Philosophy		Vision		Materiality Items	Value/Impact on Society	Risks	Opportunities	Correlation to 5 Transformations					Main initiatives	Action Plans	KPIs	Targets	Target Achievement Periods	FY2024 Results
Our Mission	Our Values	What we want to be	What we must do					ESG Management	Profitability Improvement	Commer-cialization	R&D	DX						
Enriching Human Life by Adding New Value to Society	Quality of People Embrace challenges and teamwork./Quality of Product Exceed expectations./Quality of Management Social trust is our foundation.	A company to contribute to carbon neutrality and digital society with our unique ceramic technologies	Convert our business structure through 5 Transformations	**Initiatives for climate change**	We will promote carbon neutrality throughout our value chain and aim for business activities that achieve net zero CO_2 emissions. We will utilize data and digital technology to accelerate the development of products that contribute to the environment. We will develop and offer products and services centered on our unique ceramic technology to contribute to the realization of a carbon-neutral society by 2050.	Shrinking of internal combustion engine-related markets Effects of natural disasters on operations Geopolitical risks Increase in costs due to greenhouse gas reduction and energy conversion Damage to brand reputation	Expansion of CN- related business opportunities Reduction of costs Enhancement of our brand reputation	●	●	●	●	●	Implementing measures to mitigate global warming Assessment and disclosure of emissions Offering products/services contributing to environmental protection Risk assessment and countermeasures based on climate scenarios Utilization of sustainable financing Cooperation with external organizations	[NV1000] Development of carbon neutral-related products	Sales of newly commercialized products	100 billion yen (including digital society-related sales)	FY2030	Currently rolling out various measures, development, and capital investment
														[Environmental Vision] Implement Carbon Neutrality Strategic Roadmap	CO_2 emissions	500,000 metric tons	End of FY2025	540,000 metric tons
															CO_2 emission reduction rate relative to base	32%	End of FY2025	26%
															Renewable electricity procurement rate	50%	End of FY2025	26%
															Energy saving rate	2%/year	End of each FY	3%
				Promotion of resource recycling	By developing and providing resource-efficient products and services through means including the sustainable use of natural resources, the recycling of wastes, and the utilization of alternative materials, we will contribute to the effective use of resources and to the promotion of resource recycling. Through the development and provision of products and services accompanied by water stress assessments at production sites and by highly efficient water use in production processes, we will also contribute to the effective use of water resources.	[Resources] Depletion of resources; price inflation Geopolitical risks Delays in responses to resource conservation and resource reuse	[Resources] Expansion of business opportunities related to resource recycling Expansion of business opportunities associated with the depletion of rare metals, etc. Utilization of ceramic raw materials Reduction of costs	●	●	●	●	●	Resources Reduction of emissions Development of resource recycling-oriented business models Recycling technology development	[Environmental Vision] Respond to circular society (respond to circular economy)	Emissions generated per unit of sales	50% reduction compared to FY2013	End of FY2025	62%
															Reduction rate of emissions compared to Business as usual (BAU)	30% reduction compared to FY2013	End of FY2025	35%
															Recycling rate (domestic)	Maintain 99% or	End of FY2025	99.6%
						[Water resource security] Damage to brand reputation Impacts on operations; increase in costs Water pollution	[Water resource security] Enhancement of brand reputation Expansion of business opportunities for water treatment-related products (membranes, etc.)	●	●	●	●	●	Water resource security Sharing of policies and fundamental stance Effective use of water resources Management of water risks Contribution through products related to the water treatment business Cooperation with external organizations	[Environmental Vision] Support a circular society (reducing water resource risks)	Water usage per unit of sales (consolidated)	Maintain FY2019 level	End of FY2025	Maintained FY2019 level
				Prevention of environmental pollution	By developing and providing pollution prevention-related products and services using our unique ceramic technologies while enforcing proper management of chemicals and pollution prevention in our manufacturing processes, we will contribute to a safe and secure society.	Compliance Handling of air, water and wastes Handling of chemical substances Impacts on local communities Shrinking of internal combustion engine-related business	Expansion of exhaust gas-related business Expansion of air and water quality-related business Expansion of nuclear power-related waste treatment business	●		●	●		Management of chemicals Handling of exhausts and water discharge Operation of environmental management system Offering products/services contributing to environmental protection Contribution to local communities	Zero legal non-compliance issues				
														· Education and confirmation of understanding (completed in FY2024)	Number of training participants	Training completed by all target personnel in each department	End of FY2024	Training completed by all target personnel (Fluorocarbon-related, waste-related: 7,000 people in total)
