

# 06

## Data Section

# Financial and Non-Financial Highlights

## Financial Highlights

NSK Ltd. and Consolidated Subsidiaries

(¥ Millions)

| (Year)                | JP-GAAP   |          |          | IFRS     |          |          |           |          |          |          |          |                 |
|-----------------------|---|----------|----------|----------|----------|----------|-----------|----------|----------|----------|----------|-----------------|
|                       | FY2012  | FY2013   | FY2014   | FY2015*1 | FY2016   | FY2017   | FY2018    | FY2019*2 | FY2020   | FY2021*3 | FY2022*6 |                 |
| <b>Financial Data</b> | Sales   | 732,842  | 871,742  | 974,885  | 975,319  | 949,170  | 1,020,338 | 991,365  | 831,034  | 747,559  | 865,166  | <b>938,098</b>  |
|                       | [By segment] Industrial Machinery Business      | 216,142  | 242,969  | 276,361  | 243,395  | 226,924  | 266,249   | 269,974  | 284,426  | 275,226  | 352,226  | <b>385,103</b>  |
|                       | Automotive Business                             | 490,545  | 590,545  | 656,998  | 705,511  | 696,271  | 723,564   | 689,658  | 521,857  | 449,722  | 482,547  | <b>520,711</b>  |
|                       | Others/Adjustments                              | 26,154   | 38,226   | 41,525   | 26,411   | 25,974   | 30,524    | 31,732   | 24,750   | 22,611   | 30,393   | <b>32,284</b>   |
|                       | [By region] Japan                               | 333,348  | 329,136  | 328,837  | 318,434  | 330,512  | 372,134   | 367,537  | 314,281  | 275,777  | 317,612  | <b>310,745</b>  |
|                       | (Based on customer location) The Americas       | 103,352  | 134,483  | 164,821  | 183,652  | 165,177  | 155,498   | 157,581  | 139,249  | 107,829  | 125,094  | <b>168,014</b>  |
|                       | Europe  | 102,667  | 124,590  | 133,752  | 131,830  | 121,920  | 137,856   | 130,127  | 110,075  | 94,800   | 111,890  | <b>130,076</b>  |
|                       | Asia (excluding Japan)                          | 193,473  | 283,532  | 347,475  | 341,403  | 331,559  | 354,849   | 336,119  | 267,427  | 269,153  | 310,569  | <b>329,261</b>  |
|                       | China   | 91,442   | 167,239  | 210,237  | 204,361  | 201,185  | 212,097   | 194,994  | 148,525  | 166,660  | 182,036  | <b>184,458</b>  |
|                       | Other Asia                                      | 102,030  | 116,293  | 137,238  | 137,042  | 130,373  | 142,752   | 141,124  | 118,902  | 102,492  | 128,532  | <b>144,803</b>  |
|                       | Operating income                                | 32,361   | 68,049   | 97,327   | 89,534   | 65,341   | 97,875    | 79,279   | 23,604   | 6,364    | 29,430   | <b>32,936</b>   |
|                       | Ordinary income                                 | 30,310   | 66,785   | 91,002   | —        | —        | —         | —        | —        | —        | —        | <b>—</b>        |
|                       | Net income attributable to owners of the parent | 15,739   | 31,167   | 61,962   | 65,719   | 45,560   | 69,312    | 55,809   | 17,412   | 355      | 16,587   | <b>18,412</b>   |
|                       | Capital expenditures                            | 48,025   | 45,448   | 49,197   | 54,996   | 58,602   | 68,788    | 81,102   | 54,927   | 37,303   | 52,311   | <b>62,085</b>   |
|                       | Depreciation and amortization                   | 34,598   | 35,079   | 38,568   | 43,048   | 43,354   | 46,785    | 48,801   | 53,926   | 54,527   | 56,558   | <b>58,376</b>   |
|                       | R&D expenses                                    | 10,432   | 9,919    | 10,660   | 11,155   | 13,858   | 17,059    | 19,023   | 18,265   | 16,820   | 19,175   | <b>19,839</b>   |
|                       | Net cash provided by operating activities (A)   | 53,797   | 70,342   | 67,709   | 108,622  | 67,936   | 83,746    | 92,617   | 72,387   | 53,842   | 22,733   | <b>64,163</b>   |
|                       | Net cash used in investing activities (B)       | (45,262) | (42,402) | (46,335) | (45,212) | (54,243) | (53,001)  | (72,673) | (39,784) | (51,096) | (19,973) | <b>(48,778)</b> |

