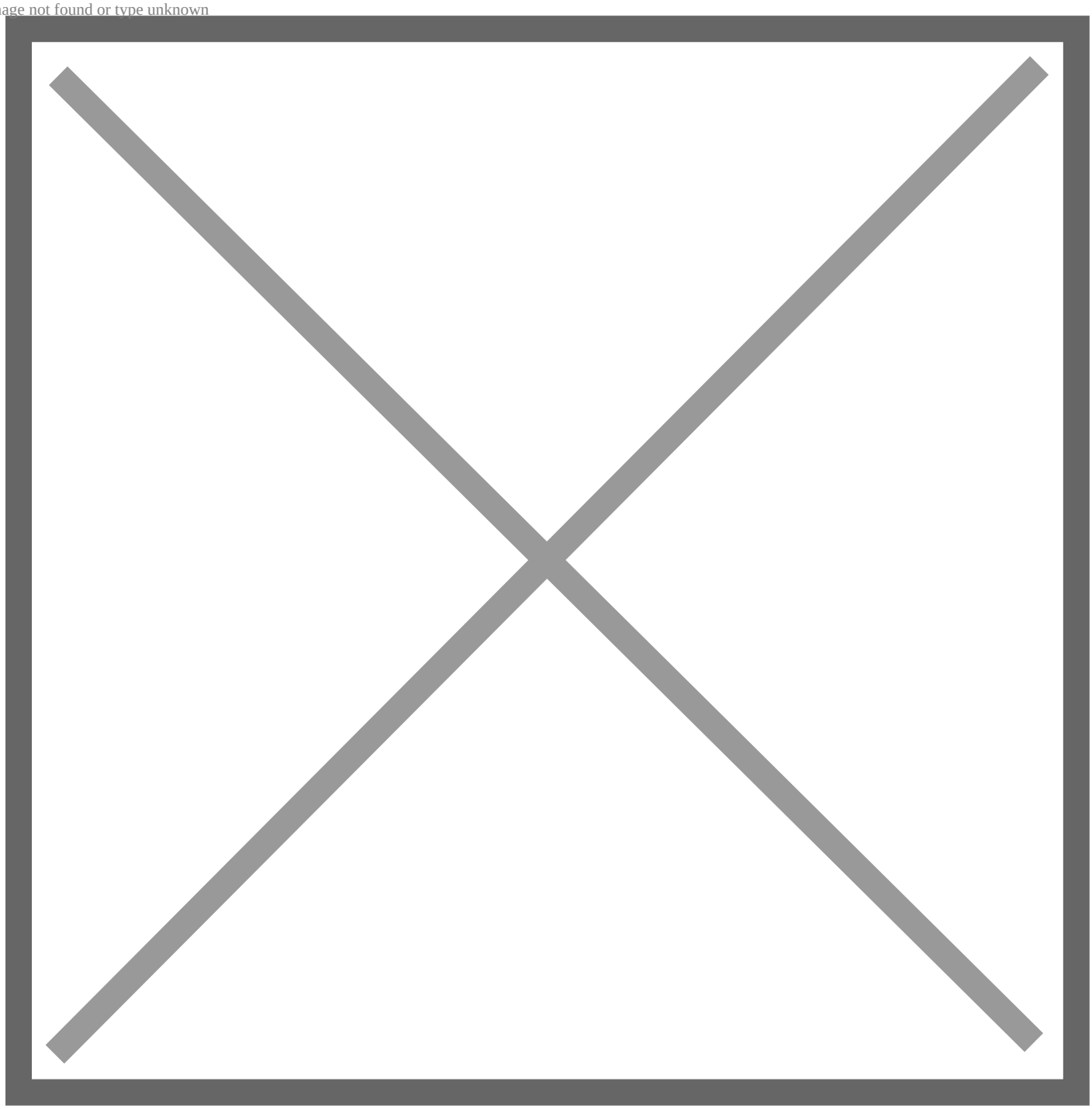
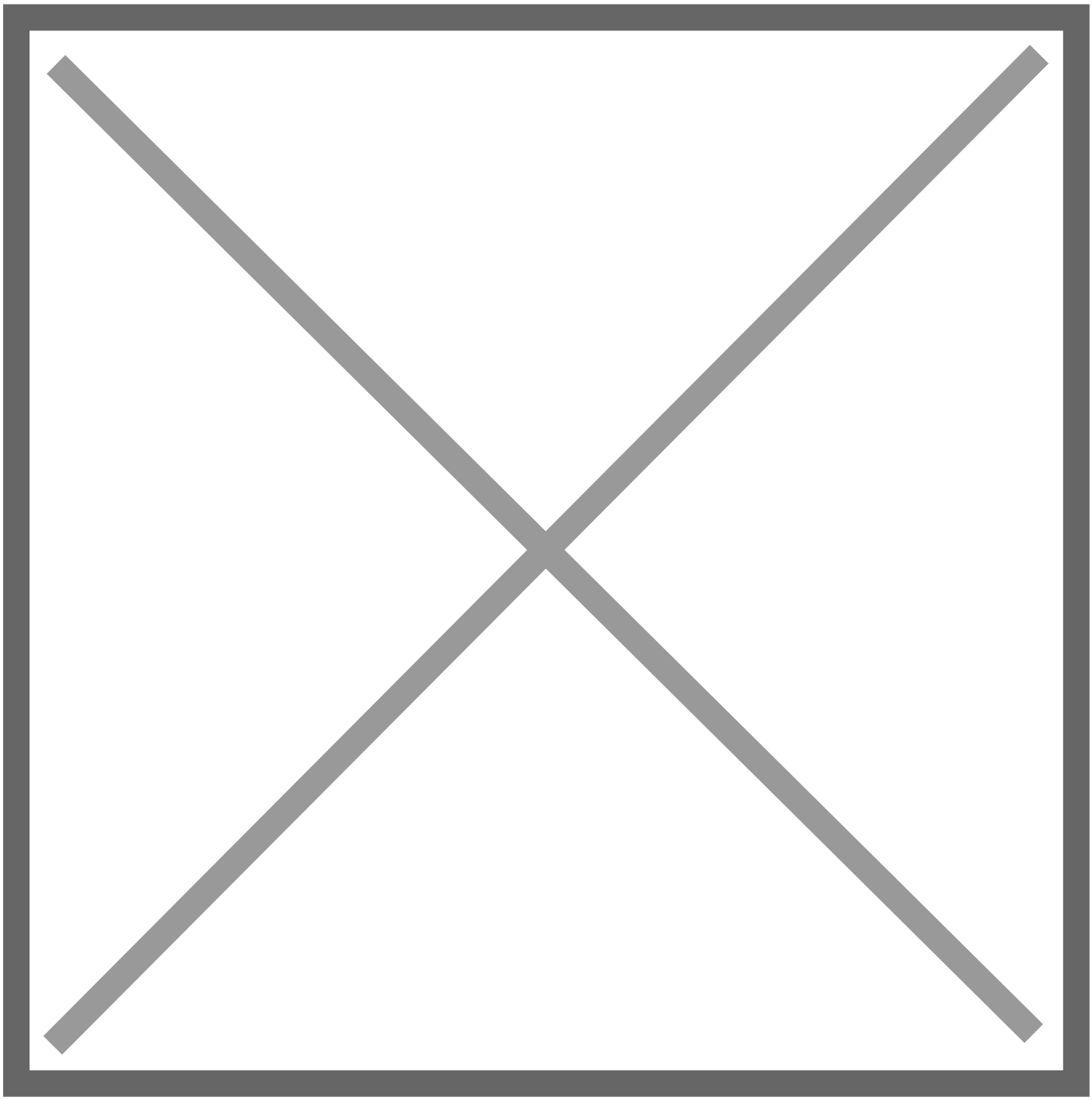
Beyond the Uniform: Honoring Toyota’s Heroes on Veterans Day

