Consolidated 10-Year Financial Summary

(Unit: Million yen; amounts of less than one million yen have been truncated)

Japanese GAAP		FY2016 (FY ended March 31, 2017)	FY2017 (FY ended March 31, 2018)
Operating Results	Sales	755,601	806,938
	Operating profit	40,675	41,136
	Ordinary profit	39,007	43,200
	Profit before income taxes and other adjustments	31,288	35,775
	Net profit attributable to owners of parent	16,233	21,175
Financial Position	Cash and cash equivalents	97,553	104,309
	Current assets	305,273	328,524
	Property, plant and equipment	245,666	259,537
	Non-current assets	315,425	333,819
	Total assets	620,699	662,388
	Short-term borrowings*	31,762	43,722
	Current liabilities	170,574	189,075
	Bonds payable	–	10,000
	Long-term borrowings	57,261	54,458
	Fixed liabilities	110,663	119,403
	Total liabilities	281,237	308,479
	Shareholders' equity	311,127	324,890
	Reference: Interest-bearing debt	89,023	108,181
Cash Flow	Cash flow from operating activities	60,401	60,848
	Cash flow from investing activities	(82,131)	(39,201)
	Cash flow from financing activities	14,794	6,541
Key Indicators	Ratio of net profit to sales (%)	2.1	2.6
	Total asset turnover (times)	1.25	1.26
	Equity ratio (%)	50.7	49.6
	ROE (%)	5.2	6.6
	Capital expenditure	55,218	64,816
	Depreciation and amortization	40,902	44,037
	R&D expenses	27,164	27,864
	Number of employees at fiscal year-end (consolidated)	36,679	38,234
Per Share Information	Dividend per share (yen)	53.00	56.00
	Basic earnings per share (EPS) (yen)	125.42	163.60
	Dividend payout ratio (%)	42.26	34.23

International Financial Reporting Standards (IFRS)	FY2017 (FY ended March 31, 2018)	FY2018 (FY ended March 31, 2019)	FY2019 (FY ended March 31, 2020)	FY2020 (FY ended March 31, 2021)	FY2021 (FY ended March 31, 2022)	FY2022 (FY ended March 31, 2023)	FY2023 (FY ended March 31, 2024)	FY2024 (FY ended March 31, 2025)	FY2025 (FY ended March 31, 2026)
Revenue	807,958	840,714	812,937	721,498	830,243	951,877	1,071,107	1,059,798	**1,146,772**
Operating profit	35,179	36,525	17,888	36,479	34,172	35,069	67,703	59,844	**79,551**
Pre-tax profit	35,507	37,356	16,106	37,301	37,696	35,323	71,801	59,168	**90,221**
Profit attributable to owners of parent	21,361	23,309	11,226	35,205	23,352	16,004	51,454	36,331	**62,009**
Cash and cash equivalents	97,991	107,311	127,930	134,003	109,145	105,268	146,000	118,769	**131,814**
Current assets	357,666	382,106	359,565	380,578	425,165	419,108	455,187	438,148	**486,926**
Property, plant and equipment	241,581	257,728	273,479	290,246	316,901	327,838	341,789	338,243	**379,884**
Non-current assets	321,819	326,023	349,619	394,577	434,137	446,192	478,160	474,890	**505,981**
Total assets	679,485	708,129	709,185	775,155	859,302	865,300	933,347	913,039	**992,907**
Bonds and borrowings	43,722	32,396	44,657	42,835	43,924	32,906	38,937	19,067	**46,810**
Current liabilities	195,392	194,309	180,653	185,535	209,396	196,047	216,906	185,715	**248,732**
Bonds and borrowings	64,511	93,089	103,399	109,379	129,772	130,116	99,441	90,458	**76,527**
Non-current liabilities	118,435	133,674	158,256	169,164	187,111	182,885	149,706	138,920	**129,013**
Total liabilities	313,828	327,983	338,909	354,700	396,508	378,932	366,612	324,635	**377,746**
Total equity attributable to owners of parent	340,546	354,120	345,070	391,083	428,804	448,413	522,337	542,625	**568,563**
Reference: Interest-bearing debt	108,233	125,486	148,057	152,215	173,696	163,022	138,378	109,526	**123,338**
Cash flow from operating activities	44,004	57,463	65,247	67,247	27,658	53,973	128,368	92,011	**131,691**
Cash flow from investing activities	(21,832)	(55,491)	(54,174)	(49,949)	(59,427)	(31,952)	(40,686)	(71,823)	**(49,646)**
Cash flow from financing activities	5,966	7,749	12,525	(13,065)	2,206	(28,558)	(53,066)	(50,680)	**(70,894)**
Ratio of profit to revenue (%)	2.6	2.8	1.4	4.9	2.8	1.7	4.8	3.4	**5.4**
Total asset turnover (times)	1.23	1.21	1.15	0.97	1.02	1.10	1.19	1.16	**1.20**
Ratio of equity attributable to owners of parent (%)	50.1	50.0	48.7	50.5	49.9	51.8	56.0	59.4	**57.3**
ROE (%)	6.4	6.7	3.2	9.6	5.7	3.6	10.6	6.8	**11.2**
Capital expenditure	53,411	46,891	41,835	46,589	49,749	48,897	49,409	57,416	**58,528**
Depreciation and amortization	32,545	32,927	35,323	35,527	38,499	44,814	47,995	50,353	**51,068**
R&D expenses	27,684	30,025	31,374	31,000	33,543	34,254	39,295	41,938	**44,613**
Number of employees at fiscal year-end (consolidated)	38,234	39,429	39,403	38,823	39,511	38,942	38,951	39,192	**41,304**
Dividend per share (yen)	56.00	60.00	60.00	60.00	60.00	60.00	95.00	105.00	**138.00**
Basic earnings per share (EPS) (yen)	165.04	180.09	86.74	271.99	180.39	123.62	400.22	286.00	**494.11**
Dividend payout ratio (%)	33.93	33.32	69.17	22.06	33.26	48.55	23.64	36.75	**26.90**