|                             |  |         |           |           |           |                    |           |           |           |           |            |                  |
|-----------------------------|--|---------|-----------|-----------|-----------|--------------------|-----------|-----------|-----------|-----------|------------|------------------|
|                             | Free cash flows (A) + (B)  | 8,534   | 27,940    | 21,374    | 63,410    | 13,692             | 30,744    | 19,943    | 32,602    | 2,745     | 2,759      | <b>15,384</b>    |
|                             | Dividends paid   | 5,943   | 8,650     | 15,161    | 18,425    | 20,174             | 21,245    | 20,737    | 15,550    | 10,367    | 12,958     | <b>15,638</b>    |
|                             | Acquisition of treasury shares   | —       | —         | —         | —         | 14,999             | —         | 19,999    | —         | —         | —          | —                |
|                             | Total equity attributable to owners of the parent (Shareholders' equity) | 319,286 | 359,201   | 456,046   | 454,661   | 461,350            | 537,175   | 536,676   | 505,505   | 554,516   | 617,800    | <b>616,213</b>   |
|                             | Total assets   | 882,547 | 1,000,932 | 1,129,164 | 1,032,374 | 1,043,955          | 1,092,310 | 1,086,456 | 1,029,884 | 1,171,699 | 1,234,551  | <b>1,233,256</b> |
|                             | Interest-bearing debt  | 305,102 | 315,532   | 326,400   | 278,152   | 267,399            | 250,908   | 274,780   | 279,170   | 332,440   | 303,457    | <b>335,738</b>   |
| <b>Per Share Data (Yen)</b> | Earnings (Net income)  | 29.14   | 57.70     | 114.56    | 121.38    | 86.08              | 131.16    | 107.46    | 34.00     | 0.69      | 32.35      | <b>35.89</b>     |
|                             | Equity attributable to owners of the parent (Shareholders' equity)       | 591.36  | 664.74    | 842.69    | 839.56    | 873.11             | 1,016.30  | 1,048.18  | 987.01    | 1,081.88  | 1,204.63   | <b>1,200.92</b>  |
|                             | Cash dividends   | 11.0    | 16.0      | 28.0      | 34.0      | 38.0 <sup>*4</sup> | 40.0      | 40.0      | 30.0      | 20.0      | 25.0       | <b>30.0</b>      |
| <b>Financial Indices</b>    | Operating income margin (%)  | 4.4     | 7.8       | 10.0      | 9.2       | 6.9                | 9.6       | 8.0       | 2.8       | 0.9       | 3.4        | <b>3.5</b>       |
|                             | Return on average shareholders' equity (ROE) (%)                         | 5.2     | 9.2       | 15.3      | 14.3      | 9.9                | 13.9      | 10.4      | 3.3       | 0.1       | 2.8        | <b>3.0</b>       |
|                             | Return on average assets (ROA) (%)                                       | 1.8     | 3.3       | 5.8       | 6.1       | 4.4                | 6.5       | 5.1       | 1.6       | 0.0       | 1.4        | <b>1.5</b>       |
|                             | Ratio of equity attributable to owners of the parent to total assets (%) | 36.2    | 35.9      | 40.4      | 44.0      | 44.2               | 49.2      | 49.4      | 49.1      | 47.3      | 50.0       | <b>50.0</b>      |
|                             | Net D/E ratio (Times)  | 0.51    | 0.41      | 0.31      | 0.23      | 0.28               | 0.22      | 0.27      | 0.28      | 0.28      | 0.27       | <b>0.29</b>      |
|                             | Dividend payout ratio (%)  | 37.7    | 27.7      | 24.4      | 28.0      | 44.1               | 30.5      | 37.2      | 88.2      | 2,885.8   | 77.3       | <b>83.6</b>      |
|                             | Total return ratio (%) <sup>*5</sup>                                     | 37.7    | 27.7      | 24.4      | 28.0      | 77.1               | 30.5      | 73.1      | 88.2      | 2,885.8   | 77.3       | <b>83.6</b>      |
|                             | Period-end share price (Yen)   | 715     | 1,062     | 1,758     | 1,030     | 1,592              | 1,426     | 1,037     | 694       | 1,135     | 736        | <b>756</b>       |
|                             | Price earnings ratio (PER) (Times)                                       | 24.5    | 18.4      | 15.3      | 8.5       | 18.5               | 10.9      | 9.7       | 20.4      | 1,644.9   | 22.8       | <b>21.1</b>      |
|                             | price-to-book ratio (Times)  | 1.2     | 1.6       | 2.1       | 1.2       | 1.8                | 1.4       | 1.0       | 0.7       | 1.0       | 0.6        | <b>0.6</b>       |
| Dividend yield (%)          | 1.5  | 1.5     | 1.6       | 3.3       | 2.4       | 2.8                | 3.9       | 4.3       | 1.8       | 3.4       | <b>4.0</b> |                  |
| <b>Exchange Rate Data</b>   | US\$1  | 83.10   | 100.24    | 109.93    | 120.14    | 108.42             | 110.86    | 110.91    | 108.75    | 106.06    | 112.38     | <b>135.48</b>    |
|                             | €1   | 107.14  | 134.37    | 138.77    | 132.58    | 118.84             | 129.70    | 128.40    | 120.83    | 123.70    | 130.56     | <b>140.97</b>    |

\*1 In accordance with segment changes in the business domains (part of operations transferred from the Industrial Machinery Business to the Automotive Business) in FY2016, data from FY2015 to FY2017 are presented under the changed categories.

