

Governance

Building and operating transparent management systems to further enhance Groupwide corporate governance

We are working to enhance corporate governance throughout the Toyoda Gosei Group so that we can continue to be a trusted company. To create a fair and transparent corporate governance system, while we ensure its effectiveness through management supervision and audits by outside directors and outside Audit & Supervisory Board members, we improve the appropriateness and efficiency of our operations by developing and operating an internal control system. Furthermore, we are also promoting legal compliance, corporate ethics, and risk management activities.



Corporate Governance

Basic Philosophy

We view the enhancement and strengthening of corporate governance with the aim of ensuring sound and efficient corporate management to be crucial in achieving sustainable growth. Based on this, we are building and maintaining fair and transparent management systems and organizational systems that can respond precisely to environmental changes.

Additionally, Toyoda Gosei pursues consummate corporate governance by voluntarily implementing a range of policies in accord with the letter and spirit of the ideals and principles in Japan's Corporate Governance Code, formulated and revised in June 2021, by the Financial Services Agency and the Tokyo Stock Exchange.

Corporate Governance System

Toyoda Gosei has adopted an audit and supervisory board system and set up the shareholders' meeting, Board of Directors, Audit & Supervisory Board, and accounting auditors as statutory entities. We have also put in place internal auditors and other internal control systems including internal audits. The Board of Directors consists of nine directors and holds regular monthly meetings (extraordinary meetings held as needed), where matters prescribed by law or in the Articles of Incorporation and important matters related to corporate management are reported, discussed, and resolved.

A system of corporate officers is used to speed up decision-making and business execution. For important business matters, division chief meetings and management meetings are held monthly. Functional meetings and committee meetings relevant to key areas such as technology, costs, and personnel are also held as needed to ensure appropriate management decisions.

The Audit & Supervisory Board consists of five mem-

bers and holds regular meetings. Members also attend important meetings such as Board of Directors' meetings and audit each department and subsidiary, through which they fulfill their function of auditing corporate management.

Accounting auditors are external auditors who combine auditing functions with a commitment to ensuring an independent and fair auditing system. The Company adopts the current system because audit, supervisory, and execution functions are well coordinated with each other under this structure, with legality and efficiency of the Company's decision-making and business execution sufficiently ensured.

Also, in order to strengthen the supervisory function of the Board of Directors and to increase the objectivity and transparency of the decision-making process, we have established the Executive Appointment Committee and Executive Compensation Committee under the Board of Directors as non-mandatory advisory committees.

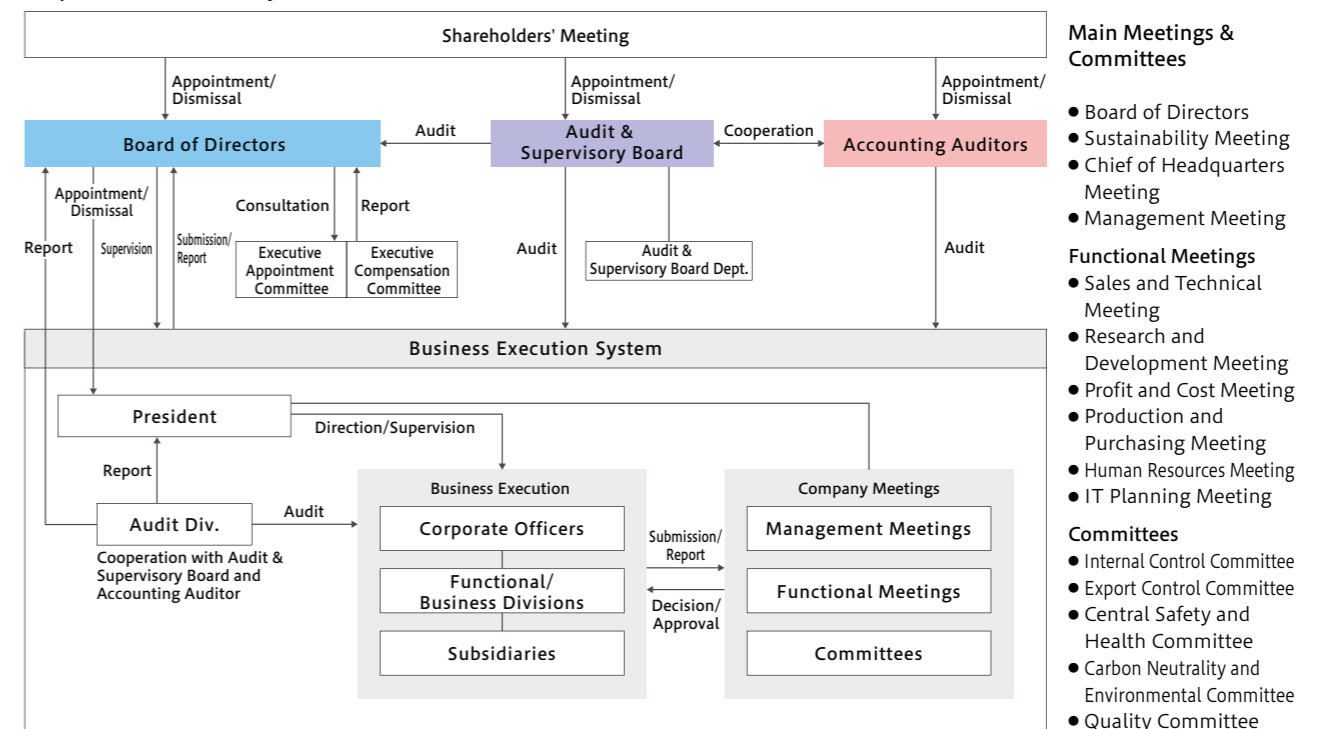
Internal Control Systems

In accordance with the provisions of Japan's Companies Act, Toyoda Gosei has formulated a Basic Policy on Establishing Internal Controls. Under this policy, we are striving to ensure appropriate operations by establishing internal control systems, which help us deliberate important matters, establish related rules and guidelines, and handle internal audits, compliance and risk management. Every year, the Board of Directors checks the status of establishment and operation of internal controls in an ongoing initiative to improve and reinforce them.

To cultivate a healthy internal control environment at

Toyoda Gosei and its subsidiaries, all Group companies share its management philosophy. The Toyoda Gosei Group Charter for Business Ethics, a shared guideline for compliance, has also been instituted and expanded to subsidiaries. While respecting the independence of subsidiary management, we receive regular business reports from subsidiaries and set up systems to confirm the propriety and legality of subsidiaries' businesses through advance approval reports. We also send non-executive directors and Audit & Supervisory Board members to key subsidiaries in a system to monitor and act as a check on their business execution.

Corporate Governance System



Sustainability Meeting

In November 2021, we established our new Sustainability Meeting with the aim of achieving sustainable corporate growth, improving corporate value, and contributing to the sustainable development of society. At this meeting we work diligently to discuss and decide on key action items related to sustainability, and confirm how the initiatives are progressing. The meeting is attended by all executives, including outside directors and outside Audit & Supervisory Board members to ensure that the Group's sustainability measures are implemented in a well-balanced way with transparency and a high degree of objectivity.

