

Sustainability

Data Book

Last update: June 2026

Updated in June 2026

Sustainability

Data Book

Overview

GRI 2-2-4

- 1 Editorial Policy
- 2 Update History
- 3 Contents

Editorial Policy

The Sustainability Data Book explains Toyota’s sustainability approach and policies for ESG initiatives along with practical cases and numerical data, as a medium for specialists and those who are particularly interested in sustainability issues.

Period Covered

Focusing mainly on the results of initiatives implemented during the previous fiscal year, the contents are mainly updated twice a year, in June and October. For update history, please see the following page.

Scope of Report

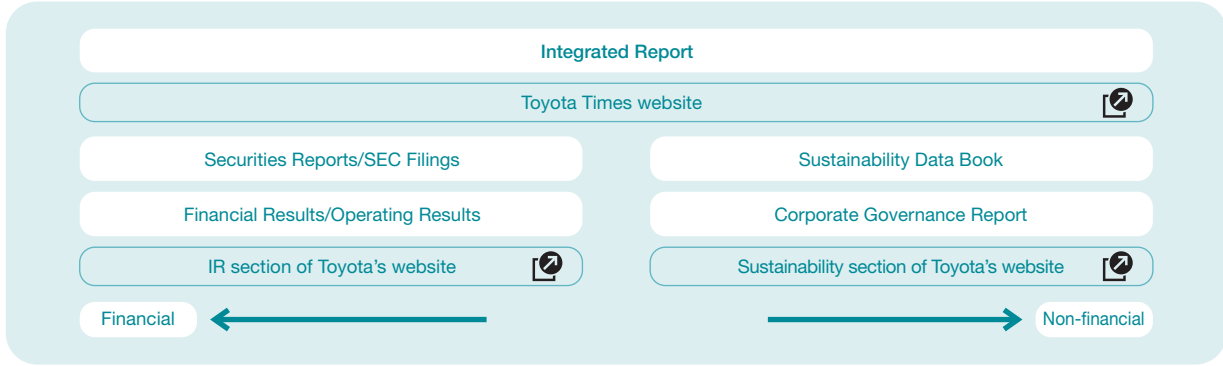
This Book introduces the initiatives and activities of Toyota Motor Corporation and its consolidated subsidiaries etc. in Japan and overseas. The scope of data covered is described in each section.

P. 92 Value Chain Collaboration

Toyota References in This Document

- Toyota: Information on or initiatives of Toyota Motor Corporation and its consolidated subsidiaries
- Toyota Group companies : Information on or initiatives of the 17 companies (As of March 2026) within the Toyota Group
- Toyota Motor Corporation: Information on or initiatives of Toyota Motor Corporation

Toyota Group Company Information



Reference Guidelines

- Task Force on Climate-related Financial Disclosures (TCFD)
- Sustainability Accounting Standards Board
- (Reference code **SASB** TR-AU-●●● is indicated at each applicable part.)

P. 146 SASB Content Index
- GRI Standards
- (Reference code **GRI** ●●●●●● is indicated at each applicable part.)

P. 147 GRI Content Index
- ISO 26000 Guidelines
- Corporate Sustainability Reporting Directive, European Sustainability Reporting Standards

Third-party Assurance

Third-party Assurance denotes data assured by an Independent Practitioner

Disclaimer

This report includes not only past and current facts pertaining to Toyota Motor Corporation and other companies within the scope of coverage of the report, but also plans and projections at the time of its publication as well as forecasts based on management policies and strategies. These forecasts are assumptions or determinations based on information available at the time they are stated, and the actual results of future business activities and events may differ from the forecasts due to changes in various conditions. In cases where information provided in prior reports is corrected or restated and in cases where material changes occur, the details thereof will be indicated in this report. The readers’ understanding about this point would be appreciated.

Update History

June 2026	Promoting Sustainability Environment Social	Value Chain Collaboration Vehicle Safety Quality and Service Information Security AI Intellectual Property Health and Safety Social Contribution	June 2025	Promoting Sustainability Environment Social Governance SASB/GRI/TCFD Content Index	Climate-related Financial Disclosures Based on TCFD Recommendations TCFD Content Index
March 2026	Promoting Sustainability Social	Sustainability Issues and Initiatives (Materiality) Diversity, Equity, and Inclusion (DE&I) AI	March 2025 January 2025	Promoting Sustainability Environment	Sustainability Issues and Initiatives (Materiality) Climate Change Third-Party Assurance
February 2026	Environment	Carbon Neutrality (CN) Third-Party Assurance	October 2024	Environment	Policy and Environmental Management Climate Change Resource Recycling Harmony with Nature Environmental Data FY2024 Review of the 7th Toyota Environmental Action Plan (2025 Target) Third-Party Assurance Value Chain Collaboration Vehicle Safety Social Data (Supply Chain)
October 2025	Promoting Sustainability Environment Social	Organizational Structure Diversity, Equity, and Inclusion (DE&I) Value Chain Collaboration Vehicle Safety Quality and Service Human Resource Development Health and Safety Social Contribution Social Data	June 2024	Promoting Sustainability Environment Social Governance SASB/GRI Content Index	Climate-related Financial Disclosures Based on TCFD Recommendations
			February 2024 January 2024	Promoting Sustainability Promoting Sustainability Social	Sustainability Issues and Initiatives (Materiality) Public Policy Diversity,Equity, and Inclusion (DE&I) Value Chain Collaboration

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Updated in June 2026

Overview of Toyota Motor Corporation

GRI 2-1-7

5 Company Profile

Company Profile

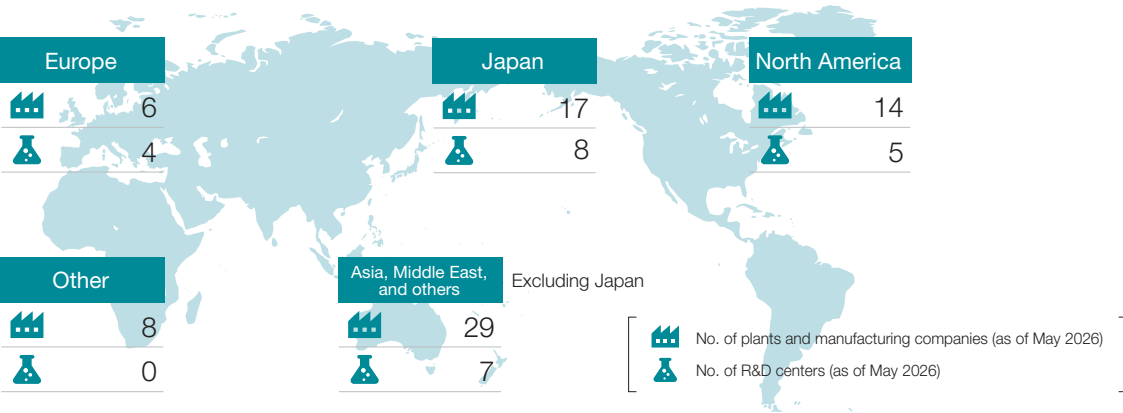
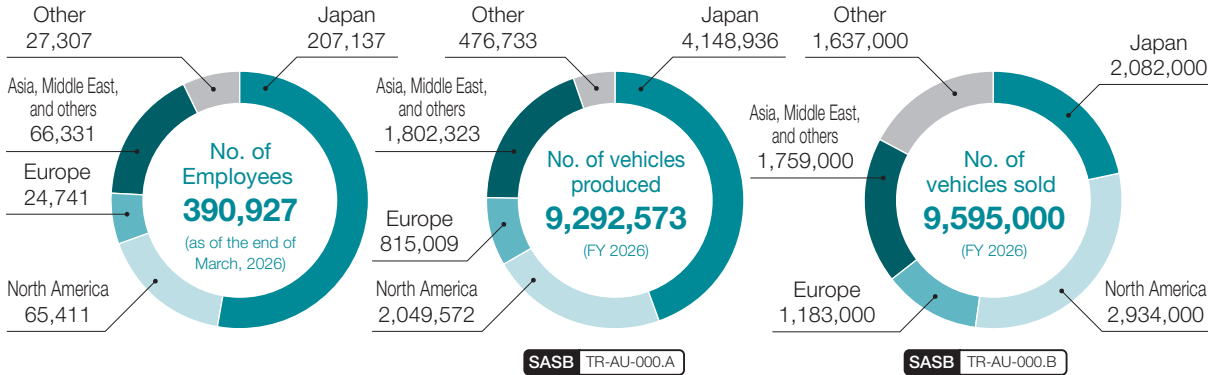
Company Name	Toyota Motor Corporation
President and Representative Director	Kenta Kon
Company Address	1 Toyota-cho, Toyota City, Aichi Prefecture, Japan
Head Office	1-4-18 Koraku, Bunkyo-ku, Tokyo, Japan
Tokyo Head Office	4-7-1 Meieki, Nakamura-ku, Nagoya City, Aichi Prefecture, Japan
Nagoya Office	
Founded	August 28, 1937
Capital	635.4 billion yen (as of the end of March, 2026)
Main Business Activities	- Automotive business - Financial services (vehicle loans and leasing, etc.) - Other operations (information technology, etc.)
No. of Employees (consolidated)	390,927 (as of the end of March, 2026)
No. of Consolidated Subsidiaries	602 (as of the end of March, 2026)
No. of Associates and Joint Ventures Accounted for by the Equity Method	159 (as of the end of March, 2026)

Vision & Philosophy

For details of our Vision & Philosophy, please see our official website.

[Vision & Philosophy](#)

Global/Regional Data



Financial Data

For our major financial data, please see our official website.

[Financial Data](#)

Updated in June 2026

Promoting Sustainability

GRI 2-12-14-17-24-28-29, 3-1-2

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Fundamental Approach

Aim

- Contributing to the creation of a prosperous society through our business activities based on the Guiding Principles at Toyota while continuing to uphold the spirit of the Toyoda Principles, which we have inherited since our foundation.
- Aiming to be the “best company in town” that is both loved and trusted by local people to achieve the mission of “Producing Happiness for All” under the Toyota Philosophy compiled in 2020.
⇒ **Contributing to the sustainable development of our society and planet** by promoting sustainability under the Toyota Philosophy.

 [Toyota Philosophy](#)

 [Guiding Principles at Toyota](#)

 [Our Commitment to Sustainable Business - Message from the Vice Chairman -](#)

Initiative

- Advancing initiatives based on our **Sustainability Fundamental Policy** and individual policies and guidelines.

Sustainability-related policies

Sustainability Fundamental Policy

<Related policies>

Environment	Toyota Earth Charter	Toyota Policy on Harmony with Nature	Toyota Policy on Carbon Removal and Carbon Credits
Information	Information Security Policy	AI Principle	
Human rights	Toyota's Human Rights Policy		
Supply chain	Toyota's Basic Purchasing Policies Policies and Approaches to Responsible Mineral Sourcing TOYOTA Green Procurement Guidelines	Supplier Sustainability Guidelines Policy for Sustainable Natural Rubber Procurement	
Health and safety	Declaration of Health Commitment	Basic Philosophy for Safety and Health	
Social contribution	Basic Principles and Policies of Social Contribution Activities		
Compliance	Toyota Code of Conduct Toyota Speak Up Policy	Toyota Global Anti-Bribery and Anti-Corruption Policy Anti-Bribery Guidelines (For Business Partners)	
Taxation	Tax Policy		

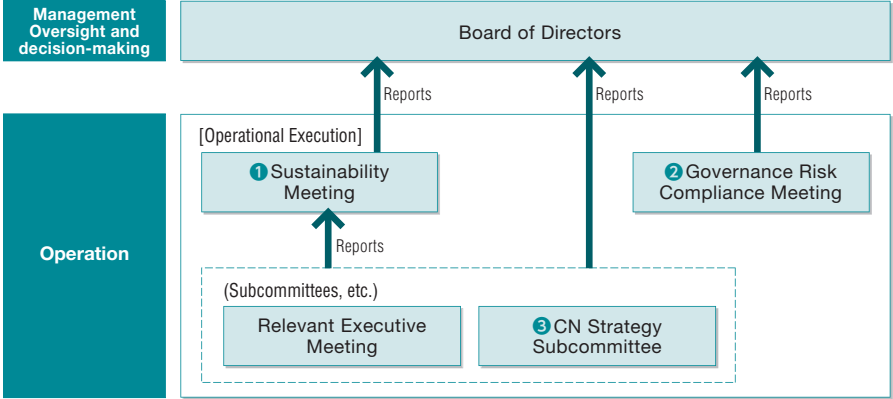
Organizational Structure

Aim

- **Addressing issues of greater importance and urgency** on a priority basis while grasping, for example, changes in the external environment and social needs.

Initiative

- Continuously promoting and improving our sustainability activities with oversight and decision-making provided by the Board of Directors. We will work in close liaison with relevant departments to carry out ESG (environmental, social, and governance)-related initiatives.
- Sustainability related issues and themes, including Material Impacts, risks, and opportunities (IROs), are deliberated at Relevant Executive Meeting and CN Strategy Subcommittees.
- Key material sustainability issues and cross-functional plans, including IROs, are deliberated and monitored at the Sustainability Meeting chaired by the President (main themes: environmental and social issues) or the Governance Risk Compliance Meeting chaired by the CRO (main themes: governance-related issues).
- Matters that the meeting body chairs consider important in light of IROs, and other relevant items, are appropriately referred to and reported to the Board of Directors.



(As of June 2026)

	1 Sustainability Meeting	2 Governance Risk Compliance Meeting	3 CN Strategy Subcommittee
Chairperson	President	CRO and CCO	President of Carbon Neutral (CN) Engineering Development Center
Members (number of people)	Vice Chairman (1), Executive Vice President (2), Outside member of the Board of Director (1), Outside Audit and Supervisory Committee Member (2), CRO and CCO (1), and others (3)	Executive Vice President (2), Outside member of the Board of Director (1), Outside Audit and Supervisory Committee Member (3), Outside Audit & Supervisory Board Member (1), CCO, and others (4)	Executive Vice President (2), Operating Officer (4), and others (10)
Number of times held in FY2026	4	4	3
Frequency of reports to the Board of Directors	When an important matter arises	When an important matter arises	When an important matter arises
Content	● To increase corporate value by deliberating, making decisions on, and promoting activities on key sustainability issues in management practices	● To propose and deliberate key matters related to governance, risk, and compliance, particularly those that require direction at the management level	● To cultivate a shared understanding of significant global trends related to carbon neutrality and environmental challenges ● To report and deliberate on important management policies, such as targets and KPIs related to the above

CRO: Chief Risk Officer CCO: Chief Compliance Officer

Sustainability Strategy and Philosophy

Aim

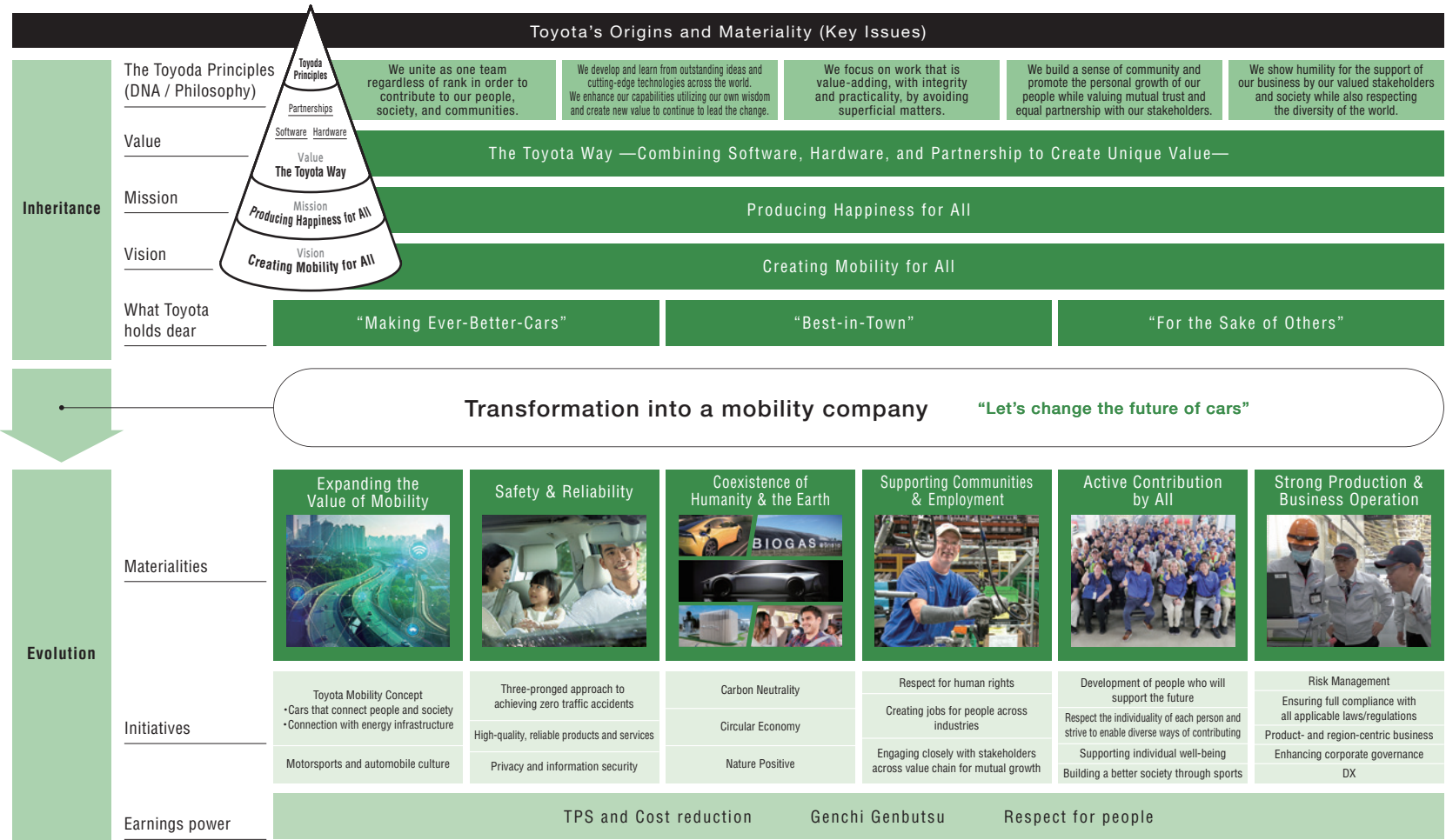
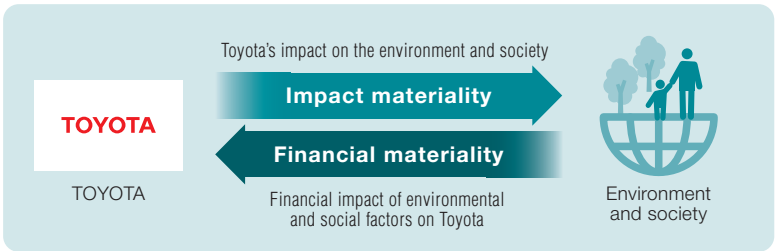
- On transforming into a mobility company under the mission of “Producing Happiness for All”, identify and continuously evaluate our materiality (key issues) in response to shifts in the societal landscape as well as feedback from our stakeholders, as we work to realize a Mobility Society where everyone can move freely, enjoyably, and comfortably.

Initiative

Identifying Materiality (Key Issues)

- Rooted in the principles that Toyota has built on since its founding, six materiality issues have been identified to fulfill our mission of “Producing Happiness for All”: “Mobility for All”.
- Using information from inside and outside the company, we identify and organize the materiality issues needed for our transformation into a mobility company: the impact Toyota has on the environment and society (impact materiality) and the impact the environment and society have on Toyota (financial materiality).

Concept of Double Materiality (direction of impact: TOYOTA ↔ environment and society)

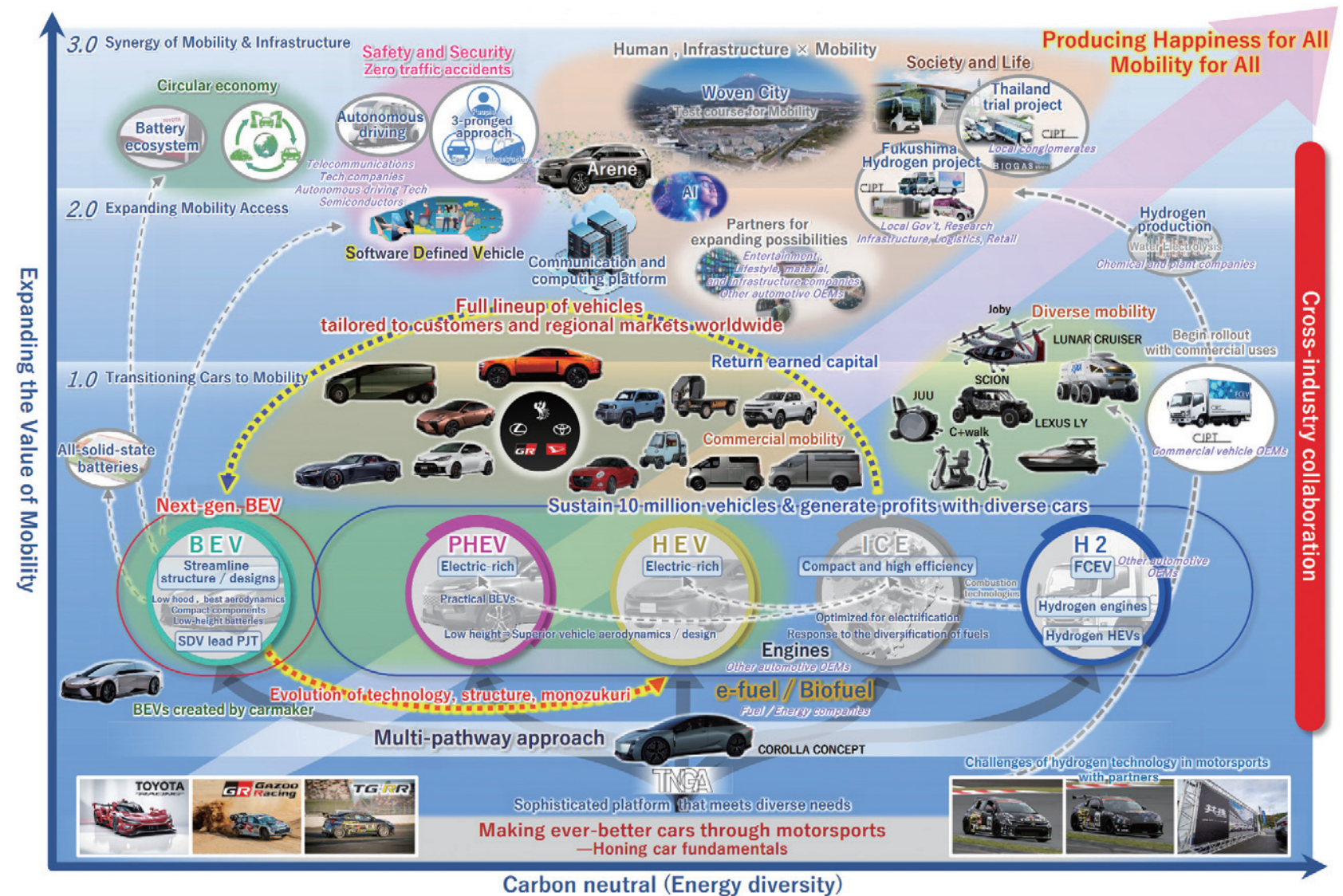


Toyota Mobility Concept

- Initiatives for our transformation into a mobility company are organized under the “Toyota Mobility Concept”
 - Mobility 1.0: Transitioning Cars to Mobility
 - Mobility 2.0: Expanding Mobility Access
 - Mobility 3.0: Synergy of Mobility & Infrastructure
- Specific initiatives related to energy diversification and diverse mobility needs are organized in line with the two priority themes driving our transformation into a mobility company: “Expanding the value of mobility” and “Carbon neutrality (CN)”.
- We are steadily driving our transformation into a mobility company by translating the “Toyota Mobility Concept” into tangible action.

Integrated Report 2025, p. 41, Toyota's Vision for the Mobility Society

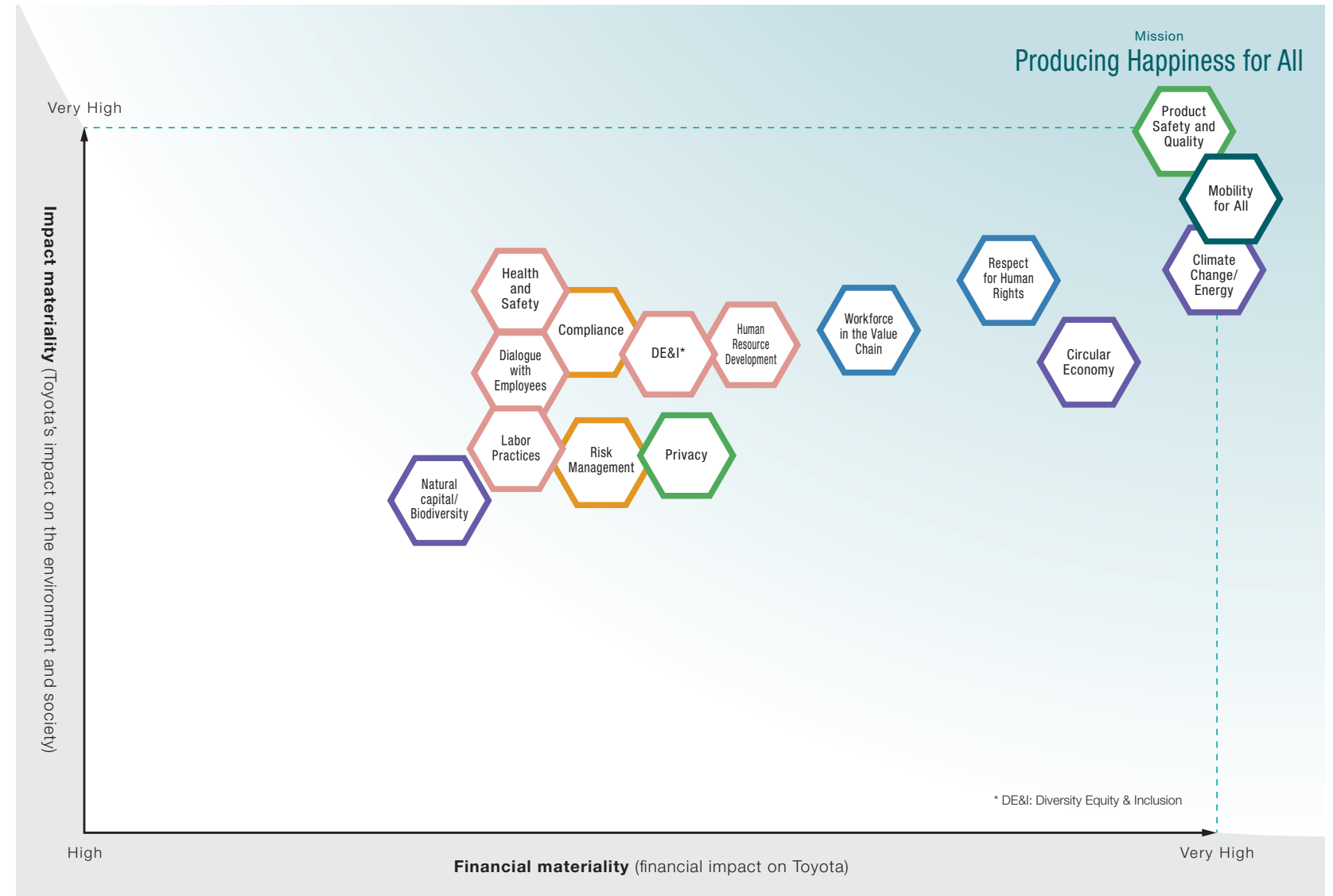
Toyota Mobility Concept



Bringing Key Issues to Light with a Double Materiality Map

- Key issues are organized in the form of a double materiality map to promote awareness of materiality across the organization and link them to concrete actions by individual employees, helping stakeholders understand and relate to how we aim to contribute to society.
- Materiality is broken down into more specific issues, with the degree of importance assessed quantitatively along two axes: impact materiality and financial materiality.
- Initiatives and aims are clarified for each issue in the double materiality map.
- Materiality is continuously evaluated in response to shifts in the societal landscape as well as feedback from our stakeholders.

Materiality Map



6 Key Issues: ■ Expanding the Value of Mobility ■ Safety & Reliability ■ Coexistence of Humanity & the Earth (including carbon neutrality) ■ Supporting the Community & Employment ■ Active Contribution by All ■ Strong Production & Business Operation

Materiality		Initiatives		Aim
Expanding the Value of Mobility	Mobility for All	- Toyota Mobility Concept - Cars that connect people and society - Connection with energy infrastructure - Motorsports and automobile culture		Provide freedom of movement for all through people-centric mobility
Safety & Reliability	Product Safety and Quality	Three-pronged approach to achieving zero traffic accidents		Zero casualties from traffic accidents, and ultimately, the realization of a society with zero traffic accidents
		High-quality, reliable products and services		Provide safe and high-quality products that meet diverse values and needs of customers
	Privacy	Privacy and information security		Create ever better cars, and help develop ever better communities and societies through appropriate information management, use, and application
Coexistence of Humanity & the Earth	Climate Change/Energy	Carbon Neutrality		Achieve carbon neutrality throughout the entire vehicle lifecycle, including those already owned
	Circular Economy	Circular Economy		Achieve circular economy by using less resources, promoting longer use, and avoiding waste
	Natural capital/Biodiversity	Nature Positive		Realize a society in harmony with nature by minimizing environmental impact and promoting conservation throughout the entire vehicle lifecycle
Supporting the Community & Employment	Respect for Human Rights	Respect for Human Rights		Respect the human rights of all people involved in our business activities
	Workforce in the Value Chain	- Creating jobs for people across industries - Engaging closely with stakeholders across value chain for mutual growth		Pursue the best-in-town approach to achieve mutual prosperity through mutual trust with stakeholders across value chain
Active Contribution by All	Human Resource Development	Development of people who will support the future		Acquire and develop human resources who “continuously think and act for the benefit of others” based on the Toyota Philosophy
	Dialogue with employees			Translate dialogues between the company and employees of mutual trust/responsibility into action
	DE&I	Respect the individuality of each person and strive to enable diverse ways of contributing		Create corporate culture where all people working for Toyota feel respected, and can demonstrate their uniqueness, strength, and abilities, while embracing their diverse talents and values
	Labor Practices	- Supporting individual well-being - Building a better society through sports		Contribute to the peace of mind of employees and the sustainable growth of local communities through stable employment and maintaining/improving labor conditions
	Health and Safety			Eliminate all kinds of unsafety by fostering company-wide safety culture, while protecting good health and well-being of employees and their families
Strong Production & Business Operation	Risk Management	Risk Management	- Product- and region-centric business - Enhancing corporate governance - DX	Create a system that supports taking on new challenges in the face of uncertainty
	Compliance	Ensuring full compliance with all applicable laws/regulations		All people working at Toyota act with integrity to fulfill expectations from the society

Materiality Identification Process

Step 1

- Universal values like the Toyota Philosophy were classified as “inheritance,” and issues necessary to promote our transformation into a mobility company were classified as “evolution.”
- Referring to both internal and external information, we organized and identified issues that are pertinent to Toyota in terms of the impact Toyota has on the environment and society as well as the impact the environment and society have on Toyota itself while also determining issues that must be addressed to ensure Toyota’s transformation into a mobility company.
- References: the European Sustainability Reporting Standard (ESRS), the Sustainability Accounting Standards Board (SASB), and such ESG assessment indicators as MSCI and FTSE.

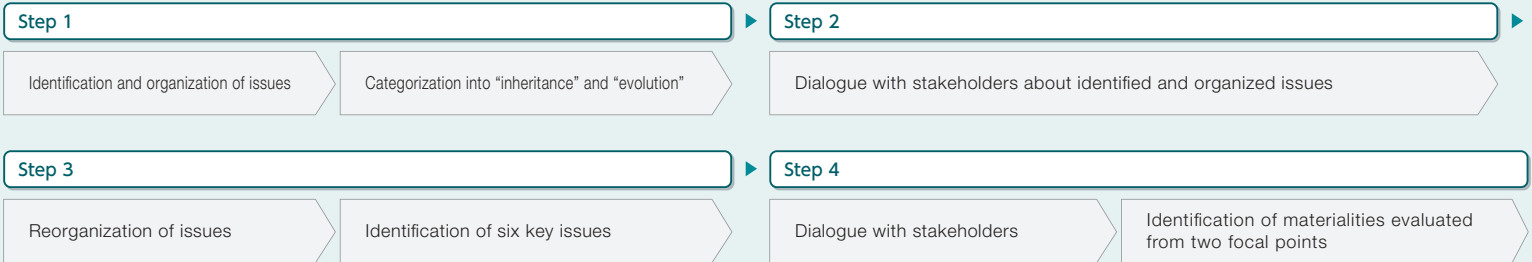
Step 2

- Discussions regarding the issues identified and organized in Step 1 were held with eight NGOs and NPOs, four experts, and 10 institutional investors, our own employees.
- We then reordered the issues in response to the feedback we received.

Step 3

- Discussions on the issues identified in Step 2 were held in the Sustainability Meeting, which is chaired by President and attended by Outside Directors and executives, with six key issues identified.

Steps



Key Remarks from Stakeholders

NGOs and NPOs	● We'd like Toyota to express its perspective on the "society and future" it wishes to create.
Experts	● "Nature Positive" will be an important initiative in the future and should be considered. ● Theoretical components and management intentions are consistent and reasonable in terms of double materiality.
Institutional investors	● It is taken directly from Toyota's DNA and has a quality that is unique to this Company. ● It is important to have a story that connects such KPIs as financial impact with materialities. ● Toyota's stance on addressing climate change should be communicated in clear language.
Employees	● Once we understand how our roles are connected to Toyota's values, we can accelerate our efforts. ● I'd like to use this as a compass to get the concepts communicated by top management down to a tangible level of detail.

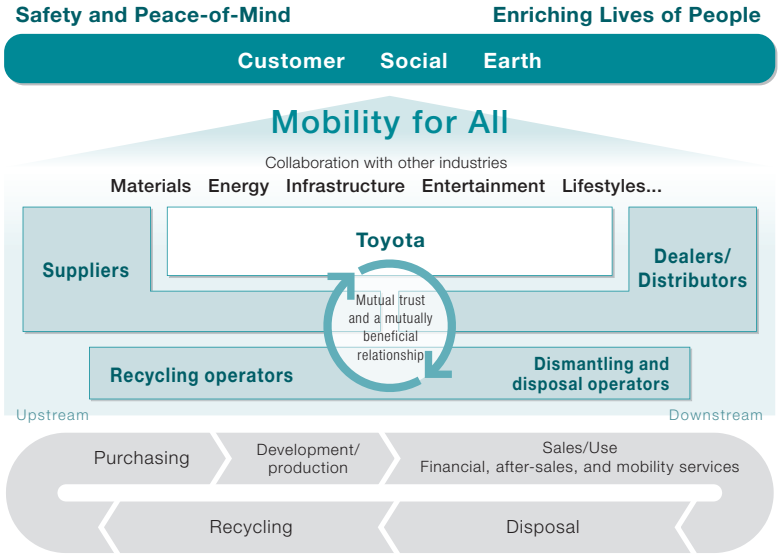
Step 4

- Discussions regarding the issues identified in Step 3 were evaluated from two focal points: the impact Toyota has on the environment and society (impact materiality), and the impact the environment and society have on Toyota (financial materiality).
- Materiality was identified in dialogue with stakeholders and through discussions in the Sustainability Meeting.

Value Chain

- We build broad value chains with partners inside and outside the Toyota Group to develop advanced and attractive products.
- We collaborate upstream with a large number of suppliers, including over 11,000 first-tier suppliers, and downstream with dealers and distributors serving customers around the world, as well as dismantling and recycling operators.
- Across this broad value chain, Toyota's activities extend beyond development, procurement, production, and sales to include financial services and after-sales services in partnership with dealers and distributors, as well as mobility services that use connected vehicle technology.
- Through expanded collaboration with other industries and the growth of value chain business through robotics, SDVs*, and the development of land, sea, and air mobility solutions, Toyota is contributing to the realization of a mobility society.

* Software Defined Vehicle: A vehicle designed with functions that can be continuously updated and expanded after purchase



Stakeholder Engagement

Aim

- Engaging in stakeholder-oriented management to contribute to sustainable development and striving to **maintain and develop sound relationships with stakeholders** through open and fair communication.

Initiative

- Holding dialogues** with major stakeholders through Toyota's relevant divisions and offices around the world.
- In addition to engaging in dialogue with external experts and speaking at outside events, Toyota also shares its sustainability initiatives through the Toyota Times.

Customers

Based on our "Customer First" policy, we take measures to incorporate the comments and opinions of customers into better products and services.

Communication methods and frequency	Incorporation into corporate activities
Toyota Customer Assistance Center (as needed) Responding to customer opinions by telephone and email forms	Improving customer satisfaction activities
Official website, product websites (as needed) Disseminating company information and business details, providing FAQs, etc.	
Information sharing through social media (as needed) Disseminating company information and business details	Disseminating information in response to customer demand

Employees

Bilateral communications to build teamwork and foster a sense of unity based on a labor-management relationship founded on mutual trust and responsibility.

Communication methods and frequency	Incorporation into corporate activities
Joint labor-management roundtable conferences/Labor-management meetings (several times a year) Discussions/negotiations, opinion exchanges and mutual understanding regarding labor-management issues	Strengthening labor-management relationships
Well-being Survey (once a year) Surveying employees' satisfaction regarding workplace culture and company life	Improving workplace culture and evaluating and planning various labor-management and personnel policies

Local Communities/Global Society

Dialogue with various stakeholders to build good relationships with local communities and to solve global social and environmental issues.

Communication methods and frequency	Incorporation into corporate activities
Roundtable conferences with local residents (several times a year) Explanation and discussions with local representatives on Toyota's initiatives at each plant	Promoting mutual understanding and forming stable local communities
Inviting local communities to Toyota's events and participating in local events (as needed) Social gatherings with local residents	
Participating in joint projects between public and private sectors (as needed) Cooperating in progressive initiatives such as verification tests	Improving advanced technologies and recognizing/resolving social issues
Participating in economic and industry organizations (as needed)	Introducing policies to improve the vitality of the nation/industries
Participating in collaborative activities with NGOs and NPOs (as needed) Social contribution activities in each region around the world	Recognizing social needs in individual regions

Shareholders

Timely and appropriate disclosure of operation and financial results to shareholders and investors, and constructive dialogues toward sustained growth and enhancement of corporate value.

Communication methods and frequency	Incorporation into corporate activities
Shareholders' Meeting (once a year) Unconsolidated and consolidated financial statements, audit and supervisory board reports, and deliberation and decisions on resolutions	
Financial results announcement (four times a year) Press and telephone conferences to explain Toyota's financial status and initiatives	Improving management quality through constructive dialogue
Individual meetings (as needed) Explanation and discussion on financial status, local projects, technologies, products, etc. with institutional and private investors	
Investor information website, etc. (as needed) Providing information on financial status, business details, etc.	

Business Partners

Close communication to achieve a mutually beneficial relationship based on mutual trust.

Communication methods and frequency	Incorporation into corporate activities
[Dealers] Various meetings, seminars, and events (as needed) Sharing corporate policies	Building closer, mutually beneficial relationships based on mutual trust
[Suppliers] Supplier conventions, various meetings with supplier associations, seminars, and events (as needed) Sharing purchasing policies and strengthening mutual study and partnerships	

- Major initiative we participate in
 - World Business Council for Sustainable Development (WBCSD)

[P. 60 Stakeholder Engagement \(Environment\)](#)

[P. 80 Engagement with stakeholders \(Human Right\)](#)

Public Policy

Aim

- Toyota builds and maintains positive relationships with governments, administrative bodies, regulatory authorities, political parties, NGOs, local communities, customers, and other stakeholders as we strive to be the “best company in town”.

Initiative

- We engage in policy advocacy and contribute to the development of public policy in various regions around the world in collaboration with stakeholders, taking into account policies, social needs, and advances in technology.
- Participating in and contributing to advocacy and development of public policy in regions around the world in collaboration with stakeholders and taking into account policies, social needs, technological advances, and the diverse needs of our customers.

Examples • Energy policy directed at expanding the use of electrified vehicles
• Engagement with governments and authorities on infrastructure development

■ Disclosing Toyota's Views on Climate Public Policies

- Articulating our fundamental approach to climate change-related policies and conducting objective evaluations of lobbying activities related to climate change-policies of the industry associations to which we belong. These efforts are intended to bring transparency to our activities, reinforce trust with local communities, and drive forward initiatives through dialogue with stakeholders.

[Toyota's Views on Climate Public Policies](#)

Toyota's SDGs

Aim

- Producing happiness for all individuals in the era of diversification, with a “**YOU perspective**” that sees the other side of the story.

Initiative

- Promoting initiatives based on the desire of working for the benefit of others, which has been passed on since our founding.

Examples • **Initiatives for the global environment**
• **Initiatives for a happier society**
• **Initiatives for working people**

[SDGs Initiatives](#)



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Updated in June 2026

Policy and Environmental Management

GRI 2-25-27, 3-3, 306-2

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17 Environmental Management

Fundamental Approach	
Aim	■ Reduce our environmental footprint and contribute to the sustainable development of society and the world throughout all areas of our business activities. ■ Build close, cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation.
Initiative	Toyota Earth Charter ■ Toyota has continuously promoted environmental initiatives since the 1960s. ■ In 1992, Toyota established the Toyota Earth Charter alongside the Guiding Principles at Toyota, which articulates the kind of company Toyota seeks to be. ■ It was established to concretely implement the Guiding Principles at Toyota: “Dedicate our business to providing clean and safe products and to enhancing the quality of life everywhere through all of our activities.” ■ We revised the Toyota Earth Charter in 2000 to incorporate perspectives aligned with the demands of the times, such as the challenge of achieving zero emissions and participating in creating a recycling-based society. ■ In 2020, Toyota established the Sustainability Fundamental Policy, which clearly defines our approach to sustainability management to achieve Toyota’s mission of the “Producing Happiness for All,” and positioned it as a relevant policy to the Toyota Earth Charter. ■ We regard climate change and all environmental issues as our materiality (key issues), and we will continue our efforts to contribute to the sustainable development of each region through the global Toyota.  Guiding Principles at Toyota  Sustainability Fundamental Policy  Toyota Earth Charter
Toyota Environmental Challenge 2050	
■ Formulated in 2015 to present Toyota's long-term initiatives for the global environment through 2050. • We announced six challenges addressing global environmental issues, such as climate change, water scarcity, resource depletion, and biodiversity loss. • We promote initiatives across global Toyota under our values of “making ever-better cars,” “best-in-town,” and “for the sake of others.” ■ To achieve the Environmental Challenge 2050, we developed the 8th Toyota Environmental Action Plan (2030 target), our latest five-year action plan, and launched initiatives in April 2026. • We set targets focusing on three key areas that Toyota has traditionally emphasized, Carbon Neutrality (CN), Circular Economy (CE), and Nature Positive (NP).  Toyota Environmental Challenge 2050, p. 67  The 8th Toyota Environmental Action Plan (2030 Target), p. 72	

Environmental Management

Aim

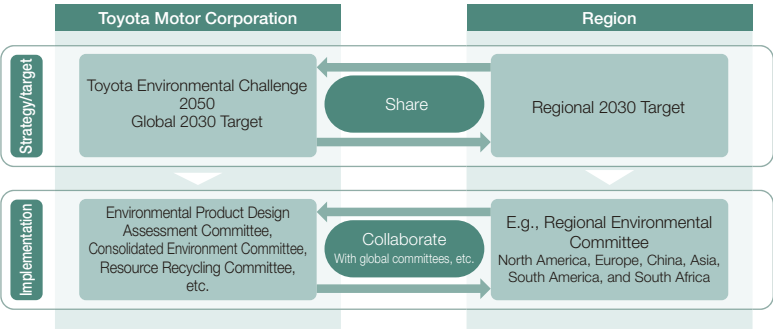
- Establish a global environmental management system with consolidated subsidiaries to minimize risks and maximize environmental performance in order to develop sustainably together with society.
- Continuously improve the management system and respond swiftly to changes in environmental issues including the worsening impact of climate change.

Initiative

Establish an Environmental Management System

- Establish strategies, policies, and approaches in each field under the lead of the Environmental Product Design Assessment Committee, the Consolidated Environment Committee, and the Resource Recycling Committee, which are reported to the CN Strategy Subcommittee supervised by the Board of Directors.
- Critical management issues, cross-functional plans considering climate change-related impacts, risks and opportunities, and their progress are reported to the Sustainability Meeting chaired by the President.
- Share our target with the following companies and promote environmental management.
 - Consolidated subsidiaries on a financial accounting basis (527 companies)
 - Unconsolidated vehicle manufacturing companies (8 companies)
- Establish environmental affairs offices in the six countries and regions (North America, Europe, China, Asia, South America, and South Africa) to promote global environmental initiatives that take regional circumstances into consideration.

Global Environmental Management Framework



ISO*1 14001

Certification as of 2025

- ISO 14001: Production plants of Toyota Motor Corporation and 124 consolidated subsidiaries.

*1 International Organization for Standardization

Minimizing Risks

- Take the following actions at the business sites of Toyota Motor Corporation and its consolidated subsidiaries:
 - Legal compliance
 - Preventing environmental risks
 - Put systems in place, to respond to a violation or a complaint in a timely manner, if needed, and work to prevent reoccurrence by identifying root causes.
- Conduct mutual learning for production plants by sharing practices among Toyota Group companies.

Maximizing Environmental Performance

- Proceed with initiatives based on the Toyota Environmental Challenge 2050.

[Carbon Neutrality, p. 18](#)

[Circular Economy, p. 45](#)

[Nature Positive, p. 51](#)

- Initiatives related to compliance with regulations on chemical substances and air quality and those related to waste and logistics packaging materials have been promoted based on the targets under the 7th Toyota Environmental Action Plan.

External Recognition of Our Commitment to Climate Change and Water Security

CDP*2 Corporate Research in Fiscal Year 2026

- Selected as an A list company under the CDP climate change and an A- (A minus) list company under the CDP water security.

*2 An international NGO that encourages and assesses corporate disclosures on environmental initiatives based on calls from global institutional investors with high levels of interest in environmental issues



Updated in June 2026

Carbon Neutrality (CN)

GRI

2-13-16-22, 201-2, 302-4-5, 305-3-5

TCFD

Governance, Strategy, Risk Management

18	Fundamental Approach
21	Governance
22	Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities
28	Resilience Analysis
30	Transition Plan

Fundamental Approach

Aim

- Aim to establish a sustainable society in harmony with nature through contributions to the goal of carbon neutrality (CN).
- Address climate change-related impacts, risks, and opportunities guided by the principles of the Toyota Earth Charter and Toyota Environmental Challenge 2050, intending to fully concentrate on achieving CN by 2050 across the entire vehicle life cycle.
- Reduce greenhouse gas (GHG) emissions through multiple approaches, including the multi-pathway strategy, driven by the principles of “leaving no one behind” and “delivering freedom of movement to all.”

📄

Toyota Earth Charter

📄

Policy and Environmental Management, p. 16

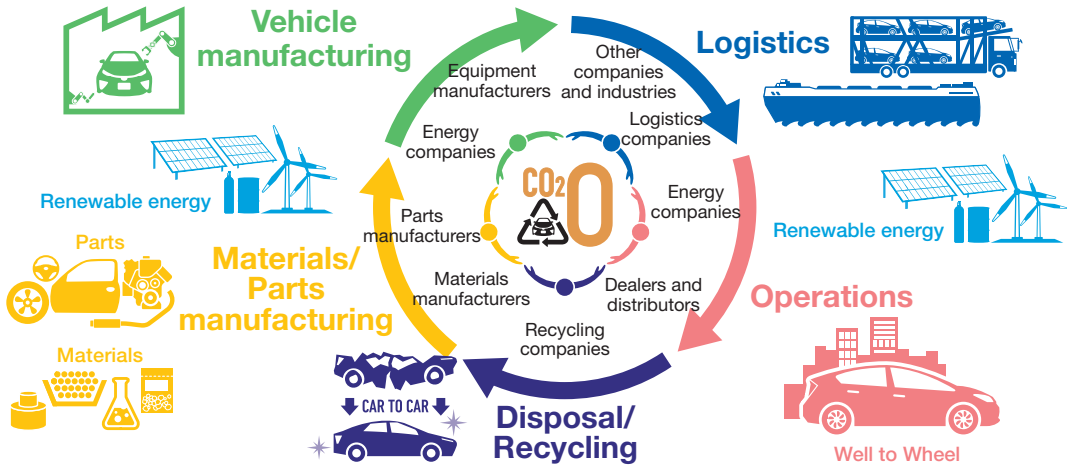
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Toyota Environmental Challenge 2050, p. 67

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The 8th Toyota Environmental Action Plan (2030 Target), p. 72

Toyota Aims to Achieve CN Throughout the Vehicle Life Cycle Through Initiatives at Each Stage



Overview of the Multi-Pathway Strategy

SASBTR-AU-410a.3

- The push for carbon neutrality is a matter of urgency if automobiles are to remain a necessary part of society.
- Efforts to provide our customers around the world with options for mobility under our multi-pathway strategy, while also promoting the decarbonization of our monozukuri (manufacturing) and supply chains, serve as the core of our activities.
- It is important to consider the ways in which mobility takes into account the future of energy.
 - The basic premise of the multi-pathway strategy is that we need to move away from fossil fuels from the perspectives of the global environment and sustainability.
 - We infer that, over the medium to long term, renewable energy sources will continue to proliferate, with electricity and hydrogen emerging as the primary energy sources sustaining society.
 - In the short term, however, we believe that it is critical to acknowledge global realities and implement changes in practical ways that maintain energy security.
 - This is precisely why we are committed to providing mobility options that are aligned with a diverse range of energy situations and customer needs, while also keeping an eye on the future of electricity and hydrogen.
- The underlying concept of our multi-pathway strategy is to achieve carbon neutrality through practical transition.

Diverse Options (Multi-Pathway)



BEV

- Sales volume to reach 3.5 million units per year by 2030



PHEV

- Positioned as practical BEVs
- Development of PHEVs with EV driving range of 200 km or more



HEV

- Effective means to reduce GHG emissions immediately



CN Fuel

- Contributions to GHG emissions reduction from owned vehicles (New and previously sold vehicles)



H₂

- Development of hydrogen engines utilizing internal combustion engine technologies



FCEV

- Mass production and commercialization of vehicles mainly used for commercial purposes

* Battery electric vehicles (BEVs), plug-in hybrid electric vehicles (PHEVs), hybrid electric vehicles (HEVs), and fuel cell electric vehicles (FCEVs)

Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities

Overview of Impacts, Risks, and Opportunities

- Toyota identifies factors that may impact the future based on the identified Impacts, Risks, and Opportunities (IROs). The company responds appropriately under Toyota's strategies and transition plans.
- Overview of climate change-related IROs
 - Impacts
 - Effects that a company has on the environment and society as a result of its activities or business transactions.
 - Risks
 - Transition risk: Negative impact on the company arising from the transition to a low-carbon society, such as the introduction or strengthening of climate change-related policies and the advancement of low-carbon technologies.
 - Physical risk: Negative impact on the company arising from physical climate events caused by climate change.
 - Opportunities
 - Positive impact for the company arising from responses to market changes and technological innovation, driven by the transition to a low-carbon society and the progression of climate change.
- We established a process to identify and assess climate change-related risks and opportunities using scenario analysis. We also incorporated financial impact assessments into the process to enhance the accuracy of IRO materiality.
- Time horizon for IRO assessment

Short-term	Medium-term	Long-term
1 year	1-5 years	Over 5 years

Process of Identifying and Assessing Climate Change-Related Impacts

- Analyze activities across Toyota and our value chain to identify potential environmental and social impacts.
- Conduct assessments on identified impacts based on severity (scale and scope of impact) and likelihood of occurrence.
- Toyota's Scope 3 emissions account for 99% of the total and category 11 emissions constitute 72% of Scope 3 emissions. As they contribute significantly to climate change, reduction efforts across the entire value chain are essential.
- However, Scopes 1 and 2 emissions, while accounting for a small percentage (1%), fall within the company's direct control. This makes them important for Toyota, which has set a target under the Life Cycle Zero CO₂ Emissions Challenge.

Process of Identifying and Assessing Climate Change-Related Risks and Opportunities

- Toyota identifies and assesses climate change-related risks and opportunities through scenario analysis based on assumptions of various future social conditions together with in-house climate teams and external experts to assess corporate strategic resilience.

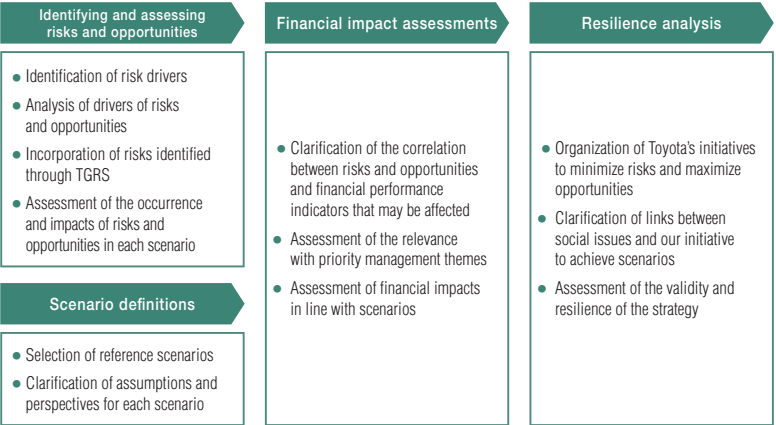


Chart created by Toyota based on guidance from the TCFD and Ministry of the Environment, Japan

Identification and Assessment of Risks and Opportunities

- Identify primary factors (risk drivers) for climate-related risks and opportunities based on anticipated future social conditions from the perspectives of transition risks (policies/legislation, markets, technology, reputation) and physical risks (acute, chronic).
- Identify risks and opportunities by analyzing driving factors.
- Incorporate disclosure topics defined in ISSB* industry-based guidance, as well as climate change-related risks identified through TGRS, Toyota's cross-functional risk management system, and climate change-related risks and opportunities specified by referencing external information into risks and opportunities identified through driver analysis.
- Examine how the likelihood and impact of risks and opportunities differ in each scenario based on the identified risk drivers.
- The overall materiality of each risk and opportunity is determined based on a quantitative assessment of likelihood and impact as well as a qualitative assessment that takes into account factors such as corporate social responsibility and Toyota's key issues.

