

## 1 Business Vision

What is the ideal direction for business and how should we approach mono-zukuri?

We will give shape to the ideas of "adding a more human dimension" and "becoming ever more impressive" by evolving from mere ergonomic to kansei (sensibility) engineering and giving tangible form to the notions of "user friendliness" and "warmth."

"Safety, comfort, security and environmental conservation, " have been mandated by the times.

We have been studying how people drive cars, and by combining and coordinating various technologies and skills have developed ergonomics as a core technology with the theme of making cars "safer, more comfortable and more secure".

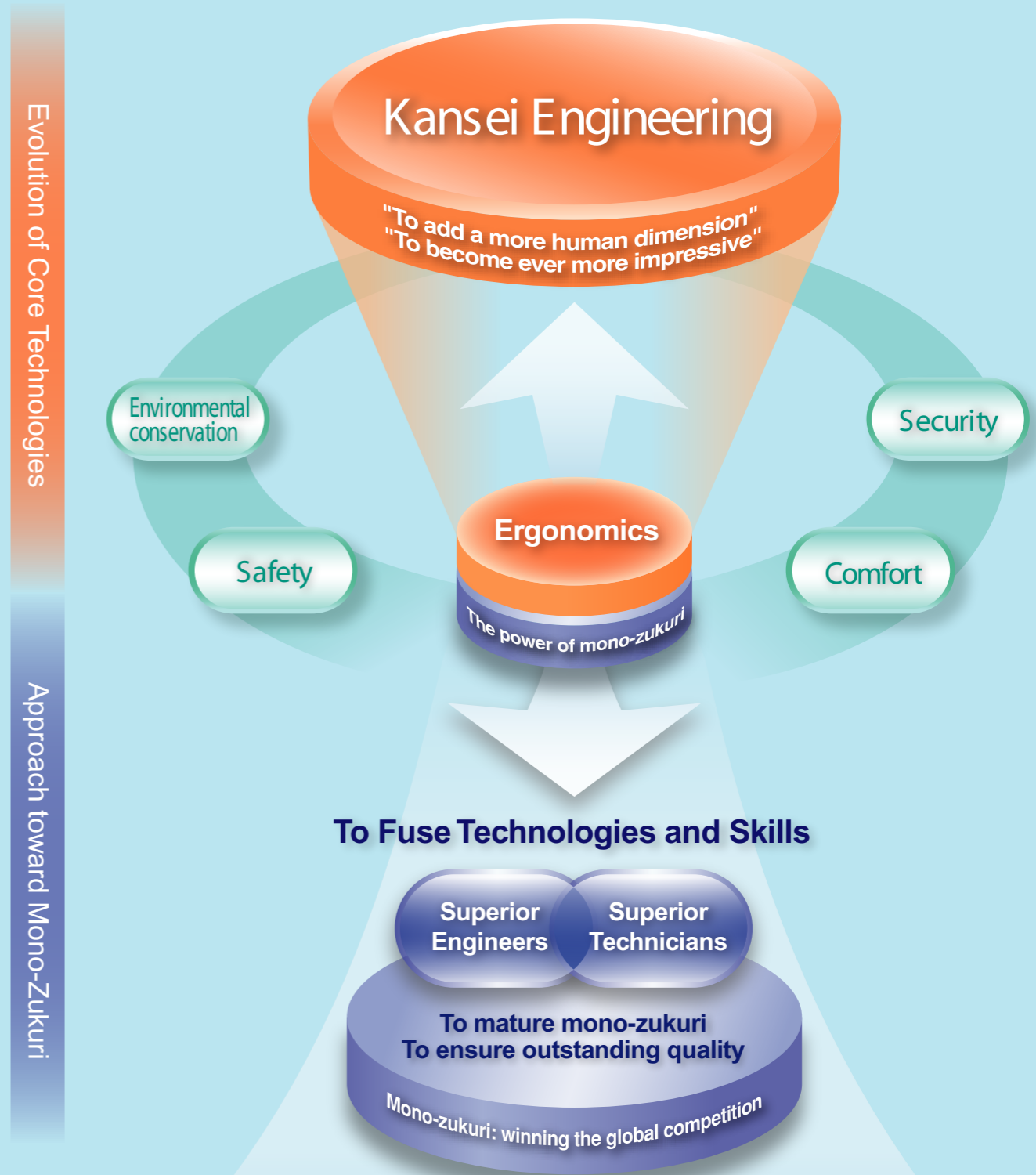
We now aim to leap forward and evolve "kansei (sensibility) engineering" based on our comprehensive design capabilities, in order to give shape to the ideas of "adding a more human dimension" and "becoming ever more impressive".

