



OUR PARTNERS: LEAN ALLIES

Toyota follows a basic concept for Business Partners in order to contribute to society through automobile manufacturing and monozukuri and put into practice the principle of "Customer First". It is necessary to implement various activities in a spirit of cooperation and share principles with our business partners. For TKM, suppliers are the hands that sustain the business continuity whereas dealers are the face of TKM.

OUR PARTNERS : Lean Allies

Business Partners, suppliers and dealers play a key role in the development and deployment of the faultless vehicle that the company aims to produce. The understanding about TKM's commitment "Customer First" has been imbibed in the Dealers and Suppliers. With rapid expansion of the supplier & dealer facilities, guidance and support to all partners is always a challenge. In TKM's five year environment action plan (2009-13), plans and targets for suppliers and dealers are also highlighted.

OUR DEALERS

Dealers form the face of TKM as they are the direct point of contact for the customers. TKM encourages its Dealers to implement Environment Management System (EMS). A standard operating procedure is established at the eligible dealerships to visualize ISO 14001 Certification status, surveillance audit and certification expiry date. To sustain ISO 14001 we have introduced DERAP (Dealer Environment Risk Audit Programme).

ENVIRONMENT MANAGEMENT SYSTEM [EMS] ISO 14001 CERTIFICATION:

ISO 14001 acts as a tool to structure the effectiveness of the EMS implemented at Dealers. A standard operating procedure is established at the eligible Dealership. 70% of the dealers are ISO 14001 Certified.

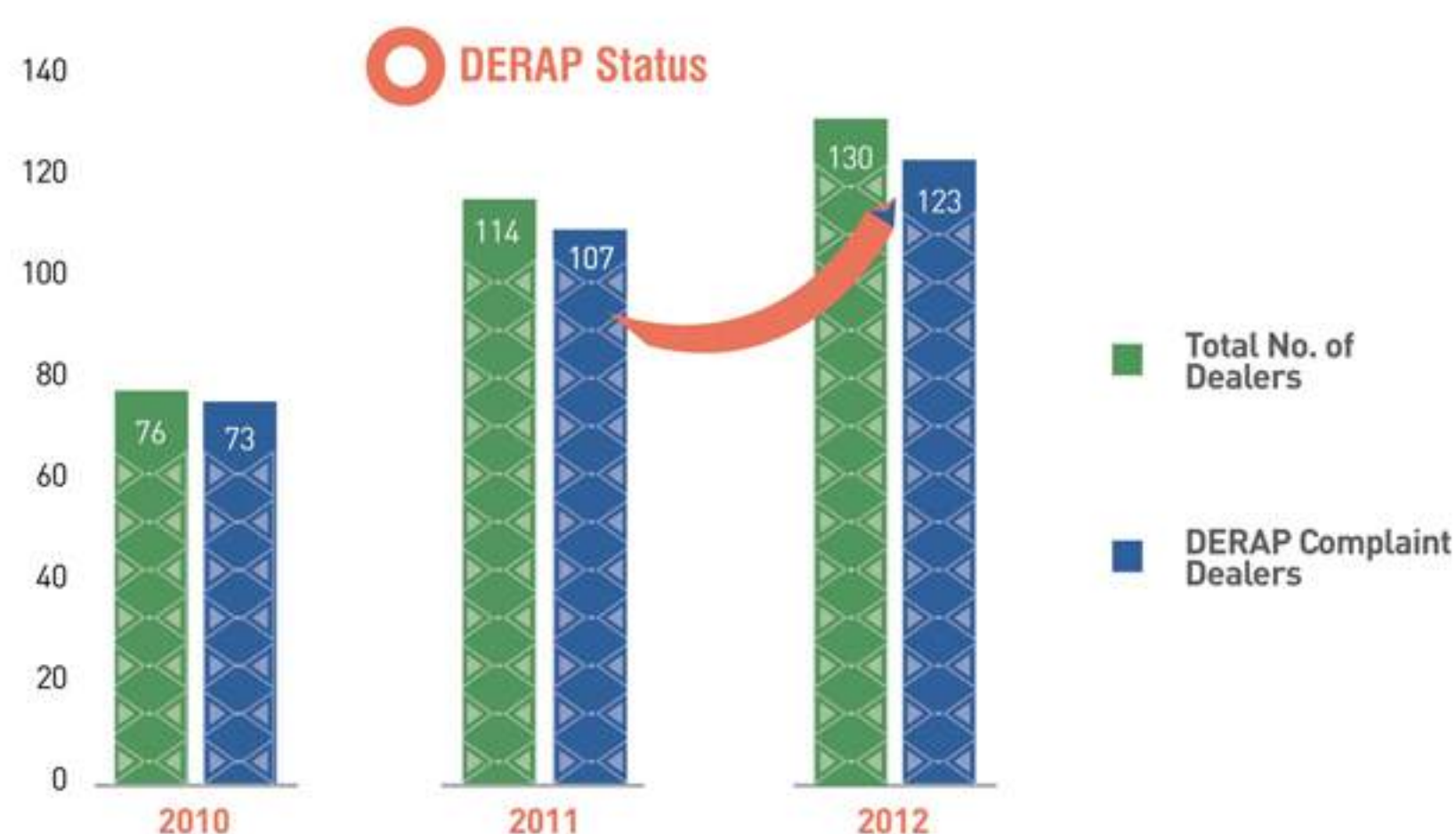


DERAP – DEALER ENVIRONMENT RISK ASSESSMENT PROGRAMME

DERAP is designed by the Toyota Motor Corporation to ensure efficient environment risk management for the dealers. Complementing the ISO 14001 certification, this programme is designed for ensuring minimum requirement of Environment risk management for the dealer workshops.

DERAP encompasses 5 crucial aspects of Environment management

1. Presence of Environment promotion staff
2. Declaration of abidance to law



3. Proper storage and Treatment of Hazardous waste
4. Proper treatment of wastewater
5. Recovery of HFC / CFC gas

This programme is an indication of TKM's perseverance towards influencing stakeholders

in making informed decisions and building policies in alignment with our sustainable goals. We are dedicated towards ensuring 100% dealer compliance with this policy. 92% of the dealers are DERAP compliant during the reporting year 2012-13.

