



## Company Profile



# The world market structure is moving significantly today, and we aim to be a company that makes its presence felt with “KOBUNSHI,” based on the polymer technology we have cultivated over many years



## Management Philosophy

### Boundless Creativity and Social Contribution



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Toyoda Gosei was founded in 1949, and over more than 70 years we have displayed our collective strength and 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.

When thinking about our 2030 Business Plan (announced August 2023) in these circumstances, we looked anew at our company creed and asked ourselves again, “What is our value to society?” We then formulated the plan to renew our management structure and show our medium- and long-term direction that will balance social and economic value and achieve sustainable growth.

As we move toward that, and with our company creed of “**Boundless Creativity and Social Contribution**” as our keystone, we will make great changes to ourselves and take on challenges while treasuring our tangible and intangible assets based on the “polymers” that have been built up by our predecessors.

The assets that we have cultivated over many years are not limited to technology, products, management skills and the like, but are also rooted in our culture and have been passed down continuously in each person’s thoughts and actions.

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 formed that changes flexibly according to the environment. We also have ties with other organizations (all stakeholders) and will grow expansively.

We are making Toyoda Gosei a company that stimulates our people and organizations, adapts to changes in the business environment, and seizes opportunities. We aim to be a company that people look to with expectation, saying “Toyoda Gosei is a fascinating company” and “They are sure to do things that will benefit us all,” and that will continue to grow sustainably.

The Toyoda Gosei Group harnesses the power of 40,000 employees in 60 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)

Toyoda 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)

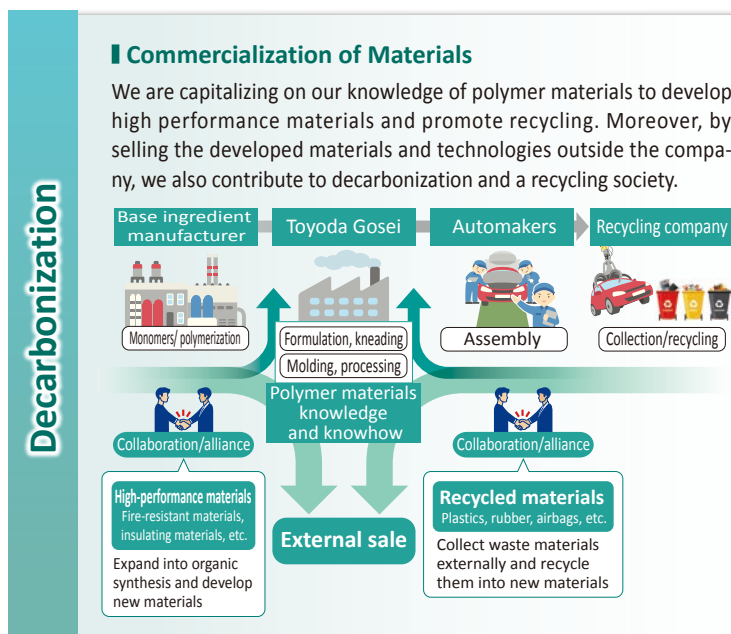
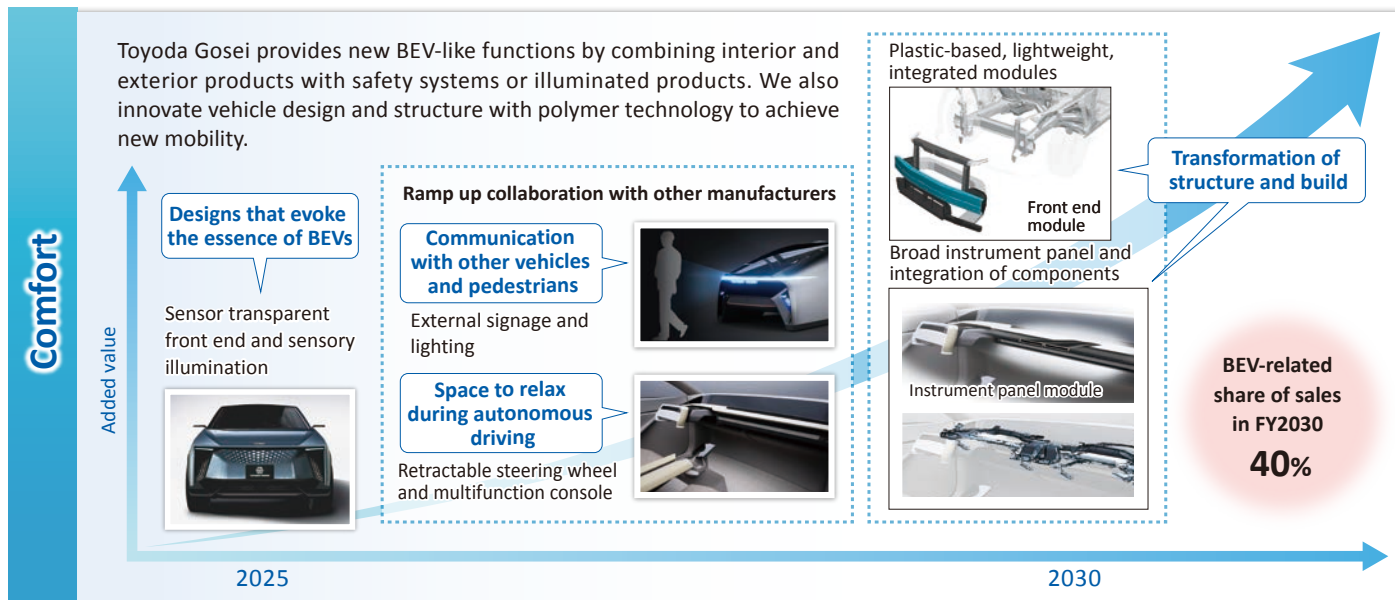
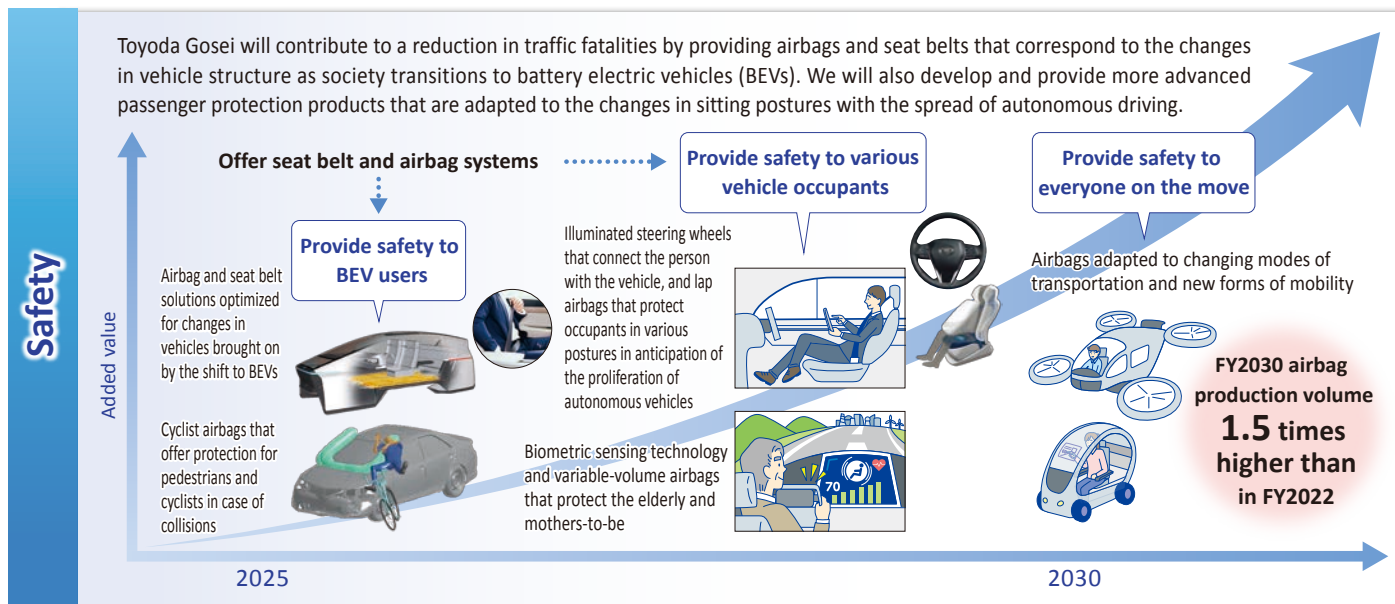
[ **Priority measures** ]

