

	Item	Applicable Scope			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
		NTN Only	Domestic subsidiaries	Overseas subsidiaries		Achievements	Achievements	Achievements	Achievements	Achievements
Environment (E) Factors	Energy consumption	●	●	●	TJ	5,783	6,623	6,456	6,083	5,701
	Energy consumption intensity (Energy consumption/Net sales)	●	●	●	GJ/million yen	10.275	10.316	8.342	7.274	6.905
	CO ₂ emissions (Scope 1 and 2)	●	●	●	ten thousand tons	54.9	59.2	56.4	53.6	46.7
	CO ₂ emissions (Scope 1)	●	●	●	ten thousand tons	8.6	10.6	10.1	9.1	8.3
	CO ₂ emissions (Scope 2)	●	●	●	ten thousand tons	46.3	48.6	46.3	44.5	38.5
	CO ₂ emissions intensity (CO ₂ emissions/Net sales)	●	●	●	tons/million yen	0.98	0.92	0.73	0.64	0.57
	Fuel consumption									
	Gasoline	●	●	●	thousand liters	71.8	58.1	55.6	46.2	32.6
	Kerosene	●	●	●	thousand liters	527.4	644.3	521.4	544.0	464.4
	Diesel oil	●	●	●	thousand liters	301.5	400.0	389.9	342.5	343.1
	Heavy oil A	●	●	●	thousand liters	189.2	157.9	139.2	88.9	169.1
	LPG	●	●	●	tons	8,753.7	12,754.4	12,011.5	11,174.8	10,229.8
	City gas (Japan)	●	●	-	thousand m ³	7,723.5	8,673.8	8,460.2	8,767.2	8,546.8
	Natural gas (Overseas)	-	-	●	thousand m ³	17,409.4	20,093.6	19,223.0	17,767.9	16,133.0
	Electricity purchased	●	●	●	GWh	1,144.7	1,271.6	1,253.2	1,116.5	1,037.9
	Electricity purchased (Renewable energy)	●	●	●	GWh	0	0	0.1	106.2	108.9
	Natural energy generation	●	●	●	GWh	11.7	14.3	13.0	14.2	17.1
	Renewable and natural energy usage rate	●	●	●	%	1.0	1.1	1.0	9.7	10.8
	Water consumption	●	●	●	ten thousand m ³	243.0	271.5	284.1	282.8	280.2
	Waste generated	●	●	●	ten thousand tons	13.1	15.4	16.3	16.4	14.6
Recycling rate	●	●	●	%	96.9	95.8	97.2	97.0	96.8	
Social (S) Factors	R&D expenditures	●	●	●	hundred million yen	175	174	187	182	197
	Percentage of R&D expenditures to sales	●	●	●	%	3.1	2.7	2.4	2.2	2.4
	Number of outside awards received for product development	●	●	-	awards	2	4	3	2	5
	Number of patents held ^{*1}	●	●	●	patents	—	6,923	6,192	5,737	5,229
	Conflict minerals survey Response rate from business partners	●	-	-	%	93	93	97	97	96
	Percentage of overseas production (Total)	●	●	●	%	57	55	56	59	59 ^{*2}
	(Americas)	●	●	●	%	24	25	27	29	29 ^{*2}
	(Europe)	●	●	●	%	17	16	17	17	17 ^{*2}
	(Asia and Others)	●	●	●	%	16	14	13	12	12 ^{*2}
	Acquisition rate of quality management system certification ^{*3}	●	●	●	%	100	100	100	100	100
	Customer satisfaction survey responses Either 'Excellent' or 'Good'	●	●	-	%	92	88	88	93	92 ^{*4}
	Number of Sales TQM (Total Quality Management) activities	●	●	-	activities	100	114	84	60	59
	Number of customer visits by Technical Service Units	●	●	●	visits	127	143	235	262	178
	Number of online technology seminars held	●	●	●	times	240	239	335	374	282
	Number of employees (Total)	●	●	●	people	23,292	23,383	23,027	22,619	21,996
	(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
	Percentage of female employees	●	●	●	%	21.9	22.0	22.0	22.2	21.8
	Average age Total	●	-	-	age	41	41	42	42	42
	Male	●	-	-	age	42	42	42	42	42
	Female	●	-	-	age	39	39	41	41	41
	Average years of continuous employment Total	●	-	-	years	20	20	20	20	20
	Male	●	-	-	years	20	20	20	20	20
	Female	●	-	-	years	18	19	19	19	19
	Number of managers (equivalent to general manager) Total	●	-	-	people	156	163	157	152	144
	Male	●	-	-	people	154	161	155	149	142
	Female	●	-	-	people	2	2	2	3	2
	Number of managers (equivalent to section manager) Total	●	-	-	people	530	534	524	510	513
	Male	●	-	-	people	503	507	496	483	487
	Female	●	-	-	people	27	27	38	27	26
Number of female managers	●	-	-	people	29	29	30	30	28	
Number of newly appointed managers Total	●	-	-	people	25	43	33	31	19	
Male	●	-	-	people	24	43	31	31	13	
Female	●	-	-	people	1	0	2	0	6	
Percentage of female managers (NTN only)	●	-	-	%	3.9	3.9	4.4	4.5	4.2	
(NTN + domestic subsidiaries)	●	●	-	%	3.3	3.4	4.0	4.0	4.0	
(NTN Group)	●	●	●	%	14.0	14.4	14.7	16.8	16.2	
