

Customer Relations

Considering the Customer First in Delivering Fine Products

The pursuit of product safety and quality is the corporate responsibility. We work on the quality improvement in research, development, production and after sales for customer's safety.



Building in Quality in New Product Development

Improving Quality Through Ease of Manufacturing

“Ease of manufacturing” vehicles from the development stage become manufactured vehicles of fine quality when mass produced. With each model change of the 2006 Estima, we are making progress in activities that eliminate difficult to perform operations.

Development Reflecting The Voice of the Market

Toyota Auto Body reflects designs and evaluations that consider how our customers use our products by performing worksite confirmation (at dealers and in operation processes) by our designers early on. In addition, we procure customer information early from around the world from expatriate employees.

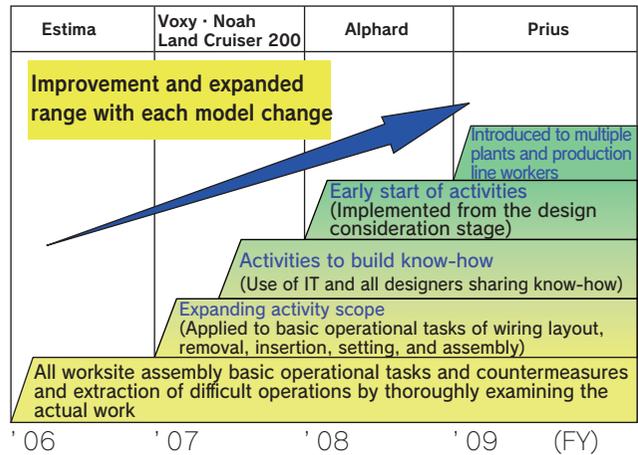
The Voice of Our Expatriate Employees (Middle East: Bahrain)



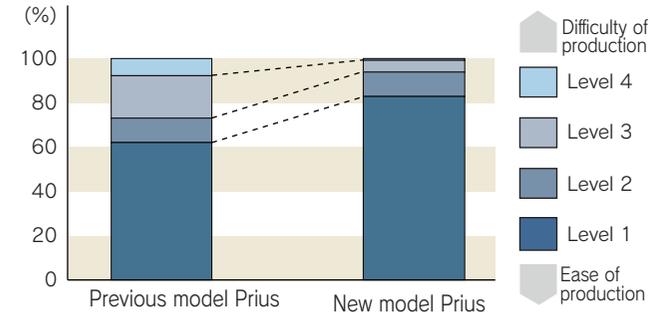
On-site Toyota Auto Body survey staff in front row on the right

Experiencing extreme vehicle conditions first hand, I'm giving quick and accurate feedback of the customer information. (reported by Toyota Auto Body expatriate employee)

Changes in Activities to Eliminate Difficult Operations



Kaizen Results for Ease of Manufacturing (Prius example)





Customer Relations

■ Quality Assurance in Mass Production

■ Efforts toward “zero” defects on production lines

Standard operations serve as a basis for improvement. We at Toyota Auto Body are progressively improving latent problems in difficult tasks on all production lines and also creating countermeasures to eliminate causes of defects in each task.

■ Raising quality assurance awareness among employees

Toyota Auto Body periodically conducts training and also holds quality lectures and quality case example exhibits for all Toyota Auto Body employees to achieve heightened awareness for quality assurance and thoroughly grasp the importance of quality management.

■ Early Detection and Resolution of Problems by Using Information From Customers

Our customer’s valued quality information is being disseminated by Toyota Motor Corporation through close coordination with EDER* activities. Hereafter we will progress in having our customers, who have a greater sense of awareness, make decisions by what they notice.

※EDER: Early Detection and Early Resolution

EDER is an activity that quickly finds quality issues in the market, immediately resolves issues, and quickly provides feed back to customers for kaizen results and improvements.



■ System and Actions for Recalls

In the event that a defect subject to a recall is discovered, we place the “customer first” in swiftly determining appropriate measures to be taken and addressing important issues by closely coordinating with Toyota Motor Corporation. We are also progressively implementing a similar system for our unique electric vehicles, daily living appliances, and our other products.

● Quality Case Example Exhibit



The President’s Message, case examples of defects, quality *kaizen* case examples, and the voices of our customers are exhibited



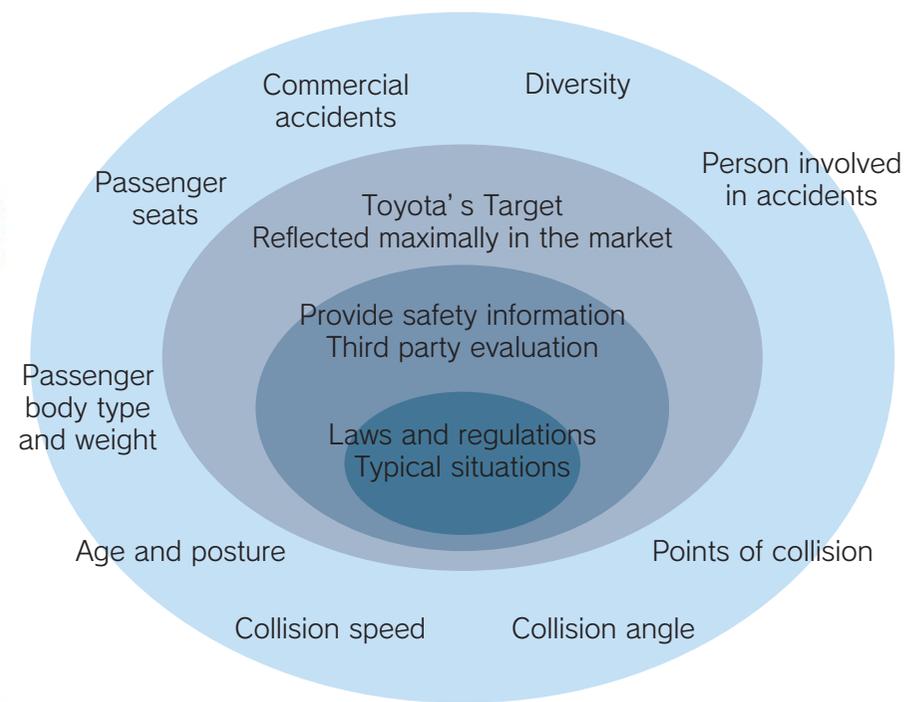
Engineers cheerfully look over “The grateful voices of our customers.”

