TOYOTA BOSHOKU

TOYOTA BOSHOKU Sustainability Activities 2022

2021.4.1–2022.3.31

As of the end of September 2022

Our Approach to Information Disclosure

Our reporting of Information

We report detailed information on our Sustainability site, including the Toyota Boshoku group's fundamental approach to sustainable growth and results for FY2022, as well as our plans for the future and non-financial information concerning ESG.
Additionally, we have published the Toyota Boshoku Report, which contains the Toyota Boshoku group's mid-term initiatives for enhancing corporate value, along with a variety of other important information. Please feel free to take a look.

Sustainability (website)

In order to fulfil our duty to keep our various stakeholders informed, we aim to disclose all necessary information, including detailed data, in a comprehensive manner. At the time of reporting, we reference a variety of guidelines, such as the GRI Sustainability Reporting Standards (GRI Standards) and the Environmental Reporting Guidelines (Fiscal Year 2018 Version).

The Toyota Boshoku Report (Integrated Report)

Since FY2008, we have combined the Annual Report, which focuses on management strategy and performance results, with the Environmental and Social Report, which focuses on our environmental and social activities, into the Toyota Boshoku Report. The Toyota Boshoku Report is produced as an integrated report centered on our approach to the group's corporate value, and our Value Creation Story.

Organizations reported on

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. The targets of reporting are displayed in the chart below.

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

The scope for some items is stated on respective pages.

Period covered by report

This report is centered on the status of our activities during FY2022 (April 1, 2021 to March 31, 2022). In order to report on the status of Toyota Boshoku group's latest activities, appropriate information on activities beyond FY2022 is also included. Additionally, in order to make clear changes in data over time, some information on activities before FY2022 is also included.

Reference guidelines, etc.

At the time of reporting, we reference guidelines such as the GRI (GRI Sustainability Reporting Standards, also referred to as GRI Standards) and the Environmental Reporting Guidelines (Fiscal Year 2018 Version). Additionally, our activities are built on ISO 26000.

Guidelines referenced:

- GRI Sustainability Reporting Standards (GRI Standards)
- Environmental Reporting Guidelines (Fiscal Year 2018 Version)
- Environmental Accounting Guidelines 2005

Message from the President

Aiming to enhance corporate value through the realization of our materiality

The Toyota Boshoku group is accelerating its shift to CSV management based on the Principles of Toyoda, which clearly set out the founding spirit of our founder Sakichi Toyoda. In this process, we consider it essential to enhance social and economic value through our business activities; in other words, corporate growth while ful lling our responsibility in harmony with society.

In 2020, we identi ed important issues which need to be prioritized among a variety of social issues, that we as Toyota Boshoku Group to resolve through our business operations. These issues have been organized and clari ed as ve materiality issues.

In November 2021, we announced our Sustainability Policy, which consists of the “Management Concept,” “Materiality,” and “The management structure we aim to become,” along with our Human Rights Policy, which serves as a guideline for promoting initiatives to ensure respect for human rights. In addition to the Financial KPIs that measure economic value, which we formulated as part of our 2025 Mid-Term Business Plan, we have also established ESG KPIs, which are non- nancial KPIs for measuring social value.

We continue to promote initiatives from environmental, social, and governance perspectives, including initiatives to achieve carbon neutrality, to create a workplace where a diversity of human resources can continue to work together, and to maintain and strengthen our governance structure.

It is our aim to link the realization of materiality to the enhancement of corporate value, and to be a company that continues to be needed by society. Please continue to put your trust in the future initiatives of the Toyota Boshoku group.

Masayoshi Shirayanagi
President

Management

Policy

Policy

By implementing our Corporate Philosophy, we aim to be a company that is trusted by all stakeholders and grows together with them

Based on our company belief the Principles of Toyoda, which bring together the ideas of our founder Sakichi Toyoda, the Toyota Boshoku group has established its Corporate Philosophy and is steadily implementing this in our business activities in order to continue to earn the trust of all stakeholders. We are striving to enhance our economic value through the pursuit of sustainable growth and to return the results to our stakeholders.

We are also striving to enhance our corporate value over the medium and long term by investing in sustainable growth, thereby meeting the expectations of our stakeholders and contributing to the development of the international and local communities.
We are already actively involved in CSR*1 activities and have contributed to the achievement of the SDGs*2. In line with changes in society, since March 2019 we have been accelerating the shift from CSR to CSV*3 management. In July 2020, we defined as our materiality the identification of important issues to be addressed through our group's operations from among a variety of social issues and the approach we adopt to resolve them. Then, in November 2020, we announced our 2025 Mid-Term Business Plan, which incorporates measures to realize our materiality. Furthermore, in order to clarify the concept of CSV management, we reviewed the concept of CSR and, formulated the Toyota Boshoku Group Sustainability Policy with the approval of the Board of Directors in November 2021.
We have also formulated and shared the TB Way and the Toyota Boshoku Group Code of Conduct as common values and patterns of behavior on a global scale in order to put our Corporate Philosophy into practice.

Philosophy

Toyota Boshoku group Sustainability Policy

*1 Corporate Social Responsibility

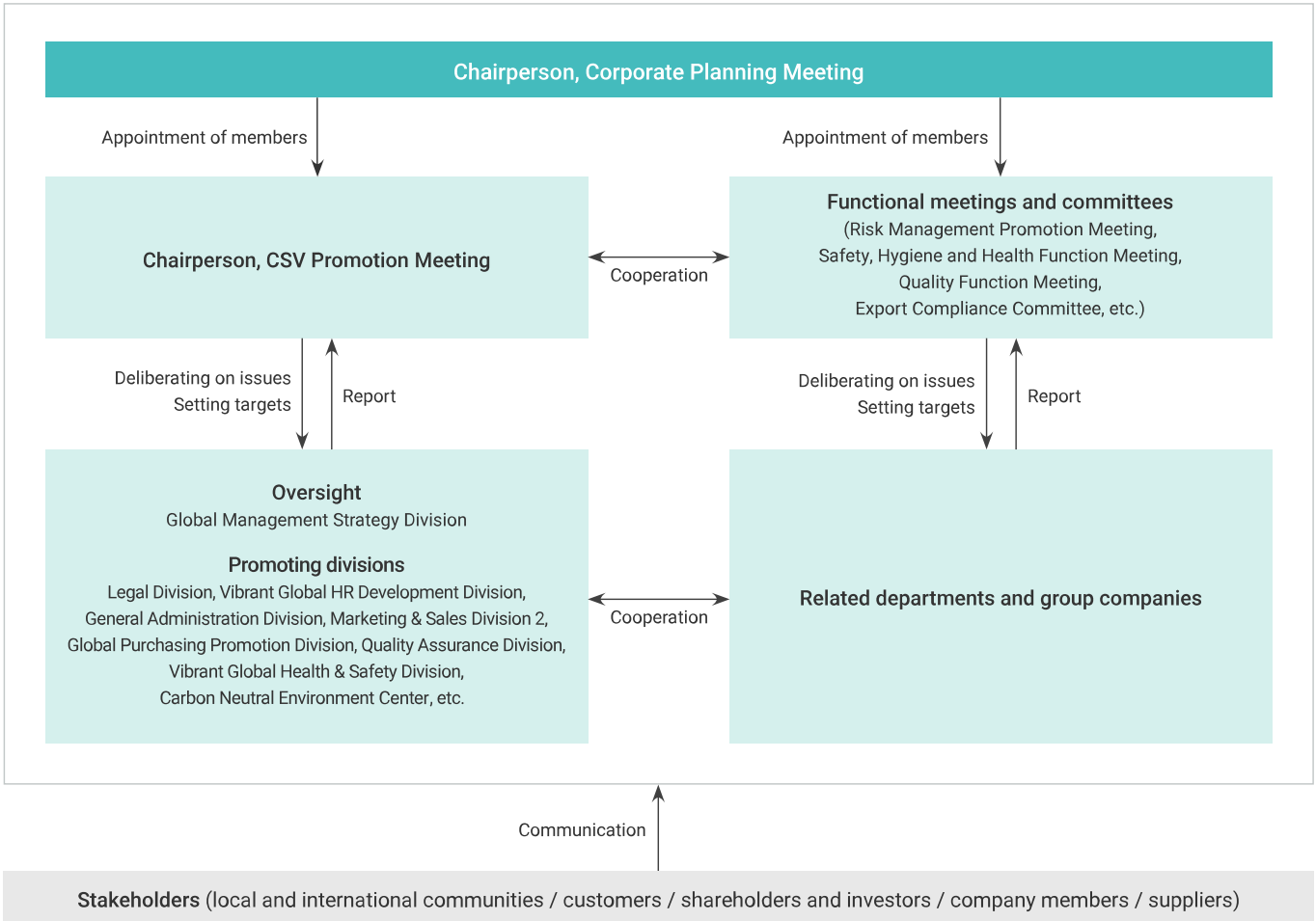
*2 Sustainable Development Goals

*3 Creating Shared Value

Promotion System

The CSV Promotion Meeting (chaired by Corporate Planning & Innovation Segment Chief) deliberates on issues to be addressed, sets goals, and follows up on them.
In order to objectively evaluate our contribution to society, we have set KPIs for each of our initiatives to put the Corporate Philosophy into practice, and are implementing activities through the PDCA cycle. Furthermore, in our KPI Tree of Business Management Structure, we have set a KPI for social value as an objective indicator for evaluating our contribution and return to our stakeholders. And in cooperation with each function and related department, we promote daily activities through which the entire group contributes towards social value.

Structural Chart



2020 Activity Report

ESG KPIs: Targets and Results

In December 2021, Toyota Boshoku Corporation established ESG KPIs, non-financial KPIs that measure social value, in addition to financial KPIs that measure economic value established in the 2025 Medium-Term Business Plan. Based on ESG KPIs, we will meet the expectations of our stakeholders by realizing our materiality and enhancing our corporate value.
These ESG KPIs are followed up at the CSV Promotion Meeting, (chaired by Corporate Planning & Innovation Segment Chief) which is held twice a year.

<Approach to the formulation of ESG KPIs>

1. Organize from an ESG standpoint
2. In line with the Toyota Boshoku group Sustainability Policy
3. Progress toward materiality can be measured
4. In line with the Corporate Governance Code
5. Respond to the demands of society

Materiality

(1) As an Interior Space Creator, we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation

(2) Using our established technical capability, we will contribute to realize a society with no traffic casualties through providing products that assure safety

(3) Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress

(4) We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork

(5) We will continue to be a company of integrity trusted by all our stakeholders, inheriting our tradition of fairness and moral behavior to the next generation

Environment

NO.	Materiality	KPI Evaluation items	FY2022 Results	Target	
				FY26	FY31
1	(3)	Production CO_2 emissions reduction ratio (compared to FY2014)	Reduction of 6%	Reduction of 25%	Reduction of 50%
2	(3)	Renewable energy installation ratio	6%	15%	40%
3	(3)	CO_2 emissions ratio in logistics (compared to FY2012)	Reduction of 36%	Reduction of 14%	Reduction of 20%
4	(3)	Waste emissions reduction ratio (compared to FY2012)	Reduction of 16%	Reduction of 14%	Reduction of 20%
5	(3)	Water consumption reduction ratio (compared to FY2014)	Reduction of 28%	Reduction of 6%	Reduction of 8%
6	(3)	Symbiosis with nature (number of trees planted)	50k	Cumulative 640k	Cumulative 770k
7	(3)	Ratio of sales of unit components of electrified products that will lead to minimization of environmental impact	4.2%	10%	45%

Social

NO.	Materiality	KPI Evaluation items	FY2022 Results	Target	
				FY26	FY31
8	(1)(2)	Number of patent applications	221	320/year	500/year
9	(1)(2)	Number of external presentations and papers	61	90/year	120/year
10	(1)	Rate of new product development leading to Interior Space Creator	50%	65%	75%
11	(2)	Ratio of vehicles that are expected to use products that contribute to traffic safety	-	20%	50%
12	(4)	Number of participants in social contribution activities	total 1,067	total 2,000	total 2,000
13	(5)	Degree of implementation of the Code of Conduct	78%	100%	100%
14	(4)	Number of stress checks conducted for all employees	1/year	1/year	1/year
15	(4)	Health checkup rate	99.9%	100%	100%
16	(4)	Number of serious accidents involving company members	0	0	0
17	(3)(5)	Number of serious accidents involving outside contractors and visitors	0	0	0

Governance

NO.	Materiality	KPI Evaluation items	FY2022 Results	Target	
				FY26	FY31
18	**(3)(5)**	Number of environmental abnormalities and complaints	0	0	0
19	**(5)**	Number of serious cyber security inncidents	-	0	0
20	**(5)**	DX certification	-	DX-Excellent company	DX-Excellent company
21	**(5)**	Number of violations of antitrust laws	0	0	0
22	**(5)**	Number of violations of anti-bribery laws	0	0	0
23	**(4)(5)**	Response to human rights risks in the supply chain (development of human rights due diligence)	-	expansion ratio 100%	expansion ratio 100%
24	**(5)**	External awards from customers	11 projects	5	5
25	**(5)**	Compliance with timely and appropriate disclosure	100%	100%	100%

Toyota Boshoku Group's Materiality

At the Toyota Boshoku group, as we strive to transform from CSR*1 to CSV*2 management, we have continued to enhance our corporate value by contributing to the realization of a sustainable society through our business operations. Contributing to society is a management approach we have inherited from our founding spirit of "for the world and for people."

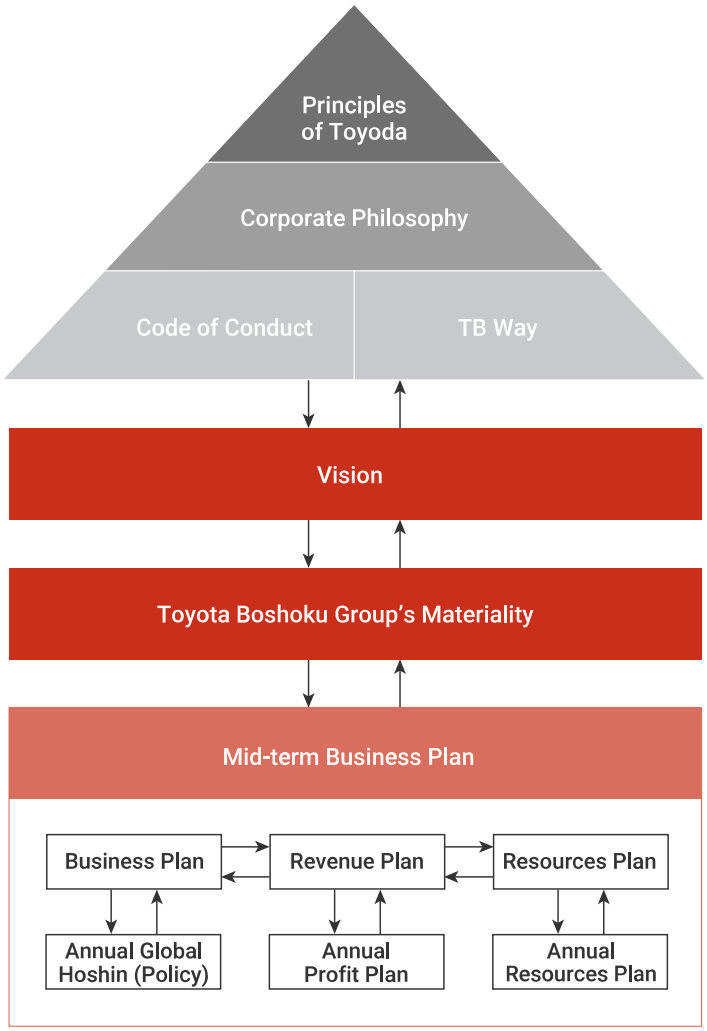
With the goal of enhancing corporate value, we have formulated the Toyota Boshoku group's materiality as part of the process of drafting the 2025 Mid-Term Business Plan. We de. ned as our materiality the identification of important issues to be resolved through our business operations from among a variety of social issues and the approach we adopt to resolve them.

In July 2020, we finalized our materiality, and in November of the same year, we announced our Mid-Term Business Plan to realize this. Progress will be monitored and followed up by the KPI Tree of Business Management Structure.

*1 Corporate Social Responsibility

*2 Creating Shared Value

Management Concept

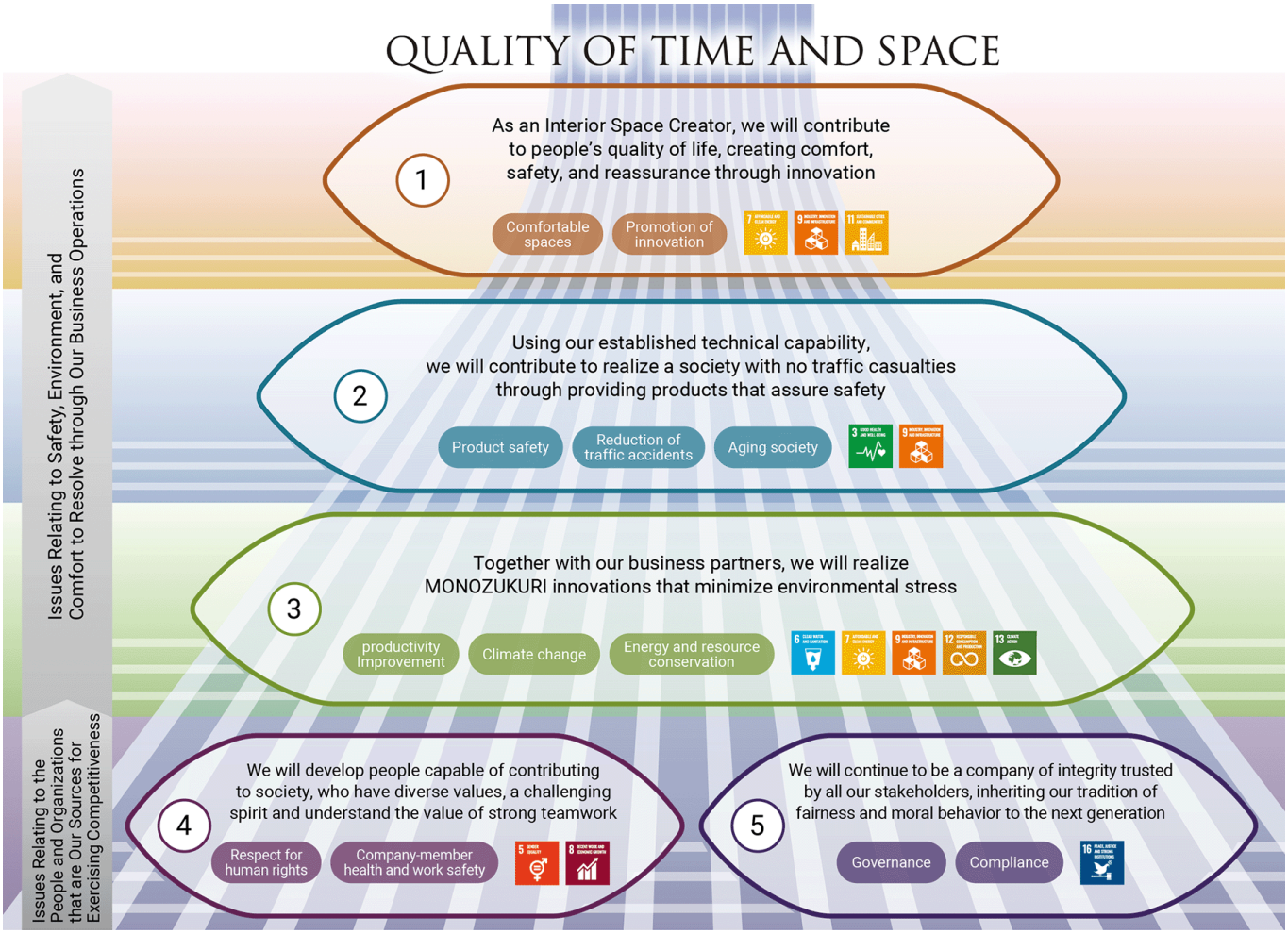


Materiality Approach

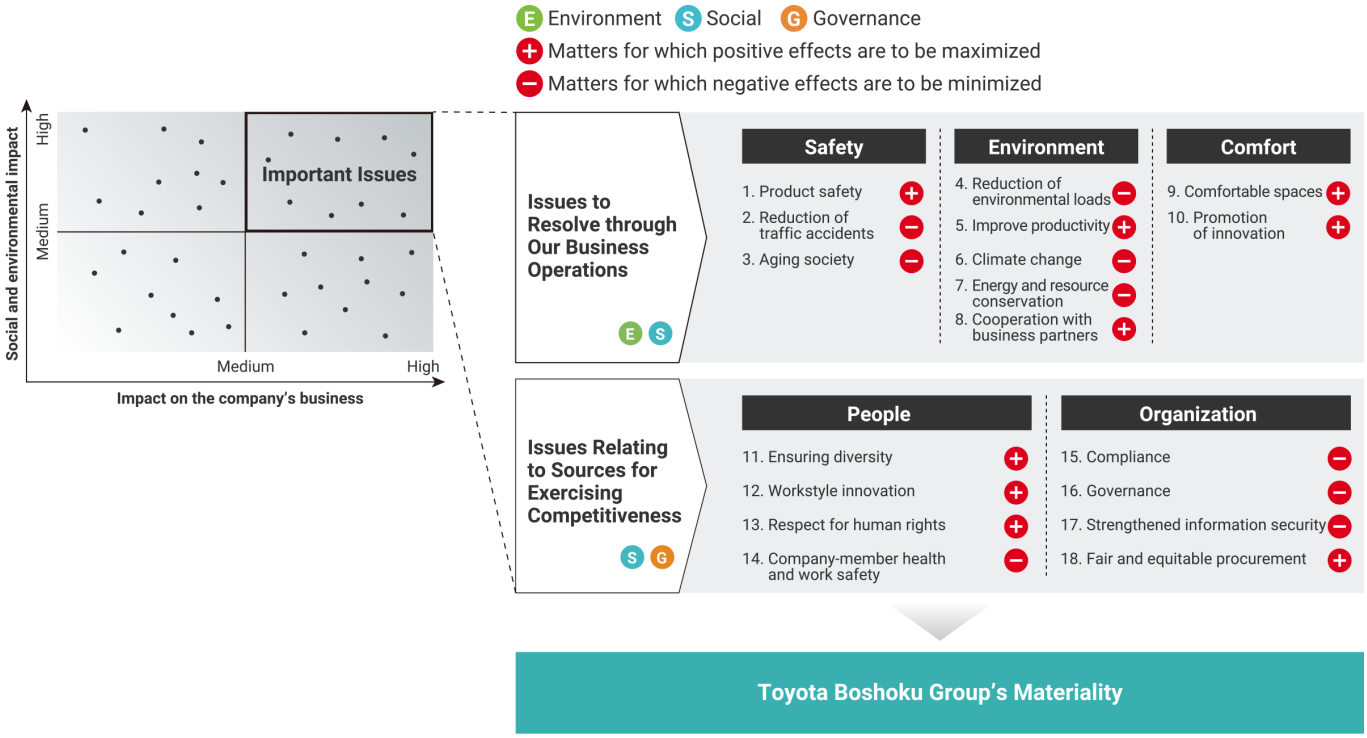
1. Classified into those that “maximize the positive effects,” which enrich people and their lives, and those that “minimize the negative effects,” which avoid risk
2. Organized into “Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations,” and “Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness”

Formulation of five aspects of materiality

Toyota Boshoku Group’s Materiality



Plotting of social issues and extraction of important issues



The Meaning and Concepts of Materiality

At the same time as further clarifying the meaning and concepts of Toyota Boshoku's materiality, we are setting out our 2025 Mid-term Business Plan with the aim of fully achieving materiality.

Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations			
(1)	As an Interior Space Creator, we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation	Toyota Boshoku group has consistently developed its operations "for the world and for people," expanding from textiles into automotive interiors and contributing to the enhancement of safety and reassurance in people's daily lives. We are evolving into an Interior Space Creator, providing products and services such as those employing sensor-based biometric information to achieve comfort, which means enabling people to live with confidence while staying true to themselves (realization of smart cities).	
(2)	Using our established technical capability, we will contribute to realize a society with no traffic casualties through providing products that assure safety	To contribute to the ambitious target of a society of "zero traffic casualties," we will continue to offer high-quality, high-safety products (integrated seats, seatbelts, airbags, and other such products) and services that optimize Toyota Boshoku's strengths in R&D that is part of Toyota Boshoku's identity.	
(3)	Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress	Aiming for a sustainable global environment in which children can live happily with smiles on their faces, we will make effective use of business resources and achieve the targets set out in our 2050 Environmental Vision, including zero CO2 emissions, zero wastewater from production processes, and minimal volumes of natural resources used and waste produced. To accomplish this, we will work with our business partners to realize innovation and improve productivity in MONOZUKURI (and all manufacturing-related processes), utilizing the latest leading-edge technologies.	
Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness			
(4)	We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork	To continue challenging ourselves to find solutions for the world's problems, we will develop autonomous human resources by bringing together talented individuals from around the world, who understand different ideas and ways of thinking, respect one another, and think together.	
(5)	We will continue to be a company of integrity trusted by all our stakeholders, inheriting our tradition of fairness and moral behavior to the next generation	To continue being a company that is trusted by all stakeholders and grows together with them, we will continue to practice "ensuring that our corporate activities are fair and transparent," as enshrined in our corporate philosophy and the Principles of Toyoda that embody the concepts of Sakichi Toyoda, while "doing what is right" as laid down in the TB Way.	

Materiality Formulation Process

From April 2019 to July 2020, we made a company-wide effort to identify important issues and formulated our materiality in six steps.
As part of a series of processes, the management team, the Global Management Strategy Division, the lead division, and next-generation leaders held a total of 27 consultations, after which the Board of Directors decided on the materiality.

		Participants:		
		Company Members	External Stakeholders	Directors/Officers
Step 0	**Comprehensive activities for CSR, CSV, ESG, SDGs, etc.** ● **Lecture for officers and division general managers** In addition to the regular members of the CSR Promotion Meeting (now the CSV Promotion Meeting), officers and relevant division general managers involved in the formulation of the 2025 Mid-Term Business Plan attended the meeting to deepen their understanding of CSV management. ● **Lecture on SDGs for officers, entity top management, and next-generation leaders** Held as part of the “Global Week” program, where directors, entity top management and next-generation leaders of the Toyota Boshoku group gathered to discuss the future of the group and how to realize it, deepening understanding of the SDGs. ● **SDGs card game and discussions on social issues (41 next-generation leaders from 13 countries participated)** A card game format was used to deepen understanding of the SDGs and social issues. Subsequently, discussions were held on social issues surrounding the Toyota Boshoku group as well as management issues, based on important concepts for the company included in our philosophy.	○		○
Step 1	**Understanding social issues** ● **Clarification of SDGs and other social issues** As well as the SDGs, identifying more than 100 social issues by focusing also on social issues in the countries and regions in which the Toyota Boshoku group operates. ● **Verification of social issues where we are already making contributions** Creating a life cycle value chain map of the Toyota Boshoku group’s business, and organizing contributions to resolving social issues that have already been implemented from both positive (opportunities) and negative (risks) perspectives.	○		

Step 2

Extraction of social issues

- **Verification of social issues to be tackled as the company's philosophy**
  Re-a. rming and understanding the meaning embedded in our philosophy, and confirming whether resolution of the social issues identified is consistent with the philosophy.
- **Verification of social issues that can be resolved by maximizing the company's strengths**
  Confirming whether the issues can be solved by leveraging the Identity of the Toyota Boshoku group: R&D, MONOZUKURI, and HITOZUKURI.
- **Discussions by the Materiality working group:**10 sessions (17 participants)

○		

Step 3

Verification of stakeholder expectations

- **Investor interviews:**3 times (7 participants from 3 companies)
- **Survey of company members:**1 time (covering 260 people)
- **Verification of management issues:**Based on the results of the above interviews and questionnaires, confirm consistency with internal policy.

○	○	○

Step 4

Plotting of social issues and extraction of important issues

- **Organization of social issues and identification of important issues to prioritize**
  Verification from the perspectives of "social and environmental impact" and "impact on the company's business," and identification of important issues to prioritize
- **Formulation of five aspects of materiality in alignment with the company's Vision**
  Identifying five materiality issues, organized into two categories: "Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations" and "Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness."

○		

Step 5

Verification of validity

- **Discussion in a CSV Promotion Meeting chaired by the president**
  In February 2020, an extraordinary CSR Promotion Meeting (now the CSV Promotion Meeting) was held to discuss the composition and wording of (expressions used in) our materiality. In order to deepen company members' understanding of our materiality, it was decided to compile the reasons for selecting this text as "Meaning and Concepts."
- **Discussions with outside directors and outside auditors**
  Two briefings were held for outside officers (in April and July 2020). Based on the points raised, the positioning of materiality in management was clarified, and the management system was organized as "Management Concept."

○		○

Step 6

Decision on materiality

- Toyota Boshoku Group's Materiality was finalized at the Board of Directors meeting in July 2020.

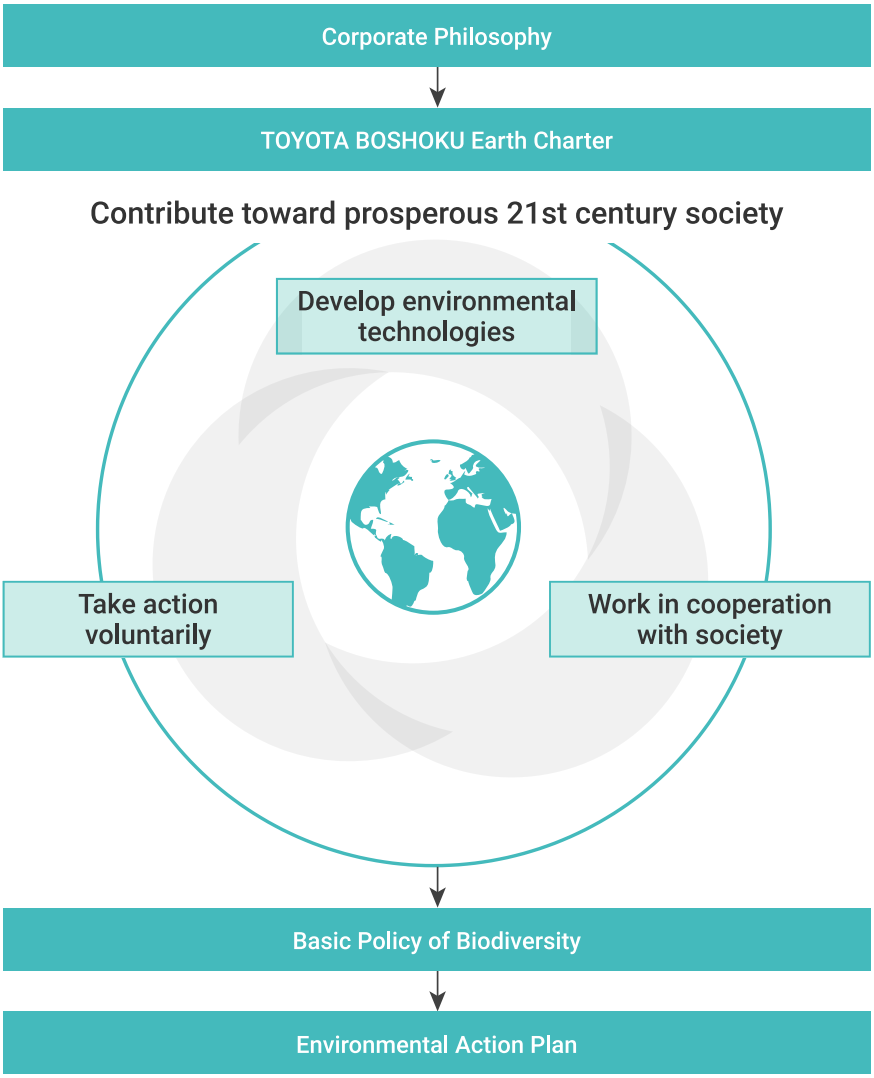
		○

Environment

Toyota Boshoku Earth Charter

Based on the TOYOTA BOSHOKU Earth Charter, we will make collective efforts as a group to contribute to preserving the global environment in order to realize a sustainable society.

Toyota Boshoku Earth Charter



1.Contribute toward a prosperous 21st century society

Aim for growth that is in harmony with the environment, and work to reduce environmental burdens throughout all areas of business activities. We will contribute toward realizing a “sustainable society” by carrying out activities that take into consideration biodiversity and co-existence with nature.

2.Develop environmental technologies

By seeking to tap the potential offered by environmental technologies, we will produce goods that are both comfortable and ecologically responsible. We will involve ourselves in the development of new technologies that can make worthwhile social contributions.

3.Take action voluntarily

Develop a voluntary improvement plan based on thorough preventive measures and compliance with laws that addresses environmental issues while promoting continuous implementation toward global environmental conservation.

4.Work in cooperation with society

Build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation, including related companies and industries.

Toyota Boshoku and all consolidated subsidiaries share the above Charter as the Toyota Boshoku group charter. (Established December 2004, revised November 2011)

Toyota Boshoku Basic Policy of Biodiversity

Conservation of biodiversity and sustainable use of natural resources along with climate change countermeasures (global warming prevention) are essential environmental issues that should be promoted on a global scale. The Toyota Boshoku group formulated the Toyota Boshoku Basic Policy of Biodiversity in November 2011 based on the philosophy of the Conference of the Parties to the Convention on Biological Diversity (COP10).

Basic Concepts

We, as the Toyota Boshoku group, strive to achieve the maintenance of biodiversity and sustainable use of natural resources. We also contribute to achieving a society that co-exists with nature. We are undertaking efforts to reduce impacts on biodiversity and pursue the potential of environmental technologies that help to maintain biodiversity in all of our business activities.

Action Guidelines

1. Make best use of nature [Pursue environmental technology]	● Development of technology and prevalence of biological resources such as plant-derived materials ● Promote the development of technologies in recycling design and reduce the weight of automotive parts ● Enhance the management of chemical substances in products
2. Co-existence with nature [Consideration of the impact of business activities]	● Make an effort to understand the impacts of our business activities, and continuously reduce these impacts ● Promote efficient utilization of energy, resource saving and reduction of substances of concern ● Consideration of surrounding areas including land use
3. Nurture nature [Cooperation and collaboration with society]	● Raise the biodiversity awareness of members and promote voluntary activities for the conservation of biodiversity ● Contribute to building a society to cultivate biodiversity such as promoting reforestation globally in cooperation with government, local communities and non-governmental organizations
4.Sharing of information [Disclosure and communication of information]	● Share information with society regarding biodiversity conservation activities being carried out and their results

2050 Environmental Vision

The aim of creating a sustainable global environment where children lead their lives with a smile

In May 2016, the Toyota Boshoku group formulated its “2050 Environmental Vision” based on the belief that it is necessary to take a long-term perspective toward environmental issues and tackle them at an even higher level. Based on the vision, the Toyota Boshoku group has established six Stretch Environmental Goals to be realized by 2050, including the challenge of achieving zero CO_2 emissions in business activities.

Vision

We will work together with all stakeholders with the aim of creating a sustainable global environment where children can lead their lives with a smile.

Toyota Boshoku's

6

Stretch Environmental Goals to 2050

Climate Change

1 

Challenge of achieving zero CO_2 emissions in Toyota Boshoku group

2 

Challenge of achieving zero CO_2 emissions in the product life cycle

Resource Depletion

4 

Challenge of minimising natural resources usage

5 
Challenge of minimising wastes produced by the Toyota Boshoku group

Water Scarcity

3 

Challenge of achieving zero wastewater in the Toyota Boshoku group production processes by water recycling.

Biodiversity Crisis

6 
Challenge of planting 1.32 million trees as part of reforestation activities

2050 Environmental Vision

“2050 Environmental Vision” is downloadable as a PDF file.

2050 Environmental Vision (PDF:1,669KB)

GET Adobe Acrobat Reader

Adobe Acrobat Reader is required to view the PDF files listed above.
If you have not done so already, please download a free copy of the latest version from the Adobe website.

Click here for the 2025 Environmental Action Plan

Response to the TCFD

Based on its Corporate Philosophy of “Promote corporate activities that help protect the global environment”, the Toyota Boshoku group makes collective efforts to contribute to preserving the global environment in order to realize a sustainable society.
We formulated the 2050 Environmental Vision in 2016 and identified our Materiality (important issue to be resolved through our business operations) of “Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress” in 2020 in order to promote environmental initiatives.
In April 2020, we endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). By extensively analyzing the impact of climate change on our business and the risks and opportunities that result from it based on scenarios, we will confirm the direction of our company’s initiatives and reflect them in our future management strategy.

Governance

Concrete measures related to climate change and other environmental issues are decided upon by the Board of Directors, and implemented by such bodies as the Corporate Strategy Meeting, the Corporate Planning Meeting, and the Corporate Management Meeting.
Policies and plans to respond to environmental issues identified by the Board of Directors, the Corporate Strategy Meeting, and the Corporate Planning Meeting are shared at the Carbon Neutral Environmental Promotion Meeting, which is held five times annually, and is connected with implementation planning and progress management for environmental issues affecting the Toyota Boshoku group. Additionally, KPI are created based on implementation planning, and these are reported and subjected to management review at monthly Corporate Management Meetings.
Matters deliberated upon at the Carbon Neutral Environmental Promotion Meeting are reported to the Board of Directors, whose directions and supervision allow such matters to be incorporated into group strategy.

Our corporate governance system

Strategy

Scenario Analysis on Climate-related Risks and Opportunities

(1) Scenario Analysis Results

We have identified short-term, medium-term, and long-term risks and opportunities based on the 1.5 to 2°C scenario*1 developed by the International Energy Agency (IEA), in which the impact of transition risks surfaces, and the 4°C scenario*2 developed by the Intergovernmental Panel on Climate Change (IPCC), in which the impact of physical risks surfaces. The table below lists the risks and opportunities that are assessed as particularly high.

*1 1.5°C scenario: NZE (IEA World Energy Outlook 2021); 2°C scenario: SDS (IEA World Energy Outlook 2021)

*2 4°C scenario: RCP 8.5 (IPCC 5th Assessment Report)

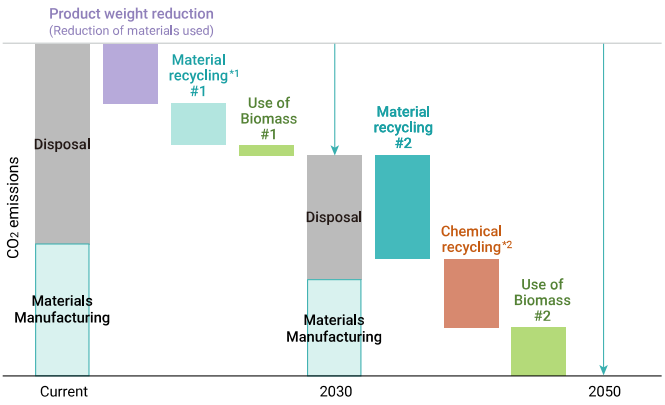
	Causes	Risks / Opportunities	Assessment	Actions
Transition risks and opportunities (1.5 to 2°C)	Enhancement of climate change policies, including carbon pricing	● Increase in procurement costs by introducing carbon prices, etc.	Risk	● Survey of suppliers (CO_2 emissions, efforts to reduce CO_2 emissions, etc.) Promotion of activities for setting CO_2 emission reduction targets ● Support for suppliers (Sharing of energy saving cases, joint development of new materials and new methods, joint purchase of renewable energy, etc.)
		● Increase in operating costs due to the direct impact of the introduction of carbon prices or its indirect impact on energy prices	Risk	● Introduction of highly efficient equipment to promote further energy saving and promotion of the development of new methods ● Promotion of the introduction of renewable energy ● Optimization of logistics (Reduction of CO_2 emissions associated with transportation through the promotion of local production for local consumption)
		● Increase in cost due to investment in energy saving and renewable energy for decarbonization	Risk	● Optimization of investment by introducing ICP (Internal Carbon Pricing)
	Enhancement of efforts to promote vehicle electrification	● Expansion of business in new fields through collaboration between Toyota group companies	Opportunity	● Expansion of new business domains and diversification of provided value
		● Increase in demand for electrified products	Opportunity	● Further planning and development of electrified products
	Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	● Decrease in sales due to lower demand for products with insufficent low-carbon technology	Risk	● Planning and development of products to further reduce carbon emissions ● Planning and development of plant-derived products and lightweight products ● Improvement of recyclability and promotion of simple disassembly design
		● Increase in sales by developing low-carbon products ● Expansion of demand for plant-derived products and lightweight products ● Enhancement of competitiveness by developing technology to improve recyclability	Opportunity	
Physical risks and opportunities (4°C)	Worsening of extreme weather, including heavy rain and subsequent flooding	● Decrease in sales due to the impact of supply chain disruption on production	Risk	● Risk management using a system to manage the range of supplier impact ● Selection of logistics routes that minimize the impact of disaster
		● Decrease in sales due to factory shutdown	Risk	● Enhancement of the BCP system (Creation of manuals and establishment of an information collection/sharing system)

(2)Priority Action

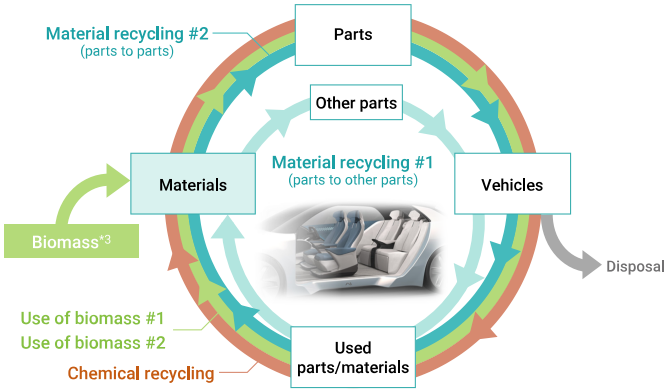
Challenge to Carbon Neutrality through a Circular Economy for Product Materials

The Toyota Boshoku group promotes the reduction of CO_2 emissions in the product life cycle. In addition to reducing the weight of products, using plant-derived materials (biomass), and developing technologies for electrified products, we will improve the recyclability of products. We will also work to reduce CO_2 emissions from the materials used in our products toward carbon neutrality.

(1) Measures to reduce CO_2 emissions from product materials



(2) Initiatives for a circular economy



Challenge to carbon neutrality by 2050 by recycling product materials and using biomass

*1 Reusing products as raw materials to produce new products

*2 Chemically decomposing and reusing the raw materials of products

*3 A renewable resource of biological origin

(3) Through Scenario Analysis

- We have recognized the magnitude of risks and opportunities that climate change poses to our business and have confirmed that our initiatives have led to risk reduction and opportunity expansion.
- The results of scenario analysis will be used as a reference when we promote the initiatives in the 2025 Mid-Term Business Plan and consider the 2030 Mid-Term Business Plan and will be reflected in our management strategy.
- Based on the results of scenario analysis, we will continue to strengthen our response to risks and opportunities and work on further information disclosure.

Risk Management

The Carbon Neutral Environmental Center monitors climate change-related changes in the external or internal environment on a company-wide basis, and identifies risks that could negatively impact our business.
Climate-related risks are deliberated upon at the Carbon Neutral Environmental Promotion Meeting, and officially identified at the Risk Management Promotion Meeting, with participation from both the Chairman and the President, and with the Business Profit Management General Manager acting as chairperson.
The Risk Management Promotion Meeting receives reports from various departments, and discusses climate change-influenced risks of all kinds, such as typhoons and flooding. Judgments are made concerning the relative severity of risks, with consideration made to the relationship between various risks. Finally, climate-related risks which affect the entire company are identified.
Identified risks are reported to the Board of Directors, under the management of the Chief Risk Officer (CRO).

Our risk management system

Metrics and Targets

Medium- and long-term targets

- 2050 Environmental Vision
  Challenge of achieving zero CO_2 emissions in the Toyota Boshoku group
  Challenge of achieving zero CO_2 emissions in the product life cycle
- 2030 target
  50% reduction in CO_2 emissions versus FY2014
- 2025 Environmental Action Plan
  25% reduction in CO_2 emissions versus FY2014

Monitoring metrics

- Scope 1, Scope 2 CO_2 emissions and energy usage (Toyota Boshoku group)
- Scope 3 CO_2 emissions (Toyota Boshoku)

FY2022 results

- Scope 1
- Scope 2
- Scope 3

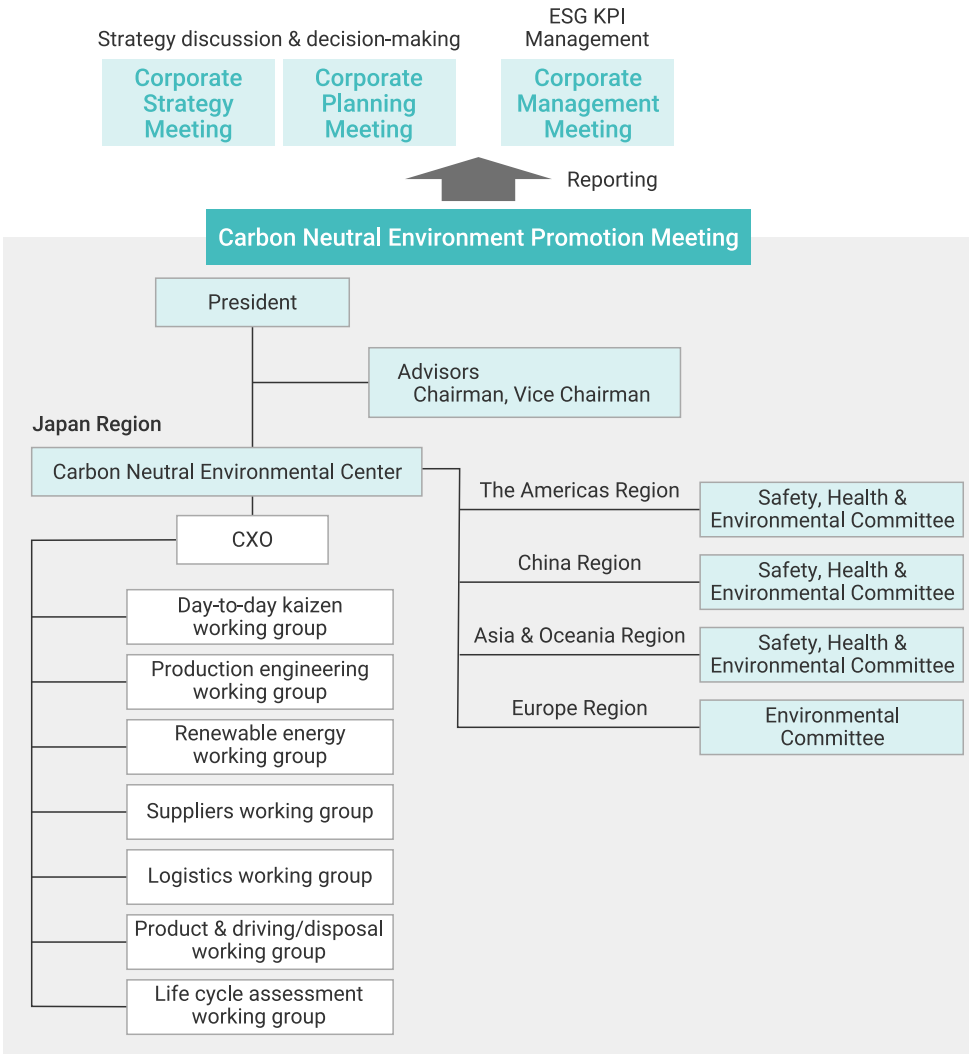
Environmental Management

Basic approach

The Toyota Boshoku group implements environmental management activities on an on-going basis that include convening sessions for the safety, health and environmental committee in the respective regions worldwide to confirm progress on environmental initiatives, verifying cases of improvement via genchi-genbutsu (Go, see & study) and actively implementing cross-organizational deployment best practices. In addition, we are providing education to people inside and outside the organization focused on environmental protection.

Promotion system

In January 2022, we established the Carbon Neutral Environment Center under direct Presidential supervision in order to further promote our carbon neutral initiatives. We work together with regional safety, health and environmental committees to promote activities designed to help reach carbon neutrality.



Toyota Boshoku Earth Charter

Carbon Neutral Environment Promotion Meeting

This is a meeting for implementing the Toyota Boshoku group's carbon neutral initiatives, setting targets and conducting follow-ups, aiming for net zero emissions.
Participating members: All Chief Officers, including the President
Frequency of meetings: five times annually
Contents of discussion:
Progress towards and achievement of 2025 Environmental Action Plan targets, as well as strengthening of initiatives for carbon neutrality throughout products' life cycles.

1) Progress towards and achievement of ESG KPI based on overall energy strategy and regional strategies
2) Planning and execution of supply chain and value chain strategies

Regional Committee Activities

Committees in each region work together with the Carbon Neutral Environment Promotion Meeting to promote activities designed to help meet the targets of the 2025 Environmental Action Plan.
At this time, the following four areas of environmental activity are marked as priorities:

1. Activities to ensure zero abnormalities and complaints*
2. Activities to reduce environmental impact
3. Activities for the management of chemical substances at plants
4. Activities related to ISO 14001 certification

Although the environmental issues being dealt with at the state and regional level differ, the Toyota Boshoku group has set high standards for all of its activities, which can be managed and implemented by each committee.

* Abnormalities: In case oil, etc., has leaked into a public waterway at a level that exceeds legal, by law and agreement standard values
Complaints: In case of contact from a local citizen, government, etc., alleging physical damage or psychological effects on account of the company

Initiatives for Legal Compliance / Environmental abnormality

In order to prevent environmental accidents and pollution, we conduct environmental risk management based on voluntary standards that are stricter than regulations require. In addition, we conduct risk management with value placed on the perspective of local people. Our environmental risk map is used in this regard. An environmental risk map is a tool to visualize risk around a plant and on premises, strengthen inspection standards and enable environmental patrols.Responsible persons at each plant carefully visualize risk and conduct patrols so that the latest information is always incorporated into the risk map.
In fiscal 2022, there were no instances of environmental abnormalities.

ISO14001

All business entities in Japan completed the transition to ISO 14001:2015, the new version of the standard, in fiscal 2019. In fiscal 2022, we were examined by internal and external audits at each site and completed our ISO14001 activities.

ISO 14001:2015 certification activities

All Toyota Boshoku group sites have obtained ISO14001 certification.

External audits

In fiscal 2022, we also were systematically examined by certification institutions in each country and region. All of the target factories were evaluated as "There were no nonconformities, and the requirements of ISO14001 are being properly operated."

Status of Acquiring ISO 14001 Certification [Associated Companies in Japan] (FY2022)

Status of Acquiring ISO 14001 Certification [Subsidiaries Outside Japan] (FY2022)

Environmental risk management

Creating a management system for chemical substances

The Toyota Boshoku group is taking steps to manage chemical substances in all business activities from development and design to production and packaging.

