

FY2011 Results ***(from April 1, 2011 to March 31, 2012)***

May 14, 2012

This is a translation of materials used for the analyst meeting held in Tokyo, Japan on May 14, 2012

This document contains forward-looking statements that are based on management's expectations, estimates, projection and assumptions that were available and reasonable at the time of release. Actual future results and trends may differ materially from those in the forecasts due to a variety of factors.

Today's Presentation

Summary of Financial Results for FY2011

(Ended March 31, 2012)

Forecast for FY2012

(Ended March 31, 2013)

Segment Information

Medium-term Business Plan

R&D / Capital Expenditure

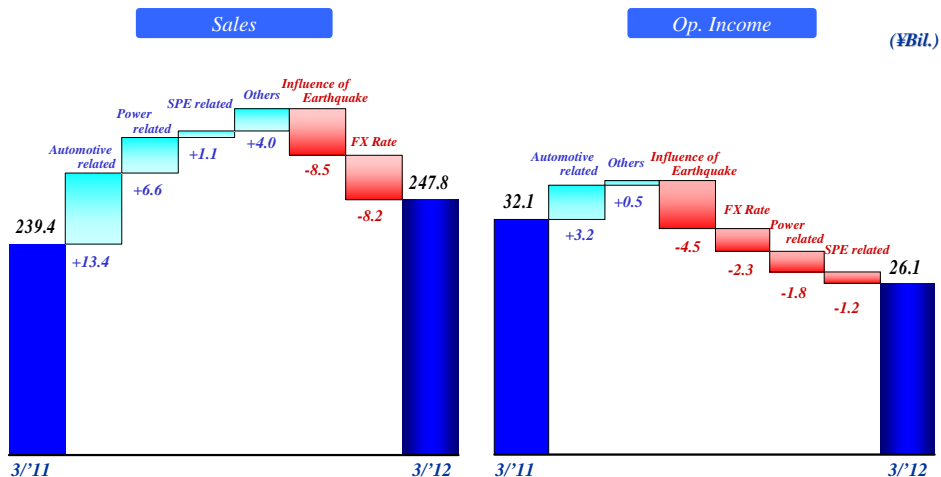
Financial Condition

(¥Bil.)	FY2010	FY2011	Growth ratio
Net Sales	239.4	245.0 247.8	+4%
Operating Income	32.1	24.0 26.1	-19%
Ordinary Income	32.7	26.0 28.7	-12%
Net Income	24.4	-40.0 -35.6	—

Revised on 12/2011

Sales increased but Op. Income decreased. Net Income into the red for the first time.

- Demand for Automotive related products remained strong, but influence of the fire incident of NAS caused a bigger deficit in Power Business. Electronics Business remained flat.
- ¥61.1Bil. of extraordinary loss as “Loss on NAS Battery safety measure” was recorded. Impairment losses on fixed assets associated with reorganization of Insulator Business structure, correction notice of transfer-pricing taxation and the loss in NAS as noted above led to heavy deficit.

