

Quality-Related Initiatives



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Focus on Company Mission mindset training to achieve 100% quality

Touting “quality is our top priority at all times” in our Company Mission, we have set such policies as the Basic Management Policy, Basic Quality Assurance Policy, Basic Goals for Education and Training, and Basic Policy for Education and Training in order to achieve that mission. To provide employees with an understanding of and spread that understanding of these policies, we regularly conduct explanatory meetings that employ video and other material as mindset training.

We consider mindset training important because the reason for ROHM’s existence is the advancement and progress of culture, and “quality first” is given as a strategy to achieve that. In other words, ROHM considers achieving the Company Mission through the quality of actions and quality of people who take such actions as integrally connected, and this shows the strength of our attachment to “quality first,” which differentiates

ROHM from its rivals. Offering a stable supply of high quality products and services is indispensable for our sustainable growth, and the “quality” in the Company Mission refers to the quality of not only services and products but also the processes, people, and companies that create those services and products.

For quality, it is important to be particular about 100%. All people behaving properly all the time makes it possible to provide products and services that satisfy customers. It is important to conduct regular mindset training because if even one person acts improperly just once, this can impact the quality we provide customers. Through our quality assurance system, we stipulate all the mechanisms and rules for ensuring quality, which includes development, sales, and customer service, and it is the responsibility of the Quality Assurance Division to optimize that.

Working to achieve the quality demanded by customers by defining proper quality and front loading quality assurance

A major precondition for conducting quality assurance activities is defining proper quality. Of course, it is important to strive for zero defects, but if the goal is completely eliminating complaints and defective products, quality assurance activities become too focused on preventing the shipping of defective parts. There is no need to pursue excessive quality that customers do not expect. Therefore, we introduced a customer quality satisfaction survey to ascertain the optimal level of quality for customers and the level for proper quality. Based on the survey results, we set the proper quality that reflects the required quality taking into consideration costs and build a quality assurance system to ensure quality from a customer perspective.

Quality assurance with front loading is indispensable for achieving proper quality. It is possible to improve design quality by thoroughly eliminating envisioned risks at the design stage and designing processes that take into consideration the ease of production. Other important activities for increasing design quality and production management precision are undertaking management based on production process data and analyzing that data. In addition to moving forward with various efforts, including automation and digitalization of processes and data collection, we are undertaking a DX for data analysis and quality control with predictive maintenance that leverages this information, and accelerating work to improve the precision of product quality maintenance and management.

Toward quality befitting a major global player

For quality, too, being a major global player means being selected by all customers, both those in Japan and overseas, because ROHM products are reliable, and thus it is necessary to guarantee quality in order to be selected. However, it is the customer, not us, who decides whether the quality is good or bad. It is important, therefore, to continue to implement measures such as conducting customer quality

satisfaction surveys, incorporating the opinion of customers, and providing products of the required quality. There is also a tendency for organizations to become bloated, vertically divided, and inefficient, such as with duplicate operations, as they grow into a major global player, and we are promoting efforts to accelerate decision-making and operations through seamless connections between in-house organizational units.

Material issues

Stable Supply of High-quality Products

- Strengthen production systems through IDM activities
- Improve productivity by introducing flexible lines
- Implement rigorous quality control and employee quality training

Strengthening Product Safety and Quality

- Establishment and entrenchment of a quality assurance system through front loading
- Achieving appropriate quality by incorporating the customer’s perspective

Quality Assurance System

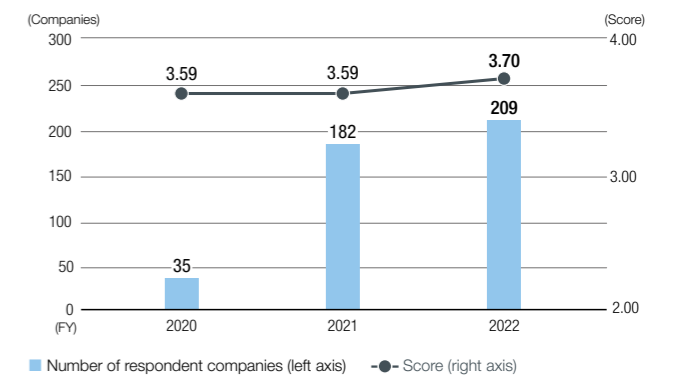
Until recently, there was a tendency for there to be little overall optimization for the whole company despite efforts to optimize individual businesses because businesses were vertically divided. It was often the case that the needs of and feedback from customers were implicitly known only by the responsible staff and division. Therefore, the Corporate Quality Headquarters, one of the divisions directly under the supervision of the President, is working to conduct company-wide optimization through the horizontal construction of a

company-wide cross-divisional quality management system, information sharing, and supervision of each business division’s operations. As for new product development, evaluations are conducted at each stage: development review, design screening, initial production, and mass production. This is to meet the demands of customers and provide safe, reliable products in a timely manner. Information on improvements is provided to the source as feedback and introduced in future designs.

Conducting a quality satisfaction survey

Since FY2020, we have conducted an annual quality customer satisfaction survey of customers’ development, purchasing, and quality divisions that directly use our products. The initial survey in FY2020 targeted the Japanese automobile market, but since FY2021, the various overseas regions have been included, making it possible to survey customers in almost all industries. The FY2022 score rose 1.1 points (3.1%) due to improvement activities based on survey results. The results are indexed and shared within the Company and provided to customers. Our goal is not to simply raise the score. We will pursue the best quality for customers so that customers throughout the world will select ROHM with peace of mind.

Quality Satisfaction Score



Training human resources responsible for Quality First

Because we consider the training of human resources who can implement “quality first,” one element of our Company Mission, as necessary investments to “leverage quality to grow the Company and contribute to society,” we have established a dedicated organization to handle the issue. For quality human resource training, we offer four programs targeting each of the topics of mindset, personal development, practical issues, and professional development, and provide the most appropriate training for employees’ job and work history through a combination of face-to-face sessions with senior coworkers and experts, live online sessions, and on-demand sessions that can be accessed via the in-house intranet. Within those efforts, we have focused on training to instill the Company Mission and basic policy, and this involves analyzing the Basic Management Policy and Company Mission, which was set in 1966. As of FY2022, the cumulative total of employees (both in Japan and overseas) who have taken this training reached 17,316. By

conducting an annual quality awareness survey of all employees, we confirm the awareness and behavior based on the Company Mission and Basic Management Policy.

Number of employees taking training sessions to instill Company Mission and Basic Management Policies (cumulative)

