Corporate Outline

Company Name

NGK INSULATORS, LTD.

Address

2-56 Suda-cho, Mizuho, Nagoya 467-8530, Japan Telephone + (81) 52-872-7181 Net Sales

Employees

Full-time: 3,937 (As of March 31, 2017) Contract & Temporary: 516 (Avg. in FY2016)

Consolidated

Full-time: 17,517 (As of March 31, 2017) Contract & Temporary: 3,451 (Avg. in FY2016)

Established

May 5, 1919

Paid-In Capital

69.8 billion yen (As of March 31, 2017)

401.3 billion yen (Consolidated, for FY2016)

Business Development by Region

(As of March 31, 2017)

NGK INSLATORS, LTD.

58 consolidated subsidiaries — 2 equity-method affiliates

Hand Office

- 21 in Japan - 14 in North/Central America

- 6 in Europe

□ 17 in Asia and elsewhere

Organization -

Power Business Group Business Planning Dept. - Sales and Marketing Div. - Sales Dept. - Insulator Div. Electrical Equipment Dept. - NAS Battery Div. Quality Assurance Dept. **Ceramic Products Business Group** Business Planning Dept. - Worldwide Sales and Marketing Div. - Engineering Div. Manufacturing Div. - Sensor Div. - Industrial Process Div. Quality Assurance Dept. **Electronics Business Group** - Business Planning Dept. - High Performance Ceramics Div. - New Metals Div. - Electronic Components Div. Quality Assurance Dept.

Head Office
Auditing Dept.
Environmental Management Dept.
Quality Management Dept.
Safety and Health Management Dept.
Corporate Strategy Office
New Business Planning Office
Secretarial Office
Corporate Communications Dept.
Human Resources Dept.
Group Compliance Dept.
Finance & Accounting Dept.
Legal Dept.
Intellectual Property Dept.
General Affairs Dept.
Purchasing Dept.
Corporate R&D
Corporate R&D Business Planning Dept.
Business Planning Dept. Wafer Project
Business Planning Dept.
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project
Business Planning Dept. Wafer Project NCM Project
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory Future Technology Management Center Corporate Manufacturing Engineering
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory Future Technology Management Center Corporate Manufacturing Engineering Administration Dept.
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory Future Technology Management Center Corporate Manufacturing Engineering Administration Dept. Manufacturing Engineering Dept.
Business Planning Dept. Wafer Project NCM Project Functional Materials Development Project SOFC Project ZNB Project Materials Research Laboratory Future Technology Management Center Corporate Manufacturing Engineering Administration Dept.

Global Network (List of Group Companies)

Japan

ENERGY SUPPORT CORPORATION

lanufacture and sale of power distribution equipment etc.

AKECHI INSULATORS, LTD.

Manufacture of insulators for power distribution and other ceramic products

IKEBUKURO HORO KOGYO CO., LTD.

NGK CHEM-TECH, LTD.

corrosion-resistant equipment and glass linings

NGK FILTECH, LTD.

Design and manufacture of pharmaceutical water purification systems and membrane filtration systems

NGK ADREC CO., LTD.

Manufacture of refractories

NGK KILNTECH CORPORATION

Design, manufacture, and sale of heating devices

SOSHIN ELECTRIC CO., LTD.

Manufacture and sale of electronic components for communication devices

NGK ELECTRONICS DEVICES, INC.

Manufacture and sale of ceramic packa functional circuit boards, and electronic functional components

NGK CERAMIC DEVICE CO., LTD.

Manufacture of electronic functional compo

NGK OKHOTSK, LTD.

Manufacture of jigs for ceramics production

NGK METEX CORPORATION

Processing of beryllium copper wrought products

NGK FINE MOLDS, LTD.

Manufacture and sale of metal molds

NGK SPORTS PLANNING CO., LTD.

Management of tennis clubs and golf range

NGK LIFE CO., LTD.

Insurance agency service and golf course management

NGK YU-SERVICE CO., LTD.

Welfare and business servic

NGK LOGISTICS, LTD.

Transportation and storage of products, raw materials, and equipment

NGK BUILDING SERVICE, LTD.

Building administration and maintenance

North America ———

LOCKE INSULATORS, INC.

anufacture of insulators for substations

NGK-LOCKE INC.

Sale of insulators and other products related to energy supply

NGK-LOCKE POLYMER INSULATORS, INC.

NGK CERAMICS USA, INC.

Manufacture of automotive ceramics

NGK AUTOMOTIVE CERAMICS USA, INC.

FM INDUSTRIES, INC.

Processing and coating of metal modules for semiconductor manufacturing equipment; manufacture of modules

NGK ELECTRONICS USA, INC.

Sale of ceramics for semiconductor manufacturing

NGK METALS CORPORATION

NGK INSULATORS OF CANADA, LTD.

Sale of insulators and other products related to energy supply and automotive ceramics

NGK CERAMICS MEXICO, S. DE R.L. DE C.V.

Manufacture of automotive ceramic

Europe, Africa —

NGK BERLCO U.K. LTD.

Processing and sales of beryllium

NGK CERAMICS EUROPE S.A.

NGK EUROPE GMBH

Sales of automotive ceramics etc.

NGK DEUTSCHE BERYLCO GMBH

Sales of beryllium copper products

NGK BERYLCO FRANCE

Manufacturing and sales of beryllium

NGK CERAMICS POLSKA SP. Z O.O.

NGK CERAMICS SOUTH AFRICA (PTY) LTD.

Manufacturing and sales of automotive ceramics

Asia, Others -

NGK INSULATORS TANGSHAN CO., LTD.

NGK INSULATORS (CHINA) INVESTMENT CO., LTD.

Sale of insulators and other products related to energy supply and beryllium copper products

NGK CERAMICS SUZHOU CO., LTD.

NGK TECHNOCERA SUZHOU CO., LTD.

sale of refractories NGK AUTOMOTIVE CERAMICS KOREA CO., LTD.

manufacturing equipment

P.T. NGK CERAMICS INDONESIA

NGK CERAMICS (THAILAND) CO., LTD.

SIAM NGK TECHNOCERA CO., LTD.

NGK TECHNOLOGIES INDIA PVT. LTD.

NGK STANGER PTY. LTD.

Manufacture and sale of power distribution equipment; sale of insulators for power distribution/transmission