

Customer Relations

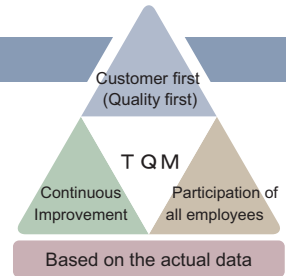
■ Providing Products That Satisfy and Impress Customers

In order to deliver fine products, Toyota Auto Body place the customer first.

Along with providing products with the value our customers desire, the Toyota Auto Body Group actively works to meet requests from society. Our company takes responsibility in our pursuit in producing products of quality and safety. These efforts span from research and development through production and includes all aspects through after-service in order for our customers to use our products with a sense of security.

Basic Policy

Toyota Auto Body are promoting activities in the industry that place the customer first in order to provide fine products, vehicles, and related products that enrich living space through research and creativity. In addition, we are promoting activities for mutual cooperation between each division to judge if various aspects of daily activities are based on being for the world and for people. We are continuing to introduce TQM (Total Quality Management) activities to support CS (Customer Satisfaction) that until this time have been activities that create quality learned through receiving ISO14001 certification, the Japan Quality Management Award, and the Deming Prize.



Collecting and Presenting Customer Information

Our customers come first

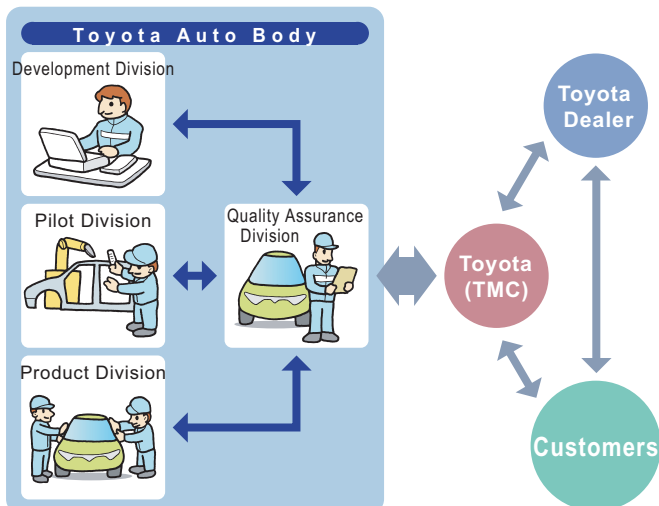
■ Quality Policy

All employees are presented with our quality policy of “The World’s No.1 Quality.” Additionally, even in our valued “Basic MAP”, our customers comes first and we focus our guidelines on the daily affairs of each worker.

■ Collecting and Presenting Customer Information

We mainly receive customer information such as input and requests from dealerships and customers through Toyota. Based on this information, timely improvement, and analysis from detailed coordination with Toyota, the results are reflected in the development of new model vehicles.

If items related to important quality issues arise, swift correction measures are taken and the president is notified. In addition, top management regularly confirms information not related to quality issues once a month in management conferences and plant conferences.



Quality Assurance and Quality Improvement

Quality Assurance

■ Basic Approach

Our fundamental thinking for quality assurance is “Build quality into development and output quality in products.” We ensure quality by building it in at the development and pilot stages, and the production division will perform operation precisely based on a standard of easily created design structure and equipment. We consider performing quality assurance an important point.

- (1) In particular, we are promoting efforts to ensure a degree of quality assurance for aspects of the stages from development to diagrams. These effort extend to equipment, the construction method, and line management relating to important quality characteristics for driving, turning, and stopping, as well as “vehicle accidents” and “safety.”
- (2) We are aiming to promote “zero” quality defects in pursuing ease of production. Also we are aiming for “zero” defects in outward appearance and sensory characteristics in addition to such defects related to assembly, noise, and the construction of our vehicles.
- (3) We are also aiming to improve customer satisfaction for their requests to improve quality standards and mechantability. This is achieved through efforts that include the early stages of development for new models.

Quality assurance items and the person responsible for quality assurance and improvement activities are clearly stated in the “Quality Assurance Regulations.” Also, we are promoting quality assurance to function to coordinate with development, production technology, production, and procurement divisions.

		Step			
		Engineering Development	Product Planning Commercialization	Production start-up	Mass Production
Function	Quality	← Consistency →			
	Quantity Delivery Date	↑ Integration ↓			
	Cost	↓			



New Product Efforts (ESTIMA)

Production of the new Estima involves the introduction of activities, such as those that follow, to ensure building in quality from the development stage as mentioned on previous pages.

