Quality: Aerospace Business

Our Approach

The Aerospace Company conducts Subaru’s aerospace business and its production activities are based on its policy of “Giving Safety and Quality Top Priority.”

Quality Management System

Based on its policy of “Giving Safety and Quality Top Priority,” the Aerospace Company has built and acts under the quality management system that conforms to the latest JISQ9100:2016 quality management system requirements for Aviation, Space and Defense Organizations. In addition, it incorporated the Supplements to JISQ9100 (SJAC9068) that are independently and jointly established by the Japanese aerospace and defense industries in order to prevent improper occurrences related to quality.

Quality Management Cycle

Subaru’s Aerospace Company strives for quality assurance in every process from the clarification of requirements through to manufacturing in order to create safe, reliable products. In addition, it has established and operates a quality management cycle to enhance customer satisfaction.

Quality Management Cycle

- **Quality Planning**
  - Identification of special requirements through close communication with the customer. Planning, including consideration of risks.
- **Improvement**
  - Improvement cycle based on the perspective of self-criticism is operated at every stage, incorporating feedback from front-line sites, in order to improve customer satisfaction.
- **Design and Development**
  - Review by a representative at each stage of design and development. Consideration of statutory and regulatory requirements, availability of parts and materials, etc.
- **Manufacturing, Inspection, and Testing**
  - Execution of work according to the plan. Specialist inspectors carry out inspections in predetermined processes. Recording of all manufacturing and inspection work.
- **Monitoring, Analysis, and Evaluation**
  - Implementation status and effectiveness checked via project meetings, internal audits, etc.
- **Compliance**
  - Safety and peace of mind
- **Safety and Peace of Mind**
  - Compliance
- **Contribution to the Customer**
  - Contribution to the customer
- **Customer Feedback**

Management System

At Subaru’s Aerospace Company, the QMS Promotion Office maintains and promotes the quality management system (QMS), and also works on improving the system to enhance quality. The Quality Assurance Department promotes the following quality assurance activities covering product manufacture, repair, sales, and service, and rolls them out to relevant company departments and suppliers.

- Gather customer feedback
- Identify quality-related issues
- Investigate the root causes
- Formulate measures to deal with them
Initiatives

Quality Assurance Training
We provide quality assurance training in each department as part of our employee training program. We also hold training programs aimed at cultivating experts in quality assurance.

Major Education Training Programs

<table>
<thead>
<tr>
<th>Course Topic</th>
<th>Target</th>
<th>Frequency</th>
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</thead>
<tbody>
<tr>
<td>Quality Education</td>
<td></td>
<td></td>
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<tr>
<td>Basic manners training for inspectors</td>
<td>Inspectors</td>
<td>Once a year</td>
</tr>
<tr>
<td>Quality refresher training</td>
<td>Mainly manufacturing employees</td>
<td>Twice a year</td>
</tr>
<tr>
<td>Human factor training</td>
<td>Mainly employees in Civil Aeronautics Act certified workplaces</td>
<td>Once a year</td>
</tr>
<tr>
<td>Aeronautical safety training</td>
<td>Mainly employees in Civil Aeronautics Act certified workplaces</td>
<td>Once a year</td>
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<tr>
<td>Education for employees in certified workplaces</td>
<td>All employees</td>
<td>Twice a year</td>
</tr>
<tr>
<td>GMS consolidation training</td>
<td>Inspectors</td>
<td>Upon accreditation/ every 3 years</td>
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<tr>
<td>Basic Training for Inspectors</td>
<td>Skills enhancement training for inspectors</td>
<td>Once a month</td>
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<tr>
<td>Skills Training for Inspectors</td>
<td>Techno-school</td>
<td>Ten times a year</td>
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Four Rules Activity
To bring happiness to our customers, to carry out our social responsibilities, and to achieve growth, each member of the Aerospace Company remains aware of our work rules (procedures, basics). When we find that the rules are difficult to follow, unclear, or out of step with the times, we all work together to improve them, rather than leaving the burden to one person. Through this activity, we strive to increase the quality of our work.

The four rules

In the work you are doing today,
1. Are there any rules (procedures, basics)?
2. Are you following the rules?
3. Is there any room for improvement?
4. Are you discussing with someone about workplace improvements?

Quality Month Lecture
The Aerospace Company holds periodic quality meetings. They hold discussions regarding customer satisfaction and product quality from various aspects. Also, every November is designated as Quality Month. There are lectures, awards for employees who have contributed to improving quality, and the distribution of pamphlets to educate all employees on quality.

At the FYE2020 lecture, President Kazuhiko Yamazaki of Fuji Bottling Co., Ltd., and Environmental/Quality Management Office Manager Hidemi Tomono provided a talk on the theme of leadership that encourages lively engagement and related communication techniques. There were over 500 participants, with the company president, employees and business partners in attendance.

Also, we have established many kinds of systems such as the Improvement Proposal System, which aims to allow employees to display their creative abilities and build a culture of making improvements.