

# TOYOTA BOSHOKU Sustainability Activities 2025

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2024.4.1–2025.3.31

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# Our Approach to Information Disclosure

## Our Reporting of Information

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We report detailed information on our Sustainability site, including the Toyota Boshoku group's fundamental approach to sustainable growth and results for fiscal 2025, 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 medium-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 fulfill 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), the Task Force on Climate-related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD), and the Environmental Reporting Guidelines 2018.

### The Toyota Boshoku Report (Integrated Report)

Since fiscal 2008, 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

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

The scope for some items is stated on respective pages.

## Period Covered by Report

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This report is centered on the status of our activities during fiscal 2025 (April 1, 2024 to March 31, 2025). In order to report on the status of Toyota Boshoku group's latest activities, appropriate information on activities beyond fiscal 2025 is also included. Additionally, in order to make clear changes in data over time, some information on activities before fiscal 2025 is also included.

## Reference Guidelines, etc.

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At the time of reporting, we reference guidelines such as the GRI Sustainability Reporting Standards, also referred to as GRI Standards, the Task Force on Climate-related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD), and the Environmental Reporting Guidelines 2018, published by Japan's Ministry of the Environment. Additionally, our activities are built on ISO 26000.

Guidelines referenced:

- GRI Sustainability Reporting Standards (GRI Standards)
- Environmental Reporting Guidelines 2018 

# Message from the President



## Inheriting our founding spirit of “For the world and for people”

The Toyota Boshoku group has shifted 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 fulfilling our responsibility in harmony with society.

We identified 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. We have established ESG KPIs tied to materiality, and promote initiatives from environmental, social, and governance perspectives.

For more than one hundred years, we have inherited and cherished our founding spirit of “for the world and for people.” Even in the midst of a rapidly changing environment surrounding us, we will remain true to this spirit, contribute to society in a steady efforts to be helpful for society and link such efforts to our businesses, aiming to be a company that continues to be needed by society.

Masayoshi Shirayanagi  
President

# Basic Approach

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# 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<sup>\*1</sup> activities and have contributed to the achievement of the SDGs<sup>\*2</sup>. In line with changes in society, since March 2019 we have been accelerating the shift from CSR to CSV<sup>\*3</sup> 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. 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 Guiding Principles 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

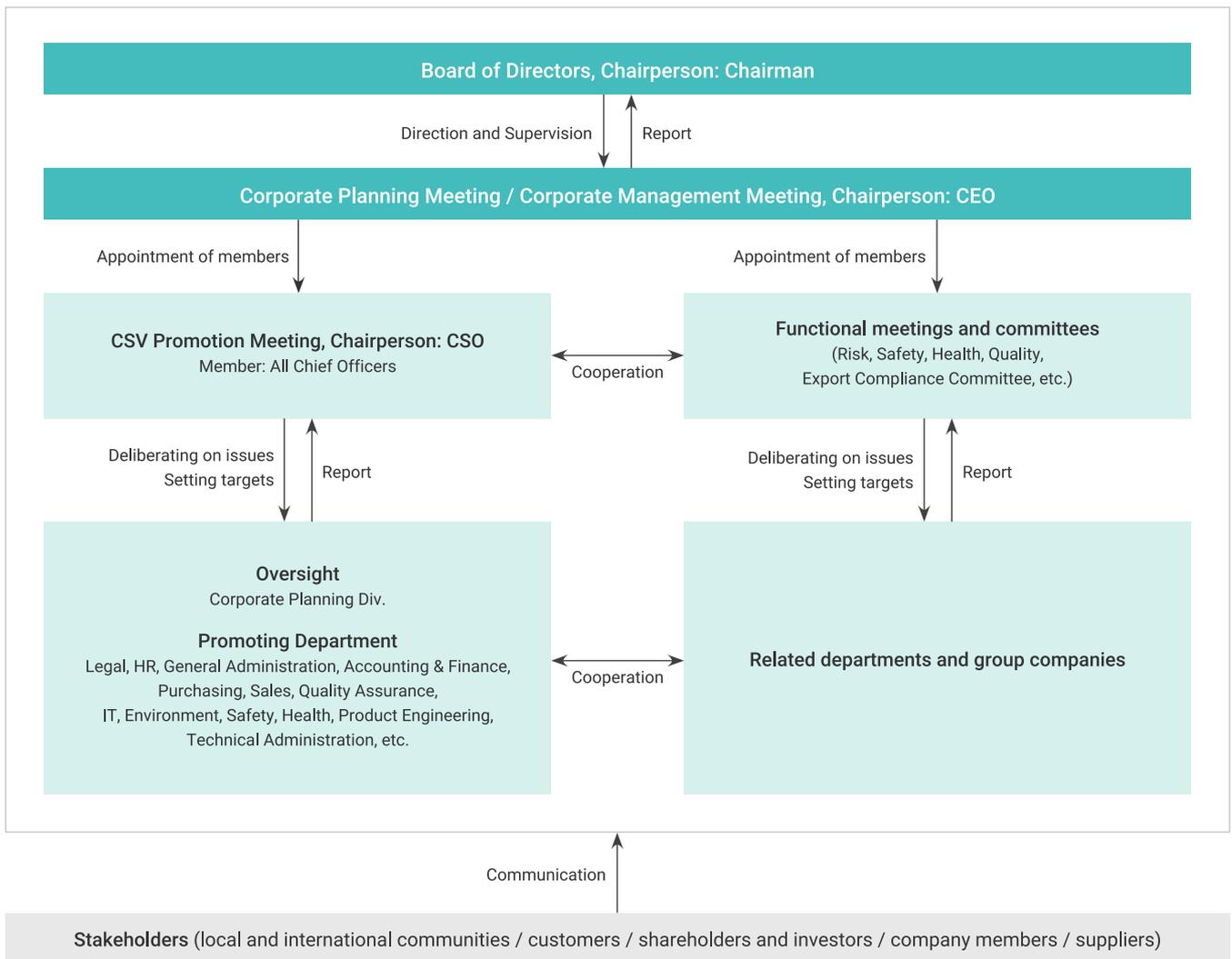
\*2 Sustainable Development Goals

\*3 Creating Shared Value

# Promotion System

At the CSV Promotion Meeting (Chairperson: CSO (Chief Strategy Officer)), issues and the direction to take for enhancing corporate value are reported and deliberated on, targets are set, and activities are followed up. The CSV Promotion Meeting is attended by all Chief Officers responsible for the ESG KPIs, which are organized from an ESG perspective and measure progress on materiality. The CSV Promotion Meeting also carries out monitoring of the ESG KPIs. Through these activities, we accurately identify the degree of achievement of materiality and implement the PDCA cycle, as necessary, to get back on track. In addition, the content of reports and deliberations made at the CSV Promotion Meeting is also reported to the Board of Directors. In cooperation with each function and related division, we will promote initiatives so that the entire Toyota Boshoku group can contribute to society through our daily activities.

## Structural Chart



**ESG KPIs: Targets and Results**

# Toyota Boshoku Group's Materiality

At the Toyota Boshoku group, as we strive to transform from CSR<sup>\*1</sup> to CSV<sup>\*2</sup> 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 defined 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.

At the CSV Promotion Meeting (Chairperson: CSO (Chief Strategy Officer) in charge of the Corporate Planning Segment), which is held twice a year, issues and the direction to take for enhancing corporate value based on our approach to CSV are reported and deliberated on, and consideration is also given to reviewing materiality itself in response to changes in the environment. Progress on the ESG KPIs, which manage progress on materiality, are also checked at the CSV Promotion Meeting, and the degree of achievement is followed up along with materiality.

\*1 Corporate Social Responsibility

\*2 Creating Shared Value

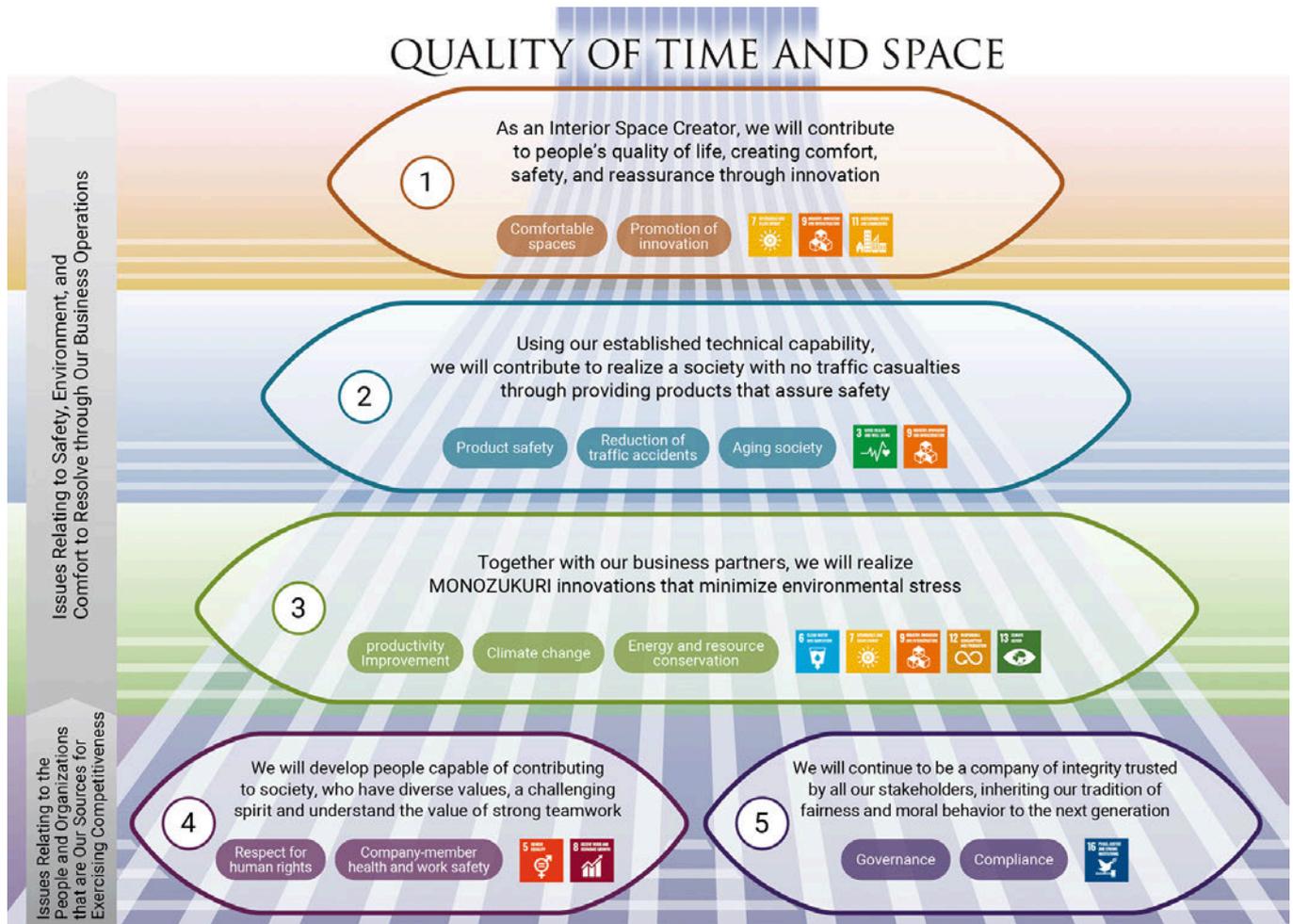
## Materiality Approach

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”

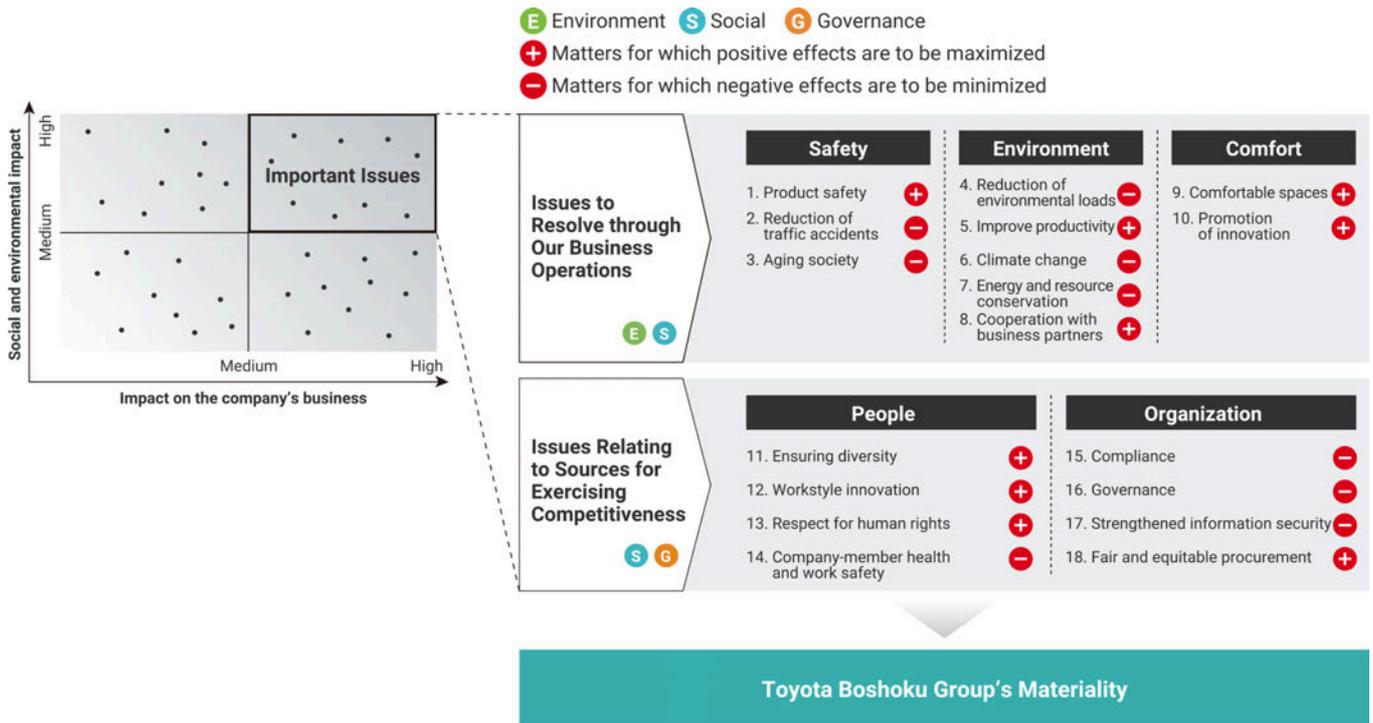


**Formulation of five aspects of materiality**

# Toyota Boshoku Group's Materiality



## Plotting of social issues and extraction of important issues



# The Meaning and Concepts of Materiality

Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations			
<p>(1)</p>	<p>As an Interior Space Creator, we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation</p> <ul style="list-style-type: none"> <li>Comfortable spaces</li> <li>Promotion of innovation</li> </ul>	<p>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).</p>	
<p>(2)</p>	<p>Using our established technical capability, we will contribute to realize a society with no traffic casualties through providing products that assure safety</p> <ul style="list-style-type: none"> <li>Product safety</li> <li>Reduction of traffic accidents</li> <li>Aging society</li> </ul>	<p>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&amp;D that is part of Toyota Boshoku's identity.</p>	
<p>(3)</p>	<p>Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress</p> <ul style="list-style-type: none"> <li>Reduction of environmental loads</li> <li>Productivity improvement</li> <li>Climate change</li> <li>Energy and resource conservation</li> <li>Cooperation with business partners</li> </ul>	<p>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 Challenge 6 goals in our 2050 Environmental Vision. 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, while promoting initiatives focusing on the three priority areas of global warming prevention, resource circulation, and co-existence with nature.</p>	
Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness			
<p>(4)</p>	<p>We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork</p> <ul style="list-style-type: none"> <li>Ensuring diversity</li> <li>Workstyle innovation</li> <li>Respect for human rights</li> <li>Company-member health and work safety</li> </ul>	<p>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.</p>	
<p>(5)</p>	<p>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</p> <ul style="list-style-type: none"> <li>Governance</li> <li>Compliance</li> <li>Strengthened information security</li> <li>Fair and equitable procurement</li> </ul>	<p>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.</p>	

# 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 and next-generation leaders, together with the Global Management Strategy Division (present: Corporate Planning Division), the lead division held a total of 27 consultations, after which the Board of Directors decided on the materiality. To realize our materiality, we established ESG KPIs—one of several types of non-financial KPIs to measure social value.

	Participants:		
	Company Members	External Stakeholders	Directors/Officers
Step 0	<p><b>Comprehensive activities for CSR, CSV, ESG, SDGs, etc.</b></p> <ul style="list-style-type: none"> <li> <p>• <b>Lecture for officers and division general managers</b>                      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.</p> </li> <li> <p>• <b>Lecture on SDGs for officers, entity top management, and next-generation leaders</b>                      Held as part of the “Global Week” program, where officers, 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.</p> </li> <li> <p>• <b>SDGs card game and discussions on social issues (41 next-generation leaders from 13 countries participated)</b>                      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.</p> </li> </ul>		
	○		○

<p>Step 1</p>	<h3>Understanding social issues</h3> <ul style="list-style-type: none"> <li> <b>Clarification of SDGs and other social issues</b>                      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.                 </li> <li> <b>Verification of social issues where we are already making contributions</b>                      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.                 </li> </ul>	<p>○</p>		
<p>Step 2</p>	<h3>Extraction of social issues</h3> <ul style="list-style-type: none"> <li> <b>Verification of social issues to be tackled as the company's philosophy</b>                      Re-affirming and understanding the meaning embedded in our philosophy, and confirming whether resolution of the social issues identified is consistent with the philosophy.                 </li> <li> <b>Verification of social issues that can be resolved by maximizing the company's strengths</b>                      Confirming whether the issues can be solved by leveraging the Identity of the Toyota Boshoku group: R&amp;D, MONOZUKURI, and HITOZUKURI.                 </li> <li> <b>Discussions by the Materiality working group: 10 sessions (17 participants)</b> </li> </ul>	<p>○</p>		
<p>Step 3</p>	<h3>Verification of stakeholder expectations</h3> <ul style="list-style-type: none"> <li> <b>Investor interviews:</b>3 times (7 participants from 3 companies)                 </li> <li> <b>Survey of company members:</b>1 time (covering 260 people)                 </li> <li> <b>Verification of management issues:</b>Based on the results of the above interviews and questionnaires, confirm consistency with internal policy.                 </li> </ul>	<p>○</p>	<p>○</p>	<p>○</p>

<p>Step 4</p>	<h3>Plotting of social issues and extraction of important issues</h3>			
	<ul style="list-style-type: none"> <li> <b>Organization of social issues and identification of important issues to prioritize</b>                      Verification from the perspectives of “social and environmental impact” and “impact on the company’s business,” and identification of important issues to prioritize                 </li> <li> <b>Formulation of five aspects of materiality in alignment with the company’s Vision</b>                      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.”                 </li> </ul>	○		
<p>Step 5</p>	<h3>Verification of validity</h3>			
	<ul style="list-style-type: none"> <li> <b>Discussion in a CSV Promotion Meeting</b>                      In February 2020, an extraordinary CSV 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.”                 </li> <li> <b>Discussions with outside directors and outside Audit &amp; Supervisory Board members</b>                      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.”                 </li> </ul>	○		○
<p>Step 6</p>	<h3>Decision on materiality</h3>			
	<ul style="list-style-type: none"> <li>                     Toyota Boshoku Group’s Materiality was finalized at the Board of Directors meeting in July 2020.                 </li> </ul>			○
<p>Step 7</p>	<h3>Establishment of ESG KPIs</h3>			
	<ul style="list-style-type: none"> <li>                     We established ESG KPIs-one of several types of non-financial KPIs to measure social value. The goal is to achieve them with a view to realizing our materiality.                 </li> </ul>	○		○

# Value creation process

## Toward realizing our Vision---

The Toyota Boshoku group will enhance its corporate value and contribute to the realization of a sustainable society by leveraging the identity of Toyota Boshoku group, comprising R&D, MONOZUKURI and HITOZUKURI, to provide the ultimate mobility life in pursuit of safety, the environment and comfort.



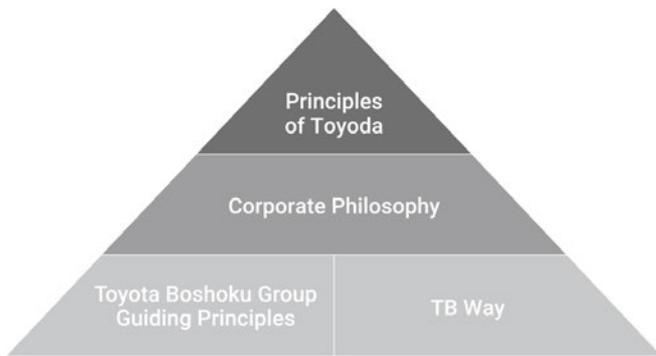
\* Just In Sequence: Supply products in the proper sequence based on the customer's production schedule. When used in conjunction with Just-In-Time, it enables both the customer and our company to reduce inventory.

## Management resources

The Toyota Boshoku Group has built innovative R&D capabilities, advanced manufacturing technologies, global production and supply networks, and human resources to support these capabilities. These strengths enable us to deliver high-quality products and services, as well as tailored solutions for specific industry and market needs.

➤ Management resources

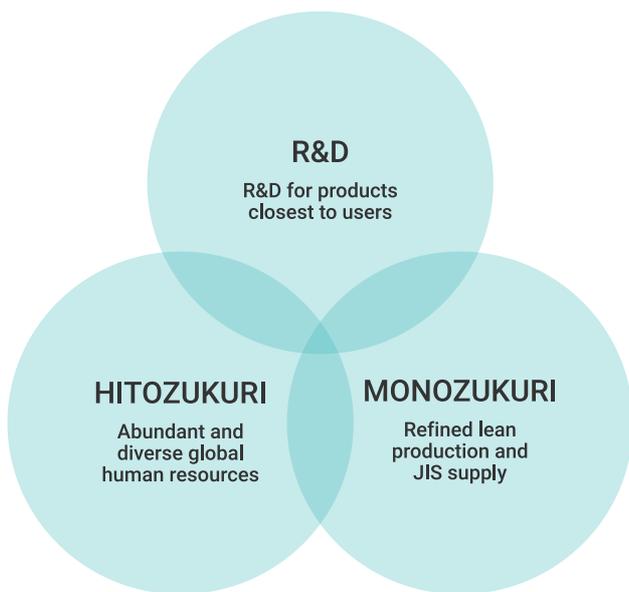
## Philosophy



The Toyota Boshoku group has as its corporate belief the Principles of Toyoda, which bring together the ideas of Sakichi Toyoda, the founder of the Toyota group. To continue to earn the trust of all stakeholders, we have established our Corporate Philosophy. We have also formulated the Toyota Boshoku Group Guiding Principles and the TB Way to ensure that all company members share common values and behavior.

➤ Philosophy (Corporate Information)

## The identity of the Toyota Boshoku Group



Our strengths lie in three areas: R&D, HITOUZUKURI, and MONOZUKURI.

➤ The identity of the Toyota Boshoku group (Corporate Information)

## Products

Toyota Boshoku group has delivered a variety of products that realize enriched and higher-quality time and space to people in the mobility society in order to generate excellent quality and new value.

➤ Business/Products

## Materiality

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Toyota Boshoku group defined 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.

➤ Toyota Boshoku Group's Materiality (Corporate Information)

## Vision

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Looking into the future,  
we will create tomorrow's  
mobility interior space  
that will inspire our customers  
the world over.

Philosophy as well as our Vision, which describes the company we aim to become. This Vision advocates, "looking into the future, we will create tomorrow's mobility interior spaces that will inspire our customers the world over," and our aim is to offer "QUALITY OF TIME AND SPACE" in all mobility.

# Environment

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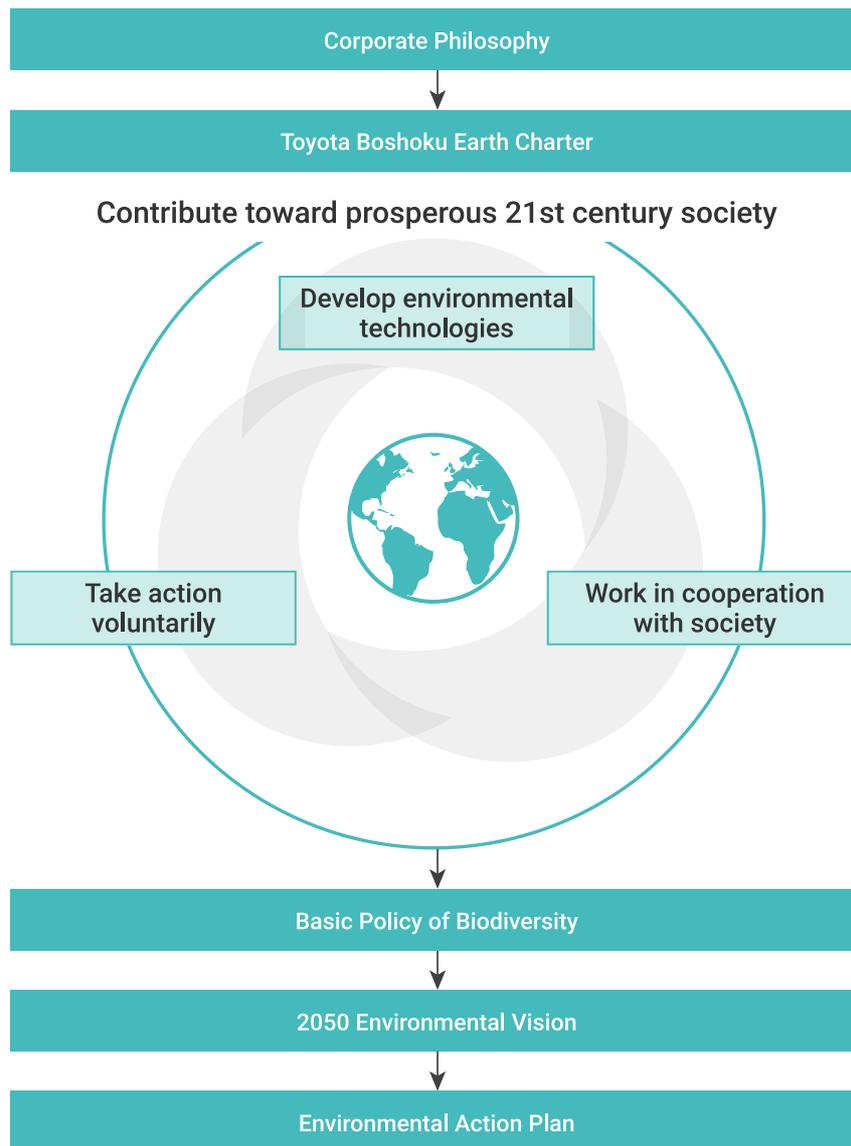
18	Toyota Boshoku Earth Charter
20	Toyota Boshoku Basic Policy of Biodiversity
21	2050 Environmental Vision
	Management
22	Environmental Management
30	Response to the TCFD
35	Response to the TNFD
38	2025 Environmental Action Plan
40	2030 Environmental Action Plan
	About Challenge 6
42	GHG Net-Zero in the Product Life Cycle
49	GHG Net-Zero in the Plant
52	Sustainable Resource Circulation
57	Waste Minimization
59	Water Resource Impact Minimization
61	Conservation and Regeneration of Natural Capital
	Environmental Data
66	Environmental Data for Each Company Around the World
81	Environmental Data Based on Each Business Entity (Japan)
92	Environmental Data by Categories

# 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

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## **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

<p><b>1. Make best use of nature</b> [ Pursue environmental technology ]</p>	<ul style="list-style-type: none"> <li>● Development of technology and prevalence of biological resources such as plant-derived materials</li> <li>● Promote the development of technologies in recycling design and reduce the weight of automotive parts</li> <li>● Enhance the management of chemical substances in products</li> </ul>
<p><b>2. Co-existence with nature</b> [ Consideration of the impact of business activities ]</p>	<ul style="list-style-type: none"> <li>● Make an effort to understand the impacts of our business activities, and continuously reduce these impacts</li> <li>● Promote efficient utilization of energy, resource saving and reduction of substances of concern</li> <li>● Consideration of surrounding areas including land use</li> </ul>
<p><b>3. Nurture nature</b> [ Cooperation and collaboration with society ]</p>	<ul style="list-style-type: none"> <li>● Raise the biodiversity awareness of members and promote voluntary activities for the conservation of biodiversity</li> <li>● Contribute to building a society to cultivate biodiversity such as promoting reforestation globally in cooperation with government, local communities and non-governmental organizations</li> </ul>
<p><b>4. Sharing of information</b> [ Disclosure and communication of information ]</p>	<ul style="list-style-type: none"> <li>● Share information with society regarding biodiversity conservation activities being carried out and their results</li> </ul>

# 2050 Environmental Vision

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

In 2016, the Toyota Boshoku group formulated the 2050 Environmental Vision, and we have been striving to conserve and preserve the global environment by working to reduce our environmental impact from various angles. However, global environmental issues such as climate change, natural resource depletion, and the biodiversity crisis are becoming more serious as each year passes.

Against this backdrop, in order to further focus on solving environmental issues and contribute to the conservation and preservation of the global environment, we reviewed the Toyota Boshoku group's past activities and our future target, based on the Toyota Boshoku Basic Policy of Biodiversity formulated in 2011, and in July 2023 drew up three priority actions. We aim to further contribute to global environmental conservation by promoting these three key initiatives: measures to prevent global warming in response to climate change, resource circulation in response to the depletion of natural resources, and co-existence with nature in response to the biodiversity crisis.

Additionally, with the formulation of the priority actions, we extended the scope of our activities and revised our Stretch Environmental Goals to Challenge 6. The whole group is working together to address environmental issues through our business activities and contribute to the realization of a sustainable global environment.

### Vision

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

### Priority actions



### Challenge 6



\* To achieve net zero greenhouse gas emissions

[2025 Environmental Action Plan](#)

[2030 Environmental Action Plan](#)

# Environmental Management

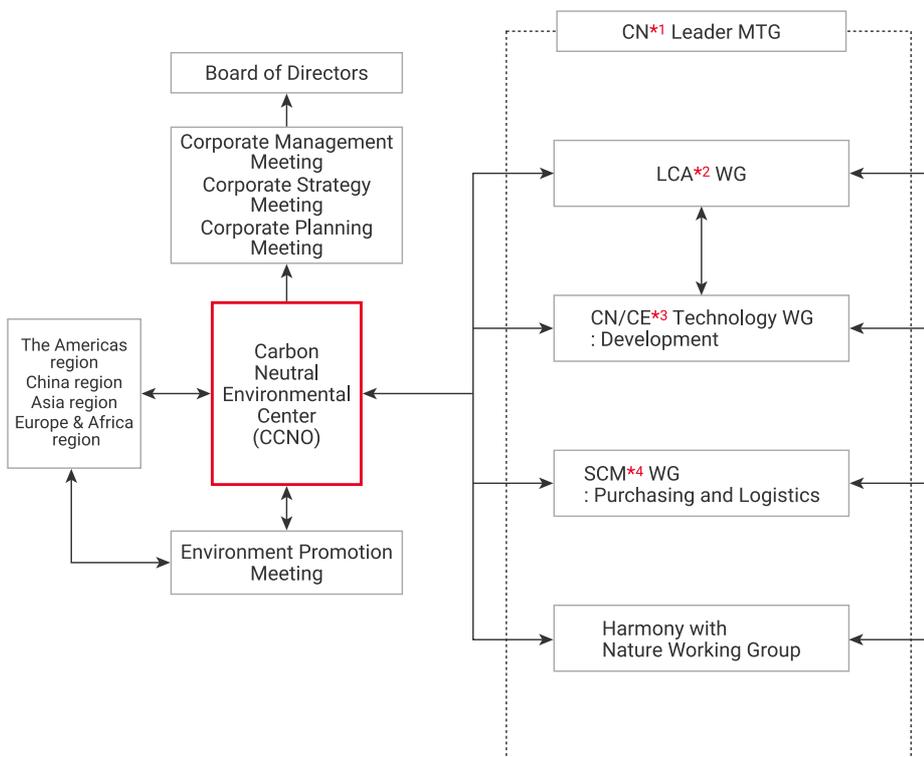
## Basic Approach

The Toyota Boshoku group implements environmental management activities on an on-going basis that include convening sessions for environment-related meetings and committees 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 of Environmental Management

In April 2023 we appointed a Chief Carbon Neutral Officer (CCNO) in order to further promote our carbon neutrality initiatives. The Toyota Boshoku group is cooperating across various global regions, including with various working groups in the Japan region and other regions, to promote activities designed to help achieve 2050 Environmental Vision.

### Environmental management promotion system



- \*1 Carbon Neutral
- \*2 Life Cycle Assessment
- \*3 Circular Economy
- \*4 Supply Chain Management

2050 Environmental Vision

## Environment Promotion Meeting

A meeting with the goal of sharing information, setting goals, following-up, and globally promoting initiatives designed to achieve Toyota Boshoku group's Environmental Vision.

Participating members: All Chief Officers, including the President

Frequency of meetings: three times annually

Main issues discussed: Expansion of approach and action plans aimed at meeting the Environmental Action Plan's various targets, as well as evaluation of progress made towards these targets.

1. Approach towards issues and initiatives for reduction of Greenhouse Gas (GHG) emissions in the value chain
2. Strategy-led action plan, such as energy savings, renewable energy, carbon offsets, emissions management, etc.

## Regional Committee Activities

Committees in each region work together with the Environment Promotion Meeting to promote activities designed to help meet the targets of the 2025 Environmental Action Plan.

At this time, the following four environmental activities are marked as priorities:

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

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.

\* Non-compliances: 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 Non-Compliance

We have set voluntary standards that are stricter than those of environmental-related laws and ordinances, and manage the status of compliance, whereby we prevent environmental accidents and pollution. 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 2025, Toyota Boshoku group had no environmental accidents, violations, or 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 2025, we conducted internal and external audits at each site and completed our ISO14001 activities.

## External audits

In fiscal 2025, 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] (FY2025)

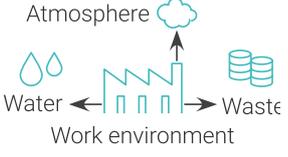
Status of Acquiring ISO 14001 Certification [Subsidiaries Outside Japan] (FY2025)

# 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 of managed substances

Management area		Product		Packing/packaging materials	Work environment Surrounding environment	
		Development / Design	Mass-produced products			
Material classification	With indications on drawing	Component  External product				
		Raw materials making up product	Without impact on the environment (used in a solid state)  Skin material, etc.	 Design drawing		
			With impact on the environment (with change of property and generation of by-product associated with the use)  Adhesive, etc.			
	Without instructions on the drawing	Secondary materials	Possibility of mixture in product, added to product  Paint for repair, etc.		 Atmosphere Water ← Work environment → Waste	
			Possibility of mixture in product not added to product  Detergent for equipment, etc.			
		Packaging, and packaging materials (for supply/overseas use)  Cardboard, etc.		 Packing/packaging materials		

## Activities to reduce emissions of chemical substances

In order to both prevent damage to the environment and protect the safety and health of the company members, the Toyota Boshoku group has created a list of “Toyota Boshoku Controlled Substances.” This list contains various chemical substances used in production which are either currently under restrictions or which may face restrictions in the future. Additionally, certain chemical substances that pose significant risks of harm to humans or to the environment, or which are subject to prohibitions on their production, have been designated “Toyota Boshoku Banned Substances,” and their use prohibited.

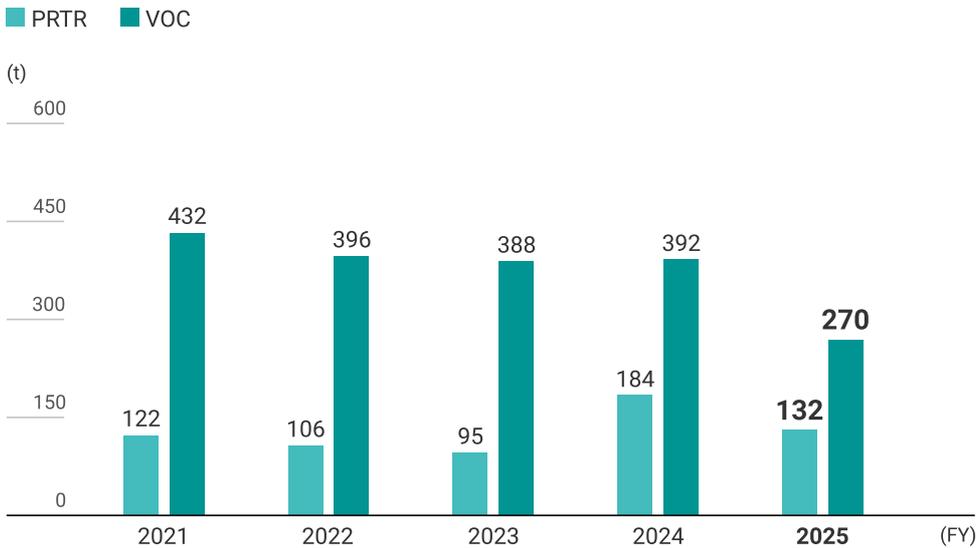
Regarding VOC<sup>\*1</sup> and PRTR<sup>\*2</sup>-target substances—both of which are classified as Toyota Boshoku Controlled Substances—the Toyota Boshoku group has reduced emissions by switching to water-based paint and by starting to transition to release agents that contain low amounts of VOC and 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 (encompassing 100 substances designated by Japan's Ministry of the Environment)

\*2 PRTR: Pollutant Release and Transfer Register

### PRTR substances / VOC emissions [Toyota Boshoku]



Emission of chemical substances

## Soil and groundwater contamination prevention initiatives

Toyota Boshoku makes continual efforts to prevent any contamination of soil and groundwater.

In 1996 an organochlorine substance was detected at above designated maximum levels at one of our business sites. After completion of the necessary cleanup continuous monitoring of the area was put in place. As well as this, explanations as to the monitoring situation were provided to local community meetings, and periodic reports were made to the relevant government agencies.

Additionally, cleanup of soil contamination identified at other site in 2008 and 2018 was successfully carried out via excavation and removal of the affected soil.

Furthermore, Toyota Boshoku group carries out examination of sites (such as when acquiring new business sites or beginning construction of new plants) in line with the relevant laws and regulations of each country and region in question.

## Results of trichloroethylene measurements in fiscal 2025 (Environmental standard: 0.03mg/ℓ)

(Unit: mg/ℓ)

Name of plant	Concentration in groundwater within grounds	Current status
Kariya Plant	FY2023: ND* -0.007 FY2024: ND-0.003 FY2025: ND	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 substances prohibited by law. PCB wastes now being stored must be treated at designated treatment facilities no later than the end of March 2027.

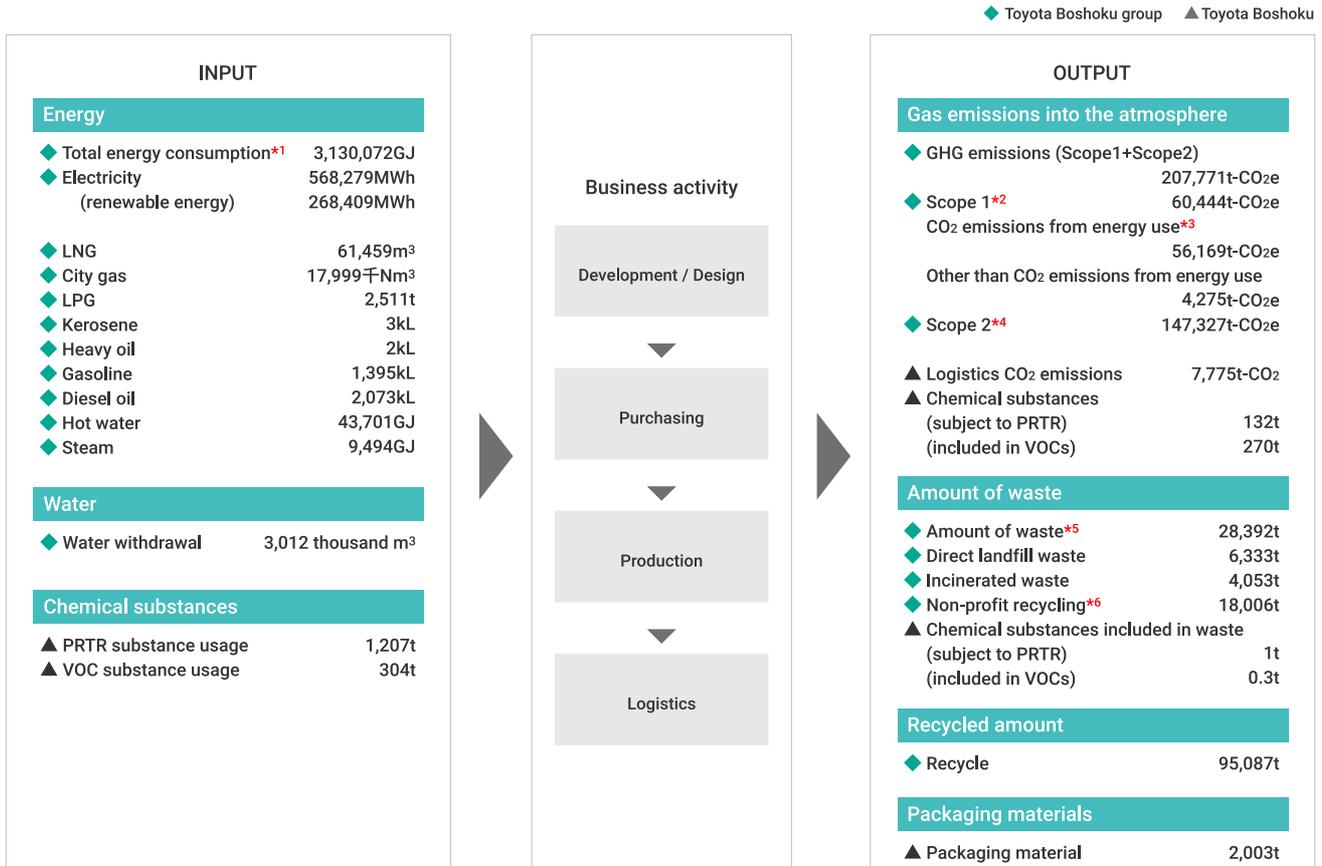
In response to this, Toyota Boshoku completed treatment of all remaining PCB wastes in fiscal 2022.

# Our Business Activities and the Environment

## Resource water withdrawal for business activities and emissions causing environmental impact

We quantitatively monitor resource water withdrawal, including energy, water, etc. (INPUT), and the environmental impact of GHG emissions (OUTPUT). We are promoting activities to reduce the environmental impact accompanying our business activities, and contributing to the realization of a sustainable global environment.

### Resource water withdrawal for business activities and emissions causing environmental impact in fiscal 2025



Scope 3 emissions

\*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 emission factors 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.

\*2 Since fiscal 2023 calculations have made use of data for the so-called "6.5 gases" (i.e. greenhouse gases other than CO2 emissions from energy use), as well as CO2 emissions from fuel used by Toyota Boshoku group vehicles.

\*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 LNG, 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 (718t) 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

Toyota Boshoku provided an opportunity to have fun learning about the environment by conducting on-site education at local elementary and junior high school. Since fiscal 2024, an exchange with Fujioka Minami Junior High School began when Toyota Boshoku purchased electricity generated by the school's solar power generation equipment as a Green Power Certificate<sup>\*1</sup>, using it at Toyota Boshoku's Technical Skills Training Center. In October, 2024, we participated in the Fureai Festival held in the Fujioka area as a collaborating company of first-year students at Fujioka Minami Junior High School. We had six prior meetings with the students, and after they had gained an understanding of our environmental activities, headed to the actual Fureai Festival. At the Fureai Festival, we held a craft class together with junior high school students, where they made coin cases and keychains from off-cuts of our seating materials, and accessory cases using discarded filters.

We also welcomed first-year students from Fujioka Minami Junior High School to the Toyota Boshoku Technical Skills Training Center for an exchange meeting with Toyota Boshoku company members. After giving the students a chance to see for themselves and experience Karakuri<sup>\*2</sup> devices, we introduced them to Toyota Boshoku's initiatives related to the SDGs.

The aims of these activities are to have junior high school students, who will be the leaders of the next generation, experience the SDG initiatives of a company that is well known to them, and learn the importance of acting with an awareness of the SDGs.

Going forward, we will continue our exchange with Fujioka Minami Junior High School.

(Exchanges with local elementary and junior high schools were held seven times up until fiscal 2020; not held between fiscal 2021 and fiscal 2023 due to the coronavirus pandemic)

\*1 Green Power Certificates are issued as a means of trading the environmental value of green power, separately from the electricity. Purchasing a Green Power Certificate allows the purchaser to be deemed to have used green power generated from renewable energy sources.

\*2 Simple equipment powered with natural energy instead of electricity etc., used to remediate issues in the plant workplace



Exchange meeting with Fujioka Minami Junior High School students

## Initiatives in the local community

Since 2020, Toyota Boshoku has accepted social studies field trips at its Takaoka Plant by third-year students from Toyota City Tsutsumi Elementary School. We share the current status of global warming with the children and introduce the initiatives underway at the plant for solar and wind power generation.

Going forward, we will continue to help the community to better understand the environment, to realize a sustainable global environment.



A monitor in the lobby of Takaoka Plant introduces the plant's environmental initiatives

## 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 Environment Month in June, as well as various training initiatives, such as e-learning and ISO14001 training.

### Conducting Environmental Lectures during Environment Month

The environment lecture held in fiscal 2025

Date: June 2024 (Environment Month)

Lecturer: Mr. Yutaka Yamamoto (Nature Conservation Office Chief, Wild Bird Society of Japan)

Lecture Topic: Biodiversity conservation and the plastic marine debris issue

Lecture content: The weight of plastic debris in the ocean is forecast to exceed the weight of fish by 2050. He explained how plastic debris is mistakenly consumed by seabirds and mammals, leading to the risk of death, including actual examples.

## Working with and contributing to society

Toyota Boshoku collaborates with other industries through the Japan Auto Parts Industries Association (JAPIA) to promote activities aimed at achieving carbon neutrality throughout the value chain.

We also actively participate in the Environmental Partnership Organizing Club (EPOC)-a partnership composed of around 250 large corporations in Japan's Chubu region. Through our participation in EPOC activities, such as inspections and workshops, we are contributing to the creation of a circular economy.

Toyota Boshoku is also a member of the West Mikawa Ecosystem Network Conference, an environmental group operating in central Japan, and works together with industry, government, academia, and local environmental groups as part of our initiatives to both preserve rich natural ecosystems and help local communities coexist with nature.

# Response to the TCFD

Toyota Boshoku group is working as one team to contribute to global environmental protection for the realization of a sustainable society, based on our Corporate Philosophy to “Promote corporate activities that help protect the global environment.”

We formulated the 2050 Environmental Vision in fiscal 2017 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 fiscal 2021 in order to promote environmental initiatives. In response to evolving social trends, we revised a part of the 2050 Environmental Vision in fiscal 2024.

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 are reviewing the applicable costs required and reflecting countermeasures 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.

## Governance

Concrete measures related to climate change and other environmental issues are decided upon by the Board of Directors and implemented. Then the progress of these measures is reported at the Corporate Strategy Meeting, the Corporate Planning Meeting, and the Corporate Management Meeting.

Policies and plans to respond to environmental issues discussed and decided at the Board of Directors, the Corporate Strategy Meeting, and the Corporate Planning Meeting are shared at the Environment Promotion Meeting, which is held three times annually, and is connected with implementation planning and progress management for environmental issues affecting the Toyota Boshoku group. Additionally, KPIs are defined based on implementation planning, and these are reported and subjected to management review at monthly Corporate Management Meetings.

Matters reported and discussed upon at the Environment Promotion Meeting are reported to the Board of Directors as needed, whose decisions and supervision allow such matters to be incorporated into group strategy.

Corporate Governance

## 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 and 2°C scenario<sup>\*1</sup> developed by the International Energy Agency (IEA), in which the impact of transition to a low-carbon society is tangible, and the 4°C scenario<sup>\*2</sup> developed by the Intergovernmental Panel on Climate Change (IPCC), in which the physical impact becomes apparent. The table below lists the risks and opportunities that are assessed as particularly high.

<sup>\*1</sup> 1.5°C scenario: Net Zero Emissions (NZE), in which greenhouse gas (GHG) emissions reach net zero by 2050 (IEA World Energy Outlook 2021); 2°C scenario: Sustainable Development Scenario (SDS), in which the rise in atmospheric temperature by 2100 is kept to below 2°C (IEA World Energy Outlook 2021)

<sup>\*2</sup> 4°C scenario: The Representative Concentration Pathways (RCP) scenario with the highest volume of GHG emissions, where the rise in atmospheric temperature by 2100 is approximately 4°C (RCP 8.5) (IPCC 5th Assessment Report)

## Identified risks and opportunities

In our assessment of financial impact, we identified important risks and opportunities as events whose respective scores, when multiplied together, produce a value of 6 or higher, using four levels of “likelihood of occurrence,” and three levels of “financial impact.”

	Causes	Risk impact level	Business impact	Likelihood of occurrence Low (0,1,2,3) High	Business impact Small (1,2,3) Large
Transition risks (1.5 and 2°C)	Enhancement of climate change policies, including carbon pricing	Procurement	● Increase in procurement costs by introducing carbon prices, etc.	3	2
			● Increase in operating costs due to the direct impact of the introduction of carbon prices or its indirect impact on energy prices	3	3
		Direct operations	● Increase in cost due to investment in energy saving and renewable energy for decarbonization	3	3
	Enhancement of efforts to promote vehicle electrification	Product demand	● Expansion of business in new fields through collaboration between Toyota group companies	3	2
			● Increase in demand for electrified products	3	3
	Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	Product demand	● Decrease in sales due to lower demand for products with insufficient low-carbon technology	3	3
			● Increase in sales by developing low-carbon products	3	3
			● Expansion of demand for plant-derived products and lightweight products	3	3
			● Enhancement of competitiveness by developing technology to improve recyclability	3	3
	Physical risks (4°C)	Worsening of extreme weather, including heavy rain and subsequent flooding	Procurement	● Decrease in sales due to the impact of supply chain disruption on production	3
Direct operations			● Decrease in sales due to factory shutdown	3	2

**Impact assessment and results**

We compiled the actions to address the identified risks and opportunities, and their single-year costs.

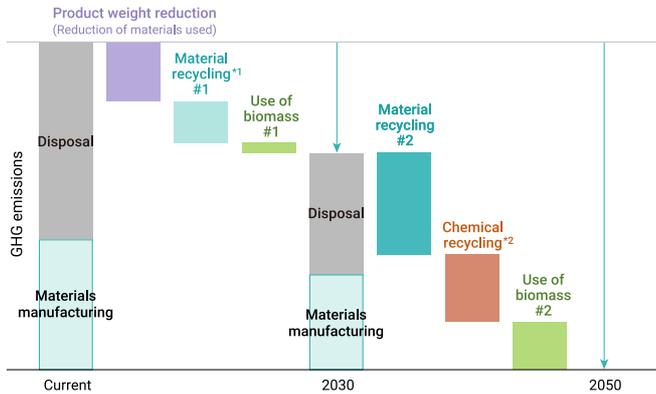
	Causes	Risks / Opportunities	Assessment	Actions	Response Cost (FY2025)
Transition risks (1.5 and 2°C)	Enhancement of climate change policies, including carbon pricing	<ul style="list-style-type: none"> <li>Increase in procurement costs by introducing carbon prices, etc.</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Survey of suppliers (GHG emissions, efforts to reduce GHG emissions, etc.) Promotion of activities for setting GHG emission reduction targets</li> <li>Support for suppliers (Sharing of energy saving cases, joint development of new materials and new methods, joint purchase of renewable energy, etc.)</li> </ul>	-
		<ul style="list-style-type: none"> <li>Increase in operating costs due to the direct impact of the introduction of carbon prices or its indirect impact on energy prices</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Introduction of highly efficient equipment to promote further energy saving and promotion of the development of new methods</li> <li>Promotion of the introduction of renewable energy</li> <li>Optimization of logistics (Reduction of GHG emissions associated with transportation through the promotion of local production for local consumption)</li> </ul>	2.2 billion yen
		<ul style="list-style-type: none"> <li>Increase in cost due to investment in energy saving and renewable energy for decarbonization</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Optimization of investment by introducing ICP (Internal Carbon Pricing)</li> </ul>	
	Enhancement of efforts to promote vehicle electrification	<ul style="list-style-type: none"> <li>Expansion of business in new fields through collaboration between Toyota group companies</li> </ul>	Opportunity 	<ul style="list-style-type: none"> <li>Expansion of new business domains and diversification of provided value</li> </ul>	1.0 billion yen
		<ul style="list-style-type: none"> <li>Increase in demand for electrified products</li> </ul>	Opportunity 	<ul style="list-style-type: none"> <li>Further planning and development of electrified products</li> </ul>	2.7 billion yen
	Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	<ul style="list-style-type: none"> <li>Decrease in sales due to lower demand for products with insufficient low-carbon technology</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Planning and development of products to further reduce carbon emissions</li> <li>Planning and development of plant-derived products and lightweight products</li> <li>Improvement of recyclability and promotion of simple disassembly design</li> </ul>	1.7 billion yen
<ul style="list-style-type: none"> <li>Increase in sales by developing low-carbon products</li> <li>Expansion of demand for plant-derived products and lightweight products</li> <li>Enhancement of competitiveness by developing technology to improve recyclability</li> </ul>		Opportunity 			
Physical risks (4°C)	Worsening of extreme weather, including heavy rain and subsequent flooding	<ul style="list-style-type: none"> <li>Decrease in sales due to the impact of supply chain disruption on production</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Risk management using a system to manage the range of supplier impact</li> <li>Selection of logistics routes that minimize the impact of disaster</li> </ul>	-
		<ul style="list-style-type: none"> <li>Decrease in sales due to factory shutdown</li> </ul>	Risk 	<ul style="list-style-type: none"> <li>Enhancement of the BCP system (Creation of manuals and establishment of an information collection/sharing system)</li> </ul>	0.3 billion yen

## 2. Priority action

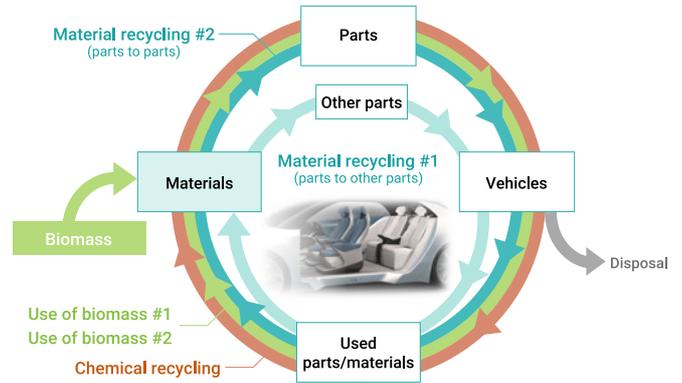
### Tackling carbon neutrality through advancement of a circular economy for product materials

The Toyota Boshoku group promotes the reduction of GHG 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 are improving the recyclability of products. We will also work to reduce GHG emissions from the materials used in our products toward achieving carbon neutrality.

