TOYODA GOSEI

Company Profile

Touching Innovation

Toru Koyama

President

Delivering satisfaction to customers worldwide through safety, comfort, well-being and the environment

Since its foundation in 1949, Toyoda Gosei has contributed to society through the provision of automotive products that mainly use rubber and plastics technology, under the company credo of “Boundless Creativity and Social Contribution.” Today, we have 61 Group companies in 17 countries and regions. The automobile industry is currently facing a period of great transformation with advances in autonomous driving and electrification. Taking this huge change as an opportunity, we are harnessing the power of all 40,000 employees working together to achieve sustainable growth in the future. We aim to grow as a global company that delivers satisfaction to customers worldwide through safety, comfort, well-being and the environment.

Management Philosophy

Boundless Creativity and Social Contribution

1 We, as a good corporate citizen, contribute to the economy and society through community-based business activities and social action programs. — Good corporate citizenship

2 We promote business operations with integrity through the establishment of a system founded on thorough compliance and corporate ethics. — Proper business operation

3 We aim to build up the TG Group's collective strength through an open and fair relationship with suppliers, through a mutually strengthened corporate structure and innovative management response to change. — Sustainable growth

4 We aim to provide products and services with satisfying quality and price in a timely manner, through forward-looking R&D and production engineering. — Customer satisfaction

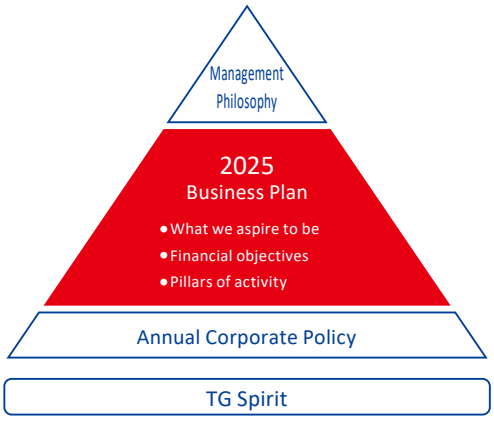
5 We aim to conserve the global environment and resources in order to hand down a greener world to our children through every business activity, which includes cooperation with society and the development of an environment-friendly product and manufacturing process. — Conservation of global environment and resources

6 We aim to establish a vibrant corporate culture through respect for individuality and the value of enhanced teamwork, based on shared responsibility and mutual trust between employees and management. — Respect for the individual

Contents

Contributions to a Sustainable Society

To contribute to a sustainable society through our business activities, Toyoda Gosei seeks to help resolve the global issues addressed in the United Nations Sustainable Development Goals (SDGs) and to be a leader in ESG (Environmental, Social, and Governance), based on our management philosophy. In 2018, we formulated the 2025 Business Plan for the medium term, and through the resolution of social issues, aim to achieve sustainable growth based on the three key areas of "Venture into innovation, new mobility," "Strategy for growing markets/fields," and "Innovative manufacturing at production sites." We will continue to actively meet the expectations of our stakeholders worldwide, including customers, shareholders, investors, employees, and suppliers, based on a system of appropriate governance.



◆ Sustainability

Based on the expectations of our stakeholders and our vision as a company, we will select materialities (key issues) to be prioritized as a group and contribute to a sustainable society through our business activities.

	Most crucial fields in SDGs	Materiality (key issues)	Major efforts
Business activities	3 GOOD HEALTH AND WELL-BEING	Contribute to a safer and more comfortable mobility society by responding to the transformation of automobiles and reducing the number of traffic fatalities	● Development of safety devices, such as airbag products for many different kinds of accidents ● Development of simulation technology to create safety devices that correspond to various riding postures, from adults to children ● Development of advanced safety technology for autonomous driving
	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Create new businesses that utilize core technologies	● Development of mobility products that are compatible with CASE/MaaS ● Development and commercialization of e-Rubber applications (smart insoles, heart surgery simulator, etc.) ● Development and commercialization of GaN power devices; development of space disinfectors, water purification units, and surface disinfectors using UV-C (deep UV) LEDs ● Collaboration with startups with the aim of synergy in core technologies
	13 CLIMATE ACTION 7 AFFORDABLE AND CLEAN ENERGY	Contribute to a decarbonized society by reducing emissions of CO_2 and other greenhouse gases	● Development and mass production of high pressure hydrogen tanks that are at the heart of fuel cell electric vehicles ● Push for lighter weight products for higher fuel efficiency (lightweight panels, plastic fuel filler pipes, etc.) ● Push for establishment and spread of innovative and energy-saving production techniques to achieve carbon neutrality ● Revolutionary energy savings from higher productivity with the introduction of innovative technologies, daily *kaizen*, and IoT/AI ● Introduction of solar power generation and other renewable energy
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Contribute to a recycling-based society by reducing waste and water risks	● Push for waste reduction projects to minimize waste in production processes (effective use of weatherstrip scraps; search for ways to minimize scrap generated in plating processes) ● Investigation of applications for rubber material recycling technology that uses rubber desulfurization and regeneration technologies ● Push for product design that allows easy disassembly and product design and development with the use of environmentally-friendly materials ● Push for *kaizen* and recycling for water usage loss by expert teams ● Creation of products (eco bags, etc.) that use material remnants (airbag base fabric, leather, etc.)
Management base	8 DECENT WORK AND ECONOMIC GROWTH	Coexist with local communities by creating employment and contributing to society	● Raising of employees' job satisfaction based on engagement surveys ● Reformation of the company atmosphere through efforts to improve communication ability at work ● Business expansion and job creation in developing countries ● Volunteer activities in cooperation with local governments and social welfare councils (company-wide cleanups, community crime prevention, blood drives, on-site classes) ● Push for activities for living with nature (woodland maintenance, plant afforestation, river and wetland preservation), under the slogan "Linking activities with water, the source of life"
	10 REDUCED INEQUALITIES	Promote diversification in employment, protect human rights	● Development of human resources for global management (education program for future management candidates) ● Creation of mechanisms to promote career advancement in female employees, so that they feel value in work ● Review of personnel systems to promote the activity of senior workers ● Hiring of people with disabilities in all Group companies and creation of pleasant workplaces ● Explanatory meetings and practical training for supervisors and leaders on harassment prevention
	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Carry out thorough corporate governance and compliance as a company of integrity	● Activities for thorough compliance and risk reduction centered on our Internal Control Committee ● Strengthening of ability to handle risk by preparing risk management guidelines ● Formulation of and education with the Toyoda Gosei Group Charter for Business Ethics and the Toyoda Gosei Guidelines for Business Ethics ● Early detection and correction of legal violations and misconduct by establishing compliance consultation offices (inside and outside the company)

Environmental Preservation 〈E〉

Achieving carbon neutrality

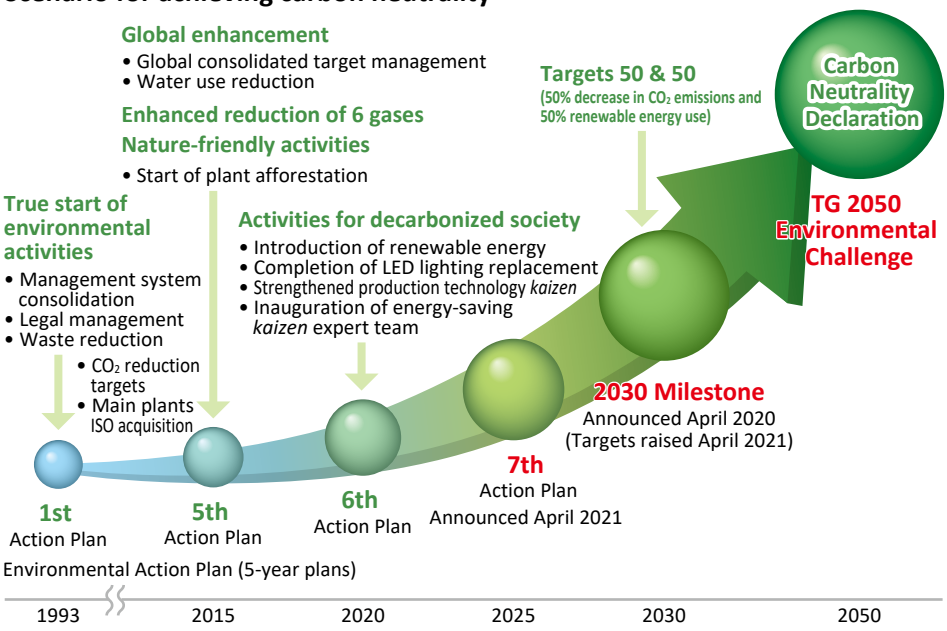
Toyoda Gosei set the target of zero CO_2 emissions by 2050 in its TG 2050 Environmental Challenge. As a milestone on the way to that goal, it has formulated the Targets 50 & 50: a 50% cut in CO_2 emissions by 2030 (compared with FY2013 levels), and, as a key effort to achieving that goal, 50% use of electricity from renewable sources. We are introducing power facilities that use green energy sources and energy-saving production equipment, implementing production technology innovations such as more compact equipment, and developing products for vehicle electrification.

In our next 5-year Environmental Action Plan, we have set the target of cutting CO_2 emissions by 25% (compared with FY2015 levels) by 2025, and are accelerating efforts for decarbonization.

