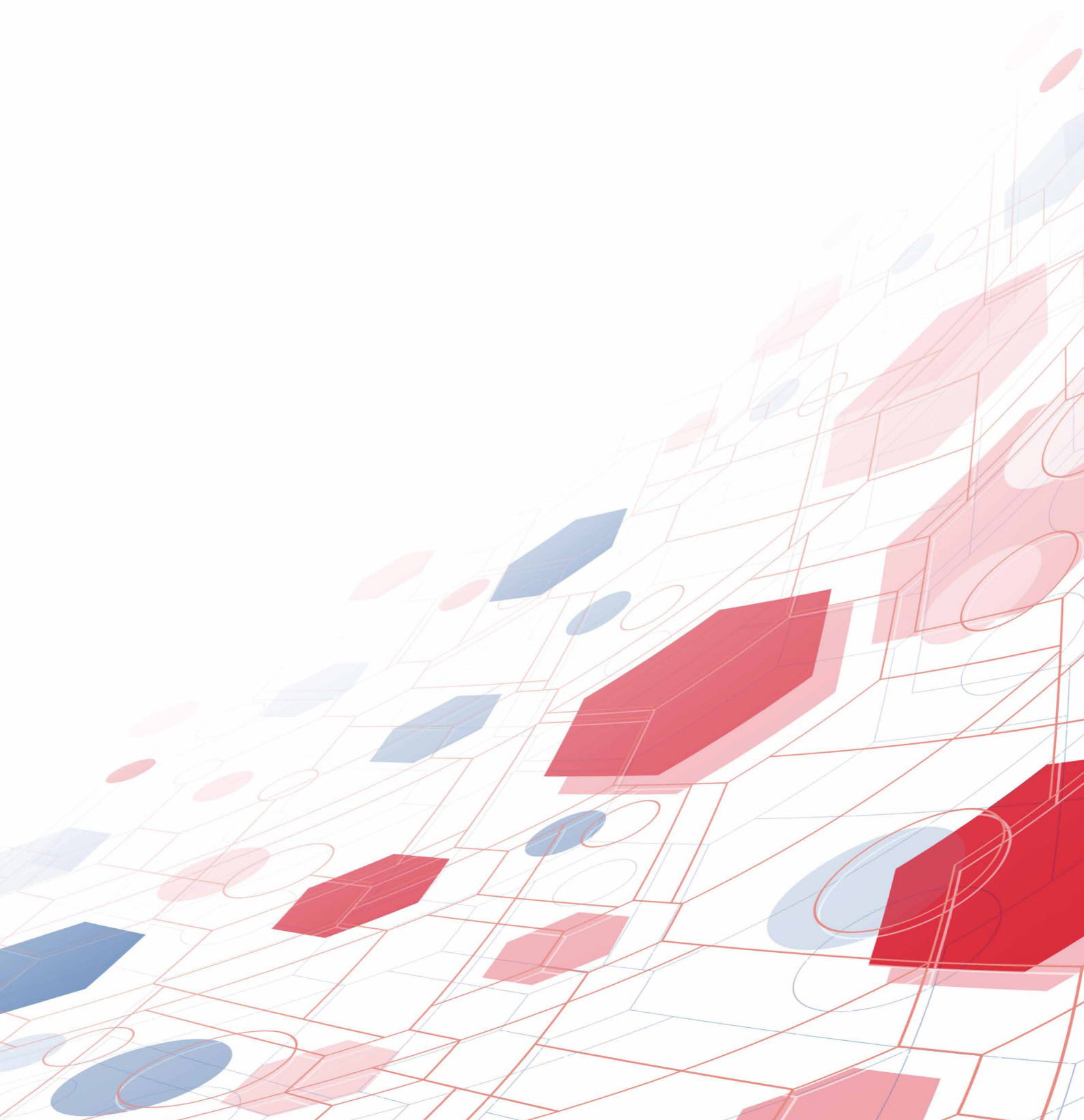




Company Profile





President
CEO

Katsumi Saito

Management Philosophy

Boundless Creativity and Social Contribution



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Pursuing the possibilities of polymers, we will contribute to a future of better mobility and living

Toyoda Gosei was founded in 1949, and over more than 70 years has provided high functioning, high quality products and services based on synthetic rubber and plastics and associated mixing technology. This is done in conjunction with various stakeholders involved in development, engineering, procurement, production and sales. Our company name includes the word “gosei” (“synthesis”) from a philosophy of creating new things using our main materials, and that mindset has continued today.

The automotive industry is currently going through a period of huge transformation with advances in electrification, autonomous driving and other areas. As management, we must steer a very difficult course in opaque and uncertain circumstances where the future is difficult to predict, amid changing human values, deepening environmental and social problems and geopolitical risks.

Our company creed is “**Boundless Creativity and Social Contribution**” and with this as our cornerstone we will adapt greatly and take on challenges while continuing to value the polymer-based assets in many forms that have been built up by our predecessors.

These cultivated assets are not limited to the fields of technology, products, control technology and the like, but also include our deeply rooted corporate culture.

Like the hexagonal benzene molecule that symbolizes our company, various molecules (= individuals) come together and are linked organically. Chemical reactions of ideas and creativity occur and an organization is structured that changes flexibly according to the environment. We also have ties with other organizations (all stakeholders) and grow expansively.

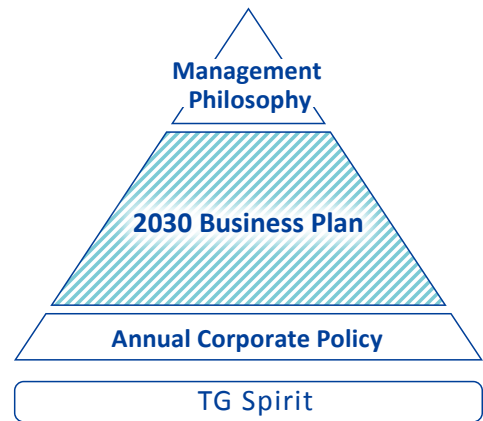
To further develop this kind of culture, we will adapt to whatever changes occur in the business environment and take these changes as opportunities. We want people to think, “Toyoda Gosei is fascinating, don’t you think?” and “They will surely do something good for us.”

The Toyoda Gosei Group harnesses the power of 40,000 employees in 62 Group companies in 16 countries and regions under our slogan of “**One Team, One TG.**” We have and will continue to deliver satisfaction to customers in the form of safety, comfort, well-being, the environment and decarbonization to enrich transportation and people’s lives.

Medium- and Long-Term Business Plan (2030 Business Plan)

Toyota Gosei has formulated its 2030 Business Plan as a medium- and long-term business plan to achieve sustainable growth into the future, through the provision of social value corresponding to the changes in mobility in society.

We aim to be a “company that pursues the possibilities of polymers to contribute to a future of better mobility and living.” We will deliver to society the values of *safety* centered on automotive safety systems, *comfort* based on interior and exterior automotive products, and *decarbonization* through new businesses using polymer materials.



