

TOYODA GOSEI REPORT 2010



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About Toyoda Gosei Report 2010

About this Report	<p>This report is designed to help all of Toyoda Gosei's stakeholders gain a deeper understanding of, and build further trust towards, the business activities of the Toyoda Gosei Group. We have prepared and edited our 'Social and Environmental Report' and our 'Annual Report' into a single volume, with the objective of further enhancing our trustworthy presence. This report contains special features on 'Technical development for the next generation' and 'Activities to promote the afforestation of our plants' to introduce the future direction of our company's business and environmental activities, and the direction we are looking to follow. Reports on Toyoda Gosei's activities will be classified into the five categories of Business, Management, Society, Environment and Finance. The 'Society Report' will contain individual chapters for each of our stakeholder groups. Accordingly, details of our activities will be reported separately for 'Customers', 'Employees', 'Shareholders', 'Suppliers', and 'Local communities'. The 'Environment Report' will be based on the Fourth Environmental Action Plan and will contain separate reports for each of the themes therein.</p>
The report covers the period between	<p>April 1, 2009 – March 31, 2010 <small>*The above period forms the basis, but if necessary content related to other times outside this period will be included.</small></p>
Scope	<p>As a general rule, the target companies are those consolidated in the Toyoda Gosei Group. Some of the items are mentioned individually.</p>
Declaration of the company name	<p>In this report, Toyoda Gosei Co., Ltd. will be referred to as either "our company" or "Toyoda Gosei"; when referring to the Toyoda Gosei Group in its entirety, "Toyoda Gosei Group" will be used.</p>
Notices pertaining to future forecasts	<p>Included in this report are predictions and forecasts pertaining to the future plans, strategies, and achievements of Toyoda Gosei. These are predictions based not on past facts but on suppositions and opinions drawn from judgments made through information that is available to our company at this point in time. It also covers risks and uncertainty related to such things as economic trends, intensification of automotive industry competition, market demand, taxation, laws, systemic changes, and natural disasters. Please understand that it is possible that actual achievements may differ from our company's predictions.</p>
Reference Guidelines	<ul style="list-style-type: none">• The Global Reporting Initiative (GRI) 'Sustainability Reporting Guidelines Version 3.0 (G3)' *• Ministry of the Environment 'Environmental Reporting Guidelines 2007 version' *'Environmental Accounting Guidelines 2005 version' <p><small>*A Table of these Guidelines is posted on our website. http://www.toyoda-gosei.com/Information/environment/report.html</small></p>
Date of issue	<p>September 2010 (next publication scheduled for Summer, 2011 / previous publication was September, 2009)</p>
Contact information for comments about this report	<p>General Administration Division, General & Public Affairs Dept. (Headquarters) TEL. 052-400-1055 FAX. 052-409-7491 Plant & Environment Engineering Division, Environment Administration Dept. (Kitajima Technical Center) TEL. 0587-34-3291 FAX. 0587-34-3309 It is possible to access this report on the Toyoda Gosei Homepage. http : //www.toyoda-gosei.co.jp/</p>

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Our company strives to secure the trust of society and to implement corporate activities for providing superior products at affordable prices around the globe

President
Hajime Wakayama

Introduction

Toyoda Gosei has developed its business with a focus on high polymer technologies to become a global systems supplier in the automotive parts and LED fields, now with 44 facilities established across 16 countries and regions. We aim to please our customers by providing attractive products. Having many happy customers leads to happy employees and growth for the company. In turn, a growing company is able to provide even more attractive products to its customers. Through these types of business activities, Toyoda Gosei benefits its customers and contributes to society. Furthermore, we constantly strive to secure the trust of our customers by taking an approach of always giving the utmost priority to safety and quality in all of our business activities.

Establishing a stable business foundation that is strong in times of environmental change

There was a favorable turnaround in vehicle demand last financial year, supported by measures in various countries to promote automotive sales such as reduced taxes for environmentally-friendly vehicles. However, with the exception of some developing nations, the number of vehicles produced was actually lower than the previous year. Despite these circumstances, the Toyoda Gosei Group managed to work as a team to convert its corporate structure to one that was capable of securing a profit amidst slower operations. As a result, our consolidated operating results for fiscal 2009 included sales of 495 billion yen and ordinary income of 26.5 billion yen. The negative influence of our main business of automotive parts in the first half of the

financial year was significant and resulted in a revenue decrease. However, thorough activities were implemented to reduce total costs including cutbacks in fixed expenses, particularly in the regions of Japan and North America, and to streamline raw costs. This, accompanied by the benefits of increased sales in non-automotive parts, particularly in the LED field, helped the company achieve a drastic increase in profit.

In the future, however, a more difficult economic environment is anticipated as various countries bring to a close their support measures for stimulating automotive sales along with an economic outlook that remains as unclear as ever. We are establishing a stable business foundation that is strong in times of environmental change by ensuring price-competitiveness through early implementation of low-cost technologies, slimming down our fixed expenses around the globe, and by improving the level of our manufacturing workplaces through a return to the basics of 'manufacturing' itself.

Ensuring competitiveness and expanding sales in growth markets and fields

In comparison to Europe and North America where the automotive industry has reached maturation, the market in developing countries such as China and India is growing rapidly. Here, prices are becoming increasingly competitive as local manufacturers rise to the forefront with their lower cost advantage. Similar fierce competition is anticipated in the LED market as a succession of new participants rush to cash in on the high hopes held for the future potential of LED products, which are capable of meeting the need to reduce CO₂ emissions.

Management Philosophy

Boundless Creativity & Social Contribution

1. We aim to provide products and services with satisfying quality and price in a timely manner, through advanced R&D and production engineering. **[Customer satisfaction]**
2. We aim to realize a vibrant corporate culture through innovative thinking of individuals and enhanced team work value based on shared responsibility and mutual trust between employees and management. **[Respect for individual]**
3. We aim to, as a global corporation, strive to be a trustworthy, respected corporate citizen by honoring both the letter and the spirit of law and rule of every nation, and through community-based business activities and contributing to industry, economy and the society. **[Good corporate citizenship]**
4. We aim to dedicate ourselves to create a prosperous society and make the Earth a better place to live through our business activities such as providing environment preservation, energy-saving and safe products. **[Respect for the environment]**
5. We aim to ensure steady growth as a global leading manufacturer in high-polymer and LED technologies through a strengthened corporate structure and the management that can adapt to changes. **[Steady growth]**

In order to overcome this difficult competition and achieve sustained growth, we are urgently increasing the pace at which we tackle structural reforms. These will be based on a policy that focuses on enhancing systems for business expansion in developing countries and on strengthening our LED business to contribute to a low-carbon society.

Strengthening technological development for the future.

As environmental awareness heightens, an increasing number of vehicles such as HVs and EVs (hybrid vehicles and electric vehicles) are being powered by electricity, and the automotive industry is on the verge of a major turning point. From this perspective, Toyoda Gosei has decided to focus its development on the field of 'Environment / Safety / Saving Resources'. We have developed new construction techniques such as for light, high-cycle molding and compact plating & painting lines, and have progressively introduced these to our facilities both domestically and abroad. This has resulted in our being able to launch new products onto the market, such as the industry's top level thin, lightweight resin front aero bumper and the world's first fuel inlet pipe successfully made from resin.

Hereafter, we will continue to strive to appropriately select numerous development themes, strengthening our management so as to fully utilize limited resources to the maximum extent possible, and to accelerate our development with a sense of speediness. We will also devote our energies into fostering the professional human resources that support these technical developments, together with their comprehensive abilities.

Our responsibility as good corporate citizens

Corporations are 'public institutions of society' that support the construction of a better society, and whose business activities should be developed so as to help fulfill their responsibilities. The Toyoda Gosei Group aims to be recognized by society as a good corporate citizen, and is involved in activities for environmental conservation and social contribution.

To conserve our environment, we have reduced CO₂ emissions at our plants and developed recycling technologies. Plus, we have launched the "Afforestation Project of our Plants," beginning with the Heiwacho Plant, to help create the best and greenest environment possible, cooperating with people in the local community. To deepen our connections with regions in various countries, we will extend this project to four domestic and overseas facilities in fiscal 2010.

Furthermore, we will establish volunteer centers within our company for activities to contribute to society, for example helping with community cleaning or going around to welfare facilities to help with wheelchair repairs. We are also proactive about implementing measures to achieve a good Work-Life balance.

Finally, I would like to express my humble appreciation to every one of our stakeholders, including our shareholders, customers, trading partners, all those involved in local communities, and our employees and their families, for 'making the most' of every situation. We aim to continue being a company that meets your high expectations, and ask for your continued guidance and support in the future.

Technology that meets the needs of the next generation and that continues to evolve

Technological progress has the power to make great changes in society. Many technical innovations aimed at the various concepts of safety, comfort and environmental-friendliness have contributed to making our society what it is today and represent a major presence within our daily lives.

Toyota Gosei takes full advantage of the various technologies it has accumulated as a high-polymer manufacturer. We have developed many technologies for automotive parts, and these have been widely implemented in various products. Additionally, LED is garnering a lot of attention as an environmentally-friendly light source. We are increasing our reputation for reliability in this field by making the best possible use of the technologies we have accumulated as a chip manufacturer, and are moving forward steadily towards the future.



Front aero bumper with the industry's top level thin characteristics



Resin door sample exhibited at the Tokyo Motor Show

We are on a challenge to make vehicles lighter in weight, using a comprehensive approach that utilizes our high-polymer technologies

With next-generation energy vehicles such as plug-in hybrid cars and electric vehicles expected to spread in popularity as environmental awareness increases, various car manufacturers and parts manufacturers are engaged in aggressive research and development competition. To achieve these next-generation vehicles, the performance of vehicle bodies needs to be improved by making parts more lightweight and by making changes to the materials used in components, in addition to further developments for motors and storage batteries.

Toyota Gosei will also play a part in the various structural changes of product development by utilizing the knowledge of high-polymer technologies that it has accumulated over many years as a rubber and resin manufacturer. We plan to approach this from a comprehensive perspective that combines materials, design and production technologies. We are particularly confident of our contribution to making vehicle bodies 'more lightweight', which will lead directly to improvements in fuel efficiency and driving distance (on a single battery charge), as well as reductions in CO₂ emissions.

For example, by making resin products thinner, we can reduce the amount of materials used, thus making the product lighter and simultaneously contributing to resource conservation. In developing its thin, lightweight front aero bumper, Toyota Gosei succeeded in creating a complicated combination of molecule structures that reduces the general thickness of the resin from the standard 3mm to just 1.5mm.

In 2009, the front aero fender was put to practical use as an optional part. It is the industry's top level lightweight product and combines the dual benefits of high quality and aesthetic appeal. We have decided to apply this technology to other interior and exterior parts also, and will develop it for many different vehicle types in the future.

We are also challenging ourselves to pursue the full potential of resin, with the aim of a 'complete resin conversion for vehicle interiors and exteriors', as the replacement of metal parts with resin parts could result in a massive reduction in vehicle body weight. As an example of this, we exhibited a sample of a resin door at the 41st Tokyo Motor Show held last year. From the standpoint of a high-polymer manufacturer, we aimed to develop a resin door that was both lightweight and strong, through structural developments such as material developments and honeycomb structures, to produce a new direction for resin usage.

In order to meet the needs of future eras and to contribute to environmental challenges, we plan to tackle a variety of fields including bio-plastic development and recycling, and lower raw costs. By advancing every one of our technologies even further, from raw materials through to production, we will proactively move forward with the research and development of future-focused technologies and products.



Mobilizing our know-how as a LED chip manufacturer to create a new semiconductor business

Toyoda Gosei's technologies can also be seen in LEDs, which have rapidly spread in popularity as a next-generation light source excelling in environmentally-friendly properties.

In 1991, we succeeded in developing a blue LED using gallium nitride (GaN) as the material, under the instruction of Professor Isamu Akasaki, Doctor of Engineering, Professor of Meijo University and Special Professor of Nagoya University, following which we began mass production. The addition of the blue LED drew attention from around the globe, as when combined with the previously available red and green, it became possible to represent the three additive primary colors of light, facilitating full color representation.

Toyoda Gosei's LEDs were implemented in traffic signals or as a light source for LCD screen backlights on mobile phones. Steady and repeated technological developments led to improved brightness and longevity, and LED applications were expanded to include lights for computer backlights and shop displays. Once LEDs became compatible with high currents, the range of applications expanded once again to include backlights for LCD televisions and general lighting. LED usage has spread widely from the industrial field to general household products. We have currently achieved the world's highest levels of brightness and luminous efficiency.

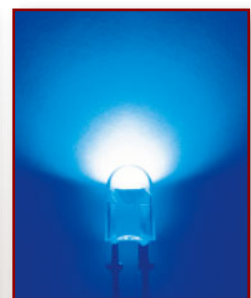
After more than 20 years spent on various kinds of LED research and development, Toyoda Gosei aims to achieve an even higher level of technology, based on its solid reputation for reliability backed by technology honed in automotive parts. As one example of this, a glass seal LED developed by Toyoda Gosei in 2009 was

awarded the 'Nippon Brand Award', a "Cho" Monodzukuri Component Award supported by METI (Ministry of Economy, Trade and Industry).

Much anticipation is held for LEDs, which use no environmentally-harmful substances such as mercury, and which have many environmentally-friendly characteristics such as low power consumption, long-lasting performance and reduced CO₂ emissions. Rather than rest on the laurels of the reputation for reliability we have carved out thus far, we at Toyoda Gosei strive daily to further develop enhancements for performance and technical capabilities, and we aim to continue to expand demand. Furthermore, gallium nitride (GaN), the material used in LEDs, still holds a lot of potential. Its effectiveness and applications are being researched with the objective of developing semiconductor fields other than light-related ones, and we hope this will lead to new businesses, also.



The newly-developed glass seal LED.



Popularization accelerated with the development of blue LEDs



Together with the community, we will create environmentally- friendly ‘authentic afforestation’

In fiscal 2009, the 60th anniversary of Toyoda Gosei's foundation, we launched the “Afforestation Project of our Plants.” Under the instruction of Professor Akira Miyawaki *, we planted saplings of trees indigenous to the region's natural environment in order to regain “true forests.” Our employees and their families, together with people from the local community, planted the saplings with their own hands. Besides ecological conservation and an anti-global warming measure, the project thereby let us raise the level of our environmental consciousness and improve communication both within and external to the company. We believe that this will help to build a society where humans can coexist harmoniously with the environment.

**“True forests” where humans
coexist harmoniously with the
environment**

Making “true forests,” advocated by Prof. Miyawaki, involves not simply planting trees at random, but planting a mixture of many kinds of trees that are native to the area, so as to bring back to life a strong and abundant forest that closely replicates its original natural environment. Prepare soft, air-rich, well-drained soil, and densely plant many varieties of saplings; they will then compete with each other to grow into an independent, maintenance-free forest within only about 3 years.



* Professor Akira Miyawaki (right) is Yokohama National University Professor Emeritus and Director of the Japanese Center for International Studies in Ecology. Known worldwide as a leading advocate of afforestation activities, Prof. Miyawaki has been involved in planting approximately 17 million trees in more than 4,000 locations around the world, including Africa, China, Thailand and India.



A performance was given by the Brass Band of the local school, Miyake Elementary School.



Forests play an important role for all the living through photosynthesis and by providing habitats; they are also expected to act as an anti-global warming measure by absorbing the CO₂ in the atmosphere. Hopefully, they benefit us in disasters; they protect lives from landslides caused by typhoons and fissures by earthquakes, and prevent the spread of fire. Forests also help to control noise and dust, act as a windbreak, and purify the atmosphere water. Forests surrounding plants further have a calming, relaxing effect; the greener walls of the plants are pleasing to neighboring residents and the employees working there.

Afforestation Project of our Plants carried out by the cooperation of the company, employees and the neighboring communities

Main objectives of the project are: 1) making our facilities greener with more trees; 2) having all employees involved in the afforestation activities, thereby raising their environmental consciousness (eco-friendly mind set) and nurturing a sense of unity among them; and 3) cooperating and connecting with our neighboring community. Together with the local community, we will make our facilities more ecological where people can coexist with nature. By plant-

ing trees with their own hands and seeing the trees grow into forests, employees and our neighbors, together with their children, are going to raise environmental consciousness and pass it on to the next generation. The expansion of this kind of activity will, we believe, consequently lead to the substantial protection of the environment.

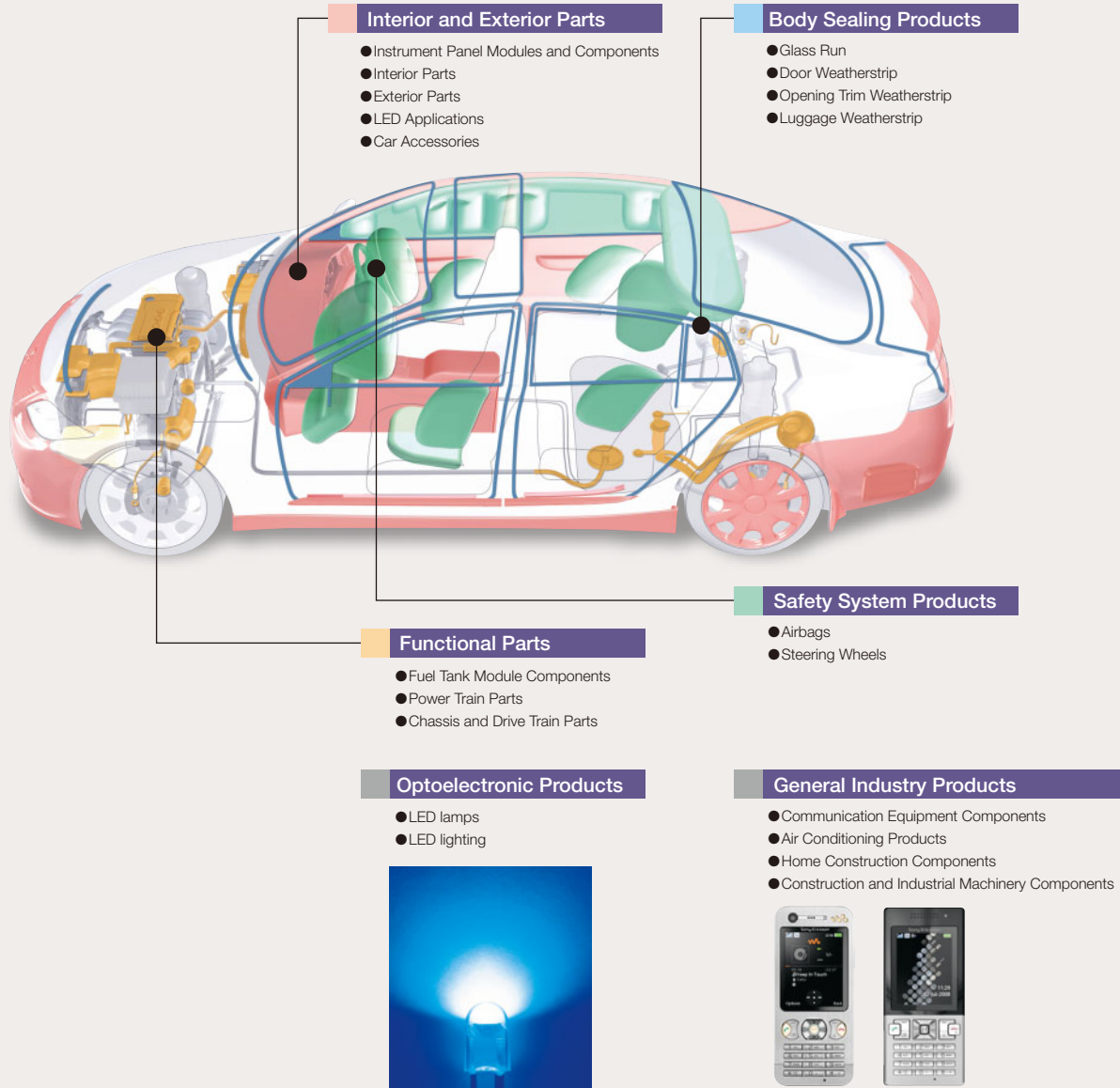
In February 2009, we learned how to make true forests through Prof. Miyawaki's lecture. Then, all the employees participated in preparation for planting trees (cultivation and formation of planting ground). Besides, all company directors including our President, together with 140 "Planting Leaders" selected from across the company, attended the "Leader Training" by Prof. Miyawaki to learn how to plant saplings. On the "Tree Planting Day" in November 2009, under the guidance of the Planting Leaders, around 2,000 employees, their families, and people from the local community planted approximately 20,000 saplings of 47 species and varieties around the Heiwacho Plant.

Based on the afforestation at the Heiwacho Plant, we will develop this project at each of our facilities every year; our aim is to plant ultimately around 600,000 trees at our approximately 60 domestic and overseas facilities. In fiscal 2010, we are making true forests at four facilities: The Bisai Plant and the Miyoshi Logistics Center in Japan, and other two facilities in China and Thailand.

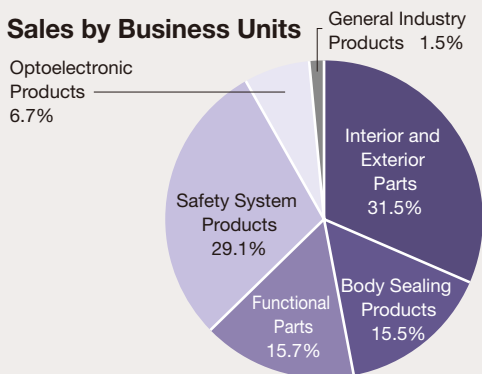


Report by Business Units

We strive to create attractive products based on the cornerstones of our operations, which involve 'developing and offering value-added products', 'perfecting and advancing our manufacturing expertise by focusing on the basics', and 'continuing to maintain and enrich systems for an optimal global supply network'. We are also working hard to further develop other markets using our advanced technical capabilities.



Sales by Business Units



	Fiscal 2009		Fiscal 2008		Year-on-year rate (%)
	¥billion	Percentage of net sales (%)	¥billion	Percentage of net sales (%)	
Interior and Exterior parts	155.7	31.5	158.3	29.0	-1.6
Body Sealing products	76.6	15.5	88.7	16.2	-13.6
Functional Parts	78.0	15.7	104.4	19.1	-25.3
Safety System products	144.0	29.1	166.5	30.5	-13.6
Amount of Automotive Parts Business	454.4	91.8	517.9	94.8	-12.3
Optoelectronic Products	33.1	6.7	20.4	3.7	62.3
General industry Products	7.4	1.5	8.0	1.5	-6.8
Amount of Non-Automotive Parts Business	40.6	8.2	28.4	5.2	42.9
Total	495.0	100.0	546.3	100.0	-9.4

Interior and Exterior Parts

Highlights of fiscal 2009

Development and mass production of the world's first thin, lightweight bumper

We took an across-the-board reduction in automobile production as an opportunity for change. We returned to our starting point in manufacturing, exhaustively inspected the workings of the manufacturing process, and eliminated waste and loss; through this we increased our production capability. In difficult times, we are bolstering our development system and concentrating our efforts on manufacturing of products with prospects. In particular, we are expanding development more proactively than before for environmentally related matters including lightening, weight reduction, and recycling. In fiscal 2009, Toyota Gosei developed and mass produced the world's first thin, lightweight bumper. Also we are moving into an era of lessened dependence on fossil fuels. With the development of substitute materials that have little or no effect on food demand or supply, we find ourselves faced with the challenge of finding hidden or unknown possibilities that do not revolve around the interior/exterior framework process.

We have also been actively developing LED lighting for vehicle interiors, combining together the environmentally-friendly benefits (low power consumption) with superior design, while further incorporating this know-how into LED lighting for home use.



Cockpit modules
Applying technical and know-how cultivated until now and promoting modulization. Along with improving interior sensation of unity and quality, we have succeeded in large scale cost reduction.



Radiator grilles
The development of radiator grilles corresponding to millimeter wave radar that can detect obstacles ahead and alert passengers of danger.



Front bumper spoilers



Console boxes (double door)
Developing our original structured console box that you can open and close the door from both driver and passenger seat smoothly.

Fiscal 2009 (consolidated)

Net Sales: 155.7 billion yen

Percentage of Sales: 31.5%

Body Sealing Products

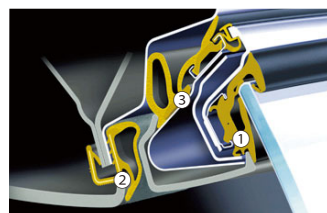
Highlights of fiscal 2009

Development and mass production of a low-density, lightweight door weatherstrip

Creating sites appropriate for the basics of manufacturing

Through our constant efforts to make automotive parts lighter, which lead to benefits in improved fuel efficiency and lower costs, we developed and brought to market a low-density, lightweight weatherstrip in fiscal 2009. When this weatherstrip is combined with the lightweight opening trim that we began mass-producing the previous fiscal year, the weight of body sealing products can be lightened by approximately 20%. We are also actively considering the environment in manufacturing, such as by expanding recycling technologies for rubber products and increasing our use of non-solvent paints.

In fiscal 2009, we implemented and established the 'Creating sites appropriate for the basics of manufacturing' concept at our Japanese plants, to rigorously eliminate waste and loss. This concept will be developed globally to include our 13 production bases overseas, and we also plan to amplify our Chinese and Indian sites in the future. Through advances in the restructuring of our global production system, we are building a stronger corporate constitution.