Frequency	Generally meets twice yearly
Chairperson	President
Members	All Directors and Audit & Supervisory Board members (including outside Directors and Audit & Supervisory Board members), and Chief of Headquarters
Main Agenda	<ul style="list-style-type: none"> • Make decisions on key action items related to sustainability • Report situation on key action items and target value • Make decisions on important external disclosure items

Executive Compensation Committee and Executive Appointment Committee

Toyoda Gosei's Executive Compensation Committee and Executive Appointment Committee are composed of members of which more than half are outside

directors. The chair of both committees is appointed from outside directors to further enhance transparency and objectivity. (Each committee met once in FY2021)

Name	Role	Members
Executive Compensation Committee	Deliberates and reports on the compensation system for directors and their individual compensation (restricted stock-based compensation, etc.)	Toru Koyama, president, Naoki Miyazaki, director, Sojiro Tsuchiya, outside director, Kimio Yamaka, outside director (chairperson), Mayumi Matsumoto, outside director

Name	Role	Members
Executive Appointment Committee	Deliberates and reports on proposals regarding the appointment and dismissal of directors and Audit & Supervisory Board members (appointment of the president, etc.)	Toru Koyama, president, Naoki Miyazaki, director, Sojiro Tsuchiya, outside director, Kimio Yamaka, outside director (chairperson), Mayumi Matsumoto, outside director

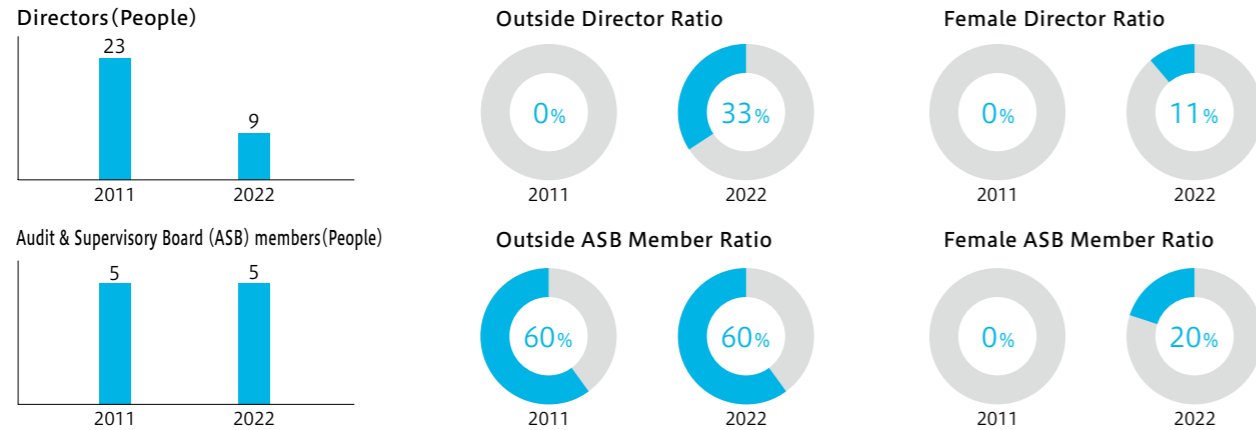
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Changes In Numbers of Directors and Audit & Supervisory Board Members

In 2012, Toyota Gosei adopted a system of corporate officers and downsized its Board of Directors to nine directors from 23 as of 2011. It appointed its first outside director in 2015.

The Board currently comprises nine directors, three

or one-third of whom are outside directors. One of the outside directors is a woman. The outside director appointments have increased the Board's objectivity and diversity.



Main Initiatives to Strengthen the Governance System

	2012	2015	2019	2020	2021	2022
Board of Directors, Audit & Supervisory Board	<ul style="list-style-type: none"> Reduced the number of directors appointed 		<ul style="list-style-type: none"> Changed the ratio of outside directors to one in three Established the Executive Compensation Committee and the Executive Appointment Committee Appointed a female director 	<ul style="list-style-type: none"> Appointed independent outside directors as chairs of both committees Appointed a female member of the Audit & Supervisory Board 		
Business Execution System	<ul style="list-style-type: none"> Introduced a corporate officer system 		<ul style="list-style-type: none"> Reduced the number of corporate officers 	<ul style="list-style-type: none"> Began adhering to the Japan's Corporate Governance Code 		
Meetings & Committees	<ul style="list-style-type: none"> Corporate Conduct Ethics Committee Environmental Committee 		<ul style="list-style-type: none"> Changed name to the Compliance and Risk Management Committee 	<ul style="list-style-type: none"> Established the Sustainability Meeting 	<ul style="list-style-type: none"> Changed name to the Internal Control Committee 	<ul style="list-style-type: none"> Changed name to the Carbon Neutrality and Environmental Committee

Policies and Procedures to Appoint and Remove Senior Officers and Nominate Candidates for Directors and Audit & Supervisory Board Members

Nominations of candidates for directors and Audit & Supervisory Board members are made after deliberation and reporting by the Executive Appointment Committee, followed by a resolution of the Board of Directors then at a Shareholders' Meeting.

The nomination policy for senior officer and director candidates is based on the candidate's popularity in terms of their ability to make accurate and prompt decisions after taking into account the balance of knowledge, experience, and capabilities of the management team and the Board of Directors as a whole. The candidates are comprehensively nominated and appointed on the basis of their ability to wholeheartedly comply with laws and

corporate ethics.

The nomination policy for Audit & Supervisory Board member candidates is to comprehensively nominate candidates from the perspective of putting the right person in the right position while ensuring a balance between diverse perspectives on corporate management, including knowledge of finance, accounting, and legal affairs, and knowledge of the Company's business.

If a candidate for senior officer or director is found to have committed any fraudulent act or seriously violated any law or regulation, or the Articles of Incorporation, we will take procedures for their dismissal.

Skills Matrix

Name	Position at Toyota Gosei	Executive Appointment Committee	Executive Compensation Committee	Corporate management	Governance	Overseas operations	Manufacturing (production/quality management)	Technology	Sales	Finance	Personnel	Environment and energy	DX	New business (non-automotive)	Attendance at Board of Directors (BoD), Audit & Supervisory Board (ASB) meetings (Apr. 2021-Mar. 2022)
Toru Koyama	President	○	○	●		●	●	●		●	●				13/13 (BoD)
Tomonobu Yamada	Executive Vice President			●	●	●			●						13/13 (BoD)
Hiroshi Yasuda	Director			●		●	●	●		●		●	●		13/13 (BoD)
Masaki Oka	Director			●						●					13/13 (BoD)
Takashi Ishikawa	Director			●			●	●				●	●		13/13 (BoD)
Naoki Miyazaki	Director	○	○	●	●	●				●	●	●		●	13/13 (BoD)
Sojiro Tsuchiya	Director <small>Outside Independent</small>	○	○	●		●	●	●			●	●			13/13 (BoD)
Kimio Yamaka	Director <small>Outside Independent</small>	◎	◎							●	●	●			13/13 (BoD)
Mayumi Matsumoto	Director <small>Outside Independent</small>	○	○								●	●			13/13 (BoD)
Kenji Oiso	ASB member									●					13/13 (BoD) 12/12 (ASB)
Yamato Suzuki <small>(appointed in June 2021)</small>	ASB member				●										11/11 (BoD) 10/10 (ASB)
Chika Kako	ASB member <small>Outside</small>						●	●				●			13/13 (BoD) 12/12 (ASB)
Hideomi Miyake	ASB member <small>Outside Independent</small>			●		●	●								13/13 (BoD) 12/12 (ASB)
Hitoshi Kuwayama <small>(appointed in June 2022)</small>	ASB member <small>Outside Independent</small>				●										—

Note: "◎" denotes the chairperson.

Board of Directors

The Board of Directors deliberates from many different angles on the direction of management, including management and business strategies, then reports and discusses on progress after any necessary resolutions have been passed. In such a way, the Board supervises from a number of different viewpoints on whether management strategies are being executed

appropriately. In addition to strengthening the Company's internal control system and risk management system, in recent years the Board of Directors has been working to achieve sustainable corporate growth amid a chaotic business environment of political instability, worsening environmental problems, and COVID-19 pandemic.

Main Matters Discussed by the Board of Directors in FY2021

Theme	Main matters discussed
Management/Business strategies	<ul style="list-style-type: none"> Domestic and overseas subsidiaries' business strategies (expansions, mergers, downsizing) Conclusion of alliance agreements Business execution reports (results, production, quality, safety, technology/development, priority risk management, etc.) Progress report on matters resolved by the Board
Corporate	<ul style="list-style-type: none"> Revisions to Board rules Appointment of directors and Audit & Supervisory Board members / Appointment of executives Sustainability measures Executive compensation Financial results, etc. Internal control systems
Investment and Loan Projects	<ul style="list-style-type: none"> Investment in buildings and facilities following expansion of domestic and overseas production bases Financing for overseas subsidiaries

Number of Matters Discussed by the Board of Directors in FY2021

	1Q	2Q	3Q	4Q	Total
Matters Resolved	21	3	7	11	42
Matters Reported	12	6	10	7	35
Total	33	9	17	18	77

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Evaluation of the Effectiveness of the Board of Directors

Effective functioning of corporate governance is essential for the Company's sustainable growth, to enhance corporate value, and to contribute to the sustainable development of society. Therefore, to ensure the effectiveness of the roles and responsibilities of the Board of Directors, evaluations and opinions are heard every year from members of the Board. The Board of Directors then analyzes, evaluates, and deliberates on measures for improvement. In FY2021, debriefings with all nine directors and all five Audit & Supervisory Board members were conducted to assess their performance. As a result, Toyoda Gosei found no material deficiencies across any of its assessments and concluded that the Board continues to function effectively.

