



Corporate Management Headquarters
Shinobu Ichikawa,
Executive Vice President

Developing Employees and Creating a Workplace for Creating Ever-Better Cars

In order for Toyota Auto Body to provide ever-better cars that will deliver happiness and satisfaction to our customers, we consider it important for each and every employee to grow continuously, doing spirited work in a vibrant, easy-to-work environment.

In "Our Priorities", we have collected those qualities which we have inherited from our predecessors and which we believe must be carefully preserved in our work. By understanding the spirit of these qualities and putting them into practice, we are working to develop an awareness of them through our work.

Workplace Culture and Mindset Innovation Activities for Absorption and Establishment of "Our Priorities"

In order to deepen our spiritual understanding of what is important to us, we use a daily action declaration and e-learning, and are carrying out activities to make this understanding a permanent part of our work. Similar activities are carried out at our subsidiary companies in Japan and overseas.

[Basic MAP : Our Priorities]

Customer First

We provide products and services that deliver happiness and satisfaction through *monozukuri* (manufacturing) to our customers, who we consider first in taking action.

Work Processes

We always set our targets one rank higher and challenge new issues by ourselves without feeling satisfied with current conditions.

The work process PDCA Cycle (Plan-Do-Check-Action) is essential for achieving our targets.

An Energetic Workplace

We create a safe and healthy workplace in which all employees are happy.

Personnel development and teamwork, the base of the individual and the organization, are made solid.



1. Customer First

- Everything Serves Customer satisfaction
- Completing Your Own Process Role

2. Challenge(P)

- Benchmarks
- Challenges

3. Execute(D)

- Being Aware of Your Own Role
- Achieve Your Duty Speedily

4. Genchi Genbutsu(C)

- Monitoring by Genchi Genbutsu (On-site, hands-on experience)
- Repeating "Why?" Five Times

5. Kaizen(A)

- Continuous Efforts for Kaizen
- Learning From Mistakes

6. Personnel Development

- Personnel Training
- Self-development

7. Teamwork

- Cooperation and Awareness of Roles
- Honesty and BAD NEWS First
- Willingness to Listen

8. A Safe and Healthy Workplace

- Safety Consciousness
- Follow the Rules
- Moral Consciousness

Overseas activities:



An original poster has been created and posted by Auto Parts Manufacturing Mississippi (USA).



Toyota Auto Body Malaysia conducting a managerial class study session using the English version of these materials (Malaysia)

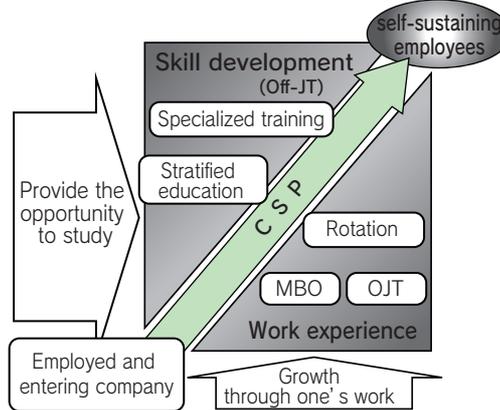
Developing Self-Sustaining Employees with Positive Sprit to Challenge in Their Global Enfeavors

We at Toyota Auto Body are making continuous efforts toward “self-sustaining employees” , who are capable of thinking and acting independently. We have constructed a human resource education system from perspectives of the mid-to long-term. In addition, in looking toward new growth, we are making efforts to enhance on the education of professional personnel capable of being active globally.

Fundamental Approaches to Human Resource Development

At Toyota Auto Body, we focus on educating “self-sustaining employees” that allows every single employee to have the vision and goal for the future, and sufficiently work with positive spirit. We are promoting individual development with “Career Support Program” which is designed to support employee development accordingly to their plans.

System for Promoting Individual Growth and Support for Employees



〔Career Support Program〕
A system to support education for individuals by unified efforts of our company, the supervisor(s), and self. We are planning to our education from the perspectives of short-, mid-, and long-term comprising educational planning, standards, and measures.

Training Professional Personnel

Technical Development of Professional Personnel

Our training of engineers involves lecture rooms, educational exhibits, and CAD training rooms so that our engineers can learn through experience by *genchi genbutsu* (going to see the actual site and actual object) and can make best use of their skills.

