



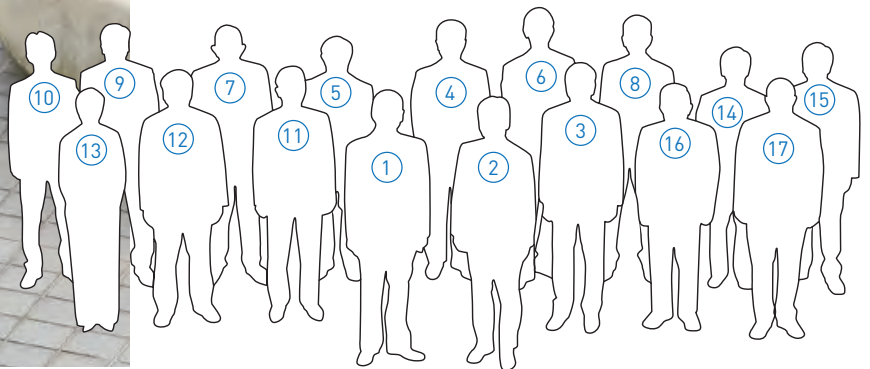
Board of Directors

- ① **Eiji Hamamoto**
Chairman
- ② **Taku Oshima**
President
- ③ **Yukihisa Takeuchi**
Executive Vice President
Group Executive, Corporate R&D, Development Committee Chair
- ④ **Susumu Sakabe**
Director and Senior Vice President
Responsible for the Finance Dept. and Purchasing Dept., General Manager, Tokyo Main Office
- ⑤ **Hiroshi Kanie**
Director and Senior Vice President
Group Executive, Ceramic Products Business Group, General Manager, Nagoya Site
- ⑥ **Ryohei Iwasaki**
Director and Senior Vice President
Responsible for Corporate Strategy Office, New Business Planning Office, Secretarial Office, Corporate Communications Dept., and Human Resources Dept., Senior Officer in charge of Group Companies
- ⑦ **Hideaki Saito**
Director and Senior Vice President
Group Executive, Power Business Group, General Manager, Komaki Site

- ⑧ **Shuhei Ishikawa**
Director and Senior Vice President
Group Executive, Electronics Business Group, General Manager, Electronic Components Div., Electronics Business Group
- ⑨ **Nobumitsu Saji**
Director and Senior Vice President
Responsible for Auditing Dept., Group Compliance Dept., Legal Dept., Intellectual Property Dept., and General Affairs Dept., CSR Committee Chair, Internal Controls Committee Chair, and General Manager, Osaka Site
- ⑩ **Chiaki Niwa**
Director and Senior Vice President
Group Executive, Corporate Manufacturing Engineering, Responsible for Environmental Management Dept. Quality Management Dept. and Safety and Health Management Dept., Facilities Committee Chair, NGK Environmental Protection Committee Chair, Quality Committee Chair, and Safety and Health Committee Chair
- ⑪ **Hiroyuki Kamano**
Outside Director
- ⑫ **Toshio Nakamura**
Outside Director
- ⑬ **Emiko Hamada**
Outside Director

Auditors and Supervisory Board

- ⑭ **Takeyuki Mizuno**
Audit & Supervisory Board Member
- ⑮ **Ken Sugiyama**
Audit & Supervisory Board Member
- ⑯ **Setsuo Tanaka**
Audit & Supervisory Board Member, Outside
- ⑰ **Ichiro Terato**
Audit & Supervisory Board Member, Outside



Executive Officers



Hiroshi Kurachi
Senior Vice President
General Manager, Engineering Div., General Manager, Sensor Div., Ceramic Products Business Group



Takaya Teshima
Senior Vice President
Group Vice Executive, Electronics Business Group, General Manager, Chita Site



Atsushi Matsuda
Senior Vice President
General Manager, Worldwide Sales & Marketing Div., Ceramic Products Business Group, General Manager, Overseas Sales Dept., Worldwide Sales & Marketing Div., Ceramic Products Business Group



Hiroto Matsuda
Vice President
General Manager, Manufacturing Div., Ceramic Products Business Group



Hiroyuki Tsuji
Vice President
General Manager, Manufacturing Engineering Dept., Corporate Manufacturing Engineering



Tomohiro Yamada
Vice President
President, NGK Electronics Devices Inc.



Tadaaki Yamada
Vice President
General Manager, Human Resources Dept.



Akira Katoh
Vice President
General Manager, New Metals Div., Electronics Business Group



Shigeru Kobayashi
Vice President
Group Vice Executive, Power Business Group, General Manager, Insulator Div., Power Business Group



Tsutomu Nanataki
Vice President
Group Vice Executive, Corporate R&D, Project Leader, Functional Materials Development Project, Corporate R&D



Masanobu Inoue
Vice President
General Manager, Industrial Process Div., Ceramic Products Business Group



Hiroharu Kato
Vice President
President, NGK EUROPE GmbH