PRESS KIT

AUTOMECHANIKA FRANKFURT | SEPTEMBER 2026

Make the world **NAMERAKA**

EDITORIAL

"Automechanika 2026 is a key event for showcasing the momentum within our Automotive Aftermarket Business Unit and sharing the key strategic directions shaping its development. In a rapidly evolving market, our ambition is clear: ***to provide long-term support to our customers, strengthen the presence of our brands and develop new growth drivers, both in Europe and internationally.***

This ambition is reflected in the ongoing expansion of our portfolio. Our expertise in the wheel sector continues to grow, whilst the POWERTRAIN division is supporting the gradual transition from internal combustion engines to electrification. The SENSORS division is confirming its growing strength, and the TRUCK division is establishing itself as a global growth driver, driven by the complementary strengths of our three brands – NTN, SNR and BOWER – which can meet the specific needs of European, Asian and American fleets.

This momentum is not limited to products. It forms part of a broader transformation of our business: the digitalisation of our services through the MySNR CertifiedGarage programme, the gradual integration of artificial intelligence to benefit our customers and teams, and the roll-out of a CSR roadmap based on concrete commitments to reducing our environmental impact.

Our new European headquarters in Annecy also supports this evolution. It reflects our commitment to fostering collaboration, agility, and close ties between teams to better respond to market changes.

Our long-standing SNR brand fully embodies this dynamic through its new tagline, ***'Ingenious Motion'****. It expresses our ability to combine industrial expertise, ingenuity and an understanding of real-world conditions to offer reliable, useful solutions tailored to the mobility needs of both today and tomorrow.*

At the heart of this transformation, one principle remains unchanged: our DNA as an original equipment manufacturer. Every product intended for the aftermarket is conceived, designed and validated to the same exacting standards as those applied to our original equipment. It is this industrial expertise, combined with the close support of our teams and the strength of our brands, that ***underpins the trust placed in us by our distributors and repairers worldwide.***

I hope you enjoy exploring this press kit, which outlines the key developments in our business and the solutions we have chosen to highlight at Automechanika 2026".

Christophe IDELON
Vice President Automotive Aftermarket,
NTN Corporation

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NTN EUROPE AT A GLANCE: A CENTURY OF MOTION, A SUSTAINABLE VISION

As the European subsidiary of the Japanese group NTN Corporation, NTN Europe designs, develops and manufactures high-precision bearings and solutions that enable movement across the automotive, industrial and aerospace markets. Its history began simultaneously on two continents: in 1916, Jacques Schmidt founded the factory in Annecy that would become SNR Roulements; two years later, NTN was established in Japan. Merged in 2010 to form NTN-SNR, the two companies combine Japanese technical excellence with European expertise. In 2023, the entity became NTN Europe and reaffirmed its purpose, inherited from the Group: ***'Make the world Nameraka'*** – to contribute to a world that is smoother, more mobile, and more harmonious.

Key figures

The NTN Corporation Group has a turnover of €4.73 billion (as at March 2026), nearly 21,000 employees, 70 production sites, 112 sales offices and 14 research and innovation centres (in France and Japan). In Europe, NTN generates €1.2 billion in turnover, employs over 4,200 staff, and operates 14 production sites and 40 sales offices across 12 countries. In the original equipment market, its solutions are fitted to 9 of the 10 best-selling vehicle models in Europe; the aftermarket now accounts for over 15 per cent of NTN Europe's total turnover, an ambition reinforced by the acquisition of a stake in LTM, a manufacturer of shock absorbers. The Group is also investing in its infrastructure: €40 million for its new European headquarters and technical centre in Annecy, France, and €30 million to expand its aerospace production site in Argonay (France).

CSR: a strategic commitment

Corporate Social Responsibility is an integral part of NTN Europe's DNA. The Group has set out a roadmap towards carbon neutrality, marked by targets for 2030, 2035 and 2050, and supported by an investment plan of €8 million for the period 2024–2030. The results are already tangible: a 47% reduction in carbon emissions (Scopes 1 and 2) by 2024 compared with 2018; raw materials comprising over 90 per cent recycled steel; over 98% of waste being recycled; and a 30% reduction in water consumption and a 37% reduction in energy consumption since 2018. The new headquarters, a low-carbon building with a timber structure, will single-handedly generate a reduction of 380 tonnes of CO2 per year. NTN also devotes more than 30% of its R&D hours to the energy efficiency of its bearings. These commitments have earned NTN Europe an EcoVadis score of 74/100, placing it in the top 15% of the highest-rated companies in its sector.

People and innovation at the heart of the model

NTN's excellence is built on its talent: an inclusive working environment, exemplified by an 8.5 per cent employment rate for workers with disabilities, and the LEARN school (NTN Bearing Applications School), which since 2019 has been offering work-study programmes leading to qualifications with recruitment without the need for a CVs, resulting in 179 permanent contracts signed since its inception. On the innovation front, nearly 50% of research projects are carried out in partnership with external organisations, and the DRIVE NTN 100 business plan sets a clear target: 10% of 2027 turnover to come from innovative products.

AMBITIONS & STRATEGY: the direction of the Automotive Aftermarket BU

The Automotive Aftermarket BU is approaching this edition of Automechanika with a clear objective: to continue its development across all its territories – Europe, the Middle East, Africa and Brazil – and to build a range tailored to each region (ASEAN, China, the Americas) as part of NTN Head Office's activities, informed by feedback from the field and the needs of each market. This development is underpinned by a consistent positioning: that of an expert manufacturer, which designs products in-house, manufactures them to its own exacting standards and always delivers OE quality. This industrial DNA remains the Group's hallmark: as the product range expands, each new range embodies this manufacturing expertise. All the whilst remaining close to its customers and attentive to their needs.

