Niterra

Niterra Co., Ltd.
Business Operations Division
Public Relations Department
Web site https://www.niterragroup.com/english

Check out our official LinkedIn here

Check out our official Instagram here

@NITERRAGROUP_OFFICIAL

Niterra

Corporate Brochure 2026

Created in July 2026

Effective April 1, 2023,
our English company name has changed to "Niterra Co., Ltd."
As a result, NGK SPARK PLUG Group has become the "Niterra Group".

Niterra

Concept behind Niterra

Niterra is a word that we have coined that combines
"niteo," which means "shine" in Latin, and "terra," which means "earth."
It expresses the Group's determination to not only contribute to
a sustainable society, but also brightens the entire global environment.



Top Message



Since its foundation in 1936, the Niterra Group has been exploring the potential of ceramics and contributing to social development while building trust with our customers, driven by the mindset of “Involvement by all" and “Quality Products," which are the starting points for all our manufacturing. By doing so, we have worked to earn the trust of customers in Japan and overseas under the "NGK SPARK PLUG" company name.

However, in an era when the automotive industry is undergoing a once-in-a-century transformation, we believe that in order to achieve solutions to social issues faster than ever before, in our various initiatives we need to bring about change that is not simply an extension of the past.

As part of that effort, in 2023, we changed the English company name from "NGK SPARK PLUG" to "Niterra". This is a coined word that combines the Latin words "niteo," (meaning "shine") and "terra" (meaning "earth"). It expresses the Group's desire and commitment to become a company that brightens the global environment—that truly makes the earth shine.

Using core assets such as ceramic technology that have been cultivated up to now, our Group helps realize a better society by addressing diverse global issues. While maintaining the shared values of the "Niterra Way" that we have cultivated over the years, we will continue to seek solutions to social issues with the highest aspirations.

We sincerely appreciate your continued, generous support of the Niterra Group.

Keiji Suzuki
Representative Director, President

Vision

We will be a company that brightens the Earth

by solving social issues through our unique, Tokushu, technoligies and ideas.

Niterra

Our Mission

By integrating our established ceramics-based core assets with newly developed ones, we will link these core assets together, optimize the efficient use of minimal resources, and deliver regenerative and circular solutions to society.

ceramics and Beyond, eXceeding imagination

The Niterra Way - The Niterra Group's Shared Values -

The Niterra Way refers to the values of the Niterra Group that all employees commit to sharing and passing down to the next generations.

Dokuritsu-Jiei
:Demonstrate a commitment to taking ownership—trusting in your own capabilities without relying on others.

Soshi-Kantetsu
:Have cherished desire, and carry it through till the end

Shisei-Shinjitsu
:Embody the highest levels of sincerity, honesty, and authenticity—free from deception or pretense.

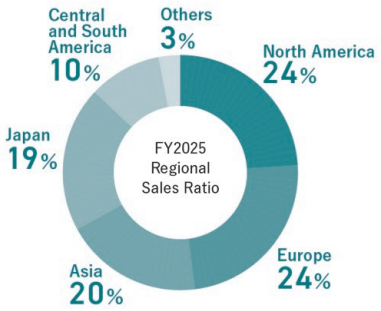
Shikai-Keitei
:Conduct business that contributes to global peace and shared prosperity

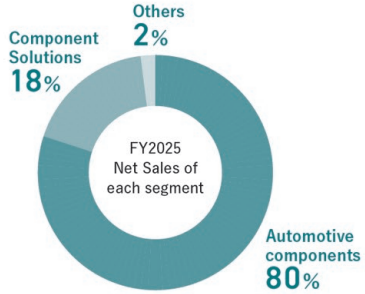
Sales of the entire Niterra Group
731.2 billion yen

Paid-in capital
47,869 million yen

Overall group operating profit ratio
18.9%

Composition of net sales





Number of employees
Non-Consolidated 3,208
Consolidated 15,698

Main products
Spark plug global market share
Oxygen sensor global market share
No.1
*Niterra research as of March 2025

Operating locations
Japan 30
Overseas 58

Global expansion
Number of countries where our products are sold: About 140
Overseas sales ratio: 81%
Overseas employee ratio: About 46%

Representative products (Automotive components)

We leverage the characteristics of ceramics, such as spark plugs and sensors,
taking great pride in our global top market share,
to create an environmentally friendly mobility society that enriches people's lives.

Plugs

Our spark plug was the first to be made in Japan. We now enjoy the top market share in the world. Spark plugs play a crucial role in starting the engine; cars simply cannot run without spark plugs. Our proprietary ceramics technology delivers performance to withstand harsh environments inside the engine and improve fuel efficiency. By improving fuel efficiency, these spark plugs also contribute to environmental conservation by reducing CO_2 emissions.

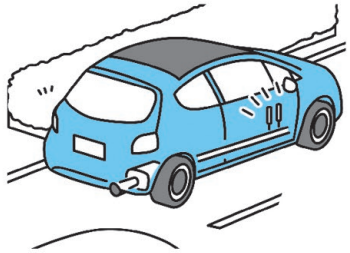




Sensors

Sensors are core automobile components capable of sensing vibrations and exhaust gases to ensure safe, efficient engine operation. They help to detect engine abnormalities, make exhaust gas cleaner, and improve fuel efficiency. Our proprietary technology achieves fast and accurate sensing even in the harsh environments inside vehicles, enabling us to meet increasingly stringent exhaust gas emission regulations in recent years.





