

FY2021
Business Report for Shareholders
(From April 1, 2021 to March 31, 2022)

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Message

We would like to express our deepest gratitude for the continued support of our shareholders. We hereby present the annual report for the fiscal year ended March 31, 2022.

President
Shigeru Kobayashi

2021 Business Results

During the consolidated fiscal year under review, the Japanese economy showed signs of recovery due to the progress of vaccinations. Overseas, confusion in the supply chain due to a global semiconductor shortage and rising prices of raw materials has been prolonged, and concerns about a global economic downturn heightened toward the end of the fiscal year under review primarily due to growing tensions over the situation in Ukraine.

Under such circumstances, in the NGK Group the Energy Infrastructure Business saw sluggish shipments of NAS[®] batteries for energy storage (sodium-sulfur batteries) despite the effects brought out by improved product prices of insulators. In the Ceramics Business, shipments of automobile-related products increased significantly due to a recovery in the global automotive market. In the Electronics Business, although overall sales decreased due to the exclusion of Soshin Electric Co., Ltd. and its group companies from the scope of consolidation, demand for metal-related products, piezoelectric microactuators for HDDs, and ceramic packages remained strong. In the Process Technology Business, demand for components for semiconductor manufacturing equipment increased considerably, against the backdrop of favorable semiconductor market conditions. As a result, net sales for the fiscal year under review were up 12.9% year-on-year to ¥510,439 million. In terms of profit, due to the increases in sales of the Ceramics Business and semiconductor-related products and depreciation of the yen, operating income grew 64.3% year-on-year to ¥83,527 million, ordinary income was up 62.7% year-on-year to ¥86,248 million, and profit attributable to owners of the parent increased 84.0% year-on-year to ¥70,851 million mainly due to the recording of corporate tax refunds and an increase in subsidy income.

For Realization of Sustainable Growth

It is still unpredictable when the COVID-19 pandemic will come to an end, and the increasing prices of raw materials and supply chain disruptions are expected to be persistent and remain uncertain due to growing tensions over the situation in Ukraine. On the other hand, from a medium to long-term perspective, and amid the global trend toward realization of a carbon-free society, business opportunities for our company are expected to increase against the backdrop of a technological revolution centered on carbon neutrality and digital transformation (DX). Toward the future society of 2050, we will ensure we drive forward the “Five Transformations” set forth in the NGK Group Vision, in order to convert the business structure.

The NGK Group’s priority issues for fiscal 2022 are as follows.

(1) Advancement of ESG management

The NGK Group has developed business through 37 Group companies (including 19 manufacturing companies) across 19 countries. Placing ESG as the center of management, we seek to ensure greater managerial transparency, higher autonomy, and an environment that allows every member of the NGK Group to act based on a fair sense of values and decision-making criteria, and in a way that is in accordance with international norms. In April 2022, we renamed the former “ESG Committee” to the “ESG Management Committee” whose chairperson is the President of NGK. The Committee will more proactively address the NGK Group’s sustainability issues that include ESG and SDG elements at the management level, and the activities will be appropriately supervised by the Board of Directors.

We also ensure thorough understanding of the “NGK Group Code of Conduct” by providing various opportunities for dialog to enable all members of the NGK Group to achieve a sustainable society, show respect for human rights, and be complaint with applicable rules.

● **Initiatives for the Environment (E)**

In April 2021, we formulated the “NGK Group Environmental Vision” along with the NGK Group Vision. With our goal of net zero CO₂ emissions by 2050, we will make progress in initiatives whose framework consists of contribution to carbon neutrality, a recycling oriented society, and coexistence with nature. The NGK Group has drawn up the “Carbon Neutrality Strategic Roadmap” to realize the goals of the NGK Environmental Vision. In fiscal 2021, we achieved the target of 700,000 metric tons, which is a reduction of 20% from 870,000 metric tons in fiscal 2019, of our record CO₂ emissions (a reduction of 4% compared with the fiscal 2013 base year). We have established a target of 550,000 metric tons by fiscal 2025 (a reduction of 25% from fiscal 2013) and 370,000 metric tons by fiscal 2030 (a reduction of 50% compared with fiscal 2013) as a milestone (an interim goal). In order to achieve the targets ahead of schedule, we will work on development, implementation within the NGK Group, and provision of products and services related to renewable energy, hydrogen, ammonia, and CCU/CCS (Carbon dioxide Capture and Utilization and Carbon dioxide Capture and Storage). At the same time, as part of these efforts, we plan to switch all electricity used in our overseas sites to renewable energy by fiscal 2025. Through these initiatives, approximately 60% of all energy used by the NGK Group is expected to be renewable energy by 2025, aiming to reduce CO₂ by about 330,000 metric tons a year. In December 2021, the NGK Group issued its inaugural green bond (unsecured corporate bonds), which would be used to offer environmentally friendly products and services and promote carbon neutrality in its business and production activities.

