

**2020** STATEMENT OF  
**EXTRA-FINANCIAL  
PERFORMANCE**



[www.ntn-snr.com](http://www.ntn-snr.com)



With You



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2020 was dominated by a global pandemic that has since extensively altered approaches to business, life at work, and life itself: **meaning, responsibility and sustainability** are the **driving forces of our time**. They deeply influenced the preparation of our new 2021-2023 Business Plan.

This new three-year plan aims to consolidate our business ambitions in connection with our sustainability, but more than ever it will be infused with the need to address climate change, the need to support our customers as they make their own energy transition – a need that holds just as true for our Group – and the need to involve NTN employees and our surrounding communities in this transition.

Our CSR policy lies upstream of our strategy, embracing the needs of our employees, customers, surrounding communities, suppliers and shareholders.

**Elizabeth Battarel**  
Vice-President  
Human Resources



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TEGY

&

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NISA  
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## NTN Vision

### NTN vision in 10 years:

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

### NTN philosophy:

“ Contributing to global society by developing harmoniously with all stakeholders. ”

## Strategy and organisation

NTN-SNR has been a subsidiary of Japanese group NTN Corporation (New Technology Network) since 2007. Historically, NTN-SNR has gone through various phases. Originally, Jacques Schmidt, a blacksmith working on the outskirts of Zurich, manufactured the first bearing in 1880. In 1916, SRO was founded. Schmidt opened a plant in Annecy during World War I to supply the French military aviation industry. When peace was declared in 1918, the race for technical advancement could begin. However, on 10 May 1944, SRO was bombed and then taken over by Renault SA to become: SNR “Société Nouvelle de Roulements”.

After it was rebuilt, SNR expanded to become the no. 1 bearings manufacturer in France and no. 4 in Europe, thanks to its solid expertise and the quality of its products. In 1956, SNR produced 42,000 bearings every day. Today, NTN-SNR produces no fewer than 430,000 bearings each day.

The Company specialises in the manufacture of bearings, mechanical parts that reduce friction during rotation and transmission of movement (gearboxes, wheels, etc.)

Today, the NTN-SNR Group is recognised as a major player in the automotive, industrial and aviation sectors. We are proud of coming so far in our history, which testifies to our ability to provide quality products and services that are both innovative and effective.

## COMMITMENTS

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

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

### SAFETY IS OUR PRIORITY: WE ARE ALL RESPONSIBLE FOR IT



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

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

6

### ENVIRONMENTAL PROTECTION AND THE CONTROL OF OUR RISKS ARE OUR CONCERN

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



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

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

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

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

Our actions are led by 3 strategies:

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

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



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

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

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

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

## ETHICS IS OUR COMMITMENT

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



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

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

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

“

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

# DRIVE NTN 100

The business plan is structured as follows:

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





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



2019 saw significant market disruptions stemming from global political developments, while environmental concerns had also begun to steer market transformations. 2020, set to go down in history as the year of the COVID-19 pandemic, called for adaptability while challenging certain objectives, and book-ended our previous three-year plan. In April 2021, NTN-SNR will launch a new three-year plan for the NTN Corp Group.

### A WORD FROM THE CHIEF EXECUTIVE OFFICER

"2020 was completely overshadowed by the health crisis, which had a major impact early in the year before gradually easing, though without allowing us to restore pre-crisis business performances. Having survived such a challenging year, we must now look to the future, one fraught with market uncertainty. We will need to prioritise our initiatives, remaining focused on the ways we can generate added value for the Company. We adopted smart habits in response to the crisis and need to stay the course. It will also be important to stay mobilised and responsive to meet the needs of our customers.

The new business plan, starting in 2021, should see us shift the focus of our markets to adjust to the electrification trend on the automotive market and the Group's goal of ramping up Aftermarket operations. We will also continue our digitisation initiatives and build a roadmap for the decarbonisation of our activities. 2020 was undeniably challenging, but we were nevertheless able to adapt thanks to the dedication and commitment of our employees. We have many sizeable challenges in our future. The good news is we have just as many sizeable strengths to see us through these challenges. Together, we will prove that we are up to the task and will work hard to make our future a success."

Dominique Lavilla, Chief Executive Officer



## BUSINESS MODEL

### RESOURCES & STAKEHOLDERS

- **Skilled and committed female and male employees**

4,350 staff in the NTN-SNR Group  
Strong ties with schools and universities  
Strong ties with local authorities  
Women on the workforce: 30% of total headcount

- **Innovation, research & development at the heart of the company**

1 R&D centre in Europe – Annecy  
400 employees  
Efficiency-oriented innovation structure

- **Recognised financial structure**

Stable shareholder – 1 sole Japanese shareholder since 2013  
Sound, robust structure  
Investments in production and innovation

- **Local industrial facilities**

10 production sites

- **Environmental issues are anchored in our practice**

All sites ISO 14001 certified  
Reflecting our extra commitment, 70% of sites are ISO 50001 certified

- **A group close to its partners**

Sustainable sourcing  
Supplier panels  
Code of Ethics

### VALUE CREATION

As part of the NTN Group, a world leader in its business sectors (no. 3 bearings manufacturer globally, world no. 1 in automotive wheel bearings, and world no. 2 for CV joints), we create products by applying the resources we have built up in the 100 years since

### DRIVE NTN100 PLAN

3 strategic lines,  
8 priorities,  
4 levers,  
8 cross-cutting  
transformation projects

R&D DESIGN

SALES

5 Business Units,  
Close to customers,  
E-shop

### THE COMPANY VALUES & OUR COMMITMENTS

Performance, Proximity, Team spirit,  
Respect, Professionalism

our Company was established, employing a value creation process that incorporates R&D, design, sourcing, manufacturing and sales. Commercial brands with strong reputations, NTN, SNR, Support & services, close relations with our partners.

## MARKET TRENDS & TECHNOLOGICAL REQUIREMENTS

Energy efficiency, Digitisation, Globalisation, Self-Driving Vehicles

### PROCUREMENT

European organisation  
Panel of suppliers  
Responsible procurement charter

### MANUFACTURING

European plants

## THE RESULTS VALUE CREATED

#### • Human Capital

110 new employees (Alpes Region) in 2020,  
Training: 3.4% of wage bill in 2020  
Effective internal mobility: 140 transfers and 105 promotions

#### • Intellectual Capital

20 patents in 2020,  
13 partnerships,  
27 new relations added to our network

#### • Financial Capital

No. 3 Japanese investor in France (2018)  
No. 2 Japanese employer in France (2019)

#### • Industrial Capital

New buildings: Plans for head office  
and European Technical Centre in Annecy

% new customer references: 10.7%

#### • Environmental Capital

EcoVadis rating: 75% - Platinum Level

97% of waste recovered

8.1% reduction in energy consumption

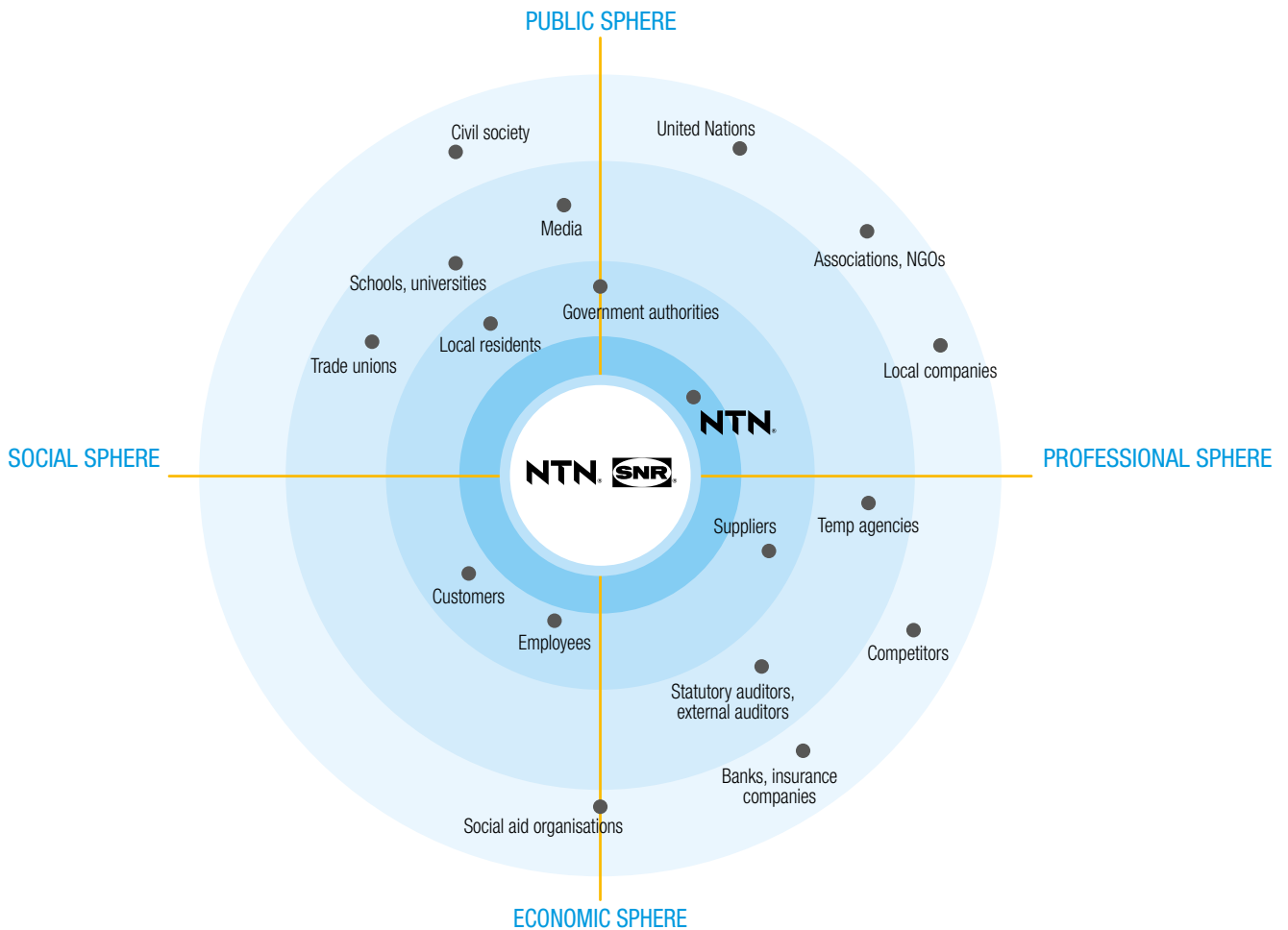
CO<sub>2</sub> performance of bearings: 28.6% of R&D hours

#### • Supplier Capital

Sourcing Charter: 86% of turn over generated using sustainable purchases

# METHOD- OLOGY & SCOPE

Since 2013, when NTN-SNR embraced Corporate Social Responsibility, shareholders have not been the only ones considered as stakeholders in the Company. Now all parties that NTN-SNR interacts with in the course of running its business are viewed as stakeholders, including employees, customers, suppliers, local communities, etc. Stakeholder dialogue has since become a priority, creating value above and beyond corporate profits. NTN-SNR has strategic values and objectives, and, as for the stakeholders, they have expectations: NTN-SNR has thus developed a CSR strategy designed to meet its own objectives and adapt to the priority needs of stakeholders.



