

With Our Customers

Basic Philosophy

Under the continuously evolving business environment surrounding our Group, customers' quality demand is also becoming stricter and more complex. Against this backdrop, companies are increasingly expected to fulfill their corporate social responsibilities, by sincerely listening to customers' opinions, adequately and promptly responding to a wide variety of requests and issues, and meeting diverse expectations from customers.

To appropriately understand the diverse needs of customers and promptly take necessary actions from the viewpoint of customers, we at NGK Spark Plug Co., Ltd. are committed to making companywide efforts to improve our quality assurance system, aiming to provide safe and reliable products that ensure greater customer satisfaction.

To meet customers' diverse expectations, we also continue actively communicating our products and service information to customers, while at the same time manufacturing products by making the best use of the most suitable technology and our accumulated experience as a manufacturer. Through these efforts, we will work hard to offer new values to society.

Quality Management System

Since its establishment in 1936, we at NGK Spark Plug Co., Ltd. have maintained the "Nittoku quality mind," which represents our basic policy concept. This mind is reflected in the corporate quality policy revised in 2006.

Based on our corporate quality policy, each business division has established an appropriate quality management system in conformity with the ISO9000 series and ISO/TS16949 standards, implementing quality assurance activities.

In addition, aiming to reinforce our companywide quality assurance efforts, we set up the Quality Committee and the Quality Control Division in 2010 and strengthened coordination among quality assurance sections of respective business divisions, thereby establishing a companywide system to control and oversee product quality. Under this system, the Quality Committee strives to identify quality-related risks from a companywide perspective and take preventive measures against such

Corporate Quality Policy

We continue to supply "Quality Products" to society with an emphasis on "Customer First," "Total Involvement," and "Continuous Improvement" principle.

[Action Guidelines]

- We strive to take a customer-oriented approach to accurately understand a wide variety of customers' needs and provide quality products and services, aiming to ensure greater customer satisfaction.
- We encourage all our employees to be actively involved in quality improvement activities, based on companywide cooperation, and to achieve higher goals by making the best use of their own individual abilities and creativity to address problems and challenging issues.
- Accurately responding to ever changing social/market environments and the diverse needs of customers, we strive to continue improving our systems, processes, products and services, aiming to further grow as an energetic and sound corporation.

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Voice

Since its establishment, our company has been engaged in the manufacture of high quality products with our "uncompromising spirit" and our corporate quality policy of the "Nittoku quality mind."

The ultimate purpose of our quality policy is to provide safe, reliable, high quality products to our customers, ensuring that they maintain their trust in our products.

In accordance with our corporate quality policy, we are striving to further improve the quality of our products through our quality assurance system based on companywide cooperation.

Toshiki Sawada
General Manager
Quality Control Division



Quality Improvement

NGK Spark Plug Co., Ltd. is committed to quality management by promoting total quality management (TQM^{*1}) activities.

- Top-down activities to embody our corporate policy in the policy management.
- Daily management to standardize prescribed operations at each workplace, as well as maintenance and improvement activities.
- Bottom-up activities to foster human resources and activate workplaces, by encouraging small groups to conduct quality and business improvement activities.

■ NQC Activities (Small Group Activities)

We promote "NQC Activities," which refer to QC circle activities^{*2} that aim to develop human resources and improve workplace capabilities by continuously addressing various problems and issues.

During "Quality Month" every November, the results of NQC activities are announced at the central presentation meeting, and the President Award is granted in recognition of best practices. Commendation is also given to small groups implementing excellent NQC activities in daily operations. By encouraging employees to participate in presentation meetings and training programs outside the company, we strive to enhance their motivation and further activate small group

■ Education/Training

We provide a wide variety of QC education and training programs about quality control, management techniques, QC circle activities, quality management systems, measurement management, etc. To ensure that knowledge gained through these programs is utilized in the workplace, we also offer practical guidance and support to our employees. As part of our activities to enhance quality awareness and motivation of employees as well as to promote quality education, we hold such events as process patrol by the President, quality-related exhibitions and lectures on quality.

We also provide practical guidance to our suppliers to promote quality education and solve problems, aiming to encourage them to deliver higher quality parts and

activities.



NQC activity central presentation meeting

materials by conducting continued quality improvement efforts.



Quality training



Support programs for suppliers

Voice

The teamwork of my QC circle is quite strong. In in-room or onsite discussions, my QC circle members, irrespective of age, actively and frankly voice their own ideas and thoroughly examine our activities according to our QC circle action plan and policy. We have actively worked together through NQC activities and successfully increased our awareness of product safety, which I believe resulted in our receiving the President Award. I will continue focusing on daily communication with other circle members and stay actively involved in our NQC activities.