● **Initiatives for Society (S)**

The NGK Group will strictly comply with international standards regarding human rights and respect the diversity of all people. We will not engage in discrimination on the basis of race, nationality, gender, age, religion, belief and existence of handicaps, sexual diversity, or any other aspect. In fiscal 2021, we established the “NGK Group Human Rights Policy,” based on the “United Nations Guiding Principles on Business and Human Rights,” to prevent violations or abuse of the human rights of anyone impacted by the NGK Groups’ business operations, and released the UK Modern Slavery Act Statement. In the future, we will expand initiatives to ensure respect for human rights beyond the Group to our entire supply chain.

In a bid to promote the advancement of women from the diversity perspective, we have set a numerical target of the percentage of female new college graduates to be hired, and are expanding the scope of employment and the positions they are assigned or transferred to. Additionally, we have implemented a system to support early return from parental leave to encourage employees who took maternity and childcare leave to resume their career early. Additionally, launching systems such as training for employees returning from childcare leave and promotion of childcare leave for male employees, we have been working on creating an environment in which female members play active roles.

At the NGK Group, approximately 13,000 of the 20,000 Group employees are stationed overseas. We believe the advancement of local human resources is essential for prompt and appropriate decision-making based on the circumstance, culture, and practices in each local community for management of the NGK Group. Therefore, we actively hire local human resources and assign them to division-head-level positions at overseas sites.

● **Initiatives for Governance (G)**

With regard to corporate governance, in light of further enhancing the functions of the Board of Directors, the Company appoints independent outside directors who are qualified to perform their roles and responsibilities for its sustainable corporate growth and medium to long-term improvement of corporate value. The number of independent outside directors is one third or more of the total number of the Board of Directors. Moreover, in order to ensure management transparency and strengthen the supervising and monitoring functions of the Board of Directors, the Nomination and Compensation Committee, the majority of whose members are independent outside directors, ensures fairness and enhances transparency in determination of officer appointments and compensation. The Company also founded the Business Ethics Committee, whose primary members are outside officers, and it handles response to fraudulent acts or violations of laws and regulations where the officers or others of the Company have been involved and provides response, reports, or advice to the Board of Directors. As a mechanism to prevent any such fraudulent acts or violations of laws and regulation where the officers or others of the Company have been involved, the Company has also established a whistleblowing system (“Hotline”), which is directly linked to the Business Ethics Committee via outside lawyers, which is part of the Company’s efforts to expand and reinforce the compliance system.

From the compliance perspective, the Company has established the NGK Group Code of Conduct as

guidelines for all members of the NGK Group to conduct sound business activities based on a sense of ethics and has engaged in making the code of conduct well understood throughout the Group. In fiscal 2021, the “Basic Guidelines for NGK Group Compliance Activities” were formulated with the aim of establishing a mechanism for evaluating and verifying its compliance activities in light of international norms and for continuous improvement based on shared understanding and values.

For compliance with applicable laws and regulations such as competition law and the Foreign Corrupt Practices Act, the Company ensures thorough compliance through continuously disseminating messages from top management, carrying out compliance education programs for officers and employees of the NGK Group companies in and outside Japan, and organizing competition law compliance programs that meet international norms and utilizing the “Competition Law Compliance Handbook.”

Regarding a quality compliance system, the Company has been working on improving corporate characteristics through enhancement of mechanisms such as quality control activities by top management, direct guidance by the Quality Committee and others, as well as ensuring thorough quality education for management and employees. In terms of the safety of the working environment, the Company works on reducing work-related injuries by strengthening the control capability of each site across the NGK Group in addition to identifying significant accident risks and enhancing preventive measures by conducting risk assessments of the NGK Group in and outside Japan.

Through these efforts, the Company will further increase the awareness of compliance that supports global management, reduces risks, and enhances and improves the governance system.

