New Value Creation for the Future

Annual Report 2011

Fiscal year ended March 31, 2011

NGK SPARK PLUG CO., LTD.

Profile

NGK SPARK PLUG CO., LTD., established in 1936 as a manufacturer of spark plugs, has always cultivated ceramics as its core competence. The Company has a distinguished track record of applying the expertise cultivated in the field of ceramics in other fields to create new value. Today, NGK SPARK PLUG CO., LTD. is a leading manufacturer supplying its products to major manufacturers worldwide in the automotive, electronics and other industries. The Company's products are vital components of a host of finished products manufactured on production lines the world over.

NGK SPARK PLUG CO., LTD. is at the forefront of innovation in the information and communications and automotive industries that are destined to underpin 21st-century society. The Company is also increasingly active in the medical field, attuning its expertise to the needs of the aging society, and in the environmental sphere.

Drawing on a wealth of experience, NGK SPARK PLUG CO., LTD. continues to deploy its technological prowess in the service of its customers and society.

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Forward-Looking Statements
This Annual Report contains information about forward-looking statements related to such matters as the Company's plans, strategies, and business results. These forward-looking statements represent judgments made by the Company based on information available at present and are inherently subject to a variety of risks and uncertainties. The Company's actual activities and business results could differ significantly due to changes including, but not limited to, changes in the economic environment, business environment, exchange rates, laws, regulations, government policies, political circumstances, market demand for products, and price competition.

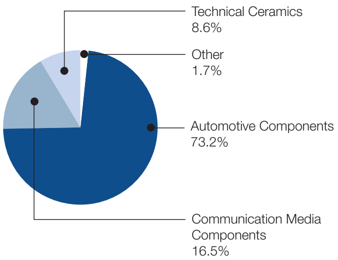
Financial Highlights

NGK SPARK PLUG CO., LTD. and Consolidated Subsidiaries
Years Ended March 31, 2011, 2010 and 2009

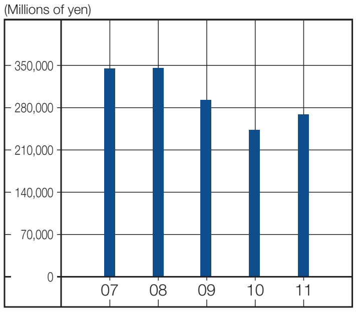
	Millions of yen			Change (%)	Thousands of U.S. dollars
	2011	2010	2009	2011/2010	**2011**
For the year:					
Net sales:	**¥269,233**	¥243,914	¥292,122	10.4%	**$3,243,771**
Automotive Components	**197,214**	166,067	186,685	18.8	**2,376,072**
Communication Media Components	**44,472**	55,031	77,410	(19.2)	**535,807**
Technical Ceramics	**23,053**	19,155	23,531	20.3	**277,747**
Other	**4,494**	3,661	4,496	22.8	**54,145**
Operating income (loss)	**28,771**	10,684	(5,222)	169.3	**346,639**
Net income (loss)	**23,680**	13,510	(71,669)	75.3	**285,301**
At year-end:					
Total assets	**¥337,318**	¥331,476	¥275,995	1.8%	**$4,064,072**
Net assets	**218,159**	207,007	184,385	5.4	**2,628,422**
	Yen			Change (%)	U.S. dollars
Per share data:					
Net income (loss):					
—Basic	**¥108.71**	¥62.01	¥(328.90)	75.3%	**$1.31**
—Diluted	**107.83**	61.46	(328.90)	75.4	**1.30**
				Change (Yen)	
Cash dividends	**22.00**	11.00	13.50	¥11.0	**0.26**

Note: U.S. dollar amounts above and elsewhere in this Annual Report are converted from yen, for convenience only, at the rate of ¥83=U.S.$1.

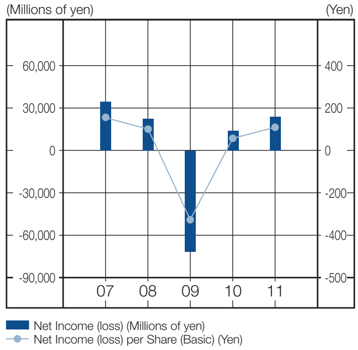
2011 Sales Composition by Reported Segments (%)



Net Sales



Net Income (loss)/ Net Income (loss) per Share (Basic)



A Message from the President

Shinichi Odo
President and Chief Executive Officer

On assuming the presidency of NGK Spark Plug

I am delighted to have this opportunity to address our shareholders and investors as the new president and CEO of NGK Spark Plug.

Manufacturers in Japan are operating in an increasingly challenging environment in light of the persisting sluggishness of the Japanese economy, the dynamism of emerging economies, and the devastation wrought by the Great East Japan Earthquake. Nevertheless, Japanese industry's track record of overcoming daunting challenges in the past shows what can be done if all capabilities are deployed to maximum effect. Adhering to our "Ever onward!" action guideline, we aspire to be a truly global enterprise creating value far into the future and continuing to embrace both change and challenge in order to resolve issues, achieve further growth, and enhance corporate value.

Specifically, by taking our strengths, namely, high-quality manufacturing and superior customer service, to new heights unsurpassed by other companies, we seek to prevail against the competition in the global marketplace.

Regarding the Automotive Components Business, in view of ever-increasing worldwide automotive production and ownership, we are determined to dominate the remaining internal combustion engine market, leveraging the outstanding quality of our products and service. For this purpose, we will proactively make the necessary investment in the internal combustion engine market, although it will eventually reach its limit. In parallel, we are addressing the progress of electric vehicles and other next-generation vehicles. In developing products for next-generation vehicles, we will fully utilize the relationships we have cultivated with automotive manufacturers worldwide over the years.

The drastic structural reform undertaken in recent years of the Communication Media Components Business is starting to bear fruit. Our basic policy is to offer high-value-added products that bring our technological capabilities into full play while focusing on profitability rather than endeavoring to maximize sales as we did in the past.

With regard to the Technical Ceramics Business, which is noted for its stability, we aim to raise profitability by enhancing productivity through further process improvements and measures to reduce costs. Mindful that the potentially vast application field for ceramics is full of possibilities, we intend to exploit the most promising opportunities for commercialization.

Business results for the current fiscal year 2010

For the fiscal year ended March 31, 2011, consolidated net sales increased 10.4% year on year to ¥269,233 million, operating income jumped 169.3% to ¥28,771 million, and net income surged 75.3% to ¥23,680 million. We achieved increased profits for the second consecutive year.

The Automotive Components Business shrugged off the sluggishness that had afflicted the worldwide automotive industry in the previous year, achieving a strong recovery reflecting the improvement of facility utilization rates of automotive manufacturers around the world and high demand from emerging economies. Increased production capacity in response to rapidly rising demand led to substantial growth of the Automotive Components Business.

Although sales of the Communication Media Components Business decreased greatly owing to lower demand for IC packages for MPUs, which are the mainstay products in this segment, and the impact of the strong yen, drastic structural reforms, including consolidation of production sites and promotion of rationalization initiatives, minimized the increase in the operating loss amid declining sales.

The Technical Ceramics Business benefited from a high level of shipments of products for semiconductor manufacturing equipment, industrial equipment and machine tools, in line with the recovery of the related sectors.

We achieved a V-shaped recovery through structural reform and initiatives to strengthen the fundamentals of our business, which we have focused on since the collapse of Lehman Brothers, and also thanks to the improvement of the business environment.

Forecast for the next fiscal year 2011

The Great East Japan Earthquake has cast a shadow over what were relatively upbeat prospects. Fortunately, NGK Spark Plug Group’s employees and their families were safe and the Group’s production sites were undamaged. However, manufacturing in Japan was severely impacted by the disruption of supply chains, which had knock-on effects extending to procurement and sales, and the instability of electricity supplies attributable to the crisis at a nuclear power station that has yet to be resolved.

Although Japan is making good progress as it advances along the road to a full recovery through a concerted national effort, prospects remain unclear.

In addition, the outlook for the macro business environment, which is currently under pressure from the strong yen and rising materials costs, remains uncertain. In these circumstances, assuming an exchange rate of ¥80 to the U.S. dollar and ¥110 to the euro, our plan for fiscal 2011 calls for net sales of ¥276.0 billion, an increase of 2.5% year on year, operating income of ¥28.5 billion, a decrease of 0.9%, and net income of ¥25.4 billion, an increase of 7.3%.

Medium-term management plan

Two years ago, we formulated the fifth medium-term management plan, “The Evolution of NGK Spark Plug,” which presents the Company’s desired future configuration together with a roadmap indicating how we intend to get there.

In the fiscal year to March 2011, the first year of the medium-term management plan, our results exceeded even the quantitative targets for the second year. Accordingly, we were about to revise the medium-term management plan by setting higher targets. However, we need more time to determine the likely impact of the Great East Japan Earthquake. We intend to examine key factors from various perspectives and revise the plan as soon as possible.

We operate globally with around 80% of our net sales being outside Japan.

Therefore, while responding agilely to macroeconomic trends and meeting society’s expectations regarding innovation, we recognize that it is essential to focus on enhancing customer satisfaction without being distracted by the vicissitudes of business. Embracing challenges, we continue to evolve as an enterprise committed to creating new value.

Dividend policy

At NGK Spark Plug, we regard returning profits to shareholders as one of our most important management policies. We also think it is important to provide shareholders with returns in line with earnings. While maintaining a target dividend payout ratio of at least 20% of consolidated net income for the time being, the Company decides the amount of dividends by comprehensively taking into consideration R&D investment, investment in business expansion, and capital investment for rationalization of operations.

In accordance with this policy, the Company paid dividends per share of ¥22.0 for fiscal 2010.

The annual payout ratio on a consolidated basis was 20.2%, above our target payout ratio of 20%.

We will continue to meet the expectations of shareholders in accordance with the basic policy of maintaining stable dividends.

In these endeavors, I would be grateful for the understanding and support of our shareholders and the wider investor community.

Shinichi Odo
President and Chief Executive Officer

New Manufacturing Subsidiary in China for Automotive Oxygen Sensors

NGK Spark Plug is establishing a new subsidiary in Jiangsu Province, China, to expand production of automotive oxygen sensors in that country.

Since subsidiary NGK Spark Plug (Shanghai) Co., Ltd. started manufacturing oxygen sensors for factory installation in 2006, the growth of our sensor business has reflected not only the upward trajectory of automotive production in China, but also the increasing emphasis on environmental performance and fuel efficiency. Notably, we are receiving a growing number of requests from global automotive manufacturers that have factories in China to increase the local supply of sensors.

We expect this new subsidiary, detailed planning for which is being finalized, to contribute to the industrial development of China, not least by creating employment opportunities. Moreover, we relish the opportunity to help mitigate air pollution and global warming by offering oxygen sensors with the world's highest quality.

Automotive Oxygen Sensors OZAS®-S

• Outline of the new company

Site:	Changshu Economic and Technological Development Zone, Changshu, Jiangsu Province
Production capacity:	2.4 million units a year (To be increased according to demand)
Scale of the factory:	Site area 40,800 m^2, factory floor area 10,000 m^2
Schedule:	Completion of construction by the end of 2012, mass production to start around summer 2013

NGK Recognized at the 14th Environmental Communication Awards

The quality of the NGK Spark Plug Group Environmental & Social Report 2010, published in September 2010, was recognized at the 14th Environmental Communication Awards through receipt of the "Incentive Award."

The Environmental Communication Awards, under the auspices of the Ministry of the Environment and the Global Environmental Forum, commend excellent environmental reports, CSR reports, environmental commercials, and the like with a view to promoting and enhancing environmental communication in the private sector.

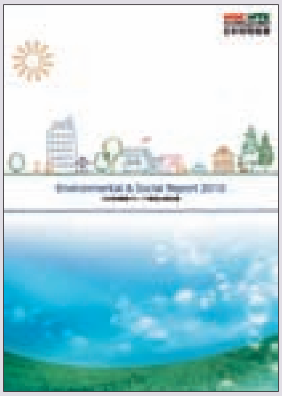
Three aspects of the report were deemed especially praiseworthy:

(1) Editing conducive to ease of understanding, such as clear linkage with web content

(2) Publication of a summarized edition to increase readership

(3) Detailed disclosure of the environmental burden of each site

We will continue to do our utmost to ensure optimum disclosure for stakeholders' ease of understanding.



Environmental & Social Report 2010

Corporate Social Responsibility (CSR)

Commitment to CSR

At NGK Spark Plug, we view CSR not just as a responsibility but as a welcome opportunity to be accountable through review of the Group's economic, environmental and social activities from a global perspective, to enhance corporate value, and to contribute to sustainable development of society in accordance with our corporate philosophy.

Our wide-ranging CSR activities include offering excellent products to customers, optimum disclosure of corporate information to shareholders and the wider investor community, collaboration with suppliers, ensuring a safe and high-performance working environment for employees, and participation in and support for activities in the community, such as traffic safety campaigns. Whereas CSR activities were previously dispersed among various departments, the CSR Promotion Department established in April 2010 is now spearheading corporate-wide CSR activities. We intend to review and promote CSR based on a multifaceted approach.

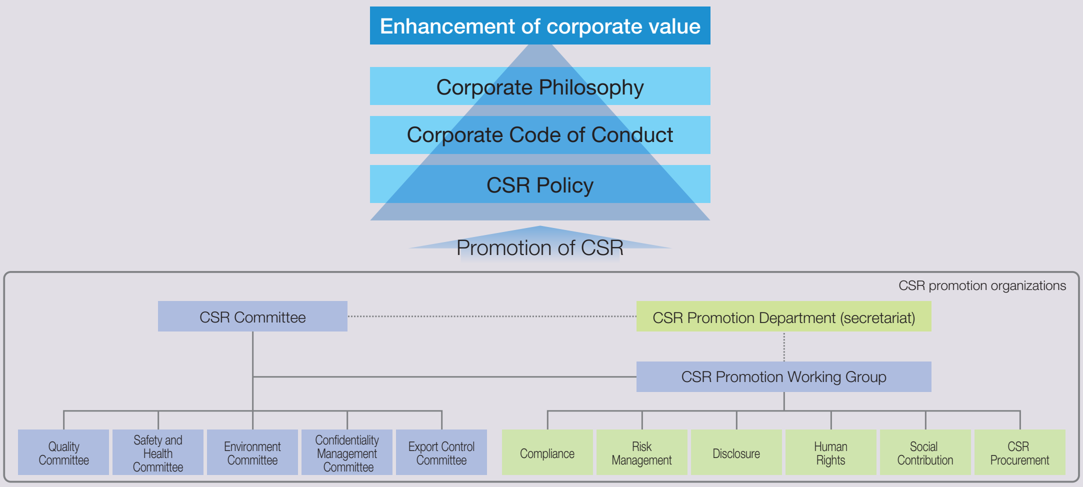
• Establishment of CSR Promotion Organizations

We established an organizational structure for CSR promotion, including the CSR Committee chaired by the president, the CSR Promotion Working Group led by the director responsible for the CSR Promotion Department, and working groups for specific themes.

