

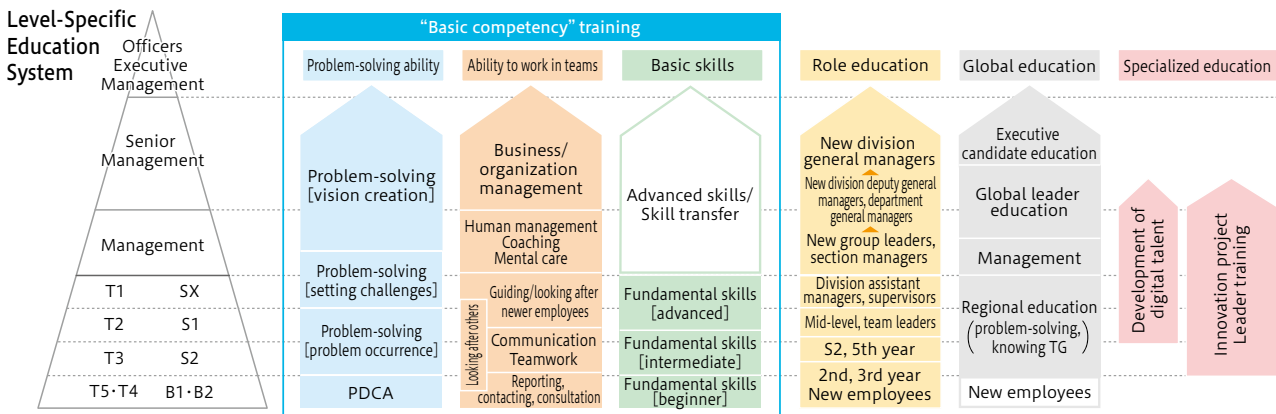
# Promotion of Human Resources Development

To raise the collective strength of Toyoda Gosei globally, we are striving to develop human resources and create workplace environments where everyone can display their full abilities.

## Enhanced Training Programs, Invigorated Personnel Development

To improve the skills and abilities needed in working at Toyoda Gosei, we are encouraging human resources development in three key areas: problem-solving, which is fundamental to work; the ability to work in teams based on communication; and basic skills for strong on-site abilities.

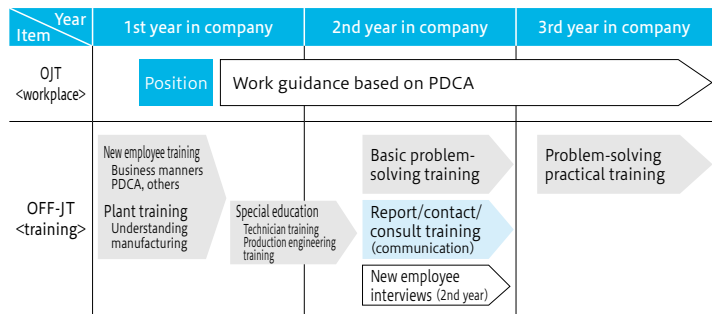
We have also launched a new training program to develop project leaders who can bring about reforms in order to respond to changes in the business environment, and digital talent to promote DX. We are also actively introducing online training, e-learning and other new training methods.



## New Employee OJT System

For early employee education, we have introduced a "New employee OJT system" for independence of young employees within three years of joining the company. We provide both on-the-job training and classroom training in the workplace so that they can perform their work according to the PDCA cycle.

Interviews in the pivotal second, fourth and sixth years in the company help them display their abilities, understand their individual growth, discover educational problems early, and take measures to counter them.



## Special Skills Dojos, Maintenance Skills Dojos, and Mold Skills Dojos Raise the Level of Skill on the Manufacturing Floor

Improving the skills of each worker is an indispensable part of enhancing manufacturing capabilities at production sites. We therefore started up three dojos in FY2019 with the basic policy of "cultivating a culture that values skills."

The Special Skills Dojo is designed to help managers and supervisors acquire specialized skills in addition to their supervisory duties. We have started a training program where they learn the mechanisms that lead to defects so that they are better able to take corrective actions.

In the Maintenance Skills Dojo launched to train maintenance personnel, we have added application-level training to respond to the shift to robotics and IT. To promote automation through the use of collaborative robots on manufacturing floors, general shop floor workers are also being trained in robot teaching skills. In FY2022, we have

also begun to create a curriculum to train people who will bring automation to existing processes through the use of collaborative robots.

