

## Profile

NTN, a precision equipment manufacturer, ranks among the top three in the world in **bearing sales**. The Company holds the **largest share of the global market for axle bearings**, critical automotive components that enable wheel axles to turn.

In fields other than bearings, NTN holds the No. 2 global market share of **constant-velocity joints (CVJs)**, a key component for automobile drivetrains. We are now aiming to capture the **No. 1 spot in the world market**.

NTN is a global organization, with **more than 60% of its approximately 20,000 employees** working overseas. Since it began overseas sales, NTN has been building a **five-sided sales and production network** encompassing Japan, the Americas, Europe, Asia, and China. Today, **the ratio of overseas sales to consolidated net sales exceeds 60%**.

From April 2008, **SNR**, which is the France's No. 1 bearings manufacturer, has become a member of the NTN Group. This move is **generating further synergies** and enhancing our presence in the European region.

NTN is aggressively developing business in newly emerging markets, which are **achieving notable economic growth**. In China, the Company already has five production bases manufacturing bearings and CVJs. Production has also commenced at a dedicated CVJ site recently established in India.

In response to the recent drastic change in the global economic environment, NTN has now started a new medium-term management plan, **"NTN 2010 for The Next Step,"** covering the two years starting from April 2009. The first year of this new plan is the third and final year of "Growth through Creativity and Achievements 21," NTN's medium-term management plan which commenced in April 2007. Aiming to implement lean management that does not rely solely on business scale, NTN is strengthening its corporate structure following the fundamental principle of **technological leadership**.

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