For New Technology Network



onsolidated Financial Results for the First Half of FY2017

November 6, 2017

NTN Corporation

Contents



I. Financial Results for First Half and Forecast for FY2017

II. Initiatives of "NTN 100"

III. For next 100 years

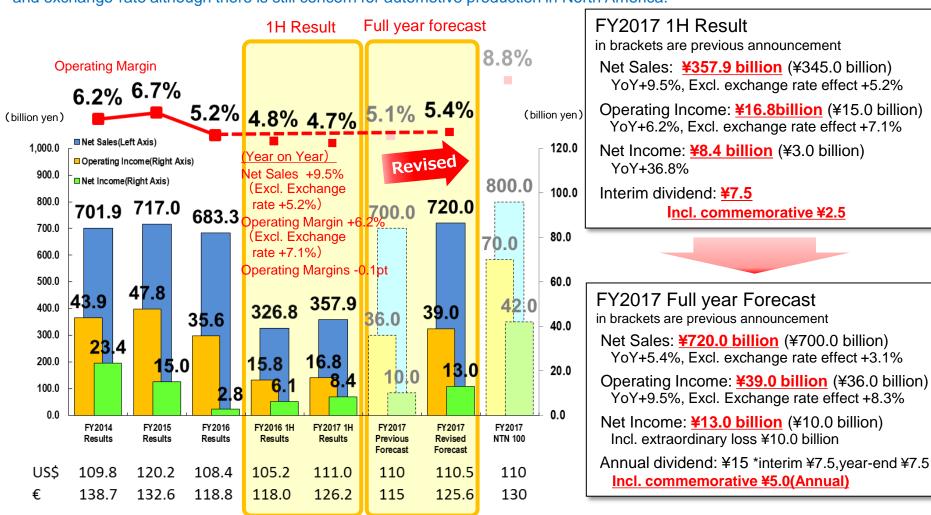
- This presentation and comments made in this conference or during the following Q&A session include forward-looking statements about future performance and future business strategies, all of which are based on decisions of the management of the Company currently available.
- These statements represent 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.

Trends in consolidated financial results: Results of 1H and Full year Forecast



Income and profit increased in this 1H due to the favorable sales in Industrial Machinery Business.

Financial forecast in this fiscal year will be revised upward due to favorable sales in Industrial Machinery and Aftermarket Business and exchange-rate although there is still concern for automotive production in North America.





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Financial Results for the First Half of FY2017: Key Factors



Results of FY2017 Second Quarter

- ♦ Net Sales: ¥357.9 billion
 - Increase of ¥31.1 billion, year-on-year
 (Excluding exchange rates: increase of ¥16.9 billion, increased by 5.2%)
- ♦ Operating Income: ¥16.8 billion
 - Increase of ¥1.0 billion, year-on-year
 (Excluding exchange rates: increase of ¥1.1 billion, increased by 7.1%)
- ♦ Ordinary Income: ¥13.6 billion
 - Increase of ¥2.1 billion year-on-year
 (Excluding exchange rates: increase of ¥2.3 billion, increased by 19.7%)
- ♦ Net income attributable to shareholder(parent company): ¥8.4 billion
 - •Increase of ¥2.3 billion, year-on-year (Excluding exchange rates: increase of ¥1.7 billion, increased by 27.2%)
- ♦Free Cash Flow: ¥12.2 billion, decrease of ¥1.4billion, year-on-year

Financial Results for the First Half of FY2017: Key Factors



Revised FY2017 Full year forecast

- ♦Net Sales: ¥720.0 billion, increase of ¥20.0 billion compared with previous forecast (¥700.0 billion)
- ♦ Operating income: ¥39.0 billion, increase of ¥3.0 billion compared with previous forecast (¥36.0 billion)
- ♦ Extraordinary losses: ¥10.0 billion
 No revise from the previous forecast
- ♦ Net income attributable to Shareholder (parent company): ¥13.0 billion, increase of ¥3.0 billion compared with previous forecast (¥10.0 billion)
- ♦In regards to dividends, the Company plans ¥15 for this fiscal year No revise from the previous forecast (an interim and year-end dividend of ¥5 and a commemorative dividend of ¥2.5)
- ♦ Exchange-rate form the third quarter: 1USD = ¥110 (previous forecast, ¥110) and 1EURO = ¥125 (previous forecast, ¥115)

1. Consolidated Statements of Operation



(billion yen)

FY2016 FY2017					2017	Υ	ear on yea	r (lilon yen)	
		1H Results	2H Results	Full year Results	1H Results			FY2017 1H ②-①	
		1			2		Total	Excl.Forex	Forex
Net :	sales	326.8	356.5	683.3	357.9	720.0	31.1	16.9	14.2
	ating ome	15.8	19.8	35.6	16.8	39.0	1.0	1.1	-0.1
Operating margin		(4.8%)	(5.5%)	(5.2%)	(4.7%)	(5.4%)	(-0.1%)	***************************************	
Ordinary income		11.5	18.1	29.6	13.6	32.0	2.1	2.3	-0.2
	rdinary ne/loss	-0.1	-14.6	-14.7	-	-10.0	0.1	0.1	0.0
Net income attributable to shareholder (parent company)		6.1	-3.3	2.8	8.4	13.0	2.3	1.7	0.6
Exchange	US\$	105.2	111.5	108.4	111.0	110.5	5.8	***************************************	
rate	EURO	118.0	119.5	118.8	126.2	125.6	8.2	***************************************	

