

## Social and Relational Capital

Number of suppliers  
[Toyoda Gosei Co., Ltd.]  
**772** companies

### Building strong relationships with stakeholders through close dialogue

In this once-in-a-century period of tremendous change, and instability in the international community, smooth cooperation with various stakeholders is crucial to realizing our management vision. Toyoda Gosei will engage in careful dialogue with our stakeholders, and, together with these stakeholders, build and maintain strong relationships of mutual trust by providing value to society. We will continue to steadily evolve even in the current harsh business environment.

- Dialogue with institutional investors (financial results briefings, small meetings, ESG briefings, facility tours, business briefings, and more)
- Joint research with universities (Nagoya University, Osaka University, University of Tokyo, others)

Social Initiatives **P54**

## Natural Capital

Total energy input  
**2,361,000 GJ\***

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

### Initiatives for climate change and resource recycling that leverage our environmental technologies and knowledge

Toyoda Gosei began full-scale environmental activities in 1993 with its “First Environmental Action Plan” and we have been strongly committed to environmental activities over these 30 years. Natural capital is the root of materiality and outcomes, and by further advancing our cultivated knowledge and technology in environmental conservation, and our knowledge in the fields of rubber and plastics, we will achieve efficient resource investment and reduction of environmental impacts, promoting both environmental and economic value.

- Total material input: 40,305t
- Water resource input: 1,120,000m<sup>3</sup>
- Renewable energy input: 34,000GJ
- Percentage of production sites that have acquired ISO 14001 certification (environmental management): 100%

Materiality **P22** Environment Initiatives **P42**

## Financial Capital

Credit rating  
**A+(R&I)**

### Sound financial management that supports sustainable growth and increased corporate value

Sustainable growth requires continuous investment in facilities, R&D, and human resources. Toyoda Gosei will maintain the stability of its financial base through sound financial management and achieve continuous growth by effectively using financial capital with the necessary timing. In the future, by introducing new management indicators such as ROIC, promoting decision-making that emphasizes investment efficiency, and improving capital efficiency through the establishment of a system for global and nimble financing, we aim to increase corporate value through multifaceted financial management that emphasizes capital efficiency.

- Shareholders' equity: ¥ 428.8 billion
- Interest-bearing debt: ¥ 173.6 billion
- Ratio of equity attributable to owners of parent to total assets: 49.9%

Message from the Officer in Charge of Finance **P40** Financial and Non-Financial Highlights **P86**