



Relations with Customers

We promote "the creation of safe, secure and comfortable products" so that cars will become more comfortable and safer vehicles and will remain an indispensable presence in a social system in which they support people's lives and industrial and economic activities. We are also committed to developing a full quality assurance system, by stipulating a basic policy for quality assurance and pulling the whole group together in order to deliver products that our customers can use with peace of mind.

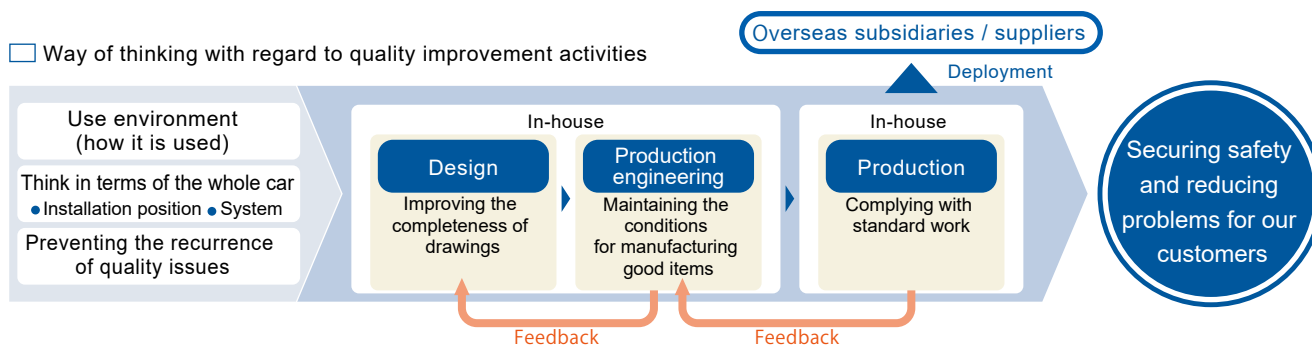
Quality policy for the Tokai Rika Group

Ensuring the product safety of new products

Ensuring manufacturing quality

Implementing recurrence prevention in order to improve work quality

□ Way of thinking with regard to quality improvement activities



Ensuring the product safety of new products

We are working to ensure that our customers can use our products safely, by obtaining information from the customers' perspective about things like "how things are used" and "changes in the installation position in the vehicle" with regard to products which we had been unaware of from all around the world, and then

conducting our own original tests and evaluations in addition to the customers' requirements.

Ensuring manufacturing quality

Focusing attention on the causes of things that interfere with standard work at the manufacturing site, we are working to reduce quality issues for our customers on a global level by carrying out activities with regard to "changes" and "abnormality handling" within the company, in overseas subsidiaries and at suppliers.

We also take turns holding brainstorming sessions within the company, with the aim of raising the level of activities.

□ Global deployment map



Implementing recurrence prevention in order to improve work quality

With regard to mistakes through which we have caused problems for our customers, we regard the "mistakes" as a treasure, and work to ensure that similar mistakes will not happen, by looking back at the way everyone proceeds with their work, reviewing how the work is done, and pursuing the true causes with regard to situations where work procedures that should have been performed were omitted or stipulations were not adhered to.