#### 1) Measures to reduce GHG 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 Chemical decomposition of used products and reuse as raw materials for new products

## Risk Management

The Carbon Neutral Environmental Center monitors climate change-related changes in the external or internal environment for the entire Toyota Boshoku group, and identifies risks that could negatively impact our business. Climate-related risks are identified at the Risk Management Promotion Meeting, with the Chief Human Resource Officer (CHRO), head of the Human Resources & General Administration Segment, acting as chairperson. The Risk Management Promotion Meeting receives reports from various departments, including the Carbon Neutral Environmental Center, 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 Toyota Boshoku group are identified. Identified risks are reported to the Board of Directors, under the management of the Chief Risk Officer (CRO) who is also the President.

Risk Management

# Metrics and Targets

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## Medium- and long-term targets

- [2025 Environmental Action Plan](#)  
25% reduction in plant CO<sub>2</sub> emissions versus FY2020
- 2030 Target  
50% reduction in plant GHG emissions versus FY2020
- 2035 Challenge Target  
Aim for a 100% reduction in plant GHG emissions versus FY2020
- [2050 Environmental Vision](#)  
[GHG Net-zero in the product life cycle](#)  
[GHG Net-zero in the plant](#)

## Monitoring metrics

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

## FY2025 results

- [Scope 1](#)
- [Scope 2](#)
- [Scope 3](#)

# Response to the TNFD

Toyota Boshoku group formulated [the 2050 Environmental Vision](#) in fiscal 2017. And we reviewed the Toyota Boshoku group's past activities and our future target and in fiscal 2024 drew up three key initiatives. We analyzed nature-related risks and opportunities to understand nature dependencies and impacts of our group business and further three priority actions: measures to global warming prevention in response to climate change, circular economy in response to the depletion of natural resources, and co-existence with nature in response to the biodiversity crisis. In future, we will disclose our information based on Taskforce on Nature-related Financial Disclosures (TNFD) framework. We aim to further contribute to global environmental conservation.

## Governance

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Concrete measures related to climate change, the depletion of natural resources, the biodiversity crisis and other environmental issues are decided upon by the Board of Directors and implemented. Then the progress of these measures is reported at the Corporate Strategy Meeting, the Corporate Planning Meeting, and the Corporate Management Meeting.

Policies and plans to respond to environmental issues discussed and decided at the Board of Directors, the Corporate Strategy Meeting, and the Corporate Planning Meeting are shared at the Environment Promotion Meeting, which is held three times annually, and is connected with implementation planning and progress management for environmental issues affecting the Toyota Boshoku group. Additionally, KPIs are defined based on implementation planning, and these are reported and subjected to management review at monthly Corporate Management Meetings.

Matters reported and discussed upon at the Environment Promotion Meeting are reported to the Board of Directors as needed, whose decisions and supervision allow such matters to be incorporated into group strategy.

Also, because environmental impact is directly connected to local communities and the rights of the people living there, we also focus on the aspect of human rights. In concrete terms, the Human Rights Working Group is conducting activities, with the Chief Strategy Officer (CSO) in charge of Corporate Planning Segment as the leader. The Corporate Planning Division serves as the secretariat, and members are elected from the HR, purchasing, general administration, legal, and safety-related divisions.

The Human Rights Working Group organizes the approach to human rights, identifies human rights risks, and discusses initiatives, etc. Reports on the Group's activity plans, progress, and results are made to the CSV Promotion Meeting, and presented to and supervised by the Board of Directors, chaired by the Chairman.

Corporate Governance

Respect of Human Rights

# Strategy

## Analysis process

We analyzed by LEAP approach of TNFD framework.

### LEAP Approach

Locate Identify priority region	Evaluate Grasp dependencies and impacts	Assess Assess risks and opportunities	Prepare Prepare action and disclosure
We narrowed down priority region of direct operations based on TNFD five standards. (Conservation significance, Ecosystem integrity, Low integrity, Water stress, Nature dependencies and impacts)	We identified the key items of nature dependencies and impacts for each supply chain, including upstream, direct operations and downstream using The TNFD recommended tool ENCORE*.	We identified and assessed risks and opportunities of each supplychain including upstream, direct operations and downstream based on identified dependencies and impacts by two factors: impact and potential.	We connect our group business strategy and action with identified risks and opportunities. Then we organized it. This time we disclosed the analyzed result.

\* Exploring Natural Capital Opportunities, Risks and Exposure: The assessment tool of nature-related which is developed by The UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and Natural Capital Finance Alliance (NCFA) etc.

## Analysis result

We wrote high assessment result of nature-related risks and opportunities in the table below.

Causes	Impact stage	Classification	Risks / Opportunities	Actions
Increased importance of sustainable raw material procurement	Procurement	Risk	<ul style="list-style-type: none"> <li>● Increase in raw material procurement cost by legislation of raw material procurement step.</li> </ul>	<ul style="list-style-type: none"> <li>● Development of products for improvement of recyclability and substitution of sustainable material.</li> </ul>
		Opportunity	<ul style="list-style-type: none"> <li>● Improvement of product value by sustainable procurement.</li> </ul>	<ul style="list-style-type: none"> <li>● Improvement of raw material traceability precision.</li> <li>● Enhancement of raw material management by further tightening raw material-related requirements.</li> </ul>
Enhancement of nature-related policy	Direct operation	Risk	<ul style="list-style-type: none"> <li>● Increase in operation cost by enhancement of Environmental legislation (Soil, Air, Water quality, Waste).</li> </ul>	<ul style="list-style-type: none"> <li>● Introduction of highly efficient equipment to promote environmental impact reduction and promotion of the development of new methods.</li> <li>● Enhancement of organization for circular economy.</li> </ul>
		Opportunity	<ul style="list-style-type: none"> <li>● Improvement of corporate value by water resources impact reduction.</li> </ul>	<ul style="list-style-type: none"> <li>● Promotion of initiatives for further water resource impact reduction based on a model zero-wastewater plant that uses water recycling.</li> </ul>
Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	Product demand	Risk	<ul style="list-style-type: none"> <li>● Decrease demand by not being able to meet customer requirements regarding to circular economy.</li> </ul>	<ul style="list-style-type: none"> <li>● Development of products for improvement of recyclability and substitution of sustainable material.</li> </ul>
		Opportunity	<ul style="list-style-type: none"> <li>● Increase in demand for plant-derived products and lightweight products.</li> <li>● Enhancement of competitiveness by developing technology to improve recyclability.</li> </ul>	<ul style="list-style-type: none"> <li>● Planning and development of plant-derived products and lightweight products.</li> <li>● Improvement of recyclability and promotion of simple disassembly design.</li> </ul>
Worsening of extreme weather, including shortage of water and flooding	Procurement	Risk	<ul style="list-style-type: none"> <li>● Decrease in sales due to the impact of supplychain disruption on production.</li> </ul>	<ul style="list-style-type: none"> <li>● Risk management using a system to manage the range of supplier impact.</li> <li>● Selection of logistics routes that minimize the impact of disaster.</li> </ul>
	Direct operation		<ul style="list-style-type: none"> <li>● Decrease in sales due to factory shutdown.</li> </ul>	<ul style="list-style-type: none"> <li>● Enhancement of the BCP system (Creation of manuals and establishment of an information collection/sharing system).</li> </ul>

# Risk Management

Nature-related risks are identified at the Risk Management Promotion Meeting, with the Chief Human Resources Officer (CHRO), head of the Human Resources & General Administration Segment, acting as chairperson.

The Risk Management Promotion Meeting receives reports from various departments, and discusses risks of all kinds, such as environmental pollution and nature disasters. Judgments are made concerning the relative severity of risks, with consideration made to the relationship between various risks. Finally, risks which affect the Toyota Boshoku group are identified.

Identified risks are reported to the Board of Directors, under the management of the Chief Risk Officer (CRO) who is also the President.

## Risk Management

### Metrics and targets

	Classification	TNFD core metrics (Disclosure unit)	Contents	FY25 Results	FY26 Targets	FY31 Targets
D e p e n d e n c y · I m p a c t	Land-use change	Total spatial footprint (km <sup>2</sup> )	Number of trees planted	Cumulative 760 thousand	Cumulative 640 thousand	Cumulative 770 thousand
		Extent of land/freshwater/ ocean-use change (km <sup>2</sup> )	Water withdrawal reduction ratio (compared to FY2014)	▲42%	▲6%	▲8%
	Water withdrawal*1		3,012 thousand m <sup>3</sup>	-	-	
	Pollution	Pollutants released to soil split (t)	Quantity of substances falling under PRTR*2	1,207 t	-	-
			Waste emissions reduction ratio (compared to FY2012)	▲10%	▲14%	▲20%
		Waste generation and disposal (t)	Waste overall volume*1	28,392 t	-	-
			Waste basic unit*1	3.46t/thousand units	-	-
			Reverse compensation recycling*1	18,006 t	-	-
			Incinerated waste*1	4,053 t	-	-
			Direct landfill waste*1	6,333 t	-	-
			Wrapping, packaging materials used*1	2,003 t	-	-
		Non-GHG air pollutants (t)	NOx*1	18.0 t	-	-
			SOx*1	0 t	-	-
	Quantity of substances falling under PRTR*3		1,207 t	-	-	
	VOC substances*1		304 t	-	-	
	Resource use	Water withdrawal and consumption from areas of water scarcity (m <sup>3</sup> )	Water withdrawal*1	3,012 thousand m <sup>3</sup>	-	-

\*1 Please see detail on [ESG Data](#) page

\*2 Pollutant Release and Transfer Register

\*3 Volatile Organic Compounds (100 substances designated by the Ministry of the Environment)

# 2025 Environmental Action Plan

Aiming to realize the “2050 Environmental Vision,” in November 2020 the Toyota Boshoku group announced the “2025 Environmental Action Plan” to be followed in the five years to 2025, and is promoting relevant activities.

## 2025 Environmental Action Plan

(◆: Toyota Boshoku group ▲: Toyota Boshoku)

	Challenge 6 of the 2050 Environmental Vision	2025 Environmental Action Plan			Related SDGs							
		Target	Action items									
Global warming prevention	 <p><b>1 GHG Net-zero in the product life cycle</b></p>	◆	Review plans and progress of manufacturing products factoring in lightweighting for new car models	①	Product development that contributes to top-level fuel efficiency							
				②	Promote product development to support next generation automobiles							
				③	Develop and commercialize a wider variety of biomass-derived products							
		▲	CO2 emissions in logistics: 14% reduction compared to FY2012	④	Reduce CO2 emissions through the pursuit of efficient logistics activities							
				[Targets related to action item ④] CO2 emissions from logistics activities								
			<table border="1"> <thead> <tr> <th>Region</th> <th>Base year</th> <th>Item</th> <th>2025 target</th> </tr> </thead> <tbody> <tr> <td>Toyota Boshoku</td> <td>FY2012</td> <td>Emissions</td> <td>14% reduction</td> </tr> </tbody> </table>		Region	Base year	Item	2025 target	Toyota Boshoku	FY2012	Emissions	14% reduction
	Region	Base year	Item	2025 target								
	Toyota Boshoku	FY2012	Emissions	14% reduction								
	◆	 <p><b>2 GHG Net-zero in the plant</b></p>	◆	CO2 emissions 25% reduction compared to FY2020	⑤	Minimize CO2 emissions in daily improvement activities						
					⑥	Develop and adopt the most advanced and innovative production technologies						
◆			Adoption rate of renewable energy: 15%	⑦	Accelerate formulation of renewable energy scenario and adoption of renewable energy tailored for individual country/regional policy							
				⑧	Study potential use of next generation energy in our company with the mid to long-term roadmap							
				Renewable energy installation rate (quantity of renewable energy/total electricity usage)								
		<table border="1"> <thead> <tr> <th>Region</th> <th>Base year</th> <th>Item</th> <th>2025 target</th> </tr> </thead> <tbody> <tr> <td>Global</td> <td>—</td> <td>Renewable energy installation rate</td> <td>15%</td> </tr> </tbody> </table>		Region	Base year	Item	2025 target	Global	—	Renewable energy installation rate	15%	
Region	Base year	Item	2025 target									
Global	—	Renewable energy installation rate	15%									
		[Targets related to action items ⑤–⑧] CO2 emissions										
		<table border="1"> <thead> <tr> <th>Region</th> <th>Base year</th> <th>Item</th> <th>2025 target</th> </tr> </thead> <tbody> <tr> <td>Global</td> <td>FY2020</td> <td>Emissions</td> <td>25% reduction</td> </tr> </tbody> </table>		Region	Base year	Item	2025 target	Global	FY2020	Emissions	25% reduction	
Region	Base year	Item	2025 target									
Global	FY2020	Emissions	25% reduction									



Resource circulation	 <b>3 Sustainable resource circulation</b>	◆ Set a target of non-petroleum and recycled material usage to be realized by 2030, and draw a roadmap for commercialization Promote research that will accelerate usage of plant-derived materials	⑨ Reduce usage of scarce resources by developing biomass and recycling technologies									
	 <b>4 Waste minimization</b>	◆ Basic unit of waste emissions: 14% reduction compared to FY2012	⑩ Promote minimization of wastes generated in production activities  [Targets related to action item ⑩] Waste <table border="1"> <thead> <tr> <th>Region</th> <th>Base year</th> <th>Item</th> <th>2025 target</th> </tr> </thead> <tbody> <tr> <td>Global</td> <td>FY2012</td> <td>Base unit: t / 1,000 units</td> <td>14% reduction</td> </tr> </tbody> </table>	Region	Base year	Item	2025 target	Global	FY2012	Base unit: t / 1,000 units	14% reduction	
	Region	Base year	Item	2025 target								
Global	FY2012	Base unit: t / 1,000 units	14% reduction									
			⑪ Reduce packaging materials used in logistics activities and use resources effectively									
Co-existence with nature	 <b>5 Water resource impact minimization</b>	◆ Basic unit of water withdrawal: 6% reduction compared to FY2014	⑫ Reduce water discharge by developing water-less processes and water recycling technologies  [Targets related to action item ⑫] Water withdrawal <table border="1"> <thead> <tr> <th>Region</th> <th>Base year</th> <th>Item</th> <th>2025 target</th> </tr> </thead> <tbody> <tr> <td>Global</td> <td>FY2014</td> <td>Base unit: 1,000 m<sup>3</sup>/1,000 units</td> <td>6% reduction</td> </tr> </tbody> </table>	Region	Base year	Item	2025 target	Global	FY2014	Base unit: 1,000 m <sup>3</sup> /1,000 units	6% reduction	 
	Region	Base year	Item	2025 target								
Global	FY2014	Base unit: 1,000 m <sup>3</sup> /1,000 units	6% reduction									
	 <b>6 Conservation and regeneration of natural capital</b>	◆ Number of trees planted: 140,000(Cumulative total: 640,000)	⑬ Promote connecting forest and biodiversity conservation activities regionally and globally									

Environmental management	⑭ Promote the reinforcement of the consolidated environmental management	
	⑮ Strengthen the chemical substance management system	
	⑯ Reduce the VOC* emissions from production activities	
	⑰ Promote environmental activities in collaboration with business partners	
	⑱ Promote environmental management in product development	
	⑲ Strengthen environmental education to pass the environmental conservation activities on to future generations	
	⑳ Enhance communication with stakeholders through active disclosure of environmental information	

\* 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

- 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

# 2030 Environmental Action Plan

Aiming to realize the “2050 Environmental Vision,” in September 2025 the Toyota Boshoku group announced the “2030 Environmental Action Plan” to be followed in the five years to 2030.

## 2030 Environmental Action Plan

\* Applicable scope in all cases is the Toyota Boshoku group

	2050 Environmental Vision Challenge 6	2030 Environmental Action Plan 2030 target	2030 Environmental Action Plan Action items	Related SDGs
Global warming prevention	 <b>1 GHG Net-zero in the product life cycle</b>	Reduction of emissions over the product life cycle: 30% or more	Promote CO2 reduction items that contribute to material and component manufacturing	  
			Reduce CO2 emissions in the product life cycle in cooperation with material and component manufacturers	
			Visualize Scope 1,2,3 emissions	
	 <b>2 GHG Net-zero in the plant</b>	CO2 emissions in logistics: 30% reduction compared to FY2020	Introduce clean energy and more fuel-efficient items	
			Reduce CO2 emissions through the pursuit of efficient logistics activities	
		CO2 emissions 50% reduction compared to FY2020	Minimize CO2 emissions in daily improvement activities	
Adoption rate of renewable energy: 50%	Develop and adopt the most advanced and innovative production technologies			
	Update as necessary and promote renewable energy adoption scenarios tailored for individual country/regional policy			
Resource circulation	 <b>3 Sustainable resource circulation</b>	Establishment of technology to use 30% recycled resin by 2030	Develop recycled resin materials and technology applicable to automobile interior parts	 
			Promote development of products to which recycled resin can be applied	
			Secure stable supply of recycled resins and waste plastic to serve as their raw materials	
	 <b>4 Waste minimization</b>	Basic unit of waste emissions: FY2020 or lower	Promote minimization of wastes generated in production activities by reducing the defect rate and improving the yield rate	
			Achieve waste-free product design and development of materials/techniques	

Co-existence with nature	 <b>5 Water resource impact minimization</b>	Basic unit of water withdrawal: 34% reduction compared to FY2020	Reduce water use taking into account the water conditions in each country and region	 
		Robust compliance with voluntary standards for water discharge quality	Reduce water withdrawal by developing water-less processes and water recycling technologies	
	 <b>6 Conservation and regeneration of natural capital</b>	Green space offset rate in business operations area 100%	Ascertain the current status of green spaces owned by Toyota Boshoku group and strengthen conservation activities	 
		Number of trees planted: 140,000 (Cumulative total: 900,000)	Promote regionally and globally impactful biodiversity conservation activities	

Environmental management	Compliance with national and regional laws and regulations, and activities to prevent environmental abnormalities and complaints	   
	Collaboration with all stakeholders	
	Human resource development and social contribution through environmental education	

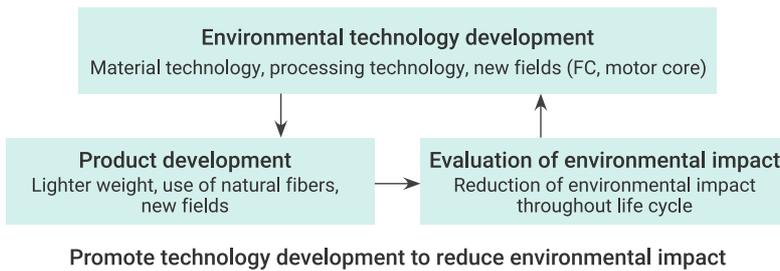
- Target values are based on our current business plan. These target values may be subject to future review in case of substantial changes to our business plan
- Detailed targets are established each fiscal year, and disclosed on our website
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# GHG Net-Zero in the Product Life Cycle

## Basic Approach

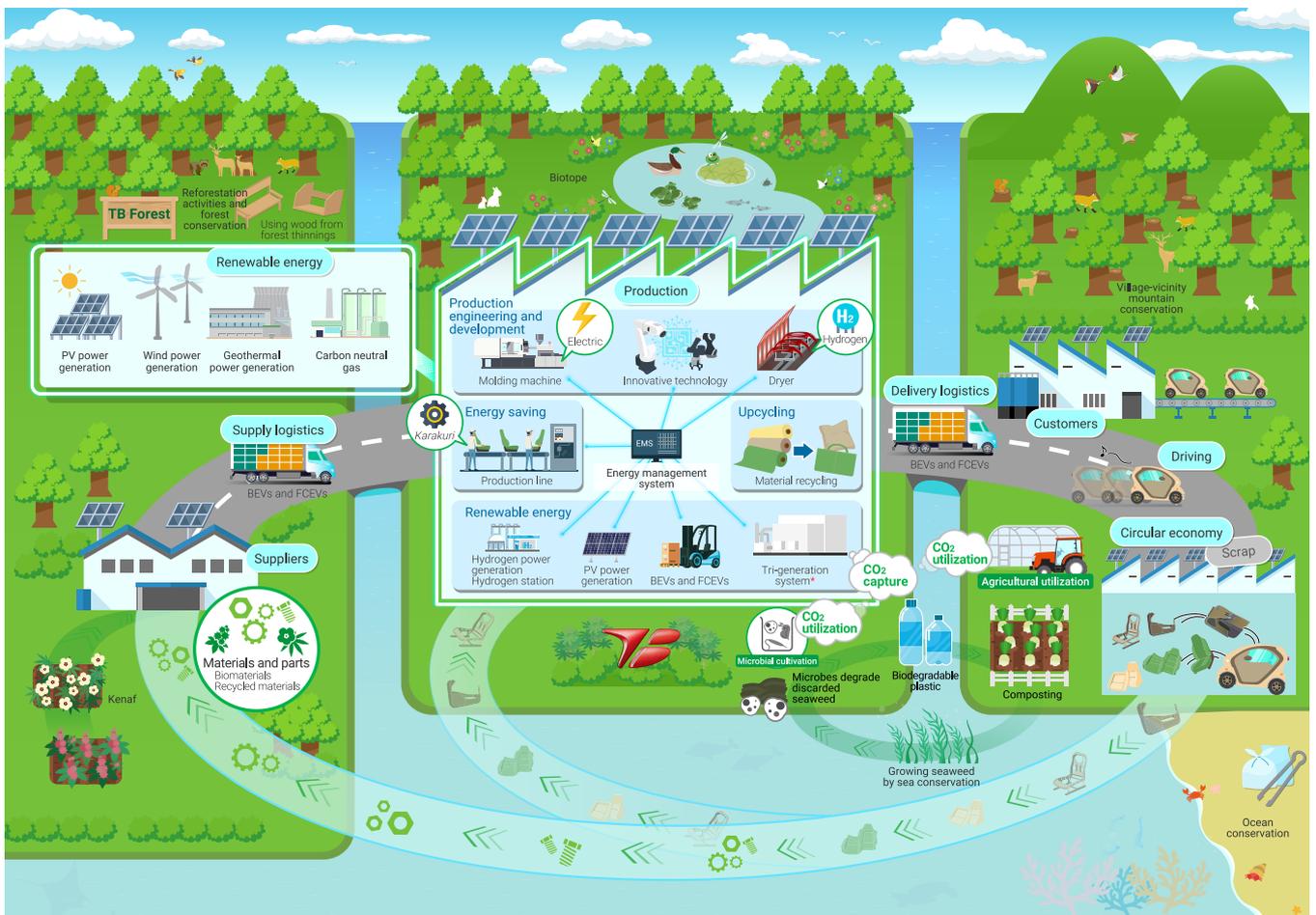
Instead of focusing only on the reduction of CO<sub>2</sub> emissions during our auto parts production process, the Toyota Boshoku group is striving for the future achievement of “GHG Net-zero” in all stages of the product life cycle from production to use, disposal and recycling of products.

### Continuing our efforts to reduce the environmental impact of technology R&D



Contribute to realization of Toyota Boshoku’s 20250 Environmental Vision

### Future vision of Toyota Boshoku



\* An energy system that does not rely on electricity and heat from only one energy source, and also uses CO<sub>2</sub> emissions

## Carbon Neutrality Strategy Roadmap

		by 2025	by 2030	by 2050	
GHG emissions reduction target (compared to FY2020 levels)		25% reduction	50% reduction	Net-zero	
Scopes 1 & 2	Energy conservation	GHG emissions from Toyota Boshoku group plants: analyze + set targets		GHG emissions from Toyota Boshoku group plants: promote GHG emissions 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 GHG emissions: analyze + set targets		Life-cycle total GHG emissions: promote reductions	
		Promote energy conservation cooperation with various suppliers			
		Promote recycling of products + materials		Establishment of circular economy	
		Logistics CO <sub>2</sub> emissions: 14% reduction on FY2012 levels	Logistics CO <sub>2</sub> emissions: 30% reduction on FY2020 levels	Optimization of logistics	

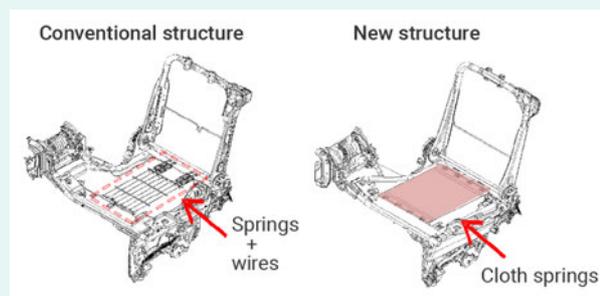
The Carbon Neutrality Strategy Roadmap is an action implementation plan designed to help us achieve our target of reducing plant GHG emissions by 50% (compared to FY2020 levels) by the year 2030. It was designed with consideration of the actual conditions on the ground across our five global regions of Japan, the Americas, China, Asia, 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 GHG target.

## Reduce GHG Emissions in the Life Cycle of Toyota Boshoku Products by Reducing Weights

Toyota Boshoku ascertains GHG emissions in the life cycle of core products, from their manufacture and sale to their installation in vehicles, 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<sub>2</sub> 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. [Click here](#) to learn more about Toyota Boshoku's efforts to create door trims with high impact resistance and lower weight.

### Reducing CO<sub>2</sub> emissions through lightweighting

Since fiscal 2022, lower-profile, comfort-enhancing third-row seats were installed in Toyota's 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

## Our Decarbonization School, Run by Sunshine (Toyota Boshoku suppliers' association)

Our Decarbonization School has been operating since fiscal 2023, with the aim of reducing GHG emissions throughout our entire supply chain.

The school holds lectures for members of our supply chain by both external consultants and staff from our Carbon Neutral Environment Center on energy saving techniques, Scope 3\* initiatives, and other topics. It also assists member companies in creating GHG emission reduction targets, and in developing plans to meet their targets, as well as supporting employee development with an eye to cultivating employees with the skills and vision needed for long-term carbon neutral efforts.

As well as classroom lectures, on-site study sessions were also held at the Kariya Plant in fiscal 2023, at Toyota Boshoku Shiga in fiscal 2024, and Toyota Boshoku Toyohashi-Kita Plant in fiscal 2025. At the plants, Toyota Boshoku introduced suppliers to daily methods for improvement, including Toyota Boshoku energy saving 40 items, equipment for power generation using leftover food, and storage battery equipment designed for effective use of renewable energy.

We will continue to work closely with our suppliers to promote carbon neutral initiatives throughout the supply chain.

\* GHG emitted through corporate activities both upstream (materials procurement and logistics, employee travel, etc.) and downstream (product use, disposal, etc.)



Presenting a case study of improved energy conservation at Toyota Boshoku Toyohashi-Kita Plant

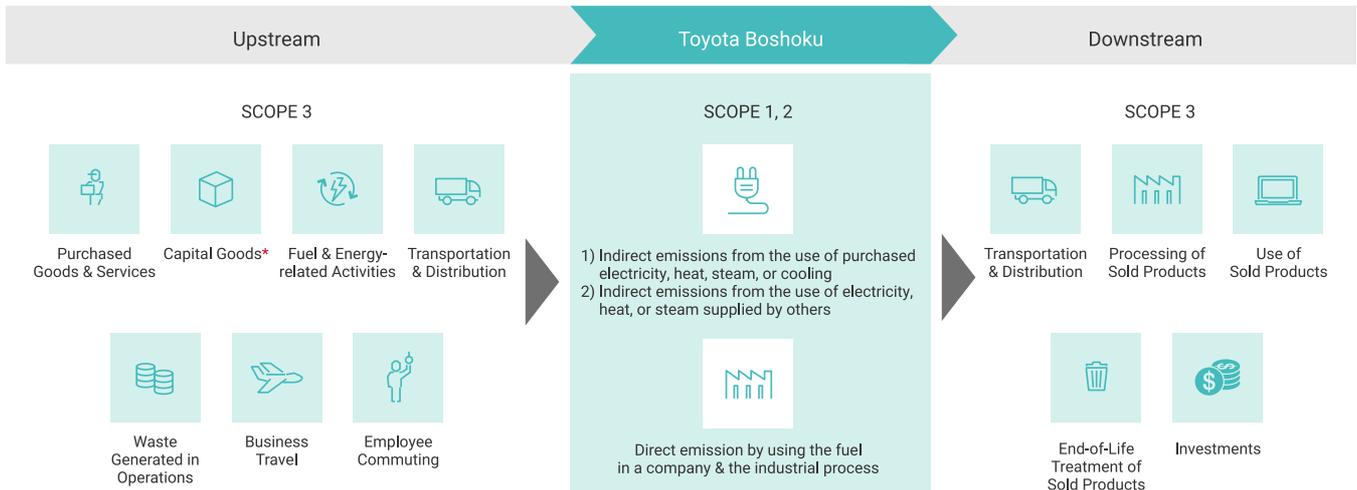
Suppliers: Hosting of Decarbonization School by Sunshine

# Scope 3 (Supply Chain Management)

Toyota Boshoku has commenced to calculate the GHG emission of whole Toyota Boshoku's supply chain in order to reduce the GHG emission from our whole business activities since FY2013.

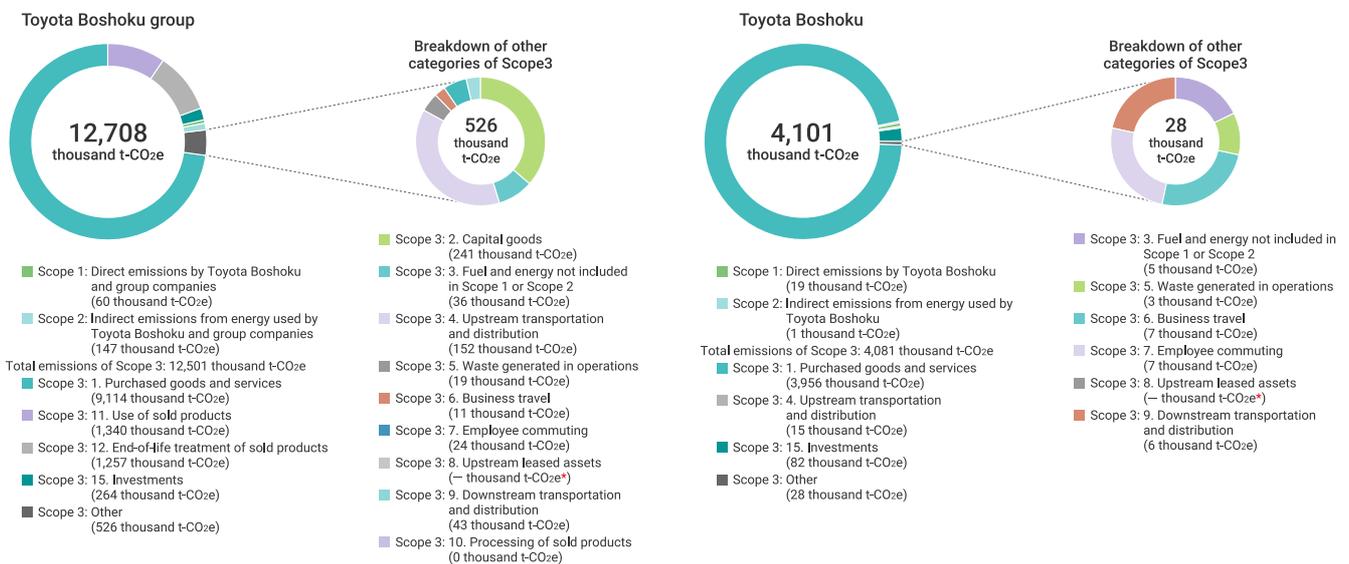
Next, we will improve the precision of calculating method, and proceed to reduce GHG emission after we evaluate the GHG emission of each category in our whole business activities.

## Calculation categories



\* Construction/production equipment, etc.

## GHG emissions produced by Toyota Boshoku group's value chain



\* Included in Scope 2

## Calculation standards

Category	Explanation of each category	Calculating method
1. Purchased goods & services	Emissions from production of purchased raw materials, components, etc.	For raw materials, components, etc. purchased at Toyota Boshoku group production sites, figures are calculated by multiplying the costs (in million yen) of each type of raw material, component, etc. by GHG emission factor (t-CO <sub>2</sub> e/millions yen) by raw material type. GHG emission factors by raw material type values are taken from the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025) published by the Ministry of the Environment (MoE) and the Ministry of Economy, Trade and Industry (METI). For a portion of raw materials (resin materials) purchased by Toyota Boshoku figures are calculated by multiplying GHG emission factor by raw material type (t-CO <sub>2</sub> e/kg) × purchased amount (kg). GHG emission factors by raw material type uses values from "IDEAv3.5 IPCC2021 without LULUCF AR6" published by public research organization the National Institute of Advanced Industrial Science and Technology (AIST).
2. Capital goods	Emissions from the construction and manufacture of the company's own Capital goods (building & equipment, etc.)	For increased monetary value in the report year for fixed assets (buildings and structures, machinery and vehicles, tools, appliances and fixtures, software, etc.) held by Toyota Boshoku group, calculation is performed based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025) and the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025), both published by MoE and METI.
3. Fuel- and energy-related activities not included in Scope 1 or Scope 2	Emissions by producing and transporting the purchased fuel & manufacturing stage of purchased electricity and heat	For energy consumption by Toyota Boshoku group, calculation is performed based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025), both published by MoE and METI, and values from "IDEAv3.5 IPCC2021 without LULUCF AR6" published by AIST.
4. Upstream transportation and distribution	Emissions from procurement logistics and shipping logistics of our shipments	CO <sub>2</sub> of procurement logistics from suppliers to Toyota Boshoku group and shipping logistics of our shipments are calculated based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), published by MoE and METI, ISO 14083:2023 ("Quantification and reporting of greenhouse gas emissions arising from transport chain operations"), the "Global Logistics Emissions Council (GLEC) Framework V3.0," and "IDEAv3.5 IPCC2021 without LULUCF AR6" published by AIST.
5. Waste generated in operations	Emissions from the disposal of waste generated in-house	Calculated by multiplying the amount of waste (t) discharged from Toyota Boshoku group offices and plants by the GHG emission factor for each waste type (t-CO <sub>2</sub> e/t). Values for GHG emission factors by waste type (t-CO <sub>2</sub> e/t) are from the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025) and the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025), both published by MoE and METI, the U.S. EPA "Emission Factors for Greenhouse Gas Inventories 2024," "Thailand's Emission Factor," the "Indonesia_climate-change-roadmap-waste-sector" and the "UK Government GHG Conversion Factors for Company Reporting Ver.1.1."
6. Business travel	Emissions from business travel by company members	Calculation of distance (km) × GHG emission factor by automobile type (t-CO <sub>2</sub> e/km) or value of transportation expenses paid (yen) × GHG emission factor by transportation type (t-CO <sub>2</sub> e/yen) for Toyota Boshoku. GHG emission factors by automobile type uses values from "IDEAv3.5 IPCC2021 without LULUCF AR6" published by AIST. GHG emission factors by transportation type values are taken from the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025) published by MoE and METI. Calculation by number of group employees (non-Toyota Boshoku) based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025) and the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025) published by MoE and METI.
7. Employee commuting	Emissions from commuting by company members to and from the workplace	Calculation of distance (km) × GHG emission factor by automobile type (t-CO <sub>2</sub> e/km) or value of transportation expenses paid (yen) × GHG emission factor by transportation type (t-CO <sub>2</sub> e/yen) for Toyota Boshoku. GHG emission factors by automobile type uses values from "IDEAv3.5 IPCC2021 without LULUCF AR6" published by AIST. GHG emission factors by transportation type values are taken from the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025) published by MoE and METI. Calculation by number of group employees (non-Toyota Boshoku) and number of business days, based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025), both published by MoE and METI.
8. Upstream leased assets	Emissions from the operation of assets leased by our company (Except when calculated in Scope 1 and 2)	Amounts for GHG emissions from upstream use of leased assets (vehicles, building rental, etc.) are included in Scope 1 and 2.

Category	Explanation of each category	Calculating method
9. Downstream transportation and distribution	Emissions from logistics to customers (excluding shipping logistics of our shipments)	For logistics from Toyota Boshoku group to customers, calculation is performed based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), published by MoE and METI, ISO 14083:2023 ("Quantification and reporting of greenhouse gas emissions arising from transport chain operations"), the "Global Logistics Emissions Council (GLEC) Framework V3.0," and "IDEAv3.5 IPCC2021 without LULUCF AR6" published by AIST.
10. Processing of sold products	Emissions from intermediate product processing by customers	For products sold by Toyota Boshoku group, calculation is performed based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), published by MoE and METI, while energy consumption by business partners, etc. uses emission factors from actual measurements at similar facilities of Toyota Boshoku.
11. Use of sold products	Emissions from use of products by users (consumers)	For electrical components attached to products sold by Toyota Boshoku group, calculation is performed based on basic units calculated in-house for electrical components, the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025), published by MoE and METI, the LCI Calculation Guidelines (Consumer Use Phase) of general incorporated foundation the Japan Auto Parts Industries Association (JAPIA) (ver. 2.0.8, May 28, 2021), and the "list of calculation methods and emission factors in the calculation, reporting and publication system (2015)" of MoE.
12. End-of-life treatment of sold products	Emissions from processing at time of product disposal by users (consumers)	For products sold by the Toyota Boshoku group, calculation is performed by multiplying units produced in categories of seats, interior and exterior parts, and unit components by basic units calculated in-house. Basic units calculated in-house are calculated based on fiscal 2020 shipment figures for the categories of seats, interior and exterior parts, and unit components.
15. Investments	Investment management-related emissions	For Toyota Boshoku group affiliates accounted for by the equity method (20 companies), calculation is performed based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" (Ver. 2.7, March 2025) published by MoE and METI, by multiplying each company's fiscal 2025 sales revenue by ownership ratio (%) and emission factors, the values for which are given in the separate emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.5, March 2025), both published by MoE and METI.

### Inherent limitations in measurement and evaluation of environmental performance data

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Environmental Management: Scope 1 and 2

## Reducing CO<sub>2</sub> emissions in logistics

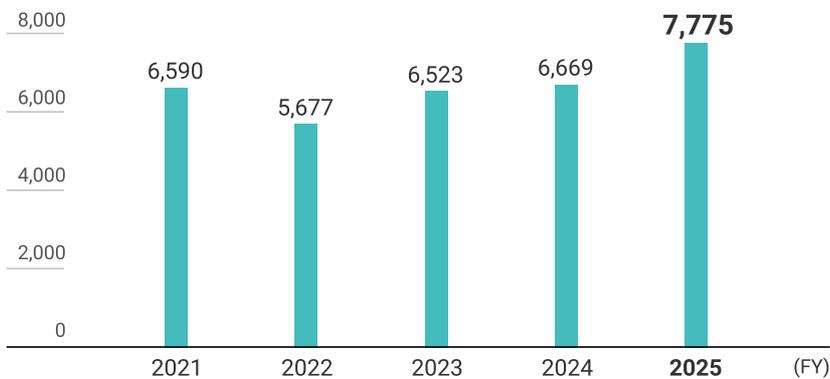
We carry out logistics kaizen activities as part of our daily administrative tasks, and work together with plants to promote CO<sub>2</sub> reductions by way of responding flexibly to daily changes in production. Within Japan, we are planning future expansion of joint logistics, as well as an associated reorganization of logistics transfer points, and are proceeding with both logistics optimization and further reductions in CO<sub>2</sub> emissions.

In line with this work across Japan, we are also continuing to carry out change globally via implementation of logistics kaizen, and CO<sub>2</sub> reduction activities across the world.

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

### CO<sub>2</sub> emissions in logistics [Toyota Boshoku]

(t-CO<sub>2</sub>)



# GHG Net-Zero in the Plant

## Basic Approach

In pursuit of the GHG Net-Zero in the plant, as described in our 2050 Environmental Vision, we are promoting various environmental activities with the aim of reducing GHG emissions by 50% by the year 2030 (compared to FY2020 levels), and reducing GHG emissions by 100% by the year 2035.

## Efforts to Achieve Carbon Neutrality

### 1. Promotion of initiatives to ensure completion of Toyota Boshoku energy saving 40 items

Toyota Boshoku group has been advancing energy conservation activities, with many energy saving initiatives being discussed, shared, and expanded across our business, but it is clear that more remains to be done in our workplaces, including plants. To address this, we have selected 40 specific energy saving items to be prioritized globally. These items can be divided into two categories: E-JIT\* initiatives, which can be implemented through behavioral and workflow changes without additional financial cost, and equipment efficiency improvements, which involve either adoption of highly efficient equipment, or retrofitting of pre-existing facilities.

Additionally, we are working on developing and distributing both a manual for how to approach such improvements, and a mid-term activities plan to guide our future energy savings activities.

\* Energy Just-In-Time (generating only the amount of energy that is required at that point in time to produce the necessary quantity of products)

#### Toyota Boshoku energy saving 40 items

Category	Equipment/Machinery	No.	Item
E-JIT	Boilers	1	Closing nearby valves in unneeded areas
		2	Regulation of boiler air ratios
		3	Periodic steam trap inspections, diagnosis of issues
		4	Thorough maintenance to prevent steam leaks
		5	Thermal insulation of pipes & valves
		6	Removal of unneeded pipes
	Air conditioning	7	Periodic cleaning of filters & heat exchange fins
		8	Consistently turn off when unneeded
		9	Use of timers to automatically switch units off
		10	Adherence to temperature regulations
	Lighting	11	Use of natural lighting (skylights)
		12	Removal of unneeded lighting
		13	Turning off unnecessary/excessive lighting
		14	Switching off lighting when unneeded
	Compressors	15	Closing nearby valves in unneeded areas
		16	Thorough maintenance to prevent air leaks
		17	Periodic cleaning of filters
	Fans & pumps	18	Carrying out periodic cleaning of strainers
		19	Coupling fans & pumps with production equipment
	Other	20	Consistently turn off power outside production times
		21	Systematically switching off power when not needed

Category	Equipment/Machinery	No.	Item
Equipment Efficiency Improvements	Boilers	22	Ending use of large-scale boilers in factories
		23	Heat recovery via economizers
		24	Installation of boiler control units
	Air conditioning	25	Switching to highly efficient air conditioners
		26	Switching to insulated, heat-reflective glass in equipment buildings
	Lighting	27	Switching to LED lighting
	Compressors	28	Installation of inverter air compressors
		29	Installation of air tanks
		30	Installation of compressor control units
		31	Converting to ring main water piping
		32	Switching from air cylinders to electric cylinders
		33	Converting to electric blowers
		34	Converting to highly efficient air blow guns
	Fans & pumps	35	Automatic operation of fans & pumps via coolant temperature-sensing inverter control systems
		36	Reducing water usage by switching pumps to inverter control systems
		37	Regulating ventilation by switching fans to inverter control systems
	Other	38	Use of highly efficient machinery
		39	Heat insulation of hydronics equipment
		40	Switching to highly efficient, best-in-class transformer models

## 2. Active introduction of renewable energy

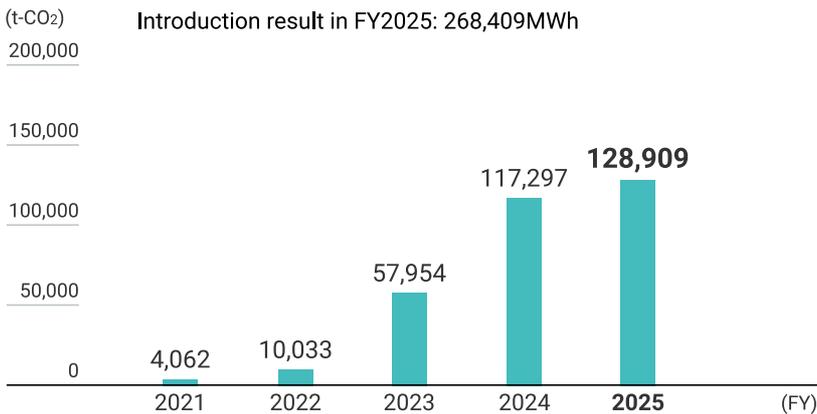
Toyota Boshoku group is promoting energy conservation activities while simultaneously working to switch over to renewable energy. There are various means available, including installation of solar panels and purchase of the environmental value of externally-generated renewable energy. Furthermore, by combining various forms of renewable energy, we aim for stable procurement of energy with lower environmental impact.

In one such initiative, Toyota Boshoku Turkiye and TB Sewtech Turkey constructed a solar power generation facility in 2024. As a result, both companies will be able to cover all of their electricity demand through renewable energy generated in-house, and we expect to reduce CO<sub>2</sub> emissions by approximately 5,800 tons per year.



Mega-solar in Turkey

### The amount of CO<sub>2</sub> emissions reduction\* through the introduction of renewable energy [Toyota Boshoku group]



\* We calculate the amount of CO<sub>2</sub> emissions reduction by multiplying the amount of renewable energy introduced at group business sites by the CO<sub>2</sub> conversion factors of electricity described below under "Calculation of greenhouse gas emissions."

Amount of GHG emission

## Calculation of greenhouse gas emissions

CO<sub>2</sub> conversion factors for electric power in Japan are calculated with reference to emissions factors from each domestic electric utility company (based on emissions survey results), and included in Electric Utility Companies' Emissions Factors (for use in calculating greenhouse gas emissions of companies emitting above a certain set level)-Results from Fiscal 2024, published by Japan's Ministry of the Environment, whereas for electric power in regions outside of Japan are calculated with reference to the International Energy Agency's (IEA) Emissions Factors 2024.

CO<sub>2</sub> conversion factors for gas and other fuels are calculated with reference to A Summary of Calculation Methods and Emission Intensities for Systems of Calculating, Reporting and Publishing Environmental Data published by Japan's Ministry of the Environment.

## Introduction of storage batteries

At our Toyohashi-Kita Plant, we have installed storage batteries to efficiently utilize the electricity generated by the solar generation equipment on the roof. When the generated electricity exceeds immediate consumption, it is stored in the batteries. During peak usage times, the stored electricity is discharged, thereby improving the utilization rate of solar power generation. This approach not only achieves peak shifting but also promotes effective energy use.

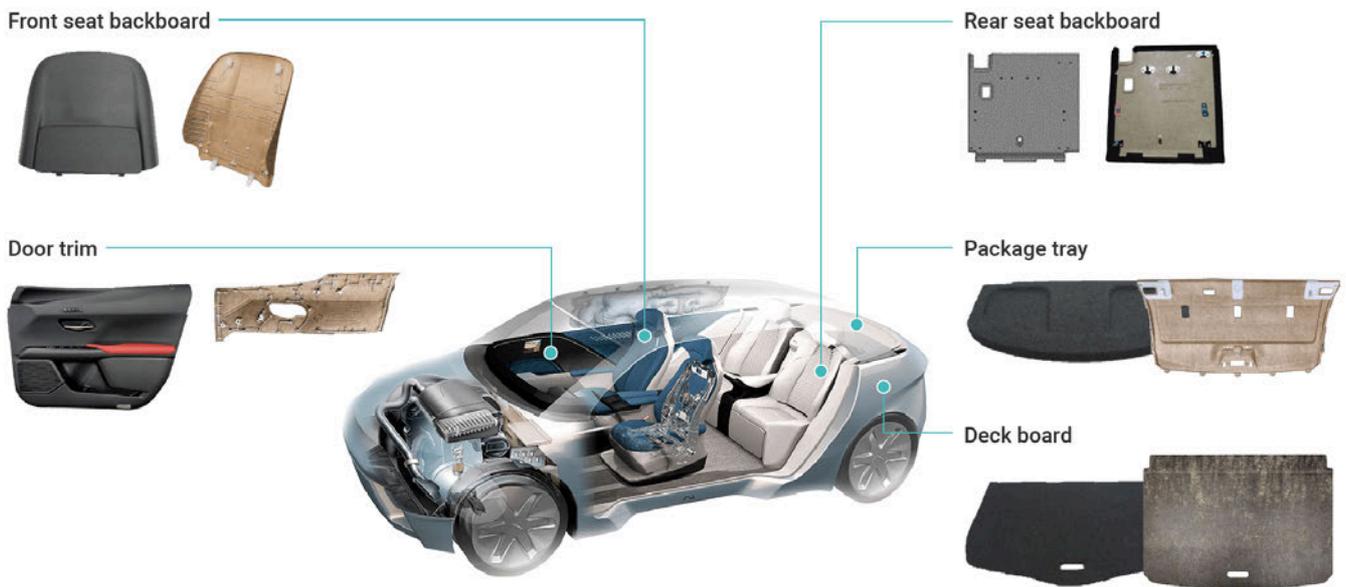
# Sustainable Resource Circulation

## Basic Approach

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

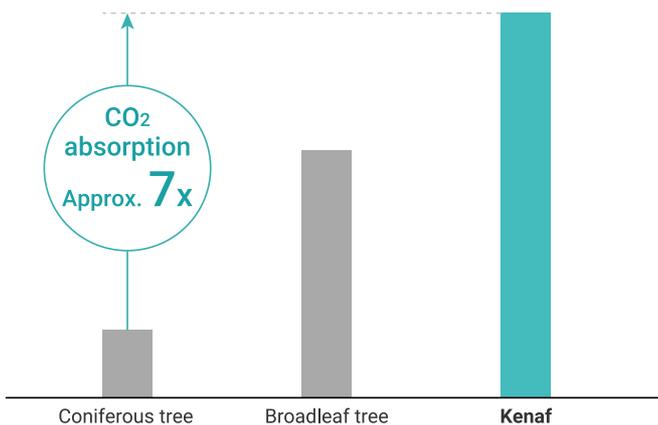
## Automobile Interior Components Using Kenaf

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



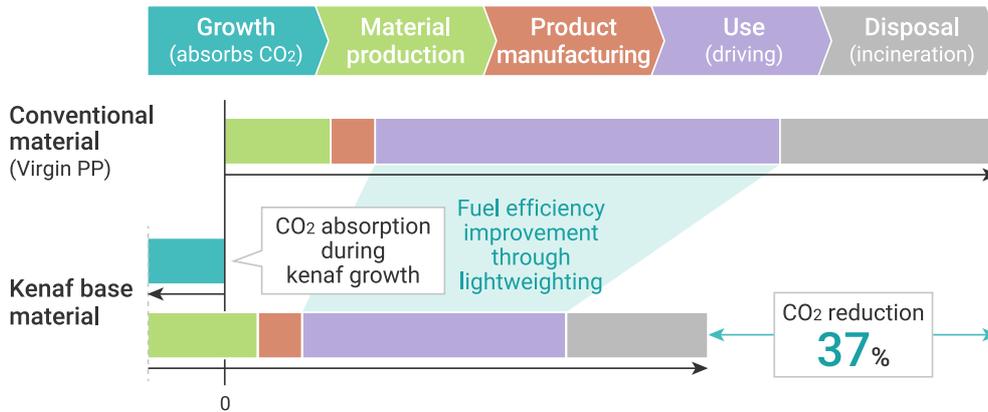
## What is kenaf?

It is an annual plant that grows rapidly, reaching a height of 3 to 4 m and a stem diameter of 3 to 4 cm in about six months. It also has a high CO<sub>2</sub> absorption capacity.



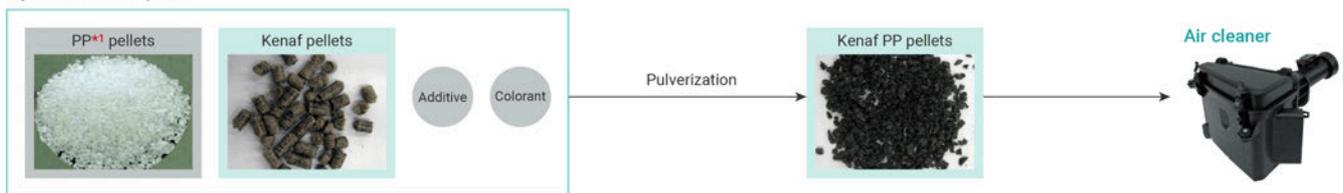
## Life cycle GHG reduction benefits (from raw material production to disposal)

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<sub>2</sub> emissions during driving) through lightweighting.

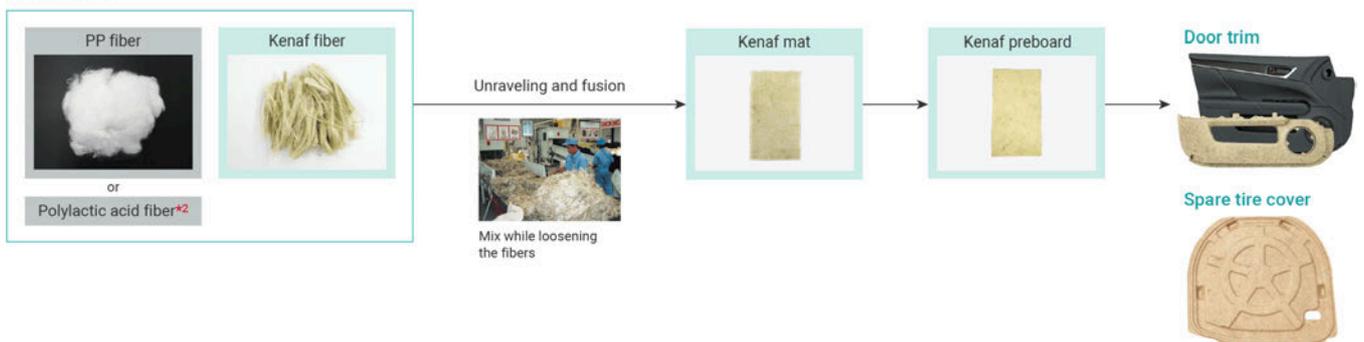


## How Kenaf Products Are Made

### Injection molded parts



### Base material



\*1 Polypropylene.

\*2 A plant-derived plastic made from lactic acid, which is produced by fermenting starch.

## 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 Simultaneous Back Injection (SBI) 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; such as utilization in the upper part of the LEXUS UX door trim.

### Examples of products made using kenaf



We have used kenaf, which can contribute to the reduction of CO<sub>2</sub> emissions, as a base material, affixing, for example, a surface material to sections that are out of sight. Going forward, we will advance its applications for sustainability, working to realize a high-quality feel while retaining the fibrous texture of kenaf, for use in sections where the appearance or texture are important.



