

FY2022
Business Report for Shareholders
(From April 1, 2022 to March 31, 2023)

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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, 2023.

President
Shigeru Kobayashi

2022 Business Results

During the fiscal year under review, the Japanese economy was affected primarily by the impact of soaring prices around the world caused by an aggravation of the situation in Ukraine, but showed signs of a gradual recovery as the normalization of economic and social activities advanced as people coexisted with COVID-19. Overseas, countries resumed economic activities in stages, and the economy recovered gradually. However, a decline in demand and the downturn of the global economy were manifested by monetary tightening.

Under such circumstances, the Environment Business of the Group saw shipments of automotive-related products remain almost unchanged from the previous fiscal year as the sales quantities of passenger cars and trucks in the entire world were nearly flat despite negative factors such as constraints on economic activities in China. In the Digital Society Business, shipments of products for semiconductor manufacturing equipment and electronic components, such as piezoelectric microactuators for hard disk drives (HDD's), declined primarily due to reduced investments in semiconductors and data centers. In the Energy & Industry Business, shipments mainly of insulators and heating equipment increased.

As a result, net sales for the fiscal year under review increased 9.6% year-on-year to 559,240 million yen thanks to the positive effect of the weak yen despite a decrease in volumes of products for semiconductor manufacturing equipment, among others. In terms of income, operating income fell 20.1% year-on-year to 66,761 million yen due to the impact of soaring labor costs and raw fuel prices associated with inflation, in addition to a decline in volumes, although there was the positive effect of the weak yen. Ordinary income decreased 23.6% year-on-year to 65,887 million yen due to the lower operating income and loss on liquidation of subsidiaries and affiliates. Net income attributable to owners of the parent fell 22.3% year-on-year to 55,048 million yen due to the recording of impairment losses associated with the optimization of production capacity and others in the Environment Business although income tax refunds, etc. were recorded.

For Realization of Sustainable Growth

The uncertain environment is expected to stay mainly due to the prolongation of the situation in Ukraine, rising prices, semiconductor shortages and trade conflicts between the U.S. and China. On the other hand, from a medium- to long-term viewpoint, the Group expects the sophistication of information and telecommunications and the digitization of society, such as autonomous driving, to advance in addition to the shift to carbon neutrality against the backdrop of the global trend toward the realization of a decarbonized society. With the aim of becoming a corporation that adds new value to society, the Group has set "A Company to contribute to carbon neutrality and a digital society with our unique ceramic technologies" as what it wants to be in the NGK Group Vision. Accordingly, the Group is pushing forward with the "Five Transformations" to bring the vision into being. Although there is concern that automotive-related products, the Group's core business, will shrink as electrification advances, the Group will work on "Advancement of ESG management" and "Improving the earnings capability of existing businesses and creating new business" in an attempt to steadily expand the lineup of products related to carbon neutrality and a digital society and transform its business structure for a future society of 2050.

The NGK Group's initiatives for key issues are as follows:

(1) Advancement of ESG Management

The NGK Group has 37 group companies (including 19 manufacturing companies) operating in 19 countries overseas and has been establishing an environment that enables all members working in the Group to behave in accordance with fair values and international criteria to ensure that these issues are addressed and that the transparency and autonomy of corporate management is enhanced. The Board of Directors will appropriately supervise the initiatives to address sustainability issues, including ESG factors on a management level, which the Group is pushing forward with under the ESG Management Committee chaired by the President.

● Initiatives for the Environment (E)

Holding up the goal of achieving net zero CO₂ emissions by 2050, the Group has formulated the “NGK Group Environmental Vision,” which is formed around making a contribution to carbon neutrality, a recycling-oriented society and harmony with nature. Based on it, the Group has compiled the “Carbon Neutrality Strategic Roadmap” and the five-year environmental plan as concrete action plans and is striving to fulfill the goals therein.