* International Sustainability Standards Board

Overview		Promoting Sustainability		Environment	Social	Governance	Content Index	
	Policy and Environmental Management	Carbon Neutrality (CN)	Circular Economy (CE)	Nature Positive (NP)	Value Chain Collaboration	Metrics and Targets	Third-Party Assurance	
Fundamental Approach Governance Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities Resilience Analysis Transition Plan								

Overview		Promoting Sustainability		Environment	Social	Governance	Content Index	
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Fundamental Approach Governance Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities Resilience Analysis Transition Plan								
Study on the IEA NZE Scenario ■ The IEA reports about the following to accomplish the NZE scenario. • The shift of passenger vehicles to BEVs will progress as electricity is decarbonized with the active introduction of renewable energy, leading to a sharp reduction in GHG emissions after 2030 and the achievement of net zero emissions, including emissions from owned vehicles by 2050. • To achieve this goal, governments around the world will introduce ambitious climate policies such as carbon pricing, tighter fuel efficiency standards, and bans on the sale of vehicles with internal combustion engines, along with expanded incentives to support the growth of BEVs. • BEVs will become more widely accepted in the market as consumer awareness of the environment grows and stronger policies are put in place, along with technological advancements in vehicle electrification, development of innovative batteries, and energy management systems powered by renewable power. The societal shift towards electrification and renewable energy will suppress energy consumption with improvements in efficiency. • For fossil fuels in hard-to-electrify sectors and delays in transitioning to electrification and renewable energy, carbon removal from the atmosphere via CDR technology is necessary. • In the IEA World Energy Outlook prior to 2023, the use of CDR technology was not assumed in the NZE scenario. However, the 2024 edition reports that it will be necessary, and the 2025 edition indicates even greater use is required. ■ Transition risks associated with this scenario • Fines or other penalties imposed for non-compliance with fuel efficiency, GHG, or ZEV regulations. • Ramp-down of production and decrease in units sold caused by sudden product changes to comply with regulations. • Increase in R&D costs in response to developments in powertrain technology. • Supply shortages and rising procurement costs due to increased demand for feedstocks related to BEVs. • Increase in manufacturing costs due to the surge in renewable electricity prices. ■ The following challenges must be addressed to accomplish this scenario: • Formulation of government policies and active investment to promote the Introduction of renewable energy. • Creation of social systems to secure the supply of battery feedstocks and development of recycling technologies. • Innovating and reducing the costs of decarbonization technologies that use electricity and hydrogen. • Development of charging infrastructure accompanying the widespread adoption of electric vehicles. • An increase of cost burdens associated with the introduction of decarbonization and CDR technologies. Studies on Other 1.5°C Scenarios ■ In addition to the IEA NZE scenario, multiple 1.5°C scenarios published by the IPCC and various research institutions are compared and examined in detail to analyze differences in energy conditions and policy developments across countries and regions. ■ Pathway toward achieving the 1.5°C target set out in the Paris Agreement • Energy sector: Introduction of various technologies, such as CCS, in addition to the use of renewable energy and the adoption of low-carbon and carbon-neutral (CN) fuels, such as biofuels and synthetic fuels. • Transportation sector: In addition to vehicle electrification, efforts also include the use of fuel-efficient vehicles and the adoption of low-carbon and CN fuels such as biofuels and synthetic fuels. • Differences between countries and regions: Renewable energy sources, such as biomass, are utilized to their fullest extent depending on conditions in each country and region. During the transition period, aim to balance economic development and CN by also using fossil fuel combined with CCUS* technologies. With the advancement of diverse energy infrastructure such as low-carbon fuels and CN fuels, various energy sources and powertrains are selected based on their respective convenience. * Carbon Capture, Utilization and Storage ■ Transition risks associated with the aforementioned scenarios • Transition risks associated with the enhancement of BEVs are similar to those stated in the IEA NZE scenario; however, their impact on Toyota's strategy and finances will be relatively small, considering the current track record of BEV adoption in each country and region and reviews of their policies. • Delays in the adoption of low-carbon fuels and CN fuels such as biofuels and synthetic fuels. • Increase in R&D costs associated with the diversification of automotive fuels. • Increase in energy procurement costs due to the decarbonization of energy sources such as gas and liquid fuels, in addition to electricity. ■ Social challenges toward achieving scenarios are more diverse compared to the IEA NZE scenario. • Developing technologies for low-carbon and CN fuels, such as hydrogen, biofuels, and synthetic fuels, adapted to each country and region, and support in the early stage of introduction • Solving issues such as the food versus fuel dilemma related to biofuels and curbing the rise in fuel prices • Ensuring the supply of low-carbon fuels and CN fuels through collaboration with other sectors • Development of infrastructure and aid policies to ensure a stable supply of energy Risks and Opportunity Trade-Offs in the 1.5°C Scenario ■ While electrification presents opportunities in relation to sales fluctuations, it also brings risks such as increased R&D expenses and higher raw material procurement costs. 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4°C Scenario Analysis

Selection of Scenarios

We selected IPCC AR6 WG1 SSP5-8.5 as the reference scenario for the 4°C scenario analysis.

The IPCC SSP5-8.5 is the highest emission scenario that represents a fossil fuel-dependent economic development path without the implementation of climate policies, resulting in the occurrence of extremely frequent and severe physical climate events.

We assessed the resilience of our business activities by conducting analyses under this scenario.

Studies on the 4°C Scenario

Major physical risks under this scenario:

Suspended production and sales resulting from supply chain disruptions caused by more frequent and severe natural disasters.

Impacts on production caused by water shortage and higher water costs.

Screening high-risk sites

Screened high-risk sites for flooding hazards, such as river flooding, inland flooding, and storm surges, using geographical coordinates for 137 business locations in Japan and 73 locations overseas.

Identified sites in and outside of Japan where future hazard grades have been changed as a result of climate change and are evaluated as hazard grade B or higher, requiring attention to risks.

Results of risk analysis

We confirmed that some business sites are at risk for river flooding, inland flooding, and storm surges, but the impact is slight.

Definition of Hazard Grade

Grade	Definition of grades
A	Flooding is expected to submerge most of the first floor
B	Preventing indoor flooding is difficult with typical countermeasures
C	Flooding of the building and its surroundings is anticipated
D	Flooding hazard is considered slight
E	Flooding hazard is considered extremely slight, or no hazard information available

Results of Physical Risk Screening

Hazard	Hazard assessment target site	Number of sites where the hazard grade changed to B or higher from the present through the latter half of the 21st century
River flooding	137 sites (Japan)	0 sites
	73 sites (overseas)	0 sites
Inland flooding	73 sites (overseas)	3 sites
Storm surge	73 sites (overseas)	8 sites

Assessment conditions:

Assessment of changes in hazard grades from the present to the latter half of the 21st century under the 4°C scenario (SSP5-8.5) based on the following conditions

Sites (Japan): Logic: MS&AD InterRisk Research & Consulting, Inc. (e.g., Flood Risk Finder)
Assessment item: Inundation hazards due to river flooding

Sites (overseas): Logic: Tokio Marine dR Co., Ltd. (e.g., Fathom Global Flood Map)
Assessment item: Inundation hazards due to river flooding, inland flooding, and storm surges

Efforts to Minimize Risk

Toyota is undertaking the following initiatives to minimize physical risks.

Selection of locations for new plants, taking water risk into account

Taking measures based on the results of water risk assessments

Continuous revisions of BCP*1 based on experience from past disasters

For details on initiatives related to BCM*2, including the supply chain, refer to p. 138 for details.

*1 Business Continuity Plan. A plan for companies to minimize damage and ensure business continuity and recovery when emergencies such as disasters occur

*2 Business Continuity Management. A framework for operational management that ensures each countermeasure plan defined in the BCP functions can be executed

Financial Impact Assessments

Analyze causal links between identified risks and opportunities and their financial impacts.

Assess relationships with management themes, such as mobility concepts related to identified risks and opportunities and priority sustainability initiatives, to confirm the materiality of these risks and opportunities.

Assess the financial impacts of identified high-priority risks and opportunities in light of the assumptions of each scenario.

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Impact

	Category	Impact	Time horizon*	Value chain
I-1	Negative	Impact to climate change through GHG emissions from direct operations (Scopes 1 and 2)	Short-term, medium-term, long-term	Direct operation
I-2		Impact to climate change through GHG emissions in value chain (Scope 3)	Short-term, medium-term, long-term	Upstream and downstream
I-3		Impact of industrial structure changes due to climate change-related measures (electrification) on suppliers, regional economies, and residents (issues regarding business continuity and employment retention for internal combustion engine parts suppliers)	Medium-term, long-term	Upstream and direct operation
I-4	Positive	Contribution to carbon neutrality (CN) through reduction of GHG emissions from direct operations (Scopes 1 and 2)	Short-term, medium-term, long-term	Direct operation
I-5		Contribution to CN through reduction of GHG emissions from the value chain (Scope 3)	Short-term, medium-term, long-term	Upstream and downstream
I-6		Contribution to carbon neutrality by providing decarbonization solutions (storage batteries, renewable energy utilization, logistics efficiency improvements, etc.) to society	Medium-term, long-term	Downstream
I-7		Impact of industrial structure changes due to climate change-related measures (electrification) on suppliers, regional economies, and residents (construction of battery manufacturing plants and creation of new employment)	Medium-term, long-term	Upstream and direct operation

* Short-term: less than a year, medium-term: less than five years, long-term: over five years

Material Risks and Opportunities

■ Risks and opportunities that have significant or certain level of global impact are defined as “material risks and opportunities”.

No.	Category		Driver	Risk/Opportunity		Time horizon*2	Value chain	Financial impact*3 (Qualitative)
RO-1	Transition risks and opportunities (1.5°C scenario)	Policy/ Legislation	● Tighter fuel efficiency, GHGs, and ZEV regulations	Fines or other penalties imposed for non-compliance with fuel efficiency regulations	Risk	Short-term, medium-term, long-term	Direct operation	High
RO-2				Ramp-down of production and decrease in units sold caused by sudden product changes to comply with regulations	Risk	Short-term, medium-term, long-term	Direct operation and downstream	High
RO-3		Technology/ Market (product)	● Development of low-carbon technologies ● Increase in electrification and the Introduction of renewable energy ● Fuel conversion ● Diversification of energy and low-carbon emissions ● Fluctuations in fossil fuel demand	Increased sales due to growing demand for electrified vehicles	Opportunity	Short-term, medium-term, long-term	Direct operation and downstream	High
RO-4				Increased R&D costs associated with the development of powertrain technology	Risk	Medium-term, long-term	Direct operation	Medium
RO-5				Creation of new value in mobility, acquisition of new customers, and cultivation of new demand through collaboration with other companies in product development	Opportunity	Medium-term, long-term	Direct operation	Medium
RO-6				Creation of new value chains, acquisition of new customers, and cultivation of new demand through cooperation with other companies in low-carbon fuel development	Opportunity	Medium-term, long-term	Direct operation and downstream	Medium
RO-7				Supply shortages due to increased demand for low-carbon materials and battery feedstocks and the associated rise in procurement costs	Risk	Medium-term, long-term	Direct operation	High
RO-8				Improved stability in resource supply and manufacturing through the promotion of the Battery 3R*1 initiatives, including development of a battery ecosystem	Opportunity	Medium-term, long-term	Direct operation	High
RO-9				Acquiring new customers and cultivating new demand through battery and energy management-related businesses	Opportunity	Medium-term, long-term	Direct operation	High

*1 Reduce, reuse/rebuilt, recycle

Other Risks and Opportunities

■ Although the impact on global operations is minimal, risks and opportunities that are specified based on their relevance to corporate social responsibility and Toyota’s key issues are defined as “Other Risks and Opportunities.”

No.	Category		Driver	Risk/Opportunity		Time horizon*2	Value chain	Financial impact*3 (Qualitative)
RO-10	Transition risks and opportunities (1.5°C scenario)	Technology/ Market (manufacturing)	● Accelerated energy savings ● Development of low-carbon technologies	Increased manufacturing costs due to the purchase of low-carbon equipment and upgrading existing equipment	Risk	Medium-term, long-term	Direct operation	Slight
RO-11				Lower costs due to improved energy efficiency and stable production as a result of a diversified energy mix	Opportunity	Medium-term, long-term	Direct operation	Slight
RO-12			● Expanding renewable electricity	Increase in manufacturing costs due to the surge in renewable electricity prices	Risk	Medium-term, long-term	Direct operation	Slight
RO-13			● Fuel conversion/electrification ● Diversification of energy and low-carbon emissions	Higher manufacturing costs due to capital investment related to the use of low-carbon fuels, such as hydrogen and biofuels, and rising fuel prices	Risk	Medium-term, long-term	Direct operation	Slight
RO-14	Physical risks and opportunities (4°C scenario)	Acute/Chronic	● Increased severity of natural disasters, water stress, others	Costs of repairing buildings and equipment at production sites damaged by extreme weather events like flooding and high tides	Risk	Short-term, medium-term, long-term	Direct operation	Slight
RO-15				Production halt due to supply chain disruption caused by abnormal weather	Risk	Short-term, medium-term, long-term	Upstream, direct operation, and downstream	Slight

*2 Short-term: less than a year, medium-term: less than five years, long-term: over five years

*3 Financial impact assessment criteria: The 2030-2035 financial impact is defined as (1) High: has a strong impact globally, (2) Medium: has a certain level of impact globally, or (3) Slight: has a lower level of impact globally

Resilience Analysis

Strategies and Business Models for Addressing Material IROs

- We recognized that the material IROs specified through the aforementioned process assessment have a significant impact on Toyota.
- Under the multi-pathway strategy, we incorporate measures to address these IROs into the transition plan and others, and secure resources to address these responses.

 [Overview of the Multi-Pathway Strategy, p. 19](#)

 [Transition Plan, p. 30](#)

Resilience Analysis

- The strategic resilience of the multi-pathway strategy is verified through scenario analysis.

 [Scenario Analysis, p. 23](#)

1.5°C Scenario Analysis Results

- Scenario analysis has revealed a variety of pathways to achieve the 1.5°C target aligned with the Paris Agreement, each accompanied by specific conditions and social challenges.
- With our global reach, we have reaffirmed the validity of focusing on our multi-pathway strategy, which includes various measures and technologies capable of addressing uncertainties to respond to global market and stakeholder demands, rather than specializing in or adhering to a single policy or technology.

4°C Scenario Analysis Results

- Through the scenario analysis, some domestic and overseas sites are facing risks for river flooding, inland flooding, and storm surges, but the impact is estimated to be slight.
- Disaster drills and other means for improvements through PDCA cycles have proven to enhance the effectiveness of BCP and accelerate the speed of recovery after a disaster.
- We have positioned these activities as BCM and are promoting it as a collaborative framework between employees and their families, the Toyota Group and suppliers, and Toyota Motor Corporation.

Results from Resilience Analysis

- Guided by the philosophy of being the “best-in-town,” we will continue to provide a lineup of vehicles that are well-received by customers and adaptable to different economic and energy situations in order to contribute to the development of each country and region.
- We will strive to reduce GHG emissions by utilizing existing infrastructure and assets.
- Toyota’s multi-pathway strategy has proven to be highly resilient in all of the scenarios presented.
- As indicated in the IPCC assessment reports and other publications, there are multiple paths available to achieve the 1.5°C target as set out in the Paris Agreement. These paths can vary depending on local energy conditions and government policy, requiring the involvement of various industries and making collaboration with partners, including encouraging the use of carbon-neutral fuels, crucial.
- We stand with the Paris Agreement and take action to achieve its goals. We prioritize alignment with the Paris Agreement and work with our partners to promote the development of vehicles and social infrastructure based on our mobility concept, intending to fully concentrate on achieving CN by 2050.
- As the landscape changes, we will continue to conduct scenario analysis to reassess risks and opportunities, and reflect the responses to them into our strategies to further strengthen our resilience.

Key Initiatives for Minimizing Risk and Expanding Opportunities

Transition Risks and Opportunities (1.5°C Scenario)

Category	Risk/Opportunity	Key initiatives for minimizing risks and expanding opportunities
Policy/Legislation	● Fines or other penalties imposed for non-compliance with fuel efficiency regulations ● Ramp-down of production and decrease in units sold caused by sudden product changes to comply with regulations	● Monitoring regulatory trends in each region and promptly incorporate them into product planning by collaborating with regional headquarters overseas ● Introducing a range of powertrains adapted to the specific needs of each country and region ● Developing technologies and building social systems with stakeholders in various fields that can respond to diverse scenarios involving CN fuels like biofuels and synthetic fuels, as well as CO₂ capture
Technology/Market (product)	● Increased sales due to growing demand for electrified vehicles ● Increased R&D costs associated with the development of powertrain technology ● Creation of new value in mobility, acquisition of new customers, and cultivation of new demand through collaboration with other companies in product development ● Creation of new value chains, acquisition of new customers, and cultivation of new demand through cooperation with other companies in low-carbon fuel ● Supply shortages due to increased demand for low-carbon materials and battery feedstocks and the associated rise in procurement costs ● Improved stability in resource supply and manufacturing through the promotion of the Battery 3R initiatives, including development of a battery ecosystem ● Acquiring new customers and cultivating new demand through battery and energy management-related businesses	● Monitoring regulatory trends in each region and promptly incorporate them into product planning by collaborating with regional headquarters overseas ● Developing technologies that advance electrification with the efficient utilization of battery feedstocks (practical BEVs) ● Developing resource-efficient and long-life batteries ● Building a battery ecosystem that values the thoughtful use of limited resources through the Battery 3R approach, which focuses on reusing or remanufacturing batteries and recycling rare metals with minimal GHG emissions ● Encourage the widespread adoption of fuel-efficient vehicles such as HEVs to ensure stable energy supply and efficient use of existing resources, while simultaneously advancing GHG emission reductions ● Developing technologies and building social systems with stakeholders in various fields that can respond to diverse scenarios involving CN fuels like biofuels and synthetic fuels, as well as CO₂ capture
Technology/Market (manufacturing)	● Increased manufacturing costs associate with the purchase of low-carbon equipment and upgrades to existing equipment ● Lower costs due to improved energy efficiency and stable production due to a diversified energy mix ● Increase in manufacturing costs due to the surge in renewable electricity prices ● Higher manufacturing costs due to capital investment related to the use of low-carbon fuels, such as hydrogen and biofuels, and rising fuel prices	● Enhancing energy-saving through <i>Kaizen</i> (improvement) and the introduction of innovative technologies ● Developing technologies that advance electrification with the efficient utilization of battery feedstocks (practical BEVs) ● Developing resource-efficient and long-life batteries ● Building a battery ecosystem that values the thoughtful use of limited resources through the Battery 3R approach, which focuses on reusing or remanufacturing and reusing batteries and recycling rare metals with minimal GHG emissions ● Cooperating with relevant stakeholders to develop technologies using renewable electricity and hydrogen, such as solar cells, water electrolysis systems, and hydrogen

Physical Risks and Opportunities(4°C Scenario)

Category	Risk	Key initiatives for minimizing risks
Acute/Chronic	- Costs of repairing buildings and equipment at production sites damaged by extreme weather events like flooding and high tides - Production halt due to supply chain disruptions caused by abnormal weather	- Selection of locations for new plants, taking water risk into account - Taking measures based on the results of water risk assessments - Continuous revisions to BCP based on experience from past disasters

Transition Plan

SASB

TR-AU-410a.3

Overview of the Transition Plan

- We announced the Toyota Environmental Challenge 2050 in October 2015, prior to the Paris Agreement. We established the Life Cycle Zero CO₂ Emissions Challenge, New Vehicle Zero CO₂ Emissions Challenge, and Plant Zero CO₂ Emissions Challenge to clarify our long-term climate change objectives.
- The 8th Toyota Environmental Action Plan sets specific reduction targets for each emission scope in the medium term. We have our reduction targets for Scope 1, Scope 2, and Scope 3 category 11 approved by SBTi*¹.
- We support the Paris Agreement and under these GHG reduction targets, we intend to fully concentrate on achieving the 2050 Carbon Neutrality (CN) by advancing a multi-pathway strategy.
- We formulated a transition plan that organizes reduction initiatives and other measures aimed at achieving targets. This plan is recognized as crucial for Toyota to address climate-related risks and opportunities, and is integrated into management plans such as sales plans and the midterm business plan.

*1 Science Based Targets initiative. An initiative established by the CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF)

 [Climate Change-Related Governance Structure, p. 21](#)

 [Medium- and Long-Term Target Structure, p. 67](#)

Overall Structure of the Transition Plan

- The transition plan is developed around key emission scopes and includes initiatives Toyota considers important for contributing to CN.
- We set primary reduction initiatives as reduction levers for each emissions scope. Under these levers, we implement specific emission reduction measures and manage the progress of our efforts. Details of targets and actions for each emission scope are described on the following pages.
- The transition plan considers the assumptions of the 1.5°C scenario referenced in the scenario analysis.

 [1.5°C Scenario Analysis, p. 23](#)

- As the plan includes investment plans for advancing initiatives, required management resources are secured.

Emission scope	Target*2, *3			Reduction levers	Related IROs*4
	2030	2035	2050		
Life cycle (GHG: t* ⁵ CO ₂ e/unit)	30% reduction	—	CN	—	—
Scopes 1 and 2 (GHG: kt CO ₂ e)	47% reduction	68% reduction	CN	• Advancing energy-saving activities • Introduction of renewable energy • Fuel switching	I-1, 4 RO-10, 11, 12, 13
Production in plant (GHG: kt CO ₂ e)	—	CN	Zero CO ₂ emissions		
Renewable electricity introduction rate (%)	80%	—	—		
Scope 3 category 11 (Average GHG from new vehicle* ⁶ : g CO ₂ e/km/unit)	Passenger cars and light commercial vehicles 33.3% reduction Medium- and heavy-freight trucks 11.6% reduction	Reduction of 50% or more	CN	• Widespread use of electric vehicles	I-2, 3, 5, 7 RO-1, 2, 3, 4, 5, 6
Scope 3 category 1	—	—	—	• Collaboration with suppliers • Adoption of low-carbon materials • Introduction of renewable energy	I-2, 5 RO-7

*2 The base year for all reduction rate targets is 2019
The most recent performance year at the time of target setting (2020) saw a decline in sales volume due to the COVID-19 pandemic and global semiconductor shortages; therefore, the preceding year was set as the base year

*3 All reduction rate targets are based on gross emissions

*4 I-6, RO-8, and RO-9, which do not fit into the emission scopes in above table, are addressed in relation to Other Initiatives

*5 Metric ton (tonne, 1 t = 1,000 kg)

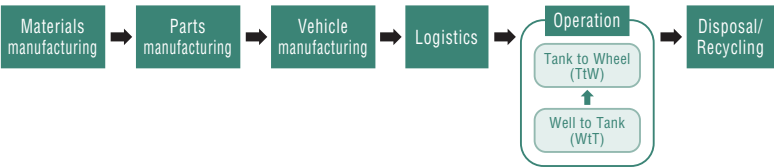
*6 Per unit, g CO₂e/km, WtW (Well to Wheel)
WtW includes the GHG emissions from the process of driving the tires from the engine or motor (TiW, Tank to Wheel), as well as GHG emissions from fuel extraction/production and electricity generation stages (WtT, Well to Tank)

Life Cycle

Life Cycle Overview

- Advancing carbon neutrality (CN) at each stage of the vehicle life cycle: material manufacturing, parts manufacturing, vehicle manufacturing, logistics, operation (in use), and disposal/recycling.

Image of Stages of a Vehicle Life Cycle



Target

- 2050:
Achieve CN for GHG emissions throughout a vehicle’s life cycle*1
- 2030:
Reduce GHG emissions by 30% throughout a vehicle's life cycle*1 (compared to 2019 levels)

*1 Per unit

 [Medium- and Long-Term Target Structure, p. 67](#)

Assumptions for Setting the 2030 Target

- Scope
 - Automotive business*2
 - Toyota Motor Corporation and its consolidated subsidiaries. However, Scopes for which targets have been set shall correspond to their respective Scopes.
 - Includes energy-derived CO₂, non-energy-derived CO₂, and the other six types of GHG listed in the GHG Protocol*3.
- Uncertainties such as future production volume changes are not considered.
- The base year is set as 2019.
- Set on a gross basis.

*2 The automotive business accounts for 90% of total sales revenue and 99% of GHG emissions.

*3 *Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, Revised Edition (2004; 'Corporate Standard')*

GHG Emissions Measurement Method

- Toyota’s Scopes 1, 2 and 3 GHG emissions are calculated based on the GHG Protocol.
- GWP*4 values based on a 100-year time horizon of IPCC assessment is used for CO₂ equivalency calculation of GHG.
For other coefficients, refer to Referenced Coefficients under Metrics and Targets on p. 66.
- Refer to Greenhouse Gases under Metrics and Targets on p. 61 for measurement approach and primary activity data.

*4 Global Warming Potential

 [Referenced Coefficients. Metrics and Targets, p. 66](#)

 [Greenhouse Gases. Metrics and Targets, p. 61](#)

Approach to Achieving Targets

- Achieve CN for GHG emissions generated throughout the vehicle life cycle.
Since Toyota’s Scope 3 emissions account for 99% of the total and category 11 emissions constitute 72% of Scope 3 emissions, achieving the category 11 target is crucial.
- Provide optimal products by considering the diverse energy conditions and power generation mix ratios in each country and region.
- Accelerate measures for the development of technologies that contribute to GHG emissions reduction and create eco-friendly designs as we pursue “ever better cars”.
- Make further efforts in GHG reduction activities throughout the entire vehicle life cycle with various stakeholders involved in the value chain, such as suppliers and dealers.
- Aim to achieve clean vehicle manufacturing throughout the entire life cycle of a vehicle and promote environmental management to achieve reduction targets.

Performance Measured Against Targets

GHG emissions	2019 (Base year)	2023	2024	2025
Life cycle	58.9 t CO ₂ e/unit	11% reduction	11% reduction	12% reduction

- GHG emissions were reduced by 12% in 2025 as a result of reductions in the operation phase.

- Introduction of renewable energy

• Advancing the Introduction of renewable energy globally while considering the energy conditions of each country and region.

• Actively introducing power generation equipment using renewable electricity on our company's premises.

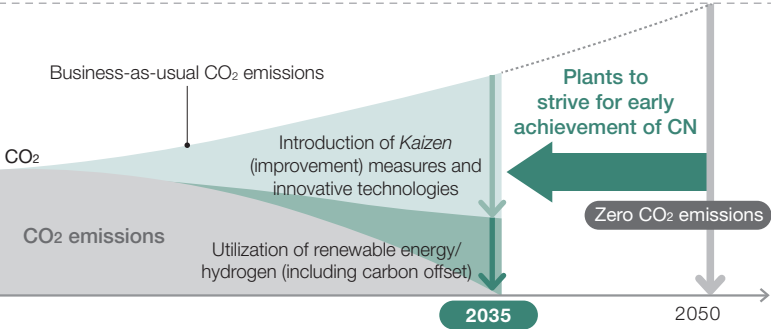
• Broadly collaborating with stakeholders to build the social systems necessary for widespread Introduction.

■ Fuel conversion

• Promoting the utilization of biofuels and hydrogen.

• Collaborate broadly with stakeholders to build social systems.

Striving to Achieve Carbon Neutrality (CN) at Plants by 2035



Acceleration of Energy-Saving Activities

[Case] Optimizing Building Ventilation Frequency

Myochi Plant, Toyota Motor Corporation (Japan)

- Reduced heating load by optimizing building ventilation frequency.

■ Optimized operating conditions for indoor temperature, air cleanliness, and air balance (intake/exhaust airflow and pressure balance between inside and outside the building) based on regulations in Japan and company standards.

■ Shutdown air conditioners and exhaust fans and switched to operation using return air.

■ Continue to review operating conditions based on changes in line layout and production status.
- Fiscal Year 2026 performance

• CO₂ emission reduction: 115 t CO₂/year

[Case] Electrification of Air Conditioning Equipment

Mikkabi Learning Center, Toyota Motor Corporation (Japan)

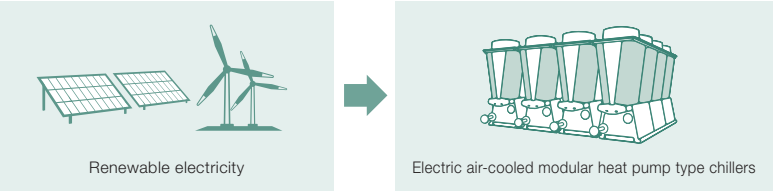
- Replaced two aging chiller-heaters with a switch from absorption type to electric air-cooled modular heat pump type chillers.*¹

■ Advanced the Introduction of renewable energy by switching the power source from kerosene to electricity.

■ Achieved space savings and high efficiency through this modular configuration. Designed based on airflow analysis to ensure appropriate intake and exhaust.
- Fiscal Year 2026 performance

• CO₂ emission reduction: 111 t CO₂/year

*1 An electrically driven heat source unit that utilizes ambient air heat to produce chilled or hot water



Introduction of Renewable Energy

[Case] Renewable Electricity Introduction Rate: 100%*²

- Achieved a 100% renewable electricity introduction rate in the production process for the Lexus brand vehicles in Japan*³ in the fiscal year 2026.

*2 On a purchased electricity basis

*3 Toyota Motor Corporation: Motomachi Plant, Tahara Plant
Toyota Auto Body Co., Ltd.: Yoshiwara Plant
Toyota Motor East Japan Inc.: Iwate Plant
Toyota Motor Kyushu Inc.: Miyata Plant

[Case] Solar Farm Operation

Toyota Motor Thailand Co., Ltd. (Thailand)

- Installed solar panels sufficient to cover daytime power demand.

• Generation capacity: 30.4 MW (Roof-mounted: 6.3 MW, Solar Farm: 24.1 MW)



Solar farm of Toyota Motor Thailand Co., Ltd.

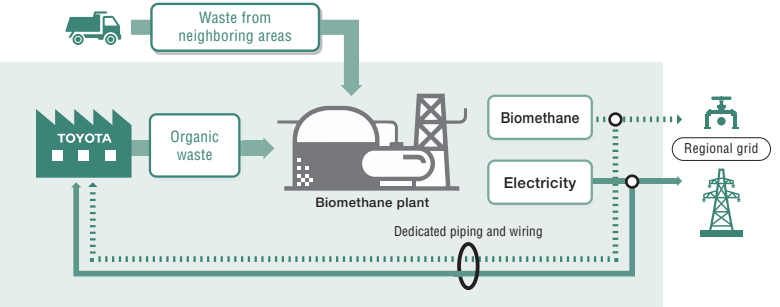
Fuel Conversion

[Case] Utilization of Waste-Derived Biomethane

Deeside Plant, Toyota Motor Manufacturing (UK) Ltd. (United Kingdom)

- In 2026, a waste-derived biomethane plant will begin operation on adjacent land through collaboration with the local community and construction companies.
- Converts 120 kt/year of organic waste that was previously being sprayed on farmland, landfilled, or incinerated into biomethane.
- Organic waste generated at the Deeside Plant, Toyota Motor Manufacturing (UK) Ltd. (TMUK-D) is also utilized as feedstock for biomethane.
- Power generation equipment is also installed in the biomethene plant, which is used for renewable electricity supply.
- This biomethane and renewable electricity will meet 100% of the TMUK-D's energy demand.

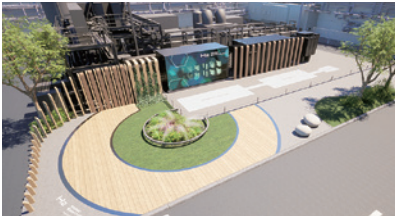
Overview of the Use of Biomethane and Renewable Electricity



[Case] Introduction of Hydrogen Production Equipment

Honsya Plant, Toyota Motor Corporation (Japan)

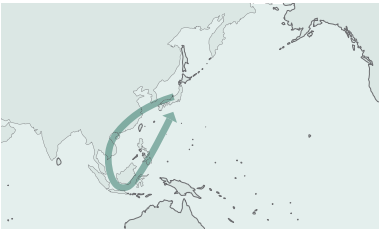
- In 2023, we developed a water electrolysis system by repurposing the fuel cell technology from the MIRAI. We created a compact system through repeated improvements and optimizing equipment layout and structural designs. Hydrogen output increased by 24 times compared to conventional systems within the same area across the entire system.
- A large-scale demonstration of this water electrolysis plant began in May 2026 at the Honsha plant.



Concept illustration of hydrogen park at Honsha Plant

[Case] Introduction of LNG-fueled Car Carriers on Southeast Asian Routes

- Two state-of-the-art LNG-fueled car carriers commenced service in 2025.
- Compared to conventional heavy oil-fueled vessels of similar size, CO₂ emissions are reduced by approximately 30%, in combination with the effects of the latest ship improvements.



Southeast Asia route



LNG-fueled car carriers

Performance Measured Against Targets

FY2026 Performance

		Base year: FY 2020	FY 2024	FY 2025	FY 2026
Scopes 1 and 2	Emissions	6,696 kt CO ₂ e	—	—	32% reduction
Scopes 1 and 2 and voluntary activities*1	Emissions	7,428 kt CO ₂ e	—	—	32% reduction
	Renewable electricity introduction rate	—	—	—	51%

2025 Performance

		Base year: 2019	2023	2024	2025
Scopes 1 and 2 and voluntary activities*1	Emissions*2	7,383 kt CO ₂ e	14% reduction	24% reduction	32% reduction
Plant*3	Emissions	5,678 kt CO ₂ e	—	—	34% reduction

- By implementing energy-saving activities, adopting renewable energy, and converting fuel, Scopes 1 and 2 emissions were reduced by 32% in 2025.

*1 Applies to GHG emissions from energy corporate activities with the corporate activities of Toyota Motor Corporation and its consolidated subsidiaries, and GHG emissions from production processes of Toyota brand vehicles by unconsolidated subsidiaries

*2 Progress of reduction targets approved by SBTi

*3 Applies to GHG emissions from energy consumption associated with the corporate activities of Toyota Motor Corporation and its consolidated subsidiaries, and GHG emissions from production processes of Toyota brand vehicles by unconsolidated subsidiaries (Scopes 1 and 2 and voluntary activities)

Toyota’s First Carbon Neutral (CN)Plant: Tahara Plant

Tahara CN Model Plant Third-party assurance 2025 data

- Attained CN*1 as a model plant in fiscal year 2026, ahead of the global target of “Achieve zero CO₂ emissions from production at plants by 2050”.
- GHG emissions from Tahara Plant (fiscal year 2026): 33 kt CO₂e◆
- Carbon credit amount retired for Tahara Plant in fiscal year 2026: 33 kt CO₂e◆
- Practiced a factory-wide shift in environmental awareness through human resource development, promoting CN activities where everyone plays an active role.
- Made efforts on energy-saving activities through the introduction of *Kaizen* (improvement) measures and the introduction of innovative technologies.
- Improvements are achieved through collaborative efforts between the departments for facility engineering that supplies energy and the departments for manufacturing that use it.
- Steadily advanced self-sufficiency in renewable electricity through wind and solar power, utilizing geographical advantages.
- Expanded hydrogen utilization aiming for zero CO₂ emissions in the future.

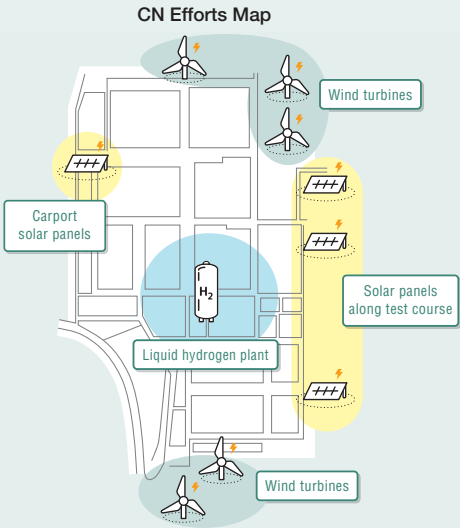
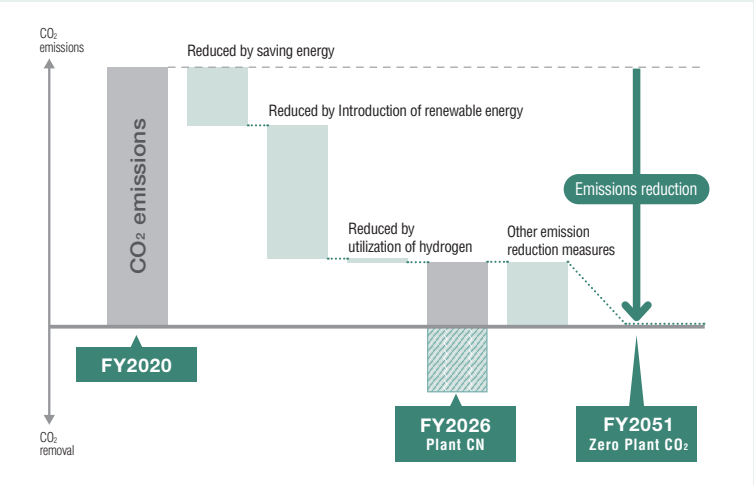
*1 Third-party assurance of GHG emissions and credit retirements are obtained (◆ shows values verified by the third party)
 To show progress toward the target of the model plant, disclosed total GHG emissions (Scopes 1 and 2) and Carbon credits retired amount

Third-Party Assurance, p. 73

[B], Metrics and Targets, p. 61

Referenced Coefficients. Metrics and Targets, p. 66

Tahara Plant CN and the Path to Achieving Zero CO₂ Emissions



Definition of Plant Carbon Neutrality

- State in which GHG emissions from the plant that were not avoided or reduced were offset through carbon removal or carbon credits.
- A transitional phase aiming for zero CO₂ emissions from production at plants.

Carbon Removal and Carbon Credits, p. 43

Human Resource Development

[Case] New and Expanded CN Experience Workshops

- The CN Experience Workshop was designed for participants to observe, interact, and experience.
- Introduced a CN experiential area where participants can feel reduction effects. (Exhibited a model that lets visitors experience air leaks from piping routes and the resulting energy waste.)
- Discussed concrete improvements with department leaders based on insights gained in the CN Experience Workshop to help employees develop the knowledge and practical perspectives needed for effective energy-saving activities.



CN experience workshop

[Case] Workplace-Led Improvement Activities Incorporating CN Themes

- Promoted workplace improvement activities, such as QC circles (small-group activities by frontline employees) and individual workplace improvement efforts where each employee identifies problems and implements countermeasures based on the knowledge and practical perspectives gained through the CN Experience Workshop.

[Case] Environmental Awareness Reform Utilizing Thinned Wood from Toyota Mie Miyagawa Forest

- Toyota Motor Corporation’s approximately 1,700-hectare company-owned forest, “Toyota Mie Miyagawa Forest,” located in Odai Town, Mie, has obtained FSC certification*2 (FSC C084762) and implements sustainable forest management.
- Utilizing thinned woods, employees crafted furniture and fixtures to be used on the premises.
- This activity contributed to improving the convenience of the factory premises and aesthetics while improving environmental awareness.

*2 An international system where the Forest Stewardship Council certifies forests managed appropriately and proves products made from them



The First Toyota Plant to Go Carbon Neutral:
 “One Tahara”

Acceleration of Energy-Saving Activities

Kaizen (Improvement) measures and Introduction of Innovative Technologies

[Case] Reducing GHG Emissions in Vehicle Parts Manufacturing Processes

- Reduce burner combustion time to decrease gas usage.

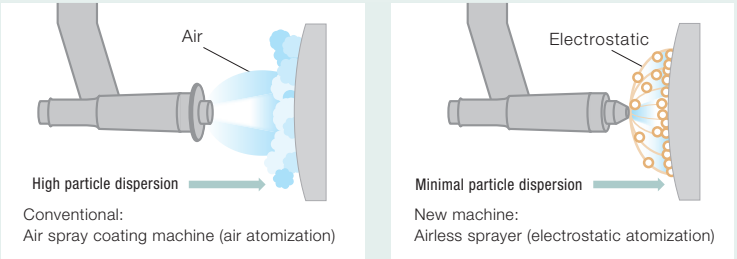
• Current: The burners remain ON even during periods when heating is not required.

• Countermeasure: Implemented intermittent operation control to turn burners OFF immediately after heating completion.

[Case] GHG Emission Reduction Through Airless Sprayer Introduction

- Replaced conventional air sprayers used in the vehicle body painting process with airless sprayers that utilize electrostatic.

■ Improved coating efficiency (the ratio of sprayed paint actually adhering to the vehicle body) from approximately 60-70% with conventional equipment to over 95%, reducing GHG emissions in the painting process.



Introduction of Renewable Energy

- Tahara Plant on-site renewable electricity introduction rate

Fiscal Year 2026 Performances

• 13%

[Case] Installation of Japan's Largest Onshore Wind Turbine

- Tahara City boasts among the best wind conditions in Aichi Prefecture and is the most suitable location for introducing wind power generation among Toyota Motor Corporation's plants in Japan.

■ The plant boasts one of the largest self-generation and self-consumption capacities in Japan, supplying over 15% of its electricity demand.

■ It strives to accumulate knowledge of operational maintenance and enhance its operational rates.

• Generation capacity: 21.5 MW (4.3 MW × 5 units)

[Case] Installation of Solar Panels Utilizing Plant Premises (Fiscal Year 2027)

- Utilization of surplus land on the vehicle test course

• Maximized installation while assuring no interference with vehicle testing, applying measures to prevent sunlight reflection, and giving full consideration to driving safety.

• Generation capacity: 1.1 MW

■ Installation of carports with solar panels

• A structure was selected that balances ease of parking with structural strengths, such as wind resistance.

• Installing solar panels with high-efficiency design, including the use of bifacial panels, brought about improved generation capacity.

• Generation capacity: 1.1 MW



Fuel Conversion

Hydrogen Utilization

[Case] Introduction of Liquid Hydrogen Plant

- Installed liquid hydrogen tanks to expand hydrogen utilization within the plant.

• Tank capacity: 78 kL/unit

■ Implemented measures to prevent and detect leaks and to reduce ignition risks, thereby ensuring safety.



Liquid hydrogen tank

[Case] Hydrogen Utilization in the Casting Process

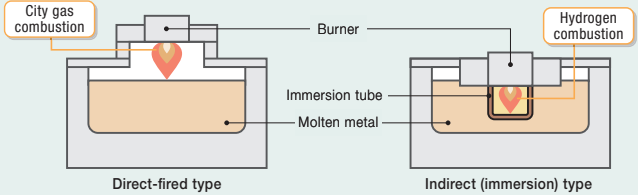
- Hydrogen utilization commenced in the casting process in 2025.

■ Replaced direct-fired city gas burner furnaces with indirect (immersion) hydrogen burner furnaces for holding furnaces (temporary storage furnaces for molten metal) in the die-casting process, and achieved energy savings and GHG emission reductions through fuel conversion.

■ Suppressed the increase of nitrogen oxide (NOx) by switching combustion methods according to the immersion tube temperature.

■ Implemented safety measures for hydrogen combustion that balance maintainability and space efficiency.

Burner furnace mechanism



Outlook Toward Zero CO₂ by 2050

- With its experience and achievements in achieving carbon neutrality, the Tahara Plant will continue to take on the challenge of reaching Toyota Motor Corporation's target of "zero CO₂ emissions from plant production by 2050" by combining various approaches.

■ By collaborating with internal and external stakeholders as well as local communities, we aim to realize a sustainable society by globally applying the knowledge and expertise cultivated at the Tahara Plant.

Scope 3 Category 11

Target

- 2050: Achieve carbon neutrality (CN) in average GHG emissions*1 during the operation of new vehicles.
- 2035: Reduce average GHG emissions*1 during the operation of new vehicles by 50% or more (compared to 2019 levels)
- 2030: Reduce average GHG emissions*1 during the operation of new vehicles (compared to 2019 levels)
 - Passenger cars and light commercial vehicles: 33.3% reduction*2
 - Medium- and heavy-freight trucks: 11.6% reduction*2

*1 Per unit, g CO₂e/km/unit, WtW
*2 Reduction target approved by SBTi

 [Medium- and Long-Term Target Structure, p. 67](#)

Assumptions in Setting the 2030 Target

- Scope
 - All corporate activities
 - Completed vehicles branded under Toyota Motor Corporation and consolidated subsidiaries*3
 - Includes energy-derived CO₂, non-energy-derived CO₂, and the other six types of GHG listed in the GHG Protocol
- Referenced scenarios, standards, and scientific basis
 - The reference scenario is for the goal of “holding the increase in the global average temperature to well below 2°C above pre-industrial levels,” and our targets are validated by SBTi as consistent with this.
 - Uses SBTi’s Automotive and Land Transport Sectoral Decarbonization Approach.
 - SBTi is currently developing the 1.5°C automotive standard, and once the official guidance is released, we will conduct analysis and review.
- Considerations in setting targets
 - Regulatory trends, energy circumstances, and electric vehicle sales trends in each country and region.
 - Electrification transition speed depends on the above trends.
- Base year set to 2019
- Set on a gross basis

*3 Excluding buses under the fuel efficiency standard of Japan

GHG Emission Measurement Method

- GHG emissions are calculated based on the GHG Protocol.
- Passenger cars and light commercial vehicles (TtW)
In principle, the values reported to authorities in their country or region are used; for vehicles in some countries or regions, values reported to authorities in other countries or regions are used.
Calculate by converting official values to WLTP values and multiplying by the actual fuel efficiency correction factor (1.1 times).*4
- Medium- and heavy-duty trucks (TtW)
Official values reported under the fuel efficiency standards in Japan are used.
- GWP values based on a 100-year time horizon of IPCC assessment is used for CO₂ equivalency calculation of GHG.
For other coefficients, refer to Referenced Coefficients under Metrics and Targets on p. 66.
- Refer to Greenhouse Gases under Metrics and Targets on p. 61 for the measurement approach and primary activity data.

*4 Refer to SBTi Guidelines

 [Referenced Coefficients. Metrics and Targets, p. 66](#)

 [Greenhouse Gases. Metrics and Targets, p. 61](#)

Approach to Achieving Targets

- To achieve CN, provide suitable products by considering the diverse energy situations and power generation mix ratios in each country and region.
- Our key theme is “Practical and Sustainable,” and based thereon, we endeavor to provide products that customers find easy to use and want to drive.
- Based on the idea that eco-friendly vehicles contribute to the environment only when they come into widespread use, enhance the lineup of biofuel-convertible vehicles and promote their spread.
- Refer to the Fundamental Approach under the Multi-Pathway Strategy on p. 19

 [Overview of the Multi-Pathway Strategy, p. 19](#)

[Case] Expansion of the HEV /PHEV Lineup

- The new RAV4 HEV was launched in December 2025, and its PHEV model was launched in March 2026.
- The PHEV EV cruising range and total cruising range were extended to 150 km*5 and 1,350 km, respectively.
- Supports Vehicle to Home*6
- Achieves a towing capacity of 3,500 lbs.
- The new Crown Estate was launched in March 2025.

*5 In-house measurement values in EV mode with a full charge as of February 2026
*6 System utilizing the vehicle's battery as a home power source



[Case] Expansion of BEV Passenger Vehicle Lineup

- The new bZ Woodland was launched in March 2026.
- The new Lexus ES was launched in May 2026.
The first model used a common platform for BEV and HEV.



[Case] Expansion of BEV Commercial Vehicle Lineup

- The new Hilux is scheduled for launch in 2026 or later.
 - The EV cruising range will be over 300 km.*1
- The next-generation mobility “e-Palette” was launched in September 2025.
 - It provides value encompassing freedom to move and various mobility services.
- The Pixis Van BEV was launched in February 2026.
 - The BEV system was jointly developed in collaboration with Suzuki Motor Corporation and Daihatsu Motor Co., Ltd., which are experts in compact vehicle manufacturing, leveraging their expertise for compact vehicle manufacturing and our electrification technology.
 - CJPT will also participate in the planning to pursue specifications optimized for efficient last-mile delivery.

*1 Value under NEDC, development target value

[Case] Expansion of the FCEV Commercial Vehicle Lineup

- Production of next-generation fuel cell route buses is scheduled to begin in fiscal year 2027.
- Isuzu Motors Limited and Toyota Motor Corporation have agreed to jointly develop next-generation fuel cell route buses for practical use.



New Hilux (Prototype)



Next-generation mobility e-Palette

[Case] Hydrogen Engine Development

- Pursuing further technology advancements to expand multi-pathway options.
- Aiming to extend cruising range in motorsports.



The GR Corolla with a liquid hydrogen engine

Performance Against Targets

Intensity	2019 (base year)	2023	2024	2025
Passenger cars & light commercial vehicles*2	208.8 g CO ₂ e/km	10.3% reduction	9.9% reduction	12.2% reduction
Medium- and heavy-duty trucks*2	496.0 g CO ₂ e/km	12.4% reduction	8.7% reduction	10.4% reduction

- Through the widespread adoption of electric vehicles, a 12.2% reduction in emission intensity in the passenger car and light commercial vehicle category was achieved in 2025.
- Through the widespread adoption of electric vehicles, the emission intensity was reduced by 10.4% in the medium- and heavy-duty truck category in 2025.

*2 Progress of reduction targets approved by SBTi

Electrified Vehicles Adoption Record*3

SASB TR-AU-410a.2 Third-party assurance 2025 data

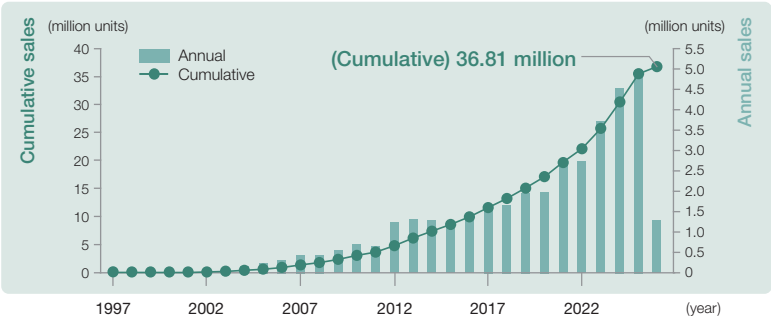
- Cumulative sales: 36.81 million units (As of end of March 2026)◆

*3 Applies to Toyota Motor Corporation brand vehicles

<Third-Party Assurance>

◆: Values verified through third-party assurance

Cumulative Sales of Electrified Vehicles



Scope 3 Category 1

Assumptions in the Calculation

- Scope
 - All corporate activities
 - Toyota Motor Corporation and its consolidated subsidiaries

GHG Emission Measurement Method

- GHG emissions are calculated based on the GHG Protocol.
- GWP values based on a 100-year time horizon of IPCC assessment is used for CO₂ equivalency calculation of GHG.
For other coefficients, refer to Referenced Coefficients under Metrics and Targets on p. 66.
- Refer to Greenhouse Gases under Metrics and Targets on p. 61 for measurement approach and primary activity data.

 Referenced Coefficients. Metrics and Targets, p. 66

 Greenhouse Gases. Metrics and Targets, p. 61

Approach to the Activity

Challenges in Material Manufacturing and Parts Manufacturing

- Toyota Motor Corporation requests all tier 1 suppliers to implement basic measures to reduce environmental impact based on the *Toyota Green Procurement Guidelines*, and works on activities as part of its efforts to achieve life cycle targets.

 Initiatives with Suppliers, p. 57

- Encourage the adoption of low-carbon materials and renewable energy to reduce emissions at the materials and parts manufacturing stages.
- With reference to activities in Japan, implement activities to reduce GHG emission from materials and parts manufacturing at overseas bases in line with local circumstances.

Adoption of Low-Carbon Materials

[Case] Steel-Related Challenges

- As part of our initiatives toward decarbonization in the material manufacturing phase, we began to use Kobe Steel, Ltd.'s *Kobenable*[®] *Steel*, JFE Steel Corporation's *JGreeX*[®], Nippon Steel Corporation's *NSCarbolex*[®] *Neutral*, and POSCO Holdings Inc.'s carbon-reduction-allocated steel in 2025. These are the products recommended by the Japanese government under the Green Steel for Green Transformation (GX)* initiative.
- In addition, we plan to begin adopting Tokyo Steel Manufacturing Co., Ltd.'s low-CFP steel*, which uses steel scrap as its primary raw material, in 2025.

* Green Steel for GX and low CFP steel are definitions established by the Study Group on Green Steel for GX, organized by the Ministry of Economy, Trade and Industry of Japan

[Case] Aluminum-Related Challenges

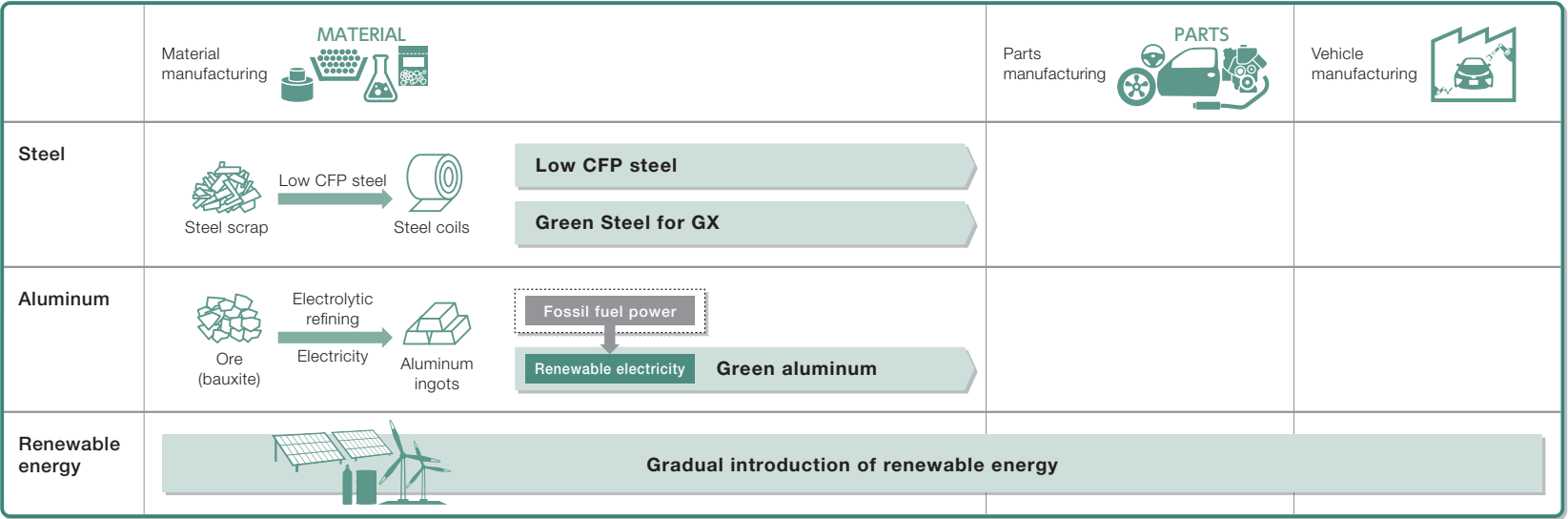
- Aluminum requires a significant amount of electricity during the smelting process from ore (bauxite) using electrolysis.
- We began adopting aluminum produced through smelting using electricity derived from renewable energy instead of coal-fired power generation, which emits large amounts of GHGs, starting in late 2025.

Introduction of Renewable Electricity

[Case] Activity in Japan

- We have started initiatives targeting suppliers with whom we have direct transactions in Japan, aiming for 100% renewable electricity usage in parts manufacturing by 2030.

