

NTN

Make the world **NAMERAKA**

Consolidated Financial Results for the First Half of FY2025

DRIVE

*D*igitalization *R*esources *I*nnovation *V*ariable cost reformation *E*fficiency improvement

NTN100

— *F i n a l* —

November 5, 2025

NTN Corporation



- I. Key Points of Financial Results and Progress of “DRIVE NTN100” Final
- II. Financial Results of First Half of FY2025 and Forecast of FY2025

1. Key Points of FY2025 H1 Financial Results

Sales decreased, operating income increased YoY : Cost reductions and selling price improvement offset reduced scale and tariff impacts

- Sales decreased YoY due to decreased demand for automobiles mainly in Europe and China
- Operating income increased YoY as improvements in selling prices and reductions in variable and fixed costs offset the impacts of reduced scale and U.S. tariffs
- Inventories increased YoY, but decreased in volume excluding the impact of foreign exchange rates

(billion yen)	FY2024		FY2025	
	H1 Results①	Full Year Results	H1 Results②	YoY ①vs②
Net sales	413.9	825.6	402.3	(11.7) Excl. forex (1.1%)
Operating income	9.9	23.0	12.9	+2.9
Operating margin	2.4%	2.8%	3.2%	+0.8pt
Ordinary income	3.5	10.5	8.7	+5.2
Profit (loss) attributable to owners of parent	(2.1)	(23.8)	3.1	+5.2
Exchange rate	1USD	¥152.5	¥146.0	(¥6.5)
	1EURO	¥165.8	¥168.0	+¥2.3
Inventories	255.3	244.4	246.0	*+1.6
Capital expenditure	11.4	32.2	13.0	+1.6
FCF	2.8	19.7	14.3	+11.5

* vs FY2024 Full year results

2. Key Points of FY2025 H2 and FY2025 Forecast

**Full-year forecasts were revised upward :
Reflecting reduced scale and tariff impacts, but improved selling prices and cost reductions lead to increased sales and operating income compared to the previous announcement.**

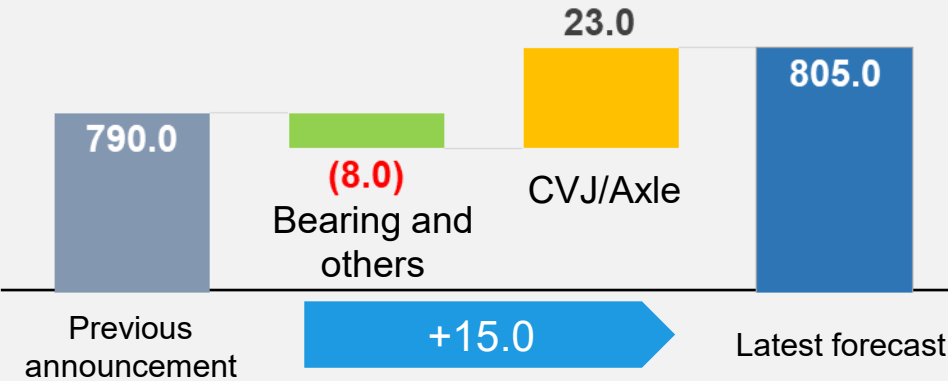
- Sales will increase due to factors such as passing-through of U.S. tariff and impact of exchange rates, despite decline in volume caused by sluggish demand for automobiles in Japan, Europe and China and a delayed recovery in aftermarket demand
- Operating income is planned to increase by promoting measures such as improving selling prices, reducing variable costs through procurement reforms, controlling fixed costs in line with reduced scale, despite decline in scale and tariff impacts
- Extraordinary income and losses remain unchanged from the previous announcement, and the structural reforms outlined in the Medium-term Management Plan are progressing advanced as planned in Japan, the U.S., and China
- FY2025 annual dividend forecast has been announced. Based on currently available information and projections, it expects an interim dividend of 5.5 yen and a year-end dividend of 5.5 yen, totaling 11 yen per share

		FY2024	FY2025					
		Full Year Results①	H1 Results	H2 Forecast	Full Year Forecast ②	②-①	Full Year Forecast (Previous announcement)③	②-③
(billion yen)								
Net sales		825.6	402.3	402.7	805.0	(20.6)	790.0	+15.0
Operating income		23.0	12.9	13.1	26.0	+3.0	24.0	+2.0
Operating margin		2.8%	3.2%	3.3%	3.2%	+0.4pt	3.0%	+0.2pt
Ordinary income		10.5	8.7	4.3	13.0	+2.5	11.0	+2.0
Extraordinary income (loss)		(19.1)	(0.4)	(7.6)	(8.0)	+11.1	(8.0)	0.0
Profit (loss) attributable to owners of parent		(23.8)	3.1	(7.1)	(4.0)	+19.8	(6.0)	+2.0
Exchange rate	1USD	¥152.4	¥146.0	¥145.0	¥145.5	(¥6.9)	¥140.0	+¥5.5
	1EURO	¥163.6	¥168.0	¥170.0	¥169.0	+¥5.4	¥160.0	+¥9.0
Inventories		244.4	246.0	230.0	230.0	(14.4)	222.0	+8.0
Capital expenditure		32.2	13.0	19.0	32.0	(0.2)	31.0	+1.0
FCF		19.7	14.3	5.7	20.0	+0.3	20.0	0.0

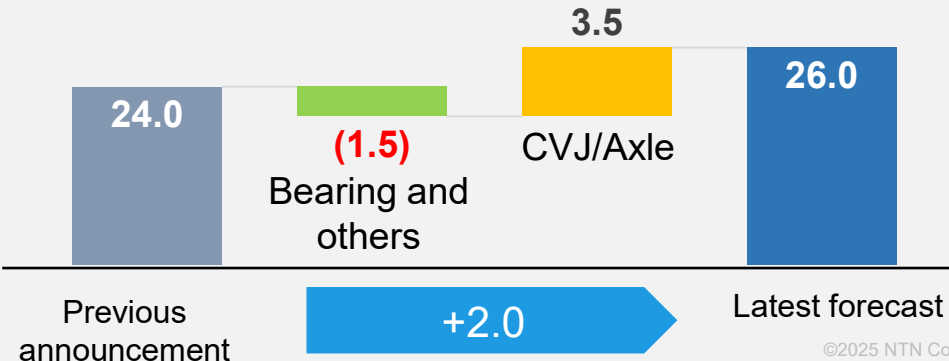
3. FY2025 Forecast by Business Segment

		FY2025							
		Latest						Previous announcement	
	(billion yen)	H1 Results		H2 Forecast		Full Year Forecast		Full Year	
Net sales	Bearing and others	167.7	41.7%	172.3	42.8%	340.0	42.2%	348.0	44.1%
Composition ratio	CVJ/Axle	234.6	58.3%	230.4	57.2%	465.0	57.8%	442.0	55.9%
	Total	402.3	100.0%	402.7	100.0%	805.0	100.0%	790.0	100.0%
Operating income	Bearing and others	4.6	2.7%	6.4	3.7%	11.0	3.2%	12.5	3.6%
Operating margin	CVJ/Axle	8.3	3.5%	6.7	2.9%	15.0	3.2%	11.5	2.6%
	Total	12.9	3.2%	13.1	3.3%	26.0	3.2%	24.0	3.0%

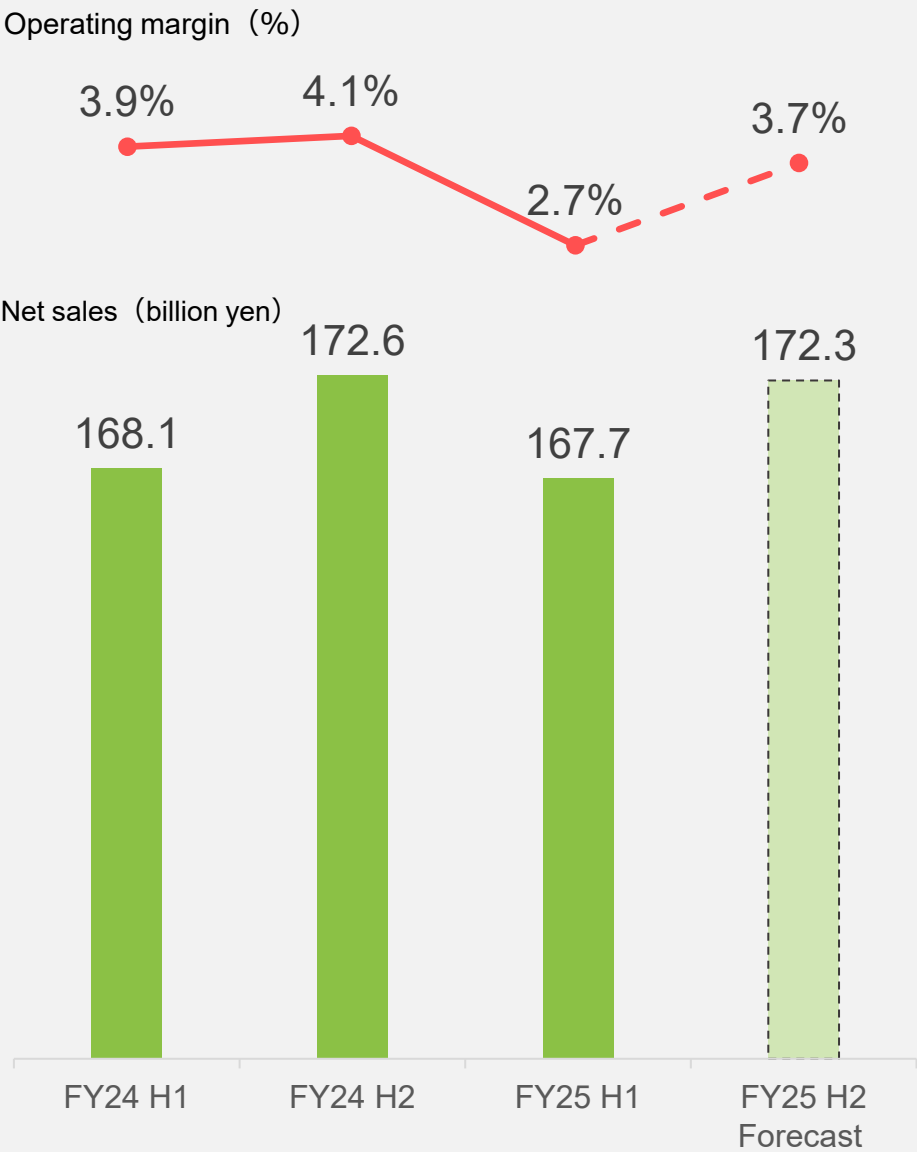
Net Sales (billion yen)