Design kenaf, now under development

## Utilizing Kenaf Base Materials for Products Other than Automobile Components

Kenaf processing expertise and technology developed over the years by Toyota Boshoku has been utilized in joint development with Itoki Corporation of a new line of office furniture products made using kenaf base materials. In the future we will continue making use of eco-friendly kenaf base materials to develop not only new automobile interior products, but also furniture, and all manner of other similarly more valuable products.



Furniture that meets the need for lounge spaces where people spontaneously gather, and can work and chat

## Creation of Easy-to-Disassemble Structures and Shift to Mono-Materials

Automobile seats are made from a combination of various materials to provide comfort and safety to customers. But the more materials that are used, the more difficult it becomes to disassemble each material effectively after use. As a result, currently, they are generally pressed and shredded together with the vehicle body. Much of the resulting automobile shredder residue (ASR)\* is incinerated or landfilled.

In response to this issue, Toyota Boshoku is advancing mono-materialization, the use of a single material, and developing automotive seats that are easy-to-disassemble, with the aim of recycling used seats.

\* ASR is the waste that remains after useful metals have been recovered



## Initiatives Aimed at Use of Automotive Parts Made with Recycled Materials

We conducted quality assessment and development to gain acceptance under the Japanese Cabinet Office's Strategic Innovation Promotion Program (SIP)\* for automotive parts (lower door trim) made from recycled materials.

\* The program, which is one part of the innovation policies being advanced by the Cabinet Office, particularly promotes the development of new technologies and services

## Plastic Recycling Initiatives

Toyota Boshoku entered into the Kameoka Future Creation Environmental Partnership Agreement with Kameoka City in Kyoto Prefecture. This agreement, aimed at the city's achievement of the Sustainable Development Goals (SDGs), is based on a vision to promote integrated initiatives encompassing the three aspects of environment, economy, and society. Under the agreement, we will work in collaboration with Kameoka City towards the development of a sustainable city through new value creation utilizing local resources. Having entered into this agreement, Toyota Boshoku is now working with Kameoka on testing of technology to utilize waste plastic collected by the city to make automotive parts.



Kameoka City Mayor Takahiro Katsuragawa (left) with Hiromi Suzumura, CCNO, Chief Carbon Neutral Officer, Toyota Boshoku

# Waste Minimization

## 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.

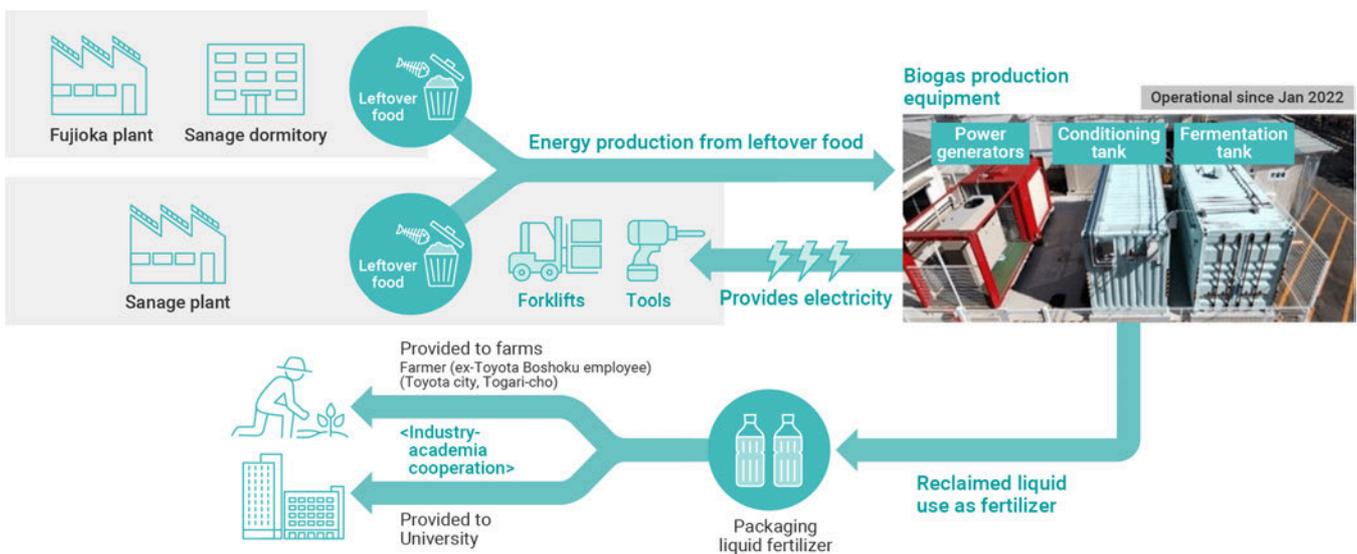
## Waste Minimization

As part of Toyota Boshoku group efforts to minimize production waste, we are focusing both on minimizing waste during the production stage—such as by reducing the rate of defects, as well as by making improvements to yield—and on pushing forward with such activities as our upcycling initiatives. For example, the use of waste materials from car seat covers in the production of new products.

## Food Waste Initiatives: Generating Biogas from Leftover Food

Leftover food from cafeterias at Toyota Boshoku's Sanage, Fujioka, Toyohashi-Kita, Toyohashi-Minami, and Toyohashi-Higashi plants, as well as the Sanage dormitory, is converted into biogas, which is used as renewable energy. Electricity generated by the biogas power generation facility is used for charging forklift and tool batteries. Additionally, liquid (liquid fertilizer) reclaimed from the biogas production process is distributed within the local community for use.

### Food recycling





The food waste utilization system installed at our Toyohashi plant in fiscal 2023

## Initiatives to Reduce Waste by Upcycling\* Surplus Materials from Seat Covers

During production, seat cover materials are cut into shape, and some pieces are inevitably left over as waste. Similarly, when a line of seat covers is discontinued, some surplus stock may remain. In order to prevent waste and make full use of these high-quality materials, we are promoting a project to upcycle them into new products. Seat cover materials are highly functional, meeting quality standards including being pleasant to touch, with flame resistance, light-fastness, and wear resistance. As the first step of this project, we partnered with the Japanese baseball team the Chunichi Dragons to create a line of seat cushions based on their mascot Doala. In fiscal 2024, we trademarked the brand name RE:TERRACE for this upcycling project, and in fiscal 2025, we expanded our products to include storage baskets, key chains, ID card holders, and neck straps. In the future, we will continue working towards carbon neutrality by making further use of waste and surplus materials from not just seat covers, but door trims, seat belts, and more.

\* The act of taking something no longer in use, considering its potential, and reusing it for other purposes



Seat cushions  
© Chunichi  
Dragons



Storage basket



Key chain



ID card holder



Neck strap



The RE:TERRACE  
upcycling brand  
logo

Amount of waste

# Water Resource Impact Minimization

## Basic Approach

In our efforts to achieve zero water discharge, the Toyota Boshoku group is making efforts to reduce water withdrawal by recycling wastewater generated in production processes, developing water-less production processes, and incorporating rainwater into our water supply.

Additionally, we make use of Aqueduct\* to evaluate risks posed to water resources at our various business sites, and promote activities and improvements that reduce such risks, with special attention given to regions and business entities facing particularly high risks.

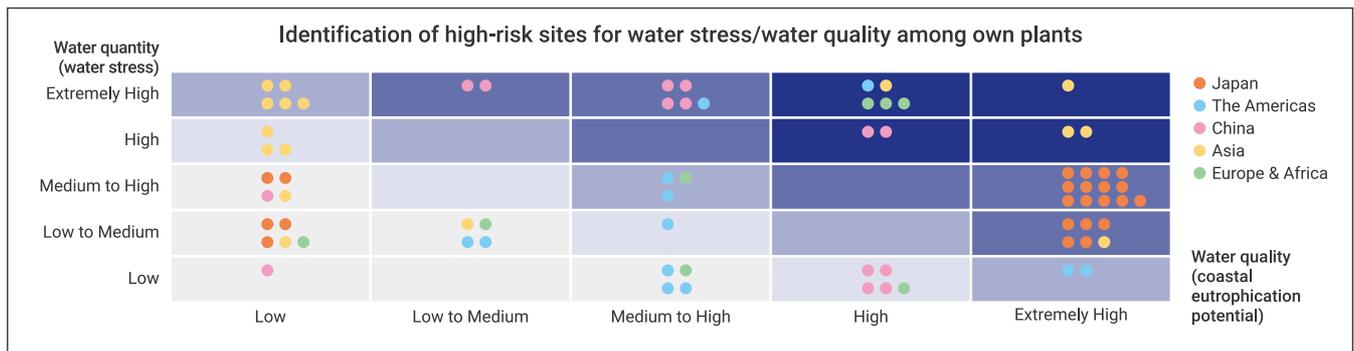
The Company also contributes to energy conservation through cooling and circulating water purification systems using proprietary filtration technologies which enable purification without the use of electricity.

\* Aqueduct is a water risk tool developed by the World Resources Institute (WRI)

## Water Quality and Quantity Risk Assessments

Water risk assessments were conducted at group production sites inside and outside Japan (109 sites\*) using the World Resources Institute’s Aqueduct tool. We are assessing the potential for depletion or shortage of water resources using “water stress” as an indicator for water quantity, based on the balance between water supply and demand in the region. Using water quality as an indicator of “coastal eutrophication potential,” we are assessing the potential for effluent arising from plants to affect the phenomenon of abnormal phytoplankton growth (such as red tide).

Based on the results of the assessment, we will reduce water withdrawal and properly manage water discharge in consideration of the water situation in each country and region.



\* As each plant is counted as a separate site for production entities with multiple plants, the number of sites shown on this page does not match production entities count listed on the Environmental Data page

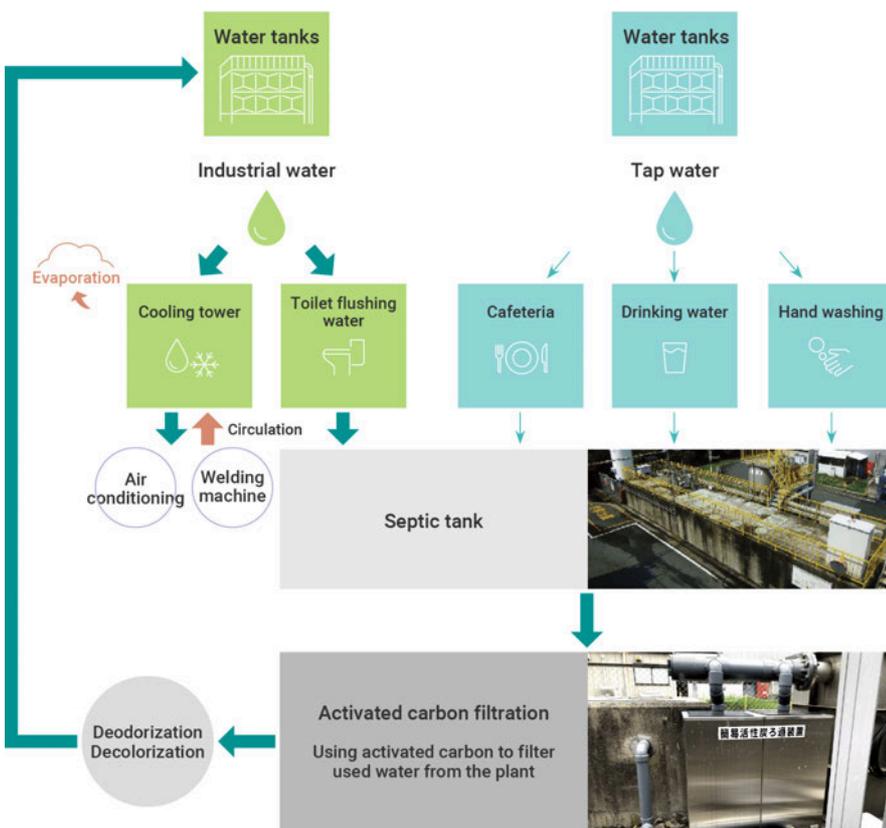
# Making a Circular Recycling System for Septic Tank Output Water

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. In order to resolve this issue, we developed equipment in fiscal 2020 to filter and reuse the plant's wastewater, creating an arrangement where there is no wastewater.

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 needs to be discharged.

We obtained a patent for this circulation system in fiscal 2023. Use of this circulation system has also been expanded to the Toyohashi-Minami Plant and Toyohashi-Higashi Plant, with plans to make the entire Toyota Boshoku group wastewater free in the future.

## Circular Water Recycling



Water Withdrawal

# Conservation and Regeneration of Natural Capital

## Basic Approach

The Toyota Boshoku group is working to protect biodiversity with a focus on forestation based on the Toyota Boshoku Basic Policy of Biodiversity.

Since fiscal 2016, the Company has participated in the All Toyota Green Wave Project (in Japanese only)\* , an activity being implemented by All Toyota Harmony with nature Working Group. The sphere of activities of the project has been expanded to include Toyota Boshoku group companies, local communities and government in an effort to promote forestation.

\* Project aimed at creating a society that is in harmony with nature, implemented by the Toyota group since fiscal 2016

## Certified under the “Nationally Certified Sustainably Managed Natural Sites” system by the Ministry of the Environment

On October 21, 2024, Toyota Boshoku’s Tajimi Technical Center proving ground was certified as a biodiversity conservation area under Japan’s Ministry of the Environment’s “Nationally Certified Sustainably Managed Natural Sites\*” system. This is the first certification for the Company.

Tajimi Technical Center proving ground is a test course facility owned by our company located in Tajimi City, Gifu Prefecture. Since its construction, the facility has been involved in steady soil improvement and greening activities, and the site has now been recognized as playing an important role as a habitat for species including scarce insects, which have been designated as Near Threatened species in the Japanese Red List compiled by the national and prefectural governments.

Toyota Boshoku group strives to reduce the negative impact on biodiversity throughout its business activities and contributes to the realization of a society that coexists with nature.

\* A system operated by the national government that certifies areas where efforts are made to conserve biodiversity through private initiatives



Tajimi Technical Center proving ground

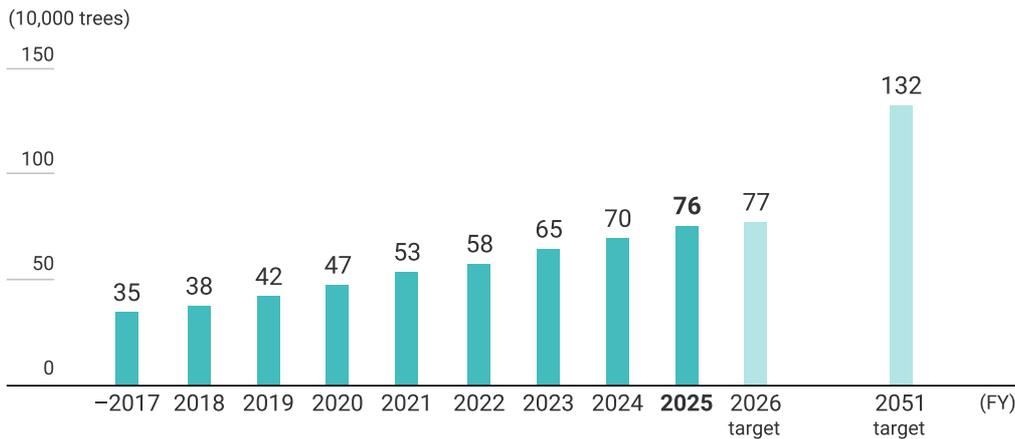
# Toyota Boshoku Group's Forestation Activities

Toyota Boshoku group's forestation activities have spread around the world and we are progressing towards our target of planting 1,320,000 trees by fiscal 2051.

In fiscal 2025, we planted 59,210 trees. The cumulative total number of trees planted was 760,000, far exceeding the target of 640,000 trees set in the 2025 Environmental Action Plan.

In fiscal 2026, we will continue to further promote reforestation activities.

## Cumulative number of trees by fiscal 2051



## Tree planting activities in Thailand

Toyota Boshoku Asia invited its company members, local residents, government officers, and Toyota Boshoku group members in Thailand, totaling 120 participants, who planted 1,000 trees in Chachoengsao Province.

The volume of greenhouse gas (GHG) emission reduction resulting from the tree planting will be recognized as "carbon credits."

Going forward, we will continue to contribute towards the realization of carbon neutrality through tree planting activities.



122 participants planted trees



Happy volunteers planting a tree

## Tree planting to protect forests in the Philippines

Toyota Boshoku Philippines planted 790 mangroves in coastal areas. This will help to preserve water quality and prevent soil erosion, thereby maintaining a healthy ecosystem.



22 participants planted trees



Participants learned the importance of tree planting for maintaining a sustainable environment

## Activities to prevent desertification in China's Inner Mongolia Autonomous Region

Toyota Boshoku (China) and Toyota Boshoku have been conducting tree planting activities in cooperation with the China Green Foundation, together with its sites and affiliated companies in the China region, with the aim of preventing desertification in China's Inner Mongolia Autonomous Region.

In fiscal 2025, we planted 28,000 trees in an area of 14.5 hectares. To date, 182,000 trees have been planted, bringing the total area of trees planted to approximately 90 hectares.



We planted 28,000 trees to help prevent desertification



The activities have been ongoing since 2013

## Carbon neutrality for GHG emissions from desertification prevention in China's Inner Mongolia Autonomous Region

In fiscal 2025, Toyota Boshoku (China) calculated the volume of GHG emissions relating to its desertification prevention activities conducted in China's Inner Mongolia Autonomous Region, using China's "Guidelines for the Implementation of Carbon Neutrality in Large-scale Activities." Based on the results, and with China Quality Certification Centre (CQC) inspection and certification, through the purchase of VCS 2083 (Liangdu Afforestation Project) forestry carbon credits from Liupanshui (Liangdu), Guizhou Province, China, we achieved carbon neutrality in GHG emissions from our desertification prevention activities in the Inner Mongolia Autonomous Region.



Receiving the CN certificate from CQC Beijing Inspection Department Manager Yang

## 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.



Preserving wildlife diversity through tree planting

## So-Shigi Project

Toyota Boshoku launched the “So-Shigi Project” to promote activities that contribute to the conservation of biodiversity. The word “shigi” in the project name means sandpiper in Japanese.

The project is engaged in various measures focused on cleaning tidal flats, where there is concern about the impact of microplastics, in order to protect the feeding grounds of coastal wildlife such as sandpipers.

The project’s logo is a redesign of the “So-Shigi” (two sandpipers) trademark, which was used on products that were widely exported outside Japan, primarily in Asia, when the company was first founded. The sandpiper is a migratory bird that flies to the tidal flats, and we adopted it as a fitting symbol of our new activities for preserving biodiversity.



## Tidal Flat Conservation Activities

Every year, cleanup activities are conducted on tidal flats, aiming to raise environmental awareness and contribute to the local community by thinking about litter and water across the whole basin, through conservation of the wetlands, which are an important habitat for many living creatures.

In May and October 2024, we participated in the major cleanup at the Fujimae Tidal Flat, in Aichi Prefecture, a designated site under the Ramsar Convention on Wetlands, organized by the Fujimae Higata\* Coastal Cleanup Campaign Executive Committee. As well as litter that has been washed ashore, we also cleaned up microplastics, which have become a major problem in recent years.

Also, in June and November 2024, as one facet of our So-Shigi Project, volunteer company members conducted a cleanup of the Shiokawa Tidal Flats on the inner side of the Mikawa Port Bridge in Toyohashi. In April 2025, new company members conducted a cleanup here as part of their orientation training.

\* Tidal flat



The Fujimae-higata Coastal Cleanup Campaign



The Microplastics cleanup at Shiokawa-higata-So-Shigi Project

## Participation in the All Toyota Green Wave Project

Toyota Boshoku has been participating in the All Toyota Green Wave Project since fiscal 2016 with the aim of building a society that can live in harmony with nature.

In May 2024, just as in fiscal 2024, we worked alongside local government and residents 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 2025, we will continue to participate in the activities of the All-Toyota Green Wave Project and maintain our efforts to conserve the ecosystems and biodiversity of regional areas.



Eradication of *Coreopsis lanceolata*



Eradication underway



After eradication efforts



# Environmental Data for Each Company Around the World

## The Americas

### Overview for the Americas region

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	44,271
Emissions (including direct landfill waste and incinerated waste) [t]	8,105
Water withdrawal [thousand m <sup>3</sup> ]	133

Note: GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets

### Regional Management & Collaboration Hub

#### 1 TOYOTA BOSHOKU AMERICA

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,154
Emissions (including direct landfill waste and incinerated waste) [t]	47
Water withdrawal [thousand m <sup>3</sup> ]	3

### Production entities

#### 2 TBDN TENNESSEE COMPANY

[Business] Manufacture and sales of unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	5,160
Emissions (including direct landfill waste and incinerated waste) [t]	871
Water withdrawal [thousand m <sup>3</sup> ]	13

#### 3 TOYOTA BOSHOKU ILLINOIS

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,722
Emissions (including direct landfill waste and incinerated waste) [t]	1,106
Water withdrawal [thousand m <sup>3</sup> ]	1

**4 TOYOTA BOSHOKU INDIANA**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	7,530
Emissions (including direct landfill waste and incinerated waste) [t]	327
Water withdrawal [thousand m <sup>3</sup> ]	11

**5 TOYOTA BOSHOKU KENTUCKY**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	8,857
Emissions (including direct landfill waste and incinerated waste) [t]	890
Water withdrawal [thousand m <sup>3</sup> ]	13

**6 TOYOTA BOSHOKU MISSISSIPPI**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,784
Emissions (including direct landfill waste and incinerated waste) [t]	347
Water withdrawal [thousand m <sup>3</sup> ]	7

**7 TOYOTA BOSHOKU TENNESSEE**

[Business] Manufacture and sales of metal components for seats

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,707
Emissions (including direct landfill waste and incinerated waste) [t]	211
Water withdrawal [thousand m <sup>3</sup> ]	5

**8 TOYOTA BOSHOKU CANADA**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,548
Emissions (including direct landfill waste and incinerated waste) [t]	2,307
Water withdrawal [thousand m <sup>3</sup> ]	19

**9 TB SEWTECH DE MEXICO**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,609
Emissions (including direct landfill waste and incinerated waste) [t]	1,017
Water withdrawal [thousand m <sup>3</sup> ]	34

**10 TOYOTA BOSHOKU DO BRASIL**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	32
Emissions (including direct landfill waste and incinerated waste) [t]	291
Water withdrawal [thousand m <sup>3</sup> ]	14

**11 TB SEWTECH DE ARGENTINE**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	334
Emissions (including direct landfill waste and incinerated waste) [t]	102
Water withdrawal [thousand m <sup>3</sup> ]	7

**12 TOYOTA BOSHOKU ARGENTINA**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	780
Emissions (including direct landfill waste and incinerated waste) [t]	589
Water withdrawal [thousand m <sup>3</sup> ]	8

# China

## Overview for China region

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	27,839
Emissions (including direct landfill waste and incinerated waste) [t]	5,241
Water withdrawal [thousand m <sup>3</sup> ]	368

Note:

1. GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets
2. Data has been included in aggregated results of KAWASHIMA TEXTILE MANUFACTURERS (SHANGHAI) and KAWASHIMA AUTOMOTIVE PARTS JIANGSU until October 2024 (As of November 2024, they have become affiliated companies with less than 50% equity stake)

## Regional Management & Collaboration Hub

### 1 TOYOTA BOSHOKU (CHINA)

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,040
Emissions (including direct landfill waste and incinerated waste) [t]	47
Water withdrawal [thousand m <sup>3</sup> ]	1

## Production entities

### 2 CHENGDU TOYOTA BOSHOKU AUTOMOTIVE PARTS

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,899
Emissions (including direct landfill waste and incinerated waste) [t]	500
Water withdrawal [thousand m <sup>3</sup> ]	26

### 3 TOYOTA BOSHOKU (GUANGZHOU) AUTOMOTIVE PARTS

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	789
Emissions (including direct landfill waste and incinerated waste) [t]	93
Water withdrawal [thousand m <sup>3</sup> ]	45

**4 GUANGZHOU INTEX AUTO PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	898
Emissions (including direct landfill waste and incinerated waste) [t]	746
Water withdrawal [thousand m <sup>3</sup> ]	53

**5 HEYUAN TOYOTA BOSHOKU AUTOMOTIVE PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,342
Emissions (including direct landfill waste and incinerated waste) [t]	502
Water withdrawal [thousand m <sup>3</sup> ]	32

**6 KUNSHAN TOYOTA BOSHOKU AUTOMOTIVE PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	280
Emissions (including direct landfill waste and incinerated waste) [t]	7
Water withdrawal [thousand m <sup>3</sup> ]	2

**7 NINGBO TOYOTA BOSHOKU AUTOMOTIVE PARTS**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	73
Emissions (including direct landfill waste and incinerated waste) [t]	333
Water withdrawal [thousand m <sup>3</sup> ]	8

**8 SEAT METAL PARTS CHINA**

[Business] Manufacture and sales of seats and functional components for car body

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	273
Emissions (including direct landfill waste and incinerated waste) [t]	–
Water withdrawal [thousand m <sup>3</sup> ]	0

**9 SHENYANG TOYOTA BOSHOKU AUTOMOTIVE PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	651
Emissions (including direct landfill waste and incinerated waste) [t]	721
Water withdrawal [thousand m <sup>3</sup> ]	6

**10 TOYOTA BOSHOKU (TIANJIN) AUTOMOTIVE PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,017
Emissions (including direct landfill waste and incinerated waste) [t]	84
Water withdrawal [thousand m <sup>3</sup> ]	23

**11 TIANJIN INTEX AUTO PARTS**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	5,508
Emissions (including direct landfill waste and incinerated waste) [t]	863
Water withdrawal [thousand m <sup>3</sup> ]	63

**12 TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS**

[Business] Manufacture and sales of unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,145
Emissions (including direct landfill waste and incinerated waste) [t]	54
Water withdrawal [thousand m <sup>3</sup> ]	5

**13 TOYOTA BOSHOKU FOSHAN**

[Business] Manufacture and sales of unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	5,657
Emissions (including direct landfill waste and incinerated waste) [t]	183
Water withdrawal [thousand m <sup>3</sup> ]	37

# Asia

## Overview for the Asia region

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	69,143
Emissions (including direct landfill waste and incinerated waste) [t]	4,934
Water withdrawal [thousand m <sup>3</sup> ]	505

Note: GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets

## Regional Management & Collaboration Hub

### 1 TOYOTA BOSHOKU ASIA

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,065
Emissions (including direct landfill waste and incinerated waste) [t]	30
Water withdrawal [thousand m <sup>3</sup> ]	17

## Production entities

### 2 BOSHOKU AUTOMOTIVE (THAILAND)

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	194
Emissions (including direct landfill waste and incinerated waste) [t]	162
Water withdrawal [thousand m <sup>3</sup> ]	6

### 3 S.K. AUTO INTERIOR

[Business] Manufacture and sales of interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,347
Emissions (including direct landfill waste and incinerated waste) [t]	277
Water withdrawal [thousand m <sup>3</sup> ]	12

### 4 STB TEXTILES INDUSTRY

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	4,991
Emissions (including direct landfill waste and incinerated waste) [t]	344
Water withdrawal [thousand m <sup>3</sup> ]	63

**5 TOYOTA BOSHOKU FILTRATION SYSTEM (THAILAND)**

[Business] Manufacture and sales of unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	8,762
Emissions (including direct landfill waste and incinerated waste) [t]	443
Water withdrawal [thousand m <sup>3</sup> ]	112

**6 TOYOTA BOSHOKU GATEWAY (THAILAND)**

[Business] Manufacture and sales of seats and door trims

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	2,538
Emissions (including direct landfill waste and incinerated waste) [t]	94
Water withdrawal [thousand m <sup>3</sup> ]	29

**7 TOYOTA BOSHOKU SIAM METAL**

[Business] Manufacture and sales of functional components for seats and unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	5,298
Emissions (including direct landfill waste and incinerated waste) [t]	125
Water withdrawal [thousand m <sup>3</sup> ]	37

**8 TOYOTA BOSHOKU AUTOMOTIVE INDIA**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,448
Emissions (including direct landfill waste and incinerated waste) [t]	366
Water withdrawal [thousand m <sup>3</sup> ]	45

**9 TOYOTA BOSHOKU DEVICE INDIA**

[Business] Manufacture and sales of seats and functional components for car body

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,609
Emissions (including direct landfill waste and incinerated waste) [t]	47
Water withdrawal [thousand m <sup>3</sup> ]	10

**10 TOYOTA BOSHOKU INDONESIA**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	16,367
Emissions (including direct landfill waste and incinerated waste) [t]	1,408
Water withdrawal [thousand m <sup>3</sup> ]	65

**11 TOYOTA BOSHOKU DEVICE INDONESIA**

[Business] Manufacture and sales of seats and functional components for car body

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,416
Emissions (including direct landfill waste and incinerated waste) [t]	39
Water withdrawal [thousand m <sup>3</sup> ]	5

**12 TOYOTA BOSHOKU PHILIPPINES**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	134
Emissions (including direct landfill waste and incinerated waste) [t]	143
Water withdrawal [thousand m <sup>3</sup> ]	9

**13 SHIN SAN SHING**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	5,040
Emissions (including direct landfill waste and incinerated waste) [t]	520
Water withdrawal [thousand m <sup>3</sup> ]	24

**14 TOYOTA BOSHOKU HAIPHONG**

[Business] Manufacture and sales of curtain-shield airbags

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	16,905
Emissions (including direct landfill waste and incinerated waste) [t]	164
Water withdrawal [thousand m <sup>3</sup> ]	60

**15 TOYOTA BOSHOKU HANOI**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,737
Emissions (including direct landfill waste and incinerated waste) [t]	766
Water withdrawal [thousand m <sup>3</sup> ]	9

**16 SEAT METAL PARTS (THAILAND)**

[Business] Manufacture and sales of functional components for seats and unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	293
Emissions (including direct landfill waste and incinerated waste) [t]	6
Water withdrawal [thousand m <sup>3</sup> ]	1

# Europe & Africa

## Overview for the Europe & Africa region

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	8,972
Emissions (including direct landfill waste and incinerated waste) [t]	2,282
Water withdrawal [thousand m <sup>3</sup> ]	54

Note: GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets

## Regional Management & Collaboration Hub

### 1 TOYOTA BOSHOKU EUROPE

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	382
Emissions (including direct landfill waste and incinerated waste) [t]	0
Water withdrawal [thousand m <sup>3</sup> ]	1

## Production entities

### 2 TOYOTA BOSHOKU FRANCE

[Business] Manufacture and sales of bumpers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	23
Emissions (including direct landfill waste and incinerated waste) [t]	13
Water withdrawal [thousand m <sup>3</sup> ]	0

### 3 TOYOTA BOSHOKU SOMAIN

[Business] Manufacture and sales of seats, interior components and unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	376
Emissions (including direct landfill waste and incinerated waste) [t]	557
Water withdrawal [thousand m <sup>3</sup> ]	4

### 4 TOYOTA BOSHOKU POLAND

[Business] Manufacture and sales of seats and seat components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	939
Emissions (including direct landfill waste and incinerated waste) [t]	367
Water withdrawal [thousand m <sup>3</sup> ]	15

**5 TOYOTA BOSHOKU LEGNICA**

[Business] Manufacture and sales of unit components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	68
Emissions (including direct landfill waste and incinerated waste) [t]	105
Water withdrawal [thousand m <sup>3</sup> ]	1

**6 TOYOTA BOSHOKU TURKIYE**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	481
Emissions (including direct landfill waste and incinerated waste) [t]	65
Water withdrawal [thousand m <sup>3</sup> ]	24

**7 TB SEWTECH TURKEY**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	289
Emissions (including direct landfill waste and incinerated waste) [t]	580
Water withdrawal [thousand m <sup>3</sup> ]	7

**8 TOYOTA BOSHOKU SOUTH AFRICA**

[Business] Manufacture and sales of seats and interior components

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	6,296
Emissions (including direct landfill waste and incinerated waste) [t]	594
Water withdrawal [thousand m <sup>3</sup> ]	1

# Japan

## Overview for Japan region

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	54,960
Emissions (including direct landfill waste and incinerated waste) [t]	7,830
Water withdrawal [thousand m <sup>3</sup> ]	1,951

Notes:

1. GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets
2. Data has been included in aggregated results of AUNDE Boshoku until October 2024 (As of November 2024, it has become an affiliated company with less than 50% equity stake)

## Global Mainstay Hub

### 1 TOYOTA BOSHOKU

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	20,030
Emissions (including direct landfill waste and incinerated waste) [t]	3,288
Water withdrawal [thousand m <sup>3</sup> ]	1,396

Note: GHG emission amounts (production + non-production) [t-CO<sub>2</sub>e] is calculated including Scope 3 category 8 upstream leased assets

## Manufacturing Companies / Subsidiaries

### 2 TOYOTA BOSHOKU HIROSE

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	7,278
Emissions (including direct landfill waste and incinerated waste) [t]	527
Water withdrawal [thousand m <sup>3</sup> ]	59

### 3 ARACO

[Business] Manufacture and sales of seats and seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	80
Emissions (including direct landfill waste and incinerated waste) [t]	920
Water withdrawal [thousand m <sup>3</sup> ]	11

**4 COWERK**

[Business] Manufacture and sales of seats

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	936
Emissions (including direct landfill waste and incinerated waste) [t]	32
Water withdrawal [thousand m <sup>3</sup> ]	6

**5 TOYOTA BOSHOKU KYUSHU**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	965
Emissions (including direct landfill waste and incinerated waste) [t]	591
Water withdrawal [thousand m <sup>3</sup> ]	31

**6 TOYOTA BOSHOKU SHIGA**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	4,009
Emissions (including direct landfill waste and incinerated waste) [t]	471
Water withdrawal [thousand m <sup>3</sup> ]	15

**7 TOYOTA BOSHOKU TOHOKU**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	6,763
Emissions (including direct landfill waste and incinerated waste) [t]	324
Water withdrawal [thousand m <sup>3</sup> ]	20

**8 TB SEWTECH KYUSHU**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	265
Emissions (including direct landfill waste and incinerated waste) [t]	171
Water withdrawal [thousand m <sup>3</sup> ]	1

**9 TB SEWTECH TOHOKU**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	250
Emissions (including direct landfill waste and incinerated waste) [t]	336
Water withdrawal [thousand m <sup>3</sup> ]	1

**10 SEIWA**

[Business] Manufacture and sales of seat covers

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	172
Emissions (including direct landfill waste and incinerated waste) [t]	104
Water withdrawal [thousand m <sup>3</sup> ]	1

**11 TOYOTA BOSHOKU SEIKO**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3,956
Emissions (including direct landfill waste and incinerated waste) [t]	145
Water withdrawal [thousand m <sup>3</sup> ]	23

**Others****12 TB ENGINEERING**

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

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	3
Emissions (including direct landfill waste and incinerated waste) [t]	0
Water withdrawal [thousand m <sup>3</sup> ]	0

**13 TB CORPORATE SERVICE**

[Business] General administration and welfare services, sales of office and factory supplies, recruitment of fixed-term employees, etc.

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	22
Emissions (including direct landfill waste and incinerated waste) [t]	60
Water withdrawal [thousand m <sup>3</sup> ]	-*

\* Included in Toyota Boshoku Plants

**14 TB TECHNOGREEN**

[Business] Factory greening, building and facility design and construction, etc.

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	56
Emissions (including direct landfill waste and incinerated waste) [t]	0
Water withdrawal [thousand m <sup>3</sup> ]	0

**15 TB LOGISTICS**

[Business] Transport, cargo handling, warehousing services, international logistics business, etc.

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	4,141
Emissions (including direct landfill waste and incinerated waste) [t]	224
Water withdrawal [thousand m <sup>3</sup> ]	3

**16 TECHNICAL LINKS DESIGN**

[Business] Product design, visual design, etc.

Item	Result
GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	57
Emissions (including direct landfill waste and incinerated waste) [t]	29
Water withdrawal [thousand m <sup>3</sup> ]	0

Note: Companies in which there is a stake of less than 50% are not listed

# Environmental Data Based on Each Business Entity (Japan)

## Kariya Plant

[Products] Air filters, oil filters, components of a motor core, etc.

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	545
Emissions (including direct landfill waste and incinerated waste) [t]	779
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	54

## Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	5.8~8.6	7.8	6.8
	BOD	mg/L	25	9.8	less than 0.5
	COD	mg/L	-	4.3	7.6
	SS	mg/L	30	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	26	13
	Total Phosphorus	mg/L	16	0.09	less than 0.01
	Fluorine	mg/L	8	less than 0.1	
	Boron	mg/L	10	3	0.71

## Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Boiler	Dust	g/Nm <sup>3</sup>	0.2	less than 0.003
	NO <sub>x</sub>	ppm	-	17
	SO <sub>x</sub>	K-Value	0.044	less than 0.01

## Pollutant Release and Transfer Register (PRTR) substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
213	N,N-dimethylacetamide	2,200	1,900	-	-	220
265	Tetrahydromethylphthalic anhydride	1,800	0.91	-	-	-
448	Methylenebis (4,1-phenylene) diisocyanate	45,000	-	-	-	-
585	Polymethylene polyphenyl polyisocyanate	61,000	-	-	-	-

## Oguchi Plant

[Products] Molded headliners, other interior components, etc.

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	231
Emissions (including direct landfill waste and incinerated waste) [t]	808
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	9
Water withdrawal [thousand m <sup>3</sup> ]	21

### Water quality

	Item	Unit	Regulation value	Measurement results
				Max.
Plant water discharge	PH	–	5.8~8.6	7.3
	BOD	mg/L	40	less than 1
	COD	mg/L	40	2.3
	SS	mg/L	40	1.2
	Oil content	mg/L	5	less than 0.5
	Total Nitrogen	mg/L	80	1.2
	Total Phosphorus	mg/L	10	0.1
	Fluorine	mg/L	8	less than 0.2

### Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Boiler 1	Dust	g/Nm <sup>3</sup>	0.3	less than 0.003
	NO <sub>x</sub>	ppm	–	54
	SO <sub>x</sub>	K-Value	9	less than 0.04
Boiler 2	Dust	g/Nm <sup>3</sup>	0.3	less than 0.002
	NO <sub>x</sub>	ppm	–	62
	SO <sub>x</sub>	K-Value	9	less than 0.04

### PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
448	Methylenebis (4,1-phenylene) diisocyanate	1,800	–	–	–	–
585	Polymethylene polyphenyl polyisocyanate	2,700	0.21	–	–	–

## Kisogawa Plant

[Products] Lanyard and other interior components

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	0.6
Emissions (including direct landfill waste and incinerated waste) [t]	12
Direct landfill waste amount [t]	–
Incinerated waste amount [t]	0
Water withdrawal [thousand m <sup>3</sup> ]	0

### Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge 1	PH	–	–	7.4	7.3
	BOD	mg/L	–	4.8	less than 0.5
	COD	mg/L	–	3.3	1.9
	SS	mg/L	–	less than 1	
	Total Nitrogen	mg/L	–	6.9	1.4
	Total Phosphorus	mg/L	–	0.38	0.1
	Fluorine	mg/L	–	–	–
Plant water discharge 2	PH	–	–	7.6	7.2
	BOD	mg/L	–	1.3	0.7
	COD	mg/L	–	3.8	2.6
	SS	mg/L	–	13	5
	Total Nitrogen	mg/L	–	1.7	1
	Total Phosphorus	mg/L	–	0.19	0.07
	Fluorine	mg/L	–	–	–

## Gifu Plant

[Products] Bumpers

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	6,642
Emissions (including direct landfill waste and incinerated waste) [t]	401
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	1,146

## Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Spraying paint 1	VOC	ppmC	700	600
Spraying paint 2	VOC	ppmC	700	370
Spraying paint 3	VOC	ppmC	700	310
Spraying paint 4	VOC	ppmC	700	330
Boiler 1	Dust	g/Nm <sup>3</sup>	-	less than 0.01
	NOx	ppm	-	56.6
	SOx	K-Value	0.288	less than 0.01
Boiler 2	Dust	g/Nm <sup>3</sup>	-	less than 0.01
	NOx	ppm	-	63
	SOx	K-Value	0.288	less than 0.01
Boiler 3	Dust	g/Nm <sup>3</sup>	-	less than 0.02
	NOx	ppm	-	52.5
	SOx	K-Value	0.288	less than 0.01
Gas engine 1	Dust	g/Nm <sup>3</sup>	0.05	less than 0.03
	NOx	ppm	600	407
	SOx	K-Value	0.288	less than 0.02
Gas engine 2	Dust	g/Nm <sup>3</sup>	0.05	less than 0.03
	NOx	ppm	600	416
	SOx	K-Value	0.288	less than 0.02

## PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
53	Ethylbenzene	6,400	6,400	-	-	3.19
80	Xylene	7,500	7,500	-	-	3.74
300	Toluene	20,000	20,000	-	-	9.84
594	Ethylene glycol monobutyl ether	9,300	9,300	-	-	4.64
629	Cyclohexane	4,900	4,900	-	-	2.45
691	Trimethylbenzene	15,000	15,000	-	-	7.55
737	Methyl isobutyl ketone	6,400	6,400	-	-	3.18

## Sanage Plant

[Products] Seats, door trims and other interior components

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	8,872
Emissions (including direct landfill waste and incinerated waste) [t]	670
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	116

## Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	5.8~8.6	7.3	6.7
	BOD	mg/L	10	3.2	1
	COD	mg/L	10	6.6	2.8
	SS	mg/L	10	2	less than 1
	Oil content	mg/L	2	less than 0.5	
	Zinc	mg/L	0.5	0.09	less than 0.01
	Total Nitrogen	mg/L	60	16	2.5
	Total Phosphorus	mg/L	8	0.62	0.07

## Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Boiler 1	Dust	g/Nm <sup>3</sup>	0.2	less than 0.003
	NO <sub>x</sub>	ppm	150	38
	SO <sub>x</sub>	K-Value	9	less than 0.004
Boiler 2	Dust	g/Nm <sup>3</sup>	0.1	less than 0.002
	NO <sub>x</sub>	ppm	150	41
	SO <sub>x</sub>	K-Value	9	less than 0.001
Gas 1	Dust	g/Nm <sup>3</sup>	0.2	less than 0.002
	NO <sub>x</sub>	ppm	150	17
	SO <sub>x</sub>	K-Value	9	less than 0.004
Gas 2	Dust	g/Nm <sup>3</sup>	0.1	less than 0.003
	NO <sub>x</sub>	ppm	150	14
	SO <sub>x</sub>	K-Value	9	less than 0.078
Gas 3	Dust	g/Nm <sup>3</sup>	0.1	less than 0.003
	NO <sub>x</sub>	ppm	150	34
	SO <sub>x</sub>	K-Value	9	less than 0.004
Gas 4	Dust	g/Nm <sup>3</sup>	0.1	less than 0.002
	NO <sub>x</sub>	ppm	150	32
	SO <sub>x</sub>	K-Value	9	less than 0.004
Gas 5	Dust	g/Nm <sup>3</sup>	0.1	less than 0.002
	NO <sub>x</sub>	ppm	150	32
	SO <sub>x</sub>	K-Value	9	less than 0.011

	Item	Unit	Regulation value	Measurement results
				Max.
Cogeneration 1	Dust	g/Nm <sup>3</sup>	0.05	less than 0.004
	NOx	ppm	200	176
	SOx	K-Value	9	less than 0.005
Cogeneration 2	Dust	g/Nm <sup>3</sup>	0.05	less than 0.004
	NOx	ppm	200	146
	SOx	K-Value	9	less than 0.005

## PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
80	Xylene	1,500	400	-	-	0.21
298	Toluene diisocyanate	150,000	-	-	-	-
300	Toluene	2,100	15	-	-	-
392	N-hexane	1,400	460	-	-	0.26
448	Methylenebis (4,1-phenylene) diisocyanate	310,000	-	-	-	-
585	Polymethylene polyphenyl polyisocyanate	45,000	-	-	-	-
629	Cyclohexane	2,300	2,300	-	-	1.12
691	Trimethylbenzene	4,100	3,500	-	-	1.74

## Fujioka Plant

[Products] Door trims

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	84
Emissions (including direct landfill waste and incinerated waste) [t]	47
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	0
Water withdrawal [thousand m <sup>3</sup> ]	5

## Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Water cooling and heating machine 1	Dust	g/Nm <sup>3</sup>	0.1	less than 0.003
	NOx	ppm	150	29
	SOx	K-Value	17.5	less than 0.001
Water cooling and heating machine 2	Dust	g/Nm <sup>3</sup>	0.1	less than 0.002
	NOx	ppm	150	28
	SOx	K-Value	17.5	less than 0.001

## PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
629	Cyclohexane	2,000	2,000	-	-	1
691	Trimethylbenzene	1,700	1,700	-	-	0.84

## Tsuchihashi Plant

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	-
Emissions (including direct landfill waste and incinerated waste) [t]	18
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	3

## Takaoka Plant

[Products] Seats and door trims

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,043
Emissions (including direct landfill waste and incinerated waste) [t]	96
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	16

## Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	-	7.5	7.2
	BOD	mg/L	-	11	5.1
	COD	mg/L	-	8	7
	SS	mg/L	-	2	
	Oil content	mg/L	-	less than 0.5	
	Total Nitrogen	mg/L	-	13	
	Total Phosphorus	mg/L	-	2.7	0.9

## PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
298	Toluene diisocyanate	240,000	-	-	-	-
448	Methylenebis (4,1-phenylene) diisocyanate	130,000	-	-	-	-
585	Polymethylene polyphenyl polyisocyanate	40,000	-	-	-	-
691	Trimethylbenzene	1,700	1,700	-	-	0.84

## Tsutsumi Plant

[Products] Floor carpets and other interior components

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	377
Emissions (including direct landfill waste and incinerated waste) [t]	142
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	6

## Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	-	7.4	7.3
	BOD	mg/L	-	1.5	0.8
	COD	mg/L	-	8.5	6
	SS	mg/L	-	less than 1	
	Oil content	mg/L	-	less than 0.5	
	Total Nitrogen	mg/L	-	12	6.7
	Total Phosphorus	mg/L	-	1	0.18

## PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
392	N-hexane	4,700	4,700	-	-	2.32
629	Cyclohexane	16,000	16,000	-	-	8.11

## Toyohashi-Kita Plant

[Products] Seats

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	811
Emissions (including direct landfill waste and incinerated waste) [t]	145
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	11

### Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge 1	PH	-	6.0~8.5	7.5	7.2
	BOD	mg/L	20	0.8	0.6
	COD	mg/L	20	6.1	2.3
	SS	mg/L	20	2	less than 1
	Oil content	mg/L	5	less than 1	
	Coliform bacteria count	pcs/cm <sup>3</sup>	1,500	less than 30	
	Total Nitrogen	mg/L	120	3.9	1.7
	Total Phosphorus	mg/L	16	0.94	less than 0.01
Plant water discharge 2	PH	-	6.0~8.5	7.7	6.7
	BOD	mg/L	20	0.5	less than 0.5
	COD	mg/L	20	2.6	1.8
	SS	mg/L	30	1	less than 1
	Oil content	mg/L	5	less than 1	
	Coliform bacteria count	pcs/cm <sup>3</sup>	1,500	less than 30	
	Total Nitrogen	mg/L	-	0.7	
	Total Phosphorus	mg/L	-	0.02	

### Atmosphere

	Item	Unit	Regulation value	Measurement results
				Max.
Boiler 1	Dust	g/Nm <sup>3</sup>	0.05	less than 0.002
	NO <sub>x</sub>	ppm	150	48
	SO <sub>x</sub>	K-Value	2.34	less than 0.015
Boiler 2	Dust	g/Nm <sup>3</sup>	0.05	less than 0.002
	NO <sub>x</sub>	ppm	150	33
	SO <sub>x</sub>	K-Value	2.34	less than 0.015
Boiler 3	Dust	g/Nm <sup>3</sup>	0.05	less than 0.002
	NO <sub>x</sub>	ppm	150	28
	SO <sub>x</sub>	K-Value	2.34	less than 0.015

### PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
448	Methylenebis (4,1-phenylene) diisocyanate	20,000	-	-	-	-
585	Polymethylene polyphenyl polyisocyanate	19,000	-	-	-	-

## Toyohashi-Minami Plant

[Products] Door trims and seat covers

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	22
Emissions (including direct landfill waste and incinerated waste) [t]	60
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	10

### Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	6.0~8.5	7.4	6.6
	BOD	mg/L	20	2.4	0.5
	COD	mg/L	20	8.5	2.7
	SS	mg/L	30	4	less than 1
	Oil content	mg/L	5	less than 0.5	
	Coliform bacteria count	pcs/cm <sup>3</sup>	1,500	less than 30	
	Total Nitrogen	mg/L	-	10	0.7
	Total Phosphorus	mg/L	-	4.9	1.9

### PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
392	N-hexane	4,800	4,800	-	-	2.4
629	Cyclohexane	13,000	13,000	-	-	6.3

## Toyohashi-Higashi Plant

[Products] Floor carpets

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	68
Emissions (including direct landfill waste and incinerated waste) [t]	30
Direct landfill waste amount [t]	-
Incinerated waste amount [t]	-
Water withdrawal [thousand m <sup>3</sup> ]	1

### Water quality

	Item	Unit	Regulation value	Measurement results	
				Max.	Min.
Plant water discharge	PH	-	6.0~8.5	7.8	6.8
	BOD	mg/L	20	2	0.7
	COD	mg/L	20	5.2	2
	SS	mg/L	30	2	less than 1
	Oil content	mg/L	5	less than 0.5	
	Coliform bacteria count	pcs/cm <sup>3</sup>	1,500	less than 30	

## Tokyo Plant

[Products] Door trims, and intake manifolds

GHG emissions (production + non-production) [t-CO <sub>2</sub> e]	1,067
Emissions (including direct landfill waste and incinerated waste) [t]	54
Direct landfill waste amount [t]	4
Incinerated waste amount [t]	44
Water withdrawal [thousand m <sup>3</sup> ]	7

### PRTR substances

[kg/year]

No.	Chemical agent	Amount used	Amount released into			Amount transferred
			Atmosphere	Water	Soil	
629	Cyclohexane	2,900	2,900	-	-	1.5

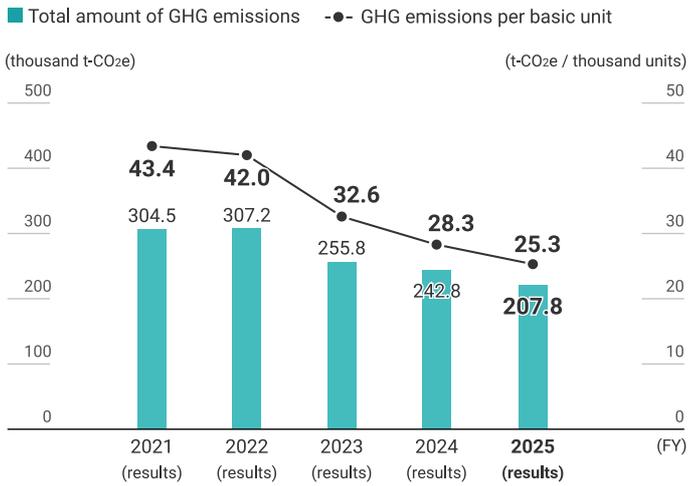
### Regarding the items listed:

- Items specified by laws, ordinances, and agreements related to air quality, as well as items that are voluntarily determined to require measurement are listed.
- Items specified by laws, ordinances, and agreements related to water quality, as well as items that are voluntarily determined to require measurement are listed.
- 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 value of Toyota Boshoku's GHG emissions (production + non-production) [t-CO<sub>2</sub>e] and waste production (t) (including landfill & incineration) include emissions and waste for Tajimi Technical Center and Tahara Plant business site.

# Environmental Data by Categories

## Amount of GHG Emission (Scope 1 and 2)

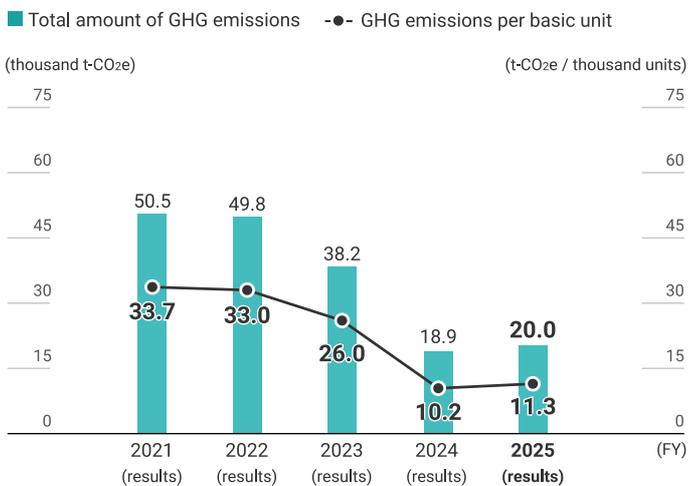
### Toyota Boshoku group



Note:

1. Since fiscal 2023 calculations have made use of data for the so-called "6.5 gases" (i.e. greenhouse gases other than CO<sub>2</sub> emissions from energy use), as well as CO<sub>2</sub> emissions from fuel used by Toyota Boshoku group vehicles
2. Data for fiscal 2023 shows a substantial decrease in GHG emissions compared to the preceding fiscal year. This is partly due to increased adoption of renewable energy, and partly a result of changes to emissions factors in countries other than Japan (Until fiscal 2022 we made use of various nations factors from the year 2000, which were published by the IEA in 2013. However, in fiscal 2023 we began making use of factors from 2020, which were published by the IEA in 2022)
3. Calculated including results for member welfare facilities, etc.

