

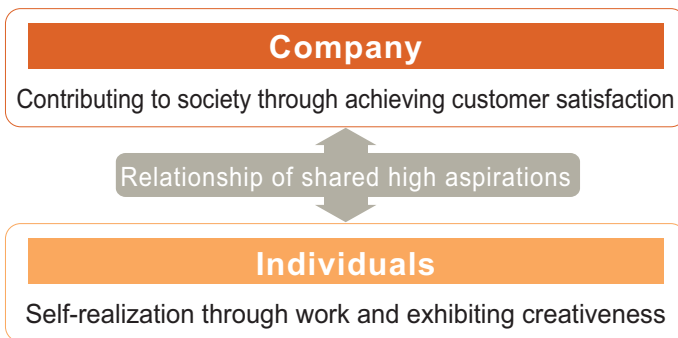
Human Resource Development and Career Support

Toyota Auto Body is aiming to be a company with the “power to make things” demonstrated in the creativity of our employees and also have competitive strength in providing products of the highest quality. Also, at that pace, we at Toyota Auto Body want to be a “bright, fun, and energetic company” and be “a company that places importance on people.”

Educating for Self-Disciplined Personnel

Our Policy

- ① We aim for building relationships of sharing and respect for mutual aspirations between individuals and our company.
- ② We promote growth of the individual and we are building planned, mid-term “human resources,” as well as a clear “image of personnel we are aiming to develop.”



Employee Structure (End of March 2007)

Men : 10,777 Women : 548 Total : 11,325

Average age : 37.3 years old

Average years working : 15.1 years

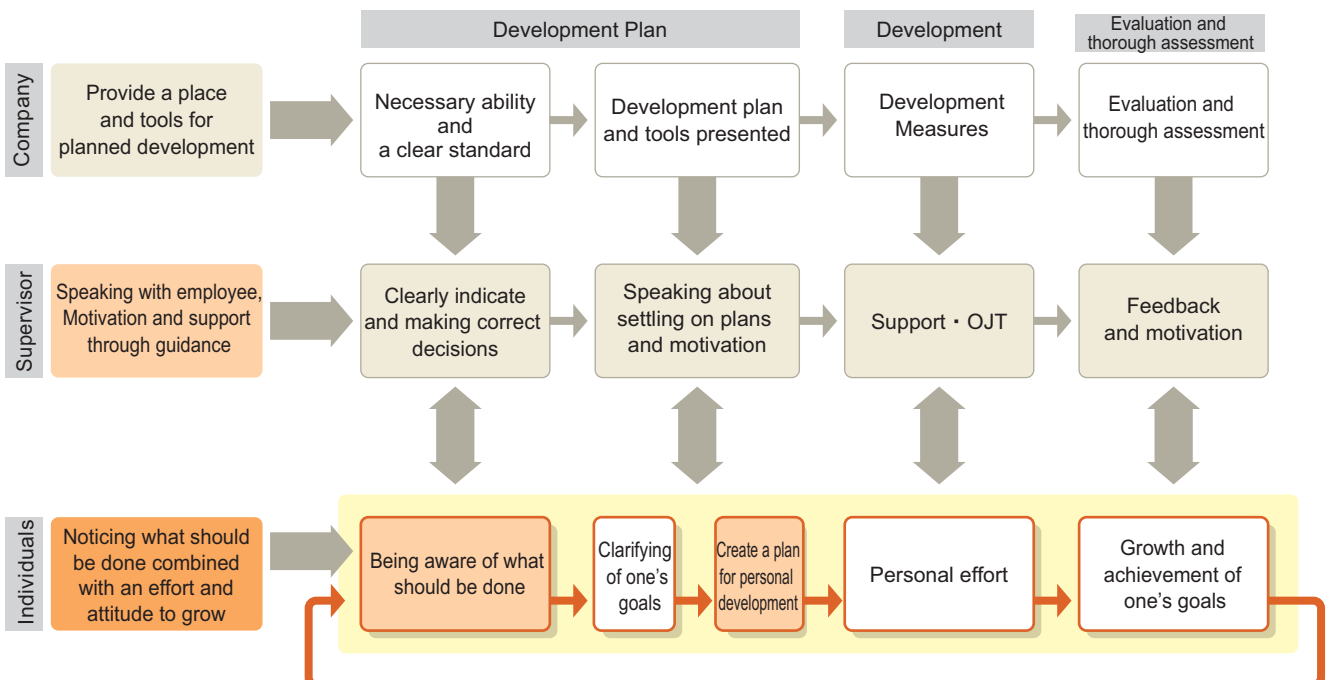
Shifts in Employment Numbers

(Year)	2004	2005	2006
Regular entry	125	202	425
Mid-term entry	118	415	500
Total	243	617	925

Expansion of a Career Development Program

We are promoting growth of the individual, building a system for their planned mid-to-long term development in clearly “aiming for an image of personnel we are aiming to develop” in order to contribute as “self-initiating personnel” with each employee thinking and acting on their own.

Career Support Program (CSP) ※1



※1 At Toyota Auto Body, career development programs are called career support programs.

Strengthening Manufacturing Ability

All of Toyota Auto Body are aiming for being NO.1 by QCDS※1 in manufacturing ability through progress in activities based on “standard operations” that achieve continuous *kaizen*(continuous improvement), and also visualization of the processes by employees with the keyword “*jikotei kanketsu*” (defect-free process completion to ensure that no defective product leaves any production process). As an objective example of our efforts, skill training facilities that were located at each plant in the past were brought together at the Global Production Support Center (GPC) from December 2006, making more centralized training possible.

※1 QCDS: Quality, Cost, Delivery, Safety

GPC Educational Training



Press and die educational training



Body working and welding educational training



Painting educational training



Assembly educational training

Global Personnel Development

In developing and establishing personnel that can be active globally, Toyota Auto Body has constructed a Global Personnel Registration System and we are promoting planned personnel development, along with actively progressing in language training which centers on internationalization of training.

In addition, we are developing personnel that supports global expansion inside and outside the company by putting efforts into developing personnel with “learning on-site” through practical instruction. Also from overseas affiliate companies, managers and supervisors who form the core of on-site staff are invited to our plants in Japan to receive instruction.



Language training



For employees on assigned overseas throughout the world, we have English training, as well as Russian and Chinese courses to meet business who are assigned



Russian(TMMR) trainees



Training

In order to support Toyota Motor Corporation's entry into Russia, 54 trainees received practical training at the Inabe Plant from September 2006 to March 2007.