

TG Spirit

The Toyoda Gosei Group established the “TG Spirit” as a common set of values toward work. As work styles diversify and values change, the TG Spirit is an important source of cohesion and strength for our approximately 39,000 employees working in 16 countries and regions around the world, who differ in terms of nationality, gender, age, and lifestyle, and will help them to demonstrate their collective strength through teamwork. We will aim for sustainable corporate evolution and growth by carrying into the future the “attitudes and ways of thinking that should be valued in performing our work.” These are things that have been passed down to us and that we will continue to treasure even in today’s rapidly changing environment.

Making the Ideas Passed Down Our Own, and Passing Them on to the Younger Generation

We believe that sharing this TG Spirit throughout the entire Toyoda Gosei Group will help us to become one team, transcending differences in nationality, gender, age, and lifestyle.

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| <p>1 Customer Oriented</p> <p>Think from the customer’s perspective</p> <p>How can we help customers get what they want?</p> | <p>2 Challenge</p> <p>Aim high, be resolute in the face of difficulties</p> <p>We will aim high, set ambitious goals and work relentlessly toward achieving them no matter what the difficulties may be.</p> | <p>3 Ownership</p> <p>Be responsible and proactive</p> <p>Each and every TG employee is encouraged to feel a sense of ownership for the products that leave our doors.</p> |
| <p>4 Continuous Kaizen</p> <p>Never be satisfied; improvement never ends</p> <p>Using the approaches of <i>genchi-genbutsu</i> (go and see) and <i>genjitsu</i> (activities based on the actual situation) and asking why five times, we will constantly strive to bring our operations and products to the next highest level.</p> | <p>5 Respect</p> <p>Respect for individuals and their perspectives</p> <p>We will maintain respect for the individuality and perspectives of each person, be humble in our dealings with others regardless of nationality, gender, or rank, and always try to learn from each other.</p> | <p>6 Teamwork</p> <p>Help each other, grow as a team</p> <p>We will combine our strengths within teams, between divisions, and between Toyoda Gosei Group companies to make One TG a reality.</p> |

The TG Spirit Supports Value Chain Activities

Development / design / **Creating a new future with a spirit of taking on challenges**

As one of my social problem-solving innovation activities, I am working with startup companies to develop new areas of technology. We are conducting social demonstrations using microwave power transfer, image-based AI, and other technologies. What is important here is to have a spirit of taking on challenges and to be looking toward the future. Startups are incredibly fast in business, including development and decision making. When we ourselves focused on speed with full commitment to the work, we found more and more colleagues who support us. I would like to continue to open paths to a new future by continuing to take on challenges without fear.



Yoshiki Nakamura
General Manager
New Value Development Division

Procurement / **Respect for our suppliers and maintaining open and fair relationships with them**

We hear that “the downstream process is the customer,” but when I was a young man in the Purchasing Division I was often taught that “the supplier is the customer.” I have been involved in purchasing since I joined the company, and I have always approached this with an attitude of respect for our suppliers. We think together with them and provide thorough support as their contact point for Toyoda Gosei, no matter what kind of problems or questions they may have. As the business environment becomes increasingly harsh, I hope to overcome challenges together with our suppliers and further deepen our relationship as equal partners to enable mutual growth.



Hiroaki Watanabe
General Manager
SS Parts Purchasing Dept., Purchasing Division

Production / **Kaizen is linked to all aspects of the TG Spirit**


I believe that the TG Spirit is a guideline for doing things better for our employees and our stakeholders, including our customers and communities. I believe that “continuous kaizen” is the keyword that encompasses all aspects of the TG Spirit. We must make daily improvements part of our own work responsibility, work together and respect other team members to accomplish what we cannot accomplish alone, and boldly take on challenges to bring joy to our stakeholders through our improvements. With this mindset, I will do my best every day to contribute to Toyota Gosei’s growth.



Michelle Patrick
Vice President
Interior/Exterior Div. TGMO

Sales / **“Customer Oriented,” the starting point of sales**

About 15 years ago, at my own request, I was transferred from a secretarial position to a sales position. The first time I was in charge of adjusting sales prices, I discovered that the job was more difficult and demanding than I had imagined. In this situation, I tried to be “Customer Oriented,” specifically, I adopted an attitude of give and take, understanding the other person’s point of view, and keeping my promises. By doing so, I gradually gained the trust of customers and my work began to go smoothly. I would like to pass on these real-life experiences and realizations to new members.



Sukanya Soongsanit
General Manager
Sales Department TGAS