[Vision for the company]

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

[Delivered value]



[Basic policy and priority measures]

[Basic Policy] **Focus on fields that balance social value and economic value.**
(business portfolio restructuring)

- [Priority measures]
- **Structural reforms aimed at growth in priority businesses, regions, and customers**
(expand sales in safety systems, interior/exterior, and materials businesses to regional automakers in North America, India, and China)
 - **Forge strategic alliances to accelerate growth globally and strategically reinforce development and intellectual properties (IP)**
 - **Revamp management with a “polymer-like organization” that organically binds people and the organization**

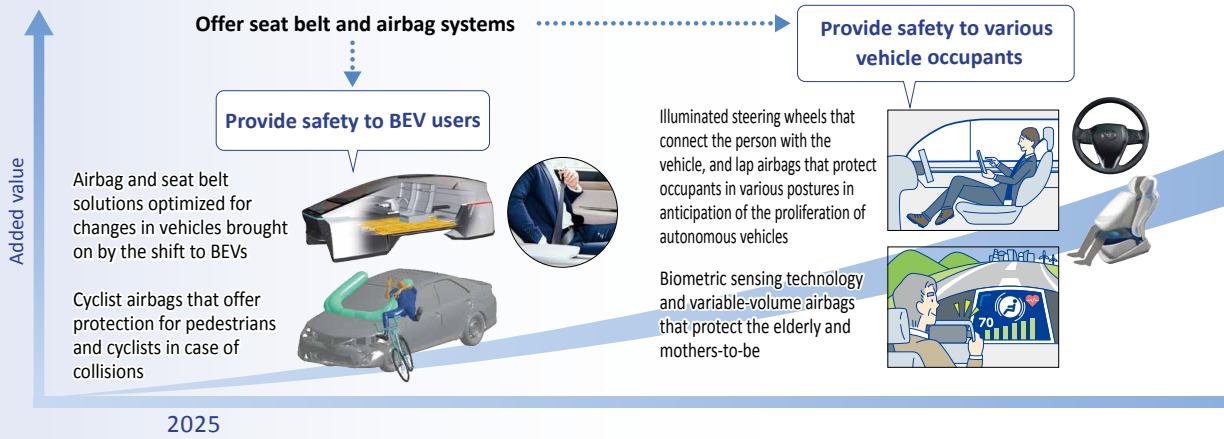
[FY2030 financial objectives]

Revenue ¥1,200.0 bn	Operating profit ¥100.0 bn	Operating profit ratio 8%	ROE 10%
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◆ Medium- and Long-Term Business Plan (2030 Business Plan)

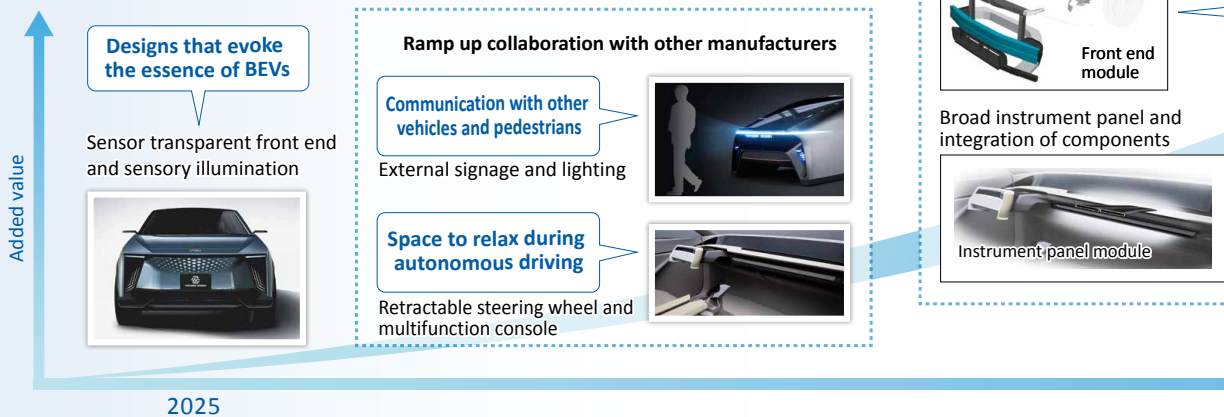
Safety

Toyota Gosei will contribute to a reduction in traffic fatalities by providing airbags and seat belts that correspond to the changes in vehicle structure as society transitions to battery electric vehicles (BEVs). We will also develop and provide more advanced passenger protection products that are adapted to the changes in sitting postures with the spread of autonomous driving.



Comfort

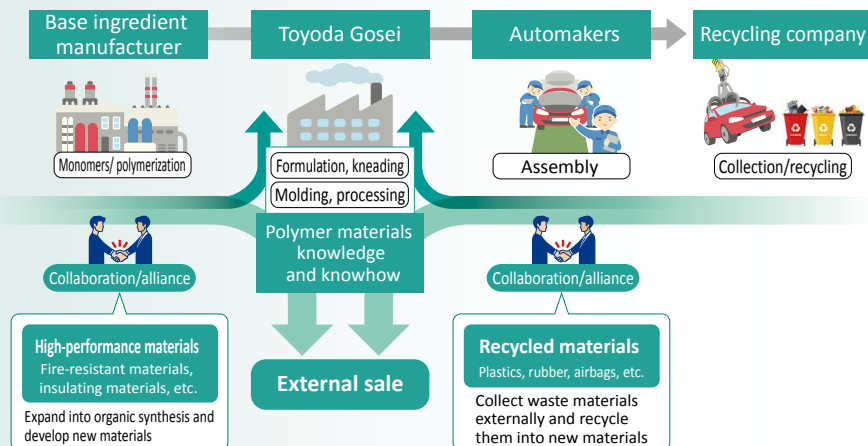
Toyota Gosei provides new BEV-like functions by combining interior and exterior products with safety systems or illuminated products. We also innovate vehicle design and structure with polymer technology to achieve new mobility.



Decarbonization

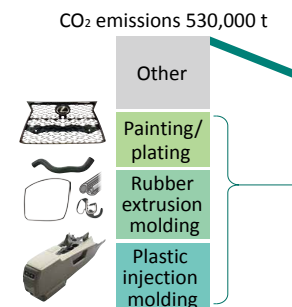
Commercialization of Materials

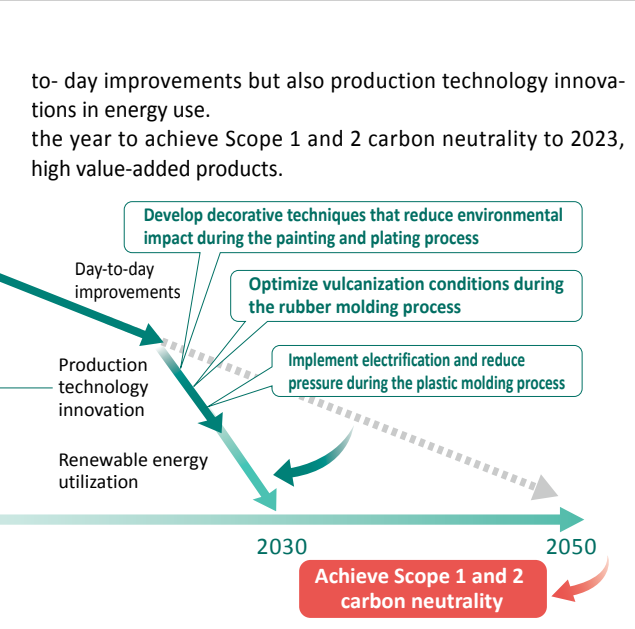
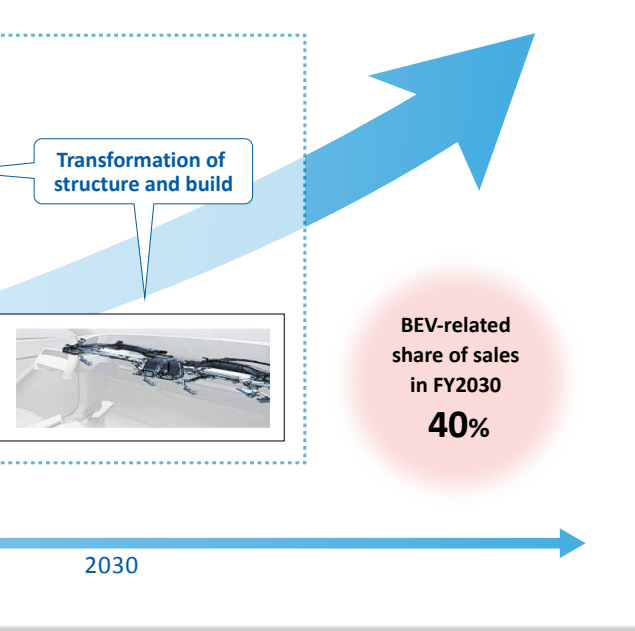
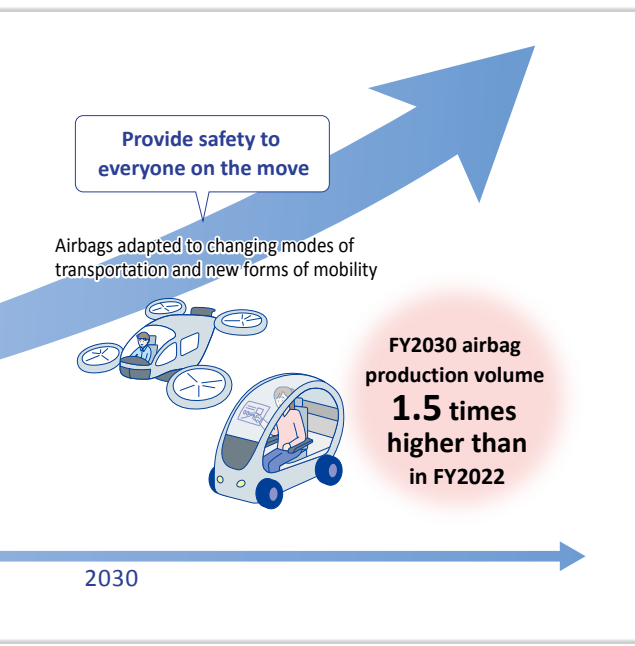
We are capitalizing on our knowledge of polymer materials to develop high performance materials and promote recycling. Moreover, by selling the developed materials and technologies outside the company, we also contribute to decarbonization and a recycling society.



