

Year-End Greetings

We would like to express our sincere appreciation for your continued support throughout the year. We are deeply grateful for the significant cooperation we have received this year from our business partners, employees, their families, and the local community.

This year marked our 61st anniversary since founding. Despite a challenging business environment, we were able to achieve increased sales and profits. We are deeply grateful that this was made possible entirely through the support of our business partners, employees, and all stakeholders. Gaining tangible results and a sense of our future direction through business reform in the Inabu district, where population decline continues, has given us great hope for the future. Reaffirming our position as a company central to our stakeholders, we are committed to our long-term vision for our 100th anniversary in 2064: "Aiming for a 100-Year Company alongside Community and Work!" We will continue to generate and transmit new values from Inabu.

Regarding our operations, in addition to improving productivity in our mass production business, our prototype business, centered on veteran skilled workers, has gained momentum and grown into a major revenue pillar. Furthermore, our newly established business department is actively accepting trainees from overseas, welcoming many visitors to Inabu every month. With these three business pillars, we will push forward to realize our long-term vision.

Finally, I would like to share some bright news. At the "Rookie of the Year" Toyota City competition, one of our young employees who relocated from the Kanto region received the Regional Issue Solution Award. He received high praise for the way he balanced work and community activities, turning anxiety into confidence. In this milestone year—marking 20 years since the Heisei municipal mergers and 10 years since the start of the OPEN INABU project—I am very pleased to feel that role models like him are becoming the driving force supporting both the community and our company.

We look forward to your continued support and guidance in the coming year. Please take care of yourselves during this cold season, and we wish you a healthy and prosperous New Year.

Winter, 2025

Koshiro Yokota

President

Toyotake Industry co., Ltd.