① Glass Run
② Opening Trim Weatherstrip
③ Door Weatherstrip



We are always proposing the most suitable door seal structures in response to various door function and design needs



Light weight opening trim for compact cars
Achieved unprecedented weight reduction with devising rubber materials and metal inserts

Fiscal 2009 (consolidated)

Net Sales: 76.6 billion yen

Percentage of Sales: 15.5%

Functional Parts

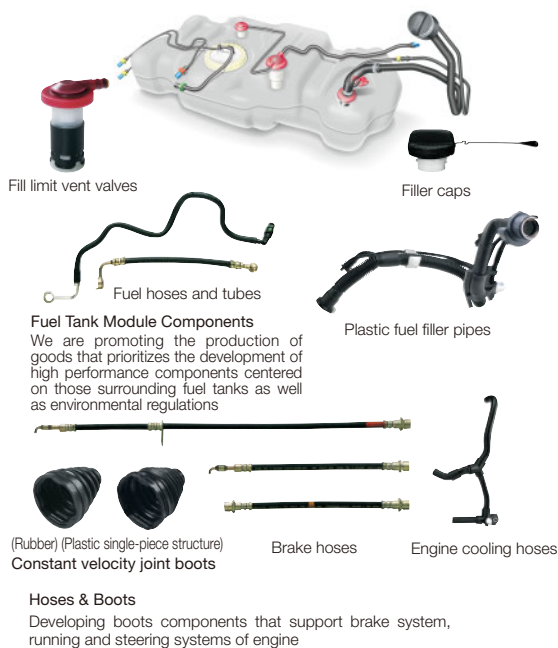
Highlights of fiscal 2009

- Development and mass-production of resin inboard boot made from single-piece structure^{*1}
- Development and mass production of an engine hood with high-brilliance molded-in color.

With fuel costs escalating and the increased environmental awareness of recent years, there is greater demand for low-cost, low environmental impact products. Accordingly, we developed an engine hood with high brilliance that uses molded-in coloring materials containing zero VOC^{*2} substances, by abolishing the paint process. Mass production has already begun. We will utilize our strengths in low environmental impact to focus our efforts on expanding orders for these products in fiscal 2010. We will continue to advance our policy of developing materials and products for alternative energy-powered vehicles such as hybrid systems, electric vehicles, and fuel cell-powered vehicles.

Amidst these difficult ongoing economic conditions, we will view model changes of existing products as opportunities for improvement. We plan to rigorously review waste at our domestic and overseas production sites and establish a speedier and more efficient production and supply system.

^{*1} Single-piece structure (a structure formed with a single piece of material and no attachments)
^{*2} Volatile Organic Compounds



Fiscal 2009 (consolidated)

Net Sales: 78.0 billion yen
 Percentage of Sales: 15.7%

Safety System Products

Highlights of fiscal 2009

- Expanding our scope of development to include pedestrian safety in addition to passenger safety
- Development of low cost products through technical innovation in design and production

We are developing and mass producing the world's first rear-end impact airbag to help realize the goal of a "360 implementation." We have also begun mass production of a center airbag for rear seats, with the objective of protecting the passengers in the event of a side-impact collision. Hereafter, we will also develop 'smart airbags' as a next-generation product that offers advanced passenger protection for both smaller- and larger-sized passengers. In addition to the collision safety features developed thus far, we will proactively develop preventative safety features that integrate technological developments to offer functionality for supporting drivers. Examples include drowsiness prevention and pre-crash systems to avoid collisions. The scope of development will be expanded from safety for passengers within the vehicle, to include safety for pedestrians outside the vehicle, and we are currently carrying out development of devices for pedestrian protection. Having achieved lower costs through technical innovations in design and production, we are also focusing our efforts on markets in high-growth developing countries.



Fiscal 2009 (consolidated)

Net Sales: 144.0 billion yen
 Percentage of Sales: 29.1%

Optoelectronic Products

Highlights of fiscal 2009

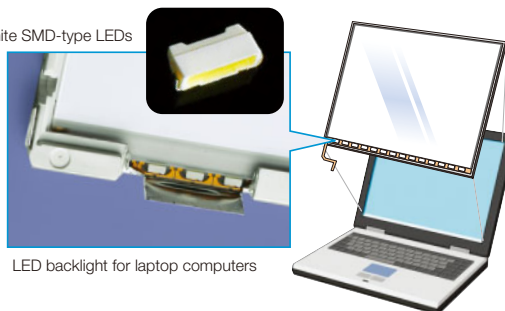
- Best-ever sales figures recorded
- Sales of chips and packages for notebook PCs approximately tripled

Due to the launch of the industry's top class LED chips and packages, we pulled ourselves out of the worldwide recession of fiscal 2008 and recorded our best-ever sales figures in fiscal 2009.

This is the result of our high luminance, highly-effective, long-lasting packages gaining recognition as the de facto standard for the notebook computer market, which has been positioned as a principle market since fiscal 2007. There was also a rapid surge in demand for LED backlights for notebook computers, rising from initial estimates of approximately 40% to around 60% in fiscal 2009, and this was another factor that boosted sales figures.

In addition, the lighting field is beginning to adopt these chips in LED bulbs. In fiscal 2010, we will focus our energies on activities for individually-customized customer service, including for high-efficiency lighting packages, with the objective of further expanding our business.

White SMD-type LEDs



LED backlight for laptop computers



LED backlight for meters



Image of LED lighting
○ = LED system downlights
We are making progress on the development of residential LED general illumination systems

Fiscal 2009 (consolidated)

Net Sales: 33.1 billion yen

Percentage of Sales: 6.7%

General Industry Products

Highlights of fiscal 2009

- We have expanded production of mobile phone cases at our Chinese subsidiary

Mobile phone cases are one of our main products. The production, supply, and technological capabilities of our Chinese subsidiary company have been highly praised by new customers, and the volume of production in China is growing steadily. In fiscal 2010, we estimate sales will be more than double the figures of the previous year, thanks to orders for new model cases. The mobile phone market in Japan has more or less stabilized, and for the time being our policy is to focus on Chinese production to expand the global market. Our subsidiary company and production site in Tianjin, China, is working to optimize its supply process and is capable of handling further production increases.

Air purifiers are our principal product in Japan in terms of sales, and we anticipate that production in fiscal 2010 will be approximately the same as the previous year, mostly targeting the Japanese market. In addition, we will make the most of our automotive technologies to concentrate on home-use components and construction machinery.



Mobile phone cases



Air purifier



LED dynamo light

Fiscal 2009 (consolidated)

Net Sales: 7.4 billion yen

Percentage of Sales: 1.5%

Report by Region

We will make optimum use of our global network to develop the world's top level manufacturing and supply system, so as to meet the needs of the global market.

- Regional management company
- Manufacturing company
- Others

North America



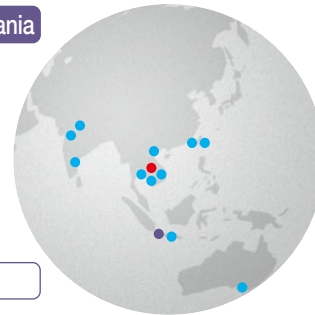
Strengthen our sales to US automotive manufacturers, and maintain and advance a business platform to adapt to environmental changes

The economy became sluggish following the financial crisis that originated with the Lehman Shock of fiscal 2008. Although there were some indications of a gradual recovery towards the latter half of fiscal 2009, thanks to the implementation of various economic measures, the economic environment remained generally severe. Vehicle sales in the US in fiscal 2009 fell to the low level of 10 million, and some major automotive manufacturers and many parts manufacturers faced bankruptcy or management crises. U.S.-wide unemployment levels even surpassed 10% at one point.

Amidst this difficult economic environment, we strove to strengthen sales of products that make the most of our independent technological capabilities in fiscal 2009, and worked on expanding sales for US automotive manufacturers in addition to those in Japan. Furthermore, related sites in the U.S., Canada and Mexico worked together to build a business platform capable of adapting to environmental changes, such as promoting restructuring projects for the body sealing business and optimizing the production layout for all of North America.

Although the management environment continues to remain unclear in fiscal 2010, we are making developments and proposals for new products and new technologies that anticipate the needs of the market. At the same time, we are promoting business activities that will earn us the trust and satisfaction of our customers, by aiming to improve the quality of all North American groups through activities to refine manufacturing. In addition, 'One Team TG' activities have the objective of making our corporation one that is trusted by all stakeholders, through revitalization of communication between employees and sites, and further enhancing our social contributions for the local community.

Asia and Oceania

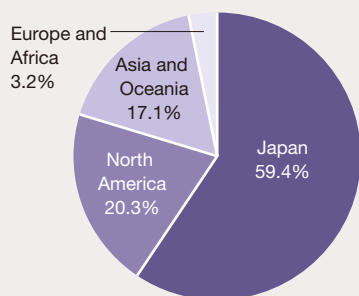


Asia

Supply high-quality products with excellent cost-performance amidst aggressive market trends

The effects of the worldwide recession that began in the latter half of fiscal 2008 had reached the Asian region by the end of the fiscal year, and fiscal 2009 began with seemingly no light at the end of the tunnel. Various automotive manufacturers and automotive parts manufacturers had previously been planning to invest in even further production increases, boosted by the momentum of a record number of vehicles produced in fiscal 2008. However, these plans had to be either cancelled or postponed following the cooling of the global economy. From mid-fiscal 2009, the market gradually began to show signs of recovery, and from the third quarter, Thailand's market was booming. However, shaken by the experience of a major economic downturn, demand in the market shifted with increasing vigor to environmentally-friendly 'eco cars' and 'low cost vehicles'. In order to provide high-quality products with excellent cost-performance under these kinds of aggressive market conditions in fiscal 2010, we are starting up measures to boost our competitiveness from every angle with the backup support of sites in Japan. This will involve ① proposals to lower costs through design improvements; ② undertaking manufacturing innovation from a global perspective using the Toyoda Gosei Group's collective wisdom; ③ streamlining proportional costs for materials, etc.; and ④ lowering logistics costs for customers and offering advice on improving assembly of parts to vehicle bodies, etc. These activities will emphasize our appeal to the attractive Asian market, which we acknowledge will become an energy source for the global Toyoda Gosei Group in the future, and which we aim to proactively develop.

Sales by Region



	Fiscal 2009		Fiscal 2008		Year-on-year rate (%)
	¥billion	Percentage of net sales (%)	¥billion	Percentage of net sales (%)	
Japan	294.1	59.4	320.9	58.7	-8.4
North America	100.6	20.3	101.1	18.5	-0.5
Asia and Oceania	84.4	17.1	96.6	17.7	-12.7
Europe and Africa	15.9	3.2	27.7	5.1	-42.4
Total	495.0	100.0	546.3	100.0	-9.4



China

Adapting to the market that has rapidly grown to become the world's biggest, and promoting higher domestic Chinese production

Although the number of vehicles sold in China during fiscal 2009 was influenced by the Lehman Shock, decelerating at the beginning of the fiscal year, the total sold still exceeded 15.5 million. Having outstripped the U.S., China became the largest automotive market in the world. Growth is forecast to continue in fiscal 2010 and has sufficient momentum to overtake fiscal 2009 levels. Amidst these conditions, Toyoda Gosei has demonstrated steady growth in China, and has increased its revenue for fiscal 2009 by 8% on the previous year's figures. China is the biggest market in the world for major automotive manufacturers, who are proactively planning new vehicle launches and model changes. At our sites within China itself, plans are underfoot for the development and supply of products for these vehicles. Our business is being managed with the goal of further increasing sales in fiscal 2010, thanks to the launch of new vehicles on the market and increases in the number of vehicles sold. As our sales grow, we plan also to increase the level of customer satisfaction, prepare for production development and strengthen activities to lower costs. Accordingly, we have established an Environmental Division to ensure compliance with China's environmental laws and regulations, which continue to become more stringent every year, as well as to strengthen the existing functionality of supervisory sites. This also helps to promote our corporate philosophy of respecting the environment. We are also establishing projects to promote domestic Chinese production as a means of ensuring our competitiveness in the Chinese market. In addition to increasing the proportion of parts, materials and molds we procure from within China, we will proactively implement new technologies in an effort to dramatically improve production efficiency at each of our plants. Through these activities, we will solidify our business foundations in the Chinese market, and become a corporation that has earned the trust of its customers and trading partners.

Europe and Africa



We have created a structure suited to market trends and have been praised highly by automotive manufacturers for our earnings recovery

Automotive parts manufacturers were greatly affected by automotive manufacturers' sluggish sales and production cutbacks that occurred as a result of the financial crisis. Principal countries in the EU implemented incentive systems as measures to stimulate demand for vehicles. As a result of these systems, the number of vehicles sold in fiscal 2009 stabilized to 14 million vehicles, which was approximately the same level as the previous year. Despite the difficult environment in fiscal 2009, we involved ourselves in creating a flexible yet efficient system suited to market trends, beginning with nurturing our human resources. We also pursued revenue recovery through standardized work maintenance, including for staff (Administrative and Technical Divisions), and through cost reductions, in order to earn the trust and satisfaction of our customers. As a result, we have received high praise from automotive manufacturers, and the Czech branch of Toyoda Gosei even received Toyota's 'Quality Award' and 'Project Management Award'. In fiscal 2010, we aim to further increase our presence amongst European automotive manufacturers, as well as in Japan, and strengthen activities that will lead to business expansion and a larger share of the market. We also aim to ensure profitability for our newly advancing interior and exterior parts business, which offers products such as an instrument panel with highly-pleasing aesthetic design. In order to survive in this region, which is anticipated to be a highly competitive economic bloc, as regional economies converge progressively on a global scale, we will strive for continuous improvement from every employee, based on our philosophy of 'Customer First', 'Quality First'.

Corporate Governance

We are planning sound management and organizational efficiency promotion to create a corporate structure that can swiftly react to changes in its environment.

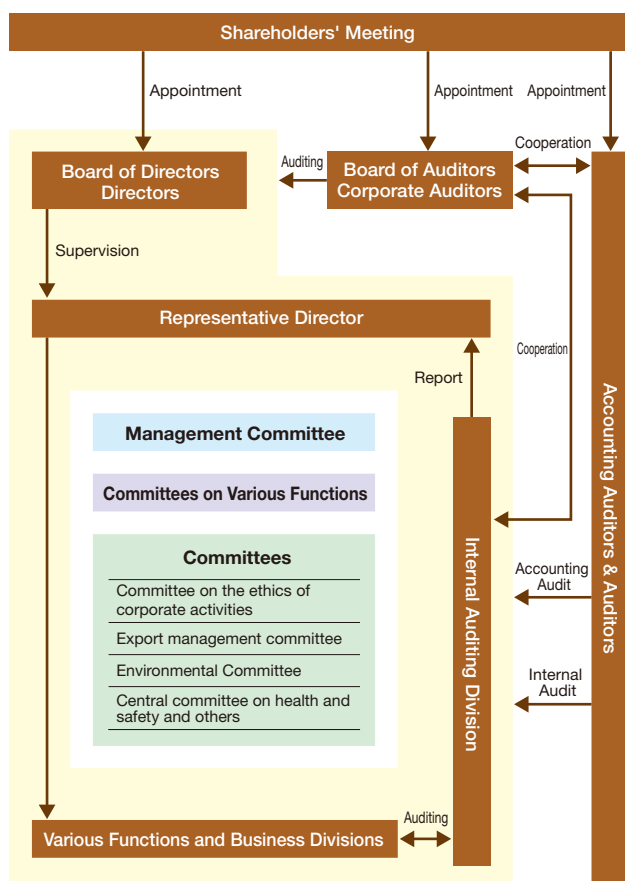
Highlights of fiscal 2009

Strengthening the auditing implementation internal checking system in functioning divisions

Achieving Prompt, Efficient and Sound Business Management

We are conducting the enrichment and strengthening of corporate governance with a goal to enhance sound corporate management of which the most significant matter for management is the stable improvement of shareholder value. Therefore, for the sake of meeting the expectations of all stakeholders including stockholders and customers, we are building and maintaining an organizational system that can swiftly and appropriately respond to environmental changes representing a fair, transparent, and sound management system.

Diagram of the Corporate Governance System



We have set up the necessary functions which include shareholders' meetings, a board of directors, a board of auditors and accounting auditors as mandated by law. In addition, we have also developed/established an internal control system that holds discussions on important issues, checks business operations, reinforces internal auditing, in an effort to achieve; (1) apt business judgments; (2) efficient business operations; and (3) effective supervision and auditing processes. Additionally, we have shortened the terms of directors to one year in an effort to develop a flexible management system that can respond swiftly to changes in the business environment and to further clarify the management responsibilities of directors.

Implementation of auditing in functioning divisions bolsters internal auditing

33 Participants in Internal Auditing Corporate Training Meet

For the sake of checking whether laws and corporate ethics are being observed at our company, we are conducting internal management and supervision based on corporate laws. The internal auditing that had been conducted by the Auditing Division was implemented in fiscal 2008 in the General Administration, Human Resource Development, and Accounting Divisions, and bolstered a system that checks whether auditing is able to observe everything down to smaller details, such as classified information management methods. There is a mechanism in place to collect the content of internal auditing within the functional divisions into the Auditing Divisions, through which we have built management/supervisory organizational systems. The 2nd Audit Training was implemented for the functional divisions in accordance with the formulation of this system. This training will also continue to be held after fiscal 2010 with sequential intensity. We also prepared and operated internal controls related to financial reporting based on the Financial Instruments and Exchange Law (J-SOX), thus strengthening our continued governance.



Internal Auditing Corporate Training Meet

Compliance

We aim to be good corporate citizens and are moving forward with the establishment of compliance.

Highlights of fiscal 2009

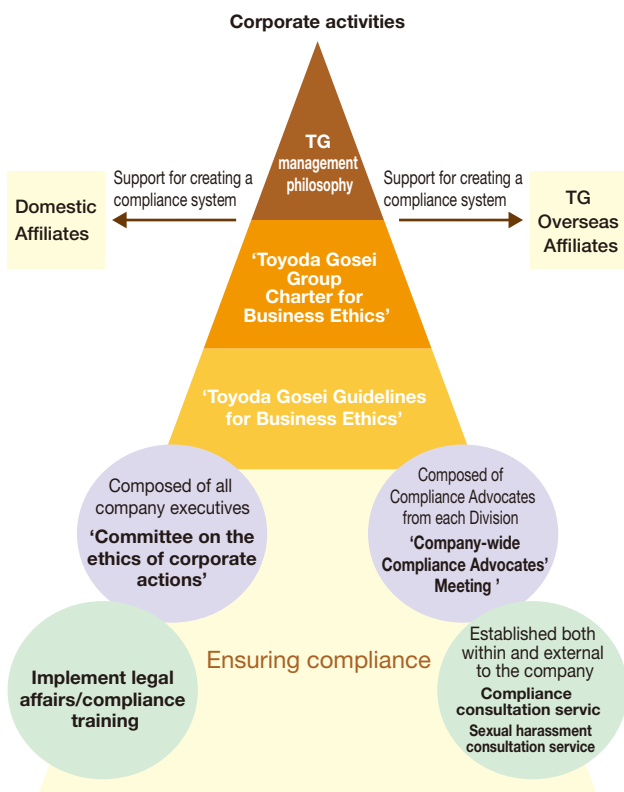
- Implementing checks with a checklist for compliance problems
- Supporting compliance for both Japanese and overseas affiliates

Ensuring Compliance as Toyoda Gosei Group

Toyoda Gosei strives for truly comprehensive compliance, and seeks to ensure that each and every employee complies with all laws and regulations not only from the standpoint of obeying the law but also from the standpoint of corporate ethics.

In 1997, Toyoda Gosei established a 'Committee on the Ethics of Corporate Activities' with the President serving as Chairman and all company executives as members. In fiscal 2009, to replace the legal liaison officer whose role had been mainly to disseminate information within Divisions, a Compliance Advocate was assigned to each Division to independently lead its compliance activities and to ensure

■ Our approach towards compliance



through, unified compliance of management and the site. Also, for when employees are faced with compliance problems during everyday operations, we have established internal and external compliance consultations services to solve the problems quickly.

Conversely, we established the 'Toyoda Gosei Group Charter for Business Ethics' as a policy for action from a compliance perspective, which sets out the shared values and behavioral standards at Toyoda Gosei Group. Every group company in Japan and overseas, including Toyoda Gosei, is formulating a specific behavioral policy based on this Group Charter. We also established the 'Toyoda Gosei Guidelines for Business Ethics', and have distributed them to all employees.



'Toyoda Gosei Group Charter for Business Ethics'



'Toyoda Gosei Guidelines for Business Ethics'

Educational activities to strengthen and thoroughly implement compliance

7,500 eligible respondents for Checklist questionnaire (all company employees)

195 Departments (Divisions / Sections) creating a diagnostic report for compliance

Toyoda Gosei is developing various educational activities pertaining to the strengthening and thorough implementation of compliance by all employees. We will distribute educational tools within the company, including the 'Compliance "Juku" Workshop' company newsletter series and the 'Compliance "Tsuushin" Communications' company message board, in addition to conducting compliance training for company executives and for level- and risk-specific employees.



Compliance training

In fiscal 2009, in place of our usual annual 'compliance adherence rate survey', we created a check list for each Division to identify any compliance-problems and asked all employees to respond to a questionnaire. Based on the questionnaire results, we were able to grasp the overall trends, and when necessary we conducted further interviews in order to ascertain the cause of any problems and prepare appropriate countermeasures. Each Division or Section created its own diagnostic report for compliance, enabling them to make their own individual plans for improvement, and to implement approaches for eliminating problems. By refining our approach to compliance in this way, we are ensuring it is thoroughly understood.



Compliance activities take place in every Department

Support for promotion of independent activities in each of our Group companies

Interviews conducted at **10** domestic affiliate companies

Questionnaire surveys given to **34** overseas affiliate companies

In fiscal 2009, we focused our energies on building a compliance system that was suited to each of the companies throughout the entire Toyota Gosei Group, and offered support to promote the development of independent activities for each group.

We conducted liaison committees with representatives in charge of compliance at each of our domestic affiliates to ascertain the level of awareness of compliance, and to get an idea of the individual situations at each company. We also visited companies separately to conduct interviews and listen to opinions. Based on these interviews, we conducted compliance training for the managerial workers of each company. We provided information and advice to enrich the compliance functionality of each company and to promote revitalization of activities.

As for our overseas affiliates, behavioral policies were formulated to suit the laws, culture, customs and individual circumstances of each relevant region. Based on these policies, we also checked the state of compliance activities at each company via a questionnaire survey.

Risk Management

We strive to strengthen risk management through employee training, product assurance activities, information security measures and disaster countermeasures.

Highlights of fiscal 2009

- Revision of the Crisis Management Guidelines
- Preventing leaks of confidential information through equipment management

System for Risk Management

Toyota Gosei is working to ensure the company can adapt to corporate risks that threaten management or business itself. For the management of confidential information in particular, we established 'Security Management Representative Meetings' composed of the directors of each Division and based on the 'Committee on the Ethics of Corporate Actions' to thoroughly implement information security measures.

With our 'Crisis Management Guidelines' and 'Operative Standards for Information Systems Security' as a guide, we concentrated in fiscal 2009 on strengthening practical measures and lifting the awareness of all employees about information security.

Revision of the Crisis Management Guidelines

The 'Crisis Management Guidelines' for employee behavioral policy on crisis management were also revised in fiscal 2009 to include highly practical content, such as adaptability for changes in social conditions and the ability to facilitate a fast first response. The latest revision classifies the definition of 'crisis' into 3 categories: 'Life & Health', 'Excessive Loss' and 'Loss of Credibility'. Eight examples are given, and instead of the traditional booklet form, the new Guidelines are presented in a file-type format to make it easier to extract the relevant crisis information when needed. The individual files are stored in a red box and placed in a highly-visible location in each Division, to facilitate a fast first response in the event of a crisis.

The scope of application has also been expanded to include our domestic and overseas affiliates, and Toyota Gosei Group is confident in its preparations to deal with crisis management as a group.



Crisis Management Guidelines

Heightening awareness of information security and strengthening response measures

135 multifunctional devices with card readers

The threat of information security problems do not largely originate "externally" but "internally" within the company or from business connections, and the majority of them are caused by people. Accordingly, we are working on the formulation and observation of rules, such as for handling and storing confidential information in order to 'deal with people'. We are also planning a more stringent observation of computer use through software license management and state checks from operations logs, as well as the improvement of employee moral awareness. To this end, we distribute security news throughout the company and introduce case examples relating to information security at other companies to encourage caution.

In fiscal 2009, to prevent printed documentation that could be lying around from being removed inappropriately or accidentally carried off by someone else, we installed employee ID card readers on multifunctional devices, so that only the person operating the equipment would be able to leave with the printed materials.

