



NOK CORPORATION

ESG
Data Book
2022

List of ISO14001-certified companies		
In the NOK Group, 98.5% of the plants/offices have obtained ISO14001.		
Country	ISO14001-certified companies	Scope of application
Japan	NOK CORPORATION	Fukushima Plant
		Nihonmatsu Plant
		Kitaibaraki Plant
		Isohara Plant
		Toyoda Plant
		Tsukuba Plant
		Fujisawa Plant/Shonan R&D Center
		Shizuoka Plant
		Tokai Plant
		Tottori Plant
		Kumamoto Plant
		Headquarters Factory
		Fukushima Plant : Certified as NOK
	Tenei Seal Industry Corporation	Nonodake Factory (Headquarters)
	NOK METAL Co., Ltd.	Kawamata Factory
		Kawamata Factory (Kogami)
		Tome Plant
	Miyagi NOK Corporation	Miyazaki Plant
	Miharu Industry Corporation	
	Tohoku Seal Industry Corporation	
	Nihonmatsu NOK Corporation	Certified as NOK
	Isohara Polyurethane Industry Corporation	Isohara Plant : Certified as NOK
		Hanakawa Plant : Certified as NOK
	Isshin Industries Corporation	
	Kanasei Corporation	Fukushima Plant
	Kikugawa Seal Industry Co., Ltd.	Head Office Plant : Certified as NOK
		Honjo Plant : Certified as NOK
	MYK Corporation	Head Office Plant : Certified as NOK
	TVC Co., Ltd.	
	Saga NOK Corporation	Ureshino Plant
		Tosu Plant
	Kumamoto NOK Corporation	Headquarters Factory
		The First Factory
	Kusu NOK Corporation	
	Nichinan NOK Corporation	
	Aso NOK Corporation	
	NIPPON MEKTRON, LTD.	
	MEKTEC-J Co., Ltd.	Certified as NIPPON MEKTRON, LTD.
	SYNZTEC CO., LTD.	
	Kuki Roll Industry Co., Ltd.	
	Tokiwa Industry Co., Ltd.	Motomiya Plant
		Branch plant
	NOK KLUEBER CO., LTD.	
	UNIMATEC CO., LTD.	The First Factory
	NOK Elastomers Processing Co., Ltd.	Tohoku Plant : Certified as NOK
		Kyusyu Plant
	NOK Fugaku Engineering Co., Ltd.	
Thailand	Thai NOK Co., Ltd.	Panthong Plant
		Bangpakong Plant
		Rubber Seal Production Plant
	Mektec Manufacturing Corporation (Thailand) Ltd.	
	Mektec Precision Component (Thailand) Ltd.	

Country	ISO14001-certified companies	Scope of application
Malaysia	Synztec (Malaysia) Sdn. Bhd.	
Vietnam	Vietnam NOK Co., Ltd.	
	Mektec Manufacturing Corporation (Vietnam) Ltd.	
	Synztec Vietnam Co., Ltd.	
Indonesia	PT. NOK Indonesia	
	PT. NOK Freudenberg Sealing Technologies	
	PT. NOK Precision Component Batam	
China	Wuxi NOK-Freudenberg Oil Seal Co., Ltd.	
	Changchun NOK-Freudenberg Oil Seal Co., Ltd.	
	NOK (Wuxi) Vibration Control China Co., Ltd.	
	NOK (Wuxi) Water Treatment Technology Co., Ltd.	
	Mektec Manufacturing Corporation (Zhuhai) Ltd.	Nanping Plant
		Longshan Plant
	Mektec Manufacturing Corporation (Suzhou)	
	Synztec Precision Parts (Shenzhen) Co., Ltd.	
Taiwan	Mektec Corporation	Kaohsiung Plant
		Tainan Plant