\*2 In accordance with segment changes in the business domains (part of operations transferred from the Automotive Business to the Industrial Machinery Business) in FY2020, data from FY2019 onward are presented under the new categories.

\*3 In accordance with segment changes in the business domains (part of operations transferred from others to the Industrial Machinery Business) in FY2022, data from FY2021 onward is presented under the new categories.

\*4 The breakdown of the ¥38.0 per share dividend paid in FY2016 is a normal dividend of ¥28.0 per share and a ¥10.0 per share dividend to commemorate the 100th anniversary of the Company's founding.

\*5 Total return ratio = (Dividends paid + Acquisition of treasury shares) ÷ Net income attributable to owners of the parent

\*6 Although the Company reclassified its steering business as discontinued operations from the first quarter of FY2023, figures before reclassification are presented because the NSK Report 2023 is based on data as of March 31, 2023. (Other pages are presented in the same manner.)

# Financial and Non-Financial Highlights

## Non-Financial Highlights

### PRTR Act

The PRTR Act stands for the Pollutant Release and Transfer Register Act and refers to the Act on Confirmation, etc., of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof. This is a Japanese law intended to encourage the improvement of chemical substance management by requiring that the amounts of chemical substances released to the environment are reported to the authorities.

### VOCs

VOCs stands for Volatile Organic Compounds. VOCs are one cause of photochemical smog.

