



**TOYOTA**

# **CODE OF CONDUCT**

Effective date: October 2023

During the 14 years that I was engaged as President of Toyota Motor Corporation, I worked to advance Toyota's philosophy of producing happiness for all.

By continuously saying "Let's make ever-better cars," "Let's aim to be the best in town, not the best in the world," and "Let's work for someone other than oneself," I have personally taken the helm and continued to demonstrate Toyota's philosophy, skills and behaviors on the ground, through actions.



If we think in terms of "the best in town," we can learn from the feedback we receive from our customers, both positive and negative. When we strive to "make ever-better cars," we realize that there are things that we achieve best when working together. And when we view the entire process from development to after-sales service, we can recognize that cars are deeply involved with the customer's life.

I cherish the story of car making, and the protagonist of that story is everyone, including the customers and stakeholders, and each and every individual working at Toyota's gemba.

The significant turning point that made me think this way was the series of recalls I faced immediately after becoming president. In response to that issue, on February 24, 2010, I attended a congressional hearing in the United States, proudly representing TMC.

Toyota's colleagues at the gemba supported me as I addressed the hearing. They conducted tests day and night to pursue the truth. It was because of the diligent efforts of these gemba workers that I was able to promise the people around the world at the congressional hearing that "Toyota will absolutely not run away, lie or distort the truth [or hide]."

As manufacturing is a human endeavor, especially when aiming for ever-better cars, failures and mistakes are inevitable. The important thing is that when we experience failures or mistakes, everyone must always stop, investigate the true cause by genchi-gembutsu, make kaizen and work towards preventing recurrence.

In the daily challenges faced at the gemba, amidst various pressures and changes, I believe that each person is diligently doing their best in their respective roles. In such circumstances, leaders involved in management and the executive team should strive to identify and thoroughly enforce the actions that must never be done, while creating an environment where frontline members can think for themselves and take action.

Now, Toyota's authority lies in the hands of the frontline, who think and act for themselves. Let us realize Toyota's mission of "producing happiness for all" through the actions of each and every individual.

**Akio Toyoda**

Chairman of the Board of Directors

Since its founding, Toyota has valued creating cars that make customers smile and enriching society through car manufacturing. Despite experiencing crises, such as a rapid expansion followed by financial losses and recall issues, Toyota's chairman, Mr. Toyoda, led the company for 14 years with the mission of transforming it into a company that fulfills this purpose. Under the slogans of "Let's make ever-better cars," "Let's become the best company in town," and "Let's take action for someone other than oneself," Toyota has made efforts to regain its "Toyota-ness."



By returning to the origins of being a "car maker," earnestly sweating at the gemba, and focusing on cars for the sake of customer smiles, our products have undergone significant changes. We believe that we have also acquired strength as a company that will not stop moving forward even in times of crisis.

Today, we're in an era of rapid environmental changes and uncertainty. That is why it is essential for us to have a steady axis. We must not lose the regained values and must never go back to the way things were. It is crucial to inherit the "Toyota-ness" with a strong determination and increase the volume of practical applications towards future evolution based on those values.

The most important thing is "action." Changes in values and consciousness will always lead to changes in actions. Only by continuously demonstrating through actions can those values widely permeate.

In all daily tasks, "doing work with integrity," "doing the right thing" and "raising your voice and making improvements immediately if you think something is wrong" are the behaviors that each individual accumulates, leading to the foundation of a growing company that receives empathy and support from society. The "Toyota Code of Conduct" serves as a guide to encourage such actions.

With the Toyota Code of Conduct as our foundation, we aim to protect and nurture a corporate culture where each individual thinks, acts and continues to improve. With the mission of "producing happiness for all" in our hearts, let us continue to act in a Toyota-like manner, pushing forward with even better car manufacturing to change the future of cars.

**Koji Sato**  
President

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## THE PURPOSE OF TOYOTA'S

# CODE OF CONDUCT

Toyota's values, methods and corporate philosophy were developed through years of diligent effort and passed down from generation to generation to contribute to the sustainable growth of society and to support our daily business operations.

The Toyota Philosophy was created to reflect the path our company follows. It is based on the Toyoda Principles, which summarized the teachings of our founder Sakichi Toyoda, and as a guide for the future. Similarly, the Toyota Guiding Principles were created as a summary of the management philosophy of "what kind of company Toyota wants to be," also based on the Toyoda Principles. These are all based on Toyota's unique management thinking, values and methods that have been passed down since its founding, and they indicate the direction Toyota should take. In our daily business operations, the Toyota Way 2020 and the Toyota Code of Conduct are significant pillars of support for us to practice all of these principles.

