



NTN Transmissions Europe

DÉCLARATION DE PERFORMANCE EXTRA-FINANCIÈRE



©
M
err
y /
Un
spl
as
h

Fiscal year 2024

1 April 2024 to 31 March 2025

The Statement of Extra-financial Performance by NTN Transmissions Europe Allonnes and its subsidiary NTN Transmissions Europe Crézancy was produced in accordance with articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

The Statement of Extra-financial Performance replaced the former CSR (Corporate Social Responsibility) Report in summer 2017.

The information relates to fiscal year 2024 (*1 April 2024 to 31 March 2025*)

NTN Transmissions Europe

Limited company with share
capital of €39,988,327.44

Le Mans commercial and
companies registration (RCS) no.
421 162 751

Zone Artisanale des Trémelières
Communauté Urbaine du Mans
72704 ALLONNES Cedex

Contents

PRESENTATION OF NTN TRANSMISSIONS EUROPE AND ITS POSITIONING WITHIN THE NTN GROUP.....	6
1. PRESENTATION OF NTN CORPORATION.....	7
2. PRESENTATION OF NTN TRANSMISSIONS EUROPE.....	9
3. HISTORY OF NTN TRANSMISSIONS EUROPE.....	10
4. Product presentation.....	11
5. GOVERNANCE	13
a. Organisation charts for the different facets of the organisation:	14
POLICY & STRATEGIC DIRECTIONS.....	17
1. PHILOSOPHY AND VISION OF THE NTN GROUP	18
6. COMMITMENTS.....	20
7. MATERIALITIES AND ESG STRATEGY OF THE NTN GROUP	22
8. BUSINESS MODEL OF NTN TRANSMISSIONS EUROPE.....	23
9. Trends & factors influencing our business model	24
10. OVERALL POLICY OF NTN TRANSMISSIONS EUROPE.....	25
11. FY25–FY27 REORGANISATION PLAN	27
THE PRIORITIES OF NTN TRANSMISSIONS EUROPE.....	28
1. Indicator selection	29
1. Health and Safety at Work	31
a. Accidentology	34
b. Safety dialogue & Code 99	35
c. Preventing the risk of bullying.....	35
d. Implementing a month dedicated to health and safety.....	36
e. Safety reception	36
f. Creating a safety training hub – the “Safety Dojo”	37
g. Safety of personnel in our buildings and outdoor areas	37
h. Ergonomics	37
i. Improving working conditions.....	38
j. Preventing the effects of exposure to occupational risk factors.....	41
k. Risk prevention, information and awareness.....	41

l.	Promoting physical and sporting activity	42
m.	Blood donation	42
n.	Fighting food poverty	44
o.	Fighting food waste	44
p.	Respect for animal well-being	44
q.	CAP2027 reorganisation plan and occupational health & safety	45
r.	Bond between the business and the nation.....	47
2.	Human resources (HR).....	48
3.	DEVELOPMENT OF HUMAN CAPITAL	50
a.	In-house career development	50
b.	Executive people reviews	51
c.	Career interviews.....	52
d.	Staff induction	53
e.	Strict respect for ethical rules	53
f.	Industrial relations.....	55
g.	Quality of life and working conditions	56
h.	Staff engagement	56
i.	Internal communication to serve our performance.....	57
4.	EMPLOYABILITY	60
a.	Support for future generations	60
b.	Development of CQPM (joint qualification certificate in metallurgy) and training leading to qualifications	62
5.	DIVERSITY AND INCLUSION	63
a.	Professional gender equality index	64
b.	Obligation to employ workers with disabilities.....	64
6.	BUSINESS ETHICS	66
a.	Strict respect for ethical rules	66
b.	Reducing the impact of our activities,.....	68
7.	GREENHOUSE GAS EMISSIONS	73
8.	RESOURCE PRESERVATION	80
9.	WASTE PROCESSING	83
10.	INTEGRATION OF BIODIVERSITY	85
11.	From SEFP to CSRD	86



Towards a “NAMERAKA” world

Growing awareness of the importance of climate issues, resource preservation and quality of life at work intensified further in 2024. Faced with these challenges, NTN Transmissions Europe is pursuing its transformation in response to the expectations of its colleagues, customers, partners and shareholders while following an ambitious pathway towards carbon neutrality.

Our company is resolutely committed to achieving carbon neutrality by 2040 across all its emissions – scopes 1, 2 and 3. This means not only directly reducing our emissions, but also incorporating innovative technologies and engaging our ecosystem of suppliers in a collective approach to decarbonisation.

Concrete actions taken or continued in 2024 include:

- Deploying energy- and water-efficient technical solutions, such as adiabatic coolers and sunshades fitted with solar panels.
- Applying LED lighting and energy optimisation at all our sites, incorporating ISO 50001 certification.
- Supporting our suppliers in assessing and reducing their carbon footprints.
- Developing highly energy-efficient products for hybrid and electric vehicles.

At the same time, we are strengthening our Quality of Life and Working Conditions policy and investing in workstation ergonomics, convinced that well-being at work is an essential driver of sustainable performance.

This momentum relies on the commitment of our teams, the richness of their ideas and the support of our shareholder. Together, we are building a future that will be more harmonious, more efficient, more “NAMERAKA”.

Sébastien Nicolaux
Chief Executive
NTN Transmissions Europe



PRESENTATION OF
NTN TRANSMISSIONS
EUROPE AND ITS
POSITIONING WITHIN
THE NTN GROUP

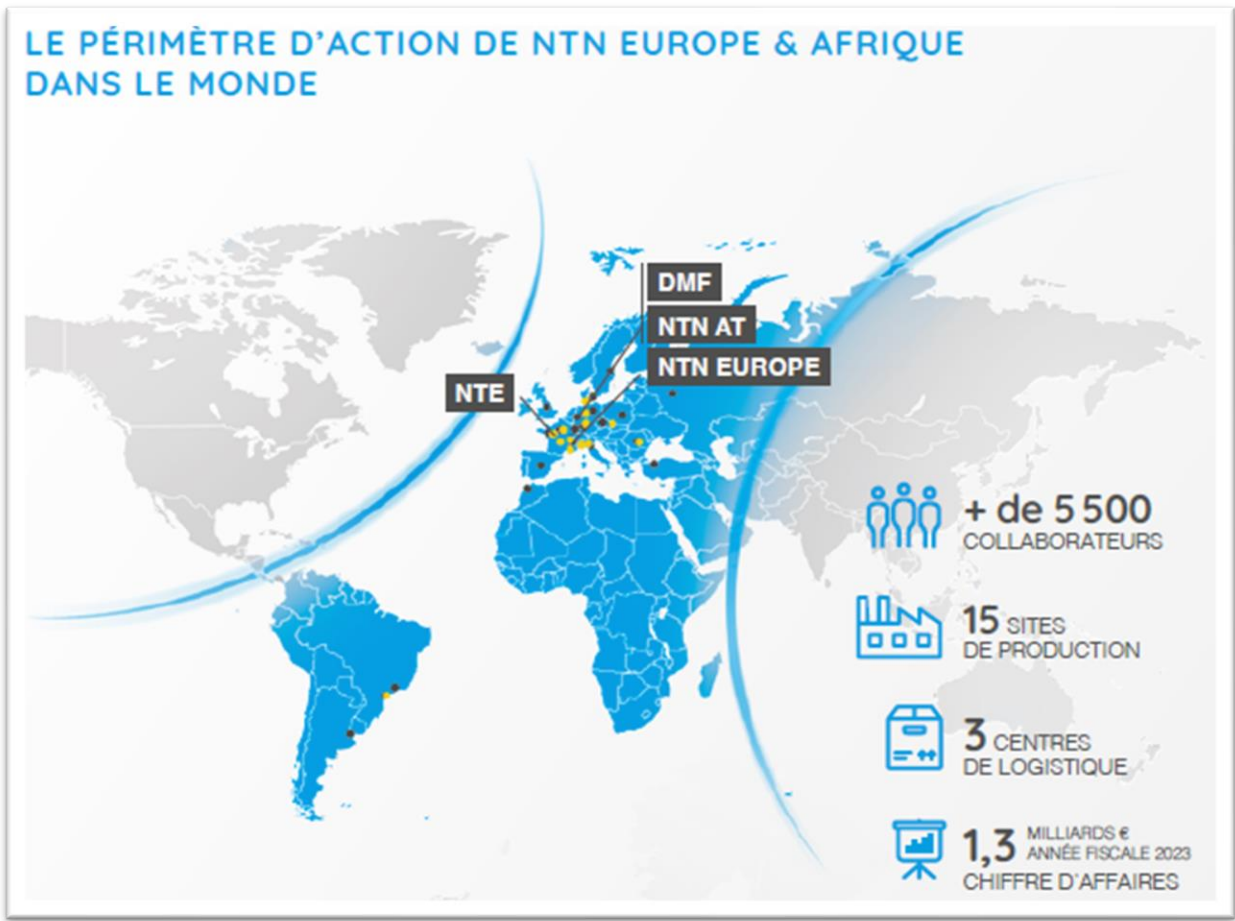
1. PRESENTATION OF NTN CORPORATION

NTN Corporation (New Technology Network) is a global leader in the design, development and production of bearings, linear modules, constant velocity joints (CVJs), tensioners and suspension parts and the provision of services. NTN Corporation operates in all industrial, automotive and aeronautical markets. Its products are sold under the NTN, BCA, BOWER and SNR brands.

The NTN Group has a global presence, with 72 production sites in 14 countries, sales units and design offices.



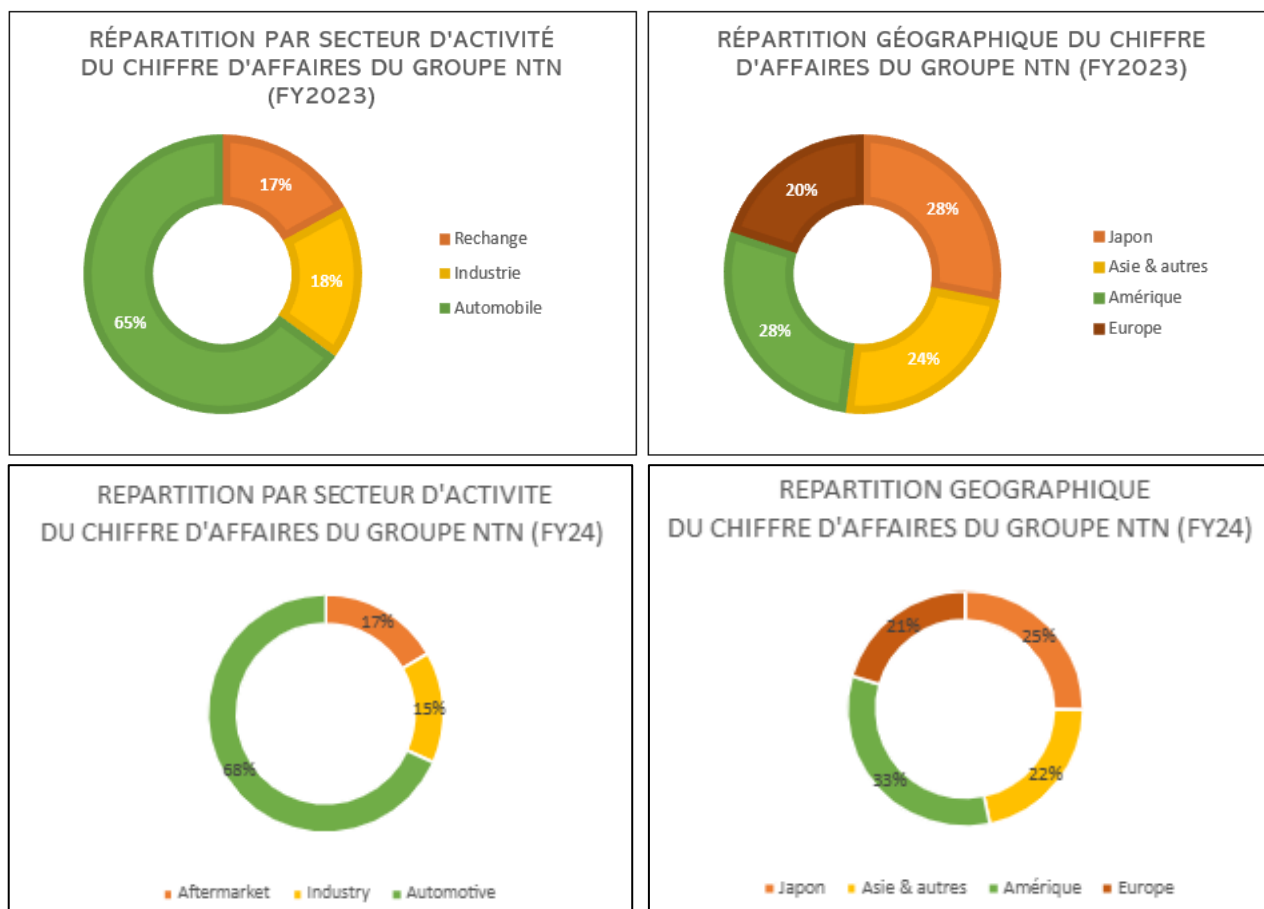
A strengthened presence within Europe:



And particularly in France:



Breakdown of NTN Group turnover:



2. PRESENTATION OF NTN TRANSMISSIONS EUROPE

NTN Transmissions Europe, a wholly-owned subsidiary of NTN Corporation, has a production site in Allonnes, Sarthe. The company also has administrative offices and an R&D department.

The main customers of NTN Transmissions Europe, whose primary shareholder is NTN Corporation, are leading car manufacturers, as its business targets the automotive OEM sector, where competition is fierce (GKN, Neapco, IFA, Nexteer etc.).

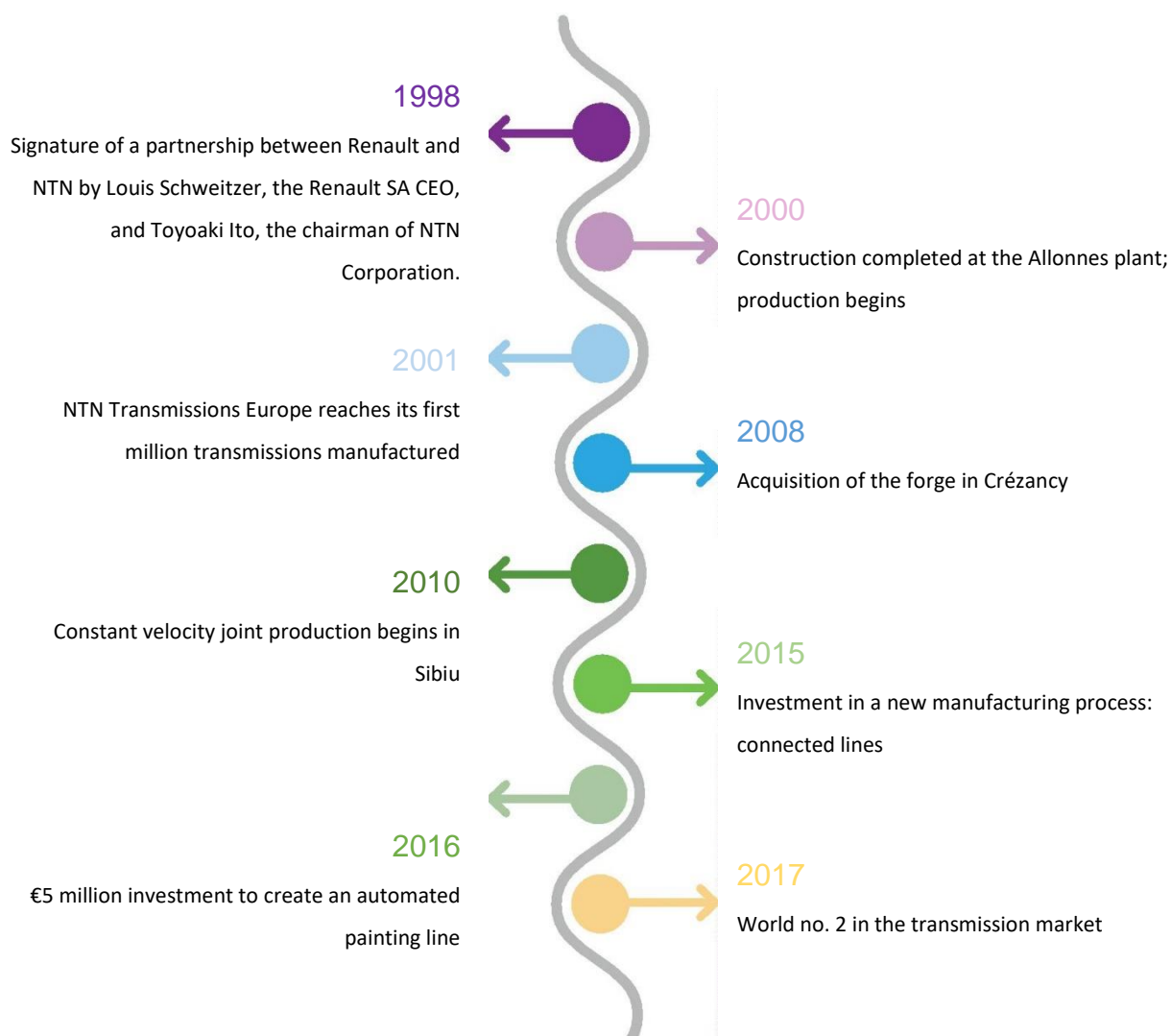
Since the main component of a transmission is steel, the company is heavily affected by steel price fluctuations.