November 11, 2026

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Veterans Day is a time to honor all who have served our country. It’s also an opportunity to express our gratitude and recognize the sacrifices made by veterans and their families. Meet our team members who have served and discover how their military experiences shaped who they are today and influenced their careers at Toyota.



How would you describe your role? What are your responsibilities?
Higdon: In Toyota’s Production Engineering organization, my team oversees pre-production and production changes at the manufacturing sites. We plan, procure, install and commission equipment and systems to support manufacturing changes. Since transitioning from vehicle manufacturing to the One Battery Engineering Team,

I've taken on additional responsibilities to improve battery manufacturing operations as they move into production. I analyze gaps in the processes, implement kaizen principles and support downtime reduction efforts to improve productivity overall and achieve a global best launch!

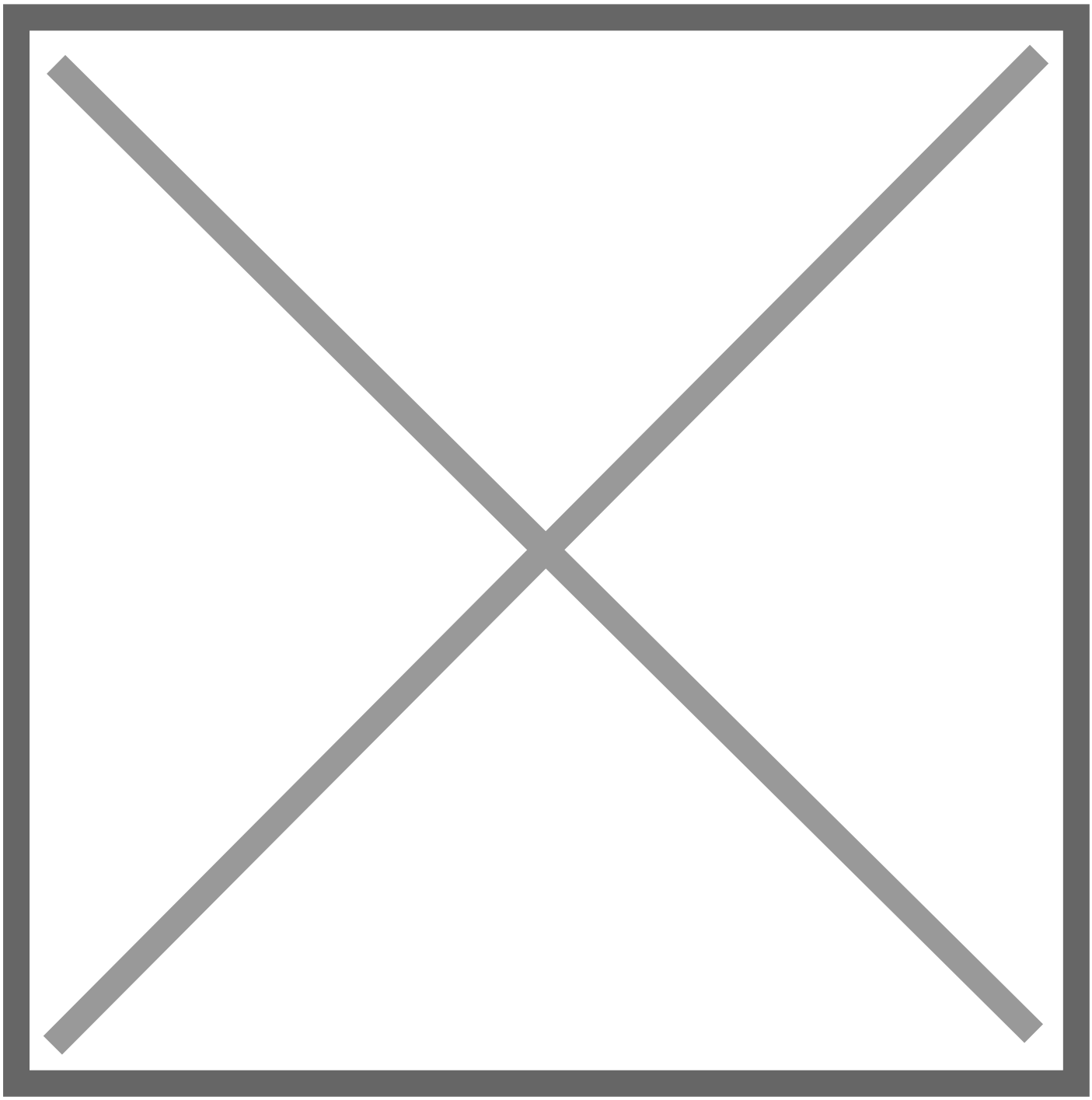
Can you talk about your military experience and how it shaped your career at Toyota?
My military experience has significantly impacted my career at Toyota. I'm thankful for that time, which prepared me for challenges in my personal life and at work. As a leader in the Army, I learned to be effective and efficient by understanding the personalities within my ranks and to truly care for each soldier. I apply those same practices in my current role.