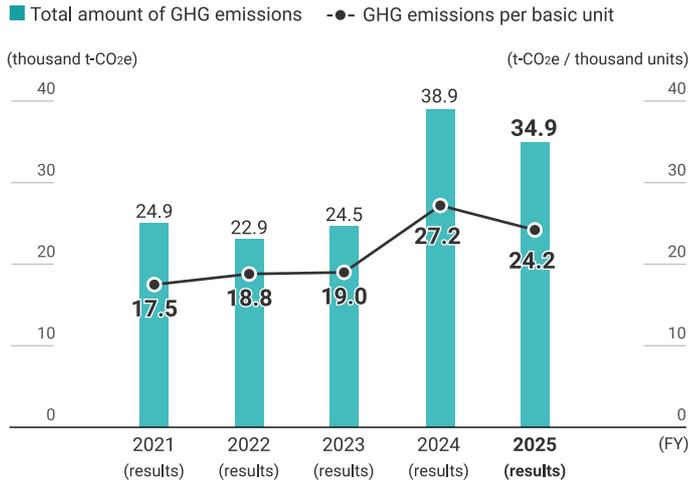
### Toyota Boshoku



Note:

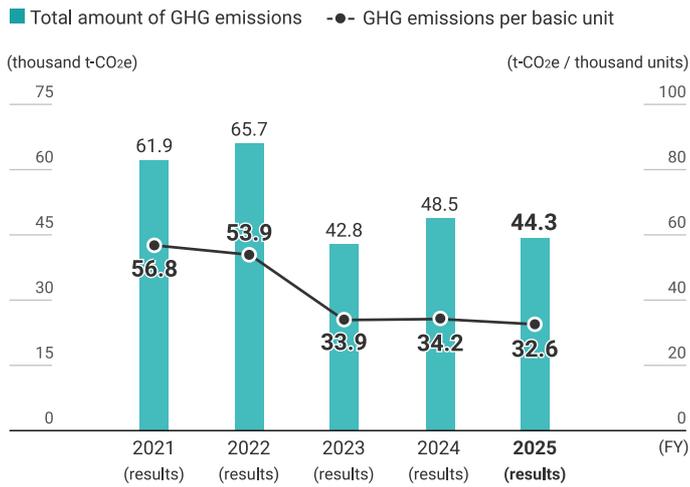
1. Since fiscal 2023 calculations have made use of data for the so-called "6.5 gases" (i.e. greenhouse gases other than CO<sub>2</sub> emissions from energy use), as well as CO<sub>2</sub> emissions from fuel used by Toyota Boshoku vehicles
2. Data for fiscal 2023 shows a substantial decrease in GHG emissions compared to the preceding fiscal year. This is due to increased adoption of renewable energy

## Japan region (excluding Toyota Boshoku)

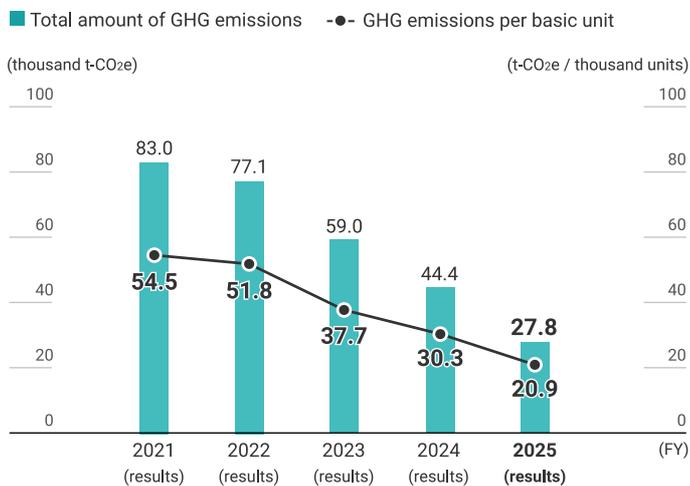


Note: Emissions increased from fiscal 2024 due to the addition of Toyota Boshoku Hirose and Toyota Boshoku Seiko

## The Americas region



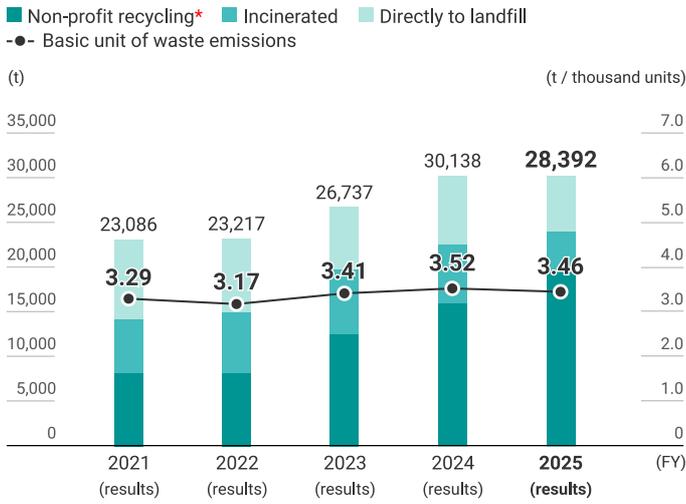
## China region





# Amount of Waste

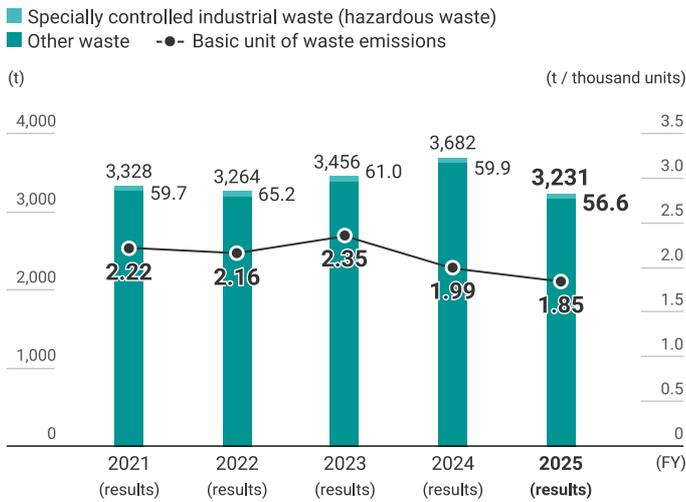
## Toyota Boshoku group



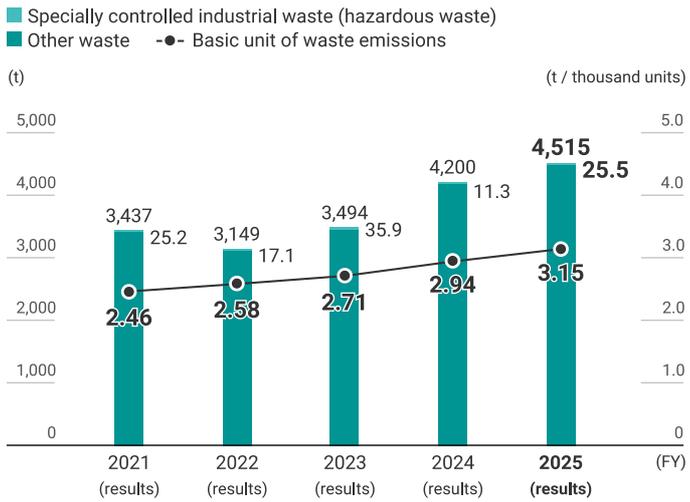
\* Materials discarded that are recycled for a fee

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

## Toyota Boshoku



## Japan region (excluding Toyota Boshoku)



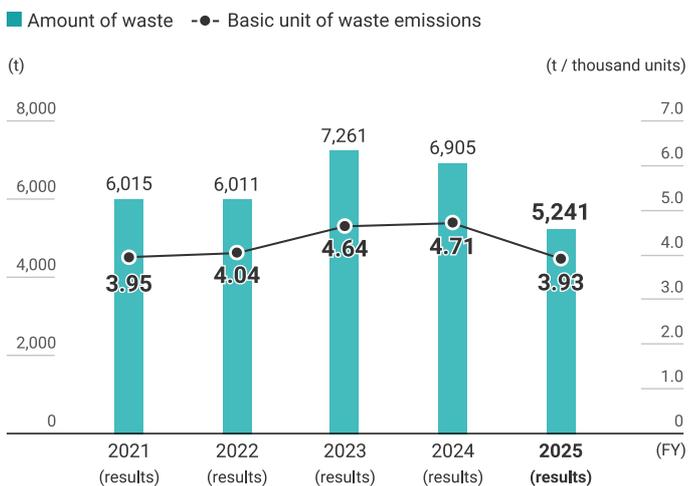
Note:

1. Does not include the amount of construction waste generated by subsidiaries in the construction industry
2. Emissions increased from fiscal 2024 due to the addition of Toyota Boshoku Hirose Corporation and Toyota Boshoku Seiko Corporation

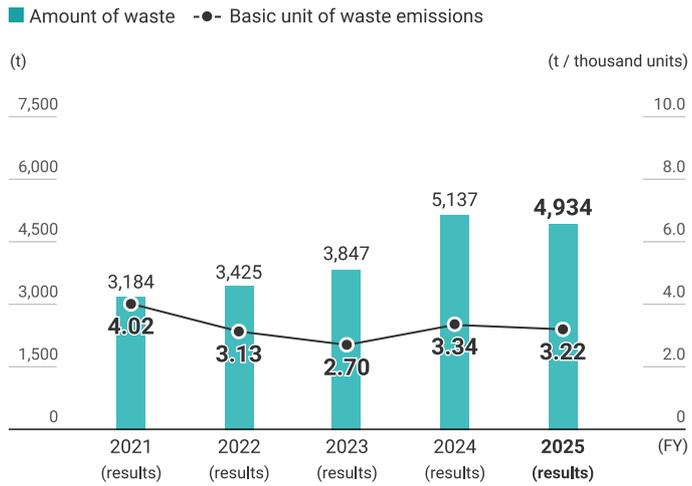
## The Americas region



## China region



## Asia region



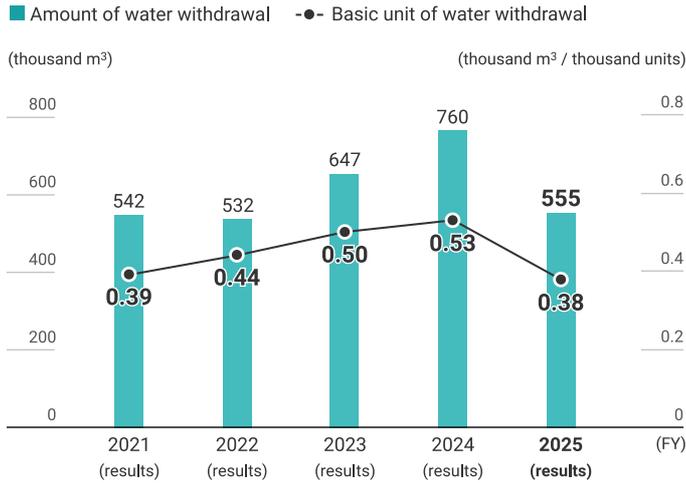
## Europe & Africa region



Waste Minimization

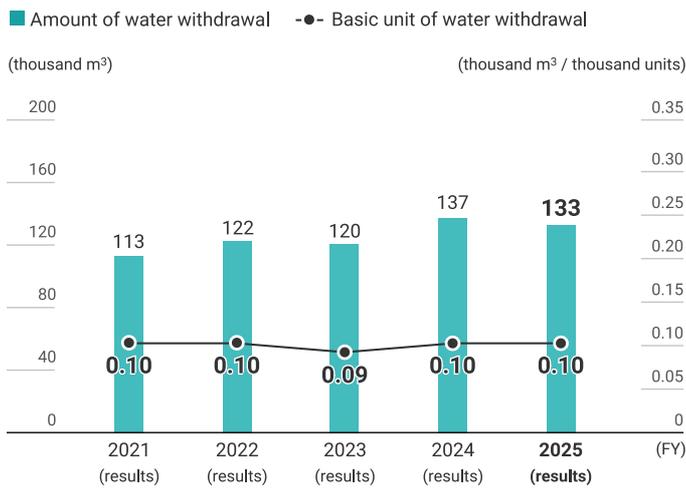


## Japan region (excluding Toyota Boshoku)

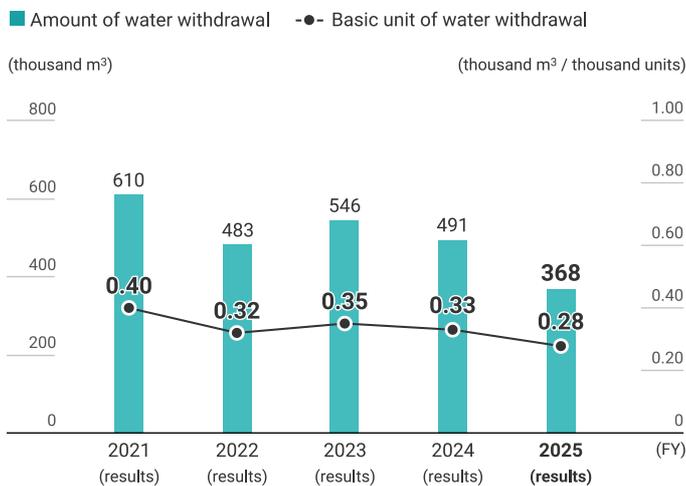


Note: Emissions increased from fiscal 2024 due to the addition of Toyota Boshoku Hirose Corporation and Toyota Boshoku Seiko Corporation

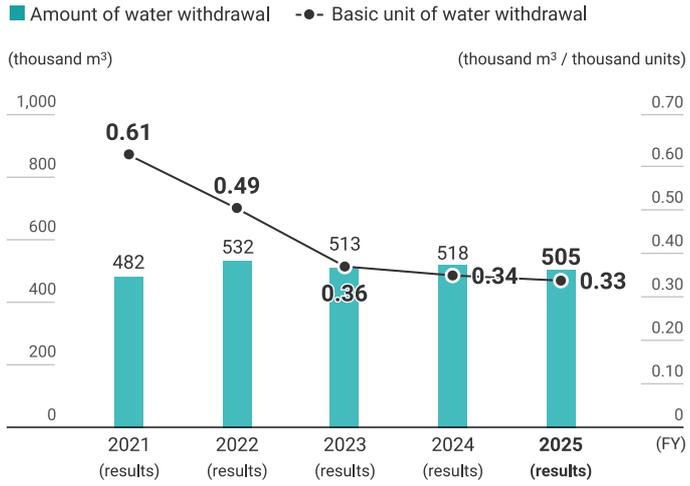
## The Americas region



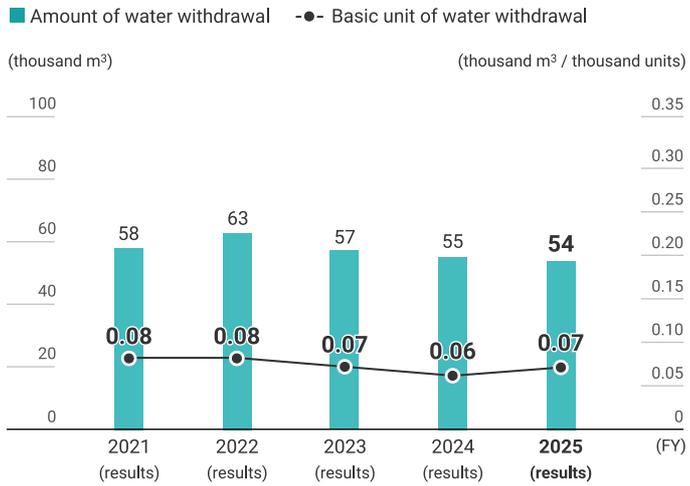
## China region



## Asia region



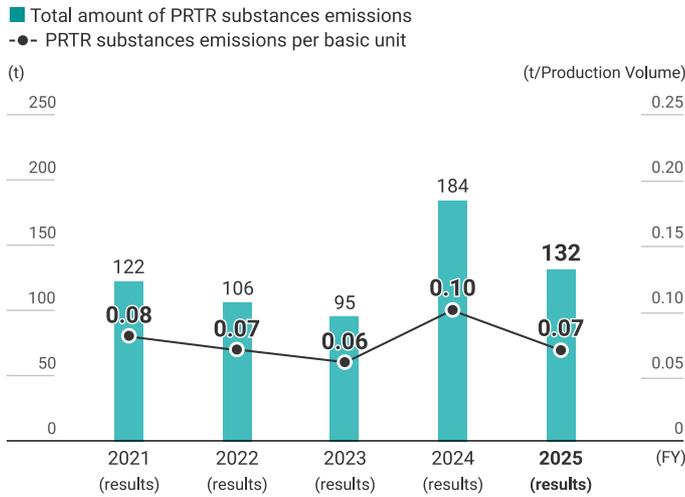
## Europe & Africa region



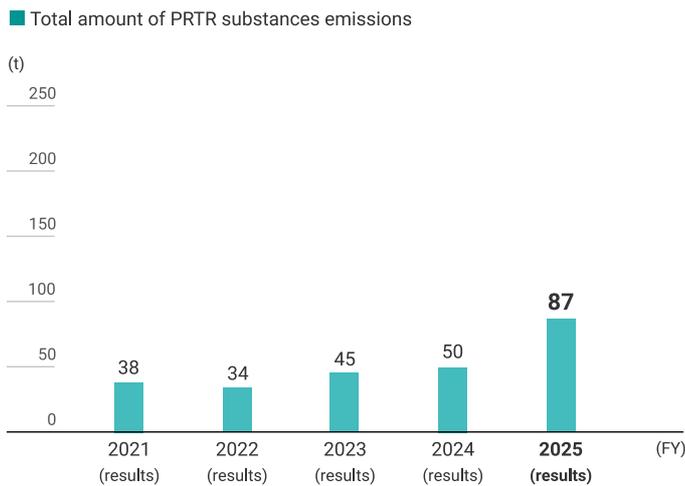
Water Resource Impact Minimization

# Emission of Chemical Substances

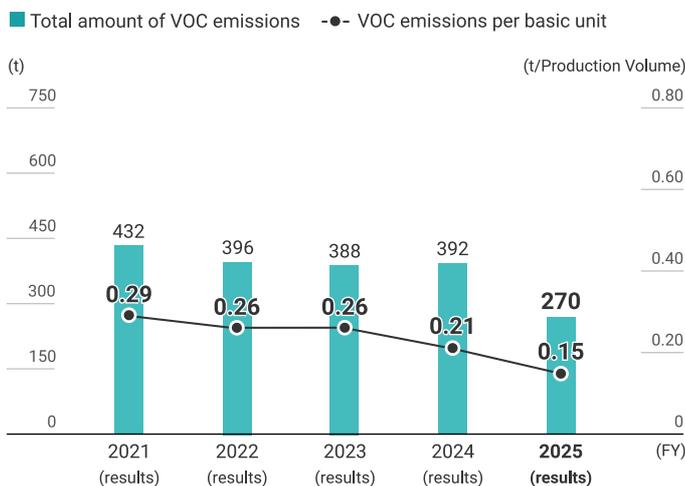
## Toyota Boshoku Pollutant Release and Transfer Register (PRTR) substances emissions



## PRTR substances emissions in the Japan region (excluding Toyota Boshoku)

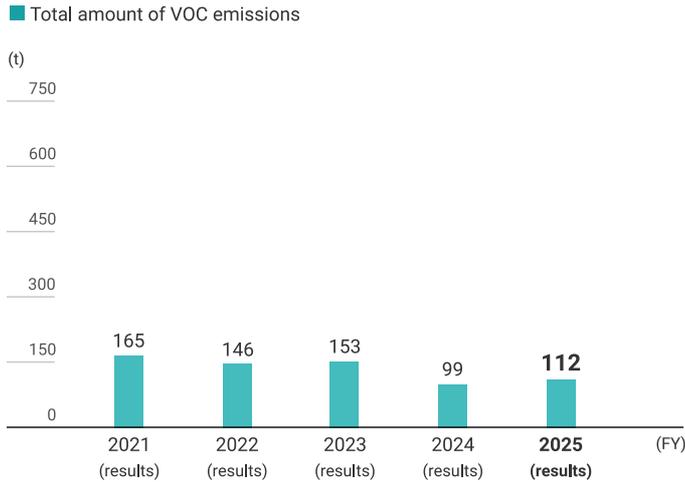


## Toyota Boshoku Volatile Organic Compounds (VOC)\* emissions



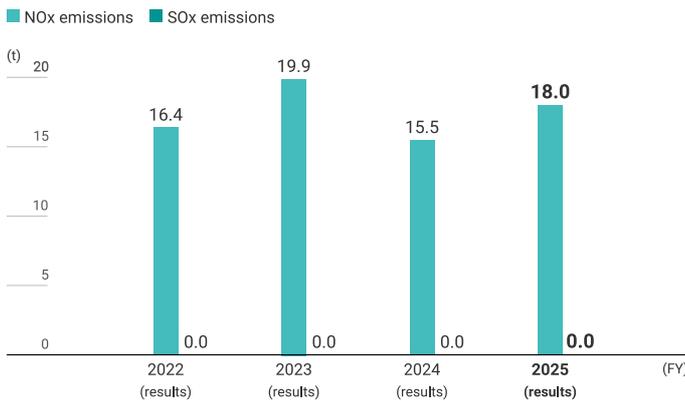
\* Encompassing 100 substances designated by the Japanese Ministry of the Environment

## VOC emissions in the Japan region (excluding Toyota Boshoku)



## Emission of Air Pollutants

### Toyota Boshoku



Note: SOx emissions less than 0.05 t have been classified as "0"

### [Calculation standards]

- **GHG Emission Levels**

CO<sub>2</sub> conversion factors for electric power in Japan are calculated with reference to emissions factors from each domestic electric utility company (based on emissions survey results), and included in Electric Utility Companies' Emissions factors (for use in calculating greenhouse gas emissions of companies emitting above a certain set level)—Results from Fiscal 2024, published by Japan's Ministry of the Environment, whereas for electric power in other regions they are calculated with reference to the IEA's Emissions Factors 2024.

CO<sub>2</sub> conversion factors for gas and other fuels are calculated with reference to A Summary of Calculation Methods and Emission Intensities for Systems of Calculating, Reporting and Publishing Environmental Data published by Japan's Ministry of the Environment.

**Inherent limitations in measurement and evaluation of environmental performance data**

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

**• Water withdrawal**

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

**• Amount of waste**

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 (13 plants)
- Japan affiliates: Production entities (10 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 (12 companies)
- Asia region: Regional Management & Collaboration Hub (1 company), production sites (15 companies)
- Europe & Africa region: Regional Management & Collaboration Hub (1 company), production sites (7 companies)

# Social

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105	Customer First, Quality First
109	Job Satisfaction and Employment
115	Diversity and Inclusion
121	Safety
133	Health
150	Respect of Human Rights
161	Human Resources Development
177	Suppliers
182	Social Contribution
192	Stakeholder Engagement

# Customer First, Quality First

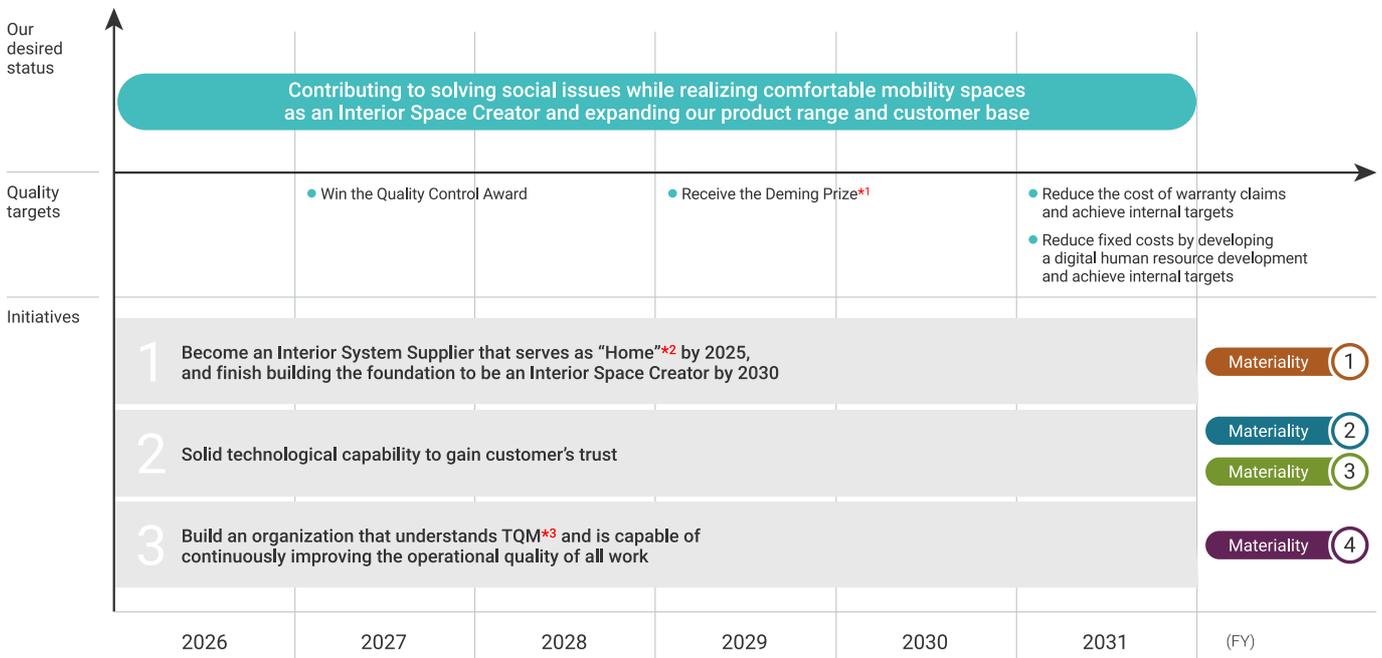
## Basic Stance

Based on the customer first philosophy originated from the Principles of Toyota—being unified to make contributions for the world and for people—and our strengths 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 reassurance, and to provide customers with attractive and inspiring products and quality.

## 2030 Quality Roadmap

We collate quality issues (internal factors) and have identified tasks in the Quality Segment for the year 2030, based on a renewed understanding of the surrounding environment (external factors). Specific initiatives and goals have been set to accomplish these tasks. In order to achieve our desired status in the Quality Segment, drawn up based on our 2030 Target, we have established three initiatives linked to our materiality to improve the operational quality of all work and the quality of our products.

### Quality Roadmap



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

\*2 A business or region that is capable of creating added value on a Genchi-Genbutsu (go, see & study) basis and has competitive advantage compared to peers

\*3 Total Quality Management

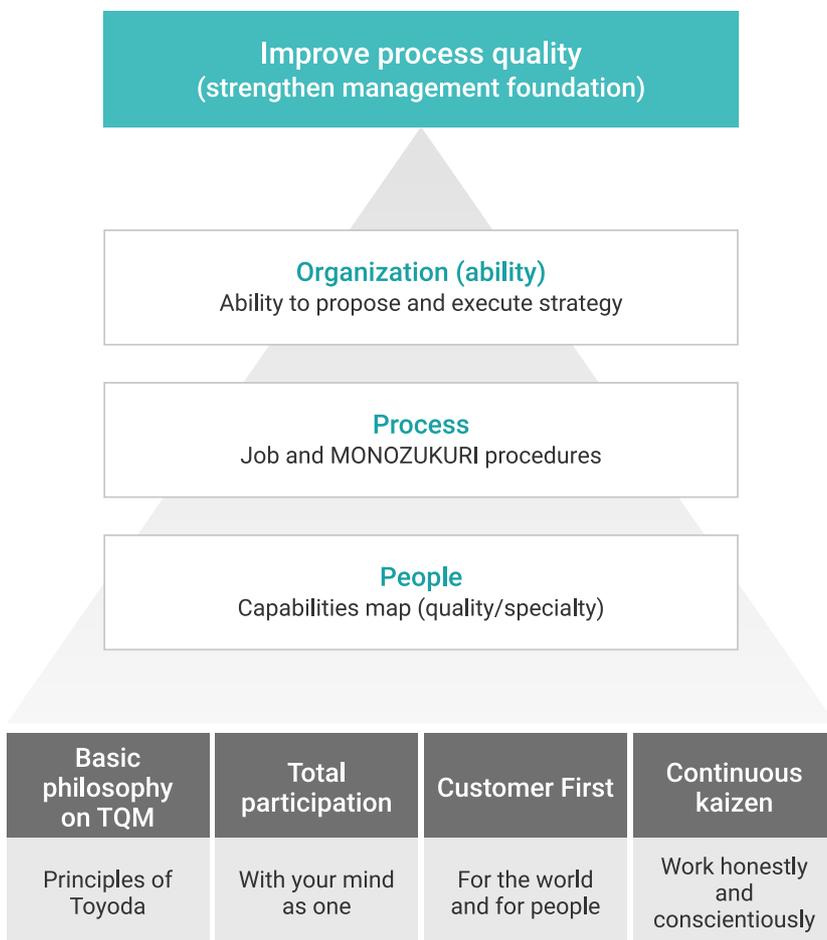
Aim to improve operational quality of all work by enhancing capabilities of "people," "organization," and "process" in order to maintain a flexible and resilient corporate structure based on the Corporate Philosophy of "total participation," "customer first," and "continuous kaizen."

# Human Resources Development

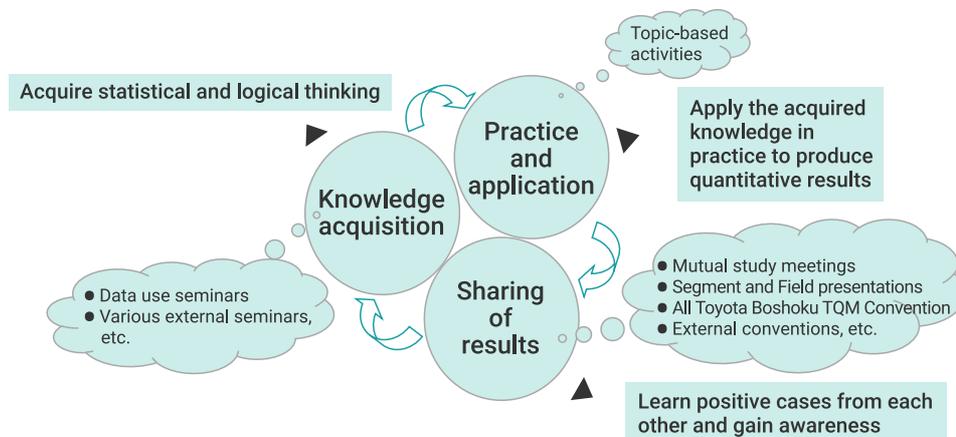
The foundation of everything we do is the practice of the Principles of Toyota, which clearly set out the thoughts of our founder, Sakichi Toyoda, and his attitude toward work. Through the promotion of TQM, we are passing on the cultivation of HITOZUKURI and a corporate culture in which Sakichi’s spirit of customer first and quality first can be realized in practice.

We define TQM as activities to enhance the vitality of company members and organizations, and, as our basic philosophy on TQM, promote its implementation based on the three pillars of customer first, continuous kaizen, and total participation, which result in “With your mind unified,” “For the world and for people,” and “Work honestly and conscientiously,” as stated in the Principles of Toyota. In addition, by promoting TQM to change the way we have been working and strengthen the “organization,” “process,” and “people” that form our management foundation, we are also striving to improve the operational quality of all work. The “organization” needs to be able to execute corporate strategies for sustainable growth. For “process,” procedures used to realize business operations from the customer’s perspective are needed; and for “people,” the qualities and expertise required to carry out business operations and MONOZUKURI are required.

## Improve operational quality of all work through implementation of TQM



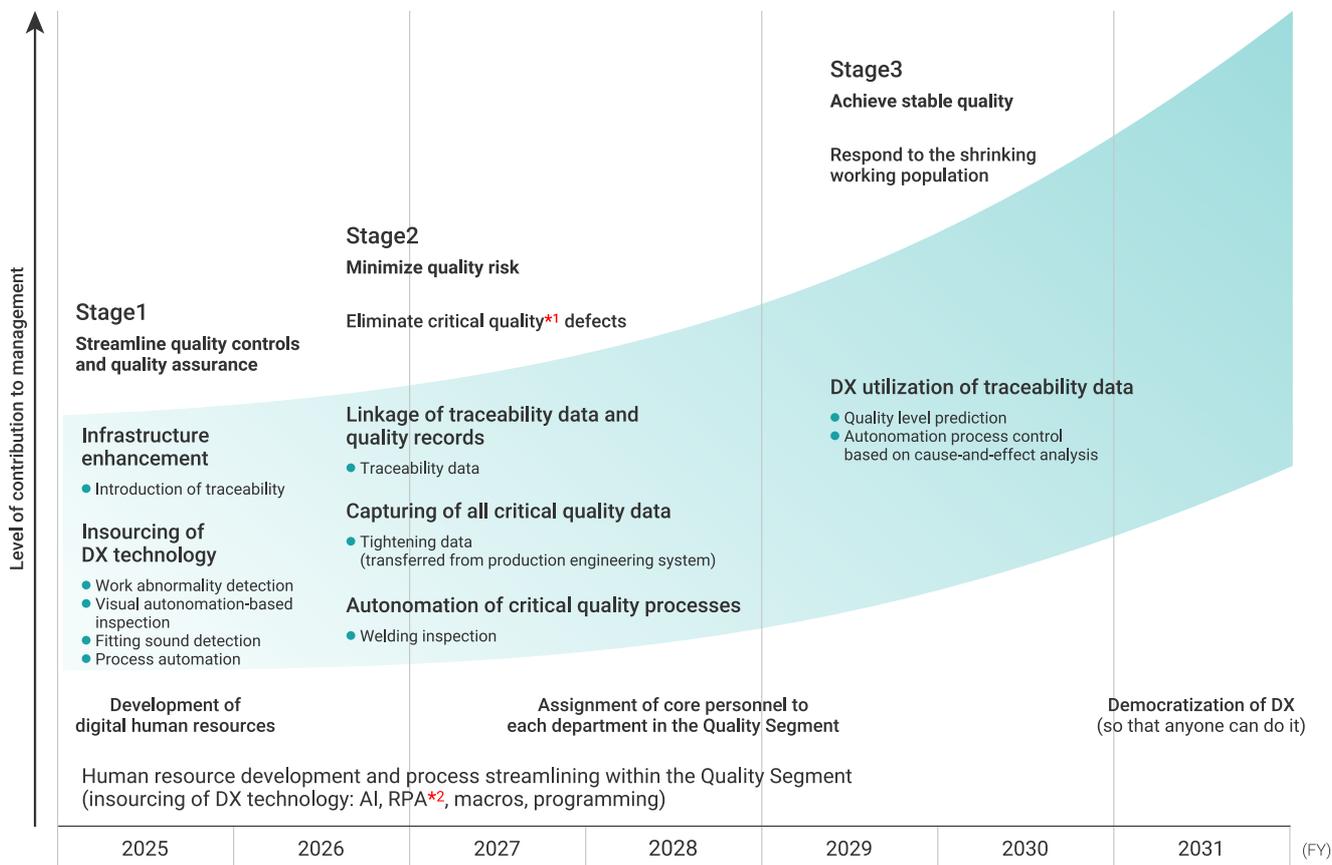
We have defined the management skills, problem-solving skills, data utilization and quality management skills, and unique technologies and skills required for TQM, and are conducting systematic training. In particular, to improve problem-solving skills, we are developing human resources who can enhance business processes based on Toyota Boshoku’s problem-solving methods by perpetuating the cycle of “knowledge acquisition (training),” “practice and application” through to “sharing of results.”



## DX Deployment and Promotion

We are actively deploying and promoting DX. While utilizing DX to prevent quality fraud, we are making preparations to enable quality assurance that is equal to or better than the current state, even in the event that we have a low-headcount structure due to the shrinking working population.

### DX promotion roadmap for quality assurance



\*1 The quality of products and parts assembled in manufacturing to ensure safety and compliance with regulations

\*2 Robotic Process Automation: Technology to automate processes using software robots

# Global QA Structure through the CQO System

To provide high quality, high value-added products to our customers around the world, CQO\*<sup>1</sup> for each region, CQO for each area\*<sup>2</sup> within these regions, and related functional divisions cooperate to quickly resolve global issues, as well as localized issues that arise in specific regions.

\*1 Chief Quality Officer

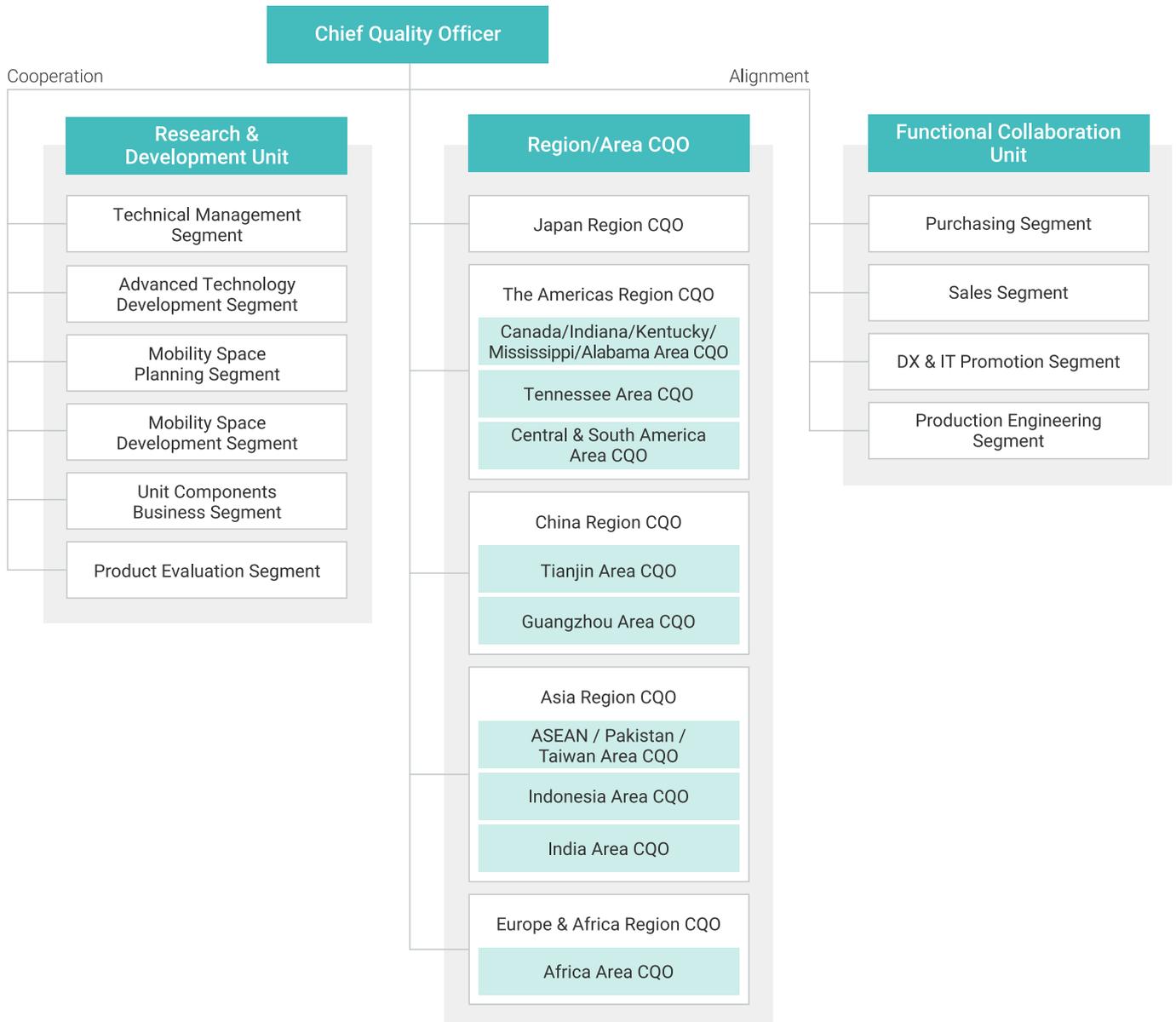
\*2 Regional CQOs are established for each of the 5 global regions, and area CQOs are established based on the size of the region.

For more information, please see the following section on our CQO Promotion Structure.

## Items being addressed in the CQO system

- Clarify the responsibilities of the Research & Development Unit and Functional Collaboration 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 Research & Development Unit and Functional Collaboration Unit, and foster a culture in which top management itself takes the issue seriously.

## CQO Promotion Structure

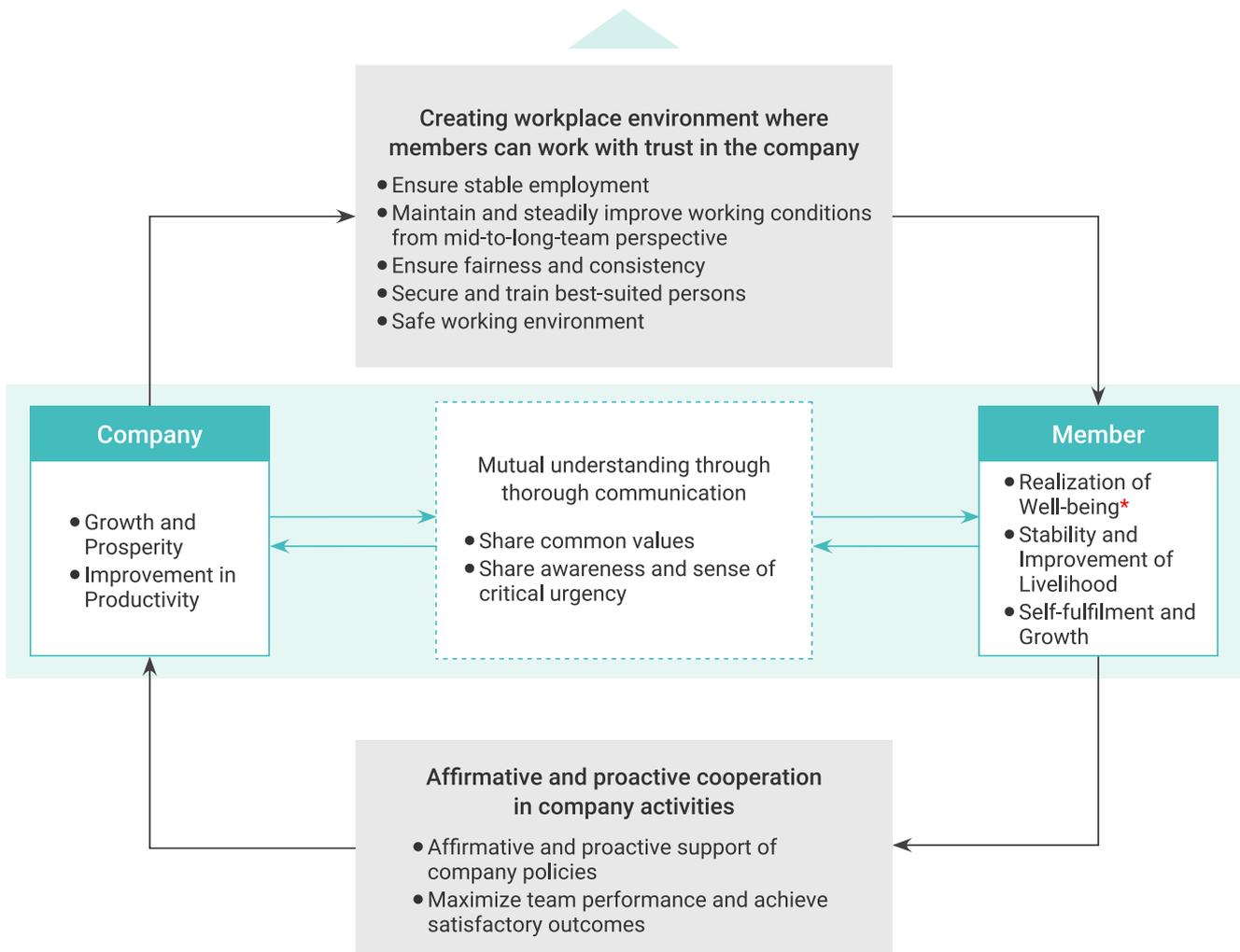


# Job Satisfaction and Employment

## Basic Concept of Human Resources Management (HRM)

With a good relationship between labor and management as a vital foundation, Toyota Boshoku aims to both guarantee stable employment and to maintain and continue improving working conditions into the mid- and long-term future. We are working to ensure consistent and thorough communication between labor and management—including but not limited to labor-management meetings—with each sharing plans, issues encountered, and other relevant information to ensure that both are able to fulfill their respective responsibilities. 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 equitable conditions for all members. Furthermore, we strictly respect the laws and social regulations of every country and region we operate in, whether they concern working hours, days off, wages, or other basic working conditions.

### Establish a relationship of mutual trust and respect



\* Being in a good state physically, mentally, and socially, with individual rights and self-fulfillment ensured

## Pursuing Ease of Working

We aim to enhance ease of working by creating a workplace in which company members can work happily and enjoyably, and by developing more flexible, efficient, and creative work rules.

Regarding to working hours, we strictly respect the Labor Standards Act (a law that governs working conditions in Japan), and make sure to carry out all legally mandated procedures in the event that a company member works longer than the designated duration of legal working hours. Additionally, from a health management perspective, we are aiming to curb long working hours by setting a target of "zero company members working overtime in excess of 540 hours per year (excluding managers and supervisors)."

As a specific measure to curb long working hours, at the company-wide level we are implementing the following:

- (1) Document simplification activities
- (2) Meeting streamlining activities
- (3) Use of digital tools (e.g. robotic process automation (RPA))

In this way, we are promoting operational streamlining.

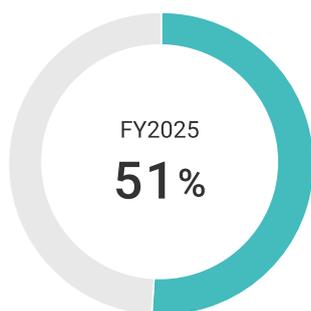
Furthermore, we are promoting flexible work styles by providing systems that allow company members to work without being restricted by time or place, such as coreless flextime (flextime without core hours) and teleworking systems.

We believe that these activities will contribute to the well-being of our company members. We will continue to engage in activities that promote physical and mental health and improve productivity and satisfaction.

## Employee engagement

From fiscal 2025, we revamped our survey method from the previous employee survey to the Toyota Boshoku EX (Employee Experience) Survey, which enables analysis at each workplace and benchmarking against other companies. In addition, the positive response rate for employee engagement, which indicates the willingness to voluntarily contribute to the organization and to our performance goals, has been set as a KPI. By effectively linking employee feedback to human resource strategy, countermeasures, and workplace improvement, and by enhancing employee engagement, we will promote the creation of an open workplace in which company members with diverse values and perspectives can cooperate and grow together.

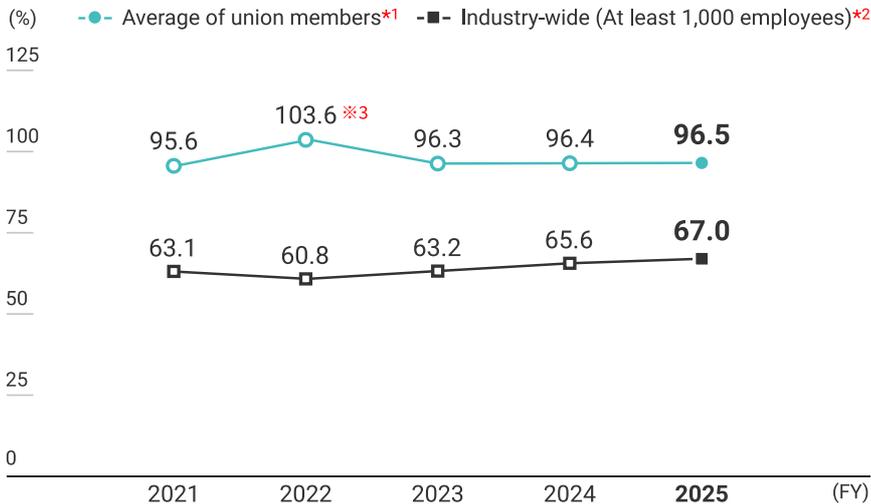
### Employee engagement positive response rate [Toyota Boshoku]



## Trend of annual paid holiday utilization rate

The paid holiday utilization rate has remained high, exceeding 95% in the most recent five-year period. In fiscal 2026, the company target continues to be 14 days of paid holiday per year or the non-elimination of accrued paid holiday (encouraging members to take paid holiday within the validity period) for union members, and 6 days of paid holiday per year for managers and supervisors, with labor and management working together to encourage the utilization of such leave.

### Annual paid holiday utilization rate (%) [Toyota Boshoku]



\*1 Excluding members on leave and members on overseas assignment

\*2 Ministry of Health, Labour and Welfare: General Survey on Working Conditions

\*3 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).

## Wages

The Toyota Boshoku group respects the concept of equal pay for equal work and fully complies with minimum wage standards and other laws and regulations of each country and region. Management also confers with labor organizations to ensure wage levels support an adequate standard of living for company members and their families.

As part of our compensation system, Toyota Boshoku has introduced a performance-linked scheme in which bonus payment levels for manager (G3) and above are determined based on the company's performance in the previous fiscal year. Bonus payment levels for union members are also determined based on company performance, through labor-management discussions.

Bonus amounts are determined by reflecting the six-monthly performance of the individual's assigned duties in addition to company performance. By reflecting both company and individual performance in compensation, we aim to raise awareness of the need to improve performance and achieve goals, and to provide members with a sense of growth and motivation.

## Retirement benefit system

Toyota Boshoku has established a lump-sum retirement benefit plan, a corporate pension fund plan, and a defined contribution pension plan. In the corporate pension fund plan, as well as lump-sum annuities and fixed-term annuities (15-year/10-year/5-year), which allow for a fixed period for receiving benefits, there is also the option of a 20-year guaranteed life annuity, which allows beneficiaries to receive an annuity for life and also allows their surviving family to receive an annuity even if they die within 20 years from the start of benefits. This helps to ensure the security and stability of company members' lives during retirement. The defined contribution plan also allows for the mobility of human resources by offering a choice of products and savings amounts, and the ability to take the plan with you even if you change jobs. Through these initiatives, we have put in place a system that allows members to play active roles at Toyota Boshoku over a long period of time with peace of mind.

## Employees' Shareholding Association

Our aim is to support company members in building long-term wealth, so as to achieve financial well-being. The Association launched in 1977 as a shareholding association of Toyota Boshoku.

Funds are contributed from salary and bonus to purchase the Company's shares. Permanent company members and post-retirement rehired company members are eligible for this scheme. The incentive provided by the Company is 10% of the contributions, and the dividends are reinvested to fund the purchase of shares for each association member. In 2024, to commemorate the 20th anniversary of the three-company merger, all members were granted 20 shares per member. As of March 1, 2025, the participation rate was 58%.

## Graduate and Mid-career Recruitment

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### New graduate recruitment

Our policy is to recruit highly capable individuals with diverse attributes and values in an active and stable, sustainable manner. We will also establish a recruitment framework by field and systematically develop individuals with aptitude after they join the company, building a system that will enable them to become an immediate asset. In addition to the conventional method of assigning new members to the most suitable department based on their wishes and aptitude, we have introduced course-specific hiring, in which company members are assured of their initial post-joining assignment at the time of their job offer.

### 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. In addition to agency recruitment and direct recruitment, we use referrals from company members and alumni hiring to efficiently hire talented people and people who are well versed in our culture and operations. 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 initiatives 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]

Fiscal year			Unit	2021	2022	2023	2024	2025
Graduate recruitment	Administrative and engineering	Men	People	88	58	80	135	153
		Women	People	30	20	25	49	30
	Skilled	Men	People	54	48	51	60	61
		Women	People	13	9	12	14	16
	Ratio of women		%	23.2	21.5	22	24.4	17.7
Total			People	185	135	168	258	260
Mid-career recruitment*	University graduates	Men	People	0	1	19	64	110
		Women	People	7	8	7	17	29
	Graduates of high school or vocational school	Men	People	0	0	0	4	10
		Women	People	2	0	0	0	1
	Employees recruited as mid-career, as percentage of total number of employees recruited per year		%	4.6	6.3	13.4	24.8	36.6
Total			People	9	9	26	85	150
Graduate + mid-career recruitment Total			People	194	144	194	343	410

\* The number of mid-career hires for skilled positions does not included.

## Human Resource Retention Activities

In recent years, there has been increased mobility of human resources, and the employment market and workers' attitudes have also changed. However, the turnover rate at Toyota Boshoku is below the industry-wide average due to our pursuit of ease of working, including the enhancement of the workplace environment and systems. Since about 80% of company members who leave the company are regular company members, as activities to retain new company members we implement "assignments that take into account the individual's wishes, personal aptitude, and subject major," "post-assignment questionnaires and individual interviews," and "three-way meetings with supervisors and senior company members using a training record chart." In addition, to ensure smooth communication with new company members, direct supervisors and senior company members undertake "communication skills training." We believe that this training also has a positive impact on subsequent on-the-job training activities, and helps to maintain the motivation of new company members.

## Turnover rate trend (permanent company members) [Toyota Boshoku]

Item	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	
Turnover rate for personal reasons	People	99	110	143	155	151	
	%	1.10	1.17	1.62	1.75	1.67	
Turnover rate of new graduates leaving within 3 years	%	3.2	8.3	9.9	6.3	9.4	
	Administrative and engineering	%	3.8	6.5	8.9	2.4	12.7
	Skilled	%	1.8	11.1	11.9	10.7	5.1

## Treatment of Non-regular Workers

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Employment of non-regular workers is conducted in compliance with labor laws and regulations, and employment conditions, including social insurance and work leave, are provided in accordance with employment rules and regulations. We also ensure that employment conditions for non-regular workers are reasonably comparable to permanent company members. In addition, the employment of temporary workers is conducted in accordance with the Worker Dispatching Act, Guidelines for Measures to be Taken by Clients, and other laws and regulations.

# Diversity and Inclusion

## Basic Stance

We are fostering an environment in which everyone, including women, non-Japanese members, young people, seniors, and people with disabilities can freely and openly express their own ideas, through the creation of an open workplace culture. We believe that by fusing the knowledge possessed by such a diversity of human resources, this will energize innovation, resulting in business expansion as well as the creation of new businesses.

To create this open workplace, we conduct lectures and e-learning training for managers and others on harassment, compassionate communication, the importance of diversity and inclusion, and unconscious bias.