														· Enhance the database of registered facilities	Number of incomplete notifications	0 cases of incomplete notifications	Each FY	0 cases of incomplete notifications (Operations began in July 2024)
														Zero serious accidents				
														· Prevention activities (reassess equipment management issues)	Number of departments/bases currently promoting activities	All locations (33 independent, 19 domestic G companies, 20 overseas G companies)	Each FY	Activities underway at all processing sites
														· Real-time status monitoring	Number of status monitoring points	Sites (non-consolidated: 4)	End of FY2025	1 site (Chita) started (3 sites considering condition monitoring)
				Conservation and restoration of biodiversity	With all employees maintaining a mindset of environmental conservation, we will contribute to the conservation and restoration of biodiversity through the development and provision of products that contribute to environmental protection while minimizing environmental impacts on the ecosystem in our value chain.	Damage to brand reputation Impacts on operations Impacts on supply chains, etc.	Enhancement of our brand reputation Expansion of businesses and products with consideration of ecosystems	●		●			Participation in initiatives Cooperation with suppliers Biodiversity impact assessments and response Contribution through pollution prevention products and services Volunteer activities and promotion of green spaces	[Environmental Vision] Harmony with nature	TNFD disclosure schedule (TNFD: Task Force on Nature-Related Financial Disclosures)	Full disclosure of TNFD framework	End of FY2026	Performed initial disclosure
				Pursuit of quality and product safety	By pursuing trusted quality from the standpoint of our customers and by stably supplying safe and reliable products and services that exceed expectations, we will contribute to the creation of a better society.	Damage to brand reputation Litigation risks	Enhancement of our brand reputation Enhancement of competitiveness Expansion of business opportunities	●	●				Quality Activity System Initiatives to improve quality of operation Quality risk reduction activities (QRE-P (Quality Risk Elimination-Process) activities) QuiC (Quality up innovation Challenge) activities Strengthening of quality management education Expanding quality assurance to service provision Ensuring the safety of products and services	Activities to increase customer trust · Improve work quality · Reduce quality risks	Number of serious product/service incidents	0 cases	End of each FY	0
				Contribution to digital social infrastructure	We will establish strong information security to fulfill our duties as a member of a cultured and safe digital society. At the same time, we will supply products based on our unique ceramic technology to make continuous contributions to global digital technology.	Damage to brand reputation Cyber attacks Information leaks Increase in the cost of security enhancement	Expansion of business opportunities related to digital society, etc. Enhancement of our brand reputation	●	●	●	●	●	Expansion of business opportunities related to digital society, etc. Sharing of policies and fundamental stance Creation of an organization and implementation for information security Creation of an organization and education for personal information protection	[NV1000] Develop digital society-related products, expand existing related products	Sales of newly commercialized products	100 billion yen (including carbon neutral-related)	FY2023	Currently rolling out various measures, development, and capital investment
														[Digital Vision] IT security	Number of serious incidents	0 cases	End of each FY	0
														Personal information protection activities	Number of serious incidents	0 cases	End of each FY	0
				Enhancing value of human resource	We will create prosperous and energetic workplace environments that take advantage of human resources with diverse experiences and perspectives. We will offer society new value by encouraging each employee to proactively take on challenges and promoting mutual growth.	Compliance Damage to brand reputation Declining competitiveness of recruitment and outflow of personnel Human resource development Rigidity of internal systems	Recruitment and retention of personnel Active participation of diverse personnel by DE&I promotion Growth through human resource development Productivity enhancement	●	●	●	●	●	Labor practices					
														· Review of personnel systems				
														· Promoting Work-life balance · Promoting labor-management initiatives	Initiatives for reducing total working hours:	Score of the survey on workplace vitality (work-life balance)*	3.5 or higher	Each FY	3.61
															Promote paid leave acquisition (zero cuts to annual leave)	Paid leave utilization rate*	100%	End of FY2026	83.2%
													Diversity & Inclusion					
													· Systems and initiatives to support the active participation of diverse human resources	Improving the rate of female managers	Rate of female managers	10%	End of FY2030	4.0%
														Permeate and encourage men to take childcare leave	Rate of male employees taking childcare leave	100%	End of FY2025	97%
													· Approach to local recruitment	Create a culture of utilizing diversity, including systems	Score of the survey on workplace vitality (promoting opportunities for women)*	3.5 or higher	Each FY	3.54
