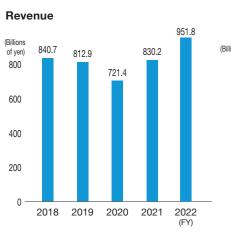
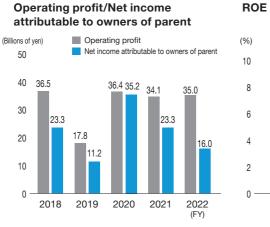
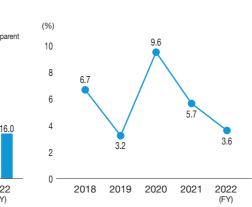
Financial Highlights

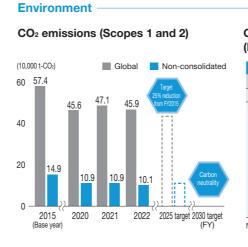
* The Toyoda Gosei Group has adopted IFRS from the first quarter of the consolidated fiscal year ended March 31, 2019. Figures for the fiscal year ended March 31, 2018 have also been reclassified to IFRS basis.







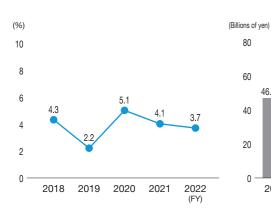
Non-Financial Highlights



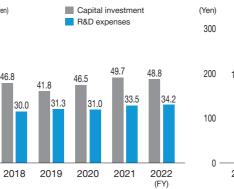


Minimal or not applicable for other than above

Operating profit ratio



Capital investment/R&D expenses



173.6

163.

2022

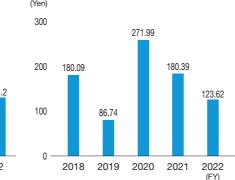
(FY)

Cash and cash equivalents

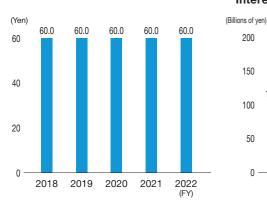
Interest-bearing debt

2018 2019 2020 2021

Basic net income per share



Dividend per share



Cash and cash equivalents/ Interest-bearing debt

200

150

100

50

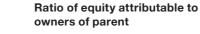
80

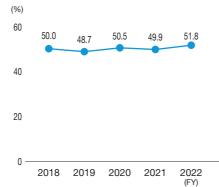
60

40

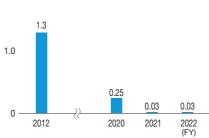
20

46.8

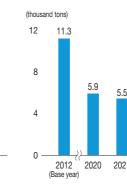




Greenhouse gas (6 gases) emissions (CO₂ equivalent) (non-consolidated) (10,000 t-CO₂) 2.0



Waste volume (non-consolidated)



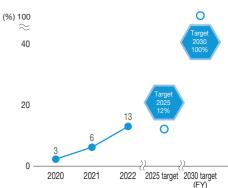
Waste generation and disposal Plastic industrial waste volume (non-consolidated) (FY2022 result) (non-consolidated) (tons) 1,500 Fee-based 1,373 recycling volume (sale) 1,215 In-house re 1,152 6,018 t volume 1,096 t 1.000 Fee-based recycling 500 volume (payment) 5,104 5,104 t Ο. 2019 2020 2021 (Base year)

Data

CO₂ emissions by Scope 3 Category (FY2022 Results) (Global)

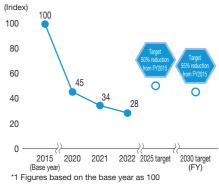
	Emissions (10,000 tons)			
	10.62			
	35.24			
hased	209.3			
	16.3			
activities	7.1			
	16.6			
rations	4.0	260.5		
	0.9			
ng	4.5			
sets	0.6			
	1.2			

Renewable energy adoption rate (Global)





Waste volume per unit sales (index*1) (Overseas affiliates)



Water intake per unit sales (index*2) (non-consolidated) (Index) 120 1,050 1,073 60 2030 target (FY) 2022 2022 2025 target 2030 target 2019 2020 2021 (Base year) *2 Figures based on the base year as 100

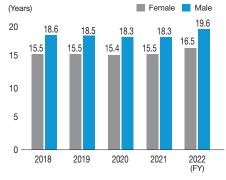
Non-Financial Highlights

Society

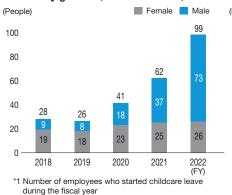
Results of Key Items in FY2022 and Targets for FY2025 and FY2030 (Non-Consolidated)

Key item	FY2022 Result	FY2025 Target	FY2030 Target
Annual number of participants in training programs for executives	60	80	_
Ratio of employees dispatched overseas (managers and technical and administrative staff)	21%	25% or more	_
Number of DX staff trained	190	270	400
Number of female managers	33	45 (4.0%)	100 (8.8%)
Ratio of local executives (vice presidents and above at overseas affiliates)	32% (Global)	40% or more (Global)	60%
Ratio of mid-career hires in management positions	30%	30% or more	30% or more
Employment of people with disabilities	2.79% (Domestic affiliates)	Achievement of legally mandated employment ratio (Domestic affiliates)	_
Engagement survey results (Positive evaluation)	59%	70% or more	75% or more
Average overtime hours	11.3 hr/month/person	10.0 hr/month/person or less	-
Percentage of employees taking paid vacations	94%	95% or more	-
Percentage of male employees taking childcare leave	44.8%	75%	100%
Wage difference between men and women	76.6%	77%	82%

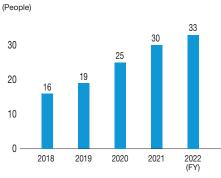
Average years of service by gender (non-consolidated)



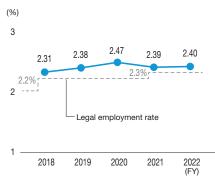
Number of employees taking childcare leave by gender (non-consolidated)*1

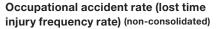


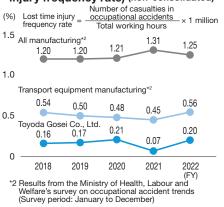
Number of women in management positions (non-consolidate)



Employment rate of persons with disabilities (non-consolidated)







Governance

Number of employees receiving compliance training (non-consolidated)

