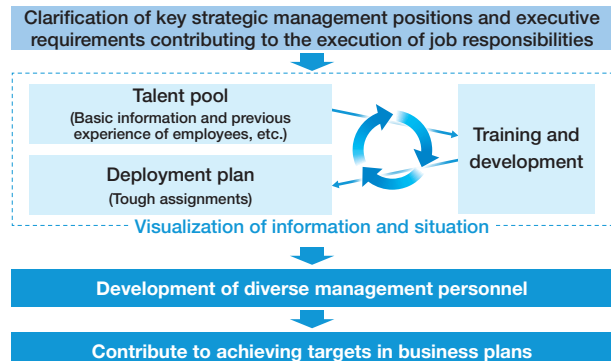


Acquiring and Developing Candidates for Management Leadership

To systematically develop human resources who can assume roles in future management, we have adopted a comprehensive system from management strategy to personnel selection, training, and assignment. We acquire future executive candidates for important posts in each generation, starting with young employees, and continuously develop them through training and putting their training into practice (tough assignments). We will develop diverse human resources who can lead and realize change by appointing local staff/employees from outside the company.



We want to grow the company and our employees by outputting what we learn

After gaining experience in production engineering and design of safety systems, in 2022, I was transferred to Toyoda Gosei (Foshan) Auto Parts Co., Ltd. I learned a lot from lectures and advice from the management team during the training before my assignment, and these are the cornerstones of my current position as a base manager. While it is important to acquire knowledge through training (input), it is also very important to put what you learn into practice (output), which I believe will lead to further growth and learning. I am grateful that I was given not only the training but also the opportunity to demonstrate my learning as a base manager. I hope to continue to support the success of our employees and help both the company and our employees grow under the motto “开心工作 (joyful work).”



Tetsuya Ogata
President
Toyoda Gosei (Foshan) Auto Parts Co., Ltd.

Local Executive Training

With 62 companies in 16 countries and regions around the world, we aim to achieve operations rooted in the local communities that support sustainable growth. For such business operations, we believe the involvement of personnel who are familiar with local business practices and culture is essential, and we are actively appointing and training local executives at our overseas locations. To accelerate the active promotion to such positions in each region, we established a basic policy and targets for the promotion of local executives (vice presidents and above) in FY2021, and each business unit is working to achieve these targets. With the aim of having 40% local executives by 2025,

we are evaluating people with high potential in each region and formulating plans for their development. We are also developing local human resources by providing basic management skills training and problem-solving training for executive candidates. In addition, Regional Succession Committee (RSC) meetings are held in the Americas, Southeast Asia, and China to share the status of activities and issues related to the development and recruitment of successor candidates for executives. Reports are given at Global Succession Committee (GSC) meetings held annually at the headquarters.

We want to make the company bigger and stronger by leveraging the strengths of local staff

I am currently attending an executive training program for top management candidates in the China region. During the training, in addition to lectures and exercises on vision-building problem solving and strategic thinking, the president and board members directly explained medium- to long-term management strategies to us, and through friendly competition among trainees, we strengthened our bond as one team. This experience has strengthened my belief that “we will grow our China business!” The Chinese market is highly competitive and changing at a rapid pace, but there are some things that only Chinese people can understand about the local culture and way of thinking. From now on, I would like to actively seize business opportunities in China by being involved in management, making use of my strengths as a local staff member and what I learned in the training program.



Li Haitao
General Manager, Tianjin Sales Division
Toyoda Gosei (China) Investment Co., Ltd.