

Governance Data Collection

Board of Directors

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Number of directors	NGK	13	9	9	9	10	9	Persons
Number of outside directors		3	3	3	3	4	4	Persons
Number of Board of Directors meeting held		14	13	14	15	16	-	Times

Audit & Supervisory Board

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Number of Audit & Supervisory Board members	NGK	4	4	4	4	4	4	Persons
Number of outside Audit & Supervisory Board members		2	2	2	2	2	2	Persons
Number of Audit & Supervisory Board meeting held		14	14	14	14	13	-	Times

Executive Officers

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Number of executive officers (excluding those also serving as directors)	NGK	15	22	22	25	25	25	Persons
Male		14	21	21	24	25	24	Persons
Female		1	1	1	1	0	1	Persons

Compensation for Directors and Audit & Supervisory Board Members

Item	Scope		FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Compensation for directors and Audit & Supervisory Board members	NGK	Directors (excluding outside directors)	591	685	539	526	610	Million yen
		Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	59	67	69	71	72	Million yen
		Outside officers	66	68	70	70	81	Million yen

Measures for Returning Profits to Shareholders

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Dividends per share	NGK	30	63	66	50	60	Yen
Return on equity (ROE)		7.9	12.9	9.0	6.1	7.8	%

Intellectual Property Management

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of patents held (Japan)	NGK	3,521	3,374	3,448	3,536	3,275	Cases
Number of patents held (Overseas)		4,452	4,444	4,589	4,780	4,603	Cases

Number of Compliance Violations

Item		Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of Significant Compliance Violations (Total)		NGK Group	0	0	0	0	0	Cases
(Breakdown)	Instances of Anticompetitive Behavior	NGK Group	0	0	0	0	0	Cases
	Examples of Corruption/Bribery	NGK Group	0	0	0	0	0	Cases
	Other Examples of Legal Violations	NGK Group	0	0	0	0	0	Cases

Operational Status of Whistleblowing System

Item		Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Number of Helpline Consultation/Reporting Cases		NGK Group	28	43	38	35	42	Cases
*Number of Recognized Violations therein		NGK Group	5	19	5	8	5	Cases

*Indicates items from helpline consultations and reports for which some corrective action has been taken as the result of fact-finding by the administrative office

Progress of Anti-corruption Training Conducted by Lawyers

Item		Scope	FY2020	FY2021	FY2022	FY2023	FY2024	Unit
Training on competition laws	Number of Sessions	NGK Group	2	2	2	2	2	Times
	Number of Participants	NGK Group	1,548	1,768	1,733	1,812	1,826	Persons
Anti-Corruption Training	Number of Sessions	NGK Group	3	2	1	1	4	Times
	Number of Participants	NGK Group	90	50	24	24	74	Persons
Harassment Prevention Training	Number of Sessions	NGK Group	(*)	(*)	5	5	5	Times
	Number of Participants	NGK Group	(*)	(*)	178	757	504	Persons

*Due to the COVID-19 pandemic, this has been substituted with viewing an educational video supervised by a lawyer