

The logo for NTN, consisting of the letters 'NTN' in a bold, white, sans-serif font on a blue background.

NTN

Make the world **NAMERAKA**

STATEMENT OF EXTRA-FINANCIAL PERFORMANCE 2024

Our company purpose

Make the world **NAMERAKA**

Summary



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Companies play a key role in responding to major societal, environmental, social and governance challenges.

At NTN, we are fully aware of this and are committed to take concrete action every day on these major issues:

- Combating global warming
- Preserving fresh water and biodiversity
- Promoting health, safety and well-being at work
- Respecting human rights throughout our supply chain
- Ensuring compliance with rules, particularly in the areas of antitrust and anti-corruption.

For many years, we have been doing everything possible to reduce the impact of our activities on these issues, while strengthening our ability to adapt to changes in an increasingly complex and uncertain environment. On a social level, we meet the expectations of all generations in the labour market, with a focus on meaningful work, inclusivity, diversity and gender equality. This commitment is at the heart of our strategy to attract and retain talent.

On the environmental front, in the face of climate change, we assess the risks of flooding and water shortages during heat waves, and we are implementing measures to protect ourselves against these risks. This approach enables us to build a sustainable company that is capable of adapting to a constantly changing world. It is in this spirit that we launched the CSRD (Corporate Sustainability Reporting Directive) project at NTN Europe. We have engaged in dialogue with all our stakeholders – employees, customers, suppliers, parent company NTN Corporation, and local communities – to identify our sustainability priorities, reduce our impact, and strengthen our collective resilience.

Dominique Lavilla
CEO NTN Europe



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SUMMARY

NTN VISION



Our Identity

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.

For over 100 years, NTN has been helping the world move and evolve. Together, let's continue to make the world Nameraka*.

*Nameraka: No friction, fluidity, harmony in Japanese

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 value.

We want everyone to go home safe and **healthy** after work.

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 responsibility!



The satisfaction of our customers and 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.



L'éthique est notre engagement.

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
CEO NTN Europe

NTN group around the world

The NTN Group designs and
manufactures high quality products.
They are marketed under the trademarks:

NTN®

BOWER®



Company name:

NTN Corporation
(NTN : New Technology Network)

Founded in: March 1918

President: Eiichi Ukai

Head office: Osaka in Japan



Eiichi Ukai

NTN Europe and Africa

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.



Katsuhiko TERUI

Our key markets

Automotive

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

Aeronautics

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

Industry

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



2 research &
innovation
centers



+ 22 000
employees



72
production
sites



13 products
development
centres

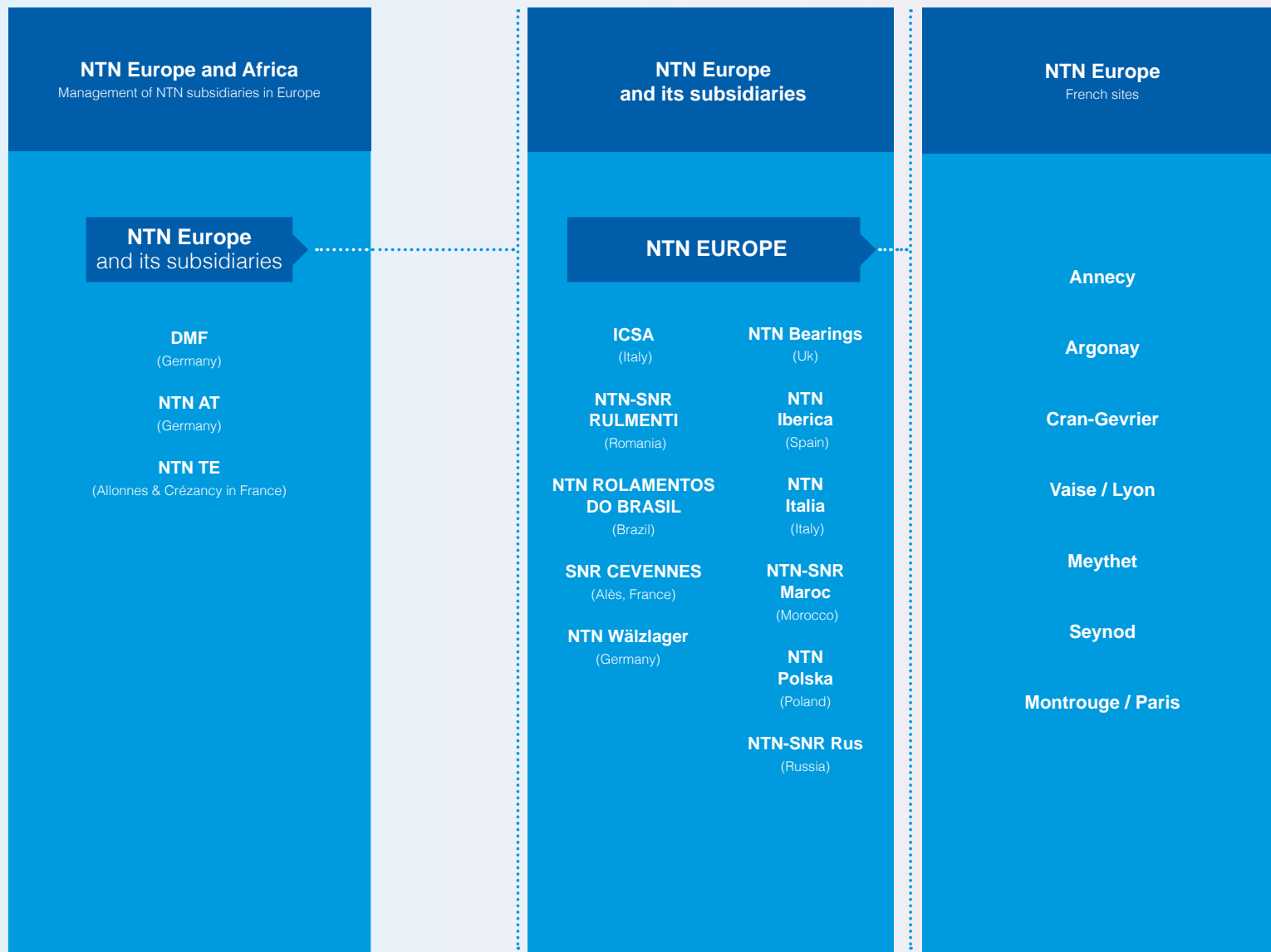


117
commercial
subsidiaries



NTN group

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



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 19](#). 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 2025, i.e. the period from 01/04/2024 to 31/03/2025 (fiscal year 2024).

REGULATORY REPORTING SCOPE NTN EUROPE	VOLUNTARY REPORTING SCOPE
Annecy	SNR CEVENNES Mazac
Argonay	SNR CEVENNES Croupillac
Cran-Gevrier	NTN Rolamentos do Brasil (Brazil)
Meythet	NTN-SNR Rulmenti (Romania)
Seynod	ICSA (Italy)
Vaise / Lyon	NTN Wälzlager (Germany)
Montrouge / Paris	NTN Bearings (UK)




















Materiality Analysis

As a member of the UN Global Compact since 2015, we have affirmed through our mission statement, 'We Make the world Nameraka,' our desire to contribute to a more fluid, mobile, and harmonious society based on more efficient energy use. We engage in ongoing dialogue with our stakeholders, including our parent company, our employees, our customers, our suppliers, our work-study students, our partners, and local communities. This ongoing dialogue enables us to regularly enrich our materiality analysis by updating the risks and opportunities arising from societal changes and challenges, including new forms of mobility, electrification, the Internet of Things, artificial intelligence, global warming, and the increasing scarcity of natural resources.

This materiality analysis highlights the following main risks:

- The impact of global warming on our activities
- The scarcity of natural resources, particularly water and metals
- Damage to the physical and mental health of our staff
- A deterioration in our employability
- Failure to respect human rights throughout our supply chain
- Failure to comply with our compliance rules, particularly antitrust and anti-corruption rules



ENVIRONMENT	Contribute to carbon-free society	1. Reduce energy losses		
		2. Realize a sustainable society using natural energy		
	Achieve carbon neutrality	3. Respond to climate change		
	Environmental protection	4. Recycling resources and preventing pollution		
SOCIETY	Contribuer à la prospérité	5. Provide safety and comfort		
	Sustainable purchases	6. Improve the reliability of products and services		
		7. Conduct procurement activities with a focus on the environment and society		
	HUMAN DEVELOPEMENT	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			



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.