## Work-life Balance

Toyota Boshoku has been striving to improve the workplace environment in various ways. For example, in skills-based workplaces, we have introduced production lines that make it easier for company members who are raising children to work, while in administrative and engineering workplaces, we have introduced flextime without core hours and teleworking systems. We have also established an infrastructure including setting up an in-house day care center and operating a day care center shared by the five Toyota group companies, and have enhanced schemes such as an expanded short-time working system (raising the eligible age for use to 18 years old), and a new system that allows leave to be taken for family care or fertility treatment reasons. 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

		Childbirth	8 weeks after birth	3 years old	Entered elementary school	18 years old	
<b>Childcare</b>							
Childcare leave	Legal requirements	Until child is 1 year old It can be split into two separate periods					
	Toyota Boshoku	Can be taken until child is 3 years old It can be split into two separate periods					
Postnatal childcare leave (father's childcare leave)	Legal requirements	Four weeks leave (which can be split into 2 separate periods), within the first eight weeks after birth					
	Toyota Boshoku	In line with legal requirements					
Financial assistance for those wishing to take childcare leave	Toyota Boshoku	Persons wishing to take childcare leave for a total of 4 weeks (28 days) or more					
Establishing nurseries	Toyota Boshoku	7:00 to 20:30 Based on company calendar		Toyota group 5 companies jointly In Toyota Boshoku Sanage plant			
Financial assistance towards childcare costs for company members returning to work early from childcare leave	Toyota Boshoku	Returning before child is 2 years old					
Introduction of regular daytime/first shifts	Toyota Boshoku					Until 4th grade of elementary school	
	Legal requirements	Until child is 3 years old					
Short-time working system	Toyota Boshoku	Choice of 4, 5, 6, or 7 hours per day					Up to 18 years old
	Legal requirements	Up to 5 days/year per child Up to 10 days/year for those with 2 or more children				Until 3rd grade of elementary school	
Child nursing care leave	Toyota Boshoku						Up to 18 years old
	Legal requirements						
Life support leave	Toyota Boshoku	5 days/year for various reasons related to family care (spouse's pregnancy support, childcare, fertility treatment)					
Skill Comeback system*	Toyota Boshoku	Able to use the system when a spouse is to be transferred to a new location during the period of child care leave					

Caregiving		1 year	3 years
Extension of duration of caregiver leave	Legal requirements	Up to a total of 93 days per applicable family member, up to 3 times	
	Toyota Boshoku	Total of 2 years per applicable family member	
Short-time working system	Legal requirements	Total of 3 years, which can be split into 2 separate periods	
	Toyota Boshoku	Choice of 4, 5, 6, or 7 hours per day	Total of 3 years, which can be split into as many separate periods as desired
Caregiver leave	Legal requirements	Up to 5 days/year per applicable family member Up to 10 days/year for those with 2 or more applicable family members	
	Toyota Boshoku	In line with legal requirements	
Life support leave	Toyota Boshoku	5 days/year for family caregiving	
Skill Comeback system*	Toyota Boshoku	The system is available when company member leaves their job for caregiving reasons	
Extended remote work	Toyota Boshoku	The system is available for company members who need to stay in a remote area (limited to within Japan) for an extended period of time due to personal circumstances such as care for a family member, making it difficult for them to come to work on a daily basis.	

\* 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 (inside and outside Japan.)

## Users of childcare leave system and short-time working system [Toyota Boshoku]

### Trend in the number of members using the childcare leave system and the utilization rate among men

Fiscal year		Unit	2021	2022	2023	2024	2025	
Number of employees taking childcare leave* and ratio of men taking childcare leave		Toyota Boshoku	Persons	68	80	119	193	<b>193</b>
	Women	Toyota Boshoku	Persons	50	44	49	48	<b>47</b>
	Men	Toyota Boshoku	Persons	18	36	70	145	<b>146</b>
	Utilization rate among men (Utilization rate among applicants)	Toyota Boshoku	% (%)	6 (-)	15 (-)	28 (-)	67 (96)	<b>69 (99)</b>

\* Number of company members who started childcare leave in the applicable fiscal year

The return to work rate for users of the childcare leave system is 100%.

### Trend in the number of members using the short-time working system

Fiscal year		Unit	2021	2022	2023	2024	2025	
Number of members using the short-time working system		Toyota Boshoku	Persons	195	211	242	247	<b>247</b>
	Women	Toyota Boshoku	Persons	192	209	237	241	<b>238</b>
	Men	Toyota Boshoku	Persons	3	2	5	6	<b>9</b>

# Company Member-led Activity Organizations

## Employee Network Resources Group (ENRG)

In 2022, we established the Employee Network Resources Group (ENRG), an employee networking group. ENRG works to understand the real views of company members and communicate them to management to resolve problems. Currently, it is split into the following groups: “Women,” “Young People,” “Non-Japanese Members,” “Seniors,” and “People with Disabilities,” and to date a total of 100 members have taken part. Additionally, once a year since fiscal 2024, ENRGs have taken the lead in organizing D&I Week. The program has included experiencing what it is like to be a pregnant woman, a wheelchair basketball experience, a sign language experience, an introduction to multinational cuisine, accounts of the experiences of members who had taken parental leave (men and women), and a panel discussion on D&I with people from leading peer companies.



Wheelchair basketball experience



Introducing cuisines from various countries



Logo of the Employee Network Resources Group (ENRG)

**Team Breakthrough – “This is Diversity & Inclusion at Toyota Boshoku”**

## 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 multifaceted support including improving the environment for career development and work-life balance, and changing the awareness of both female members and their supervisors. We will continue to promote measures to encourage female managers and female technicians to play an active role, as well as actively recruit women.

### 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	2021	2022	2023	2024	2025
Number of female managers (Persons)	24	29	33	35	40

### 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.

From fiscal 2025, the company will accelerate the development of female company members by incorporating priority individuals for training into the NEXT100\* program.

\* Registration system for priority training individuals to strengthen the development of young people for the Toyota Boshoku group

### Initiatives to advance women in skilled professions

We are taking steps to reflect the opinions of female member in skills-based workplaces 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 in April 2024 we raised the eligible age in the short-time working system. Any concerns and opinions regarding the workplace are also shared, as necessary, between each plant and HR, and further measures are then implemented.

### Promoting the advancement of female members

To further encourage female members to reach their potential at work, we hold seminars for supervisors, female members, and spouses in anticipation of returning to work after childcare leave, career seminars for female senior specialists, D&I training for permanent company members, etc.

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

## 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.

We offer internships for students who wish to find employment, so that they can understand the work environment before proceeding to the hiring process. In addition, interviews are conducted before and after employment to ensure an environment in which members can work with peace of mind. Furthermore, as necessary, 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	2021	2022	2023	2024	2025
Employment rate of persons with disabilities (%)	2.33	2.45	2.53	2.54	2.46

## 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 company members we employ around the globe, including company members at sites outside Japan.

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

	April 2021	April 2022	April 2023	April 2024	April 2025
Ratio of local employees (%)	25.6	25.3	21.7	29.2	29.5

## 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 local staff from group companies outside Japan to Toyota Boshoku (ICT: Intra Company Transferee), embracing movement across regions and actively accepting and employing internships from universities outside Japan. In order to enable company members from other countries 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 company members, and endeavor to keep improving in the future.

## Responding to Sexual Diversity (LGBTQ+ community)

We promote understanding of sexual diversity, such as gender identity, sexual orientation, and gender expression through measures such as distributing handbooks. Furthermore, the company has set up an internal consultation service, which includes consultation on LGBTQ+, and has put in place an internal system for same-sex couples regarding marriage and family.

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

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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 transfers to countries outside Japan.

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 company members over the age of 60 who continue to hold important responsibilities and produce good results, and by expanding opportunities for seniors to flourish including at affiliates and suppliers of Toyota Boshoku in Japan.

### Re-employment of retirees [Toyota Boshoku]

Fiscal year	2021	2022	2023	2024	2025
Re-employment of retirees (persons)	343	354	392	425	497

## Creating People-friendly Processes and Environments

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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 Philosophy for Safety and Health, and Our Basic Safety and Health Policy

Based on a Basic Safety and Health Policy, the Toyota Boshoku group implements health and safety activities as labor-management cooperative efforts in order to establish a corporate culture that places priority on health and safety at work. We also work globally to enhance health and safety 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

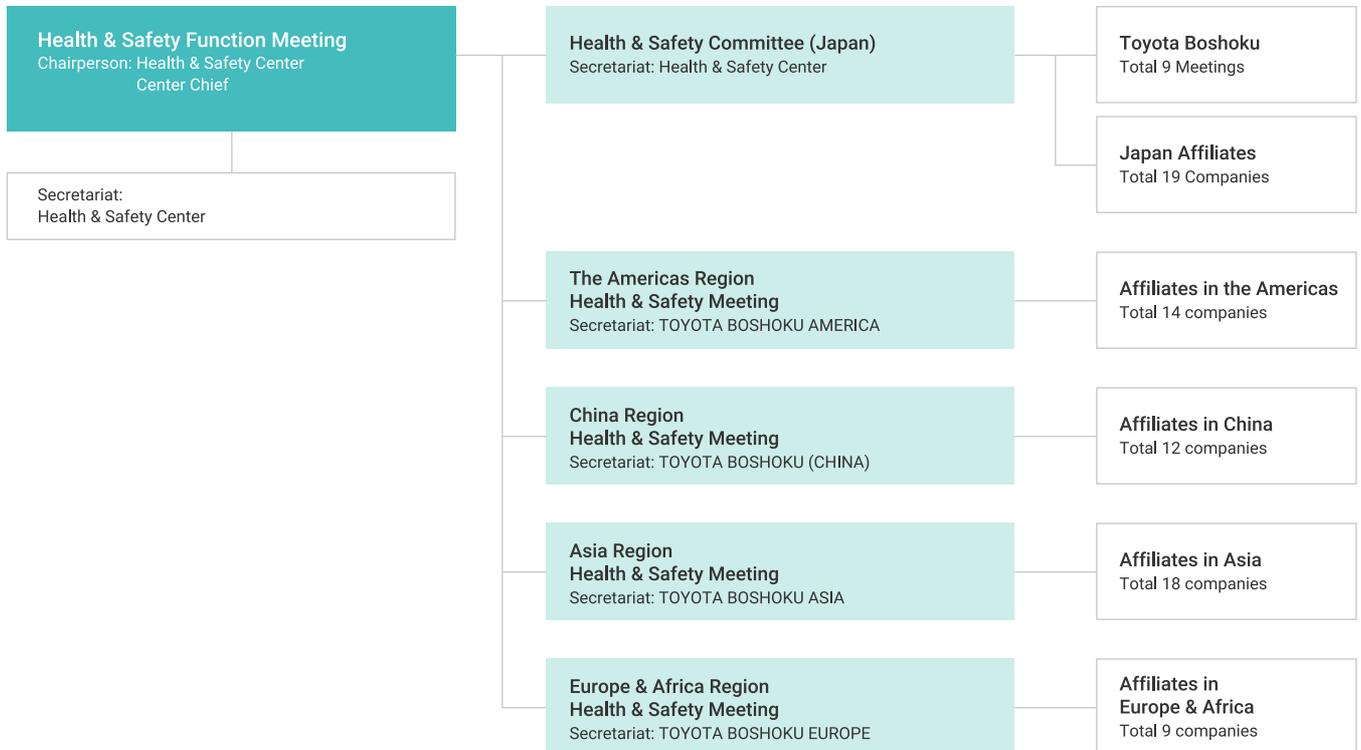
### Policies for Safety Management

- 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.

# Health and Safety Promotion System

We have established a group-wide health and safety promotion system to build a “safe and comfortable workplace environment,” by formulating and following through on health and safety goals for the Toyota Boshoku group.

## Health and Safety Promotion System

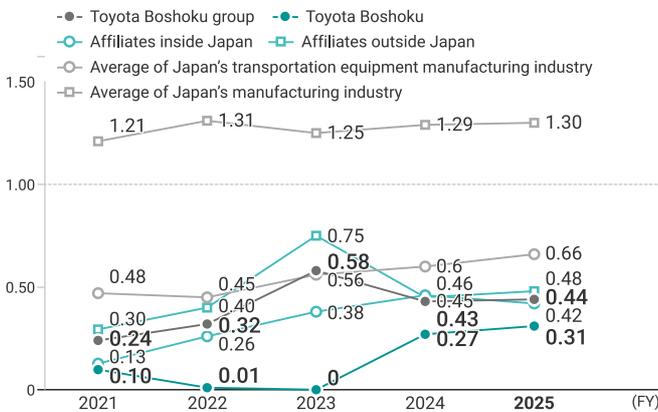


# Health and Safety Activities Index

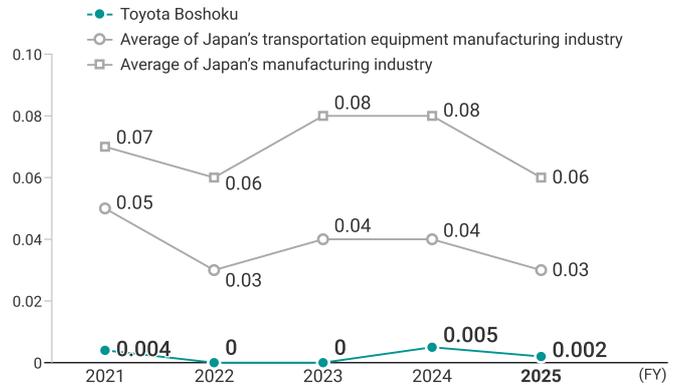
## Number of work-related injuries at Toyota Boshoku group

	Total scope	Fiscal year				
		2021	2022	2023	2024	2025
All accidents (Cases)	Toyota Boshoku group	76	95	134	114	110
	Toyota Boshoku	11	13	16	20	21
Fatal accidents on company premises (Cases)	Toyota Boshoku group	0	0	0	1	0

## Lost time injury frequency rate (Lost time or more severe) <sup>\*1</sup>



## Occupational accident severity rate <sup>\*2</sup>



<sup>\*1</sup> (Number of deaths and injuries due to occupational accidents / total number of actual working hours) x 1,000,000

<sup>\*2</sup> (Total days of lost labor/total number of actual working hours) x 1,000,000

(Target for both <sup>\*1</sup> and <sup>\*2</sup> is Toyota Boshoku group permanent employees, employees under non-regular contract, associate employees, part-time employees, fixed-term contract employees, trainees employees, secondees, interns, and temporary staff (staff employed by the staffing agency))

## Safety Commendations

By evaluating and recognizing the efforts of Toyota Boshoku and its affiliates inside and outside Japan, we aim to raise safety awareness and maintain motivation in our activities.

Commendation is made annually to outstanding companies based on an evaluation of the duration of accident-free periods in plants, the frequency of occupational accidents and total working hours, etc.



Members (center, right) of Toyota Boshoku Haiphong (Vietnam), which received the Safety Award (Gold Award) for its activities to establish a corporate culture that always puts safety first

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

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Based on a Basic Safety and Health Policy, in order to establish a corporate culture that places priority on health and safety at work, the Toyota Boshoku group is continuing labor-management consultations and cooperative efforts aimed at building a pleasant working environment that guarantees the health and safety of company members.

In accordance with ISO 45001 standard requirements and Occupational Safety and Health Management System legal requirements, we have established the Toyota Boshoku Occupational Safety and Health Management System (Toyota Boshoku OSHMS). And we built a unified, more efficient Occupational Safety and Health Management System, and announced it globally. We grasp occupational health and safety issues and secure both human and financial resources to improve both health and safety at workplaces.

### Building a Safe Working Environment

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#### 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 process design 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 visitors or business partners. Finally, we are also performing appropriate health hazard prevention in relation to 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 and fire prevention cross-check

The entire group, including suppliers, continues to work together to prevent STOP6\* accidents which may lead to fatal accidents and to prevent total-loss fires.

In fiscal 2025, as in previous years, a safety and fire prevention cross-check by top management of each plant was implemented globally.

Entity top management visits entities not under their jurisdiction to check items such as the status of 4S Seiri (Sort), Seiton (Set in order), Seiso (Shine) and Seiketsu (Standardize), to verify the environment for the practice of Stop, Call, and Wait, and to check safety measures at facilities, etc.

\* Safety TOYOTA 0 (Zero Accident) Project 6: Toyota Motor's classification of past accidents in the automotive industry into six categories (1. Moving machinery 2. Heavy objects 3. Vehicles 4. Falls 5. Electric shock 6. Fire).

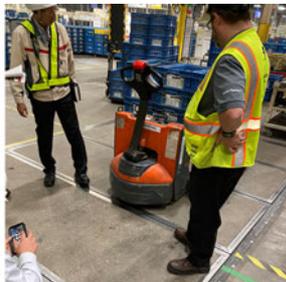


Checking crane operation

## Global safety and fire prevention inspections by functional divisions

Members of the Health & Safety Center visit entities outside Japan to conduct safety and fire prevention inspections. They point out equipment malfunctions and unsafe operations, and promote improvements.

In fiscal 2025, we inspected 9 entities in the Americas, 10 entities in China, 17 entities in Asia, and 7 entities in Europe & Africa.



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

# Safety Education

We believe that education is a key to safe behavior.

In order to promote the development of safe human resources and workplaces in which fatal accidents never 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.

## Main health and safety-related training programs and the number of participants

Training content	Total scope	Fiscal year				
		2021	2022	2023	2024	2025
Safety manager training participants	Toyota Boshoku	43	67	53	62	96
Group leader training participants		50	0	97	47	52

## Developing human resources who can take Safety Basic Behavior

In addition to preventing occupational accidents, we are working to establish a “culture of taking things for granted” by having company members observe and follow the established rules in terms of manners and morals. For instance, we are continuously implementing “Poke-Te-Na-Shi Activity<sup>\*</sup>” common to the Toyota group, raising the level of awareness by calling out to company members through Poke-Te-Na-Shi checks and poster contests, and creating workplaces where mutual enlightenment can take place.

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



An educational message on Safety Basic Behavior is displayed on the floor at the plant entrance (Ningbo Toyota Boshoku (China))



Posting of Safety Basic Behavior and compliance rate (Toyota Boshoku Gateway (Thailand))

## Renewal of Safety Act Center

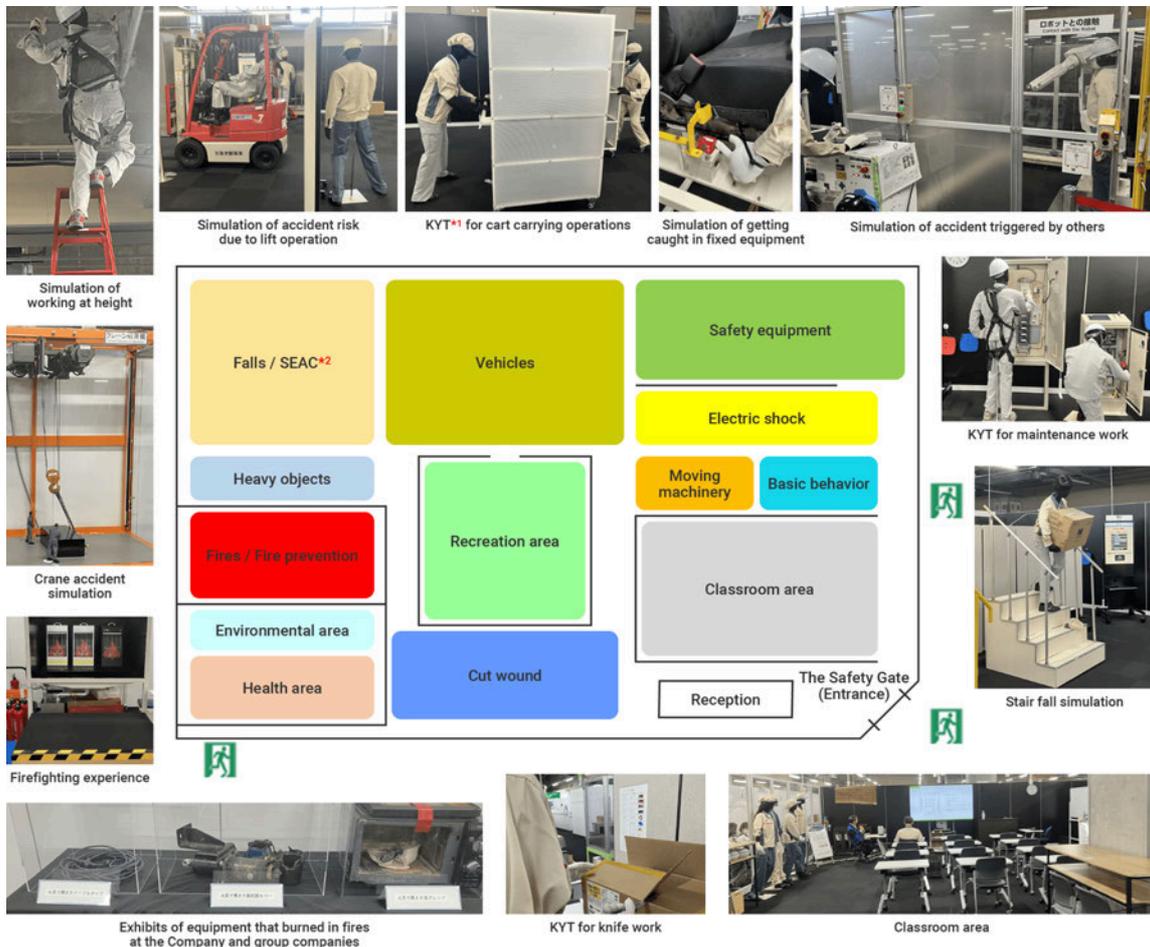
Moreover, in fiscal 2021, we established Safety, Health, Environment fruitful Think and Act Center (SHE-TAC) within the MONOZUKURI Innovation Center with the aim of promoting the development of human resources who know the background and causes of past occupational accidents, consider countermeasures, take individual responsibility for matters of safety, and take initiative to implement preventive measures. SHE-TAC has continuously fostered the development of safety and accident prevention-focused company members, providing training at various levels, including for newly-hired and newly-promoted company members, as well as for members at affiliates in Japan. From fiscal 2026, the scope of the trainees has been expanded and the name has been renewed as Safety Act Center. In-house safety personnel serve as instructors for the three courses (administrative, engineering, and manufacturing), each of which provides training on past cases of accidents, risks of accidents, and items that must be observed to prevent accidents. With regard to accident risk, to develop human resources capable of perceiving hazards as risks, all participating members of the training program, including instructors, conduct hazard prediction to identify which risks are present.

A total of 7,168 people (7,048 from Toyota Boshoku and 120 from affiliates, business partners, etc.) have participated in the program since its establishment.

### Comments from participants

- There were many accidents that I did not know even though they were serious. It was a good opportunity to strongly realize how scary an accident can be.
- Seeing many cases, I realized that if I was not careful, I might cause serious injuries or accidents. So I was also able to alert people around me.
- The horror of accidents was clearly demonstrated. I was able to have a strong mindset about safety.

## Layout of Safety Act Center



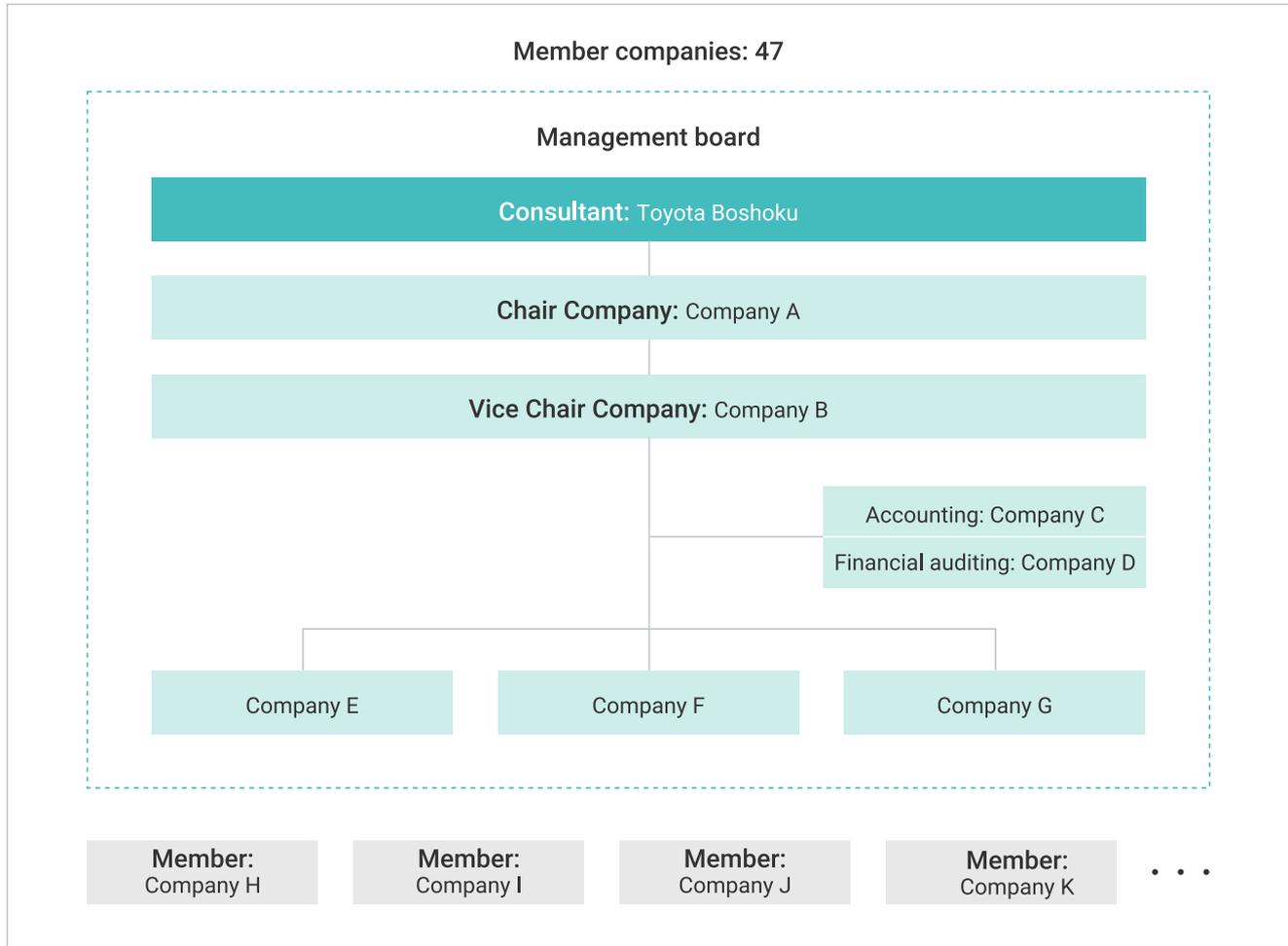
\*1 "Kiken (danger)," "Yochi (prediction)," and "Training": Training to prevent accidents by predicting potential hazards in advance

\*2 Safety Education Academy for Construction

## Ensuring Safety in Outsourced Construction

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

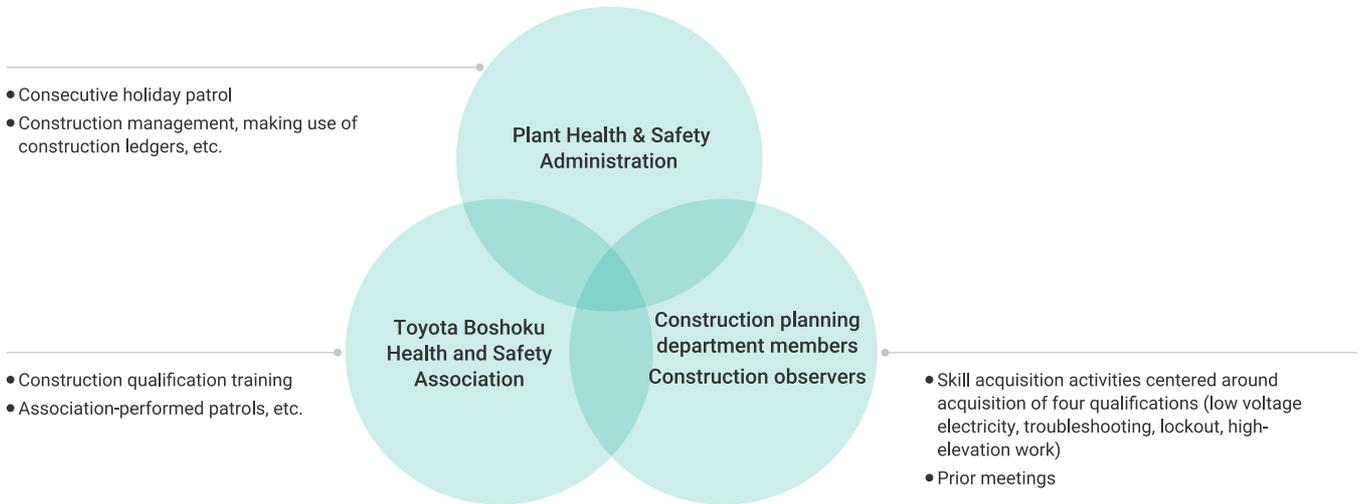
### Organizational chart of Toyota Boshoku Health and Safety Association



## Outsourced construction patrol

Plant Health & Safety Administration, the Toyota Boshoku Health and Safety Association, and the construction planning division work together as one 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.

### Patrol activities in close collaboration



## 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: cultivation of talented personnel with heightened danger awareness, who can identify important issues for contractors and instill 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 (SEAC)

The SEAC 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.

Since fiscal 2024, the training has been provided for our affiliates as well.

Comments from participants

- It was a good experience for me because there are not many hands-on training programs that allow me to see and point out the actual worksite.
- I strongly felt that I had to take into consideration the safety of not only myself, but also of the construction workers and others.
- It was practical and easier to understand than just thinking only in my mind. It was helpful.



Training equipment



Classroom lecture

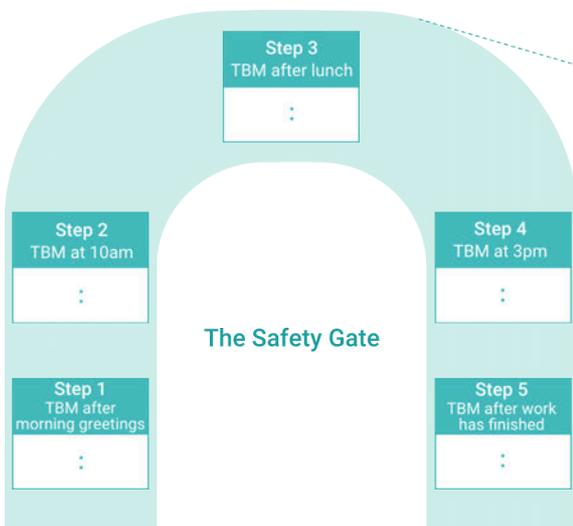


Genchi-Genbutsu-based KYT

## Introduction of Five-step Toolbox Meeting (TBM)

We are introducing Five-step 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 Prevention

## 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 Prevention Day Poster



## Fire safety inspections performed by top management

In response to the 2018 fire, we have created heat source maps to identify any potential fire origin points. Company presidents and chief plant general managers at all Toyota Boshoku plants, as well as at affiliated companies inside Japan, 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.



Fire extinguisher training using VR goggles



Image of firefighting drill seen through a VR headset

## Development of global standards for fire prevention

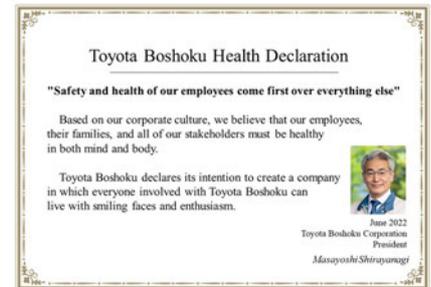
While the firefighting laws and regulations differ between countries and regions, we have formulated global standards for the management of hazardous materials and fire alarms, etc., based on past cases of fires, in order to conduct fire prevention activities from the same perspective globally. We have also created a fire prevention inspection checklist based on global standards, and the entire Toyota Boshoku group conducts fire prevention inspections.

# Health

## Our Basic Health and Productivity Management Policy & Objectives

We understand that promotion of improved health among our company members is an important management task. Thus, in August 2019, we established and released the Toyota Boshoku Health Declaration with the aim of promoting health-improving activities on a medium-term basis, and revised it in fiscal 2023.

Labor and management will continue working together to build a corporate culture and working environment where company members can work energetically and healthily in both mind and body.



## Health and Productivity Management Initiatives and Establishing a Culture of Health

### Certified as an Excellent Enterprise of Health and Productivity Management

With the goal of ensuring that each and every company member is healthy and happy in both mind and body, and is able to perform to the best of their ability, labor and management work together to provide health support from both a physical and mental perspective.

These activities were evaluated, and in FY2025 Toyota Boshoku was recognized in the large enterprise category of the 2025 Certified Health and Productivity Management Organization Recognition Program (White 500), for the fourth consecutive year.

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 Araco, Toyota Boshoku Hirose, Toyota Boshoku Kyushu, Toyota Boshoku Tohoku, as well as small-to-medium enterprises Toyota Boshoku Shiga, Cowerk, Aunde Boshoku, TB Sewtech Tohoku, TB Engineering, TB Corporate Service, TB Technogreen, TB Logistics, and Toyota Boshoku Health Insurance Association.



# Promoting Health and Productivity Management

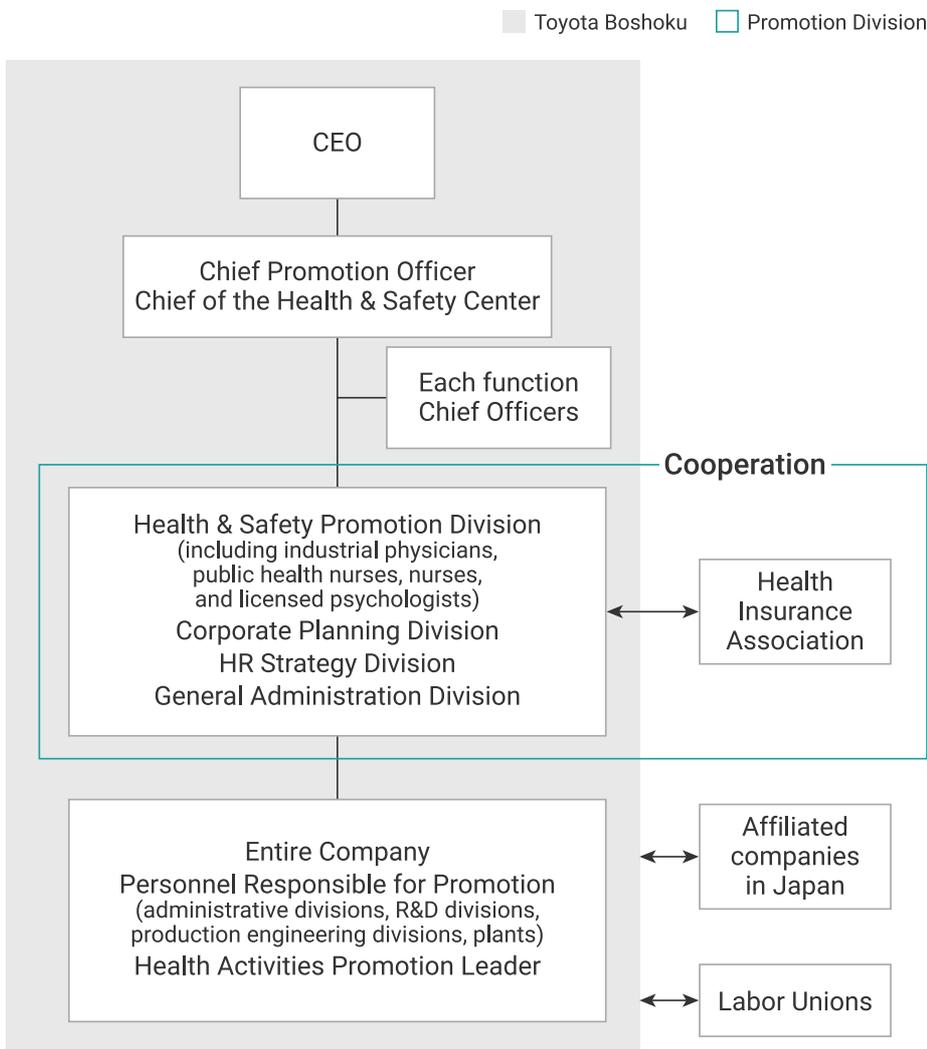
With the CEO as the person holding chief responsibility, from fiscal 2026 we have strengthened our system by adding a General Affairs Division responsible for well-being\* to the Health & Safety Promotion Division, the HR Strategy Division, the Corporate Planning Division, and the Health Insurance Association, which have been the divisions responsible for promotion to date.

By assigning Health Activities Promotion Leaders, who are appointed by the promotion manager of each Toyota Boshoku division, we have a system in place to ensure that no company member is left behind and that all members can work on health measures and health literacy improvement.

We will also promote health and productivity management in cooperation with our affiliates and labor unions in Japan.

\* Being in a good state physically, mentally, and socially, with individual rights and self-fulfillment ensured

## Our health and productivity management promotion system



## Health initiatives where no-one is left behind Collaboration with Health Activities Promotion Leaders

Health Activities Promotion Leaders have been selected in each division, with 139 individuals active at our sites across Japan. As the health-related point of contact in the various divisions, they promote health projects and work to enhance health within the division.

Health Activities Promotion Leader meetings were held four times during the year. In addition, Health Activities Promotion Leaders encouraged participation in health measures, held visiting health lectures, organized teams for a division-based walking rally, and promoted registration on the health portal site (PepUp).

In fiscal 2025, as a new venture, a Health Activities Promotion Leader Workshop was held with the aim of acquiring health knowledge and enhancing health literacy among Health Activities Promotion Leaders. Participants learned to assess their own health status as well as acquire health knowledge such as on diet and exercise. It provided an opportunity to spread health knowledge to the divisions of the Health Activities Promotion Leaders.

In addition, discussions were held aimed at the exchange of opinions between Health Activities Promotion Leaders. They play an important role by gathering opinions related to health from company members in their own departments, sharing them during the discussion, and incorporating that content into policies.

The activities of the Health Activities Promotion Leaders are becoming increasingly important, enabling members to engage in health activities in the workplace while having fun.

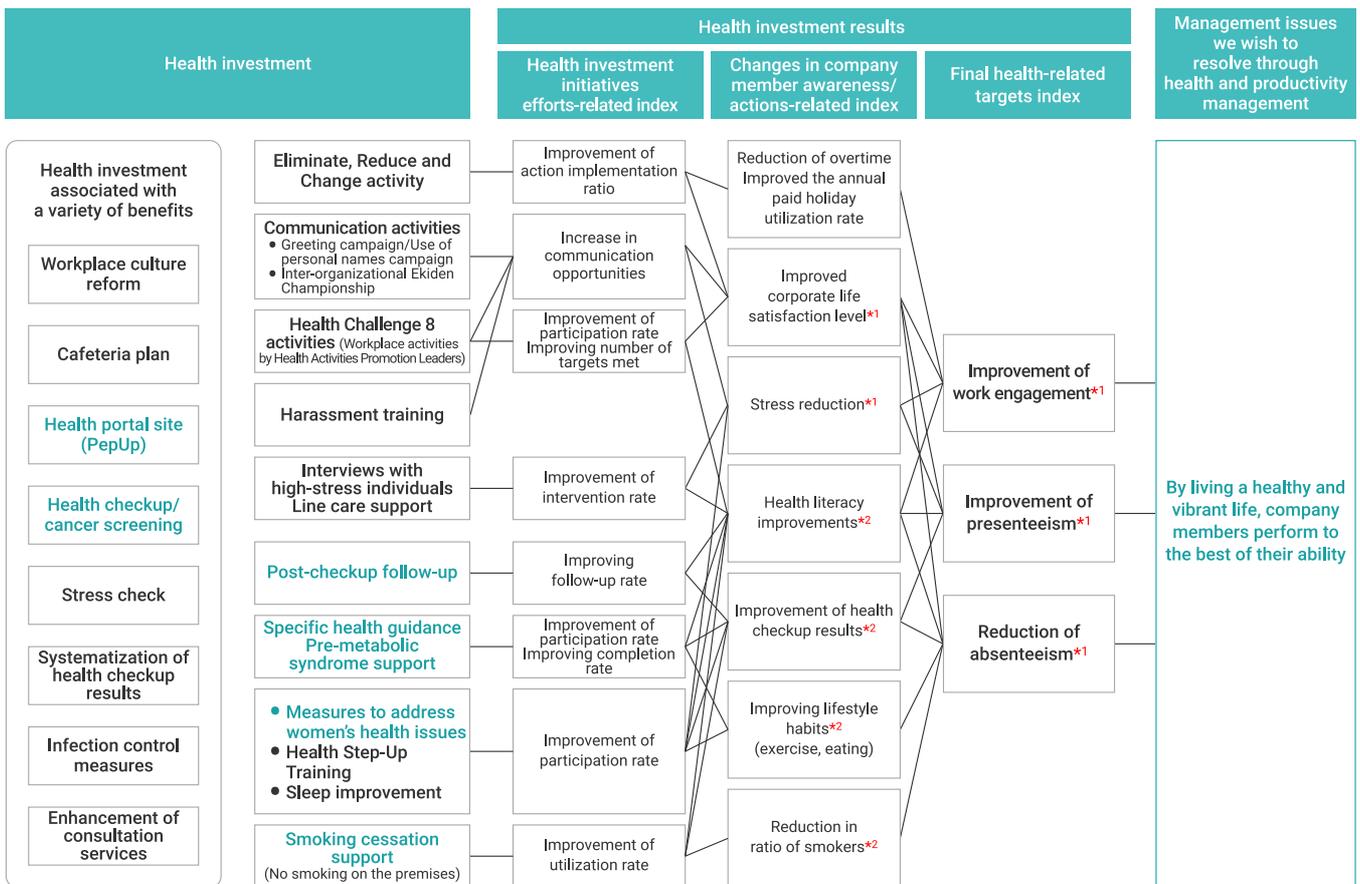
# Health and Productivity Management Strategy

With regard to the health challenges facing the Company, we believe that measures to address obesity rates, smoking rates, exercise habits, and sleep are needed. Furthermore, cross-analysis of health checkup data and stress check results revealed that improvements in exercise and eating habits during and beyond a person's twenties are necessary, and that improvement of sleep and stress is important for presenteeism\* (rate of lost productivity).

Based on the results of the analysis, we will continue to create strategy maps and promote activities.

\* 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. It is measured by WHO-HPQ (Health and Work Performance Questionnaire) Absolute Presenteeism

## Health and productivity management strategy map



\* Cyan font: In cooperation with Health Insurance Association

\*1 Data confirmation: Results of stress check, Toyota Boshoku EX (Employee Experience) survey

\*2 Data confirmation: Health checkup results, medical interview during health checkup, results of questionnaire

\*3 Average number of days of leave due to injuries or sickness for all employees

## Final Health-related Target Indicators

### Work engagement\* (deviation value) [Toyota Boshoku]

Scaled to a mean of 50, with higher values indicating a better result. In addition, we aim to reach a deviation value of 50 by fiscal 2026.

Fiscal year	2021	2022	2023	2024	2025
Work engagement (deviation value)	47	48.1	48.1	48.0	<b>48.5</b>
Number of respondents (person)	9,088	8,779	8,736	8,697	<b>8,847</b>
Response rate (%)	95.5	94.1	95.0	93.8	<b>94.3</b>

\* Company members' attachment/commitment to the company

### Presenteeism (rate of lost productivity) [Toyota Boshoku]

Fiscal year	2021	2022	2023	2024	2025
Presenteeism (rate of lost productivity) (%)	–	37.9	37.3	36.6	<b>35.9</b>
Number of respondents (person)	–	8,734	8,703	8,664	<b>8,828</b>
Response rate (%)	–	93.7	94.6	93.4	<b>93.5</b>

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

Year	2021	2022	2023	2024	2025
Absenteeism (absence from work due to injuries or sickness) (days)	2.7	2.7	2.8	2.9	<b>2.8</b>

## Use of Health Challenge 8 as an indicator of health literacy

With the aim of each and every company member at Toyota Boshoku performing at their best, we have defined the Health Challenge 8—eight targets which can affect a company member's productivity, as well as their physical and mental health. Our goal is to achieve 5 out of 8 of the Health Challenge 8 targets.

Increasing the number of Health Challenge 8 targets achieved will lead to improved medical checkup results and a reduction in presenteeism. The Health Challenge 8 initiative, which includes establishing exercise habits, encourages the continuation of efforts that lead to better health, by improving the ability (health literacy) of each company member to think and act on their own health needs. Furthermore, starting in fiscal 2025, the days in each month containing an "8" (8th, 18th, 28th) will be designated as a Health Challenge 8 Day to build an environment that encourages greater health awareness.

In addition, the Health Challenge 8 initiatives are being shared across the Toyota group.

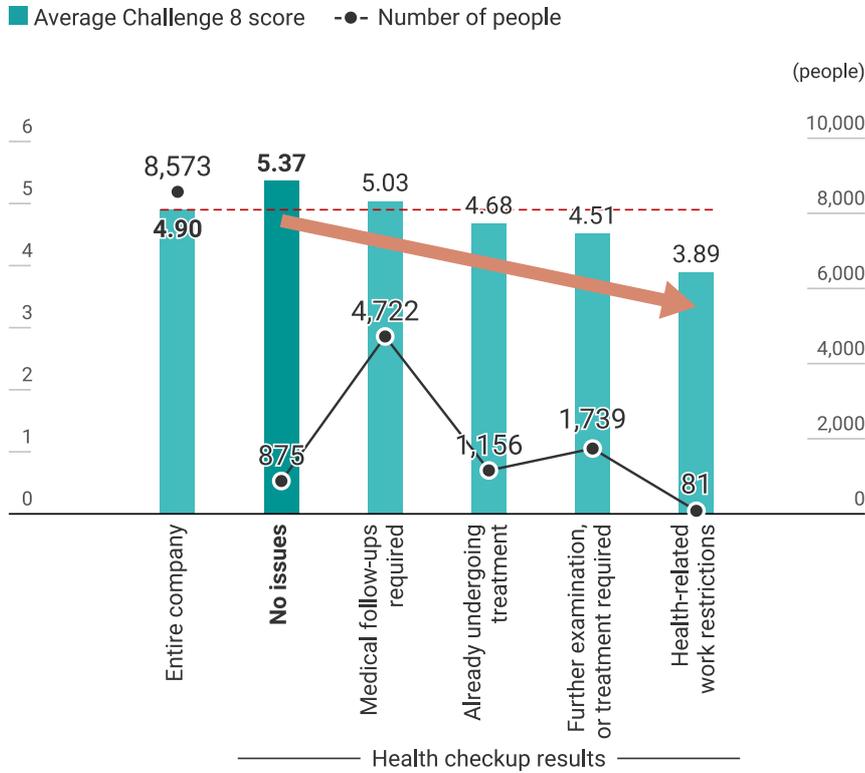
### The eight targets of Health Challenge 8:

<b>1. BMI</b>	<b>2. Breakfast</b>	<b>3. Alcohol</b>	<b>4. Snacking</b>
Less than 25%	Eating breakfast every day	No drinking, or at most 180ml a day	Limiting snacking after dinner to twice a week or less
<b>5. Smoking</b>	<b>6. Exercise</b>	<b>7. Sleep</b>	<b>8. Stress</b>
Not smoking	30 minutes or more of exercise at least once a week	Sufficient, good-quality sleep	Not being affected by high stress

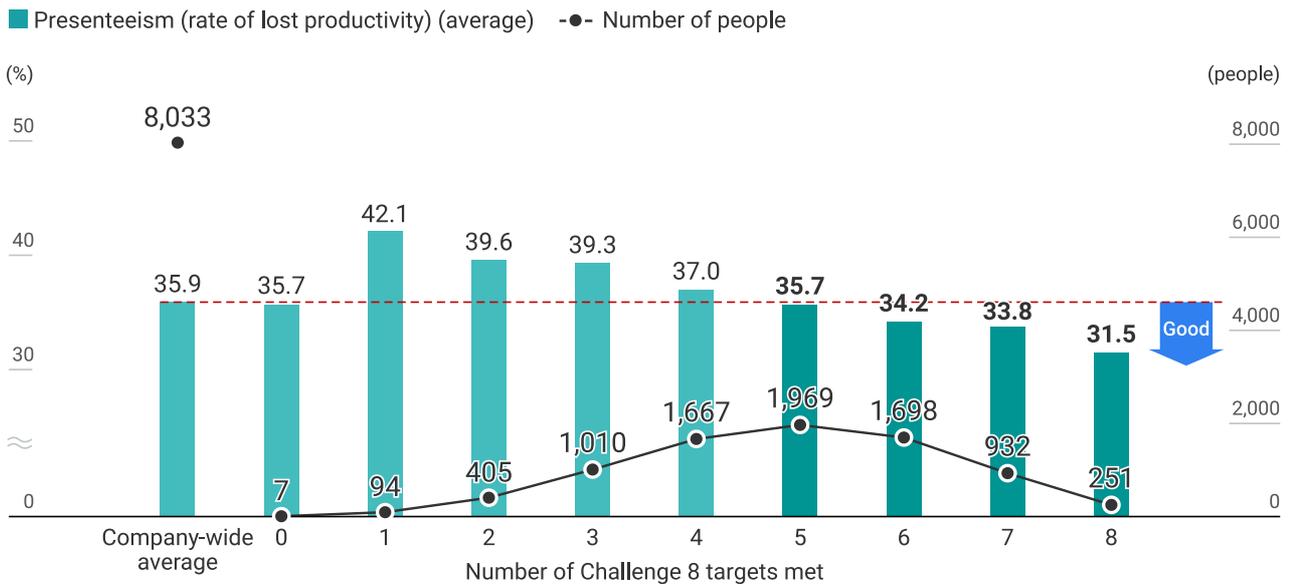
### Trend in number of Health Challenge 8 targets met

Fiscal year	2022	2023	2024	2025
Targets met	4.52	4.85	4.86	4.90

### Health checkup x number of Challenge 8 targets met



### Presenteeism (rate of lost productivity) by number of Health Challenge 8 practices



## Measures to Cultivate Good 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 country/region 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 each site.

In addition, for company members who need a detailed examination after the health checkup, in order to prevent serious illness through early detection and early response, an occupational health staff member explains the results in person, leading to a hospital visit.

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

Fiscal year	2021	2022	2023	2024	2025
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]

Health-related guidance is being given to 100% of company members receiving detailed examinations

Fiscal year	2021	2022	2023	2024	2025
Rate of company members receiving detailed examinations after general health checkup (%)	84.4	87.0	91.3	91.9	99.1

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

Fiscal year	2021	2022	2023	2024	2025
Rate of controlling blood pressure* (%)	21.0	40.2	58.7	57.6	59.7

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

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

### Implement stress check and initiatives for good mental health

Stress checks are conducted once a year, and efforts are made to prevent mental health problems by interviewing and consulting with high-stress company members in cooperation with external organizations. In addition, the applicable divisions are selected based on the organization's stress check results, and in-house occupational health staff and outside organizations also work together to provide line care support.

Self-care training is also provided for new company members and new managers/supervisors.

For company members with mental health issues, the HR Strategy Division works with industrial physicians and occupational health staff to provide support for returning to work.

As a new initiative starting in fiscal 2025, new company members who are prone to physical illness due to a significant environmental change are having their physical condition checked through individual interviews and questionnaires conducted by public health nurses and nurses. Information is shared with the HR Strategy Division and utilized in coordinated mental health activities.

## Stress check response rate [Toyota Boshoku]

Fiscal year	2021	2022	2023	2024	2025
Stress check response rate (%)	95.5	94.1	95.0	93.8	94.3

## Stress response (deviation value) [Toyota Boshoku]

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.

Fiscal year	2021	2022	2023	2024	2025
Stress response	55	49.1	49.3	48.9	49.4

## Percentage of company members with high stress [Toyota Boshoku]

Fiscal year	2021	2022	2023	2024	2025
Percentage of company members with high stress (%)	4.3	5.2	5.1	5.6	5.0

## Smoking cessation support

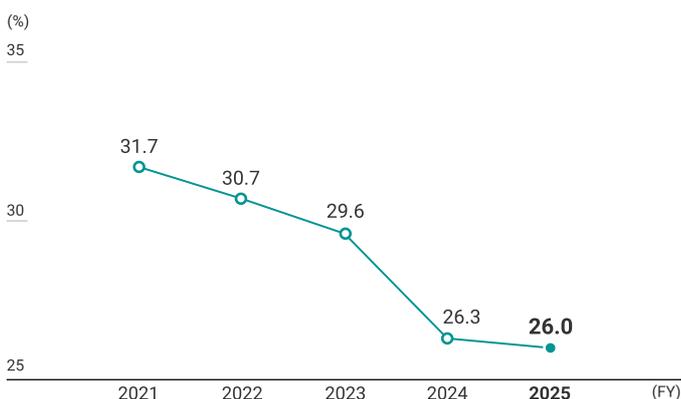
The smoking rate at Toyota Boshoku has been decreasing year by year, the rate fell to 26.0% in fiscal 2025. However, it remains high compared to the average of Japan (15.7% in 2023<sup>\*</sup>). Considering that this constitutes a risk of future disease, to protect the health of company members, their families, and the people around them, we have been continuously implementing smoking cessation support activities to reduce the smoking rate, starting with the abolition of in-house cigarette sales in 2008, setting up three non-smoking days per month, subsidizing the purchase of smoking cessation medication, and providing financial assistance for company members to visit smoking cessation clinics.

Many company members have successfully quit smoking following the total ban on smoking on the premises in April 2023. In fiscal 2025, smoke-free meetings were held at each workplace, with all 105 divisions participating. Participants discussed raising health awareness and smoking etiquette, with comments received such as, "Thinking about my own future, I decided to quit smoking," and, "Although I can't quit smoking right now, I will be conscious of my surroundings and observe good etiquette."

In fiscal 2026, we will strengthen support for the 25% of smokers who said at the health checkup interview that they were keen to quit smoking (Smoking Cessation Collaboration Challenge), as well as support for increasing the number of company members who are willing to quit smoking through education on secondhand smoke. We will continue to support smoking cessation with the goal of reducing the smoking rate to 16.8% by fiscal 2031.

\* Source: Ministry of Health, Labour and Welfare, 2023 "National Health and Nutrition Survey"

## Smoking rate [Toyota Boshoku]



## Health Training

### Training for new company members, mid-career hires, and company members upon promotion

Mental and physical health training is provided by in-house occupational health staff and external lecturers. Self-care training and line-care training for managers and supervisors are also provided.

### Specific health guidance initiatives

Specific health guidance\* is considered an important measure to address the needs of high-risk individuals. In fiscal 2025, we implemented specific health guidance for 913 (76%) of the 1,203 eligible persons. We will continue to work with the Health Insurance Association to enhance the content of specific health guidance, reducing the number of high-risk individuals and preventing lifestyle-related diseases.

\* 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

### Health Step-Up Training (course for 28-, 35-, 38-, and 50-year-olds)

Health issues vary by life stage. For this reason, we provide age-appropriate training to help individuals understand health issues for their own future and to acquire knowledge to tackle lifestyle-related disease prevention. Until fiscal 2024, the program targeted young people aged 28 and 35. However, starting in fiscal 2025, with the aim of decreasing the number of people receiving specific health guidance, a new target age group of 38 was added, and 50-year-olds were also added with the aim of maintaining a healthy and active life after retirement.

#### Main content

Target	Training content
All ages	Introduction to health checkup issues, daily lifestyle habit analysis, health measures, etc. at Toyota Boshoku
28- & 35-year-olds	Lectures by instructors on prevention of lifestyle-related diseases in general and how to read the results of health checkups, exercise practices, physical fitness measurement, etc.
38-year-olds	Nutrition lectures by nutritionists based on prevention of lifestyle-related diseases, arteriosclerosis measurements, lectures by instructors on exercise, and practical skills, etc.
50-year-olds	Lectures by instructors on gait and posture based on prevention of lifestyle-related diseases and falls, practical skills, gait age measurement, etc.

