

## Six Capitals Supporting Growth

Since our founding, we have strived to achieve sustained growth by flexibly responding to a drastically changing society based on the six capitals we have accumulated to date.

### Human Capital

**Diverse human resources committed to creating and delivering products and services that contribute to society**

- Human resources comprised of more than 70,000 employees possessing diverse strengths in their respective business field
- Certified as a Health and Productivity Management Organization
- Systems and training programs to help individual employees to demonstrate their abilities to the fullest regardless of age or gender
- Lifting Group-wide capabilities to the next level through global exchanges across businesses and functions

### Intellectual Capital

**Technology, expertise and know-how related to automobiles and materials handling equipment**

- 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 automation and electrification
- Research and development mainly on automation and electrification by also drawing on external expertise

### Manufacturing Capital

**Production structure and investments in tangible assets to deliver quality products to customers around the world**

- Superb quality and productivity based on the Toyota Production System
- Globally stable production and supply structures of respective businesses
- Proactive capital investment for further business expansion

### Social and Relationship Capital

**Extensive sales and service networks together with relationships of trust with various stakeholders**

- Global sales and service networks mainly for materials handling equipment
- Close collaboration with Toyota Group companies as well as major automakers and other manufacturers around the world
- Sustainable supply chain built on mutual cooperation with business partners
- Proactive dialogue with shareholders, investors and members of local communities

### Natural Capital

**Group-wide initiatives aimed at reducing environmental impact and realizing a carbon neutral society**

- Business activities to realize clean/zero emissions in terms of production and products
- Proactive initiatives to reduce CO<sub>2</sub> emissions and introduce renewable energy on a global scale
- Activities to reduce logistics-derived CO<sub>2</sub> emissions per unit of production and waste generation

### Financial Capital

**Solid financial foundation underpinning sustained business expansion**

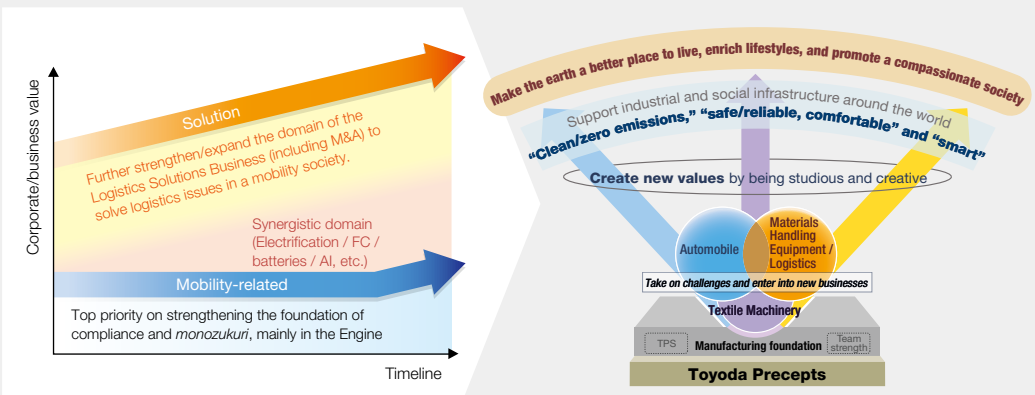
- Share of equity attributable to owners of the parent: ¥6,045.7 billion
- Net cash provided by operating activities: ¥443.5 billion
- Equity ratio: 54.6%
- Return on equity: 4.6%

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

Based on the Toyota Precepts (corporate creed) and basic philosophy, we have been working to directly address the changes and challenges surrounding society and make the most of the core assets and strengths we have accumulated to date to achieve our Vision 2030 and CSR material issues.

### Future Direction

While placing top priority on strengthening the foundations of compliance, human resources development and manufacturing, we aim for further growth primarily in the Logistics Solutions Business by leveraging our comprehensive strengths derived from our manufacturing capabilities in the Automobile-related businesses, taking on challenges in next-generation R&D, collaborating with other companies and engaging in strategic M&A.



### CSR Materiality

CSR Materiality	SDGs to Contribute
<ul style="list-style-type: none"><li>■ Mitigation of Global Warming</li><li>■ Contribution to Circular Economy</li></ul>	
<b>Resolving Social Issues through Our Business</b> <ul style="list-style-type: none"><li>■ Creation of Innovative Values</li><li>■ Products and Services Which Contribute to Safety, Reliability and Comfort</li><li>■ Mutual Prosperity through Partnerships with Local Communities</li></ul>	
<b>Foundation Supporting Our Business Operations</b> <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>	

Link to CSR Materiality

Basic Philosophy

Toyota Precepts