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

Environmental (E)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Energy consumption	TJ	6,623	6,456	6,083	5,701	5,438	Global
Energy consumption intensity (Energy consumption/Net sales)	GJ/million yen	10.316	8.342	7.274	6.905	6.581	Global
CO_2 emissions (Scope 1 and 2)	ten thousand tons	59.2	56.4	53.6	46.7	43.4	Global
CO_2 emissions (Scope 1)	ten thousand tons	10.6	10.1	9.1	8.3	7.8	Global
CO_2 emissions (Scope 2, market-based)	ten thousand tons	48.6	46.3	44.5	38.4	35.6	Global
CO_2 emissions (Scope 2, location-based)	ten thousand tons	49.4	47.6	46.6	43.1	40.9	Global
CO_2 emissions intensity (CO_2 emissions/Net sales)	tons/million yen	0.92	0.73	0.64	0.57	0.52	Global
Supply chain emissions (Scope 3)	tons	1,781,619	2,141,775	2,336,679	2,134,343	2,025,995*1	Japan
Category 1, Purchased goods and services	tons	1,691,496	2,011,395	2,189,792	1,988,472	1,888,458*1*2	Japan
Category 2, Capital goods	tons	59,752	31,648	46,432	51,942	45,744*1*2	Japan
Category 3, Fuel and energy-related activities not included in Scope 1 and 2	tons	9,158	56,836	54,783	51,901	50,182*1*2	Japan
Category 4, Upstream transportation and distribution	tons	12,686*3	12,666*3	17,582*3	16,193*3	16,745*1*2	Japan
Category 5, Waste generated in operations	tons	54	16,192	16,905	15,919	15,578*1	Japan
Category 6, Business travel	tons	1,305	1,290	1,285	1,278	1,268*1	Japan
Category 7, Employee commuting	tons	4,740	4,687	4,667	4,643	4,607*1	Japan
Category 8, Upstream leased assets <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 9, Downstream transportation and distribution <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 10, Processing of sold products <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 11, Use of sold products <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 12, End-of-life treatment of sold products	tons	2,428	7,061	5,233	3,995	3,413*1	Japan
Category 13, Downstream leased assets <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 14, Franchises <Not applicable>*4	tons	—	—	—	—	—	Japan
Category 15, Investments <Not applicable>*4	tons	—	—	—	—	—	Japan
Fuel consumption							
Gasoline	thousand liters	58.1	55.6	46.2	32.6	26.0	Global
Kerosene	thousand liters	644.3	521.4	544.0	464.4	377.9	Global
Diesel oil	thousand liters	400.0	389.9	342.5	343.1	339.9	Global
Heavy oil A	thousand liters	157.9	139.2	88.9	169.1	103.9	Global
LPG	tons	12,754.4	12,011.5	11,174.8	10,229.8	9,380.3	Global
City gas (Japan)	thousand m^3	8,673.8	8,460.2	8,767.2	8,546.8	8,867.3	Japan
Natural gas (Overseas)	thousand m^3	20,093.6	19,223.0	17,767.9	16,133.0	14,884.7	Overseas
Electricity purchased	GWh	1,271.6	1,253.2	1,116.5	1,037.9	981.6	Global
Electricity purchased (Renewable energy)	GWh	0	0.1	106.2	108.9	109.0	Global
On-site natural energy generation	GWh	14.3	13.0	14.2	17.1	23.3	Global
Renewable energy utilization rate	%	1.1	1.0	9.7	10.8	11.9	Global
Water consumption	ten thousand m^3	271.5	284.1	282.8	280.2	260.0	Global
Water consumption intensity (Water consumption/Net sales)*5	m^3/million yen	4.24	3.68	3.39	3.39	3.15	Global
Waste generation	ten thousand tons	15.4	16.3	16.4	14.6	14.6	Global
Waste generation intensity (Waste generated/Net sales)	kg/million yen	240.3	210.1	195.6	176.4	176.7	Global
Recycling rate	%	95.8	97.2	97.0	96.8	96.9	Global
Specially controlled waste generation	tons	559	582	532	569	567	Japan

