



to support company mission: Best Logistics Operation in Asia & National Supply-Chain Role Model through Digital Transformation (DX) Continuity

TOYOTA
INDONESIA
PT Toyota Motor Manufacturing Indonesia

QUALITY CONTROL PROJECT **ORIENT**

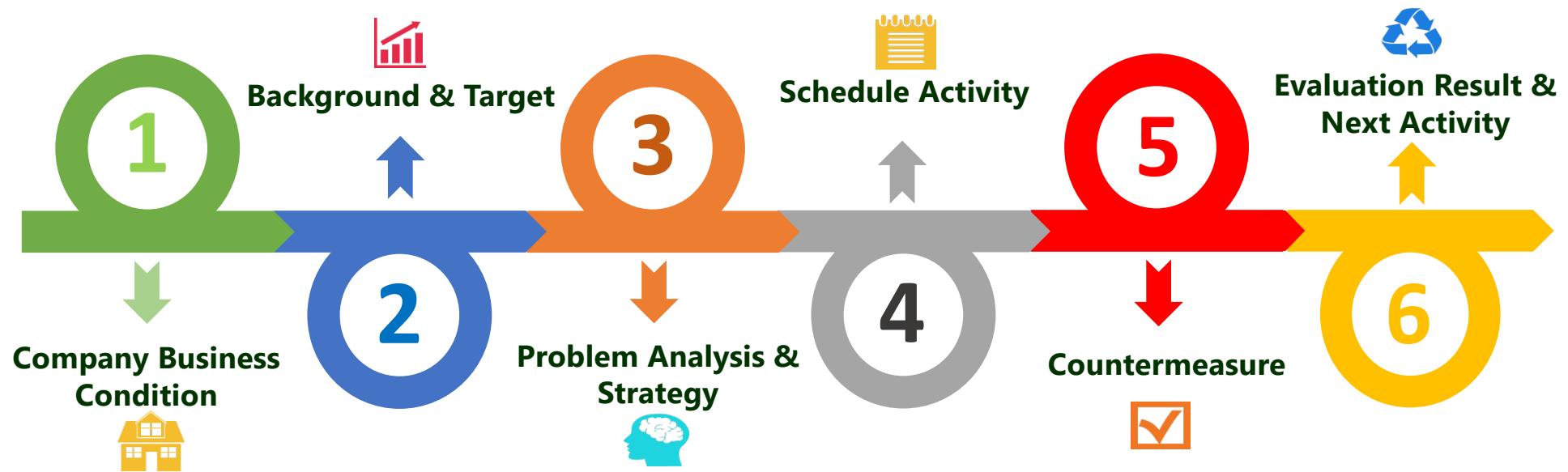
Driver Health Check (Tenko) Digitalization

PT. Toyota Motor Manufacturing Indonesia (TMMIN)

Vehicle Part & Logistics Division (**VPLD**) | Information System & Technology Division (**ISTD**)
+ Logistics Partner (**ALS, TTNT, DUNEX, SYN, SGL, AJL, NSI, PYLI & HKR**)



Outline





1. Company Business Condition

1.1. TMMIN Direction

Lead future transformation in auto industry by defining our future in mid & long term (2025 - 2029) towards Mobility and electrification era & strengthen our fundamental especially in Safety and Quality

1. S/R Step 2 Expansion & Monozukuri Reborn
2. Execution of 3 model multi-year project of DNGA-TNGA for D03B model
3. Define TMMIN's role for future transformation in mobility & electrification era
4. Execution of TMMIN New Business Expansion
5. Define TMMIN policy & strategy towards Green & Sustainable Company towards CN target in 2035



1.2. TMMIN 2023 Strategy

TMMIN Vision 2023

Continuous, Consistent S/R & Strengthen our fundamental especially in Safety and Quality to be no. 1 Plant in Asia

Directorate Direction & Strategy

PLC → Speedy execution of current project, & Assure **Safety**, Quality & Delivery both Inhouse & Outhouse
ADMINISTRATION → Contribute to company competitiveness by boost digital transformation with data driven culture thru 3 key strategy: IT Foundation, Technology & DX Continuity

Division Action Plan

VPLD → Enhance **Safety Basic** Foundation of Internal & External Logistics by Jiritsuka Control & Monitoring
ISTD → **Continues** structural reform to achieve company competitiveness through digital transformation (DX)

Cross Division Mission : To be the Best Logistics Operation in Asia & National Supply chain Role Model by Digital Transformation (DX) continuity



2. Background & Target

2.1. Future Logistic Challenge

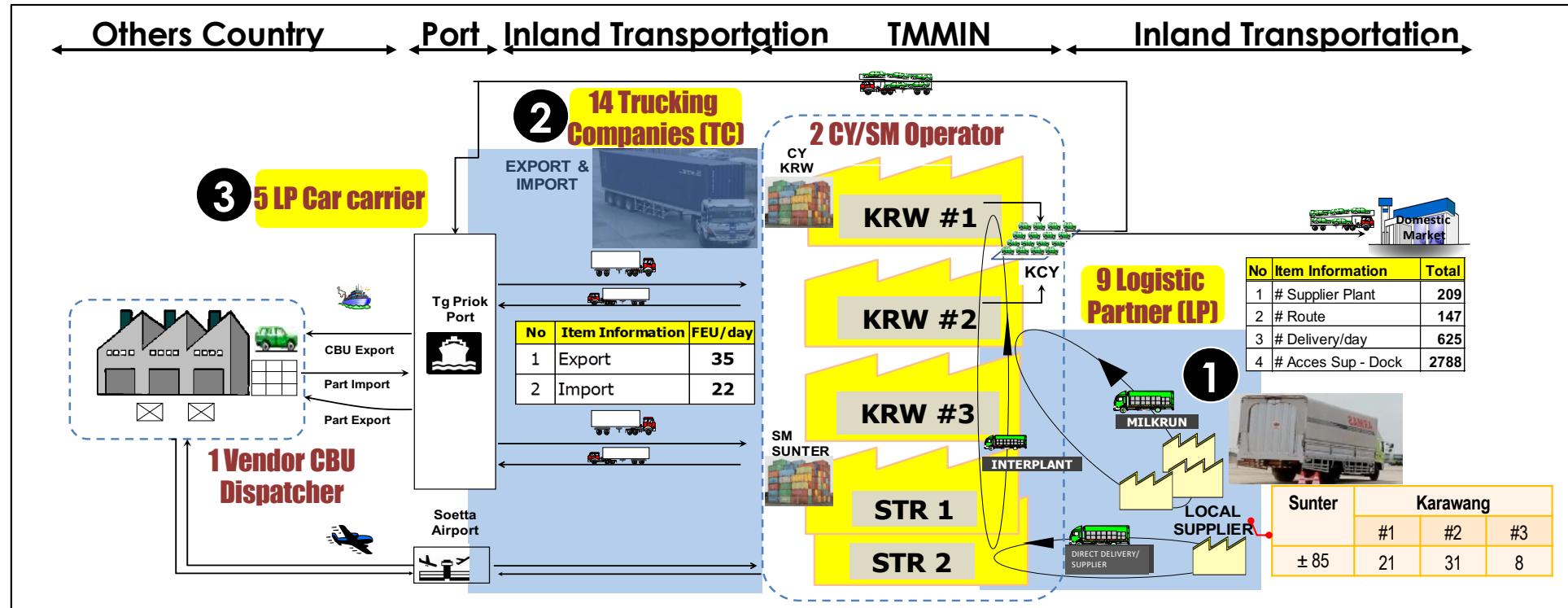
Project Milestone	2023	2024	2025	2026
<p>① Internal Factor :</p> <ul style="list-style-type: none"> • Future Model Project • Digitalization 	<p>BSUV CBU&CKD</p> <p>① Continue Level up data connectivity (Supplier – Log. Vendor – TMMIN)</p>	<p>DG7 CKD</p> <p>BSUV Export</p> <p>NR Hybrid</p> <p>Supply Chain Connectivity</p> <p>② Integrated & Logistic System Optimization (Planning & Monitoring)</p>	<p>HEV Avanza : 370D</p> <p>Future Business : Mobility & New Business</p>	<p>HEV BSUV</p>
<p>② External Factor :</p> <ul style="list-style-type: none"> • Infrastructure Development • Government Regulation 	<p>ODOL</p> <p>CIESA 4.0</p> <p>Safety & Health Driver</p>	<p>Govt. Audit</p> 	<p>Govt. Audit</p> <p>Phase 2 : Car Container Terminal</p> <p>Access Toll Road (40Km)</p>	<p>Phase 3 : Container Terminal</p>

KODAWARI : Secure Safety, Quality & Competitive Logistics Operation for Future Project considering external factor
 ➔ To Achieve Future Log. Competitiveness, We need to continuous improvement by Digital Transformation continuity



