

Management Philosophy

Boundless Creativity and Social Contribution

Good corporate citizenship

We, as a good corporate citizen, contribute to the economy and society through community-based business activities and social action programs.

Proper business operation

We promote business operations with integrity through the establishment of a system founded on thorough compliance and corporate ethics.

Sustainable growth

We aim to build up the TG Group's collective strength through an open and fair relationship with suppliers, through a mutually strengthened corporate structure and innovative management response to change.

Customer satisfaction

We aim to provide products and services with satisfying quality and price in a timely manner, through forward-looking R&D and production engineering.

Conservation of global environment and resources

We aim to conserve the global environment and resources in order to hand down a greener world to our children through every business activity, which includes cooperation with society and the development of an environment-friendly product and manufacturing process.

Respect for the individual

We aim to establish a vibrant corporate culture through respect for individuality and the value of enhanced teamwork, based on shared responsibility and mutual trust between employees and management.

Editorial policy

This report was compiled with the aim of providing shareholders, investors, and all other stakeholders with a deeper understanding of the Toyoda Gosei Group. It describes the fiscal 2018 business performance of the Group and explains the Group's strategy and efforts for creating medium- and long-term value.

Since the 2018 report issued last year, the Toyoda Gosei Report has been compiled as an integrated report. We have tried to make it straightforward and understandable, with reference to the International Integrated Reporting Framework (International Integrated Reporting Council (IIRC)) for the IR section and the GRI Standards (Global Reporting Initiative) for the ESG section.

Period covered by report

April 1, 2018 to March 31, 2019

This report principally covers the period above, but content related to other periods may be included as needed.

Scope

Toyoda Gosei Group

The scope is outlined individually for some items.

Date of issue

September 2019

(Last published in November 2018; issued once a year)

Disclaimer

Careful attention was paid to the content of this Report, but accuracy and the timing of updates is not guaranteed and Toyoda Gosei shall bear no responsibility for trouble, loss, or damage resulting from updates or errors in the information herein.

Reference guidelines

- International Integrated Reporting Framework (International Integrated Reporting Council (IIRC))
- GRI Standards (Global Reporting Initiative)
- Environmental Reporting Guidelines, 2018 Edition (Ministry of the Environment, Japan)
- Environmental Accounting Guidelines, 2005 Edition (Ministry of the Environment, Japan)

*Environmental data/ examples is available on our website.

For CO₂ emissions we received third-party verification.

<https://www.toyoda-gosei.com/csr/environmental/report1/>

Contents

- 3 Management Philosophy, Editorial Policy
- 4 History of Toyoda Gosei

Value Creation Strategy

- 6 Toyoda Gosei's Value Creation Process
- 8 Letter from the President
- 12 Medium- and Long-Term Business Plan, "2025 Business Plan"
- 18 Message from the Officer in Charge of Finance
- 20 Financial and Non-Financial Highlights
- 22 Overview of Business

Foundation Supporting Value Creation

- 34 Sustainability ESG and SDGs
- 36 Environment
- 44 Social
- 52 Governance

Financial Report

- 60 Consolidated 10-Year Financial Summary
- 62 Financial Review
- 64 Consolidated Financial Statement
- 68 Company, Investor Information