(2) Initiatives for Improving Earning Capacity of Existing Businesses and Creating New Businesses

As part of our efforts to strengthen the earning capacity of existing businesses, we launched the “Manufacturing ∞ (Chain) Innovation” in fiscal 2021. The new initiative is focused on activities all across the process chain – from product development to manufacturing to sales – that contribute to increased competitiveness. The two central focuses of the initiative are “production innovation activities,” which will fill in the gap between the ideal and reality in the manufacturing chain, and “cost reduction activities,” which improve manufacturing costs by reducing loss at each production site. The activities of this initiative will be driven by digital technology to achieve greater transparency and global integration in manufacturing, thereby leading to greater competitiveness.

For business structure conversion, two major organizational changes took place in April 2022. The first one was a business segment review. In business domains related to “carbon neutrality” and “digital society” that were positioned as our areas of focus in the medium to long-term vision, we are aiming to enhance readiness for technological and environmental changes by streamlining the organization and generating synergetic effects among departments. To this end, the Company was reorganized into a three-business-group system from a four-business-group system.

The other change is to mobilize personnel in charge of various business domains from a number of business groups and departments in the head office to the newly founded “Corporate NV Creation,” which will be launched with approximately 100 members in and outside Japan. NGK will speed up the processes from research and development to commercialization through cooperation among the three business groups: Promoting the marketing function of the Corporate NV Creation, differentiation technology of Corporate R&D, and manufacturing by Corporate Manufacturing Engineering. Since fiscal 2022, the Development and Commercialization Committee has been in place as a higher body in charge of policy development and to oversee the entire process of the company’s internal research and development and commercialization. With the goal “New Value 1000,” under which we aim to create a new business with sales of 100 billion yen by 2030, we will invest 300 billion yen in R&D over the next 10 years, with 80% allocated to carbon neutrality and digital society. As an input to achieve this goal, we will allocate our management resources, such as increasing the R&D staff by 40%, focusing on promising themes. We will also promote material informatics, which involves creating databases of enormous testing results that we have accumulated and combining them with AI technologies to develop innovative ceramic materials in a short period of time. Furthermore, we will convert our business structure by driving creation of new products and businesses through alliances with third parties.

In April 2022, “NGK Group Digital Vision” was announced. It was created to contribute to carbon neutrality and digital society through realization of the “Third Foundation” using DX as a driving force for innovation. The Digital Transformation and Innovation Department (DX Department) established in April 2021 will transform the Company into a company where utilization of data and digital technology is an everyday activity by 2030. To this end, the DX Department will work as a company-wide department based on the following three pillars: “Human resources” (internal activities for raising awareness of DX and training DX human resources for literacy improvement), “digital” (building a foundation for digital utilization, developing next-generation technology and solid IT security) and “organization and culture” (commitment of management through

formulation of a vision, global cooperation and promotion, and reforming a correct mentality of all members of the NGK Group).

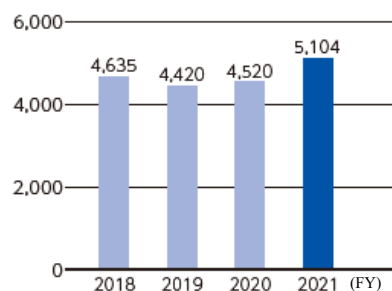
Through these initiatives, the NGK Group will maintain its capital efficiency-focused and shareholder-oriented corporate management by further strengthening its management infrastructure in order to achieve sustainable growth and greater corporate value.

June 2022

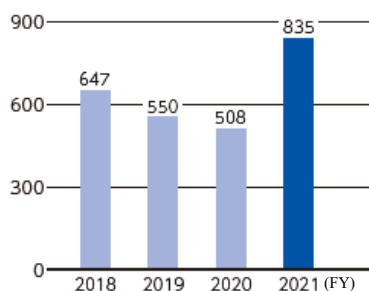
Business Overview

○ Consolidated financial highlights

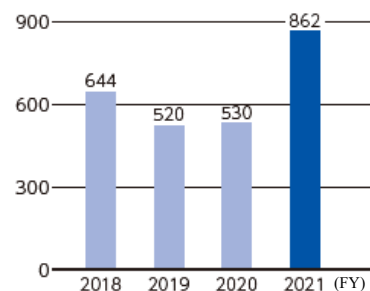
Net sales (100 million yen)



Operating income (100 million yen)