Percentage of hired female graduates	●	-	-	%	19	5	19	25	20	
Employment rate of persons with disabilities	●	-	-	%	2.34	2.55	2.57	2.57	2.50	
Number of employees at facility supporting employment of persons with disabilities (Dream Workshop)	●	-	-	people	15	18	17	17	15	

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	Percentage of employees rehired after retirement	●	-	-	%	91	90	82	84	86
	Number of mid-career hires Total	●	-	-	people	8	2	12	17	14
	Male	●	-	-	people	8	2	11	15	10
	Female	●	-	-	people	0	0	1	2	4
	Percentage of mid-career hires	●	-	-	%	8.5	6.7	19.0	21.3	17.3
	Number of employees taking childcare leave Total	●	-	-	people	67	89	143	176	220
	Male	●	-	-	people	15	31	91	124	162
	Female	●	-	-	people	52	58	52	52	58
	Acquisition rate of childcare leave Total	●	-	-	%	16.2	20.7	42.1	67.6	77.1
	Male	●	-	-	%	5.9	11.2	37.2	62.8	73.0
	Female	●	-	-	%	100.0	100.0	94.7	100.0	108.0
	Average number of days of childcare leave taken Total	●	-	-	days	217	218	127	116	87.6
	Male	●	-	-	days	83	59	40	61	56
	Female	●	-	-	days	294	369	371	410	395
	Number of employees returning to work after childcare leave Total	●	-	-	people	32	46	99	125	193
	Male	●	-	-	people	10	22	73	107	175
	Female	●	-	-	people	22	24	26	18	18
	Return to work rate from childcare leave	●	-	-	%	100	93	100	98	100
	Number of employees taking shortened working hours for childcare Total	●	-	-	people	41	35	49	55	62
	Male	●	-	-	people	1	1	2	4	3
	Female	●	-	-	people	40	34	47	51	59
	Number of employees using spousal maternity leave system	●	-	-	people	196	186	199	160	166
	Number of employees using nursing care leave system	●	-	-	people	2	3	3	1	4
	Number of employees using NTN Job Return scheme	●	-	-	people	0	4	1	0	1
	Number of employees using in-house child daycare center (Bear Kids Land)	●	-	-	people	26	29	34	36	40
	Number of expert course participants* ⁵	●	-	-	people	—	—	—	6	8
	Number of succession plan candidates	●	●	●	people	8	19	19	24	25
	Training hours per employee	●	-	-	hours	10.6	11.6	16.2	11.9	21.0
	Training expenditure per employee* ⁶	●	-	-	yen	—	—	—	19,180	32,671
	Number of participants in human rights education	●	-	-	people	1,097	1,213	1,354	1,443	1,812
	Percentage of people in the healthy weight range (BMI between 18.5 and 25)	●	-	-	%	66.1	66.0	65.4	66.0	70.0
	Number of employees taking leave due to mental health issues* ⁷	●	-	-	people	58	60	59	60	67
	Return to work rate from mental health leave	●	-	-	%	47	42	41	50	30
	Number of counseling service consultations per month	●	-	-	times	43	43	43	49	43
	Percentage of high-stress employees	●	-	-	%	7.1	8.3	8.6	9.0	8.7
	Lost time injury frequency rate	●	-	-	—	0.09	0.24	0.33	0.16	0* ⁸
	Number of occupational accidents (resulting in lost work time)	●	-	-	incidents	1	3	4	2	0* ⁹
	Number of fatalities due to occupational accidents	●	-	-	people	0	0	0	0	0
	Percentage of participation in specific medical checkups	●	-	-	%	100	100	100	100	100
	Number of ISO 45001-certified sites	●	-	-	sites	7	9	9	9	9
	Number of OSHMS-certified sites	-	●	-	sites	3	8	8	8	8
	Number of hazard simulation classes provided	●	-	-	times	66	277	103	230	244
Governance (G) Factors	Number of Directors (Total)	●	-	-	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
	Status of inclusion in ESG indexes	●	-	-	indexes	5	5	4	8	8* ¹⁰
	Percentage of votes cast	●	-	-	%	79.7	77.6	72.4	72.8	75.4
	Number of Stakeholder Dialogue held with academics and experts	●	-	-	times	1	1	1	1	1
	Number of Sustainability Committee held per year	●	-	-	times	4	3	3	2	2
	Number of Carbon Neutrality Promotion Committee held per year* ¹¹	●	-	-	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
	Response rate of survey of "Compliance awareness"	●	●	-	%	82	84	91	85	85
	Helpline Recognition level	●	●	-	%	87	90	88	94	95
	Number of reports from whistle-blower	●	●	-	reports	11	12	30	21	26
	Consultation response rate	●	●	-	%	100	100	100	100	100