Representative products (Semiconductor Related , Others)

We provide optimal solutions for various industries with a diverse range of products,
including semiconductor related parts and industrial ceramic parts.

Products for Semiconductor Manufacturing Equipment

We offer a variety of components used in the semiconductor manufacturing process. Our electrostatic chucks, which make the most of the electrostatic properties of ceramics and which we produce ourselves from materials development to finishing touches, improve the quality of semiconductors with our unique technology that maintains the surface temperature of silicon wafers* at a uniform level. We will continue to contribute to improving the production efficiency of semiconductors, so essential for the IoT society of the future.

*Materials that form the substrate of semiconductors





Piezoelectric ceramics

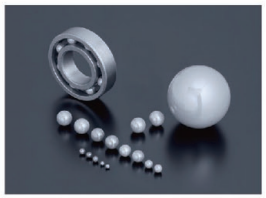
Piezoelectric ceramics are used in various products in various fields, such as medical, automobiles, and semiconductors, which are indispensable in our daily lives, taking advantage of the "voltage to vibration/pressure to voltage" characteristic of ceramics. We also sell lead-free piezoelectric ceramics, which do not contain lead aiming to realize a sustainable society.

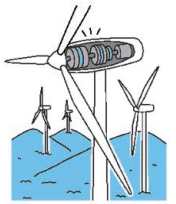




Balls for bearings

These bearing balls are made of silicon nitride, which offers excellent mechanical properties, including light weight, high strength, high rigidity, and superior wear resistance.As an indispensable product for achieving high-performance bearings, they are applied to bearings in a wide range of fields. This includes motors for electric vehicles (EVs), where there is an increasing demand for electrical corrosion resistance due to higher-performance inverters and higher-voltage batteries, as well as the emerging trend toward high-speed motor rotation.





New Products / Services

We are committed to confronting the world's challenges and creating a future beyond human imagination with products and services in new fields that transcend ceramics technology.

Regional CCU ™

The idea is to capture CO_2 emitted from factories and use it as a resource, making use of current industry and creating a sustainable city. By optimally managing CO_2 emissions, demand, and renewable energy electricity production based on CCU* (Technology to capture and utilize CO_2), CO_2, hydrogen, synthetic fuel, and electricity can be interchanged and circulated locally. We will contribute to the realization of a carbon-neutral society that takes advantage of regional characteristics.

*Carbon dioxide Capture Utilization

Reversible SOC System



We are currently working on the development of a "reversible SOC system" that utilizes the fuel cell technology we have developed over the years. This system produces hydrogen through water electrolysis and generates electricity through fuel cells, all in a single cell stack. The development of this system will make it possible to address the social issue of increasing surplus electricity with the increase in the ratio of renewable energy, and is expected to contribute to the realization of a decarbonized, hydrogen-circulating society.

Desiccant air conditioner

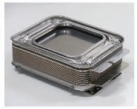


A desiccant* air conditioner incorporates a desiccant rotor inside and performs humidity control of outside air through cooling, heating, humidification and dehumidification. Since the treated air has a reduced humidity, it is effective in preventing condensation indoors and reducing the load on air conditioning equipment. By introducing this system in stores and offices that require a lot of ventilation and energy usage, it is expected to have effects such as improving the environment and saving energy.

*Desiccant is a drying agent or dehumidifier,

【Efforts of our group】

Solid oxide fuel cells(SOFC)



Solid oxide fuel cells (SOFC)* are new, earth-friendly power generating devices that generate electricity through a chemical reaction between hydrogen and oxygen. Our Group is undertaking the development of cell stacks* for power generation. Above all, our Group is rising to the challenge of developing compact, high-output, next-generation SOFCs. We anticipate that these will contribute to the decarbonized society of the future.

*SOFC power generating devices.

Water Quality Sensing



By applying the sensing technology and data analysis technology that we have cultivated over many years, we are working to provide a total solution for land-based aquaculture that can manage aquaculture operations by visualizing water quality information in seawater, and combining IoT technology and AI analysis. We are proceeding with development with the goal of not only contributing to food issues through land-based aquaculture systems, but also contributing to global environmental issues such as preserving the water quality of oceans and rivers in the future.

History of the Morimura Group

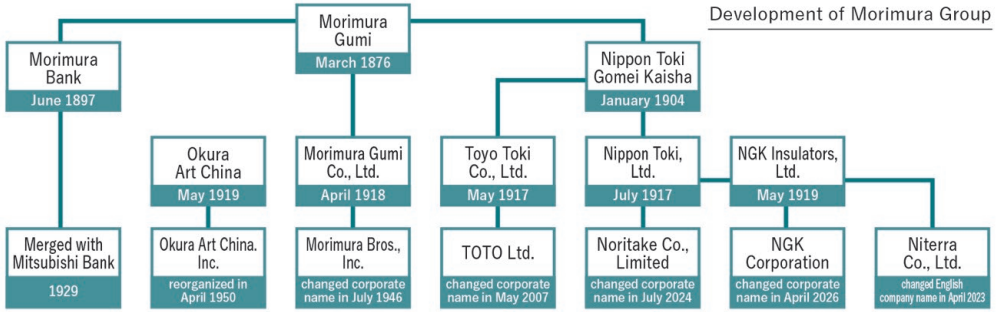
The Morimura Group, a leading corporate group in the Japanese ceramics and porcelain industry, traces its roots back to 1876, when Morimura Gumi*1 was founded by brothers Ichizaemon and Toyo Morimura, pioneers of the Japanese trading industry.