Often, quick decision making is necessary to complete projects while maintaining production of current products. Cross functional collaboration helps ensure successful implementation of new processes or systems. Most importantly, an effective leader must know their team members. Our team members are our most important asset; without them, we couldn't assemble the world-class products we do today.

Tell us about your role with the Toyota Veterans Association (*TVA*) and why it's important to recognize military veterans on this special day.
Within the TVA, I serve as co-chair of the North America Advisory Council. Our goal is to remove barriers and support the success of our 14 chapters across the region.

In 1938, Congress made Armistice Day, now Veterans Day, a federal holiday. The day is for Americans to reflect on the sacrifice of those who willingly step into the line of fire to protect our liberties and way of life. Knowing our nation set aside a day specifically for us reminds us why we raised our hands and for most of us, why we'd do it all again — no questions asked.

What do you love about working at Toyota?
What attracts me to Toyota is its pillars of respect for people and continuous improvement. The concept of mendomi flows throughout every level of the company. Toyota has taken care of my family and continues to do so, which is why I love working here.



How would you describe your role? What are your responsibilities?
***Fargason*:** I lead a small team that provides the physical infrastructure layer the network depends on. We plan, coordinate and deliver structured cabling and network cabinet infrastructure supporting TMNA construction, expansion and renovation projects.

Can you talk about your military experience and how it's shaped your career at Toyota?
My Army career began with the 82nd Airborne Division. After my first deployment to Afghanistan, leaders encouraged me to pursue Special Forces. I went on to serve as an 18D Special Forces medical sergeant with the

7th Special Forces Group, deploying multiple times to Afghanistan and Central America.