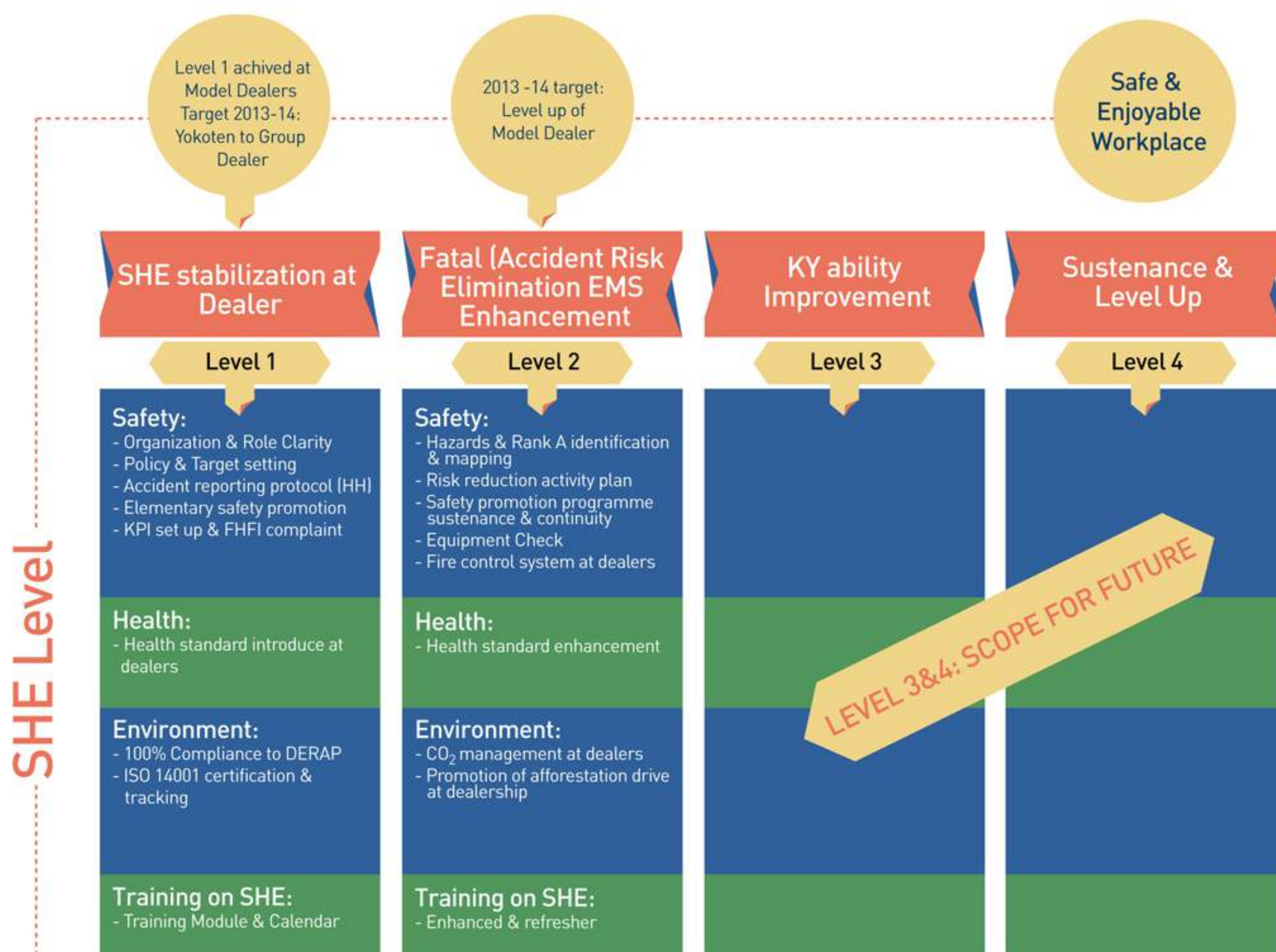


ESTABLISHMENT OF SHE MODEL DEALERS IN 4 REGIONS OF INDIA

TKM has initiated SHE Model Dealer programme to promote and implement high Safety, Health and Environment (SHE) Standards at dealers. Disposal of hazardous waste has been a big concern at the dealers' point which also causes problems in the ISO 14001 certification but SHE Model implementation has helped them in overcoming this issue. During the last reporting year TKM had identified dealers in each zone based on the Safety, Health & Environment performance and established SHE standards at selected dealerships as per defined road map. The result of this

initiative is that currently TKM has achieved Level 1 in 4 Model Dealers; next step is to do yokoten in 4 groups of Dealerships and Level 2 Implementation at 4 Model Dealers.

*Note: Yokoten is a Japanese word and it means sharing of best practices [the sharing of information may also be related to any accidents] or issues / things that need to be looked into similar places to share best practices [or prevent recurrence of accidents].



ECO INITIATIVES AT DEALERSHIPS

SETTING UP OF AN EFFLUENT TREATMENT PLANT:

TKM has made it mandatory for its dealers to set up an ETP in order to spread awareness to its dealers in conservation and proper usage of water.

The nature of effluents varies from one industry to another. Our Wastewater Treatment Plant is tuned specifically for effluents from an automobile workshop. Recycled water is used for plantation at some Dealer outlets.

Without compromising, we have planned to sustain this activity for upcoming dealers to promote Reuse / Recycle water, thereby reduce water wastage.

WATER BORNE PAINT IMPLEMENTATION

While there is no mandatory legislation of VOCs [Volatile Organic Compounds] emissions, it has been a part of Toyota's global environment policy to reduce VOCs emission from the painting process. With this view, TKM has introduced water borne paint technology at all Toyota Dealerships.

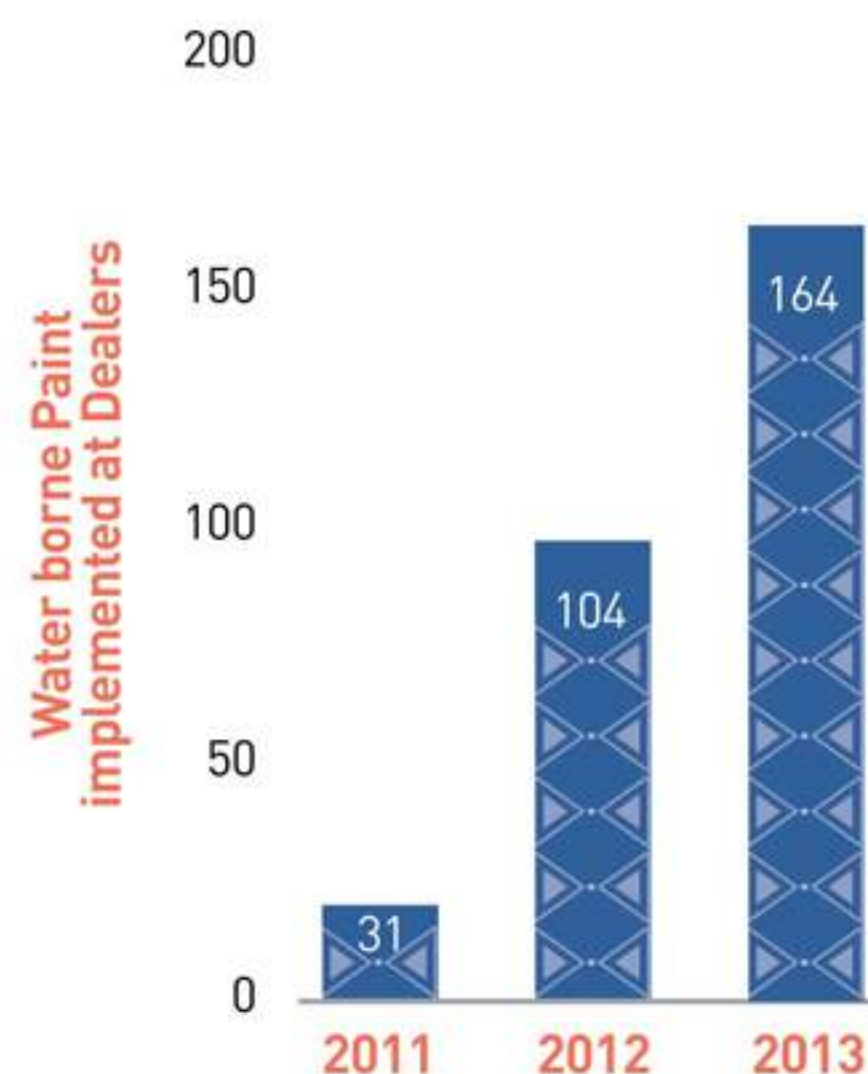
Through Water Borne painting process, up to 90% of the hazardous solvent is replaced by water and a ready for use base coat paint mixture. It would reduce overall reduction in VOCs level up to 47% in a Body Paint shop.