**Toyota Way 2020 and the Toyota Code of Conduct  
both summarize how we should behave to accomplish our mission of**

**"Producing Happiness for All,"**

**towards the vision of**

**"Creating Mobility for All."**

Toyota Way 2020 describes the ten actions that all people at Toyota should take, whereas the Toyota Code of Conduct explains the policies and commitments that we must be aware of when carrying out business and social activities.



This Code of Conduct applies to Toyota Motor Corporation, its board of directors, all its team members and its consolidated subsidiaries (all together referred to as “Toyota” in this Code). The Toyota Code of Conduct covers several important topics, but it does not specifically address every possible situation.

If you encounter a situation where the right action is not clear, try asking a few important questions:

1

**Are my actions consistent with Toyota’s value, our policies and Toyota Code of Conduct?**

2

**Would I be proud if all of my coworkers learned about what I’m about to say or do?**

3

**If the whole world learned about my actions, would I still feel good about them?**

If you answer yes to all three, it is likely okay to proceed. If the answer to any of the questions is no, stop and ask for help before you proceed.



## TOYODA PRINCIPLES

- Always be faithful to your duties, thereby contributing to the Company and to the overall good.
- Always be studious and creative, striving to stay ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always have respect for spiritual matters, and remember to be grateful at all times.



From the founding up to now, the core of Toyota's management has been the Toyoda Principles. They summarize the guidance from Founder Sakichi Toyoda, and they are now a part of Toyota's DNA. There were not fixed principles for the company at the time of its founding, but as the size of Toyota's business expanded, it became important to clarify our policy and foster consistency among team members. The Toyoda Principles were therefore established by the work of Risaburo Toyoda and Kiichiro Toyoda as Sakichi's teachings at the fifth anniversary of Sakichi Toyoda's death.

# TOYOTA PHILOSOPHY

In 2020, to move forward in our mission to become a mobility company, Toyota reflected on the path it has taken so far and has formulated the Toyota Philosophy as a roadmap for the future.

## VALUE

### Toyota Way

We unite our three strengths (Software, Hardware and Partnerships) to create new and unique value that comes from The Toyota Way

## MISSION

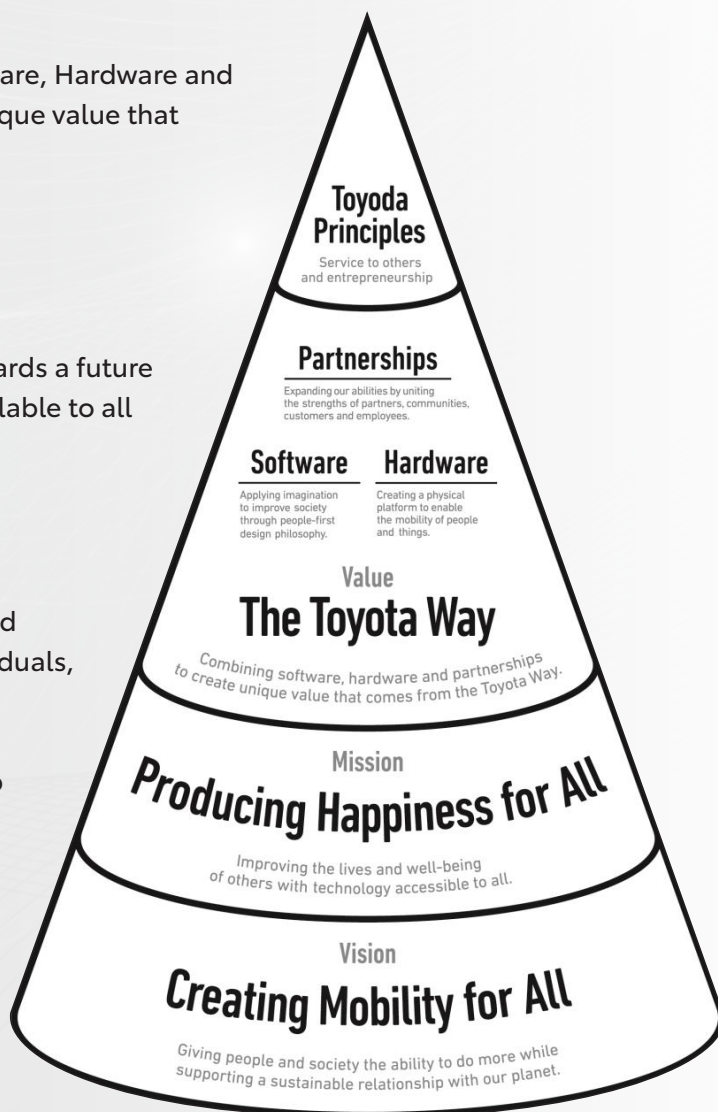
### Producing Happiness for All

Using our technology, we work towards a future of convenience and happiness, available to all