We will also give tangible form to the notions of "user friendliness" and "warmth" by giving sensibilities such as health, comfort, hospitality and enjoyment concrete form.

In addition, in order to win the global competition, we will aim to mature mono-zukuri by fusing technologies and skills and by efficiently and rapidly developing of future-oriented products, technologies and production engineering.



## Giving Tangible Form to the Notions of "User Friendliness" and "Warmth"



## 2 Function and Attribute Vision

What sorts of attributes are needed for a company to provide quality services and products that will impress customers?

We will further improve our strengths, mobility, flexibility and the ability to quickly evolve, to improve the quality of our associates and our work.

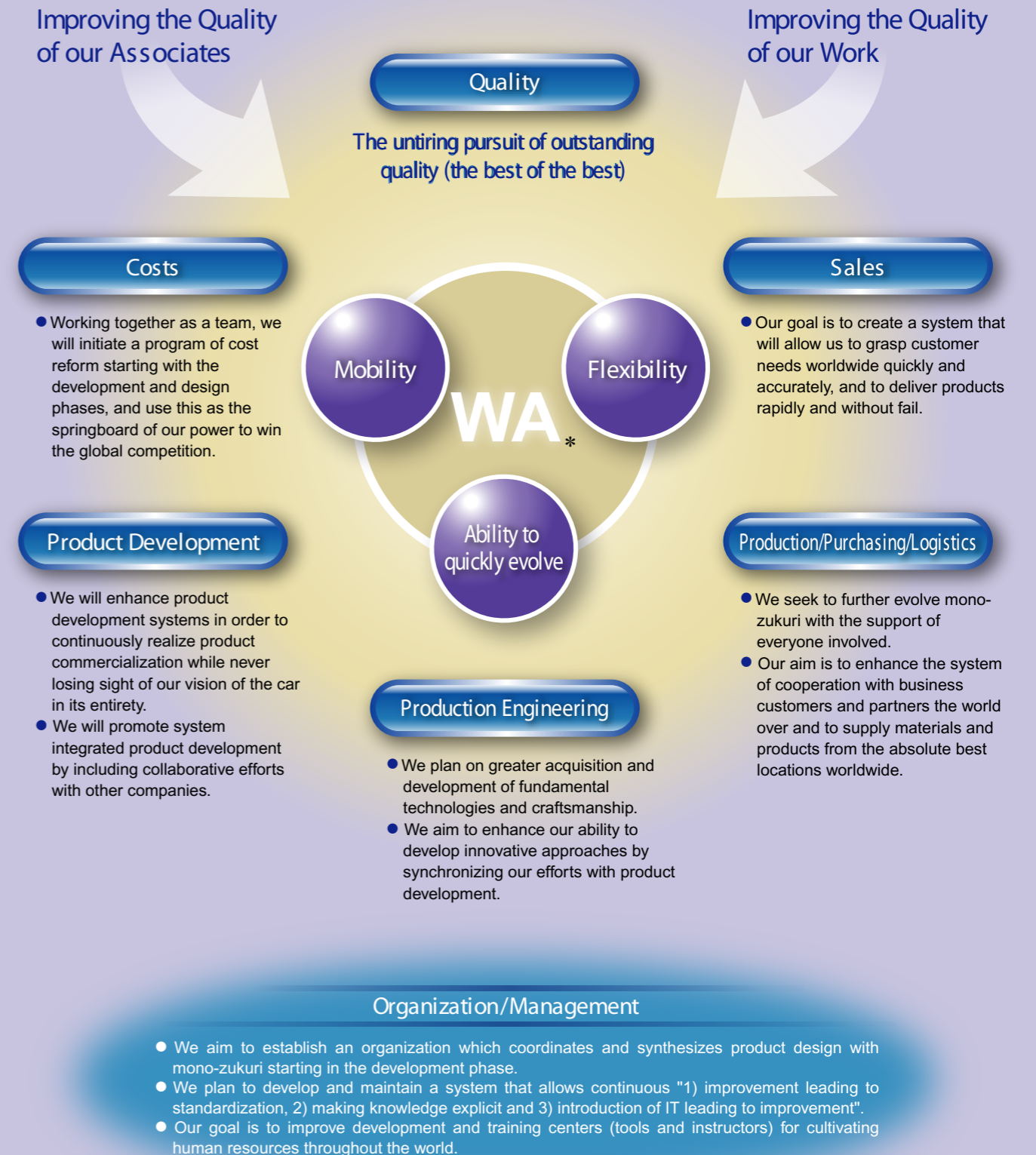
Many of our products have qualitative characteristics such as appearance or emotion that are related not only to function but also to people's sensibilities and feelings, and consequently we believe that manufacturing such products is especially difficult.