The history of the Group dates back to 1904, when the founders of Morimura Gumi established Nippon Toki Gomei Kaisha,*2 which was followed by the spinoff in 1917 of the company's sanitary ceramics division to form Toyo Toki Co., Ltd.,*3 by the spinoff in 1919 of the insulators division to form NGK Insulators, Ltd.,*4 and by the establishment in the same year of Okura Art China.*5

Subsequently, in October 1936, the spark plug division of NGK Insulators, Ltd.*4 was spun off to establish our company, forming the foundation of the Morimura Group today.

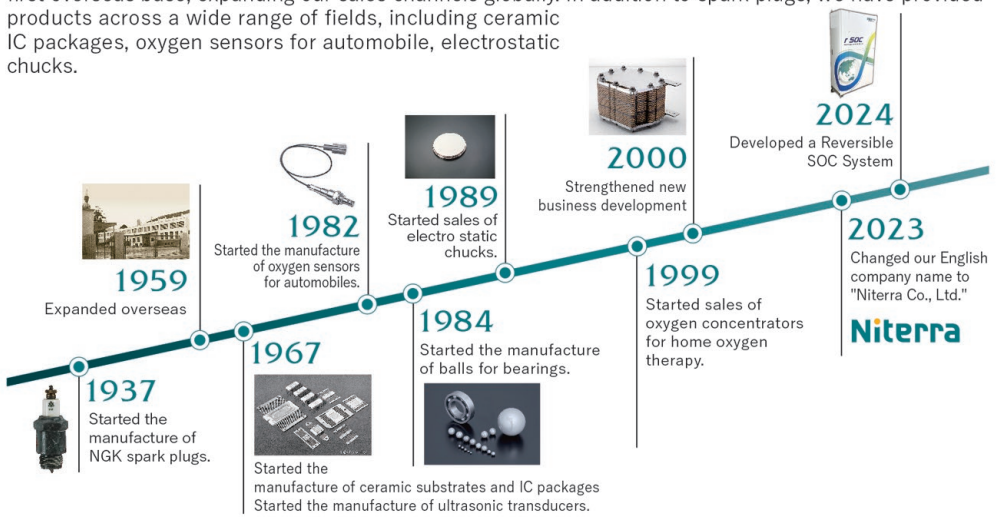
*1 Now Morimura Bros., Inc. *2 Later Nippon Toki Ltd.; now Noritake Co., Limited
*3 Now TOTO Ltd. *4 Now NGK Corporation *5 Now Okura Art China, Inc.

Development of Morimura Group



Development of Niterra Group

Following our establishment in 1936, we began manufacturing spark plugs. In 1959, we established our first overseas base, expanding our sales channels globally. In addition to spark plugs, we have provided products across a wide range of fields, including ceramic IC packages, oxygen sensors for automobile, electrostatic chucks.



Company Profile

Company Name	Niterra Co., Ltd.
Establishment	October 26, 1936 *Anniversary of foundation : November 11.
Capital	47,869 million yen
Representative	Keiji Suzuki Representative Director, President
Headquarters	URBANNET NAGOYA NEXTA Bldg. 1-1-1 Higashisakura, Higashi-ku, Nagoya 461-0005
Employees	Non-Consolidated: 3,208 (as of March 2026) Consolidated: 15,698 (as of March 2026)
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	Consolidated subsidiaries: 59 Equity method affiliated companies : 10
Factories	Komaki Plant・Satsuma Plant・Ise Plant
Branch Offices	Domestic Branch Office: Tokyo, Osaka, Nagoya, Hiroshima, Fukuoka, Sendai, Sapporo, Utsunomiya Overseas Branch Office: Asia / Oceania, North America, Central and South America, Europe, Middle East / Africa