• Establishment of CSR Policy

Having established the Corporate Philosophy in 1996 and the Corporate Code of Conduct in 1998 and put in place systems for export control and confidentiality management, the Group is making a concerted effort to ensure compliance with laws and regulations and inculcate corporate ethics. In April 2011, the Group established the CSR Policy for systematic promotion of CSR in fulfillment of the Corporate Philosophy.

The CSR Policy, comprising 10 policies covering themes such as quality, human resources and the environment, provides guidelines to ensure the Group's employees act appropriately. We aim to enhance corporate value and contribute to the sustainable development of society.



Environmental Commitment

• Eco Vision 2015

Eco Vision 2010 was the framework of the NGK Spark Plug Group's environmental protection activities, setting out goals through to the end of fiscal 2010. Following a thorough review of the Environmental Policy, we have established Eco Vision 2015, covering goals for the next five years. A concerted Group-wide effort is underway to achieve Eco Vision 2015.

* Results of Eco Vision 2010 are to be reported in the CSR Report 2011.

NGK Spark Plug Group
Eco Vision 2015

Environmental Policy

We will champion environmental protection throughout the business, with the participation of the entire workforce, to contribute to the emergence of a sustainable society.

Action Guidelines

Environmental Management

We will abide by all laws, regulations, protocols and voluntary standards relating to environmental protection to prevent pollution. We will also work to continually improve our environmental management system (EMS) and environmental performance from a global perspective in order to achieve both environmental protection and the growth of the company.

Business Activities

We will promote environmentally conscious business activities throughout the life cycle of products, from procurement of raw materials to final disposal, in order to contribute to mitigation of global warming, recycling of resources, and the conservation of biodiversity.

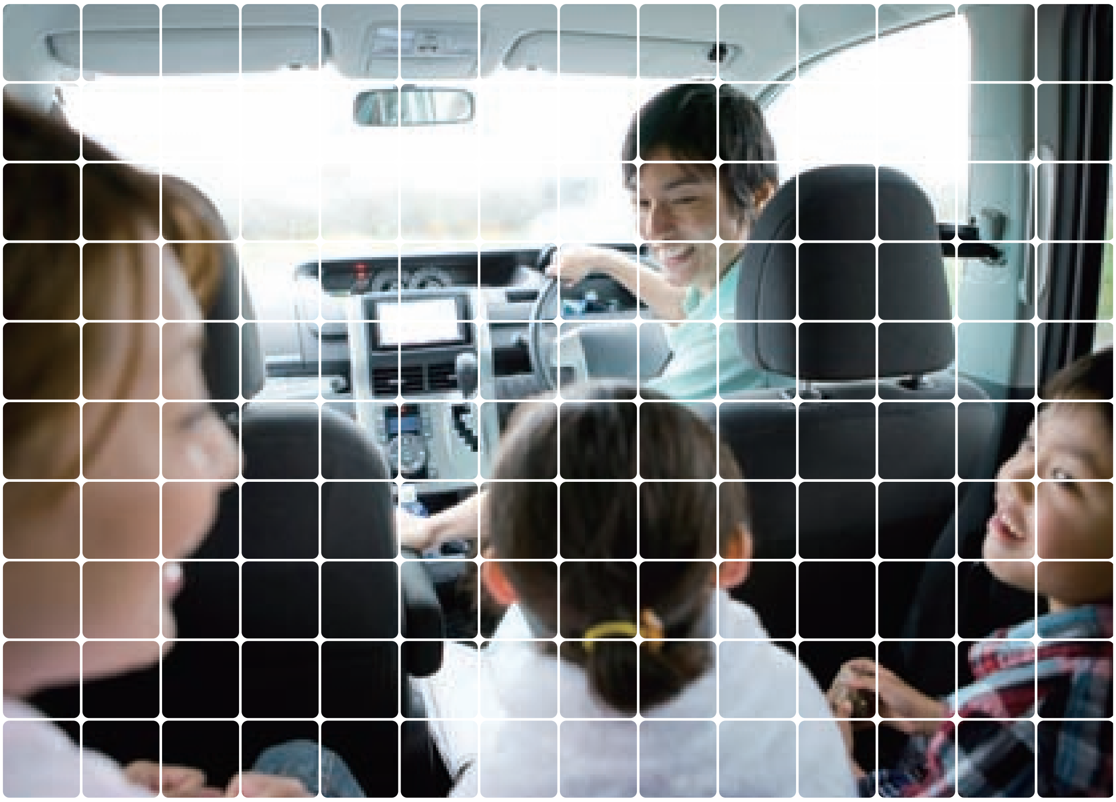
Collaboration with Society

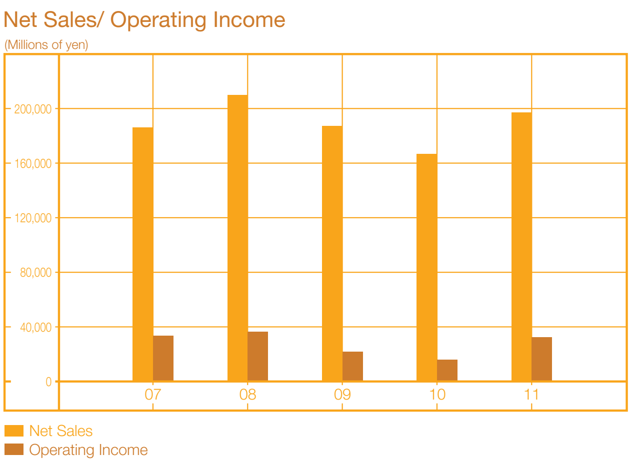
We will enhance disclosure and communication to earn stakeholders' confidence in us and deepen collaboration with society. We will also strive to raise the environmental awareness of all our employees, encouraging them to be proactively involved in environmental protection.

Environmental Action Plan

Environmental Policy	Item	Fiscal 2015 targets
Environmental management	Promotion of globally integrated activities	Establish Global eco Vision
	Promotion of environmental activities linked with corporate management	Establish a system for visualizing costs of energy and waste and facilitating cost reduction
Business activities	Reduction of CO_2 emissions	10% reduction (volume) and 8% reduction (per unit basis) compared with fiscal 2007
	Reduction of waste discharge	30% reduction (per unit basis) compared with fiscal 2007
	Reduction of water consumption	8% reduction (per unit basis) compared with fiscal 2007
	Reduction of release of PRTR substances	80% reduction (volume) compared with fiscal 2007
	Development of environmentally conscious products	Group-wide implementation of life cycle assessment (LCA)
	Strengthened management of chemical substances	Establish a chemical substance management system covering the supply chain
	Promotion of green procurement	Expand the green supplier system
	Recycling of used products	Establish recycling technology for products and packaging materials
	Reduction of CO_2 emissions in logistics	8% reduction (per domestic distribution energy unit basis) compared with fiscal 2007
	Environmentally conscious sales & marketing activities	Promote environmentally conscious sales & marketing activities
Collaboration with society	Enrichment of disclosure	Enrich disclosure of global environmental information
	Enrichment of communication	Enrich communication in local communities
	Enrichment of social contribution	Enrich activities contributing to local communities
	Enrichment of biodiversity conservation activities	Enrich biodiversity conservation activities
	Enhancement of environmental awareness	Enrich environmental education

Automotive Components Business






Spark Plugs


NHTC (New High Temperature Ceramic) Glow Plugs


Zirconia Exhaust Gas Oxygen Sensors


Universal A/F Heated Exhaust Gas Oxygen Sensors


Wide Range Exhaust Gas Temperature Sensors

Outline of the Business

In the Automotive Components Business, we manufacture and sell spark plugs, glow plugs, various automotive sensors, ceramic engine parts and other automotive components.

In Japan, the Company manufactures and sells these products. In addition, the Company supplies raw materials and parts to Ceramic Sensor Co., Ltd., Nittoku Seisakusho Co., Ltd, and four other subsidiaries in Japan to which manufacturing is consigned and from which the Company purchases finished products, semi-products and assembly parts and sells them. Overseas, Ceramica e Velas de Ignicao NGK do Brasil Ltda., a subsidiary in Brazil, is an integrated operation that manufactures and sells spark plugs, NGK Spark Plugs (U.S.A.), Inc. and nine other manufacturing and sales subsidiaries and associates in North America, China, South Korea, Southeast Asia and Europe purchase parts and raw materials from the Company, assemble finished products and sell them in their respective regions. Some of the semi-products and components manufactured at overseas factories are utilized as assembly parts by the Company and other manufacturing sites.

In addition, the above-mentioned overseas manufacturing and sales subsidiaries, NGK Spark Plug Europe GmbH and eight other overseas sales subsidiaries sell finished products procured from the Company and the overseas manufacturing subsidiaries to customers in their regions.

Review of Results

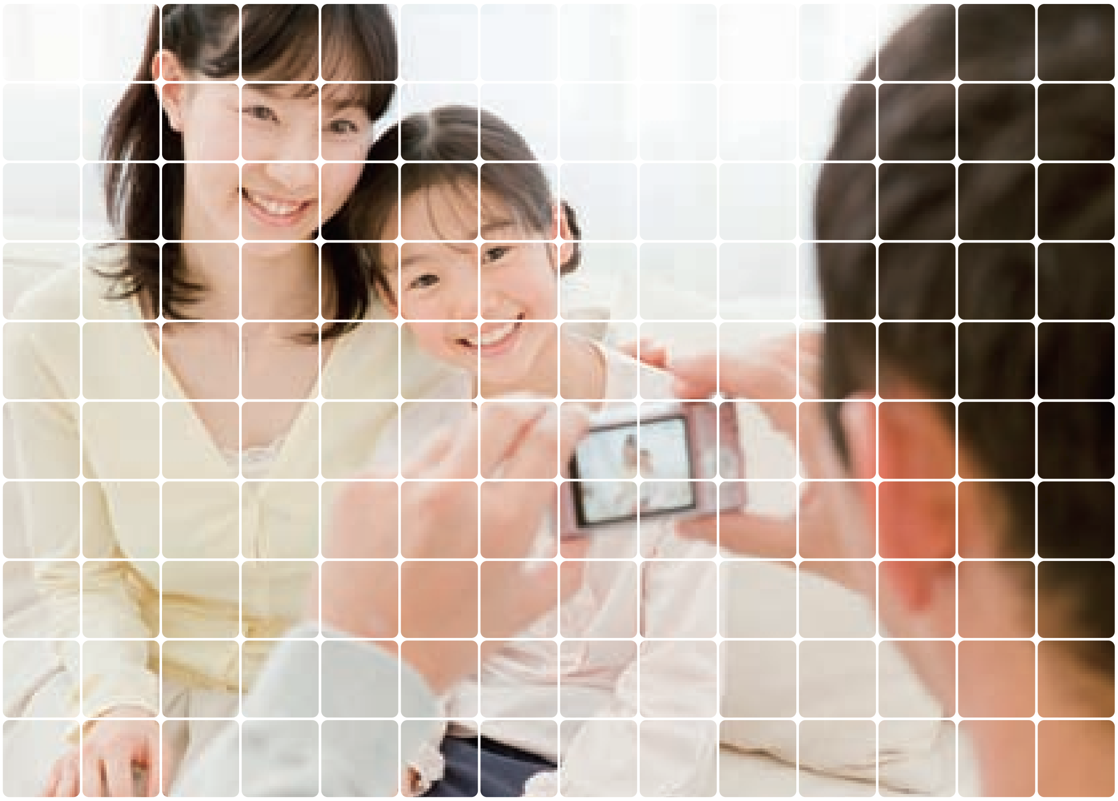
Although the strong yen since the second quarter of the year under review undermined sales to some extent, the Automotive Components Business shrugged off the sluggishness that had afflicted the worldwide automotive industry in the previous year, achieving a strong recovery reflecting the improvement of facility utilization rates of automotive manufacturers around the world and high demand from emerging economies. Increased production capacity in response to rapidly rising demand led to substantial growth of the Automotive Components Business.

As a result, segment sales increased 18.8% year on year to ¥197,214 million and operating income surged 104.4% to ¥31,943 million.

Outlook

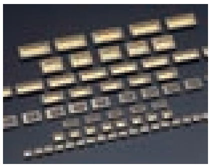
The Automotive Components Business is likely to be affected by automotive manufacturers' lower production in the first half of the year to March 2012. We forecast segment sales of ¥207,670 million, an increase of 5.3% year on year, and operating income of ¥29,430 million, a decrease of 7.9%.

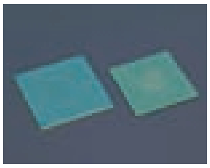
Communication Media Components Businesses



Net Sales/ Operating (loss) Income

(Millions of yen)


Ceramic IC Packages (for crystal device and SAW filter)


Organic IC Packages


Large-Scale Substrate for Wafer Tester


Optical Device Package


LED Package

Outline of the Business

In the Communication Media Components Business, we manufacture and sell IC packages and other semiconductor components.

In Japan, the Company manufactures and sells these components. In addition, the Company supplies raw materials and parts to NTK Ceramic Co., Ltd., a subsidiary, to which manufacturing is consigned and from which the Company purchases finished products, semi-products and parts and sells them.

Overseas, NTK Technologies, Inc. and four other overseas sales subsidiaries sell finished products procured from the Company to customers in their regions.