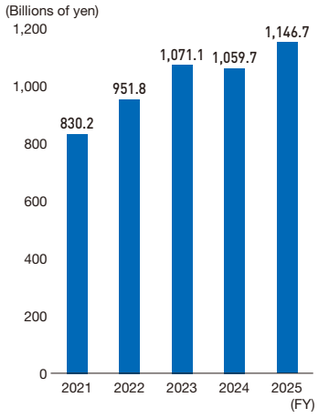
* Including current portion of long-term borrowings and current portion of bonds payable

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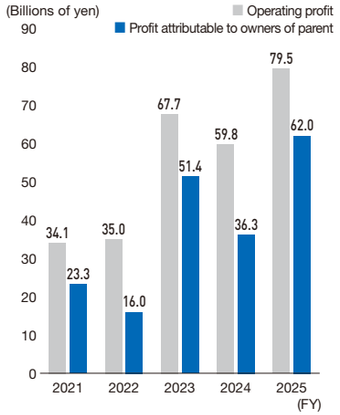
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Note: The Toyoda Gosei Group has used IFRS since the first quarter of the consolidated fiscal year ended March 31, 2019.

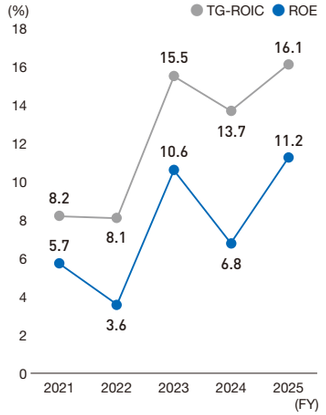
Revenue



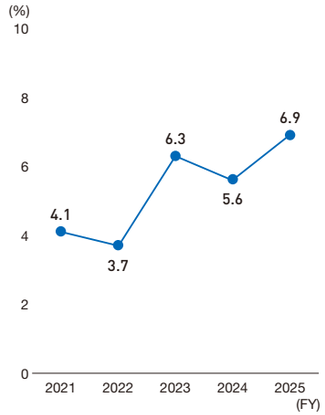
Operating profit/Profit attributable to owners of parent