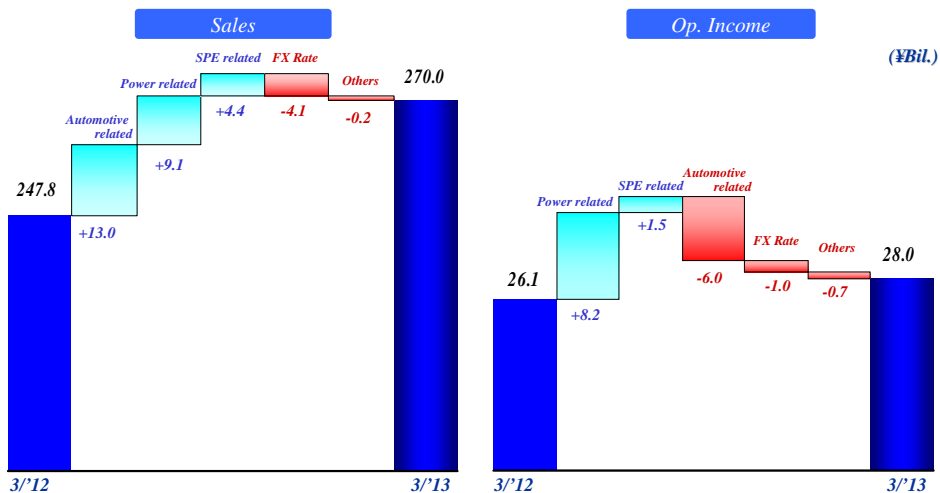


	3/11	3/12
FX Rate	¥ 88 /US\$ ¥116 /ER	¥ 80 /US\$ ¥111 /ER

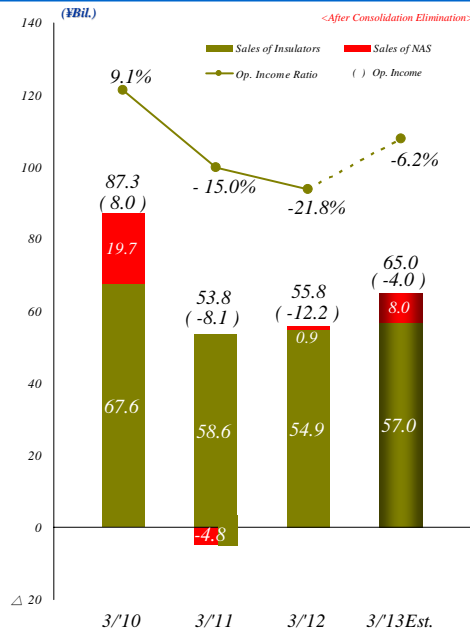
(¥Bil.)	FY2011	FY2012	Growth ratio
Net Sales	247.8	270.0	+9%
Operating Income	26.1	28.0	+7%
Ordinary Income	28.7	30.0	+5%
Net Income	-35.6	24.0	-

Sales & Op. Income increase. Net Income gets back into the black.

- Power Insulators : Overseas sales increase, which put Insulator Business into black.
NAS Battery : Implementation of safety measures and resuming production from second half of 2012.
- Ceramics : Sales increase due to demand for automotive related products remains strong, but segment op.income decrease due to more amortization cost, lower pricing and strong Yen.
- Electronics : Sales & income of semiconductor production equipment increase due to steady market and acquisition of other company.
Electronic components business has a hard time due to drastic decrease in demand.



	3/'12	3/'13
FX Rate	¥ 80 /US\$ ¥111 /ER	¥ 80 /US\$ ¥100 /ER



Business environment

◆ **Insulators :**

*Domestic: Power companies keep low Capex due to downturn after the earthquake.
Overseas: Facing tighter competition in China*

◆ **NAS Battery :**

Suspended production in response to the fire incident.

