

# Third Party Opinions

## Third party opinion on the CSR report of NTN Corporation

**Junko Edahiro**

This report explains simply how NTN's products are contributing to society. NTN is a corporation that develops and manufactures and is not often in the view of the general public. Their environmental and social efforts are reported faithfully. Thus this report has a very favorable impression.

This is an excellent report since the special topics of this report convey the clear message that NTN is contributing, to the creation of a sustainable society. As its main business, NTN is utilizing its strengths to develop and supply long-life and energy-conserving bearings to various industries that are working on environmental measures (such as preventing global warming). The general public may discover that products made by NTN are used in windmills that people happen to see and in cars that people ride in without much thought. The report will be useful to develop the capability required in this age to "extend one's thoughts and ideas to unseen things."

It is excellent that NTN is supporting small-sized companies to obtain environmental certificates because many of their business partners are small and medium sized companies. The reports from environmental managers, who introduce situations at operating sites, are also favorable. As seen in the special topics section, eco-products for many industries are greatly reducing the environmental impact on society. If NTN reported on the percentage of eco-product sales relative to the total sales, how the company thinks of its present status, and what NTN will do going forward in addition to the R&D expense, the CSR report would be more effective.

I will make additional comments below for further improvement.

With global warming being an urgent global issue, promoting various activities and reducing CO<sub>2</sub> emission are appreciated. However, global warming is impelled not just by the emission rate, but by total emissions. Think one step deeper about how an increased impact from your company affects the physical condition of the earth, and set a target for total emissions.

Also, for an indirect effect on your company, make a firm road map to where NTN will be in 10, 30 and 50 years as an environmentally advanced company.

In social aspects, reports of your ideas and the present status of human rights issues in less-developed countries are required. Also, although the rates of women employees and women managers are reported to be low, make clear NTN's concrete policy, numeric targets and action programs to actually support the idea

that "we would like to increase opportunities for women's performance."

As a CSR report, not many descriptions of financial aspects are found. From the viewpoint of contribution to the local economy and the creation and distribution of assets (particularly distribution to the underprivileged), a CSR report should contain financial information different from a standard financial report.

This kind of CSR report must be arranged in a "PDCA" format: Check Status → Plan → Do → Check Status and Reporting. In this report, there is a description of "Reflecting the interests of stakeholders in the next activities." Explanation of the actual system for doing this is required.

Various good activities have been developed and NTN clearly perceives that a relationship with stakeholders is important. It is expected that using this report as a stepping stone, your company will progress toward "constructive, two-way communication" by having bidirectional communication in its real sense above and beyond the stages of "one-way communication," "tour opportunities" and "listening to opinions"



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Finished Master's Course of Educational Psychology at Graduate Course, Tokyo University. She studies systems of action modification and its extension, extending the wave of "Communication and continuity" through lectures, writing and interpretation. For individuals, she teaches courses on "Thinking of personal growth in a systematic way," "Draw your own vision and apply your own management system" and correspondence courses of "Next stage" to enhance "Communication capabilities." She holds training courses in systematic thinking for educational bodies. She also provides facilitation consulting that provides skills for innovative changes in systematic thinking and to create a "Learning organization" for companies and organizations.