First-year new employee training is followed by workplace OJT and third-year beginner-level training. Beginning from the fifth year, intermediate-level training and manager training for group leaders is carried out. The use of this step-up training aims to further strengthen development abilities.

Development Engineer Training System (Step-climbing training table)

	Entry-level employees	Beginner-level engineers (years 1 to 3)	Intermediate-level engineers (years 4 to 8)	Manager
Improve sense and sensitivities of managers.				Manager training
Advance from part engineers to vehicle developers.			Intermediate-level training	1. Study from group leader handbook (At time of new posting) 2. Learning through reflecting on past actions --- others
Become independent after 3 years.	New employee training	Beginner-level training	1. Vibration & noise 2. Collision safety 3. Human engineering --- others	
		1. Design information system (beginner) 2. Steel sheet and resin material engineering --- others		



Training involving use of on-site work for entry-level employees



New employee CAD* training
* CAD : Computer Aided Design



Learning special skills in intermediate-level training



Training of new group leaders

Production engineering professionals

Engineering training was started in 2008, aiming to create the world's top level of minivans, commercial vehicles, and SUVs.

During the first year, trainees undergo basic engineering training through vehicle disassembly training and *genchi genbutsu* training. In the second and later years, they undergo OJT with their mentors. The mid-level employees learn high-level production engineering at the Engineer School.

Training, presentations, and other programs are also carried out at key milestones, as we work to strengthen production engineering abilities on a daily basis.



Vehicle disassembly training for entry-level employees



Presentations given in employees' second year

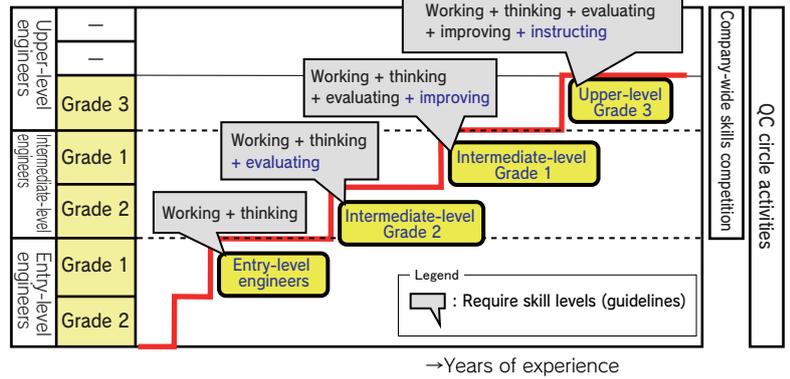
Developing Employees and Creating the Workplace

Training Professional Personnel

Production professionals

We conduct education and training for engineering staff in order to gain the confidence and trust of the customers. We also actively carry out programs for refining and transferring skills, aiming to further improve our abilities.

Production engineer training system (step-up training diagram)



Educating new employees

Before employees are assigned to a workplace, they undergo basic knowledge training and basic skills training that are conducted by full-time trainers.

We are also challenging ourselves to enter the National Skill Olympics as a way to rapidly train the personnel who will become the future workplace leaders.

Mid-level employee training

Practical training and knowledge-based training are carried out according to the employees' qualifications in each job type: stamping, body work, painting, molding, assembly, logistics, and maintenance.

Refining skills

The company-wide skills competition is a large opportunity for refining skills. Employees from subsidiary companies in Japan and overseas also participate in this competition, with the members of the Toyota Auto Body Group competing with one another as they aim for skill improvements.

Basic skills training for new employees:



Training conducted by full-time trainers

National Skill Olympics:



Fighting-Spirit Award Winner (Automotive Sheet-Metal Working Competition) Jin Tanaka

Company-wide skills competition:



Body work



Painting

Training professionals for overseas production

We are also working to train local engineering staff of overseas subsidiaries. Japanese engineering trainers are sent to conduct local training, and local trainers receive training in Japan.

Overseas personnel training:



Training in Japan



Training by instructors sent overseas

Improving Local Capabilities and Teamwork

We are working on strengthening our workplace capabilities to create workplaces where employees are able to resolve issues through strong teamwork.