Our Pursuit of Safety That Gives a Great Sense of Security

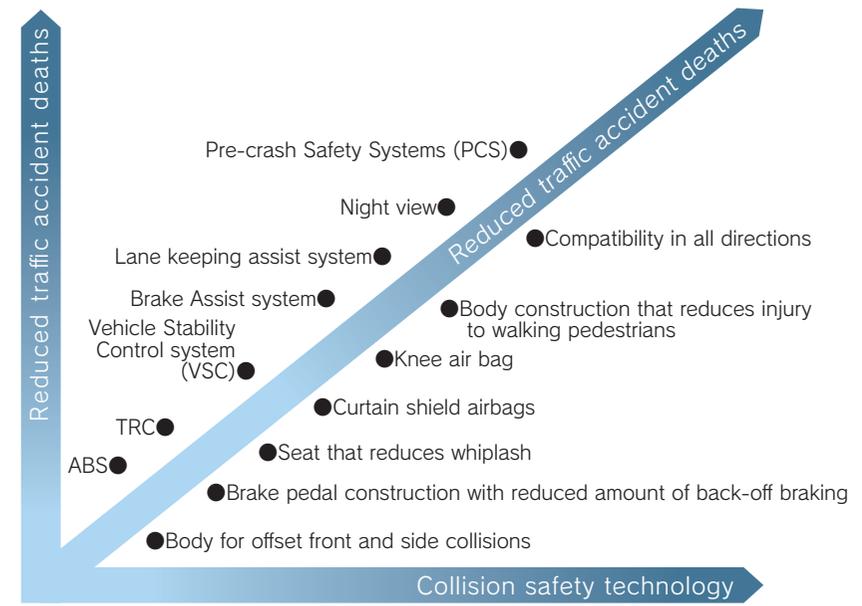
We at Toyota Auto Body consider to be safety as fundamental to car manufacturing. Based on this thinking, we are promoting development for safe car manufacturing from the viewpoint of collision safety and preventive safety.



Our thinking on collision safety



Efforts toward improving vehicle safety

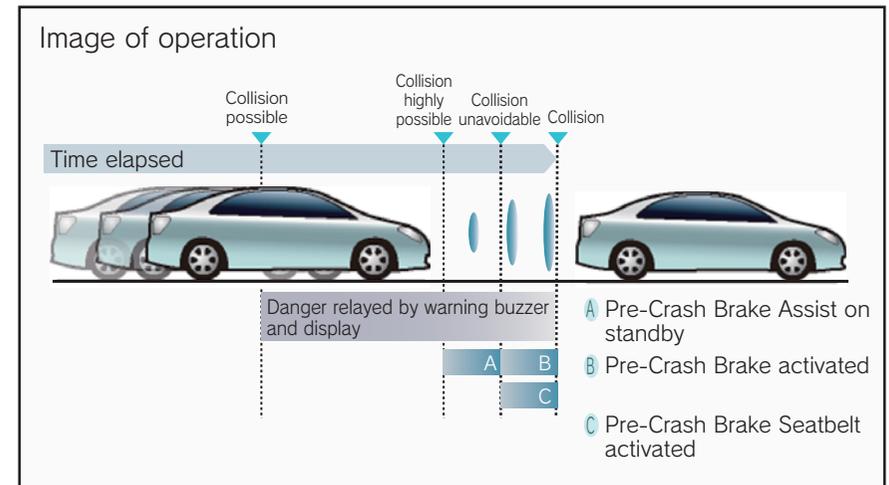


■ Improving Preventive Safety

The basis of preventive safety technology belongs to a vehicle's fundamental functions of driving, turning, and stopping in accordance with the driver's intention. We at Toyota Auto Body are working to improve the performance of these three functions by exploiting the latest technology.

