

Social Data Collection

■ Human Capital Foundation

Employee Composition

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees* ¹	NGK		Persons	4,382	4,547	4,775	4,876	5,024
	NGK Group		Persons	20,099	20,077	19,540	19,931	19,869
Number of employees by gender	NGK* ²	Total	Persons	4,745	4,877	5,086	5,236	5,359
		Male	Persons	4,132	4,258	4,427	4,544	4,641
		Female	Persons	613	619	659	692	718
	NGK Group	Total	Persons	20,656	20,450	19,533	19,892	19,809
		Male	Persons	16,393	16,074	15,486	15,698	15,560
		Female	Persons	4,263	4,376	4,047	4,194	4,221
		Other	Persons	-	-	-	0	28
	Number of employees by employment type	NGK	Full-time employee	Persons	4,745	4,877	5,086	5,236
Contract employee			Persons	272	280	206	140	133
Temporary employee			Persons	372	491	477	471	470
Employee composition by region	NGK Group	Japan	%	36.6	37.7	39.9	40.1	41.1
		Europe	%	24.3	24.1	24.3	24.0	23.5
		North and Central America	%	16.7	16.3	15.1	15.8	16.0
		Asia	%	21.5	21.2	20.4	19.9	19.2
		Other	%	0.8	0.8	0.4	0.2	0.2

*1 Includes employees from outside companies who have been temporarily assigned to the NGK Group, but excludes employees from the NGK Group who have been temporarily assigned to outside companies

*2 Excludes employees from NGK Group companies or outside companies who have been temporarily assigned to NGK, but includes employees from NGK who have been temporarily assigned to NGK Group companies or outside companies

Employee Demographics and Compensation Levels

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Average age	NGK	Total	Years old	40.0	39.7	40.2	40.5	40.7
		Male	Years old	40.1	39.9	40.3	40.7	40.9
		Female	Years old	39.6	39.4	39.5	39.5	39.9
Average length of service	NGK	Total	Years	15.6	15.5	15.0	15.3	15.7
		Male	Years	15.6	15.5	15.1	15.4	15.8
		Female	Years	15.6	15.5	14.6	14.5	15.0
Average salary	NGK		Yen	7,696,997	8,240,174	8,553,909	8,453,574	9,200,112
Labor union membership rate*	NGK		%	98	98	98	97	98

* Labor Union Membership Rate: number of union members divided by the number of NGK employees excluding managers (both the numerator and denominator include fixed-term contract manufacturing employees)

■ Human Resource Development · Engagement

Talent Retention and Turnover

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Retention rate of new hires after 3 years	NGK	Total	%	90.3	88.7	97.1	95.7	92.9
		Male	%	91.0	90.7	96.6	96.7	93.3
		Female	%	87.9	81.8	100	87.5	90.9
Employee turnover rate (Full-time employees only, excluding retiring employees)	NGK	Total	%	1.3	1.7	1.4	1.5	1.1
		Male	%	1.1	1.5	1.2	1.4	0.9
		Female	%	2.0	2.9	2.7	2.2	2.6
Voluntary resignation rate (Full-time employees only, excluding retiring employees)*	NGK	Total	%	1.2	1.5	1.2	1.4	1.0
		Male	%	1.0	1.3	1.0	1.3	0.8
		Female	%	2.0	2.7	2.3	2.0	2.0
	NGK Group		%	-	-	-	6.3	6.3
		Male	%	-	-	-	-	5.0
		Female	%	-	-	-	-	11.0

* Voluntary resignation rate=number of people resigning due to personal circumstances in one year / total number of employees

Human Resource Development

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Training participants (total number of people)	NGK	Total	Persons	8,201	6,377	4,760	7,171	7,899
		Managers	Persons	665	719	902	1,356	1,801
		General employees	Persons	7,536	5,658	3,858	5,815	6,098
Total		Hours	28.0	18.0	11.4	11.7	12.2	
Managers		Hours	18.0	11.0	9.9	11.6	12.3	
General employees		Hours	31.0	20.0	11.7	11.7	12.1	
Average annual cost of training per full-time employee	-	Yen	29,522	31,138	39,498	45,712	54,012	

