



Annual Report

Report for Fiscal 2024

April 2024 - March 2025



THE TOYOTA FOUNDATION

When I visited South America for the TF's 50th anniversary interview project, I went to Iguazu Falls. It was impossible to see everything of the sheer vastness of the area, and the abundance of water were truly overwhelming.
Photo taken by Yoko Niide

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Message from the President



Dr. HANEDA Masashi
President
The Toyota Foundation (Public Interest Incorporated Foundation)

The Toyota Foundation in fiscal 2024
Greetings. Allow me to use this occasion to briefly describe the activities of the Toyota Foundation in fiscal 2024.

The year 2024 marked the foundation’s 50-year anniversary since its inception. To celebrate this milestone, we, the Toyota Foundation, carried out three-pronged commemorative undertakings – launching the 50th Anniversary special website, creating the anniversary grant program titled “Envisioning Human

Society 50 Years Ahead,” and holding an international symposium named “the 50th Anniversary Symposium: Past, Present, and Future of Japan-ASEAN cooperation.” All these activities were completed successfully. I would like to extend my heartfelt gratitude to all those people involved in the process of implementing these projects at every stage.

Moreover, a new Special Subject grant program, Population Decline in Japanese Society, was launched because a shrinking population caused by a falling birthrate and society’s aging is a critical issue facing Japan today. Measures must be taken swiftly to continue dealing with this demographic challenge. Therefore, under this Special Subject grant framework, we would like to make grants to projects designed to study ways to slow down the pace of the population decline and ensure the sustainability of Japan in the age of dwindling demographics.

In fiscal 2024, grants worth about 370 million yen were given to a total of 50 activities and research projects in three Special Subject categories, including this new one, as well as the existing three grant programs.

As mentioned at the outset, we also provided grants worth about 50 million yen to 11 research projects for the 50-year anniversary grant. All combined, we offered a total of approximately 420 million yen to 61 grant-awarded research projects.

Digital transformation advances in Chinese society
On a personal note, I had the opportunity to spend about 2 months in Shanghai from April to June 2025 at the invitation of Shanghai University of Finance and Economics. Although I was a temporary visitor there skimming the surface, let me share some of my thoughts based on that experience.

In China, smartphones and resident identity cards – a Chinese version of Japan’s individual number cards or commonly called my number cards – is used in all aspects of everyday life for information processing and labor-saving purposes, much more so than in Japan. For instance, just entering the university campus, government offices, and even private-sector buildings re-

quire the showing of a resident identity card, or the passport in my case. To ride China’s high-speed trains, passengers need to tap their resident identity cards or passports instead of physical tickets at train station ticket machines because their personal information is already registered when purchasing a ticket. While it is true that all these systems are convenient and safe, seen from a different viewpoint, the authorities are capable of keeping track of every single movement of people.

Almost everyone I saw in China, whether they were walking on the street, riding a subway or a bus, was glued to their smartphone screens. People riding bicycles or motorbikes and even taxi drivers checked their smartphones frequently. People widely use WeChat, a multiple-purpose messaging app similar to LINE in Japan, to handle almost all online communication, making it necessary for them to check various incoming messages. As such, they receive most information via their smartphones and use apps to do daily commercial transactions. So much so that I was even told that a TV broadcasting operator had gone bankrupt as a result of declining demand for TV programming. You can get by even if you leave a wallet at home, but you will be in big trouble if you forget to bring your smartphone when going out.

In China, any new projects will not proceed against the intention of the Chinese Communist Party and the Chinese government. Putting in place IT- and AI-supported new social infrastructure, or what is called digital transformation (DX) in Japan, is undoubtedly the policy of the CCP and the Beijing government in anticipation of future labor shortages in Chinese society where a population decline is already underway. Japan and other countries are not incorporating DX as extensively as China does, but they are facing more or less the same situation regarding digitalization. Given that, the world as a whole is entering the era when IT and AI are coming into full use.

Nevertheless, I find myself feeling somewhat concerned about accepting this situation as a reality. This is because it is unclear what will await us when IT and AI are to be used much more widely. In my view, DX has the potential to bring about change equal to the impacts of the Industrial Revolution two centuries ago that revolutionized the structures of labor, politics, and

society. In Shanghai, I had a chance to talk with AI researchers and executives of software development companies, and they sounded enthusiastic about a “rosy future” in which AI will replace humans and do the work. And yet, the question I have is what humans will do then without needing to work. Will we be able to make ends meet without working? Will there be a new kind of work to be created for us? I wonder if the systems of democracy and capitalism will remain intact or if there will be different political, economic, and social systems that are suited to non-working humans. Hearing what they had to say, I’d have to admit that I could not paint a concrete and clear picture of a future society in terms of these questions.

A place for envisioning a future
DX-related technological development is advancing at a breakneck pace, leaving us with little time to consider and discuss what that will lead us to. Even so, we should not just be at the mercy of such a torrent of technological revolutions, without thinking anything. While it is quite important to address and resolve issues at hand, such action needs to be taken in tandem with efforts to envision a future from a long-term and broad perspective.

In that sense, the Toyota Foundation’s grant programs should serve as a way to conceptualize what a future will look like from various viewpoints. I’d like to encourage people to make good use of our grant frameworks in drawing up plans for DX-powered political, economic, and social systems and devising ways to achieve that. We, the Toyota Foundation, would like to provide a place for people of various backgrounds to come together across different grant programs for constructive exchange, so that we can deepen discussions together with them and carve out a new path toward grant-making activities.

We, the Toyota Foundation, will set off on a new journey this year, with an eye towards the next 50 years. In fiscal 2025, too, we would like to ask for your continued guidance, support, and cooperation from all those people concerned.

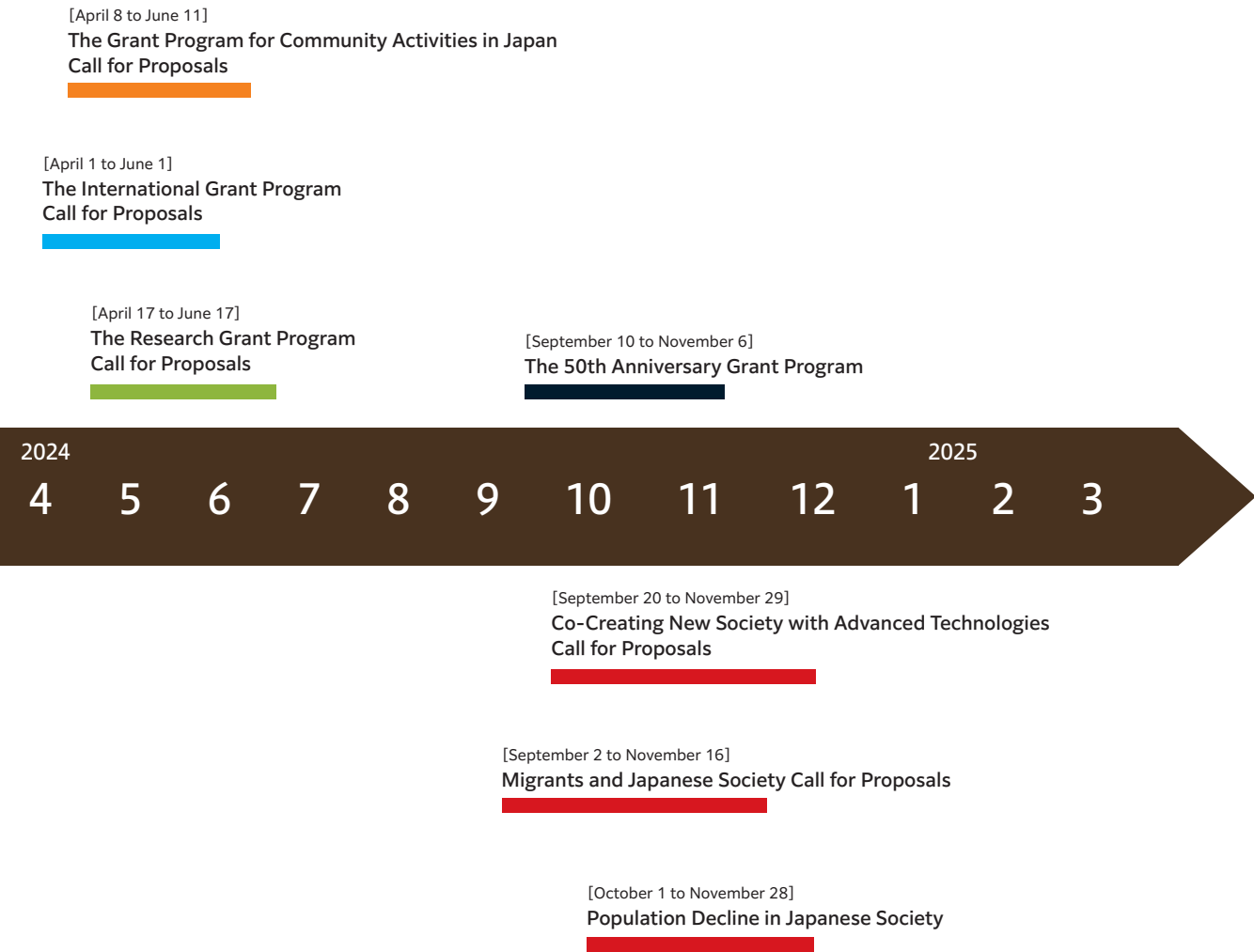
November 2025

[April 1, 2024 to March 31, 2025]

The Challenges the Toyota Foundation Tackled in FY 2024

In fiscal 2024, the Toyota Foundation (the TF/the Foundation) created the new Specific Subject program called “Population Decline in Japanese Society.” This means that the Foundation engaged in grant-making activities under the frameworks of the three Specific Subjects – “Co-Creating New Society with Advanced Technologies,” “Migrants and Japanese Society”, and this newly-created “Population Decline in Japanese Society” –, of the existing three grant programs – “the Grant Program for Community Activities in Japan,” “the Research Grant Program,” and “the International Grant Program” –, and of “the Initiative Program.” In 2024, the Foundation also marked the 50-year anniversary commemorating its establishment and made an anniversary grant program as well.

Looking Back the Toyota Foundation’s FY 2024



Below is the outline of the respective grant programs:





A photo of an activity for the fiscal 2023 grant-awarded project “Reconsidering the Relationship Between Humans and Animals in Zoos: Animal Welfare Assessment and Practice (representative Ms. Yumi Yamanashi).

The Research Grant Program

Overview

Program Title
Interlinkages and Innovation for Future Societies
Call for Proposals
April 17 to June 17, 2024
Project Period
Two years beginning November 1, 2024
Total Amount of Grants
50 million yen

Since the fiscal 2021, the Research Grant Program has offered two frameworks under the overall theme of “Interlinkages and Innovation for Future Societies.” The first one is intended to help nurture next-generation leaders by providing a stable research environment for young researchers for a five-year period, and this is a collaboration in partnership with the Institute for Future Initiatives (IFI), the University of Tokyo; the other one is designed to support two-year joint research projects conducted through the leadership of young researchers.

<The Partnership Program>
Three selected young researchers (or fellows) had been working hard to advance their research activities and held an open workshop in April under the theme of “Exploring the Interlinkages between the Environment and Society.” The workshop served as an opportunity for the fellows to present mid-term reports and engage in a discussion with experts, leading to an in-depth discussion about interlinkages between the environment and society. A report on various talks at the workshop was compiled and is available on the Foundation’s website.