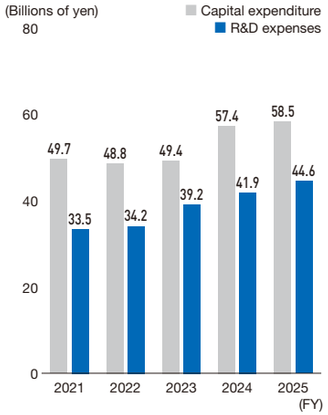
ROE/TG-ROIC



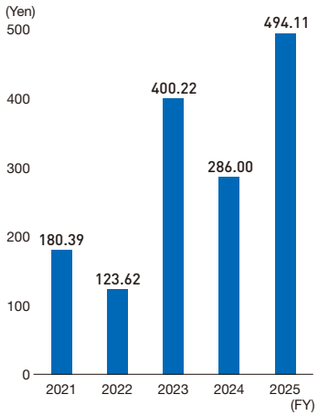
Operating margin



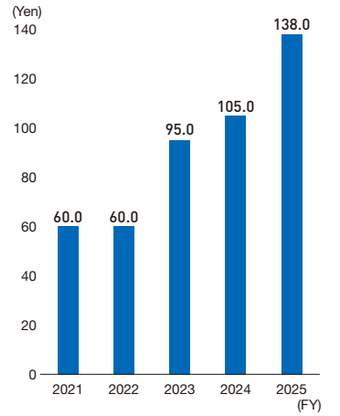
Capital expenditure/R&D expenses



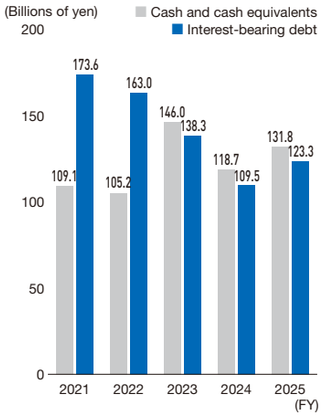
Basic earnings per share



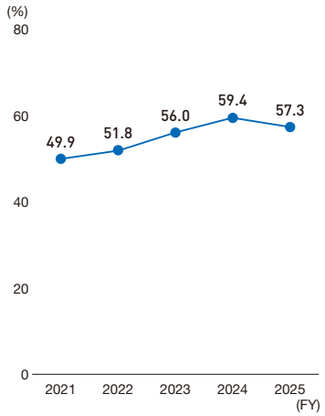
Dividend per share



Cash and cash equivalents/ Interest-bearing debt



Ratio of equity attributable to owners of parent

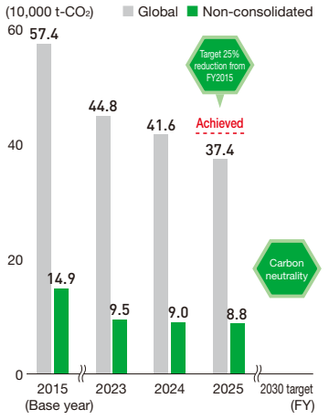


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Environment

CO_2 emissions (Scopes 1 and 2)



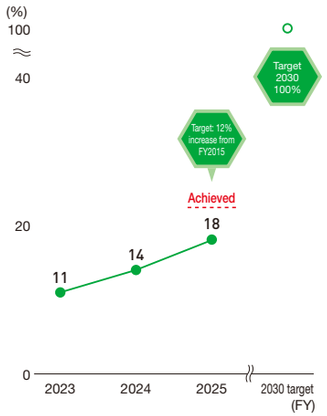
CO_2 emissions by Scope 3 category (FY2025 Results) (Global)

Emissions (10,000 tons)