Carbon Neutrality

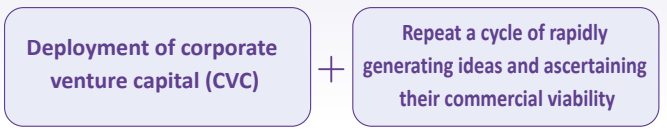
Carrying out not only day-to-day activities to accelerate reduction. We have brought forward and will provide CO₂-free





Expansion of Scope of Contribution

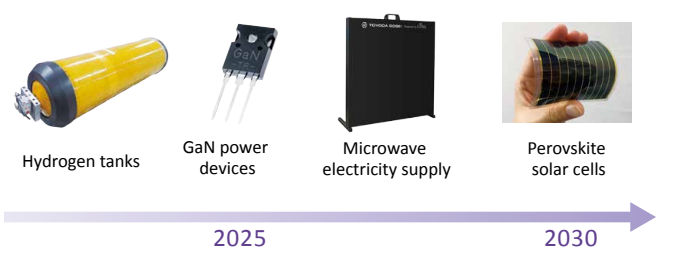
We are expanding our range of not only automotive products but other types of products as well to provide social value to many people. For that purpose, we are strengthening our use of CVC and our system to create new value for the early realization of new business.



Healthcare



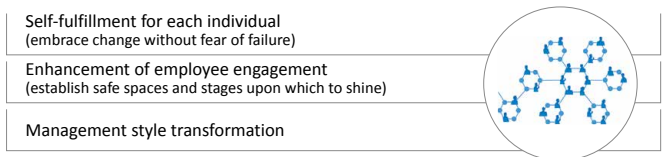
Energy



To promote the 2030 Business Plan, we are making efforts to energize people and organizations. To deal sensitively with environmental changes, we are working to create a dynamic corporate culture and personnel.

Strengthening of organizational structure (transition to dynamic polymer-like organization)

- Draw out the individuality, vitality, and strengths of each individual and bring together creativity and potency through organic bonding.
- Strengthen connections with internal and external organizations.
- Customize structure to flexibly adapt to environmental changes.
- Make our management team the catalyst, get work done faster, and maximize results.



Strategy and execution speed improvements (sensitivity and swift responses to changes in environment)

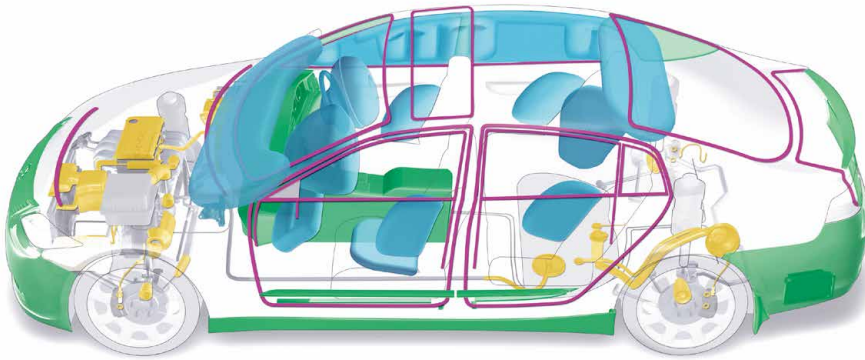
- Enhance strategic planning and speed up decision-making by establishing a CxO (chief officer) system (execute strategy, and launch lead organizations for BEVs and recycling).
- Adopt a management approach based on regional autonomy to better serve priority markets.
- Tap the enthusiasm and energy of each region by setting up CoEs*.

* Propagate the CoE (center of excellence) concept to translate the strengths of each region into global success.
 Examples: Thailand's low-cost, energy-saving production automation technology
 Techniques for developing and promoting locally recruited personnel in China and North America

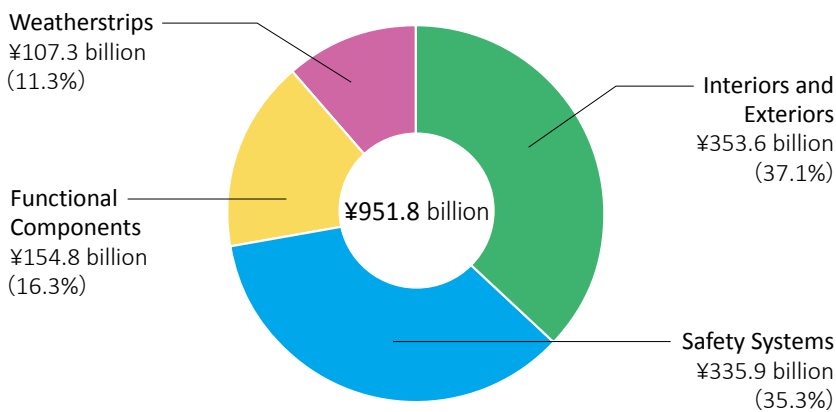
Products

We develop and produce rubber and plastic automotive parts.

With integrated manufacturing systems from development to production, Toyota Gosei provides various products that contribute to the creation of safe and comfortable automobiles.



Revenue by Product Area in FY2022
(sales ratio in parentheses)



Automotive Parts



Weatherstrips



Functional Components



Interiors and Exteriors

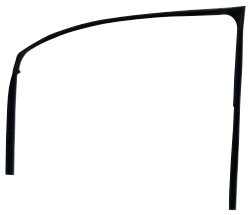


Safety Systems

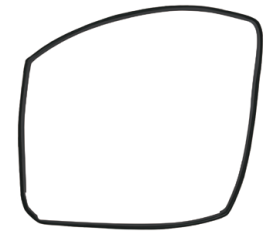
Other Products



LEDs



Door glass runs



Opening trim weatherstrips



Plastic fuel filler pipes



Plastic turbo ducts



Brake hoses



High pressure hydrogen tanks



Instrument panel modules and components



Radiator grilles



Console boxes



Airbags



Steering wheels (with built-in airbags)



Pop-up hood actuators



Air purifiers (general industry products)