2. Net Sales by Region



(billion yen)

	FY2016			FY2017		
	1H	2H	Full year	1H	Full year	
	Results	Results	Results	Results	Forecast	
	1			2		
Japan	92.8	98.7	191.5	99.5	201.5	
Americas	93.4	101.4	194.8	98.8	198.5	
Europe	75.2	79.8	155.0	82.5	167.0	
Asia and others	65.5	76.6	142.1	77.2	153.0	
Total	326.8	356.5	683.3	357.9	720.0	

Y	Year on year							
	FY2017 1H ②-①							
Total	Excl.Forex	Forex						
6.7	6.7	•						
5.4	0.1	5.3						
7.3	2.0	5.2						
11.7	8.1	3.6						
31.1	16.9	14.2						

3. Net Sales and Operating Income by Business Sector



<Net Sales by Business Sector>

(billion yen)

		FY2016	FY2017		
	1H	2H Full Year		1H	Full year
	Results	Results	Results	Results	Forecast
	1			2	
Aftermarket	50.7	53.8	104.5	56.2	112.5
Industrial machinery	46.1	52.5	98.6	57.3	114.5
Automotive	230.0	250.2	480.2	244.4	493.0
Total	326.8	356.5	683.3	357.9	720.0

_	_					
Year on year						
FY2017 1H ②-①						
Total	Excl.Forex	Forex				
5.5	3.2	2.4				
11.2	9.2	2.0				
14.4	4.6	9.8				
31.1	16.9	14.2				

<Operating Income by Business Sector>

(billion yen)

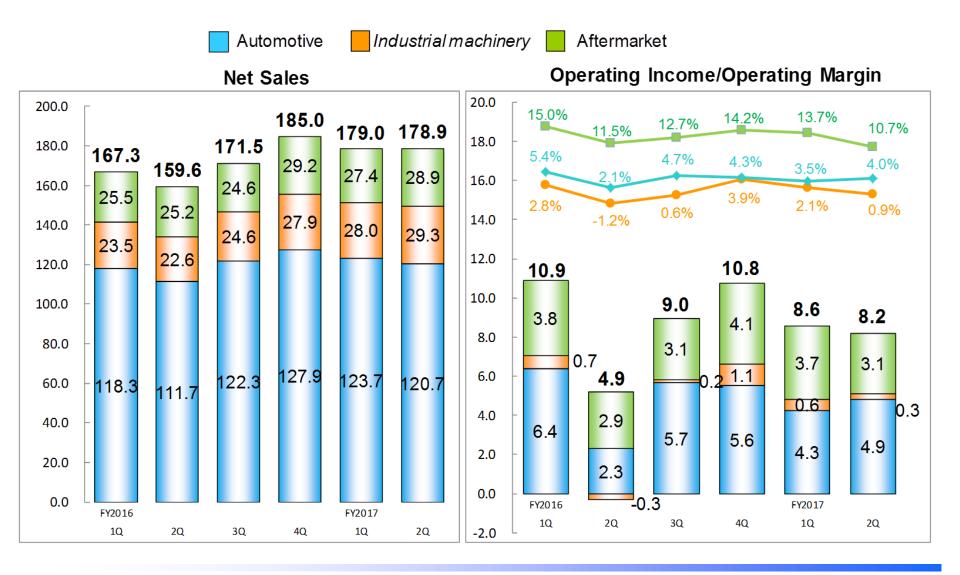
	FY2016			FY2017		
	1H	2H	Full Year	1H	Full year	
	Results	Results	Results	Results	Forecast	
	1			2		
Aftermarket	6.7	7.3	14.0	6.8	15.0	
Industrial machinery	0.4	1.3	1.6	0.8	2.8	
Automotive	8.8	11.3	20.0	9.2	21.2	
Total	15.8	19.8	35.6	16.8	39.0	