Environmental Performance Data					
INPUT					
Item	Scope of Coverage	Unit	FY 2019	FY 2020	FY 2021
Total consumption of raw materials	Non-consolidated	1,000 tons	91	81	89
	Rubber	1,000 tons	13	12	13
	Compounding ingredients and adhesives	1,000 tons	11	10	11
	Plastics	1,000 tons	1	1	1
	Metals	1,000 tons	66	58	64
Total energy consumption	Non-consolidated	TJ	1,470	1,395	1,495
	Consolidated	TJ	5,102	4,710	5,277
	Electricity	Non-consolidated	TJ	1,324	1,263
		Consolidated	TJ	4,393	4,082
	Fuels	Non-consolidated	TJ	146	132
		Consolidated	TJ	709	628
Energy emissions intensity	Non-consolidated	TJ/Millions of yen	0.011	0.011	0.011
	Consolidated	TJ/Millions of yen	0.009	0.010	0.010
Total water withdrawals	Non-consolidated	1,000 m³	815	807	832
	Consolidated	1,000 m³	9,010	8,238	9,027
	City Water	Non-consolidated	1,000 m³	596	610
		Consolidated	1,000 m³	4,567	4,401
	Industrial Water	Non-consolidated	1,000 m³	37	27
		Consolidated	1,000 m³	4,165	3,581
	Ground Water	Non-consolidated	1,000 m³	182	171
		Consolidated	1,000 m³	279	214
Inputs (water intake) emissions intensity	Non-consolidated	m³/Millions of yen	6.2	6.5	6.1
	Consolidated	m³/Millions of yen	16.4	16.8	16.3
Water consumption	Non-consolidated	1,000 m³	341	317	205
	Consolidated	1,000 m³	1,344	1,693	2,837
Consumption of substances subject to PRTR	Non-consolidated (Domestic)	1,000 tons	1.4	1.5	1.6

OUTPUT

Item	Scope of Coverage	Unit	FY 2019	FY 2020	FY 2021
Total CO ₂ emissions (Scope 1 + Scope 2)	Non-consolidated	1,000 tons-CO ₂	214	186	198
	Location-base*	Consolidated	1,000 tons-CO ₂	722	636
	Scope1	Non-consolidated	1,000 tons-CO ₂	9	8
		Consolidated	1,000 tons-CO ₂	43	38
	Scope2	Non-consolidated	1,000 tons-CO ₂	205	178
		Consolidated	1,000 tons-CO ₂	679	598
Total CO ₂ emissions (Scope 1 + Scope 2)	Non-consolidated	1,000 tons-CO ₂	195	183	189
	Market-base*	Consolidated	1,000 tons-CO ₂	692	627
	Scope1	Non-consolidated	1,000 tons-CO ₂	9	8
		Consolidated	1,000 tons-CO ₂	43	38
	Scope2	Non-consolidated	1,000 tons-CO ₂	186	174
		Consolidated	1,000 tons-CO ₂	649	589
CO ₂ emissions For Scope 3*	Consolidated	1,000 tons-CO ₂	268	269	2,169
NO _x	Non-consolidated (Domestic)	kg	8,975	8,591	8,047
	Consolidated(Domestic)	kg	23,490	23,072	20,838
SO _x	Non-consolidated (Domestic)	kg	3,784	2,973	2,580
	Consolidated(Domestic)	kg	3,784	2,973	7,757
VOC emissions	Non-consolidated	1,000 tons	2.0	1.8	1.7
	Consolidated	1,000 tons	3.3	3.1	3.2
Emissions of substances subject to PRTR	Non-consolidated (Domestic)	t	132	102	123
Total wastewater	Non-consolidated	1,000 m³	475	490	627
	Consolidated	1,000 m³	7,666	6,545	6,189
	River/Lake	Non-consolidated	1,000 m³	388	365
		Consolidated	1,000 m³	3,529	2,594
	sewage system	Non-consolidated	1,000 m³	87	125
		Consolidated	1,000 m³	4,137	3,951
BOD load	Non-consolidated (Domestic)	t	3.97	3.53	5.34
	Consolidated(Domestic)	t	5.16	5.36	6.96
Industrial Waste	Non-consolidated	1,000 tons	19	20	21
	Consolidated	1,000 tons	57	52	60
Amount of waste recycled	Non-consolidated	1,000 tons	19	20	21
	Consolidated	1,000 tons	44	46	53
Landfill disposal amount	Non-consolidated	1,000 tons	0.35	0.07	0.06
	Consolidated	1,000 tons	13	6	7
Valuable waste	Non-consolidated	1,000 tons	29	26	29
	Consolidated	1,000 tons	56	47	55
Recycling rate	Non-consolidated	%	99.3	99.8	99.9
	Consolidated	%	90.0	94.9	95.2

* Scope 3 for FY 2020 to FY 2021:The aggregation range shall cover categories 1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 13 , 14 and 15.
Categories 9, 10, 11 and 12 fall outside the aggregation range because of the current difficulty in calculating.

