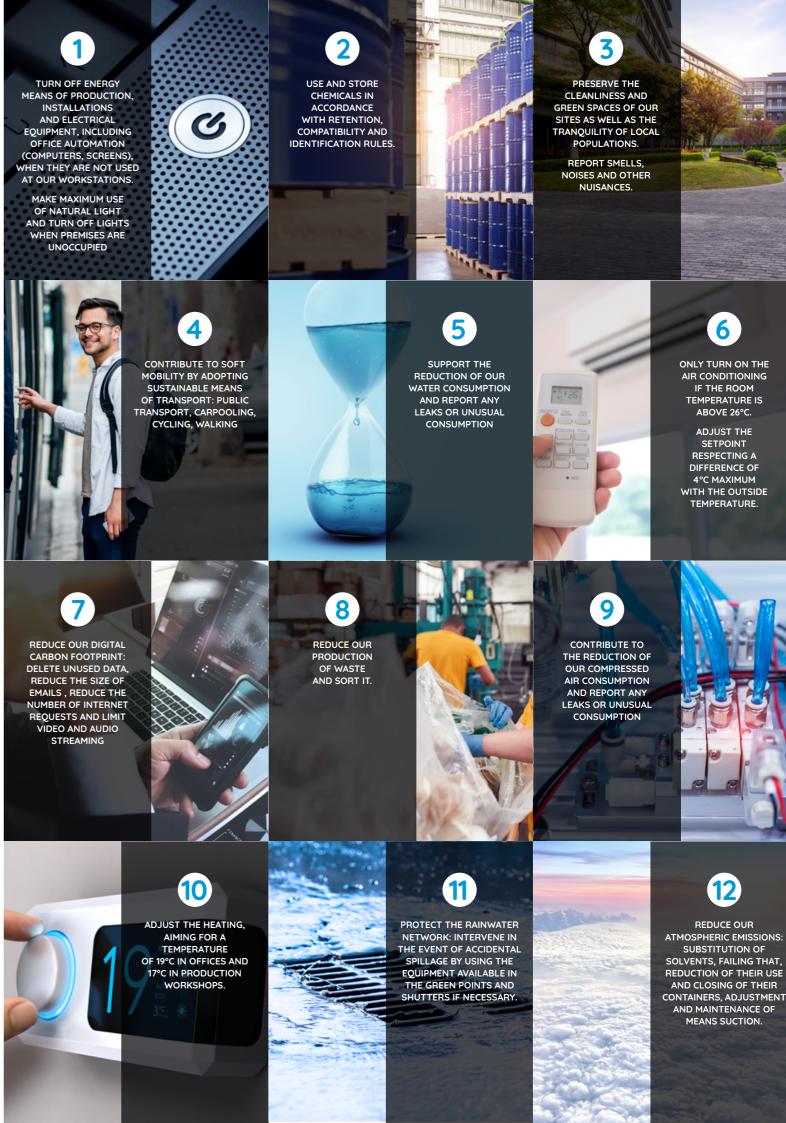
AS-AIR: Atmospheric emissions

AS-WST: Waste



Our strategic priorities

In 2023, to involve all staff, 12 ecogestures covering NTN Europe's five Environment & Energy Strategic Axes have been defined. These ecogestures were distributed to all staff in the form of planting cards sown with lavender seeds: to be planted as soon as the 12 ecogestures are adopted.





Greenhouse gases: towards carbon neutrality

As designers, producers, and sellers of bearings, we are helping to combat climate change by making our products through their energy efficiency.

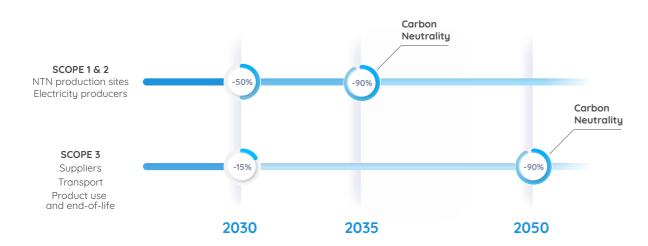
We are also doing our bit by setting out our carbon neutrality objectives. The carbon neutrality is driven at the highest level of NTN Corp's governance, which coordinates this issue across all the world.