NTN Transmissions Europe has its own wholly-owned subsidiary, [NTN Transmissions Europe Crézancy](#), its main supplier, a manufacturer of forged parts in Aisne.



The **NTN Transmissions Europe** customer base is located in Western and Eastern Europe. The company uses a subcontractor in Romania, for example, **NTN-SNR Rulmenti in Sibiu**, enabling it to offer machining and assembly services close to its markets in the east.

3. HISTORY OF NTN TRANSMISSIONS EUROPE

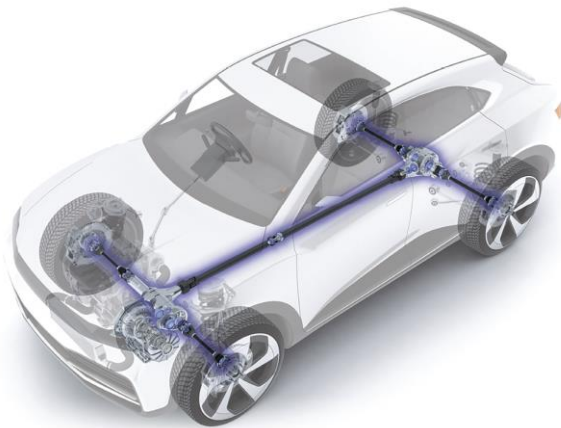


Workforce on 31 March 2025

NTN Group workforce	21,996 people
NTN TE Allonnes workforce (fixed-term & permanent)	604 people
NTN TE Crézancy workforce (fixed-term & permanent)	104 people

4. PRODUCT PRESENTATION

The company designs, machines and assembles mechanical transmission components for manufacturer customers and tier 1 OEM suppliers in the automotive industry. These parts are essential components of the drive system, whether they are for internal combustion, hybrid or, increasingly, fully electric engines.



The company's primary products are CVJ boots (wheel components), shafts and tulip assemblies (gearbox components). These parts are made from bars or forged parts and undergo complex industrial processes:

Precision machining, either dry or with optimised lubricants, with demanding tolerances in terms of dimensions, concentricity and surface condition.

Cold rolling to form teeth, guaranteeing excellent mechanical strength and a silent transmission.

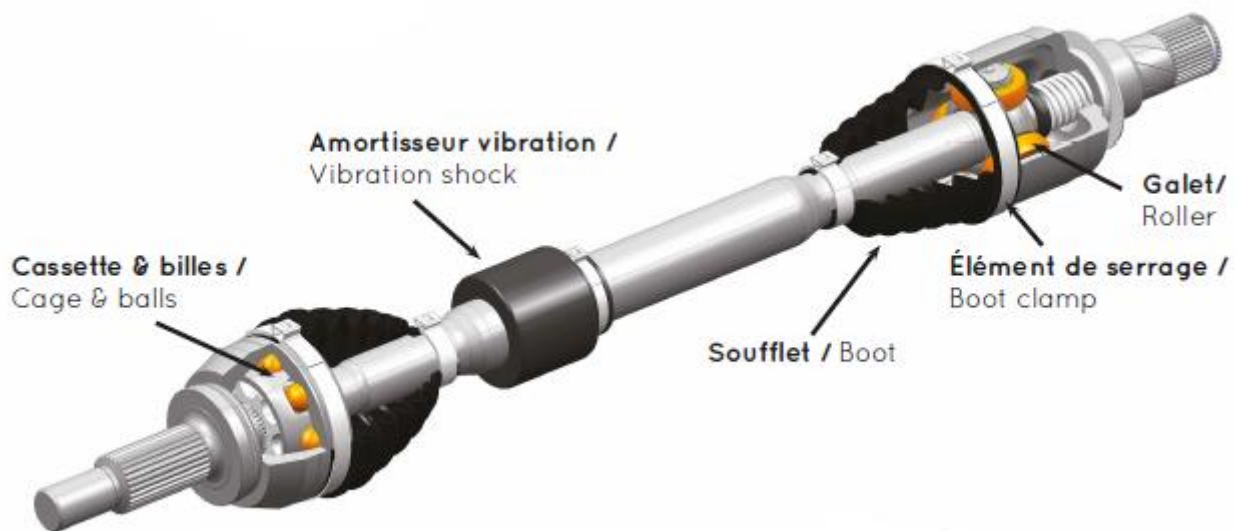
Induction heat treatment, with localised quenching and tempering, for greater resistance to wear and fatigue.

Destructive & non-destructive testing, automated dimensional measurement and traceability guaranteed throughout the production chain.

The products supplied comply with high quality standards (e.g. ISO TS, IATF), incorporating ever-stricter requirements in terms of the durability, weight reduction and energy performance of vehicles.

Anticipating developments in the market, the company is developing and adapting its skills to incorporate components compatible with electric vehicle transmissions (high-performance joints, reduced operating noise, lubrication suited to higher speeds etc.).

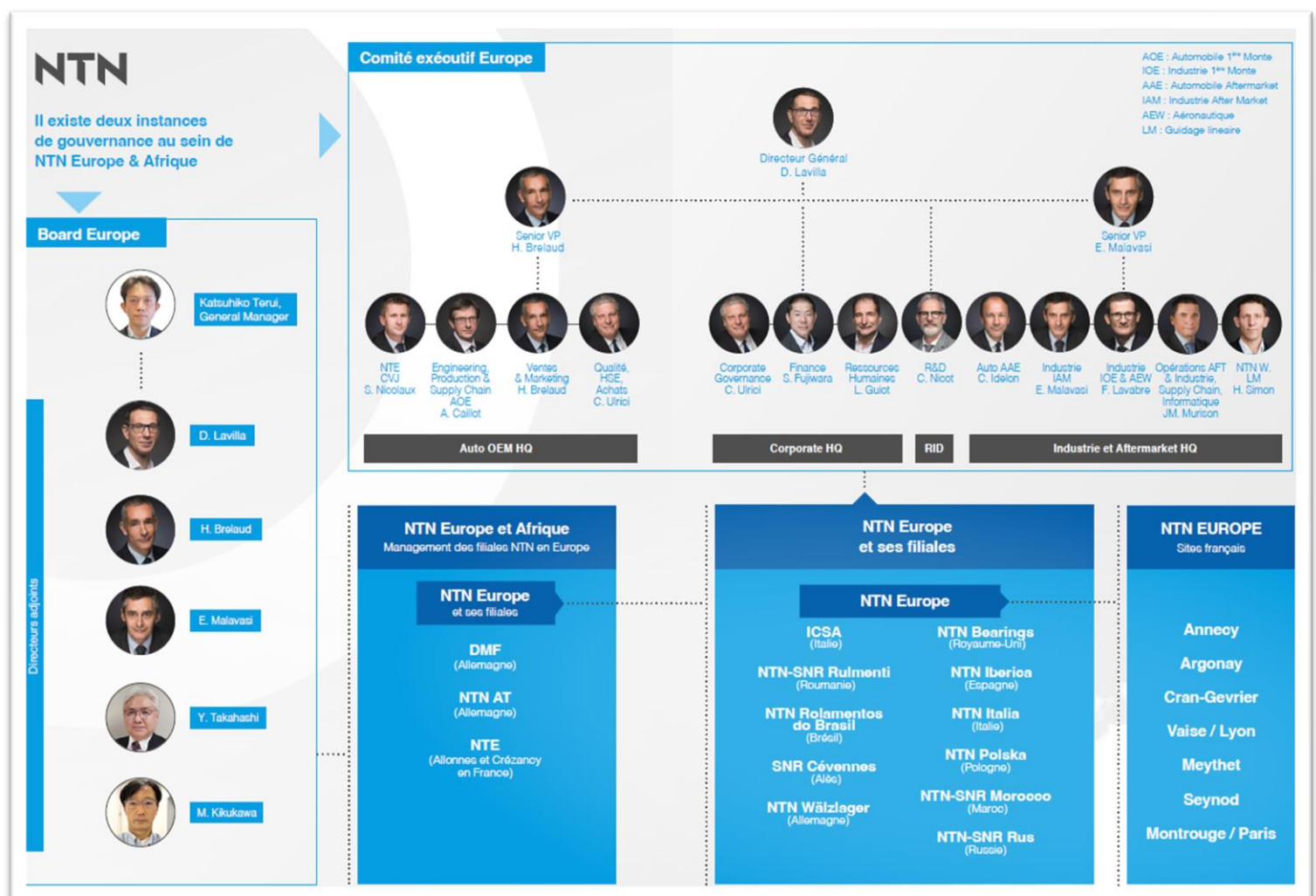
Each project undergoes a dedicated industrialisation process, working closely with the customer's design office, to guarantee robustness, competitive costs and compliance with the specifications for each vehicle platform.



5. GOVERNANCE

Reinforcing and improving the Group's governance is one of its key management priorities. Steps have been taken to make management more efficient and robust while striving to increase transparency by disclosing information quickly and accurately to shareholders and investors.

The NTN Europe group is organised as follows:





With a variety of backgrounds, experiences and skills, the members of the NTN TE board help the company develop its strategy by contributing their expertise.

Composition of the board on 31 March 2025

Katsuhiko Terui	Chief Executive of NTN Europe and Africa
Sébastien Nicolaux	Chief Executive of NTN Transmissions Europe
Hervé Brelaud	Deputy Chief Executive of NTN Europe
Melinda Mathe	Director
Nobuko Nonami	NTN Corp
Dominique Rousseau	CFDT representative
Romain Menage	CGT representative
Pascal Froger	CFE-CGC representative

The board members meet at least three times a year.

In fiscal year 2024, the board met five times on the following dates:

- 30 April 2024
- 30 July 2024
- 27 September 2024
- 30 January 2025
- 28 March 2025

POLICY & STRATEGIC DIRECTIONS

1. PHILOSOPHY AND VISION OF THE NTN GROUP

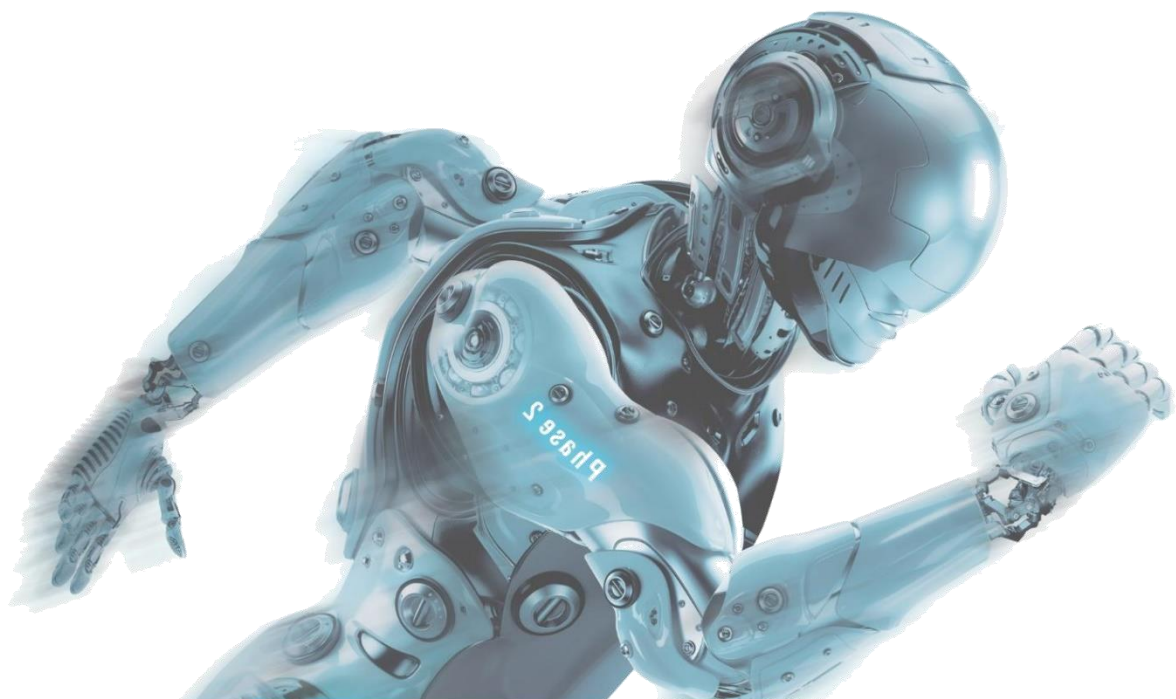
The philosophy of the NTN Group is to contribute to international society by creating new technologies and developing new products to create a **NAMERAKA** society.



NAMERAKA is a Japanese word, rich with meanings. It is an everyday term that conveys a certain vision of the world, with a focus on smoothness, softness, harmony etc.

A **NAMERAKA** society is a world where everyone can live safe, fulfilling lives in harmony with nature.

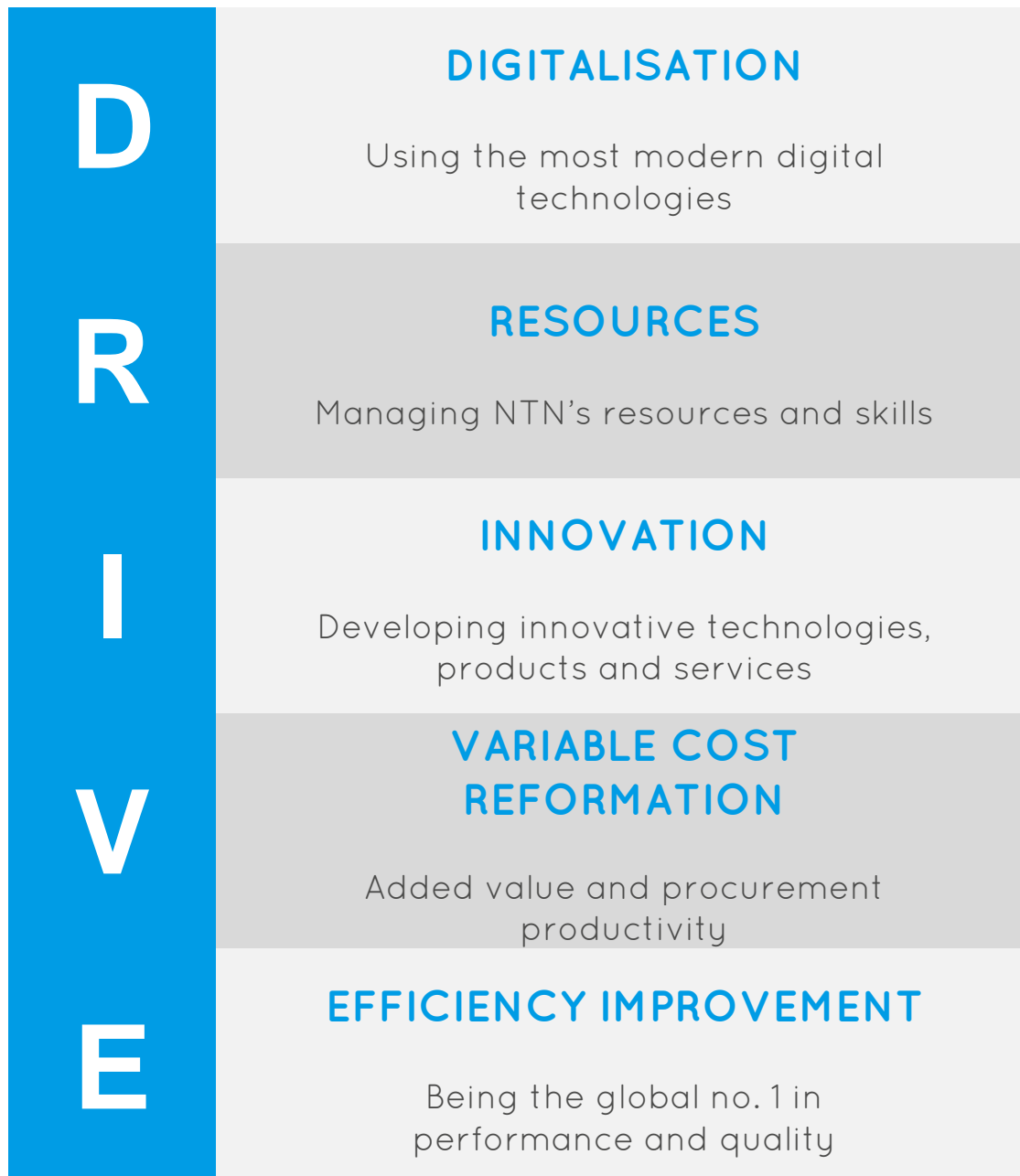
“ Contributing to global society by developing in harmony with all our stakeholders. ”



Alongside this philosophy, the NTN group's vision means:

- Transitioning from a manufacturing company to a company that sells value to its customers through its products and services.
- Addressing changes in our environment: electrification, industry 4.0, digital transformation etc.

To achieve this, the group relies on the Drive NTN 100 medium-term plan (April 2018 to March 2027), organised around five themes:



6. COMMITMENTS

Safety: The safety of our staff is an absolute priority for our company. We are committed to guaranteeing a safe working environment, preventing accidents and protecting every employee's physical and mental health. Our Safety policy is based on a continuous improvement approach, supported by all levels of management and a shared safety culture. Concrete initiatives are put in place to raise awareness, provide training and empower all staff to achieve the goal of "zero accidents". This commitment also involves rigorously monitoring safety indicators and systematically analysing incidents to learn lessons for the long term.

