Sustainability Report 2025

Trinity Industrial Corp.

Advancing toward a sustainable society based on our responsibility and convictions.

As a comprehensive engineering company specializing in heat, water, and air technologies, Trinity Industrial Corporation has contributed to the realization of a sustainable society through our paint and application systems business and our automotive parts manufacturing business. Fully aware of our responsibility for this mission, we are committed to further evolving our business and creating value with a strong focus on Environmental, Social, and Governance (ESG) principles.
In recent years, global politics, economics, and society have entered a period of major transition. Many governments are placing greater priority on national interests, and we are beginning to see signs of instability in the international frameworks established to address climate change and promote a sustainable society. Even in this uncertain global environment, we remain steadfast in advancing toward a sustainable society, flexibly yet steadily, guided by our own responsibility and convictions.

In 2025, we restructured our medium- to long-term environmental vision and action plan to further accelerate our sustainability management.
To achieve carbon neutrality (CN), we are steadily implementing highly effective initiatives, including optimizing heat use in the painting process, expanding the adoption of renewable energy, and enhancing energy efficiency in our plants.
In September, we opened the Trinity Technical Solution Center (TTSC), a hub for technical development and co-creation with our customers. Through this facility, we aim to further advance environmental technologies and address customer challenges, while developing the TTSC into a place where new ideas and value can be generated through collaboration.
To realize a circular economy (CE), we are working to increase our recycling rate by recovering resources from in-process defective parts and by promoting product designs that reduce resource loss.
To move toward a nature-positive (NP) future, we are strengthening our water conservation efforts by reducing water use through dry-type dust collection systems in our paint booths, regularly monitoring the quality of our plant wastewater, and conducting WET tests.
Additionally, in June, we created a biotope on our head office grounds as part of our active efforts to preserve biodiversity.

Even amid rapid global change, we remain committed to steadily building a sustainable society based on our own responsibility and beliefs. In terms of social responsibility, we are working to create a workplace environment that values diversity and respects human rights, enabling all employees to fully demonstrate their abilities. We view the creation of safe and healthy workplaces, the promotion of work-life balance, and investment in human resource development as driving forces that support our sustainable growth, and we are proactively advancing initiatives in these areas. We are also continually engaged in environmental and educational activities aimed at strengthening our connection with local communities and supporting the development of the next generation, thereby fostering harmonious coexistence with society.
To strengthen governance, we place great importance on enhancing our risk management framework and raising compliance awareness, with the goal of achieving company-wide “Zero Compliance Violations.” Through departmental risk-mitigation activities and regular audits, we are building a system of continuous improvement based on the PDCA (Plan–Do–Check–Act) cycle.

We view the rapidly changing global environment as a significant business opportunity. As we re-examine our essential corporate values, we will continue to take on challenges to help realize a decarbonized society, a resource-circulating society, biodiversity conservation, and a society in which people and the planet coexist in harmony. I hope this report provides an opportunity to widely share our initiatives and build new connections with many stakeholders.

I sincerely appreciate your continued understanding and support of Trinity Industrial Corporation.

Motohiro Iida
President

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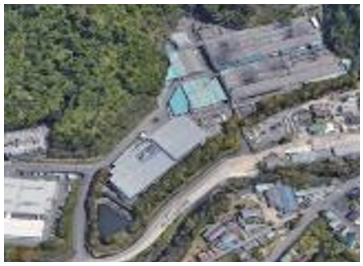
Corporate Profile

Established	July 1, 1980
Location of head office	1-9 Kakimoto-cho, Toyota, Aichi, 471-0855 Japan
Capitalization	1.311 billion yen
Sales	Consolidated: 40,200 million yen　Unconsolidated: 35,300 million yen (fiscal year ended March 31, 2025)
Employees	Consolidated: 952　Unconsolidated: 765 (as of March 31, 2025)
Business operations	Coating plant, machinery and industrial equipment design, manufacture and installation; manufacture of automotive parts

Offices

Head office

Toyota Plant



Miyoshi Plant

Tokyo Branch Office　Osaka Branch Office　Tohoku Sales Office　Tahara Sales Office　Kyushu Sales Office

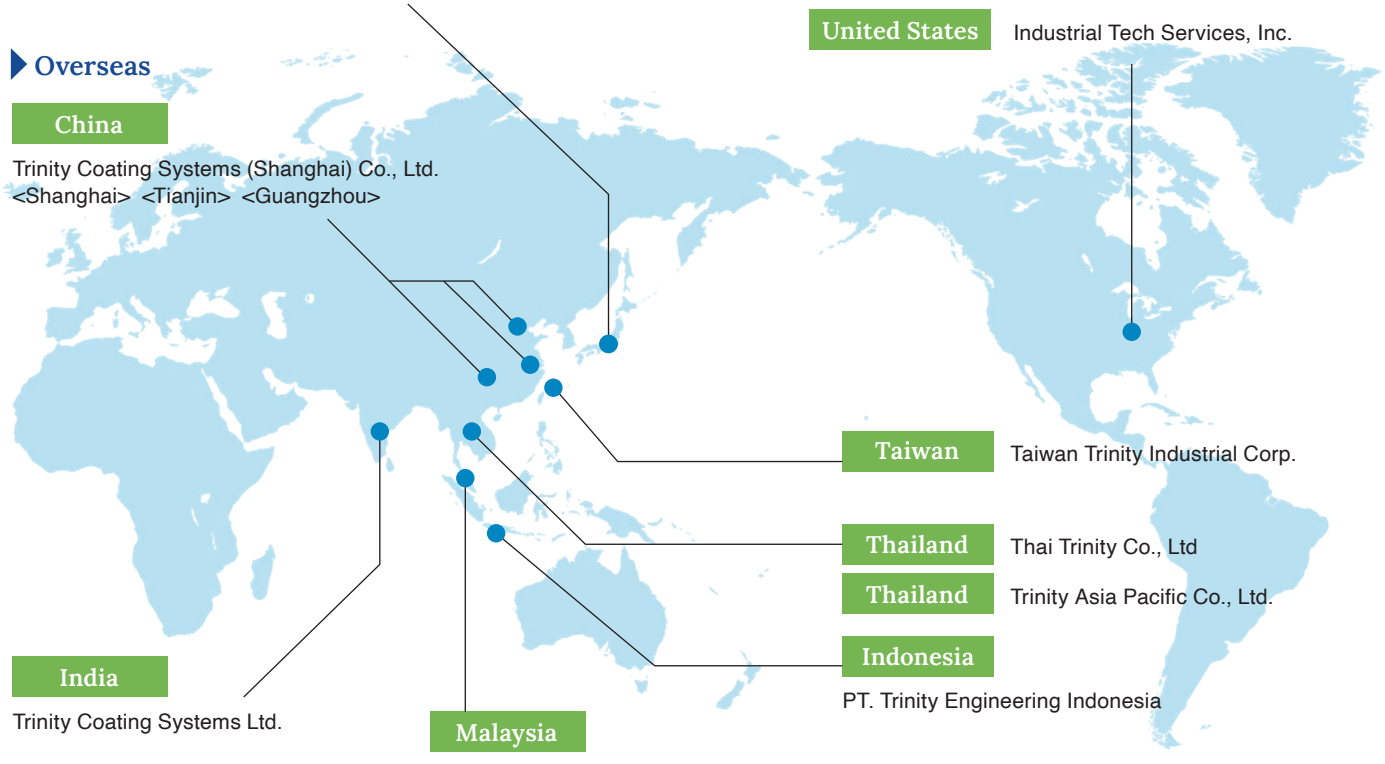
Major affiliates

Domestic

Japan

Tostec Corporation　Mesac Corporation
Architect Engineering Institute Co., Ltd.　Mosnic Corporation

Overseas



Business Overview

Trinity Industrial is active in two business fields: the equipment business and the parts business

Paint and Application Systems Department

We offer integrated services from planning to design, manufacture and installation, and after-sales services of painting equipment for a variety of fields, including automobiles, steel parts, aluminum parts, resin parts, construction machinery, and household appliances.

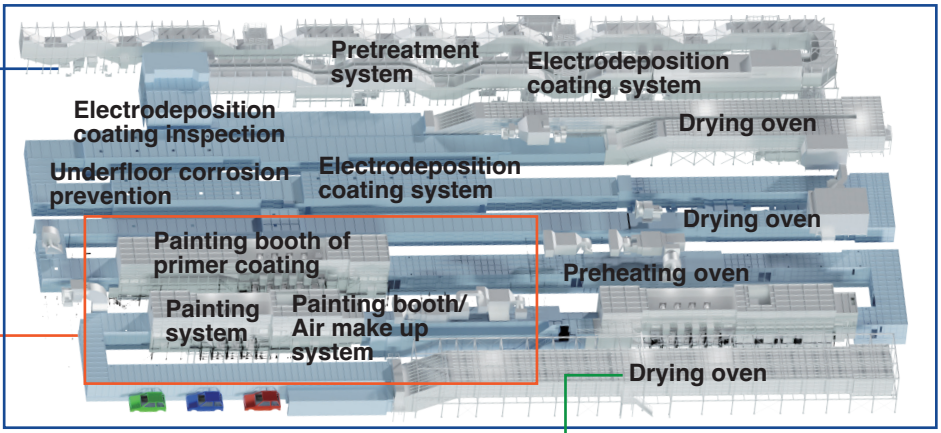
Interview with customer Planning → Development and Design → Manufacture and Installation → After-sales Services (Safety and Maintenance)

◎ Trinity Industrial' s main environmentally friendly painting equipment

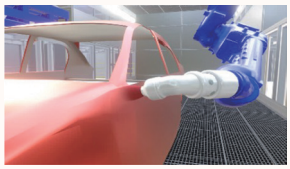
(automobile painting process models)

Thermal energy management

We maximize CO_2 reduction by visualizing load fluctuations across the entire plant, including equipment and heat-source systems, and efficiently operating high-COP heat pumps and waste-heat recovery systems.
Refer to “Environmental Solutions” on page 17 for details.

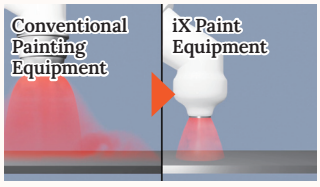


Painting



Super-high coating air-less painting equipment (iX Paint Equipment)

Our high-efficiency painting equipment maximizes the power of static electricity to reduce paint mist splashback and overspray. By decreasing booth cleaning frequency and lowering paint usage, it contributes to reducing CO_2 emissions.



Trinity Painting Robot System

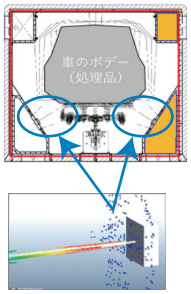
Our proprietary software supports a wide range of requirements (processes/painting equipment), enabling centralized control of various robots and painting systems.

Drying

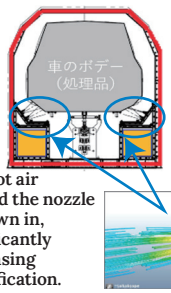
ECO Oven

This compact drying furnace features a blower nozzle that efficiently directs hot air, enabling energy-saving drying.

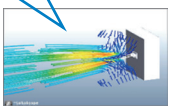
Conventional Booth



ECO Oven



The hot air around the nozzle is drawn in, significantly increasing amplification.



Trinity IoT Monitoring System

Our monitoring system collects and visualizes various data from each piece of equipment in the customer's painting facility. By analyzing this data, converting it into values, and providing feedback on the results, we help reduce the customer's CO_2 emissions and support preventive maintenance efforts.

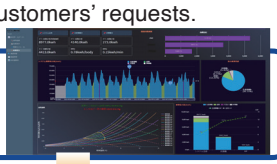
Integration Images of Trinity IoT Monitoring System

Cloud platform

After processing the collected data, we provide it according to the customers' requests.

Monitoring server

Trinity IoT System
The collected data can be processed, edited, and analyzed.



Monitoring data from each piece of equipment is collected and centrally managed through the Trinity IoT System.

Optimized control of equipment using AI

Equipment

Painting conditions, energy, sensor information, etc.

Pretreatment system | Electrodeposition coating system | Drying oven | Painting booth

Automotive Parts Department

We address the molding and painting of interior and exterior parts with the environmentally friendly Tri-D³eco as our central axis. We offer integrated service from molding and decorating to assembly.

Our integrated production system, spanning from planning to delivery, brings customers' ideals.

Product planning	Advanced development	Structural planning and design	Preparation for production	Production/ shipping
Proposal on new technology	Proposal on new design	Preparation of plan model	Consideration of safety and quality	Provision of conforming items

Feedback and proposals for new products

Painting

Trinity provides value-added solutions for all types of painting, focusing on piano black and high-gloss silver coatings for automotive interior parts, as well as exterior color coatings for large automotive exterior components.

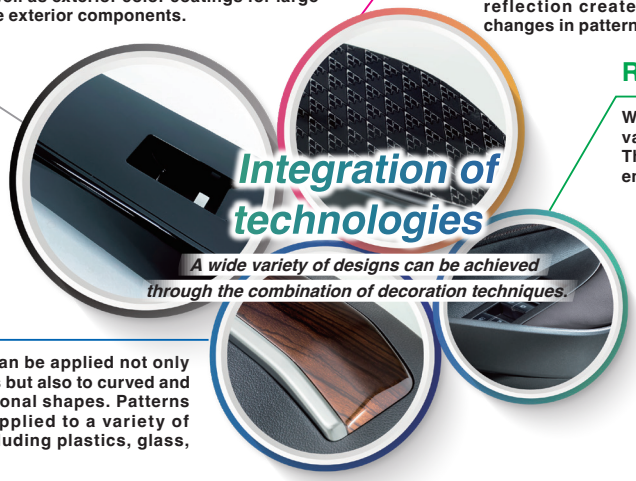
Tri-D³eco

3-Dimension Direct Decoration

The technique utilizes lasers to create intricate patterns. Variations in luster and reflection create brilliance and dynamic changes in patterns.

Resin molding

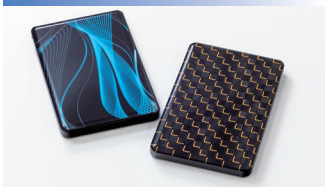
We perform molding with a variety of resin materials. This is a key technology for enhancing coating quality.



Hydraulic transfer

Decorations can be applied not only to flat surfaces but also to curved and three-dimensional shapes. Patterns can also be applied to a variety of materials, including plastics, glass, and metal.

Painting



Expressions achieved through layering colors.

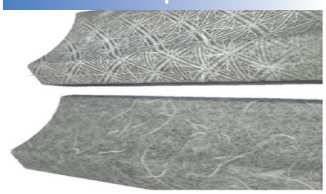
+1 expressions

Decorative frames, logos, serial numbers, and other "+1" adornments.

Wood grain expressions

Express the texture of real wood using hydraulic transfer.

Translucent expressions

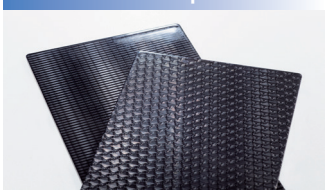


Combine with light sources to create translucent expressions for text, marks, patterns, etc.

Haptic expressions

Reproduce the feel of various materials through combinations with diverse paint finishes.

3-dimensional expressions



New design expressions, including three-dimensional effects and visual changes through light reflection.

Main products

Interior components (painting, hydraulic transfer, laser etching)

Steering wheel

Center console box

Console panel

Switch base panel

Exterior components (painting)

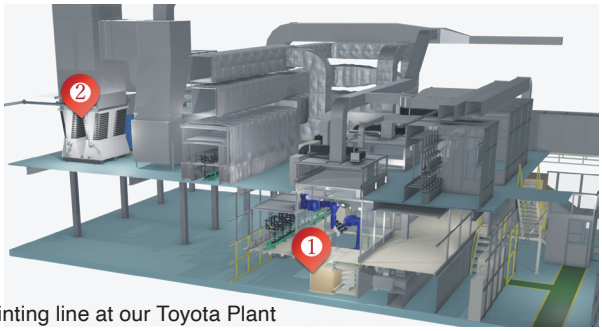
Locker mold

Front grille

Trinity's Strengths

Environmentally-friendly painting line

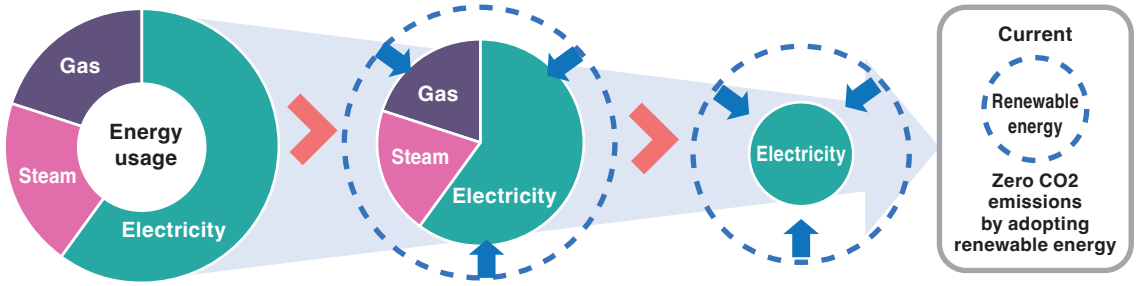
In 2021, we launched an environmentally friendly painting line at our Toyota Plant. The environmental and digital technologies we develop are introduced into our own mass-production lines to verify their effectiveness. By continuously refining and improving these technologies, we provide proven solutions that address our customers' challenges.



Overview of the all-electric painting line at our Toyota Plant

Introduction to our mass-production lines → **Verification of effectiveness** → **Continuous improvements and refinements** → **Proposal to the customer**

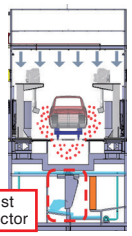
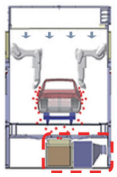
Road map to zero CO_2 emissions



① Waterless operation with dry filters

Painting mist (dust) is collected using dry cardboard filters. The compact booth design helps reduce both air-conditioning energy consumption and water use.