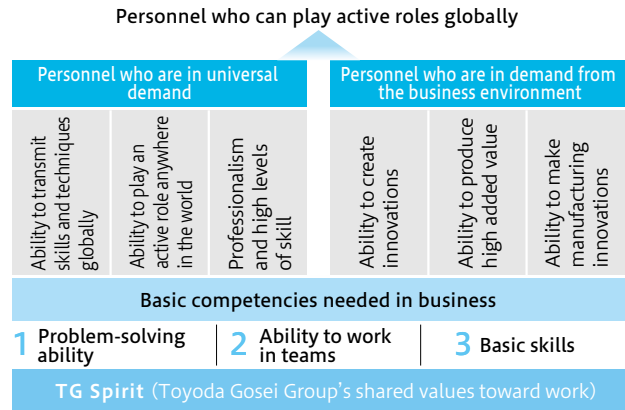
The Mold Skills Dojo provides basic skills training and trainer training for mold maintenance personnel at domestic and overseas locations. So far a total of 100 people have been through this dojo.

We have been entering the Skills Olympics since 2017. By helping young employees to acquire the high-level skills and knowledge related to their essential work, we are striving to develop employees who can play active roles on the production floor in the future. With these ongoing initiatives, we hope to achieve strong manufacturing floors that support the company.

## Training of Global Executive Candidates

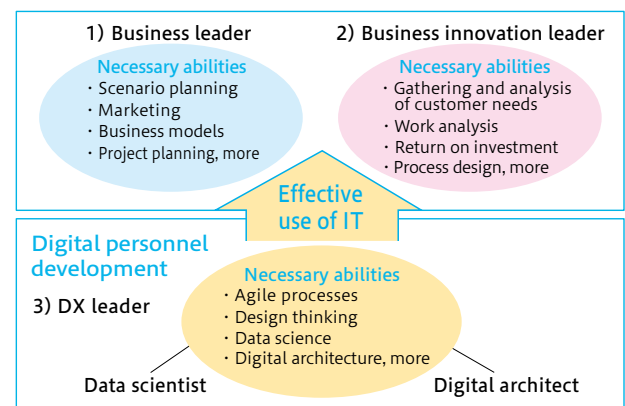
For the systematic training of people who will manage the company in the future, we have introduced a program to help people learn how to look at and think about things at the management level and cultivate the qualities that will help them bear higher levels of work responsibility, with aims such as broadening their outlook and improving their judgment. Outside Japan, we are training executive candidates globally with the introduction of a certification system for solving problems by clarifying issues and setting goals.

With the continuous education of management personnel, we will ensure that we have the personnel who can support the management foundation of the company.



## Project Leader Training in the Age of VUCA

In addition to training based on problem solving, we believe people need to develop the expertise, capabilities, and skills required to respond to changes in the business environment and implement management strategies. We have started a training program where people learn new ideas, approaches, and other skills to create new value and take the lead in innovating business operations. Three types of project leaders are trained: 1) Business leaders who create new businesses and products, 2) Business innovation leaders who innovate business processes, and 3) DX leaders who lead digital human resources and promote DX. This training has been fully implemented since September 2022.



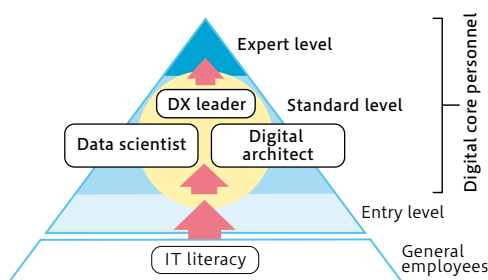
## Digital Personnel Development for People Who Can Carry Out DX

In response to the rapidly changing business environment, we are overhauling production processes and products using data and digital technology. While transforming our business model, we are also transforming the work itself and the organization, processes, corporate culture and atmosphere. We will continue this DX to gain a competitive advantage. Training people who can do this is an urgent task,

and in January 2022 we introduced a new educational program to train core digital personnel.

With this we will ensure business innovations and our competitiveness in the market, so that we can grow as an organization that can respond flexibly and rapidly to market changes (81 people received standard level certification in FY2021).

### Digital Personnel Education System



	Necessary DX personnel	FY2021 results	Training plan for 2025
Data scientist	Can extract and analyze information from large amounts of data and reflect it back to work improvements	57	150
Digital architect	Is well-versed in the latest cloud and other technologies, and can implement them	24	100
DX leader	Can direct digital talent and promote DX	-*	20

\*Due to implementation from FY2022