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
118(100)	8(10)	51.1(59.0)	50.0(50.0)	6.8(10.0)

Since all the fellows decided to move onto the next stage in their careers earlier than scheduled, the Foundation called for additional fellows in fiscal 2024. It received a total of 56 applications from at home and abroad, and through the selection process, one person was hired as a project assistant professor and embarked on a research project in April 2025.

<Joint Research Program>
As in the previous fiscal year, under the theme of “Interlinkages and Innovation for Future Societies,” the TF called for ambitious research projects that would not only make academic contributions but also encourage a transformation of the social system. As in the previous fiscal year, application requirements were such that a joint research project should be conducted by a team of two persons or more, and that the project representative should be 45 years old or younger with his/her residence in Japan. Moreover, the requirements also clearly stated that selected researchers should disseminate their research outcomes widely to society beyond the boundaries of academia.

As for public calling for proposals, the Foundation publicized the Joint Research Program widely through holding online debrief-

ing sessions, notifying major universities and academic associations, posting the relevant information on NPO/NGO-related portal site, among other measures. A total of 118 applications were received, which was a slight increase from the previous year, and eight proposals were selected in the end.

In June, as an independently-organized activity, an overnight joint camp was held together with the Special Subject “Co-Creating New Society with Advanced Technologies.” About 30 people got together for this camp, including grant recipients, external experts including members of the Selection Committee, and the TF staff members. All the participants participated in a mid-term report-back meeting, followed by a workshop titled “A Future Society Seen Through Interlinkages” and a field visit organized by the past grant recipients. The camp proved to be a valuable opportunity for the participants to exchange ideas about each other’s projects and engage in in-depth discussions, fostering meaningful interactions. . Moreover, the participants had an active discussion about the two grant programs and were able to better understand the intent and purpose. A video about the camp was compiled and released on the Foundation’s YouTube channel.

Comments

Comments by Selection Committee Chair Hiroshi Nakanishi

This was the fourth fiscal year in which applications were selected for the Research Grant Program based on the theme of “Interlinkages and Innovation for Future Societies.” Although no major revisions were made to the application guidelines from the previous year, the Foundation placed greater emphasis on the interdisciplinary nature of the research, the diversity of the participants, international perspectives, and the various impacts on society.

Research grants based on this theme were initiated in 2021 while the novel coronavirus (COVID-19) pandemic was rampant. Many of the research projects addressed the theme of new connections made during the shock of drastic changes in the nature of our society, previously taken for granted, over a short period of time. Since then, society has gradually moved toward normal-

cy; however, this trend of change continues. In retrospect, the pandemic experience may have been an aspect of a time of great change in social connections among humans, the relationship between humans and the natural environment, and of the relationship between humans and technology. We must address numerous issues that cannot be estimated from past experience, including mounting international tensions on a global scale, such as long-term military conflicts, the emergence of the Global South, changes in social demographics and gender attitudes, and the possibilities and challenges arising from the advance of the information society such as the practical application of generative AI. The Foundation has seen an annual increase in the number of grant applications for various research projects on these issues.

We selected eight projects out of 118 applications for grants this year. The number of applications increased from 100 last year. Moreover, 43 research applications were in English, a significant increase from 19 applications last year; however, only three were ranked in the top category, and a considerable number did not meet the requirements for this grant. This issue should be addressed in future work. The ratio of male and female project representatives changed slightly. Last year, the percentages were 54% male, 44% female, and 2% non-responding, whereas they were 60% male, 39% female, and 1% non-responding this year. The average age of project representatives was 36.8 years which is the same as last year. Continuing from last year, we felt that the quality of applications was high on average and that there was variety in the fields of study. Further, we introduce some of the selected research projects.

Yuki Someya (Associate Professor, Graduate School of Health and Sports Science, Juntendo University)
”Building a Support System to Improve the Environment for Sports of the Intellectually Disabled: Towards the Involvement of University Students Studying Sports and Health Sciences”
Although there has been an increasing public awareness regarding sports for people with disabilities such as the Paralympics, the rate of sports implementation among people with intellectual disabilities remains low. The project was judged to be highly effective in terms of social impact in that a preventive program would be developed and provided to increase opportunities for people with intellectual disabilities to participate in sports. Additionally, it would provide opportunities for university students studying sports and health to become sports partners and aim to expand opportunities for the social participation of people with intellectual disabilities in the future.

Kazuaki Iwabuchi (Assistant Professor, Center for Advanced School Education and Evidence-Based Research, Graduate School of Education, The University of Tokyo)
“Seismic Synergy: Learning from Traditional Wisdom to Build a Resilient Future”
In earthquake-prone regions in Asia, efforts are being made to integrate traditional regional architecture into contemporary architecture. This study verifies and compares earthquake counter-measure techniques and the related wisdom of traditional architecture and shares the resulting knowledge. Specifically, the research contributors are architecture-related experts from Indonesia, Nepal, and Pakistan; together with the project representative, a specialist in the field of communication, the aim of the project is to share international knowledge, which is expected to yield original and socially useful outcomes.

Koichiro Shiratori (Lecturer, Department of Community Design,

Faculty of Sociology, Otani University)
“Overcoming the Information Barrier between Supporters and Recipients: ICT to Integrate Academic and Tacit Knowledge and Design Social Systems”
One factor aggravating the issue of impoverishment is the problem of information barriers or information gaps between supporters and recipients. To address the lack of accurate information about support systems, a survey will be conducted regarding the ways in which supporters provide information to citizens and citizens share essential information with supporters. This section presents an ICT-based solution. The project is considered to be of great social and practical importance.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Partnership Program

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-RC-0001	Partnership Programme: “Interlinkages and Innovation for Future Societies” Kensuke Fukushi, Director, Institute for Future Initiatives, the University of Tokyo	20,000,000

Joint Research Program

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-R-0007	Effect of Green Gentrification on the Green Space Equality and Resident Behavior: Focus on the Major Cities of Southeast Asia Kojiro Sho, Associate Professor, Department of Urban Engineering, School of Engineering, the University of Tokyo	6,800,000
D24-R-0010	Building a Support System to Improve the Environment for Sports of the Intellectually Disabled: Towards the Involvement of University Students Studying Sports and Health Sciences Yuki Someya, Associate Professor, Graduate School of Health and Sports Science, Juntendo University	6,700,000
D24-R-0032	Seismic Synergy: Learning from Traditional Wisdom to Build a Resilient Future Kazuaki Iwabuchi, Assistant professor, Center for Advanced School Education and Evidence-based Research, Graduate School of Education, The University of Tokyo	6,900,000
D24-R-0061	Developing Multiparty Dialogue Tools Aimed at Establishing a Foundation for Conviviality within a Multicultural Community: Moving towards Direct Interaction Overcoming Linguistic Asymmetry Miki Hirata, Associate Profesoor, Hokkaido University, Institute for the Advancement of Higher Education, International Education and Research Division	7,300,000
D24-R-0064	Overcoming the Information Barrier between Supporters and Recipients: ICT to Integrate Academic and Tacit Knowledge and Design Social Systems Koichiro Shiratori, Lecturer, Department of Community Design, Faculty of Sociology, Otani University	6,600,000
D24-R-0073	Third-Party Reproduction and Family Diversity: Oceanian and Scandinavian Models and Their Implications for Japan Eiko Saeki, Associate Professor, Department of Sustainability Studies,Faculty of Sustainability Studies, Hosei University	4,600,000
D24-R-0091	Development of a Dementia Prevention Program That “Connects” People and its Implementation in Society Yujiro Kuroda, Senior Researcher, National Center for Geriatrics and Gerontology, Department of Prevention and Care Science	5,500,000
D24-R-0115	Exploratory Research on Creating the Soil for a Respectful Environment Across Different Identities by Economic and Cultural Anthropological methods Takeda Hibiki , Ph.D. Candidate, Kyoto University, Graduate School of Human and Environmental Studies	6,700,000



A photo of project practitioners dining outside with Kuy people in Kampong Thom Province, Cambodia, at a site of the activity for the fiscal 2023 grant-awarded project “Designer residence program for building relationships of mutual circulation” (representative Mr. Mikiharu Yabe and Cambodia representative Ms. Mai Yoshikawa).

The International Grant Program

Overview

Program Title
Cultivating Empathy Through Learning from Our Neighbors:Practitioners' Exchange on Common Issues in Asia

Required elements for Project
Transnational, Cross Sector, Mutual Learning, Foresight

Target Countries
East Asia, Southeast Asia, and South Asia*1

Call for Proposals
April 1 to June 1, 2024

Project Period
One or two years beginning November 1, 2024

Total Amount of Grants
70 million yen in total
One-year project: JPY 5,000,000
Two-year project: JPY 10,000,000

*1 ・ East Asia: Japan, China, Hong Kong, Macau, Taiwan, South Korea, Mongolia
・ Southeast Asia: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, Vietnam
・ South Asia: Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka

Grant Results () Fiscal 2023

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
One-Year Grant	35(9)	0(0)	70.0	70.0	0(0)
Two-Year Grant	154(113)	8(8)			5.0(8.0)
Total	189(122)	8(8)	70.0	70.0	4.2(6.6)

In fiscal 2024, under the theme continued since fiscal 2015 “Cultivating Empathy Through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia,” the International Grant Program made grants to projects seeking to find solutions to common challenges facing Asia through supporting “cross-border exchanges and learning among on-the-ground practitioners from more than two countries.” The program’s grant amount totaled 70 million yen, and the Foundation called for applications, with the upper limit at 10 million yen per project for a two-year grant and 5 million yen for one-year grant, the same as in the previous years.

The Foundation accepted a total of 189 applications during the public-calling period from April to June, and selected eight proposals through discussions by the Selection Committee. There was an increase in the number of prior inquiries, consultations, and applications from the previous years. This is believed to be due to the fact that more people became interested in this grant after South Asian countries were included in the target regions since fiscal 2022. Only a few of these selected projects were intended to conduct mutual exchanges among multiple countries, but rather many of them were designed for learning across two or three countries. This may be because of the impact from higher costs for implementing the projects, including travel expenses. No proposal was selected for the one-year grant in fiscal 2024.

As an independently-organized activity, the 50th Anniversary Symposium of the Toyota Foundation was held. Since the TF started its international grant activity first in Southeast Asia and has a proven track record of continued grant-making until today, the symposium featured the theme “Past, Present, and Future of Japan–ASEAN cooperation.” A number of researchers and social sector officials with various specializations and experiences gathered at the venue from Japan and other countries. And they discussed and exchanges opinions, with a particular focus on the role of private foundations, about mutual cooperation from long-term and global perspectives on the new era of Japan-ASEAN relations. A total of about 100 people, including people involved in the past grant-awarded projects, came together at the venue on the day of the symposium and engaged in active discussions, highlighting the significance of continuing the Foundation’s international grant activities.

As the international environment is changing considerably, the International Grant Program will continue to offer support to projects seeking to solve common issues through mutually learning about knowledge and experience on an equal footing across national borders and different sectors within Asia, going forward.

Comments

Comments by Selection Committee Chair Shigeto Sonoda

There are news reports that the number of COVID-19 infections is increasing again this summer. However, this has not affected overseas travel. Possibly due in part to the weaker yen, the number of tourists coming to Japan is about to reach a record-high. The number of International Grant Program applications received was 189, the largest number since I became the selection committee chair in 2019.

This fiscal year, in the International Grant Program, we called

for proposed projects that are aimed at solving common issues in Asia through learning from each other and include the following four elements, as before. The application guidelines have not changed from last year.

