Q5

Where should we maximize our limited management resources to enhance corporate value?



Section 5

Enhancing management resources to support competitive advantage

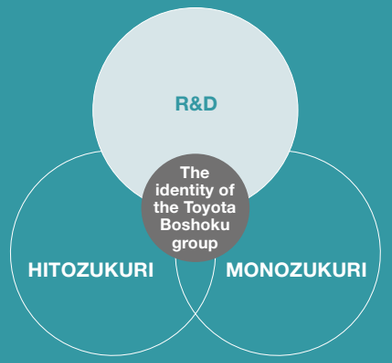
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The identity of the Toyota Boshoku group

R&D

Technology closely aligned with the user's five senses



Message from the CTO



Hiroki Tsunoda
Segment Chief, Technical Management Segment
Segment Chief, Unit Components Business Segment
In charge of Research & Development Unit
Chief Technology Officer
Director, Operating Officer

Particular focus on the fields of "sound, light, and heat" to enhance our R&D capabilities for increasingly sophisticated and diverse automobile interior spaces

We are aiming to be the Interior Space Creator in order to become a sustainable, leading global company through the enhancement of corporate value.

The automotive industry is projected to see significant growth in the luxury and premium vehicle market due to the widespread adoption of electric vehicles (EVs) and autonomous vehicles. At the same time, we believe that as expectations for advanced infotainment, personalization, and customization continue to rise, the value placed on a comfortable automobile interior space will also further deepen.

To meet these market expectations, it is necessary to address the increasingly sophisticated and diverse values associated with the automobile interior space. We see it as our mission to become a company that combines a planning & proposals capability for the entire mobility interior space with the R&D capabilities to turn that into reality, planning and proposing integrated seating and interior systems from the vehicle planning stage, and delivering new spatial value that exceeds customer expectations.

With the goal of becoming the Interior Space Creator, we fundamentally revised our R&D structure in April 2025 and launched a dedicated planning organization. In addition, we are working to improve our planning & proposals capability by advancing our research and planning processes, enhancing our database infrastructure, and strengthening our packaging capabilities.

This will enable us to establish a structure for transitioning from the conventional solution-oriented process to a proposal-oriented process, allowing us to accurately identify customer needs at the market research and product planning stages, and develop proposals to a very high standard.

To provide new spatial value that exceeds our customers' expectations, we are incorporating high value-added items into our product roadmap and driving their development.

With regard to seats, our mainstay product, we are working to make them both thinner and lighter.

Thinner designs, which maximize and make the most of the limited automobile interior space, and lighter weight, which contributes to fuel or electric efficiency, are crucial to providing a comfortable cabin space, and we believe these are strengths that set the Toyota Boshoku group apart from its competitors.

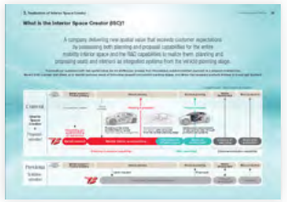
In fiscal 2027, we are promoting the acquisition of technologies in three fields—"sound" (including interior NV performance and infotainment), "light" (including cabin ambiance and illumination), and "heat" (including heat management)—while also placing a strong emphasis on the field of intelligent systems, which encompasses software and control technologies for the automobile interior space.

Currently, in addition to our existing hardware including seats and interior & exterior products, we have also begun expanding into new fields such as control systems and software, and in fiscal 2027 we are focusing on developing new products based on our product roadmap. Also, to support a diverse range of powertrains (multi-pathway approach), we will actively promote development in the fields of hydrogen power systems and lithium-ion batteries, from the elemental technologies through to commercialization. By integrating and combining these products, we aim to increase added value and realize our goal of becoming the Interior Space Creator and realizing a multi-pathway approach.

Furthermore, to strengthen the foundation of our future R&D capabilities, we will pursue highly efficient development through the use of automated design tools, AI-powered automated design, and innovative development methods. We are moving forward with initiatives to train AI using the insights, design expertise, and evaluation data we have accumulated over the years, and to utilize AI in an interactive manner. We aim to employ AI in a way that allows development engineers to create better products through interaction with AI tools, while also fostering their own personal growth.

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p. 25: What is the Interior Space Creator (ISC)?



p. 41: Product roadmap



Capital (strength) / Issues and measures

Capital (strength)		Connection to ISC	Recognition of issues / Required strengths	Specific measures / Activities
Global development system		Identify the needs of each region and OEM, and respond through local development	● Increase recognition among vehicle manufacturers and other customers by strengthening our planning & proposals capability for the entire mobility interior space ● Further improve R&D capability in response to changes in the environment ● Strengthen governance in relation to quality ● Strengthen the R&D system in each region (for self-reliance)	● Continuously create product roadmap items and clarify the items to focus on ● Clarify and acquire the necessary R&D resources ● Review the R&D structure (separation of the Testing & Evaluation Sector from the Development & Design Sector), and establish mechanisms/systems to prevent misconduct ● Identify and expand the R&D capabilities required in each region ● Secure R&D resources for target OEMs in each region
Planning & proposals and R&D for the entire mobility interior space		Provide new spatial value exceeding customer expectations	● Strengthen our planning & proposals capability for the entire mobility interior space (packaging and marketing capabilities) ● Clarify the technologies to be internalized, aimed at expanding our product fields ● Seek external partnerships and collaborations	● Establish a marketing and planning system ● Choose whether to master technologies in-house or acquire through collaboration with other companies in order to internalize technologies ● Promote external cooperation/collaboration and clarify and share roles with a focus on the Toyota Group
Intellectual property strategy/system/structure		Provide new spatial value exceeding customer expectations	● Strengthen and develop intellectual property for existing products and technologies, and explore the intellectual property that will be needed in the future ● Strengthen the system/structure of IP strategy activities ● Create new value through external collaboration	● Build a patent portfolio of products and technologies based on the product roadmap ● Energize strategic activities through the participation of development and technical personnel in IP-dedicated organizations ● Identify R&D opportunities and develop strategies for alliances, collaboration with CVCs, etc., utilizing IP landscaping[1]
Rapid response to changes in the environment	**Multi-pathway**	Provide mobility interior space value that supports all forms of mobility	● Develop unit components that contribute to reducing GHG emissions and promoting a hydrogen society ● Create and accelerate the development of advanced technological items specific to the BEV interior space	● Improve new product R&D capability and competitiveness by leveraging core technologies developed in existing businesses ● Make new proposals for advanced technological items and promote development
	Carbon neutrality, circular economy	Provide environmentally sound mobility space value	● Establish methods to achieve a 30% reduction in GHG emissions in product materials by 2030 (compared to FY2019) ● Establish methods to achieve the 2030 recycled material adoption rate target for product materials ● Establish methods to achieve carbon neutrality and a circular economy in product materials by 2050 ● Continuously create product roadmap items and clarify the items to focus on ● Clarify and acquire the necessary R&D resources ● Review the R&D structure (separation of the Testing & Evaluation Sector from the Development & Design Sector), and establish mechanisms/systems to prevent misconduct ● Secure R&D resources for target OEMs in each region	● Reduce the volume of materials used in products (lightweighting) ● Implement R&D and product applications that utilize material recycling and bio-derived materials ● Develop products that are easy to recycle (easy-to-disassemble structure, unification of materials) ● Regenerate difficult-to-recycle materials and apply them to products by acquiring chemical recycling technology ● Engage in industry-government-academia collaboration to secure PCR[2]/ELV materials

1 Defined in the Intellectual Property Skill Standards published by the Japan Patent Office. Consists of ascertaining trends in individual technologies and patents, and performing in-house analysis, competition analysis, market analysis, etc., integrating intellectual property information and market information
2 Post-consumer Recycling

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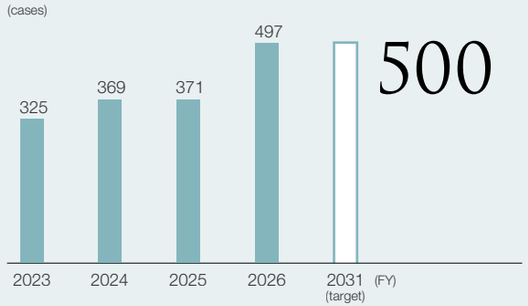
Global Development System



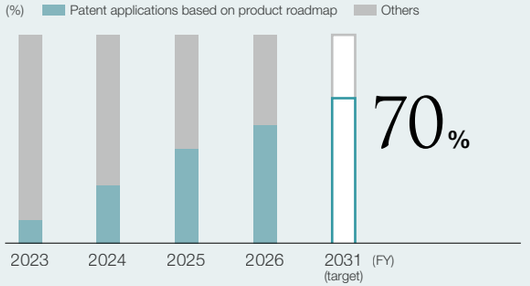
IP strategies

Established KPI

Quantity: Number of patent applications



Quality: Proportion of patent applications based on product roadmap



We view intellectual property (IP) as a critical management foundation for our future business growth and competitive advantage, and promote IP activities not merely as a means of acquiring rights, but as value-creation activities aligned with our business strategy and product roadmap. To measure that progress, we have established KPIs that address both "quantity" and "quality."

As a quantitative KPI, we have set a target of 500 patent applications per year by fiscal 2031 in order to continuously build up the technological assets necessary for business growth. Through ongoing patent filing activities, we are working to strengthen our IP foundation, not only to protect our proprietary technologies, but also to secure future business opportunities and differentiate ourselves from our competitors.

As a quality KPI, meanwhile, we have set a goal of increasing the proportion of patent applications based on our product roadmap to 70% by fiscal 2031, prioritizing alignment with our business strategy. By focusing limited IP investments on priority fields, we maximize the return on investment, and we are promoting IP activities that lead to the creation of business value, rather than simply increasing the number of applications. In particular, with regard to our core business technologies, we are building a multi-layered patent portfolio that combines basic patents, improvement patents, and peripheral patents in order to strengthen our competitive advantage.

The number of patent applications filed in fiscal 2026 was 497, representing steady progress toward our fiscal 2031 target, and we are steadily accumulating the IP assets that support business growth. Additionally, the proportion of patent applications based on product roadmap reached 57% in fiscal 2026, and we are steadily expanding our competitive advantage through investment in intellectual property.

Going forward, we will continue to promote IP investments aligned with our product roadmap. By pursuing a two-pronged approach of expanding our IP foundation through "quantity" while strengthening alignment with our business strategy through "quality," we are aiming to enhance added value and deepen differentiation in our priority fields, thereby achieving sustainable growth in corporate value through intellectual property.

Examples of activities

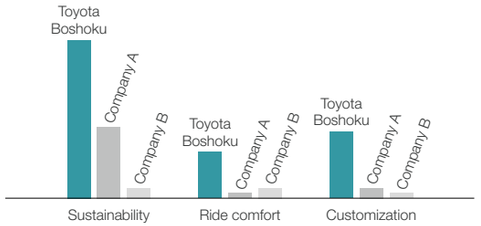
Multi-functional block seat "TBlocks" (P.42–43)

The multi-functional block seat "TBlocks" is one of our key development themes. It is a product designed to create new value in mobility interior spaces by enhancing comfort and reducing environmental impact, in addition to offering the flexibility for customization according to user preferences and applications. We incorporated an IP strategy from the early stages of development, and are actively filing patent applications with a focus on three key areas: sustainability, ride comfort, and customization.