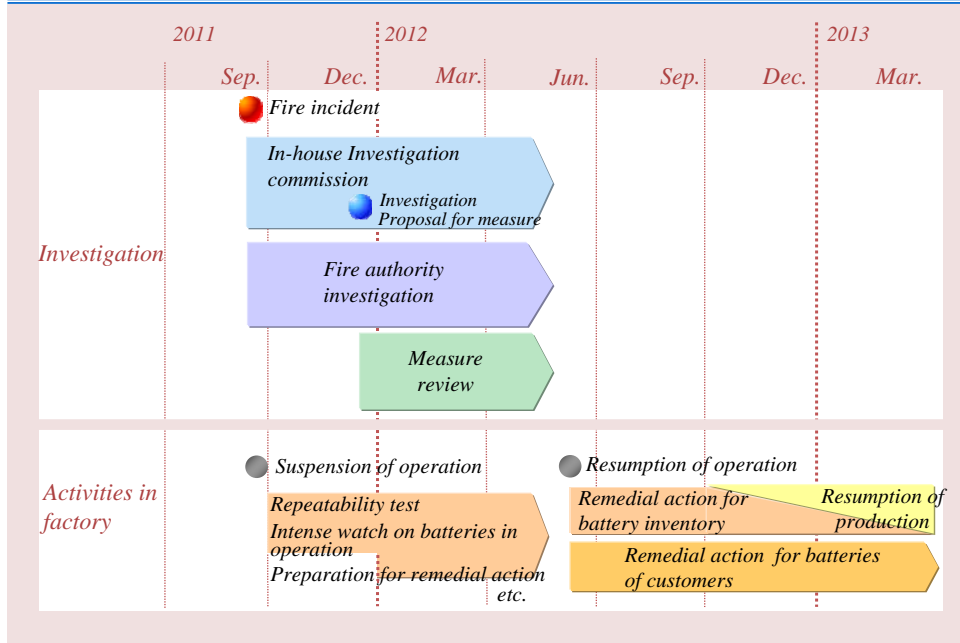
Tasks

◆ **Insulators :**

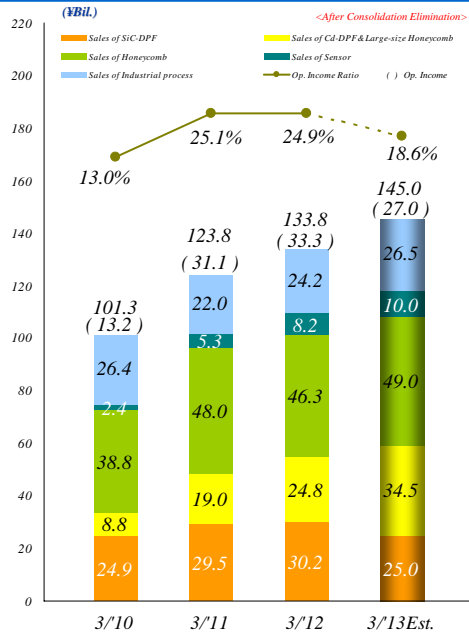
*Optimizing four factories in Japan and China.
Promoting cost reduction by implementing structural production innovation.
Concentrating on sales of higher-voltage products in China where competition is increasing.*

◆ **NAS Battery :**

*Implementation of safety measures to restore market confidence.
Meeting demand overseas.*



Ceramics Business



Business environment

Automotive related :

Car sales increase in emerging markets and remains strong in Europe, U.S. and Japan.
Truck sales recovery in U.S. and increase in emerging markets.
Emission regulation for off-road vehicles tightens.
Strong Yen.

Industrial process :

Demand for maintenance for pharmaceutical and Low-level radioactive waste treatment system remains strong.
Concerns about unpredictable domestic Capex of customer due to power shortage and strong yen.

Tasks

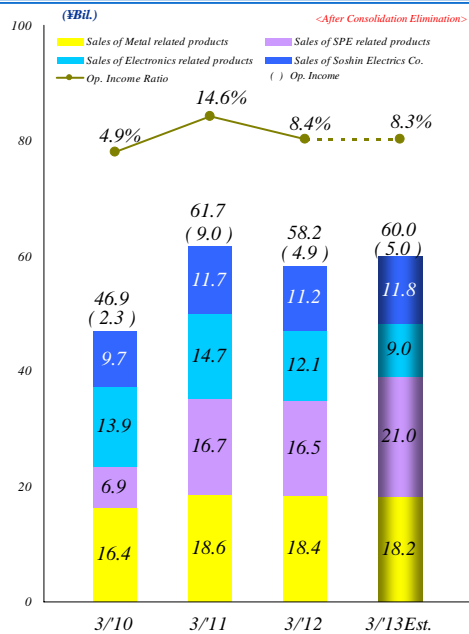
Automotive related :

Meeting demand for off-road vehicles in emerging markets.
Optimizing global manufacturing system to meet expansion of demand.
Reducing the cost while increasing production capacity
Increasing production and profitability of NOx-sensor

Industrial process :

Meeting demand in pharmaceutical and secondary battery market.

Electronics Business



Business environment

Semiconductor production equipment related :

SPE market remains strong.
Miniaturization of semiconductors.

Electronics components :

Demand for electronics components decrease due to expanded share of competition.
Decline in profit of existing products.

Beryllium Copper :

Market in China becomes more important.

Tasks

Semiconductor production equipment related :

Expanding the business by using thermal spray technology.

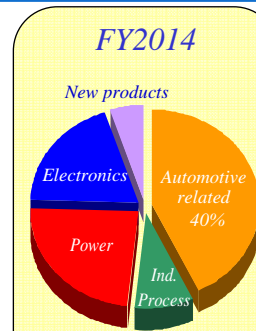
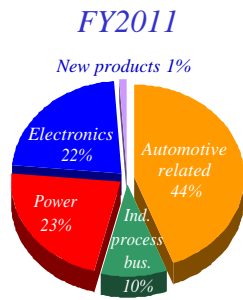
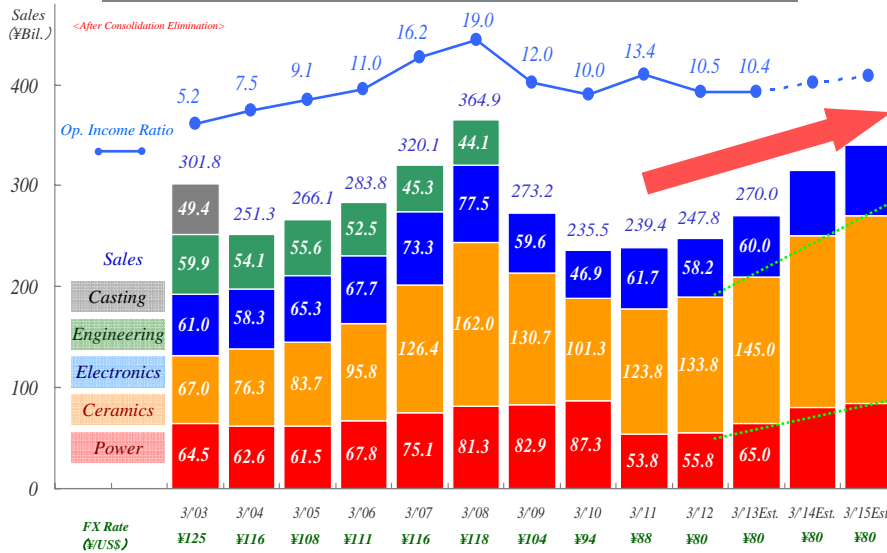
Electronics components :