Operating income (billion yen)



4-1. Initiatives of FY2025 in Bearing and others

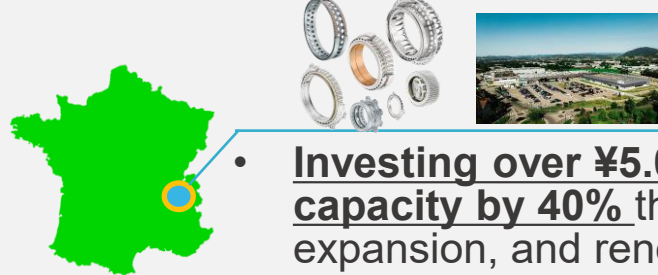


Sales overview by industry

	FY23 vs FY24	vs FY25 (Forecast)
 Construction machinery	↑	→ Market conditions and sales both remain at the same level as last year
 Aerospace	↑↑	↑ Maintain strong performance, including helicopters and defense
 Agricultural machinery	↓↓	→ Return of consumer spending, signs of recovery, bottoming out
 Gear box	↓↓↓	↑↑ Strong automation demand and robust overall market conditions
 Rolling stock	↑↑	↑ Maintaining strong performance in Asia, including China
 Machine tool	↓	→ Demand is recovering and trending upward
 Wind turbine	↓↓↓	↑↑ Demand is increasing for the U.S. market
 Automobile	↓	↓ Decrease for ICE vehicles and exports

Strengthening aerospace business

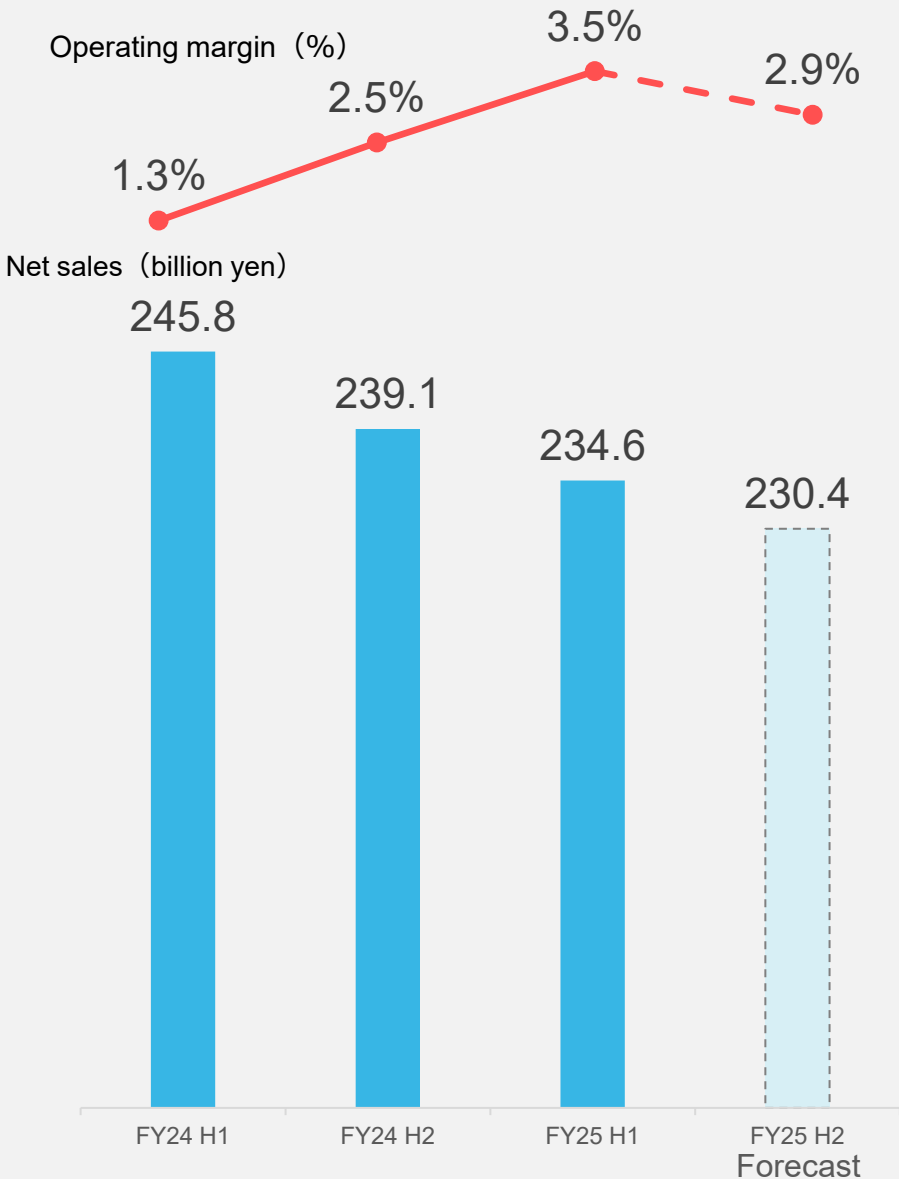
- Demand for aircraft has steadily recovered since the COVID-19 pandemic and is expected to continue expanding.



NTN Europe (Argonay)

- Investing over ¥5.0 billion by FY2030 to increase production capacity by 40% through new equipment installation, building expansion, and renovations

4-2. Initiatives of FY2025 in CVJ/Axle



Business overview

Sales overview

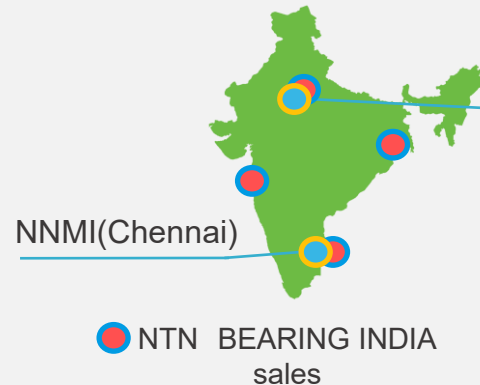
- Demand declined in all regions except Asia during H1, falling below YoY
- In Asia, India continued to see sales growth YoY, maintaining steady progress
- Demand is expected to remain sluggish in H2. mainly in Japan, Europe and China

Profit improvement

- Profit improvement is progressing, driven by variable cost reductions through design and procurement reforms, effect of structural reform and fixed cost control in line with reduced scale
- Impact of U.S tariffs is becoming clear as we plan to pass on cost increases to customers, with targeting 90% of the impact during this fiscal year

Strengthening India business

- FY2024 → FY2030 Vehicle production volume increases by 30% or more (S&P global forecast)



NTN NEI Manufacturing India(Bawal)

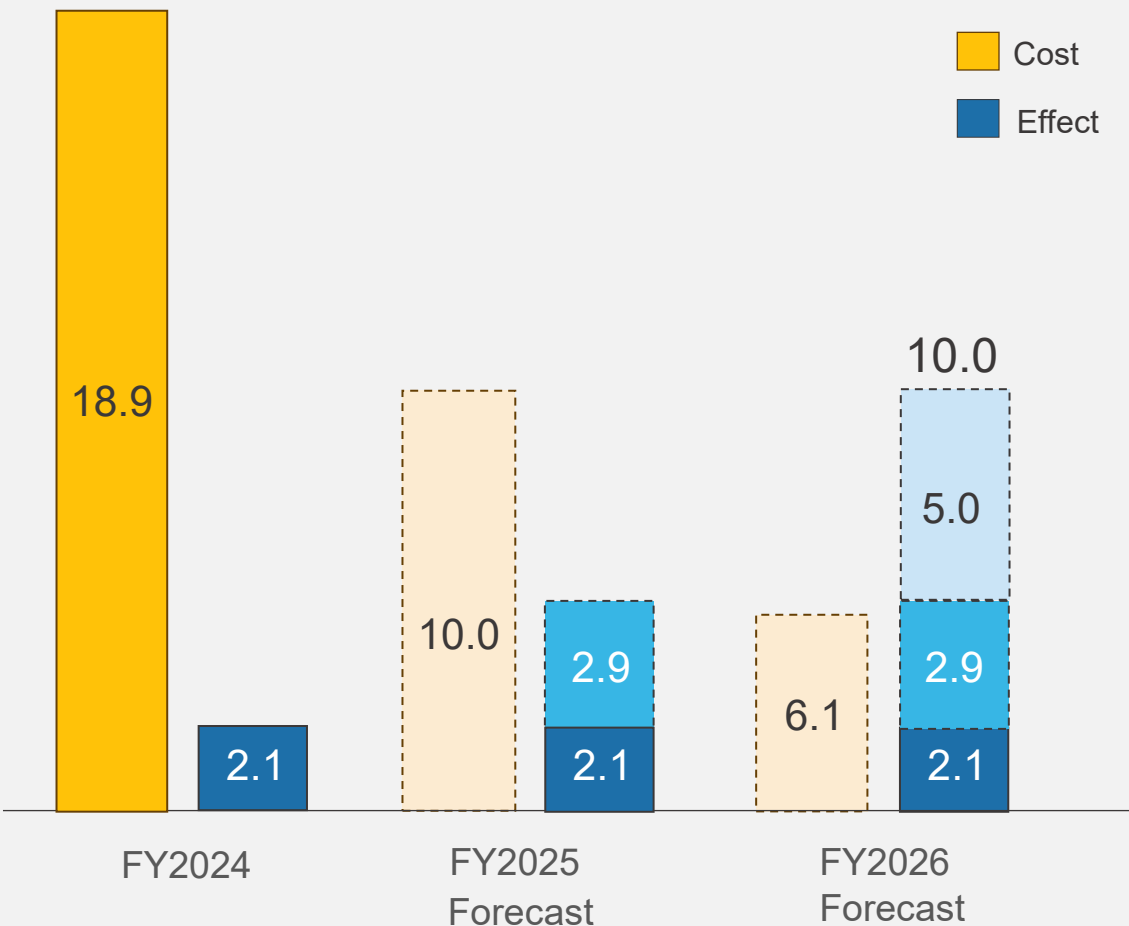
Investing over ¥2.0 billion to enhance production capacity for CVJ internal components and initiate the establishment of an R&D structure

