Strengthening management foundations

# Quality DX chain reform Purpose/Vision (greater dissemination and employee engagement), secure and develop human resources, environmental-friendliness, DE&I, governance

Vision

## Tokai Rika: Selected for Quality

## We identify quality products and deliver safe, reliable quality at affordable prices

We define quality as "the degree to which we meet the needs of our customers and society." We strive to ensure reliability not only by complying with regulations and meeting required quality standards, but also by focusing on how products are used through dedicated development and evaluation.

Through our engineering divisions, production engineering divisions, and production divisions, we identify the conditions for producing good products and rigorously implement the

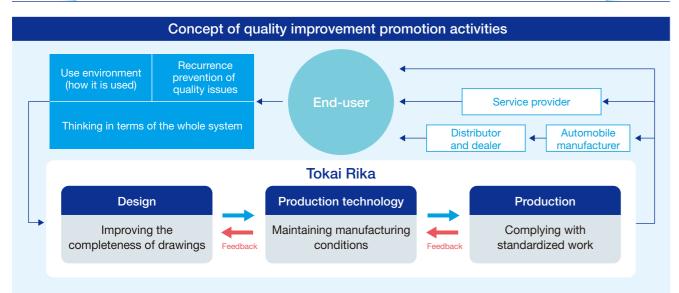
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principle that "quality is built into the process." This ensures customer safety and peace of mind, and delivers products that satisfy our customers.

Furthermore, guided by the principle that "manufacturing is about human development," we place strong emphasis on cultivating quality-focused talent. Working as one united company, we engage in quality improvement activities, aiming to become a Tokai Rika that is "selected for quality."

#### Toward "Tokai Rika: Selected for Quality" Tokai Rika: Creating a production **Quality Assurance toward** environment that Selected Becoming "Recall Free" consistently delivers mass-production quality for Quality Transforming our proactive prevention through SE and • Prevention based on quality process integrity activities Evaluation considering Thorough daily management regulations and real-world and resilient operations usage Cultivating a quality mindset Strengthening the development of quality • Developing talent who think with quality as the talent and fostering a quality-oriented culture



#### **Key Initiatives**

1

#### Quality Assurance toward Becoming "Recall Free"

We practice design and evaluation that thoroughly prioritizes customer safety and peace of mind. During the development phase, we ensure seamless integration of all functions and work to clarify essential quality characteristics by utilizing CAE analysis, ergonomics, and other methodologies.

Furthermore, through consistent design verification activities that reliably reflect design information through to mass production, we strive to prevent critical defects before they occur.

Additionally, through rigorous daily management, we ensure manufacturing quality that "does not generate defects and does not allow defects to escape," aiming to establish a recall-free production system.

2

# Creating a production environment that consistently delivers mass-production quality

To achieve stable mass production quality, we are promoting the establishment of quality conditions that focus not only on producing good products but also on maintaining them.

While building a production environment resilient to abnormalities and change points, we are also establishing systems that enable swift improvements. This involves accurately capturing changes and signs within processes and visualizing defects and issues. Furthermore, enhanced traceability allows us to clearly identify the source of problems and accelerate responses.

We are also striving to improve quality through thorough recurrence prevention measures.

3

# Strengthening the development of quality talent and fostering a quality-oriented culture

We are committed to developing human resources with a quality-first mindset, advancing the establishment of our training system and enhancing quality training. Through tiered and role-specific training programs, we are working to enhance practical skills and strengthen our quality foundation.

Furthermore, we strive to pass down past quality issues and the lessons learned from them to the next generation, maintaining and reinforcing a culture that prioritizes product safety above all else. As part of this effort, we have established a Quality Room where anyone can freely learn, aiming to improve quality awareness and knowledge.







## → Quality Assurance Initiatives for New Business Ventures

As we embark on new ventures, we strive to gain a deeper understanding of our customers' expectations and usage experiences. We aim to provide value that satisfies our customers, going beyond simply offering products, and incorporate a customer success perspective. In our after-sales service, we sincerely address customer concerns and work to improve customer satisfaction and provide a better experience by reflecting the valuable opinions and feedback we receive daily into our products and services.



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