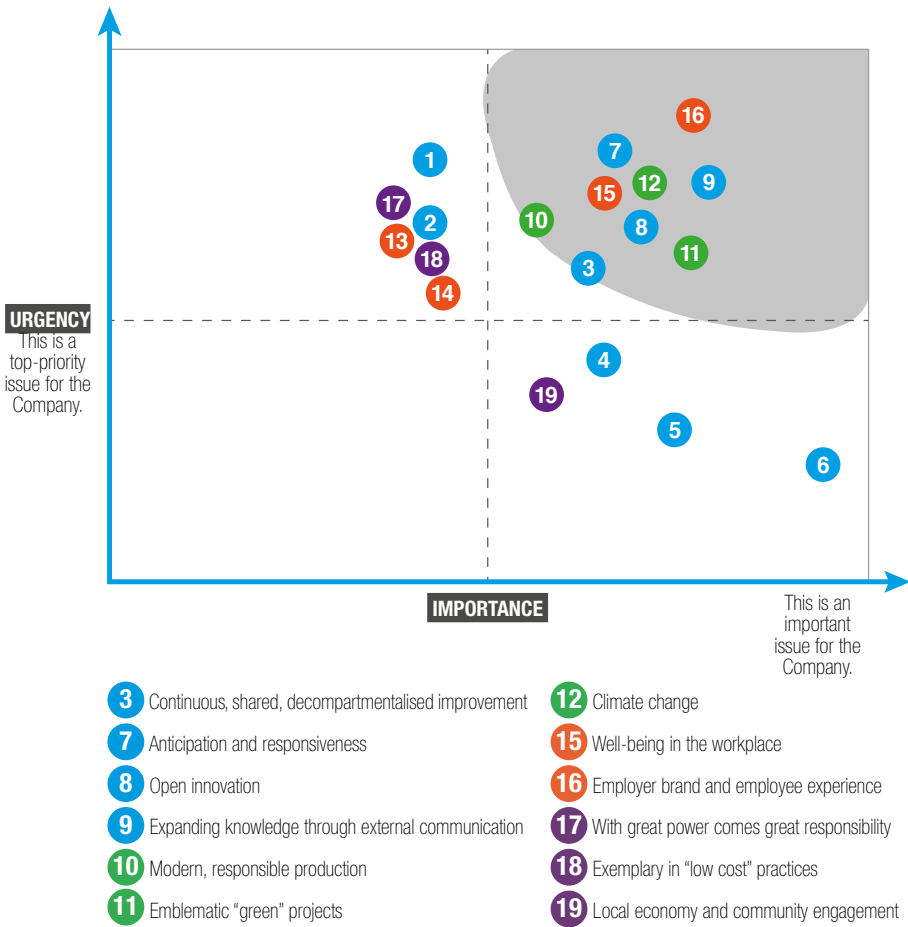
# Stakeholder consultation

NTN-SNR organised a consultation with its stakeholders in February and March 2019 in order to best determine their expectations. Almost 400 people expressed their expectations over the course of the six-week consultation. As a result, NTN-SNR was able to pinpoint the issues viewed as a priority by its stakeholders.

NTN-SNR began by identifying its stakeholders with a view to establishing enduring relationships of trust.

Our 6 top-tier stakeholders are our NTN shareholder, our customers, our employees, local residents, government authorities and our suppliers.

Based on our stakeholder consultation, a materiality matrix was established, i.e. an analysis that assigns a weighting and classification to the various CSR issues. The NTN-SNR stakeholders highlighted 19 key issues.



The matrix highlights 9 priority issues (shown in grey area) perceived by stakeholders as important for the Company and needing to be addressed promptly. These issues fall into the **social** and **environmental** categories, alongside issues specific to our **business**.

**Ethical** issues did not emerge among the priority expectations of our stakeholders. Our determination to set the example in our business practices naturally inspires us to continue improving in this area and

to establish ethics as one of the priorities of our strategic objectives.

We are determined to better include our stakeholder expectations in the input data of our future business plans, in particular through upcoming consultations.

Over the course of 2020, the NTN Group surveyed its companies and regions of operation to get an idea of their objectives and expectations for the purpose of structuring the CSR strategy for the Group as a whole. NTN-SNR took part in the survey.

**The NTN Group, a member of the UN Global Compact since**

**2015**, reaffirmed its commitment to build a more harmonious world by basing its CSR strategy on certain UN Sustainable Development Goals (SDGs). NTN-SNR's strategic objectives are fully aligned with the following materiality targets set by NTN:

► 13 AREAS OF FOCUS



1 - Reducing energy losses

2 - Achieving a sustainable society using natural energy



3 - Ensuring safety and comfort



4 - Addressing climate change



5 - Recycling resources and preventing pollution



6 - Improving the reliability of products and services



7 - Conducting sourcing activities with a focus on the environment and society



8 - Respecting human rights



9 - Promoting safety and health

10 - Developing human resources



11 - Promoting diversity

12 - Observing strict compliance

13 - Strengthening governance

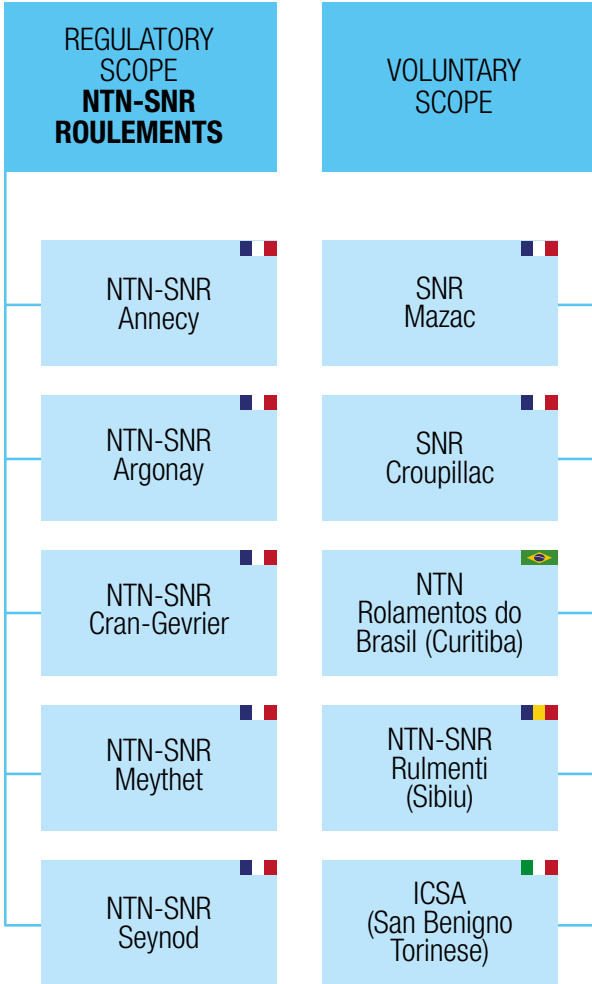
# Reporting scope

This report presents data on NTN-SNR ROULEMENTS and other NTN-SNR Group subsidiaries (production sites) that paints a picture of the Group's operations in action. No changes were observed this year in comparison to the previous reporting period.

The sales offices in Lyon and Vanves are included in all social data, but are excluded from other sections (particularly the environment) because their business has very little impact given the nature of our production activities. The voluntary reporting scope of each KPI (Key Performance Indicator) is once again specified in the 2020 report. This report covers more than 90% of the NTN-SNR Group workforce. 100% of the regulatory reporting scope is covered.

Data collection is organized by KPI, either centrally or by on-site contributors abroad.

In this report, KPIs are presented for two reporting scopes: NTN-SNR Roulements, legal entity (regulatory reporting scope), requiring the validation of the Board of Directors, as well as NTN-SNR Group (voluntary reporting scope for certain indicators).