Cardboard filter

Conventional booth	Dry booth
Wet dust collection using water to collect paint mist	Dry dust collection using high-efficiency filters
	
Dust collector	High-efficiency filter

② Plant-wide thermal energy management

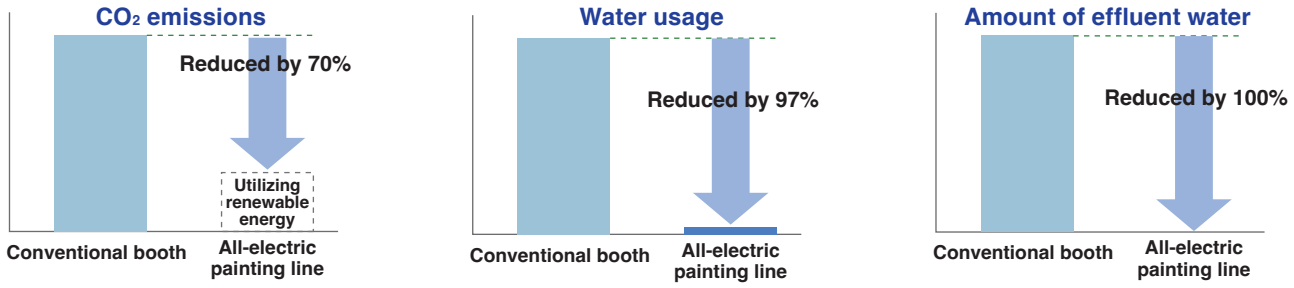
Our proprietary simulation software visualizes energy use across the plant, enabling efficient utilization and reducing environmental impact.

[Features of Simulation Software]

- Visualizes fluctuations in thermal energy load inside the plant
- Automatically predicts thermal loads for heat pumps and other systems

For details, please see "Environmental Solutions" on page 17.

Environmentally-friendly painting line Actual value



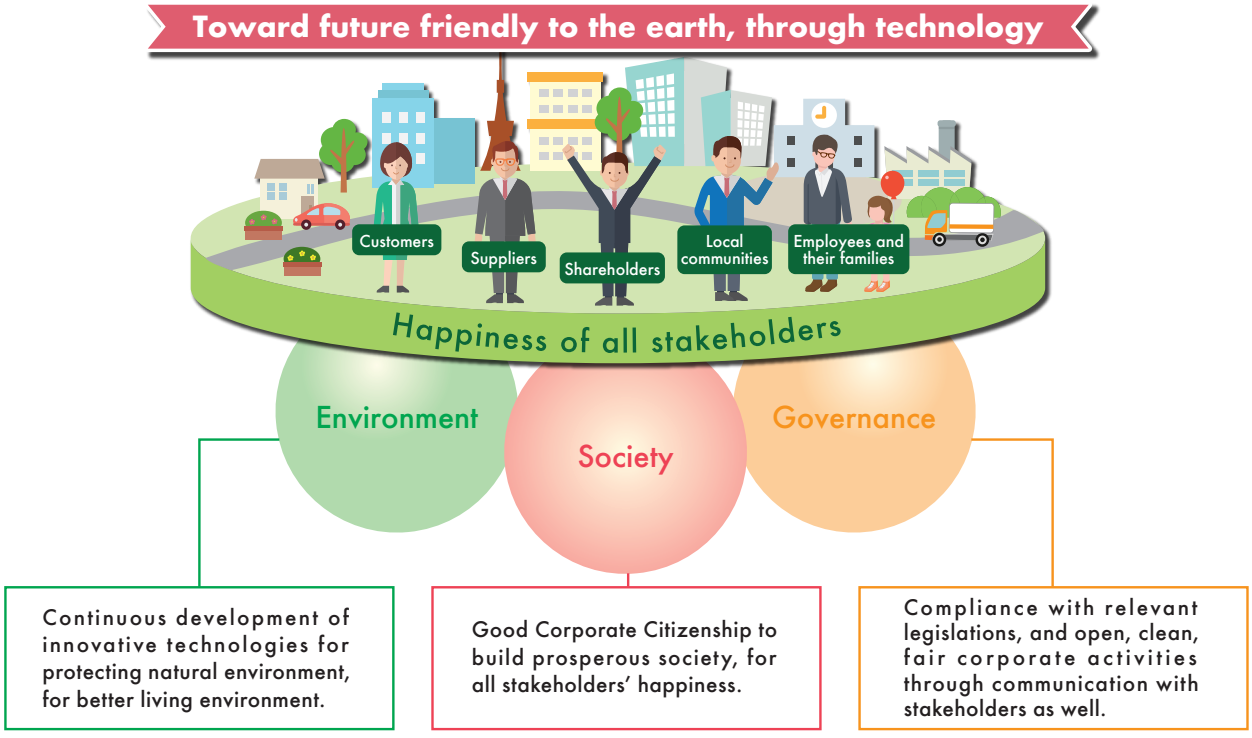
Message from the Executive in Charge of the Sustainability Promotion Group

At Trinity Industrial Corporation, we prioritize Environmental, Social, and Governance (ESG) principles in our management approach. Our goal is to foster a sustainable society while enhancing corporate value. As part of our response to climate change, we have established three key pillars: achieving Carbon Neutrality (CN), promoting a Circular Economy (CE), and ensuring Nature Positive (NP) practices. Our initiatives include decarbonization, resource circulation, coexisting with nature, and fostering harmonious relationships with local communities. We are also committed to raising awareness company-wide and encouraging collaboration across departments, inviting every employee to see these initiatives as personally meaningful and integral to their work. By reducing our environmental impact and building trust with diverse stakeholders, we aim to achieve sustainable growth while making a positive contribution to society.

Toshio Narita
Managing Director

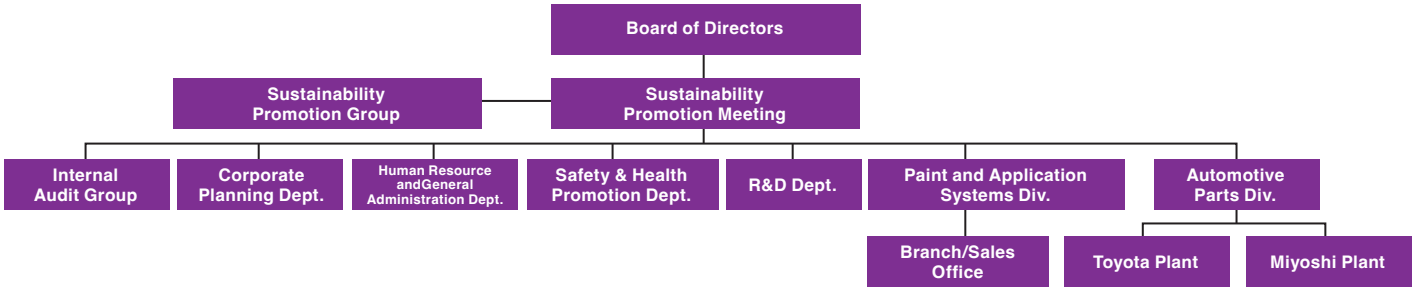
Sustainability Policy

"Trust and Creativity," this is our corporate motto from establishment. Moreover, we have prioritized Safety, Quality, as well as Customer-First mindset, for a long time. Always these in mind, Trinity Industrial Corporation wants to be a company, necessary for society. We are a comprehensive engineering company specializing in Heat, Water, and Air systems. With this technological competitive edge, we contribute to creating the future, kind to the Earth.
Also, we motivate our associates to fully sympathize with SDGs' principles, to take actions voluntarily to those goals. Including these examples, Trinity Industrial Corporation will continuously make the best efforts to maximize Happiness, to realize Sustainable Development, for all stakeholders.



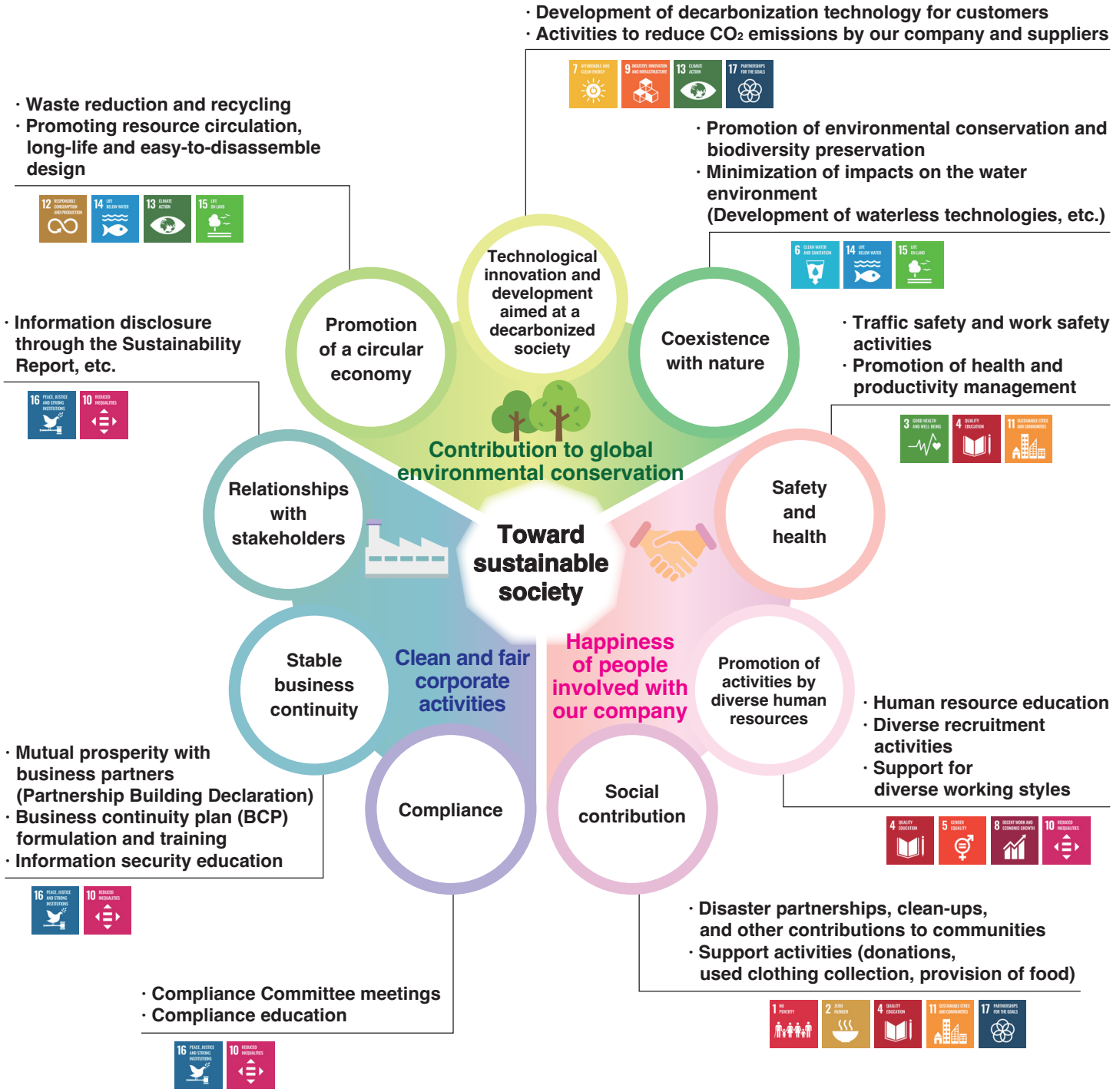
Framework for Promoting Sustainability

We are advancing sustainability initiatives company-wide, led by the Sustainability Promotion Group in collaboration with relevant departments. The Sustainability Promotion Meeting, held once a month and attended by the president, executives, and department heads, serves as a forum for discussions and deliberations.



◆ Challenges to address

Trinity Industrial Corporation organizes initiatives for achieving a sustainable society under three priority fields: (1) Contribution to global environmental conservation, (2) Happiness of people involved with our company, and (3) Clean and fair corporate activities.



◆ Identifying risks and opportunities related to climate change

1. Strategies

Trinity Industrial Corp. conducts scenario analysis to assess the risks, opportunities, and potential impacts of climate change on our business, based on projected patterns of future temperature increases. This analysis also enables us to consider additional measures for strengthening our response. In conducting scenario analysis, we identify transitional risks under scenarios in which global temperature rise is limited to below 2°C scenario, as well as physical risks associated with a 4°C scenario. We reference information from reputable sources such as the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) to guide our actions. These risks, while posing potential challenges, also represent opportunities for us to contribute to society through our environmental technologies. We will continue to respond swiftly and appropriately to customer needs as we work to leverage these opportunities.

Category		Factors / Impacts	Countermeasures / Responses	Impact
Transitional risks (Below 2°C scenario)	Policy and legal regulations	· Rising energy costs due to stricter regulations. · Increased investment requirements from the implementation of energy-saving equipment.	· Continuous promotion of daily energy-saving activities · Reduction of energy consumption through the introduction of innovative technologies · Adoption of renewable energy systems, such as solar power generation · Development of management strategies that incorporate the capital investments necessary for energy-saving and renewable-energy initiatives	Medium
	Reputation and market	· Diminished social reputation if decarbonization efforts are delayed or if information is not disclosed appropriately.	· Establishment of medium- to long-term CO_2 reduction targets and regular monitoring of progress to ensure consistent emissions reduction. · Ensuring proper disclosures through sustainability reports, securities filings, and other relevant publications.	Medium
Physical risks (4°C scenario)	Acute	· Damage to people and property caused by extreme weather events, such as wind and flooding, and disruptions in supply chains.	· Regular review and enhancement of the Business Continuity Plan (BCP). · Strengthened ability to quickly assess damage to suppliers and affiliated companies during disasters and provide necessary support.	Large
	Chronic	· Increased health risks, such as heatstroke, due to extreme weather conditions	· Thorough implementation of hazard-prediction activities and heat-illness prevention measures tailored to weather conditions and work environments	Medium
Opportunity	Product and market	· Increased demand for equipment and technology that contribute to energy conservation.	▶ Proactive technical proposals to support customers in achieving carbon neutrality. · Introduction and expansion of innovative technologies, such as ultra-high transfer efficiency airless painting and dry booths. · Development of industry-leading innovative technologies	Large

2. Indicators and Targets

Production Department Scope 1+2: committed to reducing CO_2 emissions with a target of a 29% reduction by 2025, compared to 2013 levels. For further details, please see the “Trinity’ s CO_2 Emission Reduction Targets” on page 14.

Company plants: CO_2 Emissions - Actual Results and Targets (through 2025)

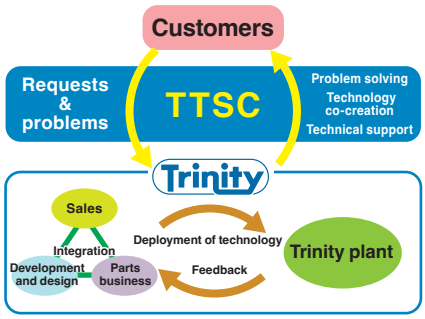
Results				Target
2013 (Standard)	2022	2023	2024	2025
13,498 (t-CO_2)	9,517 (t-CO_2)	11,052 (t-CO_2)	9,818 (t-CO_2)	9,528 (t-CO_2)
	A 29% reduction compared with 2013 A 7% reduction compared with the previous year	A 18% reduction compared with 2013 A 16% increase compared with the previous year	A 27% reduction compared with 2013 A 11% reduction compared with the previous year	A 29% reduction compared with 2013

Message from the Executive in Charge of the R&D Department

Trinity Industrial Corporation has established the Trinity Technical Solution Center (TTSC) to further advance environmental technologies and address customer challenges. Three Pillars: (1) Further evolve our established painting technologies to promote the development of environmental technologies that support a carbon-neutral society. (2) Co-create solutions that address customer challenges while generating new ideas and value. (3) Contribute to a sustainable society through technology by fostering technical exchanges, promoting our expertise, and nurturing resilient talent. To achieve these goals, we place great importance on building co-creation relationships both within the company and with external organizations. By combining the expertise and technology of all departments and stakeholders, we aim to work together towards a brighter future. We appreciate your continued support and collaboration.

Shinji Takabayashi
Senior Managing Director

◆ Trinity Technical Solution Center (TTSC)



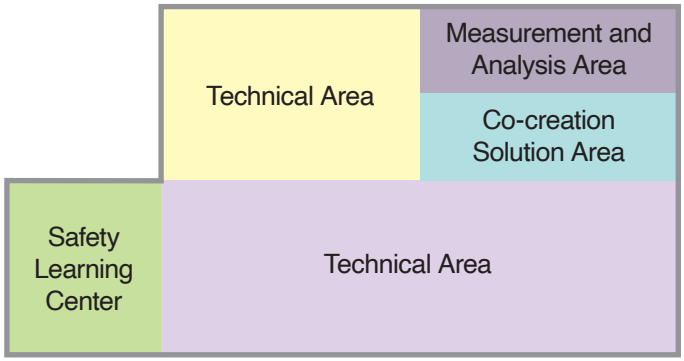
Technical

- **Development and dissemination of technology**
  - **Development of cutting-edge technology, quality assurance**

Solution

- **Solving customer challenges**
  - **Bi-directional communication**
  - **Co-creating value with new ideas**

We plan to introduce painting equipment that incorporates environmental technologies for quality verification and technical support, leveraging both digital technology and actual machinery. This initiative also aims to support future developments in electrification and hydrogen technologies. The equipment will feature operational monitoring, energy management, and an AI-powered optimal air-conditioning control system, enabling improved energy efficiency. At TTSC, we aim to serve as a hub for solving customer challenges, providing added value, and fostering co-creation. As we pursue this goal, we will focus on developing and proposing new equipment and technologies, offering technical support to address customer needs, and providing comprehensive after-sales follow-up.



3F Co-creation Solution Area (Technology Showroom)

● On-site solar power generation installation

We have installed solar power generation equipment at TTSC, which will supply approx. 112,000 kWh annually to meet electricity demand in the Head Office area. This initiative, combined with the planned installation of highly efficient, energy-saving painting equipment within the facility, significantly reduces overall CO_2 emissions.