Strategies Aimed at Achieving CN in Collaboration with Suppliers



Other Initiatives (Efforts to Reduce GHG Emissions of Vehicles in Operation)

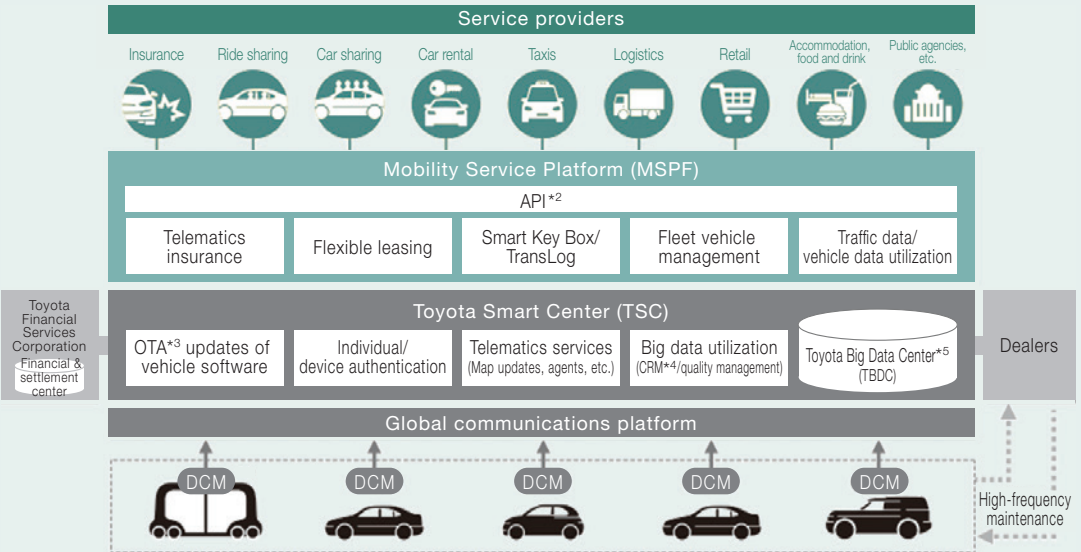
Items to Reduce GHG emissions

Off-Cycle Technology Development

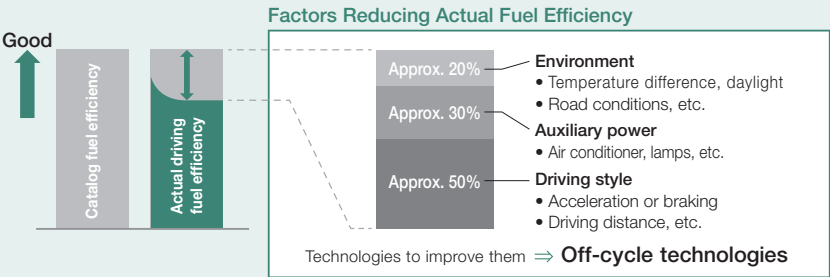
- In addition to increasing its electrified vehicle lineup, Toyota is advancing the development of technologies that reduce GHG emissions in actual driving conditions, though these effects are not reflected in official fuel economy figures (catalog fuel efficiency). These off-cycle technologies include reducing heating/cooling energy consumption, lowering power consumption, etc.
- We aim to globally roll out these off-cycle technologies to achieve carbon neutrality.

Evaluating GHG Reduction Effects Through Connected Data

- Toyota is accumulating driving data obtained from DCM*1 as big data, which is used to design better vehicles and to implement appropriate maintenance.



*1 Data Communication Module. On-board communication device for automobiles
*2 Application Programming Interface. A set of defined rules and specifications that enable software and different applications to communicate and share each other's functions and data
*3 Over The Air. Technology for updating and maintaining devices and software via a wireless network
*4 Customer Relationship Management. Data collection and management
*5 Toyota Big Data Center. Safely aggregate and analyze data collected from DCM for utilization in various services



- Utilizing big data, analyze how cars are used in the market to quantitatively assess GHG reduction effects.

Third-party assurance 2025 data

	GHG emission reduction (kt CO ₂ e)*3	Calculated scope of impact	Eco-friendly options for customers	Evaluating of reduction effects using big data
Global expansion of off-cycle technologies	8,614◆	Japan, the U.S., Europe, China, Saudi Arabia		
Understanding GHG reduction effects through connected data				
Energy-saving route guide	0.06◆	Japan	○	○
A/C recirculation control (Recirculation two-layer flow air conditioning system)	749◆	Japan	○	○
S-FLOW (A/C airflow control with occupant detection)	39◆	Japan	○	○
ECO Mode (Drive Mode Switching)	375◆	Japan	○	○
Adaptive cruise control (ACC*6)	7◆	Japan	○	○
Predictive SOC*7 control (pre-parking charge/discharge control)	2◆	Japan		○
Tire pressure monitoring system	2◆	Japan	○	○

<Third-Party Assurance>
◆: Values verified through third-party assurance
*6 See p. 41 for details
*7 State of charge. See p. 41 for details
*8 P. 66 Calculation Methods of GHG Reduction Amount for Fiscal Year 2026

Calculation Methods of GHG Reduction Amount for Fiscal Year 2026, p. 74

Energy-Saving Route Guide

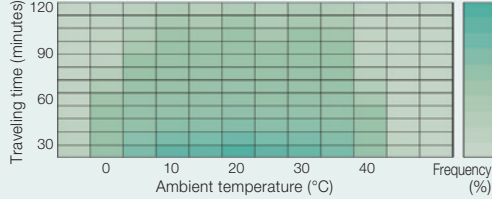
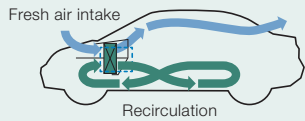
- Navigation suggests routes which contributes fuel consumption saving based on road gradient, vehicle weight, speed, and other factors in addition to traffic information.
- Available on genuine Toyota in-car navigation systems for Japan (vehicles after 2017 model year) from July 2022.
- Introduction to other countries and regions is under consideration.



A/C Recirculation Control (Recirculation Two-Layer Flow Air Conditioning System)

- Air conditioning control switching from fresh air mode to recirculation mode.
- In cases where a significant energy-saving effect is expected, for example, when the ignition is on, the AUTO mode of the air-conditioning control switch is selected, or the outside temperature is high, the system contributes to improving fuel efficiency by automatically switching to recirculation mode and reducing the air conditioning load.

Recirculation Control and Frequency of Use



S-FLOW (A/C Airflow Control with Occupant Detection)

- Automatically controls airflow from the air conditioner to prioritize the seats where passengers are detected.
- Minimizing excessive heating and cooling helps improve fuel efficiency.

Models with no S-FLOW option

- Airflow to all seats

Models with S-FLOW option

- Front seat concentrated airflow mode

- Single seat concentrated airflow mode

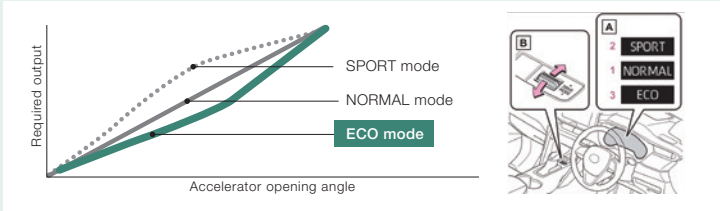
*Airflow may be directed to all seats depending on vehicle conditions.

Models with S-FLOW front seat mode

Models with single seat concentrated airflow mode (includes front seat mode)

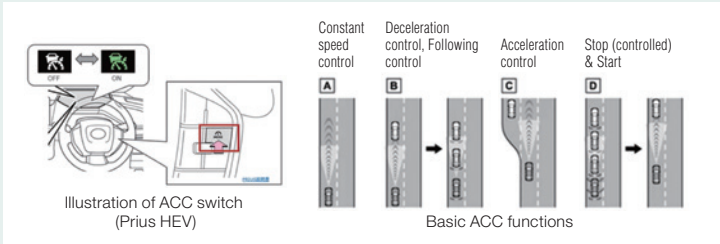
ECO Mode (Drive Mode Switching)

- One of the drive modes selectable via the drive mode selector switch.
- When Eco-Drive mode is selected, the accelerator's response is delivered more smoothly, helping to promote fuel-efficient driving.
- The air onditioner operation (heating/cooling) is automatically controlled, which enhances fuel efficiency.



Adaptive Cruise Control (ACC)

- This function detects whether there is a vehicle ahead and determines the distance between vehicles to ensure an appropriate following distance.
- When driving on highways, turning on the cruise control reduces the number of times the driver needs to press the accelerator and brake pedals, thereby to improved fuel efficiency.



Predictive SOC Control (Pre-Parking Charge/Discharge Control)

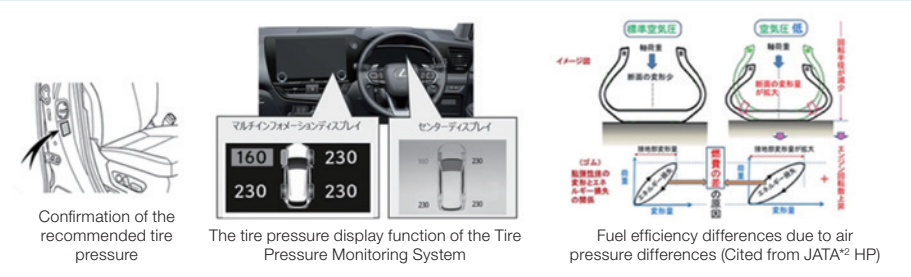
- Estimates the long-term parking location (destination) based on GPS data.
- When the vehicle approaches the destination, it switches automatically to EV mode to discharge electricity.
- At the next engine startup, the drive battery is charged while warming up the engine, and a shorter warm-up time enables more efficient control of the hybrid system, which contributes to fuel efficiency.



*1 Reflect the learned results in control

Tire Pressure Monitoring System

- Alerts the driver to low air pressure at an early stage.
- The recommended air pressure for each vehicle model is specified on a label.
- By maintaining tire pressure above the recommended level, the rolling resistance can be reduced compared to low pressure tire, and fuel consumption can be improved as well.



*2 Japan Automobile Transport Technology Association

Carbon (Dioxide) Removal and Carbon Credits

Aim

- While prioritizing efforts to reduce GHG emissions, we aim to become the “best-in-town” by utilizing high-quality carbon removal and carbon credits to achieve carbon neutrality (CN).

Initiative

Toyota Policy on Carbon Removal and Carbon Credits

- Based on the Toyota Philosophy, we aim to be the “best-in-town” that is loved and trusted by local people through “Producing happiness for All”, while promoting initiatives to reduce GHG emissions throughout the entire vehicle lifecycle to achieve the Toyota Environmental Challenge 2050.
- Reaffirming that emission reduction is our top priority, we have established the Toyota Policy on Carbon Removal and Carbon Credits, which sets forth the approach and principles for the use of carbon removal and carbon credits to achieve CN.

Toyota Policy on Carbon Removal and Carbon Credits: Five Principles

- Prioritizing the reduction of greenhouse gas emissions
- Utilization of high-quality carbon removal and carbon credits
- High-transparency information disclosure
- Diverse carbon removal approaches
- Regional contribution aiming to be the “best-in-town”


[Toyota Policy on Carbon Removal and Carbon Credits](#)

Quantification of Carbon Removal in Toyota Mie Miyagawa Forest

- Ensuring quality by independently quantifying the annual carbon removal of the company-owned “Toyota Mie Miyagawa Forest” (approx. 1,700 ha) located in Odai-cho, Mie Prefecture.
 - Monitoring the carbon removal amount using LiDAR (Light Detection And Ranging) sensors mounted on aircraft and drones.*¹
 - Conducting tree height and species estimation using the data obtained, in collaboration with the graduate school of Nagoya University.
 - The amount of carbon removal is quantified based on our in-house calculation rules following the J-Credit methodology FO-001 (Forest management activity) and verified by the Japan Quality Assurance Organization (JQA).
 - The Toyota Mie Miyagawa Forest is certified by FSC*² (FSC C084762), and forest management activities that contribute to biodiversity conservation and the preservation of soil and water resources are carried out.
 - Toyota continues its research and development to increase the carbon removal amount while remaining in harmony with nature.
- [Fiscal Year 2025 Performance](#)
- Forest carbon removal amount: 6,563 t CO₂

^{*1}The analysis results of the aerial survey were prepared by analyzing the survey results under the jurisdiction of the Mie Prefecture Agriculture, Forestry and Fisheries Department, following approval by the Governor of Mie Prefecture (Approval No. 30-245 dated October 18, 2023)

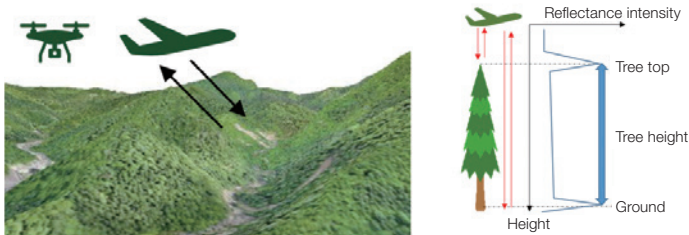
^{*2}FSC certification is an international system by which the Forest Stewardship Council certifies forests managed sustainably and verifies products derived from them


[Technical Review. Green Carbon, Blue Carbon, Vol.60, no.2](#)

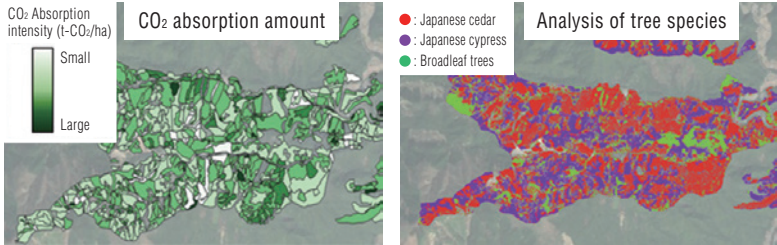
Investment in Forest Fund

- Toyota made its first investment in the Manulife Forest Climate Fund (MFCF).
- MFCF is managed by Manulife Investment Management Timberland and Agriculture Inc. (MIMTA), which has the largest assets under management among timberland investment managers.
- Increase the carbon removal amount by forests through sustainable forest management and generate high-quality carbon credits.
- We recognize this fund as one means of securing high-quality carbon credits.

Illustration of Airborne LiDAR and Drone LiDAR Measurement



Example of Measurement Results for Miyagawa Forest



MFCF-owned forest (Michigan, USA)

Updated in June 2026

Circular Economy (CE)

GRI 203-1, 301-1~3, 306-2-4

- 45

Fundamental Approach
- 46

Use Less Resources
- 48

Promote Longer Use
- 49

Avoid Waste

Fundamental Approach

- Aim

■

Achieve a circular economy by using less resources, promoting longer use, and avoiding waste.
- Initiative

■

In 2015, we established and initiated a challenge to create a recycling-based society and systems as part of our efforts toward resource recycling under the Toyota Environmental Challenge 2050.

■

In 2024, Toyota announced the three pillars of circular economy and start initiatives in each pillar.

■

In April 2026, we revised the title of our challenge to the “Circular Economy Challenge.”

Circular Economy. Integrated Report 2025, p. 76

Commitment to Advancing a Circular Economy

Medium- and Long-Term Target Structure, p. 67
- The Three Pillars of the Circular Economy at Toyota
- The diagram illustrates the three pillars of the circular economy at Toyota, showing a continuous flow from development to recycling.

 - Use less resources:** This pillar focuses on the initial stages of a vehicle's life. It includes 'Vehicle development' (represented by a computer monitor icon) and 'Manufacturing' (represented by a car on an assembly line icon). Below these, 'Circular product design' (represented by a car and a recycling symbol icon) and 'Recycled materials' (represented by a recycling symbol icon) are shown. 'Materials and parts manufacturers' (represented by a factory icon) supply materials to the manufacturing stage.
 - Promote longer use:** This pillar focuses on extending the vehicle's lifespan. It includes 'Sharing and subscription services' (represented by a car and people icon), 'Diagnostic & repair' (represented by a car and a person icon), 'Use' (represented by a car icon), and 'Maintenance' (represented by a car and a person icon). Below these, 'Reuse of parts' (represented by a circular arrow icon) and 'Updates' (represented by a car and an upward arrow icon) are shown. Arrows indicate a flow from development through use and maintenance.
 - Avoid waste:** This pillar focuses on the end-of-life of the vehicle. It includes 'End-of-life vehicle (dismantling)' (represented by a car with an 'X' icon) and 'Shredding' (represented by a car being crushed icon). Below these, 'Sorting and processing' (represented by a car and a recycling symbol icon) is shown. Arrows indicate a flow from use and maintenance to dismantling and shredding.
 - Recycling and Logistics:** At the bottom, 'Chemical recycling' (represented by a flask icon) and 'Material recycling' (represented by a recycling symbol icon) are shown. 'Logistics' (represented by a truck icon) and 'Data sharing' (represented by a computer monitor icon) are also shown. Arrows indicate a flow from sorting and processing to recycling and logistics, which then feeds back into the 'Use less resources' pillar.
- Sustainability Data Book

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Use Less Resources

Aim

■ Standardizing parts and reducing the number of parts

■ Promoting automotive manufacturing that minimizes the use of rare resources

■ Expanding the use of recycled materials through technological development

Initiative

■ Maximizing the use of recycled materials

● Aiming to reuse car parts in other cars

● Aiming to recycle everyday products into car parts

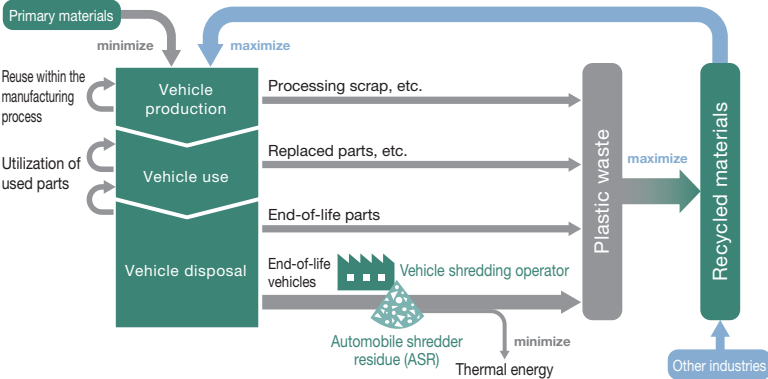
Maximizing the Use of Recycled Materials

2030 Target

Aim to use 30% or more recycled materials on average*1 to facilitate the creation of a society that maximizes resource circulation by 2050 (Scope: new models introduced after 2030)

*1 On a vehicle weight basis

Approach to Maximizing the Use of Recycled Materials



Aiming to Reuse Car Parts in Other Cars

[Case] Recycled Steel Use

■ The use of recycled steel made from 100% scrap began in 2025.

■ Suspension arms, which are part of the chassis and are made from recycled steel, have been used in the new Prius since January 2026. This is the first time Toyota has used a recycled steel suspension arm.

■ Greenhouse Gas (GHG) emissions per metric ton from recycled steel are about one-fifth of those from primary steel. We will continue to promote the use of recycled steel while working to further reduce GHG emissions during parts manufacturing.



The Prius suspension arm

[Case] Secondary Plastic Use

■ Replaced bumpers are collected from dealers and recycled.

■ Starting from the Prius in 2022 and vehicles manufactured in Japan, recycled plastic use has been gradually expanded.

■ Planning to increase the use of recycled plastic threefold by 2030.

2025 Performances

● The index for recycled plastic use in vehicles manufactured in Japan*2 remained at 1.2 times, and will further expand the range of vehicles and parts in which recycled plastics are applied.

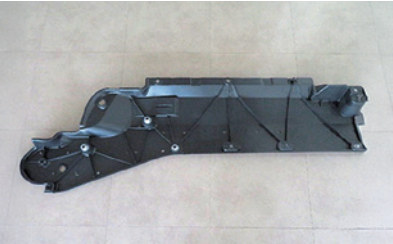
● The index for recycled plastic use in vehicles manufactured in Europe*2 increased 1.6-fold.

*2 Applies to Toyota and Lexus branded vehicles

[Case] Using ASR*-Derived Recycled Plastic

- ASR has primarily been used as an energy source. In order to reuse ASR as a material, Toyota worked with Planic Co., Ltd. to develop ASR-derived polypropylene resin. This recycled material was adopted in the Crown Sport and the RAV4 in 2025. This material will be further applied to other models and parts.

* Automobile Shredder Residue. The result of shredding end-of-life vehicles



The RAV4 Body undercover

Aiming to Repurpose Everyday Products for Use in Car Parts

[Case] Use of In-House Collected PET Bottles

- PET bottles disposed of within the company are separated, washed, and collected as clean bottles. The bottles are then recycled into high-quality PET-derived fiber and textiles in collaboration with other companies. The material is used for the seat covering of the Land Cruiser 250 and the 4Runner.

[Case] Use of Marine Debris-Derived Materials

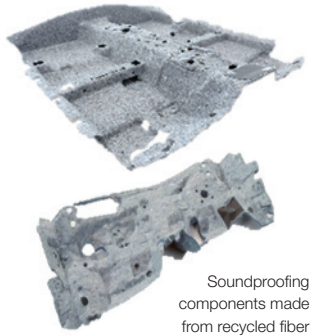
- To reduce the amount of marine debris, which is a global issue, PET bottles that have washed ashore on Japanese islands are collected, cleaned, and crushed and are currently being considered as the next new material for vehicles.



Sheet covering made from 100% marine litter washed ashore on Tsushima Island

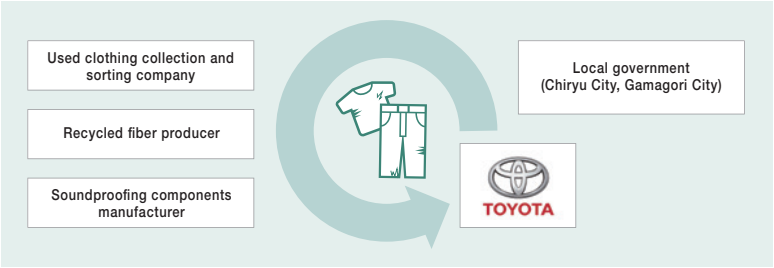
[Case] Using Recycled Used Clothing

- Every year, approximately 750,000 t of used clothing are disposed of, of which 500,000 t are discarded and incinerated in Japan.
- With the cooperation of Chiryu City and Gamagori City in Aichi Prefecture, used clothing was collected to make Soundproofing components. In order to make effective use of this resource, Toyota has started collecting and sorting used clothing.



Soundproofing components made from recycled fiber

Used Clothing Collection Process



Promote Longer Use

Aim

- Creating highly durable vehicles designed for long-term use
- Determining appropriate repair timing through analysis of accumulated vehicle and parts data
- Maintaining vehicle value and enabling long-term use through hardware (parts) improvements and software updates

Initiative

- Reuse and remanufacturing of parts

Reuse and Remanufacturing of Parts

[Case] Establishing the “Toyota Circular Factory” in the UK to Advance Circular Economy

Toyota Motor Europe S.A. N.V. (Belgium)

- Toyota Motor Europe S.A. N.V. and Toyota Motor Manufacturing UK Limited (TMUK) established the “Toyota Circular Factory” at TMUK’s Burnaston Plant in Derbyshire, UK, in March 2025.
- The plant remanufactures commodity items, such as batteries and wheels and recovers recyclable raw materials, including copper, aluminum, steel, and plastic, from vehicles that have reached their end-of-life.
- It anticipates recycling around 10,000 end-of-life vehicles a year, recovering 300 tons of high-purity plastic and 8,200 t of steel, and giving new life to around 120,000 parts.
- The company plans to roll out similar operations across Europe and is eager to collaborate with other organizations.

[Case] Demonstration of a Stationary Battery Energy Storage System (BESS) Using On-board Batteries

Toyota Motor Asia (Thailand) Co., Ltd. (Thailand)

- A demonstration project for a stationary BESS using on-board batteries was launched in March 2025 at a newly established dedicated area within the premises of Siam Toyota Manufacturing in Thailand.
- It uses a 0.63 MWh BESS to manage electricity from onsite and offsite solar generation and develops and optimizes energy management through smart grid technology.
- Through stable renewable energy supply, under Thailand's climate conditions, it contributes to the achievement of carbon neutrality (CN).
- Other participating companies: Siam Cement Group, Toyota Tsusho Corporation, local partner companies, and Toyota Motor Corporation.



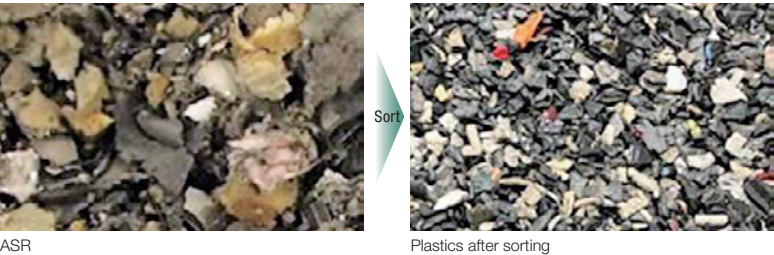
Opening ceremony of the BESS demonstration in Thailand

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Circulating Materials Derived from End-of-Life Vehicles

[Case] Technology Development for Extracting Plastics from ASR

- To enable the reuse of ASR from end-of-life vehicles, which has primarily been used as an energy source, Toyota Metal Corporation’s crushing and sorting technology is being utilized.
- Established technology to efficiently sort and recover plastics with high polypropylene content from ASR for use as recycled plastic base material.



Reduction of Waste Generation at Plants

- Minimizing factory waste and promoting resource reuse
- Promoting the development and introduction of production technologies, as well as daily improvement activities, to avoid waste

[Case] Waste Reduction Through Recycling of In-Process Scrap

Toyota Motor Manufacturing Turkey Inc. (Turkey)

- Developed and installed equipment to recycle in-process scrap generated in the plastic-molding process, and succeeded in reducing waste through reuse.
 - Previously, in the plastic molding process for certain vehicle body parts, 24% of the used plastic was discarded when trimming or removing the part from its mold.
 - By developing and installing recycling equipment with crushing, granulation, and filtering functions within the factories, the company can reuse in-process scrap as raw material.
- 2025 Performance
- Reduction effect in waste generation volume: 35.8 t/year.

Battery Recycling

- With the aim of achieving carbon neutrality and a circular economy, research and development to recover rare metals from used batteries are underway. Efforts to advance battery recycling are progressing worldwide, including in North America.

[Case] Development and Verification of Battery Recycling Without Incineration

- Toyota Tsusho Corporation and Toyota Chemical Engineering Co., Ltd. have started joint verification of battery recycling without incineration.
- Lithium-ion batteries are incinerated as they contain flammable electrolytes.
- The new recycling method can reduce CO₂ emissions and improves resource recovery rates by feeding waste directly into recycling equipment for crushing, rather than incinerating it.
- This enables not only the recovery of valuable materials containing rare metals but also the separation and recovery of extracted electrolytes.



Materials recovered from recycled batteries

Initiatives Overarching the Three Pillars of CE

[Case] Circular Product Design

- Circular Product Design refers to design that considers dismantlability to stimulate circulation of resources from end-of-life vehicles. It overarches all three pillars: Use less resources, Promote longer use, and Avoid waste.
- Having visited and surveyed dismantlers around the world since the launch of the Raum in 2003, Toyota actively adopts vehicle structures for new vehicles that make it easy to dismantle and separate parts to ensure safe and speedy dismantling.
- Vehicle models adopting the design launched in 2025: bZ4X, CHR+, e-palette, Crown Estate, Hilux, Land Cruiser “FJ,” RAV4, YARIS ATIV, and Lexus RZ
- Toyota’s recyclability rate based on vehicle design values is more than 85%, while the recoverability rate, including as an energy source, is more than 95%.

Examples of Easy-to-Dismantle Design

Instructions showing hoist positioning for large batteries for BEVs (Marking to improve dismantling processes)

Marking to improve dismantling processes has been added to indicate the hoisting points that allow large, heavy batteries to be lifted while maintaining the correct balance. (bZ4X, Lexus RZ450e)

Assembled state

During dismantling

Pull-off direction

Separation from the thin-walled section

Wiring Harness: Use of Pull-tab Type Ground Terminal

The wiring harness is designed to be easily detachable using a pull-tab type ground terminal.

Wiring Harness Routing Innovation

The wiring harness can be removed without contact with other parts.

Sustainability Data Book

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Updated in June 2026

Nature Positive (NP)

GRI 101-1:2:4-8, 303-1:2

51

Fundamental Approach

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Initiatives Addressing Nature-Related Issues

53

Biodiversity

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Water Environment

Fundamental Approach

Aim

To realize a society in harmony with nature, reduce the impact on nature throughout the life cycle, and promote conservation activities.

Initiative

As part of Toyota's efforts to address biodiversity and water issues under the Toyota Environmental Challenge 2050, we established the Challenge of Establishing a Future Society in Harmony with Nature and the Challenge of Minimizing and Optimizing Water Usage in 2015, and launched related initiatives.

We have been a member of the TNFD* Forum since 2024.

* Taskforce on Nature-related Financial Disclosures

Toyota Policy on Harmony with Nature

We as Toyota aim for growth that is in harmony with the environment by seeking to minimize the environmental impact of our business operations, such as by working to reduce the effect of our vehicles and operations on climate change and biodiversity. We strive to develop, establish, and promote technologies that enable the environment and economy to coexist harmoniously and to build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation.

We benefit from nature in many ways, including through the use of raw materials and water; however, we also place various burdens on nature by emitting GHGs, withdrawing and discharging water, and using land.

We support the Kunming-Montreal Global Biodiversity Framework adopted at the 15th Conference of the Parties (COP15) to the United Nations Convention on Biological Diversity, and promote initiatives to coexist with nature in accordance with the Toyota Policy on Harmony with Nature.

1. Minimize the impact on nature throughout the life cycle

Identify dependence and impacts on nature throughout all stages of the life cycle, from procurement to production, use, disposal, and recycling.

Implement initiatives to avoid or minimize dependence and impacts on nature across all business operations.

Related policies:

Supplier Sustainability Guidelines

Toyota Green Procurement Guidelines

Policy for Sustainable Natural Rubber Procurement

Policies and Approaches to Responsible Mineral Sourcing

Toyota Water Environment Policy

2. Drive forward initiatives to guide nature toward restoration

Conserve and restore nature, including business sites and their surrounding areas, and aim to be the “best-in-town”.

Collaborate with various stakeholders to advance nature conservation and restoration activities tailored to local conditions on a global scale.

3. Integrate and advance together with carbon neutrality and the circular economy

Recognizing our interdependence with nature, we pursue our multi-pathway strategy aimed at achieving carbon neutrality.

Promote efficient use of natural resources through circular economy initiatives.

Toyota Policy on Harmony with Nature

Sustainability Data Book

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Initiatives Addressing Nature-Related Issues

Aim

To realize a society in harmony with nature, reduce the impact on nature throughout the life cycle and promote conservation activities.

We appropriately disclose efforts addressing nature-related issues and continuously advance and improve these initiatives through dialogue with stakeholders.

Initiative

Identify the relationship with nature at Toyota's sites, mainly at production and R&D sites (hereinafter referred to as "direct operation sites") and within the value chain, and determine priority items for action.

Refer to methods recommended by TNFD and the WEF*1 report, *Nature Positive: Role of the Automotive Sector* (hereinafter referred to as the "WEF Report", issued by the WEF in 2024, to understand nature-related issues.

*1 World Economic Forum

<Direct Operation Sites>

Identifying Relationships with Nature and Selecting Priority Action Items

- Using the WEF Report, ENCORE,*2 and TN LEAD,*3 understand dependencies and impacts on our automotive business.
- Select priority actions to mitigate dependencies and impacts.

Dependencies	Dependence on ecosystem services such as water and other resource use and disaster mitigation
Impacts	Water withdrawal and discharge, waste disposal, and land use through our business activities may be changing the natural state of the environment

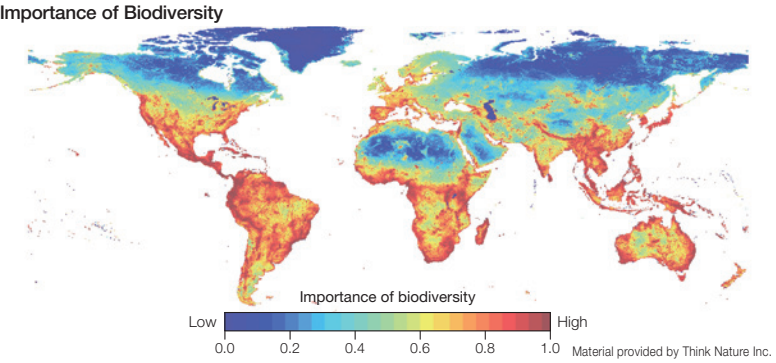
- To avoid or mitigate dependence and impacts on nature, we have selected four priority actions to be implemented at our direct operation sites.
1. Biodiversity assessment: Maintaining biodiversity and ecosystems around business locations
2. Water management: Control of water usage and wastewater discharge
3. GHG emission reduction: Reduction of GHG emissions from manufacturing processes
4. Pollution prevention: Control of air pollutant emissions and waste disposal from manufacturing processes

*2 Exploring Natural Capital Opportunities, Risks, and Exposure: A tool to understand the dependencies and impacts of business activities on nature

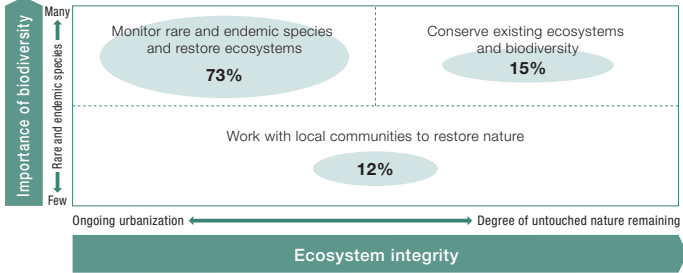
*3 Analysis services based on the LEAP approach provided by Think Nature Inc., recommended by TNFD

Priority Action Item Progress

1. Biodiversity assessment
- We assessed the importance of biodiversity and ecosystem integrity at major direct operation sites, and confirmed that over 70% of these sites belong to areas with high biodiversity importance but that are undergoing urbanization.
- We used the assessment results to study the direction of harmony with nature activities to be implemented at each site.



Direction of Activities Promoting Harmony with Nature Based on Assessment



2. Water management
- Conducted risk assessments at production sites on water quantity and quality using Aqueduct.*4
- Water quantity: Sites with extremely high risks are selected as priority sites.
- Water quality: Priority sites are selected based on risk assessments, taking into account the discharge of effluent into rivers.

*4 A water risk assessment tool developed by the World Resources Institute

3. GHG emission reduction
- Implemented activities aimed at achieving carbon neutrality across all plants.

[Scopes 1 and 2, p. 32](#)

4. Pollution prevention
- Established environmental management systems and obtained ISO 14001 certification, and enforced the strict control of chemicals, air pollution, and waste at all plants.

[Environmental Management, p. 17](#)

[Value Chain Collaboration, p. 58](#)

Objectives of the Initiative

- Set targets for priority initiatives in the 8th Toyota Environmental Action Plan.
1. Expand Harmony with Nature activities beyond production sites.
2. Set individual management targets for water quantity and quality at priority sites.
3. Reduce GHG emissions under Scopes 1 and 2 by 47% compared to 2019 levels.
4. Thorough management in line with regulatory trends in each country.

[The 8th Toyota Environmental Action Plan Future Actions \(2030 Target\), p. 72](#)

<Value Chain>

Selection of Materials to be Prioritized to Take Action

- Identify the interface with nature in the upstream raw material procurement within the automotive value chain.
- Based on external research,*5 social trends, and per-vehicle usage rates, we have identified natural rubber and battery feedstocks as materials to be prioritized.

*5 High Impact Commodity List SBTs for Nature), Material Change (Drive Sustainability, Responsible Minerals Initiatives, and the Dragonfly Initiative)

[Responsible Material Sourcing, p. 95](#)

Future Actions

- Review of the progress of the 8th Toyota Environmental Action Plan
- Identification of priority direct operations sites
- Detailed analysis of materials to be prioritized

Biodiversity

Aim

Promote biodiversity conservation activities and contribute to the prevention and recovery of biodiversity loss based on the *Toyota Policy on Harmony with Nature* and the *Policy for Sustainable Natural Rubber Procurement*, toward the realization of a society in harmony with nature.

Initiative

Challenge of Establishing a Future Society in Harmony with Nature

Expand the Reach of Nature Conservation Activities among Communities, with the World, to the Future

Promote biodiversity conservation activities and contribute to the prevention and recovery of biodiversity loss based on the *Toyota Policy on Harmony with Nature* and the *Policy for Sustainable Natural Rubber Procurement*, toward the realization of a society in harmony with nature.

Toyota Green Wave Project

Plant in Harmony with Nature ⇒ “Connecting Communities” activities

Toyota ESD*1 Project

Environmental education for the next generation ⇒ “Connecting to the Future” activities

*1 Education for Sustainable Development

Toyota Green Wave Project

Plant in Harmony with Nature ⇒ “Connecting Communities” Activities

2025 Target

Achieve Plant in Harmony with Nature at six plants in Japan and four plants overseas.

Promote activities to connect with local communities in collaboration with affiliated companies.

Start activities promoting harmony with nature in collaboration with local communities and companies toward biodiversity conservation.

2021-2025 Results

Achieved targets at a total of six plants in Japan and four plants overseas.

Promoted activities in collaboration with 25 Toyota Group companies and global affiliates (number of activities: 4,528).

Overview of the “Plant in Harmony with Nature”

The diagram illustrates the 'Plant in Harmony with Nature' initiative. It features a pyramid of species, with 'Apex species (birds, etc.)' at the top and 'Small animals (butterflies, frogs, etc.)' below. A box labeled 'Quantitative assessment of ecosystems by surveying indicator species' is connected to the pyramid. A circular box labeled 'Continuous monitoring' is connected to the pyramid by a double-headed arrow. A box labeled 'Wildlife habitat maintenance and improvement' is connected to the pyramid by a double-headed arrow. To the right, a box labeled 'Advancement of the trinity of activities' contains three overlapping circles: 'Local experts' (Select indicator species, Assess ecosystem status), 'Local residents' (Develop biodiversity education, Promote local interaction), and 'Employees' (Develop human skills in harmony with nature, Enhance communication among employees).

Registration as Nationally Certified Sustainably Managed Natural Sites (Japan)

To achieve the 30by30*2 target set under the Kunming-Montreal Biodiversity Framework (2022), the Act on Promoting Activities to Enhance Regional Biodiversity was enacted in April 2025, initiating the certification of Nationally Certified Sustainably Managed Natural Sites*3 by the competent ministers (Minister of the Environment of Japan, Minister of Agriculture, Forestry and Fisheries of Japan, and Minister of Land, Infrastructure, Transport and Tourism of Japan).

Toyota Motor Corporation has joined the 30by30 Alliance for Biodiversity led by the Ministry of the Environment of Japan and obtained certification for five sites (as of March 2026).

These sites are also registered in the World Database on OECMs*4 and contribute to the achievement of 30by30.

*2 30by30: A global target to conserve and protect 30% of land and marine areas by 2030

*3 Nationally Certified Sustainably Managed Natural Sites:
Sites certified by the Japanese government as areas where conservation of biodiversity is being promoted through private sector initiatives, etc.

*4 Other Effective area-based Conservation Measures

Site name	Location	Area	Overview of main activities	Date of certification
Toyota Technical Center Shimoyama	Toyota City and Okazaki City, Aichi Prefecture	385 ha	Conduct forest thinning, paddy field cultivation, and grass cutting to maintain the Satoyama environment adjacent to the R&D center	September 2025
Toyota Technical Center Shibetsu	Shibetsu, Hokkaido	832 ha	Conserve key species, control invasive species, and promote environmental education to preserve the harsh yet abundant natural environment in the northern part of Japan at the country's largest test course	
Toyota Biotope Tsutsumi	Toyota City, Aichi Prefecture	0.74 ha	Have established a biotope within the production site to contribute to the conservation of the local native ecosystem	
The Forest of Toyota	Toyota City, Aichi Prefecture	45 ha	Conserve the Satoyama environment and utilize it as a place for maintenance, research, and community-oriented education	
Toyota Mie Miyagawa Forest	Taki County, Mie Prefecture	1689.28 ha	Promote sound forest management based on forest resource information and establish a healthy forest that can fulfill public functions	March 2026

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[Case] Obtaining WHC Certification (North America)

- Since 1999, in collaboration with Tandem Global,*¹ TMNA has been promoting activities to conserve the habitats of pollinators and protect indicator species and native species at its plants and business locations in North America.
- Currently, 17 sites have obtained WHC certification.*²

*¹ An international NPO engaging in biodiversity conservation and related activities in 19 countries
 *² Wildlife Habitat Council Certification: A certification program administered by Tandem Global recognizing efforts to enhance biodiversity and education activities

Toyota Site Name	Certification Level
Production and Engineering Manufacturing Center, Kentucky	
Toyota Motor Manufacturing Canada, Cambridge	
Toyota Motor Manufacturing Canada, Woodstock	
Toyota Motor Manufacturing, Kentucky	
Toyota Motor Manufacturing, Mississippi	
Toyota Motor Manufacturing, Texas	
Toyota Motor Manufacturing, West Virginia	
Toyota Technical Center, Ann Arbor, Michigan	
Toyota Technical Center, York Township, Michigan	
Toyota Auto Body, California	
Toyota Motor Manufacturing, Alabama	
Toyota Motor Manufacturing, Guanajuato	
Toyota Motor Manufacturing, Indiana	
Toyota Motor Manufacturing, Missouri	
Toyota Motor Manufacturing, Tennessee	
Toyota Motor North America Headquarters in Plano, Texas	
Toyota Logistics Services in Portland, Oregon	

[Case of Plant in Harmony with Nature 1]

Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV) (U.S.)

- TMMWV promotes the preservation of habitats for pollinators through the cultivation of native plants and beekeeping in the Toyota West Virginia Biodiversity Park located within the plant premises, and received the WHC Ibis Award*³ in 2022 for these efforts.
- The Biodiversity Park is open to the public and is utilized for environmental education for kids and students, as well as recreational activities for local residents.

*³ An award given to projects that have continued to carry out biodiversity conservation activities even under difficult situations

2025 Performance

- TMMWV has received the Gold Certification from the WHC for 10 consecutive years.
- By 2025, approximately 90% of the plant's green space was successfully converted into habitats for pollinators through 17 projects.



Beekeeping



Weed control in solar power generation areas through grazing

[Case of Plant in Harmony with Nature 2]

Ban Pho Plant, Toyota Motor Thailand Co., Ltd. (TMT) (Thailand)

- The Harmony with Nature facility within the TMT premises, “Cheewa Panavet,” has obtained government certification in May 2026 as one of the Thailand's first OECM sites.
- As a private-sector company, TMT implements sustainable biodiversity conservation activities and advances environmental education and awareness-raising activities in collaboration with local residents and students.

2025 Performance

- Through a joint biological survey with local NGOs, 134 plant species and 553 animal species (including 152 bird species and 328 insect and spider species) were identified.
- Since its establishment in 2016, more than 70,000 people have participated in TMT's environmental education programs.



TMT received an OECM certificate from the Thai government



Cambodian Striped Squirrel (scientific name : *Tamias rodolphii*)

[Case of Plant in Harmony with Nature 3]

Myochi Plant, Toyota Motor Corporation (Japan)

- Makes efforts to increase native species utilizing waterfront and forested environments by establishing biotopes within the premises along with invasive alien species control activities.

2025 Performance

- Commenced surveys of indicator species (dragonflies, the Japanese pygmy woodpecker, the great tit, etc.) under expert guidance.
- Planted approximately 1,000 trees of six species (including Indian hawthorn and Japanese kerria, which provide year-round flowers and fruit) around the site perimeter.



Tropical Bluetail



Planting

Toyota ESD Project

Transforming “Environmental Education for the Next Generation” to “Connect to the Future”

- 2025 Targets

 - Implement global unified measures for the development of eco-friendly human resources who bear the future.
 - Provide opportunities for environmental learning using biotopes and other resources in collaboration with “Plant in Harmony with Nature.”
 - Utilize tools to learn harmony with nature for the next generation and advance the development of eco-friendly human resources at both internal and external business facilities (e.g., plants, and The Forest of Toyota, respectively).

Fiscal Year 2026 Performance

 - Implemented environmental education programs worldwide.
 - Examples from Toyota Motor Corporation
 - Conducted environmental learning sessions
 - Plant in Harmony with Nature: 64 sessions
 - The Forest of Toyota: 217 sessions

Global Development of Environmental Education for the Next Generation

- Building good relationships with local communities through environmental learning has a positive impact on Toyota’s business in the medium to long term.
- Promoting the Toyota ESD Project in regions around the world and hosting a number of environmental learning sessions and events provide opportunities for local communities and employees to learn and take action together.

[Case] Activities Connecting to the Future

Tsutsumi Plant, Toyota Motor Corporation (Japan)

- Since fiscal year 2025, we have been collaborating with local elementary schools to promote environmental education activities conducted by our employees.
 - Wildlife observation and biotope tours were held to foster a sense of caring for local biodiversity and living species.
- Total Children Participating Since Program Launch
- Fiscal Year 2025: 531 children
 - Fiscal Year 2026: 407 children



Introducing the biotope



Observing living creatures



Observing and sketching living creatures

Water Environment

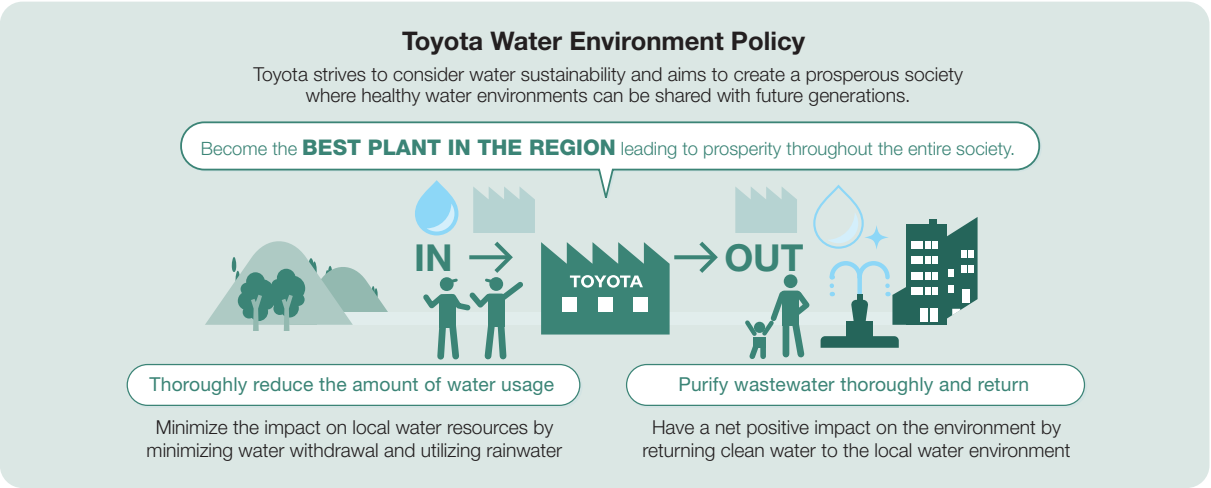
Aim

- Minimize the global impact on water environments under conditions that vary from region to region.
- Aim to be the best plant in the region that can contribute to the prosperity of society as a whole through the effective use of water resources.

Initiative

Toyota Water Environment Policy

- Aim to be the best plant in the region that contributes to the overall prosperity of society.
- Minimize impacts on the water environment through a dual approach: drastic reductions in water use (IN) and returning clean water to the environment (OUT).



Challenge of Minimizing and Optimizing Water Usage

Minimize Water Usage and Manage Wastewater Discharge According to Individual Local Conditions

- Water quantity (IN): Activities to reduce water usage
- Water quality (OUT): Comprehensive management of wastewater, and activities to clean water before it is returned to the environment

Example of Water Usage Reduction

[Case] Reducing Water Consumption Through Comprehensive Wastewater Recycling

Toyota Motor Thailand Co., Ltd. (Thailand)

PT. Toyota Motor Manufacturing Indonesia (Indonesia)

- Reduce water withdrawal by thoroughly reusing water
 - Implemented a wastewater recycling system combining filters, such as sand and activated carbon, with RO membranes (reverse osmosis membrane).
- Achieved zero wastewater discharge off-site by reusing recycled water in both production and non-production areas

Water usage reduction volume in 2025

 - Toyota Motor Thailand Co., Ltd.: 183,149 m³
 - PT. Toyota Motor Manufacturing Indonesia: 2,250 m³



Team members of Toyota Motor Thailand Co., Ltd.



Team members of PT. Toyota Motor Manufacturing Indonesia



Wastewater recycling system

Updated in June 2026

Value Chain Collaboration

GRI 101-2-5, 308-1-2, 414-1-2

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59 Initiatives with Dealers and Distributors

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Initiatives with Suppliers

Aim

Initiative

Toyota Green Procurement*¹ Guidelines*²

Rollout of the Guidelines

■ Toyota Motor Corporation requests all tier 1 suppliers, including new suppliers, to undertake fundamental initiatives based on the *Toyota Green Procurement Guidelines*, and also rollout and awareness the guidelines to all tier 2 and subsequent suppliers so that the guidelines will take root.

■ Based on the 8th Toyota Environmental Action Plan, we request suppliers to collaborate on initiatives for carbon neutrality, circular economy, nature positive, and environmental management.

*¹ Prioritizing the procurement of parts, materials, equipment, and services with a low environmental footprint when manufacturing products

*² Revised on January 2026

■ Regional green procurement policies

● Rolling out guidelines tailored to local circumstances at each regional procurement office and requesting ongoing efforts

[Case] Green Procurement Policy in the United States

Toyota Motor North America, Inc. (U.S.)

■ Updated the existing guideline and renewed it as the *Green Supplier Requirements* in April 2021. Reinforced environmental management by including compliance with requirements (for example, greenhouse gas (GHG) emission reductions) in the terms and conditions.

 [Toyota Green Procurement Guidelines](#)

Policy for Sustainable Natural Rubber Procurement

■ Toyota promotes the eradication of deforestation and ecosystem conversion within the natural rubber supply chain.

■ Believing that protection of forests and other natural ecosystems is critical for maintaining biodiversity, we have formulated the *Policy for Sustainable Natural Rubber Procurement* for natural rubber used in vehicles.

Approach to the Policy for Sustainable Natural Rubber Procurement

■ Being aligned with the policy and framework adopted in a September 2020 resolution by the General Assembly of the Global Platform for Sustainable Natural Rubber (GPSNR*³), of which Toyota Motor Corporation is a member.

■ Respecting the UN Guiding Principles on Business and Human Rights, as well as the guidelines and conventions established by the International Labour Organization (ILO).

2025 Performance

● Toyota is working together with suppliers to gather information and give responses to questions received from the GPSNR regarding the implementation status of this policy.

*³ Global Platform for Sustainable Natural Rubber

 [Policy for Sustainable Natural Rubber Procurement](#)

Compliance with the Guidelines

■ The guidelines state that if a supplier does not make improvements after violations of laws or guidelines are identified, the business relationship may be reconsidered.

■ The *Supplier Sustainability Guidelines* (revised in 2021) containing the above content have been distributed to tier 1 suppliers.

 [Supplier Sustainability Guidelines](#)

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Monitoring

Self-Assessment Sheet

- Have each company use a self-assessment sheet to confirm the status of their initiatives and share their results.
- Fiscal Year 2026 Performance
 - Received self-assessments from 242 major companies in Japan and provided feedback on the scoring results.

Supply Chain Program

- To continuously advance environmental measures with suppliers, we monitor their risks, and opportunities, as well as the status of their initiatives related to climate change and water security.
- We hold information sessions every year to share social trends and policies related to Toyota’s initiatives and to provide feedback on the survey results, thereby creating opportunities for communication on environmental issues.
- 2025 Performance
 - Responses were received from suppliers that account for approximately 81 percent of the total procurement amount for Toyota Motor Corporation.
 - Approximately 73 percent of these suppliers reduced their GHG intensity (per sales) compared to the previous year.
- To achieve sustainable development alongside society, we have established an environmental management system across our consolidated subsidiaries to globally promote thorough risk management and compliance, and maximize environmental performance.
- We continuously improve the environmental management system to respond swiftly to evolving environmental challenges, such as the intensification of climate change.

Supply Chain Program Performance (2025)

		Climate Change	Water Security
Number of companies that responded		164	164
Response rate		68	68
Percentage selecting “implemented”	Governance (board-level oversight, corporate policy)	66	64
	Identifying risks	67	51
	Integrating issues into business strategy	77	45
	Setting quantitative targets	95	54

Initiatives Toward Reducing GHG Emissions

- Shared carbon neutrality in 2050 as a common goal and studied specific GHG reduction strategies by setting emission reduction targets customized for each supplier.
- 2025 Performance
 - Achieved the targets set in each country or region.
 - Applicable countries and regions: Seven regions with purchasing functions (Japan, North America, Europe, China, Asia, South America, and South Africa)

Risk Management

Ensuring Compliance with Global Chemical Substance Control

- Comply with laws and regulations on chemical substances in various countries and regions, such as the Chemical Substances Control Law*1 in Japan, and the Directive on ELV*2 and REACH*3 in the European Union (EU).
- Improve structures and undertake operational management in cooperation with all parties involved in conveying chemical substance information.
- Continue industry collaboration and global deployment and comprehensive implementation of regulations tailored to the regional cultures and industrial structures.
- 2025 Performance
 - Revised regulations based on the Global Automotive Declarable Substance List (GADSL) of regulated substances reflecting the latest laws and regulations in each country (setting content rate targets for each substance in consideration of legal and regulatory requirements, etc.)
 - Steadily introduced vehicles that comply with these regulations and worked in cooperation with European affiliates to continue to fully respond to the data registration framework (WFD Directive*4) in Europe.
 - Continued supplier awareness-raising activities to ensure thorough chemical substance management and continued to engage in collaborative activities with global companies.

*1 Act on the Regulation of Manufacture and Evaluation of Chemical Substances: An act to prevent environmental pollution caused by chemical substances that pose a risk of impairing human health and interfering with the inhabitation and growth of flora and fauna

*2 Directive on End-of-Life Vehicles: A directive designed to reduce the load of end-of-life vehicles on the environment

*3 Registration, Evaluation, Authorisation and Restriction of Chemicals: A regulation for managing chemical substances to protect human health and the environment

*4 Waste Framework Directive: A European directive

Environmental Due Diligence in Procurement

- Policies and Approaches to Responsible Mineral Sourcing
 - Established the *Policies and Approaches to Responsible Mineral Sourcing* in accordance with OECD*5 guidance*6 to take into account the impact on local communities of the procurement of minerals that may cause social problems relating to human rights and the environment.
- Due diligence policy
 - Identify and assess risks in the supply chain together with suppliers, and if any risk is identified, implement appropriate measures to mitigate the risk.