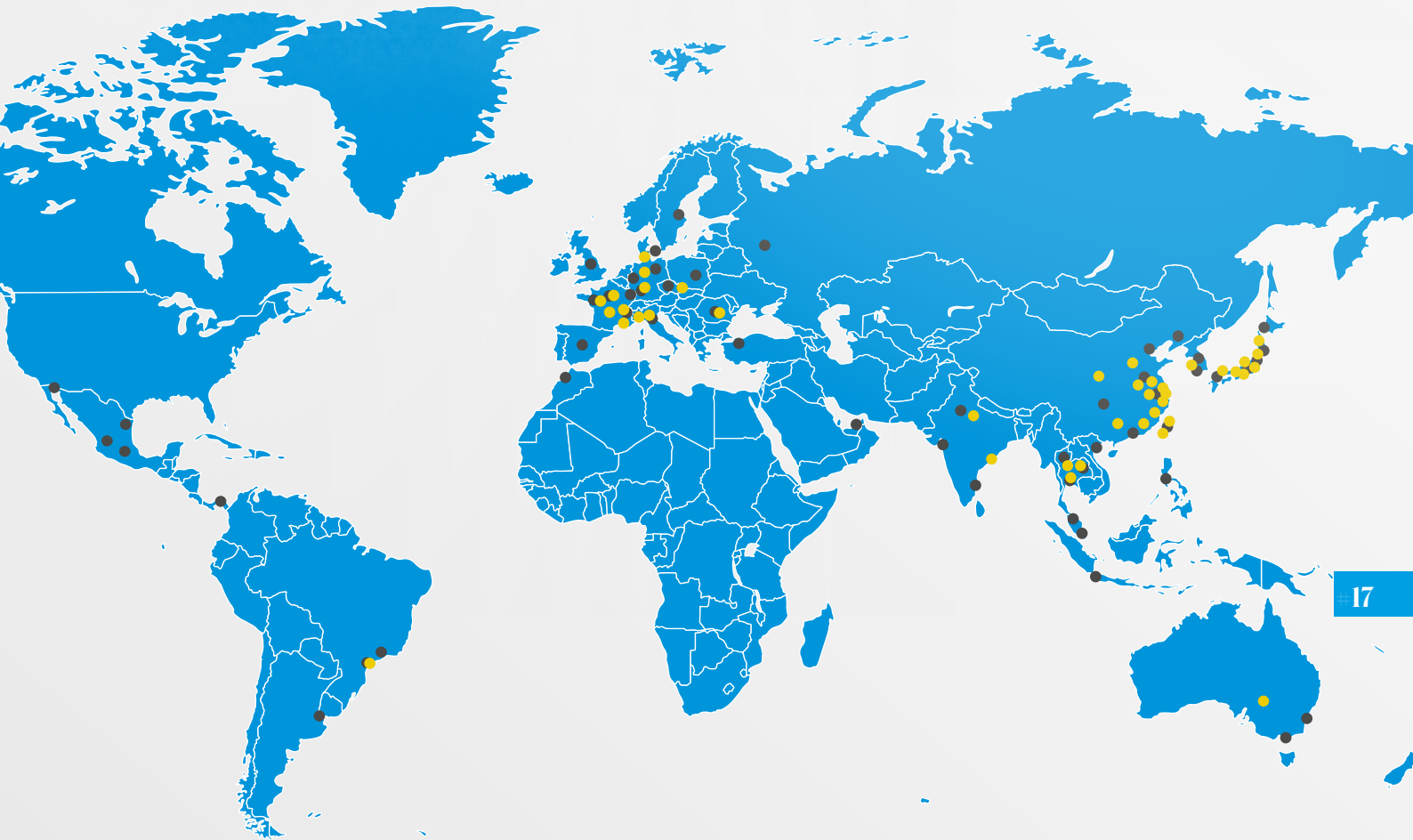


# Reporting period

This report presents data obtained during the fiscal year ended 31 March 2021, i.e. the period from 01/04/2020 to 31/03/2021 (fiscal year 2020).



# NTN Group around the world



# STRAT EGIC LINES & KPIS

## 9 priority issues, 5 CSR strategic lines

### **Business:**

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

### **Innovation:**

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

### **Social:**

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

### **Environment:**

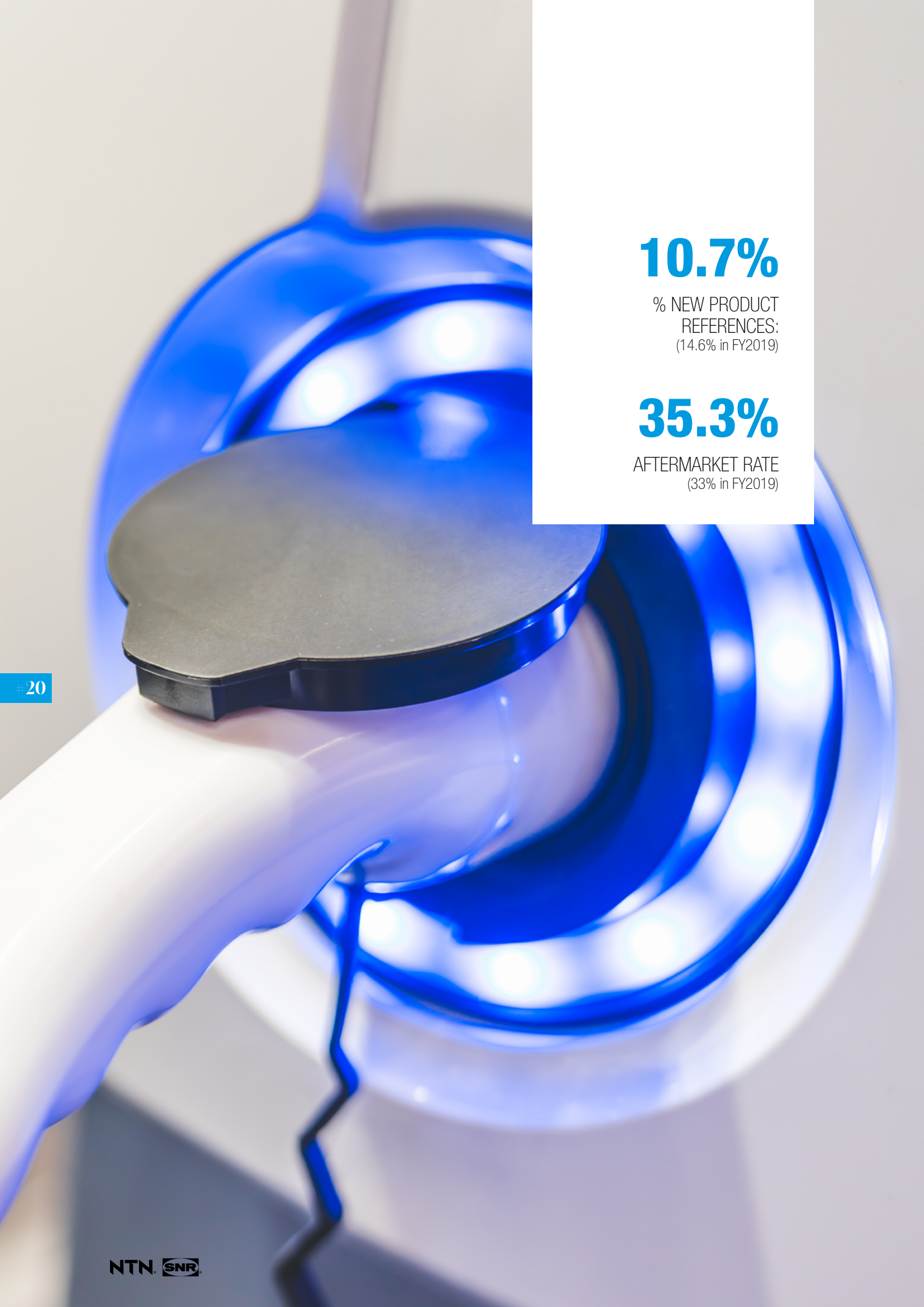
Develop products and services and manage our business using an approach of eco-responsibility.

### **Ethics:**

Ensure the exemplary nature of our practices.

## **15 KPIs**

As a measure of our progress and the effectiveness of the work done to achieve these 5 strategic objectives, the KPIs presented further in the report were calculated, whenever possible, in accordance with the two established reporting scopes - NTN-SNR Roulements (regulatory scope) and NTN-SNR Group (scope chosen for our CSR approach). KPIs falling under the regulatory reporting scope were audited for FY2020.



**10.7%**

% NEW PRODUCT  
REFERENCES:  
(14.6% in FY2019)

**35.3%**

AFTERMARKET RATE  
(33% in FY2019)

# Business

## Expanding our expertise into the markets of the future in a bid to make current and future changes in society more harmonious.

**Developing new products** is a prerequisite to building the loyalty of existing customers and winning new customers. Contributing to the development of the markets of the future is a clear and obvious choice, and one that informs all of our business strategies.

**Developing alternative activities and distribution** is also a major challenge that calls for a very broad range of solutions, excellent product availability and strong brand recognition among end customers. Our businesses were deeply disrupted by the health crisis in 2020, with responses varying depending on the markets of our five Business Units and their business segments.

### OUR AMBITIONS:

#### ORIGINAL AUTOMOTIVE EQUIPMENT

Guaranteeing mobility that respects the environment thanks to energy efficiency and contributing to the development of electric vehicles.

NTN-SNR works alongside all its auto and parts manufacturing customers to improve the energy performance of bearings and develop new products tailored to the needs of the new hybrid and electric vehicle ranges. This shift in the range of motor vehicles on offer has brought about a host of technical changes in the various auto mechanisms within our remit. NTN-SNR aims to secure a position as a major player in these transformations over the coming years.



#### AUTOMOTIVE AFTERMARKET

Transitioning from a “European bearings manufacturer” to an “automotive equipment manufacturer” by offering new ranges and services, and ramping up digitisation.

As is true for the original automotive equipment market, our range of aftermarket solutions has already evolved to include parts designed for hybrid and electric vehicles. In 2020, the Business Unit launched a plan to overhaul its entire range to target the markets of the future.



## INDUSTRY OEM

Stepping up operations in the European industrial market by drawing on our technical expertise and a range of competitive solutions, serving the most demanding applications in the fields of mobile equipment, industrial processes and renewable energy.

Today, Europe ranks among the top 3 producers of agricultural machinery. For NTN-SNR, agriculture is the top market of the Industrial OEM BU. This is one of the few sectors to have been relatively spared by the COVID crisis, which is how the NTN Group posted a revenue gain of more than 10% in 2020. To meet the expectations of our customers in agriculture, NTN-SNR designs innovative solutions that they can use to set themselves apart from the rest. We also strive to make work easier for the end user of the equipment, while helping reduce environmental impacts.

## DISTRIBUTION INDUSTRY

Becoming “the best to work with”, the best partner to our customers by targeting buoyant markets in various geographic regions, supporting major distributors and further digitising our business.

We developed a range of digital solutions to stay in touch with our customers and strengthen ties during the pandemic. For example, we held live digital seminars in different European countries, posted a series of Masterclass Industry webinars consisting of free pre-recorded online sessions, organised an all-digital distributor event in Brazil and an entire 8-module online training programme to give customers a better understanding of our bearing ranges.