As an effort to achieve these targets, the Group plans to switch all electricity consumed by overseas sites to that derived from renewable energy and adopt solar power generation facilities with a total output of 40 megawatts in manufacturing sites in Japan and overseas by fiscal 2025. In addition, in order to achieve these goals ahead of schedule, the Group has started to develop ceramics firing facilities using carbon-neutral fuels such as hydrogen and ammonia, and technologies related to carbon capture and utilization (CCU) and carbon capture and storage (CCS) such as CO₂ separation membranes and direct air capture (DAC). The Group will continue to demonstrate and apply these technologies internally and at the same time, engage in the development of carbon-neutral-related products and services.

● Initiatives for Society (S)

The NGK Group will expand initiatives to respect human rights in its companies and supply chains, thereby contributing to the creation of a society in which the human rights of all people affected by business activities will not be violated. Not only did the Group establish the “NGK Group Human Rights Policy” based on the “United Nations’ Guiding Principles on Business and Human Rights” but it also disclosed a statement on the UK Modern Slavery Act. Furthermore, the Group endorses “Children’s Rights and Business Principles” and has declared that the Group will respect children’s rights in business activities and engage in social contribution activities and others for the promotion of children’s rights.

In respect of diversity, to promote the advancement of women, we have set numerical targets for the percentage of female new college graduates hired and for expanding the scope of their responsibility in the organizations that they are assigned or transferred to. We have implemented a system to support early return from parental leave to encourage employees who took maternity and childcare leave to resume their careers early. In addition to systems such as providing training for employees returning from childcare leave and expansion and improvement of childcare leave for male employees, we have been working on creating an environment that allows women to thrive through organizing internal lectures that aim for deeper understanding of balancing work and family responsibilities.

● Initiatives for Governance (G)

With regard to corporate governance, in light of further enhancing the functions of the Board of Directors, NGK appoints independent outside directors who can contribute to the Company’s sustainable growth and mid- to long-term improvement of corporate value. The number of independent outside directors is one-third or more of the total members of the Board of Directors. Furthermore, to ensure the transparency of corporate management and strengthen the supervising and monitoring functions of the Board of Directors, not only does the Company strive to ensure fairness and enhance transparency in determining officer appointments, remuneration and others through the Nomination and Remuneration Committee, in which independent outside directors form a majority, but the Company also has set up the Management Ethics Committee, comprised of outside officers as the key members, to handle the response to any wrongdoing and legal violations that involve officers, etc. The Committee will make reports, recommendations and others on the above matters to the Board of Directors.

From the perspective of compliance, the Company has formulated the NGK Group Guidelines for

Corporate Behavior as the signpost for all members working in the Group to have ethics and perform correct business activities and is working to make the guidelines well known and understood.

Through these efforts, the Company aims to enhance the awareness of compliance, reduce risks and strengthen and expand the governance system, all of which further support global corporate management.

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

In order to improve the profitability of each business, the Company will appropriately pass increased costs associated with global inflation on to selling prices, and at the same time, the Company is advancing the initiatives of “Manufacturing ∞ (chain) innovation” to further enhance its profitability. The two central focuses of the initiative are “production innovation activities,” which 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 production sites. 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.

As the key measure to create new business, the Company sets “New Value 1000” which is to boost the net sales of newly commercialized products to a minimum of 100 billion yen in 2030. The three business groups of Corporate NV Creation, tasked mainly with the marketing function, Corporate R&D with the Group’s unique differentiating technologies, such as ceramics material technology and element technology, and Corporate Manufacturing Engineering, responsible for manufacturing including prototyping and mass-production technology, coordinate to speed up the process from R&D to commercialization. In fiscal 2022, the R&D and Business Development Committee was established 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. In fiscal 2023, the Company plans to make an investment of 31 billion yen for R&D expenses, a record high in its history. The investments will total 300 billion yen for ten years, of which 80 percent will be allocated to fields related to carbon neutrality and a digital society. In this way, the Company will focus management resources on promising themes that help solve social issues.