Real-time visualization of solar power generation status in the lobby

Installation of solar panels

● Safety: Trinity “Safety Learning Center”

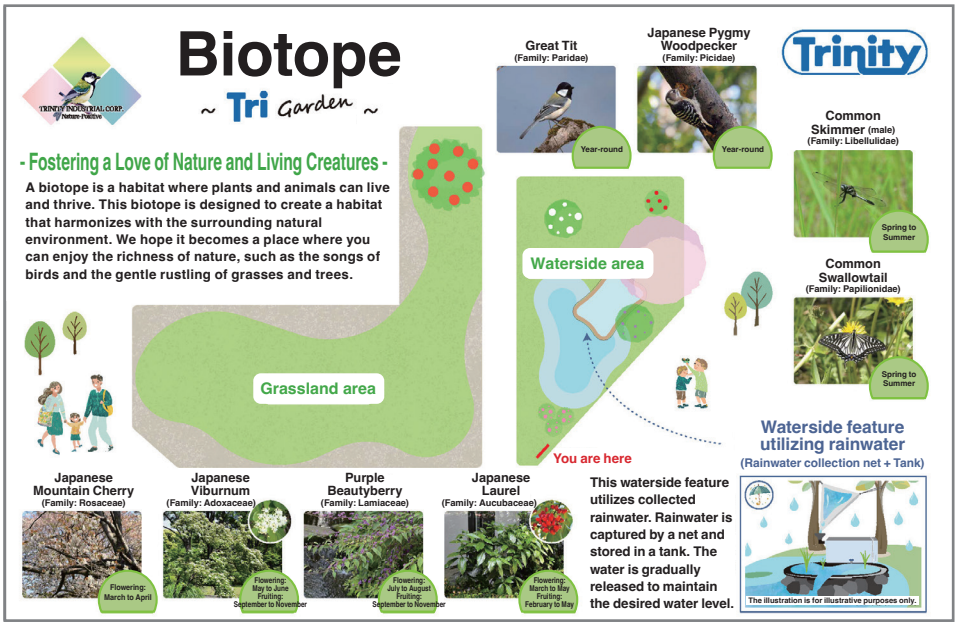
A new Safety Learning Center has been established at TTSC, providing a hands-on environment where employees and suppliers can learn safe work practices and risk management. For more details, see Trinity “Safety Learning Center” on page 33.

Visitors can view safety information and past disaster case studies at the entrance to the Safety Learning Center.

Community Contribution and Coexistence with Nature

We have improved the area in front of the TTSC by installing a sidewalk over 1 meter wide, ensuring local residents can pass safely.

Development of the road in front of the TTSC Building into a pedestrian walkway



In front of the main entrance, we have established a biotope called “Biotope ~ Tri Garden~.” We aim to create a habitat for local wildlife that harmonizes with the surrounding environment. This space also offers employees, community members, and other visitors an opportunity to enjoy and connect with nature. Going forward, we will continue biodiversity conservation activities, including maintaining the area and conducting monitoring surveys of the local wildlife.

Grassland area

Waterside area

◆ Environmental Policy of Trinity Industrial

Environmental Policy

1. We exert effort to preserve the environment through complying with the environmental laws and regulations stipulated by national and regional governments as well as by establishing and achieving our own environmental standards.
2. We work continuously on modifying our production processes to reduce waste and energy consumption by further improving our technology through efforts to develop environmentally conscious product technology.
3. We forecast and evaluate the effect of our production activities on the environment, with each staff member being aware of and responsible for voluntary control aimed at environmental preservation in our production processes.
4. We aim for a better global environment, actively working to contribute to society and the earth, not only as a company but also as good citizens, through the collective efforts of the entire company.

Workplace-specific environment policies

Environmental Policy

Environmental Policy of Headquarters and Paint and Application Systems Division

The Headquarters and Paint and Application Systems Division makes preservation and maintenance of the global environment a first priority through the designing of our painting systems and development of technology.

1. We observe all local laws, ordinances, and agreements.
2. We assess the environmental impact of our equipment and systems when designing.
3. We strive to reduce wastes in resources and reduce energy in all steps from design, procurement processing, commissioning, to delivery to customer.
4. We conduct internal environment audits, and hold periodic reviews to ensure our management functions are working effectively.
5. Environment preservation training is held continuously for our Business Departments.
6. 4S is implemented in the office to promote energy conservation and resource recycling.

Automotive Parts Division Environmental Policy

Toyota Plant

In manufacturing automobile parts and operating coating facilities in this location, we actively work to continuously improve the environment through preventing environmental pollution with the awareness and responsibility of each staff member and in collaboration with our supplier.

1. Compliance with laws, regulations, and agreements of the national, Aichi Prefectural, and Toyota municipal governments.
2. Exert efforts to preserve a favorable environment in the area surrounding Toyota Plant.
   (1) Appropriate treatment of waste water to maintain the water quality of the Yahagi River water system, and maintenance of voluntary control standards
   (2) Prevention of noise to contribute to the pleasant life of local residents
   (3) Prevention of air pollution through the maintenance and management of facilities that emit exhaust gas
   (4) Promotion of greenery activities throughout the Toyota Plant site
3. Work on energy and resource conservation in response to resource depletion and global warming.
   (1) Reduction of energy consumption by improving production facilities and conducting electricity saving activities
   (2) Reduction of emissions from production processes and of waste through promotion of recycling
   (3) Lowering of environmental load in collaboration with supplier
   (4) Incorporation of concerns of environmental responsibility at the product and facility design stage
4. Evaluate the environmental impact of the material used and avoid the use of hazardous substances.

Miyoshi Plant

In manufacturing automobile parts in this location, we actively work to continuously improve the environment through preventing environmental pollution with the awareness and responsibility of each staff member and in collaboration with our supplier.

1. Compliance with laws and regulations of the national, Aichi Prefectural, and Miyoshi municipal governments.
2. Exert efforts to preserve a favorable environment in the area surrounding Miyoshi Plant.
   (1) Prevention of stench contribute to the pleasant life of local residents
   (2) Prevention of air pollution through the maintenance and management of facilities that emit exhaust gas
   (3) Promotion of greenery and cleaning activities throughout the Miyoshi Plant site
3. Work on energy and resource conservation in response to resource depletion and global warming.
   (1) Reduction of energy consumption by improving production facilities and conducting electricity saving activities
   (2) Reduction of emissions from production processes and of waste through promotion of recycling
4. Evaluate the environmental impact of the material used and avoid the use of hazardous substances.

<Scope of Environment Management System>

- Name and address
  TRINITY INDUSTRIAL CORP. Toyota Plant
  (12-1 Shirawase, Katsurano-cho, Toyota, Aichi 444-2214, Japan)
  TRINITY INDUSTRIAL CORP. Miyoshi Plant
  (5-1-11 Neuramachi, Miyoshi, Aichi 470-0217, Japan)
- Business operations
  Automotive Parts Department: Primarily the manufacture of automotive interior and exterior plastic parts
  Instrument Manufacturing Department: Primarily the manufacture of painting systems and equipment, as well as industrial machinery and equipment.

Environmental management based on ISO 14001

Scope: Manufacture of automotive parts and machinery/equipment

Production activities at our Toyota Plant and Miyoshi Plant are centered on automotive parts. We believe that we bear a responsibility as a company to minimize the environmental impacts from our product manufacturing and service provision. In order to sustainably carry out environmental impact reduction activities, in 2000 the Toyota Plant acquired certification under ISO 14001, the international standard for environmental management, followed by the Miyoshi Plant in 2008. A renewal audit in August 2024 confirmed that our environmental management system is functioning effectively.
All issues identified in the previous audit were confirmed as resolved.
The result of the latest audit was “No Action Required.”
Through ISO 14001 activities, we will further effect improvements and advance environmental conservation.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Total Quality. Assured.

CERTIFICATE
OF REGISTRATION

認証登録証明書

トリニティ工業株式会社

豊田工場：愛知県豊田市柿野町白平場 12 番 1 号
事業所名及びその所在地は添付付属書参照
貴組織のマネジメントシステムが以下の規格に適合していることを確認しました。

ISO 14001:2015

Certified by Intertek since 7/6/2023.
本マネジメントシステムは下記の認証登録範囲に適用されます。

自動車内外装部品の開発・設計・製造及び機械装置の製造

認証登録番号: 15500
初回登録日: 2000 年 10 月 31 日
認証決定日: 2024 年 9 月 4 日
認証発行日: 2024 年 9 月 4 日
有効期限: 2027 年 10 月 30 日

Colin Moldovean
President, Business Assurance

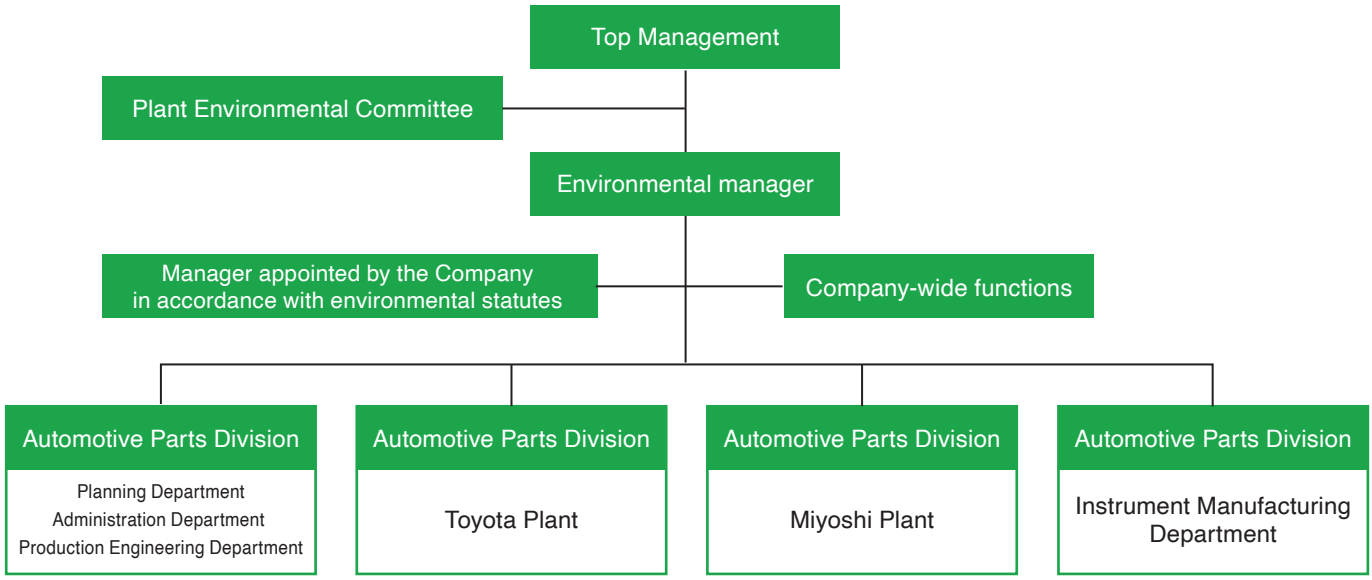
Intertek Certification Limited, 10A Victory Park, Victory Road, Derby DE24 8ZF, United Kingdom

Intertek Certification Limited is a UKAS accredited body under schedule of accreditation no. 014.

Page 1 of 2

ISO 14001 certification audit

Organizational structure



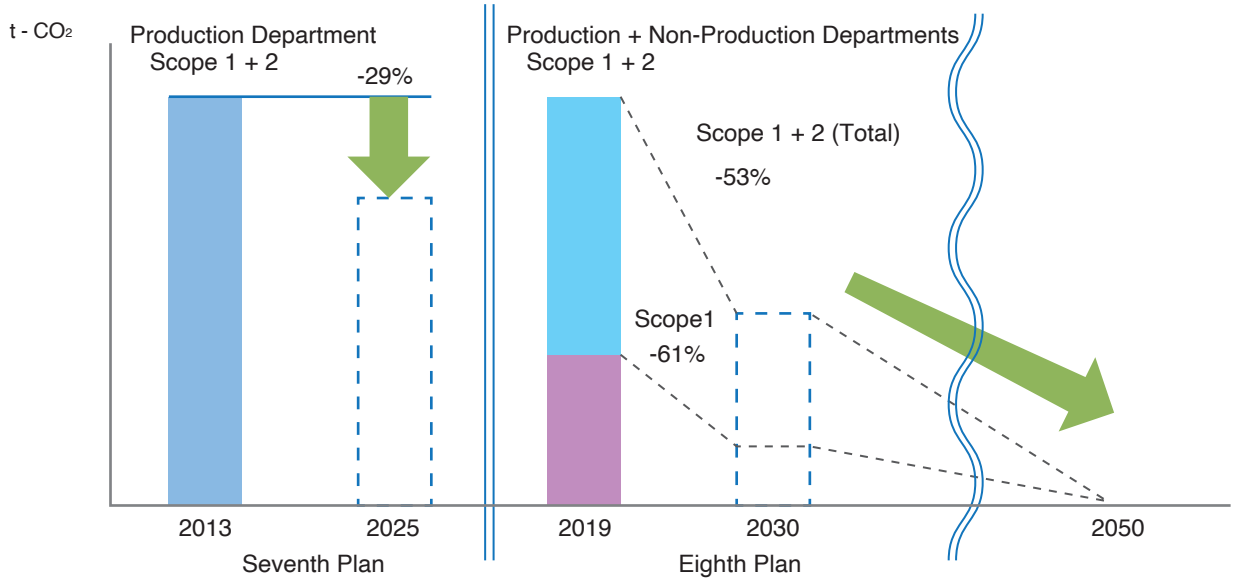
Carbon Neutrality

Roadmap for reducing CO_2 emissions toward a decarbonized society

As an automotive-related company, Trinity Industrial Corp. is dedicated to reducing CO_2 emissions from our own operations, including automotive parts production. In addition, by designing and manufacturing efficient automotive painting equipment, we help our customers reduce CO_2 emissions in their painting processes. Through these efforts, we aim to contribute to CO_2 reduction across the entire automotive industry.

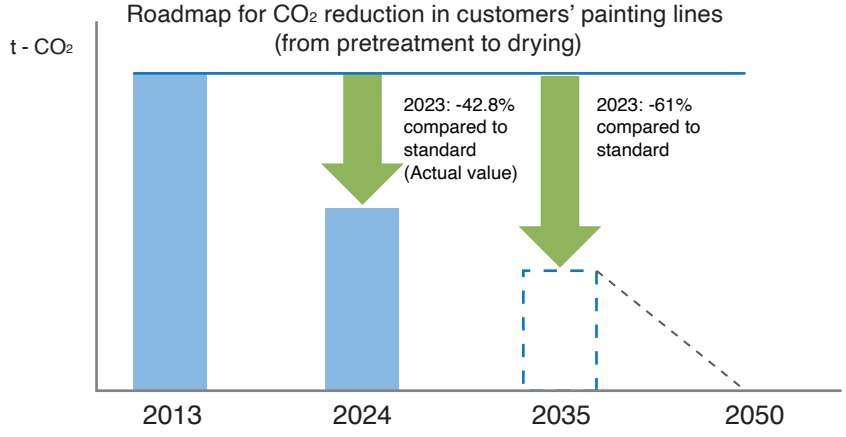
Trinity Industrial Corp.'s CO_2 emission reduction targets

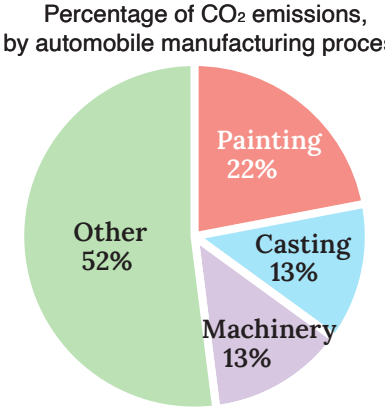
From 2021 to 2025, we focused on reducing CO_2 emissions, aiming to achieve a 29% reduction in Scope 1 and 2 emissions from the Production Department by 2025 compared to 2013 levels. Starting in fiscal 2026, we will continue our CO_2 reduction initiatives with the following targets: For both Production and Non-production Departments, a 53% reduction in Scope 1 and 2 emissions by fiscal 2030 compared to fiscal 2019. For Scope 1 emissions: a 61% reduction by fiscal 2030, also compared to fiscal 2019.
Beyond 2030, recognizing the severity of climate change risks, we will accelerate initiatives and aim for net-zero CO_2 emissions in the long term.



Contributing to customers' CO_2 reduction goals

Painting processes account for a significant portion of CO_2 emissions in automotive manufacturing.Through our advanced, environmentally friendly technologies, we aim to reduce CO_2 emissions from customers' painting lines by 61% compared to 2013 levels by 2035. In the long term, we aim to achieve net-zero CO_2 emissions through energy conversion and other innovative technologies.





Carbon Neutrality

Sources of our added value and CO_2 emissions

We track CO_2 emissions from our own operations (Scopes 1 and 2) and across our entire supply chain (Scope 3). This approach allows us to visualize the sources of added value within each business department from a CO_2 perspective, helping us further enhance that value. For our equipment and machinery, we demonstrate how our products contribute to CO_2 reductions under our customers' Scope 3 Category 11.

[Calculation Assumptions]

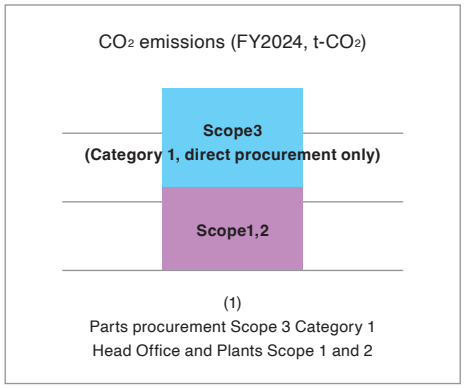
	Business Segment	Source of Value Added	Boundary	CO2 Data Type
(1)	Parts Manufacturing and Delivery	Reduction of CO_2 emissions from own production activities	Own plants + Head Office, branches, sales offices (Scope1+2)	Primary data (actual energy consumption measurements)
			Parts Suppliers (Scope 3 Category 1, direct procurement only*1)	Secondary data (Purchase amount per item × emission factor*3)
(2)	Installation of Equipment/Machinery	Contribution to reducing CO_2 emissions from customer operations*2	Customer plant	Primary data equivalent (estimated energy savings per item)

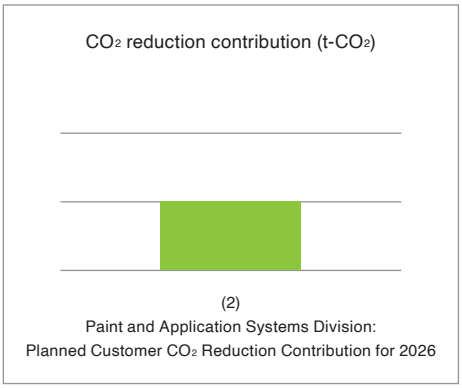
1* Direct procurement includes raw materials, intermediate and finished goods (including purchased products), packaging materials, etc. Equivalent to 80 to 90% of purchases by the Automotive Parts Division.

2* Represents the difference in future CO_2 emissions between equipment delivered by Trinity Industrial to customers in the relevant fiscal and general equipment during use.

3* Emission factors use the "Emission Factor Database for Calculating Greenhouse Gas Emissions, etc. by Organizations through the Supply Chain."

Contribution to reducing CO_2 emissions from our production activities and from our equipment used in customer operations





Going forward, we will implement initiatives to (1) reduce CO_2 emissions from our own production activities and (2) increase the CO_2 reduction contributions of our equipment at customer sites, helping to reduce CO_2 emissions across the entire automotive supply chain.

