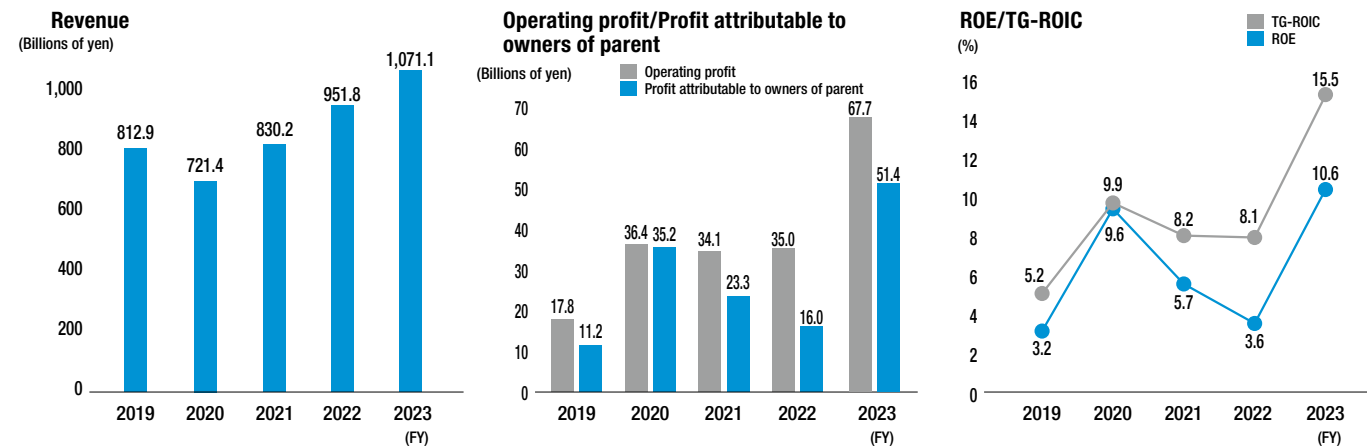
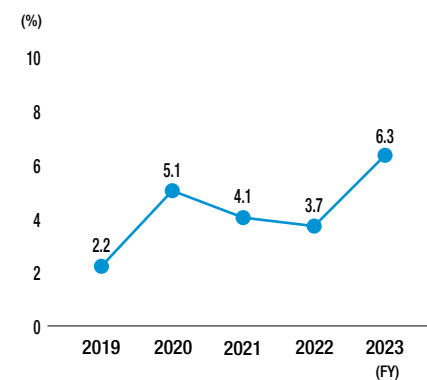


## Financial Highlights

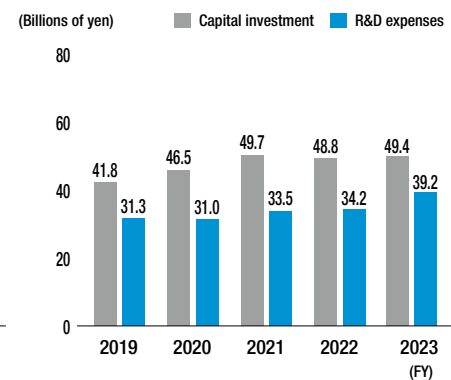
\* The Toyoda Gosei Group has adopted IFRS from the first quarter of the consolidated fiscal year ended March 31, 2019.  
Figures for the fiscal year ended March 31, 2018 have also been reclassified to IFRS basis.



