

History of Our Business Evolution and Value Creation

Through manufacturing that leverages our unique technological capabilities in the rubber and plastic fields that we have cultivated since our founding, we respond to the needs of the times and provide new value to the world.

Founding to 1970s

Carrying on the spirit of Kiichiro Toyoda to develop rubber and plastic parts

In the late 1930s, Kiichiro Toyoda, who recognized the importance of rubber parts, established a rubber research department within the automotive division of Toyoda Automatic Loom Works. This was the origin of Toyoda Gosei. Kiichiro Toyoda would later go on to found Toyota Motor Corporation. Kiichiro's passion for research was carried over to Nagoya Rubber Co., Ltd., which was established in 1949.

In the 1950s, Nagoya Rubber focused on the development and production of rubber parts for automobiles, and became the first JIS-certified plant in Japan to manufacture hydraulic brake hoses for automobiles. Nagoya Rubber also took on the challenge of producing

plastic steering wheels, which had previously been made of hard rubber. In 1954, the injection molding process was used to produce plastic steering wheels for Model FA trucks, and later, the same process was also used for the plastic steering wheels in the Toyopet Crown model.

From the 1960s onward, Nagoya Rubber expanded its business as Japan's automobile industry continued to grow and develop. In 1967, the Company opened the Inazawa Plant to produce plastic parts by injection molding, and subsequently expanded its production bases mainly in the Owari area. In 1973, the Company changed its name to the current Toyoda Gosei Co., Ltd.

1980s to 2000s

Growing into a global company through commitment to research and development

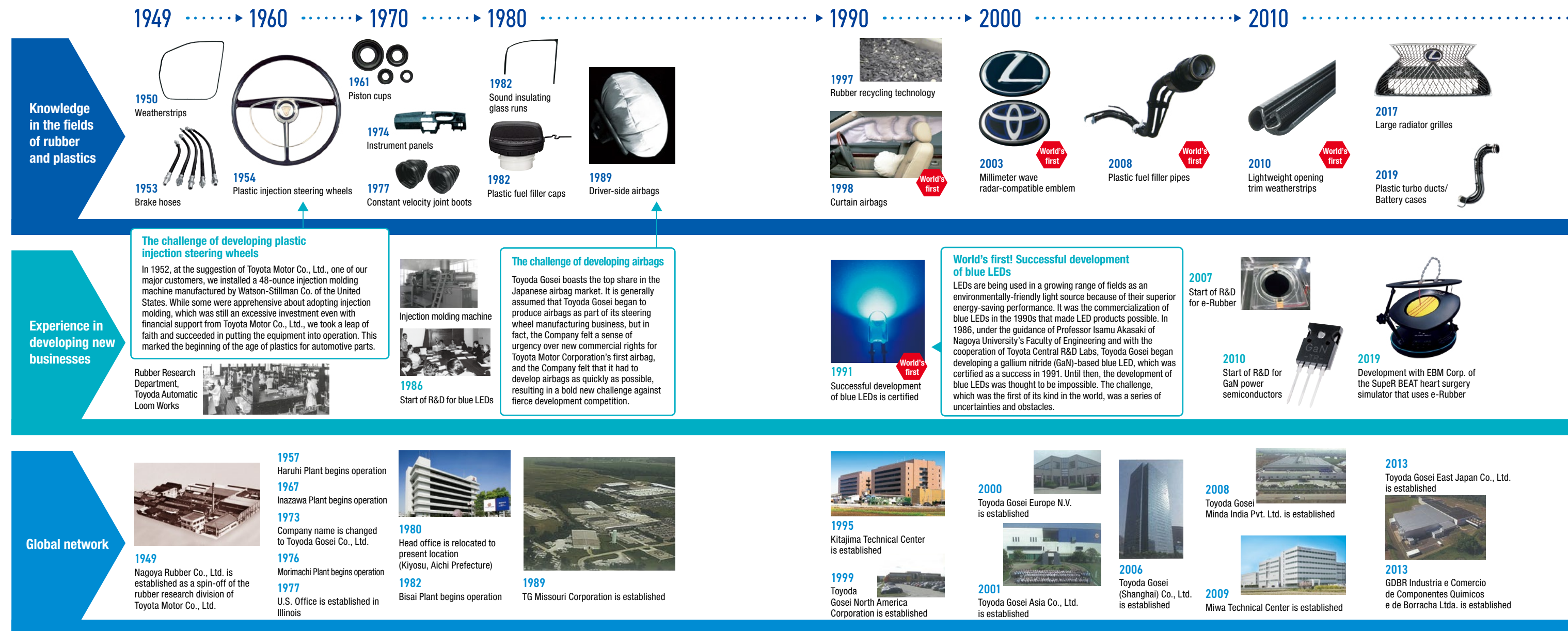
As a member of the Toyota Group, our development and production of rubber and plastic parts for automobiles has expanded into various fields since the 1980s.