Year on year
FY2017 1H ②-①
0.1
0.5
0.4
1.0

4. Results by Business Sector (Quarterly Trend)

For New Technology Network

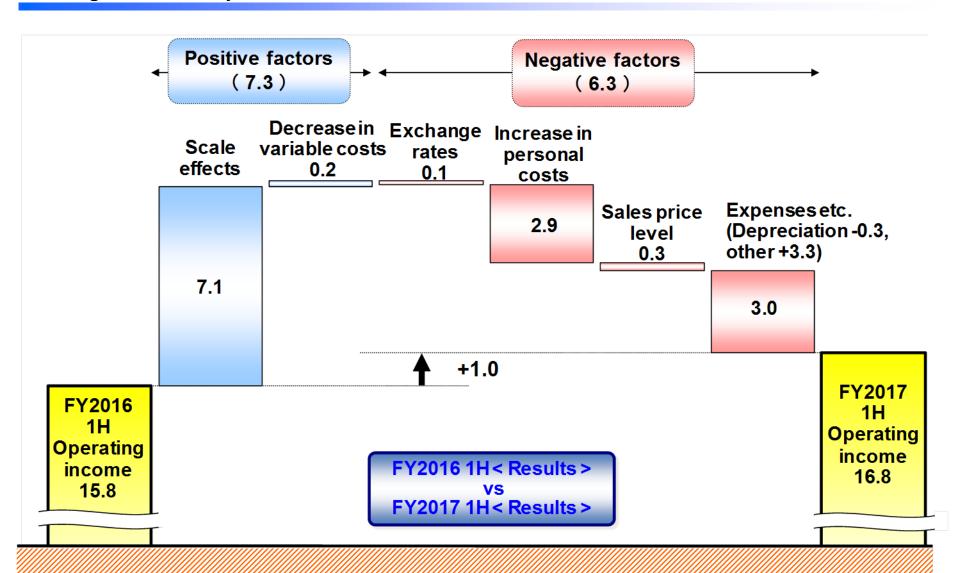
* All figures in billion yen.



5. Analysis of Operating Income (FY2017 1H)

For New Technology Network

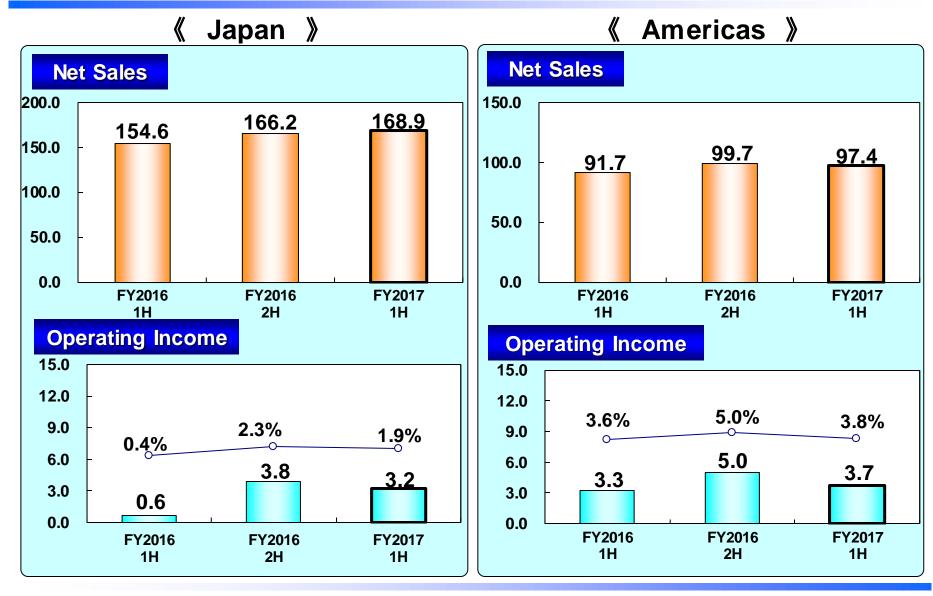
* All figures in billion yen.