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STRATEGY

Business model

NTN Europe and its subsidiaries

Value creation

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.

3 business areas



Ressources



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
FY24 Investments = €30 million



Industrial Capital

9 production sites in 5 countries



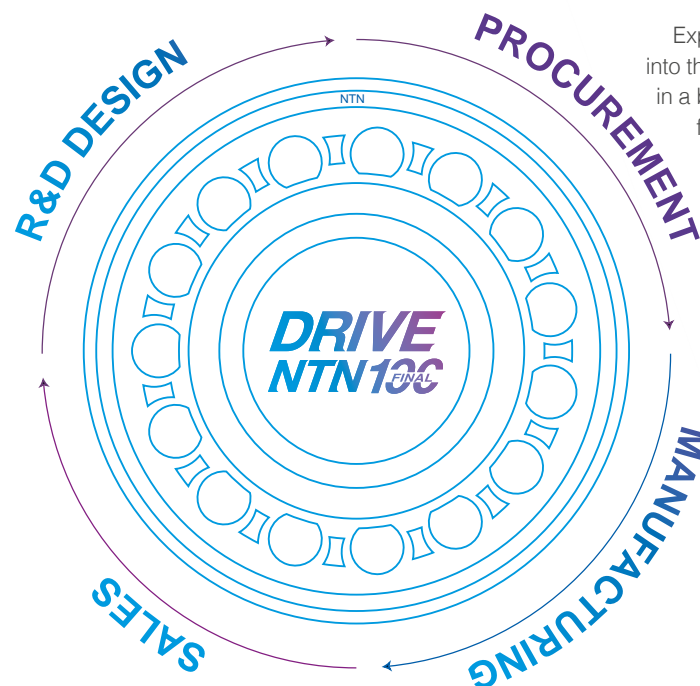
Environmental Capital

ISO 14001 certification
ISO 50001 certification



Partner Capital

Over 2,000 suppliers
A network of partners



Development

Business

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

Innovation

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

FY2024 revenue
€ 971 millions

Future Head Office
New headquarter and European R&D centre in Annecy.

Sustainability

Social

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

Environment

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

Ethics

Setting an example in our business practices.

ECOVADIS Rating
74 %

Our commitments

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



Make the world **NAMERAKA**

Circular Economy

Committed to circularity

As our products are made from more than 90% steel, we are particularly aware of the risk of resource depletion.

We are committed to implementing best practices in circularity throughout our value chain:

- We aim to increase the proportion of recycled materials in our purchases, in particular by favouring steel produced by electric arc furnaces with more than 90% recycled steel, rather than steel produced by blast furnaces without recycled steel
- We work on eco-design through life cycle analyses
- We aim to reduce our waste, and our waste recovery rate remains above 98%
- Finally, we are committed to promoting business models based on the repair of our products, as we have been doing for many years in the aerospace industry, and by launching a range of repaired transmission joints for the automotive aftermarket



NTN Europe

Next 3 years plan



Improve competitiveness
of OEM business



Create & develop
new business



Expand
aftermarket business



Strengthen the organization
to support our strategy

DRIVE NTN13C



Drive by our CSR policy

- Achieve carbon neutrality scope 1 and 2 in 2035
- Final transformation for sustainable growth
- Efficient workstyle
- Agility based on confidence and corporate value





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CORPORATE SOCIAL RESPONSIBILITY

Giving meaning to the CSRD project

NTN Europe and its subsidiaries

(Corporate Sustainability Reporting Directive) regulations, we must comply with these regulations by 2027. We wanted to give meaning to this approach and launched a CSRD project in 2024 for NTN Europe and its subsidiaries. We first reaffirmed that companies have a role to play in responding to societal, environmental, social and governance issues, in particular:

- Combating global warming
- Preserving fresh water and biodiversity
- Preserving health, safety and, more broadly, well-being at work
- Ensuring respect for human rights throughout our supply chain
- Guaranteeing compliance with rules, particularly antitrust and anti-corruption rules



We do this by relying on the five pillars of our CSR approach:

1. 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.

2. Meeting the needs of stakeholders

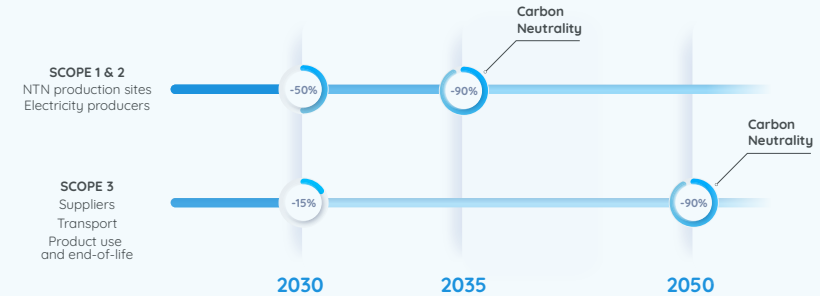
To ensure the long-term future of our company in an everchanging world, we need to satisfy not only the expectations of our shareholders, but also the expectations of all our stakeholders: our employees, our customers, our suppliers, our work-study students, our partners, the local communities, etc.

3. 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.

4. Achieving our carbon neutrality targets

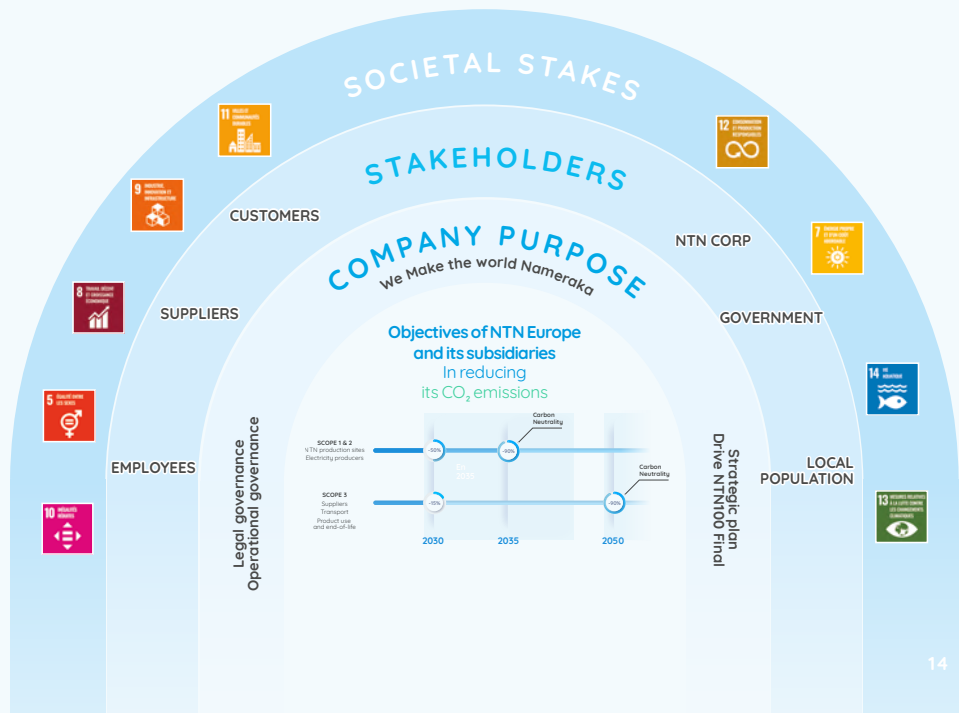
As designers, producers, and suppliers of bearings, we are helping to combat climate change through the energy efficiency of our products. We are also working towards this goal by setting out our targets for carbon neutrality.



5. 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.



We must also work on our adaptability, our ability to adapt to the impact of these issues on our business.

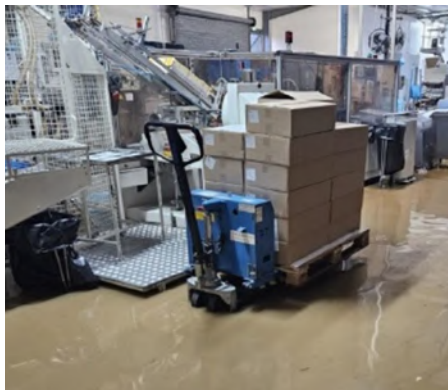
For social issues such as the expectations of new generations in the job market: meaningful work, inclusivity, diversity, gender equality, we are working on these topics to increase our employability.



For governance issues such as cybersecurity, we are taking steps to limit our exposure to cyberattacks.



For environmental issues such as climate change, we assess the risks associated with disruption to the water cycle, a consequence of climate change, the risks of flooding, and the risks of water shortages during heatwaves.