Of particular note, the Board received high ratings for its openness and candid discussions, its agenda that focused heavily on key issues, and its support

for outside officers. However, the Board's discussions on medium- to long-term policies, which have been regarded as an issue for some time, were evaluated as needing further improvement. Outside directors stated their opinions on ensuring greater opportunity for face-to-face discussions among directors, and for having the chance to once again make on-site visits to understand the actual situation on the front line, both of which had been suspended due to the pandemic. Accordingly, Toyoda Gosei is now taking measures to improve communication through direct, on-site visits by conducting tours of business sites and arranging roundtable discussion-type meetings to exchange views. Opinions were also expressed with an eye on the future, addressing the need to add more diversity to the Board. As such, Toyoda Gosei will continue to strive to ensure diversity by highlighting the experience and expertise required for the growth of the Company in a skills matrix.

Board Effectiveness Evaluation Process

<p>Evaluation Method</p> <p>Interview: Nine directors and five Audit & Supervisory Board members</p> <p>Evaluation process: Analysis of interviews and debriefing results to ensure anonymity</p>	<p>Debriefing Items (Main Items)</p> <ul style="list-style-type: none"> • Roles and responsibilities of directors • Oversight function of the Board • Deliberations within the Board • Support for outside officers <p>More detailed sub-items are laid out under the main items of the debriefing to allow for a well-rounded survey.</p>
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FY2021 Board Effectiveness Evaluation Results

Issues Identified	Measures
Enhancing discussions on medium- to long-term plans and future visions	Further increase opportunities for discussion and reporting at the Board of Directors' meetings on initiatives to improve corporate value and medium- to long-term management strategies in response to changes in the business environment
Discussions on measures to respond to environmental changes (CASE, electrification, etc.)	
Explanations on the background of individual investments and their relationship with medium- to long-term strategies	Discuss individual projects at an executive level after indicating the direction of capital investment to make projects easier to understand
Ensuring time for outside officer liaison meetings	Extend time given for officer liaison meetings for further exchange of ideas and discussions
Ensuring further diversity of the Board	Continue selection of diversity-conscious candidates by arranging experience and expertise required for the growth of the Company in a skills matrix

Issues Evaluated in FY2020 for Board Effectiveness and Status of Initiatives in FY2021

Main Feedback (Issues) in FY2020	Initiatives in FY2021
Insufficient discussion on medium- to long-term issues such as core competencies and carbon neutrality that will serve as future growth strategies	Reported and discussed long-term business strategies beyond 2025 at Board meetings and at outside officer liaison meetings
Ensuring further diversity of the Board	Considered to be an ongoing issue so that appropriate candidates continue to be selected (ongoing in FY2022)

Expected Roles of and Support for Outside Directors

All three outside directors possess a wealth of experience and keen insight.

Mr. Tsuchiya's experience and expertise lie in global strategy and production engineering; Mr. Yamaka's, in finance and the environment; and Ms. Matsumoto's, in the environment and SDGs. Ms. Matsumoto is Toyoda Gosei's first female director.

The three adeptly fulfill monitoring and advisory roles in addition to actively participating in Board discussions. In their monitoring role, they receive support in the form of departmental briefings on business operations and challenges and direct access to frontline operations through on-site visits to domestic and overseas subsidiaries to better understand the actual state of

operations. Additionally, they are briefed in advance on the content and background of resolutions to be voted on at Board meetings to facilitate sound decision-making.

At the same time, the outside directors advise management on company direction and business challenges. Advisory opportunities include regularly scheduled liaison meetings attended by all outside directors and outside Audit & Supervisory Board members, each of whom attends various other meetings also, including the Sustainability Meeting, Sales and Technical Meeting, Carbon Neutrality and Environmental Committee, and ad hoc meetings.

Directors and Audit & Supervisory Board Members

At its annual Shareholders' Meeting, held on June 16, 2022, Toyoda Gosei appointed Sojiro Tsuchiya, Kimio Yamaka, and Mayumi Matsumoto as outside directors and Hitoshi Kuwayama as an outside Audit &

Supervisory Board member. Including Chika Kako and Hideomi Miyake, who are currently in office, a total of three outside Audit & Supervisory Board members have been appointed.

Election of Outside Directors and Outside Audit & Supervisory Board Members

Appointment	Name	Independent Director/Auditor	Reason for Appointment
Outside directors	Sojiro Tsuchiya	○	To benefit from his management oversight and advice based on his extensive experience, including as a director of Denso Corporation, and his expertise, including full-spectrum manufacturing expertise cultivated over decades at Denso and other companies/groups. Mr. Tsuchiya has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Kimio Yamaka	○	To benefit from his management oversight and advice based on his extensive experience and expertise in finance, particularly policy finance, project due diligence, and the environmental and energy sectors. Mr. Yamaka has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Mayumi Matsumoto	○	To benefit from her management oversight and advice based on her extensive experience and high-level insight as a news anchor and researcher in the broad fields of social issues, environment, and energy in the management of Toyoda Gosei. Ms. Matsumoto has been designated as an independent director because she meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
Outside Audit & Supervisory Board members	Chika Kako		To reflect in Toyoda Gosei's audits her wealth of experience and keen insight gained from her career at Toyota Motor Corporation, where she served mainly in vehicle development and materials development roles and was involved in management as a managing officer.
	Hideomi Miyake	○	To reflect his extensive experience and deep insight as a corporate manager in the auditing of Toyoda Gosei. Mr. Miyake has been designated as an independent auditor because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Hitoshi Kuwayama	○	To reflect his extensive experience and deep insight as a lawyer in the auditing of Toyoda Gosei. Mr. Kuwayama has been designated as an independent auditor because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.

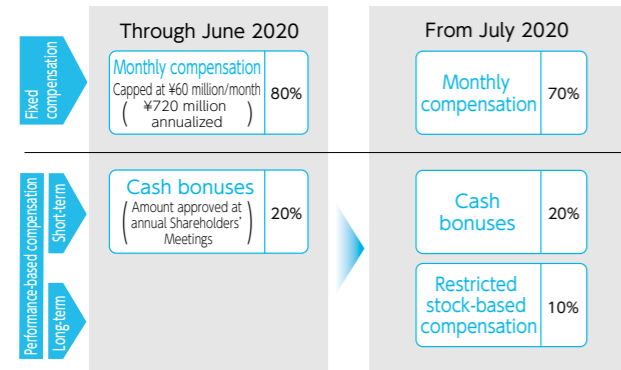
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Executive Compensation

Directors' compensation consists of monthly fixed compensation and performance-based compensation in the form of cash bonuses (short-term incentive) and stock-based compensation (long-term incentive) based on the idea that directors should be appropriately incentivized to pursue sustained growth in Toyoda Gosei's value. Directors' compensation is split roughly 70:20:10 among monthly compensation, cash bonuses, and stock-based compensation, respectively.

Monthly compensation is set at a fixed amount that reflects the recipient's job responsibilities and experience as well as compensation levels at other companies. Cash bonuses are based primarily on fiscal yearly consolidated operating profit. Secondary variables that factor into their determination include the degree to which fiscal yearly plans are attained, employees' bonus levels, bonus levels at other companies, medium- to long-term earnings, previously paid bonus amounts, and contributions to ESG management. Stock-based compensation is intended as an incentive to pursue sustained growth in Toyoda Gosei's value. It is paid in the form of restricted stock to promote greater sharing of value with shareholders.

Director Compensation Scheme



Directors' aggregate annual cash compensation (monthly compensation plus bonuses) is capped at ¥650 million (outside directors' share of which is capped at ¥65 million). Directors' aggregate annual restricted stock-based compensation is capped at ¥100 million (outside directors are not eligible for restricted stock-based compensation). All three compensation caps were approved at the annual Shareholders' Meeting on June 12, 2020.

Outside directors and Audit & Supervisory Board members receive only fixed monthly compensation because their role is to oversee and monitor management from an independent vantage point.

Individual directors' compensation is set in accord with the above policies following a fair and transparent review/reporting process by the majority-independent Executive Compensation Committee, established in 2019.

