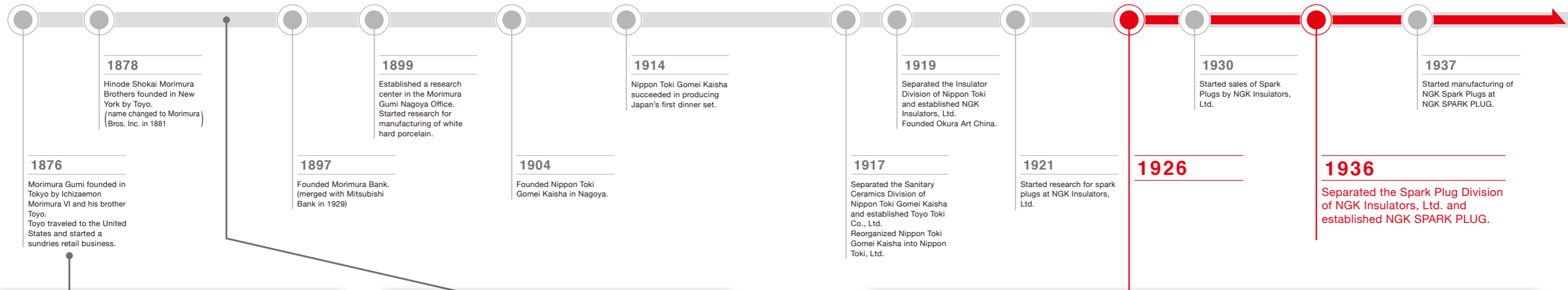


What's Next?

# PHILOSOPHY

## From Morimura Gumi to NGK SPARK PLUG.



### Honesty and passion

On-time delivery of quality products at affordable prices. The sincerity of the Morimura Bros. Inc. was valued even in the foreign culture of the United States, building trusting relationships. The Morimura Bros. declined the help of the Meiji government and started a small trade business based on their independent spirit. The honesty and passion of the business was highly praised, and their business gradually grew bigger.



(left) Toyo Morimura  
(right) Ichizaemon Morimura

### Customer satisfaction through quality products

(left) Magobe Okura • (right) Kazuchika Okura



“We only sell products which are useful to customers.”

Magobe Okura worked as a supplier and insisted on sincerity in his products. This sincerity was inherited by his eldest son Kazuchika. Kazuchika preached that “our ideal form consists of supplying quality products and bringing satisfaction to customers.” Based on the philosophy of quality products, he expanded the ceramics companies of Morimura.

### Uniform products through participation by all employees

“Suppose that we produce only 1 defective product per 1,000 products. To the customer who purchases that 1 product, our defect rate is 100%.”

As our business evolved from tableware to industrial products, we faced even stricter demands for product uniformity. In order to constantly realize the performance need by customers and to eliminate discrepancy among products, Magoemon Ezoe expected a high level of discipline and sense of participation to produce quality products. Employees at all workplaces devoted themselves to manufacturing which fulfilled such expectations. Even today, the philosophy of producing quality products with participation by all employees is still alive at NGK SPARK PLUG.



Magoemon Ezoe (First president of NGK SPARK PLUG)

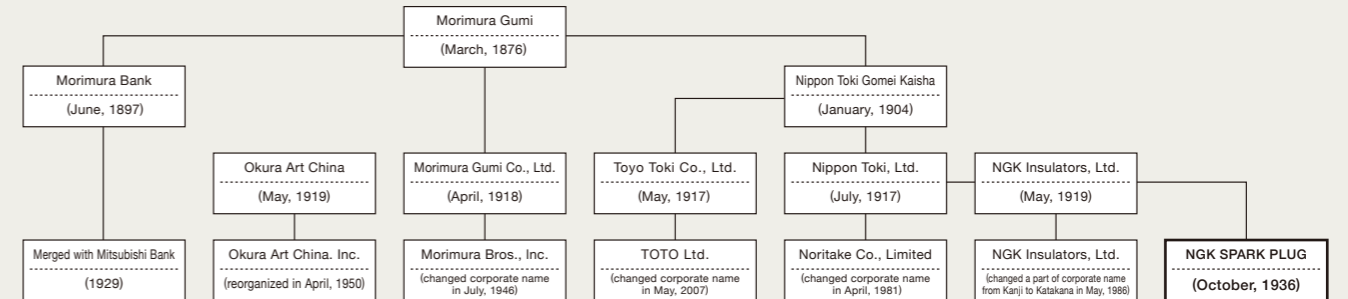
## Inherited Vision

NGK SPARK PLUG was founded in 1936. However, our roots can be traced back more than 140 years to the Morimura Gumi which was established in 1876 by Ichizaemon Morimura, the forefather of the Morimura Group. Our founding father Ichizaemon Morimura was an honest and passionate merchant. Determined to reclaim wealth which had flowed overseas, Ichizaemon embraced the challenge of foreign trade for the prosperity of Japan. Eventually, the Morimura Gumi began to manufacture ceramics and the Morimura Group was born, ultimately leading to the founding of numerous prominent companies including NGK SPARK PLUG.



Ichizaemon Morimura

## Development of Morimura Group



# Challenge creates future value.

## NGK SPARK PLUG's history is the one of challenging new field.

Since our founding in 1936 as a manufacturer of spark plugs, the history of our company has been one of technological innovation. The technology and expertise we accumulate in product development processes is reinvested in new applications, enabling us to grow into new fields of business. The manufacturing spirit that was built around our core ceramics technology is the DNA of our company, passed down from generation to generation. We continue to nurture and develop new technologies, so that we might build the businesses of the future.