We also assess our carbon dependency, i.e. our dependence on markets that consume fossil fuels. Achieving carbon neutrality by 2050 will disrupt these markets. Reducing our carbon dependency will limit our exposure to these disruptions. It is a way of building our sustainability, our ability to adapt to an increasingly disrupted and unpredictable environment.

This is the meaning we give to NTN Europe's CSRD project.

We have launched a dialogue with all our stakeholders, employees, customers, suppliers, our parent company NTN Corporation, local communities, etc., with the aim of targeting our sustainability challenges, those for which we are committed to mitigating our impact, but also those for which we are working on our ability to adapt.



**Fluidity of movement
for a sustainable and
harmonious world**

This dialogue with stakeholders is based on a list of 13 sustainability issues that we have pre-selected in accordance with CSRD guidelines:

Environment

Energy performance of our sites and carbon footprint

Description of the challenge

- We emit CO2 through our Scope 1, mainly the heating of our sites, our Scope 2, mainly the production of the electricity we consume, and our Scope 3, mainly our suppliers, particularly steel manufacturers, transport and the use of our products
- These CO2 emissions have an impact on the climate

Actions implemented by NTN:

- We have developed a roadmap to reduce our carbon emissions by 90% by 2035 for scopes 1 and 2, and by 2050 for scope 3
- This roadmap is based in particular on an investment plan for our sites, a purchasing policy that integrates this issue, and the improvement of the energy performance of our products

Management of pollutants in water, air and soil

Description of the issue

Our activities can generate various types of pollutants that affect water, air and soil. Potential sources of pollution include:

- Water and soil: Industrial effluents and waste management

- Air: Emissions of fine particles such as dust or oil mist... does not include greenhouse gases (CO2), which are covered in the previous issue

Actions implemented by NTN:

- With regard to water and soil, we secure our activities to protect ourselves from any accidental pollution
- As our atmospheric emissions are intrinsic to our activities, we have developed a plan to reduce these emissions, in particular by reducing our consumption of solvents, substituting polluting products and developing zero-emission processes

Water performance of our sites

Description of the challenge

As our activities consume water, our challenge is to optimise our water consumption and anticipate crisis situations, particularly drought alert levels.

Actions implemented by NTN:

- The reduction of our water consumption is structured by technological progress, management and operational control of our facilities
- For example, we are currently replacing cooling towers with adiabatic systems that consume much less water

Promoting biodiversity at our sites

Description of the issue

- We potentially impact terrestrial biodiversity through the construction of buildings and impervious surfaces
- Our industrial operations may also disturb local species in the vicinity of our sites

Actions implemented by NTN:

- Local initiatives are being carried out on this issue, but to date, there is no structured corporate approach

Resources and Circular Economy

Description of the challenge

- The circular economy aims to limit the depletion of natural resources.
- This involves promoting circularity in the sourcing of raw materials (percentage of

recycled materials in supplies), in the design of our products (eco-design), in production (waste management), in our business models (repair, services, etc.) and in the end-of-life management of our products (repairability and recyclability)

Actions implemented by NTN:

- We aim to increase the percentage of recycled materials in our purchases, in particular by favouring steel produced by electric arc furnaces (95% recycled steel) over steel produced by blast furnaces (0% recycled steel)
- We are working on eco-design, waste management (98% of our waste is recycled) and product repair, as we do for aeronautics, or by launching a range of repaired transmission joints for automotive spare parts



Social

Health and safety at work, physical and mental

Description of the challenge

- Ensure the physical and mental well-being of personnel (employees, temporary workers, subcontractors, service providers, visitors, etc.)
- Identify, eliminate, reduce, prevent and control risks related to our activities: industrial resources, handling, exposure to chemicals, psychosocial risks, etc

Actions implemented by NTN:

- Our health and safety priorities are aimed at making progress in three areas: Human, Organisational and Technical, and maintaining this momentum through a recognised and ISO45001-certified management system
- Our code of ethics sets out our commitment to ensuring that every employee works in a healthy environment that guarantees their safety and protection, rejects all forms of discrimination and condemns all forms of harassment. Training and alert systems are in place to ensure compliance with these commitments

Employability

Description of the challenge

- Attract and retain talent by addressing societal issues such as diversity, inclusion and equity

- Anticipate skills needs, ensure the professional development of employees and guarantee an inclusive working environment that promotes equal opportunities

Actions implemented by NTN:

- Build on a strong and recognised employer brand, simplify our recruitment processes and facilitate skills development
- Our code of ethics sets out our commitment to promoting gender equality, developing team diversity and integrating people with disabilities

Respect for human rights and labour rights throughout our value chain

Description of the issue

- Ensure that working conditions throughout our value chain comply with locally applicable labour laws
- Promote NTN Europe best practices to our suppliers in the areas of health, safety, quality of life at work, inclusion and equity

Actions implemented by NTN:

- Rollout of the Sustainable Procurement Charter to all our suppliers
- Integration of criteria related to this issue into supplier audit grids

Impact of the company on its local environment

Description of the issue

- The impact of our activities on local communities can manifest itself in negative effects (pollution, noise/odour/light nuisances, pressure on local resources – water, energy, soil)

Actions implemented by NTN:

- Proactive dialogue with stakeholders
- Responses to complaints and claims with a view to eradicating the root cause and mainstreaming good practices

Product safety and quality

Description of the challenge

- Compliance with strict health and safety and product performance standards in order to prevent any incidents that could affect the health and safety of exposed persons

Actions implemented by NTN:

- Meeting the highest quality standards such as IATF16949, EN9001, ISO22163, EN9100
- Maintaining close relationships with our customers
- Limiting and controlling chemical risks in accordance with current regulations and customer requirements



Governance

Anti-trust

Description of the issue

- Compliance with antitrust laws aims to prevent any collusion or abusive behaviour that could hinder competition in the market
- Violations of competition regulations are punishable by fines and damages for the company

Actions implemented by NTN:

- Our code of ethics sets out our commitment to fair and honest competition. Any practices such as illegal agreements on price fixing or market sharing between competitors are strictly prohibited
- Training and alert systems are in place to ensure compliance with these commitments

Anti-corruption

Description of the issue

- Compliance with anti-corruption laws aims to prohibit the demand or acceptance of any advantage in exchange for influence or reciprocal action
- Violations of anti-corruption regulations may result in fines and damages for the company

Actions implemented by NTN:

- Our code of ethics reflects our commitment to rejecting all forms of corruption
- Training sessions and whistleblowing systems are in place to ensure these commitments are upheld

Cybersecurity

Description of the issue

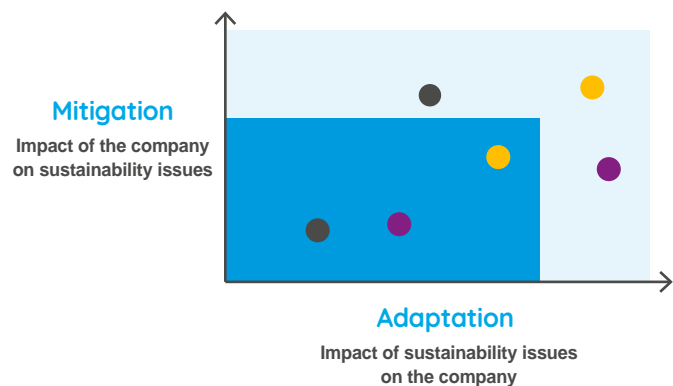
- NTN handles data (from customers, employees, suppliers, etc.) that may be sensitive
- NTN faces risks of cyberattacks, particularly due to the increasing use of digital tools and artificial intelligence in the workplace

Actions implemented by NTN:

- Training and awareness: E-learning module on cybersecurity and proactive communication to prevent fraud attempts
- Concrete security measures to comply with regulations, meet customer requirements, and ensure maximum protection



Following the stakeholder dialogue process, we will conduct a double materiality assessment in accordance with the CSRD in order to identify our key sustainability issues. These include both the areas where our impacts are the most significant and those where our company is most exposed.



We will then track indicators to measure the effectiveness of our actions aimed at mitigating our impacts, as well as those helping us adapt and reduce our exposure.

Through this approach, we aim to ensure our long-term sustainability and our ability to adapt to an increasingly disrupted and unpredictable environment.