<table>
<tr><th colspan="4" rowspan="2">manegement area</th><th colspan="2">Product</th><th rowspan="2">Packing/packaging materials</th><th rowspan="2">Work environment
Surrounding environment</th></tr>
<tr><th>Product development and Design</th><th>Mass-produced products</th></tr>
<tr><td rowspan="5">Material classification</td><td rowspan="3">With indications on drawing</td><td colspan="2">Component
External product</td><td rowspan="3">Design drawing</td><td rowspan="4">  </td><td></td><td></td></tr>
<tr><td rowspan="2">Raw materials making up product</td><td>Without impact on the environment (Used in a solid state)
Skin material, etc.</td><td></td><td rowspan="3">Atmosphere
Water ← → Waste
Work environment</td></tr>
<tr><td>With impact on the environment (With change of property and generation of by-product associated with the use)
Adhesive, etc.</td><td></td></tr>
<tr><td rowspan="2">Without instructions on the drawing</td><td rowspan="2">Secondary materials</td><td>Possibility of mixture in product, added to product
Paint for repair, etc.</td><td></td><td></td></tr>
<tr><td>Possibility of mixture in product not added to product
Detergent for equipment, etc.</td><td></td><td></td><td></td></tr>
<tr><td colspan="2">Packaging, and packaging materials (For supply/overseas use)
Cardboard, etc.</td><td></td><td></td><td>Packing/packaging materials</td><td></td></tr>
</table>

Activities to reduce emissions of chemical substances

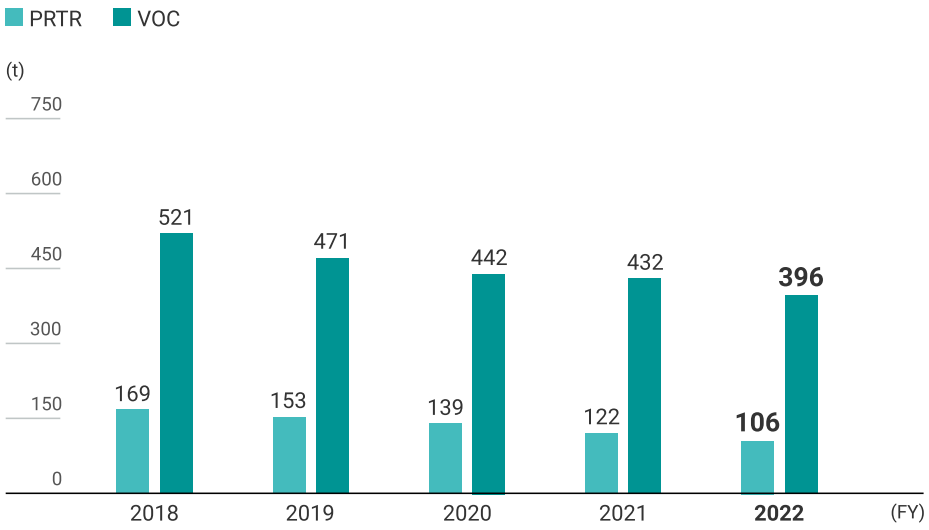
Regarding substances which are designated as VOC[*1] and PRTR,[*2] the Toyota Boshoku group has reduced emissions by switching to water-based paint and by starting to transition to release agents made from components with low amounts of VOC and PRTR substances. Moving forward, we will continue to promote activities aimed at reducing the amount of chemical substances used and the amount of emissions from our plant.

Furthermore, the Group prohibits the use of CFCs, which are ozone-depleting substances, and does not use them.

*1 VOC: Volatile Organic Compounds (covers 100 substances designated by Japan's Ministry of the Environment)

*2 Pollutant Release and Transfer Register: Pollutant Release and Transfer Register system

PRTR substances / VPC emissions [Toyota Boshoku]



Emission of chemical substances

Soil and groundwater purification at the Kariya Plant

At the Toyota Boshoku Kariya Plant, based on the “Provisional Guidelines for Soil and Groundwater” issued in 1994 by Japan’s Ministry of the Environment, we have been conducting annual inspections for soil and groundwater contamination and are working to purify these resources since 1995. Purification of soil contamination started in 1996 and was completed in 1998. Purification of groundwater contamination continues with levels maintained below standard values.

Results of trichloroethylene measurements in fiscal 2022 (Environmental standard: 0.03mg/ℓ)

(Unit: mg/ℓ)

Name of plant	Concentration in groundwater within grounds	Current status
Kariya Plant	FY2019：ND−0.012 FY2020：ND−0.011 FY2021：ND−0.008	Below standard values Continuing to maintain

* ND: Not detectable; under minimum quantity value (less than 0.002)

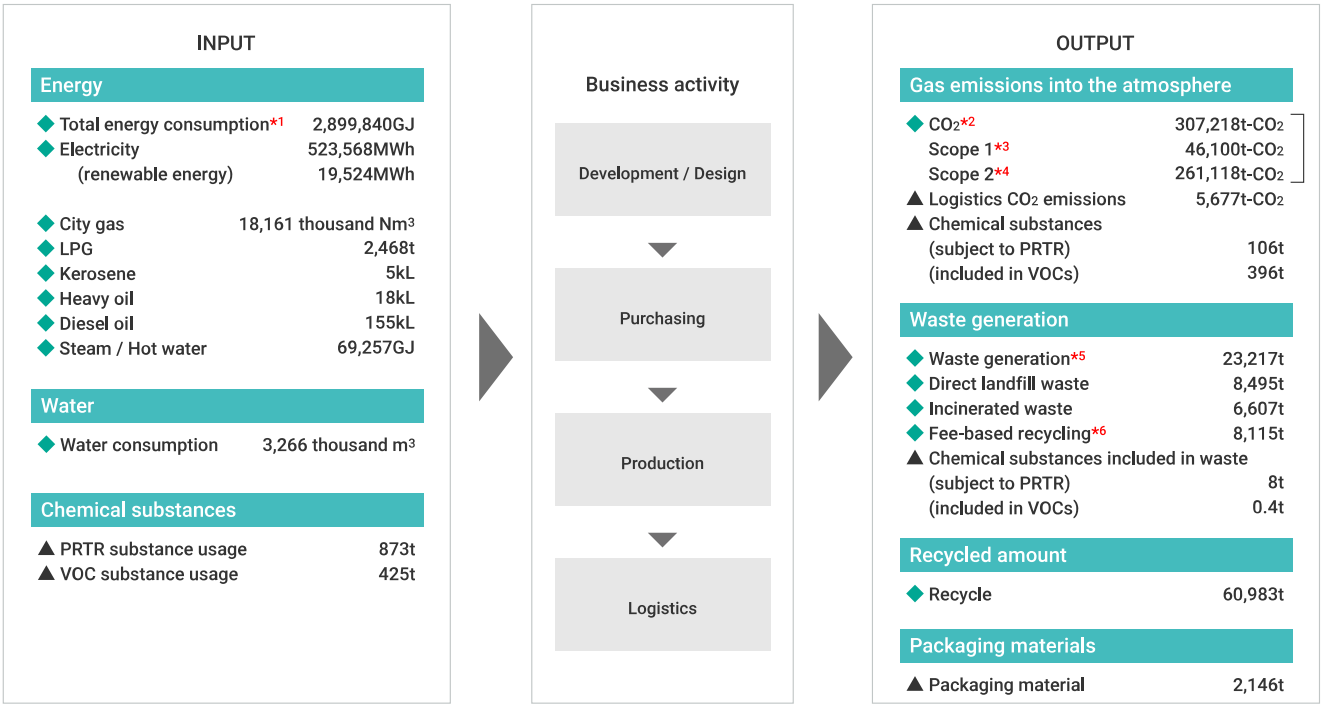
PCB treatment status

Polychlorinated biphenyls (PCBs) are now designated as prohibited substances. PCB wastes now being stored must be treated at designated treatment facilities no later than the end of March 2027.
In fiscal 2022, we disposed of four ballasts, thereby completing the treatment of PCB waste.

Our Business Activities and the Environment (Resource Consumption for Business Activities and Emissions Causing Environmental Impact)

Resource consumption for business activities and emissions causing environmental impact in fiscal 2022

◆ Toyota Boshoku group ▲ Toyota Boshoku



Click to check Scope 3

*1 The sum total of the values given by multiplying the consumption of each category of energy by its corresponding unit of energy generation. For units of energy generation (excluding electricity usage), we use values from Japan's Ministry of the Environment' s "List of Calculation Methods and Emissions Coefficients with Regards to the Systems of Calculation, Reporting, and Announcements" (no official English translation could be found), with 1 MWh of electricity usage converted to 3.6 GJ, and the results aggregated. Additionally, the following are not included in calculations: fuel used by transport vehicles owned by subsidiaries in the transportation industry, and energy used at construction sites by our subsidiaries in the construction industry.

*2 Emissions excluding the effects of co-generation in reducing CO_2 totaled 312,493 t-CO_2. Additionally, the following are not included in calculations: emissions arising from fuel used by transport vehicles owned by subsidiaries in the transportation industry, and emissions arising from energy used at construction sites by our subsidiaries in the construction industry.

*3 Direct greenhouse gas emissions from a company's own fossil fuel combustion and industrial processes. Scope 1 emissions from the Toyota Boshoku group occur from the burning of city gas, LPG, kerosene, heavy oil and diesel oil.

*4 Indirect emissions from the generation of electricity, heat and steam purchased from other companies. Scope 2 emissions from the Toyota Boshoku group occur from the generation of purchased electricity, steam, and hot water.

*5 The amount of construction waste (772t) produced by subsidiary construction companies is not included here.

*6 Waste that is recycled for a fee

Strengthening Environmental Education to Pass Environmental Conservation Activities on to Future Generations

Environmental education

In fiscal 2020, the seventh year of the project, Toyota Boshoku provided an opportunity to have fun learning about the environment by conducting on-site education at a local elementary school. On the day of the education, we introduced our environmental efforts and conducted experiments on wastewater treatment. Through group work, children deepened their understanding on the three themes of conserving energy, reducing trash, and valuing water.
(Held seven times up until fiscal 2020; not held in fiscal 2022 due to the coronavirus pandemic)

Children show great interest in an experiment for purifying wastewater

Initiatives in the local community

Toyota Boshoku held Toyota City-sponsored eco-tours of our Sanage Plant in 2018 and 2019. Parents and children living in the city of Toyota toured facilities such as wastewater treatment plants.
During the tour, we introduce the current state of water shortages worldwide. Participants also take part in experiments introducing the wastewater treatment process and water quality analysis method at Toyota Boshoku. It is an outstanding opportunity for conveying the importance of water.
We will continue to deepen our understanding of the environment and aim for a sustainable global environment together with members of the local community.
(Held twice up until fiscal 2020; not held in fiscal 2022 due to the coronavirus pandemic)

Parents and children observe killifish in a wastewater treatment facility as part of an eco-tour run by Toyota City.

Internal Environmental Training

Toyota Boshoku carries out environmental training for company members in order to further improve their awareness of environmental issues.
Alongside training for new company members and members facing promotion, we engage in various other initiatives. For example, we run environment-related events annually during Energy Saving Awareness Month in February, and Environment Month in June, as well as various training initiatives, such as e-learning and ISO14001 training.

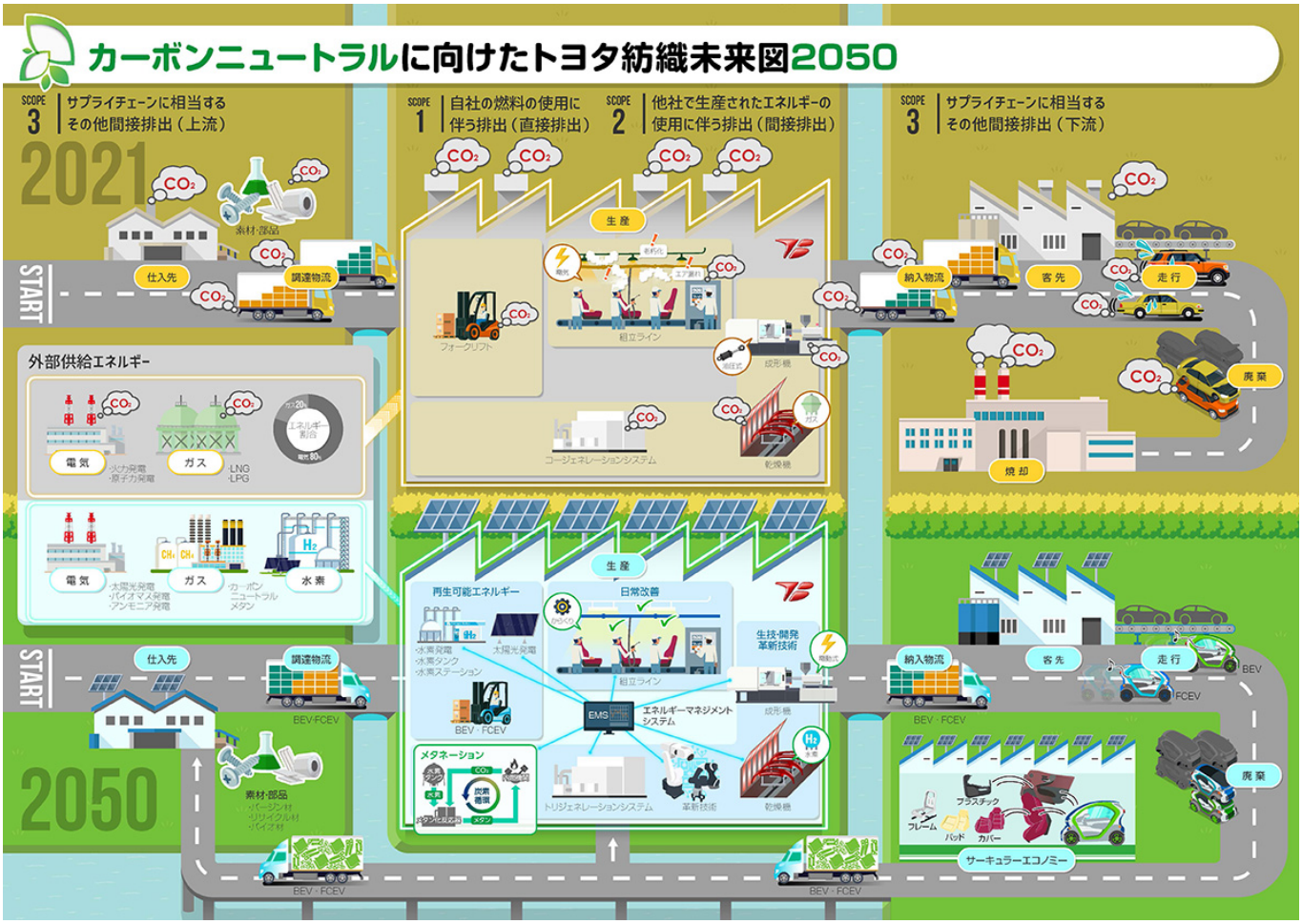
Example 1:

Two environment lectures held in fiscal 2022
Date: June 2021 (Environment Month)
Lecturer: Takenori Takahashi (Konica Minolta, Inc.)
Lecture Topic: Konica Minolta's Environmental Management—Solving environmental problems while ensuring business growth—

Date: February 2022 (Energy Saving Awareness Month)
Lecturer: Ken Koyama (The Institute of Energy Economics, Japan [IEEJ])
Lecture Topic: Trends, Issues, and Business Strategy in a World Aiming for Carbon Neutrality

Example 2:

Worked to strengthen awareness of carbon neutrality issues among company members.
We produced an illustration titled "A Vision of Toyota Boshoku in 2050—Aiming Towards Carbon Neutrality" and distributed it through our company newsletter , in order to strengthen awareness among company members.
"A Vision of Toyota Boshoku in 2050" does not simply cover the importance of reducing the energy used at our business sites, but also makes clear the importance of taking initiatives to reduce the CO_2 emitted throughout the entirety of our products' life cycles—including during their use and upon their disposal.


カーボンニュートラルに向けたトヨタ紡織未来図2050
SCOPE 3 サプライチェーンに相当する その他間接排出（上流）
SCOPE 1 自社の燃料の使用に 伴う排出（直接排出）
SCOPE 2 他社で生産されたエネルギーの 使用に伴う排出（間接排出）
SCOPE 3 サプライチェーンに相当する その他間接排出（下流）
2021
2050
START
仕入先
調達物流
生産
納入物流
客先
走行
廃棄
焼却
外部供給エネルギー
電気
ガス
水素
再生可能エネルギー
日常改善
生技・開発 革新技術
エネルギーマネジメントシステム
EMS
メタネーション
素材・部品
BEV・FCEV
サーキュラーエコノミー

Status of Acquiring ISO 14001 Certification [Associated Companies in Japan] (FY2022)

●: received ISO14001 recognition

Toyota Boshoku (Global Mainstay Hub)

Company	Status of Acquiring ISO 14001 Certification
Kariya Plant	●
Oguchi Plant (Including Kisogawa)	●
Gifu Plant	●
Toyota region (Sanage, Fujioka & Tsuchihashi Plants)	●
Takaoka region (Takaoka & Tsutsumi Plants)	●
Toyohashi region(Toyohashi-Kita, Toyohashi-Minami & Toyohashi-Higashi plants)	●
Kanto region (Tokyo plants)	●

Subsidiaries (Production)

Company	Status of Acquiring ISO 14001 Certification
ARACO CO., LTD.	●
COWERK CO., LTD.	●
TOYOTA BOSHOKU KYUSHU CORPORATION	●
TOYOTA BOSHOKU SHIGA CORPORATION	●
TOYOTA BOSHOKU TOHOKU CORPORATION (TB SEWTECH TOHOKU CORPORATION)	●
TB SEWTECH KYUSHU CORPORATION	●
TB KAWASHIMA CO., LTD.	●

Subsidiaries (Non-production)

Company	Status of Acquiring ISO 14001 Certification
TB LOGISTICS SERVICE CORPORATION	●
TB ENGINEERING CORPORATION	*
TB CORPORATE SERVICE CORPORATION	
TB TECHNOGREEN CORPORATION	
TECHNICAL LINKS DESIGN CO., LTD.	

* Environmental management system that builds and operates ISO14001

Status of Acquiring ISO 14001 Certification [Subsidiaries Outside Japan] (FY2022)

●: received ISO14001 recognition

Except for Not-operating companies in subsidiaries outside Japan

Region	Company name	Environmental management system status
The Americas region	TOYOTA BOSHOKU AMERICA, INC.	*
	TOYOTA BOSHOKU TENNESSEE, LLC	●
	TBDN TENNESSEE COMPANY, LLC	●
	TOYOTA BOSHOKU ILLINOIS, LLC	●
	TOYOTA BOSHOKU INDIANA, LLC	●
	TOYOTA BOSHOKU KENTUCKY, LLC	●
	TOYOTA BOSHOKU MISSISSIPPI, LLC	●
	TOYOTA BOSHOKU CANADA, INC.	●
	TB SEWTECH DE MEXICO, S. DE R. L. DE C.V.	●
	TOYOTA BOSHOKU ARGENTINA S.R.L.	●
	TOYOTA BOSHOKU DO BRASIL LTDA.	●
China region	TOYOTA BOSHOKU (CHINA)	*
	CHENGDU TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
	TOYOTA BOSHOKU (GUANGZHOU) AUTOMOTIVE PARTS CO., LTD.	●
	GUANGZHOU INTEX AUTO PARTS CO., LTD.	●
	KUNSHAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
	NINGBO TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
	TOYOTA BOSHOKU (TIANJIN) AUTOMOTIVE PARTS CO., LTD.	●
	TIANJIN INTEX AUTO PARTS CO., LTD.	●
	TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
	TOYOTA BOSHOKU FOSHAN CO., LTD.	●
	HEYUAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
	SHENYANG TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	●
Asia & Oceania region	TOYOTA BOSHOKU AUTOMOTIVE INDIA PRIVATE LIMITED	●
	PT. TOYOTA BOSHOKU INDONESIA	●
	TOYOTA BOSHOKU PHILIPPINES CORPORATION	●
	SHIN SAN SHING CO., LTD.	●
	TOYOTA BOSHOKU ASIA CO., LTD.	●
	TOYOTA BOSHOKU SIAM METAL CO., LTD.	●
	S.K. AUTO INTERIOR CO., LTD.	●
	STB TEXTILES INDUSTRY CO., LTD.	●
	TOYOTA BOSHOKU FILTRATION SYSTEM（THAILAND）CO., LTD.	●
	TOYOTA BOSHOKU GATEWAY (THAILAND) CO., LTD.	●

	BOSHOKU AUTOMOTIVE (THAILAND) CO., LTD.	●
	TOYOTA BOSHOKU HAIPHONG CO., LTD.	●
	TOYOTA BOSHOKU HANOI CO., LTD.	●
Europe & Africa region	TOYOTA BOSHOKU EUROPE N.V.	●
	TOYOTA BOSHOKU FRANCE S.A.S.	●
	TOYOTA BOSHOKU SOMAIN S.A.S.	●
	TOYOTA BOSHOKU LEGNICA SP. Z O.O.	●
	TOYOTA BOSHOKU POLAND SP. Z O.O.	●
	TOYOTA BOSHOKU LLC	●
	TOYOTA BOSHOKU TURKIYE OTOMOTIV SANAYI VE TICARET A.S.	●
	TB SEWTECH TURKEY OTOMOTİV SANAYİ VE TİCARET LİMİTED ŞİRKETİ	●
	TOYOTA BOSHOKU SOUTH AFRICA (PTY) LTD.	●

* Build and operate an environmental management system other than ISO14001

2025 Environmental Action Plan

The Toyota Boshoku group formulated its “2050 Environmental Vision” in May 2016, based on the belief that it is necessary to take a long-term perspective toward environmental issues and tackle them at an even higher level. Based on the vision, the group has established six Stretch Environmental Goals to be realized by 2050, including the challenge of achieving zero CO_2 emissions in business activities.
Aiming to realize the “2050 Environmental Vision,” in November 2020 the group announced the “2025 Environmental Action Plan” to be followed in the five years to 2025, and is promoting relevant activities.

2050 Environmental Vision and 2025 Environmental Action Plan

(◆: Toyota Boshoku group ▲: Toyota Boshoku)

	2050 Environmental Vision 6 Stretch Environmental Goals	2025 Environmental Action Plan				Results from fiscal 2022	Related SDGs
		Target		Action items			
Climate Change	 **1 Challenge of achieving zero CO2 emissions in the Toyota Boshoku group**	◆	CO2 emissions 25% reduction compared to FY2014	①	Minimise CO2 emissions in daily improvement activities	● Setting up the Daily Improvements Working Group, as well as completion and cross-organizational deployment of Toyota Boshoku’s 40 items of highest global priority. Additionally, creation of the “CO2 Reductions by 2030” business scenario, and systematic implementation of medium-term improvements to energy conservation ● Drawing up of our guidelines for decision-making on carbon neutral investments, based on our Internal Carbon Pricing (ICP). Additionally, setting out cost-effectiveness criteria for investments, and increasing the speed of investment decision-making	
				②	Develop and adopt the most advanced and innovative production technologies	● Visualization of the energy conservation issues for our investments until the year 2030 ● Establishment of the working group system by collaboration with various production engineering divisions as well as cross-organizational deployment of their strengths to further raise awareness of issues surrounding carbon neutrality ● Cooperation with manufacturers outside the Toyota Boshoku group to promote energy conservation, and share relevant technology. For example: carrying out Genchi-Genbutsu (go, see & study) evaluations of production processes and then proposing improvements ● Reductions to CO2 emissions resulting from electrification of pneumatic equipment	
		◆	Adoption rate of renewable energy: 15%	③	Accelerate formulation of renewable energy scenario and adoption of renewable energy tailored for individual country/regional policy	● Purchase of renewable energy certification in Europe region (carbon neutrality achievements by 2030) ● Installation of solar power generation (utilizing the PPA*1 system) at various business sites in Japan (Sanage Plant, Toyohashi Plant, and global headquarters) and in China (Toyota Boshoku (China) and Tianjin INTEX) for a total of 5,639 kW of electricity	
				④	Study potential use of next generation energy in our company with the mid to long-term roadmap	● Investigation into various methods of contributing to carbon neutrality, including making use of low-carbon hydrogen and various forms of carbon recycling, such as methanation*2 and carbon dioxide capture	

<table>
<tr><td></td><td></td><td></td><td></td><td>Renewable energy installation rate (quantity of renewable energy/total electricity usage)
<table><tr><th>Region</th><th>Base year</th><th>Item</th><th>2025 target</th></tr><tr><td>Global</td><td>—</td><td>Renewable energy installation rate</td><td>15%</td></tr></table></td><td>Renewable energy installation ratio
FY2022 results: 3.7%</td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td>[Targets related to action items 1–4]
CO2 emissions
<table><tr><th>Region</th><th>Base year</th><th>Item</th><th>2025 target</th></tr><tr><td>Global</td><td>FY2014</td><td>Emissions</td><td>25% reduction</td></tr></table></td><td>CO2emissions
FY2022 results: 307,218 t-CO2</td><td></td></tr>
<tr><td></td><td>2 Challenge of achieving zero CO2 emissions in the product life cycle</td><td>◆</td><td>● Review plans and progress of manufacturing products factoring in lightweighting for new car models
● Review plans and progress of manufacturing products factoring in features other than lightweighting for new car models</td><td>⑤ Product development that contributes to top-level fuel efficiency
⑥ Promote product development to support next generation automobiles
⑦ Develop and commercialise a wider variety of biomass-derived products</td><td>Changes to contribute towards reductions in a product's life cycle CO2 emissions
1) Weight reduction
・Replacing conventional metal springs and wires in vehicle seat cushions with fiber cloth springs, leading to slimmer seating
2) Other changes
・Utilizing kenaf fibers in vehicle seat back panels</td><td></td></tr>
<tr><td></td><td></td><td>▲</td><td>CO2 emissions in logistics: 14% reduction compared to FY2012</td><td>⑧ Reduce CO2 emissions through the pursuit of efficient logistics activities
[Targets related to action item 8]
CO2 emissions from logistics activities
<table><tr><th>Region</th><th>Base year</th><th>Item</th><th>2025 target</th></tr><tr><td>Toyota Boshoku</td><td>FY2012</td><td>Emissions</td><td>14% reduction</td></tr></table></td><td>FY2022 results: 5,677t-CO2
● Reduction of the number of trips taken, e.g. by consolidating multiple trips with similar routes
● Changing vehicle size class based on load to be carried heavy-duty truck -> 4-ton truck</td><td></td></tr>
<tr><td>Water Scarcity</td><td>3 Challenge of achieving zero wastewater in the Toyota Boshoku group production processes by water recycling</td><td>◆</td><td>Basic unit of water use : 6% reduction compared to FY2014</td><td>⑨ Reduce wastewater by developing water-less processes and water recycling technologies
[Targets related to action item 9]
Water consumption
<table><tr><th>Region</th><th>Base year</th><th>Item</th><th>2025 target</th></tr><tr><td>Global</td><td>FY2014</td><td>Base unit: 1,000 m³/1,000 units</td><td>6% reduction</td></tr></table></td><td>● Expansion of circular recycling system for septic tank output water (Toyohashi-Minami Plant, Toyohashi-Higashi Plant), with an eye to zero wastewater
● Reduction of water consumption, as a result of water recycling and highly-efficient water usage
● Introduction of technology that uses less water during production, as a result of improved washing efficiency in the dyeing process (the Bubble Method)
FY2022 results: 450 m³/1,000 units (-28%)</td><td></td></tr>
<tr><td>Resources Depletion</td><td>4 Challenge of minimising natural resources usage</td><td>◆</td><td>● Set a target of non-petroleum and recycled material usage to be realised by 2030, and draw a roadmap for commercialisation
● Promote research that will accelerate usage of plant-derived materials</td><td>⑩ Reduce usage of scarce resources by developing biomass and recycling technologies</td><td>● Identification of the current product waste situation, as well as the resulting issues, with an eye to achieving carbon neutrality. Creation of a scenario for making use of materials recycling and biomass, and incorporation of this into a product development roadmap, as well as promotion of further development</td><td></td></tr>
<tr><td></td><td>5 Challenge of minimising wastes produced by the Toyota Boshoku group</td><td>◆</td><td>Basic unit of waste emissions : 14% reduction compared to FY2012</td><td>⑪ Promote minimisation of wastes generated in production activities
[Targets related to action item 11]
Waste
<table><tr><th>Region</th><th>Base year</th><th>Item</th><th>2025 target</th></tr><tr><td>Global</td><td>FY2012</td><td>Base unit: t / 1,000 units</td><td>14% reduction</td></tr></table></td><td>● Low-emission materials
Development of production engineering, as well as continuation of the promotion of emissions minimization via day-to-day improvement activities
● Promotion of the re-utilization of waste products
● Investigation and introduction of low-emissions equipment
● Introduction of new methods and equipment, with an eye to reducing the amount of waste produced (e.g. improvements to laser cutter throughput yields)
FY2022 results: 3.17t/1,000 units (-18%)</td><td></td></tr>
</table>

				⑫	Reduce packaging materials used in logistics activities and use resources effectively	FY2022 results: 2,146t ● Reduction of the amount of materials used in packing bumpers, as a result of revisions to packing methods ● Reduction of mass of door packing material, as a result of changes in packaging design ● Discontinuation of stickers previously used to mark product codes on packaging, and replacement with printed product codes ● Reduction of materials used, as a result of a switch from use of polyethylene bags and cardboard to use of bubble wrap	
Biodiversity Crisis	**6 Challenge of plating 1.32 million trees as part of reforestation activities**	◆	Number of trees planted: 140,000(Cumulative total: 640,000)	⑬	Promote connecting forest and biodiversity conservation activities regionally and globally	The scope of our activities in fiscal 2022 was limited by the impacts of the ongoing COVID-19 pandemic. As a result we were unable to meet our targets, with the planting of 5,000 trees delayed to fiscal 2023 FY2022 results: 49,859 trees Cumulative total as of FY2022: 586,290 trees 1) Preventing desertification in Inner Mongolia, China FY2022 results: 15,000 trees (due to the impacts of the ongoing COVID-19 pandemic, a portion has been carried over to the next fiscal year) 2) Preventing wind-blown sand in Thua Thien Hue province, Vietnam FY2022 results: 14,000 trees 3) Tropical forest restoration in the Amazon rainforest, Brazil Results: carried out preservation work and monitoring of growth in the area All-Toyota Harmony with Nature Working Group Activities halted as part of our COVID-19 anti-infection measures ● Toyota Boshoku France's bird conservation activities Cooperation with environmental conservation groups to plant 500 shrubs throughout company sites in France in order to combat the ongoing decline in bird populations	
Management	**Management**			⑭	Promote the reinforcement of the consolidated environmental management	● Formulation of a new target of reducing CO2 emissions by 50% by 2030 (compared to FY2014) ● Implementation of scenario analyses (based on TCFD*3 recommendations) on both the effects of climate change on our business, and the resulting risks and opportunities. Additional confirmation of the direction our initiatives are moving in, as well as reflection of this in our management strategy.	
				⑮	Strengthen the chemical substance management system	● Regular convening of committee activities around the world, as well as promotion of further development, with the aim of expanding and strengthening our CiP (Chemicals in Products) management systems	
				⑯	Reduce the VOC*4 emissions from production activities	● Continued promotion of reductions in VOC via daily improvements ● Incorporation of low-VOCs technology into the planning of manufacturing processes and equipment, via such changes as moving away from solvent-based adhesives	
				⑰	Promote environmental activities in collaboration with business partners	● Development of environment-related expected values in our global purchasing policy ● Promotion of environmental activities, such as workshops on carbon neutrality run by the supplier group member, and further development of our company's energy conservation techniques ● Implementation of self-assessments by our suppliers ● Annual award from Toyota Motor Corporation Environment Promotion Excellence Award	
				⑱	Promote environmental management in product development	Identification and confirmation of LCA*5 issues during R&D, setting of necessary base units, and promotion of visualization of CO2 emissions levels	

		⑲	Strengthen environmental education to pass the environmental conservation activities on to future generations	Implementation was not possible, due to the impacts of the ongoing COVID-19 pandemic in FY2022 ● Proactive utilization of teleworking (percentage of staff teleworking in administrative and technical workplaces as of March 2022: 42%) ● With the spread of telework, we have revised the payment method for commuting allowances from a monthly fixed amount to a payment method according to the actual commuting situation.
		⑳	Enhance communication with stakeholders through active disclosure of environmental information	● Consistent elucidation of our environmental initiatives in the Toyota Boshoku Report, as well as at exhibitions and in internal newsletters ● Holding of environmental lectures, as well as other activities for strengthening environmental awareness during Environment Month and Energy Saving Awareness Month ● Updating of the results of business scenario analyses, with an eye to further improving our information disclosure based on TCFD recommendations

*1 Power Purchase Agreement: a contract for the purchase of electricity by a power company from a party that generates electricity

*2 Methanation: the conversion of carbon dioxide and hydrogen into methane

*3 The Task Force on Climate related Financial Disclosures

*4 Volatile Organic Compounds: organic chemicals which have a high volatility (i.e. a high vapor pressure at room temperature). This term covers 100 substances designated by Japan's Ministry of the Environment

*5 Life Cycle Assessment: a comprehensive assessment of the environmental impact of a product from its creation, throughout its use, and to its disposal.

- Target values are based on our current business plan. These target values may be subject to future review in case of substantial changes to our business plan.
- Detailed targets are established each fiscal year, and disclosed on our website
- Our environmental initiatives plan is shared among Toyota Boshoku and Toyota Boshoku group companies

Challenge of achieving zero CO_2 emissions in the Toyota Boshoku group

Basic approach

In order to achieve carbon neutrality, we have formulated a new target of reducing CO_2 emissions by 50% by 2030 (compared to FY2014).
We are promoting activities to meet the “Challenge of achieving zero CO_2 emissions in Toyota Boshoku group” set out in our 2050 Environmental Vision formulated in 2016.
The Carbon Neutral Environment Division established in April 2021 will become the Carbon Neutral Environment Center in January 2022, and will further accelerate activities such as the promotion of energy conservation and the usage of green energy, aiming to achieve the goals.

Efforts to Achieve Carbon Neutrality

		by 2025	by 2030	by 2050
CO_2 emissions reduction target (compared to 2013 levels)		25% reduction	50% reduction	Work towards carbon neutrality
Scopes 1 & 2	Energy conservation	CO_2 emissions from Toyota Boshoku group production: analyze + set targets	CO_2 emissions from Toyota Boshoku group production: promote energy reductions	
		Energy conservation + daily improvement activities		
		Development + practical use of innovative technologies		
	Renewable energy usage	Renewable energy: 15% of total usage	Renewable energy: 40% of total usage	Renewable energy: work towards 100%
Scope 3 (strengthening cooperation with OEM or industry groups, and public-private partnerships)	LCA	Life-cycle total CO_2 emissions: analyze	Life-cycle total CO_2 emissions: set targets	Life-cycle total CO_2 emissions: promote reductions
		Promote energy conservation cooperation with various suppliers		
		Promote recycling of products + materials		Establishment of circular economy
		Logistics CO_2 emissions: 14% reduction on 2011 levels	Logistics CO2 emissions: 20% reduction on 2011 levels	Optimization of logistics

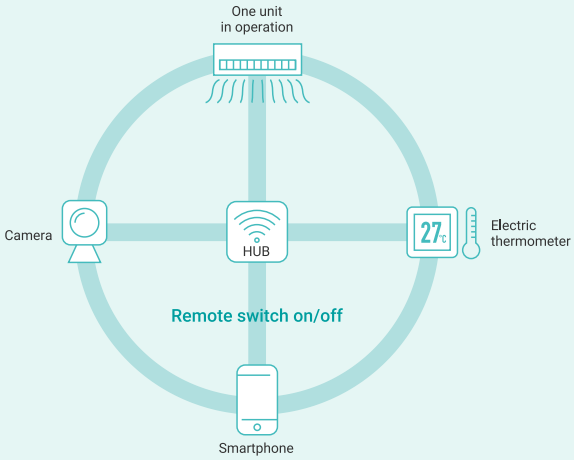
Carbon Neutrality Strategy Roadmap

The Carbon Neutrality Strategy Roadmap is an action implementation plan designed to help us achieve our target of reducing CO_2 emissions by 50% (compared to 2013 levels) by the year 2030. It was designed with consideration of the actual conditions on the ground across our five global regions of Japan, the Americas, China, Asia & Oceania, and Europe & Africa.
Working together with each region, we are working to examine which improvement items can, or should be implemented globally, and are promoting activities that contribute to the realization of our CO_2 target.
Going forward, the entire Toyota Boshoku group will continue to take action, and engage in activities that help reduce CO_2 emissions.

1. Review of air conditioning management for Technical Skills Training Center's server room using natural energy effectively

The Technical Skills Training Center’s server room houses special IT equipment used to send customer’s production data to various plants. Since this equipment is vulnerable to damage by high temperatures (with an associated risk of production stoppages), special cooling management is necessary, and air conditioning was kept running 24 hours a day, 365 days a year.
Investigation was performed on the plausibility of achieving reductions in energy consumption by making use of sustainable energy over the winter months, and by improving the way relevant equipment is managed. The process went as follows:
First, a working group was set up with the Business Innovation Promotion Division—the department with responsibility for IT equipment management. Next this working group examined the various issues involved. Finally, improvements were carried out, leading to annual savings of around 20.0 tons of CO_2—an emissions reduction of over 90%.

step	Dates	Issues	Details of implementation
1	August 2021	Unclear requirements for operation, including air conditioner shutdown temperature	Set shutdown conditions to: below external temperature below 20℃, room temp below 26℃
2	From September	No mechanism for temperature data management	Used simple smartphone-operated IoT, used sustainable energy ● Winter (Dec - Feb): power completely off ● Other months if temp below level: power off in some parts
3	From February 2022	Network room cooling area overly large (size of network room unsuitable)	Reviewed + reduced size of network room layout →reduced cooling area by 65%
4	April	22 years since installation of AC equipment, replacement of aging parts necessary (use of 2 linked ACs)	Determined 1 AC to be adequate (due to smaller room), replaced 1 AC unit



2. Active introduction of renewable energy

Solar panels at our global headquarters

The Toyota Boshoku group is proactively introducing renewable energy. In fiscal 2022, electricity use at our global headquarters in Kariya was converted to 100% renewable energy. In fiscal 2023 we are planning to convert electricity use at all European sites to 100% renewable energy.

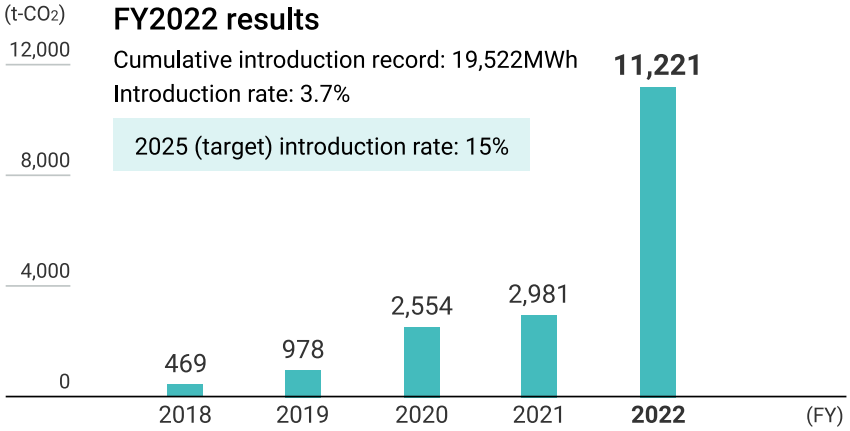
Moving forward, the entire Toyota Boshoku group will continue to systematically introduce renewable energy and respond to the need for carbon neutrality.

Installation results

	Before 2018	2019	2020	2021
Japan	Kariya Plant Gifu Plant Sanage Plant ARACO Toyota Boshoku Kyushu TB Sewtech Kyushu Toyota Boshoku Tohoku TB Logistics Service	Takaoka Plant	Sanage MONOZUKURI Innovation Center	Kariya Plant / Global headquarter Sanage Plant (expansion) Toyohashi-Kita Plant Toyohashi-Minami Plant Toyota Boshoku Shiga
Outside Japan	**Thailand** Toyota Boshoku Asia Toyota Boshoku Gateway (Thailand)	**China** Ningbo Toyota Boshoku Toyota Boshoku (Tianjin) Tianjin Toyota Boshoku **Thailand** Toyota Boshoku Automotive (Thailand) S.K. Auto Interior STB Textiles Industry Toyota Boshoku Siam Metal **India** Toyota Boshoku Automotive India		**China** Toyota Boshoku (China) Tianjin Intex Chengdu Toyota Boshoku **Thailand** Toyota Boshoku Filtration System (Thailand) **Vietnam** Toyota Boshoku Hanoi **The United States** Toyota Boshoku America **Belgium** Toyota Boshoku Europe **Poland** Toyota Boshoku Legnica Toyota Boshoku Poland **France** Toyota Boshoku France Toyota Boshoku Somain

* Power Purchase Agreement : An electricity sales contract consummated between a power company and a power generator

The size of contribution in reducing the amount of CO_2 emission through the introduction of renewable energy



* We calculate the size of contribution in reducing the amount of CO_2 emission by multiplying the PV power generation which we have introduced by the "CO_2 conversion coefficient" of purchased electricity on the below.

Amount of CO_2 emission

Calculation of greenhouse gas emissions

Calculations are based on the Greenhouse Gas Protocol. The CO_2 conversion coefficients have been fixed in place so that voluntary improvements can be evaluated, as shown in the table below.
Additionally, greenhouse gas emissions reflect the results of CO_2 reductions through co-generation (calculated by deducting the CO_2 emission factor for all power sources from the CO_2 emission factor for thermal power generation, and then multiplying this total by the amount of power generated through co-generation).

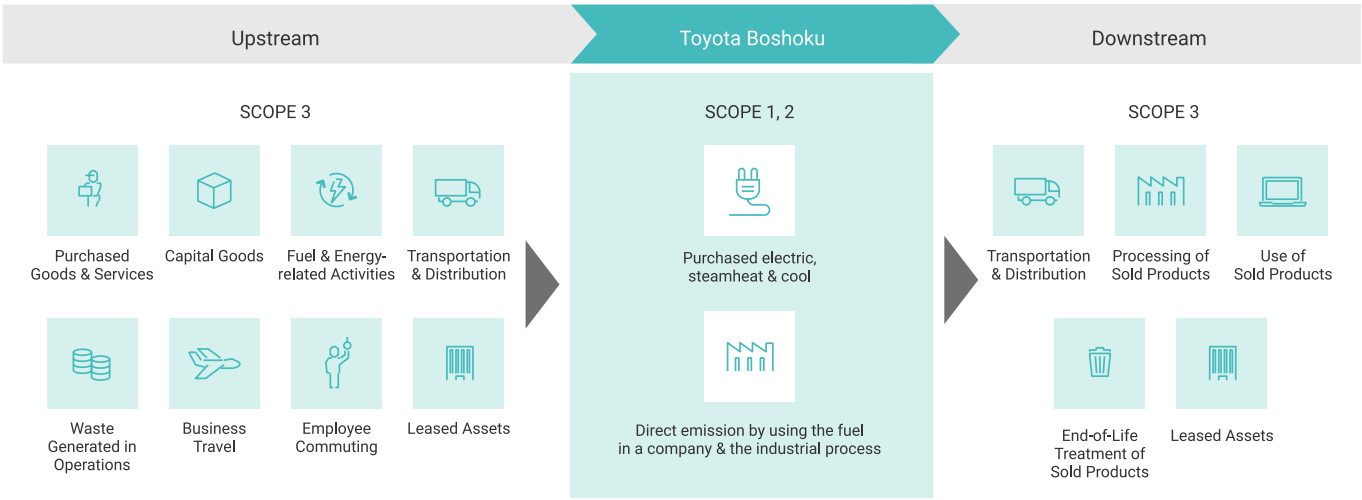
CO_2 conversion coefficient

	Japan	Regions outside Japan
Purchased electricity	0.37t-CO2/MWh	★
City gas	2.16t-CO2/thousand Nm3	2.08t-CO2/thousand Nm3
LPG	3.00t-CO2/t	2.83t-CO2/t
Kerosene	2.53t-CO2/kL	2.52t-CO2/kL
Heavy oil	2.70t-CO2/kL	2.94t-CO2/kL
Diesel oil	2.64t-CO2/kL	2.68t-CO2/kL
Steam	–	0.060tCO2/GJ
Hot water	–	0.057tCO2/GJ

★ The power coefficient for regions outside Japan is calculated using country data from 2000 released by the International Energy Agency (IEA) in 2013.

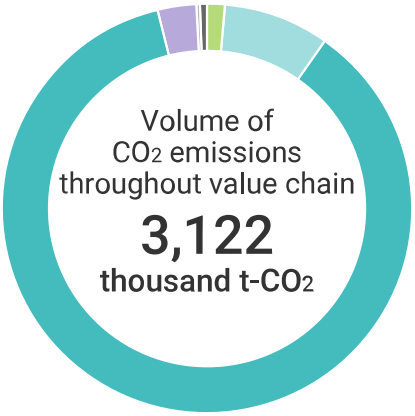
Scope 3* (Supply Chain Management)

Toyota Boshoku has commenced to calculate the CO_2 emission of whole Toyota Boshoku's supply chain in order to reduce the CO_2 emission from our whole business activities since FY2013.
Next, we will improve the precision of calculating method, and proceed to reduce CO_2 emission after we evaluate the CO_2 emission of each category in our whole business activities.



* Scope 3：CO_2 in both Upstream and Downstream in business
[Upstream] CO_2 by supply of material, transportation and employees' transfer
[Downstream] CO_2 by using and end-of-life treatment of sold products

Emissions Produced by Toyota Boshoku's Value Chain



- Scope 1: company's direct emissions (46.1 thousand t-CO_2)
- Scope 2: indirect emissions from energy production (261.1 thousand t-CO_2)
- Scope 3: purchased goods and services (2,697.9 thousand t-CO_2)
- Scope 3: capital goods (91.7 thousand t-CO_2)
- Scope 3: fuel and energy-related activities not included in scopes 1 or 2 (11.0 thousand t-CO_2)
- Scope 3: other (14.5 thousand t-CO_2)

Calculation Criteria

Category	Explanation of each category	Calculation basis
1. Purchased Goods & Services*3	CO2 by producing the purchased or supplied materials and parts	Σ {(Price of purchased materials and products) × Emission intensity*1}
2. Capital goods	CO2 generated in the construction and manufacture of the company's own Capital goods (building & equipment, etc.)	Σ {(Increased monetary amount of property, plant and equipment in report year) × (Emission intensity*1)}
3. Fuel & Energy-related Activities Not Included in SCOPE 1 or 2	CO2 by producing and transporting the purchased fuel & manufacturing stage of purchased electricity and heat	Σ {(Fuel consumption amount) × (Emission intensity*2)} + Σ {(Electricity consumption amount) x (Emission intensity*1)}

*1 By Ministry of the Environment, "The Emission per Unit Database for the Purpose of Calculating the Greenhouse Gas and Other Emissions of Organizations throughout the Supply Chain (Ver.3.2)"

*2 By Advanced LCA Research Group, The National Institute of Advanced Industrial Science and Technology (AIST)and Japan Environment Management Association for Industry; LCA Database, IDEA version 2.3

*3 With regard to price of purchased products/materials used in calculation of Scope 3, category 1: some changes in prices of products/materials could not be reflected in the data, so from fiscal 2022 our methods were revised to enable reflection of any and all changes

Click to check Scope1 and 2

Reducing CO_2 emissions in logistics

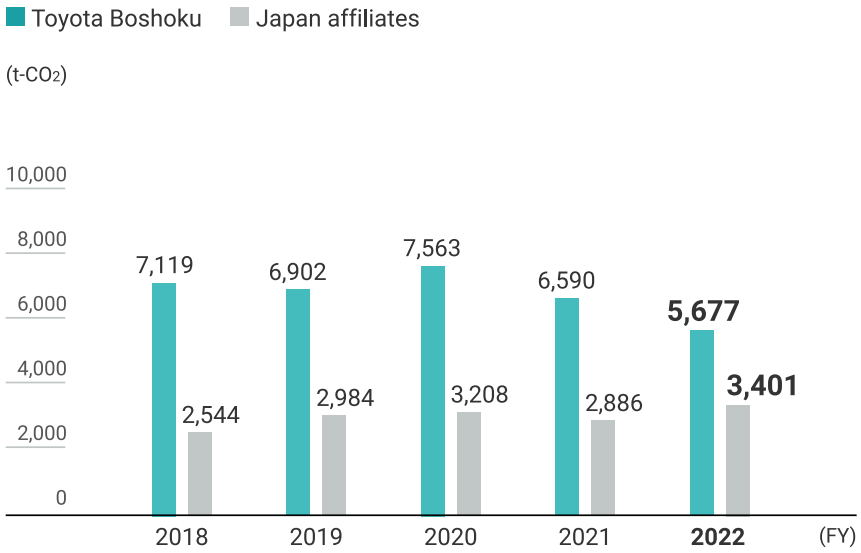
We carry out logistics kaizen activities as part of our daily administrative tasks, and work together with plants to promote CO_2 reductions by way of responding flexibly to daily changes in production.

Within Japan, we are planning future expansion of joint logistics, as well as an associated reorganization of logistics transfer points, and are proceeding with both logistics optimization and further reductions in CO_2 emissions.

In line with this work across Japan, we are also continuing to carry out change globally via implementation of logistics kaizen, and CO_2 reduction activities across the world.

In the future we will actively investigate and consider the use of vehicles such as FCEV (fuel cell vehicles) and BEV (battery electric vehicles), as well as industrial machinery that does not rely on fossil fuels, and contribute towards realizing a carbon neutral future.

CO_2 emissions in logistics* [Japan region]

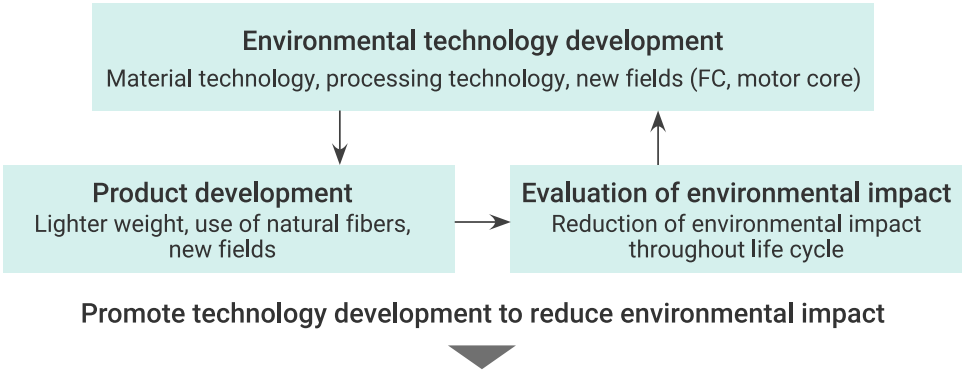


* Toyota Boshoku shifted from the ton-kilometer method to a fuel economy method from FY2017 so that improvements are more accurately measured.

Challenge of achieving zero CO_2 emissions in the product life cycle

Basic approach

Instead of focusing only on the reduction of CO_2 emissions during our auto parts production process, the Toyota Boshoku group takes on the challenge of “achieving zero CO_2 emissions” in all stages of the product life cycle from production to use, disposal and recycling of products.



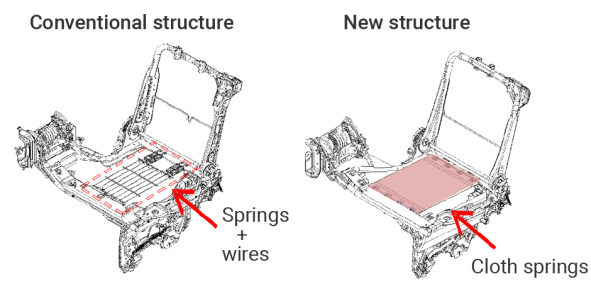
Reduce CO_2 emissions in the life cycle of Toyota Boshoku products by reducing weights

Toyota Boshoku ascertains CO_2 emissions in the life cycle of core products, from their manufacture and sale to their usage and eventual disposal, and then takes action to reduce these emissions as a means to promote more environmentally friendly products. Out of all the stages in the life cycle mentioned above, the majority of CO_2 emissions arise during a product's usage. Thus, we put great effort into actions that can improve fuel efficiency and reduce emissions, such as promotion of reductions to the size or weight of products.

Reducing CO_2 emissions through lightweighting

It is said that the majority of CO_2 emissions throughout the life cycle of a vehicle are accounted for when driving. Therefore, we conduct development and design based on the conviction that reducing weight and creating compact designs will contribute to increasing the fuel efficiency of cars and reducing CO_2 emissions.

In fiscal 2022, lower-profile, comfort-enhancing third-row seats were installed in Toyota's new NOAH and VOXY models. The conventional metal springs and wires in the third-row seat cushioning have been replaced with fiber cloth springs, which allows improved comfort while riding, as well as thinner overall seating, leading to weight reduction.