"This is the very DNA of SNR, the Group's flagship brand in the automotive aftermarket."
Christophe IDELON, Vice President of the Automotive Aftermarket and Deputy General Manager Automotive Aftermarket at NTN Group Headquarters.

Among its key ambitions is to become the go-to expert in the wheel corner, which comprises wheel bearings, suspension, shock absorbers, brake kits and drive shaft seals. But also to offer services supporting every link in the aftermarket value chain: training, through the CTA (Club Technique Auto) in France, and the Certified Garage programme, which keeps the distributor at the heart of the value chain whilst enabling them to offer service levels extending right through to the garage.

An expert positioning, an ever-expanding range

With the expansion of its product ranges and the launch of new services, the Business Unit aims to establish itself as a key player in the aftermarket, offering an ever-wider range without compromising either its core values or the quality of its products. The range extensions are consistent with NTN's expertise, focusing on the vehicle components in which the manufacturer has established itself.

Outlook

By 2027, NTN Europe has also announced the launch of new product families in the wheel corner and sensor sectors. Without revealing the specific categories involved, the group confirms a controlled expansion strategy: enhancing its existing offering, opening up new markets, and remaining true to a tried-and-tested philosophy – that of an OEM manufacturer putting all its expertise at the service of the aftermarket.

"Our aim is to offer a balanced portfolio across our CHASSIS, POWERTRAIN, SENSORS, TRUCK, 2-WHEELS and SERVICES product modules."
Amélie PAVIET, Deputy Director of the Automotive Aftermarket BU.

Digitalisation and artificial intelligence in everyday operations

Digitalisation and artificial intelligence are now part of the teams' daily routine, from marketing to procurement, from data to pricing and right through to logistics: they speed up analysis, refine targeting and segmentation, enable web interfaces to be developed very quickly, support sales initiatives and, above all, allow a much larger volume of data to be analysed and processed dynamically. Beyond support functions, AI also contributes to the development of the services of tomorrow, such as the intelligent video assistance featured in our Certified Garage programme.

Strengthened governance to drive transformation

This roadmap is being led by Amélie Paviet, recently appointed Deputy Director of the Automotive Aftermarket Business Unit, against a backdrop of significant transformation. Her first priority is to familiarise herself with a new area of the business – logistics – and to bridge the gap between marketing, sales and logistics in order to improve efficiency across all customer data, products, prices, demand and stock levels, thereby optimising customer service and stock management. Her second priority is to draw up the next three-year strategic plan, which will begin in April 2027.

SNR, Ingenious Motion: a visionary brand

NTN NTN Europe is also evolving its brand platform and identity. SNR is a recognised brand, and it seemed important to reaffirm its essence, modernise it, reinforce its quality and promote it. Agility and a spirit of challenge perpetuate an engineering heritage: a collective dynamic, rooted in pragmatism and fuelled by innovation, enables the company to anticipate and design solutions, products and services perfectly tailored to customers' constantly evolving needs. Bold and pragmatic, the brand designs high-quality products and services to meet today's needs and anticipate those of tomorrow. For the essential as well as the unexpected. This essence is now embodied in a new tagline: *SNR, Ingenious Motion*.

An ambitious merger

On 12th May 2026, NTN Corporation and NSK Ltd. signed a memorandum of understanding with a view to merging their operations within a joint holding company, created through a share transfer and intended to hold the entirety of both groups. It is expected to be listed on the Prime Market of the Tokyo Stock Exchange in October 2027. The stated aim is to combine the strengths of the two companies to build a resilient and sustainable leader, driving growth and value creation. At this stage, the Group is not providing any further details and will update the market as the project takes shape. One thing is certain, however: the combined product portfolio of the two companies will be a major asset for the future.

A new head office

The year 2026 will finally see the Group move into its new headquarters in Annecy, France: a single site where the aftermarket teams are now brought together with all the other business units, such as original equipment and industry. Designed to foster collaboration and the well-being of staff, this modern building embodies a strong environmental ambition – with a timber structure, water recovery and treatment systems, and permeable paving – which reflects the Group's identity and promotes innovation, replacing premises that had become outdated.

AN EVOLVING PORTFOLIO, A CLEAR AMBITION

From OEM innovation to new market frontiers – ***CHASSIS, POWERTRAIN, SENSORS AND TRUCKS*** – NTN Europe is presenting a broader, more comprehensive range at Automechanika 2026, tailored to the realities of the European vehicle fleet.

A rapidly expanding product portfolio

Since Automechanika 2024, NTN Europe has continued to grow. Across all its modules, the supplier has expanded its product ranges, consolidated its market positions and identified new growth drivers. The roadmap for 2026 is structured around four key areas: the expansion of the wheel division, the ramp-up of the powertrain division in response to electrification, the structuring of the sensor range, and the global conquest of the heavy goods vehicle market.
In addition to these priorities, there is a key initiative for the future: NTN Europe is preparing to support the rise of Chinese-brand vehicles on European roads.