OBJECTIVES OF NTN EUROPE AND ITS SUBSIDIARIES

TO REDUCE ITS CO₂ EMISSIONS



For scopes 1 and 2, i.e. the carbon emissions of our sites and our electricity manufacturers, the objective is to reach -50% in 2030 and -90% in 2035. compared with 2018.

For scope 3, i.e. carbon emissions from the use of our products, their end-of-life, our suppliers and transport, the objective is to achieve -15% in 2030 and -90% in 2050 compared with 2018.



Scopes 1 & 2 carbon neutrality:



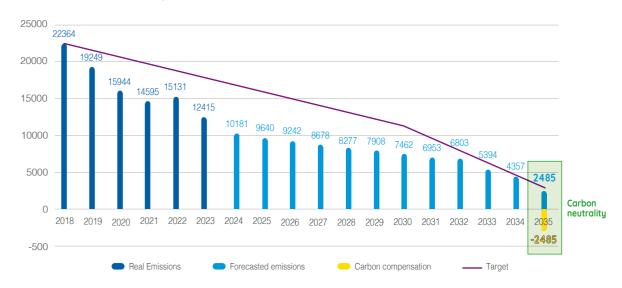
Bastien BLERVAQUE Energy referent

The process engineering department, working closely with all the Group's sites, is leading our roadmap for Scopes 1 and 2. On the strength of the robustness of our environmental (ISO14001) and energy (ISO50001) procedures and certificates, which have been in force at our sites for many years, we have taken advantage of 2023

to finalise the structuring of our approach to reducing our carbon emissions and to validate an ambitious investment plan to achieve our carbon neutrality objectives. The graph below illustrates the structure of this approach:

- By the end of 2023, our carbon emissions will have been reduced by 40% compared to 2018
- We have launched an investment plan with an initial first step of €1.6m in 2024, which will enable us to forecast a reduction in our carbon emissions by 70% in 2032 compared with 2018
- Carbon neutrality will be achieved from 2032 by purchasing low-carbon electricity and by carbon offsetting for the remaining 10%, our "heel" from 2035, through the purchase of carbon credits.

NTN Europe and its subsidiaries scopes 1 & 2 carbon emission reduction (tCO2e)



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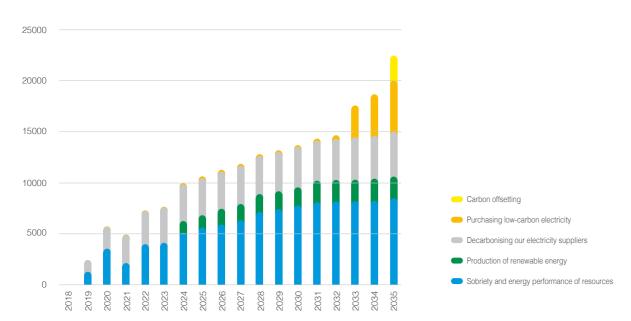
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In the diagram below, the energy efficiency actions and management of the energy performance of our buildings and industrial facilities account for most of our efforts. Actions to produce renewable energy, namely the installation of photovoltaic panels, represent the second largest part of our efforts.

Finally, the decarbonization of our electricity suppliers, purchasing low-carbon electricity, and buying carbon credits, will enable us to achieve carbon neutrality by 2035.

Decarbonisation actions (tCO2e)



In 2023, we will be installing a heat pump and water law on the boiler at our Seynod site. The set temperature of the boiler burner and the speed of rotation of the pumps depending on the outside temperature. This water law, combined with the installation of a heat pump, see below, results in a reduction of 232 tonnes of CO_2 per year. In 2024, we will be installing a cooling and heat recovery

system at our Argonay site, a cooling and waste heat recovery system that will lead to a reduction of 200 tonnes of CO₂ per year and a reduction of 1,000 m3 of water consumption per year. In 2024, we will also be installing photovoltaic panels at our ICSA site in Italy, which will lead to a reduction of 720 tonnes of CO₂ per year.



