

## Basic approach to quality assurance

We deliver high quality products and aim to continuously improve delivery times, costs, and customer satisfaction as well.

### Basic approach to quality assurance

As we keep an eye on environmental changes both in Japan and overseas, we work to maintain our standard of world-leading quality and increase customer satisfaction.

We also actively pursue international quality standard accreditations and operate our quality management system according to these standards.

#### Quality Guidelines

Achieve greater customer satisfaction at the global level by delivering world's best quality products

#### Important policies

- 1) Re-evaluate the process guarantee level by back to the basics approach
- 2) Prevent quality and delivery problems for new products and products that have changes in 4M
- 3) Cultivate a culture of quality and prevent violations
- 4) Enhance quality governance
- 5) Increase the level of reoccurrence prevention activities
- 6) Increase the level of supplier management

#### Specific arrangements

This is what we are doing in relation to our important policies:

- 1. Re-evaluate the process guarantee level with back to basics approach**
  - 1) Revise difficult or easily mistaken tasks
  - 2) Optimize the quality assurance gate to prevent production and distribution of defective products
- 2. Prevent quality and delivery problems for new products and products that have changes in 4M**
  - 1) Implement milestone management at the actual site, actual thing, and actual confirmation
  - 2) Strengthen management of changes in 4M
  - 3) Strengthen the verification method in the design process
- 3. Cultivate a culture of quality and prevent violations**
  - 1) Cultivate a culture of quality led by top management
  - 2) Build a workplace environment that prevents violations
  - 3) Establish rules to regularly confirm the status of management to prevent improprieties
- 4. Enhance quality governance**
  - 1) Build systems based on guidelines
  - 2) Gather and analyze global quality information
- 5. Increase the level of reoccurrence prevention activities**
  - 1) Improve the ability to pursue essential causes
  - 2) Practice horizontal expansion
  - 3) Conduct regular inspections of past problems led by top management
- 6. Increase the level of supplier management**
  - 1) Build systems where improvements can be spiraled up
  - 2) Optimize QA gates suitable to the capabilities of suppliers
  - 3) Inspect direct deliverables and functional products delivery suppliers

### Acquired certification from the International Organization for Standardization

NHK Spring firstly acquired the ISO 9001 international standardization certificate for the Atsugi Plant in 1996, and since then, all of our plants have acquired the ISO 9000 Series certifications. In

addition, we have acquired certifications for the strict IATF 16949 standards at our plants that produce automotive products.

In addition to actively encouraging our local Group companies to acquire certifications, we are also taking on initiatives to acquire other international quality management systems certifications, such as the ISO 9000 series and ISO/TS 16949, according to the requirements of our customers and regions.



IATF 16949: 2016 certification acquired for **42** plants

[As of August 2019]

### What our customers say about us

NHK Spring is always trying to improve on quality, delivery and costs, to meet customer expectations. As a result, many of our customers have shown their appreciation in the form of awards and so on.



receive awards from many customers

## VOICE

**Seiichi Oshibi**  
Isuzu Motors Limited  
Metallic Group 3, Procurement Department 1  
Group Leader



### An indispensable business partner

NHK Spring supplies Isuzu with engine and cable components, including automotive suspension springs and seats, to support manufacturing in each region.

NHK Spring has not only been a long-time partner, but has also been positioned as a supplier indispensable to future expansion. They never simply drop things on us but act with a sense of responsibility and follow through with everything until completion. We have built a mutual relationship founded in trust in which I can rely on NHK Spring to keep delivery dates and control quality without any concerns. I feel the excellence of NHK Spring through the people I am involved with, their strong commitment to expertise, and their community, and environmentally-friendly approach to things.

Isuzu must respond to environmental issues and the diverse needs of customers via advanced technologies as the automotive industry faces a transformation period said to come once in a century based on its corporate philosophy to contribute to an affluent society as a trusted partner supporting transport. I hope NHK Spring will continue to ask what is necessary to show the presence as a company being chased within competition. I expect support to become even better through development and technical capabilities founded in new inspiration and an ability to propose ideas for mutual perseverance and growth while always stepping up to these challenges.