Definition

|                                    |   |  | Scope  | Unit                                  | FY2018              | FY2019 | FY2020  | FY2021  | FY2022  |     |
|------------------------------------|---|--|--|---------------------------------------|---------------------|--------|---------|---------|---------|-----|
| Environment                        | Environmentally friendly products*1   | Number of products developed (cumulative)                        | NSK Group  | Products                              | 226                 | 232    | 238     | 239     | 243     |     |
|                                    | Products that help reduce CO <sub>2</sub> emissions                               | CO <sub>2</sub> emissions avoided (total)*2                      | NSK Group  | × 10 <sup>3</sup> t-CO <sub>2</sub>   | 1,361               | 1,447  | 2,251   | 2,267   | 2,288   |     |
| Energy                             | Total energy usage  | Fuel and gas   | NSK Group  | TJ                                    | 7,965               | 7,330  | 6,845   | 7,524   | 6,873*3 |     |
|                                    |   | Electricity and heat   | NSK Group  | TJ                                    | 2,456               | 2,295  | 2,079   | 2,229   | 1,964*3 |     |
|                                    |   | Reference: Electricity and heat primary energy equivalent usage  | NSK Group  | TJ                                    | 5,509               | 5,035  | 4,767   | 5,295   | 4,909*3 |     |
|                                    |   | Rate of renewable energy use                                     | NSK Group  | %                                     | 14,815              | 13,577 | 12,860  | 14,334  | 15,262  |     |
|                                    |   | GHG emissions (total for Scope 1 and 2)                          | NSK Group  | × 10 <sup>3</sup> t-CO <sub>2</sub> e | 0.8                 | 2.2    | 6.7     | 8.3     | 21.3    |     |
| Greenhouse gases                   | Scope 1   | Scope 2  | NSK Group  | × 10 <sup>3</sup> t-CO <sub>2</sub> e | 998                 | 839    | 701     | 763     | 575*3   |     |
|                                    |   | Reference: Scope 3   | NSK Group  | × 10 <sup>3</sup> t-CO <sub>2</sub> e | 142                 | 132    | 120     | 127     | 112*3   |     |
|                                    |   | Rate of change in emissions (baseline: FY2017)                   | NSK Group  | %                                     | 856                 | 708    | 581     | 636     | 462*3   |     |
|                                    |   | Rate of change in emissions per unit of sales (baseline: FY2017) | NSK Group  | %                                     | 2,705               | 2,194  | 1,928   | 2,199   | 2,113*3 |     |
|                                    |   | Rate of change in emissions (baseline: FY2017)                   | NSK Group  | %                                     | -2.0                | -17.6  | -31.2*4 | -25.0*4 | -43.6   |     |
| Steel                              | Total water withdrawal  | Groundwater  | NSK Group  | × 10 <sup>3</sup> t                   | 758                 | 618    | 562     | 655     | 564     |     |
|                                    |   | General water  | NSK Group  | × 10 <sup>3</sup> m <sup>3</sup>      | 4,700               | 4,308  | 3,977   | 4,169   | 3,883*3 |     |
|                                    |   | Industrial water   | NSK Group  | × 10 <sup>3</sup> m <sup>3</sup>      | 2,011               | 1,789  | 1,659   | 1,826   | 1,605*3 |     |
|                                    |   | Rainwater and reused water                                       | NSK Group  | × 10 <sup>3</sup> m <sup>3</sup>      | 495                 | 490    | 396     | 357     | 320*3   |     |
|                                    |   | Waste and valuables  | Total waste and valuables                                    | NSK Group                             | × 10 <sup>3</sup> t | —      | —       | —       | 8       | 7*3 |
| Waste and valuables                | Reuse and recycle (excluding energy recovery)                                     | Total waste disposed (including energy recovery)                 | NSK Group  | × 10 <sup>3</sup> t                   | 230.1               | 201.8  | 181.9   | 203.1   | 181.1*3 |     |
|                                    |   | Landfilled   | NSK Group  | × 10 <sup>3</sup> t                   | 195.0               | 171.8  | 156.3   | 174.7   | 154.0*3 |     |
|                                    |   | Incinerated with energy recovery                                 | NSK Group  | × 10 <sup>3</sup> t                   | 35.1                | 30.0   | 25.6    | 28.4    | 27.1*3  |     |
|                                    |   | Incinerated without energy recovery                              | NSK Group  | × 10 <sup>3</sup> t                   | 3.6                 | 2.9    | 2.1     | 2.4     | 1.7     |     |
|                                    |   | Other (e.g., water treatment)                                    | NSK Group  | × 10 <sup>3</sup> t                   | 13.2                | 11.8   | 10.3    | 10.7    | 9.6     |     |
|                                    |   | Air quality  | Emissions of NOx   | NSK Group                             | t                   | 5.5    | 4.0     | 3.3     | 3.9     | 3.3 |
|                                    |   | Emissions of SOx   | NSK Group  | t                                     | 12.8                | 11.3   | 9.9     | 11.4    | 12.5    |     |
| Water quality                      | Total discharged water  | Rivers   | NSK Group  | × 10 <sup>3</sup> m <sup>3</sup>      | 3,159               | 2,847  | 2,519   | 2,757   | 2,466   |     |
|                                    |   | Sewage system  | NSK Group  | × 10 <sup>3</sup> m <sup>3</sup>      | 729                 | 591    | 575     | 646     | 521     |     |
|                                    |   | BOD (biochemical oxygen demand)                                  | NSK Group  | t                                     | 2,430               | 2,256  | 1,944   | 2,110   | 1,897   |     |
|                                    |   | Environmentally harmful substances                               | Handling of PRTR-designated substances (materials and parts) | NSK Group                             | t                   | 1.4    | 1.2     | 1.2     | 1.5     | 0.9 |
| Environmentally harmful substances | Discharge/transfer of PRTR-designated substances                                  | Emissions of VOCs  | NSK Group  | t                                     | 464                 | 395    | 316     | 326     | 278     |     |
|                                    |   | Discharge/transfer of PRTR-designated substances                 | NSK Group  | t                                     | 72                  | 78     | 73      | 86      | 75      |     |
|                                    |   | Emissions of VOCs  | NSK Group  | t                                     | 151                 | 145    | 141     | 165     | 142*3   |     |
| Biodiversity                       | Number of biodiversity conservation initiatives (social contribution initiatives) | Group in Japan   | Initiatives  | 6                                     | 6                   | 3      | 5       | 9       |         |     |

\*1 Newly developed products until FY2007 that are consistent with the "Basic Policy for the Development of Environmentally Friendly Products" and from FY2008, newly developed products with an NSK Eco-efficiency Indicators (Neco) score of 1.2 or higher. \*2 Amount of CO<sub>2</sub> emissions avoided in the past financial years are recalculated using the latest CO<sub>2</sub> emission factor of electricity used in the calculation of CO<sub>2</sub> emissions avoided for FY2022. \*3 Third-party verification has been obtained. ▶ P.83 \*4 Data was reviewed retroactively due to such factors as changes in calculation standards.

