

## Our Business Activities

### Europe

Consolidated subsidiaries ..... 4



### Asia, South America, Other

Consolidated subsidiaries ..... 17

Unconsolidated subsidiaries ..... 1

Equity method affiliates ..... 1

Non-equity method affiliates ..... 3

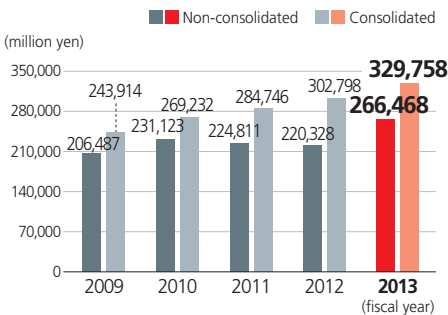
Share of global spark plug market

**No.1**

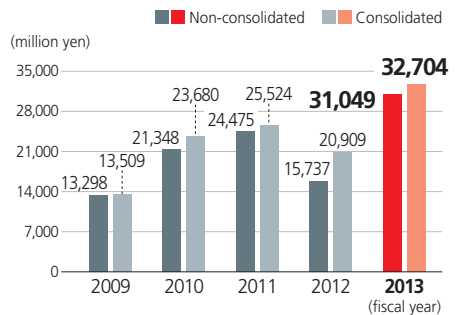
- Manufacturing & Sales Organization
- ▲ Sales Organization
- Other

# Contributing to Local Communities and the Environment Right Across the World

## Net Sales

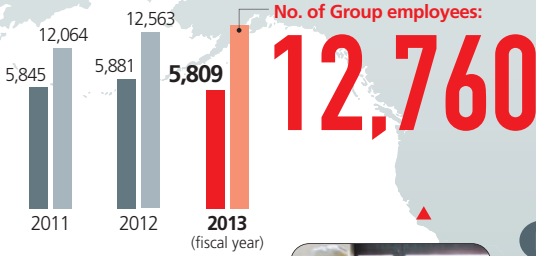


## Net Income



## No. of Employees

(People) ■ Non-consolidated ■ Consolidated



### North America

Consolidated subsidiaries ..... 4

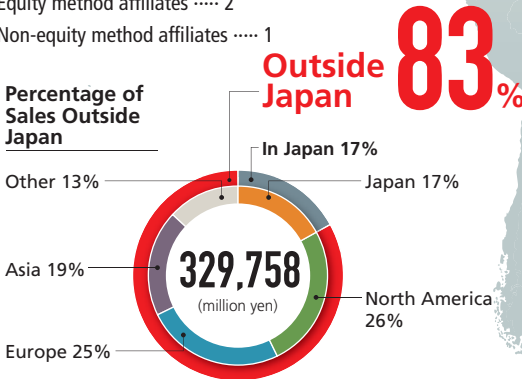


### Japan

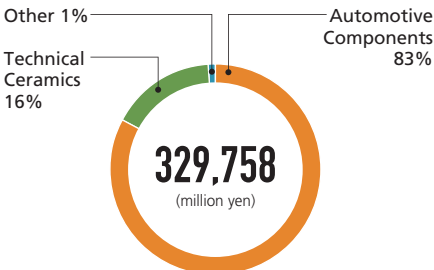
Consolidated subsidiaries ..... 9  
 Unconsolidated subsidiaries ..... 1  
 Equity method affiliates ..... 2  
 Non-equity method affiliates ..... 1



## Percentage of Sales Outside Japan



## Net Sales by Segment



## Corporate Outline (as of March 31, 2014)

Company name: NGK SPARK PLUG CO., LTD.  
 Headquarters: 14-18, Takatsuji-cho, Mizuho-ku, Nagoya  
 Establishment: October 26, 1936  
 Capital: 47,869 million 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: 36 subsidiaries (ten in Japan and 26 outside Japan) and seven affiliates