



STATEMENT OF
**EXTRA-FINANCIAL
PERFORMANCE**
2018



www.ntn-snr.com



With You



CONTENTS

Strategy and organisation

Editorial	3
NTN vision	5
Strategy and organisation	5
Business model	11

2

Scope and methodology

Consultation with stakeholders	14
Materiality matrix	14
Reporting scope	15
Reporting period	15

Strategic lines

Business	18
Innovation	20
Social	24
Environment	28
Ethics	32

Initiatives

EcoVadis result	37
Measures for the climate	38
Measures taken in favour of work for the disabled	39
Exclusions	39
Other actions	40

From CSR report to statement of extra-financial performance



Changes to the regulatory framework of Corporate Social Responsibility are part of a willingness to move from reporting on practices in the area of CSR to building a corporate strategy based on a risk analysis.

The harmonisation of ISO standards, highlighting the importance of taking the expectations of interested parties (stakeholders) into account and the associated risks that the company could be taking by not responding to them, further strengthens this focus.

On the strength of this observation, NTN-SNR has chosen to base its approach on stakeholder consultations to better understand their expectations. 400 people responded, highlighting nearly twenty issues. This method of assessing our CSR risks enabled us to obtain a vision of the company that is both internal and external.

The materiality matrix, classifying the issues into the two strands of important and urgent, has been compared to the strategy of the Corporate Business Plan DRIVE NTN 100, and this cross-analysis has led us to retain 12 priority issues and 5 strategic lines above and beyond our regulatory obligations.

This document presents the main thrust of what we are implementing to make progress on these different topics.

The dialogue put in place this year with our stakeholders will continue in the years to come in order to measure changes in their perception. The result of these regular consultations should allow us to feed into the strategy of the group in order to better respond to the expectations of the stakeholders and to make CSR a factor of performance in the company.

Stève Richez
Corporate Responsibility, NTN-SNR



STRA
TEGY

&

ORGA
NISA
TION

NTN vision

The NTN vision in 10 years:

- Move from a production company to a company that sells value to its customers through its products and services.
- Transform our economic model.
- Respond to changes in our environment: electrification, 4.0, digital . . .

NTN philosophy :

“ Contribute to world Society by developing harmoniously with all stakeholders. ”

Strategy and organisation

The company NTN-SNR has been a subsidiary of the Japanese group NTN Corporation (New Technology Network) since 2007. Historically, NTN-SNR has gone through various phases. Originally, Jacques Schmidt, a blacksmith installed on the outskirts of Zürich, manufactured the first bearing in 1880. In 1916, SRO was born. He opened a factory in Annecy during the 1st World War to supply the French military aviation industry. In 1918, with peace, the race for technical progress could begin. However, on 10 May 1944, SRO was bombed and was then purchased by Renault SA to become: SNR “Société Nouvelle de Roulements”.

After it was rebuilt, SNR expanded to become the French No. 1 in bearings and No. 4 in Europe, thanks to its level of expertise and the quality of its products. In 1956, SNR was producing 42,000 bearings every day. Today, no fewer than 430,000 bearings are produced each day by NTN-SNR.

The company is specialised in the manufacture of bearings, a mechanical part that reduces friction during rotation and the transmission of a movement (gearboxes, wheels, etc. . .)

Today, the NTN-SNR Group is recognised as a major player in the automobile industry, in industry and in aeronautics. This result, of which we are proud, testifies to our ability to provide quality products and services that are both innovative and effective.

ENGAGEMENTS

NTN-SNR Group's identity has been built for more than 100 years around strong, concrete and shared values: Performance, Proximity, Team spirit, Respect and Professionalism. Individually and collectively, we make significant commitments such as listening and performance towards those we work with, we live with and we serve.

In line with the NTN Group's philosophy, and in a logic of continuous progress and improvement of our performance, we are committed to controlling our risks and making our opportunities a reality, along the following lines:

SAFETY IS OUR PRIORITY: WE ARE ALL RESPONSIBLE FOR IT



We forbid ourselves to take **any risk** when the safety and health of people is at stake, both for our staff and service providers, as well as for the users of our products. In particular, we must respect the safety requirements of our products from the design stage.

We are committed to **providing safe and healthy working conditions** for the prevention of work-related trauma and pathologies.

6

ENVIRONMENTAL PROTECTION AND THE CONTROL OF OUR RISKS ARE OUR CONCERN



We do everything we can to **reduce our impact on the environment**, in particular, our resource consumption, emissions and waste, and to control our energy consumption.

We want to contribute to **greener mobility** by improving the energy performance of our products.

We strive to **control risks and impacts** in terms of Quality, Safety, Environment and Energy as soon as new products, resources, infrastructures or services are implemented. moyens, infrastructures ou services.

NTN Group is firmly committed to the development of a harmonious **NAMERAKA** company.

Within the framework of the **DRIVE NTN100** Strategic Plan and in compliance with our commitments above, our ambition is to transform our business structure to generate more profit and to develop products and services to support major technological developments on our markets.

Our actions are led by 3 strategies:

1. Rely on technology and innovation
2. Manage our business portfolio to generate profit
3. Develop the skills, commitment of women and men and Operational Excellence

OUR SUSTAINABILITY DEPENDS ON THE **SATISFACTION** OF THE STAKEHOLDERS AND IN PARTICULAR OUR CUSTOMERS



We must **satisfy our stakeholders** in order to provide products that meet their requirements in terms of Quality, Safety, Environment, Costs and Deadlines.

Each of us must have an acute **awareness of quality**, and strive to ensure the right level to meet our customers' expectations: we are customer oriented!

We are committed to developing fair and **sustainable relationships** with our suppliers through a collaborative approach.

We must ensure the **consultation and participation of employees** and their health and safety representatives.

ETHICS IS OUR COMMITMENT



We are committed to conducting our business with **integrity and loyalty**, in compliance with regulations and conformity obligations applicable to us.

We **refuse corruption** in all its forms as well as any **impediment to competition rules**.

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

We do our utmost to **protect the data and know-how** in our possession.

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

The **DRIVE NTN100** plan is structured around 8 strategic axes and is based on structural transformations of the company that will enable us to achieve our financial and operational objectives.

Each direction, department, service, cell must implement this Plan in order to give meaning to each employee and enable each person to identify their own contribution to achieving the collective objectives and respecting our commitments.

It is up to each of us to behave responsibly and eco-responsibly in order to make NTN-SNR Group a Company that places Quality, Safety, Ethics and Environment at the heart of our concerns, which will enable us to achieve the highest level of performance. NTN-SNR Group will provide and set up all human and financial resources to fulfill its commitments.

Alain Chauvin,
CEO NTN-SNR Group

le 15/11/2018

DRIVE NTN 100

NTN-SNR has defined a three-year plan which will end in April 2021. It is structured in the following way:

- 3 strategic lines
- 4 disruptive areas
- 8 transformation projects



8 CROSS-CUTTING TRANSFORMATIONS TO SUPPORT THE 3 YEAR PLAN AND BEYOND

NTN-SNR celebrated its centenary in 2018 and Alain Chauvin, CEO, announced the group's desire to pursue its investments and innovation in order to shine in Europe, in Africa, in Brazil, and in the Middle East. One of the major transformation projects of the NTN-SNR Group is to place its environmental, societal and ethical engagements at the heart of its business strategy, with the ambition to be an exemplary industrial player.



A WORD FROM THE CEO



« In 2018, NTN-SNR celebrated its one hundredth anniversary, 100 years during which the women and men of the company were able to rise to the challenge of initiating the transformation towards an international group. Our desire now is to confront increasingly fast-paced changes, to develop our capacity to innovate, to understand the developments in our environment and in our markets to better shine across Europe, in Africa, in Brazil and in the Middle East.

Our social responsibility has become the basis for this development and the heart of our strategy. Let's make our social, environmental and ethical ambitions a factor in our profitability, allowing us to contribute to the harmonious and sustainable development of our companies.»