Review of Results

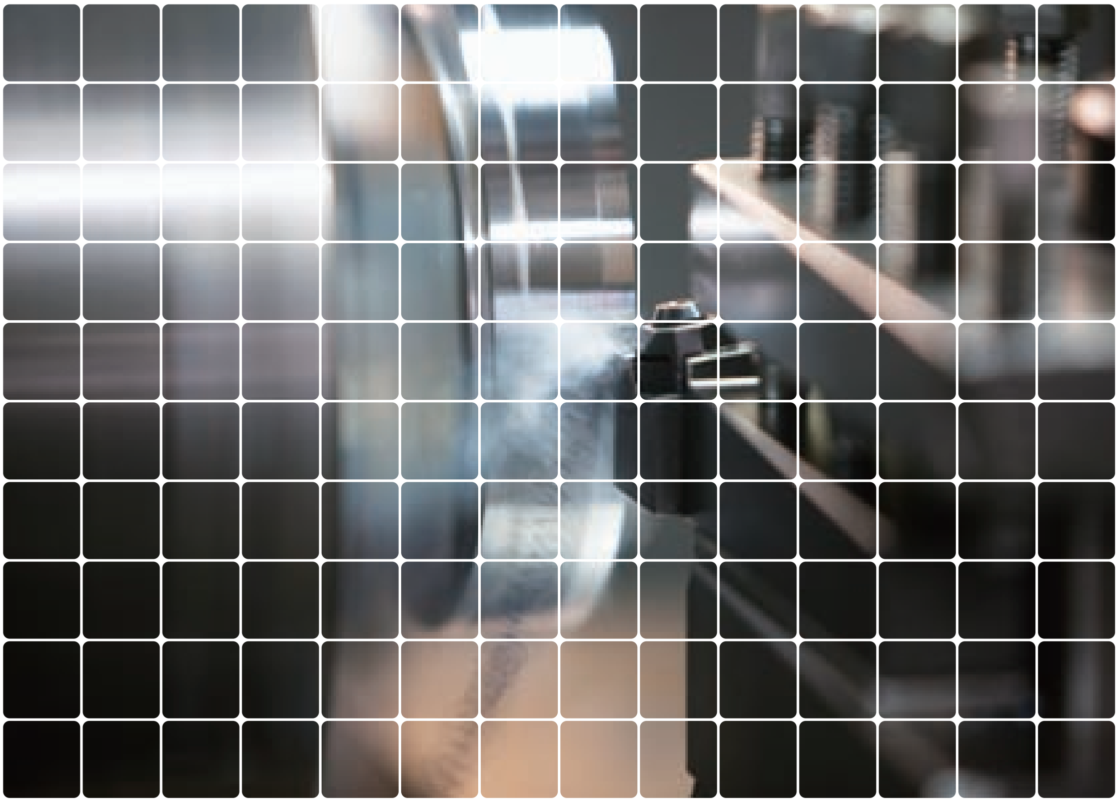
Sales of the Communication Media Components Business decreased greatly owing to a decline in the demand for IC packages for MPUs, which are the mainstay products in this segment, and the impact of the strong yen. In these circumstances, we implemented drastic structural reforms to minimize the increase in the operating loss amid declining sales, including consolidation of production sites and promotion of rationalization initiatives.

As a result, segment sales decreased 19.2% year on year to ¥44,472 million and operating loss of ¥4,403 million was recorded, compared with the operating loss of ¥3,775 million for the previous year.

Outlook

The amount of the operating loss is expected to be reduced by thorough cost controls. We forecast sales of ¥40,260 million, a decrease of 9.5% year on year, and an operating loss of ¥2,034 million compared with the operating loss of ¥4,403 million recorded for the year under review.

Technical Ceramics Businesses



Net Sales/ Operating (loss) Income

(Millions of yen)


Cutting Tools


Electro-Static Chuck,
Vacuum Chuck


Ultrasonic Transducer


Bio Ceramics


Oxygen Concentrator

Outline of the Business

In the Technical Ceramics Business, we manufacture and sell cutting tools for machining, components for semiconductor manufacturing equipment, and other ceramics products for industrial applications.

In Japan, the Company manufactures and sells these products. In addition, the Company supplies raw materials and parts to Kamioka Ceramic Co., Ltd. and two other subsidiaries and associates in Japan to which manufacturing is consigned, purchases finished products, semi-products and parts from them and sells them. Overseas, Ceramica e Velas de Ignicao NGK do Brasil Ltda., a subsidiary in Brazil, is an integrated operation that manufactures and sells ceramics products for industrial applications and NTK Technical Ceramics Korea Co., Ltd. purchases semi-products and some raw materials from the Company, assembles finished cutting tools and sells them directly to customers or via the Company and its sales subsidiaries.

NGK Spark Plug Europe GmbH and seven other overseas sales subsidiaries sell finished products procured from the Company and the above-mentioned overseas manufacturing subsidiaries to customers in their regions.

Review of Results

The Technical Ceramics Business benefited from a high level of shipments of products for semiconductor manufacturing equipment, industrial equipment and machine tools.

As a result, segment sales increased 20.3% year on year to ¥23,053 million and operating income of ¥1,075 million was recorded, compared with an operating loss of ¥1,335 million for the previous year.

Outlook

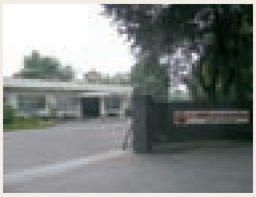
We are working to establish a more stable earnings structure for the Technical Ceramics Business. We forecast sales of ¥22,140 million, a decrease of 4.0% year on year, and operating income of ¥1,104 million, an increase of 2.7%.

Global Network


NGK Spark Plugs (U.S.A.), Inc.

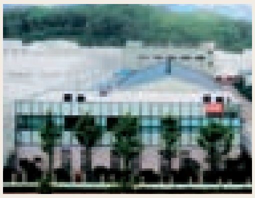

NGK Spark Plugs Malaysia Berhad


Siam NGK Spark Plug Co., Ltd.

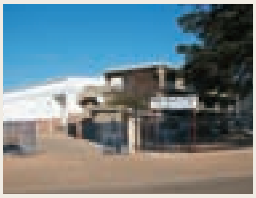

P.T. NGK Busi Indonesia


Ceramica e Velas de Ignicao NGK do Brasil Ltda.


NGK Spark Plugs (Thailand) Co., Ltd.


Woojin Industry Co., Ltd.


NGK Spark Plugs (France) S.A.S.


NGK Spark Plugs SA (Pty) Ltd.


NTK Technical Ceramics Korea Co., Ltd.


NGK Spark Plug (Shanghai) Co., Ltd.


NGK Spark Plugs (India) Pvt, Ltd.

Major Subsidiaries and Associates

As of March 31, 2011

Domestic Subsidiaries

Ceramic Sensor Co., Ltd.
Production of automotive sensors

Nittoku Seisakusho Co., Ltd.
Production of spark plug parts and automotive sensor parts

Nichiwa Kiki Co., Ltd.
Production of spark plug resistor covers and cables, and automotive sensor parts

Kamioka Ceramic Co., Ltd.
Production of glow plugs and cutting tools

NTK Ceramic Co., Ltd.
Production of IC packages and automotive sensor parts

Tono Ceramic Co., Ltd.
Production of spark plug parts

Nansei Ceramic Co., Ltd.
Production of electronic components

Nittoku Unyu Co., Ltd.
Transportation of the Company products

Nittoku Alpha Service Co., Ltd.
Welfare services for Company employees

Overseas Subsidiaries

NGK Spark Plugs (U.S.A.) Holding, Inc.
Holding company for U.S. subsidiaries

NGK Spark Plugs (U.S.A.), Inc.
Production and sale of spark plugs and automotive sensors, sale of cutting tools

NTK Technologies, Inc.
Sale of communication media components and technical ceramics

NGK Spark Plugs Canada Limited
Sale of automotive components

NGK Spark Plug Europe GmbH
Sale of automotive components, communication media components and technical ceramics

NGK Spark Plugs (UK) Ltd.
Sale of automotive components, communication media components and technical ceramics

NGK Spark Plugs (France) S.A.S.
Production of spark plugs, sale of automotive components and communication media components

NTK Technical Ceramics Polska Sp.zo.o.
Production of cutting tools

Taiwan NGK Spark Plug Co., Ltd.
Sale of automotive components

NTK Technical Ceramics (Taiwan) Ltd.
Sale of communication media components and technical ceramics

NTK Technical Ceramics Korea Co., Ltd.
Production and sale of technical ceramics

P.T. NGK Busi Indonesia
Production and sale of spark plugs

NGK Spark Plug (Shanghai) Co., Ltd.
Production and sale of spark plugs and automotive sensors

NGK Spark Plugs Malaysia Berhad
Production and sale of spark plugs, sale of automotive sensors

NGK Spark Plugs (Philippines), Inc.
Sale of spark plugs

Siam NGK Spark Plug Co., Ltd.
Production and sale of spark plugs and glow plugs, sale of automotive sensors

NGK Spark Plugs (Thailand) Co., Ltd.
Sale of automotive components and technical ceramics

NGK Spark Plugs (India) Pvt. Ltd.
Production and sale of spark plugs, sale of automotive sensors

Ceramica e Velas de Ignicao NGK do Brasil Ltda.
Production and sale of automotive components and technical ceramics

Bujias NGK de Mexico S.A. de C.V.
Sale of automotive components

NGK Spark Plug Middle East FZE
Sale of spark plugs

NGK Spark Plugs SA (Pty) Ltd.
Production and sale of spark plugs

NGK Spark Plug (Australia) Pty. Ltd.
Sale of automotive components, communication media components and technical ceramics

Associates

Woojin Industry Co., Ltd.
Production and sale of automotive components

Tokai Taima Kogu Co., Ltd.
Production and sale of mold tools

Six-Year Summary

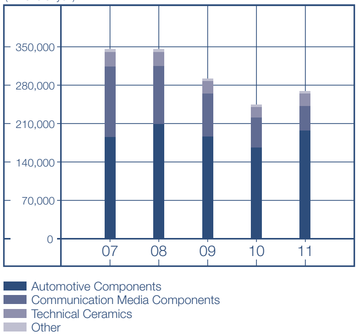
NGK SPARK PLUG CO., LTD. and Consolidated Subsidiaries
Years Ended March 31, 2011, 2010, 2009, 2008, 2007 and 2006

	Millions of yen						Thousands of U.S. dollars
	2011	2010	2009	2008	2007	2006	**2011**
For the year:							
Net sales	**¥269,233**	¥243,914	¥292,122	¥345,584	¥344,891	¥284,885	**$3,243,771**
Costs of goods sold	**195,461**	192,722	251,833	262,243	248,565	203,338	**2,354,952**
Selling, general and administrative expenses	**45,001**	40,508	45,511	48,301	43,924	40,034	**542,180**
Operating income (loss)	**28,771**	10,684	(5,222)	35,040	52,402	41,513	**346,639**
Net income (loss)	**23,680**	13,510	(71,669)	22,144	34,073	25,104	**285,301**
Cash flows from operating activities	**35,399**	34,255	36,604	37,728	36,481	34,750	**426,494**
Cash flows from investing activities	**(20,412)**	(17,271)	(27,154)	(43,821)	(22,924)	(30,692)	**(245,928)**
Cash flows from financing activities	**(7,154)**	865	(10,461)	(2,930)	(14,042)	(2,458)	**(86,193)**
Depreciation	**16,646**	18,826	31,767	25,474	18,861	15,269	**200,554**
Capital expenditures	**8,767**	10,978	24,173	63,231	29,271	26,919	**105,627**
At year-end:							
Total assets	**¥337,318**	¥331,476	¥275,995	¥412,151	¥413,769	¥386,235	**$4,064,072**
Net assets	**218,159**	207,007	184,385	288,299	288,977	260,766	**2,628,422**
Sales by Reported Segments:							
Automotive components	**197,214**	166,067	186,685	209,394	185,601	165,280	**2,376,072**
Communication media components	**44,472**	55,031	77,410	104,752	127,555	91,084	**535,807**
Technical ceramics	**23,053**	19,155	23,531	26,194	26,892	24,948	**277,747**
Other	**4,494**	3,661	4,496	5,244	4,843	3,573	**54,145**
Other Data:							
Number of Shareholders	**12,744**	12,102	16,280	12,681	13,033	11,169	
Number of Employees (Consolidated)	**11,767**	11,795	11,979	11,599	10,407	9,815	
	Yen						U.S. dollars
Per share data:							
Net income (loss)							
— Basic	**¥108.71**	¥62.01	¥(328.90)	¥100.93	¥154.24	¥112.82	**$1.31**
— Diluted	**107.83**	61.46	(328.90)	95.80	146.44	106.91	**1.30**
Cash dividends	**22.00**	11.00	13.50	27.00	27.00	20.00	**0.26**
Net assets	**994.36**	942.41	838.11	1,312.72	1,302.52	1,166.97	**11.98**
	Percent						
Ratios (Figures in parentheses are negative)**:**							
Operating profit ratio	**10.7%**	4.4%	(1.8)%	10.1%	15.2%	14.6%	
Equity ratio	**64.2**	61.9	66.2	69.4	69.4	67.1	
Return on net sales	**8.8**	5.5	(24.5)	6.4	9.9	8.8	
Return on assets	**7.1**	4.4	(20.8)	5.4	8.5	7.1	
Return on equity	**11.2**	7.0	(30.6)	7.7	12.5	10.5	

Note : U.S. dollar amounts above and elsewhere in this Annual Report are converted from yen, for convenience only, at the rate of ¥83=U.S.$1.

Management's Discussion and Analysis

Net Sales by Business Segment



Overview of Results

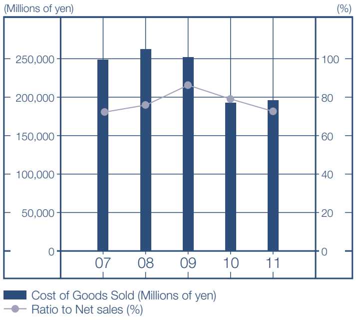
During the fiscal year ended March 31, 2011, the world economy continued on a modest recovery track, led by high growth of the emerging economies in Asia centering on China and India. However, the pace of the economic recovery slowed in the second half of the fiscal year under review. After the New Year, sharp rises in oil prices owing to political instability in the Middle East and North Africa and increasing concern about inflation in emerging economies posed a downside risk to the world economy. Regarding the Japanese economy, despite indications of an export-led recovery of GDP in the first half, rapid appreciation of the yen since the summer to the highest level against the U.S. dollar in 15 years prompted anxiety about the deterioration of the financial performance of export-related companies and weakening of competitiveness. Entering 2011, the outlook for the Japanese economy became increasingly uncertain because of a plunge of the stock market owing to the downgrading of Japanese government bonds in January, the Great East Japan Earthquake in March, and instability of the foreign currency exchange market.

In the automotive industry, the NGK Spark Plug Group's principal business field, demand for fuel-efficient compact cars and hybrid and other environmentally friendly vehicles increased, reflecting growing environmental awareness worldwide and rising oil prices. Automotive sales were particularly robust in China, which became the world's largest car market, and other emerging economies. Meanwhile, automotive manufacturers made progress with development of next-generation electric vehicles. In Japan, demand for new vehicles recovered thanks to the impact of the government's sales support measures during the first half of the fiscal year under review. However, owing to parts procurement and electricity supply problems attributable to the Great East Japan Earthquake, automotive manufacturers experienced interruptions in the operation of their factories toward the end of the fiscal year under review amid mounting concern about the cooling of the economy, which had been on a recovery track.

