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Publication Policy

This report has been prepared on the basis of our Information Disclosure Policy (p. 22) with the aim of providing reports in an easy-to-understand and friendly manner, focusing on ease of understanding, importance and completeness, and trustworthiness.

Preparation of CSR Report



Information Selection

This Report covers information that is considered important for NGK SPARK PLUG Group, as well as information that is considered important or useful for our stakeholders.

Consideration to Ease of Understanding

To ensure ease of understanding for its audience, the document is divided into sections of management, social and environmental reports. In the social report, information concerning each stakeholder is provided according to the category of stakeholders. In addition, each page is designed so as to clearly describe the concept, mechanism and results of our activities.

Consideration to Trustworthiness

We have worked to improve the trustworthiness of the document by undergoing third party examination to affirm the content correctness, neutrality and verifiability.

Information Disclosure on our websites

Places where you can look up more detailed information on our website are marked . Places where you can look up related information on our website are marked .

CSR Information

<http://www.ngkntk.co.jp/english/csr/index.html>

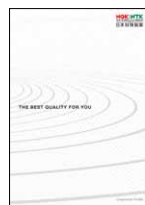
Reference guidelines

- Environmental Reporting guidelines (2007 version) issued by the Ministry of the Environment of Japan
- GRI Sustainability Reporting Guidelines (Version 3)
- ISO26000

Communication Tools

\*Respective PDF files can be viewed on our websites.

**Introduction of the NGK SPARK PLUG Group**  
Corporate brochure



**Report on CSR activities**  
CSR Report (Full and digest versions)



**Financial information**  
• Annual Report  
• To All Our Shareholders (Japanese only)



**General information**  
<http://www.ngkntk.co.jp/english/index.html>



**Information on spark plugs**  
<http://www.ngk-sparkplugs.jp/english/index.html>



**Reports on environmental activities at business sites**  
Site Report (Japanese only)



**[Period covered]** From April 1, 2011 to March 31, 2012  
Some other very recent activities and cases are also included.

**[Covered Organization]**

- Social aspects: NGK SPARK PLUG CO., LTD.  
However, this report may also cover activities of subsidiaries and affiliates inside and outside Japan. In such cases, specific company names are indicated.
- Environmental aspects: NGK SPARK PLUG Group  
• NGK SPARK PLUG CO., LTD.  
• 9 consolidated domestic subsidiaries and 1 affiliate.

**[Publishing Director]** Shinichi Odo, President  
**[Editor in Chief]** Yukashi Ukai, General Manager of CSR Promotion Office

**[Published]** September 2012  
(Publication of the next report is planned for September 2013.  
/Previous report was published in September 2011.)

Three elements constitute our corporate philosophy.



**Management Policy**

We offer a working environment in which each one of us is encouraged to make full use of his or her personality and capability. With all our power we are dedicated to pursue management based on trust and confidence.

- **Respect for Personality and Capability**  
For sound development of business we create a corporate climate for our employees to utilize their personality and capabilities at their optimum level.  
An excellent environment creates the original technology which is the most important, and fosters the formation of a rich personality.
- **Concentration of All Our Power**  
The activities of individuals are organized efficiently to carry out strategic management.
- **Management based on Trust and Confidence**  
Our company has been supported by a large number of people connected with us.  
All the trust and confidence we have enjoyed is our great asset.  
We read the trend of the times to keep one step ahead. We intensify further the trust and confidence in us by honest management.

**Commitment**

With full use of the most suitable technology and our accumulated experience, we continue striving to offer new values to the people of the world.

- **Contribution to Society**  
We believe it our mission to offer people new values with the excellence of quality required for the time.
- **Activities in the Global Perspective**  
We aim to become a company loved and popular among people all over the world through our global operations.
- **Technology and Customer Orientation**  
We aim to be a leading company that continues to develop and offer original and creative products at the right time.  
We challenge new fields using our experience gained in the ceramic business.

**Action Guideline**

Ever onward ! Always mindful of what is the best course, we swiftly put it into action.

- **Positive Advance**  
Not content with things as they are, we always make an attempt to achieve new objectives. We are convinced that a continual and positive stance constitutes our driving force.
- **For the Best**  
Setting our mind at all times to what is the best, we try to advance and improve ourselves.
- **Speed in Action**  
We keep up with changes with the right judgment and speedy action.

[ Slogan ] With established trust and confidence inside and outside the Corporation, we aim to contribute to the peoples of the world by creating and putting at their disposal new values for the future.

