

Responding to the COVID-19 Pandemic

Working together to overcome a new challenge while putting respect for human life first

Based on the policies and priorities outlined in our basic business continuity plan (BCP), we are developing and implementing measures to combat the spread of COVID-19. In keeping with this plan, the president sent a direct message to NGK Group employees explaining how we will take employee safety into account while dealing with the virus.

Priority 1 Respect for human life	Priority 2 Cooperation with government and regional policies	Priority 3 Maintenance and continuation of business activities
Our top priority is the safety of the Group's employees and their families. We also place great importance on the safety of our customers and business partners.	In addition to cooperating with the response plans of national and local governments and regions, we will place actions taken on behalf of society as a whole above our business activities.	We will fulfill our social responsibility by maintaining and continuing our business activities and by minimizing the economic losses sustained by the Group.

Message from the President

Dear Employees,

I am sure that you are suffering greatly from the anxiety caused by the current COVID-19 pandemic.

I sympathize deeply with the challenging conditions that all of you, your families, and your friends are now facing.

Here in Japan, the rate of infection is also on the rise. No one knows what the future holds, and we, NGK, have been struggling to keep up with a situation that changes day by day.

Nonetheless, our principle remains clear and unchanged: to put "Health first, safety first."

Our top priority is the health and safety of you and your families, our business partners, and all related parties, and we are taking necessary measures to ensure that health and safety.

We are not completely sure how much we can help because each country has its own government-enforced restrictions, and global logistics are greatly disrupted. However, we will do anything we can to support you. We are committed to working together with you to overcome this difficult situation.

Lastly, I sincerely hope that this crisis is resolved so that we can meet and speak again soon.

You are not alone; we are on your side.

Sincerely Yours,

April 3, 2020

Taku Oshima

Structure

We formed a task force on February 28 as the pandemic was spreading, and we put our BCP into action on April 20 as part of a groupwide effort to implement associated measures.

Page 49 (Risk management framework chart)

Main Measures Involving Work Responsibilities, Production Sites, and Welfare Facilities

■ Telework

- Employees of back-office departments were instructed as a rule to work from home following the government's emergency declaration.
- Since the declaration of emergency was lifted, we have adjusted how often employees come in to work at the office based on infection levels.

■ Restrictions on business travel

- In principle, business travel was forbidden in April.
- Starting at the end of May, we placed restrictions on the destinations to which employees could travel based on infection levels.

■ Dispersion of workplaces

■ Recommendation to workplaces to adopt flextime and staggered shifts

■ Production sites

- We have required employees to wear face masks, face shields, and gloves, among other measures.
- Employees are required to take their temperature at the start and end of work each day and to report their physical condition.
- Sharing of protective gear is prohibited.
- Vinyl curtains have been installed.
- Handing off of work between day and night shifts is now being done in writing.
- Switches and control panels are being disinfected.

■ Welfare facilities

- Meal times in the cafeteria are being staggered, and employees are required to practice social distancing. Acrylic sheets have been installed.
- Some facilities have been temporarily closed.

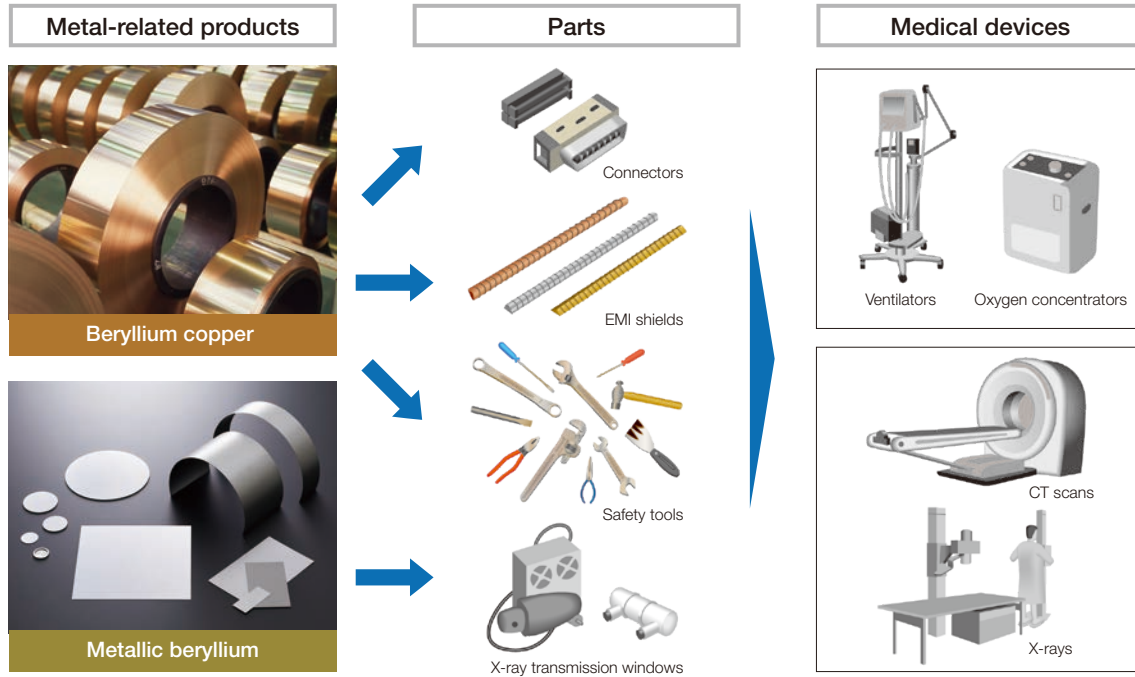


Contributions to Society

Product: Beryllium Copper Products

Our beryllium copper alloys offer high strength and excellent springiness that rival special steel while taking advantage of the favorable properties of copper, allowing

them to make a positive contribution as materials for medical devices used in treating COVID-19, which are required to deliver high reliability and compact size.



NGK Ceramics Europe Donates Masks

As the COVID-19 pandemic spread in Belgium, NGK Ceramics Europe supplied 8,000 masks it had stockpiled in response to a request from the regional government in Baudour, where the company is headquartered. The

company received a letter of gratitude from the government expressing thanks for helping prevent an early collapse of the healthcare system.

NGK Science Site

Reflecting our desire to help people have fun while they were requested to stay at home, we created special pages featuring experiments and projects that are easy to do at home without the need to purchase any supplies and published them as “Experiments at Home Series” on the NGK Science Site, part of the NGK website. NGK is doing everything it can to help children whose schools have been closed due to the COVID-19 pandemic explore science and have fun at home in an effort to support their studies.

The NGK Science Site features content planned and created by NGK with the goal of communicating the fun of science to children.

The website has introduced more than 270 experiments since it was created in 1997, and it has

attracted many visitors who enjoy conducting experiments with everyday items.



https://site.ngk.co.jp/feature/stay_home/
(Site is only in Japanese)