CHASSIS: the wheel corner range, an ever-more comprehensive offering

A long-standing pillar of NTN Europe and at the heart of its expertise, the CHASSIS division continues to expand with a clear objective: to offer every professional the full range of wheel corner components within a single, integrated offering. Wheel bearings, brake discs, suspension stops, suspension kits, driveshafts (CV joints, driveshafts, bellows) and, since 2023, shock absorbers. NTN Europe is now the only manufacturer to cover the entire range, from individual components to complete kits. The launch of ‘superkits’ combining shock absorbers and suspension stops in a single package perfectly illustrates this philosophy. By grouping together two complementary parts that are subject to the same replacement intervals, NTN Europe simplifies the work of repairers and improves stock management for distributors. The CHASSIS range now boasts a fleet coverage rate of 98%, comprising 95% for wheels, 84% for suspension, 83% for shock absorbers and 75% for CV joints.

From an industrial perspective, NTN Europe enjoys a rare structural advantage: it manufactures all components for the wheel assembly, both in France and at its global production sites. This vertical integration, coupled with its position as the world’s second-largest manufacturer of wheel bearings and the European leader in suspension components, guarantees total control over quality from the technical specifications right through to the part delivered to the aftermarket.

The standardisation strategy is another key differentiator. For both shock absorbers and wheel bearings, NTN Europe develops streamlined product ranges that enable a single part number to cover a much wider range of applications than those offered by competitors.

“Our ambition in the CHASSIS sector is not limited to having the largest number of part numbers. It is to be the most consistent partner: the one that offers the best part, with the right level of coverage, and the ease of management that the market expects. Standardisation, super kits and coverage rates of 90% and above are the operational expression of this commitment.”

Anaïs LE FOULER, Group Manager, NTN Europe

The electrification of the vehicle fleet is changing requirements without revolutionising the nature of the products. Electric vehicles, which are heavier due to their batteries, require reinforced suspension components. Increased sensitivity to noise in the quiet interiors of electric vehicles also demands extensive work on reducing road noise and CVJ noise – an area where NTN Europe's OEM expertise, forged in collaboration with manufacturers, constitutes a decisive advantage.

Also worth noting is the forthcoming launch in the aftermarket of the eco-friendly suspension stop developed by NTN Europe for original equipment. Combining recycled polyamide and recyclable aluminium, this sustainable bearing saves up to 4.8 kg of CO2 emissions over the vehicle's entire life cycle. This innovation, which has already won awards in the OEM sector, is now being introduced to the aftermarket for the first time.
Finally, NTN Europe is announcing, for the first time, its commitment to Chinese car brands BYD, MG, Chery, Jaecoo and Omoda, whose presence on European roads is growing rapidly. New CHASSIS part numbers tailored to these models will be added to the range over the next two years.

FOCUS ON SHOCK ABSORBERS: SNR strengthens its wheel-related product range

At the heart of a vehicle's road handling, the shock absorber plays a vital role in vehicle control, ride comfort and safety. With its range of SNR shock absorbers, NTN Europe is putting its industrial expertise at the service of the European automotive aftermarket and continuing to develop a comprehensive range of wheel-related products. Designed to meet the needs of both distributors and repairers, this range combines product performance, extensive vehicle coverage and optimised logistics.

A premium range dedicated to the European market

SNR shock absorbers are based on 100% gas technology, developed to ensure consistent and controlled performance across a range of operating conditions. With nearly 800 part numbers, the range currently covers 83% of the European vehicle fleet and meets the needs of a wide range of applications, from city cars to saloons, including SUVs and commercial vehicles. This coverage is set to continue growing in order to keep pace with changes in the vehicle fleet and meet the expectations of the aftermarket.

Control, comfort and safety

The shock absorber plays a direct role in maintaining contact between the tyre and the road. It thus contributes to the vehicle's stability, driving precision and braking efficiency. The SNR range has been developed around three key benefits: control, comfort and safety. It complements NTN Europe's long-standing expertise in wheel-related components and strengthens its position as a key partner in the automotive aftermarket.

Extensive coverage, with fewer logistical constraints

Beyond product performance, NTN Europe has worked on standardising its range to simplify management for distributors. Certain part numbers have been designed to cover several original equipment applications: this streamlining reduces the number of part numbers to be stocked whilst maintaining high market coverage. This approach can reduce the storage space required by up to 40%, with several direct benefits: better-organised shelving, fewer redundant part

numbers, improved pallet optimisation, simplified stock management and more efficient transport flows. The promise is clear: less volume, greater coverage, greater efficiency.

SUPERKIT SHOCK ABSORBER: a comprehensive solution for repairs

The range is also being expanded with the Superkit, a solution that combines the shock absorber and suspension stop in a single package. This packaging provides repairers with the two essential components for a complete suspension repair: a single part number to order, a single package to store and transport, simplified repair preparation, and greater technical consistency between the replaced parts. One box, two essential components, an optimised repair: this solution serves a dual purpose – making the repairer's job easier and simplifying product management for the distributor.

A range set to continue expanding

NTN Europe intends to continue expanding its range of shock absorber products in order to offer ever more comprehensive solutions. By 2027, the range is set to include a protection kit, comprising a protective bellows and a shock stop. This future development will complement the existing range and is expected to achieve up to 90% coverage of the European market for this product family. By protecting the shock absorber rod from debris, dust and external damage, these components help to maintain the performance and service life of the entire suspension system.
With this range, NTN Europe offers not just a shock absorber, but a comprehensive solution to market needs: performance, coverage, ease of stocking and complete repair solutions. From bearings to suspension, via the driveshaft and associated components, the SNR brand continues to develop its expertise in all aspects of the wheel.

