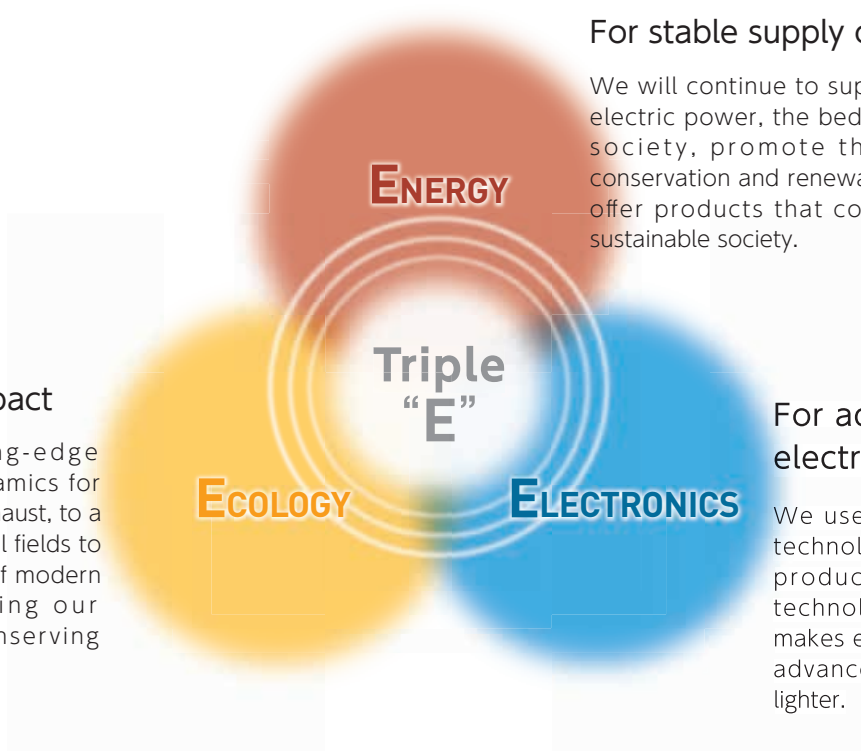


NGK is Leveraging Our Unique Ceramics Technology to Expand Business in the “Triple E” Business Domain

NGK utilizes ceramics as our core technology to expand our power business, ceramic products business, and electronics business into the business domains of energy, ecology, and electronics. We will continue to test the potential of new ceramics technologies with an eye on the changing needs of the times, and we aim to expand our business profitability while we also make contributions to society and the preservation of our environment.



For stable supply of energy

We will continue to support a stable supply of electric power, the bedrock of our lives and of society, promote the spread of energy conservation and renewable energy sources, and offer products that contribute to creating a sustainable society.

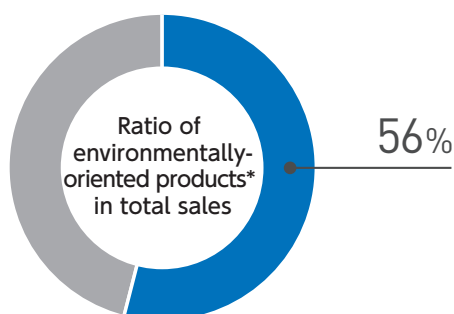
For reduction of environmental impact

We offer our cutting-edge products, such as ceramics for purifying automobile exhaust, to a wide spread of industrial fields to respond to the needs of modern society in preserving our environment and conserving energy.

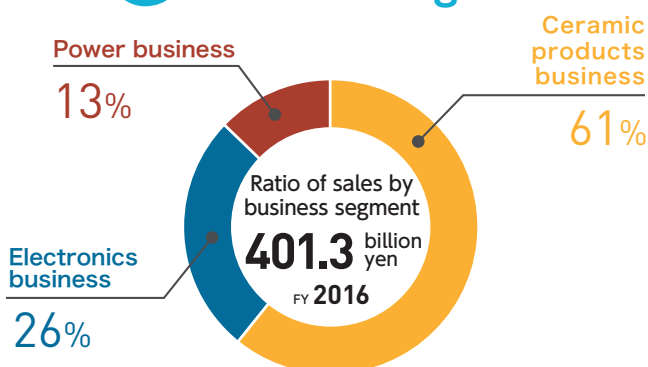
For advancement of electronics products

We use our leading ceramics technology to provide various products that contribute to technological innovation that makes electronic products more advanced, more compact and lighter.

Products contributing to environmental protection **60%**



3 business segments



*For more details on environmentally-oriented products, see page 104.

