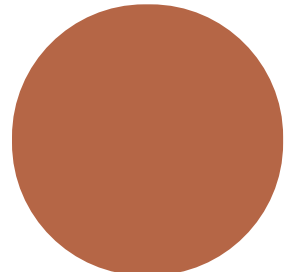
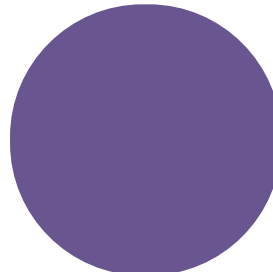
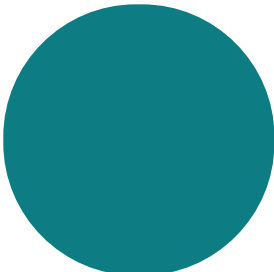


Human Capital Report

2025

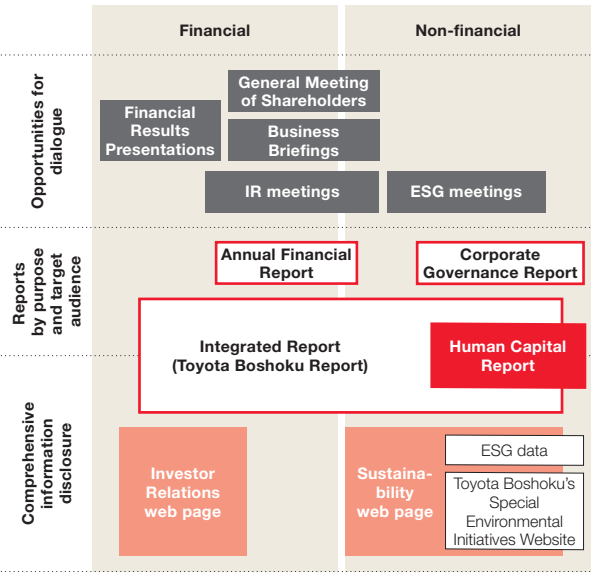


Purpose of the Human Capital Report

Based on our Vision, “Looking into the future, we will create tomorrow’s automobile interior spaces that will inspire our customers the world over,” we aim to be a company in which company members with diverse values and ways of thinking can cooperate and grow together. We have prepared this report because we believe that in order for our various stakeholders to better understand our company, it is necessary to clarify the challenges and goals of our current human resource strategy, and to publicize our initiatives in this area.

Going forward, we will maximize the value of human capital and enhance corporate value through dialogue and feedback on the content of this report.

Positioning of the Human Capital Report



Overview of Human Capital Management



CONTENTS

The company we aim to become
Message from the CHRO 02

Corporate and HR strategies
Key points of corporate and HR strategies 04
Human resource strategy themes and target 05

HR strategy—policies and KPIs
Increasing engagement 06
1 Clarification of required human resources 07
2 Securing of talented human resources 11
3 Support for growth 14
4 Penetration of Diversity & Inclusion 19
5 Pursuit of ease of working 23
6 Promotion of safety & health 25
7 Adherence to compliance and ethics 27
List of KPIs 29

Scope of reporting

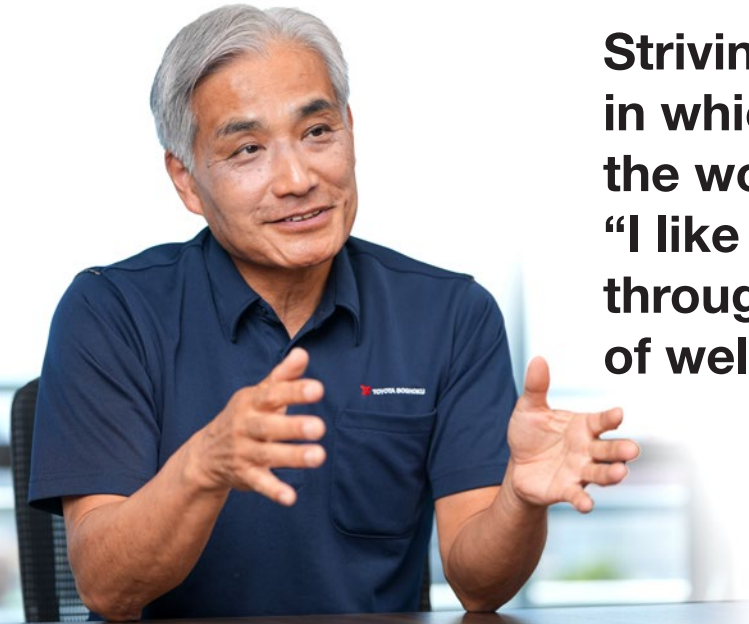
The information in this report applies to the Toyota Boshoku group in Japan and other regions throughout the world. However, the scope of reporting differs for each initiative. Information disclosure in this report is carried out using the reporting definitions shown on the right.

Toyota Boshoku group: Japan, The Americas, China, Asia, and Europe & Africa regions
Toyota Boshoku: Toyota Boshoku Corporation
Japan region: Toyota Boshoku Corporation and Japan affiliates

Period covered by the report

This report contains performance data for fiscal 2025 (from April 1, 2024 to March 31, 2025). Some information on activities outside this period are also included.

Message from the CHRO



**Striving to create a culture
in which people around
the world say,
“I like Toyota Boshoku”
through the realization
of well-being**

Yasuhiro Fueta

Chief Human Resource Officer

Thoughts on human capital management working toward our 2030 Target

The 2030 Target of the Toyota Boshoku group is to “become a company, as the Interior Space Creator, which realizes comfortable mobility interior spaces and contributes to solving social issues while expanding our product range and customer base.” To realize this, as our corporate strategy we are promoting four initiatives: “Enhancing planning & proposals capability and R&D capability,” “Acquiring MONOZUKURI competitiveness,” “Strengthening sales capability,” and “Strengthening the management foundation.”

In order to support sustainable growth, we attach

great importance to human capital management within “strengthening the management foundation,” and it is essential that we effectively utilize human capital to enhance our ability to execute strategy. By clarifying the human resources needed for our business and formulating a human resources portfolio, we are visualizing and optimizing the composition of human resources within the company. In addition, we have launched a global talent management system¹ as an initiative to achieve the digital transformation of our HR operations. By centrally managing HR information, we ensure more reliable alignment with HR policy, and maximize the value of human capital. Furthermore, by working to further improve the efficiency of routine HR operations, we aim to optimize business processes overall and further enhance convenience for company

members through shorter lead times and improved operational quality of all work.

Through such initiatives to strengthen our foundation, and in order to respond to changes in the automotive market and diversifying customer needs, we will accelerate our evolution into the Interior Space Creator capable of planning and proposing the entire automobile interior space.

Enabling diverse human resources to flourish in their own way

To enhance the effectiveness of human capital management and establish an environment in which diverse human resources can flourish in their own way, in fiscal 2025 we are operating a PDCA cycle for HR strategy using KPIs, and are steadily implementing initiatives allied to our corporate strategy.

For example, as a measure to encourage company members to take on new challenges, we are providing them with opportunities to broaden the scope of their careers, such as through the introduction of a trial in-house side job system and the dispatch of personnel to venture firms. In addition, through ENRG² activities and other initiatives, we are continuing to improve diversity and inclusion, creating an open workplace where people can express their frank opinions.

We are also focusing on developing systems that support flexible work styles according to different life stages, such as expanding support systems for balancing work with childcare and nursing care, and reviewing the compensation and evaluation systems when rehiring senior human resources.

Initiatives to achieve well-being and improve engagement

The realization of well-being is an important pillar of human capital management that supports our company members’ physical and mental wellness and

job satisfaction. Led by the Well-Being Promotion Department, a dedicated organization, and in cooperation with related departments, we are developing measures based on a medium-term roadmap, taking the seven themes of our HR strategy and the five elements of well-being as our starting points (see figure below).

In order to realize career satisfaction, in April 2025 we established a new dedicated organization, the Career Communication Room. In-house instructors, including career consultants, provide training and consultation opportunities to create an environment in

which company members can independently draw up and realize their own career plans.

Furthermore, in fiscal 2025 we revamped our employee survey and introduced the Toyota Boshoku Employee Experience Survey (EX Survey) in order to more accurately capture feedback from company members. We are expanding this globally from fiscal 2026. Through analysis of each workplace and comparison with other companies, we will effectively link the survey to HR strategy and workplace improvements, and increase company members' engagement.

Aiming to be a company that
resonates with even more people

Sakichi Toyoda's founding spirit, "For the world and for people," remains at the core of our corporate culture. We hope to carry on this tradition and continue to be a company that attracts and resonates with as many people as possible.

In recent years, the environment surrounding human resources has changed dramatically with the declining birthrate, aging population, increasing mobility of human resources, and improved business efficiency through generative AI, among other developments. In order to respond to these changes, it is essential to create an environment in which people with diverse identities are attracted to the Toyota Boshoku group and can continue to create new values and ideas together. We aim to be a company where all members are excited about new possibilities, take on challenges, and can flourish.

As one symbolic initiative, in fiscal 2025, on the occasion of the 20th anniversary of the three-way merger between Toyota Boshoku, Araco, and Takanichi, we created a company song, "TB Song",³ based on ideas gathered from company members. The TB Song incorporates the thoughts and feelings of each and every member, and as a symbol of our corporate culture it expands the circle of affinity both inside and outside the company, fostering a sense of togetherness.

It is important that we continue to grow by steadily implementing the cycle of human capital management in order to realize our desired status and the well-being of our company members, families, and customers.

We will strive for a tomorrow that is better than today, and to be conscious of people other than ourselves. We will also continue to promote our transformation into a company about which people the world over say, "I like Toyota Boshoku."

Correlation between our target for Well-being and HR strategy

Toyota Boshoku's desired status through the promotion of well-being	Clarification of required human resources	Securing of talented human resources	Support for growth	Promulgation of diversity and inclusion	Pursuit of ease of working	Promotion of safety & health	Adherence to compliance and ethics
Career satisfaction: Creating the environment for everyone to flourish	●	●	●				
Harmony of interpersonal relationships: Building good interpersonal relationships				●	●	●	
Mental and physical health: Living each day in a healthy state of mind and body			●		●		
Economic sufficiency: Eliminating concerns about one's financial future					●	●	
Connection to the local community: Fostering a sense of purpose through connection to the local community and others				●	●		●

Confirmation of progress using KPIs

- Human capital KPIs
- EX Survey

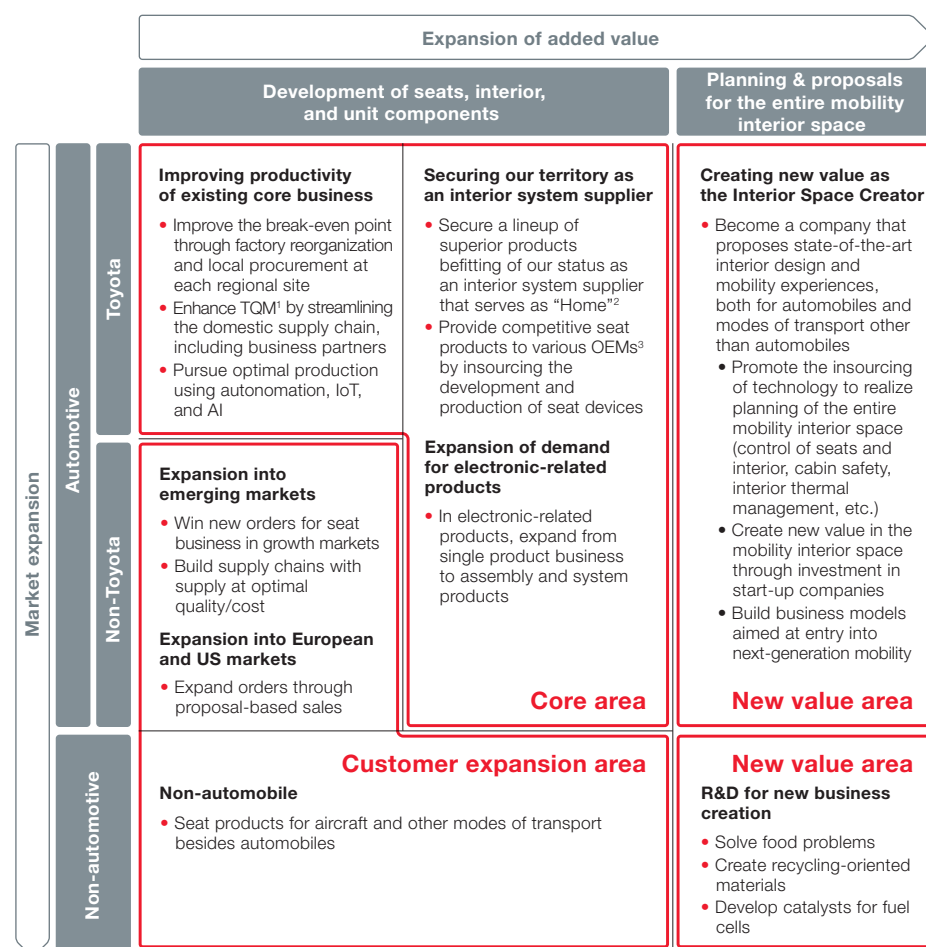
1 A mechanism to realize strategic human resource management by centrally managing, visualizing, utilizing, and coordinating HR information
2 Employee Network Resource Group: An employee networking group to hear direct feedback from company members and pass this on to management to resolve issues
3 Japanese: https://www.youtube.com/watch?v=fQYC0_HsK9Y, English: <https://www.youtube.com/watch?v=Fe2TA7osSDs>, Chinese: <https://www.youtube.com/watch?v=5gBxqoG7G3o>

Areas of activity for realizing corporate strategy

Based on our knowledge and technology in automobile interiors, we are in a position to provide value for the next generation of mobility and offer mobility services that match the demands of our customers. Leveraging this strength, we will focus on providing future-oriented mobility services and respond flexibly to market changes.