Our CSR Indicators and Results – FY24

Axes	Indicators	Unit	Scope	Exclusion	Exercise	2022	2023	2024	Calculation method
Environnement & Energy	Ecovadis assessment	%	NTN Europe and its subsidiaries	None	Financial	77	77	74	ECOVADIS portal
	Waste Recovery Rate	%	NTN Europe	Sales Offices Vaise and Montrouge	Financial	97 %	98 %	98 %	% of recovered waste / total waste
	Water extraction	m3	NTN Europe	Sales Offices Vaise and Montrouge	Financial	54410	46050	42150	Water Withdrawal in Volum
	Evolution of the energy intensity of our operations (a negative value indicates an improvement in energy performance)	%	NTN Europe	Sales Offices Vaise and Montrouge	Financial	-8,8 %	-14,4 %	-7,8 %	Energy intensity of the fiscal year compared to the reference period (FY22-23-24)
	Atmospheric emissions	kg/h	NTN Europe	Sales Offices Vaise and Montrouge	Financial	9,8	8,9	7	Emissions of VOCs, NOx, dust, and oil mists for a commitment covering 100% of our production capacity
Social	Carbon footprint – Scopes 1 and 2	TCO2e	NTN Europe and its subsidiaries	Sales Offices Vaise and Montrouge, NTN Iberica, NTN Italia, NTN-SNR Morocco, NTN Polska & NTN SNR Rus	Financial	15131	12418	11859	Greenhouse gas emissions scopes 1 and 2
	Lost-time injury frequency rate (FR1)	Ratio	NTN Europe	None	Financial	11,3	14,3	10,2	Number of lost time accidents x 1,000,000 / Number of hours worked
	Reported work-related accident frequency rate (FR2)	Ratio	NTN Europe	None	Financial	14,0	16,9	14,1	(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	None	Financial	0,54	0,67	0,63	Number of days off work due to accidents x 1,000 / Number of hours worked
	Involuntary turnover rate	%	NTN Europe	None	Financial	9,94 %	7,04 %	5,55 %	[(Number of permanent departures + number arrivals on permanent contracts) / 2] / Initial permanent workforce
	Gender Equality Index	%	NTN Europe	None	Civil	89 %	89 %	87,5 %	According to the method of calculation specified by the French Labour Code (Article D1142-4 et seq.)
	Number of people joining our internal training school LEARN	Unitaire	NTN Europe	None	Civil	60	53	36	Number of people included in the LEARN immersion periods for the financial year
Gouvernance	Inclusion rate of people with disabilities	%	NTN Europe	None	Financial	7,3 %	7,6 %	8,5 %	Rate calculated by the Ageiph simulator based on our data sent to URSSAF
	Percentage of our managers and tertiary jobs trained in the code of ethics	%	NTN Europe and its subsidiaries	None	Civil	97 %	95 %	98,5 %	Managers and tertiary jobs having been trained / Total managers and tertiary jobs
Gouvernance	Percentage of purchasing turnover covered by the Sustainable Purchasing Charter	%	NTN Europe and its subsidiaries	None	Financial	82 %	84 %	88 %	Purchasing turnover with signature of the charter / Total purchasing revenue, scope of all business units



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ENVIRONMENT & ENERGY






Environment & énergy

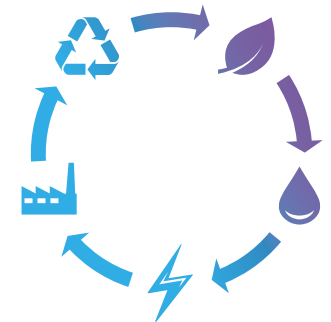
Building a sustainable company together

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

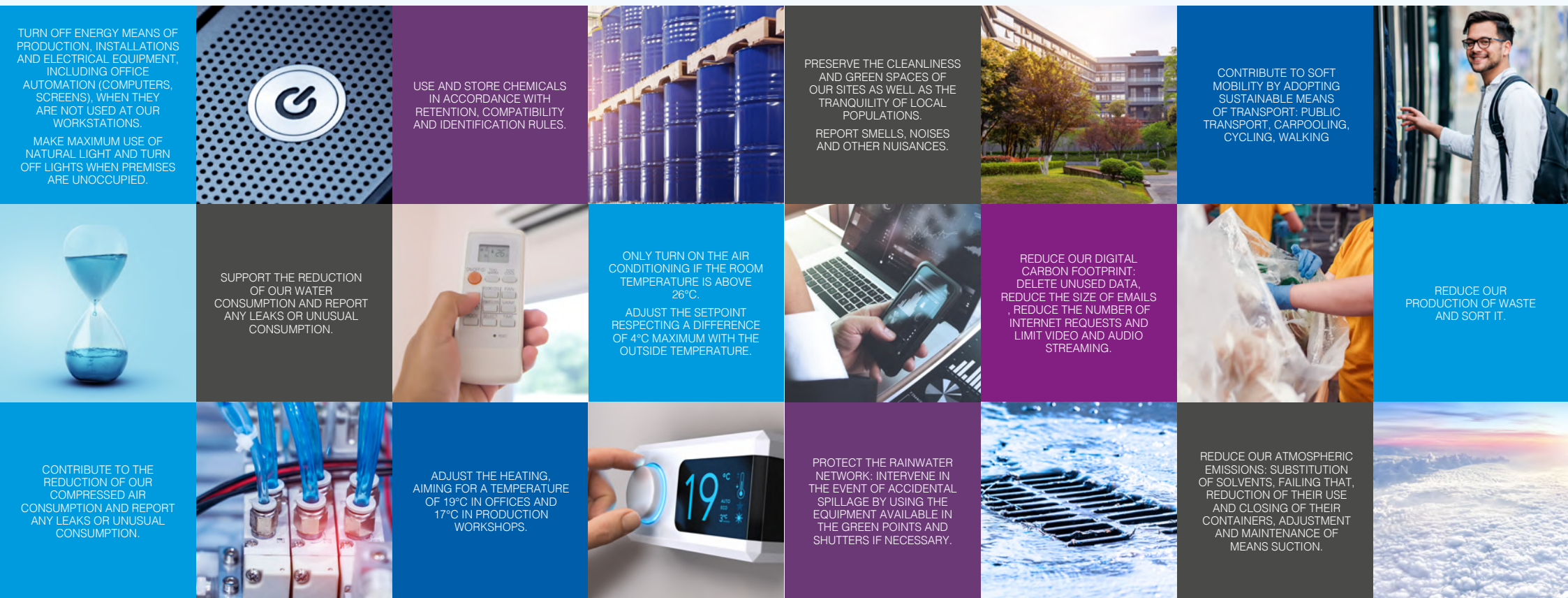
In line with the Management Commitments, the Environment & Energy Strategic Axes of NTN Europe are as follows:

-  **AS-CO: Greenhouse gases**
-  **AS-H2O: Water**
-  **AS-NRG: Energy**
-  **AS-AIR: Atmospheric emissions**
-  **AS-WST: Waste**



Our strategic priorities

To involve all staff, **12 eco-actions covering the five Strategic Environment & Energy Axes of NTN Europe have been defined.** These eco-actions were distributed to all employees in the form of seed paper cards embedded with lavender seeds: to be planted once the 12 eco-actions are adopted.



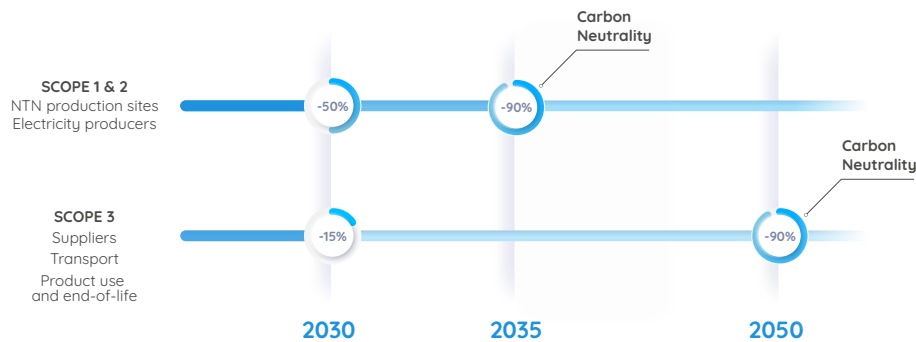
Greenhouse gases: towards carbon neutrality