RAIN WATER HARVESTING:

The Rain water is collected in a small man made pond. The water collected is then used for washing of the cars at Nippon Toyota.



Effluent Treatment Plant at Nandi Toyota



OTHER INITIATIVES AT THE DEALERSHIPS:



Installation of Automatic Air Filters at Radiant Toyota, Ludhiana



Daylight Harvest using transparent Fibre Glass sheet at Toyota, Gurgaon



Proper Oil and Scrap Storage Area



WORLD ENVIRONMENT DAY (JUNE 5TH)

Every year in the month of June, World Environment month is celebrated to create awareness by involving dealer employees in environment initiatives. In line with the objective of educating dealer staff many Eco-initiatives were taken up.

Following are a few of them:

- Sharing knowledge on Environment concerns during daily communication
- The Afforestation with 100 saplings at each dealerships outlets
- Workplace Environment Kaizen competition
- Free Pollution Check Camps - check vehicles reporting during service for emission standards and give suitable advice for correction if the same does not comply with the norms
- Maximum resource utilization and resource conservation by adopting the 3R concept [Reduce, Reuse & Recycle]
- Gift a sapling with every new vehicle sold in the month of June-2012



Afforestation at Dealers



Free vehicle check-up during environment month

DEALER SAFETY INITIATIVES

IMPLEMENTATION OF SAFETY MEASURES:

Accidents are unpredictable. TKM believes that all the accident prone areas should be well equipped with safety equipments so that in case any accidents, an immediate action can be taken. Thus this is one important criterion on the dealer activation check sheet. Implementation of fire extinguisher, proper lighting to avoid any kind of accidents are some of the major safety requirements. Dealer staffs are provided with Job specific Personal Protective Equipments.

ROAD SAFETY CAMPAIGN

India has the second largest road network in the world with over 3 million km of roads of which 60% are paved. India accounts for about 10% of road accident fatalities worldwide. Hence to make the public and our customers aware, a Road safety campaign is carried out across all Toyota dealers in the First week of January-2012 and "Road Safety Week" is observed throughout the country. This activity is initiated by SIAM [Society for Indian Automobile Manufacturers] and sponsored by TKM. The customers are also given tips on Eco driving that will help them improve the efficiency of their vehicle and contribute their bit to the environment. 100% of Dealers [189] participated in the National Road Safety Week 2013.



Employee of Galaxy Toyota receiving Delhi Safety Award 2012 from Honourable Chief Minister Ms. Sheila Dikshit



Road safety campaign



CAPACITY BUILDING AT TKM

TOWARDS BUILDING SKILLED MANPOWER AT TOYOTA DEALERSHIP: NATIONAL MANPOWER EXCELLENCE CENTRE

Owing to the shortage of skilled manpower availability at the dealerships & service centres, TKM has initiated several activities to enhance automotive technical skills of Indian youth. One of such initiatives is the establishment of the National Manpower Excellence Centre at Bidadi in February 2013. With an exclusive facility built across 2000 Sq meter, this facility would support the Dealer partners in developing skills in Body & Paint Area with a capacity to train 3600 Dealer manpower in this new facility.

EFFECTIVE OPERATION PLANNING THROUGH DEVELOPMENT OF JOB CONTROLLER TRAINING MODULE (J C MODULE)

The Job Controller Training Module has been implemented at dealers' with an objective of achieving On-time delivery of serviced vehicles and Workshop Management by improving productivity.

OUTCOME:

1. On-time delivery of vehicles to customer.
2. Overall Lead time reduction.
3. Irregularity Management



Manpower Excellence Centre opening ceremony

DEALER CENTRALIZED TRAINING CENTRE [DCTC]

This is a basic training programme designed through which dealer will establish a Training centre at their main dealership & branch dealers will come to main dealer for attending the basic trainings. This programme is to evaluate dealer to give authorization for next level of training. Currently Galaxy Toyota and Nippon Toyota dealer outlets have carried out DCTC at their outlets.



Step 1: Job Controller role clarification & current skill mapping



Step2: Training Module & Simulation Game Development



Step3: Implementation at Dealership



MANPOWER DEVELOPMENT PARTNERSHIP PROGRAMME [MDPP]

Manpower Development Partnership Programme [MDPP] is an authorization to Dealer partners to conduct basic training programme within the Dealership. With increase in service network & service volume, it is the responsibility of Dealer & TKM to ensure the availability of trained & skilled manpower at dealership to ensure customer satisfaction. Through this programme, TKM will train Dealer Training Instructor & he will further train the Dealer candidates for basic training.

SNIPER TRAINING PROGRAMME FOR SERVICE ADVISORS

With the increase in service networking, a special training programme was initiated to enhance skills of service advisors at dealership outlets to strengthen CS organisation and to improve customer satisfaction. It was conducted in March 2013.



SNIPER Training programme conducted at dealership



Manpower development training at dealership

SERVICE OPERATION KAIZEN

- 1 Kaizen Mindset Development at Dealership
- 2 Best Practices Sharing to pan-India Dealers
- 3 Reduction of Paper and e-Waste

KAIZEN FORUM DATABASE CREATION

Service Operation Kaizen (SOK) is a Cross functional team that binds all dealers and shares any new kaizen that is adopted in any of our dealership outlets. Kaizen Ideas from dealership are shared with TKM from year 2003 in different categories viz, Operations, Technical, Environment, Service Parts & Storage, Facility, Customer relationship & promotions and Training & HR. Till 2009, TKM evaluates the idea & share with dealers as best practices in the form of TSM bulletin & Kaizen CDs.

In 2012 SOK took a revolutionary step & developed an in-house Online Database (Online Portal) & shared dealer best practices to pan-India dealers through TKM central server CONNECT. The dealer best practices are now readily available & are helping new dealer partners to solve similar problems by referring Kaizen database. Hence developing a Kaizen mindset among the dealers.



BODY AND PAINT BASIC PRO PROGRAMME ENCHANCEMENT:

This is a Kaizen programme implemented at dealers with an objective to meet the delivery standards, improve repair quality and to enhance productivity at dealership outlets.