## AERONAUTICS

Ensuring sustainable development by improving customer satisfaction and seizing new opportunities arising from technological change in the sector.

The aeronautics industry was hit hard by the COVID crisis in 2020, with consequences poised to grip the sector for years to come. Improving the environmental performances of current engines and helping customers develop future aircraft are priorities for the Business Unit. One area of focus is the development of hybrid bearings, with ceramic rolling housings, making them lighter and thus more efficient. In addition, with its long experience in MRO (Maintenance, Repair and Overhaul) activities, NTN-SNR is currently working on new opportunities to keep equipment running longer while ensuring user safety.





**27**

NEW RELATIONS ADDED TO  
OUR NETWORK  
(15 in 2019 and 13 in 2018)

**13**

PARTNERSHIPS  
(12 in 2019 and 7 in 2018)

**20**

PATENTS  
(29 in 2019 and 22 in 2018)



## Innovation

### **Challenging the way we do things and our new projects, thanks to our ecosystem of partners, in order to continue growing and innovating.**

We are living in an increasingly fast-paced world, where many technological changes are taking place and the very way that products and businesses are created is evolving, directly impacted by the new technologies on offer.

Today it is no longer possible to claim to know everything, to perfectly command every minute aspect of the business, if we have any hope of succeeding in our innovations with the right market timing, especially if they clearly diverge from our historical products and expertise.

Of course, there will always be wheels, suspensions, transmissions, engines, gearboxes, pumps, turbines, and therefore bearings and CV joints (CVJ), equipment, tools for lubrication and various other products.

But we are going to be seeing a host of new disruptive applications bring extensive changes to our specifications. We will also have to contend with new arrivals on an already weakly-consolidated market.

Our products will incorporate more and more AI in sensors, actuators, electronics and software, a feature that ultimately captures more than half of the perceived value of the product.

Price competition is no longer enough and continuous product improvements are no longer sufficient; we also need to be able to offer new technologies and services.

### **RESEARCH AND NETWORKS**

Against this backdrop, and in a bid to support the Company's global strategic plan, the division has been reorganised by setting up a Research, Technological Resourcing and Networking Department. The clear objective is for the Company to open a wider window to the world at large.

#### ► **Research**

Creating the "technological building blocks" that will make the Company stand out. Rooted in our DNA, our areas of expertise revolve around materials, lubricants, the science of contact and of course bearings and their applications.

#### ► **Networking and resourcing**

To move fast and access the right skills, the "building blocks" will have to be co-produced by different Company teams, but with the help of partners outside the Group. This work can be done under straightforward partnership agreements between two companies or through a consortium of different public and private-sector partners (funded or unfunded). For technological building blocks that already exist, the terms and

conditions for accessing these building blocks will need to be negotiated.

The prerequisite for establishing such partnerships is quite clearly our ability to build and maintain a network of potential partners in alignment with the fields we want to address.

### **INNOVATION**

Innovation is at the heart of the DRIVE NTN 100 business plan. 10% of Company revenue in 2027 will be based on innovative products. With that in mind, we need to define our areas of focus in line with market expectations both present and future, starting now.

The Innovation Department is working on 4 market objectives:

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

These objectives show that we are taking the needs and expectations of our customers into account, as well as our changing environment and our social responsibility.

Our portfolio of Innovation projects is composed of incremental projects and disruptive projects, and projects allowing us to operate our current manufacturing facilities and to create new industrial blueprints. The challenge is to balance all of our activities through collective and efficient leadership, within and outside the Company, to build the world of tomorrow.

### NETWORKING

Networking is the creation, development and renewal of a Company eco-system. It is made up of universities, research laboratories and businesses (from start-ups to very large corporates) and must be perfectly aligned with the fields the Company aims to address and capable of offering added value to the search for partners. Accelerating our partnerships means taking a structured approach to our network in order to guarantee that we can rapidly identify the right partner(s).

The KPI we used to measure the effectiveness of our networking approach is the number of new relations created over the course of the year and contractualised in a confidentiality agreement.

### PARTNERSHIPS

A partnership is defined as an active collaboration between various members of the public or private sphere, businesses or research bodies which, while maintaining their independence, agree to pool their efforts with a view to achieving a common objective associated with a problem or a clearly identified need and in which, in accordance with their respective aims, they have a vested interest, responsibility, motivation or obligation. The goal of the collaboration can vary, ranging from access to new knowledge and new technology to access to new markets or businesses. These partnerships may also receive public or private-sector funding depending on their content.

A company that systematically operates through partnerships is a network company.

### PATENTS

The number of patents is not an objective in itself, but rather an outcome. It is a measure of our creativity and inventiveness. Patents also protect our inventions. A patent is in equal parts an offensive and a defensive weapon and ultimately serves as a negotiating instrument.

In order to boost our inventiveness and avoid seeing it focused too predominantly in the innovation or engineering teams, NTN-SNR created a Fab-Lab (Créa'lab) whose objectives are:

- To create a community to guide anyone in the Company with an idea, helping them transform that idea into a Proof of Concept (POC) in a short period of time (3 months maximum) by providing them with the appropriate skills, methods and tools.
- To promote innovation in the Company and thereby encourage as many initiatives as possible.

This 2020 KPI was very strongly impacted by the decline in activity observed in usually top-contributing sectors, due to the health crisis, despite robust momentum achieved in terms of creative approaches.

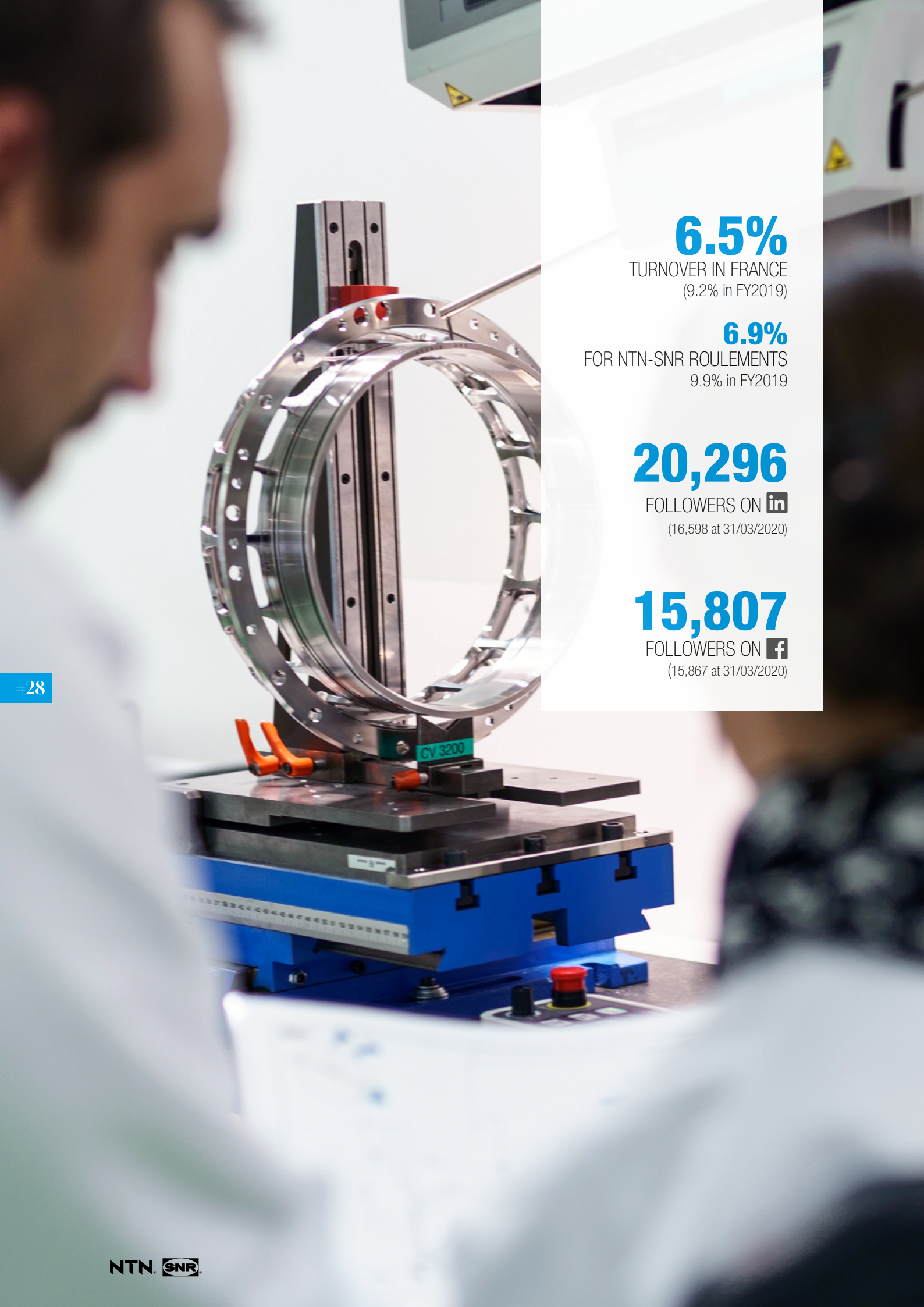
## NTN-SNR AND TOTAL LUBRICANTS ARE WORKING TOGETHER FOR LOW CO2 EMISSION MOBILITY

Industrial groups NTN-SNR and TOTAL lubricants, both leaders in their markets, have renewed their mutual trust by entering into multiple strategic collaborations for joint research linked to the challenges of hybrid or electric vehicles and to meet the major challenges of tribology in favour of very low CO2 emission mobility. Underpinned by a longstanding professional relationship, the NTN-SNR and Total lubricants research teams are pooling their specific expertise in order to optimise the lubrication of the bearings developed and thus meet the constraints of reducing CO2 emissions and new forms of electric mobility. The ultimate aim is to reduce the carbon footprint of product users.

Through this collaboration, their respective teams of experts will work towards offering tailor-made increasingly reliable and innovative solutions that fully meet new manufacturer requirements in the automotive and aviation industries.

The proximity of the two research centres – in Annecy for NTN-SNR and in Solaize, south of Lyon, for Total Lubricants – will facilitate access to bench testing, analysis and development laboratories, conducting local research that illustrates the technological and scientific influence of the Auvergne Rhône-Alpes region.