															Score of the survey on workplace vitality (utilization of diversity)*	3.5 or higher	Each FY	3.41
													Human resource development					
													· Human resource development for employees	Develop DX human resources	Number of data utilization personnel	1,000 or more	End of FY2030	1,181 people
													· Securing and maintenance of human resources	Improve employee engagement	Score of the survey on workplace vitality (career autonomy item)*	3.5 or higher	Each FY	3.67
															Score of the survey on workplace vitality (take on challenges)*	3.5 or higher	Each FY	3.31
															Score of the survey on workplace vitality (psychological safety)*	3.5 or higher	Each FY	3.75
															Score of the survey on workplace vitality (worthwhileness of work)*	3.5 or higher	Each FY	3.54
													Occupational safety and health · Sharing of policies and	Safety and health activities Zero legal non-compliance				
													· Promoting of safety and health activities	· Education and confirmation of understanding	Number of training participants	Training completed by all target personnel in each department	End of FY2026	Training completed by all target personnel (3 laws and regulations)
													· External certification of our occupational safety and health management system	· Enhancement of facility notification database	Number of incomplete notifications	0 cases of incomplete notifications	End of each FY	Started developing reporting database
													· Safety and health education	Zero serious accidents				
														· Prevention activities	Disaster severity level	Intensity rate 0.01 or lower	End of FY2025	0.015
														· Activities to promote proactive mentality	Number of workplace discussions	All manufacturing divisions (9 nonconsolidated, 21 domestic G companies)	End of FY2025	All 9 departments at NGK, and 13 Group companies in Japan
													Health and productivity management · Sharing of policies and					
													· Reduction of total working hours	Initiatives for reducing total working hours: Promote paid leave utilization	Paid leave utilization rate*	100%	End of FY2026	83.2%
													· Activities to promote mental					
													· Tier-based mental care education	Enhancing mental health care (self-care/line care)	Rate of participation in mental care education by position*	100%	End of each FY	100%
													· Promoting employee health					
													· Response to infectious diseases and other global health issues					
				Respecting human rights	We are committed to create a society that is free from violation of the human rights of all people impacted by our business activities by extending initiatives throughout our Company as well as our value chain to respect human rights.	Damage to brand reputation Impacts on business partners Operational and litigation risks Increase in costs and liabilities Recruitment and human resources Latent human rights risks and its actualization	Enhancement of brand reputation Recruitment and retention of personnel	●					Sharing of policies and fundamental stance	Conduct dialogue with internal and external stakeholders	Frequency of conducting two-way exchanges of opinions with internal and external stakeholders	Conduct each year	End of each FY	Implemented
													Performing human rights due diligence	Conduct self-checks for the company and group companies	Frequency of self-checks in compliance with RBA and other codes of conduct	Conduct each year	End of each FY	Implemented
													Human rights education	Expand employees applicable for human rights education, update content	Frequency of human rights e-learning for executives and all employees	Conduct each year	End of each FY	Implemented
				Promotion of sustainable procurement	Based on the three principles of Open and Fair, Partnership, and Relationship with Society in our basic procurement policy, we work with procurement partners that make up the supply chain to promote procurement that takes human rights, the environment, and fair business practices into account, thereby fulfilling our supply responsibilities and contributing to the happiness and sustainable development of society.	[Environment] Impacts on procurement due to increased environmental impact in the supply chain Increase in costs due to measures to reduce CO_2 emissions, etc. Demands from markets regarding waste and recycling Depletion of raw materials and rare metals [Society] Damage to our brand reputation Impacts on our business partners Impacts on procurement	[Environment] Enhancement of our brand reputation Securing of stable procurement and reduction of costs through the utilization of alternative raw materials [Society] Enhancement of our brand reputation Building of a stable supply chain	●					Sharing of policies and fundamental stance	Sharing the Supplier Code of Conduct**	Rate of consent among major suppliers	90%	End of FY2025	91%
													Risk assessment and monitoring of suppliers	Supplier assessment activities	Frequency of sustainability surveys for key suppliers	Every other year	Start of FY2025 (based on new survey method)	Considering investigation method for implementation in 2025
													Requests and demands toward suppliers					
													Support for suppliers' initiatives	Scope 3 reduction activities	Scope 3 emissions reduction rate (compared to 2022)	25%	FY2030	-7% (increase)
													Product design envisioning sustainable procurement					

*Items implemented by NGK alone