Column

Awarded the "Excellence" Environmental Activity Award

In April 2025, Trinity Industrial Corp. received the 2024 "Excellence" Environmental Activity Award from Toyota Motor Corporation. This recognition highlights our contributions to Toyota's environmentally conscious initiatives, particularly our efforts to promote and advance carbon neutrality. We will continue to pursue initiatives that support the development and implementation of innovative, environmentally friendly technologies in line with our Sustainability Policy.


感謝状

環境推進優良賞

トリニティ工業株式会社 殿

貴社は令和六年度においてカーボンニュートラルの推進における多大な成果をもって当社の地球環境に配慮した活動に大きく貢献頂きました貴社のご尽力に対し深く感謝の意を表します

令和七年二月二十一日

トヨタ自動車株式会社

取締役社長 佐藤恒治

◆ Carbon Neutrality

Paint and Application Systems Division

Message from the Executive in Charge of the Paint and Application Systems Department

In the Paint and Application Systems Department, we are dedicated to building a sustainable manufacturing foundation that balances environmental impact reduction with productivity. The use of thermal energy in manufacturing plants is unavoidable, but we are actively working to optimize its use. Through management that combines expertise with technology, we visualize energy flows and promote efficient utilization.
We are also focusing on implementing hydrogen as a next-generation energy source and introducing recycling technologies that support resource circulation, aiming to develop production processes in harmony with the environment. Moving forward, we will continue to reduce greenhouse gas emissions through on-site improvements and ongoing initiatives that aim for a sustainable future, contributing to a better society.

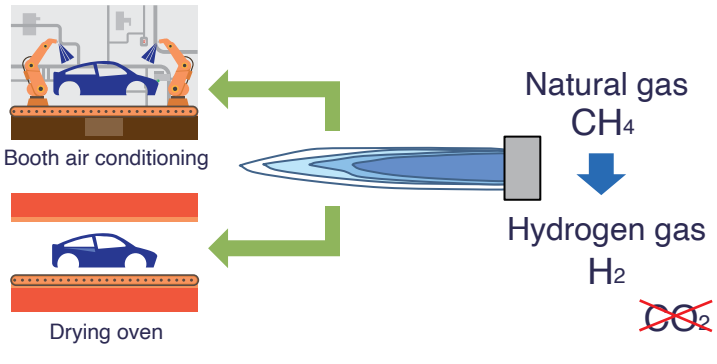
Junichiro Kume
Senior Managing Director

Utilizing hydrogen technology (hydrogen burner)

The fossil fuel (natural gas) used as a heat source for the drying furnace and booth air conditioning is converted into clean hydrogen gas, reducing CO_2 emissions.

- Zero CO_2 emissions: Since hydrogen does not contain carbon, it produces no CO_2.
- Excellent low Nox performance: Our unique combustion technology suppresses the flame temperature, resulting in low Nox.
- High safety: The structure mixes air after spraying the fuel (hydrogen gas). With fuel and air supplied separately, there is no risk of backfire*, ensuring safe fuel combustion.

*Backfire: A phenomenon in which the flame from the burner travels back through the fuel.



[Trinity' s combustion system]
The Trinity system automatically switches between hydrogen/natural gas mixed combustion, hydrogen-only combustion, and natural gas-only combustion, depending on the fuel supply and combustion conditions.

Carbon Neutrality

Paint and Application Systems Division

Environmental Solutions (Environmental Consulting Business)

We provide comprehensive support, including the diagnosis of painting facilities, planning, implementation, and verification of CO_2 reduction effects to assist our customers in achieving carbon neutrality.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
Diagnosis System/energy	Energy saving proposals	Goal setting Action plan	Energy visualization	Measures/ System installation and operation	Data collection/ Analysis	Proposal for further improvements

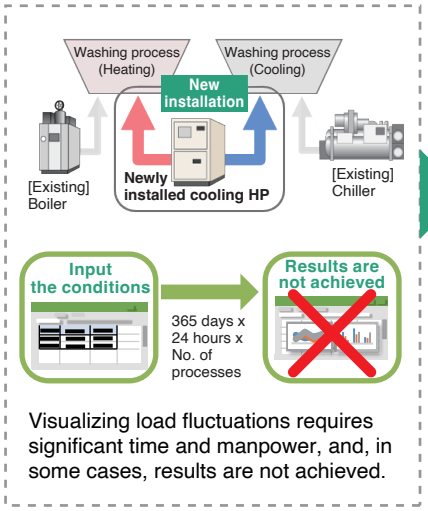
Example of environmental solution proposal (Proposal for energy-saving system design using thermal energy management)

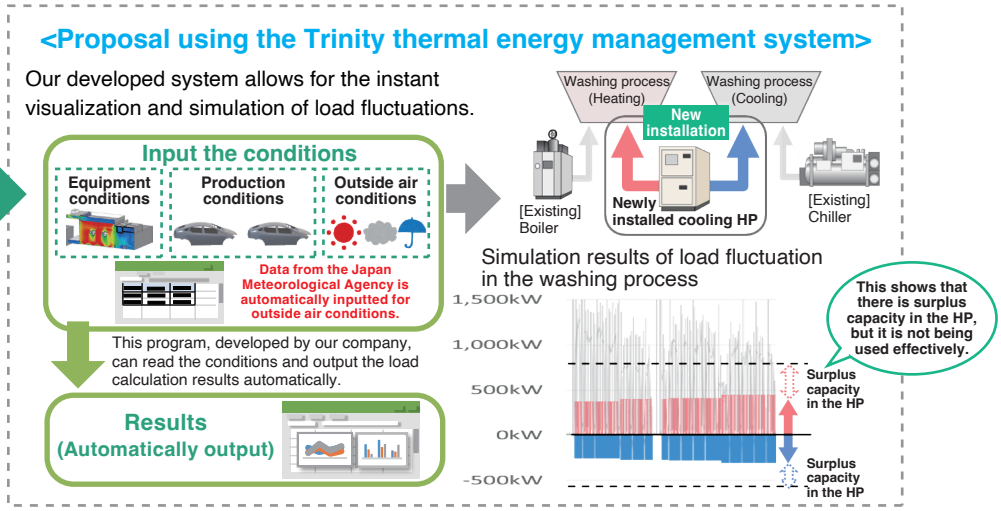
Thermal energy management

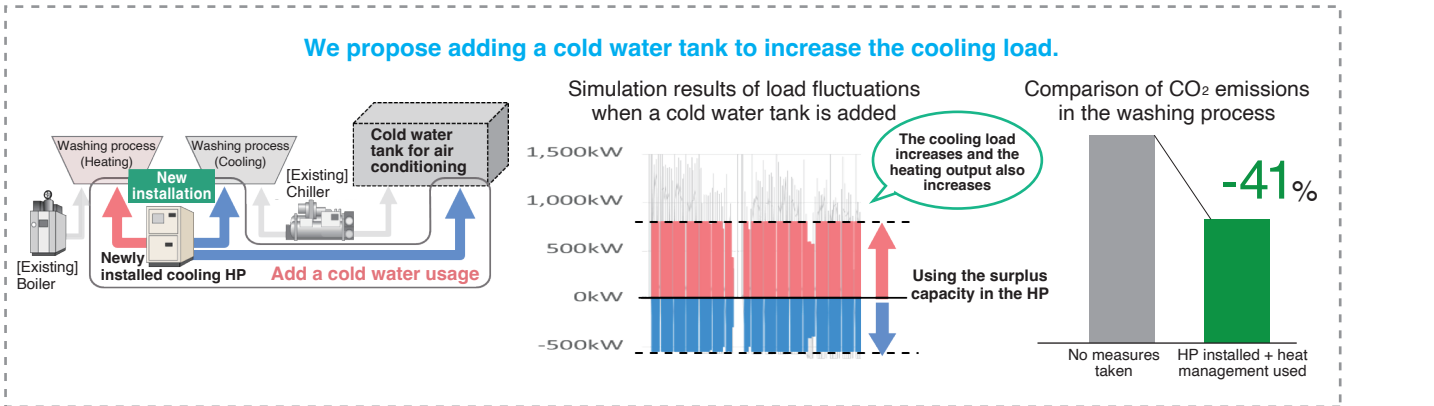
The painting process and other processes require significant heating and cooling, leading to high thermal energy consumption. Our programs, which incorporate the latest digital technologies along with the extensive experience and expertise we have developed over the years, allow us to visualize the load fluctuations of the entire plant, including all equipment. We recommend approaches such as exhaust heat recovery and the use of heat pumps (HP) to enhance energy efficiency.

Example of proposal for washing process

When installing a new water-cooled heat pump in the washing process, it is essential to visualize the load fluctuations to utilize the heat pump effectively.







◆ Carbon Neutrality

Automotive Parts Division

Message from the Executive in Charge of the Automotive Parts Department

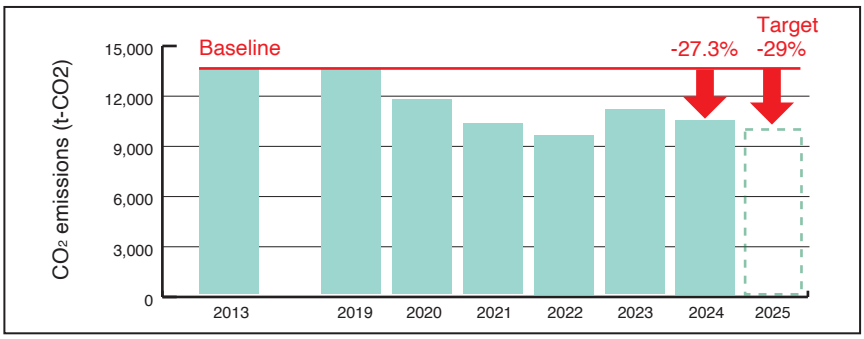
As part of the Automotive Parts Division's environmental initiatives, we are committed to promoting activities that contribute to carbon neutrality, a circular economy, and nature positivity. In our efforts toward carbon neutrality, we are not only implementing CO_2 reduction measures at the equipment level but also enhancing environmental performance through daily plant activities guided by the principles of “ceasing, turning off, repairing, avoiding, picking up and changing” To foster a circular society, we are advancing the use of recycled materials and repurposing waste parts. Moving forward, we will continue to balance reducing environmental impact with improving product quality. We aim to provide products and services that earn the trust of our stakeholders while further enhancing corporate value through these initiatives.

Chihiro Yamada
Director

CO_2 emissions performance at plants (Toyota and Miyoshi)

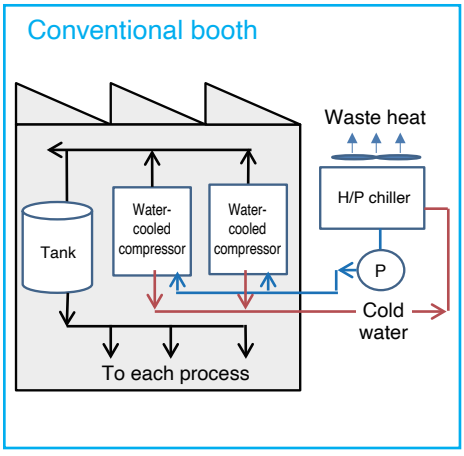
Target: Total emissions reduced by 29% compared to 2013 levels by 2025

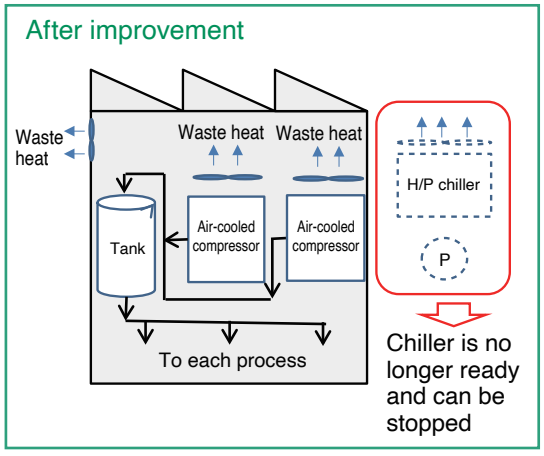
At the Toyota Plant, energy-saving initiatives, including reductions in energy load achieved through improved production efficiency associated with flexible production, resulted in emissions of 9,818 t-CO_2 in 2024, representing an improvement of approx. 11% compared with the previous year.

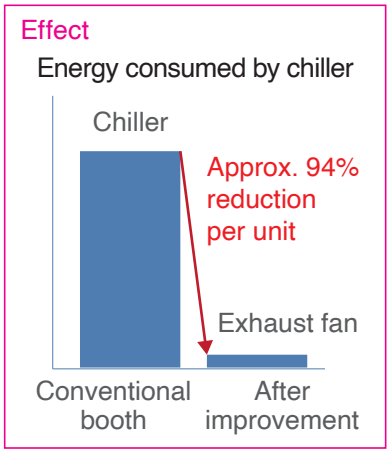


Initiatives to save energy and resources in the supply of dehumidified air for painting purposes

Traditionally, water-cooled compressors were used to supply dehumidified air for painting. However, we have recently updated our system by adding exhaust fans to manage the waste heat from the compressors and promoting air cooling. This update has eliminated the need for cold water to cool the compressors, allowing us to stop using chillers. As a result, we have significantly reduced water usage and achieved energy savings.
We are advancing the switch to energy-saving compressor specifications, while also transitioning to locally produced and consumed compressor/chiller systems that generate only the energy needed, at the required location and time.
We plan to gradually transition to air-cooled compressors and chillers in our plant, with the goal of completing this switch by approximately 2028.





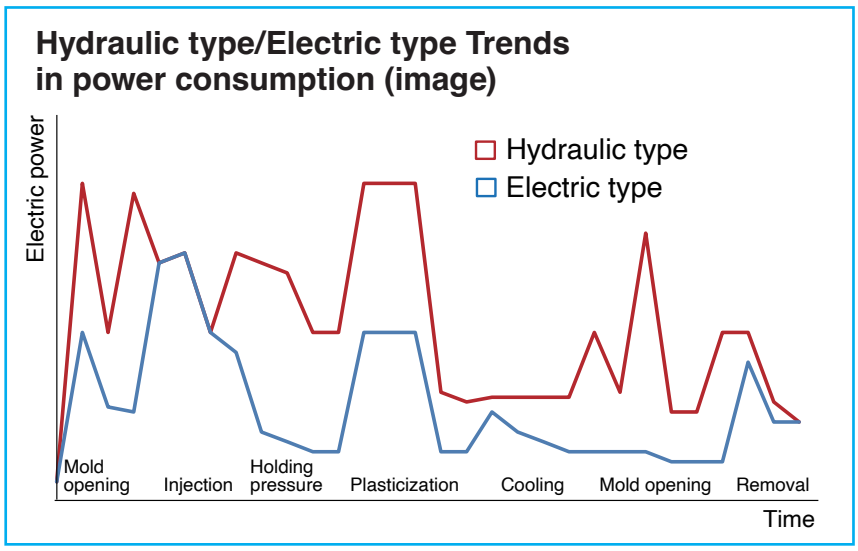


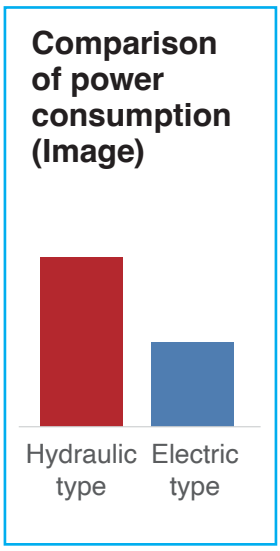
◆ Carbon Neutrality

Paint and Application Systems Division

Initiative to reduce CO_2 through the introduction of energy-saving equipment

We are currently updating our molding machines to save energy in the molding process for automobile interior parts. There are two types of molding machines: hydraulic and servo motor (electric). Our company utilizes both types. Electric molding machines only run the motor when necessary, resulting in lower energy consumption than hydraulic machines. We can significantly reduce our energy usage by replacing the hydraulic units with electric ones.





Our company is gradually transitioning from hydraulic to electric machines, starting with the oldest models. Between 2023 and 2024, we replaced two machines at the Toyota Plant. At the Miyoshi Plant, we plan to replace one machine in 2025 and another after 2026.

◆ Circular Economy

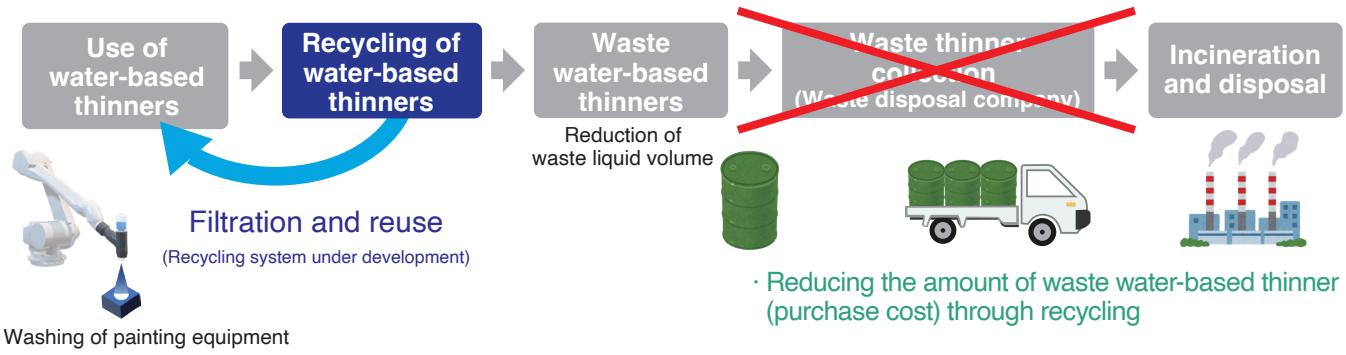
To realize a resource-circulating society, we are committed to reducing emissions from our operations, promoting recycling, and pursuing resource-efficient manufacturing.
We have set mid-term targets for fiscals 2021 to 2025 for emissions from our own plants and company-wide plastic waste, and are actively working toward these reductions.