**6.5%**

TURNOVER IN FRANCE  
(9.2% in FY2019)

**6.9%**

FOR NTN-SNR ROULEMENTS  
9.9% in FY2019

**20,296**

FOLLOWERS ON   
(16,598 at 31/03/2020)

**15,807**

FOLLOWERS ON   
(15,867 at 31/03/2020)

## Social

**Attracting and retaining a variety of talented staff to ensure the development of NTN-SNR by drawing on a strong employer brand.**

### STAKES

Developing the employer brand is a high-stakes objective. It can be defined as the potential perceived benefits of working for a company. The employer brand carries the social DNA of the Company and is thus responsible for conveying its HR ambition, values, culture and differentiating factors. The targets are unlimited: current and future employees, customers, suppliers, partners and institutions. We want our DNA to be perceived consistently and authentically both inside and outside the Company. We ultimately aim to achieve multiple goals: attract people with the skills to consolidate and develop our businesses, and retain our employees and, in so doing, our stakeholders.

### OUR AMBITIONS

Based on the aforementioned strategic objectives, and in keeping with our values, we are investing substantial human and financial resources in order to enhance our appeal as an employer and build the loyalty of our talented staff. We have built and implemented a comprehensive strategy centred on promising initiatives:

- Integration and support for young interns and work-study participants
- An HR policy focused on the needs of the workforce (internal mobility, co-opting, orientation process, etc.)
- Communication in line with our DNA, and tailored to our business
- A comprehensive training programme for all employees to continue expanding their skill set

We are continuing to conduct concrete initiatives to cultivate our employer brand every day, internally as well as externally.

#### ► Our initiatives

##### A comprehensive, well thought-out orientation process

We place particular importance on the integration of our employees, through an individualised training plan and involvement of the team, as well as the management line. This individualised plan includes onboarding steps and introductions to the teams to help new employees grow accustomed to their new job. We have also created a complete welcome kit, which is given to each new arrival, providing our future employees with maximum information when they join the Group. This kit contains documents and goodies alike. It is entertaining and practical, offering information about the Company alongside very practical information, in order to facilitate their arrival and make life easier for our new hires.

##### Communication around our jobs

We are still dedicated to engaging in broad communication in order to spread the word about

industry careers, which are extremely rich and varied. To that end, we launched multiple communication campaigns, both inside and outside the Company, in order to lift the veil on little-known specialisations. Interviews, mini-portraits, job descriptions posted in the in-house newsletter, broader communication with our partners in advertising media, newspapers, etc. our aim was to expand our communication to reach as many people as possible and teach them about the employment opportunities available in the industrial sector. Another aim is also to reach people alienated from employment or our professions through CV-less recruitment schemes, partnerships with communities, local initiatives, etc.

##### Hosting young people as interns and in work-study programmes

Today's juniors may well turn out to be tomorrow's talents! The development of work-study programmes

and internships is a powerful driver for recruitment. Depending on each person's skills and the needs of the Company, interns and work-study placements at the Company are the primary job applicants of the future. Despite the many challenges of 2020, we were determined to keep up our policy of hosting young interns, inviting roughly 150 students to join as interns or work-study placements this year. The value we place on the programme earned us HappyIndex® Trainees recertification Choose My Company, which is particularly important in our eyes because over and above the HR policy implemented, this certification is based solely on the opinions of students who have joined our teams.



Training

We are continuing to develop our training programme, LEARN. We not only expanded the programme, but also opened up our in-house training courses and offered new positions outside the aviation sector. We managed to keep one session going in May 2020 and one in March 2021, and now plan to offer 3 sessions per year for outsiders. Our employees now also have access to the programme, where they can take an advanced (expert) course in Process Rectification.

Completing the course results in certification.



In 2020, we also rolled out the Voltaire programme, allowing each of our employees to improve their command of the French language and all its nuances.



We are also providing some training courses in remote format. Having launched a large-scale plan to establish a personalised digital training platform, an effort that was ramped up due to the constraints imposed by the health crisis and massive reliance on telework.

This will make it easier to bring on board new employees, provide custom training solutions, and roll out training courses uniformly across the Group.

Our subsidiaries are also working to achieve these ambitions by taking initiatives appropriate to local conditions.

This year, NTN-SNR Sibiu elected to support a technological training and start-up programme involving high school students who have recently shown an interest in robotics and digital media, and encouraging them to take a cross-disciplinary approach to project development. The students are preparing for the national phase of the First Tech Challenge competition, which requires them to design a robot, write the user manual, and give a practical demonstration of its operation and a presentation on the development process, all of which are driven by the principles of: Discovery, Innovation, Impact, Inclusion, Teamwork and Sharing.



A few days before the school year began, the ICSA site in Italy donated 30 reconditioned PCs to the San Benigno primary and secondary school in the community where ICSA has operated since 1972. Under this initiative, the PCs were given a new lease of life while supplying the school with new equipment and thus helping close the digital divide in the student body. A ceremony was held, mindful of health constraints, attended by the school principal and the mayor of the city to reaffirm the site's commitment to sustainability and the education of young generations.



Occupational health and safety

Safety is a strong Group value, part of the Company policy and the commitments made by our senior management. Accordingly, our managers take all necessary measures to protect the health and safety of our employees, and in general of anyone who

works for or visits the Company. They are supported by a central HSE department, which recommends an improvement plan and oversees its operational deployment, and also by an internal medical team, which takes a preventive approach to practising medicine with the help of the ergonomics team. The Company is committed to making safety and working conditions a permanent priority, with the aim of improving results and building a robust and sustainable culture of safety. The workplace accident and illness prevention programme is currently based on an internal Safety Management System.

Safety results improved significantly in 2020, despite the COVID-19 health crisis and a sharp downturn in business. NTN-SNR has set and plans to maintain its strong ambition for the future, with a 30% reduction in the number of accidents resulting in work stoppage by end-2023 compared to the average over the 2018-2020 period. To achieve this target, a 2020-2023 improvement plan was launched in 2020 to bolster the level of safety requirements, so as to boost improvement momentum through "TOB" (technique, organisation and behaviour) initiatives.

The areas of focus for 2020-2023 are:

- Stabilising safety-related organisation, roles and responsibilities
- Encouraging changes in behaviour
- Deploying standards on primary risks (e.g. working in high places, moving around, etc.)
- Simplifying and digitising tools and training
- Expanding safety leadership (management) and communication
- Monitoring steering metrics
- Changing the management system, in accordance with ISO 45001

This improvement plan is implemented through concrete initiatives at all our sites and is followed up on a quarterly basis. Events were organised around the 12 safety fundamentals launched in 2019, including quizzes to test staff knowledge and the launch of a monthly event campaign with the teams, targeting one fundamental per month.

### Focus on ergonomics

In line with the plan to improve working conditions and employee health, overseen by the central HSE department, ergonomics is a major focus when it comes to preventing occupational illness.

We are actively working to combat MSDs with the aim of reducing the number of high-risk situations. To that end, since FY2019 we have worked with the medical team on a research programme targeting production staff in order to catch preliminary symptoms

of upper limb disorders as early as possible.

Deployed on the ground by the medical team, the programme has been in operation for one year, allowing us to identify and isolate certain Company sectors as more likely to cause a high-risk situation over the medium or long term. We can then make adjustments and implement targeted initiatives.

“ Overall, 71% of workers at the Alps plants (989 employees) were surveyed by the end of FY2020 ”

Against this backdrop, training sessions have been provided to staff in need, teaching them muscle compensation exercises (26 session for more than 200 employees) to counter the effects of muscle solicitation in some individuals.

In addition, to keep the momentum going in these new routines, MSD officers were added to the existing Ergonomics network, tasked with advising and being attentive to employees. They also notify occupational health and safety professionals if they detect any preliminary signs of a high-risk situation. They are then asked to participate in potential corrective measures.

Thanks in part to this 5-year research endeavour, we ensure constant changes and adjustments to the technical and organisational initiatives included in the ergonomics roadmap implemented by local officers.

Note: the ergonomics programme is currently focused on two main areas of discussion:

- The first involves corrective ergonomics, i.e. suggesting improvements to existing resources or organisation based on an analysis of operator activity (ratings grid, mapping of operator positions, local action plans).
- The second involves preventive ergonomics, which is about factoring in human activity, so that the system as designed makes the best possible use of human "capabilities and limitations" in order to aptly address any future work situations or practices encountered.





**97%**

OF WASTE RECOVERED AT  
THE ALPS REGION SITES  
(97% in FY2019)

**8.1%**

ENERGY EFFICIENCY GAIN AT  
THE ALPS REGION SITES  
(4.9% in FY2019)

**132,560**

TCO<sub>2</sub> EQ EMITTED  
(146,427 tCO<sub>2</sub> eq in FY2019)

**28.6%**

OF R&D HOURS DEDICATED  
TO THE CO<sub>2</sub> PERFORMANCE  
OF BEARINGS  
(24% in 2019 and 2018)



## Environment

### Developing products and services and managing our business from an eco-responsible standpoint.

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

In order to meet this objective to the best of its ability, NTN-SNR has rolled out three policies: an Environment policy, an Energy policy and a Eco-Design policy. Overall, mindful of the today's major environmental issues, NTN-SNR's senior management has made the following commitments:

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

### ENVIRONMENT

#### ► Our strategic objectives

#### Reducing our atmospheric emissions

In 2019, NTN-SNR undertook to reduce air emissions, targeting 4 main pollutants: VOCs (Volatile Organic Compounds), NOx (nitrous oxides), dust and fog oil smoke, which are the top 4 pollutants released by our activities. Initially, this metric was supposed to keep track of refrigerant gases in metric tons of CO2 equivalent (mtCO2 eq), but it will actually soon be monitored in terms of annual greenhouse gas emissions in the CO2 Performance metric, for greater consistency and clarity in our environmental metrics.

“ On average, the NTN-SNR Alps sites emitted 10.7 kg/h of VOC, NOx, dust and oil mist between 2018 and 2020. ”

The objective of this approach is to target the areas most responsible for emitting these pollutants by assessing the maximum potential emissions capacity of the sites in kg/h of operation based on these four parameters. A more detailed analysis of the top emissions areas will be performed with each site to identify potential avenues for improvement.