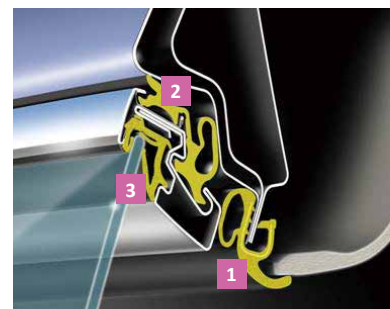
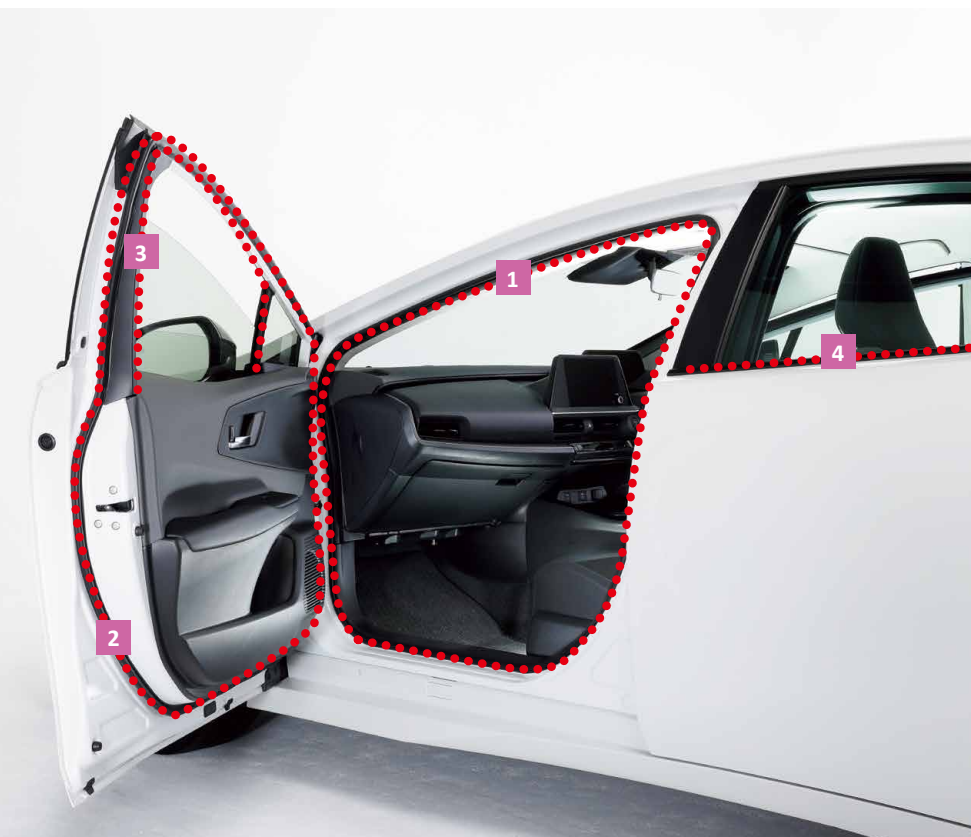
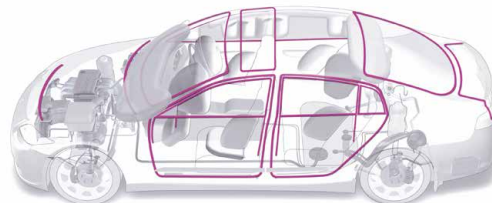
e-Rubber products



Re-S eco-brand

Weatherstrips

Weatherstrips seal the gaps at door frames and window frames to keep out wind, rain, and noise. These products are essential for comfortable cabin interiors.



Hidden door



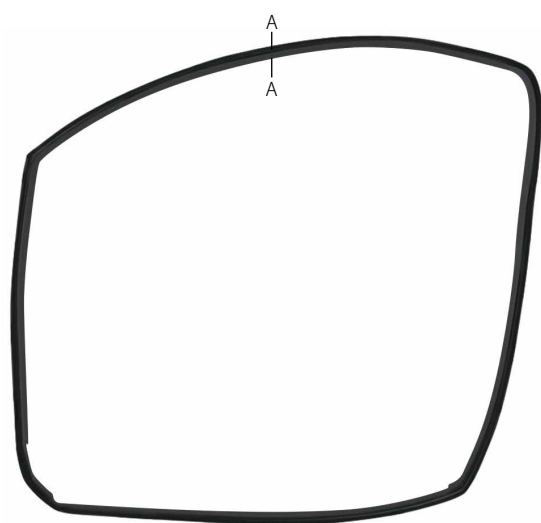
Frame door



Stamped door



Frameless door

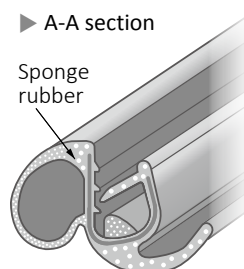


A-A section



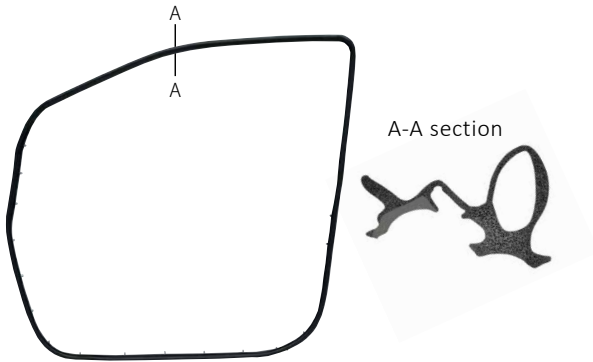
▶ A-A section

Sponge rubber

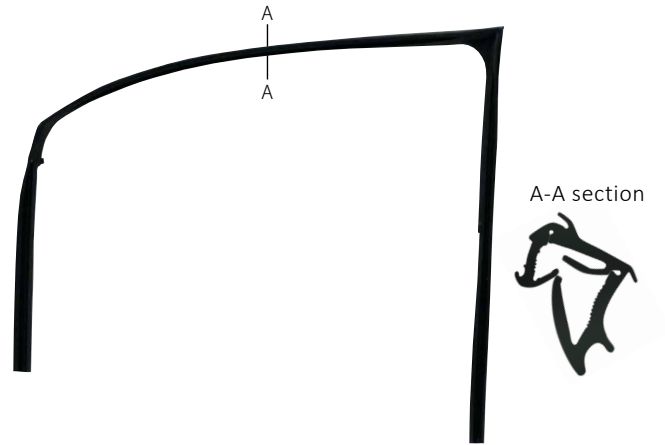


1 Opening trim weatherstrips

Sponging processes for rubber using our materials development and production technology reduce weight by about 30%.

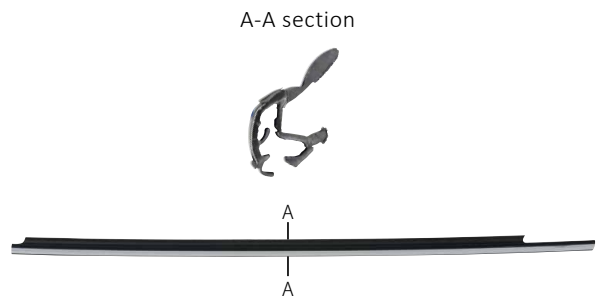


2 Door weatherstrips

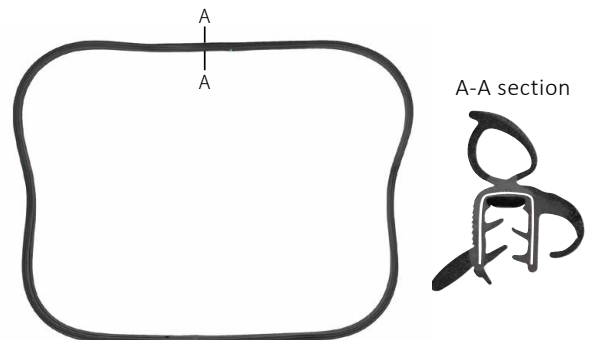


3 Door glass runs

Weight is reduced by about 30% with the use of a mixed material of rubber and plastic that has lower specific gravity.



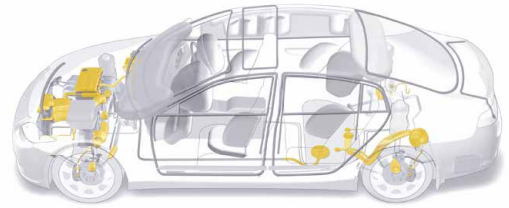
4 Outer weatherstrips



5 Luggage weatherstrips

Functional Components

These rubber and plastic components support the basic vehicle functions of driving, turning and stopping. Toyota Gosei technology ensures quality for these key safety-related parts.



