

		NGK employees										NGK executives	Group companies in Japan		Group companies outside Japan					
		New 1st-year hires	Group J			Group M		Group S		Key personnel				Employees	Executives	Employees	Executives			
Human Skills	Values	Training for new hires and promoted employees	Training for new hires	Promoted to J1 technical and clerical			New M	New S	New section chiefs	New key personnel	Promoted to key personnel 2							Message from the President		
		Message from the President	Entrance ceremony							Message									Message from the President	
		NGK Group Philosophy	NGK philosophy		NGK philosophy		NGK philosophy		NGK philosophy	NGK philosophy		NGK philosophy							NGK Group Philosophy	
		Code of Conduct	Code of Conduct	Explaining the use of educational opportunities	Code of Conduct		Code of Conduct	*ESG Management Dept.	Code of Conduct		Code of Conduct		Code of Conduct						Code of Conduct	
	Conceptual skills	ESG management (Including Environmental Vision)	Overview	Explain plan, progress	Overview	and material issues	Overview	through streaming video	Detail	(Environmental Vision)	Detail	Detail							ESG management (Including Environmental Vision)	
		Company history	Understanding		Understanding		Understanding		Empathy		Practice								Company history	
		Management concept									BL I	BL II	Company heritage education	BL III					Management concept	
	Human skills	Creativity									Innovation (ideas, action, change)								Creativity	
		Logical thinking		Logical thinking (Problem solving)															Logical thinking	
		Organizational operation									Understanding competency								Organizational operation	
Career design	Subordinate guidance and training	Business etiquette		Report/inform/consult and how to proceed with work		Leadership and followership	Instructor	New worksite leader	Managing work and personnel	Basic management and Career vision	New GM upskilling Training for interviews and analysis		New director coaching		Group company basic management			Subordinate guidance and training		
	Role recognition and leadership business communication												Management succession planning					Role recognition and leadership business communication		
Professional Competence	Manufacturing	Autonomous career development		3rd-year staff	Career advancement	Career advancement		Career planning					Career design for 50s					Autonomous career development		
		Dual career design		2nd-year technical		Seminar for employees returning from childcare leave and working mothers												Dual career design		
	Technical skills	Quality management								Quality management		Quality management							Quality management	
		Management mechanism	Quality assurance		Reliability basics														Basics reliability	
			Production control		Cost basics						Worksite IE basics									Production control
		Unique technology	Ceramics	Factory training	Manufacturing basics	Technical seminar for sales divisions														Ceramics
			Elemental technology								Entry-level maintenance education * GE seminars									Elemental technology
		Improvement practice in the workplace	Staff								Worksite capability leader, follow-up for persons who completed course, instructor				Worksite capability manager					Staff
			Staff, Technical		Quality basics															Staff, Technical
				Staff																
Technical				Quality basics	Problem-solving														Technical	
Operations		Finance	Accounting basics							Proper accounting		Accounting		Financial issues					Finance	
	General	Resilience	For all types of work: business document preparation training, presentation material preparation courses, work planning training, resilience														General			
	Legal		Various legal seminars *Legal Dept.														Legal			
	Intellectual property	IP activities							IP activities		IP activities							Intellectual property		
	Information, IT			Promote acquisition of IT passport																
			IT basic education							Practical training for data application					Lecture on data application				Information, IT	
Compliance Requirements in Job Performance	Global	Seconded staff company understanding																Seconded staff company understanding		
		Language and business skills	English for new hires	Health management, security management, and export control, anti-trust law and anti-corruption														Language and business skills		
	Basics	Awareness	Mindset	Language study (English, Chinese and others), startup English and English for engineers														Awareness		
		Complying with laws and regulations	Introduction																Introduction	
			Compliance	Laws and compliance seminar	Basic training	*Legal Dept.	Basic training		Basic training	Basic training		Basic training		Basic training					Compliance	
		Anti-trust law	Various legal seminars																	Anti-trust law
			Anti-corruption	Basic guidelines for compliance activities																Anti-corruption
			Contract compliance	Education for key personnel/sales staff																Contract compliance
			Security export control	Education for sales staff																Security export control
			Companies Act		Security export control education, study meeting, training on competition laws														Companies Act	
Subcontract Act			Security export control/Specified export and customs clearance control committee														Subcontract Act			
Safety and health	Subcontract Act		Subcontract Act lecture, optimization seminar, etc.														Subcontract Act			
	Harassment		Construction Business Act study meeting *Provided under the overall supervisor with the General Affairs Dept. as the secretariat														Harassment			
	Safety and health	Introduction	Safety simulation education	Basic training		Basic training		Basic training	Environment, Safety and Industrial Health Dept. and supported by the Group Compliance Dept.	Mental health		Mental health		*Human Resources Dept. Provided by the Employee Support G.				Safety and health		
	Quality		Qualification-specific quality compliance											Quality compliance education		Quality compliance education		Quality		
Laws and regulations, standards	Environment																	Environment		
	Quality MS*	Safety and health legal training, license acquisition, occupational safety and health MS*, ISO 45001-related	Internal safety and health education (dust, low-voltage electricity, RST, VDT, etc.) * Provided under the direct control of the Safety and Industrial Health Dept.															Safety and health legal training, license acquisition, occupational safety and health MS*, ISO 45001-related		
		IATF16949 ISO9001	External safety and health education (forklifts, cranes, various work leaders, etc.) * Provided under the direct control of the Safety and Industrial Health Dept.															IATF16949 ISO9001		
	ISO 14001-related environmental MS*	VDA6.3	Standards interpretation * Provided under the direct control of the Quality Management Dept.															VDA6.3		
		Internal quality auditor development training *Provided under the direct control of the Quality Management Dept.																	ISO 14001-related environmental MS*	
		Enhancing auditing effectiveness *Provided under the direct control of the Quality Management Dept.																		
		Process auditing skills * Provided under the direct control of the Quality Management Dept.																		
		Lecture for chief environmental internal auditors, lecture for internal environmental auditors, etc. * Quality Management Dept.																		
		Individual training within each department * Provided under the direct control of each department individually																		

Legend

- Training conducted by Human Resources Dept.
- Compulsory training by working years or certification
- Training for those who need it
- Training for those who want it
- Training for selected persons
- Training conducted by other departments
 - Directly run by Head Office departments
 - Run individually by each department

*MS: Management system

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