## Engagement with Stakeholders

<table>
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<th>Stakeholders</th>
<th>Stance to Stakeholders</th>
<th>Main Activities</th>
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| **Employees** | NTN Group respects diversity, individuality and a safe and healthy workplace environment where employees can work successfully. | - Dialogue between president and employees  
We hold dialogues between president and employees at business sites in Japan and overseas on the themes of “transformation,” “sense of crisis,” and “freely-expressed opinions to improve the company.”  
- Global QC Circle Convention  
We strive to improve safety, quality, and productivity on a global basis, and with the convention as a forum for international exchange, we exchange information on a variety of activities.  
- Under the fair-operation of the personnel evaluation system, which leads to revitalization, we promote the improvement and development of employees’ abilities and motivation through discussions with evaluators, and further inovrate our employees by treating them based on their work results and the degree to which they demonstrate their abilities. |
| **Customers** | NTN Group seeks to maximize customer satisfaction and trust by providing products and services of superior quality, safety and reliability. | - Nationwide Distributors’ Meeting  
We invite distributors from across Japan to briefing sessions on account settlement overview and aftermarket business measures to strengthen our bond with distributors.  
- Technical service units  
We run completely-tailored, multi-functional technical service units worldwide, equipped with teaching materials and exhibits to introduce our products, and hold bearing technical seminars for our customers. |
| **Business partners** | NTN Group, in a fair and free environment, builds good partnerships with its business partners and works together for mutual growth and development. | - Briefing for suppliers  
We share information on our globalization initiatives and the business environment surrounding our company with our business partners and have external lecturers deliver lectures targeting the business partners.  
- Promotion of CSR procurement  
Through CSR questionnaires based on the CSR Procurement Guidelines, we promote activities with our business partners to help them understand the importance of CSR procurement. |
| **Local communities** | NTN Group respects cultures and customs in the local communities and builds long-term trust relationships by meeting their expectations through its business activities. | - Activities that contribute to the local community (family tours, summer festivals, etc.)  
We hold family tours and summer festivals at each business site as an opportunity to interact with employees’ families and neighboring residents.  
- NTN Rotating School  
As an environmental education program for children who will lead the next generation, mobile-type schools have been opened in various places to deepen regional development.  
- Conservation of biodiversity  
In cooperation with local residents and NPOs, we are working to protect the environment of Satoyama (village forest) areas around our business sites and to protect endangered species. |
| **Shareholders** | NTN Group focuses on return for shareholders by sustainable profitable growth and builds long-term trust relationships with shareholders through active communications. | - Shareholders’ Meeting  
The Shareholders’ Meeting is a forum for communication to build long-term relationships of trust with shareholders.  
- ESG briefing  
In addition to holding results briefings for investors, we also hold ESG briefings to promote understanding of our ESG initiatives. The opinions we receive at the briefing are used to improve our sustainability activities. |
| **Environment** | NTN Group harmonizes its business activities with nature and contributes to preserve the global environment by providing its technologies, products and services. | - Reducing environmental impact in business activities  
We are working to minimize harmful environmental impacts by monitoring and reducing emissions of CO2 and regulated chemicals in our business activities.  
- Sustainable resource use  
We are striving for sustainable resource utilization by reducing the use of resources such as raw materials and water, and by thoroughly implementing the 3R (reduce, reuse, and recycle) of waste.  
- Developing environment-contributing products  
We are contributing to the realization of a low-carbon society by developing products that can help reduce CO2 emissions during product use and natural energy-related products. |