POWERTRAIN: the expert in every engine, whether internal combustion or electric

By integrating the gearbox range into the POWERTRAIN module two years ago, NTN Europe laid the foundations for a coherent offering covering the entire powertrain. This approach is further reinforced at Automechanika 2026: whether for internal combustion and hybrid engines or electric vehicles, NTN Europe aims to be the expert for every type of engine.
In the internal combustion sector, the supplier draws on a rare industrial heritage: as the world leader in the manufacture of hydraulic tensioners, NTN Europe equips virtually all internal combustion engines with components that remain at the heart of hybrid powertrains. With 90% of the European vehicle fleet still running on internal combustion or hybrid power, the traditional POWERTRAIN module remains a key pillar of the aftermarket business. The range boasts an overall coverage rate of 95%, comprising 95% for timing systems and 91% for accessories.

NTN Europe's POWERTRAIN range now comprises 3,500 part numbers, covering timing belt kits, accessory kits, chain kits, gearbox bearings and thermal management solutions, including electric water pumps, launched in 2022.

The major innovation lies in the emergence of 'super kits'. The Puretech super kit is the most successful example of this: by combining the timing belt kit, the accessory belt, the water pump, and all the necessary seals and fasteners in a single package, NTN Europe enables repairers to

carry out a complete repair without having to turn to other suppliers.

"The challenge for POWERTRAIN is to never leave a repairer without a solution. For internal combustion or hybrid engines, this means having everything needed in our range to carry out the repair from start to finish. For electric vehicles, it means preparing the aftermarket of tomorrow with the same technical standards that we apply in original equipment manufacturing today."
Marjorie DI CLEMENTE, POWERTRAIN Product Range Manager, NTN Europe

When it comes to electric vehicles, NTN Europe has an advantage that few other players can claim: dozens of patents filed for its bearings for electric motors and gearboxes. The patented anti-electric-current coating technology prevents failures without the need for costly ceramic balls. In the Renault Zoe, for example, the cage and the grease in the motor bearing are each covered by a specific patent. These innovations lay the foundations for an electric aftermarket range that NTN Europe will develop as demand from the vehicle fleet grows.

The range of electric water pumps, already widely used in hybrid and electric vehicles, is already a key pillar of this offering: 67 product references are currently available, including 28 launched over the last three years, and 15 new additions are planned for the 2026 financial year. This range already covers 24% of the EMEA vehicle fleet, across all vehicle makes, representing an estimated market potential of €135 million in the region. As a technical product with specifications similar to those of original equipment, the electric water pump is increasingly sought after by distributors and repairers, who favour ever more comprehensive kits incorporating the pump, fasteners and associated accessories. It is also a key differentiating factor: on the PureTech engine, for example, NTN Europe offers a timing belt kit that includes the water pump, whilst some competitors sell it separately.
Hybrid vehicles also represent a major growth driver. For example, the BYD hybrids currently on the road in Europe are fitted with internal combustion engines and therefore require timing kits, hydraulic tensioners and water pumps. NTN Europe is already able to supply these for the aftermarket.

SENSORS: consolidating, expanding, innovating

First unveiled at Automechanika 2024, NTN Europe's sensor range has reached a decisive milestone in just two years. Building on the Group's pioneering heritage – having developed the integrated ASB sensor bearing over 30 years ago, a technology whose principles now form the basis of lidar – NTN Europe possesses unquestionable technical credibility in this market. The range now comprises 7 families and 1,500 part numbers, representing a coverage rate of nearly 95 % across the relevant product ranges in Europe. These are marketed under the SNR brand and validated in accordance with NTN's strict quality standards. Each part number is tested and approved in-house before being brought to market, guaranteeing reliability that meets original equipment manufacturer (OEM) requirements.

The number of sensors per vehicle has increased two- to three-fold over the past fifteen years, driven by emissions standards, downsizing, direct injection, turbocharging, ADAS and electrification. This growth is creating an aftermarket that is expanding much faster than the vehicle fleet itself. Product range extensions are underway, with new product codes being added to existing families. NTN Europe has also announced the launch of two new sensor families in 2027 – a development that confirms the growing importance of this module, clearly identified as one of the group's priority growth areas.

TRUCK: three brands, three markets, a global offering

The strength of NTN Europe's heavy-duty range lies in the complementary nature of its three brands and their areas of expertise. SNR is the leading brand for European applications, notably for Mercedes-Benz, Renault Trucks, DAF, Volvo and Scania. NTN brings its long-standing expertise in Asian heavy-duty vehicles, including UD Trucks and Isuzu, whilst BOWER specialises in American applications. This three-pronged approach enables NTN Europe to meet the needs of diverse international fleets, regardless of the vehicles' origin.

This multi-brand strength is particularly evident in the Middle East and African markets, where fleets are by nature mixed, with European, Asian and American vehicles sharing the same roads. Whereas a European equipment manufacturer would only cover the part of the market corresponding to its region of origin, NTN Europe is able to meet the full range of requirements.

"In the heavy goods vehicle sector, our great strength lies in looking beyond the perspective of a single market. Thanks to our NTN, SNR and BOWER brands, we can precisely meet the requirements of three continents: specific

manufacturer standards, regulatory standards unique to each region, and vastly different operational uses. It is this detailed understanding of the field that is the source of our value."
Nina VIOLLE, TRUCK Product Range Manager at NTN Europe

In the heavy goods vehicle segment, NTN Europe now offers a range of over 800 product references. This includes around 400 wheel bearings, comprising a range of hubs with integrated bearings covering over 80% of applications, as well as around 400 gearbox and differential bearings. This range is complemented by a range of bearings for engine applications, as well as a range of greases in various grades suited to heavy goods vehicle applications. Our customers can also rely on a wide range of standard bearings, compliant with both metric and inch ISO standards.
SNR also offers comprehensive ranges for LCV (light commercial vehicle) applications: wheel bearings, gearbox bearings, engine timing bearings, shock absorbers, sensors and constant velocity joints (CV joints).
NTN Europe also has seven factories specialising in heavy goods vehicles, located across North America, Europe and Japan.