Customer satisfaction: The satisfaction of our customers is central to our development strategy. We are committed to understanding and anticipating their needs, providing high-quality products and services and establishing lasting relationships based on trust. This commitment is reflected in active listening, regular discussion and ongoing responsiveness to customers' expectations. We use satisfaction measurement tools to identify areas for improvement and continuously adapt our practices. This continuous improvement approach aims to strengthen the company's global performance while creating value for our customers.

















Environmental protection: Aware of our responsibility to the planet, our company gives environmental protection a central place in its strategy. We are committed to reducing our environmental footprint by adopting sustainable practices at every stage of our activity. This includes optimising resource consumption, limiting greenhouse gas emissions and managing waste responsibly. We also invest in innovative technologies and environmentally friendly solutions to minimise the impact of our operations. By involving all our employees and partners in this approach, we underline our ambition to contribute actively to the ecological transition.

Ethics: Ethics are a fundamental pillar of our corporate culture. We are committed to operating our business with integrity, transparency and respect for the rules, both legally and morally. This commitment includes shared

principles of conduct, respect for human rights and combating corruption, conflicts of interest and any form of discrimination. We take care to inform and train our employees about ethical issues and to promote a working environment founded on trust, responsibility and setting an example. These ethical standards guide all our decisions and relations with our stakeholders.

7. MATERIALITIES AND ESG STRATEGY OF THE NTN GROUP

Based on strong values shared by all the group's entities, and on the philosophy of "Make the World **NAMERAKA**", the NTN Corp group has constructed its materiality matrix and its ESG strategy based on several of the 17 sustainable development goals defined by the United Nations, to which NTN has subscribed since 2015. NTN TE is thus a stakeholder in achieving these goals.

ENVIRONMENT	Contributing to a low-carbon society	1. Reducing energy losses		
		2. Building a sustainable society by using natural energy		
	Achieving carbon neutrality	3. Responding to climate change		
	Protecting the environment	4. Recycling resources and preventing pollution		
SOCIAL	Contributing to prosperity	5. Ensuring safety and comfort		
	Sustainable procurement	6. Improving the reliability of products and services		
		7. Procurement activities emphasising the environment and society		
	Human development	8. Respecting human rights		
		9. Promoting health and safety		
		10. Developing human resources		
		11. Promoting diversity		
GOVERNANCE		12. Rigorous compliance		
		13. Strengthening governance		



OBJECTIFS  **DE DÉVELOPPEMENT DURABLE**

8. BUSINESS MODEL OF NTN TRANSMISSIONS EUROPE

As an integral part of the NTN group, the world leader in its fields of activity, the third-biggest bearing manufacturer worldwide, the world number one in automotive wheel bearings and number two for transmission joints, NTN Transmissions Europe creates value by defining the applications of NTN Corp products designed with all the knowledge and resources built up over 100 years.

This value creation takes place through processes incorporating R&D, industrialisation, manufacturing, marketing and procurement. It relies on the following resources:

Human resources:

809 employees in Allonnes & Crézancy
(fixed-term, permanent, apprentices & temporary staff).

Training: 1.84% of payroll

Technical and intellectual resources

Design office: 53 employees including the central industrialisation staff, 4 of them apprentices.

Marketing: 5 employees

Industrialisation: 28 employees including 3 apprentices

Production resources

Installed capacity: 90,000 to 100,000 transmissions/week

System resources

ISO 14001, ISO 45001, ISO 50001 and
ISO 9001/TS 16949 certification

The company's business model is based on its experienced human capital, recognised industrial expertise in precision machining and mastery of specific processes such as rolling, induction heat treatment and dry machining. Its material resources include automated manufacturing equipment, connected production lines and infrastructure tailored to the requirements of quality and performance. The company also relies on long-term customer partnerships, a network of specialist suppliers and an internal dynamic of continuous

improvement supported by the lean approach, visual management (Obeya) and technological innovation.

The company produces highly technical transmission components for vehicle manufacturers and OEM suppliers. It adds value with the precision of its processes, the reliability of its deliverables and its ability to respond to the sector's growing needs in terms of quality, lead times and energy performance. As well as the economic value it generates, the company contributes to local employment, industrial skills development, the structure of the French automotive sector and industrial sovereignty.

In addition, the gradual electrification of the vehicle fleet represents an opportunity for strategic repositioning. Thanks to its expertise in precision machining, its ability to manufacture new products on an industrial scale and its organisational agility, the company is preparing to support this transition, including adapting its production lines to the new technical requirements associated with hybrid or fully electric drivetrains. This dynamic reinforces the creation of environmental value and the country's long-term industrial future.

9. TRENDS & FACTORS INFLUENCING OUR BUSINESS MODEL

The NTN Transmissions Europe business model is influenced by multiple structural and cyclical factors. These include the growing electrification of the vehicle fleet, technological developments associated with the automation of industrial processes, increasing cost pressures in a highly competitive market and rising standards in terms of environmental and social responsibility. These trends require continuous adaptations to products, services, processes and skills, which the company is anticipating with investment in connected production lines, product innovation, internal training and employee dialogue. Stricter regulatory requirements, shortages of skilled labour and shifting expectations of mobility are also fundamental factors that need attention to ensure the long-term future of the business.

10. OVERALL POLICY OF NTN TRANSMISSIONS EUROPE

The group's ESG strategy is shared with all its entities, and the plan defined for the future enables NTN TE to establish the themes and priorities of its overall policy, which was redefined this year for the next three-year period from April 2024 to March 2027.

Politique générale de NTN Transmissions Europe (NTE) pour le triennal (Avril 2024 à Mars 2027)

La politique de NTE s'inscrit parfaitement dans celle de notre maison-mère NTN Corporation. Elle considère d'une part la vision à l'horizon 2035 du groupe qui a pour objectifs :

- D'accroître la compétitivité de l'entreprise,
- D'atteindre nos objectifs de neutralité carbone,
- D'assurer un développement humain harmonieux.

Ces objectifs moyen terme s'inscrivent dans la cible de réalisation d'une société « NAMERAKA », c'est-à-dire une société où les gens peuvent mener une vie sûre et épanouissante en harmonie avec la nature.

D'autre part, elle suit les directives du plan « Drive NTN 100 Final » qui vise, pour les 3 ans à venir, à :

- Améliorer la rentabilité des business automobiles,
 - Créer et développer des nouveaux business et,
 - Accroître les activités d'après-vente.
- Dans le respect de ces approches, les enjeux NTE du plan FY2024 / FY2026 portent toujours dans les domaines SQCCD sur :
- **S** comme **SECURITE** : une diminution forte de l'accidentologie et une amélioration ergonomique des postes de travail,
 - **Q** comme **QUALITE** : une amélioration de la satisfaction de nos clients au niveau du respect de leurs exigences, de la qualité livrée ainsi que du taux de service (y compris pour la pièce de rechange),
 - **C** comme **CONFORMITE** (ou Compliance): Respect des exigences légales, de nos obligations de conformité, des engagements vis à vis de nos parties intéressées et de notre code éthique.
 - **C** comme **COUTS** et **CASH** : un retour pérenne à un résultat d'exploitation positif par un plan de compétitivité s'appuyant sur :
 - Des projets de développement de nouveaux produits et d'investissements pour obtenir une fabrication « lean »,
 - La remise à plat de notre panel de fournisseurs et de notre supply chain,
 - La diminution de nos coûts fixes par l'optimisation de nos implantations industrielles et de nos capacités
 - L'affectation de nos ressources humaines en fonction des priorités
 - **D** comme **DELAIS** de LIVRAISON et de DEVELOPPEMENT : respect des délais vis-à-vis de nos clients et en interne.
 - La mise en œuvre de cette politique au sein de NTE se fera au travers d'une animation des processus assurant le traitement des écarts et le pilotage de l'amélioration continue. Elle visera à maintenir nos certifications dans les domaines de la santé et sécurité au travail, de la qualité, de l'environnement et de l'énergie. Nous travaillerons également à la mise en œuvre d'une nouvelle norme de sécurité des systèmes d'information exigée par nos clients (TISAX.) Cela nous permettra d'atteindre les meilleurs standards dans ces domaines stratégiques et garantir la pérennité de l'entreprise.

Sébastien NICOLAUX
Directeur général adjoint
Le 07/10/2024

Shuji MOCHINAGA
Directeur général
Le 07/10/2024

11. FY25–FY27 REORGANISATION PLAN

Fiscal year 2024 was marked by a new challenge for our company. Customer demand is evolving and the automotive market is undergoing a profound restructuring. The appearance of very hostile new players, a fairly catastrophic economic outlook and a very serious lack of competitiveness have forced the group to take decisive steps. Reorganisation has become inevitable. On 28 January 2025, the following measures were announced:

- A massive investment plan for the plants in Allonnes (Sarthe), Crézancy (Aines) and Sibiu (Romania) worth a total of €20 million.
- A reduction in the production capacity of the Allonnes site.
- Creating and organising a “Mother Plan” skills unit for the Allonnes plant in order to deploy standards, normalise activities and streamline best practice at all three sites.
- Sadly, the consequence of this ambitious plan is that staffing will have to be brought into line with requirements. A redundancy plan involving 127 jobs has been put in place and was approved by the regional directorate for the economy, employment, labour and solidarity (DREETS) on 28 May 2025.

The plan will be implemented over the next two years, from FY25 to FY27, with the primary goal of a return to competitiveness in FY27.

The redundancy plan affecting 127 of our employees will take place in four phases over these two years, including retirements.

The project, baptised CAP2027, is a real challenge aimed at modernising our industrial facilities and, above all, saving over 500 jobs at all the NTN TE group's sites.



THE PRIORITIES OF NTN TRANSMISSIONS EUROPE

1. INDICATOR SELECTION

To place the commitments in its overall policy on a concrete footing and address its 2024 goals, NTN TE has based its actions on several key indicators.

The indicators in this Statement of Extra-Financial Performance were selected to reflect the CSR criteria most relevant to the NTN TE business model, its activity sector (metallurgy/automotive subcontracting), its stakeholders and the main risks identified.

These indicators make it possible to track objectively the company's policies, their evolution over time and their impact on employment, the environment and society. They were also chosen for their legibility, their availability in our internal reporting systems and the light they shed on strategic decisions.

Health and Safety indicators: the accident frequency and severity rates are essential for managing working conditions in an industrial environment.




The Development of Human Capital indicators are a strategic driver for the company's sustainable performance, particularly in an industrial sector where technology is changing fast and skills are a challenge.

The Respect for the Planet indicators, including monitoring of energy performance, carbon emissions, water consumption and waste production, reflect the environmental impact of our industrial processes, but also our commitment to greater resource efficiency.

The Gender Equality & Training indicators reflect HR policy on skills development and inclusion.

The Responsible Procurement indicators: along with business ethics and ISO 14001 monitoring of suppliers, these illustrate NTN TE's commitment to a responsible value chain.

The company takes care to improve its measurement systems continuously, and may adjust its table of indicators to reflect future sustainability priorities and regulatory requirements (CSRD, European taxonomy etc.).

		FY22		FY23		FY24	
		Allonnes	Crézancy	Allonnes	Crézancy	Allonnes	Crézancy
 A RESPONSIBLE EMPLOYER							
HEALTH AND SAFETY AT WORK	Accident frequency rate	9.14	13	20.99	25	16.92	12,66
	Accident severity rate	0.69	1.05	0.56	0.12	0.70	0.33
DEVELOPMENT OF HUMAN CAPITAL	Individual interview campaign completion rate	78%	84%	38.5%	99%	83% > D7 73% A2 > C6	99%
	Operators’ job satisfaction rate	72%	78%	–	66%	70.4%	–
	% of people trained in the Code of Ethics	49%	85.7%	80.5	100%	100%	100%
	Number of agreements signed	1	1	4	3	2	3
	Number of monthly meetings between senior executives and managers	12		12		12	
EMPLOYABILITY	Number of training courses leading to certification	8		14		15	
	Number of trainees	24	4	24	3	16	4
DIVERSITY AND INCLUSION	Monitoring of the professional gender equality index	94*		93*		93*	
 RESPONSIBLE COMMERCIAL PRACTICES							
BUSINESS ETHICS	% of our suppliers who have signed our collaborative and responsible procurement charter (BOP)	84%		74.4%		89%	
SUPPLIERS WITH ISO 14001 CERTIFICATION	% of suppliers with ISO 14001 certification	76%		71.4%		76%	
 RESPECT FOR THE PLANET							
GREENHOUSE GAS EMISSIONS	Monitoring of our energy performance	–17.7%		+7%		–16.6%	
		–18.7%	–	+6.3%	+8.9%	–18.5%	–17.8%
	Scopes 1, 2 and 3 [tCO _{2eq}]	246,000		305,700		228,447	
		234,393	11,264	293,500	12,200	213,809	14,638
RESOURCE PRESERVATION	Monitoring of our water consumption (base 0 – 2016)	–14.4%		–37.2%		–59.05%	
		–20%	36.6%	–40%	–16.7%	–65.68%	–5.12%
WASTE PROCESSING	% of waste recycled or recovered	95.2%		91.1%		91.2%	
		95.9%	94.1%	92.7%	88.9%	92.6%	88.8%

* indicators monitored over the calendar year



1. HEALTH AND SAFETY AT WORK

As its top priority, NTN Transmissions Europe's goal is to ensure the health and safety of all its employees.

The approach to preventing workplace accidents and occupational illnesses is based on our Occupational Health and Safety management system, for which ISO 45001 certification was obtained in September 2022. Our certification was confirmed in October 2024 during a further audit.

This fundamental approach has:

- Affirmed senior management's leadership on Health and Safety at work,
- Established a continuous improvement process,
- Identified operational, ergonomic and chemical risks through the Single Risk Assessment Document (DUER),
- Highlighted the necessity of digitalising and modernising our tools for
 - DUER management,
 - Action plan analysis and monitoring,
 - Creating and supervising our prevention plans,
 - Employee participation.



The Occupational Health, Safety, Ergonomics and Well-Being Policy has been revised. It is organised around eight themes: shared responsibility, communication, training & awareness, respect for regulations, risk prevention, employee well-being, setting an example and the environment.



FEUILLE DE ROUTE

Santé, Sécurité, Ergonomie & Bien-être au travail pour le triennal (Avril 2024 – Mars 2027)

En cohérence avec la politique générale de l'entreprise, nous prenons notre responsabilité sociale et sociétale au sérieux. Nous sommes convaincus qu'une culture d'entreprise basée sur la responsabilité individuelle & collective nous permettra d'obtenir un succès durable. Ainsi, la Santé, la Sécurité & l'Ergonomie sont des valeurs fondamentales pour notre société. Notre démarche s'attache, sans cesse, à mettre en place des conditions de travail sûres, à maîtriser les risques encourus par notre personnel et l'ensemble de nos parties prenantes en visant l'objectif du «zéro accident» et «zéro maladie professionnelle».

Notre politique Santé & Sécurité au Travail repose sur une dynamique d'amélioration continue et un système de management dédié à la Santé, la Sécurité sur notre site et en dehors, le bien-être et l'ergonomie.

Nous nous engageons particulièrement à :

- **La responsabilité partagée :**

Promouvoir la responsabilité individuelle et collective en matière de sécurité et de bien-être au travail, en impliquant, consultant et demandant la participation de tous les employés dans la gestion des risques.

- **La communication :**

Favoriser un dialogue transparent et ouvert entre les collaborateurs, la direction et les différentes parties prenantes en matière de Santé et Sécurité au Travail.

- **La formation et la sensibilisation :**

Donner à tous les salariés une formation adéquate et continue en matière de Santé & Sécurité au travail afin de s'assurer de leur aptitude et de leur compétence à accomplir leur mission en toute sécurité.

- **Le respect des réglementations :**

S'engager à respecter toutes les lois, réglementations et normes applicables en matière de Santé et Sécurité au Travail.

- **La prévention des risques :**

Mettre en place des processus proactifs pour éliminer les dangers et identifier, évaluer, contrôler et réduire les risques liés à la Santé & la Sécurité des Hommes et des machines.

- **Le bien-être des collaborateurs :**

Reconnaître l'importance d'une santé physique et mentale en veillant à l'épanouissement global de nos collaborateurs.

- **L'exemplarité :**

Donner l'exemple en appliquant à soi-même et en faisant appliquer les règles de sécurité et le port des équipements individuels.

- **L'environnement :**

Développer un environnement de travail sain et propre où l'hygiène est une priorité.



Ces axes de travail sont déclinés au travers d'une feuille de route détaillée qui est partagée avec l'ensemble des parties prenantes.

**Ensemble, veillons à notre Santé, notre Sécurité & au Bien-être au travail
ainsi qu'à ceux des autres**

Sébastien NICOLAUX
Directeur Général Adjoint
Le 07/10/2024



The measurement of the Occupational Health and Safety system's effectiveness is transferred monthly to the plant management's dashboard, which includes the following themes:

- Internal health and safety communication/awareness campaigns
- Monitoring of risk assessment and associated action plans
- Monitoring of regulatory compliance rates
- Monitoring of internal safety audits
- Safety training levels
- Monitoring of the costs of occupational accidents and illnesses.