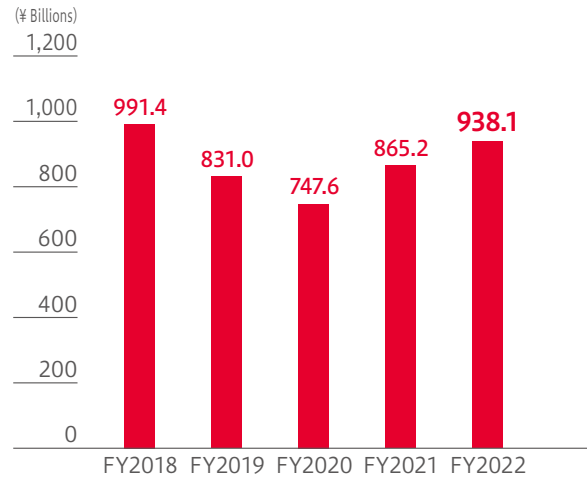
|  |   |                              | Scope                 | Unit    | FY2018               | FY2019               | FY2020                | FY2021                   | FY2022        |
|--|---|------------------------------|-----------------------|---------|----------------------|----------------------|-----------------------|--------------------------|---------------|
| <b>Social</b>  | Number of employees (consolidated)  | Total                        | NSK Group             | Persons | 31,484               | 30,747               | 30,378                | 30,577                   | <b>29,882</b> |
|  |   | Japan                        | Group in Japan        | Persons | 11,755               | 11,803               | 11,774                | 11,853                   | <b>11,728</b> |
|  |   | The Americas                 | Group in the Americas | Persons | 3,093                | 2,804                | 2,617                 | 2,696                    | <b>2,622</b>  |
|  |   | Europe                       | Group in Europe       | Persons | 4,259                | 4,206                | 4,333                 | 4,312                    | <b>4,070</b>  |
|  |   | Asia                         | Group in Asia         | Persons | 12,377               | 11,934               | 11,654                | 11,716                   | <b>11,462</b> |
| Ratio of men/women employees   | Men   | NSK Group                    | %                     | 80.9    | 81.0                 | 81.7* <sup>3</sup>   | 81.9* <sup>3</sup>    | <b>81.6</b>              |               |
|  | Women   | NSK Group                    | %                     | 19.1    | 19.0                 | 18.3* <sup>3</sup>   | 18.1* <sup>3</sup>    | <b>18.4</b>              |               |
| Average years of employment (average age)                              | Total   | Group in Japan* <sup>1</sup> | Years (age)           | 16 (41) | 17 (42)              | 17 (42)              | 17 (43)               | <b>17 (42)</b>           |               |
|  | Men   | Group in Japan* <sup>1</sup> | Years (age)           | 17 (42) | 17 (42)              | 18 (43)              | 17 (43)               | <b>18 (42)</b>           |               |
|  | Women   | Group in Japan* <sup>1</sup> | Years (age)           | 11 (37) | 12 (37)              | 12 (38)              | 12 (38)* <sup>3</sup> | <b>13 (38)</b>           |               |
| Percentage of employees taking childcare leave (based on NSK criteria) | Men   | NSK                          | %                     | –       | –                    | 50.3                 | 56.5                  | <b>72.6</b>              |               |
|  | Women   | NSK                          | %                     | –       | –                    | 100.0                | 100.0                 | <b>100.0</b>             |               |
| Employment rate of people with disabilities                            |   | Group in Japan* <sup>1</sup> | %                     | 2.25    | 2.24                 | 2.45                 | 2.56                  | <b>2.48</b>              |               |
| Occupational safety  | Lost-time injury frequency rate   | NSK Group                    | –                     | 0.37    | 0.35                 | 0.43                 | 0.28                  | <b>0.38*<sup>2</sup></b> |               |
| Health and wellness  | Percentage of employees participating in the Specific Health Guidance program | Group in Japan* <sup>1</sup> | %                     | 25.3    | 25.1                 | 27.3                 | 27.2                  | <b>26.3</b>              |               |
|  | Percentage of employees receiving stress checks                               | Group in Japan* <sup>1</sup> | %                     | 95.9    | 94.9                 | 95.9                 | 97.9                  | <b>98.7</b>              |               |
|  | Percentage of employees who smoke   | Group in Japan* <sup>1</sup> | %                     | 37.6    | 36.6                 | 33.8                 | 31.9                  | <b>31.6</b>              |               |
| Human resource development   | Number of participants in NSK Global Management College                       | NSK Group                    | Persons               | 13      | 12                   | 0* <sup>4</sup>      | 0* <sup>4</sup>       | <b>13</b>                |               |
|  | Number of participants in NSK Japan Management College                        | Group in Japan* <sup>1</sup> | Persons               | 10      | 10                   | 10                   | 10                    | <b>9</b>                 |               |
|  | Number of participants in NSK Institute of Technology                         | NSK Group                    | Persons               | 451     | 527                  | 518                  | 493                   | <b>495</b>               |               |
| Rate of labor union participation                                      | Non-management employees  | Group in Japan* <sup>1</sup> | %                     | 100     | 100                  | 100                  | 100                   | <b>100</b>               |               |
|  | All employees including managers  | Group in Japan* <sup>1</sup> | %                     | 83      | 83                   | 83                   | 84                    | <b>84</b>                |               |
| Employee engagement survey   | Number of participants (officers and employees)                               | NSK Group                    | Persons               | 15,538  | 14,964* <sup>3</sup> | 16,985* <sup>3</sup> | 5,976                 | <b>20,611</b>            |               |
| Research and development   | Number of patents held  | NSK Group                    | Patents               | 7,499   | 8,052                | 8,172                | 6,226                 | <b>6,306</b>             |               |