In addition, we have the potential to propose new value in a wide variety of markets outside the automotive sector, such as aircraft.

In order to draw out these possibilities and realize our corporate strategy, we believe it is important to pursue further added value and market expansion, and have defined three areas of focus as our areas of activity. (see p. 05) As part of our HR strategy, we will work to acquire the human resources needed in each of these areas.



Core area

We will enhance the quality of our MONOZUKURI, strive to improve efficiency through promotion of digital transformation (DX), and strengthen our competitiveness.

Definition

An area in which we create high-quality products and leverage our advanced technological capabilities to expand the types and functions of our products

Required human resources

- Human resources capable of strengthening the fields of electronic control and information technology
- Human resources who can fundamentally reform the way business is conducted by utilizing DX
- Maintenance personnel with expertise in both hardware and software
- Human resources with outstanding sewing skills

Customer expansion area

We will endeavor to expand existing markets and to enter into new markets.

Definition

An area in which we increase product sales to growth markets and build efficient supply chains to promote expansion worldwide, including into non-automotive fields (additional brands, geographic regions, sectors)

Required human resources

- Local executive human resources on a global basis
- Human resources with global planning and negotiation skills
- Human resources from different industries, who can re-examine business strategy
- Marketing personnel responsible for developing new markets and expanding our customer base

New value area

We will use innovative approaches to enhance the value we provide, and to cultivate new business fields.

Definition

An area in which we develop projects to address new types of mobility and future mobility spaces, make pioneering proposals for the CASE⁴ and MaaS⁵ markets, and conduct R&D for new business creation

Required human resources

- Human resources capable of creating new value through integration of advanced technologies and their insight into trends
- Human resources who can design spaces based on specialized fields such as Kansei engineering and ergonomics
- Human resources with the ability to think and act with an eye on the future
- Human resources who can solve social issues and help to create an enriched society

¹ Total Quality Management: To maintain a flexible and resilient corporate structure, aiming to increase the capabilities of humans, the organization and processes founded on the basic TQM philosophy of "total participation," "customer first," and "continuous kaizen."
² A business or region that is capable of creating added value on a Genchi-Genbutsu (go, see & study) basis and has competitive advantage compared to competitors.

³ Original Equipment Manufacture

⁵ Mobility as a Service: This is a concept for seamlessly linked new mobility that combines all types of transportation other than personally owned vehicles as one service

Human resource strategy themes and target

To realize our corporate strategy, we will address human resource measures under seven themes, and define the goal of each initiative as the “target.”

Human resource strategy

1		Clarification of required human resources	Aim to secure the required human resources in the three areas of activity in a timely and efficient manner by establishing systems for recruiting and developing human resources based on the human resource portfolio, and for monitoring human resource activities.
2		Securing of talented human resources	Strengthen the competitiveness of personnel recruitment required in the areas of activity in order to become an Interior Space Creator and expand globally.
3		Support for growth	From the perspective of seeking innovations for the future, aim to develop human resources who bring flexibility and creativity, and contribute to the growth of the organization as a whole through their deep knowledge as experts and understanding of a wide range of industries and business perspectives.
4		Penetration of Diversity & Inclusion	Aim to create an organization in which people with diverse backgrounds and values can create new value by respecting and optimizing each other's differences.
5		Pursuit of ease of working	Through the development of flexible, efficient, and creative work rules and an open workplace, encourage new challenges and create an environment in which company members can work happily with enjoyment.
6		Promotion of safety & health	Based on the belief that priority should be placed on safety and health at work, promote health management and safety & health management to realize an environment in which company members are both mentally and physically healthy, and can work with peace of mind.
7		Adherence to compliance and ethics	Aim for continuous organizational operation and a reliable environment by implementing initiatives as well as risk management to ensure adherence to compliance and respect for human rights.



Increasing engagement

Implement a cycle of engagement-led human capital management

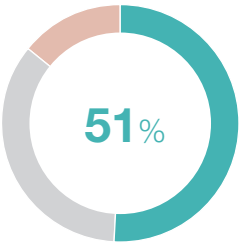
We aim to enhance corporate value through human capital management, allied to our corporate and human resource strategies. Within this process, we regard engagement as an important indicator for measuring the effectiveness of HR strategy and the health of the organization.

To identify this indicator, from fiscal 2025 we revamped our previous employee survey to the Toyota Boshoku Employee Experience Survey (EX Survey), which enables comparison with our peers. As well as objectively understanding how our own company is positioned, we can clearly identify those factors that affect engagement through an immediate analysis from perspectives including gender, age, and job type. Additionally, the results are distributed to the workplace immediately after survey completion. This encourages rapid reflection and response, thereby realizing a cycle of improvement.

From fiscal 2026, we will expand the scope of this process to regions outside Japan.

Engagement KPI: Positive response rate (FY2025, Toyota Boshoku)

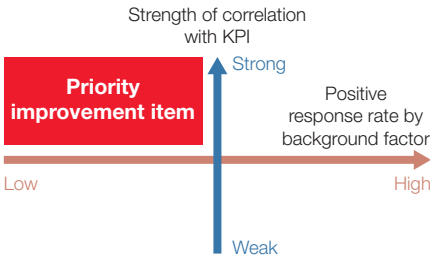
■ Positive response ■ Neutral response ■ Negative response



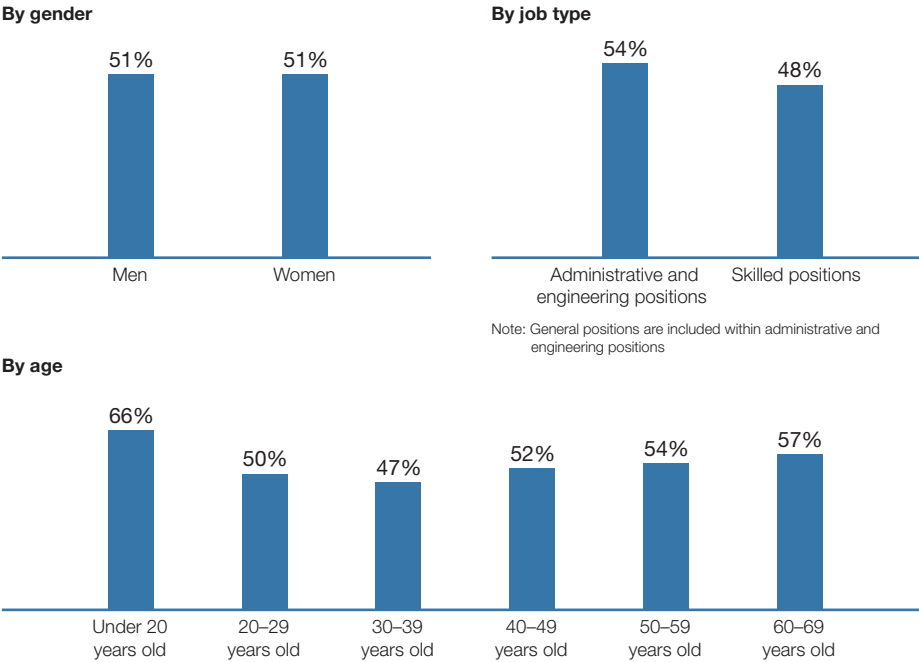
Facilitating improvements in the workplace

In addition to the Engagement KPI, we also investigate the background factors.

Items that are highly correlated with engagement but are rated low by company members are positioned as priority improvement items (see figure on the right), and we are developing and implementing action plans at each workplace.



Engagement KPI: Analysis of positive response rate by attribute



Analysis of current situation

No difference by gender is observed, with men and women at the same level of engagement. By age group, the engagement rate tends to be low among younger members (20s-30s) and high among seniors (50s-60s). By job type, the rate is lower for skilled positions and higher for administrative and engineering positions.

Future response

We analyze the survey results in detail, and develop specific improvement measures from the outcome. As well as improvements at the workplace level, we also focus on resolving attribute-specific issues. For example, we provide opportunities for younger members to delve more deeply into the reasons and suggest improvements. Through these initiatives, we aim to operate the PDCA cycle even more effectively and increase engagement throughout the organization.

1 Clarification of required human resources

Aim to secure the required human resources in the three areas of activity through systems for recruiting, developing, and monitoring human resources

We are formulating our human resource portfolio by analyzing medium-term market changes, technological advances, and competitive trends, and by clarifying the quality and quantity of human resources needed. By regularly monitoring the progress of our plan, conducting reviews, and linking this to hiring and training measures, we will realize prompt and appropriate HR recruitment.

Furthermore, with regard to the success of the human resources we have secured, we have established specific KPIs and evaluation criteria, and are building a system that will allow us to continuously monitor their adaptability and results.

We are also promoting the appointment of local personnel to senior posts at business sites in countries outside Japan and at Regional Management & Collaboration Hubs, and are also pressing on with initiatives to optimize seconded coordinator posts (Japanese non-line managers) and shift returning employees to new areas.

Through these initiatives, we will implement optimal use of human resources throughout the company and contribute to enhancing the performance of the entire organization.

Priority policy

Formulation and utilization of a human resources portfolio

We are formulating and continuously updating our human resource portfolio to promote HR policies allied to our corporate strategy. In fiscal 2025, we focused on DX-related skills, which are expected to be in short supply in the future, and surveyed and visualized the composition of employee skill levels. In addition to strengthening our recruitment strategy to secure digitally savvy human resources, we are also actively engaged in training measures to improve the skills of existing company members.

Personality aptitude tests were also used to visualize the composition of human resource types within the company. Based on the results of the analysis, we are promoting the optimization of recruitment, training, and placement, as well as the optimization of workplace management according to each individual's characteristics.

We will continue in our efforts aimed at improving the quality of our human capital, and on making strategic use thereof.

Skills we must secure in particular toward 2030

DX skills	
	• AI engineering • Software engineering • IoT engineering

Definition of DX skill	
① Reformer human resources	Strategy planning through digital tool utilization
② Specialist human resources	Promote DX through utilization of advanced specialized skills (e.g., AI, IoT, software)
③ Foundational human resources	Implement work reform through utilization of DX

Measures to secure personnel with DX skills through recruitment, training, and placement

	Measures to secure human resources	Training methods
① Reformer human resources	External support (e.g., outsourcing)	• Seek external support (e.g., outsourcing) • Train future executive candidates in leadership and DX skills
② Specialist human resources	Training through inter-divisional transfers (Internal open recruitment)	• Promote DX through placement in a dedicated business reform organization for DX practices in the division of origin • For a set period after placement, take part in a training program to acquire skills
③ Foundational human resources	Internal support	• Experts and experienced members from other divisions provide support to address DX issues

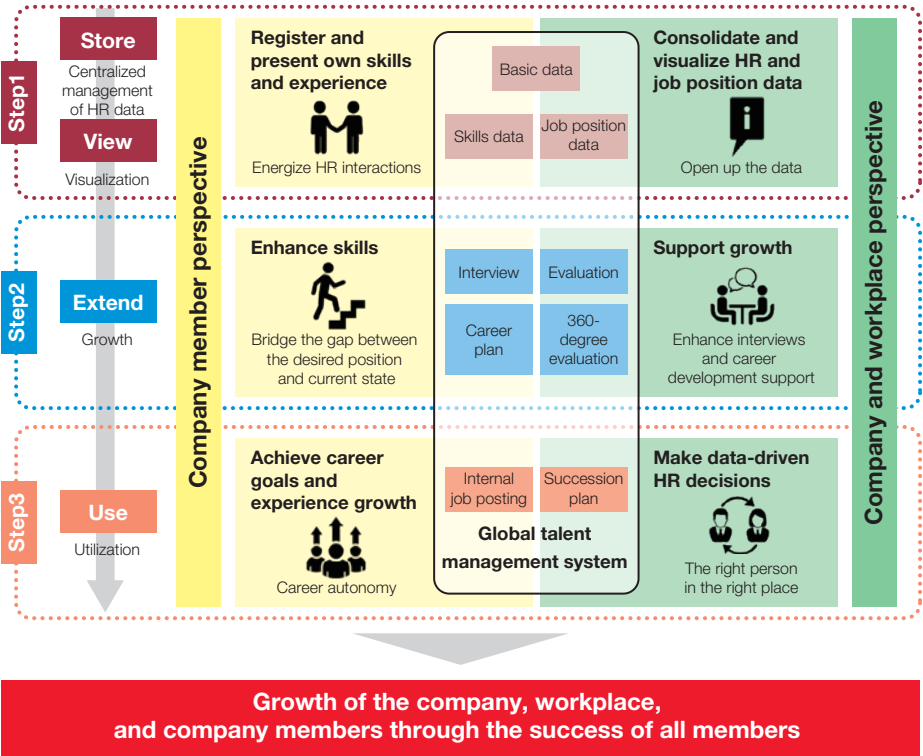
1 Clarification of required human resources

Priority policy

Introduction of a global talent management system

We are working to refine our human resources portfolio with the aim of creating an organization that can respond flexibly and rapidly to changes in the business environment. As part of this, we are introducing a global talent management system to centrally manage human resource information for each HR management process, including recruitment, placement, training, and evaluation.

