Editorial Policy/Positioning of This Report

Editorial Policy

This report has been prepared to help 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. When creating this report, we referred to frameworks such as the "Integrated Reporting Framework" issued 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 financial and non-financial information, please visit the Investor Relations page or the Sustainability page on our official website.

Reporting Period

April 1, 2025 to March 31, 2026 (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 71 companies of the Toyoda Gosei Group, consisting of Toyoda Gosei Co., Ltd. and its subsidiaries and affiliates in Japan and overseas. (For some items, the scope is outlined individually.)

Date of Issue

September 2026 (Previous edition issued in September 2025, published annually)

Positioning of This Report



Terminology Used in This Report

ICE: Internal combustion engine
BEV: Battery electric vehicle
HEV: Hybrid electric vehicle
PHEV: Plug-in hybrid electric vehicle
FCEV: Fuel cell electric vehicle
CASE: Term coined from the initial letters of Connected, Autonomous, Shared & Services, and Electric
CN: Carbon neutrality
CE: Circular economy
OEM: In the automotive industry, this refers to automobile manufacturers
ADAS: Advanced driver-assistance systems

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 timeliness of updates, and are not liable for any problems, losses, or damages arising from updates, errors, or other issues in the provided information.

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Overview of Value Creation/Table of Contents

Overview of Value Creation

The Company creates social value and economic value through business activities based on its Management Philosophy.
By enhancing these two forms of value in a mutually reinforcing manner, we aim to sustainably enhance corporate value and contribute to the sustainable development of society.



FAQs from Stakeholders

Q What distinguishes Toyoda Gosei's corporate culture and values?
▶ **About Toyoda Gosei**

Q What kind of value does Toyoda Gosei create, and how is it created?
▶ **Value Creation Story**

Q How will Toyoda Gosei enhance corporate value?
▶ **Value Creation Strategy**

Q What mechanisms and functions enable Toyoda Gosei to sustainably enhance corporate value?
▶ **Foundation of Value Creation**

Q What kind of governance systems does Toyoda Gosei have in place to support management decision-making?
▶ **Corporate Governance**

Q What kind of results has Toyoda Gosei achieved to date?
▶ **Data**

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Company Creed/Management Philosophy/TG Spirit

2030 Business Plan Vision for the Company

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

Company Creed

Boundless Creativity and Social Contribution

Management Philosophy

Good Corporate Citizenship

We, as a good corporate citizen, contribute to the economy and society through community-based business activities and social action programs.

Proper Business Operation

We promote business operations with integrity through the establishment of a system founded on thorough compliance and corporate ethics.

Sustainable Growth

We aim to build up the TG Group's collective strength through an open and fair relationship with suppliers, through a mutually enhanced corporate structure and innovative management response to change.

Customer Satisfaction

We aim to provide products and services with satisfying quality and price in a timely manner, through forward-looking R&D and production engineering.

Conservation of Global Environment and Resources

We aim to conserve the global environment and resources in order to hand down a greener world to our children through every business activity, which includes cooperation with society and the development of an environment-friendly product and manufacturing process.

Respect for the Individual

We aim to establish a vibrant corporate culture through respect for individuality and the value of enhanced teamwork, based on shared responsibility and mutual trust between employees and management.

TG Spirit

The TG Spirit is the common set of values that unites us as members of the Toyoda Gosei Group. As the way people work continues to diversify and values change, the TG Spirit plays a vital role in binding together nearly 40,000 Group employees as one team—from different nationalities, ages, genders, and walks of life—working in 16 countries and regions around the world. The world around us continues to change in almost unimaginable ways. Amidst this, we will continue to pass on the same attitudes and mindsets that have been passed down to us, and which will guide us towards sustainable growth and evolution into the future.

Customer Oriented

Think from the customer's perspective
How can we help customers get what they want?

Ownership

Be responsible and proactive
Each and every TG employee is encouraged to feel a sense of ownership for the products that leave our doors.

