

# For New Technology Network

**“We shall contribute to international society through creating new technologies and developing new products.”**

The directors and employees of NTN Group companies strictly adhere to Company rules of conduct and strive to be consistently fair and responsible in their business activities. Through these actions, NTN seeks to fulfill the NTN Group’s responsibility to its shareholders, as well as its customers, local communities, and other stakeholders.

## Creating New Value in the Industrial Machinery Field

As one of the world’s foremost bearings manufacturers, NTN is creating new value in R&D of new products and elemental technologies in wide-ranging industrial machinery fields such as medicine and the environment, in addition to construction machinery, aircraft, railcars and wind power generation.



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## Profile

NTN is a precision equipment manufacturer whose mainstay product is bearings. The Company ranks among the top in the world in bearing sales, and holds the largest share of the global market for axle bearings, automotive critical components in wheel application.

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

NTN does business globally, with a five-sided sales and production network encompassing Japan, the Americas, Europe, Asia, and China. The NTN Group has approximately 18,000 employees, more than 60% of whom work overseas. Today, the ratio of overseas sales to consolidated net sales exceeds 60%.

### “MONOZUKURI” (manufacturing) Starts With “HITOUZUKURI” (developing the individual)

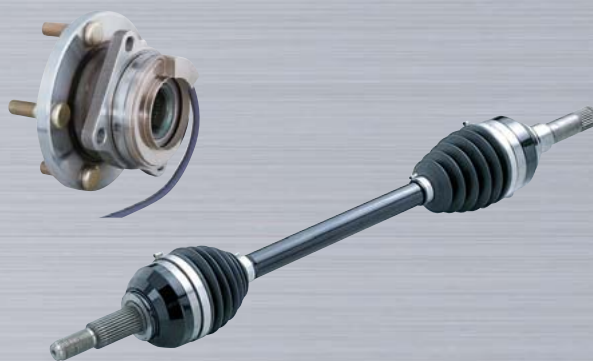
The cornerstone of NTN as a manufacturing company is the sophisticated knowledge and skills accumulated over its 90-year history. In order to pass on this knowledge and skill to future generations as well as to refine it, NTN is strengthening personnel development globally through various programs such as its “Meister System” and “Skill Training,” thereby fostering the NTN Group’s strong competitiveness.



Since 2008, SNR Roulements (SNR), which is the No. 1 bearing manufacturer in France, has been a member of the NTN Group. This 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 has six production bases manufacturing bearings and CVJs. The Company also manufactures bearings and CVJs in India, Brazil, Romania and Thailand.

In order to respond speedily to changes in the global economic environment, NTN started a two-year medium-term-management plan, “NTN 2010 for The Next Step” in April 2009. Aiming to implement lean management that does not rely solely on business scale, NTN is strengthening its business following the fundamental principle of “technological leadership.”



### Era-leading Automotive Components

NTN has its bases all around the world that develop technology to make automotive components, namely axle bearings and CVJs, for next-generation and other Electric Vehicles (EVs), to make the components more compact and lighter, and to reduce fuel consumption.

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#### Editorial Policy

NTN believes the active disclosure of management plans and business results, as well as its basic policy for corporate social responsibility (CSR), CSR activities, and environmental preservation initiatives, among other information, will help garner the understanding and support of all stakeholders. This inaugural “NTN Report,” which from this fiscal year combines the “Annual Report” and the “CSR Report” partly out of consideration for environmental resources, is part of this active approach to information disclosure.

#### Notice

This report contains forecasts and projections regarding NTN’s future plans, strategies, and business results. Please note that actual business results may vary from the projections made herein by the Company.