Hubs with integrated bearings: productivity at the heart of the offering

Launched in 2024, the range of hubs with integrated bearings demonstrates NTN Europe's commitment to addressing the specific challenges faced by the heavy goods vehicle sector. For road hauliers, every stoppage means a loss of productivity: it is essential to minimise the frequency and duration of vehicle downtime as much as possible, in particular through the preventive replacement of wheel bearings, in accordance with manufacturers' recommendations.

"By offering to replace the hub-bearing assembly rather than each bearing individually, NTN Europe provides a comprehensive solution that is quicker and easier to remove and fit on the vehicle, reducing the time taken for the repair whilst ensuring the highest quality of repair. This also enables the Group to capitalise on the current trend whereby repairers work with pre-assembled sub-assemblies supplied as kits", explains **Nina VIOLLE**, TRUCK Product Range Manager at NTN Europe.

NTN Europe has targeted the leading manufacturers – Volvo, Renault Trucks, DAF, Mercedes-Benz, Scania, BPW and SAF – to launch an initial range of 32 high-potential part numbers, which together cover 85% of the European heavy goods vehicle fleet. The range will be gradually expanded over the coming months and years to keep pace with market developments. The next step does not involve a race to add new part numbers, but rather focusing on data quality. In this market, technical information is often fragmented. NTN Europe is investing in structuring its catalogue data to enable its customers to find the right part number for the right vehicle more quickly.

2-WHEELS: motorbikes and bicycles, a key area of development

Thanks to its status as an OE supplier, NTN Europe also serves the two-wheeler market with a range of parts dedicated to motorbikes and bicycles. The supplier enjoys a leading position amongst the world's major motorbike manufacturers. In the bicycle sector, it is present across all applications of certain major players and is working to expand its presence within specialist networks in France and across Europe.

Motorcycle range

The motorised two-wheeler sector comprises three segments: motorbikes, tricycles and scooters. The structure of this market, which is mainly dominated by manufacturers, differs significantly from that of the automotive sector: there is very little distinction between original equipment and the aftermarket, with maintenance generally carried out through the manufacturer's network. Business in this sector is therefore closely tied to the original equipment manufacturer from the outset, which requires a specific strategy. NTN Europe has a physical, local presence in three key European markets: Italy, Germany and the UK, where the world's leading manufacturers – whom it supplies – are based. Through its factories and dedicated sales teams, the supplier works directly with them to develop and produce bearings tailored to their needs.

The product range includes bearings for steering columns, gearboxes and crankshafts. In the steering sector, these long-proven technical solutions continue to attract new customers by meeting their high standards. In the engine transmission and crankshaft sectors, three types of bearings are marketed under the NTN and SNR brands: ball bearings, needle roller bearings and cylindrical roller bearings. Manufactured from high-quality steel, they feature a specific internal design and heat treatment that extend their service life, even under extreme conditions: they can withstand temperatures of up to +140 °C and rotational speeds of 10,000 to 14,000 revolutions per minute.

Electrification of this market, which is still limited, is emerging in the scooter sector. Equipment manufacturers are primarily called upon to optimise the technical and economic performance of their components: beyond temperature and rotational speed , the aim is to reduce the torque and weight of the parts. Already facing challenges in these areas within the automotive sector, NTN Europe is applying its responsiveness, R&D capabilities and rigorous manufacturing processes to the two-wheeler sector to support manufacturers.

Cycling range

Although the cycling market has been sluggish since 2022, due to inflation and oversupply across the entire sector, it offers significant potential in Europe. Electric-assist bicycles (e-bikes) are becoming increasingly popular for commuting: by 2035, bicycle sales are expected to reach 30 million units, 50% of which will be e-bikes, compared with 20 million in 2015. This growth is being driven by public authorities, which are promoting sustainable transport and investing in infrastructure, as well as by manufacturers and industrial firms positioning themselves in this promising market.

As a leader in bearings, NTN Europe has been a long-standing partner of major players such as Mavic since the 1970s. For conventional bicycles, which can contain up to 20 bearings, the supplier offers a comprehensive range for wheel hubs, headsets, bottom brackets, pedals, derailleurs and electronic shifters, meeting requirements for lightness, compactness, service life, low torque and resistance to water, pollution and vibrations. E-bikes, which are subject to more intensive use and the additional load of the battery, require more robust mechanisms: NTN Europe develops specialised products, such as single-row deep-groove ball bearings fitted with an effective sealing system that does not compromise smooth operation, or a steel needle cage that is strong, lightweight, rigid and ultra-compact to withstand high radial loads, significant acceleration and high starting torques.

NTN Europe also incorporates its LUBSOLID™ technology, developed for the industrial market, to resolve sealing issues in headset bearings: consisting of an oil-saturated polymer combined with stainless steel balls, it resists washing and corrosion, acts as a barrier against contaminants and ensures a long service life for the bearing. The component manufacturer also supports start-ups such as Cixi, through a partnership focusing on a haptic feedback electric crankset technology that promises to redefine active mobility. In the aftermarket sector, NTN Europe is forging closer ties with bicycle repairers to supply them with bearings that will need replacing over the course of a bike's lifetime, such as the suspension thrust bearings integrated into the frame.