6. Net Sales and Operating Income by Company Location

* All figures in billion yen





6. Net Sales and Operating Income by Company Location

* All figures in billion yen



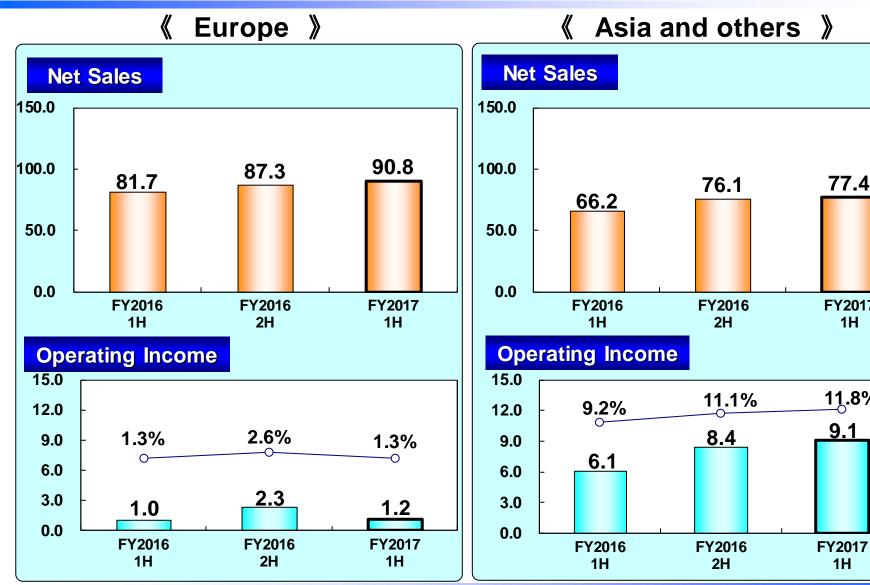
77.4

FY2017

1H

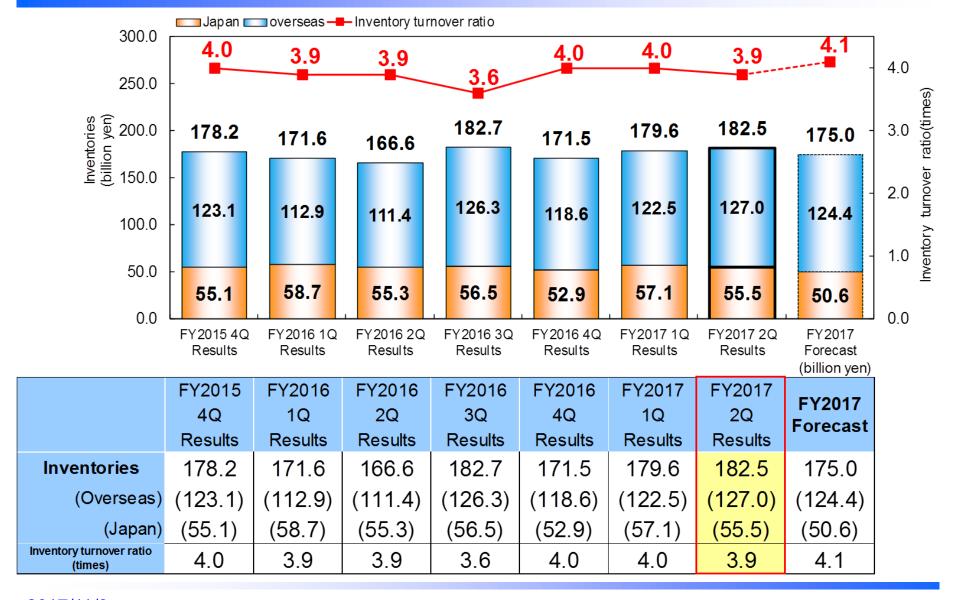
11.8%

1H



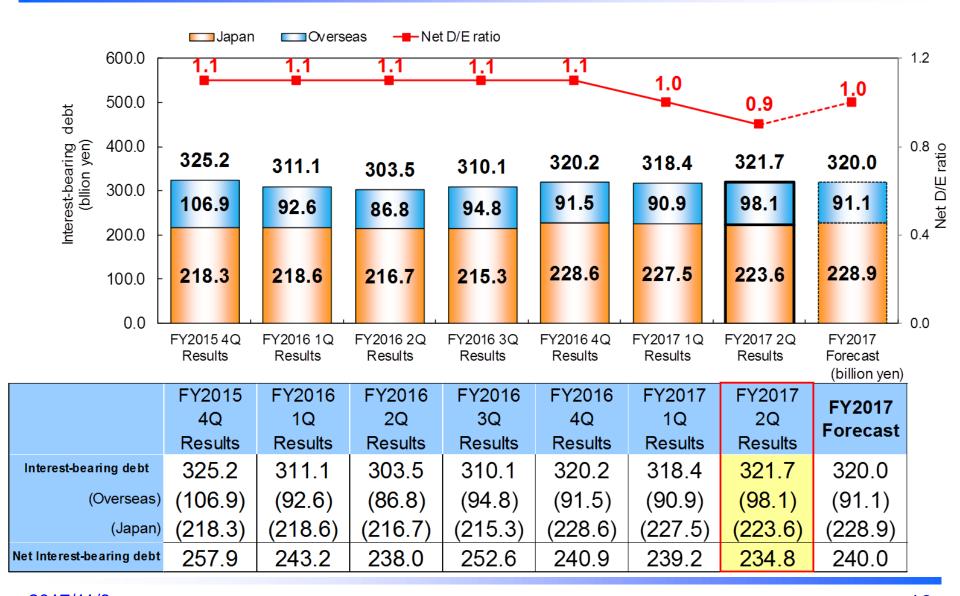
7. Inventories





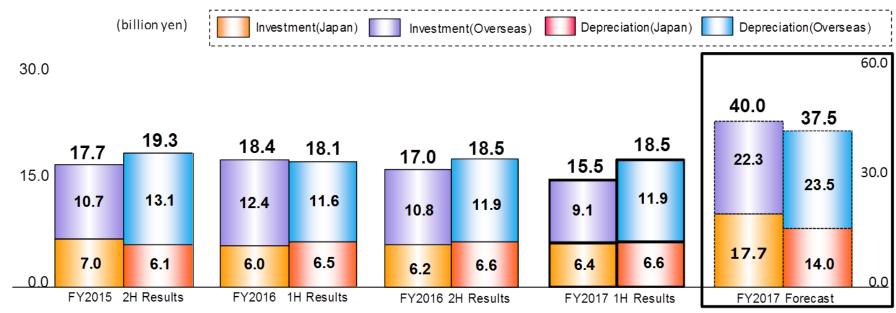
8. Interest-Bearing Debt





9. Capital Expenditure and Depreciation





(billion yen)

