▓ Revitalization of People and Organizations

Corporate Culture and Human Resources to Support Achieving of the 2030 Business Plan

In order to achieve the targets in the 2030 Business Plan, we believe it is important to embrace change without fear of failure, and to seize and create opportunities by taking on challenges, and we will develop measures for enhancing both corporate culture and human resources.

In terms of the corporate culture, we aim to create a dynamic "polymer-like organization." Each and every molecule with various personalities and values stimulates each other, enhances creativity by creating chemical reactions, and brings together power through strong bonds among molecules. The same stimulation and reaction occurs among teams, groups, divisions, and affiliated companies, as well as with other organizations such as partner companies, suppliers, business partners, and customers, resulting in a high level of creativity and productivity. We are able to freely change our form and create new value in response to changes in the environment. This is what we think of as a polymer-like organization. In order to create the corporate culture that is a foundation for this, we will support the attainment of employee wellbeing through Self-realization by creating a safe and secure place to work, creating a stage where they can play an active role, and shining a light on each and every one of them.

In the area of human resources, on the other hand, TG aims to develop human resources who can ask themselves questions about the social value and significance of TG's existence and strategically develop their businesses. To this end, we are working to acquire diverse human resources and review our business portfolio.

Enhancing Organizational Power
(Transforming into a dynamic polymer-like organization)

- Draw out the individuality, energy, and strengths of each individual and mobilize creativity and power through organic bonding
- Strengthen internal and external organizational ties
- Flexibly change the shape of the organization to respond to change in the environment
- Catalyze management to speed up work and maximize results

Self-fulfillment for each employee
Embrace change without fear of failure

Enhanced employee engagement
Establish comfortable spaces and stages upon which to shine

Reform management style

Creating a safe and secure place to work

Diverse human resources can recognize each other and speak up and take on challenges in a safe and comfortable environment. Vitality and trust exist in the workplace, and people are motivated to do their best work with other members.

Creating a stage where people can play an active role

Employees can feel that they are contributing and feel that they are truly making a difference in their roles. They understand the significance of their work and feel job satisfaction.

Shining a light on each and every person

Employees are recognized, encouraged, and praised. Regardless of the size of their role, their supervisors look out for them and treat them with the respect.

Toyoda Gosei's goals for employee wellbeing

Our Human Resources Strategy Linked to Our Vision and Business Plan

We regard the use of diverse human resources and respect for human rights as one of our materiality (key issues), and have been focusing on the three pillars of our human resource strategy: promotion of human resource development, active participation of diverse human resources, and creation of a comfortable work environment, and have been working to provide educational opportunities to acquire problem solving methods and the PDCA cycle, which are fundamental to how work is conducted, as well as specialized knowledge in areas such as technology and materials, to create an environment where women, people with disabilities, and people with diverse values can demonstrate their abilities, and to improve engagement, where job satisfaction and a sense of growth overlap with our efforts to achieve our corporate vision.

However, when examined in light of human capital management, which today is expected to be a significant

method for increasing corporate value, our human resource strategy to date has been based on the recognition of issues from the perspective of human resource functionality, and so we have revised our human resource strategy (see figure below). In FY2023, we will further strengthen the linkage with the management strategy, and based on the newly formulated strategy, we are developing new measures and implementing new initiatives in addition to the previous ones.

> **Become a company that pursues the possibilities of polymers to contribute to a future of better mobility and living.**

What We Aspire to Be	**To embrace change without fear of failure, and to seize and create opportunities by taking on challenges**

Mainstays of measures to achieve the human resource strategy

— Corporate culture —

1
Polymer-like organization where people and organizations are connected with energy and enthusiasm

- Well-being initiatives based on the keywords "place," "stage," and "light"
- Discuss and implement corporate culture issues and reform proposals for achieving the targets of the 2030 Business Plan at all organizations and levels by themselves

— Human resources —

2
Train diverse human resources capable of leading and enabling change

- Cultivate management personnel who can lead challenging growth strategies
- Train young employees with a sense of growth and who want to make a difference, and implement the initiatives of senior employees
- Train local executive personnel to make overseas bases more autonomous
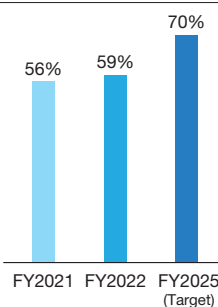
3
Acquiring the human resources needed for growth areas

- Clarify human resources required for growth strategies in terms of both number and capabilities (business building capabilities, highly specialized capabilities, etc.), and specify measures to acquire them
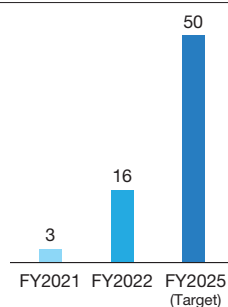
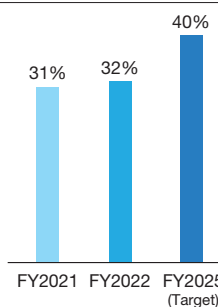**Respect for human rights and diversity & inclusion (D&I)**

Key KPIs

Employee engagement affirmation rate **75%** (FY2030)

FY2021: 56% | FY2022: 59% | FY2025 (Target): 70%

Number of expatriate employees for training **50** (FY2030)

FY2021: 3 | FY2022: 16 | FY2025 (Target): 50

Ratio of local executives **60%** (FY2030)

FY2021: 31% | FY2022: 32% | FY2025 (Target): 40%

Number of female managers **100** (FY2030)

FY2021: 30 | FY2022: 33 | FY2025 (Target): 45