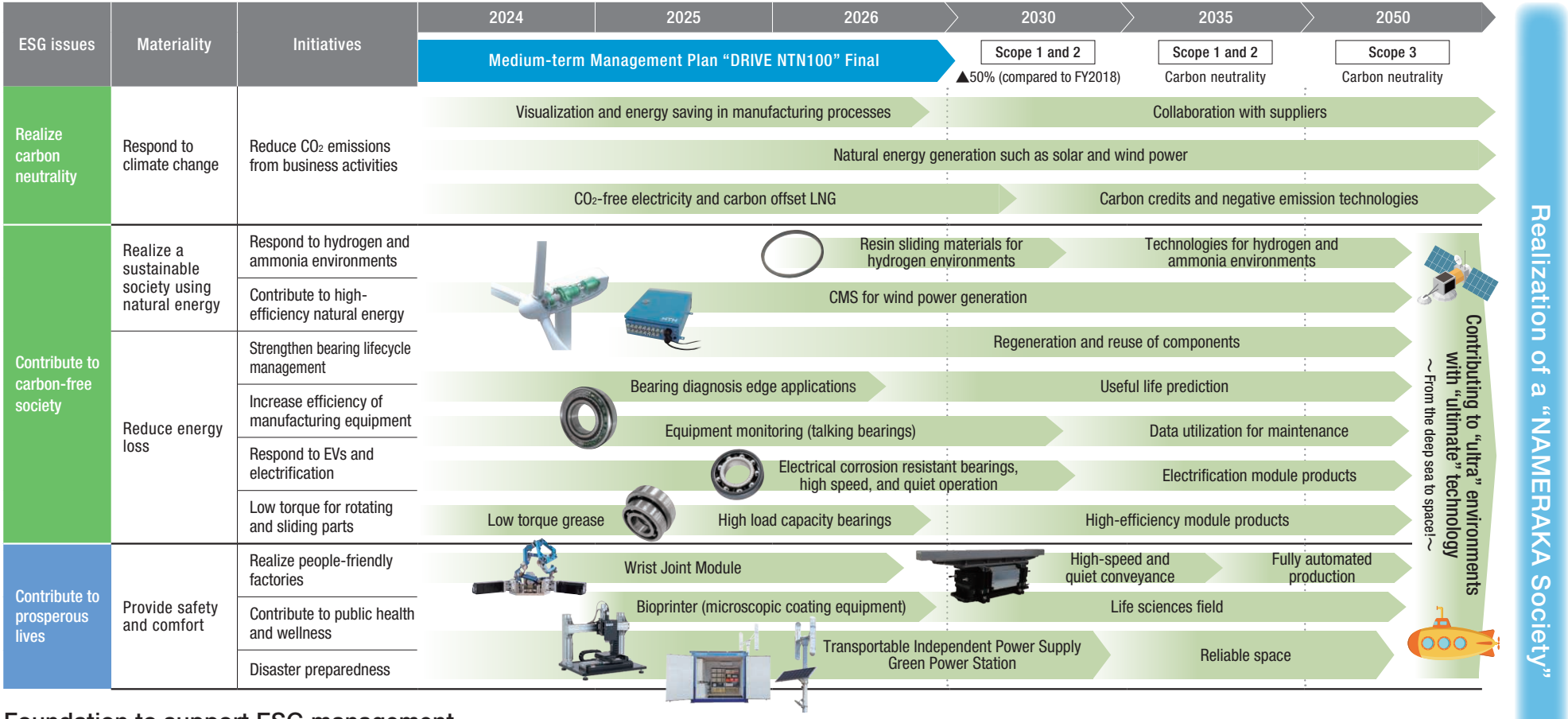
Roadmap for Realizing a “NAMERAKA Society”

We have developed a roadmap for realizing a “NAMERAKA Society,” which represents the overall management picture for our Group to continue growing as a company that contributes to society. The roadmap outlines our initiatives related to materiality and the future direction of product and technology development.

Contribution to solving social issues toward the future we aim for



Foundation to support ESG management

ESG Issues	Environmental / Environmental protection	Social / Sustainable supply chain	Social / Prosperous human development		Governance
Materiality	Resource recycling and pollution prevention	Improve the reliability of products and services (Quality assurance, stable supply)	Promote safety and health	Human resource development	Thorough compliance
		Procurement activities with an emphasis on environment and society	Respect for human rights	Promote diversity	Strengthen governance

NTN's Goal of a Carbon-neutral Society

Environment-contributing Products

Development of environment-contributing products

"We shall contribute to international society through creating new technologies and developing new products." Under this corporate philosophy, we are committed to environmentally friendly manufacturing. We are especially focused on developing technologies that help to prevent global warming.

The components we manufacture, such as bearings and driveshafts, contribute to reducing environmental impact by improving the energy efficiency of vehicles and machinery. We refer to all of these as "environment-contributing products." Among them are products that are already widely used, as well as new products that achieve even better environmental performance as a result of our technologies.

NTN is also developing products that utilize renewable energy such as solar and wind power, helping to reduce CO_2 emissions.

We quantify the degree to which such products contribute to the environment using our own standards. NTN will continue its pursuit of its corporate philosophy by developing and supplying products that make an even greater contribution to the environment.

Evaluation of environment-contributing products

NTN compares and evaluates the environmental performance of current products using the performance levels of 1997 as a baseline. Environment-contributing products are classified into five grades from "S-eco" to "D-eco" according to their degree of environmental contribution, based on standards established for each product.

Classification	Grade	Definition
Environment-contributing products	S-eco (Super eco)*	Products classified according to environmental factor standards specified for each product in line with global technology standards
	A-eco (Advanced eco)	
	B-eco (Brilliant eco)	
	C-eco (Creative eco)	
	D-eco (Diffused eco)	Products that help to reduce energy loss in finished products, with the same performance level as that of around 1997

*Green energy products are S-eco grade

Calculation Methods for Environmental Factors and Eco-Efficiency

To quantify the degree to which our products contribute to the environment, we use environmental factors and eco-efficiency as defined in formulas 1 and 2 below.

$$\text{Environmental factors} = \frac{\text{Eco-efficiency of developed products}}{\text{Eco-efficiency of benchmark products}^{*1}} \cdots ①$$

$$\text{Eco-efficiency} = \frac{\text{Product value}^{*2}}{\text{Environmental impact}^{*3}} \cdots ②$$

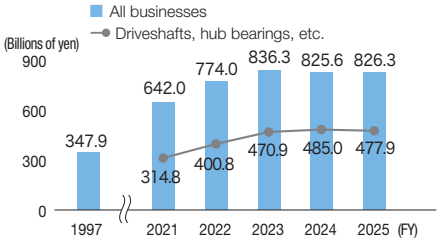
*1 D-eco products: Products that help reduce energy loss in finished products while providing performance equivalent to that of products from around 1997.
*2 Values are quantified using the QFD method, including the contribution of finished products to CO_2 emissions reduction.
*3 To evaluate contributions to climate change mitigation, environmental impact is calculated based on CO_2 emissions generated from raw material extraction through production, using the LCI calculation tool developed by the Japan Auto Parts Industries Association.

Achievements

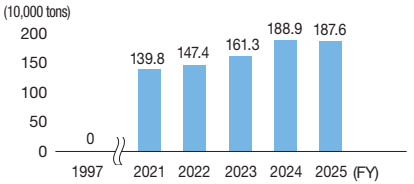
In FY2025, our flagship products—driveshafts and hub bearings—and our green energy products contributed to the reduction of approximately 1.88 million tons of CO_2. This demonstrates that the development of our environment-contributing products is achieving results.

Sales of products making a high environmental contribution in the S-eco to B-eco range grew to account for approximately 55.9% of total sales in FY2025.

Trends in net sales

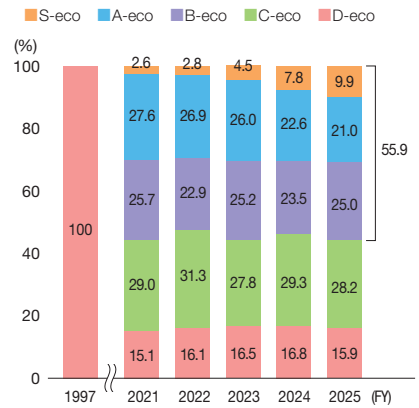


Contribution to CO_2 reduction*



Calculation standard:
Japan Auto Parts Industries Association (JAPIA) Life Cycle Inventory (LCI) Calculation Guidelines (Consumer Use-Phase LCI Calculation Tool)
*Applicable to S to C-eco products

Trends in composition of environment-contributing products by grade (Driveshafts, hub bearings, etc.)