	FY2015	FY2016		FY2017	FY2017
	2H Results	1H Results	2H Results	1H Results	Forecast
Capital expenditure	17.7	18.4	17.0	15.5	40.0
(Overseas)	(10.7)	(12.4)	(10.8)	(9.1)	(22.3)
(Japan)	(7.0)	(6.0)	(6.2)	(6.4)	(17.7)

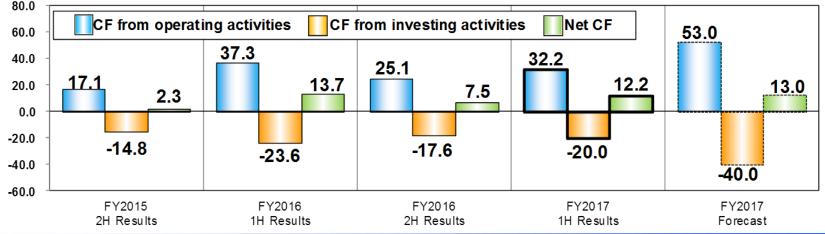
	FY2015 FY		2016	FY2017	FY2017
	2H Results	1H Results	2H Results	1H Results	Forecast
Depreciation	19.3	18.1	18.5	18.5	37.5
(Overseas)	(13.1)	(11.6)	(11.9)	(11.9)	(23.5)
(Japan)	(6.1)	(6.5)	(6.6)	(6.6)	(14.0)

10. Cash Flows



·Cash flows of FY2017 forecast are ¥13.0 billion including ¥10.0 billion of extraordinary losses.

	FY2015	FY2016		FY2017	FY2017	2 . 1
(billion yen)	2H Results	1H Results ①	2H Results	1H Results②	Forecast	
I . Cash flow from operating activities	17.1	37.3	25.1	32.2	53.0	-5.1
II . Cash flow from investing activities	-14.8	-23.6	-17.6	-20.0	-40.0	3.6
I + II . Net cash flow	2.3	13.7	7.5	12.2	13.0	-1.4
Ⅲ. Cash flow from financing activities	-6.7	-12.9	4.7	-5.3	-14.0	7.5
IV. Effect of exchanging rate translation on cash and cash equivalents	-7.6	-2.6	1.6	0.7	1.7	3.3
V . Net increase in cash and cash equivalents	-12.0	-1.8	13.7	7.6	0.7	9.4





I. Financial Results for First Half and Forecast for FY2017

II. Initiatives of "NTN 100"

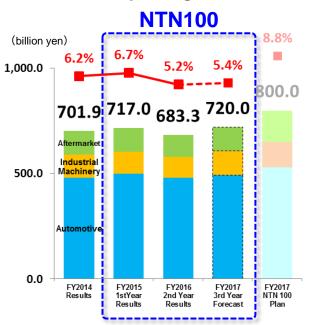
III. For next 100 years

Initiatives of NTN 100: Manage Growth



Due to the sluggish economy in emerging countries, the net sales and operating income in Aftermarket Business and Industrial Machinery Business did not increase. Although the initial target is not expected to be achieved in the Final Fiscal year, the sales in this fiscal year is in good condition due to each initiative.

Transition in Net Sales and Operating Income



Transition in physical quantity of sales (the index is FY2014 as 100)

<u> </u>						
	FY2014 Results	FY2015 1st Year Results	FY2016 2nd Year Results	FY2017 3rd Year Forecast	FY2017 NTN 100 Plan	
Aftermarket	100	100	100	105	137	
Industrial Machinery	100	94	96	109	112	
Automotive	100	102	107	108	112	
Total	100	100	104	107	116	

1. Develop New Businesses



- ·Natural Energy Products and EV related business have been commercializing and the products are on sale.
- Early commercialization of Robot-related Business and Service, Solution Business has been promoted.
- → Details explained on Page 24 and after

2. Expand Aftermarket business



- Each initiative has been promoting although sales and income did not achieve the target
- Increase the number of technical training session at a customer site. Visit 750 companies in FY2015, 900 in FY2016
- ·Achieved 10% in global market share
- ·Improvement of the brand image and measurement against counterfeit product





Renew package design of precision bearing

Initiatives of NTN 100: Manage Profitability





Structural Reform of the Driveshaft Business is going smoothly. Introducing of innovative manufacturing technologies, establishment of new plant and Monozukuri with next-generation technology.

1. Structural Reform of the Driveshaft Business **DS** Operating (billion yen) Margin 499.3 493.0 600.0 480.2 400.0 Others 200.0 DS FY2014 FY2015 FY2016 Forecast Net Sales and Operating Margin of **Driveshaft Business** in Automotive Business

- ·Improve the selling price of lowprofitable products
- ·Increase volume and expand the sales for luxury vehicle
- · Adjust the production load between each business site
- ·Increase use of the local material, etc.
- → Operating Margin: Improved more 3pt (target) than expected.