\*1 NSK Ltd. and main Group companies in Japan \*2 The Company receives third-party assurances. ▶ P.83 \*3 Revised to improve accuracy \*4 Cancelled due to the spread of COVID-19

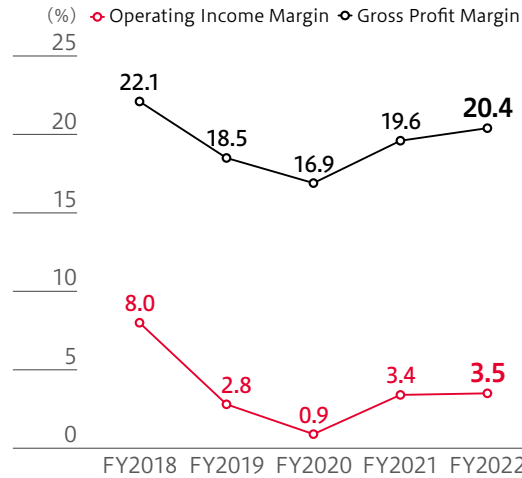
| As of June 30                             |  |  | Unit     | 2019/6 | 2020/6 | 2021/6 | 2022/6 | 2023/6      |
|---|--|--|----------|--------|--------|--------|--------|-------------|
| <b>Governance</b>                         | Composition of the Board of Directors                    | Number of directors                    | Persons  | 12     | 9      | 9      | 9      | <b>9</b>    |
|   |  | Ratio of independent outside directors | %        | 41.7   | 55.6   | 55.6   | 55.6   | <b>55.6</b> |
|   |  | Ratio of males                         | %        | 91.7   | 88.9   | 88.9   | 88.9   | <b>88.9</b> |
|   |  | Ratio of females                       | %        | 8.3    | 11.1   | 11.1   | 11.1   | <b>11.1</b> |
|   |  |  | Unit     | FY2018 | FY2019 | FY2020 | FY2021 | FY2022      |
| Attendance at Board of Directors meetings | Number of times convened                                 |  | Meetings | 10     | 10     | 10     | 10     | <b>10</b>   |
|   | Average attendance rate                                  |  | %        | 99     | 99     | 98     | 100    | <b>98</b>   |
|   | Average attendance rate of independent outside directors |  | %        | 98     | 98     | 98     | 100    | <b>96</b>   |

## Trends in Major Indices

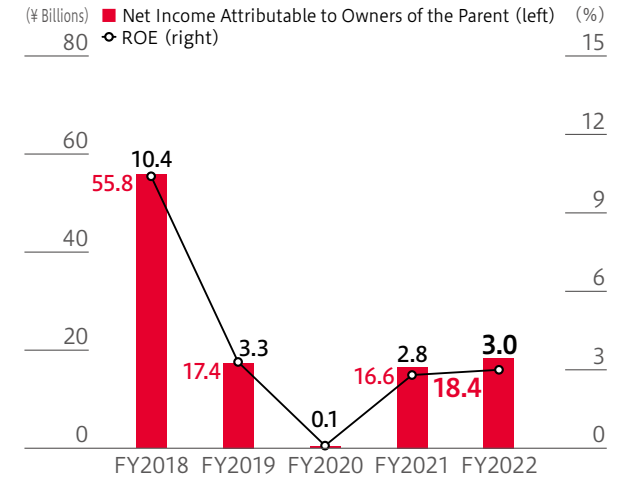
## ■ Sales



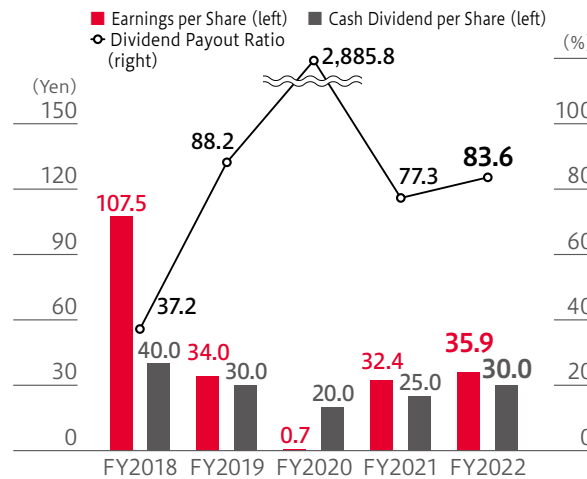
## ■ Operating Income Margin/Gross Profit Margin