Carbon neutrality

Respond to climate change

In response to climate change, the NTN Group aims to achieve carbon neutrality throughout its supply chain by FY2050 and has set targets for reducing Scope 1 and 2 emissions by FY2030 and FY2035. To that end, we are proactively working on a variety of measures, including the promotion of energy-saving activities and the introduction of renewable energy. In FY2024, we established a new working group to develop and promote measures for reducing domestic Scope 3 emissions as an initial step toward reducing CO_2 emissions across the supply chain. We will work closely with suppliers and others to promote activities toward achieving carbon neutrality by FY2050.

*Note: NTN calculates and reports only energy-derived carbon dioxide (CO_2) emissions from among GHG emissions.

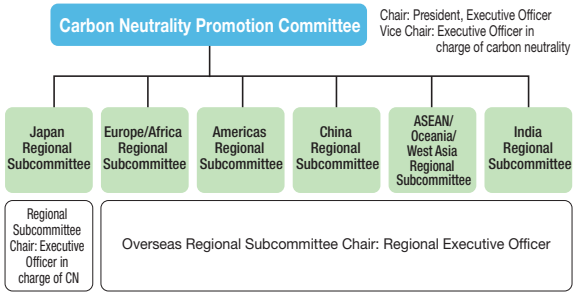
NTN's carbon neutrality targets

CO_2 emission reduction targets (Scope 1 and 2)	●50% reduction by FY2030 (compared to FY2018) ●Achieve carbon neutrality by FY2035
CO_2 emission reduction targets (Scope 3)	●Achieve carbon neutrality by FY2050

Promoting carbon neutrality activities

To promote carbon neutrality activities throughout the NTN Group, we established the Carbon Neutrality Strategy Promotion Department in April 2023, and in July of the same year, we established a company-wide Carbon Neutrality Promotion Committee as well as regional subcommittees to create a global promotion structure. The Carbon Neutrality Promotion Committee, chaired by the President, Executive Officer, meets twice a year online, connecting the Head Office with locations around the world to share best practices, deploy them globally, and encourage mutual learning.
The regional subcommittees are chaired by the Executive Officers responsible for each region, and by holding regional subcommittee meetings four times a year, they examine measures and initiatives suited to the actual conditions of each region and report the results to the Carbon Neutrality Promotion Committee.

Carbon neutrality promotion system



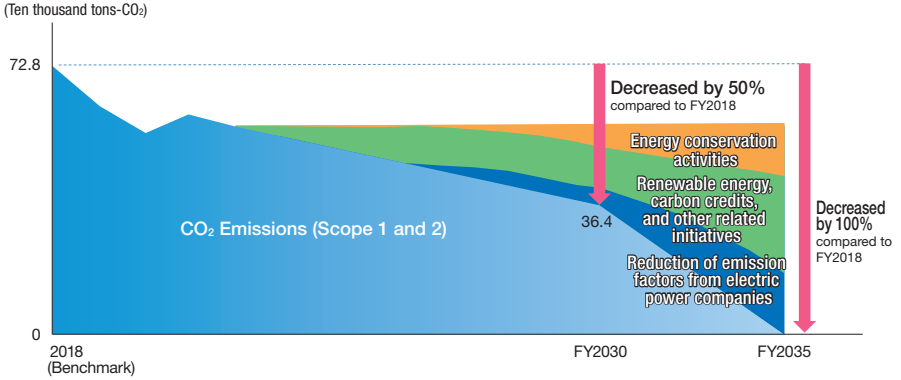
Carbon Neutrality Promotion Committee



Progress management based on the carbon neutrality roadmap

The NTN Group has developed carbon neutrality roadmaps as a framework for effectively advancing its carbon neutrality initiatives. Based on these roadmaps, we closely follow the status of our activities at each stage and manage progress toward our targets. The roadmaps are created by each region and each business site, showing specific measures and timelines in detail, and we are promoting initiatives toward achieving carbon neutrality through coordinated efforts across the Group.

NTN Global CO_2 emission reduction roadmap (by reduction activity)

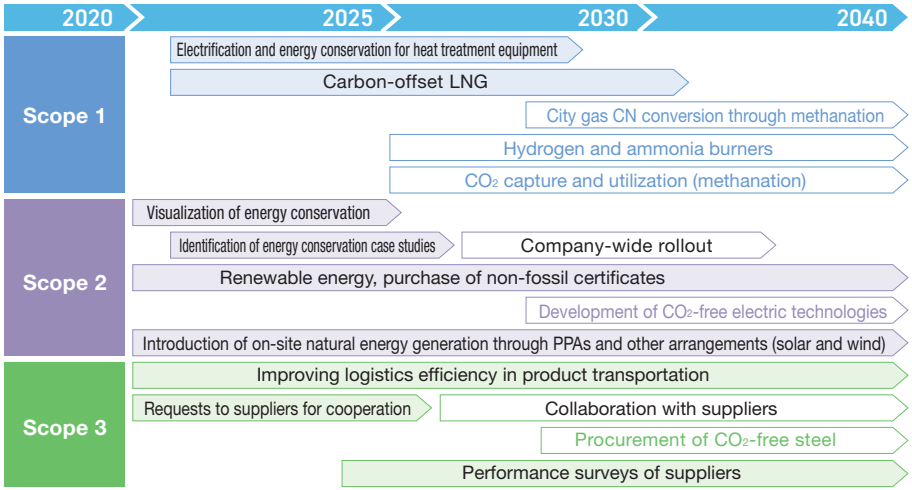


NTN's Goal of a Carbon-neutral Society

Reduction measures for each scope

This shows the overall picture of initiatives in each scope. We are promoting internal initiatives to reduce CO_2 emissions, including electrification, energy conservation, and the introduction of natural energy generation, while collaborating with external organizations to accelerate these efforts.

Promoting in-house initiatives while accelerating activities through collaboration with external parties



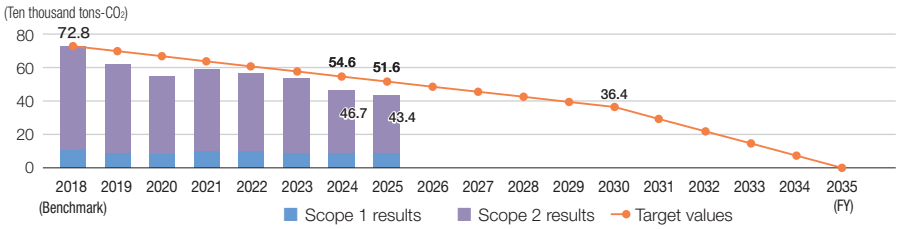
*Shaded items are in progress, and items shown in colored fonts are initiatives by external organizations

CO_2 emission results

The FY2025 results were Scope 1: 77,935 tons (domestic: 43,749 tons, overseas: 34,186 tons), Scope 2: 355,850 tons (domestic: 167,447 tons, overseas: 188,403 tons).

For Scope 2, domestic business sites are calculated using market-based emission factors, while overseas business sites are calculated using location-based emission factors.

CO_2 Emissions (Scope 1 and 2)

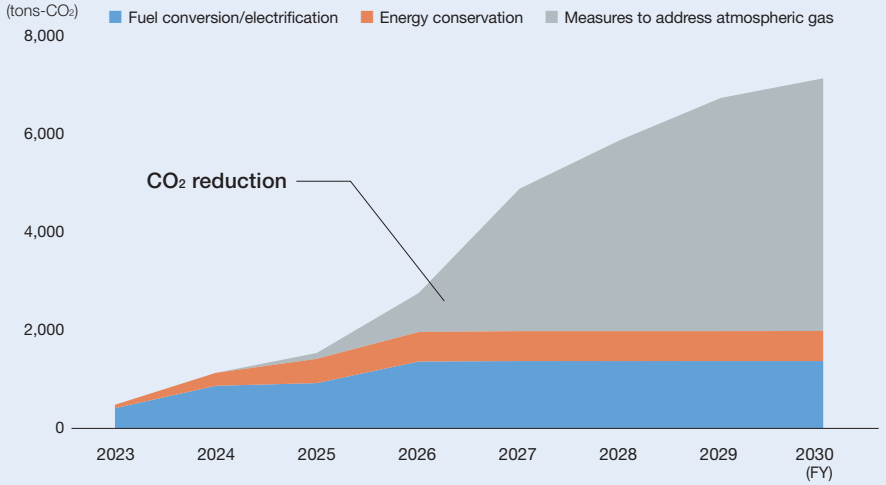


Scope 1

Energy-saving measures for heat treatment equipment

To reduce CO_2 emissions from heat treatment facilities, we are promoting three measures: fuel conversion and electrification, energy conservation, and atmospheric gas control. All newly introduced heat treatment furnaces since 2017 are electric furnaces. Additionally, high-efficiency insulation materials have been introduced to minimize heat loss from the outer walls of the heat treatment furnaces, thereby reducing fuel consumption. We are also reducing CO_2 emissions by implementing measures to control furnace atmospheres in furnaces dedicated to conventional quenching.

