



# Customers

Continuous quality management enables us to supply high-quality products that win the trust of all our customers, through rigorous quality management throughout the process cycle, from design, material selection, procurement, production and sales to servicing.

## Product Accountability Activities

### Design, Procurement and Production: Quality First at Every Stage

To supply high-quality products that satisfy our customers and win their trust, Murata has compiled a Quality Management Policy for integrated quality management in every product process from design, material selection, procurement, production, sales, and servicing.

To ensure that this policy is fully understood by all our employees, we provide continuous reminders of the importance of quality, putting up posters at workplaces and issuing cards that outline policy to employees. We are also preparing English-language versions of these posters and cards for distribution at our overseas units.

#### Quality Management Policy

We remain committed to the continuous development of unique products and the cultivation of new areas of expertise. Our underlying approach is our belief that “better equipment is made from better parts and better design, and better parts are made from better materials and better processes.” With this belief, we consistently manage every stage, including design, material selection, procurement, production, sales, and servicing in cooperation with all members who comprise the Murata Group—from top management to individual employees—by employing the Deming Circle. In this way, we can economically produce quality products that meet market needs with full consideration for the natural environment.

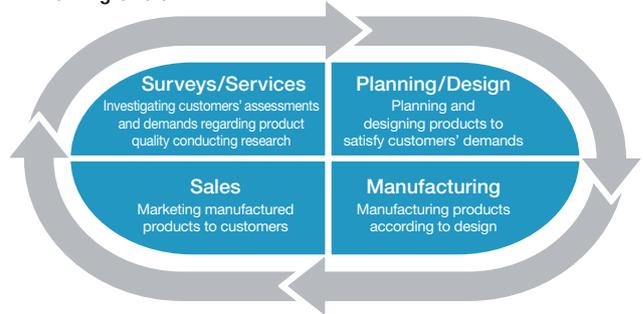
### Adopting a Deming Circle Approach for Continuous Quality Management

At Murata, we follow the Deming Circle procedure to ensure constant enhancement of product quality.

With the Deming Circle method, all processes involved in delivering a product to a customer—project planning, manufacture, sales, surveys, and servicing—are treated as a circle. Use of the Deming Circle enables us to ensure that customers’ requirements are always reflected in the next range of products, and to continuously improve quality and eliminate flaws.

Whenever needed, we provide information useful for customers’ business activities, using design support tools and application guides.

## Deming Circle



### Gaining International Standards Certification for Quality Management at All Plants

For a company with global business operations, it is important to meet a single global standard of product quality.

All Murata Group plants inside and outside Japan have received certification under the international quality management standard ISO9001. Of these plants, 11 supplying the automotive industry have also been certified as meeting the ISO/TS16949 quality management standard, a stricter international standard specific to the automotive industry.

Furthermore, our Yasu Plant, which researches and develops new materials, production technologies, semiconductors, and thin-film miniaturized processing technologies, has acquired international ISO/IEC17025 certification for operations known as calibration. In these operations, accuracy checks and adjustments are conducted for various types of testing and measuring equipment used for quality inspection of products and components. The Yasu Plant has also acquired Japan Calibration Service System (JCSS) accreditation for its excellent gauge calibration competence. Such qualifications bolster the level of our quality evaluation technologies.

Through these measures, we aim for continuous improvement of quality management systems.

## Meeting Customer Needs

### Assisting Customers in Resolving Their Issues, from the Development and Design Stage through to Technology Exchange

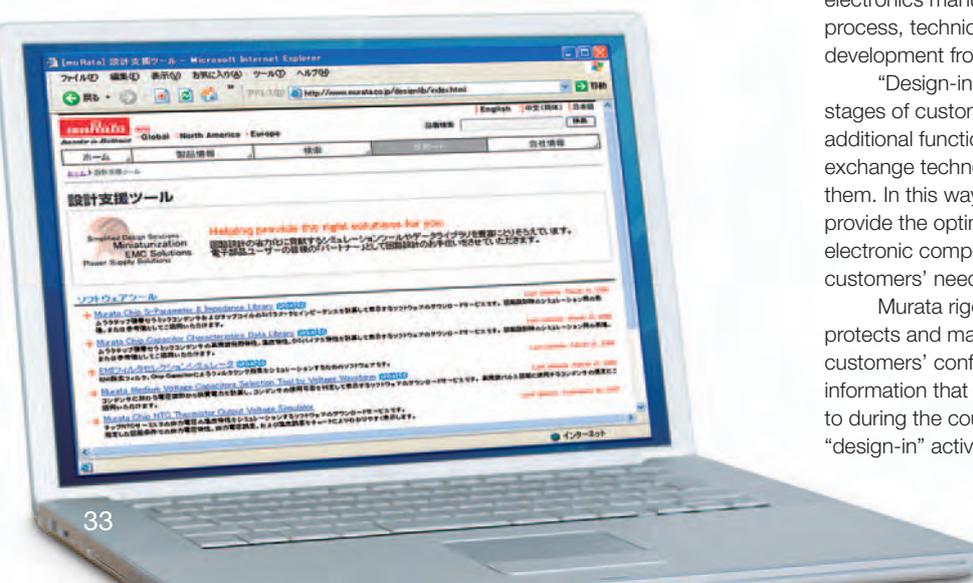
To create products with new functionality, the needed components must be developed. Murata uses “design-in” methods under agreements with electronics manufacturers who are our major customers. In this process, technicians from both sides collaborate in new product development from the design and development stages onward.