"Quality" is the result of all kinds of different tasks. In order to obtain better results, it is important to improve the "quality our of work" in the process of production and the "quality of our associates", the basis of production. We intend to further enhance our capabilities and attributes through such means as thoroughly conducting preventative measures.

We have strengths which we have been long cultivating that will be useful in improving overall quality. Unhampered by fixed conceptions of organization and company systems, we are able to exercise these strengths, mobility, flexibility and the ability to quickly evolve, based on the principle of "harmony among people", to suit different situations and purposes. We will further augment these strengths and thereby intend to improve overall quality of product development, production, purchasing, sales, and more.



## To Supply Quality Products which Impress Customers All over the World



\* WA (unity/power of teamwork/tenderness/peace/harmony)

### 3 Regional Vision

What must we do to become a truly global corporate group?

We will promote global management through the simultaneous pursuit of both autonomy of and synergy between our operating sites throughout the world.

Our ideal is to be a group of globally managed companies aiming for global optimization in which each of our operating sites around the world operates autonomously, yet also achieves synergy with all the others.

We have promoted mono-zukuri by establishing and maintaining production and logistics sites worldwide. We are now promoting a system through which the forte of each site can be put to use in the efficient sharing of production duties, for example by supplying each other.

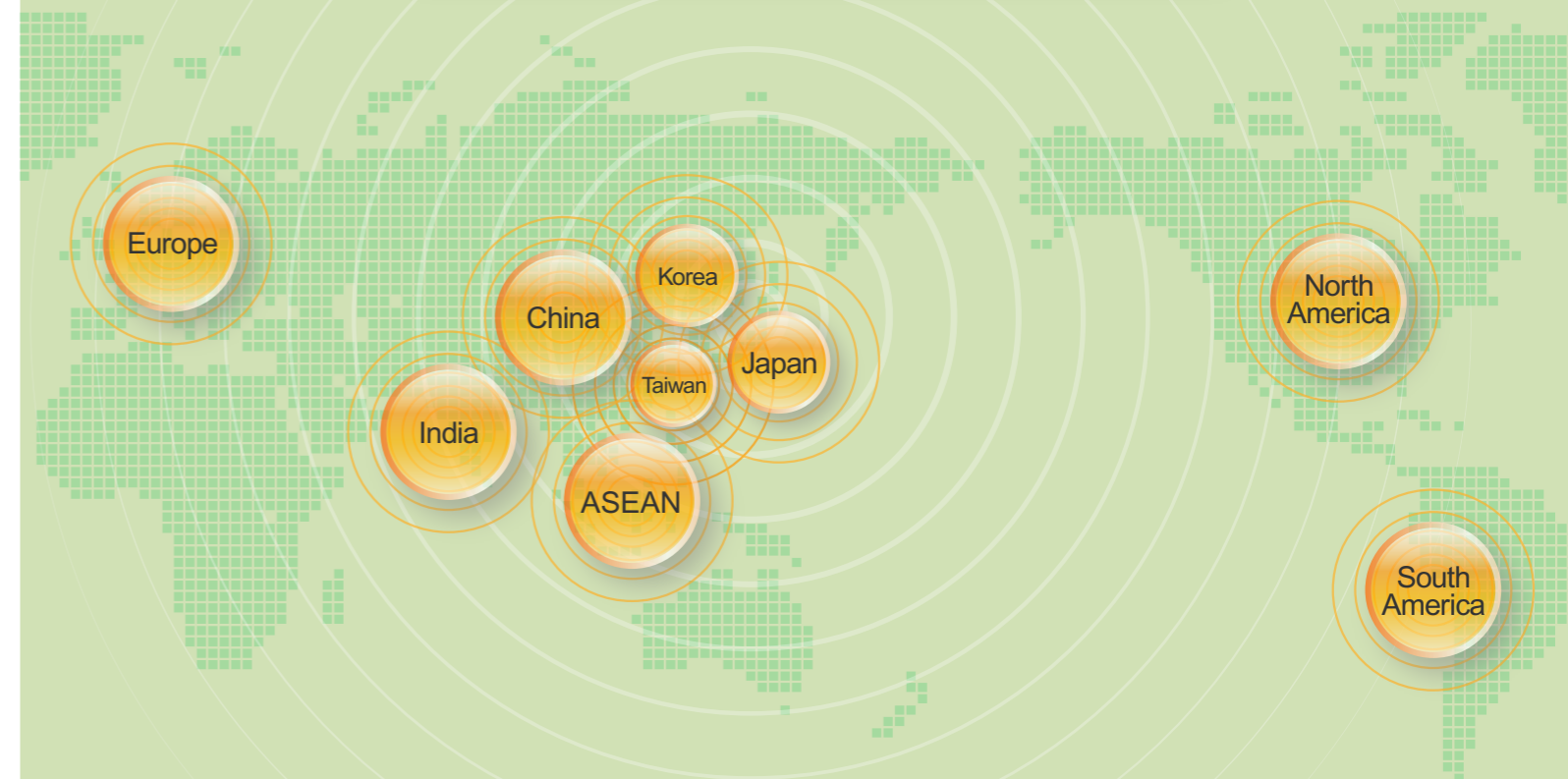
We have also been working to establish a global development and evaluation system and plan to further expand the global work sharing system and complementary regional system.

