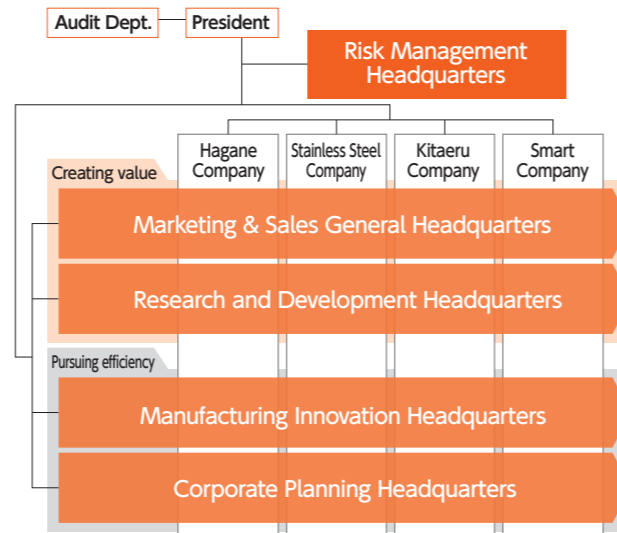


# Messages from Administrative Divisions' Management

In order to respond swiftly to the rapidly changing business environment and grow strongly, we need to transform our corporate structure to be more resilient to change.

Under our FY2024-26 Medium-term Management Plan, we will focus on strengthening our corporate functions. Our goal is to achieve efficient and speedy corporate management by promoting the optimal allocation of resources and responding to companywide issues through lateral ties between companies. Here are messages to our stakeholders from the general managers of each headquarters regarding the role and future initiatives of their respective headquarters.



## Marketing & Sales General Headquarters

### Strengthening cooperation with divisions and building a prompt-response sales structure

From FY2024, the Marketing & Sales General Headquarters has been organized into four divisions: Sales Planning Division, Toyota Sales Division, Specialty Steel Sales Division, and Stainless Steel Sales Division. We aim for dependable sales based on the trust of all our customers, both domestic and international, and will hone our planning and proposal capabilities by anticipating and identifying customer needs, which will be a source of value creation. As for the commercialization of next-generation development themes, a further growth strategy for us, we will establish a business model with a rapid response to customer needs, in close cooperation with the Research and Development Headquarters. We will also strengthen our collaboration with each company to build a "network of cooperation with manufacturing power" so that we can respond to changing market trends. Then, in developing sales personnel to support our organization, we will endeavor to create a firm but friendly corporate culture, while ensuring that they have a good, first-hand understanding of the situation on the ground.



Managing Executive Officer, General Manager of Marketing & Sales General Headquarters  
**Kazuya Fukatsu**

## Research and Development Headquarters

### Promoting R&D in both growth areas and existing businesses

By promoting research and development of technologies and products to solve mobility and social issues, we aim to explore and create new businesses while building and strengthening our technological foundation in existing businesses. In addition, we will take on the function of promoting intellectual property and standardization activities, and will commit more than ever to management strategies from the perspective of securing our competitiveness and creating new markets. In the search for development subjects, we will strengthen cooperation with the Marketing & Sales General Headquarters with the aim of appropriately identifying a broad range of industrial needs and speeding up development and commercialization. We will also strengthen our collaborations with universities and other research institutions to speed up the development phase.

From a human resource perspective, we aim to build a vibrant organization with a group of professionals who provide new value to society, by developing a workplace culture that brings out everyone's diverse expertise and creativity, and by fostering a mindset of actively taking on new challenges.



Executive Officer, General Manager of Research and Development Headquarters  
**Hironari Mitarai**

## Risk Management Headquarters

### Offering safety and security to all stakeholders

In our previous Medium-term Management Plan, there remained some major issues in our rapid response to external circumstances. The new Medium-term Management Plan needs to use the lessons learned from this experience to better ensure our future growth strategy. To this end, I believe the value of the Risk Management Headquarters lies in creating an environment that provides peace of mind for the entire company to focus on activities that enhance "selling, creating, and buying."

It is also essential that we provide safety and security to all our stakeholders through safety, environmental, and quality management. We will establish and strictly comply with rules in all our operations on site to ensure that there is clarity on what needs to be done, and that no individual is left to do a task he or she is not supposed to do. By having everyone put the slogan, "I am a leader of change" into practice, we will create a better workplace culture and environment, which will help to strengthen the foundation of our manufacturing.



Executive Vice President, General Manager of Risk Management Headquarters  
**Motoshi Nakamura**

## Manufacturing Innovation Headquarters

### Supporting manufacturing from the perspectives of improvement and innovation

In FY2024, we established a three-division structure, made up of the Production Control Division, IT Management Division, and Facility Engineering Division, in order to support all our manufacturing sites companywide and aim for innovation. Besides resolving existing issues and conducting thorough maintenance management, we will proactively introduce new ideas and technologies needed to increase our competitiveness.

The Production Control Division explores efficient mechanisms to address issues common to all plants, such as TPS, as well as problems that span the entire supply chain. The IT Management Division works on promoting DX and upgrading cyber security, while the Facility Engineering Division focuses on enhancing TPM activities and optimizing facility management through the use of IoT. We also promote "visualization" in order to cultivate a mindset of improvement on site. Clarifying the results will make our organization more rewarding to work for, encouraging spontaneous and continuous improvement.



Managing Executive Officer, General Manager of Manufacturing Innovation Headquarters  
**Kazuma Kihara**

## Corporate Planning Headquarters

### Planning a growth strategy that is both defensive and offensive

Society's expectations have changed dramatically in recent years, and so-called corporate functions need to evolve even more. It is essential that we steer the company more aggressively toward growth, not to mention raising our basic level as a legitimate company, such as our finances, human resources, compliance and governance. As well as being strong on defense, sometimes we must support growth by developing the mindset, skills, and speed that are central to offense.

We will read ahead, map out solid growth strategies, and deploy resources in a timely and dynamic manner. Above all, we aim to be a good and exciting company, ethical and sustainable, one that our employees are proud to work for and that is trusted by all of our stakeholders.



Director and Managing Executive Officer, General Manager of Corporate Planning Headquarters  
**Naoki Ishii**