At Executive Compensation Committee meetings, outside directors have made suggestions about further enlarging the incentive element of director compensation by, e.g., adjusting compensation to reflect the extent of directors' respective environmental contributions.

Total Compensation for Each Officer Class, Total by Each Type of Compensation, and Number of Officers Receiving the Compensation

Officer Class	Total Executive Compensation (Millions of yen)	Total Amount by Type of Compensation (Millions of yen)			Number of Subject Officers (People)
		Fixed Compensation	Performance-based Compensation	Non-cash Compensation	
		Monthly Compensation	Cash Bonuses	Stock-based Compensation	
Directors (excluding outside directors)	334	231	74	28	6
Audit & Supervisory Board members (excluding outside members)	75	75	-	-	3
Outside officers	70	70	-	-	6

*Bonuses are the provision of allowance in the given fiscal year
*Effective from April 1, 2021 to March 31, 2022

Internal Audits, Audit & Supervisory Board Members' Audits, and Accounting Audits

We have set up the Audit Division to handle internal audits. With the aims of achieving business objectives and preventing misconduct and mistakes, internal audits are conducted across the overall business (including audits of functional departments) based on an internal auditing plan approved by management at the beginning of each term.

The results of internal audits are reported to management, and audited departments are given recommendations for improvements based on the audit results. The effectiveness of internal audits is increased by checking their improvement plans and results.

Each Audit & Supervisory Board member follows the auditing policy and audit plan established by the Audit & Supervisory Board when investigating the Company and subsidiaries. They attend the meetings of important deliberative bodies and committees including the Board of Directors, Chief of Headquarters Meetings and Management Meetings, listen to reports on business from

directors and others, inspect financial statements and other important documents, and conduct on-site audits of offices and subsidiaries to audit the performance of duties by directors from the perspectives of ensuring legality and appropriateness, protecting assets and rights, and preventing loss. Moreover, a special department has been established to assist the auditors' audits.

The certified public accountants who performed the FY2021 accounting audit of Toyoda Gosei are Yasuhiro Nakajima and Satoko Nakatani of PricewaterhouseCoopers Aarata LLC.

Audit & Supervisory Board members, internal auditing department personnel, and accounting auditors regularly meet to confirm their respective auditing systems, auditing policy, auditing plans, implementation status, and audit results. They cooperate in performing efficient and effective audits, contacting each other as needed to exchange ideas and share information.

Interview with Outside Directors



Sojiro Tsuchiya

Career summary
Toyoda Gosei director since June 2015
Formerly executive vice president, Denso Corporation

Mayumi Matsumoto

Career summary
Toyoda Gosei director since June 2019
Visiting Associate Professor, Komaba Organization for Educational Excellence (KOMEX), The University of Tokyo (current)

Kimio Yamaka

Career summary
Toyoda Gosei director since June 2016
Director of the Energy Strategy Institute Co., Ltd. (current)

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Corporate Governance Initiatives

Tsuchiya – Overall, I think that the company is making efforts honestly and in good faith. Boards and structures have been established, and I think policies and plans have been well discussed and fairly well developed.

Yamaka – A new Sustainability Meeting has been established to provide a holistic view of not only ESG initiatives, but also technical and audit perspectives. It has become possible for us to repeatedly confirm and perceive intents in conjunction with the discussions of individual boards, and make comments and recommendations that are more in line with the actual situation.

Matsumoto – We appreciate the positive attitude of the company in setting up the necessary meetings and identifying and addressing sustainability issues on a company-wide basis.

Tsuchiya – I think the question now is how to implement and execute the decisions that have been made.

Effectiveness of Outside Directors

Tsuchiya – I believe that progress has been made, especially in the areas of sustainability and carbon neutrality, thanks to Mr. Yamaka and Ms. Matsumoto, who specialize in these areas.

Matsumoto – Shortly after my appointment as an outside director in 2019, I advised the company to review the materiality it had established for ESG. At that time, Toyoda Gosei had committed to all 17 of the SDGs, but after further discussion we decided to review these commitments and have now reestablished our focus to concentrate on eight of the most relevant SDGs for the company.

Tsuchiya – To work toward and achieve the company's goals, further advances in many technologies for product development and production will be essential. I have also offered a variety of advice and suggestions in this regard.

Yamaka – I always emphasize the importance of company-wide objectives and their significance,

as well as perspectives that recognize external stakeholders.

For example, for large-scale investments such as new factory construction, I ask whether the choice of location and business site are optimal and whether the investment is a priority with consideration of all business areas. When making a large-scale investment, I always make sure that a carbon-neutral perspective is taken into account. With regard to investment decisions on renewable energy and energy efficiency, I have given advice from viewpoints that differ from the conventional rules, such as flexible consideration of the time it will take to recover the investment. Recently I have proposed quantification of energy saving and decarbonization benefits.

At the end of fiscal periods and the time of monthly operational reports, I ask questions and try to understand the numbers and interpretations of the factors in increases or decreases, mainly through an outside eye.

Improving Governance for the Future

Tsuchiya – Toyoda Gosei is a company that contributes to society through manufacturing. The most important thing in manufacturing is not to betray the trust of customers who use our products.

Today, we often hear about falsification or tampering with data related to quality among Japanese manufacturing companies. I believe that one of the major themes in order to improve governance in the future is to review and create structures, a culture, and systems to ensure that such incidents never occur, and to maintain these things continuously.

These initiatives must be inclusive, involving not



only the company in Japan, but also domestic and overseas subsidiaries as well as suppliers, and material manufacturers. This is something that should be taken very seriously.

Matsumoto – Another aspect of the management foundation is the challenge of ensuring diversity among managers.

For example, I think that we need to continue to coordinate our approach to the appointment and promotion of women, mid-career hires, and foreign nationals.

We should also enhance the quality and quantity of disclosure of climate change measures, based on international frameworks such as the TCFD. The company's initiatives to address issues around sustainability should also be disclosed more proactively than before. I believe that these are things we can do.

Yamaka – Disclosure of non-financial information, including governance, is becoming increasingly important. I hope the company will continue its initiatives to explain to the necessary stakeholders the background, its thinking, and what it is doing to face difficult challenges, as well as to demonstrate the improvements that have been made, in a readily understandable manner.

Environment Initiatives

Yamaka – The environment is clearly positioned as a key management issue. Relevant boards have been created and are being enhanced organizationally. In addition, I believe that steady progress is being made in data maintenance and fact finding.

It is commendable that a tentative general framework and schedule for carbon neutrality and interim goals have been established, and that we now have a guide for these efforts and predictability for implementation and procedures.

Meanwhile, the schedule for energy conservation investments, which are closely related to the company's core business, is affected by decisions on when and to what extent renewable energy and hydrogen will be used. Conversely, the appropriate introduction of renewable energy and green certificates can provide flexibility in the process of developing energy-saving technologies.

Renewable energy and hydrogen are closely related to public policy, and the associated technologies and

costs are strongly tied to domestic and international environmental and energy policy trends, beyond the automotive industry. We must be flexible in responding and changing in accordance with the situation as we anticipate it.

The rest will be executed according to the general framework, but I look forward to bold and speedy initiatives to earn money from this.



Matsumoto – I have a high opinion of the company's achievements so far and the fact that its environmental initiatives are constantly being reviewed and improved. Initiatives to save energy are also being steadily implemented in company factories and offices.

Toyoda Gosei has been selected by the Ministry of Economy as a company that is actively innovating to achieve carbon neutrality by 2050. Lively discussions on the development of new products and the introduction of services for decarbonization and carbon neutrality are also taking place at meetings as we move toward commercialization of these products and services.

It is gratifying that we outside directors also receive detailed explanations of new products and services.

Tsuchiya – There are some things that can be done for the environment just by making improvements to what currently exists, but more often than not major reforms are required. In a manufacturing company such as Toyoda Gosei, results cannot be achieved without the backing of technology and technical skills.

In the field of automotive parts using polymer materials such as plastic and rubber, which are the company's specialty, there seem to be high expectations for us to lead the industry in the shift to environmentally friendly products.

General environmental initiatives are important, but I believe that expectations for and the reputation of the company will depend on whether it

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is able to replace polymer automotive parts with environmentally friendly products and provide them to the world ahead of competitors.