Target



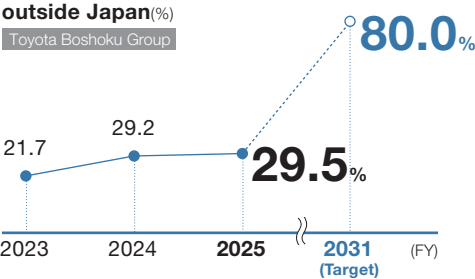
Priority policy

Promote appointment of local personnel to senior posts at sites outside Japan and shift resources to new areas

It is important to operate existing business entities, including those outside Japan, under a leaner structure and accelerate the shift of resources to new business domains in order to realize our 2030 Mid-term Business Plan. To this end, we are promoting the appointment of local personnel as the presidents of business entities and the heads of Regional Management & Collaboration Hubs outside Japan, while promoting optimal assignment of human resources including reducing the number of Japanese coordinators.

In fiscal 2025, we drew up plans for each fiscal year, including optimizing the assignment of Japanese coordinators, aiming for 80% local company members by 2030. From fiscal 2026 onward, we will steadily implement the plan by formulating succession plans in May each year and continuing to develop human resources.

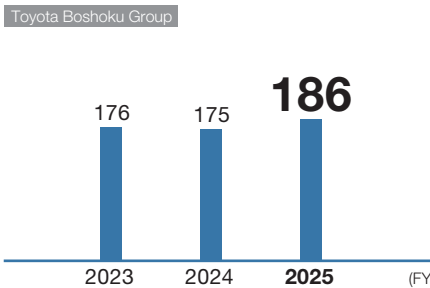
Percentage of local company members in positions such as presidents of sites outside Japan(%)



Analysis of current situation

The percentage of local personnel appointed to senior posts at sites outside Japan is steadily increasing along with progression in training and development. Meanwhile, there was a temporary increase in the total number of Japanese coordinators, partly due to new dispatches of personnel to handle newly initiated projects in each region.

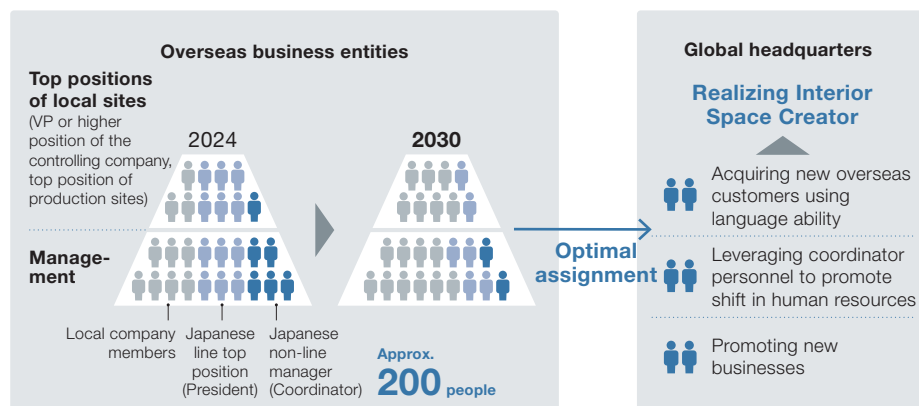
Number of coordinators



Future response

In February 2025, we developed a plan for each fiscal year to achieve our 2030 goals. To achieve these plans, we will continue to hold discussions at each Regional Succession Committee (RSC) every May on personnel development and optimal job assignment. We also plan to gradually reduce the total number of Japanese coordinators.

1 Clarification of required human resources



INTERVIEW WITH TOYOTA BOSHOKU MEMBER

Communication and trust nurture the next generation of leaders



Umash Ramkalawon

Sanage Seat Manufacturing Division
Deputy Division General Manager

I have over 20 years of experience in the South African automotive industry and had served as Vice President at Toyota Boshoku South Africa (TBSA). Since April 2025, I have been assigned to the Toyota Boshoku Japan Head Office (TBJ) under the ICT* program, and was appointed as the Deputy General Manager of the Seat Manufacturing Department at the Sanage Plant. As part of promoting the 2030 Mid-term Business Plan, we are working to standardize manufacturing processes that can be applied globally.

The work environment at TBJ is rooted in mutual respect and adherence to the rules, and I was really impressed at the positive attitude toward adopting new values with future aspiration. During the first two to three months of my assignment, I was able to build relationships of trust with everyone at the manufacturing worksite, not only

through discussing business operations, but also by actively chatting about my own life experiences.

I have also been able to gain a deeper understanding of our future strategy through increased communication and meetings with management. I believe that by communicating this understanding clearly to my colleagues in the Europe and Africa region, I can also contribute to global collaboration.

I have already interacted with more than 100 key members at each of TBJ's plants. I would like to continue to expand my network internationally while valuing the relationships of trust I have built here. Our goals for the next 10 years are to further develop leaders from South Africa who can flourish globally, expand TBSA's business portfolio, and make Toyota Boshoku a company that is people's first choice to work for.

* Intra Company Transferee: A human resources development system in which members of group companies outside of Japan can enhance their practical skills at Toyota Boshoku through Genchi-Genbutsu (go, see & study) experience



Family members visiting Japan during the ICT period

Priority policy

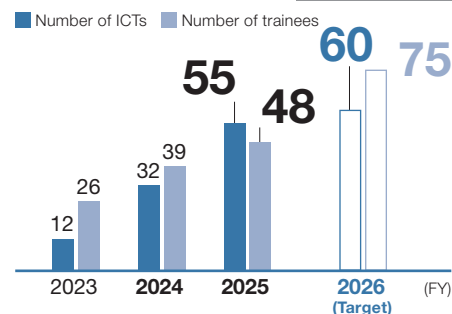
Promote globalization of Japan head office

We believe that, in parallel with the appointment of local personnel to senior positions at sites outside Japan, advancing the globalization of our Japan head office and building systems that enable smooth collaboration with local staff are essential for effective and sustainable global business operations. To this end, we are actively promoting international personnel exchanges through the ICT program, under which local staff at sites outside Japan are dispatched to our head office in Japan, and the trainee program, under which young personnel from our Japan head office are dispatched to sites outside Japan.

Through these systems, we aim to facilitate communication across countries and sites, deepen mutual understanding, and promote business in a globally optimized manner.

1 Clarification of required human resources

ICT and Trainee schemes Toyota Boshoku Group



Analysis of current situation

With the conclusion of the coronavirus pandemic, the number of both ICT and trainee dispatched personnel is recovering. The number has been approaching the pre-pandemic level of 40 people. In fiscal 2025, the ICT program was partially revised to increase the number of dispatches, by easing the temporary home-leave system, allowing family members to accompany dispatches, and conditionally permitting dispatches of under one year.

Future response

We will continue to carefully verify the effectiveness of new measures in the ICT program and make improvements based on feedback from dispatched personnel, while promoting the development of an environment that enables smooth and flexible dispatching.

In addition, we will review the dispatch plans and effectiveness measurement of the trainee program so that young members can broaden their perspectives through experience at sites outside Japan and flourish as global leaders in the future.

• English Improvement Project

With the aim of developing human resources capable of working on a global scale, our head office in Japan is promoting initiatives to improve English language skills. Aiming to achieve a level of direct communication with the Local executive of entities outside Japan, we are encouraging company members to use English in their actual work by creating an environment where they can learn from each other in an independent and proactive manner. This not only improves language skills, but also strengthens respect for diversity and broadens networks.



English Café

INTERVIEW WITH TOYOTA BOSHOKU MEMBER

Overcoming anxiety about speaking English —Devising the English Improvement Project



Jarrett Daniel Wade

HR Strategy Division

I was working in human resources at Toyota Boshoku America (TBA), but encouraged by my boss at the time — and driven by my own desire to learn about human resources development more systematically — I decided to take advantage of the ICT program and transfer to the Toyota Boshoku Japan Head Office (TBJ).

TBJ has launched the TB Eigo Dojo¹ (English language Dojo) and English Café² as part of its English Improvement Project. Here, the aim is to allow everyone to learn English in a relaxed atmosphere. I believe that anxiety about speaking is one of the biggest barriers to learning English. That is why we provide a space for casual

conversation and support participants in speaking confidently and naturally. We place importance on creating an atmosphere in which people feel comfortable talking to each other without worrying about mistakes.

I have faced language barriers myself, but I realize that these barriers can be overcome through the use of translation tools and a willingness to try to understand each other. Everyone perceives issues differently, and the same issue may look completely different to different people. I often explain this by comparing it to a beach ball. Just as a beach ball can be seen in different colors depending on where you are standing, the same task looks completely different depending on the angle from which you view it. That is why I believe that by respecting each other's viewpoints and engaging in open dialogue, we can truly understand each other.

Through the English Improvement Project, I believe TBJ's globalization will steadily progress. We should accelerate this trend and further expand our ICT program so that even more company members will have the opportunity for Genchi-Genbutsu (go, see & study) experience. We also hope to contribute to the development of human resources who can flourish globally and put the values of the TB Way into practice.

¹ An in-house portal site for sharing information on in-house English language activities and supporting English learning
² A place to enjoy relaxed conversation in English

2 Securing of talented human resources

Strengthen the competitiveness of personnel recruitment required in the areas of activity in order to become an Interior Space Creator and expand globally

In an increasingly competitive market, the key to our success as an Interior Space Creator will be to secure the best talent. We will realize our corporate strategy by clearly setting out the skills and experience needed for the three areas of activity, and by proactively bringing in talented people who match these requirements.

In terms of our recruitment target, we will broaden the area beyond Japan to the global market, to secure personnel from diverse backgrounds who match the region and requirements.

In addition, company members involved in hiring activities convey the appeal and values of Toyota Boshoku effectively in their own words, thereby attracting people with whom this resonates as new recruits. Through such initiatives, mutual understanding between the company and prospective employees deepens, helping to minimize any gap after they actually join the company.

Once they have joined, we carefully follow up with new recruits to ensure smooth communication in the workplace, through individual meetings between the new recruit and HR staff, as well as through training for supervisors and senior personnel.

Through these onboarding initiatives, we retain valued talent and have them quickly play an active role in the company.

Priority policy

Expand the recruitment of new graduates for administrative and engineering positions

- **Organizing internships and holding recruitment events**

We host 1- to 3-week internships during the summer. Our program aims to let students experience the actual business of our company before they begin job-hunting, and to help them draw up an image of their future career. In fiscal 2025, we conducted the program with 62 themes, and 75 students participated.

Many participants commented that they had gained a deeper understanding of the business and a clearer image of the work through interactions with company members, with a high satisfaction rate of 96%. Among those who experienced internships, just over 70% went on to apply for recruitment as new graduates, and 40 ultimately received job offers.

We also host a variety of recruitment events throughout the year, including seminars, open days, company briefings, and roundtable discussions. They provide students with the opportunity to interact with many of our senior company members and gain a better understanding of how we work and the careers we offer.

- **Introduction of course-based recruitment**

In recent years, students' career aspirations have become increasingly clearly defined, and therefore we have introduced "course-based recruitment," which guarantees students the division to which they will be initially assigned. As well as maximizing students' expertise, the system encourages independent career development by clarifying the individual's initial career track, thereby also helping to minimize any gap after they join the company.

In fiscal 2025, the first year of introduction, the recruitment paths were carefully selected, and they were limited to certain divisions. The acceptance rate of preliminary job offers for the applicable courses was high at 79%. In a follow-up questionnaire, many commented that their concerns about their own career development had been resolved because they had been assigned to their desired position. For fiscal 2026 and beyond, we aim to establish more courses where assignment to a specific division is guaranteed, and to realize recruitment activities that satisfy both the company and students.