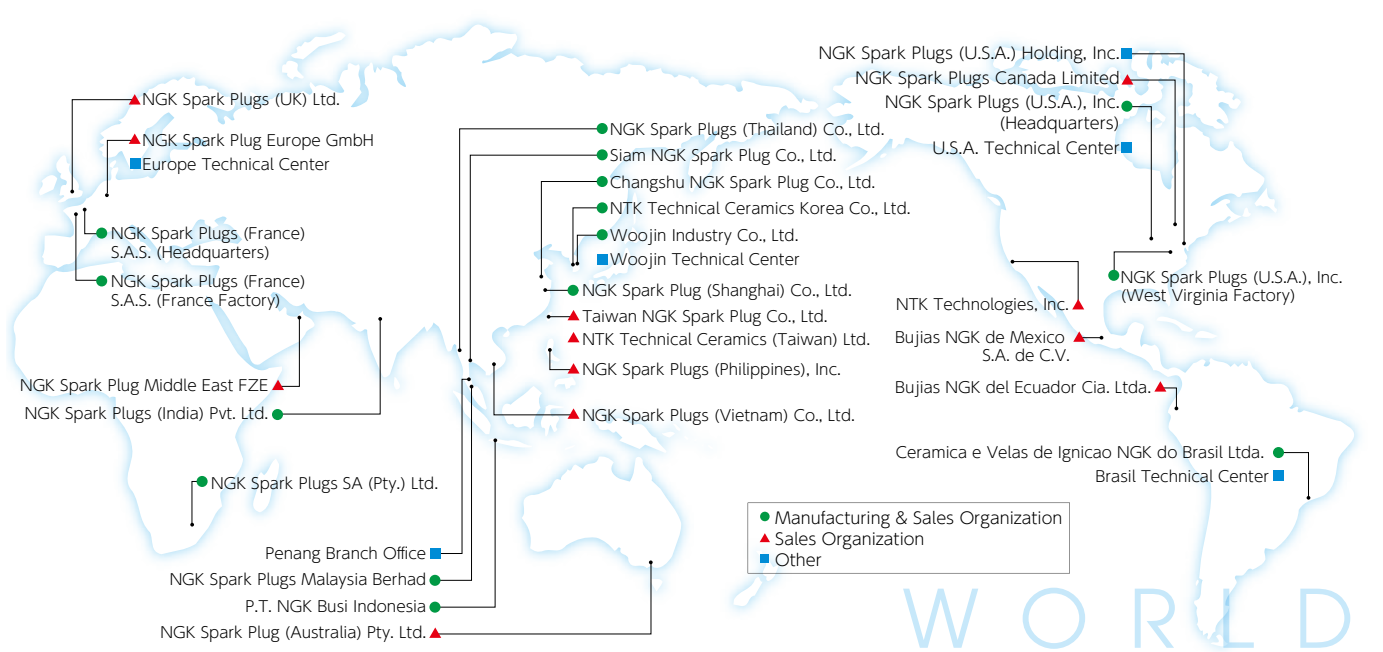
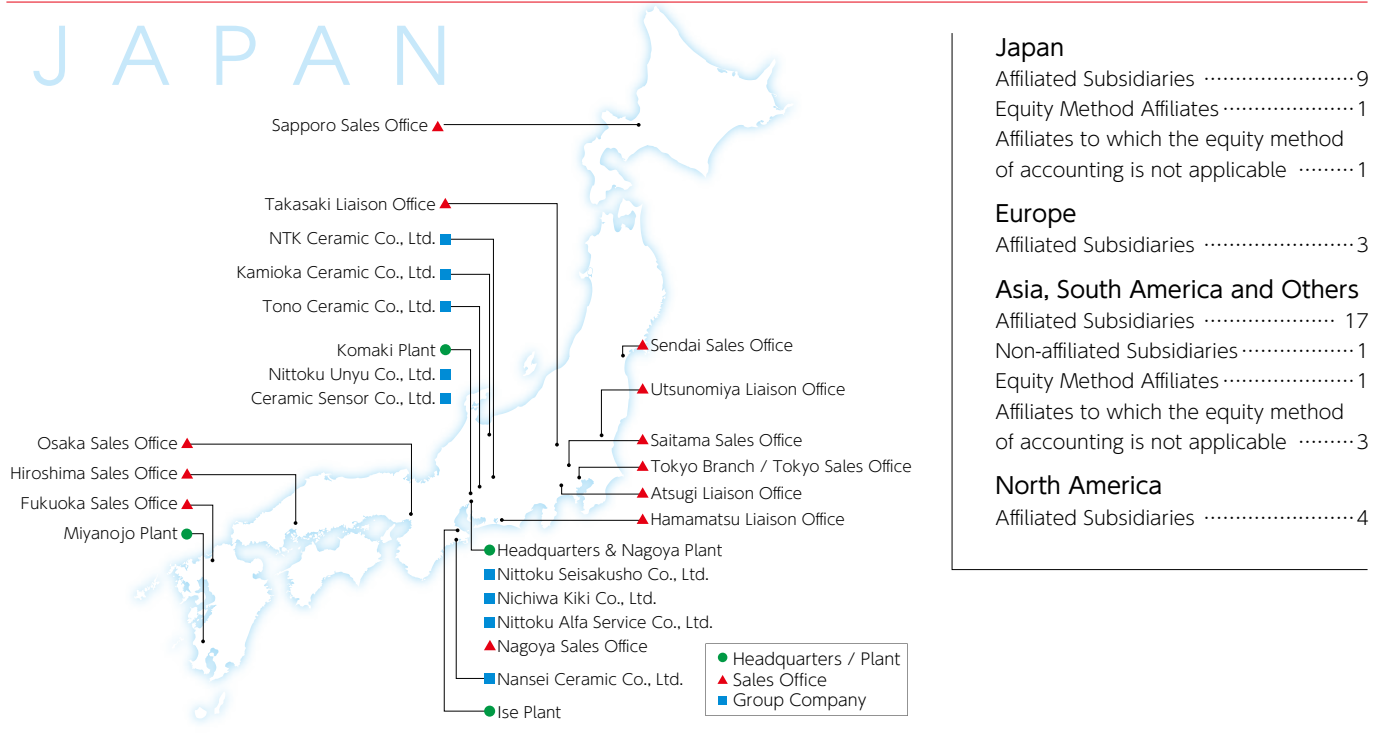
# NGK SPARK PLUG Group Business Outline