Fuel Tank Peripheral Parts



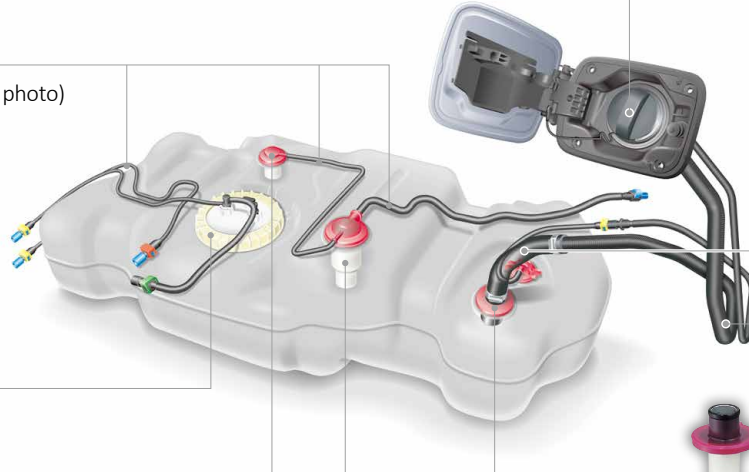
Fuel hoses and tubes
(engine-side hose included in photo)



Locknuts/pump gaskets



Cutoff valves



Fuel filler caps



Capless fuel fillers



Fuel filler hoses



Inlet check valves

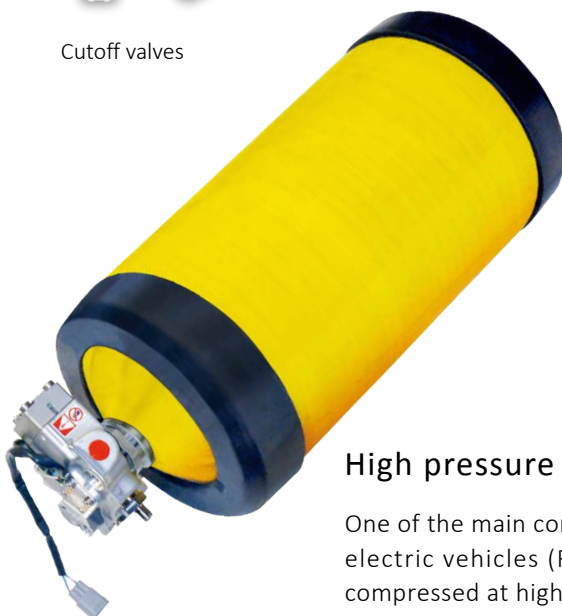


Fill limit vent valves



Plastic fuel filler pipes

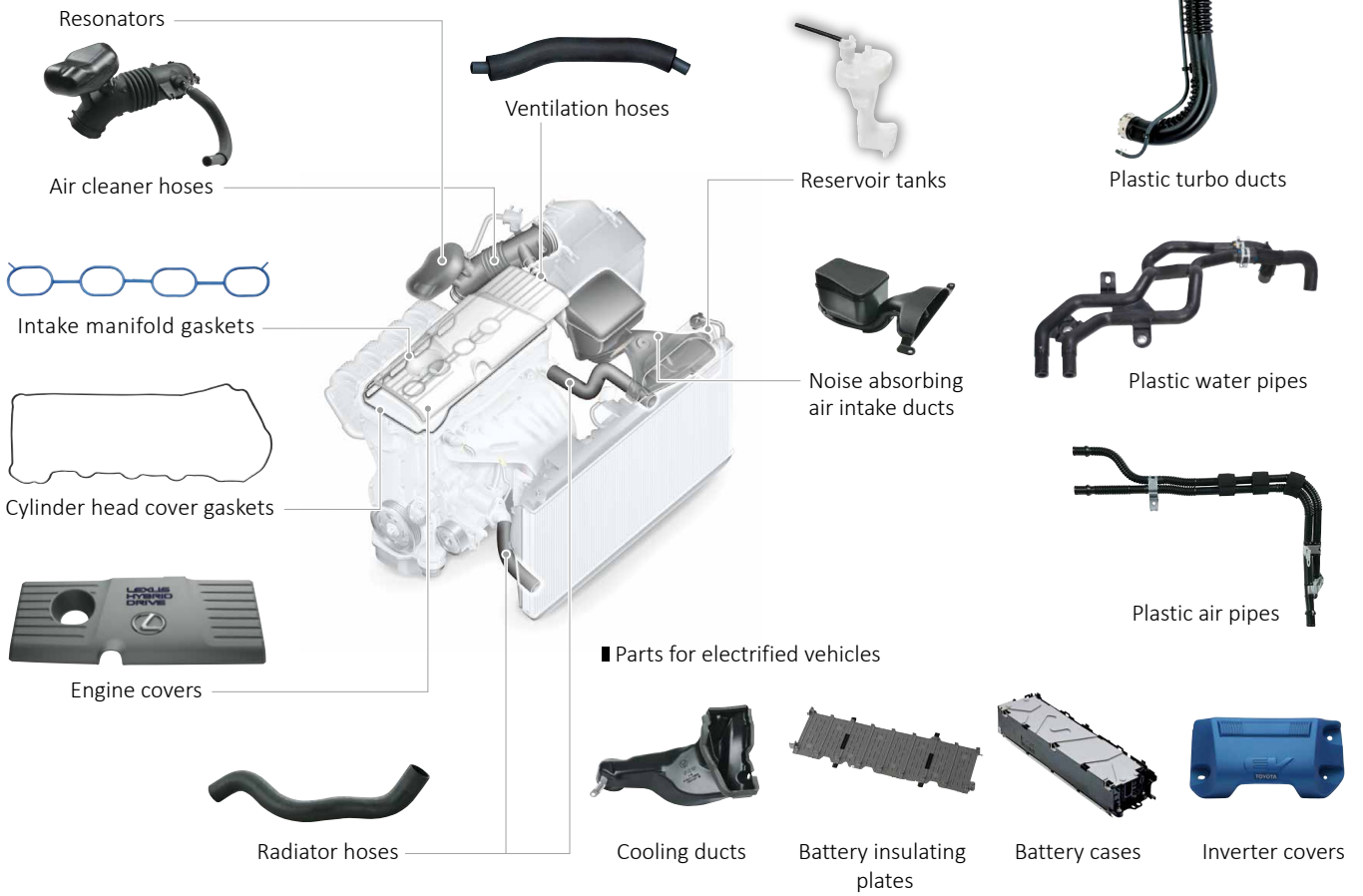
Single-piece molding of sections with different characteristics (flexible, rigid, and straight sections) assures the strength of these pipes, while their multi-layer structure improves fuel resistance and durability. These technologies have made it possible to reduce weight by nearly 50% compared with previous metal pipes.



High pressure hydrogen tanks

One of the main components of fuel cell electric vehicles (FCEVs). Hydrogen is compressed at high pressure (about 700 atm) and efficiently stored.

Engine Peripheral Parts

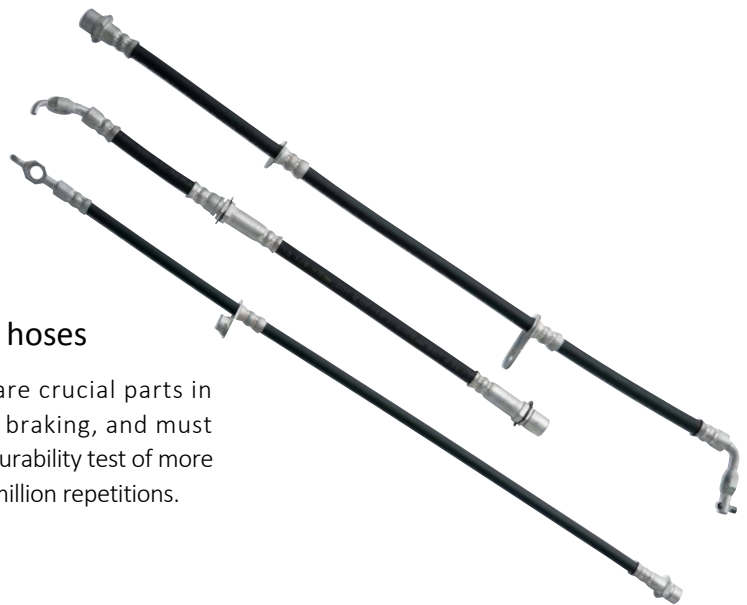


Chassis and Drive Train Parts



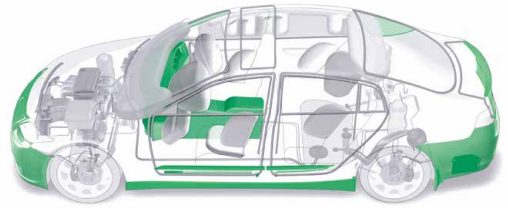
Brake hoses

These are crucial parts in vehicle braking, and must pass a durability test of more than 5 million repetitions.