→ **Enhancing cost competitiveness and strengthening partnership with customer**
Business target: Double CVJ sales by FY2030 (compared to FY2024)

5-1. Progress of “DRIVE NTN100” Final :Structural Reform

Structural reform (35 billion yen/3 years) progresses ahead of plan
As an effect of structural reforms, approximately ¥10.0 billion over three years compared to fiscal year 2023 is planned

(billion yen)



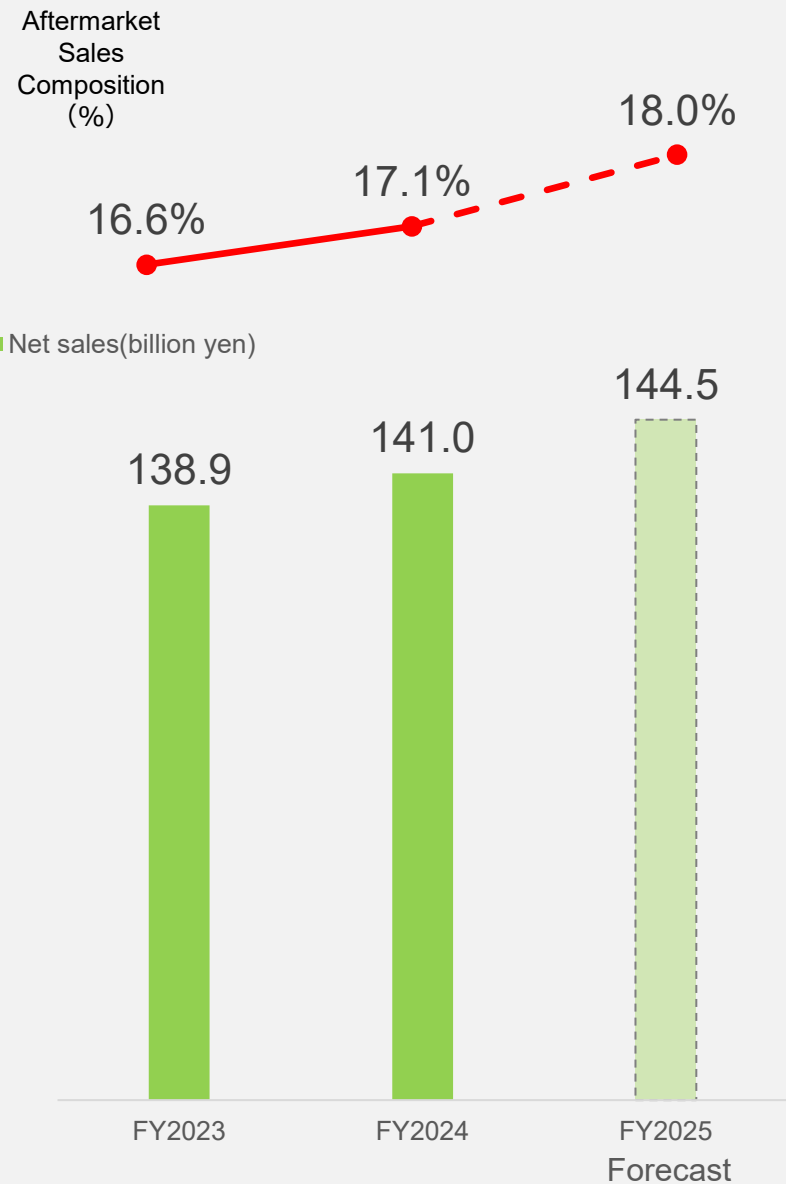
FY2025 H1 Results

Japan : Reorganization of production for ultra-large bearings, including those for wind turbine main shafts

FY2025 H2 Plan

Promoting production reorganization mainly in Japan, the Americas, and China

5-2. Progress of “DRIVE NTN100” Final : Expand Aftermarket Business



■ Demand recovery remains sluggish, partially in the Americas and Europe at present

Expand aftermarket business for industrial machinery

Japan (High-share region)

- Expanding service solution business by establishing bearing LCM*
- *Bearing life cycle management

North America (Key expansion region)

- Strengthening supply capacity and expanding inventory lineup

China/India/Korea(Low-share region)

- Diversification of local production and finished goods procurement sources
- Launching Japanese products into the high-end market

Europe (Highly competitive region)

- Price rationalization and strengthening supply capacity

ASEAN/Middle-East/Africa/Central and South America(Emerging region)

- **Expanding the distributor network** and sales amid increased popular inventory of aftermarket and expanded application of the immediate delivery system (FIRST System)

Expand aftermarket business for automobile

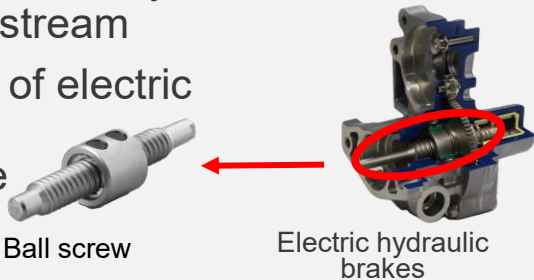
- Targeting North America and Europe with high vehicle ownership, and ASEAN and South America with expected growth
- Diversification of finished goods procurement sources and expansion of product lineup
- In May, we invested in LTM in Tunisia, Africa, adding shock absorbers to our product lineup
- **Introduction of NTN Europe certified garage system (MySNR CertifiedGarage)**



5-3. Progress of “DRIVE NTN100” Final : New Business and New Products

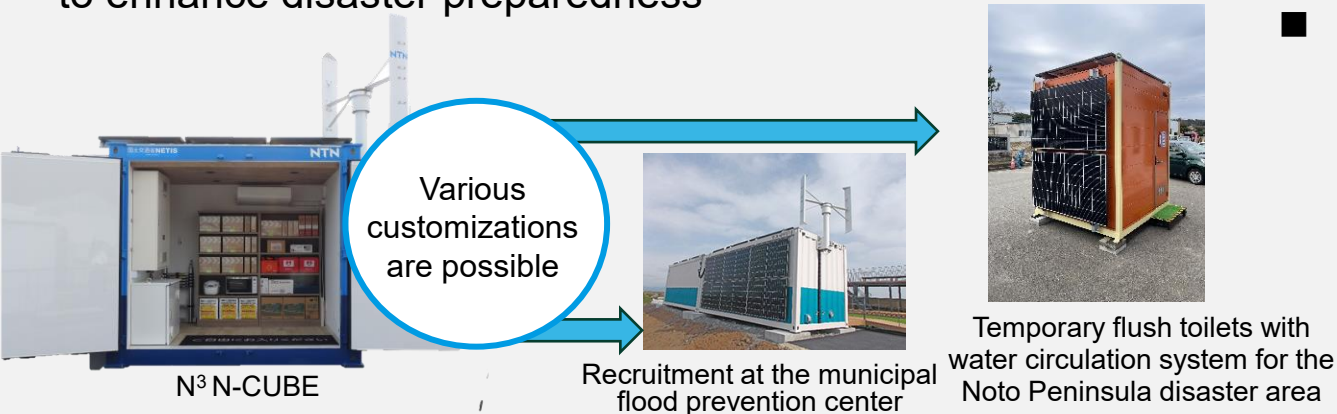
Electrification

- **Demand for electric brakes is expanding** alongside the electrification of automobiles
- **Expanding production capacity for ball screw units** for electric brakes **eightfold* by FY2030** *Compared to FY2024
 - Expanding the market share of electric hydraulic brakes, which are currently mainstream
 - Early entry into the development of electric mechanical brakes, which will become mainstream in the future

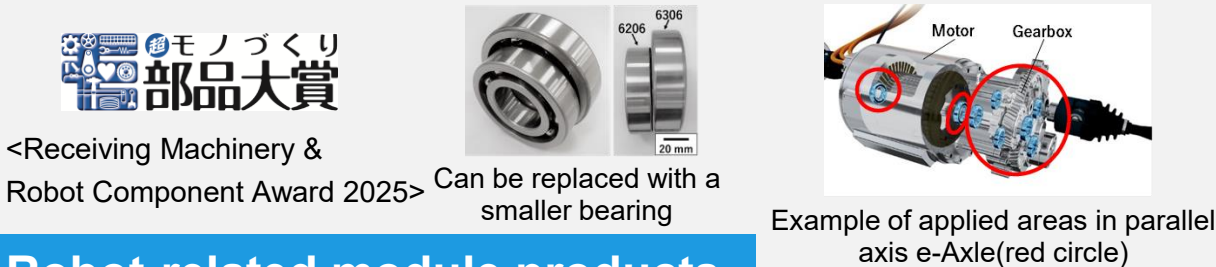


Green energy product

- National and local governments **formulate and review disaster prevention plans, etc.**
- **Proposing the N³ N-CUBE to roadside stations nationwide** to enhance disaster preparedness

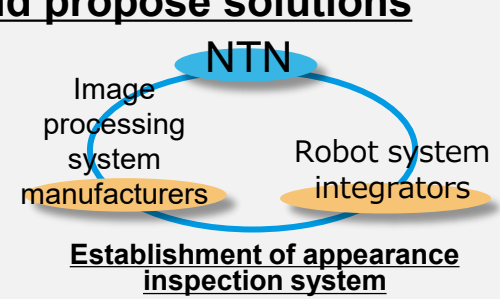


- Rolling bearings used in drive units such as e-Axles and transmissions are **required compactness and light weight while accommodating high-speed rotation**
- **“HA-C Bearings”** which our **proprietary “HA-C” special heat treatment technology applied to rolling bearings**