(1) Transnationality: The project must cover at least two countries in East Asia, Southeast Asia, and South Asia, and the project members must also be from at least two countries. In addition, any achievement made through the project or an effect produced

Table 1: Distribution of the nationalities of project representatives for fiscal 2022-2024

Nationality	2022	2023	2024
Japan	61	85	119
India	3	6	20
Indonesia	5	3	9
Malaysia	4	4	6
The Philippines	0	3	5
Nepal	2	1	5
Canada	0	1	4
Bangladesh	2	4	3
South Korea	1	2	3
Thailand	1	1	3
China	1	3	2
United States	6	2	2
Myanmar	0	0	2
Vietnam	4	1	1
Pakistan	0	1	1
Singapore	2	0	1
Mongolia	0	0	1
Sri Lanka	0	0	1
Nigeria	0	0	1
Taiwan	1	1	0
Burkina Faso	0	1	0
Hong Kong	0	1	0
New Zealand	0	1	0
Austria	0	1	0
United Kingdom	2	0	0
Czech Republic	1	0	0
Italy	1	0	0
Iran	1	0	0
合計	98	122	189

Note: Countries/regions are listed in descending order of number of project representatives by nationality for fiscal 2024.

by it must cover multiple countries.

(2) Cross Sectoral Approach: A sufficient number of experts from multiple sectors (such as researchers, NPO staff, businesspersons, and government officials), who are to solve the problem, must be participating in the project under an organic relationship.

(3) Mutual Learning: Project participants must have built a relationship of mutual learning to carry out the project.

(4) Foresight: The project must have a clear vision of its outcomes and must consider the impact it will have after the end of the grant and the possibility of its future development. It must also cover problems that could occur in the future and reflect a new perspective beyond conventional frameworks.

As I pointed out in preceding years, while it may be easy to fulfill

conditions (1) and (4), it is difficult to fulfill (2) and (3). Therefore, high level of ingenuity is required to be a successful proposal for the application. In particular, several applications from people or organizations with experience implementing support projects either lacked elements addressing (3) or were insufficient in this respect. This has remained unchanged from preceding years.

Overview of the Situation and Details of Application

The open call for proposals started on April 1 in fiscal 2024, and applications were accepted for two months until June 1. The Foundation held two online briefing sessions, one on April 16 and the other on April 25. Nearly 150 people participated in the sessions, which was 1.5 times larger than last year at the same point. Sixty-six prior consultations were provided face-to-face, online or in other forms. We had 1,053 pre-application registrations, a significant increase from the 267 registrations last year. Program officers (POs) in charge of the registration process were initially concerned that it was a cyberattack. They said that this was a result of a rapid increase in people from South Asia having access to the program. However, slightly below 18% of the pre-registrants, 189 of them, advanced to the final application process. This means there were not too many applications to evaluate.

Of these 189 applications, 35 applied for the one-year grant, which is around 18% of the applications. This is close to the year before last (17.3%).

The distribution of nationalities of applicants is shown in Table 1. In fiscal 2024, a little less than 63% of all applicants were Japanese nationals. This is also close to the fiscal 2022 level. Partly because this is the third year since the program began to cover South Asia, there was an increase in the number of applicants of Indian and Nepali nationalities. This trend was also seen last fiscal year.

Fig. 1 shows the distribution of countries/regions stated in the proposed projects and Fig. 2 shows the number of the countries/regions covered by the project.

More projects covered Southeast Asian countries like Thailand, Indonesia, the Philippines, and Malaysia than last year. There was also an increase in proposed projects covering South Asian countries including India, Nepal and Sri Lanka. We had many proposals for projects that cover fewer countries or regions, for example, two or three countries. This is another trend that was also seen last fiscal year.

Selection process and results

The selection committee is made up of four members including

the committee chair. The members have remained unchanged for three fiscal years.

First, POs sorted out submitted documents and closely reviewed all of the applications. They eliminated incomplete application forms and applications that were judged not to include the four elements described above, before the selection committee members were asked to evaluate the remaining applications.

Next, the four members of the selection committee read the applications carefully and selected the applications that they could recommend, with some weight on the projects that the committee members found most impressive. When a question arose about project details, schedule, budget plans or any other related matters, or room for improvement was found in the dissemination of achievements and results, the selection committee members informed the POs of this.

The committee eliminated applications that had not been recommended by anyone. All members of the selection committee commented on all of the applications, and carefully examined the applicants' answers to questions from the committee members before deciding whether to select them. They made decisions about the winning projects by checking to ensure that there are not too many overlaps in the countries or regions covered and project themes and adjusting the final amounts of the grants to 70,000,000 yen in total.

The eight projects selected for this fiscal year have the following characteristics.

First, many projects covered two countries (three projects) or three (three projects), probably reflecting the distribution of all of the applications (Fig. 3), and creative measures were devised to prevent management costs being too high. In addition, while there were 35 proposed one-year grant projects, none of them were selected. This is yet another trend that was also observed last year.

Second, the past recipients of Toyota Foundation grants were a larger proportion of the successful applicants than before (including recipients of grants from programs other than the International Grant Program). Of the representatives stated in all of the application forms submitted this fiscal year, the representatives of 28 of the proposed projects said that they had received grants from the Toyota Foundation before, which is approx. 15% of all of the proposals received. However, the representatives of five of the eight selected projects said that they had previously received grants from the Foundation, which is 62.5% of the selected projects. I will refer to this point again later.

Fig. 1: Targeted countries/regions that were stated in application forms for fiscal 2022- 2024

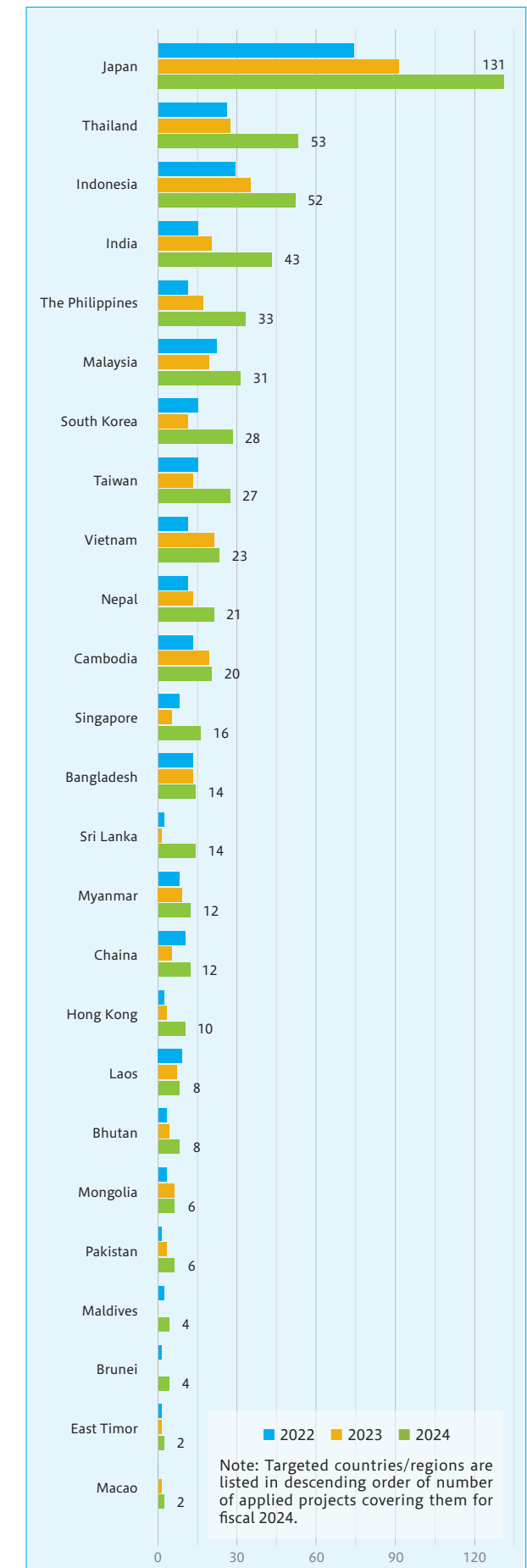


Fig. 2: Number of targeted countries/regions that were stated in application forms in 2022-2024

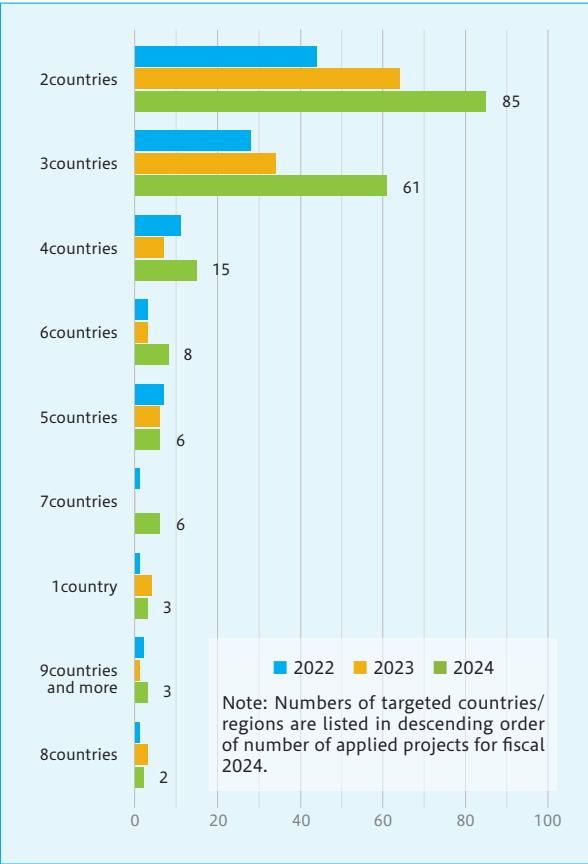
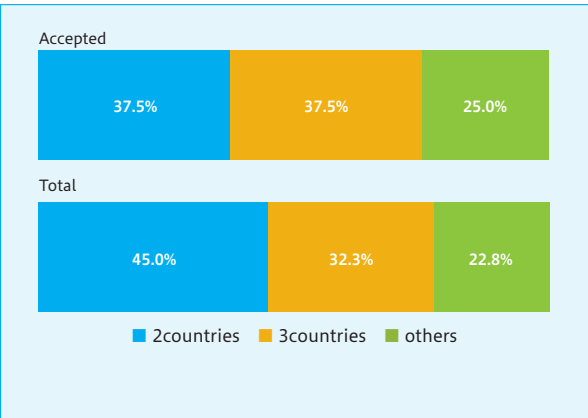


Fig. 3: Numbers of targeted countries/regions that were stated in the applications: Ratios to the number of selected projects and the total number of applications (%)



Third, environmental protection, disaster prevention, poverty, and combinations of these issues were the issues that many of the successful applications were focused on. This fiscal year, there were not as many applications related to immigrants or refugees as there had been before. This is also estimated to be because the grant of Special Subject “Migrants and Japanese Society” was introduced in fiscal 2019 and many applicants shifted to this category.

Introducing Adopted Projects

Two of this fiscal year’s winning projects which were relatively highly evaluated by the selection committee members are introduced below.

Reiko Harima (Regional Coordinator, Mekong Migration Network)

”Migrant Returnees’ Exchange: Building a Forum for Sharing Experiences in Southeast Asian Countries of Origin”

This project creates a forum for people from the Mekong Region who have been migrant workers in Japan and have now returned to their home countries. In the forum, the various realities of migrant work are shared not only between forum participants but also with related people from each country and from embassies in Japan, who participate online, to discuss and shape the future political measures that will be necessary. The idea of creating a forum for advocacy is based on the rich experience of the project representative, who has long been engaged in activities in the region. The project’s feasibility and the reliability of its operation were evaluated highly. On the other hand, it is hoped, for example, that research will be conducted to delve deeply into the level of achievement of the original purposes of the Technical Intern Training Program, such as to what degree the people who have worked in Japan as technical intern trainees have actually acquired skills and use them in their countries, after considering ethical issues.