Paint and Application Systems Division

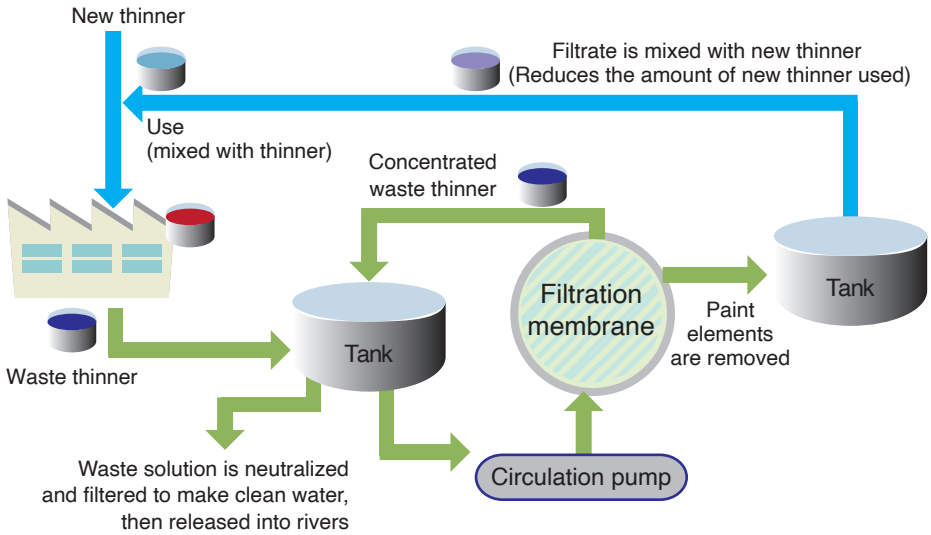
Water-based thinner recycling (patented)

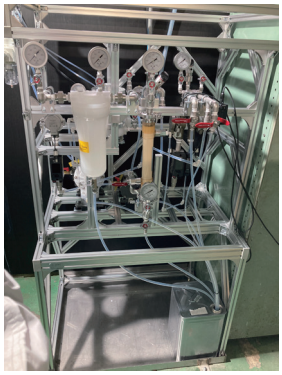
Water-based and solvent-based thinners used in the painting process are processed differently.
Water-based thinners have become the mainstream choice due to environmental considerations. However, when disposed of, they are typically incinerated, which requires significant energy and results in CO_2 emissions. We are developing a system to recycle and reuse waste thinner. Our goal is to minimize the amount of water-based thinner waste, which will lower purchase costs, reduce the environmental impact for both our customers and our painting processes, and enable the recycling of water.

Circular economy for water-based thinners



Mechanism of recycling water-based thinner





Water-based thinner recycling system

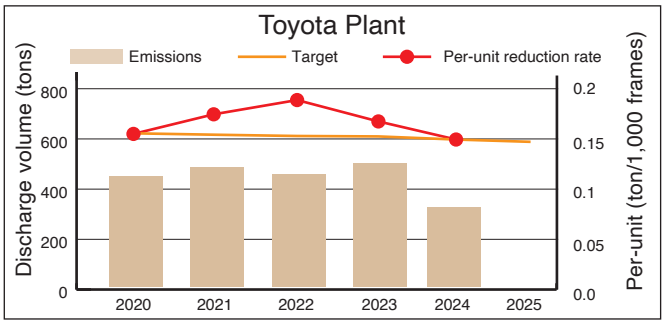
Circular Economy

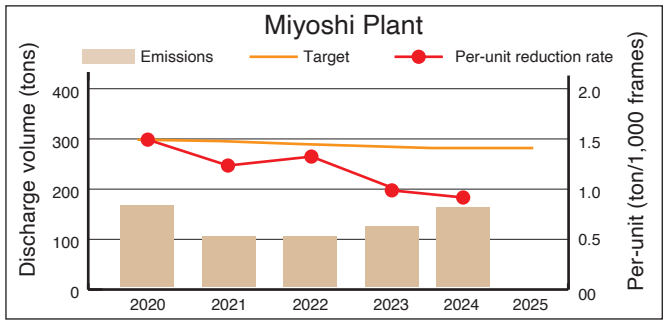
Automotive Parts Division

Discharge volume from plants (Toyota and Miyoshi)

Target: Unit emissions reduced by 5% in FY2025 compared to FY2020

At the Toyota Plant, unit emissions decreased by approx. 12% compared to last year, driven by initiatives such as repelletizing waste parts generated during molding. At the Miyoshi Plant, although total emissions increased due to higher production from the full implementation of two-shift operations, unit emissions improved by approx. 10% compared to last year through efforts to reduce defects.



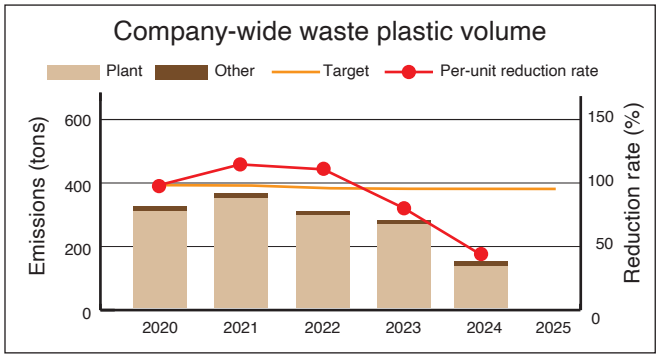


Addressing the Plastic Resource Circulation Act

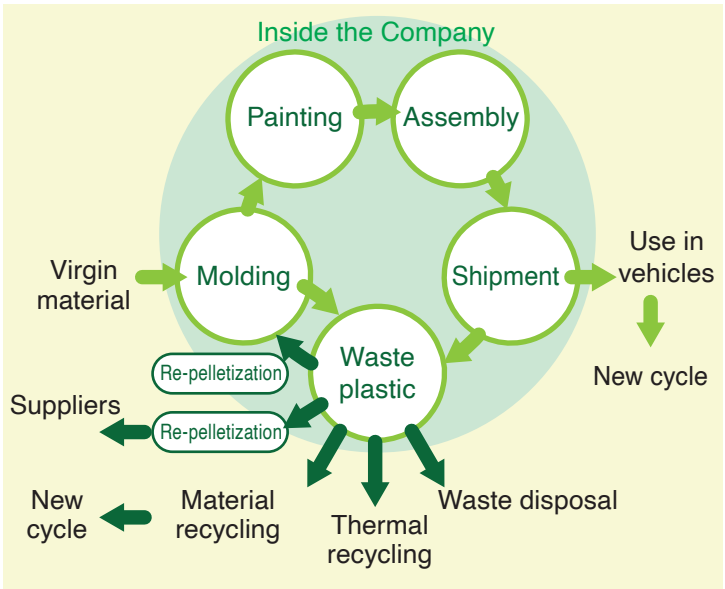
Target: Unit emissions reduced by 5% in FY2025 compared to FY2020

Taking a serious view of the environmental pollution and tremendous damage to ecosystems caused by mass production and mass consumption, we believe in the importance of transitioning to a circular economy. While we manufacture auto parts primarily from resin, we are working toward a circular economy in our production processes.

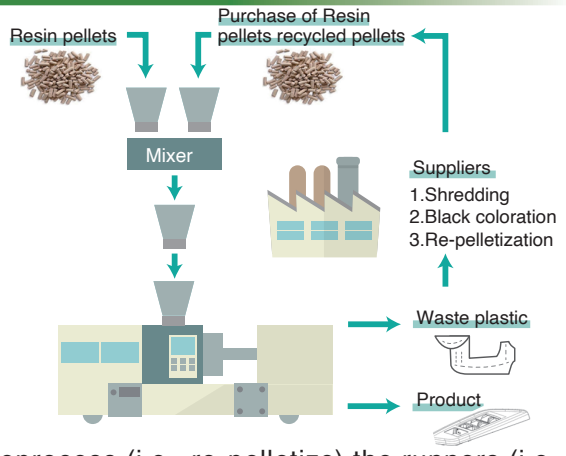
In fiscal 2024, compared to the base year of fiscal 2020, the per-unit value improved by approx. 56%. Defect reduction activities at the plants, the thorough repelletization of molded scrap parts at the Toyota Plant, and the initiation of repelletization for certain painted scrap parts have resulted in significant improvements in both total waste volume and per-unit emissions.



Current initiatives for resin parts production



Re-pelletization (Recycling of waste plastic)



We reprocess (i.e., re-pelletize) the runners (i.e., non-product leftover plastic waste) formed during the molding process for resin product and mix the pellets with raw materials for reuse. We will continue engaging in activities to enhance our recycling rate.

Additionally, we have started incorporating recycled materials into some products, replacing materials previously obtained using 100% virgin materials.

◆ Circular Economy

Corporate Planning Department

Environmentally Friendly Choices - Green Purchasing

Green purchasing is the practice of choosing and purchasing products and services that are environmentally friendly. At Trinity, we prioritize the selection of environmentally friendly products to help achieve a sustainable future. As a company, we are not only focused on minimizing the environmental impact of our business operations, but also committed to reducing the environmental impact on our surroundings. To achieve this, we purchase products made from recycled materials and biodegradable materials.

Common office supplies

We have standardized the office supplies used in the company to environmentally friendly products, starting with those purchased in January 2023. So far, we have transitioned 30 items to environmentally friendly options, with 28 of these items compliant with the Act on Promoting Green Purchasing. We will continue to prioritize the selection and purchase of recycled products made from recycled polypropylene (PP) and other sustainable materials to support recycling efforts.

Example: Mechanical pencil (100% recycled PP), clear document file (50% recycled PP), paper clip (80% recycled PS resin), string (100% recycled PET)

Ballpoint pen with Eco Mark logo

Novelty item at the Toyota Business Fair

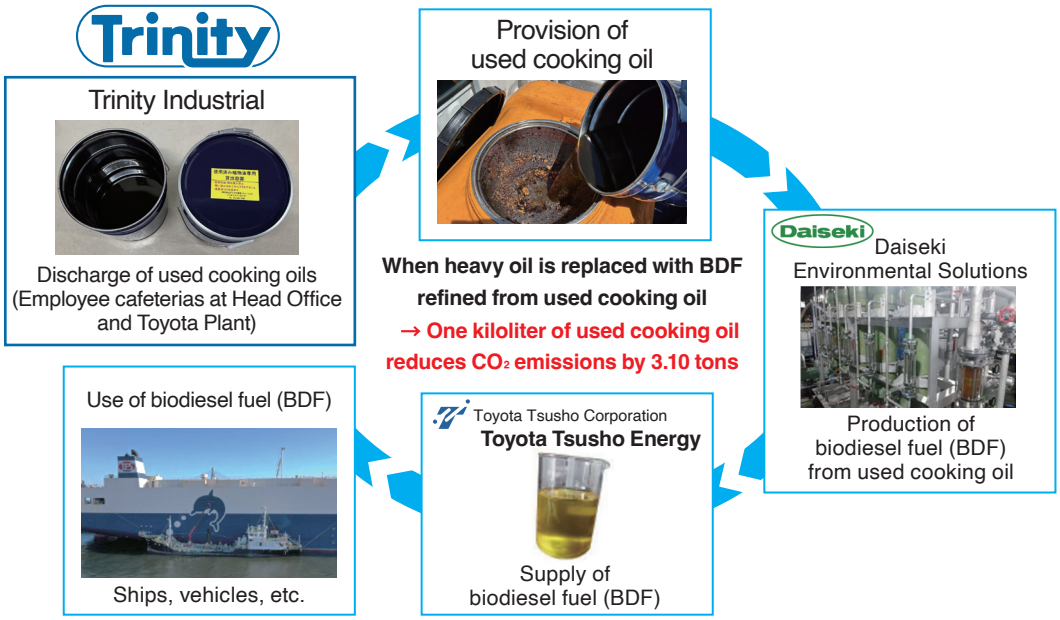
At the Toyota Business Fair held on May 22 and 23, 2025, we distributed wooden coasters to visitors. These coasters featured an engraved image of the exterior and logo of our newly opened Trinity Technical Solution Center (TTSC), created using our proprietary laser processing technology. To make effective use of local resources, we selected environmentally responsible thinned timber as the material. Through this initiative, we were able to highlight both our contribution to forest conservation and our commitment to building a sustainable society.

Toyota Business Fair: An extensive exhibition where companies manufacturing exceptional technology and products from Toyota City and the surrounding area, along with related retail and service sectors, come together.

Coasters created from thinned lumber

Used cooking oil recycling initiative

We have begun recycling used cooking oil generated in the cafeterias at our Head Office and Toyota Plant through Toyota Tsusho Corporation's used cooking oil collection and biofuel utilization program. In this program, collected used cooking oil is refined into biofuel, which is then used for applications such as marine vessels. This initiative was launched in August 2025.



Nature positive

Ocean pollution caused by plastic waste, soil pollution, destruction of forests, and other causes of environmental deterioration have become problems world-wide, with huge impacts on living things.
We are promoting coexistence with nature by which the water and wastes we discharge do not affect living things. PRTR* target We have established mid-term targets for handling chemical substances and water usage from fiscals 2021 to 2025, and we are actively working towards achieving them. We are exploring initiatives like tree planting and forest management on our company grounds to enhance our commitment to being nature-positive.

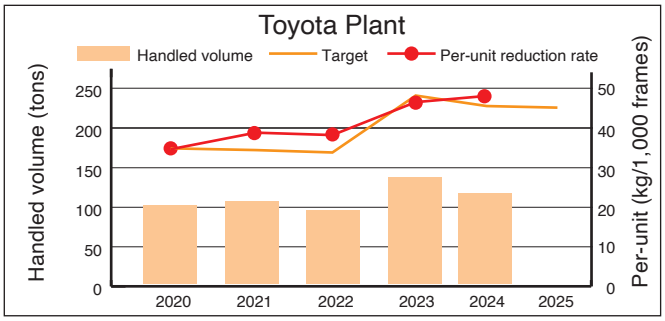
* A system that mandates assessment and notification of the amounts of release and transfer of chemical substances that may be hazardous to human health or ecosystems

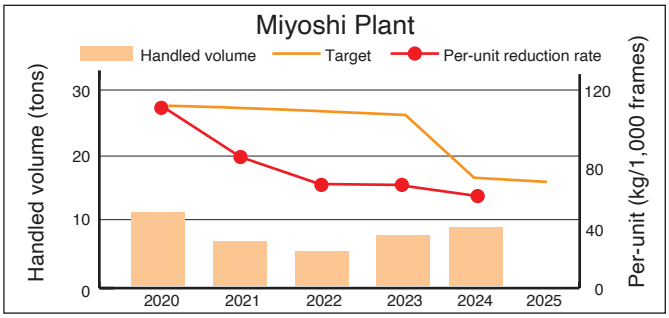
Automotive Parts Division

Chemical substance management at Toyota and Miyoshi Plants

Target: Unit emissions reduced by 5% in FY2025 compared to FY2020

Each plant is continuously working to enhance its production processes in order to manage and reduce the use of volatile oils and other substances.At the Toyota Plant, the specific consumption rate increased by 5% from the previous year due to a higher frequency of paint color changes associated with flexible production. At the Miyoshi Plant, total volume increased due to higher production levels; however, the specific consumption rate improved by approx. 18% year-on-year through measures such as revisions to procedures for changing paint colors.





Initiatives to reduce the environmental impact of paint jig washing solutions

In the past, thinners were used to wash the jigs used in painting. However, we have now transitioned to a water-based washing solution. This new water-based washing solution contains no substances that are regulated under the PRTR system, the Fire Service Act, or the Industrial Safety and Health Act, making it an environmentally friendly and non-toxic option. Although we encountered some challenges, such as residual washing solution left on the paint jigs, we addressed these issues by improving our work processes. We are committed to gradually transitioning to water-based washing solutions for all washing solutions used in our plants.

Comparison of conventional washing solutions and water-based washing solutions

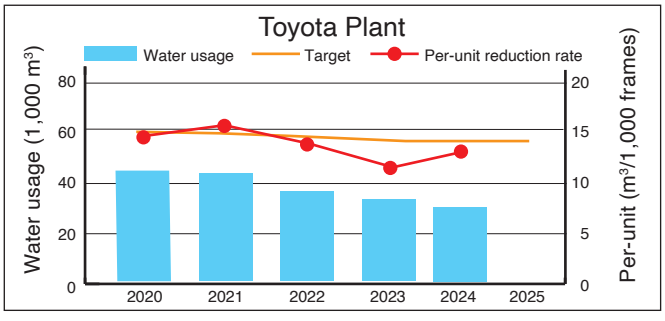
Item		Conventional booth	Water-based washing solution
Washing solution	Fire Service Act	Class 1 petroleums	Not applicable
	PRTR system	50%	Not applicable
	Industrial Safety and Health Act	Class 2 organic solvents	Not applicable
Recycling		Off-site distillation and recycling	In-house recycling (80%)
Temperature		Room temperature	60°C

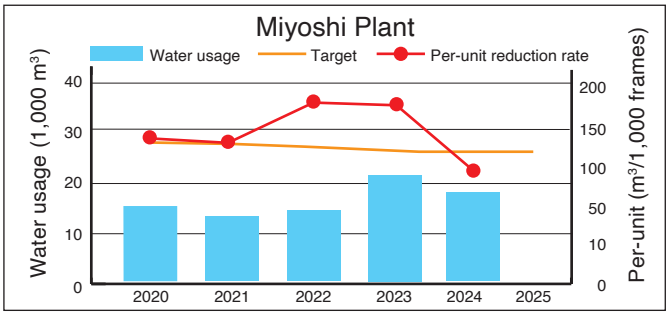
The water-based washing solution contains no substances that are regulated under the PRTR system, the Fire Service Act, or the Industrial Safety and Health Act.

Water usage performance at plants (Toyota and Miyoshi)

Target: Unit emissions reduced by 5% in FY2025 compared to FY2020

At the Toyota Plant, water usage per unit increased by approx. 19% from the previous year, due mainly to higher water consumption in the cooling system as temperatures rose. In contrast, the Miyoshi Plant achieved an improvement of approx. 34% in water use per unit by implementing wastewater reuse initiatives.

