

For providing superior technologies and services

Precision Machinery Company

The Precision Machinery Company, which offer equipment and devices used at semiconductor and FPD*1 manufacturers around the world, is promoting various activities to reflect the customers' opinion in the improvement of the products' reliability.

Business of the Precision Machinery Company

The Precision Machinery Company engages in the development, manufacturing and sale of equipment and component devices used in the semiconductor and FPD industries. To these industries all around the world are delivered our company's products such as CMP*2 for wafer polishing and dry vacuum pumps for maintaining a clean environment in their equipment. To meet increasingly advanced and complicated customer requests, we have established a system capable of offering prompt and timely support based on close cooperation with group companies in Japan and overseas.



Manufacturing line of CMP

Will to make improvements by each and every employee

For making the most suitable suggestions for customers, what is needed is to always listen to and analyze customers' opinions and link the results to the improvement of products and quality. We intend to develop a corporate culture and climate where each and every employee, rather than only those in particular departments, is encouraged to direct their will for improvement not only to their own tasks but also to relevant jobs in other workplaces.

Reinforcement of the system to listen to customers' opinions

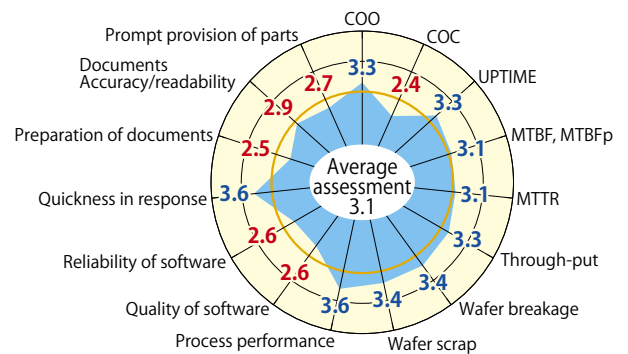
For listening to major customers' opinions around the world on the reliability of one of our core products, CMP equipment, we have conducted an equipment reliability survey every other month. While this was a survey focusing on the aspect of the hardware, including CMP's availability and its operation time, in October 2008, adding to the original survey, the CMP user satisfaction survey was taken to evaluate software's quality and

reliability, and the level of our support service. This allowed us to have more comprehensive understanding of customers' requests. The results of the surveys are reported and shared in the relevant departments of our company. The improvements drawn from the survey were informed to each on-site affiliate.

The first survey indicated the need for the further preparation of documents. To address this issue, we have promoted the preparation and translation of maintenance documents into English. As a result, now the information is shared with on-site affiliates around the world. The efforts for improving quality and customer satisfaction are steadily bearing fruit.

Results of customer questionnaire

CMP evaluation (average score) ; number of valid responses: 15



*The orange line (—) indicates score of 3.

- COO: CMP cost of ownership per wafer (CMP purchase, maintenance and consumables costs)
- COC: CMP cost of consumables per wafer
- UPTIME: CMP availability
- MTBF: Mean time between failures (in hours)
- MTBFp: Mean time between failures within product processing time (in hours)
- MTTR: Mean time to repair
- Through-put: Number of wafers processed per hour

Transform customers' opinions into databases for sharing

The CR desk*3 was established in 2004 as a front desk to handle trouble information and technical inquiries from the on-site affiliates and sales representatives all around the world. The collected information used to be made into databases by the people in the CR desk, but in November 2008, the system was modified so that people in on-site affiliates and sales representatives have been able to add the inquiries to the database on the web by themselves. As a result, it became



Carolina Fonseca De Assis (age: 13)

possible for everyone concerned to share the issues and solution processes. Then, the system became an effective tool to help people, not to mention its use by the maintenance team with similar problems as well as the people in the design and development team to analyze the causes of problems.

Improvement of customer satisfaction by organizational change

We are moving ahead with organizational reform to further enhance the support system with a more delicate service. In April 2009, the Sales and Service Division was founded in the CS*4 Department of Ebara Field Tech Corporation (EFT), a domestic consolidated subsidiary.

This organizational change was an addition of the sales function to EFT, which previously consisted of field engineers only. The purpose of this change was the unification of the sales and field engineer personnel for making more prompt and accurate judgments in relation to customers' requests. We are determined to continue our effort for enhancing each employee's awareness of quality improvement, aiming for higher customer satisfaction.

Voice!

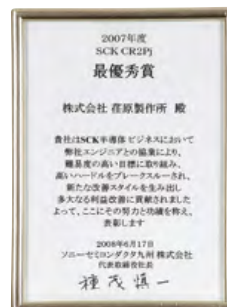
Achievement of cost improvement through cooperation with customers

Suguru Ogura
EBARA



We were given the highest award in the business improvement activities of Sony Semiconductor Kyushu Corporation (SCK). SCK has been promoting operational cost reduction activities in collaboration with manufacturers. The key to the successful improvement was to maintain a win-win relationship between SCK and partners and to share aggressive goals and the necessity of a breakthrough. Through repeated meetings with SCK, we shared each other's information to extract the problems and worked for the achievement of lofty goals.

The result was a significant improvement in the operational costs by updating equipment and recycling consumables. I think that we would not have been able to earn this award without working as one team in response to the invitation to this activity kindly provided by SCK.



Continuous Improvement Activity Award



Kozo Nakao
President
Precision Machinery
Company

To be a company more trusted by customers

For a customer (semiconductor manufacturer), one important requirement of a trustworthy company (supplier) is its clear management policy and its attitude.

That is to say that, from equipment delivery to post-sales support, and toward technological development, the entire system must be "visible" from the customers' perspective as well, so that the customers and our company have a common awareness. In summary, it is essential to promote constant quality improvement activities that allow

the accurate recognition of customer demand in the present toward the future to achieve the improvement or new development of products. Needless to say, these activities require timely and global implementation based on close collaboration with domestic and overseas group companies.

To carry out these activities promptly, it is essential to raise each and every employee's awareness because we believe this will lead us to the development of a creative corporate culture.

*1 [FPD] Flat panel display: see footnote 1 on page 9.

*3 [CR desk] Customer response desk.

*2 [CMP] Chemical mechanical polisher: see footnote 3 on page 9.

*4 [C S] Customer Support.