Alain Chauvin
Chief Executive Officer NTN-SNR Group

BUSINESS MODEL

RESSOURCES & STAKEHOLDERS

- **Qualified and committed women and men**
5200 employees in NTN-SNR group
Strong links to schools and universities
Close links to local authorities
Feminization rate: 30% of our total number of employees
- **Innovation, research and development at the heart of the company**
1 R&D center in Europe - Annecy
400 contributors
An organization focused on efficiency: Fab'Lab
- **A recognized financial structure**
Stable shareholding - 1 shareholder, Japanese, since 2013
Solid financial position
Investments for production and Innovation
- **A local industrial system**
10 production sites
- **Environmental issues rooted in our practices**
All sites certified ISO 14001
Additional commitment, already 70% of our sites certified ISO 50001
- **A group close to its partners**
Responsible purchasing
Suppliers Panels
A code of Ethics

VALUABLE CREATION

Part of NTN, World leader in its fields of activity, 3rd global bearing manufacturer, 1st rank for Automotive wheel bearing, Second rank for constant velocity joints, we create products by applying the

DRIVE NTN100 PLAN

- 3 strategies lines,
- 8 transformation projects,
- 4 drivers,
- 8 cross cutting transformation

R&D
CONCEPTION

SALES

CORPORATE VALUES & COMMITMENTS

Performance, proximity, team spirit, respect, professionalism

ressources we have accumulated over our 100 years history to a value chain consisting of R&D, procurement, Production and sales processes.

MARKET TRENDS & TECHNOLOGY NEEDS

Energy efficiency, Digitalization,
Globalization, Autonomous vehicles

PROCUREMENT

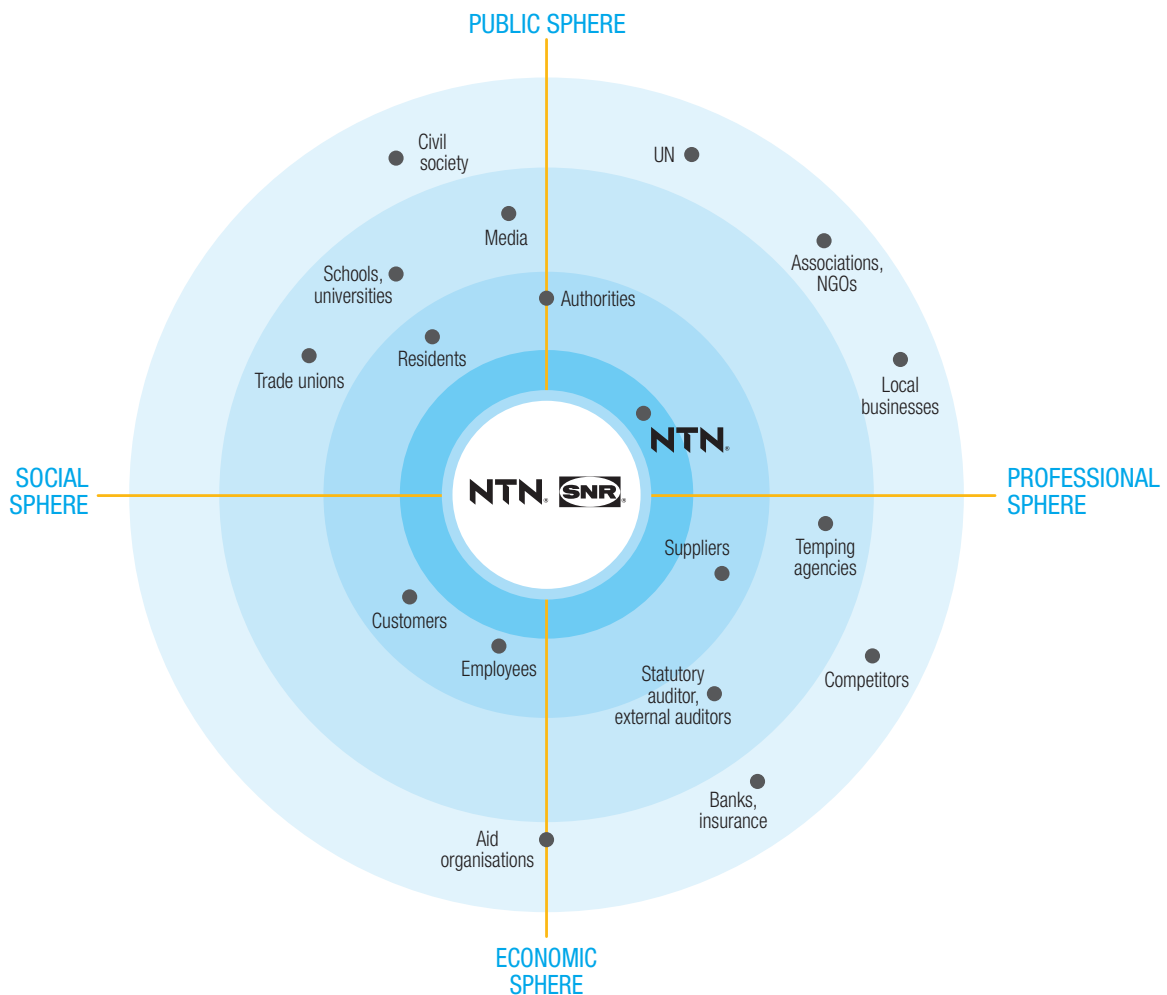
MANUFACTURING

RESULTS CREATED VALUES

- **Human Capital**
 - 300 new hiring (Alps) in 2018
 - Training: 4.6% payroll
 - Employee retention: 93.3%.
 - Effective internal mobility: 229 movements and 205 promotions
- **Intellectual Capital**
 - 22 patents in 2018,
 - 9 partnerships
 - 15.4% of our innovation projects as collaborative programs
- **Financial Capital**
 - 3rd Japanese investor in France in 2018 // 2nd in 2017
- **Industrial Capital**
 - New buildings : Sibiu, Argonay
 - Rate of new references: 18.5%
- **Environmental capital**
 - EcoVadis rating: 74% - Gold level
 - 99% of waste recovered
 - Reduction of our energy consumption
- **Supplier capital**
 - Purchasing charter: 77% of committed purchasing revenue

METHODO LOGY & SCOPE

Since 2013 and with the emergence of CSR at NTN-SNR, all of the actors that NTN-SNR interacts with are considered to be stakeholders: employees, customers, suppliers, local residents, etc. Dialogue with stakeholders has become a priority, beyond profit; we have reconsidered the way to create value. NTN-SNR has strategic values and objectives; as for stakeholders, they have expectations: NTN-SNR has therefore structured a CSR strategy to meet its objectives and adapt to the priority needs of stakeholders.



Consultation with stakeholders

NTN-SNR held a consultation with its stakeholders during the months of February and March 2019 to best determine their expectations. Thanks to this consultation, NTN-SNR has been able to determine the most interesting KPIs (Key Performance Indicators) to follow. Piloting the indicators that are meaningful for NTN-SNR is necessary, but also those of its stakeholders, without which the business would not be in tune. As a first step, NTN-SNR identified its stakeholders with a view to build long-term and trusting relationships. Our 6 first level stakeholders are our shareholders (NTN Corporation), our customers, our employees, local residents, the public authorities and suppliers. After determining this, NTN-SNR wanted to consult with its stakeholders. Four hundred respondents offered their opinion over the space of 6 weeks (February-March 2019). The consultation with the stakeholders helped to establish a materiality matrix. This analysis weighs and classifies the various CSR questions. The NTN-SNR stakeholders revealed 19 key issues.



As we can see through this matrix, 9 priority issues have emerged (grey area), perceived by the stakeholders as important for the company and requiring rapid handling. Here we can find **social** and **environmental** themes and also a particularity of our approach - **business** issues.

Ethical, issues did not emerge among the priority expectations of our stakeholders. Our willingness to be exemplary in our practices naturally leads us to pursue our progress in this area and to establish ethics among the priority subjects at the heart of our strategic lines.

Reporting scope

This report provides consolidated information about the company NTN-SNR ROULEMENTS and its subsidiaries (production sites) in order to follow the Group dynamics. This scope allows a viewing angle on the headquarters (Annecy) as well as the diversity of the businesses of the group with the establishment of subsidiaries. This year, we do not observe any change compared to the previous year.