Environmental Performance Results Aggregation range

Page	Item		Aggregation range	
P.31	Input materials and industrial waste associated with business activities	INPUT	Raw Materials	On a parent basis(production subsidiary)
			Energy	On a parent basis(production subsidiary)
			Water	On a parent basis(production subsidiary)
			Environmentally hazardous substances	On a parent basis(production subsidiary)
		OUTPUT	Gas emissions	On a parent basis(production subsidiary)
			wastewater	On a parent basis(production subsidiary)
			Industrial waste, etc.	On a parent basis(production subsidiary)
			Environmentally hazardous substances	On a parent basis(production subsidiary)
P.34-35	Measures against Climate Change	Targets and Results	CO ₂ emissions	NOK Group consolidated
			CO ₂ emission intensity	NOK Group consolidated(Domestic)
		Long-term vision and progress	CO ₂ emissions(Domestic)	NOK Group consolidated(Domestic)
			CO ₂ emission intensity(Overseas)	NOK Group consolidated(Overseas)
			CO ₂ emissions	NOK Group consolidated
			Scope 3	NOK Group consolidated
			GHG(CO ₂)	NOK Group consolidated
			GHG (other than CO ₂)	NOK Group consolidated(Domestic)
P.37	Resource Conservation and Waste Recycling	Targets and Results	Waste discharge amount	NOK Group consolidated(Domestic)
			Landfill disposal amount	NOK Group consolidated(Domestic)
			Recycling rate	NOK Group consolidated(Domestic)
P.39	Conservation of Water Resources	Targets and Results	Total water withdrawals	NOK Group consolidated
			Wastewater	NOK Group consolidated
			Water Risk Assessment	NOK Group consolidated
P.41	Measures on Substances of Concern	Targets and Results	VOC emissions into the atmosphere	NOK Group consolidated
			FY 2021 PRTR Results	NOK Group consolidated(Domestic)
P.43	Environmentally friendly products	Environmental accounting	Various costs	NOK
Environmental Performance Data	INPUT		Raw Materials	On a parent basis(production subsidiary)
			Energy	NOK Group consolidated
			Water	NOK Group consolidated
			PRTR results	On a parent basis(production subsidiary)
			CO ₂ emissions	NOK Group consolidated
	OUTPUT		NO _x	NOK Group consolidated(Domestic)
			SO _x	NOK Group consolidated(Domestic)
			VOC emissions into the atmosphere	NOK Group consolidated
			wastewater	NOK Group consolidated(in Japan for BOD)
			Industrial waste, etc.	NOK Group consolidated
			PRTR results	On a parent basis(production subsidiary)

*The aggregation range was changed for some parts since last fiscal year.

FY 2021 PRTR Results							
Substance Name	Cabinet Order No.	Emission amount				Displacement amount	
		Atmosphere	Public Waters	Landfill	Soil	Drainage	Off-site
Zinc compounds(water-soluble)	001	-	28	-	-	-	4,450
Ethyl acrylate	003	240	230				730
Acrylic acid and water-soluble salts	004	-	-	-	-	-	140
N-Butyl acrylate	007	210	190	-	-	-	630
Acrylonitrile	009	-	32	-	-	-	1
Sodium alkylbenzenesulfonate (The alkyl is limited to the substituent groups derived from linear alkane of C=10-14.)	030	-	-	-	-	-	9
2-Imidazolidinethione	042	1					3
Ethyl benzene	053	13,825					1,536
Ethylene glycol monomethyl ether	058	2	-	-	-	-	26
Ethylenediamine	059	-	-	-	-	-	540
Xylene	080	23,255	-	-	-	-	1,320
Chlorodifluoromethane ; HCFC-22	104	500	-	-	-	-	-
Cyclohexylamine	154	-	-	-	-	-	1,058
N-(Cyclohexylthio) phthalimide	155	-	520	-	-	-	-
N,N-Dimethylaniline	216	-	-	-	-	-	16,000
3,3'-Dimethylbiphenyl-4,4'-diyl diisocyanate	228	-	-	-	-	-	30
N-(1,3-Dimethylbutyl)-N'-phenyl-p-phenylenediamine	230	6	-	-	-	-	3,413
N,N-Dimethylformamide	232	176	65	-	-	-	14,482
Styrene	240	3	3	-	-	-	10
Tetramethylthiuram disulfide ;thiuram or thiram	268	-	-	-	-	-	30
Copper salts(water-soluble, except complex salts)	272	-	-	-	-	-	1,126
Sodium dodecyl sulfate	275	-	520	-	-	-	1,700
1,2,4-Trimethylbenzene	296	15	-	-	-	-	-
Toluene	300	86,209	2	-	-	-	24,298
Nickel	308	-	-	-	-	-	13,267
Nickel compound	309	-	-	-	-	-	357
Ziram bis (N,N'-dimethyldithiocarbamate) zinc ; ziram	328	-	-	-	-	-	57
Bis (1-methyl-1-phenylethyl peroxide)	330	-	-	-	-	-	550
Phenol	349	-	-	-	-	-	50
Hydrogen fluoride and its water-soluble salts	374	-	470	-	-	-	140,000
1-Bromopropane	384	2,500	-	-	-	-	400
Hexamethylene diamine	390	-	-	-	-	-	9
Water-soluble sodium of peroxydisulfuric acid	395	-	24	-	-	-	77
Poly (oxyethylene) alkyl ether (alkyl C=12-15)	407	-	820	-	-	-	2,600
Methacrylic acid	415	-	1	-	-	-	110
Methacrylic acid 2,3-epoxypropyl ester	417	-	0	-	-	-	1
Methylnaphthalene	438	2,223	-	-	-	-	780
Methylenebis (4,1-phenylene) diisocyanate	448	1	-	-	-	-	773
Trityl phosphate	460	-	-	-	-	-	11
Total		129,167	2,905	-	-	-	230,573