2 Securing of talented human resources

INTERVIEW WITH TOYOTA BOSHOKU MEMBER

Summer internship to paint an image of my future career

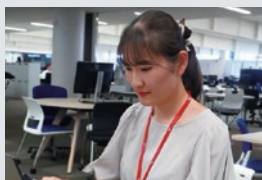


Sae Katsuro
Interior & Exterior Trim
Design Division

My research topic in post-graduate studies was LED, and I was also interested in the interior illumination I saw at the Tokyo Motor Show.* Therefore, I applied for an internship with an illumination-related theme. Many company members worked closely with the interns and understood our concerns. I was deeply impressed by the good character of all the company members, and the positive work environment, where, despite changes in lifestyle, I felt I could advance my career. These points led me to apply to work at Toyota Boshoku.

Currently, I am involved in advanced development related to interior and exterior illumination. I also participated in the technology exhibition, where I saw items I had worked on being displayed, which gave me a sense of satisfaction in my work. Going forward, I would like to build experience in a division closer to product commercialization, and apply the skills and knowledge I gain there to product creation.

* Now the Japan Mobility Show
Toyota Boshoku Official Instagram:
https://www.instagram.com/toyotaboshoku_official/reel/DN7rheeDyIC/
(Japanese only)



In the workplace

Priority policy

Expansion of mid-career recruitment for administrative and engineering positions

• Referral recruitment (hiring of persons introduced by company members)

We proactively encourage referrals to secure talented human resources through introduction by company members. We hired 16 new members in fiscal 2025 and intend to further expand the system in fiscal 2026. Our system of referral by company members, who have a good understanding of our corporate culture, is extremely

effective in identifying people who are the right fit. By recommending people with whom the introducers themselves would like to work, the new recruits can immediately play an active role in the company, and we believe this system also leads to their longer-term retention.

• Alumni recruitment (rehiring of former company members)

By welcoming back leavers who are familiar with our culture and operations, we can assimilate knowledge gained outside the company and accelerate the pace of organizational culture change and technological innovation. Six people were recruited in fiscal 2025.

INTERVIEW WITH TOYOTA BOSHOKU MEMBER

Forging my own career path from mid-career entry



Kento Miura

Senior Specialist,
Comfortable Performance
Evaluation & Engineering Division

I joined the company mid-career in 2018, and I am currently working in technology R&D related to seat durability and ride quality. I analyze and quantify the factors required in the use of seats by people, based on scientific principles, and make proposals that can be applied to product development. We strive to enhance sensory value through technology, while always placing importance on staying close to the human perspective. I am also actively learning about new technologies such as AI, and applying this to my work.

As a mid-career hire, I have realized that Toyota Boshoku has a culture that respects diverse backgrounds and allows each individual to make the most of their own experience. The training system has also improved over the years, and the support structure has also been further developed. Also, by proactively communicating one's own thoughts and the challenges one wishes to take on, members will naturally expand their connections with those around them and broaden their field of activity.

In January 2024, I was promoted to Senior Specialist and began to take on new roles, including leading a team. The broadening of my responsibilities has also broadened my horizons, and it is a joy to generate results while collaborating with even more people.

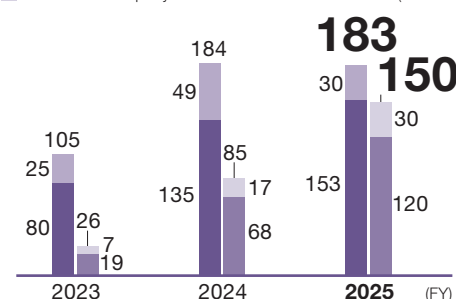
I would like to continue to promote R&D from a human perspective and further hone my expertise as a specialist by making the most of my background.

2 Securing of talented human resources

Number of new graduates / mid-career recruits for administrative and engineering positions by gender

Toyota Boshoku

- Number of company members recruited as new graduates (Men)
- Number of company members recruited as new graduates (Women)
- Number of company members recruited mid-career (Men)
- Number of company members recruited mid-career (Women)



Analysis of current situation

The number of hires is increasing each year. Due to the declining birthrate and aging population, as well as the expansion of other companies' hiring pools, it is becoming increasingly difficult to secure talented human resources.

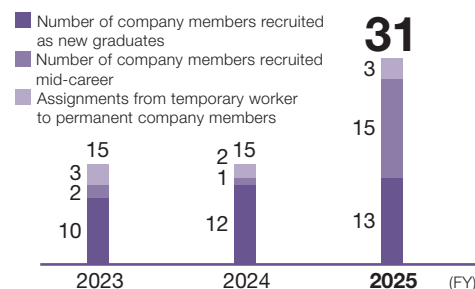
Future response

In new graduate recruitment, we will strengthen visits by company alumni and expand course-specific recruitment where a specific assignment is guaranteed. With mid-career recruitment, we have a system in place that allows for a direct approach from the recruiting division to job seekers. We will also actively promote the appeal of our company by enhancing our housing support program and other measures.

Proactive recruitment of foreign nationals and persons with disabilities

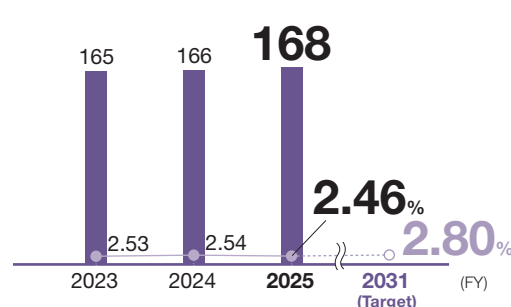
Number of foreign nationals recruited

Toyota Boshoku



Number and ratio of persons with disabilities recruited

Toyota Boshoku



Analysis of current situation

The employment rate of persons with disabilities decreased year on year in fiscal 2025 due to an increase in the number of employees, which served as the denominator in the calculation. On the other hand, the number of non-Japanese individuals being recruited continues to grow year on year, demonstrating the results of our proactive recruitment activities.

Future response

With the statutory employment rate of persons with disabilities to be raised to 2.7% from July 2026, further strengthening of recruitment will be necessary. We will focus on building recruitment routes in cooperation with special needs schools, and on creating a reassuring working environment for new recruits.

We engage in proactive recruitment of foreign nationals and persons with disabilities, with a view to enhancing our diversity. In fiscal 2025, 20 foreign nationals and 11 persons with disabilities participated in each of the internships.

The internship program for foreign nationals provided participants with an opportunity to gain a concrete image of working at Toyota Boshoku through work experience lasting approximately two and a half months. During this period, communication in the workplace was conducted in English, which also helped to improve members' English proficiency and promote cross-cultural understanding. At the final stage, a joint presentation was held in English, attended by officers and members of each division. Through feedback from management, we aimed to further enhance the participants' understanding of the company and their desire to grow.

<Number of participants by nationality>

United Kingdom (7) Korea (2) Thailand (2) Canada (1) Egypt (1) France (1) Germany (1) Hungary (1) India (1) Lithuania (1) Malaysia (1) Slovakia (1)

Priority policy

Strengthening retention support

We implement a variety of measures to help new hires quickly become familiar with the workplace and achieve personal growth. Each new graduate recruit is assigned a senior member who serves as a mentor in the workplace, providing support for their growth through on-the-job training (OJT) and regular follow-up interviews, as well as through workplace and company-wide OJT results presentations held after one year in which officers also participate. In addition, monthly questionnaires are used to assess the psychological state of new graduate recruits and mid-career hires, along with supervisors' assessments, and appropriate support is provided as needed.

In fiscal 2026, we established a portal site for mid-career hires, providing the necessary information for both the new recruits and the receiving workplaces. This helps to ensure a smooth start-up by providing new members with information on the procedures, training, and support available, while providing the receiving workplaces with information on preparatory matters and response flows.



Company-wide OJT results presentation

3 Support for growth

Aim to develop flexible and creative human resources who can contribute to organizational growth through their expert knowledge and wide-ranging perspectives, leading to innovation for the future

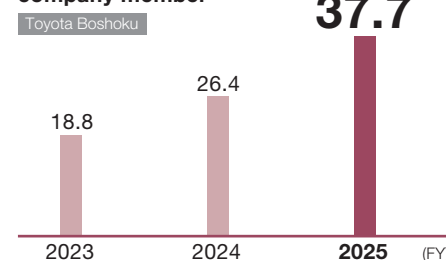
In order to develop human resources capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork, we train and appoint people globally who can demonstrate well-balanced abilities based on the TB Way competencies, which define the type of people we are looking for and the standards for job performance.

To nurture human resources who can play an active role in each of the three areas of activity, we are focused on developing executive and management-level personnel, providing training and career opportunities beyond an individual's own area of expertise, and cultivating digital human resources. In particular, we will bolster skills and technical capabilities in the core area, and global responsiveness in the customer expansion area. In the new value area, we are also strengthening our focus on developing executive and management-level personnel who are capable of making pioneering proposals and constructing new business models. Also, by enhancing measures that allow each individual to independently consider their career, and systems that encourage them to tackle challenges, we will continue to support their growth.

Priority policy

Promote development of human resources

Average training hours per company member



Analysis of current situation

We are strengthening support for growth, and since fiscal 2022, the average number of training hours per company member has increased year on year through measures such as expanded DX training throughout the company.

Future response

We will enhance the content of our training to further increase the level of understanding and satisfaction with each program, and improve practical skills in the workplace. In addition, we will expand eligibility for career design seminars, and strengthen measures to improve English proficiency.

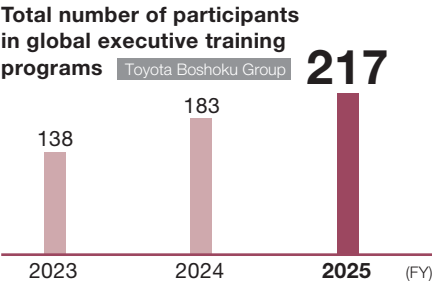
We have systems in place within our organization to develop and support the growth of human resources, based on workplace on-the-job training and a human resource development cycle, as a development process whereby each individual company member can proactively shape their own career. Also, to enable each member to think independently about their own career, we are establishing mechanisms for continuous growth by offering career development, opportunities to tackle challenges, and off-the-job training to enhance their capabilities based on job grade, as well as support for self-development. Furthermore, to facilitate development of executive management successors, we discuss candidates at our succession committees globally, and strive to enhance the skills and capabilities required of managers through development programs and assignment to challenging posts.

• Next100 Selection

For the systematic development of future management resources, we are implementing a global executive training program by selecting 100 human resources, primarily young people, women, and non-Japanese members, who will be the future leaders of the Toyota Boshoku group. We are also engaged in initiatives including group and cross-divisional discussions at the Global Succession Committee (GSC) and Regional Succession Committee (RSC) regarding training and optimal placement.

3 Support for growth

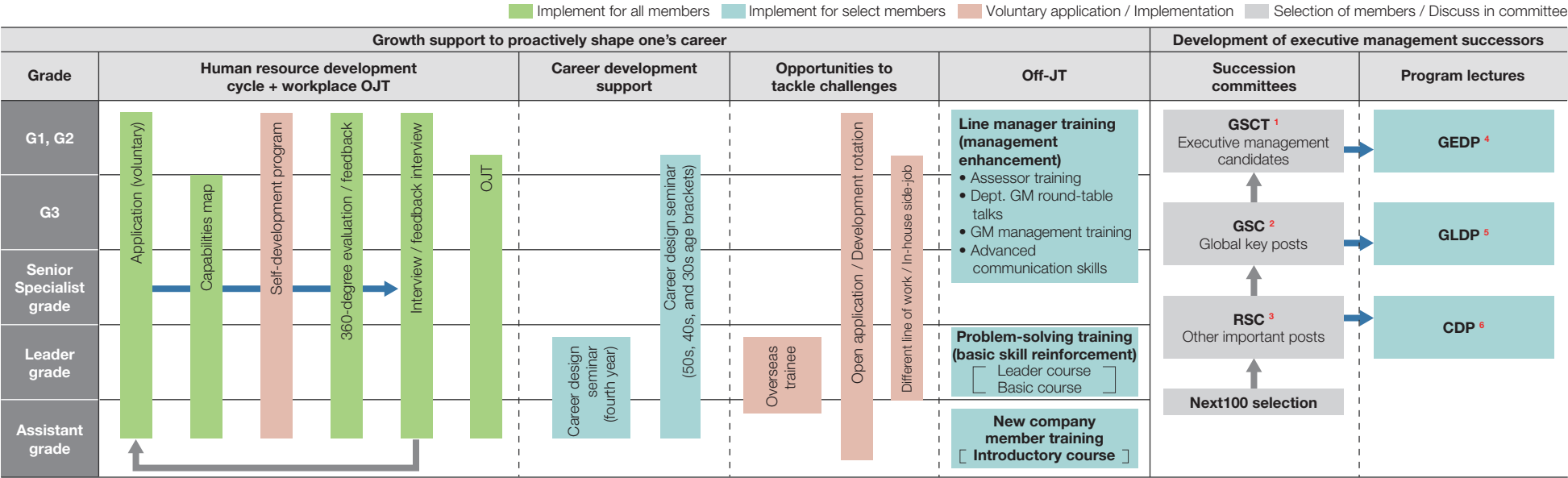
- Implementation of global executive training programs (GEDP, GLDP, CDP)
The Global Executives Development Program (GEDP⁴) and Global Leaders Development Program (GLDP⁵) are implemented to develop next-generation candidates for executive management who can lead the future of the Toyota Boshoku group, while the Creators Development Program (CDP⁶) is implemented to develop young leaders who can realize “I like Toyota Boshoku.” In fiscal 2025, 63 people participated, and the cumulative number of participants in the global executive training programs since fiscal 2022 has increased to 217.



