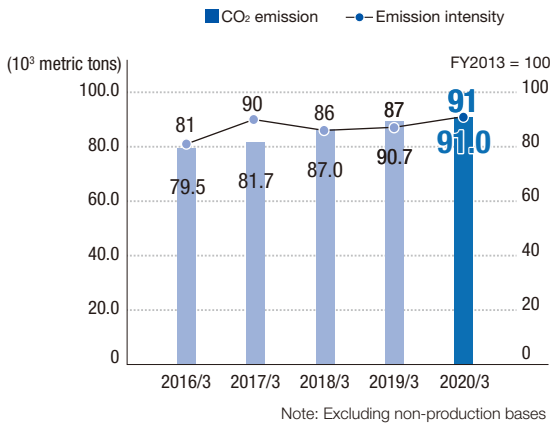


Non-Financial Highlights

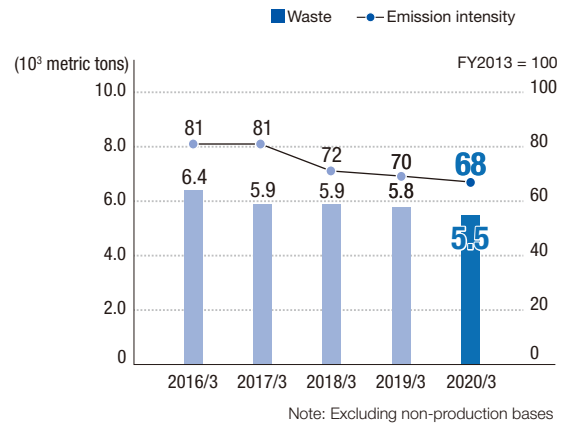
CO₂ Emission Intensity of Sales

CO₂ emission
910,000 metric tons 



Waste Intensity of Sales

Waste
55,000 metric tons 



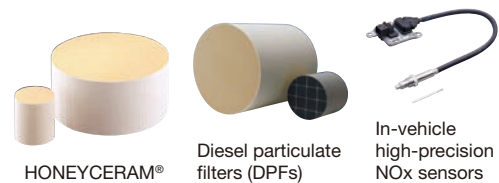
Environmental/Social Contribution through Products

We in the NGK Group believe that our business is in itself a means to making the world's environment and society better. We aim to decrease environmental impact by promoting the further spread of products contributing to environmental protection.

Definition of NGK products contributing to environmental protection:

- 1) Certified or awarded by third-party institutions
- 2) Control or reduce impact on the Earth's environment
- 3) Reduce impact on the local environment

Automotive Exhaust Purification



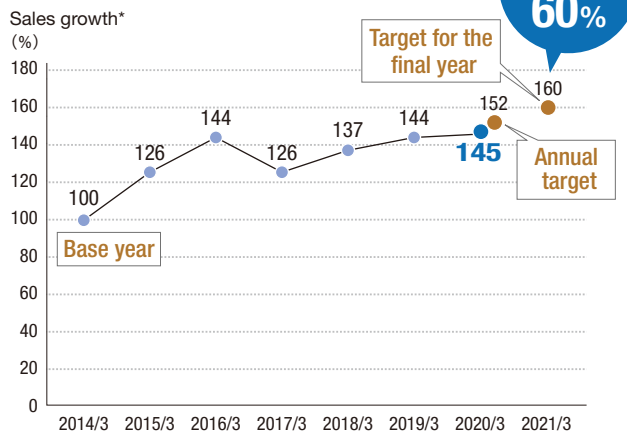
Contributing to the Spread of Renewable Energy