Generating new products by utilizing cooperation with R&D section, other companies, and M&A to make up for decrease in profit.

Beryllium Copper :

Establishing sales network in China.
Searching for new demand by using new applications.

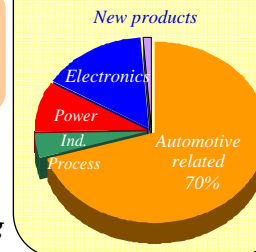
Fresh start in sustainable growth in FY2012



Sales

Need to generate next core products to break away from high dependance on automotive related products.

- Power :return into black
- Electronics :improve income ratio
- Ceramics :increase income while expanding capacity



Op. Income

Create new products for next core business

- ▶ Accelerate creation of new products with innovative technology

Expand overseas business

- ▶ Optimize global manufacturing system
- ▶ Role of NGK group in Japan is development of internationally competitive technologies and products.

Improve profit performance in Power Business

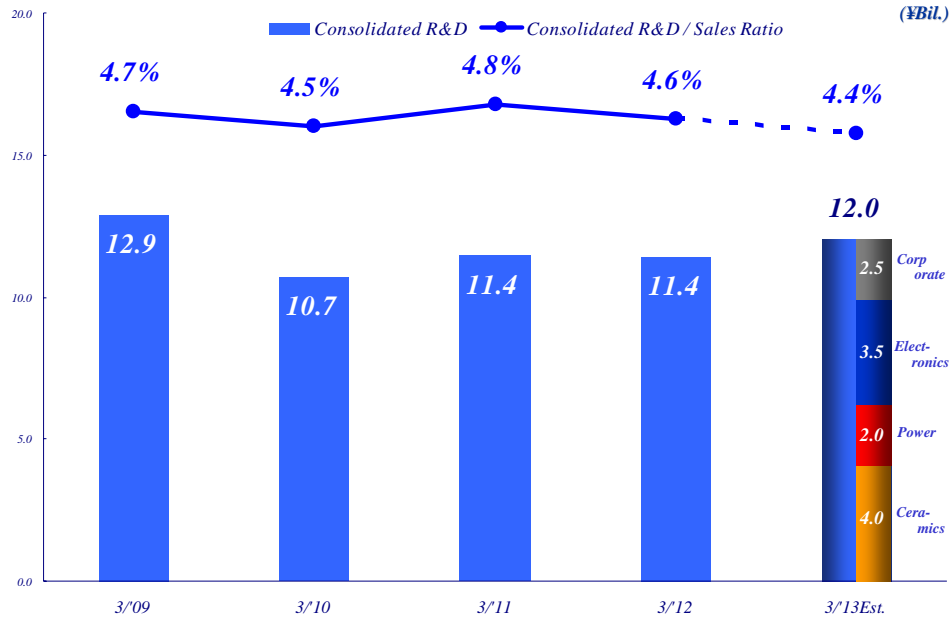
- ▶ NAS Battery safety measures and resumption of production
- ▶ Reorganize Insulator Business