To meet Delivery Standards	1	Employee Satisfaction - Providing Safe & Healthy Environment
Less Defect & High Repair Quality	2	Cutomer Satisfaction - On-Time Delivery - Quality Service
Better Productivity Monitoring & Stabilizing Lead Time	3	Dealer Satisfaction - Effective Monitoring in BPU's Productivity



*Small Group Activity (SGA)
Introducing Kaizen Culture at shop floor*



*Visual Control Tools (VCT)
Training on VCT to ensure On-Time Delivery*



*Quality Repair Panels
Training on quality std to ensure Repair Quality*

As a result, we achieved a 92% increase in terms of on time delivery and the repeat repair rate came down to 1% from 5%.

ACTIVITIES TO IMPROVE CUSTOMER SERVICE EXPERIENCE

DEALER CERTIFICATION EXAMINATION:

Each dealer candidate attends a scheduled TKM training programme. After which the candidate goes back to On Job practice. As on completion of the On Job Practice, the candidate takes up the Dealer Certification Examination. As per 2012, 6000 dealer manpower had attended the examination and as a result 35000 papers were used for this purpose. On observing this, TKM initiated the concept of online examination.

DEALER INTER COMPANY TRANSFER (DEALER ICT)

As a part of Dealer Manpower Development, Technical Department has taken initiative of Dealer ICT concept in 2012 in order to support and enhance Dealers Technical capability. This would enhance dealers self reliance on diagnosis and repair skills and also achieve high level of Customer satisfaction through "Fix It Right".

BODY & PAINT LABOR CHARGES STANDARDIZATION

Body & Paint Labor charges are standardized across all Toyota Dealers which helps us to win the

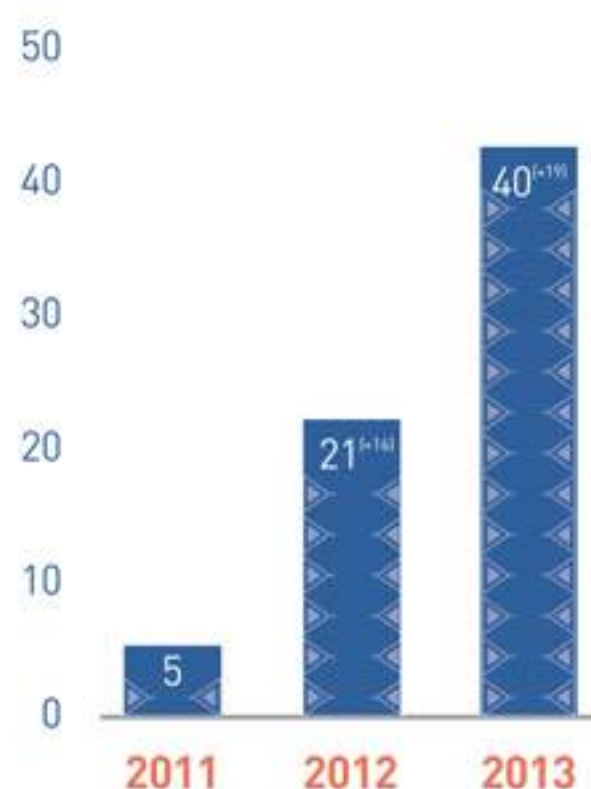
"Customer Trust" and eliminate the negotiation time between the Toyota Protect Insurance Cos. & dealer on BP repair charges and also reduces the lead time for repair of Body & Paint vehicles.

DEALER EMPLOYEE SATISFACTION SURVEY

Employee Satisfaction Survey is conducted at dealerships with an objective of understanding the Employee Satisfaction Level and to contribute to build a highly motivated workforce to deliver high level operations at dealerships.

Dealer employee satisfaction methodology is finalized by TKM respective divisions. An external agency is hired to carry out the survey and analyze the final output. The questionnaires are distributed among the TKM representatives and representatives sit with group of dealer employees and fill the questionnaire. The results are analyzed and a final survey report (Dealer wise, Zone wise & All India) is prepared by the agency. Based on these results an action plan is established to enhance dealer employee satisfaction as it is one of the primary factors that will help Toyota, India build a good relationship with its customers.

No. of Dealers





SGA REGIONAL JISHUKEN

SGA is introduced at dealerships to cultivate the kaizen culture and to make dealers self-reliant in enhancing the operation. SGA is implemented at 88 dealers so far (in 2 phases), after the pilot study in 2010. SGA Jishuken is held after each phase of expansion to provide a platform for the dealers to share the know-how.

SOCIAL ACTIVITIES AT DIFFERENT DEALERSHIP OUTLETS

Various social activities are conducted at regular intervals at the dealers' place and the benefit of which can be availed by both the employees of dealers and customers.

- Blood donation Camps
- Promotion of Deaf & Dumb Society by recruiting 10 deaf & dumb employees.
- Eye & general health Check-up for dealer staff
- Career Guidance
- School Students Visit



Eye check up camp & Career guidance workshop

SKILL CONTEST AT DEALERSHIP



Top Management with General Technician Category Winners

The National Manpower Excellence Centre-Bidadi hosted one of the most anticipated events organized by Toyota Kirloskar Motor, 11th National Customer Service Skills Championship. The one day event held on 20th July 2012 was conducted for the following categories of dealership personnel: General Technician(GT), Service Advisor(SA),

Service Parts(SP). This was also a milestone year as it marked the 11th successful year of the event being organized.

The key objective of Skill contest is to provide a platform for the best among the Toyota Dealership personnel across India to showcase their talent & proficiency in their respective Job roles. This also provides an opportunity to TKM to recognize & felicitate the actual people who represent & uphold the image of Toyota standard of service provided to customers.

The 43 participants (14 in GT, 15 in SA & 14 in SP) had earned their place in the contest by emerging as the champions in similar competitions organized at their dealership level & then at the respective zonal Manpower Excellence Centers. The contest tested them further by pushing the challenge a notch higher.

	GENERAL TECHNICIAN	SERVICE ADVISOR	SERVICE PARTS
Winner	Mr.Kurt Lopes [Wasan Toyota (Mumbai)]	Mr. Dhisingu Raja [Lanson Toyota(Vellachery)]	Mr. Sujit Dhomse [Millenium Toyota (Thane-Wagle)]
1st Runner Up	Mr. Santhosh Kumar Gupta [Sunny Toyota (Kanpur)]	Mr. Siddesh Salvi [Millenium Toyota (Mumbai-Andheri)]	Mr. Deepak Mhokar [DSK Toyota (Pune-Bhavdhan)]
2nd Runner Up	Mr. Sagar Chavan [DSK Toyota (Kohlapur)]	Mr. Gautam Pilankar [Sharayu Toyota (Goa)]	Mr. G Pydi Raju [Leela Krishna Toyota (Rajahmundry)]

OUR SUPPLIERS:

TKM expects business partners to ensure long term, stable & sustainable procurement of the best products at lowest price in most speedy and timely manner, compliance with all applicable laws, regulations and social norms in consideration for the environment. TKM maintains a healthy partnership through two important modes, **Toyota Kirloskar Suppliers Association (TKSA)** and **Supplier development programmes**.