Third Seat Structure

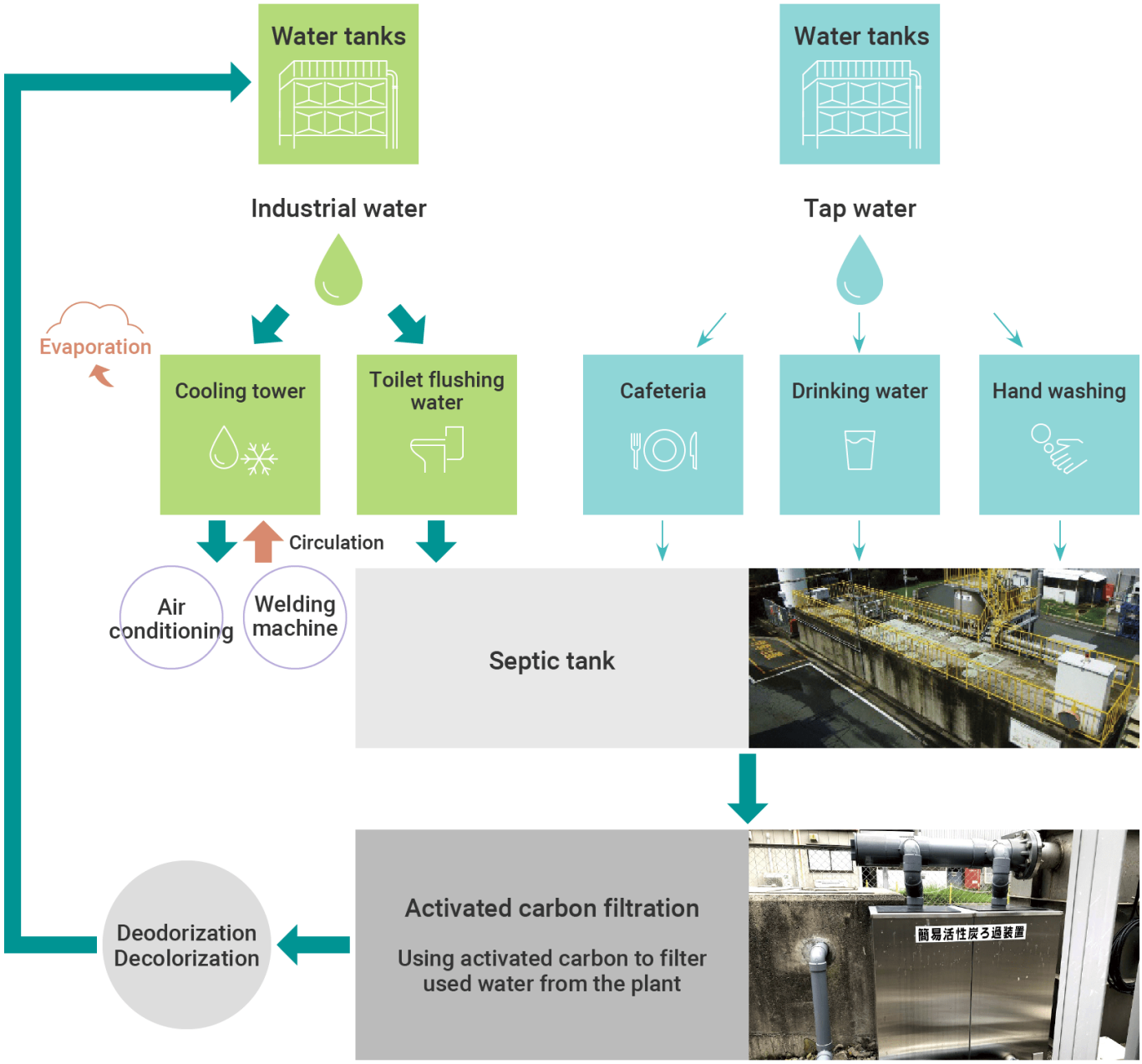
Challenge of achieving zero wastewater in the Toyota Boshoku group production processes by water recycling

Basic approach

The Toyota Boshoku group recycles wastewater generated in the production process and is developing water-less processes with the aim of achieving zero wastewater. Efforts are also being made to reduce water consumption by using rainwater as part of the water supply. The Company contributes to energy conservation through cooling and circulating water purification systems using proprietary filtration technologies.

Making a Circular Recycling System for Septic Tank Output Water

In fiscal 2020, Toyota Boshoku Toyohashi-Kita Plant in Aichi prefecture has developed its own system for filtering and reusing the plant's wastewater, ensuring zero wastewater drainage is produced.
The Toyohashi-Kita Plant makes use of two categories of water; potable water that can be used as drinking water, and industrial water for such uses as machine coolant and in toilets. In the past, water was treated in septic tanks, and 35 tons of water was discharged into the sea every day from the plant. Now this water is filtered with activated carbon in specially-developed tanks to remove any lingering odors or discoloration, before being pumped back into water tanks for further use as industrial water, thus ensuring no water need to be discharged. We are currently in the process of applying for a patent for this circulation system.
Use of this circulation system has also been expanded to the Toyohashi-Higashi Plant and Toyohashi-Minami Plant, with plans to make the entire Toyota Boshoku group wastewater free in the future.



Water consumption

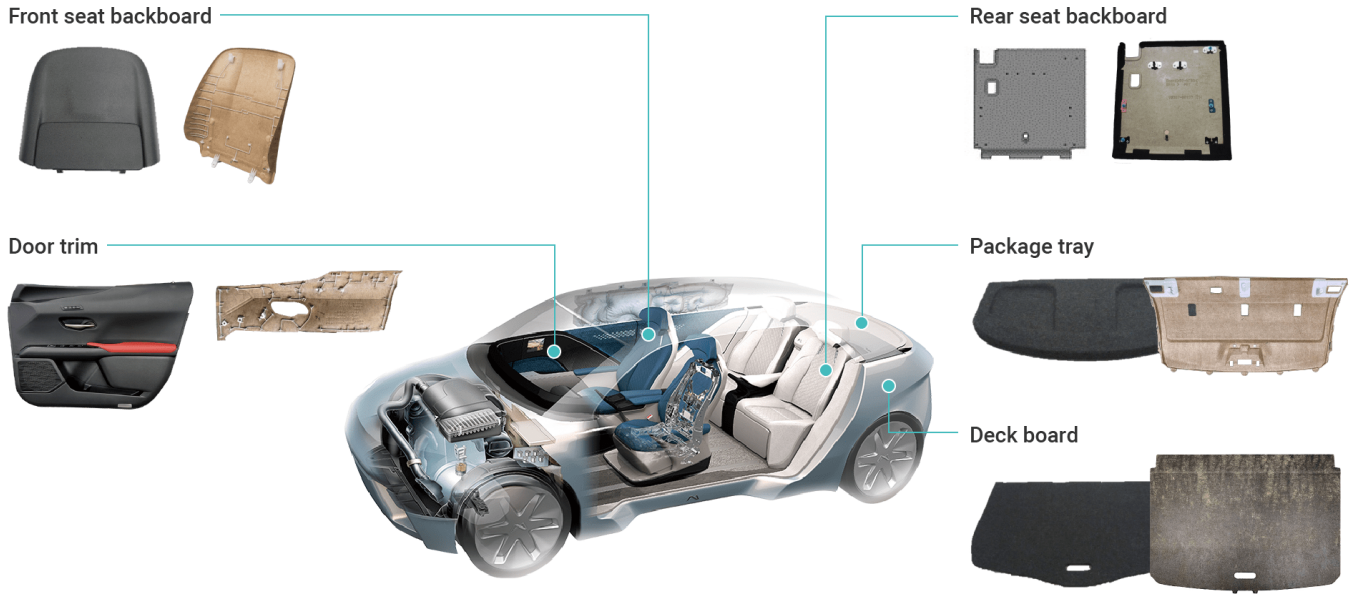
Challenge of minimizing natural resources usage

Basic approach

The Toyota Boshoku group will contribute to curbing the depletion of fossil fuel and mineral resources by promoting easy-to-dismantle and recyclable designs, recycling materials through the development of recycling technologies, and replacing materials through the use of plant-derived materials.

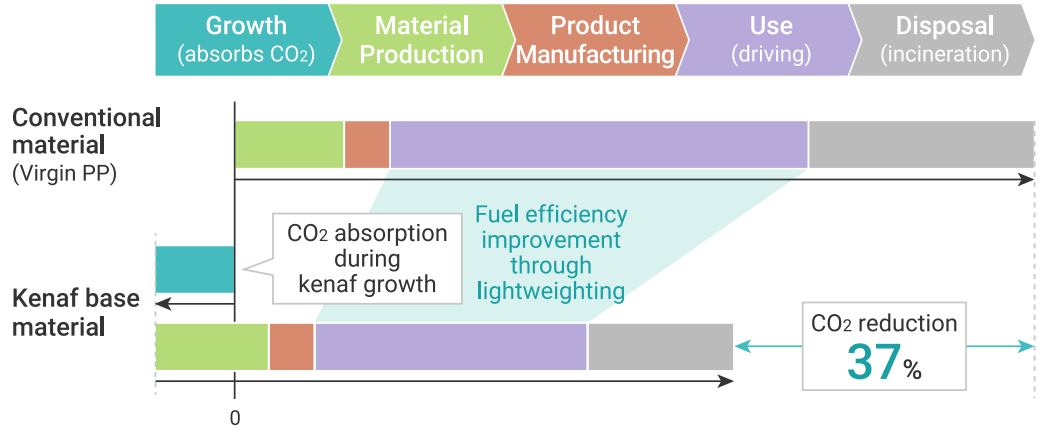
Automobile interior components using kenaf

Aiming to reduce CO_2 emissions in the life cycle of automobiles, we are promoting the development of products using kenaf, which are widely used in automobile parts.



Life cycle CO_2 reduction benefits (from raw material production to disposal)

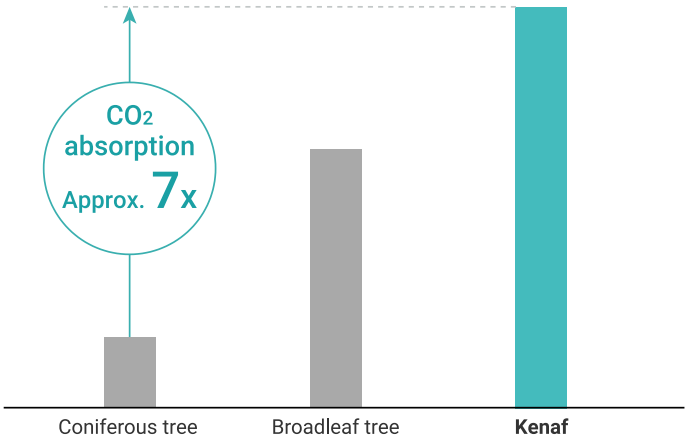
By replacing petroleum-based materials with plant-based materials for interior components and using kenaf, with its strong fiber, as a reinforcement material, it is possible to improve fuel efficiency (reduce CO_2 emissions during driving) through lightweighting.



What is kenaf ?

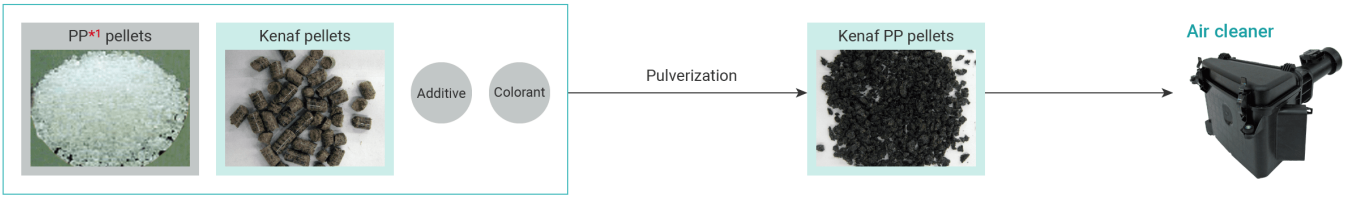
CO_2 absorption capacity

It grows rapidly, reaching a height of 3 to 4 m and a stem diameter of 3 to 4 cm in about six months. It is an annual plant that also has a high CO_2 absorption capacity.

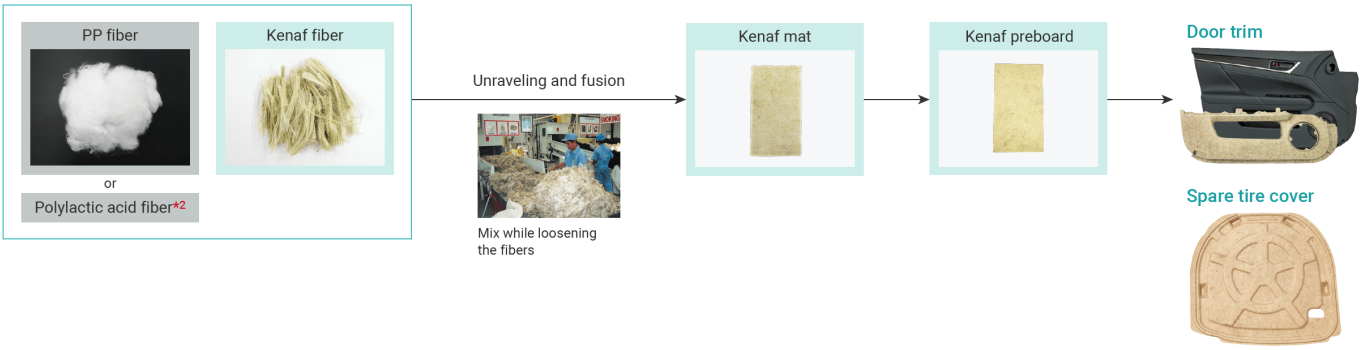


How kenaf products are made

Injection molded parts



Base material

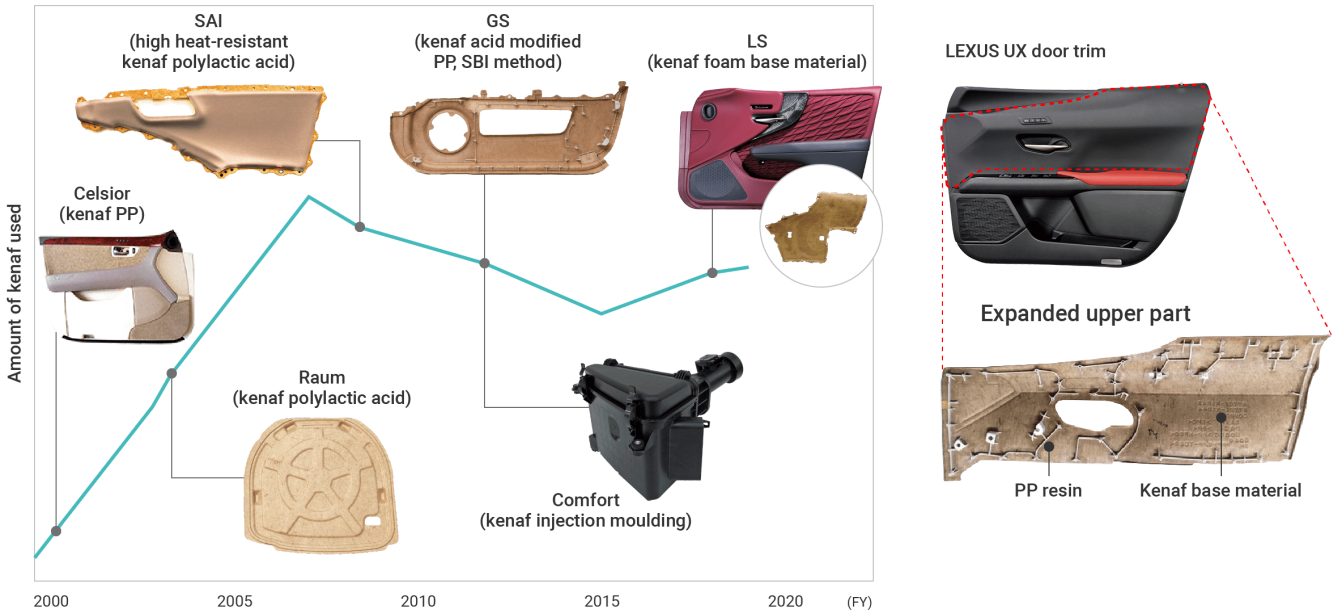


*1 Abbreviation of the plastic classification: Polypropylene.

*2 A plant-derived plastic made from lactic acid, which is produced by fermenting starch. It has attracted much interest as a biodegradable plastic material and is also environmentally friendly.

Sequential commercialization of kenaf base materials

Door trim base material using kenaf fiber was first utilized in the Celsior in 2000. Since then, Toyota Boshoku has advanced our technology and expanded usage. Examples include 100% plant-derived parts made from kenaf and polylactic acid, the SBI (Simultaneous Back Injection) method for injection molding of resin parts simultaneously with press molding of kenaf base material, and air cleaner cases made by injection molding using kenaf. Recently, kenaf foam base material, which is one of the world's top-class lightweight base materials, is employed in the LEXUS LS. Furthermore, we are working to expand the product range by expanding the scope of application; for example, such as utilization in the upper part of the LEXUS UX door trim.



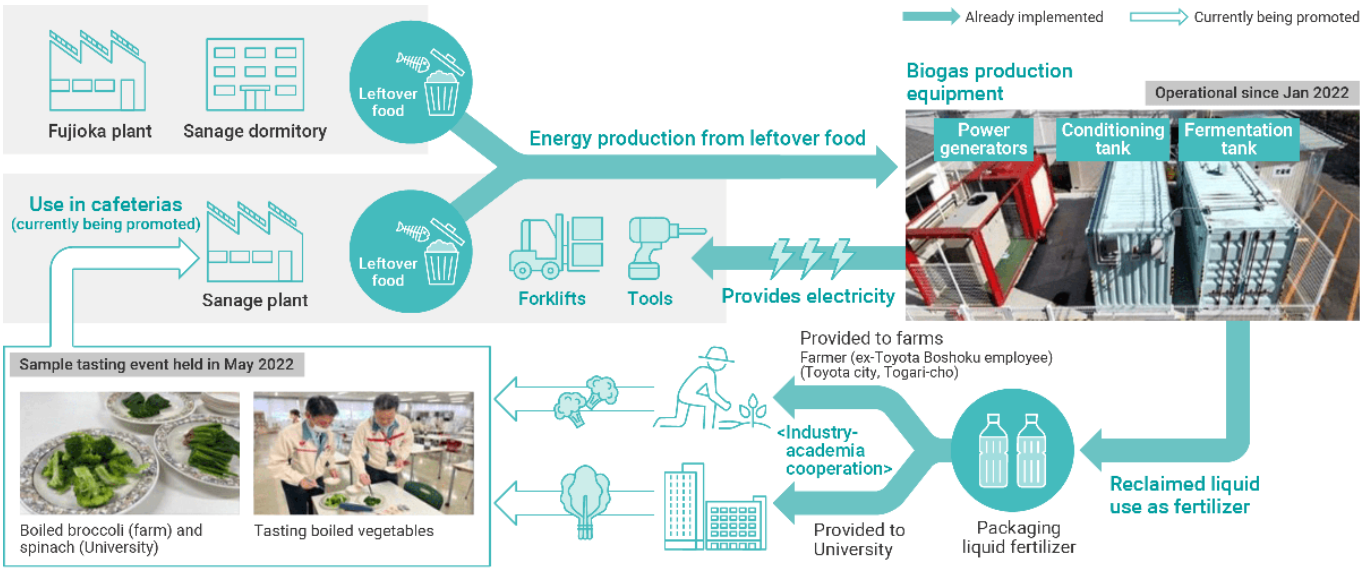
Challenge of minimizing wastes produced in the Toyota Boshoku group

Basic approach

The Toyota Boshoku group verifies activities to reduce waste at each plant and deploys best practices across the organization such as reducing the defect rate and enhancing the recycling rate for components. We are also working on design and production preparations that realize a reduction in material loss rate.

Food waste initiatives: generating biogas from leftover food

Leftover food from cafeterias at Toyota Boshoku's Sanage and Fujioka plants, as well as the Sanage dormitory, is used to produce biogas for charging forklift and tool batteries. Additionally, liquid reclaimed from the biogas production process is used as liquid fertilizer for the cultivation of vegetables. These vegetables have been offered as samples in cafeterias, and we are examining the possibility of using them as a regular part of our cafeteria menus in the future.



Amount of waste

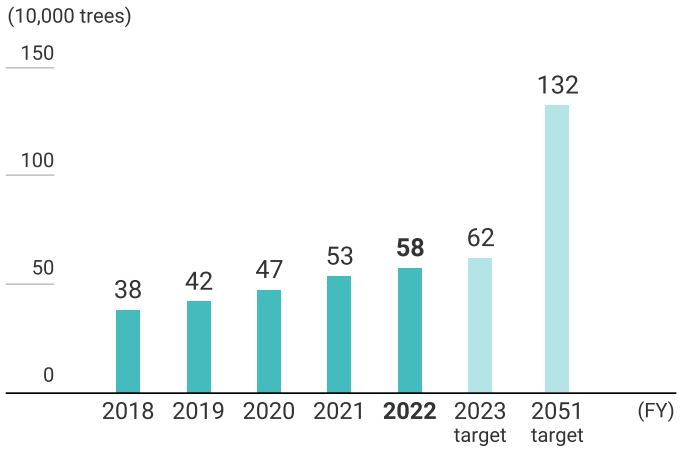
Challenge of planting 1.32 million trees as part of reforestation activities

Basic approach

The Toyota Boshoku group is working to protect biodiversity with a focus on reforestation based on the Toyota Boshoku Basic Policy of Biodiversity. Since 2015, the Company has participated in the All Toyota Green Wave Project(Japanese language only)*1, an activity being implemented by the Toyota Group. The sphere of activities of the project has been expanded to include group companies, local communities and government in an effort to promote reforestation.

*1 Project aimed at creating a society that is in harmony with nature that has been implemented by the Toyota group since 2015

Cumulative number of trees by 2050



Toyota Boshoku Basic Policy of Biodiversity

The Toyota Boshoku group's reforestation activities

The Toyota Boshoku group's reforestation activities have spread around the world and we are progressing towards our target of planting 1,320,000 trees by 2050.
In fiscal 2022, we aimed to plant a total of 54,000 trees. However, due to the effects of the COVID-19 pandemic we were forced to postpone the planting of 5,000 trees, resulting in us falling short of our goal, with a total 49,859 trees planted in fiscal 2022.
In fiscal 2023 we aim to plant 34,000 trees, including the 5,000 we fell short by in fiscal 2022, to achieve a cumulative total of 620,000 trees planted.

Planting trees to prevent blown sand in Vietnam

In cooperation with the Japan International Forestry Promotion and Cooperation Center, in fiscal 2020 we started a project in Vietnam, and in fiscal 2022, as in the previous fiscal year, we planted 14,000 acacia trees in an area of seven hectares. Over the past five years, we have planted 70,000 trees in an area of 35 hectares to prevent blown sand, and our activities to improve the local environment and contribute to the development of the local economy are steadily taking root.

Tree planting in FY2022

Trees growing healthily at the fiscal 2020 tree-planting site

Amazonian tropical reforestation activities

In the Amazon River basin, where tropical forests are rapidly diminishing, Toyota Boshoku America is taking a lead in activities in cooperation with Conservation International, an international NGO. This will contribute to the protection of ecosystems through the regeneration of nine hectares of tropical forest over three years starting in fiscal 2020. We are aiming to restore a tropical forest of 22,500 trees to a form close to their natural growth in the future. Seed sowing was completed by fiscal 2021, and in fiscal 2022 work was continued in the form of preservation work and monitoring of growth in the area.

Sowing and monitoring growth ©Conservation International photo by Inae Brandão

Activities to prevent desertification in China's Inner Mongolia autonomous region

Toyota Boshoku China (TBCH) has been conducting tree-planting activities since fiscal 2014 in cooperation with the China Green Foundation, together with its sites and affiliated companies in China, with the aim of preventing desertification in Inner Mongolia.
In fiscal 2022, we planted 15,000 trees in an area of 20 hectares.
To date, 98,714 trees have been planted, bringing the total area of trees planted to 109.6 hectares.
Toyota Boshoku is also cooperating with the China Green Foundation to plant 15,000 trees over a three-year period starting in fiscal 2020, together with affiliated companies in Japan. In fiscal 2022, we aimed for on-site staff to plant 5,000 trees. However, due to the effects of the COVID-19 pandemic we were forced to postpone planting until fiscal 2023.

Toyota Boshoku China Group reforestation activities in fiscal 2022

Local staff planting trees

High acclaim for reforestation activities in China's Inner Mongolia autonomous region

Toyota Boshoku China (TBCH) has been highly regarded for its work contributing to the ecosystem in China, which it has been conducting on its own initiative since 2013. In 2018, TBCH was presented with the Eco-China Contribution Award by the Chinese State Forestry Administration, and in 2019 we received the Best Contributing Corporation Award from the China Green Foundation. In 2021 TBCH received the Ecological Civilization Award at the Golden Bee CSR China Honor Roll award ceremony. TBCH was highly rated by the judging committee for our work towards realizing carbon neutrality, including our reforestation activities in the Tengger Desert, which have been ongoing for many years.

Receiving the Ecological Civilization Award (TBCH representative is second from the right)

Challenge of planting 1.32 million trees as part ofreforestation activities

Biodiversity Conservation Activities

Participation in the All Toyota Green Wave Project

With the aim of building a society in harmony with nature, we have been participating in the All Toyota Green Wave Project promoted by the Toyota Group since fiscal 2016.
In May 2022 we worked alongside local government and local businesses in planning action to eradicate the invasive flower species coreopsis lanceolata.
Coreopsis lanceolata has been designated as an invasive species with a risk of causing severe negative impacts on ecosystems in Japan, due to its capacity to cause extinction of local species.
In fiscal 2023, we will continue to participate in the activities of the All-Toyota Harmony with Nature Working Group and maintain our efforts to conserve the intrinsic ecosystems and biodiversity of regional areas.

Bird Conservation Activities

Toyota Boshoku France has worked together with environmental conservation groups to plant 500 shrubs throughout company sites.
This initiative is not merely designed to improve the views around company sites, but also to improve biodiversity in the areas. France's bird populations have declined by 30% in the past 15 years, and these shrubs can help reverse that trend by providing birds with both necessary food and habitats.

Environmental Data for Each Company Around the World

The Americas

Overview for the Americas region

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	65,706
Emissions (Including direct landfill waste and incinerated waste) [t]	5,558
Water resource usage [thousand m^3]	122

Regional Management & Collaboration Hub

1 TOYOTA BOSHOKU AMERICA, INC.

[Business] The Americas RM&CH ; Development, design, manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,238
Emissions (Including direct landfill waste and incinerated waste) [t]	–
Water resource usage [thousand m^3]	1

Production entities

2 TOYOTA BOSHOKU TENNESSEE, LLC

[Business] Manufacture and sales of metal components for seats

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,481
Emissions (Including direct landfill waste and incinerated waste) [t]	375
Water resource usage [thousand m^3]	12

3 TOYOTA BOSHOKU ILLINOIS, LLC

[Business] Manufacture and sales of seats, door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	7,709
Emissions (Including direct landfill waste and incinerated waste) [t]	722
Water resource usage [thousand m^3]	1

4 TBDN TENNESSEE COMPANY, LLC

[Business] Manufacture and sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	9,035
Emissions (Including direct landfill waste and incinerated waste) [t]	810
Water resource usage [thousand m^3]	12

5 TOYOTA BOSHOKU INDIANA, LLC

[Business] Manufacture and sales of seats, door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	13,227
Emissions (Including direct landfill waste and incinerated waste) [t]	411
Water resource usage [thousand m^3]	12

6 TOYOTA BOSHOKU KENTUCKY, LLC

[Business] Manufacture and sales of molded headliners, door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	14,449
Emissions (Including direct landfill waste and incinerated waste) [t]	695
Water resource usage [thousand m^3]	9

7 TOYOTA BOSHOKU MISSISSIPPI, LLC

[Business] Manufacture and sales of door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,033
Emissions (Including direct landfill waste and incinerated waste) [t]	148
Water resource usage [thousand m^3]	3

8 TOYOTA BOSHOKU CANADA, INC.

[Business] Manufacture and sales of seats, door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,629
Emissions (Including direct landfill waste and incinerated waste) [t]	1,272
Water resource usage [thousand m^3]	12

9 TB SEWTECH DE MEXICO, S. DE R. L. DE C.V.

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,951
Emissions (Including direct landfill waste and incinerated waste) [t]	701
Water resource usage [thousand m^3]	37

10 TOYOTA BOSHOKU DO BRASIL LTDA.

[Business] Manufacture and sales of seats, door trims and unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	633
Emissions (Including direct landfill waste and incinerated waste) [t]	298
Water resource usage [thousand m^3]	12

11 TOYOTA BOSHOKU ARGENTINA S.R.L.

[Business] Manufacture and sales of seats, door trims and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,027
Emissions (Including direct landfill waste and incinerated waste) [t]	97
Water resource usage [thousand m^3]	5

12 TB SEWTECH DE ARGENTINE, S. DE R. L. DE C.V.

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	294
Emissions (Including direct landfill waste and incinerated waste) [t]	29
Water resource usage [thousand m^3]	5

Asia & Oceania

Overview for the Asia & Oceania region

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	70,646
Emissions (Including direct landfill waste and incinerated waste) [t]	3,425
Water resource usage [thousand m^3]	532

Regional Management & Collaboration Hub

1 TOYOTA BOSHOKU ASIA CO., LTD.

[Business] Asia & Oceania RM&CH ; Development, design and sales of seats and interior components, sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	832
Emissions (Including direct landfill waste and incinerated waste) [t]	26
Water resource usage [thousand m^3]	20

Production entities

2 BOSHOKU AUTOMOTIVE (THAILAND) CO., LTD.

[Business] Manufacture and sales of seat covers and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	234
Emissions (Including direct landfill waste and incinerated waste) [t]	58
Water resource usage [thousand m^3]	6

3 S.K. AUTO INTERIOR CO., LTD.

[Business] Manufacture and sales of interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,951
Emissions (Including direct landfill waste and incinerated waste) [t]	21
Water resource usage [thousand m^3]	12

4 STB TEXTILES INDUSTRY CO., LTD.

[Business] Manufacture and sales of air cleaners, seat fabrics, etc.

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	7,970
Emissions (Including direct landfill waste and incinerated waste) [t]	660
Water resource usage [thousand m^3]	93

5 TOYOTA BOSHOKU FILTRATION SYSTEM（THAILAND）CO., LTD.

[Business] Manufacture and sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	9,125
Emissions (Including direct landfill waste and incinerated waste) [t]	421
Water resource usage [thousand m^3]	89

6 TOYOTA BOSHOKU GATEWAY (THAILAND) CO., LTD.

[Business] Manufacture and sales of seats and door trims

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	2,841
Emissions (Including direct landfill waste and incinerated waste) [t]	58
Water resource usage [thousand m^3]	43

7 TOYOTA BOSHOKU SIAM METAL CO., LTD.

[Business] Manufacture and sales of functional components for seats and engine parts

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	6,771
Emissions (Including direct landfill waste and incinerated waste) [t]	83
Water resource usage [thousand m^3]	50

8 TOYOTA BOSHOKU AUTOMOTIVE INDIA PRIVATE LIMITED

[Business] Manufacture and sales of seats, interior components and air cleaners

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	2,373
Emissions (Including direct landfill waste and incinerated waste) [t]	247
Water resource usage [thousand m^3]	31

9 PT. TOYOTA BOSHOKU INDONESIA

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	15,768
Emissions (Including direct landfill waste and incinerated waste) [t]	796
Water resource usage [thousand m^3]	61

10 TOYOTA BOSHOKU PHILIPPINES CORPORATION

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	915
Emissions (Including direct landfill waste and incinerated waste) [t]	67
Water resource usage [thousand m^3]	8

11 SHIN SAN SHING CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,911
Emissions (Including direct landfill waste and incinerated waste) [t]	539
Water resource usage [thousand m^3]	18

12 TOYOTA BOSHOKU HAIPHONG CO., LTD.

[Business] Manufacture and sales of curtain-shield airbags

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	15,330
Emissions (Including direct landfill waste and incinerated waste) [t]	209
Water resource usage [thousand m^3]	89

13 TOYOTA BOSHOKU HANOI CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,626
Emissions (Including direct landfill waste and incinerated waste) [t]	240
Water resource usage [thousand m^3]	12

China

Overview for China

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	77,111
Emissions (Including direct landfill waste and incinerated waste) [t]	6,011
Water resource usage [thousand m^3]	483

Regional Management & Collaboration Hub

1 TOYOTA BOSHOKU (CHINA) CO., LTD.

[Business] China RM&CH; Development, design and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,034
Emissions (Including direct landfill waste and incinerated waste) [t]	4
Water resource usage [thousand m^3]	–

Production entities

2 CHENGDU TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	6,060
Emissions (Including direct landfill waste and incinerated waste) [t]	596
Water resource usage [thousand m^3]	22

3 TOYOTA BOSHOKU (GUANGZHOU) AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of metal components, seat frames and device components for seat frames

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	7,774
Emissions (Including direct landfill waste and incinerated waste) [t]	71
Water resource usage [thousand m^3]	49

4 GUANGZHOU INTEX AUTO PARTS CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	12,351
Emissions (Including direct landfill waste and incinerated waste) [t]	1,010
Water resource usage [thousand m^3]	61

5 HEYUAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of seat covers and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	2,268
Emissions (Including direct landfill waste and incinerated waste) [t]	687
Water resource usage [thousand m^3]	34

6 KUNSHAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of Automotive components and related parts

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,837
Emissions (Including direct landfill waste and incinerated waste) [t]	96
Water resource usage [thousand m^3]	10

7 NINGBO TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	917
Emissions (Including direct landfill waste and incinerated waste) [t]	422
Water resource usage [thousand m^3]	14

8 SHANGHAI TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of seat belt webbings and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,331
Emissions (Including direct landfill waste and incinerated waste) [t]	55
Water resource usage [thousand m^3]	18

9 SHENYANG TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	5,788
Emissions (Including direct landfill waste and incinerated waste) [t]	941
Water resource usage [thousand m^3]	12

10 TOYOTA BOSHOKU (TIANJIN) AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of metal components, seat frames and device components for seat frames

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	3,371
Emissions (Including direct landfill waste and incinerated waste) [t]	79
Water resource usage [thousand m^3]	24

11 TIANJIN INTEX AUTO PARTS CO., LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	14,670
Emissions (Including direct landfill waste and incinerated waste) [t]	1,670
Water resource usage [thousand m^3]	77

12 TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.

[Business] Manufacture and sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,657
Emissions (Including direct landfill waste and incinerated waste) [t]	32
Water resource usage [thousand m^3]	3

13 TOYOTA BOSHOKU FOSHAN CO., LTD.

[Business] Manufacture and sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	8,151
Emissions (Including direct landfill waste and incinerated waste) [t]	175
Water resource usage [thousand m^3]	46

14 KAWASHIMA TEXTILE MANUFACTURERS (SHANGHAI) LTD.

[Business] Manufacture and sales of transportation interior materials

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	5,897
Emissions (Including direct landfill waste and incinerated waste) [t]	173
Water resource usage [thousand m³]	112

Europe & Africa

Overview for the Europe & Africa

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	21,072
Emissions (Including direct landfill waste and incinerated waste) [t]	1,810
Water resource usage [thousand m³]	63

Regional Management & Collaboration Hub

1 TOYOTA BOSHOKU EUROPE N.V.

[Business] Europe & Africa RM&CH ; Development, design and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	105
Emissions (Including direct landfill waste and incinerated waste) [t]	0
Water resource usage [thousand m³]	1

Production entities

2 TOYOTA BOSHOKU FRANCE S.A.S.

[Business] Manufacture and sales of bumpers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	96
Emissions (Including direct landfill waste and incinerated waste) [t]	25
Water resource usage [thousand m³]	0

3 TOYOTA BOSHOKU SOMAIN S.A.S.

[Business] Manufacture and sales of seats

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	654
Emissions (Including direct landfill waste and incinerated waste) [t]	491
Water resource usage [thousand m^3]	4

4 TOYOTA BOSHOKU POLAND SP. Z O.O.

[Business] Manufacture and sales of unit components for seats and seat assembly

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	3,396
Emissions (Including direct landfill waste and incinerated waste) [t]	249
Water resource usage [thousand m^3]	14

5 TOYOTA BOSHOKU LEGNICA SP. Z O.O.

[Business] Manufacture and sales of unit components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	1,529
Emissions (Including direct landfill waste and incinerated waste) [t]	70
Water resource usage [thousand m^3]	1

6 TOYOTA BOSHOKU LLC

[Business] Manufacture and sales of seats

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	888
Emissions (Including direct landfill waste and incinerated waste) [t]	37
Water resource usage [thousand m^3]	2

7 TOYOTA BOSHOKU TURKIYE OTOMOTIV SANAYI VE TICARET A.S.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	7,176
Emissions (Including direct landfill waste and incinerated waste) [t]	101
Water resource usage [thousand m^3]	22

8 TB SEWTECH TURKEY OTOMOTİV SANAYİ VE TİCARET LİMİTED ŞİRKETİ

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	801
Emissions (Including direct landfill waste and incinerated waste) [t]	235
Water resource usage [thousand m^3]	7

9 TOYOTA BOSHOKU SOUTH AFRICA (PTY) LTD.

[Business] Manufacture and sales of seats and interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	6,427
Emissions (Including direct landfill waste and incinerated waste) [t]	603
Water resource usage [thousand m^3]	11

Japan

Overview for Japan

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	77,957
Emissions (Including direct landfill waste and incinerated waste) [t]	6,413
Water resource usage [thousand m^3]	2,067

Global Mainstay Hub / Japan RM&CH

1 TOYOTA BOSHOKU CORPORATION

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	55,025
Emissions (Including direct landfill waste and incinerated waste) [t]	3,264
Water resource usage [thousand m^3]	1,536

Manufacturing Companies / Subsidiaries

2 ARACO CO., LTD.

[Business] Manufacture and sales of seats and seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	898
Emissions (Including direct landfill waste and incinerated waste) [t]	467
Water resource usage [thousand m^3]	8

3 COWERK CO., LTD.

[Business] Manufacture and sales of seats

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	687
Emissions (Including direct landfill waste and incinerated waste) [t]	20
Water resource usage [thousand m^3]	5

4 TOYOTA BOSHOKU KYUSHU CORPORATION

[Business] Manufacture and sales of seats, door trims and other interior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	4,538
Emissions (Including direct landfill waste and incinerated waste) [t]	504
Water resource usage [thousand m^3]	30

5 TOYOTA BOSHOKU SHIGA CORPORATION

[Business] Manufacture and sales of unit components, and interior / exterior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	3,562
Emissions (Including direct landfill waste and incinerated waste) [t]	422
Water resource usage [thousand m^3]	12

6 TOYOTA BOSHOKU TOHOKU CORPORATION

[Business] Manufacture and sales of seats and other interior/exterior components

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	6,682
Emissions (Including direct landfill waste and incinerated waste) [t]	294
Water resource usage [thousand m^3]	17

7 TB SEWTECH KYUSHU CORPORATION

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	175
Emissions (Including direct landfill waste and incinerated waste) [t]	151
Water resource usage [thousand m^3]	1

8 TB SEWTECH TOHOKU CORPORATION

[Business] Manufacture and sales of seat covers

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	216
Emissions (Including direct landfill waste and incinerated waste) [t]	268
Water resource usage [thousand m^3]	2

9 TB KAWASHIMA CO., LTD.

[Business] Manufacture and sales of transportation interior materials

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	5,417
Emissions (Including direct landfill waste and incinerated waste) [t]	716
Water resource usage [thousand m^3]	453

Others

10 TB ENGINEERING CORPORATION

[Business] Manpower dispatching of design technicians and subcontracting technical development

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	15
Emissions (Including direct landfill waste and incinerated waste) [t]	1
Water resource usage [thousand m^3]	0

11 TB CREATE STAFF CORPORATION

[Business] General labor dispatch service

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	–*
Emissions (Including direct landfill waste and incinerated waste) [t]	59
Water resource usage [thousand m^3]	–*

* Includes Toyota Boshoku Takaoka Plant

12 TB TECHNOGREEN CORPORATION

[Business] Manufacture and sales of tree planting equipment, building and facility design and construction, etc.

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	7
Emissions (Including direct landfill waste and incinerated waste) [t]	1
Water resource usage [thousand m^3]	0

13 KOTOBUKIRIKUUN CORPORATION

[Business] Transport, cargo handling and warehousing services, manufacture of seats for industrial vehicles and door trim for automobile, automobile maintenance, sales of fuels including gasoline and light oil

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	510
Emissions (Including direct landfill waste and incinerated waste) [t]	141
Water resource usage [thousand m^3]	3

14 TB LOGISTICS SERVICE CORPORATION

[Business] Transport, cargo handling and warehousing services

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	189
Emissions (Including direct landfill waste and incinerated waste) [t]	95
Water resource usage [thousand m^3]	1

15 TECHNICAL LINKS DESIGN CO., LTD.

[Business] Product design, visual design, etc.

Item	Result
CO_2 Emissions (Production + Non-production) [t-CO_2]	39
Emissions (Including direct landfill waste and incinerated waste) [t]	12
Water resource usage [thousand m^3]	0

* Note: Companies in which there is a stake of less than 49% are not listed.

Environmental Data Based on Each Business Entity (Japan)

Kariya Plant

[Products] Air filters, oil filters, ABS coils, etc.

CO_2 Emissions (Production + Non-production) [t-CO_2]	11,037
Emissions (Including direct landfill waste and incinerated waste) [t]	834
Direct landfill waste amount [t]	—
Incinerated waste amount [t]	4
Water resource usage [thousand m³]	49

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	—	5.8～8.6	7.7	6.6
	BOD	mg/L	25	4	less than 0.5
	COD	mg/L	—	7	3
	SS	mg/L	30	2	less than 1
	Oil content	mg/L	5	less than 0.5	
	Iron	mg/L	5	less than 0.1	
	Total Nitrogen	mg/L	120	33	15
	Total Phosphorus	mg/L	16	0.06	less than 0.1
	Fluorine	mg/L	8	less than 0.1	
	Boron	mg/L	10	1.4	0.02

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Boiler	Dust	g/Nm³	0.20	less than 0.003
	NOx	ppm	—	28
	SOx	K-Value	0.044	less than 0.01

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
71	Ferric chloride	4,000	2	0	0	0
213	N,N-dimethylacetamide	1,600	1,500	0	0	160
265	Tetrahydromethylphthalic anhydride	4,400	2.2	0	0	0
448	Methylenebis (4,1-phenylene) diisocyanate	43,000	0	0	0	0

Oguchi Plant

[Products] Molded headliners, seat fabrics, silencers, blended yarns, etc.

CO_2 Emissions (Production + Non-production) [t-CO_2]	3,928
Emissions (Including direct landfill waste and incinerated waste) [t]	829
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m^3]	39

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	5.8～8.6	7.5	7.2
	BOD	mg/L	40	2	
	COD	mg/L	40	3.2	1.6
	SS	mg/L	40	4	1.1
	Oil content	mg/L	5	less than 0.5	
	Total Nitrogen	mg/L	80	1.8	0.8
	Total Phosphorus	mg/L	10	less than 0.1	
	Fluorine	mg/L	8	less than 0.2	

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Boiler 1	Dust	g/Nm³	0.3	less than 0.002
	NOx	ppm	–	47
	SOx	K-Value	9	less than 0.040
Boiler 2	Dust	g/Nm³	0.3	less than 0.002
	NOx	ppm	–	47
	SOx	K-Value	9	less than 0.080

Kisogawa Plant

[Products] Floor carpets, pillar garnish

CO_2 Emissions (Production + Non-production) [t-CO_2]	241
Emissions (Including direct landfill waste and incinerated waste) [t]	7
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	–
Water resource usage [thousand m³]	1

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater 1	PH	–	–	7.5	7.2
	BOD	mg/L	–	1.5	1
	COD	mg/L	–	2.9	1
	SS	mg/L	–	6	4
	Oil content	mg/L	–	less than 0.5	
	Total Nitrogen	mg/L	–	4.8	0.5
	Total Phosphorus	mg/L	–	0.33	0.04
	Fluorine	mg/L	–	–	–
Plant wastewater 2	PH	–	–	7.1	7.1
	BOD	mg/L	–	26	1.2
	COD	mg/L	–	5.3	0.8
	SS	mg/L	–	14	3
	Oil content	mg/L	–	less than 0.5	
	Total Nitrogen	mg/L	–	9.5	0.6
	Total Phosphorus	mg/L	–	0.26	0.04
	Fluorine	mg/L	–	–	–

Gifu Plant

[Products] Bumpers

CO_2 Emissions (Production + Non-production) [t-CO_2]	8,105
Emissions (Including direct landfill waste and incinerated waste) [t]	354
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	1,280

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Spraying paint 1	VOC	ppmC	700	270
Spraying paint 2	VOC	ppmC	700	120
Spraying paint 3	VOC	ppmC	700	150
Boiler 1	Dust	g/Nm³	–	less than 0.002
	NOx	ppm	–	82
	SOx	K-Value	0.288	less than 0.01
Boiler 2	Dust	g/Nm³	–	less than 0.001
	NOx	ppm	–	76
	SOx	K-Value	0.288	less than 0.01
Boiler 3	Dust	g/Nm³	–	less than 0.002
	NOx	ppm	–	71
	SOx	K-Value	0.288	less than 0.01
Gas engine 1	Dust	g/Nm³	0.05	less than 0.002
	NOx	ppm	600	297
	SOx	K-Value	0.288	less than 0.02
Gas engine 2	Dust	g/Nm³	0.05	less than 0.003
	NOx	ppm	600	302
	SOx	K-Value	0.288	less than 0.02

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
53	Ethylbenzene	12,000	12,000	0	0	6
80	Xylene	14,000	14,000	0	0	6.3
296	1,2,4-trimethylbenzene	11,000	11,000	0	0	4.9
297	1,3,5-trimethylbenzene	5,100	5,100	0	0	2.5
300	Toluene	46,000	46,000	0	0	23

Sanage Plant

[Products] Seats, door trims and other interior components

CO_2 Emissions (Production + Non-production) [t-CO_2]	13,744
Emissions (Including direct landfill waste and incinerated waste) [t]	588
Direct landfill waste amount [t]	—
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	113

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	—	5.8～8.6	7.8	6.7
	BOD	mg/L	10	3.1	0.9
	COD	mg/L	10	3.7	1.9
	SS	mg/L	10	2	less than 1
	Oil content	mg/L	2	less than 0.5	
	Zinc	mg/L	0.5	0.05	less than 0.01
	Total Nitrogen	mg/L	60	18	2.4
	Total Phosphorus	mg/L	8	0.38	0.05

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Boiler 1	Dust	g/Nm³	0.20	less than 0.002
	NOx	ppm	150	45
	SOx	K-Value	9	less than 0.004
Boiler 2	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	42
	SOx	K-Value	9	less than 0.011
Gas 1	Dust	g/Nm³	0.2	less than 0.002
	NOx	ppm	150	20
	SOx	K-Value	9	less than 0.004
Gas 2	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	17
	SOx	K-Value	9	less than 0.078
Gas 3	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	43
	SOx	K-Value	9	less than 0.004
Gas 4	Dust	g/Nm³	0.1	less than 0.002

	Item	Unit	Regulation Value	Measurement Results
				Max.
	NOx	ppm	150	44
	SOx	K-Value	9	less than 0.004
Gas 5	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	23
	SOx	K-Value	9	less than 0.001
Cogeneration 1	Dust	g/Nm³	0.05	less than 0.004
	NOx	ppm	200	132
	SOx	K-Value	9	less than 0.022
Cogeneration 2	Dust	g/Nm³	0.05	less than 0.004
	NOx	ppm	200	170
	SOx	K-Value	9	less than 0.027

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
80	Xylene	1,400	370	0	0	0.2
296	1,2,4-trimethylbenzene	1,400	890	0	0	0.4
298	Toluene diisocyanate	130,000	0.2	0	0	0.2
300	Toluene	1,900	130	0	0	0.1
392	N-hexane	1,300	580	0	0	0.3
448	Methylenebis (4,1-phenylene) diisocyanate	230,000	0	0	0	0.2

Fujioka Plant

[Products] Door trims

CO_2 Emissions (Production + Non-production) [t-CO_2]	1,788
Emissions (Including direct landfill waste and incinerated waste) [t]	49
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	8

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	5.8～8.6	7.5	6.3
	BOD	mg/L	10	1.6	less than 0.5
	COD	mg/L	10	3.8	0.9

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
	SS	mg/L	10	6	less than 1
	Oil content	mg/L	2	less than 1	
	Total Nitrogen	mg/L	60	19	1.9
	Total Phosphorus	mg/L	8	0.42	0.03
Technical Centre Plant wastewater	PH	–	5.8～8.6	7.9	6.9
	BOD	mg/L	10	1.3	less than 0.5
	COD	mg/L	10	2.8	0.6
	SS	mg/L	10	4	less than 1
	Oil content	mg/L	2	less than 1	
	Total Nitrogen	mg/L	60	21	0.2
	Total Phosphorus	mg/L	8	4.1	0.1

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Water cooling and heating machine 1	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	31
	SOx	K-Value	17.5	less than 0.001
Water cooling and heating machine 2	Dust	g/Nm³	0.1	less than 0.002
	NOx	ppm	150	27
	SOx	K-Value	17.5	less than 0.001

Tsuchihashi Plant

CO_2 Emissions (Production + Non-production) [t-CO_2]	399
Emissions (Including direct landfill waste and incinerated waste) [t]	13
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	3

Takaoka Plant

[Products] Seats and door trims

CO_2 Emissions (Production + Non-production) [t-CO_2]	3,719
Emissions (Including direct landfill waste and incinerated waste) [t]	101
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	14

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	–	7.1	
	BOD	mg/L	–	6.6	3.8
	COD	mg/L	–	12	11
	SS	mg/L	–	2	
	Oil content	mg/L	–	less than 0.5	
	Total Nitrogen	mg/L	–	37	29
	Total Phosphorus	mg/L	–	5.7	1.9

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
298	Toluene diisocyanate	180,000	0	0	0	0
448	Methylenebis (4,1-phenylene) diisocyanate	130,000	0	0	0	0

Tsutsumi Plant

[Products] Floor carpets and other interior components

CO_2 Emissions (Production + Non-production) [t-CO_2]	1,988
Emissions (Including direct landfill waste and incinerated waste) [t]	200
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m^3]	6

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	–	7.2	
	BOD	mg/L	–	4.7	1.8
	COD	mg/L	–	9.4	7.7
	SS	mg/L	–	5	3
	Oil content	mg/L	–	less than 0.5	
	Total Nitrogen	mg/L	–	17	6.9
	Total Phosphorus	mg/L	–	3.2	0.59

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
392	N-hexane	5,400	5,400	0	0	2.7

Toyohashi-Kita Plant

[Products] Seats

CO_2 Emissions (Production + Non-production) [t-CO_2]	1,682
Emissions (Including direct landfill waste and incinerated waste) [t]	109
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	10

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater 1	PH	–	6.0～8.5	7.5	7.1
	BOD	mg/L	20	0.8	less than 0.5
	COD	mg/L	20	6	3.8
	SS	mg/L	20	1	less than 1
	Oil content	mg/L	5	less than 1	
	Coliform bacteria count	pcs/cm³	1,500	less than 30	
	Total Nitrogen	mg/L	120	5.8	1.7
	Total Phosphorus	mg/L	16	0.59	0.13
Plant wastewater 2	PH	–	6.0～8.5	7.4	6.3
	BOD	mg/L	20	0.5	less than 0.5
	COD	mg/L	20	4	2.8
	SS	mg/L	30	2	1
	Oil content	mg/L	5	less than 1	
	Coliform bacteria count	pcs/cm³	1,500	less than 30	
	Total Nitrogen	mg/L	–	4.4	
	Total Phosphorus	mg/L	–	0.08	

Atmosphere

	Item	Unit	Regulation Value	Measurement Results
				Max.
Boiler 1	Dust	g/Nm³	0.05	less than 0.002

	Item	Unit	Regulation Value	Measurement Results
				Max.
	NOx	ppm	150	39
	SOx	K-Value	2.34	less than 0.015
Boiler 2	Dust	g/Nm³	0.05	less than 0.002
	NOx	ppm	150	31
	SOx	K-Value	2.34	less than 0.015
Boiler 3	Dust	g/Nm³	0.05	less than 0.002
	NOx	ppm	150	28
	SOx	K-Value	2.34	less than 0.015

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
448	Methylenebis (4,1-phenylene) diisocyanate	26,000	0	0	0	0

Toyohashi-Minami Plant

[Products] Door trims and seat covers

CO_2 Emissions (Production + Non-production) [t-CO_2]	1,787
Emissions (Including direct landfill waste and incinerated waste) [t]	45
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	9

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	6.0～8.5	7.4	7
	BOD	mg/L	20	3.5	0.7
	COD	mg/L	20	5.8	4.8
	SS	mg/L	30	2	less than 1
	Oil content	mg/L	5	less than 0.5	
	Coliform bacteria count	pcs/cm³	1,500	less than 30	
	Total Nitrogen	mg/L	–	14	8.7
	Total Phosphorus	mg/L	–	4.3	2.2

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
392	N-hexane	1,800	1,800	0	0	0.9

Toyohashi-Higashi Plant

[Products] Floor carpets

CO_2 Emissions (Production + Non-production) [t-CO_2]	378
Emissions (Including direct landfill waste and incinerated waste) [t]	86
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water resource usage [thousand m³]	1

Water Quality

	Item	Unit	Regulation Value	Measurement Results	
				Max.	Min.
Plant wastewater	PH	–	6.0～8.5	7.9	6.7
	BOD	mg/L	20	2.2	less than 0.5
	COD	mg/L	20	6.2	3.8
	SS	mg/L	30	2	less than 1
	Oil content	mg/L	5	less than 0.5	
	Coliform bacteria count	pcs/cm³	1,500	less than 30	

Tahara Plant

[Products] Interior components

CO_2 Emissions (Production + Non-production) [t-CO_2]	14
Emissions (Including direct landfill waste and incinerated waste) [t]	7
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	–
Water resource usage [thousand m³]	–

Water Quality

	Item	Unit	Regulation Value	Measurement Results
				Max.
Plant wastewater	PH	–	6.0～8.5	6.6
	BOD	mg/L	20	less than 0.5
	COD	mg/L	20	1
	SS	mg/L	20	1
	Oil content	mg/L	1	less than 0.5
	Coliform bacteria count	pcs/cm³	1,500	less than 30

Tokyo Plant

[Products] Door trims

CO_2 Emissions (Production + Non-production) [t-CO_2]	994
Emissions (Including direct landfill waste and incinerated waste) [t]	40
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	–
Water resource usage [thousand m³]	4

PRTR

[kg/year]

No.	Chemical Agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
392	N-hexane	1,400	1,400	0	0	0.7

In case of No subject:

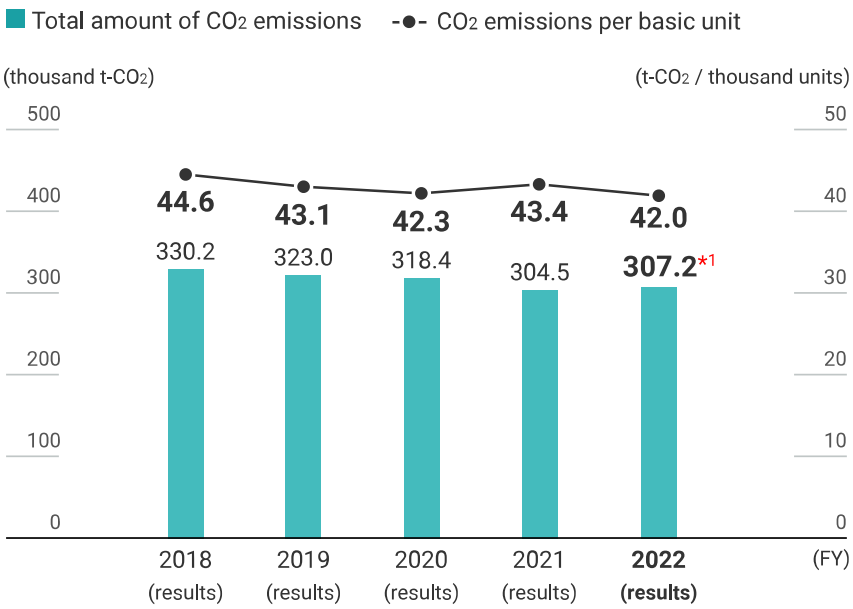
- There is no facilities/equipment covered by the laws concerning atmosphere.
- This plant is not subject to control of the laws concerning water quality.
- When it comes to the regulation values for atmosphere and water quality, the absolute strictest value set by laws/regulations/agreements is listed.
- This plant is not a place of business to which PRTR is applied.
- Total amount of CO_2 Emissions (Production + Non-production) of Toyota Boshoku include the ones of Bisai and Tsutsumi-Kita.