Overall picture of initiatives for heat treatment equipment (domestic)



In FY2025, energy-saving measures for heat treatment equipment reduced CO_2 emissions by 405 tons, bringing the cumulative reduction since FY2023 to 1,537 tons.

Domestic Scope 1 emissions decreased by 1,847 tons, from 45,596 tons in FY2024 to 43,749 tons in FY2025. The reduction of 405 tons achieved through energy-saving measures for heat treatment equipment was equivalent to approximately 22% of this year-on-year decrease.

It should be noted that changes in domestic Scope 1 emissions are affected by multiple factors, including production volume, equipment operating conditions, and various emission reduction measures.

Scope 2

Energy Reduction at Production Sites

To reduce CO_2 emissions from our operations, we are working to identify and visualize energy losses and reduce energy consumption.

The results of energy-saving measures at domestic business sites are compiled into a database, and best practices are also deployed and shared with overseas business sites. We are also enabling overseas business sites to register information in the database, thereby promoting bidirectional information sharing.

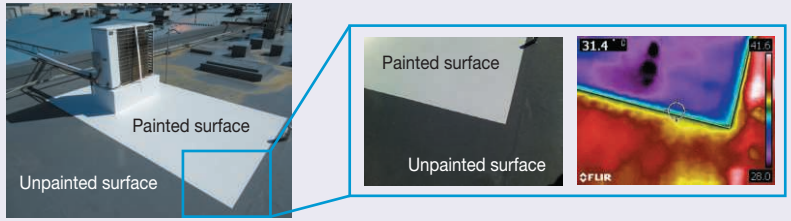
Additionally, since FY2023, we have introduced internal carbon pricing as an investment decision indicator for new capital investments, promoting low-carbon management.

Examples of Energy Reduction Measures

Improving Cooling Efficiency by Applying Heat-Shielding and Thermal-Insulation Coatings to Outdoor Air-Conditioning Units

- Applied heat-shielding and thermal-insulation coatings to outdoor air-conditioning units and the surrounding areas
- Improved cooling efficiency during summer and reduced electricity consumption
- Lowered the temperatures of the outdoor units and the intake air by more than 10°C
- Reduced electricity consumption by 20%

CO_2 Reduction
0.6 tons-CO_2/year
(per air-conditioning unit)



Reducing Electricity Consumption by Upgrading Water-Soluble Coolant Chiller Units

- Reduced electricity consumption by upgrading water-soluble coolant chiller units to energy-saving models
- Promoted energy savings by upgrading chillers for water-soluble coolant equipment supplying 90 grinding machines
- Electricity consumption: reduced by 44%



CO_2 Reduction
144 tons-CO_2/year

Scope 3

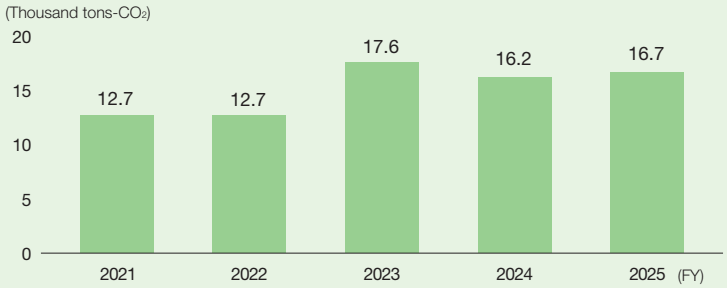
Initiatives to improve calculation accuracy

The NTN Group aims to achieve carbon neutrality, including supply chain emissions (Scope 3), by FY2050. To promote CO_2 reduction across the supply chain, we have newly established a working group responsible for planning and implementing reduction measures, and are actively advancing related initiatives. Among all Scope 3 categories, Category 1: "Purchased goods and services" accounts for the largest share of emissions. The majority of these emissions stem from the procurement of raw materials such as steel and semi-finished products including forgings and machined components. Therefore, we first conducted an emission survey targeting steel manufacturers, taking into account differences in production methods. We are also conducting similar surveys of suppliers of semi-finished products, reviewing the emission factors used, and promoting global initiatives to more accurately assess and reduce emissions based on actual conditions.

Specific initiatives for collaboration with suppliers and logistics optimization

- **Procurement of CO_2-free steel materials**
  - Gathering information and promoting reviews
- **Requesting our suppliers to work toward carbon neutrality**
  - Sharing the background to our efforts to achieve carbon neutrality as well as our targets
  - Introducing energy conservation case studies
  - Collecting and visualizing CO_2 emissions data in dashboards
- **Enhancing efficiency during product transportation**
  - Reducing transportation distances by optimizing distribution routes
  - Enhancing loading efficiency by expanding the use of modular packaging
  - Reducing the number of containers by increasing the loading ratio of export containers
  - Reuse and recycling (repair) of wooden pallets

CO_2 emissions in logistics (Domestic)



Other Environmental Initiatives

Basic approach to other environmental initiatives

The NTN Group recognizes climate change response and resource recycling as key priorities, and additionally regards water resources, biodiversity, pollution prevention, and the reduction of environmental impact across the entire product life cycle as important environmental issues that may affect business continuity and the soundness of our supply chain.

In addressing these issues, we refer to international guidelines and assessment methodologies while implementing management practices based on quantitative assessments and continuous improvement.

Water resource management

Water stress analysis and water risk response

The NTN Group regards water resource conservation as an important management issue and is committed to sustainable water resource management. Based on the impact of water consumption and wastewater associated with business activities on regional water resources, our basic policy is to alleviate pressure on water resources by reducing water consumption.

In assessing and evaluating water risks, we utilize the water risk assessment tool "Aqueduct" developed by the World Resources Institute (WRI) to analyze water stress conditions at domestic and overseas business sites. We recognize water resource constraints as a management risk that may affect production planning, capital investment, and business continuity planning (BCP), and are prioritizing countermeasures at business sites located in high water stress regions, including India.

At business sites located in particularly high water stress regions, we work to reduce water consumption through improvements to production processes and enhanced equipment efficiency. The effectiveness of these initiatives is continuously assessed using water consumption intensity indicators.

Key response examples

- Reducing water consumption in production processes
- Enhancing equipment efficiency and appropriate operation of wastewater treatment
- Promoting water recycling to reduce water consumption, including reuse within production processes



Dual-layer filtration and reverse osmosis (RO) water treatment facilities (NNMI, India)

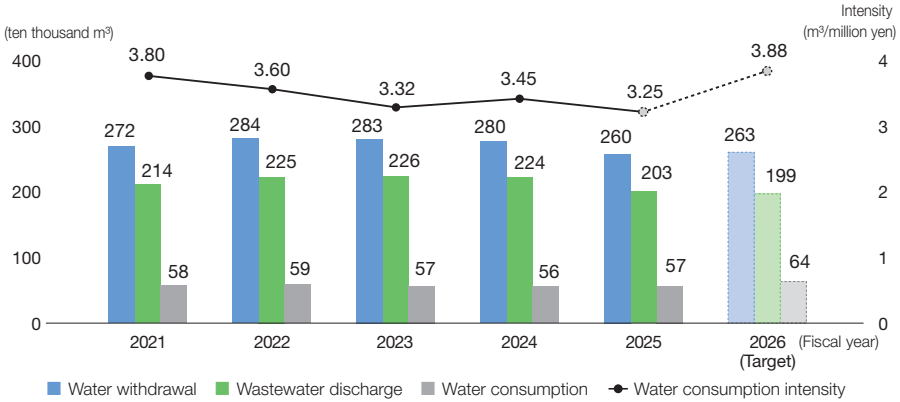
KPIs and targets

The NTN Group has established water consumption intensity as a KPI for water resource management and is committed to continuous improvement with the aim of reducing operational risks associated with water resource constraints.

KPI (Indicator)

Water consumption intensity (water resource management)

Trends in water consumption intensity (results and targets)



- Water consumption intensity is calculated using "production value," which is determined based on an internal price indicator for management purposes, as the denominator. Target values are set with the aim of continuous improvement, taking into account the business plan and water consumption reduction measures at each site.

* Total water consumption and water consumption intensity are calculated for the sites included within the Group's consolidated reporting boundary.

* The water consumption intensity in the main text is calculated using "production value," which is determined based on an internal price indicator for management purposes, as the denominator. In the ESG Data section at the end of this report, water consumption intensity is calculated using "net sales" as the denominator from the perspective of external comparability.

Preserving biodiversity

Biodiversity risk assessment and response

The NTN Group regards biodiversity conservation as an important environmental issue and is working to understand and reduce the impact of business activities on ecosystems. As our basic approach, we have adopted the AR3T framework of Avoid, Reduce, Restore, and Transform, as set out in SBTs for Nature.

