

Governance Data Collection

Board of Directors

Item	Scope	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Unit
Number of directors	NGK	13	9	9	9	10	10	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	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Number of patents held (Japan)	NGK	3,513	3,521	3,374	3,448	3,536	Cases
Number of patents held (Overseas)		4,485	4,452	4,444	4,589	4,780	Cases

Compliance

Item	Scope	FY2019	FY2020	FY2021	FY2022	FY2023	Unit
Examples of legal violations	NGK Group	0	0	0	0	0	Cases
Number of helpline consultation cases	NGK	55	28	43	38	35	Cases
Instances of anticompetitive behavior	NGK Group	0	0	0	0	0	Cases
Number of position-based antiharassment training sessions	NGK	5	4	4	4	4	Times
Number of participants in position-based harassment training	NGK	419	417	448	514	455	Persons
Incidents of corruption or bribery	NGK Group	0	0	0	0	0	Cases