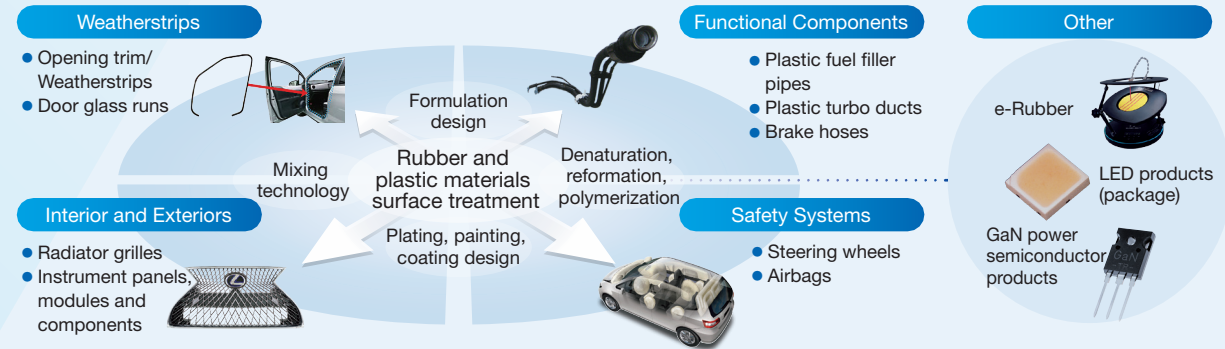


## Our Competitive Advantages

### Knowledge in the fields of rubber and plastics

#### Materials, manufacturing methods, and mold technology that give our products an edge

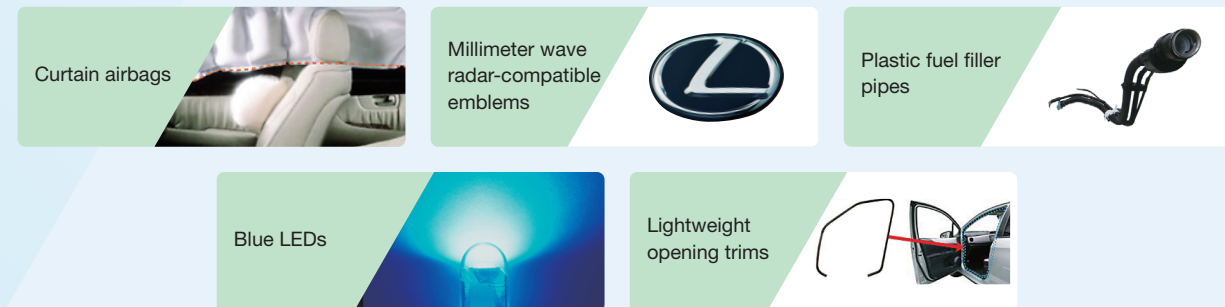
We are leveraging our foundations in basic research, which have been ongoing for multiple generations since the Rubber Research Department was established by Kiichiro Toyoda, the founder of Toyota Motor Corporation, to create materials and manufacturing methods that anticipate the needs of our customers and the times for enhancing our competitive advantage.



### Experience in developing new businesses

#### Innovative products

Under our Company Creed of "Boundless Creativity and Social Contribution," we have had many successes over our 70-year history of quickly anticipating the needs of the times in areas such as safety and the environment, and developing suitable products. These experiences form the basis for our mindset of taking on challenges, as set out in the TG Spirit. We treasure this mindset that has been passed down to us by our predecessors, and will continue to evolve as a company by taking on the challenges of social issues.



### Global network

#### Value chain that leverages our network of 58 Group companies in 15 countries/regions

Following our entry into the global car market, we have established more than 40 Group companies in about 20 years. Utilizing this global network, we deliver reliable technology and quality in a timely manner based on an optimal production system that takes into account customer needs and political conditions.