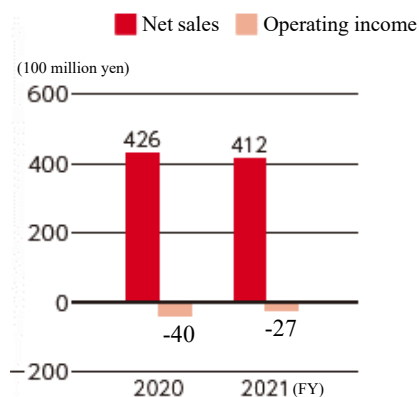
Ordinary income (100 million yen)



○ Highlights by Business

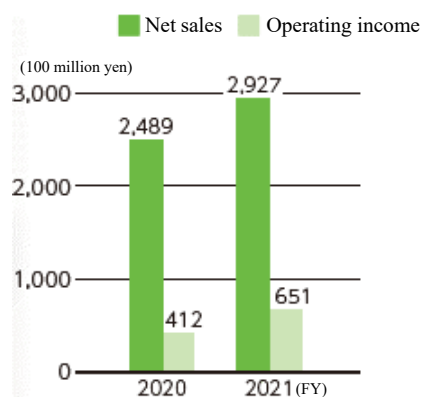
Energy Infrastructure Business

- Insulators and hardware for insulator assemblies
- Current limiting arching horn, bushing shells and fuse cut-outs
- APM and line arrester
- NAS® (sodium-sulfur) batteries



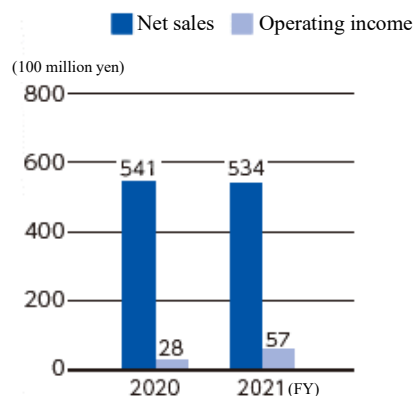
Ceramics Business

- Automotive ceramics for exhaust gas purification
- Sensors



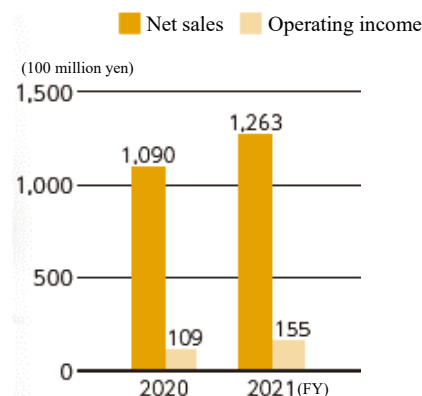
Electronics Business

- Electronics components
- Beryllium copper products
- Molds



Process Technology Business

- Components for semiconductor manufacturing equipment
- Corrosion-resistant ceramic apparatuses for chemical industries
- Gas analyzer
- Industrial heating systems and refractory products
- Radioactive waste treatment systems



Latest Topics

1. Established “Abashiri Electric Power” Toward Realization of Carbon Neutrality

NGK Insulators, Ltd. established a regional electricity power company “Abashiri Electric Power” in cooperation with Abashiri City, Hokkaido.

Abashiri Electric Power installs by itself and owns solar power generation facilities and NAS[®] batteries for electricity storage, not dependent on a fixed price purchasing scheme for electricity (feed-in tariff), mainly in unused land owned by Abashiri City.

Abashiri Electric Power supplies electricity generated by its solar power generation facilities to public facilities and NGK OKHOTSK, LTD., a subsidiary of NGK Insulators, Ltd., located in Abashiri City, thereby aiming at realization of carbon neutrality through local production and local consumption of renewable energy. Simultaneously, Abashiri Electric Power will strengthen preparedness for natural disasters, which have become fiercer in recent years, by utilizing the solar power generation facilities and NAS[®] batteries, installed and owned by the Electric Power, as disaster-resistant power sources for emergencies such as natural disasters.



Scene in the press conference

2. Commenced Development of Temperature/Humidity Control Service for Transporting Wine, Using Sensor Tags

NGK Insulators, Ltd. has started developing a temperature/humidity control service that employs sensor tags, which visualize the environment during transportation and storage of wine in cooperation with Innolux Japan Co., Ltd. (Headquartered in Kawasaki City, Kanagawa Prefecture), ENJI Co., Ltd. (Headquartered in Sakai City, Osaka Prefecture), and Cold Storage Japan Ltd. (Headquartered in Kobe City, Hyogo Prefecture).

