■Global Production Bases

Consolidated net sales

451. billion yen

(up 12.4% year-on-year)



FM Industries

 NGK-Locke Polymer Insulators NGK Metals • NGK Ceramics USA

NGK Ceramics Mexico

Number of employees

Note: Full-time regular employees. (up 7.2% year-on-year)



Net sales by region

Japan

. Obillion yen

(up 9.5% year-on-year)

Central America (up 17.5% year-on-year)

(Europe) 95, 7 billion yen (up 9.6% year-on-year)

Number of employees by region

Note: Full-time regular employees.

Japan

(up 4.4% year-on-year)

(up 4.9% year-on-year)

Europe (up 31.2% year-on-year)

Tangible fixed assets by region

Japan

8. / billion yen (up 13.4% year-on-year)

North and Central America .

billion yen (down 10.8% year-on-year) Europe

(up 36.0% year-on-year)



Europe

- ●NGK Berylco UK
- NGK Ceramics Polska
- •NGK Ceramics Europe
- ●NGK Berylco France

Asia



NGK Insulators Tangshan



NGK Technocera Suzhou



NGK Insulators



Siam NGK Technocera NGK Ceramics (Thailand)



Africa

NGK Ceramics Indonesia



NGK Ceramics South Africa

NGK Stanger

Europe 3.4%

Other

Japan

21.2%

27.4%

106.9 billion yen Asia (up 11.0% year-on-year)

Other

15.4billion yen (up 33.5% year-on-year)

North and Central America 24.2%

Other Europe 1.0% 18.5%

Net sales by region

Asia

23.7%

Japan 37.7%

Asia (up 0.0% year-on-year)

Other

(down 1.6% year-on-year)

North and Central America 16.2%

Number of employees by region

Asia 26.6%

Japan

44.0%

43.6 billion yen Asia

(up 37.1% year-on-year)

Other

. Sbillion yen (up 20.5% year-on-year) North and Central America 12.8%

26.9%

Other Europe 0.3%

> Tangible fixed assets by region

> > Asia 16.1%