QC circle activities

526 circles including those from subsidiaries in Japan and overseas participate in these activities as an opportunity to learn and grow together. At the Toyota Auto Body Group QC Circle Competition, selected circles deliver presentations that are intended to further raise the level of these activities.

External QC circle competition (All Japan QC Circle Conference)

At the All Japan QC Circle Conference, which is attended by the top circles in Japan, the Inabe Plant won the Director's Award First Prize for 4 consecutive years (a first for Japan).

All Japan QC Circle Conference:



Scene of presentations (at Tokyo Big Sight)



The Eight Samurai Circle receiving the Gold Medal (Inabe Plant Assembly Sect. No. 1)

Developing Employees and Creating the Workplace

Training Professional Personnel

Global Human Resource Development

We are working on global human resource development to expand the overseas operations of the entire Toyota Auto Body Group.

Loaning employees for overseas development training

As one means of rapidly developing personnel who are capable of operating our business overseas, in fiscal year 2011 we introduced a system of sending younger employees on loan to overseas companies. So far, 26 younger employees have been sent, and have expanded their areas of activity following their return as they make use of their training experience in work related to our overseas business.

Numbers of Toyota Auto Body employees assigned overseas:



Comments from trainees:

Nobuaki Nishioka, Legal & Property Control Dept., General Administration Div. (Thailand: TAW)



Studying a response to a revision of the law (Mr. Nishioka is 3rd from right.)

Initially, it was a continual struggle as I was not able to properly express my thoughts. As I worked, I was able to feel the differences in thinking that result from different cultural backgrounds. I intend to learn and absorb as much as I can while I am here.

Jun Wakabayashi, Vehicle Planning & Production Engineering Div. (N. America: TEMA)



Discussing new plant specifications (Mr. Wakabayashi is 2nd from right.)

I am gaining extremely valuable experience in the design of a new plant. I will take the experience and knowledge that I gain back with me and apply it in my future work.

Loaning employees for design training

The Design Division sends trainees to work at a North America design studio (CALTY) of Toyota.

In order to handle the global projects that are growing in number year by year, trainees gain practical experience aimed at developing the idea-development ability, expression skills, and presentation skills needed to compete globally.



Trainee (at right) discussing design ideas with local staff

ICT system

Toyota Auto Body has established a system of ICT (intra-company transfers) for accelerating the independence of overseas affiliates.

The Inabe Plant has accepted 5 TAW employees from Thailand, and conducted training for them over approximately 6 months. Through practical experience, the trainees acquired knowledge and skills related to manufacturing in Japan, aiming for self-reliance of the next plant/manufacturing preparation project in the local areas.



Thai ICT trainee (2nd from right) reporting the results of training at the Inabe Plant

Enhancing overseas communication skills

English training is conducted for all personnel who support overseas business, aiming to achieve a level where they can carry out overseas work without an interpreter.

Instructors who are native speakers of English teach a technical course centered on English for technical instruction, and a skills course for learning basic English conversation and English for teaching skills.



Improving English skills through conversation with instructors who are native speakers of English (Kariya Training Center)



English training for engineers (Technical Training Center)

Creating Strong Workplaces with a High Awareness of Compliance and Disaster Readiness

Improving Compliance Awareness among All Employees

We have established the Corporate Ethics Committee as a subcommittee of the CSR Committee, and hold discussions and set directions for activities aimed at improving legal compliance and building a healthy corporate culture. We are endeavoring to improve compliance awareness throughout the entire Toyota Auto Body Group. Additionally, we are continuing to ensure complete compliance among our employees via education and training related to "Our Promise" (the Toyota Auto Body Group Action Policy).

 Toyota Auto Body Group Action Policy (Issued March 2005)

Expanding programs aimed at ensuring compliance

As business becomes increasingly globalized, we are working to improve compliance awareness in the Toyota Auto Body Group both in Japan and overseas.

In Japan, tools for promoting independent compliance activities have been created, regular monitoring is carried out, and other steps are taken to maintain and improve the level of these activities.

Overseas, programs based on the Japan programs are carried out to improve employee awareness.