Examples of Measure Enhancement

	Division	Implementation
Prevention for negligent leaks	Hard ware	<ul style="list-style-type: none"> ● Preventing documents from being inappropriately removed or discarded, through multifunctional device ID authentication of employees.
	Soft ware	<ul style="list-style-type: none"> ● Data encryption of all PCs ● E-mail security reinforcement
Prevention for malicious unauthorized leaks	Hard ware	<ul style="list-style-type: none"> ● Inspection for removed materials (Inspect twice monthly) ● Increase in the number of surveillance cameras ● Wire setting for fixing PCs <ul style="list-style-type: none"> · Lap-Top PC · Desk-Top PC · external HDD
	Soft ware	<ul style="list-style-type: none"> ● Reinforcement in access privileges to the file server ● Restrictions on things taken out / enhancement of check function ● Acquisition and Monitoring system usage records and access records. ● Prevention for unauthorized access
Moral measure		<ul style="list-style-type: none"> ● Review of Security Management Act ● Simultaneous inspection of security consciousness for all employees ● In-house education of security management ● Onsite inspections for each division

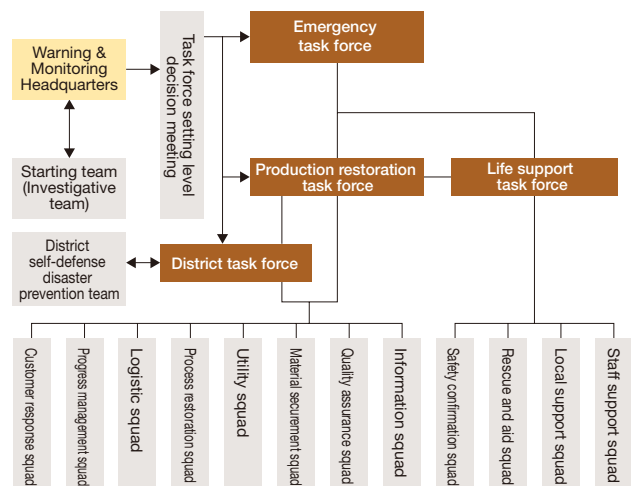
Measures for dealing with H1N1 Influenza ('Swine Flu')

The spread of H1N1 flu in fiscal 2009 caused panic around the globe with concern about the influences of infection. Toyoda Gosei took steps to prevent infection by deploying face masks to its associate company in Mexico, the city in which the first H1N1 outbreak occurred, as well as to its associates in Asia once the flu had also spread there. Internally, 'Support Guidelines' were distributed to all employees to promote better knowledge, and we encouraged precautionary measures at meetings, events, or whenever there was a gathering of people, by wearing masks and washing hands with disinfectant. From autumn onwards, a specific person was designated at each plant to be in charge of dealing with H1N1 measures, in order to respond promptly as needed while part of the organization was also reviewed. We also offered subsidies for vaccinations, and implemented a preventative system throughout the company.

First break/restoration and early response from the Disaster Response Manual

Our Disaster Countermeasures are founded on the concepts of 'Life Comes First' and 'Quick Recovery'. For large-scale earthquakes in particular, we are strengthening anti-seismic reinforcement of buildings and equipment, and enhancing our daily monitoring activities. We have also established an 'Emergency Earthquake Reporting System' at each site to ensure employee safety and safe evacuation. We have formulated the 'Toyoda Gosei Disaster Response Manual' to anticipate emergency situations, and every year we conduct practical training based on response procedures to encourage employees to 'remember what to do by actually doing it'. We are working to ensure that accurate fast, first response measures and recovery response measures are familiar to, and firmly entrenched in the minds of, our employees, and are striving to improve these further. These include utilizing a system that can verify the safety of approximately 20,000 employees and their families at the fast, first response stage, while at the recovery stage, this involves building and utilizing a database containing the information required for a prompt recovery, such as locations for substitute facilities and the technical skills of employees.

Organizational Chart for Emergency Disaster Countermeasures



Relationship with our Customers

We offer attractive products and service based on the concepts of 'Customer First' and 'Quality First'.

Highlights of fiscal 2009

- Improve the quality of work performed with an approach for Production Process Quality Control, including for staff (Administrative and Technical Divisions)
- Exhibited at the 41st Tokyo Motor Show 2009

Basic Policy for Quality

Everyone shall bear in mind the concepts of "Quality First" and "post-manufacturing = our customers" and utilize mutual cooperation to provide excellent products and services that will win the trust and satisfaction of our customers.

A quality assurance system that is consistent from development through production

At our company, we aim to "provide appealing products and become a global system supplier that will truly impress our customers."

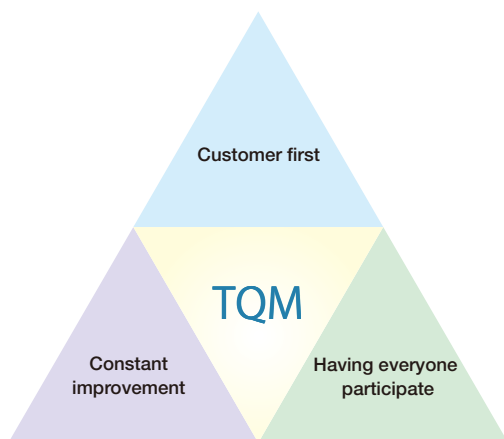
We conduct our business activities under a consistent quality assurance system, from development through to production, based on our Basic Policy for Quality.

Specifically, all our plants have obtained ISO9001 and ISO/TS16949 certification which is the international standard of quality management system.

Also, each plant has its own quality control goals based on the fundamental principles of TQM^{*1}, and strives to produce attractive products.

^{*1} TQM stands for 'Total Quality Management' and means 'activities that heighten the dynamism of people and organizations' through 'constant improvement' and 'participation by all' based on the principle of 'Customer First', in order to improve the quality of management as well as of goods and services.

■ Fundamental principles of TQM



We aim for production process quality control in all operations, including for office staff, and act accordingly

All employees at our company take action based on the principle of 'Customer First' and we aim for production process quality control in every one of our operations.

Production process quality control means that "quality is built in during the production process", and is the idea on which all our work is based.

Working from the idea of "No defects shall be tolerated in any production process to ensure that there will be no defects in post-production (i.e., in the product given to customers)" in manufacturing, we have as our goal a robust design^{*2} to prevent against environmental changes and manufacturing scattering, are promoting the expansion of quality engineering throughout our entire company, and are of course aiming for a zero defect production process for our mass produced goods as well as a defect-free production process from the very first day of production for a new product. Furthermore, we are expanding our ideas regarding production process quality control and know-how that have become firmly established on the assembly line (Manufacturing Division), to include the work of office staff (Administrative and Technical Divisions), and are striving to improve operations throughout the entire company with the objective of attaining production process quality control in which each individual 'can make judgments on-site about work quality.'

^{*2} Strong product designs that come with little unevenness in quality and insusceptible to usage environment.



Exhibition on production process quality control



Making observational rounds at plants

■ Production process quality control that aims for a zero defect production process



Sales activities responsive to customer needs

The role of the Sales Division stands at the front lines of our company. They listen to needs and development information from key members in technology and improvement, and connects those needs with sales promotion. While cultivating an amicable relationship with customers, we have collected and analyzed diverse information such as necessary matters and problems essential to customers. While sharing that content with relevant internal departments, we respond to the diverse needs from customers and make unique proposals to build a relationship of trust with those customers.

Monitoring the manufacturing process and market quality, and promoting measures to adapt

We are promoting production process quality control for all manufacturing processes of safety-critical parts that relate to a vehicle's basic functionality. In addition, a full-time auditor from the Quality Assurance Division will regularly conduct process audits to ensure that correct management continues to be maintained. We established a system through which whenever quality problems occur in the market information is conveyed through automotive manufacturers, then swiftly passed on to the relevant internal divisions, after which causes are ascertained through such methods as analyzing recalled products, and then measured to prevent a reoccurrence of the problem.

At times when it is difficult to find the cause of a problem and its solution at our company, we team up with the quality



Activities for improving market reliability

divisions of automotive manufacturers, conduct tests using test vehicles etc., and work to promote a swifter and more precise prevention of reoccurrences and preemptive measures for our next product.

Customers praise us as a superior supplier

Our products are delivered to automotive manufacturers of various countries throughout the world and support the basic performance of the automobile. Each manufacturer commends an excellent supplier every year and Toyoda Gosei has received commendations from a large number of clients.

■ Award for quality in fiscal 2009

Award names	Awarded company	Origin of commendation
2009 Quality & Delivery Award	TGFSUS	Honda De Mexico
2009 Quality & Delivery Award	TGKY	Honda De Mexico
Award Of Quality 2009	TGAS (TGT/TGRT)	Mitsubishi Motors Thailand
Launch Performance Award RAV4 and RX350	TG MINTO	Toyota Motor Engineering & Manufacturing North America (Toyota North America Supervising Sites)
Quality, Certificate of Recognition	TGCZ	Toyota Motor Europe
Supplier Performance Award 2009	TGCZ	Toyota Peugeot Citroen Automobile
High Quality Award	Zhangjiagang TGP	Sichuan FAW Toyota Motor Co.,Ltd.
Quality Cooperation Award	Foshan TGR	Guangzhou Toyota Motor Co., Ltd.
Quality Cooperation Award	Foshan TGP	Guangzhou Toyota Motor Co., Ltd.
Quality Cooperation Award	Zhangjiagang TGSS	Guangzhou Toyota Motor Co., Ltd.
Zero PPM defective parts delivered	TGKL	Toyota Kirloskar Auto Parts
Zero Defects Award	TGSSI	PT. Toyota Motor Manufacturing Indonesia
Excellent Quality Control Award	TGSA	Toyota South Africa Motors
'Case Study Exhibition' Award for Excellence for fewer unpaid repairs and activities to improve supplier quality (fewer overseas sites)	Toyoda Gosei	Toyota Motor Corporation
'Case Study Exhibition' Award for Excellence for fewer unpaid repairs and activities to improve supplier quality (fewer overseas sites)	Toyoda Gosei	Toyota Motor Corporation
'Excellence Award' for proposal to reduce quality cost losses	Toyoda Gosei	Toyota Motor Corporation
Excellence Appreciation Award (Quality Division)	Toyoda Gosei	Honda Access

TOPICS

Exhibited at the 41st Tokyo Motor Show 2009

Toyoda Gosei held an exhibition at the 41st Tokyo Motor Show 2009, which took place at the Makuhari Messe in Chiba Prefecture from October 24 through November 4. Our display aimed to promote safety and comfort, and visitors to our booth had the opportunity to try out our Airbag Simulator, which gave a realistic experience of a collision. Visitors could also see our 'cockpit' of the near future, driven by our unique technology, and our pedestrian protection concept model car, which is equipped with airbags on the vehicle's exterior to offer protection from a pedestrian's perspective.

We also exhibited various environmentally-friendly products, such as a door made from resin and a hollow-core steering wheel made from carbon fiber resin. All the lighting used at our booth was switched to LEDs, and we tried to emphasize our appeal through our products to as many people as possible.



Airbag Experience Simulator



Hollow-core steering wheel made from carbon fiber resin

Relations with our Employees

With "Humanistic corporate culture" and "Safety comes first" as our fundamental principles, we aim to create a healthy workplace where employees can work with peace of mind.

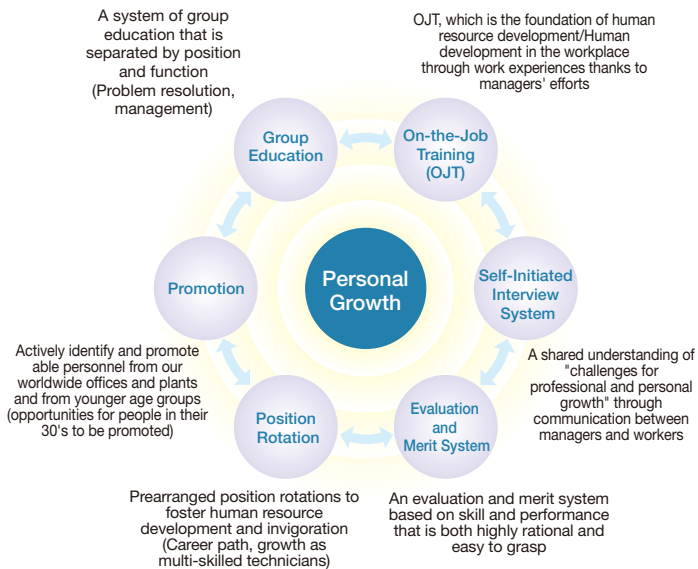
Highlights of fiscal 2009

- Enhanced support for child-raising
- Promoting employment of people with disabilities
- Promoting a switch away from inviting lecturers from outside the company towards encouraging people from within the company to act as lecturers

Developing human resource who can think and operate independently

At Toyoda Gosei, our employees share a sense of values that state 'as a corporation we are only as strong as our human resources and these resources represent our true products'. We aim to create an environment in which we are always nurturing our human resources at work. The center of human resource development is on-the-job training. For the sake of planning and a fostering human resource development consciousness we are concentrating our efforts on the preparation of a human resource system and the creation of a training structure.

Human Resource Systems



Training to expand production and encourage internal lecturers

Approximately **600** people participated in our problem resolution training
11 participants in the TPS Professional 2-year Growth Training
56 participants in the TPS 3-month Short-term Intensive Training (including suppliers)

In order to advance our work further, we conducted training for all general office-related employees to ensure that 'Problem resolution aptitude (PDCA based work advancement)' was firmly entrenched in all tiers of the company.

In fiscal 2009, we asked Level 2 (or higher) managerial workers to participate in our training as practical advisors, where they imparted their knowledge directly based on their own personal experiences. Directors also participated in our managerial training, ensuring training with high-quality content.

The TPS (Toyota Production System)¹ Professional 2-year Growth Training that began in fiscal 2008 entered its second stage (2nd year) in fiscal 2009, and content was expanded on a practical level. Administrative staff also undertook a 3-month training course in order to ensure they were thoroughly familiar with the TPS philosophy.

We also established a 'Manufacturing Experience Workshop' for new employees. By switching from a classroom lecture-type training course to one that is experience-based, we have heightened the interest in sectors such as 'manufacturing' and 'vehicles', while also ensuring familiarity with 'safety, discipline and the '2S'².

In order to continually maintain our development of human resources at Toyoda Gosei, we made efforts to switch from lectures by visiting external instructors to internal lecturers in fiscal 2009, and our employees were able to give guidance directly based on their own rich experiences. Sharing



Manufacturing Experience Workshop

experiences and knowledge gained on-site at lectures imparts practical knowledge to the audience and they learn solid ways for dealing with various situations, which is invaluable.

¹ Toyota Production System

² The '2S' = 'Seiri and Seiton', Japanese for 'sorting and systemizing'.

Learning a diverse range of local languages

Language training attracted **97** participants for English and **26** participants for Chinese

With globalization advancing, our goal is to enable all office staff members, including managerial workers, to be able to communicate in basic everyday English. We have been holding English correspondence courses, mainly targeted at younger personnel, since fiscal 2003. In fiscal 2009, we increased the number of one-day training sessions and improved training content to include more practical applications, in order to strengthen the English language abilities of those preparing to be transferred overseas. We also enhanced the learning of other local languages, such as Spanish, Czech and Hindi, to assist site managers posted in regions speaking these respective languages to be able to get by with a basic level of everyday communication.



Language training

Training Structure

Position title	Training according to employees' positions	Basic technical training	Overseas-related education
General managers/ Division leaders	Management training for general managers/division leaders	Educational system for engineers	Language training
GL/Section leaders	Management training for GL/section leaders, problem-solving mentoring training		
Subsection leader	Management training for subsection leaders		
Team leader	Training for team leaders		
General employees	3 level training, problem solving basics training		
New employees	Training for new employees		
		GPC ³ activities	Education for transferred/local employees

³ Global Production Center

Internal support from the company to provide a stable Work-Life balance

While considering the "work/life" balance of each individual employee, we are planning the enhancement of a system that enables employees to choose their way of working. We are also offering assistance such as the introduction of a short-time working system and the support of a day nursery on national holidays which fall during our operating days. And we support working fathers and mothers, allowing them to work with greater peace of mind and motivation.

Promoting support for child-care and helping families to understand more about our workplace

42 participants in our Networking Event for Working Parents

270 participants in TG Family Day

In fiscal 2009, we held a 'Networking Event for Working Parents' targeting employees who were on childcare leave. Various daily concerns and problems related to raising children were resolved at this event. It was held with the objective of enabling employees to exchange ideas and opinions amongst themselves, while some employees who had returned to work after taking maternity (paternity) leave were also on hand to give advice. We hope to hold more of these events in the future as a venue for working parents to continue networking.

We also held the 'TG Family Day' to invite the families of employees to come and visit the workplace so that they might understand it better. This event comprised a tour around the workplace and company facilities for the families, who also had an opportunity to try their hand at manufacturing. We hope that we can build stronger relationships between the company, workplace and families by familiarizing families with our company first-hand.



Networking event for working parents



TG Family Day

Promoting diversity^{*4}

Toyoda Gosei has established a system to encourage employees who are of retirement age, or who have disabilities, to continue working in stable jobs if they wish.

^{*4} Diversity refers to the utilization of human resources irrespective of race, nationality, gender or age.

Creation of a system that enables work with peace of mind after retirement

Starting in April of 2006, we established the "Retiree Reemployment System" and are creating a system that enables work with peace of mind after retirement as well.

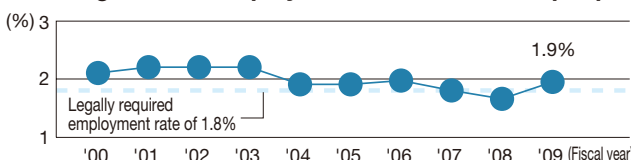
Changes in Reemployed Retirees



Creating a workplace where people with disabilities can establish themselves and feel that their job is rewarding

Toyoda Gosei proactively employs people with disabilities in various practical capacities. In fiscal 2009, we boosted our recruitment to ensure levels above the 1.8% employment rate required by law. We developed jobs in our various workplaces to suit the different capabilities of different people, and backed this up with educational support. We also resolved various issues in each Division and promoted 'barrier free' (wheelchair-accessible) conversions within the workplace, to create working environments in which people with disabilities can easily establish themselves.

Changes in the employment rate of disabled people



Planning mental and physical health support

Mental and physical health are the major pillars of employee health management, and we are considering various policies to plan mind/body health maintenance and promotion within the company.

Health Educational Structure

Plant managers				
General managers	Physical health manager education	Mental health leaders education	Mental health (follow-up) education	Stress education
Division leaders & Assistant Managers				
Section leaders		Mental health education for management directors		
GL	Good life seminar 35			
Supervisors	TL & Subsection leaders Team leader (Physical health education at 35 years old)			
General employees				

Continuing mental health education for management directors

To promote efficient workplace operation and smooth communication, we regularly held mental health education sessions in fiscal 2009 for each employee position, with a focus on newly appointed management directors, division leaders, and assistant managers, all of whom can be susceptible to stress. A qualified clinical nurse at each site works to enhance counseling services. With the number of consultants declining, the results are steadily beginning to show.

Raising awareness of healthcare

183 participants in the Good Life Seminar 35

9 participating couples in the Happy Wedding Seminar

In fiscal 2007, we held the 'Good Life Seminar 35' for employees aged 35, to provide education about keeping healthy in their daily lives and to prevent lifestyle-related diseases.

In fiscal 2009, we held a 'Happy Wedding Seminar' targeted at young newlywed employee couples that had been married for less than a year. Advice on correct eating habits and exercise instruction was provided by a nutritionist and a health nurse, with the objective of preventing obesity, a leading cause of lifestyle-related diseases.

Promoting activities to achieve our goal of zero accidents

Under the direct leadership of our president, who is the General Health and Safety Manager of the whole company. We are driven by two powerful forces - the "Division for the Development of a Safe Workplace" and the "Division for the Development of Safety Aware Personnel". We are actively working to achieve our goal of zero accidents.

Acquisition of occupational safety management systems by 23 domestic and overseas sites

In "Develop a Safe Workplace" we aim to have a workplace with none of the dangerous aspects or causes of danger that are linked with accidents and are tackling the making of our facilities safe, forklift-free activities. Also, we are moving forward with activities to acquire the OSHMS certification in domestic, and OHSAS certification in overseas, a common standard for occupational health and safety management systems. As of fiscal 2009 the sites written below have attained this certification.

*1 Occupational Safety and Health Management Systems
*2 Occupational Health and Safety Assessment Series

The state of occupational health and safety management systems acquisition

Toyota Gosei	● Heiwacho Plant ● Bisai Plant	● Haruhi Plant ● Nishimizoguchi Plant	● Inazawa Plant ● Morimachi Plant
Domestic Affiliates	● Ichiei Kogyo Co., Ltd., ● Chusei Gomu Co., Ltd., ● TG Maintenance Co., Ltd.,	● Hinode Gomu Kogyo Co., Ltd., ● Hoshin Gosei Co., Ltd., ● TG Logistics Co., Ltd.,	● TG Opseed Co., Ltd.
Overseas Affiliates	● Fong Yue Co., Ltd. ● Tianjin Toyoda Gosei Co., Ltd. ● Toyoda Gosei Czech, s.r.o. ● TG Kirloskar Automotive Pvt. Ltd. ● Toyoda Gosei Texas, LLC	● Bridgestone TG Australia (Pty) Ltd. ● Tianjin Star Light Rubber and Plastic Co., Ltd. ● Toyoda Gosei (Thailand) Co., Ltd. ● Toyoda Gosei (Tianjin) Precise Plastic Co., Ltd. ● Toyoda Gosei (Foshan) Rubber Parts Co., Ltd.	

We implemented 'Safety-focused activities' for the independent resolution of health and safety issues

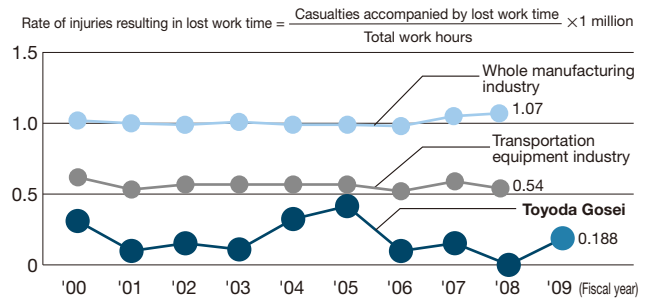
Creating "Safety Aware Personnel" is an awareness building activity that focuses on cultivating individuals capable of identifying possible "threats" as risks by checking all employees and providing guidance to those who need it with respect to this matter. In fiscal 2009, we created 'Safety-focused activities' to investigate and resolve problems or issues relating to health and safety in the workplace, for individual on-site units of subsections and teams.

Twice a year, each manufacturing division is evaluated for its approach to safety, knowledge, ability to get things done, and ability to instruct workers. Those who excel in these fields are selected to be 'Safety Excellence Managers' and given public recognition. By the end of fiscal 2009, 26 managers and 34 supervisors had been recognized for this honor.

Main Activities in Fiscal 2009

Implementation	
Development of Safety Aware Personnel	1 ● Promoted 'Safety-focused activities' in each workplace
	2 ● Rigorously 'visualized' each rule decided upon
	3 ● Visited plants to make observational rounds led by a Safety Excellence Manager to determine all unsafe behaviors and/or locations in a single sweep
	4 ● Revitalized safety activities by announcing and rewarding good case examples
Development of a Safe Workplace	5 ● Expanded 'Genchi-Genbutsu (actual materials at actual locations) KY education to include Technical GL and TL
	6 ● Checked the current state of STOP7, lockouts and risk assessments using 'Genchi-Genbutsu' and alleviated any problem points
	7 ● Improved the sense of safety with regard to 'abnormal or non-constant changes' and prevented disasters before they happened by taking preemptive action
	8 ● Completed the hardware measures for preventing serious accidents that were initiated in fiscal 2008 ● Verified the role of Functional Headquarters to ensure an immediate response in the event of an earthquake, such as collection and conveyance of (earthquake) information. Reviewed the disaster prevention system

Changes in the Rate of Work Accidents (rate of injuries resulting in lost work time)



Create a workplace that is easy to work in with the cooperation of labor unions

Based upon our fundamental philosophy on labor management relations, "establishing mutual trust and sharing responsibilities between employees and management" we hold discussions with the labor union on wage, working environment, working hours and other general working conditions.

We regularly hold meetings with the "Central Labor-Management Council", the "Divisional Labor-Management Council", and the Divisional Labor-Management Council. The division chiefs themselves and union members directly discuss matters closely related to the workplace and aim to create a workplace in which it is easy to do one's job.

Relationship with our Shareholders

By increasing corporate value and proactively disclosing information, we strive to enable understanding of our company's achievements and ways of thinking.

Highlights of fiscal 2009

■ Enriching the IR information available on our website

came to 14.2 billion yen, a massive 260.8% increase on the previous year's figure of 3.9 billion yen.

As a result, we decided to distribute an annual dividend from surplus of 36 yen per share.



Report on Achievements

Achievements and rates of return

Although increased customer demand in LED products for computers led to a dramatic revenue increase for optoelectronics parts, which form a portion of our non-automotive parts businesses, the negative effects from a drop in the number of cars produced in the first half of the fiscal year greatly affected our staple business of automotive parts. Overall earnings came in at 495 billion yen, which represents a 9.4% decrease on the previous year's figure of 546.3 billion yen.

As for profit, Toyoda Gosei reaped the benefits of its stringent efforts to reduce total costs, such as shaving down fixed expenses and streamlining raw costs in the automotive parts business, particularly in the Japan and North American regions. This, together with increased sales in our non-automotive parts businesses, especially in optoelectronics parts, boosted our overall ordinary income to 26.5 billion yen, an increase of 118.6% on the previous year's figure of 12.1 billion yen. Net income for the period

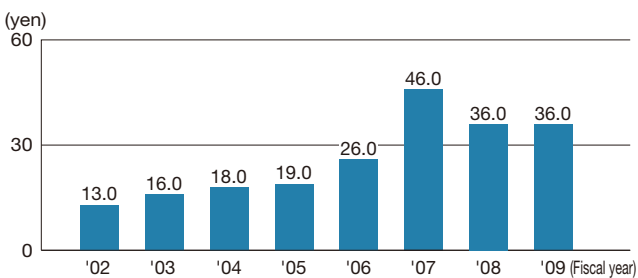
Proper disclosure of information

At our company, through regular information dissemination through our homepage and IR tools as well as the promotion of financial briefing and IR events, we strive for suitable information disclosure.