- **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]

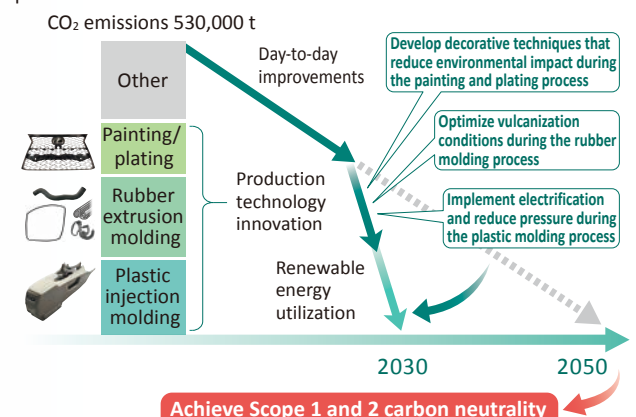
Revenue <b>¥1,200.0 bn</b>	Operating profit <b>¥100.0 bn</b>	Operating profit ratio <b>8 %</b>	ROE <b>10 %</b>
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## ◆ Medium- and Long-Term Business Plan (2030 Business Plan)



### Carbon Neutrality

Carrying out not only day-to-day improvements but also production technology innovations to accelerate reductions in energy use. We have brought forward the year to achieve Scope 1 and 2 carbon neutrality to 2023, and will provide CO<sub>2</sub>-free high value-added products.





## ► Contribution to Safety

With the spread of BEVs and autonomous driving technology, safety system products need to evolve in terms of both function and performance. As Toyota Gosei responds to these needs, we are deepening and accelerating collaborative work based on a capital and business alliance with Aomori Industry to contribute to safer and more secure mobility in society. We are also strengthening local development operations in the Chinese market, where competition is intensifying, and in India with its growing automobile production, to respond more quickly to the development needs of automakers.



TGCN Headquarters and Technical Center

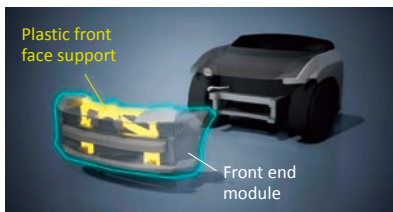


Toyota Gosei Technical Center India

## ► Contribution to Comfort

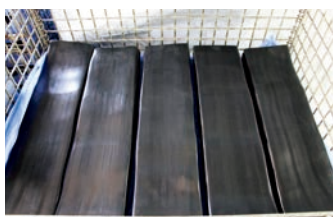
To contribute to increased productivity for BEVs and other vehicles, we are developing new technology to provide skeleton parts and exterior parts as modules. We aim to reduce vehicle weight by making the skeleton parts of plastic and to reduce assembly worker-hours by integrating peripheral parts.

Going forward, we will propose these modules not only in Japan but to automakers in North America, China and India.



## ► Contribution to Decarbonization

In the rubber recycling process at our Morimachi Plant, we utilize original technology that can regenerate waste materials from the production of weatherstrips into high quality raw materials. This allows us to increase the reuse of rubber waste materials that were previously incinerated. In the future we also aim to establish a recycling system that collects rubber from end-of-life vehicles, for which we will collaborate with automakers and others.



Reclaimed rubber

## 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.

Deployment of corporate venture capital (CVC)

+

Repeat a cycle of rapidly generating ideas and ascertaining their commercial viability

### Healthcare



Smart insoles



Blood sugar measurement devices

### Energy



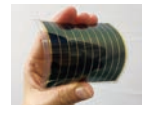
Hydrogen tanks



GaN power devices



Microwave electricity supply



Perovskite solar cells

2025

2030



Invigoration of People and Organizations

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.

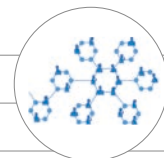
### Strengthening of organizational structure (transition to dynamic polymer-like organization)

- 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.