The key issues of each segment are as follows:

[Environment Business]

We respond to increasing demand mainly due to a recovery in automobile production and a tightening of exhaust gas regulations in the foreseeable future, and will aim to maximize profit by improving productivity, optimizing the global production system and building a stable supply system. The internal combustion engine business will gradually decline in the future due to the popularization of electric vehicles. But in the short term, we will accelerate the development of new products such as gasoline sensors and electrically heated catalysts (EHC) in response to a further tightening of regulations in Europe and other regions. We will also launch our CCU- and CCS-related products, such as DAC, into carbon-neutral-related markets, which are expected to expand globally, and we will promote the introduction of high-value-added products as a business that encompasses the environment-related market in a broad sense.

[Digital Society Business]

Demand is expected to decline in the short term as economic conditions deteriorate. But in the medium to long term, demand is projected to grow in semiconductor-related and electronic component-related fields primarily due to the advancement of the IoT and 5G. Down the road, we will continue to make capital investments with an eye on the medium to long term in order to accommodate growing demand in addition to developing next-generation products and cultivating customers. We will also steadily advance the development of new products, such as chip-type ceramic secondary batteries (EnerCera[®]) and insulated circuit boards with high heat dissipation qualities, with the aim of expanding our range of products that contribute to a digital society.

[Energy & Industry Business]

In respect of the energy-storage-related field, it will take a while for demand for NAS[®] batteries to expand on a full-scale basis. Meanwhile, we will work to build a business model that leverages the NAS[®] battery features of large capacity, long life and long-hour charging and discharging. We will make the

insulator business more efficient assuming that there will be mid- to long-term market change. The Industrial Process Business strives to expand earnings in refractory products and pharmaceutical water purifiers, and simultaneously, launch products and facilities that contribute to meeting environmental needs in society, such as for CO₂ separation, hydrogen separation, and a bio-economy, in an attempt to expand into a business field that will become a receptacle of new carbon neutral products.

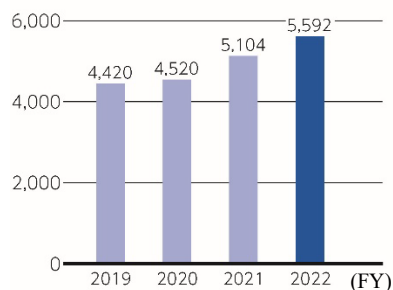
Through these initiatives, the Group will work to further reinforce its management base, realize sustainable growth and higher corporate value, and continue conducting corporate management with emphases on capital efficiency and shareholders.

June 2023

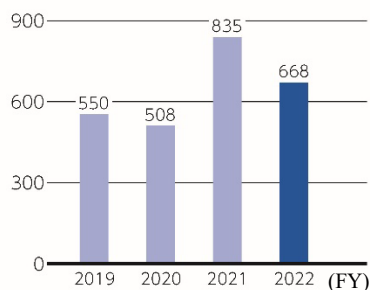
Business Overview

○ Consolidated financial highlights

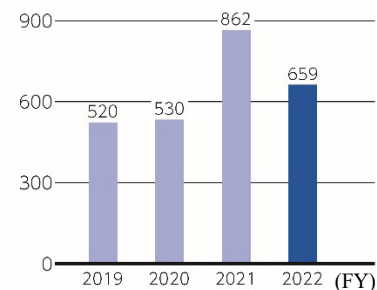
Net sales (100 million yen)



Operating income (100 million yen)



Ordinary income (100 million yen)