*1 Figures for FY2025 were calculated using the emission factors provided in the "Database on Emission Factors for Calculating Greenhouse Gas Emissions throughout the Supply Chain (Ver. 3.5)" published by the Ministry of the Environment, Japan.
*2 Figures for Categories 1–4 for FY2025 were covered by third-party assurance for the fiscal year, based on the calculation categories in effect at that time.
*3 Emissions previously calculated under Category 9 have been reclassified to Category 4 after the Company identified an error in their category classification. Accordingly, figures for FY2021 through FY2024 have also been retrospectively reclassified. The third-party assurance performed at the time confirmed the validity of the calculation process and the underlying data but did not assess the appropriateness of the category classification. Although the historical data received third-party assurance based on the category classification used at the time, the figures after reclassification are outside the scope of that assurance. However, the reclassified figures are based on the same underlying data, and the total figures remain unchanged.
*4 "Not applicable" indicates categories that are not applicable due to the nature of the Company's business or that the Company has determined to be of low materiality.
*5 Water consumption intensity is calculated in the main text using "production value," based on an internal price indicator, as the denominator to better reflect the actual conditions of the Company's business. In this table, it is calculated using "net sales" as the denominator to enhance comparability for external stakeholders. As the calculation bases differ, caution should be exercised when directly comparing the figures.

Governance (G)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Number of Directors (Total)	people	11	12	11	12	12	NTN only
Number of Outside Directors	people	5	6	5	6	6	NTN only
Number of female Directors	people	1	1	1	1	2	NTN only
Number of Executive Officers	people	11	13	11	12	12	NTN only
Number of Stakeholder Dialogue held with academics and experts	times	1	1	1	1	1	NTN only
Number of Sustainability Committee held per year	times	3	3	2	2	3	NTN only
Number of Carbon Neutrality Promotion Committee held per year	times	—	—	2	2	2	NTN only
Number of Risk Management Committee held per year	times	2	2	3	2	2	NTN only
Number of Compliance Committee held per year	times	2	2	2	2	2	NTN only
Number of Fair Trade Monitoring Committee held per year	times	2	2	2	2	2	NTN only
Response rate of survey of "Compliance awareness"	%	84	91	85	85	86	Japan
Helpline Recognition level	%	90	88	94	95	92	Japan
Number of reports from whistle-blower	reports	12	30	21	26	27	Japan
Consultation response rate	%	100	100	100	100	100	Japan
Number of bribery-prevention violations*6	incidents	—	0	2	0	0	Global
Number of employees who received training on bribery prevention*6	people	—	2,327	3,443	3,853	3,979	Global

*6 Performance survey commenced from FY2022

ESG Data

Social (S)

