

CSR of NGK Spark Plug Group

Corporate Philosophy

(Adopted in November 1996)

Three elements constitute our corporate philosophy.

[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.



1 | 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.

2 | 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.

3 | 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.

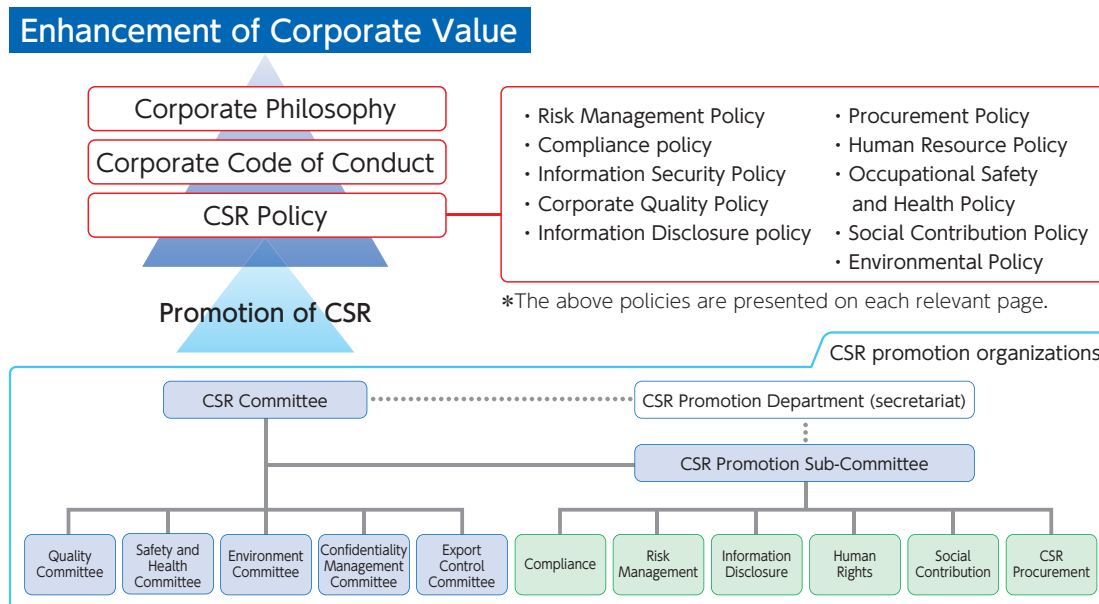
CSR*1 Concept

We view CSR not just as a responsibility but as an opportunity to be accountable through review of the NGK Spark Plug Group's economic, environmental and social activities from a global perspective, to enhance corporate value, and to contribute to the sustainable development of society in accordance with our Corporate Philosophy. Our wide-ranging CSR activities include offering excellent products to customers, disclosing corporate information to shareholders and the wider investor community in an optimal and easy-to-understand manner, collaborating with suppliers for mutual development, establishing a safe and employee-friendly working environment, and participating in and

supporting activities in the local 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. Also in April 2011, in line with the Corporate Philosophy and Corporate Code of Conduct, we established our CSR Policy, which comprises 10 policies, such as the Procurement Policy and others. On the basis of these policies, we intend to review and promote CSR based on a multifaceted approach into the future.

*1
CSR
Corporate Social
Responsibility

CSR Promotion Mechanism



CSR Promotion System

We established the CSR Committee and the CSR Promotion Sub-Committee after reviewing the previous committee organizations. The CSR Committee oversees and evaluates the CSR-related activities implemented by the respective committees, working groups and divisions, and makes appropriate proposals regarding them, to achieve total optimization of CSR activities, thereby strengthening our business foundation. The CSR Promotion Sub-Committee holds discussions on specific themes, such as compliance and information disclosure, and develops countermeasures. The membership of the CSR Promotion Sub-Committee also includes secretariat staff from the Quality Committee and other existing committees, so as to establish a companywide promotion system. We also promote activities to disseminate our CSR to all employees, who are encouraged to participate in study meetings lectured by experts invited from outside the company.

Progress in our CSR

Nov. 1996	Adopted "Corporate Philosophy"
Feb. 1998	Adopted "Corporate Code of Conduct"
Apr. 1998	Established Ethical Committee
Feb. 2003	Adopted "Corporate Ethics Helpline System Operation Guidelines"
Nov. 2004	Revised "Corporate Code of Conduct" Published "Code of Conduct Guidebook"
Apr. 2005	Published "Guidelines on the Handling of Personal Information"
Aug. 2005	Established Export Control Committee Adopted "Export Management Regulations"
Jan. 2007	Published "Confidentiality Management Guidelines"
Feb. 2007	Adopted "Confidentiality Management Regulations"
Sep. 2008	Established Internal Audit Department
Apr. 2009	Prepared "Corporate Protection Manual"
Apr. 2010	Inaugurated CSR Promotion Department
Oct. 2010	Established CSR Committee
Apr. 2011	Adopted CSR Policy