Robot-related module products

- In production site, **automation is progressing across each process against the backdrop of a shrinking workforce and labor-saving initiatives, while the size of parts subject to inspection is becoming larger**
- Our proprietary **Wrist Joint Module, “i-WRIST,” enables system manufacturers and integrators to collaborate and propose solutions**



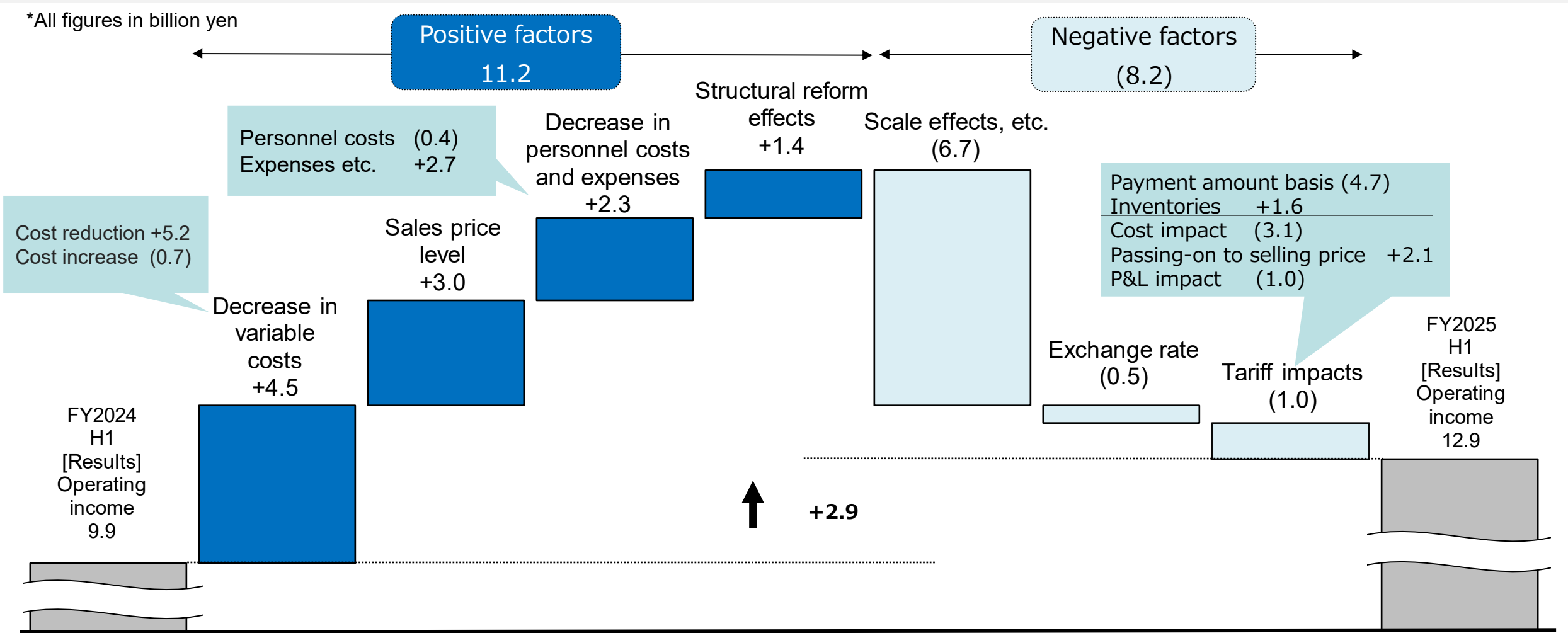
- I. Key Points of Financial Results and Progress of “DRIVE NTN100” Final
- II. Financial Results of First Half of FY2025 and Forecast of FY2025**

1. Key Financial Indicators of FY2025

									(For reference)
(billion yen)	H1 Results ①	FY2024 H2 Results	Full Year Results	FY2025		Diff. ②-①			FY2025 Full Year Forecast (Previous Announcement)
				H1 Results ②	Full Year Forecast (Latest)	Total	Volume	Forex	
Net sales	413.9	411.6	825.6	402.3	805.0	(11.7)	(4.5)	(7.2)	790.0
Operating income	9.9	13.0	23.0	12.9	26.0	2.9	3.4	(0.5)	24.0
Operating margin	2.4%	3.2%	2.8%	3.2%	3.2%	0.8%			3.0%
Ordinary income	3.5	7.0	10.5	8.7	13.0	5.2	5.6	(0.4)	11.0
Extraordinary income (loss)	(0.6)	(18.4)	(19.1)	(0.4)	(8.0)	0.2	0.2	(0.0)	(8.0)
Profit (loss) attributable to owners of parent	(2.1)	(21.7)	(23.8)	3.1	(4.0)	5.2	5.4	(0.2)	(6.0)
Inventories	255.3	244.4	244.4	246.0	230.0	* 1.6	(3.5)	5.2	222.0
FCF	2.8	16.9	19.7	14.3	20.0	11.5	-	-	20.0
Exchange rate	1USD	¥152.5	¥152.4	¥152.4	¥146.0	(¥6.5)			¥141.2
	1EURO	¥165.8	¥161.5	¥163.6	¥168.0	¥2.3			¥160.9
FY2025 Annual Dividend			¥11.00 (Interim ¥5.5 / Year-end ¥5.5)						

* Increase/decrease from the end of Mar. 2025

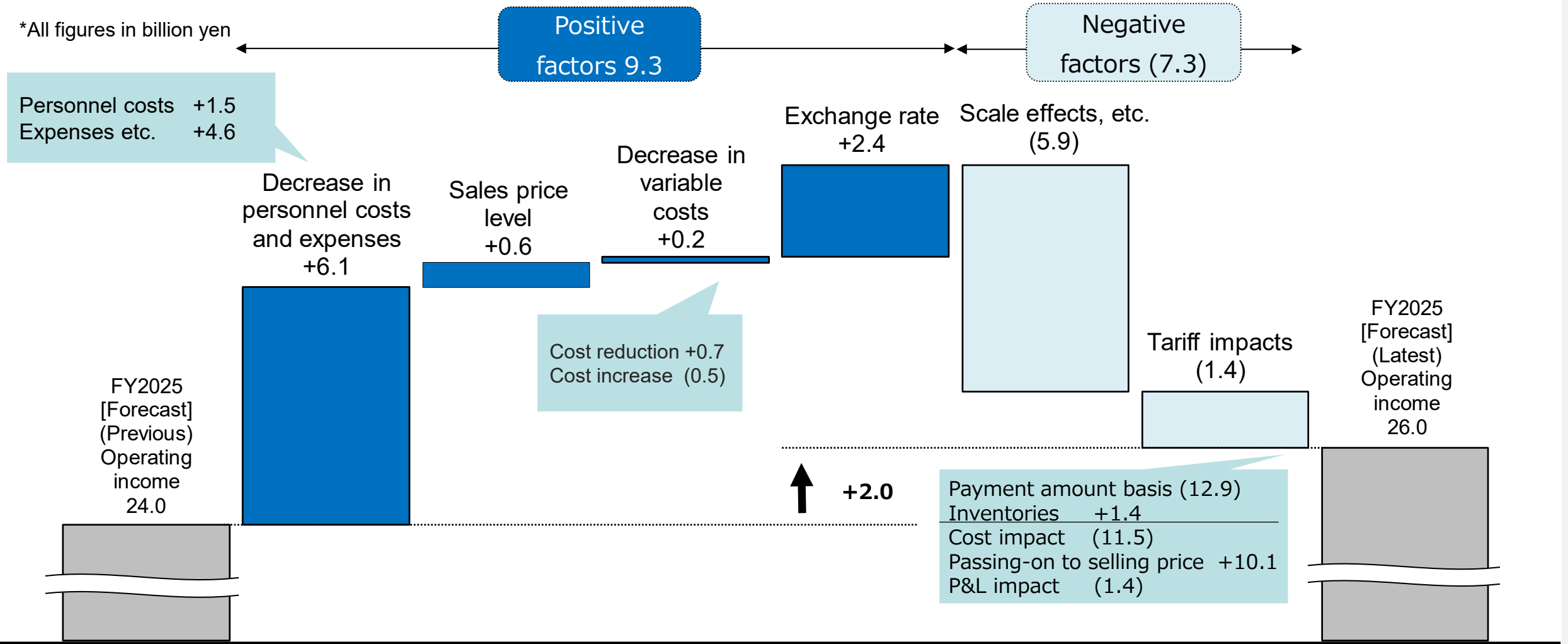
2-1. Analysis of Operating Income [FY2024 H1 Results vs FY2025 H1 Results]



	FY2024 H1 Results	FY2025 H1 Results	Diff.	Forex	Sales price	Passing on tariffs	Volume
Net Sales	413.9	402.3	(11.7)	(7.2)	3.0	2.1	(9.6)