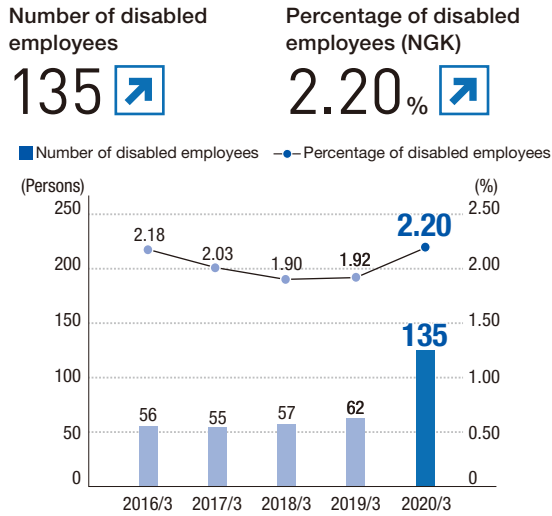
Safe Treatment of Low-level Radioactive Waste



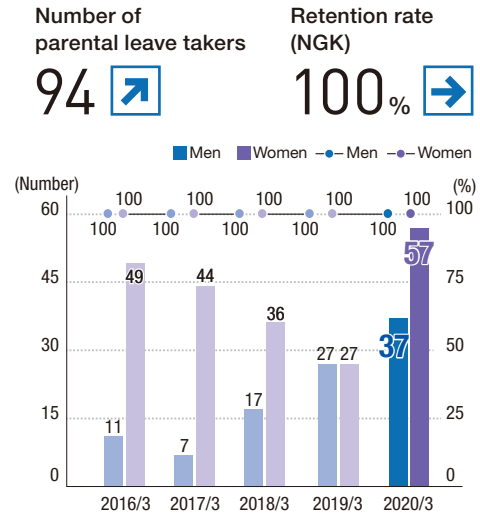
Sales growth for products contributing to environmental protection (NGK Group)



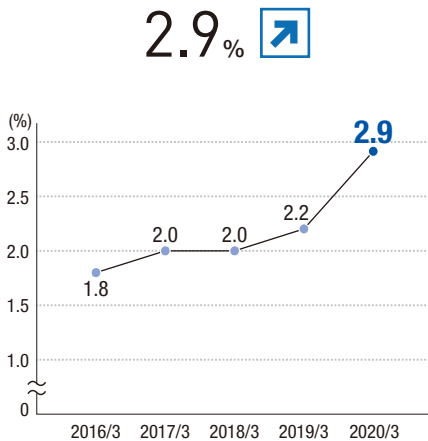
Number of Disabled Employees,
Percentage of Disabled Employees



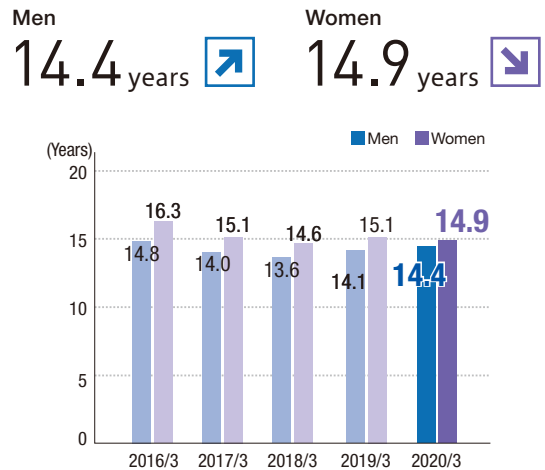
Number of Parental Leave Takers, Retention Rate



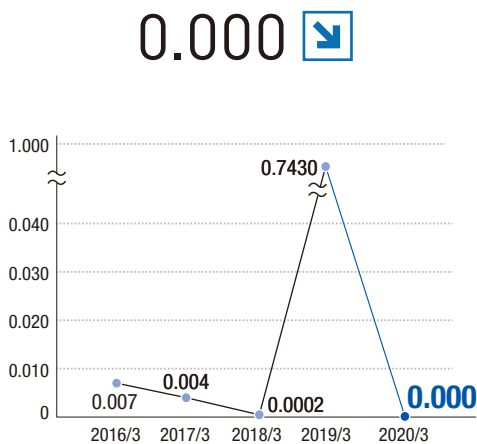
Percentage of Women Managers (NGK)



Average Duration of Continuous Employment (NGK)



Severity Rate (Number of Lost Work Days per 1,000 Work Hours) (NGK)



Number of Patents Held