Start mass-production in Mexico Plant in Dec. 2015



Start massproduction in NDA in April 2017

Lightweight DS for

FR vehicle

Ultra High

Angle DOJ

Transition in sales of **Automotive Business** (billion yen) 480.5 499.3 480.2 493.0 530.0 600.0 400.0 200.0 0.0

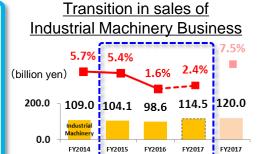
2. Monozukuri with Next-Generation Technology

- · Introducing the innovative manufacturing technologies
- ·Realize the standardization and high vield rate by EBW



- ·Construct new HT plant in NTN Noto Corp. to establish integrated production system in Noto Region
- ·Shorten the LT with latest HT technology and strengthen the competitiveness in Industrial Machinery **Business and Aftermarket Business**





Initiatives of NTN 100: Manage Foundation Strengthen management and financial foundation



1. Promote the supply chain CSR

Action for social issues regarding human lights, labor practices, environment and anti-corruption.

Signed onto U.N's Global Compact

2. Observance the laws and regulations

Holding "Compliance Committee," "Fair Trade Monitoring Committee," "CSR Global Meeting"



3. Strengthen Risk Management System

Prevent and mitigate globally risk occurrence, promote BCM

4. Investment for strengthening the business and financial foundation

Investment in intangible fixed assets to re-build IT core systems (FY2016: 5.9 billion yen, FY2017: 8.5 billion yen plan)

TOPIX:

100th anniversary activities

- ·Sponsor for cycle road race
- "NTN Rotating Work Shop" held for the ties between local communities and training of next generation





Sponsor for TOJ





TOPIX: NTN included in ESG indices

NTN included in ESG indices selected by GPIF in July 2017

- FTSE Blossom Japan Index
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index



Source: GPIF

TOPIX: NTN participated in Asahi World Forum 2017

Participated in Panel Discussion of Asahi World Forum 2017 Discuss contribution with natural energy product to local communities through the theme of "Invigorating Communities through Local Production and Consumption of Energy."



Asahi World Forum 2017

Initiatives of NTN 100: Manage Foundation Key Management Indicators



Creation of FCF for 2 years exceeded expected with the effects of improving profitability and inventory reduction. However, related indicators decreased, because net income decreased due to loss related to Anti-monopoly Act and lawsuits and others.

		3-yea			
1. Strengthen asset efficiency	FY2016	FY2017	FY2018	Total amount	NTN 100 target
	Result	Result	Full year forcast	Average rate	
Reduction of interest-bearing debt (excluding foreign exchange impact)	¥26.2 billion reduction	¥ 1.8 billion reduction	¥ 0.2 billion increase	¥ 27.7 billion reduction	¥ 60.0 billion reduction / 3 years
Inventory reduction (inventory turnover ratio)	4.0 times / year	4.0 times / year	4.1 times / year	4.0 times / year	4.5 times / year
Capital expenditure	¥ 36.3 billion / year	¥ 35.4 billion / year	¥ 40.0 billion / year	¥ 111.7 billion / 3 years	¥ 135.0 billion / 3 years
FCF	¥ 12.5 billion	¥ 21.2 billion	¥ 13.0 billion	¥ 46.6 billion	¥ 67.0 billion / 3 years
Equity to capital ratio	29.2%	28.7%	30.3%	29.4%	30.0% or more
Net D/E ratio	1.1	1.1	1.0	1.0	1.0 or less
ROE	6.3%	1.2%	5.4%	4.3%	Over 14%

2. Improvement of the profit		3-yea			
margin on sales	FY2016	FY2017	FY2018		NTN 100 target
	Result	Result	Full year forcast	Average	
Operating margin	6.7%	5.2%	5.4%	5.8%	8.8%

		3-yea			
3. Shareholder return	FY2016	FY2017	FY2018		NTN 100 target
	Result	Result	Full year forcast	Average	
Dividends	Annual ¥10	Annual ¥10	Annual ¥15	-	-
	Dividend payout ratio of 30%				
	35%	188%	61%	60%	is basic idea



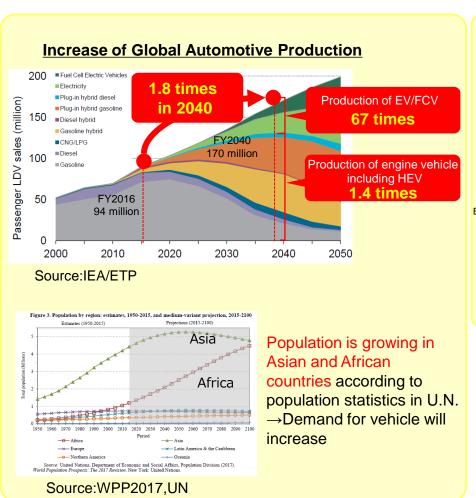
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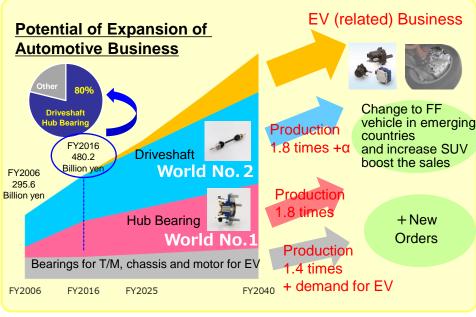
For Next 100 years:

Initiatives for EV and Electrification in Automotive Business



Automotive production will increase by 1.8 times in 2040 and 25% of the production will be EV. ICE Vehicles including HEV is also expected to increase by 1.4 times.