Self-fulfillment for each individual  
(embrace change without fear of failure)

Enhancement of employee engagement  
(establish safe spaces and stages upon which to shine)

Management style transformation



### 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.

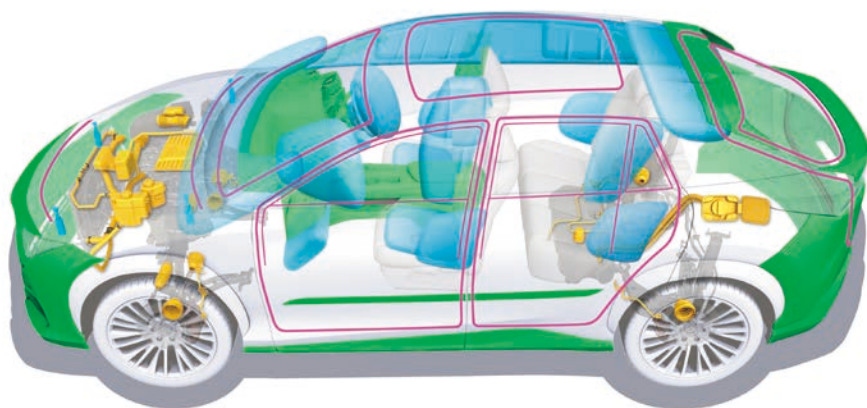
Examples: Thailand's low-cost, energy-saving production automation technology.

Techniques for developing and promoting locally recruited personnel in China and North America.

# Products

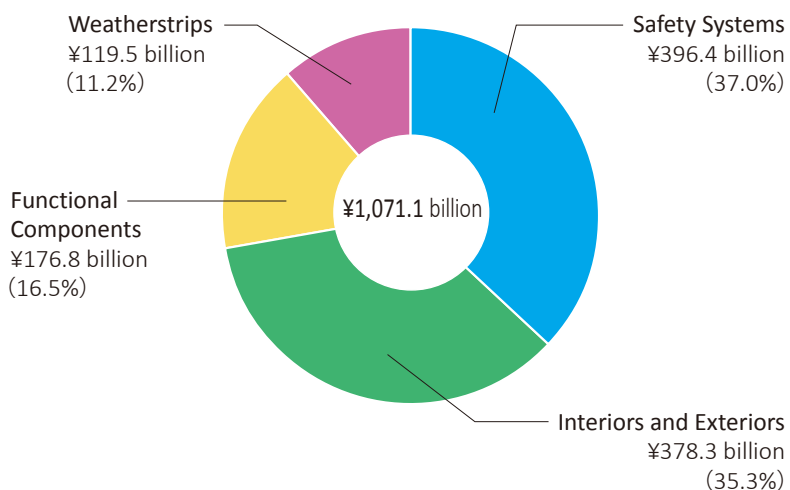
## We develop and produce rubber and plastic automotive parts.

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



### Revenue by Product Area in FY2023 (sales ratio in parentheses)

\*Rounded down to the nearest one hundred million yen



### Automotive Parts



Safety Systems



Interiors and Exteriors



Functional Components



Weatherstrips

### Life Solution Products



LEDs



Airbags



Steering wheels  
(with built-in airbags)



Pop-up hood actuators



Instrument panel modules and components



Topcoat-less hot stamped grilles



Console boxes



Plastic fuel filler pipes



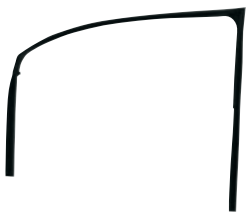
Cooling pipes



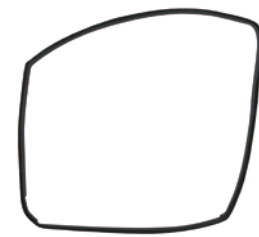
Brake hoses



High pressure  
hydrogen tanks



Door glass runs



Opening trim weatherstrips

## Other Products



Air purifiers  
(general industry products)



e-Rubber products

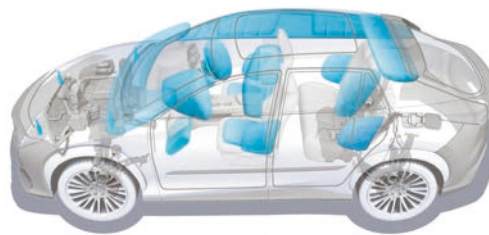


Re-S ethical brand



## Safety Systems

Our various airbags provide full 360° coverage to protect occupants from impacts at various directions. We also provide pedestrian protection products and steering wheels with human-machine interface (HMI) functions for autonomous driving. These all contribute to reducing the number of traffic fatalities, and we will continue to provide safety to all people on the move.



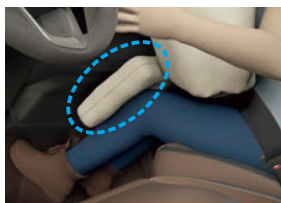
### Front Collision Airbags



**1 Driver-side airbags**

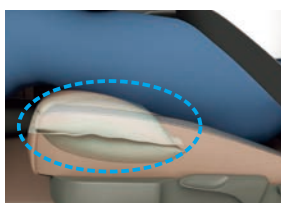
**2 Passenger-side airbags**

Deploy from the center of the steering wheel and instrument panel to protect the head and chest.



**3 Knee airbags**

Deploy from under the instrument panel to support the lower legs and keep occupants in a safe posture.



**4 Seat cushion airbags**

Deploy in the seat cushion to support the thighs and keep occupants in a safe posture.



## Side Collision Airbags



### 5 Curtain airbags

Deploy from the ceiling lining to cover the window frame and protect the head.



### 6 Side airbags

Deploy from the back of the seat between the occupant and door to protect the chest, the abdomen and the pelvis.



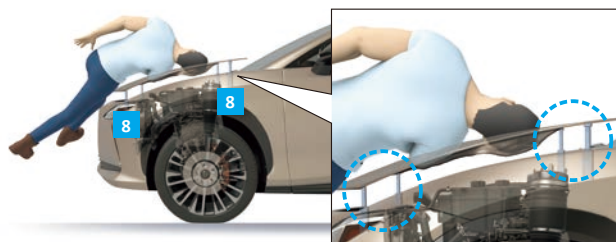
### 7 Front center airbags (Front far-side airbags)

When there is only a driver, deploy from the back of the seat to protect the driver from collisions with the door and interior trim of the opposite side. When there is both a driver and front passenger, it protects them from collisions with each other.

