

## Social Issues and Changes

Electrification / Climate change / Issues on energy, resources and water / Labor shortages and rising labor costs / Digitalization and online systematization / Work style diversification

### Primary Capital and Strengths

#### INPUT

##### Human Capital

- Human resources comprised of more than 60,000 employees possessing diverse strengths in respective business fields
- Human resources development underlying sustainable growth

##### Product Development Capability / Intellectual Capital

- Strengthening development capability and competitiveness through collaboration between the Materials Handling Equipment and Automobile-related businesses
- Accumulation of knowledge thanks to involvement in the production of automobiles spanning from vehicle assembly to the development of key components
- Wide-ranging responsiveness and sustainable growth potential stemming from technologies in the development of both engines and electrification
- Research and development by drawing on external expertise

##### Manufacturing Capability / Manufacturing Capital

- World-leading quality and productivity based on the Toyota Production System
- Globally stable production and supply capabilities of respective businesses

##### Financial Capital

- Sound financial foundation
- High rating bestowed by rating agencies (fund procurement capability)

##### Global Network / Social and Relationship Capital

- Global sales and service networks for materials handling equipment and other products
- Close collaboration with Toyota Group companies as well as automakers and other manufacturers around the world
- Business reinforcement and expansion through M&A and other measures
- Solid supply chain built on mutual cooperation with business partners

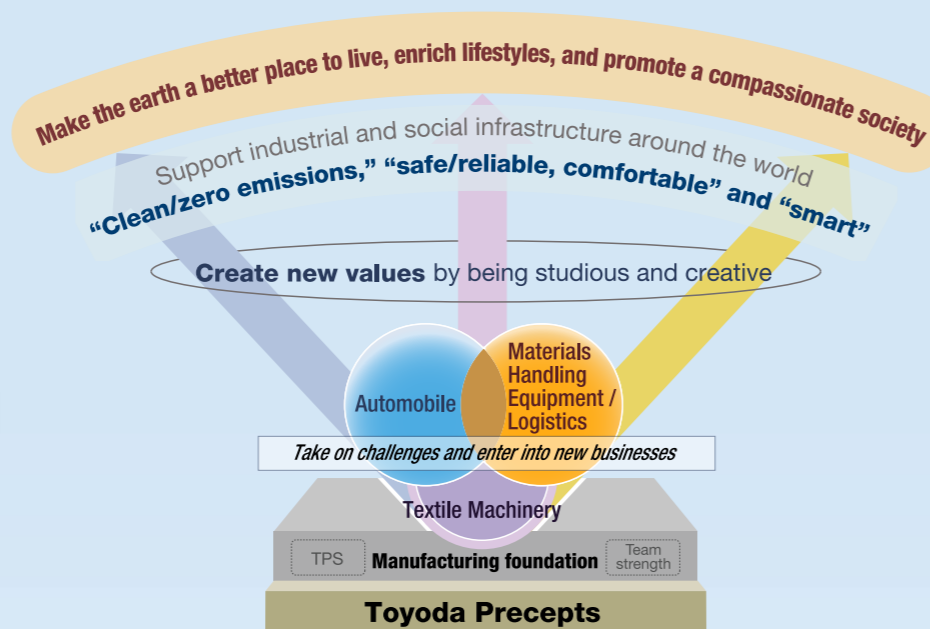
##### Natural Capital

- Air, water, energy, minerals, etc.

### Aspiration in the Medium to Long Term and CSR Materiality

#### Vision 2030

Contribute to making the earth a better place to live, enrich lifestyles, and promote a compassionate society by supporting industrial and social infrastructure around the world through the continuous supply of products/services that anticipate customers' needs.



#### CSR Materiality

	CSR Materiality	SDGs to Contribute
Resolving Social Issues through Our Business	<ul style="list-style-type: none"> <li>Mitigation of Global Warming</li> <li>Contribution to Circular Economy</li> </ul>	
	<ul style="list-style-type: none"> <li>Creation of Innovative Values</li> </ul>	
	<ul style="list-style-type: none"> <li>Products and Services Which Contribute to Safety, Reliability and Comfort</li> <li>Mutual Prosperity through Partnerships with Local Communities</li> </ul>	
Foundation Supporting Our Business Operations	<ul style="list-style-type: none"> <li>Safe and Healthy Work Environments</li> <li>Leveraging Diversity and Inclusion</li> <li>Sustainable Procurement</li> <li>Compliance and Risk Management</li> </ul>	

### Business Results

#### OUTPUT

##### Materials Handling Equipment

Lift trucks and logistics solutions that contribute to greater logistics efficiency for customers



##### Automobile

Comfortable and appealing automobiles



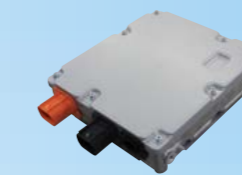
Fuel-efficient and clean engines



Car air-conditioning compressors that realize a comfortable vehicle interior



Electronics that contribute to the electrification of automobiles, etc.



##### Textile Machinery

Weaving and spinning machinery to produce fabrics and yarns of high quality and soft texture



### Values and Joys for Stakeholders

#### OUTCOME

##### Customers

Contributing to such needs as electrification, automation and energy savings as well as safety and reliability through high-quality products and services

##### Business Partners

Co-existence and co-prosperity based on mutual trust cultivated through open, fair and equitable business relationships

##### Shareholders and Investors

Returning profits to shareholders and investors by enhancing corporate value through sustainable growth

##### Employees

Developing employees' work values and motivating them to demonstrate their potential by creating safe and secure workplaces for diverse human resources

##### Local communities

Contributing to the prosperity of each country and local community through promoting social welfare, youth development, environmental protection, community contribution and other activities

##### Global Environment

Contributing to reducing CO<sup>2</sup> emissions, mitigating resource depletion and curtailing environmental risks by promoting environmental management

Toyota Precepts

Basic Philosophy