- (1) We will complete our goal of promoting improvement to completely eliminate procedural concerns while also confirming a degree of quality assurance for design, equipment, processing, and logistics. In other words, we have introduced an aim to attain quality assurance when standard operations are followed and preformed correctly at the mass production stage.

Significantly Promoted Characteristics			
Important Quality Characteristics	(1) Tightening	(4) Wiring	(6) Missing parts
	(2) Liquid injection	(5) Piping	(7) Rain leaks (entry)
	(3) Welding	(6) Specifications (part type)	
Exterior Appearance Quality Characteristics	(1) Paint	(4) Part fit	(7) Body fit
	(2) Surface scratches	(5) Noises and operational noise	(8) Operational feel
	(3) Part scratches and contamination	(6) Wind noise	(9) Alignment

- (2) In addition, the production division is involved in development planning from an early stage. Through evaluating vehicle interior assembly procedures for each process, the production division confirms and develops solutions for those tasks that require improvement. This is achieved through large room activities with top management attending the development production technology, and plant divisions. In the next model, we are promoting the ability to ensure "zero" quality problems for early stages of production. In addition, we are integrating visualization for promoting conditions for the introduction of standard types as well as degrees of quality assurance by part and system.

■ Improvements in operations that consider the posture of line workers

Example: Cooler duct assembly

Before improvement

Laborer's load **10**

Assembly done by entering the vehicle in a semi-crouching position

After improvement

Laborer's load **1**

Assembly of the roof lining in a standard position

Difficulty of procedure					
Standing 0~30	Back extension with heels raised	Slight forward bend 0~30	Crouching with heels on ground	Considerable forward bend 45~90	Crouching and body bent forward
1	3	4	5	6	10
Ideal posture			Poor posture		

Mass Production Efforts

Promotion of quality assurance through strengthening the cooperation of each department.

(1) Efforts for "zero" procedural failures

With improvement through standard procedures as a basis, on all lines, we are promoting improvement to counter and isolate factors in the emergence of defects in each procedure.

(2) Raising worker quality awareness

In addition to procedures that are easy to create, we thoroughly emphasize the importance of quality management awareness to all employees by offering education on quality and holding regular quality case example exhibits and lectures on quality.



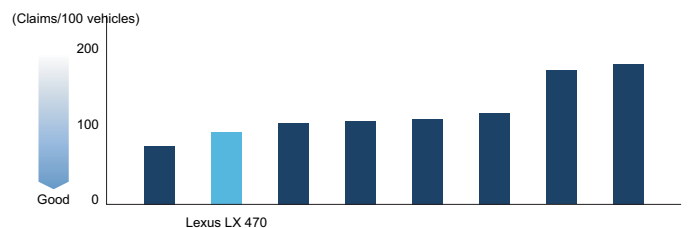
Quality Case Example Exhibit

Automobile manufacturing that satisfies customers

- (1) With its progressive, stylish design with roomy space, the new ESTIMA is well-received and incorporates many ideas that include ceiling speakers, floor stowable seats, a very long sliding seat, and a low floor. We also aim to further increase customer satisfaction with the ESTIMA's body and paint quality.

- (2) In 2005, our Lexus LX 470 ranked 2nd in the Premium Luxury SUV segment according to a customer study conducted by J.D. Power in its IQS (Initial Quality Study). Customer opinions and evaluations are reflected in our daily improvement efforts.

■ J.D. Power IQS (2005 Premium Luxury SUV segment)



System and actions for recalls

If measures need to be created when defective products surface, we at Toyota Auto Body circulate customer information and coordinate closely with Toyota to take action.