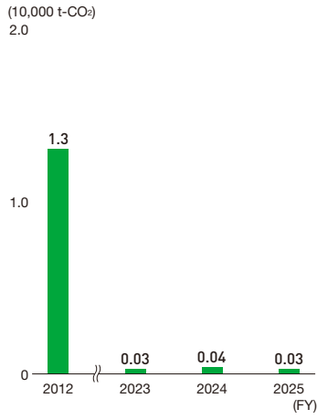
FY2025 result	CO_2 emissions (by Scope 3 category)			Total: 261.0
Category 1	Products and services purchased	201.3	Category 9	Downstream logistics	0.3
Category 2	Capital goods	18.8	Category 10	Processing of sold products	5.9
Category 3	Fuel and energy-related activities (Not included in Scopes 1 and 2)	6.5	Category 11	Use of sold products	0.0
Category 4	Upstream logistics	15.1	Category 12	End-of-life treatment of sold products	1.3
Category 5	Waste generated from business activities	3.5	Category 13	Downstream leased assets	(See note)
Category 6	Business travel	2.6	Category 14	Franchise	(See note)
Category 7	Employee commuting	4.2	Category 15	Investments	1.1
Category 8	Upstream leased assets	0.3			
2030 target	27.5% reduction*1				

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

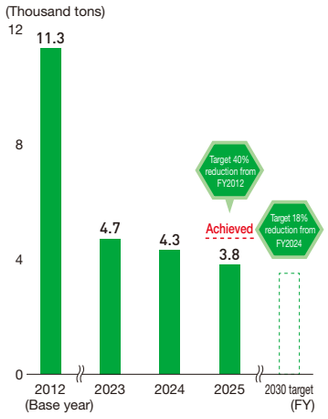
Renewable energy adoption rate (Global)



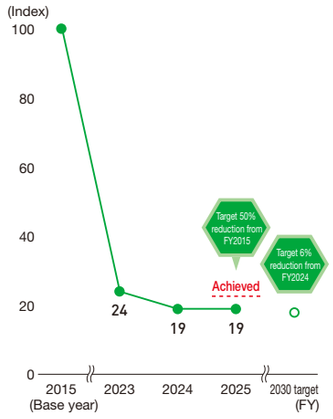
Greenhouse gas (6 gases) emissions (CO_2 equivalent) (Non-consolidated)



Industrial waste volume (Non-consolidated)

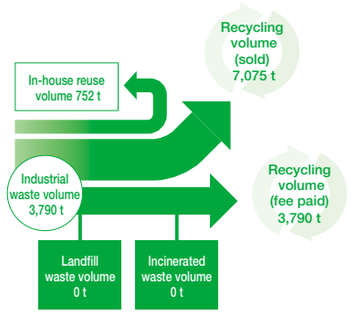


Waste volume per unit of sales (index*2) (Overseas affiliates)

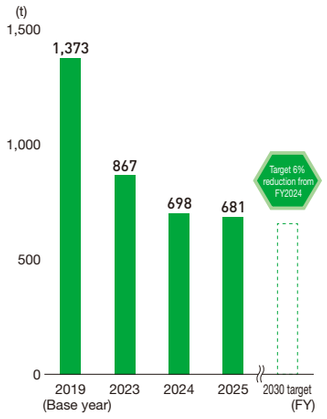


*2 Index with the base year set at 100

Waste generation and disposal (FY2025) (Non-consolidated)



Plastic industrial waste volume (Non-consolidated)



Water withdrawal per unit of sales (index*3) (Non-consolidated)



*3 Index with the base year set at 100

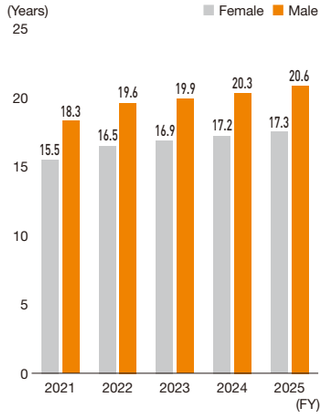
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Social

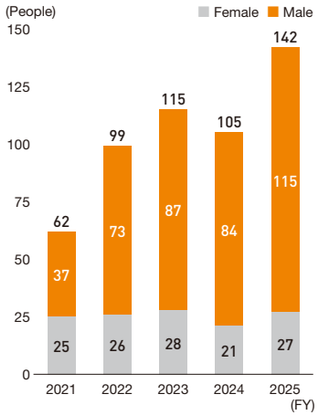
Results of Key Items in FY2025 and Targets for FY2026 and FY2030 (Non-consolidated)

