

Name Position	Attributes			Field of Experience							Specialized knowledge			Main reason for filling in a circle (Experience, qualifications, etc.)
	Years in Office	Gender	Independent Officer	Business Management	Sustainability	Overseas business International experience	Marketing	Manufacturing technology R&D	Carbon Neutrality	Digital Society	Finance	Legal Compliance	HR/ Labor	
Taku Oshima Chairman	10 years	Male		○	○	○		○	○				○	<ul style="list-style-type: none"> •Representative Director and President of NGK •NGK Manufacturing Technology Division (including experience in overseas assignments), and Business Divisions (including expertise related to carbon neutrality) •Chairman of the Aichi Employers' Association, and outside director for major infrastructure businesses
Shigeru Kobayashi President	4 years	Male		○	○	○	○		○					<ul style="list-style-type: none"> •NGK Business Divisions (including experience in management of overseas subsidiaries, and expertise related to carbon neutrality) •Chairperson of NGK ESG Management Committee
Chiaki Niwa Executive Vice President	9 years	Male		○	○			○	○	○		○		<ul style="list-style-type: none"> •Officer in-charge of NGK Manufacturing Technology Division, Research & Development Division, Digital Transformation Division, and Safety, Quality & Environmental Management Division
Ryohei Iwasaki Executive Vice President	15 years	Male		○	○	○	○		○	○			○	<ul style="list-style-type: none"> •NGK Business Divisions (including experience in domestic sales, management of overseas subsidiaries, and expertise related to carbon neutrality and a digital society) •Officer in-charge of NGK Human Resources Department, General Manager of Corporate Planning Office
Hideaki Shindo Director and Senior Vice President	3 years	Male			○	○	○				○			<ul style="list-style-type: none"> •Officer in-charge of NGK Finance and Accounting Department and ESG Promotion Department •NGK Business Divisions (including experience in management of overseas subsidiaries) •General Manager of NGK Corporate Planning Office
Mayumi Inagaki Director and Senior Vice President	—	Female			○							○		<ul style="list-style-type: none"> •Officer in-charge of NGK Auditing, Group Compliance, Legal, and Intellectual Property departments
Emiko Hamada Outside Director	7 years	Female	○	○	○	○		○	○	○				<ul style="list-style-type: none"> •R&D department of major electronic components company (including expertise in carbon neutrality and a digital society), and outside director of same company •Professor of engineering at national university graduate school, and management of research projects at national research & development institute •Ph.D. (Engineering), MBA
Hiroshi Sakuma Outside Director	—	Male	○	○	○	○	○		○				○	<ul style="list-style-type: none"> •CEO of business group for major trading company •Manager of global company (including expertise related to carbon neutrality)
Noriko Kawakami Outside Director	—	Female	○		○	○		○	○	○				<ul style="list-style-type: none"> •Product Development department at major industrial plant business (including expertise in carbon neutrality and a digital society) •Ph.D. in Engineering, Bachelor of Engineering (Electrical and Electronic Engineering), and fellow of the American Institute of Electrical and Electronics Engineers (IEEE)
Kengo Miyamoto Outside Director	—	Male	○		○	○						○	○	<ul style="list-style-type: none"> •Lawyer (Japan; New York, USA; New South Wales, Australia)
Nobumitsu Saji Audit & Supervisory Board Member	3 years	Male			○	○	○				○	○	○	<ul style="list-style-type: none"> •Certified Fraud Examiner •Officer in-charge of NGK Auditing, Group Compliance, Legal, and Intellectual Property departments •NGK Business Divisions (including experience in business planning and overseas labor relations), and Finance and Accounting Department (including experience in overseas assignments)
Naoya Yagi Audit & Supervisory Board Member	1 year	Male			○	○	○				○	○		<ul style="list-style-type: none"> •Head of NGK Auditing Department, Corporate Planning Department, and Finance and Accounting Department (including experience in overseas assignments)
Masayoshi Sakaguchi Audit & Supervisory Board Member, Outside	5 year	Male	○	○	○							○	○	<ul style="list-style-type: none"> •Head of Administrative Agency (Commissioner-general of National Police Agency) •Chairperson of large-scale foundation
Takashi Kimura Audit & Supervisory Board Member, Outside	2 year	Male	○	○	○					○	○	○	○	<ul style="list-style-type: none"> •Manager of major financial institution and IT company •Auditor of listed company