

FY2023
Business Report for Shareholders
(From April 1, 2023 to March 31, 2024)

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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

2023 Business Results

Regarding the global economy during the fiscal year under review, the United States economy saw steady progress mainly with the consumer spending, employment, and income environment while China experienced a gradual economic slowdown due to a weak real estate market and foreign demand, and the European economy was also affected by financial tightening and a slowdown of the Chinese economy, which slowed down the recovery rate of the foreign markets. The Japanese economy, while affected by the slowdown of the foreign economy, saw a gradual recovery through a high level of corporate profits, and the employment and income environment also improved.

Under such circumstances, the Environment Business of the Group saw weak truck sales due to a slowdown of the Chinese market while shipments of automobile-related products increased with steady growth of global automobile sales. With the Digital Society Business, shipments of products for semiconductor manufacturing equipment, piezoelectric micro actuators for hard disk drives (HDD's), etc. declined due to a decrease in investment for semiconductors and data centers. With the Energy & Industry Business, shipments of insulators increased because investment in infrastructure boomed in the United States, Taiwan, Australia, etc.

As a result, net sales for the fiscal year under review rose 3.5% year-on-year to 578,913 million yen thanks to an increase in the volumes of automobile-related products etc. and 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 0.5% year-on-year to 66,397 million yen due to the impact of soaring raw fuel prices and an increase in research and development costs although there was positive effect of the weak yen. Ordinary income fell 4.3% year-on-year to 63,042 million yen due to lower operating income, currency exchange loss, etc. Net income attributable to owners of the parent fell 26.3% year-on-year to 40,562 million yen due to the recording of impairment losses against assets of the packaging business whose performance deteriorated due to a decrease in demand, among others.

For Realization of Sustainable Growth

The uncertainty with the environment that the Group is in is expected to stay. On the other hand, from a medium- to long-term viewpoint, as the advancement of global warming is now called “global boiling,” the Earth is now in a critical situation, and approaches for carbon neutrality to realize a carbon-free society are proliferating. With the advent of generative AI (artificial intelligence), we expect information communication to become sophisticated and the growth of the digital society to accelerate. 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 of vehicles 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 36 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 32 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 technologies using carbon-neutral fuels such as hydrogen and ammonia; develop gas separation membranes and Direct Air Capture (DAC) technologies that capture CO₂ in the atmospheric air directly as technologies related to carbon capture, utilization, and storage; and promote demonstration tests of methanation that reuses CO₂ for demonstration and application of these technologies within the Group. We are also developing 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 a 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 medium- 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 Business 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 sophistication and global integration in the manufacturing system, and further reduction of the costs, lead time, and inventory as measures to combat soaring raw fuel costs etc. and fluctuation in demand, thereby leading to strengthening the earning capacity.

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 production technology, engineering, etc., coordinate to speed up the process from R&D to commercialization. To create more competitive differentiating technologies while speeding up the development, we act on concurrent development involving the Corporate Manufacturing Engineering Department at an early stage, and actively promote the creation of new products and new businesses leveraging external alliances including funding venture capitals and startup businesses, and thereby try to change our business structure.

The key issues of each segment are as follows:

Environment Business

While responding to a high level of demand in the foreseeable future mainly due to a recovery in automobile production and a tightening of exhaust gas regulations, we will aim to maximize profit by improving productivity, optimizing the global production system, and building a stable supply system. We will also strengthen the development organization for early commercialization of products and equipment that can contribute to the social environmental needs such as DAC (Direct Air Capture) that captures CO₂ in the atmospheric air directly and sub-nano ceramic membranes that can separate hydrogen etc. from other gas species at a molecular level, into carbon-neutral-related markets that are expected to expand globally.

Digital Society Business

Regarding the business areas related to digital society, demand tends to be weak on a short-term basis due to a sluggish recovery of the global economy while from a medium- to long-term perspective, demand is projected to grow in semiconductor-related and electronic component-related fields primarily due to the advancement of the IoT and 5G. As for the products for semiconductor manufacturing equipment and electronics-part-related products, we will continue to make capital investments from a medium- to long-term perspective in order to accommodate growing demand in addition to developing next-generation products and cultivating customers. We will also increase the supply capacity of AMB and DCB Substrates for Power Modules and steadily advance the development of composite wafers that contribute to the sophistication of telecommunication and power modules 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 strive to cultivate business opportunities that leverage the NAS[®] battery features including large capacity, long life and long-hour charging and discharging. We will focus on

a new business area of Selling New Solutions where services and/or values are provided in addition to the conventional business of Selling Products, for example, by starting a VPP service to control energy resource integrally with IoT technologies utilizing the NAS[®] batteries to balance power demand.

