

TOYOTA

Anti-Modern Slavery Statement 2025



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Endorsement from the Board of Directors

Toyota is the most trusted automotive brand in Australia, and, at Toyota Motor Corporation Australia Limited (TMCA), we are determined to ensure that there are no forms of modern slavery within our supply chain. The complexity and reach of the automotive supply chain creates greater challenges to address the risks of human rights violations. However, we are strongly committed to taking action to ensure that our business operations do not rely upon any form of labour exploitation. Respect for people is a core principle of the Toyota Way and TMCA seeks to uphold this philosophy through our conduct and business practices.

TMCA continues to review and examine our supply chain and operations, building on the work delivered during past reporting periods. This modern slavery statement addresses the work TMCA, and our subsidiaries, have undertaken to assess and address the risks of modern slavery in our operations and supply chains in FY2025 (the reporting period).

For this reporting period, we have focused on the highest risk areas of our local operations and supply chain, to ensure our foundation remains strong and robust. We have dived deeper into some of our suppliers in high-risk industries to confirm the progress of their activities and continue to make steps to improve our procurement-related ESG activities.

We will continue our work towards a sustainable future and address the risks in our supply chain, so that we can realise our mission of 'Happiness for All'. This statement was approved by the Board of Toyota Motor Corporation Australia Limited 18/08/2025, Matthew Callachor, President and CEO, 23/09/2025.



A handwritten signature in dark ink, appearing to read 'M. Callachor'.

Matthew Callachor

President & CEO

Toyota Australia

Toyota Motor Corporation Australia Limited

Toyota's origins in Australia began in 1958, after Thiess became the first Australian company to win a construction contract on the Snowy Mountains Hydro-Electric Scheme. TMCA has since been established and strives to contribute to the sustainable development of society through the Toyota promise of Quality, Durability and Reliability.

TMCA is a wholly owned subsidiary of Toyota Motor Corporation (TMC), a publicly listed company in Japan and the largest vehicle manufacturer in Japan.

TMCA wholly owns or controls the following entities:

- The Toyota Community Foundation Australia (TCFA) which is Trustee for the Toyota Community Trust (TCT), a discretionary trust that provides grants to encourage and enable young Australians to pursue further study and careers in science, technology, engineering and mathematics (STEM).
- S.C.T Pty Ltd, acts as a holding company and wholly owns three companies:
 - o OTS (AUSTRALIA) PTY. LTD ACN 060 941 808 T/A Revolution Software Services;
 - o MLAN Computer Solutions (AUST.) Pty Ltd ACN 061 826 195; and
 - o Revolution Software Limited NZCN 4133527 (Revolution NZ)(collectively, the Revolution Group of Companies or Revolution).

TMCA owns the Lexus brand in Australia and has an importer agreement with TMC to import, distribute and sell Lexus vehicles across Australia.

TMCA is the sole reporting entity under the *Modern Slavery Act 2018*(Cth). This statement covers the operations and supply chain of TMCA and its owned and controlled entities for the FY2025 reporting period.

Structure, Operations and Supply Chain

Structure and Operations

TMCA's structure did not change in FY2025. The TMCA corporate headquarters is located in Port Melbourne, Victoria. TMCA has regional offices in Victoria, New South Wales, Queensland, and South Australia. In Western Australia, TMCA distributes Lexus-branded vehicles to dealers and Toyota-branded vehicles are distributed by Toyota Western Australia, which is not owned or controlled by TMCA. In all other Australian states and territories, TMCA is responsible for both Lexus and Toyota vehicle distribution to dealers. The network of Toyota and Lexus franchised dealers extends across all Australian states and territories consisting of over 200 dealers located at 300 sites.

During FY2025, TMCA employed approximately 1,800 employees and was structured under six operating arms comprising:

- National Sales, Marketing and Franchise Operations;
- Quality & Service and Aftersales, TPS and New Business Solutions Operations;
- Finance & Procurement Operations;
- Product Planning Operations;
- Information, Digital and Corporate Services Operations; and
- Lexus.

The TCT was established following the closure of TMCA's manufacturing operations in 2017 and is a discretionary trust managed by the (voluntary) Directors of TCFA. The TCT provides grants and other support to organisations and its primary focus area is to support STEM education in Australia. The four TCFA Directors determine TCT beneficiaries annually.

