



# Enviromental & Social Report



**NOK CORPORATION**

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## Editorial Policy

We edited this report referring to Environmental Reporting Guidelines (2012 edition) by the ministry of Environment of Japan and "Sustainability Reporting Guidelines (Ver.3.1) by GRI.

### ● Period Covered

Mainly the activities carried out in the fiscal year of 2015 (Apr. 1, 2015 – Mar. 31, 2016), however including the activities of the fiscal year of 2016.

### ● Organizations Covered

All the divisions of NOK CORPORATION and the part of NOK group companies. Names of the covered organization are shown at each data (tables and graphs).



## Company profile

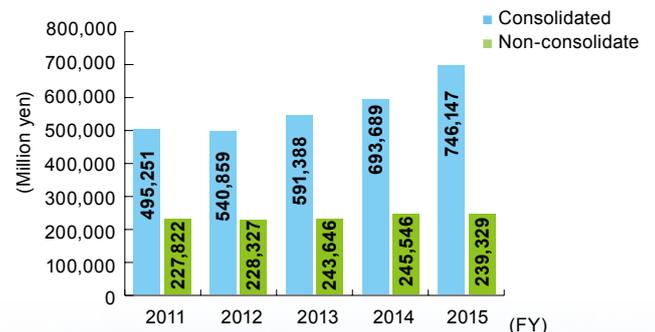
Company Name NOK CORPORATION  
Head Office 1-12-15 Shiba Daimon, Minato-ku, Tokyo, Japan Zip code:105-8585  
Established December 2, 1939  
Capital ¥23,335 million (as of March 31, 2013)  
Business Lines Manufacturing, importing, and selling seal products, industrial mechanical parts, hydraulic and pneumatic equipment, nuclear power equipment, synthetic chemical products, and electronic and various other products; installation work and others.

Group Companies (including NOK)	118
● Subsidiaries	103
● Affiliates	14
Employees of NOK Group*	46,869 (5,531)
● Seal Business	18,863 (2,049)
● Electronic Device Product Business	25,660 (3,386)
● Roll Business	2,180 (76)
● Other Business	166 (20)
NOK Corporation	3,085 (424)

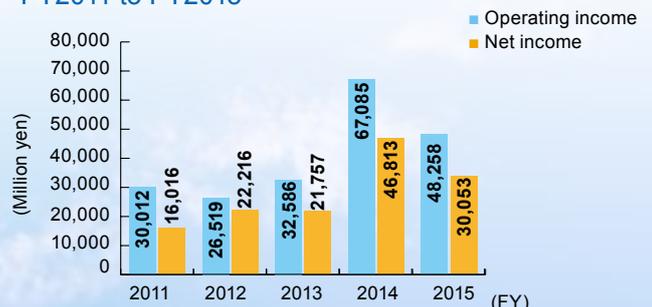
\* As of March, 31, 2016. Figures in parentheses are number of averaged temporary employees during the fiscal year.

### Financial Results

- Trend of Overall Consolidated Net Sales from FY2011 to FY2015



- Trend of Overall Consolidated Turn Over from FY2011 to FY2015



- Previous Issue: Oct. 2015
- This Issue: Oct. 2016
- Next Issue Planned: Oct. 2017
- Contact Window  
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## Message from the CEO

# Build a foundation of sustainable environmental conservation

I would represent deep condolences to those, who lost their lives in April 2016 Kumamoto earthquake and express my sympathy to the victims from the heart. In addition, I would sincerely pray the reconstruction of the disaster-stricken areas as soon as possible. NOK sites in Aso district were also suffered damage from the disaster at Kumamoto division and the satellite companies, however fortunately our employees and their families were safe and the damage at the plants kept at the minimum. Although some of the traffic infrastructure has not yet recovered to its original state and they have no prospect for its recovery, with everyone's help and the cooperation of the entire company, the production was recovered at the early stage. We recognized again it is important to prepare for risks including the effects of natural disasters for the sustainable development of enterprises.

Well, under the Paris agreement, agreed at last December's COP21, Japan set the target of 26% reduction of greenhouse gas emissions by 2030 compared to 2013. NOK group will also continue working to reduce greenhouse gas emissions, developing the medium to long term plan taking the target into account. Currently in NOK as a components supplier, we are conducting development, production and sales of components used in automobiles, machinery, electrical equipment and etc., and as a company who consumes large amounts of energy related to them, we will actively promote environmental conservation activities. Also, positioning not only reducing greenhouse gas emissions, but also addressing environmental issues is the element of the crucially important business issues, we will promote reduction of environmental hazardous substances and wastes, and then we will develop the products, whose environmental impact is small. I think that contributing to building a recycling society through these activities is a corporate social responsibility and we will certainly fulfill the mission sustainably.

NOK set the environmental policy as “Build a Mechanism Responding to the Globalization of

Environmental Issues” for the Three-Year plan from FY2014 and propelled our business. We are spreading the activities such as building the environmental law compliance system and energy saving to the satellite companies in Japan, and then further spreading to overseas. Through them, we will try to reduce global environmental impact. Also recently, as the challenge of “the safety for human health and the environment”, regulation concerning chemical substances are further enhanced worldwide. Thus, various requests from customers are strengthened and the scope is globalized, and therefore in NOK we are correspondingly developing the system, and through these activities we will also support water environmental impact and biodiversity.

Requests to the environment are increasing every year. In order to leave the beautiful Earth to the people of the next generation, all the employees will continue to be conscious of environmental issues and work focusing on the environment and contribute to society. I believe that to feel rewarding and being proud of their work through those above would lead to the NOK philosophy, management shall run the company with a spirit of caring and compassion for fellow man.

We think that this “NOK Environmental & Social Report 2016” is not only for understanding NOK's new initiatives of the environmental conservation activities, but also for an important tool to improve the communication. We will be sincerely appreciated if any of the readers will feedback any comments or opinions frankly.



**Masato Tsuru**

**Chairman of the Board and President of NOK CORPORATION**  
**Chairman of Central Environmental Protection Committee**



## Be a company with which all stakeholders are proud to be associated

### Pursuing Our Dreams Together

We, NOK, based on Management Principles formulated in the NOK spirit, not only endeavor to contribute to the economic development of society, but want to be a company with which all stakeholders are proud to be associated, pursuing our dreams together in accordance with our Management Policies, and thus contributing to the betterment of society at large as well.

Our conduct will be based on the following Ten Principles of Corporate Behavior. Both domestically and abroad, we will respect human rights, comply with related laws, regulations, and international rules as well as the spirit behind them, and shoulder our responsibility to society with the highest ethical values.

### Management Principles

1. Management shall run the Company in a spirit of caring and compassion for fellow man.
2. Management shall run the Company with free-flowing communication and a strong sense of unity, without the formation of factions.
3. Management shall spare no effort in working to overcome adversity.
4. Management will, at all times, follow a business plan with vision.

### Management Policies

1. Focusing our business resources on our core area, we are committed to becoming an ever more competitive, ever more unique manufacturer of parts.
2. We are committed to being a profitable, robust company while carrying out company-wide cost-reduction programs ranging from front-line sales to the manufacturing floor.
3. We are committed to constant striving to improve our quality while producing and selling products worldwide proven to be technologically unique and of benefit to society.

### Principles of Corporate Behavior

1. **Provide Socially Beneficial Products** We will develop and provide products that are safe and beneficial to society, products that also bring our customers satisfaction and gain their trust.
2. **Sound Business Practices** We will engage in fair, transparent, and free competition and ensure that business transactions when selling products and purchasing materials are always sound. We shall also ensure that relationships with political bodies and government agencies are of a sound and proper nature.
3. **Proper Disclosure and Management of Information** We shall disclose corporate information in a timely and appropriate manner. We shall protect and properly manage customer data, personal and other information, as well as intellectual property rights.
4. **Severance of Relations with Antisocial Forces and Groups** We will not involve ourselves in nor have contact with any antisocial movement or any group that promotes activities that are illegal or threatening to public order and safety.
5. **Commitment to Environmental Conservation** We will proactively initiate environmental conservation activities and consider commitment to solving environmental issues a prerequisite for a company to engage in business activities.
6. **Activities of Social Contribution** We will actively engage in social activities that promote our standing as a good corporate citizen.
7. **Cooperation with the International Community** As a global corporation, we will comply with laws and regulations of the countries and regions where our business operations are based, and respect human rights and international norms of conduct (ex. the prohibition of child labor and forced labor). Also, we shall conduct business while taking into consideration the local culture and customs, as well as the interests of stakeholders, and contribute toward the development of the local economy and society.
8. **Respect for Human Rights and Provision of a Safe and Comfortable Working Environment** We will promote mutual respect, diversity and individuality among employees, draw a line between public and private matters, maintain order in the workplace, and provide a clean, safe and comfortable working environment.
9. **Responsibilities of Directors** The Directors recognize that it is their role to realize the spirit of this Charter of Corporate Behavior, to take the lead and to set an example for implementing the Charter within the entire NOK Group, while encouraging our business counterparts to follow the same example. In addition, the Directors will remain open to opinions from within and without the company in order to improve the corporate system and ensure compliance with business ethics.
10. **Response to Problems** In the event of noncompliance with this Charter, the Directors will endeavor to solve the problem, by identifying the cause and taking measures to prevent the recurrence of similar problems. Moreover, they will publicly disclose relevant information promptly and accurately, reveal who is responsible, and disciplinary action shall be taken, while holding themselves accountable as well.

### Corporate Governance System

We consider that one of the challenges of the management is continually to strengthen the corporate governance system and working in NOK group. Savvy directors conduct the business together, having a system of mutually monitoring by directors including outside directors and auditing the management by statutory auditors including outside statutory auditors in NOK.

In addition, NOK Head Office Department established the rules of internal control systems, directed against the NOK operating divisions and subsidiaries, as well as Internal Control Audit Committee periodically audits the improvement and management of the internal control system.

	Job title	Head count
NOK Directors, Executive Officers and Statutory Auditors Number (As of June 24th. 2016)	Director (external director)	10 (2)
	Executive officer	17
	Statutory auditor (external auditor)	5 (3)

### Compliance System

Pursuant to NOK Principle of Corporate Behavior (refer to the previous page), we have the rules to be observed in the "Behavioral Guidelines Concerning Employee Compliance".

Also, we are engaged in an ongoing awareness promotion, distributing to all the employees "the Series of Promoting Compliance" as well as conducting corporate compliance training in employee orientation and new management vocational training and etc.

### Status of Complying with Laws

Auditing Committee for Internal Controls takes the initiative in checking the status of complying with the laws by divisions and group companies regularly. In FY2015, we did not have any inobservance or lawsuits that affect the performance critically.

### Crisis Management

Corporate Risk Management Office takes the initiative in building up the crisis management system, setting the basic policies of (1) Take first priority to the safety and saving of human life, (2) In case of disaster in the neighbor region, proactively cooperate to

recover the entire region as a member of the society and (3) In case of emergency, minimize the effect to the stakeholders by continuing the business as far as possible so as to fulfill the responsibility.

In NOK group, in order to take disaster information immediately we maintain safety confirmation system and emergency networking and put emergency communication devices, and stock necessities in order to restart the business smoothly.

### Risk Management

In NOK group, in order to effectively address diversified risk, we promote organization-wide risk management system centered on the risk management committee, and committed to the maintenance and improvement of corporate value.

### IT Security System

According to the changes in the information security environment, which is daily getting severer, we reviewed information security related rules, and through taking IT measures compatible with new technologies, we will protect the information received from customers and corporate assets such as our unique technologies, and then we will continue to work for the appropriate use of information assets.

### Protection of Intellectual Property

In NOK group, establishing a control standard on patents, etc. and promoting the application of its own invention and the acquisition of the rights, we also strive not to infringe third-party patent rights. And checking for infringement of our intellectual property, we also working for counterfeit measures in China. In FY2015, 6 counterfeit production plants were caught out.

## Business Plan

We intend to be a competitive and world's leading enterprise group under the management principle of caring and compassion for fellow man.

In order to sustain growth and development, we are focusing on the proper management of expanding overseas companies, further improvement of quality competency, development of new products and the training of the human resources.