2. Background & Target

2.2. Current Logistics Operation Image



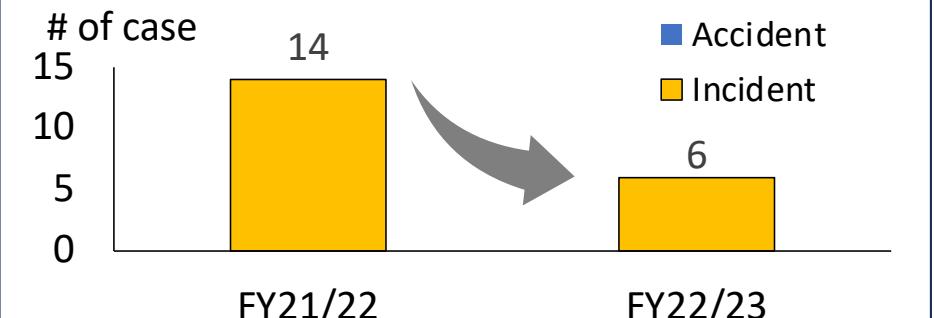
VPLD Manage **28 Logistics** Vendor trucking operation (**1** LP-Milkrun, **2** TC-Container & **3** LP-Car Carrier)
 → Need to strengthen Daily operation control and Safety Awareness for All Operation Process



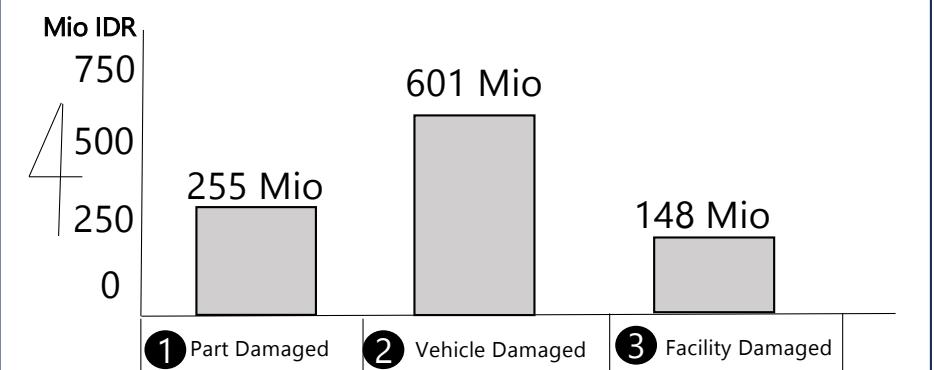
2. Background & Target

2.3. Safety KPI of External Logistics

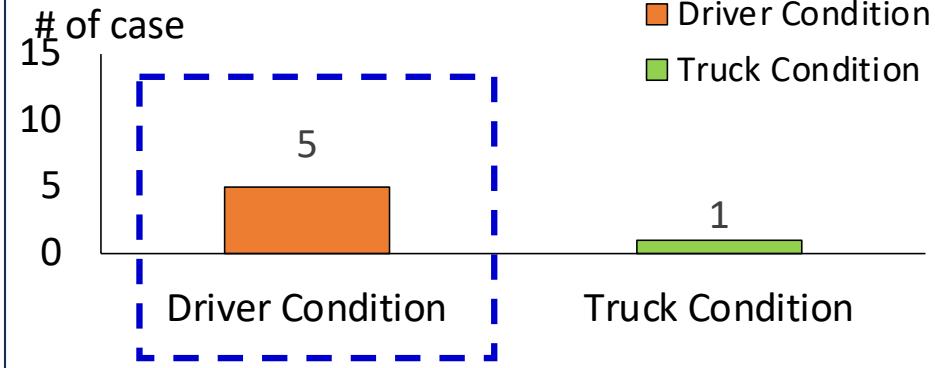
1. Safety KPI Trend



3. Incident Loss Cost due to Driver Condition



2. Breakdown Incident FY22/23



Total loss cost on FY22/23 → 1,04 Bio IDR

Business Possibility Impact : 1  Company Reputation Down 2  TMMIN Linestop Production

Achieve Safety "0" Accident but still have 6 Incident cases in FY22/23 due to Less Safety Awareness (Driver & Truck Condition) → Driver Condition is high Priority & necessary to Improve (Impact to KPI Logistics Cost)



2. Background & Target

2.4. Task Force Team

TMMIN Internal ↔ **External Logistic Partner**

In COLLABORATION ACTIVITY with GLP

Role	Internal Team	External Logistic Partner
Project Leader	VPLD Mr. Andhik Y.	ISTD Mr. Sixninthson
Project Manager	Mr. Rudy K. H.	TTNT Mr. Akio Zaitoku
Project Officer	Mr. Budi I. Mr. Yanes	ALS Mr. Widodo Eko Rijanto
Working Group	Ms. Irgi Ms. Adelia Ms. Anindya Mr. Raihan	Mr. Sabar Mangasi Mr. Martdive Mr. Rizky Maikel Mr. Fajar
	➤ Business Process & UR ➤ UT, User Skill & Go Live Prep.	➤ Development & Infrastructure ➤ Review & Confirm Design
		➤ Support Implementation ➤ Feedback Issues

2.5. Target Activity

Number of Case

FY	Number of Case
FY 22/23	5
FY 23/24	0

Target "0" Accident/Incident due to Inappropriate Driver Condition

Target : "0" Accident/Incident External Logistics by Eliminate inappropriate Driver Condition on FY 23/24 (May 23 – Mar 24)



3. Problem Analysis & Strategy

3.1 Problem Analysis

Problem: Inappropriate Driver Health Condition



Material



Man



Method

Analysis

Unclear health check criteria guideline

Provide incorrect information with actual condition

Difficult to get history information related driver health

- Standardize guideline check
- Accurate tool & equipment support

- Increase Skill Tenko Man (PIC Driver Health Check)
- Establish tools simulation

- Digitalized process to record data
- Strengthen Control & Monitoring

Strategy

1



Standardization Driver Check Guideline

2



Level up External Logistics Dojo

3



Establish Digitalization through System Application

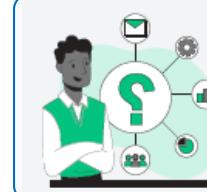


3. Problem Analysis & Strategy

3.2 Strategy



Level up External Logistics Dojo as Role Model



Establish Application System & Future Expansion

External Logistics Driver Readiness Transformation

Don't Jump to DX,
Do TPS first !

Let's maximize
Technology utilization
for our competitiveness

1



Close communication for
Standardization Driver
Health Check Guideline



2

3



Mr. I. Nyoman W.



Mr. Bob Azam

Realize Strategic execution by Close Communication, Level up Dojo Facilities & establish application System as Role Model to External Logistics

4. Schedule Activity



4.1 Schedule Activity

Activity	Des-22				Jan-23				Feb-23				Mar-23				Apr-23				Mei-23			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1 Close communication for Common Guideline	Pre par e	Focus Group Discussion		Finalization	GO-LIVE																Eid Alfiter Holiday			
2 Level up External Logistics Dojo		Idea & Discussion	Vendor Discuss & Quotation	Proposal & Mgt. Approval	Procurement, Fabrication & Installation	SOP		GO-LIVE																
3 Establish Application System & Future Expansion	System Development				Preparation	Sprint #1	Sprint #2	Sprint #3	Sprint #4		GO-LIVE (Original)		Performance Test #2	Penetration Test #1	Penetration Test #2	GO-LIVE (New)		Cut Off						
	Change Management				SOP Creation				Acceptance Criteria	Acceptance Criteria	Data Migration		Go/No Go Meeting	Stabilization & Evaluation										
					Comm. Strategy	Cut over Strategy	User Trial Prep.	Kick off with LP Mgt.	1# Training	2# Training	Daily Trial Monitoring & Evaluation													

User's task

ISTD's task

ISTD & User's task

Catch Up Activity



5. Countermeasure

1 Close Communication

1. Standardization Driver Health Check Guideline

1

FGD with All Logistics Vendor
(28 Logistics Vendor)



FGD → Define comprehensive guideline standard (Dec 2022)

2 Level Up Dojo Facility

2

Benchmarking to Others Asia Manufacturing Company (AMC)



Benchmarking → Enrich our ideal standard & know our position (Dec 2022)

