

Governance Data Collection

Data on Board Composition and Activities (Board of Directors/Audit & Supervisory Board/Executive Officers)

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of directors	NGK	Total	Persons	9	9	9	10	9
		Number of outside directors	Persons	3	3	3	4	4
Number of Audit & Supervisory Board Members	NGK	Total	Persons	4	4	4	4	4
		Number of outside Audit & Supervisory Board Members	Persons	2	2	2	2	2
Number of executive officers (excluding those also serving as directors)	NGK	Total	Persons	22	22	25	25	25
		Male	Persons	21	21	24	25	24
		Female	Persons	1	1	1	0	1
Number of Board of Directors meeting held	NGK		Times	13	14	15	16	15
Number of Audit & Supervisory Board meeting held	NGK		Times	14	14	14	13	14

Compensation for Directors and Audit & Supervisory Board Members

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Compensation for directors and Audit & Supervisory Board Members	NGK	Directors (excluding outside directors)	Million yen	685	539	526	610	566
		Audit & Supervisory Board Members (excluding outside Audit & Supervisory Board Members)	Million yen	67	69	71	72	70
		Outside officers	Million yen	68	70	70	81	85

Intellectual Property Management

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of patents held	NGK	Japan	Cases	3,374	3,448	3,536	3,275	3,082
		Overseas	Cases	4,444	4,589	4,780	4,603	4,378

Compliance

Item	Scope		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Significant Compliance Violations	NGK Group	Total	Cases	0	0	0	0	0
		Instances of Anticompetitive Behavior	Cases	0	0	0	0	0
		Examples of Corruption/Bribery	Cases	0	0	0	0	0
		Other Examples of Legal Violations	Cases	0	0	0	0	0

Operational Status of Whistleblowing System

Item	Scope		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Helpline Consultation/Reporting Cases	NGK Group	Total	Cases	43	38	35	42	41
		Number of Confirmed Violations*	Cases	19	5	8	6	5

*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		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Training on competition laws	NGK Group	Number of Sessions	Times	2	2	2	2	2
		Number of Participants	Persons	1,768	1,733	1,812	1,826	1,924
Anti-Corruption Training	NGK Group	Number of Sessions	Times	2	1	1	4	4
		Number of Participants	Persons	50	24	24	74	95
Harassment Prevention Training	NGK Group	Number of Sessions	Times	(*)	5	5	5	5
		Number of Participants	Persons	(*)	178	757	504	449

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