The measures currently undertaken Group-wide primarily target VOCs, which are mainly pollutants emitted by our activities and which have been the focus of developments since 2019 by the NTN-SNR's technical and R&D teams (replacing volatile products with non-VOC or less volatile products, research into replacing certain operations that use VOCs, etc.).

Efforts to establish the metric highlighted adjustments that needed to be made to our measures and measuring plans in order to better analyse our activities with the greatest environmental impact.

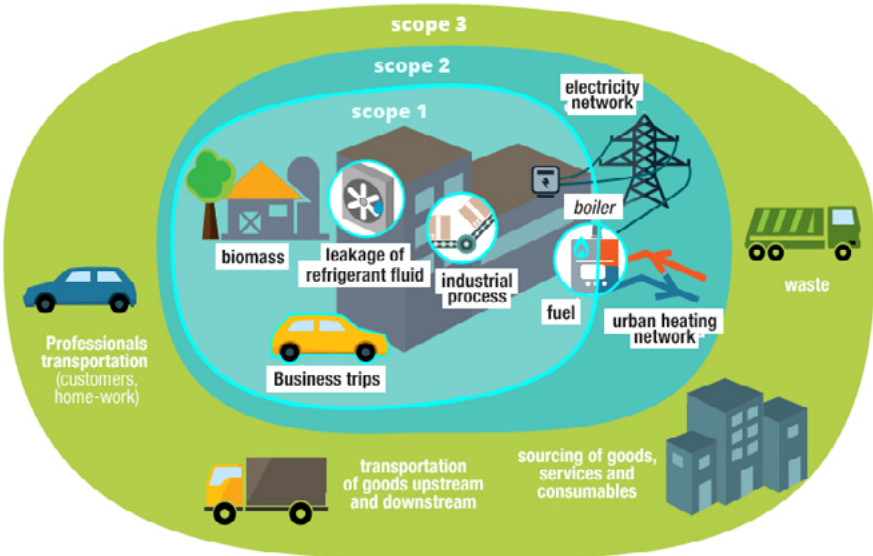
#### Measuring our carbon impact

As we continued monitoring our GHG emissions this year, our carbon performance figures in terms of energy, material inputs and upstream transport followed the business trend impacted by the health crisis. We totalled 132,560 mtCO<sub>2</sub> eq in fiscal year 2020, with a drop in emissions of almost 10%.

The energy performance of our plants also improved, with Scope 2 emissions down by nearly 7%.

In the first half of FY2021, we will determine the NTN-SNR Group's carbon performance above and beyond the regulatory scope. The work in progress will cover a broader operational scope spanning the entire Group, including our various French and foreign subsidiaries. A substantial portion of Scope 3 emissions will also be examined.

In accordance with our new strategic plan, this carbon performance review will enable us to make set emissions reduction targets based on cross-business roadmaps and taking FY2019 as their benchmark, aiming for carbon neutrality in the long term.



Managing our waste recovery efforts

NTN-SNR has maintained optimised waste management as one of its top commitments. Driven by a well-established dynamic, we challenge ourselves daily to minimise the environmental impacts of the waste generated by our industrial and tertiary activities. In pursuing this ambition, NTN-SNR calls on all industry stakeholders in a network whose purpose is to view each waste product as a product capable of being recovered and reused. Drawing on the expertise we have accumulated in our products and manufacturing processes, we are questioning the materials, resources and methods that we employ with the aim of incorporating waste management in a process of ongoing improvement. To that end, early 2021 saw the realisation of efforts implemented and cooperation developed between our suppliers, service providers, sourcing department, Alpes and Cévennes regions production sites and the HSE (Occupational Health & Safety and Environment) Department. We are now working to expand the range of metal waste products geared towards recycling (metal sludge).

By maintaining a regulatory and technological watch, NTN-SNR ensures that its waste recovery rate target stays above 95%.

“ 97% of waste was recovered in FY2020. ”

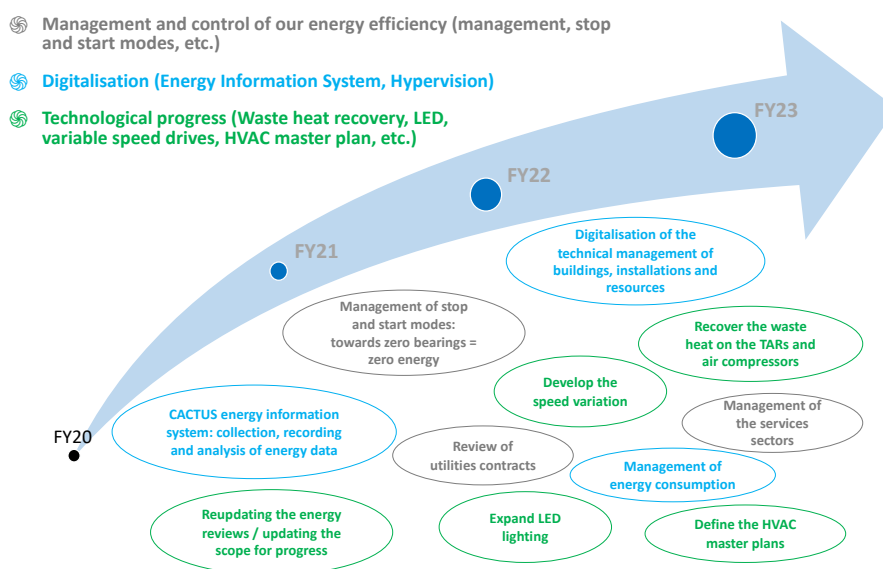
Waste recovery management has been a priority for the Group for several years now. Our ambition for the next business plan is to consider ways of reducing our waste production.

## Energy: managing our energy efficiency

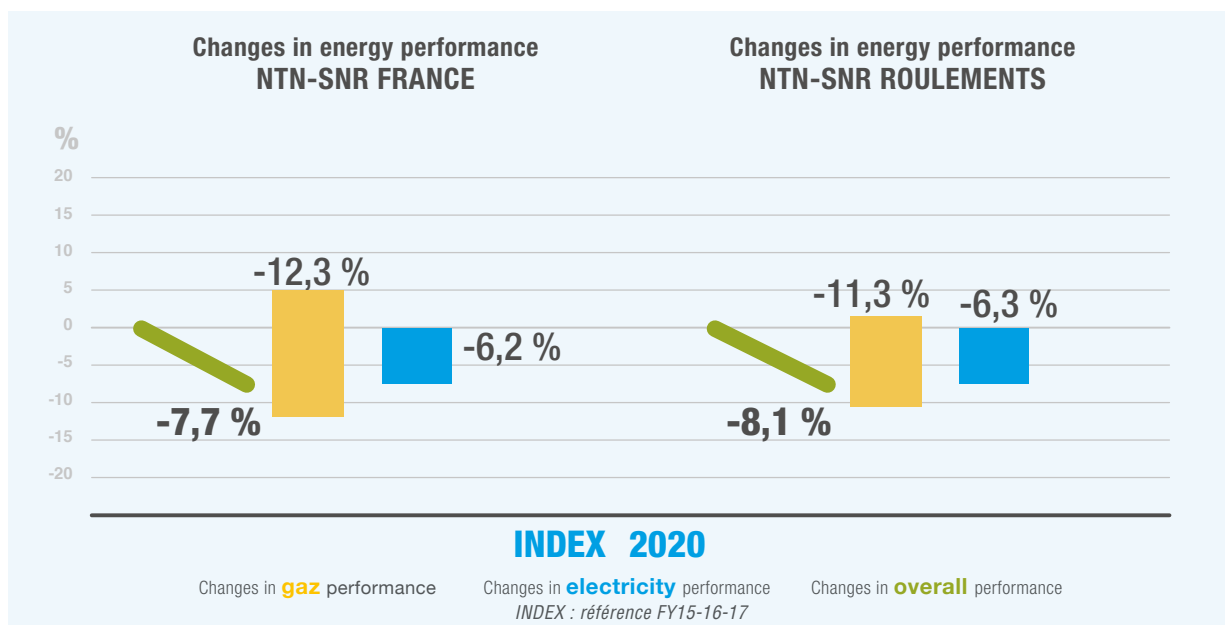
In line with previous results, our energy efficiency has continued to improve.

2020, heavily impacted by the health crisis, is coming to an end and we are entering a pivotal period in which we will be redefining the new benchmark for energy performance and refocusing our strategy for the next 3 years. The need to improve our energy efficiency performance has now been reinforced by our commitment to carbon neutrality and oversight of carbon intensity in the Group's strategic plan.

### ► Our three-lines strategy



### ► 2020 KPIs:



## ENERGY EFFICIENCY - BEARINGS

### Challenges of man-made GHG emissions

The Intergovernmental Panel on Climate Change (IPCC) has confirmed mankind's influence on the climate. Furthermore, current man-made GHG emissions are the highest ever observed. The resulting global warming will have direct or indirect consequences for human and animal health, economic activities, biodiversity and more. Reducing GHG emissions is thus necessary to limit climate change and its consequences.

### As applied to the automotive industry

The automotive industry is taking part in this effort through commitments by geographic region. For example, under the Clean Air for Europe (CAFE) 2021 programme, average CO2 emissions per car should be lower than 95g/km. These efforts will continue: by 2030, Europe plans to reduce CO2 emissions by 40% to 55% compared to 1990 levels.

### As applied to bearings

NTN is indirectly though significantly affected through its customers and its environmental responsibility.

Bearing technology is used to smooth the rotation of parts in all types of machines. With more precise bearing technology, the shafts can rotate more smoothly, minimising energy loss. This technology is gradually changing the future of electric vehicles, robots and even society, thanks to renewable energies.

The improvement in energy efficiency produced represents a clear and unifying objective for NTN-SNR. It is also a means to generate innovation, competitiveness and customer value. It is a sustainable and structurally effective direction for automotive R&D activities.