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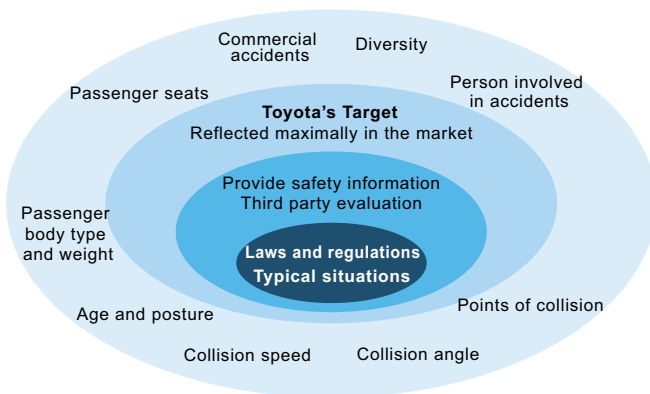
■ ■ Providing Products That Satisfy and Impress Customers

Safety Performance

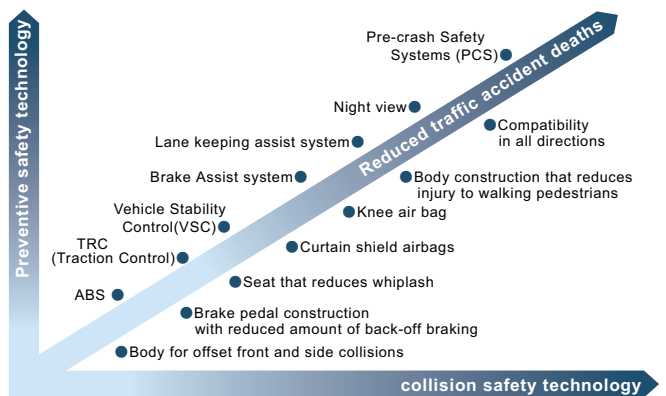
The perspectives of “preventive safety” and “collision safety.”

Toyota Auto Body consider “safety” as the basis of car manufacturing. Based on this thinking, we are working to develop car manufacturing that is safe from the view point of “collision safety” in order to minimize injury during collisions. In addition, we look to diminish the possibility of accidents from occurring through “preventive safety.”

■ Our thinking on collision safety



■ Efforts toward improving vehicle safety



Pursuing improvements in preventive safety performance

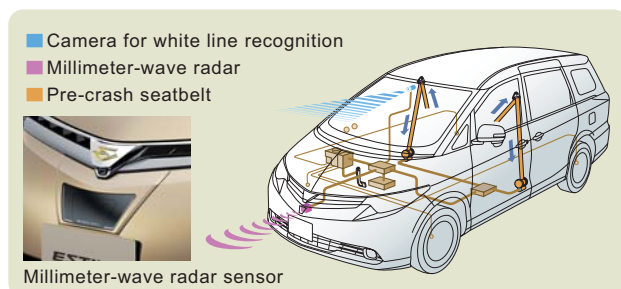
The basis for preventive safety technology is in a car's original functions of driving, turning, and stopping according to the intent of the driver. Along with these three functions, we at Toyota Auto Body are on the cutting edge in working to improve performance.

■ Preventive Safety Functions

- Pre-crash Safety System (Millimeter-wave radar type)
- AFS (Adaptive Front-Lighting System)
- S-VSC (Steering-assisted Vehicle Stability Control)
- EBD (Electronic Brake force Distribution) with ABS

Pre-crash Safety System (Millimeter-wave radar type)

The pre-crash sensor warns the driver with a buzzer or other means when the pre-crash sensor judges if there is danger of a collision with opposing or leading vehicles, or some obstruction on the road. When braking, pre-crash brake assistance functions and increases braking control. Even when the brakes are not operated, the pre-crash safety system is activated to reduce collision speed, which also reduces collision injury and increases restraining performance of the occupants through early tightening of the pre-crash seatbelt.

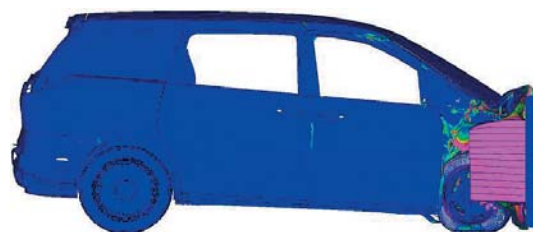


Pursuing improvements in collision safety performance

On the new ESTIMA, a “passive safety body” (GOA: Global Outstanding Assessment) that comprises a high-strength cabin and impact absorbent body is used to ensure survival space and occupant protection performance in full front, offset front, or side collisions.

■ Collision safety performance

By exploiting CAE analysis, we are aiming to develop a body that can ensure space in each room of the vehicle, and minimize cabin deformation even in front or side collisions, which are the most severe kinds of collisions.