TG 2050 Environmental Challenge

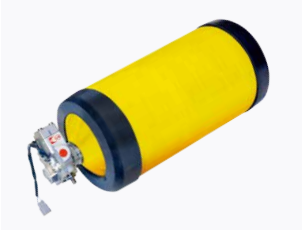
Establishment of 6 high-level targets, including zero CO_2 emissions, to promote environmental preservation efforts with a long-term perspective

Scenario for achieving carbon neutrality



Products and technology

Development of products that contribute to an environmentally-friendly society



High pressure hydrogen tanks

Key components of fuel cell electric vehicles that efficiently store hydrogen compressed at high pressure

Decarbonized society

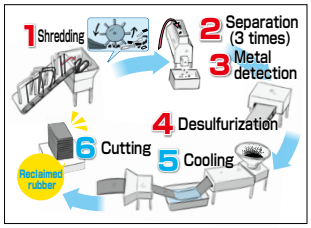
Use of energy-saving equipment and processes and renewable energy

Solar power generation facilities

Aggressive adoption in our Japanese and international locations

Recycling society (Waste)

Reducing waste by developing production technologies and recycling waste materials



Waste material recycling

Recycling with the use of technology to separate rubber/plastic and metal

Recycling society (Water)

Reducing water risks, reusing water, and other efforts

Waste water treatment equipment

Drainage from plating processes is cleaned and reused in production

Environmental preservation and living with nature

Control of chemical substances in conformance with laws and regulations; preservation of ecosystems

Woodland development

Employees carry out forest maintenance with the aim of regenerating untended woodlands and ensuring cleaner water

Development of People and Workplaces That Support Our Business 〈S〉

Improving manufacturing skills

Developing a corporate culture that refines the skills and spirit of the skilled workers who are the source of our production floor competitiveness

Mold maintenance skills competition

Skilled workers selected from each product area show their skills in mold finishing

Common global education

Training people who can thrive on the world stage

Middle management training

Improving the necessary knowledge and abilities among local managers at international locations

Diversity

Activities are conducted with the three pillars of "Fostering female employees," "Raising the awareness of superiors," and "Creating workplace atmospheres"

Workplace reform management class

A working group of management volunteers was started and supports respect for diversity

Employment of people with disabilities

Systematic hiring and continuous promotion of education and environmental improvement

Communication with sign language

Practicing commonly used sign language in afternoon assemblies and other situations

Building Livable Communities Being active members of the community 〈S〉

Social welfare

Creating a company of mutual help and living together with community residents

Wheelchair doctors

Visits to local welfare facilities each month for repair and cleaning of more than 500 wheelchairs annually

Youth development

Support for the healthy growth of community children

Ichinomiya Boys and Girls Invention Club

We provide children an opportunity to experience the joy of making things, to help them grow as creative people

Community crime prevention

We help to create neighborhoods where everyone can live in safety and peace

Anti-crime patrols

Under the direction of police departments with jurisdiction, walking and vehicle patrols are conducted near our business locations

Disaster recovery support

Continuing activities to support disaster areas

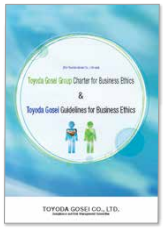
Regional product sales, East Japan Reconstruction Support

Events to sell products from affected areas in the company and donations to those local areas have continued every year

Governance 〈G〉

Toyoda Gosei Group Charter for Business Ethics

Shared values and standards of conduct common to the entire Toyoda Gosei Group are clarified, and made known through education to Group employees



Charter for Business Ethics

Booklets or PDFs are distributed to all employees so that they can act with high ethical standards

Compliance education

Executive and employee education

Antitrust law training

Systematic educational activities corresponding to the risks in each country and each company

Sports

Sports promotion

Activities that contribute to a vibrant, rich and active society, fostering a sense of unity in employees and the community. During the off season, we hold sports clinics for elementary school children and cooperate in traffic safety and other classes

Volleyball
Wolfdogs Nagoya

Affiliated with the V. League. Since winning its first league championship in 2015, the team has been in contention for the championship every year

Handball
Toyoda Gosei Blue Falcon

Affiliated with the Japan Handball League. Champions in the 2021-22 season. Also won the All Japan Handball Championship, achieving a double crown for the second consecutive year

Basketball
Toyoda Gosei Scorpions

Affiliated with the B3 League. Second place in the 2018-2019 regular season

◆2025 Business Plan （mid-term business plan）

What we aspire to be

Toyoda Gosei aims to grow as a global company that acts flexibly and swiftly in today's dramatically changing business environment, delivering the highest levels of satisfaction to customers worldwide through safety, comfort, well-being and the environment.

Pillars of activity

Pillar Ⅰ — Venture into innovation, new mobility

New Technology, New Products

- Commercialization in new fields utilizing core technologies
- Development of new technologies and products coping with CASE
- Strategies of modularization and system products

Pillar Ⅱ — Strategy for growing markets/fields

Current Products

- Selection and concentration of business resources
- Make current products more highly value-added
- Business plan executions through cooperation with customers and business partners

Pillar Ⅲ — Innovative manufacturing at production sites

Current Products

- Globally standardized production know-how and processes
- Further implementation of the Toyota Production System (TPS)
- "*Jidoka*" and manpower saving utilizing IT
- Reduction of environmental burden by production engineering reform

Base of the Pillars — Enhancement of the business foundation

- Business activities with integrity
- HR development
- Strengthening global operations

Financial objectives

	FY2017 (J-GAAP)	FY2025 (IFRS)
Revenue	¥806.9 billion	▶ More than ¥1 trillion
Operating profit ratio	5.1%	▶ 8%
ROE (Return on equity)	6.6%	▶ 10%

Financial Policy

Shareholder returns

Regarding shareholder returns for the time being, we will work wholly to reward shareholders based on a consolidated payout ratio of 30% or greater, from a variety of perspectives.

Capital investment

We will secure 50 billion yen by FY 2025 as funding for capital investment for growth.

Cash reserves

In view of the prevailing circumstances, we will secure cash reserves* of consolidated monthly turnover plus 30 billion yen including funds to cover risk.

* Short-term borrowings (less than one year) are excluded.

Pillar Ⅰ Venture into innovation, new mobility

Venture into innovation

Knowledge cultivated in the fields of high polymers and LEDs is used to create practical and innovative new technology that will contribute to safety, comfort, well-being and the environment.

UV-C (deep UV) LEDs

—A new light source with low environmental impact

UV-C LEDs emit ultraviolet rays with short wavelengths that can destroy the genetic materials of viruses and bacteria. Taking advantage of this feature, UV-C LEDs are being used in a wide range of applications, including water and air purification and surface disinfection.

UV-C LED modules

Promising areas of use

Water sterilization　Air sterilization　Surface sterilization

e-Rubber

—Next-generation rubber that functions with electricity and mechanical force

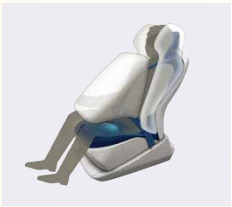
Products are being developed with a focus on fields such as sports and healthcare (preventive medicine and other areas), taking advantage of the features of e-Rubber that allow it to be used as a sensor with unprecedented lightness and flexibility.

Smart insoles

Venture into new mobility

To respond flexibly and swiftly to autonomous driving, electrification and other changes in automobiles, we are working to swiftly develop new products by refining our core technical strengths in rubber and plastics and working collaboratively with customers and specialty manufacturers.

CASE technologies



Next-generation safety systems

Airbags are integrated into seats to accommodate the more diverse occupant postures that are expected with autonomous driving.

Next-generation steering wheels

Human machine interface functions are added for coordinated vehicle operations between humans and systems. Driver monitoring functions sense the condition of the driver with cameras and sensors, and information functions convey information to the driver with light and vibration.

Next-generation front grilles

This module is equipped with sensing functions that recognize the surrounding environment with cameras and millimeter wave radars, and signage functions that communicate the vehicle's operating status to people nearby with LED lights.

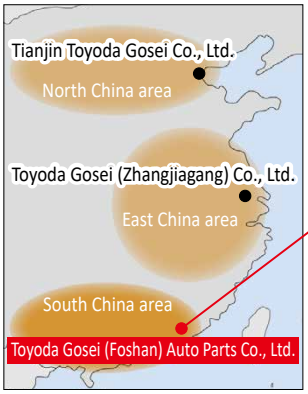
(Photo shows a front panel for BEVs)

Pillar Ⅱ Strategy for growing markets/fields

We aim to continue expanding our business in key markets including North America and China, and our safety system business with growing demand due to the stricter safety regulations worldwide.

New airbag plant in South China

China continues to grow as the world's largest automobile market, and we will establish a new plant in Guangdong Province to strengthen our production system for airbags and steering wheels, two of our main products. The new plant will be established as a branch plant of Toyoda Gosei (Foshan) Auto Parts Co., Ltd., with production scheduled to start around the summer of 2023. This plant will help us respond to the increasing demand for airbags due to stricter safety regulations throughout China and the increase in automobile production in South China.



