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[Period covered] From April 1, 2010 to March 31, 2011
 Some other very recent activities and cases are also included.

[Covered Organization]

- Social aspects : NGK Spark Plug Co., Ltd.
 However, this report may also cover activities of subsidiaries and affiliates inside and outside Japan. In such cases, specific company names are indicated.
- Environmental aspects : NGK Spark Plug Group
 · NGK Spark Plug Co., Ltd.
 · 9 consolidated domestic subsidiaries and 1 affiliate.

[Publishing Director] Shinichi Odo, President
[Editor in Chief] Yukashi Ukai, General Manager of CSR Promotion Department

[Published] September 2011
 (The next report is planned to be published in September 2012.
 /The previous report was published in September 2010.)

Corporate Profile	
Corporate Name	NGK SPARK PLUG CO., LTD.
Head Office	14-18 Takatsuji-cho, Mizuho-ku, Nagoya
Foundation	October 26, 1936
Capital	47,869,270,000 yen
Business	(1) Manufacturing and selling spark plugs and related products for internal-combustion engines. (2) Manufacturing and selling technical ceramics and applicable products.
Group Companies	33 subsidiaries (9 in Japan, 24 overseas), 6 affiliates

Publication Policy

Editorial Policy
 This report has been prepared based on our Information Disclosure Policy (on page 18) with the aim of providing reports in an easy-to-understand and friendly manner, focusing on ease of understanding, importance and completeness, and trustworthiness.

■ Preparation of CSR Report

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    graph LR
    A[Results of questionnaires, third party examination, various guidelines in the previous report] --> B[Editorial policy-making]
    B --> C[Planning]
    C --> D[Information gathering]
    D --> E[Editorial meeting/Editing]
    E --> F[Third party examination]
    F --> G[Publication]
    
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Selection of Information
 This Report covers information that is considered important for NGK Spark Plug Group, as well as information that is considered important or useful for our stakeholders.

Consideration to Ease of Understanding
 To ensure ease of understanding from the standpoint of the audience, the entire document is divided into the sections of management, social and environmental reports. In the social report, information concerning each stakeholder is provided according to each category of stakeholders. In addition, each page is designed to clearly describe the concept, mechanism and results of our activities.

Consideration to Trustworthiness
 We have worked to improve the trustworthiness of the document by undergoing third party examination to affirm the correctness, neutrality, and verifiability of the content.

Information Disclosure on our websites
 Places where you can look up more detailed information on our website are marked thus: [Web](#)

IR Information
<http://www.ngkntk.co.jp/english/ir/index.html>

CSR Information
<http://www.ngkntk.co.jp/english/csr/index.html>

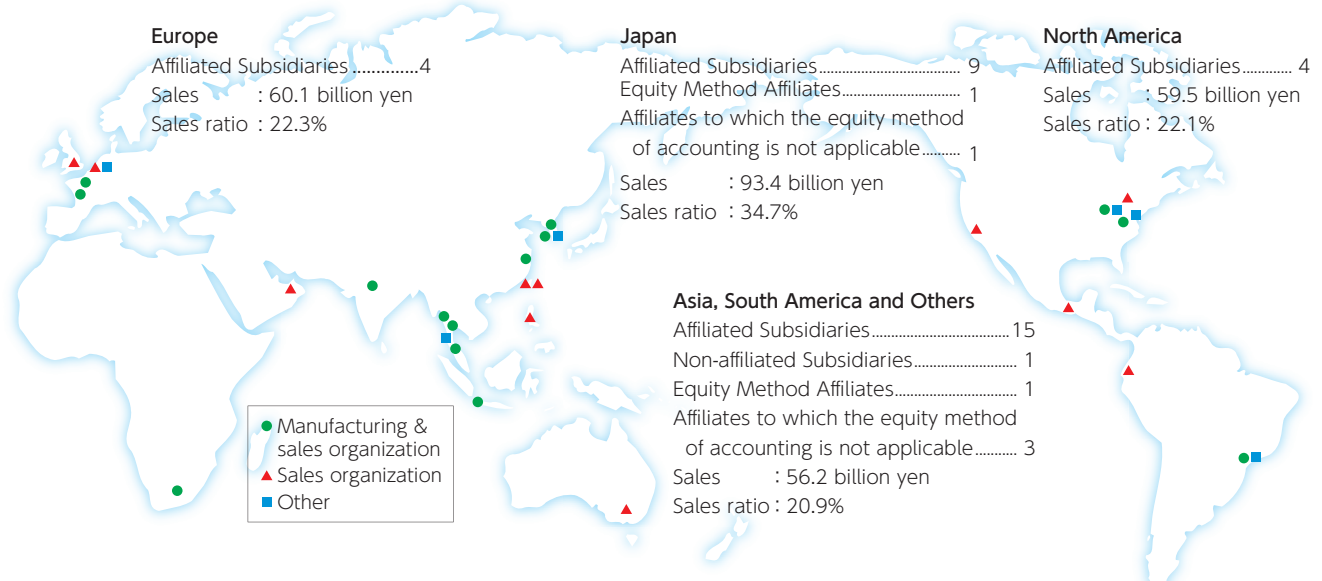
Reference guidelines

- Environmental Reporting guidelines (2007 version) issued by the Ministry of the Environment of Japan
- GRI Sustainability Reporting Guidelines (Version 3)