## Pedestrian Protection

### 8 Pop-up hood actuators

Lift the hood and make space in the engine room to protect the head of a pedestrian.



### 9 Pedestrian protection airbags

Deploy over the firm parts around the windshield to protect the head of a pedestrian.



## Steering Wheels

We have previously provided steering wheels with grip sensors and vibration functions. In response to the spread of autonomous driving and other technologies, we are now developing steering wheels with new human-machine interface (HMI) functions that link humans and automobiles.

Current steering wheel



Next-generation steering wheel



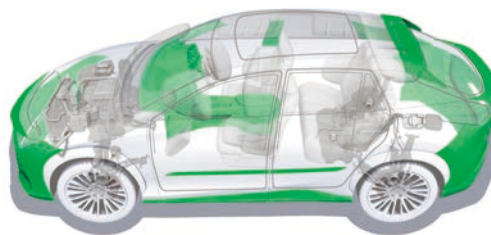
Driver alert lighting

Grip sensor

In addition to grip sensor that have already been launched on the market, steering wheels are equipped with lighting that will alert the driver to the surrounding safety situation.

## Interiors and Exteriors

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



### I 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.

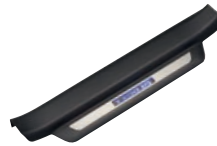


#### LED graphic lighting

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



Armrests with heaters



Lighting illumination scuff plates



Front pillar garnishes



Assist grips



LED cabin lamps



LED lamp modules

## Exteriors

### Radiator grilles

Can be used with various designs based on painting, plating, hot-stamping and other decorative technologies and precision molding technologies.



Topcoat-less hot stamped grilles



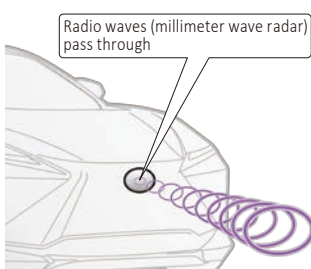
Rear spoilers



Back door garnishes

### Luminescent millimeter wave compatible emblems

We have developed new emblems that are both transparent to millimeter wave radar and luminescent—a world's first.



Emblem (when lit)

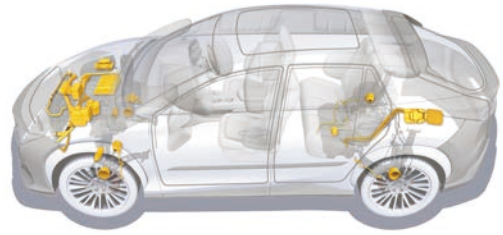
### Millimeter wave compatible emblems





## 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



### High pressure hydrogen tanks

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



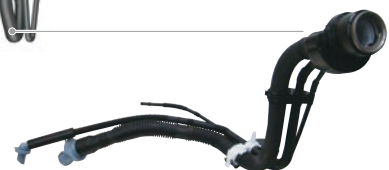
Fuel filler caps



Capless fuel fillers



Fuel filler hoses



### 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.

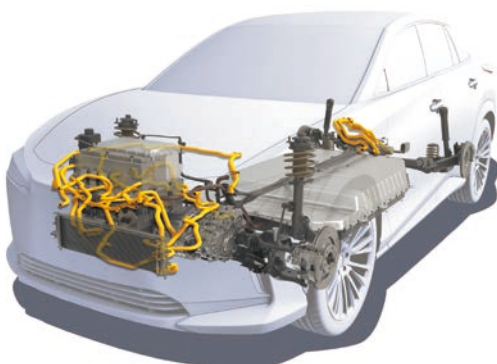


Inlet check valves



Fill limit vent valves

### Battery Peripheral Parts



### Cooling pipes



Maintaining batteries at the proper temperature leads to longer battery life, while also contributing to increased driving range.