○ Highlights by Business

Environment Business	Digital Society Business	Energy & Industry Business																											
<ul style="list-style-type: none"> Automotive ceramics for exhaust gas purification Sensors 	<ul style="list-style-type: none"> Components for semiconductor manufacturing equipment Electronics components Beryllium copper products Molds 	<ul style="list-style-type: none"> NAS[®] (sodium-sulfur) batteries Insulators and hardware for insulator assemblies Current limiting arching horn, bushing shells and fuse cut-outs APM and line arrester Corrosion-resistant ceramic apparatuses for chemical industries Gas analyzer Industrial heating systems and refractory products Radioactive waste treatment systems 																											
<table border="1"> <thead> <tr> <th>FY</th> <th>Net sales (100 million yen)</th> <th>Operating income (100 million yen)</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>2,927</td> <td>651</td> </tr> <tr> <td>2022</td> <td>3,208</td> <td>507</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2021	2,927	651	2022	3,208	507	<table border="1"> <thead> <tr> <th>FY</th> <th>Net sales (100 million yen)</th> <th>Operating income (100 million yen)</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>1,503</td> <td>199</td> </tr> <tr> <td>2022</td> <td>1,632</td> <td>176</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2021	1,503	199	2022	1,632	176	<table border="1"> <thead> <tr> <th>FY</th> <th>Net sales (100 million yen)</th> <th>Operating income (100 million yen)</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>699</td> <td>Δ14</td> </tr> <tr> <td>2022</td> <td>778</td> <td>Δ15</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2021	699	Δ14	2022	778	Δ15
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Latest Topics

1. Established NR-Power Lab Co., Ltd., a Joint Venture, with Ricoh

NGK INSULATORS LTD. (“NGK”) and Ricoh Company, Ltd. (headquartered in Tokyo, “RicoH”) have established NR-Power Lab Co., Ltd., a joint venture of the two companies related to the electric power business.

NR-Power Lab Co., Ltd. will advance the development of services provided for expanding the use of renewable energy that is essential for achieving carbon neutrality through combining NGK’s technology for controlling storage batteries such as NAS[®] Batteries with large capacity with Ricoh’s renewable-energy-distribution recording platform that utilizes digital technology, with the aim of their commercialization.

We will contribute to the realization of a sustainable society by facilitating the popularization and adoption of renewable energy through the business that integrates technologies and expertise that the two companies have accumulated.



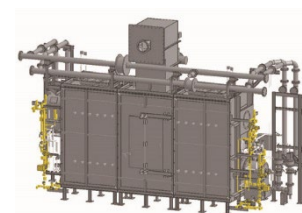
Scene from the press conference

2. Installed Firing Furnace for a Mass Production Demonstration for Commercialization of Hydrogen Combustion Firing Furnaces

NGK has installed a firing furnace developed in-house for a mass production demonstration, with a view to introducing hydrogen combustion firing furnaces for commercial use. The installation site is at the hydrogen combustion test field of the Technical Research Institute of Toho Gas Co., Ltd. (headquartered in Nagoya City, Aichi Prefecture). NGK will proceed with the development of hydrogen burners for mass-production facilities to apply to hydrogen combustion mass-production facilities. NGK aims to reduce CO₂ emission by approximately 300,000 tons per year and achieve net zero CO₂ emissions by 2050 through firing that does not emit CO₂ at the time of combustion.

NGK plans to start a demonstration from June 2023 to establish the hydrogen combustion technology for mass-production by 2025, thereby preparing a system that makes it possible to apply the furnace to manufacturing sites in Japan and overseas from 2030.

NGK also plans to apply the knowledge that will be acquired through the development of hydrogen combustion to the development of combustion technology with ammonia and other non-fossil fuels. To achieve net zero CO₂ emissions by 2050, which is set up as a theme in the NGK Group Environment Vision, formulated by the Group in April 2021, NGK will continue technological development that uses clean energy to manufacture ceramics in an effort to realize a carbon neutral society.



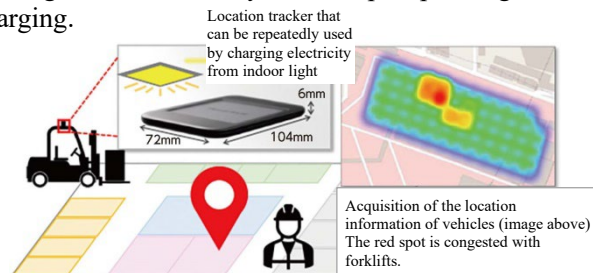
Firing furnace scheduled to be installed for mass-production demonstration (a conceptual presentation)

3. Developed Maintenance-Free Indoor/Outdoor Position Tracker That Is High-Precision, Ultra-Thin and Compact

NGK developed an ultra-thin, compact and maintenance-free indoor/outdoor position tracker that can acquire location information with high precision jointly with Exeger Operations AB (headquartered in Stockholm, Sweden), TACHIBANA ELECTRIC SOLUTIONS (headquartered in Tokyo), and Semtech Corporation (headquartered in California, U.S.A).