Safety indicators	FY 2022	FY 2023	FY 2024	Targ. FY2024	Comments
Accident updates	NC	74%	56%	100%	56% of internal updates & 100% for Japan
Safety themes (weekly updates)	34	46	62	52	Including exceptional updates
Safety accident analysis rate	100%	86%	100%	100%	QRQC analysis and presentation to EXCOM
Time to close safety QRQCs	56 d	65 d	38 d	30 d	
No. of risk assessments revised (DUERP, single occupational risk assessment)	32	32	26	32	DUERP/unit or sector
No. of DUERP scores > 12	4	4	4	2	Work at heights, pressurised equipment, machinery etc.
Regulation watch compliance rate	–	93%	94%	94%	3 audits out of 3 completed
Rate of regular general checks (VGPs)	100%	NC	100%	90%	Missing annual check on aspirations (in progress)
Progress of HSE action plan	83%	30%	76%	80%	Revision of the scope for which the indicator is calculated. Concerns action plan for annual accident prevention programme and H&S Road Map
Number of in-house safety audits	130	69	28	100	1 Safety Officer post in October 2024
Post scoring completed	NC	29%	67%	100%	All scoring being resumed with the KIMEA software

Key: NC – Not calculated

ISO 45001 certification has an impact on this dashboard, and several indicators have been added to provide additional clarity on the following actions:

- Identifying and reducing health and ergonomics risks in the Single Document (DUER),
- Distinguishing communication about adverse events from communication about preventive actions and information.

a. [Accidentology](#)

April in year N-1 to March in year N		2022	2023	2024
Frequency rate ⁽¹⁾ (Fr)	Allonnes	9.14	20.99	16.92
	Crézancy	13.00	25.00	12.66
Severity rate ⁽²⁾ (Sr)	Allonnes	0.69	0.56	0.70
	Crézancy	1.05	0.12	0.33

⁽¹⁾ The frequency rate (Fr) is calculated as follows for site employees, excluding temporary staff (excluding accidents on the journey to or from work): $\frac{\text{Nombre d'accident avec arrêt}}{\text{Nombre d'heures travaillées}} \times 1\,000\,000$

⁽²⁾ The severity rate (Sr) is calculated as follows for site employees, excluding temporary staff (excluding accidents on the journey to or from work): $\frac{\text{Nombre de jours d'arrêts liés à des accidents du travail}}{\text{Nombre d'heures travaillées}} \times 1\,000$

Despite a significant drop in our accident frequency rate (Fr) between 2023 and 2024 – 4.07 points for Allonnes and 12.34 points for Crézancy – the severity rate (Sr) rose over the last year.

In concrete terms, the severity rate at Allonnes rose by 0.14 points, while the rate at Crézancy rose by 0.21 points.

For Allonnes, analysing the 15 workplace accidents causing absence shows that half of them are associated with pain and the remainder with bruising due to the use of tools or part handling. The company suffered from the lack of a safety officer this year. The post was vacant for several months. It was filled in November 2024. This caused difficulties in ensuring a sustained presence on the ground.

At the Crézancy site, 2024 was marked by a temporary change of occupational health and safety manager. This led to delays in several projects, and ISO 45001 certification was postponed to fiscal year 2025. We are well aware that we had failed to complete this certification in 2023. Success was not achieved in 2024 either. This challenge is an absolute priority for FY25.

Every accident and incident is followed by an analysis using the 5W2H problem-solving method. These analyses enable us to put the right corrective and/or preventive measures in place. In FY24, we significantly improved the processing times for these analyses, from an average of 65 days in FY23 to 38 days in FY24. Our target is to reach a processing time of 30 days.

b. Safety dialogue & Code 99

In response to the increased accident rate at the Allonnes site, management has initiated a “safety dialogue” process, which aims to promote communication between the plant’s executive committee and employees on the subject.

Every day, a member of the plant management team talks to an employee about safety at their workstation and their knowledge of risks and best practices in order to report on concrete actions for progress.

All this information is monitored via an action plan and reviewed every two weeks.

In FY24, 180 safety dialogues took place across the three teams. These dialogues led to 51 risks being identified, of which 57% were addressed. FY25 will enable the remaining risks to be managed.

In parallel with these dialogues, a “Code 99” was introduced for escalating critical safety issues, i.e. direct, imminent risks to people’s safety. These “Code 99” alerts are reported at the plant’s TOP5 meeting every morning at 9.30 and must be dealt with as a priority.

c. Preventing the risk of bullying

In order to address our employees’ concerns to the full, a need was identified to set up a working group on bullying. The group consists of a representative of senior management and a representative of each trade union. Substitutes have also been identified to ensure continuity and diversity.


The representatives and their substitutes have received training to act as contacts for cases of sexual harassment, sexist behaviour and bullying.

The group can be contacted by any employee or manager if the need for an internal investigation arises.

d. [Implementing a month dedicated to health and safety](#)

To establish a real culture of safety within NTN TE, the management organised a safety month, as it has done for several years, with the help of an external organisation specialising in the subject. The goal was to bring all the staff together through fun, friendly workshops about safety, ensuring that these workshops are not seen as a duty but as an opportunity to work better together while protecting individual and collective safety.

In 2024, this occupational health and safety awareness programme was divided into three stages taking place over several months. This change was designed to limit the impact on production and ensure that every employee could take full advantage of the opportunities for discussion. The programme focused on preventive actions in both the personal and the professional spheres.

Week 1:	Week 2:	Week 3:
2 to 5 April	10 to 14 June	23 to 27 September
<ul style="list-style-type: none"> Health and safety quiz 	<ul style="list-style-type: none"> Healthy living: sleep & nutrition 	<ul style="list-style-type: none"> MSD prevention
		

e. [Safety reception](#)

NTN Transmissions Europe regularly welcomes visitors to its site. We wanted to reinforce our “safety reception” for both visitors and staff.

To achieve this, two years ago we installed a special stand for communicating about the subject, focusing on our products, safety, occupational health, ergonomics and our CSR goals.



f. Creating a safety training hub – the “Safety Dojo”

The creation of this Safety Dojo will help us to raise staff awareness of the right actions and behaviours to adopt. This dedicated space encourages practical learning and analysis of specific cases. It will enable us to standardise best practice and incorporate safety into our everyday culture. The goal is for our employees to actively protect their own and other people’s safety. The Dojo reinforces collective engagement in risk prevention and promotes the “shared responsibility” referred to in our road map. The Dojo is currently at the prototype stage, and the final version will be completed in 2025.

g. Safety of personnel in our buildings and outdoor areas

We completely changed our fire protection system in 2024. As the previous system had become obsolete, we invested in new, higher-performance equipment. Introducing badging in and out in 2025 will enable us to access a list of all the employees present at the site in the event of an emergency evacuation.

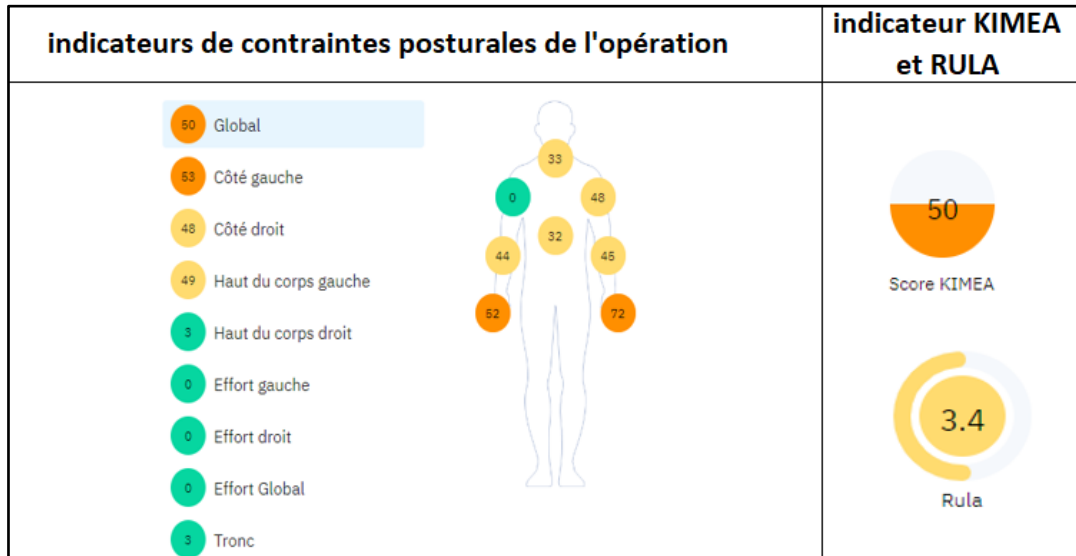
Vehicle parking areas are also an at-risk zone. We have renovated one of our two car parks and introduced a requirement for all our staff to “reverse park”. The second car park will also receive attention in 2025.

h. Ergonomics

Ergonomics is a crucial priority in ensuring the long-term health of our staff by taking steps to prevent musculoskeletal disorders (MSD) and improve working conditions. By adapting workstations, tools and the environment to the physical

and cognitive abilities of employees, ergonomics aims to make work less arduous and promote well-being. An ergonomic approach also optimises performance by limiting repetitive movements, uncomfortable positions and excessive effort. It also helps to reduce absenteeism while increasing team motivation and quality of life at work. NTN TE incorporates this approach into workstation design and continuous improvement. Ergonomics is a powerful lever for combining health, safety and efficiency in the industrial environment. This is why we have invested in workstation scoring software. This enables us to film our employees during their work and identify positions and the muscles or parts of the body placed under stress in their movements. We have adapted the scoring to our industry by incorporating a significant harmful factor – the weight of our parts. With vehicle electrification, the weight of a transmission has risen by three kilograms. Where our finished parts previously weighed 8-10 kg, they have now reached 12-13 kg.

Example workstation scoring analysis:



So far, 58% of our production workstations have been scored using this method, covering 85% of our production lines. The scores enable us to define areas for improvement, prioritised according to severity.

The target for 2025 is to complete scores for 100% of our production workstations.

i. Improving working conditions

Following the initial ergonomic analyses and reports from staff, key projects were identified and carried out during 2024:

- Automatic loading of a turning line:



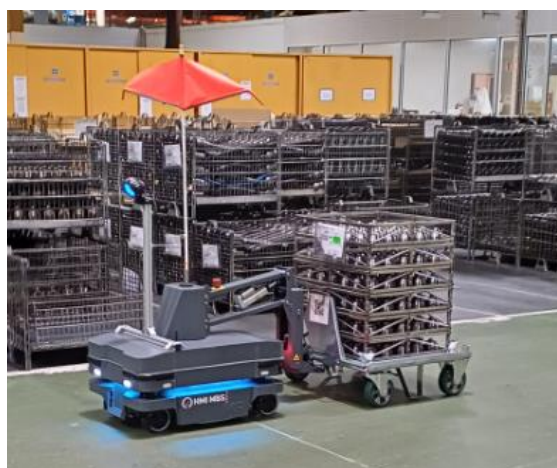
An initial robotic unit entered operation during 2023. This removed the need to carry parts at the beginning of one of our ball joint turning lines. The first unit has given complete satisfaction to operators and the maintenance teams. As a result, the decision was taken to duplicate and adapt this unit to another turning line. The second unit entered service in 2024 with a slightly different technology. The first is a bin picking unit, while the second is a depalletisation unit.

- Ergonomic organisation

A programme to completely reorganise the non-manufacturer parts storage warehouse was launched in summer 2024. This involved reorganising the whole storage space, placing heavy parts on the ground floor and lightweight and lesser-used parts upstairs. Part identification was also revised.

- Autonomous Mobile Robot (AMR)

We received our first AMR in 2023. The goal was to limit unnecessary movements by our operators as far as possible. This first vehicle enabled us to understand the system and train our staff in using the equipment. In 2024, new autonomous flows were put in place. Cohabitation between humans and machines is gradually being streamlined.



As part of our major CAP2027 project, we plan to take a step further in the next two years by adding new vehicles operating over a wider area.

- Assistance with rack handling.



To produce splines, we use rolling machines. These machines are equipped with racks enabling the correct shape to be achieved. The difficulty with these racks is their weight. Each module weighs from 25 kg to just over 30 kg. They need to be changed at the end of each production run, and require regular “re-cutting”. To make it easier to fit the racks and ensure better safety for our staff, NTN TE has invested in new handling equipment.

This mobile equipment can be used on different production lines. It is fitted with a magnetic gripper that can quickly pick up the parts and install them in the machines.

The three years from FY25 to FY27 will be rich in new productivity projects involving ergonomics. The short-term goal is to launch a project for each Autonomous Production Unit (APU). The NTN Transmissions Europe site consists of four APUs. Three of these APUs are at the Allonnes site and one is at the Sibiu site in Romania.

- Assistance with handling in the inspection/packaging zone



The inspection/packaging zone has also been provided with handling equipment to make operators' work easier and reduce the need to carry heavy loads. Consisting of a standard mobile gantry and a specific gripper developed in-house, the system meets the needs of our staff. Given the success of this prototype and the positive feedback, the solution will be duplicated at the three other workstations in this zone.

j. Preventing the effects of exposure to occupational risk factors

Noise levels in the workshop were measured in 2022, and the measurements are valid for five years without exceeding regulatory limits. Air quality is measured every year.

These measurements showed that regulatory limits on noise and exposure to chemicals were not being exceeded.

A plan to replace products that are carcinogenic, mutagenic or toxic to reproduction (CMR) has been deployed at the Allonnes and Crézancy sites in accordance with the REACH regulation. This work led to two products being eliminated in 2022 and two more in 2023, amounting to half the site's CMR products. Studies are still in progress on how to replace the other products, and compensatory measures are in place to protect our employees' health.

k. Risk prevention, information and awareness

At our company, awareness, information and prevention in terms of health and safety at work are daily priorities. We conduct regular, targeted programmes

to inform employees about professional risks, the right behaviour to adopt and the procedures to follow in the event of danger. Training, posters, safety updates and person-to-person discussions help to maintain a high level of vigilance on the ground. These initiatives aim to establish a shared culture of accident prevention, in which every employee becomes an active player in their own and their colleagues' safety. By investing in communication and safety education, we help to reduce accidents, protect everyone's health and make lasting improvements in working conditions.

l. Promoting physical and sporting activity

Aware of the benefits of physical activity for health, preventing musculoskeletal disorders and improving team spirit, the company encourages its employees to get involved in sports. It supports voluntary participation in local sporting challenges by supplying the necessary equipment (including kit in the company's colours).

A physical activity awareness workshop was also organised during the year to remind everyone of the benefits of regular activity, even moderate, both within and outside the workplace. These initiatives are part of a global approach to promoting health and well-being at work.

m. Blood donation

For several years, NTN Transmissions Europe has been organising a blood donation day in October in partnership with the Établissement français du sang (EFS, the French blood service).

These regular voluntary donations are essential to maintain a constant supply and meet the medical needs of the population and medical research.

As well as being a shared project of generosity, humanity and citizenship, the partnership reassures new donors and strengthens the loyalty of employees who have already taken the step of giving blood.

53 registrations
45 donations taken



FLASH SANTÉ

Vous pouvez encore vous inscrire !

Nous avons actuellement 50 personnes d'inscrites pour ce don du sang, il reste des créneaux de prélèvements disponibles.

Vous pouvez vous inscrire auprès du service médical soit :

- Par mail : service.medical@ntn-europe.fr
- Par téléphone : 9487

JEUDI 03 OCTOBRE 2024
de 10h à 12h et de 13h45 à 15h45

EFS
ÉTABLISSEMENT FRANÇAIS DU SANG
Du donneur avec patients

**PARTAGEZ VOTRE POUVOIR
DE SAUVER DES VIES.**

SANTÉ-2024-539 - Allonnes

Make the World
NAMERAKA

NTN
NTN TRANSMISSIONS EUROPE

n. Fighting food poverty

The company is particularly attentive to access to high-quality food for its employees. It subsidises the food available at the company canteen, guaranteeing complete, balanced, affordable meals for all staff.

In addition, a one-hour awareness workshop about the importance of good nutrition was organised during the past year to promote good food habits and reinforce a healthy diet. These initiatives aim to promote well-being at work while contributing to the fight against food poverty.

o. Fighting food waste

The company has a self-service restaurant on site, managed with a focus on fighting food waste. Procurement is tightly controlled based on customer forecasts and previous consumption in order to limit surpluses. Where possible, uneaten meals are returned to sale the next day or reused for other recipes, always with strict respect for food safety rules.

The kitchen is rigorous in managing stocks using the FIFO method (First In, First Out), ensuring priority is given to the oldest products. This organisation significantly reduces losses, gives responsibility to teams and encourages more sustainable consumption every day.

p. Respect for animal well-being

At its own level, the company strives to incorporate animal well-being into its practices. The catering contractor prioritises procurement from short supply chains and local producers, enabling better product traceability and supporting farms offering decent living conditions for their livestock.

The company also keeps beehives at its site, helping to protect bee populations and their essential role in biodiversity. This is part of a wider principle of respect for the living world and raising employee awareness of the importance of animals in natural ecosystems.

q. [CAP2027 reorganisation plan and occupational health & safety](#)

In a context of industrial transformation, with our sector undergoing major changes, our company has initiated a reorganisation plan aiming to reinforce its competitiveness and durability. The plan is based on both major investment in our production facilities – modernising equipment, targeted automation, streamlining flows – and adapting our workforce with a redundancy plan implemented through continuous dialogue with staff representative bodies.

Throughout this reorganisation, staff health and safety remain an absolute priority. The technical and organisational changes are designed to improve working conditions for the long term – reducing ergonomic risks, limiting exposure to harmful situations, securing traffic flows and reinforcing preventive maintenance. Specific support is also being rolled out for the teams affected by changes of role or departures in order to protect their physical and psychological well-being.