Analysis of current situation
The total number of participants in the global executive training programs has increased year on year since fiscal 2022.

Future response
We will measure the effectiveness of the programs a few years after their implementation, and in fiscal 2026, we will continue to improve our programs to further enhance practical skills in the workplace.

- Developing executives and future managers (GSCT, GSC, RSC)
We have established forums for management heads and operating officers to discuss development of successors. Each year, they hold ongoing discussions regarding future assignment and the development plans to prepare for this: Global Succession Committee by top executives (GSCT¹) discusses executives, Global Succession Committee (GSC²) discusses heads of sites and at Regional Management & Collaboration Hubs outside of Japan, and Regional Succession Committee (RSC³) discusses other important posts.
- Implementation of 360-degree feedback
We strive to promote growth through self-realization and behavioral change by each company member to create a more open workplace. We provide opportunities once a year for feedback from various perspectives, including supervisors, subordinates, colleagues and other divisions, to help members understand how others view their professional conduct. The system was implemented within the company for a total of 3,200 members at Senior Specialist (section chief class) and above, and will be expanded in fiscal 2026 to include 500 managers of the Toyota Boshoku group, taking the total to 3,700 participants.



1 Global Succession Committee by Top Executives 2 Global Succession Committee 3 Regional Succession Committee 4 Global Executive Development Program 5 Global Leader Development Program 6 Creators Development Program

3 Support for growth

Priority policy

Support of career autonomy

• Establishment of a new Career Communication Room

In April 2025, we launched the Career Communication Room as a new dedicated organization to help members proactively envision their career paths and achieve career satisfaction throughout their lives. Additionally, to promote career autonomy, in fiscal 2025 we implemented a variety of measures, including lectures by experts, career consultation sessions by nationally qualified in-house career consultants, and seminars for company members in their fourth year of employment and in their fifties, respectively.

• Implementation of supervisor-subordinate career interviews

We have revamped the existing self-assessment system to enable each individual to independently consider their own career, and introduced the new system in fiscal 2026. By thinking about their desired career plan in interviews together with their supervisor, the system encourages autonomous career development for company members.

<Company member comment>

- I was able to reconsider my own values and future working style.
- I felt motivated to take action for my future career.
- I was able to communicate my career plan to my supervisor and also understand their expectations.
- I'm grateful to have the opportunity to discuss things with my supervisor that I wouldn't normally be able to talk about.

• Promotion of in-house application system

Company members consider their own careers and work to build an environment where they can take action and achieve their goals. Previously, we had an in-house open-application system (Job Posting) in place for veteran members aged fifty and over, aimed at utilizing their knowledge. In fiscal 2024, we introduced an additional system for under-50s (Job Challenge).

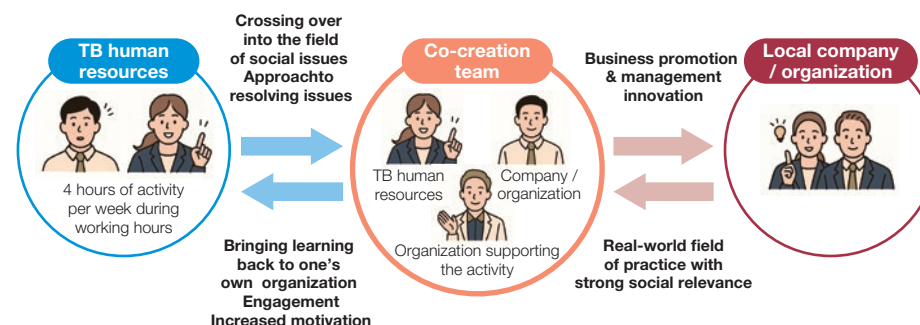
In fiscal 2025, we expanded the Job Challenge system, including increasing the number of applicants. There were 29 applicants for the 23 positions offered through Job Posting, of which 18 were transferred. In addition, 62 company members applied for the 85 jobs offered through Job Challenge, 30 of whom had job transfers. We will encourage the effective use of these systems by discussing future careers at career interviews.

• Introduction of an in-house side-job system

In order to create opportunities for company members to expand their own perspectives and careers, we started a trial in-house side-job system in fiscal 2025, limited to certain divisions. With this system, members can experience work in other divisions for eight hours each week. Eight members applied for the 10 offered positions, and all of them experienced in-house side-jobs. We plan to formally introduce the system company-wide by the end of fiscal 2026.

• Implementation of TB Share Pro activities

Since fiscal 2024, we have conducted TB Share Pro activities, with the aims of helping members gain new knowledge through cross-border studies and providing them with challenges that can lead to business innovation. In fiscal 2025, eight participants were divided into three teams, collaborating for five months with three companies with which they have no day-to-day business relationship. They worked to solve problems such as creating a business plan, developing sales channels, and improving brand recognition in order to help realize the ideal state the companies were aiming for. Through these activities, participants gained new knowledge and realized personal growth, and following the experience, they are continuing proactive efforts for further self-development. In fiscal 2026, we will further promote activities aimed at developing people capable of contributing to society.



• Introduction of an external dispatch program

As a way of encouraging company members to take on new challenges and gain experience in a business environment different from their own, in fiscal 2025 we introduced a program for dispatching members to venture companies. The goal is for participants to acquire the ability to propose commercialization plans, and to gain a flexible mindset, a sense of urgency, and inventiveness by experiencing the organizational and business processes unique to venture companies. This will allow them to develop a broader perspective and the capability of leading an organization.

3 Support for growth

Implementation of Re:act and We:ave programs

We are implementing two programs, Re:act and We:ave, with the aim of expanding our business fields and developing leaders for the creation of new businesses.

In fiscal 2025, a Re:act event was held, integrating hands-on exhibits, workshops, and lectures by outside speakers on the theme of work styles and work environments. It was attended by over 600 company members. In an effort to broaden the base of those participating in We:ave, a practical training program for innovation, we have established the We:ave Zero program, in which participants are challenged to propose a project on an organizational issue. Seventeen members are taking part, and since April 2025 they have been working to draw up an ideal image of their own organization for 2030 and compile the actions necessary for its realization, with the support of outside experts.

INTERVIEW WITH TOYOTA BOSHOKU MEMBERS

Making dreams a reality



Takahashi Akinori

Seat Advanced Development Division
Senior Specialist

Active members of the second phase of
We:ave Basic program from October
2023 to September 2024

I applied to join We:ave because I wanted to see things from multiple perspectives by experiencing diverse values, and to come up with innovative ideas. Under the theme of improving farmers' earnings, I tackled a new business of turning out-of-spec vegetables into powder. The aim was to change the current situation in which farmers are unable to sell such produce and incur disposal costs, despite the painstaking care they put into growing it. I was acutely aware of how hard it is to gain trust when doing business without the backing of a company name, but after several visits at which I conveyed my enthusiasm, one sake brewer told me that I'd made them want to give it a try. This left a strong impression on me.

Drawing on my experience of new business planning, I'm now proposing the creation of an organization that encourages the generation of ideas for advanced development from the customer's perspective. I aim to continue valuing the connections between people, and to enable a culture of innovation to take root.



Mitsuyo Yamada

Kariya Plant, Engineering Staff Department

I applied to join We:ave because I wanted to acquire the ability to think and act on my own. My activity was based on the theme of recycling shoes that are discarded as children grow up, and I planned a service to facilitate the smooth selection of shoes. Through interviews with parents and guardians, I learned the importance of eliciting people's true feelings and gaining their empathy. By repeatedly refining my ideas and focusing on what truly interested me, I also developed the ability to overcome my doubts.

I realized that when many people come together, this generates a variety of ideas, so now I'm working to create user-friendly equipment while listening to feedback from the operators. I intend to continue setting myself challenges while getting others involved.



Practice for presentation of results



Actual presentation of results



FY2025 Re:act



FY2026 We:ave Zero

3 Support for growth

Priority policy

Strengthening and developing skills

• Establishment of DX Lab

To further expand the use of digital technology in skills-based workplaces, we launched DX Lab, a skills-based DX training course. This program provides digital education on AI and IoT application development to young and mid-career company members in skilled positions selected from each workplace, and fosters human resources who will be able to succeed as DX Promotion Leaders. Participants bring in their own workplace issues to the training and learn to solve them using digital technology. After completing the program, they serve as Leaders in their respective workplaces, training junior members and accelerating digital transformation.

Going forward, we plan to further enhance our initiative to develop digitally savvy human resources in a wider range of areas. We will achieve this by expanding the program from skills-based workplaces to administrative areas, and through linkage to problem-solving training.

• Training for WorldSkills Competitions at Toyota Boshoku Technical Skills Academy

At the Toyota Boshoku Technical Skills Academy, our in-house training academy, students acquire practical skills and knowledge through training structured around the four pillars of “mind and body,” “skills,” “knowledge,” and “global.” Academy graduates selected as skills competition entrants focus on developing specialized skills with the goal of winning at National Skills Competitions. All of the participants give their all in their daily training to achieve the best results in the limited time available.



Plastic Die Engineering category



Autonomous Mobile Robotics category

INTERVIEW WITH TOYOTA BOSHOKU MEMBER

A bronze medal on the global stage, passing on skills to the next generation



Yuto Shibata

Toyota Boshoku Technical Skills Academy

Since joining the company, I have learned the basics and honed my skills as a student at the Toyota Boshoku Technical Skills Academy. In high school, as the head of the robotics club, I developed a resourceful and proactive attitude and the imaginative skills necessary for manufacturing. I have now applied this to my current work. In my third year with the company, I won a gold medal at the National Skills Competition and had the opportunity to represent Japan in the Mechanical Engineering Design-CAD category¹ of an international WorldSkills Competition².

I had to tackle an unseen task in a limited amount of time, so I practiced repeatedly and managed my time carefully. I also devoted six months to language learning so that I would be able to handle the procedures in English. I was warmly supported by the people around me at the local site, even receiving handmade onigiri rice balls from my supervisor. Maintaining my concentration over the four-day competition, I succeeded in winning a bronze medal. Learning new skills gave me a sense of joy and accomplishment.

Since the competition, I have been involved in training junior members as an instructor. Drawing on my own experience, I am supporting the next generation of participants to make the most of the limited opportunity to take part in an international WorldSkills Competition. I also teach them the importance of repeated practice and time allocation. I feel a sense of mission to pass on to future students the learning I have gained through skills training.

¹ A competition to create drawings and 3D models of various products in the mechanical industry, including partial design. The event is extremely challenging, setting tasks that make maximum use of the functions and capabilities of CAD software. There were participants from 29 countries and regions on this occasion, tackling the challenge of seven tasks over four days.

² A competition held every two years for young technicians (aged 22 and under) from around the world, in which participants from various countries and regions compete to have the best skills globally. Location: Lyon, France
Venue: Eurexpo Lyon
Period: September 10 (Tue) – September 15 (Sun), 2024



WorldSkills Competition award ceremony

4 Diversity and inclusion

Aim to create an organization in which people with diverse backgrounds and values can create new value by respecting and optimizing each other's differences

We believe that energizing innovation through the fusion of diverse knowledge and ideas is essential for business expansion and the creation of new business. To this end, we are working to create an organization in which people with different backgrounds, and values, including gender, age, nationality, and physical ability coexist daily in the company, where individual differences can be turned into strengths, and where people can enhance each other's abilities and thrive. As part of this process, the Toyota Boshoku group is promoting the creation of an open workplace culture in which everyone can openly and freely express their ideas, as well as activities to broaden the range of work style options according to each individual's characteristics.

Through these activities, we aim to develop a basic environment in which company members can be themselves and cooperate with each other, while at the same time building an organization that can create new value from multiple perspectives.

Priority policy

Promote diversity and inclusion activities

• Diversity & Inclusion training

Diversity & Inclusion (D&I) training is provided through e-learning and study sessions in the workplace to help company members understand the basic concept of D&I and our initiatives to create an open and inclusive work environment free of any unconscious bias. From fiscal 2025, we are expanding those eligible to take the training from managers to all company members, thereby further promoting the embedding of D&I at Toyota Boshoku.

• Holding of D&I Week

To promote understanding and integration of D&I, we hold D&I Week every March. In fiscal 2025, more than 400 people took part, and we held events including panel discussions with outside experts, hands-on experience with wheelchairs and sign language, and a program simulating the experience of hearing impairment.

We also provided opportunities for deepening understanding of cultural diversity through tastings* of world cuisines and snacks. Through these initiatives, we aim to foster a culture in which each and every company member respects diversity and accepts each other's differences.