For biodiversity risk assessment, we utilized the WWF Biodiversity Risk Filter to conduct assessments of domestic and overseas production sites. Based on the assessment results, we identified sites where business activities may have a relatively significant impact, prioritized our responses, and are considering specific measures. We are also progressively implementing conservation activities that reflect the local characteristics of each site.

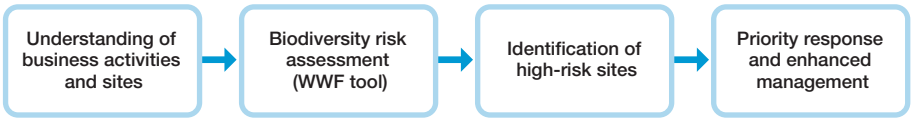
Key assessment results and response approach

- Identification of sites with high risk of impact on ecosystems
- Strengthening management of impacts associated with business activities such as wastewater and land use
- Consideration of conservation activities reflecting regional characteristics



Mangrove planting activities to conserve coastal ecosystems (NMT, Thailand)

Going forward, with reference to the TNFD recommendations, we will progressively incorporate nature-related risks and opportunities into management decisions, aiming to achieve both biodiversity conservation and business continuity.



Biodiversity risk assessment and response process

Reducing environmental impact across the entire product life cycle

Use of Life Cycle Assessment (LCA)

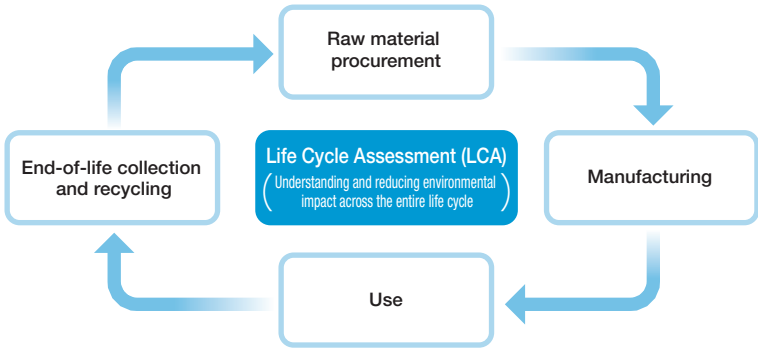
The NTN Group recognizes that environmental impact occurs not only during the manufacturing stage of products, but across the entire life cycle from raw material procurement through to use, disposal, and recycling. For this reason, we position LCA (life cycle assessment) as one of the foundations of product development and business decision-making, and are advancing its utilization.

By applying LCA, we identify processes with significant environmental impact and areas for improvement, leading to reviews of product designs and manufacturing processes. In particular, the compact, lightweight, and low-friction designs of bearings and driveshafts contribute to reducing energy consumption during the customer-use phase.

Key initiatives

- Consideration of environmental impact reduction at the product design stage
- Extending product life through the bearing refurbishment business
- Quantifying contributions to CO_2 emissions reduction using the LCA approach

Through these initiatives, we aim to achieve both environmental impact reduction and enhancement of business value.



Approach to reducing environmental impact across the product life cycle

Related information on the website

For details on our initiatives, please refer to our sustainability website.
We provide information including specific case studies and data.

Resource Recycling and Pollution Prevention

Preserving Biodiversity

Message from Executive Officer in Charge of Human Resources



Moving from Building the Foundation to Putting it into Practice: Securing and Developing Human Resources and Fostering Organizational Culture

Executive Officer

Yasuhiro Kawabata

NTN's Basic Approach to Human Capital Strategy

The environment and social structures surrounding our Group are changing at an unprecedented pace, and the challenges we face are becoming increasingly complex. To capture these changes and sustainably enhance corporate value, we need to flexibly adapt our management strategy. The "people" who carry out that strategy are also required to respond to change. For this reason, we believe that employees who think autonomously and work to enhance economic, environmental, and social value through solving societal issues form the foundation of human capital management.

In the Medium-term Management Plan "DRIVE NTN100" Final, we focus on two pillars: "securing and developing human resources" and "fostering organizational culture." In particular, under this plan we have focused on building personnel systems and development programs that encourage employees to take on challenges and promote independent growth. We recognize that we are currently shifting from a phase of building a foundation to one of putting these systems into practice and embedding them at the frontline.

Securing and Developing Human Resources Promoting the Development of Systems that Value Challenge and Foster Autonomous Growth

For securing and developing human resources, we have set three themes: "enhancing the technical capabilities required to achieve the management strategy," "developing management talent to lead the Group," and "achieving independent growth and career autonomy." To respond to changes in the business environment, we need to move away from seniority-based thinking, clarify "who is responsible for which job," and transform toward a system that allows each individual to maximize their capabilities. We have changed the personnel system for managers to one based on work criteria, and have also introduced the Post Challenge Program, among other measures.

Through these initiatives, an awareness of actively promoting young talent is beginning to emerge at the frontline. Employees who take on new positions gain a deeper understanding of the roles, responsibilities, and corresponding compensation associated with their role. Going forward, we hope that the understanding and buy-in gained by employees who have taken on such challenges will spread throughout their workplaces and the organization as a whole.

The Post Challenge Program presents the experience and skills required for a given position alongside the position itself, giving employees the opportunity to take on challenges based on their own experience and skills. At present, utilization of this system is still insufficient. The challenge is to bridge the gap between the expectations of the hiring workplace and applicants' understanding of the role. Going forward, we will present job content and role requirements more clearly, expand the range of positions on offer, and continue working to build an environment in which taking on challenges arises naturally.

In addition, in this era of uncertainty, it is also important to systematically develop talent capable of leading Group management. With top management and the Personnel Department working as one, we are advancing the pooling of talent, and are also implementing the NTN Next Leader Program, a talent development program for the next generation of leaders. Since its launch in FY2021, a cumulative total of 166 employees have completed this program, which cultivates a management perspective through lectures on finance, marketing, and management strategy, while also deepening cross-departmental networking and understanding of diversity.

We are also providing opportunities for younger employees to think about their own careers. While focused on their day-to-day work, employees may not always have sufficient time to consider how they want to contribute to the company through their work in the future. Through rank-based training and forums for considering one's career, we aim to help employees broaden their

perspectives and create opportunities for them to become aware of their own potential. What matters most is not that the company unilaterally decides the path, but that employees themselves think and choose to take on challenges and pursue growth. The company will continue to support this.

We believe our company has an inherent workplace culture of accepting the opinions and ideas of others. Building on this foundation, we will use our reformed systems to promote the autonomous growth of each individual employee.

Fostering Organizational Culture While Being Mindful of Employees' Unspoken Voices

For fostering organizational culture, we have set forth "diversity, equity and inclusion," "creating a workplace culture that embraces challenges and follows through," and "mindset transformation based on the NTN SPIRIT."

First, as a company that operates globally, we are consistently mindful of ensuring diversity among our workforce. That said, rather than prioritizing specific individuals based on factors such as age or attributes, it is important that diversity is ensured as a result of placing emphasis on each individual's abilities and aptitude. At the same time, given the nature of our business, our Group has a relatively high proportion of personnel with backgrounds in mechanical engineering and materials engineering. Our basic stance is therefore to also bring in personnel with expertise in other specialized fields, aiming for an organizational culture that generates more diverse perspectives and ideas than ever before.

On this basis, our company has a culture that welcomes challenges in a positive spirit. To follow challenges through to the end and turn them into results, it is essential to transform not only our systems but the mindset of each individual employee.

For example, in our target management system, we have incorporated a setting of challenge targets, and through interim interviews held three times a year, we provide opportunities for managers and their subordinates to closely align their goals and the degree of progress toward them. Through this dialogue, some employees have begun to set more challenging goals for themselves.

We are also advancing initiatives to increase points of contact between management and the frontline. We actively hold town hall meetings and lunch meetings, valuing these opportunities both to directly convey to the frontline what management is thinking and where it intends to go, and to listen to their voices.

We are also expanding our use of employee engagement surveys. Rather than reacting emotionally to individual numbers, we regard the survey as, so to speak, a health checkup that gauges the condition of the organization. We take the trends reflected in the numbers seriously, while placing importance on deeply considering why those results occurred and what lies behind them. It is important to give consideration to feelings that do not show up in the results and are difficult to voice, and to connect this to dialogue and improvement activities at each workplace — our "Better Workplace Activities." While still at a trial-and-error stage, we recognize that a shift in awareness is beginning to emerge at the level of individual workplaces regarding how to create a better workplace. We will continue to enhance the quality of dialogue and cultivate an organizational culture that actively takes on challenges.