Matsumoto – I look forward to the introduction of a business in which, in parallel with initiatives to reduce carbon dioxide (CO₂) emissions for the environment, a shift is made to building circular societies through things such as resource recycling, and then to a circular economy that creates markets and leads to new industries and employment.

Expectations for New Products for BEVs

Tsuchiya – A BEV, or battery electric vehicle, consists of more than just a battery, motor, and inverter. There is also the vehicle body, interior and exterior (IE) products, safety system (SS) products, and weatherstrip (WS) products. I believe that the wave of automobile electrification will also lead to changes in IE products and safety devices with demands for higher quality and lighter weight. That differentiation will center on two factors: intelligent performance, such as safety functions and autonomous driving, and the quality, comfort, and convenience of the vehicle's interior and exterior.

Considering this, there should be tremendous opportunities for the IE products and safety devices that Toyoda Gosei specializes in, depending on how it is done. This will depend largely on whether we can propose IE products of unprecedented quality and airbags and other safety devices for the electric vehicle era ahead of other parts suppliers and even ahead of automakers.

Matsumoto – In the IE area, the design of illuminated emblems and other products that take advantage of the BEV character, as well as the design of the vehicle interiors, are simple and help to ensure safety, and may appeal to many drivers.

In the SS area, we should be able to expect growing needs for the development of safety devices suited to small BEVs (airbags that match the vehicle characteristics) and collision safety systems combined with seat belts.

Yamaka – In the FC area, involvement with the batteries and peripheral products that are symbols of BEVs is probably necessary in the sense of demonstrating the company's commitment to carbon neutrality. For

example, while optimization and lighter weight for the cooling system around the batteries in battery packs have been achieved, I expect to see initiatives to further increase added value. BEVs with solar roofs are expected to become more popular in the future, and the role of batteries and peripheral parts will increase further.

In non-automotive areas, the market related to carbon neutrality is the largest field of growth. Technologies in areas such as GaN, which contribute to energy saving and weight reduction, LEDs, and e-Rubber may be considered synonymous with the Toyoda Gosei name. The company also produces high-pressure hydrogen tanks, a key component of FCEVs, for which it received the 2021 "Technology Development Award" from Toyota Motor Corporation. I look forward to initiatives that encompass the entire hydrogen lifecycle (supply chain), from generation to transportation, storage, and disposal, with high-pressure hydrogen tanks at the core of the process. An accessible corporate story that drives carbon neutrality can be built with energy-saving and hydrogen-related technologies. Since exit strategies to cultivate demand are important for new products, I would like to see the company focus resources in this area.

Matsumoto – I am watching the trends in battery regulations as Europe moves toward a circular economy, and hope that the company is able to respond where its technology is involved for enactment of revisions to those regulations.



Technology That Takes Full Advantage of Recycled Materials

Yamaka – Toyoda Gosei is a company that develops and utilizes plastic and rubber materials and their raw ingredients. It is expected to be a leader in solving the problem of decarbonization of plastics and rubber. As a first step, it is developing technologies to recycle and use scrap materials generated in factories as raw materials for other products, and we are seeing positive results.

In the future, the company will be required to expand from in-house recycling and utilization to external recycling and utilization. In addition to the "entry point" of how to collect waste from other companies, there is an "exit point" of overcoming various hurdles that arise when such material is distributed and sold as a standard product. This will require initiative in coordinating with policy authorities, and so a company-wide initiative is expected.

The use of biomass and (synthetic) hydrogen materials is inevitable, and developing technologies for the use of recycled materials is becoming increasingly important as they will be the first in the framework of carbon-neutral materials. I hope that recycling strategies will be developed from this perspective.

Matsumoto – Material recycling, including material regeneration, resource recovery, and reclamation, in which waste is recycled as raw materials for the same product, has the advantage of matching supply and demand since the grade remains the same and recycling is done for the same product with the same intended use. Toyoda Gosei's value to society will be further enhanced by expanding from cascading*¹ to horizontal recycling*² through the development of single-material plastics and other measures.

*1 Recycling a used product into a different product or a product of lower quality

*2 Recycling of used products into resources that are then used again in the same product

Tsuchiya – I think this is an area where expectations from both society and our customers are high. The important thing now is that this is not a time for discussion but to bring this to a practical level as soon as possible.

However, changing materials is not an easy task. The functionality and durability of the part must be guaranteed, and production engineering and facilities must be developed for mass production. The biggest

hurdles are how to make such products cost-effective, acceptable to customers, and profitable.

I feel that a strong company-wide project or something, not just shouts of encouragement, is needed to make these things happen.

Matsumoto – Toyoda Gosei produces plastic and rubber products, and I hope that all employees will have a strong awareness of the importance of a circular economy and work toward it. For example, by developing technologies for the use of recycled materials as a means of creating long-term value from material waste. I look forward to initiatives for a transformation to a resource-recycling business model that is environmentally friendly and profitable.

Support for Initiatives to Enhance Corporate Value

Tsuchiya – The value of a manufacturing company is found in various places, but I believe that technical capability is the essence that enables the creation of this value. Technical capability includes not only product development, but also production technology, quality technology, material technology, sales and service technology, and technology related to on-site improvement activities, production management, and maintenance. I hope to continue to contribute to the improvement of Toyoda Gosei's manufacturing and technical capabilities.

Yamaka – I will continue to provide information related to energy and the environment both domestically and internationally. As I mentioned with regard to environmental initiatives, the key to building a strategy is to establish a general framework and timeline. It is important to watch rapidly changing domestic and international situations and be able to respond flexibly to these changes. I see one of the major roles of an outside director to be to offer advice on this general framework and flexibility.

Matsumoto – Since I have opportunities to make external presentations on automobile and storage battery policies, I keep myself open to trends in these policies around the world. I would like to provide feedback on information that I believe will be beneficial to the company.

Governance

Risk Management

Basic Philosophy

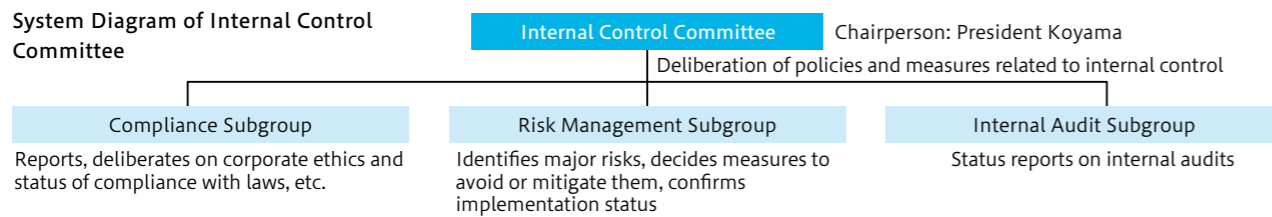
We are working to prevent risks that could have grave consequences for management and to minimize damage in adverse events. For these purposes, we identify risks in each function and make decisions on how to respond in Board of Directors, Internal Control Committee and general meetings throughout the company.

An Internal Control Committee headed by the company president identifies key risks, determines measures to counter them, and checks on the progress in executing these measures. In this way, these measures are made more effective.

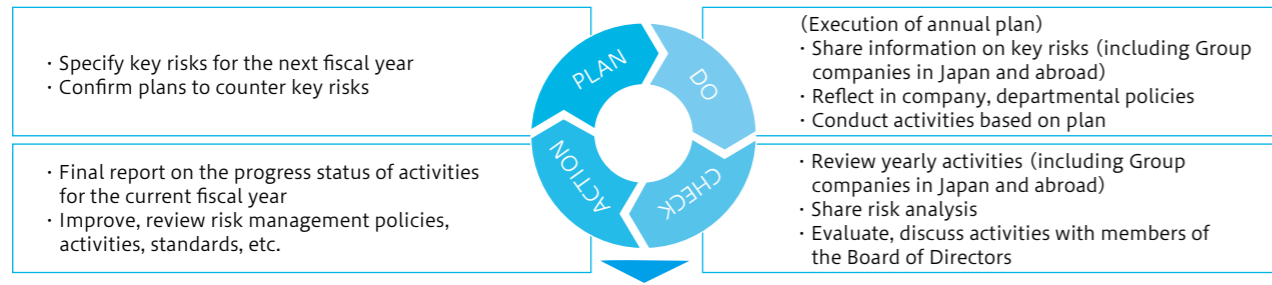
In addition, initiatives to deal with key risks or unexpected business risks due to political instability or other external factors are discussed regularly by the Board of Directors, and continuous improvements are made.