## NOK Group Three-Year Plan

FY 2014 through FY 2016

### Slogan:

**"Building Foundations for Sustainable Growth"  
-Strengthen existing businesses and develop new products  
and new businesses**

### Chairman's Initiatives:

1. Reviewing MONOZUKURI, the framework of manufacturing
  - Optimizing production bases between Japan and abroad
  - Developing advanced production technology
  - Strengthening the cooperation with global partners
  - Transferring manufacturing competence to following generation
2. Continuing to strive for unrivalled quality
3. Developing new products, new technologies and new businesses
  - Uniting group's resources
4. Utilizing and fostering our people properly
  - Strengthening global HR development, nurturing next generation leaders, broadening fundamental education

# Communication with Stakeholders and Environmental Management

## Communication with Stakeholders

In NOK Group, we believe full communication with all of our various stakeholders is a key. This is because it is necessary to study the broad background and situations concerned, to identify opportunities and risks for our business, and strategically tackle those issues.

Understanding how our business will affect society, NOK Group challenges its future by tackling how to adapt to and mitigate the environment in order to achieve sustainable development.



## Environmental Management of NOK Group

### Environmental Policy in FY2016

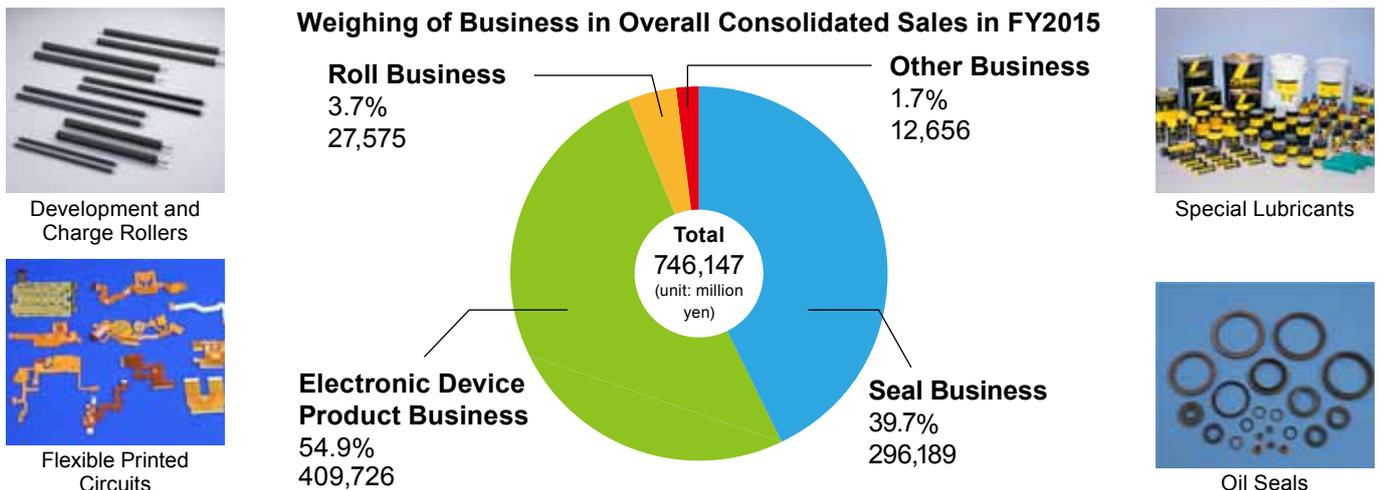
**“Strengthen the Mechanism Corresponding to Globalization of Environmental Issues”**

#### Priority Action Items

- **Prevention of Environmental Problems**
  - Monitor and eradicate environmental problems by thorough compliance, and follow up voluntary audits
  - Share environmental information and support solving problems
- **Reduction of Environmental Impact**
  - Promote the activities of the small committee for reduction of energy consumption and the activities related to production process
  - Promote the waste reduction activities by the small committee for waste management
  - Promote the activities to reduce volatile organic compounds by the small committee for reduction of VOC
  - Determine the emission of environmental hazardous substances at production sites including overseas and promote information sharing
- **Build and Spread of Effective Environmental Hazardous Substances Survey System**
  - Promptly respond to requests for investigation of environmental hazardous substances containing in products
  - Give education to the divisions, sales departments, relevant departments and overseas (Chemical substance regulatory information, support solving problems, etc.)
  - Follow up environmental quality voluntary audits
- **Maintenance and Improvement of the EMS**
  - Drive internal audits and revise NOK environmental manual according to the revision of ISO14001 (September 2016)

## Global NOK Business

### Weighing of Business in Overall Consolidated Sales in FY2015



# Group Companies Promoting Environmental Management

## Promote Global Environmental Management

Considering that the compatibility of environmental protection and profitable growth is essential to sustain the business in NOK, we are promoting environmental management cooperating among 69 global group companies.

We set the common environmental indicators and the targets such as CO<sub>2</sub> emission and the intensity, VOC and recycling ratio and promote coherent environmental conservation management.

68 of 69 companies have obtained ISO14001 as of July, 2016.

### NOK Corporation

#### Main Products

Oil seals, O-rings, packings and vibration isolator

#### Divisions in Japan

Fukushima plant, Kitaibaraki plant, Shonan R&D center, Tokai R&D center for membrane technology, Shizuoka division, Tottori division and Kumamoto plant

#### Group Companies in Japan

NOK Elastomers Processing Co., Ltd.  
NOK METAL Co., Ltd.  
and other 22 companies

#### Group Companies in Overseas

Thai NOK Co., Ltd.  
Wuxi NOK-Freudenberg Oilseal Co., Ltd.  
VIETNAM NOK Co., Ltd.  
and other 6 companies

### NIPPON MEKTRON, Ltd.

#### Main products

Single and double-sided flexible printed circuits and flex-boards and panel keyboards

#### Divisions in Japan

Minami Ibaraki plant, Kashima plant and Ushiku plant

#### Group Companies in Japan

Mektec Jisso Co., Ltd.

#### Group Companies in Overseas

MEKTEC Manufacturing Corporation (Zhuhai) Ltd.  
MEKTEC Manufacturing Corporation (Thailand) Ltd.  
and other 4 companies

### NOK KLUEBER Co., Ltd.

#### Main products

Special lubricants, fluorine related lubricants and coating products

#### Divisions in Japan

Kitaibaraki plant

### Eagle Industry Co., Ltd.

#### Main Products

Mechanical seals, special valves and metal bellows

#### Divisions in Japan

Saitama plant and Okayama plant

#### Group Companies in Japan

Shimane Eagle Co., Ltd.  
EagleBurgman Japan Co., Ltd.  
Eagle Highcast Co., Ltd.  
and other 4 companies

#### Group Companies in Overseas

Eagle Industry Taiwan Corporation  
NEK Co., Ltd.  
and other 6 companies

### SYNZTEC Co., Ltd.

#### Main products

Development rollers, charge rollers, fixing belts and cleaning blades

#### Divisions in Japan

Yokosuka plant

#### Group Companies in Japan

Tokiwa Kogyo Co., Ltd.  
Kuki Roll Industry Co.,Ltd.

#### Group Companies in Overseas

SYNZTEC OFFICE EQUIPMENT(SHENZHEN) CO.,LTD.  
SYNZTEC VIETNAM CO.,LTD.  
and other 2 companies

### UNIMATEC Co., Ltd.

#### Main Products

Synthetic rubber, fine chemicals and organic fluorine compounds

#### Divisions in Japan

Kitaibaraki plant

#### Group Companies in Overseas

Unimatec Singapore Pte. Ltd.

As of July, 2016

Activities of environmental preservation are reported from NOK divisions and group companies.

**Kitaibaraki Plant**

At Plastics & Urethane Division we design and produce the parts for construction machinery and automotive, which have excellent function of low leakage and low friction, and contributes to energy saving in the use of the equipment. And, we promote the activity of trinity of QMS, EMS and TCD (total cost down) with all employees, and we are working on yield improvement, waste reduction and reduction of energy usage and water usage.



**Shonan R&D Center**

We are working for technological development and material development aiming at the development of environmental conscious product, and production technologies aimed at energy saving and resource saving, such as streamline of production facilities at Shonan R&D center. We also strengthen the activities of technical support, including environmental technologies at each plant. As energy saving measures at the center, we switched to LED for walkway lighting and switched to energy saving compressors.



**Shizuoka Division**

In FY2015 at the sites in Shizuoka area, there were no significant changes except the relocation of some production lines between the satellite companies. From FY2016, as the measures of assumed tsunami caused by Tokai earthquake or others, we are planning to close MYK second plant and consolidate to MYK headquarters factory. We will promote the compliance such as legal notifications associated with the transfer of facilities.



**Tottori Division**

As the VOC reduction activities, we could achieve the elimination of dichloromethane, which has high environmental impact. Also, we returned the overseas production for domestic use to Japan and started construction of a new casting, machining and assembling factories to increase the production capacity, and then carried out environmental protection activities such as review of the environmental impact assessment associated with the construction of the new factories.



**Kumamoto Plant**

At Kumamoto plant, to protect the water resources of the Aso, which local residents take care, we conduct the activities considering the preservation of the area continuously, such as environmental measurement of drainage and ground water on-site on a regular basis. In addition, as an environmentally conscious activities in the production site, we are carrying out studies of material saving molding methods for enhancing the yield of products and efforts to improve the energy saving of production facilities.



**NOK Divisions**

Reports from NOK 7 divisions

**Group Companies**

Reports from the 9 companies, whose business sizes are bigger and which consume larger amount of energies

**Fukushima Plant**

At Fukushima site, employee parking lot and green construction was completed on the lot old plant buildings used to be, and now all the construction of the business restructuring was completed. Under the employee parking lot, it was constructed as 1,100 m<sup>3</sup> of rainwater could be temporary stored. This is a mechanism to curb the massive drainage into nearby houses from the factory grounds during a guerrilla type heavy rain. Also we committed to preparing for disasters as in donating emergency supplies (food) to NPOs. At Nihonmatsu site, 4 companies coexist including affiliated companies. Every company participates in the energy conservation subcommittee of Fukushima plant, shares various information of energy saving cases and has actively applied good cases of other companies to the own company. Particularly, we conducted energy saving activity mainly by reviewing the operational control of equipment that uses energy, we could obtain the results greatly exceeded the target without large capital investment.



**Wuxi NOK-Freudenberg Oilseal Co., Ltd. (WNF)**

Based on the ISO 14001 system, we continue environmental improvement. For power saving, by covering over the cleaning tank of iron cage for bonding, we could reduce the heat escape and reduced electricity usage by 12.6 MWh per year. And also, for the compressor to supply compressed air to waste water treatment system, by introducing a small compressor for holidays in February 2016, we could reduce the power usage in holidays and it became possible to reduce the electricity consumption of about 200 MWh annually. For waste reduction, by setting an equipment that guides the oil flow around the punching press, it could be possible that the press oil flowed at the designated location and did not soak the floor. And then we could reduce the usage approximately 720kg of waste cloths per year.



## Tokai R&D Center for Membrane Technology

In FY2015, for both hollow fiber membrane products and fuel cell gaskets, we conducted number of yield improvement measures and it began to show the effect. As for energy saving measures, we conducted updating of infrastructure facilities and air conditioners. In addition, we started interior alternation work of No. 1 factory building, and toward the completion in the first half of FY2016, we promote energy saving measures, including change to LED lighting and significant update of air conditioners.

We aim to enhance environmental protection activities, with the main act of energy saving and resource saving in the future, too.



## UNIMATEC Co., Ltd. (UMT)

In FY2015 too as usual, we promoted research into alternatives for chemicals as the regulatory compliance of products, nonconforming reduction by foreign matter contamination prevention and energy saving by updating to a high efficiency boiler.

As of the activity in FY2015, we promoted the energy saving in warehouses and outdoor lighting by LED, recycling by introducing "RE exhaust gas recovery cycle device and solvent (DG) recovery device" and reduction of exhaust gas and wastes.

In addition, as the communication activities with local residents, we installed noise barrier fence to reduce the factory noise and set free waste yard at plant site boundary.



## SYNZTEC Co., Ltd. (SZT)

In SYNZTEC Group, we have production sites of group companies in Japan and overseas, and at SYNZTEC itself we are working to promote reduction of nonconformity and energy conservation, centered the support activities of technology, development and other indirect sections.

In last fiscal year, at Yokosuka plant, in order to reduce power consumption, we introduced inverter to the hot and cold water generator. By means of this, we could significantly reduce the power consumption particularly during summer, and we promote to spread it to the other plants.



## Eagle Industry Co., Ltd. (EKK)

"The Paris agreement", which was adopted by the COP21 held in December 2015 in Paris is said to be a "historic agreement", where All 196 countries and regions around the world, cooperated beyond the differences of the standpoints by now, and aimed to prevent future temperature rises to less than 2 degrees Celsius before the industrial revolution. Environmental policy in the world is coming to a major turning point. As for EKK Group's environmental activities, we will develop global medium and long term plans, aiming further to contribute to the global environment and change to the activities based on a clear vision.