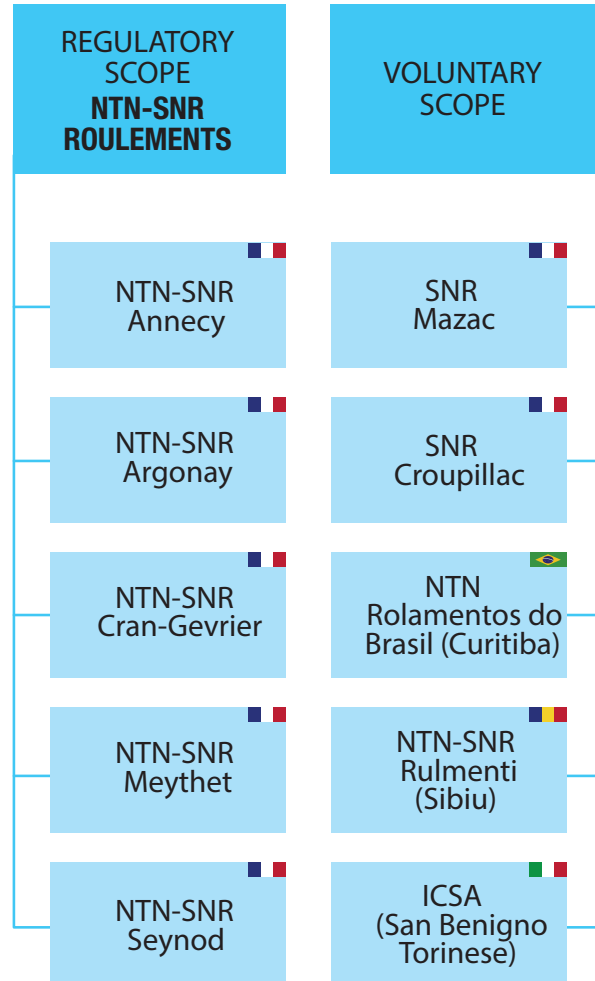
The sales offices in Lyon and Vanves are included in all the social data but are excluded from the other parts (environment in particular) because their activity has negligible impact in relation to the nature of our production activities. Therefore, the establishments in Germany and commercial subsidiaries do not fall under the voluntary scope of the 2018 reporting. These exclusions are not definitive.

This report covers 90% of the workforce of the NTN-SNR Group and its subsidiaries. 100% of the regulatory scope is covered.

Each sector collects the data that falls under its scope, through contributors for the central positions for NTN-SNR France, and directly on the sites.

The consolidation of the inter-site data takes place through the data entry software Tennaxia Reporting.

In this report, the KPIs (indicators) will be presented over two scopes: NTN-SNR Roulements, legal entity (regulatory scope) requiring the validation of the Board of Directors as well as NTN-SNR Group scope (regulatory scope + voluntary scope).



Reporting period

The data presented in this report was observed during the fiscal year ending on 31 March 2019, that is to say during the period from 01/04/2018 to 31/03/2019 (2018 fiscal year).

However, the social data from the Alpes and the Cévennes scopes are exceptions and remain in calendar year to be aligned with the social communication carried out on this data (for example, social balance sheet, training plan), regulated on the past calendar year (01/01/2018 to 31/12/2018), bearing in mind that no special event occurred in the social sector during the period from 01/01/2019 to 31/03/2019.

STRA TEGIC LINES & KPI

9 priority issues, 5 strategic CSR lines

Business:

Enrich our expertise towards the markets of tomorrow to make current and future changes in society more harmonious.

Innovation:

Challenge our ways of doing and our new projects thanks to our ecosystem of partners to continue to grow and to innovate.

Social:

Attract and hold onto diverse talents to ensure the development of NTN-SNR by relying on a strong employer brand.

Environment:

Develop products and services and manage our business using an approach of eco-responsibility.

Ethics:

Ensure the exemplary nature of our practices.

15 KPI (Key performance indicators)

As a measure of our progress and the effectiveness of the work carried out on these 5 strategic lines, the KPIs presented later in the report are calculated, when this is possible, following the 2 defined scopes - NTN-SNR Roulements (parent company and regulatory scope) and NTN-SNR Group (scope chosen for our CSR approach).



18.5%

LEVEL OF NEW REFERENCES IN FY2018:

(16.1% for FY2016 and 12.5% in FY2017)

32%

AFTERMARKET RATE FY2018

Business

Enrich our expertise towards the markets of tomorrow to make current and future changes in society more harmonious.

The development of new products is a key point in the profitability of the original equipment manufacturing business (OEM). This allows us to win the loyalty of existing customers by offering them products that are always at the right technical and economic level and to win over new customers.

► **Our lines of work**

- Identify new projects and the needs of strategic customers in advance in order to better respond to calls for tenders
- Stand out and improve profitability by regularly offering technical or economic improvements to existing products.

The development of the industry and automobile aftermarket (AFT), important business for our profitability, relies on 4 crucial lines:

- The availability of our products.
- Our competitiveness.
- The development of new products.
- Our notoriety with regard to end customers.

💧💧 Digital is an essential tool for improving the relationship between the customer and our organisations. 💧💧



15.4%

PROJECTS ARE
COLLABORATIVE PROGRAMS
OF INNOVATION

(10.6% in 2016
and 12.5% in 2017)

9

PARTNERSHIPS

22

PATENTS

(28 in FY2016
and 29 in FY2017)

Innovation

Challenge our ways of doing and our new projects thanks to our ecosystem of partners to continue to grow and to innovate.

We are living in a world which is accelerating, in which many technological mutations are taking place and the very way of creating products or businesses is changing, directly impacted by the new technologies on offer.

Today it is no longer possible to claim to know everything, to master everything internal to the business if we have any hope of succeeding in our innovations with the right market timing, especially if they are a clear break from our historical products and expertise.

Of course, there will always be wheels, suspensions, transmissions, engines, gearboxes, pumps, turbines, and therefore ball bearings and CV joints (CVJ), equipment, tools for lubrication and various others in a market that remains in overall growth, even strong growth.

But we are going to see a multiplication of new disruptive applications with profound changes to our specifications. We must also continue to contend with new arrivals onto a market that is already weakly concentrated.

Our products will incorporate more and more intelligence across sensors, actuators, electronics and software, and in the end this intelligence captures more than half of the perceived value of the product.

Pricing competition is no longer enough, ongoing product improvement is no longer sufficient; we also need to be able to offer new technologies and services.

RESEARCH AND NETWORK

Within this context, and to support the global strategic plan, the company reorganised by setting up a Research, Technological Resourcing and Networks Department. The clear objective is for the company to open a wider window onto the outside world.

► **Research**

Create the "technological bricks" which will make the company stand out. Part of our DNA, our areas of expertise revolve around materials, lubricants, the science of contact and of course ball bearings and their applications.

► **Networks & Resourcing**

To move fast, to access the right skills, the "bricks" will have to be co-produced within the different company teams, and also with the help of partners outside the group. These actions can be carried out in the framework of simple partnership contracts between the two companies or in the case of a consortium between different public and private partners, funded or not.

In the case of technological bricks that already exist, it will involve negotiating the conditions under which these bricks will be accessed.

INNOVATION

Innovation is at the heart of the DRIVE NTN 100 business plan. 10% of the company turnover in 2027 will be made up of innovative products. It is therefore essential that we define the lines of work consistent with the expectations of the current and future market starting now.

The Innovation Department highlights 4 market lines:

- Mobility
- Industry and Services
- Digitisation and Services
- Green Business

These directions show that we are taking the needs and expectations of our customers into account, as well as our changing environment and our social responsibility. The portfolio of our Innovation projects is composed of incremental projects and disruptive projects, projects

that allow us to produce our current means of manufacturing and to create new industrial blueprints. The challenge is to balance all of our activities through collective and efficient leadership within and outside the company, to build the world of tomorrow.

COLLABORATIVE PROGRAMMES

“Cooperation is becoming the most structured model for economic and social growth. It feeds on the concepts of network to enhance knowledge, creativity and community practices.” University of Orleans

For NTN-SNR, a collaborative programme means a programme of research or development in which several partners from the private or public domain, companies or research organisations are involved, with the objective of working on several innovative themes. These entities form a consortium governed by a partnership contract and may be subject to funding depending on the work involved. Each member of the consortium offers its contribution to the themes raised in line with its abilities and its means.

PARTNERSHIPS

Partnership is defined as an active collaboration between different participants who, while maintaining their independence, accept to pool their efforts with a view to realising a common objective relating to a problem or a clearly identified need in which, under their respective missions, they have an interest, a responsibility, a

motivation, or even an obligation.

The partnership is often viewed within the framework of alliances. A company that works systematically by organising partnerships is a network company.