Financial Highlights

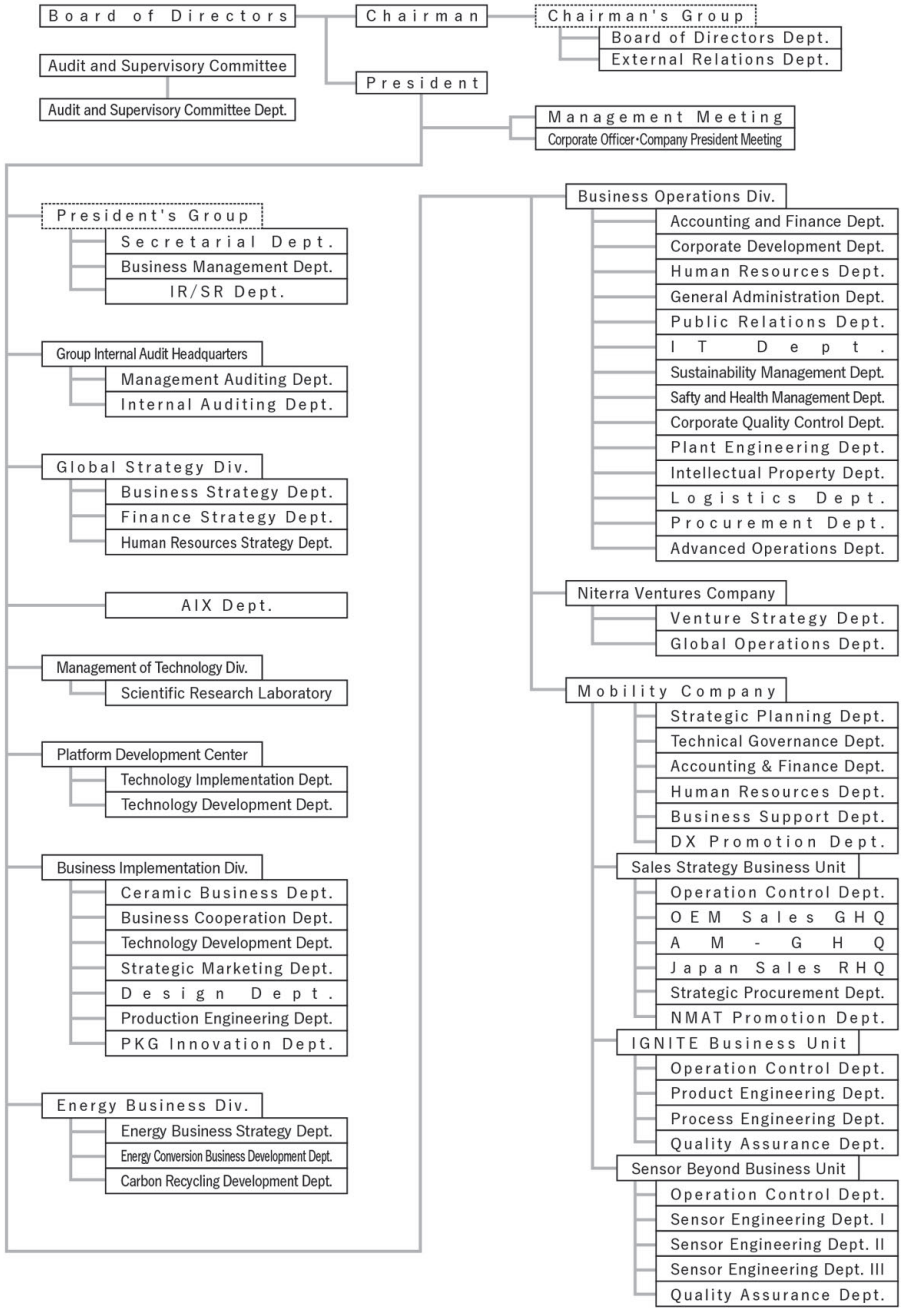
(Millions of yen)

(Fiscal Year)	2021	2022	2023	2024	2025
Revenue	491,733	562,559	614,486	652,993	731,207
Operating profit	75,512	89,219	107,591	129,660	138,158
Profit attributable to owners of the parent	60,200	66,293	82,646	92,625	112,892
Capital expenditure	29,589	31,335	41,173	37,532	48,997
Depreciation	37,940	39,194	39,814	39,690	45,022
Research and development expenses	23,685	27,887	29,058	28,144	26,782
Cash flows from operating activities	71,910	69,305	118,179	132,921	109,384
Cash flows from investing activities	10,234	△37,375	△92,157	△34,246	△165,531
Free cash flow	69,713	34,382	33,364	98,462	△64,241
Dividend payout	20,792	33,839	33,068	35,407	40,532
Equity attributable to owners of the parent	517,988	563,739	638,300	674,722	771,255
Total assets	823,181	903,102	975,719	990,966	1,221,101
Interest bearing debt	165,268	198,222	190,840	167,835	255,356
					(yen)
Basic earnings per share	296.04	326.09	409.47	466.34	570.43
Shareholder's equity per share	2,530.01	2,772.61	3,181.33	3,399.43	3,910.20
Cash dividends per share	102	166	164	178	205
Operating income ratio (%)	15.4	15.9	17.5	19.9	18.9
Return on sales revenue (%)	12.2	11.8	13.4	14.2	15.7
Gross profit on sales (%)	31.8	35.2	36.8	39.5	38.4
Return on equity (ROE)	12.5	12.3	13.8	14.1	15.7
Return on asset (ROA)	7.3	7.3	8.5	9.3	10.3
Return on Invested Capital (ROIC)	7.9	8.6	9.5	10.9	10.3
Equity attributable to owners of the parent as a percentage of total assets	62.5	62.4	65.4	68.1	62.8
Total asset turnover (%)	0.6	0.6	0.65	0.66	0.66
Dividend payout ratio	34.5	50.9	40.1	38.2	35.9

A History of Niterra Co., Ltd.

