

Financial and Non-Financial Data

Financial Indicators

	March 2010	March 2011	March 2012	March 2013
Net sales	235,489	239,363	248,948	252,789
Cost of sales	168,716	160,804	172,456	178,052
Selling, general, and administrative expenses	43,319	46,456	49,986	54,041
Operating income	23,453	32,102	26,504	20,695
Net income attributable to owners of the parent	17,808	24,428	(35,351)	11,422
Capital expenditures	20,891	25,284	28,839	31,216
Research and development expenses	10,699	11,437	11,428	11,315
Net cash provided by operating activities	44,375	36,650	13,850	3,681
Net cash used in investing activities	(71,166)	(17,886)	(45,438)	(582)
Net cash provided by financing activities	1,681	(5,146)	56,608	12,448
Total assets	475,847	479,793	523,322	563,030
Interest-bearing debt	71,453	69,229	131,436	155,816
Net assets	319,472	323,945	264,381	303,073
Profit per share (yen)	54.51	74.80	(108.27)	34.98
Cash dividends per share (yen)	16	20	20	20
Ratio dividends to net worth (%)	29.4	26.7	–	57.2
Return on equity (ROE) (%)	6.1	8.0	(12.6)	4.2
Equity ratio (%)	63.5	64.0	48.5	52.0
Price-earnings ratio (PER)	35.0	19.9	–	29.0
Price-book value ratio (PBR)	2.1	1.6	1.5	1.1
Closing stock (yen)	1,907	1,487	1,181	1,013
Number of employees, end of year (persons)	11,176	11,666	12,372	13,159

Non-Financial Indicators

	March 2010	March 2011	March 2012	March 2013
GHG emissions (Scope 1: Energy-origin CO ₂) (10 ³ metric tons, NGK Group)	45.7	24.8	27.5	29.6
GHG emissions (Scope 2: Energy-origin CO ₂) (10 ³ metric tons, NGK Group)	45.7	35.0	38.6	41.7
GHG emissions (Scope 3) (10 ³ metric tons, non-consolidated)	–	–	–	–
Total water consumption (10 ³ m ³ , NGK Group)	158*1	155*1	305	327.3
VOC emissions (metric tons, NGK Group)	0.89*1	0.94*1	5.7	4.8
PRTR substance emissions (metric tons, NGK Group)	4.4*1	4.8*1	17.3	14.8
Total water discharge (10 ³ m ³ , NGK Group)	166*1	165*1	172	215
Waste emissions (10 ³ metric tons, NGK Group)	1.07*1	4.8	3.6	3.9
Number of employees (persons, non-consolidated)	3,272	3,293	3,351	3,426
Employee breakdown (women) (% , non-consolidated)	13.6	13.3	13.1	13.4
Percentage of women among managers (% , non-consolidated)	1.0	1.1	1.1	1.0
Percentage of women among managers (% , overseas NGK Group companies)	–	–	–	–
Number/percentage of disabled employees (persons/%, non-consolidated)	42 (1.68)	42 (1.45)	43 (1.51)	49 (1.91)
Lost time incident rate (non-consolidated)*2	0.00	0.42	0.14	0.27
Social contribution expenditure (100 million yen, non-consolidated)	–	–	–	3.46
Number of directors (persons, non-consolidated)	13	13	13	11
Number of outside directors (persons, non-consolidated)	1	2	2	2
Total remuneration of directors (million yen, non-consolidated)	756	761	643	668
Number of patents held (Japan) (non-consolidated)	2,240	2,270	2,303	2,454
Number of patents held (overseas) (non-consolidated)	3,754	3,829	3,981	4,087

*1 Non-consolidated basis

*2 Based on a calendar year

(Millions of yen)

	March 2014	March 2015	March 2016	March 2017	March 2018	March 2019	March 2020
	308,671	378,665	435,797	401,266	451,125	463,504	441,956
	208,052	254,386	289,266	272,434	312,107	323,224	313,458
	56,366	62,700	65,633	65,619	68,991	75,574	73,496
	44,252	61,577	80,898	63,212	70,026	64,705	55,000
	27,045	41,504	53,316	36,379	45,814	35,506	27,135
	28,434	30,366	45,437	60,101	71,713	105,336	93,997
	12,060	13,942	17,410	18,653	21,100	23,271	22,928
	32,647	73,002	59,445	80,172	50,554	61,224	53,200
	(21,185)	(39,495)	(47,772)	(56,452)	(49,413)	(109,743)	(60,830)
	2,026	(26,000)	(373)	(13,013)	22,546	3,564	(18,796)
	614,219	702,234	711,897	759,434	826,243	863,636	833,085
	167,295	156,203	163,973	174,150	211,573	229,423	234,400
	344,453	404,001	417,972	427,593	472,863	489,245	469,118
	82.82	127.11	163.28	112.71	142.42	110.35	84.73
	22	28	38	40	44	50	50
	26.6	22.0	23.3	35.5	30.9	45.3	59.0
	8.6	11.4	13.3	8.8	10.4	7.6	5.8
	54.3	55.8	57.1	54.9	55.8	55.3	55.0
	26.0	20.2	12.7	22.4	12.9	14.6	16.7
	2.1	2.1	1.7	1.9	1.3	1.1	1.0
	2,150	2,565	2,079	2,520	1,834	1,608	1,417
	13,210	16,217	16,657	17,517	18,783	20,115	20,000

	March 2014	March 2015	March 2016	March 2017	March 2018	March 2019	March 2020
	30.2	29.0	31.1	31.7	32.0	32.3	30.9
	44.3	46.1	52.1	56.2	61.2	63.7	65.1
	–	–	–	–	87.7	104.7	97.7
	318.2	276	285	409	432	453	433
	5.3	6.3	6.8	155.4	145.3	119.7	68.4
	14.3	15.4	14.0	163.1	154.2	127.5	76.3
	223	196	197	279	287	281	314
	4.2	5.7	5.9	5.9	5.9	5.8	5.4
	3,531	3,569	3,700	3,937	4,142	4,119	4,224
	13.3	12.9	12.6	12.7	12.5	12.6	12.8
	1.5	1.8	1.8	2.0	2.0	2.2	2.9
	–	–	16.6	15.3	21.0	16.0	20.2
	53 (2.07)	56 (2.23)	56 (2.18)	55 (2.03)	57 (1.90)	62 (1.92)	135 (2.20)
	0.42	0.00	0.29	0.34	0.11	0.40	0.00
	3.48	3.31	3.46	3.15	3.00	3.02	2.73
	12	12	12	13	12	12	13
	2	2	2	2	3	3	3
	624	581	723	803	799	698	660
	2,685	2,719	2,907	3,038	3,191	3,352	3,513
	3,990	3,911	4,042	4,134	4,186	4,346	4,485