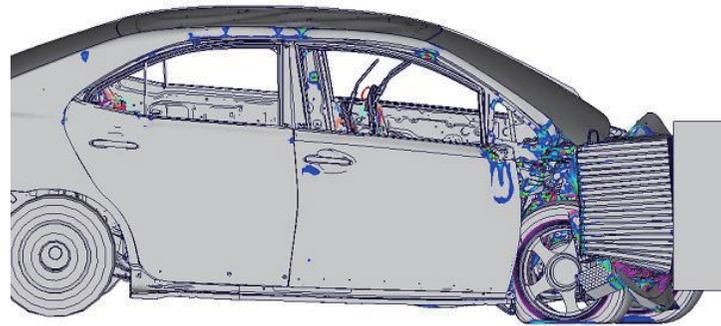
■ Pre-Crash Safety System (Millimeter-wave radar system)

Our pre-crash sensor uses a buzzer or other means to alert the driver in the event that the sensor judges the danger of colliding with a vehicle ahead, an oncoming vehicle, or an object on the road surface. If the brakes are operated, the pre-crash brake assist system functions to increase braking control. Even if the brakes are not operated, the pre-crash brake activates to reduce collision speed and increases the restraining performance of occupants by early belt winding of the pre-crash seatbelt, thereby decreasing collision damage.



Development of a Collision-Safe Body [GOA]

We at Toyota Auto Body are developing Collision-Safe Body "GOA (Global Outstanding Assessment)" to secure occupant protection performance and living space in full frontal collision, offset frontal collision, side-on collision and rear-end collision.



Offset front collision CAE analysis



Photo of a test vehicle

GOA, which comprises a high-strength cabin and impact absorbent body, involves performing collision testing that incorporates Toyota Motor Corporation's own concept of omni-directional compatibility *1 in a collision for vehicles that differ in weight and height.

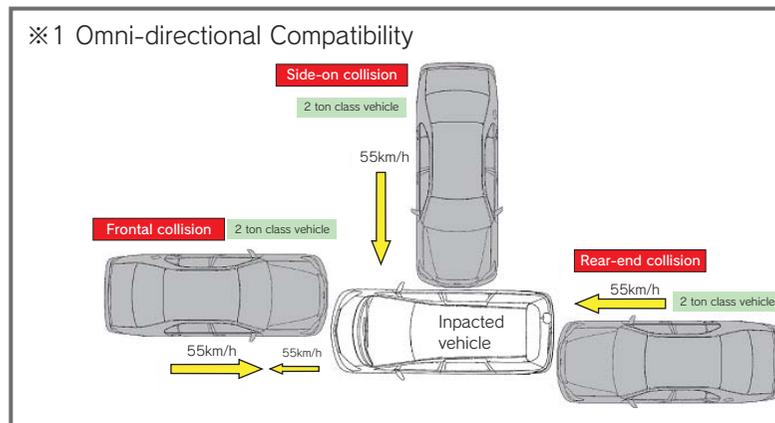
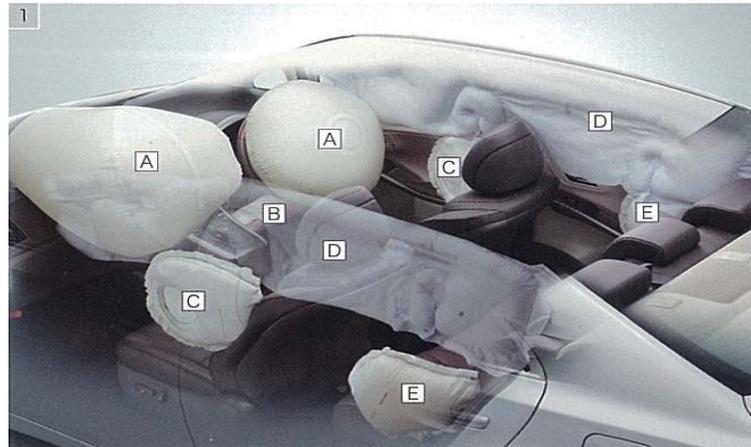


Photo of a test vehicle

■ Airbags

SRS airbags deploy in the event of a frontal collision and function together with the movement of seatbelts to restrain impact to the chest and head of front seat occupants.

We have further improved safety performance by using SRS side air bags that mitigate side collisions and also side SRS curtain seat air bags which broaden protection by covering the side of the head of occupants.



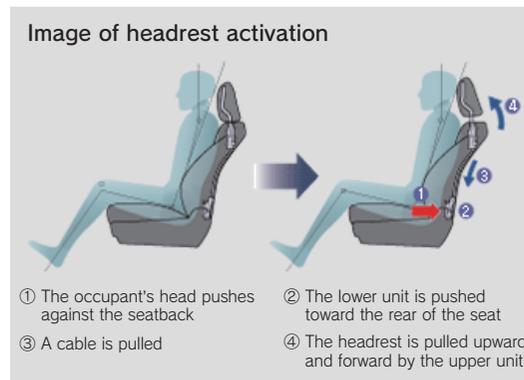
SRS^{※1} 9 Airbag

※1 SRS : Supplemental Restraint System

- A** SRS Airbag (Driver's seat and Occupant's seat)
- B** SRS Knee Airbag (Driver's seat)
Softening the impact to the head and chest by coordinating the movement of the seatbelts for impact in a frontal collision.
- C** SRS Side Airbag (Driver's seat and Occupant's seat)
- D** SRS Curtain Shield Airbag (Front and rear seats)
- E** SRS Rear Side Airbag (Rear right and left seats)
For cushioning against collisions for strong impacts from the side of the vehicle

■ Active Head Rests

In the event of a collision from the rear, an internal device in the headrest will activate and move the headrest upward and forward. The head and back of the occupants will be stopped, thus mitigating impact added to the neck.



■ Vehicle Body That Decreases Pedestrian Injury

We are using a collision-absorbing body structure in body sections such as the bumpers, fenders, cowl, and hood in order to decrease injury to the legs and head of occupants in the event of a collision with a pedestrian.