## NIPPON MEKTRON, Ltd. (MEK)

In MEKTEC group we have made all the effort of the group to develop energy saving activities so far. And from FY2015 we started environmental law compliance audit by a third party at each site of the group. In FY2015, it was conducted at MEKTEC MANUFACTURING CORPORATION (SUZHOU) LTD. (MMCS). In FY2016, we have a plan to conduct at 2 sites, and strive to raise the level of law compliance system of the entire group.



## Thai NOK Co., Ltd. (TNC)

At TNC, we are improving the environmental management system continually.

We use salt water as toilet flush water to reduce water usage.

By promoting energy saving, we saved 5,200 ton-CO<sub>2</sub> emissions per year, and also promote "3 Rs" activities for reducing wastes. We will continue to strive to motivate environmental awareness to employees and communities for the sustainable society.



## VIETNAM NOK Co., Ltd. (VNN)

As an internal affair in Vietnam, electricity charges are rising by about 7% every year, and we worked to reduce the amount of power usage at VNN.

We changed the fluorescent light to LED in a whole company, and reduced the electrical consumption by 756,000kWh per year. Also, by setting solar tubes (zero energy lighting using sun light) in the factory buildings, we could reduce 60,000kWh per year.

By these efforts, we could reduce 816,000 kWh in FY2015.



## NOK (Wuxi) Vibration Control China Co., Ltd. (NVCC)

At NVCC as VOC emission measures, according to the blue sky activity for air pollution improvement by Wuxi government, we additionally introduced VOC treatment equipment and reduced VOC emissions occurred from the rubber curing process, adhesive process and coating process. To the device, electrostatic dust collecting bag + zeolite rotor concentration + regenerative combustion system are applied, and it satisfies current environmental law regulations, and at the same time, it has effect of saving driving energy.



## PT NOK Indonesia (NIN)

At NIN, we achieved the elimination of dichloromethane at cleaning process in FY2015.

As a reduction of waste in the chemical processing of parts, using the processor developed in-house and separating to reusable water and waste, we could reduce 50% of waste compared to the last year and could also reduce the costs associated with disposal.



# Topics "Contribute to Sustainable Society with Our Technologies"

- NOK's New Technologies -

NOK has been pioneering various kinds of products, such as oil seals and O-rings that are used in various sectors and flexible printed circuits that are applied to cell phones and other electronic devices. We provide the products to contribute to sustainable society with our technologies cultivated since the establishment.

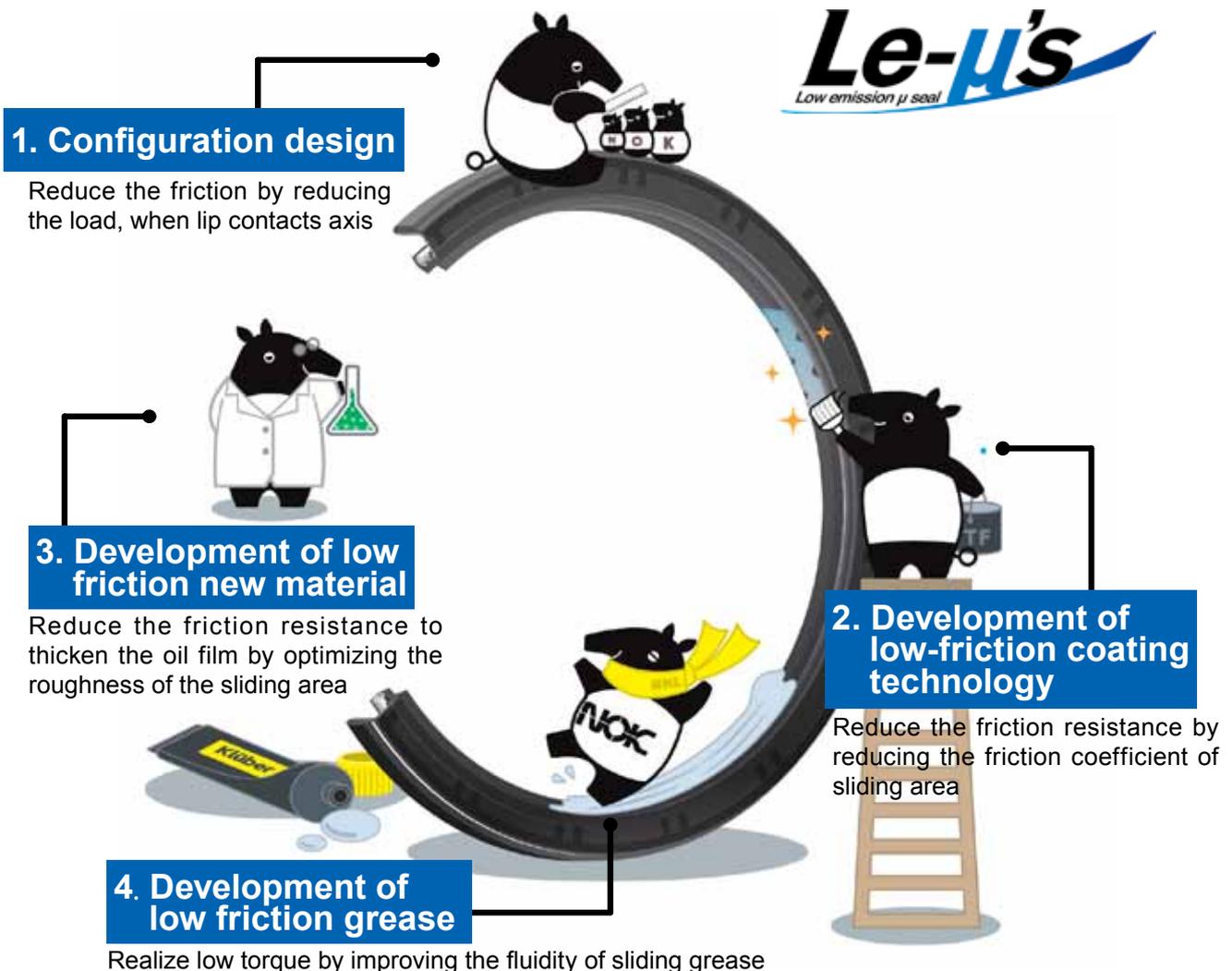
## Contribute to Global Environment with the Low Friction Technologies for Oil seals

Oil seal technologies of (1) configuration design, (2) development of low friction coating technology, (3) development of low friction new material and (4) development of low friction grease, combining those 4 technologies, without damaging the seal performance, we realized to reduce frictional resistance occurs sliding area at engine seals and crankshaft.

This is the first brand name in NOK group products, which support to improve fuel efficiency of automobiles and contribute to global environment.

\*Le- $\mu$ 's is abbreviation of low emission  $\mu$  seal.

## Eco Proposal "Le- $\mu$ 's" from NOK



## Pioneer a New Market with Molding Technology of NOK

### IC tag<sup>\*1</sup>

IC tags are used in a wide range of fields, such as electronic money and article management, etc. For new purposes and new markets, NOK is able to develop a product, which has excellent water resistance, weather resistance and impact resistance, by the tag mold technology using NOK's own developing rubber and plastic. Application to new markets is expected.

<sup>\*1</sup> Small wireless devices, where IC chip and antenna are integrated with. By compliant wireless devices (reader and writer), you can read and write the information stored on the IC chip by electromagnetic or radio waves.

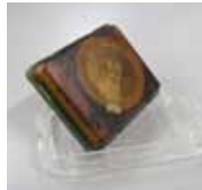
### Active IC Tag

With a built in battery and by emitting radio waves, and wearing a tag for wireless communication in a long distance, it become possible to determine the geographic position of a person or a thing.

Furthermore, by equipping with various types of sensor, it become possible to examine the status of a person or a thing (temperature, humidity, barometric pressure, impulse, action and etc.).

#### NOK Product: Marathon Tag

An IC chip and a battery is mounted on a small antenna made of FPC and covered with plastic molded case. They are expected to be adopted for athletic events in a harsh environment, such as triathlon, open water swimming and adventure racing.



### Passive IC Tag

Without built in battery, this tag starts its function by converting the signals sent from the reader, etc. Only in a short distance communication is possible, however it is easy to be smaller and thinner, to be used almost permanently unless physically damaged. They are used in a wide range of applications such as credit cards, e-money and employee ID cards.

#### NOK Product: Laundry Tag

IC chips are mounted on antenna made of FPC and covered with molded rubber. Because it is composed with rubber and FPC, it has excellent flexibility and waterproof, heat resistant and shock resistant properties.



### NFC Tag<sup>\*2</sup>

Tags, where short distance wireless communication technology under international standard is used. If you have a device such as smart phone mounted with NFC function, dedicated reader or writer is not needed.

<sup>\*2</sup> Near Field Communication Tag

#### NOK Product: Multilingual Welcome Tag

Displayed language is limited on an exhibition panel and tourist information board, due to the limited area and other reasons.

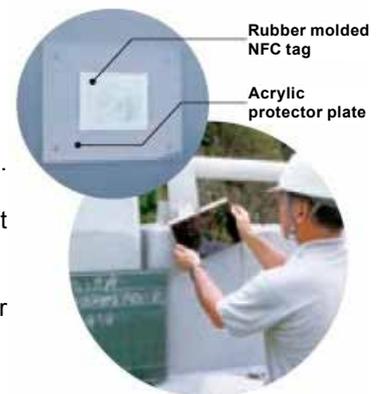
The multilingual welcome tag is possible to support more than 100 languages and ideal for inbound tourists, too. It is used in various places such as tourist spots, exhibition facilities, etc.



#### NOK product: Watching Bugyo (Bridge Inspection Information Tag)

By using the tag, inspectors is able to upload the inspection results to the bridge inspection database on the spot, and therefore it makes efficient control of inspection information.

Besides the above, it is expected to be also applied to multilingual instruction manuals for electrical appliances and evacuation guiding to emergency shelters, etc.



NOK sets the concept, policy, procedure and operation methods of environmental conservation in the company in order to promote the smooth control of environmental conservation. The purpose and the policy are stated in the “Basic Environmental Policy”.

### Basic Environmental Policy

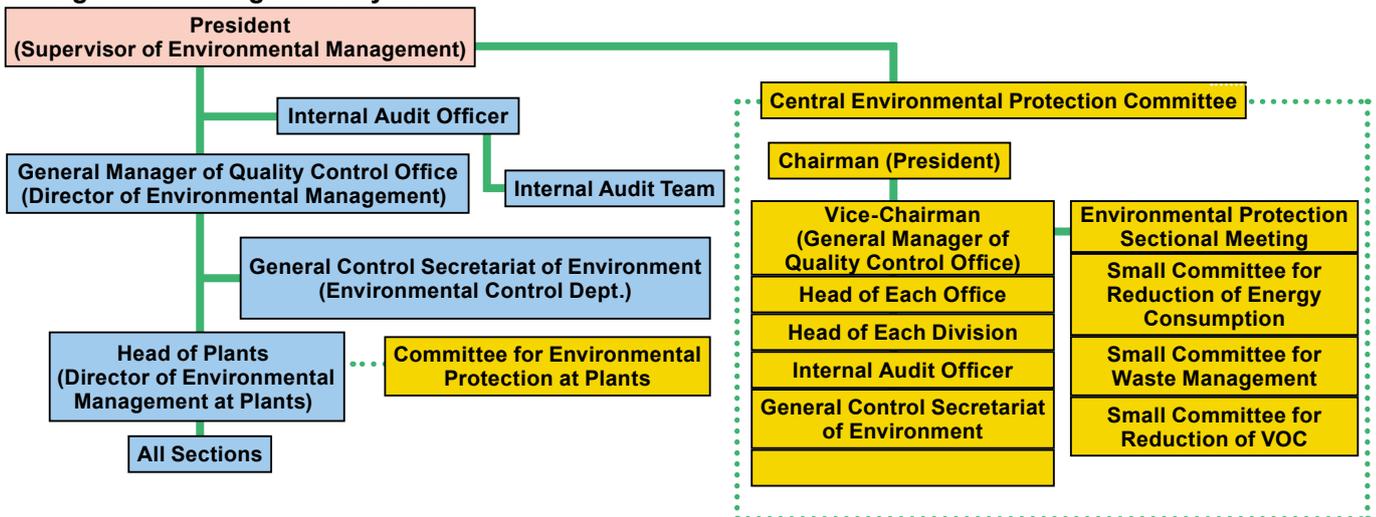
On the basis that the company is a member of the society, we give all our employees full recognition to the fact that our business activities, products, and services have diverse relations to the environmental impact in the global scale. We set and implement the Basic Environmental Policy from a longitudinal perspective in order to contribute to the realization of sustainable development of a society toward future generations.