New plant (rendering)

Safety system product manufacturing locations in China

Commercial application of pedestrian protection airbags

We have launched a pedestrian protection airbag that protects the head of a pedestrian. We have previously developed many types of airbags to protect vehicle occupants, but this is our first market launch of an airbag that protects vulnerable road users such as pedestrians. Among traffic accidents in Japan, pedestrians account for the greatest number of deaths, the main cause of which is head injury. Pedestrian protection airbags cover rigid portions of the vehicle, such as the front pillars, that are the most likely to cause fatal injuries. The internal pressure of these airbags is optimally adjusted for each section, mitigating impacts to the head.

Pillar Ⅲ Innovative manufacturing at production sites

Process autonomation, labor reduction and other *kaizen* activities are underway with the use of IT (IoT, AI) and other cutting edge technologies.

Labor-savings with autonomation and other innovations

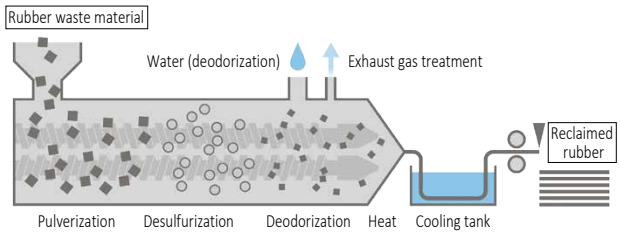
At newly started lines including the Toyota Gosei East Japan Co., Ltd. Miyagi Ohira Plant, which started operation in June 2022, we pursue product specifications from the design stage to make autonomation easier. We aim to achieve production lines with full autonomation, from the input of parts and materials to shipment of the finished product. For existing lines, we will make full use of TPS *kaizen* methods to separate processes that can only be done by humans from all other processes, and achieve labor-saving lines that combine collaborative robots and *karakuri kaizen* with low investment.

Toyoda Gosei East Japan Co., Ltd. Miyagi Ohira Plant

Leveraging rubber recycling processes to achieve the medium-term goal of reducing waste

We aim to reduce waste materials by 50% (compared with FY2012 levels) by 2030. In April 2021, recycling processes for weatherstrips were brought together in a dedicated building, and we have been increasing our recycling rate. By restoring waste rubber to a raw material state with our original technology and using it in new products, we expect to reduce waste by about 6,000 tons annually. This has an effect in reducing CO_2 emitted during raw material transport and the incineration of waste. We also plan to contribute to reducing the environmental impacts of the rubber industry overall, by using this recycled rubber not only in-house but also selling it to other companies.

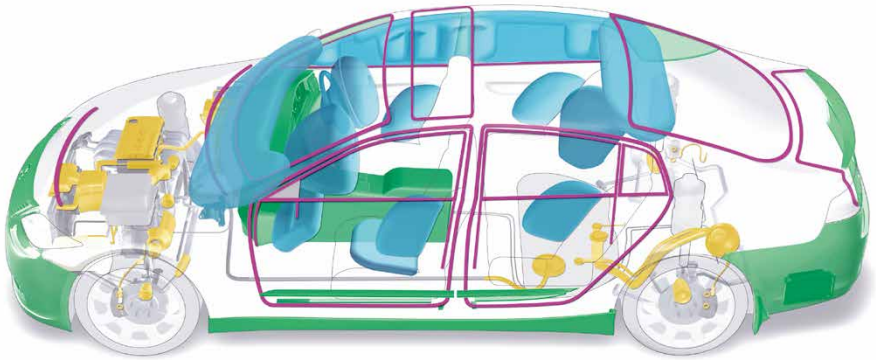
Image of a recycling line



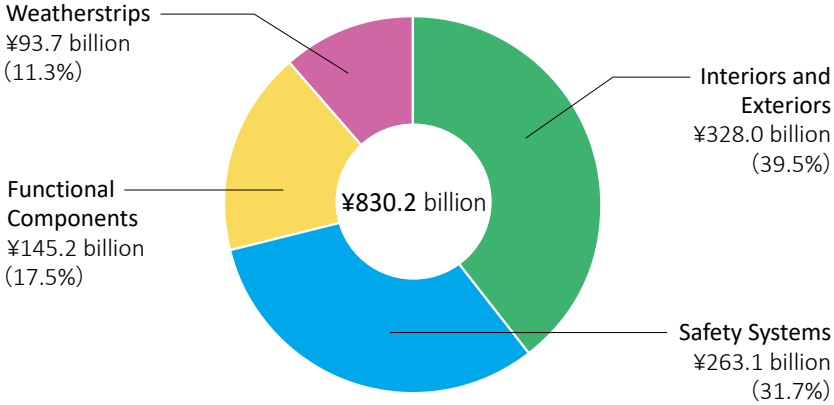
Business Portfolio

We develop and produce rubber and plastic automotive parts.

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



Revenue by product area in FY2021
(sales ratio in parentheses)



Automotive Parts

Weatherstrips

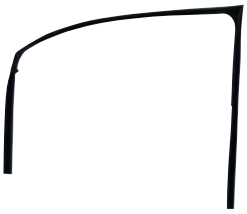
Functional Components

Interiors and Exteriors

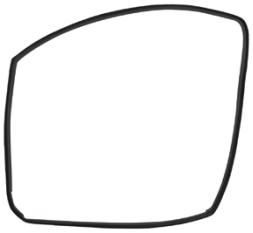
Safety Systems

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

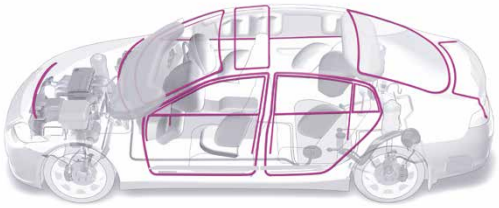
Air purifiers
(general industry products)

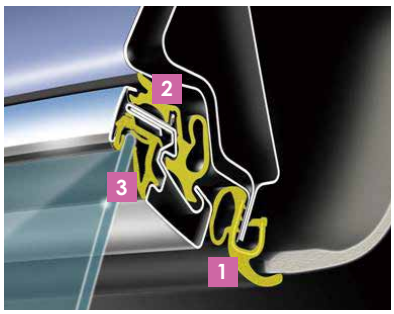
e-Rubber products

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.



