

Pursuing the Quality

In accordance with Basics and Ethics, we think and act on our own mind from a customer's point of view, and work hard to improve continuously for each business process.

Providing Safe Products and Services

We comply not only with the Product Liability (PL) Law, domestic and international laws, and safety standards, but observe also internal standards for further safety in an attempt to improve the level of quality, thereby providing our customers with safe and high-quality products and services. Moreover, in the companywide quality assurance meeting, we share information and consider ways of preventing nonconformities based on case studies of failure occurring both internally and externally.

Policy to Improve Quality

We have certification of ISO 9001 (quality management systems) at all our Works and are continuously improving our quality management system by using the PDCA cycle in the process approach. In order to further satisfy various requirements of customers on products and services, we get certification of received JIS Q9100 and TL 9000 as applicable to certain product categories, and our sales departments are incorporated into the quality management system.

Policy to Address Quality Problems

A series of review and recurrence prevention activities based on thinking and acting from the customer's point of view is called *Ochibo Hiroi* (meaning "gleaning"), which identifies the direct technical causes of problems and the motivational problems that led to those causes, and involves working to prevent recurrence and verifying similar products in an attempt to prevent similar problems.

HiKQ innovation activities

This spring marks two and a half years since the "HiKQ Innovation" activity began in August 2009.

Thus far, we have taken up and debated themes of quality improvement, business process reform, and Employees Satisfaction (ES) enhancement, and are gradually achieving results. In fiscal 2012, we will further raise the level of these themes and conduct activities for debating a more extensive range of themes. For the purpose of building up more vigorous workplaces, we started a new activity for revitalizing the entire company, in addition to the "step-up activity," which is a proposalbased business reform activity.

As a forum for reporting the results of our day-to-day activities and debating issues, we hold monthly HiKQ innovation meetings in which management officials also participate, and where a lively exchange of views takes place. We are also making the most of the "HiKQ Net," an in-house SNS,* in order to promote debates concerning wider-ranging matters. This was renewed last year, resulting in an easier-to-use environment. Various communities have been set up for different activity themes, and hold debates on business reform as well as extensive exchanges of views and related communications. Our president and other officers also participate in this forum, thereby deepening communications between employees and top management.

With the initiative taken by HiKQ Innovation Promotion Division established the year before last, communications inside and outside the Company will be further revitalized, thereby nurturing a corporate culture for conducting business in line with the motto of Customers First.

* SNS (Social Networking Service): A communication-type network site

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For the purpose of raising employee awareness, a poster featuring younger employees has been prepared and distributed for display at all works and offices.