3

Establish System Application

3

Guideline Finalization

- 1. Health Check
 - 2. Fatigue Check
 - 3. Mentality Check
- 



Tenko Man Psychology Training

Covering all of operation process & Risk Management

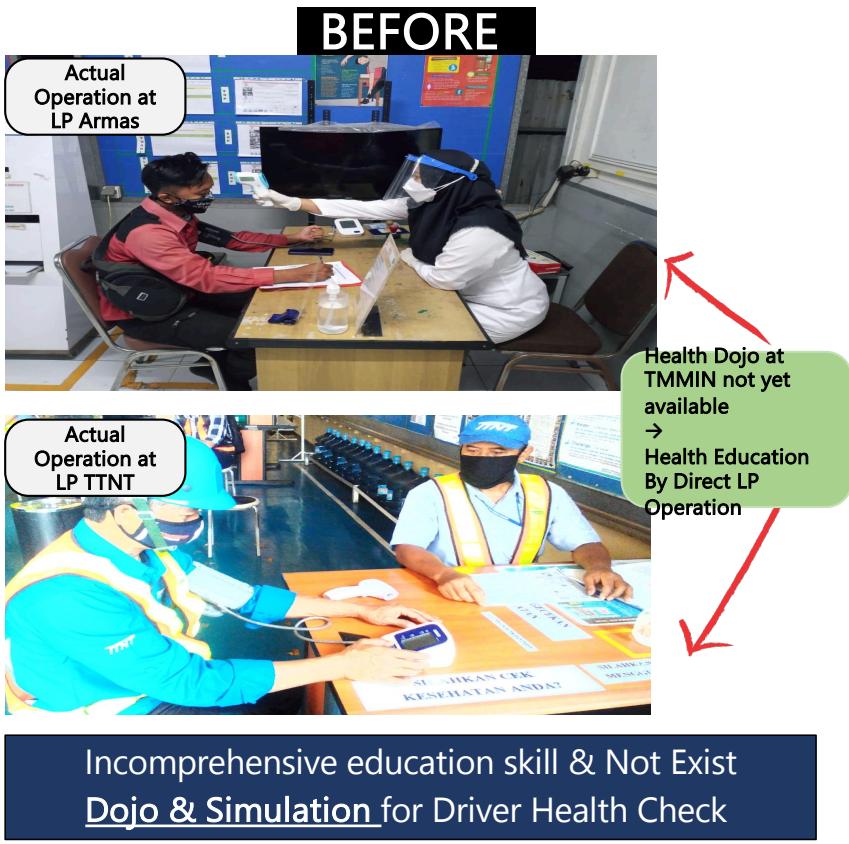


5. Countermeasure

1

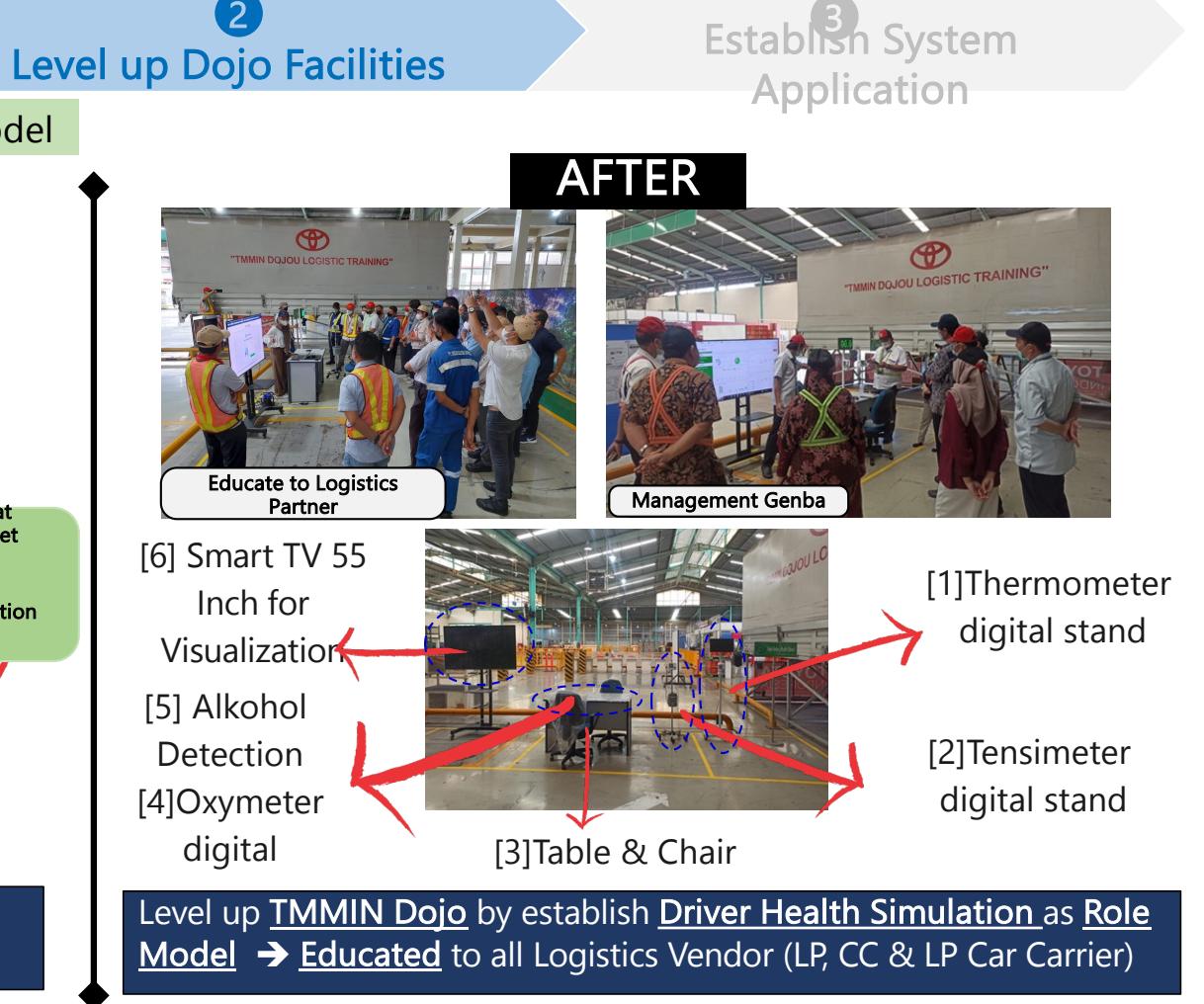
Close Communication

2. Level up External Logistics Dojo as Role Model



2

Level up Dojo Facilities



3

Establish System Application

5. Countermeasure



1

Close Communication

2

Level Up Dojo Facility

3

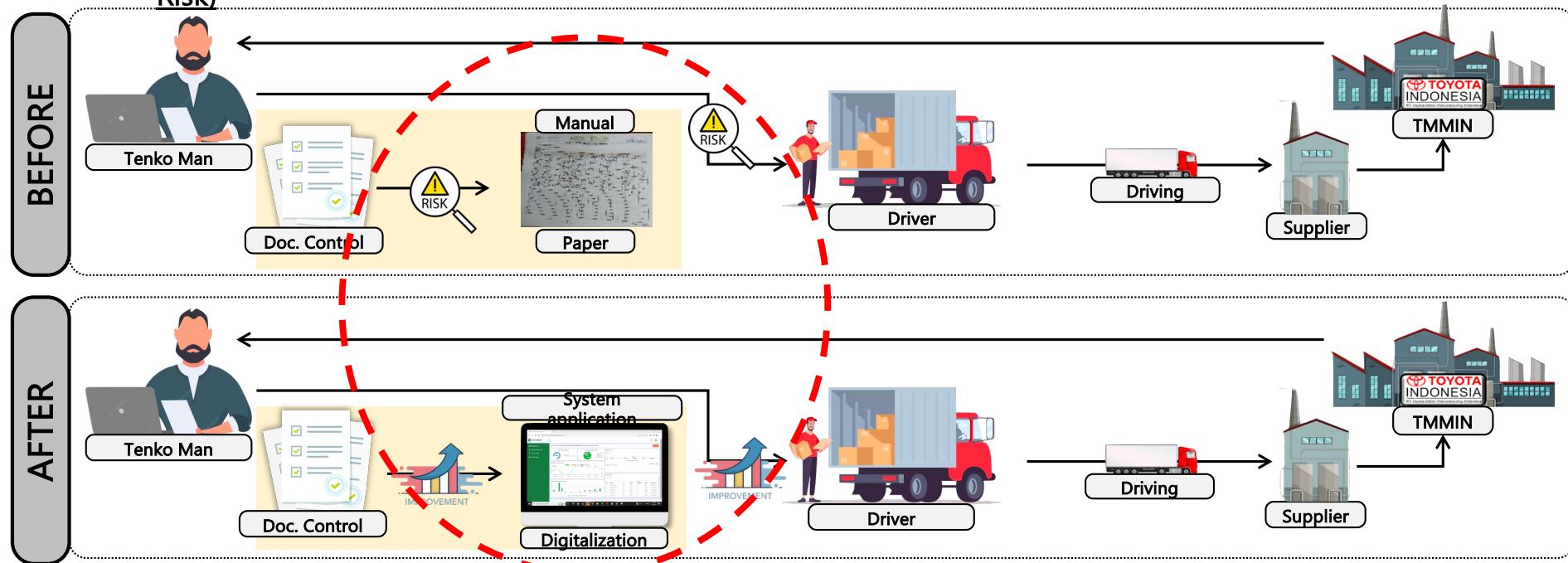
Establish System Application

3.1 Establish System Application



Problem: Potential lost data history to analyze and monitor driver health trend & Risky Driver