“Design-in” activities enable us to get involved from the early stages of customers’ development of new-function products with additional functions and to exchange technology with them. In this way, we can provide the optimal electronic components for customers’ needs.

Murata rigorously protects and manages customers’ confidential information that it is privy to during the course of “design-in” activities.



Global strategy meeting: Sales managers of Murata Group overseas units gather to share customer information.





- Design Quality Inspection System (DR)
- Status of Quality Management System Certification

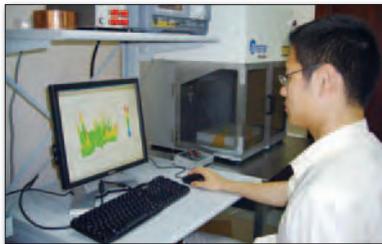


Product exhibitions are also an important forum for understanding customer needs.

### Establishment of Design and Engineering Center in China

On April 1, 2007, Murata established the Design and Engineering Center as the engineering division of Murata (China) Investment Co., Ltd., which oversees the Company's market research and marketing subsidiaries in China. This unit began offering technological support services in May 2007.

With the expansion of the Chinese market for mobile phones and other communications devices, and for digital audiovisual equipment, and with the growth of Chinese equipment manufacturers in these fields, it has become increasingly important to support customers through localized technological services. Through establishment of this center, we aim to strengthen technological support for component design and adjustment and noise countermeasures, offering rapid responses tailored to individual customers' needs. This will pave the way for increased sales of Murata products within China.



Design and Engineering Center in China

#### Employee Perspective

### Improved Design Review Enables Us to Supply Nearly Flawless Products



**Kazuyuki Doshita**

Quality Assurance Promotion Sec.,  
Quality Assurance Dept.

In fiscal 2007, we set up Design Review processes enabling early detection of potential malfunctions during the development period. This has enabled us to develop products of a quality that matches the most stringent demands of our customers.

In fiscal 2008, we will further improve Design Review processes and ensure that development engineers are fully aware of these processes. In particular, we will work to improve reliability appraisals tailored to customers' surface-mounting conditions and changing usage environments.

### Measures to Improve Product Quality

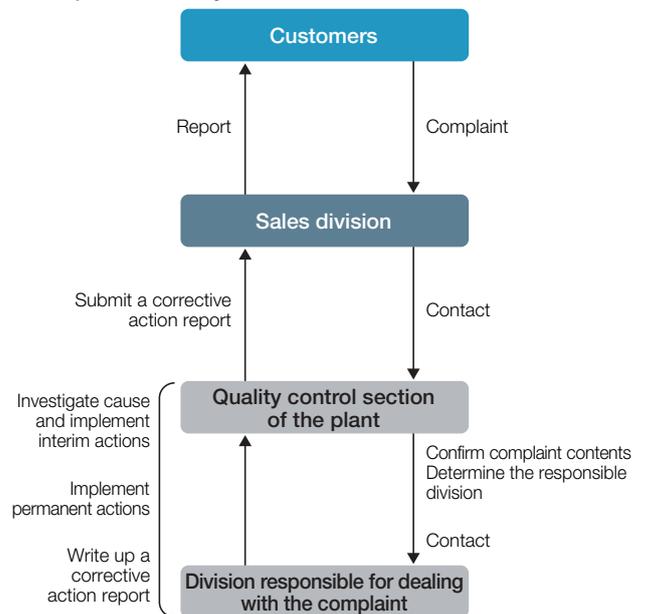
#### Unified System for Managing Complaints Helps Prevent the Reoccurrence of Problems

The Company takes customer complaints about products very seriously. Not only does Murata respond swiftly to complaints as soon as they arise, but it has also created a system for preventing similar problems from happening again.

All complaints from customers are stored in a database. After receiving a complaint, the person in charge in the related department enters the information in a database so it can be simultaneously accessed by all Murata offices and plants worldwide. This enables us to check the possibility of the same problem happening again.

The Quality Assurance Department is responsible for finding the cause of problems and for analyzing complaints and implementing countermeasures. It reports to top management, while at the same time distributing related documents to the relevant departments. As further measures to prevent the reoccurrence of problems, the development and design departments receive a complaint checklist outlining areas where Murata recognizes that it has fallen short.

#### ▼ Response to Quality Problems



Support by the Product Division, Quality Assurance Department and the Head Office Quality Assurance Department as necessary