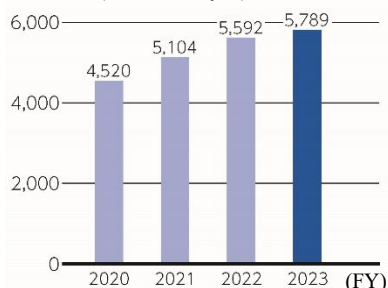
Through these initiatives, the Group will work to further reinforce its management base, realize sustainable growth and higher corporate value, and continue conducting corporate management with emphases on capital efficiency and shareholders.

June 2024

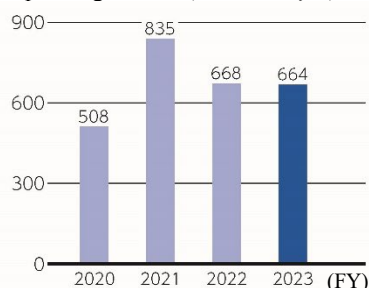
Business Overview

○ Consolidated financial highlights

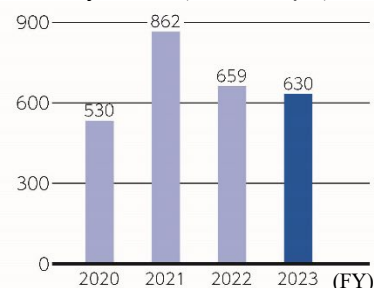
Net sales (100 million yen)



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>2022</td> <td>3,208</td> <td>507</td> </tr> <tr> <td>2023</td> <td>3,619</td> <td>636</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2022	3,208	507	2023	3,619	636	<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>2022</td> <td>1,632</td> <td>176</td> </tr> <tr> <td>2023</td> <td>1,382</td> <td>23</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2022	1,632	176	2023	1,382	23	<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>2022</td> <td>778</td> <td>Δ15</td> </tr> <tr> <td>2023</td> <td>808</td> <td>5</td> </tr> </tbody> </table>	FY	Net sales (100 million yen)	Operating income (100 million yen)	2022	778	Δ15	2023	808	5
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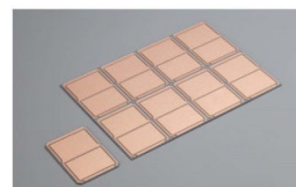
Latest Topics

1. Expand Production Capacity of AMB and DCB Substrates for Power Modules by About 2.5 Times; For EV/HEV's

We have decided to expand our production capacity of AMB and DCB Substrates for Power Modules for power semiconductor modules. The monthly production capacity will increase by about 2.5 times by FY2026.

AMB and DCB Substrates for Power Modules are used in components with power semiconductors (power semiconductor modules) for power conversion of drive control of motors, power generators, etc. They play the role of stabilizing the operation of a power semiconductor by dissipating the generated heat when it drives a component. Demand for the devices for electric vehicles (EV) and hybrid vehicles (HEV) is increasing with a global trend of electrification of vehicles, and the market is expected to expand even further from a medium- to long-term viewpoint.

We aim to achieve net sales of 20 billion yen by FY2030 by expanding our supply capacity to steadily capture the demand for automobiles etc.



AMB and DCB Substrates for Power Modules

2. NGK's Zinc Rechargeable Battery (ZNB) Has Been Adopted for Demonstration of KDDI's Base Stations to Enhance Measures against Power Blackout during Disaster

The zinc rechargeable battery (ZNB) that we are developing has been adopted in the demonstration of a backup power source for commercial base stations of KDDI Corporation (headquartered in Chiyoda-ku, Tokyo), and started operating.

The ZNB is a storage battery that has a zinc negative electrode, and our proprietary ceramic is used as the separator to keep the positive and negative electrodes apart. The features of this rechargeable battery are that it has high energy density and can be installed in virtually any place including indoors. This is because the battery is safer than conventional rechargeable batteries since the electrolyte does not contain an organic solvent.

Installing ZNB will enable base stations to operate for 24 hours or more during a blackout.

We aim to expand the application of this high-capacity and safe storage battery to other areas including infrastructure equipment such as railroads, public facilities such as governmental offices and hospitals, and commercial facilities such as retail stores and office buildings.

