

		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				
Mission Vision 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		Entrance ceremony				NGK philosophy		NGK philosophy		Message	NGK philosophy	NGK philosophy					Message from the President		
	NGK Group Philosophy		NGK philosophy				Group Vision		Group Vision		Group Vision	Group Vision	Group Vision					NGK Group Philosophy		
	Group Vision		Group Vision				Group Vision		Group Vision		Group Vision	Group Vision	Group Vision					Group Vision		
	Corporate Business Principles/Code of Conduct		Corporate Business Principles/Code of Conduct	Explanation utilizing	Corporate Business Principles/Code of Conduct	training opportunities	Corporate Business Principles/Code of Conduct	*Sustainability Management	Corporate Business Principles/Code of Conduct	Department	Corporate Business Principles/Code of Conduct									
	ESG management (Including Environmental Vision)		Overview	Explain plan, progress,	Overview	and material issues	Overview	through streaming video	Detail	(Environmental Vision)	Detail	Overview	ESG management (Including Environmental Vision)							
Basic Human Resources Management Policy	Company history		Understanding					Empathy		Practice	Practice	Practice	Practice	Practice	Practice	Practice	Practice	Past and present	Company history	
	Business skills	Management concept	Management concept								BLI	BL II	BL III	BLI	BL II	BL III	BLI	BL II	BL III	Management concept
		Creativity	Creativity					Study of Failure and Methodology of Creation *Quality Management Dept.										Creativity		
		Logical thinking	Logical thinking	Logical thinking	Problem solving (Introduction)	Problem solving (Practice)													Logical thinking	
		Business communication	Business communication	Business etiquette and how to proceed with work	Business etiquette and how to proceed with work	Report/inform/consult and how to proceed with work													Business communication	
		Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	Quality management	
	Manufacturing	Quality assurance	Quality assurance	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	Reliability basics	
		Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	Production control	
		Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	Ceramics	
		Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	Elemental technology	
		Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	Worksite capabilities (Manufacturing)	
		Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology	Unique technology
		Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff	
		Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	Technical	
		Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	Clerical	
		Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	
	Operations skills	General	General	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	Resilience	
		Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	Legal	
		Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	Purchasing	
		Intellectual property	Intellectual property	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	IP activities	
		Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	Quality assurance / Quality control	
		Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	Information, IT	
		Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	Global	
		Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork	
		Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	Autonomy / Transformation	
		Workplace Development Policy	Respect for diversity	Respect for diversity	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training	Diversity training
	Rich and vibrant workplace		Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	Rich and vibrant workplace	
	Challenging and open workplace		Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace	Challenging and open workplace		
	Operational Basics		Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	Operational Basics	
	Matters to Observe		Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	Matters to Observe	

**Legend**

- Training conducted by Human Resources Dept.
  - Training for new hires and promoted employees
  - Compulsory training by working years or certification
  - Training for those who need it
  - Training for those who want it
  - Training for select personnel
- Training conducted by other departments
  - Directly run by Head Office departments
  - Run individually by each department

Safety and health legal training, license acquisition, occupational safety and health MS\*, ISO 45001-related

Quality MS\* related (ISO 9001, IATF 16949, VDA 6.3)

ISO 14001-related environmental MS\*

\*MS: Management system