Moreover, Risk Management and Response Guidelines have been established. These guidelines show the behaviors to adopt to prevent potential risks and to respond to problems appropriately and quickly. Parts of the BCP plan are discussed by the Board of Directors with respect to COVID-19. With consideration of the status of infection spread, actions taken to minimize the impact of COVID-19 include (1) preventing infection by promoting work from home, regulating business trips and visitors, and cancelling company internal events, (2) implementing measures for the event that an infection occurs in an employee, (3) maintaining our production network by monitoring issues, including at our suppliers, and (4) introducing profit improvement measures.

System Diagram of Internal Control Committee



Principal risk management activities



External disclosure of activities (securities report, corporate governance report, annual report, company website, etc.)

Response to Key Risks

Operating foundation risks and business strategy risks based on the business environment are assessed from the perspective of impact on operations (financial impact, etc.) and possibility of occurrence (frequency),

and key risks are identified.

Key risks are reflected in company policy as important action items, and initiatives are made to mitigate or prevent risks.

Examples of Key Risks

Classification	Main key risks
Size of risk Impact on operations (financial impact, etc.) × Possibility of occurrence (frequency)	Large <ul style="list-style-type: none"> • Large-scale disaster (earthquakes, storm and flood damage, etc.) • COVID-19 (infection prevention, production system maintenance) • Risk/opportunity and handling based on TCFD <ul style="list-style-type: none"> • Carbon neutrality handling • DX handling • Impact of Russia/Ukraine situation • Cyberattacks/scam email • Recall due to serious quality problem • Human injury, operation shutdown due to serious labor accident
	Medium <ul style="list-style-type: none"> • Leakage of confidential information • Traffic accidents (causing serious damage/injury) • Occurrence of harassment
Small	<ul style="list-style-type: none"> • Anti-trust law violations • Business operations of partner companies • Interruption of business activities due to fire or explosion accidents

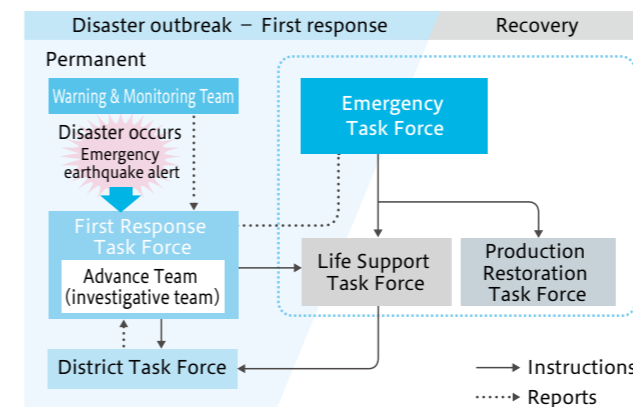
Crisis Management Project in Anticipation of Large-Scale Earthquake Disasters

A crisis management system has been put in place for the event of a massive disaster, such as the predicted Nankai Trough earthquake or natural disasters due to climate change. This system is based on the principles of human life first, community support, and early recovery. Specifically, in addition to infrastructure and system measures based on a crisis management project, resilience training has been conducted more than 160 times for directors and members of antidisaster departments since FY2013. These efforts are based on the company's belief that improving the skills of response personnel is essential. Specific procedures for the recovery of affected buildings, facilities, and processes have

also been established, and for alternative production in a production recovery system.

Recovery training for design drawings and other data is also carried out so that product development can be continued even after disasters. In addition, workshops to strengthen crisis management not only in Toyoda Gosei companies but also at Group companies and suppliers are conducted regularly. Assessments using anti-earthquake measure implementation status check sheets, clarification of weak points with graphs, introduction of responses taken at Toyoda Gosei and other companies, and cooperative preparation of business continuation plans (BCP) are carried out.

Disaster Response



Initiatives to Date

Classification	Measures
Facility and equipment measures	<ul style="list-style-type: none"> • Earthquake resistance measures for buildings and facilities • Establishment of a disaster prevention center to serve as an operations base for the entire company for anti-disaster department operations • Equipping all locations with a multi-channel access radio system (which is used in Japan for various purposes, from daily work to emergency and disaster situations) and satellite phones • Installment of a crisis management server (earthquake-resistant structure) and emergency power generators • Operation of a disaster recovery system for restoration of damaged systems and data centers (special facilities equipped with and operating computers, data communications, and other devices)
System measures	<ul style="list-style-type: none"> • Introduction of site and building safety decisions • Earthquake bulletin and employee safety information system training • Maintenance of supply chain information • Preparation of a business continuity plan (BCP)
Skills	<ul style="list-style-type: none"> • Continuation of resilience training (disaster simulations)

Strengthening of Global Risk Response

The status of risks, not just domestic but also frequently occurring global risks (tightening supply of parts and raw materials, COVID-19-related operation shutdowns, Ukraine situation and more), is identified, the early situation both in Japan and internationally is grasped (issuance of a

weekly BCP), and necessary actions are taken globally. Standardization is also underway so that measurements can be taken by domestic and international locations on their own initiative, strengthening the response to key risks seen in the business environment of each company.

Basic Policy for Cybersecurity Measures

To strengthen the control of confidential information, annual checks of the compliance status of each division based on company confidentiality management regulations are conducted together with onsite audits. Self-inspections are also done at Group companies in Japan and overseas, as well as at major suppliers.

Confidentiality officers are assigned in all departments, and confidentiality education activities are conducted based

on information system security operating standards and a confidential information management manual. At domestic and international Group companies and major suppliers, specific measures are stratified and executed based on the size of the impact on Toyoda Gosei and inspection results for cyber risk measures at each company. Regular reports and discussions are conducted in all company boards, and cybersecurity measures are taken together globally.

Main Cybersecurity Measures

Classification	Measures (domestic and international Group companies and suppliers respond in accordance with the size of the impact)
Prevent leakage due to negligence	Facility and equipment measures <ul style="list-style-type: none"> • Printing restrictions with ID card authentication for multifunction printers and dedicated drawing printers
	System measures <ul style="list-style-type: none"> • Data encryption on all personal computers • Security measures when sending emails out of the company (mandatory cc to superior's email address, encryption of attached files)
Prevent leakage due to malice	Facility and equipment measures <ul style="list-style-type: none"> • Increased surveillance cameras • Restrictions on writing onto external storage media • Installation of wire locks to prevent PC theft
	System measures <ul style="list-style-type: none"> • Confidentiality pledge • Monitoring of system use records, access log records • Stricter applications for taking items from premises • Strengthened hacking prevention measures (Internet) • Restricted access to file servers • Prevention of unauthorized connection to terminals brought in from the outside
Educational activities (morale measures)	<ul style="list-style-type: none"> • New employee education • On-site inspections of each department • Company-wide voluntary security control inspections using check sheets • Training in responding to targeted email attacks

Governance

Compliance

Basic Philosophy

Toyoda Gosei's management philosophy states, "We promote business operations with integrity through the establishment of a system founded on thorough compliance and corporate ethics." Together with highly ethical and fair business practices, we strive for thorough compliance in all areas based on this philosophy.

The Toyoda Gosei Group Charter for Business Ethics

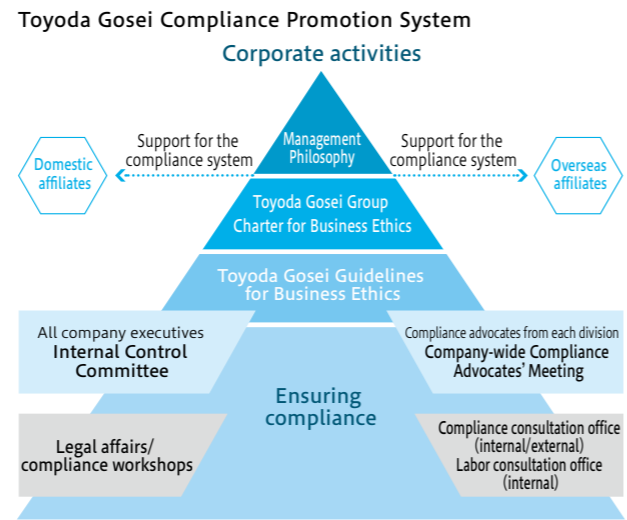
sets forth shared values and behavioral standards for the entire Toyoda Gosei Group. Group companies in Japan and other countries then formulate and implement their own behavioral guidelines based on the Charter. Toyoda Gosei Co., Ltd. has also established the Toyoda Gosei Guidelines for Business Ethics, which it expects every employee to follow, and has worked to familiarize all employees with these guidelines.