Unit:kg

Employee situation					
Composition of employees (by type of employment)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Regular employees	3,248	3,419	3,529	3,676	3,489
Non-regular employees	427	410	389	389	398
Total	3,675	3,829	3,918	4,065	3,887
*On a parent basis					
Composition of employees (by region)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Japan	10,158	10,789	11,001	11,017	10,730
China	12,774	11,681	10,913	9,383	9,690
Southeast Asia	19,891	18,651	17,395	16,194	15,623
Europe and the United States	706	1,130	1,183	1,405	1,570
Total	43,529	42,251	40,492	37,999	37,613
*On a consolidated basis					
Composition of employees (on the basis of gender)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	2,535	2,677	2,747	2,857	2,704
Female	713	742	782	819	785
Total	3,248	3,419	3,529	3,676	3,489
*On a parent basis					
Average length of continuous service					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	17.1	16.9	17.1	17.3	17.8
Female	18.8	18.9	19.3	19.5	20.0
Overall	17.4	17.4	17.6	17.8	18.3
*On a parent basis					
Average age					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	40	40	40.1	40.3	40.9
Female	39.5	39.8	40.1	40.4	41.2
Overall	39.9	39.9	40.1	40.3	41.0
*On a parent basis					
Employee ratio by age					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Age 20s and under	-	-	22.1%	20.7%	19.6%
Age 30s	-	-	27.5%	27.3%	27.2%
Age 40s	-	-	29.6%	29.1%	27.1%
Age 50s	-	-	20.5%	22.4%	25.5%
Age 60s and over	-	-	0.3%	0.4%	0.5%
*On a consolidated basis					
Ratio of women in managerial positions					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Domestic	-	0.5%	0.8%	0.5%	0.3%
Overseas	-	29.2%	28.1%	30.0%	35.7%
*On a consolidated basis					
Ratio of mid-career and foreign-national employees in managerial positions					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Ratio of mid-career employees	-	-	-	9.8%	9.8%
Ratio of foreign-national employees	-	-	-	0.3%	0.3%
*On a parent basis					
Composition of the Directors					
(As of March 31, 2022)					
	Gender		Internal/External		
	Male	Female	Internal	External	
Directors	9	0	7	2	
Operating Officer	16	0			
*On a parent basis					
Hiring of new graduates					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	87	115	117	92	30
Female	25	32	34	25	11
Total	112	147	151	117	41
*On a parent basis					
Rate of hiring of new female graduates for the managerial track					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Hiring ratio	4.4	6.1	5.2	6.3	13.3
*On a parent basis					
Number of new hires (total of new graduates and mid-career hires)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	-	-	134	98	47
Female	-	-	42	26	22
Total	0	0	176	124	69
*On a parent basis					
Number of new hires by age group (total of new graduates and mid-career hires)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Age 20s and under	-	-	-	-	55
Age 30s	-	-	-	-	12
Age 40s	-	-	-	-	2
Age 50s	-	-	-	-	0
Age 60s and over	-	-	-	-	0
*On a parent basis					
Number of turnovers (leaving on own volition)					
(As of March 31, 2022)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	-	-	34	48	44
Female	-	-	12	18	16
Overall	0	0	46	66	60
*On a parent basis					

