# Value Creation Process

# Input

#### Demands from society Social issues from the perspective of Toyoda Gosei

Provide both innovations in automotive technology (BEVs, CASE) and a safe and secure mobility society

Increasingly serious problems in the global environment

Changing values/diversification of work styles

Fewer children/aging population

Changes in company competitiveness with accelerating digital/IT transformation

Increasing political instability
—Import/export regulations, cost of living/foreign
exchange fluctuations, instability in energy supply

Unstable material supply due to COVID-19 pandemic

## Management capital

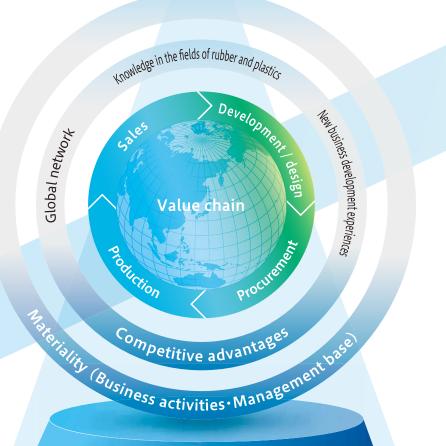
Management capital built up over more than 70 years of company history

- Human
- Manufactured
- Intellectual
- Social and relationship
- Natural
- Financial

# **Business Model**

## Company Creed/Management Philosophy

Mid-Term Business Plan (2025 Business Plan)

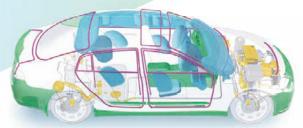


TG Spirit / Sincerity, Activity, Unity

Corporate governance /
Risk management / Compliance

Output

## Business, Products



#### **Automotive**



Safety Systems



**Interiors and Exteriors** 



**Functional Components** 



Weatherstrips

#### Other areas



General Industry Products

LEDs /e-Rubber

Re-S eco-brand

## Outcome

Toyoda Gosei aims to grow as a global company that acts flexibly and swiftly in today's dramatically changing business environment, delivering the highest levels of satisfaction to customers worldwide through safety, comfort, well-being and the environment.

Mid-term targets (2025)

- Revenue ··· More than ¥1 trillion
- Operating profit ratio · · · · 8%
- ROE (Return on equity) ··· 10%

### Providing value to stakeholders and society

#### Natural environment





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#### Shareholders, Investors

- Stable, sustainable shareholder returns
- Provision of transparent IR information

#### **Employees**

- Active participation of a diverse workforce
- Stimulating and pleasant workplace environment

#### Customers

- Contributing to business growth, purpose realization
- Provision of safe and reliable products
- Flexible response to business transformation

#### Suppliers

- Sustainable, equitable and fair business dealings
- Mutual development based on mutual trust

#### Local communities, government

- Achieving a safer and more comfortable mobility society
- Contributing to stable community development



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