Job Application System

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Internal Job Application System	NGK	Number of jobs posted	Cases	59	80	77	63	64
		Number of recruits	Persons	86	108	87	94	82
		Number of applicants	Persons	50	56	60	42	48
		Number of successful applications*	Persons	17	25	30	18	16

Employee Engagement

Scope: NGK employees

Item		Unit	Target	FY2021	FY2022	FY2023	FY2024	FY2025
Survey on workplace vitality: satisfaction with worthwhileness of work (% Positive responses)*		%	-	-	59.4	59.4	60.6	61.5
Score by Item	Career autonomy score	points	3.5	-	3.60	3.66	3.67	3.64
	Advancement of women in the workplace score	points	3.5	-	3.45	3.50	3.54	3.61
	Score related to utilization of diversity	points	3.5	-	3.34	3.37	3.41	3.38
	Score related to opportunities to take on challenges	points	3.5	-	3.26	3.30	3.31	3.29
	Score related to psychological safety	points	3.5	-	3.71	3.73	3.75	3.74
	Score related to worthwhileness of work	points	3.5	-	3.49	3.48	3.54	3.54
	Score related to work-life balance	points	3.5	-	3.52	3.59	3.61	3.64

*Percentage of employees who scored 5 or 4 on the "job fulfillment" question in the Survey on Workplace Vitality (5-point scale)

*Conducted every other year prior to FY2022

Diversity & Inclusion

Recruitment

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
New graduate hires* ¹	NGK	Total	Persons	105	139	168	175	158
		Male	Persons	89	123	134	146	127
		Female	Persons	16	16	34	29	31
Rate of female employees among new graduate hires* ²	NGK	Total	%	17	14	23	20	23
		Sales and management-related (target 40%)	%	33	29	50	42	45
		Engineering-related (target 20%)	%	13	11	17	14	16
Mid-career hires	NGK	Total	Persons	37	109	118	99	79
		Male	Persons	34	95	99	74	58
		Female	Persons	3	14	19	25	21
Rate of mid-career hires	NGK		%	34	47	45	39	35
Number of manufacturing contract employees promoted to being regular employees	NGK		Persons	18	16	18	13	7

*1 Note: Excluding new graduate temp-to-perm employees

*2 Applies to career-track employees

Employee Composition and Diversity

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Rate of female employees*	NGK		%	12.9	12.7	13.0	13.2	13.4
	NGK Group		%	20.6	21.3	20.7	21.1	21.3
Number of managers	NGK	Total	Persons	1,028	1,085	1,150	1,206	1,253
		Male	Persons	993	1,044	1,107	1,158	1,193
		Female	Persons	35	41	43	48	60
		Dept. managers or higher	Persons	4	4	4	5	6
Ratio of Female Managers	NGK		%	3.4	3.8	3.7	4.0	4.8
	Group companies in Japan		%	-	1.2	1.4	1.7	1.8
	Group companies outside Japan		%	23.1	19.4	21.3	20.5	21.8
	NGK Group		%	-	-	-	-	8.5
Female Directors	NGK	Female	Persons	1	1	1	3	3
		Rate of female employees	%	11.1	11.1	11.1	30.0	33.3
Rate of employees with disabilities	NGK, NGK YU-Service, NGK Ceramic Device	Number of people	Persons	155	160	172	195	203
		Employment rate	%	2.46	2.43	2.55	2.83	2.88

* Rate among all employees

Wage Gap between Male and Female Employees in FY2025

Item	Scope	Category	Unit	FY2025
Wage gap between male and female employees	NGK	All employees	%	78.8
		Regular employment employees	%	79.2
		Part-time and fixed-term employees	%	98.5