Takamasa Takahashi
Secret Circle
Miyanojo Manufacturing Department
Spark Plug Division



Voice

I am involved in the final manufacturing process of spark plugs, being in charge of the visual inspection of finished plug products. Because products that have passed our inspection process are then put on the customers, I make it a rule to have them strictly inspected, believing my duty to be something like "the last bastion" of quality control. However, humans do make mistakes. We can reduce mistakes by discussing what problems exist in our daily operations and how they can be solved, which I believe results in reliable quality products. I will continue to exercise my utmost concentration to inspect product quality, instead of following my hunches and/or practice, so as not to overlook any slight abnormalities that may affect the quality of our finished products.

Yuko Yonezawa
Head Office Manufacturing Department
Spark Plug Division



^{*1}
TQM

Total Quality Management is an operational method and management technique that contribute to the improvement of operational quality in an enterprise.

^{*2}

QC Circle Activities
QC stands for quality control. Small groups are formed within the workplace to encourage autonomous handling of such issues as safety measures, reduction of faulty products, as well as quality improvement and quality control of products.

Communicating Information to Customers



We recognize that it is our responsibility to provide customers with correct and appropriate information, so that customers maintain their trust in the safety and reliability of our products and services. To fulfill this responsibility, we have established various systems to communicate product & service information to our customers. We have also exhibited at a wide variety of expositions and events to further promote communication with customers.

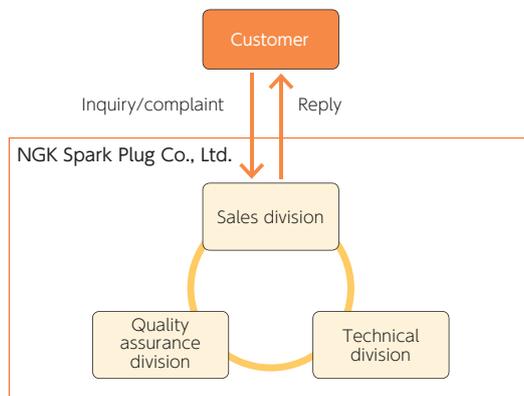
■ Plug Studio

Our website named "Plug Studio" disseminates information on spark plugs, exhibitions at events, motor sports, etc. Using our applicable product number searching system, users can find a product number and the number of spark plugs applicable to the respective type/model of automobile.

Plug Studio
<http://www.ngk-sparkplugs.jp/english/index.html>

■ Responding to Inquiries and Complaints

Inquiries and complaints on our products received from customers are first accepted at our sales division. Then the quality assurance division works together with the technical division to quickly respond and take necessary actions to the inquiries and complaints.



■ Exhibitions at Expositions and Events

To directly explain to customers about our products and technology, as well as to accurately understand the ever changing needs of customers, we have exhibited our products at various expositions and events. In fiscal 2010, we exhibited at expositions for automobile, semiconductor and fuel cell products. We also exhibited a booth at a motor race venue where we gave a lecture on spark plugs.



FC EXPO 2011



Automotive Engineering Exposition 2011



Lecture on Spark Plugs at the 2010 MotoGP



PR Booth at the Suzuka 8 hours Endurance Road Race

Voice

I am involved in the onsite provision of plug-related services to our spark plug users at national racing championships and various other auto races conducted throughout Japan. To improve the brand image of NGK spark plugs, I provide plug-related services almost every weekend at snowmobile races in snowy areas in winter, the Motor Grand Prix in spring, the Suzuka 8 hours Endurance Road Race in summer, and the Formula 1 Japan Grand Prix (F1) in autumn.

Hiroshi Nakao
 Manager
 Domestic Sales & Marketing Department



Important Notice |

Regarding Room Type Humidity/Temperature Detectors and Room Type Humidity Detectors

We have found that some of the room type humidity/temperature detectors and the room type humidity detectors sold from 1987 to 2007, which are not equipped with fuses, may be subject to thermal damage caused by an excessive current to equipment due to aging degradation of electric components. Therefore, we started giving an announcement about the possibility of such thermal damage on trade journals of the construction industry and our website in April 2010. We have also announced through sales

agencies that we take protective measures free of charge for affected users. So far, we have taken such protective measures for 185 units out of some 500 target detectors.

Although we have received no accident reports regarding our products as of the end of June 2011, several accidents have been reported with regard to similar products sold by other companies. Upon hearing such reports, we have decided to continue giving the announcement to ensure our customers' safety.