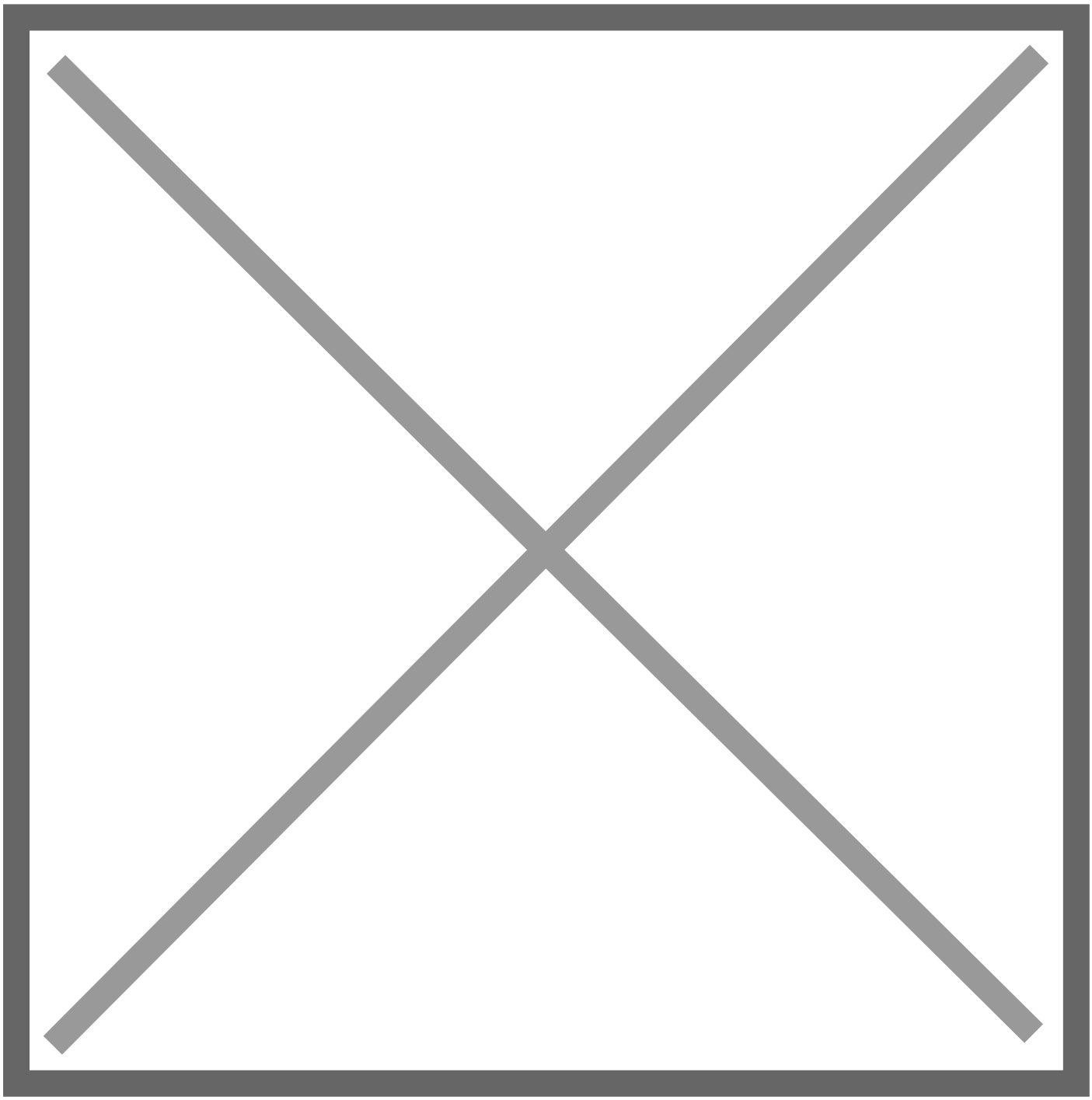
My military experience shaped how I approach my career at Toyota. It taught me to remain calm under pressure, adapt to different people and environments, pay attention to the details and always take care of my team. I try to bring those lessons to work every day by treating people with respect and supporting my team. I also take ownership of what we deliver and focus on finding a solution when challenges arise. One mindset that stays with me today is this: “Failure is not an option.”

Tell us about your role with the TVA and why it’s important to recognize military veterans on this special day.

I serve as the fitness and wellness coordinator and social chair for the TVA. In these roles, I create opportunities for veterans, military families, Gold Star families — immediate relatives of U.S. military service members who died in the line of duty — and supporters to connect and build community.

Veterans Day is important to me because it’s easy to overlook what military service can ask of a person and their family. Service can mean missing birthdays or the birth of a child, watching your children grow from a distance or not being there when a loved one passes. For some, it also means facing life-and-death situations and witnessing things most people never experience. Taking a day to recognize our veterans is a small but meaningful way to acknowledge those sacrifices, show appreciation and let them know their service is not forgotten.