### ► Focus on car wheel bearings

At the heart of NTN-SNR's business, wheel bearings boast real potential to reduce CO2 emissions. They are the focus of the latest in low-friction technologies aimed at significantly improving performances associated with internal design and related to internal design and seals. The internal losses of wheel bearings are largely dependent on its preload (negative axial clearance). To manage preload, it is necessary to improve reliability in the manufacture and final assembly of bearing rings. Thanks to the collaborative efforts of the Group's technical teams, coupled with methods employed at the Alès plant where the bearings are made, significant progress has already been achieved.

### ► Top resources and tools

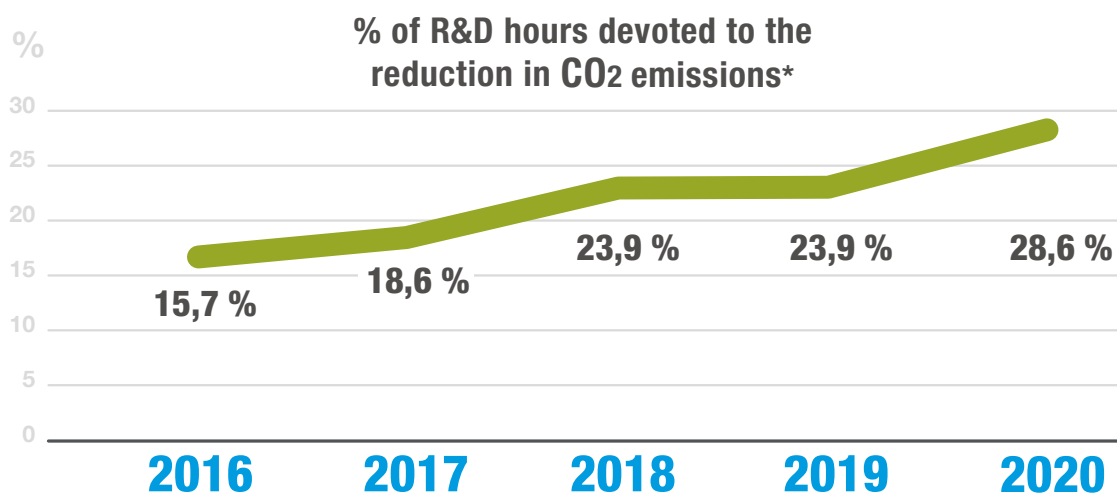
NTN-SNR is rolling out new resources to ensure the energy efficiency of its products. The in-house development of calculation software, SharcNT, made it possible to predict and optimise mechanical systems as a whole, from the architecture to the internal design of the bearing. State-of-the-art testing facilities are planned in order to accurately quantify improvements. Finally, innovation projects are under way with the aim of exploring disruptive solutions to meet the market's growing efficiency requirements.



**► 2020 KPIs:**

The chosen KPI is defined as the percentage of R&D hours dedicated to CO2 emissions reduction.

It is based on total hours eligible for research tax credits.



\*based on hours eligible for research tax credits, excluding management & steering



**93%**

OF OUR ETAMS (EMPLOYEES, TECHNICIANS AND SUPERVISORS) AND EXECUTIVES HAVE BEEN TRAINED IN THE CODE OF ETHICS AT NTN-SNR ROULEMENTS (94% for NTN-SNR Roulements in 2019)

**93.5%**

GROUP-WIDE (91% in 2019)

**86%**

OF TURNOVER COVERED BY THE RESPONSIBLE PROCUREMENT CHARTER (82% in FY2019)

## Ethics

Setting an example in our business practices

**In a world of ever-important and constantly changing requirements, rising risks and partners with more demanding expectations, preserving their trust and our reputation is only possible through exemplary and responsible professional behaviour.**

### ETHICS: OUR COMMITMENT

During the challenges created by the 2020 health crisis, we focused on keeping our ethical commitments in the forefront of our efforts.

We are committed to conducting **our business with integrity and fairness**, in accordance with applicable regulations and obligations.

We reject all forms of corruption and any attempt to **circumvent the rules of fair and open competition**. We work to ensure the **accuracy of the financial information** we disclose. We make every effort to **protect the data and the know-how in our possession**.

#### ► OUR CODE OF ETHICS

Our Code of Ethics was created in 2010. It describes our fundamental ethical principles and the way we wish to conduct our relations across the Group, in our markets and in our environment. This code is implemented in the interest of continuous improvement and, accordingly, we published a new, more comprehensive version in early 2020 with more examples. We took the opportunity to modernize its presentation, with more descriptive and easy-to-read content. This new and improved Code of Ethics has been widely deployed throughout the Group: it is available on our Intranet site, and was promoted in a poster and e-mail campaign where we explained our approach. The main topics addressed by our Code of Ethics include protection of individuals, Group assets and the environment; legal and regulatory compliance; relations with partners; and prevention of fraud and corruption. Despite the difficult circumstances of 2020-2021, a world in crisis does not mean the bar is lowered either for our Group or our partners. We did what we had to do to keep the same level of employee

training in our Code of Ethics as last year. That meant rolling out a new remote training module for our staff. This training course was also offered to 93.5% of the entire Group.



#### ► PROTECTION OF INDIVIDUALS

Above and beyond the physical protection addressed by our safety policy, the protection of individuals also covers:

- prevention of discrimination in any form whatsoever, starting with recruitment and continuing on through the entire professional career
- gender equality
- rejection of harassment in any form, as well as any conduct that fails to respect human dignity
- observation of national and international regulations: trade union freedom, prohibition of forced labour and child labour
- protection of personal data belonging to employees and our partners (customers, suppliers, etc.)

► **PREVENTION OF EXTERNAL FRAUD AND CYBERCRIME**

2020-2021 saw the world embrace telework on a massive scale, forcing employers and employees alike to adopt new working methods. On the downside, this gave criminals the opportunity to put new fraud practices into circulation. That is why we stepped up communications with our employees, calling for greater awareness as they work from home. In 2020, we also developed a cybersecurity e-learning module, the deployment of which was started and will continue in 2021. Through regular awareness-raising and team training initiatives, we plan to strengthen our vigilance and adopt the right reflexes to protect our employees and assets, and thus limit our exposure to cyber risks.

► **RESPECT FOR COMPETITION LAW**

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

We are continuing our efforts to train and raise awareness among our employees, thanks in large part to the “competition law” e-Learning module launched in 2019, which has been taken by nearly 600 people to date. This module was translated into English and German in 2020 and is being rolled out to our subsidiaries.

► **ANTI-CORRUPTION COMPLIANCE**

A special programme and action plan have been rolled out under the Sapin II Act, and we are continuing the projects initiated in 2019.

In addition to revising our Code of Ethics, continuing our training programmes and updating our corruption risk map, we focused our efforts this year on:

- creating a new whistleblowing line available to employees, but also to any external person, from our website [www.ntn-snr.com](http://www.ntn-snr.com)
- rolling out an ongoing integrity evaluation process targeting our partners.

**RESPONSIBLE PROCUREMENT**

Company purchases are centralised for the most part for Europe and based in Annecy. The plants themselves manage operational sourcing (and some production sourcing) in accordance with delegated authorisations. NTN-SNR incorporates the principles of collaborative and sustainable sourcing in its relations with suppliers. To that end, the Company uses a Collaborative and Sustainable Sourcing Charter to reiterate its commitments in the field of business relations, ethics and the environment and to specify its requirements towards its suppliers.

► **OBSERVING HUMAN RIGHTS GUIDELINES**

NTN-SNR expects each of its suppliers (and their own suppliers), regardless of their country of establishment, to implement the principles of the International Labour Organization: elimination of all forms of forced or compulsory labour, effective abolition of child labour, elimination of discrimination in respect of employment and occupation, freedom of association and the right of collective bargaining.

► **LEVEL OF DEPENDENCE OF LOCAL SUPPLIERS ON THE COMPANY**

In order to limit the risk of dependence on the part of our suppliers, we consider the proportion of their activity that we account for when awarding contracts. We are careful to remain under the established thresholds for dependency.

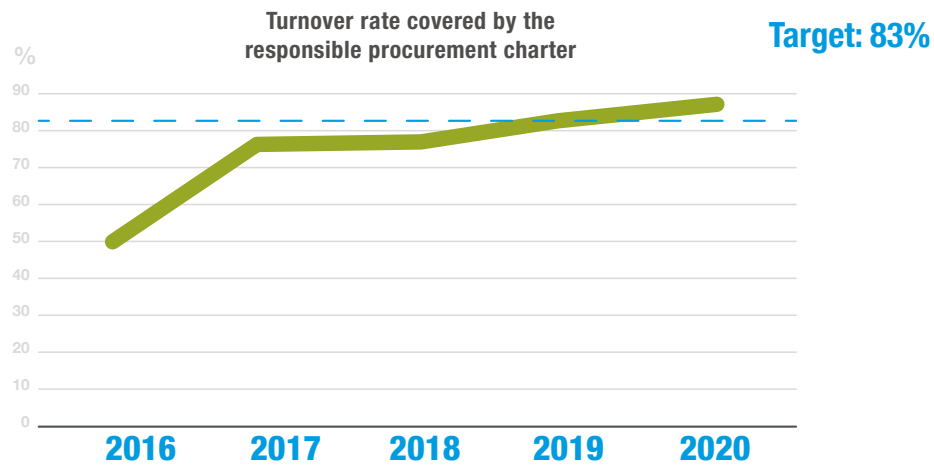
► **SUSTAINABLE DEVELOPMENT CRITERIA**

When analysing RFPs, we look at the total cost of the solutions proposed by our suppliers in order to take the best decisions based on the entire cost structure. Optimisation of transport flows is also an area for improvement by implementing more energy-efficient solutions.

► **NTN-SNR CARES ABOUT THE QUALITY OF ITS COLLABORATIVE RELATIONSHIPS WITH SUPPLIERS**

NTN-SNR is committed to maintaining a sustainable and balanced relationship with suppliers as a pledge of sustainable performance. Any new company that joins our pool of suppliers is asked to sign the Sustainable Sourcing Charter.