From Building the Foundation to a Stage Where Accumulating Practice Becomes More Important Promoting Prosperous Human Development So That Employees Can Work Enthusiastically

The various foundations we have touched on so far are not something that produce immediate results simply by putting a framework in place. Changing practices that our company has continued until now, and the mindset cultivated through them takes time. Our Group's efforts are still only halfway there, and we believe that the accumulation of practice is what matters most in aiming for "Prosperous human development."

Through the transition to a system based on work criteria, the Post Challenge Program, opportunities to think about one's career, and dialogue centered on engagement survey results, opportunities are steadily emerging for employees to think about their own roles and futures. We believe that accumulating these small changes will eventually lead to change across the organization as a whole.

As mentioned at the outset, it is essential to link management strategy and human resources strategy in a way that responds to changing times and needs. At the center of all this are people. Increasing the number of employees who think and take on challenges for themselves when the management environment changes, and building an organization where diverse employees can each make the most of their individual strengths, grow through business activities, and work enthusiastically — we believe this leads to our Group's sustainable growth and the enhancement of corporate value. We will continue to expand the possibilities of our people and organization through the two wheels of building the foundation and accumulating practice.

NTN's Human Resources Strategy

NTN Group has established "Prosperous human development" as an ESG issue. We will cultivate a corporate culture that enables our employees to "grow" and "work enthusiastically" through our business activities, and we will sustainably increase our corporate value by developing our personnel systems and working environments to maximize and grow the value of our human capital. This is the practice of "human capital management," through which we intend to achieve "Prosperous human development" by fostering an organizational culture that works to resolve various societal issues and improve our economic, environmental and social value, as well as by nurturing a diverse workforce that is motivated and satisfied by their work.

The strategy for achieving "Prosperous human development" consists of five pillars: "Securing human resources who will lead the next generation to take on the challenge of transformation," "Creating a rewarding environment that respects the diversity of employees," "Fostering a culture of learning and development in the workplace," "Realizing a workplace where employees can work safely and healthily in an environment enabling innovative thinking" and "Respect for human rights."

As specific actions, we will support the change as intended by the "accelerated transformation to the business structure" policy under the Medium-term Management Plan. In order to achieve the optimal vision of the Group, the priorities of the human resources strategy have been developed from either the perspective of "Securing and developing human resources" or "Fostering organizational culture." The priorities are "Enhancing the technical capabilities required to achieve the management strategy," "Developing management talent to lead the Group," "Achieving independent growth and career autonomy," "Diversity, equity and inclusion," "Transformation to a workplace of daring and mission" and "Mindset transformation based on the NTN SPIRIT," and we are progressing work on each priority.

Priority actions

The priorities for action to achieve the Medium-term Management Plan, based on the five pillars of the human resources strategy, are as follows.

Securing and developing human resources

Enhancing the technical capabilities required to achieve the management strategy

To transform our business structure (business portfolio transformation), drastic and proactive initiatives are vital, as are bold moves into new markets, so the organizational capabilities and human resources required to achieve the strategy are also changing. If we are to fulfil the Medium-term Management Plan policy of transforming the business structure and the strategy to achieve this, it is important to secure the necessary organizational capabilities. This is ongoing, with capacity building, assigning the right people to the right posts, and strengthening the recruiting structure, combined with securing more diverse external personnel.

Developing management talent to lead the Group

In order to achieve our management plan in such uncertain times, it is vital that NTN Group methodically develop managers who can lead us forward. In addition to forming a talent pool of leadership candidates who can achieve results, with the top executive and the Personnel Department joining forces to develop these leaders, we are pursuing manager development from a long-term perspective by running a managerial development program for managers, including young business leaders.

Achieving independent growth and career autonomy

Through growth based on independent career plans and career development, and by supporting employees to fulfil their career plans, we can achieve sustained growth of both our employees and the organization.

Fostering organizational culture

Diversity, equity and inclusion

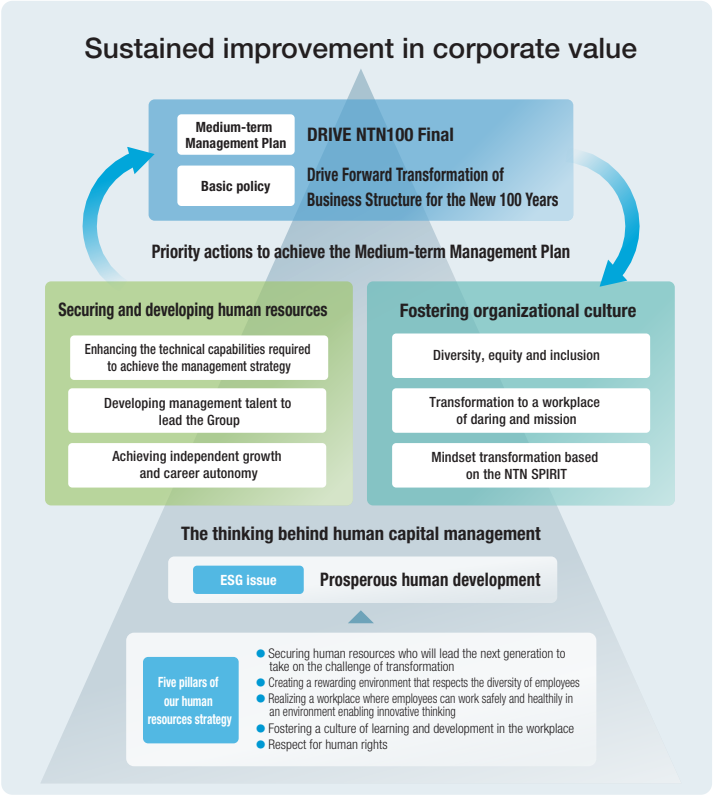
We are working toward "creating a rewarding environment that respects the diversity of employees" in which every individual can express their talents to the greatest extent possible. This is because our organization is made up people with diverse technical specialties and experience and by turning those differences into a strength, taking on diverse perspectives and theories, we can realize innovation and new value creation on a daily basis.

Transformation to a workplace of daring and mission

Under difficult conditions, maintaining or improving our competitive advantage requires the creation of even more unique value. Rather than resting on the laurels of past successes or relying on precedent, we believe it is vital to create a workplace culture that empowers a brave attitude informed by constant new ideas.

Mindset transformation based on the NTN SPIRIT

To achieve the long-term strategy, we have to lure exceptional talent and for this, fostering a company culture of strong engagement is very important. By sharing "the NTN SPIRIT" with all employees that clearly states the mindset and actions to be pursued, the vision for the company, what it exists for, employees can find more meaning in their work. This increases the number of employees thinking for themselves and taking the initiative. Creating serious attempts for transformation in this way will not only lead to increased corporate value, but also the growth of employees, a sense of unity in the organization and lead to increased engagement.



Please see the NTN Group sustainability website for specific initiatives related to our human resources strategy.

https://www.ntnglobal.com/en/csr/sc/human-resources-strategy.html

Indicators and targets

The indicators and targets related to the priority actions under the Medium-term Management Plan are as follows.

Priority actions under the Medium-term Management Plan		Indicator		FY2023	FY2024	FY2025	Target	Indicator and reason selected
Securing and developing human resources	Enhancing the technical capabilities required to achieve the management strategy	Expert course participants (expert: high-level technical expert) (NTN only) *2		6	8	12	15 FY2026	As an indicator to measure the improvement of technical skills, we use the status of expert development
	Developing management talent to lead the Group	No. of succession plan candidates		24	25	29	30 FY2026	Used as an indicator to measure the status of leadership talent development
	Achieving independent growth and career autonomy	Training hours per employee (NTN only)		11.9 hours	21.0 hours	24.1 hours	Year-on-year growth	Used as indicator of track record of education and training to support employee autonomous growth
		Training expenditure per employee (NTN only)		19,180 yen	32,671 yen	33,108 yen		
Fostering organizational culture	Diversity, equity and inclusion	Percentage of female managers (NTN only)		4.5%	4.2%	4.9%	5% FY2026	Used as indicator of a rewarding working environment for men and women equally
		Childcare leave acquisition rate for male employee (NTN only)		62.8%	73.0%	89.6%	100% FY2026	
		Percentage of mid-career hires (NTN only)		21.3%	17.3%	19.4%	30% FY2026	Used as an indicator of career and recruitment systems and workplace environments accommodating to diverse talent
		Employment of persons with disabilities (NTN only)		2.57% (statutory employment rate:2.3%)	2.50% (statutory employment rate:2.5%)	2.64% (statutory employment rate:2.5%)	Equal to or above the statutory employment rate at that time	
	Transformation to a workplace of daring and mission	Scores related to "challenge" and "transformation" in employee engagement surveys (NTN only) *3	Organization allows for learning from failures	50% of responses positive	—	56% of responses positive	80% of responses positive FY2026	Used as an indicator of attitudes to daring and transformation
			The workplace environment encourages new proposal methods	42% of responses positive	—	47% of responses positive		
			I try to perform beyond expectations	65% of responses positive	—	67% of responses positive		
	Mindset transformation based on the NTN SPIRIT	Scores related to "corporate philosophy" and "collaboration" in employee engagement surveys (NTN only) *3	The NTN SPIRIT is practiced	51% of responses positive	—	51% of responses positive	80% of responses positive FY2026	Used as an indicator of the promotion of fostering unity through embedding of the corporate philosophy throughout the organization
			I know the meaning of my work	55% of responses positive	—	56% of responses positive		
			There is mutual respect and collaboration among departments	29% of responses positive	—	32% of responses positive		
Human rights		No. of participants in human rights education (estimate) (NTN only)		1,443	1,812	2,673	Year-on-year growth	Used as an indicator of solid knowledge and understanding of human rights through human rights education
Investment for Health		Percentage of people in the healthy weight range (BMI between 18.5 and 25) (NTN only)		66.0%	65.5%	65.4%	70.0% FY2026	Used as an indicator of employees safely and healthily working continuously over a long period
		Percentage of high-stress employees (NTN only)		9.0%	8.7%	8.9%	7.0% FY2026	
		No. of occupational accidents (resulting in lost work time) (NTN only) *4		2	0	7	0	