Offset front collision CAE analysis



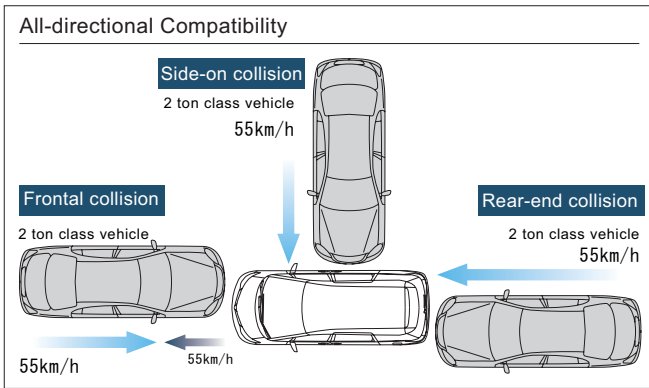
Offset front collision test



■ "GOA" body construction for compatibility^{※1} in all directions

Toyota Auto Body are pursuing collision safety performance that compares with other vehicles at the same level of the top class for emissions. "GOA" comprises a high-strength cabin with a collision absorbing body which has further evolved. The collision test incorporates Toyota's own concept of all-direction compatibility in pursuing shape compatibility in a collision for vehicles that differ by weight and height. Toyota Auto Body achieved an outstanding cabin structure which absorbs a collision impact by dissipating the impact load throughout the entire vehicle body structure.

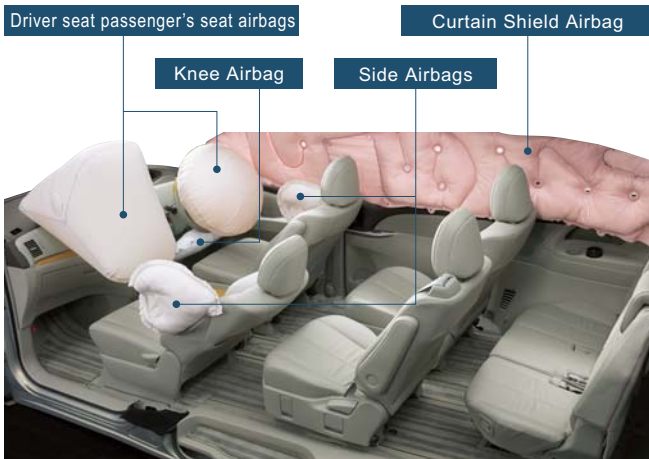
※1 Consideration is given to the aim of safety in reducing damage from large vehicles, and assurance of collision safety for small vehicles



Front collision test

■ Airbags

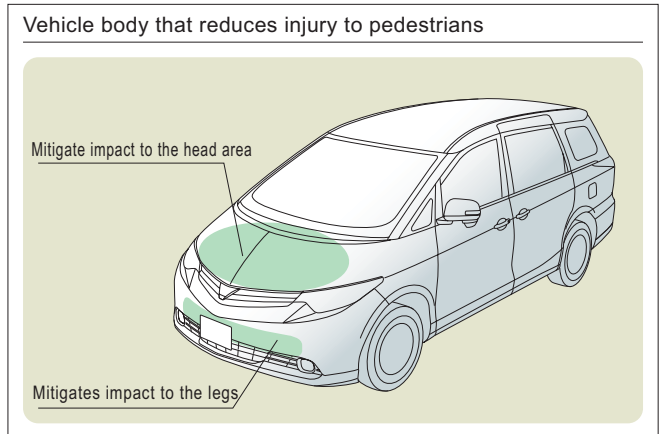
SRS airbags operate if there is ever a strong impact to the front of the vehicle. The airbags function in conjunction with seatbelts to inhibit impacts to chests and head of occupants. Manufacturer options include several types of SRS airbag such as SRS curtain shield airbags that increase covering protection for the side of the heads of front and rear occupants. These curtain shield airbags are located along the length of the vehicle cabin, while another type of airbag, SRS side airbags, are on the side of the front seats. The SRS side airbags mitigate impacts from the side. Finally, an SRS knee airbag for the driver deploys to enhance protection of the entire body by mitigating the impact to the lower extremities.



Airbags

■ A vehicle body that reduces injury to pedestrians

An impact absorbing bumper and hood(bonnet) are constructed (used) to mitigate head and leg impact are used if pedestrians were ever to be hit by the vehicle.