1936	NGK SPARK PLUG CO., LTD. (※) was established with a capital of 1,000,000 yen. ※Changed English company name to Niterra
1937	Started the manufacture of NGK spark plugs.
1949	Started the manufacture of NTK techinical ceramics. Listed on both Tokyo and Nagoya stock exchanges.
1958	Started the manufacture of ceramic cutting tools and inserts. Started the manufacture of copper-cored wide range spark plugs. Became a pioneer product in the automobile industry.
1959	Established CERAMICA E VELAS DE IGNICAO NGK DO BRASIL LTDA. (the present CERAMICA E VELAS DE IGNICAO NGK DO BRASIL LTDA.)
1961	Established NITTOKU SEISAKUSHO CO., LTD.
1962	Started the operation of Komaki Plants. (Aichi prefecture)
1966	Established NGK SPARK PLUGS (U.S.A.), INC. (Sales company)
1967	Started the manufacture of ceramic IC packages.
1973	Established NGK SPARK PLUGS MALAYSIA BHD. Started the manufacture of temperature sensors for automobile.
1974	Established NICHIWA KIKI CO., LTD. Started the operation of Kagoshima-Miyanojo Plants. (Kagoshima prefecture) Established SIAM NGK SPARK PLUG CO., LTD. Established NITTOKU UNYU CO., LTD.
1975	Established NGK SPARK PLUG (U.K.) LTD.
1976	Established NGK SPARK PLUG MFG. (U.S.A.), INC. (Manufacturing company)
1977	Established PT NGK BUSI INDONESIA.
1978	Established NTK CERAMICS (U.S.A.), INC. (Ceramic manufacturing company)
1979	Established BUJIAS NGK DEL ECUADOR CIA LTDA. Established NGK SPARK PLUGS (DEUTSCHLAND)., GmbH (the present NGK SPARK PLUG EUROPE GmbH)
1980	Established NGK SPARK PLUG (AUSTRALIA) PTY. LTD. Started the manufacture of quick glow system(QGS).
1982	Established NGK SPARK PLUGS CANADA LIMITED. Established KAMIOKA CERAMIC CO., LTD. Established TONO CERAMIC CO., LTD. Started the manufacture of oxygen sensors for automobile.
1984	NGK SPARK PLUG MFG. (U.S.A.), INC. changed its corporate name to NGK SPARK PLUGS (U.S.A.), INC., by merging with NGK SPARK PLUGS (U.S.A.), INC. and NTK CERAMICS (U.S.A.), INC. Established TAIWAN NGK SPARK PLUG CO., LTD. Established IIJIMA CERAMIC CO., LTD.
1985	Started the manufacture of glow plugs (ceramic type).
1989	Invested in WOOJIN INDUSTRY CO., LTD. (Korea) Established CERAMIC SENSOR CO., LTD.
1990	Established NGK SPARK PLUG INDUSTRIES EUROPE S.A.S. (FRANCE) Started the operation of Europe Technical Center. Started the manufacture of bio ceramics.
1991	Total number of production of NGK spark plugs exceeded 5 billion units.
1992	Established BUJIAS NGK DE MEXICO S.A. DE C.V.
1993	Started the operation of Brasil Technical Center. Established NGK SPARK PLUGS (FRANCE) S.A.S. Established Nakatsugawa Ceramic Co., Ltd. Established NTK CUTTING TOOLS KOREA CO., LTD. (the present NTK TECHNICAL CERAMICS KOREA CO., LTD.)
1994	Started the operation of Ise Factory. (Mie prefecture) Established NGK SPARK PLUG MFG. (U.S.A.), INC. Established NTK TECHNICAL CERAMICS (TAIWAN) LTD.
1995	Established NGK SPARK PLUGS (U.S.A.) HOLDING, INC.
1996	Started the operation of U.S.A. Technical Center.
1997	Started the manufacture of NGK "Iridium" plugs. Started the operation of Komaki Technical Center. Started the manufacture of organic IC packages.
2000	Started the manufacture of NGK "Iridium IX" plugs.
2001	Established NGK SPARK PLUGS SINGAPORE PTE LTD. Started the manufacture of oxygen concentrator for home oxygen therapy. Started the operation of Komaki R&D Center. Established NANSEI CERAMIC CO., LTD.
2002	Restructured former NGK SPARK PLUGS (U.S.A.), INC. and NGK SPARK PLUG MFG. (U.S.A.), INC. Established newly NGK SPARK PLUGS (U.S.A.), INC. and NTK TECHNOLOGIES,INC. according to the product market. Established NGK SPARK PLUG MIDDLE EAST FZE.
2003	Established NGK SPARK PLUG (SHANGHAI) CO., LTD. Established NTK TECHNICAL CERAMICS POLSKA SP.Z O.O.
2004	Started the manufacture of new high temperature ceramic glow plugs.
2005	Established NGK SPARK PLUGS (THAILAND) CO., LTD. Started the manufacture of hydroxyapatite cement.
2006	Established NGK SPARK PLUGS (INDIA) PVT. LTD. Total number of domestic production of NGK plugs reached 10 billion units.
2007	Established NGK SPARK PLUGS SA (PTY) LTD.
2008	Established NGK SPARK PLUG (PHILIPPINES), INC.
2009	NAKATSUGAWA CERAMIC CO., LTD. changed its corporate name to NTK CERAMIC CO., LTD. by merging with KANI CERAMIC CO., LTD. and IIJIMA CERAMIC CO., LTD.
2011	Established CHANGSHU NGK SPARK PLUG CO., LTD.
2012	Established NGK SPARK PLUGS (VIETNAM) CO., LTD.
2013	Capital and Business Alliance with EASTERN CO., LTD. Tono Ceramic Co., Ltd. changed its corporate name to SparkTec TONO CO., LTD. Established LLC NGK SPARK PLUG (EURASIA) Established Spark Tec (Thailand) Co., Ltd. Established NITTOKU DENSHI CO., LTD.
2014	Started the operation of SparkTec TONO CO., LTD.Nino Headquaters Plant.
2015	Acquired 100% ownership of NIHON CERATEC CO., LTD. Acquisition of all the share relating to WELLS vehicle electronics business.
2016	Nittoku Seisakusho Co., Ltd. changed its corporate name to SparkTec WKS Co., Ltd. Started the operation of SparkTec WKS Co., Ltd. Headquaters Plant. Nihon Ceratec Co., Ltd. changed its corporate name to NTK Ceratec Co., Ltd. Established CS Nakatsugawa Co., Ltd. Established NTK Ceramic Co., Ltd.
2017	SparkTec (Thailand) Co., Ltd. changed its corporate name to NGK SPARK PLUGS (ASIA) Co., Ltd. NITTOKU SMILE CO., LTD.
2018	Established Sharing FACTORY Co., Ltd. Acquired 100% ownersthip of CAIRE Inc.
2019	Established MORIMURA SOFC TECHNOLOGY Co., Ltd.
2020	Established CECYLLS Co., Ltd. Established NTK CORPORATION ASIA CO., LTD. Established NTK Medical CO., LTD. Established NTK Cutting Tools CO., LTD. Established ignArt CO., LTD.
2021	Company split following the organizational reform SparkTec WKS CO., LTD. becomes the successor company by merging with SparkTec TONO CO., LTD. and taking over the spark plug manufacturing business of NGK SPARK PLUG CO., LTD. CERAMIC SENSOR CO., LTD. becomes the successor company by merging with CS NAKATSUGAWA CO., LTD. and taking over the sensor manufacturing business of NGK SPARK PLUG CO., LTD. NTK CUTTING TOOLS CO., LTD. takes over the cutting tool manufacturing business of NGK SPARK PLUG CO., LTD. NANSEI CERAMIC CO., LTD. takes over the industrial ceramics manufacturing business of NGK SPARK PLUG CO., LTD. NTK CERATEC CO., LTD. takes over the semiconductor production equipment (SPE) business of NGK SPARK PLUG CO., LTD. NTK MEDICAL CO., LTD. takes over the respiratory health business of NGK SPARK PLUG CO., LTD.
2022	Relocated head office to Higashi-ku, Nagoya
2023	English name of NGK SPARK PLUG CO., LTD. changed to Niterra Co., Ltd.
2024	Niterra North America, Inc. becomes the successor company by merging with NTK Technologies, Inc.
2025	The acquisition of all shares of Toshiba Materials Co., Ltd. and the change of its company name to Niterra Materials Co., Ltd.