With awareness mounting toward the quality of food and pharmaceuticals due in part to HACCP*¹ and GDP*², the need is also rising for the quality management of goods during transportation from the perspective of traceability (the ability to track stages in manufacturing and distributing a product). Wine, one of the products in which importance is placed on the management of the storage environment including transport, and is considerably affected in its quality by temperature and humidity.

Sensor tags that we are developing for this service employ the Li-ion rechargeable battery “EnerCera[®]” of NGK Insulators, Ltd. and the flexible substrates that utilize the FHE*³ technology of Innolux Japan, and are mounted with electronic paper displays. Temperature, humidity, and other data is recorded, and when an abnormality is detected, it is indicated on the electronic paper display to enable inspectors to see the existence of an abnormality in goods during transport and storage at a glance. By managing a series of temperature and humidity from shipping out from a winery to arrival at a warehouse to storage and sales, the quality can be visualized, contributing to stable supply of high-quality products.

*1 HACCP: Hazard Analysis and Critical Control Point

An international hygiene management method by which business operators of food, etc., directly manage all the processes from acceptance of raw materials to shipping out products to ensure the safety of the products for the purpose of removing and reducing hazardous factors, such as bacterial food poisoning and contamination with foreign substances.

*2 GDP: Good Distribution Practice of pharmaceuticals

Basic guidelines to ensure quality during the distribution process of pharmaceuticals

*3 FHE: Flexible Hybrid Electronics

A technology that architects a system by combining metal lining technology by printing with existing semiconductors, electronic parts, and others.



An example of wine bottles with sensor tags attached to them

3. Opened “ID-Room Tokyo Satellite”

NGK Insulators, Ltd. opened “ID-Room Tokyo Satellite” as a base for advancing cooperation with business partners at its Tokyo Head Office (on 25th floor of Marunouchi Building, Chiyoda Ward, Tokyo) on May 9, 2022, and has already received a number of visit bookings and visitors.

ID-Room Tokyo Satellite was opened in the metropolitan area, where a number of existing and potential customers and R&D centers are based, with the aim of creating opportunities that enable those customers to contact NGK Insulators’ technologies and create opportunities that lead their visits to new collaboration. The Satellite features products and technologies related to carbon neutrality and digital society that NGK Insulators, Ltd. is especially focused on.

The exhibition space enables visitors to actually touch and hold products that interest them to have first-hand experience with a variety of the ceramic technology of NGK Insulators, Ltd. In addition, a conference room is equipped with a large TV monitor that can project attendees life-size on the screen, and the conference system makes it possible for attendees to place product samples at hand and receive technical explanations online from or discuss with engineers and others who are at head office. As name plates that indicate product names, they are deployed as maintenance-free electronic name plates that use the ultra-small and ultra-thin Li-ion rechargeable batteries of NGK Insulators “EnerCera[®],” which also make the Satellite an exhibition venue that allows visitors to experience the latest technologies of NGK Insulators, Ltd.

Having announced “New Value 1000” to aim to create sales of a minimum of 100 billion yen in 2030 from newly commercialized products, the NGK Group has proceeded with initiatives on a full scale through actions including establishment of Corporate NV Creation to reach the target.

* Not open to the general public.



A scene in interior

4. Support Japanese Language School for Children of Non-Japanese People Living in Japan

NGK Insulators, Ltd. has started support for Japanese language learning for children of non-Japanese people living in Komaki City, Aichi Prefecture, in cooperation with “Isshiki Cosmos Support Learning Association,” a volunteer group that makes the above city the center of its activity.

We have offered a room in our company dormitory in Komaki City as Japanese language class “Isshiki Cosmos Futaebori Class,” where our employees use their knowledge and skills acquired through their experience in working overseas and work as assistants to lecturers as part of their formal job.

Starting with this opportunity, we will further step up support for the learning of non-Japanese people and develop this into a continuous effort to help more children go to school and integrate into society.



A scene at the meeting

5. Recognized as Health and Productivity Management Organization (White 500) for 2022

NGK Insulators, Ltd. was recognized as a 2022 Certified Health & Productivity Management Organization (White 500) by a program jointly operated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

The NGK Group made the “NGK Group Health Declaration,” centering on the provision of a kind and employee-friendly workplace. Taking the safety and health of its employees as the base of corporate management, the Group has been active in establishing a workplace environment and health-oriented culture in which each employee pays attention to maintaining and improving their health and can work with enthusiasm.

