

Creating Ever-Better Cars

Creating High Quality Cars

Delivering top quality to the customers

Deciding procedures and creating high-quality standards for work

Not only at production floor and even with our office staff as well, by “not inconveniencing our customers (downstream process),” and “being able to judge your own work result” we are introducing *Jikotei-Kanketsu* AKA: JKK” (completion of your own work, “Built-in quality with ownership”) mindset across our company to achieve quality improvement.

To be specific, it means to continue Kaizen by organize and practice each task by viewpoint shown below.

- (1)First, clarify target and objective of task
- (2)Clarify detailed procedure of task
- (3)Clarify Ryohin jyoken (quality points)
- (4)Execute. Immediately contact your supervisor if a problem and/or delay may occur (pull Andon) and repeat Kaizen.

<Group discussion of *Jikotei-Kanketsu* themes>



Group discussions on work method kaizen proposals

<*Jikotei-Kanketsu* Case Example Exhibit>



Presenting examples of department programs so they can be shared and put into practice

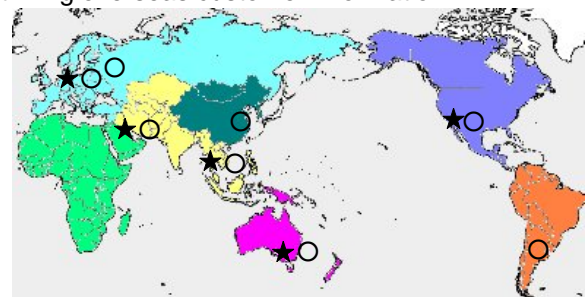
Making rapid improvements based on customer input

In order to obtain valuable quality information from the customers who buy our vehicles and execute kaizen as quickly as possible, we work in close cooperation with Toyota Motor Corporation and carry out EDER* activities that aim to be the fastest in the industry.

In order to rapidly investigate the causes of problems based on the genchi-genbutsu (going to see the actual site and actual object) approach to overseas customer information, and rapidly apply the results, we have assigned on-site staff in each region where customers are located.

* EDER: Early Detection and Early Resolution
EDER is a communication system for quickly identifying quality issues in the field, immediately resolving them, and swiftly providing the results of rectification and kaizen feedback to customers.

Deployment of resident on-site staff for surveying and utilizing overseas customer information



★:Locations of Toyota Auto Body resident on-site staff
○:Toyota Motor Corporation overseas satellite offices

Customer Evaluations

The same Toyota Auto Body approach to quality assurance is applied to all mass production vehicles. As a result, our cars were highly acclaimed in the 2015 J.D. Power IQS (Initial Quality Study), which examined customer evaluations in the USA and Japan.

USA:
Segment evaluations ranked the Lexus LX570 **1st**.*

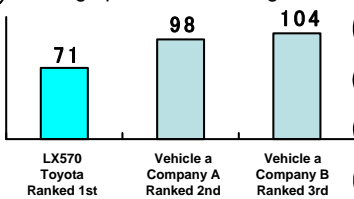
Japan:
Segment evaluations ranked the VELLFIRE **1st** and ESQUIRE **3rd**.

(Manufacturing problems per 100 vehicles)



IQS by J.D. Power (USA)

Large premium SUV segment:

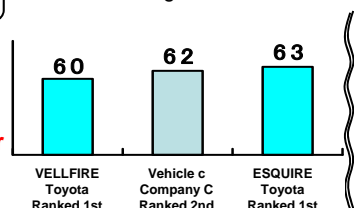


(Manufacturing problems per 100 vehicles)



IQS by J.D. Power (Japan)

Minivan segment:



*: The evaluation results are considered reference information because the number of questionnaire samples was 100 or less.