

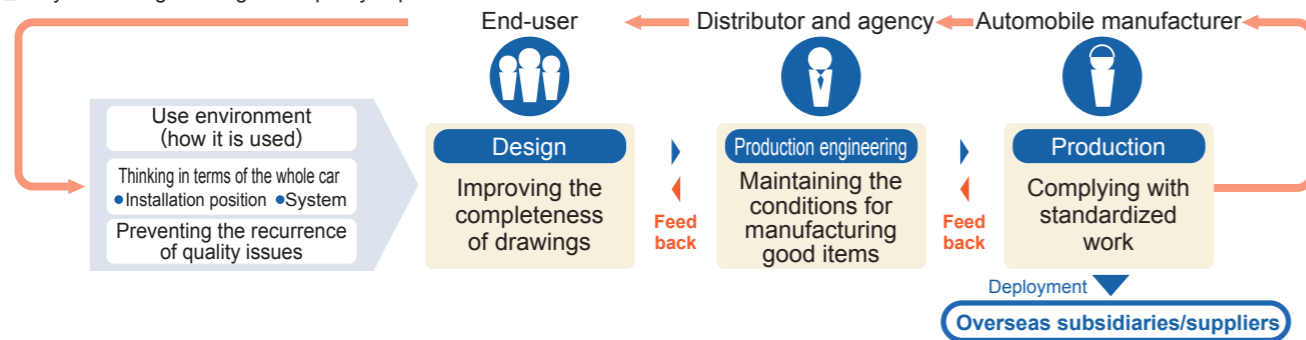


## Relations with Customers

We promote “the creation of safe, secure, and comfortable products” so that cars will become safer and more comfortable vehicles, and will remain an indispensable presence in a social system in which they support people’s lives, as well as industrial and economic activities. We are also committed to improving quality activities, by stipulating a quality function policy 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

#### Way of thinking with regard to quality improvement activities



- Assuring manufacturing quality
- Assuring product safety for new products
- Constant improvement of work processes by learning from failures as “treasures”

### Assuring manufacturing quality

We deploy the creation of standardized work that is easy to follow for workers and improvement activities with regard to “changes” and “abnormality handling” (which interfere with standardized work) to overseas subsidiaries and suppliers, and work on improving in manufacturing quality.

#### Global deployment map



### Assuring product safety for new products

We are working to ensure that we provide safer products to customers, by obtaining market information from around the world and conducting our own original tests and evaluations for “ways the products are used” that we were unaware of, in addition to customer requirements.

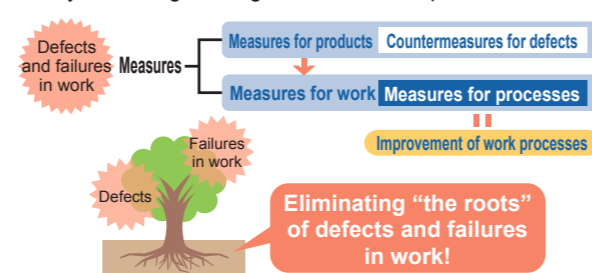


Water resistance test simulating high-pressure cleaning of power window switch

### Constant improvement of work processes by learning from failures as “treasures”

We are improving both work quality and productivity by considering defects and failures in work as “treasures,” and improving work processes by investigating the root causes for omissions regarding how we carry out work.

#### Way of thinking with regard to recurrence prevention



## Topics

### Main awards

Our technological and manufacturing capabilities have received high recognition from customers, and we were awarded across a broad range of fields.

### Received the Smart Standard Promotion Excellence Award from Toyota Motor Corporation

Toyota Motor Corporation commended the suppliers who made a great contribution in FY 2019, and we received the “Smart Standard Promotion Excellence Award” as we have contributed greatly to the promotion of activities to optimize the quality and performance standards that customers really want.

We have carried out “SSA<sup>\*1</sup>, working with our suppliers: Searching for usable materials from disposal of suppliers”, and worked with the second and third-tier suppliers to confirm the actual products in the field. Also, by asking customers to make decisions while checking the actual materials, we have been able to discover proposals while taking initiatives and simplify the proposal process, and have reduced disposal by approximately 59%.

\*1 Smart Standard Activity



### Received new model quality award from Dongfeng Nissan<sup>\*2</sup>

Dongfeng Nissan commended suppliers who made great contributions at the “2019 Quality Forum”. Our subsidiary, TRCF (China), received the “New Model Quality Award”.



\*2 Dongfeng Nissan Passenger Vehicle Company

### Toyota Motor East Japan Inc. presented us a certificate of appreciation

We received a certificate of appreciation from Toyota Motor East Japan Inc. for our endeavor to improve the quality of our products in FY 2019 by actively engaging in our quality control activities.



### Received “Best Cost Performance” from TKM<sup>\*3</sup>

TKM held a Supplier General Meeting, and commended suppliers who made great achievements in FY2018. TRMN (India), our subsidiary, received “Best Cost Performance” award for its proactive activities such as VAVE, localization, and improvement activities. It also received the “Delivery” award given to suppliers who have achieved 100% compliance with delivery.



\*3 Toyota Kirloskar Motor Pvt. Ltd.

### Received the Product Development Award from Toyota Housing Corporation

At the policy briefing session of its Oval Association, Toyota Housing Corporation commended suppliers with excellent results, and we received the Product Development award for contributing to the improvement of Toyota Housing’s product strength by commercializing “La Lock II”, based on our unique advanced technology development.