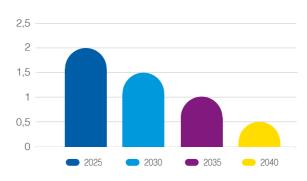




Scope 3 carbon neutrality:

With regard to our suppliers, steel accounts for more than 60% of the carbon footprint of our products, we have in partnership with our steel manufacturers, an ambitious roadmap for reducing their carbon emission factors:

Steel emission factors kg CO2e/kg steel



This fourfold reduction in our steelmakers carbon emissions is a fundamental pillar of our roadmap to achieve carbon neutrality.

To achieve these objectives, we are giving priority to steelworks that have adopted the electric arc process. The raw material is made of more than 90% recycled steel, and unlike the blast furnace process, it does not involve the reduction of iron ore by coal, an operation which is a major carbon emitter.

We also give preference to steelworks located in countries where electricity is low in carbon. Finally, we favour steelmakers that are developing new technologies that emit less carbon such as Green H2 Direct Reduction Iron in which the iron reduction process is carried out using hydrogen, produced by electrolysis using low-carbon electricity, known as "green" hydrogen.

These actions must not impact our competitiveness which would result in making us losing markets to competitors with more carbon-intensive products. In this respect, European regulations, by abolishing free carbon allowances in Europe and the introduction of the carbon adjustment mechanism at the borders will allow less carbon-intensive steels no longer suffer a competitive disadvantage. Regarding the use of our products, we are optimizing their energy performance, by reducing weight and friction torque. By 2023, we will have devoted more than 30% of our research and

development time to improving the performance of our bearings and, as a result reducing their carbon emissions when used by our customers. We have equipped ourselves with digital simulation tools and testing resources to carry out these actions and offer products incorporating the latest technologies.



The carbon emissions generated by our products during use also depend on how they are used by our customers, for example if they are used in an electric or combustion vehicle.

Finally, with regard to the end-of-life of our products, as part of a life-cycle approach, we use eco-design to reduce their environmental impact. We are also developing product lines that are repaired in our factories, notably bearings for the aerospace industry, and we have just launched a range of repaired transmission joints for the automotive aftermarket.

Achieving our carbon neutrality targets meets the demands of all our stakeholders, in particular:

 European regulations through the Fit for 55 (55% reduction in carbon emissions by 2030) and carbon neutrality in 2050

- Our parent company, NTN Corporation, which is taking this at the highest level of governance
- Our customers, who are asking us for ambitious and credible decarbonisation plans
- Our local communities, who are strongly challenging us
- Our suppliers, who want to be part of this this approach
- And finally, our employees, who are willing to commit to a company with a clear and ambitious contribution to achieving our shared goal of carbon neutrality.

Carbon neutrality, a foundation of our strategic plans:

Our new strategic plan for the period 2024 - 2026, NTN Drive 100 final, sets the target of going below 10,000 tonnes of CO₂ for scopes 1 and 2 by the end of the plan, i.e. a 55% reduction in our emissions in 2026 compared with 2018.

To echo the European Union's "FIT FOR 55" for 2030, this will be our "FIT FOR 55 NTN EUROPE scopes 1 & 2" for 2026.

Water: towards best practicies

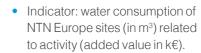
Since the historic drought episode during summer 2022, water has become one of NTN Europe's five Environment & Energy Strategic Axes. Two areas of work, aiming to move towards best practices in water management, are identified:

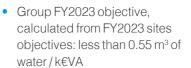
- Anticipation of crisis situations (drought alert levels)
- Reduction of our water consumption through technological progress, management and operational control of our facilities

In FY2023, we carried out the following actions on the Water Strategic Axis:

- Creation of a Water Meeting Group in March 2023 and nomination of a Water Referent per site
- Construction of the site Water Review methodology to identify significant water uses and deployment of the methodology on all sites
- Proposal for a generic Group action framework to reduce our water consumption
- Initiation of site water meter mapping

The Group objective and indicator associated with this strategic axis were introduced in FY2023:







Eva LEBEAUL Health, Safety Environment NTN Europe

This Group objective will be reviewed annually during the Group Management Review. It will reflect the objectives of sites water consumption, validated during the Site Management Reviews, and therefore of the specific actions identified in this strategic axis.