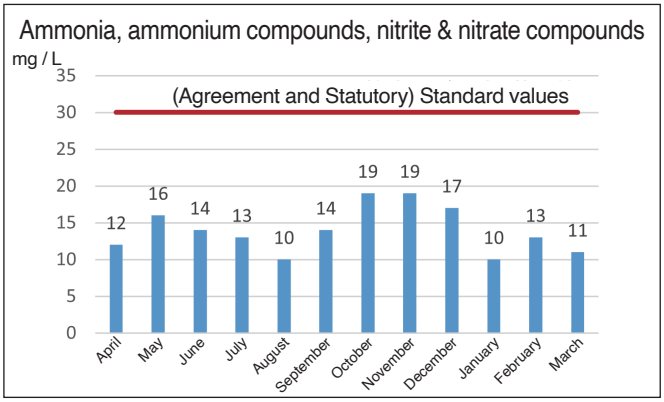


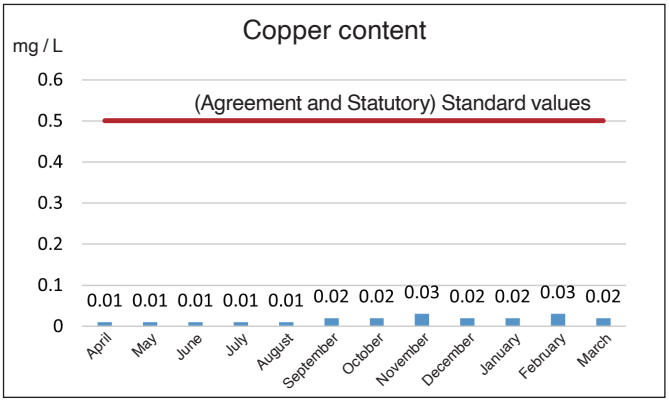


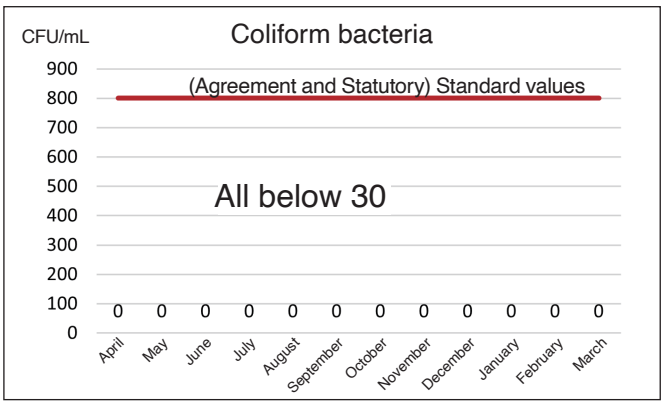
Water quality evaluation results at Toyota Plant

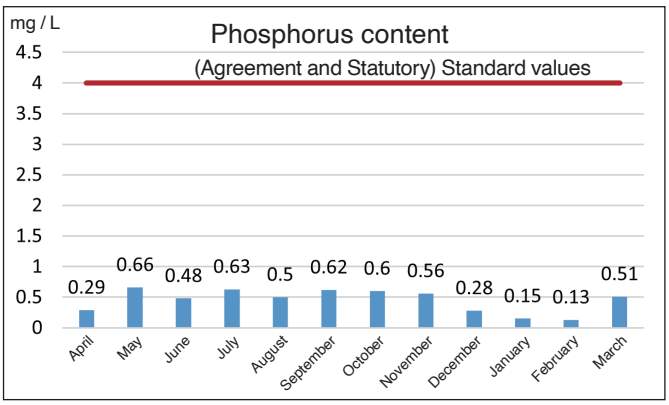
Water used at the Toyota Plant is released into a neighboring river after treatment in a wastewater treatment facility, under voluntary standards stricter than statutory wastewater standards. Tests were conducted on all 11 monitored items, and all were confirmed to be below our voluntary standards.

FY2024 Water quality evaluation results







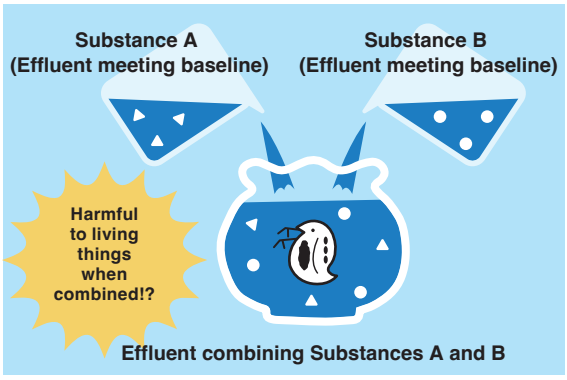


The remaining seven items were also below voluntary standards

Implementation of WET testing

Water used at the Toyota Plant is released into a neighboring river after treatment in a wastewater treatment facility, under voluntary standards stricter than statutory wastewater standards. We are conducting WET testing to evaluate this process as well as to investigate impacts on aquatic organisms on the neighboring river in terms of biodiversity.

What is WET testing?.....Even if a given chemical falls within standards, a combination of chemicals could have harmful effects.
WET testing evaluates mortality and number of offspring through eight-day exposure of organisms (water fleas) to a combination of two wastewater sources that have cleared benchmarks.



Source: Created with reference to WET testing leaflet from Aiken Co., Ltd.

Photo taken during water sampling in Month, 2025

WET Test Inspection Certificate

Our company utilized an external research organization to collect effluent samples in June 2025 and conducted WET testing. Our test results indicated that there was no impact on the water quality at the discharge destination. We will continue our efforts to preserve water quality.

Nature positive

Sustainability Lecture

In June 2025, we invited Professor Emeritus Seirou Shinoda of Gifu University as an external lecturer to speak on the movement of water in forest ecosystems and its relationship to biodiversity and human activity. Drawing on his field observations of forests, soils, and rivers, Professor Shinoda provided a clear and engaging explanation, supported by photographs, of the challenges facing forests, how these issues impact downstream businesses and residents, and what actions companies should take in response. He emphasized that sustainable biodiversity conservation is connected not only to volunteer efforts but also to business activities. Moving forward, we will explore biodiversity conservation initiatives that utilize our own technologies.

Environmental Contribution Activities through the “Mori no Chonai-Kai”

The “Mori no Chonai-Kai” (Forest Neighborhood Association) is operated by an environmental NPO and produces paper made from thinned wood chips. We support biodiversity conservation by purchasing paper from the Mori no Chonai-Kai.

Printed materials	Weight of paper used (kg)	Fees to promote forest thinning (JPY)	
Trinity Industrial Corp. — Company Profile (Japanese, English, Chinese versions)	64.875	972	Forests in Nagano Contributes to forest thinning efforts in Iijima Town, Komagane City, Miyata Village, Ina City
Trinity Industrial Corp. — Company Guide and Company Profile	546.875	8,199	
Total	611.750	9,171	

Contributed to thinning 0.09 ha of forests

The mark is printed on our company pamphlet issued in FY2024

Environmental Conservation Volunteer Activities

Members of the Sustainability Promotion Office took part in external environmental conservation volunteer activities as part of efforts to develop an internal volunteer program. They participated in vegetation removal for wetland and forest conservation, gaining hands-on experience with activity management and conservation work. Going forward, we will explore programs that make it easier and more appealing for employees to participate, including organizing in-house conservation volunteer events and promoting participation in external programs.

To help conserve wetlands within the Toyota City Nature Sanctuary, volunteers removed alder trees, a highly prolific species that can dry out wetlands as it spreads.

In a forest managed by Watami Co., Ltd. within Aichi Prefecture’ s publicly owned forests, volunteers helped thin trees to prevent excessive overgrowth and to ensure that understory vegetation grows without being suppressed.

Column

Offering Sustainable Seafood in the Company Cafeteria

To encourage employees’ interest in sustainable seafood, we provide a menu featuring MSC- and ASC-certified sustainable seafood in the company cafeteria from June to August each year.

Cod chige soup

◆ Compliance and environmental risk

On-site checking of industrial waste disposal contractors (Company-wide)

Every year, we perform checks of all contractors to which we outsource disposal of industrial waste, to confirm the status of their waste treatment, documentation management, and other matters. We conducted on-site checking again in FY2024 and confirmed that there were no problems.

On-site confirmation of treatment contractor (Left: Checking of document management status, Right: Industrial waste treatment site)

Environmental emergency response training (Development Department)

In conjunction with the establishment of the Trinity Technical Solution Center (TTSC), we conducted an environmental risk assessment to enable rapid information sharing and effective response in the event of an environmental incident. Based on the identified risks, we developed a training program to simulate potential scenarios and conducted emergency response drills.

Drill based on scenario of leak during paint transport

Environmental awareness activities

SDGs Month

Amid worldwide efforts to achieve the Sustainable Development Goals (SDGs) adopted by the United Nations, our Company is also taking action. We set every November as “SDGs Reinforcement Month” during which we plan and implement activities encouraging employees to think about the SDGs on their own and take action.

<< Major initiatives during SDGs Month>>

(1) “My SDGs” Declaration

We worked to increase awareness by having all employees declare SDGs that they can practice at work and at home, encouraging personal involvement in thinking about and acting on the SDGs.

Participate in local beautification activities and pick up litter.

Select and use recyclable and biodegradable products.

(2) Trinity Design for the Future: Employee Idea Initiative

We launched an internal initiative inviting employees to envision what Trinity Industrial’ s should look like in the next 5 to 10 years and how we can contribute to society through our products and technologies, in alignment with the SDGs. We received a wide range of creative and insightful ideas. Here are some examples:

Waste, recycling	Utilize waste materials generated during daily production (e.g., manufacturing and selling daily goods from waste materials and donating profits to social causes)	10 12 13
	Develop waste-related business models in collaboration with other industries	9 12 17
Facilities	Develop gymnasiums and athletic fields (to serve as evacuation sites and event venues)	3 11
	Include amenities such as shops, medical clinics, ATMs, and childcare facilities	8 11
Work style	Aim to create a company where work is meaningful and overtime is eliminated	3 8
	Enhance flexible working styles and welfare programs to support employee health and mental well-being	3 8
Human resources	Implement diversity training and inclusive hiring processes to foster a workplace where everyone can thrive	4 8
	Provide regular feedback and career development opportunities	8
New initiatives	Establish an Agriculture Section (to improve self-sufficiency, promote healthy eating with fresh vegetables, create long-term employment opportunities, and strengthen ties with the local community through agricultural experiences)	3 4 8 11 17

Environmental awareness activities

Environment Month

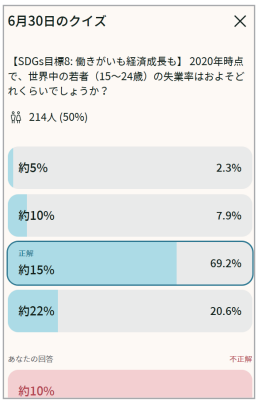
We set June of every year as “Environment Month” and make plans for activities to raise environmental awareness. In FY2024, we launched the “Environmental Action Challenge,” an app-based event designed to encourage environmental actions, initially targeting departmental sustainability representatives. In FY2025, we plan to expand the program to all employees. We are encouraging activities so that every employee can view sustainability, including environmental concerns, as “their own business” and take action accordingly.

<<Major initiatives during Environment Month>>

Environmental Action Challenge (Smartphone app-based environmental promotion event)

Check

Quiz



Action

Participants earned points within the app by completing checks, quizzes, and actions.
Departments with top point totals received prizes.

Summary of Environmental Action Challenge Results

Number of registered users (percentage)	67 people (100%)
Participation rate per action (average of three actions) (%)	76.3
Percentage of participants who felt their environmental awareness increased (%)	73.0
CO_2 reductions achieved through eco-actions (t-CO_2)*	1.4

* CO_2 reductions for each action were calculated based on the Ministry of the Environment’s “Guidelines for Eco Action Points.”

We jointly promoted the “Eco Ippo” program developed by bajji Inc.

Learning

To ensure that all employees understand and can act on the SDGs , training was provided on Trinity’ s SDG initiatives at all levels of the company, including for new employees. In training sessions for younger employees and above, group activities focused on the theme of Trinity’ s future vision and the SDGs. Participants discussed what kind of company they hope Trinity will be in the future and how the company can contribute to achieving the SDGs.

Seminar

Group work

Different departments bring different perspectives —it’s fascinating!

Thinking about the company’s future helped me see what I need to do.

Message from the Executive in Charge of the Corporate Planning Department

As a comprehensive engineering company specializing in heat, water, and air, Trinity Industrial Corp. supports our customers' efforts toward carbon neutrality through state-of-the-art environmental technologies. Under the slogan "Toward future friendly to the earth, through technology," we have been enhancing our value as a company that contributes to the realization of a sustainable planet and society.
At the same time, although we are steadily advancing initiatives related to the SDGs across environmental, social, and economic domains, we believe the ideal situation is one in which these initiatives are carried out naturally, without needing to be conscious of the SDGs themselves. With regard to Diversity & Inclusion, we will continue our daily efforts to naturally foster a well-balanced state of well-being, without resorting to excessive initiatives. As a result, we aim to enhance our corporate value further.

Koji Noriyasu
Executive Vice President

Nurturing of human resources

We are dedicated to fostering a state of well-being in which every employee finds meaning in their work and performs at their best. This involves mid- to long-term talent development, recruiting diverse personnel, and cultivating a vibrant workplace culture and systems.

* Well-being refers to a state in which individuals are physically and mentally healthy, respected, and able to realize their potential.

Human resources

Under the belief that the nurturing of human resources from a medium- to long-term perspective is the foundation of the Company, we are working to develop a group of strong, self-reliant, professional human resources. As an in-house education system for achieving this goal, we engage in company-wide education for the acquisition of basic knowledge, level-specific education for the acquisition of knowledge required for specific job levels, departmental education for the enhancement of departmental basic knowledge, and professional education for the enhancement of departmental expert knowledge and enhancement of skills.

Work-life balance

We promote the planned use of paid leave, use of flextime, setting of no-overtime days, and substitute holiday system. We have expanded our parental leave and nursing care leave systems and our system for childcare-related shortened working hours, and have otherwise prepared systems that allow flexible work tailored to employees' circumstances. We encourage employees to make active use of systems for work-life balance, including childcare leave for fathers. Beginning in April 2025, we extended the eligibility period for our reduced working hours program by three years to further support the career continuity of employees raising children.

Childcare leave	Employees can take leave up until their children turns three years old.
Reduced work hours system	Employees can shorten working hours following return to work from postnatal childcare leave, through the end of the child's 6th year of elementary school.
Change of job category system	Employees can change from general positions to managerial track positions.
Comeback system	Employees who have had to retire due to a spouse's work relocation, childcare, or nursing care can return to work.
Flextime system	Employees can move working hours forward or backward, including core time (10:00-15:00).

Since October 2022, we have been promoting initiatives to ensure all employees utilize childcare leave by introducing a new postnatal paternal childcare leave program and creating a handbook that details the company's internal policies regarding childcare leave.

	Target (by FY2025)	Performance (FY2024)
Percentage of male employees taking childcare leave	100%	75.0%

Additionally, we have revised our work system effective April 2024. At the plants, we have moved the end of the workday forward by about one hour. This change has been achieved by reducing daily working hours, starting the workday earlier, and shortening lunch breaks. At the Head Office, the end of the workday has been moved forward by about 30 minutes also by starting earlier.
By increasing the time available after work, we aim to enhance employees' motivation through a better work-life balance and to create an environment in which they feel happy to work for our company.

Changes to work system (reference)

		Start time	End time	Designated working hours
Head office	Before changes	8:30	17:30	8 hours
	After changes	8:00	17:00	8 hours
Plant	Before changes	8:30	17:30	8 hours
	After changes	8:00	16:35	7 hours 50 minutes

<Employee feedback on the revised work system>

- I can finish work earlier and get more rest
- My mornings start a bit earlier, but I can use my time after regular hours more effectively
- I can spend more time with my family because I get home earlier
- I get home when my children are still awake
- It' s easier to go to the supermarket and hospital

Creation of workplaces where diverse human resources can play active roles (Diversity & Inclusion)

<Promotion of active female participation>

To further increase active female participation, we are strengthening the recruitment of female employees through actions including featuring the activities of female employees on the Company website and holding round-table discussions with senior female employees.

Through interviews and other means, we also work to eliminate anxieties after return to work from maternity leave and childcare leave. We prepare environments that facilitate balancing work with childcare, provide skill enhancement support tailored to job type and grade, and offer economic support for expenses associated with childrearing. We will strive to further enhance the appeal of our workplace environments through the introduction of a “comeback system” for employees who have retired due to childbirth, work relocation of a spouse, or other cause, and through the enrichment of our childcare leave and shorter reduced working hours programs that exceed statutory requirements. We will also engage in selection and focused development of female employees in positions below managerial level for future appointments of women to managerial positions.

	Target (by FY2025)	Performance (FY2024)
Female employee ratio	18.0% or more	17.0%
Appointment of female managers	1 person or more	0 people

あいち女性輝きカンパニー

<Employment of foreigners>

To nurture the global human resources who will carry the Company through this once-in-a-century period of great change, in recent years we have worked to strengthen the recruitment of foreign students.

	Performance (FY2024)
Employment of foreign students	2 people

<Employment of the physically challenged>

Believing that the creation of workplace environments with an awareness of diversity leads to greater work efficiency and productivity, Trinity Industrial works to actively employ the physically challenged. In fiscal 2024, our employment rate exceeded the statutory requirement of 2.3%.

	Performance (FY2024)
Employment rate of persons with physical/intellectual disabilities	2.8%

Creating a smiling, vibrant workplace

We are renovating our offices and upgrading the plant break rooms to create a workplace that promotes growth, encourages challenges, and allows for flexibility within an open and positive atmosphere.

Renovated office

Wallpaper made of recycled materials was used as part of the renovations
* This helps reduce CO2 emissions.

◆ Occupational health and safety

Message from the Executive in Charge of the Safety & Health Promotion Department

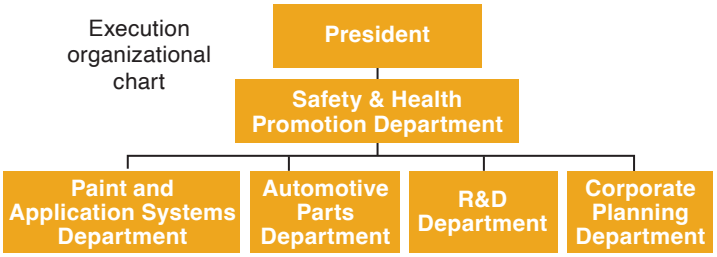
With a firm conviction that “workplace accidents can be reduced to zero,” we are working to enhance safety awareness through mutual learning, based on a “felt leadership,” with all-employee participation, and “dialogue conducted at the actual site with the actual equipment.” We aim to develop individuals who regard safety as their own responsibility and can take uncompromising safety actions, as well as to cultivate an open workplace culture in which colleagues protect one another’s safety.
We will also continue building a company that promotes well-being, where each employee and their family can maintain and improve their physical and mental health and work with vitality
—an essential foundation for all our activities.

Toshio Narita, Managing Director

Health and safety principles

Safety is at the foundation of management. In the spirit of “there is no work without safety” and with the safety, health, and productivity management of all workers as our top priority, we have established a safety and health department directly under the President and are working systematically and continuously to build “structure of a Safety First work environment and culture.”

Execution organizational chart



A company-wide safety and health meeting is held once a month, attended by the president, directors, and general managers. Participants focus on traffic safety, construction safety, and health initiatives. They share awareness of safety and health issues and discuss initiatives to minimize risks. Each department conducts a monthly safety and health committee meeting in compliance with the Industrial Safety and Health Act. The committee reviews the status of workplace incidents, shares information on measures taken to address them, and organizes health lectures led by industrial physicians. Additionally, the committee discusses improvement requests from the labor union to foster a safe and secure work environment.