NTN TE and its employees are being assisted by the firm Semaphore throughout the transition. Semaphore is contributing its expertise in areas such as:

- **Career reviews and guidance for employees**
 - o Carrying out a simplified or in-depth skills review to identify possibilities for a career change or development.
 - o Helping to define realistic, personalised career plans aligned with the current regional job market.
- **Help with job searches**
 - o Providing active support for jobseekers: drafting CVs and cover letters, preparing for interviews etc.
 - o Mobilising a network of employers or recruiters in the local area or a specific sector.
- **Support for training and career changes**
 - o Identifying training leading to qualifications or certificates appropriate for the employee's plans.
 - o Assisting with the administration associated with access to training (funding, the French personal learning account (CPF) etc.).
- **Support for business creation or purchase**

- o Informing and advising employees interested in creating or purchasing a business.
- o Providing support with putting the project together, market research, the business plan and the grants available.
- **Follow-up and reporting**
 - o Providing regular individual follow-up on each employee's progress.
 - o Providing regular reviews to the company and staff representative bodies, respecting confidentiality.
- **Psychological and social support**
 - o Providing psychological support in conjunction with the occupational health unit or an external psychologist. A number is available for our employees to call.

Our Single Risk Assessment Document (DUE) has been fully updated to reflect the changes.

We are convinced that success in our industrial transformation requires constant attention for the women and men who make it happen every day.

r. Bond between the business and the nation

The CAP2027 project embeds the company firmly within the French economic and social fabric, keeping industrial activity in the country and helping to preserve skills in the metallurgy sector. Through its recruitment, its partnerships with training institutions (apprenticeships, internships) and its commitment to professional inclusion, the company is part of the collective effort to develop skills.

It is also working to promote the ecological transition in the sector, based on a logic of shared responsibility, in line with the goals of industrial and environmental sovereignty pursued by France and the European Commission.



©
Var
dan
Pap
iky
an
/
Uns
pla
sh

2. HUMAN RESOURCES (HR)

As a responsible employer, NTN Transmissions Europe has defined a Human Resources road map for the next three-year period for the two sites in Crézancy and Allonnes. This tool, an essential means of aligning HR activities with the company's global strategy, ensures that initiatives are consistent and coherent, manages change and enables progress to be tracked and communication to take place effectively.

It is based on three guidelines for planning and coordinating activities relating to:

- Supporting change
- Preparing for the future of the company
- Engagement and well-being at work



FEUILLE DE ROUTE

Objectifs Ressources Humaines

pour le triennal (Avril 2024 – Mars 2027)

La transition de la filière automobile portée par l'électrification et par une concurrence accrue des pays asiatiques nécessite la transformation de NTN Transmissions Europe pour répondre aux enjeux de compétitivité. Les grandes lignes directrices dans les domaines des Ressources Humaines s'articulent autour des axes suivants:

1-L'Accompagnement au changement

La mutation de NTN transmission Europe nécessite d'accompagner les collaborateurs dans les périodes de changements organisationnel et technologique par le renforcement du dispositif de communication tout en restant à l'écoute des collaborateurs afin de bien identifier leurs attentes et apporter un soutien adéquat.

2-La préparation de l'avenir par la sauvegarde et le développement des compétences

Dans cette période de transformation, les enjeux majeurs de l'entreprise reposent sur ses capacités à :

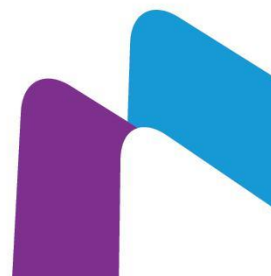
- Se positionner sur un secteur stratégique,
- Garder des compétences clés,
- Assurer le développement des compétences,
- Développer l'intelligence collective.

Le plan de formation, pilier pour accompagner la stratégie de l'entreprise, permet la mise en œuvre de formations individuelles et collectives pour répondre à ces enjeux.

NTE veille à encourager la progression des salariés tout au long de leur carrière en lien avec les évolutions technologiques et à fidéliser les talents clés notamment en offrant des opportunités de développement des compétences et de mobilité interne.

3-L'implication et le bien-être au travail

NTE, au travers de sa politique RH, a la volonté de s'orienter vers une organisation responsabilisante, laissant place à l'autonomie et à une culture d'innovation et de collaboration. Les rapports humains sont placés au cœur des réflexions sur les conditions de travail. L'ensemble de la ligne managériale partage et impulse cette approche auprès des équipes. De façon plus globale, NTE veille à travailler avec des partenaires respectueux des droits humains, des cultures et des territoires.



The employer brand and corporate social and environmental responsibility (CSR) outline a new relationship with work, from the viewpoints of both the company and its staff. The very meaning given to work is renewed at a deep level. Long synonymous with the obligation and submission necessary to earn a living, work could now more than ever be the bearer of a promise of emancipation, where individual fulfilment comes together with collective improvement.

In 2024, NTN TE continued its career development and talent management programme through:

- Prioritising internal recruitment for vacancies;
- Managing people reviews;
- Continuing with CQPM (joint qualification certificate in metallurgy) and continuing training.

The 2023 fiscal year was intense for the Human Resources department, with the implementation of the new collective agreement for metallurgy applicable from 1 January 2024. All 155 job descriptions for Allonnes and 51 for Crézancy were revised as a result.

Sadly, 2024 was marked by the implementation of the redundancy plan. This made it necessary to prepare regulatory books, requiring a great deal of energy.

Certain actions identified at the beginning of the year could not be carried out, which partly explains the low individual interview completion rate.

3. DEVELOPMENT OF HUMAN CAPITAL

a. In-house career development

NTN Transmissions Europe contributes to securing and developing professional pathways that boost internal employability while guaranteeing skills enhancement.

As in previous years, Allonnes and Crézancy saw significant staff turnover:

- 11 executive departures including 1 retirement – 6 new hires
- 19 clerical departures including 8 retirements – 5 new hires

- 4 manual worker departures including 1 retirement – 7 new hires
- 7 internal job changes

As well as the high level of turnover, the company faces recruitment difficulties in all professional categories, including manual workers. However, we recorded a lower level of turnover in FY24 than in FY23.

NTN's HR policy of prioritising internal recruitment enabled us to fill key posts quickly while boosting employee loyalty: seven people benefited from these moves.

Our goal is to expand these possibilities for evolution with NTN SNR companies by creating pathways for support.

b. Executive people reviews

An annual meeting on this subject is held with members of the Executive Committee for executive employees at Allonnes and Crézancy.

People reviews, a vital tool for strategic workforce planning, enable NTN TE to identify employees with potential and help them build career plans in order to retain them while ensuring that the organisation is consistent with the corporate strategy.

They also make it easier to plan skills development and replacements for key posts within the company when their occupants retire.

This programme is important given the current context of skills shortages in the employment market.

An executive people review took place in June 2024.

c. Career interviews

Our HR strategy also relies heavily on our individual and professional interview tools, which are essential mechanisms for career management.

The completion rate for the individual professional interview campaign in 2024 was:

- 83% for employees with a classification above D7
- 73% for employees with a classification between A2 and C6.
- This level was 99% for the Crézancy plant

It was 38.5% in 2023 for the Allonnes site. It was 100% in Crézancy.

The level of individual interviews at Allonnes was considerably higher than in FY23 due to:

- A better allocation of time for managing the interviews. Supervisors have to carry out one interview per employee over the year. There is no longer a defined interview period for the category A2 to C6.
- The time for carrying out interviews for categories above D7 has also been extended by six months.

The job satisfaction rate is calculated only for operators, and reached an average of 7.04 on a scale from 1 to 10. 60% of our employees have a level of job satisfaction greater than 7.

These rates are calculated as follows:

The interview completion indicator is calculated as follows: $\frac{\text{Nombre d'entretiens}}{\text{Nombre total de retour}} \times 100$

The job satisfaction indicator is calculated as follows: $\frac{\text{Nombre de Très bien et de Bien}}{\text{Nombre total de retour}} \times 100$

Employees express their satisfaction with regard to six themes on a scale from 0 to 10. The average score across all the themes gives the job satisfaction level.

A new shared tool was used in 2023 to enter the individual interviews into the IT system. This was an opportunity to gain familiarity with digitalised interviews. A new version, with greater customisation and robustness, was deployed for the 2024 fiscal year to provide a measure of our staff's job satisfaction. Adjustments to this tool will take place in 2025.

d. Staff induction

The Training Unit ensures that every new employee has everything they need to integrate well into NTN TE.

Our goal is to make it easier to adapt to the role and blend into the team. This induction approach ensures new arrivals feel supported and can develop their skills under the right conditions.

As part of this effort, we have adapted our induction training into one- and two-day sessions for support and operational staff depending on the needs identified.

The training helps new recruits to understand the history of NTN TE, its products, customers, safety basics, quality basics, the 5S methodology, the risks associated with chemicals, the code of ethics etc.

For the year 2024, NTN TE strengthened this support by hiring an in-house trainer. This person is responsible for supporting new arrivals but also for developing the skills of existing employees with targeted training modules.

e. Strict respect for ethical rules

Featuring among the world-leading designers and manufacturers of transmissions for the automotive sector, NTN TE has to comply with the ethical principles that apply to the conduct of business and adopt socially responsible behaviour with regard to its staff and all its stakeholders.

The Code of Ethics and Good Conduct in force in the company, which is given to all members of staff, applies to all employees, from new recruits to members of the Executive Committee, in all countries, and includes respect for local laws and regulations.

The NTN Transmissions Europe Code of Ethics and Good Conduct is organised into six areas:



- The company's social and environmental responsibility and values
- Commitment to mutual respect
- Commitments to the company and its shareholders
- Fair treatment for customers and commercial partners
- Fraud and corruption
- Respect for the Code of Ethics and the whistleblowing system

NTN TE is also continuing to deploy the training initiated in June 2021 to all the company's executives, clerical workers, technicians and supervisors. To ensure ethics is not just a vague, abstract concept, this training incorporates concrete examples experienced by several companies.

All NTN TE staff at Allonnes and Crézancy receive training in the code of ethics.

**Staff trained in the
code of ethics (*)**

Allonnes 100%
100% executives
100% clerical,
technicians and supervisors

Crézancy 100%
100% executives
100% clerical,
technicians and supervisors

The indicator is calculated as follows:

$$\frac{\text{Nombre de salariés formés depuis Avril 2021 (période de 3 ans glissant)}}{\text{Nombre total de salariés inscrits au 31 mars de l'exercice fiscal considéré}} \times 100$$

100% of executives and 100% of clerical workers, technicians and supervisors were trained in the Code of Ethics in Allonnes, representing 100% of the population concerned at the site. This is an improvement of 19.5% compared to 2024.

100% of executives and 100% of clerical workers, technicians and supervisors were trained in the Code of Ethics in Crézancy, representing 100% of the population concerned at the site.

The training methods are not the same in Allonnes and Crézancy. At the Crézancy site, employees are trained during the induction day, while at the Allonnes site the training modules take place all year round.

f. Industrial relations

NTN Transmissions Europe is committed to maintaining constructive relations with trade unions and employees.

NTN Transmissions Europe aims to sustain dialogue with the trade union organisations present at Allonnes and Crézancy by regularly sharing the company's fundamental priorities with them.

Two new agreements were signed in the 2024 fiscal year: annual pay negotiations together with value sharing and the extension of the age measurement agreement.

Negotiations on quality of life and working conditions are in progress and should conclude during the 2025 fiscal year.

In FY25, we have a change of HR leadership. We welcomed a new Human Resources Director in early May 2025.

g. Quality of life and working conditions

NTN Transmissions Europe wishes to work with employee representative organisations in the context of quality of life at work. A new working group has been set up with a representative from each organisation and the Continuous Improvement & CSR Manager. The group aims to work on quality of life and working conditions projects in order to provide the fullest possible response to our employees' expectations.

In the 2024 fiscal year, NTN Transmissions Europe chose to prioritise renovation work:

- Renovating part of the staff changing rooms
- Creating an outdoor rest area



At our Crézancy site, outdoor relaxation areas were laid out in FY23 so that staff can enjoy the park: picnic tables, bowling alley...

The 2025 projects identified for the Allonnes site are:

- Still with a focus on improving employee well-being, NTN TE is working with the staff representative bodies on a project to renovate the canteen.
- The break areas inside the building are also being renovated.

As these projects advance in their deployment, other employees will be consulted, with or without union affiliations.

h. Staff engagement

NTN Transmissions Europe aims to engage with its employees through surveys and polls. In the 2024 fiscal year, one survey was launched:

- How to distribute the honey collected at the site.

The survey attracted a very high response rate, with 188 replies. The staff's preferences have been respected for the distribution of the honey.

i. Internal communication to serve our performance

- Executive & management communication:

As internal communication is a driver for team cohesion and success for the company, the Deputy Chief Executive and members of the Executive Committee hold monthly meetings with managers on the following themes:

- Safety,
- Financial results,
- Production,
- Quality,
- Supply chain,
- HR and Compliance.

Specific themes can be added in response to events.

Number of monthly meetings between senior executives and managers

12

- Factory EXCOM communication

A new Factory Director arrived at the end of 2023. He wanted to strengthen communication between the factory EXCOM, supervisors and operators. This new communication takes place as follows:

TOP 60 – Every four months

Participants: Factory EXCOM, APU managers, production managers and operators

Goals:

- Sharing the company's vision and strategy
- Monitoring major projects and key indicators
- Aligning priorities and uniting the staff around major issues

TOP 30 – Every month

Participants: Factory EXCOM, department managers, supervisors

Goals:

- Monitoring operational results (safety, quality, costs, deadlines)
- Identifying failures and initiating corrective action
- Sharing best practices between departments

TOP 15 – Every week

Participants: Supervisors and operators

Goals:

- Reviewing the week's priorities
- Passing on information from top management
- Preparing reports for senior managers

TOP 5 – Every day

Participants: Supervisors & operators

Goals:

- Safety for the day, production, quality, unforeseen changes
- Problems of the day to be resolved/escalated
- Production line engagement

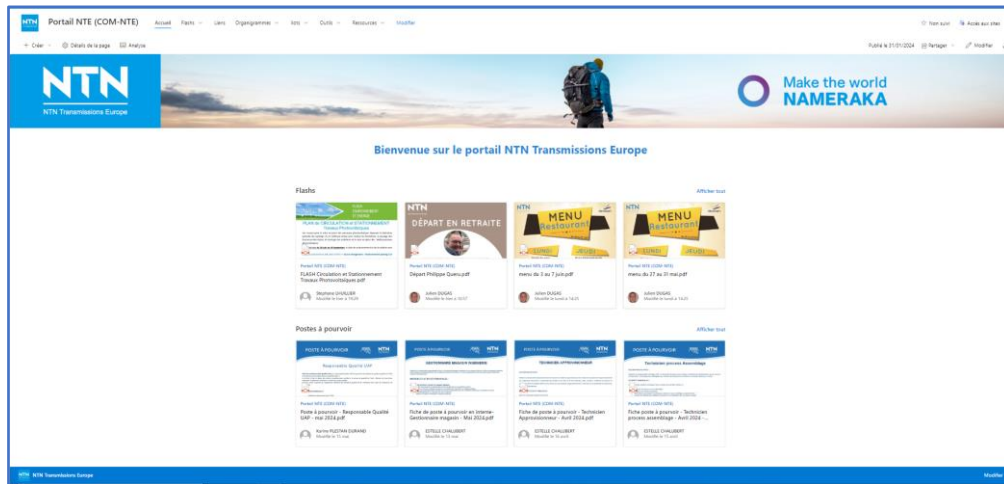
A 90% target for TOP30 and TOP60 meetings was monitored throughout FY24.

The target was met, because 100% of the meetings took place.

Our employees appreciate these opportunities for discussion, particularly since the announcement of the redundancy plan.

To streamline communication with the teams, the company has created and deployed an intranet site enabling news updates to be sent automatically to all employee mailboxes. Information about safety, accidents, health and ergonomics is sent out as quickly as possible.

The intranet site also provides an opportunity to centralise the information our employees need: useful links, organisation charts, documentation resources etc.



The intranet site was developed for our Allonnes production site. Its “twin” has also been created for the Crézancy site.

Alongside the intranet, the first information screen was deployed in 2023. The goal in 2024 was to improve our communication still further, in terms of both content and speed. New screens were purchased in fiscal year 2024 and are currently being installed.



4. EMPLOYABILITY

a. Support for future generations

Despite the highly unstable situation, NTN TE wants to demonstrate its social commitment by supporting future generations with the development of apprenticeships within the company to pass on its knowledge and skills.

The deployment of apprenticeships is a pre-recruitment channel that will ultimately provide us with a pool of qualified young recruits who can be operational immediately in response to staff retiring and/or in anticipation of future needs for skills.

This recruitment strategy also enables us to overcome shortages of certain profiles.

Even if trainees are not offered a permanent contract when they finish, the development of in-work training within the company constitutes a significant step towards a first job for young people.

We currently have 16 apprentices at our Allonnes site and four at Crézancy.

Number of trainees

Allonnes 16

Crézancy 4

	FY2022		FY2023		FY2024	
	Allonnes	Crézancy	Allonnes	Crézancy	Allonnes	Crézancy
Number of trainees	24	4	24	3	16	4
Number of trainees recruited	0	0	1	0	11	0

In addition, as recruitment is a major issue for the company, the HR action plan is based on the following themes:

- Developing our presence at annual recruitment fairs. We attended several events in 2024:

19/03/2024	Information Fab Academy for logistics training
26/09/2024	Diversity exchanges and women in industry
10/10/2024	Morning visit to Kennedy school in Allonnes
21/11/2024	Morning business visit – industry week
28/11/2024	Internship network – Le Mans University
20/11/2024	Best machining apprentice jury

- Developing our attractiveness on social media
- Expanding the scope of our searches via recruitment agencies

b. Development of CQPM (joint qualification certificate in metallurgy) and training leading to qualifications

In 2024, NTN TE continued its policy of developing CQPMs to certify employees' professional skills acquired through training.