Item	Scope	Category	Unit	Average salary for men	Average salary for women	FY2025
Wage gap between male and female employees (by manager level and non-manager level)	NGK	Manager level (basic salary only)	%	8,426,581 yen	7,865,848 yen	93.3
		Manager level (basic salary + other financial incentives)	%	13,403,717 yen	12,181,958 yen	90.9
		Non-manager level (basic salary only) *counting for full-time employees only	%	4,422,616 yen	4,239,727 yen	95.9
		Non-manager level (basic salary + other financial incentives) *counting for full-time employees only	%	8,046,169 yen	6,995,045 yen	86.9

Work-Life Balance

Working Hours and Leave

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total annual working hours (scheduled working hours: 1,919 hours per year)	NGK	All Employees	Hours	2,059	2,029	2,013	1,985	1,968
		General	Hours	2,044	2,016	1,999	1,971	1,955
	NGK manufacturing divisions		Hours	2,056	2,024	2,006	1,976	1,965
	NGK non-manufacturing divisions		Hours	2,038	2,011	1,997	1,969	1,951
Average monthly overtime hours	NGK	All Employees	Hours	23.8	23.2	21.0	20.3	20.3
		General	Hours	23.4	22.8	20.8	20.2	20.3
	NGK manufacturing divisions		Hours	24.1	23.2	20.9	20.5	19.8
	NGK non-manufacturing divisions		Hours	23.1	22.6	20.7	20.1	20.4
Average number of paid leave days taken	NGK		Days	13.8	15.1	14.5	16.5	17.7
Paid leave acquisition rate	NGK		%	76.5	83.3	88.1	83.2	88.9

Childcare Support

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Rate of Childcare Leave Take-up	NGK	Male* ¹	%	-	91	98	97	100
		Female* ²	%	-	103	87	104	94
Return-to-Work Rate after Childcare Leave	NGK	Total	%	99	100	100	100	100
Number of Employees Who Used the Childcare Leave System	NGK	Male* ¹	Persons	56	127	143	115	115
		Female* ²	Persons	23	30	29	28	34
Employees Using the Shortened Working Hours System for Childcare	NGK	Number of leave takers	Persons	79	69	76	84	102

*1 Total percentage of male workers whose spouses gave birth in the fiscal year preceding disclosure, who took long-term childcare leave or used leave for childcare purposes that year

*2 Percentage of female workers who gave birth in the fiscal year preceding disclosure, who took childcare leave that year

Note1: The rate of childcare leave take-up is the ratio (b/a) of employees who took childcare leave for the first time during the fiscal year prior to the disclosure to the number of employees who had children born during the same fiscal year (a). (b) may exceed 100% because it includes employees who had children born in the fiscal year prior to the disclosure but did not take childcare leave during the fiscal year prior to the disclosure, but instead took childcare leave the following fiscal year

Note2: The rate for FY2021 has not been calculated, as FY2021 predates the mandatory disclosure requirement for childcare leave take-up

Nursing Care Support

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees taking family care leave	NGK	Total	Persons	0	1	1	2	1
		Male	Persons	0	1	0	0	1
		Female	Persons	0	0	1	2	0
Number of employees taking long-term nursing care leave	NGK	Total	Persons	1	2	1	2	0
		Male	Persons	0	1	0	1	0
		Female	Persons	1	1	1	1	0
Number of employees taking nursing care leave	NGK	Total	Persons	34	17	5	6	3
		Male	Persons	23	13	4	3	2
		Female	Persons	11	4	1	3	1

Health Management

Item	Scope	Category	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees having consultations about long work hours	NGK		Persons	37	27	37	20	35
Rate of employees taking stress checks	NGK		%	95.3	95.4	96.4	95.9	97.1
Rate of high-stress employees	NGK		%	9.0	9.5	7.9	6.8	6.7
Position-Based Mental Healthcare Education	NGK	Total	Persons	517	565	583	603	575
		New hires	Persons	105	139	168	175	119
		General employees	Persons	307	311	287	295	337
		Key personnel	Persons	105	115	128	133	119
Regular health exams	NGK	Number of Employees Who Received Health Checkups	Persons	4,728	4,910	5,023	5,115	5,228
		Health Checkup Participation Rate	%	100	100	100	100	100
Rate of taking specific health checkups	NGK employees and families		%	88.7	89.7	89.3	90.7	90.5
Rate of recipients of specific health guidance	NGK employees and families		%	13.3	14.0	14.5	13.2	(*)
Rate of completion of specific health guidance	NGK employees and families		%	59.1	57.5	87.5	87.7	(*)
Smoking rate	NGK		%	21.9	21.9	22.1	21.2	20.4