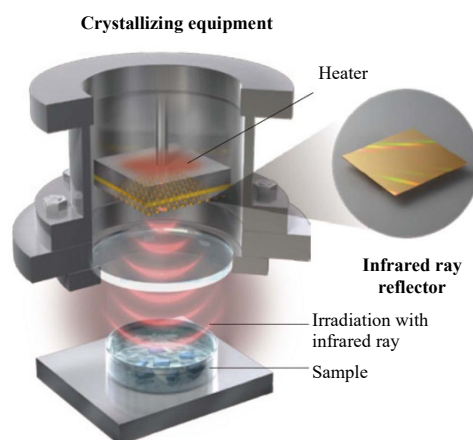


Battery unit of the ZNB (shown in the front) and a battery module

3. Launched the World's First Crystalline Identification Service Business Using Infrared Rays Contributing to the Development of Medical and Pharmaceutical Products with Our Proprietary Infrared Ray Technologies

We launched a crystalline identification service business for organic compounds in medical and pharmaceutical products applying our proprietary infrared ray technologies in April 2024.

We have vast knowledge of infrared rays based on the ceramic firing technologies that we have been developing for years, and have wavelength control technology capable of irradiating an item with infrared rays of a selected wavelength. We then focused on the fact that infrared rays can selectively excite vibration in a specific part of organic compounds, and, in collaboration with a university, we launched a new service to identify crystalline forms leveraging our wavelength control technologies.



We have developed proprietary prognosis software using AI to efficiently predict a crystalline form by specifying the crystalline formation process. It is to be implemented in FY2025, making the precipitation of

unknown crystalline forms even more likely. We aim to have net sales of 3 billion yen by FY2030 with this service to identify crystalline organic compounds.

4. NGK Minnano Mori Mizunami (Forest for Everyone in Mizunami) Has Been Granted Status as “Other Effective Area-based Conservation Measure”

An area of about 5.6 hectares that includes spring wetland and indigenous broad-leaved trees within NGK Minnano Mori Mizunami, which the NGK owns in Mizunami City, Gifu, Japan, has been granted status as “Other Effective Area-based Conservation Measure” by the Ministry of Environment of Japan.

NGK Minnano Mori Mizunami is a company-owned forest of 17 hectares, and is rich with biodiversity. It is a secondary forest mainly consisting of oak trees and Japanese red pines that have been preserved intact for about 50 years, where more than 115 species of flora and fauna including insects inhabit, some of which are endangered species.

We will promote sustainable forest management of NGK Minnano Mori Mizunami for the years to come while actively engaging with Nature Positive to stop and reverse the current decline in biodiversity, thereby helping to bring about a sustainable society.



5. Our Approach to Energy Efficient Buildings with Low-Temperature Waste Heat from Factories Was Commended in Energy Conservation Grand Prize 2023

In collaboration with NIKKEN SEKKEI LTD (headquartered in Chiyoda-ku, Tokyo), Kajima Corporation (headquartered in Minato-ku, Tokyo), TOENEC CORPORATION (headquartered in Nagoya City, Aichi), and Panasonic Electric Works Engineering Co., Ltd. (headquartered in Osaka City, Osaka), we were commended with the Agency for Natural Resources and Energy Director-General’s Award (Business Field) of the Energy Conservation Grand Prize 2023 hosted by the Energy Conservation Center, Japan.

This prize was awarded for our approach to saving energy consumed in the Office and Welfare Building of Mizuho E1 Building at the Nagoya site (Mizuho-ku, Nagoya City) with low-temperature waste heat from factories.

We aim to reduce CO₂ emission by 50% compared with FY2013 in FY2030 and achieve net zero by FY2050 in accordance with the NGK Group Environmental Vision established in April 2021. We continue to improve the efficiency of energy consumption to contribute to realization of a carbon neutral society.



Business and Welfare Building Mizuho E1 Building within the Nagoya site

Condensed Financial Statements (Consolidated)

Check Points

(1) Assets

Current assets grew year-on-year mainly due to increases in cash and deposits and inventories. Non-current assets also rose year-on-year.

(2) Liabilities

Current liabilities rose year-on-year due to the increase of long-term borrowings (payment planned within one year) and contract liabilities. Non-current liabilities rose year-on-year due to the increase in issuance of bonds and deferred tax liabilities while there was a decrease in long-term borrowings.

(3) Net assets

Net assets rose year-on-year due to an increase in retained earnings, and a valuation difference on available-for-sale securities, foreign currency translation adjustment, etc.