Organization (Current at April 1st, 2026)



Executive Officers (Current at June 26, 2026)

Directors



Takeshi Kawai

Representative Director
Chairman of the Board



Keiji Suzuki

Representative Director
President
All Divisions.
Group Internal Audit Headquarters
General Manager Global Strategy Div.



Koji Suzuki

Member of the Board
Executive Officer
President's Group
Group Internal Audit Headquarters
General Manager, Tokyo Branch



Chiharu Takakura

Member of the Board
(Outside Director)



Takayoshi Mimura

Member of the Board
(Outside Director)



Hisanori Makaya

Member of the Board
(Outside Director)



Miho Hanafusa

Member of the Board
(Outside Director)

Member of the Board
Audit and Supervisory Committee Member



Kenji Isobe

Member of the Board
Standing Audit and
Supervisory Committee
Member



Fumiko Nagatomi

Member of the Board
(Outside Director)
Audit and Supervisory
Committee Member



Hideyo Uchiyama

Member of the Board
(Outside Director)
Audit and Supervisory
Committee Member



Kohei Kodama

Member of the Board
(Outside Director)
Audit and Supervisory
Committee Member

Corporate Officer

Toru Matsui
Executive Vice President
Niterra Ventures Company

Hiroyasu Ogura
Executive Officer
Head of All Business Operations
Chairman of Niterra Materials Co., Ltd.

Kazunobu Hasegawa
Executive Officer
Mobility Company President
Head of Strategy Business Unit, Mobility Company

Tomohiro Yamaguchi
Executive Officer
General Manager Business Operations Div.
Plant Manager of Komaki

Yoshitaka Suzuki
Executive Officer
Business Strategy Dept., Global Strategy Div.
CAIRE Inc.

Kenji Kobayashi
Executive Officer
Chairman's Group

Kazuyoshi Terashita
Executive Officer
Finance Strategy Dept., Global Strategy Div.

Tetsuya Sugiura
Executive Officer
Vice President of Niterra Materials Co., Ltd.

Hiroaki Masuda
Executive Officer
Mobility Company Vice President
Chairman of Wells Vehicle Electronics GP L.L.C.
Energy Business Div.

Yoshikuni Sato
Executive Officer
President of Morimura SOFC Technology Co., Ltd.

Kazuyuki Kimura
Executive Officer
General Manager AIX Dept.

Jun Chino
Executive Officer
Regional President China
President of Niterra Trading(Shanghai)Co., Ltd.
President of Niterra(Shanghai)Co., Ltd.

Yoshiki Hirano
Executive Officer
Niterra Ventures Company

Yoshiro Miura
Executive Officer
Vice General Manager Business Operations Div.
General Manager, Headquarters

Yuichi Yamada
Executive Officer
Chairman of NTK CERATEC CO., LTD.

Akira Suzuki
Executive Officer
Head of IGNITE Business Unit, Mobility Company
Plant Manager of Satsuma

Hisaki Sanoi
Executive Officer
Regional President ASEAN, India
President of Niterra ASIA Co., Ltd.
President of Niterra IBC Asia Co., Ltd.

Tomoyuki Kamohara
Executive Officer
Executive Assistant to the President·IR/SR·Business Management Dept., President's Group

Michael Alan Schwab
Corporate Officer
Regional President PAMA
President of Niterra North America, INC.
President of Niterra Canada Limited.