Cooling ducts



Battery insulating plates



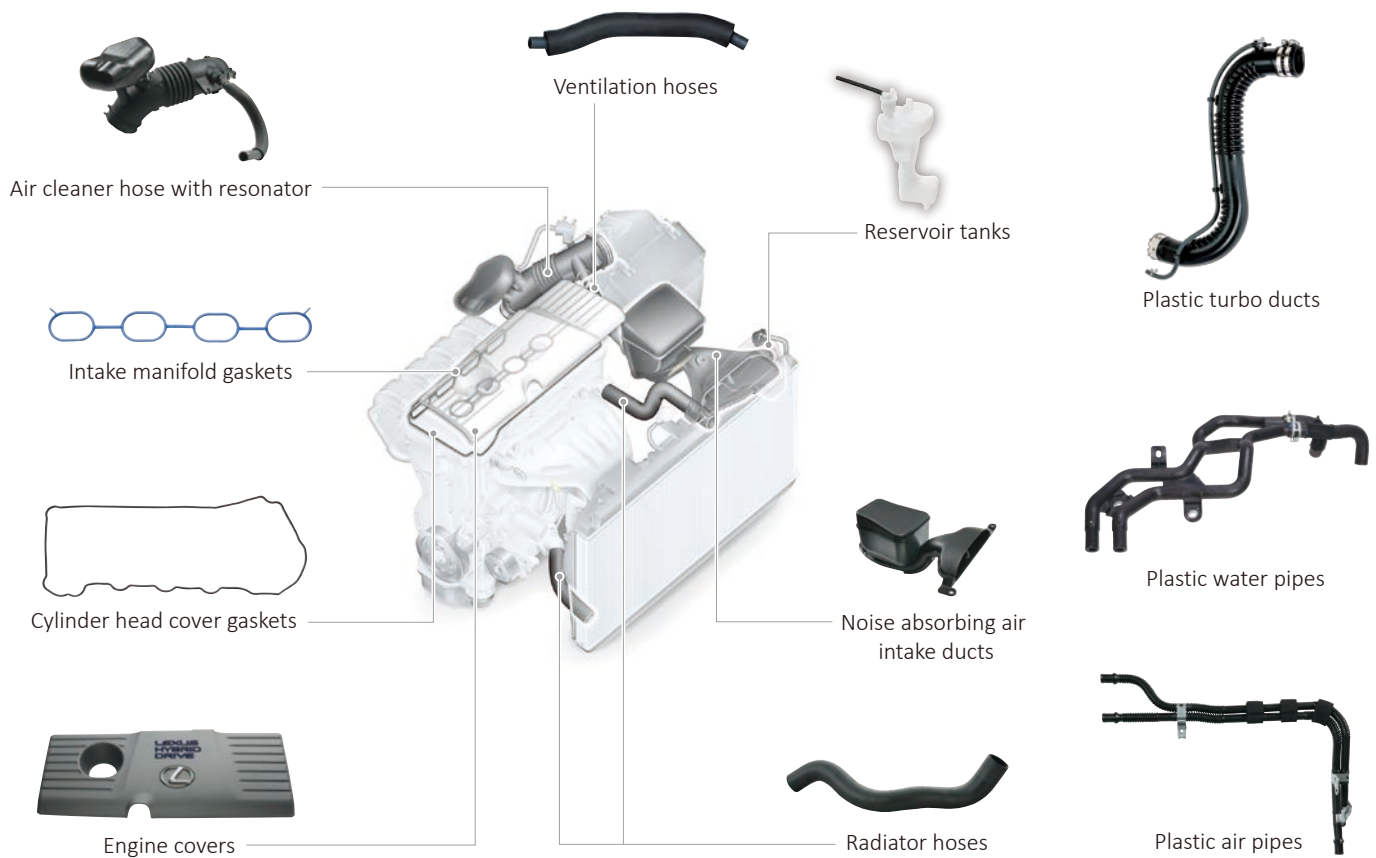
Battery cases



Inverter covers



## Engine Peripheral Parts

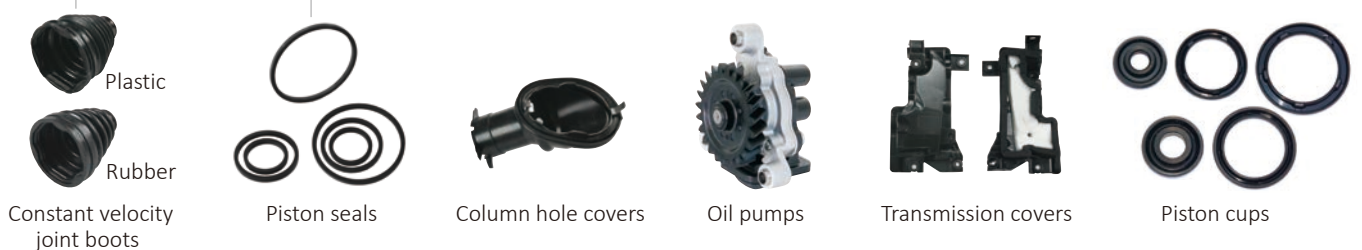


## Chassis and Drive Train Parts



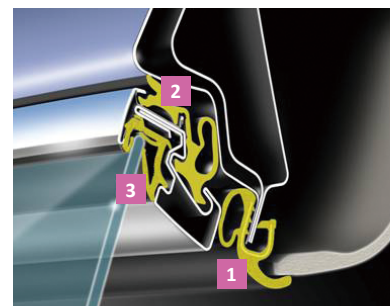
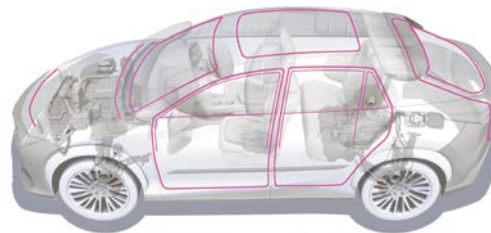
### Brake hoses

