

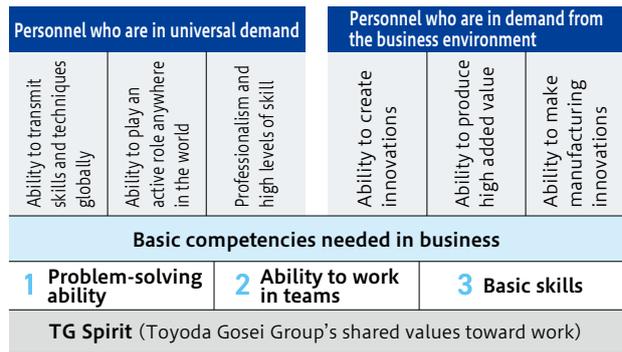
Promotion of human resources development

To raise the collective strength of Toyoda Gosei globally, we are striving to develop human resources and create workplace environments where each employee can display his or her full abilities.

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.

Personnel who can play active roles globally



Improving ability to build visions

The ability to create a vision is important in organizational management. We are helping people to learn the importance of and how to create visions that can be used in management, starting with our Management Declaration Activity that clearly shows the organization's vision for division and department general managers. We have also introduced training for newly appointed executives that involves higher order thinking in which they construct visions to solve problems. They also learn the importance of having a vision and how to create one, and try to implement it in their management.

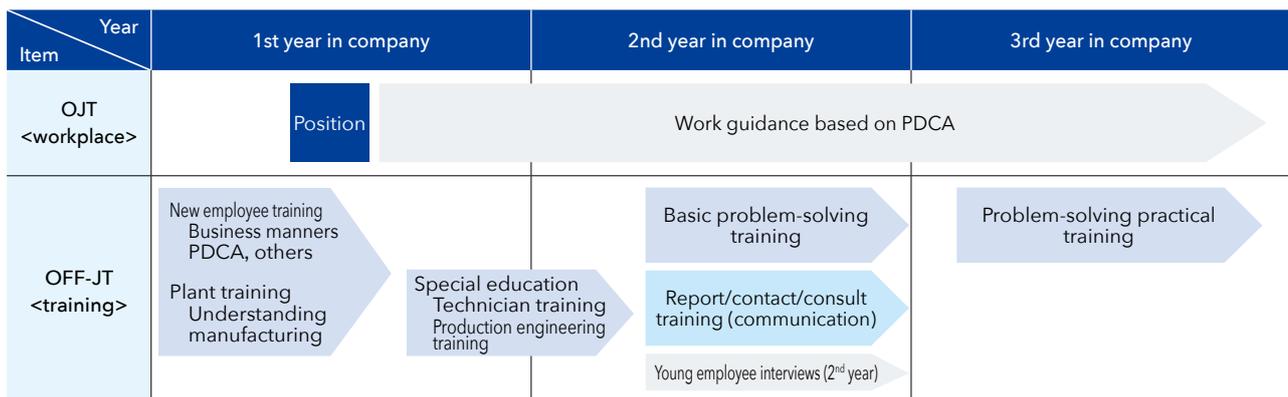


Training to develop global executive personnel

Young employee 3-year independence training program

For the early training of young employees, we have introduced a "Young employee OJT system" for independence in three years. We provide both on-the-job training and classroom training to help them perform their work according to the PDCA cycle within

a few years after joining the company. Interviews in the pivotal fourth and sixth years in the company are held to understand the situation of young workers, discover problems early, and take measures to counter them.



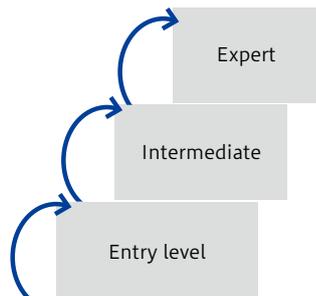


“Digital personnel development” for people who can carry out DX

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 we are setting up a new educational program for their development.