Customer Relations

Providing “Happiness” and “Freedom of Movement” to the Most People With Toyota Auto Body Welfare Products

We are making efforts to develop, produce, and promote our welfare vehicles and welfare products based on the thinking of “providing freedom of comfortable movement to allow elderly people and those who have a mentally and physically challenged to enjoy every day of their lives.”

■ Activities to Promote Welfare Vehicles and Welfare Products

Toyota Auto Body makes efforts to promote welfare vehicles and products by displaying our products at welfare exhibits throughout Japan and making visits to welfare facilities where we can make contact directly with our customers.

● Barrier-free Social Welfare Exhibit



● Message of Appreciation From Wheelchair-accessible Vehicle Users



Vehicle used:
Wheelchair-accessible
Vehicle (Hiace)



Koseikai Elderly Care Health
Facility Medical Corporation
Central Horita
Chief Administrator:
Mr. Toyokazu Nishimoto

The area around our facility has many narrow roads and one-way streets, but the Hiace maneuvers well through these areas and can be driven with a feeling of security. The driver is able to relax when taking the wheel, and show a smile to the passengers.

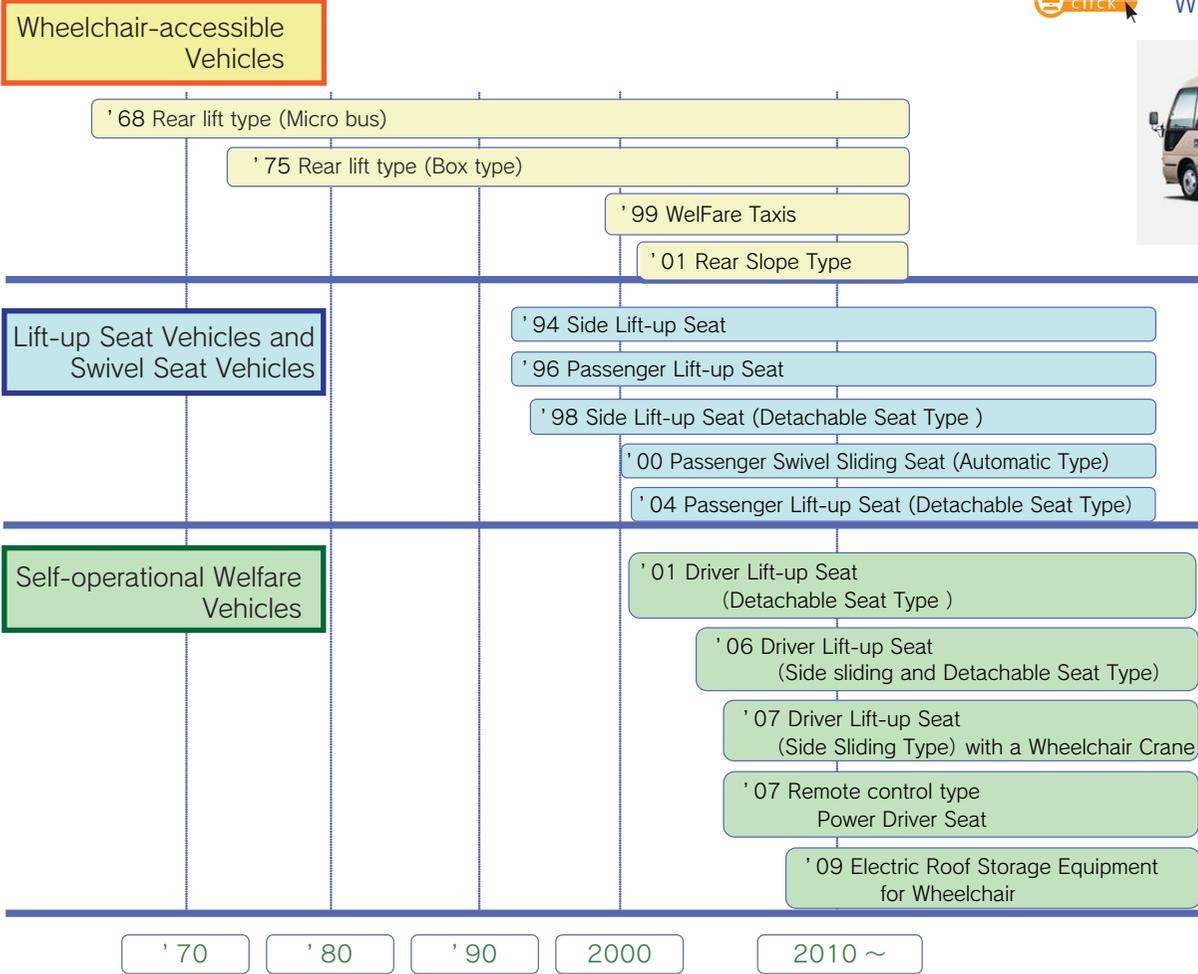


Customer Relations

Product Development Reflecting Customers' Needs and Direct Opinions

Toyota Auto Body welfare vehicle development began in 1968 with vehicle modification allowing people in wheelchairs to ride our cars. Thereafter, we at Toyota Auto Body have aimed to create improved functions and equipment and also expanded the variety of vehicles through conducting surveys with Toyota Motor Corporation that focus on the purpose(s) of use. Currently, we are reflecting the opinions of actual users directly in product development and allowing our products to be tried out on-site at event halls and at welfare facilities. In the future, we look to achieve products that will satisfy elderly people and also set our sights on overseas markets.