## VISION

### Creating Mobility for All

Toyota strives to raise the quality and availability of mobility so that individuals, businesses, municipalities and communities can do more, while achieving a sustainable relationship with our planet







CHAPTER 1  
with  
**People**



# Harmonious, Safe and Lively Work Environment

**We respect each other and create a healthy and safe workplace together.**

## OUR POLICY

- ▶ Toyota respects every team member's diversity and works to create an environment of trust, respect and dignity where members can fully and actively be engaged in their work at Toyota.
- ▶ Toyota strives to create a safe and harmonious work environment that is free from discrimination and harassment for our team members.
- ▶ Toyota complies with the labor and employment laws and regulations in effect where we do business, and provides decent working conditions to all Toyota team members.

## OUR COMMITMENT

- ▶ Work with integrity and make our best effort by using all of our capabilities.
- ▶ Listen to everyone's ideas, so team members can consider and benefit from thoughts and opinions that are different.
- ▶ Never engage in harassment or discrimination.
- ▶ Promote diversity to solve problems and innovate.
- ▶ Follow safe practices and procedures and abide by regulations.
- ▶ Report immediately injuries or illnesses that could impact workplace safety and help prevent unsafe conditions from happening again.

# Human Rights

**We protect human rights.**

## OUR POLICY

- ▶ Toyota respects the human rights of our team members, customers and all people involved in our business activities.



## OUR COMMITMENT

- ▶ Respect the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, and follow Toyota's Global Human Rights Policy.
- ▶ Comply with international human rights obligations, applicable laws and regulations and Toyota's local rules and policies about wages, benefits and terms of employment, as well as prohibitions against child, forced or bonded labor.
- ▶ Screen potential business partners using appropriate risk-based due diligence processes to identify, prevent and mitigate negative human rights impacts.

## OUR RESOURCE

[Global Human Rights Policy](#)



# Personal Information

**We respect the privacy of our customers and employees and protect their personal information.**

## OUR POLICY

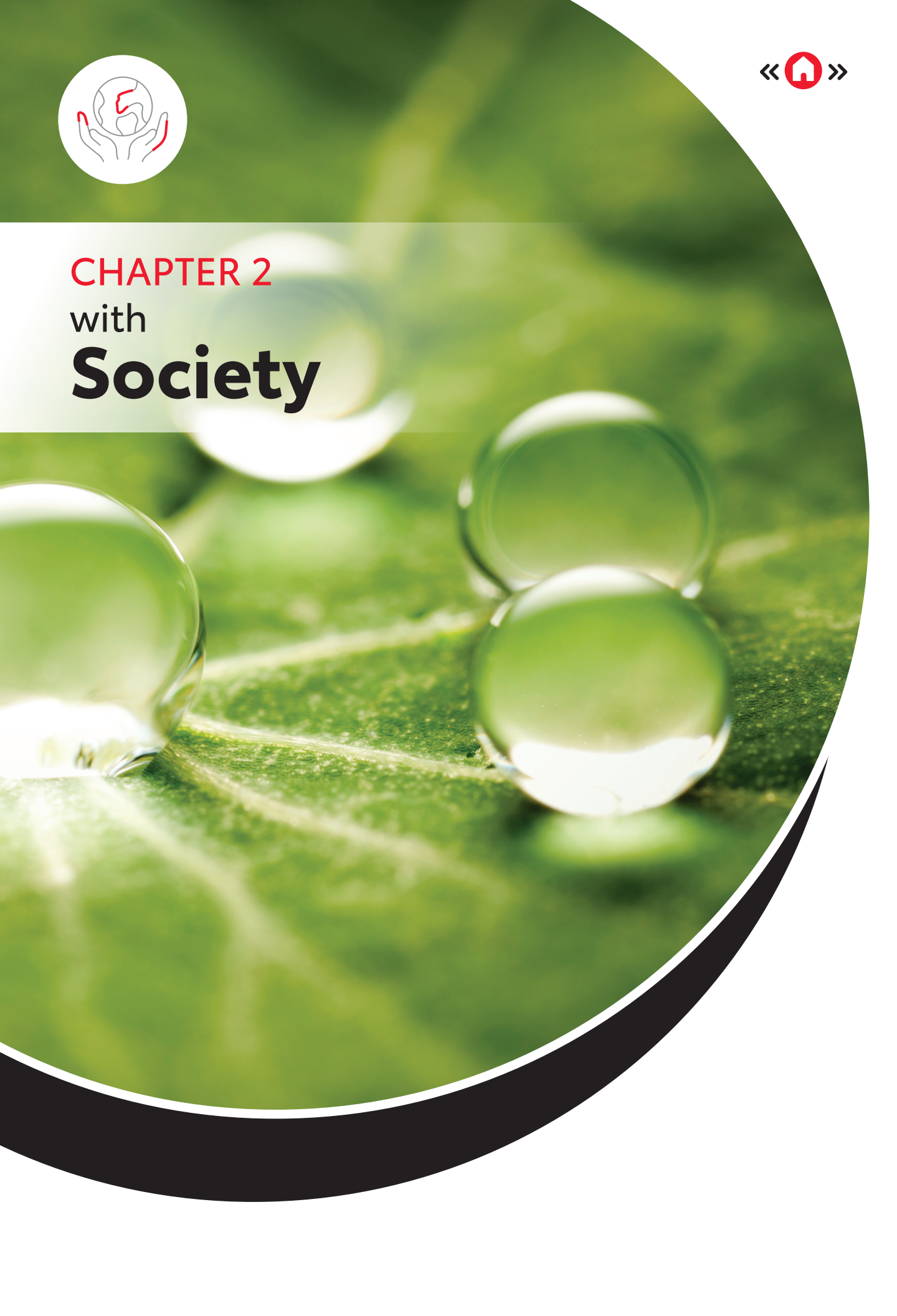
- ▶ Toyota complies with applicable laws and regulations when handling personal information. Toyota practices Privacy by Design, by taking privacy considerations into account early in the development and operation of products and services.
- ▶ By cooperating and coordinating on privacy issues across all business functions throughout the enterprise, Toyota works to create and sustain an appropriate personal information management system.
- ▶ Toyota promotes a corporate culture that respects privacy via continuous training and education.