Examples of programs for raising awareness among overseas employees



A meeting regarding compliance activities (overseas)

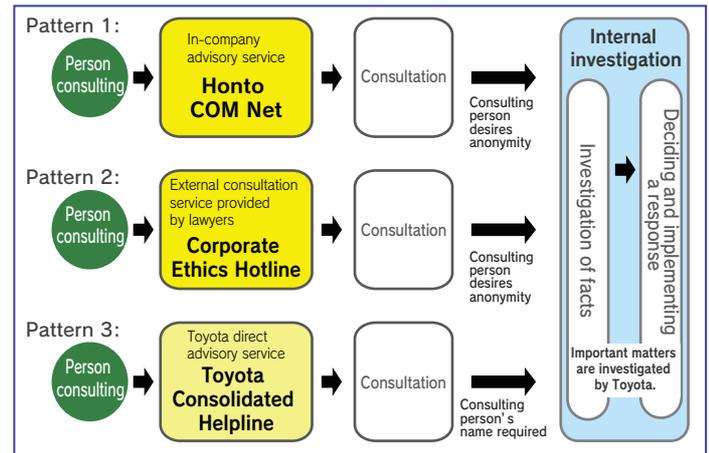


Activity for preventing bribery through posters

Further enhancement of corporate ethics consulting services

To provide a system for proper handling of labor problems and other topics that are difficult to discuss with supervisors and/or colleagues, we have established the Honto COM Net direct email consulting service as well as the external legal consulting service Corporate Ethics Hotline provided by lawyers.

Aiming for more precise responses, in January of 2013 we established the Toyota Consolidated Helpline, which allows direct consultation with Toyota Motor Corporation for matters too difficult to present to the internal consulting services.



3 patterns of corporate ethics advisory services leading to an internal investigation

Improving Disaster-Readiness Awareness through Practical Training

Aiming to minimize increasingly diversifying risks, we in the Toyota Auto Body Group are working to expand and strengthen risk management as one part of our internal controls. We assess and identify any risks that could impact company operations, and establish preventive measures and initial response measures to address them. The disaster-readiness training for initial response measures is being made increasingly realistic year by year.

Comprehensive disaster drills vital in case of a large-scale earthquake

In recent years as we make the training increasingly realistic, we have incorporated training with no advance notice, simulations of cases when some parts of an escape route cannot be used, and small group outdoor evacuation that facilitates rapid action. Training to centralize safety confirmations for all employees in each workplace and to notify the all-company disaster countermeasures headquarters is conducted at each business location and subsidiary company. We have also concluded a disaster-readiness agreement with Kariya City for the provision of accommodations, food, and water in the event of a disaster.

Comprehensive disaster drills (at Toyota Auto Body):



All employees evacuating to the outdoor evacuation site in small groups



Outdoor evacuation (overall scene)



Initial firefighting training (fire extinguishers, fire hydrants)

Transporting injured persons

Training for installing rescue chutes

Putting Safety First and Working to Create Safe People and Workplaces

All suppliers and overseas subsidiaries are carrying out activities aimed at eliminating accidents, including strengthening of efforts by top management to create a safety-first environment, and activities to improve safety sensibility among individual employees.

Achieving Safety First for All Employees

Efforts by top management to create a safety-first environment

At our company-wide Safety Rally, Toyota Auto Body executives, department and section managers, and top management of our affiliated companies together recited a slogan describing the importance of basic safety activities, with the objective of eliminating dangerous incidents.

We are also taking the lead with Safety Month, and with personal checks of workplace problems by the company president that are linked to improvements.

Activities to improve safety sensibility

We are making efforts aiming to create a company culture in which employees warn colleagues who are unaware of safety risks around them. We call these activities Po-ke-te-na-shi*1, and each of these five parts corresponds to a set of basic safety activities.

- *1: Po : Do not put your hands in your pockets while walking
- ke : No use of *keitai* (cellular phone) while walking
- te : Hold the *tesuri* (railing) while climbing and/or descending stairs
- na : No *naname* (at an angle) crossing of a street or road
- shi: Be certain to *shisakoshou* (point to the left and right and call out when one intends to cross a street or road)

Activities aimed at increasing the safety sensibility of all employees include having employees consider safe procedures for the use of tools and training for finding irregularities in the workplace. We have also launched a system for level-based KY (kiken-yochi: danger prediction) training in which individuals assess their own KY levels, and are working to improve individual skill levels.