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



# 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



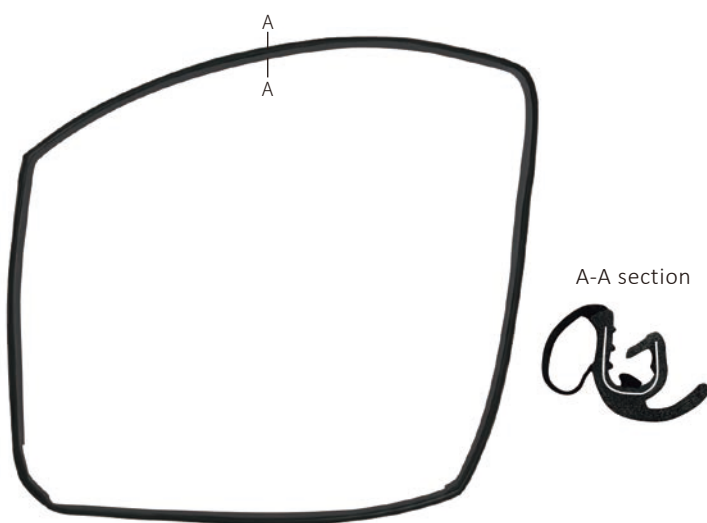
Frame door



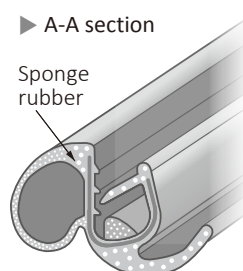
Stamped door



Frameless door



A-A section

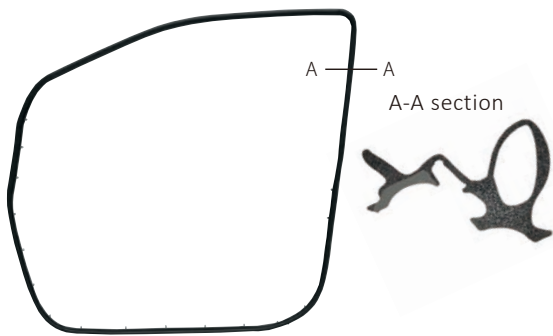


► A-A section

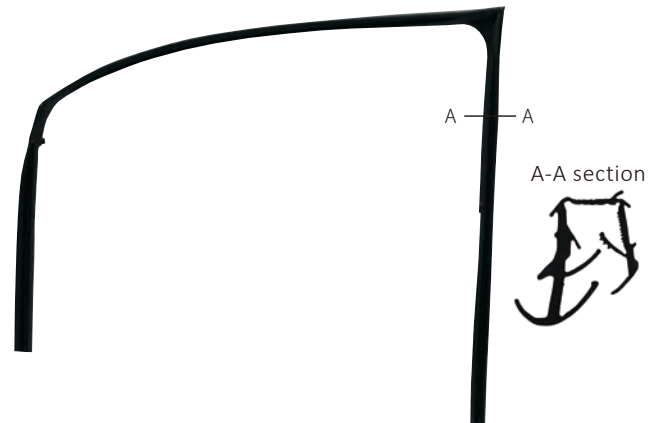
Sponge rubber

## 1 Opening trim weatherstrips

Sponging processes for rubber based on our material development and production technology reduce weight by about 30%.

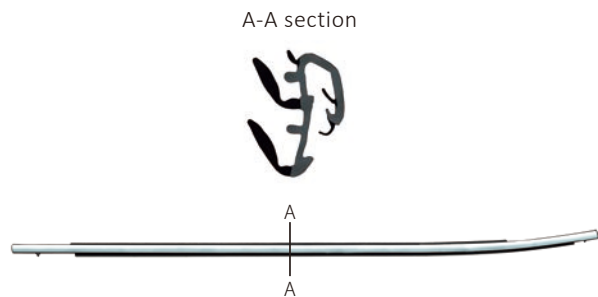


2 Door weatherstrips

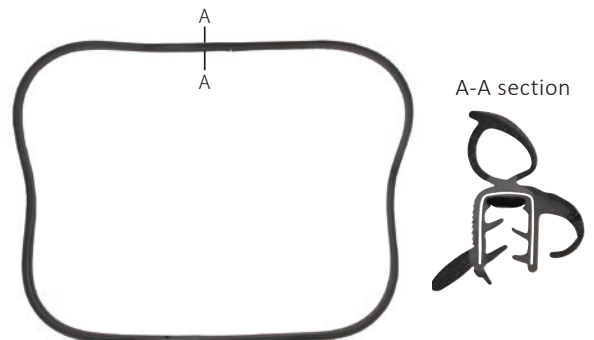


3 Door glass runs

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



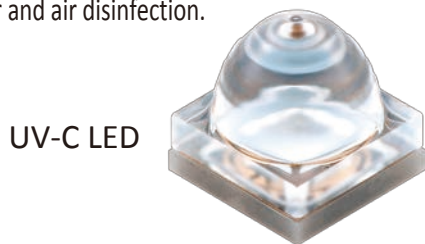
4 Outer weatherstrips



5 Luggage weatherstrips

## LEDs

Leveraging the know-how and technology cultivated in the development and production of blue LEDs, we are developing and selling deep ultraviolet (UV-C) LEDs with new added value. Going forward, we will improve the performance of UV-C LEDs for a mercury-free society by replacing mercury lamps, and expand their use in water and air disinfection.



UV-C LED

### Space disinfection

#### UV-C personal space disinfectors and deodorizers

These devices have the dual actions of disinfection and deodorization with deep ultraviolet rays and photocatalysts. They are lightweight (300grams) and portable.



### Surface disinfection

#### UV-C disinfection boxes

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



Access here for online store

### Water purification

#### Compact UV-C LED water purification units

##### Used in EcoCute water heaters

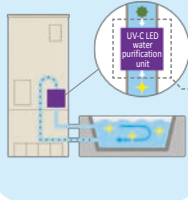
Safer and more pleasant bathing with disinfection after bathing and disinfection of remaining bathwater.

<Envisioned uses>

After bathing



Disinfection with UV-C



(Next person) Enters clean bathwater



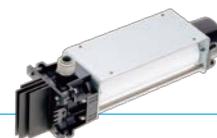
Remaining bathwater cleaned for next use



Water inside is irradiated with UV-C and disinfected



#### UV-C LED water purification unit



##### Used in WOSH portable handwashing stand

High purification performance is achieved with UV-C irradiation in addition to disinfection with filtration/adsorption and chlorine.

\* Sold by WOTA Corp.



## General Industry Products

Leveraging the rubber and plastic technology we have cultivated in automotive parts, we are developing and selling products in various new fields.

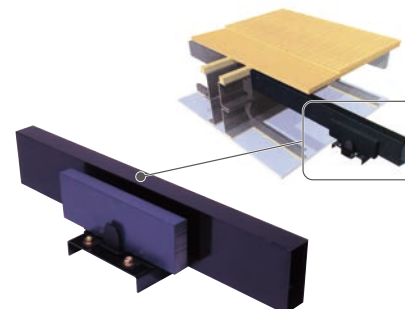


#### Air purifiers

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

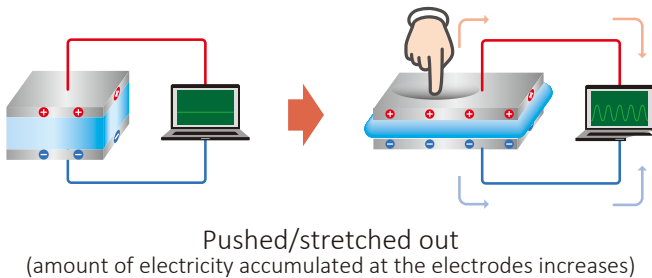
These products use vibration suppression rubber technology to suppress footstep sounds on upper and lower floors in houses and create a quiet, comfortable environment.



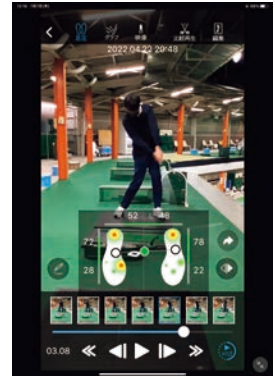
## e-Rubber

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

Sensor (mechanical force → electrical signals)



〈Example application〉



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

## Re-S Ethical Brand

The airbag fabric and leather used in automobiles are made into products after going through always-strict tests. If there is partial discoloration or a frayed spot, the material cannot be used in products. The Re-S brand has grown from the desire to have these materials reborn as items with new value.