*1 The above indicators cover NTN Group and its subsidiaries unless otherwise specified. *2 The figure represents the number of individuals certified for the Expert Course and scheduled to assume the role.
*3 The employee engagement survey is conducted every other year; accordingly, no survey was conducted in FY2024. The employee engagement surveys conducted in FY2023 and FY2025 covered a select portion of employees.
*4 Regarding the number of occupational accidents (resulting in lost work time), the aggregation period for FY2025 covers December 16, 2024 to December 15, 2025. The aggregation periods for FY2024 and prior fiscal years are determined in accordance with the same methodology.

Initiatives to Improve Engagement

As we accelerate the transformation of our business structure, we believe it is essential to shift toward an organization in which each and every employee thinks and acts proactively. To achieve this, it is important that employees understand the meaning of their work and proactively engage in challenges and growth—in other words, that engagement is improved. Based on this thinking, we conduct employee engagement surveys and promote initiatives that lead to proactive improvement activities in each workplace.

Overview of the Employee Engagement Survey

This survey assesses the state of the organization from multiple perspectives—including “Strategy and Direction,” “Leadership,” “Opportunities for Growth,” and “Psychological Safety”—as factors influencing the two core axes of “Employee Engagement” and “Environment that Brings Out the Best in Employees.” The response rate was 94% in FY2023 and 93% in FY2025, both maintained at a high level.

Survey results are fed back to management and each department. We also consider how the findings can be reflected in company-wide initiatives and personnel systems. NTN promotes “Better Workplace Activities,” in which each workplace proactively undertakes activities based on survey results.

Survey Findings — NTN’s Strengths

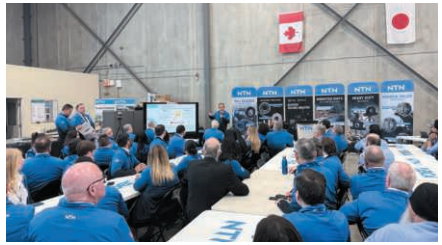
The survey results show high positive response rates for items such as “Respect for Individuals,” “Education and Training,” and “Psychological Safety.” NTN recognizes its strengths in that individuals are respected, that a conducive learning environment exists, and that workplace management is grounded in a relationship of trust between supervisors and subordinates.

Survey Findings — Areas for Improvement

On the other hand, relatively lower positive response rates were recorded for “Strategy and Direction,” “Leadership,” and “Business Processes and Organizational Structure.” In particular, the perception gap between the direction envisioned by management and the actual sense on the ground is regarded as an issue that requires focused improvement efforts going forward.

In light of these challenges, NTN has been continuously holding Town Hall Meetings as an initiative to deepen mutual understanding between management and employees. In FY2025, more than 4,000 employees across domestic (32 sites) and overseas (27 sites) locations participated, with the President and Executive Officers explaining the company’s vision and key areas of focus and deepening communication.





Town Hall Meeting

Better Workplace Activities

As an initiative to go beyond simply assessing the current state through the employee engagement survey and connect findings to concrete improvement activities at each workplace, NTN promotes “Better Workplace Activities.”

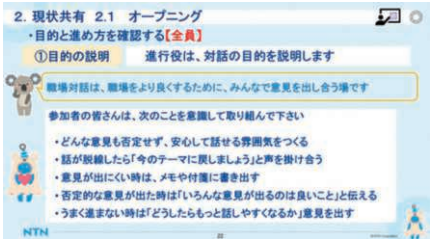
At the core of this initiative is “Workplace Dialogue.” Workplace Dialogue refers to a setting in which all members of a workplace engage in dialogue about the current state and challenges of their workplace based on the survey results and derive concrete actions toward realizing a better workplace. Through dialogue, NTN places emphasis on building a shared understanding of workplace conditions, reframing strengths and challenges in the employees’ own words, and translating these into proactive actions by each individual employee.

To facilitate such dialogue effectively, we have developed a “Workplace Dialogue Demo Video” (produced under the supervision of Professor Nakamura of Nanzan University), which sets out how to conduct the dialogue and the key discussion points, as well as a “Workplace Dialogue Facilitation Guide,” providing an environment in which each workplace can smoothly conduct dialogue. At each workplace, employees make use of these tools to conduct dialogues based on survey results, independently undertaking the full process from issue identification to the setting of concrete improvement actions.

Going forward, we will continue to use the engagement survey as a “health checkup” for the organization, and, through continuous improvement and dialogue, work to improve engagement and transform our organizational culture.



“Workplace Dialogue Demo Video” produced under the supervision of Professor Nakamura of Nanzan University



“Workplace Dialogue Facilitation Guide” (excerpt)

The People Shaping NTN's Future in 2035: Employee Roundtable Discussion



K.T.
ICT Division

M.I.
Research and Development Division

D.C.
Planning Division

A.T.
Bearing Business HQ.

Young Managers Discuss: Our Corporate Culture, Personal Growth, and the Vision for 2035

Based on our belief that "the company is its people," our Group strives to develop the human resources essential to our sustainable growth. In this feature, young managers discussed the company's strengths and challenges as they see them, their own growth and job satisfaction, and their vision for the future.

What Strengths and Culture Have You Experienced through Your Daily Work? The Concept of a "NAMERAKA Society" Permeating Both Inside and Outside the Company

M.I. From my experience in research and development, I feel that our company's strength lies in a deeply rooted "spirit of challenge." We have many passionate engineers who take the initiative in creating new value. In particular, there is a culture of entrusting even young employees with setting challenges and selecting technologies from an early stage — I myself led a development project starting in my third year with the company. The results have been passed on to younger colleagues and are still in use today. I feel that an environment which does not shy away from challenges and respects each engineer's own initiative is an ideal one for those of us involved in research and development.

D.C. From the perspective of the Design and Procurement departments, I feel that a "Quality First" principle has taken root as a value shared across the entire company. In Design, there is a strong sense of responsibility rooted in the idea that "product quality is largely determined at the design stage," and in Procurement, we make decisions that place even greater weight on the impact on final quality than on cost or delivery time. Because our thinking on quality does not waver across departments, collaboration functions naturally. I believe this consistency is precisely why our products continue to be chosen in fields that allow no compromise, such as automotive, rolling stock, and aerospace.

K.T. As a global company, our IT governance over domestic and overseas affiliated companies is thoroughly enforced. Rather than simply formulating ICT strategy, the responsible Executive Officer and department heads themselves visit each site and carefully explain key measures. Because we are not an ultra-large corporation, governance tends to reach every corner, and there is a corporate culture in which head office policy readily permeates down to the frontline. I was posted in the United States for six years, and I felt firsthand a culture in which we could act in the same direction as head office.

A.T. While some competitors set policy in a top-down manner, our company has a deeply rooted bottom-up culture that values frontline opinions shaped by direct contact with customers' voices. Having experienced roles in sales and marketing over the course of my career, I strongly feel this as well. I think this attitude also relates to our founders' spirit of "Coexistence and Co-prosperity Spirit."

D.C. Speaking of founders' spirit, there is also the "Frontier Spirit" — never settling for the status quo and always breaking new ground. I think the attitude of constantly asking whether the current approach is truly the best one is a value of ours that we should continue to pass on.

M.I. What makes our company distinctive is also reflected in the NTN SPIRIT of "Challenge, Collaboration, Commitment." To remain a company that keeps changing, I want us to keep moving forward, supporting one another with challenge and collaboration as our two wheels. Our company has an open atmosphere where it's easy to ask those around you for help when you're struggling, and there is a foundation of trying to act with sincerity toward society, local communities, and people.

