

Toyota Industries Ltd.  
ANNUAL MEETING OF SHAREHOLDERS  
10<sup>TH</sup> JUNE 2025  
QUESTIONS FROM DWS INVESTMENT GMBH

Dear Mr. Shigeki Terashi,  
Dear Mr. Koichi Ito,  
Dear Members of the Board,

DWS Investment GmbH, also acting on behalf of funds of DWS Investment S.A. (incl. SICAVs and PLCs) and certain institutional mandates of DWS International GmbH, all according to delegation agreements (hereafter DWS), is one of the largest asset managers in Europe. As a responsible investor in Toyota Industries Ltd., it is part of our fiduciary duty to express our expectations in the best interest of our clients.

Ahead of your 2025 annual general meeting of shareholders (AGM), we would like to share our questions with you. We would greatly appreciate your answers in written form. Please note that we will also share our questions on our website ([www.dws.com](http://www.dws.com)) on the day of your AGM. Thank you for your consideration.

### **Board Independence**

Qualified, experienced and independent directors are essential for competent and efficient decision-making processes at board and committee level. Having a majority of independent members serving on the board is important for us to ensure challenging board discussions. According to the DWS Corporate Governance and Proxy Voting Policy, directors whose tenure exceeds 10 years are no longer viewed as independent.

Presently, the Board is comprised of 29% independent directors. However, the DWS Corporate Governance and Proxy Voting Policy requires that the board must have at least a majority of independent directors.

**QUESTION 1: Do you have any plans to appoint additional independent directors in order to achieve majority board independence?**

### **Gender Diversity**

We believe that a diversity of perspectives and experience, including professional background, gender, ethnicity and tenure can contribute to more effective board and management decision-making. A board should strive to ensure that its composition also reflects the structure and nature of the company to foster appropriate deliberations. We acknowledge that investee companies may need to comply with local laws, regulations and market best practices on the demographics of board membership which are continually evolving.

**QUESTION 2: What is the company's approach to board diversity? Will you consider appointing additional female directors to ensure a gender diverse board?**

### **Waste**

Waste recycling is crucial for car manufacturing companies as it drives both environmental and economic benefits. By effectively recycling waste materials—such as metals, plastics, and rubber components—automotive manufacturers can significantly reduce their reliance on virgin raw materials. This not only minimizes

the environmental impact associated with resource extraction but also lowers production costs through material reuse. Moreover, incorporating robust recycling processes supports the circular economy, where discarded materials are transformed into valuable inputs for new vehicles, thereby reducing landfill waste and overall carbon emissions. In an era where regulatory pressures and consumer demand for sustainability are intensifying, prioritizing waste recycling can enhance brand reputation, ensure compliance with environmental standards, and contribute to long-term operational efficiency.

The company has mentioned in its report 2024 that *“Mass consumption, if continued on the back of the expanding world population and economic growth, will eventually deplete natural resources. Toyota Industries believes it is essential to promote 3R (reduce, reuse and recycle) design for effective resource utilization and the recycling of waste as resources.”*

**QUESTION 3: What steps are being taken to improve hazardous waste reduction and material reuse? Could we expect company to set and disclose long term and medium term targets for waste recycling and waste reduction?**

### **Water**

Water is a vital component in the automotive industry, playing a multifaceted role that goes far beyond basic cooling functions. In car manufacturing, water is essential in processes. As the industry moves toward more sustainable practices, advanced water treatment and conservation measures are becoming integral to reducing waste, lowering costs, and complying with increasingly stringent environmental regulations.

The company has mentioned in its Promotion of ESG Initiatives report that *“In fiscal 2024, there were one case of violation of water quality-related laws at one of our consolidated subsidiaries in Japan”*. It has also mentioned that *“Many of the processes of Toyota Industries use water for washing and painting products, and we regard the water supply crunch caused by climate change and population growth as a significant risk to our business activities.”*

**QUESTION 4: Could we expect the company to disclose which of Toyota Industries' manufacturing plants operate in high water-stressed regions, and how are they identified?**

**QUESTION 5: What specific measures has Toyota Industries implemented to reduce water consumption in high-risk areas?**

**QUESTION 6: Has Toyota Industries set any quantitative targets for water conservation and recycling in high water-stressed areas?**

To conclude, we would like to thank all members of the Board and all the employees of Toyota Industries Ltd. on their commitment and dedication.

Thank you in advance for your answers.