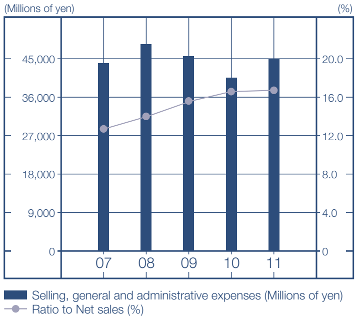
In the fields of communication media components and technical ceramics, the semiconductor industry experienced a recovery in demand for personal computers worldwide and soaring demand for smartphones, which became the driving force of the mobile market. Sales of digital consumer appliances and automotive devices were also robust. Tablet terminals, viewed as heralding a new market, excited great interest.

As a result, consolidated net sales for the fiscal year ended March 31, 2011, increased 10.4% year on year to ¥269,233 million. Operating income jumped 169.3% to ¥28,771 million and net income surged 75.3% to ¥23,680 million.

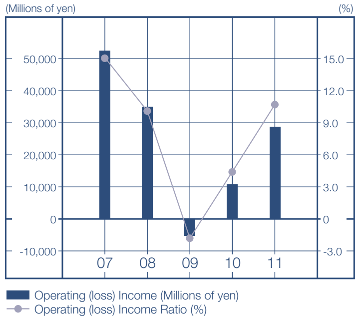
Costs of Goods Sold and Ratio to Net Sales



Selling, General and Administrative Expenses and Ratio to Net Sales



Operating (loss) Income and Operating (loss) Income Ratio



Results of Operations

Net Sales

Net sales increased ¥25,319 million or 10.4% year on year to ¥269,233 million. The Automotive Components Business achieved a robust recovery supported by demand from emerging economies despite the impact of the strong yen, which reduced the amount of sales to some extent. Sales of the Communication Media Components Business decreased owing to lower demand for IC packages and the impact of the strong yen. In the Technical Ceramics Business, shipments of products for semiconductor manufacturing equipment were robust.

	Millions of yen		
	2010	**2011**	Increase/decrease (-)
Automotive Components Business	166,067	**197,214**	31,147
Communication Media Components Business	55,031	**44,472**	-10,559
Technical Ceramics Business	19,155	**23,053**	3,898
Other businesses	3,661	**4,494**	833
Consolidated net sales	243,914	**269,233**	25,319

Costs of goods sold

Costs of goods sold increased ¥2,739 million or 1.4% from the previous fiscal year to ¥195,461 million. The ratio of costs of goods sold to net sales decreased 6.4 percentage points from 79.0% for the previous fiscal year to 72.6% for the year under review. This decrease indicates that the impact of restructuring, including reorganization, started to take effect, in addition to the impact of a great decrease in depreciation and amortization as a result of impairment of fixed assets at the end of the previous fiscal year and curtailment of investment.

Selling, general and administrative expenses

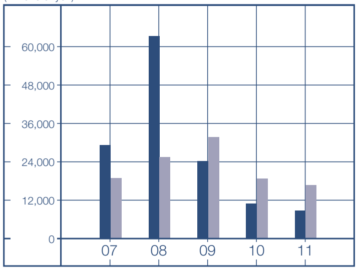
Selling, general and administrative expenses increased ¥4,493 million or 11.1% to ¥45,001 million, mainly because of increases in depreciation and amortization, salaries and bonuses, packing and transportation expenses, and R&D expenses.

Operating income

Operating income increased ¥18,087 million from the previous fiscal year to ¥28,771 million.

Capital Expenditures and
Depreciation Expenses

(Millions of yen)



Net income

Net income increased ¥10,170 million from the previous fiscal year to ¥23,680 million. In the previous fiscal year a loss on impairment of fixed assets was reported, reflecting recognition of lower demand for organic IC packages in addition to deterioration of operating revenues. In the fiscal year under review, in contrast, operating revenues greatly recovered owing to the faster-than-expected economic recovery and the impact of restructuring.

As a result, the return on equity increased 4.2 percentage points from 7.0% at the previous fiscal year-end to 11.2%, and net income per share increased from ¥62.01 at the previous fiscal year-end to ¥108.71.

Capital Expenditures

Capital expenditures amounted to ¥8,767 million, most of which were used for expansion of production capacity for automotive components. The breakdown of capital expenditures was as follows: ¥6,365 million for the Automotive Components Business, ¥1,738 million for the Communication Media Components Business, ¥651 million for the Technical Ceramics Business, and ¥13 million for other businesses.

Financial Policy

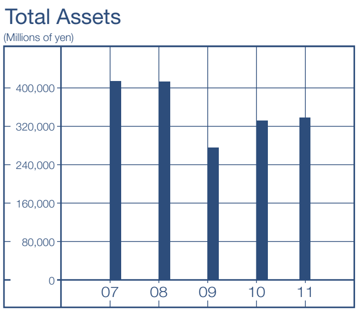
The NGK Spark Plug Group's financial policy is to secure working capital to underpin smooth business operations and to systematically prepare for medium- to long-term funding needs enabling flexible capital expenditures in the future so as to support stable management and the ability to respond to changing circumstances. To this end, as well as retention and management of current funds according to financial planning, we are implementing ongoing measures to enhance the efficiency of receivables, payables and inventories. At the same time, the Group is strengthening internal rules such as the Fund Management Regulations and operating the Investment Committee and other organizations for the purpose of reducing investment risks.

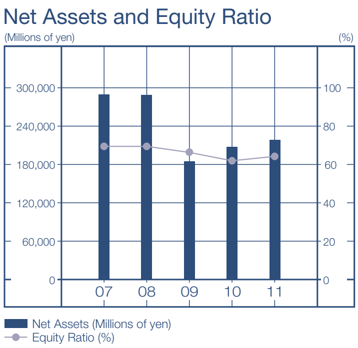
To satisfy short-term funding requirements, the Group uses indirect financing, in addition to internal reserves. For medium- to long-term funding needs, the Group engages in direct financing from financial markets by means of the issuance of corporate bonds, etc.

Financial Condition

Total assets

Total assets were ¥337,318 million, having increased ¥5,842 million or 1.8% from the end of the previous fiscal





year. The main factors were as follows:

- Property, plant and equipment decreased as a result of a decrease in investment.
- Among the sum total of cash and cash equivalents and short-term investments, negotiable certificates of deposits increased because of increased income as a result of a great increase in net income.
- Investment securities increased for fund management.

Total liabilities

Total liabilities amounted to ¥119,159 million, having decreased ¥5,310 million or 4.3% from the end of the previous fiscal year. The main factor was as follows:

- Current portion of long-term debt decreased owing to redemption of zero coupon convertible bonds with stock acquisition rights amounting to ¥2,666 million.

Net assets

Net assets amounted to ¥218,159 million, having increased ¥11,152 million or 5.4% from the end of the previous fiscal year. The main items were a ¥20,086 million increase in retained earnings and an ¥8,732 million decrease in accumulated other comprehensive income.

Net assets per share based on the number of shares issued and outstanding at the end of the fiscal year amounted to ¥994.36 compared with ¥942.41 at the end of the previous fiscal year.

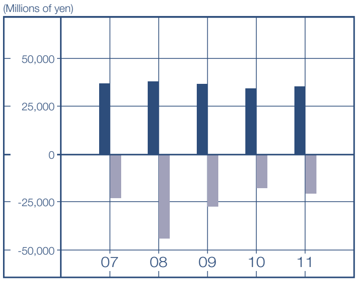
Cash Flows

Cash and cash equivalents at March 31, 2011, were ¥51,888 million with a net increase of ¥5,524 million, excluding the effect of exchange rate changes on cash and cash equivalents amounting to ¥2,309 million.

Cash flows from operating activities

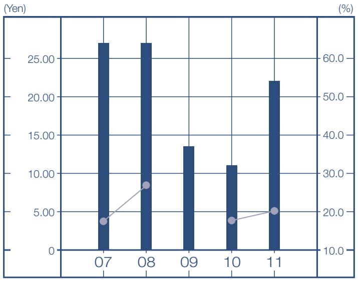
Net cash provided by operating activities was ¥35,399 million, having increased ¥1,144 million from the previous fiscal year. This increase was attributable to an increase of ¥16,438 million in income before income taxes and minority interests and a decrease in trade payables.

Cash Flows from Operating Activities and Investing Activities



Cash flows from Operating activities
Cash flows from Investing activities

Cash Dividends and Payout Ratio



Cash Dividends (Yen)
Payout Ratio (%)

Cash flows from investing activities

Net cash used in investing activities amounted to ¥20,412 million, having increased ¥3,141 million from the previous fiscal year. This increase was mainly attributable to an increase in purchase of investment securities.

Cash flows from financing activities

Net cash used in financing activities amounted to ¥7,154 million, whereas net cash provided by financing activities amounted to ¥865 million for the previous fiscal year. In the previous fiscal year, the Company raised ¥15,000 million (net proceeds of ¥14,919 million) through the issuance of unsecured bonds and repaid short-term borrowings. In the fiscal year under review, redemption of zero coupon convertible bonds with stock acquisition rights amounted to ¥2,666 million.

Dividend Policy

The Company regards returning profits to shareholders as one of its most important management policies and will continue to meet the expectations of shareholders under the basic policy of continuing to pay stable dividends. The Company also thinks it is important to provide shareholders with returns in line with earnings. While maintaining a target dividend payout ratio of at least 20% of consolidated net income for the time being, the Company decides the amount of dividends by comprehensively taking into consideration the basic policy of paying stable dividends and of maintaining sufficient internal reserves for R&D investment, investment in business expansion, capital investment for rationalization of operations, and investment in other companies, which are essential to future growth. The Company recognizes the effectiveness of share buybacks for enhancing capital efficiency and intends to repurchase its shares, as necessary.

In order to ensure flexibility in the returning of profits to shareholders, the Company’s Articles of Incorporation specifies dividends from surplus as a matter requiring resolution of the board of directors.

The Company paid dividends per share of ¥22.0 for the fiscal year ended March 31, 2011, consisting of an interim dividend of ¥11.0 and a year-end dividend of ¥11.0. The Company intends to pay out common dividends of ¥22.0 per share for the fiscal year ending March 31, 2012.

Consolidated Balance Sheets

March 31, 2011 and 2010

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Current assets:			
Cash and cash equivalents (Note 3)	**¥ 51,888**	¥ 46,364	**$ 625,157**
Short-term investments (Notes 3 and 6)	**16,302**	18,595	**196,410**
Notes and accounts receivable, net of allowance for doubtful accounts (Notes 3 and 4)	**50,640**	52,181	**610,120**
Inventories (Note 5)	**62,087**	59,721	**748,036**
Deferred tax assets (Note 17)	**8,100**	7,108	**97,590**
Other current assets	**2,045**	2,377	**24,639**
Total current assets	**191,062**	186,346	**2,301,952**
Investments and other assets:			
Investment securities (Notes 3 and 6)	**48,095**	36,835	**579,458**
Investments in unconsolidated subsidiaries and associates	**2,521**	2,383	**30,373**
Intangible assets (Note 7)	**5,566**	6,462	**67,060**
Deferred tax assets (Note 17)	**2,600**	2,749	**31,325**
Other assets	**1,409**	1,330	**16,976**
Less allowance for doubtful accounts	**(105)**	(102)	**(1,265)**
Total investments and other assets	**60,086**	49,657	**723,927**
Property, plant and equipment (Note 16):			
Land	**15,132**	15,291	**182,313**
Buildings and structures	**131,572**	132,367	**1,585,205**
Machinery and equipment	**222,141**	232,033	**2,676,398**
Construction in progress	**1,543**	572	**18,590**
Total property, plant and equipment	**370,388**	380,263	**4,462,506**
Less accumulated depreciation	**(284,218)**	(284,790)	**(3,424,313)**
Net property, plant and equipment	**86,170**	95,473	**1,038,193**
Total assets	**¥ 337,318**	¥ 331,476	**$ 4,064,072**

See accompanying Notes to Consolidated Financial Statements.

	Millions of yen		Thousands of U.S. dollars
	2011	2010	2011
Current liabilities:			
Short-term borrowings (Notes 3 and 9)	¥ 703	¥ 1,117	$ 8,470
Current portion of long-term debt (Notes 3 and 9)	225	2,848	2,711
Accounts payable (Notes 3 and 8)	34,982	37,351	421,470
Accrued expenses	14,112	13,291	170,024
Income taxes payable	1,337	1,369	16,108
Deferred tax liabilities (Note 17)	72	109	867
Other current liabilities	1,743	1,606	21,000
Total current liabilities	53,174	57,691	640,650
Long-term debt (Notes 3 and 9)	35,769	35,849	430,952
Employee retirement benefit liability (Note 10)	17,616	16,796	212,241
Deferred tax liabilities (Note 17)	11,158	12,702	134,434
Other long-term liabilities	1,442	1,431	17,373
Total liabilities	119,159	124,469	1,435,650
Commitments and contingent liabilities (Notes 11 and 12)			
Net assets (Note 14):			
Shareholders' equity:			
Common stock: authorized 390,000,000 shares; issued 229,544,820 shares	47,869	47,869	576,735
Capital surplus	55,163	55,163	664,614
Retained earnings	138,071	117,985	1,663,506
Less treasury stock at cost: 11,839,416 shares in 2011 and 11,676,366 shares in 2010	(15,202)	(15,004)	(183,157)
Total shareholders' equity	225,901	206,013	2,721,698
Accumulated other comprehensive income:			
Net unrealized gains on available-for-sale securities	10,433	12,083	125,699
Foreign currency translation adjustments	(19,856)	(12,774)	(239,229)
Total accumulated other comprehensive income	(9,423)	(691)	(113,530)
Minority interests	1,681	1,685	20,254
Total net assets	218,159	207,007	2,628,422
Total liabilities and net assets	¥337,318	¥331,476	$4,064,072

Consolidated Statements of Income

For the Years Ended March 31, 2011 and 2010

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Operating revenue:			
Net sales (Note 19)	**¥269,233**	¥243,914	**$3,243,771**
Operating costs and expenses:			
Costs of goods sold	**195,461**	192,722	**2,354,952**
Selling, general and administrative expenses	**45,001**	40,508	**542,180**
	240,462	233,230	**2,897,132**
Operating income	**28,771**	10,684	**346,639**
Other income (expenses):			
Interest and dividend income	**1,665**	1,095	**20,060**
Interest expenses	**(647)**	(642)	**(7,795)**
(Loss) gain on sale or disposal of property, plant and equipment	**(199)**	607	**(2,397)**
Depreciation of idle property, plant and equipment	**(1,180)**	(1,167)	**(14,217)**
Impairment loss on fixed assets (Note 15)	**—**	(1,762)	**—**
Equity in net earnings of associates	**444**	294	**5,349**
Gain on sale of investment in associates	**—**	801	**—**
Foreign exchange (loss) gain	**(1,826)**	157	**(22,000)**
Cumulative effect on adoption of accounting standard for asset retirement obligations	**(137)**	—	**(1,651)**
Other, net	**(70)**	316	**(843)**
	(1,950)	(301)	**(23,494)**
Income before income taxes and minority interests	**26,821**	10,383	**323,145**
Income taxes (Note 17):			
Current	**4,177**	2,897	**50,326**
Deferred	**(1,325)**	(6,311)	**(15,964)**
Total income taxes	**2,852**	(3,414)	**34,362**
Income before minority interests	**23,969**	13,797	**288,783**
Less minority interests in net income of consolidated subsidiaries	**289**	287	**3,482**
Net income	**¥ 23,680**	¥ 13,510	**$ 285,301**

	Yen		U.S. dollars
Per share:			
Net income:			
Basic	**¥ 108.71**	¥ 62.01	**$ 1.31**
Diluted	**107.83**	61.46	**1.30**
Cash dividends (Note 14)	**22.00**	11.00	**0.26**

See accompanying Notes to Consolidated Financial Statements.