- Hub bearing and driveshaft, NTN main products are essential for both engine vehicle and EV.
- Sales for automotive market are expanding by new products through commercialization of EV-related business, demand for bearing of EV and new orders.

For Next 100 years:

Initiatives for EV and Electrification in Automotive Business



Promote development of new products utilizing AI and NTN core technology such as Tribology and sensor.

NTN Core Technology

Autonomous Driving and ADAS

High-Resolution Sensor Safe and Secure

HB with an Integrated High-Resolution Rotation Sensor (40 times higher than ABS sensor)





In-wheel Motor



Sensor Technology

Upgrading

Trend Management

EV and Electrification

High-Rigidity Weight Reduction Quietness and low-vibration Low-friction





Products for electrification (Actuator)



3. Ride Sharing and **Car Sharing**

Solidity

Long Operating Life

Early Diagnosis

Condition Monitoring System (CMS)



ULTAGE Tapered Roller Bearing for Automotive Application



Auto Parts

"eHUB," hub bearing with motor generator function

Module for "48V Mild Hybrid System" Utilize the technologies for hub bearing which hold the world No.1 shares and technologies for motor control and modular cultivated from the development of the In-wheel Motor. Improve the fuel efficiency by 25%



Reduce rotational friction by 50% due to the development of newly designed seal structure and adopting low-friction grease. This eco product improves the fuel efficiency by approximately 0.42%



operating life Condition Monitoring Technology



Prediction of bearing operating life utilizing Al

Estimate the damage condition and deterioration of lubricant

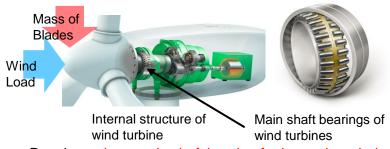
For Next 100 years: Technology Development, Robot-related Business and Service, Solution business



Create new business and new product with unique technology development Promote the joint-research with academito strengthen the upper R&D system

1. Unique product development and sale:

"Asymmetrical Spherical Roller Bearings"



Develop unique main shaft bearing for large size wind turbine Longer operating life approximately by 2.5 times with asymmetrical design of left and right roller. Unique design to support the load of rotor and blades at front low and the axial load of wind at rear low.



Parallel Link High Speed Angle Control Equipment



Applying driveshaft technology, robot arm product which has 90 operating degrees and can turn 360 degrees is released.

It enables the same motion as wrist joint in narrow space and contributes to save manpower.



Collaboration with precision cleaning system of Air Water Inc,

(photo by Air Water Inc)

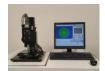


Applying to the wrist joint of two-arm robot

2. Promote collaboration between industry and academic

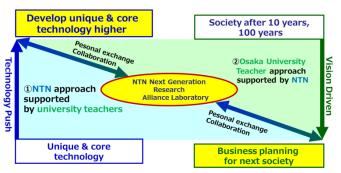
Establish "NTN Next Generation Research Alliance Laboratory"

Establish "NTN Next Generation Research Alliance Laboratory" in the Graduate School of Osaka University which has latest technology to strengthen upper R&D system



Desktop Type Microscopic Coating Applicator

- · Artificial 3D cellular tissue for drug discovery and applications for regenerative medicine(Expand application of unique technology utilizing microscopic coating).
- · Prediction of bearing operating life utilizing Al.
- •Trend management and damage prevention of bearing by multifunctional sensor.
- r · Research advanced CAE analysis technology for low fuel consumption.



For Next 100 years:

Commercialization of Natural Energy Products



Promoting the commercialization of natural energy product utilizing the innovative "blade" technology

1. "NTN Micro Hydro Turbine" launched in addition to "NTN Hybrid Street Light"

"NTN Hybrid Street Light" (Operating about 80 units in Japan. Getting more and more inquiries)



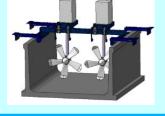
- ·Generate power from wind and solar power and LED lights automatically turn on at night
- Joint research with Osaka University for creating mechanisms regarding disaster prevention monitoring and tourism
- · Adapted in "Mimamori Robokun III" and under demonstration test
- ·Supplying the light and Wi-Fi communication, etc. in no wires area around the world
- ·As 100th anniversary activity, donated in 5 location for reconstruction and crime prevention



"NTN Micro Hydro Turbine" (Launched from July 2017)



