

"DNA of Quality"

Ladies and gentlemen,

First of all, I am deeply honored to stand here today on such a prestigious stage. On behalf of TOTOKU, I express our heartfelt gratitude to the European Society for Quality Research (ESQR) for presenting us with the "The Quality Choice Prize 2025."

This incredible recognition was made possible not only by the evaluation of ESQR, but also by the unwavering trust and support from our customers who have embraced TOTOKU products over the years. Most importantly, it is the result of the relentless dedication and efforts of our employees, who work tirelessly to improve quality every single day. My heartfelt thanks go out to all of you.

Since its founding 85 years ago, TOTOKU has committed itself to listening closely to our customers and working together with them to create the highest quality products possible. One remarkable example of this is our automotive seat heaters. Thanks to rigorous quality control systems and close collaboration with our customers, these products have maintained zero quality defects for over two decades. I consider this achievement to be clear evidence of our unwavering commitment to quality and the trust our customers place in us.

For us, quality is not just a standard; it is embedded deeply in TOTOKU's DNA. This belief, "Quality is the ultimate contribution to our customers," has fueled our long history and has been the cornerstone of building trust and reliability in our products.

This award validates the path we have taken in our pursuit of quality and serves as a powerful motivator for our future endeavors. Looking ahead, we

promise to keep pushing the boundaries, improving quality, and striving to create products that contribute to a more prosperous and sustainable society. Through technological innovation and eco-friendly development, TOTOKU will continue to prioritize delivering value that meets the expectations of customers and society alike.

Lastly, I would like to express my sincere gratitude once again to ESQR, our customers who continuously support TOTOKU, and our employees and partner companies who share our commitment to quality. With the "DNA of Quality" deeply ingrained within us, TOTOKU will continue to leverage its technological expertise to build a brighter future. Thank you very much.

TOTOKU INC.

Chief Executive Officer

A handwritten signature in black ink, appearing to read "Tadayuki Tsukada". The signature is fluid and cursive, with the first name "Tadayuki" and last name "Tsukada" clearly distinguishable.

Note: The speech was read on the day of the award ceremony by Executive Officer Tadayuki Tsukada due to the Chief Executive Officer's temporary indisposition.