

# Value Creation Process

## Input

## Business Model

## Output

## Outcome

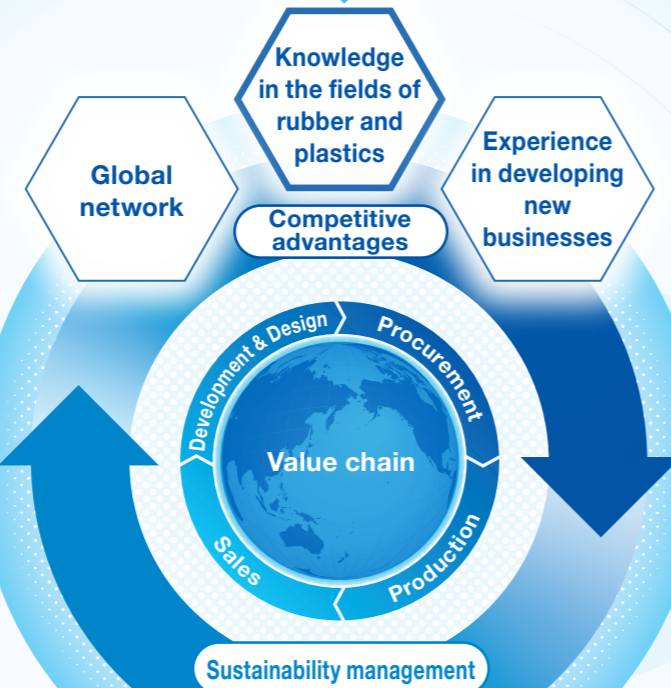
### Management Base and Sources of Competitiveness

- Human Capital**  
Diverse human resources to support value creation
- Manufacturing Capital**  
Global network to realize variety of solutions
- Intellectual Capital**  
Knowledge and technology platform to transform business models and build competitive advantages
- Social and Relationship Capital**  
Engagement with stakeholders
- Natural Capital**  
Global management for transformation to positive impact
- Financial Capital**  
Strong financial base

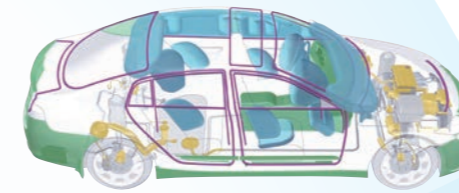
### Company Creed/ Management Philosophy

#### Medium-Term Business Plan "2030 Business Plan" FY2030 management targets

Revenue	Operating profit	Operating profit ratio	ROE
¥1,200.0 bn	¥100.0 bn	8%	10%



### Business, Products



#### Automotive parts

- Safety System Products
- Interiors and Exteriors
- Functional Components
- Weatherstrip Products

#### Other areas

- General Industry Products
- LED/e-Rubber
- Re-S eco-brand

### Our Vision

#### What we aspire to be

Become a company that pursues the possibilities of polymers to contribute to a future of better mobility and living.

#### Delivered value

"Safety," "Comfort," and "Decarbonization"

#### Basic policy

Focus on fields that balance social value and economic value

### Providing value to stakeholders and society

- Natural environment**
  - Prompt response to climate change (Contributing to carbon neutrality and recycling-oriented society)
- Shareholders, investors**
  - Stable, sustainable shareholder returns
  - Providing transparent IR information
- Employees**
  - Active participation of a diverse workforce
  - Stimulating and pleasant workplace environment
- Customers**
  - Contributing to business growth, purpose realization
    - Providing safe and reliable products
    - Flexible response to business transformation
- Suppliers**
  - Sustainable, equitable and fair business dealings
  - Mutual development based on mutual trust
- Local communities, government**
  - Achieving a safer, more secure, and more comfortable mobility society
  - Contributing to sustainable community development

### Requests from society Social issues from Toyoda Gosei's perspective

- Providing both innovations in automotive technology (BEVs, CASE) and a safe and secure mobility society
- Changes in company competitiveness with accelerating digital/IT transformation
- Increasingly serious problems in the global environment
- Business transformation due to climate change and resource shortages
- Demographic changes (declining birthrate and aging population)
- Changing values and diversifying work styles
- BCP risks
- Rising geopolitical risks

Increase sustainable corporate value from creation cycle