

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Financial Data *1												
Profit and Loss Statement												
Net Sales *2	(Millions of yen)	539,594	638,970	701,900	716,996	683,636	744,699	733,846	651,956	562,847	642,023	773,960
Operating Income	(Millions of yen)	7,278	33,003	43,850	47,770	35,929	39,935	27,222	7,517	(3,138)	6,880	17,145
Operating Margin	(%)	1.3	5.2	6.2	6.7	5.3	5.4	3.7	1.2	(0.6)	1.1	2.2
Income (loss) before Income Taxes	(Millions of yen)	(13,897)	(2,451)	37,062	26,942	14,889	26,905	2,938	(33,949)	(1,256)	17,619	10,807
Net Income (Loss) Attributable to Shareholders (parent company)	(Millions of yen)	(14,195)	(14,648)	23,352	15,037	2,830	20,373	(6,958)	(43,992)	(11,641)	7,341	10,367
Capital Expenditures	(Millions of yen)	48,979	33,162	31,266	36,300	35,398	37,589	45,172	57,675	23,817	19,809	22,253
Depreciation and Amortization	(Millions of yen)	34,841	39,315	40,391	38,277	36,629	37,505	38,926	37,306	35,478	37,898	42,048
R&D expenditures	(Millions of yen)	16,174	17,820	18,088	18,480	19,196	21,007	21,661	19,961	17,485	17,444	18,678
Balance Sheet												
Total Assets	(Millions of yen)	768,461	848,037	856,121	794,000	797,038	839,427	840,750	757,822	836,563	855,483	869,827
Net Assets	(Millions of yen)	211,742	213,368	262,559	248,504	245,050	269,759	246,404	168,378	183,751	216,425	237,425
Inventories	(Millions of yen)	163,287	166,484	184,128	178,220	171,481	179,738	194,505	182,923	176,847	214,843	239,385
Interest-bearing Debt	(Millions of yen)	360,801	381,767	359,105	325,173	320,169	320,833	350,344	362,416	422,803	394,031	371,292
Various Indicators												
Inventory Turnover Ratio	(Times)	3.3	3.8	3.8	4.0	4.0	4.1	3.8	3.6	3.2	3.0	3.2
Net D/E Ratio	(Times)	1.37	1.27	1.11	1.11	1.05	0.93	1.16	1.87	1.62	1.38	1.2
Net Income (loss)/Average Total Assets (ROA)	(%)	(1.9)	(1.8)	2.7	1.8	0.4	2.5	(0.8)	(5.5)	(1.5)	0.9	1.2
Net Income (loss)/ Average Shareholders' Equity (ROE)	(%)	(7.2)	(7.3)	10.5	6.3	1.2	8.4	(2.9)	(22.8)	(7.1)	4.0	5.0
Equity to Capital Ratio	(%)	26.0	23.5	28.6	29.3	28.8	30.2	27.4	20.6	20.4	23.1	25.4
Return on Invested Capital (ROIC)	(%)	1.0	4.0	5.2	5.8	4.5	5.0	3.3	1.0	(0.4)	0.8	2.0
Cash Flows												
Net cash provided by operating activities	(Millions of yen)	20,505	69,058	25,120	46,247	62,387	61,799	43,224	43,749	36,473	8,956	34,219
Net cash used in investing activities	(Millions of yen)	(56,604)	(34,132)	(31,293)	(33,770)	(41,218)	(48,358)	(65,614)	(61,807)	(17,938)	2,512	(13,858)
Net cash provided by financing activities	(Millions of yen)	69,586	6,595	(37,492)	(27,958)	(8,218)	(7,520)	20,745	7,413	54,671	(41,300)	(33,258)
Net cash flow	(Millions of yen)	(36,099)	34,926	(6,173)	12,477	21,169	13,441	(22,390)	(18,058)	18,535	11,468	20,361
Per-share Data												
Net Assets	(Yen)	375.84	374.68	461.21	436.97	431.66	477.17	433.32	294.00	321.04	372.70	415.64
Net Income (Loss)												
Net Income (Loss)	(Yen)	(26.69)	(27.54)	43.91	28.28	5.33	38.36	(13.10)	(82.83)	(21.92)	13.83	19.53
Diluted net income	(Yen)	-	-	-	-	-	-	-	-	-	-	-
Cash Dividends	(Yen)	0	2.00	6.00	10.00	10.00	15.00	15.00	5.00	0.00	0.00	5.00
Non-Financial Data												
Number of employees (consolidated)		21,398	22,156	23,360	24,109	24,665	25,493	24,988	24,199	23,292	23,383	23,027
Percentage of employees overseas	(%)	63	64	66	66	66	66	65	64	62	63	63.4
Percentage of female employees (non-consolidated)	(%)	9	9	9	10	10	10	10	10	10	11	10
Average years of continuous employment	(Years)	18.5	17.7	17.6	17.5	17.5	18.6	19.0	19.3	19.5	19.9	20
Number of Directors		12	11	11	14	14	14	14	11	11	12	12
Number of Independent Outside Directors		2	2	2	2	2	2	2	5	5	6	5
CO ₂ emissions*3	(10,000 tons)	56.7	59.3	61.7	60.5	62.0	65.3	72.8	62.0	54.9	59.2	56.4
Energy consumption*4	TJ/year	6,134	6,331	6,463	6,336	6,493	6,849	6,978	6,326	5,783	6,623	6,456
Water consumption*5	(10,000 m ³)	210.9	201.8	197.3	319.7	323.0	326.4	349.3	281.1	243.0	271.5	284.1
Waste generation	(10,000 tons)	14.1	15.0	15.4	15.9	16.3	17.7	18.1	15.5	13.1	15.4	16.3
Exchange Rate Data												
USD Average		82.91	100.17	109.76	120.15	108.39	110.85	110.88	108.73	106.01	112.34	135.45
EUR Average		106.78	134.21	138.69	132.60	118.80	129.64	128.41	120.84	123.66	130.53	140.91
USD at fiscal year end		94.05	102.92	120.17	112.68	111.85	106.49	110.64	107.85	110.36	121.89	132.68
EUR at fiscal year end		109.80	120.73	141.65	130.32	127.70	119.48	131.00	124.21	129.32	136.01	144.70