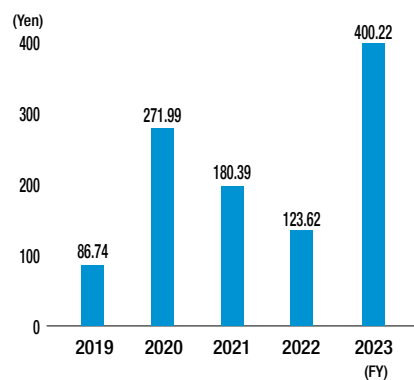
### Operating profit ratio



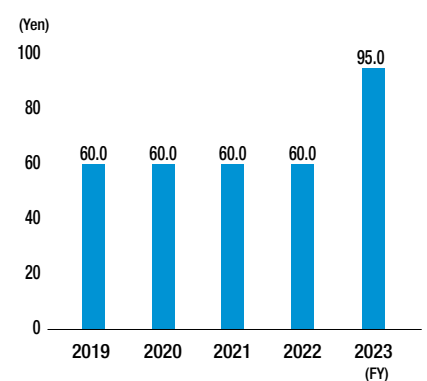
### Capital investment/R&D expenses



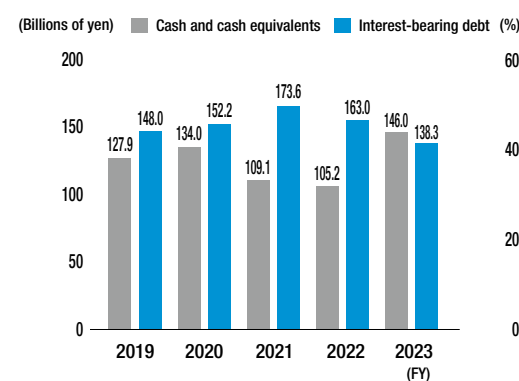
### Basic net income per share



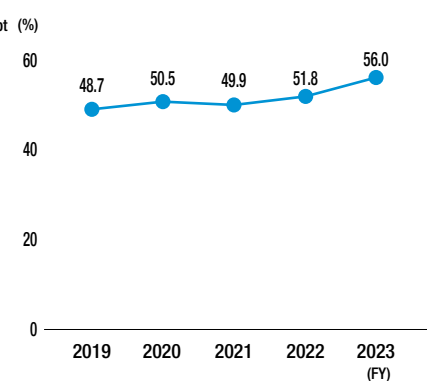
### Dividend per share



### Cash and cash equivalents/ Interest-bearing debt



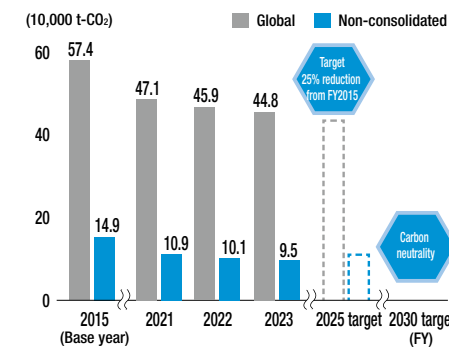
### Ratio of equity attributable to owners of parent



## Non-Financial Highlights

### Environment

#### CO<sub>2</sub> emissions (Scopes 1 and 2)

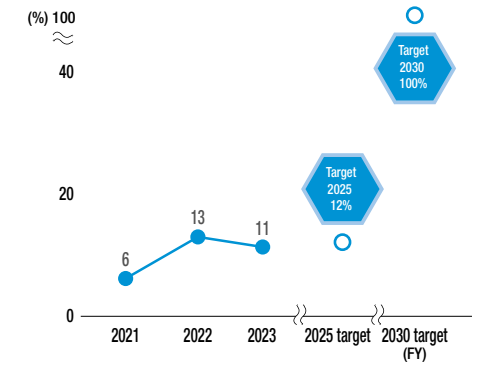


#### CO<sub>2</sub> emissions by Scope 3 Category (FY2023 Results) (Global)

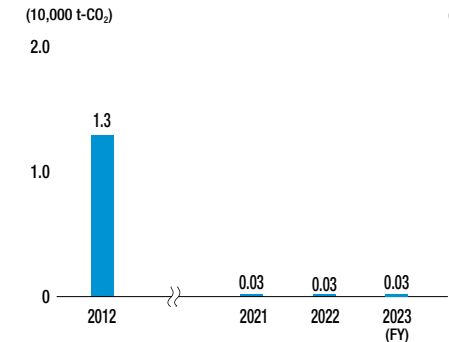
Emissions (10,000 tons)		2030 Target
FY2023 Result		Target
CO <sub>2</sub> emissions (by Scope 3 Category) Total: 274.4		27.5% reduction
Category 1: Products and services purchased	216.1	Category 9: Downstream logistics 0.2
Category 2: Capital goods	16.2	Category 10: Processing of sold products 6.4
Category 3: Fuel and energy-related activities (Not included in Scopes 1 and 2)	7.1	Category 11: Usage of sold products 0.1
Category 4: Upstream logistics	15.9	Category 12: Disposal of sold products 1.3
Category 5: Waste generated from business activities	4.0	Category 13: Downstream leased assets (Note)
Category 6: Business travel	0.7	Category 14: Franchise (Note)
Category 7: Employee commuting	4.8	Category 15: Investments 1.4
Category 8: Upstream leased assets	0.3	