The Revolution Group of Companies is a software and implementation business based in New South Wales, that provides technologies and dealer management systems to TMCA and other organisations. Starting in the 1990s, Revolution has developed software management products and solutions for the automotive, marine and motorcycle industries. Revolution NZ is a small company established to sell and distribute solutions to the New Zealand market.

Supply Chain

TMCA leverages a global supply chain in its management and distribution of vehicles and locally sourced accessories. The coordination and management of manufacturing and global distribution of vehicles and parts are primarily handled by TMC and our affiliates. For more information on Toyota's global sustainability approach, policies, case studies and data, please refer to the [Sustainability Data Book](#).

TMCA's supply chain includes both overseas and Australian-based suppliers. During FY2025, we used the services of 1164 first-tier suppliers. The total expenditure of approximately \$12.36 billion was spent as follows.

1. 87% on the importation of pre-built vehicles and parts from Toyota suppliers in Japan, Thailand, Indonesia, Austria, Canada, South Africa, Belgium, Turkey and the USA.
2. 3% on locally sourced service parts and accessories. The majority of suppliers are Australian-based and source their components from Japan, China, Thailand and various other countries. All of the service parts and accessories were included as part of TMCA's conflict minerals survey (see the Preliminary risk assessments & Supplier Minimum Standards section).
3. 10% on suppliers who provide goods and services essential to supporting our Australian operations, such as marketing, logistics, IT and connected technology, facilities management, and professional services.

We focus our modern slavery risk minimisation activities on the second and third categories of suppliers. This is because we consider that the suppliers to overseas manufacturing plants operated by other Toyota affiliate companies, from which we import vehicles and parts, are already covered by the relevant risk minimisation activities of those Toyota affiliate companies. All Toyota affiliates are linked by TMC's human rights policy and their responsibility to uphold it and we share information with our affiliates regarding practices, activities and due diligence outcomes from time to time, however we acknowledge that this requires further consideration in future reporting periods.

TCT/TCFA has a small supply chain to assist with the distribution of grant funds and support, such as trustee and audit services. Where additional services are required, such as legal advice or finance support, this is provided by existing TMCA resources.

Revolution's total expenditure was approximately \$10 million. Revolution's main products that it sells are software management systems for automotive dealers. The supply chain is split between two main categories: sourcing of technology, such as database technology, server hosting and code to build and maintain a service, and supply of the software as a service together with consultancy to deploy and manage the software management systems. Revolution's suppliers in both categories are companies located in the USA. Suppliers of technology to build and maintain the Revolution services represent approximately 16% of spend annually. Suppliers of services to deploy and manage the Revolution Dealer Management Solution service (e.g. Public Cloud) represent approximately 13% annually. The remainder of the spend is relevant to business activities such as travel expenses, rent and professional subscriptions.

Assessing the risks of modern slavery in our supply chain and operations

Operational Risks

The operational risks for TMCA, TCT and Revolution is inherent in the various functions of our people across areas that include sales and marketing, legal, administration, technical and warehousing functions that operate within Australia, with Revolution having a sole employee in New Zealand.

We assess our operational risks of modern slavery to below, considering that TMCA does not employ people under the age of 18 and has a workplace agreement for our warehousing and engineering staff, who have access to representation. Additionally, our workforce is comprised of predominantly full-time, permanent employees, with overseas employees coming via inter-company transfer from Toyota affiliate companies. Whilst TMCA does use third-party labour hire for Christmas casual staff in our warehouses, we have the contractual arrangements in place to ensure that our supplier meets the minimum standards. Further, the supplier ensures that strict compliance checks are carried out for all candidates it supplies. They also verify the identity of each worker and their right to work before supply commences.

Preliminary risk assessments & Supplier Minimum Standards

Our procurement team undertakes a broad preliminary supplier risk assessment as part of our supplier onboarding process for each supplier. We also conduct annual risk assessments of our suppliers and require all suppliers to adhere to our Supplier Minimum Standards (Minimum Standards). As indicated below, we are working to ensure that we undertake risk assessments of all our suppliers; however, we have faced difficulties relating to supplier responsiveness and up to date contract information for suppliers. Consistent application of procurement processes across decentralised parts of the business also remains a concern.