Balance Sheet

(Million yen)

Account	End of FY2022 (As of March 31, 2023)	End of FY2023 (As of March 31, 2024)
(Assets)		
Current assets	573,718	642,151
Non-current assets	455,449	485,425
Property, plant and equipment	366,446	371,903
Intangible assets	6,414	6,659
Investments and other assets	82,588	106,862
(1) Total assets	1,029,168	1,127,576
(Liabilities)		
Current liabilities	149,507	175,803
Non-current liabilities	237,214	248,547
(2) Total liabilities	386,721	424,351
(Net assets)		
Shareholders' equity	570,496	566,856
Accumulated other comprehensive income	64,951	128,569
Share acquisition rights	882	852
Non-controlling interests	6,116	6,947
(3) Total net assets	642,446	703,225
Total liabilities and net assets	1,029,168	1,127,576

Statement of Income

		(Million yen)	
Account		FY2022 (From April 1, 2022, to March 31, 2023)	FY2023 (From April 1, 2023, to March 31, 2024)
(4)	Net sales	559,240	578,913
	Cost of sales	405,463	423,059
	Selling, general and administrative expenses	87,015	89,456
(5)	Operating income	66,761	66,397
	Non-operating income	6,015	5,915
	Non-operating expenses	6,889	9,271
(6)	Ordinary income	65,887	63,042
	Extraordinary income	2,669	2,019
	Extraordinary losses	11,034	8,886
	Income before income taxes	57,522	56,175
	Income taxes - current	15,254	17,998
	Income taxes - refund	△7,661	△2
	Income taxes for prior periods	△4,100	—
	Income taxes - deferred	△1,222	△2,524
	Net income	55,251	40,703
	Net income attributable to non-controlling interests	202	140
(7)	Net income to owners of the parent	55,048	40,562

The Environment Business of the Group saw weak truck sales due to a slowdown of the Chinese market while shipments of automobile-related products rose with steady growth of global automobile sales. With the Digital Society Business, shipments of products for semiconductor manufacturing equipment, piezoelectric micro actuators for hard disk drives (HDD's), etc. declined due to a decrease in investment for semiconductors and data centers. With the Energy & Industry Business, shipments of insulators increased because investment in infrastructure boomed in the United States, Taiwan, Australia, etc.

As a result, **(4) net sales** were up year-on-year. In terms of income, **(5) operating income** and **(6) ordinary income** fell year-on-year due to the soaring raw fuel prices, increase in research and development cost, currency exchange loss, etc. **(7) Net income attributable to owners of the parent** fell year-on-year due to the recording of impairment losses against assets of the packaging business whose performance deteriorated due to a decrease in demand, among others.

Statement of Cash Flows

(Million yen)

Account	FY2022 (From April 1, 2022, to March 31, 2023)	FY2023 (From April 1, 2023, to March 31, 2024)
(8) Cash flow from operating activities	97,949	99,159
(9) Cash flow from investing activities	△52,006	△68,593
(10) Cash flow from financing activities	△34,568	△36,123
Effect of exchange rate changes on cash and cash equivalents	2,560	8,125
Net increase (decrease) in cash and cash equivalents	13,935	2,568
Cash and cash equivalents, beginning of period	154,855	168,863
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	73	—
Cash and cash equivalents, end of the year	168,863	171,432

(8) Cash flow from operating activities

Net cash provided by operating activities totaled ¥99,159 million. This was due to income before income taxes of ¥56,175 million and depreciation although there was an increase in inventories.

(9) Cash flow from investing activities

Net cash used for investing activities totaled ¥68,593 million. This included acquisitions of securities and an increase in time deposits in addition to capital expenditure mainly for automobile-related products and products for semiconductor manufacturing equipment.

(10) Cash flow from financing activities

Net cash used for financing activities totaled ¥36,123 million. This was mainly because long-term borrowings were repaid, dividends were paid, and funds were spent to repurchase treasury shares although we made long-term borrowings and issued bonds to secure funds for future capital investment and carbon-neutral activities.

Stock Information (As of March 31, 2024, excluding (4))

(1) Stock information

Total number of shares authorized	735,030,000
Total number of shares issued	311,956,996
Number of shareholders	52,095