*5 Organization for Economic Co-operation and Development

*6 OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-affected and High-risk Areas



Supplier Sustainability Guidelines



Policies and Approaches to Responsible Mineral Sourcing



Responsible Material Sourcing, p. 95

Supplier Hotline



Supplier Hotline, p. 93

Overview		Promoting Sustainability		Environment	Social	Governance	Content Index	
	Policy and Environmental Management	Carbon Neutrality (CN)	Circular Economy (CE)	Nature Positive (NP)	Value Chain Collaboration	Metrics and Targets	Third-Party Assurance	
Initiatives with Suppliers Initiatives with Dealers and Distributors Stakeholder Engagement								

Awareness-Raising Activities (in Japan)

Training for Persons in Charge of Procurement

- Conducted group learning on sustainability, including environmental topics, for new employees in the procurement section.
- Regularly held study sessions on carbon neutrality (CN) for persons responsible for communicating directly with suppliers.

Training Sessions with Suppliers

- A variety of practical opportunities are provided for joint learning about environmental issues.

Initiatives by Kyohokai*

- Established research groups for studying environmental topics in 2019.
- In fiscal year 2026, four theme-specific groups (environmental management, circular economy, renewable energy, and carbon footprint) were established, and each group carried out independent study activities for one year.
- Outcomes were reported at the activities report meeting and made available to members on the Kyohokai website.

* Voluntary organization consisting of more than 200 suppliers delivering automotive parts, bodies, etc.

Dissemination of Information on Carbon Neutrality

- Disseminate specific emission reduction calculation methods and tools to achieve GHG reduction targets.
- Provide study sessions on energy saving, renewable energy, and achieving resource recycling.
- Organize webinars and exhibitions to connect companies providing emission reduction solutions with suppliers facing challenges in cutting emissions.
- Calculate emission reduction targets for each supplier (Scopes 1, 2, and 3).
- Share guidelines for the adoption or rejection of GHG emission reduction measures with suppliers.
- To achieve these targets, aim to prioritize the use of renewable electricity in parts manufacturing and aim 100 percent adoption of green aluminum. Encourage the involvement of tier 2 and subsequent suppliers through tier 1 suppliers, striving to ensure that the aforementioned initiatives spread throughout the entire supply chain.

 [Awareness-Raising and educational Activities, p. 94](#)

Recognition of Suppliers’ Environmental Initiatives

- We present the Environmental Activity Awards, established in 2017, to commend suppliers that conduct exceptional environmental initiatives every year.

Initiatives with Dealers and Distributors

Aim

- Work together with dealers and distributors toward reducing the environmental footprint, help them earn trust from their local communities and serve as the “best-in-town,” and contribute to their communities and customers.

Initiative

Implement the Environmental Global Policy in Sales and Service

- Have continuously implemented a strategy to reduce the environmental footprint in store operations since 2016.

Designated Countries and Regions

- Dealers in 72 major countries and regions in Japan, North America, Europe, Asia, South America, Oceania, and Africa (approximately 15,000 stores, accounting for 94 percent of the total in terms of the number of vehicles sold)

Actions

- Formulate a framework for initiatives.
- Minimize environmental risks.
- Improve environmental performance.
- Undertake activities to improve the environment with customers and society.

Efforts to Reduce CO₂ Emissions

2025 Target

- One hundred percent introduction rate of CO₂ reduction initiatives at newly constructed and remodeled dealers.

Fiscal Year 2026 Performance

- Achieved targets in 71 countries and regions.

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Initiatives with Dealers in Japan

- Emission tracking across all stores
 - We have expanded GHG emission data collection to all dealers nationwide since fiscal year 2025 to initiate emission tracking.
- Enhancing support for reduction activities
 - Each store starts developing plans for installing solar panels and measures to reduce emissions in fiscal year 2026 and puts them into operation.
 - We continue to support the installation of rapid chargers at dealers, aiming to improve the convenience of BEVs and PHEVs.

Stakeholder Engagement

- Aim
- Establish positive relationships with national governments and administrative agencies, regulators, political parties, NGOs, civil society organizations, local communities, customers, dealers, suppliers, and employees, aiming to be the “best-in-town.”
 - Utilize our expertise to engage in and contribute to public policy and other areas through participation in industry associations and various initiatives.

- Initiative
- Climate Change-Related Initiatives
- Engage in policy activities aligned with the goals of the Paris Agreement not only within our company but also through the activities of the industry associations we belong to.
 - Specifically, we perform engagement activities and make proposals concerning climate change-related policies, including the achievement of carbon neutrality (CN), as well as the wide ranging adoption and stable supply of renewable energy.

- [Case]
- U.S.: Work together with suppliers to promote activities while requesting them to set emission reduction targets under the *Green Supplier Requirements*. With dealers, under the “Dealer Environmental Excellence Program (D.E.E.P.),” we provide technical support and recognize dealers that demonstrate outstanding activities.
 - Europe: Host the “Sustainability Forum,” annually inviting a diverse array of stakeholders including NGOs, academia, business partners, etc. to exchange views on sustainability issues such as carbon neutrality.
 - Japan: In the challenging field of motorsports, we collaborate with like-minded business partners to promote the development of technologies that utilize sustainable low-carbon fuels and hydrogen.

 [Toyota's Views on Climate Public Policies 2025](#)

Collaboration with Suppliers

- U.S.: Participate in the Suppliers Partnership for the Environment*1 to promote proceed with environmental initiatives in which suppliers, governments, NGOs, and other stakeholders collaborate.
- Europe: Address key sustainability issues in the supply chain as a member company of CSR Europe’s*2 Drive Sustainability, an automobile industry partnership program.

*1 A U.S. public-private partnership program for automobile manufacturers and their suppliers to advance sustainability
*2 A European organization that operates a European business network with the aim of promoting corporate sustainability

 [Suppliers Partnership for the Environment](#)
 [Drive Sustainability](#)

Note: The period covered by this chapter shall be from April 1, 2025, to March 31, 2026, unless otherwise specified.

Updated in June 2026

Metrics and Targets

TCFD Metrics and Targets

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72The 8th Toyota Environmental Action Plan (2030 Target)

A

Greenhouse Gases (GHG) Emissions Scope 1 (Direct Emissions), Scope 2 (Indirect Emissions Generated from Purchased Energy), Scope 3 (Other Indirect Emissions)

(kt*10³ CO₂e)*²

	2023	2024	2025
Scopes 1, 2, and 3 total	600,261* ³	589,573* ³	513,981

*1 kt: k (kilo) multiplied by 10³ and t (ton) as the metric ton (tonne, 1 t = 1,000 kg)

*2 Calculated on a GHG-basis from 2024. Some figures were calculated on an energy-related CO₂ emissions basis for 2023

*3 Including the Toyota brand from entities other than consolidated subsidiaries, as well as from the brands of consolidated subsidiaries

[B], Metrics and Targets, p. 61

[C], Metrics and Targets, p. 62

Referenced Coefficients. Metrics and Targets, p. 66

B

GHG Emissions, GHG Emission Intensity Scope 1 (Direct Emissions) and Scope 2 (Indirect Emissions Generated from Purchased Energy)

GRI 305-1, 305-2, 305-4

Third-party assurance 2025 data

(kt CO₂e)

	2023	2024	2025
Scope 1	2,627	2,518	2,466◆
Scope 2	Location-based	4,083	4,127
	Market-based	2,868	2,533

(t CO₂e/unit)

	2023	2024	2025
Per unit produced (market-based)	0.6	0.6	0.5

<Scope>

• Toyota Motor Corporation and its consolidated subsidiaries

<Calculation Method>

• Calculated based on the GHG Protocol

• Rather than by direct measurements, emissions were calculated using activity data multiplied by emission factors. The primary activity data are fuel consumption and electricity consumption

• Calculated using the operational control approach reflecting Toyota’s actual management situation

• The measurement approaches are the same as those used for Scopes 1 and 2 targets

• The calculation excludes carbon credits or greenhouse gas emission allowances that have been removed, purchased, sold, or transferred

• The 2023 and 2024 data (comparative data) are presented by reorganizing the data on “CO₂ Emissions & CO₂ Emissions Intensity” and “Greenhouse Gases Emissions from Sources Other Than Energy-related CO₂” reported in the “Sustainability Data Book 2025.”

<Third-Party Assurance>

◆ : Values verified through third-party assurance

Referenced Coefficients. Metrics and Targets, p. 66

In principle, fractions are rounded down to the nearest unit. For this reason, the total and the breakdown totals do not always match.

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Scope 1 (Direct Emissions), Scope 3 (Other Indirect Emissions) Biofuel-based CO₂

	(kt CO ₂)
	2025
Scope 1	7
Scope 2	–
Scope 3	8,573

- Toyota Motor Corporation and its consolidated subsidiaries

- Toyota Motor Corporation and its consolidated subsidiaries brand, excluding buses under the fuel consumption standard of Japan

- Scope 3 category 11

<Calculation Method>

- Emissions were not measured directly, but were calculated using activity data multiplied by emission factors

- The primary activity is fuel consumption

- Emissions were calculated using the operational control approach, reflecting Toyota's actual management situation

Referenced Coefficients. Metrics and Targets, p. 66

- Toyota Motor Corporation and its consolidated subsidiaries

- Calculated based on the GHG Protocol

- The calculation method mainly involves multiplying activity data by emission factors. The main calculation scopes, activity data, and emission factors are shown in the table
- Primary data is not used for emission calculation
- The data are calculated using the operational control approach, reflecting Toyota's actual management situation
- The measurement approaches are the same as those used for Scopes 1 and 2 targets
- The calculation excludes carbon credits or greenhouse gas emission allowances that have been removed, purchased, sold, or transferred

 Referenced Coefficients. Metrics and Targets, p. 66

*1 Calculated on a GHG-basis from 2024. However, they were calculated on an energy-related CO₂ emissions basis for 2023

*2 Some emissions are recorded under category 11 in Scope 3

*3 Recorded under Scopes 1 and 2

⁴ For 2023 and 2024, calculations include the Toyota brand from entities other than consolidated subsidiaries, as well as from the brands of consolidated subsidiaries. For 2025, these are excluded

⁵ For 2023 and 2024, the calculation was based on the deemed holdings of Toyota Motor Corporation. For 2025, the calculation was changed to cover investments, including equity-method affiliates

<Third-Party Assurance>

◆: Values verified through third-party assurance

Overview

Promoting Sustainability

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Circular Economy

VOC, NOx, SOx

Referenced Coefficients

Medium- and Long-Term Target Structure

Review of the 7th Toyota Environmental Action Plan (2025 Target)

The 8th Toyota Environmental Action Plan (2030 Target)

E

Average CO₂ Emissions from New Vehicles

SASBTR-AU-410a.1GRI302-5, 305-5

(g CO₂/km)

By country or region	2023	2024	2025
U.S.	142.8	133.3	121.9
Canada	120.4	115.9	117.0
Brazil	98.5	98.7	102.4
Europe	107.1	103.0	95.4
Japan	114.0	115.1	115.0
China	128.7	123.5	119.6
Taiwan	140.1	134.7	133.3
India	126.0	120.6	117.3
Thailand	148.0	141.5	134.9
Indonesia	142.9	143.4	144.8
Saudi Arabia	141.8	140.2	150.3
Australia	164.4	158.0	152.8
South Africa	184.9	171.8	170.8

<Scope>

- Toyota brand vehicles
- TtW (Tank to Wheel) values are based on fuel efficiency, CO₂, or GHG test modes in each country or region, but NEDC is used for vehicles in Thailand, Indonesia, and South Africa
- Excluding freight trucks categorized as freight under fuel efficiency, CO₂, or GHG regulations in each country or region, and also excluding trucks and buses

F

Electrified Vehicle Sales

SASBTR-AU-410a.2Third-party assurance2025 data

(thousand units)

By type	2023	2024	2025
Hybrid electric vehicles (HEVs)	3,594	4,441	4,620
Plug-in hybrid electric vehicles (PHEVs)	141	161	175
Battery electric vehicles (BEVs)	117	145	243
Fuel cell electric vehicles (FCEVs)	4	1	1
Total	3,855	4,748	5,040◆

(%)

	2023	2024	2025
Percentage of electrified vehicles in total sales	37	46	48

<Scope>

- Toyota brand vehicles

<Third-Party Assurance>◆: Values verified through third-party assurance

G

Energy Consumption and Energy Intensity

GRI302-1, 302-3, 302-4Third-party assurance2025 data

(GWh*1)

By region	2023	2024	2025
Toyota Motor Corporation	3,350	3,273	3,173
Japan (excluding Toyota Motor Corporation)	6,333	6,394	6,539
North America	4,451	4,506	4,609
Europe	985	939	978
Asia	2,771	2,703	2,763
Others (South America, Oceania, Africa, Middle East)	2,631	2,469	2,453
Total	20,519	20,284	20,516◆

(GWh*1)

By type	2023	2024	2025	
Fossil fuels	Electricity	6,210	5,624	4,486
	Natural gas	7,536	7,329	7,191
	Coke	67	64	68
	Heavy oil	2,426	2,283	2,206
	Diesel oil	602	640	617
	Kerosene	52	48	48
	Hot water	20	22	21
	Others	643	611	600
	Total	17,555	16,621	15,237
Renewable energy	Electricity	2,964	3,663	5,243
	Others	0	0	36
	Total	2,964	3,663	5,279
Grand total	20,519	20,284	20,516◆	

(MWh*2/unit)

	2023	2024	2025
Per unit produced	2.3	2.3	2.3

<Scope>

- Toyota Motor Corporation and its consolidated subsidiaries

<Calculation Method>

- Calculated based on final energy consumption

<Third-Party Assurance>◆: Values verified through third-party assurance

Referenced Coefficients. Metrics and Targets, p. 66

*1 GWh: G (giga) denotes 10 to the 9th power; Wh (watt-hour) is a unit of energy quantity

*2 MWh: M (mega) is 10 to the 6th power; Wh (watt-hour) is a unit of energy quantity

In principle, fractions are rounded down to the nearest unit. For this reason, the total and the breakdown totals do not always match.

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Water

GRI 101-6

H

Water Withdrawal

GRI 303-3

Third-party assurance

2025 data

(Mm³*)

By region	2023	2024	2025
Toyota Motor Corporation	6	6	6
Japan (excluding Toyota Motor Corporation)	13	14	15
North America	7	7	7
Europe	1	1	1
Asia	6	6	6
Others (South America, Oceania, Africa, Middle East)	2	1	1
Total	35	36	36

(Mm³*1)

By water source	2023	2024	2025
Surface water	0.3	0.4	0.3
Groundwater	7	7	8
Seawater	0	0	0
Produced water	0	0	0
Third-party water	27	28	28
Total	35	36	36

(m³/unit)

	2023	2024	2025
Per unit produced	3.9	4.1	4.0

<Scope>

• Production processes of Toyota Motor Corporation and its consolidated subsidiaries

<Third-Party Assurance>

◆: Values verified through third-party assurance

*1 Mm³: M (mega) is 10 to the 6th power; m³ (cubic meter) is a unit of volume

I

Water Discharge

GRI 303-4

(Mm³)

By water discharge destination	2023	2024	2025
Surface water	19	19	18
Groundwater	0	0	0
Seawater	2	3	3
Third-party water	11	11	11
Total	33	33	32

<Quality Management of Water Discharge>

• Indicators*2 specified in the regulations of each country are strictly managed by each plant setting its own control standards that are stricter than the standard values specified by the regulations of each country

<Scope>

• Production processes of Toyota Motor Corporation and its consolidated subsidiaries

*2 Biological oxygen demand (BOD), chemical oxygen demand (COD), nitrogen, phosphorus, pH, etc.

J

Water Consumption

GRI 303-5

(Mm³)

	2023	2024	2025
Water consumption	2	3	3

<Scope>

• Production processes of Toyota Motor Corporation and its consolidated subsidiaries

<Calculation Method>

• Calculated using the formula below in accordance with GRI 303
Water consumption = (Water withdrawal) - (Water discharge)

K

Recycled Water

(Mm³)

	2023	2024	2025
Recycled water	1	2	2

<Scope>

• Production processes of Toyota Motor Corporation and its consolidated subsidiaries

In principle, fractions are rounded down to the nearest unit. For this reason, the total and the breakdown totals do not always match.

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Circular Economy

Raw Material Content and Recycled Content
GRI 301-1, 301-2, 306-4

(kt)			
Raw material content	2023	2024	2025
All materials	16,055	16,745	17,320
Steel	9,736	10,139	10,458
Aluminum	1,665	1,758	1,825
Others	4,653	4,848	5,038

	(%)		
Recycled content	2023	2024	2025
Percentage of recycled content in raw materials	21	21	19 ^{*1}

<Scope>

- Toyota brand vehicles

<Calculation Method>

<Calculation Method>

- Estimated values for global vehicle production based on raw material usage and recycled content for representative vehicle types

*1 Calculation conditions are changed based on JAMA guidelines

Waste

				(kt)
By region	2023	2024	2025	
Toyota Motor Corporation	29	23	26	
Japan (excluding Toyota Motor Corporation)	107	103	103	
North America	48	65	70	
Europe	11	10	10	
Asia	35	38	41	
Others (South America, Oceania, Africa, Middle East)	10	10	9	
Total	239	249	260◆	

		(kt)	
By disposal operation	2023	2024	2025
Recycling for a fee ⁺²	171	180	187
Incineration	46	47	51
Landfilling	22	22	22
Total	239	249	260◆

By type	2023	2024	2025
Non-hazardous waste	207	212	224
Hazardous waste	33	37	36
Total	239	249	260♦

			(kg/unit)
	2023	2024	2025
Per unit produced	26.8	28.6	28.9

<Scope>

- Production processes of Toyota Motor Corporation and its consolidated subsidiaries

<Third-Party Assurance>
◆: Values verified through third-party assurance

*2 Costs incurred for recycling items. Excludes valuable materials

VOC^{*3}, NOx^{*4}, and SOx^{*5} **GRI 101-6**

N **VOC Emissions**
GRI 305-7

	2023	2024	2025
VOC	24	24	24

<Scope>

- Production processes of Toyota Motor Corporation and its consolidated subsidiaries

*3 Volatile organic compound

NOx and SOx Emissions

	2023	2024	2025
NOx	3	2	2
SOx	1	1	1

<Scope>

- Toyota Motor Corporation and its consolidated subsidiaries

<Calculation Method>

- NOx emission volume = Σ (Fuel consumption $\times$ Emission factor for each fuel)
- SOx emission volume = Σ (Fuel consumption $\times$ Density $\times$ Sulfur content)

*4 Nitrogen oxides

*5 Sulfur oxides

Referenced Coefficients. Metrics and Targets, p. 66

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Referenced Coefficients (For Fiscal Year 2026 Calculations)

GHG Emissions, GHG Emission Intensity

B

Scope 1 (Direct Emissions), Scope 2 (Indirect Emissions Generated from Purchased Energy)

C

Scope 3 (Other Indirect Emissions)

CO₂ Emissions

D

Scope 1 (Direct Emissions), Scope 3 (Other Indirect Emissions) Bio-based CO₂

Source/Database name	Scope 1	Scope 2	Scope 3														
			Category														
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Japanese Act on Promotion of Global Warming Countermeasures: Greenhouse Gas Emissions Accounting and Reporting Manual (Ministry of the Environment, Ministry of Economy, Trade and Industry, Japan)	●		●						●			●					
Explanation of the Standard Calorific Values and Carbon Emission Factors by Energy Source (Fiscal Year 2019 Revised Edition) (Agency for Natural Resources and Energy of Japan)	●		●			●					●	●				●	
2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2: Energy	●		●			●			●		●	●	●			●	
Report on the Analysis of Total Efficiency and Greenhouse Gas Emission (March 2011, Japan Automobile Research Institute)	●	●				●					●		●				
Proposed Revisions to Gasoline GHG Emissions (June 2020, Agency for Natural Resources and Energy of Japan)	●	●				●					●		●				
S&P Global Fundamentals: Refining and Marketing Annual Strategic Workbook 2025	●	●				●					●		●				
Japan: Basic emission factors by electric power supplier (for calculation of GHG emissions by specified emitters) (Ministry of the Environment, Japan)		●															
Outside Japan: Emission factors by electricity provider		●															
Emissions Factors 2025 (International Energy Agency)		●	●			●			●		●	●	●		●	●	
Life Cycle Upstream Emission Factors 2025 (International Energy Agency)			●		●	●			●		●	●	●		●	●	
LCI Database IDEA version 3.2.0 (April 15, 2022)	●		●		●	●		●	●		●	●	●			●	
IDEA Laboratory, Research Institute of Science for Safety and Sustainability, National Institute of Advanced Industrial Science and Technology (AIST)			●		●	●		●	●		●	●	●			●	
Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ministry of the Environment, Japan)			●	●	●	●	●		●		●	●			●		
JAMA's Guidelines on Carbon Footprint of Automobile Products 2024 Version (JAMA)			●									●		●			
Joint Guidelines on Methods for Calculating Carbon Dioxide Emissions in the Logistics Sector (Ministry of Economy, Trade and Industry, Ministry of Land, Infrastructure, Transport and Tourism, Japan)						●					●						
Waste Treatment Technology information (Ministry of the Environment, Japan website)							●										
Automobile fuel efficiency list (Ministry of Land, Infrastructure, Transport and Tourism, Japan)													●				

G

Energy Consumption and Consumption Intensity

Other than electricity

• Explanation of the Standard Calorific Value and Carbon Emissions Factors by Energy Source (Fiscal Year 2019 Revised Edition) (The Agency for Natural Resources and Energy of Japan)

O

NOx and SOx Emissions

• Environmental Activity Evaluation Program (Ministry of the Environment of Japan)

In principle, fractions are rounded down to the nearest unit. For this reason, the total and the breakdown totals do not always match.

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Medium- and Long-Term Target Structure

- Toyota has systematically formulated its vision and targets for the environmental issues in order to realize its mission of coexistence of humanity and the earth and “Producing Happiness for All”.
- We share and collaboratively promote Toyota Environmental Challenge 2050 as our long-term vision, and the 8th Toyota Environmental Action Plan as our medium-term target, with Carbon Neutrality (CN), Circular Economy (CE), and Nature Positive (NP) prioritized as our major pillars.

	Carbon Neutrality (CN)				Circular Economy (CE)	Nature Positive (NP)	
	Challenge  Life Cycle Zero CO₂ Emissions Challenge	Challenge  New Vehicle Zero CO₂ Emissions Challenge	Corporate Activities	Challenge  Plant Zero CO₂ Emissions Challenge	Challenge  Circular Economy Challenge	Challenge  Challenge of Establishing a Future Society in Harmony with Nature	Challenge  Challenge of Minimizing and Optimizing Water Usage
Long-term	Toyota Environmental Challenge 2050						
	Achieve CN for GHG emissions throughout the life cycle by 2050	Achieve CN in average GHG emissions during the operation of new vehicles by 2050	Achieve CN for GHG emissions from corporate activities by 2050	Achieve zero CO ₂ emissions from production at plants by 2050	Achieve circular economy by using less resources, promoting longer use, and avoiding waste	Expand the reach of nature conservation activities among communities, with the world, to the future	Minimize water usage and manage wastewater discharge according to the specific local conditions
Medium-term		Reduce average GHG emissions during the operation of new vehicles by 50% or more by 2035 (compared to 2019 levels)	Reduce GHG emissions from corporate activities by 68% by 2035 (compared to 2019 levels) 	Achieve CN for GHGs emitted from production activities at plants by 2035			
	The 8th Toyota Environmental Action Plan (2030 Target)						

 [The 8th Toyota Environmental Action Plan \(2030 Target\), p. 72](#)

Reference Information on Long-term and Medium-term Targets

Relationship Between Scopes 1, 2, and 3 and Environmental Challenges

		Challenge  Life Cycle Zero CO₂ Emissions Challenge	Challenge  New Vehicle Zero CO₂ Emissions Challenge	Corporate Activities	Challenge  Plant Zero CO₂ Emissions Challenge
Scope	1, 2	●	—	●	○
	3	●	○	—	—
Notes			Applies only to Scope 3 category 11		Applies only to production processes

Scope of Scopes 1, 2, and 3 Targets (All Categories)

● : Full scope ○ : Limited scope

		Scope of coverage	Toyota Motor Corporation	Consolidated subsidiaries
Medium-term	Reduce life cycle GHG emissions by 30% by 2030 (from 2019 levels)	Scopes 1 and 2	●	●
		Scope 3	●	●
Long-term	Achieve carbon neutrality (CN) from life cycle GHG emissions by 2050	Scopes 1 and 2	●	●
		Scope 3	●	○

Scope of Scope 3 Targets

Category 11 (Operation of Sold Products)

		Completed vehicles of the Toyota Motor Corporation brand	Completed vehicles of consolidated subsidiaries' brands
Medium-term	Reduce average GHG emissions during operation of new vehicles by 2030 (from 2019 levels) [SBTi] ● Passenger cars and light commercial vehicles: 33.3% reduction ● Medium-/heavy-freight trucks: 11.6% reduction	●	●
	Reduce average GHG emissions by 50% or more from the use of new vehicles by 2035	●	—
Long-term	Achieve CN in average GHG emissions from the operation of new vehicles by 2050	●	—

Scope of Scopes 1 and 2 Targets

		Toyota Motor Corporation		Consolidated subsidiaries		Production processes of Toyota Motor Corporation brand vehicles by unconsolidated subsidiaries
		Production processes	Non-production processes	Production processes	Non-production processes	
Medium-term	Reduce GHG emissions from corporate activities by 68% by 2035 (from 2019 levels) [SBTi]	●	●	●	●	○
	Achieve CN in GHG emissions from plant production by 2035	●	—	●	—	○
Long-term	Achieve CN in GHG emissions from corporate activities by 2050	●	●	●	●	○
	Achieve zero CO ₂ emissions from plant production by 2050	●	—	●	—	○

Review of the 7th Toyota Environmental Action Plan (2025 Target)

GRI 305-6, 413-1

■ Toyota promoted the 7th Toyota Environmental Action Plan (2025 Target), a five-year action plan to achieve the Toyota Environmental Challenge 2050

Evaluation legend
✔✔: Achieved
✔: Challenges remain
—: Unachieved

Six Challenges	No.	Action Items	Specific Actions and Targets	Progress Results for Fiscal Year 2026	Evaluation
New Vehicle Zero CO₂ Emissions Challenge Third-party Assurance 2025 data	1	Average CO ₂ emissions from new vehicles	● Reduce global*¹ average CO₂ emissions (TtW*², g/km) from new vehicles by at least 30% compared to 2010 level *1. Global values are calculated for the following countries and regions: Japan, the U.S., Europe, China, Canada, Brazil, Saudi Arabia, India, Australia, Taiwan, Thailand, and Indonesia *2. TtW (Tank to Wheel): CO₂ emissions during vehicle operation	● Reduced by 35% compared to 2010 levels◆ ● Achieved the target one year ahead of schedule	✔✔
	2	Electrified vehicles	● Achieve cumulative sales of more than 30 million units	● Achieved cumulative sales reaching 36.81 million units◆ ● Achieved the target one year ahead of schedule	✔✔
Plant Zero CO₂ Emissions Challenge	3	CO ₂ emissions from plants	● Reduce CO₂ emissions through innovative technology, improvement measures, and the introduction of renewable energy ● Reduce CO₂ emissions from global plants by 30% compared to 2013 levels	● Accelerated CO₂ emission reduction activities by developing and introducing low-CO₂ production technologies and sharing globally daily improvement practices through shop-oriented environmental activities ● Reduced CO₂ emissions from global plants by 44% compared to 2013 levels	✔✔
			● Achieve a 25% introduction rate for renewable electricity	● Purchased renewable energy, taking into consideration the characteristics of each country and region ● Achieved a 51% global introduction rate for renewable electricity ● Maintained 100% introduction of electricity from renewable sources at all plants in Europe and South America	✔✔
			● Actively promote the development of hydrogen utilization technologies	● Implemented demonstration projects for hydrogen utilization at the Honsha Plant, the Motomachi Plant, and the Tahara Plant	✔✔
Life Cycle Zero CO₂ Emissions Challenge	4	Life cycle CO ₂ emissions	● Reduce life cycle CO₂ emissions by more than 18% compared to 2013 levels	● Reduced life cycle CO₂ emissions by 20% compared to 2013 levels	✔✔
	5	Logistics	● Japan ● Reduce CO₂ emissions by 7% compared to 2018 levels by improvements in transportation efficiency (an average annual reduction of 1%)	● Japan ● Implemented transport efficiency improvements including loading efficiency improvements, joint transport, modal shifts*³ and use of tandem trailers ● Increased average transportation distances due to the relocation of production sites, and increased transport volumes due to higher production volumes ● Reduced CO₂ emissions by 5% compared to 2018 levels by improving transportation efficiency despite increased logistics activity volume (average annual reduction of 0.7%) *3 Shifted freight transportation from automobiles to more environmentally friendly methods such as rail and shipping	—
			● Japan ⇄ Other regions ● Reduce CO₂ emissions by ocean-going vessels (Replace two car carrier ships with liquefied natural gas (LNG) vessels)	● Japan ⇄ Other regions ● Replaced 3 car carrier ships with liquefied natural gas (LNG) vessels in fiscal year 2026	
	6	Suppliers	● Promote CO₂ emissions reduction activities among major suppliers	● Engaged in communication with suppliers in each region and promoted activities in accordance with the local situation	✔✔
7	Dealers and distributors	● Achieve a 100% implementation rate of CO₂ reduction measures in newly constructed and remodeled dealers	● Promote the implementation of CO₂ reduction measures at newly constructed and remodeled dealers Scope: 72 major countries and regions, including Japan, North America, Europe, Asia, South America and Oceania, and Africa ● Achieved a 100% implementation rate of CO₂ reduction measures at newly constructed dealers ● Some remodeled dealers have not yet achieved the target	—	

<Third-Party Assurance>

◆: Values certified through third-party assurance

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</

Evaluation legend

- ✓✓: Achieved
- ✓: Challenges remain
- : Unachieved

Six Challenges	No.	Action Items	Specific Actions and Targets	Progress Results for Fiscal Year 2026	Evaluation
Challenge of Establishing a Future Society in Harmony with Nature	12	Toyota Green Wave Project	● Achieve Plant in Harmony with Nature at six plants in Japan and four plants overseas ● Promote activities to connect with local communities in collaboration with affiliated companies ● Start activities promoting harmony with nature in collaboration with local communities and companies toward biodiversity conservation	● Established 6 plants in Japan and 4 model plants overseas and continued to promote initiatives by sharing know-how with other plants (One plant in Japan has been certified as one of the Nationally Certified Sustainably Managed Natural Sites based on the Act on Promoting Activities to Enhance Regional Biodiversity of Japan and has been added to the World Database on OECMs ● Conducted activities in collaboration with 25 Toyota Group companies and global affiliates (Number of activities from 2021 to 2025: 4,528)	✓✓
	13	Toyota Today for Tomorrow Project	● Globally strengthen the conservation of endangered species, which symbolize biodiversity, in collaboration with NGOs and others	● In fiscal year 2021, completed a support agreement and other memorandums of cooperation with the IUCN for the assessment of endangered species and the selection of projects to be supported by the Toyota Environmental Activities Grant Program	✓✓
	14	Toyota ESD*1 Project	● Implement globally unified initiatives to foster environmentally conscious persons responsible for the future ● Offer environmental education opportunities by utilizing biotopes and other facilities in collaboration with the Plant in Harmony with Nature ● Foster environmentally conscious persons at both in-house and outside facilities, such as plants and the Forest of Toyota, by effectively utilizing educational tools in harmony with nature for the next generation *1 Education for Sustainable Development	● Conducted environmental education programs around the world [Case in Japan] ● Environmental learning session: Plant in Harmony with Nature (64 sessions), The Forest of Toyota (217 sessions)	✓✓
Environmental Management	15	Chemical substances	● Implement thorough management by carefully considering legal trends in each country and region	● Steadily introduced vehicles that comply with the latest regulations and restricted substances ● Promoted continued evaluation of and improvements to the chemical substance management system together with affiliates and suppliers in each region	✓✓
	16	Air quality	● Product Steadily introduce low-emission vehicles and boost further improvement by introducing and increasing ZEVs*2 ● Production Continue volatile organic compound (VOC) emission reduction activities and maintain an industry-leading position *2 Zero Emission Vehicles: Vehicles emit no CO₂ or nitrogen oxides (NOx) during operation, such as battery electric vehicles (BEVs) and fuel cell vehicles (FCEVs).	● Product In response to stricter exhaust gas regulations in various countries and regions, introduced vehicles that satisfy those regulations ● Production Promoted a switch to water-based paint for painting bumpers ● Implemented initiatives to completely eliminate the use of ozone-depleting substances (ODS) with no significant emissions of these substances	✓✓
	17	Waste	● Promote activities to thoroughly reduce waste globally, and aim to minimize the volume of resource input and waste, keeping the environment and economy in balance	● Promoted activities to reduce waste through the development and introduction of waste reduction-oriented production technologies and daily improvement	✓✓
	18	Logistics packaging	● Implement initiatives to reduce and recycle plastics used in packaging and recycle them	● Continued to promote the reduction of plastics used in packaging by reviewing packaging specifications and actively using of recycled materials	✓✓
	19	Risk management 	● Thoroughly comply with environmental laws and regulations and strengthen proactive environmental risk prevention activities in each country and region	● There were 8 environmental non-compliance issues in production areas (3 in Japan and 5 in other regions) and 2 environmental non-compliance issues in non-production areas (2 in Japan and 0 in other regions), for which countermeasures were completed No major breaches of environmental laws or regulations, nor any instances of environmental non-compliance, have occurred	✓✓

The 8th Toyota Environmental Action Plan (2030 Target)

GRI 101-1

- Toward the realization of Toyota Environmental Challenge 2050, we have formulated the 8th Toyota Environmental Action Plan (2030 target), a new five-year action plan, and begun its implementation this April.
- Based on the three pillars that Toyota has long prioritized—Carbon Neutrality (CN), Circular Economy (CE), and Nature Positive (NP)—we have developed specific targets for 17 categories.
- In 10 overseas countries and regions (North America, Europe, China, Asia, India, South America, South Africa, Australia, New Zealand, and South Korea), regional 2030 targets have been formulated in line with this.

Action Items			2030 target	
Carbon Neutrality (CN)	Life cycle		● Reduce life cycle GHG emissions by 30% per unit compared to fiscal year 2020 levels	
	Scopes 1 and 2		● Reduce GHG emissions from corporate activities by 47% compared to fiscal year 2020 levels	
			● Utilize low-carbon technologies including hydrogen and CN fuels	
		Renewable electricity	● Achieve 80% introduction rate for renewable electricity	
	Scope 3	Category 4 Upstream transportation and distribution	● Continuously improve transportation efficiency and utilize low-carbon technologies including hydrogen and CN fuels for medium-term GHG reduction	
Category 11 Use of sold products		● Reduce average GHG emissions*1 per new vehicle ● by 33.3% for passenger light duty vehicles and light commercial vehicles from calender year 2019 levels ● by 11.6% for medium and heavy freight trucks from calendar year 2019 levels *1 g CO₂e/km, Well to Wheel: Includes GHG emissions from the production of fuel and electricity, as well as GHG emissions during vehicle operation		
Circular Economy (CE)	Recycled materials		<Toyota Global Car-to-Car Recycle Project> ● Aim to use 30% or more recycled materials on average*2 to facilitate the creation of a society that maximizes resource circulation by 2050 (Scope: New models introduced after 2030) *2 On a vehicle weight basis	
	Product design		● Expand the introduction of circular product design*3 *3 Easy-to-dismantle product design, etc.	
	Battery		<Toyota Global Car-to-Car Recycle Project> ● Reduce: Aim to reduce the amount of critical minerals in next-generation batteries ● Reuse: ● Promote the commercialization of the battery ecosystem concept in accordance with the circumstances in each country and region, starting with the joint-venture project in China ● Develop technologies that enable the reuse of automotive batteries with cost efficiency and high quality ● Recycling: Establish a battery-to-battery recycling supply chain and start the utilization of recycled critical minerals such as Ni, Co, and Li	
	Appropriate treatment and recycling of end-of-life vehicles		<Toyota Global 100 Dismantlers Project> ● Start demonstrations of resource circulation originated from model facilities (facilities for appropriate treatment and recycling of end-of-life vehicles)	
	Waste		● Promote activities to thoroughly reduce waste globally and aim to minimize the volume of resource input and waste, with the environment and economy in balance ● Manage the waste volume at global plants per vehicle produced below fiscal year 2020 levels	
Nature Positive (NP)	Harmony with nature		● Increase sites in harmony with nature ● Provide support for environmental NGOs and environmental education (inside and outside Toyota) ● Promote the All Toyota Green Wave Project	
	Water	Water quantity	● Manage water withdrawal at global plants per vehicle produced below fiscal year 2020 levels (While Toyota has steadily reduced water withdrawal so far, the subsidiarization of battery production companies will result in an increase. Toyota will promote further efforts to manage water withdrawal below fiscal year 2020 levels and develop management targets for plants in focused regions.*4) *4 Regions of concern for water scarcity and pollution identified through external evaluation	
		Water quality	● Develop management targets for plants in focused regions	
Environmental Management	Environmental education		● Disseminate the image of the Toyota's ideal environmentally conscious person throughout global Toyota	
	Chemical substances		● Implement thorough management by carefully considering legal trends in each country and region	
	Air quality		● Product: Introduce steadily low-emission vehicles and contribute to further improvement by introducing and increasing zero emission vehicles (ZEVs) ● Production: Continue volatile organic compound (VOC) emissions mitigation activities and maintain industry-leading levels	
	Risk management		● Thoroughly comply with environmental laws and regulations and strengthen proactive prevention activities for environmental risks in each country and region	

Updated in June 2026

Third-Party Assurance



Independent Practitioner's Limited Assurance Report

To Mr. Kenta Kon, President of Toyota Motor Corporation

We have undertaken a limited assurance engagement in respect of the information listed below and identified with a ● (diamond) (the "Identified Sustainability Information") in Toyota Motor Corporation's (the "Company") Sustainability Data Book for the year ended March 31, 2026 (Last updated: June 2026) (the "SDB").

Identified Sustainability Information

The Identified Sustainability Information for the year ended March 31, 2026 is summarized below:

Identified Sustainability Information	Amount (unit)
GHG Emissions: Scope 1 (Direct Emissions)	2,466 (kt CO2e)
GHG Emissions: Scope 1 (Indirect Emissions Generated from Purchased Energy): Market-based	2,057 (kt CO2e)
GHG Emissions: Scope 1 Total (Other Indirect Emissions)	452,428 (kt CO2e)
GHG Emissions: Scope 1 Category 11: Use of solid products	358,895 (kt CO2e)
Reduction rate of average CO2e Emissions from New Vehicles (compared to 2010 level)	35 (%)
Electricified Vehicle Sales (Achieved cumulative sales)	36.81 (million units)
Electricified Vehicle Sales (P2026 sales)	5,539 (thousand units)
Energy Consumption	65,516 (GWh)
Water Withdrawal	36 (Mm³)
Waste	280 (kt)

Our assurance was with respect to the information for the year ended March 31, 2026 only and we have not performed any procedures with respect to earlier periods or any other elements included in the SDB and, therefore, do not express any conclusion thereon.

Reporting criteria

The reporting criteria used by the Company to prepare the Identified Sustainability Information is set out in section "Metrics and Targets" on pages 61 - 66 of the SDB and "Review of the 7th Toyota Environmental Action Plan (2025 Targets)" on page 69 of the SDB (the "Criteria").

The Company's responsibility

The Company is responsible for the preparation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases.

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Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

These standards require that we plan and perform the engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement. A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgment and included inquiries, observation, inspection, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. We primarily:

- made inquiries of the persons responsible for the Identified Sustainability Information;
- obtained an understanding of the process for collecting and reporting the Identified Sustainability Information on certain sites that were selected on the basis of their inherent risk and materiality to the Company;
- performed analyses of the Identified Sustainability Information to check that data had been appropriately measured, recorded, collated and reported, and performed limited substantive testing on a sample basis; and
- considered the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

PricewaterhouseCoopers Sustainability LLC
Tokyo, Japan
June 30, 2026

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Independent Practitioner's Limited Assurance Report

To Mr. Kenta Kon, President of Toyota Motor Corporation

We have undertaken a limited assurance engagement in respect of the information listed below and identified with a ● (diamond) (the "Identified Sustainability Information") in Toyota Motor Corporation's (the "Company") Sustainability Data Book for the year ended March 31, 2026 (Last updated: June 2026) (the "SDB").

Identified Sustainability Information

The Identified Sustainability Information for the year ended March 31, 2026 is summarized below:

Identified Sustainability Information	Amount (unit)
GHG emissions from Tahara Plant (Fiscal year 2026)	33 (kt CO2e)
Carbon credits amount retired for Tahara Plant in fiscal year 2026	33 (kt CO2e)

Our assurance was with respect to the information for the year ended March 31, 2026 only and we have not performed any procedures with respect to earlier periods or any other elements included in the SDB and, therefore, do not express any conclusion thereon.

Reporting criteria

The reporting criteria used by the Company to prepare the Identified Sustainability Information (the "Criteria") is summarized below:

Identified Sustainability Information	Criteria
GHG emissions from Tahara Plant (Fiscal year 2026)	● "11," on page 35 of the SDB ● "Metrics and Targets" [P] on page 64 of the SDB ● "Referenced Coefficients (For Fiscal Year 2026 Calculations)" on page 65 of the SDB
Carbon credits amount retired for Tahara Plant in fiscal year 2026	● Amount retired of the carbon credits which were processed in accordance with the "Toyota Policy on Carbon Removal and Carbon Credits" (page 43 of the SDB) and detailed on page 44 of the SDB

Since the Criteria is set out only for this engagement, the Identified Sustainability Information prepared using the Criteria may not be suitable for other purposes.

The Company's responsibility

The Company is responsible for the preparation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of

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calculations are subject to inherent limitations, given the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques may result in materially different measurements.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement. A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgment and included inquiries, observation, inspection, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. We primarily:

- made inquiries of the persons responsible for the Identified Sustainability Information;
- obtained an understanding of the process for collecting and reporting the Identified Sustainability Information;
- performed analyses of the Identified Sustainability Information to check that data had been appropriately measured, recorded, collated and reported, and performed limited substantive testing on a sample basis; and
- considered the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

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incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases.

Carbon Credits are subject to inherent limitations, including but not limited to the extent of environmental or social impact, the risk of double counting, lack of additonicity and permanence, possible leakage, and uncertainties as to whether the expected removals will occur. This could impact the estimated removal of CO2e assigned to those credits.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

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- made inquiries of the persons responsible for the Identified Sustainability Information;
- obtained an understanding of the process for collecting and reporting the Identified Sustainability Information;
- performed analyses to check that the data had been appropriately measured, recorded, collated and reported, and limited substantive testing on a sample basis for the GHG emissions;
- tested the amount of retired carbon credits to the relevant Notes of Consolidation, based on our understanding of the applicable credit settlement rules; and
- considered the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Restrictions on Use

This assurance report has been prepared solely for the purpose of providing management of the Company with assurance on the Identified Sustainability Information prepared in accordance with the Criteria and should not be used for any other purpose. To the fullest extent permitted by law, we assume no responsibility to anyone other than the Company and management for our work or for this report.

PricewaterhouseCoopers Sustainability LLC
Tokyo, Japan
June 30, 2026

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Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

Restrictions on Use

This assurance report has been prepared solely for the purpose of providing management of the Company with assurance on the Identified Sustainability Information prepared in accordance with the Criteria and should not be used for any other purpose. To the fullest extent permitted by law, we assume no responsibility to anyone other than the Company and management for our work or for this report.

PricewaterhouseCoopers Sustainability LLC
Tokyo, Japan
June 30, 2026

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Calculation Methods of GHG Reduction Amounts for Fiscal Year 2026

Toyota's greenhouse gas (GHG) reduction targets, covering Scopes 1, 2, and 3 emissions, have been approved by the Science Based Targets initiative (SBTi) as being aligned with the Paris Agreement. We provide annual reports on our progress. Beyond these reduction efforts across Scopes 1, 2, and 3, we are also accelerating development of GHG-reducing functions in our vehicle and promoting their spread, with the aim of further contributing to decarbonization. By disclosing the GHG reduction impact of these functions and by encouraging customers to increase the use and installation of such functions, we engage in GHG emission reduction based on the multi-pathway strategy. This section outlines the GHG reduction effect calculation methods during operation in order to provide greater transparency.

Target function	Purpose of disclosure	Calculation method	Scope of report
Global Expansion of Off-Cycle Technologies	■ Purpose of disclosure ● Toyota is advancing its off-cycle technologies as part of the multi-pathway strategy, with the aim of increasing installation rates by highlighting the GHG emission reduction effects of these technologies ■ Description of the technology  Items to Reduce GHG emissions, p. 40 ■ Assumption ● Fuel efficiency that does not consider off-cycle function effects ■ Scope ● Country/Region and period: [Japan] April 1, 2024 to March 31, 2025 [U.S.] January 1, 2023 to December 31, 2024 [Europe] January 1, 2024 to December 31, 2024 [China] January 1, 2024 to December 31, 2024 [Saudi Arabia] January 1, 2024 to December 31, 2024 ● Vehicles: [Japan] Manufactured vehicles (number of units registered) [U.S.] Manufactured vehicles (2024 model year vehicles) [Europe] Registered vehicles (number of units announced by authorities) [China (locally produced vehicles)] Manufactured vehicles (number of units registered) [China (imported vehicles)] Imported vehicles (number of units landed) [Saudi Arabia] Manufactured vehicles (number of units that obtained type approval) ● GHG reduction effects: This applies to the reduction effect during operation*1; however, it is calculated on a WtW basis that includes GHG emissions during the fuel and electricity mining and production stage (WtT) in addition to the GHG emissions generated during the process of vehicle propulsion by the engine or motor (TtW)*2 *1 The calculation covers energy consumption related to vehicle operation, excluding upstream and downstream effects *2 Emission intensity: Emission factor of each powertrain calculated in Scope 3 category 11 ■ Primary calculation formula: (1) × (2) × (3) × (4) (1) GHG reduction effects within the scope given by off-cycle technology*3 (kg CO2e/unit/km) [Countries/Regions introducing the off-cycle system: The U.S., Europe, China, and Saudi Arabia] Calculated based on the effects verified by the vehicle model by the authorities of each country and region [Country/Region NOT introducing the off-cycle system: Japan] Calculated by multiplying the GHG reduction effects verified by the vehicle model by the U.S. authorities by the coefficient for each usage environment (ambient temperature and idling time)*4 (2) Annual mileage*3 (km/year) (3) Lifetime usage period*3 (years) (4) Number of units in each country and region in fiscal year 2026 *3 Calculated according to the SBTi guidance Annual mileage and lifetime usage period refer to the IEA Mobility Model *4 · Ambient temperature: Refers to IMAC-GHG-LCCP*5 · Idling time: Calculated using the ratio of stopping time in fuel efficiency measuring mode in the U.S. and Japan *5 IMPROVED MOBILE AIR CONDITIONING-GREENHOUSE GAS-LIFE CYCLE CLIMATE PERFORMANCE (IMAC-GHG-LCCP) TOOL Reduction effect in lifetime mileage in operation of vehicles specified in the scope		

Target function	Purpose of disclosure	Calculation method	Scope of report
Understanding GHG Reduction Effects Through Connected Data			
Guidance on Energy-Saving Routes	Purpose of disclosure Toyota is advancing its actual fuel efficiency technologies as part of the multi-pathway strategy, with the aim of increasing installation rates and improving customer usage rates by highlighting the GHG emission reduction effects of these technologies Description of the technology Items to Reduce GHG emissions, p. 40	Assumption - Recommended route,*1 which was chosen by a majority among options *1 Routes suggested first by the navigation system, balancing factors such as toll costs, time, and ease of driving Scope - Country/Region and period: [Japan] April 1, 2025 to March 31, 2026 - Vehicles: - Engine-powered vehicles (ICE vehicles and hybrid electric vehicles (HEVs)) sold under the Toyota Motor Corporation brand - Vehicles equipped with DCM that can give data allowing evaluation of this technology - GHG reduction effects: This applies to the reduction effect during operation*2; however, it is calculated on a WtW basis that includes GHG emissions during the fuel and electricity mining and production stage (WtT) in addition to the GHG emissions generated during the process of vehicle propulsion by the engine or motor (TtW)*3 *2 The calculation covers energy consumption related to vehicle operation, excluding upstream and downstream effects *3 Emission intensity: Emission factor of each powertrain calculated in Scope 3 category 11 Primary calculation formula: (1) × (2) × (3) (1) Average GHG emissions (kg CO2e/km) by powertrain type (2) Distance traveled on energy-saving routes by powertrain type*4 (km) Ratio of each powertrain × Annual distance traveled using the energy-saving route function (km) (3) Fuel reduction rate*5 by powertrain when traveling on energy-saving routes (%) *4 The annual distance is estimated using actual data for November 2025, since seasonal variation does not need to be considered *5 Calculated based on all of the recommended and energy-saving routes, deeming them similar in terms of travel conditions	Reduction effect in operation of vehicles and in the period specified in the scope

Target function	Purpose of disclosure	Calculation method	Scope of report
Understanding GHG Reduction Effects Through Connected Data			
Air Conditioning Recirculation Control S-FLOW Eco-SW Adaptive Cruise Control Predictive SOC Control Tire Pressure Monitoring System	Purpose of disclosure Toyota is advancing its actual fuel efficiency technologies as part of the multi-pathway strategy, with the aim of increasing installation rates and improving customer usage rates by highlighting the GHG emission reduction effects of these technologies Description of these technologies  Items to Reduce GHG emissions, p. 40	Assumption - Fuel efficiency when each function is inactivated Scope - Country/Region and period: [Japan] April 1, 2025 to March 31, 2026 - Vehicles: - Engine-powered vehicles (ICE vehicles and HEVs) sold under the Toyota Motor Corporation brand - Vehicles equipped with DCM that can give data allowing evaluation of these technologies - GHG reduction effects: This applies to the reduction effect during operation*1; however, it is calculated on a WtW basis that includes GHG emissions during the fuel and electricity mining and production stage (WtT) in addition to the GHG emissions generated during the process of vehicle propulsion by the engine or motor (TtW)*2 *1 The calculation covers energy consumption related to vehicle operation, excluding upstream and downstream effects *2 Emission intensity: Emission factor of each powertrain calculated in Scope 3 category 11 Primary calculation formula: (1) × (2) × (3) × (4) (1) GHG emissions*3 when a function is activated (kg CO2e/unit/km) - Air Conditioning Recirculation Control: Comparison when using air conditioning - S-FLOW: Comparison when only the driver is seated - Eco-SW: Comparison in all states during operation - Adaptive Cruise Control (ACC): Comparison during driving on the highway - Predictive SOC Control: Comparison of driving after a cold start - Tire Pressure Monitoring System: Comparison between periods when tire pressure is below the recommended value and after it is adjusted to above the recommended value (2) Annual mileage*4 (km/year) (3) Lifetime usage period*4 (year) (4) Actual number of units sold (unit) *3 Taking into consideration GHG reduction effects per unit of distance, the occurrence rate of driving conditions and usage environments where the function activates, the utilization rate, and the emission intensity. Considers the driving conditions and data extraction period (annual or seasonal) in order to enable allocation for each technology *4 Calculated according to the SBTi guidance - Annual mileage and lifetime usage period refer to the IEA Mobility Model	Reduction effect in lifetime mileage in operation of vehicles specified in the scope

Social

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Respect for Human Rights

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Diversity, Equity, and Inclusion (DE&I)

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Value Chain Collaboration

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Vehicle Safety

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Information Security

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Social Data

Updated in October 2025

Respect for Human Rights

GRI 2-25, 26, 30, 3-3, 409-1, 414-2

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83	Education related to Human Rights

Fundamental Approach

Aim

- Toyota aims to be the best company in town, both loved and trusted by the people in all countries and regions where we do business.
- We respect and honor the Human Rights of our employees, customers, and **all other people related to our business activities**.
- Each employee contributes to creating a decent work environment that promotes safety & health, respects each employee's dignity, and is free from any human rights abuse, including discrimination, harassment, child labor, and forced labor.

Initiative

- **Toyota refers to and respects the “United Nations Guiding Principles on Business and Human Rights” (UNGP), and promotes activities related to Human Rights based on these guidelines.**
- Individuals working at Toyota respect Toyota's Human Rights Policy and align suppliers with the Supplier Sustainability Guidelines, and implement Human Rights due diligence and educational activities.

-  [Toyota's Human Rights Policy](#)
-  [Supplier Sustainability Guidelines](#)
-  [Toyota's action taken for Forced Labor of Migrant Workers \(Statement on the Modern Slavery Acts\)](#)
-  [Policies and Approaches to Responsible Mineral Sourcing](#)

Organizational Structure

Aim

- To ensure that the company fulfills its corporate responsibility to respect Human Rights by embedding, implementing and conducting the necessary processes and actions.

Initiative

- The direction and challenges of the initiatives are reported to and discussed at meetings attended by the leaders of the relevant departments. Key issues are consulted at the Sustainability Meeting and brought to the Board of Directors meeting for oversight and decision-making.
- The Human Resources Division is responsible for Human Rights management, collaborating with the Purchasing Group, Sustainability Management Division, and other organizations.

 [P. 7 Organizational Structure](#)

Policy Development and Dissemination

Aim

- Toyota's Human Rights Policy applies to all executives and employees at Toyota and its subsidiaries. We also expect our business partners, including our suppliers, to understand and support this policy, and to work with us to ensure that their business operations respect this policy. This policy includes:
- Respect for internationally recognized Human Rights in line with the international norms including **the UNGP and the Universal Declaration of Human Rights**.
- Compliance with international Human Rights obligations together with the laws and regulations of the countries in which we operate.

Initiative

Development of Human Rights Policies

- The Human Rights Policy was developed with advice from third-party specialist Human Rights organizations.
- The policy was supported by the top management, and was further developed incorporating feedback from internal divisions, the supply chain, and regional affiliates. The policy was approved by the Board of Directors.

Dissemination of Human Rights Policies

Employees

- In August 2022, Human Rights training content was developed, and all current Toyota Motor Corporation employees completed the human rights training. To continuously educate the workforce and eliminate any gaps, the training content has been incorporated into the induction material for recruits in the organization.
- The following measures have been implemented to further raise employees' awareness on human rights and provide access to necessary information as required:
 - Addition of the human rights section in the Toyota Code of Conduct (October 2023)
 - Launched the human rights site containing educational content and ESG-related information on the company's intranet (December 2023)
 - Designated December as “Human Rights Month.” Starting from December 2023, annually develop and distribute an “Examples Collection Guide” on the human rights site. This guide will highlight common human rights violations that may occur in the workplace.
- Incorporated specific Human Rights statements into the New Business Planning Guidelines.

Toyota Affiliates

- The Human Rights Policy was further rolled out to other regional Toyota affiliates.
- In March 2024, a survey was conducted across Toyota's global affiliates to assess the adoption of its Human Rights Policy, with an emphasis on salient human rights. The insights from the results are used to formulate future strategies to enhance our global and regional initiatives.