## OUR COMMITMENT

- ▶ Carefully and sincerely listen to and consider consumer feedback on privacy issues.
- ▶ Use consumer personal information responsibly to develop products and services tailored to the consumer with a goal of achieving consumer happiness and satisfaction.
- ▶ Ensure that personal information is managed and processed throughout the enterprise in a manner that complies with applicable laws and regulations.



CHAPTER 2  
with  
**Society**



# Environment

**We aim to reduce our environmental footprint and contribute to the sustainable development of society.**

## OUR POLICY

- ▶ Toyota is dedicated to providing clean and safe products.
- ▶ Toyota proactively seeks strong environmental performance through our Toyota Earth Charter and the Toyota Environmental Challenge 2050.
- ▶ Toyota works toward a better understanding of environmental impacts at all life-cycle stages of our products.
- ▶ Toyota continues to promote environmental initiatives in our business activities in cooperation with our suppliers, dealers and other business partners.

## OUR COMMITMENT

- ▶ Comply with international environmental standards and take positive actions to address the local community's environmental concerns.
- ▶ Anticipate and evaluate impacts on the environment and avoid or reduce known risks.

## OUR RESOURCES

[Toyota Earth Charter](#)

[Toyota Environmental Challenge 2050](#)



# Traffic Safety Activities

**We aim to reduce fatalities from traffic accidents to zero.**

## OUR POLICY

- ▶ Toyota aims to reduce fatalities from traffic accidents to zero.
- ▶ Toyota's Integrated Three Part Initiative, involving people, vehicles and the traffic environment, works to raise awareness of traffic safety in society as a whole and to promote safety measures. Toyota also actively participates in and proposes accident countermeasures for the "traffic environment."
- ▶ Toyota promotes a wide range of technological developments that contribute to traffic safety and strive to evolve and expand the use of safety technologies by implementing them broadly across our vehicle offerings.

## OUR COMMITMENT

- ▶ Comply with traffic rules, strive for good driving that serves as a model for others and advocate for traffic safety.



# Philanthropy and Community Relations

**We contribute to a sustainable society through philanthropic activities in the communities where we do business.**

## OUR POLICY

- ▶ Toyota aims to be the “best-in-town” where we operate our business activities.
- ▶ Toyota’s philanthropy and giving focuses on the local community. Toyota contributes to the resolution of social and regional issues as a good corporate citizen.
- ▶ Toyota engages in disaster prevention activities and contributes to the recovery of local communities in the event of a natural disaster.

## OUR COMMITMENT

- ▶ Actively take part in philanthropic initiatives, such as volunteer activities.
- ▶ Comply with the local Donations and Sponsorships policy and applicable laws and regulations when making charitable contributions.
- ▶ Do not offer charitable contributions to improperly secure a business advantage for Toyota.

## OUR RESOURCE

[Global Anti-Bribery and Anti-Corruption Policy](#)





# Government Relations and Political Activities

**We contribute to a sustainable society by engaging in political activities responsibly.**

## OUR POLICY

- ▶ Toyota maintains proper and transparent relations with the government.
- ▶ Toyota's relationships with political parties or administrative bodies (government agencies and officials) are also fair and transparent, and we comply with applicable laws and regulations.