Participants commented, "I would like to take this training as an opportunity to review my diet and exercise habits and start with what I can do (28-year-old course)"; "I enjoyed learning about health. In particular, I realized that I don't do enough exercise, so I would like to review my lifestyle (35-year-old course)"; "I was able to understand specifically what I should pay attention to as I move into my 40s. I want to put it into practice (38-year-old course)"; and, "It seems simple and effective, so I definitely want to put it into practice (50-year-old course)." Thus, positive views were expressed.

We will continue to support the maintenance and promotion of company members' health by providing training programs for an even wider range of ages.



35-year-old course: Physical fitness measurement under an instructor's guidance



38-year-old course: Vascular age measurement by a nutritionist



50-year-old course: Lecture to reflect on one's own gait tendencies

## Participation rate

Fiscal year	2023*	2024	2025
28-year-olds	95.2%	79.9%	<b>84.2%</b>
35-year-olds	96.1%	76.6%	<b>77.8%</b>
38-year-olds	—	—	<b>74.9%</b>
50-year-olds	—	—	<b>63.7%</b>

\* Held online in fiscal 2023 only

## FY2025 post-event questionnaire

### Understanding

		Understood	Somewhat understood	Somewhat not understood	Not understood
28-year-olds		95.1%	4.9%	0.0%	0.0%
35-year-olds		87.5%	12.0%	0.5%	0.0%
38-year-olds	Nutrition lecture	91.8%	8.2%	0.0%	0.0%
	Exercise lecture	95.9%	4.1%	0.0%	0.0%
50-year-olds		92.3%	7.7%	0.0%	0.0%

### Satisfaction

		Satisfied	Somewhat satisfied	Somewhat dissatisfied	Not satisfied
28-year-olds		89.4%	9.9%	0.7%	0.0%
35-year-olds		80.7%	18.8%	0.0%	0.5%
38-year-olds	Nutrition lecture	78.1%	18.5%	2.7%	0.7%
	Exercise lecture	89.0%	11.0%	0.0%	0.0%
50-year-olds		87.7%	12.3%	0.0%	0.0%

\* In the 38-year-old course, confirmed based on nutrition and exercise lectures, respectively

## Mental health training for second year of new graduate employment, first year of mid-career hires

At Toyota Boshoku, since a tendency was observed for the environmental change after joining the company to trigger mental health issues, mental health training is provided by external instructors in the second year of new graduate employment and the first year of mid-career hires. Support is given for learning self-care and applying this in daily life.

Fiscal year	2023	2024	2025
Second year of new graduate employment, first year of mid-career hires Mental health training participation rate (%)	85.2	85.8	<b>86.8</b>

# Population Approach\*

\* Initiatives to reduce risk by targeting groups of people regardless of whether they are at risk

## Women’s self-care training—held jointly with the Toyota Boshoku Health Insurance Association—

We held a seminar on gut health to help members learn proper self-care and maximize their performance. With the aim of regulating the gut and improving women's physical ailments, we invited an outside lecturer to give a lecture including practical skills. The lecture was conducted in person and also streamed online. This was the first time that an event was held at a venue with an invited instructor, and so it also provided an opportunity for participants to interact with each other through practical skills such as stretches for the gut. The seminar satisfaction rate was 96%, with comments received such as, “There were things I could put into practice right away,” and “Learning about how the gut works gave me an opportunity to change my lifestyle.” Participants also felt that it would lead to behavioral change and learning about self-care in the future.

FY2024

Live participants: 155 Catch-up broadcast views: 256 views

FY2025

Live participants: 301 Catch-up broadcast views: 173 views



Seminar on gut health with an invited lecturer



Stretches for the gut under the instructor's guidance

### Post-event questionnaire

Satisfied	67.0%
Somewhat satisfied	29.8%
Somewhat dissatisfied	2.9%
Not satisfied	0.3%
Want to put into practice from tomorrow	97.1%
Neutral	2.9%

## Education on women's health (for all company members)

Understanding and support from the entire workplace is essential for women to continue working vibrantly. In order to increase awareness and deepen understanding of women's health issues, we have been offering e-learning since fiscal 2025, regardless of job position or gender. Having a common understanding of knowledge about women's health issues will lead to a comfortable work environment for everyone.

Number of participants: 6,773 (participation rate 71.0%) in fiscal 2025

## Sleep seminars

In a survey conducted after the fiscal 2024 Sleep Seminar, many participants expressed a desire to learn more about sleep and exercise. To this end, we held a seminar on good sleep methods incorporating exercise, which was attended by the same number of people as in fiscal 2024. In a post-seminar questionnaire, more than 90% of the respondents were satisfied or somewhat satisfied. Also, in a post-seminar questionnaire, about 95% of the respondents answered “yes” to the question, “Was there anything you wanted to put into practice after the seminar?” It was streamed 1,206 times on demand, a significant increase from fiscal 2024, indicating a high level of interest in sleep among company members. We will continue to implement our sleep-related initiatives in the future.

### Seminar participants

Fiscal year	2023	2024	2025
Number of seminar participants	288	425	416

### On-demand streaming views

Fiscal year	2023	2024	2025
Number of on-demand streaming views	244	331	1,206



Seminar held online (RIZAP Group)

### Post-event questionnaire

Satisfied	64.3%
Somewhat satisfied	29.7%
Neutral	5.2%
Somewhat dissatisfied	0.8%
Dissatisfied	0.0%

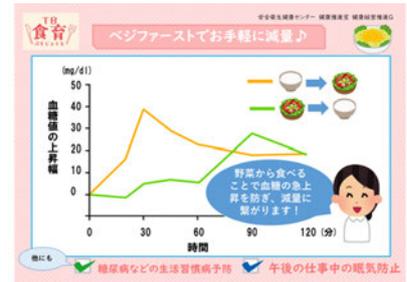
## TB Nutrition Education Project

In fiscal 2024, we started a nutrition education project in our cafeterias, and in fiscal 2025, under the name “TB Nutrition Education Project,” it developed into full-scale nutrition education for company members in cooperation with cafeterias and other facilities. In order to promote Veg First (eating vegetables at the beginning of the meal), which helps to prevent obesity, we again implemented the Veg First Campaign, following on from its implementation in fiscal 2024, by subsidizing the cost of salad menus at each cafeteria for a limited period of time. We also held a GO! GO! Protein Campaign to encourage protein intake.

In the Veg First Campaign, the total number of salads consumed continued to increase from last year. The first round of the GO! GO! Protein Campaign saw the sale of high protein products at kiosks with a raffle to win exercise goods and other prizes, with the purchase cost subsidized. By including a raffle for exercise goods, the event was designed to encourage exercise together with protein, which is an important combination. The second round was held in cafeterias, where a small bowl of protein-rich food was provided at subsidized cost. We will continue with our efforts to help company members deepen their own interest in food while enjoying it, and improve food literacy.



The symbol of this project. It is always included in publicity materials for each nutrition education project to ensure that nutrition education by the Health Promotion Department is well established



Posted in workplaces and cafeterias. This leads to improved food literacy

### Veg First Campaign

September 2023 (10 days)	May 2024 (10 days)	October 2024 (18 days)
10,316 meals	10,879 meals	19,786 meals

### GO! GO! Protein Campaign

September and October 2024 (kiosks)	February 2025 (cafeterias)
2,447 units sold	3,727 meals

## Division-based walking rallies

Utilizing PepUp, a health portal site (app), walking rallies were held to challenge each division, led by Health Activities Promotion Leaders. By encouraging mutual participation within the division, the program has helped to create opportunities for exercise and promote communication in the workplace. In addition, points are awarded according to the average number of steps taken by each division, which helps to maintain motivation.

Fiscal year	2023	2024	2025
Division-based walking rally participation rate (%)	13.3	26.9	24.3

## Visiting health lectures

Public health nurses and others visited each division to give health-related lectures and hold blood glucose and visceral fat measurement sessions, both in person and online. Health Activities Promotion Leaders took the lead in organizing the event in all divisions.

Participants enjoyed communicating with their peers in the workplace and addressing their own health conditions. Feedback included, "It encouraged me to be more careful in my life from now on," and "I became more aware of my health." The lectures raised awareness about health and provided motivation.

Company member participation rate: 29% in fiscal 2025



Performing exercises for gut health with the participants



Fingertip blood glucose measurement

### List of topics at visiting health lectures

Topic
Disease risk interpreted from health checkup results
Tips on snacking
Weight control
Tips for dealing with alcohol
Gut health recommendations
Nutrition education lecture for adults
Stretches to do right now

### Post-event questionnaire

Satisfied	55.6%
Somewhat satisfied	34.9%
Neutral	8.3%
Somewhat dissatisfied	1.0%
Can make use of it	57.2%
Can make some use of it	36.2%
Neutral	5.4%
Can't really make use of it	0.9%
Health awareness increased	41.4%
Health awareness increased somewhat	48.4%
No change	10.3%

## Posting of fitness videos and health-related columns

We continued to distribute health-related articles in fiscal 2024.

With interest in exercise growing among company members, we not only posted articles on the company intranet, but also provided an opportunity for members to exercise by having each division practice the contents of the articles. Specifically, during the meeting the participants watched article-related videos on exercise training techniques and stretches, and actually moved their bodies to recognize how to make use of these. One person who experienced the program commented that they would like to continue practicing it in their division. We will continue to distribute articles in the future.

Company member participation rate: 36.5% in fiscal 2025



Videos accessed via QR codes (videos supplied by RIZAP)

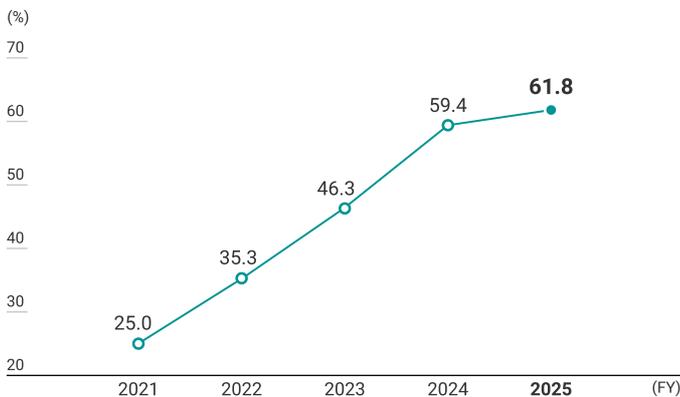
## Health management using smartphones

We support health activities among company members using a health portal site (app) called PepUp.

In fiscal 2025, events such as an Daily Health Care Challenge to keep track of activities related to the Health Challenge 8 and division-based walking rallies were held via PepUp to encourage participation through an incentive system.

As of March 2025, there were 5,896 registrants (61.8% registration rate, up by 361 persons from the previous year). We will continue to plan events that allow company members to participate while having fun, and we will use this as one of our initiatives to improve the health literacy of company members, while also increasing the number of registrants.

### PepUp registration rate



## Results of health awareness survey

A health awareness survey was conducted in February 2025 to ascertain company members' health awareness (response rate: 58.0%). When asked whether they intend to improve their diet, exercise, and sleep habits, 40–50% responded that they “intend to improve,” indicating that nearly half of company members are highly motivated to improve. When asked if the health measures they had participated in during fiscal 2025 had become a motivation for them to keep healthy, approximately 60% of those who participated in visiting health lectures, TB Nutrition Education Project, Veg First Campaign, Walking Rally, and Daily Health Care Challenge responded positively with “Agree” or “Slightly agree,” indicating that internal initiatives have triggered company members to change their behavior. We will continue to promote health measures that lead to behavioral changes while confirming company members' health awareness.

### Health awareness survey

Are you considering improving your current lifestyle habits?

Item	Eating habits	Exercise habits	Sleep habits
No need to improve as there is no problem with my habits	4.2%	8.4%	8.4%
Already working on improvement	24.6%	11.7%	11.7%
Intend to improve	<b>44.2%</b>	<b>44.6%</b>	<b>49.1%</b>
Interested, but don't intend to improve	18.8%	19.5%	22.9%
Not interested in improving	8.1%	8.4%	8.4%

Did the health measures in which you participated in fiscal 2025 motivate you to keep healthy?

Item	Visiting health lectures	TB Nutrition Education Project Veg First Campaign	Walking rallies	Daily Health Care Challenge (Pep Up)
Agree	20.5%	20.8%	27.6%	22.2%
Slightly agree	38.9%	34.0%	34.5%	38.4%
Neutral	33.4%	37.9%	31.1%	32.6%
Slightly disagree	5.3%	5.4%	4.4%	5.0%
Don't agree	1.9%	1.9%	2.4%	1.9%

## Establishment of a health-related consultation service

In fiscal 2025, we set up a health-related consultation service and by the end of March 2025, we had responded to health consultations from 45 people. Starting in fiscal 2026, we are proposing consultation hours that take into account time differences for seconded workers and their families in regions outside of Japan.

We will continue to devise consultation methods and raise awareness so that company members can feel free to consult, and we will continue to stay closely supportive of as many company members as possible.

## Satsuki Run & Walk

We participated in the Satsuki Run & Walk 2025 Corporate Competition sponsored by R-bies Sports Foundation. We will continue to utilize events outside the company to encourage company members to develop exercise habits.



## Infectious Disease Measures

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To date, the Toyota Boshoku group has taken effective measures to manage and overcome the spread of viruses such as COVID-19.

We will continue taking measures to prevent infection among company members, and to stop the spread of viruses both within the Toyota Boshoku group and our local communities. We also work closely with affiliates and suppliers and provide support when there is a spread of infection.

In addition, we are fully aware of the importance of fighting worldwide health issues, such as HIV/AIDS, tuberculosis, and malaria (sometimes referred to as “the 3 major infectious diseases”). Whenever company members are transferred to regions outside Japan, Toyota Boshoku carries out various measures for the benefit of both these company members and their families, including vaccinations and the distribution of detailed information regarding infection risks.

# Respect of Human Rights

## Human Rights Policy

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Toyota Boshoku Group Human Rights Policy was formulated with the approval of the Board of Directors in November 2021.

In accordance with international norms including the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and with the United Nations Guiding Principles on Business and Human Rights serving as an implementation framework, we have been promoting activities to respect human rights.

We expect that this policy not only applies to all company members including officers, but also expect that all stakeholders, including suppliers involved with the Toyota Boshoku group's products and services, to understand and uphold this policy.

We have emphasized 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 are promoting efforts to respect human rights, report on the progress and results at the CSV Promotion Meeting and the Board of Directors, and disclose information on the Toyota Boshoku group such as website.

[Toyota Boshoku group Human Rights Policy](#) 

## Basic Stance

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### 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, sexual harassment, power harassment, maternity harassment, and any other form of harassment or other such improper conduct based on race, gender, sexual orientation, age, nationality, religion, disability, sickness or injury. At the same time, we strictly respect the laws and social regulations of every country and region we operate in, regarding working hours, holidays, wages, and other basic conditions, as well as forbid the use of child or forced labor.

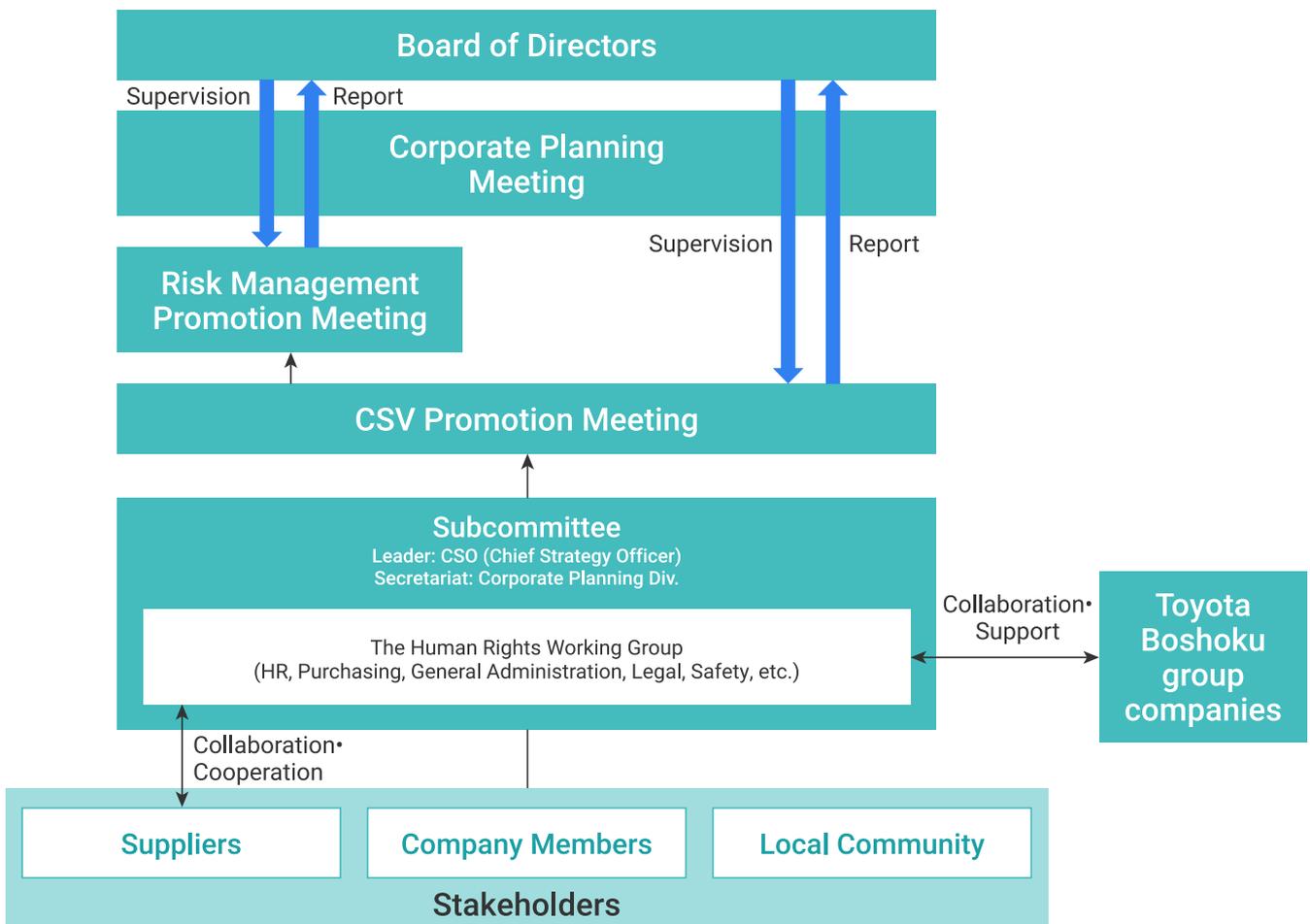
# Promotion Structure

The Human Rights Working Group is conducting activities, with the CSO (Chief Strategy Officer) in charge of Corporate Planning Segment as the leader. The Corporate Planning Division serves as the secretariat, and members are elected from the HR, purchasing, general administration, legal, and safety-related divisions.

The Human Rights Working Group organizes the approach to human rights, identifies risks, and discusses initiatives. To ensure management is fully informed about human rights initiatives, the group reports its activity plans, progress, and results to the CSV Promotion Meeting, which is attended by members of the Board of Directors, including the President, and also to the Board of Directors, chaired by the Chairman, to be supervised for the group's activities.

In addition, based on the Toyota Boshoku Group Human Rights Policy, we have established a system, together with our suppliers, to promote initiatives for respecting human rights throughout the supply chain, in collaboration with group companies both in and outside Japan.

## Promotion structure for human rights initiatives



## Discussions on human rights

Date held	Meeting body	Discussion content
April 25, 2023	CSV Promotion Meeting	<ul style="list-style-type: none"> <li>• Results of human rights impact assessment of Toyota Boshoku</li> <li>• Results of self-assessment (SAQ*) by suppliers in Japan based on the Toyota Boshoku Group Supplier Sustainability Guidelines</li> <li>• Activity plans related to human rights in FY2024 (initiation of human rights due diligence at group companies in Japan and the Europe &amp; Africa Regional Management &amp; Collaboration Hub (RM &amp; CH))</li> </ul>
October 28, 2023	CSV Promotion Meeting	<ul style="list-style-type: none"> <li>• Implementation status of material risk mitigation measures and monitoring results for Toyota Boshoku</li> <li>• Progress of human rights due diligence at group companies in Japan and the Europe &amp; Africa RM &amp; CH</li> <li>• SAQ progress at suppliers in Japan</li> </ul>
December 21, 2023 December 28, 2023	Corporate Planning Meeting Board of Directors	<ul style="list-style-type: none"> <li>• Results of human rights impact assessments at group companies in Japan and the Europe &amp; Africa RM &amp; CH</li> <li>• SAQ results at suppliers in Japan</li> <li>• Activity plans related to human rights in FY2025 (initiation of human rights due diligence at the Asia RM &amp; CH)</li> </ul>
April 25, 2024	CSV Promotion Meeting	<ul style="list-style-type: none"> <li>• Review of activities in FY2024 and response measures</li> <li>• Activity plans related to human rights in FY2025 (initiation of human rights due diligence at the Asia RM &amp; CH)</li> </ul>
October 29, 2024	CSV Promotion Meeting	<ul style="list-style-type: none"> <li>• Implementation status of material risk mitigation measures and monitoring results for Toyota Boshoku, group companies in Japan, and the Europe &amp; Africa RM &amp; CH</li> <li>• Progress of human rights impact assessments at group companies in Japan and Europe &amp; Africa, and at the Asia RM &amp; CH</li> <li>• SAQ progress at suppliers in Japan, the Americas and Europe</li> <li>• Measures to enhance awareness of human rights (implementation of the Toyota Boshoku group Human Rights Week)</li> </ul>
April 24, 2025 May 19, 2025	CSV Promotion Meeting Board of Directors	<ul style="list-style-type: none"> <li>• Implementation status of material risk mitigation measures and monitoring results for Toyota Boshoku, group companies in Japan, and the Europe &amp; Africa RM &amp; CH</li> <li>• Results of human rights impact assessments at group companies in Japan and Europe &amp; Africa, and at the Asia RM &amp; CH</li> <li>• SAQ results at suppliers in Japan and the Americas</li> <li>• Review of activities in FY2025 and response measures</li> <li>• Activity plans related to human rights in FY2026 (initiation of human rights due diligence for group companies in Asia and the Americas RM &amp; CH, and implementation of SAQ for Asian suppliers)</li> </ul>

\* Self-Assessment Questionnaire

Self-assessment based on the [Toyota Boshoku Group Supplier Sustainability Guidelines](#)

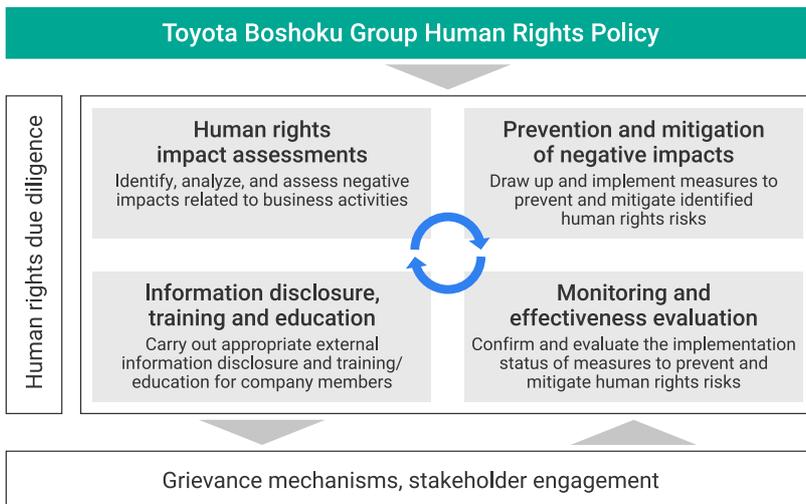
# Human Rights Due Diligence

The Toyota Boshoku group aims to deepen each and every company member including 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.

We are committed to respecting the human rights of all stakeholders (local communities, customers, company members, suppliers, business partners, etc.) related to the products and services of the Toyota Boshoku group through ongoing education and training on human rights, as well as dialogue and consultation with each stakeholder.

The Toyota Boshoku group is continuing to carry out these initiatives aimed at building a sustainable value chain, as laid out by the UN Guiding Principles on Business and Human Rights.

## Process of human rights due diligence



## Human rights due diligence implementation status

The Toyota Boshoku group has been conducting human rights due diligence based on the Toyota Boshoku Group Human Rights Policy since fiscal 2023 in an effort to reduce human rights risks. Each year, we expand the regions where due diligence is conducted and the number of companies subject to due diligence, aiming to foster a culture of respect for human rights and non-infringement of human rights throughout the group.

Human Rights Working Groups have been established in each region in order to accurately assess the impact on people and ensure that mitigation measures are taken after risk identification. Based on 19 human rights issues related to the Toyota Boshoku group and its value chain, regional characteristics and circumstances are factored in, and written and interview surveys are conducted.

- Identification of relevant human rights issues**

In addition to referring to various international norms and guidelines, such as the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), we identified industry-specific issues. From a large number of issues, we identified human rights issues\* related to the Toyota Boshoku group and its value chain, including “prohibition of discrimination and equality before the law” and “procurement practices.”
- Human rights impact assessments**

We carry out a risk assessment with regard to human rights issues identified in accordance with the Guiding Principles on Business and Human Rights, based on the severity and likelihood of impact, and the status of management systems and preventive/mitigation measures, etc. In addition, in order to properly understand and respond to the impact on people, we conduct not only written surveys, but also interview-based surveys that value dialogue.
- Consideration and implementation of prevention and mitigation measures**

We have considered specific prevention and mitigation measures and put in place a promotion system, and are promoting risk mitigation activities with a focus on human rights issues identified as high risk. For group companies that have undergone human rights impact assessments, the Human Rights Working Group considers company-specific countermeasures, focusing on identified human rights issues, and discusses and implements prevention and mitigation measures together with the group companies.

\* In light of international norms and guidelines on human rights, we have identified the following human rights issues that are relevant to the Toyota Boshoku group and its value chain.

Human rights issues	
1	Respect for human rights (compliance with international norms)
2	Non-complicity in human rights violations, compliance, social security and fair competition
3	Prohibition of discrimination and equality before the law
4	Access to legal remedies
5	Stringent procurement practices (supplier management)
6	Harassment
7	Women's rights
8	Child labor (respect for the right to education)
9	Forced labor
10	Occupational safety and health
11	Working hours (right to take rest and days off)
12	Appropriate working environment (including access to water)
13	Wages (right to enjoy an adequate standard of living)
14	Freedom of association and the right to collective bargaining
15	Freedom of thought, conscience and religion
16	(Intellectual) property rights
17	Rights of indigenous peoples and local residents
18	Consumer interests (consumer safety and right to know)
19	Consumer privacy management

## Results of human rights due diligence implementation

In fiscal 2026, we plan to promote human rights due diligence by expanding the scope to include the Americas RM & CH and group companies in Asia.

Region	Results of human rights due diligence implementation Figures in brackets indicate the number of implementation sites in FY2025
Japan*	18 (10) companies / 18 companies
Europe & Africa	9 (8) companies / 9 companies
Asia	1 (1) company / 16 companies
Americas	Due to implement in FY2026

\* Including Toyota Boshoku

## Future initiatives

We will implement preventive and mitigation measures for the identified human rights risks (material risks) and also expand the scope of human rights due diligence.

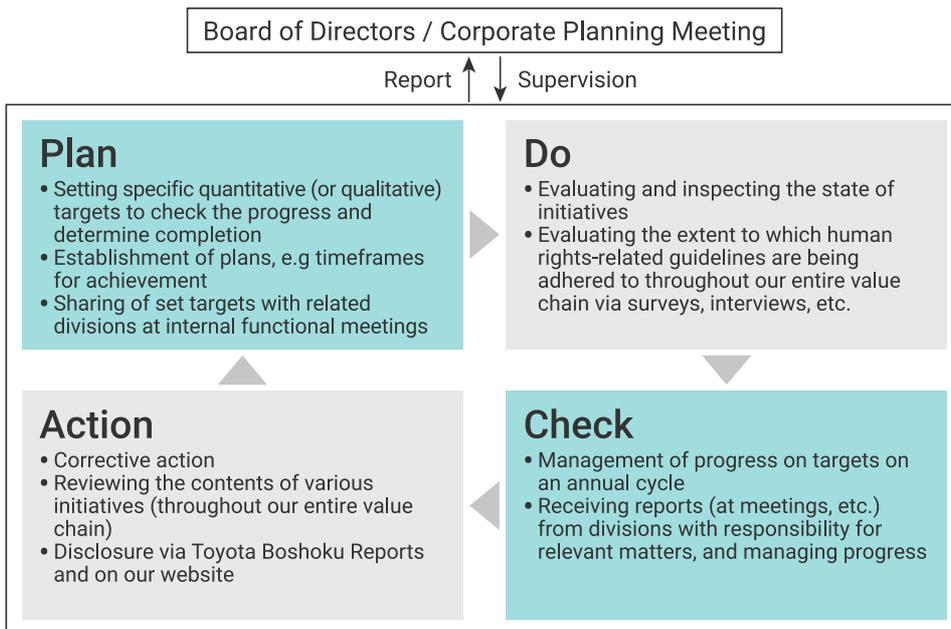
Going forward, we plan to implement human rights due diligence at group companies in and outside Japan in a phased manner, after considering which companies will be included, the priorities, and the assessment methods, in light of the situation in the regions for deployment.

 : Implemented

Fiscal year	To FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Human rights DD expansion plan	 Japan	 Europe & Africa	 Asia	 Americas	<div style="border: 1px solid black; padding: 5px; text-align: center;">Under consideration</div>	

## Human rights assessment post-implementation process

Based on the results of the human rights impact assessments, we are building a system that works to reduce human rights risks, by formulating plans to prevent and mitigate risks and by establishing a PDCA (Plan, Do, Check, Action) cycle. We will also further expand the scope of our human rights due diligence, and are promoting initiatives aimed at addressing or mitigating any negative impacts relating to human rights across the entire value chain.



## Preventive and mitigation measures

The results of the human rights impact assessments are fed back to relevant parties for improvement, and are also incorporated into training and education for company members. For each group company, specific mitigation measures and schedules for these activities are clearly defined, and activities for prevention and mitigation are promoted in cooperation with the Human Rights Working Group.

As a result of the human rights impact assessment of each Toyota Boshoku group company, we identified working hours as a human rights risk in addition to harassment and occupational health and safety, which are positioned as priority themes in the Toyota Boshoku Group Human Rights Policy. While strengthening existing efforts, we are promoting new initiatives to mitigate risks.

Human rights risk	Specific initiatives
<b>Harassment</b>	<p>Aiming to create an open workplace culture, we engage in the following five initiatives to strengthen harassment prevention.</p> <ol style="list-style-type: none"> <li>1. Internal training: Harassment prevention training for all company members (including officers and managers) using animated videos and handbooks, lectures by experts on creating an open workplace, and training to acquire a sense of gratitude and considerate communication</li> <li>2. Communication of the CEO and officer's message</li> <li>3. Recognition of the views of company members: Personal Qualities have been added to the competency appraisal criteria based on a system in which persons in various positions, including supervisors, coworkers, and subordinates, give evaluations from multiple perspectives (360-degree feedback)</li> <li>4. Building relationships where people can "ask and tell": Promoting collaboration and communication between divisions, and holding company-wide events to increase motivation</li> <li>5. Creating a workplace where greetings and expressions of gratitude come naturally: Labor and management are working together on Greeting activity, Thanks activity, and Calling names using "san" activity to build mutually respectful relationships</li> </ol>
<b><u>Occupational safety and health</u></b>	Specific initiatives are introduced on the "Safety" page.
<b>Working hours</b>	<p>To ensure proper time management, we are implementing initiatives in the following three areas:</p> <ol style="list-style-type: none"> <li>1. Improving the quality of daily working hour management: Appoint a labor management promoter at each workplace and strengthen systems for proper working hour management in each division in cooperation with HR</li> <li>2. Initiatives to eliminate inappropriate time management: Conduct monthly company-wide surveys on reasons for discrepancies between objective records of start/end times and self-reports</li> <li>3. Review of entry/exit control methods and the attendance system</li> </ol>

## Monitoring

We confirm whether measures to reduce and prevent specially identified human rights risks are functioning, and whether risk is mitigated. Specifically, we monitor the results of company members surveys and stress checks, as well as the number of cases taken to the consultation and reporting desk, and the effectiveness of the management system, etc., and get a periodic overview of the current state of affairs.

The results of the assessment are discussed by the Human Rights Subcommittee and reported to the CSV Promotion Meeting and the Board of Directors, and the conclusions and findings are fed back to each group company. When necessary, mitigation measures are reviewed and risk mitigation initiatives are strengthened.

# Initiatives for Important Themes in the Toyota Boshoku Group

## Human Rights Policy

### Diversity

In order to respect diversity and improve the ease of working for company members, in fiscal 2023 we established the Employee Network Resources Group (ENRG), a company member networking group to hear direct feedback from company members and pass this on to management to resolve issues. It is split into five groups, "Women," "Young People," "Non-Japanese Members," "Seniors," and "People with Disabilities," and promotes activities based on respect for everyone's individuality and culture, recognizing each other's diversity.

Diversity and Inclusion

### Discrimination and harassment

We foster an open workplace culture and promote the creation of a workplace where harassment is unlikely to occur. In addition to educational activities such as anti-harassment training and lectures, we also incorporate measures to revitalize communication, as we believe the occurrence of harassment is correlated with a lack of communication between supervisors and subordinates.

For more information, please see [our specific prevention and mitigation initiatives](#).

Striving to harness the potential of our diverse human resources, we publish a Human Capital Report that describes our efforts to create a culture in which people around the world say, "I like Toyota Boshoku." For each of the seven HR strategy themes aimed at realizing our business strategy, the report includes the target, specific initiatives, and KPIs tied to the initiatives. Specifically, we have established KPIs, etc. related to raising awareness and improving practices associated with compliance and human rights.

Adherence to compliance and ethics: [Human Capital Report](#) 

### Forced labor and child labor

In order to prevent forced labor, the Toyota Boshoku group is committed to proper time management for company members, in compliance with the labor standards laws of each country and region in which we operate. In addition, we do not engage in the practice of taking custody of identification documents (such as passports) that would facilitate forced labor.

Furthermore, to prevent the occurrence of child labor, we verify the age of newly hired members from official documents, make donations to organizations working to reduce child labor, and actively engage in volunteer activities at care homes.

### Occupational safety and health

To establish a corporate culture that places priority on safety and health at work, we strive to identify potential risks in the workplace on a daily basis, and labor and management cooperate in developing and implementing health and safety activities. Specifically, meetings are regularly held with the participation of those responsible for operations to report on accidents and near-misses, compile accident prevention measures for each work scenario, analyze trends in occupational accidents and near-misses, and implement corresponding countermeasures. Moreover, we are conducting health and safety activities globally in line with the Occupational Safety and Health Management System (OSHMS).

Safety

# Initiatives to Raise Company Members' Awareness

## Internal training and education

We promote training and education 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 Toyota Boshoku Group Guiding Principles. Furthermore, we ensure that all company members (including officers and managers) take part in training concerning harassment, which can become a material risk. We distribute a handbook entitled "Handbook for Creating a Harassment-Free, Open Workplace" to managers in particular, and provide training on methods of mutual communication between supervisors and subordinates so that they can consult with their supervisors before harassment develops, as well as training to gain knowledge for preventing harassment.

### Content and target participants for internal training and education

Subject	Content	Frequency
All company members	Implement the Toyota Boshoku group Human Rights Week <ul style="list-style-type: none"> <li>• Distribute CSO messages</li> <li>• View educational videos on human rights and hold a confirmation test</li> </ul>	Once a year
	Show a quiz on human rights on the PC startup display	Bimonthly
	Publish human rights news to deepen understanding of human rights initiatives	Twice a year
	Establish the Human Rights LIBRARY on the in-house portal site to share the latest information on the Toyota Boshoku group's activities for respect of human rights	-
New members	Training on background of commitment to respect for human rights among corporations, and on familiar human rights issues	Once a year
Supplier Suppliers' association members	Training concerning the Toyota Boshoku group's initiatives on respect for human rights and the Toyota Boshoku Group Supplier Sustainability Guidelines	Once a year
Human Rights Working Group members	Participation in external seminars on basic knowledge of human rights, laws and regulations, trends, etc.	As needed

# Initiatives for Respect of Human Rights in the Supply Chain

We have established the Toyota 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. In addition, we hold briefings once a year to deepen understanding and disseminate the content. Together with all parties in our supply chain, we are working towards the realization of a sustainable society.

## 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

Also, using an annual self-check sheet, we confirm the extent to which the guidelines are being adhered to, and how guidelines are being adopted and implemented.

[Toyota Boshoku group Supplier Sustainability Guidelines](#) 

## About the SAQ

The Toyota Boshoku group recognizes the importance of identifying environmental, social, and governance risks throughout the supply chain and working with suppliers to correct and mitigate any risks that exist.

To prevent human rights risks also in our supply chain, we have been asking our suppliers in Japan (since fiscal 2023) and tier one suppliers in the Americas and Europe (since fiscal 2024) to conduct self-assessments to ascertain their compliance with the Toyota Boshoku Group Supplier Sustainability Guidelines.

## Status of SAQ implementation

Using the SAQ, each year we identify and extract risks, including the status of protection of human rights and working conditions at our suppliers. After carefully reviewing the SAQ responses, in fiscal 2025 there continue to be no suppliers that pose a high risk. In future surveys, where a supplier is found to entail risk, we will conduct individual dialogue with the specific company and provide support for the prevention and improvement of human rights risks.

Furthermore, we ask that respect for human rights is implemented and promoted throughout the supply chain, and aim to minimize human rights risk throughout the value chain.

### Determination of survey items and scope

Based on the Toyota Boshoku Group Supplier Sustainability Guidelines, the existing SAQ was reviewed in 2022, changing to a format whereby the respondents are comprehensively asked about environmental, social, and governance issues.

### Survey implementation and results analysis

The SAQ is conducted using an online platform. Based on the responses received from each company, suppliers with risk potential are assessed in detail through on-site visits, phone calls, and e-mails, etc.

### Implementation of corrective and mitigation measures and expansion of the scope of investigation

An internal promotion system has been established to discuss corrective and mitigation measures for suppliers identified as entailing risk, and to monitor the status of improvement, with periodic progress checks. In addition, as part of our efforts to create an environment in which suppliers can easily consult with us, we have set up a consultation and reporting desk for our business partners. Going forward, while expanding the scope of our survey and seeking the understanding and cooperation of our suppliers in our activities, we will maintain and expand our efforts to mitigate human rights risk.

## Grievance Redress Mechanism

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The Toyota Boshoku group has established a “grievance redress mechanism” to properly handle complaints about human rights violations and unfair treatment. We properly respond to grievances we receive, which includes checking and investigating facts, providing those lodging complaints with investigation results, and taking corrective measures as necessary.

### Toyota Boshoku group’s Anything Goes Counselling Window

We have set up the Anything Goes Counselling Window as an internal consultation and reporting desk on harassment, etc., 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 for whistleblowers to consult on issues. We have also established contact points in regions outside Japan, and therefore have a global system in place.

Compliance

### Consultation and reporting desk for business partners

We have established a contact point for consultation and reporting of potential or apparent human rights risks from the Toyota Boshoku group’s business partners, and reporting of compliance issues. Consultations and reports are received by external lawyers.

Consultation and reporting desk

# Human Resources Development

## Basic Stance

In order to develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork, we have formulated the TB Way competencies (the type of people we are looking for and competency standards), based on our management philosophy, as our basic approach to developing and appointing human resources. We train and appoint people globally who can demonstrate well-balanced abilities in the four areas of “strategic planning,” “carries out the plan,” “strengthens talents and organization power,” and “humanity.”

TB Way for sharing common values globally, problem solving, on-the-job training (OJT), and policy management are the four Global Core Contents, and we are training and developing human resources on a global basis.

For human resources who will assume management roles in the future, we provide a global executive training program, and developmental assignment as presidents of business sites outside Japan.

In addition, we conduct 360-degree feedback and training assessments in the appointment process to carefully identify human resources, before making assignments and promotions. The succession committee then holds discussions on succession plans for division general managers, presidents of business sites and top functional positions in regions outside Japan.

## 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 secure human resources with expertise; assign them to appropriate positions; and make sure they are compatible with our growth strategy in accordance with our human resources portfolio that looks ahead to our 2030 Target. This policy supports the development of business.

Our Global HR Platform is a global common platform for managers and above. Through this platform, we realize the optimal global allocation of human resources and promote their development in order to maximize global organizational capabilities.

## Application of Global HR Platform



## Number of managers globally

Fiscal year*	2021	2022	2023	2024	2025
Number of users under the Global HR Platform	1,381	1,411	1,427	1,476	1,477

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

## Proper manpower control, organization building, and human resources development

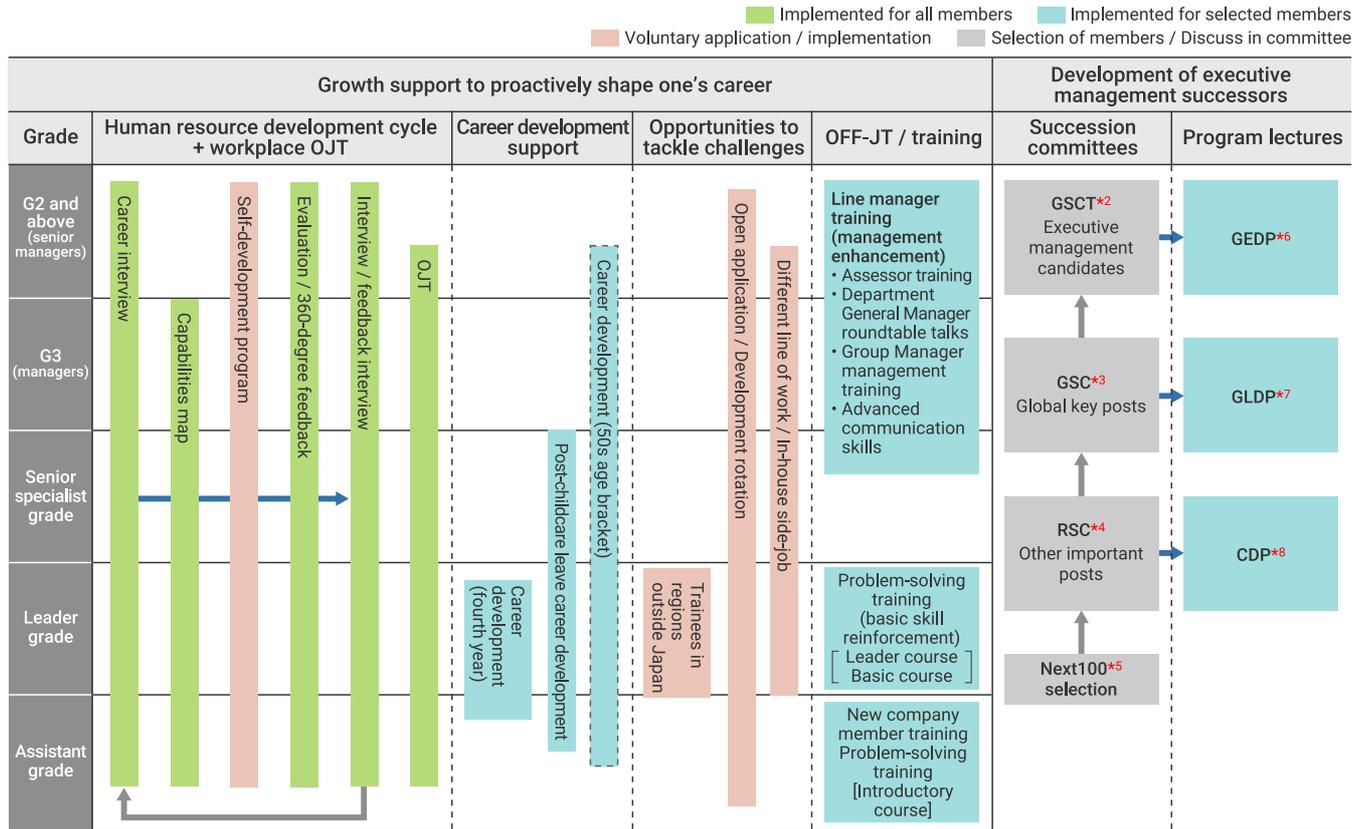
“We will nurture every individual in the Toyota Boshoku group, make maximum use of their competencies, and achieve the optimum results as an organization by having an appropriate organizational structure and span of control.” We have been developing the systems to achieve these goals. In particular, 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 the organization and strengthen human resource development since our organizational reviews in fiscal 2021, including affiliates from both inside and outside Japan.

Currently, we are continuing to implement human resources development and allocation, systems for building an appropriate organizational structure, and manpower planning that we have developed to date. Especially in regard to human resources development, we are focusing on the following two points: (1) 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, capabilities maps, and development plans at an individual level; and (2) For new company members, to ensure that the division general 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.

# System of Training by Level

As a process to support the growth of each company member to independently develop their career, we have established a system to develop human resources in the organization on the basis of on-the-job training (OJT) activities and a human resource development cycle in the workplace. We also provide support for growth through career development support for each individual to think about their career, opportunities to tackle challenges, and OFF-JT\*1 program to improve their abilities in their respective job grades.

Furthermore, to develop successors for executive management, a succession committee discusses candidates and implements training programs that aim to improve the skills and abilities they need as managers.



- \*1 Off-the-Job Training: Training conducted away from their own workplace
- \*2 Global Succession Committee by Top Executives: Executive management successor development committee comprising members at the Operating Officer level and above
- \*3 Global Succession Committee: Global key post (presidents of business sites, director, division general manager, etc.) successor development committee comprising members at the level of Toyota Boshoku Chief Officer and above, including regional CEO
- \*4 Regional Succession Committee: Successor development committee for key posts other than those discussed in the GSC by Segment Chiefs or Chief Officers/Field Chiefs/Division General Managers and regional CEOs/Operating Officers
- \*5 Registration system for priority training individuals to strengthen the development of young people for the Toyota Boshoku group
- \*6 Global Executive Development Program: Selective training for mid-level senior managers (G0, G1, G2)
- \*7 Global Leader Development Program: Selective training for managers (G3) to young senior managers (G0, G1, G2)
- \*8 Creators Development Program: Selective training for young members approaching manager (G3)

## Human resource development cycle

We have introduced a process to support the growth of each company member to independently develop their career. Specifically, we have established a system to develop human resources in the organization based on a human resource development cycle that includes career interviews, a capabilities map, self-development programs, 360-degree feedback, and feedback interviews.

## Workplace OJT activities

The OJT program for new company members is designed to help them learn step-by-step how to act and prepare themselves as working members of society, while ultimately developing them into "members who can independently put the TB Way into practice." Direct supervisors and workplace seniors provide guidance for them to acquire the necessary skills, and support the growth of new members as they build up a series of small successful experiences, with the goal of making a presentation on the results of their OJT activities. We also provide psychological support by utilizing a system that clarifies the psychological state of each new member.

## Opportunities to Tackle Challenges

### Trainee program

We are actively engaged in cross-country exchanges of human resources through the Trainee program, in which young Toyota Boshoku personnel are dispatched to entities outside of Japan.

#### Number of trainees dispatched by region [Toyota Boshoku]

Fiscal year	2021	2022	2023	2024	2025
The Americas	14	15	22	26	24
China	1	3	1	4	3
Asia	2	0	4	1	0
Europe	5	14	12	17	14

### Creation of human resources who can contribute to society (TB Share Pro activities)

TB Share Pro activities have been implemented since fiscal 2024 with the aim of promoting challenges that lead to new knowledge and operational innovation through cross-border learning. In fiscal 2025, eight participants were divided into three teams to promote the sale of products for individuals and to hold events, so that the three host companies could realize their ideal state. Through the five months of activities, participants gain new knowledge and experience personal growth, and are continuing to work on their own personal growth following these activities. We will continue to promote our activities in fiscal 2026 with the aim of creating human resources who can contribute to society.

### Promoting an open application system

We are working to create an environment in which company members can think about their own careers, and act to realize this. We have an internal Job Posting system aimed at utilizing the knowledge of highly experienced company members aged 50 years and over, and an internal Job Challenge system aimed at encouraging new challenges among those under 50. 62 company members applied for the 85 jobs offered in the FY2025 Job Challenge, 30 of whom had job transfers. In addition, 29 company members applied for the 23 jobs offered in the FY2025 Job Posting, 18 of whom had job transfers.

## OFF-JT Program

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### New company member training

We carry out one month of face-to-face training for new company members in administrative and technical positions. Rather than setting a goal for the one-month training period, the training is run with the goal of the individual reaching the competency standards for their position at the end of their second year.

In addition to understanding and acquiring the knowledge required by Toyota Boshoku, the training encourages members to practice behaviors that reflect the TB Way, and helps them to switch their awareness from students to working members of society.

In response to the changing times, lectures on active learning and career autonomy have also been added, with the aim of promoting proactive learning among the new members themselves.

### Problem-solving training

Problem solving is a central skill in the Toyota Boshoku way of working. Through this training, participants acquire the basic skills to work while embodying the TB Way values.

Toyota Boshoku offers three types of training: Introductory, Basic, and Leader courses. In the Introductory course, participants gain an understanding of the eight basic steps of problem solving, and in the Basic course, they actually determine their own problem solving themes and put them into practice, while in the Leader course, they are set challenging tasks from an even higher perspective and put them into practice.

### Training for new line managers

This program is implemented for new group managers, department general managers to learn the knowledge, skills, and attitudes required for managers. The objective is to enhance OJT activities for their subordinates through day-to-day management and policy management, while recognizing the importance of human resource development. Specifically, we provide training for them to acquire accounting knowledge, business management training to understand the company's thinking, and policy management training to incorporate that thinking into the policies of their own departments. We also provide assessor training to promote member collaboration and support growth, communication skills training, and training to ensure psychological safety and prevent harassment. In addition, we offer management training to learn the principles of management, and roundtable discussions to share management techniques among managers.

## Development of Executive Management Successors

### Next100 selection

This initiative is aimed at the systematic development of future management resources. We are implementing a global executive training program by selecting 100 human resources, primarily young people, women, and non-Japanese members, who will be the future leaders of the Toyota Boshoku group. In addition, from the perspective of human resource development and optimal assignment, the placement of Next100 human resources across business units and divisions is also discussed in the GSC and RSC.

### Global executive development programs (GEDP, GLDP, and CDP)

The GEDP and GLDP are implemented with the aim of developing next-generation candidates for executive management who can lead the future of the Toyota Boshoku group. In fiscal 2025, 34 people participated. In addition, CDP provides participants with the experience of putting their intentions into words, making partnerships, and experiencing the outputs, aimed at developing leaders who can realize our hope to be a company that gives everyone the feeling that, "I like Toyota Boshoku." In fiscal 2025, 33 people participated. It provided an opportunity to forge a new path together with their team members through proactive dialogue.

### Developing executives and future management (GSCT, GSC, RSC)

A forum is provided for senior management and Operating Officers to discuss succession planning. For each target level, discussions are held on an ongoing basis each year by the GSCT for succession of officers, by the GSC for succession of presidents of business sites in regions outside Japan and persons in senior positions at Regional Management & Collaboration Hubs, and by the RSC for succession of other key posts.

## 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.

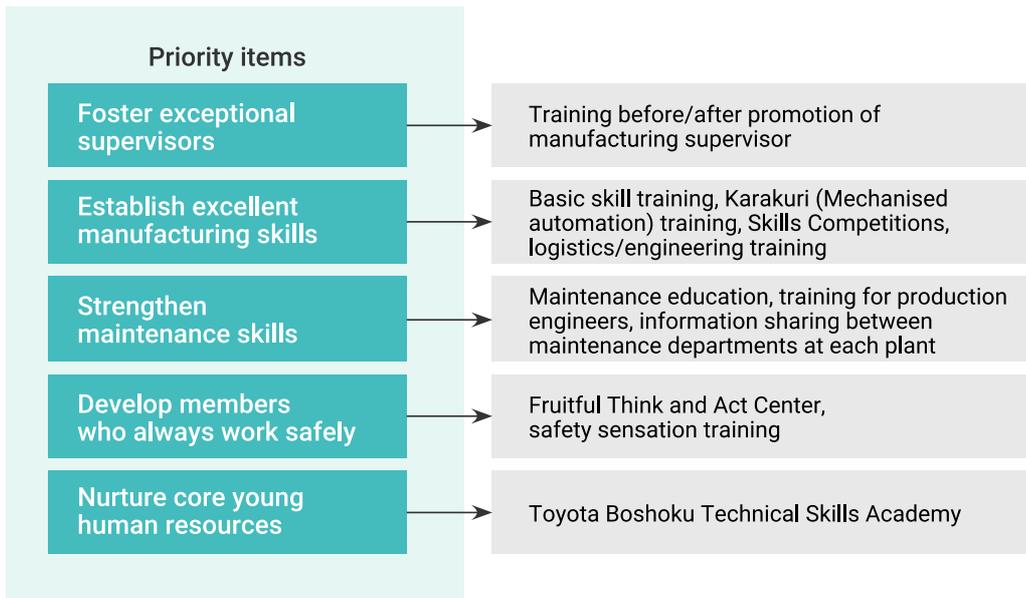
We have a system in place to ensure that all company members, including those with disabilities and those working reduced hours, have equal access to training.

We are also enhancing online training and strengthening global deployment.

### Divisions and organizations targeted by technical skills training



## Training system



### FY2025 skilled member training attendance results

Name of training	Course content	Staff targeted by training	Total number of trainees	Average attendance time per person
1. Specialist training course for skilled professions (36 classes)	Sequence, hydraulic and pneumatic control, Karakuri, etc.	Skilled members	602	15H
2. Basic skills training (12 classes)	Knowledge and skills to create quality products, and instructional methods to develop subordinates	Skilled members	14	11H
3. Experiential manufacturing training for engineers (6 classes)	Seat assembly, door trim assembly, sewing, welding/injection molding, filter powertrain	All employees	44	7H
4. Special training and qualification certification training (13 classes)	Industrial robot instruction, low-voltage electricity handling, high-elevation work, etc.	All employees	1,138	9H
5. Training for promoted members	Manufacturing supervisor, safety, quality, TPS (Toyota Production System), TPM*	New chief leaders	45	32H
		New group leaders	114	56H
		New team leaders	193	64H
		General skilled members	174	22H
6. Special pre-promotion training	Supervisor role and problem solving	Pre-promotion chief leader level	231	56H
		Pre-promotion group leader level	594	72H
		Pre-promotion team leader level	1,206	72H

\* Total Productive Maintenance: Production maintenance in which everyone participates

## Strengthening maintenance skills

We are continuously working to improve maintenance skills by establishing new courses for skilled members involved in assembly and maintenance work for equipment and molds, in line with changes in the way work is performed at the site of operations.

