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.