Improvement: Establish system for digitalization record process as foundation for driver health check process transformation with speedy execution → Consider Accident/Incident impact to People died/injury (Very High Risk)



5. Countermeasure



1

Close Communication

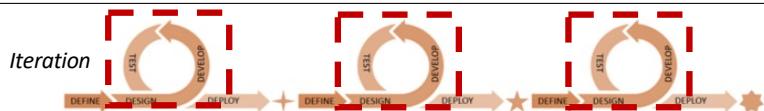
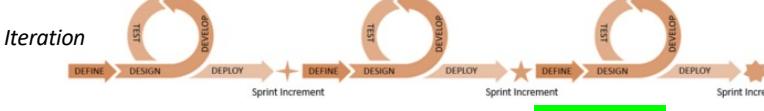
2

Level Up Dojo Facility

3

Establish System Application

3.1 Establish System Application with **speedy execution**

Parameter	Utilize <u>Traditional methodology approach</u>	Utilize <u>Agile methodology approach</u>
Project Scope	<p><i>Changes limited</i></p>  <p>The scope must be well-defined and the changes limited</p>	<p><i>Flexibility</i></p>  <p>The scope not well-defined yet and can make changes well within the budget & time</p>
Business User	<p><i>Milestones phase</i></p>  <p>Requires involvement only at the time of milestones</p>	<p><i>Rapid collaboration</i></p>  <p>Enables customers to be a part of the entire project</p>
Testing	<p><i>Serial</i></p>  <p>Conducted in at the end of development</p>	<p><i>Iteration</i></p>  <p>Executed at every iteration</p>
Leadtime	<p><i>Serial</i></p>  <p>Long development time → 6 months</p>	<p><i>Iteration</i></p>  <p>Short development time → 3 months</p>

Based on comparison as above and urgency condition, team has been decided to utilize Agile methodology approach in **new system development** for speedy execution.



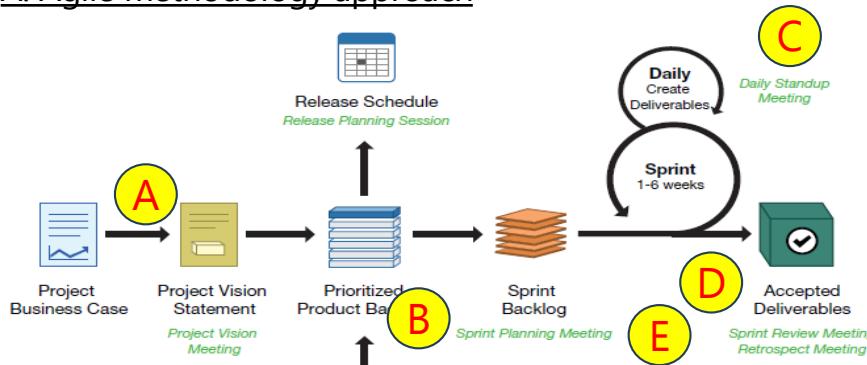
5. Countermeasure

1

Close Communication

3.1 Establish System Application with speedy execution

A. Agile methodology approach



2

Level Up Dojo Facility

3

Establish System Application

B. Development activity

A. Project Vision Meeting



B. Sprint Planning Meeting



C. Daily Standup Meeting



D. Sprint Review Meeting



E. Retrospect Meeting



Meetings	Activity
A. Project Vision Meeting	Identify the business context, business requirements , and stakeholder expectations
B. Sprint Planning Meeting	Task planning and task estimation in the sprint phase
C. Daily Standup Meeting	Share about what team worked on the day before , what team work on today and any struggle point
D. Sprint Review Meeting	Deliverables to the business user who either accepts or rejects based on acceptance criteria
E. Retrospect Meeting	Discuss what went well and not go well in the previous Sprint to learn and make improvements in the next Sprints

Objective:

Ensure for each team member align and meet with project objective through coordination in daily sprint meeting and involve mgmt. during sprint review meeting



5. Countermeasure

1

Close Communication

3.1 Establish System Application with **speedy execution**

A. Clickup as Project Management Tools

Real time control and monitoring progress status

Sprint Folder > Sprint 1 (2/13 - 2/26) + NEW TASK

CLOSED 24 TASKS

- Sebagai LP, saya ingin dapat mencari data driver health yang telah diinput
- Sebagai LP, saya ingin melihat driver health yang telah diinput
- Sebagai LP, saya ingin melihat data planning assignment yang telah diinput
- Sebagai supervisor LP, saya ingin menerima email pemberitahuan adanya abnormality sehingga supervisor dapat mengetahui kondisi tsb
- Sebagai LP, saya membatalkan pengisian form sehingga data tidak terinput
- Technical Documents
- Template nixlot
- As LP, saya dapat membuat planning route dan rit number (lebih dari 1 rute & rit) pada setiap driver sehingga sistem dapat memastikan kesiapan driver total daily planning
- Sebagai LP, saya dapat input driver medical, mental, fatigue dan akan tampil trend atau history sebagai final decision untuk menentukan status OK/NG sehingga dapat menentukan driver dapat beroperasi
- Preparing Testing Scenario

CUSTOM TASK ID	DATE CREATED	DATE UPDATED
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 16	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 10	Jun 7
-	Feb 13	Jun 7

2

Level Up Dojo Facility

3

Establish System Application

Performance analysis to ensure quality and productivity for each team member



Utilize Clickup applications as project management tools to control, monitoring and communication to all stakeholders

5. Countermeasure



1

Close Communication

3.2 Driver Assignment & Flexibility Concept

Problem : Potential lost data to analyze driver health impacted to inaccurate judgement

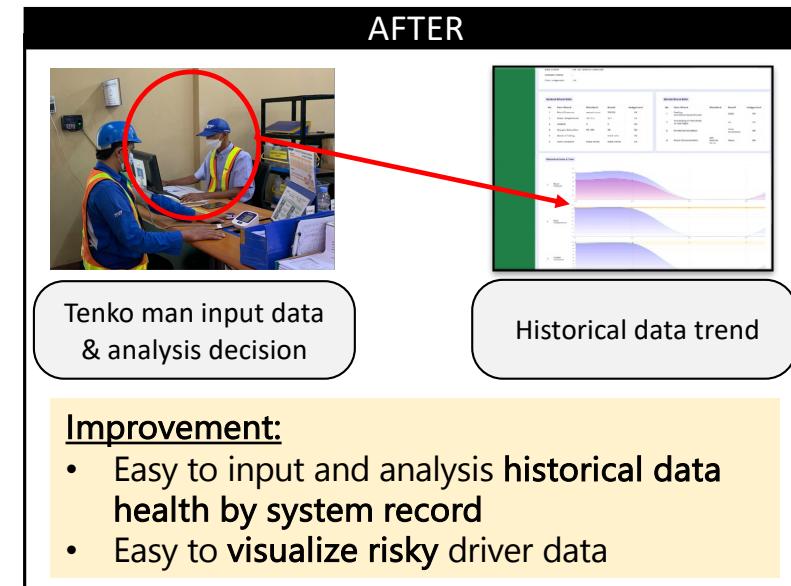
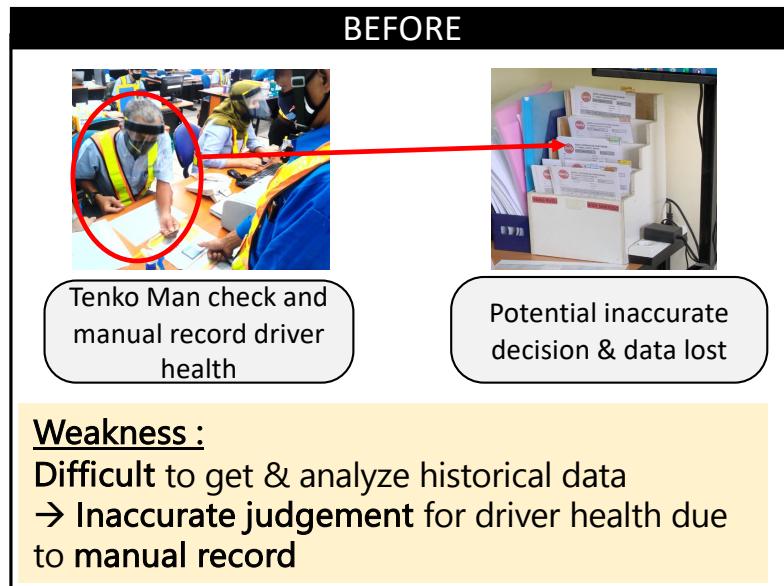
Improvement : Provide data historical to suggest driver judgement