What do you love about working at Toyota?
What I love most is the relationships I’ve built and knowing that our work makes an impact beyond our jobs. Families depend on our vehicles daily to get to work, school, church, practices and all the places that matter to them. I’m proud to be part of a trusted company that cares for its employees and gives back to the communities where we live and work.



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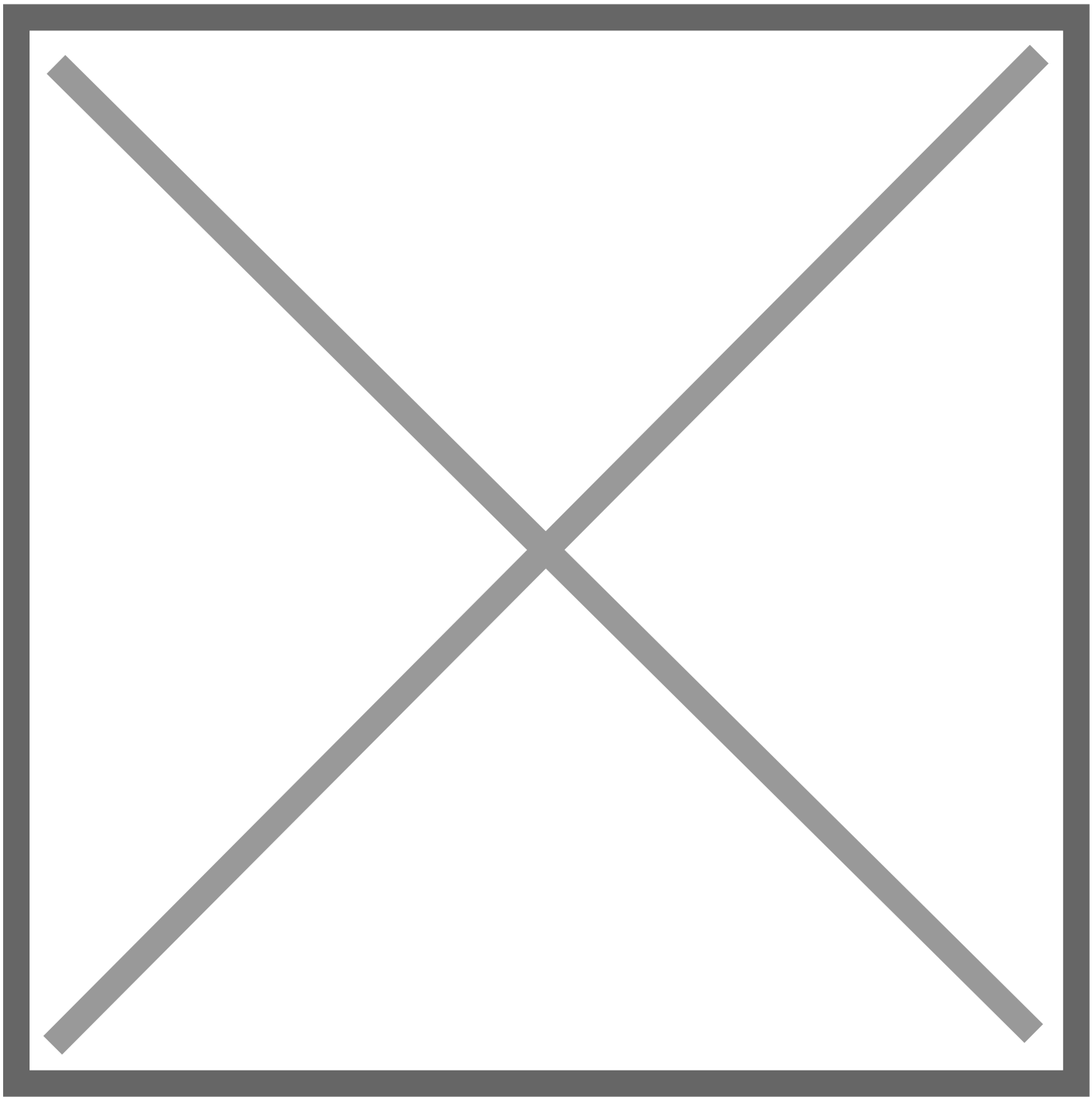
Curry: As a Human Resources manager at Toyota, I support our team members and partner with operational leaders to meet the needs of both our team members and the business. I help to resolve workplace concerns, provide guidance on HR policies, support clear communication between leaders and team members and coordinate with our HR partners on matters such as attendance, leave, pay and benefits. I also connect team members with the resources and support they need. At the heart of my role is building mutual trust and respect. That means listening, being accessible, following through on concerns and helping ensure our practices are fair and consistent.