* Toyota Boshoku Official Instagram: <https://www.instagram.com/p/DHpXN2QPvhE/>



D&I Week wheelchair basketball experience

• Promotion of Employee Network Resource Group (ENRG) activities

Since fiscal 2023, we have launched five ENRGs: for women, young people, non-Japanese company members, seniors, and people with disabilities, involving around 120 company members with diverse backgrounds and values. The groups are conducting activities including ascertaining the real views of company members and discussing measures to promote their success by jointly considering and implementing policies and programs that enable each member to fully demonstrate their abilities.

4 Diversity and inclusion

INTERVIEW WITH TB MEMBER

Aiming to be a place where everyone can work with confidence



Atsumi Tashino

Technical Management Segment



Trial run at the Japan Mobility Show

I am participating in the activities of an Employee Network Resource Group (ENRG) – LIBERTY for people with disabilities – because I want to create a workplace in which people with disabilities can work with greater peace of mind. In our activities, we are proposing improvements to the work environment from the perspective of wheelchair users. For example, notice boards were adjusted to a more visible height, and we reviewed how to obtain information in an emergency. It made me really happy when the participants in our wheelchair experience appreciated how difficult it actually is to see the notice boards, and how hard it is to move around. This made me realize how such an experience provides a shortcut to understanding.

I have also participated in the planning of vehicles for wheelchair users in the R&D division, and was able to reflect user-oriented views in product development, such as designs that allow wheelchair-accessible boarding of vehicles and considerations for rainy weather. Through

these activities, I have learned the importance of expressing my own views and taking action, and this has given rise to positive changes in the way I work too.

I currently utilize teleworking, flexibly switching between home and office depending on my physical condition. I am in charge of domestic drafting and evaluation outsourcing and handling leases, and it is rewarding to be relied upon by those around me. In the future, I would like to actively take on new tasks while valuing both my activities at the ENRG and my own career.

• LGBTQ+ initiatives

We are promoting a respectful work environment for all company members, irrespective of sexual orientation or gender identity. When company members submit a notification under the same-sex partnership (familyship) system established by their local municipality, the company applies in-house systems equivalent to legal marriage.

In addition, we are deepening understanding of LGBTQ+ issues through

e-learning and in-house educational events, and have introduced an “Ally” registration system for supporters. Through this system, the number and presence of supporters are made visible in the workplace, promoting a working environment in which everyone can work with peace of mind.

Through these initiatives, we are aiming to enhance a sense of psychological safety throughout the workplace and promote mutual understanding of diversity.



ENRG booth at the Summer Festival

Priority policy

Enhancing measures to support work-life balance

• Enhancement of the short-time working system

We are enhancing the system to show consideration for diverse work styles suited to company members' individual circumstances. We have facilitated the option for working shorter hours for childcare or nursing care at all workplaces, raised the age of eligible children to 18 years old, and increased work-hour options to 4, 5, 6, or 7 hours. At administrative and engineering workplaces, we are enabling flexible work styles by making it possible to use flexible working hours without a core time requirement, and with teleworking.

• F Care Leave and Life Support Leave

Taking into consideration the various circumstances of members, we have combined and re-named menstrual leave and morning sickness leave, which some members were uncomfortable to request due to the naming, as F Care Leave. We also established a new system called Life Support Leave to provide family care and fertility treatment, with no gender restrictions. These types of leave can be taken by the hour, which allows members at skilled workplaces, who cannot use flexible working hours, to utilize a flexible work style adapted to their family situation.

• Encouraging men to take childcare leave

To raise awareness of childcare leave among men and promote understanding in the workplace, we have established a new financial support system for members who

4 Diversity and inclusion

take childcare leave for one month or longer to compensate them for their reduced income. In fiscal 2025, 69% of members took childcare leave (99% of those who requested it), and on average around two months of leave was taken. The number of company members looking to be involved in childcare on a long-term basis is steadily rising, with some taking leave exceeding a year, not only in administrative and engineering positions, but also in manufacturing workplaces.

Policies to support work-life balance:

<https://www.toyota-boshoku.com/global/sustainability/social/diversity/#measures>

INTERVIEW WITH TOYOTA BOSHOKU MEMBERS

Childcare leave is a natural choice, —Roundtable discussion by men who have taken childcare leave—



Toru Uchikura

Sanage Quality Control Division Team Leader



Tatsuya Somekawa

Rear Seat Frame Design Division

Q: Please tell us about your reasons for taking childcare leave and what you tried to do before taking the leave.

Uchikura: Because I was also raising my older child, I took childcare leave when my second child was born. At my workplace, the number of men taking childcare leave has been increasing every year, so I didn't feel uncomfortable about it.

Somekawa: I shared information carefully with my workplace prior to taking leave. I'd prepared handovers and worked on putting systems in place, so I was able to take childcare leave smoothly.

Q: How did you spend your time during your childcare leave?

Uchikura: During childcare leave, I mainly took care of our older child while my wife cared for our younger child, which reduced the burden on both of us.

For meals, we made use of leftovers and simple menus, and all family members helped each other, including taking care of our older child.

Somekawa: My partner and I took turns putting our children to bed at night, which eased the physical demands on us. I was really glad that I'd taken childcare leave especially when my younger son became ill and I was barely able to get any sleep for a week.

Q: How are you balancing work and childcare after returning to work? And do you have any message for those who are thinking about taking childcare leave?

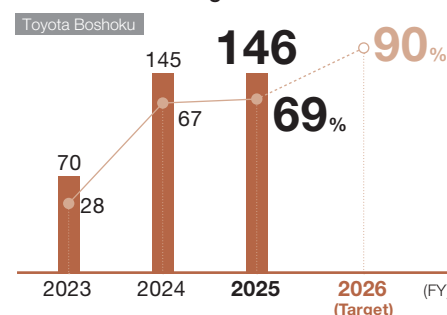
Somekawa: Since returning to work, I've continued to balance work with childcare, while adjusting my workload. I feel that my experience of childcare has been beneficial for me in the workplace as well, including better emotional control and more positive interpersonal relationships.

Uchikura: I'm very grateful for the understanding of my workplace, both during my leave and after returning. A culture of mutual support is deeply rooted in the workplace, and this environment supports a good balance between work and childcare.

Somekawa: Childcare leave should be a great asset to your life rather than a hindrance to your career. I hope that our individual actions help to build an environment in which everyone can take childcare leave as a matter of course.

Uchikura: Childcare leave is not only a time to deepen the bond with your family, but also a time for personal growth. I'd encourage anyone who is hesitating to take it up.

Ratio of men taking childcare leave



Analysis of current situation

Among those who request childcare leave, 99% are able to take it, and the environment is becoming more amenable for those who wish to take it. However, whereas the acquisition rate in administrative and engineering workplaces is 86%, it is only 52% in skilled workplaces, with many still not applying for leave.

Future response

In many skilled workplaces, annual leave or special leave of only a few days is often substituted for childcare leave due to concerns about reduced income during leave. To address this, we will further promote awareness of government allowances and in-house systems in order to steadily increase the number of applicants.

4 Diversity and inclusion

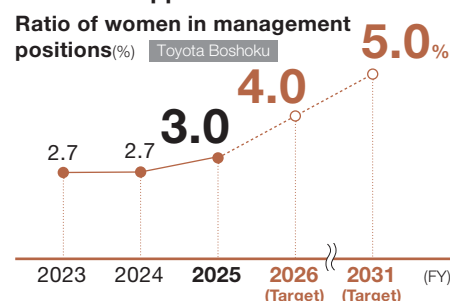
Priority policy

Promoting active roles for diverse human resources

• Drawing on the expertise of seniors

In April 2024, we revised our reemployment system, allowing pre-retirement job grades to be maintained, while changing our assessment system and raising compensation levels, among other things. This enables members to leverage the skills and experiences they have acquired over many years, and to continue to demonstrate their abilities post-retirement age of 60. By creating systems that support growth of individuals regardless of age, and rewards them appropriately for their efforts, we strive to realize an environment where members can work enthusiastically with a sense of satisfaction.

• Career support for women



We are working to build an environment where female members with dreams and strong aspirations can shape their own careers and undertake challenges. To steadily advance training for each of our female members and help them shape their careers, personal development plans are devised and implemented together with their supervisors while taking their life events into consideration. From fiscal 2025, we are registering priority women throughout the company as some of the members of our Next100 in an effort to further develop our human resources. In addition, we implement ongoing support measures to ensure that career development is not interrupted while on leave.

Furthermore, we held career seminars, providing an opportunity for members

Analysis of current situation

With regard to the promotion of women to management positions, seminars for female company members and their supervisors have advanced understanding and a new mindset, and we are on track to meet our targets.

Future response

After selecting candidates for promotion, we will verify progress against plans when considering promotions, while coordinating this selection process with our personnel development and management promotion plans.

to think about their own careers and discuss it thoroughly with their supervisors. Supervisors can offer hints to female subordinates to help them perform better while placing importance on their individuality. We are also striving to achieve mutual understanding by providing supervisors with points on how to interact with and support female members.

INTERVIEW WITH TOYOTA BOSHOKU MEMBER

Taking on the challenge of management —Leveraging the experiences from childbirth and child-rearing in management



Fumika Ishiyama

Carbon Neutral Environmental Center
Group Manager

I manage a group that tackles the issues of carbon neutrality and biodiversity. In April 2003, I joined the former Toyoda Boshoku, and was also involved in inspection work at the Oguchi Plant and in the Production Engineering Division. I have taken a total of six years of childcare leave and am currently working while raising my three children. I moved to my present division after returning to work from childcare leave for my third child, and two years later I was appointed head of this group. I initially felt uneasy about taking on a managerial position, as I had not worked during childcare leave

and there had also been changes in the environment, but my supervisor reassured me, telling me, "It's okay, just give it a try."

At times, I was worried that I might have missed opportunities by taking childcare leave, but I have been able to utilize the new discoveries and experiences from giving birth and child raising in management. In fiscal 2024, I visited Toyota Boshoku America (TBA) on a business trip where I was able to exchange opinions with local members about Toyota Boshoku's initiatives, and was able to check our initiatives by seeing them with my own eyes (Genchi-Genbutsu). Despite a busy schedule, it was a productive trip. Going forward, I hope to continue to balance work and home life, leveraging systems that allow us to work flexibly, such as teleworking, in addition to the cooperation of my family and support of my supervisor.



The So-shigi
Project logo



Cleanup of the Shiokawa
tidal flats

I actively take part in tidal flat cleanups as part of the 'So-shigi Project'. Witnessing the serious state of microplastics, I am reminded of the importance of promoting resource circulation.

* A project promoting various nature symbiosis activities centered on cleaning up the tidal flats. Participants are working on environmental issues, focusing on conservation activities at the tidal flats which are visited by sandpipers.

5 Pursuit of ease of working

Encourage company members to take on new challenges through flexible, efficient, and creative work rules, while building an environment in which they can work with enthusiasm

As part of Toyota Boshoku's work style innovation, we are promoting the development of more flexible, efficient, and creative work rules. At the same time, we are focusing on fostering an open workplace culture where everyone can openly and freely express their ideas, in which company members can work happily and energetically with a sense of enjoyment.

We will work at an even higher level to realize both our corporate strategy and the vitality of our company members.



Summer Festival



Sports Festival

Priority policy

Promoting well-being

We view well-being as an essential component of sustainable growth. Established in April 2024, the Well-Being Promotion Department is promoting activities with the aim of becoming a company about which all related parties can say, "I like Toyota Boshoku." In order to promote well-being more effectively, we have categorized the elements of well-being into five categories, and the relevant divisions are proactively engaged in activities.

In February 2025, we formulated a roadmap for well-being toward 2030, clarifying our policy of steadily increasing the well-being of company members. Going forward, we will expand our initiatives beyond the Toyota Boshoku group, both inside and outside Japan.

Priority policy

Fostering an open workplace culture

• Workplace meetings with the CEO

The CEO travels to workplaces in and outside of Japan to have direct meetings with company members where they can freely share their opinions, thereby enhancing communication and fostering a culture of mutual respect.

These meetings also provide the CEO with an opportunity for *Genchi-Genbutsu* (go, see & study) of members' workplaces. They encourage frank exchanges of opinions, and are a rare opportunity for younger members to speak directly with the CEO, to express their hopes and ask questions. In fiscal 2025, meetings were held at 52 sites outside of Japan and 48 divisions in Japan, covering approximately 60% of all divisions. We plan to continue them in the future.



Roundtable between the President and the Takaoka Manufacturing Division

5 Pursuit of ease of working

Implementation of *Omoiyari* Communications training

Since fiscal 2023, we have conducted training in considerate (“omoiyari”) communication for those in managerial positions, where they learn about treating each individual with care, with a sense of well-being, consideration, and motivation from psychological and psychiatric perspectives. The program further addresses how to exercise psychological self-control in response to casual prejudice and annoyances in everyday life, and methods for considerate communication.

