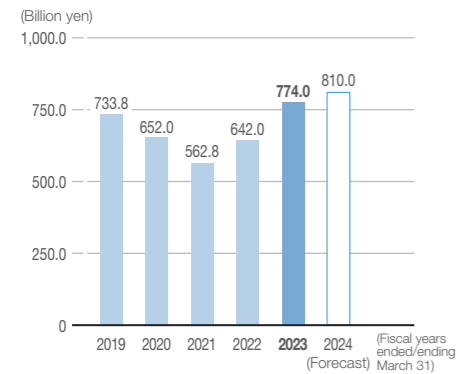


## Financial Data

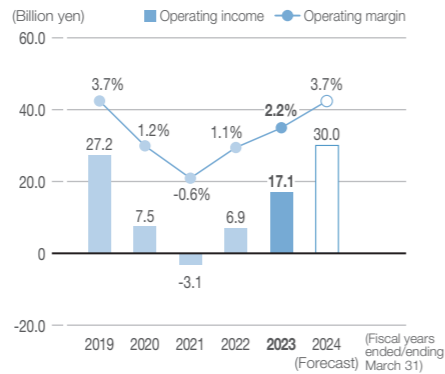
### Net Sales

**774.0** billion yen



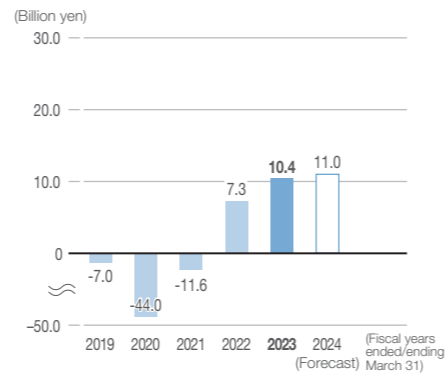
### Operating Income/Operating Margin

Operating income **17.1** billion yen  
Operating Margin **2.2** %



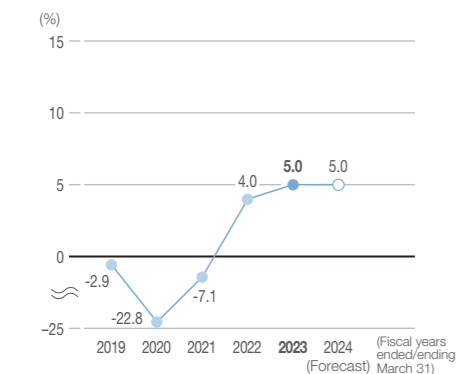
### Profit (Loss) Attributed to Owners of Parent

**10.4** billion yen



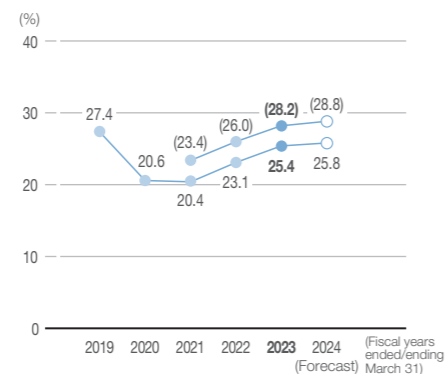
### Net Income (Loss)/ Average Shareholders' Equity (ROE)

**5.0** %



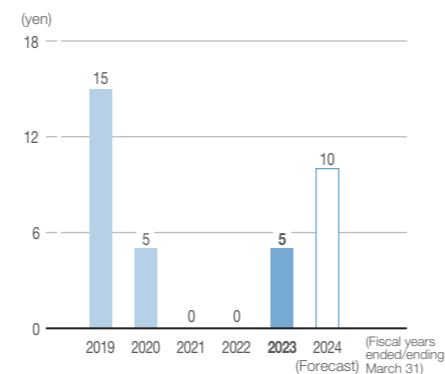
### Equity to Capital Ratio<sup>1</sup>

**25.4(28.2)** %



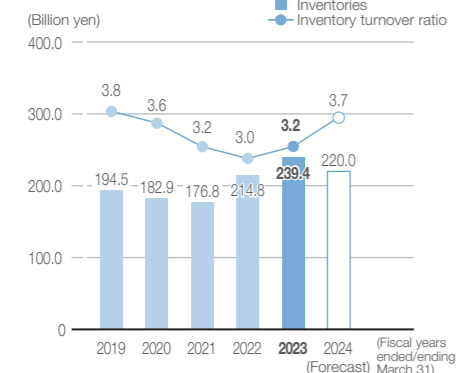
### Cash Dividends

**5** yen



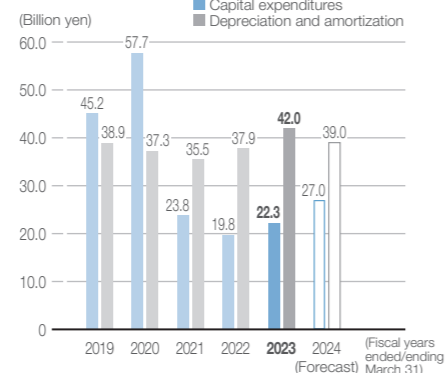
### Inventories / Inventory Turnover Ratio