In particular, in the area of sustainability, we have established a strong patent position relative to our competitors, and in the customization area, we are pursuing an IP strategy with an eye toward future functional expansion and the creation of new customer value. In addition, we have accumulated intellectual property related to technologies for ride comfort, one of our core strengths, and have built a patent portfolio that covers everything from fundamental to applied technologies.

Going forward, we will continue to promote IP activities from the dual perspectives of ride comfort and new customer value creation, with the aim of further strengthening the competitive advantage of TBlocks.

Comparison with competitor patent applications



*Toyota Boshoku survey

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Initiatives for Intellectual Property



p. 42–43: Feature 1 "Embodying the value of human-centered mobility interior spaces"



Toyota Boshoku Report 2025, p. 66: Intellectual property strategy



IP strategies

Strengthening IP competitiveness to realize the Interior Space Creator (ISC) concept

To become the ISC, which is our desired status for 2030, we are transforming ourselves from a company that simply provides products into one that creates spatial value in the realm of mobility. We believe that, in order to support this transformation, it is essential not only to develop R&D capabilities, but also to strengthen our IP competitiveness so that we can turn the fruits of our R&D into competitive advantage.

Currently, we view intellectual property not merely as a means of protecting rights, but as a critical business resource that supports the implementation of our business and management strategies. For this reason, we are promoting market, technology, and competitive environment analyses that are aligned with our product roadmap and leverage the IP landscape, and are advancing initiatives to utilize intellectual property to realize our business strategy. In addition, we are working to strengthen value creation through intellectual property by making strategic IP investments in key business fields and through collaborative efforts with our technical and operational divisions.

These initiatives represent an evolution of our IP activities, which until 2022 had focused primarily on investigating third-party patents, patent clearance, filing patent applications, and obtaining patent rights. As the business environment has changed and the value we provide to customers has broadened from products to experiences and spaces, since 2023 we have formalized the IP function as a dedicated division and strengthened the alignment between our IP investments and business strategy, thereby evolving our activities to leverage intellectual property as a means of enhancing our competitive edge.

Going forward, to further advance intellectual property as a core function of corporate value creation, we will promote the expansion of our IP portfolio, the visualization of investment returns, human resource development, and the utilization of AI in an integrated manner. By leveraging these as sources of competitive advantage that support the realization of the ISC, we will contribute to the sustainable enhancement of corporate value.

Main developments in intellectual property and intangible assets, and IP activity timeline

	Through 2022	From 2023 onward	From 2026 onward
External developments	• Revision of the Corporate Governance Code (CGC) • *Intellectual Property & Intangible Assets Governance Guidelines Ver 1.0*	• *Intellectual Property & Intangible Assets Governance Guidelines Ver 2.0*	• Revision of the CGC
Internal developments	• Establishment of the ESG KPI and progress management	• Launch of the Intellectual Property Strategy Division • Regular reporting to the Board of Directors, CGC compliance • Management of development through the product roadmap	• Expansion of capabilities/products to realize the ISC • Strengthening of global sales capability

IP activities	Activities focused on third-party patent clearance and rights protection	IP strategy that supports technology	IP strategy that supports business operations
Intellectual property	• Patent clearance • Patent filing and obtaining rights	• Alignment with the product roadmap • Utilization of IP landscaping • Framework for value creation activities (strengthen core technologies, create new value)	• Expanding the IP portfolio to achieve the ISC • Open–closed strategy
IP investment	**Case-by-case investment**	**Business-aligned investment**	**Value creation investment**
	• Investing on a case-by-case basis	• Strengthening business competitiveness through IP investment (business integration with Aisin and Aisin Shiroki) • Collaborating with the Corporate Planning and Business Strategy divisions	• Evaluating returns on IP investment
Human capital	**Specialist human resources**	**Creative human resources**	**IP management talent**
	• Developing specialist human resources focused on intellectual property	• Developing creative human resources • Acquiring facilitation skills	• Developing highly skilled human resources • Developing talent with knowledge beyond intellectual property • Developing talent that can utilize AI

Message



Hiromi Suzumura
Deputy Segment Chief, Technical Management Segment

We view intellectual property as a core asset for creating corporate value, and are working to strengthen our IP activities as an integral part of our business strategy.

In addition to advancing our strategic initiatives through regular reports to the Board of Directors and R&D Segment Planning Meeting, we have been promoting the use of AI and DX since fiscal 2026. Beyond patent applications, we are utilizing IP landscape analysis to identify future trends and create new business value. Through these initiatives, our IP activities are steadily evolving from a traditional focus on acquiring rights to a value-creation approach aligned with our business strategy, with the goal of realizing intellectual property that contributes to establishing our competitive advantage.

In addition, we are working to enhance the transparency of our intellectual property and intangible assets, while also striving to improve the quality of our disclosures and increase management transparency in line with the spirit of the Corporate Governance Code.

Going forward, we will continue to strengthen our IP foundation in unison with the development of human resources, thereby contributing to the creation of value in the mobility interior space and the sustainable enhancement of corporate value.

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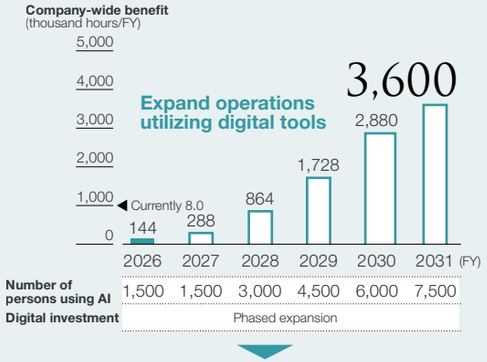
Toyota Boshoku Report 2025, p. 66: Intellectual property strategy



DX at the Toyota Boshoku group

Established KPI

Free up 40 hours per person per month by FY2031



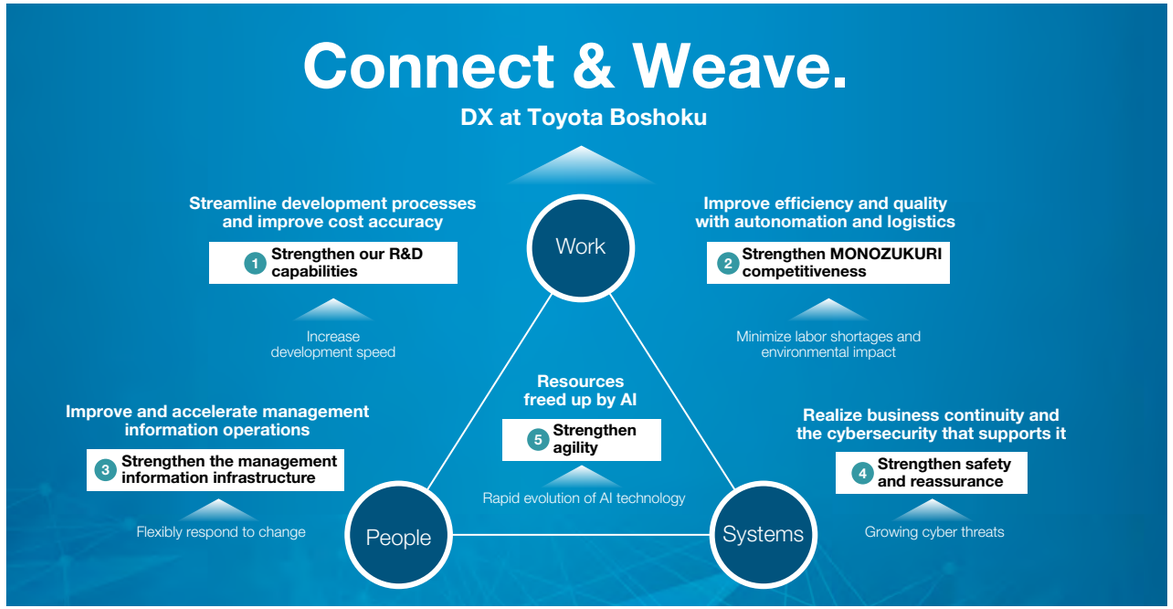
Shift the freed-up resources to value-added tasks

Basic Approach

In April 2021, we established the position of Chief Digital Officer (CDO) and built a DX promotion framework under the DX & IT Promotion Segment. To achieve the goals of our 2030 Medium-Term Business Plan, we have launched the Value Time 2X (VT2X) initiative and aim to leverage DX to double our business speed. We are working to significantly reduce lead times at each level: decision-making, operations, and the frontlines.

Initiatives to achieve double the business speed

The true essence of efficiency gains achieved through AI lies in redirecting the resources freed up by AI toward the creation of new value. By combining the intelligence of those working on the frontlines with AI to evolve our business processes, we will not only achieve our KPI but also generate results twice as fast with half the resources, thereby creating the driving force to take on new growth fields and foster innovation.



Related initiatives

1 Strengthen our R&D capabilities
—Contributing to shorter development lead times

We are leveraging AI in our Design Navigation System, a database of component standards and accumulated past case studies that enhances knowledge sharing, to improve the quality of designers' work and promote the autonomation of design processes. Through this, we aim to improve design efficiency and quality, with the goal of reducing development man-hours by 30%.

2 Strengthen MONOZUKURI competitiveness
—Contributing to shorter manufacturing lead times

With "the power of connection" at the core, we are transforming our business processes to enable autonomous, cross-divisional collaboration linking design, production engineering, procurement, manufacturing, logistics, and cost management, centered around the bill of materials.

This will help to reduce lead times for design changes and materials procurement.

3 Strengthen the management information infrastructure
—Contributing to shorter lead times for management decisions

Timely and swift management decisions are supported by visualizing financial and non-financial information in real time and integrating data such as monthly financial results, product-specific profit and loss, and CO_2 emissions. (P.48)

4 Strengthen safety and reassurance
—Contributing to strengthening cybersecurity and protection against data breaches

In response to increasingly sophisticated cyberattacks, we continue to implement defensive measures while enhancing our detection, response, and recovery capabilities. In the event of an incident, we strive to contain it and restore operations promptly to minimize business impact. In addition to system-based measures, we work to strengthen information security and business continuity by raising security awareness through ongoing training, drills, and awareness activities.

5 Strengthen agility
—Contributing to reducing lead times in daily operations

We are promoting business process reforms based on generative AI, led by each division general manager. AI utilization has risen from 40% the previous year to 76%, and use cases have expanded from 1,500 to 9,000, demonstrating steady progress in redesigning business processes with AI as a core component.