The meaning embodied in Re-S starts with “Re-,” such as in “re-use” and “re-born,” while elevating the “S” for sustainability to promote environmentally-friendly activities.



Access online  
shop here



- ① Airbag tote using firefighting hose/seatbelt remnants  
(Dyeing cooperation: Tsuyakin Co., Ltd. / Partnership: Ashimori Industry Co., Ltd.)
- ② Stationery goods using leather remnants and small-diameter trees  
(Partnership: KINARI Mokkojo)

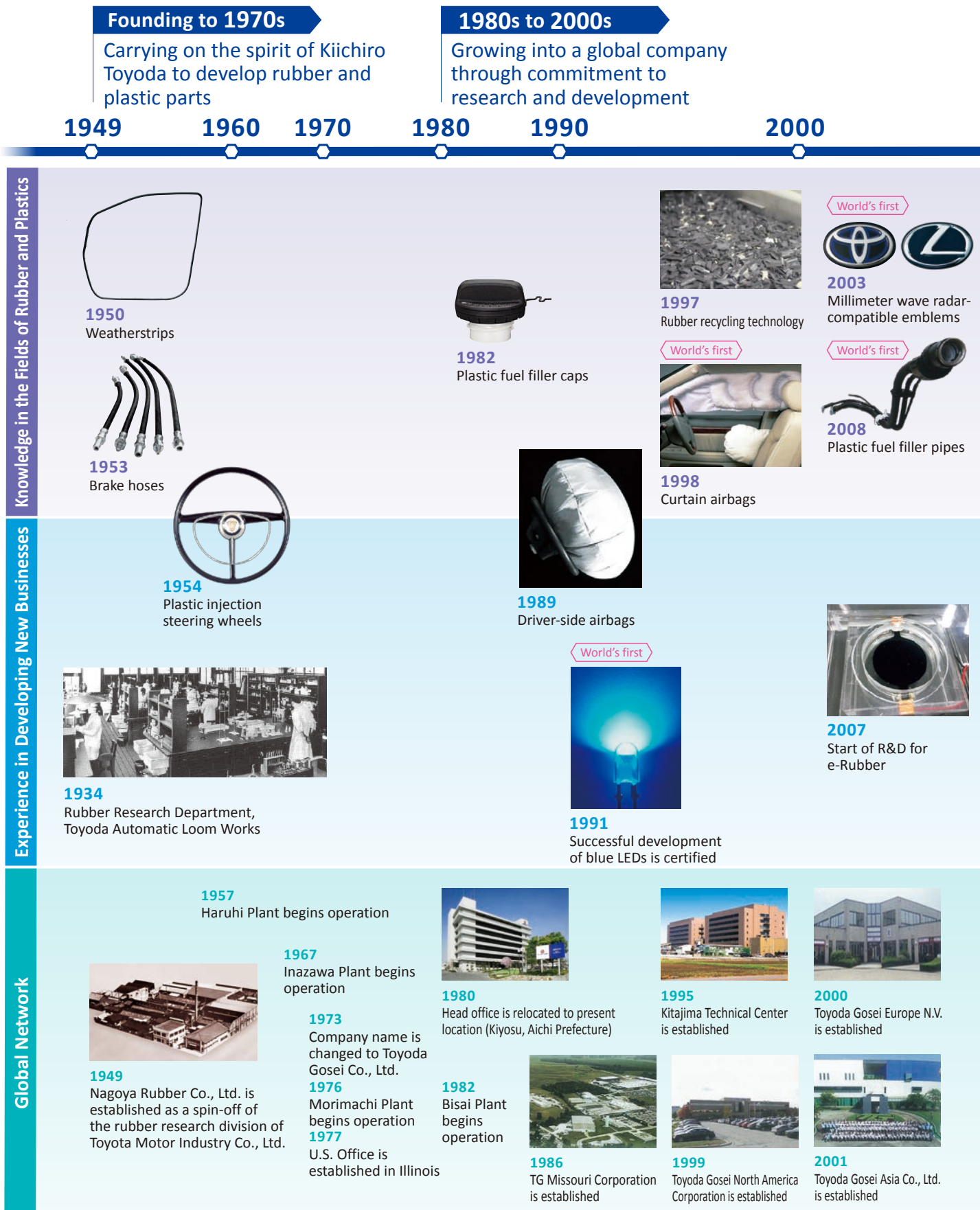


Collaborative activities with  
sports brand ASICS

Sustainable sneakers using  
airbag fabric remnants

# Company History

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.



## 2010s to Future

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

2010

2020

World's first



**2010**  
Lightweight opening  
trim weatherstrips



**2017**  
Large radiator grilles



**2020**  
Extra-large  
spindle grilles



**2021**  
Pedestrian protection  
airbags



**2023**  
Millimeter wave  
compatible emblems  
that emits light



**2023**  
Topcoat-less hot  
stamped grilles



**2019**  
Plastic turbo ducts



**2020**  
High pressure  
hydrogen tanks



**2022**  
CNF reinforced plastic



**2023**  
Miniature wireless  
charging holder



**2023**  
Armrests with heaters



**2010**  
Start of R&D for GaN  
power semiconductors



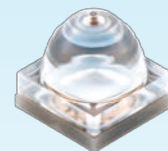
**2021**  
UV-C LED high-speed  
surface disinfectors