Respect

Respect for individuals and their perspectives
We will maintain respect for the individuality and perspectives of each person, be humble in our dealings with others regardless of nationality, gender, or rank, and always try to learn from each other.

Challenge

Aim high, be resolute in the face of difficulties
We will aim high, set ambitious goals and work relentlessly toward achieving them no matter what the difficulties may be.

Continuous Kaizen

Never be satisfied; improvement never ends
Using the approaches of genchi-genbutsu (go and see) and genjitsu (activities based on the actual situation) and asking why five times, we will constantly strive to bring our operations and products to the next highest level.

Teamwork

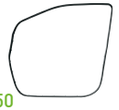
Help each other, grow as a team
We will combine our strengths within teams, between departments, and between Toyoda Gosei Group companies to make One TG a reality.

History of Our Business Evolution and Value Creation

Through manufacturing that leverages the unique expertise in rubber and plastics we have cultivated since our founding, we respond to the needs of each era and deliver new value to the world.

1949 » 1960 » 1970 » 1980 » 1990 » 2000 » 2010 » 2020

Expertise in rubber and plastics



1950
Weatherstrips



1954
Injection-molded plastic steering wheels

1977
Constant-velocity joint boots

1982
Sound-insulating glass runs

1982
Plastic fuel filler caps



1953
Brake hoses

1961
Piston cups



1974
Instrument panels





1989
Driver-side airbags

1997
Rubber recycling technology



1998
Curtain airbags



2003
Millimeter wave radar-compatible emblem



2008
Plastic fuel filler pipes



2010
Lightweight opening trim weatherstrips



2017
Large radiator grilles



2019
Plastic turbo ducts/ Battery cases

2020
Extra-large spindle grilles

2020
High-pressure hydrogen tanks



2021
Driver-side airbags for better protection in angled frontal collisions/Pedestrian protection airbags

2022
CNF-reinforced plastic

2023
Topcoat-less hot-stamped grilles

2023
Millimeter wave radar-compatible emblem that emits light





2025
Steer-by-wire system steering wheel

2025
Glove box containing 50% recycled plastic

2025
Weatherstrip with a high recycled-rubber content

Experience in developing new businesses

The challenge of developing plastic injection steering wheels

In 1952, at the suggestion of Toyota Motor Co., Ltd., we made a company-defining investment in a 48-ounce injection molding machine manufactured by Watson-Stillman Co. of the United States. This marked the beginning of the era of plastic automotive parts.



Rubber Research Department, Toyoda Automatic Loom Works



Injection molding machine



1986
Start of R&D for blue LED

The challenge of developing airbags

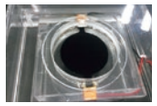
Toyoda Gosei boasts the top share in the Japanese airbag market. This position was achieved by boldly taking on fierce development competition to win the business for Toyota Motor Corporation's first airbag.

1991
Successful development of blue LEDs is certified

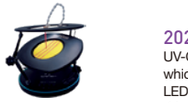


World first! Successful development of blue LEDs

In 1991, under the guidance of Professor Isamu Akasaki of Nagoya University's Faculty of Engineering and with the cooperation of Toyota Central R&D Labs, we successfully developed a blue LED based on gallium nitride (GaN). The challenge of pursuing development deemed impossible was a continuous series of uncertainties and obstacles.



2007
Start of R&D for e-Rubber



2019
Development with EBM Corp. of the SupeR BEAT heart surgery simulator that uses e-Rubber

2010
Start of R&D for GaN power semiconductors



2020
UV-C space disinfectors, which use UV-C (deep UV) LEDs, are launched. UV-C (deep UV) LEDs are confirmed to be highly effective in inactivating the novel coronavirus