* FY2025 results are scheduled to be published in January 2027

Occupational Safety and Health

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of work-related fatalities (employees)	Total	Persons	0	0	0	0	0
	NGK	Persons	0	0	0	0	0
	Manufacturing Group companies in Japan	Persons	0	0	0	0	0
	Manufacturing Group companies outside Japan	Persons	0	0	0	0	0
Number of work-related fatalities (contractors)	Total	Persons	0	0	0	0	0
	NGK	Persons	0	0	0	0	0
	Manufacturing Group companies in Japan	Persons	0	0	0	0	0
	Manufacturing Group companies outside Japan	Persons	0	0	0	0	0
Number of work-related accidents (lost-time)	NGK	Cases	2	3	3	2	2
	Manufacturing Group companies in Japan	Cases	3	9	3	4	6
	Manufacturing Group companies outside Japan	Cases	24	21	16	24	20
Number of work-related accidents (non-lost-time)	NGK	Cases	1	1	4	4	5
	Manufacturing Group companies in Japan	Cases	2	2	7	6	3
	Manufacturing Group companies outside Japan	Cases	6	3	6	10	15
Lost time injury frequency rate (cases per million hours worked)	NGK Group total	Persons/hours x 1,000,000	0.67	0.79	0.55	0.73	0.71
	NGK	Persons/hours x 1,000,000	0.19	0.28	0.28	0.18	0.18
	Manufacturing Group companies in Japan	Persons/hours x 1,000,000	0.43	1.27	0.42	0.50	0.71
	Manufacturing Group companies outside Japan	Persons/hours x 1,000,000	0.93	0.86	0.72	1.09	0.99
Number of Lost-Worktime Work-Related Accidents (Contractors)	NGK Group total	Cases	2	2	4	7	2
	NGK	Cases	0	0	0	3	0
	Manufacturing Group companies in Japan	Cases	0	0	0	1	0
	Manufacturing Group companies outside Japan	Cases	1	2	3	3	2
Severity rate (number of lost workdays per 1,000 hours worked)	NGK Group total	Days/hours x 1,000	0.111	0.025	0.010	0.015	0.014
	NGK	Days/hours x 1,000	0.387	0.019	0.012	0.002	0.001
	Manufacturing Group companies in Japan	Days/hours x 1,000	0.003	0.026	0.001	0.004	0.006
	Manufacturing Group companies outside Japan	Days/hours x 1,000	0.029	0.028	0.013	0.026	0.025
Occupational illness frequency rate (cases/million work hours)	NGK	%	0.00	0.00	0.00	0.00	0.00
Acquisition of occupational safety and health management system certification*	NGK ^{*2} ISO 45001 and JIS Q 45100	%	100	100	100	100	100
	11 manufacturing Group companies in Japan ISO 45001 and JIS Q 45100	%	100	100	100	100	100
	14 manufacturing Group companies outside Japan ISO45001	%	100	100	100	100	100

*1 Statistics on work-related accidents from Japan's Ministry of Health, Labour and Welfare

*2 Nagoya Site, Chita Site, Komaki Site, Ishikawa Plant, Mitake Plant

Quality Management System

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Acquisition of ISO 9001 or IATF 16949 certification/percentage	NGK Group	%	100	100	100	100	100

NGK and the all Business Group production sites, supporting functions, and locations at Group companies in and outside Japan have acquired ISO 9001 or IATF 16949 certification

Social Contribution Activities

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Social contribution expenditures	NGK Group	100 million yen	5.33	7.54	6.41	6.78	6.72
Number of social contribution programs	NGK Group	Cases	16	10	10	10	10
Number of collaborations with NPOs/NGOs	NGK Group	Cases	3	2	2	8	8