2

Level Up Dojo Facility

3

Establish System Application





5. Countermeasure

1

Close Communication

3.2 Driver Assignment & Flexibility Concept

Problem : Driver health check only can be proceed when the driver planning data already exist

Improvement : System logic modification (with/without driver planning) driver health check can be proceed

2

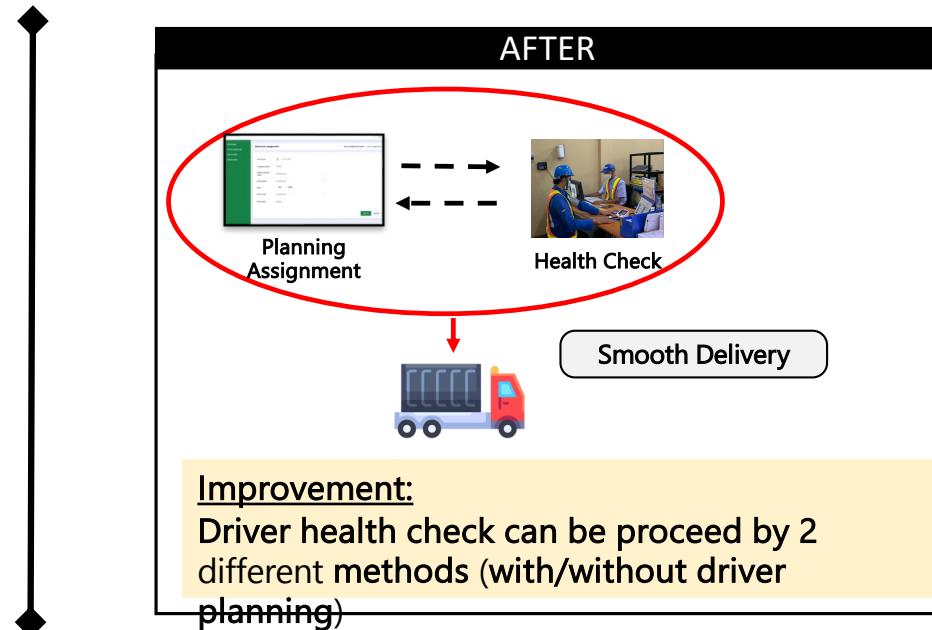
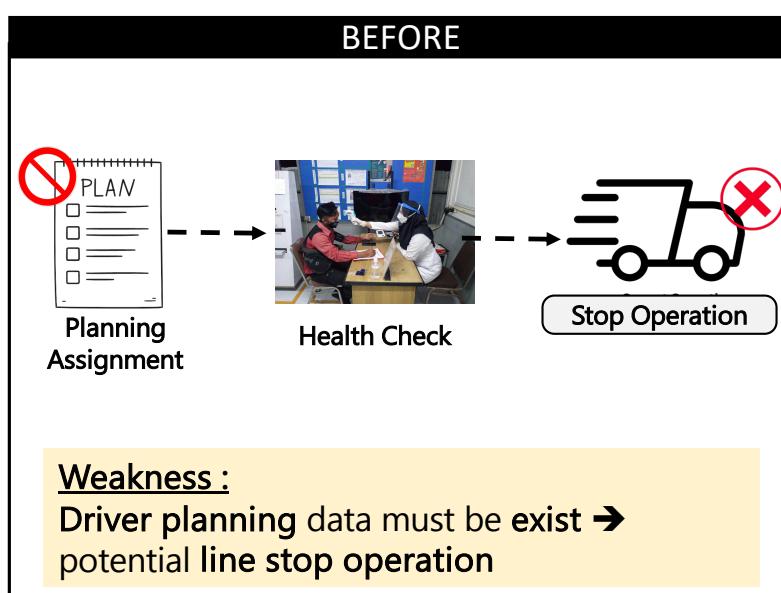
Level Up Dojo Facility

3

Establish System Application



PDCA 1 – System logic modification



Kadai: Driver with NG health condition can be assigned to delivery in actual operation (break the rule of operation)



5. Countermeasure

1

Close Communication

3.2 Driver Assignment & Flexibility Concept

Problem : Driver with NG health condition can be assigned to delivery in actual operation

Improvement : Increase management awareness

2

Level Up Dojo Facility

3

Establish System Application



PDCA 2 – Management involvement

BEFORE

Driver with NG health condition do delivery

Weakness :
Driver with NG health condition can be assigned to delivery → Break the rule of operation

AFTER

Dashboard ORIENT

Email Notification

Improvement:

- Provide dashboard management to driver health control & monitoring
- Send email notification for driver with NG health condition to management level

Result → Change **operation & mindset** for driver readiness through digitalized with management involvement



5. Countermeasure

1

Close Communication

2

Level Up Dojo Facility

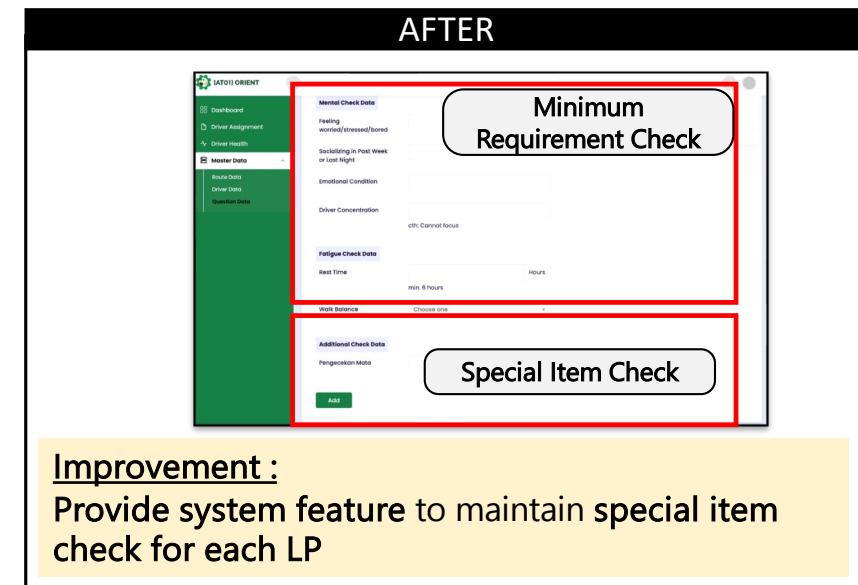
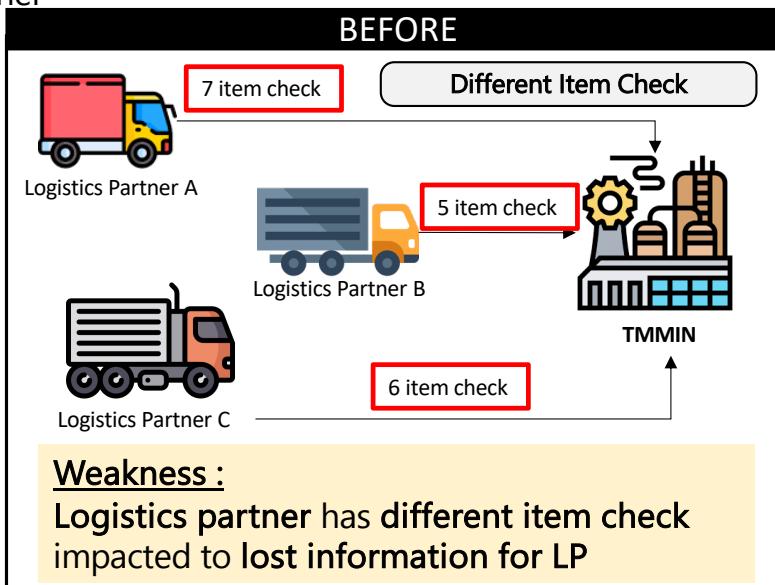
3

Establish System Application

3.3 Special Operation - Multiple & Different Item Check

Problem : Logistics partner has **special item check** during health check process

Improvement : Provide system feature to cover **uniqueness** for each logistics partner



Every Logistics Partner has **different item check** can be solved by **system feature** to maintain any additional item check for each LP