These qualification-awarding courses ensure staff members' external employability.

**Number of manual/clerical
workers, technicians and
supervisors certified in 2024**

15

We provided support for 15 people in the 2024 fiscal year, which is one more than in 2023, with a wider range of courses:

- CQPM for industrial equipment drivers
- CQPM for digital control operators and technicians
- MAC for accident prevention & safety officers

GENDER EQUALITY AT
WORK

93

©
Cla
y
Ban
ks /
Uns
pla
sh

5. DIVERSITY AND INCLUSION

Going beyond its ambition of ensuring professional equality between women and men, NTN TE is committed to eliminating all forms of discrimination and guaranteeing equality of opportunity, both for anyone wishing to join the company and for existing employees throughout the terms of their employment contract (training, professional development, maintenance in work etc.).

Convinced that a rich diversity of team members is a source of innovation and creativity and a driver of performance for the company, NTN TE never applies any distinction between employees on the basis of:

- gender;
- age;
- ethnic, social or cultural origin;
- sexual orientation;
- religion;
- political orientation;
- physical appearance;

- trade union activity;
- health;
- or disability.

NTN TE has formalised its desire for all employees to be able to work in an environment of respect, free from discrimination and any form of bullying, in its code of ethics.

NTN TE rejects and condemns all forms of illegal and undeclared work, and complies with national legislation and regulations on child labour.

[a. Professional gender equality index](#)

The gender equality index consists of five indicators that evaluate inequalities between the genders in the form of a score out of 100:

- The gender wage gap for 40 points
- The gap in individual pay rises for 20 points
- The gap in promotions for 15 points
- The number of female employees receiving a pay rise when returning from maternity leave for 15 points
- Parity among the 10 highest salaries for 10 points

Gender equality index

93

The gender equality index was 93 points out of 100, identical to 2023.

[b. Obligation to employ workers with disabilities](#)

The mandatory declaration of employment of workers with disabilities, injured war veterans and assimilated categories reveals a contribution of 0, our quota under the legal obligations.

NTN TE is working to develop subcontracting with companies that employ workers with disabilities:

- EABS to maintain our green spaces;

- ESAT Le Circuit for industrial subcontracting work

As part of a collective severance agreement, NTN TE proposed to allocate the labour market revitalisation tax to a company employing workers with disabilities.

% OF OUR SUPPLIERS
WHO HAVE SIGNED
OUR COLLABORATIVE
AND RESPONSIBLE
PROCUREMENT
CHARTER

89%

% OF SUPPLIERS WITH
ISO 14001
CERTIFICATION

76%

©
Ale
xan
der
Gre
y /
Uns
pla
sh



6. BUSINESS ETHICS

a. Strict respect for ethical rules

Responsible procurement is a major issue given global expenditure amounts, purchasing volumes and the diversity of procurement carried out by NTN TE.

We assess the performance of our BOP suppliers (Bought Out Parts – direct purchases) quarterly on the basis of quality, costs and deadlines, with a supplier risk analysis put in place in FY2020. NTN

TE is researching the application of CSR criteria in its supplier selection grid.

The NTN TE collaborative and responsible procurement charter builds on our code of ethics and restates our commitments in terms of human relations, respect for the environment and ethics.



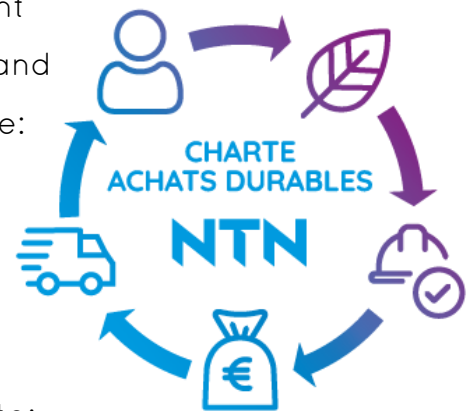
% OF OUR SUPPLIERS WHO HAVE SIGNED OUR PROCUREMENT CHARTER

89%

The indicator is calculated on the basis of suppliers of Bought Out Parts (BOP – direct purchases) for over €10,000/year, representing more than 80% of the portfolio.

NTN TE selects its suppliers based on their values and commitments in terms of social and environmental responsibility. Over the lifetime of the various projects, suppliers are audited based on several materials including a new CSR framework.

Senior management has entrusted the procurement department with managing supplier relationships and setting up suitable tools for our global performance: supplier manual, CSR audit materials, deployment of version 2 of the Procurement Charter, use of electronic tools...



With regard to its suppliers, NTN TE is committed to:

- safeguarding its collaborations;
- developing a long-term win-win relationship;
- applying a transparent sourcing policy;
- promoting environmentally responsible industries;
- anticipating risks (health, environment etc.)

Our expectations of our suppliers:

- observing human rights guidelines;
- pursuing honesty in business dealings
- taking the initiative in analysing CSR risks;
- making proactive proposals (Q, C, D, CSR etc.)

Beyond the various crises experienced since 2022, NTN Procurement is considering a regionalisation strategy supported by an appropriate supply chain organisation (consignment stock, short sea etc.)

b. Reducing the impact of our activities,

Worked components, raw materials and services are purchased from suppliers and subcontractors that NTN TE encourages to take environmental priorities into account through ISO 14001 certification. Particular attention is paid to suppliers with ISO 45001 and 50001 certification. Supplier awareness is raised through audits.

**% OF SUPPLIERS WITH ISO
14001 CERTIFICATION**

76%

In the BOP scope.

GREENHOUSE GAS EMISSIONS

(Scopes 1, 2 & 3)

228,447 tCO_{2eq}



For NTN Transmissions Europe, consideration for the environment is a basic principle in the creation of a **NAMERAKA** society. It applies to every stage of activity and every member of staff.

This commitment is a guarantee of sustainable development for the company. It is reflected in the environmental and energy road map, which sets out the following directions for the period from 2024 to 2027:

- Reducing the impact of our activities,
- Protecting the environment and preventing pollution,

The approach is based on the Environmental Management System established at the two sites in Allonnes and Crézancy and recognised with ISO 14001 certification in 2003 and 2010 respectively.

Through this Management System, NTN Transmissions Europe aims to:

- Develop the environmental awareness of its staff,
- Take all the applicable requirements into account through regulatory monitoring,
- Carry out surveillance and define a plan to replace SVHCs (Substances of Very High Concern),
- Identify significant environmental aspects at each production site,

- Promote transmission designs that optimise energy use, quantities of materials required, waste generated and operating efficiency,
- Encourage suppliers to take environmental challenges into account through ISO 14001 certification.

All these points, combined with an analysis of priorities, the context and the interested stakeholders, provide the basis for the Environmental Action Plan.

In addition to its Environmental Management System, the Allonnes site also has an Energy Management System, deployed and ISO 50001 certified since 2015.

All uses of energy are determined, together with their importance. Consumption is modelled in relation to influence factors over reference periods, and monthly forecasts are reviewed in order to monitor and control consumption.

Based on these analyses, targeted actions to improve energy performance are defined in the Energy Saving Action Plan.

For the Crézancy site, the construction of the Energy Management System began at the end of 2022 and continued throughout the 2023 fiscal year. The goal for Crézancy is to achieve ISO 5001 and ISO 45001 certification by the end of the 2025 fiscal year.



FEUILLE DE ROUTE

Objectifs Environnementaux et Énergétiques

pour le triennal (Avril 2024 – Mars 2027)

Dans le cadre de ses activités de fabrication de composants de transmissions pour l'automobile sur ses sites d'Allonnes et de Crézancy, NTN Transmissions Europe a pour objectifs :

- De participer à la construction d'une société durable, et de contribuer à l'atteinte d'une société **NAMERAKA**, une société où les gens peuvent mener une vie sûre et épanouissante en harmonie avec la nature.
- De répondre à nos obligations de conformité, selon les règlements et exigences de nos parties intéressées.

1 - Réduire les impacts de nos activités :

- Préserver les ressources en privilégiant la réduction des consommations, la réutilisation et le recyclage,
- Prendre en considération les critères environnementaux et de performance énergétique dans nos achats et dans la conception,
- Maîtriser et améliorer notre efficacité énergétique,
- Réduire nos émissions de Gaz à Effet de Serre pour atteindre la neutralité carbone en élaborant notre stratégie de décarbonation des scopes 1 (émissions directes de l'entreprise) et 2 (émissions indirectes) à l'horizon 2035, et en mettant en place des capacités de production et d'approvisionnement d'électricité renouvelable,
- Mener des actions en faveur de la biodiversité.

2 - Protéger l'environnement et prévenir les pollutions :

- Surveiller nos activités afin de maîtriser nos émissions et rejets,
- Progresser dans la prévention et la gestion des situations d'urgence, en améliorant nos moyens de détection et notre capacité de réaction.

La Direction suivra régulièrement la réalisation et les résultats des actions, dans l'ensemble des secteurs et à tous niveaux, afin de s'assurer des performances et de l'amélioration continue des systèmes de Management de l'Environnement et de l'Energie.

Elle garantira les processus de collecte des données, la disponibilité des informations et des ressources nécessaires pour atteindre ses objectifs.

L'implication et les compétences des femmes et des hommes qui sont le pilier de nos organisations, nous permettront de respecter nos engagements et d'atteindre notre ambition de construction d'une société durable.

Sébastien NICOLAUX
Directeur Général Adjoint
Le 07/10/2024

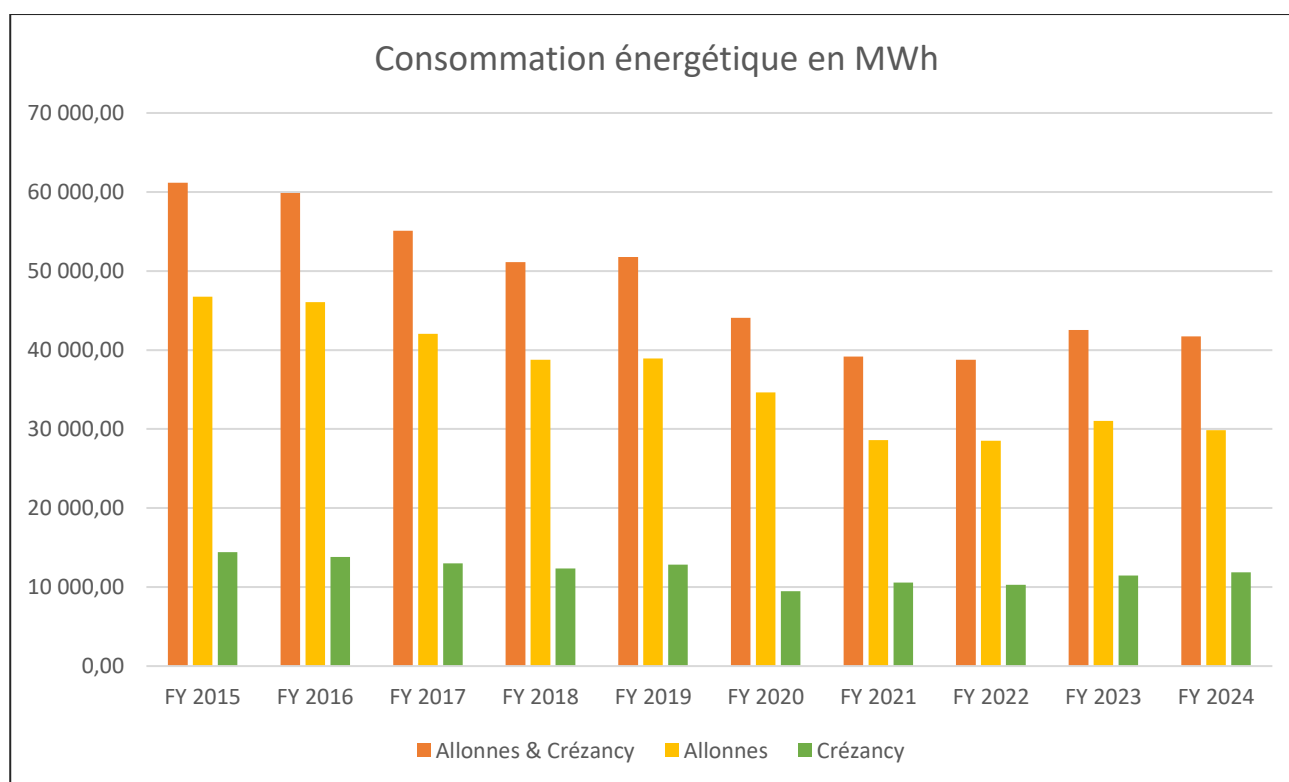


A major project launched in FY2022 and completed in FY2023 involved replacing all neon and sodium lighting with smart LED systems for the production building in Allonnes and the Forge sector in Crézancy. This intelligent lighting detects activity and communicates across the lighting network to light areas based on use.

In addition to this action plan, NTN Transmissions Europe has defined an energy sobriety plan to reduce its gas and electricity consumption by:

- Reducing temperature settings to a value of 19°C in tertiary and production areas
- Accelerating the transition to LED lighting in CVJ
- Monitoring electricity consumption at weekends to achieve a target of 1.0 MWh.

This work has enabled NTN Transmissions Europe to reduce its energy consumption:

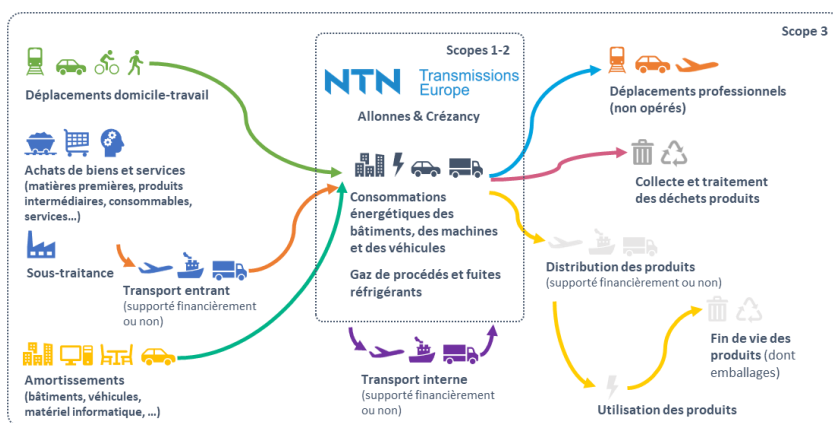


7. GREENHOUSE GAS EMISSIONS

In line with its theme of integrating climate challenges, NTN Transmissions Europe has reviewed its greenhouse gas (GHG) emissions for all of scopes 1, 2 and 3 for FY2024.

The study covered all the direct and indirect activities of the two sites, Allonnes and Crézancy.

All the applicable and non-negligible headings were included. Our



carbon footprint includes semi-finished products at the Allonnes and Crézancy sites, together with finished products at the Allonnes and Sibiu sites.

The result for GHG emissions at the Allonnes and Crézancy sites is:

228,447 TCO_{2eq}

for FY2024, with total uncertainty of 24.3%. The result of our CO₂ footprint fell between FY23 and FY24. In FY23, the footprint was 305,700 tCO_{2e}, resulting in a drop of 77,253 tCO_{2e} this year. This change is due to two main factors:

- Errors found their way into the CO₂ figure for FY23
- The scope 3 emissions fell for two reasons: more transmissions manufactured for electric vehicles, and the inclusion of transmissions made in Sibiu in our scope 3, meaning more standardised production.

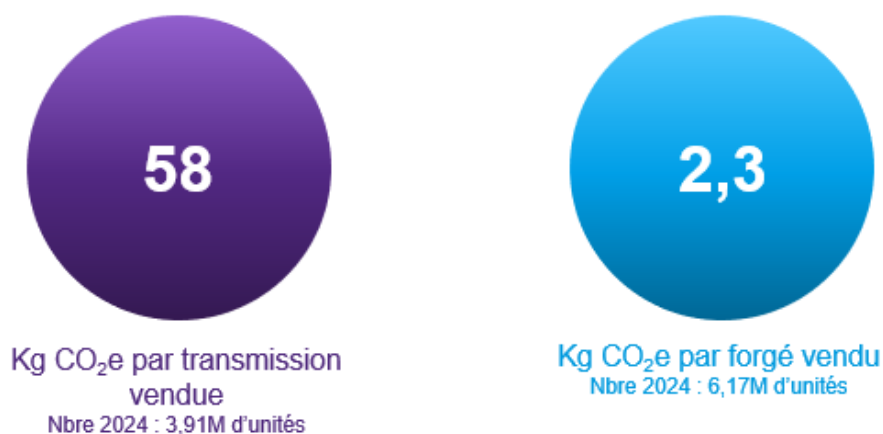
For FY22, we analysed the volumes we produced, allocating transmissions to automotive segments A to F (city car/supermini/small family car/large family car/executive/luxury saloon/SUV) and using ADEME emissions factors.