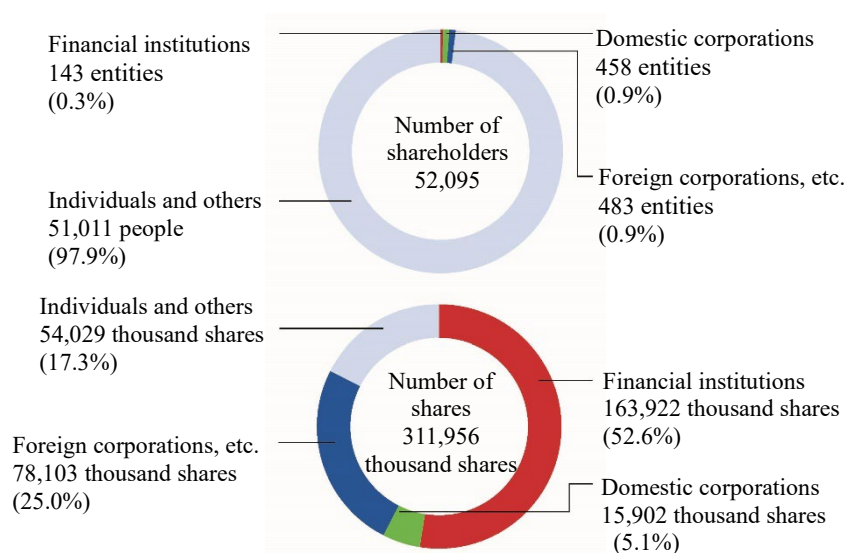
(2) Major shareholders

Shareholder name	Number of shares held (1,000 shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	51,987	17.44
Meiji Yasuda Life Insurance Company	21,695	7.28
The Dai-ichi Life Insurance Company, Limited	21,457	7.20
Custody Bank of Japan, Ltd. (Trust Account)	18,730	6.28
MUFG Bank, Ltd.	7,204	2.41
National Mutual Insurance Federation of Agricultural Cooperatives	7,029	2.35
Aioi Nissay Dowa Insurance Co., Ltd.	4,387	1.47
BNYM AS AGT/ CLTS 10 PERCENT	3,737	1.25
JP MORGAN CHASE BANK 385781	3,384	1.13
JPMorgan Securities Japan Co., Ltd.	3,347	1.12

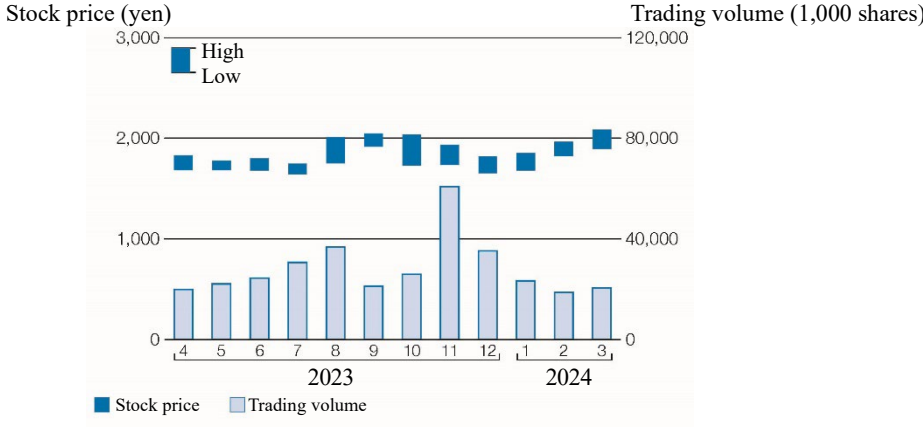
(Notes)

- We hold 14,029,396 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 (14,029,396 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, 2024) (*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	Hideaki Shindo
Director and Senior Vice President	Mayumi Inagaki
Director (Outside)	Emiko Hamada
Director (Outside)	Hiroshi Sakuma
Director (Outside)	Noriko Kawakami
Director (Outside)	Kengo Miyamoto
Statutory Auditor	Nobumitsu Saji
Statutory Auditor	Naoya Yagi
Auditor (Outside)	Masayoshi Sakaguchi
Auditor (Outside)	Takashi Kimura

Executive Officers (As of June 26, 2024) (*Concurrently serves as a director)

* President	Shigeru Kobayashi
* Executive Vice President	Chiaki Niwa
* Executive Vice President	Ryohei Iwasaki
* Senior Vice President	Hideaki Shindo
Senior Vice President	Hiroto Matsuda
Senior Vice President	Jun Mori
* Senior Vice President	Mayumi Inagaki
Senior Vice President	Masanobu Inoue
Senior Vice President	Hiroharu Kato
Senior Vice President	Atsushi Miyajima
Senior Vice President	Hiroyuki Shinohara
Senior Vice President	Takao Onishi
Vice President	Iwao Ohwada
Vice President	Tatsumi Ichioka
Vice President	Ryo Ishihara
Vice President	Hirofumi Sakamoto
Vice President	Hideki Shimizu
Vice President	Kazushi Tada
Vice President	Ryugo Takeda
Vice President	David Miller
Vice President	Takashi Yoshino
Vice President	Motoki Noritake
Vice President	Yoshihide Natsume
Vice President	Masato Nozaki
Vice President	Yasuyoshi Imai
Vice President	Hiroki Fujita
Vice President	Takeshi Ohtsu
Vice President	Shinya Yoshida
Vice President	Hideaki Tsukui
Vice President	Sang-Jae Lee

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	70,064 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 a better understanding of our company.

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

Top Page > IR Information