Environmental Data by categories

Amount of CO_2 emission

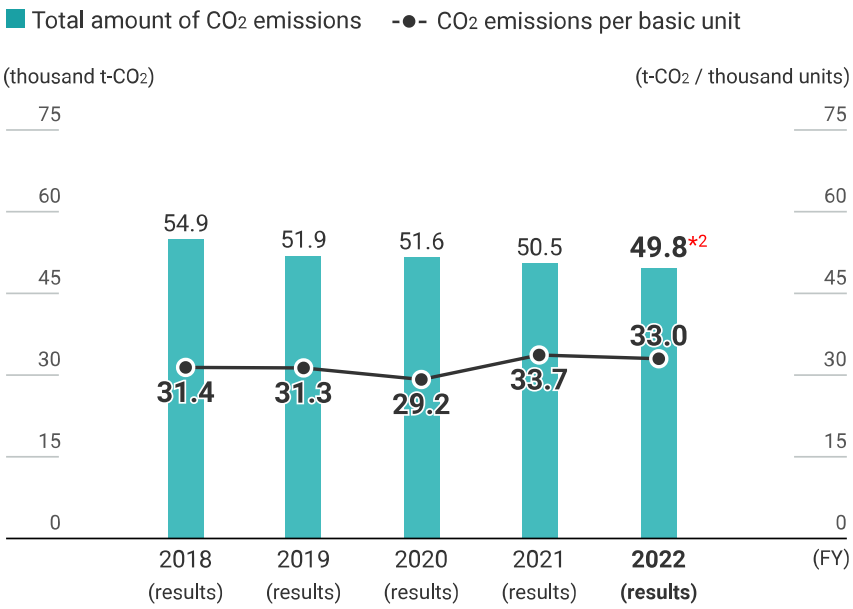
* In FY2022 changes were made to the scope of our reporting on environmental data as a result of the establishment of our 2025 Environmental Action Plan. As such, these changes have been retroactively applied to the data from FY2018 through to FY2021, and the results from these years have been re-calculated.
* Emissions do not include fuel-based emissions from transportation vehicles owned by subsidiaries in the transportation industry or energy-based emissions used at construction sites by subsidiaries in the construction industry.

Toyota Boshoku group



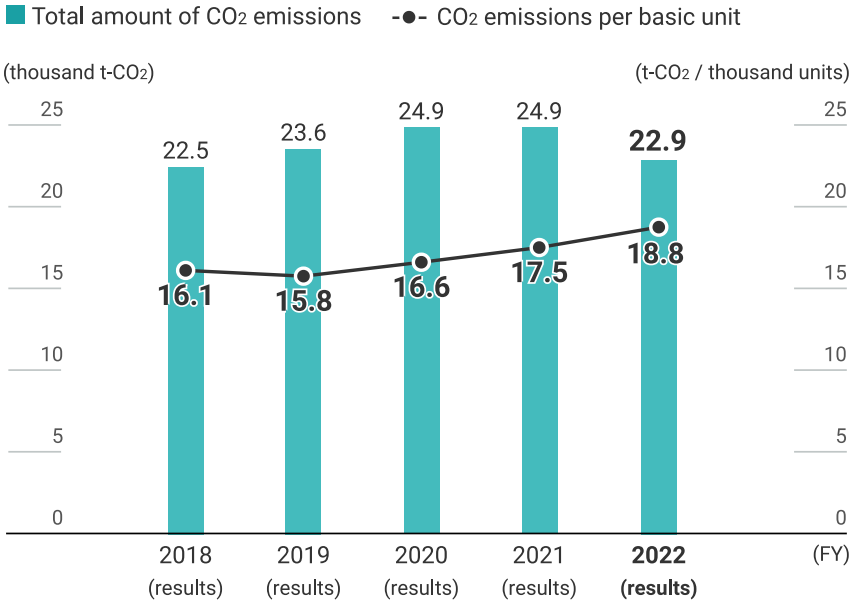
*1 Emissions excluding the effects of cogeneration in reducing CO_2 totaled 312,493t-CO_2

Toyota Boshoku

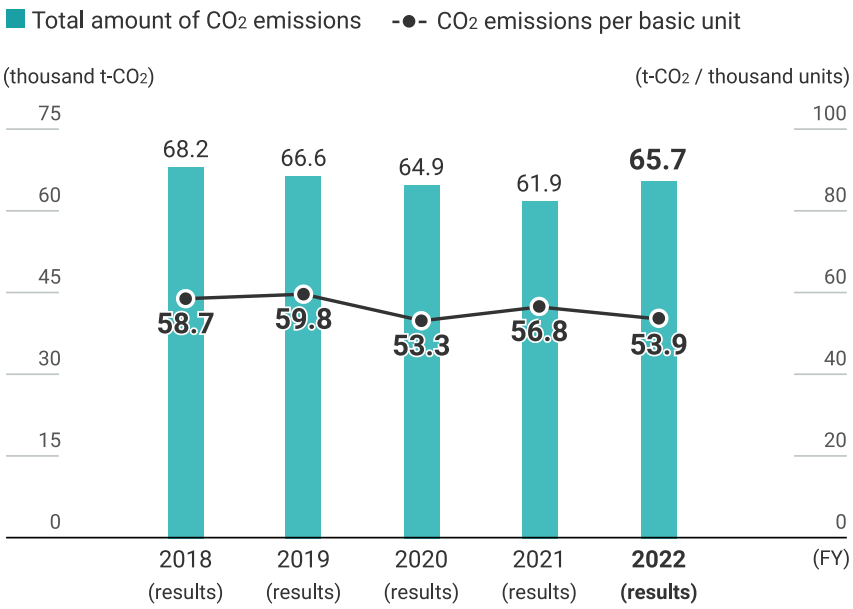


*2 Emissions excluding the effects of cogeneration in reducing CO_2 totaled 55,025 t-CO_2

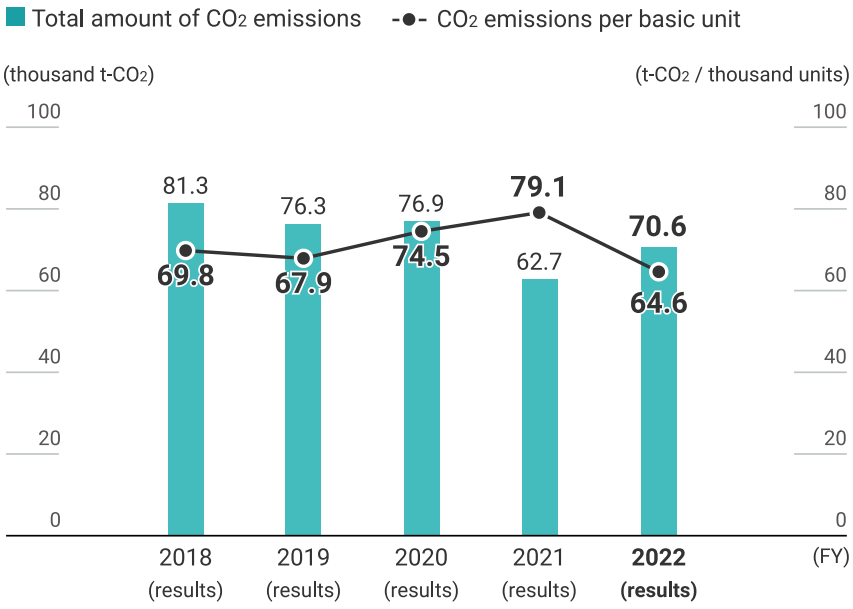
Japan region (excluding Toyota Boshoku)



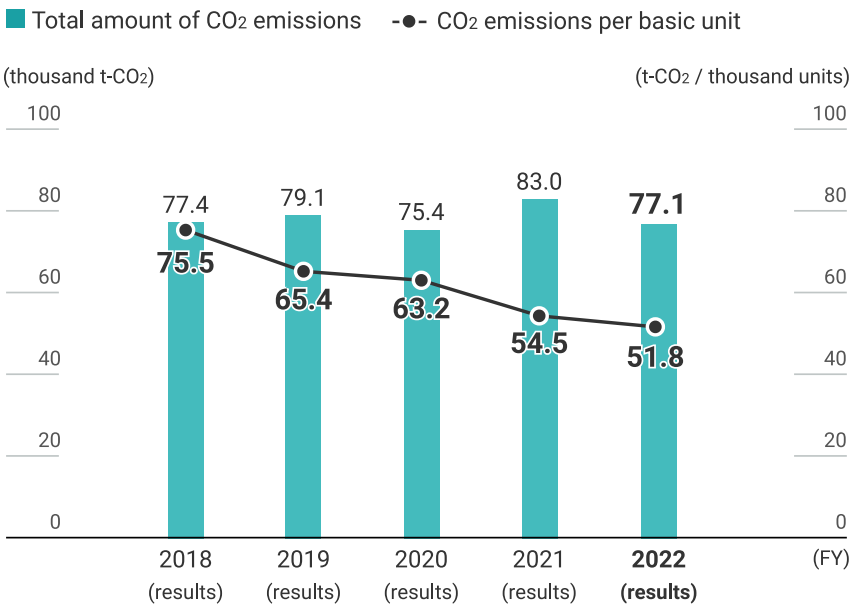
The Americas region



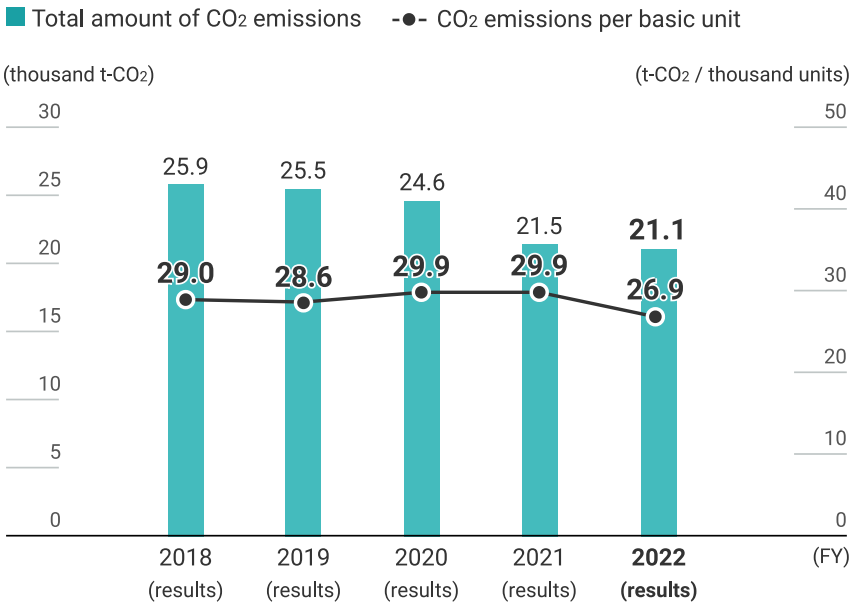
Asia & Oceania region



China region



Europe & Africa region



Amount of waste

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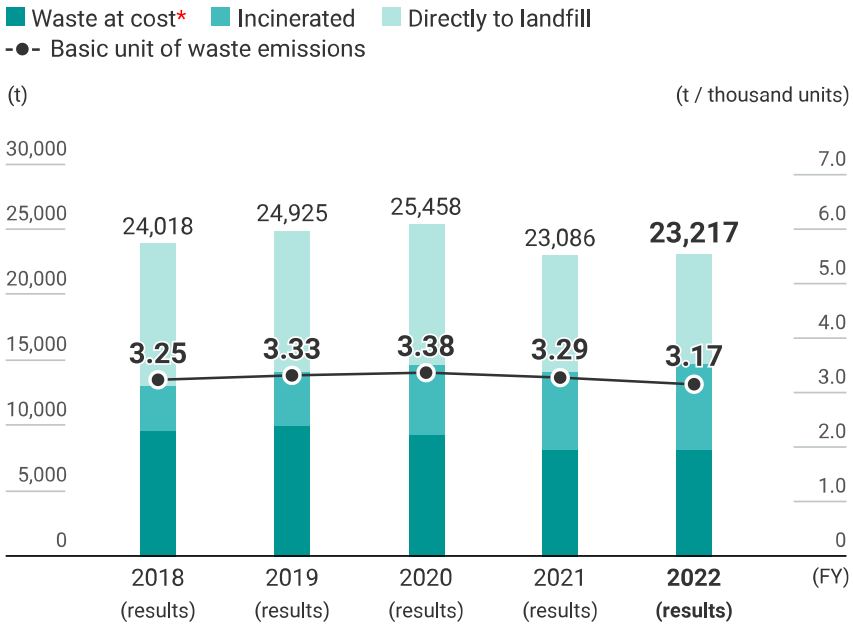
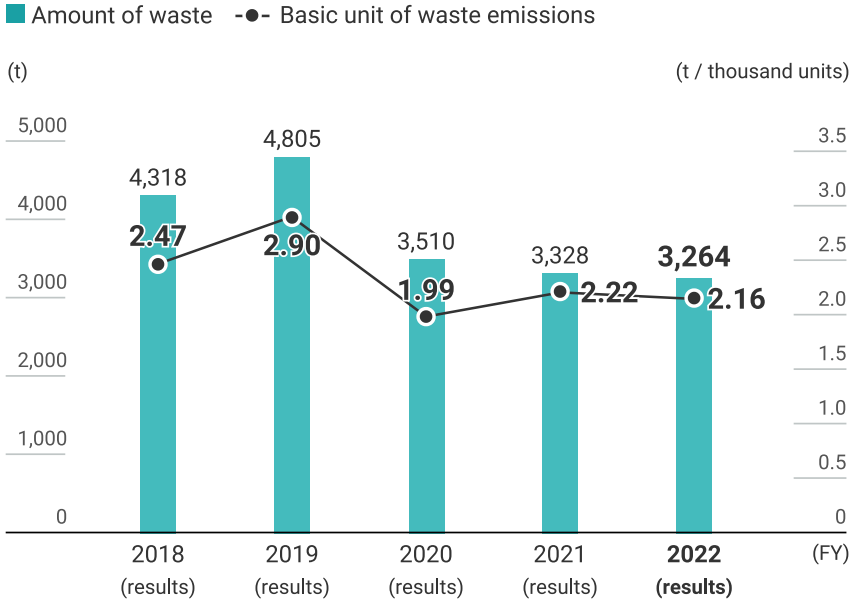
Toyota Boshoku group

* Does not include the amount of construction waste generated by subsidiaries in the construction industry



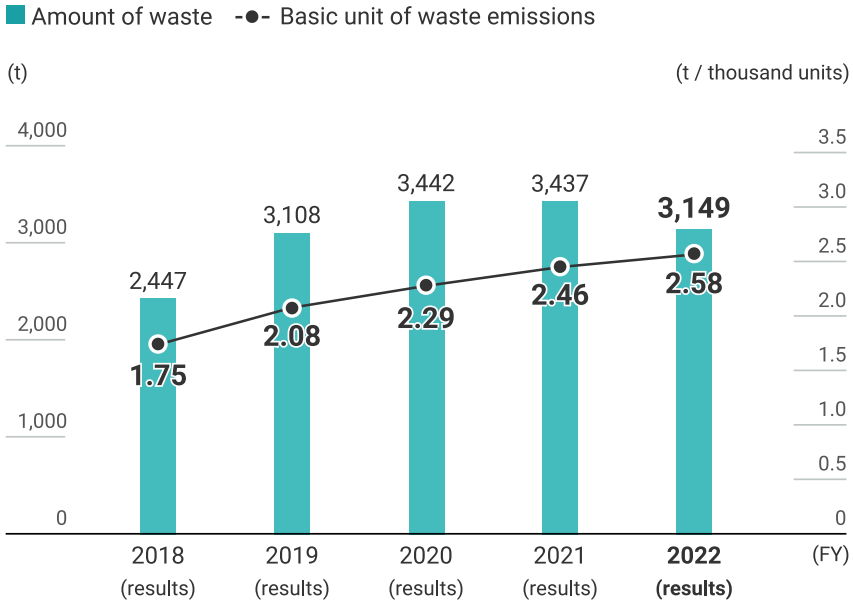
* Waste at cost: Materials discarded that are recycled for a fee

Toyota Boshoku

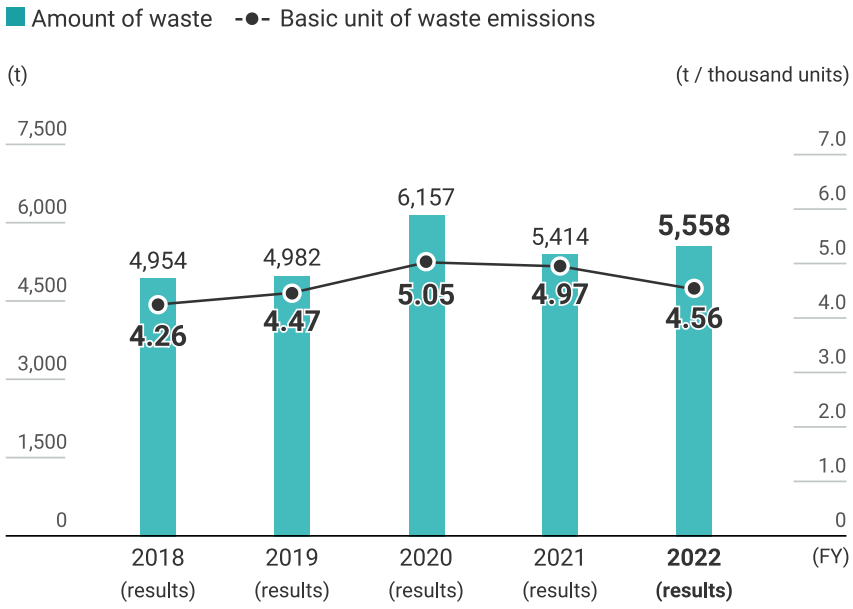


Japan region (excluding Toyota Boshoku)

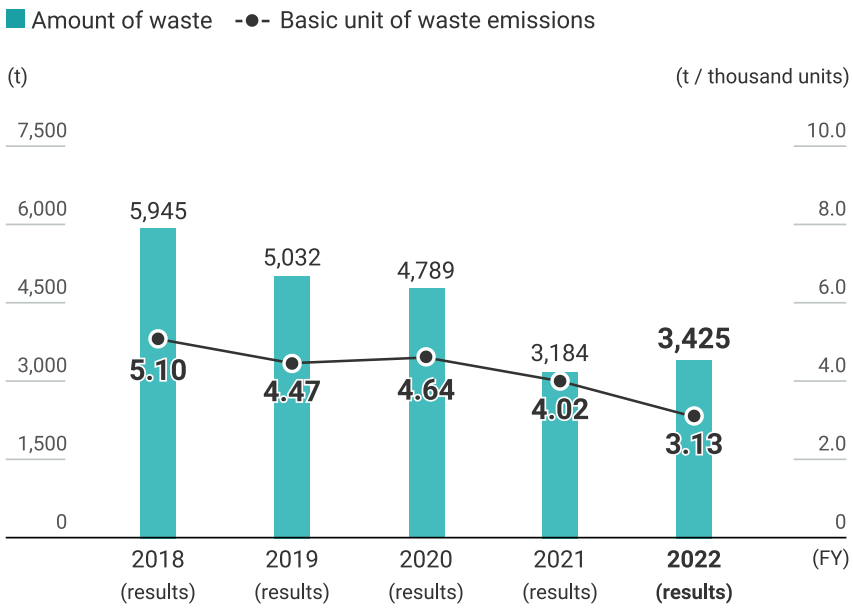
* Does not include the amount of construction waste generated by subsidiaries in the construction industry



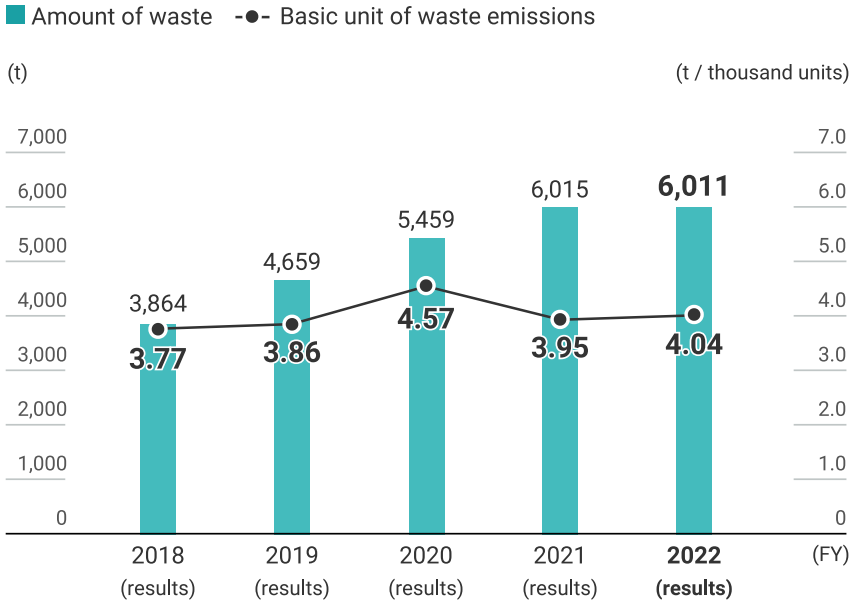
The Americas region



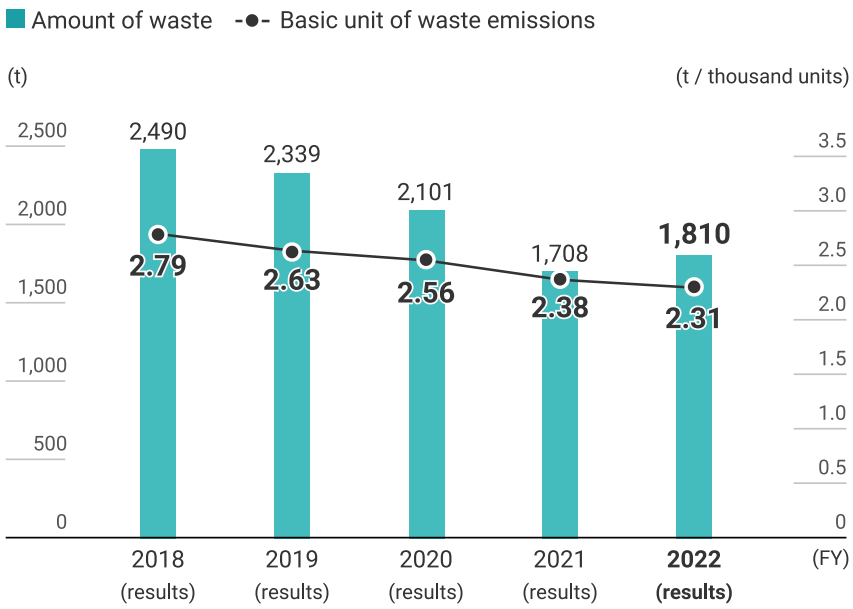
Asia & Oceania region



China region



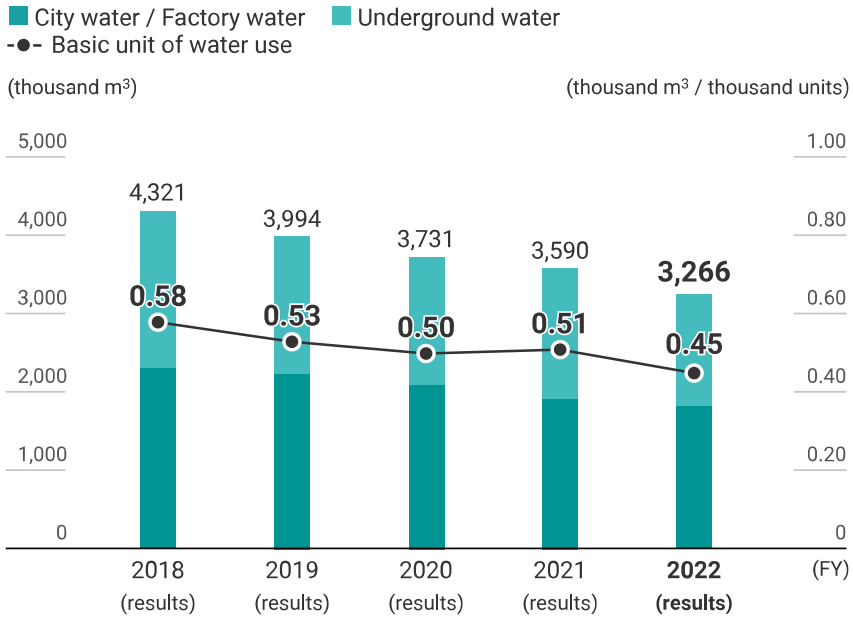
Europe & Africa region



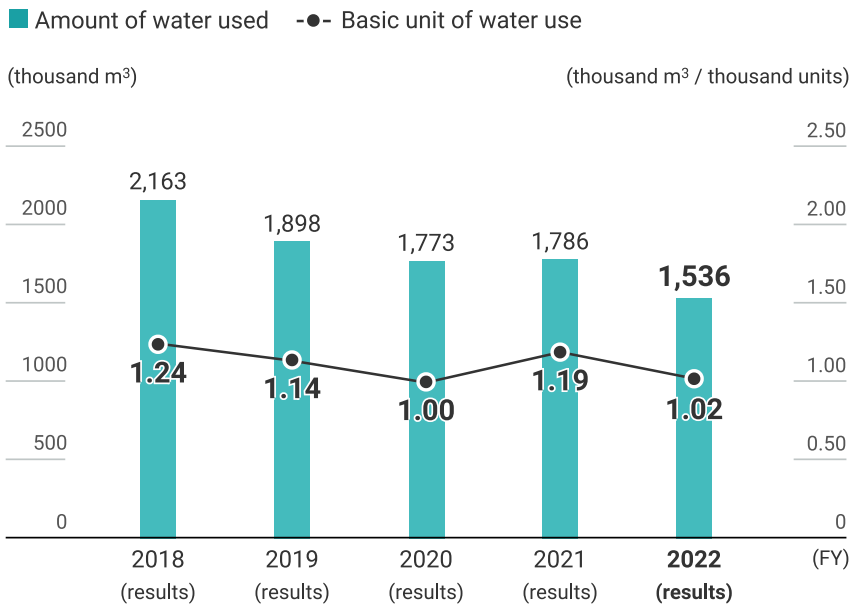
Water consumption

* In FY2022 changes were made to the scope of our reporting on environmental data as a result of the establishment of our 2025 Environmental Action Plan. As such, these changes have been retroactively applied to the data from FY2018 through to FY2021, and the results from these years have been re-calculated.

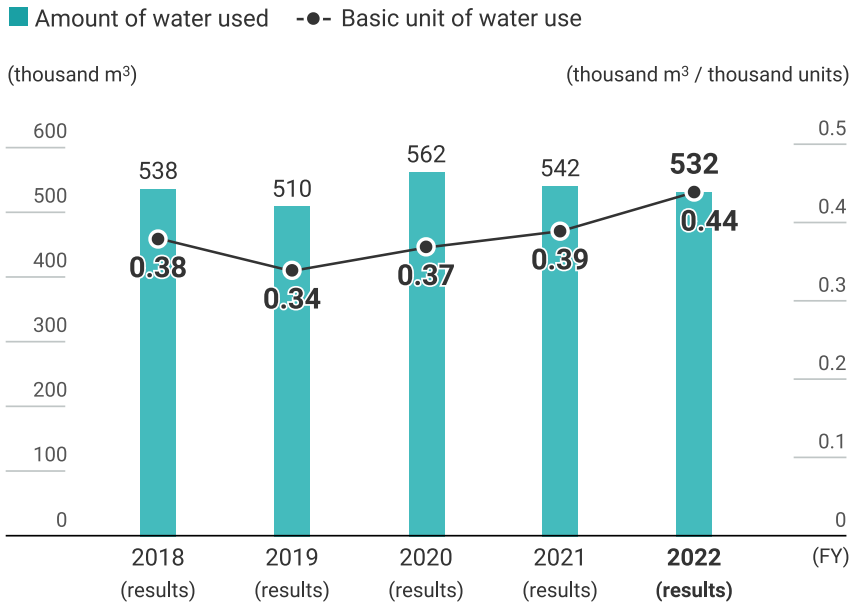
Toyota Boshoku group



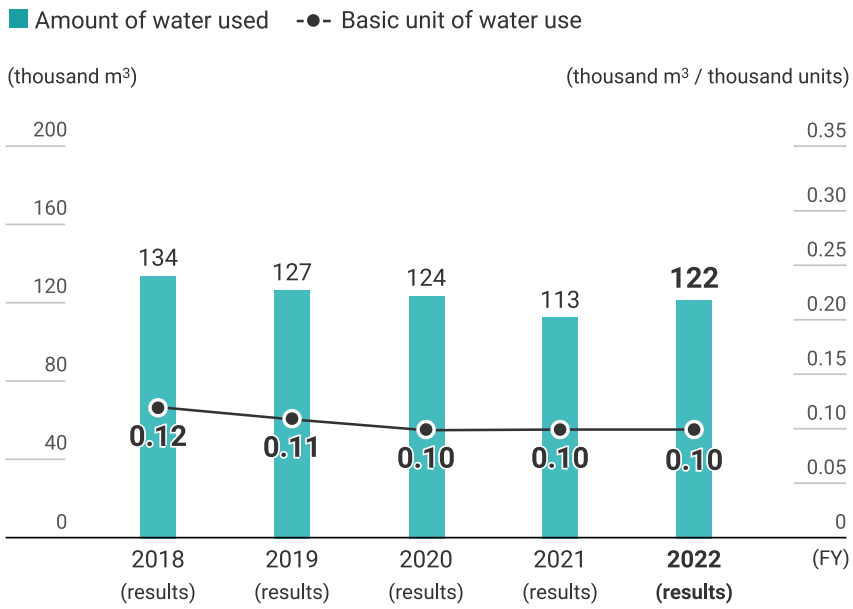
Toyota Boshoku



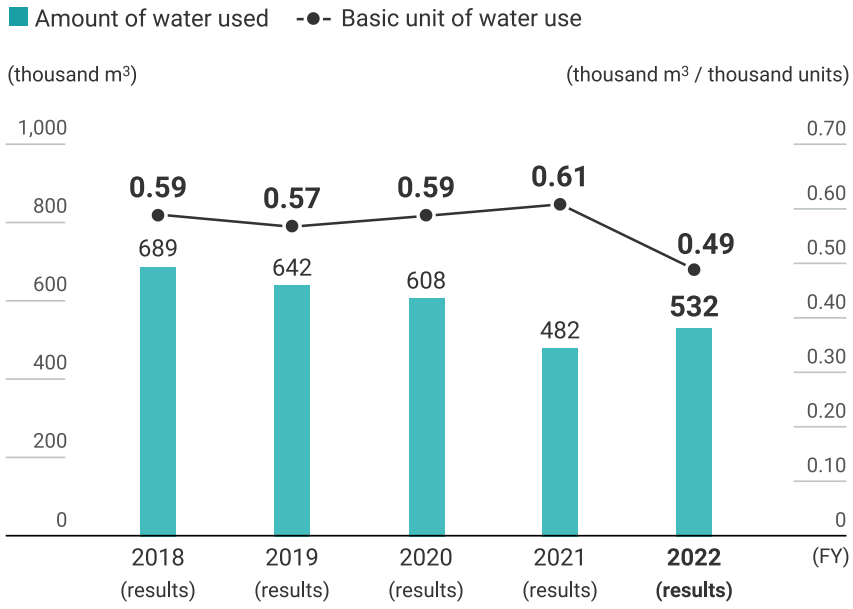
Japan region (excluding Toyota Boshoku)



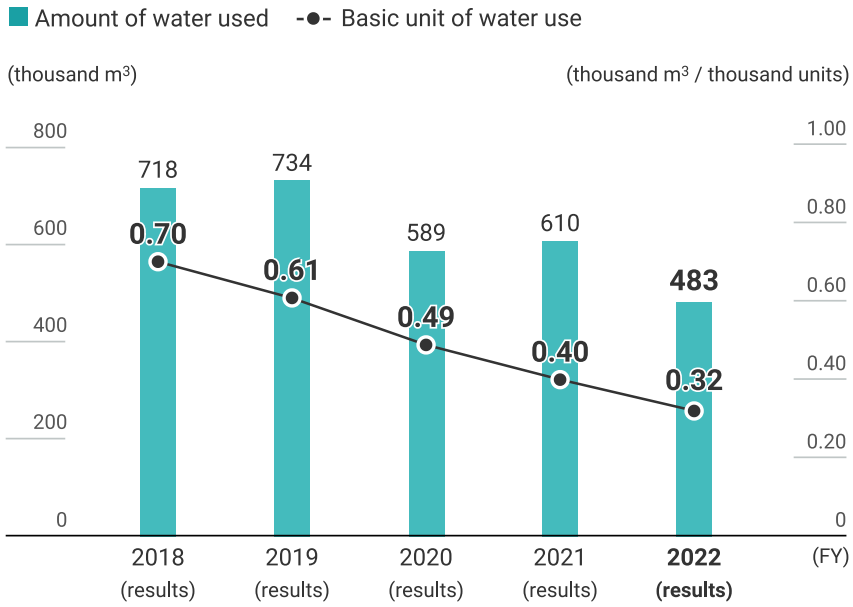
The Americas region



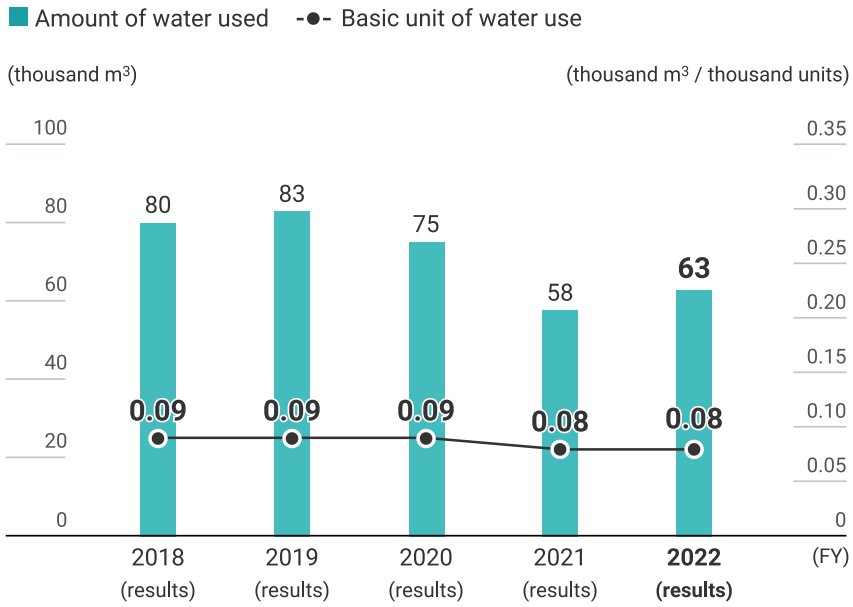
Asia & Oceania region



China region

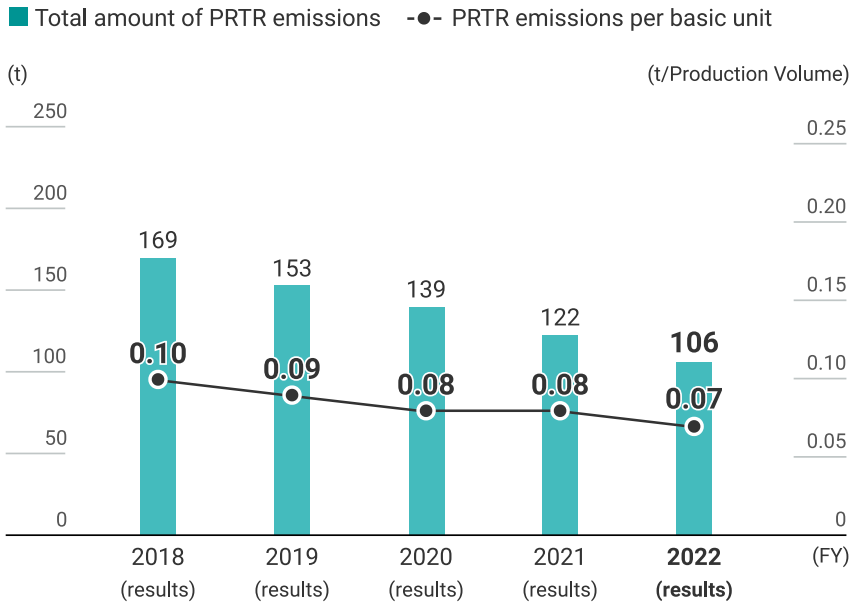


Europe & Africa region

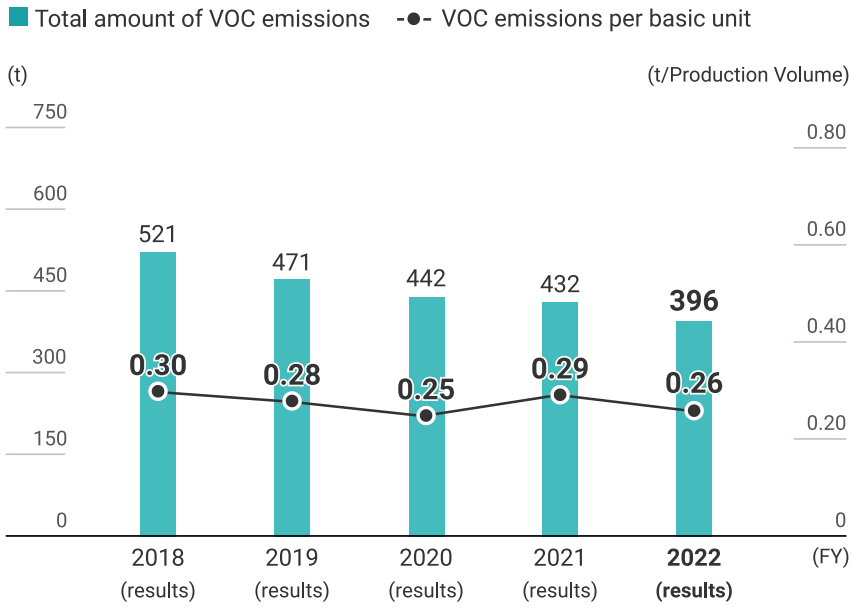


Emission of chemical substances

Toyota Boshoku Pollutant Release and Transfer Register (PRTR) Substances emissions

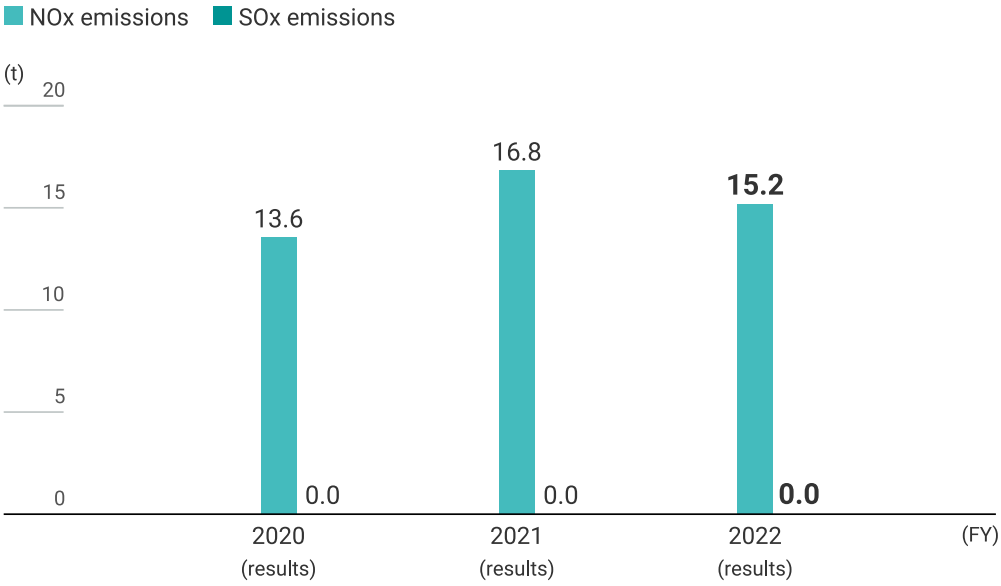


Toyota Boshoku Volatile Organic Compounds (VOC) emissions



Emission of air pollutants

Toyota Boshoku



* SOx emissions less than 0.05 t have been classified as "0."

[Criteria for calculation]

・CO_2 Emission Levels

Calculations are based on the Greenhouse Gas Protocol. The CO_2 conversion coefficients have been fixed in place so that voluntary improvements can be evaluated, as shown in the table below.
Additionally, greenhouse gas emissions reflect the results of CO_2 reductions through co-generation (calculated by deducting the CO_2 emission factor for all power sources from the CO_2 emission factor for thermal power generation, and then multiplying this total by the amount of power generated through co-generation).

CO_2 conversion coefficient

	Japan	Regions outside Japan
Purchased electricity	0.37t-CO2/MWh	★
City gas	2.16t-CO2/thousand Nm3	2.08t-CO2/thousand Nm3
LPG	3.00t-CO2/t	2.83t-CO2/t
Kerosene	2.53t-CO2/kL	2.52t-CO2/kL
Heavy oil	2.70t-CO2/kL	2.94t-CO2/kL
Diesel oil	2.64t-CO2/kL	2.68t-CO2/kL
Steam	–	0.060tCO2/GJ
Hot water	–	0.057tCO2/GJ

★ The power coefficient for regions outside Japan is calculated using country data from 2000 released by the International Energy Agency (IEA) in 2013.

・Water consumption

The aggregated total of water used by our various business entities, including industrial water, groundwater, and water from the public water supply.

・Waste generation

The total amount of waste that leaves our various business entities, including landfill waste, incinerated waste, and materials discarded that are recycled for a fee.

[Boundary of reporting]

- Toyota Boshoku: Global Mainstay Hub, plants and offices in Japan (15 plants)
- Japan affiliates: Production entities (8 companies), others (5 companies)
- The Americas region: Regional Management & Collaboration Hub (1 company), production sites (11 companies)
- China region: Regional Management & Collaboration Hub (1 company), production sites (13 companies)
- Asia & Oceania region: Regional Management & Collaboration Hub (1 company), production sites (12 companies)
- Europe & Africa region: Regional Management & Collaboration Hub (1 company), production sites (8 companies)

Social

Customer First, Quality First

Basic stance

Based on the customer first philosophy originated from the Principles of Toyoda—being unified to make contributions for the world and for people—and our initiatives related to MONOZUKURI cultivated for 100 years, the Toyota Boshoku group aims to become an Interior Space Creator by 2030. To achieve this goal, we are working to thoroughly implement quality first and develop human resources on a global scale. It is our mission to always consider matters from the customer's perspective and position, to ensure safety and confidence, and to provide customers with attractive and inspiring products and quality.

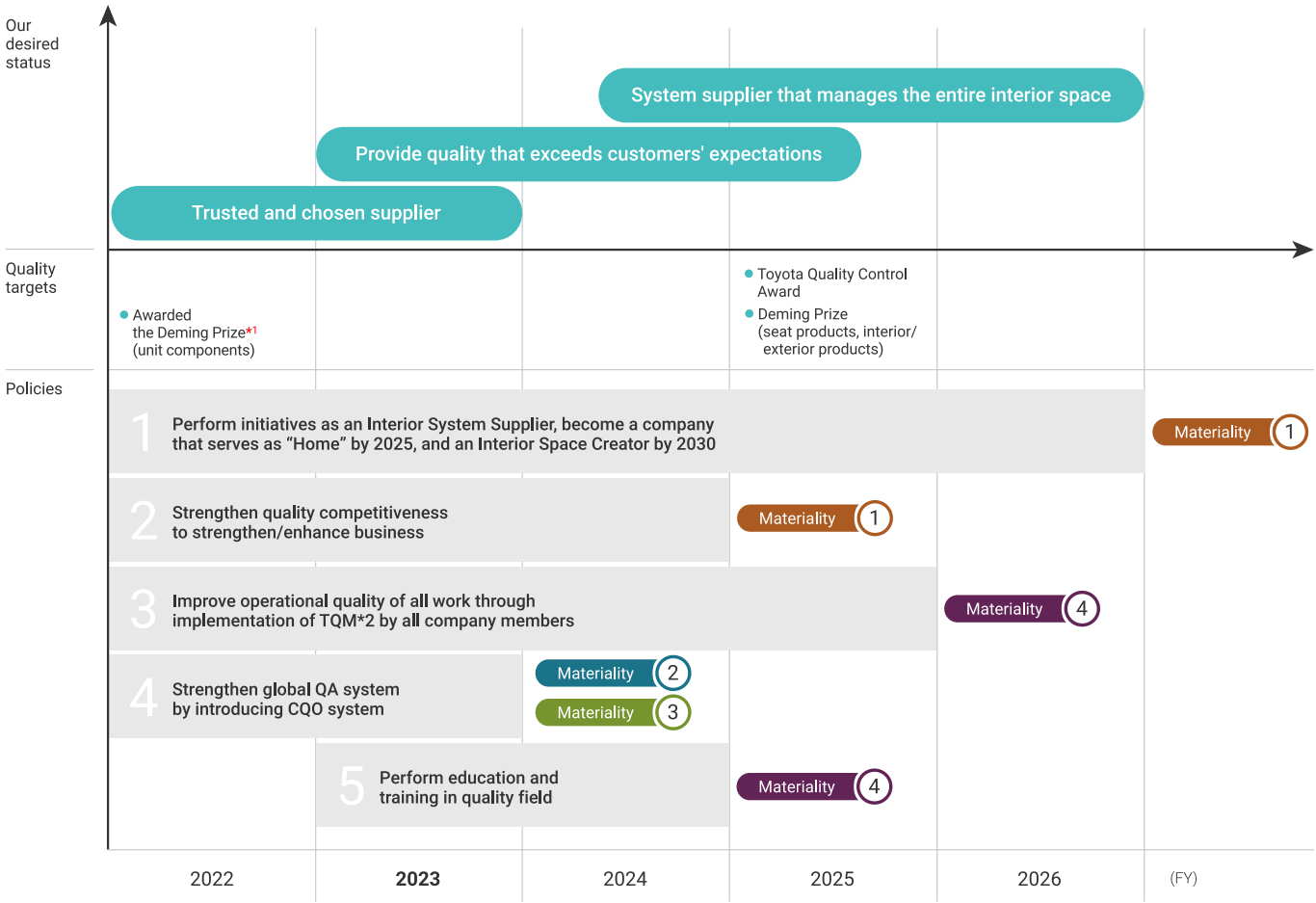
Establishing a global quality assurance system

The Quality field in the global headquarters and the regional Management & Collaboration Hubs are working closely together to provide high quality, high value-added products to our customers around the world.

2025 Quality Roadmap

To realize our 2025 Mid-Term Business Plan, we have collated quality issues and formulated the 2025 Quality Roadmap.
We aim to quickly resolve the issues we face, and to be a "trusted and chosen supplier," as well as a "provider of quality that exceeds customers' expectations," and a "system supplier that manages the entire interior space."
In order to achieve our target, we have established five policies linked to our materiality to improve the quality of our operations and products.

2025 Quality Roadmap



*1 An award presented to companies that are implementing TQM and achieving outstanding results

*2 **T**otal **Q**uality **M**anagement
Aim to improve work quality by enhancing capabilities of "people", "organization", and "process", in order to maintain a flexible and resilient corporate structure based on the Corporate Philosophy of "total participation", "customer first", and "continuous kaizen."

