

Governance Data Collection

Board of Directors

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of directors	NGK	12	13	11	9	9	Persons
Number of outside directors		3	3	3	3	3	Persons
Number of Board of Directors meeting held		14	14	14	13	14	Times

Audit & Supervisory Board

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of Audit & Supervisory Board members	NGK	4	4	4	4	4	Persons
Number of outside Audit & Supervisory Board members		2	2	2	2	2	Persons
Number of Audit & Supervisory Board meeting held		14	14	14	14	14	Times

Executive Officers

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of executive officers (excluding those also serving as directors)	NGK	15	15	22	22	22	Persons
Male		15	14	21	21	21	Persons
Female		0	1	1	1	1	Persons

Compensation for Directors and Audit & Supervisory Board Members

Item	Scope	Category	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Compensation for directors and Audit & Supervisory Board members	NGK	Directors (excluding outside directors)	570	535	591	685	539	Million yen
		Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	62	59	59	67	69	Million yen
		Outside officers	66	66	66	68	70	Million yen

Measures for Returning Profits to Shareholders

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Dividends per share	NGK	50	50	30	63	66	Yen
Return on equity (ROE)		7.6	5.8	7.9	12.9	9.0	%

Intellectual Property Management

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Number of patents held (Japan)	NGK	3,352	3,513	3,521	3,374	3,448	Cases
Number of patents held (Overseas)		4,346	4,485	4,452	4,444	4,589	Cases

Compliance

Item	Scope	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Examples of legal violations	NGK Group	0	0	0	0	0	Cases
Number of helpline consultation cases	NGK	75	55	28	43	38	Cases
Instances of anticompetitive behavior	NGK Group	0	0	0	0	0	Cases
Number of position-based anti-harassment training sessions	NGK	5	5	4	4	4	Times
Number of participants in position-based harassment training	NGK	464	419	417	448	514	Persons
Incidents of corruption or bribery	NGK Group	0	0	0	0	0	Cases