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

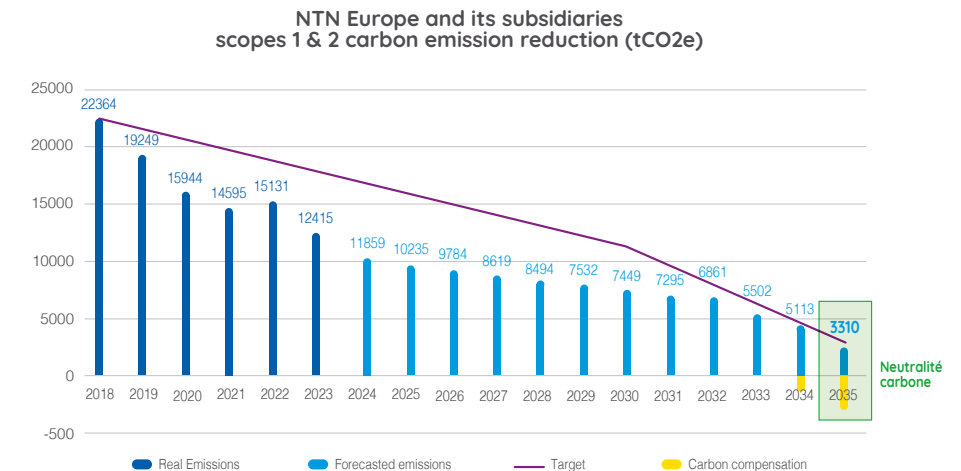
The Manufacturing Techniques and Means department, in close collaboration with all group sites, leads our roadmap for Scopes 1 and 2. Building on the strength of our robust environmental (ISO 14001) and energy (ISO 50001) certifications and initiatives, which have been in place at our sites for many years, we have structured our carbon emissions reduction approach and approved a €1.5 million investment plan for 2024 to achieve our carbon neutrality goals.



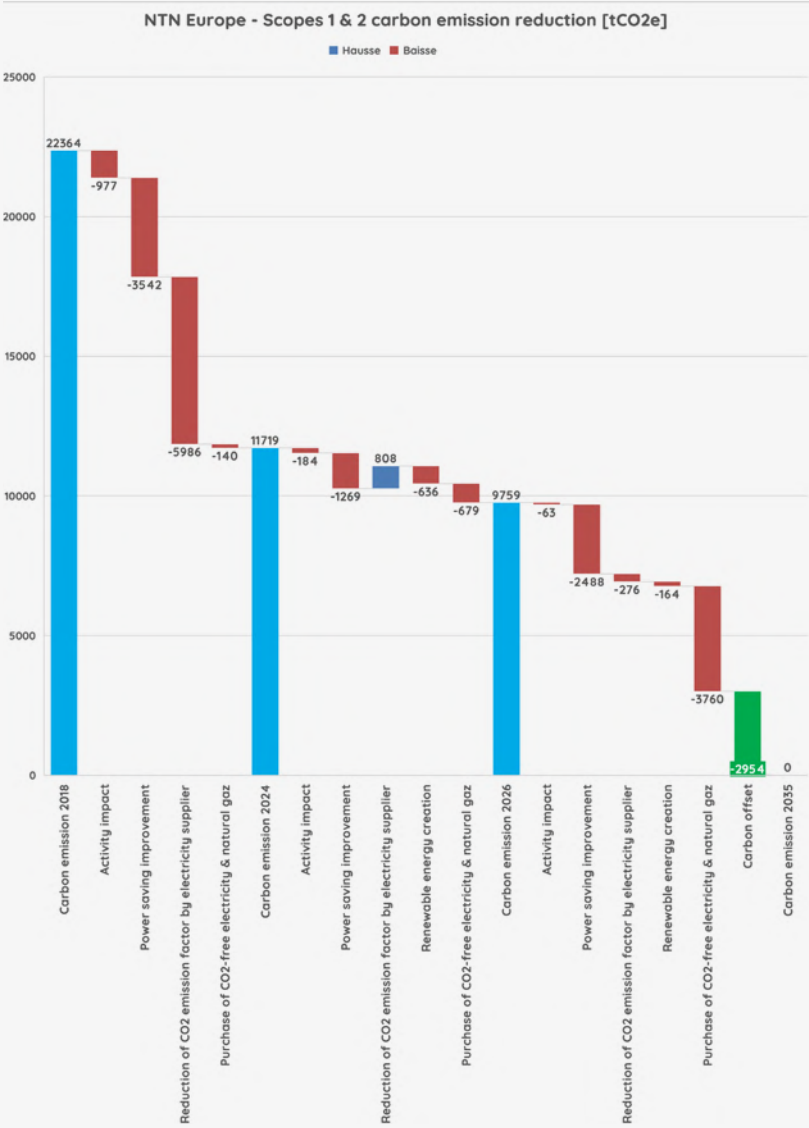
Bastien BLERVAQUE
Manufacturing
Techniques and
Means department
NTN Europe

- By the end of 2024, our carbon emissions will have been reduced by 47% compared to 2018.
- To ensure we meet carbon neutrality by 2035, we have raised our 2030 ambition, targeting a 70% reduction compared to 2018.
- Starting in 2032, carbon neutrality will be progressively achieved through the purchase of low-carbon electricity and carbon offsetting for the remaining 10%, which represents our "incompressible floor" from 2035 onward. This strategy perfectly summarizes NTN EUROPE's overall approach to energy consumption and carbon neutrality. **AVOID => REDUCE => OFFSET**

The graph below illustrates the structure of this approach:



The graph below shows the positive and negative contributors to achieving carbon neutrality by 2035.



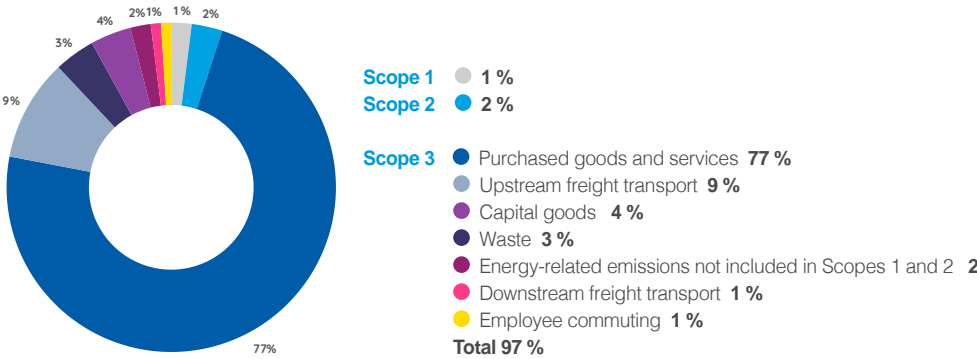
In 2024, we installed a cooling and waste heat recovery system at our Argonay site, which will lead to a reduction of 184 tonnes of CO² per year.

We are also installing photovoltaic panels at our ICSA site in Italy, which will result in a reduction of 720 tonnes of CO² per year — equivalent to 30% of our electricity consumption.

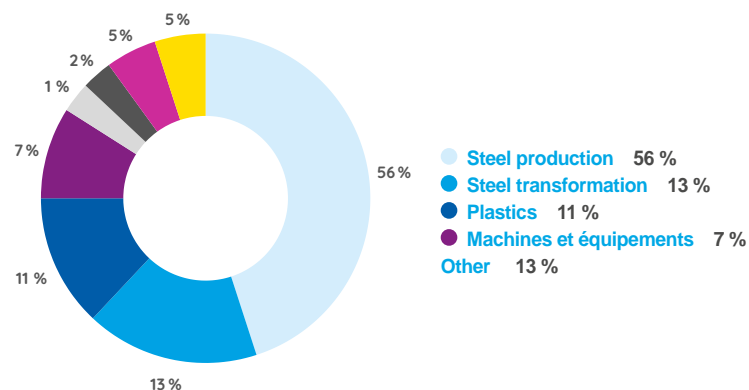


Scope 3 carbon neutrality

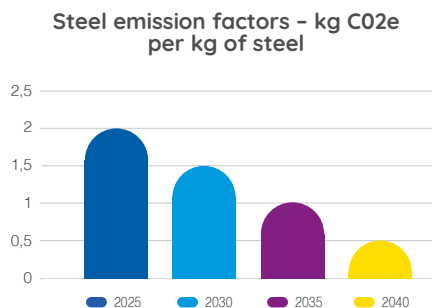
In 2024, we commissioned Carbone 4 to carry out the carbon footprint assessment of NTN Europe and its subsidiaries for fiscal year 2023 (FY23), in accordance with the GHG Protocol. Our carbon footprint amounts to 350,000 tCO₂e, broken down as follows:



In FY23, purchases of goods and services accounted for 77% of our carbon footprint, with steel alone representing more than 69% of these emissions.