"The development of tomorrow's mobility solutions, which include both conventional and electric bikes, is one of the company's cornerstones. This reflects our 'Nameraka' philosophy, which aims to be in harmony with our environment. In this market of enthusiasts, it is essential to listen to their needs and be as responsive as possible in order to offer tailored solutions. We are working to develop our expertise, our network and our product range so that we are recognised as a major player by manufacturers and can enter the European electric vehicle market as an original equipment manufacturer".

Olivier MUSY, Marketing Manager for Mobile Equipment Markets.

SETTING ITS SIGHTS ON CHINESE VEHICLES: NTN EUROPE PREPARES FOR A NEW FRONT

Alongside services and digitalisation, NTN Europe is officially committing to vehicles from Chinese manufacturers for the first time. BYD, MG, Chery, Jaecoo, Omoda. These brands, which were still a rare sight on European roads just a few years ago, are now commonplace on the roads. Their vehicles are ageing and are beginning to require maintenance. However, these manufacturers do not yet have well-established authorised networks in Europe – a direct opportunity for the independent aftermarket.
Across its CHASSIS, POWERTRAIN, SENSORS and TRUCK product ranges, NTN Europe plans to develop new part numbers tailored to the technical specifications of these vehicles. A phased roll-out is planned over the coming years.

FOCUS ON CERTIFIED GARAGE: DIGITALISATION SUPPORTING AFTERMARKET PLAYERS

A partner for both garage owners and distributors

Tailor-made for garage owners, this dedicated programme provides them with direct on-site support: targeted training, installation aids and dedicated technical support. A comprehensive approach designed to promote the repair trade and strengthen the relationship of trust with the brand. With MySNR CertifiedGarage, NTN Europe is responding to one of the major shifts in the aftermarket: digitalisation. Faced with the rise of pure-players, the parts manufacturer has made a clear choice: to support garages' digital transformation without ever bypassing the distributor. MySNR CertifiedGarage is not a network but a certification scheme, bringing together a comprehensive ecosystem of services centred on the repairer: the Manager, a digital tool

for searching for parts and technical information; a helpline staffed by specialists; ongoing training; tooling recommendations; consumables; an extended 7-year warranty on SNR products; and the SNR Club loyalty programme.

A model that puts the distributor at the centre

The entire system has been designed to strengthen the relationship between the garage and its distributor. In the MySNR Manager module, the repairer identifies the correct part, accesses manuals and standard labour times, and then views in real time the prices and availability of distributors in their area participating in the programme, along with their own commercial terms if they are already a customer. The order is then automatically forwarded to the chosen distributor. Certified Garage is not an online shop: no transactions pass through NTN Europe, and the distributor retains control of the order, payment and customer relationship. Confidentiality is safeguarded by a tripartite contract between the distributor, NTN Europe and the software publisher: pricing data is neither stored nor accessible by the equipment manufacturer, with each distributor retaining full control over its own commercial terms.

Visibility, efficiency, customer loyalty: the triple benefit for distributors

For the distributor, the programme acts first and foremost as a tool for winning new business: it maintains its presence with the garages it already works with and raises its profile amongst those who do not yet know it. A distributor that performs well in terms of stock availability and product range can thus gain market share in its area. It also serves as a tool for improving efficiency: repairers source their own parts independently, contact the helpline for technical queries and develop their skills through training. As a result, there are fewer time-consuming enquiries and fewer complaints to deal with – 95 % of product returns are due to fitting errors, not quality defects – and sales teams can refocus on high-value-added customer relations. Finally, it is a driver of customer loyalty: through the SNR Club, repairers earn rewards by sourcing from distributors stocking the SNR ranges, creating a virtuous circle between the two partners.

A gradual and controlled roll-out

Launched in France in September 2025 and then in Poland in April 2026, MySNR CertifiedGarage is treating its first year as a pilot phase: by listening to feedback from the field, NTN Europe is continuously refining its offering to prepare for the programme's roll-out. This concept, which is unique in the aftermarket, illustrates the supplier's conviction: the digitalisation of the market is underway and inevitable; suppliers and distributors must combine their added value to remain attractive to garages.

A GLOBAL PRESENCE, LOCAL DYNAMICS

Focus on Western Europe

Europe remains NTN Europe's key market, with each region bringing its own unique dynamics.

In France

Driven as ever by an ageing vehicle fleet, sales of technical parts have been growing in France for several years. According to AAA Data, in January 2026, the automotive market comprised more than 41 million passenger cars. With 73.8% of these being over five years old, the fleet has reached a record average age of 12 years.

A similar trend is evident in the light commercial vehicle (LCV) sector. Against this backdrop, and despite the continued growth of retailer-owned brands, NTN France's sales are performing very well.

The new product ranges launched have contributed to these excellent results, notably the range of shock absorbers and the SuperKits (shock absorbers and suspension stops in the same pack), which are stocked by, amongst others, Centres Autos retailers.

