Consolidated Financial Indicators (Past 11 Years)*1 (Fiscal Year: April 1 – March 31)

Related information on the website

Financial Data

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit and Loss Statement												
Net sales*2	(Millions of yen)	716,996	683,636	744,699	733,846	651,956	562,847	642,023	773,960	836,285	825,587	826,344
Operating income	(Millions of yen)	47,770	35,929	39,935	27,222	7,517	(3,138)	6,880	17,145	28,149	22,959	31,034
Operating margin	%	6.7	5.3	5.4	3.7	1.2	(0.6)	1.1	2.2	3.4	2.8	3.8
Income (loss) before income taxes	(Millions of yen)	26,942	14,889	26,905	2,938	(33,949)	(1,256)	17,619	10,807	16,551	(8,593)	15,202
Net income (loss) attributable to owner of patent	(Millions of yen)	15,037	2,830	20,373	(6,958)	(43,992)	(11,641)	7,341	10,367	10,568	(23,801)	12,871
Capital expenditures	(Millions of yen)	36,300	35,398	37,589	45,172	57,675	23,817	19,809	22,253	26,589	32,162	32,464
Depreciation and amortization	(Millions of yen)	38,277	36,629	37,505	38,926	37,306	35,478	37,898	42,048	41,803	42,379	40,493
R&D expenditures	(Millions of yen)	18,480	19,196	21,007	21,661	19,961	17,485	17,444	18,678	18,234	19,656	19,950
Balance Sheet												
Total assets	(Millions of yen)	794,000	797,038	839,427	840,750	757,822	836,563	855,483	869,827	910,252	856,425	878,676
Net assets	(Millions of yen)	248,504	245,050	269,759	246,404	168,378	183,751	216,425	237,425	280,822	248,699	311,389
Inventories	(Millions of yen)	178,220	171,481	179,738	194,505	182,923	176,847	214,843	239,385	264,794	244,367	245,850
Interest-bearing debt	(Millions of yen)	325,173	320,169	320,833	350,344	362,416	422,803	394,031	371,292	362,064	353,993	319,173
Various Indicators												
Inventory turnover ratio (Times)	(Times)	4.0	4.0	4.1	3.8	3.6	3.2	3.0	3.2	3.2	3.4	3.4
Net D/E ratio (Times)	(Times)	1.1	1.1	0.9	1.2	1.9	1.6	1.4	1.2	0.9	1.0	0.6
Net income (loss)/Average total assets (ROA)	(%)	1.8	0.4	2.5	(0.8)	(5.5)	(1.5)	0.9	1.2	1.2	(2.8)	1.5
Net income (loss)/Average shareholders' equity (ROE)	(%)	6.3	1.2	8.4	(2.9)	(22.8)	(7.1)	4.0	5.0	4.4	(9.6)	4.9
Equity to capital ratio	(%)	29.3	28.8	30.2	27.4	20.6	20.4	23.1	25.4	29.0	27.2	33.8
Return on invested capital (ROIC)	(%)	5.8	4.5	5.0	3.3	1.0	(0.4)	0.8	2.0	3.2	2.6	3.6
Cash Flows												
Net cash provided by (used in) operating activities	(Millions of yen)	46,247	62,387	61,799	43,224	43,749	36,473	8,956	34,219	65,103	45,623	57,179
Net cash provided by (used in) investing activities	(Millions of yen)	(33,770)	(41,218)	(48,358)	(65,614)	(61,807)	(17,938)	2,512	(13,858)	(24,970)	(25,960)	(26,276)
Net cash provided by (used in) financing activities	(Millions of yen)	(27,958)	(8,218)	(7,520)	20,745	7,413	54,671	(41,300)	(33,258)	(30,212)	(18,708)	(35,322)
Free cash flow	(Millions of yen)	12,477	21,169	13,441	(22,390)	(18,058)	18,535	11,468	20,361	40,133	19,663	30,903
Per-share Data												
Net assets (Yen)	(yen)	436.97	431.66	477.17	433.32	294.00	321.04	372.70	415.64	497.83	439.89	499.40
Net income (loss)												
Net income (loss) (Yen)	(yen)	28.28	5.33	38.36	(13.10)	(82.83)	(21.92)	13.83	19.53	19.91	(44.90)	23.40
Diluted net income (loss) (Yen)	(yen)	—	—	—	—	—	—	—	—	18.65	—	—
Dividends	(yen)	10.00	10.00	15.00	15.00	5.00	0.00	0.00	5.00	10.00	11.00	11.00

*1 The Company adopted the "Partial Amendments to Accounting Standard for Tax Effect Accounting," etc. from FY2018, and as such the figures for the period from FY2014 to FY2017 are shown after being reclassified to reflect the above accounting standards. In addition, from NTN Report 2022, financial data listed in the Annual Securities Report is used.

*2 From FY2020, "Royalty," which was previously recorded under "Non-Operating Income" are now recorded as part of "Net Sales," and as such the figures for the period from FY2016 to FY2019 are shown after being reclassified to reflect the change in presentation method.

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.