Jin Sato (Professor, Institute for Advanced Studies on Asia, The University of Tokyo)

”Mutual Learning Toward Just-in-Time Information for Grassroots Climate Adaptation in the Lower Mekong Countries”

This project encourages mutual learning involving three parties: people participating in water depth surveys along the Mekong River in Thailand, NGO personnel operating sensor-based early warning systems in Cambodia and experts such as hydrologists. The aim is to model the ideal form of voluntary river management activities and make this visible so that it can be shared with external audiences. The approach, which seeks to identify specifics associated with the climate change about the situations in multiple

countries, including the river management situations, and methods for enabling community participation, is in line with the objectives of the International Grant Program, and its validity was evaluated highly. However, it was mentioned that a hypothesis needed to be made in advance about the kind of information that would be provided on a just-in-time basis and the kind of network that should be built, based on the local knowledge referenced in the proposal, rather than playing it by ear.

Conclusion

As mentioned above, the majority of the project proposals selected this fiscal year were written by representatives who had previously received grants from the Toyota Foundation. We believe this is a result of selection committee members remaining faithful to the selection criteria when evaluating the applications and also the result of the continued development of the representatives of projects which had received grants in the past. The selection committee members take their time when selecting projects, and the committee makes its decisions after a detailed review of the projects. The process is fair, but it is difficult to judge whether it is good in the long term as well.

Since I become the committee chair, each committee member has always provided some remarks after the committee meeting. This year, as in past years, the committee members provided their opinions freely. One member’s opinion was slightly radical. He said, “As long as we are selecting projects by screening applications, how well each application is written is a factor that determines whether the project is selected or not. If we really want to receive novel proposals from NGOs and various other activists, we should do direct recruitment instead of screening applications.” It is true that, in reality, applications submitted by young people tend to be unsuccessful due to how well the documents are written. Also, this year I had the impression that there were more applications than before that looked similar to applications I had seen before. While the brand of the International Grant Program has been established—actually, it was highly competitive again this year, with the successful application rate being slightly above 4.2%—it may be time for the Foundation to take on a new challenge.

Having served as the selection committee chair for the six years since fiscal 2019, this is the last selection during my term of office. Selection was difficult every time, but I always learned something. I would like to express my sincere gratitude to the Foundation for having given me these learning opportunities.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-N-0020	Practice of mutual learning on food and agricultural sustainability: Insect food-tech in Thailand, Lao, and Japan as a subject Akihiro Iijima, CTO, FUTURENAUT Inc.	8,750,000
D24-N-0045	Mutual Learning Toward Just-in-Time Information for Grassroots Climate Adaptation in the Lower Mekong Countries Jin Sato, Professor, Institute for Advanced Studies on Asia, The University of Tokyo	9,800,000
D24-N-0050	Building mutual understanding and human networks for preservation and utilization of modern and contemporary architecture as cultural heritage Yoshikazu Araki, Professor, Kyoto University	9,000,000
D24-N-0085	Mutual Learning of Challenges and Collaborative Development of a Practice Model for Community-based Emergency Medical Services in Laos and Thailand Takaaki Suzuki, Visiting Researcher, University of Tsukuba	9,200,000
D24-N-0120	Creating a place for the elderly through the reminiscence therapy workshops at a community museum Nakamura Marie, Associate Professor, Otsuma Women's University	8,950,000
D24-N-0132	Community-based mutual learning in island regions regarding the emission and drifting ashore of marine plastic waste, and cross-border development for future generations Kaori Kobayashi, Associate professor, Sugiyama Jogakuen University	9,500,000
D24-N-0157	Understanding the vicious cycle of poverty and rising inequality caused by floods in flood-prone areas of monsoon Asia and proposing climate adaptation measures Akiyuki Kawasaki, Professor, Institute for Future Initiatives, The University of Tokyo	5,000,000
D24-N-0177	Migrant Returnees' Exchange: Building a Forum for Sharing Experiences in Southeast Asian Countries of Origin Reiko Harima, Regional Coordinator, Mekong Migration Network	9,800,000



A photo of an event held in Kamakura City as part of the fiscal 2024 grant awarded project “‘ We will create what is needed for a local community by ourselves!’ A residents-led activity spreading from a new fish shop in Kamakura” (representative Ms. Sachiko Tajima).

The Grant Program for Community Activities in Japan

Overview

Program Title

Fostering the Autonomous Society under “New Normal”
Based upon the Inventive Ideas

*This program is limited to activities in Japan.

Grant Category

- 1) Inventing Systems and Development of Human Resources Conducive to Foster Autonomous Society in Japan
- 2) Building the Base to Foster Autonomy in Local Neighborhoods

Call for Proposals

April 8 to June 11, 2024

Project Period

- 1) Three years, beginning November 1, 2024
- 2) Two years, beginning November 1, 2024

Total Amount of Grants

- 1) 40 million yen
- 2) 40 million yen

In fiscal 2024's Grant Program for Community Activities in Japan, the Foundation made grants for the fourth year under the two grant frameworks -- “(1) Creating a System that Can Contribute to Greater Promotion of Autonomous Society in Japan and Developing Human Resources” (hereinafter (1) Japanese Society) and “(2) Building a Capacity for Promoting Autonomy in Local Neighborhoods” (hereinafter (2) Local Neighborhoods) -- under the theme of “Fostering the Autonomous Society under ‘New Normal’ Based upon the Inventive Ideas,” a new theme introduced in fiscal 2021.

In fiscal year 2024, a total grant amount was cut from 110 million yen to 80 million yen due to the creation of the new Specific Subject for research projects about Japan. Accordingly, the TF re-examined and set requirements for the program in the following four ways: the upper limit for one project was reduced to 15 million yen from 20 million yen in the (1) Japanese Society frame-

Grant Results () Fiscal 2023

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
1)	20(34)	3(1)	33.0(19.50)	40.0(70.0)	15.0(2.9)
2)	117(114)	9(8)	48.0(43.20)	40.0(40.0)	7.7(7.0)
Total	137(148)	12(9)	81.0(62.70)	80.0(110.0)	8.0(6.0)

work; the expense for developing and maintaining a digital technology-based system was capped at five million yen in the overall budget of a project; research and activities need to be conducted in two or more new local neighborhoods during the grant period; and the existing initiatives in specific neighborhoods should be analyzed and verified, and a strategy for expanding to other neighborhoods should be devised.

As for public calling for proposals, online briefing sessions were held twice, along with in-person sessions 15 times in collaboration with local NPO support/intermediary organizations in six regions across Japan. Those locally-held sessions were designed to focus on Q&As and individual consultations with participants, including a focus on application-stage screening of proposals, which led to the selection of several research projects by those applicants who had had individual consultations.

A total of 137 proposals was received: 20 proposals for (1) Japanese Society and 117 proposals for (2) Local Neighborhoods. After much deliberation by the Selection Committee, the TF decided to give a total grant amount of 81 million yen to 12 selected projects: three proposals for (1) Japanese Society and nine proposals for (2) Local Neighborhoods.

The Foundation held and conducted follow-ups for the grant-awarded projects, with the cooperation of outside lecturers, advisors, and the Selection Committee members. A report-back meeting and a mid-term training session for the fiscal 2021 to 2023 grant-awarded projects were set to take place separately but on two successive days for the (1) Japan Society framework and the (2) Local Neighborhoods framework, and the TF called for the participation of the past grant recipients, thereby organizing these events as an occasion for cross-sectional learning and exchanges within this grant program. Several members of the Selection Committee took part on both days, and offered a lot of their valuable feedback in group discussions at the report-back meeting and mid-term training session.

For an alumni network connecting the past grant recipients, the Foundation planned and implemented alumni activities with the cooperation of outside organizations, and tried to introduce the training program that also served as an opportunity to disseminate outcomes by the past grant recipients. In the past two fiscal

years, the Foundation's program office took the lead in the planning and limited participants only to the recipients of the Grant Program for Community Activities in Japan. In fiscal 2024, however, the focus was placed on building connections across a broader range of participants, beyond the TF's network, resources, and knowledge. As such, the Foundation organized a talk session and mini workshop for a cooperative activity with an outside organization in Tokyo and arranged a visit to project sites in Hamamatsu and Kakegawa cities in Shizuoka Prefecture. Based on the level of enthusiasm on those days and the results of post-event questionnaires, it seems clear that those who participated in either of these events were quite satisfied. The TF would like to draw on these experiences in considering plans for the next fiscal year and beyond.



A photo of Dr. Hirotaka Osawa appearing as a guest speaker at Les Utopiales, International Science Fiction Festival held in the city of Nantes, France, in November 2024. The fiscal 2022 grant-awarded project “Science for Artificial Intelligence and Fiction: Extending the Imagination for Future Society with AI” (representative: Dr. Hirotaka Osawa).

The Special Subject Co-Creating New Society with Advanced Technologies

Overview

Program Title
Co-Creating New Society with Advanced Technologies
Call for Proposals
September20 to November 29, 2024
Project Period
One to three years, beginning May 1, 2025
Total Amount of Grants
40 million yen

The Foundation's “Co-Creating New Society with Advanced Technologies” is a grant program that covers research projects addressing social issues concerning cutting-edge science and technology, particularly digital technologies such as artificial intelligence (AI), Internet of Things (IoT), Big Data, robots, and blockchain. Since fiscal 2020, the spread of the new coronavirus has rapidly accelerated the use of digital technologies, and the emergence of AI is adding to that pace. The program looks at these questions: how we can better use digital technologies; how such technologies are transforming our society; and how humans and society should be like in the future. As such, research projects seeking to deal with various issues surrounding advanced technologies are increasingly called for.

As in the prior years, application requirements were such that the representative of a project should have his/her main place of residence in Japan, regardless of their nationality and experience, and

Grant Results () Fiscal 2023

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Joint Research	39(27)	6(5)	40.10(37.55)	35.0	15.4(18.5)
Individual Research	11(14)	3(2)	4.90(2.45)	5.0	27.3(35.7)
Total	50(41)	9(7)	45.0(40.0)	40.0	18.0(17.1)

that the main purpose of a project should not be about technological development.

As for the joint research grant, the application requirements were such that the project representative should be 45 years old or younger, and that a joint research project should be cross-sector and cross-discipline in terms of member composition and research content, contribute to international research and activities, and clearly state concrete ways to disseminate research outcomes.

The application requirements for the individual research grant, which was created in fiscal 2022, were the same as in the prior years; more specifically, applicants should be 40 years old or younger for the purpose of supporting young researchers, and engage in an exploratory research project designed to adopt a unique and ambitious approach to various issues surrounding advanced technologies. In addition, the requirements were such that an exploratory research project should be intended to generate social impact, should not be mainly about making individual's achievement in terms of research purpose and content, and should be with the potential to be developed into a joint research project.

As for public calling for proposals, the Foundation held online

briefing sessions and one-on-one briefing sessions at a university, notified to other major universities, academic associations, like-minded groups on social media networks, and posted notices on relevant NPO/NGO portal websites.

In the end, the number of applications totaled 50, a slight increase from the previous year. A total of nine proposals were selected; six out of 39 proposals were selected for the joint research grant, while three out of 11 for the individual research grant.

Ambitious projects for co-creating a society with humans and advanced technologies – a project that tackles pressing social issues using generative AI and another project that generates cross-discipline discussions about various issues surrounding digital technologies, among other proposals – were selected.

As an independently-organized activity, an overnight joint camp was held in June with the Research Grant Program. (For details, see the page of the Research Grant Program.) In addition, the TF continued to hold online café meetings, which had been jointly organized with the Research Grant Program since 2020, thereby encouraging interactions among grant recipients across different grant programs.