## OUR COMMITMENT

- ▶ Maintain healthy and transparent relationships with political and administrative bodies and government officials.
- ▶ Comply with the local Donations and Sponsorships policy and applicable laws and regulations when making political contributions, which must not be offered or accepted to influence a decision impacting Toyota or to otherwise improperly secure a business advantage.

## OUR RESOURCE

[Global Anti-Bribery and Anti-Corruption Policy](#)



PEOPLE

SOCIETY

INTEGRITY

FAIRNESS

# Corporate Communication Activities

**We keep our stakeholders informed by providing accurate and timely information, and we communicate appropriate information openly and fairly.**

## OUR POLICY

- ▶ Toyota endeavors to build positive relationships with stakeholders by communicating accurate, timely and appropriate information openly and fairly.
- ▶ Toyota listens to and respects our stakeholders' criticisms and suggestions.
- ▶ Toyota is respectful and thoughtful in all of our communications activities to prevent harm to people or to Toyota's reputation.

## OUR COMMITMENT

- ▶ Understand the importance of our brand communications and ensure that accurate information is communicated.
- ▶ Do not make public statements on Toyota's behalf or provide comments to the press unless authorized to do so. Refer any external inquiries, including inquiries from the press, to company authorized messengers.
- ▶ Make clear that any opinions expressed using social media (including personal accounts) are your own — and not those of Toyota. Maintain high standards of ethics and courtesy both inside the company and outside the company, including in our online exchanges.
- ▶ Keep confidential information (about Toyota, team members, customers and business partners) secure and out of public view.



# CHAPTER 3 with **Integrity**





# Product Safety and Quality

**We ensure our products are safe and of high-quality.**

## OUR POLICY

- ▶ Toyota places product safety at the top of our list of values.
- ▶ Toyota endeavors to engage in research and development, design, production, quality control and after-sales services to deliver our customers safe, high-quality products.

## OUR COMMITMENT

- ▶ Ensure products' safety and quality to meet customers' expectations.
- ▶ Follow applicable laws and regulations and Toyota's standards and procedures that are designed to ensure product safety and quality.
- ▶ Report and promptly address any concerns about product safety or quality.

# Research and Development Activities

**We conduct R&D fairly.**

## OUR POLICY

- ▶ Toyota provides safe and high-quality products and services.
- ▶ Toyota strongly promotes research and development of advanced technologies.
- ▶ Toyota does not tolerate research and development that violates any applicable laws or regulations, or breaches agreements with research and development partners. Toyota also does not tolerate the illegal or unauthorized use of another party's intellectual property or confidential information.

## OUR COMMITMENT

- ▶ Develop vehicles from the customers' perspective and promote research and development.
- ▶ Use our best efforts to build a relationship of mutual trust.
- ▶ Respect the intellectual property rights of others at all times, including when conducting research and development and during production.



# Procurement Activities

**We follow the highest ethical standards in conducting business with suppliers and other vendors.**

## OUR POLICY

- ✔ Toyota aims for mutual growth based on mutual trust with the suppliers.
- ✔ Toyota promotes localization by procuring local parts and materials.
- ✔ Toyota selects suppliers based on fair and reasonable criteria.

## OUR COMMITMENT

- ✔ Deal fairly and honestly with all suppliers, regardless of the value of the transaction or the length of the relationship.
- ✔ Conduct appropriate due diligence and select suppliers who meet the following criteria:
  - Committed to respecting human rights and responsible sourcing practices;
  - Mindful of Toyota's commitment to ethical business practices and diversity; and
  - Able to satisfy our objective criteria including quality, price, reliability, technical excellence and delivery.
- ✔ Avoid conflicts of interest, or the appearance of them, which could raise a question about our ability to exercise independent judgment.
- ✔ Accept from business partners only gifts and hospitality that are appropriate and reasonable in value and comply with local rules and polices.



## OUR RESOURCES

[Global Human Rights Policy](#)

[Supplier Sustainability Guidelines](#)

# Sales Activities and Fair Competition

**We offer high-quality products and services that meet customer needs through fair competition.**

## OUR POLICY

- ▶ Toyota develops products and services that meet the needs of our customers, and provides them through fair competition and responsible marketing.
- ▶ Toyota endeavors to build relationships with dealers based on mutual trust, and toward a goal of mutual growth.

## OUR COMMITMENT

- ▶ Maintain a customer-first mindset.
- ▶ Market our products in a manner that is truthful and not misleading.
- ▶ Ensure that every claim in our advertisements and marketing materials is adequately substantiated as required by law.
- ▶ Do not discuss or make agreements with competitors about pricing, costs, bids, markets, territories, customers, suppliers or contract terms and conditions.
- ▶ Provide financial services that comply with fair lending principles.