PATENTS

Partnership is defined as an active collaboration between different participants who, while maintaining their independence, accept to pool their efforts with a view to realising a common objective relating to a problem or a clearly identified need in which, under their respective missions, they have an interest, a responsibility, a motivation, or even an obligation.

The partnership is often viewed within the framework of alliances. A company that works systematically by organising partnerships is a network company.

- To create a community of people to guide any person in the company who has an idea, to transform it into a Proof of Concept (POC) in a short period of time (3 months maximum), making the appropriate skills and tools available
- To promote innovation in the company and thereby encourage the most initiatives

Number of collaborative projects

	2016	2017	2018
Number of projects	5	5	4
In % of R&I projects conducted	10.6% (47)	12.5% (40)	15.4% (26)
Projects concerned	Adeolys Bainwear RedHV+ IRT CleanSky	Adeolys Bainwear ENISE RedHV+ IRT	CleanSky2 IRT2 ENISE RedHV+



FOCUS ON CRÉA'LAB

Everyone in the company has good ideas to stimulate innovation and offer new products and services to our customer. Most people keep their idea to themselves because they do not know how to materialise it. Créa'lab is there to support inventors and ideas, by proposing a special 3 month coaching period to transform an idea into a proof of concept. The coaching can include the creativity session, model, research into patents, marketing, etc... The target is always the same: to rapidly confirm that the product, process or service adheres to the specifications of the end user and provides added value for the company. This coaching is part of a community of creativity, dedicated to spreading innovation throughout the company.



10.2%

OF TURNOVER
(France, FY2018)


10.9%

FOR NTN-SNR ROULEMENTS

11 289

FOLLOWERS ON 

15 641

FOLLOWERS ON 

as of 31/03/2019
(15,563 on 31/03/2018)

Social

Attract and hold onto diverse talents to ensure the development of NTN-SNR by relying on a strong employer brand.

THE ISSUES

Developing the employer brand represents important stakes. It designates the potential perceived benefits of working for a company. It carries the social DNA of the company and must transmit the HR ambition, the values, culture and distinguishing elements of the organisation. There is no limit to the targets: current and future employees, customers, suppliers, partners and institutions. We would like our DNA to be perceived in a homogeneous and authentic way from inside and outside the company. We are pursuing several final objectives: to attract new candidates with a shorter recruitment period, to win the loyalty of our employees to reduce turnover, and, more generally, to develop a sense of pride in belonging to and well-being in the group.

OUR AMBITIONS

Taking into account the strategic issues raised, and in line with our values, we are investing substantial human and financial resources in order to strengthen our attractiveness and hold onto our talent. We have built and implemented a comprehensive strategy around flourishing lines:

- Integration and guidance for young interns and work-study candidates
- HR policy centred on the men and women of the company (mobility, training, co-opting campaigns...)
- Communication in line with our DNA, and adapted to our activities
- A redesigned recruitment process to offer a candidate experience that has added value

To date, we are continuing to carry out concrete actions to cultivate our employer brand every day, internally as well as externally, with the ambition to obtain certification around well-being in the company.

► The actions we have implemented

Communication

One of the keys to a successful wide-ranging project is communication.

The objective is to be visible on LinkedIn, Facebook, Instagram and Viadeo in order to share the daily life of our employees, highlight their missions, their involvement and their motivations. Testimonials from "ambassador employees" are therefore regularly posted in order to be a close reflection of each person's reality. In addition to digital communication, NTN-SNR takes part in events (for example the "Corporate Games") in order to allow all members of staff to invest in sports projects and strengthen inter-departmental interactions.

Training and hosting young people as interns and on work-study programmes

The juniors of today are the potential talents of tomorrow! The development of work-study courses

and internships is a powerful driver for recruitment. Depending on each person's skills and the needs of the company, interns and work-study placements at the company are the primary candidates of tomorrow. The number of work-study contracts remains at around 60 each year, and the range of internships has increased. To achieve this, partnerships with schools such as INSEEC, Polytech, Tetras etc... have been strengthened. We also encourage better understanding of the issues and the expectations of the industrial professions, visiting plants with the institutions in the region. In addition to this, we attach special importance to our young recruits, who are guided, both from a technical point of view by a professional mentor, but also by working closely with the HR department of the group.

HR policy that is centred around our employees

Our policy has evolved to be in a position to build a professional career with each person. On average, an employee changes position every five years.

Internal mobility aims to develop skills, to give the employee perspective, to have each person evolve in accordance with his or her capabilities and also to build loyalty among our employees.

Co-opting is also promoted within the company to involve employees in the recruitment process. An employee is awarded a bonus if the recruitment of somebody he or she knows proves to be a success.

In order to develop our employer brand, to illustrate or even lay claim to it, NTN-SNR works on official certifications. Our ambition is to be recognised among the best companies in which to work in France. That is why, by the end of 2021, we want to be on the list of "great places to work" by obtaining that certification and the Best Workplaces® label.

From an operational point of view, the development of the employer brand also includes the recruitment process: by placing the candidate experience at the heart of our concerns, we tend to our relationships in order to convey our values and our vision. We need to offer a professional candidate experience that stands out to strengthen our professionalism and contribute to the development of our employer brand.

Health and safety in the workplace

Safety is a strong value of the Group, a value that is entered into company policy. As part of this, and fully aware of the stakes, senior management and supervisors take all the necessary measures to ensure the safety and protect the health of employees and more generally any person who enters the company.

Controlling risks, through awareness-raising, training, observance of rules, collective and individual protective clothing, passing on information about and handling malfunctions, means that everyone can work in safety. In the interests of prevention, a Security Code has been drafted as a major prevention tool in the company to control risks and to avoid risky behaviour that could endanger anyone present and cause accidents.

The approach towards preventing occupational accidents and illnesses is based on a Safety Management System (SMS).

At NTN-SNR, the Safety Management System is built around 5 pillars:

- The Safety Manual
- The Audit Guide
- The Approval Process
- Staff Training
- The "who does what"

The company is committed to making safety and working conditions a permanent priority in order to improve results and to build a robust and sustainable culture of safety.

The work to improve safety must:

- Be carried out following the steps of the Deming wheel: Plan, Do, Check, Act
- Be in constant improvement (for example: reach Group objectives in the field of safety indicators, ongoing compliance with the Safety Manual etc.);
- Be consistent with the "safety" basics.
- All the while observing regulations.

The sites are engaged in a process leading to the label "System of Health/Safety Management and Working Conditions", which is renewed every 3 years. The label is issued after an audit conducted by an outside body on the basis of the NTN-SNR SMS reference guide.

The improvement of working conditions thus represents one of the main strands in NTN-SNR Human Resources management policy. It is therefore as part of this framework and that of the National Interprofessional Agreement of 4 May 2010 signed by all the trade union organisations that NTN-SNR works on the prevention of psychosocial risks.

2018 was notable for achieving ambitious objectives in the field of prevention, thanks to the actions that have been put in place regarding ergonomics both during the design phase of the machines as well as curative action on the workstations. Ambitions for the future remain strong, with a reduction of 30% in the number of accidents by the end of 2020 (reference year 2017, rate of frequency of 7.3 NTN-SNR scope).

Focus on ergonomics

Ergonomics consists of adapting work, tools and the environment to humans, and not the opposite. In 1999, NTN-SNR dedicated resources to deploying this approach. Ergonomics has become a genuine company-wide programme, with the objective of protecting the health of staff in all sectors of the business while improving efficiency at work.

NTN-SNR has implemented an approach to ergonomics, built along 2 lines to meet the needs of the company. Initially, this involves ergonomics of correction (proposing improvements to the existing means or organisation based on an analysis of operator activity). We can also talk about ergonomics of Design, in other words ergonomics that concerns the process of making new means available. Taking ergonomics and operator activity into account is performed from the outset of design for projects that are important and significant for the company.

- Facilitate a thought process about work instructions, in other words to assess all the physical and/or mental constraints of operators in order to implement suitable organisation.

One KPI under construction:

Musculoskeletal disorders (MSDs) represent 85% of recognised occupational illnesses in France, across all sectors.

With regard to this, our project is to enrich our prevention



Tools:

- Method: specifications/standards, rating tools for workstations, observation of the compliance of new means. . .
- Training: training modules (managers and technical teams/methods)
- Communication: dashboard, indicators. . .

