

# Value Creation Process

With the Company Creed of "Boundless Creativity and Social Contribution," the Toyoda Gosei Group leverages its knowledge in the fields of rubber and plastics, its global network, and its experience in developing new businesses. We will continuously meet social needs by providing automotive products and other innovations.

## Input

### Societal demands/Social issues from Toyoda Gosei's perspective

- Achieving both innovations in automotive technology (electrification and intelligence) and a safer mobility society
- Changes in company competitiveness due to accelerating digital/IT transformation
- Increasingly serious problems in the global environment
- Business transformation due to climate change and resource shortages
- Demographic changes (declining birthrate and aging population)
- Changing values and diversifying work styles
- BCP risks
- Rising geopolitical risks

### Management Base and Sources of Competitiveness

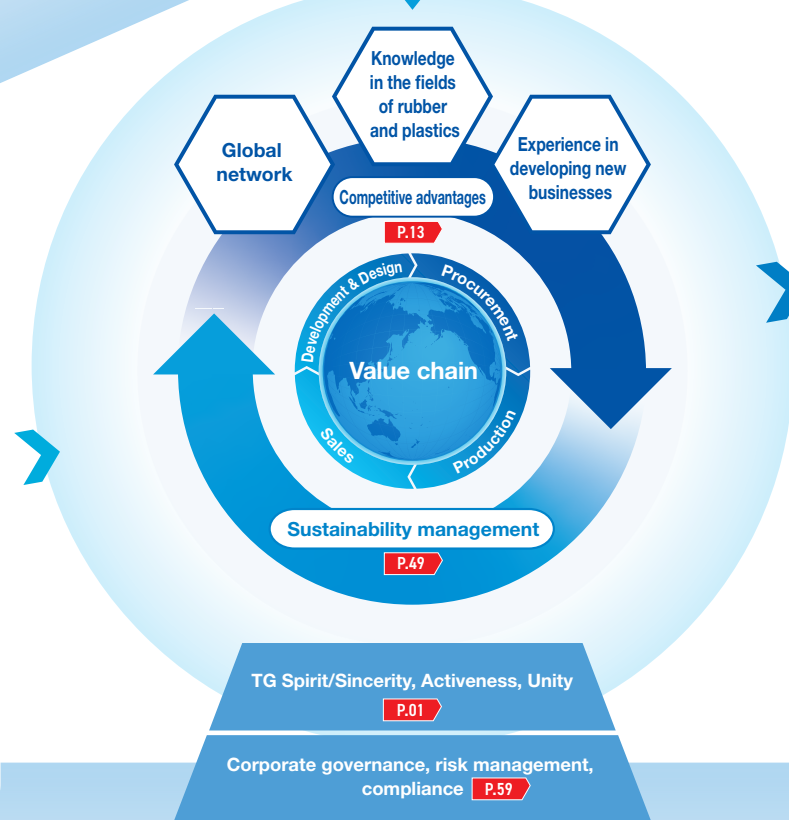
- Human Capital** P.15  
Diverse human resources to support value creation
- Manufacturing Capital** P.15  
Global network to realize a variety of solutions
- Intellectual Capital** P.15  
Knowledge and technology platform to transform business models and build competitive advantages
- Social and Relationship Capital** P.15  
Engagement with stakeholders
- Natural Capital** P.15  
Global management for transformation to positive impact
- Financial Capital** P.15  
Strong financial base

## Business Model

### Company Creed/ Management Philosophy P.01

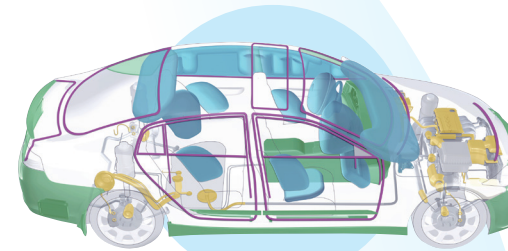
#### Materiality P.16

#### Medium-Term Business Plan "2030 Business Plan" P.18



## Output

### Businesses, Products



#### Automotive parts

- Safety Systems P.25
- Interior and Exteriors P.28
- Functional Components P.31
- Weatherstrips P.34

#### Other

- General Industry Products, LED/ e-Rubber, Re-S ethical brand
- Re-S Online Shop

## Outcome

### Our Vision

#### What we aspire to be

Become a company that pursues the possibilities of polymers to contribute to a future of better mobility and living

#### Delivered value

"Safety," "Comfort," and "Decarbonization"

#### Basic policy

Focus on fields that balance social value and economic value

### Providing value to stakeholders and society

- Natural environment**
  - Prompt response to climate change (Contributing to carbon neutrality, circular societies)
- Shareholders, investors**
  - Stable, sustainable shareholder returns
  - Providing transparent IR information
- Employees**
  - Active participation of a diverse workforce
  - Stimulating and pleasant workplace environment
- Customers**
  - Contributing to business growth, purpose realization
  - Providing safe and reliable products
  - Flexible response to business transformation
- Suppliers**
  - Sustainable, equitable and fair business dealings
  - Mutual development based on mutual trust
- Local communities, government**
  - Achieving a safer and more comfortable mobility society
  - Contributing to stable community development

Driving sustainable corporate value growth through iterative cycles of value creation