*1 Effective from the fiscal year ended March 31, 2019, the Company has adopted the "Partial Revision of the Accounting Standard for Tax Effect Accounting", etc. The figures for the period from the fiscal year ended March 31, 2015 to the fiscal year ended March 31, 2018 have also been reclassified to reflect the above accounting standards. In addition, from NTN Rerpot 2022, we use the financial data listed in the Annual Securities Report.

*2 "Loyalty," which was previously included in "non-operating income," has been changed to be included in "net sales" from the fiscal year ended March 31, 2021. The figures for the period from the fiscal year ended March 31, 2017 to the fiscal year ended March 31, 2020 have also been reclassified.

*3 Scope 2 CO₂ emissions since the fiscal year ended March 31, 2019 (Carbon neutral benchmark year) are calculated using emission factors sourced from "Electric Utility Emission Factors" (Ministry of the Environment and the Ministry of Economy, Trade and Industry) in Japanese sites and calculated using emission factors sourced from "Emissions Factors 2022" (IEA) in overseas sites.

*4 The energy of electric power is calculated using physical quantity (3.6 MJ/kWh), and the energy of fuel is calculated using the emission factor sourced from "Emission intensity database for calculation of greenhouse gas emissions of organizations through the supply chain (Ver.3.3)" (Ministry of the Environment).

*5 Water consumption (10,000 m³) is collected from Japanese sites until the fiscal year ended March 31, 2015, and from Japanese and overseas sites from the fiscal year ended March 31, 2016 onward.