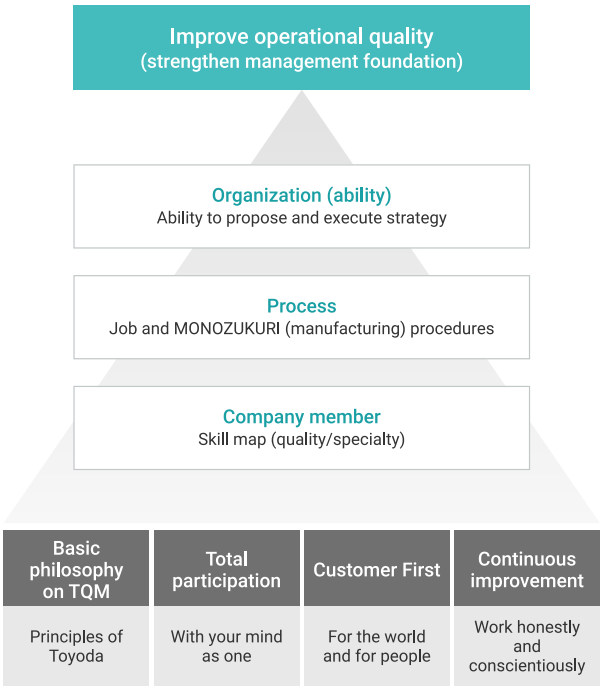
Improve operational quality through implementation of TQM

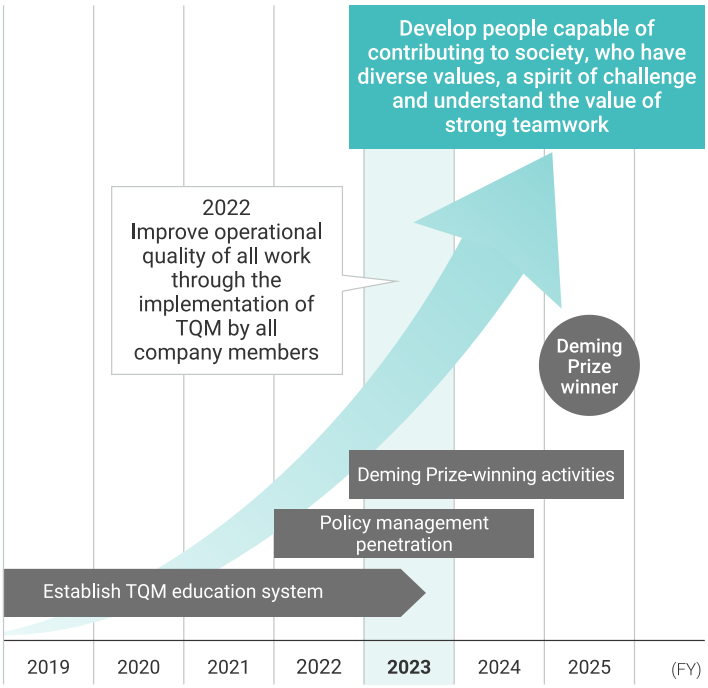
In order to achieve sustainable growth, we are using TQM to change the way we have been working, strengthen the "organization," "processes," and "people" of our management foundation, and improve the quality of all operations. The term "organization" refers to the ability to implement management strategies for sustainable growth; "process" refers to the procedures used to realize business operations from the customer's perspective; and "people" refers to the qualities and expertise required to carry out business operations and manufacturing.

Concrete measures

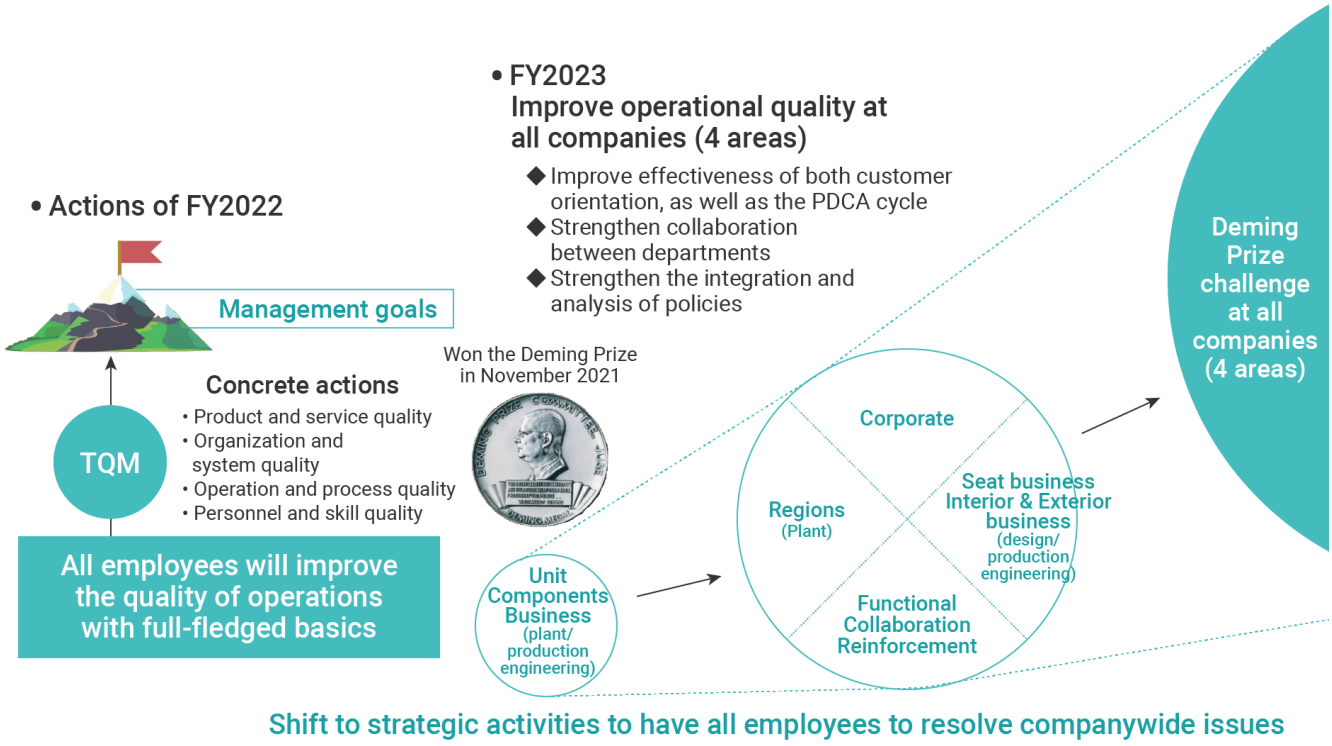
- We are working to develop human resources capable of realizing improvements in operational quality through the establishment of a TQM education system.
  We have defined the management skills, problem-solving skills, data utilization and quality management skills, and unique technologies and skills required for TQM, and are conducting systematic training.
- Under the leadership of the President, each division and field is promoting autonomy in TQM promotion.
  Through the penetration of policy management and the Deming Prize, we aim to improve the operational quality of all work and realize the 2025 Mid-Term Business Plan as well as our Vision.

Improve operational quality of all work through the implementation of TQM by all company members





Improve operational quality that will contribute to the achievement of management goals after winning the Deming Prize for the Unit Components Business



Global QA system by introducing CQO system

CQO*1 for each region, CQO for each area*2 within these regions, and related functional divisions cooperate to quickly deal with global issues, as well as localized issues that arise in specific regions.

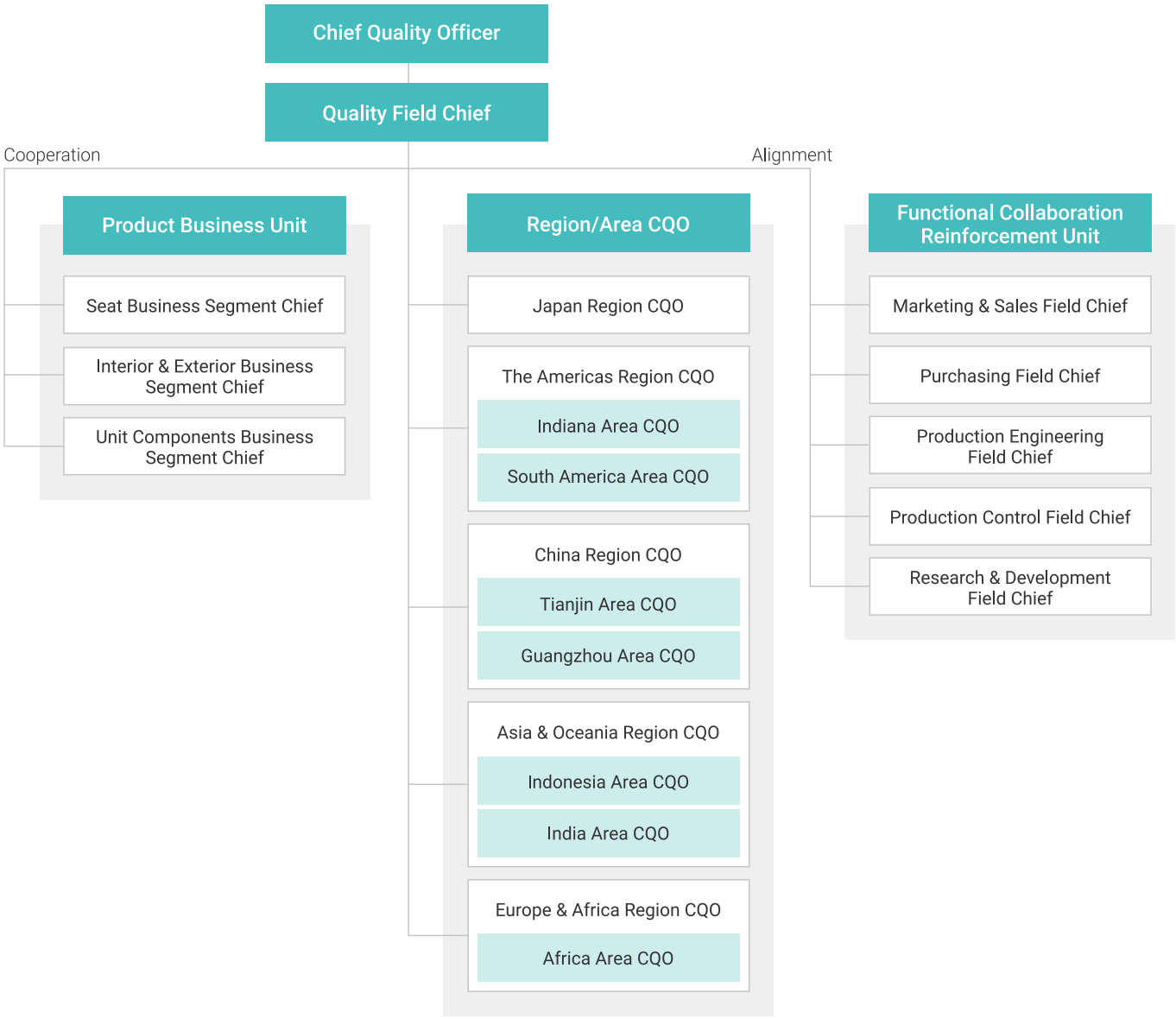
*1 **C**hief **Q**uality **O**fficer

*2 Regional CQOs for each of the 5 global regions, with the area CQOs under each.
For more information, please see the following section on our CQO Promotion Structure.

Items being addressed in the CQO system

Clarify the responsibilities of Product Business Unit and Functional Collaboration Reinforcement Unit, as well as each region. Strengthen cooperation, and promote global quality improvement activities to achieve "Customer First, Quality First."
Raise awareness of quality in each region and area, as well as each Product Business Unit and Functional Collaboration Reinforcement Unit, and foster a culture in which top management itself takes the issue seriously.

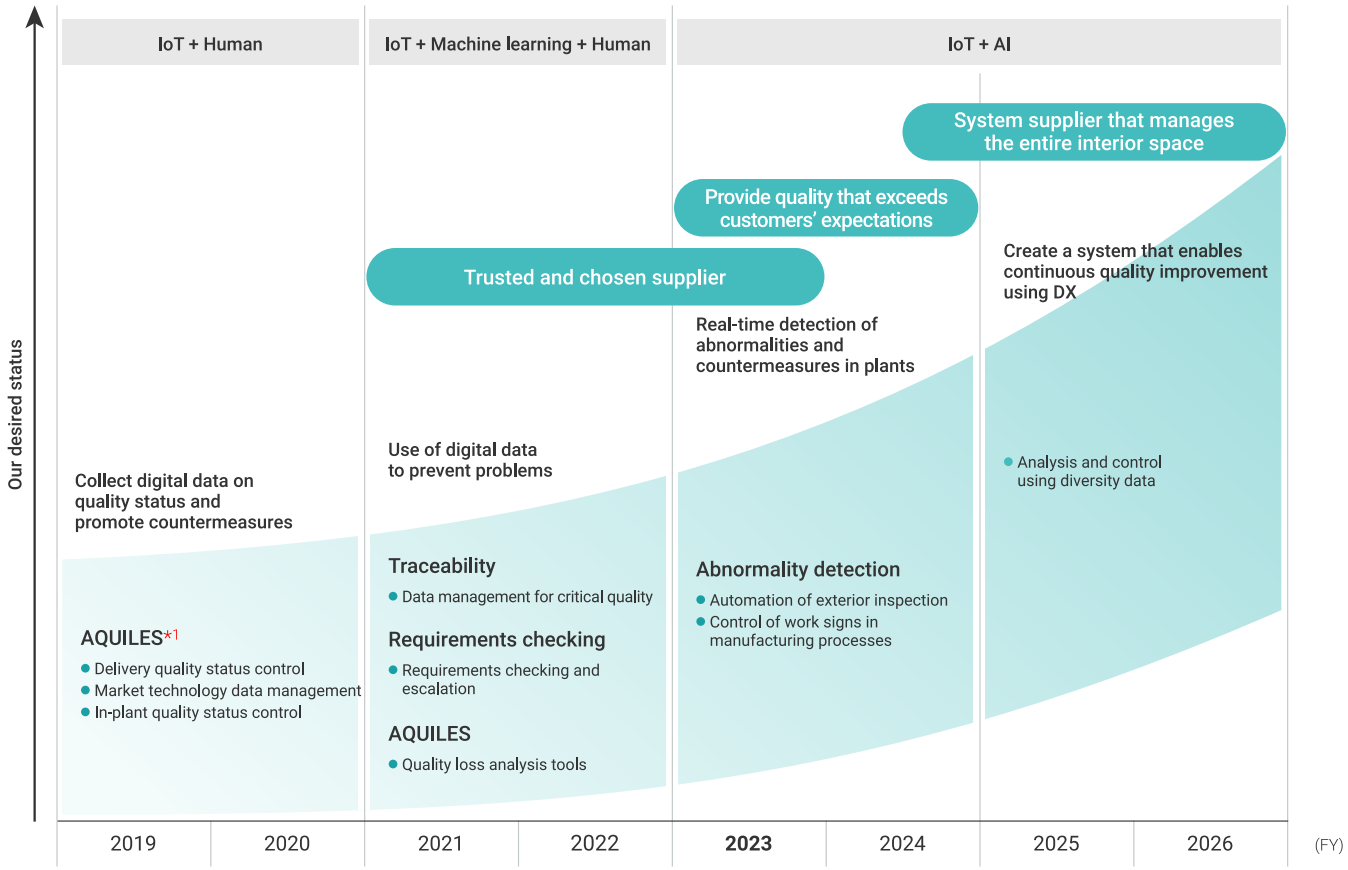
CQO Promotion Structure



Promoting DX with a system that enables AI-driven continuous quality improvement

We have been improving product quality by promoting measures while digitizing various types of quality information, with the aim of becoming a "trusted and chosen supplier." Currently, we are using this digital data to build a system that aims to prevent problems through expanded traceability and drawing checking systems.
In order to become a "system supplier that manages the entire interior space" by 2025, we are working step by step to create a system that enables continuous quality improvement using DX.

System that enables continuous quality improvement



*1 **A**ll Toyota-Boshoku **Qu**ality **I**nformation **Le**ading **S**ystem

Strengthening quality competitiveness for the future

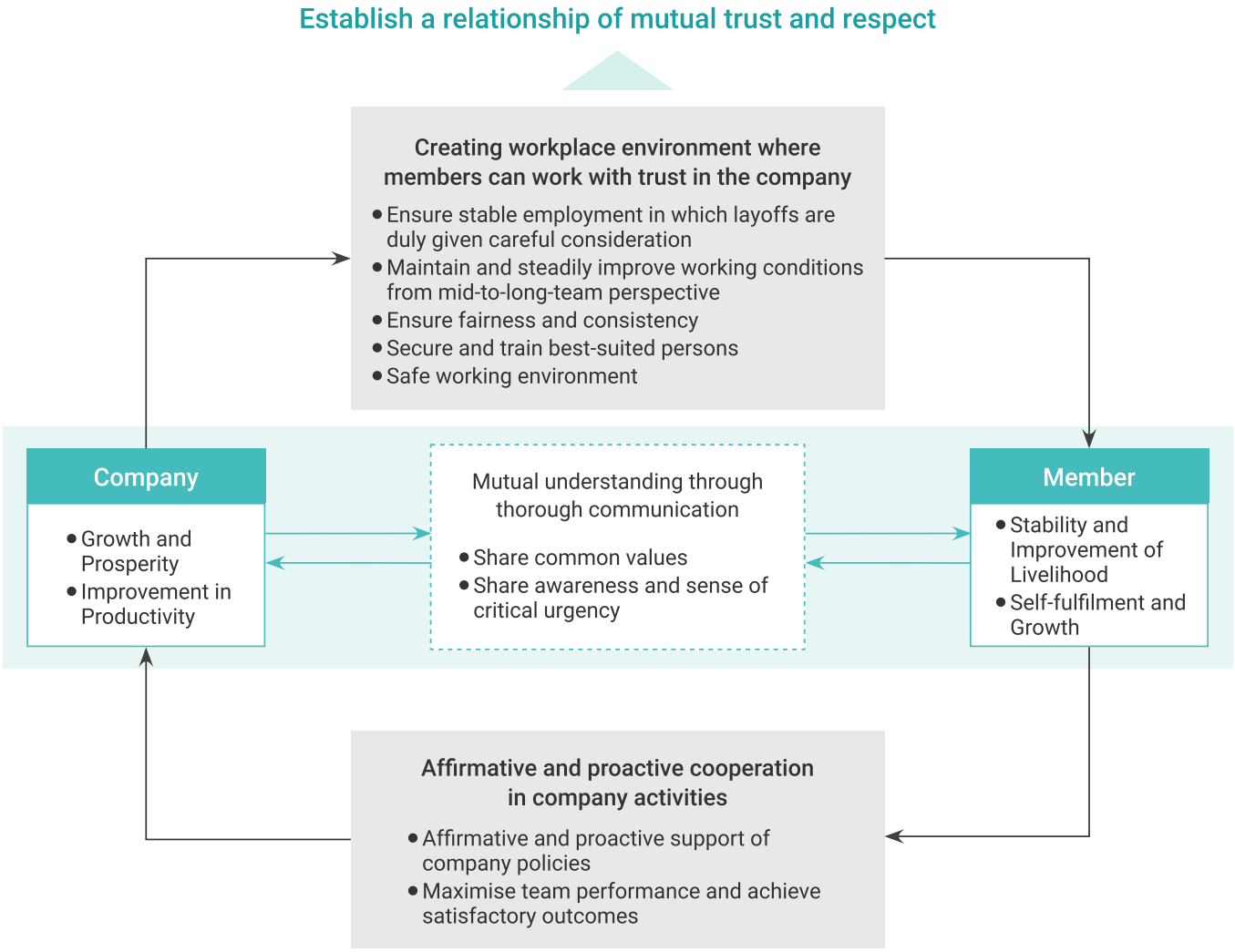
Utilizing the MONOZUKURI Innovation Center, we have strengthened collaboration among the development, production engineering, and quality areas, and have enhanced our vehicle evaluation system.
We are striving to improve quality through speedy evaluation/analysis and problem solving.
Furthermore, by feeding back the analysis results to the development process, we will raise the quality competitiveness of new products and meet the expectations of our customers.

Vehicle examination area in the MONOZUKURI Innovation Center

Job Satisfaction and Employment

Basic concept of Human Resources Management (HRM)

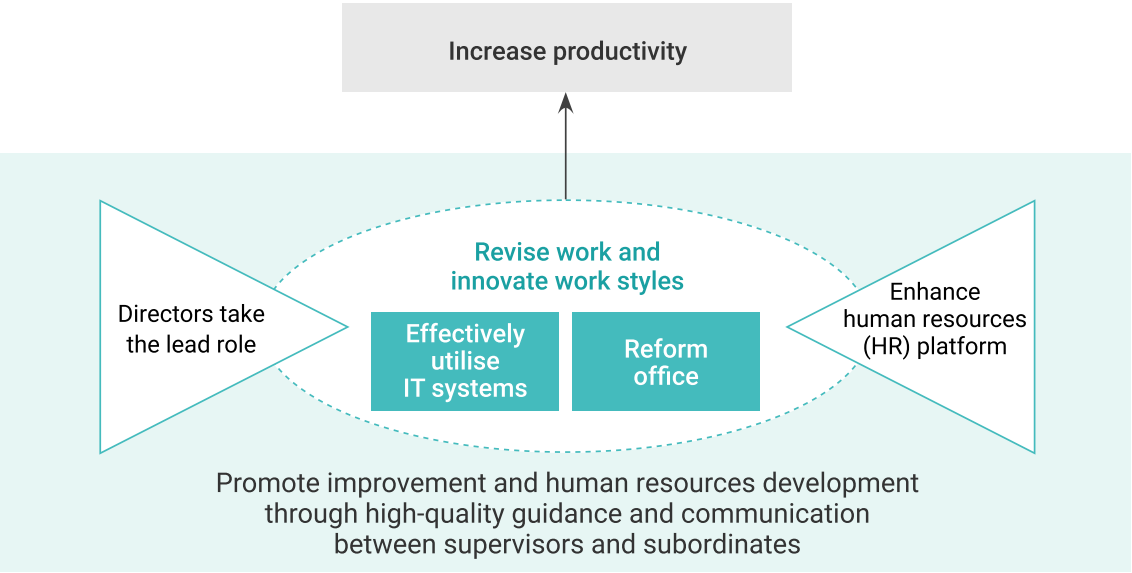
Based on a good labor-management relationship, labor and management work to balance respective responsibilities in an effort to ensure stable employment and to maintain and steadily improve working conditions from a mid-to-long-term perspective. In addition, Toyota Boshoku promotes the development of human resources by conducting evaluations that use standards reflecting our core values and also provides fair and honest conditions for all members.



Promote “innovation of vibrant work style”

“Innovation of vibrant work style” refers to the Toyota Boshoku group’s challenge to reform our organization and culture. In order to quantitatively confirm the results of vibrant work style innovation and vibrant working by our company members, we have introduced the KPI on vibrant work environment as a company-wide metric, and with an aim to further improvements, we are working to develop more flexible, efficient, and creative work rules, and to create a workplace where company members can enjoy their work, and feel fulfilled by their jobs.
We will continue working to promote an even higher level of vibrant work style innovation, both to achieve our 2025 Mid-Term Business Plan, and to further empower our company members to feel vibrant and fulfilled.

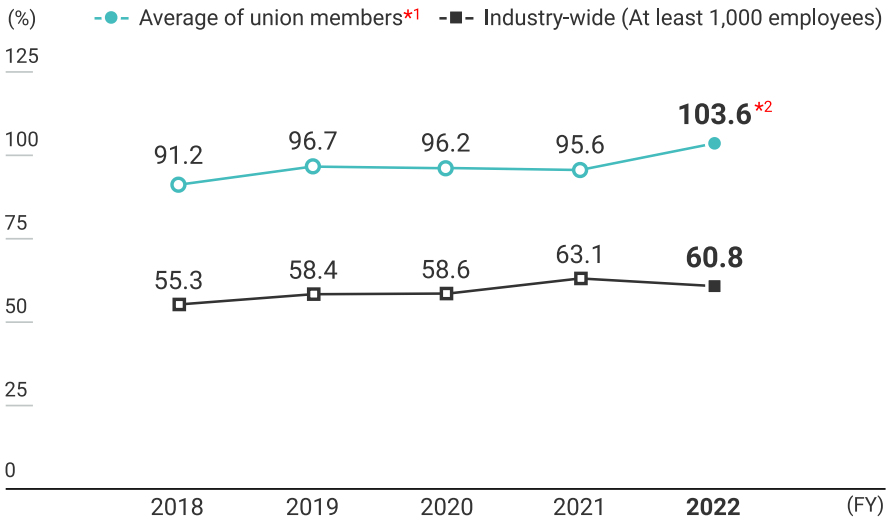
Overview of “Innovation of vibrant work style”



Company members’ satisfaction: Positive response rate (KPI on vibrant work environment) [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Company members’ satisfaction: Positive response rate (%)	66.0	67.8	67.2	71.5	**71.1**

Use of annual paid holiday [Toyota Boshoku]



* Excluding members on leave and members on overseas assignment
Source: Industry-wide data based on the Ministry of Health, Labour and Welfare's General Survey on Working Conditions
Please note that percentages shown may exceed 100%, as the total is calculated by dividing the total number of paid holidays taken in a year (including paid holidays carried over from the previous fiscal year), divided by the total allowance of paid holiday for this year only (i.e. not including paid holidays carried over from the previous fiscal year).

Treatment of fixed-term company members and temporary workers

We employ fixed-term company members in compliance with labor-related laws and regulations, and treat them appropriately in accordance with the employment rules and various regulations, including various types of social insurance and leave as stipulated by law. In addition, the employment of temporary workers is handled in accordance with the Worker Dispatching Act, Guidelines for Measures to be Taken by Clients, and other laws and regulations.

Graduate and mid-career recruitment

In hiring graduates, our policy is to recruit highly capable individuals with diverse attributes and values in an active and stable, sustainable manner.
In terms of mid-career recruitment, in order to achieve our Mid-Term Business Plan, we are hiring people with advanced specialized skills, such as digital transformation (DX) and environment-related technologies. Additionally, we are building an environment where the same opportunities for training and promotion are available to all company members, regardless of when or how they joined the company. In the future, we will focus on implementing new policies, alongside our regular work acquiring talented people with different backgrounds, experience, and knowledge, who can bring added value to our company's business.

Number of persons recruited [Toyota Boshoku]

(people)

Fiscal year			2018	2019	2020	2021	2022
Graduate recruitment	Administrative and technical	Male	69	107	95	88	58
		Female	10	18	40	30	20
	Skilled	Male	45	51	75	54	48
		Female	5	5	14	13	9
Total			**129**	**181**	**224**	**185**	**135**
Mid-career recruitment	Administrative and technical	Male	45	35	24	0	1
		Female	9	4	7	8	8
	Skilled	Male	0	1	1	0	0
		Female	1	1	1	1	0
Total			**55**	**41**	**33**	**9**	**9**
Graduate + mid-career recruitment Total			**184**	**222**	**257**	**194**	**144**

Turnover

About 80% of employees who leave the company after less than three years of employment are regular employees. To address this issue, we provide new employees with "assignments that take into account the individual's wishes, personal aptitude, and subject major," "three-way meetings with supervisors and senior company members using a training record chart," and "individual counseling by a new recruit training supervisor," as well as "communication training" for direct supervisors. In addition, we are working to improve the retention rate by means of individual interviews with those who wish to leave.

Turnover rate of those leaving in under three years (full-time members) [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022	Average
Turnover rate of those leaving in under three years (full-time members)	3.00	1.70	2.25	2.62	**2.06**	2.32

Diversity and Inclusion

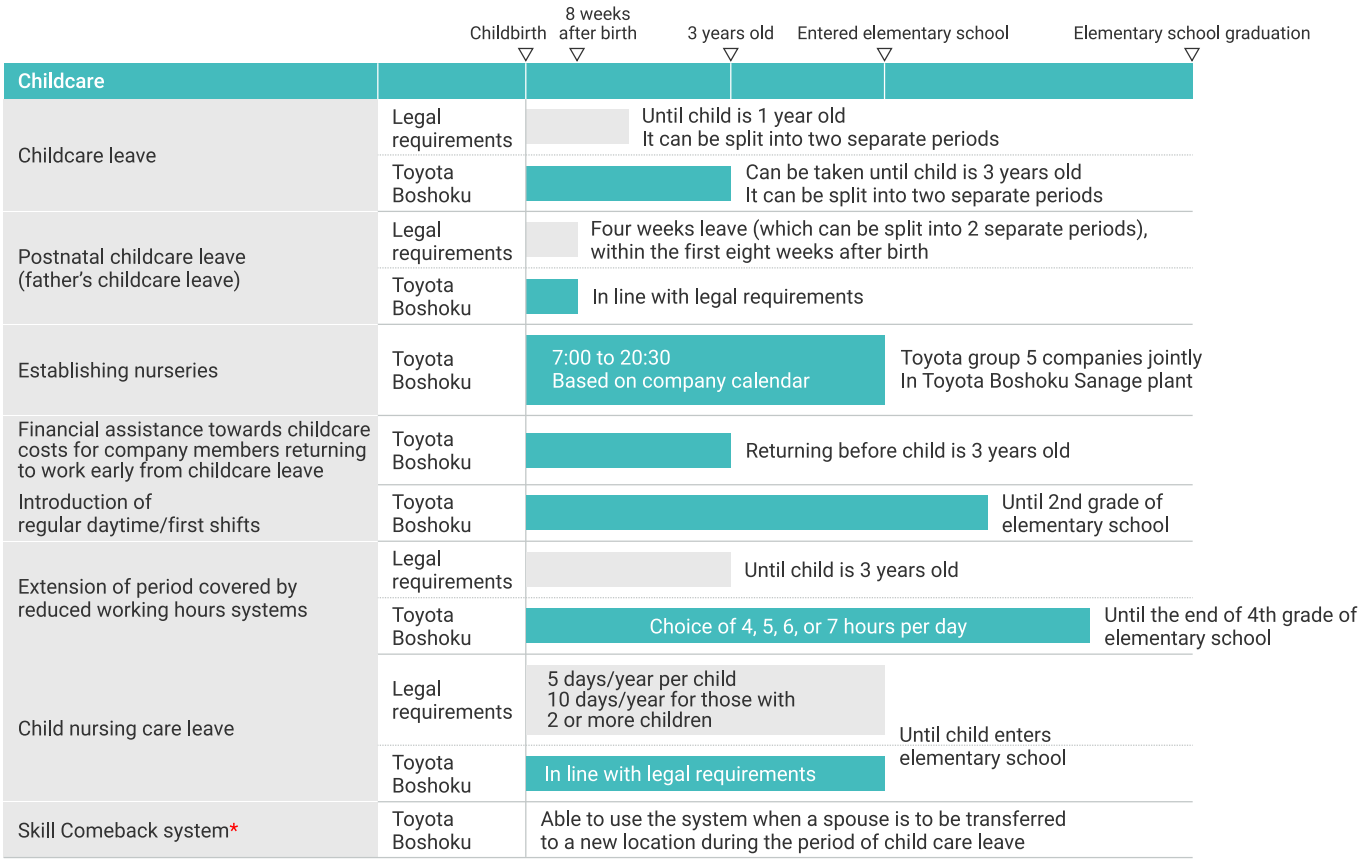
Basic stance

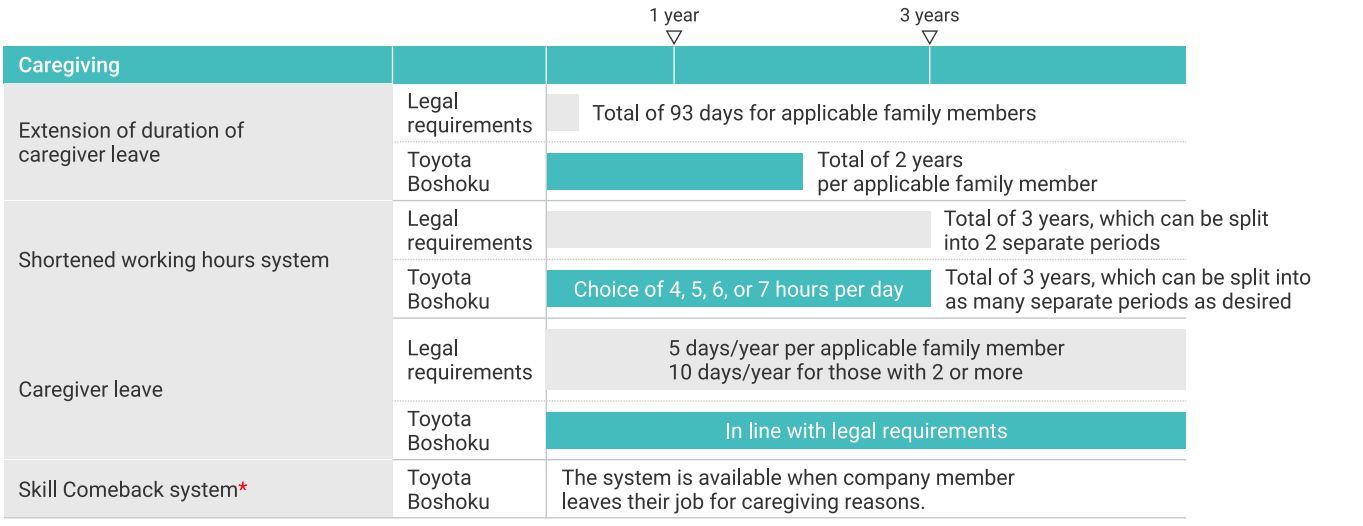
We are working to establish a system befitting respective roles and contributions that respects diverse career types and work styles (independent choice) and embraces diversity irrespective of nationality, age, gender or physical/mental disability. We are also developing systems and an environment in which anyone can take on challenges and roles at any time. We also recognize that ensuring diversity is the foundation for fostering innovation, and we have formulated a diversity promotion plan and a portfolio of human resources that will be required by our future business, and we will promote these activities.

Work-life balance

Toyota Boshoku has been striving to improve the workplace environment in various ways. For example, at production sites, we have introduced production lines that make it easier for employees who are raising children to work, while in administrative and technical workplaces, we have introduced flextime without core hours and teleworking systems. We have also set up an in-house day care center, operate a day care center shared by the five Toyota Group companies, and introduced a shortened work hour system. We will further enhance flexible working rules and our office/IT environments so that our diverse human resources can work vibrantly and maximize their individual skills.

Initiatives to help support a healthy work-life balance





* A system for providing opportunities for job reinstatement to company members who apply for reinstatement, and are approved by the company.
Applicable circumstances: company member previously left their job to provide caregiving, or was forced to relocate due to their spouse's job transfer (domestic or overseas).

Users of childcare leave system and shortened work hour system [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Childcare leave system (persons)	197 (8)	178 (8)	205 (20)	196 (19)	**192 (39)**
Shortened work hour system (persons)	142	132	167	195 (3)	**211 (2)**

Figures in parentheses represent the number of males out of the stated total using the systems. The return to work rate for users of the childcare leave system is 100%.

Promoting active roles for female members

We are striving to create a framework and workplace environment that is both satisfying and motivating and encourages continued service through support of career development and work-life balance, and by changing the awareness of both female members and their supervisors.

Initiatives to advance women in skilled professions

We took this step to reflect the opinions of female employees in skilled profession into our workplace measures and to create an even more vibrant workplace.
From August 2020, we introduced regular daytime/first shifts (regular nighttime/second shifts) at workplaces and also expanded the scope of systems for reduced working hours. Any concerns and opinions regarding the workplace are also shared, as necessary, between each plant and HR, and further measures are then implemented.

Activities of the Working Group for the Advancement of Women

Skilled professions working group

In order to create a workplace where women in skilled professions can play an active role over the long term, in 2021 we launched the "LADY GO! Working Group," which is led by female employees . The goal is to improve the working environment by listening to the opinions and concerns of female employees in the workplace and making recommendations.
We are continuing our efforts towards building “A Workplace that is Kind to All”, approaching the goal from various angles, such as by examining the possibility of creating inclusive and accessible bathrooms, and proposing improvements to various company systems and organizations.

A female company employee carrying out kaizen.

Administrative and technical professions working group

In order to reflect the voices of female employees in our measures and make the company a rewarding place to work, in fiscal 2018 we launched the "Kagayaki Working Group" to hold forums for supervisors and women and to support career development.

Report on working activities in 2019 and recommendations for the company

Registration and training of priority training individuals

In order to systematically develop each female company member from an early stage so that they can take on challenges and play an active role with a higher level of motivation, we register priority individuals for training, draw up individual training plans, and train them in each workplace.

Trend in the number of female managers [Toyota Boshoku]

Our goal is to expand women representation in management positions by 2030 to at least five times the number as of October 2014 (13).

Fiscal year	2018	2019	2020	2021	2022
Number of female managers	17	20	23	24	**29**

Employment of persons with disabilities

Toyota Boshoku is promoting the creation of a workplace environment in which people with various disabilities, including physical, hearing, visual, intellectual and mental disabilities, can work comfortably. Upon acceptance, orientation sessions are held at a special needs school and at the workplace to facilitate effective work after joining the company. We also make active use of services such as job coaches provided by government agencies.

Employment rate of persons with disabilities [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Employment rate of persons with disabilities (%)	2.19	2.20	2.21	2.33	**2.45**

Promotion of foreign nationals

In line with the progress of globalization, we are promoting further autonomy for each region. We also run global management training programs and human resource development committees to systematically train and assign executive candidates, as well as optimally assign—regardless of nationality—the many talented and capable employees we employ around the globe, including employees at overseas sites.

Ratio of local members who are executives in regions outside of Japan

	April 2018	April 2019	April 2020	April 2021	April 2022
Ratio of local employees (%)	14	19	23	25	21

Promoting active roles through the recruitment and optimal allocation of human resources from a global perspective

We are promoting active roles for a wide diversity of talented people by accepting trainees from group companies outside Japan, embracing movement across regions and actively accepting and employing internships from universities overseas. In order to enable foreign personnel to play an active role, internal manuals in Japan have been translated into English, and Japanese language training and other programs have been implemented.
We are continuously implementing new measures in order to further facilitate active roles for a wide diversity of talented employees, and endeavor to keep improving in the future.

Responding to sexual diversity (LGBTQ + community)

We provide training for managers to promote understanding of sexual diversity, such as gender identity, sexual orientation, and gender expression. Furthermore, we have established an internal consultation system.
Moving forward, we will continue to create an environment where members of the LGBTQ + community can also work at ease, promote company members awareness and understanding activities, and foster a culture where all members are respected regardless of their sexuality.

Drawing on the expertise of older personnel

In 2004, Toyota Boshoku introduced a system for re-employing those who wish to work until the age of 65. We continue to implement various measures to provide a place where people can pass on their experience to future generations and make use of their skills and expertise even after retirement.
For example: our job posting system, which publicly advertises positions for company members over the age of 50, our policy of enabling retirement age flexibility for those in management positions, or our implementation of optional extensions of overseas transfers.
We will continue implementing measures to enable talented senior company members to continue actively and dynamically engaging with their work. For example, by introducing systems that reward our talented employees over the age of 60 who continue to hold important responsibilities and produce good results, and by expanding such measures to include not just the company itself, but also our suppliers.

Reemployment of retirees [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Reemployment of retirees (persons)	219	267	314	354	**392**

Creating people-friendly processes and environments

We are designing people-friendly processes, systems and environments as well as educating managers and supervisors so that members with disabilities, female members and older personnel can work easily and vibrantly.

Safety

Our Basic Safety and Health Philosophy, and our Basic Safety and Health policy

Based on a Basic Safety and Health Policy, the Toyota Boshoku group implements safety and health activities as labor-management cooperative efforts in order to establish a corporate culture that places priority on safety and health at work. We also work globally to enhance safety and health at work through activities based on an Occupational Safety and Health Management System (OSHMS).
Furthermore, in order to absolutely prevent the occurrence of fires, we conveyed Toyota Boshoku's stance on fire prevention and conducted management-led inspection in each area, held emergency preparation drills using fire extinguisher and fire hydrants for all members, and worked to raise awareness towards fire prevents.

Basic Philosophy for Safety and Health

Safe work
Reliable work
Skilled work
Safe Work is "the gate" to all work
Let us pass through this gate

Basic Safety and Health Policy

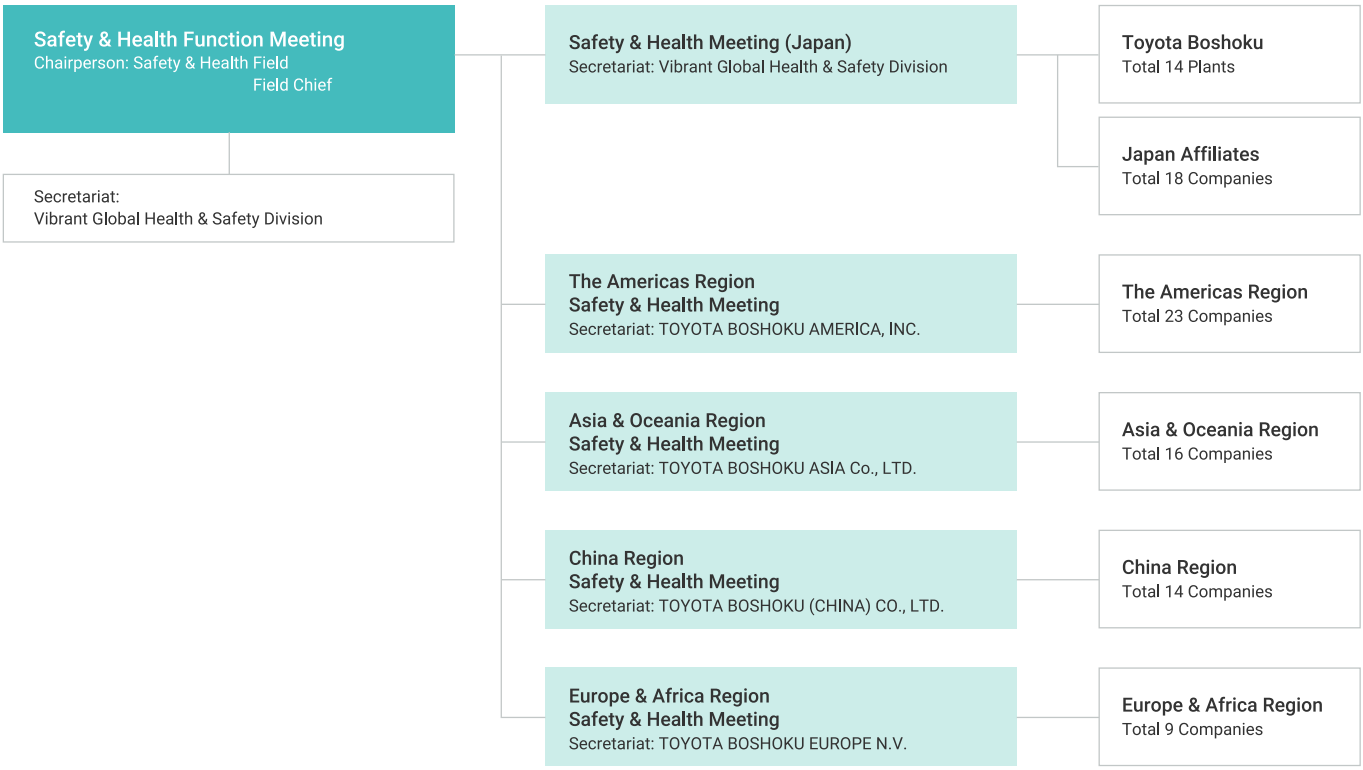
To foster a "Safety First" culture, we declare that we will not produce, handle, transport, or dispose of products or materials unless people's safety & health, and the environment are protected. Additionally, we will conduct ourselves in line with the following basic principles.

Shuhei Toyoda

Policies for safety management

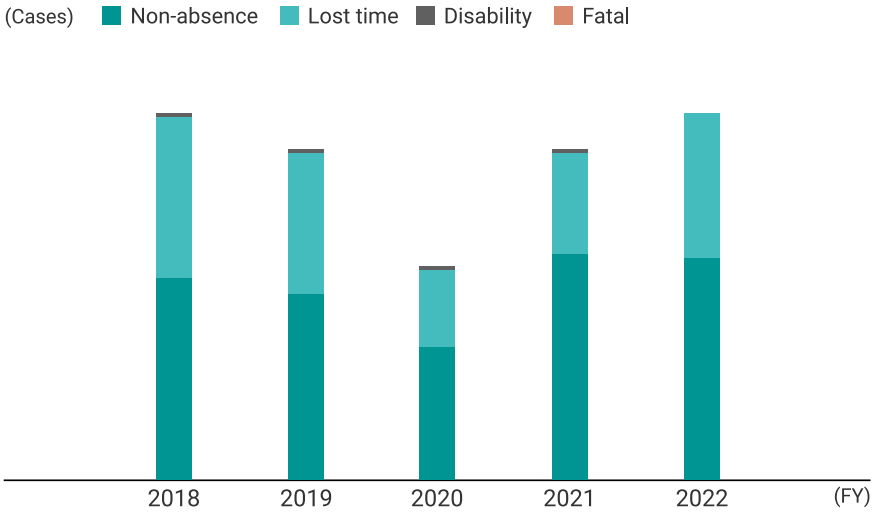
- Don't hesitate to stop producing
- It is impossible to produce without the solution of the safety problem.
- Accident has to be "Zero" even if it is non-absence accident.
- Safety is at the basis of the workplace.

Safety and Health Promotion System

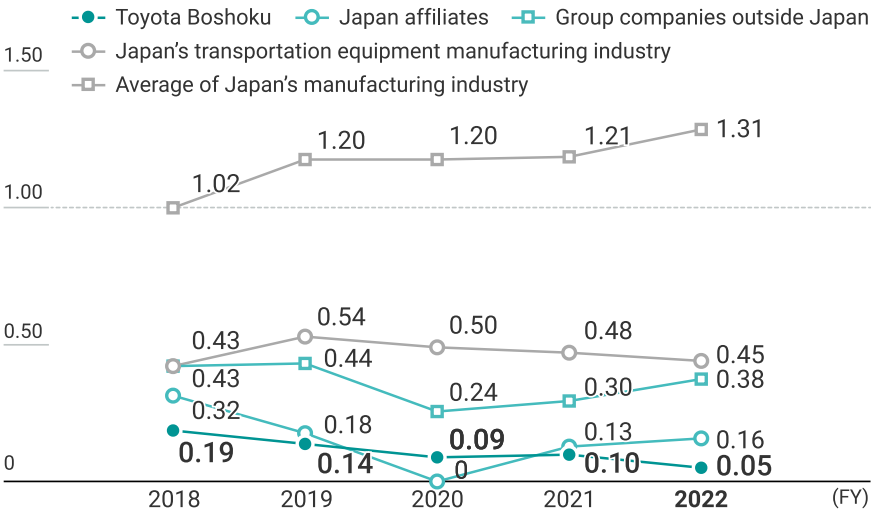


Safety and Health Activities Index

Accidents at Toyota Boshoku group over time



Frequency Rate (Lost time or above)



Promotion of Occupational Safety and Health Management System (OSHMS) Activities

Based on a Basic Safety and Health policy, in order to establish a corporate culture that places priority on safety and health at work, the Toyota Boshoku group is continuing labor-management consultations and cooperative efforts aimed at building a pleasant working environment that guarantees the safety and health of company members.
Due to the publishing of ISO 45001, and reforms to the Occupational Safety and Health Management System (OSHMS) enacted in July 2019, we amended the Toyota Boshoku Occupational Safety and Health Management System (Toyota Boshoku OSHMS) during the same year. Thanks to the Toyota Boshoku OSHMS, we are building a unified, more efficient Occupational Safety and Health Management System, and rolling it out globally.
We are making improvements to occupational safety and health on a continuous basis, with the aim of making issues relating to occupational safety and health easier to grasp, as well as reducing both economic and human resource costs.

Building a safe working environment

Using risk assessment (machines & equipment, chemical substances, work) to build an environment that is kind to workers.

As part of Toyota Boshoku's Occupational Safety and Health Management System, we have introduced risk assessments for machines and equipment, chemical substances, and work operations, based on government guidelines regarding harmful or dangerous substances.
As a result, we are identifying possible sources of risk throughout the various steps of our manufacturing processes and taking measures to limit such risks to within acceptable limits, while enacting appropriate measures to manage any risks that remain.
Additionally, when installing new machines and equipment, company members with responsibility for production engineering, manufacturing, maintenance and safety make visits to the relevant manufacturers. We then perform checks based on the findings of previous risk assessments, while at all times carrying out uncompromising safety measures
These risk assessments are performed not only for the benefit of our company members, but also to address any possible risks that may be encountered by visiting customers or business partners.
Finally, we are also taking appropriate safety measures regarding conditions and quantity of all harmful chemical substances used in our production processes.

Performing a risk assessment, checking both work being carried out and the work procedures manual

Safety Basic Behavior

In order to prevent occupational accidents, we believe it is important to foster good manners and morals among company members, and by doing so foster a culture where safety rules are followed instinctively.
As part of our efforts to do so, we continuously enforce the Toyota group-wide “Po-ke-te-na-shi” policy*, and are aiming to further raise awareness about safety through such means as in-person safety guidance activities and poster contests.
Additionally, we are distributing safety-promotion patches to be worn on company members’ persons, with the aim of spreading further awareness and understanding in the workplace.

* Five basic safety guidelines to prevent accidents while walking, including keeping hands out of pockets, and avoiding using one’s phone while walking.

An outstanding entry in the “Po-ke-te-na-shi” competition for posters to raise awareness of safety displayed inside the Company

Safety awareness and guidance activities are periodically held within factories.

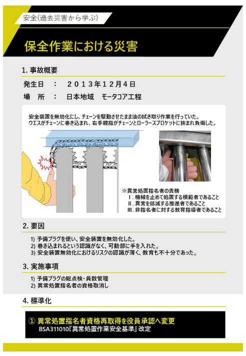
Safety Inspections

In fiscal 2022, the entire company worked together as one to confirm safe workplaces and behavior, with the aim of preventing STOP 6 accidents (six forms of accidents that can often be extremely serious) - especially accidents involving being caught or crushed within machinery and equipment using molds/dies.
Additionally, the CMO (Chief Manufacturing Officer)—head of the manufacturing division— performs safety checks on their own initiative in order to prevent accidents at kaizen areas, maintenance areas, and other such areas.

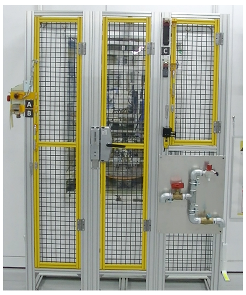
Safety inspection being performed by the CMO

Fostering safety among company members

We believe education is vital for fostering safe behavior among company members.
In order to promote the development of human resources and workplaces in which fatal accident does not occur, the Toyota Boshoku group is systematically implementing relevant activities on a global scale, such as enhancing education for acquiring knowledge and skills, holding safety inspections, and conducting activities to entrench a culture of risk assessment.
Moreover, from FY2021, we established the Safety & Health and Environment fruitful Think and Act Center (SHE-TAC) within the MONOZUKURI Innovation Center with the aim of promoting the development of people who know the background and causes of past occupational accidents, consider countermeasures, take individual responsibility for matters of safety, and take initiative to implement preventive measures.
The Safety & Health and Environment fruitful Think and Act Center (SHE-TAC) fosters the development of safety and accident prevention-focused company members, carrying out training at various levels, including for newly-hired and newly-promoted company members.