# International Business Activities

**We comply with international trade laws and regulations.**

## OUR POLICY

- ▶ Toyota complies with applicable laws and regulations that apply to our international operations, and we respect the culture, customs and history of local societies.
- ▶ Toyota promotes our business activities, contributing to the development of local economies and society, and aims to be the “best-in-town” company in each region.



## OUR COMMITMENT

- ▶ Respect the culture, customs and history of each country and region.
- ▶ Comply with applicable national, regional and international laws and regulations, including those that govern international trade (exports and imports) and applicable restrictions on conducting business with certain groups, individuals or countries.
- ▶ Confirm the scope of applicable sanctions and export controls requirements, and comply with local rules and policies.
- ▶ Maintain accurate and complete records related to trade compliance activities, including classifications, values and country of origin.



# Accurate Record Keeping

**We keep accurate records to facilitate accountability and transparency.**

## OUR POLICY

- ✔ Toyota creates and maintains business records with accuracy and integrity.
- ✔ Toyota makes accurate, timely and fair disclosure of our financial condition.
- ✔ Toyota pays appropriate taxes.

## OUR COMMITMENT

- ✔ Record all assets, liabilities, revenues and expenses completely, accurately, in the proper period, in the proper account and in a timely manner.
- ✔ Operate more efficiently, reduce our risk, comply with regulations and make responsible business decisions by keeping complete and accurate records.





# Asset Protection and Confidentiality

**We protect our assets, including confidential information and data.**

## OUR POLICY

- ▶ Toyota appropriately protects both physical assets, such as facilities and equipment, and intangible assets, such as intellectual property and confidential information.
- ▶ Toyota manages and protects confidential information and uses such information in an appropriate manner.
- ▶ Toyota is committed to continuously improving our security systems, including our systems for managing and responding to data security breaches or other information leaks.
- ▶ Toyota takes measures to practice Security by Design by considering cyber security at early stages of product development.

## OUR COMMITMENT

- ▶ Secure company property and preserve our reputation by handling all our funds and assets honestly and responsibly in accordance with local rules and policies.
- ▶ Recognize that computers, phones and other electronic devices issued to us by Toyota are Toyota's property, and we use those devices with that ownership in mind.
- ▶ Ensure that Toyota's assets are not damaged, abused, wasted, lost or stolen, and report any misuse of assets.
- ▶ Take reasonable steps to secure the company's assets from external attacks and guard against risks to the company's confidential information, IT systems and plant facilities.
- ▶ Always keep security in mind when handling technology, information, IT systems and when navigating the internet.
- ▶ Build and maintain the company's security culture through continuous training and education.

## OUR RESOURCE

[Information Security Policy](#)

# Insider Trading

**We do not trade on or communicate material nonpublic information.**

## OUR POLICY

- ▶ Toyota possesses material nonpublic information, and we safeguard that information from improper disclosure or use.
- ▶ Toyota does not engage in insider trading or tolerate insider trading by team members.

## OUR COMMITMENT

- ▶ Keep material nonpublic information secure.
- ▶ Within the company, share material nonpublic information only with those who need to know.
- ▶ Never disclose material nonpublic information to anyone outside the company, including family members, friends and social media communities.
- ▶ Do not use information to buy or sell securities before that information has been released to the public, and the period set by the company's local rules and policies has passed for investors to evaluate it.