Company-wide Safety Rally in July 2014



A check of safety activities by the company president (Safety month, July)



Banners for an awareness and action campaign



KY training where employees consider danger based on actual experience (example of crowbar handling and transporting large workpieces)

Putting Safety First for our Business Partners

Based on our own objective of zero shipping-related accidents at our facilities, we are coordinating safety programs with suppliers, externally contracted construction companies and shipping agents. For construction safety during extended shutdowns (when accidents are especially likely to occur), we carry out safety checks (rallies) and other activities to improve safety management.



Special morning safety meeting for work during the winter holidays



Forklift safety rules study meeting for all shipping agents (Technical Training Center)

Putting Safety First in Overseas Operations

Internal company activities are also carried out overseas. Under the direct leadership of top management, activities including safety inspections by the company president, recitation of safety slogans at morning meetings, 4S, and Po-ke-te-na-shi are used to help create a culture of watching out for one another in which all employees participate.



Safety inspection by top management in Indonesia (RPT)



Reciting safety slogans at a morning meeting

4S activities

Ensuring the Mental and Physical Health of our Employees

We recognize that the health of our employees is an important element in our quest to create ever-better cars, and we have enacted a variety of programs aimed at making us a healthy company as we work to ensure the health of all employees and their families.

For the Health of our Employees and their Families

We are carrying out a variety of activities aimed at developing employees who are capable of independently maintaining and improving their own health. These are based on three key activities: maintaining and improving mental health, improving lifestyle habits (preventing metabolic syndrome), and stopping smoking.

We also hold instructional meetings regarding ways of preventing the back pain that occurs often in the manufacturing industry, walking events sponsored by the Health Insurance Association, and health-promoting events where family members can also participate in connection with the all-company sports day.



Instruction meeting for prevention of back pain, conducted by an exercise instructor

Aiming for easily approachable consultation offices

We have created a consultation system, with clinical psychologists who are experts in mental health assigned to the Fujimatsu, Inabe, and Yoshiwara plants.

So that employees will come for mental health consultations, the clinical psychologists introduce the consultation offices at health events, in lectures by psychologists to key personnel, during workplace training, and at other opportunities, aiming to create an atmosphere for easily accessible consultations.



Stress check (stress evaluation by measurement of saliva components)
Conducting stress check!



Mental health lecture for key personnel

Promoting health awareness through family participation events and outside health workshops

In connection with the all-company sports day, we also hold health measurement events that family members can also participate in as opportunities to reconsider lifestyle habits.

We are also actively carrying out activities to promote employee health awareness, including AED training in the workplaces, and health workshops for smoking, metabolic syndrome, and dental health.



Health measurement at the all-company sports day



Workplace AED training

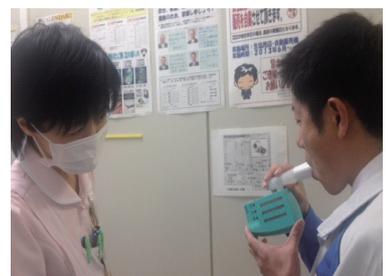
Support for quitting smoking and creation of separate smoking and no-smoking environments

To help create new non-smokers, the 22nd of each month has been designated as a company-wide no-smoking day, providing opportunities for employees to quit smoking. Anti-smoking examinations are also performed at the company clinics in order to provide support for employees who want to quit smoking.

The company is also divided into smoking and non-smoking areas in order to prevent passive smoking by non-smokers.



Company-wide no-smoking day poster
The shape of the number "22" resembles two swans. The word "swan" sounds like the word "suwan" (I don't smoke) in Japanese.



Examinations for employees who want to quit smoking: measuring breath CO concentrations (Measured to check the effects of quitting smoking.)

Communication Activities for “Creating a Vibrant Workplace”

In order to create a vibrant workplace culture that supports the happiness of each individual employee and the development of the company, we are attempting to breed a sense of unity by creating various opportunities for invigorating communication that exceeds the framework of the workplace and rank.