- 1 Based on our unique technology, we promote the improvement of technology and development of products with environmental considerations to reduce the negative environmental impacts.
- 2 We promote energy saving to prevent the global warming, and promote reuse and reproduction of resources and reduction of wastes corresponding to the recycling society.
- 3 Setting the goals by NOK central environmental protection committee, we will continue environmental improvement cooperating with business partners including suppliers, strengthen the control of chemical substances, prevent global environmental pollution and strengthen the effort to initiative of water environmental impact.
- 4 We comply with related laws and regulations, local government ordinances, and regional agreement, etc., and promote activities for environmental conservation.
- 5 We comply with self-imposed restrictions by the industry and customers, and positively engage in the requirements from our stakeholders toward environmental issues.
- 6 We disclose information on environmental conservation and social contribution activities, and positively communicate with local and broader society.
- 7 As a good corporate citizen, we strive to continually improve the environmental management system, as well as promoting all employees to recognize the importance of biodiversity and conservation of global environment and cultivate the awareness toward the global environment.

- Established on 17 September, 2001
- First revision on 1 September, 2007
- Second revision on 20 September, 2016

Chairman of the Board and President of NOK CORPORATION  
Chairman of Central Environmental Protection Committee

#### Diagram of Management System



#### Acquisition of ISO14001 Certification

We create a system conforming to ISO 14001 in NOK and promote the environmental management system. Currently, we are operating total 7 divisions (10 sites) of Fukushima (Fukushima site and Nihonmatsu site), Kitaibaraki (Kitaibaraki site, Isohara sate and Toyoda site), Shizuoka, Tokai R&D Center for Membrane Technology, Kumamoto, Tottori, Shonan R&D Center, and 8 sites of NOK group companies, TSK Fukushima Plant, NOK Metal Nihonmatsu Plant, Nihonmatsu Seal Industry, NOK Elastomers Processing Tohoku Division, MYK Headquarter Plant, MYK Second Plant, Isohara Polyurethane Kogyo and

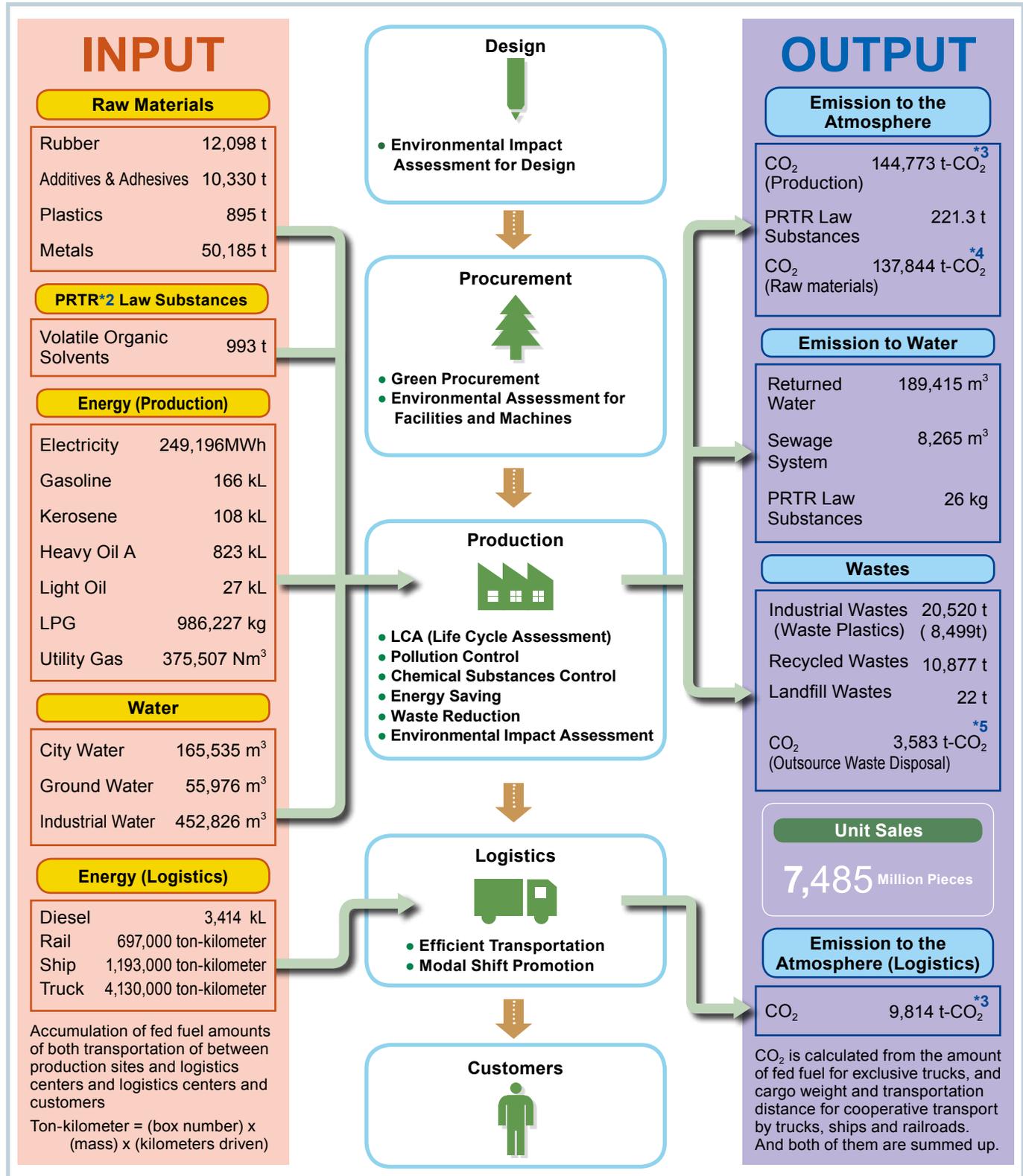
Kikugawa Seal Industry under one single environmental management system.

In addition, to ensure complying with environmental laws, we identify the laws that should be complied with and important control items, review the status of compliance and improve on a regular basis at all the sites and group companies. We will continue to detect at the early stage and prevent for environmental nonconformity thoroughly.

- Registration Agency: Japan Automobile Research Institute, Registration Body
- Certificate Number: JAER 0335

We are quantitatively collecting the input materials and energies and the output such as CO<sub>2</sub> emission and wastes in the business activities.

**NOK CORPORATION and Satellite Companies\*1 in Japan during FY2015**



The scope of coverage is NOK 7 divisions (Fukushima, Kitaibaraki, Shonan R&D Center, Shizuoka, Tokai R&D Center for Membrane technology, Tottori, and Kumamoto) plus 16 satellite companies in Japan (Tenei Seal Industry, MIHARU Industry, SENPOKU Industry, MIYAZAKI Industry, Tohoku Seal Industry, Nihonmatsu Seal Industry, Isohara Polyurethane Kogyo, Isshin Kogyo, MYK, Kikugawa Seal Industry, TOTTORI-Vibracoustic, Saga Seal Industry, Kumamoto Seal Industry, Kusu Industry, Nichinan Seal Kogyo, Kawazu Industry and Tosu Seal Industry), except the PRTR law substances and emission to water, whose scope of coverage is NOK 7 divisions.

\*1 Satellite company: A group company, of which NOK is equal to or more than 50% shareholder and which manufactures complete NOK products.  
 \*2 PRTR: Pollutant Release and Transfer Register; systems to collect and disseminate information on environmental releases and transfers of toxic chemicals from industrial and other facilities  
 \*3 CO<sub>2</sub> emission is calculated according to the "Calculation and reporting manual of green house gasses" under the law concerning the promotion of measures to cope with global warming.  
 \*4 CO<sub>2</sub> emission for purchasing raw materials is calculated referring to JAPIA LCI Guideline with the mass data of purchased raw materials.  
 \*5 CO<sub>2</sub> emission for waste processing at outsources is calculated referring to the emission factor database for organizations to calculate GHG through supply chain.

Setting the environmental policy as "Strengthen the Mechanism Corresponding to Globalization of Environmental Issues", we will aggressively promote environmental preservation activities.

### Main Results of the Three-Year plan and FY2016 Initiative

Under the NOK environmental policy in the Three-Year plan, "Construct a Mechanism Corresponding to the Globalization of Environmental Issues", in the first year FY2014, we drove to construct the mechanism in NOK Japan, visualized the EMS and established the system to monitor compliance and environmental performance each other.

In the second year FY2015, we expanded the fundamental mechanism to satellite companies in Japan, worked on prevention of environment nonconformities, could spread the education for the environmental hazardous substances survey to overseas, which were provided to NOK divisions and sales departments and could deepen their understanding of the importance of hazardous substances containing in products.

As the result, regarding the global environmental impact, we kept good condition of CO<sub>2</sub> emissions, industrial waste recycling rate, VOC emissions to the environment

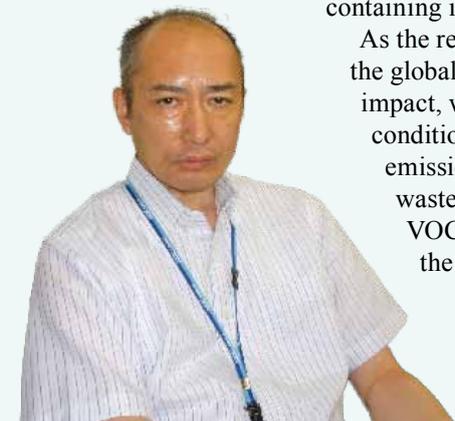
and could maintain zero environmental nonconformities.

And regarding the dichloromethane, which we used in the cleaning process, we finished all the alternative study and could eliminate the use in Japan.

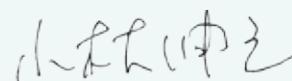
On the other hand, when we look at the externals, requests for the environment are getting more diversified and various, as you can see in the support for biodiversity such as water security or promotion of the adoption of renewable energy, we expect they will spread to throughout the supply chain as well as NOK.

In NOK group as a whole, taking advantage of the environmental conservation efforts and the achievements until now, we will actively develop the activities and strengthen our foundation utilizing the environmental management system.

Based on this situation, we set NOK environmental policy in FY2016, the final year of the Three-Year plan as "Strengthen the Mechanism Corresponding to Globalization of Environmental Issues", and make the system be more robust that has been built over the past two years. And recognizing environment friendly business activities are obligations of a company as a member of the society and are the role of each employee, we will promote proactive activities.



Operating Officer,  
General Manager of Quality Control Office  
(Director of Environmental Management)

  
Nobuyuki Kobayashi

### Results of 2015

Purpose	Site	Base Year Result	FY 2014	FY2015		
			Result	Target	Result	Rating*
① Reduction of CO <sub>2</sub> emission*2 a. Absolute (t-CO <sub>2</sub> ) b. Absolute (t-CO <sub>2</sub> ) c. Intensity (t-CO <sub>2</sub> /million yen) d. Intensity (t-CO <sub>2</sub> /m <sup>2</sup> )	NOK plants	FY1990 48,700	47,200	46,600	44,688	Good
	70 global group companies	—	827,200	887,700	862,400	Good
	Fukushima, Kitaibaraki, Tokai R&D Center and Kumamoto	FY2009 1.019	1.82	1.77	1.77	Good
	Shonan R&D Center, Shizuoka and Tottori	FY2010 0.0851	0.16	0.16	0.16	Good
② Reduction of VOC emission to the atmosphere a. Emission (ton)	NOK plants	FY2000 2,503	1,171	1,073	895	Poor
	NOK plants	FY2010 1,544	99.9	99.9	99.9	Good
③ Improve recycling rate*3 of industrial wastes a. Recycling rate (%)	NOK plants	FY2010 1,544	99.9	99.9	99.9	Good
④ Abolish HCFC refrigerants such as HCFC22 by the end of 2019 in NOK divisions	NOK plants	—	330	285	230	Good

Scope: NOK plants Fukushima, Kitaibaraki, Shonan R&D Center, Shizuoka, Tokai R&D Center, Tottori and Kumamoto  
Global NOK group companies 25 companies  
Global affiliated companies 45 companies

*1 Rating	Plan of improving	Plan of sustaining	Plan of worsening
Good	Progress/(Last year result-Target) >=90%	Target achieved	110%>(Last year result-This year result)/(Last year result-Target)
Fair	90%>Progress/(Last year result-Target)>=70%	Not achieved, delayed less than 3 months	130%>(Last year result-This year result)/(Last year result-Target)>=110%
Poor	70%>Progress/(Last year result-Target)	Not achieved, delayed at least 3 month	(Last year result-This year result)/(Last year result-Target)>=130%

\*2 To the CO<sub>2</sub> emission factor of the electricity usage from 2014 to 2016 for Japan, 0.571t-CO<sub>2</sub>/MWh (The actual CO<sub>2</sub> emission factor of electricity usage at generating end after reflecting Kyoto mechanism credits, etc. during 2012) is applied. And for overseas, 0.642t-CO<sub>2</sub>/MWh (Calculated from the weighted average of the global group power usage for FY2012) is applied.