5. Countermeasure

1

Close Communication

2

Level Up Dojo Facility

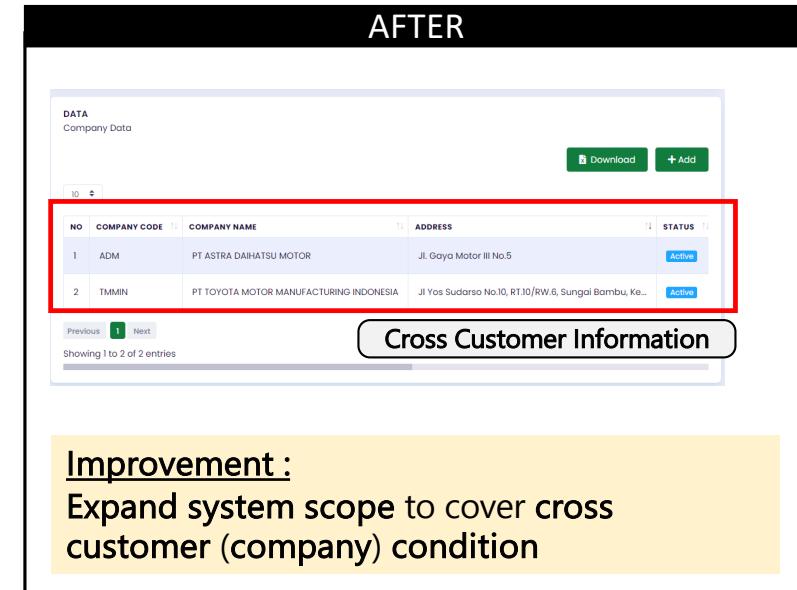
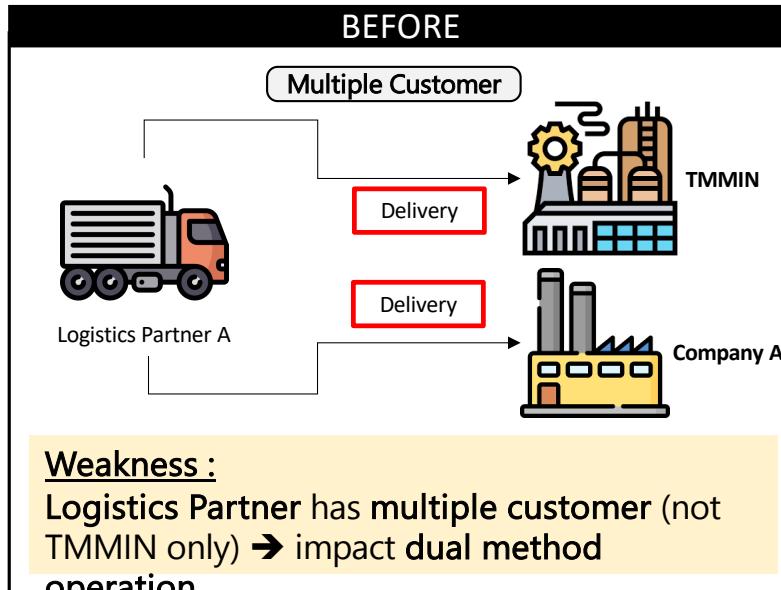
3

Establish System Application

3.4 System Expansion Opportunity

Problem : Logistics Partner has multiple customer (not TMMIN only) impacted to dual method operation for each LP

Improvement : Expand system scope to cover cross customer (company) condition



Handle multiple customer condition at Logistics Partner with expand system scope to eliminate dual method operation and also open opportunity to expand to other company (Supplier or Toyota affiliate)



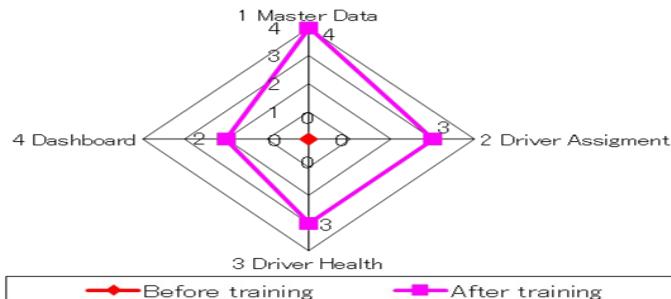
6. Evaluation Result & Next Activity

6.1 End User Skill Result

1. Training Result on 04 April 23 with Total Participant (17 Persons from 9 Logistics Partner)



Training Result by System Function

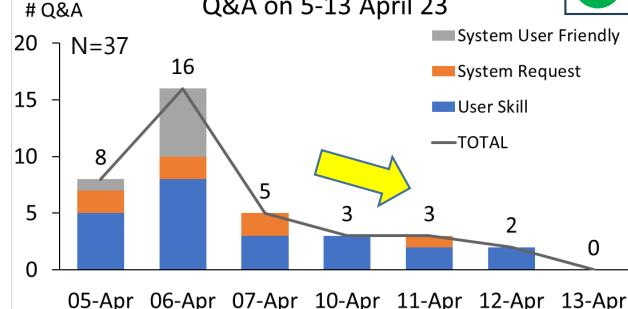


User Level Evaluation (Target Level 2)

Level	Definition	Score
0	No Knowledge	<50
1	Can do (=Operate ORIENT) with support	50-70
2	Can do (=Operate ORIENT) by themselves	70-80
3	Can Train the others with System Logic	80-90
4	Can do Kaizen	>90

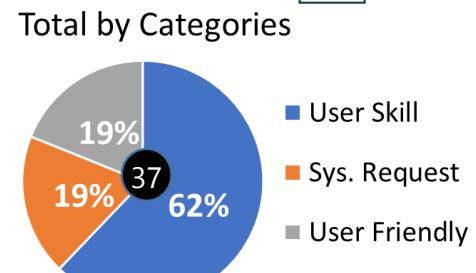
2. OJT and Q&A on 05 – 13 April 2023

2.1 Q&A Summary & Trend



Q&A Trend decrease day by day & achieve "0" by continue improvement

2.2 By Categories



2.3. Q&A Follow up Status

System Request	Σ Q&A	Action	Status
Bug when download / upload	2	Solved	0
No error message when fail process upload	1	Modify	0
Has age limit for master driver data	1	Modify	0
Bug when Health check submit	1	Solved	0
Difficult to input NIK in Master Data	1	Educate	0
Rest time 6 hours NG	1	Modify	0

User Friendly

User Friendly	Σ Q&A	Action	Status
User don't know delete button	1	Educate	0
When fill excel in download file, user don't know required colom	2	Educate	0
Difficult to see route already assigned & Can not edit/delete	4	Educate	0

6. Evaluation Result & Next Activity



6.2 System Utilization Result

a. Strategy :

1. Genba to All Log. Partner on 19-31 May 2023
2. Daily Monitoring Achievement Check

b. Purpose :

1. Ensure ORIENT utilization
2. Requirement readiness check
3. Grasp and hearing Logistic Partner Voice

d. LP Feedback :

Feedback (LP Voice)	Follow Up	Eva
Data connectivity between ORIENT & LP local system to eliminate dual operation	Potential improvement for next PDCA cycle. No impact to current operational → Future Improvement/Kaizen	O
Level up driver assignment for long route	Less utilization: 1% (3/312 trip) → Consider for Future Improvement/Kaizen	O
Expand driver health check to fieldman operation	Enhance health check guidelines & master data registration	O

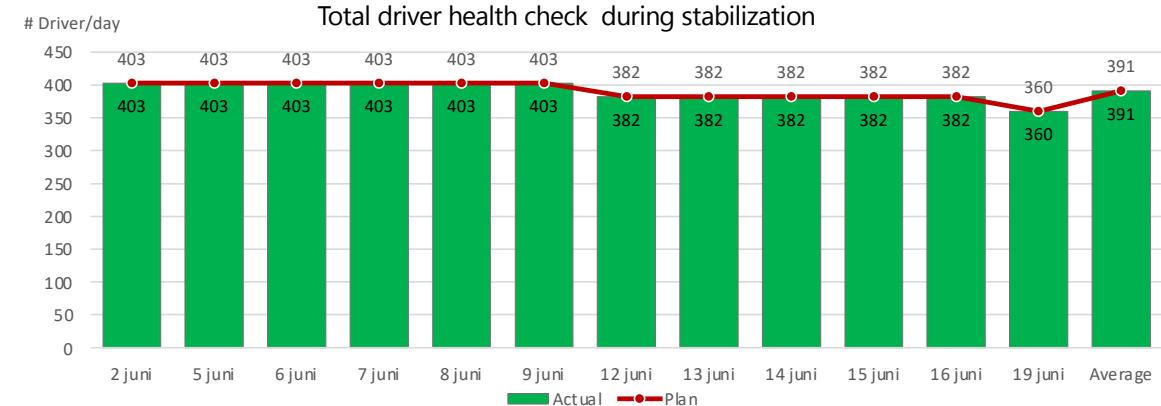
All Logistics Partner has been implemented of Orient System Properly following Guideline & SOP and also no critical issue during stabilization phase

c. Genba Atmosphere :