The People Shaping NTN's Future in 2035: Employee Roundtable Discussion



K.T. There is indeed an open atmosphere within the company where people can speak frankly about problems and new ideas. It's easy to talk casually with supervisors and colleagues, and even executives come out to the frontline and speak to people in a friendly way. Head office uses unassigned (hot-desk) seating rather than fixed seating, which also creates a good environment for talking with a variety of people. I think this culture reduces friction between people and departments, and connects to the realization of a "NAMERAKA Society" we aim for.

A.T. When we once considered a "NAMERAKA Society" concept globally, I remember struggling with how to translate "NAMERAKA" into other languages. Since it's a word with multiple layers of meaning, I felt it might be better to deliberately keep the Japanese word "NAMERAKA" and let people associate it with our products, since this would make it easier to spread the concept both inside and outside the company.

M.I. Since bearings are products designed to reduce friction, delivering that technology as value to our customers is itself a way of giving shape to "NAMERAKA."

D.C. Making business processes, decision-making, and the flow of information move smoothly without friction is also a form of "NAMERAKA," isn't it? I understand that everything—including structural reform and system innovation—is part of our effort toward realizing a "NAMERAKA Society."

NTN's Evolution and Challenges, Seen from the Frontline: Discussing Our Own Challenges and Skill Development through the Workplace Environment

K.T. One change I've noticed in recent years is that management has been articulating the Company's direction more clearly. Things like the 40% aftermarket sales composition ratio target and withdrawing from low-margin products show a direction that is clear and concrete as a company. That's precisely why I think it's important to translate this kind of management policy into frontline action and results with a real sense of speed.

A.T. Another example of change is our more flexible approach to quality standards. In recent years, we have partially revised our quality standards and begun operating more flexibly than before. Under the previous strict standards, it was difficult to take on new challenges, and Chinese manufacturers and other competitors in the meantime were steadily becoming more competitive. In response to this situation, it has become easier for the management to make a call to "try it first," and an environment that encourages challenge is taking shape. That being said, I feel there is a challenge in turning these new initiatives into viable businesses and connecting them to stable earnings. Alongside persevering without giving up, we also need to make judgment calls on when to cut our losses when profitability proves difficult to achieve.

M.I. On the technology development side, cross-functional teams have been formed, making it possible to discuss the market and mass production from the earliest stages of development. As a result, we have gained a clearer understanding of market needs, and it has become easier to reflect these in development projects. I feel it's a major step forward for our company that stakeholders can now share a common perspective from an early stage and discuss the necessary technologies together.

K.T. I think one factor behind these changes is NTN Next Leader Program, a talent development program for the next generation of leaders introduced by the Personnel Department. Both M.I. and D.C. took part in this program, and through real-world case studies, they've had more opportunities to engage with management decision-making, allowing them to view things from a higher vantage point.

D.C. Interacting with members from other departments over the two years of this program was a meaningful experience that let me expand my network within the company. I realized that things I had taken for granted were perceived differently by others, and I have since learned to ensure that participants establish a common understanding before entering into discussions.

A.T. I utilized the Company's in-house scholarship system to earn an MBA while balancing it with my work. Interacting with participants from other companies and working through case studies broadened my network outside the Company. What I found especially valuable from this experience was an opportunity to systematically study case studies from other companies. Learning that common challenges exist across companies and gaining, in my early thirties, the perspective to study how each company responds to them has become a significant asset for me.



The People Shaping NTN's Future in 2035: Employee Roundtable Discussion

M.I. Another change in recent years has been the progress of digitalization. At our research institute, information that used to be held individually is now managed on a single server, making information sharing and the division of work roles much clearer. Chat and online meetings via Microsoft Teams, introduced by the ICT Strategy Department, have also become essential infrastructure.

K.T. Our company is also putting effort into developing digital talent. Training is divided into beginner, intermediate, and senior levels, tailored to participants' IT literacy levels. On the other hand, one challenge we should continue to transform going forward is the digitalization of operations and data. To seriously advance AI adoption, it's not enough to simply introduce tools — it's essential that the operations people perform, and the data handled within them be organized and consolidated into a form that AI can read and utilize. Renewal of our core systems has enabled operational data to accumulate, but going forward, we also need to prepare the various reports and operating procedure manuals stored in each department into a format that AI can read.

D.C. One change I've felt is the progress of diversity. When I joined the company, I was the only foreign national among more than 100 new graduate employees, but now several are hired every year. Collaboration with overseas sites has become routine in day-to-day work, and I feel firsthand that diverse cultures now coexist within the company.

Also, in terms of work styles, an environment that makes it easier to balance work and family has taken shape. Remote work, hourly leave, and increased childcare leave uptake among male employees have spread, enabling diverse talent to build careers in line with their own life events. I have personally used hourly leave and remote work while raising children, and the time saved by a shorter commute has let me devote more time to thinking and reading.



Our Company's Vision for 2035: What Role Should I Play in Realizing It?

M.I. By 2035, I believe design and development that doesn't rely on prototypes, and digital transformation (DX) in development, should be the norm, with simulation-driven design becoming mainstream. Shortening development lead times is an important challenge, and the key will be leveraging the on-site expertise through experimentation and analysis that we've built up over the years. Ideally, we would clarify indicators such as lead time and number of tests, and connect these to continuous improvement. At the same time, it would be good if we could also grasp, in numerical terms, the technology, human resources, and infrastructure required. Somewhat paradoxically, however, reliable simulation requires verification through experimentation. Systematically comparing results against test data, and building an environment where results can be visualized will also be important. As someone specializing in CAE, I want to leverage the expertise of people with strong DX capabilities to drive these efforts forward.

D.C. By 2035, I believe NTN should not only offer high-quality products but become "the company that first comes to mind when people think of trust." My ideal is a company resilient to change, one that keeps the "Quality First" approach at its core, uses data and AI, and lets people focus on the judgment and planning where human capability truly matters. I would also like to be involved in global logistics, looking across the entire value chain more than ever before, to find and eliminate waste. To achieve that, not only must the company transform — I must continue to grow and adapt as well. Through my own growth, I want to also contribute to developing the next generation.



K.T. In ten years, digital natives will be at the core of the workforce, ICT tool usage will have advanced even further, and the way AI is used will likely have changed significantly. Amid this, in the ICT field, I want to advance the development of a global systems foundation and contribute to reducing fixed costs through operational improvements enabled by these systems. At present, we do not fully grasp exactly what information exists where and in what state across our global sites. Going forward, it will be important to strengthen the integration of core systems worldwide, consolidate data from each site, and build an environment where it can be analyzed using AI. Building on that, my ultimate goal is to help realize a lean, optimal supply chain with no waste.

A.T. Our bearing business is one of our core businesses, but there is still significant room for further global expansion. Over the next ten years, we are planning and implementing various measures to build a system that allows more customers around the world to use our products, and I want to accelerate these efforts even further. For example, in the aftermarket business that we prioritize, the reality is that distributors want to sell more, but products are not yet adequately reaching them. Going forward, I want to increase the number of global distributor partners and build a system capable of supplying our products to every corner of the world, so that the NTN brand is chosen everywhere and the world becomes "NAMERAKA." Even if there is some disagreement between departments, I want to clearly set out the direction we're aiming for and take the initiative in exercising leadership.

Respect for Human Rights

Basic approach to human rights

As a global manufacturer of mechanical components such as bearings, the NTN Group conducts business operations while engaging with diverse stakeholders across domestic and international supply chains. The NTN Group recognizes that ensuring the safety and dignity of its employees and giving due consideration to human rights throughout the supply chain are indispensable to sustainable business operations and the maintenance of corporate value, and has accordingly positioned “Respect for Human Rights” as one of the fundamental pillars of its management policy.

Inadequate attention to human rights can heighten business risk through impacts on procurement, quality, and reputation. For this reason, the NTN Group positions human rights initiatives not merely as a compliance obligation but as an integral component of risk management and a key factor underpinning sustainable business value, promoting initiatives that are fully embedded in its business activities.

Human Rights Policy

In order to further promote human rights initiatives, a Human Rights Policy was established by resolution of the Board of Directors. It is a common set of values related to human rights shared by all Group employees that serves as the touchstone for day-to-day behaviors and business activities, as we seek to ensure that human rights are respected.

Based on the Human Rights Policy, we will take action on human rights issues – action that is becoming increasingly standardized globally as exemplified by the Sustainable Development Goals (SDGs) and the UK’s Modern Slavery Act - and fulfill our corporate responsibility for respecting human rights.