Financial means:

- An annual budget envelope for ergonomics of correction depending on the priorities at each site.

Central Ergonomics pilots the approach for the whole group in defining the policy and associated directives. Relays on each site deploy the policy on a daily basis on the ground.

Local facilitators in ergonomics observe, describe and evaluate the activity of the employees. This observation will allow us to identify the risks and/or discomforts as well as a plan of associated actions in order to optimise working conditions by reducing difficulties in everyday work.

Currently, nearly 80% of workplaces positions have already been subject to an ergonomics rating at NTN-SNR; as a consequence, solutions have been implemented to:

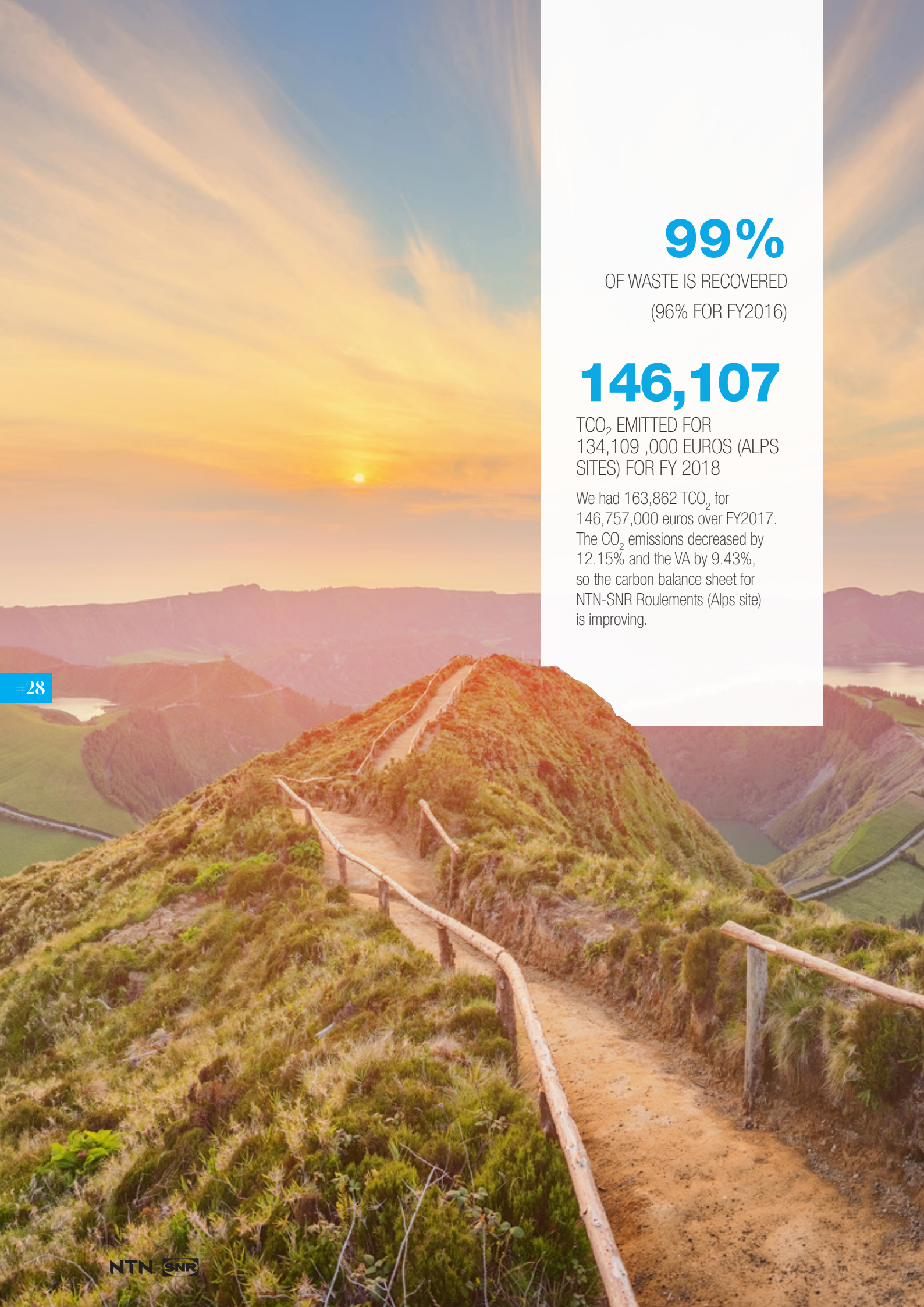
- Lighten the physical load of operators in order to improve working conditions while maximising performance.

programme with a new predictive indicator to anticipate as early as possible the first symptoms associated with MSD of the upper limbs.

Each employee will be offered, ahead of their medical visit, a simple questionnaire, recognised and validated by the INRS.

The questionnaire relates to 4 areas of pain (Neck, Shoulder, Elbow, Hand-Wrist), and asks the employee to focus on the last 6 months and the last 7 days prior to the date of receiving the questionnaire. Each area of pain is evaluated on a scale ranging from 0 to 10 in order to constitute a global index over 40 points.

This new KPI for our CSR approach needs to be consolidated. Its vocation is to better target and increase our monitoring of illnesses relating to over-excessive solicitation of the upper limbs.



99%

OF WASTE IS RECOVERED
(96% FOR FY2016)

146,107

TCO₂ EMITTED FOR
134,109 ,000 EUROS (ALPS
SITES) FOR FY 2018

We had 163,862 TCO₂ for
146,757,000 euros over FY2017.
The CO₂ emissions decreased by
12.15% and the VA by 9.43%,
so the carbon balance sheet for
NTN-SNR Roulements (Alps site)
is improving.

Environment

Develop products and services and manage our business using an approach of eco-responsibility.

Our ambitions in matters of environment, energy and eco-design:

In order to better respond to this strategic line, NTN-SNR has deployed three policies: an Environment policy, an Energy policy and a policy regarding the Eco-design approach. Overall, the senior management of NTN-SNR, out of concern for the current environmental issues being faced, commits to the following points:

- We are working to reduce our impact on the environment, in particular our consumption of resources, our emissions and our waste, and to control our energy consumption.
- We want to contribute to more environmentally friendly mobility by improving the energy performance of our products.
- We are making efforts to control the risks and impacts in terms of Quality, Safety, Environment and Energy from the outset with new products, means, infrastructure or services.

ENVIRONMENT:

► Our strategic lines

Reduce our atmospheric emissions

The management of air pollution is assured by operation instructions and plant preventative-maintenance plans (extraction, general ventilation, methods of production, etc). Regulatory monitoring and testing are carried out regularly.

For new procedures which are likely to produce atmospheric pollution, the project team, in contact with a representative informed on environmental impact, takes all requirements and atmospheric waste-management good practices into account via a questionnaire.

The Sustainable Development Department of NTN-SNR has a project to implement monitoring of atmospheric emissions in order to limit the impact on air quality. Currently, the department is working on creating an indicator.

To build it, the department is going to organise in the following manner:

- Identification of pollutants to monitor
- Situational analysis of the processes and activities that impact the release of these pollutants
- Establish the solutions for improvement (available, in progress, to develop) with the actors involved (STU/TMF, IBE, CETIM...)

- Define the indicator and monitor the progress plan by pollutant

Measuring our carbon impact

The greenhouse gas emissions balance sheet at the Alpes sites was updated at the end of 2015. It will be updated again in 2019.

On the basis of this balance sheet and the carbon balance sheet carried out in 2010, the posts where greenhouse gas emissions considered to be significant were highlighted (the posts representing 80% of the greenhouse gas emissions recorded in 2015 were selected).

The result of this analysis is presented below:

UPSTREAM		DOWNSTREAM	
✓ Inputs	✓ Direct waste	✗ Transport	
✓ Extraction of resources Energy consumption (Electricity + Gas)	✗ Immobilisation of goods	✗ Use of the product	
✓ Upstream transport	✗ Business travel	✗ End of life of the bearing	

Mastering waste recovery

NTN-SNR has engaged a sector optimisation process for waste handling. The objective of this approach is to minimise the environmental impacts of waste, re-establish the market assignments and develop a dynamic of progress at the level of the sectors at the Alpes sites.

NTN-SNR is working on prevention, with the objective of producing less waste, reducing dangerous waste and facilitating waste treatment.