Interiors and Exteriors

Interior and exterior parts contribute to comfortable and attractive cabin spaces and exteriors.



Interiors

Instrument panel modules and components



Ornamental panels



Registers



Console uppers



Cup holders



Glove compartments



Console boxes

Using traditional, pre-electronic Japanese technology, the console box lid opens and closes smoothly without the use of a motor. Wood-grain panels and leather impart elegance.



LED driver alert lighting system

Decorative lighting added to the function that alerts drivers using light. Contributes to the creation of a safe and pleasant moving space.



Compact wireless charging holder

By simplifying the charger structure, these holders are 60% smaller than previous products and can be installed in confined spaces.



LED graphic lighting

Patterns using light and shadow impart a fresh impression in vehicle cabins at night.



LED cabin lamps



LED lamp modules



Lighting illumination scuff plates



Front pillar garnishes



Assist grips

Exteriors

Radiator grilles

We satisfy all sorts of user design preferences with our decorative technology, such as plating and painting, and molding technology.



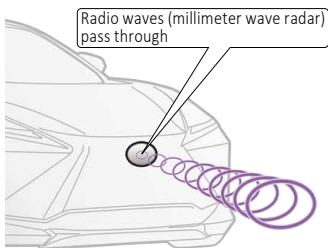
Back door garnishes



Rear spoilers

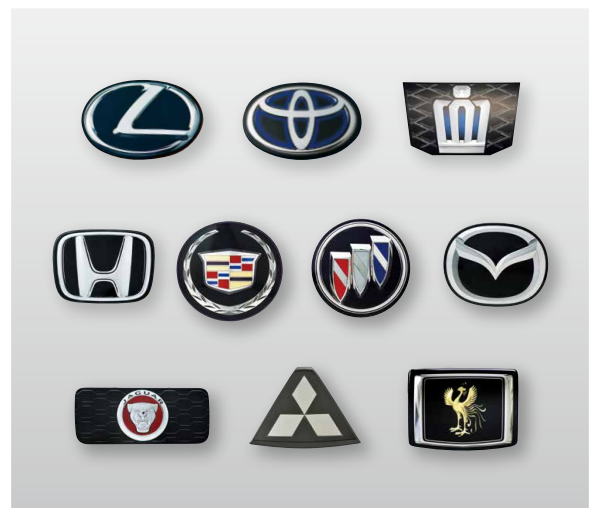
Luminescent millimeter wave compatible emblems

These new emblems are both transparent to millimeter wave radar and luminescent—a world's first.



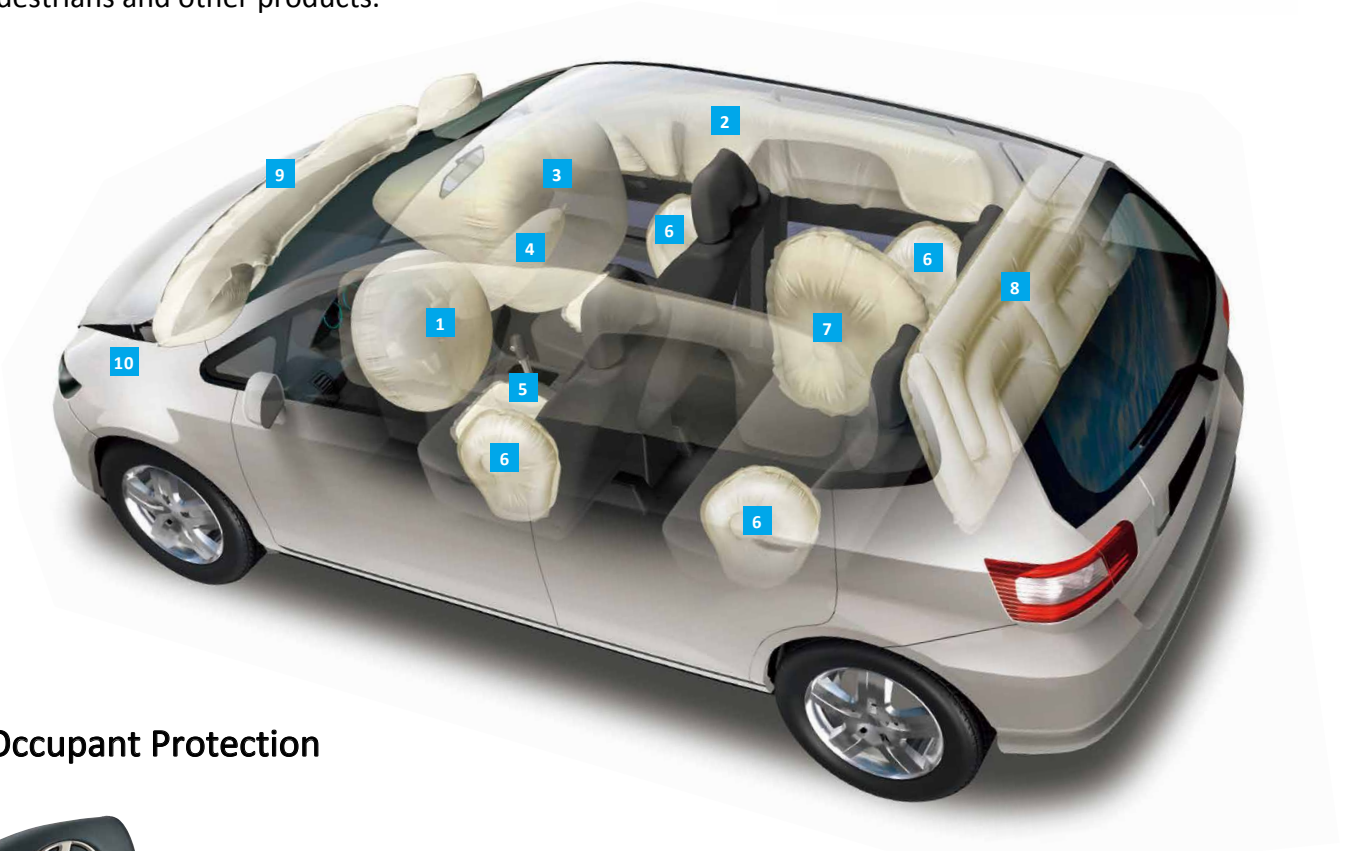
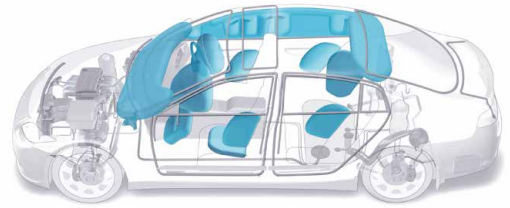
Emblem (when lit)

Millimeter wave compatible emblems



Safety Systems

With various types of airbags, we have achieved 360-degree full coverage to protect vehicle occupants from impacts at various angles. We also provide airbags that protect pedestrians and other products.



Occupant Protection



1 Driver-side airbags



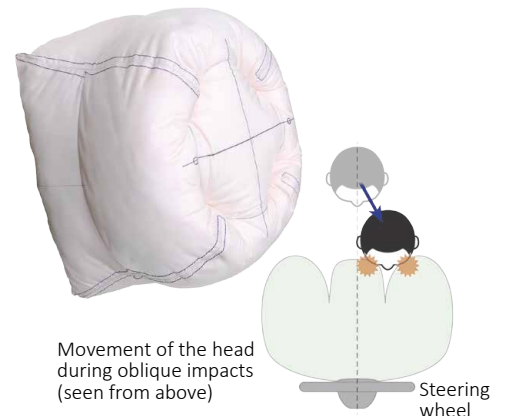
2 Curtain airbags

These airbags, developed with the use of deployment simulations and other analysis and evaluation technologies, cushion impacts to the head during side collisions.



Driver-Side Airbags With New Structure

In addition to the conventional function of reducing the impact on the head and chest in collisions from the front, a donut-shaped indentation set in the spherical surface makes it possible to minimize head rotation when the bag inflates during an oblique collision.