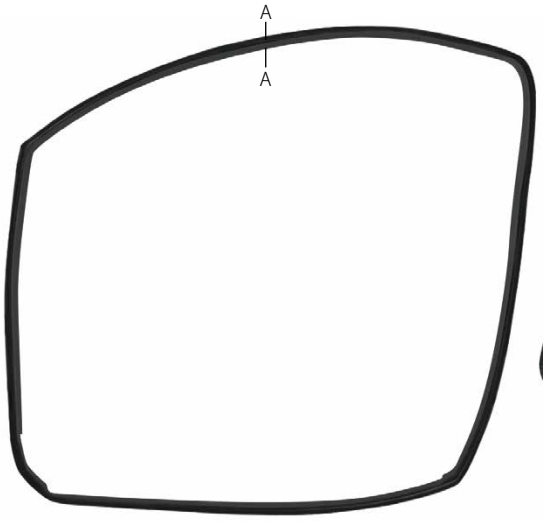


Hidden door

Frame door

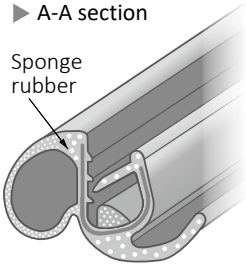
Stamped door

Frameless door



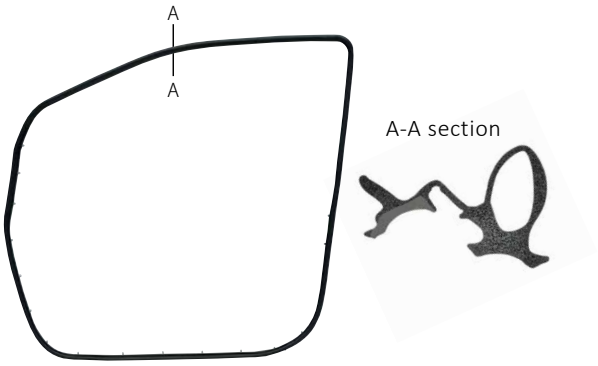
A-A section

▶ A-A section

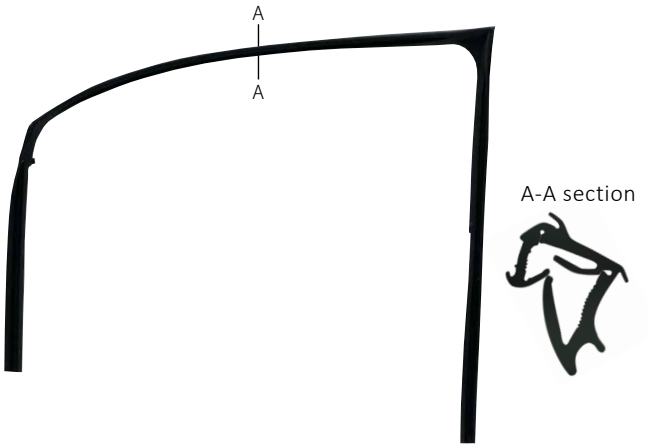


1 Opening trim weatherstrips

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

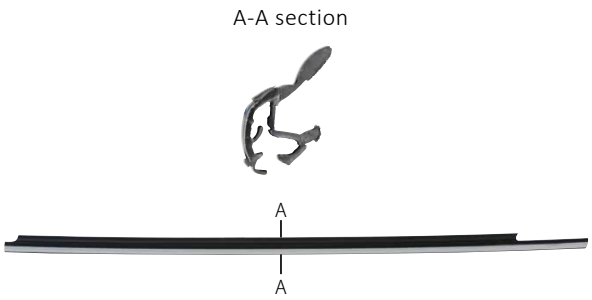


2 Door weatherstrips

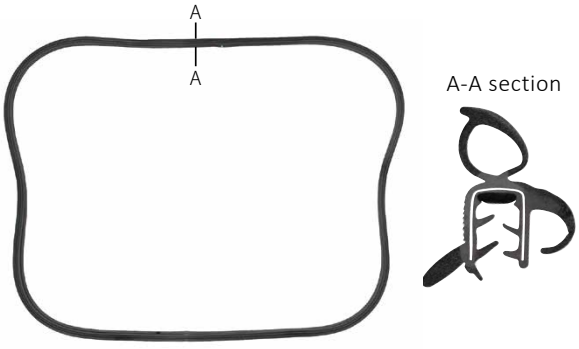


3 Door glass runs

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



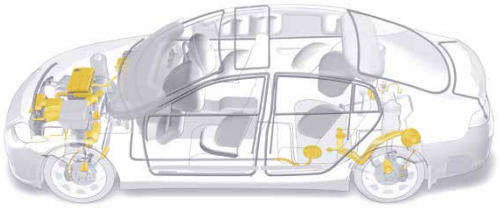
4 Outer weatherstrips



5 Luggage weatherstrips

Functional Components

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

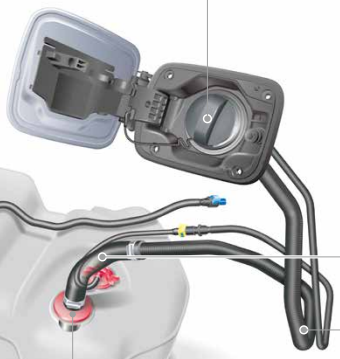


Fuel Tank Peripheral Parts

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

Fuel filler caps

Capless fuel fillers



Fuel filler hoses

Locknuts/pump gaskets

Cutoff valves

Inlet check valves

Fill limit vent valves

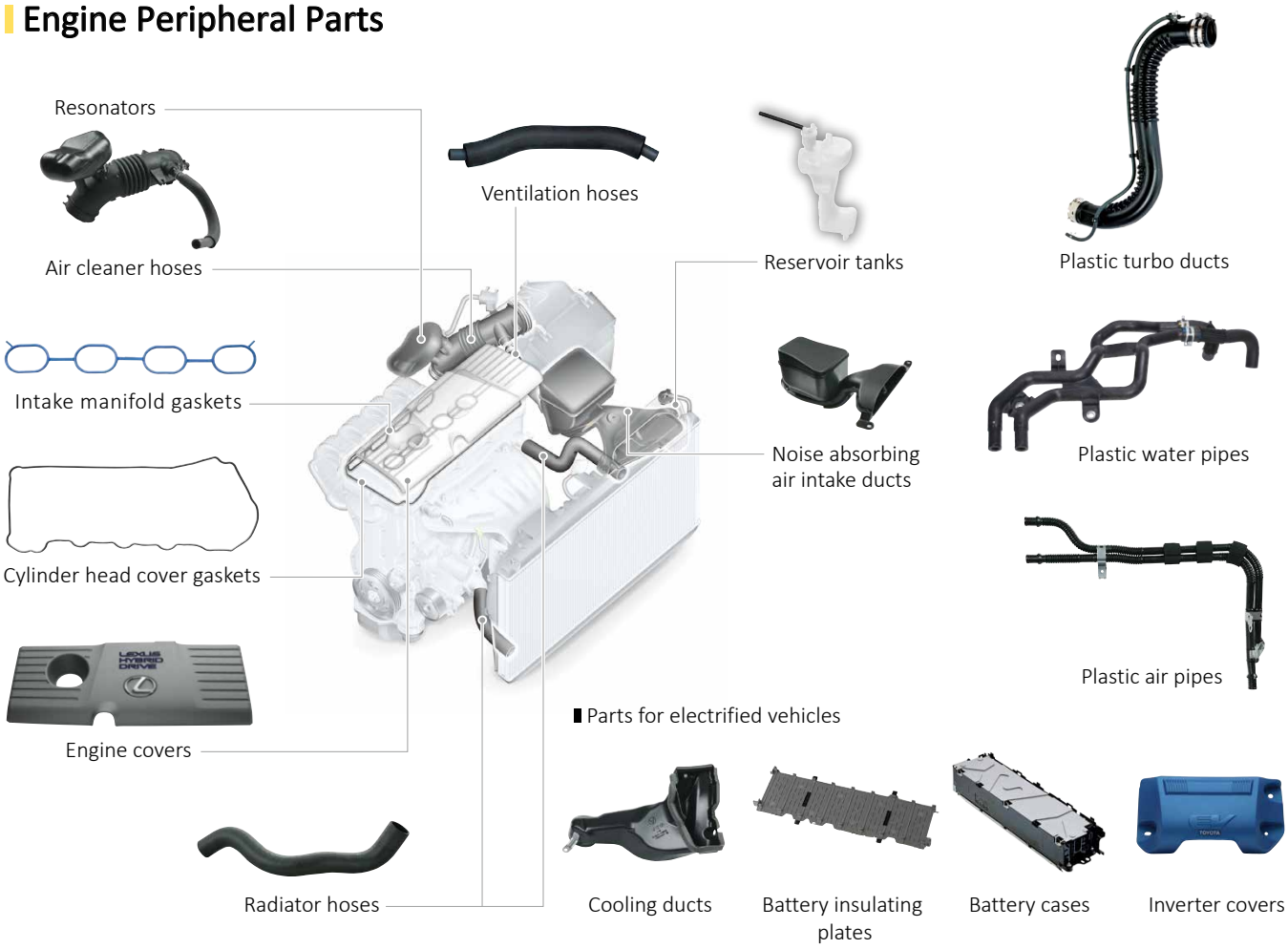
High pressure hydrogen tanks

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

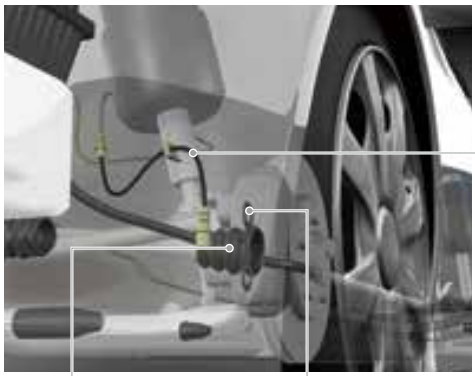
Plastic fuel filler pipes

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.

Engine Peripheral Parts



Chassis and Drive Train Parts

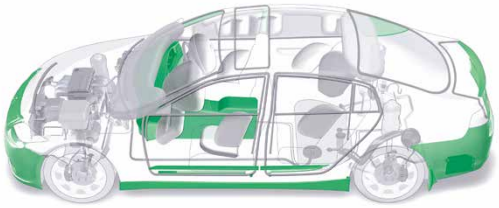


Brake hoses

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

Defroster nozzles

Ornamental panels

Registers

Meter clusters

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 cabin lamps

LED lamp modules

Lighting illumination scuff plates

Front pillar garnishes

Assist grips

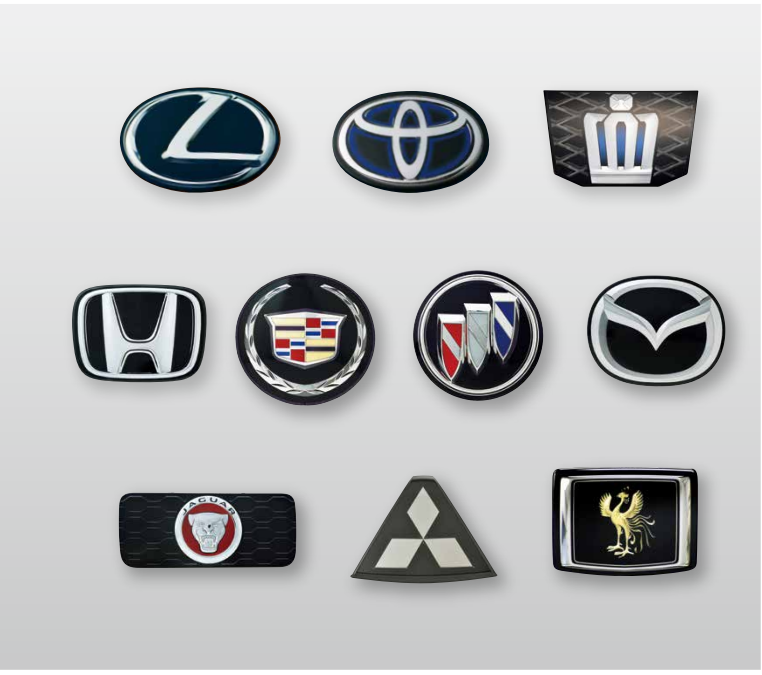
Exteriors

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



Emblems

Our lineup includes emblems that offer both transparency to millimeter wave radar, which sense vehicles or obstacles ahead on the road and supports advanced driver assistance systems, and a plating tone design, as well as emblems with an illumination function.

