## Toyoda Gosei's Value Creation Process Communicating With many stakeholders Dealing with risks and opportunities that affect Toyoda Gosei Value chain\* Environmental and social issues Deepening social issues Global warming Development Depletion of resources and Technical Water risks from Design droughts and floods Increasing number of endangered species Business Sales **Procurement** Aging populations activities that give rise to Acceleration of **Production** technical innovation value in society loT/Al Electrification Changing values Diversification of Changing consumer behaviors Ownership → shares Strengths of Toyoda Gosei Knowledge New business Global in the fields of development Network rubber and experiences plastics Sources of value creation Financial Manufactured Intellectual Human Natural

Activity

Sincerity

Unity

A society of well-being, safety and comfort Toyoda Gosei stakeholders Resolving social problems Safety Interiors and Systems Exteriors Markets GaN power Weatherstrip LEDs. General Industry Products Functional Components Dealing with aging societies Achieving Sustainable company Provision of safety and comfort growth Return of value

## \*Toyoda Gosei's value chain

Development and Technical Design Procurement Production Sales

- Commercialization in new fields utilizing core technologies
- Development of new technologies and products coping with CASE
- Strategies of modularization and system products
- Globally standardized know-how and processes
- Further promotion of TPS
- "Jidoka" and manpower saving utilizing IT
- Reduction of environmental burden by production engineering reform
- Anticipating customer needs and introducing high value-added products
- Shift of resources to key fields through selection and concentration
- Pursuit of economies of scale and thoroughgoing efficiency and cost reduction activities