Safety activities

We make efforts every day to ensure the safety of everyone involved with Trinity Industrial.

	Details of initiatives
General	· Disaster prevention training and drills · Regular on-site patrols with participation by top management · Enforcement of on-premise rules (i.e., no hands in pocket when walking) for prevention of accidents while walking · Permanent establishment of “Safety Dojo” for safety-related learning and experience · Sharing and utilizing information on workplace incidents · Personal safety declaration (safety declaration, traffic safety declaration)
Paint and Application Systems Department	· Hosting study sessions to enhance employees' skills · Virtual reality (VR)-based experiential learning about dangers · Construction pre-check meetings, safety meetings, and review meetings · Ongoing safety patrol activities
Automotive Parts Department	· Work safety experience and training · Detection and reduction of potential risks and hazards in the workplace using risk assessments · Identification of near-miss incidents and quick remediation of trouble spots · Securing of time for managers to allocate to safety

Enforcement of on-premise no hands in pocket when walking for prevention of accidents while walking

VR-based experiential learning

On-site risk assessment

Traffic safety activities

General	· Experiential driving education · Supervisor-accompanied driving and guidance for driving improvement · Driving aptitude tests · Risk prediction training · Analysis and instruction concerning commercial vehicle driving recorders · Enforcement of traffic safety guards

Experiential driving education

Trinity "Safety Learning Center"

Within TTSC, we have established a Safety Learning Center as a place where employees and suppliers can gain hands-on experience in safe work methods and risk management. The Center recreates the conditions of our actual worksites and work environments, such as working at heights, handling heavy loads, and conducting hot work, making it possible to teach not only the hazards present but also the appropriate countermeasures.

Hands-on training
(stepladder ascent/descent)

Hands-on training
(pre-use ladder inspection)

High-place work simulation equipment aligned with Trinity equipment heights

Booth work simulation equipment

Sharing and utilizing information on workplace incidents

When a workplace incident occurs, we view it as our own, including accidents at other companies, and promptly share information within the company to implement countermeasures and prevent re-occurrence.

Sharing safety information between Trinity Industrial and suppliers

Personal safety declaration

To enhance safety awareness among our employees, we provide safety declaration cards to new employees and conduct traffic safety declarations twice a year. Employees are encouraged to set their own safety goals and make declarations to increase their awareness and prevent industrial and traffic incidents.

Posting of traffic safety declarations

Personal safety declaration cards

Column

~Contributing to Fire andDisaster Prevention at Customers' Plants~

<Examples of using the surface temperature monitoring system>

Painting facilities are at risk of fires that can injure employees and disrupt the supply chain due to equipment shutdowns. Trinity has developed a surface temperature monitoring system for equipment to prevent fires from starting in the customers' painting lines. By detecting changes in equipment temperatures in real time and identifying abnormalities early through past data, we can respond promptly to fire risks.

High temperature equipment

Drying oven, incineration furnace, etc.

Temperature control in manufacturing process

Resin molded parts, injection molding machine molds, etc.

Energy-saving diagnosis

Diagnosis of insulation performance, steam leakage, etc.

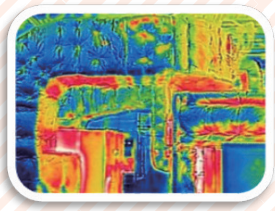
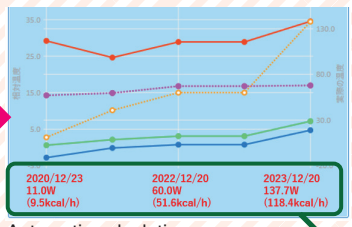


Image of using system in high-temperature equipment

The heat dissipated from equipment can be calculated to diagnose thermal insulation performance and evaluate the effectiveness of heat insulation work.

Select the area you want to measure



Automatic calculation of heat dissipation

Heat dissipation

Health

Basic approach

Trinity believes that maintaining and improving the health for our employees who support our company is an important issue for management. We engage in health and productivity management to ensure that all employees can deliver performance and to achieve sustainable growth for the Company and our employees.

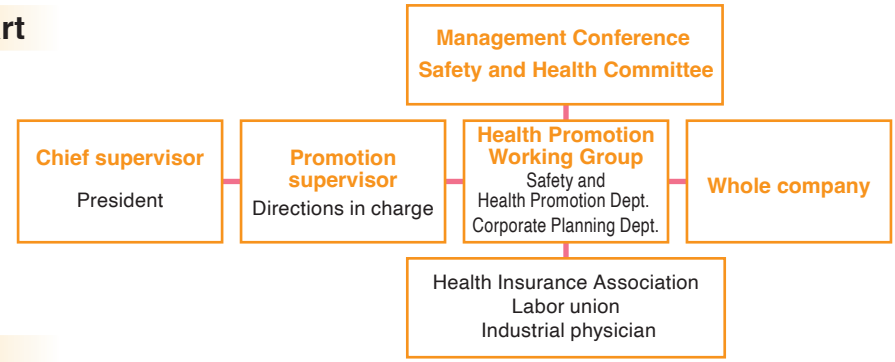
Trinity Industrial Corporation Health Declaration

The most important asset of our company is employees.
Physical & mental health of our employees and family members, is crucial for “quality products / quality works.” This will create “customer satisfaction and excitement” and we can contribute to society.
Trinity Industrial Corporation hereby declares that we will commit ourselves to realize workplaces with happiness, energy, and vitality.

Motohiro Iida
President
Trinity Industrial Corp.
June 25, 2024

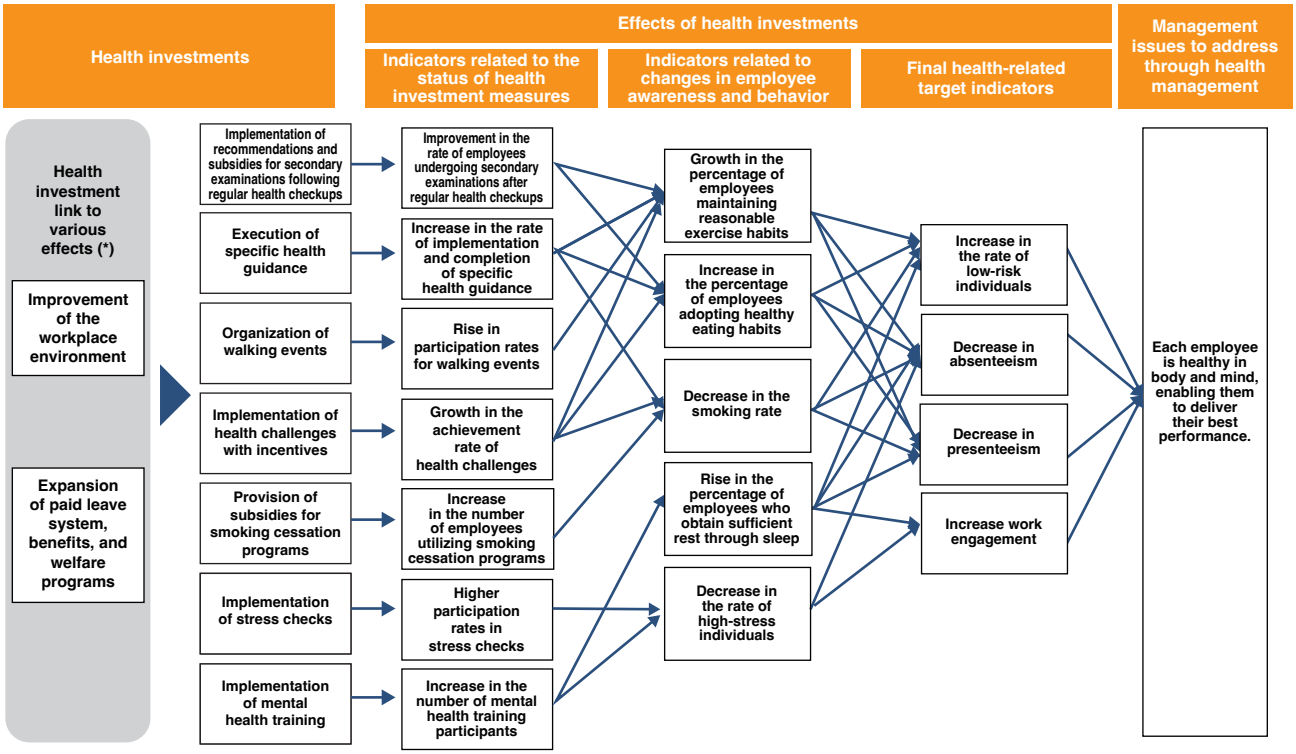
Execution organizational chart

We have established a health and productivity management promotion structure with the President as the chief responsible manager, and are advancing initiatives in cooperation with the health insurance union, labor union, and experts including industrial physicians and public health nurses.



Strategy map

We are systematically implementing health management measures based on the management issues we aim to solve through health management.



Health

External evaluation

In recognition of our initiatives for health and productivity management, we have received accreditations and certifications from external bodies, including designation as a Health and Productivity Enterprise.

	Content	Year of certification
2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門	**Health and productivity** ● Certification as a corporation excelling in health and productivity management ● Implemented by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (Japan Health Council)	2020-2025
SPORTS YELL COMPANY 2025	**SPORTS YELL COMPANY** ● Certification as a company undertaking active sports-related initiatives to promote employees' health ● Implemented by the Japan Sports Agency	2022-2025
Smart Meal スマートミール	**Smart Meal** ● Certification of stores and workplaces that provide "Smart Meals®" ● Implemented by the Healthy Diet and Food Environment consortium	2021-2025
健康寿命をのばす国民運動 Smart Life Project	**Smart Life Project** ● A national campaign with the slogan "Let's Extend Healthy Lifespan!" aims to encourage the entire nation to live healthy and happy lives until the end of their days.	2021-
Sport in Life	**Sport in Life** ● A "consortium" of private companies, organizations, and local public bodies is dedicated to supporting the "Sport in Life" philosophy, which seeks to create a society where more people can participate in sports.	2021-
がん対策推進企業アクション	**Corporate Action to Promote Cancer Control** ● A national initiative by the Ministry of Health, Labour and Welfare focused on improving the cancer screening consultation rates.	2022-
FUN + WALK PROJECT	**FUN+WALK PROJECT** ● A public-private partnership project launched by the Sports Agency designed to enhance the nation's health, starting with initiatives that promote walking.	2023

Please see the next page for specific initiatives.

Health

Main initiatives

Supporting the maintenance and promotion of employees' health through the three actions of insights, knowledge, and support

Insights

Health checkups and follow-up procedures

- Gastric and colorectal cancer screenings included in regular health checkups
- Follow-up and full-cost subsidies provided for secondary health checkups
- Full-cost subsidies for health checkups (excluding optional tests) for family members (dependents aged 35 and over)
  Letters of recommendation for health checkups sent from the company president
- Regular health checkups for employees posted overseas and their accompanying family members
- Specific health guidance, including for younger employees under 40 years of age

Mental health measures

- Implementation of stress checks (participation rate 100%)

Knowledge

Measures for female-specific health issues

- Health education provided by public health nurses
- In-house gynecological examinations (including cervical and breast cancer screenings), with working hours approved

Mental health care

- Self-care education at the time hiring and in the third year
- Education for line care at the time of promotion to senior managers and manager

Learning

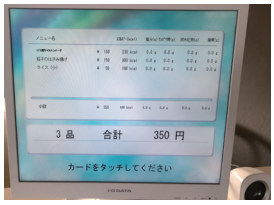
- Level-specific health education by public health nurses (New employees, mid-level employees, newly appointed managers, newly appointed senior managers)
- Health education for administrators
  Implementation of e-learning

The scene of new employee training conducted by public health nurses

Support

Provision of a healthy eating environment

- Serving of "Smart Meals" and half-size items in employee cafeterias
- Calorie displays on menus in employee cafeterias
- Introduction of calorie displays, vegetable juices, dietary supplements, etc. in in-house vending machines



"Smart Meals" and display of calories

Anti-smoking measures

- Subsidies for smoking cessation outpatient treatment
- Prohibit smoking throughout premises (from April 2025)

Establishing exercise habits

- Organization of in-house walking events using the Renobody app (twice a year: every May and November)
- Participation in walking events organized by the health insurance association using the WellGo app (May 2025)
- Participation in walking events organized by the health insurance association (initiative to promote walking using theme parks)
- Participation in health campaigns* held by the health insurance unions (September to November every year)

* "Health Challenge" : An initiative to improve exercise habits, diet, and dental care
→ Received Excellence Award from the health insurance association (2020, 2021, 2023, 2024)

- Distribution of dental floss as part of the "Health Challenge" dental care support program
- Morning radio calisthenics, Lunchtime stretching sessions
- Education activities using in-house portal site, etc.
  (Introduction of menu of exercises that can be performed at the office or at home, etc.)
- Sports Festival (Bowling [See Sports Festival (Bowling Tournament) on page 39.])

Walking event

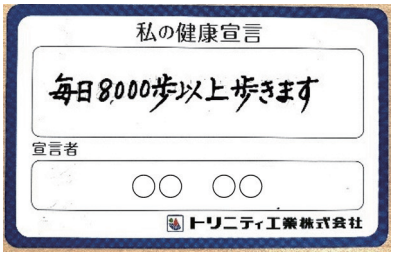
Morning radio calisthenics

Health

Other

Measures against infectious diseases

- In-house flu vaccination and cost subsidies
- Subsidy for flu vaccination for dependents up to age 15
- In-house rubella antibody testing (conducted in May 2020)
- Special leave granted in the event of flu or COVID-19 infection
- Vaccinations provided for employees posted overseas and their accompanying family members



Health declaration card

Other

- Implementation of body composition measurements using Inbody
- Distribution of health declaration cards to all employees by the president
- Development of health action guidelines and a mid-term plan (Iki Iki Trinity Plan 2025)
- Interviews with all employees by public health nurses
- Provision of break rooms
- Provision of various subsidies through T-Café for health-related expenses, including health checkups, the purchase of health-related equipment, and sports-related costs (such as facility usage, event participation, and equipment purchases)
- Sharing of health-related information with employees and their families through the company newsletter and the Health Corner

Indicators and Targets

For our main health initiatives, we set specific targets and implement various measures.

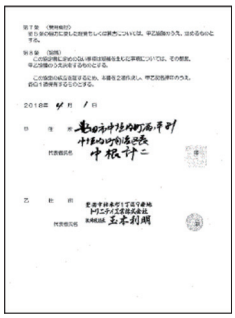
	Target (FY2025)	Results (FY2024)
Regular health checkup participation rate	100%	100%
Secondary health checkup participation rate	100%	100%
Stress check participation rate	100%	100%
Walking event participation rate	100%	99.8%
Non-smoking rate	75% or more	71.7%

◆ Social contribution and communication activities

<Community contribution activities>

Get-togethers and conclusion of disaster-scenario agreements with neighborhood community associations

The Toyota Plant has concluded an agreement with the neighborhood community associations in Katsurano-cho and Nakagaito-cho by which the plant can serve as an evacuation site in the event of a disaster, and has prepared emergency supplies for use when residents evacuate to the site. To avoid discarding supplies nearing their expiration dates, we donate a portion of them through the Toyota Municipal Social Welfare Council.



Agreements for disaster scenarios

Disaster readiness supplies (for employees and local residents)

Disaster readiness supplies in the company elevator

Community beautification activities

Along with community environmental beautification activities, we conduct grass cutting and cleanups around the Head Office and Toyota Plant every year.

Cleanup activities around workplaces

Traffic safety guard

As an automobile related company and to create a safe and secure community, we station traffic safety guard duties at intersections near the Company to eliminate traffic accidents.

Traffic safety guards near workplaces

Placement of Machikado Emergency Station

We placed AEDs in the head office, the Toyota Plant, and the Miyoshi Plant and welcome fire department representatives who teach basic lifesaving techniques so that the AEDs can be used in the event of an emergency. Additionally, the Head Office and Toyota Plant are registered as “Machikado First Aid Stations” in Toyota City. The AEDs (Automated External Defibrillators) installed at our facilities are available for local residents to use at any time.

Machikado Emergency Station sign and AED

First-aid training

<Social welfare activities>

Food drive

To help eliminate food loss, we took part in a food drive to collect food from employees' homes for donation to welfare organizations and NPOs. In fiscal 2024, surplus food from employees' homes and food nearing expiration identified during the review of our disaster preparedness stockpiles were provided, through the Toyota City Environmental Conservation Promotion Agreement Council, the Social Welfare Council, and other organizations, to support individuals facing economic hardship and children's cafeterias.

Provision of disaster preparedness food supplies (Left/Center: Social Welfare Council representatives; Right: Company employee)

Sponsorship of the Toyota Junior Golf World Cup

In FY2023, we began sponsoring the Toyota Junior Golf World Cup to revitalize the local community. This prestigious junior golf tournament, held in Toyota City, is a world championship for national teams, featuring players under the age of 18 competing for the title of world champion. By sponsoring this tournament, we support the development of young individuals who will lead the next generation.

Signboard listing the tournament sponsors

Used clothing collection volunteers

Continuing from last year, we organized used clothing collection volunteer activities in November, as part of the "SDGs Reinforcement Month" in 2024. Acting through the Furu Kuru clothing collection program of the Bridge Asia Japan non-profit organization, we collected used clothing from employees' homes for use in aid activities in Myanmar and Vietnam. We collected 26 boxes of used clothes, the proceeds from which went to school construction and environmental conservation.

Used clothing collection

<Communication activities>

We also organize various events for employees and their families to promote communication outside the workplace.

Sports Festival (Bowling Tournament)

To enable employees to refresh themselves and deepen interaction beyond departmental and positional boundaries, we plan a "Sports Festival" every year. Last year, we held an "In-House Bowling Tournament." All employees, including executives, formed teams by department, and even those who normally have little contact were able to interact with smiles through the games. We will continue developing this tournament into a "regular event" that connects employees and steadily promotes a comfortable, vibrant workplace.

Family Festival

To express our daily appreciation to employees and their families, we host a "Family Festival" each year. Last year, it was held at Den Park in Anjo City. Employees and their families enjoyed a pleasant time together through a variety of programs throughout the park that everyone could take part in.