While all sites around the world continue to improve and make efforts to cultivate human resources, we will aim to realize both community-based management and global management by such methods as enhancing collaboration among sites and improving the functional capabilities of regional headquarters.

In order to become a truly global corporate group, we will maintain a shared sense of values throughout the group. In addition to proactively pursuing the establishment of global standardization processes and the introduction of IT, we will aim for even more localization of management through development of local management executives. We will also aim for harmonious coexistence with our global partners. As, we will actively promote the globalization of our headquarters in Japan.



### Becoming a Truly Global Corporate Group by Simultaneously Pursuing Both Autonomy and Synergy



## 4 Corporate Culture Vision

Let us consider once more the image of corporate culture that we should protect and nurture.

We would like to become a corporate group that thinks for itself and pursues self improvement, thinks and grows as a team and never gives up but follows through to the end.

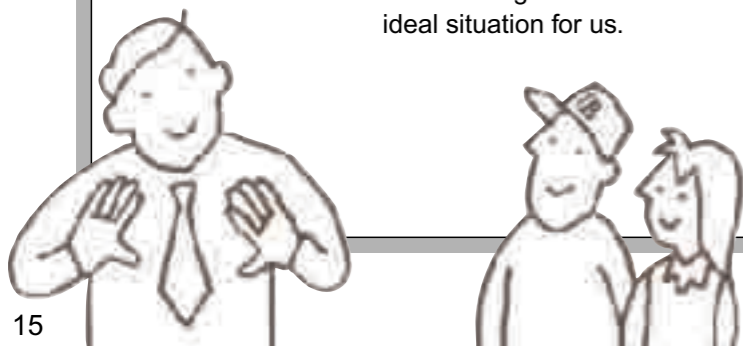
The key premises that should take precedence over all else in creating the workplace are respect for human dignity and for the various personality types that transcend nationality as well as the continuance of openness and fairness throughout the company.

Based on these premises, we always keep the idea of "never ceasing to do the right thing in the right way" in mind, think for ourselves and conduct kaizen activities. Through such processes, each and every place we work and strive and each individual employee will become stronger, our team will grow and the capabilities of the organization will increase.