In terms of promotional campaigns, there have been some outstanding successes, notably the

storage cabinets featuring the top-selling products from the six sensor ranges.
To maintain close ties with its distributor customers, NTN Europe's French subsidiary is continuing its visits to the NTN Europe factories in Annecy and NTE (specialising in CVJ drives) in Le Mans.
Alongside the CTA (Club Technique Auto), co-founded with CLAS and Elring and strengthened since last year by the arrival of Mann-Filter and ASTEMO, NTN Europe continues to build closer ties with repairers through its distributor partners. During the training sessions organised, the original equipment manufacturers were able to share their technical advice – invaluable in the workshop – with over 2,000 mechanics and vehicle repairers. At the forefront of current developments, the 1.2-litre PureTech and EcoBoost engines remain key topics.

Germany, Austria, Switzerland, the Netherlands (DACH/NL).

The DACH/NL region perfectly illustrates NTN Europe's 'one-stop-shop' strategy: professionals there can find the full range of product families from a single partner. With nearly 10,000 product references available, the portfolio extends well beyond wheel bearings; each product family is prominently featured. For example, sales in the drivetrain sector have grown significantly, positioning NTN as a key player in this segment. On the services front, since July 2025, a new logistics service – 'In-night' delivery – has enabled German customers to receive their orders by 8 a.m. the following morning, provided the order is placed before 4.30 p.m. Based near Bielefeld, this dedicated warehouse is attracting new customers every month. In this strategic region, a team of more than 15 field sales experts, technical engineers and marketing specialists is on hand throughout the year to serve its customers.

Southern Europe (Spain, Portugal and Italy)

With over 50 years' presence on the Iberian Peninsula, NTN Iberica recorded positive results in both markets in 2025. Suspension, engine timing systems and auxiliary systems drove growth, against a backdrop of an accelerating ageing of the vehicle fleet and intense competitive pressure. The shock absorber and sensor ranges are the two key growth drivers for 2026 and beyond.
Having operated in Italy for nearly 60 years, NTN Europe is actively expanding its market coverage there. Timing belt kits, suspension bushings and gearbox bearings are emerging as flagship products, alongside wheel bearings. The development of CVJ drive shafts is underway, driven by recognised OEM expertise. The heavy goods vehicle segment is also gaining in importance, as demonstrated by the company's participation at TRANSPOTEC in May 2026. This momentum is extending more broadly to various forms of mobility: at the EICMA trade fair, held in Milan from 4th to 9th November 2025, NTN was officially recognised as a 'Ducati Official Supplier', marking more than thirty years of technical partnership with the manufacturer on strategic components such as steering, transmission, the crankshaft and wheels. Building on these developments, the Italian team is now actively preparing for its participation in Autopromotec, the leading trade fair for the automotive aftermarket, which will be held in Bologna in 2027.

Scandinavia

In a particularly challenging market environment, our local team is carrying out in-depth work to strengthen SNR's presence in the region in the long term. Following a year in 2025 characterised by a difficult economic climate, the first few months of 2026 are showing very positive signs and confirm the effectiveness of the measures taken.
In Finland, a new customer has chosen SNR as its preferred supplier for the transmission range, paving the way for new growth opportunities in this market.
In Sweden, NTN has also reached a new milestone with the listing of EGT exhaust gas temperature sensors and the range of shock absorbers with a distributor, thereby increasing the visibility of SNR products, making them more accessible to professionals and paving the way for future growth.
These developments illustrate the strategy being pursued in the Nordic countries: to make targeted progress, consolidate partnerships with distributors and gradually expand the presence of SNR's product ranges. At the same time, the

teams are continuing to carry out significant sales efforts to identify new opportunities and strengthen brand awareness across the region.
The objective is clear: to build a stronger and more sustainable presence for the SNR brand in the Nordic countries, drawing on the quality of its products, its expertise and the local presence of its teams.

United Kingdom & Ireland

United Kingdom

The UK automotive aftermarket comprises more than 56,500 businesses, accounts for 16.1 billion pounds in gross value added and employs around 346,000 people. Despite a challenging economic climate, households spent 21.6 billion pounds on it last year: demand remains resilient.
The fleet of 34 million cars is ageing — with an average age of 9.4 years, compared with just under 8 years in 2019. According to the SMMT, 20 per cent of vehicles are between 7 and 9 years old, and nearly a third — the largest proportion — are over 12 years old. This provides a sustainable driver for the aftermarket.
NTN is continuing to roll out its SNR aftermarket brand in the UK, with an expanded product range and strong year-on-year sales growth. In 2026, the SNR ranges were added to the NTN UK distribution centre, enabling next-day delivery and significantly improving availability and service levels. Combined with market-aligned pricing and major updates to MAM Autocat and TecDoc data, this organisation puts NTN UK in an ideal position. Already firmly established with major UK accounts in wheel and suspension bearings, the SNR portfolios were expanded in 2025 to include drive shafts and the powertrain.

Ireland

A mature and fragmented market, the Irish aftermarket covers parts, maintenance, repairs, diagnostics, accessories, tyres, batteries and bodywork. Its growth is driven by an ageing vehicle fleet and the still-slow uptake of electric vehicles. Independent workshops and distributors play a major role in the market, alongside manufacturers' networks.

SNR has a strong foothold in the market and is recording double-digit annual growth, driven by gains in market share. By 2025, shock absorbers and timing belt kits had been added to the suspension, powertrain and chassis ranges.