The tracker uses NGK's ultra-thin and compact lithium-ion secondary battery "EnerCera[®]" and a solar battery that converts light such as indoor light and sunlight into electricity and keeps operating in a maintenance-free way without battery replacement or charging.

Down the road, the four companies will carry out evaluation and demonstration and explore the possibility of a solution business that utilizes location information such as a monitoring system for children and elderly people and analysis of the movement of people in offices, stores and factories. The four companies will work to realize an actual installation in society through leveraging their knowledge to meet the globally accelerating shift to the IoT.



A demonstration using this tracker was held at the vegetable and fruit section of Nagoya Central Wholesale Market Honjo from February to March 2023.

4. Certified by Platinum Kurumin as Child-Rearing Friendly Company

NGK has been granted "Platinum Kurumin Certification by the Ministry of Health, Labour and Welfare, as an excellent child-rearing friendly company that has made high levels of efforts.

NGK has continued preparing an employee-friendly workplace that allows women to continue working and advance in their career and encourages male workers to take part in child-rearing, and expanding and improving work/life balance since it reinforced and broadened a system that supported employees in balancing work and life in the wake of the 2009 revision to the Act on Childcare Leave, Caregiver Leave and Other Measures for the Welfare of Workers Caring for Children and Other Family Members.

NGK will continue improving the employment environment with the aim of ensuring that all employees demonstrate their capabilities to the maximum.



5. Named "Noteworthy DX Company" for 2023 by METI and TSE

NGK was selected as a Noteworthy Digital Transformation (DX) Company for 2023 in DX Stocks 2023 by Japan's Ministry of Economy, Trade and Industry (METI), the Tokyo Stock Exchange (TSE) and Information-technology Promotion Agency, Japan (IPA) on May 31, 2023.

"DX Stocks" are a system that selects and publicly announces corporations from ones listed on the TSE in recognition of establishing an internal mechanism for promoting DX leading to higher corporate value and delivering excellent results in the use of the digitized process.

The NGK Group will keep pushing forward with DX to realize corporate reform through utilizing data and digital technology set up as a theme in "NGK Group Digital Vision."



6. Named to "DJSI," a Global ESG Investment Index for the Seventh Consecutive Year

NGK was named as a constituent company to a world's leading ESG investment index "Dow Jones Sustainability Indices Asia Pacific Index (DJSI Asia Pacific)" for the seventh consecutive year.

NGK will keep aiming at sustainable growth through business activities and ESG initiatives and simultaneously, contribute to the realization of a sustainable society.



Condensed Financial Statements (Consolidate)

Check Points

(1) Assets

Current assets grew year-on-year mainly due to increases in cash and deposits and inventories. Non-current assets remained almost unchanged year-on-year.

(2) Liabilities

Current liabilities fell year-on-year primarily due to a decrease in income tax payable. Non-current liabilities fell year-on-year mainly due to a decrease in long-term borrowings.

(3) Net assets

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

Balance Sheet

(Million yen)

Account	End of FY2021 (As of March 31, 2022)	End of FY2022 (As of March 31, 2023)
(Assets)		
Current assets	527,394	573,718
Non-current assets	455,438	455,449
Property, plant and equipment	375,312	366,446
Intangible assets	6,196	6,414
Investments and other assets	73,930	82,588
(1) Total assets	982,833	1,029,168
(Liabilities)		
Current liabilities	151,790	149,507
Non-current liabilities	241,448	237,214
(2) Total liabilities	393,238	386,721
(Net assets)		
Shareholders' equity	545,308	570,496
Accumulated other comprehensive income	37,838	64,951
Share acquisition rights	941	882
Non-controlling interests	5,505	6,116
(3) Total net assets	589,594	642,446
Total liabilities and net assets	982,833	1,029,168