Our water consumption went from 0.645 m³ of water / $k \in VA$ in FY2022 to 0.538 m³ of water / $k \in VA$ in FY2023, which corresponds to a 17% reduction and a meeting our objective.



Energy: towards sustainable energy consumption

Our energy performance is a priority:

We need to step up our efforts to improve our costs, supply difficulties and the challenges posed by greenhouse gas emissions. Achieving our objectives is based on four pillars:

- Reducing our energy consumption through technological progress
- Digitalisation: recording, analysing and managing our energy consumption in real time, thanks in particular to deployment of CACTUS software at our sites in 2022
- Reducing our energy footprint through management and operational control of our facilities Management (MMA)
- Purchasing and designing low-energy products, installations, and processes

We monitor energy intensity trends in relation to a reference period to a reference period (FY18-19-20) and to a consumption model based on our activity and climate rigour. Energy resources and gas are considered in the construction of this indicator. The following graph shows the evolution of electrical energy intensity, gas and electricity + gas combined.

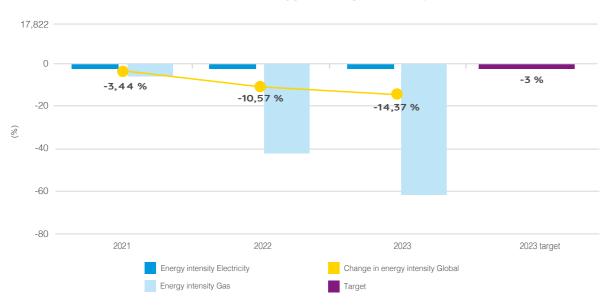
Note: a negative value indicates an improvement energy performance.

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Trend in energy intensity NTN Europe



In FY23, the change in NTN Europe's energy intensity (gas + electricity) was -14.4%. This clear improvement

- · A continuation of the trend seen in FY22 regarding the reduction in natural gas consumption, which can be explained by improved control of installations and the start-up at the end of the heating season of a heat recovery system coupled with the introduction of a water law at the Seynod site.
- Offsetting the increase in electricity consumption associated with the installation of heat recovery systems through the effective application of the "Management of On/Off modes" (MMA) as well as the implementation of technical measures to improve the performance of equipment (electronic speed electronic speed control, improved regulation, etc.)
- Improved monitoring of energy performance through the use of metering data in "Cactus" energy management software.

Air emissions: towards zero emission



NTN Europe

In recent years, NTN Europe undertaken a voluntary approach to reduce atmospheric emissions linked to the four pollutants most representative of its activities.

Our main objective was to reduce VOCs (Volatile Organic Compounds), which are the pollutants emitted by our facilities. Studies and developments have led to significant modifications

to certain installations and the substitution of certain emitting products. The Nitrogen oxide (NOx) emissions have also been reduced in 2023 through the replacement of inefficient equipment as well as better monitoring and optimisation of heating installations.

The aim of this continuous improvement approach in 2023 was to reduce atmospheric emissions, as defined in the indicator below, compared with 2022.

In 2023*, NTN Europe's French sites therefore discharged a total of 8.8 kg/h** of VOCs, NOx, dust and oil mist. This value represents a reduction of 10.7% compared to 2022* for all parameters measured.

The focus for 2024 remains in line with previous years, focusing primarily on the VOC and NOx, which are the two pollutants that are the focus of most improvement initiatives. In the actions already underway or under consideration include modernising our heating systems and optimising the management of our gas consumption.



Waste: towards waste reduction and its recovery improvement



Health, Safety & NTN Europe

NTN Europe is a member of ecoorganizations with the aim of actively managing our products throughout their entire life cycle. By collaborating with these organizations, we strive to enhance the collection, recycling, and treatment of the products we put on the market.

This holistic approach allows us to meet our stakeholders' sustainability

expectations and make a significant contribution to preserving the environment.

We are also firmly committed to playing a leading role in the transition to a circular economy. To realize this commitment, we have established strong partnerships with experts in waste management. Together, we are working to maximize the recycling potential of our waste by promoting high value-added recycling and exploring opportunities for energy recovery. Our teams focus on

reducing the distance between our production sites and waste storage and processing facilities. These actions not only reduce the amount of waste we produce but also significantly contribute to lowering our overall carbon footprint.