2-2. Analysis of Operating Income

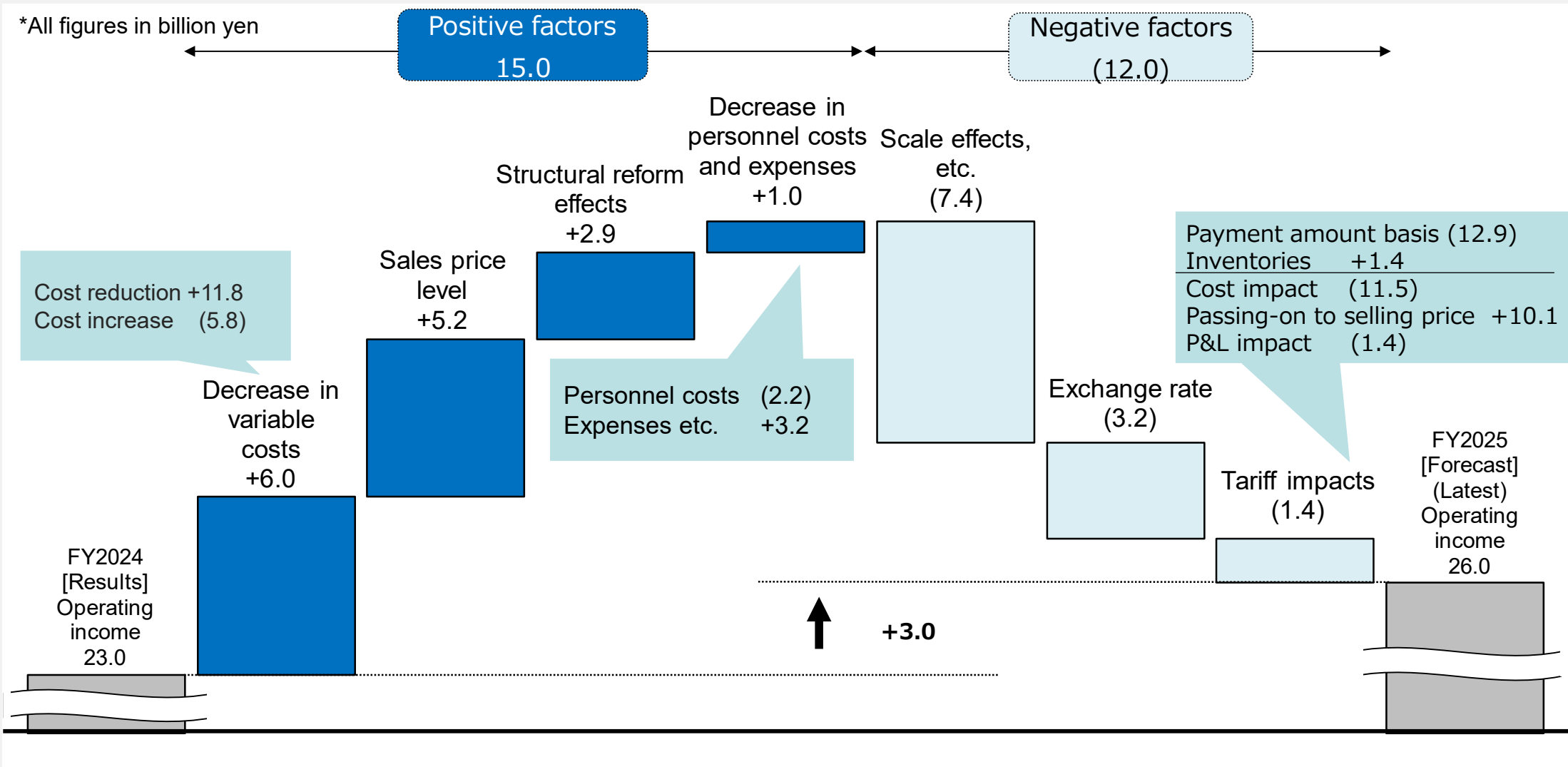
[FY2025 Forecast [previous]
vs FY2025 Forecast [latest]]



	FY2025 Forecast [Previous]	FY2025 Forecast [Latest]	Diff.	Forex	Sales price	Passing on tariffs	Volume
Net Sales	790.0	805.0	15.0	21.8	0.6	10.1	(17.5)

2-3. Analysis of Operating Income

[FY2024 Results
vs FY2025 Forecast [latest]]



	FY2024 Results	FY2025 Forecast [Latest]	Diff.	Forex	Sales price	Passing on tariffs	Volume
Net Sales	825.6	805.0	(20.6)	(13.2)	5.2	10.1	(22.6)

3. Net Sales by Company Location (Excluding intragroup sales)

(For reference)

(billion yen)	H1 Results ①	FY2024 H2 Results	Full Year Results	FY2025		Diff.			FY2025 Full Year Forecast (Previous Announcement)
				H1 Results ②	Full Year Forecast (Latest)	②-①	②-①	②-①	
Total									
Japan	104.5	110.7	215.2	105.4	216.0	0.9	0.9	(0.0)	221.5
Americas	139.8	129.7	269.5	132.4	260.5	(7.4)	(0.8)	(6.6)	240.0
Europe	92.4	93.9	186.3	90.4	183.0	(2.0)	(3.7)	1.7	181.0
Asia and others	77.2	77.4	154.5	74.0	145.5	(3.1)	(0.9)	(2.2)	147.5
Total	413.9	411.6	825.6	402.3	805.0	(11.7)	(4.5)	(7.2)	790.0

*From FY2024Q2, sales by region have been changed to sales by company location.

4. Net Sales and Operating Income by Business Segment NTN

<Net Sales by Business Segment>

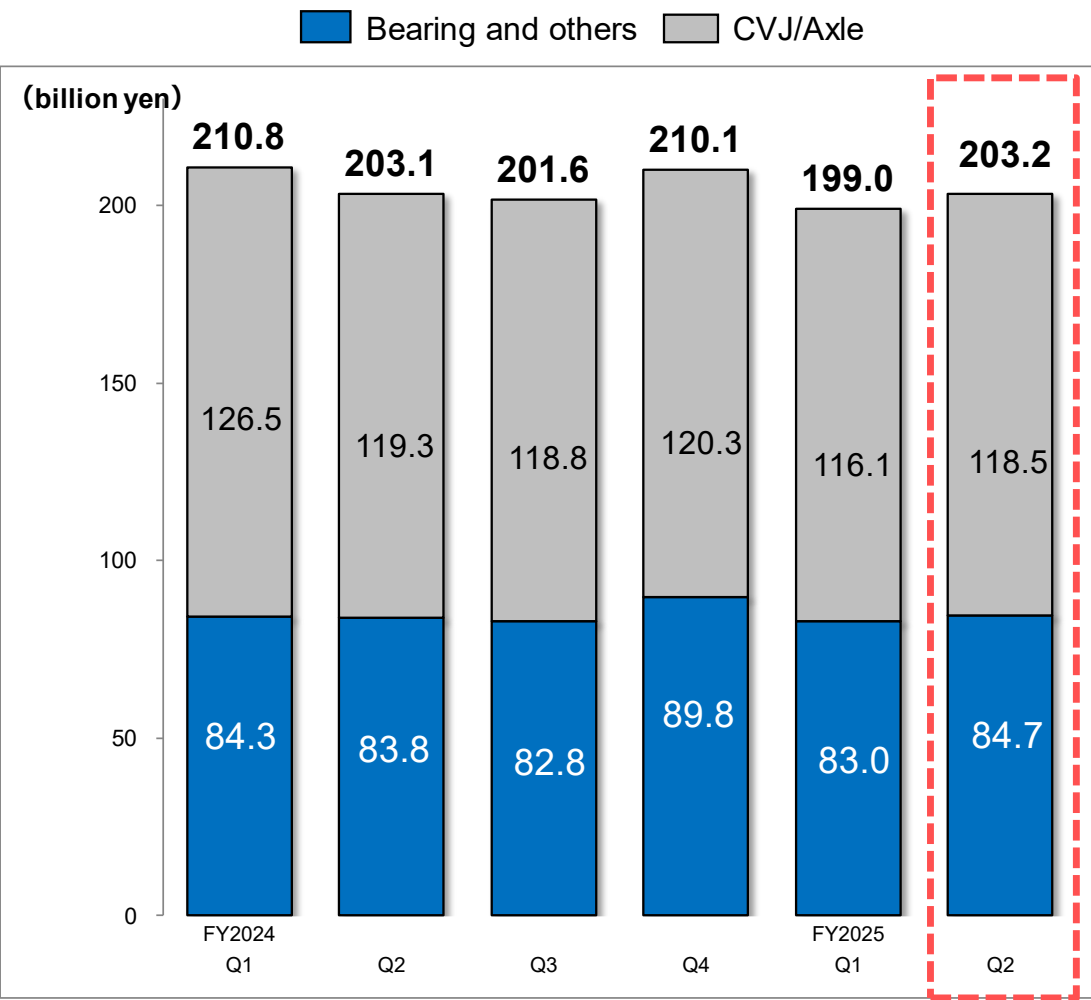
(billion yen)	FY2024			FY2025		Diff.			(For reference)
	H1 Results	H2 Results	Full Year Results	H1 Results	Full Year Forecast	②-①			FY2025 Full Year Forecast
	①			②	(Latest)	Total	Volume	Forex	(Previous Announcement)
Bearing and others	168.1	172.6	340.7	167.7	340.0	(0.5)	1.7	(2.1)	348.0
CVJ/Axle	245.8	239.1	484.9	234.6	465.0	(11.2)	(6.2)	(5.1)	442.0
Total	413.9	411.6	825.6	402.3	805.0	(11.7)	(4.5)	(7.2)	790.0

<Operating Income by Business Segment>

(billion yen)	FY2024			FY2025		Diff.		FY2025 Full Year Forecast
	H1 Results	H2 Results	Full Year Results	H1 Results	Full Year Forecast	②-①		(Previous Announcement)
	①			②	(Latest)			
Bearing and others	6.6	7.0	13.7	4.6	11.0	(2.1)		12.5
CVJ/Axle	3.3	6.0	9.3	8.3	15.0	5.0		11.5
Total	9.9	13.0	23.0	12.9	26.0	2.9		24.0