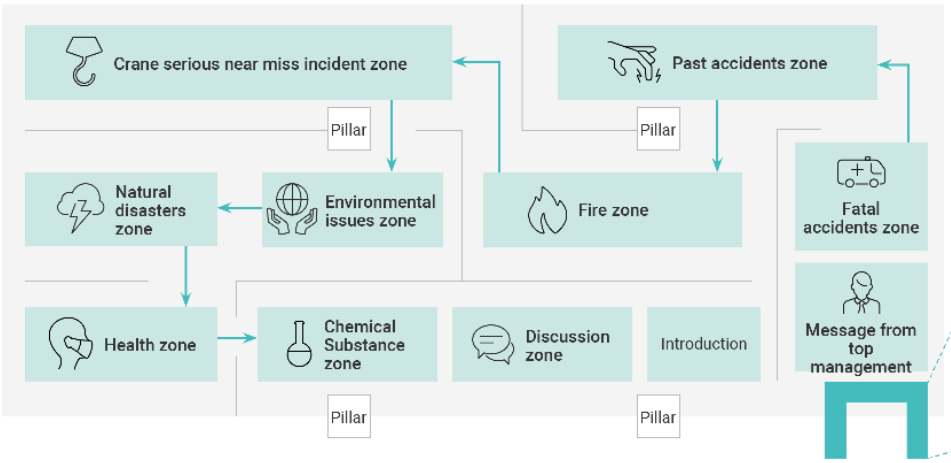


An example of a past workplace accident



Equipment used in lockout training

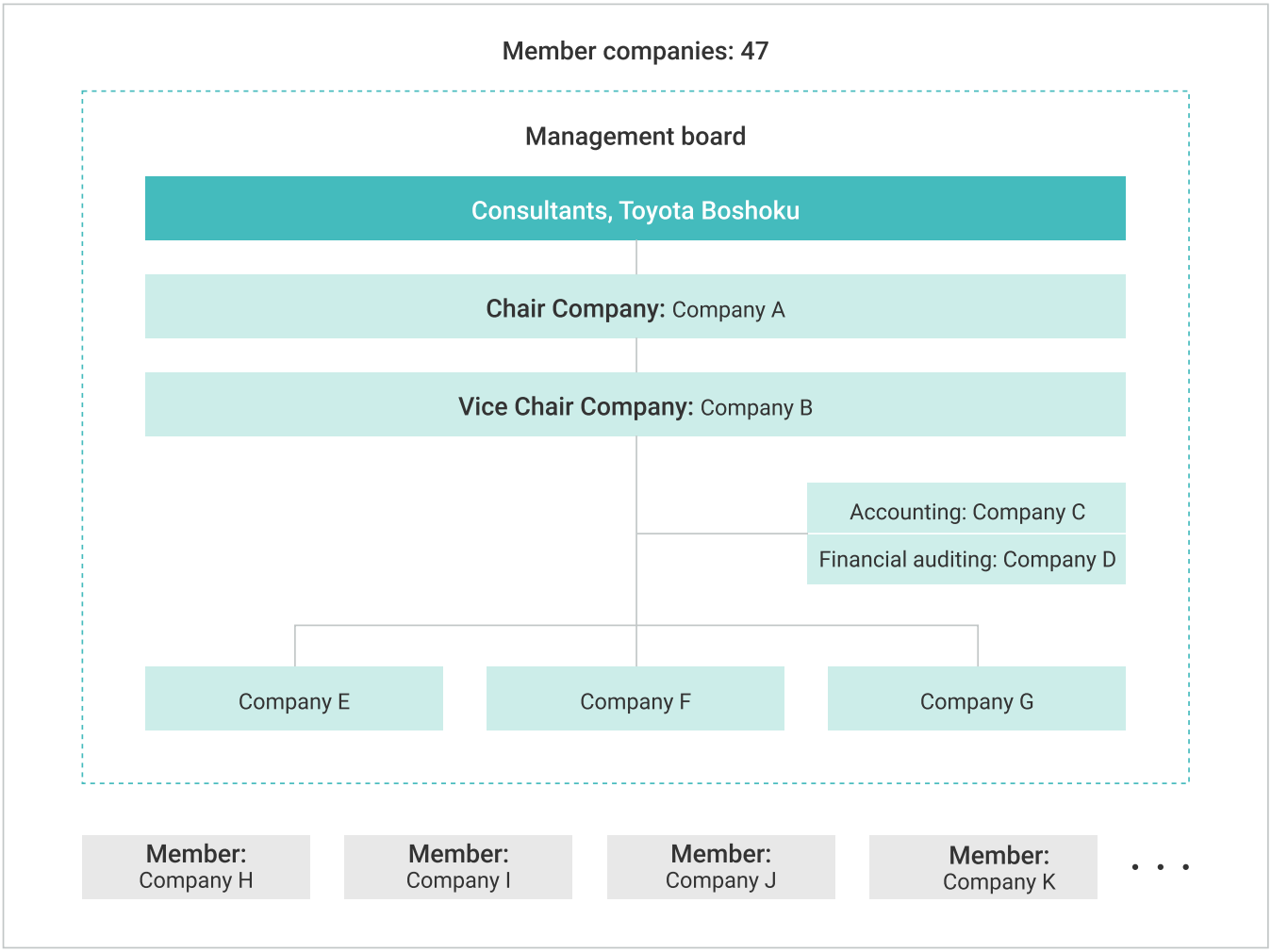
Layout of the Safety & Health and Environment fruitful Think and Act Center (SHE-TAC)



Entrance to the Safety Health Environment fruitful Think and Act Center (SHE-TAC)
The Safety Gate

Ensuring safety in outsourced construction

Toyota Boshoku conducts activities together with the Toyota Boshoku Safety and Health Association (including 47 companies) with the aim of ensuring safe construction management where there is no fatal accident on premises for anyone.



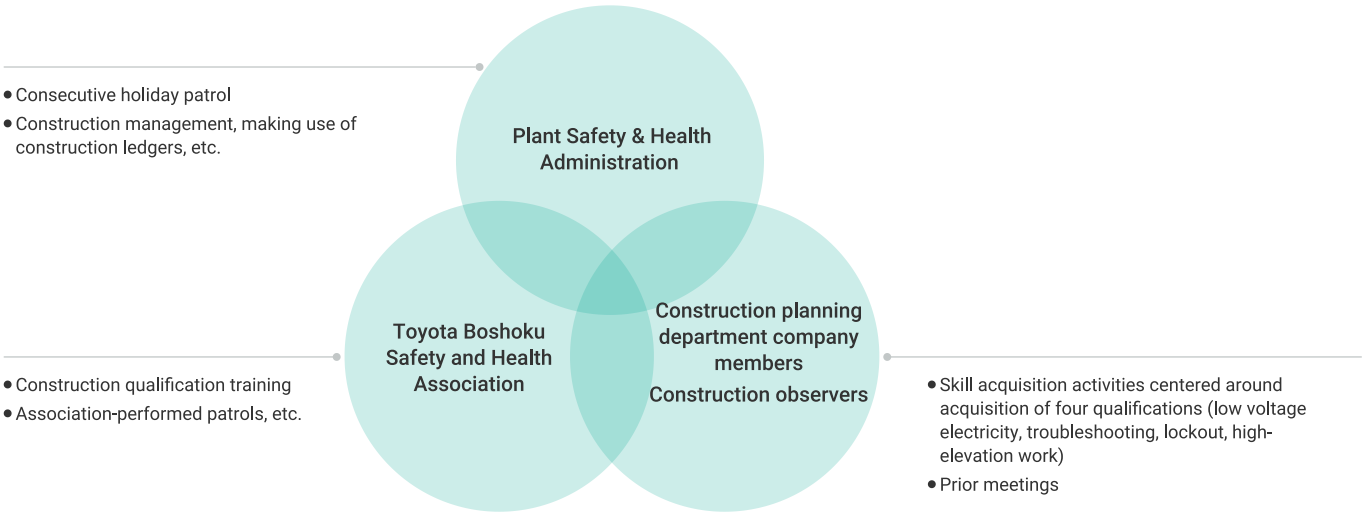
Organizational chart of Toyota Boshoku Safety and Health Association

Information sharing in Toyota Boshoku Safety and Health Association

In order to improve safety, a total of 47 companies jointly operate the Toyota Boshoku Safety and Health Association. Information is shared, and concerns discussed at workshops held twice annually and large-scale safety events held before lengthy holiday periods, with the aim of sustaining joint awareness of the necessity of preventing any and all accidents.

Outsourced construction Patrol

Plant Safety & Health Administration, the Toyota Boshoku Safety and Health Association, and the Construction planning department work together, each taking their own role in outsourced construction patrol activities. Patrols don't simply involve identifying unsafe behavior, but also listening to concerns, and creating an even better environment for construction workers.



System for Construction Observer Qualification

Outsourced construction is observed and managed for safety by holders of internal qualifications, each of whom has received specialist training.

Observer training (recalling and reflecting training)

Goal: to improve observers' awareness of safety-related issues
Result: raising of danger awareness, identifying important issues for suppliers, cultivation of talented personnel capable of instilling caution

Examples:
- Was the number of work supervisor appropriate?
- Were the measures resulting from the risk assessments appropriate?
- Do you know the appropriate way of using this protective equipment?

Safety Education Academy for Construction

The SEAC (Safety Education Academy for Construction) was launched in order to prevent accidents involving visitors and construction workers at our company sites. At the SEAC those in charge of construction work are offered the chance to handle equipment identical to those used in real worksites, and so get accustomed to the worksite environment. Participants who undergo this training develop a practical understanding of potential risks, and will be able to identify and perform kaizen on any issues or flaws they may encounter when actually visiting a worksite.



A representative image of SEAC training and equipment

Introduction of Five-step Toolbox Meeting

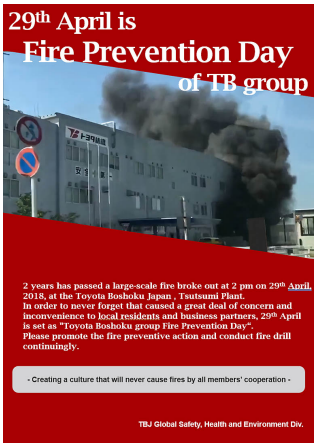
We are introducing five-step toolbox meetings (TBM) with the aim of preventing accidents resulting from changes during construction or awkward-to-perform work.
Toolbox meetings consist of five meetings held throughout the day (after morning greetings, at 10am, after lunch, at 3pm, and after work has finished), which allows confirmation of the contents of work instructions, sources of potential danger, as well as changes to company members' physical conditions and other similar issues.

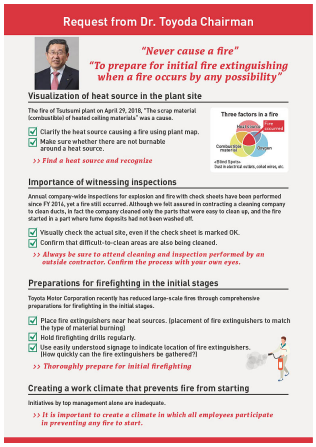
Five-step TBM

Fire and disaster prevention initiatives

Past fires

At 2pm on April 29, 2018, a large-scale fire broke out at Tsutsumi Plant, causing a great deal of trouble and concern for the local community, our business partners and our shareholders. To ensure this kind of issue does not reoccur we hold the worldwide Toyota Boshoku Group Fire Prevention Day annually on April 29.





Fire safety inspections performed by top management

In response to the 2018 fire at Tsutsumi Plant, we have created heat source maps to identify any potential fire origin points for all our plants. Company presidents and chief plant general managers at all our plants, as well as at domestic affiliated companies, perform fire safety inspections on a continuous basis to check the handling and conditions of heat sources and other areas of potential danger.

A chief plant general manager checking the management situation

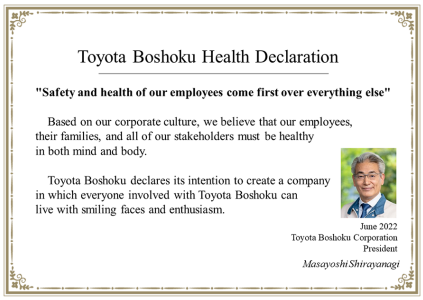
Fire extinguisher training using VR

When performing fire extinguisher training, there is naturally a limit to the number of fire extinguishers that can be made available. However, by making use of VR during training, we are able to increase the number of people participating in this important training.

Health

Our Basic Health Management Policy

We understand that promotion of improved health among our company members is an important corporate issue. Thus, in 2019 we established and released the Toyota Boshoku Health Declaration with the aim of promoting health-improving activities on a mid-term basis.
Labor and management will continue working together to build a corporate culture and working environment where company members can perform their work with more energy and more ease, and can stay healthy in all aspects of their lives.


Toyota Boshoku Health Declaration

"Safety and health of our employees come first over everything else"

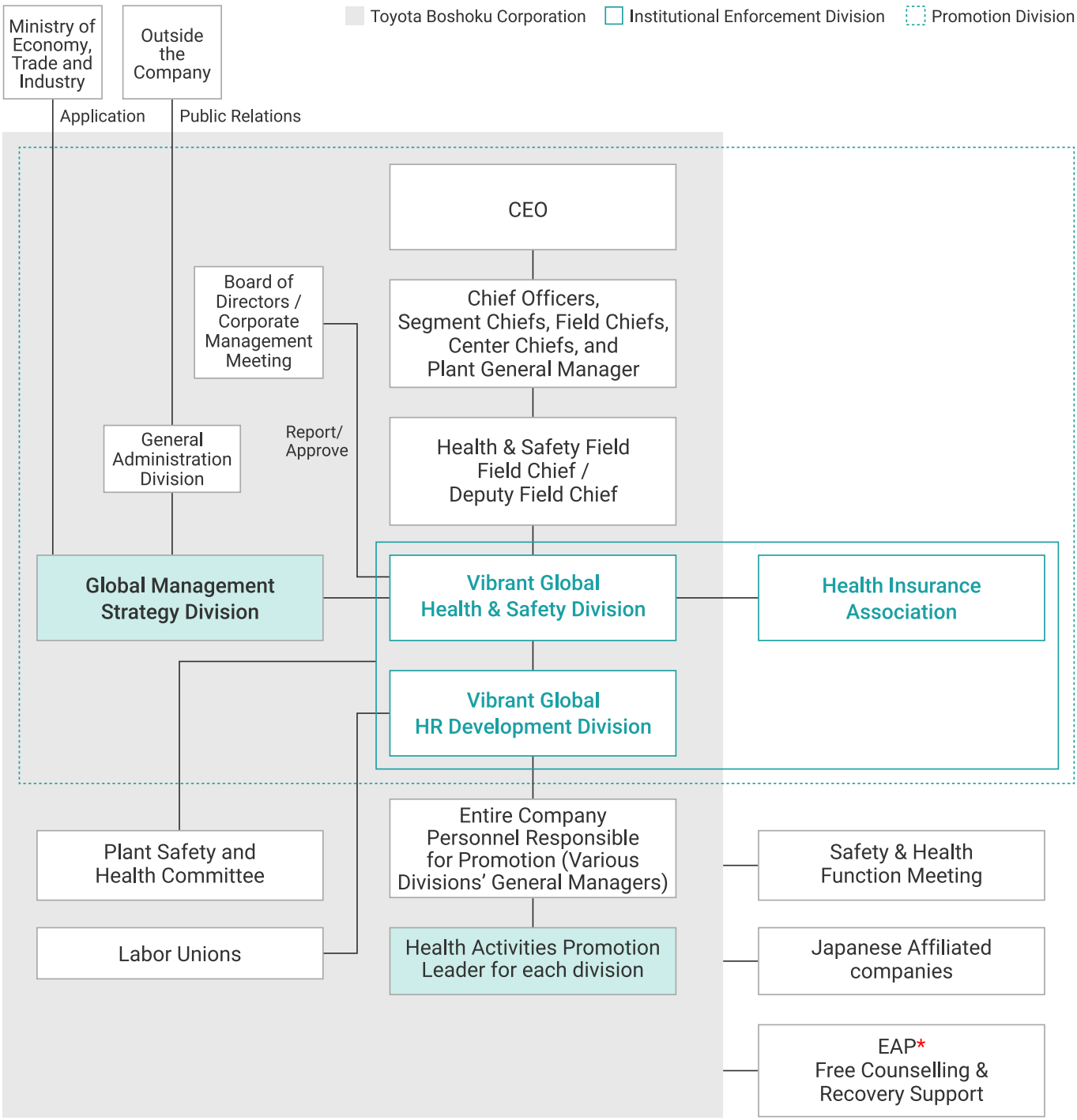
Based on our corporate culture, we believe that our employees, their families, and all of our stakeholders must be healthy in both mind and body.

Toyota Boshoku declares its intention to create a company in which everyone involved with Toyota Boshoku can live with smiling faces and enthusiasm.

June 2022
Toyota Boshoku Corporation
President
Masayoshi Shirayanagi

Our Health Management Promotion System

We have long been promoting health management, with the CEO holding chief responsibility for such issues. However, in order to spur further health-related activities throughout the company we have reformed our health promotion system and appointed a Health Activities Promotion Leader for each division.
At Safety & Health Function Meetings, as well as COVID-19 countermeasure meetings, we share information concerning health management promotion with overseas business entities and affiliated companies. Additionally, we are working hard to strengthen our cooperation with labor unions and external organizations.
The four entities which make up the Promotion Division (the Vibrant Global Health & Safety Division, the Vibrant Global HR Development Division, the Global Management Strategy Division and the Health Insurance Association) have had their respective roles clearly defined, and hold periodic meetings to ensure both that we engage in initiatives in line with our targets and yearly plans, and that we are continuing to build an environment where people can lead healthy lives, and continue performing their work with energy and with ease.



* Employee Assistance Program: a program that supports company members in dealing with issues which affect productivity.

Our Health Management Strategy

Health Management Targets

To enable each and every company member at Toyota Boshoku to perform at their best, we have defined the Health Challenge Eight—eight targets which can affect a company member's productivity, as well as their physical and mental health.

Setting a company-wide average of 5 out of 8 targets met as our Health Challenge Eight target, we are continuing with measures to both improve awareness and encourage healthy activity among individuals, as well as improve productivity and reduce health risks.

The eight targets of Health Challenge Eight:

① BMI: less than 25%
② Breakfast: eating breakfast every day
③ Alcohol: no drinking, or at most one drink a day
④ Snacking: limiting snacking after dinner to twice a week or less
⑤ Smoking: not smoking
⑥ Exercise: 30 minutes or more of exercise at least once a week
⑦ Sleep: sufficient, good-quality sleep
⑧ Stress: not being affected by high stress
Succeeding at one item gives one point

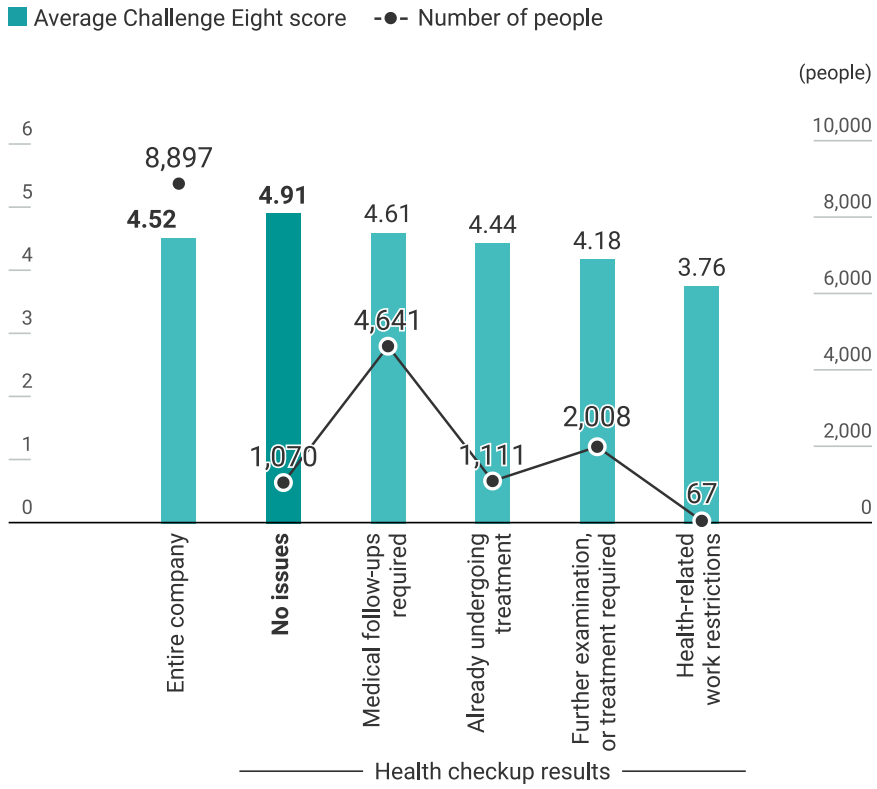
By analyzing the number of Health Challenge Eight targets a company member has met, along with health checkup results and productivity-related index of presenteeism*, it can be seen that individuals who have met more Health Challenge 8 targets perform better, and have better health overall.
In fiscal 2022, as part of our efforts to improve understanding of Health Challenge Eight among company members, we solicited ideas for a Health Challenge Eight slogan. The winning slogan is now in use on posters designed to raise awareness of Health Challenge Eight. We are also promoting future group walking events, so company members can enjoy themselves while keeping active, and trying to meet more of their Health Challenge Eight targets.

* Being unable to perform to one's full ability due to working while dealing with health problems, leading to a loss of productivity

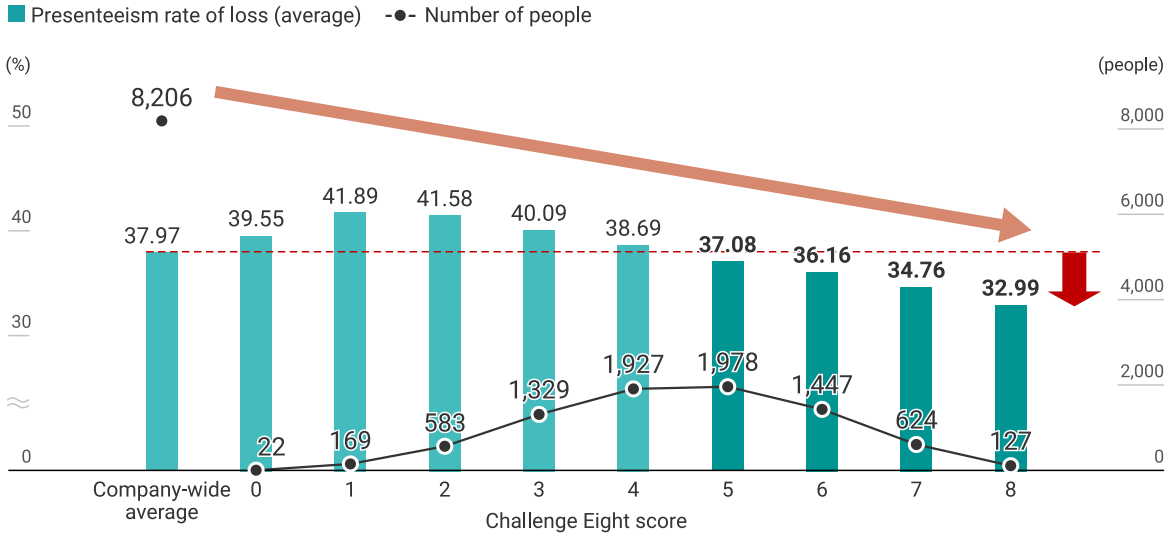
◆ Learning from the results of the April-December 2021 Health Challenge Eight survey

- The company-wide average number of targets mets was 4.52 out of 8
- Meeting 4.91 or more of the The Health Challenge Eight targets is linked to health checkup results showing no health issues
- Raising the company average to 5 or more Health Challenge Eight targets met would lead to improvements to the company-wide average loss of productivity resulting from presenteeism (currently 37.87%).

Health checkup x number of Challenge Eight targets met

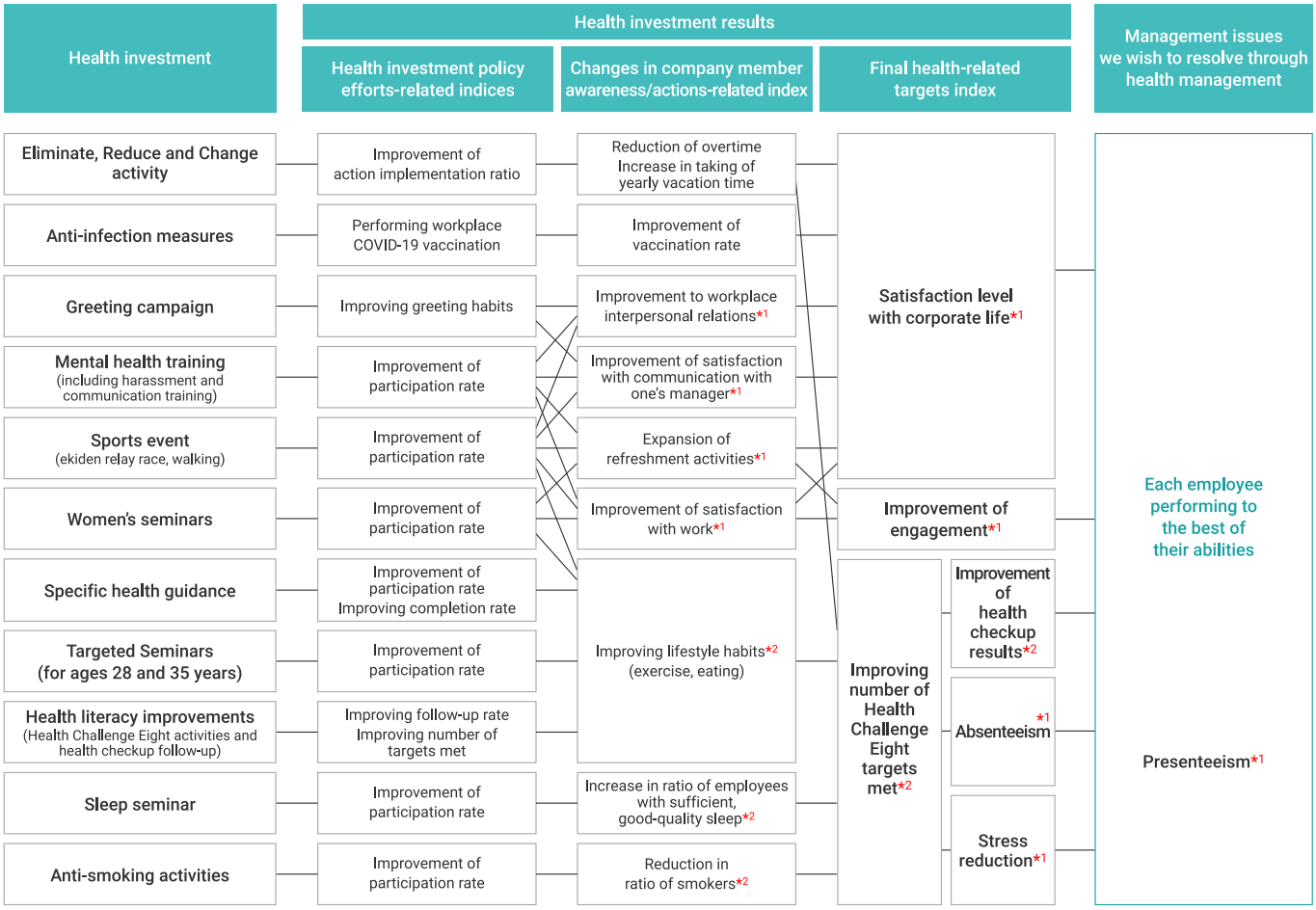


Ratio of presenteeism-induced loss, categorized by number of Challenge Eight targets met



Health Management Strategy Map

We performed a detailed cross examination of the above analysis and the eight targets of Health Challenge Eight, along with the results of health checkups and stress checks.
We found that improvements in exercise and eating habits during and beyond a person's twenties were important for maintaining a healthy BMI. In terms of presenteeism, improvements to sleep and stress levels were found to be important. As a result, we will prioritize these areas when promoting activities, and when creating future strategy maps.



Data confirmation

*1 Results of stress check, morals survey and vibrant KPI

*2 Results of health checkup survey and interview

Cultivating Healthy People, Building a Culture of Health

Certified as an Excellent Enterprise of Health and Productivity Management

Our aim is for all company members to be able to live in complete physical and mental health, both during their career and after retirement. As such, we are engaging in activities to cultivate healthy people and build a culture of health. Our occupational physicians and health promotion staff work together to provide physical and mental health support to all company members.

These activities were evaluated, and in FY2022 Toyota Boshoku was recognized in the large enterprise category of the 2022 Certified Health and Productivity Management Organization Recognition Program (White 500).

At this point in time, group companies are also engaging in their own activities, certified as a Health and Productivity Management Organization Recognition Program : large enterprises Toyota Boshoku Kyushu and Toyota Boshoku Tohoku, as well as small-to-medium enterprises Toyota Boshoku Shiga, TB Corporate Service, TB Engineering, ARACO, TB SEWTECH Tohoku, Technogreen, TB Kawashima, and Toyota Boshoku Health Insurance Association.

Cultivating Good Mental Health

Activities to cultivate good mental health

At Toyota Boshoku, we engage in mental health education for new company members, as well as for newly promoted managers and supervisors. We also offer support for company members when taking a leave of absence, and when later returning to work. Additionally, we operate both internal and external consulting services, and are working to coordinate with human resources to engage in activities designed to maintain good mental health among our company members.

Since FY2017 all Toyota Boshoku company members receive an annual mental health check. We run in-person meetings and other forms of counselling for high-stress individuals, and make great efforts to prevent mental health issues from arising. Our internal medical staff work together with external organizations, and support the promotion of actions to improve the workplace.

From the stress check results, it can be seen that matters such as the proportion of high-stress individuals and stress response*1 have continually not been a major issue.

The deviation value for engagement*2 in 2016 was a relatively low value of 45. However, we have been engaging in mental health care activities based around the central principle “thorough self-care, regardless of employment rank.” This has gradually improved the deviation value over time, resulting in a value of 48 in 2021. We aim for a

relationship where company member and organization can work as one—pushing each other forward, growing together, and contributing to mutual success. We are continuing with activities to build such a relationship, and are committed to further improving our engagement results.
We understand that a company member whose physical or mental health is suffering will not be able to make full use of their abilities. As such, we began measuring presenteeism in FY2022 in order to support each company member in performing to the best of their abilities. Presenteeism refers to a state of affairs where a company member is able to come to work, but due to health issues is unable to perform to the best of their abilities. It is expressed as the rate of lost productivity. Aiming to improve the problem of presenteeism, we are continuing support designed to promote and maintain good physical and mental health among our company members.
The long-term changes and restrictions to the way people live and work resulting from COVID-19 have had considerable effects on people's mental health, and we are working together with external organizations to engage in support measures to help company members feel less isolated. Some examples of these are our Supporters Letter, our Counselling Service and our posting of videos to help company members address issues of isolation. Since many aspects of mental health cannot merely be given a numerical value, we will continue our practice of listening closely and genuinely to our company members, and supporting them as much as possible.

*1 Deviation value of psychological and physical conditions relating to stress, based on stress check answers

*2 Company members' positive feelings and emotional attachment towards the company

Stress check response rate [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Stress check response rate (%)	92.3	95.8	96.5	95.5	**94.1**

Changes in stress response (deviation value) [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Changes in Stress Response	54	54	54	55	**49.1**

Scaled to a mean of 50, with higher values indicating a better result. From fiscal 2022 our criteria for calculation became stricter, thanks to a review by an external organization.

Percentage of company members with high stress [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Percentage of company members with high stress (%)	4.5	5.4	5.2	4.3	**5.2**

Number of company members newly absent for a prolonged period, categorized by age (at least three months consecutive absence)
Mental health-related illness [Toyota Boshoku]

Number of people

Year	2017	2018	2019	2020	2021
29 years old and below	7	5	8	15	**17**
30-39 years old	23	14	19	19	**23**
40-49 years old	22	32	31	26	**35**
50 years old and above	13	19	23	22	**19**
Total	**65**	**70**	**81**	**82**	**94**

Engagement (deviation value) [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Engagement (deviation value)	46	46	47	47	**48.1**

Scaled to a mean of 50, with higher values indicating a better result. We aim to reach a deviation value of 50 by 2025.

Presenteeism (rate of lost productivity) [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Presenteeism (rate of lost productivity)	–	–	–	–	**37.9**

Collection of data began FY2022

WHO-HPQ （Health and Work Performance Questionnaire）measures absolute presenteeism.
“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. Our aim is to reach 35% or lower by FY2026.

Absenteeism (absence from work due to injuries or sickness) [Toyota Boshoku]

Year	2017	2018	2019	2020	2021
Absenteeism (days)	3.1	3.1	2.7	2.7	**2.7**

Company member-wide average number of days of work missed due to injuries or sickness

Cultivating Good Physical Health

Health checkups held for all company members

The Toyota Boshoku group holds health checkups at all business sites, regardless of whether or not this is mandated by local law, and continues to maintain a 100% receiving rate for legally-mandated health checkups. As part of our health awareness raising activities, we will continue to provide follow-up appointments at infirmaries and worksites, and are aiming to achieve a 100% receiving rate for all health checkups independently provided by our various business sites.
In response to a 2019 Ministry of Health, Labour and Welfare directive, Toyota Boshoku revised our internal regulations, and from 2020 carry out special health checkups for company members targeted by this directive - that is, company members who work with information technology.

Rate of company members receiving legally-mandated health checkups [Toyota Boshoku Group]

Fiscal year	2018	2019	2020	2021	2022
Rate of company members receiving health checkup (%)	100	100	100	100	100

Rate of company members receiving detailed examinations after general health checkup [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Rate of company members receiving detailed examinations after general health checkup (%)	90.5	82.4	94.7	84.4	**87.0**

Health-related guidance is given to 100% of company members whose health checkup results identify possible health issues

Status of treatment for high blood pressure after receiving health check results [Toyota Boshoku]

Fiscal year	2018	2019	2020	2021	2022
Controlling blood pressure (%)	28.2	30.7	27.8	21.0	**40.2**

* Percentage of company members who are successfully controlling their high blood pressure (i.e. keeping it below 140/90mmHg) via medical treatment

$$\text{controlling blood pressure (\%)} = \frac{\text{number of people successfully controlling blood pressure via medical treatment}}{\text{number of people receiving medical treatment + number of people not receiving treatment}}$$

Number of company members newly absent for a prolonged period, categorized by age (at least three months consecutive absence)
Physical health-related illnesses [Toyota Boshoku]

Number of people

Year	2017	2018	2019	2020	2021
29 years old and below	3	4	2	1	**1**
30-39 years old	2	5	5	3	**2**
40-49 years old	6	14	13	10	**7**
50 years old and above	7	18	19	22	**19**
Total	**18**	**41**	**39**	**36**	**29**

Anti-smoking activities

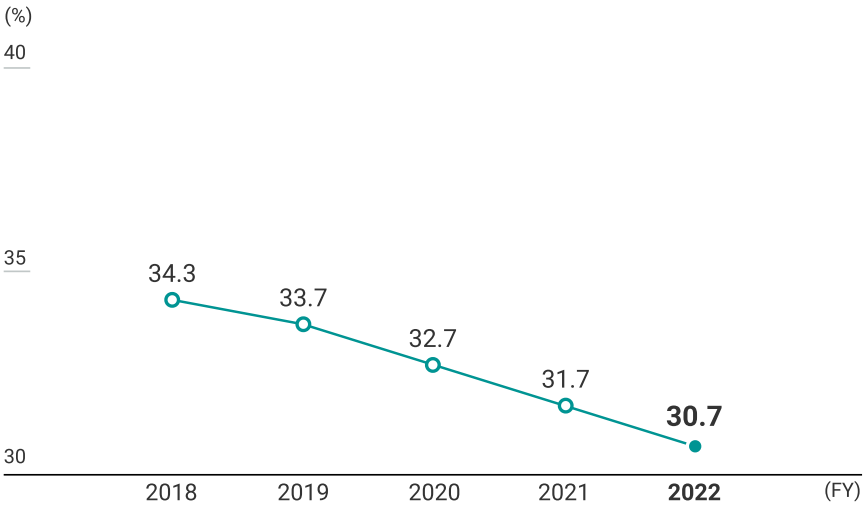
Despite a year-by-year decline, 30.7% of Toyota Boshoku company members smoke, which is higher than the national average (16.7%, in 2020). Understanding that this carries risks of future smoking-related illness among company members, supporting activities that reduce the rate of smoking, and so protect the health of our company members and their families, has become an important focus for us.

Our anti-smoking activities involve establishing an anti-smoking calendar complete with non-smoking days, providing assistance towards the purchase of medical products that help one quit smoking, and assisting company members in attending outpatient appointments with doctors to help quit smoking. As well as this, we run Quit Smoking Marathons, where company members who smoke are paired with a supporter, and challenge themselves to avoid smoking. Supporters provide support, including checking daily whether their partner is continuing to avoid smoking. Company members who manage to avoid smoking, as well as their supporters, are presented with presents based on the number of days they continue to avoid smoking. Since the FY2015 Quit Smoking Marathon, a total of 129 pairs have taken part. On average 70–100% of pairs succeed at refraining from smoking. Company members who were able to quit smoking gave positive reports, such as: “Thanks to my partner’s support I was able to avoid smoking, even when I struggled with my personal motivation to quit smoking”, with positive reports from supporters such “Being able to work together with my partner to help them quit smoking, and watching over my partner every day as they do their best to achieve that goal was very rewarding”.

Adding to this, we are working towards introducing an all-day no-smoking policy across the entirety of Toyota Boshoku premises by 2023.

By continuing these various activities, we are promoting a greater and greater reduction in the percentage of company members who smoke.

Smoking rate [Toyota Boshoku]



Initiatives to prevent lifestyle diseases

“Lifestyle disease” is a general term for diseases caused by poor eating habits, insufficient exercise, excessive stress, alcohol consumption, smoking, or other poor lifestyle habits. Medical conditions such as obesity, high blood pressure and diabetes, are defined as lifestyle diseases.
Toyota Boshoku’s initiatives to prevent lifestyle diseases see us engaging in the following health-cultivating activities, with the aim of improving lifestyle habits lifestyles among our company members.

Sleep seminars

At Toyota Boshoku there is a distinctive connection between presenteeism and the quality of a company member’s sleep. In fiscal 2023 we will launch seminars on sleep, as well as other activities aimed at ensuring and improving the quality of company members’ sleep.

Health management using smartphones

We make use of the smartphone app PepUP to hold various events, such as health quizzes and walking events. We encourage company members to take part through an incentive system, and as of April 2022 there are a total of 3,229 registered users.

Posting of fitness videos and health-related columns

Due to the impacts of COVID-19, assembling large numbers of company members in one place for lessons has become a long-running issue. Additionally, the pandemic has led to wide-scale negative health impacts among company members, such as weight gain, worsening health checkup results and increases in feelings of anxiety, with many company members discussing their desire to reverse the trend of decreased physical activity.
In response, we have posted health-related columns and fitness videos on the company's intranet. This content draws approximately 700 viewers per month, pointing to true interest and engagement among staff.
This year, we are planning to post additional health-related columns, as well as hold online seminars.
Additionally, while keeping a close eye on both COVID-19 infection numbers and the progress of vaccinations, we are aiming to reopen in-person fitness lessons as soon as is practical, and are currently making the necessary preparations to do so.

Videos accessed via QR codes (videos supplied by RIZAP)

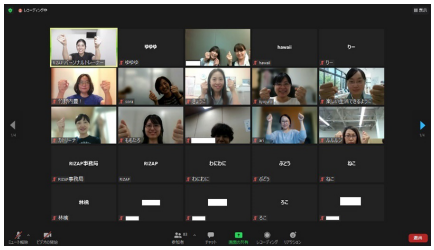
Seminars for 28 year-old company members (Targeted Seminars)

By analyzing medical checkup results and the contents of medical interviews, it can be seen that various issues with exercise and diet, such as exercising and eating breakfast less frequently, tend to arise during one's twenties. As a result of this, from fiscal 2023 we will run special health seminars targeting 28 year-old company members, with the aim of improving health literacy at a young age, improving lifestyle habits, and maintaining a healthy weight.

Health seminar for 35 year-old company members (Targeted Seminars)

We run special health seminars for 35 year-old company members, with the aim of improving health literacy and enabling a reversal of common trends such as a reduction in exercise and an increase in body weight.
Before the seminars, company members performed checks on their own fitness and stamina, and were provided with a report of the results. Then, employees whose flexibility or stamina were identified as lacking took part in lectures and practical exercise coaching with external instructors. Three months after these seminars, any changes in the employees' exercise habits and awareness were carefully noted, and we are still continuing to provide support.
Participants: 323 people (61.8%)

Women's health seminars



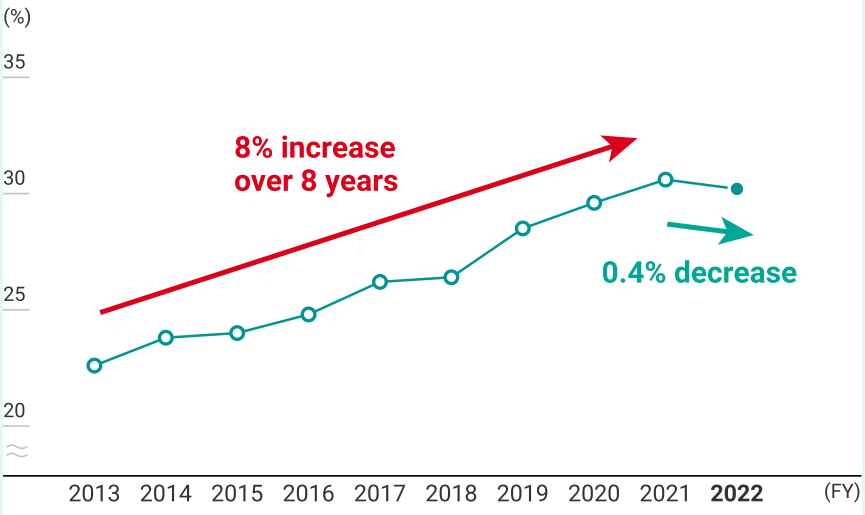
We hold seminars for learning about women's medical issues, such as breast cancer and menopause, as well as how to deal with these issues, and approaches to maintaining hormonal balance. The contents of these seminars, run by external lecturers, are designed to respond to the needs of female company members, helping ease health issues uniquely faced by women, and supporting company members in leading high-quality, comfortable lifestyles. Due to the effects of the coronavirus pandemic, participants mostly took part remotely. However, by providing catch-up broadcasts for those who are not able to attend the seminars, more women were able to participate than ever before.
Live participants: 79 Catch-up broadcast views: 238 views

Health Challenge Eight activities, and strengthening our personalized health guidance system

The percentage of company members with a BMI of at least 25 (overweight) has risen since 2012. However, in FY2022 this number dropped for the first time in eight years.
The 268 individuals who made improvements to their BMI (i.e. went from a BMI of at least 25 to a BMI under 25) showed positive changes to their results for the Health Challenge Eight categories "Exercise" and "Snacking." The average **Health Challenge Eight score** for the 69 individuals who showed particularly large improvements (a change in body weight of at least 5 kg) **had increased from 3.87 to 4.58**. After checking the distribution of data, several factors (such as the fact that the number of scores of 4 or less decreased, while scores of 5 or more increased) indicate that the decision to set the Health Challenge Eight target as 5 out of 8 was a sound one.
Additionally, **health check verdicts of "further examination or treatment required" were halved, while verdicts of "no issues" increased in number**. From these results, it can be concluded that these changes are linked with improvements in presenteeism and absenteeism, and that lifestyle improvements are linked with improvements to BMI, as well as a reduction in health risks.
Finally, we can see that of the 268 aforementioned individuals who made improvements to their BMI, 16.2% of those aged 40 or over had taken part in personalized health guidance,* while this number for those showing particularly large improvements was 25%.
These results will be shared throughout the company, and by carrying out Health Challenge Eight activities designed to serve as an impetus for improving one's lifestyle, as well as ensuring personalized health guidance is performed as effectively as possible, we will continue to aim for improvements to company workers' performance.

* Guidance given to individuals aged 40 and over who, despite a current high risk of lifestyle diseases, would likely be able to lower these risks via lifestyle improvements.

Changes in percentage of company members with BMI of at least 25



COVID-19 measures

The Toyota Boshoku group has taken effective measures to manage and overcome epidemics in the past, including swine influenza and SARS. With COVID-19 we are doing just the same by taking measures to prevent infection among company members, and to stop the spread of the virus both within the Toyota Boshoku group and our local communities.

Performing workplace COVID-19 vaccinations

Workplace vaccinations with Takeda/Moderna vaccines took place at venues in Kariya, Sanage, Takaoka and Toyohashi.
7,558 people received 1st and 2nd doses of vaccines between July and October 2021, with 4,963 people receiving a 3rd dose between February and May 2022.
In the future, we will continue our efforts to prevent infections, and work towards the end of the coronavirus pandemic.

Definition of standards

- Setting out and development of the COVID-19 response manual (as of the time of writing on April 1st 2022: 12th edition revised)
- Revision and further developed of the manual in response to changes in national and local government policy (as of the time of writing on July 14th 2022: 32nd update)

Environmental improvements

- Daily non-woven mask wearing requirement
- Simultaneous wearing of face shield, where working environment conditions permit
- Thorough outfitting and maintenance of room ventilation
- Use of humidifiers and circulators where conditions permit, as well as ventilation and prevention of dry conditions
- Limits to number of people in areas such as meeting rooms, elevators, cafeterias, and break rooms, as well as thorough compliance with such limits
- Thorough daily cleaning and sterilization
- Social distancing requirements, and installation of clear plastic barriers
- Encouragement of working from home and staggered working hours
- Enactment of “No Touching” measures
- Transmission of messages to encourage caution through the safety confirmation system every Friday
- Furnishing of special temporary housing for infected company members who must recover at home
- Lending pulse oximeters to company members recovering at home

Anti-infection measures and traceability

- Use of card readers to record trips taken on commuting buses
- Central management of data for daily body temperatures and cafeteria usage in one shared system
- Mandatory requirement of submission of 2-week follow-up forms for infected people, people in close contact with infected people and people reporting ill health, as well as central management of this data
- A system of requiring an occupational health physician’s permission (in line with the manual) before returning to work
- Making workplace vaccinations available to all staff who wish to receive vaccines
- Offering of antigen kits to company members who begin feeling sick during work
- Making PCR test kits available to staff in close contact with infected people who are unable to receive a COVID-19 test at a clinic

Information sharing with, and providing support to, other companies

- We are members of the All-Toyota Group COVID-19 Response Liaison Committee. We share situational information with other members and incorporate relevant information into our manual.
- We supply information concerning anti-infection measures to our affiliates and suppliers, and provide production support during periods where infections create issues.

Global information organization

- Sharing of cluster definition between regions
- Expansion of effective COVID-19 measures to other regions
- Holding weekly COVID-19 measure meetings

Respect of Human Rights

Human Rights Policy

Toyota Boshoku Group Human Rights Policy was formulated with the approval of the Board of Directors in November 2021.
In accordance with the Universal Declaration of Human Rights and other international norms, and with the United Nations Guiding Principles on Business and Human Rights serving as an implementation framework, we will promotes activities to respect human rights.
We expect that this policy not only applies to officers and employees, but also expect that all stakeholders, including suppliers involved to the Toyota Boshoku group's products and services, to understand and uphold this policy.
We will emphasize the following matters as priority themes in human rights compliance.
● Diversity ● Discrimination and Harassment ● Forced Labor and Child Labor ● Occupational Health and Safety

Using this as a guideline, we will promote efforts to respect human rights and report on the progress and results.

Toyota Boshoku Group Human Rights Policy

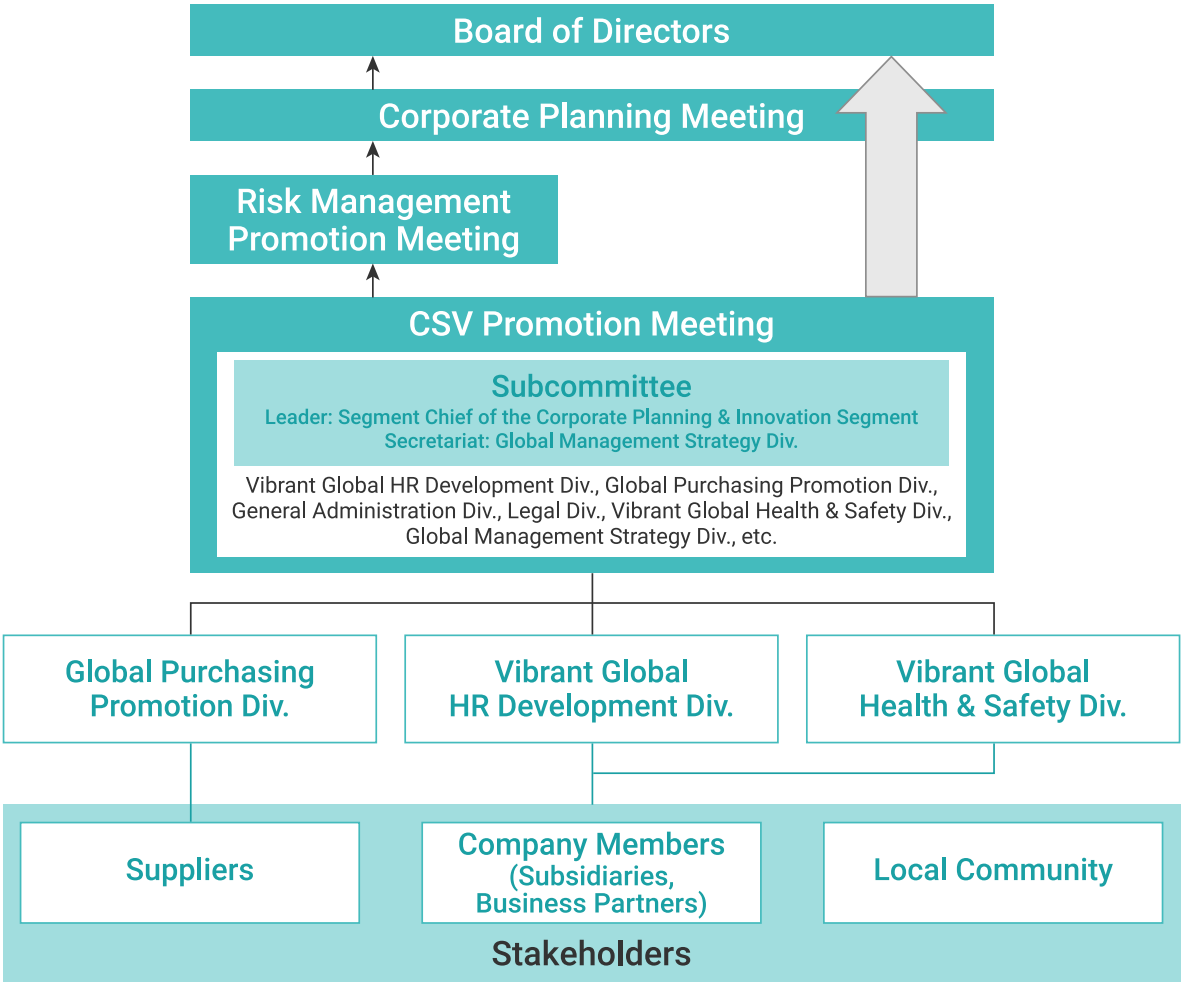
Basic stance

Respect for humanity

The Toyota Boshoku group strives to ensure that the individuality and humanity of our members is respected in accordance with our corporate philosophy to be shared by each member and the TB Way, which express our values and behavioral principles. We prohibit discrimination, defamation or other such improper conduct based on race, gender, age, nationality, religion, disability, sickness or injury. At the same time, we strictly respect the laws and social regulations of other countries and regions, as well as forbid the use of child or forced labor.

Promotion structure

The Human Rights Working Group is in operation, with the Segment Chief of the Corporate Planning & Innovation Segment as the leader. The Global Management Strategy Division serves as the secretariat, and members are elected from the Vibrant Global HR Development Division, Global Purchasing Promotion Division, General Administration Division, Legal Division, and Vibrant Global Health & Safety Division. The Human Rights Working Group organizes human rights risks and promotes the Toyota Boshoku group's approach to human rights and initiatives. The results are discussed at the CSV Promotion Meeting and reported to and deliberated by the Board of Directors.



Human Rights Due Diligence Implementation Status

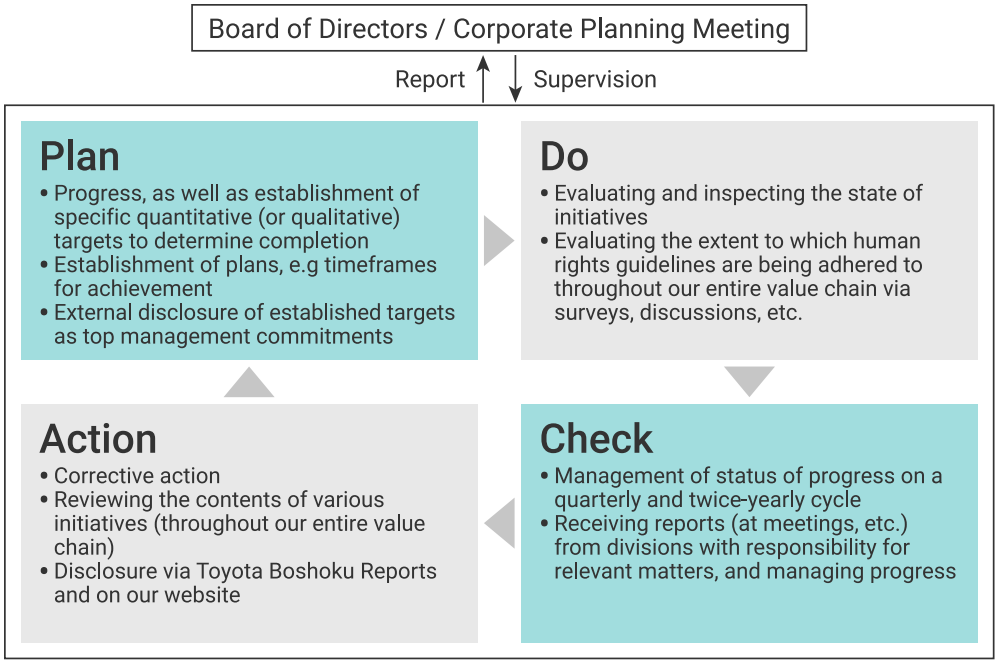
The Toyota Boshoku Group aims to deepen each and every company members including executive officer's understanding of human rights, and to build on the Toyota Boshoku Group Human Rights Policy to contribute to the realization of a free and fair society that respects human rights. As well as this, our approach to implementation of due diligence is clearly outlined in the Toyota Boshoku Group Human Rights Policy, and we began carrying out concrete initiatives in 2022. The Toyota Boshoku Group is continuing to carry out these initiatives aimed at building a sustainable value chain, in order to fulfill our duties as an organization with responsibility for guaranteeing human rights, as laid out by the UN Guiding Principles on Business and Human Rights.

