

term view to the year 2050. As a roadmap to achieve that, we have set targets for 2030 (Targets 50 & 50) as milestones and formulated a five-year Environmental

Action Plan to guide our initiatives.

Environmental action plan
<https://www.toyoda-gosei.com/csr/environmental/report2/>

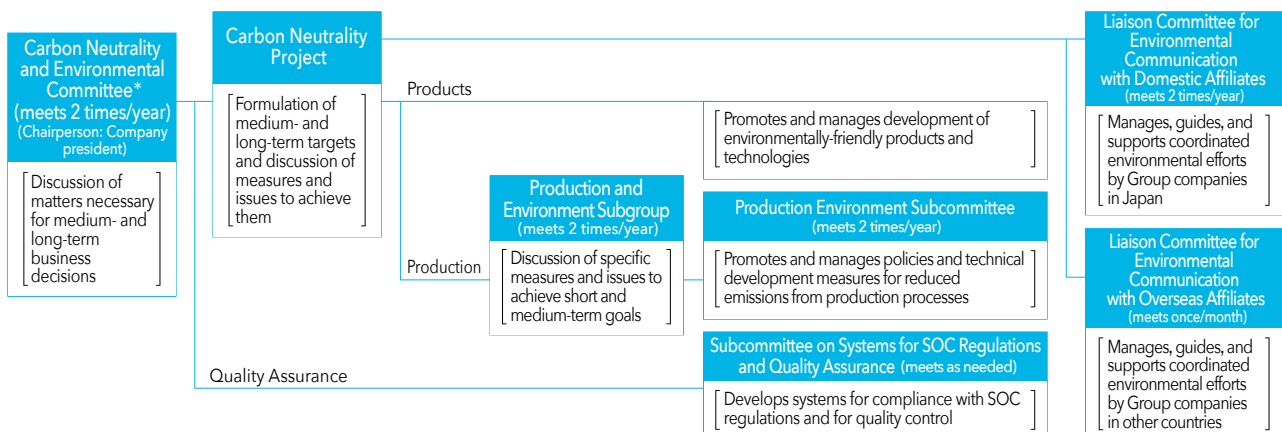
Environmental Organization

Our medium- and long-term policy and key action items are discussed and decided in a Carbon Neutrality and Environmental Committee chaired by the company president. The Committee consists of three subcommittees in the areas of products, production, and quality. In the area of production, a production and environment subgroup has been established to strengthen environmental activities over the entire manufacturing process. The above subcommittees are further broken down into working groups that promote and manage areas such as reductions in

energy use, waste products and preservation of the environment. In this way, environmental preservation and management activities are conducted from an expert perspective. Liaison meetings have also been established to share information with domestic and international Group companies.

A carbon neutrality project was started in FY2021 to accelerate initiatives over the product lifecycle. The project is headed by the president and with outside directors as advisors and the managers of related divisions as members.

Environmental Organizational Structure



* The position of the Carbon Neutrality and Environmental Committee within the organization can be seen in our Corporate Governance Organization Chart (see p. 69). Deployment from the Carbon Neutrality and Environmental Committee, the Production and Environment Subgroup, and the respective subcommittees to plants and other operations is done with the establishment of expert committees in accordance with the ISO 14001 system at each plant.

Carbon Neutrality and Circular Economy Strategy

Materials Design Manufacturing Recovery/recycling

To help us achieve the TG 2050 Environmental Challenge, we have developed a carbon neutrality and circular economy strategy for the entire life cycle of our products. Our goal is to contribute to a carbon-neutral, circular economy by taking concrete actions in the four specific areas of sustainable materials (Materials), sustainable design (Design), a zero emission challenge (Manufacturing), and resource circulation (Recovery/recycling).

Materials We will procure recycled materials and expand the use of biomass materials with a stable supply in mind.

Design We will seek designs for lightweight products, easy disassembly, and compactness.

Manufacturing In addition to daily improvements, we will continue to introduce innovative processes, including line downsizing and heat energy reduction, and explore the use of hydrogen.

Recovery/recycling We will systematically minimize the waste in our plants, while at the same time building systems to recover parts from the market.

Carbon Neutrality and Circular Economy Strategy

