

We are a global company that delivers satisfaction to customers worldwide through safety, comfort, well-being and the environment

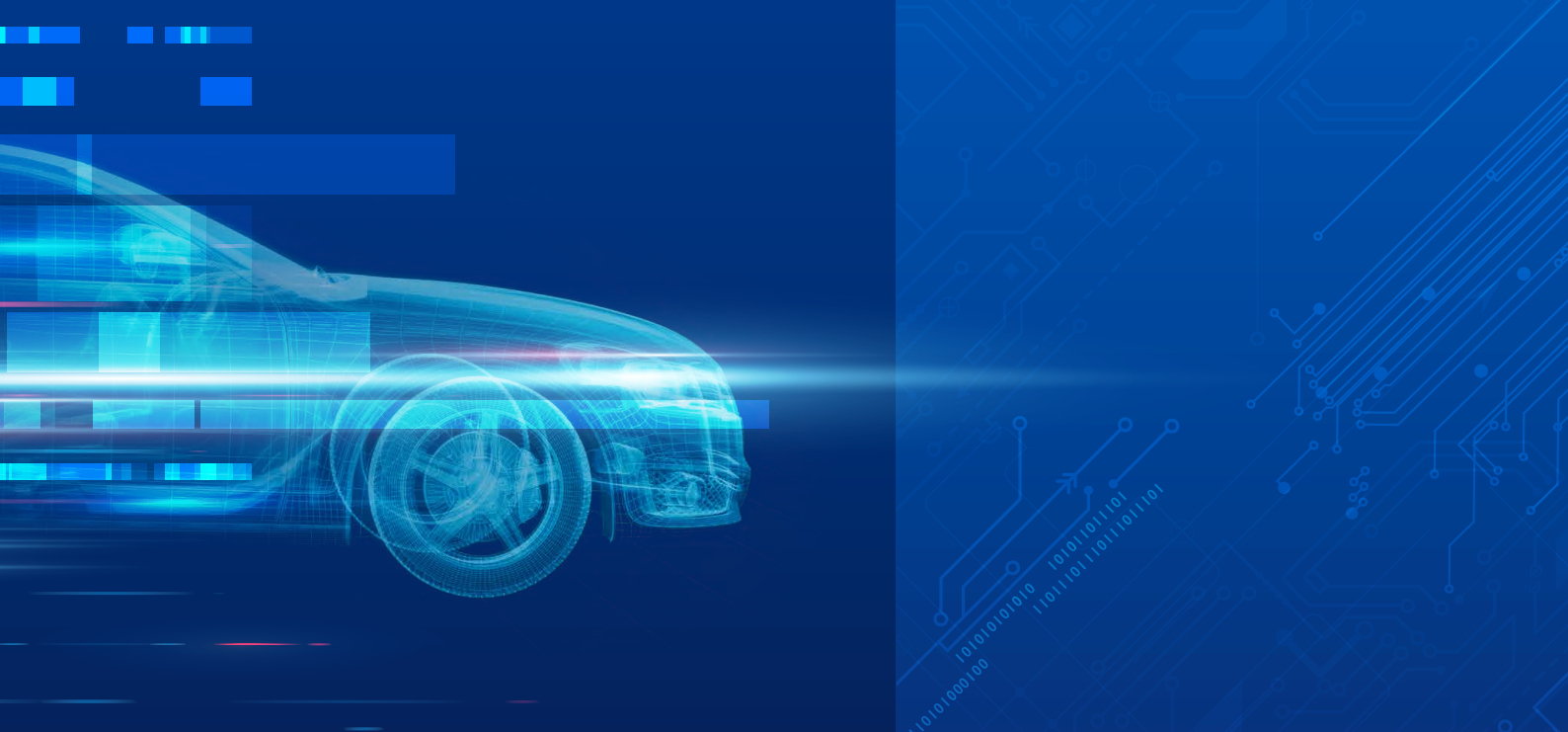
The Toyoda Gosei Group continues to meet the needs of society through the provision of automotive and other products using rubber and plastic technology.

Contents

- 3 Management Philosophy
- 4 History of Toyoda Gosei
- 6 Businesses and Locations
- 8 Financial and Non-Financial Highlights

Value Creation Strategy

- 10 Letter from the President
- 14 Message from the Officer in Charge of Finance
- 16 Value Creation Process
- 18 Sustainability SDGs and ESG
- 20 Feature: Carbon Neutrality Strategy
- 26 Mid-Term Business Plan (2025 Business Plan)
- 28 Growth Strategies in Each Business Field:
Automotive Business/New Fields
- 36 Feature: Manufacturing Innovation Strategy



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.

Foundation of Value Creation

38 Environment (E)

Contributing to environmental preservation through all our business activities / Environmental action plan activities and results / Building a decarbonized society / Building recycling societies / Environmental preservation and building environmentally-friendly societies / Environmental management / Collaboration with external organizations / Third-party assessment

52 Social (S)

Human resources strategy / Respect for human rights / Promotion of human resources development / Active participation of a diverse workforce / Workstyle and workplace cultural reforms / Work-Life balance / Health and safety / Health and safety efforts / Health management / Uniform global quality assurance / Supply chain management / Contributing to local communities / Support activities during the COVID-19 pandemic

66 Governance (G)

Corporate governance / Risk management / Compliance / Management members

Financial Report

76 Consolidated 10-Year Financial Summary

78 Financial Review

80 Consolidated Financial Statement

Consolidated statement of financial position / Consolidated statement of profit or loss / Consolidated statement of comprehensive income / Consolidated statement of changes in equity / Consolidated statement of cash flows

Related information

84 Company and Investor Information

85 Editorial Policy, Recognition from Society