Priority policy

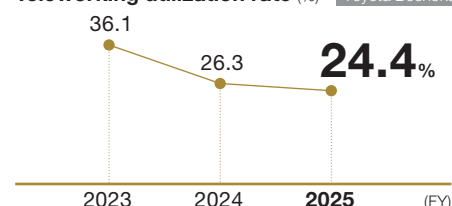
Promoting flexible work styles

Establishment of teleworking guidelines

We have established usage rate guidelines for teleworking in order to better leverage the benefits of both a teleworking system, which enables effective workstyles through the choice of workplace and time, and in-person communication where people can pick up on non-verbal cues, such as facial expressions and tone of voice. We aim to create an open workplace culture where each member can achieve a balanced workstyle, while nurturing teamwork and helping members to work with vitality.

(Recommended office attendance of 3 days or more days/week, minimum 1 day/week)

Teleworking utilization rate* (%) Toyota Boshoku



* Total utilization frequency ÷ number of days worked (excluding manufacturing workplaces)

Analysis of current situation

With the easing of the social restrictions imposed during the coronavirus pandemic and a return to the office, the teleworking rate is now at the fiscal 2024 level, reflecting a diversity of work styles.

Future response

We will continue to consider even more flexible and diverse teleworking methods in accordance with the nature of the work and company members' circumstances.

Operation of extended remote work

Individuals face different situations, such as nursing care of family members, which may require them to spend extended periods away from the workplace. We are now operating a long-term remote work system to enable members to continue contributing to the company even in situations where it is hard for them to come to work every day.

Priority policy

Enhancing the benefits system

Strengthening housing support measures

In addition to conventional measures to support home ownership, such as financial assistance for home purchases and dormitories for unmarried members, we introduced a housing allowance system for members who move into rental properties after getting married. By adding a new scheme to the existing housing support measures, the system now supports various lifestyles from the point a member joins the company until they own a home.

<Housing support measures>

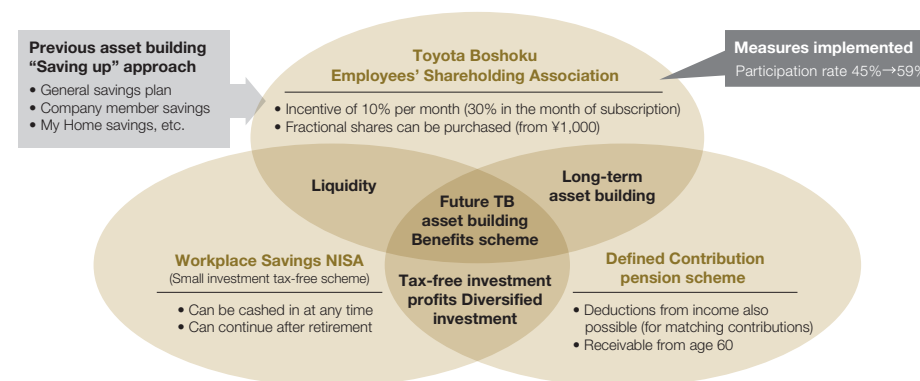
Housing allowance, my home savings, housing fund assistance, mortgage repayment assistance, home ownership loans at preferential interest rates, dormitory for unmarried members, etc.

Initiatives to achieve economic well-being

To support asset building, in November 2024 we introduced Workplace Savings NISA, which allows company members to accumulate assets through payroll deductions by taking advantage of the tax-exempt benefits of a NISA (Nippon Individual Savings Account). In addition, reflecting feedback from company members, we are implementing initiatives to add popular products to the defined contribution (DC) pension plan, such as the S&P 500 Index, the MSCI All Country World Index, and emerging market equity indices.

Future Asset Building

A “growth” approach by maximizing government and company benefit schemes



6 Promotion of safety & health

Based on the belief that the top priority should be placed on safety and health at work, promote health management and safety & health management to realize an environment in which company members are both mentally and physically healthy, and can work with peace of mind.

Founded on our Basic Safety and Health Policy, we promote health management and safety & health management to establish a corporate culture in which the priority is placed on safety and health at work.

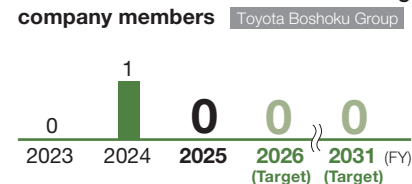
In terms of health and safety, we are conducting activities globally in line with the Occupational Safety and Health Management System (OSHMS) to ensure that a safe workplace environment is realized in all of our workplaces, regardless of region or type of work.

In health management, we regard enhancing the health of our company members as a management task, and based on the Toyota Boshoku Health Declaration, we are promoting the creation of a company in which every member can maximize their potential by working in good health with vitality, both mentally and physically. We have established a promotion system in cooperation with related divisions, with the CEO as the person holding chief responsibility, and based on the strategic map we have created, we are making company-wide efforts to improve company members' work engagement, improve presenteeism, and reduce absenteeism.

Priority policy

Developing safety-aware personnel and promoting a safe workplace environment

Number of serious accidents involving company members



Analysis of current situation

Following an incident in fiscal 2024 in a region outside Japan, we are further strengthening cross-checks, safety inspections, and hazard sensitivity enhancement training to rebuild a safety culture.

Future response

We will work globally to create work environments where serious accidents do not occur and members can work with confidence, while developing safety-aware personnel with a high sensitivity to risk, who can perceive risks as they arise.

• Implementation of safety and fire prevention cross-check

The entire group, including suppliers, is working together as one to prevent STOP 6¹ accidents, which can lead to serious incidents, and to prevent fires that could result in a total loss. In fiscal 2025, top management at each business site continued to conduct safety and fire prevention cross-checks globally. These included visits to sites outside their jurisdiction to check the status of 4S,² ensure the environment supports “stop, call, and wait,” and verify safety measures at facilities.



Checking crane operation

¹ Safety TOYOTA 0 (Zero Accident) Project 6: Toyota Motor Corporation's classification of past accidents in the automotive industry into six categories (1. Getting caught in equipment, 2. Heavy objects, 3. Vehicles, 4. Falls, 5. Electric shock, 6. High-temperature objects and fire)
² 4S: Seiri (Sort), Seiton (Set in order), Seiso (Shine) and Seiketsu (Standardize)

• Global safety and fire prevention inspections by functional divisions

Members of the safety & health Center visit non-Japanese sites to conduct safety and fire prevention inspections. They point out equipment malfunctions and unsafe operations, and promote improvements. In fiscal 2025, they inspected 9 sites in the Americas, 10 sites in China, 17 sites in Asia, and 7 sites in Europe and Africa.



Check to make sure feet are not caught under the pallet jack

6 Promotion of safety & health

• Renewal of Think and Act Center

In fiscal 2021, we established Safety, Health, Environment fruitful Think and Act Center (SHE-TAC). From fiscal 2026, the scope of the trainees has been expanded and the name has been renewed as Safety Act Center to show a positive stance of acting before thinking. In-house safety personnel serve as instructors for the three courses (administrative, engineering, and manufacturing), each of which provides training on past cases of accidents, risks of accidents, and items that must be observed to prevent accidents. With regard to accident risk, to develop human resources capable of perceiving hazards as risks, all training participants, including instructors, conduct hazard prediction to identify and assess potential risks.

Priority policy

Promotion of health management

Percentage of those who have an exercise habit (40 years and older)



Analysis of current situation

The percentage of company members with regular exercise habits rose slightly, indicating increased health awareness. In fiscal 2025, the participation rate of thorough medical examinations improved significantly, demonstrating the results of our efforts.

Future response

In addition to developing measures to help company members enjoy and establish exercise habits, we will continue to enhance our follow-up system and provide information so that members can undergo thorough medical examinations with peace of mind.

• Initiatives to promote regular exercise habits

We provide a variety of opportunities and information to help company members establish exercise habits.

During the Global Week¹ 2025, an exercise program to improve walking posture

was conducted, and participants learned the benefits of walking with correct posture.

In addition, we held the GO! GO! Protein Campaign in conjunction with kiosks. The purchase of high-protein products was subsidized, and purchasers participated in a raffle to win exercise goods. As a result, approximately 2,500 high-protein products were sold. A manga illustration showing the importance of combining protein intake with exercise was also displayed, making the event both fun and educational.

¹ Internal event where officers, site top management, and next-generation leaders gather to discuss the future of the group



Lecture on walking posture in Global Week



GO! GO! Protein Campaign

• Initiatives to improve the rate of thorough medical examinations

Company members who are required to undergo a thorough medical examination during their regular health checkup are encouraged to do so by the health staff through interviews and other means, but in an average year approximately 10% of members do not have the examination.

In fiscal 2025, we strengthened the follow-up system, and invited the Japanese singer Chiemi Hori, a tongue cancer survivor, to give a lecture as part of Occupational Health Month. We also focused on educational activities to convey the importance of early detection and treatment, and the significance of maintaining good health.

These initiatives have resulted in a considerable increase in the rate of company members undergoing thorough medical examinations, leading many to receive treatment at an early stage.



Lecture by Chiemi Hori

Health Management Strategy Map:

<https://www.toyota-boshoku.com/global/sustainability/social/health/#strategy>

Certified as an excellent enterprise of health and productivity management

We were certified as an Excellent Enterprise of Health and Productivity Management 2025 (White 500), for the fourth consecutive year, in recognition of our activities in fiscal 2025.



7 Adherence to compliance and ethics

Aim for continuous organizational operation and a reliable environment by implementing initiatives to ensure adherence to compliance and respect for human rights, as well as risk management.

The Toyota Boshoku group states in its Corporate Philosophy that the company will promote corporate growth while fulfilling our responsibilities in harmony with society as a good corporate citizen. At the same time, the company clarifies its overall promotion system, scope of activities and goals for compliance on a global basis, and conducts activities under strong leadership from top management, while personnel in charge of legal affairs in each region share knowledge of issues as well as improve and strengthen compliance activities.

In addition to anti-bribery measures and adherence to antitrust laws, the importance of respect for human rights is steadily increasing. The Toyota Boshoku group works to raise members' awareness of compliance and human rights and enhance the level of implementation through various training and educational activities for officers and company members. In doing this, we strive to achieve compliance with laws and regulations as well as co-existence with local communities through respect for various cultures, values and individuality.

In order to respond promptly to risks related to management and risks arising from the external environment, we are actively working to strengthen risk management and reduce risks.

Priority policy

Create an ethical workplace with an emphasis on compliance

Number and participation rate of participants in harassment training

2025

Number of people **8,671**

Attendance rate **86%**

Analysis of current situation

Although we extended harassment training to all company members from fiscal 2025, the participation rate remains low, particularly in skilled workplaces, and we believe further activities to raise awareness are needed.

Future response

We will strengthen our initiatives to create an open workplace by making harassment training even more accessible and easier to understand, and by implementing measures appropriate to the workplace.

• Strengthen harassment prevention activities

For Toyota Boshoku, elimination of harassment is not merely a matter of addressing an important human rights issue. We believe it also helps to ensure psychological safety in the workplace and contributes to the creation of an open workplace culture. Consequently, we proactively conduct in-house training to address this. In fiscal 2023 and 2024, we conducted harassment prevention training for all line managers, and in fiscal 2025, we prepared video training materials incorporating animation and rolled this out to all members. In addition to fundamental content on harassment, it also covers reverse-harassment of supervisors by subordinates, how to respond when you discover harassment in the workplace, and key points for supervisors all presented in an easy-to-understand format.



Video materials incorporating animation

Human rights due diligence:

https://www.toyota-boshoku.com/global/sustainability/social/human_rights/#Due_Diligence

7 Adherence to compliance and ethics

• Ensure proper time management

We implement periodic company-wide training in an effort to improve members’ awareness of time management. We have appointed a labor management promoter at each division and are building systems for proper working hour management in each workplace in cooperation with HR. In addition, we conduct monthly investigations of all discrepancies between objective records of actual starting and ending times and self-reports in the attendance management system to enable appropriate time management. We are planning to reform the attendance management system in fiscal 2026 as we strive to create an environment where members can work with greater peace of mind.

Priority policy

Risk and information management

• Promotion of risk management activities

We have built a global risk management system, led by the Chief Officer. Under this system, we strive at all times to ensure mutual communication while developing and sharing information in a timely manner, so that our risk management activities are also embedded in other countries where we operate. We are conducting more effective risk management activities, including setting priority risks to be followed up each fiscal year and monitoring their status.

In preparation for a potential Nankai Trough earthquake, we are preparing disaster reserves and conducting Disaster Response Headquarters startup training drills, among other measures. We are also promoting Business Continuity Management (BCM) activities to enhance the effectiveness of the Business Continuity Plan (BCP) and build mechanisms to realize continuous improvement in normal times.

