

# Relationships with Customers

## Basic Approach

The MinebeaMitsumi Group aims to be a comprehensive manufacturer of precision components which can make contributions to the development of global society. To this end, we practice the MinebeaMitsumi Group Quality Policy, which is based on the company credo the “Five Principles,” to ensure the quality of products we develop, manufacture, and sell and thereby earn the trust of customers worldwide. Additionally, we use limited resources efficiently to prevent waste.

In support of our goals, we establish and operate quality management systems, while continually verifying their effectiveness and seeking ways to improve them.

## Quality Management

### Quality Management Framework

We have created a Quality Management Manual covering the entire MinebeaMitsumi Group as part of our measures to ensure the safety of our products and services and prevent accidents. In FY2016, with the changes in our organizational structure and operations accompanying business integration, we made preparations to revise our Quality Management Manual.

The chief officer of the quality management framework is the President and Chief Executive Officer, who is supported by the Quality Management Committee. Its subordinate organization, the Group Quality Assurance Managers Meeting, comprises managers responsible for quality in each business unit. At these meetings, managers regularly share information on specific quality issues and work to implement internal measures to ensure similar problems do not reoccur. The Group Quality Management Department

acts as the administrative office for the Quality Management Committee and the Group Quality Assurance Managers Meeting, and provides quality management support and guidance to each business unit.

Established in FY2013, the Group Safety Regulation Council ensures compliance with the Electrical Appliance and Material Safety Act (in Japan), shares and promotes information on safety standards in each area of the world, and works to strengthen the Group’s safety response.

### Risk Assessment

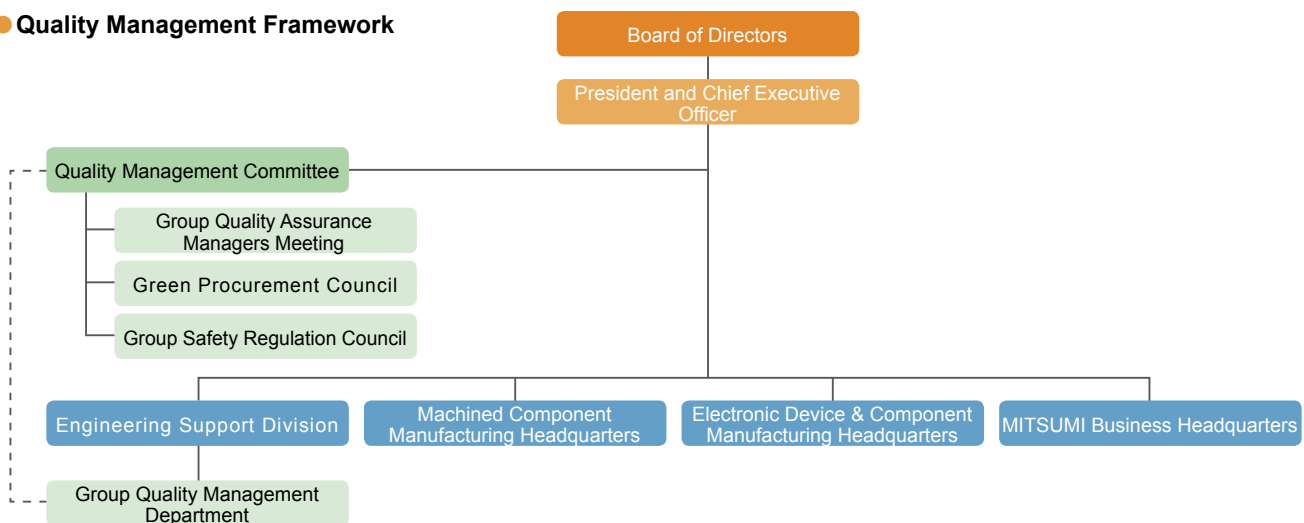
Based on its internal standards, the MinebeaMitsumi Group conducts risk assessments on medical, automotive, and aircraft products—three types of end-products in which the MinebeaMitsumi Group’s parts are commonly used and which could pose a serious impact on society in the event of a problem. These risk assessments are carried out collaboratively between the Group Quality Management Department and the business units. In the event the organizations identify a risk in design or manufacturing, actions are taken to mitigate the risk.