The Minimum Standards enable TMCA to clearly express the expectations we have of suppliers at all stages of our procurement process. The standard contract includes provision of the standards and a requirement to abide by them. At the time of writing, none of our contracted suppliers have indicated that they are currently unable to meet the Minimum Standards which require them to commit to:



Free and voluntary employment



No discrimination



Respect and dignity



No child labour



Freedom of association



Environmental sustainability



Wages and benefits



Workplace safety



Grievance process



No bribery



Responsible material procurement

During FY2025, TMCA conducted an annual conflict minerals survey of service parts and accessories suppliers for the TMCA supply chain (a total of 41 suppliers). This activity is a TMC requirement for all affiliates. The survey is used to confirm that no Tantalum, Tin, Gold and Tungsten sourced from high-risk or conflict-affected smelters are used in TMCA service parts or accessory products. The initial survey identified that 21 suppliers use those minerals in their products; however, their survey responses confirmed that none identified the minerals as coming from conflict-affected areas.

We consider that modern slavery risks are higher and less visible in the upstream part of our supply chain, where we import parts and supplies from overseas affiliates and suppliers, based on varying geographical areas and the industries involved. We recognise the challenge in establishing full transparency and traceability, especially with suppliers based overseas who operate under different labour laws.

Supplier Assessment

In FY2025, we refined our modern slavery due diligence by distributing our supplier questionnaire to a smaller cohort of suppliers (which we identified in FY2024 as high risk), namely cleaning, catering, and waste management suppliers.

We worked with those suppliers to ensure engagement with the questionnaire. After gathering responses, we evaluated flagged issues and conducted additional screening using our due diligence system. This process helped identify whether there were sanctions or red flags from other jurisdictions, including involvement in human rights violations such as:

- Modern slavery
- Human trafficking and organ trade
- Abuse and exploitation
- Illegal prostitution networks
- Genocide and war crimes

No sanctions or red flags were identified as part of this process.

TMCA distributed our modern slavery questionnaire to 11 suppliers, 3 of which are suppliers shared by TMCA and Revolution. The suppliers were cleaning, security and catering suppliers. Whilst this was a smaller cohort than previous years, our focus was on ensuring that all suppliers have been assessed. All 11 suppliers responded to our questionnaires and additional information requests or supplied their own current modern slavery statements for our review. No significant concerns were identified. Our review confirmed that all 11 suppliers meet TMCA's Minimum Standards.

Building on commitments from our FY2024 statement, we further reviewed the highest-risk suppliers, distinct from those above, conducting enhanced assessments on their activities. This involved:

- Re-examining initial responses,
- Seeking supporting evidence, and
- Verifying countermeasures taken to mitigate risks.

Following the supplier questionnaire responses that we received in FY2024, we conducted enhanced due diligence on 36 suppliers. These comprised:

1. suppliers who were rated as high risk in three of our five subcategories (Activity, Human Rights, Workforce, Jurisdiction, and Policies and Systems); and
2. suppliers whose questionnaire responses raised concerns.

We sought to validate their responses and risks, to learn more about their activities and operations, and to support them, where possible, to address their modern slavery risks.

We closed 35 (97%) of the cases, where for example the suppliers confirmed that the initial response was incorrect or provided additional information which reduced their risk rating.

Having conducted our supplier due diligence activities over the past several statement periods, we are now starting to build a deeper profile of our supply chain and the suppliers within it. Whilst the needle of total numbers assessed has not moved greatly since our previous statement, we have taken measures noted in this report to add further depth and assurance of our activities to date. This gives us greater visibility around our highest risk categories, such as the cleaning, catering and waste management, as well as the additional cases, noted above. The residual risk is lower than when we commenced, however we still have areas of our supply chain that require further investigation and the consistency of our approach across the non-centralised areas of our functions remains a gap to be closed.

Supplier Information Management Activity

In our previous statements, TMCA outlined how its hybrid contract management structure (a combination of centralised and decentralised supplier management) has caused some challenges due to a heavy reliance upon manual processes.

In FY2025, we developed a Supplier Information Management module (SIM), with technical support from our Information Technology teams and further support from our Procurement function.

The SIM is a centralised repository designed to improve our upkeep of supplier data, allowing the supplier to update their contact information in real-time. We expect it to be rolled out in FY2026. The SIM should reduce instances of incorrect supplier data, enabling smoother communication between TMCA and its suppliers, notably for our supplier assessment activities.

