Value Creation Process

• Financial

With the company creed of "Boundless creativity and social contribution," the Toyoda Gosei Group leverages its expertise in rubber and plastic, its global reach, and its experience in pioneering new businesses, and will continue to meet social needs through the provision of automotive products and other innovations.

Business Model Output Input Company Creed/Management Philosophy **Demands from society** Social issues from the perspective of Toyoda Gosei Provide both innovations in automotive Mid-Term Business Plan (2025 Business Plan) P32 technology (BEVs, CASE) and a safe and secure mobility society Increasingly serious problems in the global Business, environment **Products** Changing values/diversification of work styles uledge in the fields of rubber and plastics Fewer children/aging population Changes in company competitiveness with accelerating digital/IT transformation Global network Increasing political instability -Import/export regulations, cost of living/foreign exchange fluctuations, instability in energy supply Value chain Unstable material supply due to **Automotive** COVID-19 pandemic Safety Systems P34 Interiors and Exteriors P35 Management capital P18 Competitive advantagement (Business activities Management) Functional Components P36 Management capital built up over more than 70 years of company history Weatherstrips P37 • Human Other areas P38 Manufactured • Intellectual **General Industry Products** TG Spirit / Sincerity, Activity, Unity P21 Social and relationship LEDs /e-Rubber • Natural 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

• Fast response to climate change (Contributing to carbon neutrality, circular societies)

7 AFFORDABLE AND CLEAN ENERGY

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Shareholders, Investors

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

Employees

Customers

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

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

Suppliers 12 Broaders Application Company Comp

- 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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Higher sustainable corporate value from value creation cycle

Risk management / Compliance P68

Corporate governance /

16 17