

Contents

About Toyoda Gosei

- 2 Company Creed/Management Philosophy/TG Spirit
- 4 Contents/Editorial Policy/Purpose of This Report

Value Creation Story

- 6 Message from the President
- 12 Toyoda Gosei in Numbers
- 14 History of Our Business Evolution and Value Creation
- 17 Our Competitive Advantages
- 18 Value Creation Process
- 20 Materiality (Key Issues)
- 24 Toyoda Gosei's Management Capital
- 26 Sustainability Management
- 27 Business Overview

Foundation of Value Creation

- 72 Quality Assurance
- 74 Environment
- 80 DX
- 81 Supply Chain Management
- 84 Human Rights Initiatives
- 86 Health and Safety
- 87 Contribution to Local Communities
- 88 Governance
- 96 Interview with Outside Directors
- 100 Compliance

Value Creation Strategy

- 36 Growth Strategy Overview
- 40 Expansion Strategy
- 42 **Feature:** The Future of TG INDIA
- 44 Development Strategy
- 52 Manufacturing Strategy
- 56 **Feature:** Implementing Automation Through Ingenuity and Innovation: Expanding "Simple/Slim & Sensible Automation" from Thailand Globally
- 58 Human Resource Strategy
- 66 Financial Strategy
- 68 Risk Management

Data

- 102 Officers
- 104 Consolidated 10-Year Financial Summary
- 106 Consolidated Financial Statements
- 110 Financial and Non-Financial Highlights
- 113 IR Activities and External Recognition
- 114 Company and Investor Information

Editorial Policy

This report was prepared for the purpose of enabling shareholders, investors, and other stakeholders to gain a deeper understanding of the Toyoda Gosei Group. The report presents the Toyoda Gosei Group's strategies and initiatives for creating medium- and long-term value. In editing, we refer to frameworks such as the "Integrated Reporting Framework" proposed by the IFRS Foundation, the "Integrated Disclosure and Dialogue Guidance for Value Co-creation" by the Ministry of Economy, Trade and Industry, and the "Intellectual Property and Intangible Assets Governance Guidelines" by the Cabinet Office. We strive to create concise and easily understandable content. For more detailed information on financial and non-financial information, please visit our shareholders and investors site and sustainability site on our official website.

Purpose of This Report

Financial Information

Website: Investor Relations
<https://www.toyoda-gosei.com/ir/>



Annual Financial Report

Non-Financial Information

Website: Sustainability
<https://www.toyoda-gosei.com/csr/>



Environment/Social/
Governance etc.

Toyoda Gosei Report

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



Reporting Period

April 1, 2023 to March 31, 2024
(Past initiatives and recent information are included where necessary to facilitate understanding of the disclosed information.)

Scope of Report

As a general rule, the report covers the 60 companies of the Toyoda Gosei Group, consisting of Toyoda Gosei Co., Ltd. and its subsidiaries and affiliates in Japan and overseas. (Some items are treated individually.)

Date of Issue

December 2024
(Previous edition issued in December 2023, published annually)

Glossary

ICE: Internal Combustion Engine
BEV: Battery Electric Vehicle
HEV: Hybrid Electric Vehicle
PHEV: Plug in Hybrid Electric Vehicle
FCEV: Fuel Cell Electric Vehicle
CASE: A term coined from the initial letters of Connected, Autonomous, Shared & Service, and Electric.
CN: Carbon Neutrality
CE: Circular Economy

Disclaimer

While every effort has been made to ensure the accuracy of the information contained in this report, we do not guarantee the accuracy or timing of updates, and are not liable for any problems, losses, or damages arising from updates, errors, or other issues in the provided information.