



## Contribute to society by developing leading-edge technologies and manufacturing high-quality products

### Message from Dr. Toyoda, Chairman

We are now going through a period of transformation in the automobile industry and through a period of rapid social change caused by COVID-19. For this reason, it is precisely the time when we should return to our origins, and we must firmly keep in mind the notion of “contributing to society by developing leading-edge technologies and manufacturing high-quality products”, which represents the core value of Sakichi Toyoda’s monozukuri.

We have decided to promote our origins as an important matter to be implemented more concretely within the company and formulate it as **MATERIALITY**. At this moment in time, every single one of us is required to carefully keep in mind each of the materiality items, understand them entirely, and work towards realizing the mid-term business plan of becoming a true Interior Space Creator. Let’s contribute to society by actively making efforts to reach beyond our limits, overcoming various difficulties and acquiring world-leading competencies.

\*muda (Japanese 無駄) : wasted time spent doing any work that is proven to be unnecessary

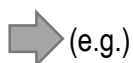
*Comprehend the meaning and necessity of each individual task, prioritise the important ones, and have the courage to quit those proven not to be needed.  
Build a work frame without muda, actively embrace with an open mind digital technology and challenge making the most out of it.  
Work with a great aspiration for engineering development that opens up to a new era.  
All members around the world should continuously challenge to achieve the highest level of competence in their work and improve their abilities under one united mindset.*



### Let’s learn about Corporate Philosophy <Part 3>

Lastly, we will explain details of employees and business partners in Corporate Philosophy.

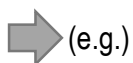
**4. Employees**    **The Company will build and maintain positive labour-management relations, respect the individuality of its employees and create safe and comfortable workplaces.**



(e.g.)

Creating a corporate culture that enables employees to demonstrate their creativity and identity, and enhancing their satisfaction

**5. Business Partners**    **The Company will promote open and mutually beneficial relationships with its business partners in pursuit of long-term growth and prosperity.**



(e.g.)

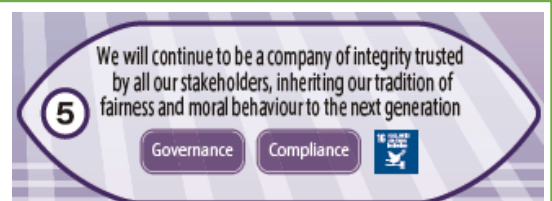
Build cooperative relationships that enable mutual growth in order to create products with good quality and technologies

#### 【Question】

Item no. 5 of materiality is “We will continue to be a company of integrity trusted by **all our stakeholders**, inheriting our tradition of fairness and moral behaviour to the next generation”

What does “all our stakeholders” mean?

**Clue: For what/who, do we practice Corporate Philosophy?**



Please see TB’s [website](#) for answer.