

## Quality

# To Provide Products and Services That Our Customers Can Use With Peace of Mind

The Central Glass Group carries out quality control initiatives that always place customer satisfaction first as we work toward our goal of establishing a truly prosperous society through the spirit of *Monozukuri*. Not only do we comply with laws and regulations, we also ensure product safety and accurately determine customer requirements in an effort to provide products and services that our customers love and can use with peace of mind.

### Basic Quality Policy

We aspire to truly contribute to society with the environment, safety, and quality as our fundamentals. We always place customer satisfaction first and provide products and services that customers love and can use with peace of mind throughout the entire product lifecycle, from product development to disposal after use.

### Action Guidelines

1. We listen to customers and respond promptly.
2. Our basic approach is to build quality into processes and improve quality continually.
3. We provide customers with appropriate information regarding quality and features.

The Central Glass Group formulates annual quality policies based on the Basic Quality Policy and in consideration of quality assessment results for the previous fiscal year. These annual policies are rolled out at each workplace and affiliates in Japan and abroad. Each worksite strives to make continuous quality improvements in order to achieve quality objectives based on the quality policies. We check and assess conformity with requirements as well as the validity of our Quality Management System (QMS), manufacturing processes, and products through quality audits and reviews of quality improvement initiatives, tying the results into activities aimed at improving quality.

We have developed an organizational structure that allows us to take practical action on quality assurance for glass and chemicals products respectively by separating corporate

functions for both glass and chemicals. Our objectives in this are to establish quality assurance systems suited to the different businesses of glass and chemicals products and to enhance the functioning of those systems.

### FY2015 Quality Policy

1. Improve the level of quality control.
2. Enhance efforts to reduce risk at the design and development stage.
3. Reduce the recurrence of quality complaints.
4. Ensure compliance.

### Targets and Progress

Progress Accomplished: ◎ Made steady progress: ○ Additional measures required: △

Major Issues	⟨P⟩Mid-Term Targets	⟨D⟩FY2015 Results	⟨C⟩Rating	⟨A⟩FY2016 Plans
Customer satisfaction	● Improve the level of quality control.	Conducted quality control audits based on ISO 9001 standards or ISO/TS 16949 standards at each workplace and affiliated manufacturing site, checked quality control systems, and provided support for improvement and guidance.	○	Continue efforts to maintain and improve quality control systems based on quality audits at each workplace and affiliate.
	● Enhance efforts to reduce risk at the design and development stage.	Reduced risk early on through feasibility decisions (gate meetings) and design reviews (DR) in R&D.	○	Continue efforts to reduce risk at the design and development stage through feasibility decisions (gate meetings) and design reviews (DR) in R&D.
	● Reduce the recurrence of quality complaints.	Taught "5 Whys Analysis" as a means of preventing recurrence of defective quality at a pace of once per year in the glass and chemicals businesses respectively.	◎	Continue efforts to reduce complaints by teaching techniques to analyze the causes of defective quality.
	● Ensure compliance.	Confirmed conformity with public standards for products at each workplace and affiliate.	◎	Continue efforts to confirm the status of conformity with public standards for products at each workplace and affiliate.

## ➤ Quality Education and Awareness-Building

Central Glass and our affiliates in Japan have been encouraging employees to take Quality Management and Quality Control (QM/QC) Exams since 2007 in an effort to promote the acquisition of knowledge related to quality management and improvement. Each workplace and affiliate in Japan is continuously working on this initiative. Additionally,

Central Glass became a sponsor of the Japanese Standards Association's QM/QC Exam in 2016.

We provide "5 Whys Analysis" education to the quality and manufacturing divisions as well as the research and sales divisions as a means of preventing the recurrence of defective quality.

We also educate the sales division on quality and product safety and train the research and manufacturing divisions in the preparation of safety data sheets (SDS).

Through these efforts, we have raised quality awareness among all employees and applied quality-related knowledge and techniques to quality activities, helping us carry out better "Monozukuri".

Furthermore, in raising quality awareness among all employees and applying quality-related knowledge and techniques to quality activities, we are continuously providing rank-based education to carry out better "Monozukuri".



Rank-based education (quality control)



Rank-based education ("5 Whys Analysis")

## ➤ 33rd Company-Wide QC Circle Rally

We held the 33rd Company-Wide QC Circle Rally on Friday, November 20, 2015.

The number of circles that took part in the 33rd rally was 11 in total. These consisted of five circles from our plants' manufacturing divisions, four from affiliates in Japan, and two from overseas affiliated companies.

There were presentations by each circle on various proposals and measures for cutting costs, as well as the outcomes of their efforts over the past year. There was also a lively question and answer session between judges and attendees.

With participation from overseas affiliates beginning last fiscal year, our QC circle activities reflecting globalization are gaining in momentum.

As the circles try to improve through friendly competition with each other, they pursue "the creation of a better future through *Monozukuri*", which is the Central Glass Group's corporate philosophy.



Giving a presentation



Awards Ceremony

### Circles Participated in the 33rd Company-Wide QC Circle Rally (in order of presentations)

Affiliation	Circle Name
Kawasaki Plant	B-ST
Kawasaki Plant	Rewrite
Ube Plant	Synthesis B
Ube Plant	Trendy
Central Chemical Co., Ltd.	Yayoikai
Central Glass Fiber Co., Ltd.	Omiki
Matsusaka Plant	Challenger
Mie Glass Industry Co., Ltd.	Pulsar
Mie Glass Industry Co., Ltd.	Truck
Carlex Glass Company, LLC	Gas Hearth Improvement
Carlex Glass Luxembourg, S.A.	Tempering Soldering