

ESG Data (Fiscal Year : April 1 - March 31)

Environment (E)

	Unit	2020	2021	2022	2023	2024	Scope of calculations
Energy consumption	TJ	5,783	6,623	6,456	6,083	5,701	Global
Energy consumption intensity (Energy consumption/Net sales)	GJ/million yen	10.275	10.316	8.342	7.274	6.905	Global
CO ₂ emissions (Scope 1 and 2)	ten thousand tons	54.9	59.2	56.4	53.6	46.7	Global
CO ₂ emissions (Scope 1)	ten thousand tons	8.6	10.6	10.1	9.1	8.3	Global
CO ₂ emissions (Scope 2)	ten thousand tons	46.3	48.6	46.3	44.5	38.5	Global
CO ₂ emissions intensity (CO ₂ emissions/Net sales)	tons/million yen	0.98	0.92	0.73	0.64	0.57	Global
Fuel consumption							
Gasoline	thousand liters	71.8	58.1	55.6	46.2	32.6	Global
Kerosene	thousand liters	527.4	644.3	521.4	544.0	464.4	Global
Diesel oil	thousand liters	301.5	400.0	389.9	342.5	343.1	Global
Heavy oil A	thousand liters	189.2	157.9	139.2	88.9	169.1	Global
LPG	tons	8,753.7	12,754.4	12,011.5	11,174.8	10,229.8	Global
City gas (Japan)	thousand m ³	7,723.5	8,673.8	8,460.2	8,767.2	8,546.8	Japan
Natural gas (Overseas)	thousand m ³	17,409.4	20,093.6	19,223.0	17,767.9	16,133.0	Overseas
Electricity purchased	GWh	1,144.7	1,271.6	1,253.2	1,116.5	1,037.9	Global
Electricity purchased (Renewable energy)	GWh	0	0	0.1	106.2	108.9	Global
Natural energy generation	GWh	11.7	14.3	13.0	14.2	17.1	Global
Renewable and natural energy usage rate	%	1.0	1.1	1.0	9.7	10.8	Global
Water consumption	ten thousand m ³	243.0	271.5	284.1	282.8	280.2	Global
Waste generated	ten thousand tons	13.1	15.4	16.3	16.4	14.6	Global
Recycling rate	%	96.9	95.8	97.2	97.0	96.8	Global

Governance (G)

	Unit	2020	2021	2022	2023	2024
Number of Directors	people	11	11	12	11	12
Number of Outside Directors	people	5	5	6	5	6
Number of female Directors	people	1	1	1	1	1
Number of Executive Officers	people	11	11	13	11	12
Number of Sustainability Committee held per year	times	4	3	3	2	2
Number of Carbon Neutrality Promotion Committee held per year ^{*1}	times	—	—	—	2	2
Number of Risk Management Committee held per year	times	4	2	2	3	2
Number of Compliance Committee held per year	times	2	2	2	2	2
Number of Fair Trade Monitoring Committee held per year	times	1	2	2	2	2
Awareness of Helpline shown in Compliance Awareness Survey	%	87	90	88	94	95

*1 As the Carbon Neutrality Promotion Committee was launched in FY2023, there are no results for the periods before that.

Social (S)

	Unit	2020	2021	2022	2023	2024	Scope of calculations
Number of employees	people	23,292	23,383	23,027	22,617	21,996	Global
Japan	people	8,735	8,579	8,419	8,285	8,279	
Americas	people	4,921	5,516	5,583	5,353	5,080	
Europe	people	5,470	5,200	5,086	5,126	4,982	
Asia and others	people	4,166	4,088	3,939	3,853	3,655	
Percentage of overseas employees	%	62.5	63.3	63.4	63.4	62.4	Global
Percentage of female employees	%	21.9	22.0	22.0	22.2	21.8	Global
Percentage of female managers							
Global	%	14.0	14.4	14.7	16.8	16.2	Global
NTN only + Domestic subsidiaries	%	3.3	3.4	4.0	4.0	4.0	Japan
NTN only	%	3.9	3.9	4.4	4.5	4.2	NTN only
Childcare leave acquisition rate for male employees	%	5.9	11.2	37.2	62.8	73.0	NTN only
Percentage of mid-career hires	%	8.5	6.7	19.0	21.3	17.3	NTN only
Employment rate of persons with disabilities	%	2.34	2.55	2.57	2.57	2.50	NTN only
Number of expert course participants ^{*1}	people	—	—	—	6	8	NTN only
Number of succession plan candidates	people	8	19	19	24	25	Global
Training hours per employee	hours	10.6	11.6	16.2	11.9	21.0	NTN only
Training expenditure per employee ^{*2}	yen	—	—	—	19,180	32,671	NTN only
Scores related to "challenge" and "transformation" in Employee Engagement Surveys (positive response rate) ^{*3}							
Organization allows for learning from failures	%	—	58	—	50	—	NTN only
The workplace environment encourages new proposal methods	%	—	45	—	42	—	
I try to perform beyond expectations	%	—	76	—	65	—	
Scores related to "corporate philosophy" and "collaboration" in Employee Engagement Surveys (positive response rate) ^{*3}							
The NTN SPIRIT is practiced	%	—	62	—	51	—	NTN only
I know the meaning of my work	%	—	74	—	55	—	
There is mutual respect and collaboration among departments	%	—	32	—	29	—	
Number of participants in human rights education (total number)	people	1,097	1,213	1,354	1,443	1,812	NTN only
Percentage of people in the healthy weight range (BMI between 18.5 and 25)	%	66.1	66.0	65.4	66.0	65.5	NTN only
Percentage of high-stress employees	%	7.1	8.3	8.6	9.0	8.7	NTN only
Number of occupational accidents (resulting in lost work time) ^{*4}	incidents	1	3	4	2	0	NTN only
R&D expenditure	hundred million yen	175	174	187	182	197	Global
Percentage of R&D expenditure to net sales	%	3.1	2.7	2.4	2.2	2.4	Global

*1 As this is a new system established in FY2023, there were no participants before that.

*2 Performance survey commenced from FY2023.

*3 The Employee Engagement Survey began in FY2021 and is conducted biennially. Therefore, the survey was not conducted in FY2022 and FY2024, and the next survey is scheduled for FY2025. The Employee Engagement Surveys conducted in FY2021 and FY2023 were conducted only on some employees.

*4 The calculation period for FY2024 was from December 16, 2023 to December 15, 2024, and calculation periods prior to FY2023 were also based on this.