Accelerate creation of new business from these projects

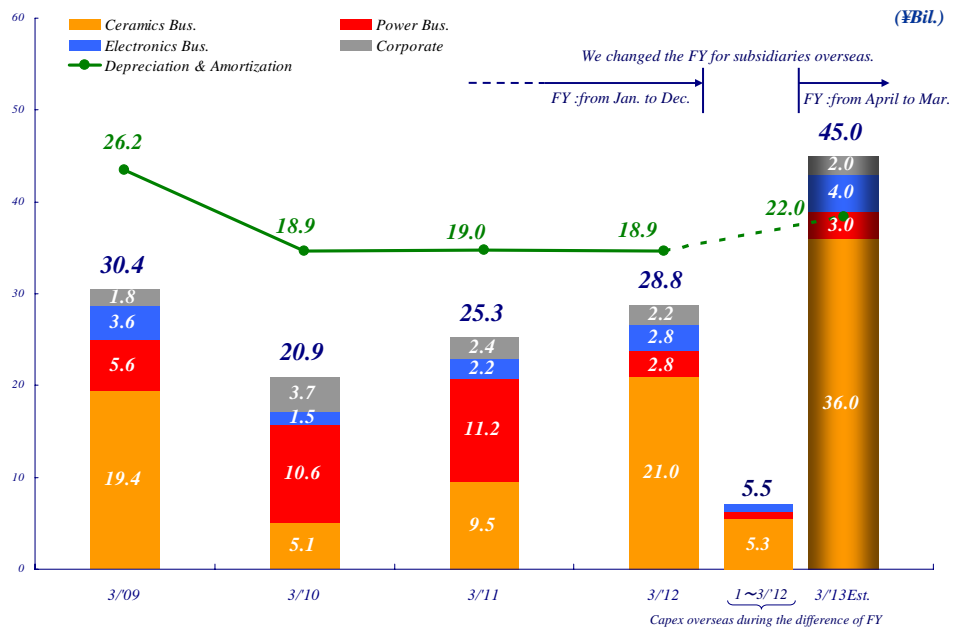
*UHB : Ultra High Brightness

	Bonded Wafer for SAW Filter	GaN Wafer for UHB* LED	GaN Wafer for Power Device	PPLN Wafer for Green Laser
	Has the function which eliminates frequency drift due to thermal fluctuation	Makes it possible to produce LEDs having high luminous efficiency	High energy savings rate	Green laser light generated using wavelength conversion technology
Device	Temperature compensated SAW filter	UHB LED light bulb	High-voltage inverter	Ultra-compact green laser module
Final products	 Smart Phone  Tablet device	 Projector for business  Head light	 Home appliance  Electric vehicle	 Head-up-display for automobiles  Mobile phones with embedded projector

R & D Input

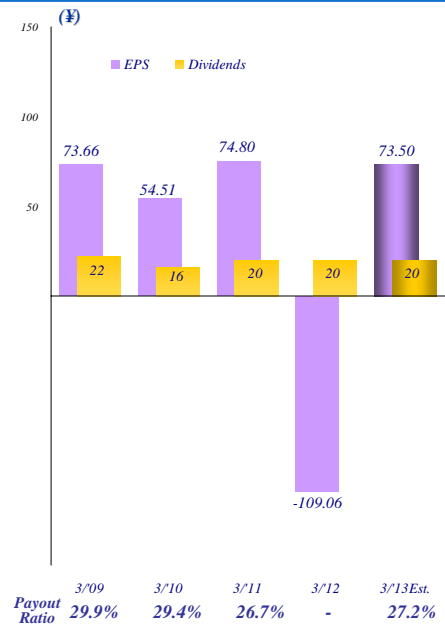
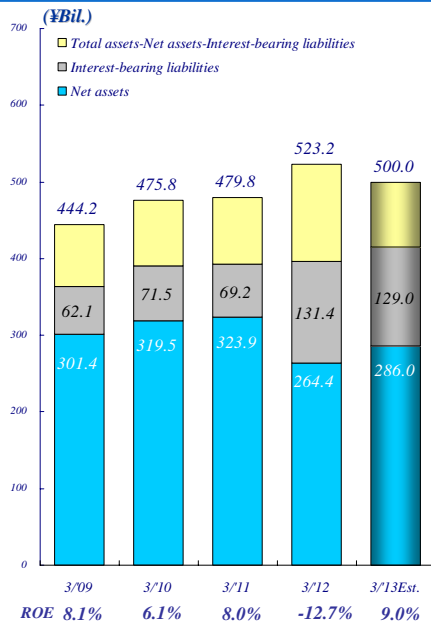


Capital Expenditures



(¥Bil.)

	3/11	3/12	3/13Est.
<i>Operating Activities</i>	36.7	13.9	9.0
<i>Investing Activities</i>	-17.9	-45.4	-17.0
<i>Financing Activities</i>	-5.1	56.6	-10.0
<i>Effect of exchange rate change</i>	-4.0	-2.9	-
<i>Net Change in Cash & Eq.</i>	9.6	22.1	-18.0
<i>Effect of changing the FY period (1~3/12)</i>	-	-	-4.0
<i>Cash & Eq. at the End of Year</i>	63.0	85.1	63.0



Sales by Product (annual)

<After consolidation elimination>

(¥Bil.)