Building on this observation, we have developed, in partnership with our steel suppliers, an ambitious roadmap to reduce their carbon emission factors:



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

To reach these objectives, we prioritize steelmakers that have adopted the electric arc furnace (EAF) route. Their raw material consists of over 90% recycled steel and, unlike the traditional blast furnace method, this process does not involve the reduction of iron ore using coal — a highly carbon-intensive operation.

We also favor steel producers located in countries with low-carbon electricity mixes.

In addition, we support steelmakers who are developing new, lower-carbon technologies, such as the Green Hydrogen Direct Reduction Iron (Green H₂ DRI) process, in which iron ore is reduced using hydrogen produced via electrolysis powered by low-carbon electricity — commonly referred to as green hydrogen.

Regarding the use phase of our products, we work to optimize their energy performance, particularly through weight reduction and lower friction torque.

We have equipped ourselves with digital simulation tools and testing capabilities to support these efforts and to design products that integrate the latest technologies.

The carbon emissions of our products during their use phase also depend heavily on how they are used — for example, whether in an electric or an internal combustion vehicle.

At the end-of-life stage, in line with a life cycle approach, we practice eco-design to reduce the environmental impact of our products.

Achieving our carbon neutrality targets is in direct response to the expectations of all our stakeholders, including:

- European regulations, through the Fit for 55 initiative (targeting a 55% reduction in carbon emissions by 2030) and full carbon neutrality by 2050
- Our parent company, NTN Corporation, which prioritizes this issue at the highest level of governance
- Our customers, who are demanding ambitious and credible decarbonization plans
- Local communities, who are increasingly engaged with us
- Our suppliers, who are eager to be part of this transition
- And finally, our employees, who want to contribute to a company with a clear and ambitious commitment 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 practices

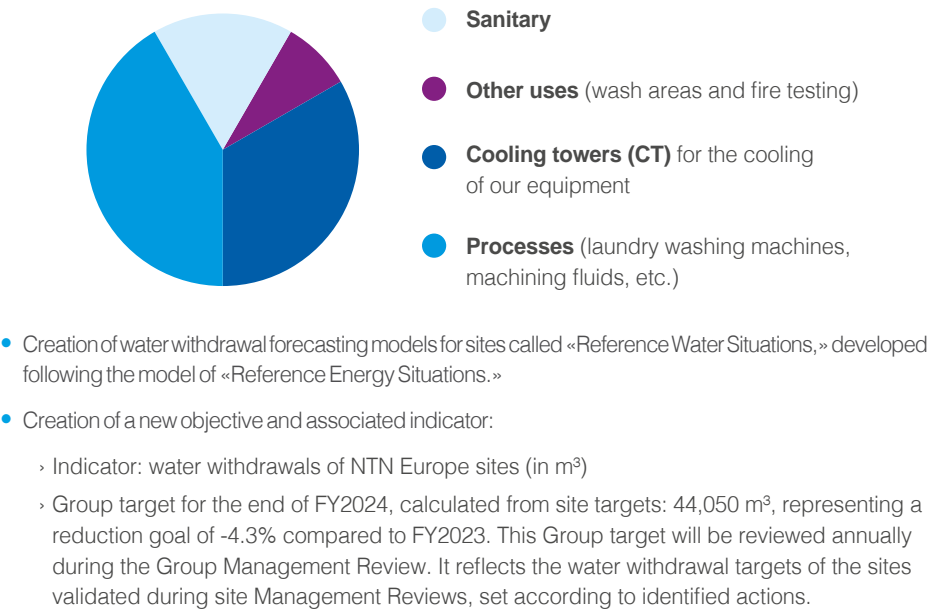
Since the historic drought event of summer 2022, water has become one of the five Strategic Environment & Energy Axes of the group. We aim to adapt the methodology related to our ISO 50001 certification (Energy Management) to the management of water resources. **To achieve this goal, we undertook the following actions during fiscal year 2024:**

- Coordination of the strategic axis through our H2O Business Group (created in March 2023) and our network of Site Water Representatives
- Improvement of knowledge about our water networks and water uses, notably through:
 - › Site Water Reviews to identify their Significant Water Uses (SWU)
 - › Detailed water meter mappings by site
 - › Installation of new water meters in identified strategic sectors



Eva LEBEAULT
Health, Safety
& Environment
NTN Europe

The breakdown of our water withdrawals* (see definition at the end of the paragraph) by usage is as follows:



Our water withdrawals decreased from 46,050 m³ in FY2023 to 42,150 m³ in FY2024, representing an 8.5% reduction and exceeding our target.

Example of a site project carried out in FY2024 to reduce our water withdrawals:

The cooling system modernization project for Building 1 at the Argonay site embodies NTN Europe's commitment to reducing water consumption. By replacing the cooling towers (CT) with a new chiller unit featuring advanced technologies such as free cooling and heat recovery, **this project not only reduces water withdrawals by 990 m³ per year but also enhances energy efficiency.**

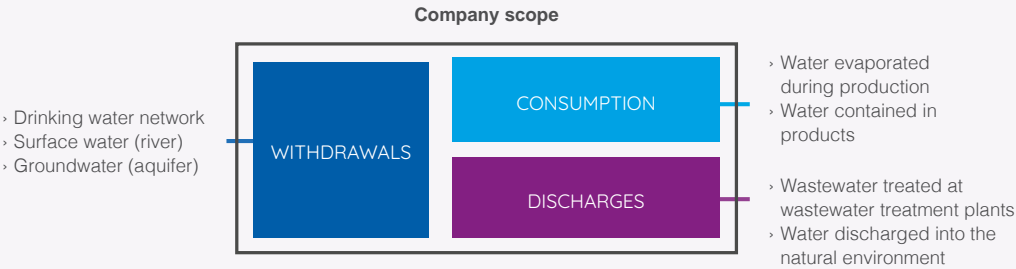


In FY2025 and FY2026, we plan to carry out the following actions:

- Implementation of forecasting models and water meters in our resource consumption monitoring software (CACTUS)
- Installation of new remote-reading water meters
- Integration of expected quantified savings into our action plans to create a Group H2O Roadmap

***Definitions, according to the glossary (Annex II) of the delegated act on ESRS (European Sustainability Reporting Standards):**

- Water withdrawals:** total volume of water withdrawn within the boundary of an organization, from all sources, for any use.
- Water consumption:** amount of water withdrawn within the organization's boundary that is not returned to the aquatic environment or to a third party.
- Water discharges:** total volume of effluents and other waters leaving the organization's premises and discharged into surface water, groundwater, or to third parties.



Energy: towards sustainable energy consumption

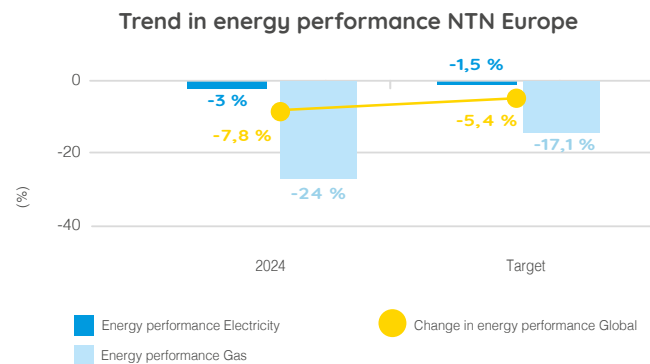
Our energy performance is a key priority: we must intensify our efforts to improve it and address the ongoing increases in raw material and energy costs, supply chain challenges, and greenhouse gas emission issues. Achieving our objectives rests on four pillars:

- Reducing our energy consumption through technological progress
- Digitalization: recording, analyzing, and managing our energy consumption in real time, notably through the deployment of the CACTUS software on our sites since 2022
- Reducing our baseline energy consumption by operational management and control of our installations: Management of Start and Stop Modes (MMA)

- Purchasing and designing low-energy products, installations, and processes

Electric and gas energy resources are taken into account for constructing this indicator. The following graph shows the evolution of electric, gas, and combined electric + gas energy performance.

Note: a negative value indicates an improvement in energy performance.



In FY24, NTN Europe's energy performance (gas + electricity) decreased by 7.8%. This significant improvement is due to:

- Maintaining the momentum from previous years regarding the reduction of natural gas consumption, explained notably by improved operational control of installations and the late-season start-up of a heat recovery system coupled with the implementation of a water control law at the Seynod site

- Offsetting the increase in electricity consumption related to the installation of heat recovery systems through effective application of the "Management of Start and Stop Modes" (MMA) as well as implementing technical actions to improve equipment performance (electronic speed variation, improved regulation, etc.)
- Enhanced monitoring of energy performance through the use of metering data on the energy management software "Cactus."