In a drive to build the perfect automobile, selecting the components that go in to it becomes a key criterion for success. Suppliers form a preliminary part of our product building process. They are always considered as Value Partner. TKM believes that an innovative, capable and cost competitive supplier base is critical to our viability. Suppliers are provided with the necessary technical knowledge and extended support in areas to ensure best quality product and sustainability of best practices.

To build a reliable vehicle, the parts have to be reliable and with this understanding TKM deeply involve with the supplier's production process. Through TKM Purchasing Policy the company aims and works towards mutual growth and success with its supplier partners.

TKM also provides advisory support to its suppliers regarding sustainable production practices by providing technical know-how to enhance productivity and efficiency.

TOYOTA GREEN PURCHASING GUIDELINES FOR SUPPLIERS

"Toyota Green Purchasing Guidelines" was introduced in TKM in the year 2007; this was TKM's initiative to promote and encourage our suppliers to improve their environmental performance. GPG is issued to suppliers to fully understand and comply with these Guidelines in order to reduce environmental loads, develop and maintain "Green Supply Chain". Toyota suppliers are asked to "build quality" into all processes for Toyota products, from development to production and shipment / logistics.

During the reporting period, new and improved guidelines have been developed to upgrade the environmental performance of TKM and its suppliers. More updates on the GPG 2013 will be covered in the next reporting cycle.

Highlights

1. Consolidated EMS ISO-14001 (Compliance, Waste Management, Risk Minimization).
2. Banned substance Management

3. CO₂ reduction & Packaging material reduction
4. Environment Initiatives

1. ISO 14001 STATUS

TKM has continuously promoted ISO14001 certification within suppliers. As per FY 2012-13, TKM's 98 eligible suppliers have obtained ISO 14001 certification.

* Eligible Suppliers refers to ones who are sufficiently old enough and stabilized over a period of time.

**100% SUPPLIERS
CERTIFIED FOR ISO
14001**

2. SOC / CHEMICAL MANAGEMENT SYSTEM

TKM has adopted the concept of eliminating the substances of concern (Lead, Mercury, Cadmium & Hexavalent chromium) from all the products manufactured in its plant.

Quality audit was done to ensure that no SoC parts are supplied to TKM from suppliers end. A well equipped in house laboratory has been established to confirm SoC compliance for all parts. Regular part audit is being done for critical parts on a yearly basis to ensure sustenance of the activity. For new projects, parts are checked for SoC before mass production stage.

No supplier parts contain the above mentioned 4 SoCs. Thus we have a 100% compliance with the banned substance management.

TKM PURCHASING POLICY:

Toyota Kirloskar Motor's fundamental approach to building business relationships has not changed since the foundation of the Toyota Motor Corporation (TMC) 70 years ago. The company's approach is articulated in the Purchasing Mission. A supply based company that gains the respect and trust of society while remaining competitive and long-term provides a stable procurement of the best products at the best prices and in the best time possible.

1. **Fair competition based on an open-door policy:** Fair competition based on an open door policy supporting TKM's aim of continuously improving the supplier base and preparing a solid foundation for the future.
2. **Mutual benefit based on mutual trust:** Mutual benefit based on mutual trust ensuring that the purchasing activities are managed by equal business partners and result in an even stronger interdependent relationship based on openness and honesty.
3. **Contributing to the local economic vitality and being a good corporate citizen:** Toyota aspires to be a good corporate citizen by contributing to local economies and societies, thus contributing to the company's vision even in these challenging times.



3. PACKAGING MATERIAL REDUCTION & LOGISTICS CO₂ REDUCTION:

TKM has constantly strived to reduce CO₂ emissions from all its activities onsite as a part of our greenhouse gas emissions abatement initiative so as to ensure a sustainable future for tomorrow. The scope for CO₂ reduction is in vehicle logistics, parts logistics and in-house logistics. The main criteria concerned for reduction of CO₂ in the logistics activity are distance reduction, fuel efficiency improvement, volume efficiency improvement, alternate fuel & alternate equipments.

through which reduction can be achieved and they were:

- Design Changes
- Usage of reusable boxes
- Material specification changes

Thus changes were made in the design of the Clutch disk packaging material and Fortuner back door glass packaging boxes.

Waste reduction by design change: The Clutch disk was packed in an over flap designed box and now has been replaced with Self locking flap of the box. By implementing this kaizen, about 1.36 tons / year of waste reduction has been achieved.

Waste reduction by utilizing reusable boxes: The back door glasses of Innova & Fortuner were sent in a carton box that would fit about 2 glasses at a time but now a reusable and returnable box has come into use that can be used for ab

Packaging Material Reduction:

The overall packaging consumption of TKM is about 790 tons / year. Used packaging materials are usually a large part of waste generated. Thus, as an initiative we outlined the kaizen area of scope



TOYOTA KIRLOSKAR SUPPLIER ASSOCIATION (TKSA) INITIATIVES:

TKSA is formed by Toyota Suppliers. This allows all the TKM suppliers to share their best practices and develop in their field.

The main objective of this association is to build a mutual understanding between all the suppliers and grow at a global level.

QUALITY CIRCLE COMPETITION:

QCC brings a structured team effort to solve problems faced at supplier's production plants; it creates collective development of the supplier plants to become competitive.

Process involved

1. **Genchi Genbutsu:** Case studies verified by judges visiting supplier companies
2. **Regional QCC:** Suppliers to give presentation for evaluation
3. **Final QCC:** Regional winners to compete for Final QCC at National level

SHARING BEST PRACTICES:

Showcase visit: companies from each region will be identified & the same will be visited by the regional members to learn the best practices.

SUPPLIER DEVELOPMENT PROGRAMME:

Supplier development programmes are designed to give a sense of partnership to the supplier, through which we can work along, as suppliers are an extended arm of the TKM operation. We at TKM, work jointly with Suppliers to implement Toyota Production System. The scope of implementation is not constrained to Toyota's Business, but we promote to implement the same to the supplier operation with an objective of contributing to the growth of Indian Industries.



Supplier QCC activity winners

ANNUAL SUPPLIER CONVENTION (TKM/TKAP)

TKM and TKAP together organized the 15th Annual Supplier Convention on 26th April, 2013 with a focus on "Business Reformation". This helped supplier partners to understand the key to overcome short term challenges and move towards a capable export Global company. The convention had attendees from Supplier's top management, TMC, TMAP, TKM & TKAP top management and around 250 participants from 151 suppliers participated.



SUPPLIER PROJECT (SPE) PROGRAMME:

TKM believes that, the growth can be sustained by ensuring the development of its suppliers as the company moves ahead. Acknowledging the crucial role played by the suppliers TKM has in place various programmes for supplier development and capacity building.

SPE programme is a development activity with an objective to develop at least one person from each supplier company in disciplines such as Safety, Quality, Production, Cost and Human development for about a year.



Supplier Development Programme

THINKING WAY AND PROCESS:



JISHUKEN AT SUPPLIER < SELF DEVELOPMENT >

A Cross function Kaizen activity where Management identifies weak areas and solve them by keeping TPS (Standardized work) as the base.