NGK Spark Plug Group Business Outline

Network

Web <http://www.ngkntk.co.jp/english/company/network.html>



Primary Products

Automotive Components Group

- Spark Plugs, Related Products
- Glow Plugs
- Sensors



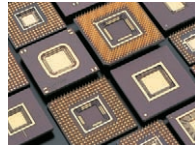
Spark Plugs for Automobile



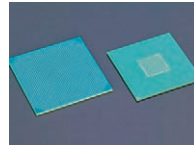
Exhaust Gas Oxygen Sensors

Communication Media Components Group

- Semiconductor Components



Ceramic IC Packages



Organic IC Packages

Technical Ceramic Group

- Medical Products
- Industrial Components
- Cutting Tools
- Electronic Components



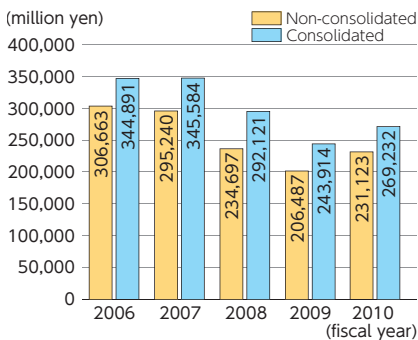
Bone Filling Materials



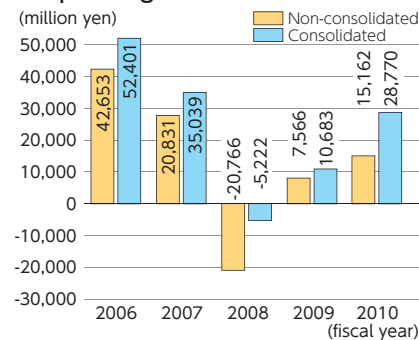
Ceramic Inserts

Financial Data

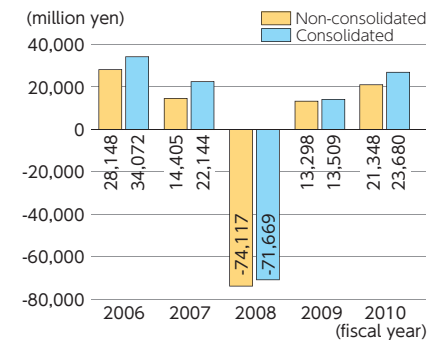
Net sales



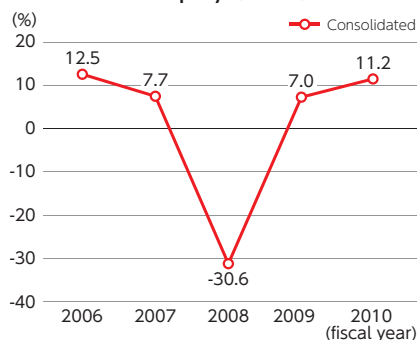
Operating income



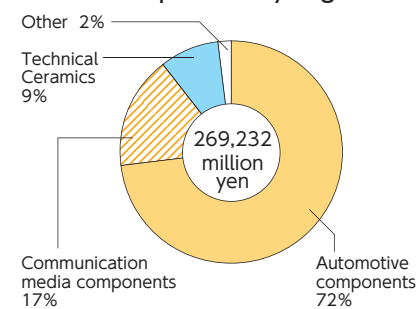
Net income



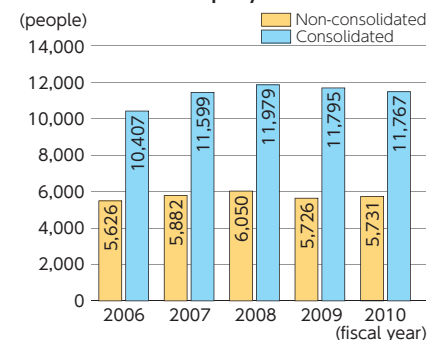
Return on Equity (ROE*)



Sales Composition by Segment



Number of Employees



ROE ROE is one indicator of a company's profitability. ROE reveals how effectively shareholder equity is being used; higher ROE means higher profitability.

$$ROE = \frac{\text{Net Income}}{\text{Shareholders' Equity}}$$