\*3 Recycling rate (%) = {1-(Final disposal/Total amount of industrial wastes)}x100

\*4 To the CO<sub>2</sub> emission factor of the electricity usage from 2014 to 2016 for Japan, 0.571t-CO<sub>2</sub>/MWh (The actual CO<sub>2</sub> emission factor of electricity usage at generating end after reflecting Kyoto mechanism credits, etc. during 2012) is applied. And for overseas, 0.642t-CO<sub>2</sub>/MWh (Calculated from the weighted average of the global group power usage for FY2012) is applied.

\*5 VOC: Volatile Organic Compound

**Objective and Target of Environmental Protection in NOK Group | Three-Year Plan from FY2014 to FY2016**

Objective	Goal		Action Item	FY2014	FY2015	FY2016	
				Result	Result	Target	
Maintain compliance system	Prevent violation of environment related laws and regulations	Comply with environment related laws and regulations	Monitoring and eradication for environmental issues by thorough compliance system	100% compliance	100% compliance	100% compliance	
			Monitoring and eradication for environmental problems due to faulty of environmental equipment	100% compliance	100% compliance	100% compliance	
			Sharing of environmental information and support for solving problems including overseas NOK sites	Support 1 case	Summarize and support	Summarize and support	
Maintain and improve EMS	Review environmental aspects	Eliminate operational problems	Review the environmental aspects of change-points and non-steady-state activities	Review	Specify and follow up	Specify and follow up	
Improve global environmental performance	Reduction of environmental hazardous substances	*4	1. Determine the amount of energy used (carbon dioxide equivalent) in NOK divisions	Promote energy saving at each division	47,200 t	44,700 t	46,500 t
			2. Reduce at least 1% of intensity in comparison to previous year in NOK divisions (for production divisions)	Promote energy saving at each production division of Fukushima, Kitaibaraki, Tokai and Kumamoto Intensity (t-CO <sub>2</sub> /million yen)	1.82	1.77	1.71
			3. Reduce at least 1% of intensity in comparison to previous year in NOK divisions (for development divisions)	Reduce intensity of t-CO <sub>2</sub> per square meter by promoting energy saving at Shonan, Shizuoka and Tottori divisions Intensity (t-CO <sub>2</sub> /m <sup>2</sup> )	0.16	0.16	0.16
			4. Reduce at least 1% of intensity in comparison to previous year in global NOK group companies (satellite companies + NOK overseas group companies)	Promote energy saving in each company Intensity (t-CO <sub>2</sub> /million yen)	Japan 1.43 Overseas 3.00	Japan 1.43 Overseas 2.94	Japan 1.40 Overseas 2.77
			5. Reduce at least 1% of intensity in comparison to previous year in global affiliated companies	Promote energy saving in each company Intensity (t-CO <sub>2</sub> /million yen)	Japan 0.85 Overseas 0.83	Japan 0.86 Overseas 0.69	Japan 0.90 Overseas 0.70
			6. Determine global (NOK divisions + global group companies) absolute emissions and intensity	Keep track monthly (t-CO <sub>2</sub> ) (t-CO <sub>2</sub> /million yen)	827,200t-CO <sub>2</sub> 1.13t-CO <sub>2</sub> /million yen	862,400t-CO <sub>2</sub> 1.02t-CO <sub>2</sub> /million yen	877,100t-CO <sub>2</sub> 0.98t-CO <sub>2</sub> /million yen
			7. Abolish HCFC refrigerants such as HFC22 for the specific CFC use facilities in NOK divisions by the end of FY2019	Plan update of the equipment that use HCFC refrigerant or etc. and promote	330 devices	230 devices	184 devices
			8. VOC *5 emissions to the environment in NOK divisions is at most 100% compared to FY2010	Drive in cooperation with the small committee for VOC reduction and divisions	1,171 t	895 t	1,042 t
			9. VOC emissions to the environment in NOK satellite companies at most 100% in comparison to FY2010	Drive VOC reduction activities at each company	357 t	302 t	295 t
			10. Reduce dichloromethane in the global group companies (including overseas) by 98% in comparison to FY2009	Drive dichloromethane discontinued activities at each company	Discharge to atmosphere 902t	Discharge to atmosphere 719t	Discharge to atmosphere 542t
			11. Determine global (NOK divisions + global group companies) VOC emissions to the atmosphere	Check emissions trends in monthly progress reports	5,123 t	4,456 t	4,697 t
			12. Reduce wastes in NOK divisions	Drive by the small committee for waste control	-	-	-
			13. Reduce wastes in group companies in Japan	Promote waste reduction activities by the small committee for waste control	-	-	-
			14. Reduce environmental impact by promoting the activities of small committees	Promote the activities of the small committee for reduction of energy consumption and the activities related to production process	Carry out	Carry out	Carry out
				Promote waste reduction activities by the small committee for waste control	Determine reduction material	Determine the results	Carry out
Promote the activities to reduce volatile organic compounds by the small committee for VOC reduction	Select items and equipment	Carry out		Carry out			
15. Information sharing between NOK and overseas	Determination of environmental load substances emissions at production sites including overseas and promotion of information sharing	Share energy saving DB	Carry out	Carry out			
Establish information control system of environmental hazardous substances	Construct efficient environmental hazardous substances survey system and spread	1. Rapid response to products containing environmental hazardous substances investigation	Drive dichloromethane discontinued activities at each company	Zero non-conformity of environmental quality	Zero non-conformity of environmental quality	Zero non-conformity of environmental quality	
			1. Plan for information sharing system	Agreed DB creation	Create DB for request Try at representative sales branch office	Start operation	
			2. Determine the environmental impact of products	2. Facilitate information system of chemical substances	Under maintenance	System improvement	Revise occasionally
			3. Expand NOK group green procurement guideline	3. Expand NOK group green procurement guideline	Study cooperation	Study on revision	Collect 100% response
			4. Introduce Green Procurement Meister system	4. Introduce Green Procurement Meister system	Only the conditions set	Partially obtained the answer	Introduce in order
3. Education to the divisions, sales and related departments (Chemical substance regulations, support for solving problems, want you to know and etc.)	Problem solving education	Respond 100%	Started at 3 sales branch offices	Respond each time			

1. Strategy and Management

2. Environment

3. Society

Working to reduce the environmental load by environmental impact assessment.

Environmental Impact Assessment for Design

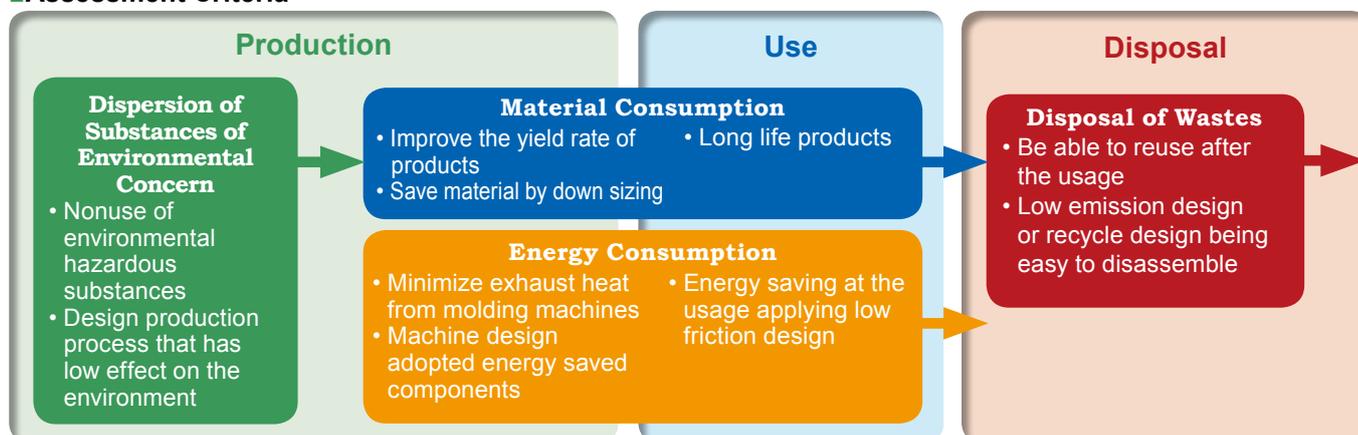
We are assessing the environmental impact of design for new products, new materials and new production machines, in accordance with the “Standard of environmental impact assessment for design” in NOK.

Nonuse of environmental hazardous substances, low energy consumption, high yield rate, downsizing, long life, low friction, low emission, recycling and reuse of products are considered at the design.

Applied Cases of Environmental Impact Assessment for Design in FY2015

Division	Case	Performance Improved
Fukushima	700	95
Kitaibaraki	147	143
Shizuoka	547	0
Tokai R&D Center	10	0
Tottori	25	1
Kumamoto	13	22
Shonan R&D Center	55	54
Total	1,497	315

Assessment Criteria



Environmental Impact Assessment for Facilities and Machines

Applied Cases of Environmental Impact Assessment for Facilities and Machines in FY2015

Division	Case
Fukushima	7
Kitaibaraki	115
Shizuoka	7
Tokai R&D Center	29
Tottori	0
Kumamoto	37
Shonan R&D Center	11
Total	206

We are assessing the safety and environmental impact, when introducing new facilities and machines at divisions in accordance with the “Procedure for controlling environmental protection when introducing new facilities and machines” in NOK.

Fail safe\* function for both safety and environment, qualification acquisition for operating equipments, emergency stop function, law compliance, banned substances check, energy and material saving design, fire proof, ease of maintenance, low effect on the environment at disposal and etc., are considered.

\* Fail safe: Switching to safe condition, if there is a failure or fault

Environmental Impact by our Business

We are operating the environmental management system in NOK by acquiring ISO14001 from FY2001.

We started to identify the “significant environmental aspects\*” from the environmental impact of the production process and expanded the activity to the indirect sections such as design, development and engineering, identifying “beneficial environmental aspects”.

\* Significant environmental aspects: Significant ones of both adverse and beneficial in the elements of company’s activities that can interact with the environment.

**NOK collects and discloses the environmental protection cost and the effect.**

**Environmental Accounting\***

In NOK, fulfilling our social responsibility for the environment and in order to promote environmental preservation activities efficiently and effectively, we monitor the environmental impact and environmental expenses.

In FY2015, we invested for pollution prevention and global environmental protection. As the pollution prevention measures, it was 25 million yen for the maintenance of waste water treatment facility and deodorizers and etc. And as global environmental protection, it significantly increased to 763 million

yen caused by renewal of aged chemical processing equipment, and spent for the improvement and renovation of air conditioners and for LED lighting and etc.