Comments

Comments by Selection Committee Chair

Yasuo Kuniyoshi

The open call for the Special Subject “Co-Creating New Society with Advanced Technologies” which began in 2018, marks its seventh year this fiscal year. The individual research framework, established to support more exploratory challenges, has now reached its third year. The program has supported projects involving various cutting-edge digital technologies, including augmented reality (AR) and virtual reality (VR) for creating virtual spaces, blockchain for decentralized autonomous organizations (DAO), and, more recently, generative artificial intelligence (AI). As digi-

tal technologies continue to evolve at an astonishing pace, various issues have emerged, including ethical concerns in the digital space, delays in legislation, the digital divide, and AI hallucinations. This grant program supports motivated projects that effectively address emerging issues stemming from advancements in digital technology and explore the nature of co-creation between humans and advanced technologies.

This year, a total of 50 applications were received, showing a slight

increase compared with those in last year. In particular, there were 39 joint research project applications this year (up from 27 last year), making it the second-highest number after the 56 received in the first year. In contrast, the number of individual research projects slightly decreased to 11 (down from 14 last year). As a result, six joint research projects (up from five last year) and three individual research projects (up from two last year) were selected, reflecting an increase in both categories compared with those in the previous year.

Reflecting on this year's selection process, many outstanding joint research proposals stood out for their well-defined topics and solid implementation plans. However, regarding the topics, there was a noticeable increase in proposals related to generative AI, which is currently a trending topic, resulting in a significant number of similar proposals. Additionally, the research proposals appeared to fall into two distinct categories: those focused on addressing social issues by developing products using generative AI and those centered on interdisciplinary discussions of digital technology issues through seminars. Although each research plan appeared well-structured, addressing the increasingly complex social issues within the theme of co-creation with advanced technology requires integrating these different research approaches. For next year's call for applications, we look forward to more imaginative and ambitious projects that approach the challenges of cutting-edge digital technologies from multiple perspectives and explore their relationship with society in greater depth than ever before.

It is also important to mention the issues considered in the grant program this year. This program does not provide support for research activities primarily focused on technology development. However, as mentioned earlier, there were several excellent proposals aimed at addressing urgent social issues through product development. Compared with 7 years ago when this program was launched, it is now easier and more affordable to develop apps and similar materials, which can be used to address social issues. Defining “technology development” is becoming increasingly difficult, as many of the methods now used are no longer directly linked to the purchase of physical hardware, as was often the case in the past. Considering these changes in circumstances, it may no longer be necessary to categorically exclude development-related research. To attract a broader range of applications, it is necessary to consider revising the Project Proposal Guidelines for next year.

Below, we introduce one joint research project and one individual research project from the selected projects.

<Joint Research Project>

Shiho Koizumi (Program-Specific Assistant Professor, Program for

Education and Research on Science and Technology in Public Sphere (STiPS) Unit, Department of Pharmacoepidemiology, Kyoto University Graduate School of Medicine and Public Health) “Development of a Social Language Scale for the Introduction of Healthcare AI and Strategies Addressing Its Ethical, Legal, and Social Issues”

This innovative and ambitious research project aims to develop a comprehensive “social language” framework for generative AI bots and robots in the healthcare field. The project is carefully planned with a focus on a wide range of potential applications in the healthcare and welfare sectors, considering the diversity and characteristics of recipients, as well as laying out the discussion of ELSI and policy recommendations.

It is expected to spark insightful discussions on the potential of generative AI in medical linguistic communication.

<Individual Research Project>

Liu Tzuan (Research Associate, Graduate School of Law, Kobe University)

“Regulation of Algorithmic Management in the Labor Context: A Focus on Spanish Law and EU Law.”

The adoption of algorithmic human resource management systems brings many advantages, such as quickly identifying the most suitable roles for individuals, while also raising concerns about risks, such as privacy violations and discrimination. However, in Japan, discussions on these issues have been limited, and legislation remains significantly behind. Building on these circumstances, this study takes on the ambitious challenge of proposing a legal framework suited to Japan's social context by referencing Spanish and EU laws as advanced case studies.

List of Grants

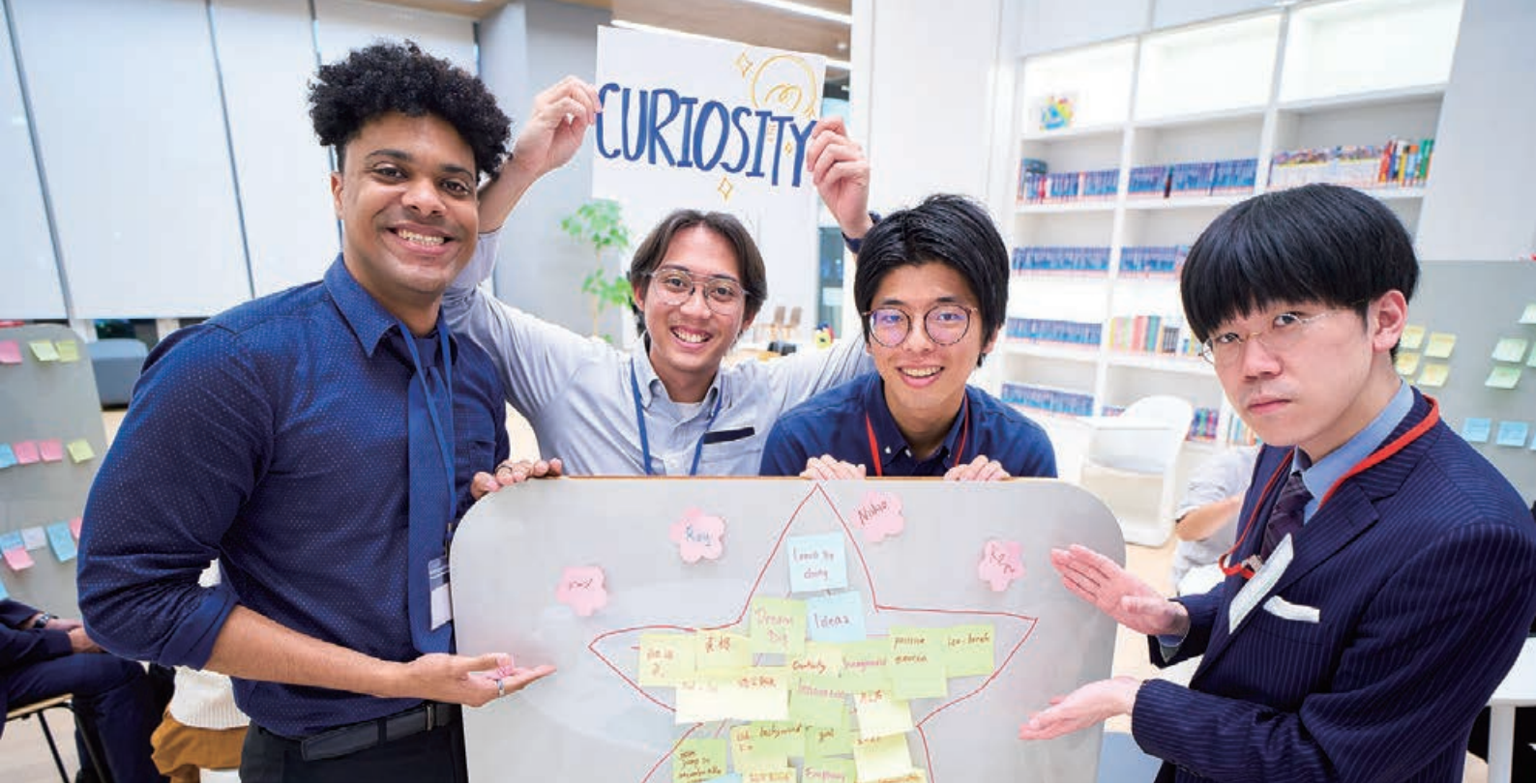
*Note: The project titles among other things on this list are those at the time of grant approval.

Joint Research

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-ST-0006	Developing and Evaluating the Effectiveness of a Counseling System for Children and Youth Powered by Custom-Trained Generative AI Ryo Sekizaki , CEO, Welcome to talk Co., Ltd.	8,000,000
D24-ST-0017	Literacies and Competencies Required to Live in a Contemporary Reality Constituted by Digital Play and Digital Performance Martin Roth, Associate Professor, Ritsumeikan University Graduate School of Core Ethics and Frontier Sciences	5,000,000
D24-ST-0022	A Comparative Study of the Mechanisms of Adaptation and Resistance in the Digitalization of Social Work in Japan, the United States, and Korea Sewoong Oh, Associate Professor, College of Social Sciences, Ritsumeikan University	5,600,000
D24-ST-0030	Advancement of 3D Human Pose Estimation for Prosthetic Diversity through Co-Creation with Stakeholders Yusuke Sugano, Associate Professor, Institute of Industrial Science, The University of Tokyo	8,000,000
D24-ST-0032	Empirical Analysis of Ideal Human-Robot Interaction Through the Evaluation of Incidental Failures in “Weak Robots” Soichiro Toda, Researcher, Tohoku University Graduate School of Arts and Letter	5,300,000
D24-ST-0039	Development of a Social Language Scale for the Introduction of Healthcare AI and Strategies Addressing Its Ethical, Legal, and Social Issues Shiho Koizumi, Program-Specific Assistant Professor, Program for Education and Research on Science and Technology in Public Sphere (STiPS) Unit, Department of Pharmacoepidemiology, Kyoto University Graduate School of Medicine and Public Health	8,200,000

Individual Research

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-ST-0015	Regulation of Algorithmic Management in the Labor Context: A Focus on Spanish Law and EU Law Tzuan Liu, Research Associate, Graduate School of Law/ Faculty of Law Kobe University	1,600,000
D24-ST-0023	Improvement and Application of Language Models’ Pragmatic Inference Ability Takuma Sato, Ph.D. Student, Graduate School of Science and Technology, Nara Institute of Science and Technology / RIKEN Guardian Robot Project	1,500,000
D24-ST-0028	Comprehensive Evaluation of Telemedicine for Patients Receiving Home-Visit Care: A Path Toward Broader Implementation Yu Sun, Assistant professor, University of Tsukuba, Institute of Medicine, Primary Care and Medical Education/Health Service Research	1,800,000



A photo of participants taking part in an inclusive leadership workshop from the fiscal 2021 grant-awarded project “Research and Analysis of Changes in Mindset and Behavior of International Students and Human Resources in Companies through Mutual Mentoring and Systematization of Training Model” (representative Ms. Yu Shinagawa).

The Special Subject
Migrants and Japanese Society

Overview

Program Title
Migrants and Japanese Society
Call for Proposals
September 2 to November 16, 2024
Project Period
Two or three years beginning May 1, 2025
Total Amount of Grants
50 million yen

The Special Subject “Migrants and Japanese Society” entered its sixth year in fiscal 2024. The Toyota Foundation launched this grant program in the belief that creating an environment enabling everyone to demonstrate their abilities to the fullest would in turn lead to the well-being of all people living in Japan, including foreign migrants. Based on this belief, the TF defines five issues including the creation of an environment allowing foreign migrants to fully utilize their abilities, and make grants to surveys, research, and practices that are expected to contribute to building a com-

prehensive system for accepting foreigners.