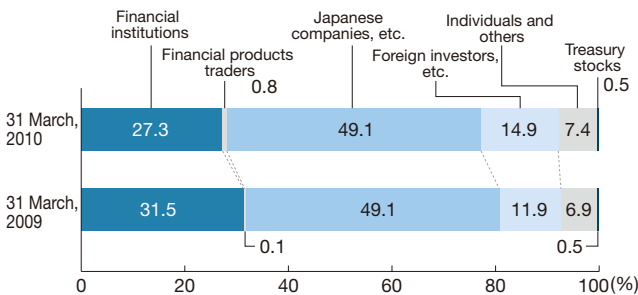
In fiscal 2009, we made efforts to enrich content pertaining to IR information on our website.

Twice every year we hold explanatory briefings for institutional investors and securities analysts to report on our financial statements. We post the documentation from these meetings, together with the relevant financial information, on our website to ensure appropriate disclosure. We are also proactive about holding individual discussions, and are happy to provide information to investors, both within Japan and overseas. We also participate in IR events including for overseas institutional investors, and are striving to achieve corporate recognition as an open corporation.

Changes in Dividends



Distribution of Shareholders



Main IR Activities

Targeted person	IR activities
Domestic institutional investors Securities Analysts	Individual discussions, financial briefings
Overseas institutional investors	Individual discussions, participation in IR events
Individual shareholders and investors	Plant tours held after the shareholders' general meeting
	Published "Report on Achievements"

'Toyoda Gosei Report' issued
Dissemination of financial and IR information by the homepage



Explanatory briefing to report on financial statements

Relationship with our Suppliers

Our company has strong cooperative ties with suppliers and look to develop and grow together.

Highlight of fiscal 2009

- With respect to the labor management of suppliers, we conduct seminars, independent self-checks, and on-site checks, and promote compliance continuously.
- Proactive responses to discussion pertaining to supplier transactions

Basic Procurement Policy

Our basic procurement policy is to "establish a procurement platform beneficial to us and carry out optimum global procurement by presenting relevant offices and suppliers with procurement plans, policies, etc. that aptly reflect the changing procurement conditions as well as the attitudes of customers and competitors, so that we will be able to produce competitive products." Also, based on the idea that "suppliers support our company", through the principles of "Genchi", "Genbutsu", and "Genjitsu", we will put our company to work and develop supplier structural strengthening policies.

Holding a procurement policy explanatory session

170 companies participated in our explanatory session on procurement policy

We hold a procurement policy explanation session every April to indicate the direction we should go toward creating the atmosphere that surrounds our company and to have our procurement policy for the year firmly understood.

We ask approx. 170 suppliers of products parts, processing, materials, facilities, and metal molds to participate in this session to discuss "our challenges and actions to be taken" and, in relation to this year's "procurement policy", to talk about safety, quality, quantities, costs, technology, global expansion, CSR, etc. so we can enhance the level of coordination with these suppliers.



Procurement policy briefing session

We also give awards to suppliers who have provided a noteworthy contribution in each field, showing our appreciation in order to encourage all the suppliers who participated to continue making progress. At the latest session, we presented awards in the fields of quality, cost, technology and the environment.

Strengthening our collaboration with suppliers

Four times each year, about 100 suppliers participate in a procurement liaison meeting. The session consists of continuing themes such as developments in production information, quality control, compliance activities, safety activities, anti-earthquake measures, security management, and harmful substances management. In addition to enriching the content of these recurring themes, we aim to take measures to deal with production cutbacks brought on by economic conditions, as well as hold various kinds of lectures, and deepen our relationships with our suppliers.

Tackling quality improvement, compliance

We are taking actions to grow with our suppliers through standardized work maintenance, prevention of defective outflow for quality improvement, and the suppliers' participation regarding the design of metal molds and products and through cost reduction activities geared toward improving competitiveness.

With respect to the labor management of each company in fiscal 2009, we conducted seminars, self-checking, and onsite confirmation to promote compliance even further.

With respect to economic conditions, we are progressively open to discussion with our suppliers regarding management issues or dealing with any trade-related problems.

Promoting green procurement

Based on our company's "Green Procurement Guidelines (2nd Edition)" we continue to expand environmental activities. The structure of the guidelines is divided into 2 components: "environmental management" and "harmful substances management".

We have produced good results in "environmental management" by acquiring ISO14001 certification involving energy saving and waste reduction.

As for the issue of 'harmful substances management', we are working as a team with our suppliers to ensure appropriate handling of the EU's ELV^{*1} and REACH^{*2} regulations, as well as VOC^{*3} management.

*1 End of Life Vehicle

*2 Registration, Evaluation, Authorisation and Restriction of Chemicals

*3 Volatile Organic Compounds

Involvement in Local Communities

As regional good corporate citizens we are trying to have a positive presence in our local communities.

Highlight of fiscal 2009

■ Establishment of liaison points for social contribution in 13 plants and 4 affiliates around Japan

Further bolstering social contribution activities

As an automotive parts manufacturer, Toyoda Gosei is making efforts to create better local communities through interaction with local residents. Aside from the essential

educational activities on traffic safety, our other activities are based on the 3 cornerstone themes of 'supporting the socially vulnerable', 'nurturing the development of youths', and 'conserving the environment'.

The Volunteer Center was established in January, 2009 with the objective of enhancing and strengthening our social contribution activities, and plays a comprehensive role in fostering close links with the community and collecting and dispatching a vast amount of information. To support the activities of this Center, liaison points for social contributions were established in 13 plants and 4 affiliates around Japan. Furthermore, a volunteer award system was implemented in November to encourage our employees and to create a catalyst for expanding our circle of volunteers. This system is conducted with labor and management cooperation from the labor union.

Case study

Implementing social contribution education for new employees

As part of this education for new employees, 65 high school graduates visited a welfare facility for the elderly, where they undertook cleaning activities (collecting trash from the outskirts of the facility, cleaning windows and wheelchairs). Also, 53 university graduates took 63 people from the local vocational center for the disabled to visit the Port of Nagoya Public Aquarium.

Through this person-to-person assistance, our new employees were able to experience first-hand the importance of supporting people with disabilities.



Social contribution education

Carrying out community cleaning activities

More than 1,500 employees participated in community cleaning

Community cleaning is one of the activities Toyoda Gosei carries out as part of its environmental conservation activities. In addition to our traditional cleaning activities that take place in the vicinity of our plants, we concurrently conducted cleaning of prefectural roads and rivers at 13 plants and 4 affiliate companies around Japan in fiscal 2009, linking together with local governments.

More than 1,500 people participated in total, comprising directors and employees of Toyoda Gosei, employees from Group companies, various employee family members and local students. A total volume of approximately 11t of trash was collected. By promoting community cleaning, we hope in some small way to contribute to making our communities easier to live in.



Cleaning activities

Contributing proactively to society at our overseas sites

We also carry out social contribution activities at our overseas sites that are suitable for the respective regions and countries in which they are located. We implement a wide variety of volunteer activities that are suited to the respective social conditions, such as contributing to educational facilities, welfare facilities, and community events, as well as supporting education and sport, community cleaning and philanthropy. In the event of a natural disaster, we send relief donations to the victims to financially support their speedy restoration.

Our daily social contribution activities have been recognized at one of our overseas sites, at TGSSI (Indonesia), where we received an award for social contribution from Bogor City in fiscal 2009. Hereafter, we will continue to implement proactive social contribution activities in an effort to become a global corporation recognized by local societies.



TGSSI (Indonesia)

Case study

Implementing education activities to promote traffic safety

A total of **3,000** people participated in the traffic safety campaign

We are focusing our efforts on regional traffic safety educational activities to reduce traffic accidents and protect vulnerable road users, in collaboration with local governments and the police. About 3,000 employees participate in the traffic safety campaigns held each season during periods designated as "Toyota Group Traffic Safety Month". In addition to advocating traffic safety at intersections near our plants, in February of fiscal 2009 we conducted the 24th "Traffic Safety presentation (on Valentine's Day)" and informed kindergarten students of the importance of traffic safety.



Traffic Safety presentation at kindergarten

Club team players held sports classrooms in each region

More than **100** workshops were held by our 3 clubs

Our company is concentrating on the promotion of company sports; we have a volleyball team named "Trefuerza" in the V-Premier League, a handball team, the "Blue Falcon", in the Japanese League, and a basketball team, the "Scorpions", in the Japanese League Division 2.

Each club held workshops in neighboring communities either prior to the start of their match or during the off season, to encourage interaction with local people through sport. In fiscal 2009, the Blue Falcons supported the first Youth Handball Workshop to be held in the surrounding regions. Following on from the previous year, the Blue Falcons and the Scorpions once again held activities with the disabled, and were active in a wide range of other fields, also.



Volleyball class



Handball class



Fully supporting "Ichinomiya Boys and Girls Invention Club"

Participants in the club **56** people

The "Ichinomiya Boys and Girls Invention Club" was launched in 2007; its goal is to provide a setting that will nurture the dreams and passion for inventions and technology of young boys and girls leading the next generation. Through the experience of creating something, we hope to help them grow into creative human beings. Toyoda Gosei has fully supported these clubs since their establishment, and has participated in their planning and operation. We also offer our facilities for the workshops to be held, and dispatch instructors, including our own retired employees. At the workshops, we also hold other activities such as making arts and crafts using everyday materials, making craft with wood, creating self-styled works using our company's LEDs, or conducting nature observation meetings. In fiscal 2010, the 4th year since launching these workshops, we expect to have 106 children participating.



Ichinomiya Boys and Girls Invention Club

"Wheelchair doctors" visiting welfare facilities and hospitals

Approx. **250** wheelchairs repaired annually

The 'Wheelchair Doctors' is a group composed of Toyoda Gosei employees who once every month visit venues in Inazawa City, such as welfare facilities for the elderly and hospitals. During these visits, they perform repairs and adjustments such as fixing punctures in wheelchair tires and ensuring the brakes are not loose. They also help clean the wheelchairs and ensure they are rust-free. This activity has continued for 14 years, and the help is extremely well-received by the people in those facilities.



Wheelchair doctors

Sale of goods made by vocational facilities for the disabled

Once or twice a month in the cafeterias of 4 of our plants, we sell breads and sweets such as Madeleine biscuits and cookies, baked by people who attend vocational facilities for the disabled near our plants (Inazawa City and Ichinomiya City in Aichi Prefecture, and Fukuroi City and Kakegawa City in Shizuoka Prefecture). Previously, only 2 vocational facilities conducted these activities, but from fiscal 2009, five facilities have decided to sell goods. Any revenue earned is used to help finance the operation of the relevant vocational facility.



Vocational facility goods being sold

Globally Expanding Environmental Management

In order to appropriately respond to environmental problems that have spread to a global scale, we are further promoting environmental activities that include the domestic and overseas affiliated companies.

Based on our environmental policy, we are conducting numerous activities with the environment in mind.

In addition to taking the environment into consideration in every process from development through production and sales, we quickly respond to changes in the law and the needs of our time and are tackling environmental activities as the Toyoda Gosei Group.

Enhance the environmental awareness of each and every one of our employees to promote the revitalization of our activities.

Environmental Policy

1 Promotion of environmentally-friendly corporate activities

Maintain the awareness that our business is deeply linked to the environment at every stage from development, production, and sales to disposal. Promote environmentally-friendly corporate activities in cooperation with customers and public administrations as the Toyoda Gosei Group, including the domestic and overseas affiliated companies and suppliers, as well as all the business units of Toyoda Gosei.

2 Efforts as a good corporate citizen

Take a progressive approach to local and social environmental activities as a good corporate citizen while participating in and offering support and cooperation for environmental activities with various organizations. Educate our employees so that they participate in environmental activities as a member of the region or community, while offering them support for their social contribution and volunteer activities.

3 Transmit the information of these efforts broadly and listen to a variety of opinions for greater improvement of activities.

Organization for Promoting Environmental Action

The 'Environmental Committee', with our President as Chairman, discusses and decides upon environmental policies and other important issues for the Toyoda Gosei Group as a whole. Our Environmental Committee is composed of 3 subcommittees: for products, production and quality. These subcommittees strive to link together with other subsidiary organizations such as liaison committees and working groups, to promote environmental conservation and management activities from their own professional viewpoints.

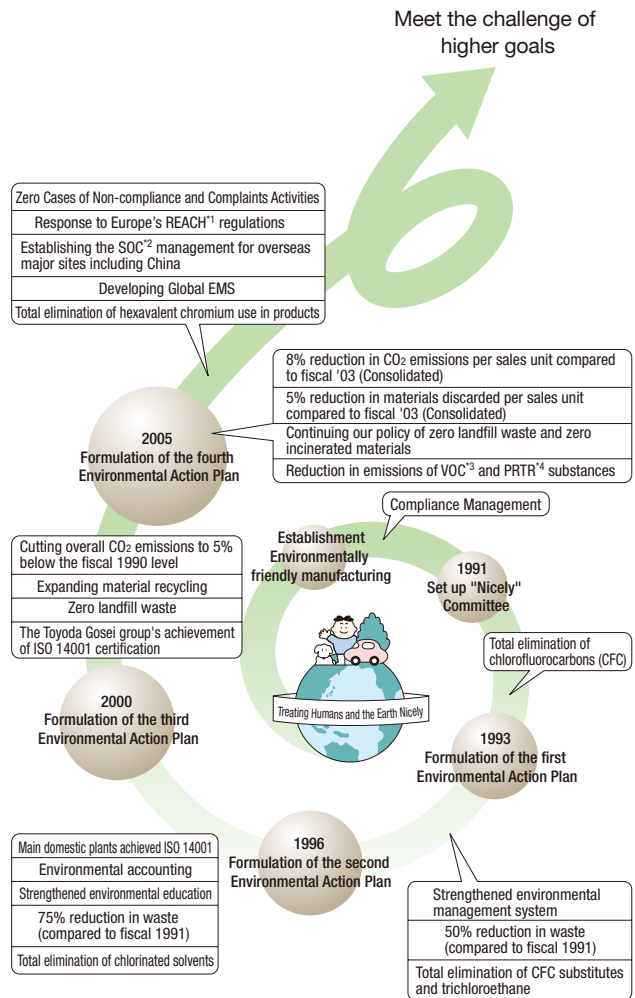
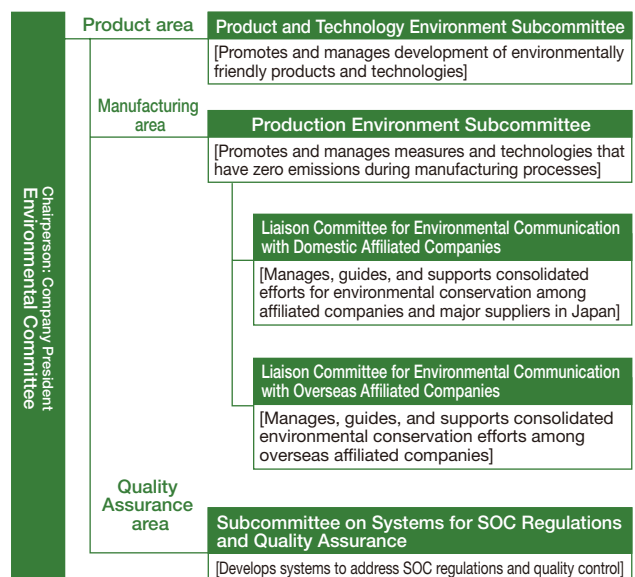


Diagram of the Organization for Promoting Environmental Action



The Environmental Committee and subcommittees send information to plants and other worksites through specialized committees established according to their own ISO14001 systems.

*1 Registration, Evaluation, Authorisation and Restriction of Chemicals

*2 Substances of Concern (Environmentally harmful substances)

*3 Volatile Organic Compounds

*4 Pollutant Release and Transfer Register

Fourth Environmental Action Plan

These are the results of the Fourth Environmental Action Plan (fiscal 2006 to 2010) and results of the activities for fiscal 2009. We have set more challenging objectives and are continuing those activities which we have already achieved their goals. We have also begun to formulate the Fifth Environmental Action Plan, which will come into effect from fiscal 2011.

Theme	Implementation	Results of the Activities in Fiscal 2009	Reference page																																																					
Energy saving / prevention of global warming	① Development of products and technologies which contribute to first-rate fuel consumption ▶ Development of products and technologies for weight reduction ▶ Development of products and technologies with lower power consumption ▶ Development of products and technologies for improving aerodynamics	▶ Examples of development in weight reduction — Practical implementation of our lightweight opening trim	P31																																																					
	② Development of built-in parts for clean energy vehicles and their effective introduction/ popularization ▶ Development of products and technologies for fuel-cell vehicles																																																							
Production / Logistics	③ Development of technologies for various energy sources and fuels ▶ Development of products and technologies for vehicles ▶ Development of materials compatible with new fuels																																																							
	④ Reduction of CO₂ in production and Logistics activities	▶ Production case studies — Reductions in CO ₂ emissions through improved efficiency of magnesium die cast lines ▶ Efforts for logistics — Improved efficiency of loading — Localization of productions among customers — Focused extensively on fuel-efficient driving	P32 P32																																																					
<table border="1"> <thead> <tr> <th colspan="2"></th> <th>Item</th> <th>Goals for Fiscal 2010</th> <th colspan="2">Results for Fiscal 2009</th> <th>Evaluation^[3]</th> <th></th> </tr> </thead> <tbody> <tr> <td rowspan="3">Production</td> <td>Consolidated</td> <td>CO₂ emissions per sales unit</td> <td>Reduce by 8% compared to fiscal 2003</td> <td>91^[2]</td> <td>Achieved a 9% reduction compared to fiscal 2003</td> <td>○</td> <td>P31</td> </tr> <tr> <td rowspan="2">Nonconsolidated</td> <td>CO₂ emissions</td> <td>Reduce by 10% compared to fiscal 2003</td> <td>116,000 tons of CO₂</td> <td>Achieved a 6% reduction compared to fiscal 2003 (Reduced by 0.03% compared to fiscal 1990)</td> <td>○</td> <td>P31</td> </tr> <tr> <td>CO₂ emissions per sales unit</td> <td>Reduce by 15% compared to fiscal 2003</td> <td>86^[2]</td> <td>Achieved a 14% reduction compared to fiscal 2003</td> <td>○</td> <td>P31</td> </tr> <tr> <td rowspan="2">Logistics^[1]</td> <td rowspan="2">Nonconsolidated</td> <td>CO₂ emissions</td> <td>Reduce by 10% compared to fiscal 2003</td> <td>11,497t-CO₂</td> <td>Achieved a 14% reduction compared to fiscal 2003</td> <td>○</td> <td>P32</td> </tr> <tr> <td>CO₂ emissions per sales unit</td> <td>Reduce by 10% compared to fiscal 2003</td> <td>78^[2]</td> <td>Achieved a 22% reduction compared to fiscal 2003</td> <td>○</td> <td>P32</td> </tr> </tbody> </table>				Item	Goals for Fiscal 2010	Results for Fiscal 2009		Evaluation ^[3]		Production	Consolidated	CO ₂ emissions per sales unit	Reduce by 8% compared to fiscal 2003	91 ^[2]	Achieved a 9% reduction compared to fiscal 2003	○	P31	Nonconsolidated	CO ₂ emissions	Reduce by 10% compared to fiscal 2003	116,000 tons of CO ₂	Achieved a 6% reduction compared to fiscal 2003 (Reduced by 0.03% compared to fiscal 1990)	○	P31	CO ₂ emissions per sales unit	Reduce by 15% compared to fiscal 2003	86 ^[2]	Achieved a 14% reduction compared to fiscal 2003	○	P31	Logistics ^[1]	Nonconsolidated	CO ₂ emissions	Reduce by 10% compared to fiscal 2003	11,497t-CO ₂	Achieved a 14% reduction compared to fiscal 2003	○	P32	CO ₂ emissions per sales unit	Reduce by 10% compared to fiscal 2003	78 ^[2]	Achieved a 22% reduction compared to fiscal 2003	○	P32	[1] Applicability: Delivery, mid-process, and procurement logistics [2] This value takes the figure in the base year as 100. [3] ○ : Goal for fiscal year was achieved, × : Goal for fiscal year was not achieved											
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Recycling of resources	⑤ Development of recycling technologies ▶ Development of technologies for improving ELV ¹ parts recycling	▶ Efforts for enhancing recycling efficiency — Promoting new recycling techniques — Responded to regulations of laws, such as the European Union's (EU) ELV ¹ Directives and to the ELV Recycling Law — Desulfurizing EPDM rubber with pile	P32																																																					
	⑥ Further promotion of designs which facilitate recycling																																																							
Production / Logistics	⑦ Further promotion of effective utilization of resources for realizing the recycling society	▶ Production case studies — Minimize shavings and reuse cutting oil ▶ Efforts for logistics — Reduction of packaging materials — Rigorous management of returnable containers	P33 P33																																																					
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Theme	Implementation	Results of the Activities in Fiscal 2009	Reference page														
Development / Design / Mass production / Environmentally harmful substances	⑧ Management of environmentally harmful substances. Further promotion of reduction activities Total elimination worldwide of 4 ^{*2} environmentally harmful substances subject to restriction	<ul style="list-style-type: none"> ▶ Promoted managerial and reduction activities ▶ Examples of development leading to the reduction of Environmentally harmful substances <ul style="list-style-type: none"> — Analytical techniques for the environment — Development of a low permeation fuel cap — Development of an engine hood with high brilliance molded-in color 	P34 P35														
	⑨ Reduction of emissions of PRTR ^{*3} substances	<ul style="list-style-type: none"> ▶ Reduced PRTR substances — Improvement of paint coating efficiency <table border="1"> <thead> <tr> <th colspan="2"></th> <th>Item</th> <th>Goals for Fiscal 2010</th> <th colspan="2">Results for Fiscal 2009</th> <th>Evaluation^[1]</th> </tr> </thead> <tbody> <tr> <td>Production</td> <td>Nonconsolidated</td> <td>Volume of PRTR emissions (to the atmosphere)</td> <td>Reduce by 55% compared to fiscal 2000</td> <td>217t</td> <td>Reduce by 65% compared to fiscal 2000</td> <td>○</td> </tr> </tbody> </table> <p>[1] ○ : Goal for fiscal year was achieved, × : Goal for fiscal year was not achieved</p>			Item	Goals for Fiscal 2010	Results for Fiscal 2009		Evaluation ^[1]	Production	Nonconsolidated	Volume of PRTR emissions (to the atmosphere)	Reduce by 55% compared to fiscal 2000	217t	Reduce by 65% compared to fiscal 2000	○	P34
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Production / Logistics / Environmentally harmful substances	⑪ Further CO ₂ reductions from global business activities	▶ Understood the actual reduction in global CO ₂ emissions and promoted the established reduction plan	P36														
	⑫ Enhancement of consolidated environmental management	<ul style="list-style-type: none"> ▶ Enhancement of consolidated environmental management <ul style="list-style-type: none"> — Domestic and overseas sites acquired ISO14001 and the current assessment status — Environmental Audits (Internal Environmental Auditing, External Environmental Auditing) — Efforts of the domestic affiliated companies (Toyota Gosei Interior Manufacturing Co., Ltd.) — Efforts of overseas affiliated companies (Tianjin Toyota Gosei Co., Ltd.) 	P36 P36 P39 P39														
	⑬ Further promotion of environmental management by business partners	<ul style="list-style-type: none"> ▶ Promoted Procurement Policy <ul style="list-style-type: none"> — Held seminars regarding Procurement Policy — Dealing with revised European ELV and REACH^{*5} — regulations 	P25 P34														
	⑭ Enhancement of environmental education	▶ Systematically implemented environmental education programs	P37														
	⑮ Promotion of new business activities which contribute to improving the environment	<ul style="list-style-type: none"> ▶ Examples of promotion of new business activities — which contribute to improving the environment — Expansion of LED business for consumer use 	P38														
	⑯ Steady reduction of environmental burden in life cycle through full-scale application and popularization of Eco-VAS ^{*6} .	▶ Regularly reported data on resource consumption and environmental impact based on clients' systems	—														
	⑰ Contribution to formation of a recycle oriented society	<ul style="list-style-type: none"> ▶ Community case studies <ul style="list-style-type: none"> — Carrying out community cleaning activities — Contributing proactively to society at our overseas sites — Afforestation Project of our plants 	P26 P26 P7														
Management / Environmentally harmful substances	⑱ Disclosure of environmental information and enhancement of interactive communication	<ul style="list-style-type: none"> ▶ Disclosure of environmental information and enhancement of interactive communication <ul style="list-style-type: none"> — Exhibited at the 41st Tokyo Motor Show 2009 — Publication of "Toyota Gosei Report 2010" 	P20														
	⑲ Proactively contributing to and advising on environmental policies with a view to sustainable development	▶ Participated in the environmental policies of the Japan Auto Parts Industries Association, the Japan Rubber Manufacturers Association and other organizations	—														
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*1 End of Life Vehicle *2 Lead, mercury, cadmium, and hexavalent chromium *3 Pollutant Release and Transfer Register *4 Volatile Organic Compounds
*5 Registration, Evaluation, Authorisation and Restriction of Chemicals *6 Eco-Vehicle Assessment System

Energy Saving / Prevention of Global Warming

We are striving for high productivity and streamlined logistics by enhancing lighter weights for vehicle bodies as well as measures for dealing with a diverse range of energies. We aim to reduce our CO₂ emissions.