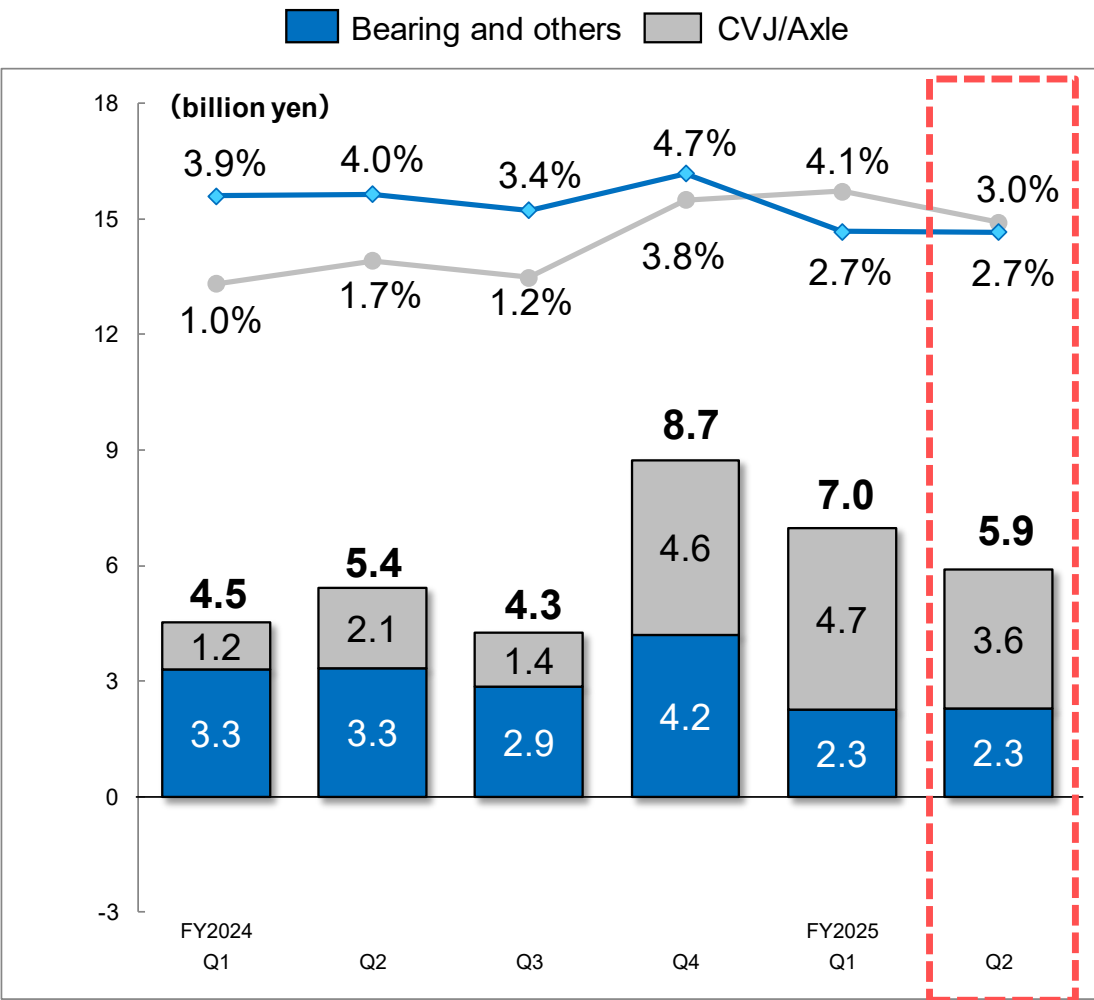
5. Financial Results by Business Segment (Quarterly Trend) NTN

Net Sales



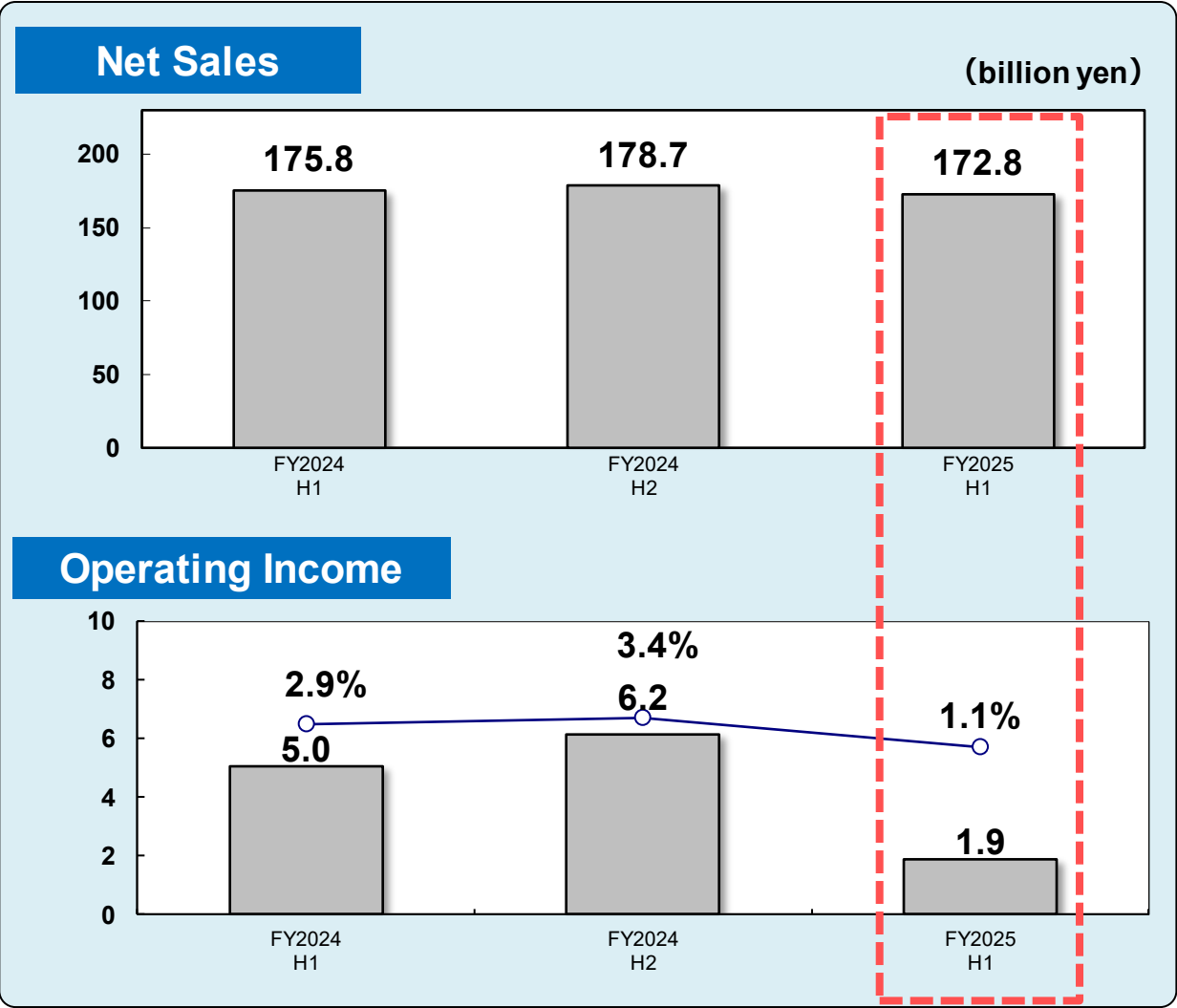
Incl. for	FY2024	Q2	Q3	Q4	FY2025	Q2
Aftermarket	Q1				Q1	
	35.4	34.5	34.4	36.6	33.9	36.5

