

Value Creation Process

With the company philosophy of “Boundless Creativity and Social Contribution,” the Toyota 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

Requests from society Social issues from Toyota Gosei's perspective

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

Management Base and Sources of Competitiveness

	Human Capital Diverse human resources to support value creation	▶ P.24
	Manufacturing Capital Global network to realize variety of solutions	▶ P.24
	Intellectual Capital Knowledge and technology platform to transform business models and build competitive advantages	▶ P.24
	Social and Relationship Capital Engagement with stakeholders	▶ P.25
	Natural Capital Global management for transformation to positive impact	▶ P.25
	Financial Capital Strong financial base	▶ P.25

Business Model

Company Creed/ Management Philosophy

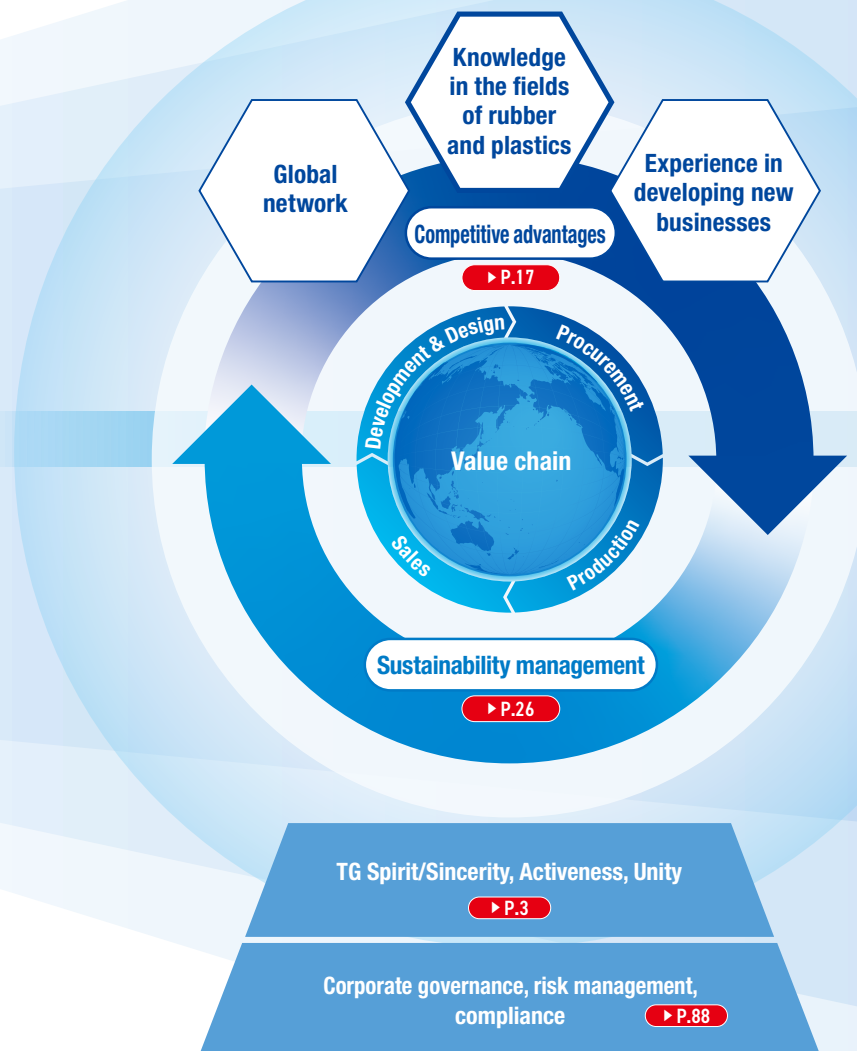
▶ P.2

Materiality

▶ P.20

Medium-Term Business Plan “2030 Business Plan”

▶ P.36

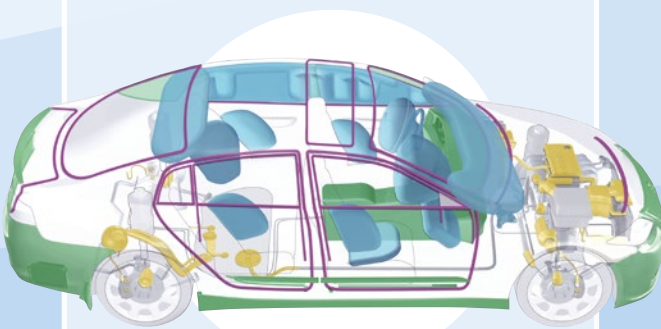


Increase sustainable corporate

Output

Outcome

Business, Products



Automotive parts



Safety system products

▶ P.28



Interior and exterior components

▶ P.30



Functional components

▶ P.31



Weatherstrip products

▶ P.32

Other

General Industry Products, LED/
e-Rubber, Re-S Eco-brand

▶ P.33

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, more secure, and more
comfortable mobility society
- Contributing to sustainable community
development