6. Named to “DJSI,” a Global ESG Investment Index for the Sixth Consecutive Year

NGK Insulators, Ltd. has been selected for the sixth consecutive year as a constituent member of the Dow Jones Sustainability Asia Pacific Indices (DJSI Asia Pacific), which is a global iconic environmental, social, and governance (ESG) investment index.

We will continue to aim at sustainable growth through business activities and initiatives for ESG and contribute to the realization of a sustainable society.

Condensed Financial Statements (Consolidated)

Check Points

(1) Assets

Current assets increased year-on-year mainly due to increases in inventories and securities. Non-current assets also rose year-on-year.

(2) Liabilities

Current liabilities increased year-on-year primarily due to increases in income taxes payable and current portion of long-term borrowings. Non-current liabilities decreased year-on-year due in part to a decrease in long-term borrowings.

(3) Net assets

Net assets rose year-on-year mainly due to increases in not just retained earnings but in foreign currency translation adjustments.

Balance Sheet

Account	(Million yen)	
	End of FY2020 (As of March 31, 2021)	End of FY2021 (As of March 31, 2022)
(Assets)		
Current assets	457,940	527,394
Non-current assets	451,027	455,438
Property, plant and equipment	372,210	375,312
Intangible assets	5,065	6,196
Investments and other assets	73,751	73,930
(1) Total assets	908,967	982,833
(Liabilities)		
Current liabilities	135,992	151,790
Non-current liabilities	255,082	241,448
(2) Total liabilities	391,074	393,238
(Net assets)		
Shareholders' equity	501,483	545,308
Accumulated other comprehensive income	10,520	37,838
Share acquisition rights	872	941
Non-controlling interests	5,017	5,505
(3) Total net assets	517,892	589,594
Total liabilities and net assets	908,967	982,833

(Amounts of less than 1 million yen omitted)

Statement of Income

		(Million yen)	
Account		FY2020 (From April 1, 2020 to March 31, 2021)	FY2021 (From April 1, 2021 to March 31, 2022)
(4)	Net sales	452,043	510,439
	Cost of sales	329,061	347,748
	Selling, general and administrative expenses	72,158	79,163
(5)	Operating income	50,823	83,527
	Non-operating income	8,194	7,943
	Non-operating expenses	6,011	5,222
(6)	Ordinary income	53,006	86,248
	Extraordinary income	3,546	6,130
	Extraordinary losses	3,432	1,559
	Income before income taxes	53,120	90,819
	Income taxes - current	11,089	25,551
	Income taxes - refund	-	△5,758
	Income taxes - deferred	3,374	△6
	Net income	38,656	71,032
	Net income attributable to non-controlling interests	160	180
(7)	Net income to owners of the parent	38,496	70,851

(Amounts of less than 1 million yen are omitted)

The Energy Infrastructure Business saw sluggish shipments of NAS[®] batteries for energy storage (sodium-sulfur batteries) despite the effects brought out by improved product prices of insulators. In the Ceramics Business, shipments of automobile-related products increased significantly due to a recovery in the global automobile market. In the Electronics Business, although overall sales decreased due to the exclusion of Soshin Electric Co., Ltd. and its group companies from the scope of consolidation, the demand for metal-related products, piezoelectric microactuators for HDDs, and ceramic packages remained strong. In the Process Technology Business, demand for components for semiconductors manufacturing equipment increased considerably, against the backdrop of favorable semiconductor market conditions. As a result, **(4) net sales** for the fiscal year under review increased year-on-year. In terms of profit, due to the increase in sales of the Ceramics Business and semiconductor-related products and depreciation of the yen, **(5) operating income** and **(6) ordinary income** rose from a year earlier.

(7) Net income attributable to owners of the parent was up from the previous fiscal year mainly due to the recording of income taxes-refund and an increase in subsidy income.