Statement of Income

		(Million yen)	
Account		FY2021 (From April 1, 2021, to March 31, 2022)	FY2022 (From April 1, 2022, to March 31, 2023)
(4)	Net sales	510,439	559,240
	Cost of sales	347,748	405,463
	Selling, general and administrative expenses	79,163	87,015
(5)	Operating income	83,527	66,761
	Non-operating income	7,943	6,015
	Non-operating expenses	5,222	6,889
(6)	Ordinary income	86,248	65,887
	Extraordinary income	6,130	2,669
	Extraordinary losses	1,559	11,034
	Income before income taxes	90,819	57,522
	Income taxes - current	25,551	15,254
	Income taxes - refund	△5,758	△7,661
	Income taxes for prior periods	-	△4,100
	Income taxes - deferred	△6	△1,222
	Net income	71,032	55,251
	Net income attributable to non-controlling interests	180	202
(7)	Net income to owners of the parent	70,851	55,048

The Environment Business saw shipments of automotive-related products remain on the almost same level as the previous fiscal year as the numbers of passenger cars and trucks sold in the entire world were nearly flat year-on-year despite negative effects including restraints on economic activity in China. In the Digital Society Business, shipments of products for semiconductor manufacturing equipment and electronic components including piezoelectric microactuators for HDD's declined in the wake of decreases in investments in semiconductors, data centers and others. The Energy & Industry Business saw shipments increase primarily for insulators and heating systems.

As a result, **(4) net sales** were up year-on-year. As for profits, **(5) operating income** and **(6) ordinary income** dropped year-on-year due to the impact of rising labor costs and soaring raw material and fuel prices, caused by inflation, in addition to a decrease in volumes. **(7) Net income attributable to owners of the parent** fell year-on-year mainly due to the recording of impairment losses associated with the optimization of production capacity in the Environment Business.

Statement of Cash Flows

(Million yen)

Account	FY2021 (From April 1, 2021, to March 31, 2022)	FY2022 (From April 1, 2022, to March 31, 2023)
(8) Cash flow from operating activities	94,831	97,949
(9) Cash flow from investing activities	△46,291	△52,006
(10) Cash flow from financing activities	△45,263	△34,568
Effect of exchange rate changes on cash and cash equivalents	5,547	2,560
Net increase (decrease) in cash and cash equivalents	8,823	13,935
Cash and cash equivalents, beginning of period	146,031	154,855
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	-	73
Cash and cash equivalents, end of the year	154,855	168,863

(8) Cash flow from operating activities

Net cash provided by operating activities totaled ¥97,949 million. This was due to income before income taxes of ¥57,522 million and depreciation although there was an increase in inventories.

(9) Cash flow from investing activities

Net cash used for investing activities totaled ¥52,006 million. This included acquisitions of securities and an increase in time deposits in addition to capital expenditure mainly for automobile-related products.

(10) Cash flow from financing activities

Net cash used for financing activities totaled ¥34,568 million. This was mainly because long-term borrowings were repaid, dividends were paid, and funds were spent to repurchase treasury shares 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, 2023, excluding (4))

(1) Stock information

Total number of shares authorized	735,030,000
Total number of shares issued	311,829,996
Number of shareholders	55,718