Operating Income/ Operating Margin

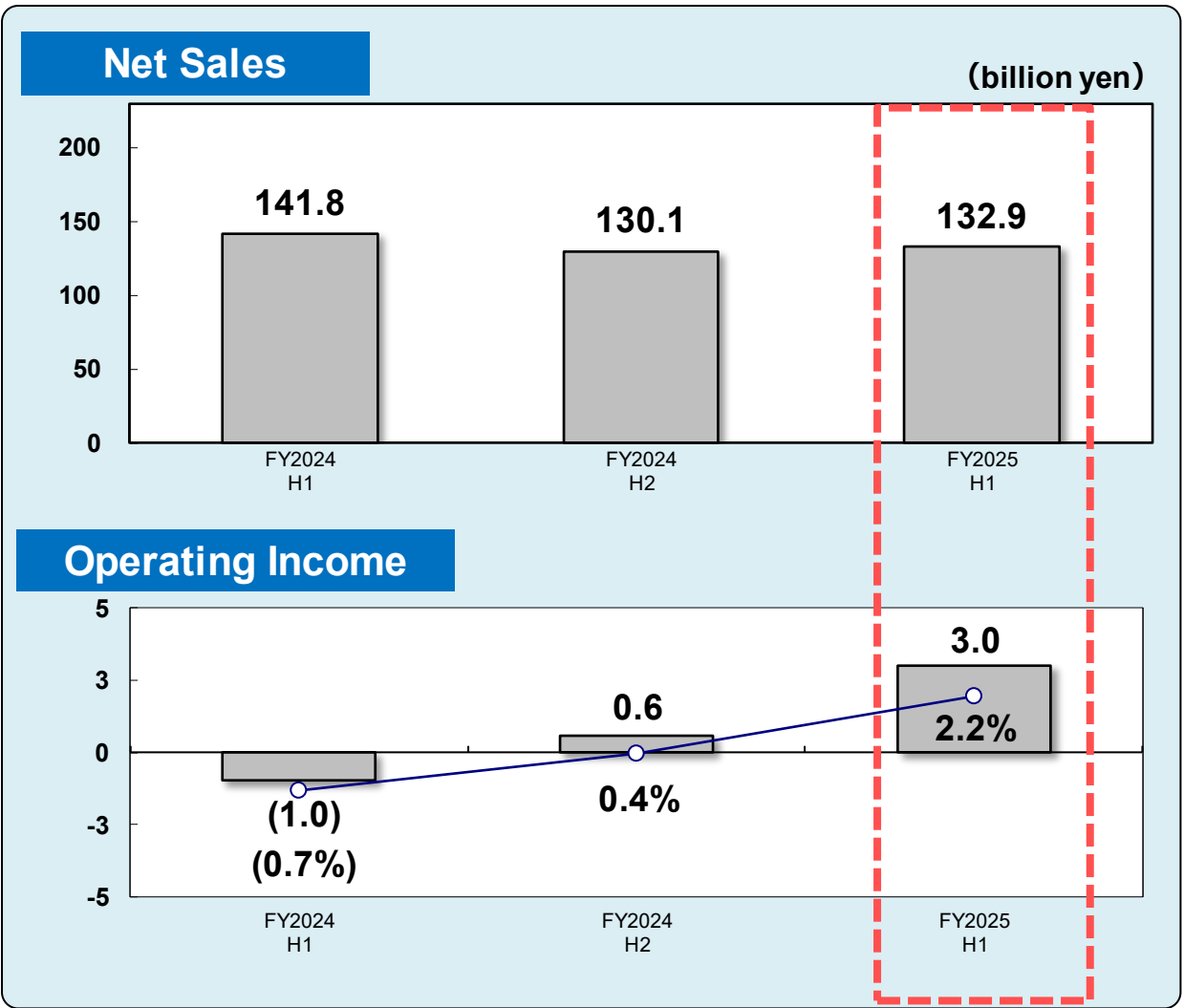


6-1. Net Sales and Operating Income by Company Location NTN

《 Japan 》

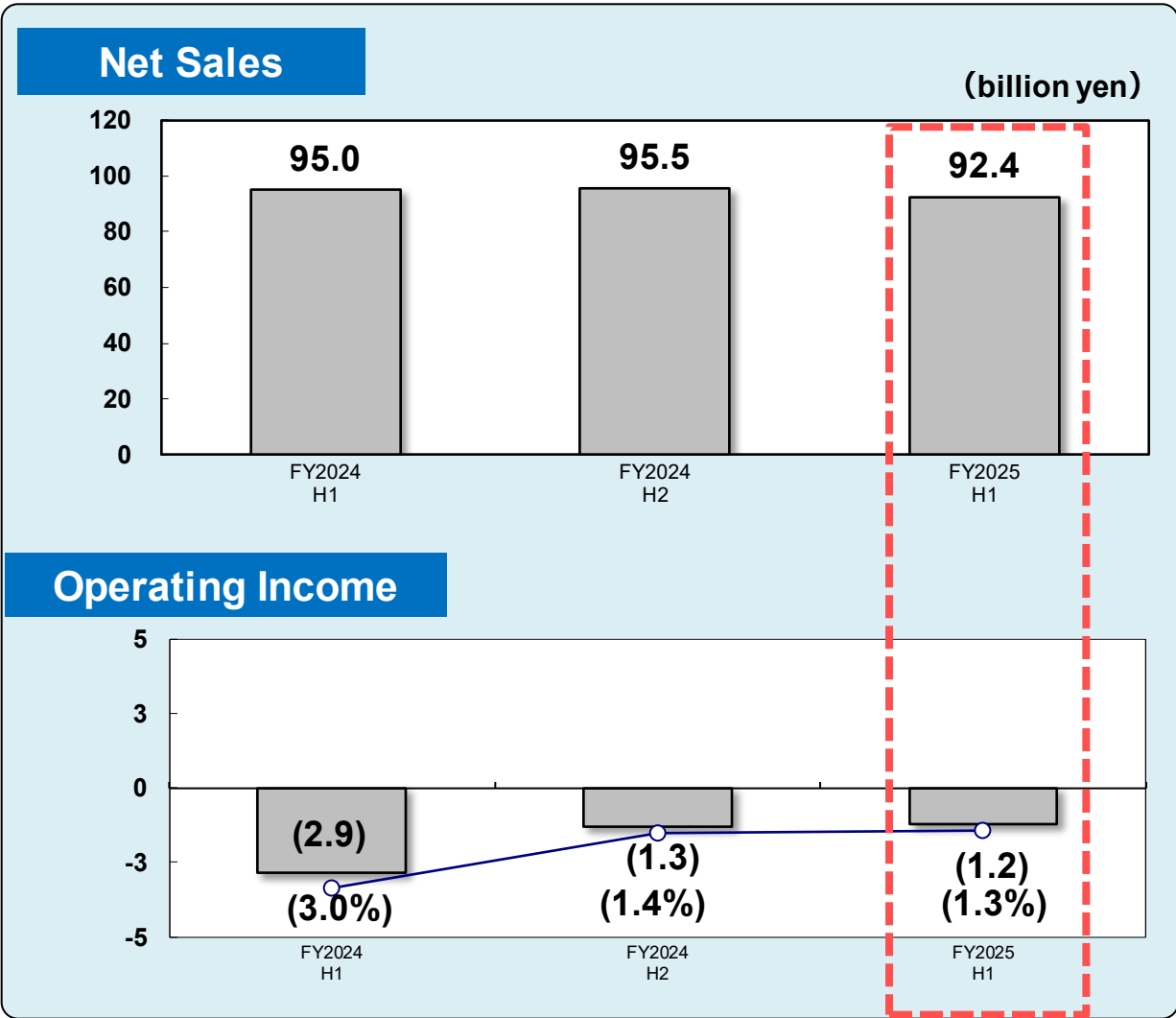


《 Americas 》

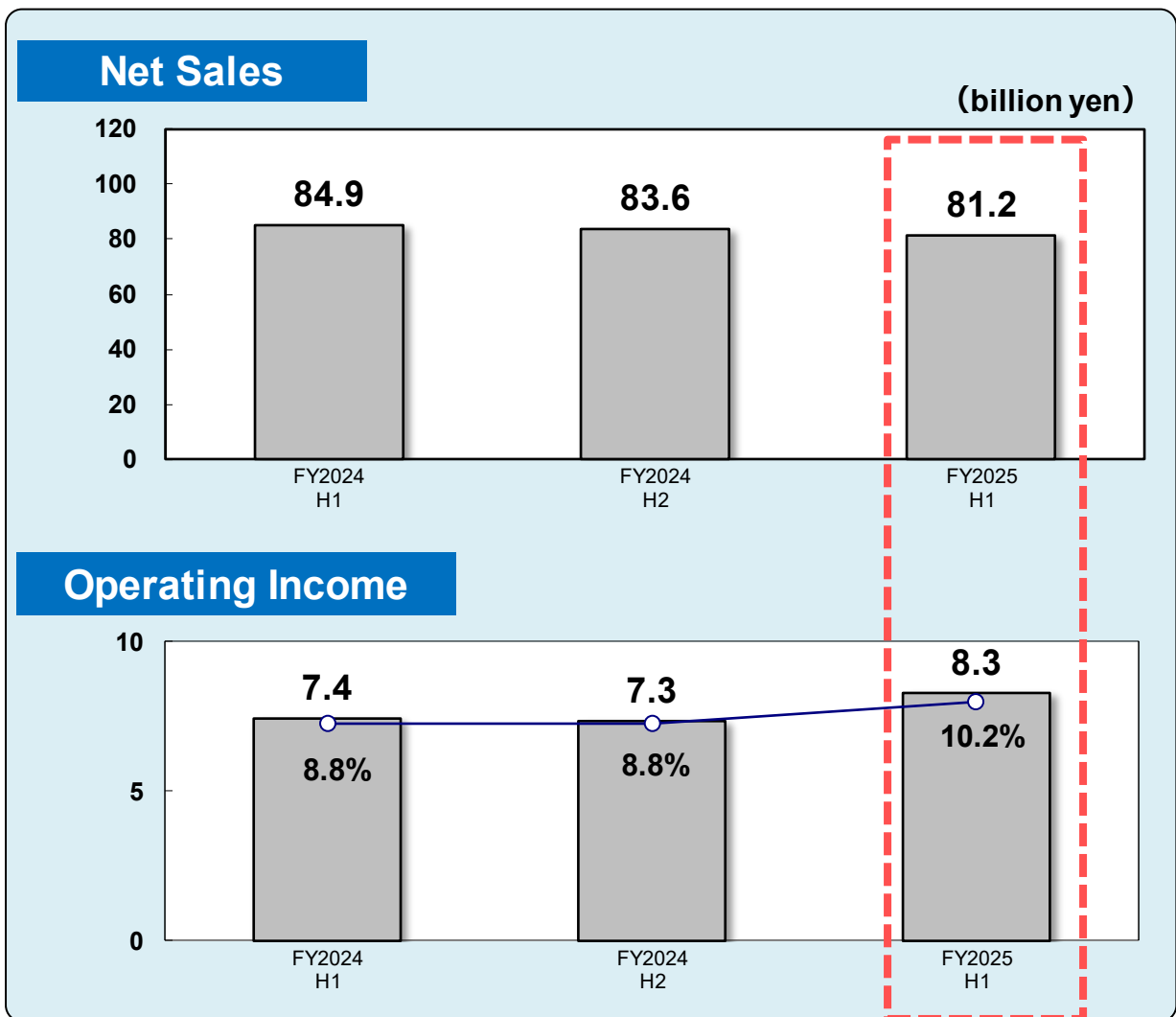


6-2. Net Sales and Operating Income by Company Location NTN

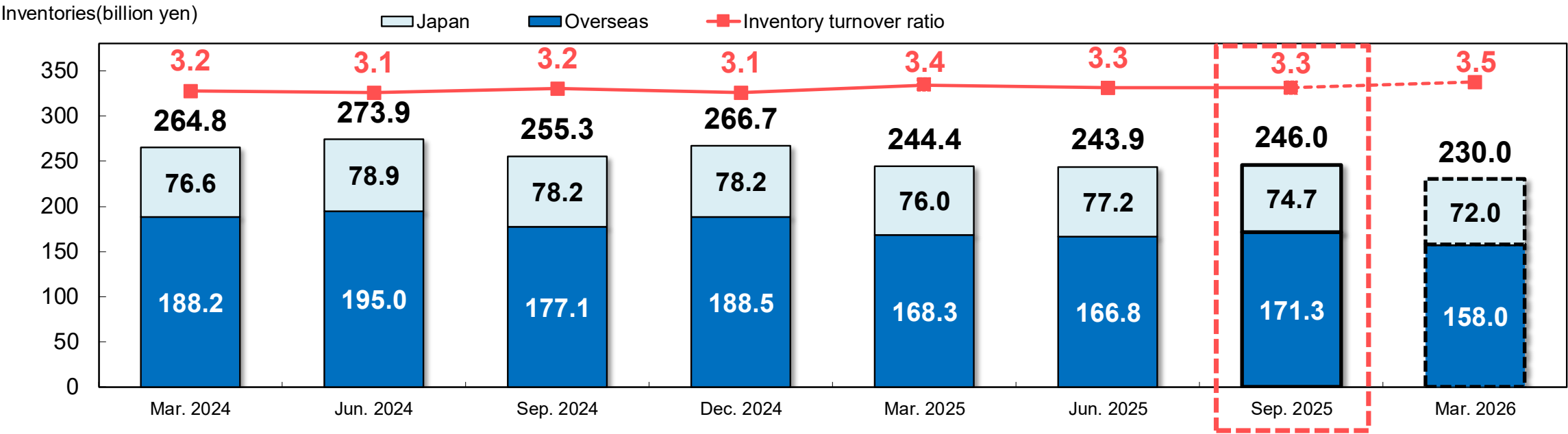
《 Europe 》



《 Asia and others 》

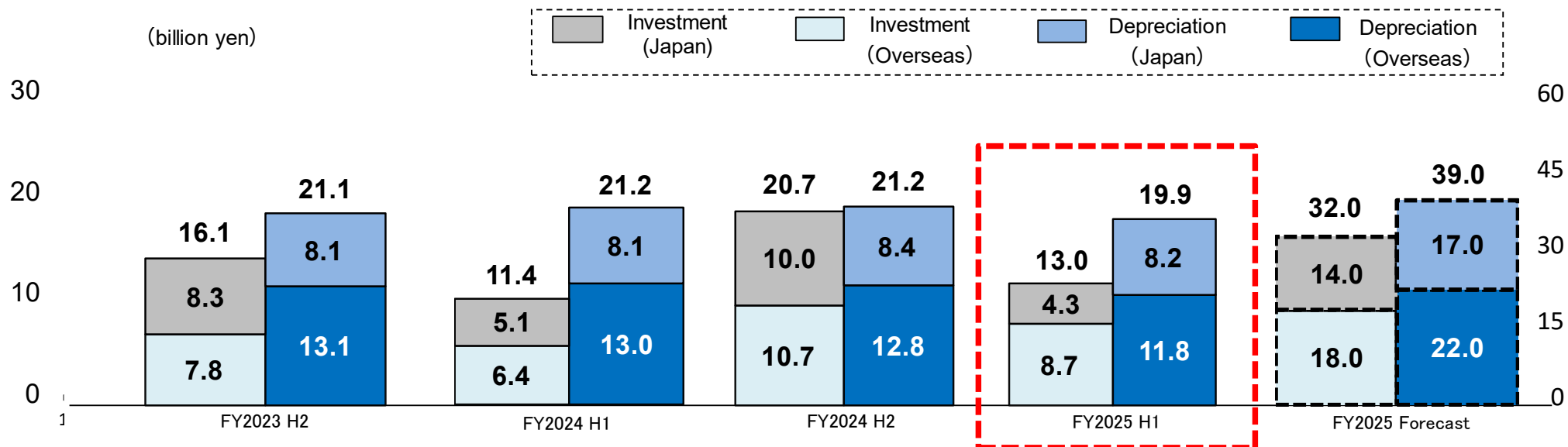


7. Inventories



(billion yen)	Mar. 2024 Results	Jun. 2024 Results	Sep. 2024 Results	Dec. 2024 Results	Mar. 2025 Results	Jun. 2025 Results	Sep. 2025 Results	Mar. 2026 Forecast(Latest)
Inventories	264.8	273.9	255.3	266.7	244.4	243.9	246.0	230.0
[Japan]	76.6	78.9	78.2	78.2	76.0	77.2	74.7	72.0
[Overseas]	188.2	195.0	177.1	188.5	168.3	166.8	171.3	158.0
Inventory turnover ratio [times]	3.2	3.1	3.2	3.1	3.4	3.3	3.3	3.5

8. Capital Expenditures and Depreciation

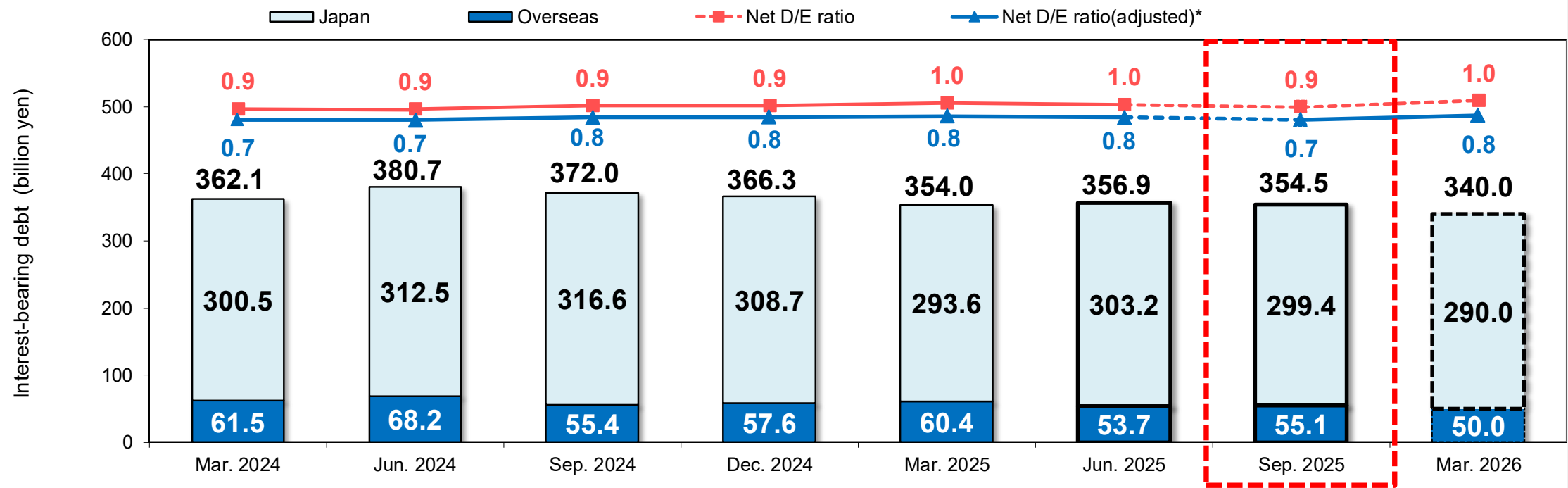


	FY2023	FY2024		FY2025	Diff.	FY2025
(billion yen)	H2 Results	H1 Results①	H2 Results	H1 Results②	②-①	Full Year Forecast
Capital expenditure	16.1	11.4	20.7	* 13.0	1.6	32.0
[Japan]	8.3	5.1	10.0	4.3	(0.7)	14.0
[Overseas]	7.8	6.4	10.7	8.7	2.3	18.0

*In addition, capital expenditure for intangible fixed assets (FY2025 H1 Results : ¥1.4 billion, FY2025 Full Year Forecast : ¥5.0 billion)

	FY2023	FY2024		FY2025	Diff.	FY2025
(billion yen)	H2 Results	H1 Results①	H2 Results	H1 Results②	②-①	Full Year Forecast
Depreciation	21.1	21.2	21.2	19.9	(1.2)	39.0
[Japan]	8.1	8.1	8.4	8.2	0.1	17.0
[Overseas]	13.1	13.0	12.8	11.8	(1.3)	22.0

9. Interest - Bearing Debt



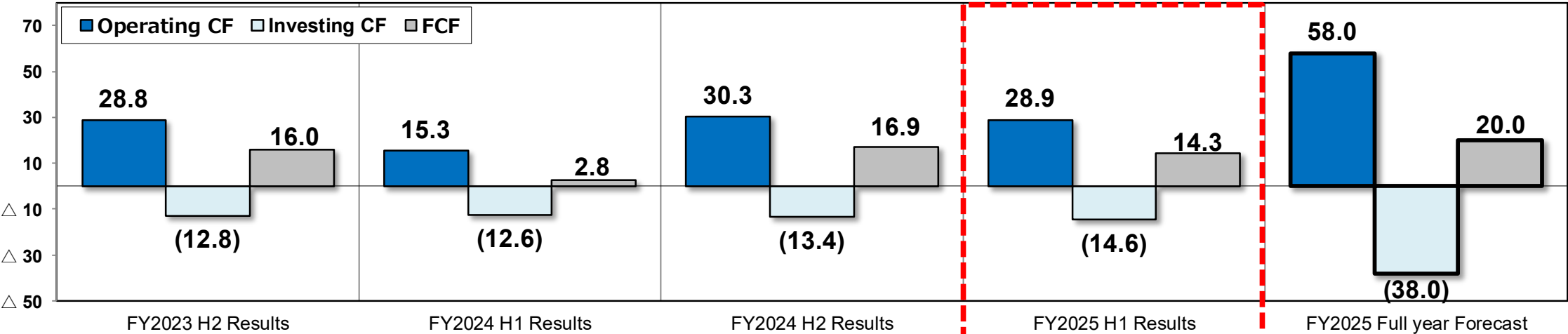
(billion yen)	Mar. 2024 Results	Jun. 2024 Results	Sep. 2024 Results	Dec. 2024 Results	Mar. 2025 Results	Jun. 2025 Results	Sep. 2025 Results	Mar. 2026 Forecast