Supplier engagement

TMCA, TCT, and Revolution, each engages directly with its respective suppliers that have indicated that they are experiencing challenges in meeting our Minimum Standards. Our aim is to support our suppliers to improve their practices, policies and procedures to minimise the risk of modern slavery within their supply chains.

Of the few that indicate difficulties in meeting the Minimum Standards, we welcome their openness and willingness to improve their practices, as continuous improvement is a core value of TMCA.

One recent example is of a supplier who did not have an external reporting hotline for concerns to be raised. Our response was to provide them with our policies, as examples, to enable them to benchmark and improve their activities in this area.

Whilst our focus was on depth of analysis of a smaller cohort of suppliers in FY2025 (see Remediation Actions section) we continue to make progress to ensure we have visibility across all of our suppliers as we onboard new suppliers and maintain our relationships with existing ones.

As described earlier in this statement, we conducted enhanced due diligence on 36 high risk or concerning suppliers. As a result, we confirmed that 35 of the suppliers had a lower risk rating than their initial questionnaire responses indicated.

We investigated a supplier's response regarding withheld identification documents. We found that its Thai entity temporarily held employee passports for visa/work permit processing by the Thai Consulate, generally returning the passports within 1–10 days of being updated by the Consulate with the visa/work permit approval. After reviewing the process and quality assurance measures, we confirmed that employee rights were upheld.

One energy supplier had undertaken significant action to address impacts of its operations on First Nations peoples nationally; albeit this was a proactive step taken by the supplier, rather than in response to a reported incident, however, was flagged as part of their responses to our human rights portion of our questionnaire.

The remaining supplier did not meet all elements of our Minimum Standards. We are continuing to engage with that supplier to confirm the current status of its activities and to understand this situation. We are aware that for some suppliers, it takes time and resources to adapt their businesses to meet our Minimum Standards, so we appreciate suppliers' efforts to work with us.

Addressing the risks of modern slavery in our supply chain and operations

Our procurement team deploys supplier risk assessments, supplier questionnaires, and engages with suppliers to confirm compliance with our Minimum Standards at regular intervals. We recognise that our screening processes outside of this require improvement and standardisation to ensure that they are consistently applied across our business.

We engage with our suppliers to build awareness of our modern slavery activities and to understand their actions to date. In instances where efforts to support remediation of issues are not successful, we may cease procuring goods or services from suppliers who are unable to demonstrate that they are taking sufficient actions to address their modern slavery risks.

We also take a number of other actions to address the risks of modern slavery in our operations and supply chain, which are outlined below.

Policies, processes and procedures

TMCA, together with TCFA and Revolution, is committed to promoting integrity and ethical conduct in all of its business dealings and relationships. We will continue to implement, maintain and enforce effective systems and controls to ensure modern slavery is not taking place anywhere in TMCA's business operations and supply chains.

With respect to TMCA, TCFA and Revolution's operations, our people are trained in our Code of Ethics, which is underpinned by the Toyota Global Code of Conduct.

Through this training program, our TMCA employees (Teammates) receive formal Ethical Behaviour training on our policies including the new Code of Ethics and our Whistleblower Protection and Modern Slavery Policies. This helps to guide our Teammates to work in line with TMCA's values and commitments and uphold the expected standards and behaviour in many areas, including human rights and modern slavery.

Every employee must complete this training every 2 years. From the start of FY2026, every employee will be expected to complete the training on an annual basis.

Additionally, our employment contracts and recruitment processes have been designed in accordance with domestic laws. We also provide competitive remuneration packages which are above minimum wage for our employees.

TMCA's Modern Slavery Policy has been published internally in line with the above Codes, to set out TMCA's expectations around our procurement and supplier engagement activities. The policy helps provide guidelines in how to identify, assess and address risks of modern slavery in our supply chains, together with the established procurement and risk functions.

As stated in our FY2024 statement, there are some gaps when it comes to the consistent application of our supplier engagement across our business. TMCA is working towards the goal of closing this gap through the uplift of our awareness of modern slavery and ESG across the business and with our suppliers. This uplift will go beyond the communication of the policy and strengthen the internal governance framework that supports our activities, such as our procurement procedures and responsibilities.