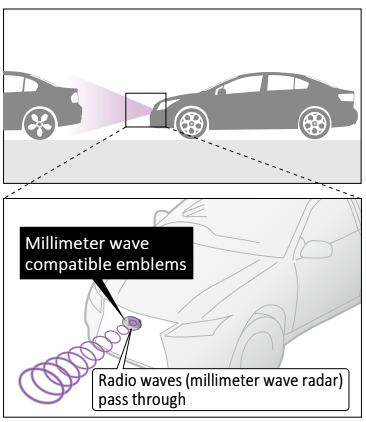
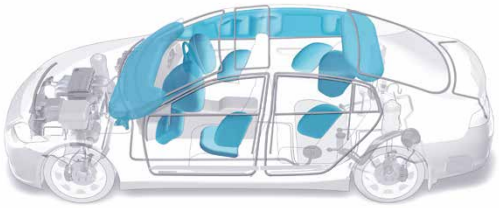


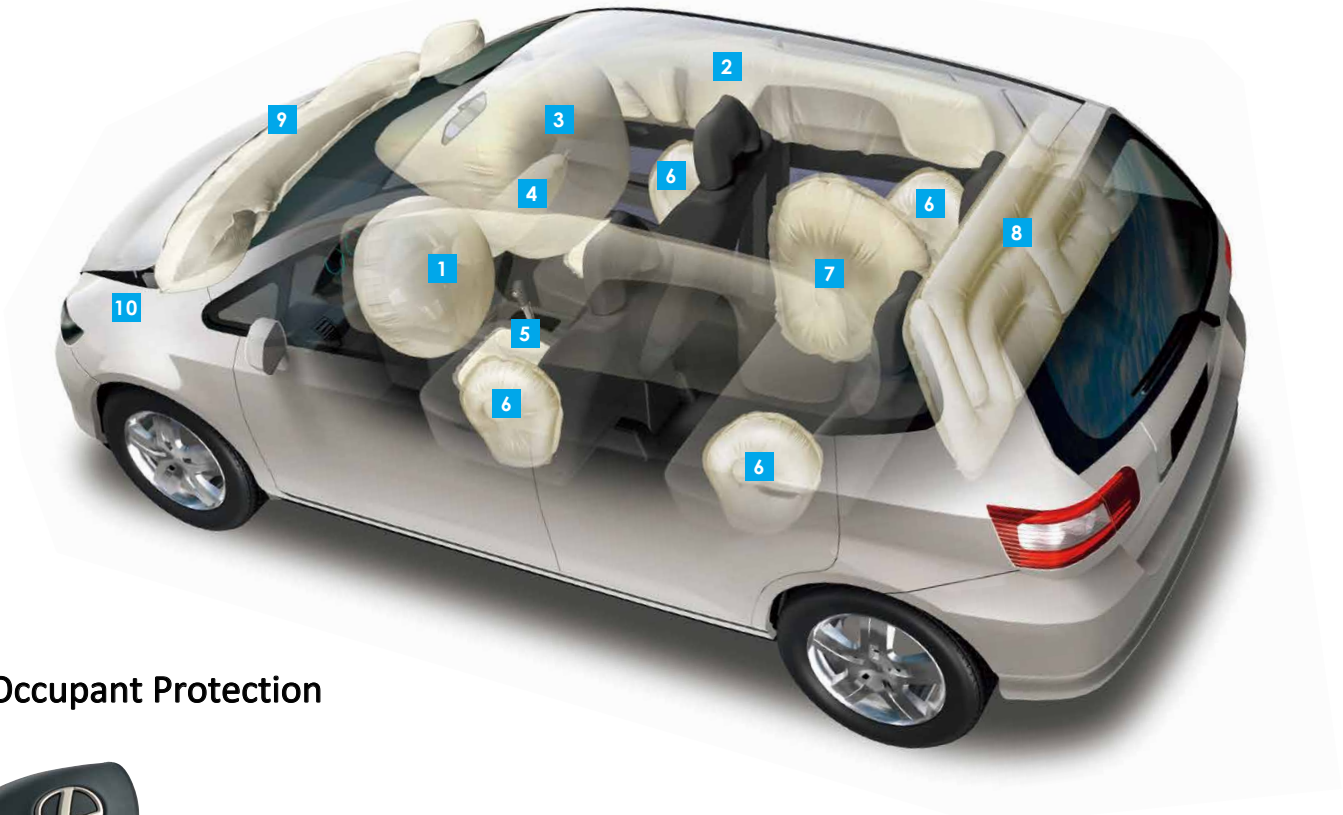
Illustration of millimeter wave radar usage

Illuminated emblems

Safety Systems

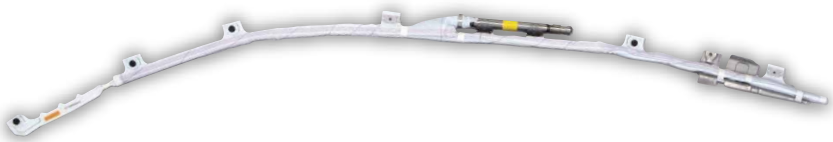
With various types of airbags, we have achieved 360-degree full coverage to protect vehicle occupants from impacts at various angles. We also provide airbags that protect pedestrians and other products.





Occupant Protection

1 Driver-side airbags

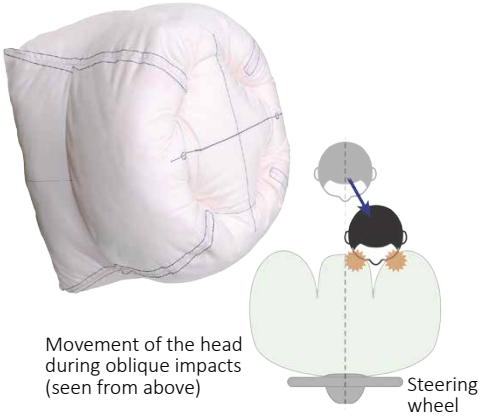


2 Curtain airbags

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

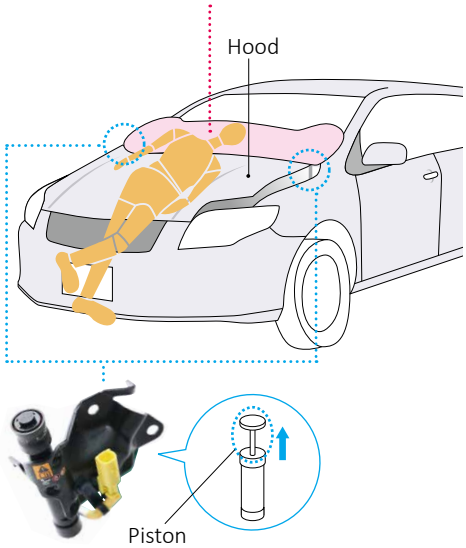
7 Rear-seat center airbags

8 Rear-end impact airbags

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.

Steering Wheels

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

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

UV-C LED water purification units

This unit is equipped with a UV-C LED module and is used to purify water (drinking water, domestic use water, discharge water, etc.).

Space disinfection

UV-C space disinfectors

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

HYPERSUNLIGHT LEDs

These LEDs reproduce natural light with original technology. Red, green, blue phosphor is irradiated with violet light to achieve a color tone close to sunlight.

Space disinfection

UV-C personal space disinfector and deodorizer

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 disinfector.

Surface disinfection

UV-C disinfection boxes

Personal items such as cell phones and watches are irradiated with deep UV rays and disinfected.

HYPERSUNLIGHT desk lamps

"HYPERSUNLIGHT LEDs" are used that give off little blue light and are easy on the eyes.

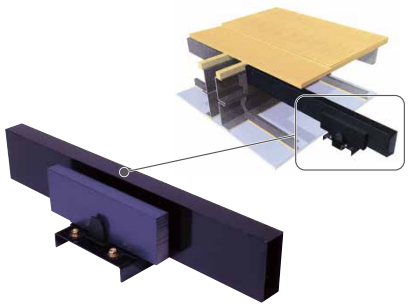
General Industry Products

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



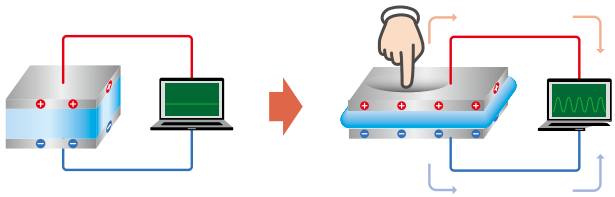
Dynamic dampers for houses

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.

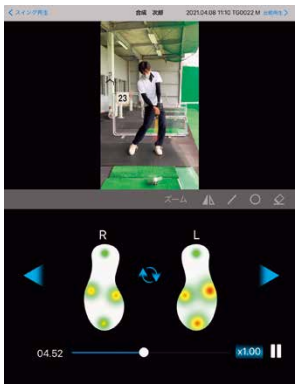
Sensor (mechanical force ➡ electrical signals)



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

Example application

Smart insoles



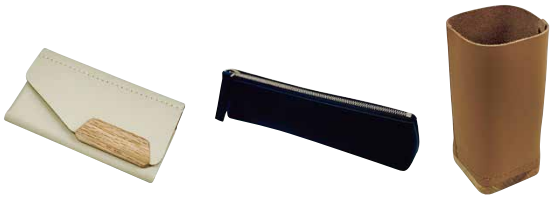
Visualization of body balance and body weight shifts (displayed on application screen).