We Observed by Genba Operation & management by Real Condition Check to ensure system utilization

e. System utilization Result :



Driver Check Achievement (Avg.) = 100% → Need level up Tenko Staff (PIC) & LP Mgt. Awareness



6. Evaluation Result & Next Activity

S SAFETY

Reduce incident case on FY'23/24 :

Period	Incident
FY 21/22	14
FY 22/23	6
April	0
Mei	0
Juni	0
Juli	0

As of July 2023,
No Accident/Incident has been detected on Logistics Vendor

Q QUALITY

Real-Time Pokayoke through email notification to LP Management and all related parties for driver health check abnormality detected

Notification for abnormality detected

HR HUMAN RESOURCES

1. Increase safety skill
2. Level-up skill for technology utilization & teamwork
3. Upgrade new knowledge in system dev't methodology

C COST

Saving Cost IDR 1.076 Bio/Year

Before	After
Rp 36 Mio	Rp 0

100%

(1) Rp 1.076 Bio
(2) Rp 1.04 Bio

(1) Paperless
(2) Reduce incident logistics loss cost

P PRODUCTIVITY

Centralized and easily on input & analyze driver health information

HEALTH CHECK
INPUT
ANALYS
UPDATE

Optimize productivity with short development time & on time delivery

6. Evaluation Result & Next Activity



Next Activity :



Our focus item and concern to milestones Next Activity :

Expand to other Logistic Partner (Truck Company & Car Carrier) and
Connected with hardware devices & others system
(Internal : e-DCL, IPPCS & External : Insurance System)



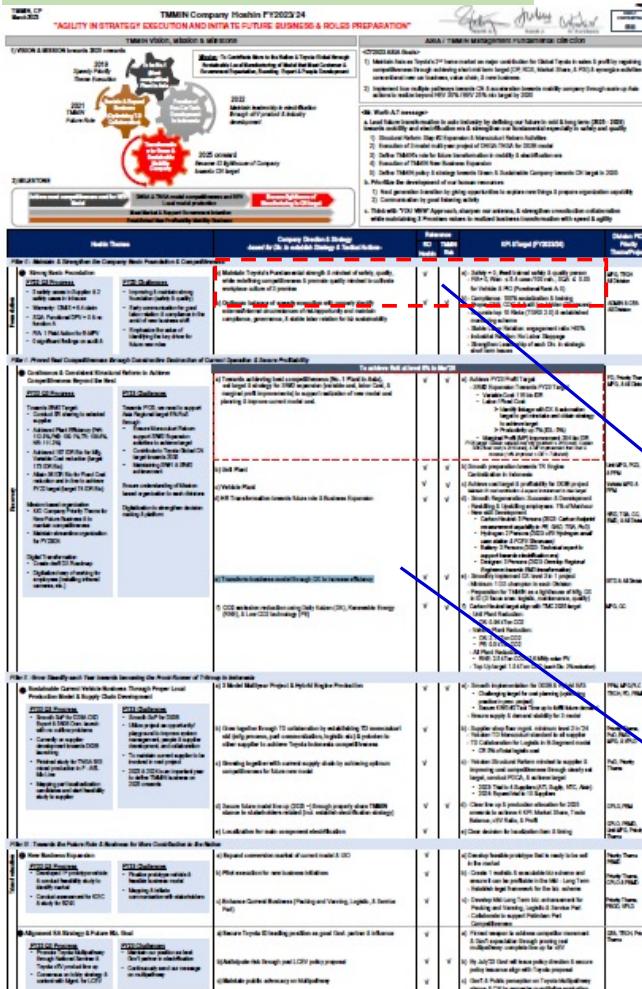


ありがとうございます





1. TMMIN HOSHIN



2. KPI COMPANY

KPI Result FY22/23 dan Target FY23/24

Source: AGMOS KPI

15/23

Mari teruskan upaya kita untuk mempertahankan dan meningkatkan pencapaian KPI, terutama pada *basic KPI* sebagai landasan seperti *Safety*, *Quality*, dan *Productivity*.

	FY22/23 Q2 Actual	FY23/24 Target
Fatal	0	0
LWD	2	0
NLWD	1	0
Fire	1	0

a) **Maintain Toyota's Fundamental strength & mindset of safety, quality, while redefining competitiveness & promote quality mindset to cultivate workplace culture of 3 promise**

e) **Transform business model through DX to increase efficiency**



1. PLC HOSHIN

PLC + PBM DIRECTORATE HOSHIN (FY23/24)					
With Agility in execution & sincere communication to achieve our best competitiveness in every area, align w/ TD Collaboration towards future business					
Company Mid Term Mission : To Contribute More to the Nation & Toyota Global through Sustainable Local Manufacturing of Model Best Cost & Environment Inspection, Reporting & People Development					
A. Company Mid Term Vision					
B. Milestone					
C. Headline Message Mr. Naoto J. M/T Director's Message Speedy execution of current project, in balance with compliance will be success key to prepare future 2025 overseas business					
Company Hoshin Theme Company Target PLC Directorate Key Activities/Strategy PLC Target PC & Related Div.					
Pillar #1: Maintain & Strengthen the Company Basic Foundation & Competitiveness					
1a. Maintain Toyota's Fundamental strength & mindset of Safety, Quality, while nurturing competitiveness & Promote Quality Mindset to cultivate workplace culture of 3S promotion	PLC Directorate Key Activities/Strategy		PLC Target		
	<ul style="list-style-type: none"> • Maintain Toyota's Fundamental strength & mindset of Safety, Quality, while nurturing competitiveness & Promote Quality Mindset to cultivate workplace culture of 3S promotion • Safety & Risk: Avoid trained safety & quality person • FWD: 0. Wins & 0.6 (new 1000 veh., SQA & 0.05 hr.) & PJO (Functional Risk A: Q) 		<ul style="list-style-type: none"> • Zero accident • Defect < 10 PPM • "0" delay & Shortshipment 		
1b. Optimize balance of cost reduction with priority safety & environment	<ul style="list-style-type: none"> • Complain: USP, Cost Reduction & Training to employees • Proper CMMI-AS & Audit (no hidden CO issues) 		<ul style="list-style-type: none"> • Critical Compliance value through business process for internal and external (Compliance & risk governance) 		
			<ul style="list-style-type: none"> • Complain: 100% • "Y" Step: 100% Mitigation & Procedures 		
PLC Directorate Key Activities/Strategy PLC Target					
Assure Safety, Quality & Delivery both Inhouse & Outhouse					
<ul style="list-style-type: none"> • Zero accident • Defect < 10 PPM • "0" delay & Shortshipment 					
2bc. Unit & Vehicle Plant					
b. Smooth preparation towards TRI Engine Centralization in Indonesia	2. Smooth preparation towards TRI Engine Centralization in Indonesia		1a. Smooth & Outhouse TRI Centralization		
	<ul style="list-style-type: none"> • Achieve model target II profitability for (X30) project. Minus R&D expense (reduced to target level) 		<ul style="list-style-type: none"> • 100% Global TR demand fulfillment • Achieve Lower Cost 		
2d. HEV Transformation towards future role & biz expansion					
d. Smooth Preparation: Succession & Lead	<ul style="list-style-type: none"> • Reselling & Upgrading employee: 7% of Member • New skill Development • Carbon Neutral: 5 Persons (2023), Carbon Budget management: 10 Persons (2024), GHG TGA, PdL • Hydrogen: 2 Persons (2023), eV/Hydrogen: small case studies & PCV (Showcase) • Battery: 3 Persons (2023), Technical expert to support battery development • Li-ion: 3 Persons (2023), Device: Regional Engineers (no transformation) 		<ul style="list-style-type: none"> • Upgrading & Reselling by Succession, Rotation & Development plan • Assignment for new skill development 		
			<ul style="list-style-type: none"> • Create Development plan 		
2e. Transform business model through DX to increase efficiency					
e. Smoothly implemented DX to increase efficiency	<ul style="list-style-type: none"> • Smoothly implemented DX to 1st tier • DX implementation in each Div. • Preparation for TMAK as a lighthouse of Mg. DX in ID 		<ul style="list-style-type: none"> • Promote DX activity to increase productivity & supply ability to customer 		
			<ul style="list-style-type: none"> • Implemented DX (TDX Champion/div.) 		
3. Promote DX activity to increase productivity & supply ability to customer Implement DX (IDX Champion/div.)					
D. Sustainable Current Vehicle Business Through Proper Local Production Model & Supply Chain Development					
3a. 3 Model Multiyear Project & Hybrid Engine Production	<ul style="list-style-type: none"> • Smooth implementation for X30 & Hybrid UG • Smoothing longer term planning (optimizing practice in more projects) • Secure KWMO 1.7M rev up to fulfill future demand • Ensure supply & demand stability for 3 model 		<ul style="list-style-type: none"> • Smooth 3D (Dynamic, Export & OBD Expert & Active profit target) • HEV CR Target: (1.8 → 1.0M) • Finished proposal by Apr/23 • Final FLS-Mtg (Workability & Profitability) by Jul/23 		
			<ul style="list-style-type: none"> • Develop TPS: Yet to improve 2nd tier • OBD: 1st tier 		
3b. Grow together through TD collaboration by increasing local production model & supply chain					
b. Smooth shop floor target minimum level 2 in '24	<ul style="list-style-type: none"> • Level Up: Shop Floor Management in Supply Chain • 2nd tier: 2024 target minimum level 2 		<ul style="list-style-type: none"> • Develop TPS: Yet to improve 2nd tier • OBD: 1st tier 		
			<ul style="list-style-type: none"> • OBD: 1st tier 		