- · Easy installation to minimize cost and time
- Generate much power by installing several units in series and in parallel for optimum power generation
- ·High-efficiency power generation to harness the energy of water
- ·Supplied to TEPCO HD and demonstration test is conducting



2. "NTN Vertical Axis Wind Turbine(10kW)" will be launched from 2018

"NTN Vertical Axis Wind Turbine(10kW)" (From 2018 plan)



· Excellent quietness and Safety

Almost no wind noise and very quiet

High Efficient Power Generation
 Keeping the rotational speed with the wind,
 high efficient power generation with natural wind

·High operating rate

Achieve high operating rate with winglet



NK approval within FY2017(plan)

Unit for NK approval in Hibiki Nada, Kita-Kyushu city

in Iwata Eco Park

世界をなめらかにする仕事。







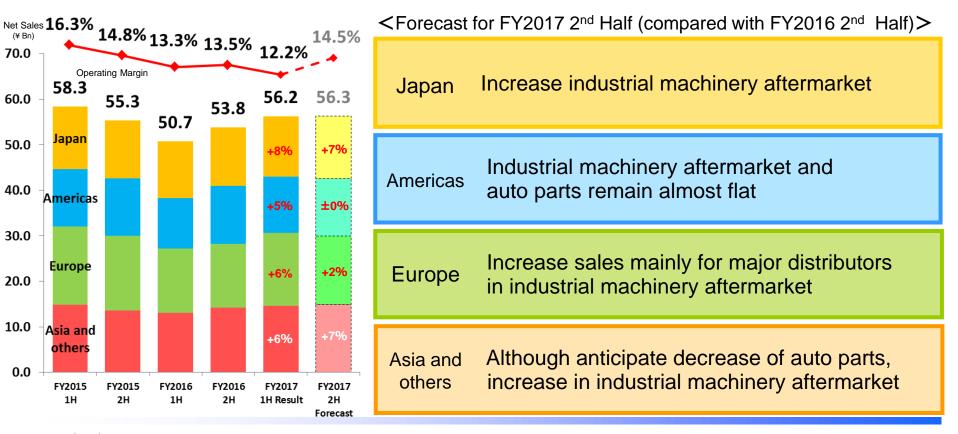
NTNは、2018年に創業100周年を迎えます。

(Reference) Aftermarket Business: Result for the First Half and Forecast for the Second Half NTN.



< Results for FY2017 1st Half (compared with FY2016 1st Half)> Net sales: ¥56.2 billion (+10.9%), Operating income: ¥6.8 billion (+1.9%)

- In Americas, industrial machinery aftermarket was steady. In Europe, increased in industrial machinery aftermarket and auto parts.
- Asia and others including China, industrial machinery aftermarket was strong.



(Reference) Industrial machinery Business: Result for the First Half and Forecast for the Second Half NTN.

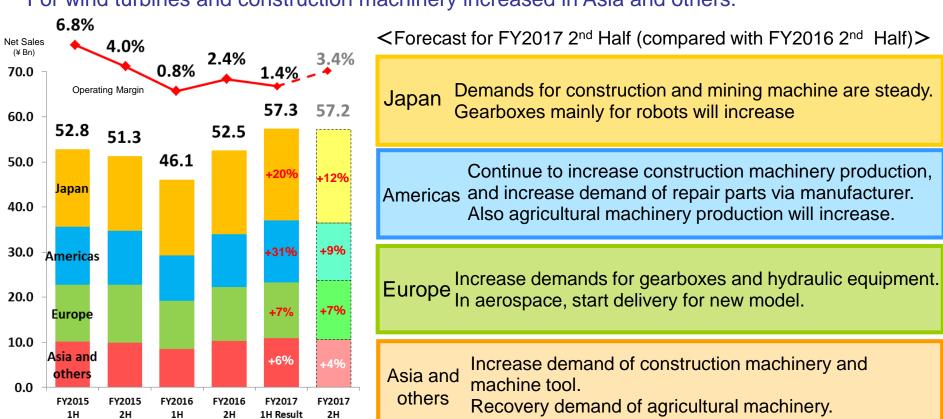


<Results for FY2017 1st Half (compared with FY2016 1st Half)> Net sales: ¥57.3 billion (+24.3%), Operating income: ¥0.8 billion (+123.2%)

• In Japan, increased demand for construction machinery. Gearboxes for construction machinery and robot also increased.

Forecast

• In Americas, increased demand for construction machinery. For wind turbines and construction machinery increased in Asia and others.



(Reference) Automotive Business: Result for the First Half and Forecast for the Second Half NTN.



< Results for FY2017 1st Half (compared with FY2016 1st Half)>

Net sales: ¥244.4 billion (+6.2%), Operating income: ¥9.2 billion (+4.6%)

- In Japan, increased sales due to launch of the new model and favorable customer's sales of automotive using NTN products.
- In Americas, sluggish demand for the sedan of major manufacturer. In Asia and others, sales increased due to launch new model of Japanese manufacturer.