Central and Eastern Europe (CEE)

NTN Polska, the Group's Polish subsidiary which manages commercial activities across Central and Eastern Europe – comprising more than twenty countries – operates in an environment characterised by cost volatility, disruptions linked to the war in Ukraine, the rise of Chinese products and intense competitive pressure. Against this backdrop, wheel bearing kits, suspension mounts and timing belt kits remain the best-performing product ranges, with strong sales growth; customers recognise SNR as the leading brand for these product ranges. Naturally, new product ranges such as shock absorbers, sensors and heavy goods vehicle components are also seeing significant growth. As for the distribution network, it continues to expand with new partnerships in various countries across the region. Finally, at the Poznan Motor Show in April 2026, NTN presented its range of certified garages, which will be rolled out over the coming months. NTN's success in this region is driven by a team of around ten staff members: sales representatives, technical experts and marketing coordinators, whose first-class support for customers is well established.

Africa & Middle East

Middle East, Egypt, North Africa

The Middle East, Egypt and North Africa form one of the world's most dynamic aftermarket sectors. The vehicle fleet in the Middle East and Egypt region exceeds 59 million vehicles, including more than 41 million passenger cars, spread across 13 countries. The NTN and SNR brands are present there through four product pillars: Chassis, Powertrain, Heavy Goods Vehicles and Sensors.

In Saudi Arabia, Egypt, Jordan, the United Arab Emirates and Israel, the NTN Group is continuing to strengthen its relationships with distributors and expand its product portfolio beyond bearings. Shock absorbers, sensors and heavy goods

vehicle applications are the priority areas for development. In Turkey, targeted initiatives have enabled sales of CVJ joints to double, despite a challenging economic climate.

In North Africa, last year's results confirm the effectiveness of the diversification strategy. In Morocco, the launch of the timing belt kit range was well received, thanks to a product range tailored to Asian and European vehicles. In Tunisia, the first SNR shock absorbers were successfully launched. In Algeria, the lifting of trade restrictions has led to a significant recovery in business. Across the region, the rise of Chinese brands and the gradual emergence of electric vehicles are creating new opportunities that NTN is already anticipating.

Turkey

With 25.1 million vehicles on the road, Turkey represents a significant market for the automotive aftermarket. The country has a population of over 85 million, and its economy ranks 17th globally and 6th in Europe.

NTN has been operating there for many years and relies on an excellent network of distributors serving the automotive aftermarket. The NTN Europe Automotive Aftermarket team in Turkey comprises three staff members, based in Istanbul. Both turnover and the diversification of the product range are growing steadily, as is the case with drive shafts (CVJ).

Sub-Saharan Africa

Sub-Saharan Africa is structured around two complementary hubs: South Africa in the south, and East Africa with Kenya as the regional hub. South Africa remains one of the continent's most well-structured aftermarket sectors, with a network of well-established distributors, aftermarket groups and workshops. NTN is consolidating its position as a leading supplier, recognised for the OEM quality of its products. Demand is driven by the ongoing ageing of the vehicle fleet – a structural trend favouring premium products in the bearings, suspension, timing and CV joints categories. In a market under pressure, NTN is focusing on the concept of total cost of ownership to promote its components.
In East Africa, Kenya acts as a regional gateway, from which NTN is expanding its presence into neighbouring countries. The growing professionalisation of the aftermarket sector and the diversification of the vehicle fleet are creating favourable conditions for suppliers capable of offering broad coverage, OEM quality and tailored technical support.

Latin America

Brazil: local presence, technical expertise and portfolio expansion

NTN Rolamentos do Brasil (NRDB) is strengthening its presence and brand recognition in the Brazilian market year on year, with a strategy built around three pillars: customer proximity, portfolio expansion and technical expertise.

This momentum will be realised from October 2026 with the launch of 27 new wheel bearing part numbers, which significantly increase coverage of the best-selling vehicles in the Brazilian fleet: the Toyota Corolla, Corolla Cross and Hilux; the Volkswagen Gol and Polo; the Fiat Argo, Cronos, Palio and Uno; the Ford Ka and Ranger; the Hyundai Creta; as well as the light commercial vehicles Fiat Ducato, Peugeot Boxer, Citroën Jumper and Renault Master. Developed to OEM quality standards and underpinned by NTN's Japanese engineering expertise, this new range incorporates first-, second- and third-generation solutions, designed to deliver performance, reliability and durability. It strengthens NTN's presence in the most sought-after segments of the Brazilian aftermarket, offering a broader and more competitive range for distributors, retailers and repairers.

Beyond wheel bearings, NRDB is preparing to expand its aftermarket portfolio in the coming years. Drawing on the expertise and extensive product portfolio of NTN's Automotive Aftermarket business in Europe, the subsidiary is working to introduce new product lines to the local market:

thrust bearings and suspension kits, drive shafts and CVJ kits, timing kits and shock absorbers. These upcoming launches reflect the Group's long-term commitment to developing the NTN and SNR brands in one of the world's largest automotive aftermarket sectors.

Sharing expertise is a key pillar of our approach: in 2025, we trained over 3,000 professionals across the country, supported by the B-Box van and key events such as the Autopar trade fair in Curitiba. Thanks to its nationwide, local coverage, NRDB reaffirms its belief that brand preference is based as much on technical support as on product quality.

"Bolstered by its product development and strong commercial momentum across the EMEA region, NTN Europe is establishing itself as a key player. Accelerating the roll-out of new product ranges such as shock absorbers, expanding into high-growth markets such as MEA and Brazil, and consolidating our strategic partnerships (notably with ITGs): these are our main priorities. To achieve this, more than 70 sales, technical and marketing experts work, day in, day out, to deliver added value and localised advice. That, too, is what service from a premium equipment manufacturer is all about!"

Pascal LANGER, Sales Director for EMEA and Brazil

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