Once again, this year, we have achieved our recovery target by staying above 95%, with 98.5% of NTN Europe's waste sent to recovery. Building on our strong track record of effective waste management, we are committed to continuing our exploration of sustainable solutions. These solutions will enable us to maintain our ambitious targets, which include:

Reducing our waste production through innovative technologies,

Optimizing the sorting and recovery of our waste,

Integrating an approach to the purchase and design of products, facilities, and processes to limit waste production or facilitate their recovery



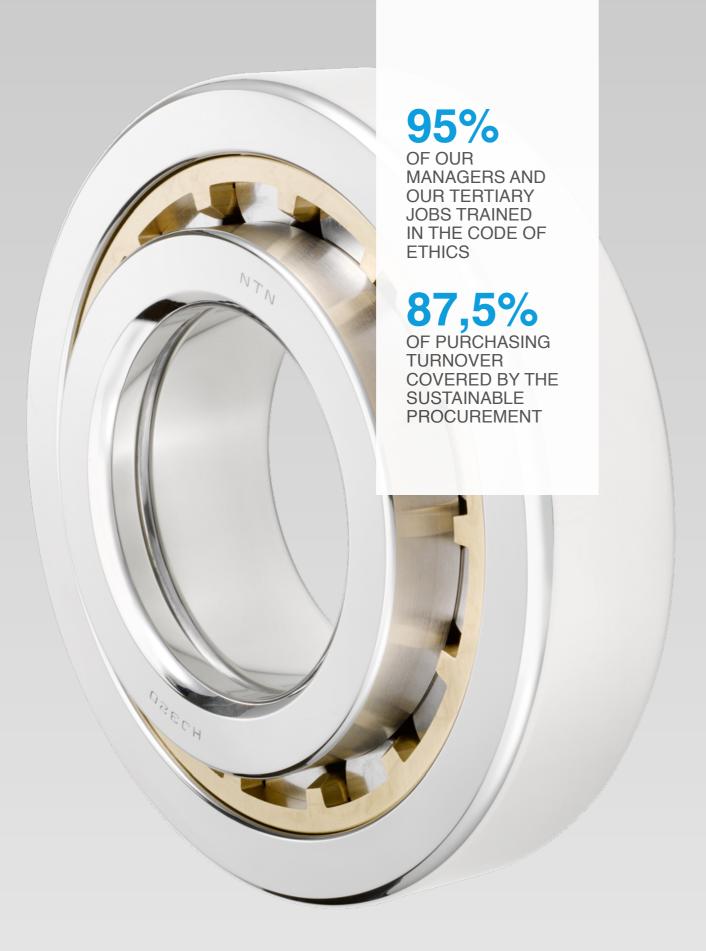


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^(**) value for a commitment of 100% of our production capacity



ETHICS

Setting an example in our business practices



/alentine ATGER-RISLE Compliance & Audit NTN Europe

In an ever-changing world of everincreasing demands, the risks and expectations of our partners are also on the rise. Preserving their trust and our reputation is only possible through exemplary and responsible professional behavior.

During 2023, we are committed to ensuring that our ethical commitments

remain at the heart of our concerns.

Ethics is our commitment

We are committed to conducting **our business with integrity and fairness**, while complying with the regulations and compliance obligations applicable to us.

We **reject corruption** in all its forms as well as any **interference with the rules of competition**.

We are committed to ensuring the accuracy of our **financial information.**

We make every effort to **protect the data and know-how** in our possession.

Our Code of Ethics

Our Code of Ethics was created in 2010. It describes our fundamental ethical principles and how we intend to conduct our operations within the Group, our markets and our environment.

Its implementation is part of a continuous progress, so we published a new version early 2020, which is more comprehensive and translated into 7 languages.

The main themes addressed in our Code of Ethics are the protection of people, Group assets, environment, compliance with laws and regulations, relations with partners, prevention of fraud and corruption.

As in previous years, we are committed to continue to increase the level of training provided to our Code of Ethics, in particular through an training module.