In coherence with our engagements, the plan launched in 2014 was pursued in 2018. We consulted with a wide panel of providers and retained the solutions that work towards waste recovery; the economic criterion is no longer the sole criterion of choice. This approach leads our suppliers to develop and propose new ways to manage waste. The criteria of choice are the cost of handling, the cost of transportation, the sector code and the carbon balance sheet. It offers results above the set objectives. Nowadays, the landfill sector is used only as an emergency solution.

This level of performance is the result of constructive collaboration between the suppliers and the Procurement department and the Environmental department.

NTN-SNR is also involved in circular economy projects with a view to enhancing waste management. For example, we are collaborating with the company D.A.H.U.T.S (Déchets A Haute Utilité Territoriale Savoies) to recycle pallets. This company's vocation is to collect pallets that can be converted into zero waste furniture.

One of the strengths of this circular economy approach is the proximity of those involved, thereby improving the carbon balance sheet. The cycle, from collection to production, takes place in the Grand Annecy area.

DAHUTS took part in the Initiatives RSE (CSR Initiatives) trophy organised by Banque Populaire Auvergne Rhône Alps and won the departmental prize and the regional company grand prize.

ENERGY: MASTERING ENERGY PERFORMANCE

► Strategic lines

Continue the deployment of the VOR approach

In early 2016, consistent with our ISO 50001 approach, the Seynod plant undertook an energy "Hunt for Waste" process on

its production units. A pilot unit was designated to test a method called VOR. This method consists of defining the off mode of machines in relation to different criteria:

- Vert (green): full stop at the general mains
- Orange: means left in standby mode with no energy input
- Red: means left in production condition

The objective of this approach is to adjust energy consumption based on need. The results are measured on a daily basis in relation to the electrical energy consumed and production data. This allows savings to be easily quantified in relation to the activity. The main savings relate to the tempering furnaces, the hydraulic generators, the sprinkler circuits, the rotation of the spindles and the conveyor elements. For NTN-SNR, the objective is to deploy this approach to all of the sites over the next three years. SNR Cévennes has committed to deploying this method.

Digital Transition

Implementation of an energy information system:

As digital transition is a strategic line in the three-year plan, NTN-SNR has chosen to improve its energy information system. As we currently work on several databases for each site, we will now have a common tool in order to track energy consumption and excesses. The group and site Energy referents are currently working on the development of an application in collaboration with the digital industry department (TMF).

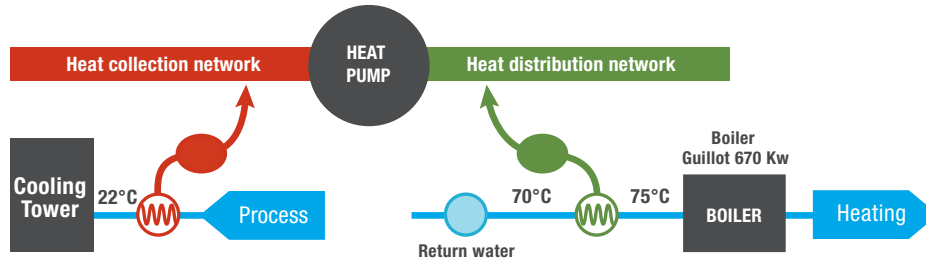
Recovery of lost heat

Three sources of energy loss (gas and electricity combined) have been identified at NTN-SNR:

- Lost energy related to the production of compressed air
- Lost energy related to the TAR cooling system (Aero-Refrigerating Towers)
- Lost energy related to cold production generators

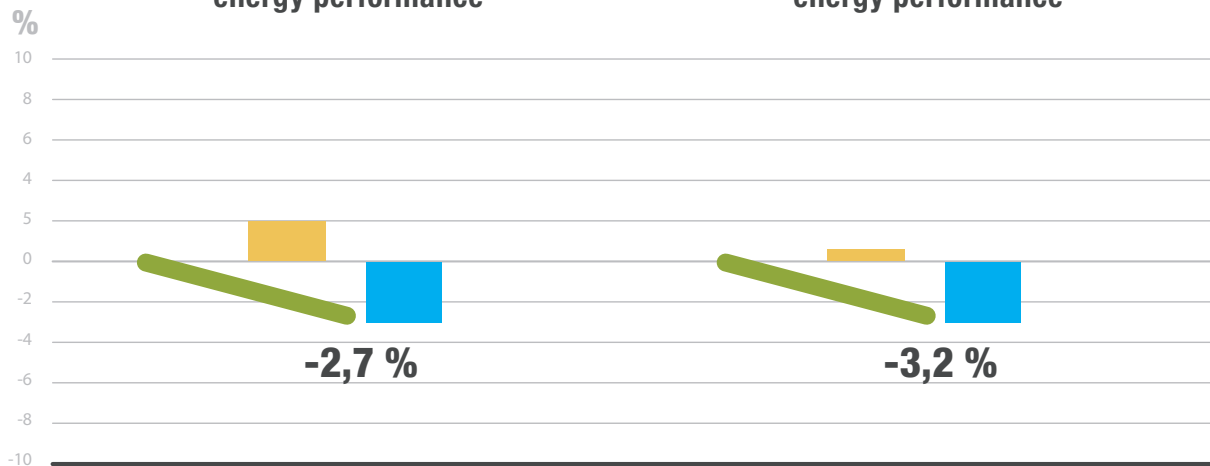
To combat this waste, calorie recovery systems have been installed. At Seynod, Argonay and Sibiu in particular, this has been implemented on a compressor. The operating principle is the following: part of the return water circuit from heating is diverted to these heat exchangers. This warmed up water then joins the boiler circuit. The increase in the temperature of the return circuit allows a reduction in gas consumption.

EXAMPLE OF COOLING TOWER ENERGY RECOVERY



Progress in NTN-SNR FRANCE energy performance

Progress in NTN-SNR ROULEMENTS energy performance



INDEX 2018

Progress in **gas** performance Progress in **electricity** performance Progress in **overall** performance
 INDEX : reference FY15-16-17

PRODUCT ENERGY PERFORMANCE

The European regulatory environment has been changing profoundly for automobile manufacturers. The average CO₂ emissions of the fleets must respect milestones (95 g/km in 2021, 68 to 78 g/km in 2025, 60 g/km to be confirmed in 2030) in order to fulfil the commitments of the Paris Climate Agreement. In the event of higher emissions, heavy financial penalties are foreseen for the manufacturers. In addition, the increase in average temperature on Earth will exceed +1.5°C.

We are committed to reducing CO₂ emissions related to our automotive products through a plan to improve product energy performance. NTN-SNR is currently working on the development of a KPI to monitor the energy performance of its products.

► Actions

Openness: analysis of the competition, collaborations within the group, an R&D partnership.

Innovations: leading innovative projects to develop disruptive solutions.

Fundamentals: development of our means of testing and calculation for more finely-tuned energy performance. Work on the manufacturing methods, materials, surface treatment, design rules.

Sharing of know-how: establishing training courses.



84%

OF OUR TECHNICIANS, SUPERVISORS
AND EXECUTIVES HAVE BEEN TRAINED
TO OUR CODE OF ETHICS WITHIN
NTN-SNR ROULEMENTS

2017 :

- 84% for NTN-SNR Roulements

2016 :

- 88% for NTN-SNR Roulements

77%

OF TURNOVER COVERED BY THE
RESPONSIBLE PROCUREMENT
CHARTER

(COMPARED TO 50% IN FY2016)

Ethics

Ensuring the exemplary nature of our practices

In a world in which requirements are increasingly important and constantly changing, risks are increasing and the expectations of our partners are on the rise, preserving their trust and our reputation is only possible through exemplary and responsible professional behaviour.

ETHICS ARE OUR COMMITMENT

We are committed to conducting our **business in an honest and fair manner**, observing the regulations and compliance obligations that are applicable to us.

We **reject corruption** in all its forms as well as any **impediment to competition rules**.

We work to ensure the **sincerity of our financial information**.

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

► OUR CODE OF ETHICS

In coherence with our values, the **Code of Ethics** was established in 2010. It describes our fundamental principles in ethical matters and the way in which we intend to manage our relations within the Group, on our markets and in our environment.

The deployment of the Code of Ethics is part of our ongoing progress approach.