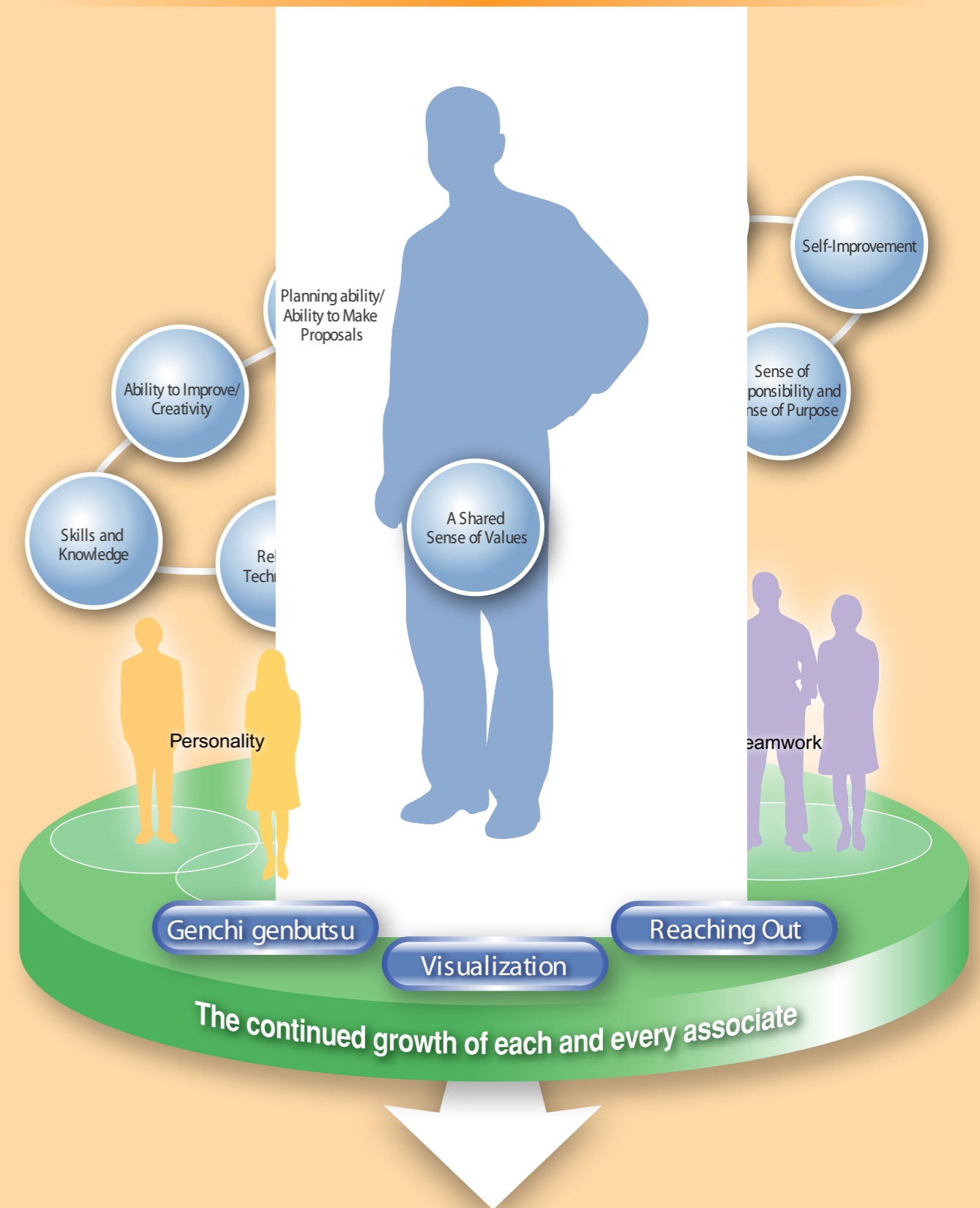
When doing business, it is necessary for us to practice activities concerned with "genchi genbutsu (go and see/study)," to ensure visualization by making issues explicit and to cherish the attitude that says "to start with, let's try", to pledge never to give up, instead making a tenacious effort to see things through to the end. By repeatedly practicing such activities, we will be able to refine both our ability to improve and our creativity.

It is also important to conduct "Reaching Out" activities by which employees can pass beyond the rigid boundaries of their own tasks and divisions. For example, by helping with the processes just before and after their own assigned tasks or by working for related divisions.

We should work to help keep each and every associate's eyes always fixed on his or her goals, and then help each make efforts to achieve those goals. By doing so, the level of the entire group will take a giant leap forward. We have no doubt that working to mature and evolve our corporate culture to bring this about is the ideal situation for us.



## Self-Realization, Human Resource Cultivation, Respecting Others, Openness and Fairness



Dramatic improvement for the entire Tokai Rika Group