94,9% of our managers and tertiary jobs trained in the Code of ethics

94,6% training rate for NTN Europe and its subsidiaries

Protecting people

In addition to the physical protection provided by our safety policy, the protection of people also concerns:

- ▶ non-discrimination in any form whatsoever at the time of recruitment and throughout our career path
- gender equality
- the rejection of all forms of harassment and all behaviour contrary to human dignity
- compliance with national and international regulations: freedom of association and child labour.
- the protection of the personal data of our employees, but also of all our partners (customers, suppliers, etc.)

Prevention of external fraud and cybercrime

The world of work is evolving towards a more digital and artificial intelligence. The rise of teleworking has forced employers and employees to adapt and work differently. This new way of work has presented an opportunity for fraudsters, taking advantage of this situation to try and to set up increasingly sophisticated fraud schemes.

This is why we have stepped up our communications to our employees to encourage them to be vigilant in the face of internal and external fraud attempts. We continue to roll out our e-learning module on cyber security launched in 2020 as well as communications aimed at raising awareness of the dangers of digital fraud.

By raising awareness and providing regular training for our teams, we want to reinforce our vigilance and acquire the right reflexes to protect people and our assets, and so limit our exposure to cyber risks.

Compliance with competition law

A competition law compliance program has been in place since 2014.

We are continuing our efforts to train and raise our employees, in particular with the E-Learning module dedicated to competition law launched in 2019, which has now been taken up by almost 1,200 Group to date.

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Anti-corruption compliance

As part of the Sapin II law, an approach and an action plan have been in place for several years. In addition to continuing to provide training in our Code of Ethics and updating our mapping of corruption risks, our efforts this year focused on:

- Continuing to roll out an ongoing integrity process for assessing the integrity of our partners using our
- ► Deploying an e-learning module on preventing corruption
- A review of our accounting controls and the introduction of audits of accounts considered sensitive.

SUSTAINABLE PURCHASING



The company's purchases are mainly centralised for Europe based in Annecy. The factories manage and some production purchasing delegations. NTN Europe integrates sustainable purchasing in its relations with suppliers.

To this end, since 2016 the company has been using a purchasing charter

to set out its commitments in terms of commercial relations, ethics and the environment, and to specify its requirements for its suppliers.

Compliance with this charter is essentially based on the trust we place in our suppliers. We also use complementary methods such as audits, selfassessments and regular requests for information to evaluate supplier performance in the areas listed in the charter.

NTN Europe reserves the right to terminate the commercial relationship if the supplier fails to comply with the terms respect the terms of the charter.

We have chosen to the and its Sustainability Assessment and its Sustainability Assessment

Questionnaire (SAQ) to assess the CSR performance of our most impactful suppliers.

To date, 30% of our targeted suppliers have a score above 75%.



Respect the guiding principles human riahts

NTN Europe expects each of its suppliers and their own suppliers, regardless of their country to implement the principles of the International Labour Organisation: the elimination of all forms of forced of child labour, the elimination of discrimination in respect of employment and occupation, freedom of association and the effective recognition of right to collective bargaining.

Level of dependence of local suppliers to the company

In order to limit the risk of dependence on our suppliers, we take into account the weight we represent in their business when awarding contracts. We are careful to remain within the defined dependency thresholds.

Sustainable development criteria

Our CSR/Carbon/Procurement roadmap is based on

- ▶ Implementation of a "Sustainable Purchasing"
- ▶ Roll-out of the Sustainable Purchasing charter to all **Business Units**
- ► Evaluation of suppliers with an impact in the areas of CSR/carbon, verification of their involvement and incentives: choice of the NQC Supplier Assurance solution.

- ► Inclusion of CSR/Carbon criteria in our Supplier Panels (including transport).
- Tracking of the percentage of recycled material in bearing products purchased (steel / plastic) and associated weights.
- ► Sustainable management of packaging and recycling.
- Analysis of the purchase of carbon-free energy.

NTN EUROPE IS CONCERNED ON THE **QUALITY OF ITS RELATIONSHIPS WITH ITS SUPPLIERS**

NTN Europe is committed to maintaining a lasting and balanced relationship with its suppliers, a guarantee of sustainable performance. All new suppliers joining our panels are required to sign the Sustainable Purchasing Charter.