The themes identified are:

1. Defect out flow prevention
2. Capacity Improvement

SAFETY & ENVIRONMENT PROMOTIONS AT ONSITE SUPPLIERS:

TKM has been promoting mutually beneficial safe working practices among its supplier groups. The basic approach is to promote awareness through human development and inculcate safety culture among the suppliers by providing safe & enjoyable workplace.

MACHINE SAFETY:

With an objective of reducing risk level, a thorough monitoring of the critical equipment was carried out by the experts from TKM.

During the reporting period 363 abnormalities were identified at all the OSS companies & 324 counter measures were implemented.

Based on this TKM aims to reduce risk level to 2 (on the scale of 1 – 5, where 1 indicates safest level & 5 is the fatal risk level).

Prominent Observations were:

- Guarding of Equipment and fencing
- LOTO related (Lockout Tag out)
- Layout Concern.



OSS Afforestation Activity



Safety Audit at OSS



Machine Safety Training

HUMAN SAFETY:

Human development plays a crucial role in achieving Zero accident. We aim at developing master trainers in each supplier company. TKM team identified 3 leaders at each OSS Company & trained them in safety aspects such as

1. Hazard Identification skill
2. Counter measure skill
3. Training skill
4. Technical skill



Based on the training imparted to these leaders the Skill Level was enhanced from 44% to 76%.

MANAGEMENT REVIEW:

TKM has adopted top down approach in the areas of Safety & Environment. Safety & Environment committee meetings are being conducted by involving TKM top management, CEO's of each OSS Company along with its working group.

All the safety KPI's and workplace activities are reviewed and TKM has been giving guidance to all its supplier management in aligning OSS activities towards Toyota Way.

ENVIRONMENT KPI MANAGEMENT:

Environmental conservation is a top priority for TKM, not only just meeting regulations but also from sustainability point of view. Hence TKM expert team promotes various environment promotional activities at Suppliers Company.

During the reporting year TKM established KPI monitoring of Water, Electricity & Waste in all the OSS companies. Focus was towards understanding & monitoring the existing consumption pattern. Future plan is to achieve 2% reduction in energy and water consumption.

Apart from these regular activities TKM environment team also encourages supplier companies to participate & promote Environment commemorative days at their facilities. More than 40% of OSS employees participated in Environment day activities such as:

1. Eco-awareness campaigns
2. Afforestation

3. Identification of Energy Kaizens
4. Eco-vision

Eco Promotion Activities at OSS:

- Celebration of Environment Month and other Commemorative days such as World Forest day, Ozone Day, Climate Change day at OSS.
- Various awareness building programme and workplace activities are taken up to enhance the sustainability level of OSS companies.



Management Review at OSS



Ozone Day Celebration at OSS



Best Eco-initiatives promoted OSS company awarded by TKM Top Management

SUPPLIER SUPPORT CENTRE (SSC):

Toyota India realised that localization need to be enhanced for the sustenance of TKM & also to provide cost competitive vehicles (High Quality - Low cost) in the global market, TKM management decided to set up Supplier Support Center.

SSC comprises of experts from the Safety, Environment, Cost & Production. The SSC's objective is to work hand in hand with supplier partners to improve Safety, Environment, Quality, Productivity, and Cost, with Human Development as the base.

The main aim of establishing this support centre was to strengthen overall shop capability and management of Toyota suppliers thereby contributing to Indian Industry and achieve Jiritsuka (Self reliance) in the future.

Objective of SSC is to support suppliers in the areas:

SAFETY	Ensure accident free operations
QUALITY	Ensure manufacturing & supply of 100% quality products
PRODUCTIVITY	Achieve right quantity at right time with right quality
COST	Produce cost competitive products
HUMAN DEVELOPMENT MAINTENANCE	Energetic working by effective use of members skill

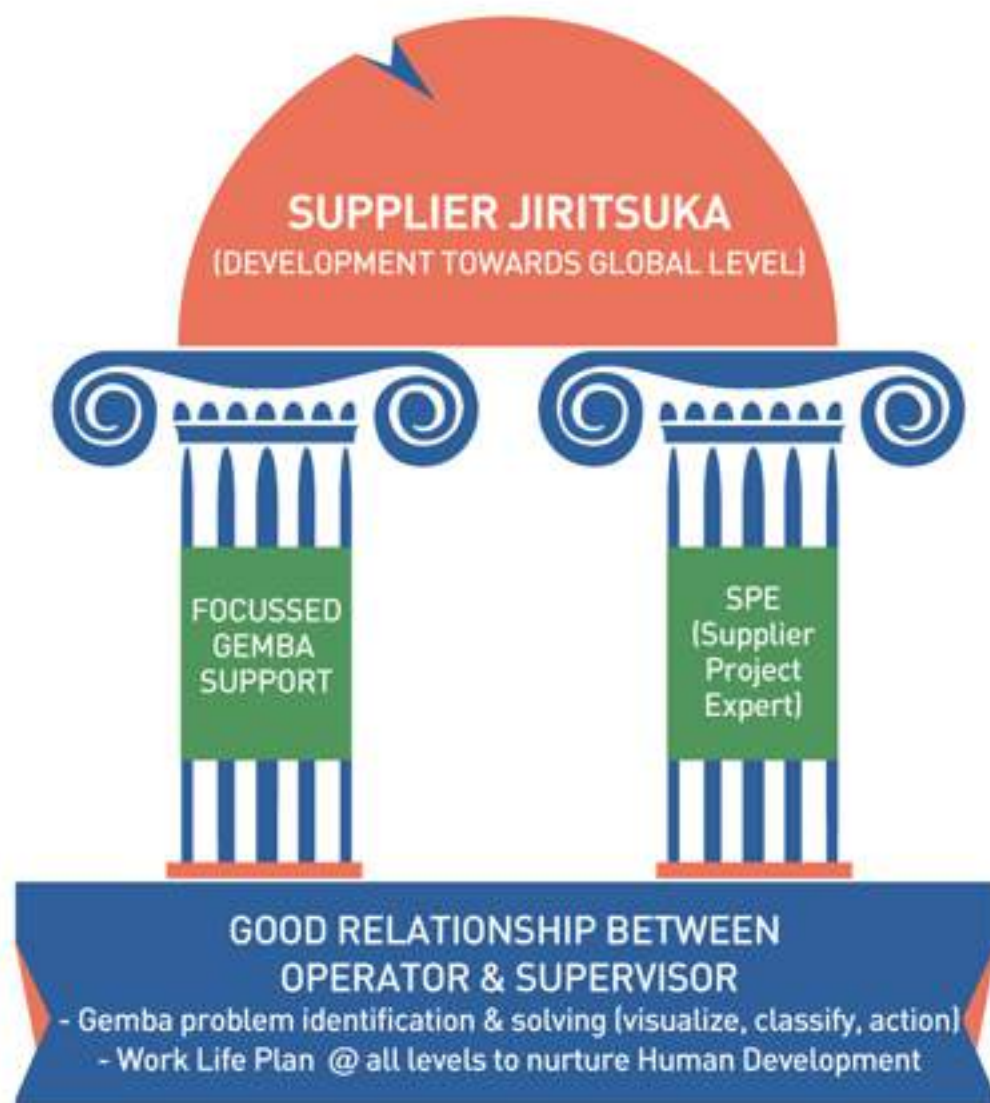


SSC helps to build supplier capabilities in terms of production and also in areas such as Safety, Quality, Cost and HR. Through SSC, the company intends to level up the Toyota suppliers to global standards.