Highlights of fiscal 2009

- **Consolidated:** We achieved a 9% reduction in CO₂ emissions per sales unit compared to fiscal 2003
- **Nonconsolidated:** We achieved reducing CO₂ emissions by 6% toward the goal of a 10% reduction from fiscal 2003 to fiscal 2010. We also achieved the goal of CO₂ emissions per sales unit (a 14% reduction compared to the goal of 15%)

Development / Design

Handling vehicle weight reduction and clean energy

Implementation issues for product and technical developments under the "Fourth Environmental Action Plan" include: ① lighter vehicle bodies for improved performance in fuel efficiency; and ② adaptations for clean energy vehicles and fuel diversification.

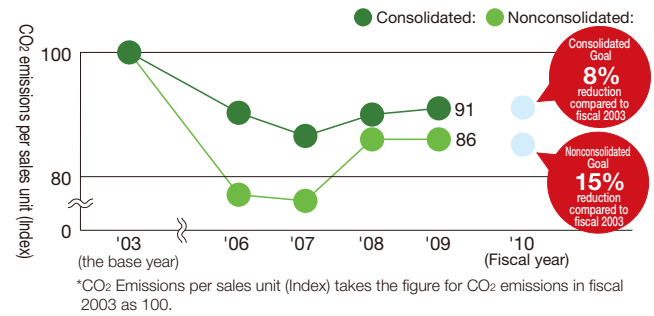
We will be focusing further on trimming weight in fiscal 2009, and aim to accelerate the weight reduction of vehicle bodies through technical developments such as making the opening trim lighter and making resin products thinner.

Production

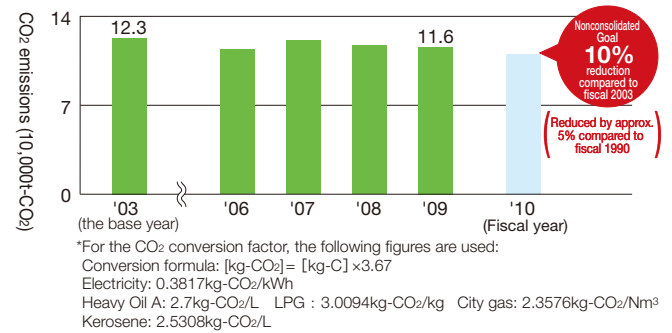
Energy saving equipment introduction and CO₂ emissions reduction

The Toyota Gosei Group has progressively acted to prevent global warming by improving productivity and simultaneously lessening energy consumption. Since fiscal 2005, new production facilities larger than a certain scale have been required to reduce energy consumption to levels at least 30% lower than conventional facilities, and sequential switchovers to energy-saving equipment are taking place. Whenever new equipment is to be implemented at Toyota Gosei, we exchange information with the production technology groups of other divisions and carry out advance reviews from various perspectives, including environmental aspects.

Changes of CO₂ Emissions per sales unit (index)



Changes in CO₂ Emissions

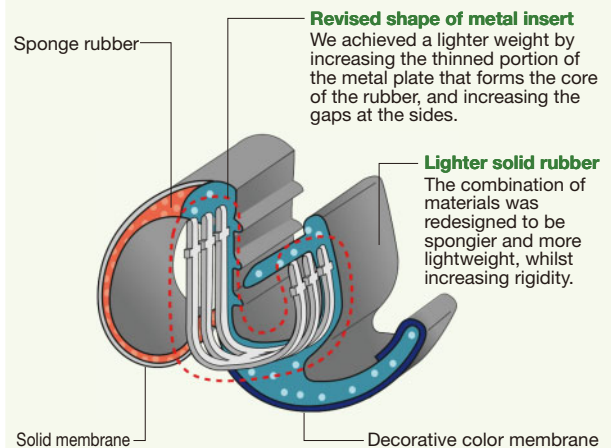


Case study

Development / Design

Practical implementation of our lightweight opening trim

By making improvements to the materials used, we have achieved a lighter-weight opening trim, which is placed around the door opening on the vehicle body. More than half of the product material was composed of solid rubber, and this was compounded to become spongier and thus, lighter in weight. We also revised the shape of the metal insert core, achieving a low density yet highly rigid core. These improvements led to a lightening in weight of approximately 22% for all 4 doors combined, in comparison to previous products.



Case study

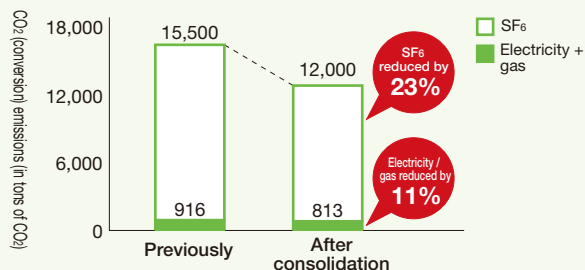
Production

Reductions in CO₂ emissions through improved efficiency of magnesium die cast lines

Aluminum and/or magnesium die casts (casting) are used for the steering wheel core to maintain rigidity. By improving production efficiency on the manufacturing lines for magnesium die casts and implementing measures to save electricity and gas, we reduced our CO₂ emissions by 11% on the previous year.

Although SF₆ (sulfur hexafluoride), which has a high global warming potential (GWP), is used to prevent oxidization of the molten magnesium alloy, we were able to decrease our use by 23% via CO₂ conversion through consolidation of our manufacturing lines.

*Global Warming Potential (GWP) is a relative index that compares the effects of individual greenhouse gases (GHG) on global warming to the effects of CO₂, calculated over a specific time interval.



Logistics

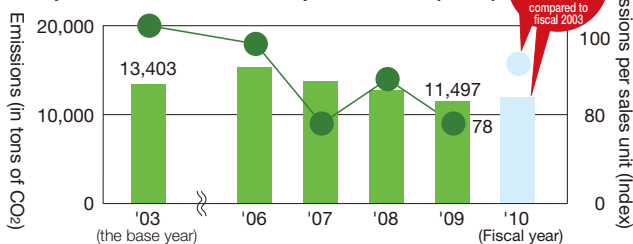
Our regular delivery schedule was reorganized and consolidated to make transport more efficient

To reduce CO₂ emissions during transportation, we promoted shorter logistics flow lines, improved loading efficiency, made adjustments to correspond to production volumes, and ascertained loading capacity to determine appropriate dispatch of delivery vehicles, based on the “3 Gen-isms” (‘Genchi’ , ‘Genbutsu’ , and ‘Genjitsu’ , which are translated as ‘actual locations’ , ‘actual materials’ and ‘actual situations’ , respectively). In fiscal 2009, we rigorously improved efficiency in transportation by adapting to fluctuations in volume, and reduced the number of delivery services by 10% through consolidation. We also reduced the amount of CO₂ generated by expanding production based on proximity to our customers and shortening logistics flow lines.

Three Pillars for Activities Designed to Reduce CO₂ Emissions from Logistics Operation

1. Actions to increase efficiency and to reduce the number of vehicles dispatched
2. Shortening flow line through route alterations and localization of production sites
3. Pursuing transportations producing less CO₂ emissions

Changes in CO₂ Emissions from Logistics Operation and in Emissions per sales unit (Index)



*CO₂ Emissions per sales unit (Index) takes the figure for CO₂ emissions in fiscal 2003 as 100.
*Applicability: Delivery and mid-process logistics

Resource Circulation

We are promoting production activities aimed at zero waste through efficient utilization of resources and measures for recycling products.

Highlights of fiscal 2009

- Consolidated: We achieved a 34% reduction in materials discarded per sales unit compared to fiscal 2003.
- Nonconsolidated: We achieved reducing materials discarded by 21% compared with fiscal 2003

Development / Design

Ways of thinking about recycling design

Toyoda Gosei always designs its products with recycling in mind. In fiscal 2009, we aimed to enhance our technology for high-quality material recycling, and have continued to promote the reuse of high polymer materials such as rubber products.

We are accumulating technology that enables mid process recycling technology to be used in ELV* parts recycling.

*End of Life Vehicle

Technological Development for ELV Parts Recycling

Key items	Approaches
New recycling	<ul style="list-style-type: none"> · New recycling techniques (high-quality material recycling) · Techniques to separate composite materials
Installing parts made of recycled materials in vehicles	<ul style="list-style-type: none"> · Development of applications for recycled materials · ELV parts recycling technology
Designing products that are easy to recycle	<ul style="list-style-type: none"> · Easy-to-recycle materials, and compositional changes · Easy-to-dismantle designs for products

Case study

Development / Design

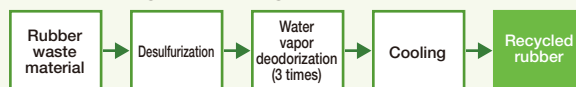
Desulfurizing EPDM rubber* with pile

A rubber window seal is affixed to the interior of vehicle doors to reduce friction when raising or lowering the window glass. The base of this structure is composed of rubber grafted with nylon fibers (pile). A separation process is usually required when recycling materials. However, this process has been shortened dramatically by enabling hydrolysis of the nylon in the extrusion machine's internal deodorizing zone.

In addition, it has enabled a significantly larger volume of material to be recycled. The reworked materials produced in this way are then recycled using conventional methods to create new products (window seals).

*Ethylene propylene rubber

Recycling & reusing methods



Production

Reducing Waste and Materials Discarded

We are promoting 3 reduction activities, namely, 'landfill waste', 'incinerated waste', and 'discarded materials' as part of our efforts to tackle resource recycling at our production sites.

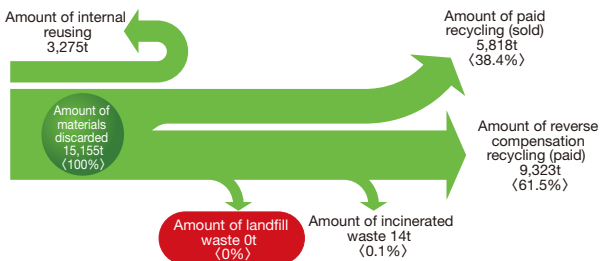
Our goal of 'zero direct landfill waste' was first achieved in December, 2002, and has been maintained continuously through to fiscal 2009.

As for reductions in discarded materials, we have been desulfurizing EPDM rubber* with pile, and expanding our efforts to re-make pellets from discarded resin. These measures helped us to significantly reduce the volume of discarded materials per unit of sales to levels that are approximately 28% less than fiscal 2003 figures.

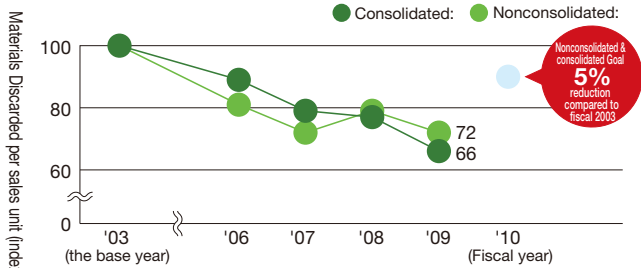
*Ethylene propylene rubber

Amount of Waste Generated / Waste Disposal Situation

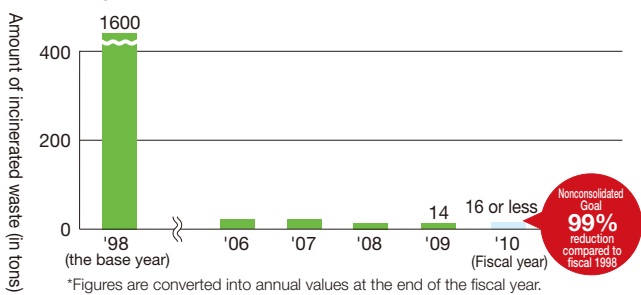
(Results for fiscal 2009) Numbers inside < > are proportions of the emissions



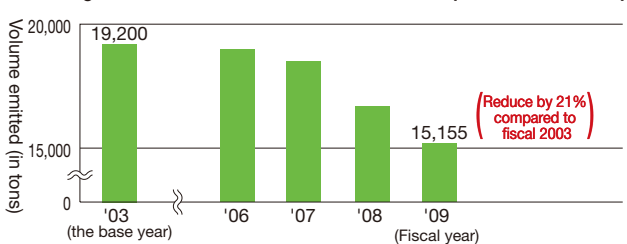
Changes in Amount of Materials Discarded per sales unit (index)



Changes in Amount of Incinerated Waste



Changes in Amount of Materials Discarded (Nonconsolidated)



Case study

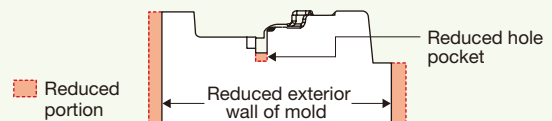
Production

Minimize shavings and reuse cutting oil

We have made efforts in the Molding Division to reduce the amount of shavings generated when manufacturing molds. The cutting surface has been reduced by reducing the size of the iron material that is cut when processing the molds. The Molding Division and the Design Division collaborated to reduce the number of holes for pocket attachments to the minimum possible, which also reduces the amount of shavings in the hole openings.

In addition, we have implemented an optical molding process that uses a laser to fuse the iron shavings together. This new mold processing technology does not shave the iron material, and is now being put to practical use in some mold processes. Although water-soluble cutting oil is used when processing molds at the machining center, we separate, collect and reuse the cutting oil that is discharged when other substances, such as the shavings and lubricant, are discharged.

■ Cross section diagram of a mold



Logistics

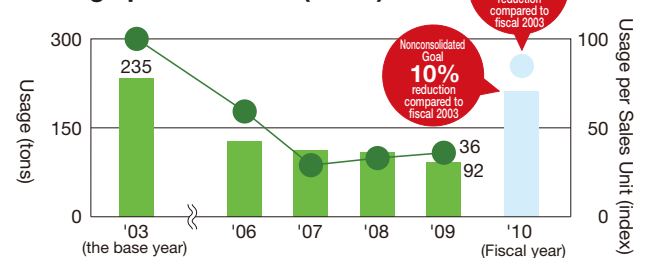
Rigorous management of returnable containers*1

A thorough review was made to determine the necessity of disposable packaging materials used in the returnable cases for transporting products. As a result, plastic bags were replaced with fixed cover sheets, thus reducing the volume consumed in fiscal 2009 to 92t, a 16% decrease on the previous year's figures.

In order to improve loading efficiency for trucks (containers), the sizes of returnable cases were consolidated from the design phase, thus reducing the variety of sizes available in fiscal 2009 from 60 to 32. Reviews are still being conducted with the aim of further reducing the number of sizes available to just 22. Furthermore, in order to maintain appropriate storage conditions, all our plants are rigorously washed and cleaned, and the number of dirt-preventing papers placed beneath the containers has been reduced. Flow lines have been shortened thanks to efforts to base production close to customers, leading to a reduction in returnable container rotations and simultaneously, a reduction in packaging materials. We will continue to set goals to challenge ourselves every year until we reach our ultimate goal of achieving 'Zero' disposable packaging materials.

*A strong box that can be used repeatedly to transport parts and products

Changes in Use of Product Packaging Materials and Usage per sales unit (index)



*Usage per sales unit (index) shown takes the figure from fiscal 2003 as 100.

*Applicability: Delivery, mid-process, and procurement logistics

Environmentally Harmful Substances

To respond adequately to increasingly stringent global regulations pertaining to environmentally harmful substances, we have reduced the amount of these substances contained in products, and have revised the system for tallying substance amounts.

Highlights of fiscal 2009

- Adapting to revised European ELV^{*1}, and REACH^{*2} regulations
- Revised system for tallying amounts of PRTR^{*3} substances added or removed

Development / Design

Reduction of Environmentally Harmful Substances and our global response

As a global corporation, our company strives to adapt to the regulations of various countries. In fiscal 2009, we reviewed the European Union (EU)'s ELV Directive on banned substances and exempt substances, and we are moving forward with our compliance of this directive. We are also proceeding with preparations to deal with the expansion of regulated substances, such as SVHC (Substances of Very High Concern) that have been added to the EU's 'REACH' chemical substance regulations.

We, including our Chinese affiliate companies, have also begun conforming with China's ELV Directive in accordance with the details of the regulations.

In response to the voluntary control of the Japan Automobile Manufacturers Association, we are tackling vehicle interior VOC^{*4} reduction and adopting non-VOC adhesives and water-based paints for interior parts of adhesives as we continue with our reexamination of the raw materials we use throughout our manufacturing processes.

Efforts to Reduce Environmentally Hazardous Substances

Division	Key countermeasure substances (Applications)	Situation of countermeasure	
Response to legal controls	Lead compounds	(Rubber vulcanizing agent)	'98 Totally eliminated
		(PVC ^{*5} stabilizer and lubricant)	'01 Totally eliminated
		(Vulcanizing adhesive)	'02 Totally eliminated
		(Cation electro-coated paint)	'04 Totally eliminated
	(Soldering)	Lead free soldering has been applied to new parts	
	Hexavalent chromium	'07 Totally eliminated	
Response to voluntary control	PVC	Reduced usage	
	Environmental hormones (endocrine-disrupting chemicals)	Banned use in new products	
	VOCs in vehicle interiors (Paints and Adhesives)	Responded to clients' voluntary controls	

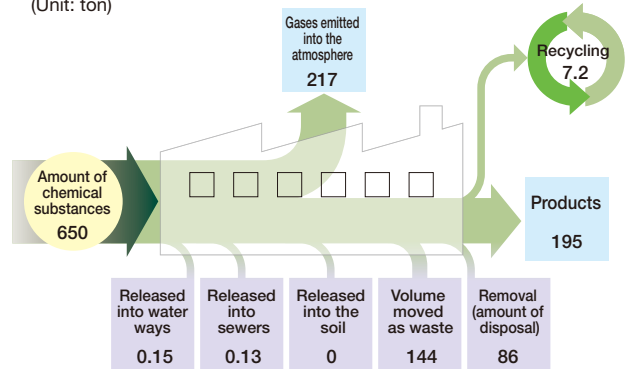
Production

Reduction of environmentally harmful substances in the production process and compatibility with amendments to the 'Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof'^{*6} (PRTR System)

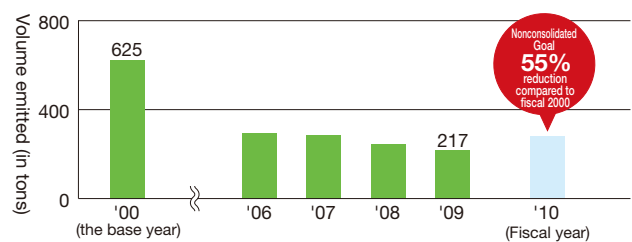
We have been reducing environmentally harmful substances in the production process such as the PRTR and VOC substances 'toluene' and 'xylene', through means such as improving the cleaning efficiency of paint robot pipes, reducing the amount of washing thinners used and recovering the washer thinners used for cleaning paint guns. These substance reduction activities are conducted principally by the VOC Reduction Working Group, a sub-organization of the Production Environment Subcommittee, which is working on the horizontal development of a superior approach by exchanging information between business units. Furthermore, amendments were made to the 'Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof' (also known as the 'Law concerning Pollutant Release and Transfer Register / PRTR') in fiscal 2009, and in October that year we received information about which PRTR substances were to be added or removed from the eligible substances. Prior to implementation of the law, we conducted a preliminary survey on all the raw materials we had ever used, and performed a review of our system for tallying substance amounts.

Emission / Flow of PRTR substances (Results for fiscal 2009)

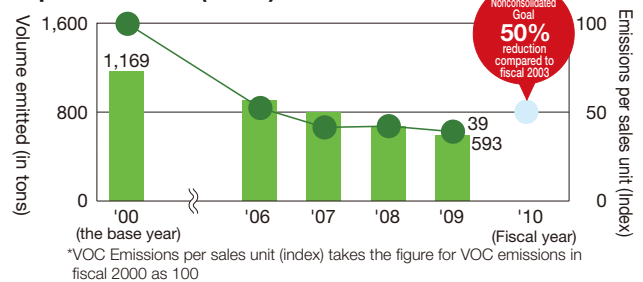
(Unit: ton)



Changes of PRTR Substances Emitted



Changes of VOC Emissions/Emissions per sales unit (Index)



*1 End of Life Vehicle

*2 Registration, Evaluation, Authorisation and Restriction of Chemicals

*3 Pollutant Release and Transfer Register

*4 Volatile Organic Compounds

*5 Polyvinyl Chloride

*6 Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

Case study

Development / Design Analytical techniques for the environment

VOC (volatile organic compounds)^{*1} refers to organic compounds such as formaldehyde and toluene that vaporize easily at room temperature, and that are causative agents of Sick House syndrome. In order to improve the environment in vehicle interiors, Toyota Gosei is using chemical analyzers to analyze the VOC volatilization volume of its development articles for interior parts. Furthermore, we have used analytical techniques for the bridged structure of rubber to reveal the optimal material structure, enabling us to minimize the vulcanized energy of rubber (lower power consumption).

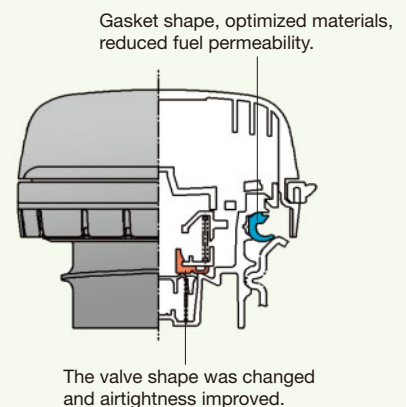


Analytical device

*1 Volatile Organic Compounds

Development / Design Development of a low permeation fuel cap

We developed a fuel cap that minimizes the amount of fuel vapor emitted from the fuel opening into the atmosphere when refueling a vehicle. Fuel can evaporate from even the slightest gap and has properties that enable it to permeate resin and rubber, thus becoming discharged into the atmosphere. This fuel cap has reduced permeability and was developed to be compatible with North American P-ZEV^{*2} standards. By using permeation-resistant fluoro rubber on the cap gasket and optimizing the shape through analysis techniques, we have improved the seal and curtailed the amount of permeation. Also, we have eliminated any gaps between the guide and the rubber by expanding the inner diameter of the valve to stabilize the seal point, thus further enhancing airtightness. Enhancements to various structural components such as these have collectively helped to reduce fuel permeation to approximately 50% of conventional amounts.



*2 Partial- Zero Emission Vehicle

Development / Design Development of an engine hood with high brilliance molded-in color

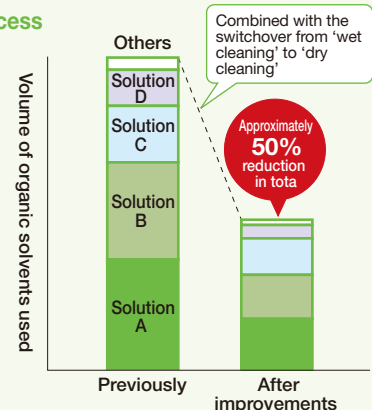
We achieved an engine cover with lustrous coloring without applying paint by using molded-in color. Ordinarily, many weld lines (surface defects at welding) are generated when resin is given high brilliance. Accordingly, only low-intensity colors such as black were common in molded-in coloring until now. However, by predicting the flow of resin from the design stage through to when it is setting in the mold, we have developed a new material that suppresses weld line generation. By then adding a high brilliance agent to the material, we have been able to represent metallic tones despite the molded-in coloring process. As a result, we have abolished the painting process, thus reducing both costs and the environmental impact, and earning us Toyota Motor Corporation's 'Superior Prize for Cost Reduction.'



Engine hood with high brilliance molded-in color

Production Halving our use of organic solvents in the LED chip manufacturing process

Previously in the LED chip electrode formation process, we performed 'wet cleaning' using a chemical solution to remove the resist film after etching. We have now switched to a 'dry cleaning' process using a gas such as oxygen for virtually all kinds of items. In addition, activities to improve chemical solution processing (such as shortening the cleaning process and making equipment enhancements to enable the chemical solution to be reused) have enabled us to halve our use of organic solvents from previous amounts.



Environmental management

The entire Toyoda Gosei Group cooperates together to promote thorough environmental management and to reduce our environmental impact.

Highlights of fiscal 2009

- Activities have begun to strengthen our environmental management system in China
- 'Eco' declarations help to strengthen our employees' environmental awareness

Enhancing environmental education at Toyoda Gosei Group

The entire Toyoda Gosei Group cooperates together to proactively promote thorough environmental management and to reduce our environmental impact.

We have been collecting environmental data from each group company, starting with domestic affiliated companies in fiscal 2001 and overseas affiliated companies in fiscal 2004, established reduction plan which is based on its environmental data (CO₂ emissions, volume of waste) and are promoting the shared goals of the Toyoda Gosei Group companies for fiscal 2010.

