Value Creation Process

Input

Societal demands/Social issues from Toyoda Gosei's perspective

- Achieving both innovations in automotive technology (electrification and intelligence) and a safer mobility society
- Changes in company competitiveness due to accelerating digital/IT transformation
- Increasingly serious problems in the global environment
- Business transformation due to climate change and resource shortages
- Demographic changes (declining birthrate and aging population)
- Changing values and diversifying work styles
- BCP risks
- Rising geopolitical risks

Management Base and Sources of Competitiveness

Human Capital
Diverse human resources to support value creation

Manufacturing Capital
Global network to realize a variety of solutions

Intellectual Capital
Knowledge and technology platform to transform business models and build competitive advantages

Social and Relationship Capital
Engagement with stakeholders

Natural Capital
Global management for transformation to positive impact

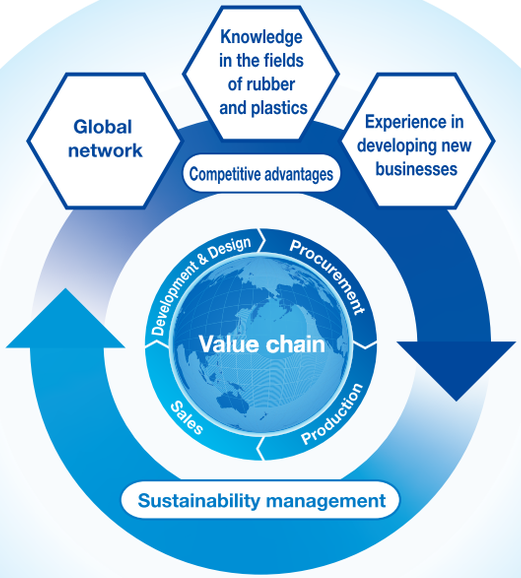
Financial Capital
Strong financial base

Business Model

Company Creed/ Management Philosophy

Materiality

Medium-Term Business Plan "2030 Business Plan"



TG Spirit/Sincerity, Activeness, Unity

Corporate governance, risk management, compliance

Output

Businesses, Products



Automotive parts

- Safety Systems
- Interior and Exteriors
- Functional Components
- Weatherstrips

Other

General Industry Products, LED/ e-Rubber, Re-S ethical brand
Re-S Online Shop

Outcome

Our Vision

What we aspire to be	Become a company that pursues the possibilities of polymers to contribute to a future of better mobility and living
Delivered value	"Safety," "Comfort," and "Decarbonization"
Basic policy	Focus on fields that balance social value and economic value

Providing value to stakeholders and society

Natural environment
- Prompt response to climate change (Contributing to carbon neutrality, circular societies)

Shareholders, investors
- Stable, sustainable shareholder returns
- Providing transparent IR information

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

Customers
- Contributing to business growth, purpose realization
  - Providing safe and reliable products
  - Flexible response to business transformation

Suppliers
- 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

Driving sustainable corporate value growth through iterative cycles of value creation