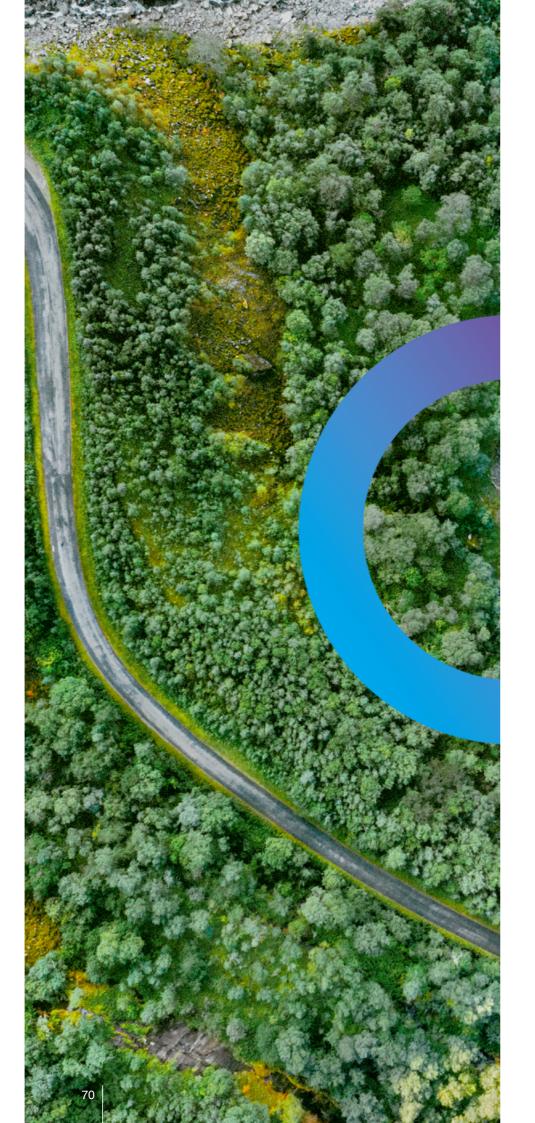
Percentage of purchasing turnover covered by the Sustainable Procurement Charter



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ECOVADIS Assessment



ECOVADIS ASSESSMENT

ecovadis

Business Sustainability Ratings

In order to evaluate our CSR performance as objectively as possible, we work closely with the online exchange and evaluation platform EcoVadis. This online platform is an interface between customers and companies, enabling the sharing and dissemination of information on Social Responsibility. The results of the EcoVadis evaluation enable us to identify areas for improvement to further improve our performance, to enhance the value of our approach and to benchmark ourselves against other companies in our sector.

We submit to an annual questionnaire designed to assess our CSR performance.

Our latest assessment, obtained in October 2023, is 77/100, which puts us in the top 1% of companies assessed in our sector. With a Gold level of commitment, NTN Europe remains as an "advanced" supplier in terms of CSR.

More and more of our customers, partners and suppliers are asking us to access this platform to find out about our results and actions.



77/100 TOP 1% OF OF COMPANIES EVALUATED

GREEN TAXONOMY

The European "green taxonomy" regulation, or classification of the sustainability of activities and investments based on environmental and social criteria, requires companies to publish their sales figures, capital expenditure and operating expenditure for their activities considered to be sustainable, in accordance with technical criteria.

For our business of developing, manufacturing, and marketing bearings, relating to the NACE code 28.15, manufacture of gears and mechanical transmission components, these regulations have not defined any technical criteria.

As part of a broader approach to our supply chain, technical criteria have been defined for our suppliers and for some of our customers, in particular manufacturers and operators of renewable energy and manufacturers and operators of 100% electric transport systems.

As of now, we give preference to steel suppliers who meet the technical criteria of the green taxonomy which translate into extremely stringent carbon emission factors.

We are also focusing on markets where our customers have sustainable activities according to the green taxonomy including 100% electric car manufacturers, rail manufacturers and operators, and renewable energy manufacturers and operators.

NTN, PARTNER IN ANNECY'S CLIMATE PACT

Fully aware of the urgent need to tackle climate change, in June 2021 the Greater Annecy Community Council adopted an ambitious regional climate, air and energy plan entitled "A pact for the climate". It sets the goal of achieving carbon neutrality by 2050 by mobilising the entire region, with everyone contributing to halving greenhouse gas emissions by half by 2030, doubling the production of renewable energy, increasing carbon sequestration capacity and adapt to the already obvious impacts of climate change.