**Scope of coverage is NOK 7 divisions from Apr. 1, 2015 to Mar. 31, 2016**

**Referred guideline: Environmental accounting guidelines (2005 edition) by the ministry of Environment of Japan.**

**\*Environmental accounting: The system to collect and disseminate the cost for environmental protection in business activities, aiming for sustainable development.**

**■ Cost for Environmental Protection**

Unit: Million Yen

Item	Main Activities	Investment	Others
<b>1. Cost in production area</b>			
<b>1-1 Pollution prevention</b>	Introduction and operation of effluent treatment facilities and air related treatment facilities, install of noise insulation wall, soil and grand water investigation for preventing damage by the pollution	25	153
<b>1-2 Global environmental protection</b>	Improvement of room air conditioning, introduction and operation of monitoring system, introduction of (high efficiency) energy saving facilities	763	70
<b>1-3 Material recycling</b>	Installation and improvement of wastes storage area, operation and control of rubber grinding mills, activities for recycling industrial wastes	0	213
<b>2. Up and down stream</b>	Analysis of products, changing over to lead free material	0	8
<b>3. Management activities</b>	Building and operation of environmental management system, communication with stakeholders such as customers, environmental education and training, greening and cleaning in divisions	0	246
<b>4. Research and development</b>	Technology development for reducing emission to atmosphere and water, wastes and hazardous chemical substances	0	0
<b>5. Social activities</b>	Participation in the activities of industrial groups, regional activities for environmental preservation, donation and support to environmental preservation groups and participation	0	5
<b>6. Response to environmental damages</b>	Control of soil pollution	0	5
Total		788	700

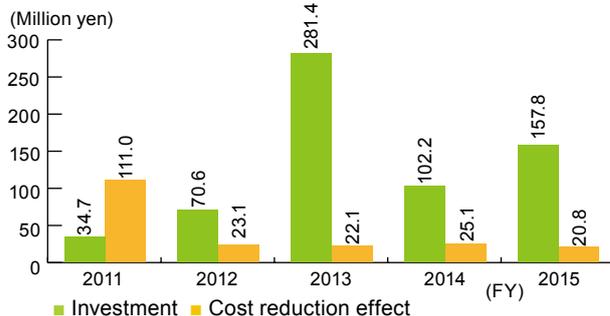
**■ Effects for Environmental Protection**

**Investments for Energy Saving**

Investment in energy saving measures in FY2015 was 158 million yen, and the cost reductions effect was 21 million yen. In each division, we actively introduced high efficiency and energy saving air conditioners, LED lighting for the utility areas in factories and energy saving measures such as improvement of heat insulation for heating furnaces.

**■ Trend of Investment for Energy Saving and Cost Reduction Effect**

NOK 7 divisions



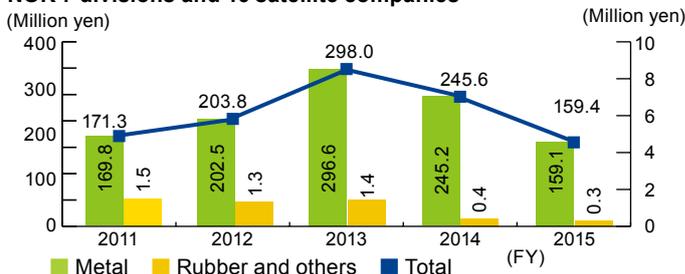
**Sales Profit of Wastes**

For rubber scrap, as we finished the selling from FY2014, the income of sale is decreasing. (Refer to P.19 Activities of Waste Recycling.)

And for metals, the generated amount was increased by 1% from prior year level, however due to significant decline of iron scrap price, the income of sale decreased by 35% from prior year level.

**■ Trend of Sales Profit of Wastes**

NOK 7 divisions and 16 satellite companies



## We promote reduction and appropriate control of the use and emission of hazardous chemical substances and comply with relevant laws.

### Activities of Small Committee for Reduction of VOC

Manager of Material  
Engineering Department,  
Corporate Technology Office

Masashi Kudo

In NOK, we continue to promote reduction of VOC emissions to the atmosphere, and in FY2015 we have ended with good results of 15% decrease in NOK divisions and 6% decrease globally compared to the fiscal year plan.



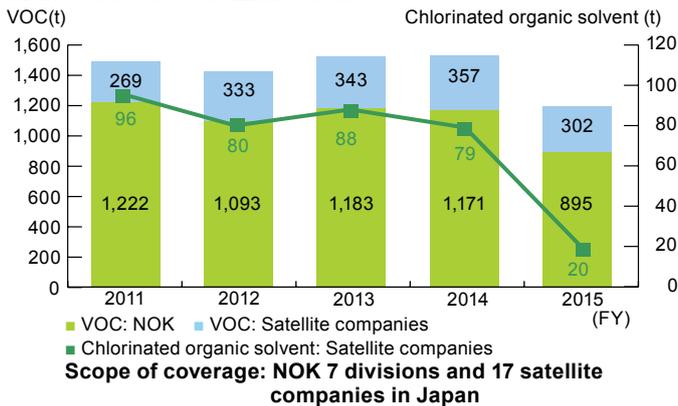
As for the reduction activities of dichloromethane that has high environmental impact, we could eliminate the use of dichloromethane at the 2 sites in Japan and at the 2 sites in overseas. As

the result, at the end of FY2015, we have finished the elimination at 11 sites in Japan (including subsidiaries) and finished the facility switching at 4 sites out of 6 sites in overseas, and at the remaining 2 sites in overseas, we almost have prospects for realization of alternative technologies.

In FY2016 for the 2 sites in overseas, we will establish alternative technologies, and then introduce the equipment and study on mass production. Through these activities we continue to drive worldwide elimination of dichloromethane.

In addition, as we can see the goal for global elimination of dichloromethane, we are going to explore the next VOC reduction items and continue to reduce VOC.

### Amount of VOC Emission



### Control System of Environmental Hazardous Substances

Regulations concerning chemical substances are getting tighter in each country in the world, being typified by EU REACH regulation.

In NOK group, to keep the substances prohibited by law regulations from mixing or leaking into the products or packaging materials delivered to customers, we operate the control system on the entire supply chain by "NOK Group Green Procurement Guideline" and incorporate the environmental hazardous substance control standards to the environmental management system. In addition, to the request for environmental hazardous substances in the supplied products from the customers, we introduce the system to respond quickly and reliably and built an effective investigation system.

We are also checking the controlling status of purchased raw materials and mass production process in relevant global group companies by self-audits in order to prevent environmental nonconformities such as mix up of prohibited substances, and tried to prevent from occurrence of problems. We share the results of self-audits and controlling the status in our internal database, and we are expanding the scope of sharing gradually.

### Comply with PRTR Law

#### Results of FY2015

In NOK, according to PRTR law that obliges to disseminate information on environmental releases and transfers of specified toxic chemicals, we reported 7 substances for FY2015.

Substance Name	Cabinet Order No	Emissions (kg)				Displacement (kg)	
		Atmosphere	Public Water	Landfill	Soil	Drainage	Outside of the relevant place of business
Zinc Compounds (Water-Soluble)	1	0	26	0	0	0	0
Xylene	80	240	0	0	0	0	32
Chromium and Chromium (III) Compounds	87	0	0	0	0	0	190
N,N-Dimethylformamide	232	100	0	0	0	0	11,000
Toluene	300	221,000	0	0	0	0	28,970
Methylnaphthalene	438	6	0	0	0	0	0
Methylenebis(4,1-Phenylene) Diisocyanate	448	2	0	0	0	0	1,300
<b>Total</b>		<b>221,348</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,492</b>

We are committed to waste reduction activities.

Activates of Small Committee for Waste Management in FY2015

Manager of Environmental Control Department, Corporate Quality Control Office

Jun Takashio

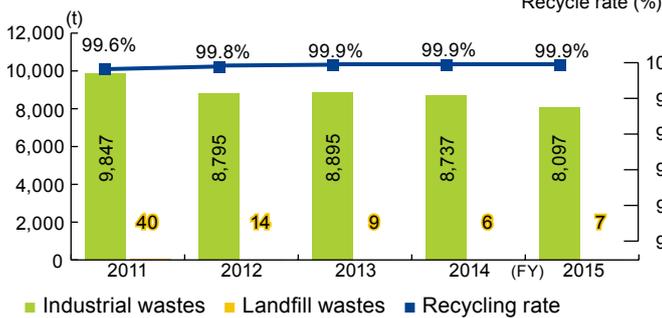
As the result of zero emission activities of NOK group, in FY2013, the recycling rate in NOK divisions and satellite companies in Japan almost reached to the ceiling 99.8%, so we are committed to keeping it now. And in the Three-Year plan from FY2014, the committee name was changed from “Small Committee for Zero Emission” to “Small Committee for Waste Management” and we began the reduction activities of wastes associated with production as a new initiative. However, we have of course conducted reduction activities at each division until now, so new opportunity doesn't come out easily. In FY2015 asking divisions in Japan for trying to come up with ideas, we made a plan including changing wastes to valuables as well as reduction of material to be used in production and wastes discharged. We evaluated

the performance and the result was around 82% against the plan. We consider to spread it to satellite companies, referring the cases experienced. We will strive waste reduction with the specific activities of "reducing disposal".

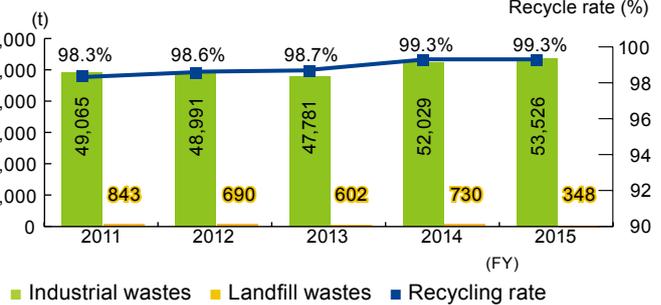
The small committee will continue to promote the efforts for enhancing the compliance, aiming for more high quality waste management.



Trend of Industrial Wastes and Landfill Wastes NOK 7 divisions



40 group companies in Japan

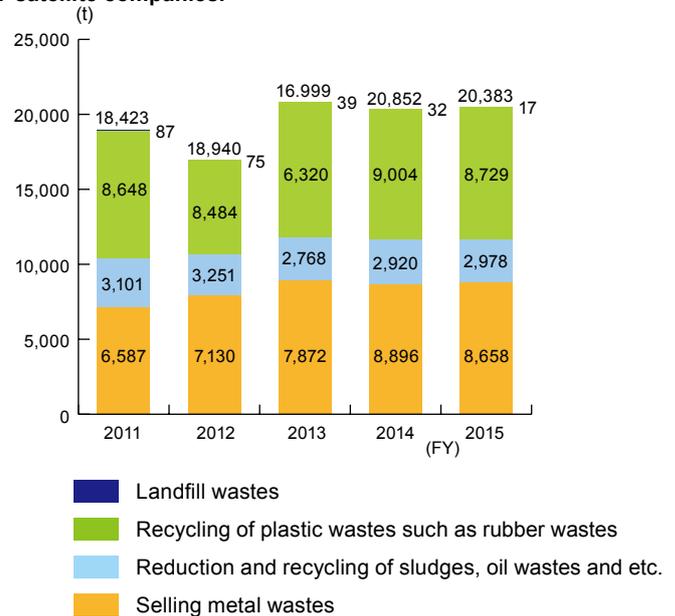


Activities of Waste Recycling

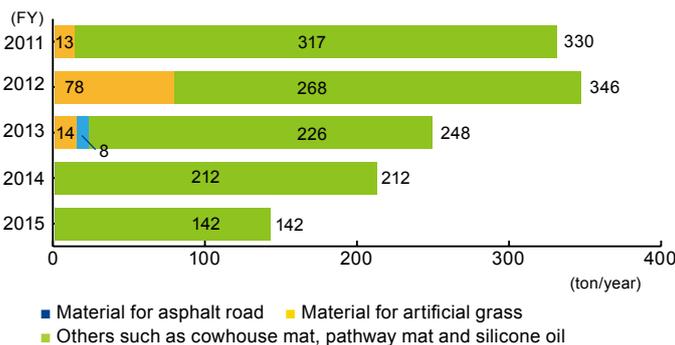
We finished the selling of recycled rubber scrap waste to the recycling market by FY2014, because of decrease of rubber scrap amount caused by production transfer of in-house production to group companies. However, as for chemical recycling of silicon rubber scrap, we will continue to sale it in order to effectively use the material after FY2015.

Trend of Wastes Breakdown of Industrial Wastes

The scope of coverage is NOK 7 divisions and 17 satellite companies.



Trend of Sales Result of Rubber Wastes



**Aiming for sustainable growth and having long range outlook, we are promoting energy saving.**

**Activates of Small Committee for Reduction of Energy Consumption**

Deputy General Manager of Production Engineering Technology Office

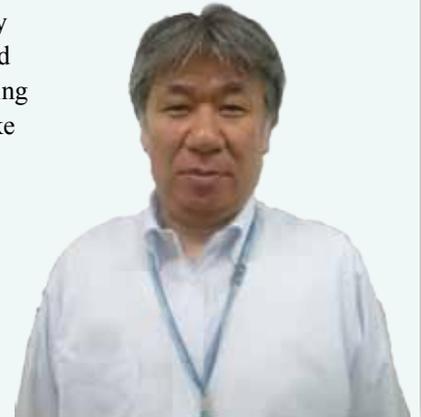
Mitsuhiro Ishida

In NOK, every year we promote energy conservation activities, targeting energy-saving measures for more than 1% of the total CO<sub>2</sub> emissions in the previous year. In FY2015, we planned the measures setting the target of 2,000 ton-CO<sub>2</sub> reduction equivalent to 1.36% of total amount of emissions and achieved the reduction of 2,140 ton-CO<sub>2</sub> per year as the result.