■ Subject to Consolidated Efforts for Environmental Conservation

- Acquired ISO14001 certification
- New companies and main plants are encouraged to acquire ISO14001 certification within three years of starting operations

Toyoda Gosei	<ul style="list-style-type: none"> ● Haruhi Plant ● Nishimizoguchi Plant ● Iwate Plant ● Seto Plant ● Inazawa Plant ● Bisai Plant ● Kitakyusyu Plant ● Saga Plant ● Morimachi Plant ● Heiwacho Plant ● Kanagawa Plant ● Fukuoka Plant
Domestic Affiliates	<ul style="list-style-type: none"> ● Ichiei Kogyo Co., Ltd., ● Hoshin Gosei Co., Ltd., ● Toyoda Gosei Interior Manufacturing Co., Ltd. ● Kaiyo Gomu Co., Ltd., ● Hinode Gomu Kogyo Co., Ltd., ● TG Opseed Co., Ltd.
Overseas Affiliates	<ul style="list-style-type: none"> ■ North America <ul style="list-style-type: none"> ● TG Missouri Corporation ● TG Kentucky, LLC ● TG Automotive Sealing Kentucky, LLC ● TG Fluid Systems USA Corporation ● Toyoda Gosei Texas, LLC ● TG California Automotive Sealing, Inc. ● TAPEX Mexicana S.A. DE C.V. ● Waterville TG Inc. ● TG Minto Corporation ■ Asia, Oceania, Europe and Africa <ul style="list-style-type: none"> ● Toyoda Gosei (Thailand) Co., Ltd. ● Toyoda Gosei Rubber (Thailand) Co., Ltd. ● Toyoda Gosei Haiphong Co., Ltd. ● TG Kirloskar Automotive Pvt. Ltd. ● P. T. Toyoda Gosei Safety Systems Indonesia ● Fong Yue Co., Ltd. ● Tai-yue Rubber Industrial Co., Ltd. ● Bridgestone TG Australia (Pty) Ltd. ● Tianjin Toyoda Gosei Co., Ltd. ● Tianjin Star Light Rubber and Plastic Co., Ltd. ● Toyoda Gosei (Zhangjiagang) Co., Ltd. ● Toyoda Gosei (Zhangjiagang) Plastic Parts Co., Ltd. ● Toyoda Gosei (Foshan) Rubber Parts Co., Ltd. ● Toyoda Gosei (Foshan) Auto Parts Co., Ltd. ● Fuzhou Fu-Yue Rubber & Plastic Industrial Co., Ltd. ● Toyoda Gosei (Tianjin) Precise Plastic Co., Ltd. ● Toyoda Gosei UK Ltd. ● Toyoda Gosei Czech, s.r.o. ● Toyoda Gosei South Africa (Pty) Ltd.

Implementation of Environmental Audits

Toyoda Gosei implements internal environmental audits using audit teams comprising members of plants that are outside the scope of internal environmental audits. Additionally, at Toyoda Gosei Group commissioned the Japan Quality Assurance Organization (JQA), an external assessment and registration organization, to confirm whether our environmental management systems are being run properly in accordance with the ISO14001 (revised fiscal 2004 version).

In fiscal 2009, no issues were indicated at either Toyoda Gosei or any of its associates, and it was demonstrated that management is being conducted appropriately.



Morimachi Plant, External Environmental Auditing

Establishment of environmental management system at overseas affiliated company

A 'Global EMS' (Environmental Management System) was formulated with the objective of unifying domestic and foreign environmental management levels, and we are steadily implementing improvements in the level of our overseas associates' environmental management systems, sharing information and managing legal compliance.

In fiscal 2009, we conducted a survey of the local situation at our Chinese production sites, extracted environmental issues and exchanged ideas with various site managers, in order to strengthen the environmental management system in China, where environmental laws and regulations are being tightened and enforced. From fiscal 2010 onwards, we are implementing activities in Chinese regions aimed at environmental controls.



Survey of the local situation at our Chinese sites

Promoting environmental education at Toyoda Gosei Group

We are providing suitable education for Toyoda Gosei Group employees concerning the environmental problems such as the destruction of our natural environment, environmental contamination, the impact of production on the environment and observance of environmental laws.

■ Environmental Education System of the Toyoda Gosei Group

Targeted person	Toyoda Gosei	Affiliate Companies	
		Japan	Overseas
Company-wide commonness	Education for new managers		
	Education for workers stationed abroad		
	Education for environmental key-men		
	Environmental related qualifications acquisition		
	Education for new employees		
	Educational activities for environmentally-focused months		
In relation of ISO14001	Education for environmental staffs		
	Education to upgrade internal auditors		
	Education to register internal auditors		
	Education for supervising managers		
	Education for workers in environmental significant work		
	Education for general workers		

All employees make 'Eco' declarations during environmentally-focused months

As an educational activity to heighten environmental awareness, we will implement on-site compliance inspections and display posters to coincide with the environmentally-focused month of June. In fiscal 2009, all employees made their own "Eco' declaration," to give consideration to the environment, both in their daily lives ('eco-life') and at work ('eco-work'). Following these activities, each employee evaluated his/her own performance. Ten employees who undertook 'Eco' declarations that were particularly beneficial to the environment, and that had potential for lateral deployment, were awarded the 'Declaration of Eco Excellence' commendation.

Declarations from the gold prize 'Eco' declaration winners

- When it's time to return home, I check for air leaks at the factory and deal with them promptly.
- When I first turn on the shower, I collect the cold water in a bucket while I'm waiting for the hot water to come through, and later use it for cleaning.

*Declarations from the silver and bronze prize 'Eco' declaration winners are posted on the bottoms of pages 31 through 38.

Disclosing environmental cost information

For our environmental costs in fiscal 2009, we focused on Afforestation Project of our plants., research & development, remaking pellets from resin material and rubber desulphurization. Economic results included a reduction in waste disposal expenses stemming from recycling and measures to counter waste material sources, as well as a reduction in electricity expenses through improved efficiency in utility equipment.

■ Environmental Cost

(Unit: billion yen)

Type of cost	Toyoda Gosei	Total of domestic affiliated companies
Cost for research and development ^{*1}	0.88	—
Cost incurred within the operational area ^{*2}	1.94	0.13
Cost for management activities ^{*3}	0.17	0.03
Cost for social contributions ^{*4}	0.07	0.01
Cost for dealing with environmental damage ^{*5}	0.05	0.01
Total	3.11	0.18

- *1 Cost for research and development of products to reduce environmental impacts.
 *2 Cost to reduce environmental impacts generated in production, such as pollution control, energy saving, and waste disposal.
 *3 Cost for management, including education, maintenance of the environmental management system, and measurement.
 *4 Cost for such measures as forestation and beautification.
 *5 Cost for dealing with environmental damage caused by business operations.

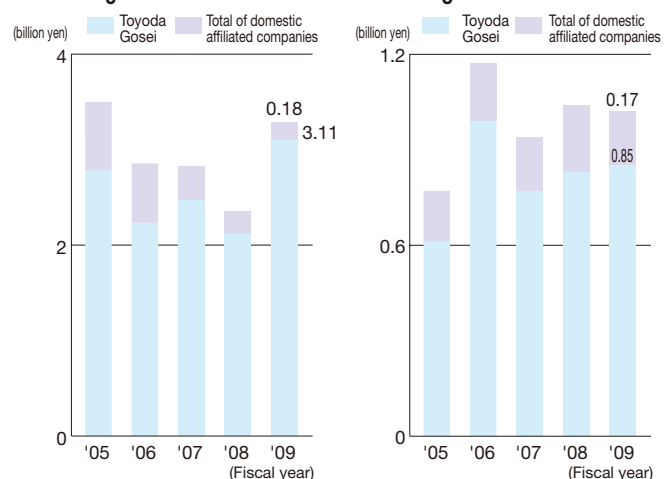
■ Effects

(Unit: billion yen)

Type of effect	Economic effects ^{*6}	
	Toyoda Gosei	Total of domestic affiliated companies
Energy cost	0.16	0.06
Cost for waste processing	0.69	0.11
Total	0.85	0.17
Type of effect	Physical effects ^{*7}	
Prevention of global warming (amount of CO ₂ reduced)	4,610t-CO ₂	
Reduction of waste disposal (amount of waste reduced)	1,315t	
Legal Compliance Activity	Legal Compliance Activity (on P40)	

- *6 The economic effect calculated here covers that which can be grasped based on solid ground.
 *7 Physical effects are calculated for Toyoda Gosei alone.

■ Changes in Environmental Cost ■ Changes in Economic Effect



Promote the popularization of LED products, for which high expectations are held as an environmentally-friendly product.

LED products are extremely environmentally-friendly, having low power consumption, long-lasting performance, and curtailed CO₂ emissions, and are garnering attention in a variety of different fields. Toyoda Gosei is conducting consistent development and production of LED products, from chips through to devices, with the aim of further spreading their popularity.

In fiscal 2009, we relocated and renovated our LED Showroom, creating a style of exhibition that introduces visitors to LEDs from conventional, simple bodies through to enabling them to see and experience first-hand the role played by LEDs in our daily lifestyles. The Showroom has recreated spaces to replicate a restaurant, office, and the average family home, using appropriate LED lighting in each of the rooms to create a realistic living space. Other ways to use LED lighting are also introduced, such as in decorative illumination and outdoor signage. The interior-focused display enabled visitors to see the brightness and colors of the LED lighting designed with users' needs in mind, and the Showroom fulfils a role as a base for generating information about LED lighting, including business negotiations.



LED Showroom

The appeal of LED lighting is emphasized in these 4 distinctive spaces



The home space



Office space



Store space



Illumination space

Furthermore, by using LED lighting alone at our booths when we displayed at events such as the 41st Tokyo Motor Show and various Lighting Fairs, we were able to drastically reduce our electricity consumption, and emphasize the appeal of the future of lighting devices and lower power consumption to the booth's visitors.

As part of our activities to popularize LED products, we are also making proposals to commercial stores. We have enlisted the cooperation of a certain major restaurant that has a chain of stores nationwide, and lighting devices throughout some of their outlets have been switched over to LEDs. The low heat generation of LEDs means that less power is required to run air conditioning equipment, which in turn means fewer CO₂ emissions. Stores that implement LED lighting can actually reduce their energy bill and light bulb replacement costs to approximately just one-fifth over 5 years. We plan to implement LED lighting in other stores also in the future.

LED lighting is not only an 'eco-product' that is gentle on the global environment. Many LEDs for lighting purposes contain no ultra-violet or infra-red rays, so they have a lot of potential for use in lighting displays for clothing, works of art, and fresh food. Furthermore, LEDs used in devices such as air purifiers have excellent hygiene benefits, as they can break down and sterilize harmful substances resulting from photocatalysts. We are actively working on our technology and product development so as to further popularize environmentally-friendly LED products that meet these kinds of needs in our modern age.



We reduced our energy consumption by **70%** at the Tokyo Motor Show by changing all the conventional lighting devices to LEDs



Energy consumption has been reduced by **90%** at this major restaurant by switching all the conventional lighting devices to LEDs

Efforts of the Domestic and Overseas Affiliated Companies

Toyoda Gosei Interior Manufacturing Co., Ltd.

Unified company-wide environmental conservation activities

Toyoda Gosei Interior Manufacturing Co., Ltd. is located in Togo town in Aichi county, a verdant area in the western region of Nagoya city, and manufactures interior and exterior automotive parts made from resin. This company has elevated the environmental awareness of all its employees, and is developing its own unified, company-wide environmental conservation activities. In 2007, in cooperation with a soft drink beverage manufacturer, the company began a fund to promote greenery by contributing a portion of its revenue from vending machine sales. In this way, contributions towards afforestation efforts are continuing. In addition, the company makes an effort to promote the approach of the green purchase, and has reached its internal target of purchasing 76% 'eco' products for company use, such as office products and consumable supplies for office equipment.

As for lessening our environmental impact, we have reduced waste and made effective use of resources by increasing the volume of resin waste that is recycled internally using the company's recycling equipment. We have also reduced process defects and promoted reductions in CO₂ by reducing the amount of energy consumed for production equipment and by shortening cycles. In fiscal 2009, we achieved a recycling rate within the company of approximately 50%.

In addition, we are proactively participating in various kinds of local community activities. For example, we have participated in town campaigns to clean the areas around the neighborhood as part of our town beautification activities, and have organized safety patrols by posting employees at traffic intersections around the company to promote traffic safety.



Toyoda Gosei Interior Manufacturing Co., Ltd.



Zero waste cleaning activities



Traffic safety patrols

DATA

- Location Togo, Aichi County, Aichi Prefecture
- Established May, 1961
- Capital 80 million yen
- Business details Manufacturing of interior & exterior parts
- ISO14001 certification acquired in June 2002
- ISO9001 certification acquired in August 2004

Tianjin Toyoda Gosei Co., Ltd.

Strengthening activities to reduce environmental impact

Tianjin Toyoda Gosei Co., Ltd. (Tianjin TG) is our largest-scale production site in China. It is located in the Dongli Economic Development Area approximately 40km from Tianjin City, and is surrounded by Toyota-affiliated parts manufacturers. Environmental regulations were tightened in China with the advent of the 2008 Beijing Olympics, and emphasis was given to corporate environmental conservation activities. Tianjin TG is also proactively involved in environmental conservation activities, and uses its monthly meetings on safety and the environment to promote business activities that consider the environment. In 2009, we focused on activities to lessen our environmental impact. This involved measures to reduce the amount of defects generated, as well as drastically increasing the company's recycling rate, which was achieved by implementing processes to recycle resin scraps internally and expanding the scope of this recycling. Furthermore, we are promoting the effective use of resources, both at our company and amongst our group companies, by getting everyone to reuse the cardboard boxes in which materials are delivered. In addition, we are making positive efforts to reduce our CO₂ emissions. For example, 1,500 fluorescent lamps that were located mainly in areas used for long periods for work were replaced with energy-saving, long lasting LED lighting, said to be the 'lighting of the 21st century'. We are also planning a 'Plant afforestation (tree planting group)' to take place in March 2011, with the objective of improving the 'eco-mind' (environmentally-oriented mindset) of each individual employee.

In addition to these types of environmental activities, Tianjin TG has received many awards from both Tianjin City and the Dongli Economic Development Area for its contributions to various activities, such as employing the disabled, occupational disease prevention activities, and safety activities. Other social contribution activities have included making contributions to poorer areas through the Dongli Economic Development Area Union, and sending donations to victims of the 2008 Sichuan earthquake.



Tianjin Toyoda Gosei Co., Ltd.



LED system downlights



Award of merit received from Dongli Economic Development Area, Tianjin City

DATA

- Location Development Area Tianjin, 300300, China
- Established Dec, 1995
- Capital 200 million yuan
- Business details Manufacturing of interior & exterior parts, safety system products and functional components
- ISO14001 certification acquired in February 2005
- OHSAS18001 certification acquired in January 2007

Legal Compliance Activity

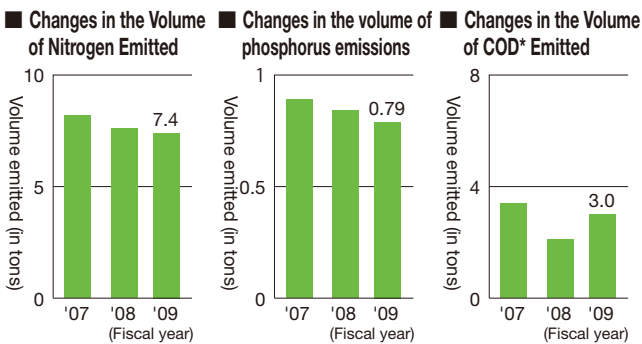
In order to observe the laws and regulations while promoting corporate activities, we are arranging a strict survey and check management system.

Highlights of fiscal 2009

■ Established advanced wastewater processing equipment at non-plant facilities as well

Water quality management

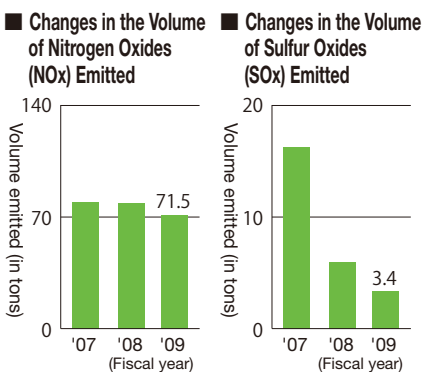
We conduct thorough water quality management for wastewater generated by our plants. For plants that dispose of wastewater in inland waterways and through rivers in particular, we are striving to maintain the water quality by installing nitrogen and phosphorus processing equipment, which we have now installed at the Miwa Technical Center and at the Suncourt Inokuchi employee dormitory, in addition to at our plants.



(Target areas: the 4 plants in Haruhi, Inazawa, Heiwacho, and Seto Kitajima Technical Center, Miwa Technical Center, Suncourt Inokuchi Employee Dormitory)
*Chemical Oxygen Demand

Conserving the atmosphere through controlled operation of the number of boilers

As a measure against acid rain-causing nitrogen oxide (NOx) and sulfur oxide (SOx) being generated by the boilers or other equipment, our Morimachi Plant now operates via a controlled number of boilers, where instead of the previous one large boiler, several smaller boilers are now used in order to adjust the load as needed.



Proper disposal and storage of equipment containing PCB

Used electrical condensers and fluorescent stabilizers that contain harmful and recalcitrant PCB (Polychlorinated Biphenyl) are stringently stored, and we have now disposed of 65 such devices.

Equipment containing PCB	Number of equipments	Situation of countermeasure
Condensers for electricity use	—	Properly disposed at the Toyota Office of the Japan Environmental Safety Corporation in fiscal 2006 (65 units)
Fluorescent stabilizers	Approx. 1200	Appropriately stored (properly disposed sequentially when PCB disposing facility is fully-equipped)

Conserving Soil & Groundwater

We are taking action to investigate and purify soil/groundwater contamination by toxic substances such as trichloroethylene used as a cleaner in the past. We installed observation wells at all plants to investigate any contamination conditions, and have confirmed regularly that there is no soil or groundwater contamination from oil or other substances targeted by the Soil Pollution Countermeasures Law.

Plants	Objects	Situation of countermeasure
The former Nagoya Plant	Soil	After the excavation removal, purified soil was backfilled and completed in 2006.
	Groundwater	We completed purification measures (in August of 2008) and continue to verify compliance with standard values in accordance with regulations (until August, 2010)
Haruhi Plant	Groundwater	Purification in progress (proactively purifying while the possibilities of off-site pollutions found)
Inazawa Plant	Groundwater	Since the material without our use records was detected in the past, only measurement result is reported regularly to the government.

Strengthened management through activities promoting 'Zero Cases of Non-compliance and Complaints'.

We are conducting activities promoting 'Zero Cases of Non-compliance and Complaints' at Toyoda Gosei Group to ensure thorough compliance. In fiscal 2009, we independently analyzed information about incidents from 7 other companies. We inspected any equipment we had that was similar to any involved in the other companies' incidents, and implemented measures to ensure that no comparable incidents would occur at our company.

Strengthening our waste management system

When consigning industrial waste disposal, the law requires that a manifest (control sheet for industrial waste) must be delivered and collection managed. With the cooperation of industrial waste disposal contractors, Toyoda Gosei switched from paper manifests to electronic manifests with the objective of ensuring conclusive legal compliance and streamlined operations. Implementation of this system began at all our plants from fiscal 2009.

Please refer to the homepage for environmental data.
<http://www.toyoda-gosei.com/>

Data Highlights

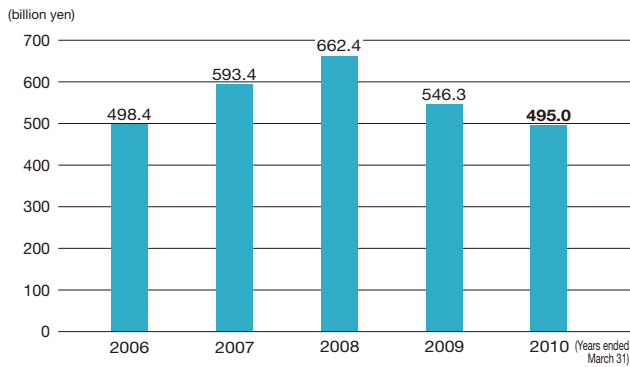
Consolidated net sales for fiscal 2009 grew dramatically in our non-automotive parts businesses, thanks to an increase in customer demand for white LED products for computers. However, the negative effects from a drop in the number of cars produced in the first half of the fiscal year greatly affected our staple business of automotive parts, resulting in an overall decrease in earnings to 495 billion yen, down by 9.4% on the previous year's figure of 546.3 billion yen.

As for profit, Toyota Gosei reaped the benefits of its stringent activities to reduce total costs, such as shaving

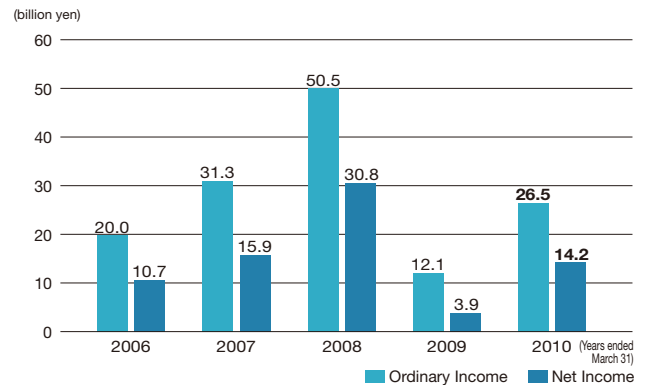
down fixed expenses and streamlining raw costs in the automotive parts business, particularly in the Japan and North American regions. This, together with increased sales in our non-automotive parts businesses, especially in the LED field, boosted our overall ordinary income to 26.5 billion yen, an increase of 118.6% on the previous year's figure of 12.1 billion yen. Net income came to 14.2 billion yen, a massive 260.8% increase on the previous year's figure of 3.9 billion yen.

Financial data is published on the pages following.

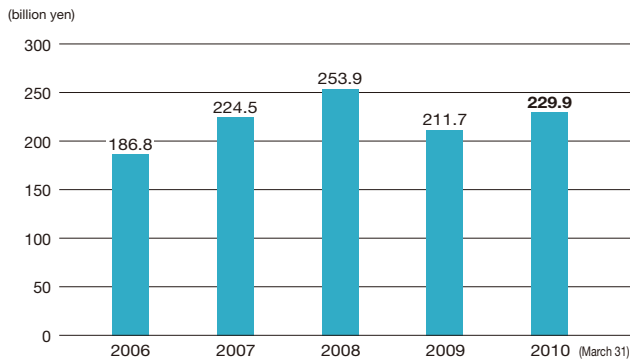
Net Sales



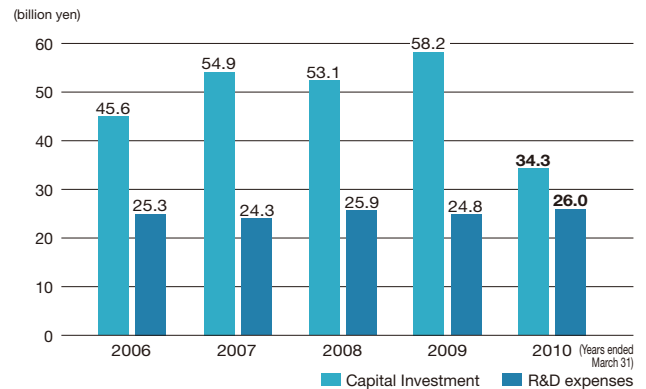
Ordinary Income /Net Income



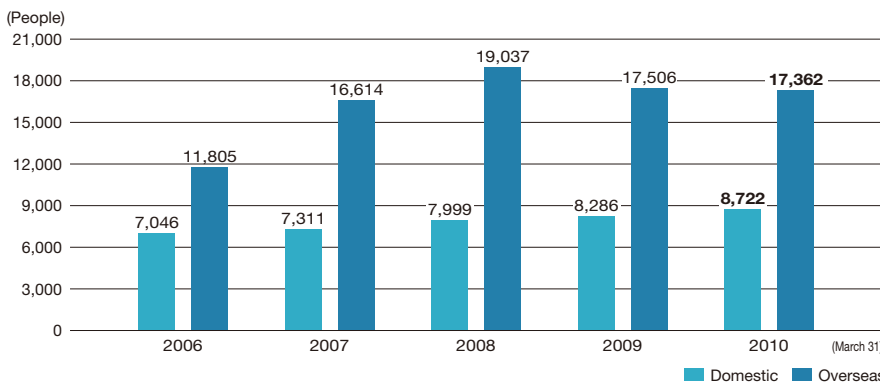
Total net assets



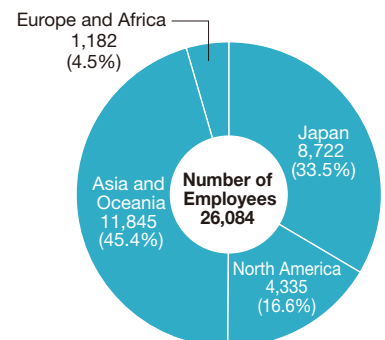
Capital Investment /R&D Expenses



Changes in the Number of Employees



Number of employees by region (March 31)



Consolidated Five-Year Financial Summary

Toyota Gosei Co., Ltd. and its Consolidated Subsidiaries
Years ended March 31

(Amount: millions of yen) (Amount: thousands of U.S. dollars)

	2010	2009	2008	2007	2006	2010
For The Year						
Net Sales	¥495,002	¥546,380	¥662,497	¥593,454	¥498,427	\$5,320,313
Operating income	26,202	15,833	52,125	31,550	19,676	281,620
Ordinary Income	26,574	12,155	50,541	31,347	20,023	285,619
Net Income	14,255	3,951	30,802	15,943	10,787	153,213
Overseas sales	¥233,425	¥242,893	¥279,701	¥252,707	¥199,804	\$2,508,867
Depreciation and amortization	43,007	41,258	40,309	36,829	32,549	462,242
Capital expenditures	35,190	59,429	54,612	55,690	46,640	378,224
R&D expenses	26,066	24,837	25,989	24,321	25,312	280,159
Per share of common stock (yen, U.S. dollars)						
Net Income per share - basic	¥ 110.19	¥ 30.55	¥ 238.61	¥ 123.78	¥ 81.77	\$ 1.18
Net income per share — diluted	110.17	30.55	237.97	123.63	81.73	1.18
Total net assets per share	1,650.90	1,523.16	1,781.08	1,591.52	1,449.27	17.74
Cash Dividends per share	36	36	46	26	19	0.38
At Year-End						
Total assets	¥434,344	¥391,757	¥ 476,741	¥459,087	¥392,671	\$4,668,357
Total net assets	229,915	211,702	253,961	224,551	186,838	2,471,141
Common stock	28,027	28,027	28,027	28,027	28,027	301,236
Number of shares outstanding (excluding treasury stock) (thousands of shares)	129,399	129,334	129,307	128,826	128,745	—
Cash Flows						
Net cash provided by operating income	¥ 68,199	¥ 47,843	¥ 75,229	¥ 67,325	¥ 42,426	\$ 733,007
Net cash used in investing activities	(36,574)	(55,945)	(55,291)	(52,963)	(48,566)	(393,099)
Net cash provided by (used in) financing activities	(7,426)	5,604	(20,742)	9,307	4,939	(79,815)
Cash and cash equivalents at end of year	67,490	42,701	53,372	55,970	29,535	725,386
Indices						
Return on equity (ROE) (%)	6.9	1.8	14.2	8.1	6.1	—
Return on assets (ROA) (%)	6.4	2.8	10.8	7.4	5.4	—
Return on sales (ROS) (%)	5.3	2.9	7.9	5.3	3.9	—
Debt/equity ratio (%)	27.7%	31.4%	22.5%	32.7%	29.0%	—
Interest coverage (times)	24.2	13.0	24.1	13.7	16.5	—
EBITDA (millions of yen, thousands of U.S. dollars)	67,652	50,666	89,493	67,687	52,297	727,128
Number of employees at year-end	26,084	25,792	27,036	23,925	18,851	—

Note 1. U.S. dollar amounts have been translated from yen, for convenience only, at the rate of ¥93.04 = US\$1, the exchange rate on March 31, 2010.

