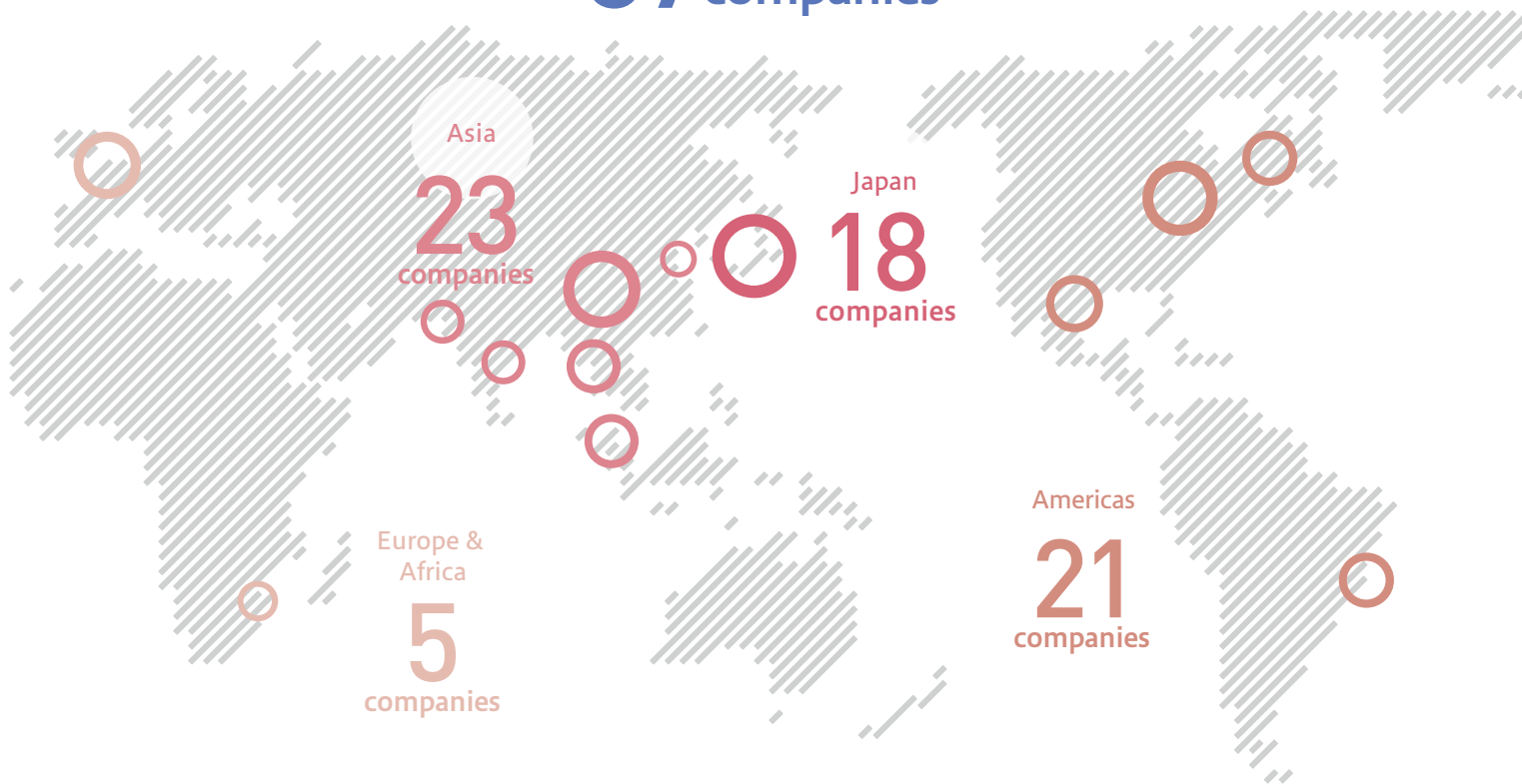


Global Network

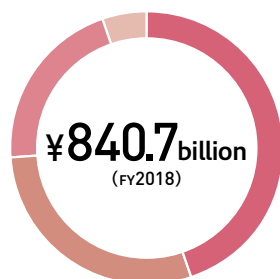
With 67 group companies in 17 countries/regions, Toyoda Gosei swiftly meets the needs of customers around the world. We have established sales and engineering systems that are customer-oriented and community-based with globally optimal systems of production and delivery.

Group companies

67 companies

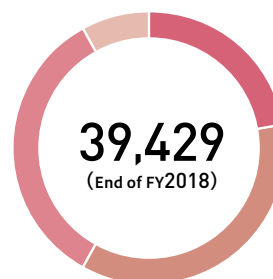


▀ Sales by region



Japan
¥377.9 billion
Americas
¥245.4 billion
Asia
¥173.3 billion
Europe & Africa
¥43.9 billion

▀ Employees by region



Japan
8,828 (22.4%)
Americas
14,091 (35.7%)
Asia
13,420 (34.0%)
Europe & Africa
3,090 (7.8%)

Note: Sales by region includes amounts for internal transactions within the Group, and so does not match the total value for consolidated sales.