

Name Position	Attributes			Field of experience							Specialized knowledge			Main reasons for marking “○” (experience, qualifications, etc.)
	Period in office	Gender	Independent officer	Corporate management	Sustainability	Overseas business international experience	Marketing	Manufacturing technology R&D	Carbon neutrality	Digital	Finance	Legal compliance	HR/Labor	
Taku Oshima Representative Director and Chairman	11 years	Male		○	○	○		○	○				○	<ul style="list-style-type: none"> •Representative Director and President of NGK •NGK Manufacturing Engineering department (including experience as an overseas representative), other business divisions (including knowledge concerning carbon neutrality) •Chairman of a local employers' association, Outside Director at major financial and infrastructure business
Shigeru Kobayashi Representative Director and President	5 years	Male		○	○	○	○		○					<ul style="list-style-type: none"> •NGK Business divisions (including experience in management of overseas subsidiary and knowledge concerning carbon neutrality) •NGK Sustainability Management Committee Chair
Hideaki Shindo Director and Managing Executive Officer	4 years	Male			○	○	○				○			<ul style="list-style-type: none"> •Officer in-charge of NGK Finance and Accounting department and Sustainability Management department •NGK Business divisions (including experience in management of overseas subsidiary) •General Manager of Corporate Planning Office at NGK
Jun Mori Director and Managing Executive Officer	—	Male			○	○	○	○	○					<ul style="list-style-type: none"> •NGK Business divisions (including planning, technology development, experience in management of overseas subsidiary and knowledge concerning carbon neutrality)
Mayumi Inagaki Director and Senior Executive Officer	1 years	Female			○							○	○	<ul style="list-style-type: none"> •Executive officer in-charge of NGK HR, General Affairs, Auditing, Group Compliance, and Legal departments
Emiko Hamada Outside Director	8 years	Female	○	○	○	○		○	○	○				<ul style="list-style-type: none"> •R&D department and business divisions (including experience in international standardization and knowledge concerning carbon neutrality and digital technology) at major electronic component company, Outside Director at the same company •Professor at national university graduate school (engineering), research project manager at national research and development agency •Ph.D. (engineering), MBA
Hiroshi Sakuma Outside Director	1 years	Male	○	○	○	○	○		○		○		○	<ul style="list-style-type: none"> •CEO of business group for major trading company (including experience in M&A, and expertise in management accounting analysis) •Manager of global company (including expertise related to carbon neutrality)
Noriko Kawakami Outside Director	1 years	Female	○		○	○		○	○	○				<ul style="list-style-type: none"> •Product Development department at major industrial plant business (including expertise in carbon neutrality and digital technology) •Ph.D. (Engineering), Bachelor of Engineering (electrical and Electronics), and fellow of the American Institute of Electrical and Electronics Engineers (IEEE)
Kengo Miyamoto Outside Director	1 years	Male	○		○	○						○	○	<ul style="list-style-type: none"> •Lawyer (Japan, New York, U.S.A., and New South Wales, Australia)
Naoya Yagi Audit & Supervisory Board Member	2 year	Male			○	○	○				○	○		<ul style="list-style-type: none"> •NGK General Manager of Auditing Department, Corporate Planning department, Finance & Accounting department (including experience as an overseas representative)
Koji Hasegawa Audit & Supervisory Board Member	—	Male			○	○	○				○			<ul style="list-style-type: none"> •NGK Finance & Accounting department (including experience stationed overseas) •NGK Business divisions (including experience in planning, and management of overseas subsidiary)
Masayoshi Sakaguchi Outside Audit & Supervisory Board Member	6 year	Male	○	○	○							○	○	<ul style="list-style-type: none"> •Chief executive of administrative organ (Commissioner-general of National Police Agency) •Chair of large-scale foundation
Takashi Kimura Outside Audit & Supervisory Board Member	3 year	Male	○	○	○					○	○	○	○	<ul style="list-style-type: none"> •Executive at major financial institution and IT company •Outside Audit & Supervisory Board Member of listed company (Full-time)