Subsidiaries

- By surveying the status of dissemination and implementation of human rights policies, promote initiatives at each consolidated subsidiaries.

Suppliers

- Through the Supplier Sustainability Guidelines cascaded to 1st Tier Suppliers, we expect the suppliers to embed the policy in their own operation and disseminate it to their supply chain.

Dealers

- Incorporated specific Human Rights statements to the Dealer Basic Contracts

 [P. 83 Education Related to Human Rights](#)

Human Rights Due Diligence

Aim	
■ Continuously identify and assess risks related to Human Rights impacts on stakeholders, while ensuring mitigation and preventative measures are implemented .	
Initiative	
Identification and Assessment	• The methodology, process, and actions are developed in line with various international standards and norms • For issues related to the automotive industry, Toyota consults Human Rights experts and other relevant stakeholders to classify and analyze the risks from two viewpoints: the impact on stakeholders and relevance to Toyota's business* * For raw materials, we consider the sourcing region, quantity, and type of material • Reporting and risk assessment are conducted within the framework of the organization for sustainability management (meetings attended by the leaders of the relevant departments)
Prevention	• Continuous Risk Monitoring operations include: Business partner collaboration, interaction with Human Rights associations, affected stakeholder consultations, and Human Rights risk research
Mitigation	• For each of the prioritized risks, Toyota develops a risk mitigation plan through an agreement with the affected stakeholders while also being guided by specialist external bodies • These plans are tracked and reviewed annually by the human-rights-related functions to evaluate their progress and effectiveness, while the need for improvement is also determined
Remedy	• Development and implementation of a Grievance Mechanism • Internal: Speak Up Hotline • Consolidated subsidiaries: Toyota Consolidated Helpline • Migrant workers: JP MIRAI Speak Up for Migrant Workers • Toyota Dealers: Helpline for Dealers  P. 143 Speak-up  P. 81 Collaboration with JP-MIRAI

Engagement with Business Partners (Supply Chain Due Diligence)

- **Supplier Sustainability Guidelines** include requirements for suppliers to ensure compliance with laws and regulations, and to respect Human Rights.
- Toyota works together with suppliers on risk monitoring, tracking, and remediation, which also provides guidance and support for potentially affected stakeholders.
- Methods for working with suppliers include:
 - Directly collaborating with Tier 1 suppliers and group companies.
 - Collaborating with Tier 1 suppliers and other stakeholders to work with Tier 2 suppliers and beyond.
 - In December 2022, Toyota's approach to promote human rights due diligence and initiatives was featured at the Human Rights Risk Management Committee of Kyohokai, a voluntary organization consisting of suppliers to Toyota.
 - In May 2024, at an external seminar for leaders and HR managers of small and medium-sized enterprises , we presented our efforts aimed at safeguarding the human rights of foreign workers and our comprehensive activities to ensure human rights are respected throughout our supply chain.

Engagement with stakeholders

■ Toyota partners with external stakeholders to fully understand and align with societal expectations, while maintaining legal compliance in all operations including the supply chain.

Stakeholders	Content
	- Consult to identify human rights risks related to the automotive industry - Participate in the Human Rights Working Group (2 sessions per year) and the seminars (4 sessions per year) - Grasp human rights legislation trends and current affairs - Network with other participating organizations - Share human rights practices among the participating companies
 	- Participation by responding to surveys on human rights - Benchmark best practices from top leading companies - Engage in dialogue with each organization to confirm assessment results details
 	- Participate in seminars and conferences - Network with other participating companies - Share human rights practices among the participating companies - Acquire the latest ILO insights
	- Consult to mitigate forced labor/migrant labor risks (Support on issuing the Modern Slavery Report, recommendations on company activities, etc.) - Collaborate to implement on-site engagement surveys
	- Collaborate with multi-stakeholders on a framework that enables a grievance mechanism for migrant workers - Participate in seminars on issues related to migrant labor - Exchange opinions with participating companies and participate in subcommittee meetings

Priority Salient Risks

■ As a result of identifying and assessing our salient risks, Toyota, from 2023, continues to focus on priority salient risks in supply chain due diligence, forced labor, child labor, harassment, and discrimination (gender).

Initiatives for Migrant Labor (Forced Labor)

Aim

■ **Ensure decent and acceptable working conditions, which include freedom of movement, fair treatment, and proper employment contracts** for migrant workers in our business operations and supply chain.

Initiative

■ **We recognize that migrant workers are vulnerable to exploitation and forced labor. We are also aware that potential risks of forced labor involving migrant workers may exist within our business, supply chain, and value chain due to the nature of our business.**

- Migrant labor has been identified as one of the salient issues since 2019.
- As part of our due diligence activities, we have been working with non-governmental organizations to ensure fair working conditions for migrant workers within our affiliates and suppliers, both inside and outside Japan.

Guidelines and declaration development

- Guidelines have been developed to help eliminate possible exploitation by unscrupulous employment agencies charging high recruitment fees, and ensure freedom of movement, fair treatment, and proper employment contracts for migrant workers.
- **Participation in the working group on the formulation of the ASSC Tokyo Declaration 2020.***

* Set of 13 declarations created to enhance and respect the rights of migrant workers from the moment of recruitment, during overseas employment, and until their safe return to their home countries. The "ASSC Tokyo Declaration 2020" was developed with reference to the "Dhaka Principles," regarded as the international norm advocated by the International Organization for Migration and the International Labor Organization

 [ASSC Tokyo Declaration 2020](#)

Risk Assessment

■ In light of the issues surrounding migrant labor, a task force was assembled to conduct surveys on matters that are considered particularly crucial. The following surveys were carried out from 2022 to 2023 at Toyota subsidiaries both in Japan and overseas.

[Survey 1]

Survey scope	Toyota's domestic and overseas subsidiaries
Survey description	- The number of migrant workers*1 - The countries the workers migrated from - The percentage of indirect recruitment - Possible issues in the recruitment and/or repatriation process Example •Charging high recruitment fees, withholding passports or identification documents, prohibiting the return to the home country, etc.
Survey results	No infringements for migrant workers were found at local operations and at our subsidiaries

*1 In these surveys, “migrant workers” refer to non-regular (contingent, contract, non-permanent, temporary, etc.) foreign national workers with a status of residence (non-permanent) for the purpose of employment (excluding expatriates from other companies/countries).

Migrant workers at Toyota Subsidiaries by region

Region	Number of Migrant Workers
Japan	1,021
North America	100
Latin America	108
Europe	3,089
Southern Africa	14
Asia	234
Oceania	9
China	2

[Survey 2]

Conducted the survey focused on foreign technical internship trainees,*2 who are generally at high risk of being subjected to forced labor with debt.

*2 Foreign Technical Internship Trainees are foreign workers sent to Japan for the purpose of technical skills training. There are 168 operations in 91 job categories, and trainees are dispatched to various industries in the hopes of acquiring much needed technical skills to be used in operations in their home countries upon their return.

Survey scope	- Group companies in Japan and their major Tier 1 suppliers - Toyota's major Tier 1 suppliers (The top 280 suppliers accounting for 90% of the total procurement value.) - Toyota Dealers (248 companies)
Survey description	The number of foreign technical internship trainees and their dispatching countries
Survey results	- Vietnam, China, and Indonesia account for 80% of the technical internship trainees - Detailed breakdowns of fees paid by technical internship trainees from Vietnam, China, and Indonesia were obtained from 179 supervisory organizations and dispatch agencies - Additional facts were verified in cases where fees were relatively high (41 companies). No instances of excessively high fees were found - In light of the findings of the survey, Toyota has started to visit and survey Tier-1 suppliers in cooperation with third-party organizations to understand the actual conditions of foreign technical internship trainees

Foreign Technical Internship Trainees Utilization (Japan)

	Survey on Acceptance Conditions			Survey on Fees	
	No. companies surveyed	No. companies enrolled	No. trainees enrolled	Vietnam, China, Indonesia Trainees No. companies enrolled	No. additional survey companies (Vietnam)
Toyota Group/subsidiaries and major primary suppliers	295	121	3,951	100	17
Toyota's major primary suppliers	280	75	2,654	65	14
Toyota consolidated subsidiaries	90	3	65	1	1
Toyota dealers	248	20	73	13	9
Total	913	219	6,743	179	41

Risk Mitigation

- We have communicated with companies in the Toyota group about the actual situation of foreign technical interns and continue activities such as dialogues and on-site surveys in order to mitigate the risk of forced labor.
- In collaboration with a third-party organization, we conducted an engagement survey of foreign workers employed by companies subcontracting within logistics hubs. Based on the results of the interviews with foreign workers, we implemented workplace improvement activities.

Collaboration with JP-MIRAI

- In 2020, Toyota became part of the initial body to establish the “Japan Platform for Migrant Workers toward a Responsible and Inclusive Society (JP-MIRAI),”** which has now grown to be a multi-stakeholder framework for resolving issues faced by migrant workers in Japan.
- Since May 2022, Toyota has taken part in a grievance mechanism for migrant workers and promoted its use within the company, Group companies, suppliers and dealers.
- Contents of the activities:
 - Multilingual web portal and application that provide relevant information on living and working in Japan.
 - A grievance mechanism for making complaints.
 - Follow-up support for cases that are likely to develop into serious problems.
 - An Alternative Dispute Resolution (ADR) mechanism.

* Over 800 members, consisting of various stakeholders such as private companies, local governments, NPOs, academics, and lawyer

Information Disclosure

- From 2021 “Toyota's action taken for Forced Labor of Migrant Workers (Statement on the Modern Slavery Acts)” has been disclosed.

 [Toyota's action taken for Forced Labor of Migrant Workers \(Statement on the Modern Slavery Acts\)](#)

Initiatives for Wage

Aim

To pay an appropriate level of wages that ensures compliance with applicable laws and regulations and competitiveness in order to secure necessary human resources and build a sense of security among employees.

Initiative

Toyota Motor Corporation

If the minimum wage increases, revise employee compensation as necessary. To improve the situation of temporary workers, Toyota provides family allowance, subsidizes meal costs, grants special leave, and utilizes channels established ensuring that their treatment is on par with those of permanent employees.

Initiatives for Appropriate Working Hour Management and Flexible Work Styles

Aim

Comply with laws and regulations related to working hours, breaks, and leave.

Secure employee health and safety through thorough communication between labor and management.

Promote flexible working arrangements that are not restricted in terms of time and location to improve productivity through self-directed workstyles and support employees in balancing work with responsibilities such as childcare and family care.

Initiative

Toyota Motor Corporation

Track and manage arrival/departure times and computer login/log-out times through the time management system, and have the supervisor approve work applications.

Visualize workloads in systems and statuses of annual paid leave spent through thorough communication between supervisors and members to optimize working hours and ensure the utilization of annual paid leave.

Offer various systems such as the FTL (Free Time & Location) system, which enables teleworking and reduced working hours for employees with children up to the age of 18, to support a flexible workstyle and balancing work with responsibilities such as childcare and family care.

If an employee requests permission to conduct a side business, decide whether or not it is acceptable according to criteria including safety considerations, confidentiality, non-competition, duty of good faith, etc.

Initiatives for Anti-harassment

Aim

Toyota does not tolerate any form of harassment, such as sexual harassment, power harassment, or any act that harms the dignity of any individual.

Aim to create a workplace where all employees can work happily.

Initiative

Toyota Motor Corporation

Employment rules clearly specify the prohibition of harassment and disciplinary provisions for harassment.

The Toyota Code of Conduct clearly states that Toyota will not tolerate any form of harassment.

Annual online training programs are deployed to all employees, from executives and managers to regular employees, to ensure comprehensive awareness.

Training for executives and managers (approx. 8,800 employees)
Details: Understanding the importance of eradicating harassment, examples of inappropriate speech and behavior, how to respond to common forms of workplace harassment (including consultations with specialists)
Past results: Approx. 25,000 employees have participated in this type of training.

Training for regular employees (approx. 33,000 employees)
Details: Understanding the importance of eradicating harassment, examples of inappropriate speech and behavior, responses to common forms of workplace harassment, power harassment toward managers by team members, and consultation methods were discussed to understand the importance of eradicating harassment.

Toyota integrated the external and internal hotlines into the “Speak up” Hotline system, enabling early detection and resolving workplace issues and difficulties that employees are facing.

Conduct training with psychology experts to look deeply into the mental health of individuals, aiming not only to prevent harassment but also to help create workplaces where members can work happily.

- P. 143 Speak-up
- P. 118 Initiative to Promote Psychological Well-being
- Toyota Code of Conduct

Initiatives for Inclusion of Diverse Culture

Aim

Respect various cultures and customs while supporting members to live and work under safe and secure conditions.

Initiative

Toyota Motor Corporation

Choice of meals
Canteen: The canteen labels and displays a wide array of daily meals provided for improved inclusivity and visibility, considering the varying dietary requirements in our business.
Dormitory: Accommodate self-catering facilities, arrange rooms considering dietary habit, such as vegetarian meals, etc.

Worship facilities
Prayer rooms, equipment available for rent and foot-washing facilities

Daily life support
Language assistance (interpretation, language learning, lending translation tools, etc.), liability insurance, 24-hour medical assistance services, support for obtaining a driver's license.

 [P. 84 Diversity, Equity, and Inclusion \(DE&I\)](#)

Initiatives for Child Labor

Aim

Toyota does not accept any forms of child labor, which deprives children of educational opportunities, hindering their growth and development.

In line with international norms, we adhere to the following conditions:

- The minimum age for employment shall be 15 years of age, the legal minimum age for employment, or the age of completing compulsory education, whichever is the highest under the local applicable laws and regulations.
- Do not allocate employees below 18 years of age to hazardous work.
- Vocational training or apprenticeship programs permitted under applicable local laws and regulations.

Initiative

Enhance due diligence activities in the high-risk sector of child labor in our business operations and supply chain.

Initiatives for Freedom of Association

SASBTR-AU-310a.1

Aim

- Under Toyota’s philosophy of “Showing Respect for People”, we aim to respect individual capabilities, ways of thinking, and creativity.
- Based on the Universal Declaration of Human Rights, we respect our employees’ **right to freely associate while respecting their right not to be compelled to belong to an association** in compliance with the laws of the countries in which we operate.
- We take every opportunity to **engage with employees through thorough dialogue** and build healthy labor relations regardless of the presence of a union.

Initiative

- Along with the collective agreements in place with our unionized affiliate companies both in Japan and overseas, we also have **Labor-Management Joint Declarations** established in Japan (1962), Thailand (1993), Indonesia (2004), Brazil (2015), and the Philippines (2023) as a global framework, in order to agree on a universal philosophy of labor relations.
- Cooperation with subsidiaries:
 - In order to determine the level of communication with employees and other issues related to freedom of association, we periodically send out and collect questionnaires from our subsidiaries and request that improvements be made to policies and activities based on the responses.
- Initiatives in the Toyota Group:
 - Toyota shares specific cases on consistent communication between labor and management and discusses its importance at regular meetings with personnel in charge of human resources.
- Cooperation with suppliers:
 - As a part of its global due diligence activities, Toyota investigates possible infringement on Freedom of Association within the supply chain and recommends corrective actions. (2022-2024:1 case)
- Union organization ratio:
Countries with Unionized Operations (only countries/regions with manufacturing base): **86%** (19/22 countries)

Initiatives for Precarious Work

Aim

- Our businesses require personnel equipped with both advanced skills and with a deep understanding of Toyota’s values. In order to achieve this, a long period of time is required to cultivate such personnel. Therefore, Toyota strives to **provide stable employment** even when the external environment is harsh.
- To facilitate the fluctuating demand in the automotive industry, Toyota hires temporary personnel for fixed periods, **based on the customs and labor laws of each region, while ensuring fair working conditions.**

Initiative

- The following actions are taken in accordance with the local labor laws and customs:
 - Confirm the composition of employees at overseas entities. For non-permanent employment relationships, we identify affiliates requiring prioritized examination.
 - Dispatch associates to identified affiliate sites, to implement improvements such as reallocations and reviews of employment rules related to contract terms where necessary. (2022-2024: 0 cases)

Education Related to Human Rights

Aim

- Promote understanding and encourage actions for Human Rights issues, open and honest communication, and non-discrimination, Human Rights training is aimed at our executives, employees and business partners.

Initiative

Human Rights in general

Training for:	Main initiatives
Executives (Toyota Motor Corporation)	• Explain international Human Rights guidelines and their expectations, the responsibilities required by companies, and key Human Rights issues
All employees (Toyota Motor Corporation)	• Learn about the expected corporate and individual responsibility and its scope in line with international norms, and human rights infringement examples, helping compliance with Human Rights in daily operations
Top management and HR employees to be transferred to overseas affiliates (including the main suppliers)	• Share positive labor-management communications, information on past labor disputes, labor-management negotiations, the latest trends in Human Rights, international norms, and regulations
Purchasing function employees to be transferred to overseas affiliates (Toyota Motor Corporation)	• To support their daily purchasing responsibilities at their overseas posting, the training will accommodate building healthy labor-management relationships with local suppliers, including lectures related to Human Rights

Anti-harassment

Training for:	Main initiatives
Employees, including executives, supervisors, management, expatriates and new hires (Toyota Motor Corporation)	• Raise awareness to prevent harassment in various situations - Fiscal 2025 Results • All senior professionals/senior management and all professionals/management: Approx. 8,400 employees, total of 8,400 hours • All assistant managers and all those in lower ranks: Approx. 16,200 employees, total of 6,800 hours • All shop floor employees: Approx. 43,500 employees, total of 15,700 hours
Supervisors (Toyota Motor Corporation)	• Online training by specialists in mental science - Fiscal 2025 Results • Supervisors: Approx. 15,000 employees

Sustainability Data Book

83

Updated in March 2026

Diversity, Equity, and Inclusion (DE&I)

GRI 3-3

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Fundamental Approach

Aim

- Toward the transformation from a car company into a mobility company and continuous innovations in existing areas, **create an attractive workplace where employees with wide-ranging skills and values can demonstrate their abilities to the fullest.**

Initiative

- Nurture opportunities where all employees can demonstrate their full potential.
- **No tolerance of any form of discrimination at the workplace such as discrimination based on gender, age, nationality, race, ethnicity, creed, religion, sexual orientation, gender identity, disability, marital status, or the presence of children, etc.**
- Create a work environment with no harassment.

	Details	Time of the award
PRIDE Indicators work with Pride 	Appropriate management and protection of personal information based on the Toyota Code of Conduct and basic policies on the protection of personal information formulated by each country and region (Toyota Motor Corporation).	Nov. 2025

Organizational Structure

Aim

- Formulation, consensus building, and implementation of policies for initiatives related to the promotion of diversity, equity, and inclusion.

Initiative

- Approaches, issues, and other matters are reported to and discussed at meetings attended by the leaders of the relevant departments. Key issues are discussed at Sustainability Meeting and brought up to the Board of Directors meeting for oversight and decision-making.

 [P. 7 Organizational Structure](#)

- The Human Resources Department plays a central role in developing global Toyota-wide measures tailored to each region.
- We have set up dedicated diversity and inclusion promotion organizations in Toyota Motor Corporation (Japan), Toyota South Africa Motors (Pty) Ltd. (South Africa).
- In many regions we have established diversity and inclusion promotion organizations consisting mainly of concurrent appointments within the area of human resources.

Women’s Activity

Aim

Initiative

At Toyota, we aim to promote the active participation of all employees by maximizing the diverse talents, strengths, and abilities of each team member to deliver better value to our customers. This begins with a strong focus on promoting women’s active participation in the workplace.

History of Initiatives

2002:

2012:

2020:

2021:

2022:

2023:

Launched “Initiatives centered on expansion and establishment of measures to support work-life balance”

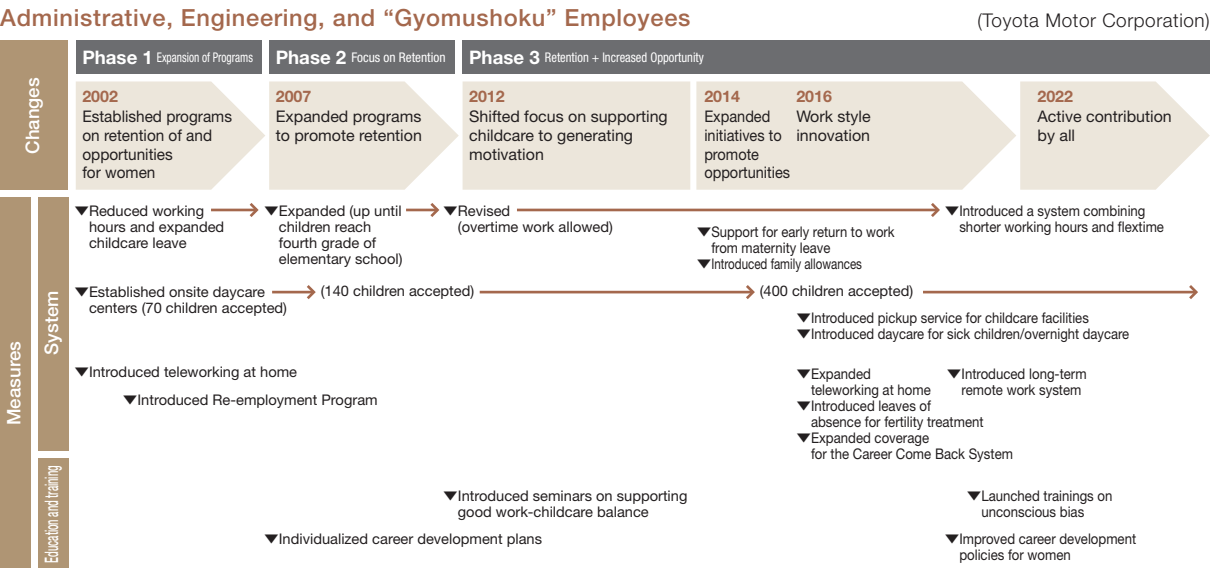
Enhancement and active support of environment that can support women to gain motivation and support their participation (especially development of female managers)

Strengthen career development measures, such as mentoring activities and participation in programs outside the company

Unconscious bias training for all management and supervisors in the company

Diversity training (basic courses and management courses)

Positioning women’s active participation as one of the key company-wide issues, under the leadership of top management, the current situations and issues were shared and discussed at the Sustainability Meeting, and specific initiatives were accelerated.



To Advance Measures in Support of Raising the Next Generation
Toyota Motor Corporation Action Plan

1. Period: April 1, 2025 to March 31, 2030

2. Contents

Aim 1: Promote “Active Contribution by All”
based on the three pillars of Diversity, Growth, and Contribution

[Actions]

To further strengthen labor-management dialogue to promote the growth and full engagement of diverse talent, including those balancing work and personal responsibilities

To implement measures to further promote open and honest dialogue between supervisors and employees

Aim 2: Establish an environment that allows individuals, regardless of gender, to achieve a balance between work and personal responsibilities, including childcare and caregiving

To achieve a paternity leave rate of 85% or higher during the planning period

To maintain an average overtime of less than 30 hours per month for workers

[Actions]

To implement measures to reduce overtime and holiday work

To utilize the zero-hour work system (a system that allows employees working flexible hours to offset standard working hours on one day with overtime hours on another, effectively resulting in a day off)

To promote the use of annual paid leave

To encourage the 3DV initiative (a system that promotes taking three consecutive days or more of annual leave)

To establish “Smile Days” (encouraging the use of annual leave on public holidays for employees at companies that operate on those holidays)

To publish reports by employees on their childcare leave experiences

To strengthen diversity training for all employees

Support for Keidanren’s “Challenge to 30% by 2030”^{*1}

■ Toyota Motor Corporation expresses its support for the initiative and has been working toward the target in accordance with Toyota Motor Corporation Action Plan for the promotion of female employee participation and advancement in the workplace.

^{*1} The Keidanren’s NEW Growth Strategy is intended to accelerate initiatives to encourage the utilization of diverse human resources and sets a specific target of 30% or more executive positions being filled by women by 2030 as one way of driving these changes

Promoting the active contribution by all in the workplace

- The Global Women's Conference was held time to accelerate efforts to promote active contribution by all members (May. 2024).
- Members from each region gathered in Japan to deliver top messages, share best practices, and hold group discussions with the participation of management.
- Each division and company is promoting initiatives to ensure well-being in the work styles of all employees. A company-wide “Active Contribution by All” Week was held in July 2025 to further enhance these efforts.
- This week was an opportunity for all employees to reflect on the value of diversity through first-hand experience centered around hands-on learnings and to move from learnings to action, with purposeful thought about “Active Contribution by All” and “To Break Away from Uniformity”.
- Toyota aims to create a better, more fulfilling work environment for all employees in order to create value and boost competitiveness as a mobility company.



“Active Contribution by All” Week

Initiatives at All Ranks

- Initiatives are promoted in all ranks, from development and expansion of next-generation human resources to securing diversity in top management. (Toyota Motor Corporation)

	Major items
Next-generation development and expansion	• Together with 9 group companies, Toyota established the Toyota Female Engineer Development Foundation in 2014 to contribute to the promotion of women's participation in manufacturing businesses in Japan • Attract and expand the number of girls studying in scientific fields and foster female engineers in monozukuri (manufacturing) • The Foundation provides a development program for female engineering university students to support career-building as well as a scholarship program that provides financial support

Recruitment	● Target for % of female new graduates: 40% for administrative positions and 10% in engineering positions (the percentages of women in the relevant labor market) ● The percentage of women hired as shop floor employees has also been steadily increasing
Career development support	Each year, Toyota implements the following initiatives for approximately 100 women who are candidates for managerial roles or junior managers with the aim of helping them build networks and expand their perspectives ● Mentoring system: Designed to match women with mentors inside and outside of Toyota that are aligned with their individual concerns and aspirations, with 1:1 sessions conducted over a six-month period ● Participation in Japan Institute for Women's Empowerment & Diversity Management programs Participation in 21st century seminars for women's empowerment and training seminars for women in management ● Networking events with women from other companies Organized with businesses from different industries and group companies ● Company-wide roundtable meetings with women executives in Toyota ● Roundtable meetings within each division/company
Promotion to managerial positions	● Targets for increasing the number of female managers, set in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life (to quadruple the number of female managers by 2025 and increase that number fivefold by 2030 compared to 2014), are on track ● The Human Resources Division works closely with each workplace to confirm the progress of candidates for promotion each year. Candidates are given challenging roles equivalent to a higher rank FY2025 Result ● Ratio of female managers^{*2}: 4.0% (Toyota Motor Corporation) ^{*2} Industry average: 3.2% (FY 2024)
Developing candidates for upper management	● Development of candidates through succession plans Results as of June 2025 ● Percentage of women in executive positions: 9.5%^{*3} ^{*3} Directors, Operating Officers and Fellows: 2 out of 21
Diversity among Members of the Board of Directors	● Directors are appointed with comprehensive consideration and based on their past achievements and experience, including their gender, nationality and other factors relevant to corporate effectiveness, with the aim of placing the right person in the right position Results as of June 2025 ● Percentage of Female Directors: 20% (2 out of 10)

Initiatives at Major Global Operations

Toyota Motor Europe NV/SA (Belgium)



- Held company-wide events during the week of International Women's Day (Video message by top management, workshops, etc.)
- Working couple support: Home-working system, part-time working regimes, support in finding employment for spouses of employees sent to TME
- Female career development: Mentorship system, sponsorship system
- Active hiring of promising candidates into career positions
- Conducted unconscious bias awareness training for all managers
- Set targets in employment and management positions
- Networking to promote gender diversity

Toyota South Africa Motors (Pty) Ltd. (South Africa)



- "TSAM Women Leading the Change" event held to promote the advancement of women in the manufacturing industry
- Set employment targets

KPIs Related to Promotion of Women's Participation in the Workplace

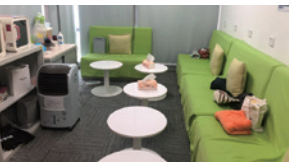
We are continuing initiatives that promote women's participation and advancement in the workplace so that the percentage of positions held by women, from initial hiring to executive positions, will consistently increase at many affiliates.

Percentage of Women Hired at Affiliates in Each Country/Region (FY2025)

	Percentage of women [%]				Average period of employment (years)	
	People hired	Full-time employees	Managerial positions	Director positions	Male	Female
Global*	23	15	12	5	12.5	10.2
Japan	23	14	4	20	15.9	13.8
North America	25	21	21	17	9.3	7.2
Europe	30	20	18	0	12.3	9.3
China	14	10	28	0	12.6	14.5
Asia-Pacific	15	8	19	1	11.7	10.4
Latin America	44	13	12	6	9.3	3.7
Africa	37	26	31	11	15.2	10.3

* Figures cover 46 overseas locations, including Japan

Toyota Motor (China) Investment Co., Ltd. (China)



- Breastfeeding break of up to one hour each day for lactating female employees

Toyota Motor North America (U.S.)



- Annual North American Women's Conference where men and women invitees attend for networking and encouraging women's active participation and leadership in the workplace
- Set childcare facilities at multiple operation sites to allow flexible workstyles for employees taking care of their children



- Unconscious bias awareness training for managers



- Events sponsored by the Business Partnering Group which provides networking and educational opportunities

Toyota do Brasil Ltda. (Brazil) + Toyota Argentina S.A. (Argentina)



- Designated Women's Day, which promotes an open conversation about the challenges women face in balancing their professional and personal lives



- Healthy pregnancy program for pregnant employees: Guidance and advice related to health conditions, as well as orientation on breastfeeding and baby care

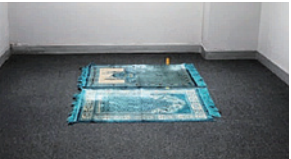


- Allowed working from home

Toyota Motor Asia Co., Ltd. (Thailand)



- Set up nursing rooms



- Female prayer room
- Reserved parking area for pregnant employees

Childcare / Nursing Care Support

Aim

Leverage challenges arising from the mutual trust between Toyota and our employees, guided by the belief that we want workers to live happy lives, who in turn aspire to help the company grow, as a means to enhance competitiveness and drive our transformation towards becoming a Mobility Company.

Respect the diverse values of individuals and prepare a range of workstyle options aligned with nuanced perspectives on approaches to a work-life balance, allowing each employee to pursue the diverse life and career paths they envision.
Create an environment where both can utilize these options without hesitation and workplaces can function seamlessly without difficulty as choices (systems) are expanded.

Encourage employees to exercise independence in choosing their options and develop an even greater awareness of their own career paths than before.

Initiative

Balancing Work and Childcare

(Toyota Motor Corporation)

	Major items
Childcare leave system	- Childcare leave: Available until a child is two years old (full-time employees) - Parental leave for sick/injured child: Equivalent of 15 days annually for one child (Equivalent of 20 days annually for two or more children). Available until a child is 18 years old
Shorter working hours system Remote work system	- Increase in the age limit for children of employees eligible under the shortened working hours system to cover children up to 18 years old - Introduction of flextime, fixed daytime, shift-based options and other shortened working hour systems in each workplace - Development of a remote working system to support diverse and flexible work styles  P. 82 Initiatives for Appropriate Working Hour Management and Flexible Work Styles

Involving fathers in childcare

- Conduct of awareness campaigns and surveys with a target to achieve 100% uptake rate for paternity leave by interested male employees. Actual uptake rates: 61.5% in fiscal 2024 → 67.4% in fiscal 2025
- Establishment of a framework to ascertain employees' intentions to take parental leave and the desired duration of such leave during career discussions with supervisors, ensuring a steady and open dialogue on sharing career and life plans (from 2022)

Creating an environment and raising awareness on utilizing work-life balance systems

- Pre-maternity and parental leave seminars
 - Eligibility: Employees taking maternity leave (regardless of gender)
 - Purpose: Ease employees' concerns about balancing work and childcare and motivate them to continue developing their careers after returning to work
- Content: Examine career plans and workstyles during this period. Share examples of senior employees who successfully balanced work with family commitments and hold roundtable discussions

- Support for staffing needs in shift work environments when employees make use of shortened working hours and parental leave systems to ensure access to these systems and create a sound work environment

Examples:

- Employing senior workers on an individual basis to work in the hours that employees using the shortened working hours system are absent
- Allocating staff across workplaces by reviewing guidelines for support and assistance

On-site childcare centers

- Introduction of early morning and overnight childcare services and bus transport for preschoolers from nearby factories for shift workers and night-shift nurses at hospitals
- Support for admission to nurseries mid-year for workers seeking an early return to the workplace, career hires, and employees returning from assignments overseas
- Pi-Po-Land, a childcare facility for sick children, is located on the grounds of Toyota Memorial Hospital and is a safe place for employees to have their children cared for if they are ill (This facility is also open to local residents in Toyota City and provides support for balancing work and parenting in partnership with the community)



Balancing Work and Caregiving

(Toyota Motor Corporation)

	Major items
System	- Nursing care leave, shortened working hours and other systems available - Support available to achieve diverse and flexible workstyles through the development of remote working systems  P. 82 Initiatives on the effective management of work hours and flexible work styles - Development of recruiting program for employees who left company due to nursing care (Career Come Back System)
Providing Information	- Create a consultation hotline - Introduce e-learning program for nursing care - Publish a nursing care guidebook - Set up a system to check for interest in caregiving leave or shorter working hours to ensure that career and life plans are shared consistently during career development interviews with supervisors
Nursing Care Services	- Introduce a nursing care savings program - Expand nursing care service providers
Financial Support	- Introduce nursing care insurance - Introduce a nursing care financing program - Create parent nursing care insurance

Balancing Work and Medical Treatment

(Toyota Motor Corporation)

	Major items
Systems	- Special leave available for hospital visits for cancer treatment: 5 days annually - Long term leave available for infertility treatment: Max. 2 years for each pregnancy (full-time employees) - Special leave available for infertility treatment: 20 days annually (full-time employees)
Information sharing	Implementation of awareness-raising activities and development of a workplace culture through diversity training and other initiatives

Inclusion of Persons with Disabilities

Aim

■ Realization of a “symbiotic society” in which people work together and live together regardless of the presence or absence of disabilities.

■ Promote the development of a working environment in which anyone can make the most of their characteristics in various workplaces and have a sense of job satisfaction through demonstrating their abilities.

Initiative

Toyota Motor Corporation (Japan)

■ To foster a corporate culture of understanding and empathy among employees throughout the workplace, various activities are implemented

• Mental Barrier-Free Training (Wheelchair Experience Sessions, Mental and Developmental Disabilities Sessions, etc.)

• Sign language courses

• Implementation of study sessions for assigned workplaces

■ Support for assuring full skill application at work

• Setting up a privacy-preserving consultation service

• Introduction of special vacation system that can be used for outpatient visits, etc.

• Dispatch of sign language interpreters

• Distribution of various support tools

■ Development of facilities

• Installation of a parking lot exclusively for people with disabilities

• Installation of universally accessible toilets

• Confirmation of working conditions and the workplace environment is carried out with an industrial physician to place personnel in roles suited to the characteristics of their disability.

■ Employment rate of people with disabilities (results)

• 2.49%* (as of June 2025)

* Including Special-purpose Subsidiaries

Toyota South Africa Motors (Pty) Ltd. (South Africa)

- Setting KPIs related to employment of people with disabilities allows TSAM to promote initiatives to improve the working environment for them in terms of facilities and culture.
- Setting up a special program to provide additional financial support to persons with disabilities for vehicle costs (to cover the increased cost associated with owning a special vehicle).

Toyota Loops (special-purpose subsidiary)

- Started business in 2009
- As of June 2025:
- 477 people with disabilities employed

Main tasks at the office	• Assisting vehicle manufacturing • Assisting the distribution of service parts • Converting documents to PDF format, annotation, and other computer-based tasks • Printing • Shredding documents • Laundry and cleaning • Assisting with nursing care in medical environments and sanitizing facilities • Massage • Planned training and management to deepen understanding of disabilities • Collaboration in developing welfare vehicles and equipment • Café operation • Supplementary tasks in vehicle development	 
On the manufacturing site	• Support for automotive manufacturing • Implemented at the Shimoyama, Kamigo, Head Office, Kinuura, and Miyoshi factories • Assembly of engine parts and picking of automotive parts	 
Development co-operation tasks	• Evaluation of welfare vehicles • Employees with disabilities participate in evaluations of the usability of Toyota's assisted-mobility vehicles from the users' viewpoint. Example • Evaluation of ease of getting in and out of the vehicle for wheelchair users, providing opinions on aspects of the development of automated driving vehicles • Based on this evaluation, the opinions of real users, including the small details that only users can notice, can be incorporated in the quality of the vehicles.	 
Activities outside of work	• Participation in the Abilympics (Skills Competition for the Disabled) as a representative of Aichi Prefecture • In 2020: gold award in the Photography division, silver in the Word Processor division and bronze in both the Office Assistant and Database divisions • In 2021: gold award in the Database division, silver in Word Processor division and bronze in Product Packing Category • In 2022: Photography – outdoor division, English Word Processor division • In 2023: Two employees were chosen to be on the Japan national team at the International Abilympics	 
Support system	• Creating a support system built upon partnerships between specialist staff (physicians, psychologists, psychiatric social workers, etc.) • Establishing a consultation service • Active information exchange with governmental bodies, local communities, and social welfare organizations	

Inclusion of LGBTQ+ Employees

Aim

- Promoting an appropriate understanding, recognition, and acceptance with respect for personal identity and orientation.

Initiative

Toyota Motor Corporation (Japan)

- Recruiting and hiring process
 - Graduates are not required to fill in their gender on their job application sheets.
- Introducing measures at facilities
 - Establishing an internal harassment consultation hotline.
 - Set up gender-neutral restrooms. (To be set up at 66 locations within the company by 2028)
- Internal system
 - From July 2020 employees in same-sex marriages or common-law marriages have been eligible for the same internal benefit systems as those in legal marriages (holidays, employee benefits, etc.)
- In-house training
 - Basic training of LGBTQ+ for all employees and executives. (mandatory)
 - Training by outside instructors (LGBTQ+). (voluntary)
- ALLY* registration system
 - Approximately 21,000 employees, as of June 2024, have registered as ALLYs.
 - Rainbow Match
 - Held an event in our official female softball match in conjunction with Toyota City (Exhibition of Toyota City and Toyota's LGBTQ+ Initiatives)

* An ALLY is a person who aligns with those facing problems or difficulties and addresses these challenges on their own initiative while thinking of these issues as a personal matter. This term is derived from the word "alliance" that means a union or an association.

Toyota Motor North America (TMNA, US)

- Recruiting and hiring process
 - We have a nondiscrimination statement that the company does not discriminate based on gender, ethnicity and many other categories, including LGBTQ+.
 - No photo or gender identification required on resumes
- Installation of facilities
 - Set up gender-neutral restrooms at key locations
- Education and Awareness
 - One of our business partner groups is an LGBTQ+ group conducting education and enlightenment activities.

Initiatives Related to Race and Nationality

Aim

- Promoting racial and nationality diversity according to local conditions and laws.

Initiative

Toyota Motor North America (TMNA, US)

- Implementing education and enlightenment programs as means of promoting understanding.

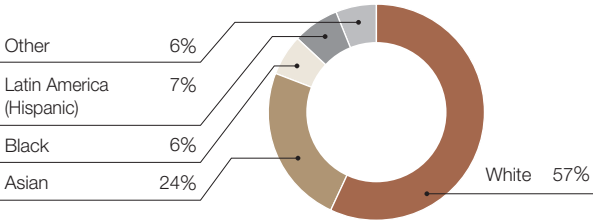


Toyota South Africa Motors (Pty) Ltd.
(TSAM, South Africa)

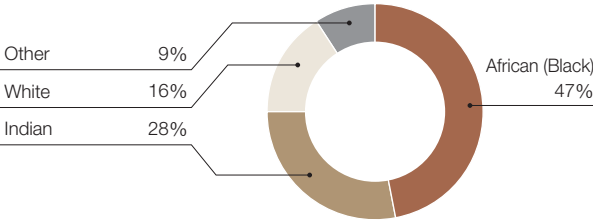
- TSAM promotes activities in line with the Broad-Based Black Economic Empowerment (B-BBEE*) policy aimed at economic development and creation of employment in South Africa.
- TSAM has acquired Level 3 as of June 2023.

* B-BBEE (Broad-Based Black Economic Empowerment): Rating of the efforts for and contributions to B-BBEE by companies and organizations with scores (from the highest Level 1 to Level 8 and the lowest Noncompliant)

Management composition (TMNA, FY2025)



Management composition (TSAM, FY2025)



Employment for Over 60s

Aim

- Support employees to have diverse lifestyles and assure them that they are **respected for their willingness and ability to work in a rewarding manner** also after the age of 60.

Initiative

(Toyota Motor Corporation)

Year	Major items
1991	● Introduction of an internal re-employment system for skilled retirees
2001	● Optional Re-employment Application System was launched to outplace applicants to external affiliates and other sites.
2006・2013	● Based on the revisions to the Law on Stabilization of Employment of Elderly Persons, the support was revised to expand re-employment by taking surveys and interviews based on the needs of the employees.
2016	● Advanced Skilled Partner System was set up for shop floor employees to encourage and motivate employees to keep working after 60 by maintaining their job rank and salary at the time of their statutory retirement at 60

Updated in June 2026

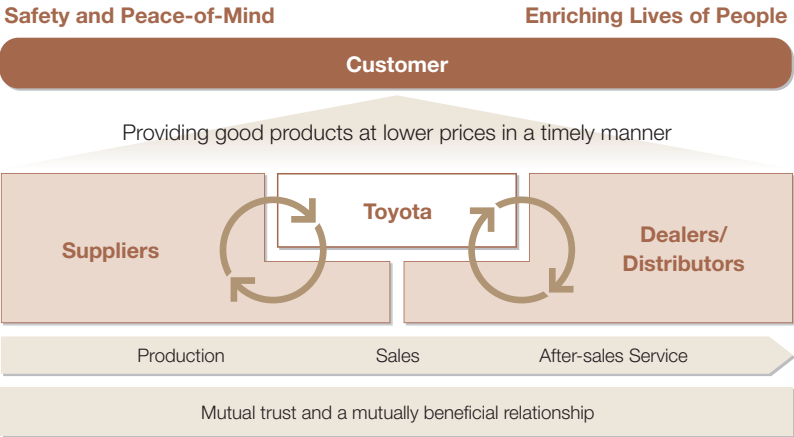
Value Chain Collaboration

GRI 2-26, 3-3, 205-2, 414-1, 2

92	Fundamental Approach
92	Initiative with Suppliers
95	Responsible Material Sourcing
96	Initiative with Dealers

Fundamental Approach

- Aim
- Enhancing further the Customer First policy by promoting collaborative activities with **our business partners including suppliers and dealers.**
- Initiative
- Toyota promotes open and fair business practices and is **making constant progress with initiatives to promote sustainability.** We are also working closely with suppliers and dealers to improve quality, as well as providing safety and peace-of-mind to our customers, to achieve a high level of customer satisfaction.



Initiative with Suppliers

- Aim
- Achieve mutual benefits based on mutual trust.**
 - Pursue manufacturing in close partnership with our suppliers.
- Initiative
- Promotion of activities based on our Basic Purchasing Policies and supplier guidelines**
- Implementation of our **Basic Purchasing Policies** worldwide
 - Before any transactions are made with a new business partner, an agreement is signed stipulating the requirements for **legal compliance, respect for human rights, and consideration of both the regional and global environmental issues.**

Toyota's Basic Purchasing Policies

1. Fair Competition Based on an Open-door Policy

Toyota is open and fair to any and all suppliers, regardless of nationality, size, or whether they have done business with us before. We evaluate suppliers by quality, technological capabilities, and reliability in delivering the required quantities on time, and their efforts in addressing social responsibilities, such as environmental issues.

2. Mutual Benefit Based on Mutual Trust

We develop mutual benefit in long-term relationships. To foster trust, we engage in close communication with suppliers.

3. Localization with Good Corporate Citizenship

We actively procure from local suppliers, including parts, materials, tools, equipment and other materials. In this way, we aim to contribute to the local society and be a good corporate citizen.

Responsible Material Sourcing

SASB

TR-AU-440a.1

Aim

- Toyota carefully appraises the negative impacts of its business activities on human rights and the environment, and strives to identify, prevent, and mitigate risks.

Initiative

Organizational Structure

- **Cross-functional task force established to promote close cooperation between related divisions.**
 - Leader: Senior General Manager (Sustainability)
 - Related divisions: Sustainability, Purchasing, Human Resources, Environment and major regional affiliates.
 - The task force monitors external trends, assesses risks , discusses action policies, and implements measures.
- Reports on progress of initiatives to meetings attended by the leaders of the relevant departments.

 [P. 7 Organizational Structure](#)

Policy

- Toyota established “Policies and Approaches to Responsible Mineral Sourcing” based on the “OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas” aimed to prevent human rights violations, such as child labor and forced labor.
- The “Supplier Sustainability Guidelines” clarify Toyota’s expectations of suppliers in terms of “Responsible Material Sourcing”.

 [Policies and Approaches to Responsible Mineral Sourcing](#)

 [Supplier Sustainability Guidelines](#)

Risk Awareness and its countermeasures

- Toyota analyzes risks associated with automotive parts and materials and takes actions based on external surveys, regulatory trends, and the results of dialogues with external stakeholders. (Risk awareness is updated accordingly.)

Major potential material risks*1 / Implementation of measures*2

● : High risk ○ : Potential risk □ : Ongoing measures

		Cobalt	Lithium	Nickel	Natural graphite	Tin	Tantalum	Tungsten	Gold	Natural rubber	Mica
Major potential risks	Child labor	●				●	●		●	●	●
	Forced labor	●				●	●		●	●	●
	Impacts on indigenous people / local communities	○	●	●	○	○	○	○	●	●	○
	Environmental impacts (e.g., GHG emissions/pollutants)	●	●	●	○	●	●		●	●	○
Implementation of measures	● Implementation of measures to comply with the EU Battery Regulation ● Identification of multiple smelters and mines through ongoing survey on the supply chain for battery materials ● Ongoing dialogue with major battery manufacturers and suppliers	□	□	□	□						
	● Conduct of annual survey using the questionnaire provided by RMI*3 (CMRT)*4 in accordance with the U.S. Dodd-Frank Act (since 2013)*5 ● Collaboration with RMI to identify the background of smelters and refiners and promote their participation in the RMAP*6 ● Toyota Motor North America (U.S.) has been involved in the activities of the Global Smelter Engagement Teams Working Group and the Automotive Industry Action Group (AIAG)'s Smelter Engagement Teams Working Group on conflict minerals originating from the Democratic Republic of the Congo in cooperation with the RMI ● Implementation of the following actions for subsidiaries and suppliers that fall within the scope of surveys (Japan) ● Organization of briefing sessions for operational staff to improve awareness of Human Rights and Environmental Due Diligence, and these surveys ● Conduct of trial risk assessments in line with internal criteria using the survey results and provided feedback to each company (2025)								□		
	● Formulation of a Policy for Sustainable Natural Rubber Procurement*7 to eradicate deforestation and ecological changes in the natural rubber supply chain ● Implementation of measures to comply with EU deforestation regulations									□	
	● Start of survey using the questionnaire provided by RMI (EMRT)*8 (since 2024)	□									□

*1 Table created based on information from “Material Change” (Drive Sustainability, Responsible Minerals Initiatives, Dragonfly Initiative” and other sources

*2 External affiliated organizations (year joined)

- Responsible Business Alliance (RBA) (2024) 
- Global Platform for Sustainable Natural Rubber (GPSNR) (2019)

*3 Responsible Minerals Initiative

 [P. 79 Human Rights Due Diligence](#)

*4 Conflict Minerals Reporting Template  [Conflict Minerals Reporting Template](#)

*5  [Conflict Minerals Report](#)

*6 Responsible Minerals Assurance Process

*7  [Policy for Sustainable Natural Rubber Procurement](#)  [P. 57 Policy for Sustainable Natural Rubber Procurement](#)

*8 Extended Minerals Reporting Template  [EMRT](#)

Initiative with Dealers

- Aim
- As the most trusted dealers in town, we are committed to ensuring the continued support of our customers by building up local communities and contributing to the happiness and wellbeing of our customers and employees who live there.
 - Based on the “Customer First, Dealer Second, Manufacturer Third” concept, we will work in tandem with dealers to meet customer expectations and increase customer satisfaction.

Initiative	
Support for The Toyota National Dealers’ Advisory Council (TNDAC)*1 and Toyota Dealers to Enhance Compliance (Japan)	
TNDAC initiatives	● Toyota dealers promote initiatives by utilizing various inspection tools and “The Legal Compliance Manual”**2 in accordance with the TNDAC annual compliance schedule ● Details: Provision of a checklist of the following laws and various inspection tools, etc. ● Laws related to dealers’ duties including sales activities and customer interactions (Act on the Protection of Personal Information, Act Against Unjustifiable Premiums and Misleading Representations, Copyright Act, Consumer Contract Act, Insurance Business Act, Installment Sales Act, Act on Specified Commercial Transactions, Garage Act, civil law, and criminal law) ● Laws related to safety and the environment (Road Transport Vehicle Act, End-of-life Vehicle Recycling Law) ● Laws related to labor and employment of employees (Labor Standards Act, Industrial Safety and Health Act, Act on Securing Equal Opportunity and Treatment Between Men and Women, laws and ordinances related to harassment) ● Laws related to transactions (Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators) ● General inspections of each dealer function (self-inspections) related to designated service maintenance (since 2020) ● Addition of body paint (sheet metal & paint) inspections to designated maintenance services in each dealer function (since 2023) ● Operation verification activities by dealer groups to Toyota dealers (since April 2024) ● Companies are encouraged to create operation verification teams in each dealer group and conduct regular checks to verify that operations are being properly carried out in line with legal requirements, and company policies and procedural guidelines in accordance with business processes ● Provision of basic guides (detailed/excerpted versions), checklist items, and sample confirmation documents and checklists ● TNDAC Helpline ● Repeated notices to dealers and employees to prevent and quickly detect any legal or regulatory violations
Support from Toyota	● Implementation of the following initiatives in response to the occurrence of designated vehicle maintenance violations and improper handling of personal information and other issues by dealers (from FY2022 onward) ● Compliance seminars for dealer representatives and other personnel ● Supporting improvement activities at dealers by disseminating TPS (Toyota Production System) know-how and holding training sessions ● Support for improving self-inspection tools and internal regulations aimed at strengthening governance (from 2025) ● Supporting dealers’ initiatives through the distribution of a Privacy Governance Guidebook reflecting amendments of the Act on the Protection of Personal Information (from April 2022) ● Developed and distributed guidebooks and verification tools to support dealer initiatives in preparation for the revision from the Subcontracting Act to the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators (2025) ● Support for the development of tools for operation verification activities by dealer groups and training for activity leaders ● Distributing video training materials to improve awareness among store staff (from July 2025) ● Disseminating Toyota Motor Corporation’s Human Rights Policy to dealers ● The policy has a particular focus on appropriate management of foreign technical internship trainees and creating harassment-free workplaces

*1 An organization comprised of Toyota dealers in Japan *2 Tools to support voluntary legal compliance activities by dealers

Support to improve CS*3 and ES*4 to ensure “stable management” at Toyota dealers (Japan)

Support from Toyota	● CS: Provision of a CS Questionnaire system to dealers and implementation of support activities in accordance with the status of initiatives at each dealer ● Collection and dissemination of useful information about successful initiatives to improve CS at dealers, and provision of opportunities for dealers to share information with each other ● ES: Provision of a Workplace Environment Questionnaire to dealers along with a recommendation to have dealers conduct the questionnaire survey on a regular basis ● Introduction of an information website and a consultation service (JP-MIRAI) for foreign workers living in Japan
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*3 Customer Satisfaction *4 Employee Satisfaction

 [P. 81 Collaboration with JP-MIRAI](#)

Updated in June 2026

Vehicle Safety

GRI 3-3, 203-2, 416-1

- 97 Fundamental Approach
- 97 Integrated Safety Management Concept
- 98 Active Safety
- 99 Passive Safety
- 99 External Safety Evaluations
- 99 Emergency Response
- 100 Automated Driving Technology
- 101 Initiatives to Improve Traffic Safety Awareness

Fundamental Approach

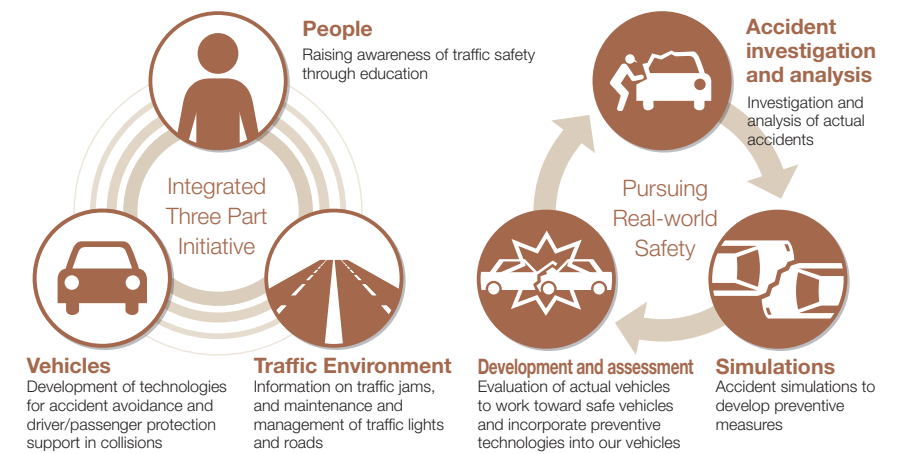
- Aim

■ Toyota’s ultimate goal – **Zero casualties from traffic accidents, and ultimately, the realization of a society with zero traffic accidents.**
- Initiative

■ Promotion of our **integrated three-part initiative for people, vehicles, and the traffic environment.**

■ **Pursuing real-world safety** by learning from actual accidents and incorporating that knowledge into vehicle development.

• Moving forward with the development of technologies for accident prevention, collisions, and emergency rescue based on our integrated safety management concept.