Damien Germès
Corporate Officer
Regional President EMEA
President of Niterra EMEA GmbH

Satoshi Hotta
Corporate Officer
President of NTK CERATEC CO., LTD.
Plant Manager of Ise

Hiromi Kitagawa
Corporate Officer
Human Resources Strategy Dept.,
Global Strategy Div.

Shingo Ito
Corporate Officer
General Manager Management of Technology Div.
Head of Scientific Research Laboratory
General Manager Business Implementation Div.

Go Hanzawa
Corporate Officer
Business Strategy Dept., Global Strategy Div.
Platform Development Center

Shinichiro Iwama
Corporate Officer
Global Strategy Div.

Taro Goto
Corporate Officer
Head of Sensor Beyond Business Unit,
Mobility Company

Major Domestic Plant and Bases (Non-consolidated)

Location (Address)	Major Products and Equipment	Address
Headquarters	Headquarters Functions	URBANNET NAGOYA NEXTA Bldg. 1-1-1 Higashisakura, Higashi-ku, Nagoya, Aichi 461-0005
Komaki Plant	Plugs, Sensors, Industrial Ceramics, and Production Equipment for Related Products	2808, Iwasaki, Komaki, Aichi 485-8510
Satsuma Plant	Spark Plug Production Equipment	2238-1, Tabaru, Satsuma-cho, Satsuma-gun, Kagoshima 895-1802
Ise Plant	Sensors, Industrial Ceramic-Related Products, and Product Production Equipment	871-6, Hosokoshi, Enza-cho, Ise, Mie 516-1196
TOKYO BRANCH	Sales Facilities	13F floor, Shinagawa Heart, 1-8-23 Konan, Minato-ku, Tokyo 108-8243
OSAKA SALES OFFICE	Sales Facilities	3-10-30, Tarumi-cho, Suita, Osaka 564-0062
HIROSHIMA SALES OFFICE	Sales Facilities	Mikawa-cho Parking Bldg. 12F, 7-7, Mikawa-cho, Naka-ku, Hiroshima, Hiroshima 730-0029
FUKUOKA SALES OFFICE	Sales Facilities	4-7-27, Shimizu, Minami-ku, Fukuoka, Fukuoka 815-0031
SENDAI SALES OFFICE	Sales Facilities	1-19-6, Takasago, Miyagino-ku, Sendai, Miyagi 983-0014
SAPPORO SALES OFFICE	Sales Facilities	Sapporo Clock Tower Bldg, 5F, Kita 1-jo Nishi 2-chome, Chuo-ku, Sapporo-shi, Hokkaido 060-0001

Group Companies

Company Name	Business	Address
CERAMIC SENSOR CO., LTD.	Production of automotive sensors	391-5, Nakayokouchi, Yokouchi, Komaki, Aichi 485-0781
SparkTec WKS CO., LTD.	Production of spark plugs and glow plugs	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)
NTK CERAMIC CO., LTD.	Production and sale of semiconductors components	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)
NITTOKU ALPHA SERVICE CO., LTD.	Factory greening ,office cleaning, Documents dizitization and storage service	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)
NTK CERATEC CO., LTD.	Production and sale of semiconductor manufacturing equipment and industrial ceramics products	3-24-1 Akedori, Izumi-ku, Sendai, Miyagi 981-3292
NITTOKU SMILE CO., LTD.	Greenery business, cleaning business, paperwork	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)
MORIMURA SOFC TECHNOLOGY Co., Ltd.	Business related to research, development, manufacture and sale of cells, stacks, modules and systems for Solid Oxide Fuel Cells	2808, Iwasaki, Komaki, Aichi 485-8510
CECYLLS Co., Ltd.	Manufacture and sale of cylindrical horizontal-stripe cell stacks	382-1,Hattanda,Honjo,Komaki,Aichi, 485-0821 (KomakiHonjo Plant)
Niterra AQUA Co., Ltd.	Production, sales and leasing of shrimp breeding equipment, Production, sales and leasing of management systems for shrimp breeding and aquaculture equipment	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)
Niterra Materials Co., Ltd.	Development, manufacturing and sales of Fine Ceramics, Phosphor applied Products, High-purity Metals, Magnetic Parts, Tungsten and Molybdenum, Special Metals and Alloys, and other application products	Toshiba corporation Yokohama Complex, 8, Shinsugita-cho, Isogo-ku, Yokohama City
Niterra Electric Power Co., Ltd.	Electric power supply, generation, and their management and operation; the manufacturing and sales of environment and energy-related equipment; and all other related businesses	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)

Affiliates

Company Name	Business	Address
NTK CUTTING TOOLS CO., LTD	Production of cutting tools	2808, Iwasaki, Komaki, Aichi 485-8510 (in Komaki Plant)