This grant aims at, among other objectives, creating a platform for jointly solving problems by connecting those grassroots supporters of foreign migrants with other stakeholders such as researchers, government workers, local community members, and foreign migrants themselves. The Japanese government made a significant change in its policy on accepting foreign migrants in fiscal 2019, a year when this grant was started. Compared to then, the Foundation sees a growing number of proposals concerning highly-skilled foreign professionals, management, employment and labor of foreign migrants. Moreover, in view of the significance and necessity of relevant knowledge and insights from overseas, the TF decided to start accepting applications from other countries in fiscal 2024. This aims to help advance overall efforts for this grant.

As in the previous fiscal year, the Foundation started accepting applications from September through mid-November and received a total of 59 proposals, a slight increase from the fiscal

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
59(54)	7(6)	50.0(55.0)	50.0	11.9(11.1)

2023. Seven projects were selected in the end. The TF also organized briefing and information exchange sessions for grant-awarded project stakeholders, including grant recipients, in Tokyo and Miyazaki prefectures. This allowed them to share not just ideas about each other’s project but also wide-ranging knowledge and insights through openly exchanging opinions. As these informa-

tion exchange sessions serve as a network for the Toyota Foundation grant recipients, or alumni members, the TF plans to continue offering such occasions even after their grant periods are over.

The Foundation will continue to accept applications under the same theme in fiscal 2025.

Comments

Comments by Selection Committee Chair

Shigeto Sonoda

This is my third time reading application documents as the chair of the Selection Committee. As I wrote previously, I feel that people in charge of selecting projects have become very experienced in recent years, which has resulted in them having stringent selection criteria. Notably, they tend to be tough on the proposals that are similar to those that have been selected before, wondering why they did not show differences from the previous ones. Consequently, the projects they selected were all quite unique.

As in previous years, we called for proposals on any of the five themes below.

- (1) Creation of an environment for maximizing the skills and potential of foreign talent
- (2) Minimizing gaps among foreign residents in their access to information
- (3) Examination of human and other resources in support of the care and support systems for foreign residents
- (4) Attracting skilled human resources from abroad
- (5) Lessons from insights and experiences gained through Japanese companies’ overseas operations

Overview of the Situation and Details of Application

The proposal submission period was from September 2 (Mon.) to November 16 (Sat.), 2024. Approximately 100 people participated in two online briefing sessions that we held using Zoom on September 12 and September 18. While that number remains unchanged, prior consultation was sought regarding roughly 30 projects, a 1.5-fold increase from the previous fiscal year.

The total number of registered projects increased from 90 to 102. In the end, 59 project representatives applied for grants, which is an increase of five from FY 2023.

The median amount requested by the 59 applications was 9.99 million yen (with a minimum of 1.05 million yen and a maximum of 10 million yen), with slightly less than half of the applications requesting 10 million yen. This fiscal year, however, projects with relatively small requested amounts ended up being selected as I will explain later.

Looking at the attributes of the representatives, the number of university researchers increased from 17 in FY 2023 to 25, which accounts for 42% of all applicants. While the number of NPO/NGO staff members also increased from eight to 12, the increase in applications from university researchers in the last several years has been more remarkable.Last year, I pointed out that the number of selected projects related to (4) and (5) had increased. This trend continues, but we have also seen an increase in the number of applications related to contemporary issues, such as the use of AI, depopulation, gender, and disaster risk reduction, as well an increase in the number of projects that cross fields. This has made it difficult to judge which one of the themes (1) to (5) is applicable, which created issues for Selection Committee members.

Selection process and results

The POs first reviewed the application documents and removed those that were incomplete or did not meet the prerequisites, and then three members of the Selection Committee read all applications carefully. After reading the applications, to conduct the se-

lection process carefully, the Selection Committee members put questions to the representatives of candidate projects, using their answers for reference.

A meeting of the Selection Committee was held on January 30, 2025, and the committee decided to award grants to the following seven projects. The number increased by one from six last year because three projects that requested around 5.0 million yen each were selected.

Below I will briefly introduce the selected projects and the comments made at the time of the Selection Committee meeting.

Takeshi Tsuchiya(Director, International Partnership Center)
“Development of a “Cultural Interpreter Training Model” to Support Companies Collaborating with Foreigners: Creating a Platform to Connect Overseas and Local Communities”

This proposal is related to themes (1) and (2). The project is aimed at fostering “cultural interpreters” by connecting companies and other organizations in Aichi Prefecture, where the applicant organization is based, and organizations sending human resources, universities and other entities in Indonesia, It was highly evaluated by the Selection Committee for being a down-to-earth proposal with sufficient measures for cooperating with companies. We hope that this project will cover wider areas beyond Indonesia-Japan relations.

Tazuko Nishimura(CEO, KOTONOHA Learning Co., Ltd.)
“Creating a Safe and Supportive Environment for Highly Skilled Foreign Professionals and Their Families in Japan: Article Outreach and Research-Based Educational Material Development”

This proposal is related to themes (1) and (4). Aimed at ensuring highly skilled foreign professionals and their families can live with peace of mind, the goal of the project is to identify issues in their everyday lives and healthcare and then enable professionals in healthcare and welfare who are taking care of them to propose institutional reforms to local governments and other entities. While there was an opinion that the project’s ultimate goal is a bit vague, it was highly evaluated by the Selection Committee for its focus on the healthcare system.

Kiyoto Tanno(Professor, School of Humanities, Tokyo Metropolitan University)

“Establishing a method for calculating the costs of implementing Japanese language education programs for foreign residents in local governments and creating a sustainable support organization”

The proposal is related to theme (2). The project aims to calculate the costs related to Japanese language education programs, which is needed mainly for seeking the sustainability of the programs.

While it is unknown what effects this calculation will bring about, we selected it hoping that, in the future, it will positively affect the policy decisions of local governments which are in charge of managing Japanese language education programs.

Maho Hadano(Secretary-General / Board Member, Door to Asylum Nagoya)

“Analyze case studies of companies that employ refugees and create work experience opportunities for refugees”

This proposal is related to theme (1). The project plans to improve the employment environment of refugees living in the Tokai area. Its goal is to analyze cases where refugees obtained employment opportunities and sharing information about these cases externally, thereby increasing the number of partner companies hiring refugees. The Selection Committee highly evaluated the project for its having been advanced steadily with the intent to strengthen its cooperative relationships with companies. This is the only one proposal that was granted previously.

Kota Abe(Representative Director, General Incorporated Association Pantanal)

“Development of schemes for coexistence between foreign workers and local communities in depopulated areas”

This proposal is related to theme (1). The goal of the project is to apply the lessons learned in the activities to develop multicultural communities in Tosa City, Kochi Prefecture, and other depopulated areas. Partly because this project has already been started, the proposal was highly evaluated for its practicality. On the other hand, depopulated areas vary in terms of their industrial structure and financial conditions. Therefore, the Selection Committee requests the applicant to exchange ideas with people implementing similar projects in other depopulated areas.

Sachiko Nakano(Lecturer, International Student Center, Yamaguchi University)

“Developing and Implementing Disaster Prevention BCP for Companies Employing Foreign Workers: A Cross-Cultural Psychological Education Approach to Transform ‘Understanding’ into ‘Action’ through Disaster Preparedness Plans and Training”

The proposal is related to theme (2). The goal is to have companies employing foreign workers formulate disaster prevention BCPs and develop and implement practical disaster preparedness training. While the project involves issues such as how to implement cross-cultural psychological education by critically evaluating previous attempts, the project was highly evaluated for its focus on the fishing industry and its applicability to other industries.

Namiko Matsushita(Professor, Faculty of Global and Regional Studies, Suzuka University)

“Applying Lessons from Japanese Companies in Dalian to the Ac-

ceptance of Highly Skilled Migrants: Policy Recommendations for Enhancing Public Education Standards”

This is a proposal related to themes (4) and (5). It is an attempt to study the 40 years of history of Japanese companies in Dalian City, Liaoning Province, and provide the lessons and knowledge it gains there to local governments and other entities that want to hire highly skilled human resources, etc. However, FDI in China has changed greatly during those 40 years, and it is unclear what lessons and knowledge will actually be gained at present.

Conclusion

As I pointed out at the onset, the Selection Committee members recommended a variety of projects this fiscal year, and it was hard for us to reach a consensus. The content of the applications varied greatly. This also means that there were no eye-catching proposals that the Selection Committee members found outstanding. In recent years there has been an increase in the number of applications focused on highly skilled human resources. While solid pro-

posals are valuable, it is also necessary for applicants to present new visions which will go beyond current institutional frameworks.

Generally, in a research grant application, the applicants will claim the novelty, significance, feasibility and other benefits of their research plan by critically evaluating previous research. I hope future applicants will fully explain how their projects differ from ones that have been implemented by other operators, NGOs, NPOs, and other entities, and tell us how their project will be innovative. If these explanations are provided, the Selection Committee members will be more confident in choosing the applications to be granted.

Admitting that it is hard to write an application with a big vision while addressing a concrete real-life problem, I expect more applications will be submitted by those who desire to proceed with their projects with support from the Toyota Foundation, hopefully by non-academicians from a variety of backgrounds.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-MG-0007	Development of a “Cultural Interpreter Training Model” to Support Companies Collaborating with Foreigners: Creating a Platform to Connect Overseas and Local Communities Takeshi Tsuchiya, Director, International Partnership Center	9,000,000
D24-MG-0012	Creating a Safe and Supportive Environment for Highly Skilled Foreign Professionals and Their Families in Japan: Article Outreach and Research-Based Educational Material Development Tazuko Nishimura, CEO, KOTONOA Learning Co., Ltd.	5,400,000
D24-MG-0017	Establishing a method for calculating the costs of implementing Japanese language education programs for foreign residents in local governments and creating a sustainable support organization Kiyoto Tanno, Professor, Tokyo Metropolitan University	5,000,000
D24-MG-0020	Analyze case studies of companies that employ refugees and create work experience opportunities for refugees Maho Hadano, Secretary-General / Board Member, Door to Asylum Nagoya	5,150,000
D24-MG-0032	Development of schemes for coexistence between foreign workers and local communities in depopulated areas Kota Abe, Representative Director, General Incorporated Association Pantanal	8,450,000
D24-MG-0037	Developing and Implementing Disaster Prevention BCP for Companies Employing Foreign Workers: A Cross-Cultural Psychological Education Approach to Transform ‘Understanding’ into ‘Action’ through Disaster Preparedness Plans and Training Sachiko Nakano, Lecturer, Yamaguchi University	8,500,000
D24-MG-0054	Applying Lessons from Japanese Companies in Dalian to the Acceptance of Highly Skilled Migrants: Policy Recommendations for Enhancing Public Education Standards Namiko Matsushita, Professor, Suzuka University	8,500,000



The Special Subject
Population Decline in Japanese Society

Overview

Program Title
Population Decline in Japanese Society
Call for Proposals
October 1 to November 28, 2024
Project Period
Two or three years beginning May 1, 2025
Total Amount of Grants
40 million yen

Japan’s population has begun declining after it peaked in 2004, with the country’s working-age population aged between 15 and 64 decreasing and a percentage of seniors aged 65 and older increasing at the same time. As such, the issues of a population decline, fewer children and an aging society have been and will remain a grave challenge for Japanese society and economy for quite a long time and their impacts will likely be far-reaching. The national and local governments have implemented and promoted various measures against falling birthrates, only to find that the country has yet to stem a decline in the number of newborns at the moment. While many steps have also been taken by the private sector, efforts to share relevant information and research outcomes across society are still far from enough.