Key Item	FY2025 result	FY2026 Target	FY2030 Target
Number of DX staff trained	325	270	400
Number of female managers	46 (4.0%)	49 (4.2%)	100 (8.8%)
Share of executive positions held by locally hired employees (vice president level or above at overseas affiliates)	41% (Global)	44% or more (Global)	60%
Ratio of mid-career hires in management positions	33%	(Not set)	30%
Employment of people with disabilities	2.86% (Domestic affiliates)	2.7%	—
Engagement survey results (Positive evaluation)	61%	64%	75%
Average overtime hours	15.9 hr/month/person	(Not set)	—
Percentage of employees taking paid vacations	94%	(Not set)	—
Percentage of male employees taking childcare leave	82.7%	85%	100%
Wage difference between men and women	79.1%	80%	82%

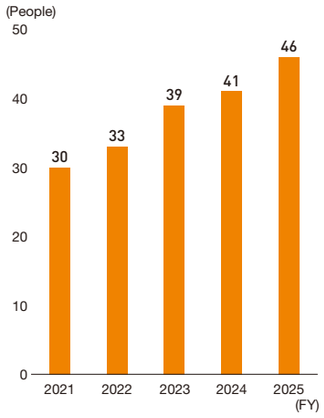
Average years of service by gender (Non-consolidated)



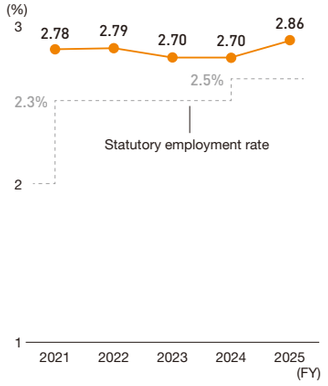
Number of employees taking childcare leave by gender (Non-consolidated)*1



Number of female managers (Non-consolidated)

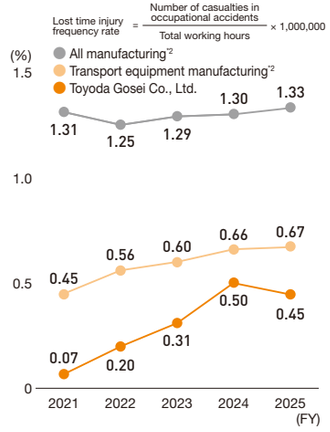


Employment rate of people with disabilities (Domestic affiliates)



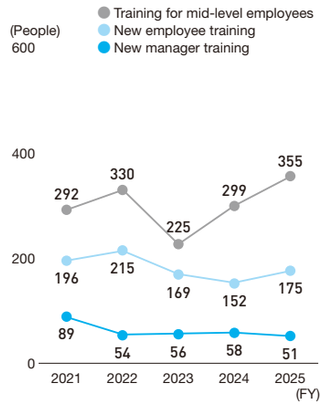
Occupational accident rate (lost time injury frequency rate) (Non-consolidated)

Lost time injury frequency rate = Number of casualties in occupational accidents / Total working hours × 1,000,000



Social

Number of employees receiving compliance training (Non-consolidated)



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

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

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IR Activities

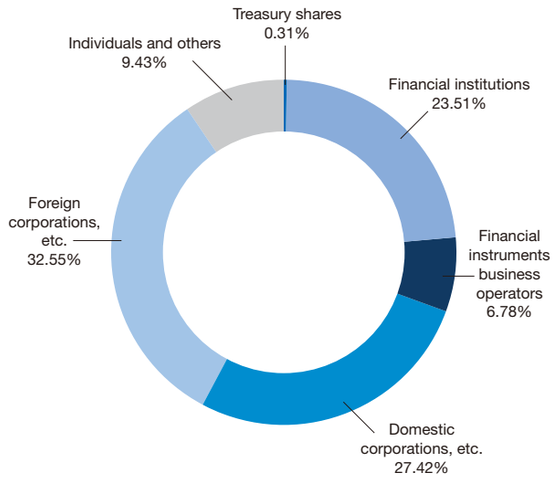
We place great importance on dialogue with investors, analysts, and other stakeholders, and actively provide feedback to management to enhance corporate value.