## Quality Improvement Measures

### Quality Assurance Agreement for Suppliers

The MinebeaMitsumi Group seeks the cooperation of suppliers to ensure that their products and services conform to the quality requirements of the Group. In addition to basic contracts, we conclude quality assurance agreements with suppliers and offer instruction through the Quality Manual. In this way we ensure that the entire supply chain can meet customers’ quality requirements.

### Quality Management Framework



\* The Group Quality Assurance Managers Meeting, Green Procurement Council, and Group Safety Regulation Council are comprised of representatives selected from the Manufacturing Headquarters and each business unit. Additionally, the Group Quality Management Department serves as the administrative office for the Quality Management Committee and its sub-organizations listed above.

\* As of April 1, 2017



### Promoting Quality Management System Certification

The MinebeaMitsumi Group acquires quality management system (QMS) certifications necessary at each business unit. We are also acquiring certifications in conjunction with the development of new products. Additionally, the Group Quality Management Department holds internal auditor training to continually nurture internal auditors and maintain its auditing capabilities.

In FY2016, we worked toward the transition to ISO 9001:2015 and IATF 16949:2016 for all business units. In addition, we conducted training on ISO 9001 for approximately 200 quality supervisors from all business units.

### Quality Management and Quality Control Examination

The MinebeaMitsumi Group promotes employees' acquisition of quality certification through quality control examinations (QC certification) recognized by the Japanese Society for Quality Control and administered by the Japanese Standards Association and Union of Japanese Scientists and Engineers since September 2008. The certification improves each employee's quality assessment and management abilities, which leads to the improvement of higher product quality for the entire MinebeaMitsumi Group. Moreover, we bore the cost of examination fees, and provided a database available to all employees whereby they can access teaching materials for study to enhance their knowledge of quality management. We also provide seminars twice a year prior to examinations.

In FY2016, many employees received certification, bringing the cumulative certification total for the entire MinebeaMitsumi Group to around 700 employees.

### Acquiring AEO Certification

The MinebeaMitsumi Group is strengthening and improving logistics management in order to perform trade and logistics properly and efficiently. As part of this effort, we are working to acquire Authorized Economic Operator (AEO) certifications. In FY2016, we made preparations and submitted applications for acquisition in Malaysia and South Korea.

### Promoting Unified Bar Codes for All Manufacturing Labels

We began implementing logistics management activities in 2013, such as unifying manufacturing labels and bar codes throughout the Group to prevent mistaken product shipments and raise the productivity of verification processes. In FY2016, we began using the system for Thai PM motor products and micro actuators. We will continue to make preparations to expand this initiative to all of our manufactured products.

### Visualization to Further Enhance Logistics Quality

The MinebeaMitsumi Group is promoting visualization in order to improve the quality of its logistics. We summarize data from delivery origin and destination for visualization, conducting simulations in order to optimize storage locations and logistical methods.

#### Disclosure of Product-related Information

Most products from the MinebeaMitsumi Group are ultimately integrated into finished products that pass into consumers' hands. For this reason, we provide safety related information to our customers as requested. Also in response to customer requests, we provide information about chemical substances incorporated in our products, based on information obtained from suppliers.

#### Communication with Customers

##### Customer Satisfaction Surveys

Within the MinebeaMitsumi Group, individual business units conduct their own customer satisfaction surveys. The survey results are provided to the sales and development departments of each business unit. If customers should evaluate any criterion below a specific satisfaction level, we assess and implement improvements across all divisions.

#### Responding to Quality-related Issues

In the event there is a major quality issue concerning MinebeaMitsumi Group products or services, we refer to our Quality Management Rules to take necessary measures in response.

#### Future Issues and Goals

Moving forward, we will strengthen our measures to further improve quality. Specifically, we are providing support to business units for their transition to ISO 9001:2015 and IATF 16949:2016, and also working to strengthen the quality management system under the new structure of the MinebeaMitsumi Group.

For logistics operations, we are strengthening management by activities such as unifying labels and bar codes for overseas manufactured products and visualizing logistics.