

## Producing Products from our Customers' Perspective

Our products are mainly purchased by corporate customers as production goods. To obtain our customers' trust that they definitely gain reassurance from buying Fujikura Kasei's products, we have created a quality management system and engage in improving both the quality of our products and the quality of our work as our contribution to society.

### Our basic concept of quality assurance

We produce our products always from the customer needs point of view. We have established a quality management system based on ISO9001 standards (Table 1) and engage in quality assurance activities as one across our Group so we may respond promptly and accurately to upgraded customer demand for quality. Furthermore, to provide globally uniform quality across our entire Group, we are promoting the acquisition and/or maintenance of ISO9001 certification by our Group companies in and outside Japan and ensuring continuous improvement by implementing quality maintenance activities.

● Table 1. Quality management system certification status

Management system	Certification Division	Scope of application
ISO9001 <sup>*1</sup>	Whole company	Design, development, production and sales of coatings, conductive paste and chemical products (except for in vitro diagnostic and all products handled in Medical Material Department).
ISO13485 <sup>*2</sup> International standard specifically for the medical device industry	Medical Material Dept.	Design and manufacture of in-vitro diagnostic reagents for measuring of proteins, enzymes, lipids/lipoproteins, carbohydrates, hormones, therapeutic drugs.
IATF16949 <sup>*3</sup> International standard specially for the automotive industry	Electronics Materials Division	Design and manufacture of conductive and insulation pastes.

<sup>\*1</sup> Japan Management Association Quality Assurance Registration Center (JMAQA) <sup>\*2</sup> SGS Japan Inc. <sup>\*3</sup> LRQA Limited

● Table 2. ISO9001 certification status of Group companies in Japan and overseas that have production sites

	Number of production site companies <sup>*4</sup>	Number of certifications acquired	Certification rate
Japan	4	3	75%
Overseas	10	9	90%
Total	14	12	86%

<sup>\*4</sup> Companies that have production sites, including Fujikura Kasei

### Quality assurance framework

To maintain product quality (including the management of chemicals in products<sup>\*5</sup>), we have a quality assurance framework in place for all processes from the planning, design, manufacture and shipment of products to their use by customers.

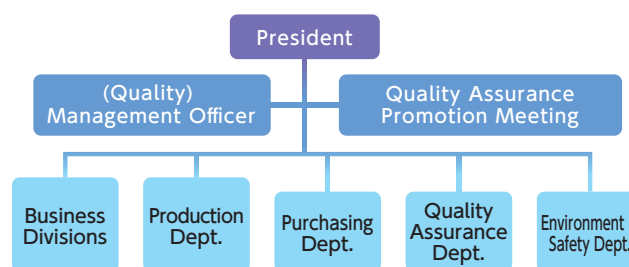
In the event of a quality trouble (quality flaw or customer complaint), the Quality Assurance Department, business divisions, and production departments work as one to investigate the cause and take action to prevent recurrence. The Quality Assurance Department has a proper system in place to guarantee quality always from the customer needs point of view, as a separate department directly under the president, independent of other business divisions and the production department.

Additionally, we have established a Quality Assurance Promotion Meeting composed of members from each division and department to pursue activities such as for maintaining and improving our company-wide quality management system and proposing solutions to quality-related issues.

From fiscal 2018, efforts are being made to prevent quality

troubles by identifying issues beginning with the design stage of products and strengthening design reviews. With regard to complaints that have been received from customers, however, efforts are being made to prevent similar complaints by strengthening the review and follow-up of measures.

<sup>\*5</sup> Details on the management of chemical substances contained in products are provided in the section on chemical substance management on pages 38.



### Medium to long-term initiatives concerning our quality assurance system

At Fujikura Kasei, we have formulated our 11th mid-term management plan with an eye to realizing our 2030 vision. Among the quality activity plans, we will place particular focus on the following.

(1) Initiatives to provide high quality and globally uniform quality by the entire Group

- Unify quality management and inspection methods and inspection devices within the Group
- Establish a system for transferring out manufacturing technologies to Group companies and cooperating companies (outsourcing companies)
- Manage the trends in quality of all products and raw materials and share information with production departments to enhance and stabilize manufacturing quality and prevent quality troubles

(2) Initiatives for establishing a sustainable quality assurance system

- Ensure information sharing and energy saving by digitalizing data and documents as well as operation systems (promote DX)
- Prevent quality troubles and reduce waste by visualizing management losses and information of past quality troubles
- Eliminate elements of fraudulent inspections by visualizing and sharing inspection data and issuing automatic inspection reports, etc.