Overseas Group Companies

Company Name	Business	Address
Asia/Oceania		
Manufacturing & Sales Organization		
Niterra Trading(Shanghai)Co., Ltd./ Niterra(Shanghai)Co., Ltd.	Production and sale of spark plugs and automotive sensors	No.736 Songsheng Road, Songjiang Industrial Zone, Shanghai 201613, The People's Republic of China
Niterra(Changshu)Co., Ltd.	Production and sale of automotive sensors	No.8 Xinhua Port Zone Avenue, Changshu Economic Technology Development Zone, Changshu City, Jiangsu Province, The People's Republic of China
WOOJIN INDUSTRY CO., LTD.	Production and sale of automotive components	248 Sandan-Ro, Danwon-Gu, Ansan-shi, Gyeonggi-Do, Korea
Niterra (Thailand) Co., Ltd.	Production and sale of automotive sensors, sale of automotive components and technical ceramics	700/864 Moo 1, Amata City Chonburi Industrial Estate (Phase 8), Tambol Panthong, Amphur Panthong, Chonburi 20160, Thailand
Siam Niterra Co., Ltd.	Production and sale of spark plugs and glow plugs, sale of automotive sensors	700/849 Moo 1, Amata City Chonburi Industrial Estate (Phase 8), Tambol Panthong, Amphur Panthong, Chonburi 20160, Thailand
Niterra ASIA Co., Ltd.	Production and sale of spark plugs	700/1006 Moo 9, Amata City Chonburi Industrial Estate (Phase 10),Tambol MapPong, Amphur Panthong, Chonburi Province, 20160, Thailand
Niterra Malaysia Berhad	Production and sale of spark plugs, sale of automotive sensors and semiconductor components	No.4586, Jalan Permatang Pauh, Butterworth, 13400, Penang, Malaysia
PT Niterra Mobility Indonesia	Production and sale of spark plugs	JL. Raya Jakarta-Bogor, Km 26, 6 Ciracas, Pasar Rebo, Jakarta Timur, Indonesia
Niterra India Private Limited	Production and sale of spark plugs, sale of automotive sensors	407-416, Splendor Tower - II, Spectrum One, Sector-58, Gurugram, Haryana-122011, India
Sales Organization		
TAIWAN Niterra Co., Ltd.	Sale of automotive components, semiconductor components and technical ceramics	3F, No.102, Dun Hua North Rd. Taipei, Taiwan, R.O.C.
Niterra Vietnam Co., Ltd.	Sale of automotive components	Unit 601, 6th floor, 1060 Nguyen Van Linh, Tan Phong Ward, District 7, Ho Chi Minh City, Vietnam
Niterra Philippines, Inc.	Sale of automotive components	Unit 1207 12th Floor, One World Place 32nd Street, Bonifacio Global City, Taguig 1630, Philippines
Niterra Australia Pty. Ltd.	Sale of automotive components, sale of technical ceramics	6 Duigan Drive, Mentone, VIC 3194, Australia
Other Organization		
Niterra IBC Asia Co., Ltd.	General operations for group companies in the Asian region	700/1006 Moo 9, Amata City Chonburi Industrial Estate (Phase 10), Tambol MapPong, Amphur Panthong, Chonburi Province, 20160, Thailand

Company Name	Business	Address
North America		
Holding Company		
Niterra(U.S.A)Holding, Inc.	Holding company for U.S. subsidiaries	1011 Centre Road, Suite 322, Wilmington, New Castle, DE 19805, U.S.A.
Manufacturing & Sales Organization		
Niterra North America, Inc. (Headquarters)	Manufacturing and sale of spark plugs and automotive sensors, sale of semiconductor and ceramic related products	46929 Magellan Drive, Wixom, MI 48393, U.S.A.
Niterra North America, Inc. (WEST VIRGINIA FACTORY)	Production of spark plugs and automotive sensors	One NGK Drive, Sissonville, WV 25320, U.S.A.
Wells Vehicle Electronics,L.P.	Production and sale of automotive components	385 W. Rolling Meadows Drive Fond du Lac, WI 54937, U.S.A.
CAIRE Inc.	Develop, manufacture and sale of oxygen concentrators	2200 Airport Industrial Drive, Suite 500, Ball Ground, GA 30107, U.S.A.
Sales Organization		
Niterra Canada Limited.	Sale of automotive components	25 Centurian Drive, Suite 205 Markham Ontario L3R 5N8, Canada
Niterra Mexico, S. A. de C. V.	Sale of automotive components	Carretera Lago de Guadalupe Km. 27.5, S/N, Lote 2, Bodega 3-A, Colonia San Pedro Barrientos, Tlalnepantla Estado de Mexico C.P. 54010, Mexico
Central and South America		
Manufacturing & Sales Organization		
Niterra do Brasil Ltda.	Production and sale of automotive components and technical ceramics	Rodovia Professor Alfredo Rolim de Moura, No 8.111, Km 61, Bairro Cocuera, Mogi das Cruzes, Sao paulo, CEP 08880-900, Brazil
Europe		
Sales Organization		
Niterra France SAS (Headquarters)	Sale of automotive components, semiconductor components and technical ceramics	Centre d'affaires la Boursidière Rue de la Boursidière BP 130 92357 Le Plessis Robinson Cedex, France
Niterra EMEA GmbH	Sale of automotive components, semiconductor and technical ceramics	Balcke-Dürr-Allee 6, 40882 Ratingen, Germany
Niterra UK Ltd.	Sale of automobile parts and technical ceramic parts	Maylands Avenue, Hemel Hempstead, Herts, HP2 4SD, U.K.
Middle East and Africa		
Manufacturing & Sales Organization		
Niterra South Africa (Pty) Ltd.	Production and sale spark plugs, sale of automotive sensors	Bantry Park, 41 Jansen Road, Jet Park, Boksburg, 1459, South Africa
Sales Organization		
Niterra Middle East FZE	Sale of spark plugs	Office No. 1219 & 1220 · JAFZA One - Tower A · PB No. 17859 Dubai · United Arab Emirates