

Quality Assurance

Through Collective Effort, Striving to Be Recognized as the “Quality TG” by All Global Customers

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Our Commitment to Quality Assurance

TQM*1 Initiatives for Enhancing Corporate Structure

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 Global Small Group Initiatives, we have established a new TQM philosophy based on the concept of anticipating change and changing how we do work, and are taking action accordingly. We are also working on fostering a corporate culture and developing the kind of people that will drive reforms and innovation in response to an evolving business environment.

*1 Total Quality Management

Establishing a Quality Mindset of Customer First and Quality First

In response to the Global Safety and Quality Declaration issued by the president, all employees make a Declaration of Thought and Action to put Customer First and Quality First in their respective positions and jobs while regularly reflecting on their own actions and utilizing the Quality Learning Center as an educational venue for instilling a quality mindset.

Greater Adaptation of Global Small Group Initiatives

We are promoting the invigoration of small group initiatives, with a focus on China and the ASEAN region. We have resumed the TG Global Small Group Initiatives Convention after a six-year hiatus and are working to promote the exchange of ideas and know-how.



Global Small Group Initiatives Convention

Ensuring Manufacturing Quality and Continuous Improvement Initiatives

In order to deliver safe and reliable products to our customers around the world, we are working toward self-contained processes*2, particularly in the production process of safety parts, which are directly related to the basic performance (driving, turning, stopping) and safety of vehicles.

Furthermore, to create manufacturing sites that are resilient in times of change, we are implementing Quality Assurance Declaration Activities led primarily by manufacturing section managers. These activities focus on three pillars: Developing People, Developing Processes, and Preventing Recurrences. Once the targets are achieved, section managers issue a declaration of assurance to the president and area managers.

*2 Based on the philosophy of “Quality is built into the process,” we will not produce or pass on defective products in any of our processes.



On-site confirmation meeting by the president and chiefs of division

Strengthening Governance for Better Regulatory Compliance

To ensure that regulatory certification operations can act more independently and with more robust auditing capabilities, we transferred these operations from the Development Division to the Quality Assurance Headquarters, and in June 2025, we launched the Regulatory Compliance Division. To communicate the importance of regulations to all employees globally, we are working to strengthen governance by promoting regulatory education and establishing regulatory compliance frameworks. In addition, company executives personally visit worksites to hear firsthand about issues such as operational challenges and are continually promoting initiatives to address them.

Quality Assurance System Adapted to New Technologies and Newly Developed Products

We have obtained ISO 9001/IATF 16949 certification, 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 improving the Initial Management System to flexibly adapt to new technologies and newly-developed products driven by innovations such as CASE and CN/CE, as well as emerging business areas like software, service-based businesses, collaborations with new customers and alliance partners, and short-term development projects.

Promoting Flexible Human Resource Development for a Changing Environment

The continued advancement of DX means that it has become essential to cultivate talent capable of leveraging AI and big data to efficiently reform work processes. Therefore, we are enhancing practical education so that it can incorporate Statistical Quality Control (SQC) and Machine Learning (ML). We are also promoting Value Creation Community Activities with the aim of fostering a corporate culture that allows us to meet challenges in value creation head-on.



Value Creation Community Activities in session