Ratio of standard entry-level salary to regional minimum wage (based on gender)
(As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fukushima	-	-	132.9%	132.6%	128.1%
Kumamoto	-	-	134.2%	133.7%	129.2%

*On a parent basis/Comments of the major sites, no gender differences

Ratio of senior management hired from regional communities (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ratio	-	-	-	-	6.5%

*On a parent basis

Base salary and total compensation, female-male ratio (Female:Male)
(As of March 31, 2022)

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Base salary	Number of management	-	-	-	-	1:1.19
	Number of general employees	-	-	-	-	1:1.07
total compensation	Number of management	-	-	-	-	1:1.19
	Number of general employees	-	-	-	-	1:1.12

Employee retention status (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Rate of turnover	1.1%	1.3%	1.0%	1.8%	1.7%

*On a parent basis

Work-life Balance

Number of employees who took childcare leave (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	1	0	1	2	5
Female	53	53	60	47	30

*On a parent basis

Rate of return-to-work after childcare leave (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	-	-	-	-	100%
Female	-	-	-	-	100%

*On a parent basis

Number of employees who took nursing care leave (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	0	0	0	1	1
Female	1	0	0	0	0

*On a parent basis

Number of persons reemployed (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Male	210	223	209	212	221
Female	5	6	6	10	12

*On a parent basis

Employment of disabled persons (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Rate of employment	2.06%	2.06%	2.06%	2.03%	2.15%

*On a parent basis

Hours worked per employee/Average number of days of annual paid leave taken
(As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Actual total hours worked per employee	2,100.1	2,096.2	2,041.7	1,953	2,006.8
Overtime worked per employee (on an annual basis)	256.1	253	205.8	117	183.2
Average number of days of annual paid leave taken	13.5	13.6	14.5	14.5	16.0

*On a parent basis

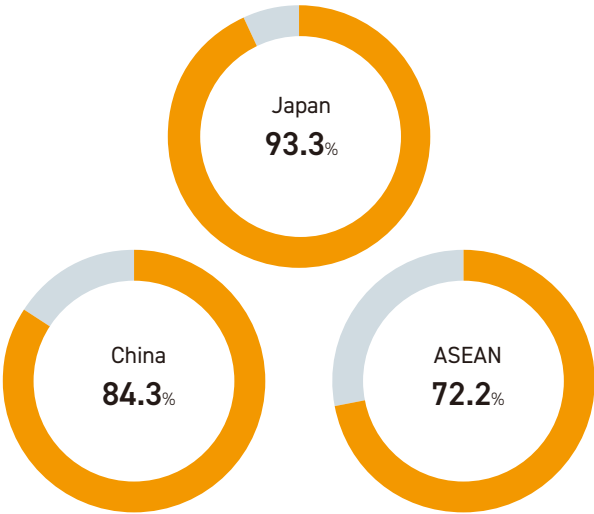
Labor-management relations

Number of labor-management conferences held (As of March 31, 2022)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of Central Labor Management Councils held	15	16	16	17	16

Suppliers

FY 2021 Local procurement rate at major production bases
(% of procurement value)