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, 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

Tote bags
(Made of airbag fabric)



Small items that use real steering wheel leather

We are pursuing collaborations with various industries, including artists at Yamanami Kobo, a facility for people with disabilities.

Camping apron

Planned jointly with Matsu Design, Alive Co., Ltd. and others

Cosmetics pouch, leisure sheet, place mat, and more

Produced with Kinjo Gakuin University students and Cross Plus, Inc.

Company History

Major events

1949 Nagoya Rubber Co., Ltd. is established as a spin-off of the rubber research division of Toyota Motor Industry Co., Ltd.

Panoramic view of Nagoya Plant

1957 Haruhi Plant begins operation

1967 Inazawa Plant begins operation

1973 Company name is changed to Toyoda Gosei Co., Ltd.

1976 Morimachi Plant begins operation

1977 US Office is established in Illinois

1978 Company is listed on the Nagoya Stock Exchange

1950

1980 Headquarters is relocated to present location (Kiyosu, Aichi Prefecture)

1982 Bisai Plant begins operation

1985 Capital participation in Tai-yue Rubber Industrial Co., Ltd.

Company wins Deming Prize for Total Quality Management

1986 TG Missouri Corporation is established

1997 Company obtains ISO 9001

Present Kitajima Technical Center is completed

1999 Company is listed on the Tokyo Stock Exchange

Company obtains ISO 14001

Toyoda Gosei North America Corporation is established

1980

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

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

2000 Noise absorbing air intake ducts

1989 Steering wheels with built-in airbags

1998 Curtain airbags

New fields

1986 Start of R&D for blue LEDs

Study session led by Prof. Akasaki

1991 Success in development of blue LEDs is certified

1995 Mass production of blue LEDs

TOYODA GOSEI

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

2001 Toyoda Gosei Asia Co., Ltd. is established

2005 ISO /TS16949 certification

2006 Toyoda Gosei (Shanghai) Co., Ltd. is established

2008 Toyoda Gosei Minda India Pvt. Ltd. is established

2009 Miwa Technical Center is established

2013 Toyoda Gosei East Japan Co., Ltd. is established

GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda. is established

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

2016 Bawal plant of Toyoda Gosei Minda India Pvt. Ltd. begins operation

2018 Gujarat plant of Toyoda Gosei Minda India Pvt. Ltd. begins operation

PT Toyoda Gosei Indonesia is established

2019 Hubei Toyoda Gosei Zheng Ao Rubber & Plastics Sealing Technology Co., Ltd. is established

Thai Binh plant of Toyoda Gosei Haiphong Co., Ltd. begins operation

2020 Inabe Plant begins operation

2021 Monterrey plant of TAPEX Mexicana, S.A. de C.V. begins operation

2022 Ohira Plant of Toyoda Gosei East Japan Co., Ltd. begins operation

2010

2003 Two-color molded opening trims

2003 Millimeter wave compatible emblems

2010 Lightweight opening trim weatherstrips

2017 Glass runs for flush surface door

2008 Plastic fuel filler pipes

2002 Driver-side knee airbags

2014 Plastic water pipes

2015 Capless fuel fillers

2017 Large radiator grilles

2018 Air conditioner registers with LED lighting

2019 Plastic turbo ducts, Battery cases

2020 Extra-large spindle grilles, High pressure hydrogen tanks

2021 Cutoff valves with new structure

2022 Lightweight oil pumps

2008 Rear-end impact airbags

2009 Rear-seat center airbags

2012 Pop-up hood actuators

2015 Steering wheels with warning function

2017 Steering wheels with grip sensor, New type of side airbags

2021 Driver-side airbags with new structure, Pedestrian protection airbags

2001 White LEDs

2004 White side view packages

2007 Start of R&D for e-Rubber

2010 Start of R&D for GaN power devices

2014 Profs. Isamu Akasaki and Hiroshi Amano (Toyoda Gosei technical advisors) receive Nobel Prize in Physics

2019 Development with EBM Corp. of the SupeR BEAT heart surgery simulator that uses e-Rubber

2020 UV-C (deep UV) LEDs are confirmed to be highly effective in inactivating the novel coronavirus

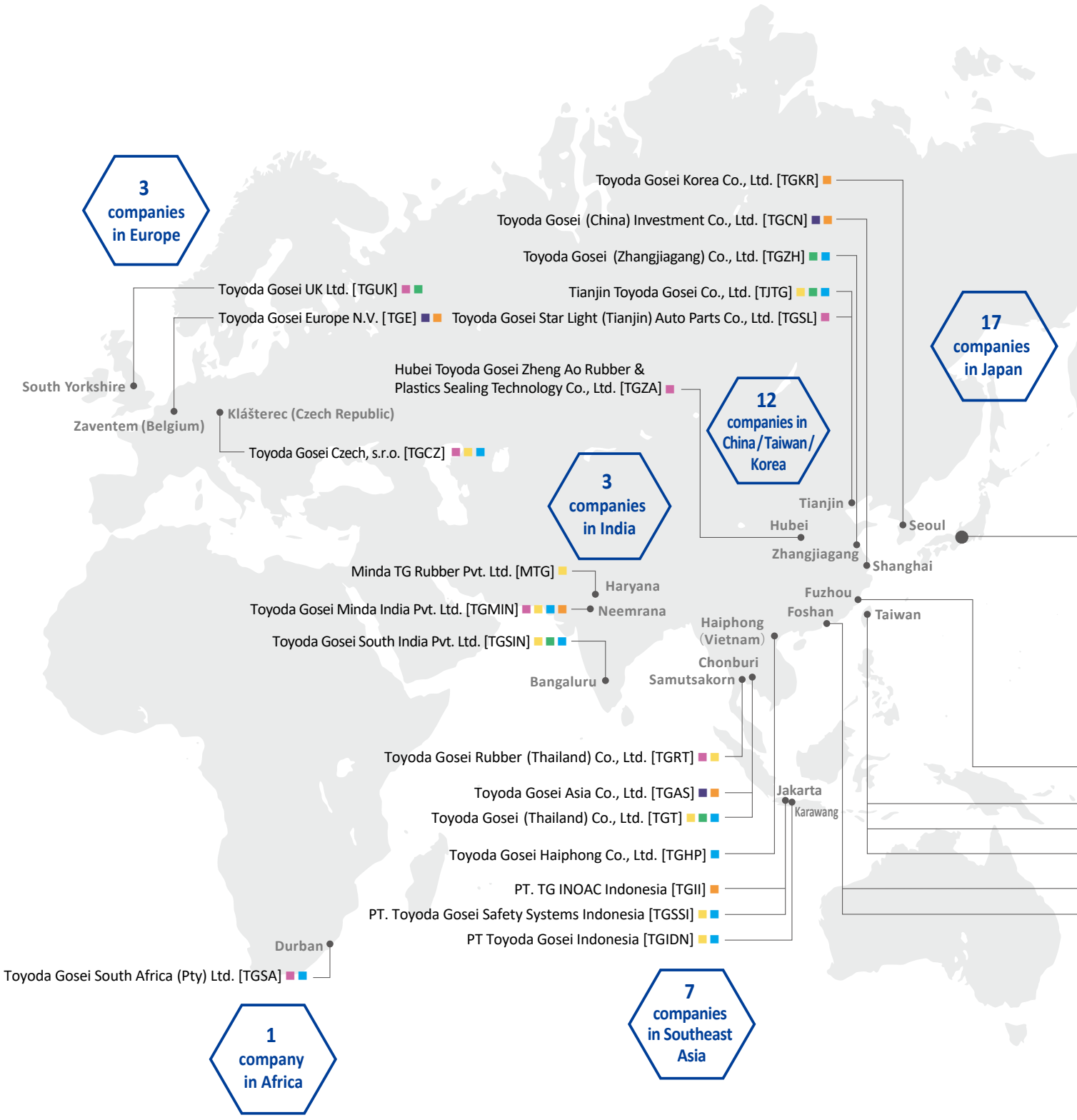
UV-C space disinfectors

2021 UV-C high-speed surface disinfectors

Global Reach

(As of June 16, 2022)

With 61 group companies* in 17 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



Production/Function

- Weatherstrips
- LEDs
- Functional Components
- General Industry Products
- Interiors and Exteriors
- Regional Headquarters
- Safety Systems
- Sales / technical development

Company name abbreviations are shown in square brackets

Toyoda Gosei Co., Ltd.
Ichiei Kogyo Co., Ltd.
Toyoda Gosei Hinode Co., Ltd.
Hoshin Gosei Co., Ltd.
Toyoda Gosei Interior Manufacturing Co., Ltd.
Kaiyo Gomu Co., Ltd.
TG Welfare Co., Ltd.
TG Logistics Co., Ltd.
Tecno Art Research Co., Ltd.
TG Maintenance Inc.
TG Opseed Co., Ltd.
FTS Co., Ltd.
TGAP Co., Ltd.
TG-Techno Co., Ltd.
Chusei Gomu Co., Ltd.
Toyoda Gosei East Japan Co., Ltd.
Toyoda Gosei Kyushu Co., Ltd.