Statement of Cash Flows

(Million yen)

Account	FY2020	FY2021
	(From April 1, 2020 to March 31, 2021)	(From April 1, 2021 to March 31, 2022)
(8) Cash flow from operating activities	85,641	94,831
(9) Cash flow from investing activities	△51,724	△46,291
(10) Cash flow from financing activities	12,250	△45,263
Effect of exchange rate changes on cash and cash equivalents	5,172	5,547
Net increase (decrease) in cash and cash equivalents	51,340	8,823
Cash and cash equivalents, beginning of period	94,691	146,031
Cash and cash equivalents, end of the year	146,031	154,855

(Amounts of less than 1 million yen omitted)

(8) Cash flow from operating activities

Net cash provided by operating activities for the fiscal year under review totaled ¥94,831 million. This includes income before income taxes of ¥90,819 million and depreciation, although there was an increase in inventories.

(9) Cash flow from investing activities

Net cash used in investing activities for the fiscal year under review amounted to ¥46,291 million. This includes the result of capital expenditure mainly for automobile-related products and increases in time deposits.

(10) Cash flow from financing activities

Net cash used in financing activities for the fiscal year under review amounted to ¥45,263 million. This was mainly because dividends were paid and long-term borrowings were paid, although long-term borrowings and issuance of bonds were taken out to secure funds for future capital investment and carbon neutral activities.

Stock Information (As of March 31, 2022, excluding (4))

(1) Stock information

Total number of shares authorized	735,030,000
Total number of shares issued	317,211,996
Number of shareholders	50,996

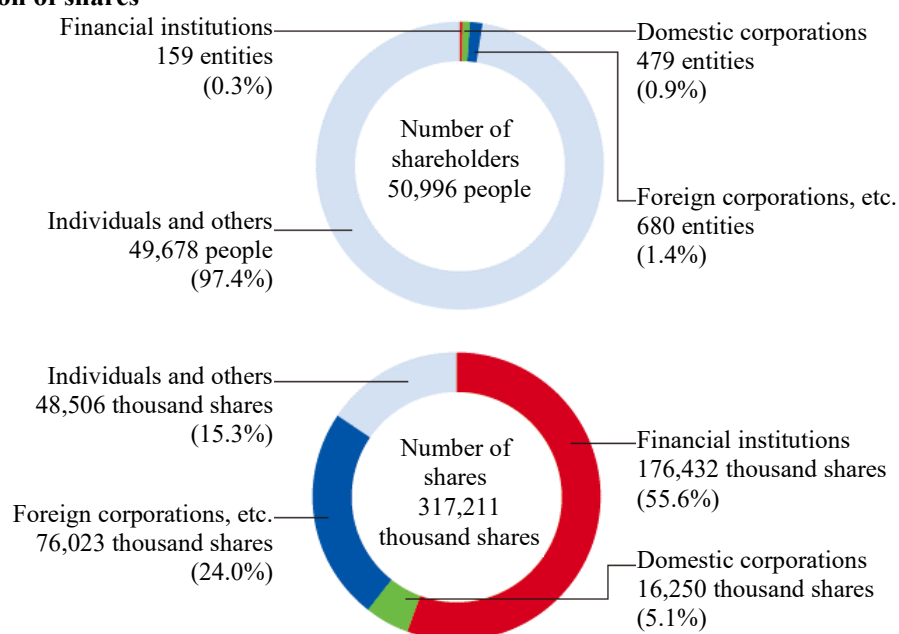
(2) Major shareholders

Shareholder name	Number of shares held (1,000 shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	57,566	18.47
Custody Bank of Japan, Ltd. (Trust Account)	21,709	6.96
Meiji Yasuda Life Insurance Company	21,695	6.96
The Dai-ichi Life Insurance Company, Limited	21,457	6.88
MUFG Bank, Ltd.	7,204	2.31
National Mutual Insurance Federation of Agricultural Cooperatives	7,029	2.25
Aioi Nissay Dowa Insurance Co., Ltd.	4,387	1.40
STATE STREET BANK WEST CLIENT TREATY 505234	4,325	1.38
Custody Bank of Japan, Ltd. (Securities Investment Trust Account)	3,383	1.08
JP MORGAN CHASE BANK 385781	3,310	1.06