2021
UV-C LED high-speed surface disinfectors



2021
Smart insoles

2022
Successful development of large-diameter GaN substrates for next-generation power semiconductors

2023
Wireless power supply receiver for smartphones

2024
Portable hydrogen cartridge

Global network



1949
Nagoya Rubber Co., Ltd. established as a spin-off of the Rubber Research Division of Toyota Motor Co., Ltd.

1957
Haruhi Plant begins operation

1967
Inazawa Plant begins operation

1973
Company name changed to Toyoda Gosei Co., Ltd.

1976
Morimachi Plant begins operation

1977
US Office established in Illinois



1980
Head office relocated to present location (Kiyosu, Aichi Prefecture)

1982
Bisai Plant begins operation

1989
TG Missouri Corporation established



1995
Kitajima Technical Center established

1999
Toyoda Gosei North America Corporation established

2000
Toyoda Gosei Europe N.V. established

2001
Toyoda Gosei Asia Co., Ltd. established



2006
Toyoda Gosei (Shanghai) Co., Ltd. established

2008
Toyoda Gosei Minda India Pvt. Ltd. established



2009
Miwa Technical Center established

2013
Toyoda Gosei East Japan Co., Ltd. established

2013
GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda. established

2014
Toyoda Gosei Irapuato Mexico, S.A. de C.V. established

2018
PT Toyoda Gosei Indonesia established

2020
Inabe Plant begins operation



2023
Toyoda Gosei Technical Center India established



2026
Ashimori Industry Co., Ltd. made a wholly owned subsidiary

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TG at a Glance

Since our establishment in 1949, we have worked closely with stakeholders in development, design, procurement, production, and sales to deliver high-performance, high-quality products and services built on polymer technologies (synthetic rubber and plastics, and our compounding expertise).

Number of employees (Global)
41,304

Number of countries of operation
16

The Americas region
Five-year average operating margin
5.9% (Average across 13 industry peers*3: 2.3%)

India region
Sales CAGR for the past four years
17.6% (Indian Market CAGR*4: 5.0%)

*3 Average value for FY2021 to FY2025 of 13 major automotive parts manufacturers who disclose their operating margin in the Americas or North America

*4 Compound annual growth rate in automobile production volume in India from 2022 to 2025. Calculated by the Company based on data from Mobility Global

Revenue by Business

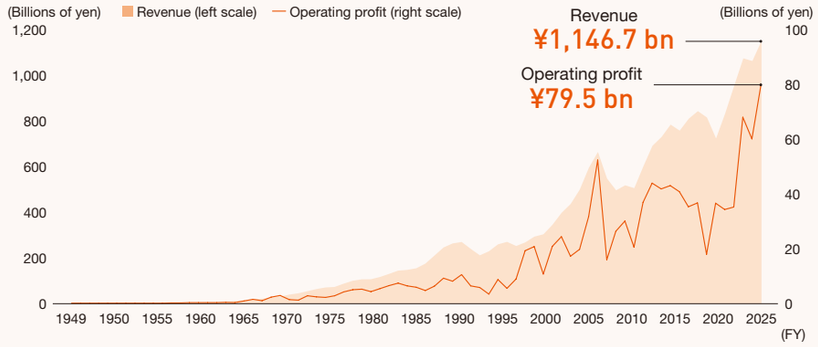
Safety Systems Products (SS) Business
¥457.6 bn

Interior and Exterior Parts (IE) Business
¥369.1 bn

Functional Components (FC) Business
¥188.9 bn

Weatherstrips (WS) Business
¥121.2 bn

Revenue and operating profit trends



Airbag share
Global 18% (Third largest)*1

Lives saved
14,500*2

Operating margin	ROE	Shareholders' equity ratio	Total assets	Cash flow from operating activities
6.9%	11.2%	57.3%	¥992.9 bn	¥131.6 bn

*1 Based on the Company's research as of the end of March 2025

*2 Calculated by the Company based on the number of four-wheel-vehicle accidents involving threats to occupant life, taking into account airbag fitment rates, protective performance, and the Company's market share

* Unless otherwise stated, results are for the fiscal year ended March 31, 2026, and data on financial position and number of employees, etc. are as of March 31, 2026.

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