3 Passenger-side airbags



4 Knee airbags



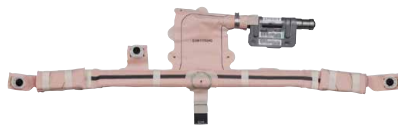
5 Seat cushion airbags



6 Side airbags



7 Rear-seat center airbags



8 Rear-end impact airbags

Steering Wheels

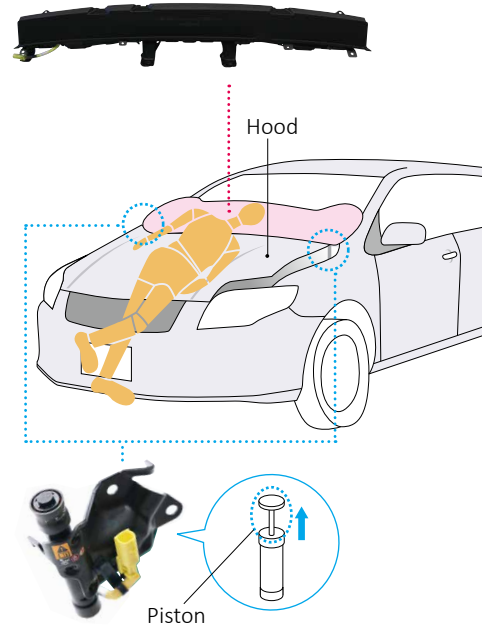
Our lineup of attractively designed wooden, leather, and wood grain steering wheels are used by a wide range of customers.



Pedestrian Protection

9 Pedestrian protection airbags

The front pillars and other rigid parts are covered with the airbag, mitigating the impact to the pedestrian's head and other parts of the body.



10 Pop-up hood actuators

These actuators lift the hood and widen the space between hood and engine, reducing head or other impacts to pedestrians.



Products / Other Products

LEDs

We are developing and selling UV-C (deep UV) LEDs that can eliminate viruses and bacteria and other LEDs with new added value.



Water purification Space disinfection Surface disinfection

UV-C LED modules

LED modules equipped with water-resistance and heat dissipation functions.



Water purification

Compact UV-C LED water purification units

Units equipped with UV-C LEDs for water purification. Can be set up in small spaces.



Space disinfection

UV-C space disinfectors

Bacteria and viruses captured in a filter are irradiated with deep UV rays to disinfect room air.



Desk lamps with HYPERSUNLIGHT LEDs

These desk lamps use HYPERSUNLIGHT LEDs that reproduce natural light with original technology. The blue light component is smaller than in conventional LEDs, making the light easier on the eyes. The light hue appears the same as that of bright, natural light.



Space disinfection

UV-C personal space disinfectors and deodorizers

These units have both deodorizing and disinfecting effects with the use of deep ultraviolet rays and photocatalyst. Lightweight (300 grams) and portable, with a convenient USB power supply.



Surface disinfection

UV-C high-speed surface disinfectors

More than 99.9% of viruses and bacteria on the top and bottom surfaces of smart phones and other small items are eliminated after just 7 seconds in the disinfectant.



Surface disinfection

UV-C disinfection boxes

Small personal items such as breath alcohol testers and cell phones are disinfected with deep UV irradiation.



HYPERSUNLIGHT LEDs



Access here for online store

General Industry Products

We have used our automotive parts and LED technology to develop and sell products in various other fields.

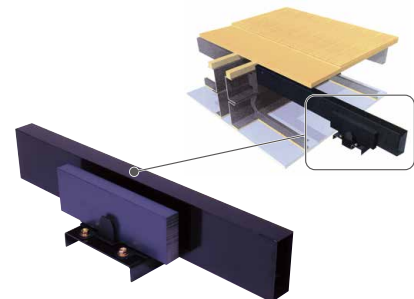


Air purifiers

We handle many different variations in function, design, color and more.



Interior and exterior products for agricultural, construction, and industrial machinery



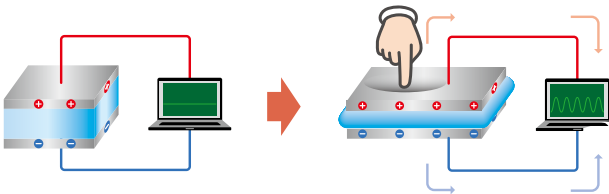
Dynamic dampers for houses

These products use vibration suppression rubber technology to suppress footstep sounds on upper and lower floors in houses and create a quiet, comfortable environment.

e-Rubber

Development of e-Rubber, a next-generation rubber that functions with electricity and mechanical force, continues to progress.

Sensor (mechanical force → electrical signals)

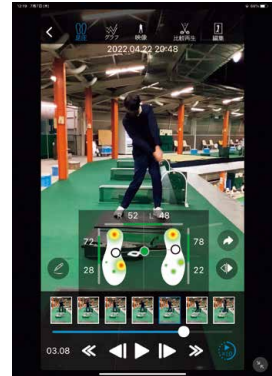


Pushed/stretched out
(amount of electricity accumulated at the electrodes increases)

Example application



Smart insoles
(FEELSOLE)



These insoles provide visual representations of body movement during a golf swing (displayed on application screen).

Re-S Eco-Brand

As one part of our efforts to reduce waste, we have expanded to products that use remnants generated in the production of automotive parts such as airbags and steering wheels. These products are sold under the Re-S brand. “Re-S” was coined from the prefix “re-,” as in “reborn” and “recycle,” that is the start of environmentally-friendly activities, and also includes the meaning of sustainability (S).



Access online shop here



- ① Pen stand, pen case, and business card holder using real leather remnants and wood from forest thinning
- ② Tote bag using airbag fabric



Color tote bags that use seat belt material for the straps




(Collaborative product with Ashimori Industry Co., Ltd., one of Toyota Gosei's business partners)



Printed with artistic designs from Atelier Yamanami

Company History

Major Events

- | | | | |
|--|--|---|--|
| <p>1949 Nagoya Rubber Co., Ltd. is established as a spin-off of the rubber research division of Toyota Motor Industry Co., Ltd.</p>  <p>Panoramic view of Nagoya Plant</p> <p>1957 Haruhi Plant begins operation</p> <p>1967 Inazawa Plant begins operation</p> | <p>1973 Company name is changed to Toyoda Gosei Co., Ltd.</p> <p>1976 Morimachi Plant begins operation</p> <p>1977 US Office is established in Illinois</p> <p>1978 Company is listed on the Nagoya Stock Exchange</p> | <p>1980 Headquarters is relocated to present location (Kiyosu, Aichi Prefecture)</p>  <p>1982 Bisai Plant begins operation</p> <p>1985 Capital participation in Tai-yue Rubber Industrial Co., Ltd.
Company wins Deming Prize for Total Quality Management</p> <p>1986 TG Missouri Corporation is established</p> | <p>1997 Company obtains ISO 9001</p> <p>Present Kitajima Technical Center is completed</p>  <p>1999 Company is listed on the Tokyo Stock Exchange</p> <p>Company obtains ISO 14001</p> <p>Toyoda Gosei North America Corporation is established</p> |
|--|--|---|--|



Development History of Major Technologies and Products

Rubber


- 1950 Weatherstrips
- 1953 Brake hoses
- 1959 Sponge rubber automatic molding technology
- 1961 Piston cups
- 1963 Flocked glass runs
- 1977 Constant velocity joint boots
- 1982 Sound insulating glass runs
- 1997 New rubber recycling technology

Plastics


- 1954 Production technology for plastic injection steering wheels
- 1960 PP steering wheels
- 1964 Plastic-plated products
- 1967 Plastic radiator grilles
- 1974 Full instrument panels
- 1978 PP bumpers
- 1982 Plastic fuel filler caps
- 1989 Low-noise resistors
- 1989 Steering wheels with built-in airbags
- 1998 Curtain airbags
- 2000 Noise absorbing air intake ducts

New fields

- 1986 Start of R&D for blue LEDs
- 1991 Success in development of blue LEDs is certified
- 1995 Mass production of blue LEDs



In the Toyoda Gosei logo, red represents the courage to lead and blue represents intelligent technologies. The hexagonal motif is taken from the chemical depiction of the benzene ring (hexagon structure from which many polymers are derived).