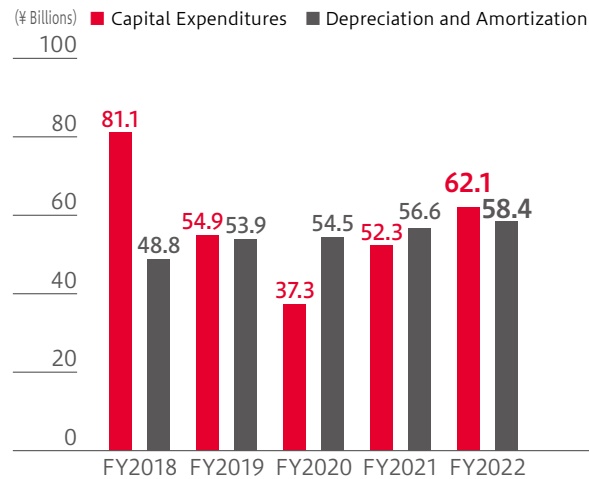
## ■ Net Income Attributable to Owners of the Parent/ROE



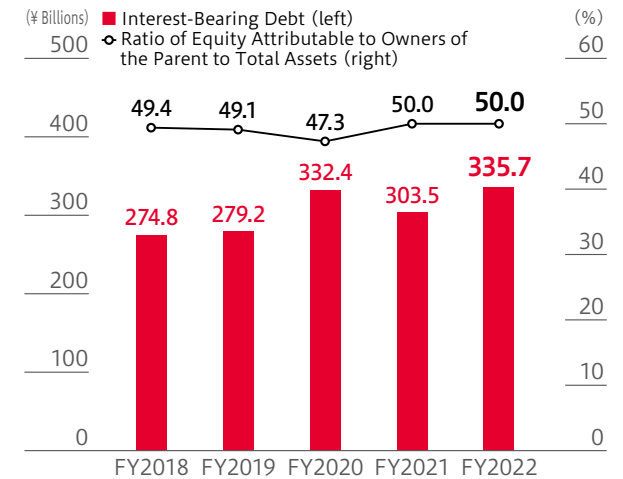
## ■ Earnings per Share/Cash Dividend per Share/Dividend Payout Ratio



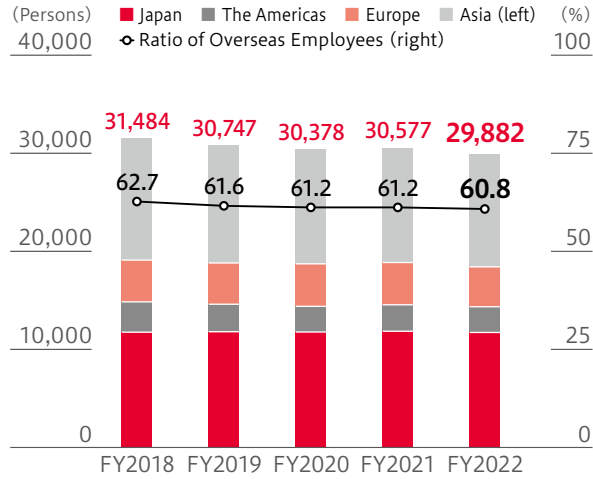
## ■ Capital Expenditures/Depreciation and Amortization