Note 2. Net income per share, ROE and ROA are computed based on the average number of shares, total net assets and total assets, respectively, for each consolidated fiscal year.

Note 3. Debt/equity ratio = Interest-bearing debt / Total net assets

Note 4. Interest coverage = (Operating income + Interest and dividend income) / Interest expenses

Note 5. EBITDA = Income before income taxes + Interest expenses - Interest and dividends income + Depreciation and amortization

Consolidated Balance Sheets

Toyoda Gosei Co., Ltd. and its Consolidated Subsidiaries
March 31 2010 and 2009

ASSETS	(Amount: millions of yen)		
	2010	2009	increase and decrease
Current assets	¥198,537	¥145,891	¥52,646
Cash and cash equivalents	64,960	42,785	22,175
Trade notes and accounts receivable	88,415	55,310	33,105
Short-term investments	2,822	215	2,607
Inventories	26,665	29,689	(3,023)
Deferred tax assets	5,766	4,562	1,204
Other current assets	10,001	13,411	(3,410)
Less - allowance for doubtful accounts	(94)	(82)	(11)
Fixed assets	235,807	245,866	(10,059)
Property, plant and equipment	194,457	204,515	(10,057)
Buildings and structures	64,648	60,204	4,444
Machinery, equipment and vehicles	75,069	80,288	(5,219)
Tools, furniture and fixtures	25,233	26,741	(1,508)
Land	22,049	21,713	335
Construction in progress	7,456	15,566	(8,110)
Intangible assets	3,377	3,409	(31)
Goodwill	42	111	(68)
patent rights	97	187	(89)
Software	2,107	1,671	435
Other intangible assets	1,129	1,438	(309)
Investments and other assets	37,972	37,942	30
Investments in securities	23,041	19,361	3,679
prepaid pension expenses	65	1,531	(1,465)
Deferred tax assets	10,481	11,712	(1,230)
Other investments and other assets	4,465	5,420	(955)
Less - allowance for doubtful accounts	(82)	(84)	1
Total	¥434,344	¥391,757	¥42,587

LIABILITIES	(Amount: millions of yen)		
	2010	2009	increase and decrease
Current liabilities	¥130,857	¥101,314	¥29,542
Trade notes and accounts payable	65,046	42,593	22,452
Short-term bank loans	8,982	14,486	(5,504)
Current portion of long-term loans payable	10,373	71	10,301
Accrued expenses	21,016	18,834	2,182
Accrued income taxes	5,430	1,653	3,776
Provision for directors' bonuses	314	223	91
Provision for product warranties	532	839	(306)
Deposits received from employees	4,492	4,601	(108)
Other current liabilities	14,667	18,010	(3,342)
Long-term liabilities	73,572	78,740	(5,168)
Bonds	10,000	10,000	0
Long-term bank loans	34,245	41,839	(7,594)
Deferred tax liabilities	1,894	1,820	74
Provision for retirement benefits	23,733	22,603	1,130
Reserve for retirement benefits for directors and corporate auditors	1,925	1,562	362
Other long-term liabilities	1,773	915	857
Total liabilities	¥204,429	¥180,055	¥24,374

NET ASSETS			
Shareholders' equity	¥221,724	¥209,766	¥11,957
Common stock	28,027	28,027	0
Capital surplus	29,844	29,815	28
Retained earnings	165,195	153,409	11,785
Treasury stock at cost	(1,343)	(1,486)	143
Valuation and translation adjustments	(8,097)	(12,769)	4,672
Net unrealized gains or losses on other securities	4,603	2,872	1,730
Foreign currency translation adjustments	(12,700)	(15,642)	2,941
Subscription rights to shares	626	413	213
Minority interests in consolidated subsidiaries	15,662	14,292	1,369
Total net assets	229,915	211,702	18,212
Total liabilities and net assets	¥434,344	¥391,757	¥42,587

Consolidated Statements of Income

Toyoda Gosei Co., Ltd. and its Consolidated Subsidiaries
For the years ended March 31, 2010 and 2009

(Amount: millions of yen)

	2010	2009	increase and decrease
Net Sales	¥495,002	¥546,380	¥(51,378)
Cost of sales	434,332	492,302	(57,969)
Gross profit	60,669	54,078	6,591
Selling, general and administrative expenses	34,467	38,244	(3,777)
Operating income	26,202	15,833	10,368
Non-operating income	5,189	4,418	770
Interest and dividends income	381	1,008	(627)
Equity in net earnings of affiliates	878	—	878
Other non-operating income	3,929	3,409	519
Non-operating expenses	4,817	8,097	(3,279)
Interest expenses	1,100	1,293	(192)
Equity in net losses of affiliates	—	1,629	(1,629)
Foreign exchange losses	1,417	1,058	359
Other non-operating expenses	2,299	4,115	(1,815)
Ordinary Income	26,574	12,155	14,418
Extraordinary gains	32	519	(486)
Reversal of Allowance for Bad Debts	4	26	(21)
Reversal from the Provision for Loss on Liquidation of Affiliates	—	486	(486)
Others	28	6	21
Extraordinary losses	2,680	3,549	(869)
Investments in securities	151	9	142
Impairment loss on long-lived assets	2,527	3,477	(949)
Others	0	62	(62)
Income before income taxes and minority interests	23,926	9,125	14,801
Income taxes — current	8,862	3,200	5,662
Income taxes - deferred	(1,194)	(1,005)	(189)
Minority interests in consolidated subsidiaries	2,003	2,979	(975)
Net Income	¥14,255	¥ 3,951	¥10,303

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Consolidated Statements of Changes in Net Assets

Toyota Gosei Co., Ltd. and its Consolidated Subsidiaries
For the year ended March 31, 2010 and 2009

(Amount: millions of yen)

	Capital	Capital surplus	Retained earnings	Treasury stock at cost	Total shareholders' equity	Net unrealized gains or losses on other securities	Foreign currency translation adjustments	Total valuation and translation adjustments	Subscription rights to shares	Minority interests in consolidated subsidiaries	Total net assets
Balance at March 31, 2009	¥28,027	¥29,815	¥153,409	¥(1,486)	¥209,766	¥2,872	¥(15,642)	¥(12,769)	¥413	¥14,292	¥211,702
Changes of items during the period											
Dividends paid			(3,363)		(3,363)						(3,363)
Increase(decrease) due to the changes in accounting term of consolidated subsidiaries			893		893						893
Net Income for the period			14,255		14,255						14,255
Repurchase of treasury stock				(2)	(2)						(2)
Disposal of treasury stock		28		145	174						174
Change to items other than shareholders' equity during accounting period						1,730	2,941	4,672	213	1,369	6,255
Changes of items during accounting period		28	11,785	143	11,957	1,730	2,941	4,672	213	1,369	18,212
Balance at March 31, 2010	¥28,027	¥29,844	¥165,195	¥(1,343)	¥221,724	¥4,603	¥(12,700)	¥(8,097)	¥626	¥15,662	¥229,915

Balance at March 31, 2008	¥28,027	¥29,813	¥158,574	¥(1,548)	¥214,867	¥7,316	¥8,122	¥15,438	¥221	¥23,434	¥253,961
Changes of items during the period											
Dividends paid			(6,336)		(6,336)						(6,336)
Increase(decrease) due to increase in the affiliates accounted for under the equity method			216		216						216
Increase(decrease) due to the changes in accounting treatment of controlled foreign subsidiaries			(2,793)		(2,793)						(2,793)
Increase(decrease) due to the changes in accounting term of consolidated subsidiaries			(202)		(202)						(202)
Net Income for the period			3,951		3,951						3,951
Repurchase of treasury stock				(4)	(4)						(4)
Disposal of treasury stock		2		65	68						68
Change to items other than shareholders' equity during accounting period						(4,443)	(23,764)	(28,208)	191	(9,141)	(37,158)
Changes of items during accounting period		2	(5,164)	61	(5,100)	(4,443)	(23,764)	(28,208)	191	(9,141)	(42,258)
Balance at March 31, 2009	¥28,027	¥29,815	¥153,409	¥(1,486)	¥209,766	¥2,872	¥(15,642)	¥(12,769)	¥413	¥14,292	¥211,702

Consolidated Statements of Cash Flows

Toyota Gosei Co., Ltd. and its Consolidated Subsidiaries
For the year ended March 31, 2010 and 2009

(Amount: millions of yen)

	2010	2009	increase and decrease
Cash flows from operating activities	¥68,199	¥47,843	¥20,356
Income before income taxes and minority interests	23,926	9,125	14,801
Depreciation and amortization	43,007	41,258	1,749
Impairment loss	2,527	3,477	(950)
Amortization of goodwill	52	39	13
Increase (decrease) in allowance for doubtful accounts	11	(11)	22
Increase (decrease) in provision for product warranties	(219)	(594)	375
Increase (decrease) in provision for Loss on Liquidation of Affiliates	—	(2,224)	2,224
Increase (decrease) in provision for retirement benefits	858	285	573
Increase (decrease) in prepaid pension expenses	1,465	411	1,054
Increase (decrease) in reserve for retirement benefits for directors and corporate auditors	362	16	346
Interest and dividends income	(381)	(1,008)	627
Interest expenses	1,100	1,293	(193)
Foreign exchange gain and loss	600	123	477
Equity in net earnings of affiliates	(878)	1,629	(2,507)
Investments in securities appraisal loss and sale profit and loss	151	9	142
Share change profit and loss	—	60	(60)
Loss on sales or disposal of property, plant and equipment, net	651	555	96
Increase (decrease) in receivables	(33,347)	37,973	(71,320)
Increase (decrease) in inventories	3,537	433	3,104
Increase (decrease) in other current assets	(1,791)	1,913	(3,704)
Increase (decrease) in payables	26,169	(33,073)	59,242
Increase (decrease) in other current liabilities	(639)	1,049	(1,688)
Others, net	280	311	(31)
Subtotal	67,445	63,054	4,391
Interest and dividends income received	400	1,034	(634)
Interest expenses paid	(1,095)	(1,292)	197
Income taxes (paid) received	1,448	(14,953)	16,401
Cash flows from investing activities	(36,574)	(55,945)	19,371
Payments for purchases of investment securities	(25)	(376)	351
Proceed from sales and redemption of investments in securities	173	40	133
Payment from the acquisition of the subsidiary company stocks	(209)	(191)	(18)
Payment for intangible assets and purchase of property, plant and equipment	(37,518)	(56,582)	19,064
Proceeds from sales of property, plant and equipment	920	1,427	(507)
Others, net	83	(262)	345
Cash flows from financing activities	(7,426)	5,604	(13,030)
Increase (decrease) in short-term loans payable	(6,114)	(2,209)	(3,905)
Proceeds from long-term loans	3,891	16,209	(12,318)
Repayments of long-term loans	(1,257)	(1,285)	20
Proceeds from payment by minority shareholders	35	227	(192)
Proceed from disposal of treasury stock	152	66	86
Payments for repurchase of treasury stock	(2)	(4)	2
Cash dividends paid	(3,362)	(6,336)	2,974
Cash dividends paid to minority shareholders	(619)	(1,062)	443
Others, net	(149)	—	(149)
Translation adjustments of cash and cash equivalents	439	(4,746)	5,185
Net increase (decrease) in cash and cash equivalents	24,637	(7,244)	31,881
Cash and cash equivalents at beginning of year	42,701	53,372	(10,671)
Amount of increase(decrease)of cash and cash equivalent due to the changes in the consolidation scope	—	(4,548)	4,548
Amount of increase of cash and cash equivalent of beginning of period due to changes in the accounting period of consolidated subsidiaries	151	1,122	(971)
Cash and cash equivalents at end of year	¥67,490	¥42,701	¥24,789

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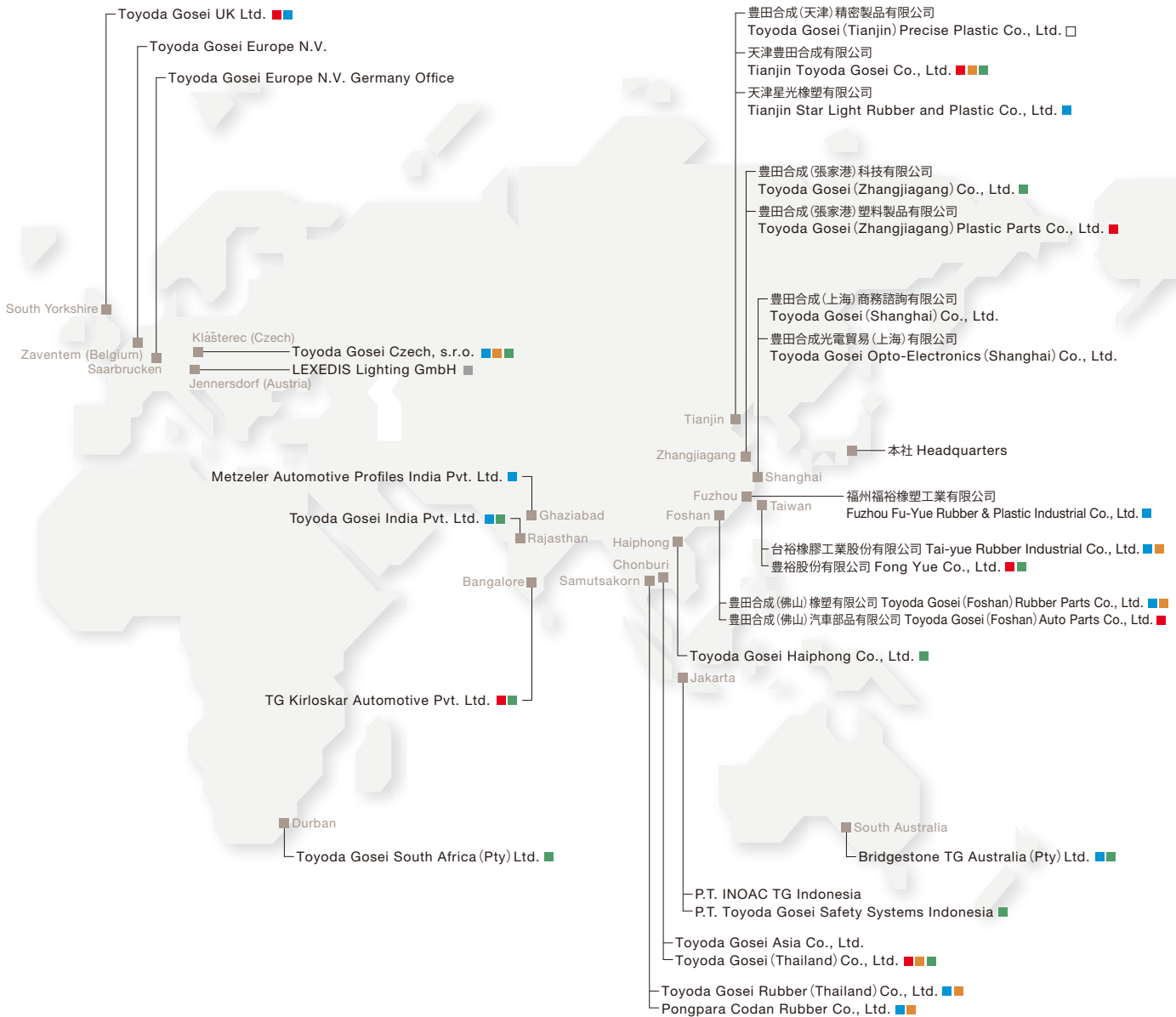
Financial Report

Corporate Data

Corporate Data

Global Network With 44 facilities in 16 nations and regions around the world (Except Japan)

As of June.2010



Headquarters



Kitajima Technical Center



Miwa Technical Center



Haruhi Plant



Toyoda Gosei Czech, s.r.o.



Toyoda Gosei Asia Co., Ltd.



Tianjin Toyoda Gosei Co., Ltd.

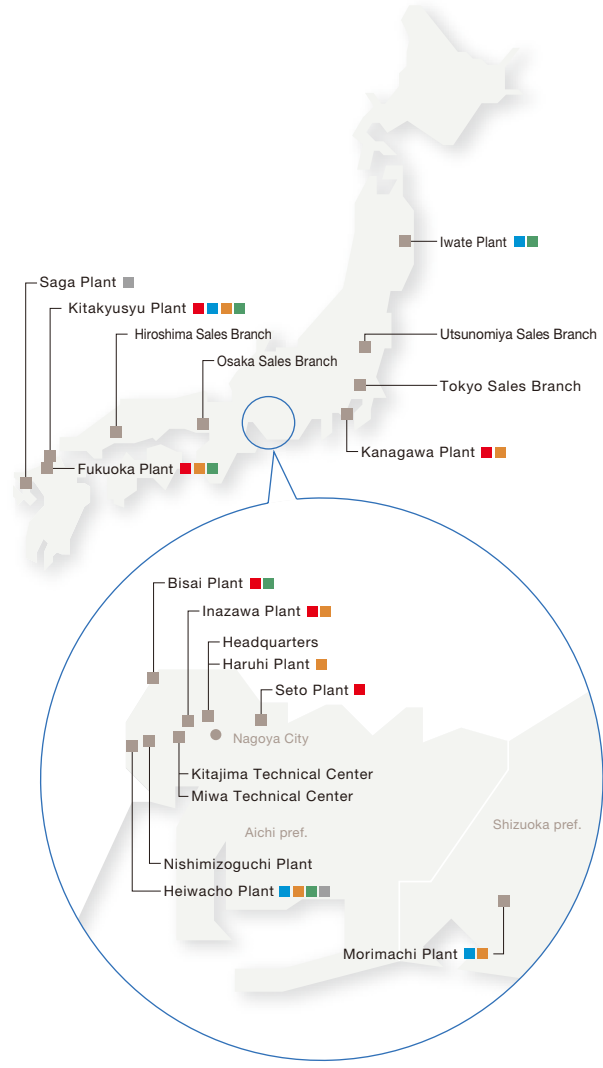
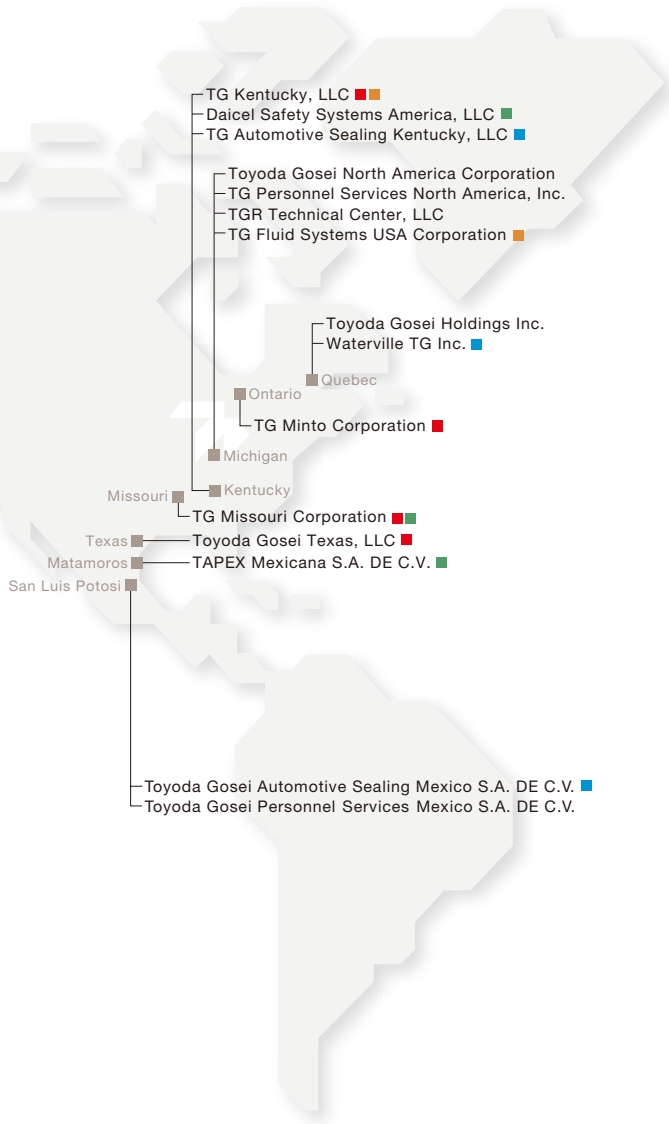


Toyoda Gosei North America Corporation



Production Items

- Interior & exterior parts
- Body sealing products
- Functional parts
- Safety system products
- Optoelectronic products
- General industry products



Inazawa Plant



Morimachi Plant



Bisai Plant



Heiwacho Plant



Seto Plant



TG Missouri Corporation

Executive structure

As of June 25, 2010

■ Directors

Chairman of the Board

Akio Matsubara

President

Hajime Wakayama

Executive Vice Presidents

Tadashi Arashima Muneo Furutani

Senior Managing Directors

Kuniaki Osaka Takayasu Hiramatsu Yuichi Shibui Takasuke Haruki

Managing Directors

Hiromi Ikehata Noboru Kato Kuniyasu Ito Nobuyuki Shimizu
Yoshiaki Takei Nobuo Fujiwara Masayoshi Ichikawa Yukio Kawakita

Directors

Kazumi Otake Kyoji Ikki Kanji Kumazawa Atsushi Sumida
Daisuke Kobayashi Kinichi Nishikawa Tomonobu Yamada Shinichi Goto

■ Corporate Auditors

Standing Corporate Auditors

Hiroyuki Ioku Koichi Ota Yasushi Matsui

Corporate Auditors

Kazuo Okamoto Tsuchio Hosoi

Company Profile

As of March 31, 2010

company emblem / corporate name



Location of Headquarters 1 Haruhinagahata, Kiyosu, Aichi

Date of Establishment June 15, 1949

Capital 28,027 million yen

Number of employees Consolidated 26,084
Non-consolidated 7,061

Fiscal year end March 31

Stock Information

As of March 31, 2010

Common stock Authorized 200,000,000 shares
Issued 130,010,011 shares

Stock Exchange Listings Tokyo Stock Exchange and
Nagoya Stock Exchange

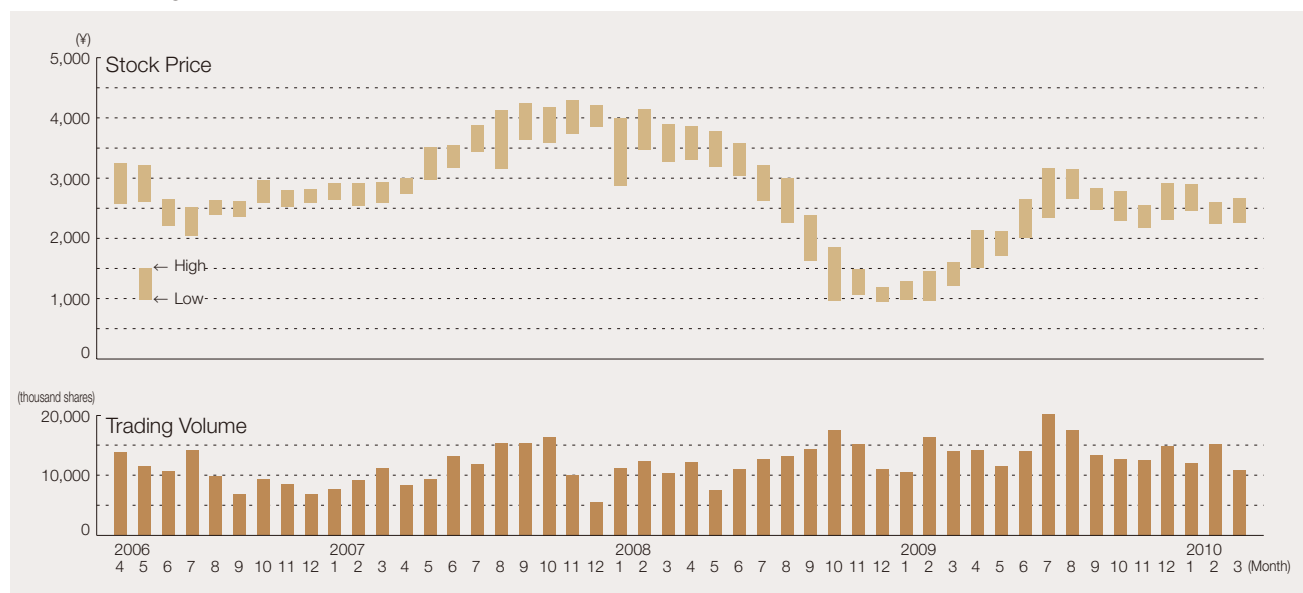
Number of Shareholders 14,277 people

Transfer agent Mitsubishi UFJ Trust and
Banking Corporation
〒137-8081
7-10-11 Higashi-suna, Koto-ku, Tokyo
Mitsubishi UFJ Trust and Banking
Corporation Stock Transfer Agency
TEL.0120-232-711 (Toll free number)

Major Share holders (Ten from the top)

Names of shareholders	Number of share holding (thousand shares)	Investment ratio (%)
Toyota Motor Corporation	55,459	42.65
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,555	6.58
Japan Trustee Services Bank, Ltd. (Trust Account)	5,287	4.06
Sumitomo Mitsui Banking Corporation	5,049	3.88
Japan Trustee Services Bank, Ltd. (Trust Account 9)	1,733	1.33
Nippon Life Insurance Company	1,714	1.31
Mitsui Sumitomo Insurance Co., Ltd.	1,661	1.27
The Dai-ichi Mutual Life Insurance Company	1,493	1.14
Tokio Marine & Nichido Fire Insurance Co., Ltd.	1,465	1.12
Aioi Insurance Co., Ltd.	1,200	0.92

Share Price Range





With regard to “creating an environment that is kind to both people and the earth” and from the perspective of environmental conservation and the valid use of resources, three points, three things on which we need to base our actions are “Don’t make (‘Don’t use’) [Tsukuranaï],” “Don’t throw away [Sute-naï],” and “Don’t leave it to others [Makase-naï].” Together, these phrases make the slogan “Nicely” (the three “naï’s”, which sounds like “Nicely” when pronounced with a Japanese accent). “Treating humans and the earth nicely” is the trademark of Toyoda Gosei’s environmental activities.

