

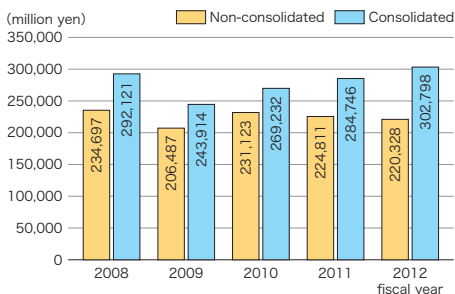
Corporate Profile (As of March 2012)

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 34 subsidiaries (9 in Japan, 25 overseas), 6 affiliates

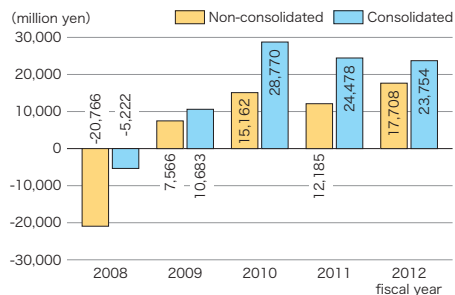


Financial Data

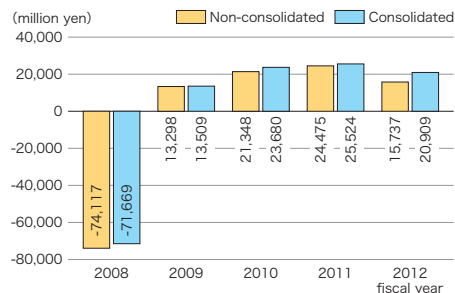
Net sales



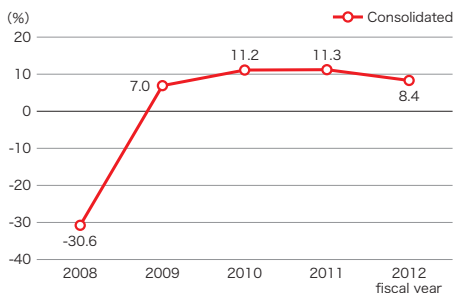
Operating income



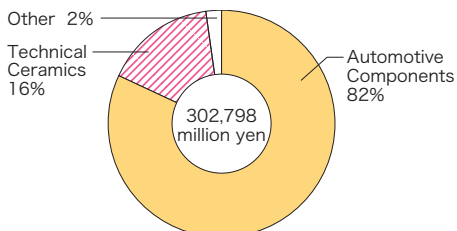
Net income



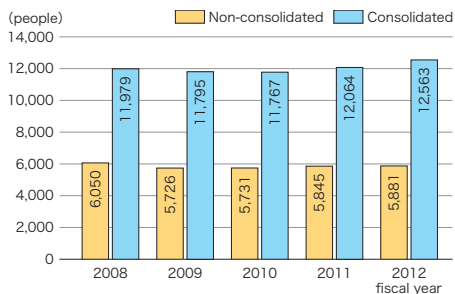
Return on Equity (ROE*)



