# **Value Creation Process**

**Financial Capital** 

Strong financial base

**Business Model** Output **Outcome** Input **Company Creed/ Requests from society Management Philosophy Social issues from Toyoda Business, Products Gosei's perspective Materiality** Providing both innovations in automotive technology (BEVs, CASE) and a safer Demographic changes (declining birthrate and aging population) \_ Medium-Term Business Plan "2030 Business Plan" Changes in company competitiveness with accelerating digital/ Changing values and diversifying work styles IT transform **Knowledge** in the fields Increasingly serious problems in the global BCP risks of rubber and plastics Experience in Global developing new Business transformation due network Rising geopolitical to climate change and businesses Competitive advantages resource shortages **Automotive parts** Safety system products **Management Base and Sources of Competitiveness** Value chain **Human Capital** Interior and exterior components Diverse human resources to support value creation **Manufacturing Capital** Global network to realize variety **Functional components** of solutions **Sustainability management Intellectual Capital** Knowledge and technology platform to transform business models and build competitive advantages Weatherstrip products **Social and Relationship Capital** Engagement with stakeholders Other TG Spirit/Sincerity, Activeness, Unity **Natural Capital** General Industry Products, LED/ e-Rubber, Re-S Eco-brand to positive impact Corporate governance, risk management,

# **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

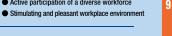
 Stable, sustainable shareholder returns Providing transparent IR information



### **Employees**

Active participation of a diverse workforce







#### Customers Contributing to business growth, purpose realization

- Providing safe and reliable products - Flexible response to business transformation



# **Suppliers**

nable, equitable and fair business dealings Mutual development based on mutual trust







Contributing to sustainable community