The major energy saving measures are replacement and optimization of set pressure of compressors, air conditioning control, LED lighting and etc. And from FY2015, we increased the number of companies, to which the objective control is applied, from 8 to 20. Thereby, in order to spread the energy saving measures effectively, we started to share the energy saving cases.

As for long term energy saving measures in the future, we will work on developing and introducing energy

saving equipment associated with renewals due to aging. Setting the energy saving target for new development facilities as more than 20%, we are developing them. From now, as well as the introduction of air conditioning control, thermal insulation and energy saving equipment and spreading LED lighting and etc., we will make long term plan and continue to work in order to obtain the continuous progress by developing and introducing energy saving facility.



**Expand the Scope of Energy Saving activities**

In recent years, because the production rate of the satellite companies are increasing, energy control of satellite companies is becoming more important. Largely the CO<sub>2</sub> emissions of NOK divisions were 30% and satellite companies were 70% in FY2015. From the past, we gradually expanded the scope of controlled companies of the small committee, and in FY2015 we further expanded and as the result we could take the measures of energy saving of 2,140 ton-CO<sub>2</sub> per year, 30% increase compared to the previous year.

Also, we created a database arranged and sorted in order easy to search more than 1,000 of energy conservation cases in and out of NOK group, and utilize it to share the information and spread.

Item	FY2014	FY2015
NOK Sites	8 Sites in Japan*	8 Sites in Japan*
Group Companies	8 Companies	20 Companies
Energy Saving Activity	1,650 ton-CO <sub>2</sub> /year	2,140 ton-CO <sub>2</sub> /year

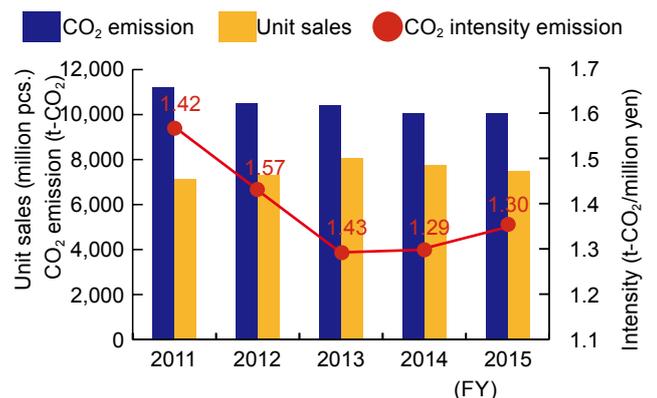
\*8 Sites: Fukushima (Fukushima and Nihonmatsu), Kitaibaraki, Tokai R&D Center for Membrane Technology, Kumamoto, Shonan R&D Center, Shizuoka and Tottori

**Transportation**

**Environmental Action in Transportation**

Production in overseas and at satellite companies in Japan is increasing and as the result energy saving of the transportation is getting important. We are committed to reduce the amount of diesel oil usage by trucks in the small committee. In FY2015, we developed the reduction measures of diesel oil equivalent to 45,700 liters per year, by improving transport efficiency, reviewing transport routes, introducing new vehicles and strengthening eco driving.

**Trend of CO<sub>2</sub> Absolute and Intensity Emission by Transportation**



**We promote the awareness of environmental protection of employees by education, training and awareness campaign and promote communication with stakeholders.**

### Environmental Education and Training

All the divisions draw the plans and provide trainings according to company wide environmental protection training plan in NOK.

Environmental protection education for general employees is for all the employees in NOK divisions. Education for specified operation workers is for sustaining and improving the competent of the operators. For absentees, another opportunity to be educated or trained is provided.

#### ■ Environmental Trainings in FY2015

Training Program	Participants
Environmental protection education for general employees	4,869
Education for specified operation workers	1,482
Training for emergency response	965
Education for management positions	483
Education for basic internal auditing	124
Training for internal auditors	167
Others	279

**Scope of coverage: All the employees in NOK 7 divisions**

Beside the above, we have awareness campaign for employees utilizing company magazine "Tane tomato (Tomato seed)", NOK home page, small meeting of each section, bulletins of local government and etc.

### Training for Emergency Response

In NOK, to deal with emergencies related to environmental preservation, we strive to limit the impact within the narrow area, by setting the emergency response standard and smoothly respond to the emergencies. And setting emergency response training guidelines, in case for the leakage of fuel oils from gas stations or sludge drainage from waste water treatment facilities, we regularly conduct the training to prevent the outflow into the public water.



### Communication with Stakeholders

We proactively communicate with various stakeholders regarding environmental issues in both directions. Information obtained through the communication is helpful to the environmental protection activities.

#### Respond to Environment Related Research Requests from Customers

In responding to the request of surveys of used energy amount and generated wastes amount, related to the manufacture of the products delivered to customers, and request for investigating containing hazardous substances in the products, we are building a good relationship of trust with our customers.

#### Answer Questionnaires

We answer the questionnaires, such as the survey of environment management from Nikkei Research, researches from Ministry of Economy, Trade and Industry and Ministry of the Environment, regarding energy consumption amount, quantity of generated industrial wastes, reduction activities and etc. The analysis results against the answers to the questionnaires are the materials, for considering to make decision of environmental management, where cooperating with related sections in our company.

#### Opinion Exchange in Japan Auto Parts Industries Association (JAPIA)

As a member of JAPIA, NOK participates in each environment related meetings and conferences held by JAPIA.

Participating in the study of the response to relevant laws and regulations by the subcommittee on chemical substances in products and production related chemical substances, and participating in the preparation for the calculating guidelines of life cycle environmental load amount, and etc., we exchange views with member companies and promote environmental conservation activities as a member of JAPIA.

#### Financial Results Briefing

NOK group held on 12th May, 2016, consolidated financial results presentation of FY2015 at headquarters. Securities analysts, institutional investors, research institutions, journalists, financial institutions and other external stakeholders participated in and we gave a description of consolidated financial results for FY2015 and the financial forecasts for FY2016.

#### Initiatives at Sites

At each sites of NOK group companies, inviting the people of educational institutions, administrative bodies and local residents near the site, we guided plant tour, introduced the products produced in the factories, and conducted briefing on business activities and environmental preservation efforts.

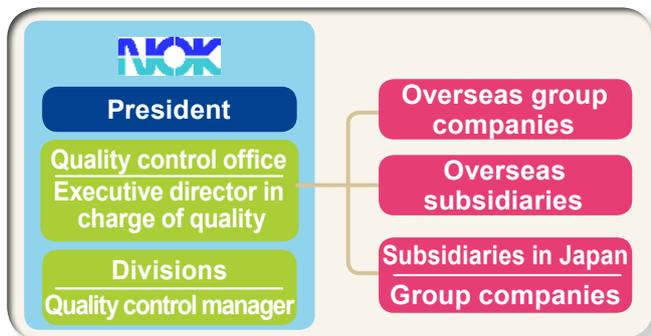
NOK continues our efforts to provide high quality service and products toward customers.

### Quality Management System

In order to continue to produce the products according to customer's requirements, we have been promoting to operate and improve the quality management system that complies with international standards such as ISO9001.

We are developing the quality assurance activities in NOK group companies, according to the internal control rule of subsidiaries.

From FY2013, we have expanded the scope of on-site audit activities by the quality assurance officer and exchanged the information of quality management system closely both Japan and overseas, then we strive to uniform quality level of global NOK products with cooperating group wide.



### Global Diffusion of Quality Dojo

In the Quality Dojo by 7 year anniversary from the start, we have trained over 709 quality leaders<sup>\*1</sup> in Japan by now. So far, quality leaders have driven to build quality first lines, where they practice the mentality and the method cultivated in the Quality Dojo, at a real production floor, however, we changed it to "Asunaro activities"<sup>\*2</sup> driven by quality leaders from FY2015. Under the thinking of "there is no end to improvement activities", we are trying to build quality first lines, continually promoting improvement activities at our production floors.

N-Act 2016 was held for the quality leaders to present these results in order to further activate the improvement activities.

We had also engaged in Quality Dojo in overseas sites in China and Southeast Asia and certified the first Quality Dojo master at a China company in FY2015. And they can propel the Quality Dojo by themselves in China. 34 quality leaders were trained by the Chinese Dojo master.

\*1 Quality leaders: The human resources graduated Quality Dojo

\*1 Quality leaders: The human resources graduated Quality Dojo

\*2 Asunaro activities: "Asunaro" is a Japanese word that means "to be (quality first line) tomorrow". By continually improving, to realize an improvement of the production line, equivalent to quality first line that built up by now.

### 63th NOK Group QC Circle Meeting

Having a policy of "Voluntarily improvement of a familiar theme returning to the origin of the QC circle", we held activity meetings at NOK internal, group companies in Japan, associated companies and overseas group companies, and total 1,314 teams attended in FY2015. 9 teams elected to the excellent attended the NOK group QC circle meeting, where the top team is elected, presented the activities.

Team count of NOK group QC circle is increasing, and QC circle activities are broadly done internationally at NOK internal, group companies and associated companies.



### Nonconformity Reduction Activities

Enhancing nonconformity reduction activities to improve quality and to reduce waste, we are committed to human resource development through this activity. Especially with the nonconformity zero project started in FY2011, we promoted the self-propelling at each site, including the satellite companies from FY2013. As the result, through the measures on the subject of more than 200 in three years, and through the verification based on the observation of actual products at shop floors and mechanism studies, we obtained the effects on the expansion of human resources to be leaders and problem-solving ability improvement. As the result of these activities, we realized 30% reduction of nonconformity rate in the three years.

We began the teaching of this activity in China and Thailand from the second half of FY2012, and obtained the results already.

At the meeting held at the end of FY2014, results form an overseas company are reported at the first time and the activity is becoming steady in overseas, too. In FY2016, we will continue to expand, and let it be self-propelled and be steady globally.

### In-house Quality Award System

We started "Quality award system" in NOK group from FY2008, aiming for stimulating the quality improvement activities. The prize coverage is all the employees of NOK group in Japan. Groups such as divisions or sections, which have had excellent quality improvement activities, are praised, after nomination and selection of once in a half year and the improvements are introduced in the company newsletter.

In FY2012, in order to activate the system, the guideline was revised to facilitate the nomination by promoting approaching more immediate problems and nomination of more flexible group unit. We utilize the system for boosting up the motivation for improving the quality and kaizen.

We value the good relationship with all the stakeholders.

### Information Disclosure to Investors

#### Exhibiting at Nomura IR Individual Investors Fair 2015

NOK exhibited at Nomura IR individual investors fair 2 days of December 11 and 12, 2015, held at Bellesalle Shibuya Garden. This fair was held to provide the opportunity for companies introduce themselves to individual investors, and communicate with them. At NOK booth, briefing about operations, growth strategy, CSR, environmental activities and etc. was presented for around 10 minutes twice an hour. And NOK group history and products and etc. was displayed. Many people visited there.



### Root for young engineers

#### Sponsored NHK Robocon 2015

NOK participated in "NHK robocon 2015" that was held on 7, June, 2015 at the National Olympics Memorial Youth Center as a sponsor from this time, and served as a jury of special prize.



The competition theme of this time was "Robominton". This was a robot competition subjected badminton doubles, 20 teams from universities and colleges competed in the tournament. Unique robots with various ideas from each team entered and fought heated battles.

In the Hall there are exhibition booth, where company introduction panels of NOK, seal products, FPC developed products were exhibited. Because



of the characteristics of the event, many science students were there and visited the booth with interest.

NOK will continue to be a sponsor the next event and support young engineers.