TMCA, TCFA and Revolution's purchase agreements require suppliers to take reasonable steps to ensure that there is no modern slavery in their operations and supply chains. This includes establishing appropriate systems and processes to ensure risks or occurrences of modern slavery in their supply chains are identified, assessed and addressed. Suppliers are required to notify TMCA as soon as reasonably practicable after becoming aware of, or reasonably suspecting, an instance(s) of modern slavery in their supply chains or any part of their business and undertaking remedial actions to address and cease any instance(s) of modern slavery accordingly.

Our suppliers must also comply with our Minimum Standards, containing environmental, safety, and quality requirements (see the Preliminary risk assessments & Supplier Minimum Standards section). TMC maintains the Toyota Global Sustainability Fundamental Policy, which has been regularly updated since its introduction in 2008. Subsections include the Toyota Human Rights Policy and Toyota Supplier Sustainability Guidelines, which guide TMCA (and its global affiliates) on supplier sustainability and human rights issues. Additionally, TMC maintains a [Sustainability Data Book](#) which explains Toyota's global approach and policies for ESG initiatives, along with practical cases and data.

Operational Tools

As described earlier in this statement, TMCA continues to automate many of our anti-modern slavery practices, including building/developing the SIM in FY2025.

Training

TMCA regularly delivers compliance-based training to our Teammates, which includes human rights and modern slavery. The training provides direction and guidance for our Teammates to identify and address risks in our supply chain.

TMCA continues to provide its approximately 250 contract managers with in-depth modern slavery training or refresher training at least every two years and continues to consider new ways to increase understanding of modern slavery across the business.

Grievance mechanisms and remediation

TMCA maintains systems to ensure that our Teammates and other stakeholders can safely and anonymously raise concerns and lodge complaints. We have continued to maintain our grievance mechanisms for modern slavery concerns, which fit within our existing frameworks.

Our suppliers receive communications about the Toyota Ethics Line, in conjunction with other relevant policies, such as the Minimum Standards, together with other company communications.

Whilst we recognise that it is better to prevent instances of modern slavery by proactively embedding ethical sourcing standards and practices throughout the supply chain and within our own operations, policies and processes, prevention is not always possible.

Where an instance of modern slavery is reported or detected, we will seek to influence and work with a supplier to change their processes or, as a last resort, we may end our business relationship with them. We will also seek to remediate affected parties and improve conditions, including within our own operations.

Tracking the effectiveness of our actions

TMCA is committed to ensuring that our actions taken to identify, assess and address risks of modern slavery are effective.

The procurement, legal, and risk teams evaluate TMCA's actions and measure outcomes against assigned responsibilities to ensure effective modern slavery due diligence across the business. This supports communication between contract managers across TMCA and enables the risk and procurement teams to oversee our modern slavery activities. Consistent with previous statements, challenges still exist with identifying correct contract managers for suppliers and maintaining up to date information.

As noted earlier in this statement, work was done to establish the Supplier Information Management Module in FY2025, and we are set to launch this to the business in FY2026.

Our activities this year, whilst not on the scale of previous years, have focused on quality outcomes and confirming details of identified high-risk areas of the business.

Consultation process with our entities

TMCA sought operational and supply chain information from relevant contract managers throughout the business. The reporting team consulted senior management and key stakeholders in relation to supply chain management processes and policies for each of our owned or controlled subsidiaries in preparing this statement.

TCFA operates from TMCA's Central Headquarters in Port Melbourne, Victoria, and shares TMCA's resources and functions as required. The reporting information is available to TMCA as the companies share the same personnel and systems.

TMCA also consulted with the stakeholders responsible for the procurement at Revolution in respect of its operations and supply chain, and this information has been incorporated into this statement. We will continue to work with Revolution to ensure that its modern slavery risk management processes and policies are aligned with TMCA's.

Additional information

TMCA continues to work with TMC to standardise our anti-modern slavery practices as much as possible with our global affiliates. TMCA recognises that it is important to share experiences and learnings amongst affiliates and continually strive to achieve best practice.

TMCA continues to support and share our knowledge in respect of modern slavery compliance with our dealer network.

Copies of the report

The Anti-Modern Slavery Statement 2025 can be viewed online at <https://www.toyota.com.au/support>

Feedback

Please provide us with your feedback so we can continue to improve our approach to modern slavery.

If you have any comments, ideas or questions, please email compliance.support@toyota.com.au to provide feedback.

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