<Cooperation with local administrations>

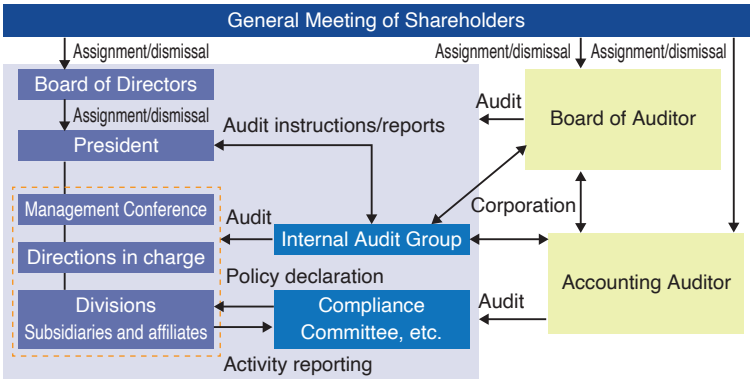
Agreement on the Promotion of Environmental Conservation, city of Toyota

We signed a Pollution Control Agreement with the city of Toyota in 1985 and have subsequently worked to prevent pollution. The agreement was renewed under the name "Agreement on the Promotion of Environmental Conservation" in 2009 and was updated on March 31, 2019. Specifically, we measure vibration, noise, and odors at the boundaries of our workplace grounds every year to confirm that these are kept within their baselines. We also take part in the Green Curtain Project, setting up "green curtains" by planting morning glories, bitter gourd vines, cucumber, and other plants.

Corporate governance

With our company policy “Reliability and Creativity” Trinity Industrial Corp. believes that creating a favorable relationship with shareholders, customers, business partners, local communities, employees, and other stakeholders, and providing customer-satisfying products is essential for long-term maintenance and improvement of the company value. With this stance we have strengthened our Corporate Governance to achieve efficient management and to maintain and improve the soundness and transparency in our corporate activities.

We make multi-layered efforts in this area, specifically by having the Internal Audit Office perform Companies Act and Financial Instruments and Exchange Act audits; by having the Compliance Committee, in which independent external senior executives also participate, perform checks of compliance activities based on the idea of self-completion of processes in Divisions; and by having the Audit & Supervisory Board, which is composed of a majority of external auditors, perform audits of the status of the execution of duties by directors.



Compliance

Basic policy

All directors, employees, temporary workers, and other persons at Trinity Industrial Corporation and its subsidiaries will take pride in member of the Trinity Group and comply with related laws and regulations in all corporate activities according to the basic policy described below.

Top management acknowledges that compliance to this basic policy is their duty, and pledges to fulfill this responsibility by showing leadership and disseminating the corporation’ s basic policy to all parties involved, as well as by exerting effort to improve corporate system and encourage staff members to comply with all applicable laws and regulations.

1. Pursuance of compliance to laws and regulations
2. Respect for individuals
3. Social contribution through corporate activities
4. Consideration for the environment

We also engage in employee-facing initiatives aimed at awareness-building and communication concerning laws, regulations, and internal rules, and in activities to prevent compliance violations and harassment.

In-house awareness building	Compliance education for employees; periodic publication of awareness-building news concerning compliance (Prevention of legal violations, harassment, etc.) Implementation of compliance training for local staff at overseas subsidiaries (Conducted in local languages under the initiative of each local site)
	Communication of awareness-building messages using in-house newsletters, digital signage, etc.
Employee awareness surveys	Morale surveys (surveys of employee awareness, satisfaction, etc.)
Hotline/internal reporting system	Creation and operation of Helpline

	Performance (FY2024)
Rate of compliance education participation	98.0%

Compliance training

Risk management

Covering our own organizations and subsidiaries as well, we engage in initiatives to construct internal systems and enhance employee' awareness concerning major disasters, epidemics, leaks of confidential information due to cyberattacks, and other risks.

Information	Construction of an internal management structure based on confidential management regulations
	Construction of an information security structure
	Training to enhance digital literacy

BCP*1	Preparation of action manuals
	Evacuation drills*2
	Inspection of fire prevention measures
	Stockpiling of disaster readiness supplies (including for local residents)
	Stockpiling of contagious disease prevention products
	Safety status confirmation training (for earthquake scenario)
	Implementation of measures to prevent landslide and flooding damage

Digital literacy enhancement training

*1 BCP: Business continuity plan Policies, structures, etc. for continuation of a company' s business and fast recovery following an emergency.

*2 Training for cooperation and confirmation from a BCP viewpoint, together with evacuation drills.

Group management activities

We send a director of the company as a concurrent director to each subsidiary company on an ongoing basis and regularly participates in their Board of Directors meetings via a web conference system, etc., to exchange opinions and information. In addition, regular regional meetings are held to review each company's business and discuss initiatives for the next fiscal year to strengthen internal control within the Group.

Relationships with stakeholders

パートナーシップ構築宣言

[Partnership Building Declaration]

In February 2025, we issued the "Partnership Building Declaration" to promote mutual prosperity with our business partners and to encourage fair and transparent business relationships. Through this declaration, we will further strengthen collaboration with our suppliers and pursue growth and social contribution across the entire supply chain.

Declaration Items

(1) Mutual prosperity and new forms of collaboration across the entire supply chain
(2) Compliance with desirable business practices regarding key issues such as price-setting methods and the implications of work-style reforms

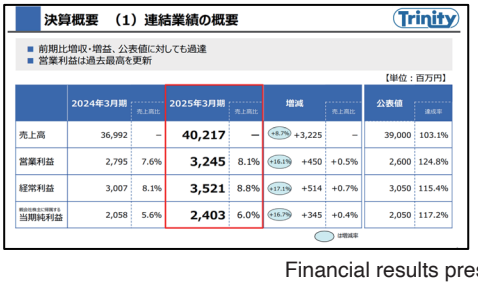
[Strengthening Investor Relations]

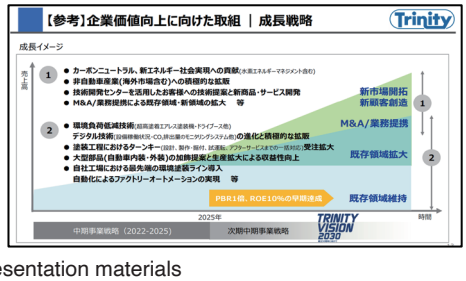
At the Nikkei-TSE IR Fair 2025, held in Tokyo in September 2025, our President, Executive Vice President, and Senior Managing Director presented information about the company to investors. This event provided a valuable opportunity for direct dialogue between Trinity Industrial and investors.

Scene from the President's presentation about the company

Scene at our booth (before opening)

Additionally, to provide investors with a clearer view of our financial information, we published the financial results presentation materials on our website in conjunction with the announcement of our full-year results for the fiscal year ending March 2025.





Financial results presentation materials

E: Environment

Energy associated with business activities

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Electricity consumption	1,000kWh	18,198	18,063	17,197	19,582	18,807	-
Of which is from renewable energy sources	1,000kWh	-	-	2,038	2,310	2,339	-
Of which is purchased renewable energy sources	1,000kWh	-	-	1,987	2,158	2,184	-
Gas consumption	1,000m³	1,937	1,854	1,594	1,668	1,599	-

Prevention of global warming

*1 Only plant departments

	Unit	2013 (Standard)	2020	2021	2022	2023	2024	2025 (Target)
CO_2 emissions *1	ton	13,498	11,637	10,201	9,517	11,052	9,818	9,528

Initiatives for circular economy

Toyota Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Waste discharge volume	ton	454	479	464	475	328	-
Target	ton/1000 frames	0.157	0.155	0.154	0.152	0.151	0.149
Per-unit reduction rate	ton/1000 frames	0.157	0.181	0.191	0.168	0.151	-

Miyoshi Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Waste discharge volume	ton	160	105	103	119	149	-
Target	ton/1000 frames	1.485	1.470	1.455	1.441	1.426	1.412
Per-unit reduction rate	ton/1000 frames	1.485	1.163	1.322	1.001	0.902	-

Addressing the Plastic Resource Circulation Act

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Waste plastic volume (Plant)	ton	343.2	373.3	317.8	293.9	130.2	-
Waste plastic volume (Head office)	ton	6.1	5.8	5.2	4.6	4.8	-
Target per-unit reduction rate	%	100.0	99.0	98.0	97.0	96.0	95.0
Per-unit reduction rate	%	100.0	120.4	113.6	86.2	45.7	-

Management and reduction of substances that impact the environment

Toyota Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Amount of chemical substances handled	ton	101.2	103.3	93.5	136.7	110.8	-
Target	kg/1000 frames	35.0	34.7	34.3	49.7	47.9	47.4
Per-unit reduction rate	kg/1000 frames	35.0	39.0	38.5	48.4	51.1	-

Miyoshi Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Amount of chemical substances handled	ton	10.3	6.2	4.8	7.1	8.1	-
Target	kg/1000 frames	95.9	94.9	94.0	93.1	59.0	58.4
Per-unit reduction rate	kg/1000 frames	95.9	68.4	61.2	59.6	48.9	-

Water resource conservation and preservation of water quality

Toyota Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Water usage	1,000m³	41.8	40.5	33.6	31.4	28.6	-
Target	m³/1000 frames	14.5	14.4	14.2	14.1	13.9	13.8
Per-unit reduction rate	m³/1000 frames	14.5	15.3	13.8	11.1	13.2	-

Miyoshi Plant

	Unit	2020 (Standard)	2021	2022	2023	2024	2025 (Target)
Water usage	1,000m³	14.1	11.9	13.0	19.8	17.9	-
Target	m³/1000 frames	132.0	130.7	129.4	128.1	126.8	125.5
Per-unit reduction rate	m³/1000 frames	132.0	132.0	167.0	166.0	108.0	-

S: Society

Employees

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Full-time employees (including rehired and loaned employees)	People	788	805	803	806	793	-
Contract employees (excluding dispatched workers)	People	23	28	24	21	21	-

Work-life balance

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Number of paid leave days taken (annual average)	Days/month	0.96	1.10	0.96	1.15	1.24	1 or more
Annual overtime working hours per employee	Hours/month	29.5	26.3	21.4	24.7	21.5	-
Percentage of male employees taking childcare leave	%	13.3	0.0	10.0	80.0	75.0	100

Employees

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Female employee ratio	%	14.2	15.2	15.6	16.0	17.0	18.0 or more
Appointment of female managers	People	0	0	0	0	0	1 or more
Ratio of female directors	%	0.0	0.0	0.0	0.0	0.0	-

Employment of foreigners

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Employment of foreign students	People	1	3	1	1	2	-

Employment of the physically challenged

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Employment rate of persons with physical/intellectual disabilities	%	2.43	2.50	2.60	2.82	2.86	-

Health Main initiatives

		Unit	2020	2021	2022	2023	2024	2025 (Target)
Rate of regular health checkups	Employee	%	100	100	100	100	100	100
	Family member	%	43.6	52.3	59.0	63.1	61.8	58 or more
Secondary health checkup participation rate		%	100	100	96.0	100	100	100
Rate of specific health guidance provided (excluding retirees, etc.)		%	100	100	100	100	100	100
Rate of people with findings	Obesity *1	%	29.8	28.9	30.0	28.7	29.5	23 or less
	Blood pressure *2	%	27.4	24.5	25.4	25.4	24.2	-
	Lipid abnormality *3	%	57.1	57.0	57.3	56.3	59.8	-
	Glucose metabolism *4	%	39.9	42.4	44.9	50.5	46.1	-
Walking event	Participation rate	%	-	92.5	90.8	95.6	99.8	100
	Degree of satisfaction	%	-	96.0	94.2	93.3	94.7	100
Rate of people at low risk *5		%	35.8	34.2	32.6	33.0	32.9	44 or more *6
Stress check participation rate		%	99.1	99.9	100	99.8	100	100
Rate of high-stress persons		%	20.8	24.5	21.6	15.5	12.4	Less than 10
Rate of participation in education on women's health issues		%	-	-	-	99.3	100	100
Average years of employment		year	15.5	15.6	16.0	16.2	16.2	-

*1 BMI 25 or higher
*2 Max BP 130 or higher or Min BP 85 or higher
*3 Neutral fat 150 or higher, HDC-Cho less than 40, LDH-Cho 120 or higher
*4 Fasting blood sugar 100 or higher or HbA1c 5.6 or higher
*5 Definition of low risk persons
Age 39 or younger: a (normal) for obesity, blood pressure, lipid abnormality, and glucose metabolism
Age 40 or older: a (normal) or b (slightly cautionary) for obesity, blood pressure, lipid abnormality, and glucose metabolism
*6 Rate of low-risk persons who are engaged in 4 or more healthy lifestyle habits across the entire health care system
(Based on FY2019 health checkup results)

G: Governance

Compliance

	Unit	2020	2021	2022	2023	2024	2025 (Target)
Rate of participation in compliance education	%	100	100	100	93	98	100

Third-party opinion

Noriko Momose
General Incorporated Association
Chubu SDGs Promotion Center
Deputy Representative Director

The World Meteorological Organization (WMO) announced that the global average temperature in 2024 reached a record high of 1.55°C above pre-industrial levels. In Japan, extreme weather events of a severity not seen in a century were observed across various regions. At the same time, the global landscape continues to face mounting challenges: heightened tensions in Europe and the Middle East due to Russia's invasion of Ukraine and the conflict between Israel and Hamas, and the United States' prioritization of domestic interests leading to tariff issues and other complex difficulties.

Amid these circumstances, Trinity Industrial, **as a company committed to sustainability**, has continued to address key Environmental, Social, and Governance (ESG) issues through its Sustainability Policy and achieved notable results.

In the Message from Top Management, Trinity Industrial declares its commitment to "Advancing toward a sustainable society based on our responsibility and convictions." The message expresses determination to transform rapidly changing conditions into business opportunities and to pursue a "decarbonized society," a "resource-circulating society," "biodiversity conservation," and "a society in which people and the planet coexist in harmony." Each responsible executive also articulates—in their own words—their challenges and their resolve to achieve these goals. I highly commend the management's awareness and their clear commitment to addressing these critical issues.

Through interviews and a review of relevant records, I have confirmed that the content of the **Sustainability Report 2025** appropriately reflects Trinity Industrial's pursuit of a sustainable society through its business activities, environmental and social contributions, and governance practices.

This year's report consolidates environmental reporting across the company. Unlike previous years, which presented separate reports for the Paint and Application Systems Division and the Automotive Parts Division, this year's report integrates company-wide initiatives and results under three themes: Carbon Neutrality (Decarbonization), Circular Economy (Resource Circulation), and Nature Positive (Coexistence with Nature). The report also demonstrates steady progress on SDGs-related initiatives across social and economic areas and includes references to employee welfare and well-being.

The environmental report recognizes Trinity Industrial's important role in the automotive supply chain. The company works not only to reduce its own environmental impact but also to help lower the CO_2 emissions associated with the automotive parts it manufactures for customers. Trinity also actively engages in conservation of the natural environment and in local community contributions, achieving commendable results. **A notable achievement is the collaborative effort between the Paint and Application Systems Division and the Automotive Parts Division to commercialize decarbonization initiatives.** The environmentally friendly painting line established at the Toyota Plant in 2021 has achieved significant decarbonization, greatly reduced water use, and eliminated wastewater discharge. This demonstrates the effectiveness of applying such technologies and equipment to other companies. In addition, the Automotive Parts Division has accelerated the replacement of machinery with energy-efficient equipment and has achieved its CO_2 reduction targets ahead of schedule.

The company's Roadmap for reducing CO_2 emissions toward a decarbonized society outlines not only its own goals but also initiatives to reduce CO_2 emissions in customer painting lines, confirming steady progress toward carbon neutrality by 2050. These efforts were recognized by **Toyota Motor Corporation, which presented the company with the "Environmental Activity Award of Excellence."**

Regarding the **Circular Economy**, Trinity Industrial has made meaningful progress. In the Paint and Application Systems Division, proprietary technology enabling the recycling of water-based thinners from painting lines contributes not only to resource circulation but also to reducing CO_2 emissions from conventional incineration and to conserving water resources. In the Automotive Parts Division, plastic waste has been reduced by 10% through recycling scrap materials and minimizing defects, and the introduction of recycled plastics is underway. The Corporate Planning Department has also taken proactive steps, such as promoting green purchasing, using recycled plastic for promotional items, and converting used cooking oil from the company cafeteria into biodiesel.

This year's report is particularly rich in content related to **Nature Positive** initiatives. In addition to ongoing efforts to reduce environmental impacts—such as waste and wastewater management—the company has expanded its engagement through participation in a Sustainability Seminar on "Sustainable Biodiversity Conservation" and by taking part in forest conservation activities in prefectural forests.

A major highlight of the year is **the establishment of the Trinity Technical Solution Center (TTSC)**. The TTSC is designed not only to strengthen Trinity's own technological development but also to **address challenges faced by customers**. This Center embodies the company's vision of "contributing to a sustainable society through technology." The installation of a biotope at the TTSC to promote local biodiversity conservation is also highly commendable.

In the ISO 14001 recertification audit for the Automotive Parts Division conducted in August 2024, Trinity Industrial's environmental management system was confirmed to be effective and received the exceptional evaluation of "no actions required." I hope the company will actively work to reduce its environmental impact through an enhanced environmental management system. Environmental awareness initiatives continue to evolve, and I have confirmed that employees actively participate in programs such as the Environmental Action Challenge and individual SDG declarations as a personal commitment.

The report on **social responsibility** highlights initiatives to enhance employee welfare, including developing talent through a comprehensive training system, creating a workplace where diverse employees can thrive, and improving employee health. Workplace safety education has also been strengthened, particularly with the establishment of a new "Safety Learning Center" within the TTSC. Furthermore, the expansion of social contribution and community engagement activities has earned recognition from local communities, reaffirming the company's status as **a trusted corporate citizen**.

Additionally, concerning corporate governance and compliance—key factors in ESG criteria—I have verified that the compliance education and risk management systems are operating effectively in line with the established policies. Internal controls have been strengthened for the Group's subsidiaries. This year's report also includes a "Partnership Building Declaration" aimed at ensuring mutual growth throughout the supply chain. I also commend the company's efforts to enhance investor relations, including creating more opportunities for direct dialogue with investors.

Looking ahead, I expect **Trinity Industrial to continue to play a leading role as a sustainable company contributing to a sustainable future**. By promoting a society in which people and the planet coexist in harmony—through environmentally responsible manufacturing, community contributions, and a commitment to the happiness of everyone connected to the company, and clean and fair corporate practices—Trinity Industrial will continue to support the achievement of the SDGs.

Inquiries

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This report is available on the Company's website.
URL: http://www.trinityind.co.jp

Scope of reporting
Target period: April 01, 2024 to March 31, 2025
Some included content concerns activities occurring before and after the target period as well as the activities of Group companies.

Published november, 2025