Complete Planned

Selection of Relevant Human Rights Issues	With careful reference to international standards and guidelines, such as the Universal Declaration of Human Rights and the International Labour Organization's (ILO) ILO Declaration on Fundamental Principles and Rights at Work, we have identified the human rights issues characteristic of our industry. From among these various issues, we identified human rights risks relevant to our company's value chain, such as risks related to our company members and our primary suppliers (risks related to equality under the law and elimination of discrimination, procurement practices, etc.).
Risk Assessment and Impact Identification	Toyota Boshoku will perform a risk assessment based on the UN Guiding Principles on Business and Human Rights, evaluating severity and probability of occurrence of identified human rights issues. In order to ensure that this reflects actual conditions, we will conduct a survey of current conditions (including group companies outside of Japan) through written forms, as well as through discussion meetings and inquiries. This process of risk assessment will enable us to identify any negative impacts caused by human rights issues.
Consideration of Mitigation Measures	We will carefully consider appropriate measures to deal with issues considered as having particularly large impacts, such as new prevention measures and corrective measures, as well promotion systems, and other actions.

Human Rights Due Diligence Post-Implementation Roadmap

After carrying out our human rights due diligence process, we will set out a plan to address identified risks, and establish a PDCA (Plan, Do, Check, Action) cycle to create a fixed system that works to reduce human rights risks. We will also publicly disclose the risks we have identified.
In the future, we will further expand the scope of our human rights due diligence, carefully evaluate the extent to which human rights guidelines are being adhered to throughout our entire value chain, and continue our initiatives aimed at reducing, or otherwise responding to, any negative impacts of human rights issues.



Initiatives to raise company members' awareness

Internal training

We promote education and training activities to raise company members' awareness of human rights and to create a corporate culture of respect for human rights.
We hold lectures and training sessions on human rights for officers, division general managers and above, as well as presidents of subsidiaries, including those at sites outside Japan, to enable them to understand human rights initiatives as "their own business" and to be able to lead initiatives on their own. In addition, we provide training on human rights to promoted and new company members based on our Corporate Philosophy, the TB Way and the Code of Conduct for company members.

Human rights workshop

Although it was held remotely, there was a lively Q&A session and the participants deepened their understanding.

In July 2021, an attorney was invited to give a lecture entitled, "Understanding and Implementing Business and Human Rights: Realizing Stakeholder Engagement and Value Creation" to directors, general managers and above, including those from sites outside Japan, as well as presidents of subsidiaries. The attendees learned about the importance of addressing human rights in business and especially in the supply chain.

Consultation and reporting desk

We have set up the Anything Goes Counselling Window as an internal consultation and reporting desk, which is also available to group companies in Japan, and a consultation and reporting desk at a law office. This creates an environment in which it is easy to for whistleblowers to consult on issues. We have also established contact points in regions outside Japan, and therefore have a global system in place.

Dealing with harassment

We have included items on harassment in our ethics survey (company members awareness survey) to help understand the current situation and resolve issues. In addition, meetings called "MEET" are held three times a year in each workplace to disseminate company policies, as well as to prevent harassment and promote the use of consultation services.

Initiatives for respect of human rights in the supply chain

We have established theToyota Boshoku group Supplier Sustainability Guidelines in May 2022, based around the Toyota Boshoku Group Human Rights Policy, in order to prevent violations of human rights from occurring, and to build a sustainable supply chain. We expect all of our stakeholders, including suppliers related to our group's products and services, to understand and support these guidelines.

Protecting Human Rights and Maintaining Fair Working Conditions

In our basic trade agreements and Supplier Sustainability Guidelines, we request all our suppliers to respect human rights.

Initiatives related to the following items, which are based on the Toyota Boshoku Group Human Rights Policy, are being spread and adopted not only within the company itself, but also throughout the entire supply chain:

（1） Non-discrimination, respect for diversity and inclusion
（2） Prohibition of harassment
（3） Prohibition of child labor
（4） Prohibition of illegal migrant labor, forced labor
（5） Wages
（6） Appropriate management of working hours
（7） Freedom of association
（8） Creating a safe and healthy working environment

Additionally, we request an annual self-check sheet from our suppliers, which enables confirmation of various important matters, such as the state of various initiatives, the extent to which human rights guidelines are being adhered to, and how guidelines are being adopted and implemented.

Toyota Boshoku group Supplier Sustainability Guidelines

Human Resources Development

Basic stance

The Toyota Boshoku group is aiming to realize the status in which diverse human resources are drawn by the appeal of our group, with company members working vibrantly in all regions worldwide. We promote efforts to create a workplace in which all members in the group feel that they are part of “One Team” and can work with pride and dreams, and enjoy their job. The Toyota Boshoku group aims to grow toward our goal of enhancing corporate value together with all company members.

Global HR strategy

For the Toyota Boshoku group, an organization with many locations worldwide, a human resources (HR) strategy aimed at securing, assigning and fostering talents who can realize our growth strategy is a critical management challenge. We aim to recruit human resources with administrative and technical skills, specialized skills and advanced expertise; assign them to appropriate positions; and make sure they are compatible with our growth strategy in accordance with our “global medium-term HR plan” that looks ahead to fiscal 2026. This policy supports the development of business.
Our Global HR Platform seeks to harmonize competencies and job sizes of supervisory and management members and make the most of the merits of each. Through this platform, we can realize the optimal global allocation of human resources and promote their development in order to maximize global organizational capabilities.

Application of Global HR Platform

Global HR Platform

From fiscal 2021, we switched to a hybrid system that compensates company members based on their competencies and job sizes. Positions with a high level of responsibility receive higher compensation regardless of competency grade, making it easier to appoint the right people to the right positions, including the rapid promotion of younger talents. This has enhanced our organizational capability to respond to new management challenges.

Number of management positions globally

Fiscal year*	2018	2019	2020	2021	2022
No. of users under the Global HR Platform	1,301	1,353	1,377	1,381	**1,411**

* Totals are stated as of April 1 of the following fiscal year

Proper manpower control, organization building, and human resources development

“We will nurture every individual in the Toyota Boshoku group, make maximum use of their competencies, and achieve the optimum results as an organization by having an appropriate organizational structure and span of control.” We have been developing the systems to achieve these goals. In particular, in the area of building an appropriate organization, we employed our management span of control guidelines and organizational templates, and have been aiming to continuously standardize and streamline the organization since our organizational reviews in fiscal 2021 and 2022, including affiliates from countries other than Japan and domestic affiliates.
In fiscal 2022, round-table discussions were held between the company president and young members of staff, with space for questions about the company’s activities in response to social changes, and discussions designed to foster a pleasant working environment.
We are currently continuing to implement human resources development and allocation, systems for building an appropriate organizational structure, and manpower planning that we have developed to date, while focusing on the following two points, especially in regard to human resources development.
First, to establish a process for ensuring that the skills necessary for business execution are properly developed by enhancing and strengthening the links between the division of duties, important requirements for posts, skill maps, and development plans at an individual level.
Second, to ensure that the department managers and direct supervisors think through the development plan and how it is implemented, assign challenging tasks, and develop talents together with senior company members in the workplace.
Through these efforts, we will continue to foster a culture of on-the-job training where each member can grow and maximize their competencies.
As well as this, we will promote diversity through the cross-regional appointment of executive candidates based on discussions at the GSCT[*1] and GSC[*2], as well as the development of these talents in global executive training programs (GEDP[*3] and GLDP[*4]).

*1 Global Succession Committee by Top Executives: Executive management successor development committee comprising members at the CXO level and above

*2 Global Succession Committee: Global key post (site chief, director, division chief, etc.) successor development committee comprising members at the segment chief and field chief level and above

*3 Global Executive Development Program: Selective training for mid-level executives

*4 Global Leader Development Program: Selective training for key talents and young executives

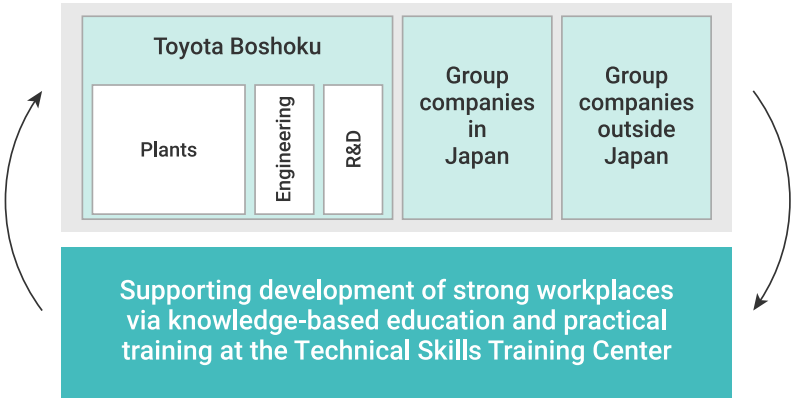
Development support for future executive candidates
Corporate Governance

Specialized Skills related education

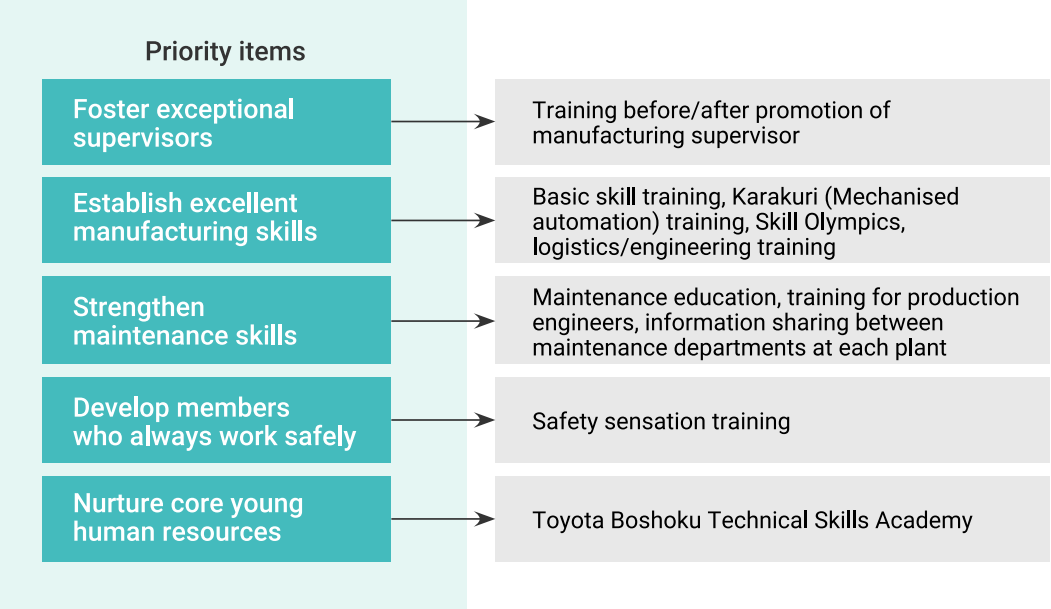
The Technical Skills Training Center supports improvement of workplace capabilities by providing knowledge-based education and practical training in order to develop members who can achieve a high level of safety, quality, delivery, and cost performance on a global level.
One specific example of our activities would be the classroom training we offer on Safety, Quality, Toyota Production System (TPS), and TPM*1 as part of Technical Skills Acquisition training, and Safety Sensation Dojo (simulated accident dojo) training for hearing-impaired workers with sign language interpretation. In fiscal 2022, we identified those training programs that need to be conducted in person and those that can be conducted online, and arranged sessions accordingly. We will expand the educational opportunities we provide with a view to global expansion, in conjunction with the shift online.

*1 Total Productive Maintenance: Productive maintenance in which everyone participates

Divisions and organizations targeted by technical skills training



Training system



FY2022 technical employee training attendance results

Name of training	Staff targeted by training	Total number of trainees
Technician training (34 classes)	Skilled employees	130
Engineer training (4 classes)	Administrative and technical employees	15
Qualification certification training (12 classes)	All employees	266
Promotion training	New plant managers	69
	New supervisors	205
	New team leaders	394
	General technicians	144

FY2022 number of company members who passed the skills test

Expert level : 0 person

Level 1 : 16 people

Level 2 : 22 people

Outstanding Technician Awards

- Medal with Yellow Ribbon (Metalworking Machine Workers): 1 person
- Aichi Prefecture Outstanding Technician Award (Master Craftsperson of Aichi): 3 people
- Minister of Education, Culture, Sports, Science and Technology Award for Distinguished Creativity and Originality: 8 people

Establishing Excellent Manufacturing Skills

Karakuri

Karakuri refers to the manufacturing of a device employing simple mechanisms to solve problems and issues at the work site, created with wisdom and ingenuity while using as little artificial energy as possible. At Toyota Boshoku, we have implemented Karakuri training to instill a culture of Karakuri improvement. In fiscal 2022, the Toyota Boshoku group exhibited six items at the Karakuri KAIZEN® Exhibition held online, in which two items were awarded prizes - our first time winning multiple prizes at a single exhibition. This was the nine consecutive years that we have won a prize at this event.

In addition, in fiscal 2021 we launched the Karakuri Training Program. The Manufacturing Skills Development Center provides training on Karakuri improvement through Genchi-Genbutsu (go, see & study) to support the realization of workplace improvements. Trainees are accepted from each plant to study Karakuri for one year, and then return to their own workplaces to develop “evangelists” of Karakuri improvement who can use Karakuri to make improvements, give advice, and lead their workplaces. By fiscal 2022, six students have completed their study and are already active in the workplace as evangelists, while in fiscal 2023, five students are currently receiving training, with plans for accepting students from overseas in the future.

The use of Karakuri reduces the energy consumption of equipment, contributing significantly to reducing our environmental impact as we work to achieve carbon neutrality.

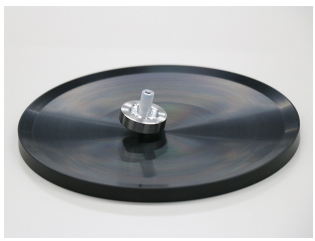
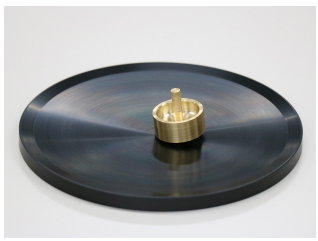
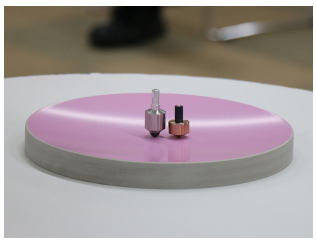
Students learning about Karakuri

All Toyota Boshoku Skills Competition

The All Toyota Boshoku Skills Competition has been held annually since 2006, but was canceled in fiscal 2021 due to the COVID-19 pandemic. In fiscal 2022 the competition took place once again - this time on a trial remote basis, with associate companies from around the world taking part via live streaming.

The remote nature of this year’s event enabled competitors in the Koma Taisen* to participate not just from the main venue, but also from various plants and business entities around the world. As always, the competition was fierce, and exciting for all involved.

* a competition in which the participants make use of their creativity and ingenuity to design and fabricate their own “koma” spinning tops

Spinning top

Cover manufacture

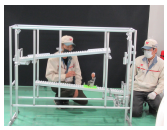
Robot maintenance

Equipment maintenance

Forklift

Sewing machine maintenance

Robot teaching



Karakuri

Welding

Trim assembly

Die assembly

Seat assembly

Crane

Trim inspection

Seat inspection

Developing strong managers and supervisors

In addition to promoting the global rollout of training for managers and supervisors, we are also promoting the development of an environment in which basic skills training and maintenance education that reflect the changing manufacturing workplace can be provided at each regional site.

Strengthening Maintenance Skills

The Toyota Boshoku group is striving to improve maintenance skills through short courses for specialized skills such as mechanical systems, electrical systems and mold and die maintenance. We are also working to develop maintenance training in accordance with needs. The creation of a Maintenance Dojo in the United States in fiscal 2019 has led to steady improvement of our maintenance capabilities in that country. We will continue to strengthen our maintenance capabilities on a global scale.

Developing Members Who Always Work Safely

In the Safety Sensation Dojo (simulated accident dojo), we have recently introduced equipment simulating work in high places as part of an initiative to implement lessons learned from actual accidents and prevent future incidents in fiscal 2019. We continue efforts to prevent accidents by enhancing members' sensitivity toward risks in order to achieve zero industrial accidents. Since the course began in fiscal 2013, it has been taken by over 10,000 workers from affiliated companies, including from regions outside Japan and outside contractors.

Toyota Boshoku Technical Skills Academy

We are promoting the development of a core of young skilled human resources who can work globally with a good balance of mind, body, skills and knowledge. Every year, we nurture company members who can thrive in the workplace through various experiences such as training in Canada and exchange programs with other academies. As well as within Japan, younger company members from regional entities outside Japan are learning, and in this way, we are developing human resources for the whole of Toyota Boshoku.

Consecutive wins at the National Skills Competition

In December 2021, six members of the Toyota Boshoku Technical Skills Academy participated in the 59th National Skills Competition held at Tokyo Big Sight, two of whom won silver prizes in the mechatronics categories. We have won prizes for six consecutive years since 2016, including at the WorldSkills Competition.

Mechatronics category

Graduates association “Kibo-no-kai”

In 2014, five years after the establishment of the Toyota Boshoku Technical Skills Academy, we established the graduate association “Kibo-no-kai” to help graduates develop ties with both older and younger graduates of the Academy as well as ties with classmates from the same generation, and for their mutual support. This has made it easier for the leaders of each workplace to collaborate and to make even greater contributions to the company. We also provide support for a wide variety of activities, including the self-development of members and the Academy’s club activities.

Suppliers

Basic stance

Using fair and equitable procedures, the Toyota Boshoku group purchases raw materials, parts and equipment from a large number of suppliers throughout the world based on our basic purchasing policy. We will grow with our suppliers by putting into practice the spirit of a win-win relationship while fulfilling our social responsibilities in the supply chain with the aim of enhancing corporate value.

Open, Fair and Transparent Trade and Social Responsibility in the Supply Chain

In addition to conducting purchasing activities based on a basic purchasing policy, we are working to fulfil our social responsibility throughout the supply chain.

Basic purchasing policy

1. Open and Fair Business
2. Mutual Development through Mutual Trust
3. Promotion of “Green Purchasing”
4. Promotion of Local Purchasing as a Good Corporate Citizen
5. Law-abidingness and maintaining Confidentiality

Refer to "Basic purchasing policy"

Promotion of CSR-related purchasing

Toyota Boshoku and its suppliers adhere to the following items in basic supplier agreements: (1) Respect of human rights; (2) Prohibiting bribery; (3) Ensuring fair transactions; and (4) Removing antisocial forces. Furthermore, we comply with the Antimonopoly Act, subcontracting laws, labor laws, environmental laws, and other related laws in each country and region, and are working to strengthen CSR throughout the entire supply chain.

In addition to holding supplier CSR study sessions during the Corporate Ethics Month in September every year, we also request our suppliers to conduct CSR self-assessments with the aim of maintaining and continuing “fair and transparent trade.” In fiscal 2022, CSR self-assessments were again conducted at our request by 435 suppliers, and we held a web-based supplier satisfaction survey. Although there were many positive responses overall, we will sincerely address the points and requests we received.

Toyota Boshoku group Supplier Sustainability Guidelines

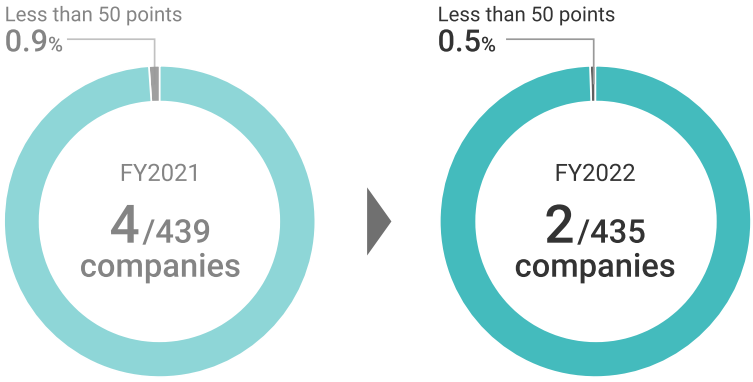
Self-assessment on CSR

Question items

❶ Compliance
❷ Human rights & labor
❸ Environment
❹ Societal contribution
❺ Risk management
❻ Implementation with suppliers

100% response rate from 435 suppliers

Number of companies scoring less than 50 points out of 100



A survey regarding supplier satisfaction

Question items

❶ Best cost
❷ Verification of required quality
❸ Establishment of deadline for submitted materials
❹ Demand for money, goods, and services
❺ Purchasing staff's behavior for suppliers
❻ Requests for rationalization without reasonable grounds
❼ Requests for urgent response
❽ Level of familiarity with Compliance Consulting Contact Window
❾ Any additional comments or questions

Building a global purchasing system

As the Toyota Boshoku group expands our business globally, we will proceed with local purchasing while considering various items such as safety, quality, and cost. At the same time, our entire group will work together with our suppliers to pursue optimal global procurement.
Every year, we hold a Global Annual Supplier Meeting to convey the President's message and our procurement policy, and to communicate with our suppliers. We also present awards to suppliers who have made signi cant contributions in terms of quality, cost, and delivery.
As a precaution against COVID-19, the Global Annual Supplier Meeting for scal 2023 was held online. However, by also holding award ceremonies and Q&A sessions online, we worked to strengthen relationships with suppliers just as we have done previously face to face.
The President's message, purchasing policy, and other information during the Global Annual Supplier Meeting was streamed in both Japanese, English, and Chinese.

Held a management seminar run by Sunshine

At a management seminar run by Sunshine (a supplier group member of Toyota Boshoku), we explained our desired status for 2030 and discussed with suppliers the urgent issue of carbon neutrality.

Expansion of global Supplier Parts Tracking Team (SPTT) activities *

The Toyota Boshoku group is promoting global SPTT activities to assure the quality of its products by helping suppliers in other regions enhance their production processes, from beginning with the production preparation stage to getting their businesses on track after the launch of new products. Such actions help create face-to-face ties between suppliers and various divisions, including purchasing, design engineering and quality control, as well as enable problem solving and mutual bene ts from different perspectives, notably for such issues as quality, amount, cost, distribution and timely delivery. Additionally, we maintain an SPTT manual for practical global use, and are continuing to standardize our SPTT activities.
We will continue improving SPTT activities and rolling them out globally in order to provide customers with best quality products.

* Supplier Parts Tracking Team activities: Follow-up activities by the team for subcontracted parts production and manufacturing preparation

Toyota Boshoku Group's Purchasing Information by Each Region

Global

English

The Americas

English

Asia & Oceania

English

China

Chinese

English

Japan

Japanese

Promotion of green purchasing

The Toyota Boshoku group is strengthening our response to legal compliance related to various environmental regulations in respective countries and regions based on our Green Purchasing Guidelines, and working actively to reduce environmental burden. We also require our suppliers to establish environmental management systems (EMS) based on the acquisition of ISO certification aimed at creating a sustainable society.

Green Purchasing Guidelines

Social Contribution

Basic Stance

Based on our Corporate Philosophy of "the company will promote corporate growth while fulfilling the following responsibilities as a good corporate citizen," we will contribute to the creation of a pleasant society as a member of the local community, while enhancing our social value through contributions toward social value.

Highlights of Initiatives in FY2022

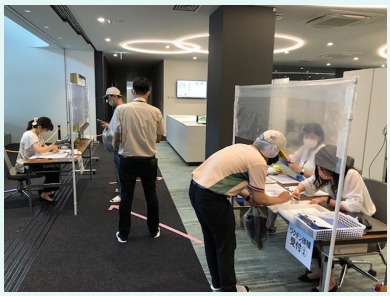
Social contribution activities during the coronavirus pandemic

Despite facing restrictions on many of our social contribution activities due to the effects of the COVID-19 pandemic, we were able to engage in activities at sites around the world designed to prevent the spread of infection and reduce the load on local medical services.

Providing local elementary school with anti-infection products (Toyota Boshoku Philippines)

Volunteer work, including at a PCR test reception desk (Tianjin Toyota Boshoku)

Donating toys to a kindergarten, to help children enjoy themselves despite fewer opportunities to play outside (Toyota Boshoku Türkiye)



Preventing the spread of infection and reducing the load on local medical services via workplace vaccinations (Toyota Boshoku)

Four Core Areas of Our Social Contribution Activities

The Toyota Boshoku group strives to make a contribution to society, with active member participation as the driving force behind our activities in four core areas, namely activities with local communities, environmental activities, fostering youth through education, and contributing to disaster recovery assistance, aimed at meeting the expectations of stakeholders.

Activities with Local Communities

We work to vitalize local economies with activities that contribute to the resolution of social issues.

Community crime prevention patrols: Conducted continuously since 2000

Conducting patrol activities in Kariya City with local residents

Community service activities such as grass mowing and picking up trash: Conducted continuously since 2000

Environmental beautification activities in Kariya City

Working with the local community on an environmental beautification project at Tajimi's Uehara Sango Pond Road

Mikkabi Program (exchange activities with people with Down's syndrome): Conducted continuously since 2000

In cooperation with "Angel" (an association of children with Down's syndrome and other chromosomal disorders, and their parents), "Gakupro" (student volunteers), and the Toyota City Social Welfare Council, we hold cruises, barbecues, and karaoke contests with people with Down's syndrome to deepen exchanges. (Due to the effects of the COVID-19 pandemic, these activities could not take place in fiscal 2021 and 2022)

Group photo of all participants with Lake Hamana in the background

Cruise in Mikawa Bay

Relief clothing collection activities: Conducted ad hoc since 2000

Out of a desire to help those suffering from clothing shortages around the world, we collect clothing and raise funds for shipping costs, and make donations to African, Middle Eastern and Asian countries through NPOs. (Due to the effects of the COVID-19 pandemic, these activities could not take place in fiscal 2021 and 2022)

Group companies and local student volunteers working together

Vietnamese children receiving clothing

Donations to local community facilities

We donated to a new community facility built by an NGO in the US state of Indiana. The donation will support a laboratory space for younger generations to learn and study. (Toyota Boshoku Indiana)

Ceremony for handing over financial donation

Food drives

In association with Toyota city, we ran a food drive to donate surplus household foodstuffs to welfare organizations and other important organizations. This drive provided assistance to people struggling to afford food, while simultaneously contributing to a reduction in food loss. (Toyota Boshoku)

A company member placing food donations into a collection box at a company building

Blood donation events

Blood donation events are held at various Toyota Boshoku group sites on an annual basis.
In fiscal 2022, blood donation events were impacted by the COVID-19 pandemic in several ways, such as by ongoing workplace vaccinations and various measures designed to maintain social distance and prevent infection. However, despite these unusual circumstances, blood donation events were carried out by two Japanese plants. Kariya Plant: applicants: 57 people blood donors: 47 people
Oguchi Plant: applicants: 28 people blood donors: 24 people
Additionally, Toyota Boshoku Asia also carried out blood donation events in Thailand. 68 people participated, including company members and those from our business partners.

Activities were conducted while implementing measures to prevent the spread of COVID-19.

Environmental Preservation Activities

We contribute to environmental preservation by taking a serious approach to such issues as global warming and waste generation.

Forest maintenance activities in Kashimo, Gifu Prefecture: Conducted continuously since 2008

New company members planting konara oak trees (Quercus serrata)

Ocean cleanup activities: Conducted continuously since FY2008

Joint activities with the NPO "Kame no Ko" (Nishi-no-hama beach, Atsumi Peninsula, Tahara City)

Forestation activities: Challenge to plant 1.32 million trees

Fostering Youth through Education

We support the wholesome growth of young people who will lead the next generation.

Activities of the "Car Manufacturing Research Project" (formerly the "Why Manufacturing? Project"): Continuous participation since FY2005

We are participating in the "Car Manufacturing Research Project" sponsored by Toyota City to teach children the joy of manufacturing.

Checking the structure of a car seat

Craft class using wood from forest thinnings: Conducted continuously since 2011

We provide craft classes for children in special needs schools in Kariya City using forest thinnings collected from forestation activities carried out in Kashimo, Gifu Prefecture.

Assembling a bench together with the children

Sitting on the completed bench

Kids basketball classes

Current and former players from the Toyota Boshoku Sunshine Rabbits (a team in the Women's Japan Basketball League) participate in Kariya city's Kids basketball classes as instructors, playing and practicing with local children.

Practicing with local children

Strengthened club activities (Japanese-language only)

Long Distance Team

Women's Basketball Team

Handball Team

Contributing to Disaster Recovery Assistance

Since fiscal 2022, we have engaged in activities to support the recovery of areas affected by earthquakes, wind, floods and other disasters.

We are currently training company members to become disaster volunteer coordinators, and in the event of an emergency, we will provide human support by dispatching disaster volunteers and other personnel.

Taking part in disaster volunteer coordinator training

Stakeholder Engagement

Basic stance

The Toyota Boshoku group places importance on stakeholder engagement. We listen to the opinions of our stakeholders, including customers, shareholders, investors, company members, suppliers and local communities by creating various opportunities for communication on a daily basis, and make use of this feedback in management.

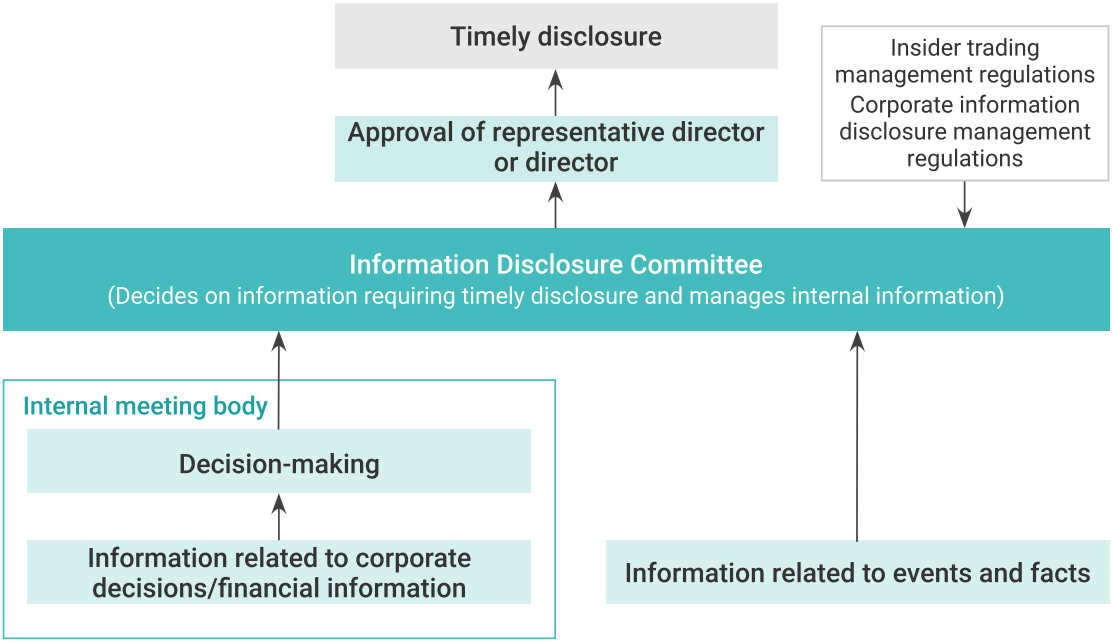
Stakeholder Engagement

	Communication Tools, Etc.	Communication Opportunities
Customers		● Sales activities ● Exhibitions
Shareholders and Investors	● Toyota Boshoku Report (Integrated Report) ● Financial Results and Presentation Materials ● Securities Report (Japanese-language only) ● Convocation notice of the General Meeting of Shareholders ● Report (Shareholder Newsletter) (Japanese-language only) ● Corporate Governance Report (Japanese-language only) ● Website for Investors ● IR Mail Delivery Service	● General Meeting of Shareholders (once annually) ● Financial Results Presentation (four times annually) ● Business briefings (twice annually) ● Briefings (once annually) ● Individual meetings (if and when necessary) ● Facility tours (once annually) ● Exhibitions (four times annually)
Company Members	● Internal newsletters ● Intranet	● Labor and Management Council, Labor and Management Meeting ● Various training programs ● Meetings with supervisors and subordinates ● Dialogue with management
Suppliers	● Supplier Sustainability Guidelines ● Green Procurement Guidelines	● Purchasing activities ● Global Annual Supplier Meeting ● Supplier CSR study sessions ● Supplier Satisfaction Survey ● CSR self-assessments
Local Communities		● Factory tours ● Local events ● Community dialogue and opinion exchange meetings

Enhancement of corporate value and reinforcement of information disclosure

The Toyota Boshoku group has stated in our disclosure policy that we are committed to “disclosing information required by shareholders, investors, business partners and local communities in a timely and appropriate manner as well as to carrying out public information-sharing activities that earn the trust of society.” In this sense, we are striving to disclose information in an accurate, timely and fair manner. In order to ensure the appropriate disclosure of information, we strictly manage corporate information and are working actively on disclosure in the Information Disclosure Committee, which is comprised of members from Toyota Boshoku’s Accounting & Finance Division, Legal Division, Global Management Strategy Division and the General Administration Division.

Organization chart concerning timely disclosure of corporate information



Communication with shareholders and investors

The Toyota Boshoku group actively promotes efforts to disclose information and communicate in an appropriate and timely manner in addition to striving to enhance corporate value so as to earn the trust and support of shareholders and investors.

General Meeting of Shareholders

(1) Arranging General Meetings of Shareholders while avoiding dates on which many such shareholders' meetings are usually held
(2) Enabling the exercise of voting rights via the Internet
(3) Enhancing the content of the convocation notice
We are taking action to make it easier for people to exercise their voting rights.

	FY2022
Date	June 11, 2021
No. in attendance	58
Voting participation	86.79%

Dialogue with institutional investors and analysts

We hold financial results presentations for institutional investors and analysts four times a year. In fiscal 2022, we engaged in dialogue with a total of 296 companies, including individual meetings.

	FY2022
Individual meetings	82 companies 100 persons
Financial results briefings, business briefings	205 companies 349 persons
Conferences with institutional investors outside Japan	9 companies 9 persons

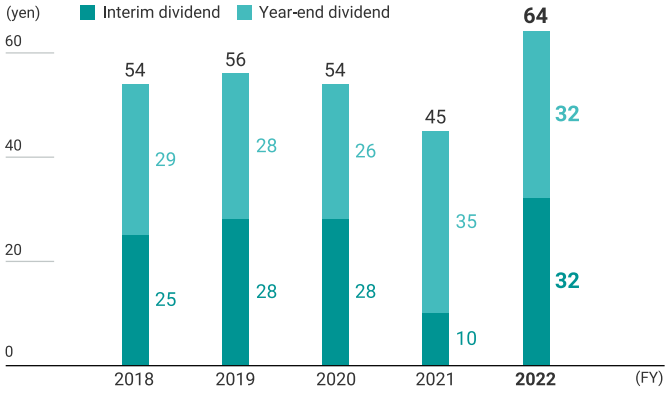
Dialogue with individual investors

We had previously held company presentations for individual investors several times a year, but in part due to the COVID-19 pandemic, these did not take place in fiscal 2022. In fiscal 2023 we will keep a close eye on the COVID-19 situation, and hold such presentations again if at all possible.

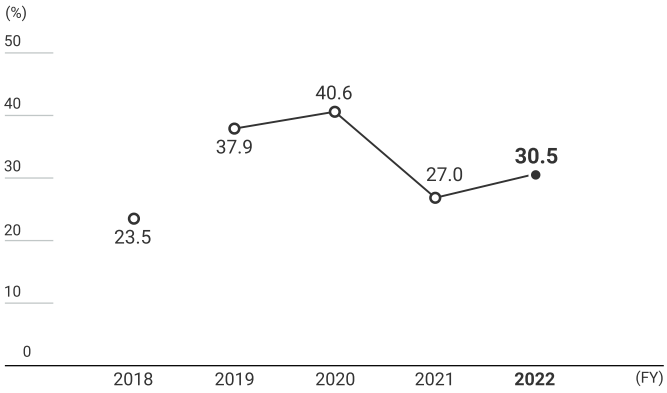
Distribution of profits to shareholders

In fiscal 2022, as a result of a comprehensive review of the consolidated financial results for the year ended March 31, 2022 and other matters, we paid a year-end dividend of 32 yen per share. Combined with the mid-year dividend, this meant that for the full year, the dividend paid was 64 yen per share.
We will actively invest profit generated through our business activities into growth areas to maximize total basic earnings per share and increase shareholder value.

Dividends



Dividend payout ratio*



* Dividend payout ratio is shown on a Japanese GAAP basis for FY2018 and on an International Financial Reporting Standards (IFRS) basis from FY2019 onward.

Communication with customers

Please see “Customer First, Quality First”.

Communication with company members

Please see “Job Satisfaction and Employment”, “Diversity and Inclusion”, “Safety”, “Health” and “Human Resources Development”.

Communication with suppliers

Please see “Suppliers”.

Communication with local communities

Please see “Social Contribution”.

Governance

Corporate Governance

Basic stance

The first item in our Corporate Philosophy is “corporate growth while fulfilling our responsibilities in harmony with society as a good corporate citizen,” and we are promoting sustainable corporate activities through rigorous adherence to corporate ethics. We believe it is important to maintain and further improve the efficiency, fairness, and transparency of management, and we aim to enhance corporate governance based on five specific items: (1) ensure shareholders’ rights and equality; (2) ensure appropriate cooperation with stakeholders other than shareholders; (3) ensure appropriate information disclosure and transparency; (4) appropriate execution of the roles and responsibilities of the Board of Directors; and (5) constructive dialogue with shareholders. We have also established a basic stance on compliance and risk management, and are implementing activities accordingly.

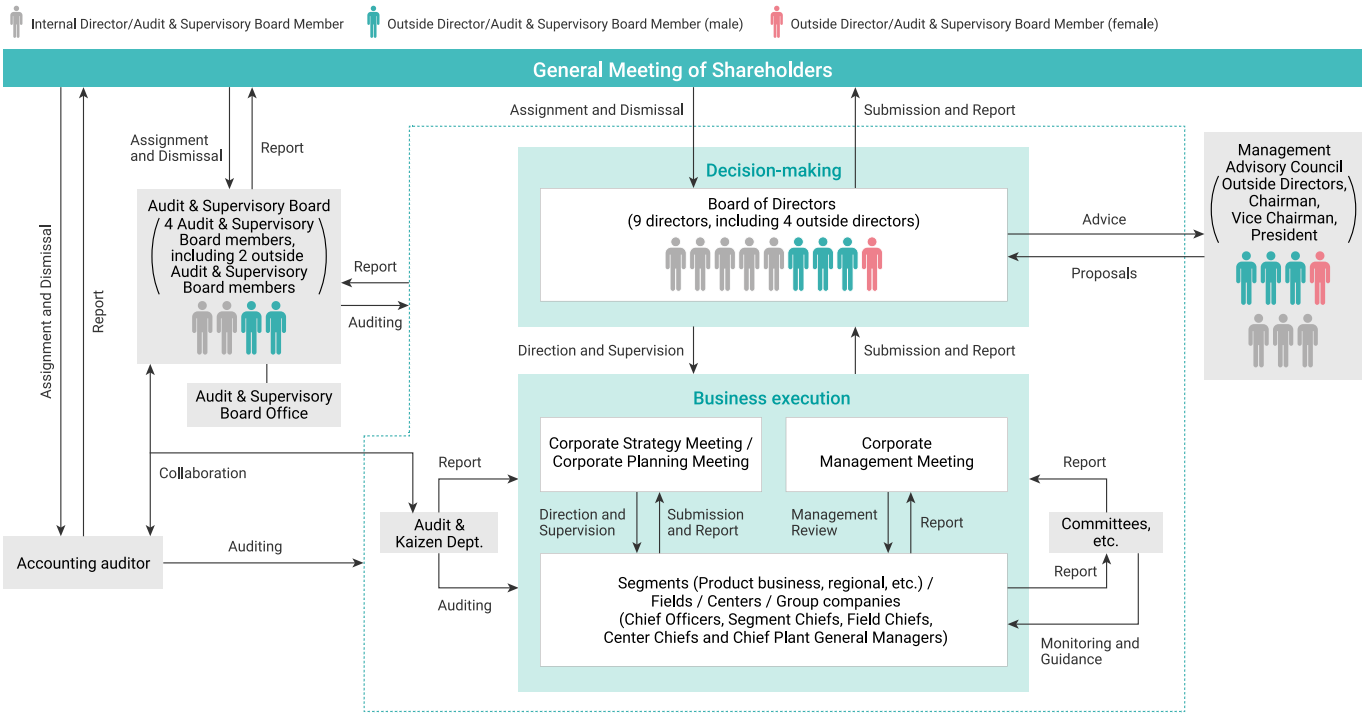
Response to the Corporate Governance Code

Toyota Boshoku has determined that it is in compliance with all principles of the Corporate Governance Code. Please refer to our Corporate Governance Report, which was submitted to the Tokyo Stock Exchange.

Corporate governance system

Toyota Boshoku has appointed five internal directors and four outside directors with extensive experience and broad insight. Through their supervisory function, the outside directors serve to ensure the legality and appropriateness of decision-making by the Board of Directors and the execution of duties by directors.
The four persons appointed as outside directors satisfy the requirements for independent directors as stipulated by the Financial Instruments Exchange. They have been designated as independent directors of the Company because it has been determined that there is no risk of conflicts of interest with general shareholders.
In addition, we have adopted a corporate auditor system, in which a four-person structure that includes two outside Audit & Supervisory Board members audits the management of directors.
Audit & Supervisory Board members audit the business execution of directors, as well as the business and financial condition of subsidiaries in Japan and overseas. Such initiatives, including assigning dedicated staff to the Audit & Supervisory Board Office, help strengthen the functions of the Audit & Supervisory Board.
The two persons appointed as outside Audit & Supervisory Board members satisfy the requirements for independent auditors as stipulated by the Financial Instruments Exchange. They have been designated as independent auditors of the Company because it has been determined that there is no risk of conflicts of interest with general shareholders.
The Management Advisory Council was established as a forum for the candid exchange of opinions related to such matters as management issues, appointment and dismissal of management, nomination of candidates for director and Audit & Supervisory Board member, and compensation for management and directors.

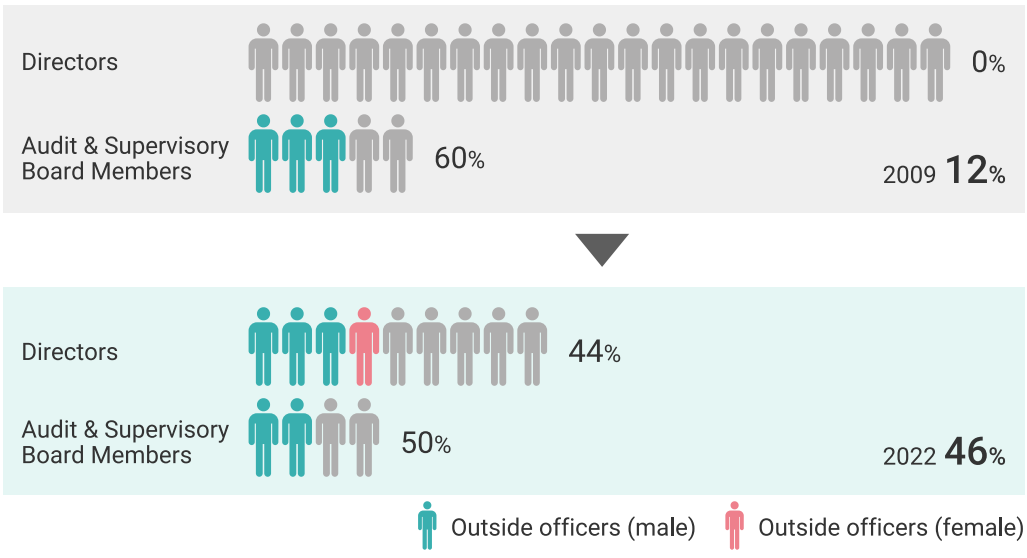
System diagram of corporate governance (as of June 14, 2022)



Roles of various meeting bodies

Meeting body	Role	Frequency
Corporate Strategy Meeting	Deliberation and orientation of important company strategies	As needed
Corporate Planning Meeting	● Important management decision-making ● Information sharing on important matters ● Deliberation and approval of measures to address important business execution issues	About twice a month
Corporate Management Meeting	● Monitoring of the execution of important business operations (predictive management) ● Responding to issues quickly and efficiently ● Sharing information with all officers	Once a month

Ratio of outside officers



Business execution system

Toyota Boshoku adopts a simple organization consisting of four units (Corporate Operation, Product Business, Regional Business and Functional Collaboration Reinforcement) and Plant Management. We have introduced a Chief Officer System to ensure cross-functional cooperation, and have assigned Segment Chiefs, Field Chiefs, Center Chiefs, and Chief Plant General Managers so as to clarify roles, responsibilities, and authority, simplify the decision-making process, and make quick management decisions.
The Corporate Planning Meeting is held twice a month to ascertain the status of implementation of the above, share information on important management issues, and make decisions, while the Corporate Strategy Meeting is held as necessary to deliberate and set the direction for company-wide management strategies as well as product business and regional strategies. In this way, as well as ensuring thorough deliberation on issues prior to submission to the Board of Directors, we strive to quicken our response to management challenges. In addition, we have established the Corporate Management Meeting, where information is shared among internal directors, standing Audit & Supervisory Board members, Chief Officers, Segment Chiefs, Field Chiefs, Center Chiefs and Chief Plant General Managers, as well as various committees and meeting bodies, so as to enhance deliberations on individual matters and regularly monitor and follow-up on the status of business execution based on policies decided by the Board of Directors.

(1) Board of Directors

Number of meetings held in FY2022: 12

The Board of Directors convenes at least once a month, and as the management decision-making body, decides on important management matters such as legal matters, corporate hoshin (policy), business plans and capital expenditure plans, and also monitors business execution.
The Board of Directors is chaired by the Chairman.
Items that should be submitted to the Board of Directors are stipulated in rules of the Board of Directors, and other items are delegated to the President, Chief Officers, Segment Chiefs, Field Chiefs, Center Chiefs, and Chief Plant General Managers in accordance with the Authorization Policy.

Main discussions in FY2021

General Meeting of Shareholders	● Decision on convocation and agenda items ● Approval of business reports, financial statements, etc. ● Decision on candidates for director and Audit & Supervisory Board member
Executive officers and organization	● Selection of representative director and executive director ● Directors' compensation and bonuses ● Introduction of Chief Officer System ● Appointment of Operating Officers, Segment Chiefs, Field Chiefs and Center Chiefs
General management	● Formulation of Toyota Boshoku's materiality ● Formulation of 2025 Mid-Term Business Plan ● Formulation of global hoshin (policy) ● Deliberation on business advancement, alliances, reorganization, etc. ● Items related to property and assets ● Implementation of interim dividend
Other	● Report on operational status of basic policy regarding maintenance of internal control system ● Approval and report on transactions involving a conflict of interest ● Implementation and report on assessments of the effectiveness of the Board of Directors ● Condition of the exercise of voting rights on agenda items at the General Meeting of Shareholders ● Examination of stockholdings ● Operational status of whistle-blowing system ● Report on efforts for consistent information disclosure

	● Report on status of response to business risks including COVID-19 and cybersecurity ● Report on initiatives relating to quality

(2) Audit & Supervisory Board Member, Audit & Supervisory Board

Number of meetings held in FY2022: 13

The Audit & Supervisory Board consists of two standing Audit & Supervisory Board members and two outside Audit & Supervisory Board members, and the lead standing Audit & Supervisory Board member serves as Chair of the Audit & Supervisory Board.
The main items discussed by the Audit & Supervisory Board include the selection of standing Audit & Supervisory Board members, audit policy and audit implementation plans, status of development and operation of internal control system, appropriateness of audit method performed by accounting auditors and the results thereof, and the preparation of audit reports. With regard to the activities of Audit & Supervisory Board members, they conduct audits of internal divisions and domestic and overseas group companies based on the audit policy and annual plans, communicate with directors, etc., attend the Board of Directors, Corporate Planning Meeting and other important meetings, inspect important documents, etc., and exchange information with the internal auditing department and accounting auditors.

Main discussions at Audit & Supervisory Board (excluding audit reports)

General management	● Company member safety and health management, environmental management initiatives
Internal control and auditing	● Basic policy on the development of internal control systems, etc. ● Status of risk management ● Status of global internal auditing system ● Results of remote audit of subsidiaries outside Japan
Other	● Response to COVID-19

(3) Management Advisory Council

Number of meetings held in FY2022: 5

The Management Advisory Council is composed of four outside directors（Akihiro Koyama, Junko Shiokawa, Takafumi Seto, Kenichiro Ito）, as well as Chairman Shuhei Toyoda, Vice Chairman Naoki Miyazaki, and President Masayoshi Shirayanagi. The chair of the Management Advisory Council is the Chairman. The Management Advisory Council, as an advisory body to the Board of Directors, deliberates on important management strategies and issues, the selection and dismissal of management, compensation, succession planning and other matters, and has the authority to determine the amount of individual compensation for directors upon resolution by the Board of Directors.

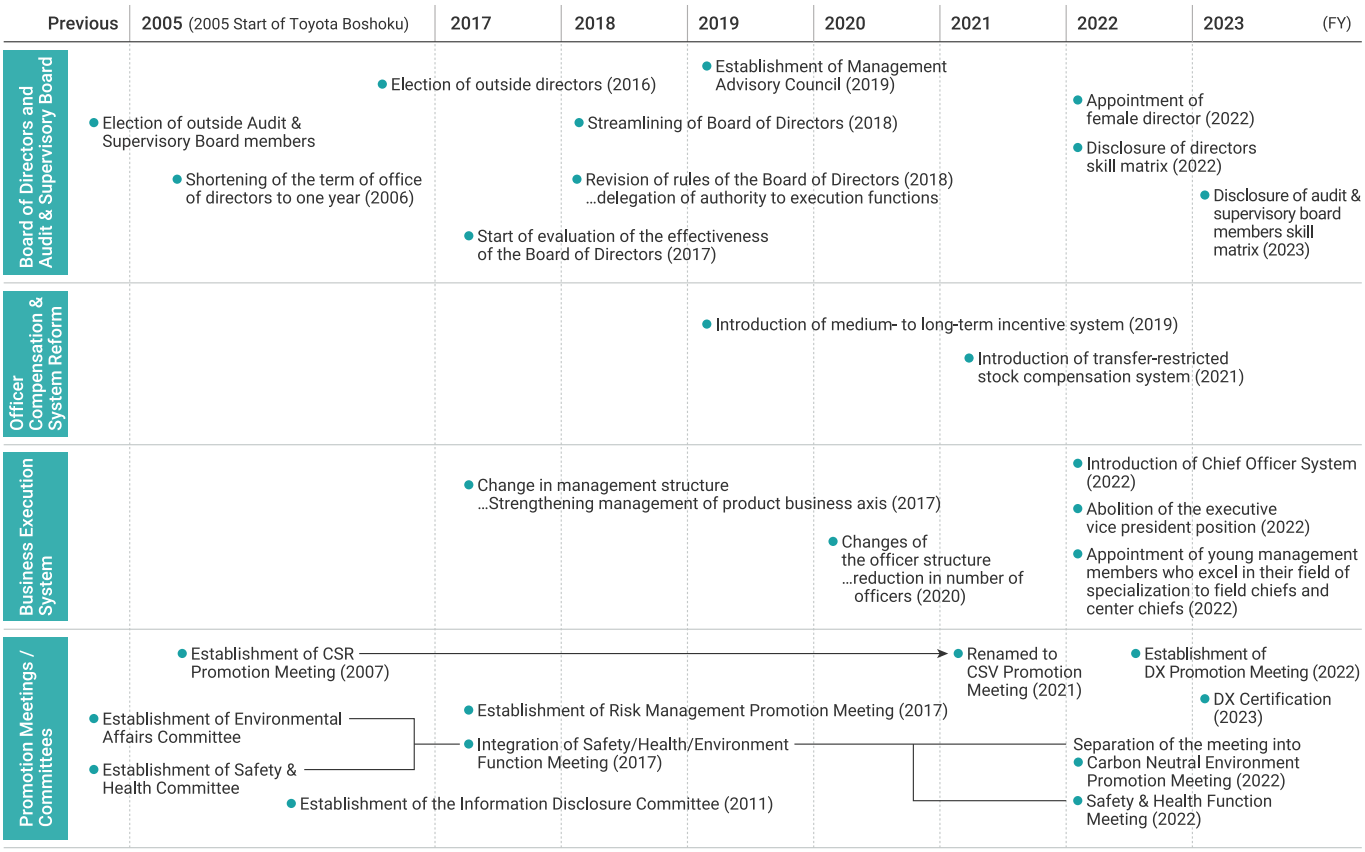
Independence

The Management Advisory Council is responsible for both　nomination and compensation functions, and its members, agenda and activities were resolved by the Board of Directors in　December 2018 as the “Management Advisory Council Rules.” To incorporate independent perspectives, the Management Advisory Council is composed of four outside directors and three internal directors.