 "Welfare Vehicles Product Lineup"



Business Partner Relations

Mutual Trust and Mutual Prosperous Coexistence

We at Toyota Auto Body are following a basic policy of the speediest procurement of the finest materials at the lowest cost based on our basic principle of “realizing mutual prosperous coexistence and secure, long-term growth in working toward strengthening our mutual management with the opening of transactions and mutual trust with suppliers serving as a foundation.”

■ Mutual Prosperous Coexistence With Suppliers

■ Procurement Policy Presentation Meeting

Every year, Toyota Auto Body holds a procurement policy presentation meeting.

In April 2010, 194 suppliers came to the meeting, where we explained important policies for this fiscal year for sharing targets.

[Important Policies]

1. Strengthening safety management
2. Quality **kaizen** efforts that are noticeable by our customers
3. Creating competitive costs through introducing RRCI[※] activities

※RRCI (Ryohin-Renka meaning “low-cost non-defective product” Cost Innovation)

Through these activities, we are working toward growing and expanding by even further strengthening coordination with our suppliers.



Procurement policy presentation meeting

Business Partner Relations

■ Supplier CSR Activities

Toyota Auto Body is progressing in sharing CSR Policy activities with Toyota Motor Corporation. CSR activity content is summarized in the CSR Guidelines and we are explaining the content to suppliers and we are looking to achieve cooperation in CSR efforts.

[CSR Guideline Main Points]

Contributing to making an affluent society and comfortable coexistence with the earth through provision of products and service.

[Requests to Our Suppliers]

- Sharing management for CSR
- Request concerning providing products and service
ex.(Product development and manufacturing that is noticeable to our customers)
- Request for processes that make products and services
ex.(Corporate activities that take into consideration compliance, human rights, and society)



 [“CSR Guidelines”](#)

■ Exchanges and Mutual Research With Business Partners

■ Exchanges and Mutual Research at the Toyota Auto Body Kyowakai.

The Kyowakai comprises a Toyota Auto Body voluntary group of 117 companies that aim to deepen mutual research and improvement through thematic and departmental research activities.

In FY2009, in addition to lectures on compliance and safety, there are electronic vehicle lectures as part of our environmental efforts that address the times with pragmatic research activities. In FY2010, we are progressing with activities that incorporate our policy of addressing important management issues.



A compliance lecture meeting

Community Relations

■ Social Contribution Activities

Toyota Auto Body promotes activities for achieving coexistence with local communities and green activities for fulfilling social responsibility as a “good corporate citizen.”

■ Tree Planting and Green Activities

We promote contributing to environmental enlightenment and conservation through our Forest and Green Activities, with the aim to prevent global warming and preserve forest resources.

 [“Forest and Green Activities”](#)

■ Volunteer Activities

Members of our Toyota Auto Body Volunteer “TAB Fureai Club” (introduced on pages 36 and 37) that was founded in FY2009 are participating in activities in various fields such as the environment, welfare, and the community.

 [“Volunteer Activities”](#)

■ Local Community Activities

Toyota Auto Body is actively supporting activities such as youth sports in placing importance on interacting with society and aiming to coexist with local communities.

 [“Local Community Activities”](#)

■ Contributions to External Organizations

From 1990, Toyota Auto Body has participated in the Japan Federation of Economic Organizations 1% Club in which 1% of corporate profit is spent on enlightenment social contributions. We are promoting action in contributing to this target for groups and communities that require economic assistance for research and other activities.

 [“Contributions to External Organizations”](#)



Employee experiencing forest thinning



Volleyball lesson (women's volleyball club)

Community Relations

■ Volunteer Club “TAB Fureai Club”

The “TAB Fureai Club” members participate in volunteer activities and aim to improve information exchange while performing mutual research with colleagues who share common interests.

■ Activity Content

Self-Initiated Activities

- Support of company run programs
- Support, management, and planning of club sponsored programs

Member Exchange Activities

- Planning and management for events such as general meetings, exchange meetings, and lecture meetings

Participation in community volunteer activities

- Participation in volunteer activities and event activities send from a volunteer site managed by eight Toyota Group companies

(Activity details on the next page)

● TAB Fureai Club Diagram

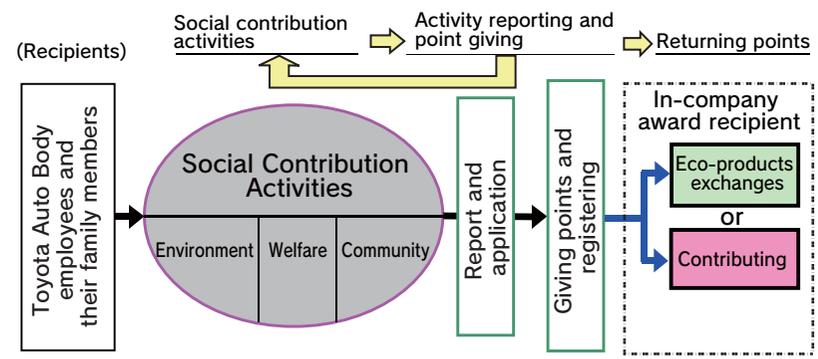


■ Volunteer and Eco-Point System

Toyota Auto Body introduced a unique system in the company that allows employees and their family to relax and actively participate in volunteer and eco-activities by giving points according to activity content.