List of quality management system certified companies				
Country	Certified companies (business divisions/business establishments)	Operating site	Type of standards	Date of acquisition
Japan	NOK CORPORATION, Oil Seal Division		ISO 9001	7-Mar-14
	Tenei Seal Industry Corporation		ISO 9001	December 18, 2020
	Miharu Industry Corporation		ISO 9001	April 12, 2021
	Tohoku Seal Industry Corporation		ISO 9001	April 2, 2021
	Miyagi NOK Corporation		ISO 9001	March 15, 2021
	Nihonmatsu NOK Corporation		ISO 9001	March 3, 2021
	NOK METAL Co., Ltd.		ISO 9001	April 14, 2021
	NOK CORPORATION, Plastics & Polyurethane Division	Kitaibaraki Plant	ISO 9001	3-Sep-07
		Isohara Polyurethane Industry Corporation	ISO 9001	15-Dec-14
	NOK CORPORATION, Gaskets & Boots Division	Shizuoka Plant	ISO 9001	9-Oct-13
		Nihonmatsu Plant	ISO 9001	9-Oct-13
		Tsukuba Plant	ISO 9001	9-Oct-13
		MYK Corporation	ISO 9001	9-Oct-13
		Kikugawa Seal Industry Co., Ltd.	ISO 9001	9-Oct-13
	NOK CORPORATION Tokai Plant		ISO 9001	17-Oct-07
	NOK CORPORATION, Vibration Control Rubber Division	Tottori Plant	ISO 9001	3-Jun-09
		TVC Co., Ltd.	ISO 9001	3-Jun-09
	NOK CORPORATION, Precision Moldings & O-rings Division	Kumamoto Plant	ISO 9001	30-Sep-98
	Isshin Industries Corporation		ISO 9001	28-Nov-11
	Kanasei Corporation		ISO 9001	13-Apr-11
	Saga NOK Corporation (Ureshino Plant)		ISO 9001	7-Feb-01
	Saga NOK Corporation (Tosu Plant)		ISO 9001	7-Nov-08
	Kusu NOK Corporation		ISO 9001	27-Mar-04
	Kumamoto NOK Corporation		ISO 9001	24-Mar-04
	Nichinan NOK Corporation		ISO 9001	24-Mar-04
	Aso NOK Corporation		ISO 9001	25-Jun-08
Thailand	Thai NOK Co., Ltd.	Oil Seal Production	IATF 16949	28-Jan-18
		Vibration Control Production	IATF 16949	24-Jan-18
		Rubber Seal Production	IATF 16949	2-Feb-18
Vietnam	Vietnam NOK Co., Ltd.		ISO 9001	1-Sep-09
			IATF 16949	December 12, 2011
Indonesia	P.T. NOK Indonesia		IATF 16949	26-Jul-17
	PT. NOK Freudenberg Sealing Technologies		ISO 9001	July 10, 2018
			IATF 16949	13-Jun-18
China	Wuxi NOK-Freudenberg Oil Seal Co., Ltd.		ISO 9001	May 21, 1999
			IATF 16949	17-Apr-18
	Changchun NOK-Freudenberg Oil Seal Co., Ltd.		IATF 16949	12-Jun-18
	Taicang NOK-Freudenberg Sealing Products Co., Ltd.		ISO 9001	February 20, 2007
			IATF 16949	January 20, 2016
	NOK (Wuxi) Vibration Control China Co., Ltd.		IATF 16949	15-Mar-19
	NOK (Wuxi) Water Treatment Technology Co., Ltd.		ISO 9001	October 29, 2020

*This list covers establishments engaged in seal production among overseas group companies.

Corporate Governance

Composition of the board of directors

	FY 2019	FY 2020	FY 2021
Number of auditors	8	9	9
Of which, the number of outside directors	2	2	2
Of which, the number of female auditors	0	0	0

Composition of auditors

	FY 2019	FY 2020	FY 2021
Number of auditors	5	5	5
Of which, the number of outside auditors	3	3	3
Of which, the number of female auditors	0	0	0

Composition of the Directors

(As of June 30, 2021)

	Total	Gender		Internal/External	
		Male	Female	Internal	External
Directors	9	9	0	6	3
Operating Officer	19	18	1	-	-

*執行役員は、取締役との兼務者を除いた人数

Board of Directors

	FY 2019	FY 2020	FY 2021
Number of board of directors' meetings held (Held on paper)	13(2)	14(2)	12(0)
Average attendance rate	98.2%	100%	99.1%

Board of Statutory Auditors

	FY 2019	FY 2020	FY 2021
Number of board of statutory auditors' meetings held	9	12	11
Average attendance rate	97.8%	98.3%	100%

Remuneration of Directors and Auditors

(Millions of yen)

	FY 2019	FY 2020	FY 2021
Directors	289	317	406
Of which, the number of outside directors	12	11	14

· The directors' remuneration for FY 2019 includes remuneration granted to a board director who stepped down as a director as of October 31, 2019.
 · The directors' remuneration for FY 2021 includes remuneration for one auditors who retired from the position of board director at the conclusion of the 115th Ordinary General Meeting of Shareholders held on June 25, 2021.

Auditors' Remuneration

(Millions of yen)

	FY 2019	FY 2020	FY 2021
Number of Auditors	59	60	67
Of which, the number of outside auditors	18	17	17

The directors' remuneration for FY 2020 includes remuneration for two auditors who retired from the position of board director at the conclusion of the 114th Ordinary General Meeting of Shareholders held on June 25, 2020.

Political Donations

(Millions of yen)

	FY 2019	FY 2020	FY 2021
Result	0	0	0

No political donations have been made in the past ten years.