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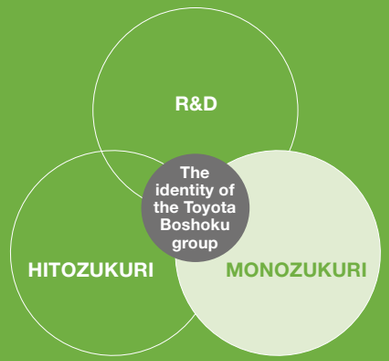
DX at the Toyota Boshoku group



The identity of the Toyota Boshoku group

MONOZUKURI

End-to-end supply capability through lean production and JIS



Message from the CMO



Norimichi Adachi
Chief Manufacturing Officer
Director, Operating Officer

With our on-site capabilities as the starting point, we are promoting transformation into value-creating MONOZUKURI

Competition in the automotive industry is intensifying globally, driven not only by changes in market structure centered on electrification, but also by the rise of Chinese OEMs, with low-cost, high-performance products flooding the market. Against this backdrop, the environment surrounding the manufacturing frontlines is also changing rapidly, and it is no longer possible to survive using conventional manufacturing techniques. We believe that no matter how excellent a concept or technology is, we will not be able to meet our customers' needs without realizing it on the ground. Therefore, we will need to create new value by identifying changes in market needs and evolving our manufacturing methods based on insights from the frontlines. We recognize that without these initiatives, it will be difficult for us to achieve our goal of becoming the Interior Space Creator.

To date, we have achieved stable global supply through our on-site capabilities rooted in the Toyota Production System (TPS). What's needed now is not whether we can actually make something, but whether we can create value. Production is not merely about reducing costs; it is also about creating the value that customers seek—the excitement of the mobility experience and the satisfaction of wanting to stay with that experience—and the crucial point is how easily products can be manufactured and mass-produced. As a specific initiative aimed at achieving the goals of our 2030 Medium-Term Business Plan, we have been implementing the Value Time 2X (VT2X) initiative since fiscal 2026, based on the concept of doubling value added per hour. Rather than simply focusing on production efficiency, this initiative involves using the capacity freed up through improvements to create new value. We are driving this initiative forward not only on the manufacturing floor, but also in administrative and support divisions. We will remain unwavering in our commitment to thoroughly eliminating waste, which is the very foundation of MONOZUKURI. And to further enhance our cost-competitiveness, we will work to innovate our processes through autonomation and AI.

Additionally, at our new plant (located in Ikoma-cho, Toyota City, Aichi Prefecture), which is scheduled to begin operations in 2029, we are working to create a next-generation facility based on the concept of "harmony between people, the environment, and productivity," where everyone can work comfortably and achieve high production efficiency while reducing our environmental impact. Specifically, we will introduce processes designed for ease of working, such as barrier-free processes that allow wheelchair users to work comfortably, and processes based on diversity and inclusion that accommodate company members who work reduced hours. Furthermore, by utilizing autonomation technology to eliminate heavy lifting and excessive walking within in-house logistics, and by establishing assembly processes where humans and robots work side by side, we aim to address the future decline in the workforce and improve profitability. In addition, we will leverage DX to centralize information related to production activities and conduct timely analyses of the causes of production line stoppages. This will enable us to steadily generate results such as the autonomation of data collection and organization, an increase in the speed of improvements, and the establishment of product quality standards.

We will continue to draw on insights from the frontlines, combining the steady accumulation of straightforward improvements based on TPS with autonomation and DX, as we strive to create user-friendly processes where every member of our diverse human resources can demonstrate their abilities to the full. Furthermore, keeping in mind one of the Principles of Toyoda—"Always be studious and creative, striving to stay ahead of the times"—we will transform our operations and create new product value. By surpassing our competitors in manufacturing, we will be able to bring value to the mobility interior space. We believe that these cumulative efforts will lead to the realization of our goal to be the Interior Space Creator.

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Toyota Boshoku to Build New Plant That Embodies Next-Generation Manufacturing



Capital (strength) / Issues and measures

Capital (strength)	Connection to ISC	Recognition of issues / Required strengths	Specific measures / Activities
Global production structure	● Establish a production system designed for ease of manufacturing that ensures consistent quality across all locations	● Formulate a production system responsive to changing conditions and a corporate structure that ensures profitability ● Establish a competitive next-generation manufacturing system that is trusted and chosen by our customers	● Establish a flexible production system capable of responding to increased production volumes from customers ● Accelerate local procurement globally ● Transform Japan and the Americas into sustainable profit-making regions
On-site capabilities supporting MONOZUKURI	● Enhance competitiveness through continuous improvement based on TPS ● Realize next-generation MONOZUKURI through process innovation utilizing autonomation and AI	● Integrate our production engineering and manufacturing technology capabilities ● Realize a “diversity line” in which diverse human resources are able to work side by side with robots ● Realize carbon neutral plants ● Enhance quality appraisals from end users ● Create a culture that prevents misconduct	● Master cutting-edge robotics technology ● Develop DX human resources ● Promote global exchanges in production engineering development ● Achieve *Karakuri Kaizen* certifications ● Make a shift to preventive quality control ● Create an open workplace where members have a high level of psychological safety
Logistics reform supporting end-to-end optimization	● Optimize the entire supply chain to deliver value to customers	● Realize next-generation logistics throughout the supply chain ● Streamline in-house logistics and address 2026 White Logistics	● Promote reform of pick-up logistics ● Systematize logistics operations ● Expand the modal shift (rail and ship transport) ● Implement autonomous mobile parts supply ● Improve the unloading area environment

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Quality

Basic policy

Through the customer-first philosophy in the Principles of Toyoda—being unified to make contributions for the world and for people—and our MONOZUKURI-based strength cultivated over 100 years, the Toyota Boshoku group aims to become the Interior Space Creator for the realization of comfortable mobility interior space by 2030. We thereby aim to contribute to resolving social issues while expanding our product range and customer base. To this end, we are striving for thorough implementation of quality first and the development of human resources. 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.

Human resources underpinning quality

We define Total Quality Management (TQM) as "activities to enhance the vitality of company members and organizations," and implement a TQM basic philosophy based on the pillars of customer first, continuous kaizen, and total participation, as stated in the Principles of Toyoda. In addition, through TQM we are changing the way we have been working and are strengthening the organization, process, and company members that form our management foundation, thereby striving to improve the operational quality of all work.

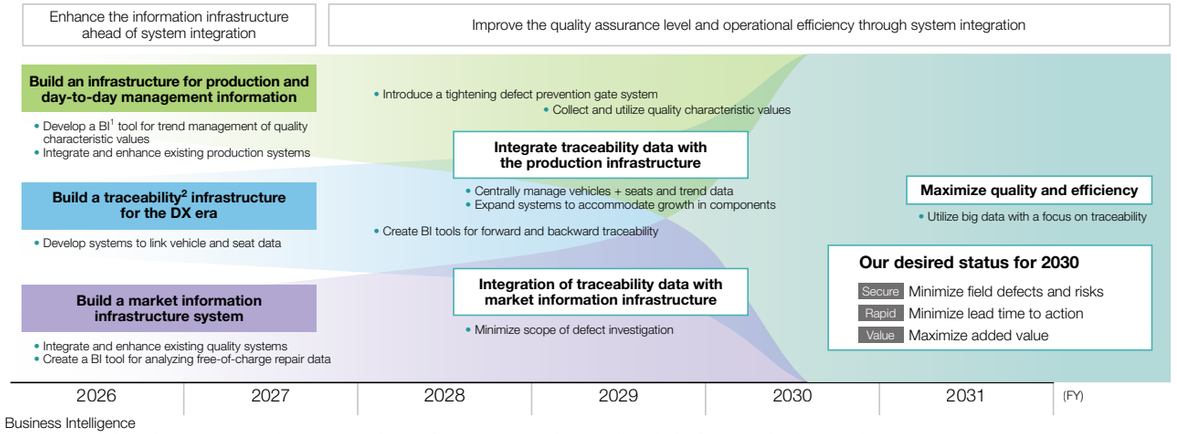
Governance structure of the Quality Segment

1. **Fact verification**
   Issues are identified through periodic interviews with company members, and an improvement cycle is implemented to identify and eliminate potential quality risks at an early stage.
2. **Creating a system and structure to prevent quality risks**
   The introduction of a system is being promoted to reduce human intervention in testing for certification work. In addition, through self-directed study activities on regulatory certification in cooperation with automakers, the aim is to review work processes and achieve standardization.
3. **Reforming employee awareness and workplace culture**
   Our quality-related risk prevention training and in-house Global Quality Learning Center (GQLC) draw on case studies from other companies as training materials to provide opportunities for company members to take ownership of quality and put this into practice.

DX Deployment and Promotion

Based on our DX promotion roadmap for quality assurance, we are preparing an information platform toward system coordination, and promoting activities with traceability at the core, aimed at maximizing quality and efficiency.

DX promotion roadmap for quality assurance



1 Business Intelligence
2 A system for identifying the causes of defects based on past production records and determining the extent of their impact on the market

Initiatives to prevent occurrence and recurrence of issues

Quality is an extremely important element underpinning company management. We believe recent issues resulted from key control items not being sufficiently communicated or recognized throughout downstream processes, and from inadequate initial part quality checks and process capability management for critical characteristics during the mass production prototype stage. In response, we are promoting an environment that enables correct judgments and swift responses by ensuring the feasibility of designs and facilities for mass production while understanding regional issues and challenges in the daily management of critical processes, thereby preventing occurrence and recurrence of issues.

Message from the CQO



Hideki Matsuura
Chief Quality Officer

As CQO, I take extremely seriously the March 2026 recall concerning the seat reclining mechanism. I am deeply aware that there was a hidden risk of oversight and insufficient judgment arising from our confidence in quality. Quality issues are not limited to the front line; they must be addressed by the entire organization. I will foster an open workplace culture in which information on abnormalities and issues is shared promptly and reliably with the relevant parties, enabling early detection and prevention.

We will also fundamentally review our quality assurance system across development, production preparation, and mass production. At the development stage, we will strengthen prevention through design and evaluation based on actual usage conditions. At the production preparation stage, we will strengthen our ability to build quality into products by ensuring alignment between process capabilities and standards. At the mass production stage, we will prevent the release of defective products by reinforcing daily management and abnormality detection. Through these measures, we will prevent recurrence.

I consider this experience an opportunity to transform our approach to quality and **embed a safety- and quality-first mindset throughout the organization, striving with all my might to restore trust.**

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Customer First, Quality First



Suppliers

Basic policy

We view our suppliers as partners who share the responsibility of creating sustainable value, and we are committed to building a competitive supply chain through fair and transparent transactions based on mutual trust.

Building a sustainable supply chain together with our suppliers

Founded on relationships of trust with our suppliers, we are promoting efforts to strengthen safety, quality, production, and business continuity planning (BCP), and are also working together to address social issues. By sharing our Target and co-creating value while growing together, we are building a supply chain that is resilient to change and capable of sustainable growth.

Mutual learning activities with our suppliers

Amid a shrinking workforce and an ongoing shift away from manufacturing, we are promoting mutual learning activities with our suppliers to enhance the competitiveness of the overall supply chain and ensure a stable supply. Through Sunshine (Toyota Boshoku suppliers' association), we are engaged in information-sharing and problem-solving activities on the topics of safety, quality, and DX.