We wanted to increase the precision of our carbon footprint figures in FY23 and thus increase our maturity. To achieve this, we analysed 80% of the volumes we produced, matching transmissions to vehicles and engine types exactly, and extrapolated the figures for the remaining 20%. We also used emissions factors

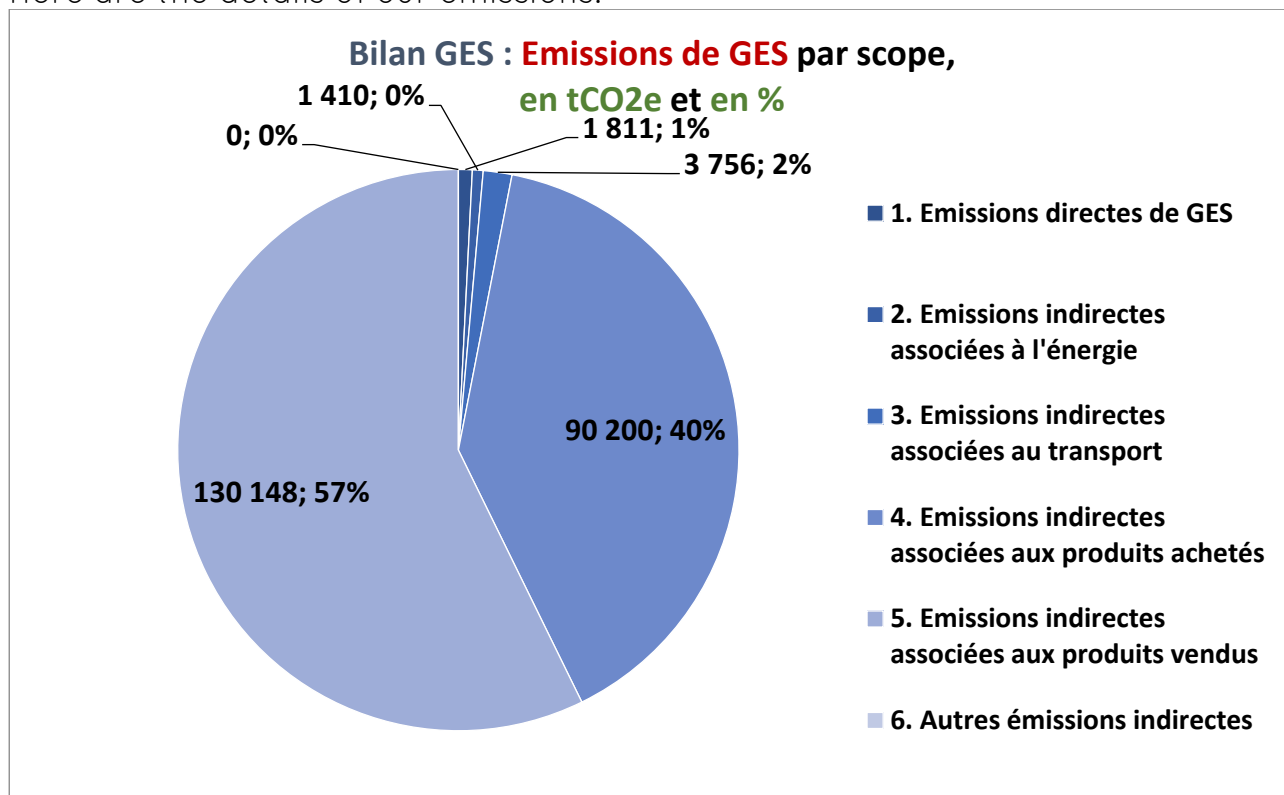
supplied by automotive manufacturers for each engine, which are stricter than ADEME's factors.

For our FY24 carbon footprint, we applied the same method as in FY23 in terms of both calculation method and percentage of products analysed.

These emissions can be seen in relation to production at each site to better understand their evolution over the coming years. The 2.3 kg of CO₂ for each forged element, two per transmission, are included in the 58 kgCO₂.



Here are the details of our emissions:



Overall, indirect emissions from products bought and sold represent 97% of the footprint.

This is due to:

- The large quantities of materials purchased with a considerable carbon footprint (metals, plastics etc.),
- Significant production resources,
- Finished products used in installations with large carbon footprints.

To better understand its emissions in the coming years and improve its footprint and its robustness, NTN Transmissions Europe is moving towards consolidating its environmental data.

- By analysing 80% of our products against their respective vehicles and engines.
- For purchases of goods and services, a more refined and detailed analysis of each material supply will reduce the level of uncertainty for these categories.

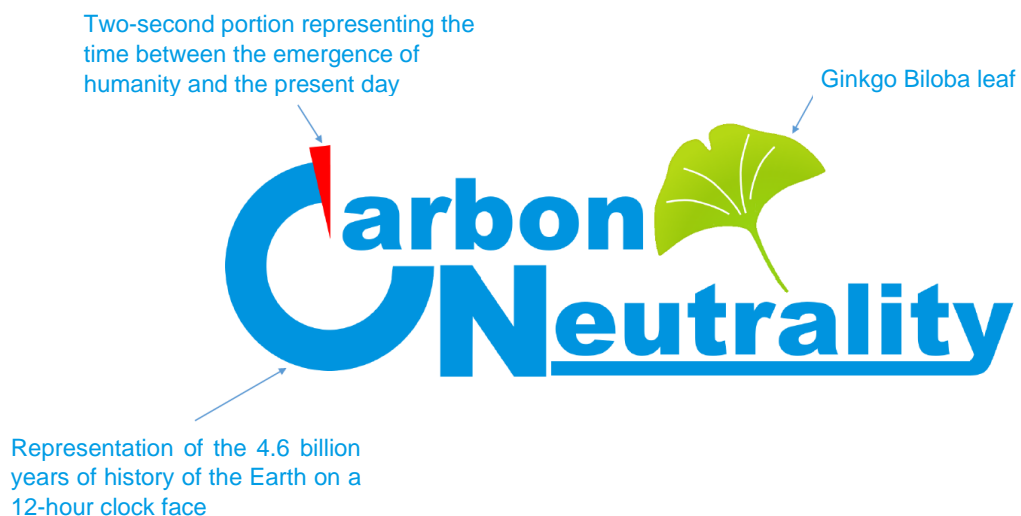
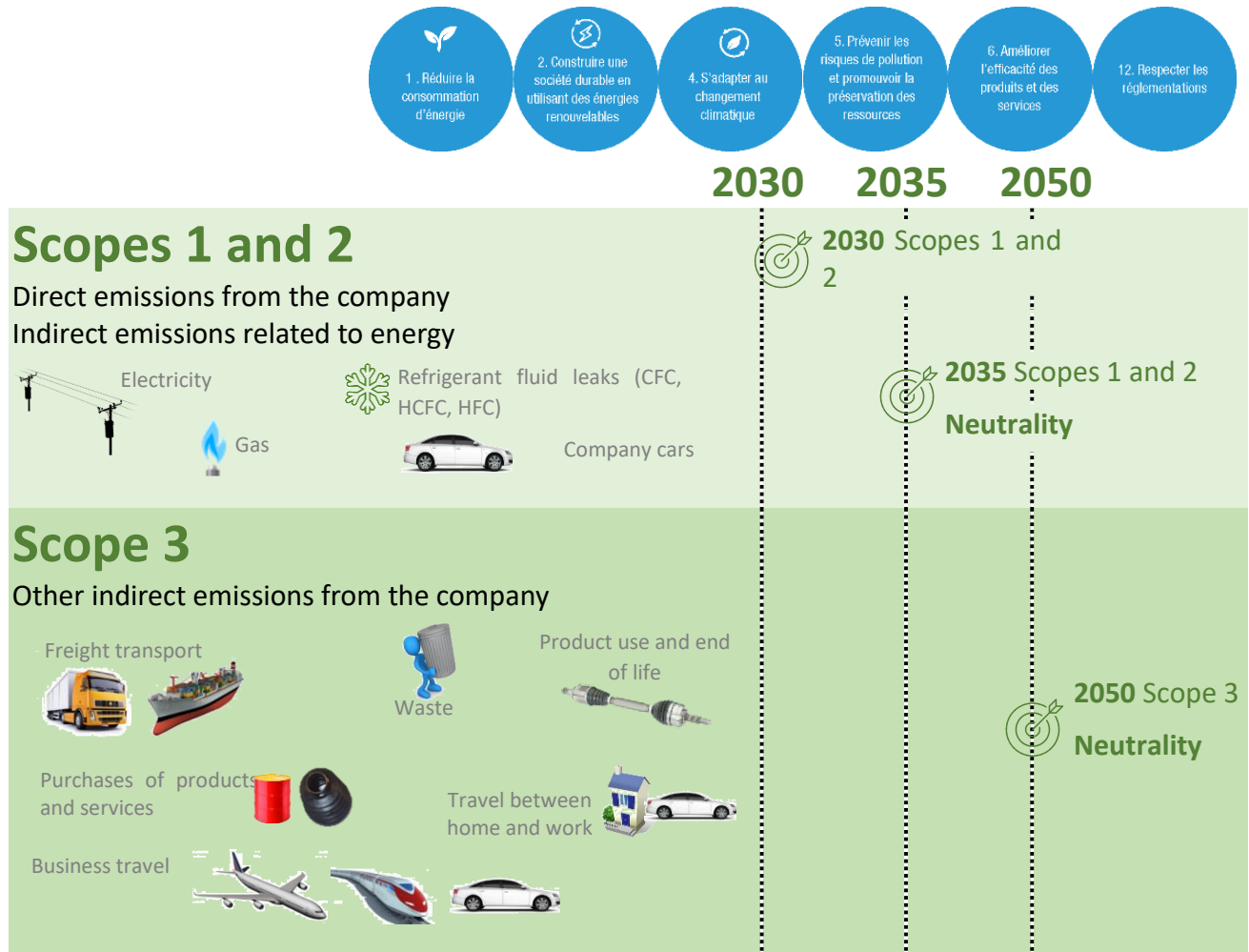
The NTN Transmissions Europe carbon footprint was produced in-house for the first time.

We developed a tool enabling us to carry out this exercise during FY24, and we were able to use it for this fiscal year. Like any tool, it still has room for improvement, but we have gained in maturity by producing the figure ourselves. We are also able to guarantee the data collection method and the reliability of the information used to establish it.

The footprint is calculated using three methods:

- BEGESr V5
- GHG Protocol
- ISO 14096

This process of gaining knowledge and measuring all emissions is an integral part of the Carbon targets in the NTN Corporation's **NAMERAKA** road map. This is because NTN Transmissions Europe is a stakeholder in the goals of the NTN Corp group.



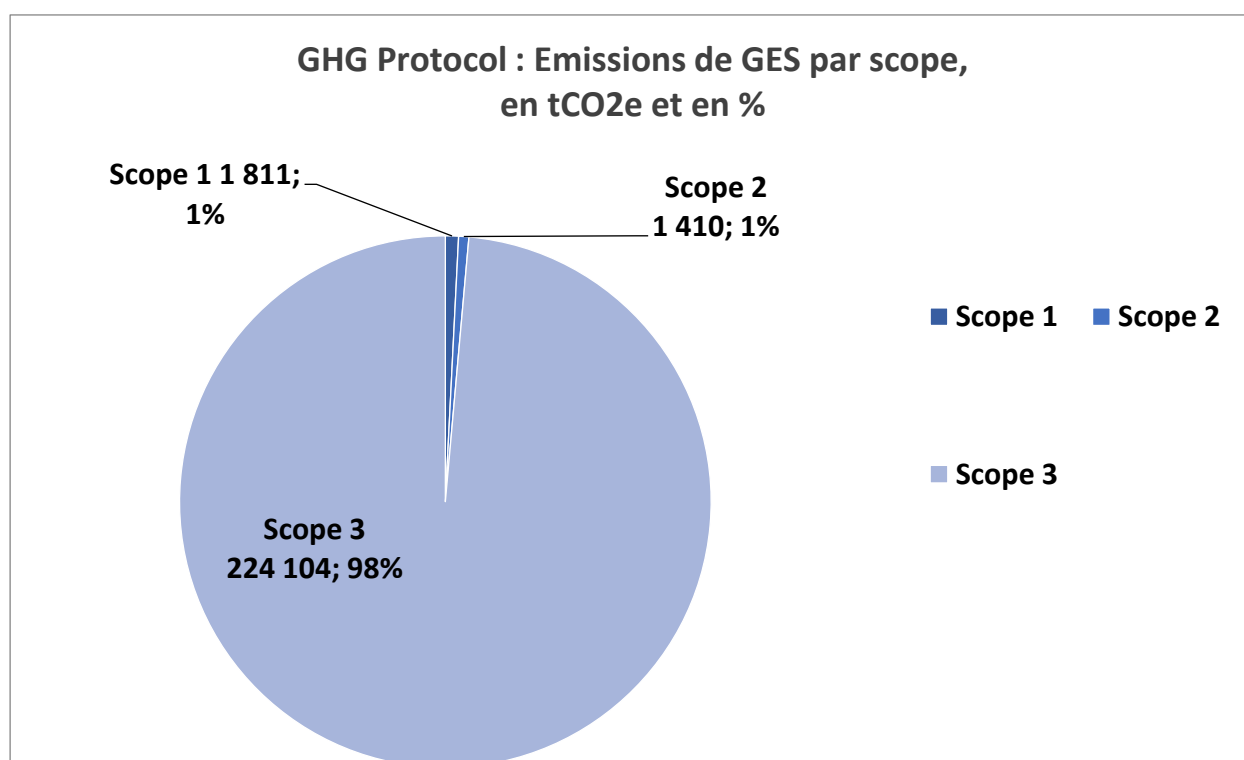
Scopes 1 and 2 of this review supplement the energy-only aspect of the global energy performance indicator.

Scopes 1 and 2 are particularly associated with the following activities:

- Energy consumption:
 - Fossil fuels: natural gas, propane, petrol, diesel
 - Other energy: electricity
- Fugitive emissions:
 - Refrigerant gas leaks: top-ups at Allonnes, no leaks reported for Crézancy.
- Emissions from non-energy processes:
 - Technical gases for specific processes at Allonnes and Crézancy (welding gases)

These emissions are generated by activities over which the company has the highest level of control (performance of technical installations, optimisation and management of use, organisation, operating methods, training etc.). They are thus easier to reduce in comparison with scope 3 emissions, which occur outside the company.

Distribution of scopes for the Allonnes & Crézancy sites:



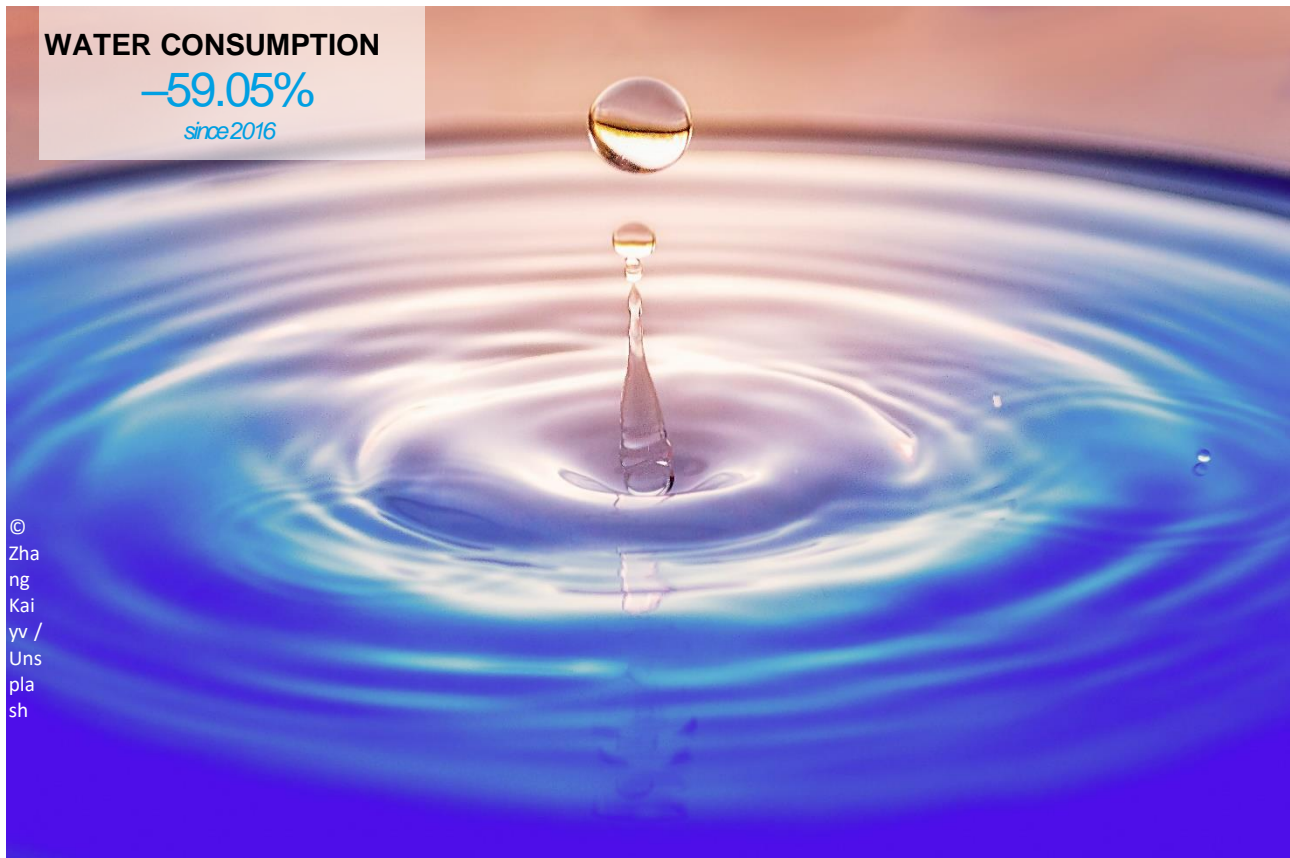
Greenhouse gas emissions per scope in tCO₂e and in %

To achieve its target for reducing direct and indirect emissions, NTN TE has constructed a three-pronged transition plan:

- Reducing energy consumption and fugitive emissions:
 - Insulating buildings
 - Optimising cooling equipment and replacing refrigerant gases with high global warming potential (GWP)
- Improving energy efficiency:
 - Replacing neon and sodium lighting with smart LED systems
 - Optimising the control of equipment for producing compressed air
- Decarbonising the energy sources used
 - Commissioning a photovoltaic power plant
 - Replacing gas for heating by reusing the unavoidable energy generated by production processes



The “Carbon Neutrality” road map still needs to be consolidated. This challenge is part of the FY25 Factory road map. This road map is shared regularly and objectivised.