Consolidated Statements of Comprehensive Income

For the Years Ended March 31, 2011 and 2010

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Income before minority interests	**¥23,969**	¥13,797	**$288,783**
Other comprehensive income:			
Net changes in unrealized gains on available-for-sale securities	**(1,650)**	4,027	**(19,880)**
Net changes in foreign currency translation adjustments	**(6,890)**	6,419	**(83,012)**
Share of other comprehensive income of associates accounted for using the equity method	**(233)**	166	**(2,807)**
Total other comprehensive income	**(8,773)**	10,612	**(105,699)**
Comprehensive income	**¥15,196**	¥24,409	**$183,084**
Comprehensive income attributable to:			
Owners of the parent	**¥14,948**	¥23,928	**$180,096**
Minority interests	**248**	481	**2,988**

See accompanying Notes to Consolidated Financial Statements.

Consolidated Statements of Changes in Net Assets

For the Years Ended March 31, 2011 and 2010

	Number of shares of common stock issued	Shareholders' equity					Accumulated other comprehensive income				
		Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Net unrealized gains on available–for–sale securities	Foreign currency translation adjustments	Total accumulated other comprehensive income	Minority interests	Total net assets
		Millions of yen									
Balance at March 31, 2009	229,544,820	¥47,869	¥55,164	¥105,674	¥(14,980)	¥193,727	¥ 8,056	¥(19,165)	¥(11,109)	¥1,767	¥184,385
Net income for the year	–	–	–	13,510	–	13,510	–	–	–	–	13,510
Cash dividends	–	–	–	(1,199)	–	(1,199)	–	–	–	–	(1,199)
Purchases of treasury stock and fractional shares, net of sales	–	–	(1)	–	(24)	(25)	–	–	–	–	(25)
Net changes other than shareholders' equity for the year	–	–	–	–	–	–	4,027	6,391	10,418	(82)	10,336
Balance at March 31, 2010	229,544,820	47,869	55,163	117,985	(15,004)	206,013	12,083	(12,774)	(691)	1,685	207,007
Net income for the year	–	–	–	23,680	–	23,680	–	–	–	–	23,680
Cash dividends	–	–	–	(3,594)	–	(3,594)	–	–	–	–	(3,594)
Purchases of treasury stock and fractional shares, net of sales	–	–	–	–	(198)	(198)	–	–	–	–	(198)
Net changes other than shareholders' equity for the year	–	–	–	–	–	–	(1,650)	(7,082)	(8,732)	(4)	(8,736)
Balance at March 31, 2011	**229,544,820**	**¥47,869**	**¥55,163**	**¥138,071**	**¥(15,202)**	**¥225,901**	**¥10,433**	**¥(19,856)**	**¥ (9,423)**	**¥1,681**	**¥218,159**

	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Net unrealized gains on available–for–sale securities	Foreign currency translation adjustments	Total accumulated other comprehensive income	Minority interests	Total net assets
	Thousands of U.S. dollars									
Balance at March 31, 2010	$576,735	$664,614	$1,421,506	$(180,771)	$2,482,084	$145,579	$(153,904)	$ (8,325)	$20,301	$2,494,060
Net income for the year	–	–	285,301	–	285,301	–	–	–	–	285,301
Cash dividends	–	–	(43,301)	–	(43,301)	–	–	–	–	(43,301)
Purchases of treasury stock and fractional shares, net of sales	–	–	–	(2,386)	(2,386)	–	–	–	–	(2,386)
Net changes other than shareholders' equity for the year	–	–	–	–	–	(19,880)	(85,325)	(105,205)	(47)	(105,252)
Balance at March 31, 2011	**$576,735**	**$664,614**	**$1,663,506**	**$(183,157)**	**$2,721,698**	**$125,699**	**$(239,229)**	**$(113,530)**	**$20,254**	**$2,628,422**

See accompanying Notes to Consolidated Financial Statements.

Consolidated Statements of Cash Flows

For the Years Ended March 31, 2011 and 2010

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Cash flows from operating activities:			
Income before income taxes and minority interests	**¥26,821**	¥10,383	**$323,145**
Adjustments for:			
Depreciation	**16,646**	18,826	**200,554**
Impairment loss on fixed assets	**—**	1,762	**—**
Amortization of goodwill	**111**	165	**1,337**
Equity in net earnings of associates	**(444)**	(294)	**(5,349)**
Gain on sale of investment in associates	**—**	(801)	**—**
Increase in trade receivables	**(2,127)**	(9,281)	**(25,627)**
Increase in inventories	**(6,904)**	(4,370)	**(83,181)**
Increase in trade payables	**2,297**	19,443	**27,675**
Other, net	**2,008**	376	**24,193**
Subtotal	**38,408**	36,209	**462,747**
Interest and dividend received	**1,748**	1,255	**21,060**
Interest paid	**(647)**	(637)	**(7,795)**
Income taxes paid	**(4,110)**	(2,572)	**(49,518)**
Net cash provided by operating activities	**35,399**	34,255	**426,494**
Cash flows from investing activities:			
Increase in property, plant and equipment	**(7,420)**	(5,023)	**(89,398)**
Increase in intangible assets	**(636)**	(2,608)	**(7,663)**
Increase in long-term investments	**(21,715)**	(5,690)	**(261,626)**
Decrease in long-term investments	**3,551**	2,518	**42,783**
Net decrease (increase) in short-term investments	**5,583**	(7,677)	**67,265**
Other, net	**225**	1,209	**2,711**
Net cash used in investing activities	**(20,412)**	(17,271)	**(245,928)**
Cash flows from financing activities:			
Issuance of long-term debt	**—**	14,919	**—**
Repayment of long-term debt	**(2,876)**	(389)	**(34,651)**
Net decrease in short-term borrowings	**(353)**	(12,357)	**(4,253)**
Dividends paid	**(3,591)**	(1,207)	**(43,265)**
Purchase of treasury stock and fractional shares, net of sales	**(198)**	(26)	**(2,385)**
Other, net	**(136)**	(75)	**(1,639)**
Net cash (used in) provided by financing activities	**(7,154)**	865	**(86,193)**
Effect of exchange rate changes on cash and cash equivalents	**(2,309)**	922	**(27,818)**
Net increase in cash and cash equivalents	**5,524**	18,771	**66,555**
Cash and cash equivalents at beginning of year	**46,364**	27,593	**558,602**
Cash and cash equivalents at end of year	**¥51,888**	¥46,364	**$625,157**

See accompanying Notes to Consolidated Financial Statements.

1. Basis of Consolidated Financial Statements

The accompanying consolidated financial statements of NGK SPARK PLUG CO., LTD. (the "Company") and its consolidated subsidiaries (together with the Company, the "NGK Spark Plug Group") have been prepared in accordance with the provisions set forth in the Financial Instrument and Exchange Law of Japan and its related accounting regulations and in conformity with accounting principles generally accepted in Japan ("Japanese GAAP"), which are different in certain respects as to application and disclosure requirements from International Financial Reporting Standards ("IFRS").

The accompanying consolidated financial statements have been reformatted and translated into English, with some expanded descriptions, from the consolidated financial statements of the Company prepared in accordance with Japanese GAAP and filed with the appropriate Local Finance Bureau of the Ministry of Finance as required by the Financial Instrument and Exchange Law of Japan. Certain supplementary information included in the statutory Japanese language consolidated financial statements is not presented in the accompanying consolidated financial statements.

The translation of the Japanese yen amounts into U.S. dollar amounts is included solely for the convenience of readers outside Japan, using the approximate exchange rate prevailing at March 31, 2011, which was ¥83 to U.S. $1.00. The translation should not be construed as a representation that the Japanese yen amounts have been, could have been or could in the future be converted into U.S. dollars at this or any other rate of exchange.

Certain comparative figures have been reclassified to conform to the current year's presentation.

2. Summary of Significant Accounting Policies

(a) Principles of consolidation

The accompanying consolidated financial statements include the accounts of the Company and its significant subsidiaries. Investments in significant unconsolidated subsidiaries and associates are accounted for by the equity method. Investments in unconsolidated subsidiaries and associates not accounted for by the equity method are stated at cost. All intercompany transactions and accounts have been eliminated. The difference between the cost of investments in subsidiaries and the underlying equity in their net assets, adjusted based on the fair value at the time of acquisition, is principally deferred as goodwill and amortized over the estimated useful life, generally 5 years, on a straight-line basis.

The number of consolidated subsidiaries, unconsolidated subsidiaries and associates for the years ended March 31, 2011 and 2010 was as follows:

	2011	2010
Consolidated subsidiaries:		
Domestic	**9**	9
Overseas	**23**	25
Unconsolidated subsidiaries stated at cost	**1**	1
Associates accounted for by the equity method	**2**	2
Associates stated at cost	**4**	4

The Company's overseas consolidated subsidiaries close their books at December 31 every year, three months earlier than the Company and the domestic consolidated subsidiaries. The Company has consolidated the overseas subsidiaries' financial statements as of their year-end. Significant transactions for the period between the overseas consolidated subsidiaries' year-end and the Company's year-end are adjusted for on consolidation.

(Unification of Accounting Policies Applied to Foreign Subsidiaries for Consolidated Financial Statements)

The Accounting Standards Board of Japan ("ASBJ") issued Practical Issues Task Force ("PITF") No. 18, "Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for Consolidated Financial Statements," on March 17, 2006. PITF No. 18 requires that accounting policies and procedures applied by a parent company and its subsidiaries to similar transactions and events under similar circumstances should, in principle, be unified for the preparation of the consolidated financial statements. PITF No. 18, however, as a tentative measure, allows a parent company to prepare consolidated financial statements using foreign subsidiaries' financial statements prepared in accordance with either IFRS or U.S. generally accepted accounting principles ("U.S. GAAP"). In this case, adjustments for the following six items are required in the consolidation process so that their impact on net income is accounted for in accordance with Japanese GAAP unless the impact is not material.

(a) Goodwill not subject to amortization
(b) Actuarial gains and losses of defined-benefit retirement plans recognized outside profit and loss
(c) Capitalized expenditures for research and development activities
(d) Fair value measurement of investment properties and revaluation of property, plant and equipment and intangible assets
(e) Retrospective treatment of a change in accounting policies
(f) Accounting for net income attributable to minority interests

(Unification of Accounting Policies Applied to Associates Accounted for Using the Equity Method)

The Company adopted PITF No. 24, "Practical

Solution on Unification of Accounting Policies Applied to Associates Accounted for Using the Equity Method," which was issued by ASBJ and was effective from the fiscal year beginning on or after April 1, 2010. As a result, the Japanese investment company is not allowed to apply the equity method to its investments in associates using their financial information prepared in accordance with local GAAP. The financial information of associates outside Japan is required to be prepared in accordance with Japanese GAAP, IFRS or U.S. GAAP. IFRS or U.S. GAAP is allowed only if specific six adjustments are made for significant differences between Japanese GAAP and IFRS or U.S. GAAP. The adoption of PITF No. 24 had no material effect on the consolidated financial statements for the year ended March 31, 2011.

(b) Cash equivalents
The NGK Spark Plug Group considers cash equivalents to be highly liquid debt instruments purchased with an original maturity of three months or less.

(c) Investments and marketable securities
The NGK Spark Plug Group classifies certain investments in debt and equity securities as "held-to-maturity," "trading" or "available-for-sale." The classification determines the respective accounting method as stipulated by the accounting standard for financial instruments. The NGK Spark Plug Group has no securities categorized as trading or held-to-maturity securities. Available-for-sale securities are stated at fair value if such value is available, and net unrealized gain or loss on these securities is reported as a component of net assets, net of applicable income taxes. Gains and losses on the disposal of available-for-sale securities are computed by the moving average method. Available-for-sale securities without available fair value are carried at cost determined by the moving average method. Adjustments in the carrying values of individual investment securities are charged to income through write-downs when a decline in value is deemed other than temporary.

(d) Accounting for derivatives
Derivative instruments are valued at fair value if hedge accounting is not appropriate or when there is no hedging designation, and the gains and losses on the derivatives are recognized in current earnings. According to the special treatment permitted by the accounting standard for financial instruments, hedging interest rate swaps are accounted for on an accrual basis and recorded net of interest expense generated from the hedged borrowings if certain conditions are met.

(e) Inventories
Inventories held for sale in the ordinary course of business are valued at the lower of cost, determined principally by the moving average method, or net realizable value. If net reliable value falls below cost at the end of the period, the cost basis is reduced to net realizable value and regarded as decreased profitability of inventories.

(f) Allowance for doubtful accounts
Allowance for doubtful accounts has been provided for at the aggregate amount of estimated credit losses based on an individual review of doubtful or troubled receivables and a general reserve for other receivables based on the historical loss experience of a certain past period.

(g) Property, plant and equipment and depreciation
Property, plant and equipment, including significant renewals and additions, are stated at cost.
Depreciation is calculated based on the estimated useful life of the asset as follows:

(a) The declining balance method for property, plant and equipment, except for buildings, of the Company and its domestic consolidated subsidiaries
(b) The straight-line method for the buildings of the Company and its domestic consolidated subsidiaries
(c) The straight-line method for the property, plant and equipment of the overseas consolidated subsidiaries

Expenditures on maintenance and repairs are charged to income as incurred. Upon disposal, the cost and accumulated depreciation are removed from the related accounts and any gain or loss is recorded as income or expense.