**2021**  
Smart insoles



**2022**  
Success in making larger  
GaN substrates for  
next-generation power  
semiconductors



**2023**  
Higher output UV-C LED

**2013**  
Toyota Gosei East Japan Co., Ltd.  
is established



**2013**  
GDBR Industria e Comercio de Componentes  
Quimicos e de Borracha Ltda. is established



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



**2018**  
PT Toyota Gosei Indonesia  
is established



**2020**  
Inabe Plant begins operation



**2022**  
Miyagi Ohira Plant of  
Toyota Gosei East Japan Co., Ltd.  
begins operation

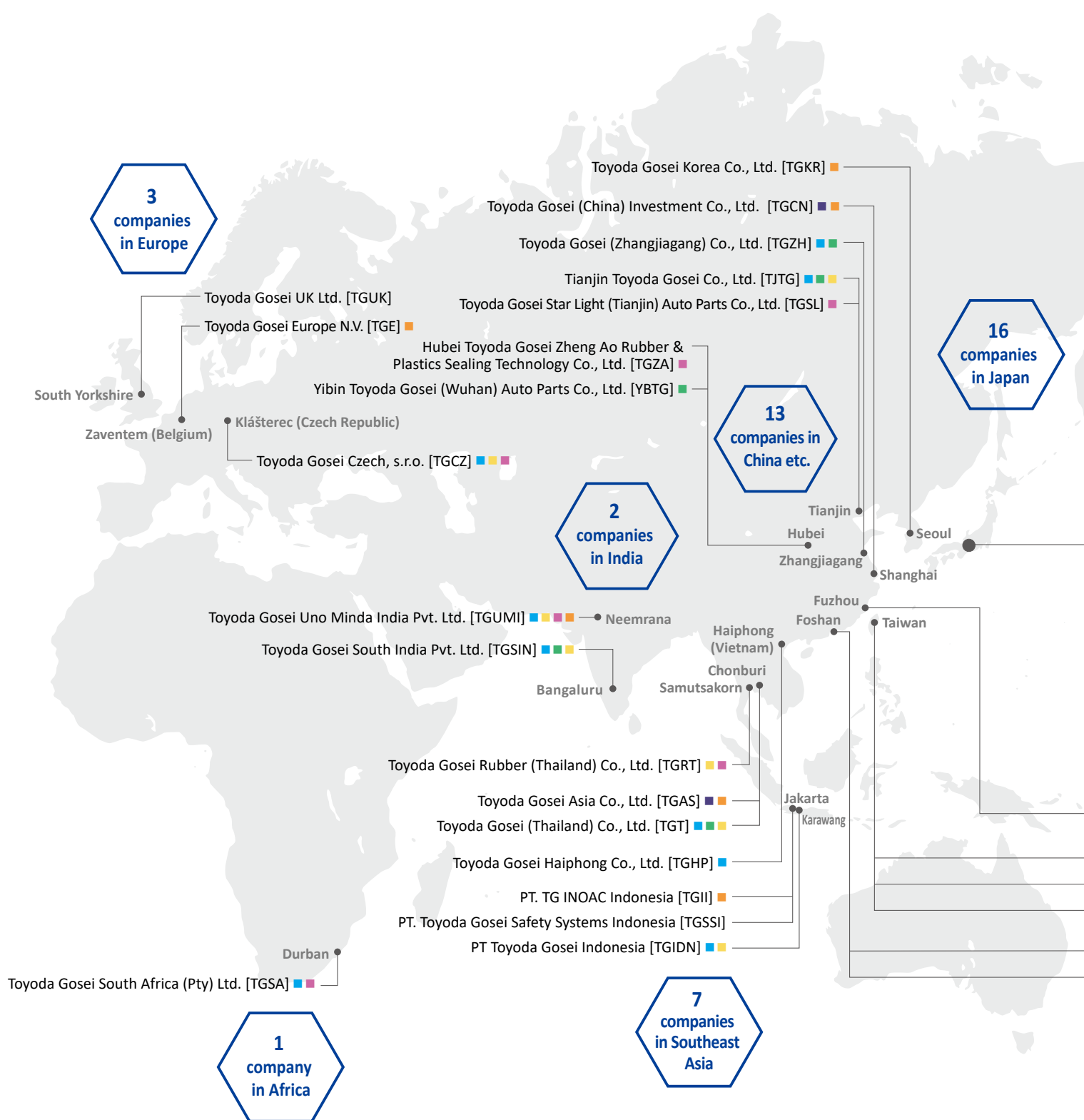


**2023**  
Toyota Gosei (Foshan) Auto Parts Co., Ltd.  
New plant begins operation

# Global Reach

(As of October 1, 2024)

With 60 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







## Production/Function

- Safety Systems
- Interiors and Exteriors
- Functional Components
- Weatherstrips
- Life Solution Products
- Regional Headquarters
- 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. ■ ■
- Kaiyo Gomu Co., Ltd. ■ ■
- TG Welfare Co., Ltd.
- TG Logistics 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. ■ ■ ■ ■
- Ashimori Industry Co., Ltd. ■

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] ■
- TG Missouri Corporation [TGM0] ■ ■
- 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]

- 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] ■ ■

- 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 ¥28.1 billion

Revenue ¥1,071.1 billion (FY2023 consolidated) Operating profit ¥67.7 billion (FY2023 consolidated)

Return on equity 10.6% (FY2023 consolidated) Number of employees 38,951 (FY2023 consolidated)

## Management Members (As of June 14, 2024)



**Naoki Miyazaki**  
Chairman



**Katsumi Saito**  
President, CEO



**Hiroshi Yasuda**  
Executive Vice President,  
COO, CMO



**Masaki Oka**  
Director, Corporate Officer,  
CHRO



**Mitsuhiro Nawashiro**  
Director, Corporate Officer,  
CTO



**Mayumi Matsumoto**  
Outside Director



**Takashi Wada**  
Outside Director



**Masanori Furukawa**  
Outside Director



**Shigeki Maeda**  
Outside Director



**Makoto Aou**  
Outside Director



**Kenji Oiso**  
Audit & Supervisory  
Board Member



**Yamato Suzuki**  
Audit & Supervisory  
Board Member



**Chika Kako**  
Audit & Supervisory  
Board Member



**Hitoshi Kuwayama**  
Audit & Supervisory  
Board Member



**Masahiko Yokoi**  
Audit & Supervisory  
Board Member

Corporate  
Officers

Yutaka Ogasawara Tadashi Yamamoto  
Nobuhisa Tanaka Katsufumi Otani (CRO)  
Masayoshi Hachisuka (CFO) Hiroko Ando

Makoto Hasegawa (CSMO) Kenji Hayashi  
Bijay Krishna Shrestha Yasushi Okada

## **TOYODA GOSEI CO., LTD.**

1 Haruhinagahata Kiyosu,

Aichi 452-8564, Japan

Phone: +81-52-400-1452 Fax: +81-52-409-7491

<https://www.toyoda-gosei.com>

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