2000	Toyoda Gosei Europe N.V. is established	2013	Toyoda Gosei East Japan Co., Ltd. is established	2019	Hubei Toyoda Gosei Zheng Ao Rubber & Plastics Sealing Technology Co., Ltd. is established
2001	Toyoda Gosei Asia Co., Ltd. is established		GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda. is established		Thai Binh plant of Toyoda Gosei Haiphong Co., Ltd. begins operation
2005	ISO /TS16949 certification	2014	Toyoda Gosei Irapuato Mexico, S.A. de C.V. is established	2020	Inabe Plant begins operation
2006	Toyoda Gosei (Shanghai) Co., Ltd. is established			2021	Monterrey plant of TAPEX Mexicana, S.A. de C.V. begins operation
2008	Toyoda Gosei Minda India Pvt. Ltd. is established	2016	Bawal plant of Toyoda Gosei Minda India Pvt. Ltd. begins operation	2022	Ohira Plant of Toyoda Gosei East Japan Co., Ltd. begins operation
2009	Miwa Technical Center is established	2018	Gujarat plant of Toyoda Gosei Minda India Pvt. Ltd. begins operation		Investment in Wuhan Binyu Auto Part Co., Ltd.
			PT Toyoda Gosei Indonesia is established		

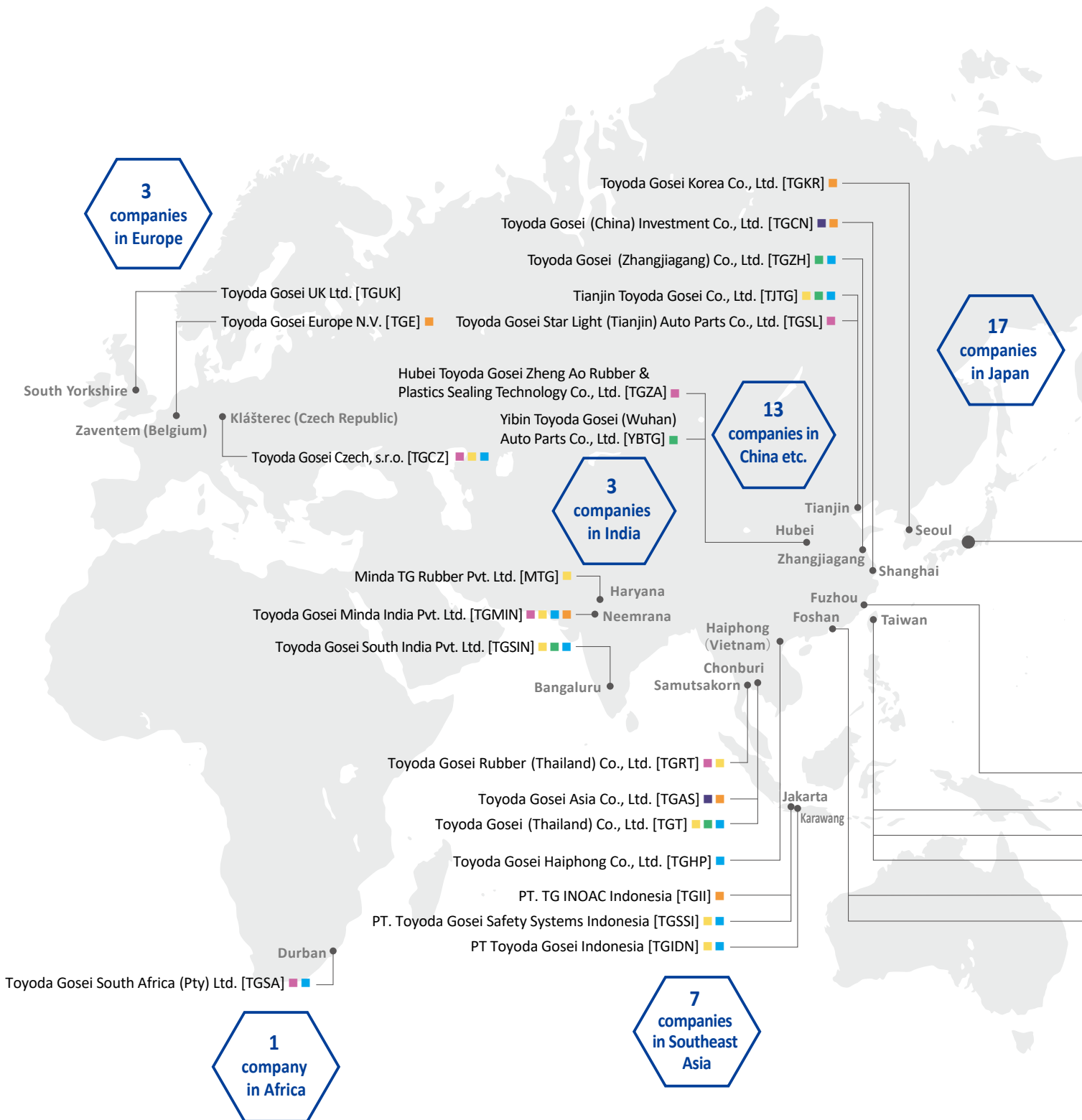
2010

2003	Two-color molded opening trims	2010	Lightweight opening trim weatherstrips	2020	High pressure hydrogen tanks
				2021	Cutoff valves with new structure
2003	Millimeter wave compatible emblems	2017	Glass runs for flush surface door	2022	Lightweight oil pumps CNF-reinforced plastic
					
2008	Plastic fuel filler pipes	2014	Plastic water pipes	2023	LED driver alert lighting system
		2015	Capless fuel fillers		Compact wireless charging holder
		2017	Large radiator grilles		LED graphic lighting
		2018	Air conditioner registers with LED lighting		Luminescent millimeter wave compatible emblems
2002	Driver-side knee airbags	2019	Plastic turbo ducts, Battery cases		
2008	Rear-end impact airbags	2012	Pop-up hood actuators	2021	Pedestrian protection airbags
		2015	Steering wheels with warning function		
2009	Rear-seat center airbags	2017	Steering wheels with grip sensor, New type of side airbags		
					
2001	White LEDs	2010	Start of R&D for GaN power devices	2020	UV-C (deep UV) LEDs are confirmed to be highly effective in inactivating the novel coronavirus
2004	White side view packages	2014	Prof. Isamu Akasaki and Hiroshi Amano (Toyoda Gosei technical advisors) receive Nobel Prize in Physics		UV-C space disinfectors
2007	Start of R&D for e-Rubber	2019	Development with EBM Corp. of the Super BEAT heart surgery simulator that uses e-Rubber		
				2021	UV-C high-speed surface disinfectors
					

Global Reach

(As of July 31, 2023)

With 62 group companies* in 16 countries and 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. *Companies for consolidation



Company Profile

Summary

Company name Toyoda Gosei Co., Ltd. Established June 15, 1949 Capital ¥28 billion
Revenue ¥951.8 billion (FY2022 consolidated) Operating profit ¥35.0 billion (FY2022 consolidated)
Return on equity 3.6% (FY2022 consolidated) Number of employees 38,942 (FY2022 consolidated)

Management Members (As of January 1, 2024)



Katsumi Saito
President, CEO



Hiroshi Yasuda
Vice President, CFO, CMO



Masaki Oka
Director, Corporate Officer



Mitsuhiro Nawashiro
Director, Corporate Officer, CTO



Naoki Miyazaki
Director



Kimio Yamaka
Outside Director



Mayumi Matsumoto
Outside Director



Takashi Wada
Outside Director



Kenji Oiso
Audit & Supervisory
Board Member



Yamato Suzuki
Audit & Supervisory
Board Member



Chika Kako
Outside Audit & Supervisory
Board Member



Hitoshi Kuwayama
Outside Audit & Supervisory
Board Member



Masahiko Yokoi
Outside Audit & Supervisory
Board Member

Corporate Officers

Hiromasa Zaitzu
Makoto Hasegawa
Katsufumi Otani (CRO)

Yutaka Ogasawara
Kenji Hayashi
Bijay Krishna Shrestha

Tadashi Yamamoto
Nobuhisa Tanaka
Yasushi Okada

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