	Unit	2021	2022	2023	2024	2025	Scope of calculations
R&D expenditures	hundred million yen	174	187	182	197	200	Global
Percentage of R&D expenditures to sales	%	2.7	2.4	2.2	2.4	2.4	Global
Number of outside awards received for product development	awards	4	3	2	5	3	Japan
Conflict minerals survey Response rate from business partners	%	93	97	97	96	93	NTN only
Acquisition rate of quality management system certification*7	%	100	100	100	100	100	Global
Number of teams entered in the NTN PROUD AWARD	teams	—	69	26	27	44	Global
Number of employees (Total)	people	23,383	23,027	22,619	21,996	21,305	Global
(Japan)	people	8,579	8,419	8,285	8,279	8,134	Japan
(Americas)	people	5,516	5,583	5,353	5,080	4,753	Overseas
(Europe)	people	5,200	5,086	5,126	4,982	4,849	Overseas
(Asia and others)	people	4,088	3,939	3,853	3,655	3,569	Overseas
Percentage of overseas employees	%	63.3	63.4	63.4	62.4	61.8	Global
Percentage of female employees	%	22.0	22.0	22.2	21.8	22.4	Global
Percentage of female managers							
NTN Group	%	14.4	14.7	16.8	16.2	18.0	Global
NTN + domestic subsidiaries	%	3.4	4.0	4.0	4.0	4.8	Japan
NTN only	%	3.9	4.4	4.5	4.2	4.9	NTN only
Percentage of hired female graduates	%	5	19	25	20	32	NTN only
Employment rate of persons with disabilities	%	2.55	2.57	2.57	2.50	2.64	NTN only
Number of mid-career hires Total	people	2	12	17	14	22	
Male	people	2	11	15	10	13	NTN only
Female	people	0	1	2	4	9	
Percentage of mid-career hires	%	6.7	19.0	21.3	17.3	19.4	NTN only
Acquisition rate of childcare leave Total	%	20.7	42.1	67.6	77.1	92.4	
Male	%	11.2	37.2	62.8	73.0	89.6	NTN only
Female	%	100.0	94.7	100.0	108.0	114.2	
Return to work rate from childcare leave	%	93	100	98	100	99	NTN only
Number of employees taking shortened working hours for childcare Total	people	35	49	55	62	113	NTN only
Number of employees who received education on discrimination and harassment*8	people	—	16,879	17,595	16,244	15,407	Global
Number of expert course participants	people	—	—	6	8	12	NTN only
Number of succession plan candidates	people	19	19	24	25	29	Global
Training hours per employee	hours	11.6	16.2	11.9	21.0	24.1	NTN only
Training expenditure per employee	yen	—	—	19,180	32,671	33,108	NTN only

	Unit	2021	2022	2023	2024	2025	Scope of calculations
Scores related to "challenge" and "transformation" in Employee Engagement Surveys (positive response rate)*9							
Organization allows for learning from failures	%	58	—	50	—	56	NTN only
The workplace environment encourages new proposal methods	%	45	—	42	—	47	
I try to perform beyond expectations	%	76	—	65	—	67	
Scores related to "corporate philosophy" and "collaboration" in Employee Engagement Surveys (positive response rate)*9							
The NTN SPIRIT is practiced	%	62	—	51	—	51	NTN only
I know the meaning of my work	%	74	—	55	—	56	
There is mutual respect and collaboration among departments	%	32	—	29	—	32	
Number of participants in human rights education (cumulative)	people	1,213	1,354	1,443	1,812	2,673	NTN only
Percentage of people in the healthy weight range (BMI between 18.5 and 25)	%	66.0	65.4	66.0	70.0	65.4	NTN only
Number of employees taking leave due to mental health issues*10	people	60	59	60	67	69	NTN only
Return to work rate from mental health leave	%	42	41	50	30	42	NTN only
Number of counseling service consultations per month	times	43	43	49	43	44	NTN only
Percentage of high-stress employees	%	8.3	8.6	9.0	8.7	8.9	NTN only
Lost time injury frequency rate	—	0.24	0.33	0.16	0	0.61*11	NTN only
Number of occupational accidents (resulting in lost work time)	incidents	3	4	2	0	7*11	NTN only
Number of fatalities due to occupational accidents	people	0	0	0	0	0	NTN only
Number of ISO 45001-certified sites	sites	9	9	9	9	9	NTN only
Number of OSHMS-certified sites	sites	8	8	8	8	8	Japan
Number of hazard simulation classes provided	times	277	103	230	244	298	NTN only

*7 ISO9001, IATF16949 Applies to domestic and overseas consolidated manufacturing subsidiaries.
*8 Performance survey commenced from FY2022
*9 The Employee Engagement Survey began in FY2021 and is conducted biennially. Therefore, the survey was not conducted in FY2022 and FY2024. The Employee Engagement Surveys conducted in FY2021, FY2023 and FY2025 were conducted only on some employees.
*10 Calculates the number of employees who were absent or on leave for one month or more consecutively during the fiscal year (April to March).
*11 The aggregation period for the fiscal year is from December 16, 2024 to December 15, 2025, and FY2024 and prior years also follow this.