(h) Leases
The Company and its domestic consolidated subsidiaries have adopted "Accounting Standard for Lease Transactions" (ASBJ Statement No. 13) and "Guidance on Accounting Standard for Lease Transactions" (Guidance No. 16), revised by ASBJ on March 30, 2007. The revised accounting standards require that all finance lease transactions be accounted for in a manner similar to that used for ordinary sale or purchase transactions. The Company and its domestic consolidated subsidiaries as lessee capitalize the assets used under finance leases commenced on or after April 1, 2008 at an amount equivalent to the total lease payments, except for certain immaterial or short-term finance leases which are accounted for as operating leases, in accordance with the revised standard. Depreciation is calculated using the straight-line method over the lease term and assuming no residual value. As permitted, finance leases which commenced prior to April 1, 2008 and have been accounted for with accounting treatment similar to that used for operating leases continue to be accounted for with accounting treatment similar to that used for operating leases, with the disclosure of certain "as if capitalized" information (See also Note 11).

(i) Impairment of fixed assets

The Company and its domestic consolidated subsidiaries have adopted “Accounting Standard for Impairment of Fixed Assets” and the related practical guidance. The standard requires that fixed assets be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. An impairment loss is recognized in the income statement by reducing the carrying amount of the impaired asset or a group of assets to the recoverable amount, measured by the higher of the asset’s net selling price or value in use. Fixed assets include land, plants, buildings and other forms of property, as well as intangible assets, and are to be grouped at the lowest level for which there are identifiable cash flows from other groups of assets. For the purpose of recognition and measurement of an impairment loss, fixed assets of the NGK Spark Plug Group, other than idle or unused property, are grouped into cash generating units based on managerial accounting classifications.

(j) Employee retirement benefits

Employees who terminate their service with the NGK Spark Plug Group are entitled to retirement benefits generally determined by basic rates of pay at the time of retirement, length of service and conditions under which the termination occurs.

In accordance with the accounting standard for employee retirement benefits, the NGK Spark Plug Group has principally recognized retirement benefits including pension cost and the related liability based on the actuarial present value of the projected benefit obligation using the actuarial appraisal approach and the fair value of pension plan assets available for benefits at the respective fiscal year-end. Unrecognized actuarial differences arising from changes in the projected benefit obligation or the value of pension plan assets from the amounts assumed and from changes in the assumptions themselves are amortized on a straight-line basis over ten years, a specific period not exceeding the average remaining service period of employees, from the year following the year in which they arise. Past service cost is amortized on a straight-line basis over ten years, a specific period not exceeding the average remaining period of the employees.

Effective from the year ended March 31, 2010, the Company and its domestic consolidated subsidiaries adopted the “Partial Amendments to Accounting Standard for Retirement Benefits (Part 3)” (ASBJ Statement No. 19, issued on July 31, 2008). The revised accounting standard requires domestic companies to use the rate of return on long-term government or gilt-edged bonds as of the end of the fiscal year for calculating the projected benefit obligation of a defined-benefit retirement plan. Previously, domestic companies were allowed to use a discount rate determined by taking into consideration fluctuations in the yield of long-term government or gilt-edged bonds over a certain period. This change had no impact on the consolidated financial statements for the year ended March 31, 2010.

(k) Translation of foreign currency accounts

Receivables, payables and securities, other than stocks of subsidiaries and certain other securities, are translated into Japanese yen at exchange rates prevailing at the fiscal year-end. Transactions in foreign currencies are recorded based on the exchange rates prevailing on the transaction dates. Resulting translation gains and losses are included in current earnings.

For financial statement items of the overseas consolidated subsidiaries, all asset and liability accounts are translated into Japanese yen by applying the exchange rate in effect at the respective fiscal year-end. All income and expense accounts are translated at the average rate of exchange prevailing during each year. Translation differences, after allocating portions attributable to minority interests, are reported in foreign currency translation adjustments as a component of net assets in the accompanying consolidated balance sheets.

(l) Research and development expenses

Expenses related to research and development activities are charged to income as incurred. Research and development expenses relate to a wide range of NGK Spark Plug Group’s activities, including basic and applied research for material development, the plan or design of new products and processes, activities to significantly improve existing products and processes and the improvement of existing products. For the years ended March 31, 2011 and 2010, research and development expenses aggregated ¥15,763 million ($189,916 thousand) and ¥13,908 million, respectively. These amounts included research and development activities for basic and applied research and the development of new products and processes in the amount of ¥3,152 million ($37,976 thousand) and ¥2,469 million at March 31, 2011 and 2010, respectively, and were recorded as general and administrative expenses. The remaining expenses were recorded for the respective years in the accompanying consolidated statements of income as manufacturing costs.

(m) Bond issue costs

Bond issue costs are charged to income when incurred.

(n) Income taxes

Income taxes are accounted for by the asset and liability method. Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases and operating loss carryforwards. Deferred tax assets and liabilities are measured using the enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in the period that includes the enactment date.

(o) Enterprise taxes
The NGK Spark Plug Group records enterprise taxes calculated based on the "added value" and "capital" amounts when levied as size-based corporate taxes for local government enterprise taxes, which are included in selling, general and administrative expenses.

(p) Appropriation of retained earnings
Cash dividends are recorded in the fiscal year when a proposed appropriation of retained earnings is approved by the Board of Directors of the Company.

(q) Per share data
Basic net income per share is computed by dividing income available to common shareholders by the weighted average number of shares of common stock outstanding during the year. Diluted net income per share is computed assuming that all convertible bonds were converted at the time of issue unless having antidilutive effects. Cash dividends per share shown for each fiscal year in the accompanying consolidated statements of income represent dividends declared by the Company as applicable to the respective year.

(r) Asset retirement obligations
Effective April 1, 2010, the Company and its domestic consolidated subsidiaries adopted "Accounting Standards for Asset Retirement Obligations" (ASBJ Statement No. 18, issued on March 31, 2008) and "Guidance on Accounting Standards for Assets Retirement Obligations" (ASBJ Guidance No. 21, issued March 31, 2008). This change had no material impact on the consolidated financial statements.

(s) Comprehensive income
Effective March 31, 2011, the Company adopted "Accounting Standards for Presentation of Comprehensive Income" (ASBJ Statement No. 25 issued on June 30, 2010) and "Revised Accounting Standards for Consolidated Financial Statements" (ASBJ Statement No. 22, revised on June 30, 2010). As a result of the adoption of these standards, the Company has presented the consolidated statements of comprehensive income in the consolidated financial statements for the fiscal year ended March 31, 2011.

The consolidated balance sheets and the consolidated statements of changes in net assets as of and for the year ended March 31, 2010 have been modified to conform with the new presentation rules of 2011. In addition, the Company has presented the consolidated statements of comprehensive income for the year ended March 31, 2010 as well as that for the year ended March 31, 2011.

3. Financial Instruments

Effective from the year ended March 31, 2010, the Company has adopted the revised accounting standard, "Accounting Standard for Financial Instruments" (ASBJ Statement No. 10, revised on March 10, 2008), and the "Guidance on Disclosures about Fair Value of Financial Instruments" (ASBJ Guidance No. 19, issued on March 10, 2008).

(a) Qualitative information on financial instruments
The NGK Spark Plug Group does not permit the investment of surplus funds in securities other than short-term bank deposits and debt securities with high liquidity from issuers with high credit ratings in accordance with fund management policies. The NGK Spark Plug Group uses indirect financing from financial institutions such as correspondent banks to satisfy short-term funding requirements and direct financing from financial markets principally by the issuance of corporate bonds to satisfy long-term funding requirements.

The NGK Spark Plug Group is exposed to credit risk primarily with respect to trade receivables. In order to reduce credit risk of these receivables, the NGK Spark Plug Group sets payment terms according to the credit capability of its customers. In some cases, the NGK Spark Plug Group receives security deposits in advance.

The NGK Spark Plug Group holds investments in securities such as negotiable certificates of deposits, debt securities and equity securities, whose fair values are monitored on a quarterly basis.

The NGK Spark Plug Group is a party to derivative instruments such as foreign currency forward exchange contracts, currency option contracts and interest rate swap agreement in the normal course of business in order to reduce its own exposure to fluctuations in exchange rates principally for hedging purposes. The NGK Spark Plug Group does not hold or issue derivative financial instruments for trading purposes. Under the NGK Spark Plug Group's financial management policies, contract balances of currency derivatives are limited to certain anticipated export sales or import purchases.

(b) Fair value of financial instruments
The fair and carrying value of financial instruments at March 31, 2011 and 2010, other than unlisted equity securities for which the fair value was extremely difficult to determine, were as follows:

	Carrying value	Fair value	Difference
	Millions of yen		
At March 31, 2011:			
Financial assets:			
Cash and cash equivalents	¥ 51,888	¥ 51,888	¥ —
Short-term investments	16,302	16,302	—
Trade receivables	44,394	44,394	—
Investment securities: Available-for-sale securities	47,358	47,358	—
Total	¥159,942	¥159,942	¥ —
Financial liabilities *1:			
Short-term borrowings	¥ (703)	¥ (703)	¥ —
Trade payables	(30,183)	(30,183)	—
Bonds payable, including current portion	(35,000)	(35,959)	(959)
Total	¥ (65,886)	¥ (66,845)	¥ (959)
Derivative instruments *2	¥ (380)	¥ (380)	¥ —
At March 31, 2010:			
Financial assets:			
Cash and cash equivalents	¥ 46,364	¥ 46,364	¥ —
Short-term investments	18,595	18,595	—
Trade receivables	46,238	46,238	—
Investment securities: Available-for-sale securities	36,093	36,093	—
Total	¥147,290	¥147,290	¥ —
Financial liabilities *1:			
Short-term borrowings	¥ (1,117)	¥ (1,117)	¥ —
Trade payables	(32,958)	(32,958)	—
Bonds payable, including current portion	(37,666)	(38,766)	(1,100)
Total	¥(71,741)	¥(72,841)	¥(1,100)
Derivative instruments *2	¥ (209)	¥ (209)	¥ —
	Thousands of U.S. dollars		
At March 31, 2011:			
Financial assets:			
Cash and cash equivalents	$ 625,157	$ 625,157	$ —
Short-term investments	196,410	196,410	—
Trade receivables	534,867	534,867	—
Investment securities: Available-for-sale securities	570,578	570,578	—
Total	$1,927,012	$1,927,012	$ —
Financial liabilities *1:			
Short-term borrowings	$ (8,470)	$ (8,470)	$ —
Trade payables	(363,651)	(363,651)	—
Bonds payable, including current portion	(421,687)	(433,241)	(11,554)
Total	$ (793,808)	$ (805,362)	$(11,554)
Derivative instruments *2	$ (4,578)	$ (4,578)	$ —

*1 Amounts in parenthesis reflect liabilities.
*2 The value of derivative instruments is shown as a net position.

Notes:

(1) Details of the methods and assumptions used to estimate fair value of financial instruments are summarized below:
The fair value of cash and cash equivalents, trade receivables, short-term borrowings and trade payables are approximately equal to their carrying value due to having short-term maturities. The fair value of investment equity securities is based on quoted market prices. The fair value of bonds and other securities included in investment securities, bonds payable and derivative instruments is based on the price provided by corresponding financial institutions.

(2) The following securities are not included in the table above because the fair value was extremely difficult to determine.

	Carrying value		
	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Investments (equity securities) in unconsolidated subsidiaries and associates	¥2,521	¥2,383	$30,373
Unlisted equity securities	417	418	5,024

(3) Expected maturities of financial assets at March 31, 2011 and 2010 were as follows:

	Due in one year or less	Due after one year through five years	Due after five years
	Millions of yen		
At March 31, 2011:			
Cash and cash equivalents	¥ 49,885	¥ —	¥—
Trade receivables	44,394	—	—
Investments	15,159	17,101	—
	¥109,438	¥17,101	¥—
At March 31, 2010:			
Cash and cash equivalents	¥ 46,364	¥ —	¥—
Trade receivables	46,238	—	—
Investments	18,073	2,971	—
	¥110,675	¥2,971	¥—
	Thousands of U.S. dollars		
At March 31, 2011:			
Cash and cash equivalents	$ 601,024	$ —	$—
Trade receivables	534,867	—	—
Investments	182,639	206,036	—
	$1,318,530	$206,036	$—

Contractual maturities of bonds payable at March 31, 2011 were as follows:

Year ending March 31,	Millions of yen	Thousands of U.S. dollars
2012	¥ —	$ —
2013	10,000	120,482
2014	—	—
2015	10,000	120,482
2016	15,000	180,723
Thereafter	—	—
	¥35,000	$421,687

4. Notes and Accounts Receivable

At March 31, 2011 and 2010, notes and accounts receivable consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Trade receivables	**¥43,151**	¥44,635	**$519,891**
Unconsolidated subsidiaries and associates	**1,243**	1,603	**14,976**
Other	**6,363**	6,120	**76,663**
Less allowance for doubtful accounts	**(117)**	(177)	**(1,410)**
	¥50,640	¥52,181	**$610,120**

5. Inventories

At March 31, 2011 and 2010, inventories consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Finished goods	**¥38,935**	¥38,787	**$469,096**
Work-in-process	**16,061**	14,595	**193,506**
Raw materials	**7,091**	6,339	**85,434**
	¥62,087	¥59,721	**$748,036**

For the year ended March 31, 2011, a write-down of ¥481 million ($5,795 thousand) was recorded as costs of goods sold. For the year ended March 31, 2010, a reversal of write-down of ¥2,751 million was recognized as a reduction of costs of goods sold.