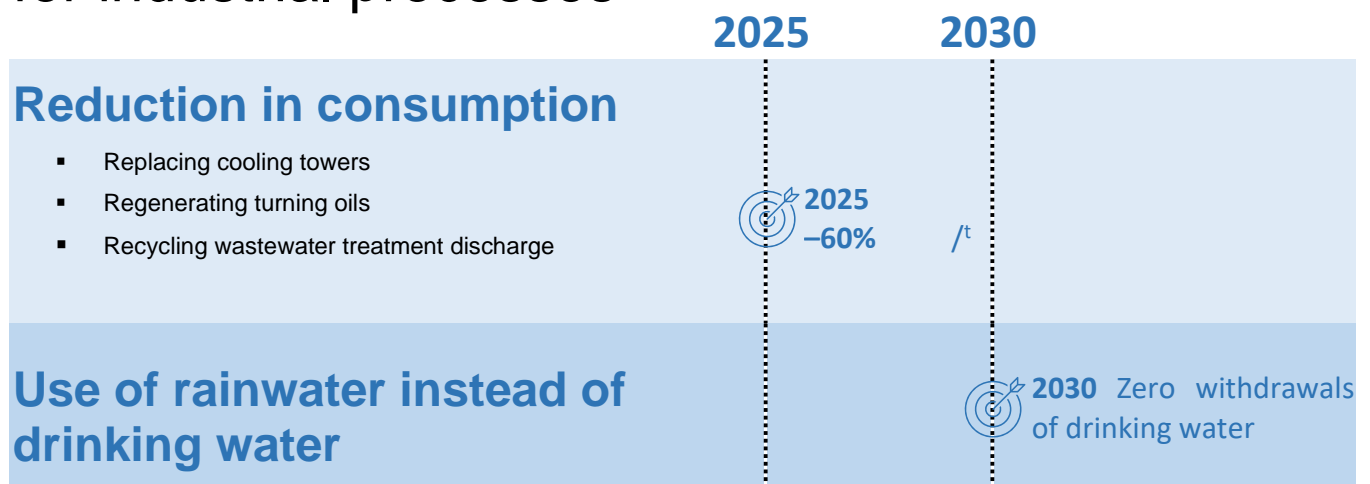
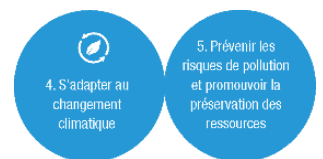


8. RESOURCE PRESERVATION

Resource preservation is a second environmental priority for which NTN Transmissions Europe is striving to reduce its impact.

This goal is reflected in the following road map specific to NTN Transmissions Europe Allonnes:

Water self-sufficiency for industrial processes



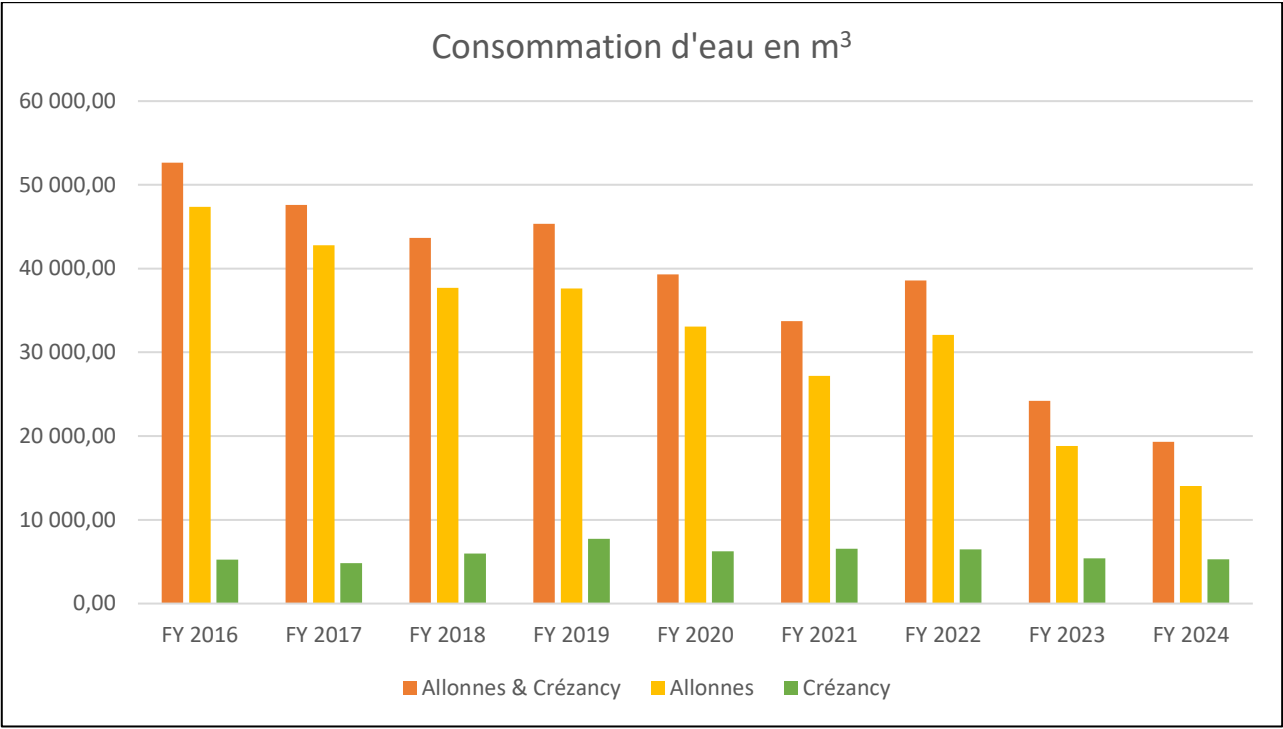
NTN Transmissions Europe's modelling of water consumption over reference periods has made it possible to produce detailed projections of consumption in view of key parameters at the Allonnes site.

Comparing these projections with actual consumption has highlighted deviations in the main categories of consumption and the positive impacts of technical solutions for the cooling equipment renovation and modification projects.

During FY22, action was taken to replace obsolete installations and add higher-performance equipment. This will help from FY2023 to achieve the long-term target, with a significant drop in water and chemical consumption.



The same process of modelling and identifying deviations will be deployed at the Crézancy site from FY2023 to accelerate the reduction in water consumption begun in FY2021 and achieve the ultimate goal of water self-sufficiency for industrial processes.



In FY2024, waterless urinals were installed to reduce our drinking water consumption further. This type of amenity is currently being tested.



9. WASTE PROCESSING

The company's principles are to reduce the quantities of waste produced at production sites and to prioritise recovery and recycling rather than destruction or landfill.

To achieve this, a waste sorting system is in place in all workshops and offices, with suitable containers collected regularly.

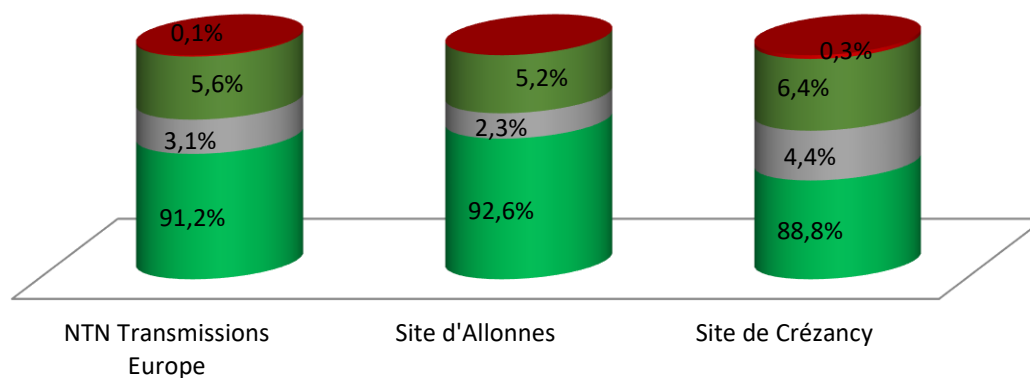
Each new item of waste is analysed in order to adapt the collection method and the recovery channel.

NTN TE organises the management of waste from its production sites via specific approved treatment channels in accordance with the regulations.

Across all sites, 91.2% of waste is recovered, through either material recycling or waste to energy.

Répartition en % des déchets par filière de traitement - FY24

■ Recyclage ■ Valorisation énergétique ■ Incinération ■ Enfouissement



Our goal for the 2024 fiscal year was to establish a system for collecting biowaste on-site. The regulations in force since 1 January 2024 require this type of collection. A study was carried out in advance. However, the difficulties encountered by NTN Transmissions Europe obliged us to reorganise our budget and postpone this relatively costly investment.

10. INTEGRATION OF BIODIVERSITY

An on-the-ground survey of our staff was conducted in the 2023 fiscal year. All our employees were surveyed.

During the survey, employees told us they were interested in animals and would like to have some at the site.

In response, a partnership with a local beekeeper was set up during FY23. In spring 2024, we welcomed two hives to our site.

The new residents were introduced to employees through a communication programme aiming to educate them about pollinating insects, and with a honey tasting.

These opportunities for discussion took place with all three teams.

In fiscal year 2024, we wanted to increase the number of hives at our site, but we had to make choices. Ultimately we did not increase the number of hives in 2024. However, biodiversity is a subject that unites our teams and corresponds to our company's values. We have thus included a new biodiversity project for the next fiscal year in our Factory road map.



11. FROM SEFP TO CSRD

Although our company, which does not meet the threshold of 1,000 employees, is not currently subject to the CSRD (Corporate Sustainability Reporting Directive), we have chosen to apply it progressively in advance. As part of our commitment to greater transparency and concern for sustainability issues, we launched an internal process designed to bring us voluntarily into line with the CSRD requirements within two years. This transition involves continuous improvement of our extra-financial reporting, relying in particular on the European ESRS standards, the principle of double materiality and a strengthening of our CSR governance structure. This preparatory work will enable us to be fully operational when the new obligations take effect while reinforcing the trust of our stakeholders.



© Ap
po
lin
ar
y
Kal
as
hn
iko
va
/
Un
spl
as
h

NTN

NTN Transmissions Europe



BUREAU VERITAS CERTIFICATION
1 place Zaha Hadid
92400 COURBEVOIE
Société par Actions Simplifiées
RCS Nanterre – 399 851 609

Verification Report of the Extra-Financial Performance Declaration

NTN Transmissions Europe, whose headquarters is located at Zone Artisanale des Trémelières Communauté Urbaine du Mans 72704 ALLONNES

The translation of Bureau Veritas Certification France's verification report below is made for information purposes only, and only the French version is binding.

The extra-financial performance declaration reviewed concerns the fiscal year ended on March 31, 2025.

Request, Responsibilities, and Independence

Following the request made by NTN Transmissions Europe and in application of Article L.225-102-1¹ of the French Commercial Code, we have carried out the verification of the Extra-Financial Performance Declaration (DPEF) relating to the fiscal year ended March 31, 2025, published in NTN Transmissions Europe's management report, as an independent third party ("third party"). Cofrac accreditation for validation/verification, No. 3-2047, the list of sites and scope available at www.cofrac.fr.

It is up to the Board of Directors to:

- ✓ Establish and publish a DPEF that complies with Articles L.225-102-1¹, R.225-105¹ and R.225-105-1¹ of the French Commercial Code.
- ✓ Prepare the DPEF in accordance with the reporting practices established by the company, hereinafter referred to as the "reporting procedures".
- ✓ Implement the internal controls necessary to produce information exempt from significant anomalies.
- ✓ Make the DPEF available on the company's website.

It is our responsibility to carry out the verification work on the DPEF, which enables us to provide a motivated opinion and a conclusion on:

- ✓ The compliance of the DPEF with the provisions set forth in Article R.225-105¹ of the Commercial Code
- ✓ The sincerity of the historical information (recorded or extrapolated) provided in accordance with section 3 of I and II of Article R.225-105¹.

We conducted the DPEF audit work in an impartial and independent manner, in accordance with the professional practices of the independent third party in application of the Code of Ethics implemented by Bureau Veritas and applied by all parties involved in Bureau Veritas' work.

Nature and scope of the work

To provide the motivated opinion on the conformity of the DPEF and the motivated opinion on the sincerity of the information provided, we have carried out our verification work in accordance with Articles A.225-1 to A.225-4 of the Commercial Code and in accordance with our methodology defined in the document "GP01- program for the verification of the extra-financial performance declaration, for the verification of the DPEF", in particular:

¹ Texts in their version prior to 01/01/2025



- ✓ We have taken note of the consolidated perimeter to be considered for the establishment of the DPEF, as specified in Article L.233-16 of the Commercial Code. And we have ensured that the DPEF covers all the companies included in the consolidated perimeter specified in the DPEF.
- ✓ We collected elements of understanding relating to the company's activities, the context in which it operates, and the social and environmental consequences of its activities.
- ✓ We have taken note of the content of the DPEF and verified that it contains the elements of Article R.225-105¹ of the Commercial Code:
 - Presentation of the business model of the company.
 - Description of the main risks related to the company's activities, for each category of information mentioned in III of Article L.225-102-1¹, including, where relevant and proportionate, the risks created by its business relationships, products or services, and the policies applied by the company, where appropriate, the procedures for due diligence carried out to prevent, identify and mitigate the occurrence of identified risks.
 - The results of these policies, including key performance indicators and, where relevant to the main risks, regarding the information provided in II of this article.
- ✓ We examined the company's processes to review the consequences of its activities as listed in III of Article L.225-102-1¹, identify and prioritize the related risks.
- ✓ We identified any missing information as well as information omitted without explanation.
- ✓ We verified that any omitted information relating to the main identified risks is clearly and motivated explained in the DPEF.
- ✓ We verified that the DPEF includes a clear and reasoned explanation for the absence of information regarding the main risks identified.
- ✓ We ensured that the company has put in place collection processes aimed at ensuring the comprehensiveness and consistency of the information mentioned in the DPEF. We examined the "reporting procedures" in terms of their relevance, reliability, understandability, completeness and neutrality, and, where applicable, considering good professional practices from a sectoral guideline.
- ✓ We identified the people within the company who are in charge of all or part of the reporting process and we have interviewed some of these people.
- ✓ We inquired about the existence of internal control and risk management procedures put in place by the company.
- ✓ We assessed by sampling the implementation of "reporting procedures", in particular the processes for collecting, compiling, processing and auditing information.
- ✓ For the quantitative data that we considered to be the most important², we:
 - Performed an analytical review of the data and verified, using sampling techniques, calculations and the compilation of the data at corporate level and at the audited entities 'level
 - Selected a sample of contributory entities³ within the scope of consolidation, based on their activity, their contribution to the company's consolidated data, their location and the results of the work carried out during previous fiscal years.

² The majority of the verified data below are based on historical recorded information and some indicators are based on extrapolated information.

Social information: frequency rate of work accidents with lost time, severity rate, Individual interview campaign completion rate, professional equality index and qualitative information on occupational health and safety roadmap, Safety dialogue & Code 99, safety onboarding, safety dojo creation, Workplace improvement actions in occupational health and safety, human resources roadmap, Internal communication serving our performance.

Environmental information: CO2 emissions (scope 1, scope 2 and scope 3), water consumption and qualitative information on environmental and energy roadmap and objectives, greenhouse gas emissions, biodiversity integration

³ Allones and Crézancy for quantitative social and environmental data, product purchases for scope 3.



- Carried out detailed tests on a sample basis, consisting of verifying the correct application of the "reporting procedures", reconciling data with supporting documents, checking the calculations and the consistency of the results.
- The sample selected represents, for the respective perimeters, a coverage rate of 100% of the values reported for the tested social information and between 39% and 100% of the values reported for the tested environmental information.
- ✓ For the qualitative information we believed to be the most important, we examined documentary sources and held interviews with the people responsible for drafting them.
- ✓ We assessed the coherence of the information mentioned in the DPEF.
- ✓ Our work was carried out between June 23th 2025 and the signing of our report, over a period of about one week, by a team of two auditors. We conducted about 5 interviews with people responsible for reporting during this mission.

Observations on reporting procedures or the content of certain information

Without calling into question the conclusions below, we express the following observations:

- ✓ The drafting of reporting protocols (indicator definitions, data sources, collection methods, calculation methodology and compilation procedures) proves necessary to ensure sustainability and reliability of KPIs.
- ✓ The implementation of an internal data control system at contributor and/or consolidation level should also be planned to enhance reporting reliability.

Motivated opinion and conclusion

Based on our verification work, we have not identified any significant anomaly likely to call into question the compliance of the declaration with the provisions of article R. 225-105 and the fairness of the information provided.

Courbevoie, July 25th 2025

For Bureau Veritas Certification

Samuel Duprieu
Président