① Promoting autonomation and labor saving among suppliers

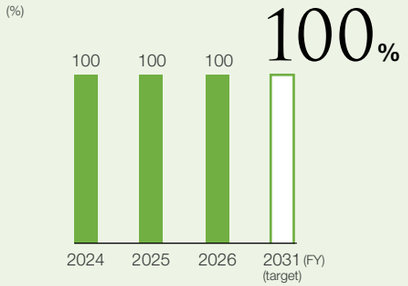
We are working to provide focused support to our priority suppliers while building systems with the goal of establishing self-reliant manufacturing competitiveness through autonomation and labor savings. As well as promoting process design premised on autonomation from the design stage, we are also seeking to develop standard models based on successful cases and to extend the benefits throughout the supply chain.

② Leveraging AI to enhance quality assurance capabilities

In inspection processes that have so far relied on humans, reducing the risk of oversight and improving assurance levels are key challenges. To address this, we are now rolling out AI-based image inspection systems to our suppliers and are providing them with operational support, having been an early adopter of these systems and verified their effectiveness.

Established KPI

Implementation of Supplier Satisfaction Survey: Deployment rate



Partnerships that support optimal transactions

We view our suppliers as partners with whom we create sustainable value together, and guided by the spirit of co-existence and co-prosperity, we are committed to ensuring fair and transparent business transactions. In accordance with the spirit of the Declaration of Partnership Building, we are working with our suppliers to build a sustainable supply chain by sharing our approach to matters including legal compliance, respect for human rights, and environmental responsibility through our Supplier Sustainability Guidelines and Green Purchasing Guidelines. In addition, we identify issues using a supplier satisfaction survey and are working to make improvements through dialogue. These initiatives help strengthen relationships of trust and lead to improved responsiveness when the business environment changes.

Furthermore, in accordance with the Whistleblower Protection Act, we are working to establish a system that makes it possible to consult with us and report concerns with confidence. Specifically, we have established a third-party consultation service and created a system through which we can be contacted directly regarding complaints, unfair treatment or other matters.

Through these initiatives, we are able to identify and correct issues at an early stage, while also deepening relationships of trust with our suppliers to promote fairness and transparency throughout the supply chain.

Respect for human rights through collaboration with suppliers

We consider respect for human rights in the supply chain to be a key priority, and we are promoting initiatives through the sharing of guidelines, self-assessments, and dialogue. Suppliers' self-assessments identified issues in relation to respect for and acceptance of diversity, and the prevention of harassment. In response, we held study sessions through Sunshine to help improve understanding of human rights due diligence, the employment of non-Japanese nationals, as well as human rights and harassment. This resulted in concrete initiatives including the formulation of a human rights policy by each company and the establishment of a consultation service.

Response to supply chain risks

Amid growing uncertainty in the supply chain due to geoeconomic risks and frequent natural disasters, strong partnerships with suppliers serve as the foundation for a stable supply and are also a source of competitiveness. As well as promoting local procurement in locations close to our customers' sites of production, we are aiming to mitigate risks arising from fluctuations in tariffs and logistics costs and from supply disruptions by strengthening our production and supply systems. Additionally, we are working to build a highly resilient production system that is not dependent on specific regions or procurement routes. For resources that are highly dependent on specific regions, such as rare earths and crude oil-derived materials, in light of rising geopolitical risks we are working closely with our suppliers to explore alternative materials and manufacturing methods and to secure multiple sources of supply. Through these measures, we are ensuring continuity of supply while working to increase the resilience of our supply chain. Furthermore, we also view cybersecurity as a critical issue for ensuring the stable operation of the entire supply chain, and we are committed to mitigating risks through information sharing with suppliers and individual consultations. Collectively, these initiatives are enhancing the resilience of the entire supply chain, which in turn results in a stable supply while both maintaining and improving our competitiveness.

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Purchasing Information



Communication with Suppliers



Overview of environmental initiatives

Basic stance

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 priority actions**: 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. Furthermore, 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.

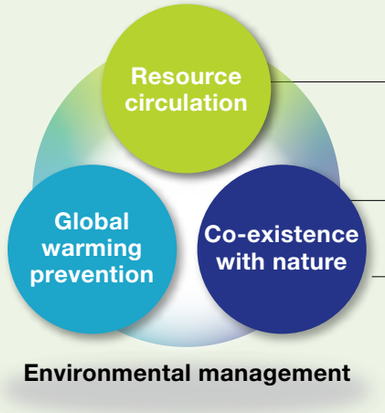
Target

2050 Environmental Vision

Vision

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

Priority actions



Implementation plan

Priority actions	Challenge 6 (2050 targets)	2025 Environmental Action Plan: Target (2021–2025)	2025 Environmental Action Plan: FY2026 results	2030 Environmental Action Plan: Target (2026–2030)
Global warming prevention	1 GHG Net-zero in the product life cycle			• Reduction of emissions over the product life cycle: 30% or more*
		CO_2 emissions in logistics: 14% reduction compared to FY2012	–16%	• CO_2 emissions in logistics: 30% reduction compared to FY2020
	2 GHG Net-zero in the plant	CO_2 emissions 25% reduction compared to FY2020	–49%	• CO_2 emissions 50% reduction compared to FY2020
		Adoption rate of renewable energy: 15%	46%	• Adoption rate of renewable energy: 50%
Resource circulation	3 Sustainable resource circulation			• Establishment of technology to use 30% recycled resin by 2030
	4 Waste minimization	Basic unit of waste emissions: 14% reduction compared to FY2012	–17%	• Basic unit of waste emissions: FY2020 or lower
Co-existence with nature	5 Water resource impact minimization	Basic unit of water withdrawal: 6% reduction compared to FY2014	–52%	• Basic unit of water withdrawal: 34% reduction compared to FY2020
				• Robust compliance with voluntary standards for water discharge quality
	6 Conservation and regeneration of natural capital			• Green space offset rate in business operations area 100%
		Number of trees planted: Cumulative total: 640,000	Cumulative total: 830,000	• Number of trees planted: 140,000 (Cumulative total: 900,000)

* For certain vehicle models scheduled to go into production in 2030 or later, comparison with the previous model of the same vehicle type

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Environmental Management



What we aim for



TB's Biodiversity Initiatives, p. 5: Our initiatives as a company



Initiatives to achieve the 2030 Environmental Action Plan

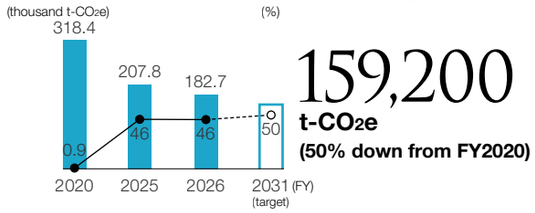
To achieve the targets set out in our 2030 Environmental Action Plan, we are establishing specific action items and moving forward with addressing environmental challenges.
In light of the rapid social changes in recent years, we will refine our goals to make them more specific and effective, and steadily promote our initiatives.

Global warming prevention GHG Net-zero in the plant

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.

Scope 1 and 2 reduction scenarios

Related targets: CO_2 emissions 50% reduction compared to FY2020
Adoption rate of renewable energy: 50%



Related initiatives

● **Energy conservation and renewable energy initiatives**
The Toyota Boshoku Group aims to **ensure a stable supply of energy with a low environmental impact, by combining a variety of approaches** such as installing solar panels and purchasing environmental credits for renewable energy generated outside the company. We have newly introduced an off-site PPA service at the Kariya Plant to promote the stable and continuous use of renewable energy. Furthermore, by supplying this plant with electricity from a solar power plant installed on the company's idle land in Aichi Prefecture, we are further strengthening our use of sustainable renewable energy. Additionally, in Türkiye we are expanding use of renewable energy through the deployment of mega-solar power.

On the production floor, meanwhile, we are striving to **achieve both energy savings and increased productivity through *Karakuri Kaizen* improvements that leverage gravity and existing power sources**. By steadily building on these initiatives both in and outside Japan, we are promoting the decarbonization of our plants and sustainable manufacturing on a global scale.

● **Achieving carbon neutrality at the Kariya Plant**
At the Kariya Plant, which serves as our global headquarters, we are **promoting efforts to achieve net-zero GHG emissions at the plant by 2050**. While **working to achieve net-zero Scope 2 emissions** through rigorous energy conservation and the adoption of renewable energy, **we have offset the** remaining Scope 1 emissions, such as those from city gas, **using J-Credits derived from forestry**.

This initiative is a pilot project that combines emission reduction and offsetting measures, with the aim of establishing emission management and operational processes. Going forward, we aim to **promote sustainable decarbonization management** based on the processes we have established.

● **Co-hosting a carbon neutral (CN) workshop for business partners**
In a joint collaboration with Aisin Corporation and SANGO Co., Ltd. (with the support of Toyota Motor Corporation), we held a workshop aimed at helping **our business partners identify their CN-related challenges and determine their priorities**. We will continue working to strengthen sustainability activities throughout the supply chain.

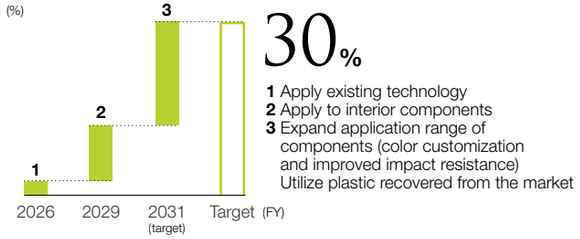
When the event was held in March 2026, approximately 140 people from 77 business partners took part. With the participation of senior management from each of our business partners, we were able to foster a better understanding of CN activities and help them recognize the need to promote them.

Resource circulation Sustainable resource circulation

In recent years, reporting on the planned and actual amount of recycled materials used has also become mandatory in Japan, and an increasing number of companies in the automotive sector have set numerical targets for the use of recycled materials. In light of these trends, Toyota Boshoku is actively promoting the use of recycled materials from the perspective of sustainable resource utilization.

Projected percentage of recycled resin used in parts

Related targets: Establishment of technology
to use 30% recycled resin by 2030



Related initiatives

We regard expanding the use of recycled resin as a key priority in our efforts to achieve a recycling-based society. The graph illustrates our progress made toward establishing the technology needed to achieve a 30% usage rate by 2030. In addition, to promote the phased application of this technology in mass production, we are also **exploring the use of post-consumer recycled plastics, which are generally considered difficult to utilize**, and on the next page we describe our specific initiatives. Through these activities, we are conducting technical verification to utilize general waste in automotive interior parts, **aiming to establish the technology by 2030 and achieve our goals**.

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GHG Net-Zero in the Product Life Cycle



GHG Net-Zero in the Plant



TB's Biodiversity Initiatives,
p. 7: Global warming prevention



Initiatives to achieve the 2030 Environmental Action Plan

● Technology development for the utilization of waste plastic from containers and packaging

In March 2025, Toyota Boshoku entered into the Kameoka Future Creation Environmental Partnership Agreement with Kameoka City, in Kyoto Prefecture.

Having entered into this agreement, Toyota Boshoku is now working with Kameoka City on **testing of technology to utilize waste plastic collected by the city to make automotive parts**.

This initiative is being carried out in collaboration with Gomi no Gakkou Inc., Toyama Kankyo Seibi Co., Ltd., and Eikou Bussan Co., Ltd., with the goal of **establishing a circular economy model that effectively utilizes resources collected in the local community**.

Through this initiative, **we will contribute to the advancement of resource recycling and the reduction of waste in the local region, while also promoting product development through the expanded use of recycled materials**.