Awareness-raising activities for employees on human rights

To deepen understanding of “business and human rights” as well as “harassment”, NTN provides e-learning programs. Through these initiatives, we aim to enable each and every employee to connect awareness of human rights to their own work and act accordingly.

In addition, to prevent harassment in the workplace and facilitate early resolution, we have established consultation services at each business site, providing an environment where employees can seek advice with confidence. All consultations are handled with due consideration for privacy.

Furthermore, these initiatives are not limited to NTN alone; they are also implemented at domestic consolidated subsidiaries, promoting group-wide efforts to foster respect for human rights and improve the working environment, including measures to curb excessive working hours.

Identifying and Responding to Human Rights Risks within the NTN Group

Human rights questionnaire

The NTN Group conducts assessments of potential negative impacts on human rights arising from its business activities, including forced labor, child labor, and infringements on employees’ freedoms and rights, in accordance with the United Nations Guiding Principles on Business and Human Rights.

Harassment was identified as one of the anticipated risks through a human rights risk questionnaire conducted for 19 domestic affiliates. Based on these findings, we are promoting the implementation of harassment prevention training and the establishment of consultation channels at our affiliates.

In addition, we conducted a human rights survey covering 44 of our overseas affiliates and received responses from all of them. Based on the results of the FY2025 survey, we assessed the risk level to be low, as most affiliates have established policies and frameworks for protecting human rights and reported that no serious incidents of human rights violations had occurred. Nevertheless, in order to gain a better understanding of the implications of the survey results and the presence of potential risks, we will follow up more thoroughly on the responses (through interviews and other means). We will also progressively implement necessary corrective and improvement measures based on the findings, thereby enhancing the effectiveness of human rights due diligence.

Sound workplace relations built on labor-management dialogues

The NTN Group complies with labor laws and regulations in each country, establishes opportunities for labor and management to exchange information, and strives to promote mutual understanding of various initiatives. Quarterly “Labor-Management Roundtable Meetings” are held as a forum for executives to provide thorough explanations of business operations and strategies, the business environment, and other topics, while also listening to the labor union’s views. In addition, labor-management committee meetings are held as appropriate in connection with initiatives aimed at improving the work environment. Through active dialogue, the committee determines measures to improve working conditions so that the NTN Group remains an attractive place to work.

Respect for the human rights of foreign workers

The NTN Group believes it is important to foster a working environment in which all employees, regardless of nationality or background, can work with confidence and fully demonstrate their capabilities. In particular, taking into account the fact that foreign workers employed in Japan may face challenges in accessing information and communicating due to differences in language and culture, the NTN Group is taking measures to provide appropriate support. Specifically, with respect to work procedure manuals and operational guidelines, we are developing materials written in employees’ native languages to ensure that work can be performed safely and smoothly. In terms of working conditions, we ensure fair and equitable treatment based on job responsibilities, roles, and performance without differentiation by nationality, while also supporting long-term career development.

Respect for Human Rights

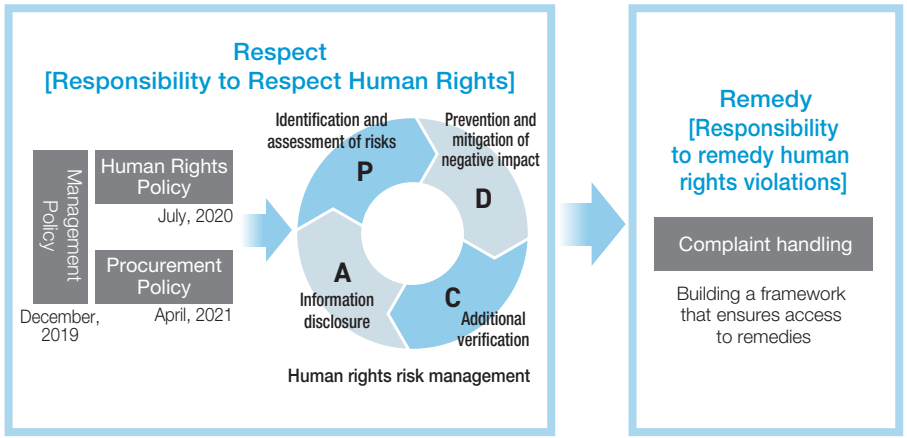
Grievance mechanisms and responses

From the perspective of respect for human rights, NTN has established relevant regulations with the aim of responding appropriately in the event of harassment, and has set up harassment consultation services at each business site.

In addition, the Helpline (whistle-blower system) described on p.76 also addresses human rights-related consultations. Through these channels, we work to identify issues at an early stage, respond and make corrections appropriately, and prevent human rights violations.

Overseas, responses are also handled through internal reporting channels that have been established and operated in accordance with the conditions of each region.

United Nations Guiding Principles on Business and Human Rights



Response to human rights risks in supply chain

The NTN Group recognizes that respecting human rights throughout its supply chain is an important responsibility, based on the Human Rights Policy and the Procurement Guidelines (hereinafter, “Procurement Guidelines”).

NTN’s initiatives

Sustainable Procurement Survey for business partners

To promote respect for human rights across the entire supply chain, the understanding and cooperation of not only the NTN Group but also our business partners are indispensable. Through the NTN Policy Briefing Sessions, NTN ask our principal business partners to comply with the Procurement Guidelines, including respect for human rights.

In Japan, we regularly conduct the NTN Group Sustainable Procurement Survey (hereinafter, “Procurement Survey”) to identify and mitigate various potential risks in the supply chain, including human rights risks. Through the Procurement Survey, we review the status of our business partners with respect to human rights-related issues based on the Procurement Guidelines, such as forced labor, child labor, and occupational health and safety issues, and promote improvements.

In FY2025, we conducted the Procurement Survey targeting 465 business partners and received responses from 79% of them. Based on analysis of the responses and detailed follow-up interviews with certain business partners, no significant human rights risks have been identified at this time.

Based on the results of the Procurement Survey, for issues identified as requiring priority improvement, we share an improvement guide prepared by NTN with business partners, promote a deeper understanding of human rights, and support their efforts. In addition, through the continuous implementation of the Procurement Survey, we monitor changes in business partners’ responses and access confirm whether their initiatives have improved. We will continue to conduct the Procurement Survey and strive to mitigate human rights risks in the supply chain.

Conflict mineral surveys

Proceeds from the mining of tin, tantalum, tungsten, and gold (3TG) in the conflict areas of the Democratic Republic of the Congo (DRC) and neighboring countries could be a source of capital for armed groups, which could lead to human rights violations, illicit mining, and smuggling.

NTN continuously monitors whether the mineral resources contained in materials and components used in our products are mined from conflict-affected and high-risk areas. In FY2025, we traced back through our supply chain of 122 business partners to identify the smelters, and received responses from 93% of them. No use of conflict minerals was identified through this survey; however, we will continue to conduct this survey on a regular basis.

Companies listed on U.S. Stock Exchanges are required to disclose any use of conflict minerals under the U.S. Dodd-Frank Act. Although we are not subject to this Act, we conduct surveys in line with its intent and respond to inquiries from our customers regarding conflict minerals.

Stakeholder Engagement

Stakeholders	Stance to Stakeholders	Main Activities
 **Employees**	NTN Group respects diversity, individuality and a safe and healthy workplace environment where employees can work successfully.	**"NTN PROUD AWARD" as ESG Corporate Award** "NTN PROUD AWARD" is a system that encourages employees' sustainability activities and commends outstanding initiatives linked to 13 items of materiality responding to sustainability activities identified by the Group on a global basis. The system aims to promote understanding and awareness of sustainability activities among employees and fosters their motivation and engagement. **Employee engagement survey** Based on the survey results, we conduct "Better Workplace Activities"—improvement activities to address workplace issues—to invigorate workplace communication and build workplaces with strong, trusting relationships among employees. **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.
 **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 financial results 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 partnership 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 seminars in collaboration with external specialized institutions. **Promotion of sustainable procurement** Through sustainable questionnaires based on the NTN Group Sustainable Procurement Guidelines, we promote activities with our business partners to help them understand the importance of sustainable procurement.

Stakeholders	Stance to Stakeholders	Main Activities
 **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 friendships with the local community. **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. **Active dialogue with capital markets** In addition to results briefings and ESG dialogues, we provide opportunities for dialogue between capital market participants and our Outside Directors. Through constructive dialogue, we aim to enhance our transparency, strengthen governance, and achieve sustained enhancement of corporate value.
 **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 CO_2 and regulated chemicals in our business activities. **Sustainable use of resources** We are striving for sustainable resource utilization by reducing the use of resources such as raw materials and water, and by thoroughly implementing the 3Rs (reduce, reuse, and recycle) of waste. **Developing environment-contributing products** We are contributing to the realization of a carbon-free society by developing products that help reduce energy loss in finished products and natural energy-related products.