Building a Reliable Global Network that Brings Together Sophisticated Technological Capacity with Quality Craftsmanship

Consolidated subsidiaries

58
companies

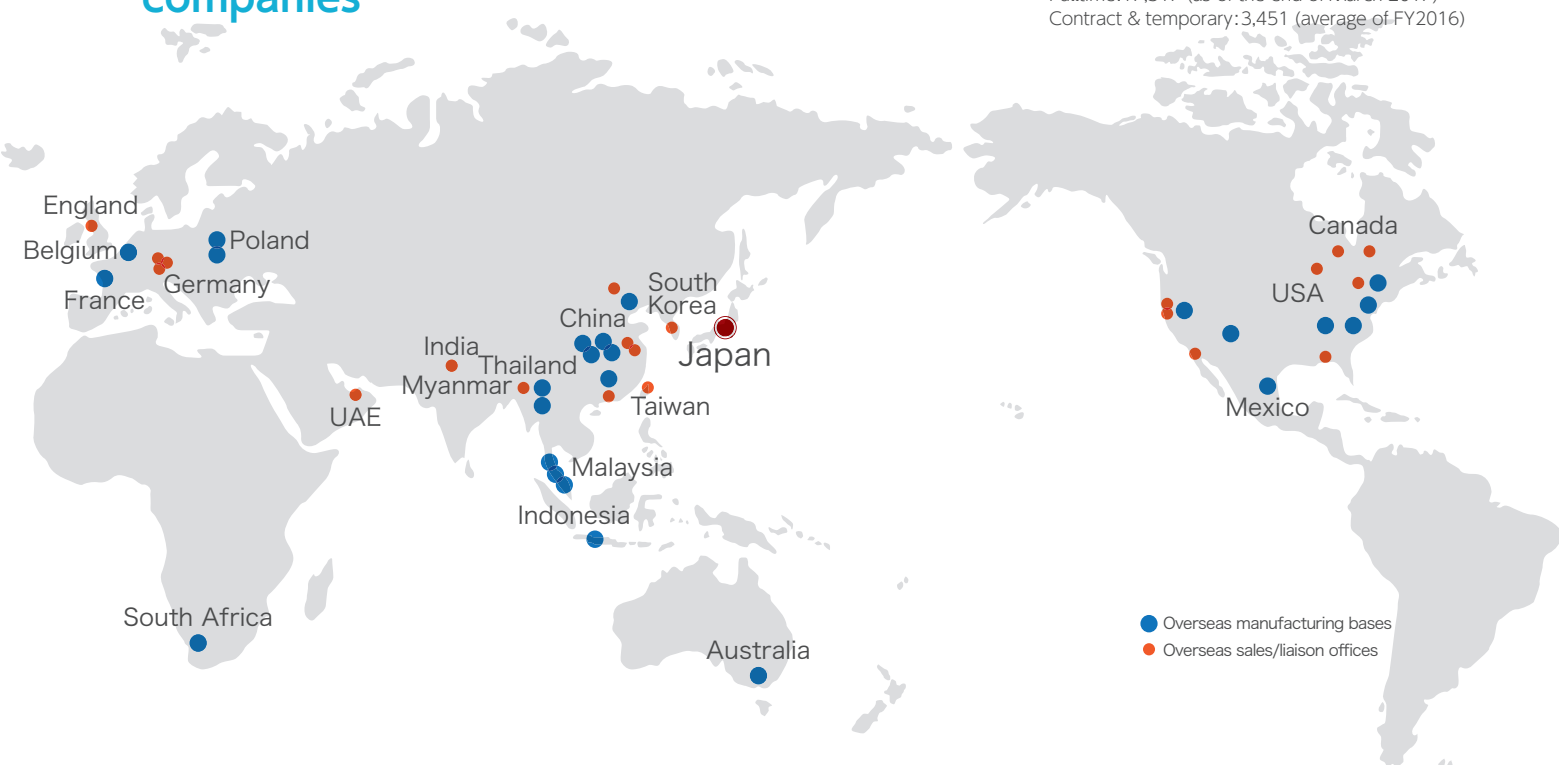
Corporate bases

20 countries and regions around the world

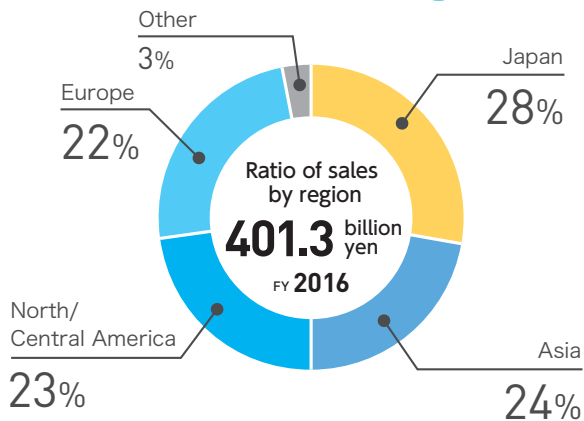
Employees
Approx.

21,000

Fulltime: 17,517 (as of the end of March 2017)
Contract & temporary: 3,451 (average of FY2016)



Outside Japan sales: **70%**



Outside Japan employees: **60%**

