

Corporate Outline and Organization

Corporate Outline

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|-----------------|--|---------------------------|---|
| Company name | NGK Insulators, Ltd. | Consolidated subsidiaries | 58 consolidated subsidiaries (21 in Japan, 14 in North/Central America, 7 in Europe, 16 in Asia and elsewhere) |
| Address | 2-56 Suda-cho, Mizuho, Nagoya 467-8530, Japan Telephone + (81) 52-872-7181 | Equity-method affiliates | 2 |
| Established | May 5, 1919 | Employees | NGK 4,142 (as of March 31, 2018) Consolidated 18,783 (as of March 31, 2018) |
| Paid-in capital | 69.8 billion yen (as of March 31, 2018) | | |
| Net sales | 451.1 billion yen (consolidated, for FY2017) | | |

Organization

Head Office

- Auditing Department
- Quality Management Department
- Environmental Management Department
- Safety & Industrial Health Management Department
- Corporate Planning Office
- New Business Planning Office
- Secretarial Office
- Corporate Communications Department
- Human Resources Department
- Group Compliance Department
- Finance & Accounting Department
- Legal Department
- Intellectual Property Department
- General Affairs Department
- Purchasing Department

Corporate R&D

- Business Planning Department
- Wafer Project
- NCM Project
- Functional Materials Development Project
- SOFC Project
- ZNB Project
- ACB Project
- Materials Research Laboratory
- Future Technology Management Center

Corporate Manufacturing Engineering

- Administration Department
- Manufacturing Engineering Department
- Information Technology Department
- Construction & Maintenance Department
- Global Engineering Department

Power Business Group

- Business Planning Department
- Quality Assurance Department
- Sales & Marketing Division
- Insulator Division
- NAS Battery Division

Ceramic Products Business Group

- Business Planning Department
- Quality Assurance Department
- Global Sales & Marketing Division
- Engineering Division
- Manufacturing Division
- Sensor Division

Electronics Business Group

- Business Planning Department
- Quality Assurance Department
- New Business Promotion Project
- New Metals Division
- Electronic Components Division

Process Technology Business Group

- Business Planning Department
- Quality Assurance Department
- High Performance Ceramics Division
- Industrial Process Division