### Communication with Communities and Bodies

#### ■ Communication of NOK Divisions in FY2015

Activities	Month, Period Participant
From Shizuoka plant, attended disaster prevention meeting at Toyooka and Jitogata district.	APR, 3 people
From Kitaibaraki plant, participated in environmental beautification campaign (trash and empty can collection around Ohtsu fishing port) sponsored by Kitaibaraki city	MAY, 44 people
From Shonan R&D center, participated in 39th Enoshima trash zero campaign sponsored by Fujisawa city	MAY, 25 people
From Kumamoto plant, participated in environmental preservation activities (rice planting) sponsored by kumamoto prefecture environmental preservation association	JUN, 4 people
Held summer festival at NOK Kumamoto plant	JUL, 500 vistors
At Tokai R&D center for membrane technology, cooperate to Kikugawa city public relations activity of the mascot character, Kikunon explores a company (NOK plant tour)	JUL, 4 vistors
From Kumamoto plant, participated in 38th "Hinokuni Festival"	AUG, 130 people
From Kumamoto plant, participated in workplace friendship softball tournament sponsored by labor standards association Aso branch	SEP, 15 people
At NOK Tokai plant, held fall joint festival with Shizuoka plant and Fugaku Koki	SEP, many vistors
At Kitaibaraki plant, lent parking lot for nearby kindergarten sports day	OCT
From Nihonmatsu site, participated in Nihonmatsu lantern festival in 2015	OCT, 51 people
Nihonmatsu site supported 61st "Chrysanthemum dolls in Nihonmatsu"	OCT&NOV
From Nihonmatsu site, participated in 29th Adachi district Indoor fire hydrant operations competition	OCT, 5 people
At NOK Tottori division and TVC held fall festival	OCT, 750 vistors
From Tokai R&D center for membrane technology, participated in hazardous materials safety association tour	NOV, 1 person
From Nihonmatsu site, participated in lake Inawashiro aquatic plant collection volunteer in 2015	NOV, 5 people
From Fukushima site and Nihonmatsu site, participated in Nihonmatsu industrial festival	NOV, 6 people
From Tottori division, participated in Ohkuni festival	NOV, 10 people
Fukushima site and Nihonmatsu site provided NPO stockpile	JAN, 3 people
From Tottori division, attended Nanbu city business council	MAR, 1 person

### Participation in Exhibitions

We NOK group exhibited in a number of exhibitions to enhance mutual communication with various guests in FY2015, too. At "the 44th Tokyo Motor Show 2015", held from October 30 to November 8, 2015 at Tokyo Bigsight, we had exhibited as an opportunity to appeal industrial sectors such as finished vehicle manufacturers and suppliers the technologies and the products so far, however this time changing the concept and exhibition content dramatically, we set the purpose of exhibition to get NOK to be known by many people, including students. In order to know where oil seals are assembled in what part of a car, while playing, we set a play zone of participatory game, "Aim to be oil seal master!" We enjoyed the success as visitors are always keep waiting in front of the booth. Through the game, it was a good opportunity to let



to know oil seals are important components for cars and let to know the company name of NOK as a leading manufacturer of oil seals.

We are focusing on making the workplace and the environment every employee can work safely, healthy and lively.

### Respond to Diversification of Employment Formats

In NOK, for each employee to be able to choose the work that suits to oneself, various systems such as child care leave system are prepared.

Not only the system, we are seeking the operation methods for being easy to use the systems. The result of applying the leave system in FY2015 is shown in below table.

#### ■ Applied Case of Leave System in FY 2015

System	Case
Child care leave	51
Nursing leave	1
Refresh leave	157

### Supporting Disabled People

We promote to hire disabled people and 56 people work for NOK as of April 2016. (employment rate 1.94%)

### Re-employment System

NOK introduced re-employment system of employees, who reached retirement age, in 2006.

For the people, who have desire to work and good health, we strive to build a system to maximize their career experienced in NOK and highly skilled ability, while they seek a stable life after retirement using this system, where they can transfer the knowledge and the skills to the younger generation.

### Mental and Physical Health

#### Employee Health Consultation

NOK provides 24 hours telephone health consultation service for free and promotes mental health care cooperating with industrial physicians and nurses, aiming for maintaining and advancing mental and physical health of employees.

#### ■ Telephone Counseling in FY2015

Counseling Item	Case
Medical examination and checkup	9
Health promotion and advance	2
Concerned about symptoms	338
Home care	87
Medical treatment	297
Mother and child health service	5
Childcare consultation	111
Medical care in the night and holiday	24
Stress and mental health	55
Referral and arrangement	37
Others	31
Total	996

Scope: People enrolled in NOK health insurance system (Employees of NOK, EKK, KEMEL, MEK, UMT, NKL, Seiwa Jisho, NOK group union and FUGAKU KOKI and the loaned employees)

### Training System

NOK is actively promoting employees to obtain necessary knowledge and qualification. And new employee training, training for appointed managers and a variety of education, in conjunction with the growth stage of the employees, including OJT are provided.

### Human Cultivation Program for Internationalization

NOK started the program in 1986 to cultivate the human resources, who would be active in the front lines of overseas departments.

Several people are selected from the applicants nominated by themselves or by a recommendation, sent to overseas such as the USA, Philippines, China and Thailand and take around one year of language training at local colleges. So far total 126 people were sent to overseas with the program by FY2015.

### The 8th NOK Group TCD Presentation

From 4 countries 8 teams, further selected out from 29 teams, who won preliminary competitions in Japan and overseas, participated. Every contents of presentation were high level, where the improvement was propelled by both top-down and bottom-up. A team from Precision Moldings & O-Rings division of NOK won a gold prize. We could glimpse the difficulty of



improvement and the essence of the manufacturing of the O-Rings, although the material and the process is simple. And a team from MMCZ Nanping plant won another gold prize, who concentrated to connect the processes from the production start to the shipment as far as possible, and achieved significant reduction of manufacturing time and work in process. The other 6 teams won silver or bronze prize and all the team won any of the prizes. We could see the variety of activities in any of the presentations, and realized the improvement activities in NOK group stepped up to the new stage.

### Disaster Drill

Preparing for a large scale disaster, we held disaster and evacuation drills at divisions, sales branch offices, logistic centers and etc. At the sites from Tokai region to Kansai region, where tough damage is assumed by Nankai Trough Earthquake, assuming that the occurrence of the earthquake and tsunami warning would be issued, they did evacuation drills, fire drills, injured person rescues and transport trainings. We reaffirmed the importance of disaster preparedness and it became a good opportunity to raise awareness of disaster prevention.

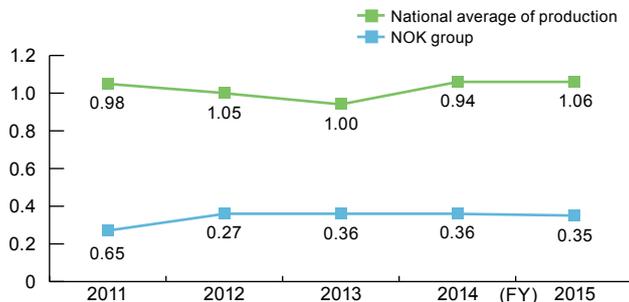
## Occupational Health and Safety Management System

In NOK, we are promoting safety and health activities, setting the organization of safety and health control supervised by division manager, and conducting company-wide activities with the collaboration of control secretariat in each division and corporate safety section.

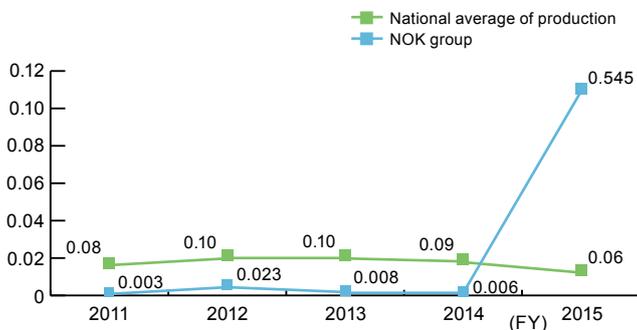
Aiming for boosting up the safety awareness and recurrence prevention of work accidents by information sharing of work accidents, we spread the "annual statistic of work accident" to all the managers in the divisions since FY1973.



### ■ Frequency Rate\*1 of Accidents Accompanied by Lost Work Time



### ■ Severity Rate\*2 of Accidents Accompanied by Lost Work Time



\*1 Frequency rate: Number of injured or dead person by work accidents per a million actual working hours

\*2 Severity rate: Lost work days per a thousand actual work hours

The data of NOK group is the total of NOK, Eagle Industry, NIPPON MEKTRON, NOK KLUEBER and UNIMATEC.

## Activities during FY2015

Manager of Safety Section  
Personnel Department

Yoshihiro Takagi

### Activities of Health and Safety

We set the policy of health and safety in FY2015 as "Thoroughgoing Identification and Elimination of Unsafe Behavior", and continuing from previous year focusing to unsafe behavior as the activities of health and safety, we carried out thorough review of unsafe behavior and remedial teaching and education for safety working.

Additionally, we continued to care the mental health, adding to the system of self-care by specialized staff, we provided 24 hours telephone health consultation for free outsourcing the operation to a specialized agency in order to take measures against mental issues at the early points and support the temporarily retired employees to return to work smoothly.

### Activities of Improving Workplace Environment

In NOK group, we started activities of improving workplace environment from FY1993, and took measures of working environment (noise, heat and fridity) and working management (working posture and handling of heavy load) by the first and the second improvement plan. And by the "third improvement plan for workplace improvement" started from FY2005, we prepared rest area and smoking area, as the measures for supporting system (facilities for relaxing and necessary to the workplace life).

## Traffic Safety Education

In NOK group, as one of the automobile parts manufactures, we set traffic safety control policy, and we are committed to obeying to traffic rules and eliminating traffic accidents and violations every year.

NOK Fuji site\* was honored as an excellent office in the joint names of president of the Shizuoka prefecture safety driving management association and the chief of Shizuoka prefectural police headquarters. It was highly acclaimed that they promoted activities to raise traffic safety awareness for all staff over the years and achieved great result for preventing traffic accidents. It was very honorable award of highest commendation as only 60 offices are awarded



\*NOK Fuji Branch Office, NOK Fuji Logistics Center and Waki Transportation

out of 12,900 member offices in Shizuoka prefecture. With the honor of this time, they are further striving to prevent the occurrence of accidents.

# Questionnaire for NOK Environmental & Social Report 2016

Please provide us  
your opinions and  
comments



Thank you very much for reading this report.

For our further reference, we greatly appreciated if you would answer the questionnaire below.

Please take a moment and fill out questionnaire and send it to NOK by FAX or other communication tools.

Environmental Control Department,  
Corporate Quality Office  
NOK CORPORATION

**FAX No. +81-466-36-4299**

## Q1 Please evaluate entire report. (Please check the number.)

● Easy to understand	● Content	● Design
1. Good 2. Fair 3. Poor	1. Good 2. Fair 3. Poor	1. Good 2. Fair 3. Poor
Opinions: _____ _____ _____	Opinions: _____ _____ _____	Opinions: _____ _____ _____

## Q2 Which articles were impressive? (Please check the number. Multiple answers allowed.)

- |   |   |
|---|---|
| 1. Our Company & Editorial Policy                                   | 11. Environmental Conscious through the Business Process        |
| 2. Message from the CEO   | 12. Environmental Accounting                                    |
| 3. NOK Group Philosophy   | 13. Control and Reduction of Environmental Hazardous Substances |
| 4. Governance and Business Plan                                     | 14. Commitment of Recycling-Oriented Society                    |
| 5. Activities of NOK Group  | 15. Global Warming Countermeasures                              |
| 6. Reports from NOK Group Sites                                     | 16. Trainings / Communications                                  |
| 7. Topics "Contribute to Sustainable Society with our Technologies" | 17. Customer First  |
| 8. Environmental Management   | 18. Relation with Societies                                     |
| 9. Input & Output of our Business                                   | 19. Relation with Employees                                     |
| 10. Targets & Results   |   |

## Q3 On what basis you read the report? (Please check the number.)

- |                                  |  |                  |
|----------------------------------|--|------------------|
| 1. Customer                      | 5. Journalist                                  | 9. Student       |
| 2. Stockholder / Investor        | 6. NGO / NPO                                   | 10. NOK employee |
| 3. Neighbor resident of NOK site | 7. CSR / Environmental section of organization | 11. Others       |
| 4. Government official           | 8. Research / Investigation organization       | ( )              |

## Q4 Please describe your opinions and comments about entire report and our activities.

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Thank you for the corporation. Please complete the table below with your information, if possible.

We use the personal information only for statistical work of the questionnaire.

We treat the information confidential and do not disclose to third party.

Name	E mail address	Gender 1. Male 2. Female
Postal code	Telephone No.	Age 1. Under 20 2. Twenties 3. Thirties 4. Forties 5. Fifties 6. Over 59
Residence (Home / Office)		
Organization name	Telephone No.	





**NOK CORPORATION**

<http://www.nok.co.jp>