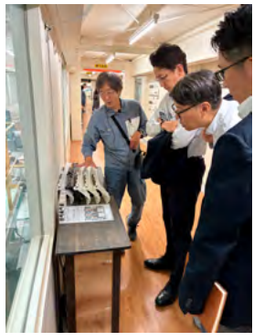
● Technology development for the utilization of waste plastic from construction

In March 2026, we signed an Agreement on Promoting the Application of Construction-Related Waste Plastics[1] in Automotive Parts with Ishizaka Inc.

This agreement aims to **collect and perform high-precision sorting of construction-related waste plastics,[1] which have traditionally been considered difficult to recycle, and to evaluate their potential for use in automotive parts**.

1 Construction-related waste plastics: Plastic waste generated from construction and demolition work, among other sources.





Santome Konjaku Mura, operated by Ishizaka Inc. and located in Miyoshi Town, Saitama Prefecture. A place where visitors can see and learn firsthand about a *satoyama* woodland, restored from a state of neglect caused by illegal dumping, which is integrated with a resource recycling plant.

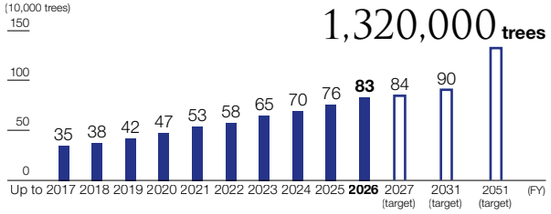
Co-existence with nature Conservation and Regeneration of Natural Capital

The Toyota Boshoku group is working to protect biodiversity with a focus on forestation based on the Toyota Boshoku Basic Policy of Biodiversity. We are expanding this initiative to our group companies, local communities, and government agencies, with the aim of broadening our initiatives.

In addition, we strive to minimize the impact of our business activities on the natural environment, and we mitigate any residual impact through natural restoration. We are promoting initiatives that contribute to the enhancement of biodiversity value, including managing as green space an area equivalent to the land being used for business activities.

Cumulative number of trees planted by fiscal 2031

Related targets: Cumulative total 900,000



Related initiatives

● Forest restoration on degraded land within an Indonesian national park

On the island of Java, where Toyota Boshoku Indonesia is located, we have signed an agreement on the Comprehensive Land Restoration Project for Water and Soil Conservation, in collaboration with the Japan International Forestry Promotion and Cooperation Center (JIFPRO)[2] and the Soil and Water Conservation Society of Indonesia. Its aim is **to conserve soil, ensure a stable supply of water resources, restore forest ecosystems, and improve the lives of local residents**. The target area consists of steep slopes where limestone is exposed at the surface; with relatively low precipitation and patches of degraded land scattered throughout. The challenges are to restore vegetation, secure water resources, and prevent soil erosion. As part of this project, we are planting cajuput trees to **restore degraded land and conserve soil and water resources, while also contributing to improving the livelihoods of local residents through the production of essential oils**.

2 An organization authorized by the Cabinet Office for the purpose of promoting international forestry cooperation



● Conservation of the natural environment throughout the Toyokawa River basin in Aichi Prefecture

At our three plants located in Toyohashi City, Aichi Prefecture, we utilize water from the Toyokawa River system and benefit from this in our business operations. Until now, we have focused our efforts on water environment conservation primarily in downstream areas, such as through the recycling of industrial wastewater and the cleanup of tidal flats; however, in recent years, **the importance of managing natural capital on a watershed basis has grown**.

In light of these circumstances, **we will carry out forest restoration activities** in Shinshiro City, Aichi Prefecture, located in the upper reaches of the Toyokawa River system and home to watershed forests, **as a new initiative in the headwaters that support the water supply**.

Through this initiative, we aim to **restore and conserve the natural environment** by conducting forest management activities such as thinning and tree planting, thereby contributing to the achievement of the 2030 Environmental Action Plan's goal of "**100% green space offset rate[3] in business operations area.**"

3 An initiative to offset the impact of our business activities on the natural environment through the conservation and management of green spaces and biodiversity

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Sustainable Resource Circulation



Waste Minimization



Water Resource Impact Minimization



Conservation and Regeneration of Natural Capital



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 are advancing disclosure of relevant information based on the frameworks of the Task Force on Climate-related Financial Disclosures (TCFD) and aim to contribute further to global environmental conservation.
For details, please refer to our website. https://www.toyota-boshoku.com/global/sustainability/environment/management/tcfd/

Impact assessment and results

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

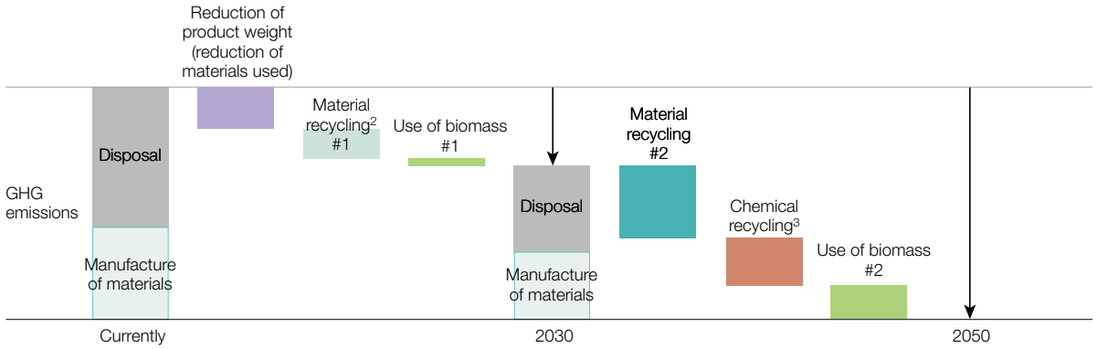
	Causes	Risks/Opportunities	Assessment	Actions	Response cost (FY2026)
Transition risks (1.5 and 2°C)	**Enhancement of climate change policies, including carbon pricing**	• Increase in procurement costs by introducing carbon prices, etc.	**Risk**	• Survey of suppliers (GHG emissions, efforts to reduce GHG emissions, etc.), Promotion of activities for setting GHG emission reduction targets • Support for suppliers (Sharing of energy saving cases, joint development of new materials and new methods, joint purchase of renewable energy, etc.)	–
		• Increase in operating costs due to the direct impact of the introduction of carbon prices or its indirect impact on energy prices	**Risk**	• Introduction of highly efficient equipment to promote further energy saving and promotion of the development of new methods • Promotion of the introduction of renewable energy • Optimization of logistics (Reduction of GHG emissions associated with transportation through the promotion of local production for local consumption)	**3.1 billion yen**
		• Increase in cost due to investment in energy saving and renewable energy for decarbonization	**Risk**	• Optimization of investment by introducing ICP (Internal Carbon Pricing)[1]	
	Enhancement of efforts to promote vehicle electrification	• Expansion of business in new fields through collaboration between Toyota group companies	**Opportunity**	• Expansion of new business domains and diversification of provided value	**1.0 billion yen**
		• Increase in demand for electrified products	**Opportunity**	• Further planning and development of electrified products	**2.7 billion yen**
	Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	• Decrease in sales due to lower demand for products with insufficient low-carbon technology	**Risk**	• Planning and development of products to further reduce carbon emissions • Planning and development of plant-derived products and lightweight products • Improvement of recyclability and promotion of simple disassembly design	**1.8 billion yen**
		• Increase in sales by developing low-carbon products • Increase in demand for plant-derived products and lightweight products • Enhancement of competitiveness by developing technology to improve recyclability	**Opportunity**		
Physical risks (4°C)	**Worsening of extreme weather, including heavy rain and subsequent flooding**	• Decrease in sales due to the impact of supply chain disruption on production	**Risk**	• Risk management using a system to manage the range of supplier impact • Selection of logistics routes that minimize the impact of disaster	–
		• Decrease in sales due to factory shutdown	**Risk**	• Enhancement of the BCP system (Creation of manuals and establishment of an information collection/sharing system)	**0.5 billion yen**

1 Assigning a price to CO_2 emissions generated by companies in the course of business

Key initiatives based on analysis results

We are promoting the reduction of GHG emissions throughout the product life cycle. In addition to reducing the weight of products, using plant-derived materials (biomass), and R&D for electrified products, we are working on improved recyclability. We will also work to reduce GHG emissions from the materials used in our products toward achieving carbon neutrality.

2 Reusing products as raw materials to produce new products
3 Chemical decomposition of used products and reuse as raw materials for new products



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Response to the TNFD

We analyzed nature-related risks and opportunities, referring to the framework of the Taskforce on Nature-related Financial Disclosures (TNFD), to understand nature dependencies and impacts of our group business to further promote our three priority actions: 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.

For details, please refer to our website. https://www.toyota-boshoku.com/global/sustainability/environment/management/tnfd/

Analysis process

We conducted the analysis using the LEAP approach set out in the TNFD framework.

Locate	Evaluate	Assess	Prepare
Identify priority region	**Grasp dependencies and impacts**	**Assess risks and opportunities**	**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 such as ENCORE.	We identified and assessed risks and opportunities of each supply chain, 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.

Analysis results

Causes	Impact stage	Classification	Risks/Opportunities	Actions
Increased importance of sustainable raw material procurement	**Purchasing**	**Risk**	• Increase in raw material procurement cost by legislation of raw material procurement step	• Development of products for improvement of recyclability and substitution of sustainable material
		Opportunity	• Improvement of product value by sustainable procurement	• Improvement of raw material traceability precision • Enhancement of raw material management by further tightening raw material-related requirements
Enhancement of nature-related policy	**Direct operation**	**Risk**	• Increase in operation cost by enhancement of Environmental legislation (Soil, Air, Water quality, Waste)	• Introduction of highly efficient equipment to promote environmental impact reduction and promotion of the development of new methods • Enhancement of organization for circular economy
		Opportunity	• Improvement of corporate value by water resources impact reduction	• Promotion of initiatives for further water resource impact reduction based on a model zero-wastewater plant that uses water recycling
Change in evaluation by customers and the consumer value standard (raised environmental awareness, etc.)	**Product demand**	**Risk**	• Decrease in demand by not being able to meet customer requirements related to the circular economy	• Development of products for improvement of recyclability and substitution of sustainable material
		Opportunity	• Increase in demand for plant-derived products and lightweight products • Enhancement of competitiveness by developing technology to improve recyclability	• Planning and development of plant-derived products and lightweight products • Improvement of recyclability and promotion of simple disassembly design
Worsening of extreme weather, including shortage of water and flooding	**Purchasing**	**Risk**	• Decrease in sales due to the impact of supply chain disruption on production	• Risk management using a system to manage the range of supplier impact • Selection of logistics routes that minimize the impact of disaster
	Direct operation		• Decrease in sales due to factory shutdown	• Enhancement of the BCP system (Creation of manuals and establishment of an information collection/sharing system)

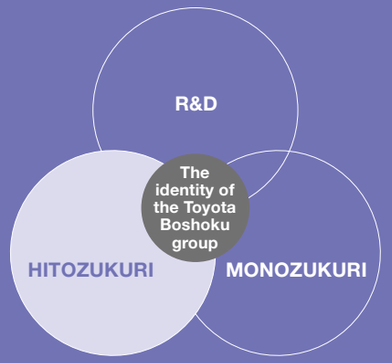
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The identity of the Toyota Boshoku group

HITOZUKURI

Human resources who flourish globally and organizational strength



Message from the CHRO



Tateaki Harada
Chief Human Resource Officer
Human Resources & General Administration Segment

From visualization of gaps to effective human resource measures

Since our establishment, the Toyota Boshoku group has regarded our people as a vital asset that underpins our management foundation, and we have always been committed to HITOZUKURI. We believe that these cumulative efforts have supported our competitiveness and value creation. Recently, changes in market structure and the diversification of customer needs have been progressing rapidly amid advances in electrification and softwarization. To become the Interior Space Creator, we must create new spatial value that exceeds our customers' expectations, going beyond conventional approaches. To achieve this, it is essential that we develop human resources capable of creating value, more than ever before, and establish a new environment that supports this. Based on this understanding, the Toyota Boshoku group regards the further advancement of human capital management—which aims to maximize the potential of human resources—as a crucial initiative that directly contributes to strengthening our management foundation. To realize our business strategy, we are promoting a human resources strategy to secure the talent necessary for the company's growth and maximize the value-creation potential of our workforce, by bringing together expertise and diversity.