## Corporate Profile (As of September 2012)

Corporate Name NGK SPARK PLUG CO., LTD.  
 Head Office 14-18 Takatsuji-cho,  
 Mizuho-ku, Nagoya  
 Foundation October 26, 1936  
 Capital 47,869,270,000 yen  
 Business (1) Manufacturing and selling spark plugs and related  
 products for internal-combustion engines.  
 (2) Manufacturing and selling technical ceramics and  
 applicable products.  
 Group Companies 34 subsidiaries (9 in Japan, 25 overseas), 6 affiliates



## Network (As of September 2012)



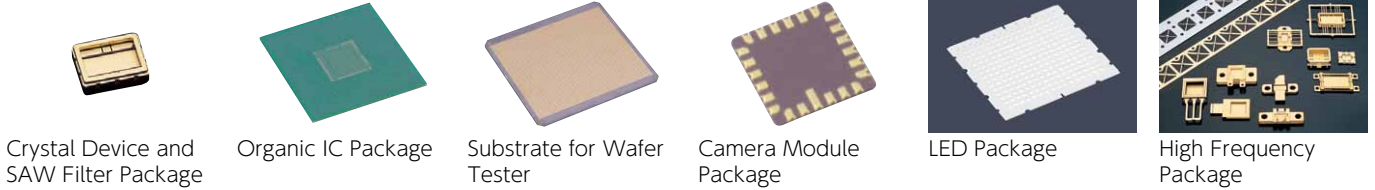
# NGK SPARK PLUG Group Business Outline

## Primary Products

### Automotive Components Group



### Communication Media Components Group

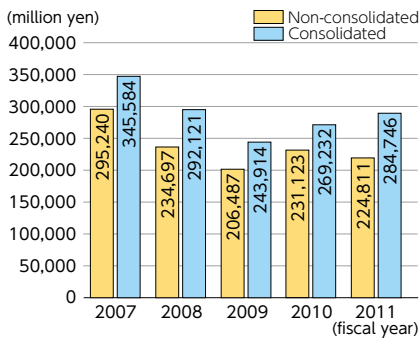


### Technical Ceramic Group

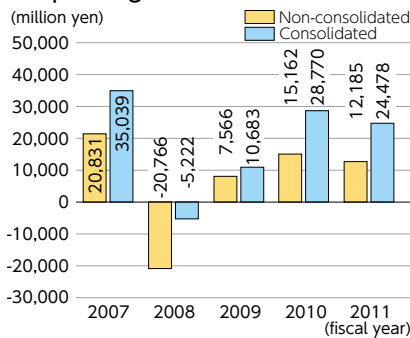


## Financial Data

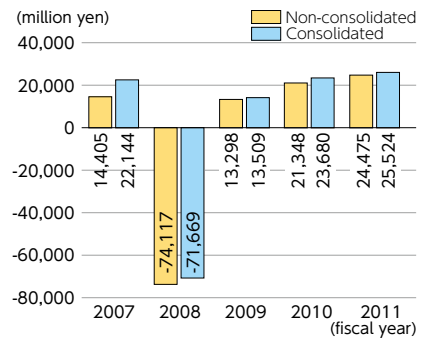
### Net sales



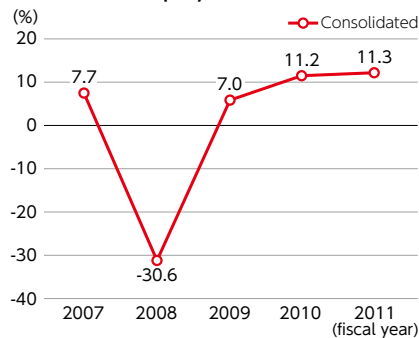
### Operating income



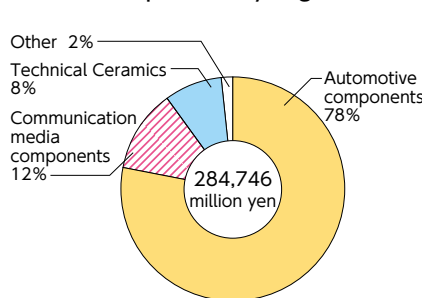
### Net income



### Return on Equity (ROE)



### Sales Composition by Segment



### Number of Employees