■ ALPHARD, NOAH, and WISH have gained high evaluation for collision safety performance

In the "Japan Automobile Assessment" by the National Land and Transportation Agency, ALPHARD, for which the vehicle body type was developed and produced by Toyota Auto Body; WISH(2003), whose body type was developed by Toyota Auto Body; and the NOAH(2002), all gained a peak evaluation of 6 stars(★★★★★★) for both the driver and passenger's seats on the collision test.



ALPHARD

driver's seat	★★★★★★
passenger's seats	★★★★★★



NOAH

driver's seat	★★★★★★
passenger's seats	★★★★★★



WISH

driver's seat	★★★★★★
passenger's seats	★★★★★★

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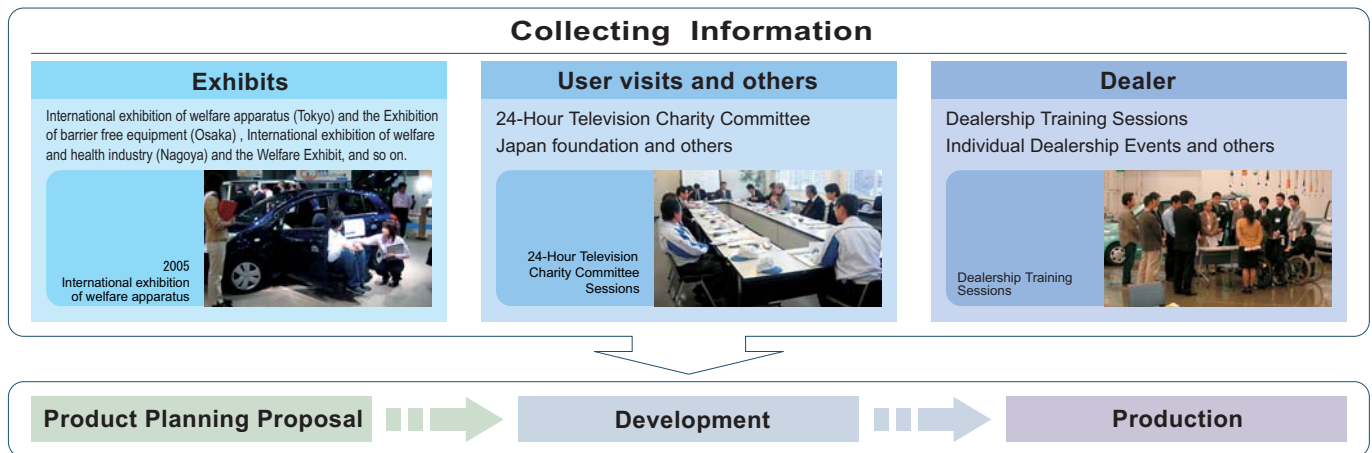
■ ■ Providing Products That Satisfy and Impress Customers

Welfare vehicles that provide comfortable freedom of movement

Welfare vehicle that we at Toyota Auto Body undertook to develop now has 60% of the entire market. Along with our dedication to product development and improvement that consider potential needs, we always reflect product creation based on a sincere interest in the voice of customers in order to provide freedom of movement to all customers.

Production creation that applies the voice of customers

Exhibits and visits by users allow their opinions and requests to be reflected in production planning.



Welfare vehicles that answer to diverse needs

As the top manufacturer of welfare vehicles, we at Toyota Auto Body are looking to develop new products based on “providing comfortable freedom of movement to all customers and have elders and those physically-challenged enjoy life the same as the rest of society.” Toyota and other domestic automobile manufacturers and also overseas manufacturers have used our products.

Lift Type



HIACE and REGIUSACE
Wheelchair-adapted model



COASTER saloon



TOWNACE, LITEACE
Wheelchair-adapted model

Lift up seat type



ESTIMA
Passenger seat lift up seat model



VOXY
Side lift up seat model (fully detachable)



PORTE
Side access model

Offering freedom of movement to all customers

Self-Operation Type



PRIUS
Special vehicles for friendmatic installation



SIENTA
Special vehicles for friendmatic installation



PORTE
Power steering only for PORTE

Slope type



SIENTA
Wheelchair-adapted model (Slope type)



ALPHARD
Wheelchair-adapted model (Slope type)



NOAH
Wheelchair-adapted model (Slope type)

※ Other than the above vehicles, we are developing and producing various other welfare vehicles and welfare equipment.