Initiative	FY2022	FY2023	FY2024	FY2025
No. of individual meetings with analysts and institutional investors	127	145	179	269
No. of financial results briefings for analysts and institutional investors	4	4	4	4
No. of business briefings and facility tours for analysts and institutional investors	3	2	2	3
No. of conferences sponsored by securities firms	2	3	4	4
No. of briefings for individual investors	1	1	2	6

Investor Information (As of March 31, 2026)

Total number of shares	Total number of authorized shares: 200,000,000
	Total number of shares issued and outstanding: 117,252,860 (excluding 361,287 shares of treasury stock)
Number of shareholders	17,233
Stock exchange listings	Tokyo Stock Exchange and Nagoya Stock Exchange
Administrator of shareholders' register and account management institution for special accounts	Mitsubishi UFJ Trust and Banking Corporation
Securities code	7282

Shareholder Distribution



Major Shareholders

Name of Shareholder	Number of Shares	Ownership percentage
Toyota Motor Corporation	25,459 thousand shares	21.71%
The Master Trust Bank of Japan, Ltd. (Trust account)	11,447	9.76
Custody Bank of Japan, Ltd. (Trust account)	8,331	7.10
State Street Bank and Trust Company 505001	3,066	2.61
STATE STREET BANK AND TRUST COMPANY 505223	2,704	2.30
Morgan Stanley MUFG Securities Co., Ltd.	2,357	2.01
Toyoda Gosei Employee Stockholding Association	2,223	1.89
Goldman Sachs Japan, Co., Ltd. BNYM	2,186	1.86
Custody Bank of Japan, Ltd. (Trust account 4)	1,967	1.67
Nippon Life Insurance Company	1,592	1.35

Note: Ownership percentages are calculated excluding treasury stock.

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Company Information

(As of March 31, 2026)

Head office address	1 Haruhinagahata, Kiyosu, Aichi, 452-8564, Japan
Date of establishment	June 15, 1949
Capital stock	¥28.1 bn

Number of consolidated subsidiaries	65 (Domestic: 20, Overseas: 45)
Number of equity-method affiliates	5 (Domestic: 3, Overseas: 2)
Number of employees	Consolidated: 41,304 Non-consolidated: 6,657

External Recognition

Major Indices That Include Toyoda Gosei as a Constituent

JPX Nikkei Index 400	JPX-NIKKEI 400	FTSE Blossom Japan Sector Relative Index https://www.lseg.com/en/ftse-russell/indices/blossom-japan	FTSE JPX Blossom Japan Sector Relative Index
FTSE4Good Index Series https://www.lseg.com/en/ftse-russell/indices/ftse4good	FTSE4Good	S&P/JPX Carbon Efficient Index	S&P/JPX カーボン エフィシェント 指数
FTSE Blossom Japan Index https://www.lseg.com/en/ftse-russell/indices/blossom-japan	FTSE JPX Blossom Japan Index	SOMPO Sustainability Index	2026 Sompo Sustainability Index

External Recognition of Sustainability

Nikkei SDGs Management Survey 2025	NIKKEI SDGs 経営調査 2025 ★★★★
CDP Climate Change 2025 Score: A Supplier Engagement 2025 Score: A Water Security 2025 Score: A Forest (Cattle Products) 2025 Score: B-	CDP A List 2025 / CDP 2025
Ministry of the Environment 30by30 Sites for coexistence with nature (Heiwacho Plant biotope and Morimachi Plant company-owned forest (Mutsumi-no-Sato))	自然共生サイト 認定 30by30
Ministry of Health, Labour and Welfare Platinum Kurumin certification as a company that supports childcare	プラチナくるみん 子育てサポートしています
Outstanding Organizations of KENKO Investment for Health 2026 (White 500)	2026 健康経営銘柄 KENKO Investment for Health

Sports Yell Company 2026 Bronze Plus	SPORTS YELL COMPANY 2026+
Cancer Control Promotion Excellent Company	
Hataraku Yell 2026 “Company Promoting Employee Welfare”	ハタラクエール 2026
Ministry of Agriculture, Forestry and Fisheries Outstanding Company Practicing Shokuiku (Food and Nutrition Education)	2026 食育実践優良法人

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