As part of this process, by fiscal 2026 we had defined the quality and quantity of personnel needed by 2030 in the form of a human resources portfolio. After assessing current skill gaps and surpluses, we launched measures to address the shortage of human resources and skills. We are also working to create an environment in which company members can fully realize their potential through initiatives such as promoting diversity & inclusion and helping each and every member to shape their career. To verify our progress with these initiatives and their results, we have introduced a new employee survey and are monitoring engagement. Through these activities, the gap between our target and the current situation is visualized, leading to the planning and implementation of effective measures for improvement.

Furthermore, as our target becomes clearer, it is increasingly important to reliably and efficiently secure the human resources we need in new fields, including people capable of planning and proposing value for the entire space, and to accelerate their development. Amid a challenging hiring environment, we will need to shift our resources from existing internal fields to strategic fields without relying excessively on external hiring. To achieve this, we will promote the Value Time 2X (VT2X) initiative in our administrative and technical divisions as well, and by maximizing use of AI and DX, we will work to expand capacity within our existing fields. In addition, with a view to accelerating professional development, we will increase opportunities for cross-boundary learning—both in and outside the company—to acquire new skills, while fostering a culture in which each company member can set their sights on their own future, independently acquire the necessary knowledge and skills, and learn from one another.

As we continue on our journey toward becoming the Interior Space Creator, the Toyota Boshoku group will further refine its HITOZUKURI capability—a strength we have maintained since our founding—and leverage this to realize sustainable growth. Throughout this process, it is important for each and every company member to take the initiative in driving change and to continuously take on new challenges, guided by a strong determination to "make tomorrow better than today." By enhancing corporate value through such challenges, we aim to achieve a balance between the company's development and the well-being of our company members, and to become a company that continues to resonate with and be chosen by ever more people.

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Capital (strength) / Issues and measures

Capital (strength)	Connection to ISC	Recognition of issues / Required strengths	Specific measures / Activities
Defining required human resources Acquisition of talented human resources	With our human resources portfolio as the starting point, we will secure the talent necessary to create new value in mobility interior spaces in a timely and efficient manner, while monitoring their placement, development, and performance. In addition, to become the Interior Space Creator, we will strengthen our ability to compete for the talent needed in our fields of activity.	● Securing the quality and quantity of human resources (human resources that create value, DX, etc.) ● Ensuring global optimal placement and mobility	● Formulating and refining a human resources portfolio (linked to medium-term staffing plan) ● Visualizing skills and experience through a talent management system ● Creating capacity through operational efficiency and refinement, and promoting the reallocation of resources to strategic fields to realize our business strategy ● Reskilling to reallocate resources to strategic fields, and hiring immediately deployable talent
Support for employee development	We will foster the independent growth of human resources capable of driving innovation, based on their specialized knowledge and broad understanding of the industry and business.	● Systematically developing next-generation leaders ● Fostering a culture that encourages independent and collaborative learning ● Establishing a human resources development foundation to support independent career formation	● Strengthening the development of next-generation leaders through a review of management training programs ● Establishing systems and opportunities to promote independent and collaborative learning ● Providing cross-boundary learning opportunities through in-house side jobs, external assignments, etc. ● Expanding career options through the introduction of the Career Development Leave Program ● Holding career design seminars (by age)
Promotion of Diversity and Inclusion (D&I)	We aim to create an organization capable of creating new value by fostering an environment where people with diverse backgrounds and values respect and leverage each other's differences.	● Fostering a workplace environment and organizational culture where diverse human resources can realize their potential	● Deepening understanding and spreading the importance of D&I at company-wide D&I events ● Promote ENRG* activities ● Rollout of LGBTQ+ Ally scheme
Creating a comfortable and flexible work environment	We encourage new challenges and create an environment in which company members can work happily with enjoyment, through the development of flexible, efficient, and creative work rules and an open workplace.	● Establishing competitive employment conditions and implementing a performance-based pay system ● Expanding programs to enhance company members' financial well-being ● Increasing engagement through workplace-led analysis and improvement ● Enhancing workplace communication to build trust and foster psychological safety	● Introducing and implementing higher starting salaries, a new wage system/compensation structure, and introducing housing allowances ● Implementing training to enhance financial literacy ● Realizing organization-led culture improvements using employee surveys ● Establishing employee clubs to revitalize internal communication

* Employee Network Resource Group: D&I promotion activities through the following employee groups: women, young people, seniors, non-Japanese members, and people with disabilities.

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Human resource strategy

The Toyota Boshoku group has consistently focused on R&D, MONOZUKURI and HITOZUKURI from the customer's perspective, based on the concept that "HITOZUKURI is at the heart of MONOZUKURI." People are the source of corporate value, and we place importance on human capital management, positioning people as our most important management capital. We aim to achieve sustainable growth and strengthen our competitive advantage through the creation of an environment in which diverse human resources can work autonomously and maximize the power of the organization.



For details, please refer to the Human Capital Report https://www.toyota-boshoku.com/global/company/library/human_capital/

1	Defining required human resources	With our human resources portfolio as the starting point, secure the talent necessary to create new value in mobility spaces in a timely and efficient manner, while monitoring their placement, development, and performance.
2	Acquisition of talented human resources	To become the Interior Space Creator, strengthen our ability to compete for the talent needed in our fields of activity.
3	Support for employee development	Foster the independent growth of human resources capable of driving innovation, based on their specialized knowledge and broad understanding of the industry and business.
4	Promotion of Diversity and Inclusion (D&I)	Aim to create an organization capable of creating new value by fostering an environment where people with diverse backgrounds and values respect and leverage each other's differences.
5	Creating a comfortable and flexible work environment	Through the development of flexible, efficient, and creative work rules and an open workplace, encourage new challenges and create an environment in which company members can work happily with enjoyment.
6	Promotion of safety & health	Based on the belief that the top priority should be placed on safety and health at work, promote health management and safety and health management to realize an environment in which company members are both mentally and physically healthy, and can work with peace of mind.
7	Compliance and ethics	Aim for continuous organizational operation and a reliable environment by implementing initiatives to ensure adherence to compliance and respect for human rights, as well as risk management.

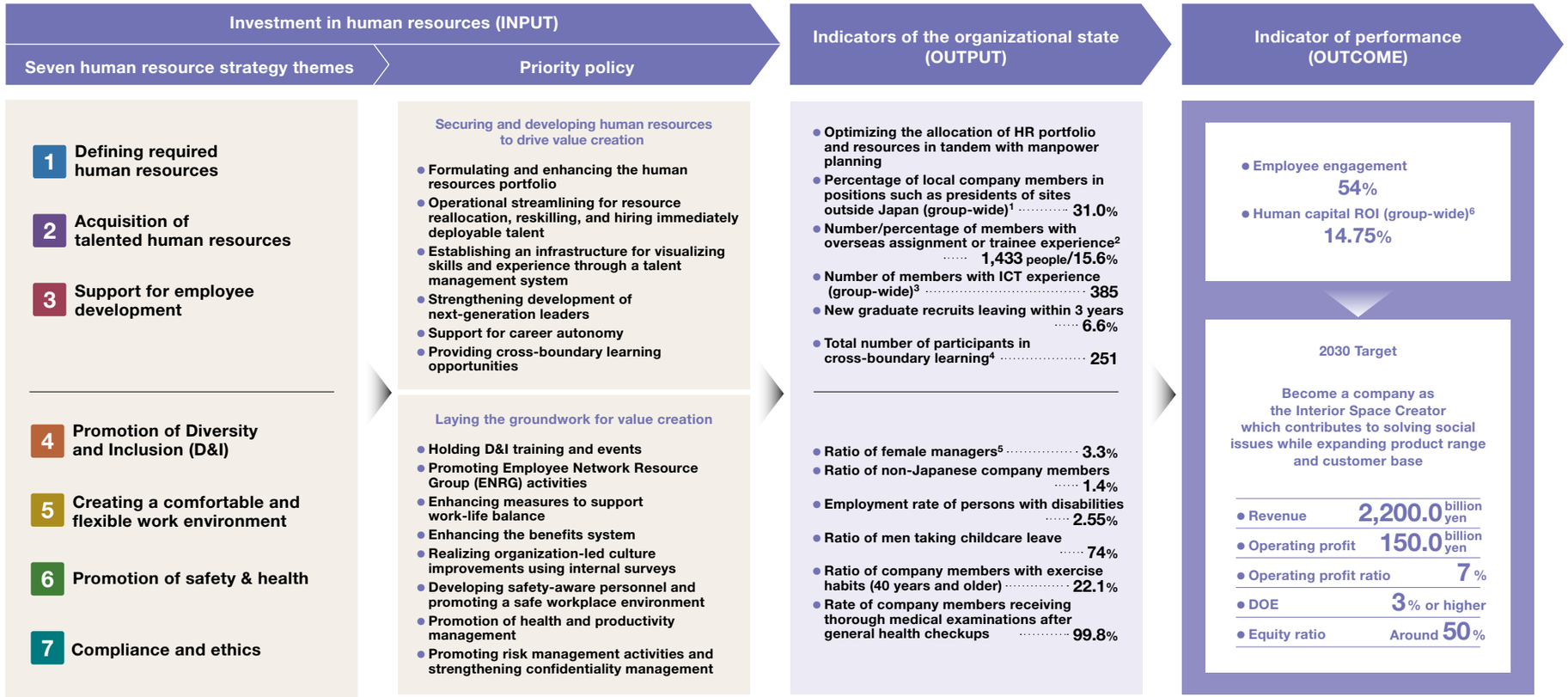
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Human Capital Report



Overview of human capital management

Based on seven human resource strategy themes aligned with our corporate strategy, we are working to clarify the causal relationship between investment in our human resources and business results, and to maximize the value-creation potential of human resources. The figure below illustrates how investment in human resources (INPUT) leads to indicators of performance (OUTCOME) through indicators of the organizational state (OUTPUT). To enhance our ability to create new spatial value that exceeds customer expectations, we are investing in recruitment and training while also working to refine our human resources portfolio and reallocate resources.