In light of these circumstances and based on a greater awareness of this issue, the Toyota Foundation has launched since fiscal 2024 a Specific Subject grant program focused on Mitigating Popula-

Grant Results				
Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
38	4	36.98	40.0	10.5

tion Decline and The Way Japanese Society Operates under Population Decline. This program regards young people who will live in the age of continuing depopulation and next-generation individuals as “future leaders,” allowing him/her to exercise their discretion and independence, deeply examine and review the effect and significance of the existing responses and measures, and consider ways to mitigate Japan’s population decline and ensure the sustainability of Japanese society experiencing a shrinking population. To do all these, the Foundation set the following four areas and called for proposals.

<On mitigating Japan’s population decline>

1. Conduct research and survey on measures, systems, and efforts by the central and local governments, and make recommendations.
2. Conduct research and survey on efforts made by private companies and local communities, and make recommendations.

<On response to Japan’s population decline>

3. Conduct research and survey on building, the revamping, and operating of social infrastructure (such as regional resources and the common good), and make recommendations.
4. Conduct research and survey on a new grand design of local communities and society (such as a system, environment, and the way of living), and make recommendations

As for public calling for proposals, the Foundation notified Japanese universities nationwide and NPO support organizations, and held online briefing sessions twice. In the first fiscal year of this grant, 38 project proposals were received, which was fewer than estimated. The Selection Committee carefully examined and discussed the levels of proposal content, and decided to make grants worth a total of 36.98 million yen to four projects in view of the balance between different research fields and research perspectives. Three of the four selected projects had their research fields based mainly in Hokkaido, Akita, and Okayama prefectures, respectively, and each of these projects were based on these regional backgrounds and characteristics. The remaining one project was designed to research, survey, and analyze primarily local municipalities by a team of young researchers from several specialized domains ranging from political science to economics, sociology to demographics, and thus it was deemed quite suited to the purpose and requirements of this grant program.

In fiscal 2025, the Foundation aims to deploy more informa-

tion-disseminating methos in order to increase the number of applications and receive proposals that are in line with the purpose of this grant program, explore more concrete ways to monitor the progress of grant-awarded projects, and hopes to strengthen the program in terms of both public calling and grant management.



Participants of an activity as part of the fiscal 2023 grant-awarded project titled “A learning innovator program aimed at providing local communities with mutually learning opportunities for ‘socialization of education’ by various sectors” (representative: Saya Yukimoto).

The Initiative Program

Overview

As a private grant-making organization, the Toyota Foundation makes grants to projects deemed worthy of support and/or to projects aimed at disseminating and spreading the outcomes of the past grant-awarded projects to society.

In this fiscal year, the Foundation made a grant to a research project aimed at developing tools to help young people learn to

demonstrate their abilities more in society and grow resilient by finding out the resilience of Japan’s elite athletes. At the same time, the TF also made a grant to a research project that aimed to publish a book for researchers and the general public on Kabuki stagecraft, and to pass on the production techniques and knowledge to future generations.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Representative Organization	Grant Amount(Yen)
D24-PI-0001	The Psychological Resilience of Japan’s Elite Athletes: Role Models for Young People in an Era of Uncertainty Miyako Tanaka-Oulevey, Project associate prof, Keio University	10,300,000
D24-PI-0002	Publication of a Book on the Techniques and Knowledge of Kabuki Stagecraft: to Establish “Stagecraft Studies” as a New Field of Research Tamiko Tamura, Dentō Geinō no Dōgu Labo (Research Center for Stagecraft in Traditional Japanese Performing Arts)	6,000,000



The 50th Anniversary Grant Program

Overview

Program Title
Envisioning Human Society 50 Years Ahead
Grant Category
Joint Research Project Individual Research Project
Call for Proposals
September 10 to November 6, 2024
Project Period
Joint Research Project: Two years beginning May 1, 2025 Individual Research Project: One or Two years beginning May 1, 2025
Total Amount of Grants
70 million yen

The Toyota Foundation was established in October 1974, and marked its 50-year milestone in fiscal 2024. During this period, as its prospectus espouses “for the sake of greater human happiness,” the Foundation has focused on a variety of issues that serve the needs of the times in wide-ranging fields such as people’s life, the natural environment, social welfare, education and culture, and has so far made grants to research activities and projects dealing with these issues.

Over the past 50 years, human society has seen tectonic shifts in every aspect from politics to economy, people’s life to culture. As the pace of change will only increase from now, the Foundation would like to conduct grant-making activities, going forward, with a view toward what human society will look like 50 years from today.

In consideration of such circumstances and a heightened awareness of these issues, the Foundation implemented the 50-year anniversary grant program under the theme of “Envisioning Human Society 50 Years Ahead.” As such, on the understanding that

Grant Results					
	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Joint Research Project	102	4	38.24	70.0	3.9
Individual Research Project	129	7	13.37		5.4
Total	231	11	51.61	70.0	4.8

humans are a part of the entire earth, the Foundation called for unconventional, innovative, and ambitious research projects in two categories Individual Research and Joint Research, projects that focus on the state of human society experiencing external phenomena such as global environmental changes, a shifting international situation, technological innovations, and demographic shifts; and projects that explore a better state of human society from completely new ideas by focusing not only on hard-to-resolve issues in 50 years’ time if the situation is left as is but also on yet-to-emerge issues today.

As for publica calling for proposals, the Foundation notified individually to about 200 organizations, including universities and academic associations in Japan, overseas research institutions, and platforms supporting the dissemination of scholarly information. In addition, the TF also communicated the information to its past grant recipients and stakeholders, as well as through its mailing list.

The number of applications totaled 231, 102 for Joint Research and 129 for Individual Research. Through the selection process, the Foundation decided to give a total of 51.61 million yen to 11 proposed projects – four projects for Joint Research and seven projects for Individual Research.

Some of those proposed projects were considered sufficient for the existing Research Grant Program, International Grant Program, and the Grant Program for Community Activities in Japan, as well as for the three spin-off Special Subject programs, and some proposals were even judged to contain important insights into ways to review each of the grant programs.

As this is a commemorative grant program, it is only a one-off public calling. As stated initially, however, the TF would like to make use of this experience and make further efforts to do the grant-making activities in the future.

Comments

Comments by Selection Committee Chair Masashi Haneda

To celebrate the 50th anniversary of its founding, the foundation launched a grant program with the theme “Envisioning Human Society 50 Years Ahead.” While the question of how human society should exist in 50 years and what actions we should take today toward it is very challenging, it’s a question that everyone needs to think about seriously. That’s why we thought it would be highly significant to ask this question to young people today, as they will still be active in the world in 50 years, and to hear their views and proposals.

Responding to our shared vision, and notwithstanding the constrained application window of approximately two months from September 10 through November 6, a significant number of applications for grant funding were submitted. A selection committee consisting of five members, four external experts and the

chairperson Haneda, was organized to evaluate the 231 applications received, which included 102 joint research applications and 129 individual research applications. Program officers and external reviewers conducted initial screening, and narrowed down the number of applications to a predetermined number for the secondary review. The five members of the selection committee reviewed all applications for the second screening, assigning scores and comments to each. After that, they gathered to deliberate carefully and selected a total of 11 applications (totaling 51.61 million yen) as the final candidates, including four joint research projects and seven individual research projects.

A key consideration in our evaluation was whether applicants provided a clear and compelling vision of human society in 50 years, or the steps to achieve it. It goes without saying that re-

search into past and present events for understanding the present, and exploring solutions for current problems, are essential. However, projects that seemed to prioritize these as their main goals were not considered for this grant. Naturally, in making our selection decisions, we considered the novelty, creativity, and feasibility of the plans, as well as the suitability of the team composition and budget plan.

The honest impression I got from reading the applications was that, contrary to my expectations, there were few unconventional or extreme ideas; instead, the proposals were generally practical and sound. Nevertheless, the 11 research projects selected varied in subject matter and methodology, and covered a wide range of themes. If we were to attempt to group them, we could likely divide them into projects that explore the essence of humanity and the new possibilities of the human body, capabilities, and life (Droz, Takatsu, Matsunaga, Hanai, Oishi, and Takeshita), and projects related to human life and health (Michielsen, Mukaigawara, Tatsuoka, Hamaya, and Yazawa). These are both undeniably important aspects when thinking about humans 50 years from now, so it’s only natural that excellent and engaging proposals concentrated on these two points. It was interesting to observe that most projects naturally incorporated the use of cutting-edge digital technologies, such as AI, which accurately reflects the current state of research.

On the other hand, as a researcher, I also had some concerns. What struck me was that, despite many projects focusing on humans within human society, there were notably fewer projects that sought to depict the future of society built on individual human connections, such as its systems, structures, and functions. Many of the social components that were once taken for granted, such as neighborhood associations, unions, PTAs, as well as companies, families, and even nations, are changing, and some are becoming dysfunctional. It is evident that the concept of society and its reality, which emerged in modern times, are now at a turning point. In that case, I think it would have been good to have a few more strong research proposals focusing on the society aspect of human society in 50 years.

Fortunately, the Toyota Foundation’s current grant programs (for domestic projects, research projects, and international projects) are structured around the keyword “connections.” These programs will allow for a multifaceted approach to society – the totality of human connections. Going forward, we hope to see more proactive research proposals aimed at designing the future society or creating new societies through action, even if not explicitly focused on the 50-year timeframe, submitted to these grant programs.

Even those proposals that were not ultimately selected demonstrated sincerity and the potential for valuable outcomes. I would like to express my deepest respect to all applicants who created and submitted high-quality applications within the limited timeframe.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Joint Research Project

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-HS-0027	Advancement of Personalized Preventive Medicine through the Development of a Self-Sustaining Epidemiological Cohort System Rikuta Hamaya, CEO, Everyone Cohort Inc.	10,000,000
D24-HS-0069	Development of Asian-oriented Integrated Watershed Management Approach Enhancing Adaptive Capacity with No Burden for Future Generations Taishi Yazawa, Research Associate, Institute of Industrial Science, The University of Tokyo	10,000,000
D24-HS-0147	Beyond Anthropocentrism: Rethinking the Future of Human Society through Animals, AI, and Cyborgs Masashi Takeshita, Resercher , Postdoctoral (PD) Research Fellowships, Graduate School of Information Science and Technology, Hokkaido University	8,240,000
D24-HS-0222	Exploring a Sustainable Future Healthcare Model Maintained through Community and Circulation Supported by Digital Technology. Hisato Tatsuoka, Representative Director, General Incorporated Association Kansai Healthcare Science Informatics	10,000,000

Individual Research Project

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D24-HS-0037	From Karoshi to Autonomy: Reimagining the Future of Human Labor through Literature Edwin Michielsen, Assistant Professor, Department of Japanese Studies, The University of Hong Kong	1,600,000
D24-HS-0049	The Future of Global Health Security Mitsuru Mukaigawara, PhD Candidate in Government / AM Candidate in Statistics, Harvard University	2,000,000
D24-HS-0074	A Toolkit for Sustainable and Ethical Innovations: Envisioning Humane Life in the Next 50 Years Droz Layna, Project Assistant Professor, Graduate School of Frontier Sciences,The University of Tokyo	2,000,000
D24-HS-0118	The creative potential of humans based on society 50 years from now – Focusing the mechanisms of people’s collaboration – You Takatsu, Doctoral Student, Graduate School of Human Sciences, Osaka University	1,970,000
D24-HS-0144	Molecular Mechanisms of Olfaction and Development of Multisensory Interface through VR/AR Integration Teruyuki Matsunaga, Assistant professor, Graduate School of Frontier Sciences, The University of Tokyo	2,000,000
D24-HS-0211	Development of an advanced AI model to translate quality of life into the future. Akiko Hanai, Associate Prof, Chiba University Faculty of Inoformatics	1,800,000
D24-HS-0223	Anthropological Study on Animal Rights in the Multiple Worlds Tomoko Oishi, Ph.D. Candidate, Hiroshima University, Graduate School of International Development and Cooperation	2,000,000

The 50th Anniversary Symposium of The Toyota Foundation Past, Present, and Future of Japan–ASEAN cooperation

The Toyota Foundation held its 50th anniversary symposium titled “Past, Present, and Future of Japan–ASEAN cooperation” on October 25, 2024, at the International House of Japan in Tokyo.

