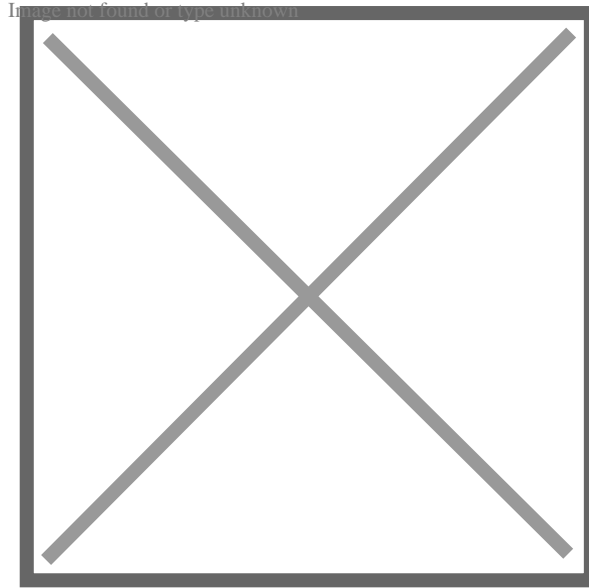


Sandra L. Phillips



Sandra Phillips is senior vice president, Enterprise Integrity, chief sustainability officer and chief legal officer at Toyota Motor North America (TMNA), with responsibility for the company's Legal, Carbon Neutrality and Regulatory Affairs, Sustainable Development, Corporate Security and Emergency Management, and Compliance and Audit functions, as well as Toyota de Mexico.

Reporting to the TMNA CEO, Phillips helps Toyota navigate significant business and legal challenges while supporting its expansion as a global mobility company. She leads efforts to embed sustainable practices across all operations, including initiatives to advance carbon neutrality and promote circular economy and nature-positive principles. Additionally, she provides strategic guidance in areas such as global mobility transactions, cybersecurity, complex litigation, information technology and crisis management. She serves on the Toyota Senior Leadership Team, responsible for making decisions impacting operations, business planning and competitiveness. She was instrumental in launching Toyota's largest-ever philanthropic initiative, Driving Possibilities, an initiative designed to advance career readiness and community enrichment designed to improve access to high-quality STEM education for all. Prior to joining Toyota in June 2012, Phillips held roles leading litigation management and strategy at global law firms and at Pfizer, Inc.

As a change agent and ally, Phillips has been widely recognized for her contributions, including being named as one of *Automotive News*' "100 Leading Women in the North American Auto Industry" and "*Automotive News* All-Stars". In addition, *Black Enterprise* recognized her as one of its "75 Most Powerful Women in Business" (2017), and "Most Powerful Women in Corporate America" (2019). Most recently, Phillips was honored with the General Counsel of The Year (Large Company) by Dallas Fort Worth American Corporate Counsel Association and The Texas Lawbook (2025) and Woman of the Year Award by The National Association of Minority Automobile Dealers (2023).

Phillips is an independent director for MSA Safety, Inc., where she chairs the Nominating and Governance Committee and is a member of the Audit and Law Committees. She serves on the board of trustees for the University of Texas Law School Foundation, the board of directors for the United Way of Metropolitan Dallas,

Texas Access to Justice Commission, and Southern Methodist University Tate Lecture Series, and is a co-founder of the Center for Women in Law at the University of Texas. Phillips is a member of the Executive Leadership Council, the Dallas Assembly and the International Women's Forum. She holds both a Bachelor of Journalism degree and a Juris Doctor degree from the University of Texas at Austin.