(Note) Not applicable  
\*1 27.5% reduction from FY2019 (Category 1)

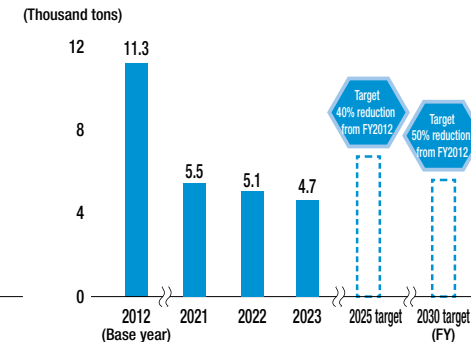
#### Renewable energy adoption rate (Global)



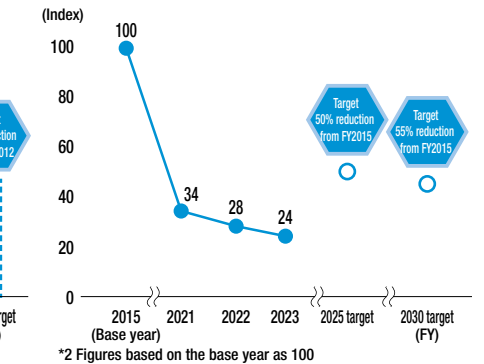
#### Greenhouse gas (6 gases) emissions (CO<sub>2</sub> equivalent) (Non-consolidated)



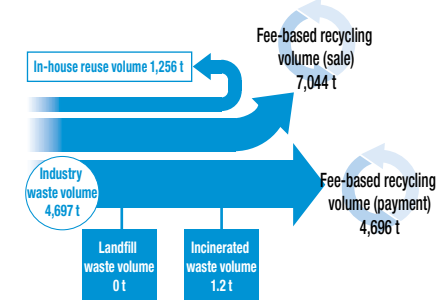
#### Industry waste volume (Non-consolidated)



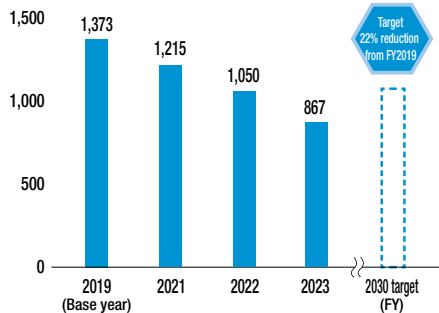
#### Waste volume per unit sales (index\*2) (Overseas affiliates)



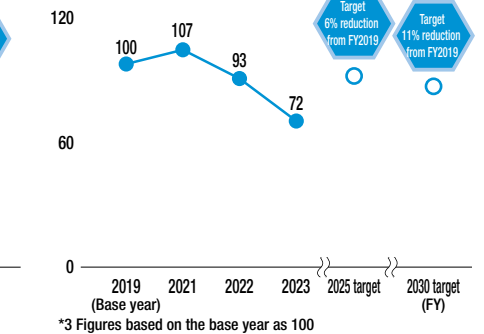
#### Industry waste generation and disposal (FY2023 result) (Non-consolidated)