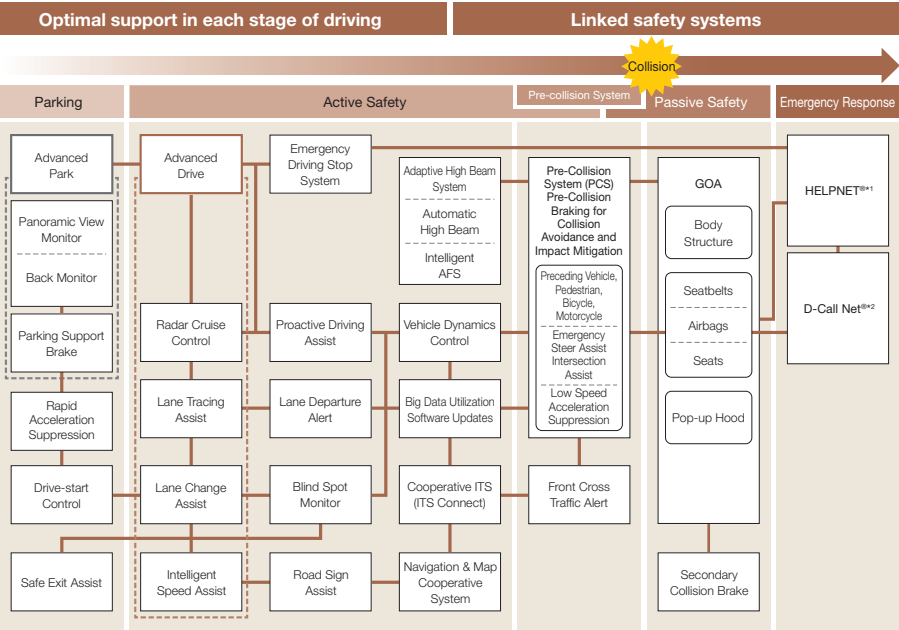
Integrated Safety Management Concept

- Aim

■ Toyota’s approach to pursue reasonable safety by reinforcing links between vehicle safety systems rather than thinking about each system as a separate component system. - **Integrated Safety Management Concept**
- Initiative

■ Toyota provides optimum driver support for reasonable safety in each stage of driving, **from parking to normal operation, the moment before a collision, during a collision, and post-collision emergency response.**

Integration of Individual Technologies and Systems



*1 Registered trademark of Japan Mayday Service Co., Ltd.
*2 Registered trademark of the Emergency Medical Network of Helicopter and Hospital (HEM-NET)

Active Safety

Aim

- Contributing to a reduction in serious traffic accidents causing death or serious injury by utilizing safety functions focusing on assistance to avoid collisions with cars and reduce damage, assistance to prevent accidents caused by leaving the lane, and ensuring optimal visibility during nighttime driving.

Initiative

Toyota Safety Sense (Active Safety Package)

- A package of multiple active safety functions that help reduce serious traffic accidents causing death or serious injury.

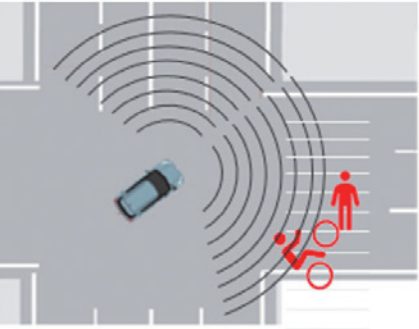
Pre-Crash Safety (PCS)	Designed to assist in avoiding and mitigating damage from collisions with cars ahead or pedestrians	
Lane Departure Alert (LDA)	Contributes to preventing accidents caused by the vehicle leaving the lane	
Automatic High Beam (AHB)	Helps to ensure optimal forward visibility during nighttime driving	
Radar Cruise Control (RCC)	Detects the vehicle in front to support adjusting distance and speed	
Lane Tracing Assist (LTA)	Helps to keep the vehicle in the middle of the lane when using RCC	
Road Sign Assist (RSA)	Detects road signs to help keeping the driver updated with the latest information	
Proactive Driving Assist (PDA)	Predicting risks to support safe driving	

- Toyota Safety Sense (TSS) has been installed in more than **61.0 million vehicles globally** since it was launched on to the market in 2015 (figure as of March 2026).
- TSS is now available on nearly all passenger car models (as standard or option) in the Japanese, United States, and European Markets. It has also been introduced in a total of 144 countries and regions in major markets including China and other selected Asian countries, the Near and Middle East, and Australia.

- The recognition range was expanded through enhanced sensor performance (camera and radar). Enhancements include assistance for avoiding collisions at intersections, acceleration suppression for pedal misapplication, natural deceleration assistance, stop assistance under abnormal conditions, and enhanced visibility of displays.

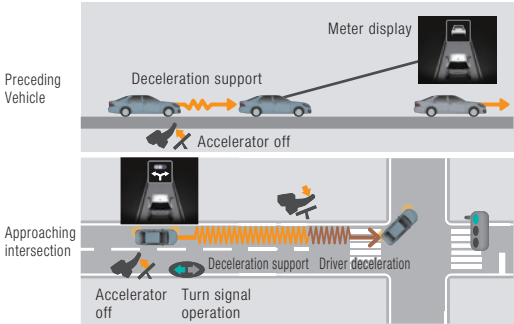
Pre-Crash Safety (PCS)

Intersection collision avoidance support (right turns) enables detection of otherwise hard-to-detect, same-direction pedestrians and cyclists



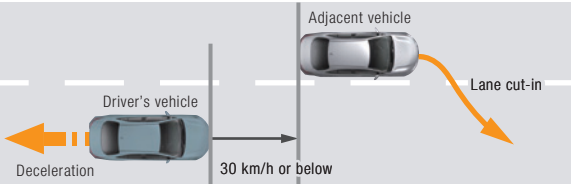
Proactive Driving Assist (PDA)

Enhanced recognition of situations in which the driver is expected to decelerate



Radar Cruise Control (RCC)

Intersection collision avoidance support (right turns) enables detection of otherwise hard-to-detect, same-direction pedestrians and cyclists



* Certified drivers with advanced skills and in-house qualifications

Enhanced meter display

Real-time display of driving assist control status and surrounding vehicles



Emergency Response

99

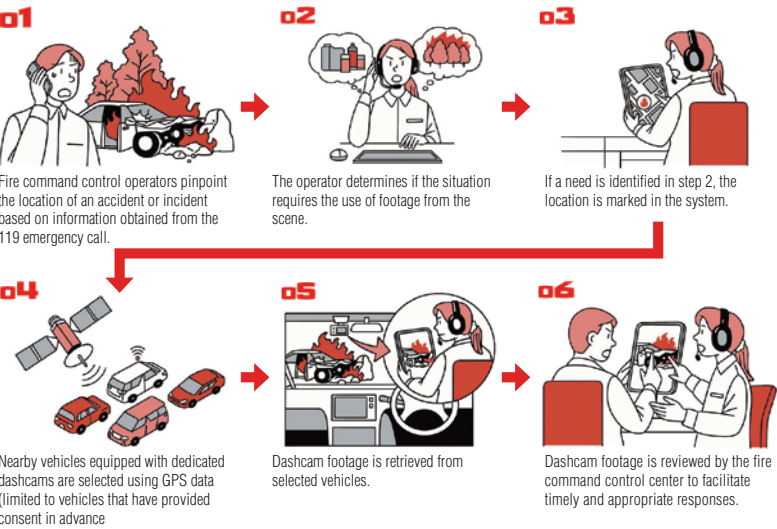
■ DRIVE RECORDER 119 (Japan)*1

- Fire command control center operators can view footage from dedicated dashcams*2 in vehicles in the nearby area during 119 emergency calls where it may be difficult to assess conditions at the scene.
- Dashcam footage from 119 emergency calls can be used to assess situations and provide rapid and efficient firefighting responses.
- Dashcams serve as the “eyes” of the fire department helping to ensure fast and effective firefighting and rescue operations in emergencies where every second counts.

*1 Service introduced in Sakai City and proof-of-concept trial currently in progress in the cities of Kyoto, Okayama, Kawasaki, and Toyota

*2 Dedicated dashcams are installed in commercial vehicles such as buses, taxis, and trucks
In Toyota City, coordination also extends to select Toyota and Lexus branded vehicles with the prior consent of their owners

Sequence of events from a 119 emergency call to the use of dashcam footage



Example of application in field demonstration (Sakai City, Osaka Prefecture)

Accident details	Advantages of using dashcams
Two overturned trucks in highway accident	Confirm emergency vehicle access routes to mitigate the risk of secondary disasters and prevent excessive response
Passenger car and pedestrian collision at intersection	Quick medical intervention provided 15 minutes faster, saving patients from a life-threatening crisis
Passenger car collision under overpass	Faster arrival time as a result of quick identification of the accident site and understanding of traffic conditions

🔗 Dashcams Become the Eyes of the Fire Department - The Scene Moves to Kyoto as Project Gets Rolling

Automated Driving Technology

Aim

■ Achieving a society where **everyone, including elderly people and people with disabilities, can enjoy mobility safely, smoothly, and freely** using automated driving technology that aims to reduce traffic accident injuries and deaths to zero.

Initiative

■ Began implementing research and development into automated driving technology in the 1990s.

■ Toyota’s unique approach to automated driving, known as the “**Mobility Teammate Concept**”, seeks to create a friendly relationship between people and vehicles that allows them to communicate and assist each other.

• Automated driving technology is not intended to take driving away from humans or replace human drivers. Instead, it is designed to achieve an even greater level of safety, peace-of-mind, and freedom of mobility by establishing people and cars as trusted partners that can share the joy of driving, and take over driving duties as necessary.

■ Toyota is advancing R&D into automated driving technologies not only for personally owned vehicles (POVs), but also in the field of mobility as a service (MaaS) which involves the movement of people and things.

• Introduction of autonomous driving technology to reduce workloads and enhance safety in industries facing labor shortages.

• In collaboration with Woven by Toyota, data from these vehicles will continue to be collected, analyzed, and fed back into development to further enhance automated driving technologies.

🔗 Woven by Toyota, Inc.

Models Equipped with Advanced Driver Support Technology

- Lexus LS and MIRAI models launched in April 2021 are equipped with the **new Advanced Drive function integrated into the Lexus Teammate or Toyota Teammate advanced driver support technologies.**

Technology Details	
Advanced Drive for Driving Support on Highways	• The on-board system will appropriately detects the vehicle’s surrounding, make decisions, and assist driving under the driver’s supervision according to actual traffic conditions. It can keep the vehicle in its lane, maintain the distance from other vehicles, navigate a lane split, change lanes, and overtake other vehicles until leaving the roadway for the destination • The system achieves reasonable safety and peace-of-mind, reducing driver fatigue and providing a pleasant journey to the driver’s destination
Deep Learning-Focused AI Technologies	• Supports driving by predicting and responding to a wide variety of situations that could occur when driving
Software Updates	• Software can be updated to the latest version using wireless communications or a wired connection

- **Toyota Teammate (Advanced Drive/Advanced Park support for drivers)**
- **Toyota Teammate** is an advanced driver support system developed based on **Mobility Teammate Concept**. It is now available on models in the popular price range to further contribute to a safe society.

Advanced Drive (support during traffic congestion)	Provides support to reduce driver fatigue caused by driving on congested highways
Advanced Park	Assists smooth and easy parking in a range of situations



Advanced Drive (support during traffic congestion)

Advanced Park

Updated in June 2026

Quality and Service

GRI 3-3, 416-1, 2, 417-1

102 Fundamental Approach

103 Organizational Structure

103 Product Safety Initiatives

104 Quality Risk Management

104 Fostering Quality-oriented Awareness and Culture

104 Coping with Quality Problems

105 After-sales Service

106 Customer Feedback System

Aim

■ The quality of the work performed by each employee provides the foundation for the **quality of our products** and the **quality of our sales** and service. The combination of these three elements allows Toyota to provide products and services that our customers can use with confidence.

Initiative

■ Individual employees involved in each process including development, purchasing, production, sales, and after-sales services, **integrate quality into their work**. Each function is linked with other functions in a continuous cycle of quality improvement. Accordingly, Toyota's Quality Management System (QMS), designed with reference to ISO 9001, is applied across the full range of processes from planning and development through production, procurement, logistics, sales, and services.

■ ISO 9001 Series Certification (including IATF 16949) has been acquired at 45.7% of production sites* in Japan and overseas.

* Scope: 70 production sites and manufacturing facilities (as of April 2026)

Quality Assurance System

Sales and after-sales service

● Gathering quality information from the market

● Dealer training and guidance

● Service parts warranties, etc.

Product planning

● Product plan formulation

● Development target setting

● Quality target setting, etc.

Logistics

● Establishment and instruction of transportation standards

Development

● Product basic plan formulation

● Design quality assurance

● Prototype evaluation, etc.

Inspection

● Inspection planning and implementation

● Checking and maintenance of inspection facilities, equipment, etc.

Purchasing

● Verification of supplier capabilities

● Conclusion of business contracts, etc.

Production preparation

● Process and equipment planning

● Process capability allocation

● Establishing inspection methods and measuring initial products, etc.

Production

● Manufacturing quality assurance

● Process maintenance and control, etc.

Quality Assurance (Audit Improvements)

Status of ISO 9001 Series Certifications at Major Production Sites (including IATF 16949) as of April 2026

Regions	Country	Business operators and plants	Business scope
Japan	–	Miyoshi Plant	Parts manufacturing
		Kinuura Plant	
North America	United States	TMMK	Vehicle manufacturing
	United States	TMMI	
	Canada	TMMC	
Europe	Belgium	TME	Parts manufacturing
	Czech Republic	TMMCZ	Vehicle manufacturing
	France	TMMF	
	Poland	TMMP	Parts manufacturing
	Turkey	TMMT	Vehicle manufacturing
	United Kingdom	TMUK (Burnaston Plant)	
		TMUK (Deeside Plant)	Parts manufacturing
Asia	Indonesia	TMMIN (Karawang Plant)	Vehicle manufacturing
	Malaysia	ASSB (Shah Alam)	
		ASSB (Bukit Raja)	
		UMWT	Sales and services
	Pakistan	IMC	Vehicle manufacturing
	Thailand	TMT (Samrong Plant)	
		TMT (Gateway Plant)	
		TMT (Ban Pho Plant)	
		TAW	
	Vietnam	TMV	
China	–	FTMC	Development
		FTEV	
		FTCC	
		FTCF	
		FTRD	
		FTET	Parts manufacturing
		FTEC	
		FTLT	Logistics
		FTMS	Sales and services
		GTMC	Vehicle manufacturing
		TFAP	
		GTE	
		TTFC	
		CPAB	
South America	Argentina	TASA	Vehicle manufacturing
	Brazil	TDB (Sorocaba Plant)	
		TDB (Indaiatuba Plant)	
Africa	South Africa	TSAM	

Sustainability Data Book

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- Based on the global regulations, Toyota establishes its quality control standards at each production base that are suitable for the customers and environment of each region, and periodically checks and reviews the standards.

- Be attentive to the increasingly diversified mobility needs of our customers and guarantee the quality of customers' experiences obtained through mobility services.

- **Audit and Improvement Meeting:** Discussion and decision-making on quality-related policies and important issues.

- In addition to achieving regulatory conformity in each country, we listen to the voices of customers around the world and utilize their opinions to make ever-better cars.

- Maintaining our constant pursuit of world-class reliability and durability.
 - Compiling the quality-related targets and priority items in the form of a written quality plan during the product development phase, and sharing the plan with all parties involved in the development
 - Setting targets geared to vehicle longevity through, for example, surveying the environments where our vehicles are used and analyzing recovered parts.
 - Carrying out durability tests based on Toyota standards.

Quality Risk Management

SASBTR-AU-250a.2

Aim

■ Sharing information about quality risks worldwide, implementing proper actions from the standpoint of local customers, and ensuring streamlined responses to emergencies on a global scale.

Initiative

Organizational Enhancement

■ Appointment of a Regional-Product Safety Executive (RPSE).

■ Develop quality risk management structure that represent the voices of local customers.

Auditing

■ Conducting company-wide internal audits and at each Toyota Group plant annually to further enhance proper quality assurance activities in accordance with the laws and regulations of each country as well as our internal rules.

• Our auditing teams are comprised of internal auditors with comprehensive knowledge of ISO 9001, Toyota's quality assurance rules and systems, and various auditing methods. These teams conduct audits focusing on audit points that have been determined based on internal and external changes to the business environment, quality indicators, and other factors.

• Audit results are shared with relevant parties so that improvement measures can be implemented promptly.

• Toyota listens sincerely to the opinions of third parties, including the certification organizations of each country, and reflects them in the enhancement of our quality assurance activities.

Initiatives with Suppliers

■ Working in close cooperation with suppliers to ensure the level of quality that Toyota aims to achieve.

• Transactions start after verifying that suppliers possess the required capabilities for design, development, and quality assurance. Subsequently, on-site inspections (genchi genbutsu) are performed with suppliers focusing on safety, quality, and supply to guarantee mass production quality.

• A quality assurance manual is used that details the required tasks by both suppliers and Toyota at each stage from production readiness to the start of mass production. Toyota works together with suppliers to promote the creation of drawings, production of molds, and development of processes.

• After mass production begins, the PDCA cycle is used to maintain and improve quality by indicating policies, targets, and tracking actual performance. Toyota jointly assesses current conditions, develops improvement plans, and implements corrective actions with suppliers facing specific challenges, as identified in the previous year's performance.

Fostering Quality-oriented Awareness and Culture

Aim

■ Training people in the “Toyota Way” and improving the quality of work by keeping the customer's perspective in mind and adhering to the principle of prioritizing safety first, followed by quality, volume, and then cost.

Initiative

■ Annual initiatives to boost quality awareness among all employees, and quality related training designed for employees at each job level.

Toyota Restart Day	● February 24 was designated as Toyota Restart Day after Akio Toyoda (President at the time) attended a US Congressional hearing on that date in relation to a series of recalls in 2010. Toyota is committed to creating better mechanisms and carrying out awareness-raising activities to ensure that the lessons learned from this experience are never allowed to fade away
Customer Quality Learning Centers	● Established in 2014, the Customer Quality Learning Centers are educational facilities for conveying the experiences and lessons Toyota learned from the series of recall issues to future generations of employees ● Measures are implemented to ensure that lessons learned are not forgotten, including annual updates that incorporate experiences and lessons from certification issues along with the latest customer feedback and expectations ● Knowledge is transferred internally through in-person and remote tours in conjunction with rank-specific education programs. Efforts to pass on knowledge are also promoted in collaboration with major companies within the Toyota Group ● Customer Quality Learning Centers unique to individual plants and overseas sites have also been established, and they are working to ensure employees in each region and each plant thoroughly understand the importance of quality ● As of FY2026, 15,000 employees have participated in activities at our Centers (within Toyota Motor Corporation) All-Toyota TQM Convention
Exhibition of Quality Improvement Activities	● As part of “Quality Month” each November, Toyota organizes an Exhibition of Quality Improvement Activities Quality Case Study Exhibition to raise awareness across the entire organization about recent quality issues and lessons learned ● The exhibition is conducted concurrently at Toyota headquarters and in multiple locations at each site to allow more employees to take part and apply what they learn to their work ● Participants (FY2026): approx. 32,000 (Toyota Motor Corporation only)
All-Toyota TQM Convention	● Toyota holds dialogues and improvement case study exhibitions with suppliers and dealers across various organizations and roles ● Participants (FY2026): approx. 4,200 people at exhibitions and open-floor dialogue ● These events provide opportunities for people to access information to be able to work together beyond their companies and organizations for further quality improvement

Coping with Quality Problems

SASBTR-AU-250a.2

SASBTR-AU-250a.3

Aim

■ Early detection and rapid resolution of quality-related issues to ensure that our customers can use our vehicles safety.

■ Ensuring constant legal compliance and making recall decisions from the customer's perspective, putting safety and assurance first and making it possible to implement rapid responses and minimize inconvenience to the customer.

Initiative

■ Recall decision-making process

• Clarifying response procedures and persons in charge based on the Toyota Quality Control Standards.

• A study meeting participated by the heads of relevant departments and the Regional Product Safety Executives (RPSE) is held to discuss based on the quality information, and a recall is made by mutual consent and subject to CQO's approval.

• Feedback from customers in the region is always reflected in responses, and regional representatives located closest to the customer are also involved.

■ Responses when a recall has been made

• The customer's safety and security will be our the highest priority and the following steps will be taken to ensure rapid repairs and encourage customers to bring their vehicles in for repairs:

• Notification will be sent in a prompt and fair manner by postal mail to customers who own vehicles covered by the recall. Dealers will also contact customers, if necessary.

• Recall information will be posted on the company's website on the same day as the recall notification.

• We also make the required reports, including notifications to the authorities in accordance with the laws and regulations of each country, and report the ratio of the number of repaired vehicles to the number of recalled vehicles.

FY2026 Recalls **SASB** TR-AU-250a.3

Country/Region	Number of Recalls	Number of Units
Japan	13	2,300,000
North America	21	3,740,000
Europe	19	1,770,000
Other	24	1,900,000
Global	48*1	9,710,000*2

*1 The figures above include recalls that cover multiple countries and regions, therefore totals for recalls and units in each country/region may differ from global figures

*2 Scope of recalls listed above: Toyota or Lexus branded vehicles for which Toyota Motor Corporation has issued a recall notice (including OEM by Toyota Motor Corporation)

After-sales Service

Aim

- Provide accurate and caring service to every Toyota and Lexus customer, resulting in customer safety, peace of mind and finally trust. (3S philosophy: Seikaku(Accuracy) + Shinsetsu(Caring) = Shinrai(Trust)).
- Pursuing the best service in town, which customers say “that store” and “that person”, leading to “Producing happiness for all”.
- In carrying out the above, continue to protect the Toyota and Lexus brands by ensuring through everlasting priority order of “Safety>Quality>Volume>Profit” at all times.

Initiative

- Timely and steady implementation of various measures anchored on the four pillars of safety and CSR, people-centered dealership management, ever better service and ever better cars.



Safety & CSR	● Implementation of preventive actions using information and case studies on accidents around the world with the aim of eliminating all accidents in the workplace ● Creation of mechanisms to ensure legal compliance in all processes for vehicles, parts, and field operations in and outside Japan and development of risk management systems
People-centered dealership management	● Support for increasing the appeal of technician careers and creating comfortable working environments at Toyota and Lexus dealerships around the world ● Promotion of reforms in working styles for technicians in cooperation with the Ministry of Land, Infrastructure, Transport and Tourism and the automotive industry through efforts to reform vehicle inspection systems and other initiatives
Ever better service	● Support for improving operations in repairs and maintenance, customer service, parts supply and other areas ● Development of equipment and distribution of information on repairs from the perspectives of technicians and information users, tailored to the needs of each region ● Establishment of systems to supply parts needed in different countries around the world, as and when needed ● Development of new services, such as vehicle monitoring using connected data and promotion of the development of new connections with customers through operational support for the service above
Ever better cars	● Use and incorporation of diverse regional needs and feedback from customers and technicians to design and manufacture “ever better cars”

Customer Feedback System

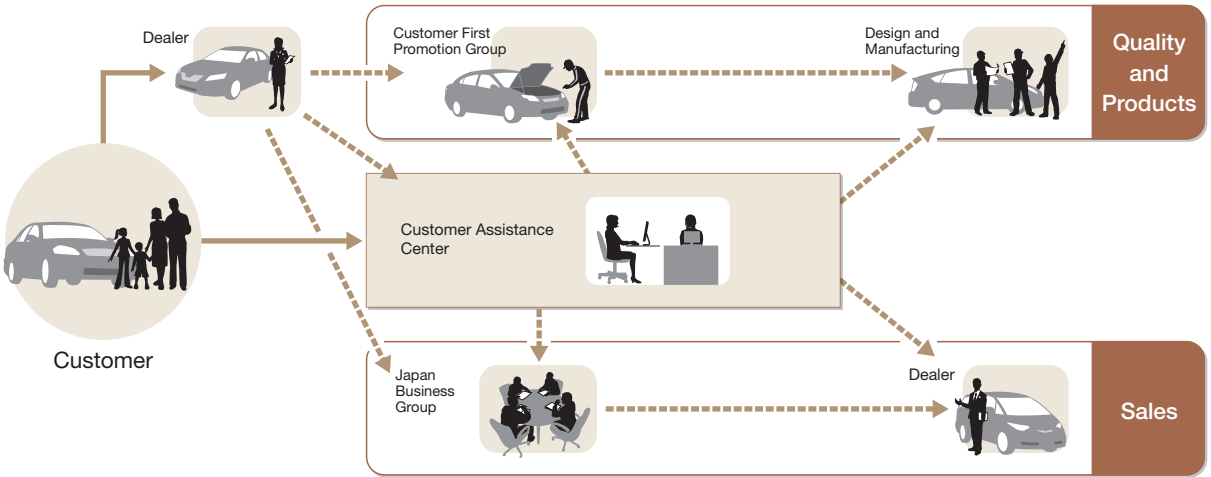
Aim

Customer feedback is gathered and channeled appropriately to internal departments and relevant companies in accordance with the “Customer First” principle that has guided Toyota since its founding, leading to improvements in products, sales, and services.

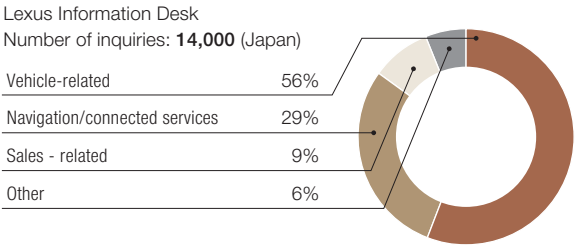
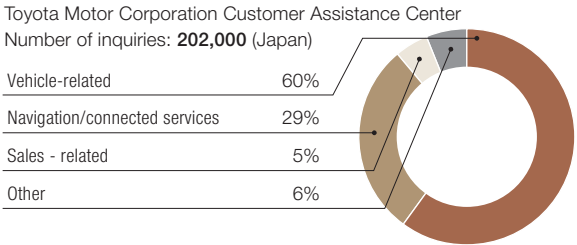
Initiative

- Directly collecting customer feedback and relaying information to internal departments and relevant companies
- ① Operation of customer service helplines
 - In Japan: Customer inquiries for Toyota Motor Corporation and Toyota brand products are handled at our “Customer Assistance Center” and at the “Lexus Information Desk” and “Lexus Owners Desk” for Lexus brand products.
 - Outside Japan: Distributors in each country and region have set up customer assistance centers to handle customer inquiries.
- ② Inquiry Line for Dealers (Japan)
 - A “Salesperson Support Desk” exclusively for sales staff at Toyota dealers has been set up within Toyota Motor Corporation to support dealers in providing “Customer First” consultation services.
- ③ Customer Feedback
 - Customer feedback received through our Customer Assistance Center and Salesperson Support Desk is used in efforts to create ever-better cars, sales, and services.

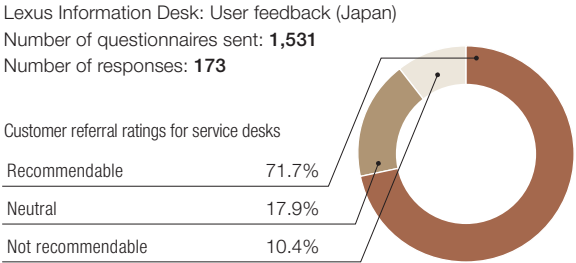
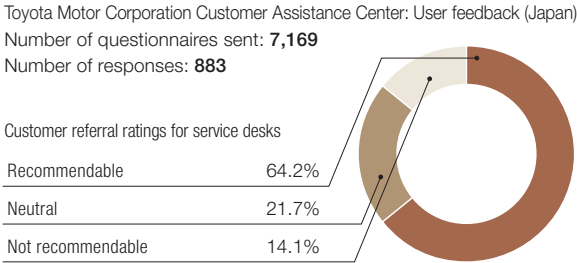
Customer Feedback Flowchart (Example: Japan)



Number of inquiries received by the Toyota Customer Assistance Center in FY2026



FY2026 Customer Satisfaction Survey



* Percentages are rounded to the nearest whole number and thus totals may not add to exactly 100%.

Internal Awareness-Raising Activities

(Toyota Motor Corporation)

Experience and learn from customer feedback	- Employees visit our Customer Assistance Center to learn about how it functions - A bulletin board compiling customer feedback is available on the company intranet
Consumer Affairs Advisor qualification	Our company actively encourages employees to obtain the Consumer Affairs Advisor qualification, which is certified by the Japanese Prime Minister and the Minister of Economy, Trade and Industry, to instill the “Customer First” mindset throughout the organization

Updated in June 2026

Information Security

GRI 416-1, 418-1

- 107 Fundamental Approach
- 107 Organizational Structure
- 108 Information Security Measures
- 108 Preparing for Information Leaks and External Attacks
- 109 Security for Automobiles

Fundamental Approach

Aim

- **Protect information assets and ensure the safety and security of our customers** from the threats and risks of cyber attacks, which target confidential corporate information and information systems, the networks of systems that control plant facilities and vehicles (such as on-board device systems), and even supply chains.

Initiative

- Based on the **Information Security Policy**, Toyota Motor Corporation and its consolidated subsidiaries work together to prevent information leaks.

 [Information Security Policy](#)

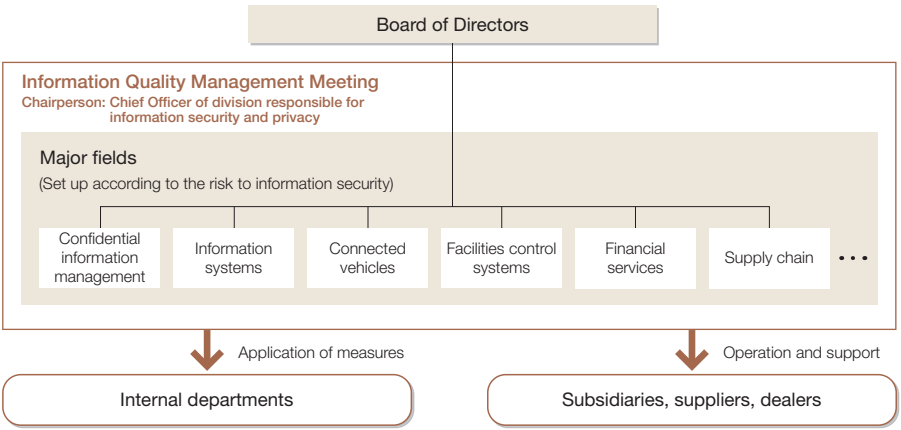
Organizational Structure

Aim

- Share and discuss details of activities in each security field and overall common issues.
- Assure readiness for potential cases of serious incidents.

Initiative

- **Information Quality Management Meeting** is a decision-making meeting regarding important matters, policies, and specific measures related to security chaired by the **Chief Officer of division responsible for information security and privacy**.
- If a serious incident occurs:
Promptly confirm the facts of the incident → Report to management, including Board of Directors → Analyze the causes and take countermeasures



Information Security Measures

Aim
■ Preventing leaks of confidential information and protecting information assets from cyber attacks.
Initiative

Initiatives in Toyota Motor Corporation

■ Level up activities based on All Toyota Security Guidelines (ATSG)

Complied/reference guidelines	● ISO 27001/27002 ● US National Institute of Standards and Technology (NIST) Cybersecurity Framework ● Cyber/Physical Security Framework by the Ministry of Economy, Trade and Industry ● JAMA/JAPIA Cybersecurity Guidelines, etc.
Contents * Revised periodically to cope with environmental changes	● Organizational management measures ● Human resource management measures ● Technical management measures ● Physical management measures ● Establishment of incident/accident response
Self-inspection based on ATSG	● Once a year

■ Major Activities for Information Security Education

- Examples
- Training for all employees (including secondees and dispatched employees)

● Carrying out activities, which all employees are required to take part in, to raise awareness in Information Security Reinforcement Month (twice a year).

● Displaying educational or warning information at startup of personal PCs.

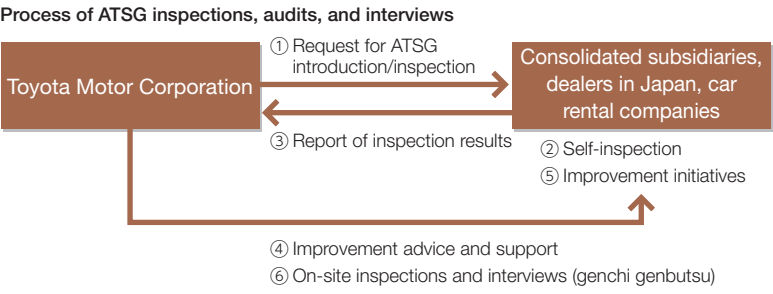
● Providing information security training for new employees and special training when a new law is enforced to ensure information is distributed in a timely manner (e-learning).

● Sending targeted-attack-type emails without notice to all employees, including executives. (once or twice each year).

● Launch of educational programs and security certification systems designed for cloud service users in response to the rapid shift to cloud computing.

Initiatives at Consolidated Subsidiaries, Dealers, and Car Rental Companies

- Promoting level-up activities based on the ATSG like at Toyota Motor Corporation.
- Toyota Motor Corporation’s specialized team carries out on-site audits and interviews at consolidated subsidiaries, dealers (Japan), and car rental companies (Japan) (to check responses to ATSG and the status of implementation of physical security measures).



Initiatives for Supply Chains

- In recent years, cyber-attacks targeting supply chains have been increasing. (Hacking and ransomware attacks actually happened to suppliers.)
- Establish a structure for security measures of supply chains and implement initiatives to reinforce security of the entire automotive industry.

⇒ Promote initiatives using JAMA/JAPIA Cybersecurity Guidelines, the standards of the industry, for suppliers

Preparing for Information Leaks and External Attacks

Aim
■ Preparing for potential cyber-attacks to company information asset, information system, networks of systems that control plant facilities and taking proper and prompt action in case of a serious issue.
Initiative

■ Information gathering and monitoring by a specialized team

- Share information on security threats with each regional headquarters. Regional headquarters ensure that the information is shared within the region and promptly take necessary measures.

■ Conduct training

- Assuming increasingly complex and sophisticated cyber-attacks, the specialized team conducts training **at least once a year** and prepares scenarios for early recovery to be prepared for a large-scale issue.

■ Third-party evaluations

- Receive third-party evaluations every three to five years on the status of security measures for management and technical aspects of internal security systems based on NIST SP800-82/53, ISO 27001/2, IEC 62443, and other standards. Implement necessary measures for the problems indicated to raise security levels (FY 2025: facility control systems; FY 2026: corporate systems).

■ Response to serious incidents

- Formed a response team including members in management positions (TMC-SIRT*) to settle the situation properly and promptly.

* Toyota Motor Corporation-Security Incident Response Team

Security for Automobiles

Aim

- Ensure safety of customers with the world’s top-level countermeasures.

Initiative

- **Compliance with international regulations and standards**
In addition to compliance with the international rules and standards below, implement initiatives for the entire vehicle life cycle, such as development in consideration of security by design*1 and layered defense*2 and gathering and monitoring of information on threats and vulnerabilities.
 - United Nations regulations concerning automobile cyber security (UN R155*3).
 - International standards concerning cyber security of electrical/electronic systems of automobiles (ISO/SAE 21434).
- **Be a member of the Automotive Information Sharing & Analysis Center (Auto-ISAC) in Japan and the U.S.**
 - Learn promptly about cases that occur within the industry and put them to use in responding to serious incidents.
 - Implement measures to enhance capabilities of the entire industry to tackle security issues.
- **Collaboration with external specialists**
 - By proactively collaborating with external specialists, utilize external know-how to enhance cyber security of automobiles.
 - Introduce a vulnerability reporting system (clarification of the contact point for reporting security problems from outside).

*1 Security by design: Design approach that defines the security requirements needed for safe system operations, beginning from the planning and design phases of an information system, and which aims to reliably incorporate these requirements into the information system through the development processes, moving away from the approach of implementing security countermeasures only after a problem has been discovered.

*2 Layered defense: Security practice of combining multiple defense “layers” to enhance security so that an attack is not successful even if one layer is penetrated.

*3 UN R155: Regulations concerning cybersecurity, which were adopted at the World Forum for the Harmonization of Vehicle Regulations (WP29) in June 2020

Updated in October 2025

Privacy

GRI 416-1, 418-1

- 110 Fundamental Approach
- 110 Organizational Structure
- 111 Respect for Privacy and Protection of Personal Information

Fundamental Approach

Aim

- In line with Toyota's Customer First philosophy, **respect privacy** as a member of the international community, through **compliance with the laws and regulations of each country and region**.
- Assure appropriate management and correct utilization of information to contribute to creating Ever-Better Cars and enriching the lives of communities.

Initiative

- **Establishment and Operation of a Privacy Governance System**
 - Appropriate management and protection of personal information based on the Toyota Code of Conduct and basic policies on the protection of personal information formulated by Toyota Group companies in each country and region.
- **Compliance with the Act on the Protection of Personal Information and other related laws and ordinances.**
- **Utilization of information** to solve social issues and provide ever-better products and services.

-  [Toyota Code of Conduct \(Personal Information\)](#)
-  [Data utilizing initiatives](#)
-  [Privacy](#)
-  [Toyota Privacy Notice](#)

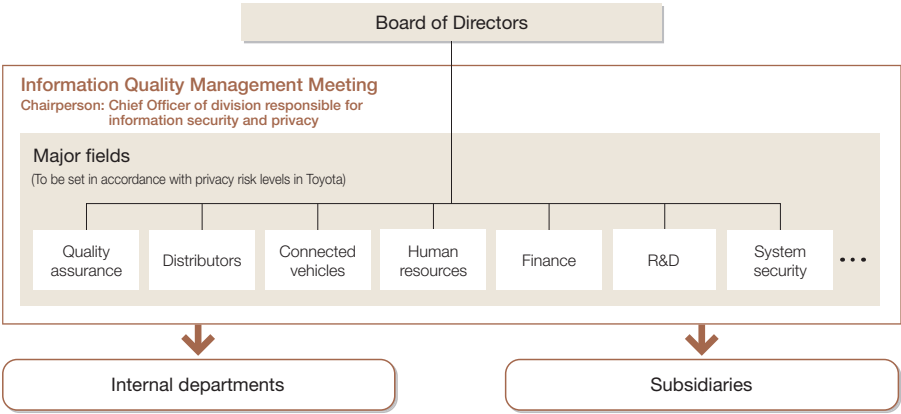
Organizational Structure

Aim

- Building a privacy governance structure applied throughout the company while integrating the perspectives of those outside the company.

Initiative

- **Information Quality Management Meeting** is a decision-making meeting regarding important matters, policies, and specific measures related to privacy chaired by the **Chief Officer of division responsible for information security and privacy**.
- **Establishment of an Advisory Board**
 - Reflecting advice based on the perspectives of external third parties, such as experts outside the company, into in-house initiatives.
- If a serious incident occurs:
Promptly confirm the facts of the incident → Report to management, including Board of Directors → Analyze the causes and take countermeasures



Respect for Privacy and Protection of Personal Information

Aim

- Aim to serve our customers as a company that abides by social norms with the establishment of flexible, innovative, and sustainable information management systems to handle personal information and confidential information.
- Carry out duties and develop human resources with an awareness of the need to respect privacy and protect personal information.

Initiative

Compliance with Laws, Ordinances, and Internal Regulations

- The Toyota Code of Conduct clarifies Toyota’s aims for the handling of information that includes personal information, as well as the direction that should be taken by the company and each employee.
- Necessary procedures including the gathering, utilization, and management of personal information are stipulated and operated in accordance with company regulations, while also complying with the laws and regulations of each country and region such as GDPR*1 (Europe) and CPRA*2 (California, USA).
- Information that requires more secure handling will undergo a risk assessment in advance to facilitate the implementation of appropriate measures.

*1 GDPR: The EU General Data Protection Regulation
 *2 CPRA: California Privacy Rights Act

Code of Conduct

Customer first

Carefully and sincerely listen to and consider consumer feedback on privacy issues.

Quality first

Toyota practices Privacy by Design, by taking privacy considerations into account early in the development and operation of products and services.

Product and Experience

Use consumer personal information responsibly to develop products and services tailored to the consumer with a goal of achieving consumer happiness and satisfaction.

Compliance

Ensure that personal information is managed and processed throughout the enterprise in a manner that complies with applicable laws and regulations.

Stakeholder

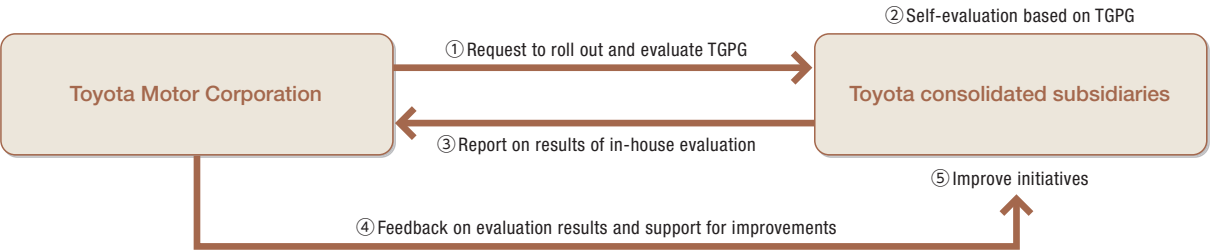
By cooperating and coordinating on privacy issues across all business functions throughout the enterprise, Toyota works to create and sustain an appropriate personal information management system.

Human resource development

Toyota promotes a corporate culture that respects privacy via continuous training and education.

Global Implementation of Privacy Governance

- Strengthen initiatives across the entire Toyota Group, including its subsidiaries in Japan and overseas, through the “**Toyota Global Privacy Guidelines (TGPG)**”^{*3}, and promote the establishment of a PDCA cycle for protecting personal information.
- Self-evaluation process based on the TGPG (once annually)



^{*3} Compliance with international standards and requirements, such as OECD’s eight privacy principles and ISO/IEC 27701 and 29100.



Fundamental Approach

Aim

- Position AI as a key technology that, in collaboration with people, expands human potential and supports our corporate competitiveness by creating societal value.
- Create a safe and secure environment for our stakeholders and promote the responsible use of AI across the industry, with the aim of achieving sustainable growth and enhancing our corporate value.

Initiative

- We appropriately manage risks associated with the use of AI and promote its responsible use in accordance with our “AI Principles”, with due consideration of potential impacts on the global environment.



Initiatives for AI

Aim

- Promote the establishment of a company-wide AI governance framework that covers all processes in which AI is developed and used, in accordance with domestic and international laws, regulations, and societal expectations.
- Review and update the governance framework to keep pace with the evolution of AI technologies and related regulations.

Initiative

Organizational Structure

- Establish a company-wide “AI Governance Promotion Committee” to promote responsible AI use and strengthen Toyota’s AI governance framework.
- Deliberate and decide on important policies related to AI utilization, with the aim of ensuring fairness, transparency, and trustworthiness in the decision-making process through dialogue with internal and external experts and stakeholders.

AI Guidelines

- Establish “AI Guidelines” for both developers and users as internal rules to put the “AI Principle” into practice.
- Promote operations and updates with focuses on safety, security, respect for privacy, and reducing bias throughout all stages of development and utilization.
- Identify risks and take corrective action at an early stage.

Education and Licensing

- Introduce internal education programs and a licensing system tailored to AI-related risks to ensure the safe and effective operation of AI.
- Establish a framework that enables employees who meet technical and ethical standards to use AI appropriately.
- Systematically provide AI literacy educational programs for all employees to enhance their understanding of risks and promote the proper use of AI.

Standardization Activities

- Collect the latest information on related laws, regulations, and international trends in a timely manner by engaging with domestic and international standardization organizations.
- Incorporate the obtained intelligence into our internal rules and operational processes to appropriately respond to the evolution of AI technologies and emerging risks.

Toyota’s Global AI Accelerator (GAIA)

- Promote substantial investment in the development of related technologies and human resources, with the aim of rapidly accelerating the utilization of AI across all areas of Toyota, from research and development to manufacturing.
- Improve team productivity and support the creation of new AI-enabled products, grounded in Toyota’s longstanding practice of Jidoka: automation with a human touch.
- Focus on the utilization of AI in 10 categories* globally and consider expanding the scope of categories in the future.

* AD/ADAS, Business Software Development, Knowledge Retention and Transfer, In-Vehicle Agents, Material Discovery, Manufacturing, Novel Mobility, Office Productivity, Robotics, and Vehicle Engineering

Updated in June 2026

Intellectual Property

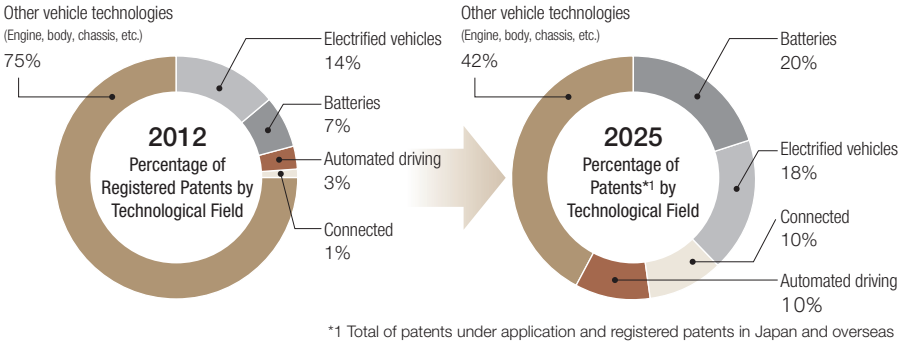
- 114 Fundamental Approach
- 114 Organizational Structure
- 114 Intellectual Property Activities

Fundamental Approach

- Aim
- Protect and utilize intellectual property

 such as invention, know-how and brands, which are Toyota's important management resources, in an appropriate manner. Endeavor to conduct research and development that is one step ahead, thereby enhancing product appeal and technological prowess, which are the source of Toyota's competitiveness.
- Initiative
- Build strategic portfolios aligned with Toyota's focus areas

 with the aim of realizing a future mobility society.
- Distribute resources mainly to such areas as carbon neutrality, including the development of electrified vehicles and batteries, and Software & Connected Initiatives. Enhance the obtainment and use of intellectual property rights.



Organizational Structure

- Aim
- Promote activities that incorporate management, R&D, and intellectual property in one.
- Initiative
- Support technology development globally by securing organic, systematic coordination between R&D activities and intellectual property activities.

• Established intellectual property functions at the R&D centers in Japan, the United States, Europe, and China.

■ Discuss and make decisions at the Intellectual Property Management Committee on policies for obtaining and utilizing important intellectual property conducive to management and for responding to management risks related to intellectual property.

■ Work in collaboration with approximately 110 law firms around the world to collect intellectual property information and take measures suitable for each country/region.

Intellectual Property Activities

- Aim
- Protect and utilize Toyota's intellectual property, including invention, know-how, and brands, in an appropriate manner.
- Initiative
- Patent applications and registered patents

2025 Results (global)	
Number of patent applications	approx. 19,000
Number of registered patents	approx. 10,000 - Japan: Top position among automobile manufacturers in annual ranking (1st overall) *2 - U.S.: Leader among automobile manufacturers in annual ranking (8th overall)*2

*2 Source:
Japan: IP Force (as of December 31, 2025)
U.S.: IFI CLAIMS (as of December 31, 2025)

Toyota Promotes Global Vehicle Electrification by Providing Nearly 24,000 Licenses Royalty-Free

Updated in October 2025

Human Resource Development

GRI 3-3, 404-2, 3

- 115 Fundamental Approach
- 116 Recruitment
- 116 Education and Career Development
- 117 Resource Shift
- 118 Evaluation of and Feedback to Employees
- 118 Initiative to Promote Psychological Well-being
- 119 Well-being Survey

Fundamental Approach

Aim

- **Develop human resources** based on the belief that “monozukuri (manufacturing) depends on human resource development.”
- Develop human resources with the ability to continuously think and act for the benefit of others and to win supporters.
- Focus on allowing Toyota’s most important asset – its employees – to work in a style that suits them so they can take on new challenges. We aim to become a company where anyone can take on new challenges at any time, as many times as possible, without fear of mistakes. These efforts will facilitate our transformation into a mobility company and fulfill our corporate mission of “Producing Happiness for All” as we face this once-in-a-century period of change.

Initiative

- Develop companywide human resources with **compassion*** and expertise that have a positive impact on others and are capable of winning trust and confidence along with the “**ability to act**” to move things forward.

* Ability to make the best efforts for others, such as customers and colleagues, and to improve oneself by respectfully learning from others

- Promoting initiatives around the pillars of diversity, growth and contributions since 2023 designed to transform Toyota into a place **where anyone can take on new challenges at any time and as many times as possible, without fear of mistakes**. We have focused on prevalent challenges and built a stable foundation for these initiatives.
- Recognize the importance of maintaining a healthy sense of urgency and accountability, and steadily take actions for the future to sustain and pass on competitiveness to the next generation, in addition to continued efforts to promote the active contribution by all.
- Discuss workplace-specific issues and future actions in detail and create an environment where everyone can take action guided by the idea that not everyone and every workplace is the same.

Mechanisms and systems designed to encourage employees to act and take on new challenges

- Mechanisms and systems to draw out personal abilities.
 - Evaluation systems for all job types and qualifications that allow for greater variation between roles.
 - Review of HR system for shop floor employees.
 - Enhanced support measures for onboarding new members.
- Training managers committed to genuinely engaging with individuals and workplaces.
 - Development of pre-placement training prior to new assignments and the introduction of a cycle of improvement with on-the-job experience.
 - Support for improving dialogue, evaluation, and feedback skills.

Recruitment

Aim

■ Recruitment of diverse human resources with emphasis on human qualities that inspire collaboration and strong enthusiasm for realizing dreams at Toyota.

● Reinforcement of the recruitment of individuals with specialized skills, experience, and backgrounds regardless of age or educational level.

● Shift to a recruitment approach that emphasizes the life journey, personal stories, and personal aspirations (what candidates want to achieve at Toyota). Assessment of candidates based on sustained efforts rather than isolated achievements to ensure strong alignment with Toyota's vision.

■ Promotion of more flexible recruitment practices to create a diverse workforce.

Initiative

Toyota Motor Corporation

Enhancing mid-career recruitment

- Before: 90% new graduates and 10% mid-career hires.
- Maintain ratio of mid-career hires at around half of all hires (FY2025:48% :Toyota Motor Corporation, administrative and engineering positions).
- Introduced and expanded direct recruitment methods, such as employee referrals and direct outreach.

Hiring new graduates with diverse backgrounds

- Promote recruitment of diverse people from universities from which no graduates have been hired by Toyota, technical colleges, vocational schools and high schools, as well as from educational institutions that emphasize diversity and agency.

Course specific recruitment of new graduates

- Hire students who have a concrete vision of what they want to do at Toyota (termination of school recommendation program).
- Promote the recruitment of diverse human resources by determining career tracks during recruitment to match personal interests with the characteristics of specific workplaces.

Education and Career Development

Aim

■ Develop **human resources who can act in line with the Toyota Philosophy** with the aim of transforming into a mobility company while inheriting the precept of the Toyoda Principles.

Global Executive Human Resource Development
“Global 21” Program

Global human resources

Toyota Motor Corporation (TMC) human resources

Overseas affiliate human resources

Initiative

Global Executive Human Resource Development: “GLOBAL 21” Program

- The program enables talented global employees to acquire the skills and insights necessary for global Toyota executives and enables them to leverage their strengths in their respective area of responsibility.
1. Teaching of management philosophy and what is expected of executives

● Disseminating Toyota Philosophy and incorporating it into global human resource system and training.
2. Human resource management

● Applying appropriate personnel evaluation standards and processes in each region based on Toyota’s common values.
3. Training deployment and training programs

● Global assignments and executive training.

● Holding regional succession committees to accelerate identification and training of next-generation leaders.

TMC Human Resource Development

Educational focus for Administrative and Engineering and “Gyomushoku”

- Shifting towards an independent and selective educational system where employees can choose the learning paths that align with their individual roles, areas of expertise, and personal motivation while deepening a collective sense of what makes Toyota unique.

Management-level development

- Toyota’s values and management approach are based on philosophy, skills, and behavior*. We utilize these values to create leaders who can navigate the company through this transition with passion and empathy and can provide a vision to follow in a world full of uncertainty where there are no right answers.
- Newly appointed division general managers participate in group training sessions, seminars looking back on the history of the company, and fieldwork throughout the year. This allows general managers to clearly identify their ideals, boosting their empathy with others and creating a mindset to reach their full potential both inside and outside the company, and to lead specific behavioral changes in the workplace.
- Modifying eligibility criteria to recruit and accept a wider range of individuals who want to learn on their own by expanding the scope of target groups to include employees in assistant manager and above, as well as a continued focus on employees who are promoted to senior professional/senior management and professional/management positions. Individuals can gain clarity on their roles and aspirations through group trainings and small-group seminar activities throughout the year.
- Seminar activity instructors are appointed as advisors for participants in training sessions for newly appointed division general managers. This allows instructors and participants to learn from each other and enhance their skills and knowledge.

* Philosophy: Toyota Philosophy; Skills: TPS (Toyota Production System); Behavior: Toyota Way 2020

- Enhancing professional development capabilities by improving the mindsets and skills of post managers who play a key role in workplace management to ensure active contribution by all, where each member can independently and authentically thrive with their own diverse values and workstyles.
- Conducting performance reviewer training (division and department general managers) and evaluator training (group managers) to facilitate the understanding and acquisition of open and fair evaluation (assessment) and feedback methods (Mandatory for post managers. Individuals interested in personal development are also welcome to attend.)
- Conducting dialogue skills training to help supervisors learn how to engage with each team member in order to support their growth based on a foundation of trust (Open to individuals who want to learn. Not limited to post managers.)
- Launch of an internal website featuring videos and useful content on the objectives and techniques for conducting 1-to-1 meetings, and skills to facilitate meaningful dialogue between supervisors and members.

- Individual support for management is provided through opportunities and venues that help resolve concerns and issues related to workplace operations (optional).
- Group managers roundtable discussions:
- A place where group managers can discuss their concerns and issues with other group managers to find a clue how to resolve them through sharing information and best practice. Group managers can get to know each other and build mutual relationships where they can help each other when needed.
- Toyota encourages the promotion of young employees to important positions.
- This creates opportunities for top management to directly observe personnel in these positions and to foster executive minds in the candidates.

Administrative, Engineering, “Gyomushoku” Human Resource Development

- Instilling the Toyota way – philosophy, skills, and behavior.
- **OJT with a focus on genchi genbutsu (going to the source to get the facts), along with OFF-JT^{*1}.**
- Providing opportunities for employees to reflect on their personal careers and growth through tier-specific training curriculums and voluntary, opt-in seminars.
- Enhancing the content of a portal site that integrates a wide range of internal and external elective learning resources to encourage independent study.

^{*1} OFF-JT (Off the-job training): training conducted outside the workplace

Timing	Major items
After entry	● Acquire basic knowledge of various areas required after assignment (OFF-JT)
After assignment	● OJT human resource development programs based on genchi-genbutsu
2nd year	● Thoroughly learn the basics skills required as Toyota employees in training at dealers and plants (administrative and engineering personnel)
3rd year	● Group OFF-JT training (administrative and engineering personnel)
4th year and beyond	● Training Dispatch Program: ● Increase the number of employees dispatched abroad to quickly develop and further enhance their capabilities ● Dispatch for one to two years training to overseas subsidiaries, overseas graduate schools (including MBA), domestic affiliates, etc. ● Providing deeper understanding of practices and culture as well as improving language skills
6th to 8th year	● OFF-JT group training (administrative and engineering personnel)

Shop Floor Employee Human Resource Development

- OJT is conducted by supervisors and experienced employees at the worksite through **daily operations in the field**. Deployment cycle: formulation of development plans, assignment for development, and evaluation/feedback.
- While focusing on OJT, human resource development is accelerated by conducting OFF-JT at career milestones.
- OFF-JT gives participants an opportunity to enhance awareness of their roles and acquire the knowledge and skills they need. Newly-appointed EX, SX, and CX^{*2} undergo pre-promotion training in the form of practical training at other workplaces and training at other companies to broaden their perspectives and boost their compassion.