Inventories **239.4** billion yen  
Inventory Turnover Ratio **3.2**



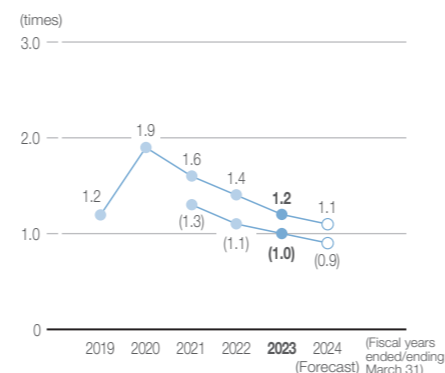
### Capital Expenditures / Depreciation and Amortization

Capital Expenditures **22.3** billion yen  
Depreciation and Amortization **42.0** billion yen



### Net D/E Ratio<sup>1</sup>

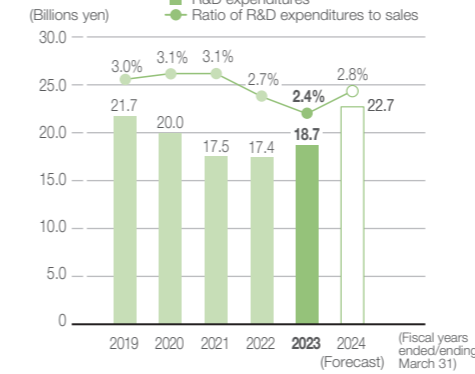
**1.2(1.0)** times



## Non-financial Data

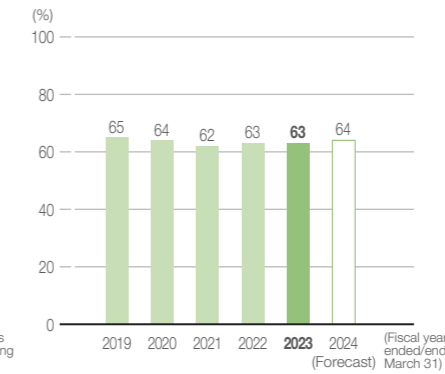
### R&D Expenditures Ratio of R&D Expenditures to Sales

R&D expenditures **18.7** billion yen  
Ratio of R&D expenditures to sales **2.4** %



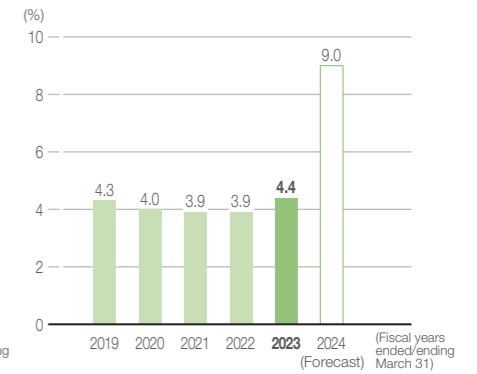
### Ratio of Overseas Employees

**63** %



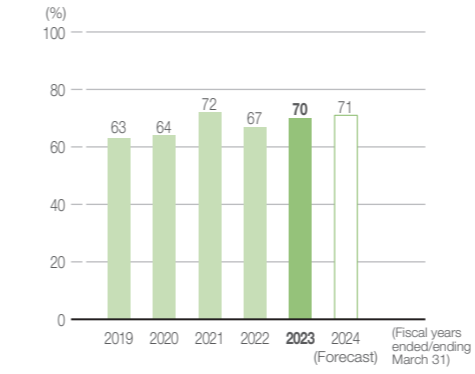
### Ratio of Female Managers<sup>2</sup>

**4.4** %



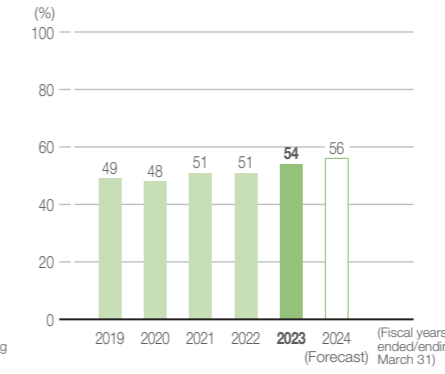
### Ratio of Local Procurement<sup>3</sup>

**70** %



### Ratio of Overseas Production

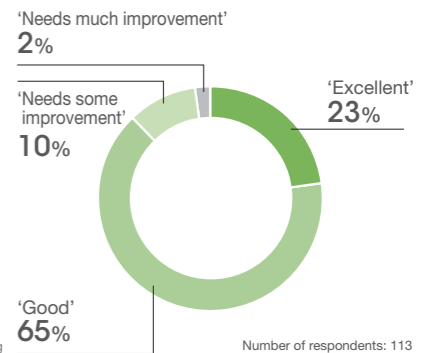
**54** %



### Customer Satisfaction Survey Responses<sup>4</sup>

Either 'Excellent' or 'Good'

**88** %



<sup>1</sup> The figures in ( ) take into account a part of the subordinated bonds through public offering that is recognized as equity (50%).

<sup>2</sup> Organization covered: NTN only

<sup>3</sup> From NTN Report 2021, the ratio of direct materials procurement in own country (region) is calculated and presented.

<sup>4</sup> Survey period: From October 2021 to September 2022