## THE COMMITMENTS OF THE NTN SNR RESPONSIBLE PROCUREMENT CHARTER

### NTN-SNR's commitments to suppliers

Collaborating on a secure and reliable basis

Developing a win-win relationship

Applying a transparent sourcing policy

### NTN-SNR's expectations of suppliers

Observing human rights guidelines

Taking environmental challenges into account

Pursuing honesty in business dealings

**A balanced, long-term relationship rooted in mutual trust and confidence.**

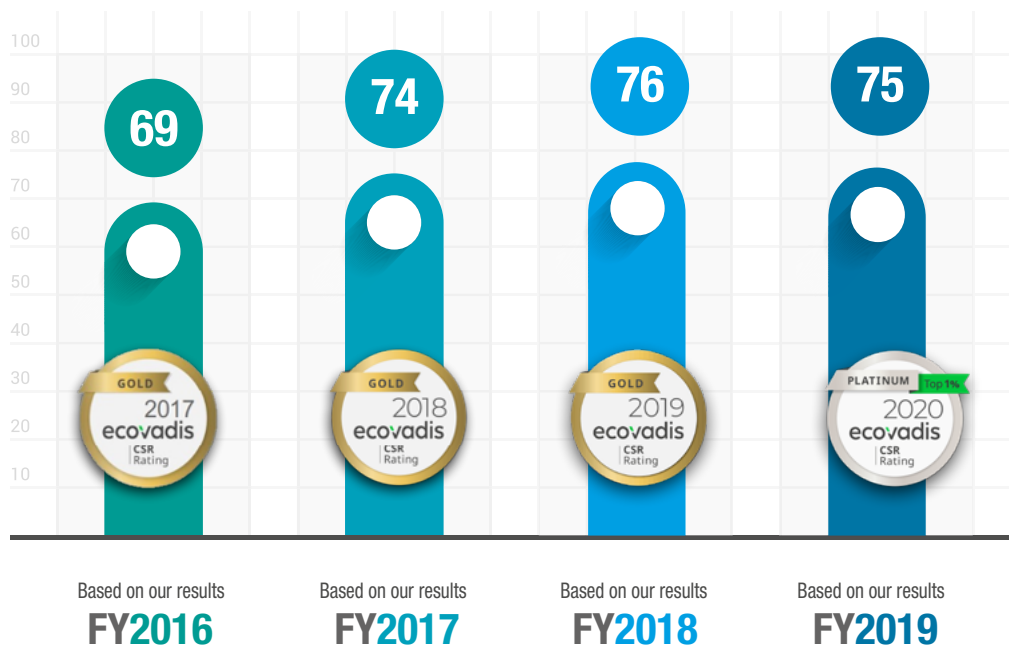
# INI TIA TIVES



## Ecovadis assessment

In order to assess our CSR performance as objectively as possible, we work closely with the online discussion and assessment platform EcoVadis. This online platform is an interface between customers and companies for sharing and circulating information on social responsibility. The ECOVADIS assessment helps us identify areas in which we can further improve our performance, capitalise on our approach and gauge where we stand in relation to other companies in our sector.

For instance, we complete an annual questionnaire to assess our CSR performance. Our latest score, obtained in January 2021, was 75/100, which places us in the top 1% of the companies assessed in our business sector. With its Platinum level of commitment, NTN-SNR is now listed as an “advanced” supplier in terms of CSR.



**75/100**

**TOP 1%**

OF ASSESSED COMPANIES

Integration of eco-design features in product design

Use of renewable energies or sourcing green energy

Advanced policies on the majority of social and human rights issues

Specific measures targeting discrimination issues

Advanced policies on ethical issues

## Climate measures

### CHANGE IN COMPANY CAR FLEET

2020 saw the culmination of our efforts to overhaul the fleet of company cars in a bid to meet user expectations (shared or assigned vehicles) by improving the service and changing the composition of the fleet to reduce our carbon impact. To that end, we organised an RFP that went out to car manufacturers, in conjunction with the leasing company, basing our selection on objective criteria meeting our expectations. The fleet will therefore gradually evolve towards cleaner hybrid and electric vehicles.



## Measures taken to promote employment of disabled persons

### PRINCIPLE OF PROFESSIONAL EQUALITY

NTN-SNR is determined to maintain an HR policy free from any discrimination against workers with disabilities, particularly in terms of recruitment, training, compensation, assignment or promotion.

### OCCUPATIONAL HEALTH AND SAFETY, SOCIAL SUPPORT, AND MANAGERIAL ROLES

The social, medical and ergonomics departments, all integrated in the Company, contribute fully to the support system for employees with disabilities at NTN-SNR Roulements. The HR teams and managers are also on the front line to facilitate the work of employees. The Company also has long-standing close partnerships with businesses employing workers with disabilities sub-contracting activities, particularly in connection with its direct bearing distribution activity, thus also promoting the external employment of workers with disabilities. Initiatives are also conducted in favour of charities working in this field (collection of plastic bottle caps, donations of PCs for refurbishment and sale, donations of various objects, etc.)



### COMPANY POLICY

NTN-SNR wishes to reaffirm its commitment to the inclusion and continued employment of workers with disabilities and is continuing its efforts in this area. In 2020, the Company took part in the events of European Disability Employment Week. A partnership is also being built with local players under the new "Learn" training and integration scheme to support future recruitments.

In September, the Alès site invited four employees of an ESAT (company employing workers with disabilities) to repackage bearings for one of our customers. SNR Cévennes plans to repeat the experience in 2021. These initiatives are part of a more comprehensive plan to develop long-term integration.



## Exclusions

### FOOD WASTE AND SUSTAINABLE FOOD ACT

Given the nature of NTN-SNR Group's activity, these issues do not stand out as a priority risk. Nevertheless, the Company encourages initiatives by its in-company dining partners (local supply, combatting wastefulness, plastic reduction).

A special initiative has been launched with the company in charge of automatic distribution of beverages and take-away food, with the aim of reducing the use of plastic (cups, stirrers). This company has adopted a strong eco-responsibility policy, focused in particular on recycling. At the end of 2020, food donations were made to Restos du coeur (food kitchens).

## Other initiatives

### CHOOSING ECO-RESPONSIBLE HOTELS FOR BUSINESS TRAVEL

We are currently working with our hotel provider, selected for our business travel needs, to prioritise eco-responsible accommodation (Green Index based on 4 criteria: carbon emissions, energy consumption, water consumption, waste management)

### A NEW LEASE ON LIFE FOR REFRIGERATORS

In conjunction with Elior, in charge of in-company dining, equipment from another company's cafeteria was offered to NTN-SNR: these refrigerators, in perfect condition, were thus given a new lease on life, in the staff canteens at the Group's various sites.

### 3,000 ARTICLES OF CLOTHING COLLECTED FOR A LOCAL NGO

A clothing drive was organized, in which we collected nearly 3,000 articles of clothing, which were then donated to CADI (Centre d'assistance et de développement intégral), a local non-governmental organisation (NGO) which works with at-risk children and teens.

## Covid initiatives

A crisis unit was set up in February 2020 to coordinate actions across Europe. The use of telework and short-time work was introduced during the first lockdown, in response to the business downturn experienced by our customers and for the roll-out of health measures and the necessary adjustments at our sites by a dedicated health team, led by the HSE team. In order to meet the expectations of our various stakeholders during this period, the sales teams were in constant communication with our customers, the sourcing teams stayed in touch with suppliers and the Group developed a text messaging system for its employees as well as a hotline coordinated by the HR teams.

Industrial activities were gradually resumed mid-April 2020.

The HSE team spent a great deal of time overseeing and implementing appropriate initiatives in response to the health constraints established during each lockdown. Adjustments to the work environment made it possible to bring non-production staff back to the office, subject to systematic "back to the office" training. Documents were created to address the requirements of

each lockdown: booklets for employees and external companies, guest questionnaires, business travel recommendations, etc. The in-company dining service was changed to allow staff to eat in the cafeteria in strict compliance with health measures in each lockdown, and take-away meals were also made available.

Sector health teams were appointed to provide guidance and ensure compliance. The medical team launched multiple employee support initiatives over the period. A Health Task Force, led by the HSE team, was created to monitor developments at each stage and to propose appropriate internal measures.

Finally, where possible, telework and remote meetings were maximised, especially during the more acute phases of the national epidemic.



**EXAMPLES OF INITIATIVES.**

▶ **VISORS FOR THE MEDICAL AND EMERGENCY PROFESSIONALS**

Thanks to 3D technology, NTN-SNR used its equipment to join the fight against COVID-19 by providing visors for various professionals and local institutions, with more than 1,000 visors delivered.



▶ **RECOGNITION FOR THE ICSA SITE IN ITALY**

ICSA was recognised as exemplary by Reuters, receiving a "Back to Work" award for medium-sized companies and highlighted in numerous media communications around the world.



▶ **OPERATION "A SMILE FOR OUR ELDERS"**

The children of NTN-SNR employees sent more than sixty drawings, notes and poems to the residents of the "Le grand Chêne" nursing home and to the nursing staff. They were particularly touched by this beautiful gesture of solidarity, which helped brighten up this difficult period.



▶ **COLLECTION OF SHEETS**

Thanks to the generosity of its employees, 140 kg of sheets, i.e. the equivalent of 2 pallets, were donated to the Haute-Savoie Prefecture to make gowns for the Annecy hospital staff.

▶ **DONATION OF MASKS AND GOWNS IN SIBIU**

The Sibiu site donated face masks, gloves and gowns to emergency services.

▶ **DONATIONS OF MASKS IN CURITIBA**

Donations were made to "Friends of the Hospital da Fazenda Rio Grande Association", a local non-governmental organisation:

- 300 FFP2 masks (for hospital staff and the city's care units)
- 1,000 disposable face masks (for use by volunteers in social initiatives promoted by the city).

▶ **DONATION OF CLOTH MASKS**

NTN-SNR contacted various local associations to provide them with cloth masks for their users (approximately 25,000 masks were distributed).



Donations to various associations: Secours Populaire, Ligue des droits de l'Homme, Les suspendus d'Annecy, le château rouge, GAIA, French Red Cross, Habitat Adoma, Ailes, AATES and Fédération des œuvres laïques de Haute-Savoie.

# ERNST & YOUNG REPORT



The independent third party Ernst and Young's report was issued on July 22, 2021.



**Our Statement of Extra-Financial Performance  
is available online at NTN-SNR.fr under CSR.**

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