

## Disclosure on Dialogue with Shareholders (FY2023)

### Main personnel carrying out dialogues (with Shareholders):

Representative Director and President, Director in charge of Finance & Accounting and ESG, Head of Finance & Accounting Dept., Manager of Finance & Accounting Dept. Disclosure Group, Executive Officer in charge of ESG, Head of ESG Promotion Dept., Assistant Head of General Affairs Dept., Manager of General Affairs Dept. General Affairs Group

### General description of shareholders and format of dialogues:

Financial Results Briefings	2 sessions
Small Meetings in Japan (Institutional investors)	4 sessions
One-on-one Meetings in Japan (Institutional investors / Analysts, ESG officers, voting officers)	133 meetings
Overseas Investor Relations (Institutional investors)	3 meetings
Participation in Investment Forums	1 forum
Asset Management Briefings (Individual investors)	2 sessions

### Main topics of dialogues and items of interest to shareholders:

<b>Management Strategy and Growth</b>	<ul style="list-style-type: none"> <li>– Progress on transforming business portfolio</li> <li>– Expectations for future revenue from products related to carbon neutrality to improve price-earnings ratio (PER)</li> <li>– Relationship to growth strategy for investment in production facilities and in human capital</li> <li>– Enhancing disclosure of intellectual property and intangible asset strategies</li> </ul>
<b>Individual Business Segments</b>	<ul style="list-style-type: none"> <li>– Changes in demand trends and competitive environment for each business segment</li> <li>– Status of price pass-through in response to inflation</li> <li>– Business strategy for unprofitable business segments</li> </ul>
<b>Financial Strategy</b>	<ul style="list-style-type: none"> <li>– Validity of shareholder capital cost as perceived by the company</li> <li>– Further expansion of investments in promising businesses, such as those related to carbon neutrality, against a backdrop of sound financial health</li> <li>– Stance on shareholder returns</li> </ul>
<b>Governance, etc.</b>	<ul style="list-style-type: none"> <li>– Policy on maintaining cross-shareholdings</li> <li>– Analysis of approval/disapproval ratio for proposals at the previous Annual Shareholders Meeting</li> <li>– Number of times the Nomination and Compensation Advisory Committee meets, and enhancing content of discussions.</li> <li>– Principles for identifying skill matrices, and director appointments which contribute to growth strategy</li> <li>– Expanding opportunities for sustainability briefings and dialogue with outside directors</li> </ul>

### Providing feedback to management and Board of Directors:

Report to the Board of Directors and the Executive Committee (twice a year)

### Actions taken based on the dialogues and later feedback (including ongoing initiatives):

- Aligning various initiatives and growth strategies to achieve the NGK Group Vision, especially formulation and disclosure of strategies related to the company-wide growth strategy for human capital and intellectual property/intangible assets
- Disclosing performance of financial indicators such as ROE and ROIC and considering measures to improve them
- Diversifying and deepening dialogue with investors through events such as sustainability briefings