	March '10	March '11	March '12	March '13 Est.
Insulators	67.5	58.5	54.9	57.0
NAS	19.7	-4.8	0.9	8.0
Power Business	87.3	53.8	55.8	65.0
Honeycomb Ceramics	38.8	48.0	46.3	49.0
SiC-DPF	24.9	29.5	30.2	25.0
Cd-DPF / LSH	8.8	19.0	24.8	34.5
Sensor	2.4	5.3	8.2	10.0
Industrial Process	26.4	22.1	24.2	26.5
Ceramics Business	101.3	123.8	133.8	145.0
Metal related	16.4	18.6	18.4	18.2
SPE related	6.9	16.7	16.5	21.0
Electric related	13.9	14.7	12.1	9.0
Soshin Electric Co.	9.7	11.7	11.2	11.8
Electronics Business	46.9	61.7	58.2	60.0
Total	235.5	239.4	247.8	270.0

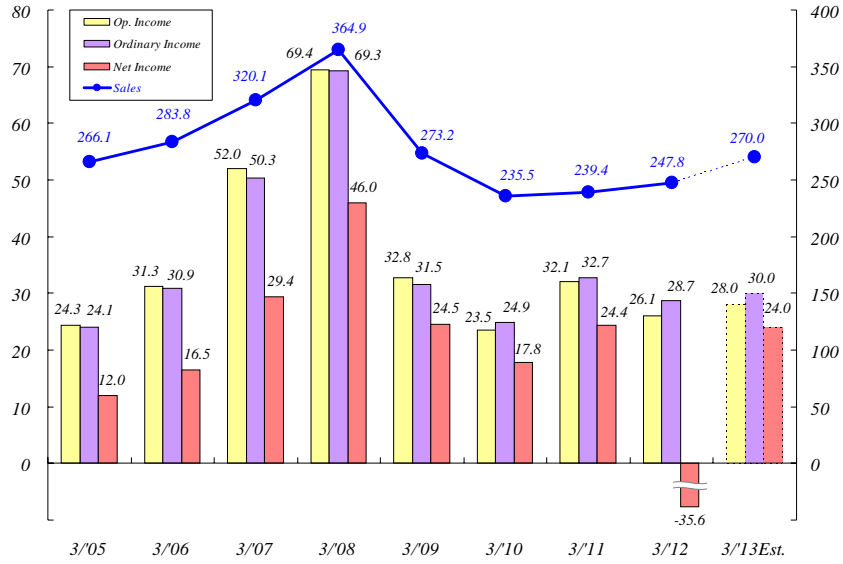
Sales by Product (semi-annual)

<After Consolidation Elimination>

(¥Bil.)

	March '12		March '13 Est.	
	1 st . Half	2 nd . Half	1 st . Half	2 nd . Half
Insulators	26.9	28.0	25.0	32.0
NAS	0.5	0.4	0	8.0
Power Business	27.4	28.4	25.0	40.0
Honeycomb Ceramics	22.6	23.7	25.0	24.0
SiC-DPF	15.3	14.9	12.5	12.5
Cd-DPF / LSH	11.5	13.3	16.5	18.0
Sensor	3.7	4.5	4.5	5.5
Industrial Process	10.2	14.1	11.5	15.0
Ceramics Business	63.3	70.5	70.0	75.0
Metal related	10.0	8.5	9.3	8.9
SPE related	9.3	7.3	9.5	11.5
Electric related	6.5	5.5	4.6	4.4
Soshin Electric Co.	5.8	5.4	5.6	6.2
Electronics Business	31.6	26.6	29.0	31.0
Total	122.3	125.5	124.0	146.0

(¥Bil.)



The figures included in this brief, including the business performance targets and figures, are all projected data based on the information currently available to the NGK Group, and are subject to variable factors such as economic conditions, competitive environments and future demands.

Accordingly, please be advised that the actual results of business performance may differ substantially from the projections described here.



NGK INSULATORS, LTD.

*2-56, Suda-cho, Mizuho-ku, Nagoya
467-8530, Japan*

Finance & Accounting Department

Tel. : + 81-52-872-7212 Fax. : + 81-52-872-7160

E-mail : ir-office@ngk.co.jp

NGK Website (English Version) :

<http://www.ngk.co.jp/english/index.html>