

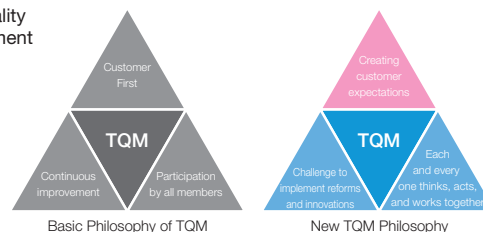
Global Uniform Quality Assurance

Enhancing Corporate Structure through TQM^{*1} Initiatives

Based on the basic principles of TQM, we are implementing TQM initiatives throughout the company to enhance product and work quality and human and organizational vitality to create a flexible and strong corporate structure. In addition to traditional improvement initiatives such as the Workplace Management Improvement Initiative and Small Group Initiatives, we have established and are developing a new TQM philosophy based on the concept of anticipating change and changing how we do work. Through TQM initiatives, we aim to create a workplace where employees can discuss anything with each other, and we are

working to foster a value creation mindset in addition to a quality mindset while enhancing psychological safety.

^{*1} Total Quality Management



Establishment of a Quality Assurance System and Human Resource Development That Can Respond to Future Business and Environmental Changes Quality Assurance System Adapted to New Technologies and Newly Developed Products

We have obtained ISO 9001/IATF 16949 certification for our quality assurance system and have established a quality management system. We are also building quality into new products using an Initial Management System that checks the degree of completion of each process from planning to design to production. We are

continuously working to improve the Initial Management System to ensure quality that meets customer expectations for new technologies, newly developed products, software, and experience-oriented businesses that are changing due to CASE, MaaS, and other factors.

Establishing a Quality Mindset of Customer First and Quality First

The president's Declaration of Global Quality Improvement, the Declaration of Thought and Action for each employee's position and job, and the Global Quality Month in November are all part of our efforts to establish a Customer First and Quality First mindset among all Group members, including suppliers and overseas

bases, through periodic review of their own actions. We have also established a Quality Learning Center where each and every one of our employees can learn about the concepts and attitudes that should be valued in manufacturing, and where they can constantly learn about quality, from its origins to future initiatives.

Developing Human Resources Capable of Taking on the Challenge to Implement Reforms and Innovations

With the rapid expansion of DX in recent years, it has become essential to have human resources who can utilize big data and link it to the creation of new value. We are enhancing our practical education for human resources who can utilize statistical quality control (SQC) and machine learning (ML) methods through

industry-academia collaboration^{*2} and other methods.

^{*2} Lecturers from Shiga University and Toyota Group experts



Toyota Group machine learning practice seminar

Ensuring Manufacturing Quality and Continuous Improvement Initiatives Creation of Self-Contained Processes in the Safety Parts Process

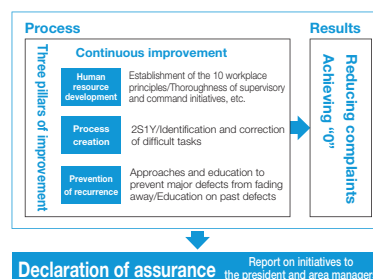
In order to deliver safe and reliable products to our customers around the world, we are working toward self-contained processes^{*3}, particularly in the production process of safety parts, which are directly

related to the basic performance (driving, turning, stopping) and safety of vehicles.

^{*3} Under the philosophy of "Quality is built into the process," we will not produce or pass on defective products.

Ongoing Quality Assurance Declaration Initiatives

We are conducting Quality Assurance Declaration Initiatives with the aim of cultivating a workplace culture that enables continuous improvement and creating manufacturing sites that are resilient to change. In these initiatives, all employees participate in improvement initiatives from the perspectives of developing human resources, developing processes, and preventing recurrences, and when targets are achieved, the section manager issues a declaration of assurance to the president and area managers. The entire Group is working together to implement these initiatives, aiming for quality that earns the trust of customers globally.



On-site confirmation meeting by the president and vice president
(Top: Japan, Bottom: North America)