Fuzhou Fu-Yue Rubber & Plastic Industrial Co., Ltd. [FZFY]
Tai-yue Rubber Industrial Co., Ltd. [TY]
Fong Yue Co., Ltd. [FY]
TE Opto Corporation [TEOP]
Toyoda Gosei (Foshan) Rubber Parts Co., Ltd. [TGFR]
Toyoda Gosei (Foshan) Auto Parts Co., Ltd. [TGFP]

16 companies in North America

TG Kentucky, LLC [TGKY]
TG Automotive Sealing Kentucky, LLC [TGASK]
Toyoda Gosei North America Corporation [TGNA]
TG Personnel Services North America, Inc. [TGPS]
TGR Technical Center, LLC [TGRTC]
TG Fluid Systems USA Corporation [TGFSUS]
TG Minto Corporation [TGMINTO]
Toyoda Gosei Holdings Inc. [TGH]
Waterville TG Inc. [WTG]
Ontario
Quebec
Michigan
Kentucky
Missouri
TG Missouri Corporation [TGMO]
Texas
Matamoros
San Luis Potosi
Irapuato
Toyoda Gosei Irapuato Mexico, S.A. de C.V. [TGIMX]
Toyoda Gosei Automotive Sealing Mexico, S.A. de C.V. [TGASMX]
TAPEX Mexicana, S.A. de C.V. [TAPEX]
Toyoda Gosei Rubber Mexico, S.A. de C.V. [TGRMX]
Toyoda Gosei Texas, LLC [TGTX]
Toyoda Gosei Brownsville Texas, LLC [TGBTX]

São Paulo
GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda. [GDBR]
Pecval Industria Ltda. [Pecval]

2 companies in South America

Company Profile

Summary

Company name Toyoda Gosei Co., Ltd. **Established** June 15, 1949 **Capital** ¥28 billion

Number of employees 39,511 (FY2021 consolidated) **Revenue** ¥830.2 billion (FY2021 consolidated)

Management Members (As of June 16, 2021)

Toru Koyama
President

Tomonobu Yamada
Executive Vice President

Hiroshi Yasuda
Director, Corporate Officer

Masaki Oka
Director, Corporate Officer

Takashi Ishikawa
Director, Corporate Officer

Naoki Miyazaki
Director

Sojiro Tsuchiya
Outside Director

Kimio Yamaka
Outside Director

Mayumi Matsumoto
Outside Director

Kenji Oiso
Audit & Supervisory Board Member

Yamato Suzuki
Audit & Supervisory Board Member

Chika Kako
Outside Audit & Supervisory Board Member

Hideomi Miyake
Outside Audit & Supervisory Board Member

Hitoshi Kuwayama
Outside Audit & Supervisory Board Member

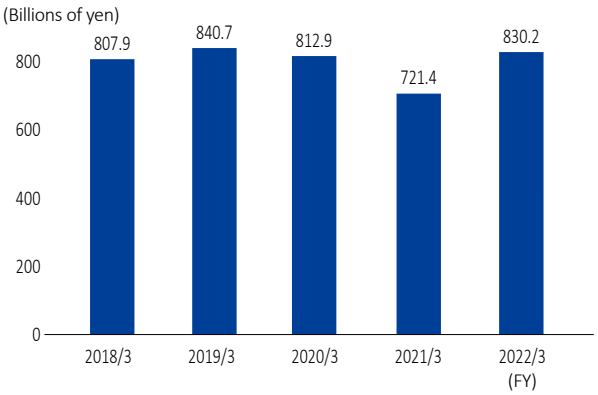
Corporate Officers

Ryo Onishi
Yutaka Ogasawara
Mitsuhiro Nawashiro
Katsumi Saito
Yoshiyuki Fujita
Tadashi Yamamoto
Makoto Hasegawa
Kenji Hayashi
Hiromasa Zaitsu

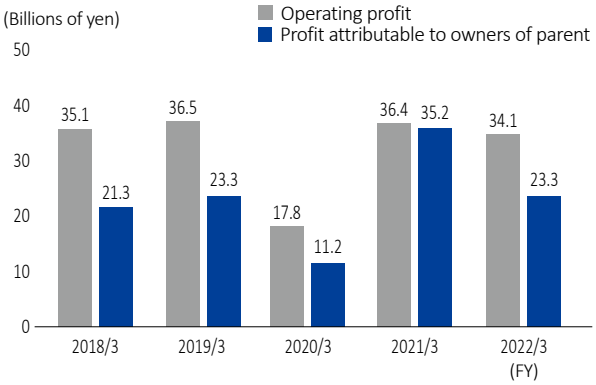
Financial Data

The Group adopted IFRS effective from the first quarter of fiscal 2018, ended March 31, 2019. Additionally, fiscal 2017 data were converted to IFRS-basis.

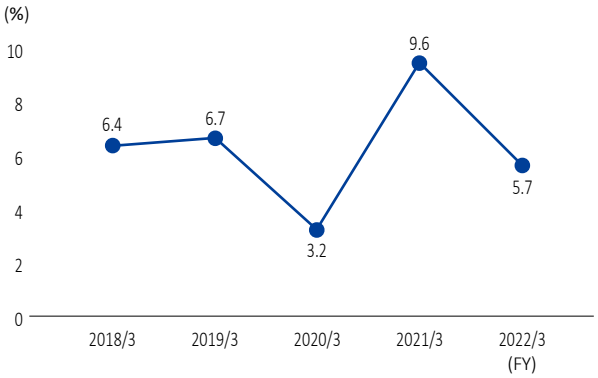
Revenue



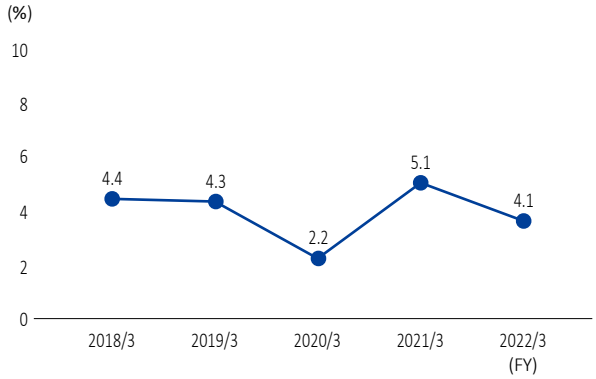
Operating profit / Profit attributable to owners of parent



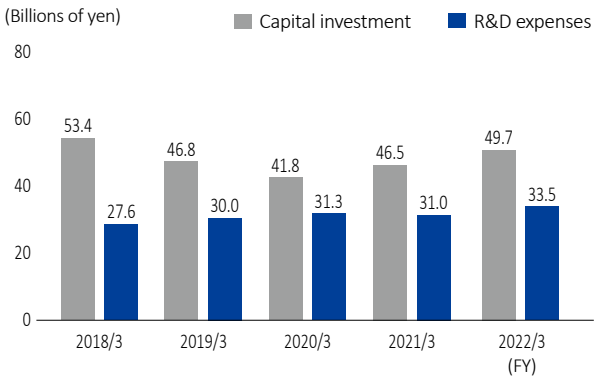
Return on equity



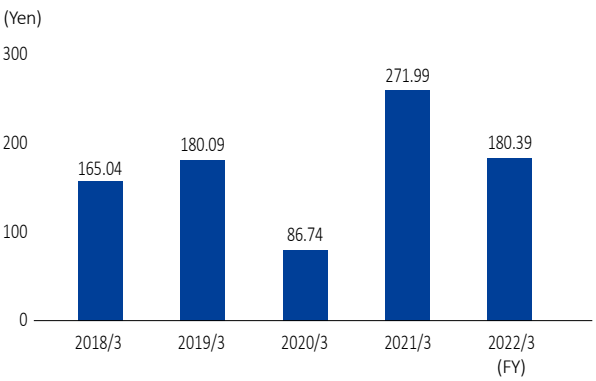
Operating profit ratio



Capital investment / R&D expenses



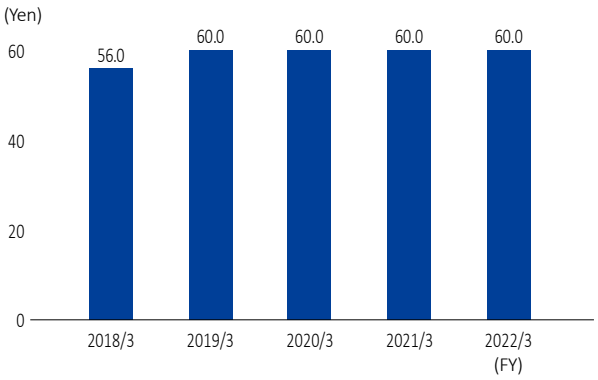
Basic earnings per share



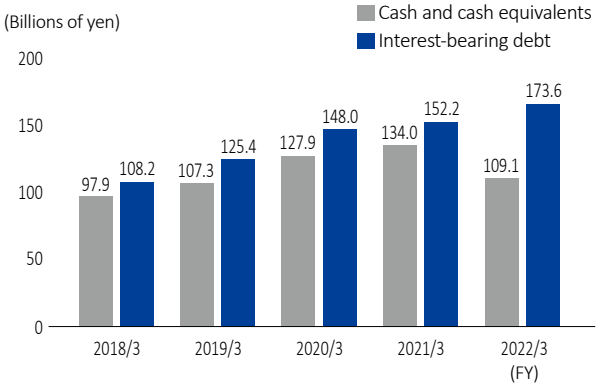
Financial Data

The Group adopted IFRS effective from the first quarter of fiscal 2018, ended March 31, 2019. Additionally, fiscal 2017 data were converted to IFRS-basis.