TOYODA GOSEI CO., LTD.

General Administration Division, General & Public Affairs Dept.

1 Haruhinagahata, Kiyosu, Aichi, 452-8564, Japan

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(Per copy)

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Please recycle this publication.

Environmental Data

[Period] • April, 2009 to March, 2010

[Air] • Units are as follows: NOx = ppm, PM (particulate matter) = mg/Nm³ • ND: below the minimum determination limit (not detected)
• Values shown in the results column are averages of the results of the measurements.

[Water] • Units are all in mg/L except for pH • pH: hydrogen ion concentration • BOD: Biochemical Oxygen Demand • SS: concentration of suspended solids in water
• ND: below the minimum determination limit (not detected) • Values shown in the results column are averages of the results of the measurements.

[Groundwater] • Units are all in mg/L • ND: below the minimum determination limit (not detected).

[PRTR* Data] • Units are in kg *Values less than 1kg are rounded up if ≥0.5 and down if 0.5. There are some cases in which values for total volume and volume handled are not in agreement.

*Pollutant Release and Transfer Register (the registration system monitoring emissions of substances that pollute the environment and moves/transfers of them)

Data on Main Domestic Plants

Haruhi Plant

1 Haruhinagahata Kiyosu, Aichi, Japan 452-8564

Main Products

- Functional parts

■ **Air (Air Pollution Control Law, prefectural regulations, etc.)**

Item measured	Regulation value	Result
Dust	Boilers (gas)	0.1
	Co-generation (gas)	0.05
NOx	Boilers (gas)	150
	Co-generation (gas)	600

■ **Groundwater**

Item measured	Environmental Standard	Result
Trichloroethylene	0.03	ND~0.004
Cis-1,2-Dichloroethylene	0.04	ND~0.073

*Refer to Toyoda Gosei Report P.40

■ **No violations of laws, etc.** ■ **No complaints**

■ **PRTR Data**

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Bis (2-ethylhexyl) adipate	1,177	0	0	0	0	177	0	0	1,000
2-imidazolidin thionate	4,789	0	0	0	0	698	7	0	4,084
N-cyclohexyl-2-benzothiazole sulfenic amide	5,623	0	0	0	0	856	33	0	4,734
Thiram	7,387	0	0	0	0	399	0	0	6,988
Di-n-butyl phthalate	1,188	0	0	0	0	178	0	0	1,010
Bis (2-ethylhexyl) phthalate	4,206	0	0	0	0	612	7	0	3,588

■ **Water (Water Pollution Control Law, prefectural regulations, etc.)**

Item measured	Regulation value	Result
pH	5.8~8.6	7.5
BOD (Biochemical Oxygen Demand)	25	4.3
SS	30	1.1
Oil content	5	ND
Total nitrogen	120	1.6
Total phosphorus	16	0.7
Thiram	0.06	ND
Fluorine	8	0.2

Morimachi Plant

1310-128 Mutsumi, Mori, Shuchi, Shizuoka, Japan 437-0213

Main Products

- Body sealing products
- Functional parts

■ **Air (Air Pollution Control Law, prefectural regulations, etc.)**

Item measured	Regulation value	Result
Dust	Boilers (heavy oil)	0.25
NOx	Boilers (heavy oil)	180

■ **No violations of laws, etc.** ■ **No complaints**

■ **PRTR Data**

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Antimony and its compounds	4,745	0	0	0	0	237	47	0	4,461
2-imidazolidin thionate	10,156	0	0	0	0	406	406	0	9,344
Ethylbenzene	15,394	11,268	0	0	0	3,140	246	0	739
Xylene	17,809	13,064	0	0	0	3,660	271	0	814
N-cyclohexyl-2-benzothiazole sulfenic amide	10,375	0	0	0	0	415	415	0	9,545
Thiuram	18,347	0	0	0	0	991	0	0	17,356
1,3,5-trimethylbenzene	1,199	878	0	0	0	245	19	0	58
Toluene	54,297	34,164	0	0	0	17,397	1,185	0	1,552
Bis zinc (N,N-dimethyldithiocarbamic acid)	6,554	0	0	0	0	262	262	0	6,029
Di-n-butyl phthalate	20,790	0	0	0	0	1,040	208	0	19,543
Bis (2-ethylhexyl) phthalate	4,084	0	0	0	0	142	29	0	3,913
Phthalic anhydride	1,235	0	0	0	0	57	11	0	1,166

■ **Water (Water Pollution Control Law, prefectural regulations, etc.)**

Item measured	Regulation value	Result
pH	5.8~8.5	7.6
BOD (Biochemical Oxygen Demand)	25	6.0
SS	50	6.5
Oil content	5	0.5
Thiram	0.06	0.005
Zinc	0.5	0.2

Heiwacho Plant

710 Origuchi, Shimomiyake, Heiwa, Inazawa, Aichi, Japan 490-1312

Main Products

- Body sealing products
- Functional parts
- Safety system products
- Optoelectronic products

■ Air (Air Pollution Control Law, prefectural regulations, etc.)

Item measured		Regulation value	Result
Dust	Boilers (heavy oil)	0.15	ND
	Boilers (gas)	0.05	ND
	Co-generation (gas)	0.05	0.008
NOx	Boilers (heavy oil)	140	70
	Boilers (gas)	120	36
	Co-generation (gas)	200	102

■ Water (Sewerage Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5-9	7.2
BOD (Biochemical Oxygen Demand)	600	39
SS	600	23
Oil content	30	0.8
Total nitrogen	240	9.9
Total phosphorus	32	0.7
Fluorine	8	0.3

■ No violations of laws, etc. ■ No complaints

■ PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
2-aminoethanol	63,094	6	0	0	126	62,962	0	0	0
Ethylbenzene	5,079	4,012	0	0	0	660	102	0	305
Xylene	6,363	5,027	0	0	0	827	127	0	382
Toluene	8,259	6,524	0	0	0	1,074	165	0	496

Inazawa Plant

1 Komeyasakai, Kitajima, Inazawa, Aichi, Japan 492-8542

Main Products

- Interior and exterior parts
- Functional parts

■ Air (Air Pollution Control Law, prefectural regulations, etc.)

Item measured		Regulation value	Result
NOx	Boilers (gas)	150	51
	Co-generation (gas)	600	126

■ Groundwater

Item measured	Environmental Standard	Result
Trichloroethylene ^{*1}	0.03	ND-0.004 ^{*2}
Cis-1,2-Dichloroethylene ^{*1}	0.04	ND-0.056 ^{*2}

*1 Substances that have no record of being used. *2 Refer to Toyoda Gosei Report P.40

■ No violations of laws, etc. ■ No complaints

■ Water (Water Pollution Control Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5.8-8.6	7.1
BOD (Biochemical Oxygen Demand)	25	6.1
SS	30	1.8
Oil content	5	ND
Total nitrogen	120	14.9
Total phosphorus	16	1.4
Hexavalent chromium	0.5	ND
Total chromium	2	0.06
Copper	1	0.07
Fluorine	8	0.2
Boron	10	5

■ PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Ethylbenzene	6,849	5,411	0	0	0	890	137	0	411
Xylene	14,378	11,359	0	0	0	1,869	288	0	863
Chromium and trivalent chromium compounds	6,955	0	56	0	0	5,509	0	0	1,391
Hexavalent chromium compounds	7,906	0	0	0	0	0	0	7,906	0
Copper water-soluble salts (excluding complex salts)	6,181	0	62	0	0	4,636	0	0	1,484
Toluene	42,624	33,551	0	0	0	5,663	873	0	2,536
Nickel metals	78,503	0	0	0	0	0	0	78,503	0
Nickel compounds	91,811	0	18	0	0	11,917	0	0	79,876
Bis (2-ethylhexyl) phthalate	3,883	1	0	0	0	272	0	0	3,610
Boric acid and its compounds	1,294	0	13	0	0	970	0	0	310

Environmental Data

【 Period 】 • April, 2009 to March, 2010

【 Air 】 • Units are as follows: NOx = ppm, PM (particulate matter) = mg/Nm³ • ND: below the minimum determination limit (not detected)
• Values shown in the results column are averages of the results of the measurements.

【 Water 】 • Units are all in mg/L except for pH • pH: hydrogen ion concentration • BOD: Biochemical Oxygen Demand • SS: concentration of suspended solids in water
• ND: below the minimum determination limit (not detected) • Values shown in the results column are averages of the results of the measurements.

【 Ground 】 • Units are all in mg/L • ND: below the minimum determination limit (not detected).

【 Groundwater 】 • Units are all in mg/L • ND: below the minimum determination limit (not detected).

【 PRTR* Data 】 • Units are in kg *Values less than 1kg are rounded up if ≥0.5 and down if 0.5. There are some cases in which values for total volume and volume handled are not in agreement.

*Pollutant Release and Transfer Register (the registration system monitoring emissions of substances that pollute the environment and moves/transfers of them)

Bisai Plant

40 Higashishimoshiro, Meichi, Ichinomiya, Aichi, Japan 494-8502

Main Products

- Interior and exterior parts
- Safety system products

■ Air (Air Pollution Control Law, prefectural regulations, etc.)

Item measured		Regulation value	Result
Dust	Boilers (heavy oil)	0.3	0.005
	Boilers (gas)	0.05	ND
	Co-generation (gas)	0.05	0.004
NOx	Boilers (heavy oil)	180	68
	Boilers (gas)	150	66
	Co-generation (gas)	600	112

■ Water (Sewerage Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5.7~8.7	6.8
BOD (Biochemical Oxygen Demand)	300	37.2
SS	300	7.2
Oil content	30	2.3

■ No violations of laws, etc. ■ No complaints

■ PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Ethylbenzene	14,582	11,520	0	0	0	1,896	292	0	875
Xylene	19,576	15,465	0	0	0	2,545	392	0	1,175
Toluene	53,157	42,002	0	0	0	6,919	1,059	0	3,177

Seto Plant

141 Sosaku, Seto, Aichi, Japan 489-0843

Main Products

- Interior and exterior parts

■ Air (Air Pollution Control Law, prefectural regulations, etc.)

Item measured		Regulation value	Result
Dust	Boilers (kerosene)	0.2	ND
NOx	Boilers (kerosene)	150	64

■ Water (Water Pollution Control Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5.8~8.6	7.6
BOD (Biochemical Oxygen Demand)	20	1.9
SS	20	0.3
Total nitrogen	10	1.8
Total phosphorus	4	0.01

■ No violations of laws, etc. ■ No complaints

Kanagawa Plant

19-5 Suzukawa, Isehara, Kanagawa, Japan 259-1146

Main Products

- Interior and exterior parts
- Functional parts

■ PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Toluene	1,249	987	0	0	0	162	25	0	75

Kitakyushu Plant

1-2 Kitahoraoka Maeda,
Yahatahigashi,
Kitakyushu, Fukuoka,
Japan 805-0058

Main Products

- Interior and exterior parts
- Body sealing products
- Functional parts
- Safety system products

■PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Toluene	15,332	11,876	0	0	0	2,294	290	0	871

Fukuoka Plant

2223-1 Kurahisa,
Miyawaka, Fukuoka,
Japan 823-0017

Main Products

- Interior and exterior parts
- Functional parts
- Safety system products

■No violations of laws, etc. ■No complaints

■Water (Water Pollution Control Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5.8~8.6	7.7
BOD (Biochemical Oxygen Demand)	10	2.1
SS	25	2.7
Oil content	2	ND

■PRTR Data

Substance name	Amount handled	Volume emitted			Volume moved		Volume recycled	Total removed (processed)	Total consumed (products)
		Into the air	Into bodies of water	Into the ground	Volume moved via sewers	Volume moved as waste			
Xylene	2,389	1,887	0	0	0	311	48	0	143
Toluene	9,557	7,531	0	0	0	1,267	190	0	570

Saga Plant

9966-9 Kawako,
Wakaki, Takeo,
Saga, Japan 843-0151

Main Products

- Optoelectronic Products

■Air (Air Pollution Control Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
Dust Boilers (gas)	0.1	0.004
NOx Boilers (gas)	150	52

■No violations of laws, etc. ■No complaints

■Water (Water Pollution Control Law, prefectural regulations, etc.)

Item measured	Regulation value	Result
pH	5.8~8.6	6.8
BOD (Biochemical Oxygen Demand)	20	6.5
SS	50	7.3
Oil content	5	0.4

The Former Nagoya Plant

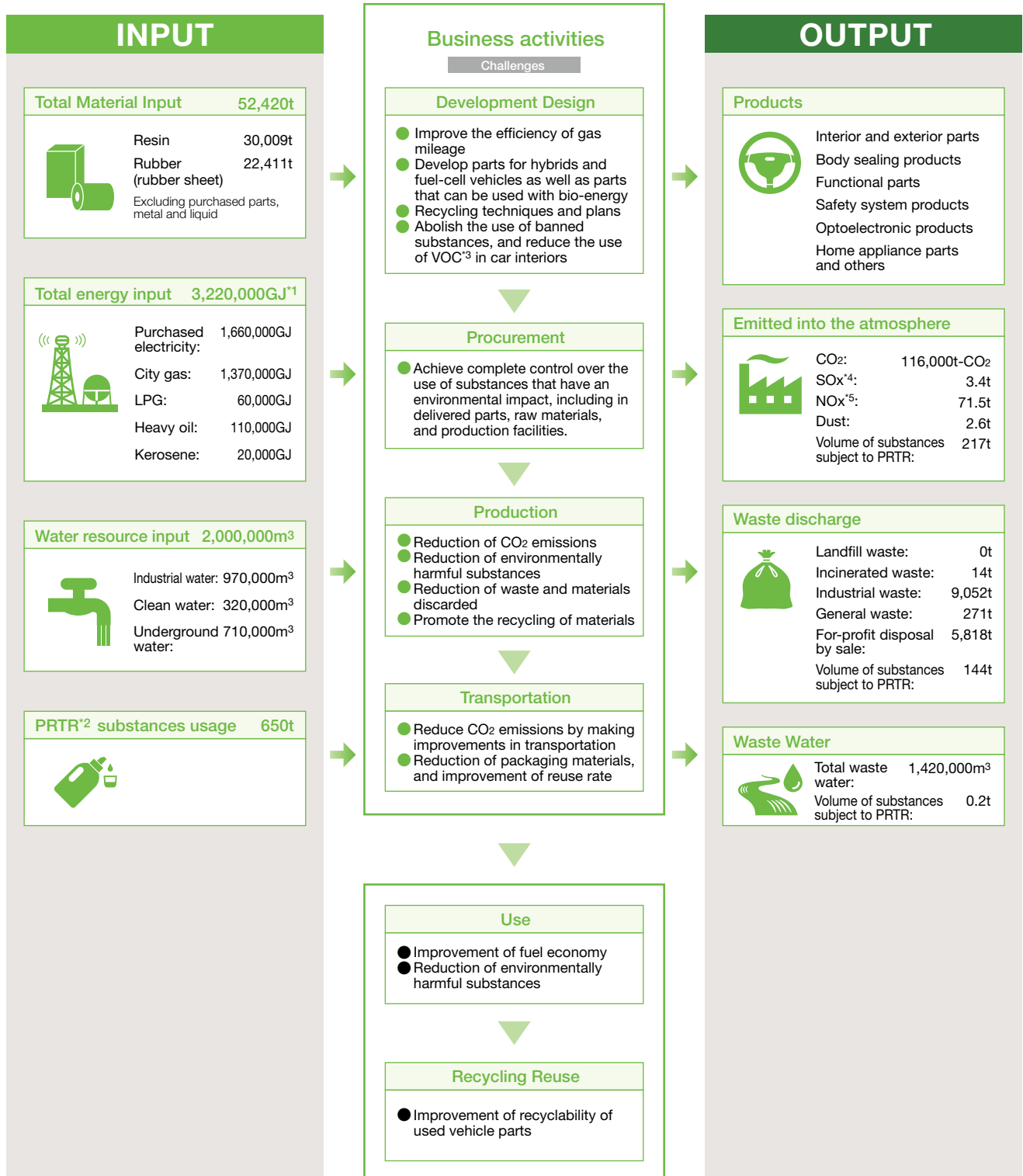
1-23-13 Kikui, Nishi,
Nagoya, Aichi, Japan
451-0044

■Groundwater

Item measured	Regulation value	Result
Trichloroethylene	0.03	ND
Cis-1,2-Dichloroethylene	0.04	ND~0.008

*Refer to Toyoda Gosei Report P.40

Resource Input and Output to the Environment in Business Activities in fiscal 2009



*1 Gigajoule (1,000,000,000 joules)

*2 Pollutant Release and Transfer Register

*3 Volatile Organic Compounds *4 Sulfur Oxide *5 Nitrogen Oxide

GRI Guidelines and the corresponding cross referenced pages

Guideline items	Main corresponding pages
1. Strategy and Analysis	
1.1 Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	P3-4
1.2 Description of key impacts, risks, and opportunities.	P3-4, 17-18
2. Organizational Profile	
2.1 Name of the organization.	P50
2.2 Primary brands, products, and/or services.	P9
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	P47-48
2.4 Location of organization's headquarters.	P50
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	P47-48
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	P9-14
2.8 Scale of the reporting organization, including: <ul style="list-style-type: none"> • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided. 	P41
2.10 Awards received in the reporting period.	P20
3. Report Parameters	
Report Profile	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	P1
3.2 Date of most recent previous report (if any).	P1
3.3 Reporting cycle (annual, biennial, etc.)	P1
3.4 Contact point for questions regarding the report or its contents.	P1
Report Scope and Boundary	
3.5 Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	P1
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	P1
3.7 State any specific limitations on the scope or boundary of the report.	P2
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	P2
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	P2
GRI Content Index	
3.12 Table identifying the location of the Standard Disclosures in the report. Identify the page numbers or web links where the following can be found.	P2
4. Governance, Commitments, and Engagement	
Governance	
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	P15
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	P15
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	P15
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	P3
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	P15
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	P29-30

Guideline items	Main corresponding pages
Commitments to External Initiatives	
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	P17-18
Stakeholder Engagement	
4.14 List of stakeholder groups engaged by the organization.	P1
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	P19-27
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	P19-27
5. Management Approach and Performance Indicators	
Economic Performance	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	P41-46
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	P37
Market Presence	
EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	P25
Indirect Economic Impacts	
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	P26-27
Environmental Performance Indicators	
Materials	
EN1 Materials used by weight or volume.	Homepage
EN2 Percentage of materials used that are recycled input materials.	P33, homepage
Energy	
EN3 Direct energy consumption by primary energy source.	Homepage
EN4 Indirect energy consumption by primary source.	Homepage
EN5 Energy saved due to conservation and efficiency improvements.	P31
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	P31-35, 38
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	P31
Water	
EN8 Total water withdrawal by source.	Homepage
EN9 Water sources significantly affected by withdrawal of water.	P40
EN10 Percentage and total volume of water recycled and reused.	Homepage
Biodiversity	
EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	P7-8
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity.	P7-8
Emissions, Effluents, and Waste	
EN16 Total direct and indirect greenhouse gas emissions by weight.	P29, 31, 33, homepage
EN17 Other relevant indirect greenhouse gas emissions by weight.	P29, 31, 33
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	P29, 31-32, 33
EN19 Emissions of ozone-depleting substances by weight.	P40, homepage
EN20 NO, SO, and other significant air emissions by type and weight.	P40, homepage
EN21 Total water discharge by quality and destination.	P40, homepage
EN22 Total weight of waste by type and disposal method.	P33, homepage
EN23 Total number and volume of significant spills.	P40
Products and Services	
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	P38
EN27 Percentage of products sold and their packaging materials that are reclaimed by category.	P33

GRI Guidelines and the corresponding cross referenced pages

Guideline items	Main corresponding pages
Compliance	
EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Homepage
Transport	
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	P31
Overall	
EN30 Total environmental protection expenditures and investments by type.	P37
Labor Practices and Decent Work Performance Indicators	
Employment	
LA1 Total workforce by employment type, employment contract, and region.	P41
Occupational Health and Safety	
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of workrelated fatalities by region.	P23
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	P18, 22-23
LA9 Health and safety topics covered in formal agreements with trade unions.	P23
Training and Education	
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	P21-22
LA12 Percentage of employees receiving regular performance and career development reviews.	P21
Diversity and Equal Opportunity	
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	P22

Guideline items	Main corresponding pages
Human Rights Performance Indicators	
Investment and Procurement Practices	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	P13
Freedom of Association and Collective Bargaining	
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	P25
Society Performance Indicators	
Corruption	
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	P16-17
SO4 Actions taken in response to incidents of corruption.	P17-18
Public Policy	
SO5 Public policy positions and participation in public policy development and lobbying.	Back cover
Product Responsibility Performance Indicators	
Customer Health and Safety	
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	P19-20
Product and Service Labeling	
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	P20

Environmental Reporting Guidelines (Fiscal 2007 Version) and the corresponding cross referenced pages

Guideline items	Main corresponding pages
Basic items	
Message from the president	P3-4
Basic requirements for the report	P1
Business conditions	P9-14
General overview of the environmental report	P3-4, 28-35, 40
Material balance in Toyota Gosei's business activities	Homepage
Current situation of environmental administration such as environmental management	
Current situation of environmental management	P28, 36-39
Current situation of compliance with environmental regulations	P40, homepage
Environmental accounting information	P37
Current situation of supply chain management	P25, 36-37, 39
Current situation of green purchasing/procurement	P25
Current situation with R&D of DIE etc. for new environmentally-friendly technologies	P31-35, 38
Current situation with environmentally-friendly transportation	P31, 33
Current situation of the conservation of biodiversity and the sustainable use of biological resources	P7-8
Current situation with environmental communication	P20
Current situation of environment-related social contribution activities	P26-27
Current situation of products/services to reduce environmental impacts	P31-35, 38

Guideline items	Main corresponding pages
Environmental impact of Toyota Gosei's business activities and current situation with commitments for environmental impact reduction	
Total energy input and measures for its reduction	P31, homepage
Total material input and measures for its reduction	P31-32, homepage
Water resource input and measures for its reduction	Homepage
Quantity of recycled and reused materials within the operational area	P33, homepage
Total production quantity and total product sales	P9-12, 41
Emission of greenhouse gases and measures for their reduction	P29, 31-32, homepage
Air pollution and life environment loads and measures for their reduction	P40, homepage
Emission and transference of chemical substances and measures for their reduction	P34, homepage
Total waste discharge and total final waste disposal, and measures for their reduction	P33, 40, homepage
Total water discharge and measures for its reduction	P34, homepage
Current related situation between environmental consideration and management	
Current related situation between environmental consideration and management	P28-30
Current situation of Toyota Gosei's social activities	
Current situation of Toyota Gosei's social activities	P15-27