## Developing managers and supervisors

To develop skilled members and supervisors who can work at the forefront of our manufacturing sites, we provide training by job level and skills training.

Outside of Japan as well, the Manufacturing Skills Development Division, newly established at Toyota Boshoku America, and Toyota Boshoku Indiana, a manufacturing site, collaborated from fiscal 2024 to develop human resources. We are expanding job level-based training on the roles and knowledge required of Group Leaders and Team Leaders for supervisors who support site operations. We will continue to promote the development of Genba Leader Dojo and other programs aimed at the growth of supervisors.

Furthermore, in fiscal 2025, in cooperation with the HR and Production Management divisions of Toyota Boshoku (China), we shared the content of Toyota Boshoku's education and training dojo, as well as activities in the Americas region, and are promoting activities to solidify our footing and promote activities in the China region.



Pre-promotion training in the Americas



Local survey and coordination meeting within the China region



## Development of Digital Human Resources in Skilled Professions

### Launch of DX Lab

We launched a training course, DX Lab (skills-based DX training), in collaboration with the Digital Transformation Promotion Division, Toyota Boshoku Technical Skills Academy, and Production Engineering Development Division, starting at manufacturing worksites, to train leaders who will promote DX at their respective skills-based workplaces. This training provides digital education including AI, IoT, and app development, to young and mid-career members selected from skills-based workplaces, who can be leaders in DX promotion in such workplaces.

Members trained as promotion leaders by DX Lab will go on to plan and promote DX at their respective workplaces, and will train junior members, acting as the leaders to accelerate promotion of DX at skills-based workplaces.

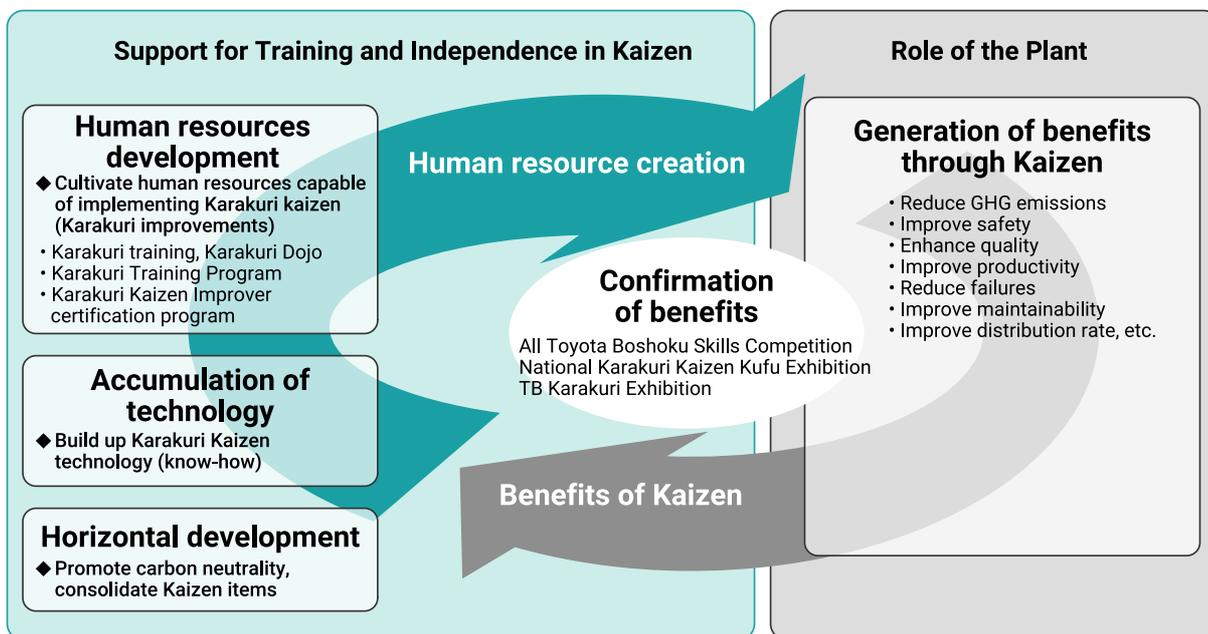
# Establishing Excellent Manufacturing Skills

## Karakuri Kaizen

Karakuri refers to the manufacturing of a device created with wisdom and ingenuity, which employs simple mechanisms to solve problems and issues at the work site. At Toyota Boshoku, we have implemented Karakuri training to instill a culture of Karakuri improvement, and are working to develop human resources.

Team Breakthrough – "Building efficient production lines with a focus on Karakuri improvement"

### Objectives of Karakuri Kaizen



### Karakuri Training Program

Starting in fiscal 2021, we began accepting trainees on the one-year Karakuri Training Program, in order to promote improvements and advice, etc. using Karakuri at each workplace. From fiscal 2024, we newly established the Karakuri Kaizen Improver One Step Up Training Program, a one-month training program for affiliated companies in and outside Japan to improve the individual skills of affiliated company members, and are accepting affiliated company members to participate in the program.

(Participants in the Karakuri Kaizen Improver One Step Up Training Program in FY2025: 4 persons from affiliates inside Japan and 10 persons from outside Japan)

### Affiliates inside Japan (Toyota Boshoku Kyushu/Toyota Boshoku Hirose)



### Affiliates outside Japan (4 companies in the Americas, 2 companies in Asia, 3 companies in Europe & Africa)



Japan—Local: Remote training



Practical training in Japan



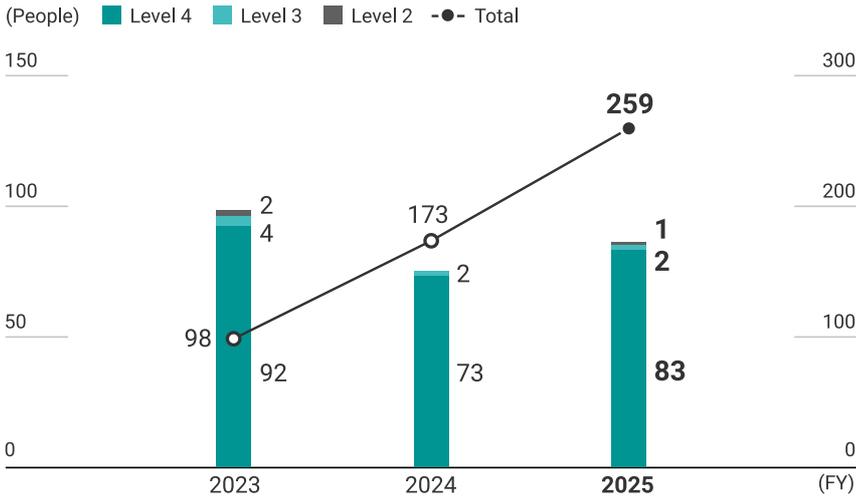
### Karakuri Kaizen Improver certification program

In fiscal 2023, we started the Karakuri Kaizen Improver certification program, and by evaluating the ability to manufacture Karakuri devices and contribute to the workplace at four levels from Level 1 to Level 4, this program leads to increased motivation at the work site and human resource development. 86 persons gained certification in fiscal 2025.



A practical assignment to learn a Karakuri mechanism

### Number of persons certified as Karakuri Kaizen Improver [Toyota Boshoku Group]



Certified Improvers receive a certification card and badge from a workplace representative as proof of certification



Certified Improvers



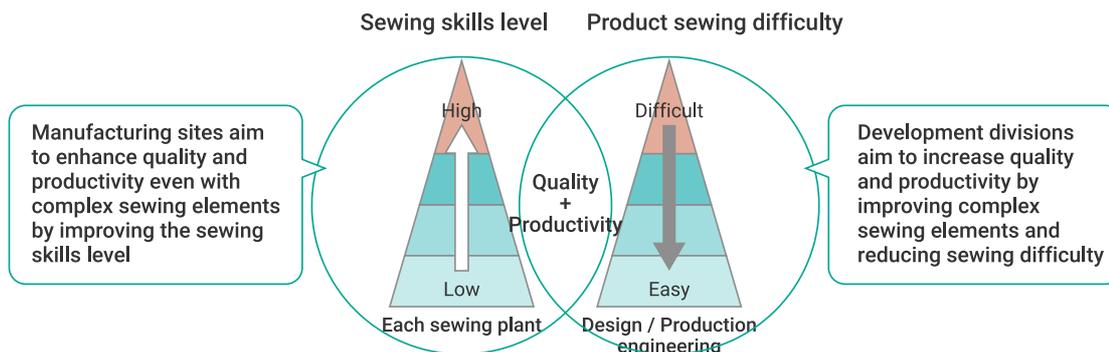
Karakuri Kaizen Improver certification card and badge  
(Certification: Expert, Levels 1, 2, 3, and 4)

### Sewing skills certification system

Sewing processes require a high level of sewing skills, and so the skill level of workers needs to be enhanced. It is also necessary to improve complex sewing elements, reduce the difficulty of product sewing, and raise quality and productivity.

Until now, each Toyota Boshoku group company had its own evaluation standards, but there were no evaluation standards that measured skill levels using the same yardstick across the entire Toyota Boshoku group. Therefore, in order to clarify and unify the skill levels, we have created a sewing skills certification system that can be used at all plants, with sewing skill evaluation levels from Level 1 to Level 4. This system has been in operation since fiscal 2025.

### Improving quality and productivity in sewing

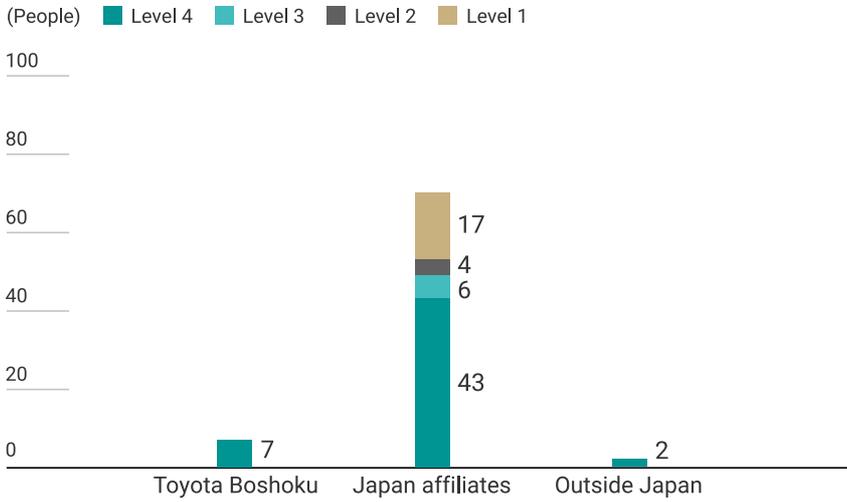


### Sewing skill certified members in FY2025

79 members were certified in sewing skills (Japan: 77; outside Japan: 2).

Outside of Japan, we will promote the activities of the sewing skills certification system at the Regional Management & Collaboration Hubs first in the China region, followed by the Americas, Asia, and Europe & Africa.

### Sewing skills certification status [Toyota Boshoku group]



### Sewing skill certified members (awarded certificate and certification badge)



Toyota Boshoku



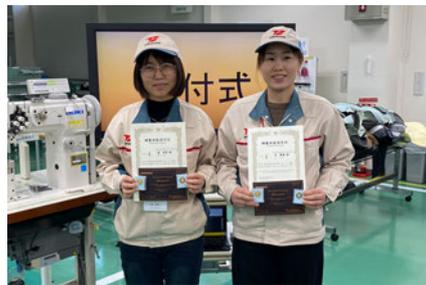
TB Sewtech Tohoku



ARACO



Ningbo Toyota Boshoku (China) A Japan-based evaluation



Sewing skills certificate /certification badges

# Confirmation of Training Results

As venues for presenting the results of activities, we hold events including the All Toyota Boshoku Skills Competition and the TB Karakuri Exhibition, and exhibit at the National Karakuri Kaizen Kufu Exhibition.

## All Toyota Boshoku Skills Competition

The All Toyota Boshoku Skills Competition is held every year to verify the degree of development of skilled members.

In fiscal 2025, a total of 215 entrants from Toyota Boshoku, its subsidiaries and affiliates inside and outside Japan, took part in 13 categories in a spirit of friendly rivalry. Also, for the first time, competitors from outside the Japan region took part in the forklift category.

As in fiscal 2024, all categories were live-streamed so that those who were unable to attend in person could watch the heated competition.

In fiscal 2025, each of the five categories saw entrants who won for the second time in a row, and they continue to set themselves the challenge of a third consecutive win in fiscal 2026.



Opening ceremony



Competitors' oath of fair play

### Competition



Cover fabrication



Sewing machine maintenance



Welding



Robot maintenance



Die finishing



Equipment maintenance



Seat assembly



Trim assembly



Inspection



Crane



Forklift



Karakuri



Machine finishing category  
Koma Taisen\* (Fighting top)



Machine finishing category  
Koma Taisen (Time trial)

\* A competition in which the participants make use of their creativity and ingenuity to design and fabricate their own "koma" spinning tops

## National Karakuri Kaizen Kufu Exhibition

Toyota Boshoku group exhibited nine examples (7 in Japan; 2 from outside Japan) of Karakuri improvement at the 29th National Karakuri Kaizen Kufu Exhibition in fiscal 2025. One of our exhibits was awarded a prize.  
FY2025 Prize for Excellence "Multifunctional Shooter with Outstanding Maintenance Capability"

### National Karakuri Kaizen Kufu Exhibition: Award History

FY	Prize
2014	Prize for Excellence (2nd place nationwide)
2015	Association Special Technical Prize
2016	Grand Prize (1st place nationwide)
2017	Idea Prize
2018	Effort Prize
2019	Effort Prize
2020	Idea Prize
2021	Handcart Contest (Silver Prize)
2022	Constant and Fixed Quantity Extraction Contest (Gold Prize) Association Special Prize
2023	Idea Prize
2024	Idea Prize
2025	Prize for Excellence (2nd place nationwide)

Won for 12 consecutive years and still winning!



Award-winning entrant Miwa-san (left)

## Skill Test

Toyota Boshoku encourages its skilled members and others to take the National Trade Skill Test sponsored by the Aichi Vocational Ability Development Association. A high level of knowledge and skill is required to pass the test. By fiscal 2025, a total of 1,755 people (Advanced: 36, Grade 1: 654, Grade 2: 1,065) had passed the test, mainly in the fields of machine maintenance, machining, finishing, and machine inspection, and they are now flourishing in their respective workplaces.

### Number of persons who passed the skills test

Level	Skills level	Test eligibility	Number of successful applicants (cumulative)
Advanced	Managers or supervisors	At least 5 years of practical experience after passing Grade 1	36 people
Grade 1	High level skilled workers	At least 7 years of practical experience	654 people
Grade 2	Intermediate level skilled workers	At least 2 years of practical experience	1,065 people

## Minister of Education, Culture, Sports, Science and Technology, The Award for Creativity

The Ministry of Education, Culture, Sports, Science and Technology awards those who have contributed to the improvement of technology in their respective occupational areas through outstanding ingenuity and innovation.

- Recipients in FY2025: 9

## Outstanding Technician Awards

The Medal with Yellow Ribbon is awarded by the Emperor to those who have devoted themselves to industry or other operations, and whose skills serve as a model for others. Contemporary Master Craftspersons are selected and commended by the Minister of Health, Labour and Welfare from among those who have outstanding skills and are regarded as leaders in their field. Master Craftspersons of Aichi are selected by the Governor of Aichi Prefecture for their contributions to society through their outstanding skills while working at a business in Aichi Prefecture.

### Recipients in FY2025

- Medal with Yellow Ribbon: 0 (cumulative recipients: 4)
- Contemporary Master Craftsperson: 1 (cumulative recipients: 6)
- Master Craftsperson of Aichi: 2 (cumulative recipients: 47)

## 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. Company members from affiliates in Japan and also from outside Japan are learning, and in this way, we are developing human resources for the whole of Toyota Boshoku group.

### Bronze prize at the WorldSkills Competition, prizes in all categories at the National Skills Competition

We are participating in skills competitions with the aim of developing human resources who can serve as the leaders of future skills-based workplaces at Toyota Boshoku.

At the 47th WorldSkills Competition held in Lyon, France in September 2024, competitors from the Toyota Boshoku Technical Skills Academy represented Japan. In the Mechanical Engineering Design-CAD category, in which there were participants from 29 countries, they won Bronze prize.

In addition, 10 teams of 14 members participated in the 62nd National Skills Competition at the Aichi Sky Expo in November 2024 in four categories. Prizes were received in all categories, with 8 winners.

- Bronze prize: Mobile Robot category, 2 members in A team
- Fighting Spirit prize: Plastic Molding category, 2 members  
Mechanical Engineering Design-CAD category, 2 members  
Mechatronics category, 2 members in A team

#### WorldSkills Competition



Entry in the Mechanical Engineering Design-CAD category



Receiving the Bronze medal at the awards ceremony



Holding the Hinomaru (Japanese flag) with deep emotion, he reported to interested parties that he had won a medal

#### National Skills Competition



Plastic Molding



Mechanical Engineering Design-CAD



Mechatronics



Mobile Robot



8 winners in the 62nd National Skills Competition

### Graduates association "Kibo-no-kai"

In fiscal 2015, 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**

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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**

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In addition to conducting purchasing activities based on the Basic Purchasing Policy, we are working to fulfil our social responsibility throughout the supply chain.

### **Basic Purchasing Policy**

1. Open and Fair Transactions
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

[Basic Purchasing Policy](#)

## Promoting Sustainability Activities

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; (4) Removing antisocial forces; and (5) Efforts to conserve the environment. Furthermore, we comply with competition laws, subcontracting laws, labor laws, environmental laws, and other related laws in each country and region, and are working to strengthen sustainability activities throughout the entire supply chain.

Every year during Corporate Ethics Month in September, we carry out initiatives aimed towards maintaining and pushing forward with fair and transparent trade. To do this we investigate supplier satisfaction and ask our suppliers to conduct self-assessments in line with our Supplier Sustainability Guidelines, with the overall aim of deepening understanding and spreading the principles of fair and transparent trade throughout our entire supply chain. Additionally, when we start working with new suppliers they are asked to conduct self-assessments.

When implementing self-assessments also in fiscal 2025, in order to promote sustainability initiatives throughout the supply chain, in October 2024 we held a supplier briefing session to reiterate the importance of Sustainability Guidelines being spread and promoted among all suppliers.

Based on the results of the self-assessments, we made visits to suppliers when necessary, and conducted follow-up surveys by phone. We are promoting sustainability activities through direct dialogue with suppliers, seeking their understanding of our approach by exchanging opinions on points to keep in mind and improvement measures for the future.

[Toyota Boshoku group Supplier Sustainability Guidelines](#)

### Self-assessment based on Sustainability Guidelines

#### Question items

1. Compliance
2. Respect for human rights and maintaining appropriate working conditions
3. Efforts to conserve the environment
4. Contribution to society through business activities
5. Risk management
6. Developing and deploying guidelines for your suppliers

### A survey regarding supplier satisfaction

#### Question items

- |   |   |   |
|---|---|---|
| <ol style="list-style-type: none"> <li>1. Best cost</li> <li>2. Requests for rationalization without reasonable grounds</li> </ol>  | } | <b>Reasonable pricing</b>                             |
| <ol style="list-style-type: none"> <li>3. Requests for urgent response</li> <li>4. Increase in request items due to streamlined operations and reduced overtime</li> </ol>  | } | <b>Shifting of the burden of workstyle innovation</b> |
| <ol style="list-style-type: none"> <li>5. Requests for free-of-charge provision of intellectual property rights and know-how</li> <li>6. Demand for money, goods, and services</li> <li>7. Purchasing staff's behavior for suppliers</li> <li>8. Response that could lead to quality-related misconduct and data tampering</li> </ol> | } | <b>Compliance</b>                                     |
| <ol style="list-style-type: none"> <li>9. Awareness of Declaration of Partnership Building</li> <li>10. Other free opinions (for the entire company including other departments)</li> </ol>   |   |   |

## 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 Suppliers Convention to convey the President's message and Basic Purchasing Policy, and to communicate with our suppliers. We also present awards to suppliers who have made significant contributions in terms of R&D, quality, cost, and delivery.

Commended companies, as well as core suppliers from outside Japan, and Sunshine (Toyota Boshoku suppliers' association) were invited to the FY2026 Suppliers Convention where we strengthened relationships through face-to-face meetings.

In addition, by recording and distributing the contents of the Convention, we worked to strengthen relationships throughout the supply chain, including our suppliers and their second tier and subsequent suppliers. The President's message, Basic Purchasing Policy and other information provided during the Suppliers Convention were streamed in Japanese, English, and Chinese.

### Training and information sharing

To pursue fair and equitable procurement activities, we hold training sessions not only for members of the Purchasing Division but also for all Toyota Boshoku company members and the Toyota Boshoku group company members in Japan, in an effort to ensure appropriate business transactions.

We also aim to disseminate information on social conditions surrounding the Company (compliance, human rights, environment) by holding regular meetings within the Purchasing Segment based on the Supplier Sustainability Guidelines and Toyota Boshoku Group Guiding Principles.

### 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 regions outside Japan 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 benefits 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](#) 

#### China

[Chinese](#) 

#### Asia

[English](#) 

#### Japan

[Japanese](#)

## Promotion of Green Purchasing

Toyota Boshoku recognizes the risks in sustainable development and is committed to the procurement of sustainable raw materials in light of environmental issues such as the effective use of water resources and the creation of a society in harmony with nature. In addition, Toyota Boshoku 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. As part of these efforts, we periodically request certain relevant information from our suppliers, such as CO<sub>2</sub> emission levels and the results of tests done to confirm that substances with harmful environmental effects are not being used. 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](#)

## Studying with Our Suppliers

### Initiatives taken together with our suppliers

We are committed to mutual learning activities to enhance the competitiveness of our major suppliers. In response to suppliers' needs, and with an aim toward strengthening the total capability of each company, a supplier's personnel may be seconded to work within the Toyota Boshoku. In addition, we support the activities of Sunshine with the aim of enabling mutual study and the sharing of exemplary examples between organizations. More specifically, we hold study groups on safety, health, and improving product quality, and we promote both the sharing of good, learnable examples and the resolution of problems faced by suppliers. Finally, we run a study meeting concerning carbon neutrality and other social issues.

### Held a management roundtable meeting run by Sunshine

At a management roundtable meeting run by Sunshine, officers of Toyota Boshoku and representatives of Sunshine discussed issues and measures including "autonomation in MONOZUKURI competitiveness" to educate suppliers on how to secure MONOZUKURI competitiveness.

## Hosting of Decarbonization School by Sunshine

We are committed to supporting our suppliers' carbon neutrality initiatives and have held the "Sunshine Decarbonization School," which is organized by Sunshine, every year since fiscal 2023. Outside consultants and representatives from the Carbon Neutral Environmental Center act as lecturers at the School, teaching energy-saving techniques and how to develop CO<sub>2</sub> reduction plans. In addition to assisting member companies in setting goals and creating plans, this also supports the development of human resources who can work toward carbon neutrality over the long term.

In addition, in fiscal 2025 we held a study session on GHG emissions Scope 3 for companies that have participated in the Sunshine Decarbonization School to date, in order to deepen their understanding.

We will continue to work closely with our suppliers to promote carbon neutral initiatives that are integrated with the supply chain.



Participants from suppliers of the Sunshine Decarbonization School

Challenge 6 : Decarbonization School

# 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 Fiscal 2025

### Social contribution activities with a sense of togetherness, in cooperation with various organizations

By conducting collaborative activities with NPOs and various community groups centered on cooperation with the Toyota group, we have been able to expand our network and make an even greater contribution.

#### ● Clothing collection activities to support regions outside Japan

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.

#### Collaboration with Toyota group



Held at the Kariya fruit and vegetable market in Aichi Prefecture, we received a great deal of cooperation and support for both clothing and donations for overseas shipping

#### Collaboration within Toyota Boshoku group



Activities have been conducted at the Kanesue Kitazono-dori supermarket in Ichinomiya City, Aichi Prefecture, since fiscal 2024, and are deeply rooted in the community

### Toyota Group Boccia tournament in cooperation with an NPO

We participated in a boccia tournament in collaboration with a non-profit organization (Special Olympics Nippon, Aichi) which supports sports for people with intellectual disabilities.



We were able to interact with everyone by playing sports together

## 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 preservation activities, fostering youth through education, and contributing to disaster recovery assistance, aimed at meeting the expectations of stakeholders.

### Activities with Local Communities

The Toyota Boshoku group is not just focused on the local areas we operate in, we're also committed to helping to stimulate and revitalize local communities around the world. For example, we contribute to the resolution of social issues through such activities as blood drives and food donations to care homes. In fiscal 2025 our social initiatives saw us working with around 1,200 organizations in 18 different countries.

### Community service activities such as grass mowing and picking up trash

As part of our contribution to the local community and environmental protection, we regularly conduct environmental beautification activities such as grass mowing and picking up trash.



Environmental beautification project at Otome Keikoku (Kashimo, Gifu Prefecture)



Working with the local community on an environmental beautification project at Uehara Sango Pond Road in Tajimi, Gifu Prefecture



Environmental beautification activities with local residents in the Ibo area of Toyota City

## Exchange activities with the local community by Manager's Society

Toyota Boshoku has "Manager's Society"\* for each job position, which carry out voluntary activities. Along with mutual cooperation among the association members through horizontal connections that go beyond their divisions, we are conducting various activities both inside and outside the company, while building strong interpersonal relationships.

\* Division General Manager's Society, Department General Manager's Society, Senior Specialist's Society, Chief Leader's Society, Group Leader's Society, Team Leader's Society



Exchange activities with people at local welfare facilities by the Division General Manager's Society



Cleaning of wheelchairs by the Department General Manager's Society, brought to the venue at a community event

## Providing meals to children in an orphanage

We supplied meals for the children at the Pattaya Orphanage, which is located in the same region, and donated needed supplies. (STB Textiles Industry (Thailand))



Interaction with the children

## 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).

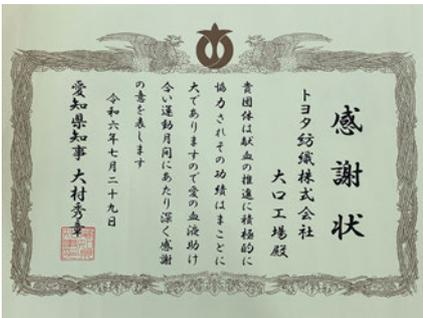


A company member placing food donations into a collection box at a company building

## Blood donation events

In fiscal 2025, we continued to hold eight annual blood donation events in Japan. In addition, the Governor of Aichi Prefecture presented certificates of appreciation to the Sanage and Oguchi plants in recognition of their longstanding cooperation in blood donations.

We will continue to cooperate in blood donations in fiscal 2026 and beyond to save as many lives as possible.



Certificate of appreciation for promoting blood donation

## Environmental Preservation Activities

We take a serious approach to global warming, waste generation, as well as other related issues, and we contribute toward environmental preservation through initiatives such as tree planting and environmental cleanup activities. As a result of our activities, we planted 59,000 trees in 13 countries and regions in fiscal 2025.

### Forestation activities in Japan

Members of Toyota Boshoku and Japanese affiliates, and their families, contribute to global environmental conservation through ongoing forest maintenance activities such as weeding, pruning, and tree thinning, as well as tree planting. (4 times/year)



Tree planting and forest maintenance activities at the Toyota Boshoku group's environmental forest "Kashimo" have been ongoing for 17 years

### Global tree planting activities

Through tree planting activities, we are promoting the conservation of forest resources and the prevention of global warming also outside of Japan.



Within the grounds of the plant, 5,000 trees of local origin were planted with the cooperation of 35 company members (Toyota Boshoku Argentina)



In cooperation with a local NGO, 600 trees of various species were planted to protect marshland. About 40 people, including company members, their families, and members of affiliated companies, participated in activities (Toyota Boshoku Europe (Belgium))



Activities to prevent desertification in Inner Mongolia (Toyota Boshoku (China))

In recognition of our activities to prevent desertification, we received the Carbon Neutral Certificate from the China Quality Certification Centre

### Toyota Boshoku Group's Forestation Activities

## Coastal cleanup activities

Since fiscal 2008, we have been continuously conducting coastal cleanup activities. Through our activities, we are contributing to the maintenance of beautiful scenery and safe seashores.



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

## Fostering Youth through Education

We support the wholesome growth of young people who will lead the next generation through such initiatives as our manufacturing experience program, as well as our Sports Clinic and other sports initiatives.

### Oka KOBA Project activities

We are participating in the Oka KOBA Project activities organized by Toyota City. Together with children, we imagine the mobility of the future, and at the same time as gaining knowledge and learning about technology and skills, the children hear from us about the appeal of manufacturing and the joy of giving shape to their dreams.

We have participated continuously since fiscal 2005 (formerly Why Manufacturing? Project, Car Manufacturing Research Project).



Seat cover production



Attaching seats to the car body

### Craft class using wood from forest thinnings

We hold craft classes to make benches and other items from wood, with the aim of conveying to local children the warmth of wood and the joy of manufacturing.



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

## Kids basketball classes (Women's Basketball Team)

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.



We devised various courses and practiced with the children so that they could have fun playing basketball

## Rowing lessons in Ishikawa Prefecture (Rowing Team)

We held rowing lessons in Tsubata-machi, Ishikawa Prefecture, which has been the host for the All-Japan Rowing Championships and training camps prior to the Japan Games. We held joint practice sessions and discussion with junior and senior high school students from Ishikawa Prefecture, who gave their all despite the lingering effects of the earthquake.



We had an opportunity to talk not only about rowing technology, but also about topics including their dreams for the future

## Long-distance record meet (Long Distance Team)

Since 2019, the Toyota Boshoku Long Distance Team has planned and operated a long-distance record meet for local running clubs and middle/high school long distance teams twice a year. Current and former athletes serve as pacemakers and focus on improving participants' records and promoting athletics.



To date, around 2,000 people have taken part

## Vocational lecture to junior high school students (Handball Team)

Current players of Toyota Boshoku Kyushu Handball Team Red Tornado SAGA gave a vocational lecture to first-year junior high school students in Kanzaki City, Saga Prefecture, as part of learning about their future path. To help students think about their future, they spoke to them about the paths they have taken as athletes.



The lecture was given over the course of a full hour

## TB SPORTS (Company Sports Club) activities

Long Distance Team

Rowing Team

Women's Basketball Team

Handball Team

## Contributing to Disaster Recovery Assistance

We work to ensure that in the event of a natural disaster, we can provide swift and effective assistance to the recovery effort.

### Training of disaster volunteer coordinators

Since fiscal 2021, we have been training disaster volunteer coordinators to support the recovery of areas affected by earthquakes, windstorms, floods and other disasters.

We also conduct regular drills with local governments to ensure that we can provide prompt assistance in the event of an emergency.



Disaster volunteer coordinator training course Initial training at a disaster volunteer center

### Noto Peninsula Earthquake disaster area recovery support activities

On January 1, 2024, an earthquake struck the Noto region of Ishikawa Prefecture.

To support the affected area, we made a monetary donation for disaster relief and also provided disaster supplies (drinking water, blankets, blue tarpaulin sheets, bag toilets, etc.). In cooperation with Toyota group companies, we also took part in disaster volunteer activities, including the clearance of rubble and removal of household belongings in the local area.

In addition, we continue to conduct activities including supporting the marketing of local specialty products.



We worked together with Toyota group members, including clearing rubble and removing household belongings



Local specialty products were sold as part of the Noto Product Exhibition at the Summer Festival (an in-house event)

# Stakeholder Engagement

## Basic Stance

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

## Stakeholder engagement

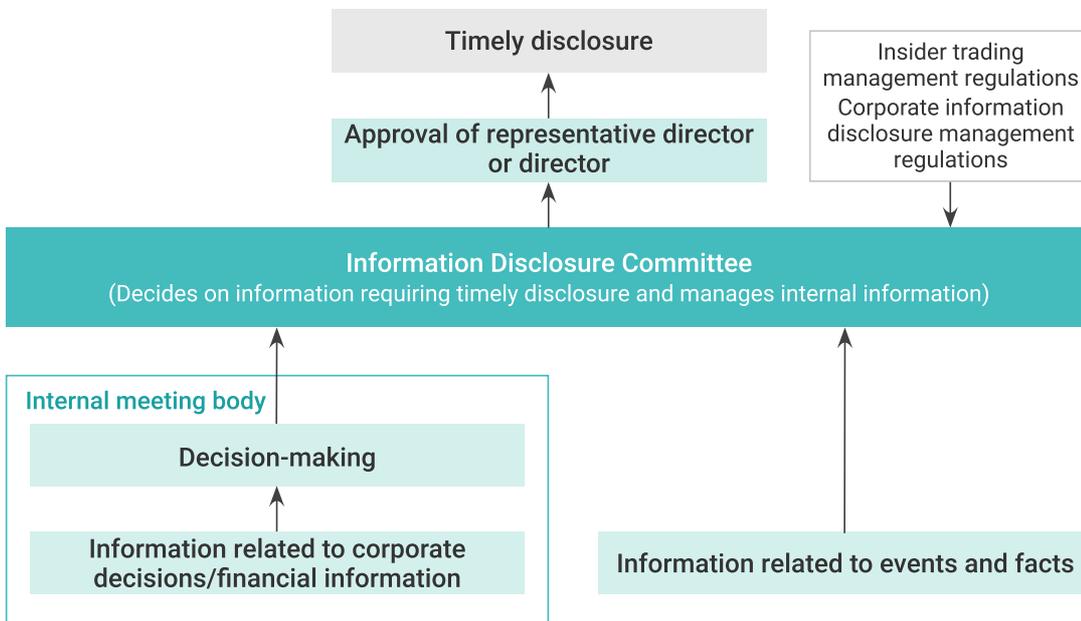
	Communication tools, etc.	Communication opportunities	Communication content
Local communities		Plant tours (if and when necessary; FY2025: 293 times)	Hosting social welfare organizations, local schools, students, customers, etc.
		Local events (three times annually)	Participation of volunteer company members in the operation of local festivals, and inviting local residents to our events
		Community dialogue and opinion exchange meetings (three times annually)	Holding roundtable meetings with local residents living in the areas around our plants
Customers		Sales activities (if and when necessary)	
		Exhibitions (if and when necessary)	Sales promotions to appeal to customers based on our high technological capability and quality
Shareholders and investors	<ul style="list-style-type: none"> <li>● <a href="#">Toyota Boshoku Report (Integrated Report)</a></li> <li>● <a href="#">Financial Results and Presentation Materials</a></li> <li>● <a href="#">Annual Financial Report</a></li> <li>● <a href="#">Convocation notice of the General Meeting of Shareholders</a></li> <li>● <a href="#">Corporate Governance Report (Japanese-language only)</a></li> <li>● <a href="#">Website for Investors</a></li> <li>● <a href="#">IR Mail Delivery Service (Japanese-language only)</a></li> </ul>	<a href="#">General Meeting of Shareholders (once annually)</a>	Deepening understanding of the Toyota Boshoku group through frank exchange of opinions with shareholders
		<a href="#">Financial Results Presentation (four times annually)</a>	Explaining our quarterly financial results
		Business briefing (FY2025: one time)	Explaining our strategy and business initiatives, etc.
		Briefings (once annually)	Small group meetings with securities analysts, institutional investors and management
		Individual meetings (if and when necessary)	Attending interviews with securities analysts and institutional investors
		Facility tours (once annually)	Plant tours, technical presentations, etc., to deepen understanding of the business
		Briefings for individual investors (if and when necessary)	
		Exhibitions (twice annually)	
		Company members	<ul style="list-style-type: none"> <li>● Internal newsletters</li> <li>● Intranet</li> </ul>
Labor and Management Council (four times annually)	Holding discussions between the company and the labor union on issues facing the company, and negotiating and resolving labor-management problems related to working conditions, etc.		
Labor and Management Meeting (twice annually)	Sharing information and exchanging opinions on issues facing the company and labor unions, the current situation, etc.		
Various training programs (if and when necessary)	Implementing training programs to promote company members' growth by segment, job level, etc.		
Meetings with supervisors and subordinates (three times annually, Toyota Boshoku group)	Checking the strengths, development issues, and future career paths of subordinates, and motivating them		
Dialogue with management (FY2025: four times)	Holding roundtable meetings between members promoted to G1, G2, G3(managers) positions and the President, and between the labor union and the President		

	Communication tools, etc.	Communication opportunities	Communication content
Suppliers	<ul style="list-style-type: none"> <li>• <a href="#">Supplier Sustainability Guidelines</a></li> <li>• <a href="#">Green Procurement Guidelines</a></li> </ul>	Purchasing activities (if and when necessary)	
		Suppliers Convention (once annually)	Message from the President, explaining Basic Purchasing Policy, and holding commendation awards for suppliers
		Supplier CSR study sessions (once annually)	Spreading and promoting the Supplier Sustainability Guidelines
		Supplier Satisfaction Survey (once annually)	Conducting a questionnaire to maintain and continue our Basic Purchasing Policy of Maintaining Open, Fair and Transparent Trade, and sharing the aggregated results with purchasing division staff and Toyota Boshoku company members
		Self-assessments based on the Supplier Sustainability Guidelines (once annually)	Requesting self-assessment by suppliers based on the Guidelines, conducting visits and exchanging opinions for improvement in line with the response results

## 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, Corporate Planning 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.

FY2026	
Date	June 11, 2025
No. in attendance	350
Voting participation	86.33%

### Dialogue with institutional investors and analysts

We hold financial results presentations for institutional investors and analysts four times a year, as well as business briefings, plant tours, and technical presentations. In fiscal 2025, we engaged in dialogue with a total of 392 companies, including individual meetings.

FY2025	
Individual meetings	142 companies 255 persons
Financial results presentations, business briefings, plant tours, technical presentations	235 companies 367 persons
Conferences with institutional investors outside Japan	15 companies 15 persons

### Dialogue with individual investors

We participate in briefings for individual investors. We participated three times in fiscal 2025.

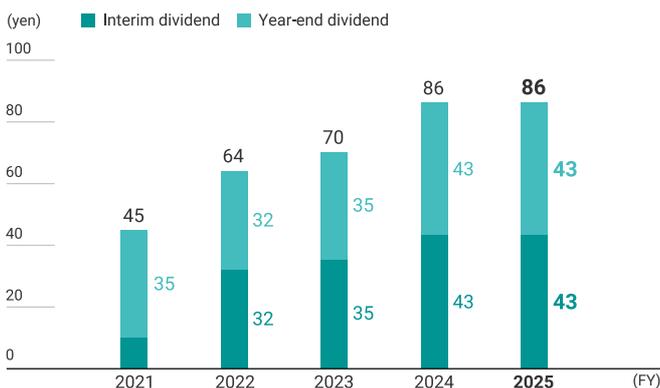
We also participated in one exhibition for individual investors.

### Distribution of profits to shareholders

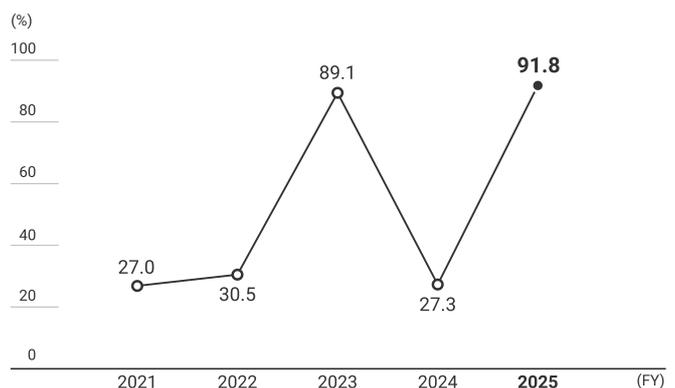
In fiscal 2025, as a result of a comprehensive review of the consolidated financial results for the year ended March 31, 2025 and other matters, we paid a year-end dividend of 43 yen per share. Combined with the interim dividend, this meant that for the full year, the dividend paid was 86 yen per share.

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



## **Communication with Customers**

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Please see "[Customer First, Quality First](#)".

## **Communication with Company Members**

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Please see "[Job Satisfaction and Employment](#)", "[Diversity and Inclusion](#)", "[Safety](#)", "[Health](#)" and "[Human Resources Development](#)".

## **Communication with Suppliers**

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Please see "[Suppliers](#)".

## **Communication with Local Communities**

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Please see "[Social Contribution](#)".

# Governance

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# Corporate Governance

## Basic Stance

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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

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Toyota Boshoku has determined that it is in compliance with all principles of the Corporate Governance Code. Please refer to our [Corporate Governance Report](#) (provided in Japanese only), which was submitted to the Tokyo Stock Exchange.

## Corporate Governance System

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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 five-person structure that includes three outside Audit & Supervisory Board members audits the management of directors.

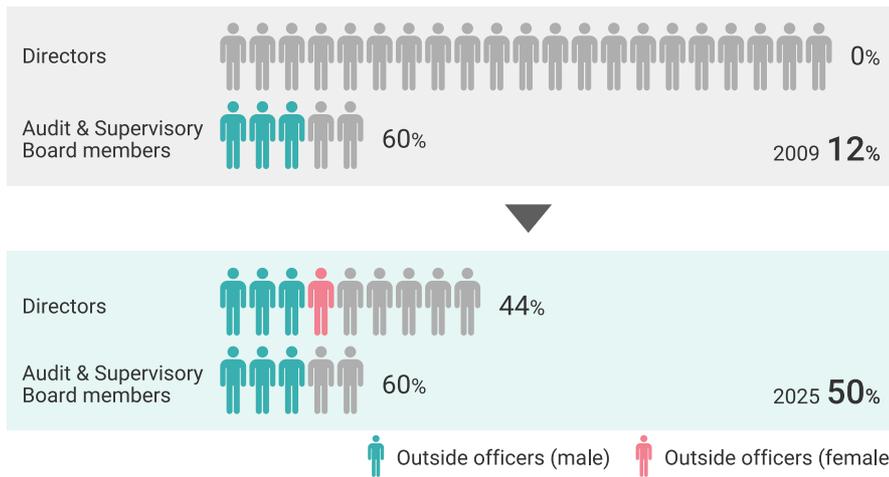
Audit & Supervisory Board members audit the business execution of directors, as well as the business and financial condition of subsidiaries in and outside Japan. Such initiatives, including assigning dedicated staff to the Audit & Supervisory Board Office, help strengthen the functions of the Audit & Supervisory Board.

The three 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.



## Ratio of outside officers



### 1. Board of Directors

#### Number of meetings held in FY2025: 13

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 investment 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, Center Chiefs, etc. in accordance with the Authorization Policy.

### Main discussions at the Board of Directors in FY2025

<b>General Meeting of Shareholders</b>	<ul style="list-style-type: none"> <li>Decision on convocation and agenda items</li> <li>Approval of business reports, financial statements, etc.</li> <li>Condition of the exercise of voting rights on agenda items at the General Meeting of Shareholders</li> </ul>
<b>Executive officers and organization</b>	<ul style="list-style-type: none"> <li>Selection of representative director and executive director</li> <li>Directors' compensation and bonuses</li> </ul>
<b>Business planning, management strategy</b>	<ul style="list-style-type: none"> <li>Formulation of global hoshin (policy)</li> <li>Deliberation on business advancement, alliances, reorganization, etc.</li> <li>Status of investment in and collaboration with startup companies</li> <li>Deliberation on capital investment</li> <li>Report on special profit improvement activities in the Americas</li> <li>Deliberation and report on IR activity plan</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Status of Environmental Initiatives</li> <li>Initiatives for Circular Economy</li> <li>Status of human rights due diligence</li> <li>Status of initiatives to prevent occupational accidents</li> <li>Status of response to business risks</li> <li>Status of health and productivity management</li> <li>HR strategy (Human Capital Report)</li> <li>Status of quality initiatives</li> <li>Status of DX promotion</li> <li>Progress in strategic intellectual property activities</li> <li>Status of Efforts to Fair Transactions</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Implementation of interim dividend</li> <li>Report on operational status of basic policy on the development of internal control systems</li> <li>Approval and report on transactions involving a conflict of interest</li> <li>Implementation and report on assessments of the effectiveness of the Board of Directors</li> <li>Examination of stockholdings</li> <li>Operational status of whistle-blowing system</li> <li>Items related to property and assets</li> </ul>

## 2. Audit & Supervisory Board member, Audit & Supervisory Board

### Number of meetings held in FY2025: 14

The Audit & Supervisory Board consists of two standing Audit & Supervisory Board members and three outside Audit & Supervisory Board members, and the lead standing 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.

We evaluate the effectiveness of the Audit & Supervisory Board in order to contribute to the enhancement of corporate value over the medium to long term. In fiscal 2025, questionnaires and interviews were conducted with all members of the Audit & Supervisory Board and Board of Directors, including those from outside the company. We are striving to improve the effectiveness of the Audit & Supervisory Board by recognizing issues that the Board should address in the future and working to address those issues, through measures such as analyzing content and obtaining evaluative opinions.

With regard to the activities of Audit & Supervisory Board members, they conduct audits of internal divisions and group companies inside and outside Japan 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 in FY2025 (excluding audit reports)

General management	<ul style="list-style-type: none"> <li>• Company member safety and health management, environmental management initiatives</li> </ul>
Internal control and auditing	<ul style="list-style-type: none"> <li>• Basic policy on the development of internal control systems, etc.</li> <li>• Status of risk management</li> <li>• Status of global internal auditing system</li> <li>• Japan and non-Japan subsidiary audit results</li> <li>• Status of fraud management</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Evaluation of the effectiveness of the Audit &amp; Supervisory Board</li> </ul>

## 3. Management Advisory Council

### Number of meetings held in FY2025: 3

To incorporate independent perspectives, the Management Advisory Council is composed of four outside directors (Akihiro Koyama, Junko Shiokawa, Takafumi Seto, Yasuhiko Yamazaki), along with two internal directors (Chairman Shuhei Toyoda 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 corporate 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.

Furthermore, the regulations of the Management Advisory Council established in December 2018 stipulate the members of the Management Advisory Council and the content of its agenda.

### Main discussions at Management Advisory Council in FY2025

Officer compensation	<ul style="list-style-type: none"> <li>• Compensation criteria for directors and operating officers</li> <li>• Percentage of monetary compensation and number of shares under the transfer-restricted stock compensation plan for directors (excluding outside directors)</li> </ul>
Organization & structure	<ul style="list-style-type: none"> <li>• Structure of directors and Audit &amp; Supervisory Board members, and organizational changes</li> <li>• Selection of individuals for promotion to operating officer</li> </ul>

## Business Execution System

Toyota Boshoku adopts an organization consisting of six units (Corporate Operation, Research & Development, Functional Collaboration, Production, Special Duties, and Regional Business). We have introduced a Chief Officer System to ensure cross-functional cooperation, and have assigned Center Chiefs, etc. 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 corporate strategies, as well as products 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, Center Chiefs, etc., 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.

### Roles of various meeting bodies

Meeting body	Role	Frequency
Corporate Strategy Meeting	Deliberation and orientation of important company strategies	As needed
Corporate Planning Meeting	<ul style="list-style-type: none"> <li>• Important management decision-making</li> <li>• Information sharing on important matters</li> <li>• Deliberation and approval of measures to address important business execution issues</li> </ul>	Twice a month
Corporate Management Meeting	<ul style="list-style-type: none"> <li>• Monitoring of the execution of important business operations (predictive management)</li> <li>• Responding to issues quickly and efficiently</li> <li>• Sharing information with all officers</li> </ul>	Once a month

## 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 and Audit & Supervisory Board 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 outside Audit & Supervisory Board members are provided with reports on the progress of global hoshin (policy), and plans are made for them to tour plants and offices. The Company has assigned dedicated 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.

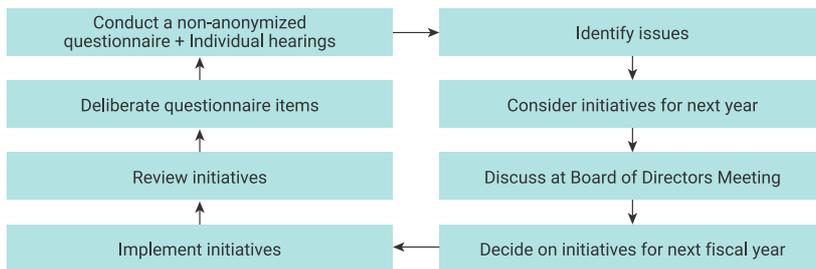
# Evaluation Results of the Effectiveness of the Board of Directors

Toyota Boshoku conducts annual evaluations of the Board of Directors to assess its effectiveness and drive continuous improvement, ensuring that it functions as a decision-making body that contributes to the sustainable enhancement of corporate value.

## 1. Method

- (1) The officer in charge of the administrative office of the Board of Directors conducts a questionnaire and interviews with all directors and Audit & Supervisory Board members, including outside members, in February.
- (2) The evaluation results and the improvement measures for issues are summarized and reported to the Board of Directors in March for discussion.

### Evaluation process



## 2. Overview of fiscal 2025 evaluation results

- (1) We have been enhancing strategic themes in the Board of Directors, such as new business strategy, human resource strategy, and intellectual property strategy. To further enhance the provision of information to outside officers, in addition to the pre-Board meeting briefings and plant and facility visits carried out to date, an informal meeting was held after the Board meeting for Board members to freely exchange opinions and discuss medium- to long-term corporate strategy. In addition, we have made improvements, such as holding roundtable meetings for outside officers, providing an opportunity for communication among outside officers. As a result, the evaluation has shown that the effectiveness of the Board of Directors in making important management decisions and supervising business execution has been ensured and improved.
- (2) On the other hand, opinions were expressed including requests for regular progress reports on important subjects and comprehensive risk information in Board of Directors meeting materials.
- (3) In addition, there were requests for improvement, such as more detailed reports at Board of Directors meetings regarding responses to opinions and concerns raised by shareholders and investors.

## 3. Improvement measures

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

- (1) Develop an annual plan of regular progress reports  
Systematically confirm important matters for which regular progress reports are stipulated by the Board of Directors, by incorporating them into the annual agenda schedule of the Board of Directors
- (2) Promote dialogue with stakeholders  
Enhance dialogue with stakeholders by discussing stakeholder opinions and concerns at Board of Directors meetings and formulating action plans to address them
- (3) Enhance support for outside officers  
In addition to continuing to utilize an informal meeting as a forum for discussing medium- to long-term strategy, we will strive to deepen understanding of the Company among outside officers by encouraging free and open discussions on themes proposed by outside officers

# 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:

- 1) we set the disparity between positions reasonably in light of the roles and responsibilities, and
- 2) 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),

- 3) the Company's uniform annual performance and the degree of achievement of annual hoshin (policy) by each individual for the single year, and
- 4) evaluation of medium-term corporate value enhancement in terms of the enhancement of social value and economic value.

## 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 company members 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.

Please see the table below, "Structure of Directors' Compensation," for details on the types of compensation, payment criteria, and the structure of compensation.

### Structure of Directors' Compensation

Type of Compensation	Payment Criteria	Structure of Compensation	Category
Fixed Compensation (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 (Bonuses)	1) Reflect performance for a single fiscal year in the compensation (bonus) table according to position, based on consolidated operating profit.*1 2) Reflect 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 ESG evaluation score**2) after three years.*3 [Structure of bonus] <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #00a68f; color: white; padding: 2px 5px;">1) Reflection of single-year results (82%)</div> <div style="background-color: #444; color: white; padding: 2px 5px;">2) Medium term (18%)</div> </div>	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

\*1 Consolidated operating profit for the fiscal year ended March 31, 2025 was 42.3 billion yen.

\*2 From fiscal 2023, the evaluation indicator for social value enhancement has been changed from a CSR evaluation score to an ESG evaluation score for CSV activities. Of the 24 main indicators that make up the ESG evaluation score, 3 are related to climate change. Specifically, Plant GHG emissions reduction ratio, SCOPE3 Emission reduction rate, and Renewable energy introduction ratio.

Please see "ESG KPIs: Targets and Results" for details.

\*3 Net assets for the fiscal year ended March 31, 2025 were 490.0 billion yen, and the ESG evaluation score was 3.6 points (out of 5.0 points).

## 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), 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.

<b>Applicable recipients</b>	Toyota Boshoku directors (excluding outside directors)
<b>Timing and distribution of allowance</b>	Decided by the Board of Directors
<b>Shares compensation system upper financial limit</b>	Up to 100 million yen per year
<b>Upper limit on shares allowance</b>	Up to a total of 100,000 regular shares per year for applicable board members
<b>Period of restrictions on shares transfer</b>	Until immediately after stepping down as Toyota Boshoku director
<b>Amount paid</b>	Set by the Board of Directors at an amount that will not provide undue advantage to the applicable board member(s), based on the Tokyo Stock Exchange closing price of regular Toyota Boshoku shares on the last business day before the Board of Directors resolution
<b>Conditions for lifting restrictions on shares transfer</b>	Restrictions will be lifted upon expiry of the period of restrictions. However, restrictions will also be lifted upon expiration of term of office, death, or stepping down as director for other legitimate reasons.
<b>Non-compensation acquisitions</b>	In cases where illegal activity has taken place, or there is other justifiable reason established by Toyota Boshoku's Board of Directors, Toyota Boshoku can acquire allotted shares without compensation during the period of restrictions on shares transfer.

## Total amount of compensation, etc. for directors and Audit & Supervisory Board members (April 2024–March 2025)

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)	408 (50)	252 (50)	115 (-)	40 (-)	11 (5)
Audit & Supervisory Board Member (of which outside Audit & Supervisory Board members)	105 (28)	105 (28)	-	-	5 (3)
<b>Total</b> (of which outside officers)	<b>513</b> <b>(79)</b>	<b>357</b> <b>(79)</b>	<b>115</b> <b>(-)</b>	<b>40</b> <b>(-)</b>	<b>16</b> <b>(8)</b>

**Notes:**1 The above compensation includes two directors who retired as of the close of the 99th Ordinary General Meeting of Shareholders held on June 12, 2024.

2 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).

## Skills and reasons for election of directors

This table defines the experience and expertise (skills) that Toyota Boshoku requires in the Board of Directors to realize our 2030 Target.

We defined essential skills in 10 fields for the purpose of achieving continued growth amid the changing business environment, encompassing elements linked to execution of our 2030 Medium-term Business Plan and enhancement of corporate value.

Going forward, we will revise the skill items as required in response to changes in the business environment and strategies, in efforts to strengthen the functionality of the Board of Directors and to boost sophistication of governance.