Air emissions: towards zero emission

The primary objective of our approach to reducing atmospheric emissions is to decrease our VOC (Volatile Organic Compounds) emissions, which are the main pollutants emitted by our facilities. Since 2019, they have been specifically targeted, resulting in a significant number of substitutions of the highest-emitting products. Nitrogen oxides (NOx) emissions have also decreased thanks to the replacement of inefficient equipment as well as improved monitoring and optimization of heating systems across all our sites.

Thus, in 2024*, NTN Europe sites emitted a total of 7 kg/h** of VOCs, NOx, dust, and oil mists. This value represents a reduction of nearly 20% compared to 2023* for all measured parameters

Ongoing actions for 2025, particularly regarding VOCs, now focus on operational control of

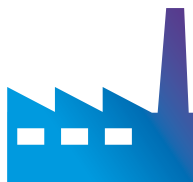
installations. Most of the substitution potentials for emitting products have been explored, and the technical limitations of the substitutes found do not allow for a complete replacement of VOC emitters. Adjustment and control actions have helped optimize our solvent consumption, especially for cleaning processes.

(*) rolling average of the last three years

(**) value based on 100% utilization of our production capacities



Anthony
BELLEVILLE
Health, Safety
& Environment
NTN Europe



Waste: towards waste reduction and its recovery improvement

Waste management is not just a regulatory obligation: at NTN Europe, it is a daily commitment shared by all teams to limit our footprint and transform our flows into resources. This commitment aligns with the company's five strategic axes, responding to the requirements of the anti-waste law and our ambition to take concrete action for a circular economy.

In fiscal year 2024, we observed a 21% reduction in waste generation compared to the previous year. This improvement is due both to the industrial context and the continued efforts of our teams to prevent



Jiayau MAK
Health, Safety
& Environment
NTN Europe

waste production at the source, optimize our processes, and rethink our internal flows.

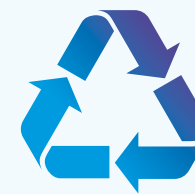
At the same time, 98.4% of waste was directed towards recovery channels. This high rate demonstrates the effectiveness of our sorting system, the reliability of our partners, and our commitment to traceability and environmental performance.

Raising awareness among teams is also a key driver of this performance. As part of our HSE calendar, each month is dedicated to a prevention theme: In November 2024, the focus was on waste, highlighting the five regulated

waste streams, common sorting errors, and the classification of hazardous and non-hazardous waste.

These regular communications help to embed a lasting and shared environmental culture by emphasizing everyone's role.

Thanks to this structured approach, NTN Europe continues to pursue its waste reduction and recovery maximization goals while progressively integrating circularity principles into its industrial practices.



Biodiversity

The five strategic Environment & Energy axes of NTN Europe (Carbon, Water, Energy, Atmospheric Emissions, and Waste) are all linked to biodiversity, notably through: the prevention of water/air/soil pollution, the reduction of our greenhouse gas emissions, the reduction of our water withdrawals, circular economy, and more. In this context, we organized a Biodiversity Workshop ("Fresque de la Biodiversité") in Annecy in October 2024: 13 people participated in a 3.5-hour session. The objectives of this workshop were:

- To introduce the concepts of biodiversity and ecosystems
- To propose action pathways in favor of biodiversity to be carried out within the company





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SOCIAL



Valuing human capital,
at the heart of HR
concerns

The stakes

The year 2024 was marked by numerous key actions highlighting three major challenges:

- Talent management & training
- Team engagement
- Diversity and inclusion



Camille
DUCOULOMBIER
Human ressources
NTN Europe

Talent management and training

In a still fragile context in 2024, the industrial sector faces a skills shortage, especially in technical and specialized trades. This shortage is exacerbated by an aging workforce and the lack of young graduates in industrial fields.

Given the strategic challenges for NTN Europe, training young people is a major asset for the company and allows the creation of a talent pool. A proactive and priority apprenticeship policy in these trades has enabled strategic work involving various stakeholders.

With a recommendation rate of 85.5%, NTN Europe once again earned the HappyIndex Trainees label this year.

More than 85 young people were welcomed within our teams, headquarters, and production sites to validate their apprenticeship learning paths. Dedicated tutors attentive to their students' development earned nearly 90% satisfaction on the «tutor relationship» and «professional progression» dimensions. This was a great opportunity to reward them during the internal event «Café des tuteurs.»

Additionally, in the fields of operation and maintenance of automated installations, we confirmed our commitment to partnership with a local Vocational High School. The signing of an agreement last October strengthened our proximity with future talents.

About fifty of our employees are also ambassadors in regional schools: either as occasional or more integrated speakers, they contribute to training while sharing their professions.

Beyond this, we pay particular attention to internal mobility: 88 transfers were completed in 2024. This is a strong sign of trust and career support, a win-win model that we want to continue and strengthen in 2025.

Finally, more broadly, our recruitment process simplifications implemented in 2023 have allowed us to improve:

- Our average recruitment time (in days): 114.5 days in 2023 versus 89 days in 2024.
- Our onboarding: with over 370 recruitments during the year and an 87% probation period validation rate.

Employee Engagement

The future building currently under construction — which will serve as the future headquarters and technical center for NTN Europe — has brought together more than 45 volunteer employees since September 2024 to participate in a project group. These monthly workshops help drive the transition towards more hybrid working methods: managing the flex-office tool, familiarizing with various workspaces and company rules, and training in new managerial practices. These topics and discussions are all part of ensuring the success of this corporate project by July 2026.

Additionally, we have continued the work started in 2023 around our employer brand to professionalize the company's internal communication. Through actions and events, the objective was achieved in

2024: positioning internal communication as a key driver of employee engagement and embedding the employer brand to bring it to life both internally and externally. For example, the NTN Europe career page was redesigned, and the production of videos highlighting technical professions and promoting the industry supported our participation in the national FOR'INDUSTRIE event. The launch of a new "Moove up" campaign also showcased our employees, their roles, and the company on social media.

Finally, the Company Cup — a local sports event bringing together businesses from the area — and our employees' involvement in the Night of the Common Good have contributed to fostering group spirit and strengthening the sense of belonging.



Diversity and Inclusion

NTN School LEARN confirmed its growth in 2024. Created in 2019, the school offers qualifying work-study programs designed for people far from employment. No prior experience is required — candidates, selected based on motivation, join a training program that leads to a permanent contract (CDI).

This is an opportunity to turn diversity into a strength and asset within our teams.

Driven by internal needs and the technical nature of our trades, 2024 saw the launch of

new training pathways and modules within the school. These programs help develop skills in grinding, for roles such as setter or process technician.

As a leading reference in technical training, we also support employees from other local companies in the region.

More than ever, we believe that «to be noticed, you have to be remarkable.»



#Togetherwithourdifferences

At NTN, we firmly believe that inclusion and diversity of profiles and experiences are key assets for our success. At the end of 2024, we renewed our disability inclusion agreement for another 3 years — reaffirming our commitment..

This ambitious agreement promotes:

- Job retention: We ensure that employees with disabilities have the resources and support they need to work under the best possible conditions.
- Communication and awareness: We organize training sessions and workshops to raise awareness among our teams about diversity and inclusion, fostering a respectful and inclusive work environment.
- Non-discriminatory recruitment and better working conditions for all employees: We view inclusion as a key social lever for identifying underrepresented skills and talents.

We are also progressively building an internal job-retention unit, a multidisciplinary team involving HR, the occupational health service (SPST), the social worker and disability

referent, as well as the ergonomics leads from the HSE department. This cross-functional approach enables us to assess each individual's needs and implement job accommodations to remove barriers and ensure long-term employability.

In 2024, the European Week for the Employment of People with Disabilities (SEEPH) included immersive VR workshops and real-life simulations to educate and break down prejudices.

During this week, we once again participated in "DuoDay", hosting a record 23 job-shadowing duos across France.

Thanks to all these actions, our disability employment rate reached 8.5% in 2024, surpassing the legal requirement of 6%.

This figure reflects a tangible commitment and ongoing progress.



Emilie BALGAIRIES
Social assistant
NTN Europe

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.



Health and safety at work

Health and safety are top priorities for our Group, embedded at the core of our corporate policy and leadership commitments. Our managers play a key role in ensuring safe working conditions and protecting the health of both employees and external stakeholders.