6. Investments

At March 31, 2011 and 2010, short-term investments consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Securities with fair value:			
Bonds	**¥ 7,992**	¥ 5,616	**$ 96,289**
Other	**2,120**	4,912	**25,543**
	10,112	10,528	**121,832**
Time deposits with an original maturity of more than three months	**6,190**	8,067	**74,578**
	¥16,302	¥18,595	**$196,410**

At March 31, 2011 and 2010, investment securities consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Securities with fair value:			
Equity securities	**¥30,325**	¥33,141	**$365,361**
Bonds	**16,538**	2,952	**199,253**
Other	**495**	—	**5,964**
	47,358	36,093	**570,578**
Other securities without fair value	**737**	742	**8,880**
	¥48,095	¥36,835	**$579,458**

At March 31, 2011 and 2010, the cost and fair value of available-for-sale securities were summarized as follows:

	Cost	Gross unrealized gains	Gross unrealized losses	Fair and carrying value
	Millions of yen			
At March 31, 2011:				
Equity securities	**¥12,614**	**¥18,781**	**¥(1,070)**	**¥30,325**
Bonds	**24,644**	**18**	**(132)**	**24,530**
Other	**2,771**	—	**(156)**	**2,615**
	¥40,029	**¥18,799**	**¥(1,358)**	**¥57,470**
At March 31, 2010:				
Equity securities	¥12,750	¥21,733	¥(1,342)	¥33,141
Bonds	8,583	15	(30)	8,568
Other	5,036	—	(124)	4,912
	¥26,369	¥21,748	¥(1,496)	¥46,621
	Thousands of U.S. dollars			
At March 31, 2011:				
Equity securities	**$151,976**	**$226,277**	**$(12,892)**	**$365,361**
Bonds	**296,916**	**217**	**(1,591)**	**295,542**
Other	**33,386**	—	**(1,879)**	**31,507**
	$482,278	**$226,494**	**$(16,362)**	**$692,410**

For the year ended March 31, 2011 and 2010, a loss on the write-down of available-for-sale securities in the amount of ¥222 million ($2,675 thousand) and ¥4 million, respectively, was recognized as other expenses due to the other than temporary diminution in value.

7. Intangible Assets

At March 31, 2011 and 2010, intangible assets consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Software	**¥5,495**	¥6,257	**$66,205**
Goodwill	**27**	145	**325**
Other intangible assets	**44**	60	**530**
	¥5,566	¥6,462	**$67,060**

8. Accounts Payable

At March 31, 2011 and 2010, accounts payable consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Trade payables	**¥30,065**	¥32,870	**$362,229**
Unconsolidated subsidiaries			
and associates	**118**	88	**1,422**
Other	**4,799**	4,393	**57,819**
	¥34,982	¥37,351	**$421,470**

9. Short-term Borrowings and Long-term Debt

At March 31, 2011 and 2010, short-term borrowings consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Unsecured bank loans with interest at			
rates ranging from 1.5% to 9.9% per			
annum at March 31, 2011	**¥703**	¥1,117	**$8,470**

At March 31, 2011 and 2010, long-term debt consisted of the following:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Zero coupon convertible bonds with			
stock acquisition rights due March 2011	**¥ —**	¥ 2,666	**$ —**
1.65% unsecured bonds due			
July 2012	**10,000**	10,000	**120,482**
1.85% unsecured bonds due			
July 2014	**10,000**	10,000	**120,482**
1.22% unsecured bonds due			
September 2015	**15,000**	15,000	**180,723**
Capitalized lease obligations	**994**	1,031	**11,976**
	35,994	38,697	**433,663**
Less current portion	**(225)**	(2,848)	**(2,711)**
	¥35,769	¥35,849	**$430,952**

During the year ended March 31, 2011, zero coupon convertible bonds were fully redeemed at their maturity date.

As is customary in Japan, substantially all bank borrowings are subject to general agreements which provide, among other things, that the banks may under certain circumstances request additional security for these loans and may treat any security so furnished to the bank, as well as cash deposited with it, as security for all present and future indebtedness. The banks have never requested the Company or its subsidiaries to submit such additional security. Also, as is customary in Japan, the Company and certain of its subsidiaries may have time deposits with banks from which they have short-term and long-term borrowings. However, there are no agreements with any banks which would require maintaining such deposits.

The aggregate annual maturities of long-term debt at March 31, 2011 were as follows:

Year ending March 31,	Millions of yen	Thousands of U.S. dollars
2012	¥ 225	$ 2,711
2013	10,234	123,301
2014	183	2,205
2015	10,120	121,928
2016	15,079	181,675
Thereafter	153	1,843
	¥35,994	$433,663

10. Employee Retirement Benefits

The Company has a lump-sum retirement benefit plan and has established a defined benefit pension plan which cover 80% of retirement benefits for employees of the Company who retire at the compulsory retirement age after ten years or more of service. Some of the Company's domestic consolidated subsidiaries have similar retirement benefit plans. Some of the overseas consolidated subsidiaries have defined contribution plans.

The following table reconciles the benefit liability and net periodic retirement benefit expense as of and for the years ended March 31, 2011 and 2010:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Reconciliation of benefit liability:			
Projected benefit obligation	**¥45,111**	¥45,226	**$543,506**
Less fair value of pension			
plan assets at end of year	**(23,301)**	(23,709)	**(280,735)**
Projected benefit obligation in			
excess of value of pension plan assets	**21,810**	21,517	**262,771**
Unrecognized actuarial			
differences	**(3,873)**	(4,388)	**(46,663)**
Unrecognized past service cost	**(321)**	(333)	**(3,867)**
Net amounts of employee retirement			
benefit liability	**¥17,616**	¥16,796	**$212,241**

Note: The projected benefit obligation of certain domestic consolidated subsidiaries was calculated using the simplified calculation method as permitted by the accounting standard for employee retirement benefits.

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Components of net periodic retirement benefit expense:			
Service cost	**¥2,564**	¥2,492	**$30,892**
Interest cost	**900**	904	**10,843**
Expected return on pension plan assets	**(629)**	(546)	**(7,578)**
Recognized actuarial differences	**923**	1,066	**11,120**
Amortization of past service cost	**38**	25	**458**
Net periodic retirement benefit expense	**¥3,796**	¥3,941	**$45,735**

Major assumptions used in the calculation of the above information for the years ended March 31, 2011 and 2010 were as follows:

	2011	2010
Method attributing the projected benefits to periods of services	**Straight-line method**	Straight-line method
Discount rate	**2.0%**	2.0%
Expected rate of return on pension plan assets	**2.75%**	2.5%
Amortization of actuarial differences	**10 years**	10 years
Amortization of past service cost	**10 years**	10 years

11. Lease Commitments

At March 31, 2011 and 2010, the NGK Spark Plug Group had annual commitments under operating leases as lessee. The aggregate future minimum payments for non-cancelable operating leases were as follows:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Due within one year	**¥318**	¥327	**$3,831**
Due after one year	**474**	540	**5,711**
	¥792	¥867	**$9,542**

As disclosed in Note 2(h), as lessee, finance leases which commenced prior to April 1, 2008 and have been accounted for with accounting treatment similar to that used for operating leases continue to be accounted for with accounting treatment similar to that used for operating leases, with the disclosure of certain "as if capitalized" information and are not capitalized. The aggregate future minimum payments under finance leases which commenced prior to April 1, 2008, including the imputed interest portion at March 31, 2011 and 2010 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Due within one year	**¥230**	¥482	**$2,771**
Due after one year	**72**	305	**868**
	¥302	¥787	**$3,639**

Total rental and lease expenses for both cancelable and non-cancelable leases for the years ended March 31, 2011 and 2010 were ¥2,528 million ($30,458 thousand) and ¥2,809 million, respectively. For the years ended March 31, 2011 and 2010, lease expenses for such finance leases amounted to ¥468 million ($5,639 thousand) and ¥638 million, respectively.

12. Contingent Liabilities

At March 31, 2011 and 2010, contingent liabilities in respect to guarantees of indebtedness principally of employees amounted to ¥80 million ($964 thousand) and ¥96 million, respectively.

13. Derivative Instruments

At March 31, 2011 and 2010, derivative instruments which were stated at fair value, except for the derivative instruments accounted for by hedge accounting, and recognized for valuation gains and losses as current earnings are summarized as follows:

	Notional principal or contract amounts	Fair value	Valuation gains/(losses)
	Millions of yen		
At March 31, 2011:			
Foreign exchange contracts:			
Forward contracts to sell	**¥15,399**	**¥(295)**	**¥(295)**
Currency call options	**5,191**	**(92)**	**(92)**
Currency put options	**4,281**	**7**	**7**
			¥(380)
At March 31, 2010:			
Foreign exchange contracts:			
Forward contracts to sell	¥14,356	¥(142)	¥(142)
Forward contracts to buy	179	2	2
Currency call options	3,810	(61)	(61)
Currency put options	3,402	(8)	(8)
			¥(209)

	Thousands of U.S. dollars		
At March 31, 2011:			
Foreign exchange contracts:			
Forward contracts to sell	**$185,530**	**$(3,554)**	**$(3,554)**
Currency call options	**62,542**	**(1,108)**	**(1,108)**
Currency put options	**51,578**	**84**	**84**
			$(4,578)

14. Net Assets

Under Japanese laws and regulations, the entire amount paid for new shares is required to be designated as common stock. However, a company may, by a resolution of the Board of Directors, designate an amount not exceeding one half of the price of the new shares as additional paid-in capital, which is included in capital surplus.

Under Japanese Corporate Law (the "Law"), in cases in which a dividend distribution of surplus is made, the smaller of an amount equal to 10% of the dividend or the excess, if any, of 25% of common stock over the total of additional paid-in capital and legal earnings reserve must be set aside as additional paid-in capital or legal earnings reserve. Legal earnings reserve is included in retained earnings in the accompanying consolidated balance sheets.

Under the Law, legal earnings reserve and additional paid-in capital can be used to eliminate or reduce a deficit by a resolution of the shareholders' meeting. Additional paid-in capital and legal earnings reserve may not be distributed as dividends. All additional paid-in capital and all legal earnings reserve may be transferred to other capital surplus and retained earnings, respectively, which are potentially available for dividends.

At March 31, 2011 and 2010, respectively, capital surplus consisted principally of additional paid-in capital. In addition, retained earnings included legal earnings reserve of the Company in the amount of ¥5,838 million ($70,337 thousand) at March 31, 2011 and 2010, respectively.

The maximum amount that the Company can distribute as dividends is calculated based on the separate financial statements of the Company in accordance with Japanese laws and regulations.

During the year ended March 31, 2011, the Company paid interim dividends of ¥2,396 million ($28,867 thousand, ¥11.00 ($0.13) per share). On May 6, 2011, the Board of Directors of the Company approved cash dividends of ¥2,395 million ($28,855 thousand), ¥11.00 ($0.13) per share for the appropriation of retained earnings to shareholders of record on March 31, 2011.

15. Impairment Loss on Fixed Assets

While the NGK Spark Plug Group recorded no impairment loss for the year ended March 31, 2011, the NGK Spark Plug Group recognized an impairment loss on fixed assets in the amount of ¥1,762 million as other expenses for the year ended March 31, 2010. For the year ended March 31, 2010, impairment loss consisted of ¥1,188 million on buildings and structures and ¥574 million on land. Recoverable amounts were estimated using net selling value. The major assets subject to impairment were unused property located in Ise-city, Mie prefecture, Japan in the amount of ¥1,470 million after determining that the future use of the property became undetermined due to the integration of the production processes of the NGK Spark Plug Group.

16. Investment and Rental Property

Effective from the year ended March 31, 2010, the Company has adopted the "Accounting Standard for Disclosures about Fair Value of Investment and Rental Property" (ASBJ Statement No. 20, issued on November 28, 2008) and the "Guidance on Accounting Standard for Disclosures about Fair Value of Investment and Rental Property" (ASBJ Guidance No. 23, issued on November 28, 2008). This accounting standard requires companies to disclose information about property classified as investment property, idle property that is not expected to be used in the future, and rental property held to earn rental income.

The Company and certain consolidated subsidiaries had idle property and rental property located in Aichi prefecture, Japan and elsewhere. The NGK Spark Plug Group recorded net rental income from rental property in the amounts of ¥20 million ($241 thousand) and ¥8 million as other income in the accompanying consolidated statements of income for the years ended March 31, 2011 and 2010, respectively. At March 31, 2011 and 2010, respectively, investment and rental property consisted of idle property of ¥14,710 million ($177,229 thousand) and ¥16,255 million and rental property of ¥128 million ($1,542 thousand) and ¥130 million. Information about fair value of investment and rental property at March 31, 2011 and 2010 is as follows:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	**2011**
Carrying amount at the beginning of the year	**¥16,385**	¥15,879	**$197,410**
Addition	**34**	3,779	**410**
Decrease as depreciation for idle property	**(1,180)**	(1,167)	**(14,217)**
Decrease as impairment loss and other	**(401)**	(2,106)	**(4,832)**
Carrying amount at the end of the year	**¥14,838**	¥16,385	**$178,771**
Fair value at the end of the year *	**¥14,983**	¥16,534	**$180,518**

*Fair value was measured principally at reasonably adjusted value based on appraisal values or municipal property tax bases.

17. Income Taxes

The tax effects of temporary differences that give rise to a significant portion of deferred tax assets and liabilities at March 31, 2011 and 2010 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	2011
Deferred tax assets:			
Net operating loss carryforwards	¥ 7,324	¥ 11,651	$ 88,241
Impairment loss on fixed assets	7,090	8,990	85,422
Employee retirement benefit liability	7,446	7,099	89,711
Depreciation	3,570	4,074	43,012
Accrued expenses	3,935	3,730	47,409
Inventories	1,987	1,750	23,940
Other	1,259	1,150	15,168
Less valuation allowance	(21,660)	(28,303)	(260,964)
	10,951	10,141	131,939
Deferred tax liabilities:			
Unrealized gains on available-for-sale securities	7,137	8,270	85,988
Retained earnings of overseas consolidated subsidiaries	2,962	3,112	35,687
Other	1,382	1,713	16,650
	11,481	13,095	138,325
Net deferred tax liabilities	¥ (530)	¥ (2,954)	$ (6,386)

At March 31, 2011 and 2010, deferred tax assets and liabilities were as follows:

	Millions of yen		Thousands of U.S. dollars
	2011	2010	2011
Deferred tax assets:			
Current	¥ 8,100	¥ 7,108	$ 97,590
Noncurrent	2,600	2,749	31,325
Deferred tax liabilities:			
Current	72	109	867
Noncurrent	11,158	12,702	134,434

In assessing the realizability of deferred tax assets, management of the NGK Spark Plug Group considers whether some portion or all of the deferred tax assets will not be realized. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which the temporary differences become deductible. At March 31, 2011 and 2010, a valuation allowance was provided to reduce deferred tax assets to the amount that management believed the deferred tax assets were realizable.

For the year ended March 31, 2011 and 2010, the reconciliation of the differences between the combined Japanese statutory tax rate and the effective income tax rate on pre-tax income reflected in the accompanying consolidated statements of income was as follows.

