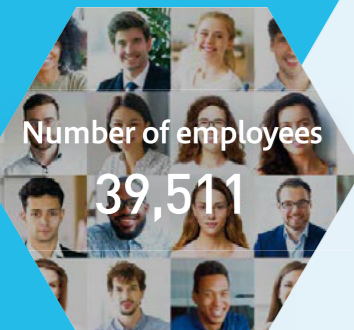


Management Capital

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

Human Capital



Number of employees
39,511

A manufacturing workforce with diverse individual characteristics and strengths to support corporate evolution and growth

Toyoda Gosei operates 61 Group companies in 16 countries and regions around the world. We will continue to evolve and grow through the collective efforts of our employees, who have diverse talents and values that differ in terms of nationality, gender, age, and lifestyle, as they display their full abilities. We promote the creation of healthy and comfortable work environments where everyone can fully demonstrate their abilities while experiencing personal growth.

- Percentage of employees outside of Japan: 76.3%
- No. of female managers [Toyoda Gosei Co., Ltd.]: 30
- Local executive percentage: 31.0%
- Percentage of management who are mid-career hires [Toyoda Gosei Co., Ltd.]: 30.9%

Active Participation of a Diverse Workforce **P58**

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**

Manufacturing Capital



Number of locations
61 companies

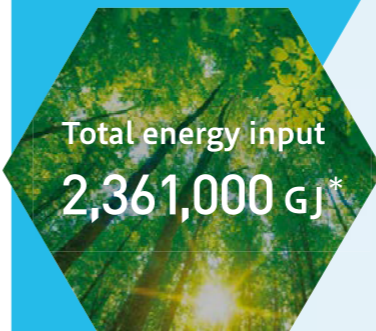
Leveraging our global network and knowledge in the fields of rubber and plastics for the timely provision of safety, comfort, well-being, and the environment to customers around the world

To meet the needs of our customers around the world in a timely manner, we have established sales and engineering structures with close ties to each region and an optimal global production and delivery system. In addition, we are enhancing our manufacturing capabilities through innovative advancements in manufacturing methods and production equipment by leveraging our own knowledge in the fields of rubber and plastics, a strength we have cultivated for more than 70 years. Going forward, we will introduce internal carbon pricing (ICP) to promote investment decisions based on the balance between environmental and economic activities.

- Capital investment: ¥49.7 billion

Competitive Advantages **P20**

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: 1,120,000m³
- Renewable energy input: 34,000GJ
- Percentage of production sites that have acquired ISO 14001 certification (environmental management): 100%

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

Intellectual Capital



R&D expenses
¥33.5 billion

Refining our research and development (R&D) capabilities to further enhance our competitive advantage in new business development experiences

We are going through a period of tremendous change with the transformation of the automobile. Grasping the needs of customers and society as early as possible and possessing the technological capabilities that will be needed in five to ten years will be important, as R&D capabilities are the source of growth for the company. Toyoda Gosei has invested approximately 100 billion yen in R&D over the last three years for new and existing businesses. We will continue to enhance our competitive advantage by utilizing IP landscaping and other means to improve the accuracy and speed of decision-making in new business development.

- No. of developers and engineers [Toyoda Gosei Co., Ltd.]: 2,327
- No. of patents held: 4,829

Competitive Advantages **P20** Financial and Non-Financial Highlights **P86**

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**