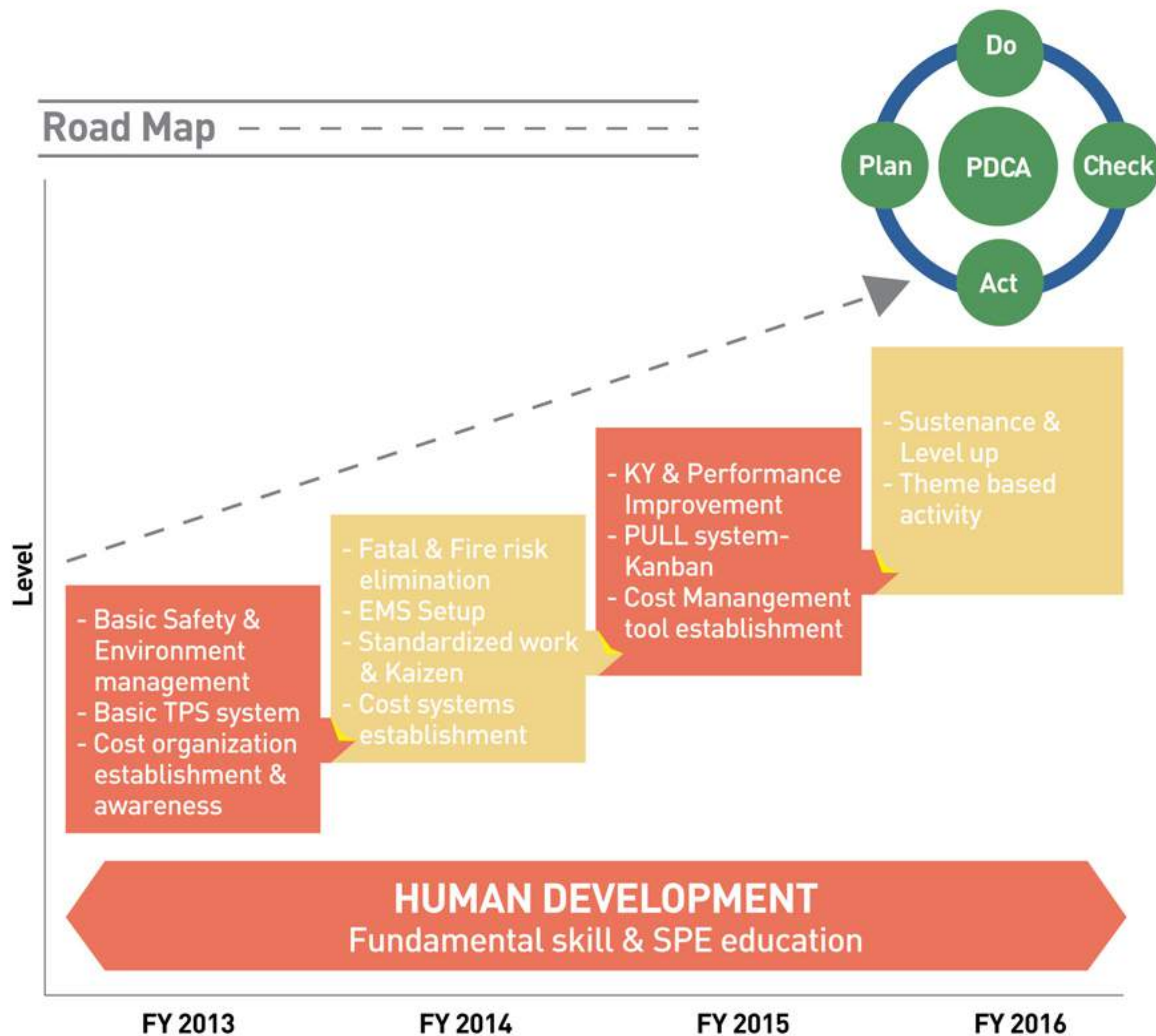
pillars supporting the initiative of developing our TKM's suppliers.

Human development is also being focussed so that not only TKM but also its suppliers reach great heights on the global arena. Supplier support centre was established in the month of January 2013. Programmes have been adopted to promote supplier development; updates on these will be published in the next year's report.

Focussed Gemba support (identification of problems and finding a solution to it) and SPE (Supplier Project Expert) are the



Launch of supplier support centre (SSC)



MARKETING & BRAND PROMOTION:

The company follows Toyota Global Branding Guidelines and in-line with the Advertising Standards Council of India (ASCI). The company makes sure that its advertising content does not depict anti-competitive behavior and intentions. There were no incidents of non-compliance with regulations concerning marketing communications during 2012-13.

NDTV- GREENATHON CAMPAIGN – OPEN UP TOMORROW TODAY

Launched in April 2008, the NDTV-Toyota Green campaign called Greenathon was India's first ever nationwide campaign aimed at creating awareness about the environment. Greenathon is a 24-hour live fund-raising event which brings together people to donate money to support TERI's **Lighting a Billion Lives** initiative which aims at providing solar power to villages without electricity.

The Greenathon, simulcast across the NDTV network, is a combination of musical extravaganza, live chats with celebrities, simultaneous green activities across India, reports on environment and green pledges by celebrities, politicians and the common man.

Greenathon 1 - The Campaign in 2009 involved a 24-hour Green marathon in Mumbai. Delhi saw the filthy Yamuna being cleaned up in a 24-hour clean-up drive. A 12-hour beach clean-up drive was also held in Mumbai along with other simultaneous 24-hour activities conducted across India

The Greenathon 1 went on to become a 24-hour live event helping raise over Rs 2.4 crore in pledges.

Greenathon 2 - The Campaign held in Delhi organized the Green Mela where mural wall paintings and sapling takeaways were the highlights. The Mumbai Eco Fest had hordes of celebrities cycle the Electric Pedal and erects art installations from collected waste materials. Actor Milind Soman ran 100 km in 24 hours to raise awareness about the environment. Clean-up drives were organized at the Elliott Beach in Chennai, Dal Lake in Srinagar and Gomti River in Lucknow; Tree plantation and sapling giveaway drives in Bangalore and Hyderabad were the other major highlights.

Greenathon 2 received an overwhelming response from Bollywood stars, corporates and the common man to raise Rs. 3.92 crore in pledges.

Greenathon 3 - The campaign contributed to India's playing host to the World Environment Day by involving millions of people from across the globe

in building an environment conscious society. Greenathon expanded its reach internationally, with hubs in Tokyo, Los Angeles, Toronto, London and Sydney. Actor Milind Soman ran 550 km in 15 days to raise awareness for the environment. Greenathon 3 raised over Rs 11 crore in pledges.