Points that are accumulated through activities can be exchanged for environmental products specified by the company and one can contribute to the field one desires.

● Volunteer and Eco-Point System





In addition to sending information on eco-activities and volunteer activities to employees and family members, we are centering on six activity groups which support active participation in eco-activities and volunteer activities that unify employees and the community.

● Green Activities group



Tree planting event in Mie Prefecture (270 people participated including local community residents)

● Outing Assistance activities group



Wheelchair user transport service

● Facility Consolation activities group



Welfare facility special presentation

● Care and Welfare activities group



Sign language taught in social welfare classes and study of shorthand basics

● Collection activities group



Contributing used stamps (Kariya City Social Welfare Council)

● Event Support activities group



"Fuwafuwa" managing operation at exchange events of Toyota Auto Body and the community

Community Relations

■ Coexistence With Local Communities

We at Toyota Auto Body are making efforts to pursue activities in order to ensure safety and opinion exchanges with local communities in aiming to be a necessary and trusted company in those communities. Other than “vehicle manufacturing,” we are contributing to making local communities that are easier to live in by introducing community patrols and care service businesses through our group companies that create and provide safe and sound communities.

■ Community Exchanges Through Facility Observation Tours

Toyota Auto Body is offering company observation tours to let the community get to know us through manufacturing in our workplace. In FY2009, 8,600 people came through our plants. In addition, at each plant we are aiming to achieve communication with the community through events such as facility observation tours, explanatory meetings for environment action, community discussion meetings, and opinion exchanges.

■ Security Service Provider (Life Service and Security Corporation)

As a 100% fully-owned Toyota Auto Body company, LS Corporation carries out activities and businesses for protecting the precious lives and property of our community and employees through community anticrime patrols, traffic safety, and prevention of disasters and fire.

■ Care Service Businesses (Life Support Co., Ltd.)

Established through a recruiting entrepreneurship, this company comprehensively supports total welfare planning for various needs of an aging society. Through eight sections, which include rentals and sales of care service products, the company is also involved in providing home help, day service, and creating care planning.



Plant observation tour



Special Self-Defense Fire Unit performing fire fighting drills (Life Service and Security Corporation)



Staff that visit homes to assist people to bathe safely (Life Support Co., Ltd.)

Employee Relations

We at Toyota Auto Body are aiming for the expansion of our company and the happiness of all employees through a safe and comfortable workplace, human resource development, career support, and creating a healthy, energetic workplace.

■ Creating a Safe and Comfortable Workplace

A safe and comfortable workplace is something desired by all people and is the source of a company's energy. We at Toyota Auto Body are making efforts to place safety first by introducing safety and health management that uses risk assessment as a basis of our safety and health basic policy.

 ["Safety and Health Basic Policy"](#)

■ Introducing Discussions on Safety and Frightening Experiences Education for All Employees

We are promoting *kaizen* through concurrent discussion times to ensure safety through morning safety meetings (five minutes every morning), designating a time specifically for safety (every week on Monday morning and for one hour every day after operations resume in the afternoon), and selecting dangerous operation locations by taking up opinions of operators. In addition, we are instituting experience-based safety learning[※] for all employees, which allows them to be exposed to a "hiyari," or "fearful," experience to learn "risk of occupational accident" and links this to the "importance of observing basic safety rules."

※ Understanding the importance of "safety device" and the "risk of fall" and being caught in a machine.
(7000 recipients of the experience during FY2008, FY2009)

● Morning Safety Meeting



Making an "Anzen no Wa" , safety circle, and workers in turn announce safety activities using a large voice on a day-to-day basis.

● Frightening Experience Education



Hanging by a lanyard body belt experience

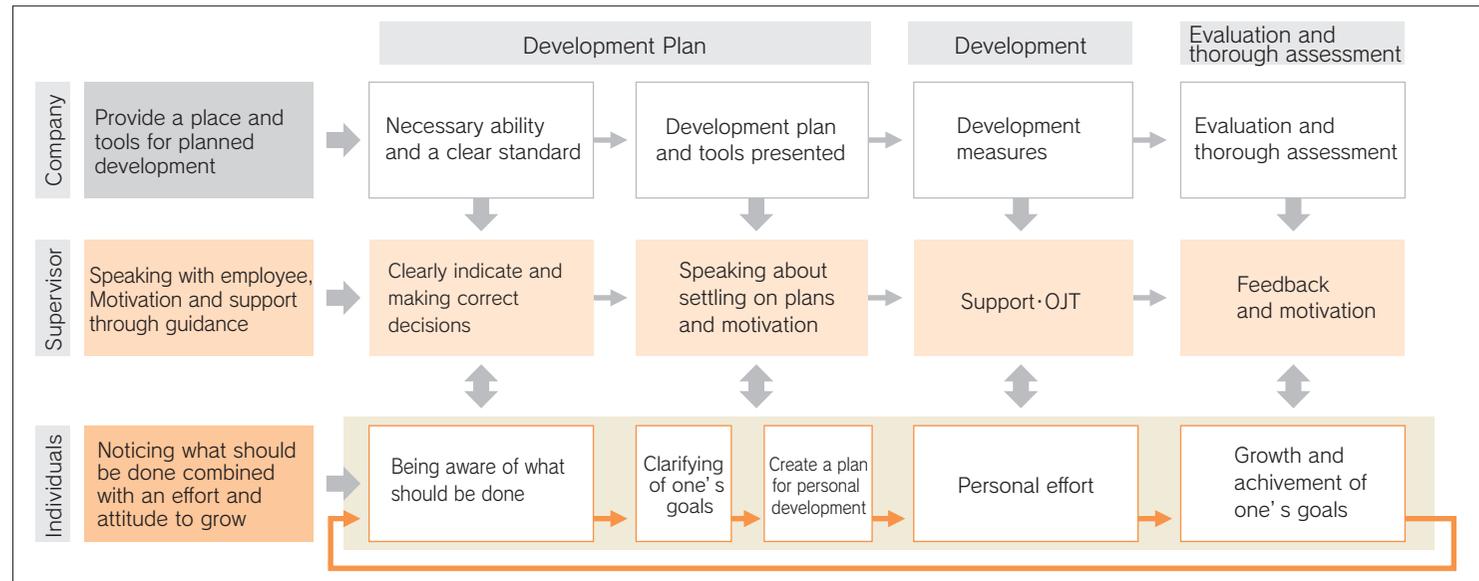
 ["Frightening Experience Education"](#)
["Occupational Accident Occurrence Status"](#)