#### Plastic industrial waste volume (Non-consolidated)



#### Water intake per unit sales (index\*3) (Non-consolidated)



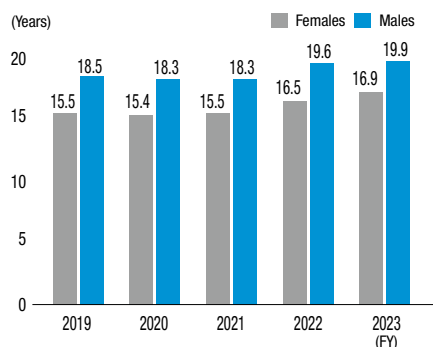
## Non-Financial Highlights

## Society

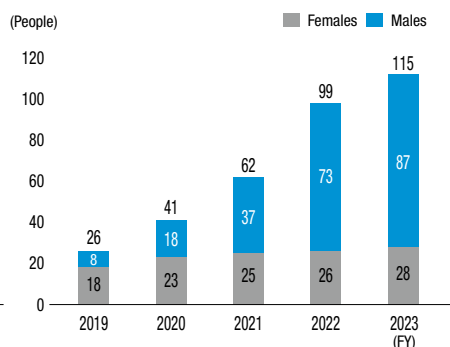
## Results of Key Items in FY2023 and Targets for FY2025 and FY2030 (Non-consolidated)

Key item	FY2023 Result	FY2025 Target	FY2030 Target
Annual number of participants in training programs for executives	43	80	—
Ratio of employees dispatched overseas (Managers and technical and administrative staff)	24%	25% or more	—
Number of DX staff trained	260	270	400
Number of female managers	39 (3.6%)	45 (4.0%)	100 (8.8%)
Ratio of national staff in executive positions (Vice presidents and above at overseas affiliates)	35% (Global)	40% or more (Global)	60%
Ratio of mid-career hires in management positions	33%	30% or more	30% or more
Employment of people with disabilities	2.70% (Domestic affiliates)	Achievement of legally mandated employment ratio (Domestic affiliates)	—
Engagement survey results (Positive evaluation)	56%	70% or more	75% or more
Average overtime hours	14.8 hr/month/person or less	10.0 hr/month/person or less	—
Percentage of employees taking paid vacations	91%	95% or more	—
Percentage of male employees taking childcare leave	59.6%	75%	100%
Wage difference between men and women	77.8%	77%	82%

## Average years of service by gender (Non-consolidated)

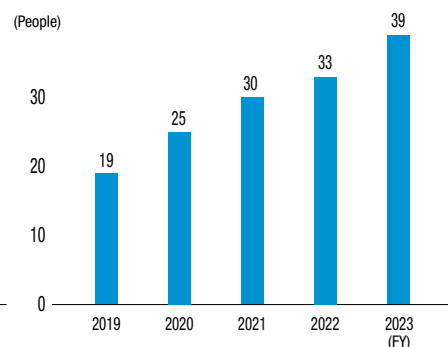


## Number of employees taking childcare leave by gender (Non-consolidated)\*1



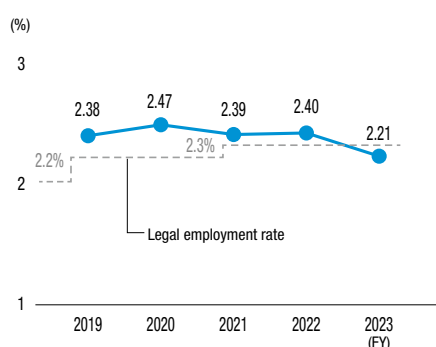
\*1 Number of employees who started childcare leave during the fiscal year

## Number of women in management positions (Non-consolidated)

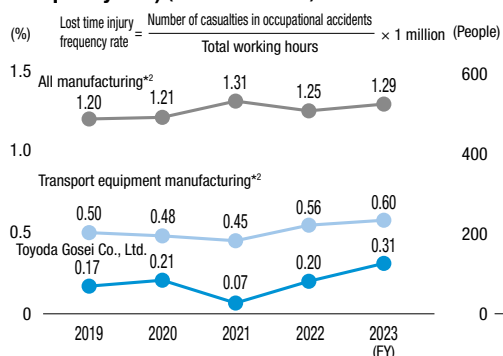


## Governance

## Employment rate of persons with disabilities (Non-consolidated)



## Occupational accident rate (lost time injury frequency rate) (Non-consolidated)



\*2 Results from the Ministry of Health, Labour and Welfare's survey on occupational accident trends (Survey period: From January to December)

## Number of employees receiving compliance training (Non-consolidated)