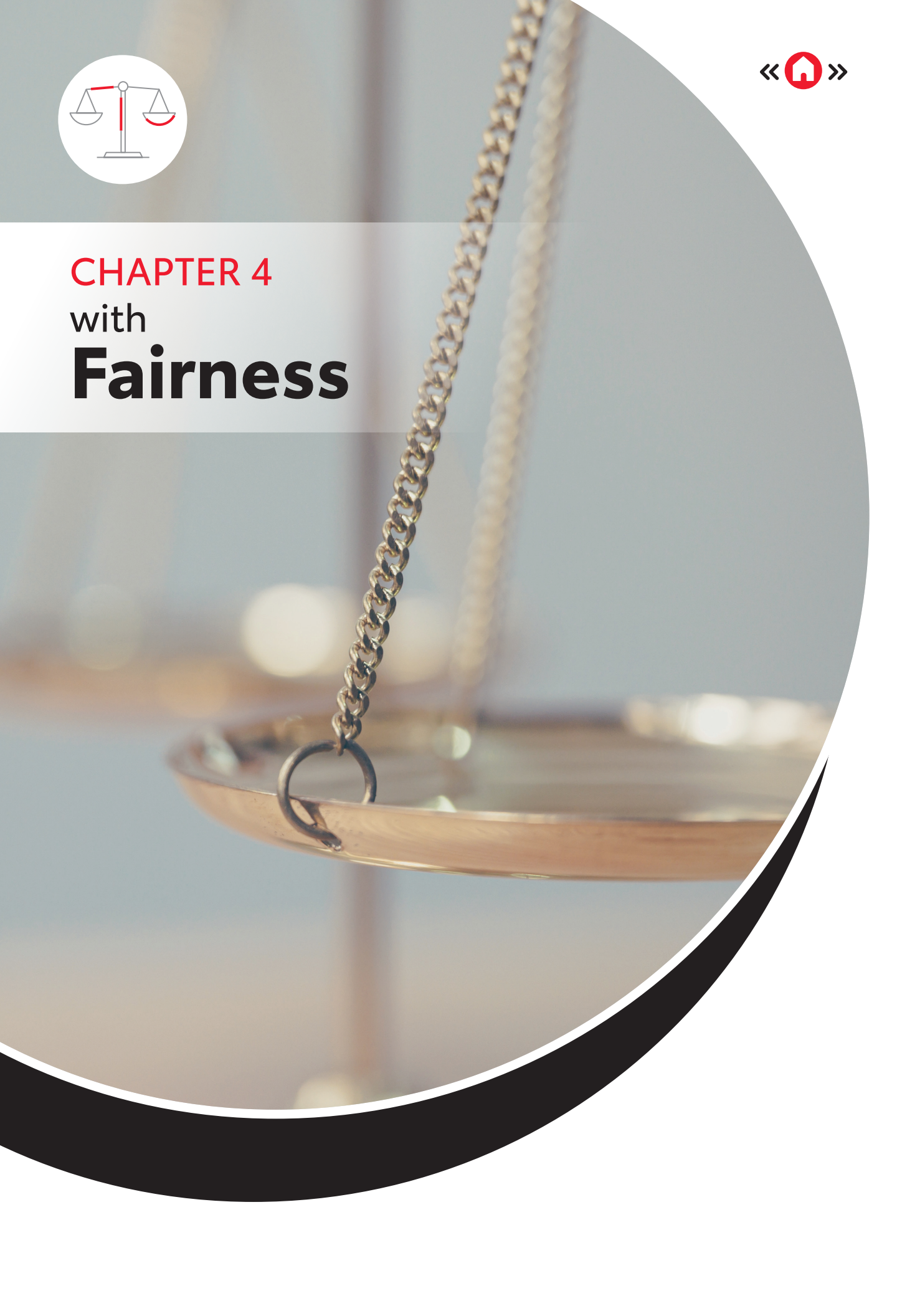




# CHAPTER 4

with

# Fairness



# Anti-Bribery and Anti-Corruption

**We do not engage in bribery or any other forms of corruption.**

## OUR POLICY

- ▶ Toyota will never offer, pay, solicit or receive a bribe.
- ▶ Toyota does not make facilitation payments.

## DEFINITIONS

### **Bribe**

Anything of value in any form that is offered or given to improperly influence the actions of a government official or to improperly obtain a business advantage from anyone, even if offered or given indirectly.

### **Corruption**

Refers to any dishonest conduct or wrongful misuse of authority by people in positions of power.

### **Facilitation payments**

Payments to induce a government official to perform a routine, nondiscretionary task that the company is already entitled to.

## OUR COMMITMENT

- ▶ Do not offer, pay, solicit or receive bribes.
- ▶ Do not make facilitation payments.
- ▶ Know who we are dealing with and whether they are a government official, and interact with them in accordance with applicable laws and local or regional regulations.
- ▶ Comply with the local Gifts and Hospitality policy, the local Donations and Sponsorships policy and applicable laws and regulations when offering or receiving gifts, hospitality, donations or any political or charitable contributions.
- ▶ Comply with the local Human Resources hiring practices and any applicable regulations and local rules and policies before hiring any candidate referred by a government official or who recently worked for a government entity.
- ▶ Know our business partners by ensuring they are screened according to applicable risk-based due diligence processes.
- ▶ Maintain accurate books, records and accounts that fairly reflect all transactions.

## OUR RESOURCE

[Global Anti-Bribery and Anti-Corruption Policy](#)

# Gifts and Hospitality

**We offer and receive only appropriate and reasonable gifts and hospitality.**

## OUR POLICY

- ✔ Toyota acts with integrity in our interactions with third parties, and builds strong business relationships for the long term.
- ✔ Toyota provides only appropriate gifts and hospitality within reasonable amounts for a legitimate business purpose.

