## **Contents**

### About Toyoda Gosei

- 1 Company Creed/Management Philosophy/TG Spirit
- 2 Contents
- 3 Editorial Policy/Positioning of This Report

# Foundation of Value Creation

- 49 Sustainability Management
- 50 Quality Assurance
- 51 Environment
- **55** DX
- 56 Supply Chain Management
- 57 Human Rights Initiatives
- 58 Health and Safety
- **9** Governance
- 66 Dialogue with Outside Directors
- **70** Risk Management
- 73 Compliance
- 74 Officers

### Value Creation Story

- 4 Toyoda Gosei at a Glance
- 5 Business Overview
- 6 Regional Overview
- 7 Message from the CEO
- **12** History of Our Business Evolution and Value Creation
- 13 Our Competitive Advantages
- 14 Value Creation Process
- 15 Toyoda Gosei's Management Capital
- 16 Materiality (Key Issues)

#### Data

- **76** Consolidated 10-Year Financial Summary
- 77 Financial Highlights
- 78 Non-Financial Highlights
- 80 IR Activities and External Recognition
- 81 Company and Investor Information



- **18** Growth Strategy Overview
- 21 Development Strategy
- 25 Business Strategy
- 37 Manufacturing Strategy
- Human Resource Strategy
- 45 Financial Strategy