^{*2} EX (Expert), SX (Senior Expert), CX (Chief Expert)

- Employees are becoming more diverse with employees rehired after retirement age (60 years old), female shop floor workers, and people with disabilities. Training now includes a diversity-related curriculum to promote understanding among employees. Training materials have also been changed to include the perspectives of people with disabilities as part of efforts to actively maintain and improve the workplace environment.
- Specialized technical training is provided in accordance with job type to enhance technical skills toward a workplace culture with focus on technical skills.
- Start-up seminars are held as part of career support for employees to be transferred to another plant.
- Supporting aspiring employees through, for example, practical training at worksites and improving web learning programs for those wishing to grow through self-learning.

Overseas Affiliate Human Resource Development

- Temporarily transfer employees from overseas affiliates to Toyota Motor Corporation for **OJT** to promote self-sufficiency in overseas affiliates.
- Learn skills, know-how and Toyota’s way of thinking and work processes for 6 months to 3 years.
- General Manager-level:
Also, learn decision-making processes and form networks with other employees as general managers or department managers at Toyota Motor Corporation.

Resource Shift

Aim

- Need to quickly shift resources from existing manufacturing and sales of new vehicles to emerging areas such as CASE and value chains to drive Toyota’s transformation into a mobility company.
- Active engagement in recruiting, retraining, and shifting (transferring) human resources to increase the potential of employees, identify individual roles and capabilities, and place the right people in the right jobs.

Initiative

- Attracting and supporting the growth of diverse human resources.
- Specific example: Attraction and development of software professionals.

Developing organizational structures for software professionals

- Launch of an organization responsible for training software professionals in January 2021.
- Reviewing the Toyota Group’s software development systems and launch of a new organization in October 2023 in a shift away from decentralized functional units to a cohesive organizational structure dedicated to promoting software-related business and development.

Attracting and training software professionals

- Clearly defining and quantifying the digital human resources, such as those skilled in software, AI, and IoT, needed to solve business issues and drive innovation.
- Securing human resources through career recruitment and internal transfers
- Developing educational systems covering basic to specialized levels to support “re-skilling” and professional development.

Evaluation of and Feedback to Employees

Aim

- Independent career building is encouraged for each employee to develop a diverse workplace where everyone can reach their full potential. Employees in each workplace are placed and trained in accordance with their motivation and abilities.
- The abilities of each employee are also carefully assessed. **Effectively delivered assessment and feedback are encouraged between managers and employees** to give employees balanced workplace treatment and provide them with duties that will help to further develop their abilities.

Initiative

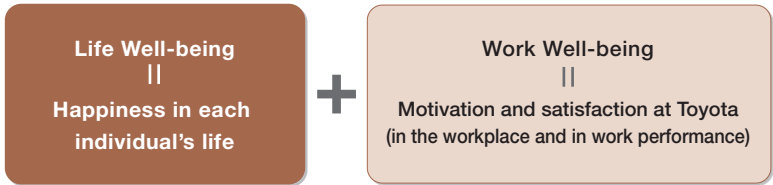
- Determine roles and themes at the beginning of each fiscal year and **consult with supervisors periodically**.
 - Interviews and daily communication between managers and employees are utilized as opportunities to have a fact-based review on their full-year performance and half-year results.
 - In particular, performance assessment is made with a focus on personal quality and ability of action required for qualification.
 - 360-degree feedback is used to gauge personal quality. Opinions are gathered from colleagues about the employee's strengths and points suggested improvement. This information is then provided to the employee as feedback.
 - Reflect half-year results into bonuses and full-year performance into salary raises for the following year.

Year	Content
2019	● Revised human resource system to allow hard workers to be rewarded regardless of age or rank
2020	● Introduced a system capable of centrally managing employees' individual information, including employees' evaluations, the results of consultations with their supervisors and questionnaire results regarding workplace management ⇒ This makes it possible to refer to previous evaluations, personal information and employees' career goals ● Enhance the development and allocation of human resources with consistency through job assignment based on a better understanding of employees' aptitude and career goals
2021	● Started providing feedback to senior professional/senior management and professional/management on the results of their evaluations
2022	● Started providing feedback to assistant managers and those in ranks below (administrative, engineering, gyomushoku) on the results of their evaluations

Initiative to Promote Psychological Well-being

Aim

- To feel the joy and happiness of being a key part of automotive industry.



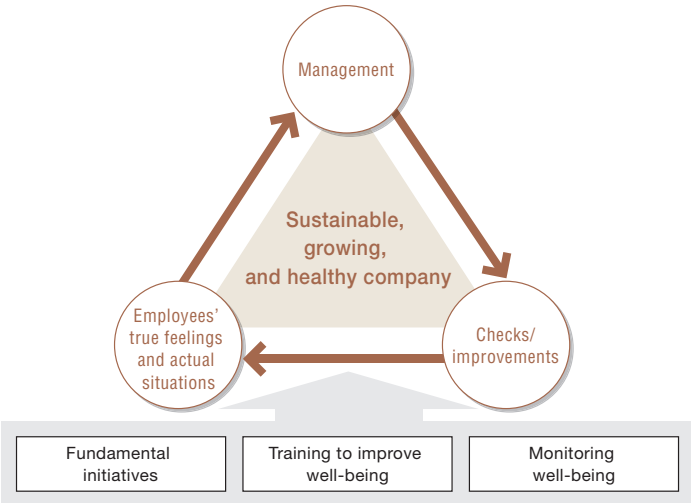
Anyone can take on new challenges at any time, as many times as possible, without fear of mistakes
Transformation into a mobility company to achieve the mission of "Producing Happiness for All"

Initiative

- Staff with a high level of expertise promote measures for psychological well-being to all employees.
- Dedicated full-time staff (hereinafter referred to as "dedicated staff") with a high level of expertise assigned within the company plan and implement measures to promote psychological well-being.
 - Full-time psychiatrist: 1 (part-time*: 18), full-time psychologists: 8.
 - Full-time public health nurse: 1, full-time psychologists/public health nurses: 1, full-time mental health social worker: 1, full-time office staff: 6.

* Active in the field of community-based health care with a high level of expertise in sleep conditions, dementia, developmental disorders, and other conditions.

- Employees' true feelings and actual situations obtained through activities conducted by dedicated staff are directly sent up to the management after ensuring anonymity, which checks and improves company policies. This creates a cyclical system in which management performs checks and makes improvements in response to employees' true feelings about company policies and actual situations.



Fundamental Initiatives

- Create an environment in which all employees can freely access and apply for consultation services and a variety of trainings at any time.

(Toyota Motor Corporation)

Initiatives	Target audience	Overview
Dialogue and advice from dedicated staff	All officers	● Regularly provide information on mental health care and employees' true feelings from dedicated staff, leading to the development and implementation of better company measures
Distribution of e-mail newsletters	All employees	● Regular monthly distribution of information by email that serves as a boost to mental health and provides nourishment in daily life (like a Psychological Vitamin)
Online consultation hotline	● Occupational health staff ● Human resources ● Supervisors	● Set up a consultation hotline with part-time staff who are active in their fields and can provide appropriate information on medications and medical facilities, guidance on medical cooperation, and other useful tips

Training to improve well-being

(Toyota Motor Corporation)

Initiatives	Target audience	Overview
OMOIYARI Interpersonal Skills and Communication Training (live/online)	All supervisors and officers (mandatory)	Implement ongoing group psychoeducation in a constant and ruminative manner with the aim of preventing harassment and promoting well-being
Well-being Dojo (live/online)	All employees (optional)	Provide psychoeducation by dedicated staff to bring about mutually enhanced changes in awareness and behavior that help both individuals and others experience a valued sense of well-being
Cognitive behavior modification skill-up training		Training on understanding cognitive behavioral models for use in stress management
Communication skill-up training		Provide training that utilizes cognitive behavior models and can improve relationships through listening, accepting others, assertions, and comprehension, expression, and relationship adjustment skills
PERMA-V*1 Training		Training in which participants can experience and learn about the elements of PERMA-V to improve their own and others' well-being
Cognitive Behavior Modification Approach and PERMA-V Psychological Education (online)		Training from a neutral perspective by dedicated staff who are familiar with circumstances inside the company (individual case work, etc.)

*1 Positive Emotion, Engagement, Relationship, Meaning, Accomplishment, Vitality

Monitoring well-being

- The following new initiatives will be implemented from fiscal 2024.
- (Toyota Motor Corporation)

Initiatives	Target audience	Overview
Well-being Survey (Conducted every year)	All employees	- Conduct satisfaction surveys and other questionnaires on company measures that can serve as key drivers, in addition to the goal of having a subjective feeling of well-being and events of happiness - Perform statistical correlation analysis and select measures with a high degree of contribution to and high expectations for well-being to improve the efficiency of implementing measures that can bring about sustainable growth
Well-being check (Conducted every month)	Employees in administrative and technical positions up to the third year of employment	- Conduct surveys on PERMA-V - Provide opportunities to focus on well-being and self-monitoring - Conduct triage and case work with the involvement of dedicated staff when a reduced sense of well-being is observed

Well-being Survey*2

*2 Including Employee Engagement Survey

Aim

- All employees experience a sense of well-being in both their professional and private lives, and they are actively engaged with a sense of purpose and fulfillment at Toyota.

Initiative

- Conducting surveys on “Life Well-Being” to assess individual happiness and satisfaction with company policies and “Work Well-Being” to gauge job satisfaction and pride in the workplace.
- Utilizing analyzed results to plan and implement initiatives aimed at helping employees feel a sense of well-being in their lives.
- Promoting dialogue and improvement activities between labor and management to foster and improve the workplace culture to one filled with a sense of well-being by feeding back the results from the Life Well-Being survey.
- Promoting dialogue and improvement activities in each organization by feeding back the results of the Work Well-Being (employee engagement) survey to the workplace. Promoting changes in organizational culture from a workplace-based and dialogue-driven approach (bottom-up) and by creating a culture that addresses company management issues (top-down).

Life Well-Being survey (Satisfaction with Life*3 score) [Points]

	FY2024	FY2025
Toyota Motor Corporation	21.8*4	22.5*5
(comparison with similar organizations*6)	(21.94)	(22.69)

Work Well-Being Survey*5

Percentage of Toyota employees who feel a sense of purpose and fulfillment (engagement) [%]

	FY2024	FY2025
Toyota Motor Corporation	57	60

Percentage of Toyota employees who feel that diversity and individuality are valued (inclusion) [%]

	FY2024	FY2025
Toyota Motor Corporation	52	55

Employee Engagement Survey (Overseas)

Percentage of employees who feel satisfied with the company [%]

	FY2025
Administrative and Engineering employees	78.5*7
Shop floor employees	70.2*8

*3 Satisfaction with Life Scale; Diener, E., Horwitz, J., & Emmons, R. A. (1985). One method of measuring well-being.

5 questions, 7-point scale per item, 35-point scale. Average satisfaction level with life is considered to be 20 ~ 24.

*4 Number of subjects: 69,247 Number of valid responses: 58,044 Number of valid responses/research consent: 48,315

*5 Number of subjects: 69,428 Number of valid responses: 60,959 Number of valid responses/research consent: 54,765

*6 Number of valid responses over two consecutive years/number of respondents consenting to participate in research: 37,873

*7 Weighted average of 31 companies.

*8 Weighted average of 30 companies.

Updated in June 2026

Health and Safety

GRI 403-1~10

- 120 Fundamental Approach
- 121 Organizational Structure
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Fundamental Approach

Aim

- Create workplaces that ensure the physical and mental well-being of everyone working at every Toyota location, providing a safe environment where everyone can work to their full potential.

Initiative

- Promoting health and safety initiatives for all on-site personnel including employees and contractors based on the following philosophy and policy:
- Philosophy for health and safety: Toyota Motor Corporation's Declaration of Health Commitment and the Basic Philosophy for Safety and Health.
- Health and safety policy: **Health through mutual awareness-raising and the establishment and enhancement of a safety-focused work culture.** This policy is expanded globally.

Declaration of Health Commitment

Aiming at health first company

Mental and physical wellness is “**driving force for good performance.**” It is fundamental key point of “**happiness of individual employee**” as well as of **their family**.

I wish you work lively with positive motivation in Toyota and after retirement you can continue to enjoy satisfying life. TMC culture “**Step in batter box and challenge!**” without fearing failure is applicable for health. I would like to declare that TMC proactively supports individual “**challenge to improve your lifestyle**” and develops “**health promotion & illness prevention activity**” in cooperation with health insurance society.

バッターボックスに立ち続けるためには 健康な心と体づくりから 豊田 章男

(September, 2017)

 [Philosophy for health and safety](#)

Social Recognition

	Details	Years Awarded
	● Recognized and certified as a Health and Productivity Company for encouraging employees to improve their health-related practices and promoting initiatives focusing on “prevention” actions by promoting flexible workstyles and providing support for a better work/life balance ● Certified by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange	2021, 2023
	● Certified as a White 500 Health & Productivity Management Outstanding Organization ● Certified by the Ministry of Economy, Trade and Industry (METI) and the Japan Health Council	2018 to 2025
	● Certified as a Safety and Health Outstanding Company for maintaining and enhancing a high level of health and safety ● Certified by the Ministry of Health, Labour and Welfare (MHLW) (renewed every 3 years)	2015 to 2024
	● Certified as a Sports Yell Company for striving to support and promote sports for the enhancement of employee health ● Certified by the Japan Sports Agency	2024 to 2025

Organizational Structure

- Aim

Promoting better work environments through cooperating with business partners, including business sites, labor unions, suppliers, and in-plant contractors.

Promote initiatives based on daily collaboration, sharing and resolving issues.
- Initiative

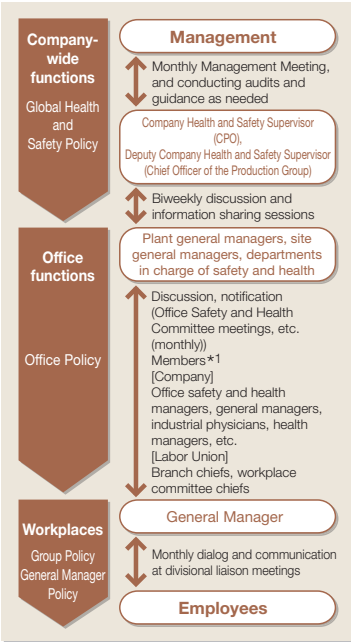
Director in charge: Company safety and health supervising manager (CPO: Chief Production Officer)

The Safety and Health Policy and KPI are formulated based on technological innovations and changes to the business environment.

The results of health and safety promotion initiatives are reported to management together with figures related to diseases and accidents.

The Safety and Health Promotion Division takes a leading role in building collaborative relationships with administrative divisions of business sites, labor unions, health insurance societies, regional affiliated companies, and suppliers.

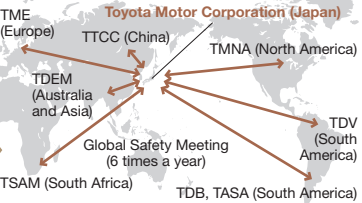
Organizational Structure



Suppliers and Affiliated Companies

Group companies	All Toyota Safety and Health Cooperation Association (17 companies)
Parts and materials suppliers	Kyohokai Safety and Health Committee (228 companies)
Equipment, installation, and logistics suppliers	Eihokai safety and health committee (128 companies) Toyota Motor Corporation Safety and Health Cooperating Association (573 companies)

Overseas affiliated companies



*1 TME (Toyota Motor Europe NV/SA)
TTCC (Toyota Motor Technical Center (China) Co., Ltd.)
TDEM (Toyota Daihatsu Engineering & Manufacturing Co., Ltd.)
TSAM (Toyota South Africa Motors (Pty) Ltd.)
TMNA (Toyota Motor North America)
TDV (Toyota de Venezuela Compania Anonima)
TDB (Toyota do Brasil Ltda.)
TASA (Toyota Argentina S.A.)

Health and Safety Education

- Aim

Conduct training for all employees, from new recruits to executives, to facilitate understanding of their roles in maintaining health and safety at all levels.

Rank-specific Education Programs (Staff starting in new positions)

2024 Results (Toyota Motor Corporation)		
Trainees	Training Hours	Number of Participants
Division general managers	6 hours	54
Section general managers	6 hours	190
Chief Experts	4 hours	189
Workplace leaders	12 hours	1,642
General and new employees	1 hour	6,557

- Educational Programs for Managers

Discussing about workplace management tips and examples

Reaffirming the importance of daily communication.

Managers to identify any health problems of their subordinates at an early stage and provide proposals to predict accidents.

Training to Enhance Hazardous Operation Skills

- Skills training based on the requirements of the Industrial Safety and Health Act.

Experienced instructors provide training with actual equipment in addition to legally-required skills training.

2024 Results (Toyota Motor Corporation)	
Trainees	Number of Participants
Production division members involved in hazardous operations	3,341

Enhancing health and safety mind

(Toyota Motor Corporation)

Top message on health and safety	Share messages from the president and organizational leaders (serving at the time) in support of the health and safety of all Toyota employees (2025)
Safety Inheritance	Lessons learned from serious incidents and accidents occurring within the company are used to communicate the importance of safety to all employees. Managers speak about their commitment to safety and meetings are held to encourage the prevention of accidents in all workplaces
Review past health and safety activities	All company officers send out messages about safety and managers express their commitment to safety, making an opportunity for all workplace personnel to review their daily operations

Top message on health and safety (president and production heads) (Shared in January 2025)*2

Let us create a safe and healthy workplace with words of gratitude and smiles.

Koji Sato

Everything starts with safety: Together, we can create a world with zero accidents

Kazuaki Shingo

Safety and health first: Wishing you health in both body and mind!!

Takahiro Imura

*2 From top: Koji Sato (President, Member of the Board of Directors), Kazuaki Shingo (Company safety and health supervising manager/Chief Production Officer), Takahiro Imura (Deputy company safety and health supervising manager/Production Group (Chief Officer)) (Titles and positions reflect those held at the time)

Educational Programs to promote health and safety mind

2024 Results (Toyota Motor Corporation)			
	Details	Trainees	Seminars
On-site health education	Health and safety-related activities are offered with the support of expert instructors. Seminars are held to boost health literacy and provide accident simulation training.	All employees	280 seminars
Online health-related learning	Various online learning materials are provided to raise awareness and knowledge about mental health and the prevention of lifestyle-related diseases.		Accessed 107,399 times

Initiative for Health

Aim

■ **Focusing on prevention-centered activities based on the “health first” concept, we will help prevent lifestyle-related diseases, improve mental health, enhance job satisfaction, and create a more comfortable work environment.** Through “health management” strategies, we aspire to boost productivity by encouraging the active contribution by all while fostering the growth and development of the company and its workforce.

Initiative

Formulation of Toyota's 2030 Health Vision

■ Formulating a health vision to ensure that each individual working at Toyota feels a sense of enjoyment and happiness through their involvement in car manufacturing, while maintaining a healthy and vibrant work life, in order to “produce happiness for all”.



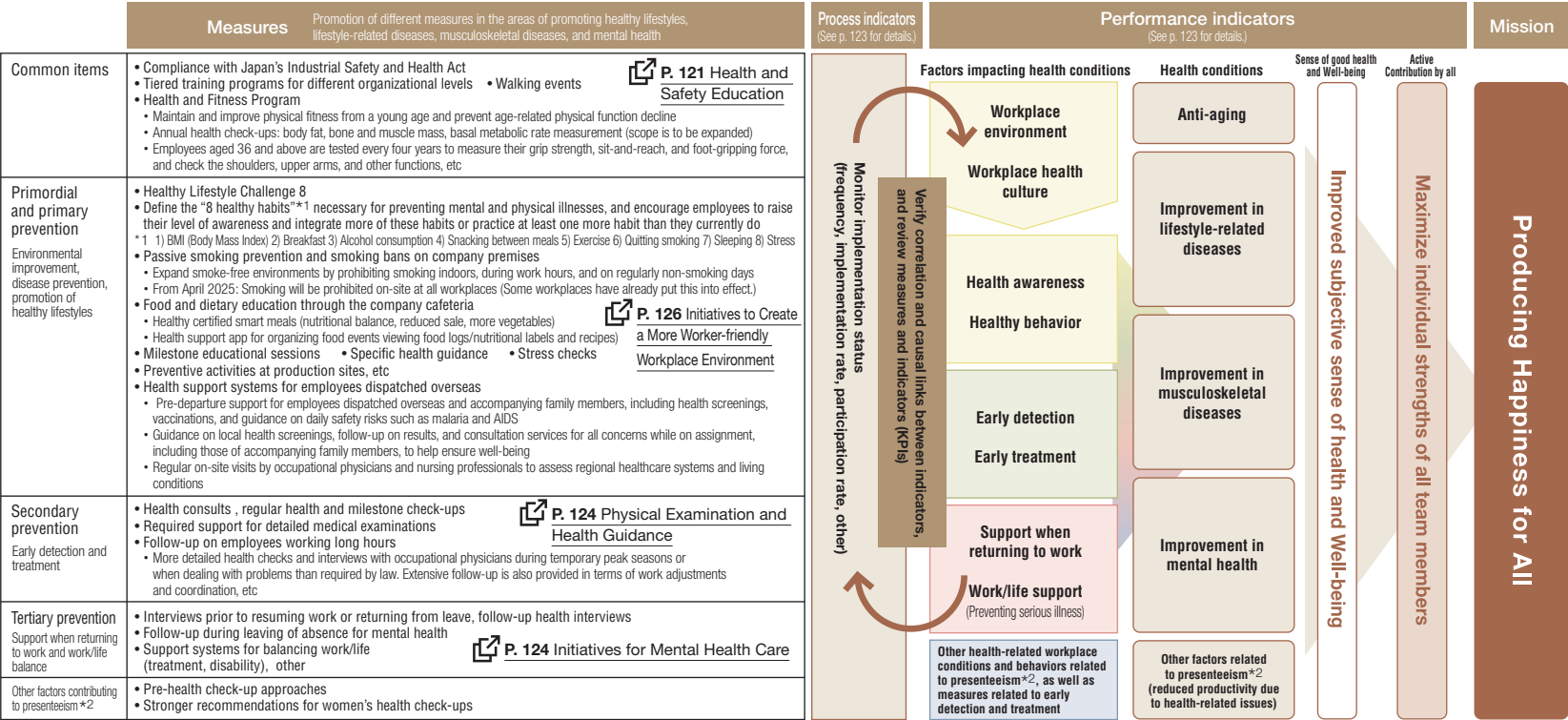
(Toyota Motor Corporation)

Health vision	Background on formulation of vision	Key actions
Develop human resources who can take charge of and improve their own health	Support must be strengthened for each individual, leaving no one behind in this time of aging and diversity	- Strategies for maintaining and improving health in older adults - Support for balancing work with medical treatment and disabilities - Prevention of mental health issues and recurrence
Create workplaces where people from diverse backgrounds can thrive	Support is required for creating workplaces (improvements in workplace environments), including suppliers and overseas businesses, where all employees play an active role.	- Improvements in workplace environments using data in collaboration with workplace management - Create good work environments that are aware of diversity in collaboration with different stakeholders (HR, health insurance unions, hospitals, labor unions, suppliers, etc.)

Strategies to achieve Toyota's Health Vision

- Set indicators for each measure and for mental/physical health metrics.
- Share indicators with top management and departmental members while maintaining confidentiality with a view to discussing and reviewing improvement measures and indicators.
- Verify the correlation and causal links between indicators before revising measures and indicators.
- Repeat the above cycle, a continuous loop of improvement, to work towards realizing Toyota's Health Vision.

(Toyota Motor Corporation)

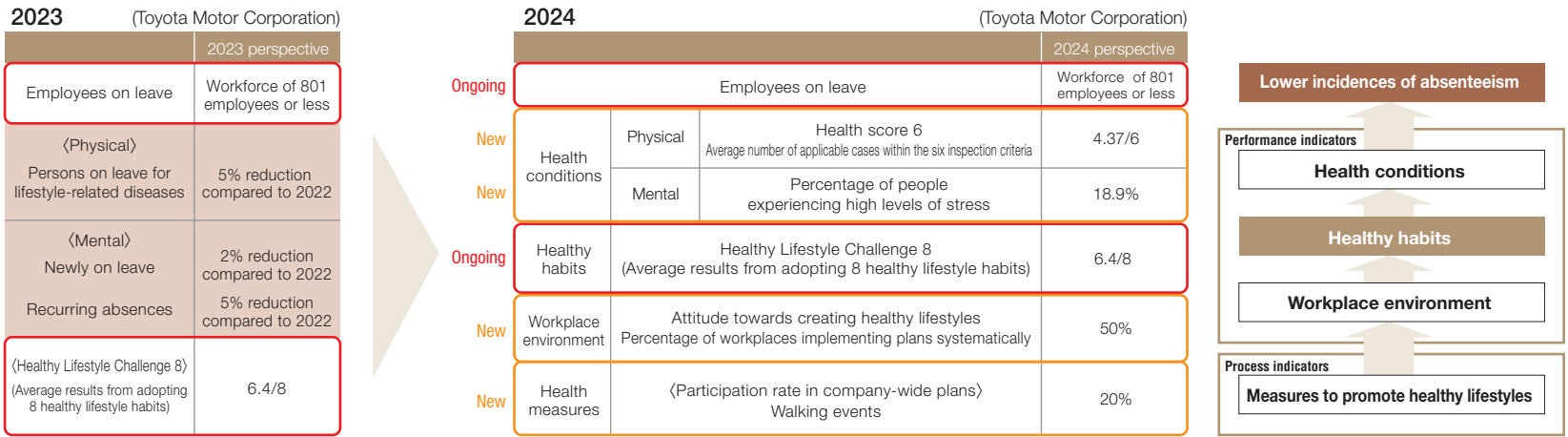


In-house measures related to producing happiness for all			
Providing opportunities for communication Company-wide/workplace sporting events, informal activities, support for sports clubs, volunteer work, different consultation services, other	Sharing information company-related information Sharing management perspectives on labor-management meetings, and organize external events/activities	Improved workstyles (i.e. working rules) Promote better work-life balance by improving rules for shorter working hours/working from home/allowing work in any location, the use of various types of leave and diversity.	Enhanced welfare benefits and convenience Enhance both internal and external facilities, systems and services, and enrich employee asset-building programs.
Supporting opportunities for growth Promote training based on job type and level, interactive interviews with managers, self-reporting system, performance evaluation feedback, sharing of work improvements, professional skills training, promotion of digital transformation (DX) and information and communications technologies (ICT)	Measures to improve well-being by psychological staff specialists Opportunities to help individuals achieve fulfilling lives with a balance between happiness and productivity through advice, consultations, training, monitoring and other measures		

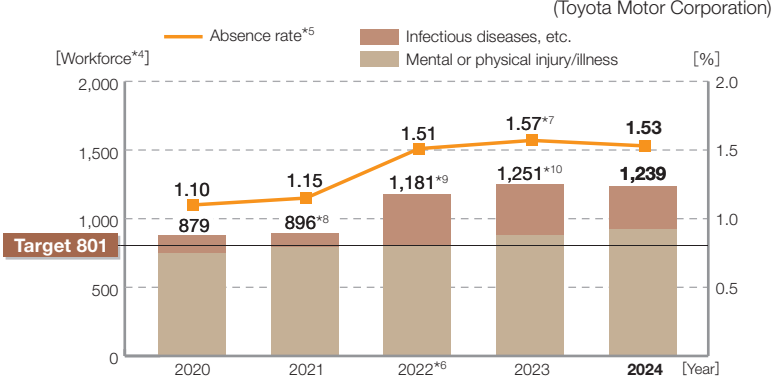
*2 Reduced productivity due to health-related issues

Key KPIs

- Review KPIs to gain insight into mental and physical status of health ranging from improving healthy habits to reducing work absences



Lost Workdays Due to Absences*3



*3 Conditions for calculation: Cumulative number of days of absence requiring a medical certificate of more than four working days, including paid leave
4 Cumulative number of days of absence / Number of working days in a year ÷ Workforce (annual absent Workforce)
*5 Absent Workforce / Number of employees x 100 ÷ Absence rate
*6 Figures increased compared to 2021 due to an increase in absences caused by COVID-19 infections
*7 Revised in June 2025 1.49 → 1.57
*8 Revised in June 2025 897 → 896
*9 Revised in June 2025 1,180 → 1,181
*10 Revised in June 2025 1,252 → 1,251

Key indicators and results

(Toyota Motor Corporation)					
Item	Process indicators	Performance indicators	2022	2023	2024
Regular health check-ups (Consultation rate)	○		100%	100%	100%
Regular health check-ups (Ratio of persons with related findings)		○	43.0%	43.2%	41.9%
Regular health check-ups (Health score 6: Number of cases falling within the criteria for obesity, blood pressure, liver functions, lipids, blood glucose, and uric acid levels)		○	4.30/6	4.25/6	4.27/6
Percentage of patients undergoing detailed medical examinations after regular health check-ups	○		97.9%	96.2%	96.4%
Stress check (Consultation rate)	○		91.7%	89.5%	94.2%
Percentage of specific health guidance	○		63.5%	74.8%	— *1
Specific health guidance efficacy data		○	42.3%	41.1%	— *1
Lifestyles (Average of people who cleared Healthy Lifestyle Challenge 8)		○	6.3/8	6.3/8	6.4/8
(Healthy weight) 40 years and older		○	62.3%	63.3%	65.2%
(Exercise routine) 30 min/day x 2 times/week, 40 years and older		○	53.4%	54.9%	57.2%
(Exercise routine) 30 min/day x 1 time/week		○	67.9%	70.0%	72.1%
(Smoking rate)		○	20.9%	19.5%	18.4%
Installation rate of health apps (organization of food events, food logs/nutritional labels and recipe views)	○		33.9%	41.1%	48.2%
Participation rate in health events for all employees (walking events)	○		19.1%	17.6%	20.5%
Participation of employee at all levels in educational activities on women's health issues(cumulative)	○		0.3%	10.1%	19.3%
Participation of managers at all levels in educational activities on women's health issues*2	○		3.7%	40.1%	11.3%
Participation of employee at all levels in educational activities on women's health issues*2	○		0.3%	9.8%	9.2%
Absenteeism (Leave of absence due to injury or illness)		○	Workforce of 1,180 employees	Workforce of 1,252 employees	Workforce of 1,239 employees
Presenteeism (Rate of decline in performance due to somatic complaints, etc.)		○	33.3%	33.1%	33.8%

*1 Updated the following fiscal year *2 Aggregation period: Fiscal year (April 1 to March 31 of the following year)

Strategies for maintaining and improving health in older adults

Physical Examination and Health Guidance

- Carrying out physical examinations provided by full-time medical staff in accordance with each employee’s age and risk factors. Encouraging voluntary screening tests (neurological or gynecological tests) and providing specific health guidance.
- From the age of 36 to retirement at age 60, employees and their (dependent) spouses undergo a health screening equivalent to a thorough physical examination once every four years, and once every two years for people aged 60 or older. They also receive an oral health assessment, including a check for peridontal disease, and attend health briefings about their individual health status (Milestone health check-ups: approximately 20,000 persons undergo the screening per year, including individuals and family members who are enrolled in the Toyota Motor Health Insurance Society).
- Individual guidance will be provided if the employee’s health does not improve after follow-ups within the company and/or outpatient treatment at a medical facility.

2024 Results (Toyota Motor Corporation)	
	Results
Rate of employees who have received physical examinations	100%
Specific health guidance implementation rate	74.8%

Physical assessments and fitness instruction

- Assess exercise capacity during four-year milestone health check-ups to raise awarness of a decline in physical functions related to age and provide customized guidance on ways to build up physical fitness tailored to individual capabilities to encourage people to start to exercise.
- Start to incorporate muscle mass measurements using body composition analyzers into annual health check-ups to raise awareness of muscle mass among younger employees.

Support for balancing treatment and disabilities with work

- Set up consultation services by occupational physicians and health staff to support employees who are trying to find a balance between treatment and work, and put work/life balance systems into place.
- Examples of systems to support work/life balance
Designated sick leave, family plan leave, fertility treatment leave, other.
- Support the development of safe working environments for people with disabilities by checking up on health and safety before they join the company and conducting regulat interviews with occupational physicians in their first year of employment.

 [P. 88 Childcare / Nursing Care Support](#)

Initiatives for Mental Health Care

- Employees, workplace managers, industrial healthcare staff, including psychology experts, and staff in charge of personnel and labor affairs respectively engage in various activities to **prevent mental issues from either occurring or recurring**.

(Toyota Motor Corporation)

Primordial and primary prevention	● Mindfulness and meditation training ● Self-care ● Encouraging better lifestyles and habits (Healthy Lifestyle Challenge 8) ● Providing Stress checks to raise awareness ● Rank specific training for new recruits and young employees ● Line care ● Workplace management (receiving support from and communicating with supervisors and co-workers) ● Workplace-specific and individual support provided by workplace counsellors ● Rank-specific training for managers ● Care by experts ● Training by psychology expert staff
Secondary prevention (rapid identification and response to issues)	● Screening at physical examination ● Setting up a permanent in-house health counselling service
Tertiary prevention (preventing reoccurrence and re-absence)	● Follow-ups upon returning to work in accordance with the guidelines ● Care by experts ● Advice for relevant employees and industrial health staff at a counselling center where a psychiatric specialist is permanently stationed

Using data to improve the workplace environment in collaboration with workplace management

- Provide support for high-stress workplaces through discussions involving psychiatrists and occupational physicians from the Human Resources Department and the Safety and Health Promotion Division to improve the workplace environment after the results of group analysis from stress checks are fed back to department heads.
- Share the implementation rates of Healthy Lifestyle Challenge 8 with individual workplaces and provide support for planning and implementing activities at the workplace level to encourage changes in healthy behavior.

Collaborate with stakeholders (human resources, health insurance unions, hospitals, labor unions, suppliers, etc.) to create a diverse, work-friendly environment.

- Convene health improvement forums with health insurance unions, Toyota Memorial Hospital, and labor unions to share perspectives on health measures and incorporate these into company policies.
- Collaborate with the Human Resources Department and labor unions to identify and address issues related to women's health. Organize menstrual health training sessions for supervisors and managers at production sites to raise their level of understanding and support for menstrual issues among female employees.
- Share case studies on health management initiatives on a dedicated website for suppliers and provide advice tailored to promoting health management initiatives based on specific needs.

Satisfaction with company policies

Sense of satisfaction with systems and support frameworks that allow employees to continue working comfortably and confidently, even in the face of physical or mental health challenges.*1

	FY2025
Toyota Motor Corporation	5.16/7*2

*1 One of the survey items in the Well-Being Survey (on happiness and purpose)

*2 Number of subjects: 69,428, Number of valid responses: 60,959, Number of valid responses/research consent: 54,765

 [P. 119 Well-Being Survey](#)

Initiative for Safety

Aim

- Promoting safety and health activities rooted in each worksite toward achieving the target of “**ultimately achieving zero accidents and the continuation of zero accidents at all worksites**”.
- Scope: employees, secondees, assistant secondees, dispatched employees, employees of in-house contract companies, and employees of suppliers related to plant construction work, under the Occupational Safety and Health Rules.

Initiative

Initiatives for The Three Pillars of Safety

The Three Pillars of Safety

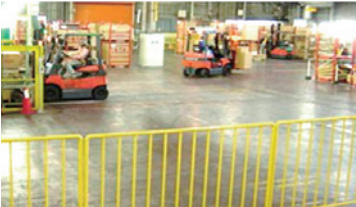
Safe People	● Implementing initiatives to develop people who can predict risks, follow rules, and think and act for themselves. ● Workplace leaders demonstrate a safety-first attitude on a daily basis. Safety training focuses on the experiences and past actions of former employees, and is designed to encourage current employees to review their awareness and behavior on a daily basis to ensure that all employees are “safe people”
Safe Work (Risk Management)	● Reducing and managing high-risk tasks to eliminate all serious accidents ● Employees implement the 4S methodology: seiri (sorting), seiton (straightening), seiso (cleaning), and seiketsu (cleanliness). They also evaluate safety risks in the workplace and implement a standardization process based on the operability of each task.
Safe Place/ Environments	● Aiming to build positive and worker-friendly processes, find troubles and take quick actions and make speedy decisions. ● The work environment is managed by statutory environmental measurement. ● Since the working environment is significantly affected by the production equipment, season and other factors, measures for facilities are implemented according to the predetermined priority order.

Examples of Three Pillars Initiatives

- Safe Work: Employee movement zones and industrial vehicle movement zones are separated to prevent collisions between workers and industrial vehicles.

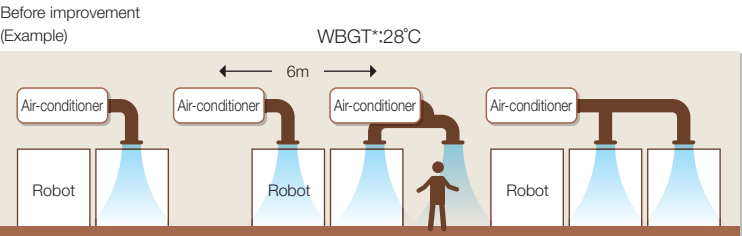


Before improvement

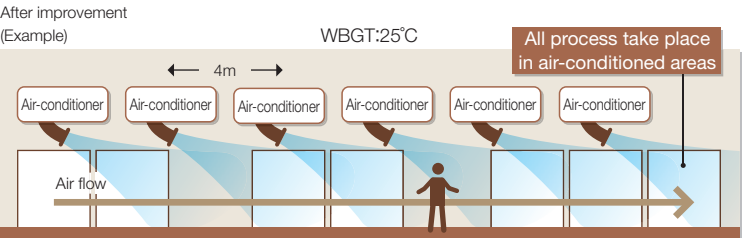


After improvement

- Safe Place/ Environments: Heat mitigation is carried out by creating cool air flows throughout the worksite to improve the work environment.



*WBGT (Wet Bulb Globe Temperature): Environmental assessment indicator to prevent heatstroke that considers both temperature and humidity



Safety Risk Assessment

- **Globally Expanding Occupational Safety and Health Management System (OSHMS)**
- Using OSHMS, weaknesses are identified by genchi genbutsu (going to the source to get the facts) inspections.
- Confirming whether measures are being implemented to avoid accidents that have occurred at other affiliates, and the status of the facilitated system to implement countermeasures continuously.
- Acquisition of ISO 45001*¹ Certification
- Eight global plants have acquired ISO 45001 certification (as of December 31, 2024). Further acquisition of certification by affiliates will be considered depending on the needs of the region and the plant concerned.
- Global Safety Meeting
- Managers in charge of health and safety in each region attend a meeting (six times a year).
- Attendees discuss responses to common issues and share examples of effective responses.
- When a new office is established, the company works together with suppliers to advance safety measures in terms of premises, buildings, and equipment installation while ensuring compliance with both legal requirements in the relevant country and construction work safety rules and equipment safety standards, both of which are common to global Toyota.

*1 ISO 45001: The international standard for occupational safety and health management systems established by the ISO (International Organization for Standardization)

Initiatives to Create a More Worker-friendly Workplace Environment (Preventing Musculoskeletal Disorders)

- Enhancing initiatives to **create workplace environments that are more friendly to workers in every region with consideration for all those involved in production activities**, regardless of age, gender, or physical characteristics.
- Measures to prevent lower back and hand pain from repetitive tasks include easy-to-assemble components and worker-friendly production equipment and work methods. We also visualize the situation of employees by offering physical care to employees on-site and a system to provide support when pain occurs.



Example of improvement: A power assist device to reduce arm fatigue (North America)

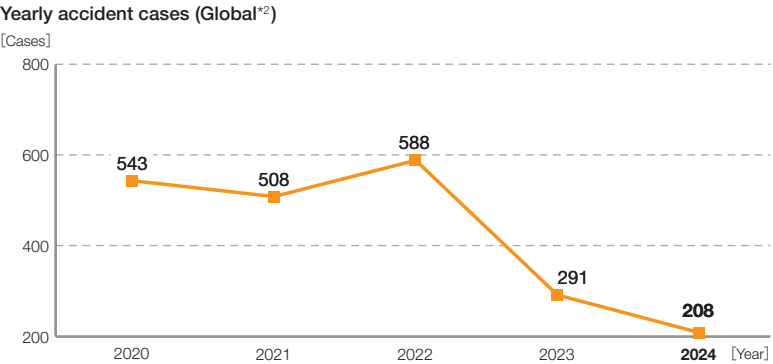
Safety KPI

Accident Type		2025 Target
Safety	Fatal accidents on company premises	0
	All accidents	24 or fewer (zero rule violations)

Work-related Accidents and Injuries

2024Results			
	Scope	2024 Target [cases]	Result [cases]
All accidents	Global*1	125	208
	Toyota Motor Corporation	24	44
Fatal accidents on company premises	Global*1	0	0
Serious accidents (accidents that may result in death)	Global*1	10	12
Serious injuries (musculoskeletal diseases that require employees to take a leave of absence for two weeks or longer, or impose work limitations)	Global*1	478 (down 20% compared to 2021)	889

*1 Global: Toyota Motor Corporation and 53 overseas locations



*2 Global: Toyota Motor Corporation and 53 overseas locations

Work-related Injuries (Lost Time Incident Rate*3)

	2020	2021	FY2023*7 (2022)	FY2024	FY2025
Global*4	0.24	0.23	0.28 (0.30)	0.13	0.18
Japan	0.10	0.03	0.07 (0.07)	0.05	0.10
North America*8	0.89	0.93	1.25 (1.43)	0.32	0.44
Europe	0.27	0.13	0.05 (0.05)	0.10	0.12
China	0.11	0.08	0.03 (0.03)	0.03	0.10
Asia-Pacific	0.02	0.07	0.06 (0.05)	0.05	0.09
Other	0.23	0.31	0.26*9 (0.24)	0.26	0.29
All industries (Japan)*5	1.95	2.09	— (2.06)	2.14*10	2.10*11
Manufacturing industry (Japan)*5	1.21	1.31	— (1.25)	1.29*10	1.30*11
Japan Automobile Manufacturers Association, Inc (14 companies)*6	0.09	0.07	0.07 (0.07)	0.09*12	0.12

*3 Lost Time Incident Rate: Number of deaths and injuries per 1 million hours actually worked in total (No. of deaths and injuries /Actual hours worked) × 1,000,000

*4 Global: Toyota Motor Corporation 53 overseas locations

*5 Source : Statistical tables from the Ministry of Health, Labour and Welfare

*6 Source: Japan Automobile Manufacturers Association, Inc

*7 Fiscal year results disclosed from FY2023

*8 The data statistical standards have been revised from FY2024

*9 Revised in June 2024 0.40 (0.37) → 0.26 (0.24)

*10 2023 data

*11 2024 data

*12 Revised in October 2025 0.08 → 0.09

Updated in June 2026

Social Contribution

GRI 201-1, 203-2, 413-1

- 127 Fundamental Approach
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Fundamental Approach

Aim

- **Contribute to achieving the SDGs** by working together with stakeholders to achieve our mission of Producing Happiness for All.

Initiative

- Work on issues in each area with a **sense of ownership** and a **genchi genbutsu (going to the source to get the facts)** approach. Actively working together with partners to resolve an ever-wider range of issues faced by society.

 [Basic Principles and Policies of Social Contribution Activities](#)

 [Toyota Social Contribution Activities](#)

Organizational Structure

Aim

- Promote social contribution activities and discuss and report activity policies.

Initiative

- The Corporate Citizenship Division plays the lead role in promoting activities in cooperation with regional headquarters in the United States, Europe, Asia and China.

Social Contribution Activities

Aim

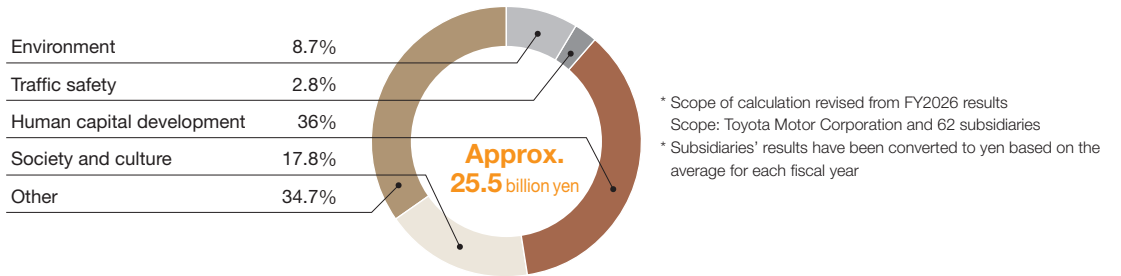
- Toyota works together with members of the community to create a more prosperous and sustainable society through our social contribution efforts in culture and the arts, traffic safety, natural environment, and disaster relief.
- We place special emphasis on providing formative experiences that will inspire the next-generation leaders of the future to hope and dream, and develop activities under the philosophy that each individual is a human asset with unique and irreplaceable capabilities.

Initiative

- Four key areas: Initiatives to fulfil our philosophy of becoming the “best-in-town”
We are committed to building a thriving and sustainable society, guided by the following four key areas:
Culture and the arts: Cultural-support (Mecenat) activities, efforts to promote automotive and mobility culture, and build corporate culture
Traffic safety: Activities focusing on advancing the goal of creating a society with zero traffic accident fatalities and injuries (Safety Education Center “mobilitas,” development of picture books on traffic safety for young children)
Natural environment: Biodiversity conservation and environmental education (Forest of Toyota, Toyota Shirakawa-Go Eco-Institute)
Disaster relief: Disaster relief and support activities for affected areas using our resources and technical expertise as an automaker (volunteer activity support, mobility assistance, in-vehicle evacuation support, emergency power supply, and more)
- Other major social contribution activities
 - Support for persons with disabilities to create an inclusive society (e.g., Special Olympics)
 - Promotion of employee volunteer activities (Toyota Volunteer Center)
 - Support of activities by NPOs, NGOs, etc. (donations and sponsorship)

 [Social Contribution Activities](#)

Expenditure for Social Contribution Activities (FY2026)



Updated in June 2026

Social Data

GRI 2-7, 8, 204-1, 401-1, 3, 404-1, 405-1, 2

A

Employees

TMC: Toyota Motor Corporation

		FY2023	FY2024	FY2025
Employees (Consolidated)		375,235	380,793	383,853
Employees (TMC)		70,056	70,224	71,515
	Male	60,780	60,663	61,483
	Female	9,276	9,591	10,032
Newly-hired employees (TMC)		1,401	934	1,928
	Male	1,138	723	1,489
	Female	263	211	439
Mid-career recruitment (TMC)		310	410	869
	Male	255	349	667
	Female	55	61	202
Average age (TMC)		40.6	40.6	40.5
	Male	41.2	41.2	41.1
	Female	36.8	37.0	37.1
Average period of employment (TMC)		16.2	16.0	15.6
	Male	16.6	16.3	15.9
	Female	13.7	13.9	13.8
Turnover rate (TMC, voluntary resignation due to personal reasons)		%	1.0	0.9
Re-employed retirees (TMC)*1		Persons	1,465	1,579
Local management employees at overseas subsidiaries*2		%	76.7	74.4*2
Non-Japanese CEOs/COOs in major overseas subsidiaries*3			63.1	63.9*3
Number of managers (TMC)		Persons	10,416	10,503
Percentage of managerial positions held by women	Global	%	14.8	11.0*4
	TMC		3.4	3.7
Number of female assistant managers (TMC)		Persons	787	813
Number of female managers (TMC)			351	386
Percentage of female new recruits (TMC)	Administrative employees	%	45.6	34.8
	Engineering employees		11.8	10.7
	Shop floor employees		20.8	20.9
Female turnover rate (TMC, voluntary resignation due to personal reasons)	Administrative and Engineering employees		1.7	1.5
	Shop floor employees		3.6	2.3

*1 Number of re-employed administrative and engineering retirees

*2 Scope of calculation: 32 overseas companies

*3 Scope of calculation: 108 overseas companies

*4 TMC and 47 overseas companies

*5 TMC and 46 overseas companies

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Social Contribution Activities

				FY2023	FY2024	FY2025
Number of employees using the childcare and nursing care leave program (TMC)		Persons		1,369	1,847	1,978
	Male		932	1,382	1,508	
	Female		437	465	470	
Average period of childcare leave (TMC)	Male	Months	1.9	2.0	2.2	
	Female		16.4	15.2	14.9	
Return rate after taking childcare leave (TMC)		%	99.0	99.8	99.9	
	Male		100	99.9	100.0	
	Female		97.8	99.3	99.5	
Rate of male employees taking childcare leave (TMC)			38.0	61.5	67.4	
Rate of male employees taking leave after the birth of their child (TMC)*6			90.7	88.5	78.4	
Average number of days leave taken by male employees after the birth of their child (TMC)		Days	6.0	6.0	3.5	
Average annual salary (TMC)		Yen	8,954,285	8,998,575	9,825,635	
Gender pay gap (TMC)*7	All workers	%	66.7	67.0	66.2	
	Permanent employees		66.5*8	66.9*8	65.9	
	Part-time/fixed-term contract employees		57.8*9	59.5*9	58.7	
Employment rate of people with disabilities (TMC, including special-purpose subsidiaries)		%	2.49	2.51	2.49	
Number of people with disabilities employed (TMC, including special-purpose subsidiaries)		Persons	1,437	1,477	1,528	
Number of employees using the flexible working hours system (TMC)*10			36,392	37,182	38,389	
Percentage of annual paid leave taken (TMC)*11*12		%	101	87.8	88.4	
Average monthly overtime per employee (TMC)*11		Hours/month	19.1	21.8	21.1	
Total training hours (TMC)*13		Hours/year	412,236	487,381	494,681	
Number of training hours per employee (TMC)*13		Hours/year	5.9	6.9	6.9	
Total training cost (TMC)*14		Million yen/year	343	442	730	
Employees who feel personal growth (TMC)		%	82.3	— *16	— *16	
Employees who are satisfied with company life (TMC)			77.2*15	— *16	— *16	
Percentage of Toyota employees who experience sense of purpose and fulfillment (TMC)			—	57	60.0	
Percentage of Toyota employees who feel that diversity and individuality are valued (TMC)			—	52	55.0	
Administrative and engineering employees who are satisfied with company life			67.9	78.3	78.5*17	
Shop floor employees who are satisfied with company life			73.5	69.5	70.2*18	
Rate of non-permanent employment (TMC)			17.5	19.8	21.8	
Ratio of employees covered by collective bargaining agreements			90	86*19	86	
Number of work stoppages and total days idle		Cases (persons・days)	0*20	1 (1,267)*21	1 (4,318) *22	
Lost-time injury frequency rate	Global*23	*24	0.28	0.13	0.18	
	TMC		0.07	0.05	0.10	
Absence rate (TMC)*25		%	1.51	1.57*26	1.53	
Stress check implementation rate (TMC)*25			91.7	89.5	94.2	

*6

Percentage of male employees who took more than a half-day or full day of leave within two months of the birth of their child (including annual paid leave and childcare leave.)

*7

Average annual wage of female workers / Average annual wage of male workers x 100
Average annual wage is total wage (including bonuses and non-standard wages)/number of workers. Permanent employees do not include employees dispatched from TMC to external companies or employees dispatched from other companies to TMC. Part-time/fixed-term contract employees include fixed-term employees, non-permanent employees, part-timers, post-retirement rehires, and temporary employees. (The number of part-timers is not calculated in terms of equivalent hours worked.) The wage framework and system does not allow pay gaps between male and female employees.

*8

The pay gap between male and female permanent employees is due to average age and affiliation according to job type. Pay gaps between male and female employees of the same age in the same job type will be reduced.
The pay gaps between male and female permanent employees aged 30 years is as follows:
Administrative and engineering positions: 94.0%; Gyomushoku: no data (due to no male employees); Shop floor employees: 74.9%; and Medical staff: 88.6%

*9

Pay gaps between part-time and fixed-term contract employees are due to employment type.
Particularly, remuneration for post-retirement rehires is calculated in accordance with their job description and qualifications, etc. resulting in pay gaps.

*10

Including use of the system other than for childcare or nursing care.

*11

Union member average.

*12

As a fraction of the number of days given each year. Including days of annual paid leave carried over from previous years (annual paid leave can be carried over for up to two years.).

*13

Covers only company-wide training programs organized by HR (does not include training programs at each division, in-house companies, or departments)

*14

Personnel costs (internal personal costs for setup and operation, outsourcing costs, Advisor labor costs), venue rental costs, equipment costs (rental/purchase), outside speaker costs, fees for attending external training [Note: Does not include labor costs when attending training]

*15

Administrative, engineering, "gyomushoku" employees (not including shop floor employees)

*16

Survey questions revised in FY2024. (Newly established : "Purpose and fulfillment"and "Diversity and respect for individuals")

*17

Weighted average of 31 companies.

*18

Weighted average of 30 companies.

*19

Countries with unionized operations (only countries/regions with manufacturing: 19 out of 22)

*20

Revised from 1 to 0 (The aggregation has been modified to align with the SASB definition)

*21

On March 5 and 6, 2024, employees were briefed on the relocation of the Indaiatuba Plant and plant operations were suspended at Toyota do Brasil LTDA (TDB, Brazil). A total of 1,267 work days were lost based on the definition by SASB (1-day shutdown x 1,267 affected employees).

*22

Period from April 10th to 15th, Indaiatuba plant operations were suspended as a result of a union strike in response to response to an announcement regarding the planned transfer of the plant by Toyota do Brasil. A total of 4,318 work days were lost based on the definition by SASB (3.49 day shutdown x 1,238 affected employees).

*23

TMC and 53 overseas sites.

*24

Number of deaths and injuries per 1 million hours actually worked in total (No. of deaths and injuries /Actual hours worked) x 1,000,000.

*25

Period covered: January to December.

*26

Revised in June 2025

SASB

TR-AU-310a.1

SASB

TR-AU-310a.2

*6 Percentage of male employees who took more than a half-day or full day of leave within two months of the birth of their child (including annual paid leave and childcare leave.)

*7 Average annual wage of female workers / Average annual wage of male workers x 100 Average annual wage is total wage (including bonuses and non-standard wages)/number of workers. Permanent employees do not include employees dispatched from TMC to external companies or employees despatched from other companies to TMC. Part-time/fixed-term contract employees include fixed-term employees, non-permanent employees, part-timers, post-retirement rehires, and temporary employees. (The number of part-timers is not calculated in terms of equivalent hours worked.) The wage framework and system does not allow pay gaps between male and female employees.

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*14 Personnel costs (internal personal costs for setup and operation, outsourcing costs, Advisor labor costs), venue rental costs, equipment costs (rental/purchase), outside speaker costs, fees for attending external training [Note: Does not include labor costs when attending training]

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SASB TR-AU-310a.1

*20 Revised from 1 to 0 (The aggregation has been modified to align with the SASB definition)

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SASB TR-AU-310a.2

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*23 TMC and 53 overseas sites.

*24 Number of deaths and injuries per 1 million hours actually worked in total (No. of deaths and injuries /Actual hours worked) × 1,000,000.

*25 Period covered: January to December.