## OUR COMMITMENT

- ✔ Comply with the local Gifts and Hospitality policy and applicable laws and regulations when offering or receiving gifts and hospitality, which must not be offered or accepted to influence a decision impacting Toyota or to otherwise improperly secure a business advantage.
- ✔ Offer gifts or hospitality that are reasonable in value and only for a legitimate business purpose, and accurately record all related expenses.
- ✔ Do not request gifts or hospitality from anyone doing business with Toyota.
- ✔ Only accept gifts or hospitality from third parties that are appropriate, reasonable in value and permitted and approved in accordance with applicable local rules and policies (including any value limitations). Refuse them if such gifts or hospitality may risk an improper influence over Toyota's decision making.



## OUR RESOURCE

[Global Anti-Bribery and Anti-Corruption Policy](#)

# Anti-Money Laundering

**We keep Toyota safe from money-laundering activities.**

## OUR POLICY

- ✔ Toyota conducts business with reputable customers and business partners.
- ✔ Toyota complies with applicable anti-money laundering laws and regulations.
- ✔ Toyota prohibits any money-laundering activity.

## DEFINITION

### Money laundering

Occurs when funds or other assets that originate from criminal offenses are circulated through the legal economy to make their source look legitimate.

## OUR COMMITMENT

- ✔ Check the identity of customers, suppliers and other business partners using due diligence processes in place at your location.
- ✔ Stay alert for signs of potential money laundering, which may include attempts to make large payments in cash, requests to make an overpayment or requests for refunds to accounts different from the ones that issued the payments.
- ✔ Report any suspicious transaction to the company in a timely manner so that the company can take appropriate measures.



# Conflicts of Interest

**We avoid conflicts of interest.**

## OUR POLICY

- Toyota does not tolerate any conflicts of interest by our team members when they are engaged in Toyota's business.



## OUR COMMITMENT

- Act with integrity.
- Do what is best for Toyota's business.
- Avoid conflicts of interest, which occur when personal interests interfere, or appear to interfere, with the best interests of Toyota, like the following:
  - Improperly supervising or assisting in hiring of a family member, romantic partner or close friend;
  - Competing with Toyota;
  - Using Toyota property, information or position for personal gain;
  - Having a substantial investment in a company doing business with Toyota;
  - Overseeing the relationship with a third party in which a family member, romantic partner or close friend is the key decision maker; and
  - Receiving a gift from a third party while negotiating a contractual relationship on Toyota's behalf.
- Disclose to the company any situation, transaction or relationship that may give rise to an actual, apparent or potential conflict of interest.

## OUR RESOURCE

[Global Anti-Bribery and Anti-Corruption Policy](#)



# Speak Up

The Code covers Toyota’s policies and ways of thinking that we should keep in mind while working at Toyota. Whenever you’re not sure about the right action to take, or you find known or suspected misconduct, please consult with your supervisor or company’s internal resources. You can also raise questions or concerns by contacting your local Speak Up Line or the Global Speak Up Line.

When asking a question or raising a concern, you do not need to have all the details or be certain that wrongdoing has occurred. It is important to raise the issue so the company can address it in a timely manner.

Toyota takes violations of the Code seriously, and reviews questions and concerns in a fair and consistent manner. If the results of an investigation warrant further action, Toyota will work to prevent similar problems from happening again.

## SPEAK UP RESOURCES

There are many ways to speak up.

**Supervisors.** Contact your team leader or supervisor, or supervisors from another department.

**Internal Resources.** Contact the human resources function, legal function or compliance function or other related divisions of your company for help.

**Speak Up Line.** Contact the Speak Up Line. You can ask questions or report anonymously, where permitted by local law.

<p><b>Local Speak Up Line</b></p>	<p>You may have access to a local Speak Up Line in your company. Please check your company’s resources for access information.</p>
<p><b>Global Speak Up Line</b>  <a href="https://toyota.com/global-speak-up">ToyotaGlobalSpeakUp.com</a>            Email <a href="mailto:SpeakUp@toyota.com">SpeakUp@toyota.com</a></p>	<p>Anyone can contact the Global Speak Up Line. The Global Speak Up Line is staffed by a third party with a variety of language capabilities.</p>

For more guidance about how to ask questions or raise concerns, please review the [Toyota Speak Up Policy](#).

## NON-RETALIATION COMMITMENT

Toyota prohibits retaliation against team members for reporting concerns in good faith or for participating in an investigation. Any retaliation including dismissal, demotion or other similar employment actions, whether direct or indirect, against such team members is grounds for discipline. Any attempt to learn the identity of a team member who reported a concern is considered retaliation, and is also grounds for discipline.

Any such retaliation should be immediately reported using the above Speak Up resources.



**TOYOTA**

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