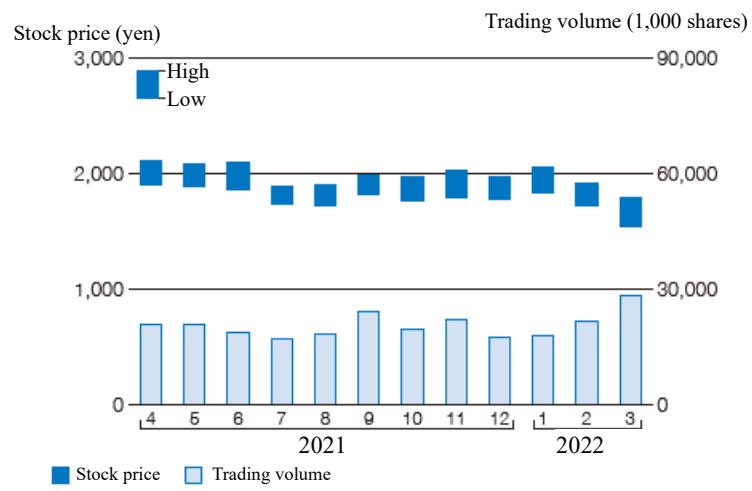
(Notes)

- We hold 5,570,919 treasury shares but they are excluded from the major shareholders listed above.
- The shareholding ratio above is calculated based on the number of shares after deducting the number of treasury shares (5,570,919 shares) from the total number of shares issued and rounded down to the second decimal place.

(3) Distribution of shares



(4) Stock price



Company Information

Directors

(As of June 27, 2022) * Representative Director

* Director and Chairman	Taku Oshima
* Director and President	Shigeru Kobayashi
* Director and Executive Vice President	Chiaki Niwa
* Director and Executive Vice President	Ryohei Iwasaki
Director	Tadaaki Yamada
Director	Hideaki Shindo
Director (Outside)	Hiroyuki Kamano
Director (Outside)	Emiko Hamada
Director (Outside)	Kazuo Furukawa
Statutory Auditor	Nobumitsu Saji
Statutory Auditor	Takeshi Shimazaki
Auditor (Outside)	Masayoshi Sakaguchi
Auditor (Outside)	Takashi Kimura

Executive Officers

(As of June 27, 2022) * Concurrently serves as a director

* President	Shigeru Kobayashi
* Executive Vice President	Chiaki Niwa
* Executive Vice President	Ryohei Iwasaki
* Senior Vice President	Tadaaki Yamada
Senior Vice President	Shuheishi Ishikawa
Senior Vice President	Tsutomu Nanataki
Senior Vice President	Hiroto Matsuda
* Senior Vice President	Hideaki Shindo
Senior Vice President	Jun Mori
Senior Vice President	Hiroshi Kurachi
Senior Vice President	Masanobu Inoue
Senior Vice President	Hiroharu Kato
Senior Vice President	Atsushi Miyajima
Senior Vice President	Hiroyuki Shinohara
Vice President	Iwao Ohwada
Vice President	Tatsumi Ichioka
Vice President	Ryo Ishihara
Vice President	Mayumi Inagaki
Vice President	Hirofumi Sakamoto
Vice President	Hideki Shimizu
Vice President	Kazushi Tada
Vice President	Ryugo Takeda
Vice President	David Miller
Vice President	Takao Onishi
Vice President	Takashi Yoshino
Vice President	Motoki Noritake
Vice President	Yoshihide Natsume

Company profile

Way of writing company name	日本ガイシ株式会社 (Japanese)	
Registered trade name	日本碍子株式会社 (Japanese) NGK INSULATORS, LTD.	
Representatives	Representative Director and Chairman Representative Director and President Representative Director and Executive Vice President Representative Director and Executive Vice President	Taku Oshima Shigeru Kobayashi Chiaki Niwa Ryohei Iwasaki
Founded	May 5, 1919	
Share capital	69,849 million yen	

Shareholder's memo

Business year	From April 1 of each year to March 31 of the following year
Annual shareholders' meeting	June
Record date for distribution of surplus	(Year-end) March 31 (Interim) September 30
Shareholder registry administrator Account management institution for special accounts	Mitsubishi UFJ Trust and Banking Corporation
Contact information	137-8081 Shin-Tokyo Post Office, PO Box No. 29 Stock Transfer Agency Department, Mitsubishi UFJ Trust and Banking Corporation Phone: 0120-232-711 (toll free) (9:00–17:00 weekdays)
Method of public notice	Public notices will be posted on our company website (https://www.ngk.co.jp/ir/koukoku). If an electronic public notice cannot be posted due to an accident or other unavoidable reason, it will be released in the <i>Nihon Keizai Shimbun</i> and the <i>Chunichi Shimbun</i> published in the city of Nagoya.

Information on Our Website

More details of IR information are posted in our website.

Please refer to it for better understanding of our company.

<https://www.ngk.co.jp/ir/>

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