Interest-bearing debt	362.1	380.7	372.0	366.3	354.0	356.9	354.5	340.0
[Japan]	300.5	312.5	316.6	308.7	293.6	303.2	299.4	290.0
[Overseas]	61.5	68.2	55.4	57.6	60.4	53.7	55.1	50.0
Net Interest-bearing debt	234.8	243.2	234.7	238.1	226.3	220.1	218.0	214.5

*Taking into account a part of the subordinated bonds through public offering that is recognized as equity (50%).

10. Cash Flows



(billion yen)	FY2023 H2 Results	H1 Results①	FY2024 H2 Results	Full Year Results	FY2025 H1 Results②	②-①	FY2025 Full Year Forecast
I. Cash flow from operating activities	28.8	15.3	30.3	45.6	28.9	13.5	58.0
II. Cash flow from investing activities	(12.8)	(12.6)	(13.4)	(26.0)	(14.6)	(2.0)	(38.0)
I + II. Free cash flow	16.0	2.8	16.9	19.7	14.3	11.5	20.0
III. Cash flow from financing activities	(34.4)	8.6	(27.3)	(18.7)	(7.7)	(16.3)	(23.0)
IV. Effect of exchanging rate translation on cash and cash equivalents	1.5	(1.3)	0.8	(0.5)	2.3	3.5	(3.0)
V. Net increase in cash and cash equivalents	(16.8)	10.1	(9.7)	0.4	8.9	(1.2)	(6.0)





- This presentation and comments made in this conference or during the following Q&A session include forward-looking statements about future performance and future business strategies, all of which are based on decisions of the management of the Company currently available.
- These statements represent the best judgment of the management of the Company based on the information currently available. However, there can be no assurance that future results will meet any expectation, estimate or projection conveyed by these statements or comments. Actual results may differ materially from Management projections depending on various factors such as changes in product demand, exchange rates and interest rates, and contingent liabilities.