## ■ Interest-Bearing Debt/Ratio of Equity Attributable to Owners of the Parent to Total Assets

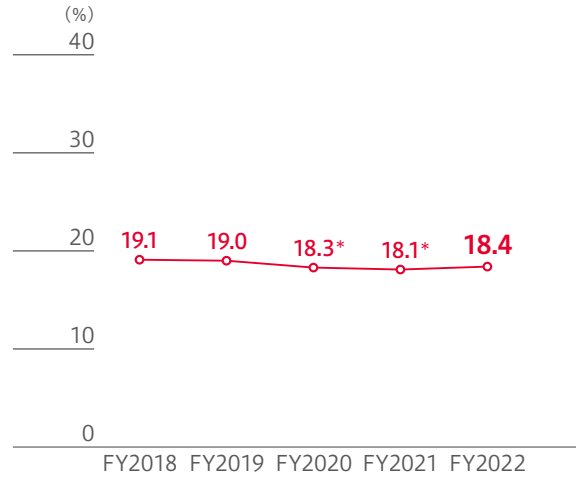


■ Number of Employees Worldwide/Ratio of Overseas Employees



▶ PP.34–35 Strengthening Internal Capital: Manufacturing Capital

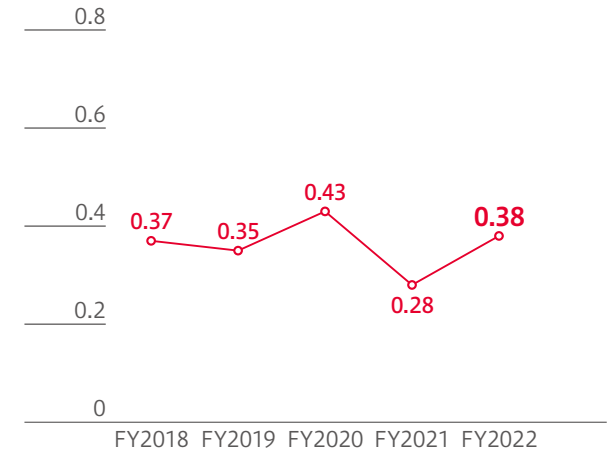
■ Ratio of Female Employees



\*Revised to improve accuracy

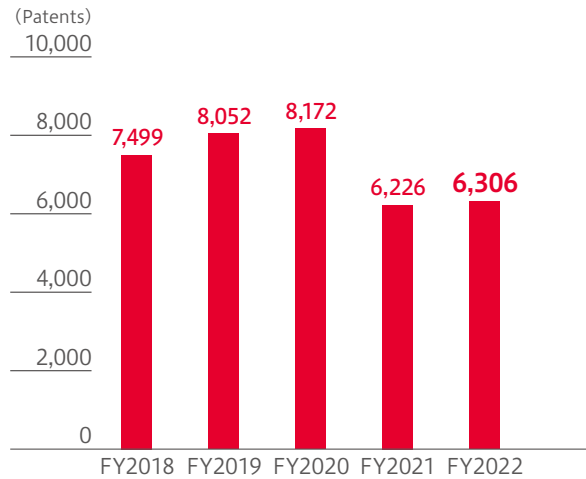
▶ P.37 Diversity as a Driving Force of the Organization

■ Lost-Time Injury Frequency Rate



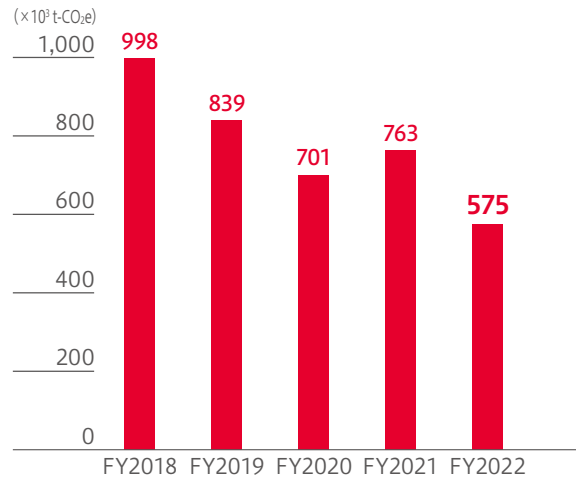
▶ P.44 Safety Management

■ Number of Patents Held



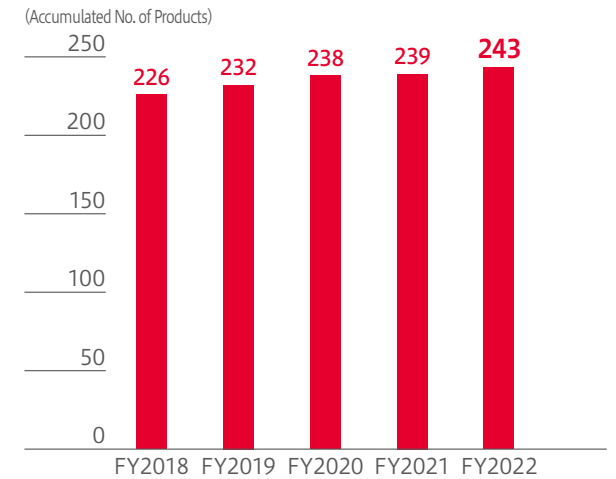
Note: To set itself apart from competitors and enhance the competitiveness of its products and services, NSK submits patent applications on an ongoing basis for any technological outcomes it produces. As a result of reorganizing patents with a low potential for future use, the number of patents held decreased in FY2021.

■ Greenhouse Gas Emissions



▶ PP.42–43 Initiatives for Minimizing the Environmental Impact of Our Business Activities and Maximizing the Environmental Contribution of Our Products

■ Number of Environmentally Friendly Products Developed



Note: Cumulative data from FY2002.