Compliance System

Toyoda Gosei has established the Internal Control Committee with the Company's president serving as chairman and all company officers as members. The Compliance Subgroup's activities include reporting on and discussing the status of compliance with business ethics, laws, and regulations. The items reported and discussed in the Committee are shared with the compliance advocates selected by each department in Companywide Compliance Advocates' Meetings so that they will be reflected in the activities of each workplace. The committee works for thorough compliance with a unified approach between management and the workplace.

Regular compliance liaison conferences are also held with Group companies in Japan. Group companies in other countries have also established compliance committees, appointed compliance advocates, or set up other compliance systems suited to the circumstances in their region and company. Compliance activities are

carried out globally in coordination with Toyoda Gosei Co., Ltd.



Specific Initiatives

Training and Educational Activities

Toyoda Gosei conducts various training and education activities with the aim of raising and solidifying compliance awareness in every employee. Trainings are conducted by level in the company and by risks corresponding to the work. The level-specific trainings target new officers, new managers, mid-level employees,

new employees and others as an opportunity to spread and deepen awareness of compliance at various career stages.

Risk-specific training is conducted for specific risks. These trainings include training for transferees prior to overseas assignments, anti-trust law training for

List of Workshops/Education at Toyoda Gosei

Category	Workshop name/education	Recipients	Main content
Workshops	Workshops/study sessions for officers	Company officers	Company law, fiduciary duty, etc.
	New manager training	New managers	Compliance, mental preparation as a manager, anti-trust laws, bribery, etc.
	Legal affairs/compliance training	General employees (mid-level)	Compliance, contracts, internal company regulations, laws (anti-trust laws, bribery, etc.)
	Fifth-year employee training	General employees (skilled workers)	Compliance in manufacturing settings
	New employee training	New employees	Compliance, laws
	Pre-overseas assignment training	Management/General employees	Compliance precautions in other countries (anti-trust laws, bribery, etc.)
	Anti-trust law training	Management/General employees (sales)	Laws, internal company regulations
	Product liability law training	Management/General employees (technical)	Laws, internal company regulations
Education	Training for sports clubs	Management/General employees (athletes, staff)	Compliance overall
	Compliance Academy (company newsletter)	All employees	Introduction of compliance cases
	Compliance KY Case Studies	All employees	Theme-based cases and interpretations (100)

people in sales and other business departments, training for sports clubs and more. Educational tools using various case materials are also prepared,

Awareness surveys and Self-Inspections

To ascertain the degree to which compliance awareness has penetrated the company and whether there are any signs of problems, we conduct an annual compliance sustainment questionnaire survey of all employees. The results of the survey are reported to the Internal Control Committee, and measures are implemented throughout the company based on the results. Each workplace also engages in educational activities led by compliance advocates.

In the FY2022 survey, the "level of recognition and understanding of the Toyoda Gosei Guidelines for Business Ethics" was 95.6%, and the "level of recog-

including a "Compliance Academy" that is regularly published in the company newsletter, and Compliance KY Case Studies.

ognition and understanding of compliance educational tools" was 93.4%.

Domestic and overseas group companies conduct annual self-inspections of the status of their compliance advocacy systems and major risks including antitrust and competition laws, bribery, internal control, labor, accounting, procurement, and quality. The results of the inspections are checked by each of the company's functional departments, and a feedback report is prepared. Each Group company then makes improvements based on the report and strives for thorough compliance through the PDCA cycle.

Initiatives for the Prevention of Antitrust and Competition Law Violations

The Toyoda Gosei Group Charter for Business Ethics states that we will conduct business activities with a spirit of "fair and free competition" (compliance with antitrust and competition laws). We have formulated the Codes of Conduct for Antitrust Law Compliance as guidelines to be followed by our employees, and are

working to ensure thorough compliance by employees through training and educational activities. Antitrust law compliance manuals based on the laws of each country are prepared for the regions where Group companies are located, and initiatives are made to prevent anticompetitive acts globally.

Initiatives to Prevent Corruption

The Toyoda Gosei Group Charter for Business Ethics clearly states that in our relationships with government agencies, political parties, and public officials, we shall strictly refrain from any behavior that could be mistaken for "back-scratching" or cronyism in the eyes of society in general, and shall strive to maintain highly transparent and sound relationships. We have also formulated Global Anti-Bribery Guidelines as a

common guide for global activities, and are making efforts to prevent bribery, accounting fraud, and other forms of corruption. Education is provided to employees through various types of level-specific training and training for Group companies doing business in regions where there is high risk to prevent corruption.

Early Detection and Correction of Problems Through an Internal Reporting System

We have established compliance consultation offices both inside and outside the company for the purpose of early detection and correction of problems related to violations of compliance, internal rules, and laws and regulations in the course of business operations. Outside lawyers are in charge of the external offices to deal with problems from an objective standpoint. This system allows all employees of the company and family members living with them to consult anonymously, and the company takes thorough measures to protect their privacy and ensure that they will not be treated unfairly because of their report.

that is used in common through external contacts. Overseas Group companies also have external or internal consultation services. In FY2021, as a result of making the consultation offices known to all, 42 reports and consultations were received from within the company and its domestic affiliates, mainly concerning labor management, workplace problems, and harassment. These cases were promptly investigated and appropriate corrective measures were taken to resolve the issues.

In addition to the internal consultation office of each Group company in Japan, inquiries are also handled at an external compliance consultation office

No. of Compliance Reports/Consultations (Japan)

FY	2018	2019	2020	2021
No. of cases	40	48	69	42

Governance

Management Members (As of June 16, 2022)



Toru Koyama
President

- 1982 Joined Toyoda Gosei
- 2005 General Manager of Development Division, Safety Systems Business Unit, Toyoda Gosei
- 2012 Corporate Officer, Toyoda Gosei President, Toyoda Gosei North America Corp.
- 2015 Managing Officer, Toyoda Gosei
- 2016 In charge of Corporate Planning Division, Toyoda Gosei Director, Managing Officer, Toyoda Gosei Chief of Purchasing Headquarters, Toyoda Gosei
- 2018 Director, Senior Managing Officer, Toyoda Gosei
- 2019 Executive Vice President, Toyoda Gosei Chief of Corporate Planning Division, Toyoda Gosei
- 2020 President, Toyoda Gosei (current)



Tomonobu Yamada
Executive Vice President

- 1981 Joined Toyoda Gosei
- 2007 General Manager of Sales Division 1, Toyoda Gosei
- 2010 Director, Toyoda Gosei
- 2012 Corporate Officer, Toyoda Gosei
- 2014 Managing Officer, Toyoda Gosei Chief of Sales Headquarters, Toyoda Gosei (current)
- 2016 Director, Managing Officer, Toyoda Gosei President, Toyoda Gosei (Shanghai) Co., Ltd.
- 2017 Director, Senior Managing Officer, Toyoda Gosei Adviser to General Industry Products Division, Toyoda Gosei
- 2019 Director, Corporate Officer, Toyoda Gosei Chief of General Industry Products Division, Toyoda Gosei
- 2020 Executive Vice President, Toyoda Gosei (current) Chief of Audit Division, Toyoda Gosei (current) Adviser to General Industry Products Business Headquarters, Toyoda Gosei
- 2021 Adviser to Life Solution Business Headquarters, Toyoda Gosei
- 2022 Chief of Taiwan Regional Headquarters, Toyoda Gosei (current)



Hiroshi Yasuda
Director, Corporate Officer

- 1982 Joined Toyoda Gosei
- 2006 General Manager of Planning Division, Safety Systems Business Unit, Toyoda Gosei
- 2010 President, Toyoda Gosei Czech, s.r.o.
- 2012 Corporate Officer, Toyoda Gosei
- 2016 Director, Managing Officer, Toyoda Gosei Chief of Production Headquarters, Toyoda Gosei Chief of Plastic Parts Production Center, Toyoda Gosei President, Tianjin Toyoda Gosei Co., Ltd.
- 2017 Adviser to Quality Assurance Headquarters, Toyoda Gosei
- 2018 Director, Senior Managing Officer, Toyoda Gosei
- 2019 Director, Corporate Officer, Toyoda Gosei (current) Chief of Safety & Health Promotion Division, Environment Division, Toyoda Gosei (current)
- 2021 Chief of Corporate Strategy Headquarters, Toyoda Gosei (current) Chief of Carbon Neutrality and Environment Promotion Division, Toyoda Gosei Adviser to Automotive Business Headquarters, Toyoda Gosei



