

# Competitive Advantages

We aim to achieve sustainable corporate evolution and growth by addressing materiality issues based on the three competitive advantages we have built up over 70 years of business: knowledge in the fields of rubber and plastics, a global network, and new business development experiences.

## Knowledge in the Fields of Rubber and Plastics

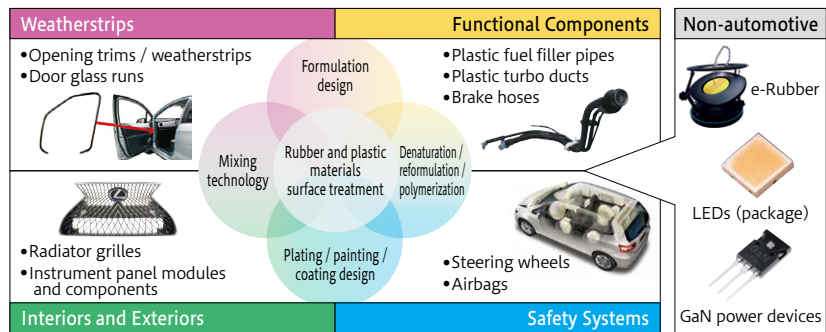
### Materials and manufacturing methods that give our products an edge

Our research and development goes back to the rubber research division established by Kiichiro Toyoda, the founder of Toyota Motor Corporation. We are leveraging the foundation of our continuous basic research to create materials and manufacturing methods that anticipate the needs of our customers and the times to enhance our competitive advantage.

#### ► In-house development of materials

Our departments specializing in development and analysis for the rubber, plastic, and surface-treated materials that are most suitable for our products are working to solve development issues from the perspective of materials. We then use these strengths in material and compounding technology, in analysis, observation and evaluation technology, and in simulation technology to create various products beyond the framework of automotive parts.

Our knowledge in the fields of rubber and plastics may be considered our identity, and is an important foundation for sustainable corporate growth.



## Global Network

### A value chain leveraging our network of 61 Group companies in 16 countries/regions

Following our entry into the “global car” market, we have established more than 40 Group companies in about 20 years. Utilizing this global network, we deliver reliable technology and quality in a timely manner based on an optimal production system with a view to customer needs and political conditions.

Development / design	<b>Assisting vehicle development through close coordination</b> We support speedy vehicle development through close coordination between overseas sites and engineering, development, and production engineering from our World Headquarters. In this way, we can respond to vehicle development by automakers at their overseas locations.	Procurement	<b>Stable procurement through global supply chain</b> Our partnership with more than 700 global suppliers (Tier 1) ensures stable procurement of parts and materials even in the midst of geopolitical risks, for the timely delivery of products tailored to our customers' needs.
Production	<b>Best production networks globally</b> We have established a stable production and delivery system based on production near to our customers, and by building a foundation for our production backup and support systems in four regions (Japan, the Americas, Asia, Europe/Africa).	Sales	<b>Customer-oriented sales activities</b> We have established sales structures in each region to meet the needs of our customers around the world, quickly identifying the needs of local customers in other countries and working with the World Headquarters to address them in a speedy manner.

## New Business Development Experiences

### Innovative products

In line with our company creed, “Boundless Creativity and Social Contribution,” the many experiences we have gained over our 70-year history in successfully developing products that meet the needs of the times, such as for safety and the environment, form the foundation for our spirit of taking on challenges, as expressed in the TG Spirit. We will continue to evolve further as a company by taking on challenges related to social issues while embracing the mindset passed on to us from our predecessors.

#### ► World firsts



#### ► New endeavors for social issues