2. VPLD HOSHIN



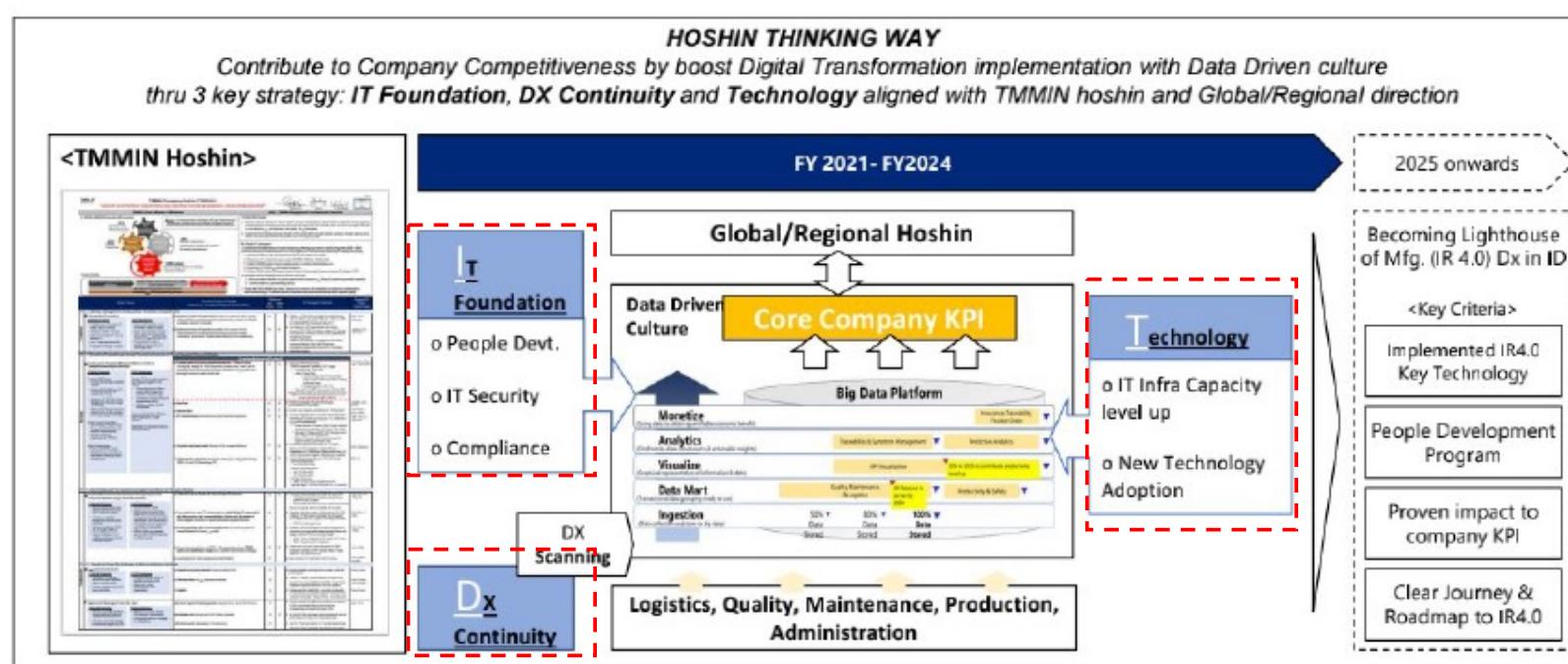
1. ADMINISTRATION HOSHIN

Signature: 
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Signature: 
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FY23/ 24 DIVISION Strategic Execution Image

Mission : To become a leading player in ID Manufacturing by leveraging cutting-edge innovation, while ensuring sustainable growth for our company and contributing to the development of Indonesia's manufacturing IR 4.0





2. ISTD HOSHIN

No	Company Hoshin Item No	FY2023/24 KPI & Target	Strategic Execution		SR#2 Expansion to achieve competitiveness Transform business model through DX	Continues structural reform to achieve competitiveness through business transformation (DX)
1	1	Safety & health Mitigate Priority Risk & Compliance Quality	Maintain safety & quality and Strengthen IT risk management thru Global/Regional Collaboration and compliance with Global Standard a) Maintain safety & health in IT area by maintaining employee safety awareness and keep safe working environment with worklife balance mindset b) Mitigate TMMIN Prioritized Risk for zero business impact by : -Level up TMMIN Cyber Security Resilience thru Global/ Regional standard and start collaborate to strengthen TMMIN Supply-Chain -Establish Disaster Recovery Plan for IT to mitigate risk towards business impact c) Strengthen IT product and service quality thru continuous hard skill & soft skill development for IT members			a) Continues alignment of IT Technology People Development program with OJD in each business area to achieve 1 champion in each area b) Expand digitalization and data driven connectivity to realize end-to-end quality traceability, logistics operation optimization and real-time monitoring connect with Mfg. KPI c) Continue expansion Value Chain Connectivity to achieve 100% traceability
2	2	SR#2 Expansion to achieve competitiveness Transform business model through DX	Continues structural reform to achieve competitiveness through business transformation (DX) a) Continues alignment of IT Technology People Development program with OJD in each business area to achieve 1 champion in each area b) Expand digitalization and data driven connectivity to realize end-to-end quality traceability, logistics operation optimization and real-time monitoring connect with Mfg. KPI c) Continue expansion Value Chain Connectivity to achieve 100% traceability			
3	3	Smoothly Introduced D03B & Hybrid E/G	(1) Operation Excellence for biz continuity and support new model introduction a) Contribute for company business efficiency, new model & compliances, through Improving / Adjusting Existing System following biz changes (2) Global/Regional/Local System modernization (eKarban, PSMS, GWARP, TPEX, GTCPAS) as risk management for biz continuation			
4	4	Expand conv. market of current model & UO Pilot execution for new business	Utilize technology to support towards new business realization a) Continue to prepare data connectivity and integration in Big Data Platform as enabler for future business opportunity b) Contribute to pilot new business initiatives as technology enabler (UO, Mobility Coldchain, mobility healthcare, mobility ESS)	80% Data Stored in Big Data Enable 1 realistic & executable biz scheme		
5	5	Secure Toyota ID leading position as Govt. partner	Strengthen Toyota ID position by promoting TMMIN digital initiatives to Govt a) Contribute to Government Activity through : - Providing technology and resources as SME - Proceed 1 end-to-end connected mfg. use case for DX level 3 in Pilot production line to be Mfg. IR 4.0 lighthouse in ID (Candidate Pilot in Plant Kru 3)	Smooth & on time collaboration with EA Connected Mfg. pilot execution in 1 line		

TENKO Driver Health Guideline <Min. Requirement>

No	Guideline Name	Category	Control Item/Concern Point	Min Requirement	Unit	Method & Assessment	Image
1	Driver Readiness	2.1 Health Check	Medical Check : <ol style="list-style-type: none"> 1. Blood Pressure 2. Body Temperature 3. Eye condition 4. Alcohol 5. Oxygen Saturation 6. Medical Taking 	1. In range 2. <38° 3. No Abn. eye/ use glasses 4. 0 mg 5. 95-100%		<ul style="list-style-type: none"> ▪ Daily Check by Tenko equipment ▪ Interview 	    
		2.2 Mentality Check	1. Feeling worried/stressed/bored 2. Socializing in past week/last night 3. Emotional condition 4. Driver Concentration	1. Q&A 2. Q&A 3. Observation 4. Observation		<ul style="list-style-type: none"> ▪ Interview by Tenko Staff ▪ Tone of Voice check ▪ Answer consistency 	
		2.3 Fatigue Check	1. Rest Time check 2. Body balance during walk	1. > 6 hrs. 2. Walk straight		<ul style="list-style-type: none"> ▪ Interview ▪ Practical check 	 