To achieve this, they rely on:

- A central HSE Department that designs and implements improvement plans in safety, ergonomics, and fire prevention
- HSE representatives across our sites, who help implement best practices
- An in-house medical service, a key player in our prevention approach

Our commitment is reflected in a strong and lasting safety culture, supported by an internal Safety Management System. In 2024, we recorded a significant improvement in our key indicators, particularly the frequency and severity rates of incidents. As part of our 2024–2026 strategic plan, we consolidated all our efforts into

a single improvement plan that integrates management and leadership initiatives in the field of Occupational Health and Safety (OH&S).

This plan is built on three fundamental pillars:

- 1 - Technical: Ensure the integrity of industrial facilities, improve processes and equipment, and optimize maintenance.
- 2 - Human and Organizational Factors: Adapt working conditions to prevent incidents by considering factors such as work organization and safety culture.
- 3 - OH&S Management System (ISO 45001): Ensure strong team involvement by promoting a hands-on approach and strict compliance with regulatory requirements.



Loïc GENDRON
Ergonomist
NTN Europe

	FY22	FY23	FY24
Lost time accidents frequency rate (FR1) - NTN Europe	11,3	14,3	10,2
Accidents frequency rate (FR2) - NTN Europe	14	16,9	14,1
Severity rate of workplace accidents (SR) - NTN Europe	0,54	0,68	0,63

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

Rolled out across all our sites, this plan is monitored quarterly and translates into concrete actions.

In 2024, we completed the deployment of our new tool for managing the Occupational Risk Assessment Document (DUERP), making it more accessible and easier to use for all employees.

We also strengthened the integration of OH&S (Occupational Health & Safety) criteria into the management of product/process changes in production, intensified the implementation of our safety standards, continued participative safety visits, provided managers with tools to raise awareness among their teams about different risks, and organized health and safety days on each of our sites.

Moreover, by combining all OH&S domains, we were able to elevate and promote, at the same

level, all initiatives related to the prevention of musculoskeletal disorders (MSDs), by rolling out the TMS-PROS program. This initiative aims to reduce the impact of MSDs while improving both human and economic performance across our activities..

For NTN Europe sites, the program led to:

- Raising awareness and mobilizing top management
- Renewing leadership commitment
- Integrating MSD prevention into operational strategy
- Training dedicated MSD prevention champions
- Strengthening communication around ergonomics



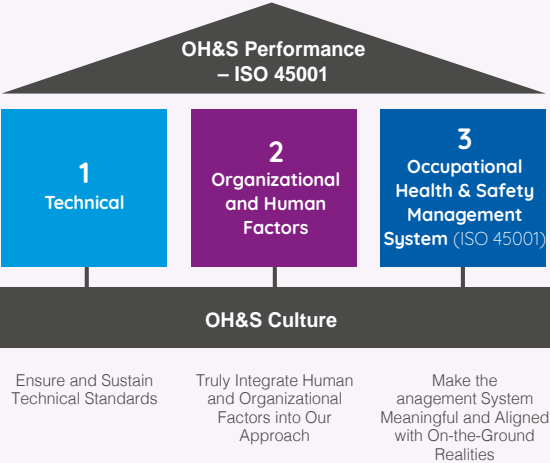
In parallel, a specific plan to reduce accident rates related to high-risk activities was implemented on two of our French sites.

Thanks to these efforts, our 2024 results show an improvement compared to 2023, in line with our ambition to significantly reduce the number of lost-time accidents over the three-year duration of the plan.

We are committed to reviewing and strengthening our OH&S plan annually, with the goal of

increasing our standards in health and safety and moving toward a more proactive safety culture—through actions focused on Technology, Organization, and Behavior (TOB).

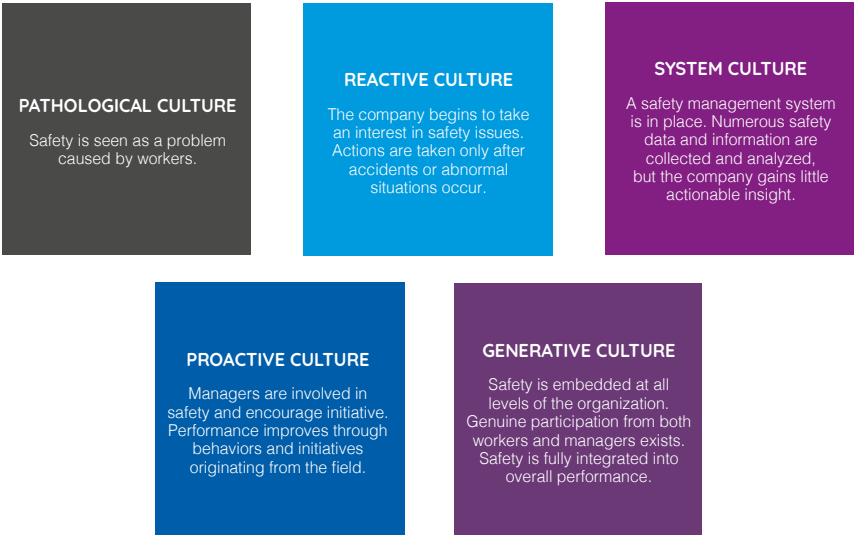
Finally, this commitment will enable us to achieve ISO 45001 certification and, more broadly, contribute to improved working conditions, employee well-being, retention, and the attractiveness of our jobs.



Roadmap’s Intended Outcome

Move towards a proactive OH&S culture to:

- Achieve our goal of reducing accident rates
- Strengthen the prevention of musculoskeletal disorders (MSDs)
- Prevent fire risks







BACK TO
SUMMARY

GOVERNANCE



In a world of increasing and ever-changing demands, growing risks, and heightened expectations from our partners, preserving their trust and our reputation is only possible through exemplary and responsible professional conduct.

In 2024, we continued our awareness efforts by offering four essential training modules, reinforcing our commitment to keeping ethics at the core of our shared concerns.



Sabine GAIMARD
Compliance & Audit
NTN Europe

Ethics is our commitment

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

We **reject all forms of corruption** and any breach of competition rules.

We strive to ensure the **accuracy of our financial information**.

We do everything possible to **protect the data and know-how** entrusted to us.

Our Code of Ethics

Created in 2010, our Code of Ethics outlines our fundamental ethical principles and how we conduct our operations within the group, our markets, and our environment.

Since 2020, it has been deployed across all our subsidiaries in seven languages to ensure accessibility and understanding for all.

Key topics covered in our Code include the protection of people, group assets, and the environment; compliance with laws and regulations; relationships with partners; and the prevention of fraud and corruption.

Each year, we focus on increasing the training levels of our employees on the Code of Ethics, notably through an online training module.

In 2024, **99.1%** of our managers and office-based employees within NTN Europe have been trained on the Code of Ethics, and **98.5%** across 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.

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 analysis tool.
- 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.

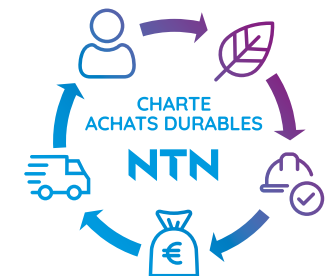
NTN Europe integrates sustainable purchasing in its relations with suppliers.

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.



Stéphane GENOUD
Purchasing
NTN Europe



We have chosen to work with NQC 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 rights

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 or 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 they represent in their business when awarding

contracts. We are careful to remain within the defined dependency thresholds.

Sustainable development criteria

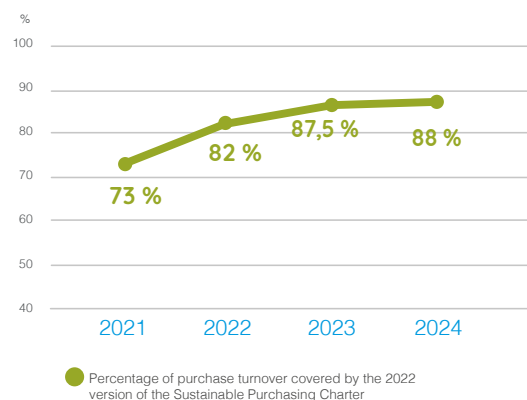
Our CSR/Carbon/Procurement roadmap is based on 6 axes:

- Implementation of a «Sustainable Purchasing» process
- 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.



Ensure exemplary practices

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.

Ecovadis assessment

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 evaluation, obtained in January 2025, scored 74/100.

Ranking in the 94th percentile, we are among the top 6% of highest-rated companies.



Bureau Veritas verification report

See document "Bureau Veritas - Verification Report of the SEFP FY24 - NTN EUROPE"
on NTN Europe internet website at www.ntn-europe.com



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



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