Masaki Oka
Director, Corporate Officer

- 1985 Joined Toyota Motor Corp.
- 2012 Project Senior Manager, Finance & Accounting Division, Toyota Motor Corp.
- 2014 General Manager of Related Business Department, Toyota Motor Corp.
- 2015 Adviser, Toyoda Gosei Corporate Officer, Toyoda Gosei General Manager of Finance & Accounting Division, Toyoda Gosei In charge of IT Planning Division, Toyoda Gosei
- 2016 Deputy Chief of Finance & Accounting Headquarters, Toyoda Gosei Adviser to Quality Assurance Headquarters, Toyoda Gosei In charge of Audit Division, Toyoda Gosei
- 2017 Chief of Finance & Accounting Headquarters, Toyoda Gosei
- 2018 Director, Managing Officer, Toyoda Gosei Chief of IT Headquarters, Toyoda Gosei
- 2019 Director, Corporate Officer, Toyoda Gosei (current) Chief of Audit Division, Toyoda Gosei
- 2020 Chief of Corporate Planning Division, Toyoda Gosei
- 2021 Chief of Corporate Strategy Headquarters, Toyoda Gosei Deputy Chief of Corporate Strategy Headquarters, Toyoda Gosei Chief of Purchasing Headquarters, Toyoda Gosei (current)



Mayumi Matsumoto
Outside Director

- 1987 Contract newscaster, TV Asahi Corporation
- 1993 Contract newscaster, Japan Broadcasting Corporation
- 2003 Freelance announcer, Horipro Inc.
- 2008 Collaborative Researcher, Research Center for Advanced Science and Technology, The University of Tokyo
- 2009 Project Researcher, same as above
- 2011 Director, principal researcher, International Environment and Economy Institute (current)
- 2013 Visiting Associate Professor, Special Division of Environmental and Energy Science, Komaba Organization for Educational Excellence (KOMEX), The University of Tokyo (current)
- 2017 Director, Japan Council for Renewable Energy (current)
- 2019 Director, Toyoda Gosei (current)



Kenji Oiso
Audit & Supervisory Board Member

- 1980 Joined Sumitomo Metal Industries, Ltd.
- 2002 Deputy Manager, Finance & Accounting Div., Sumitomo Metal Ind., Ltd.
- 2004 Joined Mitsubishi Sumitomo Silicon, Co., Ltd.
- 2006 General Manager, Finance & Accounting Division, SUMCO Corp.
- 2011 Corporate Officer, SUMCO Corp.
- 2014 Functional Officer, Yokogawa Sumikin Bridge Corp.
- 2016 Joined Mirai Co., Ltd. General Manager Finance & Accounting Division, Mirai Co., Ltd.
- 2017 Project General Manager, Finance & Accounting Division, Toyoda Gosei
- 2019 Managing Director, Toyoda Gosei Corporate Pension Fund
- 2020 Full-Time Audit & Supervisory Board Member, Toyoda Gosei (current)



Yamato Suzuki
Audit & Supervisory Board Member

- 1987 Joined Toyota Motor Corp.
- 2012 Group Leader, Litigation Dept., Legal Division, Toyota Motor Corp. (Project Senior Manager)
- 2015 Project General Manager, Corporate Planning Division, Toyoda Gosei
- 2016 Deputy General Manager, Legal Division, Toyoda Gosei General Manager, Legal Division, Toyoda Gosei
- 2021 Full-Time Audit & Supervisory Board Member, Toyoda Gosei (current)



Chika Kako
Outside Audit & Supervisory Board Member

- 1989 Joined Toyota Motor Corp.
- 2015 Chief Engineer, Lexus International ZL, Toyota Motor Corp.
- 2018 Managing Officer, Toyota Motor Corp.
- 2019 Field General Manager, Material Technology Field, Materials Advanced R&D and Engineering Company, Toyota Motor Corp.
- 2020 Senior General Manager, Material Technology Field, Advanced R&D and Engineering Company, Toyota Motor Corp. (current) Audit & Supervisory Board Member, Toyoda Gosei (current)



Takashi Ishikawa
Director, Corporate Officer

- 1985 Joined Toyota Motor Corp.
- 2008 General Manager of Upper Body Engineering Division 2, Toyota Motor Corp.
- 2013 Adviser, Toyoda Gosei Corporate Officer, Toyoda Gosei
- 2016 Managing Officer, Toyoda Gosei
- 2019 Corporate Officer, Toyoda Gosei
- 2020 Director, Corporate Officer, Toyoda Gosei (current) Chief of Research and Development Headquarters, Toyoda Gosei
- 2022 Chief of Carbon Neutrality and Environment Promotion Division, Toyoda Gosei (current) Technical Liaison Officer of Research and Development Headquarters, Toyoda Gosei (current)



Naoki Miyazaki
Director

- 1980 Joined Toyota Motor Company
- 2008 Managing Officer, Toyota Motor Corp.
- 2013 Senior Managing Officer, Toyota Motor Corp.
- 2014 Adviser, Toyoda Gosei Executive Vice President, Toyoda Gosei
- 2015 President, Toyoda Gosei
- 2020 Chairman, Toyoda Gosei
- 2021 Executive Vice President Toyoda Gosei (current) Director, Toyota Boshoku Corp. (current) Director, Toyoda Gosei (current) Outside Audit & Supervisory Board Member, Hino Motors, Ltd. (current)



Sojiro Tsuchiya
Outside Director

- 1975 Joined Nippondenso Co., Ltd.
- 2002 Director, Denso Corp.
- 2004 Managing Officer, Denso Corp.
- 2007 Senior Managing Director, Denso Corp.
- 2011 Executive Vice President, Denso Corp.
- 2013 Advising Executive Engineer, Denso Corp.
- 2015 Director, Toyoda Gosei (current) Adviser, Denso Corp.



Kimio Yamaka
Outside Director

- 1980 Joined Japan Development Bank
- 2007 Deputy Director-General, Development Bank of Japan
- 2009 Director of the Energy Strategy Institute Co., Ltd. (current)
- 2012 General Advisor on Energy Policy for Yamagata Pref. (current)
- 2014 Project Professor, Graduate School of Economics, Kyoto University (current)
- 2016 Director, Toyoda Gosei (current)



Hideomi Miyake
Outside Audit & Supervisory Board Member

- 1968 Joined Toyoda IronWorks Co., Ltd.
- 1993 Director, Toyoda IronWorks Co., Ltd.
- 1999 Managing Director, Toyoda IronWorks Co., Ltd.
- 2003 Senior Managing Director, Toyoda IronWorks Co., Ltd.
- 2005 President, Toyoda IronWorks Co., Ltd.
- 2011 Chairman, Toyoda IronWorks Co., Ltd.
- 2015 Audit & Supervisory Board Member, Toyoda Gosei (current)
- 2016 Senior Adviser, Toyoda Iron Works Co., Ltd. (current)



Hitoshi Kuwayama
Outside Audit & Supervisory Board Member

- 1990 Registered as attorney Joined Midosuji LPC
- 1997 Partner at Midosuji LPC
- 2011 Outside Company Auditor, Maxvalu Nishinohon Co., Ltd.
- 2012 Vice Chairman, Osaka Bar Association
- 2013 Part-time Lecturer, Kyoto University Law School
- 2015 Outside Director, Maxvalu Nishinohon Co., Ltd.
- 2020 Senior Partner, Midosuji LPC (current) Outside Director, Zett Corporation (Audit and Supervisory Committee Member) (current)
- 2022 Audit & Supervisory Board Member, Toyoda Gosei (current)

Corporate Officers

Ryo Onishi

Yoshiyuki Fujita

Hiromasa Zaitso

Yutaka Ogasawara

Tadashi Yamamoto

Mitsuhiro Nawashiro

Makoto Hasegawa

Katsumi Saito

Kenji Hayashi