Since its establishment in 1974, the Toyota Foundation has been committed to grant-making activities worldwide. This symposium was held with a view toward reflecting on Japan’s long-running cooperation with Southeast Asian countries—a region targeted for grants by the Foundation—and exploring new possibilities for the future.

Grantees from Japan and other countries, who implemented projects related to Southeast Asia mostly since the 2010s, were invited to the symposium, and about 100 of them were in attendance. The symposium was comprised of three sessions—a panel discussion from a macro-perspective, another one from a micro-perspective, and a review and wrap-up—and researchers with wide-ranging fields of expertise and experts from the social sector gathered at the venue and engaged in robust discussions and exchanged their views.

The symposium participants mingled actively with one another during lunch and coffee breaks and at a dinner reception, deepening their personal connections. The symposium also offered a chance for like-minded, grant-awarded project members to get to know each other, serving to help solidify cooperative ties going forward.

This anniversary symposium proved to be a precious occasion for understanding Japan-ASEAN relations deeply and reaffirming the role of private foundations to play in future development. The Toyota Foundation will continue to take stock of situations in the world and make grants through valuable and various approaches from a global perspective, while looking to the future.



50th Anniversary Website
<https://www.toyotafound.or.jp/english/service/50th/>



① Venue: Iwasaki Koyata Memorial Hall ② Inside the venue. ③ From the left: Hiroshi Nakanishi, Pongphisoot Busbarat, Saya Kiba ④ From the left: Tokihiko Fujimoto, Reiko Harima, Shigeto Sonoda, Elisa Sutanudjaja ⑤ From the left: Masashi Haneda, Yuri Sato, Maho Nakayama, Shigeto Sonoda, Hiroshi Nakanishi ⑥ Nobuyori Kodaira, Chairman, The Toyota Foundation ⑦ Masashi Haneda, President, The Toyota Foundation ⑧ Hiroshi Nakanishi, Chair, Selection Committee, Research Grant Program, The Toyota Foundation ⑨ Shigeto Sonoda, Chair, Selection Committee, International Grant Program, The Toyota Foundation ⑩ Yuri Sato, Executive Vice President, The Japan Foundation ⑪ Maho Nakayama, Director and Senior Program Officer, Peacebuilding Program, The Sasakawa Peace Foundation ⑫ Hideo Tone, Program Officer, International Grant Program, The Toyota Foundation ⑬ Kumiko Bando, Director, The Toyota Foundation ⑭ From the left: Akihiro Yamamoto, Managing Director, The Toyota Foundation; Atsuko Toyama, Former President, The Toyota Foundation ⑮ From the left, Nobuyori Kodaira, Atsuko Toyama, Hiroshi Nakanishi, Kumiko Bando



Note: The speakers' titles and affiliations reflect those at the time of the event.

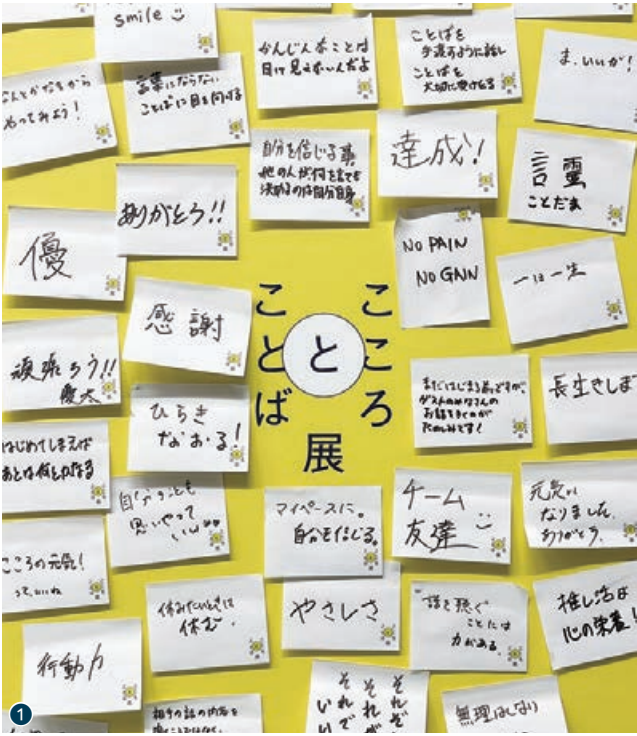
A symposium hosted by the Toyota Foundation Let's Discuss Our Mental Health 2024 Exhibition on Mind and Words

The Toyota Foundation held “Let’s Discuss Our Mental Health2024: “Exhibition on Mind and Words” at a Marunouchi Building Hall in central Tokyo on November 6, 2024 in an in-person and online hybrid manner.

This event was the second in a series of events focused on mental health, following the first one titled “Let’s Discuss Our Mental Health – A Case of Athletes and Their Lives” held on February 22, 2023. In addition to the speeches and a talk session, athletes and prominent figures displayed at a panel exhibition their words to live by for leading a better life, and visitors were encouraged to write down any takeaways or insights gained from listening to the words spoken in the talk session or seeing those words on display and to post their feedback on sticky notes at the exhibition. As such, a visitor-participatory activity was also carried out.

On the day of the event, various participants, including professional athletes, officials involved in sports, students, corporate human resources officials, researchers, medical professionals, took part in person and online from at home and abroad, bringing the total number to about 250. With a focus on “Mind and Words” as the two key words, mental health professionals gave their talks and athletes participated in a talk session, and all the participants thought about what could be done to lead a better life.

Note: This event was held to also disseminate the outcomes of the grant-awarded project on “Mental Health Awareness of the Athletes by the Athletes for All of the People” (representative: Yasutaka Ojio, D22-PI-0002, from October 2022)



① The visitor participatory activity “Pass the baton from words to words.” ② Inside the venue. ③ Dr. Miho Takahashi delivered the keynote speech ④ From left to right: Mr. Goro Yoshitani, Dr. Yasutaka Ojio, Mr. Taku Wada. ⑤ Dr. Miyako Tanaka-Oulevey (left) and Ms. Sahel Rosa. ⑥ Mr. Toshiaki Hirose (left) and Ms. Tomoko Hagiwara. ⑦ Mr. Masato Yokota (left) and Dr. Yasutaka Ojio. ⑧ A scene of the talk session among the speakers. ⑨ A panel exhibition “The words I have in my heart.” ⑩ A poster of the Exhibition on Mind and Words. ⑪ All the speakers and the Toyota Foundation staff members.

Note: The speakers’ titles and affiliations reflect those at the time of the event.

Accounting Report

Balance Sheet

As of March 31, 2025

(Unit: Thousand Yen)

Account	Fiscal 2024	Fiscal 2023	Fiscal 2022
I Assets			
1. Current assets			
Cash and deposits	884,423	576,352	470,822
Accounts receivable	81,304	70,557	63,248
Other	7,921	12,684	4,754
Total current assets	973,648	659,593	538,824
2. Fixed assets			
Basic funds	23,666,763	25,567,792	24,122,031
Specified assets	22,621,780	30,519,515	18,354,569
Other fixed assets	49,899	50,941	51,984
Total fixed assets	46,338,442	56,138,248	42,528,584
Total assets	47,312,090	56,797,841	43,067,408
II Liabilities			
1. Total current liabilities	560,850	476,514	430,170
2. Total fixed liabilities	37,552	53,840	74,826
Total liabilities	598,402	530,355	504,996
III Net assets			
1. Designated net assets	25,584,228	33,366,311	21,201,448
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(22,584,228)	(30,366,311)	(18,201,448)
2. General net assets	21,129,460	22,901,175	21,360,964
(Amount from above allocated to basic funds)	(20,666,763)	(22,567,792)	(21,360,964)
(Amount from above allocated to specified assets)	(0)	(100,000)	(80,000)
Total net assets	46,713,687	56,267,486	42,562,412
Total liabilities and net assets	47,312,090	56,797,841	43,067,408

Accounting Report

Statement of Changes in Net Assets

April 1, 2023 to March 31, 2025

(Unit: Thousand Yen)

Account	Fiscal 2024	Fiscal 2023	Fiscal 2022
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	978,276	806,026	693,080
(2) Ordinary expenses	854,027	712,876	719,182
Current changes in ordinary profit prior to profit/loss appraisal	124,249	93,150	▲26,102
Profit and loss appraisal	▲1,895,965	1,447,061	▲1,045,083
Current changes in ordinary profit	▲1,771,715	1,540,211	▲1,071,186
2. Changes in extraordinary profit			
(1) Extraordinary profit	0	0	0
(2) Extraordinary expenses	0	0	0
Current changes in extraordinary profit	0	0	0
Current changes in general net assets	▲1,771,715	1,540,211	▲1,071,186
Balance at beginning of the fiscal year in general net assets	22,901,175	21,360,964	22,432,150
Balance at end of the fiscal year in general net assets	21,129,459	22,901,175	21,360,964
II Changes in designated net assets			
Current changes in designated net assets	▲7,782,083	12,164,863	▲2,513,635
Balance at beginning of the fiscal year in designated net assets	33,366,311	21,201,448	23,715,084
Balance at end of the fiscal year in designated net assets	25,584,227	33,366,311	21,201,448
III Balance at end of the fiscal year in net assets	46,713,687	56,267,486	42,562,412

Officers and Trustees

Directors and Auditors

As of March 31, 2025

Name	Occupation
Chairman Nobuyori Kodaira	Former Executive Vice President, Toyota Motor Corp.
President Masashi Haneda	Honorary Professor, The University of Tokyo
Managing Director (full-time) Akihiro Yamamoto	
Director Jyunichi Sato	Adviser, The Japan Federation of Engineering Societies
Director Atsushi Seike	President, Japanese Red Cross Society Adviser for Educational Affairs, Keio University
Director Kumiko Bando	Former Commissioner, Consumer Affairs Agency
Director Kanetaka Hisatsune	Former Chairman, Toyota Dealers Association
Director Hiromi Yokoyama	Professor, Kavli Institute for the Physics and Mathematics of the Universe, Institute for Advanced Study, The University of Tokyo
Auditor Masahide Yasuda	Audit and Supervisory Board Members, Toyota Motor Corp.
Auditor Fusahiro Yamamoto	Certified Public Accountant

Trustees

As of March 31, 2025

Name	Occupation
Yuko Arimori	Former Chairman, Special Olympics Nippon
Kiyotaka Ise	Former President, President Operating Officer, AISIN CORPORATION
Kyota Omori	Special Advisor, Mitsubishi Research Institute, Inc.
Shinichi Kitaoka	Special Advisor, Japan International Cooperation Agency (JICA)
Nobuyuki Koga	Former Chairman of the Board, Nomura Holdings, Inc.
Hiroyuki Sakaki	President, Nara National Higher Education and Research System / Fellow, Toyota School
Kenichiro Sasae	President, The Japan Institute of International Affairs
Fumi Dan	Actor
Michinari Hamaguchi	Director General, Strategic Center of Biomedical Advanced Vaccine Research and Development for Preparedness and Response (SCARDA), Japan Agency for Medical Research and Development
Shigeru Hayakawa	Vice Chairman, Toyota Motor Corp.
Kayoko Hayashi	President, Tokyo University of Foreign Studies



Chairman: Nobuyori Kodaira
President: Haneda Masashi
Founded: October 15, 1974

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