Skill	Experience & knowledge concept	Requirements
Corporate management	Management discernment to achieve sustained growth in a changing business environment	Management experience and achievements in Japan and outside Japan
Global	Business management experience at sites outside Japan and global knowledge	Experience as a site manager or similar at a subsidiary outside Japan
R&D	Engineering ingenuity to create comfortable and safe interiors	Able to contribute as an Interior Space Creator
MONOZUKURI (manufacturing)	Manufacturing and engineering capability to consistently offer high quality products	Experience as a plant manager and in production engineering, etc.
Sales and purchasing	Sales and procurement capabilities to collaborate with business partners while striving to reduce environmental impact	Able to innovate through sales and procurement activities
Finance and Accounting	Financial strategy capabilities to boost capital efficiency and profitability	Able to execute highly transparent financial governance
HITOUZUKURI (human resources)	Drive human resource development while respecting diversity and teamwork	Able to develop human resources who contribute to society
Legal and compliance	Enhance corporate value through compliance with laws and ordinances and risk management	Legal knowledge and capability in building governance structures
Environment and energy	Contribute to a sustainable society through environmental management	Environmental planning and proposal capabilities in a specialized field
IT and digital	Capable of management and business innovation through digital technology	Experience in organizational reform through the use of digital

## Skill matrix

Classification	Name	Management Advisory Council	Corporate management	Global	R&D	MONOZUKURI (manufacturing)	Sales and purchasing	Finance and Accounting	HITOUZUKURI (human resources)	Legal and compliance	Environment and energy	IT and digital
Chairman	Shuhei Toyoda	✓	✓	✓	✓	✓			✓			
President	Masayoshi Shirayanagi	✓	✓	✓			✓	✓	✓			
Director, Operating Officer	Hiroki Tsunoda		✓	✓	✓						✓	✓
Director, Operating Officer	Shunichi Iwamori		✓	✓		✓	✓	✓				
Director, Operating Officer	Norimichi Adachi		✓	✓		✓						
Outside Director	Akihiro Koyama	✓		✓				✓	✓	✓		
Outside Director	Junko Shiokawa	✓		✓				✓		✓		
Outside Director	Takafumi Seto	✓			✓	✓			✓		✓	✓
Outside Director	Yasuhiko Yamazaki	✓	✓	✓	✓	✓			✓			
Standing Audit & Supervisory Board Member	Kazuo Koide		✓	✓			✓		✓		✓	
Standing Audit & Supervisory Board Member	Hidenori Ozaki		✓	✓			✓				✓	
Outside Audit & Supervisory Board Member	Hiroyuki Yokoyama		✓	✓	✓	✓				✓		
Outside Audit & Supervisory Board Member	Hiroshi Miura		✓	✓				✓		✓		
Outside Audit & Supervisory Board Member	Yoshito Fujikawa				✓			✓	✓	✓		✓

## Reasons for election

Classification	Name	Reasons for election	Number of Board of Directors, Audit & Supervisory Board attended in fiscal 2025
Chairman	Shuhei Toyoda	In addition to having held important positions in bases outside Japan and his experience as a director, Dr. Toyoda has held posts successively as President and Chairman of the Company and possesses experience based on many years of involvement in the Company's operations. His wealth of experience and broad insight can be utilized for management of the Company.	Board of Directors 13/13 meetings
President	Masayoshi Shirayanagi	In addition to having held important positions in purchasing, accounting, and external and public affairs divisions, and bases outside Japan, Mr. Shirayanagi has been involved in the management of the Company as President. His wealth of experience and broad insight can be made use of for management of the Company.	Board of Directors 13/13 meetings
Director, Operating Officer	Hiroki Tsunoda	Mr. Tsunoda has been involved in company-wide R&D as Chief Technology Officer for mainly product planning and development, and new business promotion. He also has management experience as head of the regional headquarters in Asia. His wealth of experience and broad insight can be made use of for management of the Company.	Board of Directors 11/11 meetings*
Director, Operating Officer	Shunichi Iwamori	In addition to his experience in accounting and purchasing divisions at the Company as Chief Financial Officer and Chief Purchasing Officer, Mr. Iwamori was in charge of the Audit & Kaizen Department, which is the governance evaluation department. He was appointed as head of the regional headquarters in the Americas. His wealth of experience and broad insight can be made use of for management of the Company.	Board of Directors 13/13 meetings
Director, Operating Officer	Norimichi Adachi	Mr. Adachi has served as Chief Quality Officer of the Quality Segment and has been in charge of manufacturing at the regional headquarters in the Americas, and served as Segment Chief of the Production Segment. He has been involved in manufacturing in every part of the Company, and has management experience both in and outside Japan as head of regional headquarters. His wealth of experience and broad insight can be made use of for management of the Company.	-
Outside Director	Akihiro Koyama	Dr. 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 13/13 meetings
Outside Director	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 an attorney on global cases related to investment funds, finance, cross-border M&A, and investment fund-related dispute resolution.	Board of Directors 13/13 meetings
Outside Director	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 13/13 meetings
Outside Director	Yasuhiko Yamazaki	Mr. Yamazaki was elected as a director because it was deemed that he could reflect in the management of the Company his experience as an Executive Vice President of Denso Corporation, where he also serves as Chief Innovation Officer, Chief Quality Officer, Chief Human Resources Officer. He also has a wealth of global experience and knowledge working in various businesses, functions, and postings, including as the Head of overseas offices and the Head of company-wide manufacturing functions.	Board of Directors 10/11 meetings*
Standing Audit & Supervisory Board Member	Kazuo Koide	In addition to having held important positions in purchasing, human resources, and the Audit & Kaizen Department, Mr. Koide possesses experience as head of the regional headquarters in China. His extensive management experience and broad insight can be made use of for the auditing system of the Company.	Board of Directors 13/13 meetings Audit & Supervisory Board 14/14 meetings
Standing Audit & Supervisory Board Member	Hidenori Ozaki	In addition to having held important positions in the sales division and bases outside Japan, Mr. Ozaki has experience in corporate planning and as head of the regional headquarters in the Americas. His abundant management experience and broad insight can be made use of for the auditing system of the Company.	-
Outside Audit & Supervisory Board Member	Hiroyuki Yokoyama	Mr. Yokoyama was elected as an Audit & Supervisory Board member because it was deemed that he could reflect in the auditing system of the Company his experience in the quality assurance division and at locations outside Japan at Toyota Motor Corporation, as well as his extensive experience and insight gained at Daihatsu Motor Co., Ltd.	Board of Directors 13/13 meetings Audit & Supervisory Board 14/14 meetings
Outside Audit & Supervisory Board Member	Hiroshi Miura	Mr. Miura was elected as an Audit & Supervisory Board member because it was deemed that he could reflect in the auditing system of the Company 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.	Board of Directors 13/13 meetings Audit & Supervisory Board 14/14 meetings
Outside Audit & Supervisory Board Member	Yoshito Fujikawa	Mr. Fujikawa was elected as an Audit & Supervisory Board member because it was deemed that he could reflect in the auditing system of the Company his experience as an attorney-at-law and patent attorney, extensive knowledge and experience in corporate governance, litigation, and other dispute-related legal affairs, as well as in corporate legal work, including intellectual property, and can contribute to maintaining and strengthening to the Company's corporate governance.	Board of Directors 11/11 meetings* Audit & Supervisory Board 11/11 meetings*

Outside Director Yasuhiko Yamazaki is an Executive Vice President of Denso Corporation, a business partner of the Company.

Outside Audit & Supervisory Board Member Hiroyuki Yokoyama was formerly Executive Advisor at Daihatsu Motor Co., Ltd., a business partner of the Company.

\* Since his appointment on June 12, 2024

# Policy and Procedure for Appointing and Dismissing Management, and Nominating Candidates for Director and Audit & Supervisory Board Member

The appointment and dismissal of management and the nomination of candidates for director and Audit & Supervisory Board member are discussed and deliberated by the Management Advisory Council before the Board of Directors makes a resolution. Our policy for the appointment of management and the nomination of director candidates is based on a comprehensive review from the perspective of having the right people in the right places, so that accurate and prompt decisions can be made while taking into consideration the extent to which they have the skills required for execution and oversight.

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.

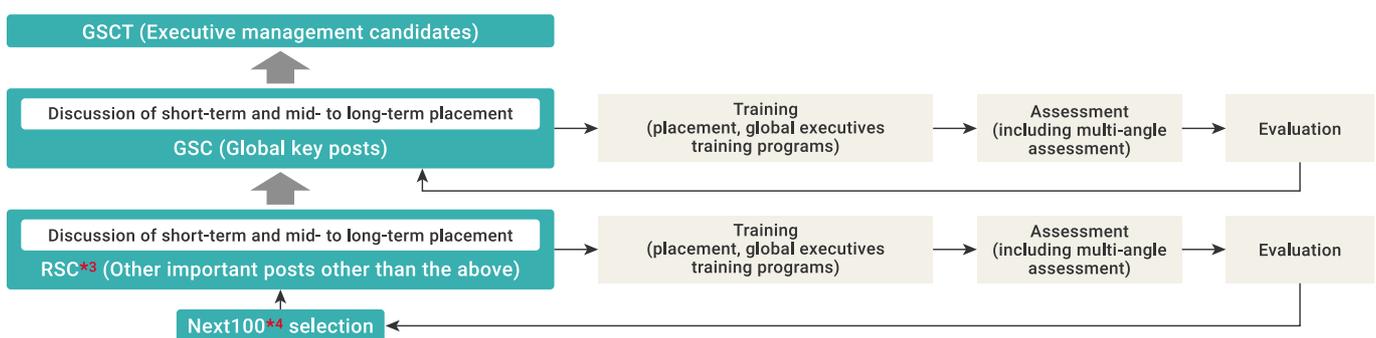
## Developing the Next Generation of Executive Management Candidates

As part of the development of successors for executive management, candidates are discussed by succession committees (GSCT\*1 and GSC\*2). In addition, we hold training programs for managers and executive candidates to improve the skills and abilities required for management. Moreover, we select and develop young talent who will be the future leaders of the Toyota Boshoku group.

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

\*2 Global Succession Committee: Global key post (presidents of business sites, director, division general manager, etc.) successor development committee comprising members at the level of Toyota Boshoku Chief Officer and above, including regional CEO

### Developing system



\*3 Regional Succession Committee: Successor development committee for key posts other than those discussed in the GSC by Segment Chiefs or Chief Officers/Field Chiefs/Division General Managers and regional CEOs/Operating Officers

\*4 Registration system for priority training individuals to strengthen the development of young people for the Toyota Boshoku group

Human Resources Development : Development of Executive Management Successors

# Compliance

## Basic Stance

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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

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In addition to anti-bribery measures, and adherence to competition 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 all company members including officers. 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 (Compliance Consultation Window). Those windows can be used by all group companies in Japan. 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.

## Strengthening Dissemination and Practical Application of the Toyota Boshoku Group Guiding Principles

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The Toyota Boshoku Group Guiding Principles—which is the basis of compliance, and which forcefully makes the case for the importance of ethical behavior including well-thought-out social initiatives, as well as the prohibition of collusion, cartels (agreements upon bids, prices, allocating the supplier and any item to avoid competition with competitors), bribery and so on—is distributed to all company members. Great effort is made to ensure compliance through education and training for members when newly hired, promoted, and seconded outside Japan.

Additionally, we are spreading the Guiding Principles globally via translation into foreign languages, including English and Mandarin. We strive to strengthen dissemination and practical application of the Guiding Principles at each and every workplace. We also seek to raise compliance awareness by providing training via e-learning on the topics of compliance and the Guiding Principles, as well as by undertaking various activities at companies throughout the Toyota Boshoku group all over the world during Corporate Ethics Month.

We are promoting these initiatives under the supervision of the Board of Directors.

## Compliance with Competition Laws

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

Toyota Boshoku prepared a compliance manual and conducts training sessions for officers and relevant departments, and is therefore deepening understanding of its stance toward competition laws 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 a structure is also in place to prevent violations. We are taking steps to ensure compliance with competition laws through measures including providing training in each country and region, and establishing internal regulations.

## Comprehensive Efforts toward Anti-bribery

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The Toyota Boshoku group has prepared the Anti-bribery Guideline, thereby making efforts to increase understanding of regulations in respective countries and regions 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 results of the inspections are continuously improved, where necessary. Donations, sponsorships, and political contributions are made in accordance with internal rules governing the authorization of donations and sponsorships to ensure that they are socially fair and meet ethical standards.

## Compliance with Export Control

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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 outside Japan, 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

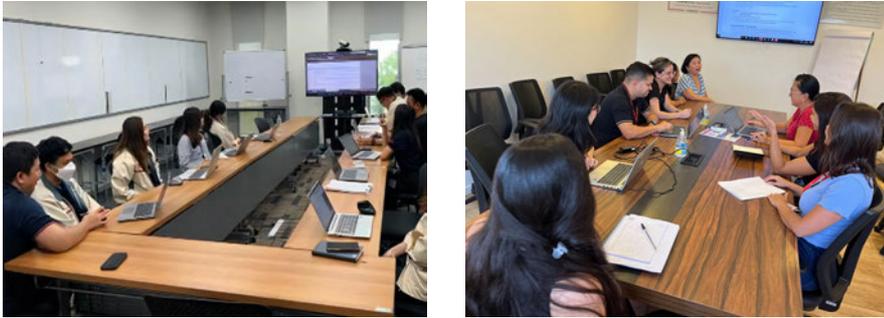
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Toyota Boshoku conducts training on compliance—including topics such as the Toyota Boshoku Group Guiding Principles and prohibition of business with anti-social forces (i.e. organized crime groups, etc.)—for newly hired and promoted company members, etc.

Regarding prohibition of business with anti-social forces, training is provided once a year for newly appointed directors of affiliated companies in Japan on topics such as the characteristics of anti-social forces and the approach to dealing with them. Seven persons took part in fiscal 2025. In addition to educating relevant departments on compliance in important areas such as the competition laws and anti-bribery rules 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 Regional Management & Collaboration Hubs conduct workshops relating to important laws in consideration of the conditions of each country and region.

## Activities in Corporate Ethics Month

Every year, we have Toyota Boshoku Global 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 the Toyota Boshoku Group Guiding Principles and reviewing members' behavior internally and externally.



Workplace discussions at Toyota Boshoku Asia (Thailand) and Toyota Boshoku do Brasil

## Establishing and Operating a Consultation and Whistleblowing System

The Anything Goes Counselling Window has been set up internally as well as a Compliance Consultation Window 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 workplace problems involving issues such as labor relations, bullying, any types of harassment, and interpersonal relationships, as well as legal violations and internal misconduct.\* Initiatives are also being pursued to establish a whistle-blowing system in regions outside Japan. Throughout fiscal 2025, 269 reports and counseling requests were received to internal and external windows from both within Toyota Boshoku and from group companies in Japan. These were investigated and appropriate actions were then taken.

\* Cartels, embezzlement and theft, bribery, conflicts of interest, excessive corporate gifting or entertaining with clients or suppliers, and preferential treatment or collusion with clients or suppliers, etc.

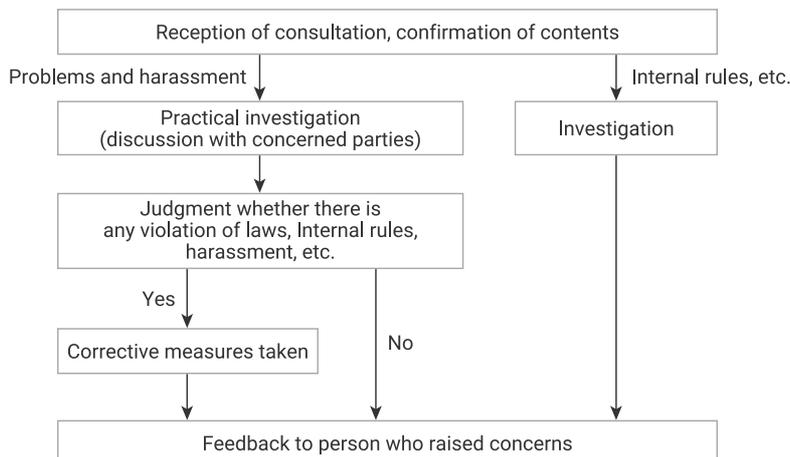
### Number of consultations from Toyota Boshoku and group companies in Japan

Fiscal year	2021	2022	2023	2024	2025
Anything Goes Counselling Window *1 (cases)	163	190	201	238	255
Compliance Consultation Window *2 (cases)	9	13	16	11	14

\*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 Consultation Window



# Risk Management

## Basic Stance

The Toyota Boshoku group is conducting risk assessments and 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, corruption-related risks (such as bribery, cartels (agreements upon bids, prices, allocating the supplier and any item to avoid competition among with competitors), embezzlement, and conflicts of interest), and social reputation risk.\*

\* Risk of losing societal trust

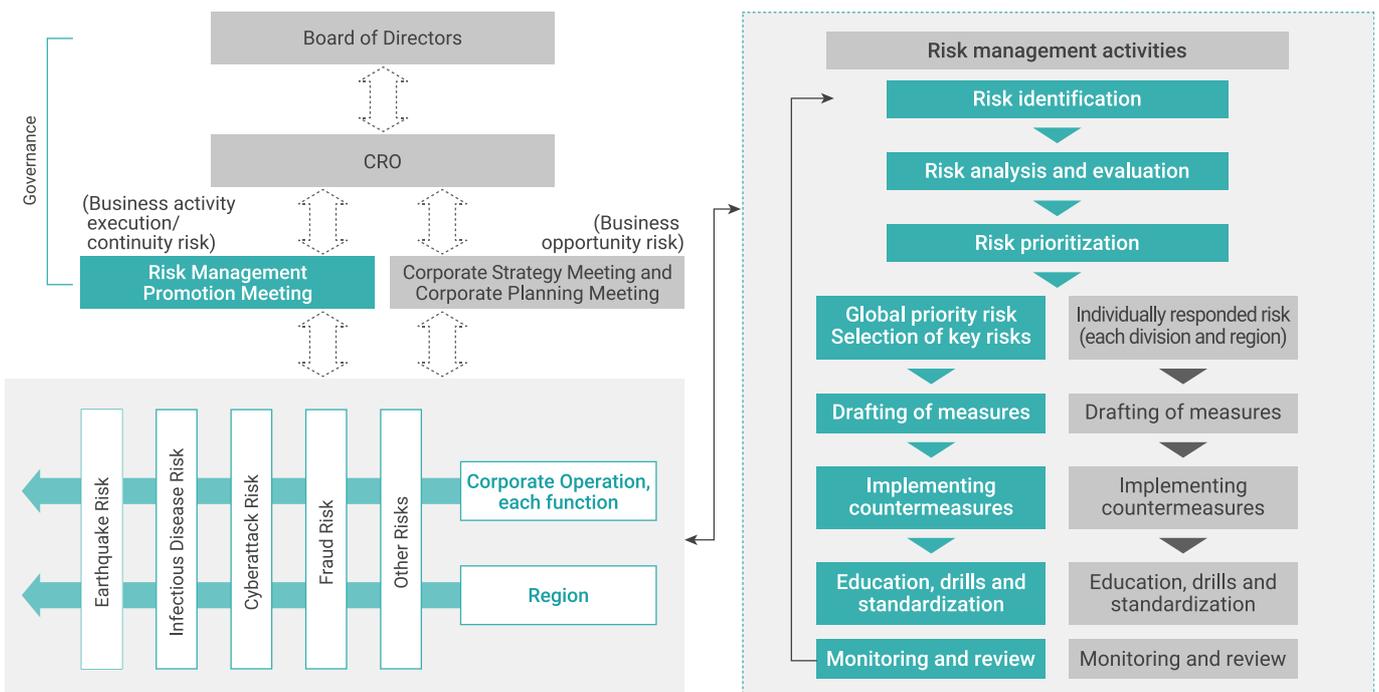
## Risk Management Activities

Centered on the Chief Risk Officer (CRO), regions, the Corporate Operation unit and other functions are working together to continually implement a PDCA (plan-do-check-action) cycle for risk management, in order to counter the various risks affecting our business.

The Risk Management Promotion Meeting has been established within the Toyota Boshoku group to address business execution and continuity-related risk on a global basis, and convenes twice a year.

We are performing even more effective risk management activities, including monitoring the status of risk response by the Board of Directors.

### The risk management system and associated activities



Confirmation at the Risk Management Promotion Meeting

### Evaluation points for materiality-impacting risks (Impact level)

By managing risks from the perspective of improving corporate value over the medium- to long-term, we are able to prevent risks before they occur.

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

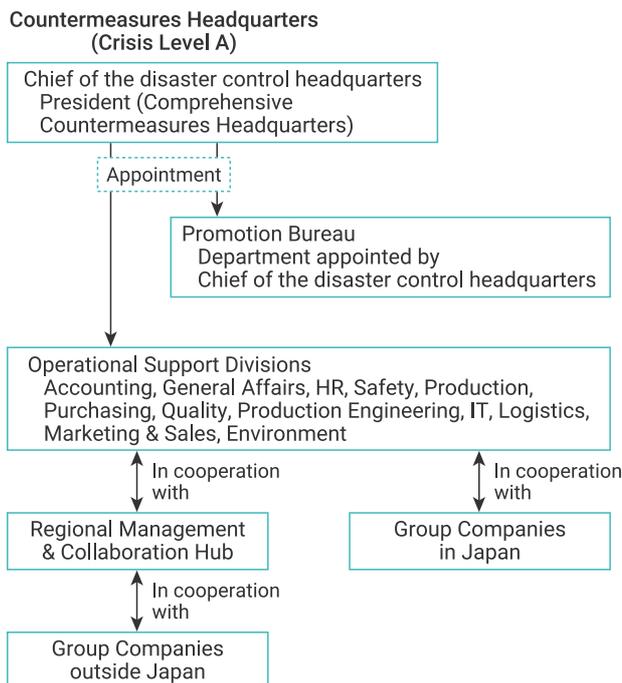
### Response in the event of a crisis

#### Crisis levels

When a crisis occurs in the Toyota Boshoku group, the crisis level is determined according to the situation. We then appoint an appropriate chief of the disaster control headquarters, and set up a response system based on the crisis level.

Level	Chief of the disaster control headquarters
<b>Level A</b> (Serious crisis)	<b>President</b> (Comprehensive Countermeasures Headquarters)
<b>Level B</b> (Major crisis)	<b>Chief Officer or Segment Chief of the Segment to which the department and region with responsibility for said risk(s) belongs</b> (Countermeasures project)
<b>Level C</b> (Individualized response crisis)	<b>Chief of department with responsibility for individual said risk(s), subsidiary company president</b> (Countermeasures team)

#### Crisis response system (in case of Crisis Level A)



## Main Actions Taken against Priority Risks in Fiscal 2025

Risk	Main actions taken in fiscal 2025
Earthquakes	<ul style="list-style-type: none"> <li>• Evacuation drills, drills for setting up a company-wide disaster response headquarters, on-site in-house firefighting organization drills</li> <li>• Promotion of Business Continuity Management (BCM) activities, etc.</li> </ul>
Cyberattack	<ul style="list-style-type: none"> <li>• Enhancement of company members' awareness of security (security training, targeted e-mail drills)</li> <li>• Strengthening of security measures at affiliates/suppliers inside and outside Japan</li> <li>• Automatic disconnection of PCs and servers suspected of being infected with viruses from the network, etc.</li> </ul>
Fraud damage	<ul style="list-style-type: none"> <li>• Prevention of past problems recurring, activities to have this established/entrenched</li> <li>• Implementation of training by job level, various training programs, audits, etc.</li> </ul>
Falsification or concealment of quality/testing data	<ul style="list-style-type: none"> <li>• Internal hearings, periodic supplier inspections, establishment of a quality-related misconduct prevention mechanism, establishment of a system for checking certified work, education on quality fraud prevention, and awareness-raising through introduction of fraud cases among other companies at the Global Quality Learning Center (GQLC).</li> </ul>

# Global Priority Risks in Fiscal 2026

Based on the results of the risk assessment for fiscal 2025, we selected global priority risks for fiscal 2026.

## Risk map formulation process

Considering the risk environment surrounding the Toyota Boshoku group, CRO and others selected (drafted) the global priority risks based on:

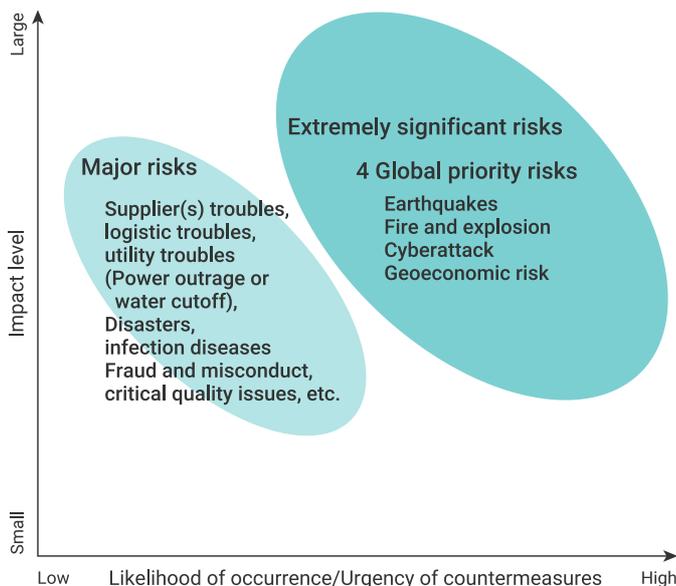
- (1) results of risk analysis and assessment by the department responsible for risk;
- (2) risks considered important by external organizations, etc.; and
- (3) information on crises that have emerged within the Toyota Boshoku group.

These global priority risks were then discussed and finalized by the Risk Management Promotion Meeting.

## 4 Global priority risks in fiscal 2026

- Earthquakes
- Fire and explosion
- Cyberattack
- Geoeconomic risk

## FY2026 risk map



## Education and training

To enhance understanding of risk management activities and risk sensitivity, risk management training has been provided since fiscal 2022 for risk management personnel in the departments responsible for risk and at affiliated companies (inside and outside Japan).

## Initiatives to enhance risk sensitivity

In fiscal 2025, we conducted training to strengthen self-help skills in the event of a disaster, and to deepen knowledge of economic security, cyberattacks, and dark part-time jobs (known as “yami baito” in Japanese; part-time jobs that make those who are recruited unwittingly complicit in criminal activities).

In addition, we regularly issue a risk management newsletter to share various risk cases within the Toyota Boshoku group and alert our company members to its publication.

## Business Continuity Management (BCM) Activities

We are promoting BCM activities to enhance the effectiveness of the Business Continuity Plan (BCP), and build mechanisms to realize continuous improvement in normal times. In addition, we are carrying out activities including periodic evacuation drills, drills for setting up a response headquarters, emergency communication drills using safety confirmation tools, and stockpiling supplies for local residents.

## 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 consolidated subsidiaries inside and outside Japan 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. In addition to the establishment of systems, we believe in the importance of education, and regularly conduct activities to raise company members' security awareness such as through e-Learning training and drills in targeted e-mail.

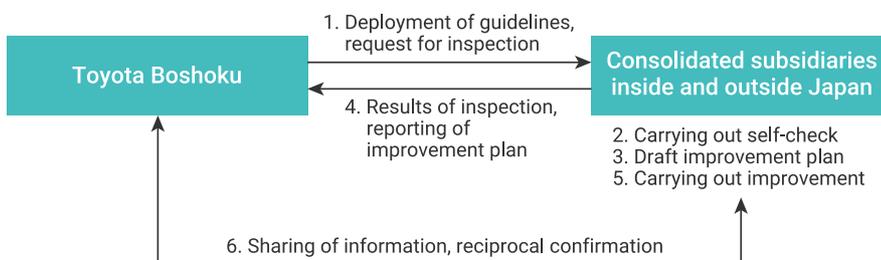
The security guidelines are based on ISO 27001/27002, NIST (the United States' National Institute of Standards and Technology) Cybersecurity Framework, the Cybersecurity Management Guidelines of Japan's Ministry of Economy, Trade and Industry, etc., and are periodically reviewed to ensure they are responsive to changes in the environment. We also update our confidentiality management rules and related procedures, and have introduced an internal information leak detection system to counter the risk of confidential information leaks.

Particularly in recent years, we are focusing not only on in-house countermeasures, but also on close cooperation with group companies and suppliers to prevent weak spots emerging in any part of the supply chain. In order to counteract increasingly sophisticated and diverse cyberattacks, we are enhancing our specialized knowledge, and proactively providing explanations and proposals addressing the importance of confidentiality management and information security, along with specific countermeasures.

Also, we are working in unity with group companies and suppliers, aiming to further strengthen security measures. Going forward, we will treat thorough protection of safety and security throughout the supply chain as a top priority issue, and aim to further advance by strengthening our activities each year.

### Information Security Policy

### Structure of activity promotion with consolidated subsidiaries



## Specific confidentiality management actions undertaken

### ● Training of company members

1. Carrying out training for personnel in charge of confidentiality management / personnel responsible for confidentiality management in each Toyota Boshoku division (once a year)
2. Carrying out intra-division training using audio-based training materials posted on the intranet by personnel in charge of confidentiality management / personnel responsible for confidentiality management in each Toyota Boshoku division (once a year)
3. Carrying out various levels of training at Toyota Boshoku, including upon joining the company, upon receiving promotion, etc. (each training once a year)
4. Carrying out e-Learning training (once a year) and targeted e-mail drills (four times a year) for all company members in the Japan region, including officers

### ● Educational activities [Toyota Boshoku]

1. Posting information on the intranet, showing videos in cafeterias, displaying informational and caution-prompting message upon startup of personal-use PCs (twice a month)
2. Carrying out activities designed to improve awareness and understanding during Confidentiality Management Month\* (October)

\* Carrying out distribution of CHRO (Chief Human Resource Officer) messages, workplace self-inspections, workplace discussions, etc.

### ● Audits

1. On-site audits\* by personnel in charge of confidentiality management at Toyota Boshoku (once a year)

\* Compliance with confidentiality management rules are confirmed on a Genchi-Genbutsu (go, see & study) basis

### ● Strengthening Japanese affiliates

1. Toyota Boshoku visits affiliated companies in Japan to conduct on-site checks on the status of confidentiality management, identify any problems at each company and resolve them

### ● 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

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# ESG KPIs: Targets and Results

In December 2021, The Toyota Boshoku group established ESG KPIs, non-financial KPIs that measure social value. Furthermore, We have also reviewed our ESG KPIs in line with the 2030 Mid-term Business Plan in October 2023. Based on ESG KPIs, we will drive initiatives to realize our materiality, thereby enhancing corporate value and fulfilling the expectations of our stakeholders.

These ESG KPIs are followed up at the CSV Promotion Meeting, (chaired by CSO(Chief Strategy Officer) 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	FY2025 Target	FY2025 Results	Target	
					FY2026	FY2031
1	3	Plant GHG emissions reduction ratio (compared to FY2020)	Reduction of 20%	Reduction of 41%	Reduction of 25%	Reduction of 50%
2	3	SCOPE3 Emission reduction rate (Total Amount)(compared to FY2020)	Reduction of 15%	31%*	Reduction of 18%	Reduction of 30%
3	3	Renewable energy introduction ratio	33%	46%	35%	50%
4	3	Plant Waste emissions reduction ratio	Reduction of 13% (compared to FY2012)	Reduction of 10% (compared to FY2012)	Reduction of 14% (compared to FY2012)	FY2020 or lower
5	3	Reduction ratio of water withdrawal	Reduction of 5.5% (compared to FY2014)	Reduction of 42% (compared to FY2014)	Reduction of 6% (compared to FY2014)	Reduction of 34% (compared to FY2014)
6	1, 3	Percentage of recycled materials applied to products	Development of recycled resins	Development of recycled resins	Development of recycled resins Completed	≥25%
7	3	Symbiosis with nature (number of trees planted)	Cumulative 610K	Cumulative 760K	Cumulative 640k	Cumulative 900k

\* Increase due to revision of the scope of calculation and improved calculation accuracy

## Social

NO.	Materiality	KPI Evaluation items	FY2025 Target	FY2025 Results	Target	
					FY2026	FY2031
8	3, 4	The number of implementations of automation items that are 'people-friendly' 1) Implementation rate of the mass production 2) Achieve rate for Reduction of Process Costs	1) 100% 2) 100%	1) 71% 2) 56%	1) 100% 2) 100%	1) 100% 2) 100%
9	5	Conduct Suppliers Satisfaction surveys	Deployment rate 100%	Deployment rate 100%	Deployment rate 100%	Deployment rate 100%
10	5	Number of participants in social contribution activities (annual)	Total3,000	Total3,085	Total3,100	Total3,500
11	4	Ratio of female managers	3.5%	3.0%	4.0%	>5.0%
12	4	Male childcare leave acquisition rate	80% (candidate100%)	69% (candidate99%)	90% (candidate100%)	90% (candidate100%)
13	4	Number of non-Japanese nationality employees	120	153	135	180
14	1	Rate of new product development leading to Interior Space Creator (ISC)	—	15%	15%	30%
15	1, 2	Number of patent applications	305/year	371/year	320/year	500/year
16	1, 2	Number of external presentations and papers	82/year	93/year	90/year	120/year
17	4	Rate of exercise routine (over 40 years old)	23%	21%	24%	30%
18	4	Rate of taking detailed examination after regular health checkup	100%	99%	100%	100%
19	4	Number of serious accidents involving company members	0	0	0	0
20	3, 5	Number of serious accidents involving outside contractors and visitors	0	0	0	0

## Governance

NO.	Materiality	KPI Evaluation items	FY2025 Target	FY2025 Results	Target	
					FY2026	FY2031
21	5	Sustainable tax payments to local or national authorities	tax payment in all countries			
22	5	Degree of implementation of the Toyota Boshoku Group Guiding Principles	90%	89%	90%	90%
23	3, 5	Number of environmental abnormalities and complaints	0	0	0	0
24	5	Number of serious cyber security incidents	0	0	0	0

# ESG Data

## Environmental

Category	Breakdown	Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	
<b>Environmental management</b>									
ISO14001 certification attainment rate	Toyota Boshoku	–	%	100	100	100	100	100	
	Subsidiaries in Japan	–	%	100	100	100	100	100	
	Subsidiaries outside Japan	–	%	100	100	100	100	100	
Incidence of environmental accidents, cost overruns*1		Toyota Boshoku group	Number of incidents	1	0	1	1	0	
Environmental inspections		Toyota Boshoku group	–	No issues	No issues	No issues	No issues	No issues	
<b>Greenhouse gas (GHG)</b>									
GHG emissions (Scope 1 and 2)		Toyota Boshoku group	thousand t-CO <sub>2</sub> e	304.5	307.2	255.8	242.8	207.8	
Basic unit		Toyota Boshoku group	t-CO <sub>2</sub> e/ thousand units	43.4	42.0	32.6	28.3	25.3	
GHG emissions	Scope 1	Toyota Boshoku group	t-CO <sub>2</sub> e	54,668	46,100	66,092	64,066	60,444	
	Scope 2	Toyota Boshoku group	t-CO <sub>2</sub> e	249,787	261,118	189,712	178,773	147,327	
	Scope 3 *2	Toyota Boshoku group	t-CO <sub>2</sub> e	2,966,677	2,815,062	9,888,912	12,058,956	12,500,541	
Breakdown of Scope 3	Breakdown of Scope 3 categories	1. Purchased goods and services	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	9,093,053	9,114,185
		2. Capital goods	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	186,943	240,855
		3. Fuel- and energy-related activities not included in Scope 1 and Scope 2	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	39,833	35,535
		4. Upstream transportation and distribution	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	168,480	151,761
		5. Waste generated in operations	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	15,958	19,239
		6. Business travel	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	4,739	10,582
		7. Employee commuting	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	21,389	23,812
		8. Upstream leased assets	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	–	–*3
		9. Downstream transportation and distribution	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	14,179	43,071
		10. Processing of sold products	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	78	75
		11. Use of sold products	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	1,048,792	1,339,978
		12. End-of-life treatment of sold products	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	1,255,153	1,257,249
	15. Investments	Toyota Boshoku group	t-CO <sub>2</sub> e	–	–	–	210,360	264,200	
Overall transportation-related CO <sub>2</sub> emissions		Toyota Boshoku	t-CO <sub>2</sub>	6,590	5,677	6,523	6,669	7,775	
<b>Energy *4</b>									
Direct energy consumption (total)		Toyota Boshoku group	GJ	1,012,393	945,738	1,093,686	1,116,474	1,031,074	
Itemized by type	Natural gas	Toyota Boshoku group	GJ	1,006,423	938,990	923,099	949,940	905,557	
	Petroleum products *5	Toyota Boshoku group	GJ	5,970	6,747	170,587	166,534	125,517	
Indirect energy consumption (total)		Toyota Boshoku group	GJ	1,906,647	1,954,103	2,045,827	2,120,913	2,098,998	

Category	Breakdown	Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	
Itemization by type	Electricity purchased	Toyota Boshoku group	GJ	1,817,523	1,869,411	1,962,989	2,032,152	1,971,174	
	Photovoltaic power	Toyota Boshoku group	GJ	14,524	15,976	19,444	28,934	74,629	
	Hot water / steam	Toyota Boshoku group	GJ	74,599	69,257	63,394	59,827	53,195	
Private power generation rate [photovoltaic power / (electricity purchased + photovoltaic power)]		Toyota Boshoku group	%	0.8	0.8	1.0	1.4	3.8	
Renewable energy adoption rate		Toyota Boshoku group	%	1.6	3.7	23.4	39	46	
<b>Waste *6</b>									
Waste	Overall volume	Toyota Boshoku group	t	23,086	23,217	26,737	30,138	28,392	
	Basic unit	Toyota Boshoku group	t/thousand units	3.29	3.17	3.41	3.52	3.46	
Non-profit recycling		Toyota Boshoku group	t	8,897	8,115	12,362	15,815	18,006	
Incinerated waste		Toyota Boshoku group	t	6,445	6,607	7,375	6,538	4,053	
Direct landfill waste		Toyota Boshoku group	t	7,744	8,495	6,999	7,784	6,333	
Overall waste emissions (industrial waste)		Toyota Boshoku group	t	73,224	83,952	98,622	124,886	123,479	
<b>The atmosphere</b>									
NOx		Toyota Boshoku	t	18.1	16.4	19.9	15.5	18.0	
SOx		Toyota Boshoku	t	0	0	0	0	0	
<b>Chemical substances</b>									
Quantity of substances falling under PRTR*7		Toyota Boshoku	t	852	873	845	1,241	1,207	
VOC*8 substances		Toyota Boshoku	t	455	425	422	428	304	
<b>Water</b>									
Water use	Water withdrawal	Toyota Boshoku group	thousand m <sup>3</sup>	3,590	3,266	3,369	3,415	3,012	
		Municipal water, industrial water	Toyota Boshoku group	thousand m <sup>3</sup>	1,921	1,836	1,366	1,405	1,272
		Groundwater	Toyota Boshoku group	thousand m <sup>3</sup>	1,669	1,430	2,003	2,010	1,740
	Water discharge	Toyota Boshoku group	thousand m <sup>3</sup>	-	-	-	2,520	2,032	
		Surface water	Toyota Boshoku group	thousand m <sup>3</sup>	-	-	-	1,203	1,085
		Groundwater	Toyota Boshoku group	thousand m <sup>3</sup>	-	-	-	0	0
		Seawater	Toyota Boshoku group	thousand m <sup>3</sup>	-	-	-	13	18
		Third-party water	Toyota Boshoku group	thousand m <sup>3</sup>	-	-	-	1,304	930
<b>Packaging materials</b>									
Wrapping, packaging materials used		Toyota Boshoku	t	1,961	2,146	2,155	2,049	2,003	
<b>Other</b>									
Environmental conservation activities	Total trees planted	Toyota Boshoku group	10,000 trees	53	58	65	70	76	

\*1 In fiscal 2025 the Toyota Boshoku group was not subject to any fines resulting from environmental accidents or violations of environmental regulations

\*2 Until the end of fiscal 2022 calculations solely made use of data from Toyota Boshoku. Since fiscal 2023, however, calculations make use of data from the entire Toyota Boshoku group

\*3 Account for in Scope 2

\*4 The values for energy are arrived at by multiplying the units of energy generation by the quantity of the various fuels used. Determination of units of energy generation is done with use of factors laid out by Laws and Regulations Concerning Rationalization of Energy Usage and Related Issues published by the Japanese government)

\*5 In fiscal 2023 changes were made to the scope of data collected. Additionally, calculations now make use of data for fuel used by Toyota Boshoku group vehicles

\*6 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: 29,110t

\*7 Pollutant Release and Transfer Register

\*8 Volatile Organic Compounds (encompassing 100 substances designated by the Japanese Ministry of the Environment)

# Social

Category	Breakdown		Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	
<b>Status of employees</b>										
Distribution by region	Japan		Toyota Boshoku group	%	35	35	34	36	37	
	The Americas		Toyota Boshoku group	%	23	22	23	23	23	
	China		Toyota Boshoku group	%	15	16	16	14	13	
	Asia		Toyota Boshoku group	%	17	17	18	18	19	
	Europe & Africa		Toyota Boshoku group	%	10	10	9	9	8	
Number of employees, ratio of women			Toyota Boshoku	People	8,301	8,264	8,244	8,301	8,501	
	Men		Toyota Boshoku	People	7,251	7,190	7,161	7,188	7,320	
	Women		Toyota Boshoku	People	1,050	1,074	1,083	1,113	1,181	
	Ratio of women		Toyota Boshoku	%	12.6	13.0	13.1	13.4	13.9	
Composition of employees	Employees* <sup>9</sup>		Toyota Boshoku group	People	44,154	44,264	44,581	46,972	45,004	
	Temporary employees* <sup>10</sup>		Toyota Boshoku group	People	6,745	7,777	8,849	9,401	7,857	
	Ratio of temporary employees		Toyota Boshoku group	%	13.3	15.0	16.6	16.7	14.9	
Number of employees recruited as new graduates			Toyota Boshoku	People	185	135	168	258	260	
	Administrative and engineering	Men	Toyota Boshoku	People	88	58	80	135	153	
		Women	Toyota Boshoku	People	30	20	25	49	30	
	Skilled employees	Men	Toyota Boshoku	People	54	48	51	60	61	
		Women	Toyota Boshoku	People	13	9	12	14	16	
Ratio of women		Toyota Boshoku	%	23.2	21.5	22.0	24.4	17.7		
Number of employees recruited as mid-career* <sup>11</sup>			Toyota Boshoku	People	9	9	26	85	150	
	Employees recruited as mid-career, as percentage of total number of employees recruited per year		Toyota Boshoku	%	4.6	6.3	13.4	24.8	36.6	
	Administrative and engineering	University graduates	Men	Toyota Boshoku	People	0	1	19	64	110
			Women	Toyota Boshoku	People	7	8	7	17	29
			20-29 years old	Toyota Boshoku	People	0	1	7	23	46
			30-39 years old	Toyota Boshoku	People	3	4	10	48	70
			40 years and older	Toyota Boshoku	People	4	4	9	10	23
	High school and vocational school graduates		Men	Toyota Boshoku	People	0	0	0	4	10
			Women	Toyota Boshoku	People	2	0	0	0	1
			20-29 years old	Toyota Boshoku	People	1	0	0	0	3
			30-39 years old	Toyota Boshoku	People	1	0	0	0	7
40 years and older			Toyota Boshoku	People	0	0	0	4	2	

Category	Breakdown	Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Assignments from temporary worker to permanent employee		Toyota Boshoku	People	41	34	35	51	66
Senior employees continuing employment	Retirees	Toyota Boshoku	People	102	98	110	131	161
	Rate of continuing employment after retirement age	Toyota Boshoku	%	76	81	89	79	86
Number of employees making use of re-employment system		Toyota Boshoku	People	343	354	392	425	497
Turnover rate	Personal reasons	Toyota Boshoku	People	99	110	143	155	151
			%	1.10	1.17	1.62	1.75	1.67
	New graduates within 3 years	Toyota Boshoku	%	3.2	8.3	9.9	6.3	9.4
Continuous years worked		Toyota Boshoku	Years	17.0	17.5	17.8	18.2	17.9
	Men	Toyota Boshoku	Years	17.4	18.0	18.3	18.7	18.3
	Women	Toyota Boshoku	Years	14.0	14.2	14.6	14.9	14.2
Average age		Toyota Boshoku	Age	40.4	41.0	41.4	42.0	42.0
	Men	Toyota Boshoku	Age	40.8	41.4	41.8	42.5	42.1
	Women	Toyota Boshoku	Age	37.5	37.8	38.3	38.8	38.3
<b>Diversity</b>								
Number of management positions, ratio of women and non-Japanese employees		Toyota Boshoku	People	1,213	1,226	1,236	1,301	1,332
	Men	Toyota Boshoku	People	1,189	1,197	1,203	1,266	1,292
	Non-Japanese among men	Toyota Boshoku	People	4	4	5	5	6
	Women	Toyota Boshoku	People	24	29	33	35	40
	Non-Japanese among women	Toyota Boshoku	People	0	0	1	1	1
	Ratio of women	Toyota Boshoku	%	2.0	2.4	2.7	2.7	3.0
	Ratio of non-Japanese (Men + Women)	Toyota Boshoku	%	0.3	0.3	0.5	0.5	0.5
Management positions - division general manager or above		Toyota Boshoku	People	123	139	144	151	150
	Men	Toyota Boshoku	People	121	137	142	148	147
	Women	Toyota Boshoku	People	2	2	2	3	3
	Youngest age	Toyota Boshoku	Age	46	47	46	45	46
	Average age	Toyota Boshoku	Age	54	54	55	55	55
Employees at group manager level, and ratio of women		Toyota Boshoku	People	990	1,166	1,208	1,242	1,263
	Men	Toyota Boshoku	People	933	1,101	1,144	1,168	1,175
	Women	Toyota Boshoku	People	57	65	64	74	88
	Ratio of women	Toyota Boshoku	%	5.8	5.6	5.3	6.0	7.0
Wage differential between men and women*12		Toyota Boshoku	%	-	-	72.7	74.2	73.7
	Permanent employees	Toyota Boshoku	%	-	-	73.0	73.8	74.0
	Temporary workers	Toyota Boshoku	%	-	-	81.5	84.8	72.2
Number of non-Japanese employees		Toyota Boshoku	People	47	64	61	65	98

Category	Breakdown		Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Status outside Japan	Number of locations promoting local employees to president or director		Toyota Boshoku group	Sites	24	15	16	16	18
	Percentage of local employees holding executives (officer, manager) positions at outside Japan business sites *13		Toyota Boshoku group	%	25.6	25.3	21.7	29.2	29.5
	Local employees serving as company presidents	Number of promoted employees	Toyota Boshoku group	People	14	7	9	9	10
		Percentage of promoted employees	Toyota Boshoku group	%	30	12	21	20	22
	Local employees serving as directors	Number of promoted employees	Toyota Boshoku group	People	22	20	21	21	26
		Percentage of promoted employees	Toyota Boshoku group	%	38	34	36	34	38
Employees with disabilities	Number of employees		Toyota Boshoku	People	159	167	165	166	168
	Employment rate		Toyota Boshoku	%	2.33	2.50	2.53	2.54	2.46
<b>Work-life balance</b>									
Working time	Overall annual working time		Toyota Boshoku (union members)	Hours	1,883.9	1,900.3	1,945.8	1,991.4	1,929.8
	Annual working time outside regular hours		Toyota Boshoku (union members)	Hours	163.4	197.8	224.5	264.6	262.9
	Monthly working time outside regular hours		Toyota Boshoku (union members)	Hours	13.6	16.5	18.7	22.0	21.9
Total training hours*14			Toyota Boshoku	Hours	158,458	145,342	154,594	233,168	290,358
	Average training hours per company member		Toyota Boshoku	Hours	19.1	17.6	18.8	26.4	37.7
Annual paid holiday utilization rate*15			Toyota Boshoku (union members)	%	95.6	103.6	96.3	96.4	96.5
Number of employees taking childcare leave*16 and ratio of men taking childcare leave			Toyota Boshoku	People	68	80	119	193	193
	Women		Toyota Boshoku	People	50	44	49	48	47
	Men		Toyota Boshoku	People	18	36	70	145	146
	Ratio of men taking childcare leave		Toyota Boshoku	%	6	15	28	67	69
Number of employees using short-time working system			Toyota Boshoku	People	195	211	242	247	247
	Women		Toyota Boshoku	People	192	209	237	241	238
	Men		Toyota Boshoku	People	3	2	5	6	9
Number of employees taking caregiving leave			Toyota Boshoku	People	1	6	7	6	8
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	7	3	4	2	6
Employee satisfaction level (vibrant workstyle KPI)			Toyota Boshoku	%	71.5	71.1	70.4	72.4	-
Employee engagement*17			Toyota Boshoku	%	-	-	-	-	51
<b>Health and Safety</b>									
Lost time injury frequency rate (Lost time or more severe)*18			Toyota Boshoku	-	0.10	0.01	0.00	0.27	0.31
			Toyota Boshoku group	-	0.24	0.32	0.58	0.43	0.44
Percentage of employees who took periodic health checkups and found abnormalities			Toyota Boshoku	%	69.4	71.0	74.3	69.2	73.7

Category	Breakdown	Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
BMI 25 or more		Toyota Boshoku	%	30.6	30.2	31.6	30.7	31.3
Percentage of employees engaging in habitual exercise*19		Toyota Boshoku	%	37.9	37.0	38.7	39.6	42.0
Smoking rate		Toyota Boshoku	%	31.7	30.7	29.6	26.3	26.0
Stress check	Rate of enforcement	Toyota Boshoku and Japan affiliates	%	100	100	100	100	100
	Response rate	Toyota Boshoku	%	95.5	94.1	95.0	93.8	94.3
	Stress response deviation value*20	Toyota Boshoku	–	55	49.1	49.3	48.9	49.4
	Percentage of employees with high stress	Toyota Boshoku	%	4.3	5.2	5.1	5.6	5.0
Work engagement*21		Toyota Boshoku	–	47	48.1	48.1	48.0	48.5
<b>Communication with employees</b>								
Number of employees taking part in company events	Spring walking	Toyota Boshoku group	People	–	–	–	Approx. 720	607
	Summer festival	Toyota Boshoku group	People	–	–	–	Approx. 2,500	3,216
	Regatta	Toyota Boshoku group	People	–	–	–	440	708
	Sports festival	Toyota Boshoku group	People	–	–	–	–	5,130
	Ekiden event	Toyota Boshoku group	People	–	–	Approx. 2,000	Approx. 2,400	–
Number of management and employee social mixers		Toyota Boshoku group	Times	8 times*22	23 times*23	5 times*24	3 times*25	3 times*26

\*9 The number of employees does not include Toyota Boshoku group members seconded to an external organization, but does include external organizations' employees on secondment within the group

\*10 The term temporary employees includes plant workers with fixed-term contracts, as well as all other part-time employees (including those employed on contracts beyond legal retirement age). Ratios are calculated from average yearly numbers

\*11 The number of mid-career hires for skilled positions does not included

\*12 The ratio of women's wages to men's wages

\*13 Initial data at the start of the following fiscal year

\*14 Categories of training: the education system's training programs (training upon promotion and other important career turning points), technical skills training

\*15 The paid holiday utilization rate may exceed 100%, as it is calculated by dividing the number of days of paid holiday taken (including paid holiday carried over from the previous fiscal year) by the number of days of paid holiday granted (excluding paid holiday carried over)

\*16 Number of employees who started childcare leave in the relevant fiscal year

\*17 From fiscal 2025, we changed from an employee satisfaction survey that measures satisfaction with company life and motivation to work, to employee engagement, which indicates the willingness to voluntarily contribute to our organizational and performance goals

\*18 Lost time injury frequency rate = (number of deaths and injuries due to occupational accidents / total number of actual working hours) x 1,000,000  
Includes Toyota Boshoku employees, employees under non-regular contract, associate employees, part-time employees, fixed-term contract employees, trainees, secondees, interns, and temporary staff (staff employed by the staffing agency)

\*19 Employees engaging in exercise for at least 30 minutes at least once a week

\*20 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  
Evaluation became more rigorous from fiscal 2022 due to a review of standards by the external contracting company

\*21 Measurement of employees' positive feelings and emotional attachment towards the company. Scaled to a mean of 50, with higher values indicating a better result

\*22 Roundtable discussions between company president and employees promoted to senior managers (G0, G1, G2): 8 times, 40 members

\*23 Roundtable discussions between company president and employees promoted to senior managers (G0, G1, G2): 9 times, 41 members  
Roundtable discussions between company president and young employees (1st - 3rd year at company): 14 times, 138 members

\*24 Roundtable discussions between company president and employees promoted to senior managers (G1): 5 times, 20 members

\*25 Roundtable discussions between company president and employees promoted to senior managers (G0, G1): 3 times, 19 members

\*26 Roundtable discussions between company president and employees promoted to senior managers (G0, G1): 3 times, 18 members

# Governance

Category	Breakdown	Aggregated scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Board of Directors, Audit &amp; Supervisory Board, Management Advisory Council</b>								
Organizational design		Toyota Boshoku	-	Company with Audit & Supervisory Board				
Chairman of the board		Toyota Boshoku	-	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	9	9	9	9	9
	Men	Toyota Boshoku	People	9	8	8	8	8
	Women	Toyota Boshoku	People	0	1	1	1	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	5
	Men	Toyota Boshoku	People	4	4	4	4	5
	Women	Toyota Boshoku	People	0	0	0	0	0
Number of independent audit and supervisory chairpersons		Toyota Boshoku	People	2	2	2	2	3
Audit and supervisory director term of office		Toyota Boshoku	Years	4	4	4	4	4
Management advisory committee chairpersons		Toyota Boshoku	-	Chairman Shuhei Toyoda				
Number of management advisory committee		Toyota Boshoku	People	6	7	7	7	6
	Independent director	Toyota Boshoku	People	4	4	4	4	4
	Company internal director	Toyota Boshoku	People	2	3	3	3	2
<b>Accounting</b>								
Financial auditing personnel		Toyota Boshoku group	-	Pricewaterhouse Coopers Aarata LLC	Pricewaterhouse Coopers Aarata LLC	Pricewaterhouse Coopers Aarata LLC	Pricewaterhouse Coopers Japan LLC	Pricewaterhouse Coopers Japan 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				
<b>Compliance</b>								
Number of cases of internal reports	Compliance Consultation Window	Toyota Boshoku Corporation and Japan affiliates	Cases	9	13	16	11	14
	Anything Goes Counselling Window	Toyota Boshoku Corporation and Japan affiliates	Cases	163	190	201	238	255

\* No bribery violations were confirmed in the Toyota Boshoku group in fiscal 2025