In human capital management, we consider employee engagement and human capital ROI as the priority indicators of performance (OUTCOME). We have established employee engagement as an indicator of the state of the organization and the effectiveness of our HR strategy. We utilize human capital ROI as one of several reference indicators for gauging the effectiveness of human capital investments, and rather than evaluating it in isolation, we monitor it comprehensively in conjunction with employee engagement and various KPIs.



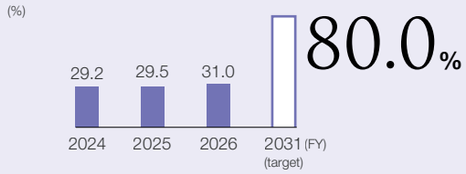
1 Unless otherwise specified, the KPIs listed here are non-consolidated figures. When using group-wide figures, the scope is clearly specified.
2 The number and percentage of members with experience in overseas assignments or the trainee program (excluding those who have left the company; those with experience on multiple occasions are counted as one person)
3 The number of members with experience of the ICT program (including those who have left the company; those with experience on multiple occasions are counted as one person)
4 The total number of participants in cross-boundary learning (learning opportunities that expand an individual's horizons and knowledge through experiences in different environments, transcending the boundaries of one's organization or job role)
Target initiatives: Overseas Trainee, TB Share Pro activities (projects that work to resolve challenges in collaboration with local companies), external dispatch program, We:ave (a career autonomy support program aimed at expanding our business fields and developing leaders for the creation of new businesses), in-house open job application system, in-house side-job system, university partnership initiatives (support programs for working adults enrolling in university, joint research) (including those who have left the company; totals include repeat participants)
5 Along with the revision of the re-employment system in fiscal 2025, re-employed members who maintain the grade they held prior to leaving are included in the calculation from that fiscal year onward.
6 Human capital ROI = operating profit / human capital cost. Human capital cost is calculated using labor costs.

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Developing human resources who can flourish globally

Established KPI

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



Developing human resources who flourish globally

For the Toyota Boshoku group—an organization with many locations worldwide—to achieve sustainable growth, it is essential that we ensure self-sufficient operations in each region and secure, assign, and foster the management talent to undertake this. Based on our human resources portfolio that looks ahead to our 2030 Target, we will promote the development of human resources who combine expertise with management skills, as well as their optimal assignment on a global scale.

Related initiatives

● Optimizing assignment

For managers and above, we utilize Global HR Platform, a global common platform to promote the assignment of the right people to the right roles on a global basis. We are aiming to maximize our global organizational capabilities by promoting systematic assignment from a human resources development perspective.

① Strengthening collaboration through personnel exchanges

In order to create value across the entire group while maintaining the self-sufficient operations of each region, it is essential to strengthen collaboration among our locations. However, as the pool of human resources with experience of working outside Japan was limited in the past and there was also scope for improved global engagement by the Japan head office, there were challenges in terms of mutual understanding and communication among the various sites.

To address this, we are systematically developing global human resources through the Intra Company Transferee (ICT) program, under which local staff at sites outside Japan are dispatched to our head office in Japan, and the trainee program, under which young personnel from our Japan head office are dispatched to sites outside Japan. We have sought to revitalize the ICT program by revising it to create a more user-friendly environment, including expanding the temporary home-leave system and the system for allowing family members to accompany dispatches. We are also promoting initiatives such as the English Cafe-a place for enjoying casual conversation in English-and the TB Eigo Dojo[1] in order to create a global environment at our Japan head office.

As a result of these initiatives, the number of members with experience outside Japan is steadily growing. The establishment of a network among our offices through personnel exchanges has progressed, and mutual understanding has also improved. In addition, there have also been increasing cases of members with ICT experience being appointed to positions such as presidents of sites or functional heads of Regional Management & Collaboration Hubs upon their return, which is contributing to a rise in the percentage of local company members in positions such as presidents of sites outside Japan. We will continue to expand personnel exchanges through our ICT program and trainee dispatches, while also strengthening our global collaboration capabilities by strategically deploying experienced personnel and promoting the globalization of our Japan head office.

• Number of members with overseas assignment or trainee experience (percentage)[2]	**1,433** (15.6%)
• Number of members with ICT experience (group-wide)[3]	**385**

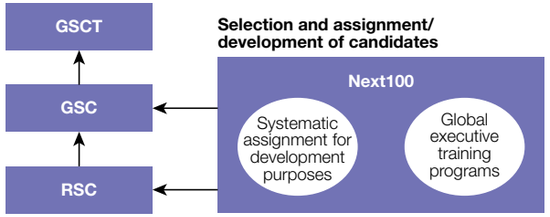
② Developing the next generation of management

We are promoting the Next100 initiative aimed at the systematic development of future management resources. We will support growth by providing opportunities for assignments that transcend location and divisional boundaries, by selecting 100 human resources from among our diversity of talent including young people, women, and non-Japanese members, who will be the future leaders of the Toyota Boshoku group. Furthermore, we conduct global executive training programs for manager (G3) level and above, and for Senior Specialist and Chief Leader level, we are implementing the Creators Development Program (CDP)[4] aimed at developing leaders who will drive the realization of "I like Toyota Boshoku."

In addition to these development measures, we are also working to nurture successors for key positions. At succession committees in which top management and executives participate, succession plans are drawn up and continuously reviewed for each target group. Specifically, policies for selecting and developing potential successors are considered by the GSCT[5] for succession of executives, by the GSC[6] 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[7] for succession of other important posts.

Developing the next generation of executive management candidates

Succession committees



• Cumulative number of participants in global executive training programs	**250**
GEDP[8] cumulative number of trainees	**118**
GLDP[9] cumulative number of trainees	**132**
• CDP cumulative number of trainees	**54**

1 A portal site for sharing information about in-house English-related activities and supporting English language learning
2 The number and percentage of members with experience in overseas assignments or the trainee program (excluding those who have left the company; those with experience on multiple occasions are counted as one person)
3 The number of members with experience of the ICT program (including those who have left the company; those with experience on multiple occasions are counted as one person)
4 Creators Development Program: Selective training for young members approaching manager level
5 Global Succession Committee by Top Executives: Executive management successor development committee comprising members at the Operating Officer level and above
6 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
7 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
8 Global Executives Development Program: Selective training for mid-level senior managers
9 Global Leaders Development Program: Selective training program for junior executives and managers

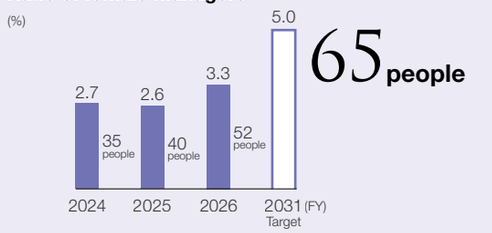
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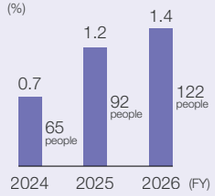
Diversity and inclusion

Established KPI

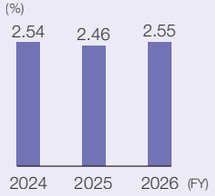
Ratio of female managers



Ratio of non-Japanese company members*



Employment rate of persons with disabilities



*Excluding members on secondment among permanent employees

Basic policy

We believe that an environment where everyone can freely and openly share their views—regardless of gender, age, nationality, race, religion, or disability—leads to a fusion of the knowledge possessed by this diversity of human resources, and consequently advances innovation, resulting in business expansion as well as the creation of new businesses.

To create an open workplace, we conduct lectures and e-learning training on harassment, compassionate communication, the importance of diversity and inclusion (D&I), and unconscious bias. Through these initiatives, we are promoting the formation of an organization where we respect one another and leverage diversity as a strength.

Related initiatives

① Cross-organizational D&I promotion system

In 2022, we established the Employee Network Resource Group (ENRG), an employee networking group.

ENRG is composed of five groups—women, young people, seniors, non-Japanese members, and people with disabilities. They collect feedback from company members based on their different situations and experiences to understand issues relating to the workplace environment and systems, making recommendations in an effort to resolve issues.

Additionally, in fiscal 2026, representatives of each group made proposals to the management at the ENRG Committee aimed at creating a comfortable working environment for company members. Now, based on this, progress is being made devising specific policies and reviewing existing systems, leading to improvements in work comfort.

Once a year since fiscal 2024, ENRG has taken the lead in organizing D&I Week. During the event, through lectures by external experts, interaction between company members, hearing impairment and wheelchair experiences, we aim to boost members' understanding of D&I and raise their awareness.



D&I Week

• ENRG participants	**128**
• ENRG Committee proposals	**28**
• D&I Week participants	**1,316**

② Support for diverse workstyles

To create a workplace where diverse human resources can play an active role, Toyota Boshoku is also establishing systems and an environment to support flexible and effective work styles. As one aspect of efforts to support work-life balance, we have enhanced systems to encourage male company members to take childcare leave and are working to foster understanding in the workplace. We also introduced mechanisms for income support to boost involvement in child raising.

Also, in fiscal 2027, we introduced the Career Development Leave Program. It enables members to take leave for reasons such as study or accompanying a partner transferred abroad. By leveraging what they learn or experience after they return to work, we are supporting proactive career development for each member. Going forward, by creating an environment that supports both major life events and career development, we aim to realize a workplace where diverse human resources can actively participate.

Main systems	Contents
Short-time working system	Available until the child turns 18 (can be used in conjunction with teleworking), with a choice of 4–7 hours of work time
F Care Leave	Combined and re-named menstrual and morning sickness leave, etc. as "F Care Leave", which some members had been uncomfortable to request due to the naming
Life Support Leave	Enables leave to be taken for fertility treatment and family care (with no gender restriction)
Support for men taking childcare leave	Established a support fund system to supplement the decrease in income when members take one month or more of childcare leave, to encourage more people to take leave
Career Development Leave Program	Established a system of leave for reasons such as study or accompanying a partner transferred abroad, to support company members' growth and career development

• Number of company members using short-time working system	**258**
• Number of men taking childcare leave	**202**
• Ratio of men taking childcare leave	**74**%
Of which, utilization by applicants	**100**%
• Average days of childcare leave taken by men	**58** days

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Human rights initiatives

Basic stance and human rights policy

The Toyota Boshoku Group Human Rights Policy was formulated with the approval of the Board of Directors in November 2021. Based on international norms including the Universal Declaration of Human Rights, and with the United Nations Guiding Principles on Business and Human Rights serving as an implementation framework, we promote human rights initiatives.

We expect that this policy not only applies to our company members, but is also understood and upheld by all stakeholders.

Priority themes

- Diversity
- Discrimination and harassment
- Forced labor and child labor
- Occupational safety and health

Promotion structure

Our Human Rights Working Group conducts various activities, led by the Sustainability Field Chief with members selected from related divisions.

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 includes the President, and also to the Board of Directors, chaired by the Chairman, for supervision of the group's activities.

