

Contents

2
About Toyoda Gosei

6
Value Creation Story

Foundation of Value Creation

- 53 Sustainability Management
- 54 Environment
- 60 Social
- 70 Governance

About Toyoda Gosei

- 2 Company Creed/Management Philosophy/TG Spirit
- 4 Contents/Editorial Policy/Purpose of This Report

Value Creation Story

- 6 Message from the President
- 12 History of Our Business Evolution and Value Creation
- 15 Our Competitive Advantages
- 16 Value Creation Process
- 18 Materiality (Key Issues)
- 22 Toyoda Gosei's Management Capital

Data

- 90 Consolidated 10-Year Financial Summary
- 92 Consolidated Financial Statements
- 96 Financial and Non-Financial Highlights
- 99 IR Activities and External Recognition/Company and Investor Information

Value Creation Strategy

- 24 Toyoda Gosei's Growth Strategy
- 30 Initiatives Supporting the Growth Strategy
- 40 Strengthening the Management Base to Support the Growth Strategy
- 46 Business Overview

24
Value Creation Strategy

53
Foundation of Value Creation

90
Data

Editorial Policy

This report was prepared for the purpose of enabling shareholders, investors, and other stakeholders to gain a deeper understanding of the Toyoda Gosei Group. The report explains the Toyoda Gosei Group's business performance in FY2022 and presents our strategies and initiatives for creating medium- and long-term value. The report has been produced as an integrated report since the FY2018 edition, and has been edited with reference to the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC) and the GRI Standards published by the Global Reporting Initiative to make it concise and easy to understand. For more detailed information, please refer to the individual reports and websites.

Purpose of This Report

Financial Information

Website: Investor Relations
<https://www.toyoda-gosei.com/ir/>



Financial Results/Securities Reports, etc.

Non-Financial Information

Website: Sustainability
<https://www.toyoda-gosei.com/csr/>



Environment/Social/Governance etc.

Toyoda Gosei Report <https://www.toyoda-gosei.com/csr/dl/>



Reporting Period

April 1, 2022 to March 31, 2023 (Past initiatives and recent information are included where necessary to facilitate understanding of the disclosed information.)

Scope of Report

As a general rule, the report covers the 62 companies of the Toyoda Gosei Group, consisting of Toyoda Gosei Co., Ltd. and its 61 subsidiaries and affiliates in Japan and overseas. (Some items are treated individually.)

Date of Issue

October 2023 (Previous edition issued in November 2022, published annually)

Reference Guidelines

- International Integrated Reporting Framework (International Integrated Reporting Council (IIRC))
 - GRI Standards (Global Reporting Initiative)
 - Environmental Reporting Guidelines 2018 (Ministry of the Environment, Japan)
 - Environmental Accounting Guidelines 2005 (Ministry of the Environment, Japan)
- * Please refer to the website for environmental data and case studies.
Also, third-party verification of CO₂ emissions has been conducted.
<https://www.toyoda-gosei.com/csr/environmental/report1/>

Disclaimer

While every effort has been made to ensure the accuracy of the information contained in this report, we do not guarantee the accuracy or timing of updates, and are not liable for any problems, losses, or damages arising from updates, errors, or other issues in the provided information.