Authority and Roles

As an advisory body to the Board of Directors, the Management Advisory Council deliberates and resolves matters related to the selection and dismissal of management, compensation, etc. from an objective and fair perspective, and provides reports and advice to the Board of Directors.

Initiatives to strengthen corporate governance



Support structure for outside directors and Audit & Supervisory Board members

Internal directors and standing Audit & Supervisory Board members provide explanations about required knowledge pertaining to areas such as the Company's businesses, financial affairs and organizations when outside directors and outside Audit & Supervisory Board members assume office. The Company also sends materials of the Board of Directors beforehand to outside directors and outside Audit & Supervisory Board members and provides them with prior explanations on the important matters of agenda items submitted to the Board of Directors. Furthermore, outside directors and Audit & Supervisory Board members are provided with reports on the progress of global hoshin (policy), and tour plants and offices. The Company has assigned Audit & Supervisory staff to the Audit & Supervisory Board Office as part of a structure for supporting the day-to-day auditing activities of standing Audit & Supervisory Board members. They also support the auditing activities of outside Audit & Supervisory Board members through the operation of the Audit & Supervisory Board.

Tour of Kariya Plant

Evaluation results of the effectiveness of the Board of Directors

Toyota Boshoku analyzes and evaluates the effectiveness of the Board of Directors as follows.

(1) Method

①The operational status and response to issues identified in the past are analyzed and reported to the Board of Directors in January.

②The Segment Chief in charge of the administrative office of the Board of Directors conducts a questionnaire of and interviews with all directors and Audit & Supervisory Board members, including outside members, in February.

③The evaluation results and the direction to be taken to resolve issues are summarized and reported to the Board of Directors in March for discussion.

(2) Overview of fiscal 2022 evaluation results

a. Continuous improvements have been made, including the following: the submission of agenda items in line with the annual agenda plan, including ESG-related items such as risk, human rights, and carbon neutrality, and future-oriented DX items; extension of the timescale for explanations made prior to Board of Directors Meetings; and opinion exchange meetings, which were newly planned in fiscal 2022. As a result, it was determined that the effectiveness of the Board of Directors in making important management decisions and supervising business execution has been ensured.

b. Opinions were expressed about in-depth exploration of future strategy and business strategies, discussions based on clear and easy-to-understand materials, and further increasing the diversity of the Board members.

c. There was a request for improvement, such as the provision of enhanced information by way of plant visits and participation in internal meetings by outside officers, and the provision of information on recent ESG issues in addition to information about the Company itself.

(3) Key challenges and improvement measures

Toyota Boshoku will strive to make the following improvements to ensure even greater effectiveness of the Board of Directors.

①Make an annual plan for the agenda and deepen strategic discussions

Systematically conduct discussions on topics such as carbon neutrality and health promotion, as well as future-oriented digital transformation (DX), by further refining the necessary agenda items throughout the year and ensuring adequate time for them.

②Conduct opinion exchange meetings

By having each outside officer present points for improvement to the Company from their respective fields of expertise, and by having free discussions, aim to provide suggestions for future-oriented strategies and enhance communication among directors.

③Enhance information provided to outside officers

To further invigorate discussions, have outside officers make visits related to agenda items and provide related information to outside officers.

④Ensure member diversity

Further increase diversity by organizing and utilizing the required experience and expertise as a skill matrix.

Policy for deciding the amount of officers' compensation and the calculation method

The "Policy for deciding the amount of compensation for Directors and Operating Officers" is resolved by the Board of Directors.

(1) Basic approach

In order to realize a compensation system that is highly linked to the Company's business performance, the following are reflected in part of the compensation structure:

a. we set the disparity between positions reasonably in light of the roles and responsibilities, and

b. grant stock-based compensation under the transfer-restricted stock compensation plan to directors other than outside directors.

In addition, in order to reflect annual performance and efforts to improve medium-term corporate value in compensation (bonus),

c. the Company's uniform annual performance and the degree of achievement of annual hoshin (policy) by each individual for the single year, and

d. evaluation of medium-term corporate value enhancement in terms of the enhancement of social value and economic value.

Structure of Directors' Compensation

Type of Compensation	Payment Criteria	Structure of Compensation	Category
Fixed Compensation*1 (Monthly compensation)	Compensation table: Set according to position (level of responsibility) Set the disparity between qualifications at a certain rate, and set the amount of compensation according to the index for each position.	55%	Monetary compensation
Performance-Linked Compensation*1 (Bonuses)	①Reflect performance for a single fiscal year in the compensation (bonus) table according to position, based on consolidated operating profit.*2 ②Reflect medium-term enhancement of corporate value in the bonus payment amount according to the achievement rate (0–150%) based on the contribution to economic value enhancement (20% increase in net assets) and contribution to social value enhancement (20% increase in CSR evaluation score) after three years.*3 [Structure of bonus] 100% (1) Reflection of single-year results (82%) / (2) Medium term (18%)	35%	
Stock compensation (Transfer-restricted stock)	Issue shares to directors, excluding outside directors, which are restricted from sale for a certain period of time (the total amount of stock-based compensation is to be no more than 100 million yen per year, as resolved at the Ordinary General Meeting of Shareholders held on June 17, 2020; from 2021, the Board of Directors will resolve the timing and distribution of compensation)	10%	Stock compensation

* Annual compensation for directors is limited to 600 million yen (including 70 million yen for outside directors), as resolved at the Ordinary General Meeting of Shareholders held on June 17, 2020. The number of directors as of the close of this Ordinary General Meeting of Shareholders was nine, including four outside directors.

(2) Approach to the level of compensation

For the level of compensation, we select companies listed on the Prime Market of the Tokyo Stock Exchange for benchmarking, based on their corporate size, consolidated revenue, consolidated operating profit, and number of employees and we confirm the appropriateness of compensation amounts while also incorporating the results of external compensation survey organizations.

(3) Directors' compensation

Annual compensation for directors is limited to 600 million yen (including 70 million yen for outside directors), as resolved at the Ordinary General Meeting of Shareholders held on June 17, 2020. The number of directors as of the close of this Ordinary General Meeting of Shareholders was nine, including four outside directors.

(4) Compensation for outside directors

Outside directors are paid only fixed monthly compensation as they are expected to fulfill their roles and responsibilities from a standpoint completely independent of business execution.

(5) Compensation for Audit & Supervisory Board members

Audit & Supervisory Board members are paid only fixed monthly compensation and there is no variable factor based on performance. Compensation for Audit & Supervisory Board members is determined through discussion among the Audit & Supervisory Board members within the limit of compensation set by resolution of the Ordinary General Meeting of Shareholders held on June 14, 2022 (not to exceed 130 million yen per year; the number of Audit & Supervisory Board members as of the close of this Ordinary General Meeting of Shareholders was four).

(6) Procedures for determining compensation, etc.

In order to ensure the appropriateness of the level and amount of compensation and transparency in the decision-making process, the decision on specific individual compensation payments based on the policy for deciding the amount of compensation is entrusted to the Management Advisory Council, which is composed of four independent outside directors, Chairman (the Chair of the Council), Vice Chairman, and the President.
The process is set forth in the Board of Directors Rules and the Management Advisory Council Rules, and since the amount of compensation for each individual director is determined through established procedures, the Board of Directors believes that the details thereof are in line with the policy for deciding the amount of compensation.

(7) Transfer-restricted stock compensation

The Board of Directors is scheduled to decide on the specific payment period and allocation using the stock compensation limit (within 100 million yen per year and within 100,000 shares per year) defined at the General Meeting of Shareholders held on June 17, 2020.

Total amount of compensation, etc. for directors and Audit & Supervisory Board members

Category	Total compensation, etc. (million yen)	Total compensation, etc. by type (million yen)			Number of persons to be paid
		Fixed compensation (Monthly compensation)	Performance-linked compensation (Bonuses)	Stock compensation (Transfer-restricted stock)	
Director (of which outside directors)	454 (43)	254 (43)	158 (–)	42 (–)	11 (5)
Audit & Supervisory Board Member (of which outside Audit & Supervisory Board members)	94 (18)	94 (18)	–	–	5 (2)
Total (of which outside officers)	549 (61)	348 (61)	158 (–)	42 (–)	16 (7)

The above fixed compensation includes two directors and one Audit & Supervisory Board member who retired as of the close of the 96th Ordinary General Meeting of Shareholders held on June 11, 2021.
The number of persons to whom performance-linked compensation (bonuses) and stock compensation (transfer-restricted stock) will be paid is five directors (excluding outside directors).

Policy and procedure for nominating candidates for director and Audit & Supervisory Board member

A decision is made at the Board of Directors on the appointment and dismissal of directors and Audit & Supervisory Board members following debate and discussion by the Management Advisory Council.
The policy on appointment to management and nomination of candidates for director takes into account the fields he/she can cover. This also includes a comprehensive examination to ensure the right person is assigned to the right position so that decision-making is fast and accurate.
The policy on nomination of candidates for Audit & Supervisory Board member involves a comprehensive examination of whether the person has knowledge regarding finance and accounting, a general understanding of the Company's business and diverse perspectives on corporate management.
The policy on nomination of candidates for outside director and Audit & Supervisory Board member involves a comprehensive examination of the requirements for externality stipulated in the Companies Act and the independence criteria established by the Financial Instruments Exchange, and whether the person has extensive experience and broad insight.

Skill matrix of Director and Audit & Supervisory Board member (as of June 14, 2022)

Position	Name	Management Advisory Council	Corporate Management	Industry Knowledge	Governance	Overseas Business	R&D	MONOZUKURI (production)	Sales and Procurement	Finance	Human Resources	Legal and Compliance	Environment and energy
Chairman	Shuhei Toyoda	✓	✓	✓	✓	✓	✓	✓	✓				
Vice Chairman	Naoki Miyazaki	✓	✓	✓	✓	✓				✓	✓	✓	✓
President	Masayoshi Shirayanagi	✓	✓	✓	✓	✓			✓	✓			✓
Director, Operating Officer	Takashi Yamamoto		✓	✓	✓		✓	✓					✓
Director, Operating Officer	Shunichi Iwamori			✓	✓	✓			✓	✓			✓
Outside Director	Akihiro Koyama	✓			✓					✓	✓	✓	
Outside Director	Junko Shiokawa	✓			✓	✓				✓		✓	
Outside Director	Takafumi Seto	✓			✓		✓	✓			✓		✓
Outside Director	Kenichiro Ito	✓	✓	✓	✓	✓				✓	✓		
Standing Audit & Supervisory Board Member	Yasushi Minami		✓	✓	✓	✓	✓	✓					
Standing Audit & Supervisory Board Member	Yasuhiro Fueta			✓	✓	✓		✓		✓	✓	✓	
Outside Audit & Supervisory Board Member	Hiroyuki Yokoyama		✓	✓	✓	✓	✓	✓				✓	
Outside Audit & Supervisory Board Member	Hiroshi Miura		✓		✓	✓				✓		✓	

Reasons for election of outside officers

Classification	Name	Independent Officer	Supplementary explanation regarding suitability items	Reasons for election	Number of Board of Directors, Audit & Supervisory Board attended in fiscal 2022
Directors	Akihiro Koyama	✓	–	Mr. Koyama was elected as a director because it was deemed that he could reflect his research into such areas as corporate finance and corporate governance and also his expert knowledge acquired over many years in corporate management from a global perspective in the management of the Company and contribute to maintaining and strengthening of the Company's corporate governance.	Board of Directors 12/12 meetings
	Junko Shiokawa	✓	–	Ms. Shiokawa was elected as a director because it was deemed that she could reflect in the management of the Company the broad insight she has gained as a lawyer on global cases related to investment funds, finance, cross-border M&A, and investment fund-related dispute resolution, and contribute to maintaining and strengthening of the Company's corporate governance.	Board of Directors 10/10 meetings*1
	Takafumi Seto	✓	–	Dr. Seto was elected as a director because it was deemed that he could reflect in the management of the Company his research in conjunction with his diverse engineering knowledge and skills, and offer valuable insights regarding pioneering research for future society, as well as conduct joint research with the Company on the theme of realizing comfortable spaces for near-future automobiles, and contribute to the Company's future business.	Board of Directors - meetings*2
	Kenichiro Ito	✓	Member of the Board of Directors and Senior Executive Officer, DENSO Corporation, business partner of the Company	Mr. Ito was elected as a director because it was deemed that he could reflect his experience as a Member of the Board of Directors and Senior Executive Officer of Denso Corporation, where he also serves as Chief Human Resources Officer, the Head of the general administration and human resources division, the Head of North America, the Head of Europe, and the Head of South Korea, as well as his broad knowledge of the human resources and finance divisions, and contribute to maintaining and strengthening the Company's corporate governance.	Board of Directors - meetings*2
Audit & Supervisory Board members	Hiroyuki Yokoyama	✓	Former Executive Advisor, Daihatsu Motor Co., Ltd., a business partner of the Company.	Mr. Yokoyama was elected as an Audit & Supervisory Board member because it was deemed that he could reflect his experience in the Quality Assurance Division and at overseas locations at Toyota Motor Corporation, as well as his extensive experience and insight gained at Daihatsu Motor Co., Ltd., in the audit system of the Company and contribute to maintaining and strengthening of the Company's corporate governance.	Board of Directors 12/12 meetings Audit & Supervisory Board 13/13 meetings
	Hiroshi Miura	✓	–	Mr. Miura was elected as an Audit & Supervisory Board member because it was deemed that he could reflect his experience as a certified public accountant and broad insights related to accounting, financial auditing and governance from his experience over many years in financial auditing and corporate management advisory services, and contribute to maintaining and strengthening the Company's governance.	Board of Directors - meetings*3 Audit & Supervisory Board - meetings*3

*1 Director Junko Shiokawa was nominated as an outside director at the 96th Ordinary General Meeting of Shareholders, held on June 11, 2021.

*2 Director Takafumi Seto and Kenichiro Ito were nominated as outside directors at the 97th Ordinary General Meeting of Shareholders, held on June 14, 2022.

*3 Audit & Supervisory Board member Hiroshi Miura was nominated as an Audit & Supervisory Board member at the 97th Ordinary General Meeting of Shareholders, held on June 14, 2022.

Compliance

Basic stance

The Toyota Boshoku group states in its corporate philosophy that the Company will promote corporate growth while fulfilling our responsibilities as a good corporate citizen. At the same time, the Company clarifies the nature and details of its compliance, its overall promotion system, as well as the scope and goals of activities 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.

Strengthening compliance and initiatives for human rights

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. We have a global legal risk management system and continuously take steps to increase awareness of our whistle-blowing system while promoting continuous improvements to this system.
We have established "Anything Goes Counseling Window" as an internal window for discussing and reporting workplace problems, legal violations, and internal misconduct. Additionally, we have contracted with a law office as an external window for consultation and reporting ("Compliance Consultation Window").Those windows can be used by all group companies in Japan. In terms of our overseas initiatives, we have set up, and are making use of similar windows for countries outside Japan, including both within individual group companies and on a regional level. We are creating an environment in which it is easy to consult without harming the interests of the whistleblowers. In fiscal 2022, the Company and its affiliates in Japan received a total of 203 reports and consultations at our internal and external contact points, mainly on labor-related matters, harassment, and workplace issues. These were investigated to find the facts, and then dealt with appropriately based upon the facts verified. We are also complying with Japan's revised Whistleblower Protection Act of June 2022.

Number of serious legal violations

0

Strengthening dissemination and practical application of the Code of Conduct

The Toyota Boshoku Group Code of Conduct—the basis of compliance—is distributed to all company members, and they are asked to make sure compliance during education and training, including training received upon joining the company, promotion, and overseas transfers. Additionally, we are spreading the Toyota Boshoku Group Code of Conduct globally via translation into foreign languages, including English and Mandarin. We strive to strengthen dissemination and practical application of the Code of Conduct at each and every workplace. We also seek to raise compliance awareness by providing training via e-learning on the topics of compliance, the Code of Conduct and the whistle-blowing system, as well as by undertaking various activities at companies throughout the global Toyota Boshoku group during Corporate Ethics Month.

Compliance with Competition laws

Toyota Boshoku established the Company Policy on Competition Law, in which we clearly declared that the Company will not tolerate any behavior violating Competition laws and company members will not commit any violations, with this declaration being shared globally.

Toyota Boshoku prepared a compliance manual and conducts training globally that includes training for executive officers and relevant departments while related internal rules have also been created at each site. The Company is therefore deepening understanding of its stance toward Competition laws, which includes verifying operating conditions, and of cautionary points in conducting business operations. In addition, the Antitrust Law Compliance Rules were established mainly to regulate information exchange with competitors and this forms part of a structure to prevent infringements.

Comprehensive efforts toward anti-bribery

The Toyota Boshoku group has prepared the Anti-bribery Guideline, thereby making efforts to increase understanding of regulations in respective countries related to preventing corruption such as bribery and establishing a framework for compliance. The compliance status of the guideline is inspected globally on a regular basis and the guidelines and its implementation are continuously improved, if necessary.

Compliance with export control

The Toyota Boshoku group promotes activities in compliance with the Security Export Compliance Program (Export CP) in order to appropriately implement security export control aimed at maintaining international peace and security. This includes making decisions on whether or not products and machinery equipment exported overseas, and engineering information such as technical drawings and production technology supplied outside Japan, comply with laws and regulations related to security export control.

Education and awareness raising

Toyota Boshoku conducts live training on compliance for new and promoted company members. In addition to educating relevant departments on compliance in important areas such as the Anti-Monopoly Act and anti-bribery, we are also working to provide e-Learning so that all company members can acquire the necessary compliance knowledge.
Personnel in charge of legal affairs from the Legal Division at Toyota Boshoku and RM&CH conduct workshops relating to important laws in consideration of the conditions of each country and each region.

Activities in Corporate Ethics Month

Every year, we have Toyota Boshoku group Corporate Ethics Month on a global basis with participation by all members. During this month, efforts are made to enhance ethics mind through various activities such as confirming our corporate philosophy and guiding principles and reviewing members' behavior internally and externally.

A workplace discussion at Toyota Boshoku Haiphong, Vietnam

Establishing and operating a consultation and whistleblowing system

The Anything Goes Counselling Window has been set up internally as well as a reporting contact at a designated law firm externally to establish an environment in which members from group companies in Japan can easily seek advice without fear of reprisal. Members can seek consultation or report issues concerning such matters as workplace problems, legal violations and internal misconduct. Initiatives are also being pursued to establish a whistle-blowing system in regions outside Japan in order to develop a global system.
Throughout fiscal 2022 we received, investigated, and took appropriate action concerning 203 reports and counseling requests (mostly concerning labor issues, harassment, and workplace troubles) from both within Toyota Boshoku and from connected domestic group companies. Additionally, we are ensuring compliance with the June 2022 amendment to the Whistleblower Protection Act.

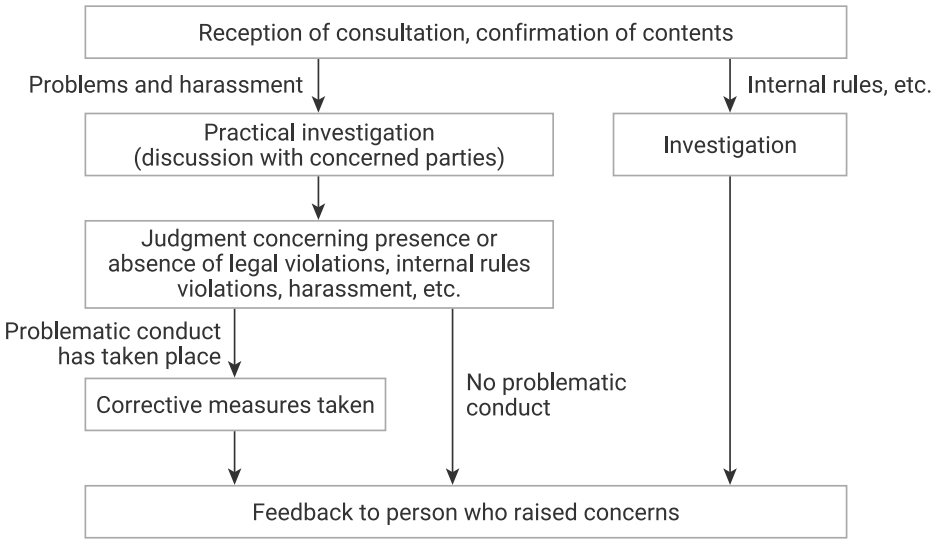
Number of consultations from Toyota Boshoku and domestic subsidiaries

Fiscal year	2018	2019	2020	2021	2022
Anything Goes Counselling Window *1 (cases)	134	152	107	163	190
Compliance Consultation Window *2 (cases)	9	8	12	9	13

*1 Internal consultation and reporting desk for compliance and individual concerns, such as those related to work, human relations, and family, etc.

*2 External consultation and reporting desk for issues such as compliance, violations of laws, regulations and company rules, and unfair practices

Structure of the Anything Goes Counselling Window and the Compliance Consulting Contact Window



Risk Management

Basic stance

The Toyota Boshoku group is working to comprehensively reinforce risk management and reduce risks in order to respond swiftly to major risks including management risk, risk in daily operations, risk associated with disasters and accidents, risk arising from the external environment such as global warming and water, and social reputation risk.*

* Risk of losing societal trust

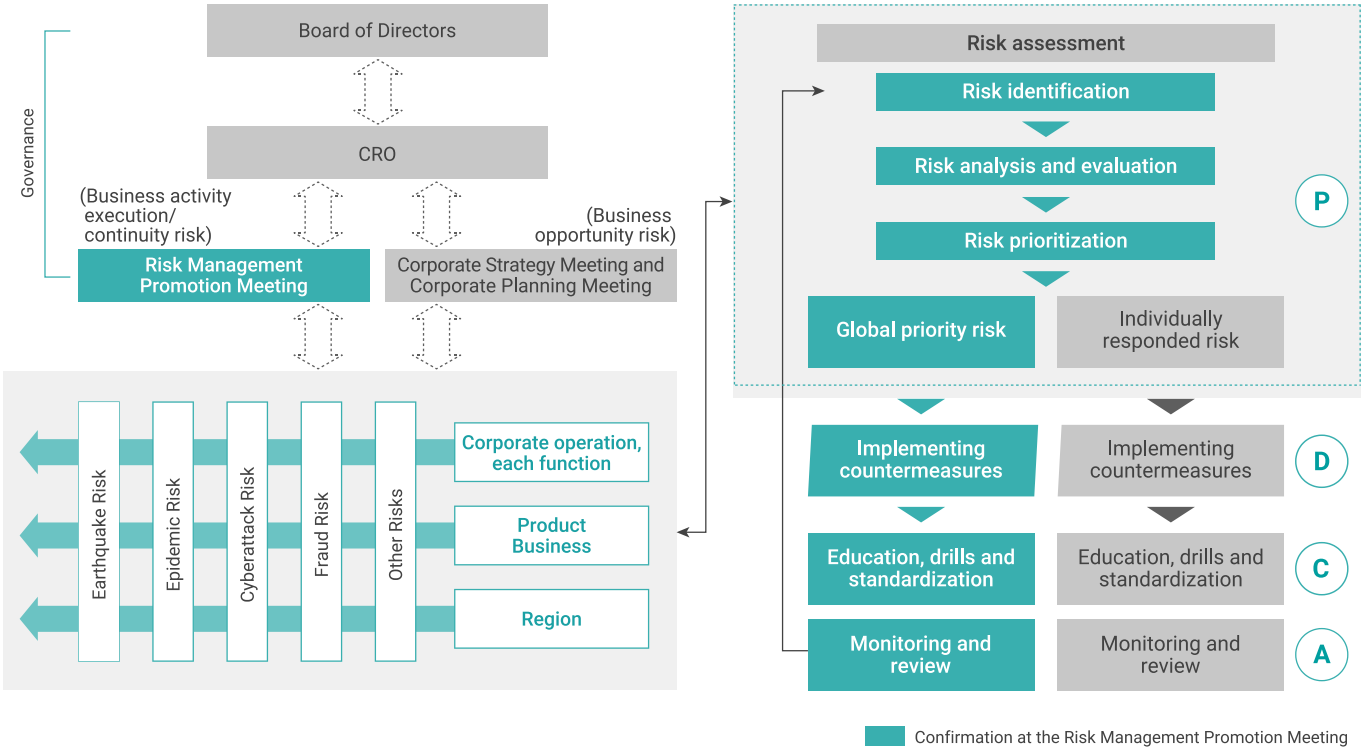
Risk management activities

With the introduction of the Chief Officer System in 2021, we have established a global risk management system for the group centered on the Chief Risk Officer (CRO), allowing us to carry out more effective risk management activities.
Businesses, regions, the corporate operation unit and other functions are working together to counter pertinent risks and implement a PDCA (plan-do-check-action) cycle for risk management activities. In order to prevent and minimize damage to the wider Toyota Boshoku group, Toyota Boshoku strives to identify and manage risks in an integrated manner, and share risks within the group.
In fiscal 2022, we established the Risk Management Regulations by reviewing the existing regulations in line with our current risk management activities, and clarified the scope of risk management initiatives, roles, and authority, including the following:

1. Risk management system and roles
2. Risk classification and risk levels
3. Establishment of a response system based on the decision-making criteria for crisis response

Centralized management based on common global standards, we have revised the criteria governing the degree of impact on management when assessing risk. We consider those risks that would hinder the realization of the Toyota Boshoku group's materiality as the group's risks, and have set these as the criteria for evaluating the degree of impact.
Furthermore, to strengthen our response to the risk of natural disasters, we have incorporated infectious disease countermeasures into our business continuity plan (BCP), and have developed business rules from the BCP with the aim of improving its effectiveness. Based on this, we have conducted evacuation drills in a manner that avoids the “Three Cs” of virus transmission, stockpiled masks, operated information tools (including a safety confirmation system), and developed systems for initial response to COVID-19.

The risk management system, and associated activities



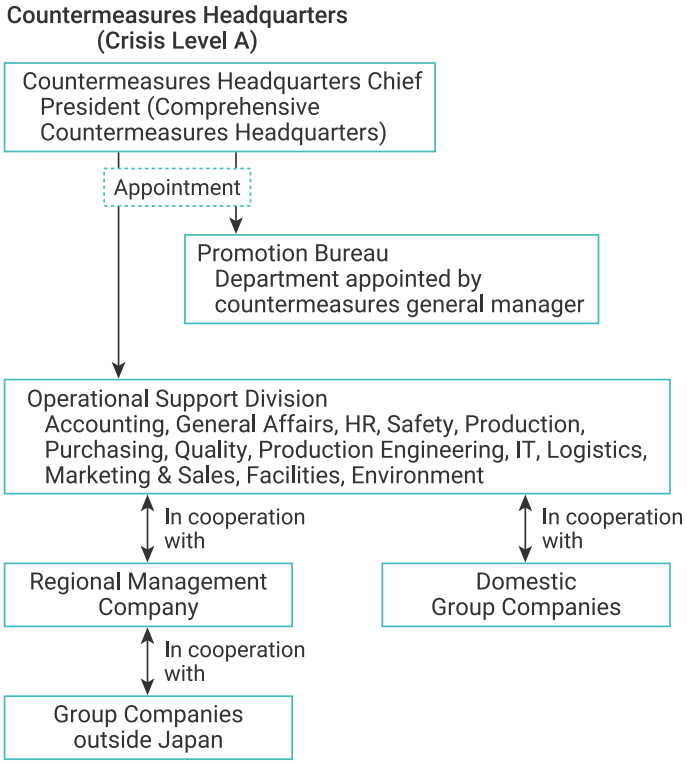
Evaluation points for materiality-impacting risks (Impact level)

Materiality	Evaluation points
①As an Interior Space Creator we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation	Stable supply
②Using our established technical capability, we will contribute to realize a society with no traffic casualties through providing products that assure safety	Product safety
③Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress	Environmental impact
④We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork	Occupational safety
⑤We will continue to be a company of integrity trusted by all our stakeholders, inheriting our tradition of fairness and moral behavior to the next generation	Compliance

Crisis levels

Level	Countermeasures Headquarters Chief
Level A (Serious crisis)	**President** (Comprehensive Countermeasures Headquarters)
Level B (Major crisis)	**Department with responsibility for said risk(s), chief of headquarters for said region** (Countermeasures project)
Level C (Individualized response crisis)	**Chief of department with responsibility for individual said risk(s), subsidiary company president** (Countermeasures team)

Crisis response system (in case of Crisis Level A)



Main actions taken against significant risks in fiscal 2022

Significant risk	Main actions taken in FY2022
Infectious diseases, etc.	①Infection prevention measures resulting from discussion at COVID-19 countermeasures meeting ②COVID-19 Workplace vaccinations ③Maintaining strategic reserves of hygiene products: non-woven fabric masks, antiseptic solution, protective clothing, gloves, paper towels, etc. ④Creation of an initial response manual for COVID-19
Fraud damage	①Thorough recurrence prevention work with responsible company members (translation of essential points into local languages, training) ②Confirmation of operational conditions of recurrence prevention measures, improvement guidance
Earthquakes	①Revision and global deployment of an initial response BCP (Business Continuity Plan) that incorporates anti-infection measures ②Safety confirmation system response drill
Cyberattacks	①Countermeasures to external intrusions, improper system access, computer viruses ②Security education (raising awareness among company members): e-learning, targeted email attack training

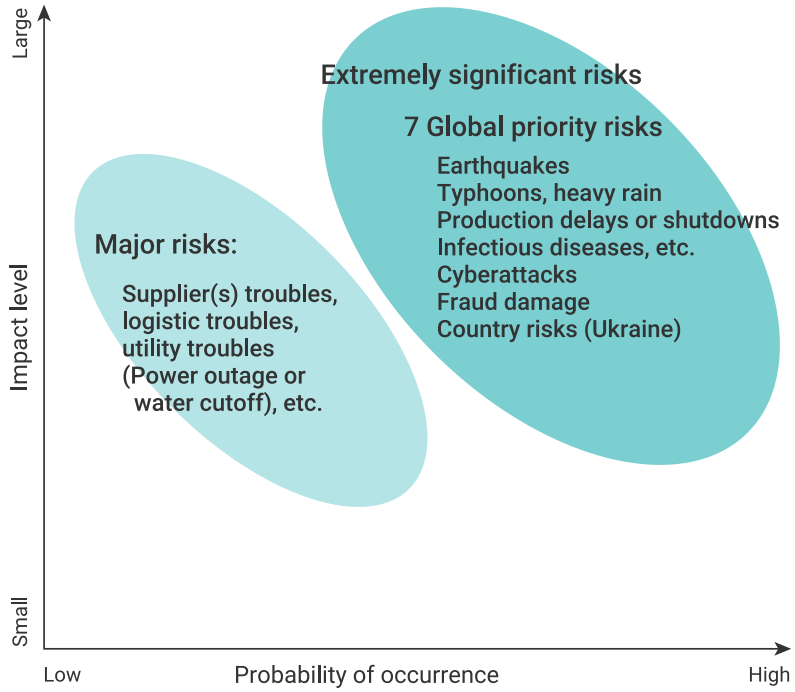
Global priority risks in fiscal 2023

We selected significant risks in FY 2023 based on the FY2022 risk assessment.

7 Global priority risks in fiscal 2023

Earthquakes, typhoons, heavy rain, production delays or shutdowns, infectious diseases etc., cyberattacks, fraud damage, country risks (Ukraine)

FY2023 risk map



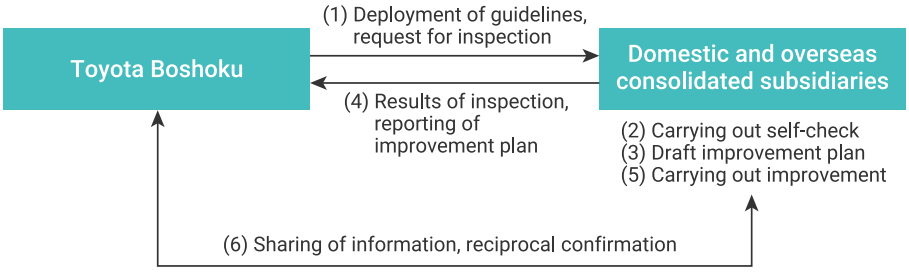
Confidentiality management and information security

The Toyota Boshoku group considers the appropriate management of confidential information to be a key element of our business activities. We have both created a group-wide Information Security Policy and assembled a global confidential information management system. Additionally, we are working together as one group to systematically and continuously strengthen our information security.
In addition, once a year, the Company and its domestic and overseas consolidated subsidiaries collaborate to inspect the status of information security initiatives using the security guidelines, thereby improving internal systems, rules, education, and technical measures to ensure the same level of security on a global basis.
The security guidelines are based on ISO 27001/27002, NIST (the United States' National Institute of Standards and Technology) Cybersecurity Framework, the Cybersecurity Management Guidelines of Japan's Ministry of

Economy, Trade and Industry, etc., and are periodically reviewed to ensure they are responsive to changes in the environment.
We also update our confidentiality management rules and related procedures to counter the risk of confidential information leaks.
Additionally, in response to an increase in the number of viruses and targeted phishing in recent years, we carry out training of company members, as well as periodically send imitation phishing emails to improve company members' ability to detect scams.

Information Security Policy

Structure of activity promotion with consolidated subsidiaries



Specific confidentiality management actions undertaken

● Training of company members

① Carrying out various levels of training, including upon joining the company, upon receiving promotion, etc.
② Displaying of informational and caution-prompting message upon startup of personal-use PCs
③ Carrying out activities designed to improve awareness and understanding during Confidentiality Management Month
④ Carrying out e-learning and email training for all company members, including executive officers

● Provisions in line with our security guidelines

① Systematic management planning (preparation of systems and rules, etc.)
② Human resource management planning (training for company members, simulation training, etc.)
③ Technological management planning (improper system access/computer virus countermeasures, restoration measures, security surveillance, etc.)
④ Physical management planning (controlling access to relevant rooms/areas, etc.)
⑤ Preparation of response systems for accidents and hostile acts

Data

202 | ESG Data

ESG Data

Environmental

* In FY2022 changes were made to the scope of our reporting on environmental data as a result of the establishment of our 2025 Environmental Action Plan. As such, these changes have been retroactively applied to the data from FY2018 through to FY2021, and the results from these years have been re-calculated.

Data item	Itemization	Aggregated scope	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Environmental management								
ISO14001 certification attainment rate	Toyota Boshoku	–	%	100	100	100	100	100
	Domestic subsidiary production sites	–	%	100	100	100	100	100
	Overseas sites	–	%	71	100	100	100	100
Incidence of environmental incidents, cost overruns		Toyota Boshoku Group	Number of incidents	0	0	1	1	0
Environmental inspections		Toyota Boshoku Group	–	No issues	No issues	No issues	No issues	No issues
Greenhouse gas								
Greenhouse gas emissions *1		Toyota Boshoku Group	thousand t-CO_2	330.2	323.0	318.4	304.5	307.2
Basic unit		Toyota Boshoku Group	t-CO_2/thousand units	44.6	43.1	42.3	43.4	42.0
CO_2 emissions *1	Scope 1	Toyota Boshoku Group	t-CO_2	63,271	58,087	53,832	54,668	46,100
	Scope 2	Toyota Boshoku Group	t-CO_2	266,964	264,890	264,599	249,787	261,118
	Scope 3 *3	Toyota Boshoku	t-CO_2	–	–	3,345,903	2,966,677	2,815,062
Overall transportation-related CO_2 emissions		Toyota Boshoku	t-CO_2	7,119	6,902	7,563	6,590	5,677
Energy *2								
Direct energy consumption (total)		Toyota Boshoku Group	GJ	1,208,820	1,105,947	1,029,061	1,012,393	945,738
Itemized by type	Natural gas	Toyota Boshoku Group	GJ	1,196,249	1,092,982	1,019,944	1,006,423	938,990
	Petroleum products	Toyota Boshoku Group	GJ	12,571	12,965	9,117	5,970	6,747
Indirect energy consumption (total)		Toyota Boshoku Group	GJ	2,004,612	1,993,819	1,997,195	1,906,647	1,954,103

Itemization by type	Electricity purchased	Toyota Boshoku Group	GJ	1,904,317	1,892,842	1,897,765	1,804,097	1,830,654
	Photovoltaic power	Toyota Boshoku Group	GJ	2,023	4,680	17,500	27,950	54,733
	Hot water / steam	Toyota Boshoku Group	GJ	98,273	96,297	81,931	74,599	69,257
Private power generation rate [photovoltaic power / (electricity purchased + photovoltaic power)]		Toyota Boshoku Group	%	0.1	0.3	0.9	1.6	2.9
Renewable energy adoption rate		Toyota Boshoku Group	%	0.1	0.3	0.9	1.6	3.7
Waste *4								
Waste	Overall volume	Toyota Boshoku Group	t	24,018	24,925	25,458	23,086	23,217
	Basic unit	Toyota Boshoku Group	t/thousand units	3.25	3.33	3.38	3.29	3.17
Reverse compensation recycling		Toyota Boshoku Group	t	10,176	10,519	9,937	8,897	8,115
Incinerated waste		Toyota Boshoku Group	t	3,657	4,361	5,760	6,445	6,607
Direct landfill waste		Toyota Boshoku Group	t	10,185	10,045	9,761	7,744	8,495
(industrial waste) overall waste emissions		Toyota Boshoku Group	t	85,762	85,866	85,130	73,224	41,777
The atmosphere								
NOx		Toyota Boshoku	t	–	–	13.6	16.8	15.2
SOx		Toyota Boshoku	t	–	–	0.0	0.0	0.0
Chemical substances								
Quantity of substances falling under PRTR		Toyota Boshoku	t	1,015	929	1,101	852	873
VOC substances		Toyota Boshoku	t	574	508	487	455	425
Water *5								
Water resources	Overall quantity released	Toyota Boshoku Group	thousand m³	4,321	3,994	3,731	3,590	3,266
	Municipal water, industrial water	Toyota Boshoku Group	thousand m³	2,311	2,237	2,096	1,921	1,836
	Groundwater	Toyota Boshoku Group	thousand m³	2,010	1,758	1,635	1,669	1,430
Packaging materials								
Wrapping, packaging materials used		Toyota Boshoku	t	2,112	2,217	2,241	1,961	2,146

Other								
Environmental conservation activities	Total trees planted	Toyota Boshoku Group	10,000 trees	38	42	47	53	58

*1 Emissions levels without taking into account CO_2 reductions resulting from cogeneration: 312,493 t-CO_2

*2 The values for energy are arrived at by multiplying the units of energy generation by the sum of the following: the quantity of each fuel used. For units of energy generation (excluding electricity usage), we use values from Japan's Ministry of the Environment's "List of Calculation Methods and Emissions Coefficients with Regards to the Systems of Calculation, Reporting, and Announcements" (no official English translation could be found), with 1 MWh of electricity usage converted to 3.6 GJ.

*3 In order to increase accuracy, data from past financial years has been retrospectively revised to be in line with newer calculation methods.

*4 The value for total waste listed here includes waste connected to automotive parts production. Including construction waste from subsidiaries, the value for total waste is: 23,989 t.

*5 The targets of data aggregation in the given period have been revised, as have the values for water usage from past financial years.

Social

Data item	Itemization		Aggregated scope	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Status of employees									
Distribution by region	Japan		Toyota Boshoku Group	%	35	34	35	35	35
	The Americas		Toyota Boshoku Group	%	20	22	23	23	22
	Asia		Toyota Boshoku Group	%	21	20	18	17	17
	China		Toyota Boshoku Group	%	14	15	15	15	16
	Europe, Africa		Toyota Boshoku Group	%	9	9	9	10	10
Number of employees, women as percentage			Toyota Boshoku	People	8,246	8,259	8,336	8,301	8,264
	Men		Toyota Boshoku	People	7,271	7,299	7,321	7,251	7,190
	Women		Toyota Boshoku	People	975	960	1,015	1,050	1,074
	Women as percentage		Toyota Boshoku	%	11.8	11.6	12.2	12.6	13.0
Number of employees recruited as new graduates			Toyota Boshoku	People	129	181	224	185	135
	Business, engineering employees	Men	Toyota Boshoku	People	69	107	95	88	58
		Women	Toyota Boshoku	People	10	18	40	30	20
	Skilled employees	Men	Toyota Boshoku	People	45	51	75	54	48
		Women	Toyota Boshoku	People	5	5	14	13	9

	Women as percentage		Toyota Boshoku	%	11.6	12.7	24.1	23.2	21.5
Number of employees recruited mid-career			Toyota Boshoku	People	55	41	33	9	9
	Employees recruited mid-career as percentage of total number of employees recruited per year		Toyota Boshoku	%	29.9	18.5	12.8	4.6	7
	University graduates	Men	Toyota Boshoku	People	44	36	24	0	1
		Women	Toyota Boshoku	People	9	4	6	7	8
		20-29 years old	Toyota Boshoku	People	11	11	14	0	1
		30-39 years old	Toyota Boshoku	People	36	24	12	3	4
		40 years and older	Toyota Boshoku	People	6	5	4	4	4
	High school graduates	Men	Toyota Boshoku	People	1	0	1	0	0
		Women	Toyota Boshoku	People	1	1	2	2	0
		20-29 years old	Toyota Boshoku	People	1	0	1	1	0
		30-39 years old	Toyota Boshoku	People	1	0	2	1	0
		40 years and older	Toyota Boshoku	People	0	1	0	0	0
Assignments from temporary worker to permanent employee			Toyota Boshoku	People	17	40	46	41	34
Employees leaving job			Toyota Boshoku	People	160	195	231	204	206
	Retirement due to age		Toyota Boshoku	People	76	81	123	102	94
	Other reasons		Toyota Boshoku	People	84	114	108	102	112
Percentage of senior citizens continuing employment			Toyota Boshoku	%	78	77	82	76	81
Number of employees making use of re-employment system			Toyota Boshoku	People	248	267	314	343	392
Percentage of employees leaving job	Personal reasons, etc.		Toyota Boshoku	%	0.96	1.28	1.21	1.14	1.20
	Less than 3 years employed		Toyota Boshoku	%	3.00	1.70	2.25	2.62	2.06
Continuous years worked			Toyota Boshoku	Years	15.8	16.3	16.6	17.0	17.5
	Men		Toyota Boshoku	Years	16.2	16.6	16.9	17.4	18.0
	Women		Toyota Boshoku	Years	13.4	14.0	13.9	14.0	14.2
Average age			Toyota Boshoku	Age	39.1	39.7	40.0	40.4	41.0
	Men		Toyota Boshoku	Age	39.6	40.1	40.4	40.8	41.4
	Women		Toyota Boshoku	Age	36.4	37.2	37.3	37.5	37.8

Diversity									
Number of management positions, women and non-Japanese employees as percentage			Toyota Boshoku	People	1,167	1,192	1,203	1,213	1,226
	Men		Toyota Boshoku	People	1,150	1,172	1,180	1,189	1,197
	Non-Japanese among men		Toyota Boshoku	People	3	4	4	4	4
	Women		Toyota Boshoku	People	17	20	23	24	29
	Non-Japanese among women		Toyota Boshoku	People	0	0	0	0	0
	Women as percentage		Toyota Boshoku	%	1.5	1.7	1.9	2.0	2.4
	Non-Japanese percentage (Men + Women)		Toyota Boshoku		0.3	0.3	0.5	0.5	0.4
Management positions - division general manager or above			Toyota Boshoku	People	137	136	131	123	139
	Men		Toyota Boshoku	People	135	134	129	121	137
	Women		Toyota Boshoku	People	2	2	2	2	2
	Youngest age		Toyota Boshoku	Age	45	46	45	46	47
	Average age		Toyota Boshoku	Age	54	54	54	54	54
Employees at group manager level, and women as percentage			Toyota Boshoku	People	870	894	933	990	1,166
	Men		Toyota Boshoku	People	817	843	882	933	1,101
	Women		Toyota Boshoku	People	53	51	55	57	65
	Women as percentage		Toyota Boshoku	%	6.1	5.7	5.9	5.8	5.6
Number of non-Japanese employees			Toyota Boshoku	People	39	36	42	47	64
Status outside Japan	Number of locations promoting local employees to president or director		Toyota Boshoku Group	People	(Data not collected)	(Data not collected)	(Data not collected)	24	15
	Percentage of local employees holding executives (officer, manager) positions at overseas business sites *6		Toyota Boshoku Group	%	14	19	23	25	21
	Local employees serving as company presidents	Number of promoted employees	Toyota Boshoku Group	People	(Data not collected)	(Data not collected)	(Data not collected)	14	7
		Percentage of promoted employees	Toyota Boshoku Group	%	(Data not collected)	(Data not collected)	(Data not collected)	30	12
	Local employees serving as directors	Number of promoted employees	Toyota Boshoku Group	People	(Data not collected)	(Data not collected)	(Data not collected)	22	20
		Percentage of promoted employees	Toyota Boshoku Group	%	(Data not collected)	(Data not collected)	(Data not collected)	38	34
Employees with disabilities	Number of employees		Toyota Boshoku	People	144	144	150	159	167
	Employment rate		Toyota Boshoku	%	2.19	2.20	2.21	2.33	2.5

Work–life balance								
Working time	Overall annual working time	Toyota Boshoku (union members)	Hours	2,045.7	2,009.8	1,981.3	1,883.9	1,900.3
	Annual working time outside regular hours	Toyota Boshoku (union members)	Hours	314.5	289.3	246.7	163.4	197.8
	Monthly working time outside regular hours	Toyota Boshoku (union members)	Hours	26.2	24.1	20.6	13.6	16.5
Percentage of employees taking paid time off		Toyota Boshoku (union members)	%	91.2	96.7	96.2	95.6	103.6
Number of employees taking childcare leave		Toyota Boshoku	People	197	178	205	189	194
	Number of men among taking childcare leave	Toyota Boshoku	People	8	8	20	21	39
Number of employees using short-time working system		Toyota Boshoku	People	142	132	167	195	211
	number of men among using short-time working system	Toyota Boshoku	People	4	3	3	3	2
Number of employees taking caregiving leave		Toyota Boshoku	People	1	1	1	1	6
Number of employees making use of re-employment system for employees leaving their job due to pregnancy, childbirth, childcare, caregiving, job transfer (spousal) etc.		Toyota Boshoku	People	2	3	4	7	3
Employee satisfaction level (vibrant workstyle KPI)		Toyota Boshoku	%	66.0	67.8	67.2	71.5	71.1
Safety and Health								
Frequency rate (Lost time or above)		Toyota Boshoku Group	–	0.19	0.14	0.09	0.10	0.05
Percentage of fixed-term employee health examinations that find abnormalities		Toyota Boshoku	%	66.0	66.1	67.8	69.4	71.0
BMI above 25		Toyota Boshoku	%	26.4	28.5	29.6	30.6	30.2
Percentage of employees engaging in habitual exercise *7		Toyota Boshoku	%	–	35.5	36.0	37.9	37.0
Smoking rate		Toyota Boshoku	%	34.3	33.7	32.7	31.7	30.7
Stress check	Rate of enforcement	Toyota Boshoku Corporation and Japan affiliates	%	100	100	100	100	100
	Response rate	Toyota Boshoku	%	92.3	95.8	96.5	95.5	94.1
	Stress response deviation *8	Toyota Boshoku	–	54	54	54	55	49
	Percentage of employees with high stress	Toyota Boshoku	%	4.5	5.4	5.2	4.3	5.2
Engagement *9		Toyota Boshoku	–	46	46	47	47	48

Communication with employees								
Number of employees taking part in company events	Spring walking	Toyota Boshoku Group	People	Approx. 1,000	Approx. 1,000	Approx. 950	–	–
	Summer festival	Toyota Boshoku	People	Approx. 3,500	–	–	–	–
	Regatta	Toyota Boshoku	People	–	Approx. 860	Approx. 880	–	
	Sports festival	Toyota Boshoku	People	Approx. 1,100	Approx. 1,200	–	–	–
	Ekiden event	Toyota Boshoku Group	People	Approx. 3,000	Approx. 2,900	Approx. 3,100	–	–
	100th anniversary festival	Toyota Boshoku	People	–	Approx. 8,600	–	–	–
Number of management and employee social mixers		Toyota Boshoku Group	Times	–	–	–	8 times *10	23 times *11

*6 Initial data at the start of the following year

*7 Employees engaging in exercise for at least 30 minutes at least once a week

*8 Deviation value of psychological and physical conditions relating to stress, based on stress check answers. Scaled to a mean of 50, with higher values indicating a better result.

*9 Measurement of employees' positive feelings and emotional attachment towards the company. Scaled to a mean of 50, with higher values indicating a better result

*10 Target group is 40 employees promoted to executives

*11 Roundtable discussions between company president and employees promoted to executives: 9 times, 41 members
Roundtable discussions between company president and young employees (1st - 3rd year at company): 14 times, 138 members

Governance

Data item	Itemization	Aggregated scope	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Board of Directors, Audit & Supervisory Board, Management Advisory Council								
Organizational design		Toyota Boshoku	–	Company with Audit & Supervisory Board	Company with Audit & Supervisory Board	Company with Audit & Supervisory Board	Company with Audit & Supervisory Board	Company with Audit & Supervisory Board
Chairman of the board		Toyota Boshoku	–	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda
Separation between chairman of the board and Chief Executive Officer		Toyota Boshoku	–	Separate	Separate	Separate	Separate	Separate
Number of directors		Toyota Boshoku	People	10	10	10	9	9
	Men	Toyota Boshoku	People	10	10	10	9	8
	Women	Toyota Boshoku	People	0	0	0	0	1
Number of independent directors		Toyota Boshoku	People	4	4	4	4	4

Director term of office		Toyota Boshoku	Years	1	1	1	1	1
Number of audit and supervisory directors		Toyota Boshoku	People	4	4	4	4	4
	Men	Toyota Boshoku	People	4	4	4	4	4
	Women	Toyota Boshoku	People	0	0	0	0	0
Number of independent audit and supervisory chairpersons		Toyota Boshoku	People	1	1	2	2	2
Audit and supervisory director term of office		Toyota Boshoku	Years	4	4	4	4	4
Management advisory committee chairpersons		Toyota Boshoku	–	–	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda	Chairman Shuhei Toyoda
Number of management advisory committee		Toyota Boshoku	People	–	6	6	6	6
	Independent director	Toyota Boshoku	People	–	4	4	4	4
	Company internal director	Toyota Boshoku	People	–	2	2	2	2
Accounting								
Financial auditing personnel		Toyota Boshoku Group	–	PricewaterhouseCoopers Aarata LLC	PricewaterhouseCoopers Aarata LLC	PricewaterhouseCoopers Aarata LLC	PricewaterhouseCoopers Aarata LLC	PricewaterhouseCoopers Aarata LLC
Presence of notice of concern related to financial auditor's opinion of company and its status as a going concern		Toyota Boshoku Group		Not present	Not present	Not present	Not present	Not present
Compliance								
Number of cases of internal reports	Compliance consulting contact window	Toyota Boshoku Corporation and Japan affiliates	Cases	9	8	12	9	13
	Anything goes counselling window	Toyota Boshoku Corporation and Japan affiliates	Cases	134	152	107	163	190
Number of serious legal violations		Toyota Boshoku Group	Cases	0	0	0	0	0