Sales Composition by Segment



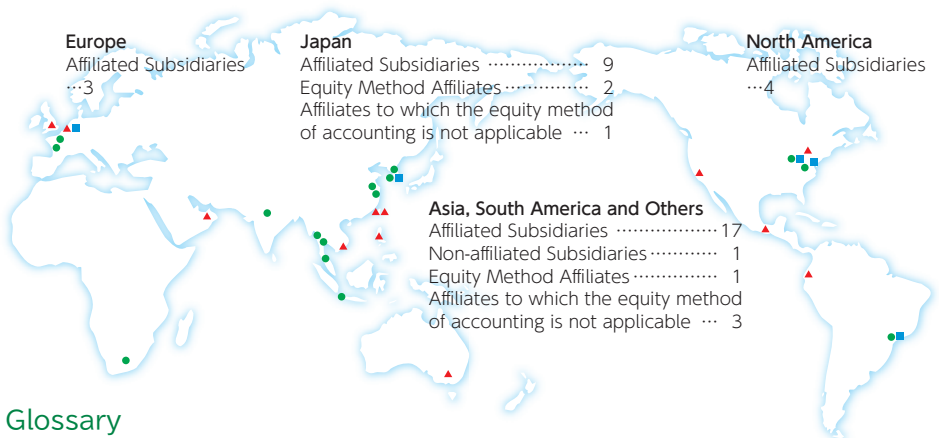
Number of Employees



*As a result of organizational changes on April 1, 2013, the Communication Media Components Group and the Technical Ceramics Group was integrated into the Technical Ceramics Group.

Network (as of March 2013)

● Manufacturing & Sales Organization
▲ Sales Organization ■ Other



Glossary

Compliance (P.2) ...When a company, as a member of society, fulfills its corporate responsibility by enhancing its corporate ethics, and by understanding the spirit and the purport of and complying with laws and regulations, international rules, social norms, and various in-house regulations.

Industrial physician (P.19) ...A doctor who is involved in managing the health of laborers in workplaces. The Industrial Safety and Health Act mandates companies constantly employing 50 workers or more in the workplace to hire an industrial physician.

Three-way catalyst (P.10) ...A device for cleansing hazardous substances contained in gasoline-engine automobile exhaust (carbon monoxide [CO], hydrocarbons [HC] and nitrogen oxides [NOx]) through oxidation and conversion.

Diversity (P.2) ...Utilization of diverse human resources, regardless of ethnic origin, nationality, gender, age, etc.

Global warming (P.26) ...A phenomenon where the average global temperature is increasing due to higher concentration of greenhouse gases that trap heat in the atmosphere and heat the surface of the Earth.

Fabless (P.2) ...Fabless (without fabrication) refers to the business model of a company which, although belonging to the manufacturing industry, engages only in the design and development of products and contracts out production rather than owning its own factory.

Risk Assessment (P.19) ...Method to detect and evaluate potential dangers and hazards in a worksite, and eliminate/reduce them.

Risk Management (P.2) ...Activities to systematically manage various risks related to business in corporate management. Specifically, activities to prevent risk occurrence, or reduce the damage incurred when a risk arises.

BCP (P.28) ...Business Continuity Plan. A plan of action to be taken by a company when an emergency situation arises, such as a major disaster or a large-scale accident, to ensure business continuity at a certain level, or if suspended, to realize quick recovery.

CSR (P.2) ...Corporate Social Responsibility.

CSR procurement (P.2) ...CSR procurement is a continuous purchasing and procurement practice, requiring suppliers to comply with procurement criteria in terms of social responsibility activities. The CSR procurement criteria include business management of human rights, work conditions, as well as workplace safety and health, etc.

IR (P.15) ...IR stands for Investor Relations. Activities to disseminate detailed information on management, financial conditions and business performance of a company.

ISO14001 (P.23) ...An international standard for environmental management systems. Business sites that have established systems in accordance with the standard can receive certification from an external organization.

QC Circle Activities (P.14) ...QC stands for quality control. Small groups are formed within the workplace to encourage autonomous handling of such issues as safety measures, reduction of faulty products, as well as quality improvement and quality control of products.

ROE (P.29) ...ROE is one indicator of a company's profitability. ROE reveals how effectively shareholder equity is being used; higher ROE means higher profitability.

SOFC (P.2) ...SOFC stands for solid oxide fuel cell. An SOFC generates electricity and heat from the reaction between hydrogen and oxygen.

About the cover illustrations

When publishing our first CSR report in 2011, we wanted the cover to depict a sustainable society. We decided to use a series of illustrations that would connect the three CSR reports, depicting the development of a city with a road leading on to the next illustration. The illustrations include the products that our company deals with, including automobiles, wind power plants, and household fuel cells. The ponds illustrated on the covers of the three Reports are in the shapes of the letters "C" "S" and "R." Arrange the three CSR reports in a row and enjoy the combined illustrations.