Greenathon 4 - The campaign held on 20th May 2012 focused on recycling waste, especially plastic in addition to fund raising. It was launched with a

Milind Soman with Greenathon's campaign ambassador Priyanka Chopra & NDTV's Vikram Chandra launch the Greenathon 4 with a clean up drive in Agra on 9th April at Dussehra Ghat, Agra



'Clean the Yamuna' drive on the banks of the Taj Mahal in Agra which highlighted the issue of the need to reuse and recycle. This was followed by a month long awareness drive with innovative environment programming across the NDTV network leading up to the telethon.

Once again supporting this Green Initiative and raising awareness about the environment, Actor Milind Soman started his 1500 km Green Run running from New Delhi, across 5 states and ending his Green Run in Mumbai. Milind's 1500 km run in 30 days has been recognized as a World Record by the Limca Book of Records, a milestone for NDTV-Toyota Greenathon 4's environmental awareness campaign.

Greenathon 4 saw Rs. 8.89 crore being raised to benefit 508 villages.

The main aim of the campaign was to educate the citizen to do their bit in protecting and conserving the environment to build a GREEN AND CLEAN INDIA.

Since its launch in 2008 The Greenathon has already funded solar lanterns for over **600 villages** benefitting thousands of households.



Toyota's Senior Management presenting the first donation of Greenathon 4 to campaign ambassador Priyanka Chopra



Toyota's Senior Management presenting an Etios Liva to Milind Soman on his successful completion of a 1500 km run from Delhi to Mumbai

WAKU DOKI:

With the prime ideology of CUSTOMER FIRST, TKM has always believed in giving the best to its customers in terms of Quality. In 2010 & 2011, Toyota launched the Bharosa I & II campaign promoting Toyota = Trust. Toyota has delivered to its image of a high quality and trustworthy brand with its products that has brought credibility to the company. With the concept of Toyota = Trust established, it was time to extend the brand messaging to trust and quality leading to a fun and exciting experience with Toyota.

Also in line with its global brand message for 2012, Toyota in India launched the Waku Doki Campaign. Waku Doki is a Japanese word for a feeling equivalent to a 'heart thumping adrenaline rush' and 'anticipation' – an emotion felt when driving a Toyota.

To further the reach of the campaign among the youth, Toyota in April 2012 signed on sporting icon and vice captain of the Indian cricket team – Virat Kohli as the campaign's brand ambassador. Seen as a youth icon by thousands of youth in the country, Virat's exemplary performance in the cricketing arena and his image as a consistent and reliable player made him an obvious choice for promoting Toyota's image of a fun and exciting brand while sticking to its core values of Quality, Durability and Reliability.

The Waku Doki campaign was a nationwide 360 degree media campaign launched in June 2012 across the print, television, radio, cinema and digital mediums.

Advertisement featured Toyota products which are the mainstay of Toyota in India i.e Innova, Fortuner, Etios and Liva with the waku doki image being grafted on to their individual brand essences to highlight that Toyota delivers waku doki through each of its products.

The campaign received a lot of on ground support from Toyota's vast network of dealers who in their individual capacities promoted the waku doki campaign in and around their regions through in house and on ground promotions of Waku Doki.

The campaign which ran for 1.5 months generated a lot of media buzz and attention and positive word of mouth for Toyota with the brand images of **Fun to Drive** for Etios and Liva climbing up by 20 and 24 points respectively as per the India Brand Survey published in January 2013.

Toyota. It makes *your heart go* **waku-doki**

TOYOTA UNIVERSITY CRICKET CHAMPIONSHIP (TUCC):

To further the engagement of the Toyota brand with India's youth through India's most loved sport - cricket, Toyota collaborated with NDTV and the Ministry of HRD to encourage cricket at the university level. To take this forward, the Toyota University Cricket Championship (TUCC) was launched starting from January 2013. Designed in a Twenty20 format, TUCC reached out to more than 200 Universities and 20 lakh students across India. This initiative was backed by the Association of Indian Universities (AIU) and the Board of Control for Cricket in India (BCCI) to nurture and promote budding cricketers.

An extension of the all-India inter-university Rohinton Baria Tournament, TUCC featured the top 8 university teams for the T20 league. The participating teams for the 2013 Championship that were selected from the four regional zones are Jamia Milia Islamia, Aligarh Muslim University, Awadhesh Pratap Singh University, Veer Bahadur Singh Purvanchal University, Mumbai University, Jiwaji University, University of Madras and Jain University.

TUCC was launched in Mumbai via a televised press conference across the NDTV network in January 2013 with Bollywood superstar Shah Rukh Khan being announced as the campaign ambassador. The TUCC received extensive coverage across all NDTV networks while promotions were carried out across television, major national dailies in print, digital, mobile, radio and outdoor mediums.

Media promotions included a campaign anthem – Ab Hamari Baari Hai which received heavy airplay on NDTV and major radio networks across the country. In store radio promotions across Café Coffee Day and Barista outlets in major metro cities ensured Toyota reached out to the youth by using popular youth hangouts as campaign touch





Toyota India's MD Mr. Hiroshi Nakagawa, handing over the Etios car keys to the Man of the Series, Kaunin Abbas of Jain University, Bangalore



Tucc campaign ambassador, Shah Rukh Khan speaking to the teams at the opening ceremony of Tucc in Mumbai - with him is former Indian cricketer, Rahul Dravid

points. On ground promotions prior to the matches at each of the 8 featured universities in the tournament generated heavy footfalls at the matches while increasing interaction with the brand.

The campaign gained further traction through the immense support of Toyota's country wide network of dealers who promoted the campaign at their dealerships through on ground activations and lucky draw contests generating interest and buzz about the campaign among the youth.

Several former Indian cricket stars like Venkatesh Prasad, Murali Kartik, Robin Singh and Kiran More offered coaching tips to the eight University teams. Matches were telecast LIVE on STAR Cricket. The Man of the Match and Man of the Series received cash awards in the tournament which started on 23rd February 2013.

The finals of the Tucc culminated with the launch of the new Etios and Liva on March 11, 2013 at the Jamia Millia University grounds in Delhi witnessed by an on ground audience of 13,000 cheering fans and 2.7 million viewers on television.

NEW INITIATIVES FOR BRAND PROMOTIONS

Social Media Promotions – Facebook

Toyota has a dedicated Facebook page for each of the following brands – Toyota, Liva, Etios, Innova, Fortuner, Corolla, Prius and Camry. The objective is to engage and communicate with the right interest group for each brand on a daily basis.

Social Media Promotions – YouTube

Every TVCF (Television Commercial Footage), video footage concerning the company deemed fit for external consumption is uploaded on YouTube.

Toyota has a dedicated channel in India on YouTube – Toyota India.

YouTube is the largest Video consumption portal in India. It is also an economical way for brand promotion through video content.

Short-code inclusions on offline media

A short is placed. It is a method to capture audience responses to our ads via SMS in traditional media - Print, TV, Outdoor - it encourages mobile users to act immediately. Example - SMS Etios A to 566776 for a test drive now.

