

Japan

Consolidated subsidiaries 10
 Unconsolidated subsidiaries 1
 Equity method affiliates 1
 Non-equity method affiliates 1



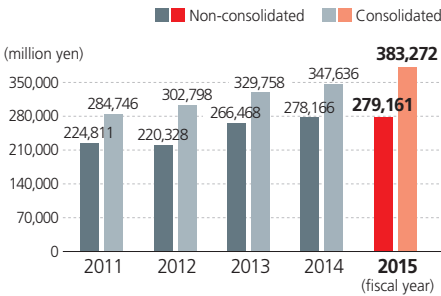
Asia / South America / Other

Consolidated subsidiaries 19
 Unconsolidated subsidiaries 2
 Equity method affiliates 1
 Non-equity method affiliates 3

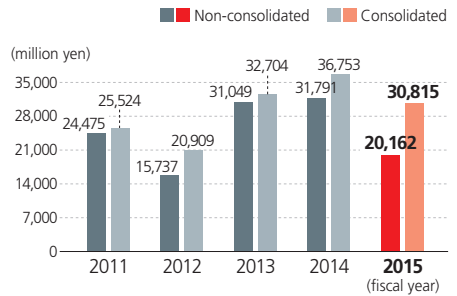
► Our Business Activities

Contributing to Local Communities Right Across the World

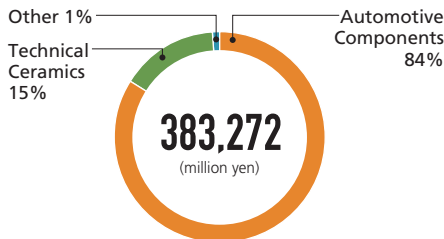
Net Sales



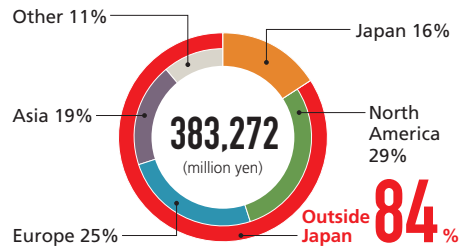
Net Income



Net Sales by Segment



Percentage of Sales Outside Japan



Europe

Consolidated subsidiaries 4



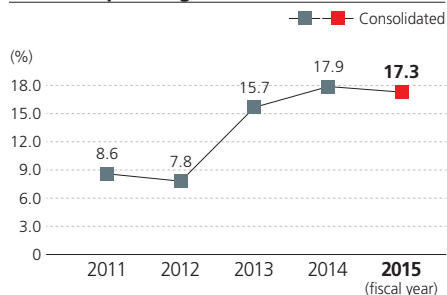
North America

Consolidated subsidiaries 7

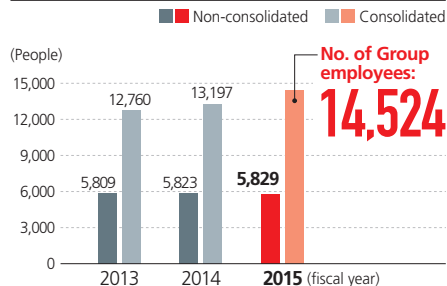
Unconsolidated subsidiaries 3

and the Environment

Ratio of operating income to net sales



No. of Employees



Corporate Outline (as of March 31, 2016)

- 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: 46 subsidiaries (11 in Japan and 35 outside Japan) and six affiliates