DX personnel level



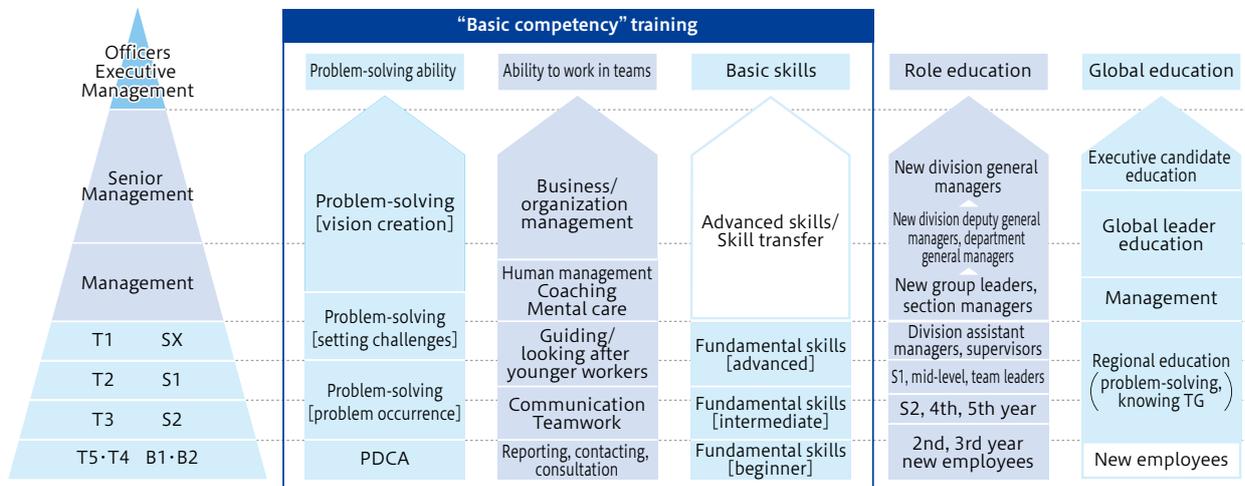
Necessary DX personnel		Training plan for 2025
1 Data Scientist (DS)	Personnel who can extract and analyze important information from large amounts of data and provide feedback to product development, and perform <i>kaizen</i> for product defects	86 people
2 Digital Architect (DA)	Personnel who are well-versed in the most recent digital technology (AI, cloud, etc.) and can implement it	59 people
3 Program Owner (PO)	Personnel who can advance planning and development themes for new services and businesses using digital technology	125 people
	Personnel who can come up with completely new ideas and create new businesses and services	
	Personnel who can envision what a digital-based business looks like and advance the transformation of work	

Enhanced training programs, invigorated personnel development

To improve the skills and abilities needed in working at Toyoda Gosei, we are enhancing educational content and promoting human resource 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 are extending our human resources training program widely for global employees including our international locations. We are also introducing on-line training and e-Learning for the changing environment.

Level-specific education system



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 have therefore introduced various measures with the basic policy of “cultivating a culture that values skills.”

Manager and supervisor training covers more than just the work of managers and supervisors. We have also started a Special Skills Dojo for practical training in each area of manufacturing so that people acquire special skills, and are conducting practical training. For maintenance personnel, we have begun electrical system training to give people the ability deal with increasing robots and IT, and practical training in Maintenance Skills Dojos.

In addition, mold maintenance workers from Toyoda Gosei companies in Japan and other countries as well as

affiliated companies participate in Mold Maintenance Dojos to improve their mold maintenance skills. Mold Skills Competitions that test workers’ skills are also held for personnel training in the Toyoda Gosei Group. We have been entering the Skills Olympics since 2017 and in 2019 an employee won the Fighting Spirit Award for punching dies. In 2020 his work area changed to plastic molds, and by gaining high-level skills and knowledge related to his original work he will also be involved in training young workers in the future so that they can play active roles on the production floor.

