

■ Global Production Bases

Consolidated net sales

**451.1** billion yen

(up 12.4% year-on-year)

Number of employees

**18,783**

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

America



● FM Industries

● NGK-Locke Polymer Insulators  
● NGK Metals ● NGK Ceramics USA

● NGK Ceramics Mexico



Net sales by region

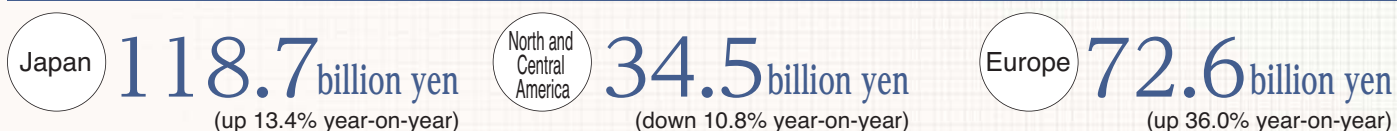


Number of employees by region

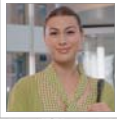
Note: Full-time regular employees.



Tangible fixed assets by region



# Europe



# Asia



# Africa

# Oceania

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

- NGK Insulators Tangshan
- NGK Ceramics Suzhou
- NGK Technocera Suzhou
- NGK Insulators

- Siam NGK Technocera
- NGK Ceramics (Thailand)

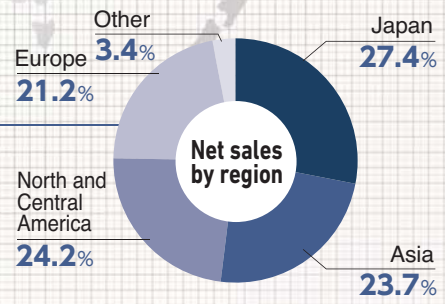
- NGK Ceramics Indonesia

- NGK Ceramics South Africa

- NGK Stanger

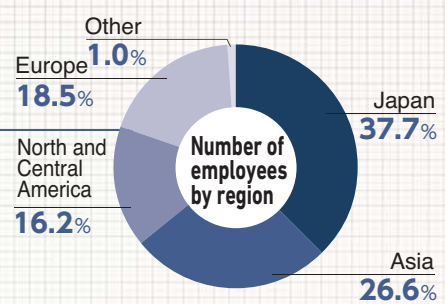
Asia **106.9 billion yen**  
(up 11.0% year-on-year)

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



Asia **5,003**  
(up 0.0% year-on-year)

Other **183**  
(down 1.6% year-on-year)



Asia **43.6 billion yen**  
(up 37.1% year-on-year)

Other **0.8 billion yen**  
(up 20.5% year-on-year)