The themes covered in our Code of Ethics include the protection of people, the protection of the Group's assets, environmental protection, abidance by laws and regulations, relationships with partners and the prevention of fraud and corruption.

► PROTECTION OF PEOPLE

Above and beyond the physical protection considered by our security policy, the protection of persons also concerns:

- Non-discrimination in any form, from hiring to professional advancement
- Protection of the personal data of employees, and also that of all of our partners (customers, suppliers, etc.)

- Respect for national and international regulations: trade union freedom, the prohibition of forced labour and child labour, behaviour contrary to human dignity
- Female/Male equality

► PREVENTION OF EXTERNAL FRAUD AND CYBERCRIME

The "market" for fraud is booming. Players are proliferating, becoming more professional and constantly innovating. We need to integrate this root trend into our reflexes and ensure that every member of staff adapts his or her behaviour in the face of this growing threat.

To limit our exposure to these risks we have chosen to train our staff. A procedure for prevention and a specific training module have been deployed. An alert system has also been put in place to quickly escalate any potential threat and take the necessary measures rapidly. Operations of awareness are regularly carried out with all the teams, as reminders of the instructions of vigilance.

► RESPECT FOR COMPETITION LAW

A programme of compliance with competition law has been in place since 2014.

We use different means such as training, online questionnaires and E-learning in order to maintain an adequate level of awareness about these topics.

► ANTI-CORRUPTION COMPLIANCE

Within the framework of the Sapin II law, a mechanism and a plan of action are under deployment with the following main lines:

- Preventing and combating corruption
- Managing conflicts of interest

- Implementing procedures for partner assessment and strengthening the monitoring of economic sanctions
- Strengthening our alert procedure
- Updating staff training on these developments

RESPONSIBLE PROCUREMENT

Company purchases are mostly carried out in a centralised way (based in Annecy) for Europe. The plants manage operating purchases and a few production purchases following the defined delegations.

NTN-SNR Roulements integrates the principles of collaborative and responsible procurement in its relations with suppliers. Under this title, in 2014 the company established a **Collaborative and Responsible Procurement Charter** as a reminder of its commitments in the field of commercial relationships, ethics and the environment and to clarify its requirements with respect to its suppliers.

▶ LEVEL OF DEPENDENCE OF LOCAL SUPPLIER ON THE COMPANY

In order to limit the risk of dependence of our suppliers we take account of the weight that we represent in their activity when awarding contracts. We are vigilant to remain under the defined thresholds for dependency.

▶ SUSTAINABLE DEVELOPMENT CRITERIA

During the analysis of calls for tender, we integrate the overall cost of the solutions proposed by our suppliers in order to take the best decisions with the entire scope of cost at our disposal. The optimisation of our transport flows is also an area for improvement by implementing lower consumption solutions.

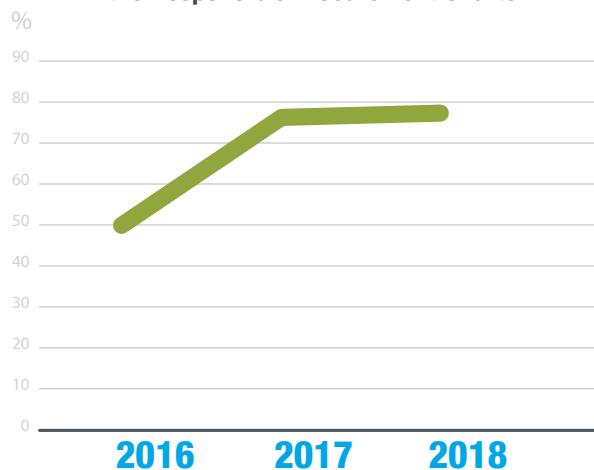
▶ NTN-SNR RECOGNISED FOR THE QUALITY OF ITS COLLABORATIVE RELATIONS

NTN-SNR is committed to maintaining a sustainable and balanced relationship with suppliers as a pledge of sustainable performance.

Under this title NTN-SNR took part in the Thésame PEAK programme (Purchasing European Alliance for Knowledge) for the development of an indicator to measure the quality of customer / supplier relationships, an indicator that was subsequently adopted by the automobile industry as a reference indicator from 2015 to 2017.

The company NTN-SNR has regularly emerged at the top of cross-assessments for the Quality of its collaborative relations with its suppliers.

Rate of turnover covered by the Responsible Procurement Charter



THE COMMITMENTS OF THE NTN-SNR RESPONSIBLE PROCUREMENT CHARTER



The commitment of NTN-SNR with respect to its suppliers

Secure our
collaborations

Develop a win-win
relationship

Apply a transparent
procurement policy

the expectations of NTN-SNR vis-à-vis its suppliers

Adhere to the guiding principles
of human rights

Take environmental challenges
into account

Put professional
honesty first

A lasting and balanced relationship in a framework of mutual confidence

INI TIA TIVES

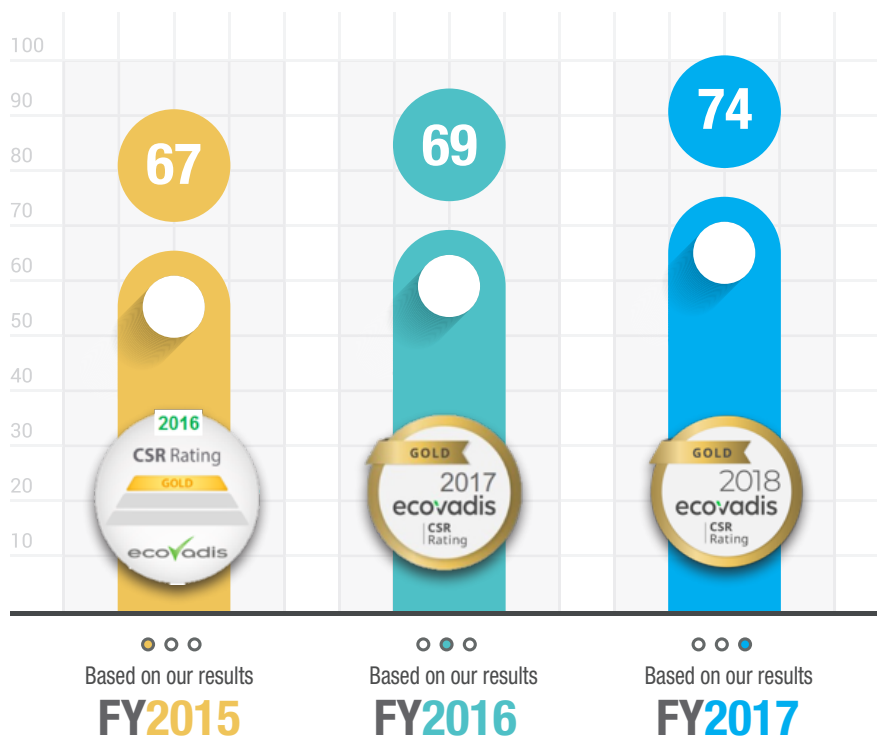


Ecovadis Assessment

In order to assess our performance in the area of CSR in the most objective manner there is, we work in close collaboration with the online platform for assessment and exchange - EcoVadis. This online platform is an interface between customers and businesses, which allows information in matters of Corporate Social Responsibility to be shared and disseminated. The result of the ECOVADIS assessment allows us to identify the steps to make progress and to keep improving our performance, to highlight our methods and to see where we stand in relation to other companies in our sector.

Therefore, we submit to an annual questionnaire, the objective of which is to assess our CSR performance. Our latest result, obtained in December 2018 for the CSR Report FY 2017 is 74/100, which places us in the Top 1% of the companies assessed in our sector of activity. With its Gold level of commitment, NTN SNR is now listed as an "advanced" supplier in CSR.

Improved CSR performance:



Correspondence of our grade with the EcoVadis reference guide:

74/100

TOP 1%
OF COMPANIES ASSESSED

Structured CSR Approach

Quantified commitments and tangible actions on all issues

Detailed information on the implementation

CSR reporting on the actions/performance indicators

Measures for the climate

NTN-SNR presides over the Climate Club of the city of Annecy, an initiative which is defined as a consultative forum on themes such as global warming, energy savings, the development of renewable energies, etc.

Nearly 60 members participate in the Climate Club of the city of Annecy, among which there are volunteer inhabitants, institutional and socio-economic partners and the associative sector. Since 2015, the Business Climate Club was created specifically to allow local businesses to come together alongside actors in Sustainable Development of the city of Annecy.