*26 Revised in June 2025

B

Supply Chain

		FY2024	FY2025	FY2026
Number of suppliers (Tier 1 suppliers)		11,349	11,759 ^{*27}	11,489 ^{*27}
	Japan (parts)	480	487	491
	Overseas (parts)	2,978	3,013	2,893
	Number of non-Japanese suppliers	(1,692)	(1,636)	(1,638)
	Japan (equipment, logistics, etc.)	1,264	1,267	1,254
	Overseas (equipment, logistics, etc.)	6,627	6,992	6,851

^{*27} TMC and 20 overseas companies

C

Quality

SASBTR-AU-250a.2

SASBTR-AU-250a.3

		FY2024	FY2025	FY2026
Number of vehicles recalled	Million units	10.91	3.67	9.71
Number of safety-related defect complaints, percentage investigated	%	100 (Investigations conducted for all investigation requests from authorities in each county and results reported to relevant authorities)	100 (Investigations conducted for all investigation requests from authorities in each county and results reported to relevant authorities)	100 (Investigations conducted for all investigation requests from authorities in each county and results reported to relevant authorities)

D

Social Contribution Activities

		FY2024	FY2025	FY2026
Total expenditure for social contribution activities	Billion yen	23.5 ^{*28}	33.5 ^{*28}	25.5 ^{*29}

^{*28} TMC and 64 subsidiaries

^{*29} Toyota Motor Corporation and 62 subsidiaries (Scope of calculation revised from FY2026 results)



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Corporate Governance

GRI 2-9~13, 2-17, 19, 20, 3-3

- 132 Fundamental Approach
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Fundamental Approach

Aim

- Establishment of a corporate governance structure that **supports sustainable growth and the stable, long-term enhancement of corporate value.**

Initiative

- Enhancement of corporate governance to build good relationships with all stakeholders, including shareholders, customers, suppliers, local communities, and employees, and consistently deliver products that satisfy customers’ expectations.

Corporate Governance Structure

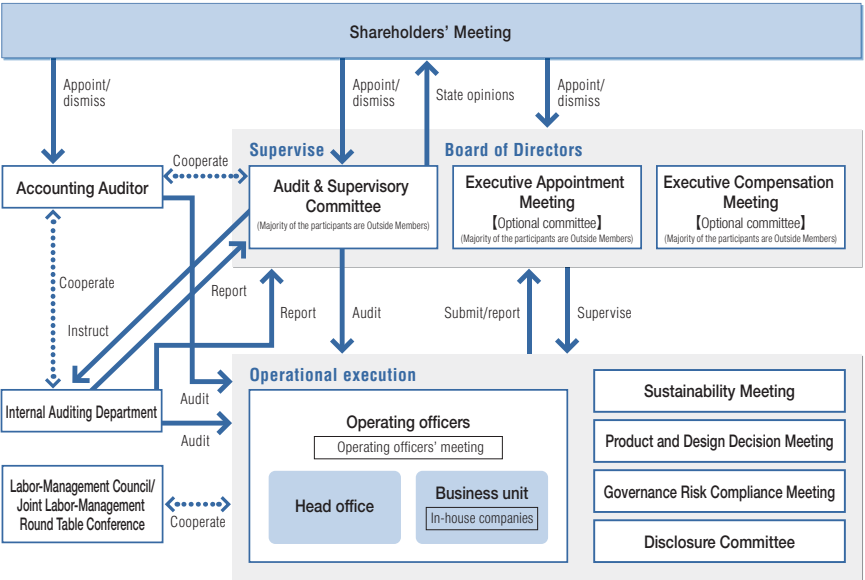
Aim

- Put in place a structure that enables customer opinions and on-site information to be swiftly communicated to management in order to **realize timely and accurate management decision-making**, and to **review whether such management decisions are accepted** by the customers and society.

Initiative

- Members of the Board of Directors, composed of internal and outside directors, participate equally in discussions irrespective of position with the aim of further invigorating the board, and speed up decision-making by delegating authority to operating officers, in addition to promoting efforts to strengthen the board’s oversight functions.
- The president, executive vice presidents and operating officers, to whom authority is delegated by the Board of Directors, work together with the business units (in-house companies and Business Planning & Operation Units) to reach decisions quickly and promote initiatives through operating officers’ meeting and others.
- The Board of Directors, which includes Outside Directors, and the Audit & Supervisory Committee, supervise and audit the execution of business operations.
- The “Governance Risk Compliance Meeting” is newly established to enhance governance and management foundations.

Corporate Governance Organizational Diagram



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Changes in Governance Structure

2010

2015

2020

2025

Transition to company with audit and supervisory committee structure

Number of members of the Board of Directors	27	11 – 16	(2024) 10	10 (5 Independent Outside Directors) 4 Audit and Supervisory Committee members (3Independent Outside Directors)		
		3		4		
Audit and Supervisory Board members	7	6		Abolished		
	4	3				
Numbers of executives	Operating officers*	64	about 50	22	8	9
	Advisors and Senior Advisors	55 – 68		9	(0)	1
Committees	Executive Appointment Meeting and Executive Compensation Meeting	(2017 –) Half of the members are Outside members				
		(2019 –) Majority of the members are Outside members				

* Executive vice presidents, senior managing officers, and managing officers prior to introduction of executive officer system

2017	- Further clarification of the responsibilities of Members of the Board of Directors as decision making and management oversight and of Operating Officers as operational execution - Reduced the number of Members of the Board of Directors(including Outside Directors) to 9 - Changed the advisor and senior advisor system
2018	- Increased appointment of people with high expertise from both within and outside of the Company (the Toyota Group, people with technical positions, backgrounds, etc.) - Executive Vice President, in addition to supporting the President, personally leads the field as an in-house company president and organizational group chief officers - Newly established a fellow system to secure people with high level of specialist expertise and expand the breadth of executive human resource development
2019	Created a new classification: “senior professional/senior management,” integration of Managing Officer, Executive General Manager, (sub-executive managerial level] Senior Grade 1 and Senior Grade 2 Manager, and Grand Master
2020	- Discontinued use of Field General Manager rank, shifting to Senior General Manger and Fellow - Integrated the roles of Executive Vice President and Operating Officer into Operating Officer - Further clarified the roles of Operating Officers
2022	Reorganized the roles of operating officers and newly established the position of executive vice president to create a position for focusing on management perspectives with the president
2023	Shifted to a new management structure whereby, under the theme of “inheritance and evolution,” operating officers implement product-centered (making ever-better cars) and region-centered (being the best car company in town) management
2024	Clarified roles and expectations of outside members of the Board of Directors and revised independence criteria
2025	- Transitioned to a company with an Audit & Supervisory Committee Structure to further invigorate the Board of Directors 50% of board to consist of independent outside directors (5 out of 10 members)

Sustainability Data Book

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Board of Directors

Aim

■ Accelerate decision-making and conduct appropriate supervision to realize sustainable growth through transformation into a “mobility company”.

Initiative

■ Participation in discussions by internal members of the Board of Directors capable of practicing “product- and region-centered management” and all independent outside members of the Board of Directors who can provide advice on the creation of new value and governance from a broad perspective.

■ Establishment of “Executive Appointment Meeting” and “Executive Compensation Meeting,” of which a majority of the members are independent Outside Members of the Board of Directors, in order to enhance governance.

(As of June 2026)

Composition	10 members (Independent Outside Directors: 5, Female: 2, Non-Japanese: 2)	
Chairperson	Chairperson of Toyota Motor Corporation	
Tenure as Director	Average tenure: 4.4 years (0-4 years: 9 persons, 5-9 years: 0 person, over 10 years: 1 person)	
Appointment/dismissal of Directors	The Executive Appointment Meeting discusses and makes recommendations to the Board of Directors	
Independence of Outside Directors	Considered in accordance with the requirements for Outside Members of the Board of Directors set out in the Companies Act and the independence standards established by the relevant financial instruments exchanges	
Membership of the Board of Directors	The Board of Directors is to consist of members with abundant knowledge, deep insight and the highly professional expertise needed by Toyota, and members are appointed in consideration of Board diversity	
Members' career summary	 Executives	
Attendance rate at Board of Directors' meetings	 Notice of Convocation “Attendance at the Board of Directors Meetings (Number of BOD meetings attended)”	
Skills matrix	 Notice of Convocation “Corporate Governance Highlights and Skills Matrix”	
Measures to make full use of the insight of Outside Members of the Board of Directors and the Audit & Supervisory Board	- Review the criteria for submission of proposals to the Board of Directors as needed to reduce the number of proposals submitted, so that sufficient time can be secured to discuss each proposal - Provide an explanation of proposals in advance to help ensure thorough understanding of the background of the proposals - Besides the Board of Directors meetings, set opportunities for two-way communication between Outside Members of the Board of Directors and the Audit & Supervisory Board and the operational execution side on important management issues and medium-to long-term issues	
Analysis/evaluation of the effectiveness of the Board of Directors	Frequency	Once a year
	Subject of evaluation	Members of the Board of Directors
	Matters to be evaluated	Matters including - Composition and operation of the Board of Directors - Roles of the Board of Directors, procedures for deliberation, other
	Method	Self-evaluation through interviews
	Review (in 2025)	- Structure: Participation of all internal and outside members of the Board of Directors in discussions drawing on their respective areas of expertise - Deliberating on matters brought forward by executive management at a preliminary stage, with a focus on enhancing corporate value. Supporting initiatives undertaken by executive management under the theme of “Strengthening Japan” - Decision-making speed: Improvements in decision-making speed as a result of early-stage consultations from management, with the overall direction approved before authority is delegated
	Improvement measures	Ongoing improvements focused on activating discussions with the full participation of all directors and application of individual areas of expertise, strengthening discussions aimed at enhancing corporate value, and reviewing approaches across the board

Meetings

Name	Composition (as of June 2026)	Number/ Attendance Rate (FY 2026 results*)	Main Discussion Points
Executive Appointment Meeting	Chairperson: Vice Chairperson of the Board of Directors, 3 members (Independent Outside Directors: 2, Female: 1)	7 times / 100%	- Recommendations regarding appointment/dismissal of Members of the Board of Directors and Audit & Supervisory Board Members - Appointment/dismissal and changes in roles of operating officers - Individual performance evaluation - Organizational structure
Executive Compensation Meeting	Chairperson: Vice Chairperson of the Board of Directors, 3 members (Independent Outside Directors: 2, Female: 1)	9 times / 100%	- Compensation levels according to position and responsibilities - Evaluation of performance indicators - Determination of individual remuneration levels

Corporate Governance Highlights

Independence ratio

Outside	5
Non-Outside	5
50%	

Tenure

5+ years	1
0-4 years	9
Average length of tenure 4.4YRS	

Diversity

Female or Non-Japanese	4
Japanese Male	6
40%	

Age

70s	2
60s	5
50s	3
Average age 62.9YRS	

 Integrated Report 2025, p. 108 Dialogue with Shareholders and Investors

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Audit & Supervisory Committee

- Aim
- **Appropriately conduct audits of Toyota**, which aims to achieve global sustainable growth by transforming itself into a “mobility company”.
- Initiative
- Conduct risk-based audits focusing on on-site inspections (genchi genbutsu) by members of the Audit & Supervisory Committee.
 - Establish a guidance and reporting system between the Audit & Supervisory Committee and the Internal Audit Department to facilitate organizational audits through internal control auditing systems.

(As of June 2026)

Composition	4 members (Outside Members of the Board of Directors: 3, Female: 1, Non-Japanese: 2)
Appointment/dismissal of Audit & Supervisory Committee Members	The Executive Appointment Meeting discusses and makes recommendations to the Audit & Supervisory Committee
Independence of Outside Directors	Considered in accordance with the requirements for Outside Members of the Board of Directors set out in the Companies Act, independence standards established by the relevant financial instruments exchanges, and independence assessment criteria established by Toyota
Career summary of members of the Audit & Supervisory Committee	 Executives
Skills matrix	 Notice of Convocation “Corporate Governance Highlights and Skills Matrix”

Executive Compensation

- Aim
- Grounded in the “Toyota Philosophy”, the executive compensation system is an important means of encouraging executives to practice “product-centered and region-centered management” and contribute to decision-making aimed at sustainable growth into the future. It further encourages executives to play a significant role in transforming Toyota Motor Corporation into a mobility company through partnerships, while working to address environmental issues such as climate change and other social challenges connected to Toyota Motor Corporation and its value chain.
- Initiative
- Toyota’s executive compensation system is determined based on the following policy.
 - It should be a system that encourages Members of the Board of Directors to work to improve the medium- to long-term corporate value of Toyota.
 - It should be a system that can maintain compensation levels that will allow Toyota to secure and retain talented personnel.
 - It should be a system that motivates Members of the Board of Directors to promote management from the same viewpoint as our shareholders with a stronger sense of responsibility as corporate managers.
 - The clawback rule has been introduced in November 2023.
- (As of June 2026)

Compensation system		● Policies for determining remuneration for each member of the Board of Directors (excluding Directors who are members of the Audit & Supervisory Committee) are resolved by the Board of Directors ● Remuneration is effectively linked to corporate performance while reflecting individual job responsibilities and performance. Appropriate remuneration levels and payment methods are set ● Remuneration for Outside Members of the Board of Directors (excluding Directors who are members of the Audit & Supervisory Committee) and Audit & Supervisory Committee Members consists only of fixed payments, and as a result, is not readily impacted by business performance, helping to ensure independence from management
Remuneration for Members of the Board of Directors (excluding Directors who are members of the Audit & Supervisory Committee)	Maximum cash compensation	3.0 billion yen annually (of which, the maximum amount payable to Outside Members of the Board of Directors is 0.3 billion yen per year)
Remuneration for Members of the Board of Directors (excluding Outside Directors and Directors who are members of the Audit & Supervisory Committee)	Maximum share compensation	4.0 billion yen annually
Remuneration for Directors who are members of the Audit & Supervisory Committee		0.36 billion yen or less annually
Method of determining remuneration	Directors with Japanese Citizenship (excluding Directors who are Outside Members of the Board of Directors and on the Audit & Supervisory Committee)	● The total amount of remuneration received annually by each member of the board of directors is determined in accordance with the scope of each person's role and other factors, using compensation levels of global companies as benchmarks ● Compensation of composition and performance evaluation indicators: See next page
	Directors with Foreign Citizenship (excluding Directors who are Outside Members of the Board of Directors and on the Audit & Supervisory Committee)	● Fixed remuneration and performance-based remuneration are set based on the remuneration levels and structures that allow Toyota to secure and retain talented personnel ● The total amount of remuneration received by each member of the board of directors in a year and the respective ratios of fixed- and performance-based remuneration as a percentage of total remuneration are set based on remuneration levels for job responsibilities, affiliate origin, and other factors (determined on an individual basis) ● There are cases where Toyota provides income tax compensation for certain members of the Board of Directors in light of the difference in income tax rates with the compensation standards of the entity for which the individual has worked previously

Overview

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Composition of Compensation

Type of remuneration	Percentage of total remuneration	Remuneration Method	Concept
Base compensation	Around 30%	Cash compensation	The percentage of total remuneration represented by LTI is designed to increase as an individual’s roles and duties become greater
STI (Short Term Incentive)	Around 20%	Cash compensation	
LTI (Long Term Incentive)	Around 50%	Share compensation	

Concept of Performance Evaluating Indicators

TMC: Toyota Motor Corporation

STI	Financial indicators	(1) Consolidated operating income (single year)	Indicator for evaluating TMC’s efforts based on short-term business performance
		(2) Fluctuation of TMC’s market capitalization	Corporate value indicator for shareholders and investors to evaluate TMC’s efforts
	Individual performance evaluation*		Qualitative evaluation of performance of each member of the Board of Directors
LTI	Financial indicators	(3) Consolidated operating income (multiple years)	Indicator for evaluating TMC’s medium- to long-term efforts based on business performance
		(4) Total shareholder return	Corporate value indicators used by shareholders and investors to evaluate TMC’s medium- and long-term initiatives
		(5) Return on equity	
	Non-financial indicators	(6) Progress of efforts to resolve sustainability issues	Indicator for evaluating TMC’s medium- to long-term efforts based on the degree of corporate value enhancement
	Individual performance evaluation*		Qualitative evaluation of performance of each member of the Board of Directors

* The evaluation takes into account various factors such as initiatives (including the ESG perspective) based on the Toyota Philosophy and initiatives towards gaining trust from his or her peers and contribution to the promotion of human resources development.

Form 20-F “COMPENSATION”

Internal Control

Aim

Establish a system for ensuring the appropriateness of business operations as a corporate group and the proper implementation of that system in accordance with the “Basic Policies on Establishing Internal Controls.”

Initiative

Integrate the principles of problem identification and continuous improvement into the business operation process and train employees who will put these principles into practice.

In each of the environmental, social, and governance areas, we visualize processes, document work procedures, and identify controls in accordance with the “Basic Policies on Establishing Internal Controls”.

Confirm that the activities conducted by organizational units and subsidiaries responsible for implementing internal controls are carried out autonomously and that internal controls are enhanced as necessary.

Form 20-F “Toyota Group Vision”

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Risk Management

GRI 2-16, 3-3

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138 Business Continuity Management (BCM)

Fundamental Approach

Aim

- **Reinforcing our risk management to handle increasing uncertainty** while responding to expectations to take on new challenges amid a period of tremendous change in the conditions and values of the automotive industry, including the push toward carbon neutrality and expansion of the value of mobility through electrification, intelligent technologies, and diversification.

Initiative

- Protecting the interests of our stakeholders, including customers and employees, even in the event of a risk occurrence, through the improvement of the organizational structure and the operation of the risk management system.

Organizational Structure

Aim

- Preventing, mitigating, reducing, and effectively managing risks that may arise in Toyota's business activities from a global perspective through collaboration and mutual support among regions, functions, and in-house companies under the leadership of the Chief Risk Officer (CRO).

Initiative

- Persons responsible for risk management: **CRO, Deputy Chief Risk Officer (DCRO)**
 - Person supervising risk management in each region: Regional CEO
 - Person responsible/in charge of risk management by function: Chief officer/risk manager of each division within the head office
 - Person responsible/in charge of risk management by product: Company president/risk manager of each division in each in-house company
- Identifying and addressing significant risks from a holistic, cross-organizational perspective, discussing key issues at the Governance Risk Compliance Meeting, chaired by the CRO, and presenting these issues to the Board of Directors Meeting as appropriate to promote business initiatives.



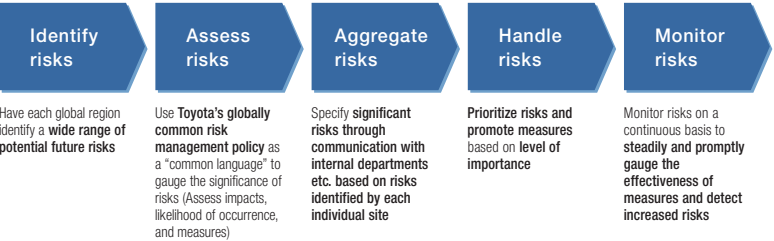
Risk Management System

- Aim

Identifying, assessing, and handling significant risks through the development of Toyota's globally common risk management policy, structure, and operating procedures.
- Initiative

Identifying, assessing, aggregating, handling, and monitoring risks in accordance with the **Toyota Global Risk Management Standard (TGRS)**, a company-wide risk management framework developed with reference to the ISO and Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Assessing and aggregating risks following Toyota's globally common risk management policy, classifying risks by priority, and incorporating external perspectives and information to promote mitigation measures.



- Using the TGRS to identify significant risks (as listed below), and forming cross-organizational task forces, as appropriate, to promote risk management, with the Governance Risk Meeting and other groups conducting checks on the progress of measures.

Item	Overview
Significant risks	● Business Continuity Management (BCM) ● Cyberattacks ● Confidential information breaches ● Intellectual property and technology ● Internal control ● Management strategies ● New laws and regulations ● Aging infrastructure, other
Scope	Headquarters, group companies, supply chains with suppliers, other

Business Continuity Management (BCM)

- Aim

Ensure that business operations can continue and quickly recover from major disasters, such as earthquakes and floods, by preparing for impacts on Toyota's sites and employees, potential disruptions in the supply chain, and interruptions in the delivery of essential goods.
- Initiative

Preparation for major disasters

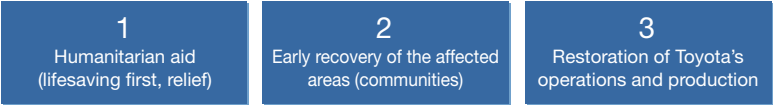
Strong focus on preparedness for a Nankai Trough earthquake by developing the systems and processes needed from first responses to the resumption of operations.

Nankai Trough earthquake: A natural disaster predicted to cause extensive damage to the Tokai region, an area where Toyota has its headquarters, R&D and production facilities, as well as a high concentration of supply chain factories. A comprehensive response will be required from global Toyota.

Toyota's Basic Guidelines (priorities during a disaster)

- In the event of a disaster, we support the recovery of local communities and then steadily resume in-house production while making the protection of employees' safety the highest priority.

Toyota's Basic Guidelines (priorities during a disaster)

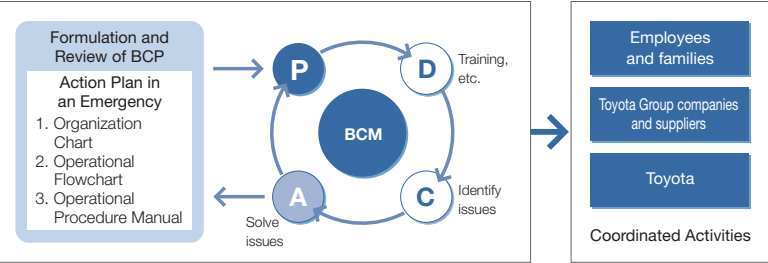


Ongoing review of the Business Continuity Plan (BCP)

- Developing risk-resilient organizations and workplaces
- Improving the effectiveness of the BCP by implementing PDCA through training and other means in coordination among employees and their families, Toyota Group companies and suppliers, and Toyota.

Conducting reviews of BCPs in response to changes in the business environment and to the latest damage projections and damage risk assessments by national and local governments.

- Developing risk-resilient individuals.

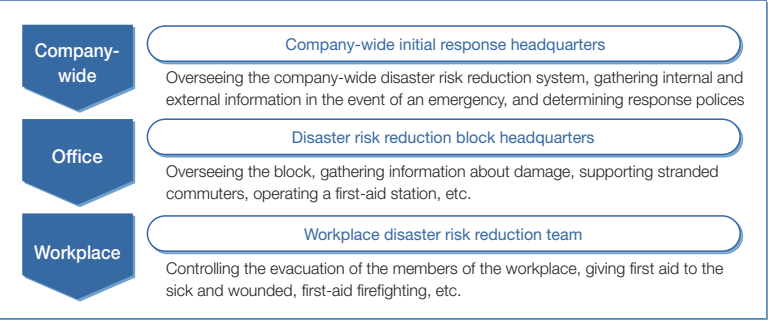


- Disaster risk reduction system and implementation of emergency drills
- Establishment of an initial response system divided into three levels: company-wide, office, and workplace levels.

⇒ Through company-wide emergency drills (once a year), in which these three levels are linked together, and emergency drills held by each disaster risk reduction block organized at the office level, we work toward improving the accuracy and effectiveness of our initial responses.

Establishment of recovery systems and coordination with relevant parties in non-emergency situations so that flexible responses can be implemented with limited resources, keeping pace with the recovery of society and local communities in the event of an emergency.

Organizational Structure



■ Utilization of the Safety Confirmation System

- In case that a large-scale disaster or incident occurs in Japan, the system enables employees working, living or staying in the affected area to report to the company if they and their family members are safe using their computers or smartphones.
 - Issuing notifications to encourage all employees to report their safety status in the event of a disaster or other emergency, as deemed necessary..
 - Conducting a safety confirmation drill for all employees every year in tandem with the company-wide emergency drill.
- FY2026 Results

 - Safety reporting rate at company-wide drill: 99% (Toyota Motor Corporation)

Humanitarian Aid and Early Recovery for Disaster-affected Regions

- **Toyota has concluded comprehensive disaster support agreements with local governments** (Toyota City, Miyoshi City, Tahara City, Hekinan City, and Susono City).
- Humanitarian support and regional recovery assistance are to be provided under mutual cooperation with local governments. Toyota is preparing relevant structures by incorporating necessary provisions in its BCP, conducting joint training with the local governments, and carrying out appropriate reviews as and when necessary.
- Details of the major support items
 - Rescue and relief in a disaster
 - Provide temporary evacuation facilities to local residents
 - Provide food, drinking water, and daily necessities for distribution through local governments (local residents)
 - Support cargo handling at municipal relief supply facilities
 - Provide space necessary for restoration of local infrastructure (water supply and drainage, roads, etc.)
 - Employee participation in local recovery activities

Initiatives to Mitigate the Impact of Disasters on Buildings and Equipment

- We work to **mitigate the impact of disasters on buildings and equipment** in order to reduce any human injury and property damage in the event of a disaster and resume production immediately after shifting to the business restoration phase.
- Buildings:

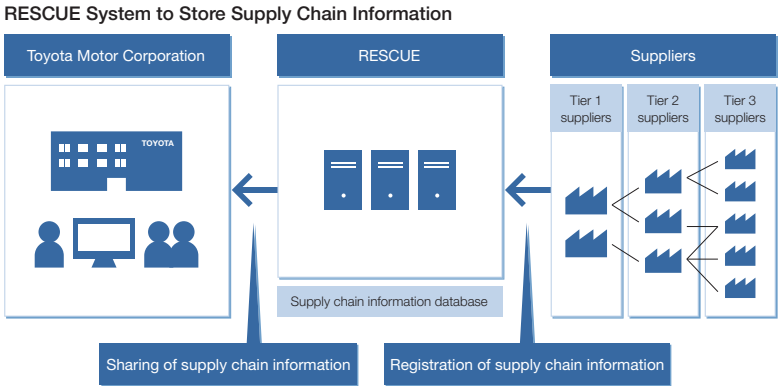
Our new buildings in Japan fully meet the latest earthquake-resistance standards, and buildings constructed under former standards have undergone seismic testing and been systemically retrofitted as needed.
- Production equipment:

We constantly identify hazards, such as collapse, fire and a loss of power in the event of a disaster, and risks that may affect manufacturing quality while taking work processes and the characteristics of the machinery into consideration. To eliminate the identified hazards and risks, we make continuous efforts to incorporate reasonable measures into equipment specifications and operational procedures.
- The know-how regarding the mitigation of the impact of disasters on buildings and equipment is being put to use in assessing risks and devising measures at affiliates in each country and region.

Building a Disaster-resilient Supply Chain

- **Enhancing prompt initial action and early recovery**
- Working with suppliers in each country and region to build a disaster-resilient supply chain and pushing forward **the visualization of supply chain information** and the implementation of **measures as precautions against disasters** even in normal times.
 - Visualization of supply chain information: Building the **RESCUE*** system
 - Building a database based on highly confidential information from suppliers.
 - Conducting training with suppliers on a regular basis to ensure effective utilization of the system in the event of a disaster while strictly protecting suppliers’ confidential information.
 - ⇒ This system is shared with other companies through the Japan Automobile Manufacturers Association, helping to build a disaster-resilient supply chain.
- Advancing equivalent initiatives together with suppliers in each country and region.

* RESCUE: REinforce Supply Chain Under Emergency



Raising awareness aimed at the development of disaster risk reduction personnel (Toyota Motor Corporation)

- We distribute an “Emergency Response Handbook” to employees to improve their disaster response capabilities. The handbook provides guidance on responses to various disasters such as earthquakes, typhoons, heavy rainfall, and fires, as well as instructions on how to use the Safety Confirmation System.
- Training is carried out as part of programs for disaster response personnel and orientation for new employees with the aim of improving their disaster preparedness knowledge and response capabilities.
- We use a variety of internal communication tools to spread awareness among employees on disaster preparedness knowledge and household readiness.

Updated in June 2026

Compliance

GRI 2-15, 16, 25-17, 3-3, 205-1-3, 207-1-3

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Fundamental Approach	
Aim	Initiative
■ People working at Toyota around the world live up to the social responsibilities that society expects of us by complying with laws and acting with integrity in accordance with the Toyota Code of Conduct, as we work towards our mission of “Producing Happiness for All” based on the Toyota Philosophy and Toyota Principles*. * Honor the language and spirit of the law of every country and region, and undertake open and fair business activities to be a strong corporate citizen of the world. Toyota Philosophy Guiding Principles at Toyota Toyota Code of Conduct	■ Formulation of the Toyota Code of Conduct as a set of guidelines for appropriate behavior and actions for Toyota employees, both within the company and in daily life, for the implementation of the Toyota Philosophy and the Guiding Principles at Toyota (formulated in 1998, revised in 2006 and 2023) • The Toyota Code of Conduct was revised in 2023 being approved by the Board of Directors. It includes updates for the key risks relevant to today’s business environment and priorities, such as anti-bribery and anti-corruption and human rights in addition to top messages from Chairperson of the Board of Directors and president. • It has been translated into 14 languages, which covers about 98% of the native languages of Toyota employees worldwide. It is shared across Toyota, together with educational videos/materials in 6 languages, so that it can take root companywide. ■ Promotion of compliance activities to ensure that all employees of Toyota act responsibly in compliance with the Toyota Code of Conduct under the leadership of Chief Compliance Officer and Deputy Chief Compliance Officer. ■ We have established the “Speak up” Hotline (for Toyota Motor Corporation), the Global Speak Up Line, All Toyota Speak Up and Toyota Consolidated Helpline (for domestic and overseas subsidiaries and sub-subsidiaries companies), etc. as whistle-blowing hotlines to receive compliance related questions and consultations. ■ Enhancing compliance through training and education, and strengthening compliance through activities to check compliance status. P. 143 Checks & Improvement Activities

Compliance Education

Aim

■ **Ensure that all employees of Toyota act with integrity** by having not only top management but also each employee receive training about the Toyota Code of Conduct and compliance training regarding important laws and regulations.

Initiative

For employees:

- Familiarize employees with various laws and regulations that they must understand when carrying out their tasks.
- Providing the following various educational courses and seminars:
 - The training on the Toyota Code of Conduct to all employees and obtaining commitment to their understanding and compliance with the content.
 - The Business Compliance Seminar, in which lectures are given by the responsible division (held every year).
 - E-learning-based training.
 - Individual training courses tailored to specific needs of in-house divisions.
 - Training at career milestones, such as at the time of joining the company, promotion and overseas assignment.

Major Training Themes

- Contracts
- Act against Unjustifiable Premiums and Misleading Representations
- Intellectual Property (copyrights, trademarks)
- Confidentiality Management
- Labor
- Antimonopoly Law
- Insider Trading Regulations

- Product Liability
- Bribery/Corruption
- Security Export Control
- Subcontracting Law
- Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators
- Taxation
- Safety and Health

For officers

- Thoroughly inform officers, including directors, about the basic matters for which they must demonstrate compliance.
- **Legal Handbook for Corporate Officers**
 - The Handbook explains the various laws, regulations and points that directors must observe while performing their duties. It provides a comprehensive explanation of how to prevent corruption, including regulations with regard to bribery/corruption, insider trading, conflict-of-interest transactions and competitive transactions.
 - The Handbook is posted on the company intranet for officers, and relevant explanations are provided for newly-appointed of directors.
 - The Handbook is revised annually to reflect amendments to the relevant laws.
- **Code of Ethics for Directors and Operating of Officers**
 - It is a code of ethics that de-fines the basic matters that directors and operating officers, etc. must comply with while performing their duties, together with internal regulations such as the Guiding Principles at Toyota and the Toyota Code of Conduct.
 - It has been formulated by the Board of Directors and is thoroughly informed to subject officers.

For subsidiaries

- Provide training on the Toyota Code of Conduct and obtain commitment to understand and comply with its contents.
- Provide educational support tailored to the specific needs of subsidiaries in Japan.
- Distribute the Legal Handbook for Corporate Officers (Subsidiary Edition)

Bribery / Corruption Prevention Measures

Aim

- Contribute to maintaining and improving social order and a fair and just competitive environment based on trust and ethics by promoting Toyota's strong commitment to doing business free from bribery and corruption.

Initiative

- The Toyota Code of Conduct clearly states our policy and commitment to preventing bribery and corruption, including prohibitions on offering, accepting, or soliciting bribes and making facilitation payments. This policy is shared with and communicated to all Toyota employees.

 Toyota Code of Conduct (Anti-bribery Anti-corruption)

- Formulation of Anti Bribery/Corruption policies.
- Toyota Code of Conduct (Revised in 2023).
- Toyota Global Anti-Bribery and Anti-Corruption Policy (2023).
- Anti-Bribery Guidelines (For Business Partners) (2012).

 Toyota Global Anti-Bribery and Anti-Corruption Policy

[↗] Anti-bribery Guidelines (For Business Partners)

- Systems to enhance awareness
- Continue to raise awareness through training and communication at all times, such as when an employee joins the company, is promoted and is assigned overseas.
- Ensure an authorizer (manager) reviews actions and transactions for red flags that may indicate bribery in the payment process.
- Implement initiatives starting in 2020 to reinforce anti-bribery and anti-corruption frameworks, with a focus on subsidiaries located in countries identified as high-risk based on objective indices.

Initiatives for Taxation

Aim

- Maintain compliance on taxation and conduct **high-quality tax accounting operations**.

Initiative

- Formulation of the **Toyota Tax Policy**
 - Communicate Toyota's stance on tax payment and taxation policy in an easily understandable manner and promote stakeholders' understanding of it.
 - Disseminate the Tax Policy to all subsidiaries.

 Tax Policy

Speak-up

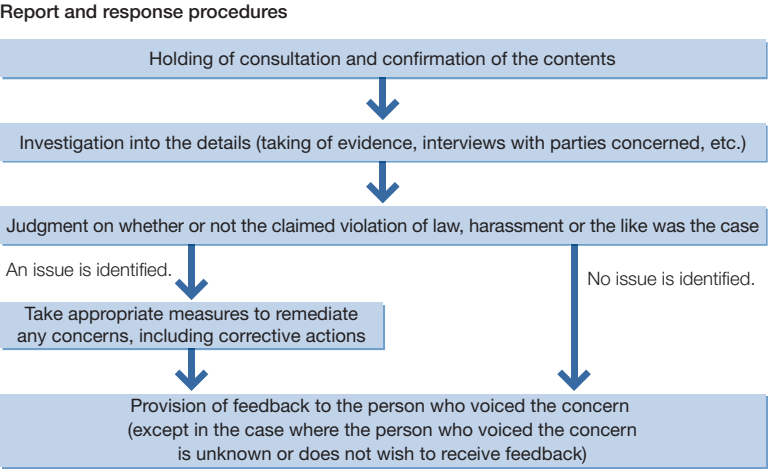
Aim

Quickly and appropriately respond to workplace- and duty-related concerns, complaints or questions that employees and other relevant parties may have.

Initiative

Speak-up Hotline (Toyota Motor Corporation)

Persons eligible to use the hotline	As long as the topics of the consultation are matters related to employees or workplaces of Toyota Motor Corporation, the hotline is open to not only its employees but also any other third parties, including employees' family members and business partners The hotline can also be used anonymously
Methods for disseminating information on the hotline	Through various media including the intranet
Handling	Consultation requests are accepted through law firm, websites, by phone and other means (inquiries online and by email are accepted 24 hours a day) The in-house office forwards the content of the consultation to the division responsible, which carefully investigates the details, taking all precautions to protect the identity of the individual who raised the concern It is stipulated in company regulations that attempts to search for individuals who consulted with the hotline or cooperated with the investigation are prohibited It is stipulated in relevant company regulations that unless the purpose is malicious, seeking a consultation through the hotline and taking other related actions will not disadvantage the person who voiced the concern, nor individuals who cooperated in the investigation For cases where an issue is identified, appropriate measures will be taken in accordance with company regulations such as the Work Regulations
Number of consultations received (FY2026)	915 (up 104% compared to the previous year) Breakdown Potential rule/regulatory infractions: 188 Potential Harassment: 130 Opinions/inquiries: 95 Financial matters: 10 Workplace environme.nt/personnel matters: 345 Others: 147



Speak-up Lines for overseas and domestic subsidiaries

- A number of reporting channels have been established to supplement those in subsidiaries, such as the Global Speak Up Line (mainly for subsidiaries and sub-subsidiaries overseas), and the All Toyota Speak Up and Toyota Consolidated Helpline (mainly for subsidiaries and sub-subsidiaries in Japan).
- Inquiries are accepted through websites and by email.
- The Global Speak Up Line is available in multiple languages.
- These hotlines are staffed by third parties.
- These hotlines can be used anonymously, where permitted by local law.
- The Toyota Code of Conduct and Toyota Speak Up Policy explicitly state that employees who report concerns will not be treated unfavorably, and that anyone who attempts to identify or retaliate against them may face disciplinary action.

Number of consultations received (FY2026)	Global Speak Up Line
	513
	All Toyota Speak Up and Toyota Consolidated Helpline
	196 Breakdown Potential rule/regulatory infractions: 62 Potential Harassment: 34 Opinions/inquiries: 6 Financial matters: 6 Workplace environment/personnel matters: 35 Others: 53

Checks & Improvement Activities

Aim

Continue to demonstrate the highest compliance standards **by grasping/encouraging compliant behaviors and activities and making ceaseless improvements**, including at domestic and overseas subsidiaries.

Initiative

- Select fields to be checked in accordance with the Toyota Code of Conduct, and conduct checks. (Conducted regularly)
 - Request that issues and improvement items identified through inspections be incorporated into actions plans in the next fiscal year, and provide necessary support for continued engagement, such as educational materials.
 - Conduct audits on priority areas and priority subsidiaries to ensure the accuracy of activities of checks to enhance compliance
- Checks carried out in FY2026
- Checks 25 items in 7 categories, such as **Harmonious, Safe and Lively Work Environment (Working Environment), Speak Up, Product Safety and Quality**, etc.
 - Over 100 types of improvement tools, including educational materials, manuals, and checklists, have been compiled and made available to support improvement activities at each company.

Updated in June 2026

Governance Data

A

Governance

TMC: Toyota Motor Corporation

		As of June 2024	As of June 2025	As of June 2026
Number of Directors	Persons	10	10	10
Male		9	8	8
Female		1	2	2
Outside Directors (independent officers)		4	5	5
Female ratio	%	10	20	20
Diversity ratio		30	40	40
Independence ratio		40	50	50

		FY2024	FY2025	FY2026
Number of fines, penalties or settlements paid by Toyota Motor Corporation in relation to corruption (excluding global affiliates)	Cases	0	0	0
Number of Toyota Motor Corporation staff (excluding global affiliates) disciplined or dismissed due to non-compliance with anti-corruption policies		0	0	0
Number of consultations to the Speak-up Hotline (TMC)		884	884	915
Global Speak Up Line*2		—*1	522	513
All Toyota Speak Up and Toyota Consolidated Helpline*3		—*1	221	196

*1 Disclosed from FY2025
*2 Mainly for subsidiaries and sub-subsidiaries located overseas
*3 Mainly for subsidiaries and sub-subsidiaries located in Japan

SASB/GRI/TCFD Content Index

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SASB Content Index

Updated in June 2026

Topic	Accounting Metric	Code	Response
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	TR-AU-250a.1	Vehicle Safety > External Safety Evaluations
	Number of safety-related defect complaints, percentage investigated	TR-AU-250a.2	Quality and Service > Quality Risk Management
			Quality and Service > Coping with Quality Problems
			Social Data > Quality
	Number of vehicles recalled	TR-AU-250a.3	Quality and Service > Coping with Quality Problems
			Social Data > Quality
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	TR-AU-310a.1	Respect for Human Rights > Initiatives for Freedom of Association
	(1) Number of work stoppages and (2) total days idle	TR-AU-310a.2	Social Data > Employees
Fuel Economy & Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	TR-AU-410a.1	Metrics and Targets > Greenhouse Gases > [E] Average CO2 Emissions from New Vehicles
	Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold	TR-AU-410a.2	Carbon Neutrality (CN) > Transition Plan > Electrified Vehicles Adoption Record
			Metrics and Targets > Greenhouse Gases > [F] Electrified Vehicle Sales
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	TR-AU-410a.3	Carbon Neutrality (CN) > Fundamental Approach > Overview of the Multi-Pathway Strategy
			Carbon Neutrality (CN) > Transition Plan
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TR-AU-440a.1	Value Chain Collaboration > Responsible Material Sourcing
Materials Sourcing	Total amount of waste from manufacturing, percentage recycled	TR-AU-440b.1	Metrics and Targets > Circular Economy > [M] Waste
	Weight of end-of-life material recovered, percentage recycled	TR-AU-440b.2	—
	Average recyclability of vehicles sold	TR-AU-440b.3	—
Number of vehicles manufactured		TR-AU-000.A	Company Profile
Number of vehicles sold		TR-AU-000.B	Company Profile

GRI Content Index

Updated in June 2026

TOYOTA MOTOR CORPORATION has reported the information cited in this GRI content index for the period from April 1, 2024 to March 31, 2025 with reference to the GRI Standard.

Universal Standards

Code	Requirements	Publication Pages
1. The organization and its reporting practices		
GRI 2: General Disclosures 2021		
2-1	Organizational details	Profile
2-2	Entities included in the organization's sustainability reporting	Editorial Policy
2-3	Reporting period, frequency and contact point	Editorial Policy
		Sustainability Management Div.
2-4	Restatements of information	Update History
2-5	External assurance	Third-Party Assurance
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Facilities
		Form 20-F "INFORMATION ON THE COMPANY"
2-7	Employees	Profile
		Social Data > Employees
2-8	Workers who are not employees	Social Data > Employees
3. Governance		
2-9	Governance structure and composition	Corporate Governance
2-10	Nomination and selection of the highest governance body	Corporate Governance > Board of Directors
2-11	Chair of the highest governance body	Corporate Governance > Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance
		Promoting Sustainability

Code	Requirements	Publication Pages
2-13	Delegation of responsibility for managing impacts	Corporate Governance
		Promoting Sustainability > Organizational Structure
		Carbon Neutrality (CN) > Governance
2-14	Role of the highest governance body in sustainability reporting	Promoting Sustainability > Organizational Structure
2-15	Conflicts of interest	Corporate Governance Reports
		Compliance
2-16	Communication of critical concerns	Risk Management
		Compliance
		Corporate Governance Reports
		Carbon Neutrality (CN) > Governance
2-17	Collective knowledge of the highest governance body	Promoting Sustainability
		Corporate Governance > Corporate Governance Structure
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Reports
2-19	Remuneration policies	Corporate Governance > Executive Compensation
2-20	Process to determine remuneration	Corporate Governance > Executive Compensation
		Form 20-F "COMPENSATION"
2-21	Annual total compensation ratio	Form 20-F "COMPENSATION"
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	New Management Policy & Direction Announcement
		Carbon Neutrality (CN) > Fundamental Approach > Overview of the Multi-Pathway Strategy

Code	Requirements	Publication Pages
2-23	Policy commitments	Sustainability Related Policies and Guidelines 🔗
2-24	Embedding policy commitments	Promoting Sustainability 🔗
2-25	Processes to remediate negative impacts	Compliance 🔗
		Policy and Environmental Management > Environmental Management 🔗
		Respect for Human Rights > Human Rights Due Diligence 🔗
2-26	Mechanisms for seeking advice and raising concerns	Compliance > Speak-up 🔗
		Respect for Human Rights > Human Rights Due Diligence 🔗
		Value Chain Collaboration > Initiatives with Suppliers 🔗
2-27	Compliance with laws and regulations	Compliance > Bribery / Corruption Prevention Measures 🔗
		Policy and Environmental Management > Environmental Management 🔗
2-28	Membership associations	Promoting Sustainability > Stakeholder Engagement 🔗
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	Promoting Sustainability > Stakeholder Engagement 🔗
2-30	Collective bargaining agreements	Respect for Human Rights > Initiatives for Freedom of Association 🔗
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Promoting Sustainability > Sustainability Strategy and Philosophy 🔗
3-2	List of material topics	Promoting Sustainability > Sustainability Strategy and Philosophy 🔗
3-3	Management of material topics	Policy and Environmental Management 🔗
		Respect for Human Rights 🔗
		Diversity, Equity, and Inclusion (DE&I) 🔗
		Value Chain Collaboration 🔗
		Vehicle Safety 🔗
		Quality and Service 🔗
		Human Resource Development 🔗
		Corporate Governance 🔗

Code	Requirements	Publication Pages
		Risk Management 🔗
		Compliance 🔗

Topic Standards (Economic)

Code	Requirements	Publication Pages
GRI 101: Biodiversity 2024		
101-1	Policies to halt and reverse biodiversity loss	Promoting Sustainability > Sustainability Strategy and Philosophy 🔗
		Nature Positive (NP) > Fundamental Approach > Toyota Policy on Harmony with Nature 🔗
		Metrics and Targets > The 8th Toyota Environmental Action Plan (2030 Target) 🔗
101-2	Management of biodiversity impacts	Nature Positive (NP) > Initiatives Addressing Nature-Related Issues 🔗
		Nature Positive (NP) > Biodiversity 🔗
		Value Chain Collaboration > Initiatives with Suppliers > Policy for Sustainable Natural Rubber Procurement 🔗
101-3	Access and benefit-sharing	—
101-4	Identification of biodiversity impacts	Promoting Sustainability > Sustainability Strategy and Philosophy 🔗
		Nature Positive (NP) > Initiatives Addressing Nature-Related Issues 🔗
		Value Chain Collaboration > Responsible Material Sourcing 🔗
101-5	Locations with biodiversity impacts	Nature Positive (NP) > Initiatives Addressing Nature-Related Issues 🔗
		Value Chain Collaboration > Initiatives with Suppliers > Policy for Sustainable Natural Rubber Procurement 🔗
		Value Chain Collaboration > Responsible Material Sourcing 🔗
101-6	Direct drivers of biodiversity loss	Nature Positive (NP) > Initiatives Addressing Nature-Related Issues 🔗
		Value Chain Collaboration > Initiatives with Suppliers > Policy for Sustainable Natural Rubber Procurement 🔗
		Value Chain Collaboration > Responsible Material Sourcing 🔗

 Code	 Requirements	 Publication Pages
101-6	Direct drivers of biodiversity loss	Metrics and Targets > Water 
		Metrics and Targets > VOC, NOx, and SOx 
101-7	Changes to the state of biodiversity	Nature Positive (NP) > Initiatives Addressing Nature-Related Issues 
101-8	Ecosystem services	Nature Positive (NP) > Biodiversity 
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Form 20-F "OPERATING AND FINANCIAL REVIEW AND PROSPECTS" 
		Social Contribution 
201-2	Financial implications and other risks and opportunities due to climate change	Carbon Neutrality (CN) > Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities 
		Carbon Neutrality (CN) > Transition Plan > Scope 3 Category 11 
		Carbon Neutrality (CN) > Transition Plan > Scopes 1 and 2 
		Carbon Neutrality (CN) > Transition Plan > Life Cycle 
201-3	Defined benefit plan obligations and other retirement plans	Form 20-F "FINANCIAL INFORMATION" 
201-4	Financial assistance received from government	—
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Circular Economy (CE) > Use Less Resources 
		Circular Economy (CE) > Promote Longer Use 
		Circular Economy (CE) > Avoid Waste 
203-2	Significant indirect economic impacts	Vehicle Safety 
		Social Contribution 
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	Social Data > Supply Chain 

Code	Requirements	Publication Pages
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Compliance
		Form 20-F "DIRECTORS, SENIOR MANAGEMENT AND EMPLOYEES", "CORPORATE GOVERNANCE"
205-2	Communication and training about anti-corruption policies and procedures	Form 20-F "DIRECTORS, SENIOR MANAGEMENT AND EMPLOYEES", "CORPORATE GOVERNANCE"
		Value Chains Collaboration
		Compliance
205-3	Confirmed incidents of corruption and actions taken	Governance Data > Governance
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—
GRI 207: Tax 2019		
207-1	Approach to tax	Compliance > Initiatives for Taxation
207-2	Tax governance, control and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	—

Topic Standards (Environmental)

Code	Requirements	Publication Pages
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Metrics and Targets > Circular Economy > [L] Raw Material Content and Recycled Content
		Circular Economy (CE) > Use Less Resources > Reuse and Remanufacturing of Parts
301-2	Recycled input materials used	Metrics and Targets > Circular Economy > [L] Raw Material Content and Recycled Content
		Circular Economy (CE) > Use Less Resources > Reuse and Remanufacturing of Parts

Code	Requirements	Publication Pages
301-3	Reclaimed products and their packaging materials	Circular Economy (CE) > Use Less Resources ↗ Circular Economy (CE) > Use Less Resources > Reuse and Remanufacturing of Parts ↗
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Metrics and Targets > Energy > [G] Energy Consumption and Energy Intensity ↗
302-2	Energy consumption outside of the organization	—
302-3	Energy intensity	Metrics and Targets > Energy > [G] Energy Consumption and Energy Intensity ↗
302-4	Reduction of energy consumption	Metrics and Targets > Energy > [G] Energy Consumption and Energy Intensity ↗ Carbon Neutrality (CN) > Transition Plan > Scopes 1 and 2 ↗
302-5	Reductions in energy requirements of products and services	Carbon Neutrality (CN) > Transition Plan > Electrified Vehicles Adoption Record ↗ Metrics and Targets > Greenhouse Gases > [E] Average CO ₂ Emissions from New Vehicles ↗
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Nature Positive (NP) > Water Environment ↗
303-2	Management of water discharge-related impacts	Nature Positive (NP) > Water Environment ↗
303-3	Water withdrawal	Metrics and Targets > Water > [H] Water Withdrawal ↗
303-4	Water discharge	Metrics and Targets > Water > [I] Water Discharge ↗
303-5	Water consumption	Metrics and Targets > Water > [J] Water Consumption ↗
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Metrics and Targets > Greenhouse Gases > [B] GHG Emissions, GHG Emission Intensity Scope 1 (Direct Emissions) and Scope 2 (Indirect Emissions Generated from Purchased Energy) ↗
305-2	Energy indirect (Scope 2) GHG emissions	Metrics and Targets > Greenhouse Gases > [B] GHG Emissions, GHG Emission Intensity Scope 1 (Direct Emissions) and Scope 2 (Indirect Emissions Generated from Purchased Energy) ↗
305-3	Other indirect (Scope 3) GHG emissions	Carbon Neutrality (CN) > Transition Plan > Life Cycle ↗ Metrics and Targets > Greenhouse Gases > [C] GHG Emissions Scope 3 (Other Indirect Emissions) ↗

Code	Requirements	Publication Pages
305-4	GHG emissions intensity	Metrics and Targets > Greenhouse Gases > [B] GHG Emissions, GHG Emission Intensity Scope 1 (Direct Emissions) and Scope 2 (Indirect Emissions Generated from Purchased Energy) ↗
305-5	Reduction of GHG emissions	Carbon Neutrality (CN) > Transition Plan > Electrified Vehicles Adoption Record ↗ Carbon Neutrality (CN) > Transition Plan ↗ Metrics and Targets > Greenhouse Gases > [E] Average CO ₂ Emissions from New Vehicles ↗
305-6	Emissions of ozone-depleting substances (ODS)	Review of the 7th Toyota Environmental Action Plan (2025 Target) ↗
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Metrics and Targets > VOC, NOx, and SOx > [N] VOC Emissions ↗ Metrics and Targets > VOC, NOx, and SOx > [O] NOx and SOx Emissions ↗
GRI 306: Effluents and Waste 2016		
306-3	Significant spills	Metrics and Targets > Review of the 7th Toyota Environmental Action Plan (2025 Target) > Environmental Management > Risk management ↗
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	—
306-2	Management of significant waste-related impacts	Circular Economy (CE) ↗ Policy and Environmental Management > Environmental Management > Minimizing Risks ↗
306-3	Waste generated	Metrics and Targets > Circular Economy > [M] Waste ↗
306-4	Waste diverted from disposal	Metrics and Targets > Circular Economy > [L] Raw Material Content and Recycled Content ↗ Circular Economy (CE) > Use Less Resources > Reuse and Remanufacturing of Parts ↗
306-5	Waste directed to disposal	—
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Value Chain Collaboration > Initiatives with Suppliers ↗
308-2	Negative environmental impacts in the supply chain and actions taken	Value Chain Collaboration > Initiatives with Suppliers ↗

Topic Standards (Social)

Code	Requirements	Publication Pages
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Social Data > Employees ↗
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3	Parental leave	Social Data > Employees ↗
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	—
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Health and Safety ↗
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
403-10	Work-related ill health	
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Social Data > Employees ↗
404-2	Programs for upgrading employee skills and transition assistance programs	Human Resource Development ↗

Code	Requirements	Publication Pages
404-3	Percentage of employees receiving regular performance and career development reviews	Human Resource Development
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Corporate Governance Reports
		Social Data > Employees
405-2	Ratio of basic salary and remuneration of women to men	Social Data > Employees
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	—
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Respect for Human Rights Value Chain Collaboration > Responsible Material Sourcing
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respect for Human Rights Value Chain Collaboration > Responsible Material Sourcing
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	—
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Social Contribution Activities
		Review of the 7th Toyota Environmental Action Plan (2025 Target)
		Policy

☐ Code	☐ Requirements	☐ Publication Pages
413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Value Chain Collaboration > Initiatives with Suppliers
414-2	Negative social impacts in the supply chain and actions taken	Value Chain Collaboration > Initiatives with Suppliers
		Respect for Human Rights
GRI 415: Public Policy 2016		
415-1	Political contributions	—
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Vehicle Safety
		Quality and Service
		Information Security
		Privacy
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Quality and Service > Coping with Quality Problems
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	User Manual (Japanese Only)
417-2	Incidents of non-compliance concerning product and service information and labeling	—
417-3	Incidents of non-compliance concerning marketing communications	—
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security
		Privacy

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▣ Main Categories	▣ Recommended Disclosures	▣ Publication Pages
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	Management’s Role in Assessing and Managing Climate-related Risks and Opportunities	
Strategy	Short-, Medium- and Long-term Climate-related Risks and Opportunities the Organization Has Identified	Carbon Neutrality (CN) > Fundamental Approach > Overview of the Multi-Pathway Strategy ↗
	Resilience of the Organization’s Strategy Under a 1.5°C, 4°C, and Other Climate-related Scenarios in Terms of Business, Strategy, and Financial Planning	Carbon Neutrality (CN) > Identification and Assessment of Climate Change-Related Impacts, Risks, and Opportunities ↗
	Impact of Climate-related Risks and Opportunities on the Organization’s Businesses, Strategy, and Financial Planning	Carbon Neutrality (CN) > Resilience Analysis ↗
Risk Management	Organization’s Processes for Identifying and Assessing Climate-related Risks	Carbon Neutrality (CN) > Transition Plan ↗
	Organization’s Processes for Managing Climate-related Risks	
	How Processes for Identifying, Assessing, and Managing Climate-related Risks are Integrated into the Organization’s Overall Risk Management	
Metrics and Targets	Metrics Used by the Organization to Assess Climatedrelated Risks and Opportunities in Line with Its Strategy and Risk Management Process	Metrics and Targets ↗
	Scope 1, Scope 2, and, If Appropriate, Scope 3 Greenhouse Gas (GHG) Emissions, and the Related Risks	
	Targets Used by the Organization to Manage Climate-related Risks and Opportunities and Performance Against Targets	

TOYOTA MOTOR CORPORATION

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