	Percentage of pre-tax income (%)	
	2011	2010
Combined Japanese statutory tax rate	40.1	40.5
Increase (decrease) due to:		
Permanently nondeductible expenses	0.7	1.8
Tax exempt income	(0.5)	(1.9)
Differences between Japanese and foreign tax rates	(3.3)	(8.3)
Unrecognized intercompany profit	(2.2)	23.8
Changes in valuation allowance	(24.8)	(97.1)
Increase in retained earnings of overseas consolidated subsidiaries	—	6.9
Other	0.6	1.4
Effective income tax rate	10.6	(32.9)

18. Business Combinations

For the year ended March 31, 2010, the NGK Spark Plug Group reorganized its Ceramic IC package business. The reorganization was completed as of October 1, 2009 in order to further strengthen the NGK Spark Plug Group's Ceramic IC package business, which is one of the core businesses in the communication media components and technical ceramics segment. This transaction was accounted for using accounting treatment for business combinations under common control in accordance with "Accounting Standard for Business Combinations" (issued by Business Accounting Council of Japan on October 31, 2003) and "Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures" (ASBJ Guidance No. 10, revised on November 15, 2007). The outline of transaction was as below.

On October 1, 2009, a wholly-owned consolidated subsidiary, Nakatsugawa Ceramics Co., Ltd. ("Nakatsugawa"), merged with wholly-owned subsidiaries, Iijima Ceramic Co., Ltd. and Kani Ceramic Co., Ltd. In addition, Nakatsugawa successfully completed a corporate division of the Company's Ceramic IC package business section, excluding the selling function, and changed its company name to NTK Ceramic Co., Ltd.

For the year ended March 31, 2011, the NGK Spark Plug Group recorded no business combination transactions.

19. Segment Information

(a) General information about reportable segments

The reportable segments of the Company are the business units for which the Company is able to obtain financial information separately in order for the Board of Directors of the Company to conduct periodic investigations to determine the distribution of management resources and evaluate business results. The Company has its business units identified by products. Each business unit plans its comprehensive domestic and overseas strategy for its products and operates its business activities. Therefore, the NGK Spark Plug Group consists of three reportable segments. "Automotive components," "Communication media components" and "Technical ceramics."

- "Automotive components" manufactures and sells spark plugs, glow plugs, various automotive sensors, ceramic engine parts and other automotive components.
- "Communication media components" manufactures and sells IC packages and other semiconductor components.
- "Technical ceramics" manufactures and sells cutting tools, ceramics products for industrial and medical applications.

(b) Information about reported segment profit and loss, segment assets, and other material items

Information about reported segments as of and for the years ended March 31, 2011 and 2010 was as follows:

	Reported segments						
	Automotive components	Communication media components	Technical ceramics	Other	Total	Adjustments	Consolidated
				Millions of yen			
For the year 2011:							
Operating revenue - net sales:							
External customers	**¥197,214**	**¥44,472**	**¥23,053**	**¥4,494**	**¥269,233**	**¥—**	**¥269,233**
Intersegment sales	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Total net sales	**197,214**	**44,472**	**23,053**	**4,494**	**269,233**	**—**	**269,233**
Segment income (loss)	**¥ 31,943**	**¥(4,403)**	**¥ 1,075**	**¥ 156**	**¥ 28,771**	**¥—**	**¥ 28,771**
Segment assets	**¥263,299**	**¥45,071**	**¥27,751**	**¥1,197**	**¥337,318**	**¥—**	**¥337,318**
Other items:							
Depreciation	**¥ 12,424**	**¥ 2,658**	**¥ 1,553**	**¥ 11**	**¥ 16,646**	**¥—**	**¥ 16,646**
Increase in property, plant and equipment and intangible assets	**6,365**	**1,738**	**651**	**13**	**8,767**	**—**	**8,767**
For the year 2010:							
Operating revenue - net sales:							
External customers	¥166,067	¥55,031	¥19,155	¥3,661	¥243,914	¥—	¥243,914
Intersegment sales	—	—	—	—	—	—	—
Total net sales	166,067	55,031	19,155	3,661	243,914	—	243,914
Segment income (loss)	¥ 15,626	¥(3,775)	¥(1,335)	¥ 168	¥ 10,684	¥—	¥ 10,684
Segment assets	¥244,101	¥65,192	¥20,950	¥1,233	¥331,476	¥—	¥331,476
Other items:							
Depreciation	¥ 14,283	¥ 2,921	¥ 1,609	¥ 13	¥ 18,826	¥—	¥ 18,826
Increase in property, plant and equipment and intangible assets	7,325	2,621	1,031	1	10,978	—	10,978
				Thousands of U.S. dollars			
For the year 2011:							
Operating revenue - net sales:							
External customers	**$2,376,072**	**$535,807**	**$277,747**	**$54,145**	**$3,243,771**	**$—**	**$3,243,771**
Intersegment sales	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Total net sales	**2,376,072**	**535,807**	**277,747**	**54,145**	**3,243,771**	**—**	**3,243,771**
Segment income (loss)	**$ 384,855**	**$(53,048)**	**$ 12,952**	**$ 1,880**	**$ 346,639**	**$—**	**$ 346,639**
Segment assets	**$3,172,277**	**$543,024**	**$334,349**	**$14,422**	**$4,064,072**	**$—**	**$4,064,072**
Other items:							
Depreciation	**$ 149,687**	**$ 32,024**	**$ 18,711**	**$ 132**	**$ 200,554**	**$—**	**$ 200,554**
Increase in property, plant and equipment and intangible assets	**76,687**	**20,940**	**7,843**	**157**	**105,627**	**—**	**105,627**

(Additional information)
Effective April 1, 2010, the Company adopted "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17 on March 27, 2009) and "Guidance on Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Guidance No. 20, issued on March 21, 2008). Information about industry segments as of and for the year ended March 31, 2010 has been restated in conformity with the requirement of the new standard in the table above.

Information about geographic areas as of and for the year ended March 31, 2011 was as follows:

	Millions of yen	Thousands of U.S. dollars
	2011	2011
Operating revenue - net sales:		
Japan	¥ 59,988	$ 722,747
North America	71,025	855,723
Europe	60,465	728,494
Asia	42,240	508,916
Other area	35,515	427,891
	¥269,233	$3,243,771

	Millions of yen	Thousands of U.S. dollars
	2011	2011
Property, plant and equipment:		
Japan	¥73,129	$ 881,072
Other area	13,041	157,121
	¥86,170	$1,038,193

The NGK Spark Plug Group had no single external customer which accounted for represented more than 10% of net sales for the year ended March 31, 2011.

Information about goodwill as of and for the year ended March 31, 2011 was as follows:

	Automotive components	Communication media components	Technical ceramics	Other	Total	Adjustments	Consolidated
	Millions of yen						
Goodwill:							
Amortization	¥73	¥—	¥54	¥—	¥127	¥—	¥127
Balance	—	—	27	—	27	—	27
	Thousands of U.S. dollars						
Amortization	$879	$—	$651	$—	$1,530	$—	$1,530
Balance	—	—	325	—	325	—	325

Information by negative goodwill incurred from the business combination prior to April 1, 2010, which is to be amortized generally 5 years, as of and for the year ended March 31, 2011 was as follows:

	Automotive components	Communication media components	Technical ceramics	Other	Total	Adjustments	Consolidated
	Millions of yen						
Negative goodwill:							
Amortization	¥16	¥—	¥—	¥—	¥16	¥—	¥16
Balance	49	—	—	—	49	—	49
	Thousands of U.S. dollars						
Amortization	$193	$—	$—	$—	$193	$—	$193
Balance	590	—	—	—	590	—	590

Information summarized by geographic area for the year ended March 31, 2010 in conformity with the former standard applicable to the prior year is as follows:

	Japan	North America	Europe	Other	Total	Elimination	Consolidated
	Millions of yen						
For the year 2010:							
Operating revenue - net sales:							
External customers	¥ 97,971	¥50,600	¥51,215	¥44,128	¥243,914	¥ —	¥243,914
Intersegment sales	108,469	603	827	1,014	110,913	(110,913)	—
Total net sales	206,440	51,203	52,042	45,142	354,827	(110,913)	243,914
Operating costs and expenses	196,385	50,961	50,051	41,907	339,304	(106,074)	233,230
Operating income	¥ 10,055	¥ 242	¥ 1,991	¥ 3,235	¥ 15,523	¥ (4,839)	¥ 10,684
Identifiable assets	¥254,314	¥32,810	¥40,931	¥46,954	¥375,009	¥ (43,533)	¥331,476

For the year ended March 31, 2010, information for overseas sales, which included export sales from Japan and net sales of overseas consolidated subsidiaries other than Japan in conformity with the former standard applicable to the prior year is summarized as follows:

	Millions of yen
	2010
North America	¥ 76,629
Europe	51,425
Asia	33,383
Other area	29,027
	¥190,464
Percentage of overseas sales to total consolidated net sales	78.1%

Independent Auditors' Report

To the Board of Directors of
NGK SPARK PLUG CO., LTD.:

We have audited the accompanying consolidated balance sheets of NGK SPARK PLUG CO., LTD. and its consolidated subsidiaries (the "NGK Spark Plug Group") as of March 31, 2011 and 2010, and the related consolidated statements of income, comprehensive income, changes in net assets and cash flows for the years then ended, all expressed in Japanese yen. These consolidated financial statements are the responsibility of the NGK Spark Plug Group's management. Our responsibility is to independently express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the NGK Spark Plug Group as of March 31, 2011 and 2010, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in Japan.

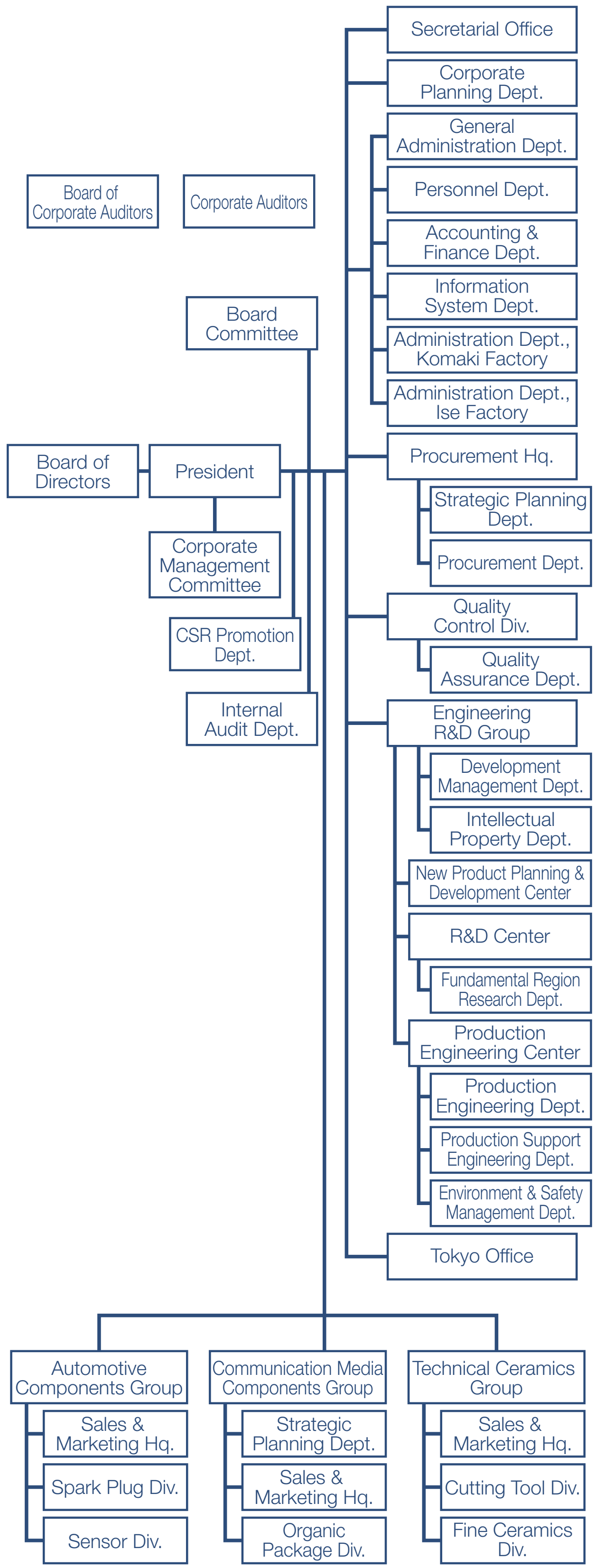
The U.S. dollar amounts in the accompanying consolidated financial statements with respect to the year ended March 31, 2011 are presented solely for convenience. Our audit also included the translation of yen amounts into U.S. dollar amounts and, in our opinion, the translation was made on the basis described in Note 1 of the Notes to Consolidated Financial Statements.

KPMG AZSA LLC

KPMG AZSA LLC
Nagoya, Japan
June 29, 2011

Organization

(As of July 1, 2011)



Board of Directors

(As of June 29, 2011)

Representative Director and Chairman of the Board
Norio Kato*

Representative Director and Vice Chairman of the Board
Kazuo Kawahara*

President and Chief Executive Officer
Shinichi Odo*

Senior Managing Director
Katsuhiko Sumida
Seiji Nimura
Takafumi Oshima
Shinji Shibagaki

Managing Director
Norio Teranishi
Shogo Kawajiri
Takeshi Nakagawa

Director
Junichiro Suzuki
Keiichi Matsunari
Hitoshi Iimi
Hideyuki Koiso
Takao Hamada
Tadao Kawai
Teppei Okawa

Standing Corporate Auditor
Masami Asai
Yo Tajima

Corporate Auditor
Kunihiro Inoue
Shigehisa Sao

*Representative Director

Corporate Data

(As of March 31, 2011)

NGK SPARK PLUG CO., LTD.

Head Office
14-18 Takatsuji-cho, Mizuho-ku, Nagoya, 467-8525, Japan
http://www.ngkntk.co.jp

Established
October 1936

Common Shares
Authorized: 390,000,000
Issued: 229,544,820

Paid-in-Capital
¥47,869 million

Stock Listings
Tokyo Stock Exchange, 1st Section
Nagoya Stock Exchange, 1st Section

Number of Employees
Consolidated: 11,767
Non-Consolidated: 5,731

Number of Shareholders
12,744

Transfer Agent
Mitsubishi UFJ Trust and Banking Corporation

Independent Auditors
KPMG AZSA LLC

Common Stock Price Range

	FY2010	
	High	Low
April-June 2010	¥1,333	¥1,062
July-September 2010	1,184	980
October-December 2010	1,298	1,047
January-March 2011	1,355	918

NGK SPARK PLUG CO., LTD.

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