Human rights due diligence

The Toyota Boshoku group aims to deepen the understanding of human rights by each company member including officers, and to build on our Human Rights Policy to contribute to the realization of a free and fair society that respects human rights.

We are committed to respecting the human rights of all stakeholders related to 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 its initiatives aimed at building a sustainable value chain, based on the UN Guiding Principles on Business and Human Rights.

Human rights due diligence implementation status and achievements

The Toyota Boshoku group has been conducting human rights due diligence based on our Human Rights Policy since fiscal 2023 in an effort to reduce human rights risks associated with our business activities. Human Rights Working Groups have been established in each region to accurately assess the impact on people and ensure that mitigation measures are taken after risk identification. They conduct written surveys and hearings based on 19 human rights issues related to our value chain, while taking regional characteristics into consideration. We are steadily implementing preventive and mitigation measures for the identified human rights risks, while continually expanding the scope of human rights due diligence initiatives. Also, we are gradually expanding the implementation of human rights due diligence at group companies inside and outside Japan, based on deliberation of target companies, priority, and assessment methods, in the light of regional circumstances and characteristics. In fiscal 2027, we plan to promote human rights due diligence by expanding the scope to include group companies in the Americas.

Response to specific risks

We take an integrated approach, formulating plans for prevention and mitigation based on the results of human rights impact assessment, monitoring their progress, and evaluating their effectiveness. Evaluation results from each company are reported once a year to the CSV Promotion Meeting and the Board of Directors, and we implement a management-supervised PDCA cycle in our ongoing efforts to reduce human rights risks.

Human rights due diligence implementation and future plans

Region	Results of human rights due diligence implementation Figures in brackets indicate the number of implementation companies in fiscal 2026
Japan	18 companies / 18 companies
Europe & Africa	9 companies / 9 companies
Asia	16 (15) companies / 16 companies
The Americas	1 (1) companies / 14 companies

Comments from initiative-related parties



Pichet Prasertangkoon
Corporate Strategy Div.
Toyota Boshoku Asia

As an HR representative, I play a key role in the Asia region in expanding human rights initiatives within Toyota Boshoku Asia. We connect divisions such as those involved in human resources, legal affairs, safety and health, and procurement for the promotion of human rights due diligence, supporting each company in advancing initiatives matched to their specific circumstances.

When we began our activities, there were discrepancies in the understanding of human rights, laws, and international standards, and we faced a major challenge in accurately communicating the intention of questions posed. Because some group companies in Thailand in particular were confused by the English language assessment materials, we conducted briefings and provided translation support. It was not just a matter of translating the words, we also strived to carefully explain the reasons why certain questions were asked, in order to promote understanding. In the first fiscal year, we received many questions and consultation requests, and we deepened understanding through a series of regular meetings and Q&A sessions, creating a framework that enables local members to proactively participate in the activities.

As a result, we have developed the groundwork for promoting respect for human rights not only in specific departments, but throughout the entire organization. Now, each company is introducing a human rights perspective into their existing management activities. From fiscal 2027, in my corporate planning role, I am coordinating activities across the region, strengthening coordination between each function and sharing best practices, with the aim of further establishing, and continuously improving activities promoting respect for human rights.

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Respect for Human Rights



Safety

Related initiatives

● Educational activities

The Toyota Boshoku group is conducting ongoing awareness raising activities to deepen the human rights understanding of every company member so that they can put it into practice in their day-to-day work. Each year, we hold the Toyota Boshoku Group Human Rights Week, during which in-house representatives visit workplaces to hold lectures, while promotional posters using familiar topics are displayed in work areas and common spaces. By combining discussion-based study with every day promotion, we catch the attention of a range of company members, which helps to foster a workplace culture where human rights are respected.



● Initiatives in the supply chain

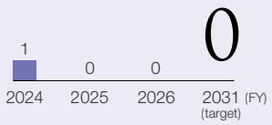
We established the Toyota Boshoku Group Supplier Sustainability Guidelines in May 2022, based on our Human Rights Policy, to help prevent violations of human rights from occurring, and to build a sustainable supply chain. In addition, we hold briefings once a year to deepen understanding and disseminate the content.

Together with all parties in our supply chain, we are working towards the realization of a sustainable society.

Established KPI

Number of fatal accidents involving company members

(cases)



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

Toyota Boshoku group management and company members cooperate to implement safety and health activities based on our Basic Safety and Health Policy to establish a corporate culture that prioritizes workplace safety and health. We also work globally to enhance health and safety at work through activities based on an Occupational Safety and Health Management System (OSHMS).

Furthermore, we consider the prevention of “high priority accidents”—those that can lead to fires or fatal accidents—to be the most important issue. For this reason, we have systematized 10 safety initiatives—including adherence to basic behavior such as “Stop, Call, and Wait,” the 4S and 5FIX,* as well as measures to prevent the recurrence of similar incidents—and formulated them into the 2030 Safety Roadmap. Based on this roadmap, we are promoting ongoing safety activities with the goal of achieving zero high priority accidents.

Our Corporate Philosophy, shared by all company members, and the TB Way, which express our values and behavioral principles, both stipulate respect for the individuality and humanity of our members. Through their implementation, we ensure thorough respect for the laws and societal norms of each country and region, while striving to foster a corporate culture which allows diverse human resources to work safely and with peace of mind.

* 4S: Seiri (Sort), Seiton (Set in order), Seiso (Shine) and Seiketsu (Standardize)
5FIX: Fix Route, Fix Quantity, Fix Place, Fix Name, and Fix Color

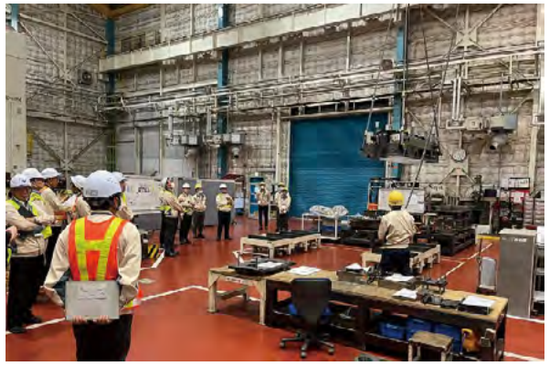
Related initiatives

● Safety and fire prevention cross-check

The entire Toyota Boshoku group, including suppliers, is working in unity to prevent high priority accidents, which can lead to fatal accidents, and to prevent fires.

As one aspect of these efforts, a safety and fire prevention cross-check by top management of each plant was again implemented globally in fiscal 2026.

Entity top management visits entities not under their jurisdiction to check the status of 4S, to verify the environment for the practice of Stop, Call, and Wait, and to check safety measures at facilities, etc. They endeavor to discover and rectify potential risks at an early stage, which leads to improved safety awareness and the establishment of a safety culture.



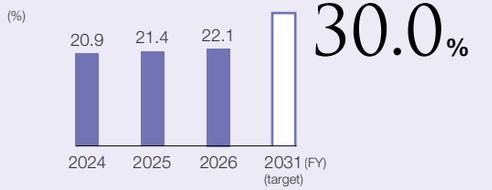
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Health and productivity management

Established KPI

Ratio of company members with exercise habits (40 years and older)



Our basic health and productivity management Policy & objectives

Recognizing that promotion of improved health among our company members is an important management task, we have established the Toyota Boshoku Health Declaration with the aim of promoting health-improving activities on a medium- to long-term basis. Labor and management are working together in unison to implement health and productivity management.

Promotion of health and productivity management

With the CEO serving as the person holding chief responsibility, we promote health and productivity management through a collaborative framework involving related divisions and the Health Insurance Association, led by the Health and Well-being Promotion Division (established in April 2026).

We are promoting health and productivity management as a company-wide initiative led by the management team, by resolving and reporting on the results and challenges of our health measures at the Board of Directors and the Corporate Management Meeting, and by exchanging views on how to make improvements.

In each division, led by the Health & Well-being Promotion Leader, efforts are underway to raise awareness of health issues among company members and promote health measures.

Furthermore, challenges and initiatives are shared with affiliated companies and labor unions both in and outside Japan, and in this way we promote health and productivity management across the entire Toyota Boshoku group.

- Smoking rate **25.6%**
- BMI 25 or more **31.8%**
- Ratio of those with exercise habits[1] **45.5%**

1 30 minutes or more of exercise at least once a week

Certified as an Excellent Enterprise of Health and Productivity Management

Our various health promotion measures and health-building activities were recognized, and Toyota Boshoku was once again certified as an Excellent Enterprise of Health and Productivity Management (White 500) in fiscal 2026. This marks our fifth consecutive year of certification.

Measures to cultivate good health: visiting health lectures

Since fiscal 2025, we have been promoting health initiatives aimed at fostering nutrition education and establishing exercise habits. In fiscal 2026, we introduced the vascular age assessment and Veg Check®2 tools, and held health talks and measurement sessions in all divisions of Toyota Boshoku.

This created an opportunity for company members to reassess their health status, leading to increased health awareness.

2 A device that estimates vegetable intake based on the color of the palm of the hand

Comments from initiative-related parties



Motokazu Iino
Tokyo Quality Control Department, Toyohashi Tokyo Quality Control Division (Health & Well-being Promotion Leader)

When I began my activities as a leader, I, too, felt that getting started with exercise was a big hurdle. However, by participating in light exercise seminars and walking rallies, I was able to develop exercise habits that I can maintain without putting undue strain on myself. Morning walks have now become a routine habit, and I've sensed positive changes in my physical and mental health, as well as improvement in my work performance. Drawing on these personal experiences, I would like to support each company member in pursuing a health regimen that suits them individually, thereby helping to raise health awareness throughout the workplace.

Employee engagement

At Toyota Boshoku, we regard employee engagement as a key indicator in measuring organizational health. We analyze member feedback obtained from the results of engagement surveys at the organizational level and reflect it in our HR strategy and measures, and in workplace improvements.

Through these initiatives, we aim to enhance engagement and promote the creation of an open workplace where every company member feels comfortable sharing their opinions, where we can all grow together. Such initiatives lead to the realization of well-being, and by enabling each individual to reach their full potential and enhancing organizational strength, they help drive the sustainable enhancement of corporate value.

- Employee engagement positive response rate **54%**

Well-being

We aim to be a company where every member can maximize their potential and where we continue to create value. The key to achieving this lies in improving health and well-being. Well-being refers to a state of physical, mental, and social well-being and fulfillment. At our company, we are promoting initiatives that enhance the sense of fulfillment and happiness of each and every member, with health as the basis. While health serves as the foundation that enables company members to perform to their full potential, well-being acts as the driving force behind higher performance through factors including a sense of fulfillment, a feeling of growth, and positive interpersonal relationships. By promoting these initiatives in an integrated manner, we are enhancing the well-being of company members in a variety of ways.

At company-wide events such as sports festivals, we have traditionally set up health booths aimed at fostering health awareness. Going forward, we will expand the scope of our activities to include booths introducing well-being initiatives, such as career development programs. By integrating measures to cultivate good health with well-being initiatives, we will create a virtuous cycle that links individual fulfillment with organizational growth, leading to the sustainable enhancement of corporate value and contributions to society.

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