The risk management system and associated activities:

<https://www.toyota-boshoku.com/global/sustainability/governance/risk/#system>

Risk	Main actions taken in fiscal 2025
Earthquake	•Evacuation drills, drills for setting up a company-wide disaster response headquarters, on-site in-house firefighting organization drills •Promotion of Business Continuity Management (BCM) activities, etc.
Cyberattack	•Enhancement of company members’ awareness of security (security training, targeted e-mail drills) •Strengthening of security measures at affiliates/suppliers inside and outside Japan •Automatic disconnection from the network of PCs and servers suspected of being infected with viruses, etc.
Fraud damage	•Prevention of past problems recurring, activities to have this established/entrenched •Implementation of training by job level, various training programs, audits, etc.
Falsification or concealment of quality/testing data	•Internal hearings, periodic supplier inspections, establishment of a mechanism to prevent quality-related misconduct, creation of a system for monitoring certified work, education on quality-related misconduct prevention, and awareness-raising through introduction of misconduct cases among other companies at the Global Quality Learning Center (GQLC).

*Business Continuity Management

• Strengthening of confidentiality management and information security

We have established an Information Security Policy, and created a global confidentiality management system, a policy common to the Toyota Boshoku group. Each company in the group is working as one in a systematic and continuous manner, to strengthen information security. Specifically, through inspections and improvement of initiatives, we are striving to reduce the risk of confidential information leaks, using our security guidelines as the fundamental policy. Also, we regularly conduct activities to raise company members’ security awareness, such as e-learning training and targeted e-mail drills. We have also revised our confidentiality management regulations and related procedures as well as introduced an internal information leak detection system to deal with the risk of confidential information leaks.

Furthermore, we are conducting activities to enhance measures against unauthorized system access throughout our supply chain by communicating both the need for security measures and the specific initiatives being implemented—not only at Toyota Boshoku, but also within the Toyota Boshoku group and among our suppliers.

List of KPIs

								Target value
KPI			Scope	Unit	FY2023	FY2024	FY2025	FY2026 FY2031
1	Clarification of required human resources	Company member engagement	Toyota Boshoku	%	—	—	51	— 60
		Number of permanent company members	Toyota Boshoku Group	People	44,581	46,972	45,004	— —
		Japan	Toyota Boshoku Group	People	13,420	14,708	14,192	— —
		Americas	Toyota Boshoku Group	People	12,381	13,079	12,900	— —
		China	Toyota Boshoku Group	People	7,761	7,090	6,426	— —
		Asia	Toyota Boshoku Group	People	6,156	7,450	7,130	— —
		Europe, Africa	Toyota Boshoku Group	People	4,863	4,645	4,356	— —
		Number of permanent company members	Toyota Boshoku	People	8,244	8,301	8,501	— —
		Men	Toyota Boshoku	People	7,161	7,188	7,320	— —
		Of which non-Japanese company members	Toyota Boshoku	People	45	47	65	— —
		Women	Toyota Boshoku	People	1,083	1,113	1,181	— —
		Of which non-Japanese company members	Toyota Boshoku	People	20	18	27	— —
		Women as percentage	Toyota Boshoku	%	13.1	13.4	13.9	— —
		Non-Japanese company members as percentage	Toyota Boshoku	%	0.7	0.7	1.2	— —
		By age 20–29 years old	Toyota Boshoku	People	1,187	1,174	1,288	— —
		30–39 years old	Toyota Boshoku	People	2,328	2,290	2,258	— —
		40–49 years old	Toyota Boshoku	People	2,623	2,564	2,614	— —
		50 years and older	Toyota Boshoku	People	2,106	2,273	2,341	— —
		Human capital ROI ¹	Toyota Boshoku Group	%	17.32	24.34	0.12	— —
			Toyota Boshoku	%	5.49	0.09	-0.08	— —
		Total personnel expenses	Toyota Boshoku Group	Millions of yen	275,279	323,055	349,240	— —
			Toyota Boshoku	Millions of yen	87,518	95,049	98,960	— —
		Full-time equivalent (FTE)	Toyota Boshoku	FTE	8,181	8,241	8,441	— —
		Number of outside workers (contracted/ temporary workers)	Toyota Boshoku	People	2,680	1,967	1,887	— —
		Percentage of local company members in positions such as presidents of sites outside Japan	Toyota Boshoku Group	%	21.7	29.2	29.5	— 80.0
		Number of coordinators (Japanese non-line managers)	Toyota Boshoku Group	People	176	175	186	— —
		Number of members using the Intra Company Transferee (ICT) schemes ²	Toyota Boshoku Group	People	12	32	55	60 —
		Number of trainees newly dispatched	Toyota Boshoku Group	People	26	39	48	75 —

2	Securing of talented human resources	KPI	Scope	Unit	FY2023	FY2024	FY2025	Target value	
								FY2026	FY2031
		Recruitment of company members for administrative and technical position	Toyota Boshoku	People	131	269	333	—	—
		Number of company members recruited as new graduates	Toyota Boshoku	People	105	184	183	—	—
		Men	Toyota Boshoku	People	80	135	153	—	—
		Women	Toyota Boshoku	People	25	49	30	—	—
		Of which non-Japanese company members	Toyota Boshoku	People	10	12	13	—	—
		Number of company members recruited mid-career	Toyota Boshoku	People	26	85	150	—	—
		Company members recruited mid-career as percentage of total number of company members recruited per year	Toyota Boshoku	%	13.4	24.8	36.6	—	—
		Men	Toyota Boshoku	People	19	68	120	—	—
		Women	Toyota Boshoku	People	7	17	30	—	—
		Non-Japanese company members	Toyota Boshoku	People	2	1	15	—	—
		20–29 years old	Toyota Boshoku	People	7	23	48	—	—
		30–39 years old	Toyota Boshoku	People	10	48	77	—	—
		40 years and older	Toyota Boshoku	People	9	14	25	—	—
		Recruitment of company members for skilled positions	Toyota Boshoku	People	98	125	144	—	—
		Number of company members recruited as new graduates	Toyota Boshoku	People	63	74	77	—	—
		Men	Toyota Boshoku	People	51	60	61	—	—
		Women	Toyota Boshoku	People	12	14	16	—	—
		Number of company members recruited mid-career	Toyota Boshoku	People	0	0	1	—	—
		Men	Toyota Boshoku	People	0	0	1	—	—
		Women	Toyota Boshoku	People	0	0	0	—	—
		Assignments from temporary worker to permanent company members	Toyota Boshoku	People	35	51	66	—	—
		Non-Japanese company members	Toyota Boshoku	People	3	2	3	—	—
		Employment of persons with disabilities	Number of people	Toyota Boshoku	People	165	166	168	—
		Employment rate	Toyota Boshoku	%	2.53	2.54	2.46	—	2.80
		Average years of service	Toyota Boshoku	Years	17.8	18.2	17.9	—	—
		Men	Toyota Boshoku	Years	18.3	18.7	18.3	—	—
		Women	Toyota Boshoku	Years	14.6	14.9	14.2	—	—
		New graduate recruits leaving within 3 years	Toyota Boshoku	%	9.9	6.3	9.4	—	—
		Administrative and engineering positions	Toyota Boshoku	%	8.9	2.4	12.7	—	—
		Skilled positions	Toyota Boshoku	%	11.9	10.7	5.1	—	—

				Target value						
KPI		Scope	Unit	FY2023	FY2024	FY2025	FY2026	FY2031		
3	Support for growth	Total cost related to development training		Toyota Boshoku	Billions of yen	13.5	14.2	20.0	—	—
		Average training hours per company member		Toyota Boshoku	Hours	18.8	26.4	37.7	—	—
		Cumulative number of participants in global executive training programs		Toyota Boshoku Group	People	138	183	217	—	—
		Medal with Yellow Ribbon: Number of recipients		Toyota Boshoku	People	0	0	0	—	—
		Number of persons commended as Outstanding Technicians (Contemporary Master Craftsmen)		Toyota Boshoku	People	0	0	1	—	—
		Number of persons commended as Outstanding Technicians		Toyota Boshoku	People	3	3	2	—	—
		Ministry of Education, Culture, Sports, Science and Technology Award: Prize for Creativity and Ingenuity		Toyota Boshoku	People	8	5	9	—	—
		Number of winners in the National Skills Competition		Toyota Boshoku	People	4	4	9	—	—
		Number of persons who passed the skills test	Expert level	Toyota Boshoku	People	4	4	4	—	—
Level 1	Toyota Boshoku		People	28	27	27	—	—		
Level 2	Toyota Boshoku		People	30	43	51	—	—		
4	Penetration of Diversity & Inclusion	Number of management positions		Toyota Boshoku Group	People	1,387	1,483	1,530	—	—
		Men	Toyota Boshoku Group	People	1,337	1,427	1,465	—	—	
		Women	Toyota Boshoku Group	People	50	56	65	—	—	
		Women as percentage	Toyota Boshoku Group	%	3.6	3.8	4.2	—	—	
		Number of management positions		Toyota Boshoku	People	1,236	1,301	1,332	—	—
		Men	Toyota Boshoku	People	1,203	1,266	1,292	—	—	
		Of which non-Japanese company members	Toyota Boshoku	People	5	5	6	—	—	
		Women	Toyota Boshoku	People	33	35	40	49	65	
		Of which non-Japanese company members	Toyota Boshoku	People	1	1	1	—	—	
		percentage	Toyota Boshoku	%	2.7	2.7	3.0	4.0	5.0	
		Non-Japanese company members as percentage	Toyota Boshoku	%	0.5	0.5	0.5	—	—	
		Number of officers	Men	Toyota Boshoku Group	People	12	12	13	—	—
			Women	Toyota Boshoku Group	People	1	1	1	—	4
			Women as percentage	Toyota Boshoku Group	%	7.0	7.0	7.0	—	30.0
		Wage differential between men and women		Toyota Boshoku	%	72.7	74.2	73.7	—	—
		Permanent company members		Toyota Boshoku	%	73.0	73.8	74.0	—	—
		Temporary workers		Toyota Boshoku	%	81.5	84.8	72.2	—	—

		KPI	Scope	Unit	FY2023	FY2024	FY2025	Target value	
								FY2026	FY20231
4	Penetration of Diversity & Inclusion	Number of company members using short-time working system	Toyota Boshoku	People	242	247	247	—	—
		Of which men	Toyota Boshoku	People	5	6	9	—	—
		Number of company members taking childcare leave	Toyota Boshoku	People	119	193	193	—	—
		Of which men	Toyota Boshoku	People	70	145	146	—	—
		Ratio of men taking childcare leave	Toyota Boshoku	%	28	67	69	90	—
		Number of Skill Comeback system users ³	Toyota Boshoku	People	4	2	6	—	—
		Number of company members making use of re-employment system	Toyota Boshoku	People	392	425	497	—	—
5	Pursuit of ease of working	Percentage of senior citizens continuing employment	Toyota Boshoku	%	89	79	86	—	—
		Paid holiday utilization ratio (union members)	Toyota Boshoku	%	96.3	96.4	96.5	—	—
		Average pay	Toyota Boshoku	Yen	7,005,275	7,224,397	7,763,995	—	—
6	Promotion of safety & health	Teleworking utilization rate	Toyota Boshoku	%	36.1	26.3	24.4	—	—
		Frequency rate (lost time or above)	Toyota Boshoku	%	0	0.27	0.31	—	—
		Number of serious accidents involving company members	Toyota Boshoku Group	Cases	0	1	0	0	0
		Number of serious accidents involving outside contractors and visitors	Toyota Boshoku Group	Cases	0	0	0	0	0
		Mortality rate from industrial accidents	Toyota Boshoku	%	0	0	0	0	0
		Work engagement ⁴ (deviation value)	Toyota Boshoku	—	48.1	48.0	48.5	50.0	—
		Presenteeism ⁵ (rate of lost productivity)	Toyota Boshoku	%	37.3	36.6	35.9	35.0	—
		Absenteeism ⁶ (absence from work due to injuries or sickness)	Toyota Boshoku	Day	2.8	2.9	2.8	—	—
7	Compliance and ethics	Percentage of those who have an exercise habit (40 years and older)	Toyota Boshoku	%	20.4	20.9	21.0	24.0	30.0
		Rate of company members receiving thorough medical examinations after general health checkups	Toyota Boshoku	%	91.3	91.9	99.1	100	—
		Number of consultations with Anything Goes Counselling Window	Toyota Boshoku Group (Japan)	Cases	217	249	269	—	—
		Number and participation rate of participants in harassment training	Number of people	Toyota Boshoku	People	950	975	8671	—
			Attendance rate	Toyota Boshoku	%	97	97	86	—

¹ Human capital ROI = operating profit / human capital cost. Human capital cost is calculated using labor costs.

² Refers to company members from outside Japan accepted to work in Japan.

³ Number of company members using the reemployment system who left due to pregnancy, childbirth, childcare, nursing care, work transfer (spouse), etc.

⁴ Company members' attachment/commitment to the company. 50 is the average, with a higher number indicating a better result.

⁵ WHO-HPQ (Health and Work Performance Questionnaire) measures absolute presenteeism.

⁶ "Presenteeism" refers to a state of affairs where a loss of productivity occurs as a result of a company member's ability to work being impacted by health issues.

⁷ Employee-wide average number of days of work missed due to injuries or sickness

⁸ The participation rate has decreased due to the expansion of eligibility to all company members



1-1 Toyoda-cho, Kariya-shi, Aichi 448-8651, Japan
<https://www.toyota-boshoku.com/global/>