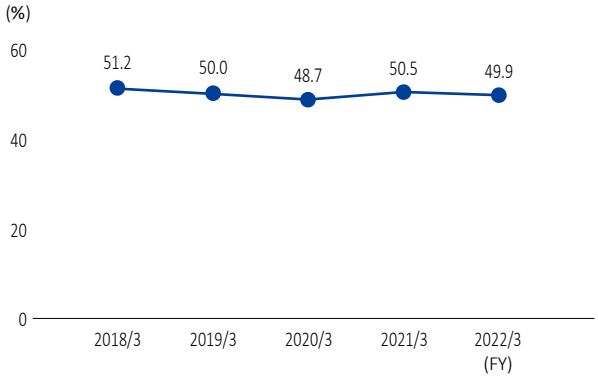
Annual dividends per share



Cash and cash equivalents / Interest-bearing debt



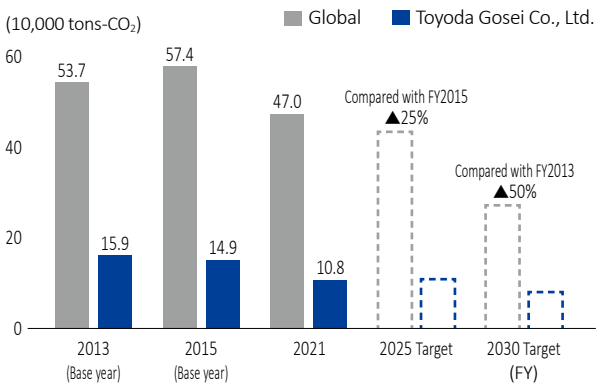
Ratio of equity attributable to owners of parent to total assets



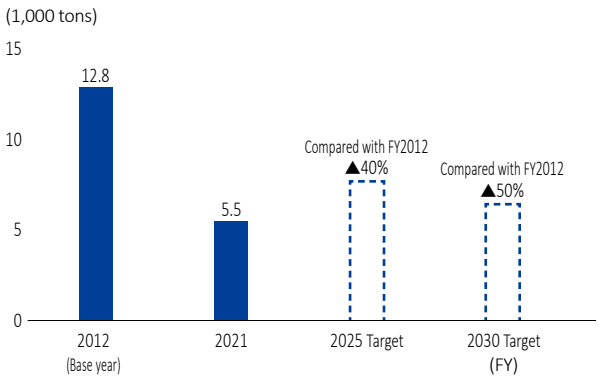
Non-Financial Data

Environment

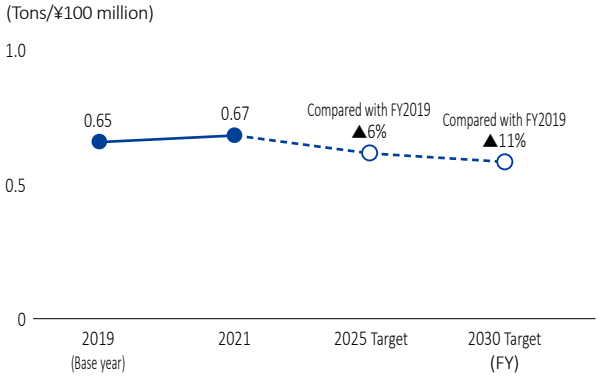
CO_2 emissions



Waste volume [Toyoda Gosei Co., Ltd.]

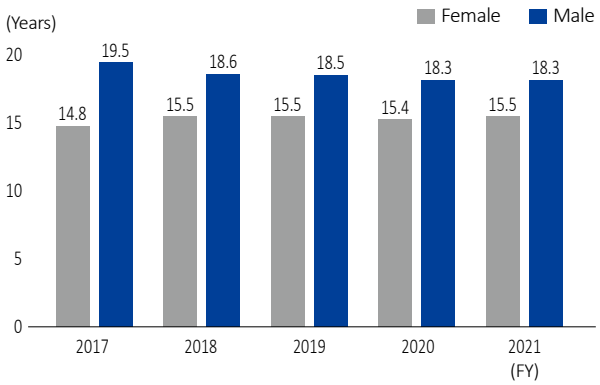


Water intake per sales unit [Toyoda Gosei Co., Ltd.]

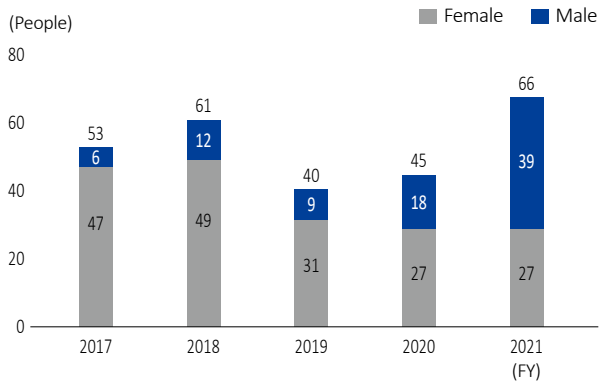


Social

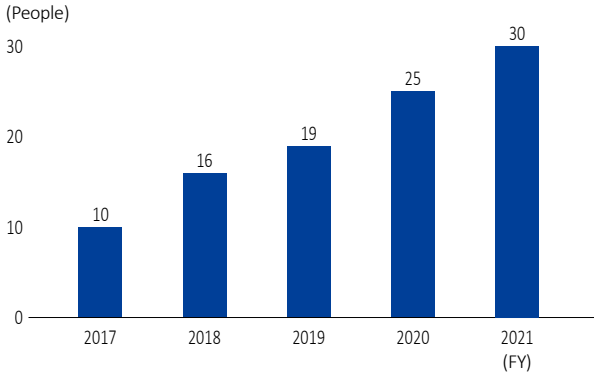
Average years of service for males and females [Toyoda Gosei Co., Ltd.]



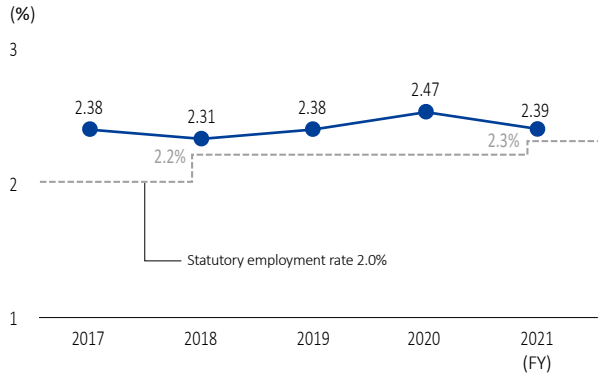
No. of parental leaves taken [Toyoda Gosei Co., Ltd.]



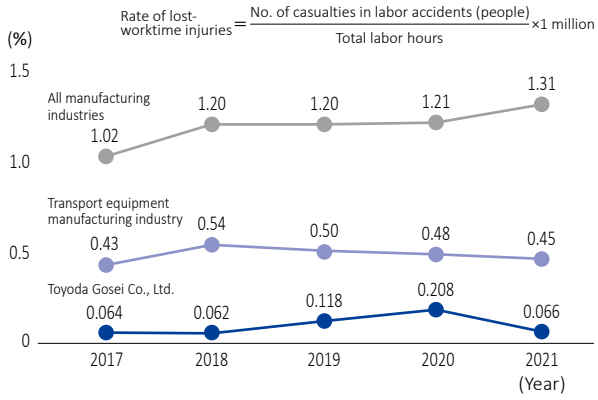
No. of female managers [Toyoda Gosei Co., Ltd.]



Employment rate of people with disabilities [Japan]

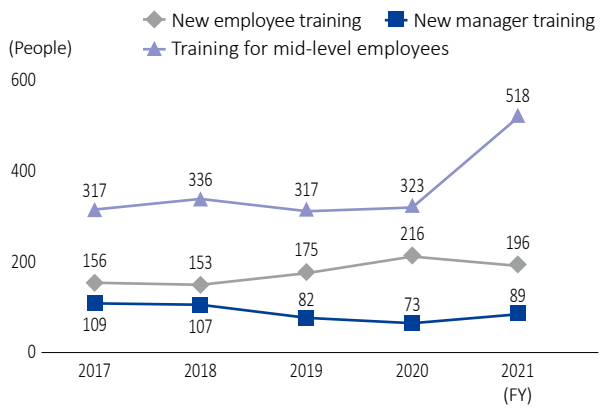


Labor accident rate (rate of lost-worktime injuries) [Japan]



Governance

No. of people who have taken compliance training [Japan]



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2022.08. 1,500 TP Japan