Human Resources and Career Support

We at Toyota Auto Body believe in the importance of having every employee achieve self-realization through tasks and exercise their creativeness.

Career Support Program (CSP)

With the company, individuals, and managers uniting to creating a system of mid-to long-term human resource development, we are promoting development of the individual by aiming toward developing “independent human resources” capable of action based on the individual’s own thinking.



Employee Relations

■ Concentrating Technical Training Sites to Strengthen Manufacturing

At the Global Production support Center (GPC) training area, we are carrying out skill and knowledge training by staff and dedicated instructors based on student level and qualifications. In addition, we are fostering the will to challenge and improve skills by “technical proficiency” and “technical contests.” In FY2009, we conducted skill training prior to placement for a total of 2,121 new regular employees, skilled laborers, and fixed-term contract laborers, who are active in all of our manufacturing.



New employee technical training



Skilled labor training



New employee and fixed-term contract labor skill training

■ Achieving Global Human Resource Development

We at Toyota Auto Body are promoting planned training by actively progressing with international training, particularly language training. In addition, from overseas companies, we are training our workers who support global expansion domestically and overseas in putting energy toward human resource development that “allows worksite instruction” through practical training by managers and supervisors who form the core of our worksite staff.



Language training (Chinese)



Trainees presenting results



Students engaged in practical training

Employee Relations

■ Creating a Healthy and Energetic Workplace

We at Toyota Auto Body are enhancing communication for creating a healthy and energetic workplace with the cooperation of labor in aiming to expand society and the happiness of individual employees.

■ Communication Between Employees in the Workplace

To enhance communication in the workplace, the C (communication) Meeting System was introduced from 2004. Every month for one hour, we are making efforts to create an open atmosphere in the C Meetings in which all workers speak freely and discuss one workplace theme.

● FY2009 Theme

(Human rights issues, workplace culture reform, safety, compliance, rules and manners as citizens, social contribution activities)



C Meeting

■ Holding Health Study Meetings

Toyota Auto Body held “Health Study Meetings” for three years starting in June of 2008 for almost all of our 6,200 employees who are over 36 years old. These meetings support self-help efforts for employees who are becoming more aware of the importance of maintaining their health.

● Activity Content

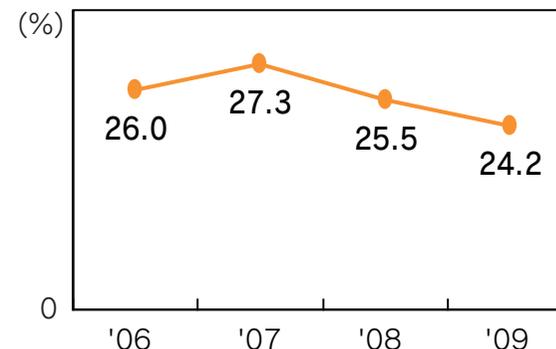
· Content covered in the study meetings are as follows:

Nutritional and exercise guidance and creating action plans to achieve results

· Measures for employees who require improvement

Once a month action plan progress check and follow-up improvement for those who have not yet achieved the goals

● Employee Obesity Rate (BMI) Greater Than 25% ratio transition



Health Study Meeting

Employee Relations

■ Employee and Family Communication

- We are achieving enhanced communication that includes families by holding festivals once a year at our plants in creating a place to interact with employees, families, and member of the community in aiming to improve communication.



“HAPPY FESTA” at the main office and Fujimatsu Plant area



Yoshiwara Plant Area
“Big Jump-Rope Competition”

- Through watching various sporting events of handball, volleyball, and triathlons, we are fostering and deepening amity by having workplaces unite by supporting players in one's own workplace.



Men's Handball club and a workplace supporter group



Volleyball club supporters

 [“Men's Handball Club HP”](#)

 [“Women's Volleyball Club HP”](#)

 [“Triathlon Competition Club HP”](#)

Employee Relations

■ Good Labor and Management Relations

Our employee labor policy of “mutual trust between labor and management” is a basic principle. At Toyota Auto Body, we are deepening mutual understanding through regular discussions such as our “Workplace Labor and Management Discussion Meeting,” “Plant Labor and Management Discussion,” and Production Committee,” that deliberate production issues for labor needs and line operations for the following month. In addition, weekly “Administrative Negotiations” deliberate daily process management between labor and management, and the “Labor and Management Council” deliberates such issues as labor conditions.