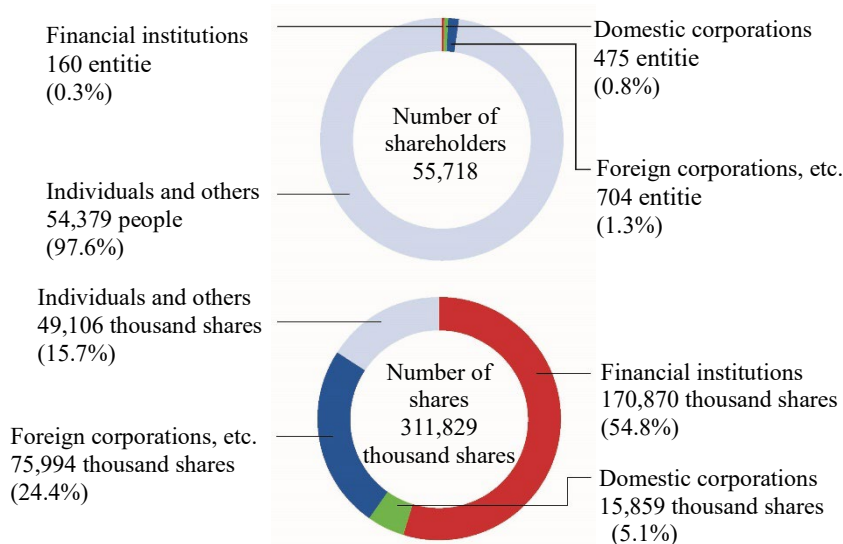
(2) Major shareholders

Shareholder name	Number of shares held (1,000 shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	53,199	17.36
Custody Bank of Japan, Ltd. (Trust Account)	21,695	7.08
Meiji Yasuda Life Insurance Company	21,457	7.00
The Dai-ichi Life Insurance Company, Limited	21,054	6.87
MUFG Bank, Ltd.	7,204	2.35
National Mutual Insurance Federation of Agricultural Cooperatives	7,029	2.29
Aioi Nissay Dowa Insurance Co., Ltd.	4,387	1.43
STATE STREET BANK WEST CLIENT TREATY 505234	4,074	1.33
JP MORGAN CHASE BANK 385781	3,391	1.10
The Aichi Bank, Ltd.	3,108	1.01

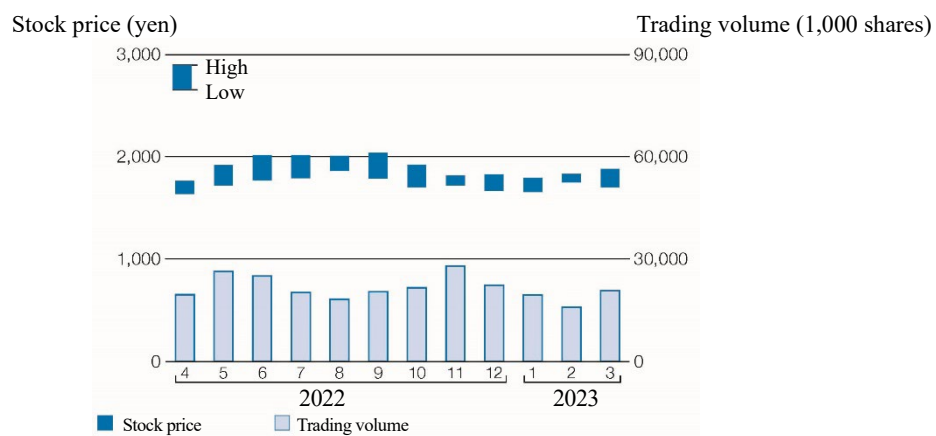
(Notes)

1. We hold 5,539,120 treasury shares but they are excluded from the major shareholders listed above.
2. The shareholding ratio above is calculated based on the number of shares after deducting the number of treasury shares (5,539,120 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 26, 2023) (*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 and Senior Vice President	Tadaaki Yamada
Director and Senior Vice President	Hideaki Shindo
Director (Outside)	Hiroyuki Kamano
Director (Outside)	Emiko Hamada
Director (Outside)	Kazuo Furukawa
Statutory Auditor	Nobumitsu Saji
Statutory Auditor	Naoya Yagi
Auditor (Outside)	Masayoshi Sakaguchi
Auditor (Outside)	Takashi Kimura

Executive Officers (As of June 23, 2023) (*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	Shuhei 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
Vice President	Masato Nozaki
Vice President	Yasuyoshi Imai
Vice President	Hiroki Fujita

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	69,955 million yen	

Memo for shareholders

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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