As a polymer manufacturer, we aim to be a development-oriented company and have enhanced our development capabilities by establishing the Kitajima Technical Center in 1995 and the Miwa Technical Center in 2009.

We also turned our attention to fields in other industries, and based on our thin-film formation technology developed in the automotive parts business, from 1986, we took on the

challenge of researching blue LEDs, whose development had numerous technological hurdles that were considered difficult to overcome. In 1995, we succeeded in achieving mass production of blue LEDs.

Until the end of the 1980s, Toyoda Gosei's overseas markets consisted of Taiwan and North America under a four-company system, but in the 1990s, we accelerated our overseas expansion. Following North America and Asia, we expanded to Australia, Europe, Central and South America, and Africa, and have now grown into a global company with 60 overseas and domestic companies.



History of Our Business Evolution and Value Creation/ Our Competitive Advantages

2010s to Future

Contributing to the future with a focus on safety, comfort, and decarbonization

The 2010s brought new challenges for companies, such as measures to prevent global warming and the achieving of a sustainable society. In the automotive market, vehicles that do not rely on petroleum fuels, such as BEVs, are expected to play a leading role in the future, forcing major changes.

We have developed high-pressure hydrogen tanks for FCEVs using our polymer technology. This tank, jointly developed with Toyota Motor Corporation, is being used in Toyota's second-generation Mirai model, which started mass production in 2020. In response to the shift to BEVs, we will contribute to the reduction of traffic fatalities by offering optimal solutions for airbags and seat belts that accommodate

the changes in vehicle structure, and we will also innovate vehicle design and manufacturing with our polymer technology for realizing new mobility. Also, we will develop and recycle high-performance materials by utilizing our expertise in polymer materials, and will not only utilize our developed materials and technologies within the Company but also sell them outside the Company, and through these new businesses, we will contribute to achieving a decarbonized and recycling-oriented society.

We will continue to provide value to society in the three areas of safety, comfort, and decarbonization through the use of polymer technology.

2020



2020
Extra-large
spindle grilles



2021
Driver-side airbags for
better protection in
angled frontal
collisions/Pedestrian
protection airbags



2022
CNF
reinforced plastic



2023
Miniature wireless
charging holder



2023
Millimeter wave
compatible emblem
that emits light



2023
Topcoat-less
hot-stamped grilles



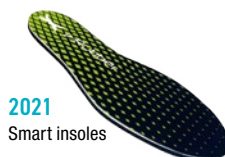
High-pressure
hydrogen tanks

2020

UV-C space disinfectors,
which use UV-C (deep
UV) LEDs, are launched.
UV-C (deep UV) LEDs
are confirmed to be
highly effective in
neutralizing COVID-19



2021
UV-C LED high-speed
surface disinfectors



2021
Smart insoles

2022

Success in making larger GaN
substrates for next-generation
power semiconductors



2023
Wireless power supply
receiver for smartphones



2014
Toyoda Gosei Irapuato Mexico,
S.A. de C.V. is established



2018
PT Toyoda Gosei Indonesia
is established



2019
Hubei Toyoda Gosei Zheng Ao
Rubber And Plastic Sealing
Technology Co., Ltd. is
established



2020
Inabe Plant begins operation



2023
Toyoda Gosei Technical
Center India