Concrete exchanges have been held on the subject of mobility for example, to reflect together on solutions that will allow the agglomeration of Annecy to become greener in terms of transportation and climate protection. The goal of these initiatives is to improve the quality of life of the inhabitants of the agglomeration, and to allow local businesses to become real partners on climate issues.

The NTN-SNR Sustainable Development department represents the company at these meetings and presents the actions put in place by NTN-SNR around themes relating to Sustainable Development. In particular, our CSR approach has been presented in its entirety as an example, as well as our ISO 50001 approach.

Our involvement in the Climate Club reflects our commitment to meet the expectations of our stakeholders in environmental matters, and to engage in a policy of Sustainable Development consistent with the needs and expectations of the Commune of Annecy.

NTN-SNR, in collaboration with Grand Annecy, is building mobility plans: diagnostics and plan of action to develop travel solutions (car pools, public transport, soft modes of transport, etc.).



Measures taken in favour of work for the disabled

FROM LEGAL OBLIGATION TO COMPANY POLICY

In accordance with the legal provisions in force, any employer employing at least 20 employees is obliged to employ full-time or part-time workers with disabilities in a proportion of 6 % of the total workforce of the company.

This obligation can be fulfilled either by the direct hiring of disabled workers or, within a certain limit, by subcontracting with the protected or adapted sector with contracts for the provision of goods or services with:

- Adapted companies (EAs)
- Distribution centres for work from home (CDTDs)
- Assistance through work establishments and services (ESATs, formerly CAT)
- Or independent workers with disabilities

NTN-SNR wishes to reaffirm its commitment in favour of the inclusion and retention in employment of disabled workers and is continuing its efforts in this area, in particular by taking the problem of accessibility into account in its future projects.

PRINCIPLE OF PROFESSIONAL EQUALITY

NTN-SNR wishes to maintain a HR policy free from any discrimination vis-à-vis workers with disabilities, in particular in the field of recruitment, training, compensation, assignment or promotion.

Exclusions

FOOD WASTE

Given the activity of the NTN-SNR group, food waste does not emerge as a priority risk and is not the subject of any particular action.

SUSTAINABLE FOOD ACT (OCTOBER 30, 2018)

Given the late publication of the law on sustainable food (30 October 2018), we have not been able to integrate the fight against

NTN-SNR undertakes to systematically specify in all its offers of employment that the proposed position is accessible to persons with a disability.

ROLES OF PARTICIPANTS IN MATTERS OF HEALTH, SECURITY AND SOCIAL SUPPORT AND MANAGERS

The social service and the medical service, both integrated in the company, contribute fully to the integration and the accompaniment of disabled workers within NTN-SNR Roulements.

In addition to this, managers are bound to comply with the medical restrictions defined by the occupational doctor.

At NTN-SNR Roulements, 6.02% of the employees have a form of disability. For SNR Cévennes, this percentage is 6.77%. We can emphasize that NTN-SNR has always fulfilled its obligations regarding the recruitment of workers with disabilities since the Law dated 10th July 1987. Adapting work stations, investments in terms of ergonomics and the use of sub-contracting to protected workshops contribute to fostering and maintaining the jobs of disabled workers.

Other actions

BLOOD DONATIONS ON THE ANNECY SITE



Each year, NTN-SNR organises blood donation campaigns on its sites, in collaboration with the EFS (French blood transfusion society). Blood donations are organised in shifts one week apart to allow teams with alternate working hours to be included. This year the donations were held in 4 shifts on the Anancy site for a cumulative total of 169 donations for the fiscal year 2018 (nice progress compared to 141 in FY2017!).

IN 2018
169
DONATIONS

SALE OF PASTRIES FOR THE BENEFIT OF UNAPEI 30



October 2018 was notable for a commendable partnership at the Alès plant. UNAPEI 30, an association for disabled children and SNR Cévennes came together to hold a pastry sale. SNR Cévennes gave this worthy association the opportunity to sell its pastries at the guard post (to reach all the teams). SNR Cévennes staff purchased 184 pastries on 4 October 2018. With contributions from Senior Management and the Company Works Committee, the proceeds from the pastry sale at SNR Cévennes amounted to €€760.

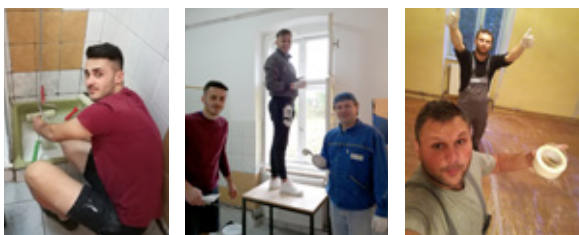
A LOVELY PROJECT FOCUSING ON FUTURE GENERATIONS!

Through a patronage project, the employees of NTN-SNR Rulmenti (Sibiu) have become involved with a local orphanage: they have renovated a house in order to offer the children a welcoming and more modern living environment. Apart from the material aspect, many moments have been shared with the children, such a party or a visit to the factory for example. The members of the project also

taught the children how to manufacture a ball bearing. This project was undertaken by more than 20 NTN-SNR employees and involved 60 hours of work. The "Amazing 5" project team received the first prize at the "Proud Awards" of the NTN Corporation in April 2018, as part of the company's centenary.



The 24 young people from the Agârbiciu centre who moved into the house, the AMAZING 5 team and representatives of NTN-SNR, the Association and the direction of the Agârbiciu centre took part in the inauguration ceremony. Everybody painted drawings on a large canvas on the theme of friendship and the children sang and performed some theatrical scenes. NTN-SNR listened to their stories, made gifts and planned other activities.



This project allowed NTN-SNR Rulmenti to reach several objectives:

- Develop team spirit: an operational team has been created to contribute to social projects
- Develop volunteering: managers and their teams were very willing to lend their assistance
- The project contributed to raising public awareness about the need to be involved in the life of the community
- Promotion of the NTN-SNR brand, its actions and its team

THE “DIFFERENT WEEK” AT SIBIU

During the week of 1st October 2018, the Sibiu site held another Different Week, its annual project of awareness on themes of the environment and security.

The concept of the "different week" is borrowed from the annual national programme of education, and the goal is to offer young people and teachers the opportunity to become involved in "different" activities outside of school and thereby discover trades and professions.

This project was in response to several objectives:

- To organise informal activities, training, demonstrations, participatory and interactive to raise awareness about environmental and security themes.
- To continue the initiatives of previous years about ecology and ergonomics

Among the activities were a simulated environmental incident in the workshop and a selective sorting competition in production. Like every year, the most popular activities were sport at work and the eco-volunteering actions: this year planting trees and going by bike to clean the river which runs through the city.



The employees of the Sibiu site after cleaning the river (the Cibin), 5 October 2018

THE CORPORATE GAMES, SUPPORTING TEAM SPIRIT

Since 2013, NTN-SNR has been taking part in the city of Annecy Corporate Games. This is the premier multi-sport inter-business challenge in France and in the world. This event has been held since 1988 in more than 60 cities in the world. In 2018, it brought together 5,200 participants representing more than 160 companies.

In 2018, 320 NTN-SNR employees took part in this event. This makes 45% more employees than in 2016. A company presentation stand with objects and documents to promote the company was open for the entire duration of the event.

On the programme of this 100% sporting weekend were social interactions and networking: the opening evening, the sporting competitions, the parade of athletes, the opening ceremony, the Games Party and of course the presentation of the medals and trophies to reward the most sporting companies in France.



THE CENTENARY EVENTS

On the occasion of its 100 years in 2018, NTN-SNR organised several events to celebrate this anniversary. Many events were held in different locations of the group. The festivities took place in the region around Annecy, notably with an exhibition at the Bonlieu cultural centre; but there were also events in the various subsidiaries of the group. Visits to the various Alpes sites were possible for NTN-SNR Roulements employees and their families. An employee evening was also organised. The 100 years human logo was represented on the shores of Annecy lake, as well as with our Italian collaborators at ICESA.





100th
ANNIVERSARY



**Read our Statement of Extra-Financial Performance
on the website NTN-SNR.fr under the CSR section.**

NTN-SNR CONTACT

STÈVE RICHEZ

0450653146

steve.richez@ntn-snr.fr