NTN is a partner in this pact and to do this:

- Is part of the region's climate trajectory by participating in the reduction of its greenhouse gas emissions, in order to contribute to the emissions by 47% by 2030, based on 2015 emissions.
- 2. Certifies that it has implemented two actions contributing to Greater Annecy's Climate Pact:
 - a. Recovery of waste heat from the plant in Meythet
 - **b.** Technical measures, staff awareness and accompanying measures to reduce gas consumption for heating

- **3.** Undertakes to implement two actions, by 2025, which contribute to Annecy's climate pact:
 - a. Recovery of waste heat from the plant in Seynod
 - **b.** New head office in Annecy with a energy-efficient building.

The official signing of this Climate Pact took place the first Climate Biennial on 21 October in Annecy.



KEY FACTS KEY FACTS

NEW HEADQUARTER AND EUROPEAN TECHNICAL CENTRE

The first phase of our new headquarter and European technical centre at our Annecy site will break ground in July 2024 and be delivered to us early 2026. It will accommodate more than 600 people in flexible work organisation and has been designed with the following ambitions:

Reinvent our image and identity through the creation of an emblematic architectural project.

To convey our "Nameraka" identity, our contribution to a more fluid, mobile and harmonious society based on more efficient use of energy.

An object of pride that unites all our staff NTN Europe

The purpose of which is to attract and retain our staff and our customers.

With the desire to reach a new milestone in the recognition of the European entity within the NTN group





Reinventing the way we work and collaboration by targeting the uses of

Bringing teams and hierarchical levels closer together

Encouraging and stimulating collaboration, creativity and skills development

Encourage informal and spontaneous meetings and and exchanges

Facilitate the transformation of our practices

Providing an equitable, friendly, functional, responsible, and efficient working environment

Diversify individual, collective and concentration positions, designed specifically for each use.

Digitalising our activities by relying on ergonomic tools and a high-performance infrastructure.

Enabling easy scalability of workspaces.

A HIGH ENVIRONMENTAL PERFORMANCE **BUILDING RE 2020**

-50% Water consumption



-70% Energy consumption



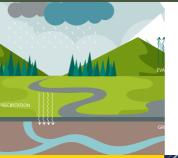




-380 tCO2e emissions/per year



130 **Trees** (430 globally with Cogedim Project)



5 30% for electric cars 100% Infiltrating soil Infiltrating soil



248 Bicycle spaces







Wood frame Natural light





KEY FACTS

SOFT MOBILITY

Achieving our carbon neutrality targets is everyone's business and every one of us can do our bit to the building!

With this in mind, in 2023 we introduced a sustainable mobility package to encourage commuting by bike, carpool or public transport.

We also have a pool of 20 electrically powered bicycles for journeys between our various sites in the Annecy area.



PROUD AWARD 2023

For several years now, NTN Corporation has been launching an annual worldwide challenge to reward projects based on CSR criteria.

Twenty-three teams from NTN Europe and its subsidiaries took part, out of a total of seventy-three teams worldwide.

Three teams from NTN Europe were selected to compete for the PRESIDENT AWARD out of a total of twelve teams worldwide.

The NTN Europe team that presented our activities to support the Ukrainians, both in terms of material aid and the integration of refugees into our sites received the PRESIDENT SPECIAL AWARD!



2023 REPORT Sustainable Mobility Package

THE AVERAGE ANNUAL AMOUNT received per employee for home-work transport is as follows:

Forfait Mobilité Durable (FMD) + transport allowance + 75% public transport season ticket paid for by the employer, i.e.:

180€ Alps Sites

132€

Average commuting distance Return journey for employees benefited from the MDF (carpooling andcycling)







The circumference of the earth is 40,075 km



This represents a saving of 9,600 kg of CO₂e Compared to car journeys







+ More info on: https://impactco2.fr/transport







Read our Statement of Extra-Financial Performance at www.ntn-europe.com in the CSR section.

Contact NTN Europe

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