Targeting a Workplace with Open Communication

(Formal activities)

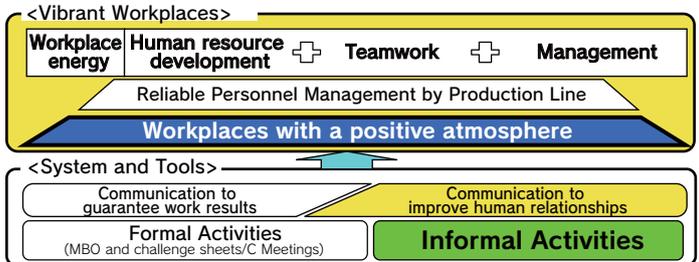
We are enhancing communication through things such as daily workplace meetings, interviews with superiors, and small group activities.

Aiming for Cheerful, Fun, and High-Spirited Workplace

(Informal activities)

We are enhancing communication and breeding a sense of unity through company-wide, office-wide, and intra-division events held away from work.

Creating Vibrant Workplaces via Communication Activities



Company-wide:



The all-company sport day (Fure-Ai Sports Day), held for the first time in 15 years



Toyota Auto Body Group sports competitions: Toyota Auto Body Group Futsal Tournament



Sports club supporters

All Toyota Group:



All Toyota Big Holiday

Business site events:

Events that highlight the unique characteristics of each office



Yoshiwara Plant Festival



Fujimatsu Plant tricycle race

Division events:



Development division marathon

TOPICS

Providing information in the cafeterias



TAB channel for this week

- (1) Joint report meeting by handball and volleyball teams
- (2) Queensels and Kurowashiki All Japan Tournament
- (3) Information on HAPPY FESTA
- (4) Real estate information from Toyota home
- (5) Introduction of the 70th Anniversary goods
- (6) Information on recreational facilities

Informal activity information is provided by video in all the cafeterias, creating opportunities for communication.

The launch of programs for the 70th Anniversary Year of Thanks (2015)



Company events and division events are held to express thanks to our roots (predecessors) and thanks to our coworkers, and to connect these feelings of gratitude to our future dreams.

Activity for producing original seasonal decorations in the production engineering divisions

Creating Awareness and Easy-to-Work Environments to be “Good Members of Society”

We are striving to create awareness for being good members of society by doing things such as deepening awareness of human rights and enhancing awareness of traffic safety. In addition, we are making efforts to enrich various measures for creating easy-to-work environments for our employees.

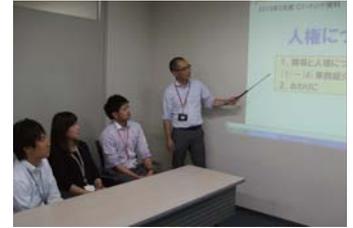
Being Good Members of Society

Deepening Awareness of Human Rights

Aiming to improve awareness of “Respect for Individuals” we are providing internal training for all employees concerning various human rights issues, including social integration issues and human rights for women and foreigners.



Human rights education (new position training)



Discussion at a C meeting

Ensuring traffic safety awareness

Aiming to improve traffic safety awareness, in addition to our traffic safety activity, we have held lectures by persons who have lost family members in traffic accidents and who describe their sadness and pain in their own words, as part of educational activities to eliminate traffic accidents.



Employee traffic safety activity



Lecture by persons who lost family members

Creating Environments to Support Diverse Working Styles

Support for the working styles of older employees

Creating processes that are easier to perform:

So that all employees can continue working in good health, we are carrying out process improvements that lessen work burdens, for example by improving work that is performed in difficult positions.

Creating workplace awareness for preventing loss of physical strength:

Awareness seminars are held for employees in their 40s and 50s, teaching ways of working and building strength so that they can continue to do the same work when they are 60 and older. So that employees can achieve the second life that they want, we provide opportunities for them to learn about the necessity of self-help efforts and to begin putting them into practice.



Lifted to a height where work is easier (tire installation process)

Process improvements: The vehicle body is raised and lowered for each work position (height), reducing the burden on the worker's body.



Guidance for building body strength at a body awareness seminar



Expanding support for child raising

We are promoting improvement of the environment to support our employees to keep working while raising children by creating systems that go beyond established laws, such as establishing the internal Tacchi-chi House, a short working shift system, a maternity leave system, and others.

Especially in this fiscal year, we are providing the childcare environment that meets various needs by extending the available hours of daycare facility according to the shiftwork, offering temporary childcare on a public holiday, and other services.



Joint daycare facility Tacchi-chi House Fujimatsu