Can you talk about your military experience and how it's shaped your career at Toyota?
Serving Navy chiefs as a culinary specialist taught me to take ownership, pay attention to detail and deliver work I was proud of. That experience shaped how I serve others. At Toyota, I bring that same commitment to HR: listening, following through and making sure team members can count on me.

Tell us about your role with the TVA and why it's important to recognize military veterans on this special day.

As a member of the TVA, I value the opportunity to connect with fellow veterans and be part of a community built on shared experiences and support. Having served in the Navy, I know how meaningful that connection and recognition can be. Veterans Day gives us an opportunity to pause, express our gratitude and honor veterans' service and sacrifices and the sacrifices of their families.

What do you love about working at Toyota?
What I love most is the opportunity to make a meaningful difference for our team members. In HR, I get to listen, help people navigate challenges and connect them with the support they need. Building trust and seeing how that support makes a difference is incredibly rewarding. I also value the relationships I build and the opportunity to contribute to something bigger than myself.



How would you describe your role? What are your responsibilities?

Wedel: As an HR investigator in Corporate Investigations, I help ensure team members feel heard, respected and treated fairly. I investigate concerns raised by team members, including harassment, discrimination, workplace violence, retaliation, ethics or conflict of interest issues, fraud, falsification and other matters. I approach each situation with care, objectivity and integrity to support a workplace culture built on trust, accountability and respect for people.

Can you talk about your military experience and how it's shaped your career at Toyota?
I served on active duty in the Army from 2008 to 2024 as a 42A human resource professional, with assignments ranging from the company level to brigade level. I now serve in the Army National Guard.

During my military career, I deployed to Iraq and Kuwait, held multiple leadership roles and became a master resiliency trainer. Those experiences strengthened my attention to detail, integrity, resilience and commitment to taking care of people. The military also taught me how to stay calm under pressure, make fair and informed decisions and lead with accountability and integrity — all of which remain relevant to my role at Toyota.

Tell us about your role with the TVA and why it's important to recognize military veterans on this special day.

I joined the Toyota Veterans Association seeking fellowship and community as I transitioned from military life to the civilian workforce. TVA has helped me stay connected with others who share similar experiences, values and a commitment to service. As chair of the TVA Toyota Mississippi chapter, I help foster that sense of belonging and support for other veterans across the organization. Veterans Day is important because it honors veterans' service and sacrifice, as well as the leadership, discipline and resilience they continue to bring to their communities and workplaces after they take off the uniform.

What do you love about working at Toyota?
What I love most is the company's strong commitment to respect for people and doing the right thing. That matters in my role. My work centers on listening to team members, addressing concerns and helping uphold a fair and respectful workplace. I genuinely enjoy helping people and Toyota gives me the opportunity to do that in a meaningful way while contributing to an environment that values integrity, accountability and continuous improvement every day. It is rewarding to be part of an organization where people and culture truly matter.