■ Promotion of Diversity

Toyota Auto Body is working to create a safe and healthy workplace that demonstrate the capability of individuals in respecting the diversity of all employees without discriminating by social identity, physical or mental condition, sex, principles, nor race.

■ Deepening Human Rights Awareness

We are conducting human rights education as part of our education for new managerial staff and new employees, as well as through C Meeting enlightenment in each of our workplaces for achieving deeper human rights awareness. In FY2009, a total of 1,700 people received human rights education at Toyota Auto Body.

In addition, our employees are actively participating in training and classes in outside organizations with the aim of developing personnel that take the initiative in human rights enlightenment activities.



In-company human rights education for new employees

■ Promotion of Diversity

■ Employing the Mentally and Physically Disabled

Currently in April, 2010, Toyota Auto Body placed 145 disabled people into various administrative positions. We are progressing in making an attractive place to live and we are performing *kaizen* of dormitories and the workplace that allows the disabled to live a satisfying company life as do others.

● Support for employment for those with hearing disabilities

(1) Maintaining a System of Intergration

- Carrying out education prior to entry into assigned office positions
- Installing lights that flash to alert the employee of a problem along the production line

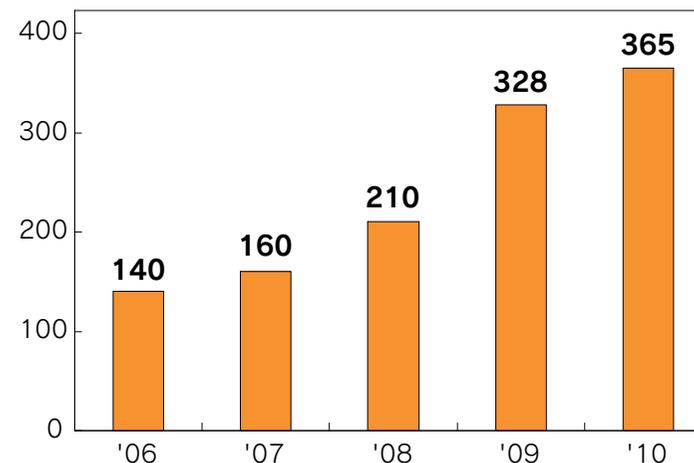
(2) Communication

- Preparation of paper for written communication and a whiteboard
- Sign language class attendance of representatives who place the disabled in the workplace

■ Reemployment System for Elder Workers

In continuing to achieve a balance between work and one's private life, Toyota Auto Body introduced a system for reemploying retired workers called "Career Partner System" that started in FY 2001. This system allows those who have developed high levels of skill and abundant experience at Toyota Auto Body to educate their successors with their skills and knowledge.

● Number of Enrolled Career Partners (Annually from April 1)



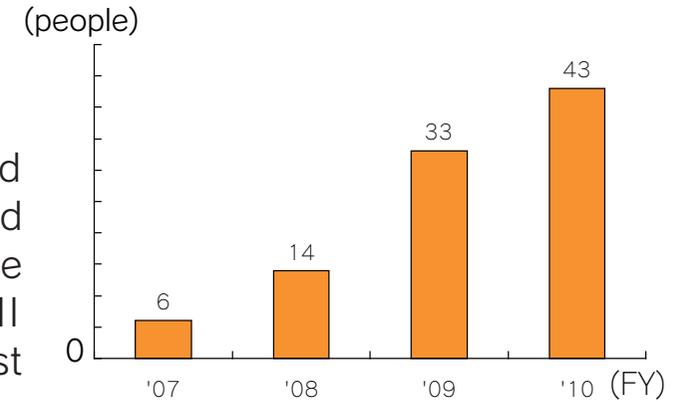
Promoting Diversity

Child Rearing Support (Child Support System)

Toyota Auto Body is progressing with balanced support of in-company nursery facilities and a child support system in a society that allows women the freedom to be employed and balance well “childbirth and child rearing” and “work” that best suits the stage of life for individual employees.

Pregnancy and delivery through the child's first year	Labor restrictions	Exempt from overtime, holidays, and late night work
	Maternity protection when pregnant and after delivery	Maternity protection measures taken based on physician's instructions
	Time off work before and after delivery	6 weeks prior to and after delivery (14 weeks for multiple births) Not allowed to work for 8 weeks after delivery
	Maternity Time	Allow 30 minutes for childcare two times a day
Until 3 years old	Maternity leave	Work leave possible until child is 3 years old (Office and technical staff: up to 2 years old)
	Overtime exemption	Exempt from overtime until child is 3 years old
Until 6 years old	Work restrictions	Work restricted outside set hours and for holidays (Not to exceed 24 hrs/month, max 150 hrs/year)
	Child care leave	Time off allowed for injury care and illnesses for children up to 6 years old For one child: Five days/year For two or more: 10 days/year
Until 8 years old	Shortened work time	Set work hours shortened by 2 hours (6 hour work day)

● Tacchi-chi House Fujimatsu Users



Cooperative Child Daycare Facility
“Tacchi-chi House Fujimatsu”

● Number of child rearing leave system users

