

At a Glance

■ 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

Japan **123.8 billion yen**
(up 9.5% year-on-year)

North and Central America **109.3 billion yen**
(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 **7,081**
(up 4.4% year-on-year)

North and Central America **3,041**
(up 4.9% year-on-year)

Europe **3,475**
(up 31.2% year-on-year)

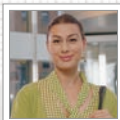
Tangible fixed assets by region

Japan **118.7 billion yen**
(up 13.4% year-on-year)

North and Central America **34.5 billion yen**
(down 10.8% year-on-year)

Europe **72.6 billion yen**
(up 36.0% year-on-year)

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)



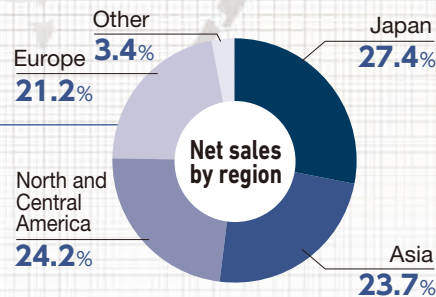
- NGK Ceramics Indonesia

- NGK Ceramics South Africa

- NGK Stanger

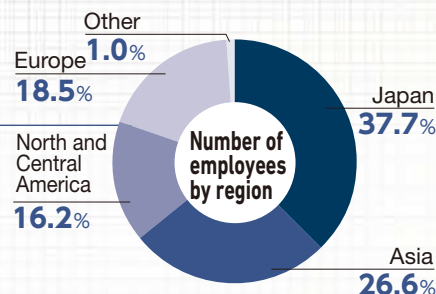
Asia **106.9 billion yen**
(up 11.0% year-on-year)

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)

