TOYODA GOSEI

# Company Profile

# Toyoda Gosei aims to be a “fascinating company” that pursues KOBUNSHI and meets to the expectations of society

President CEO Katsumi Saito

**Management Philosophy**

## Boundless Creativity and Social Contribution

1. Good corporate citizenship
2. Proper business operation
3. Sustainable growth
4. Customer satisfaction
5. Conservation of global environment and resources
6. Respect for the individual

**Contents**



Over more than 70 years since its foundation in 1949, Toyoda Gosei has displayed its collective strength in areas from development to production and sales, based on its synthetic rubber and plastics mixing technology, and provided high functioning, high quality products and services. The company name includes the Japanese word “gosei ”, or combine from a philosophy of creating new things using rubber and plastics and that mindset has continued until today.

The automotive industry is transforming with an ongoing transition in power relationships as the market structure rapidly changes. The future is also opaque and uncertain as human values change, environmental and social problems deepen, and geopolitical risks rise. We must steer the company on an extremely difficult course.

To envision the future of the company in these circumstances, we looked anew at our company creed and asked ourselves again, “What is our value as a company?” We then formulated our 2030 Business Plan to undertake management innovations with the aim of achieving sustainable growth and development while balancing the social and economic value of our business.

As we move toward achieving that, we will evolve ourselves and take on challenges while treasuring our tangible and intangible assets based on the polymers, or “KOBUNSHI” in Japanese that have been built up by our predecessors.

The assets cultivated over many years include not only our technology, manufacturing, management skills and the like, but also our deeply rooted company culture that has been passed down continuously in each person’s thoughts and actions.

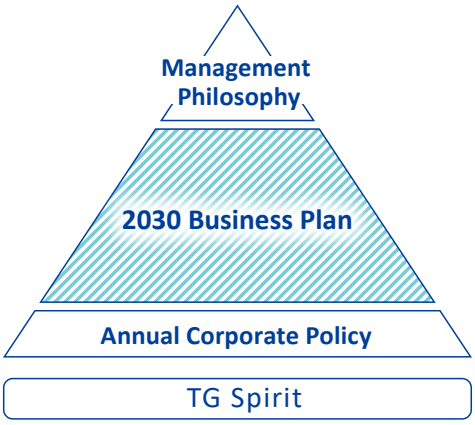
As is symbolized in the hexagonal benzene ring used in our company logo, individual molecules, or individual person come together and organically link individuals and organizations. The occurrence of chemical reactions increases creativity and we adapt by flexibly changing the shape of our responses to a changing environment. Then, by evolving and expanding in connection with all stakeholders, we build up a polymeric organization, or “KOBUNSHI” that energizes people and organizations. We aim to be a company that people look to with expectation—“Toyoda Gosei is a fascinating company” and “They are sure to do things that will benefit us all”—and that will grow sustainably into the future.

The Toyoda Gosei Group harnesses the power of 40,000 employees in 58 Group companies in 15 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 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]

| Safety | Comfort | Decarbonization |
|---|---|---|
| Through safety systems | Through interior & exterior components | Through new businesses for polymer materials |

[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**

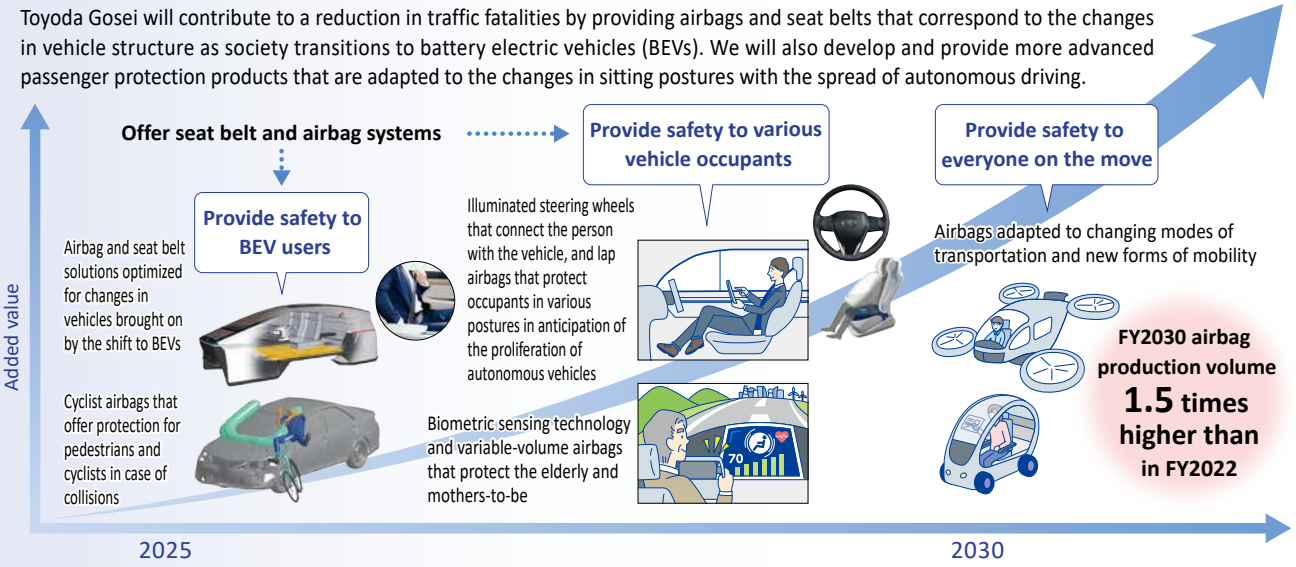
[FY2030 financial objectives]

| Revenue | Operating profit | Operating profit ratio | ROE |
|---|---|---|---|
| ¥1,200.0 bn | ¥100.0 bn | 8% | 10% |

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

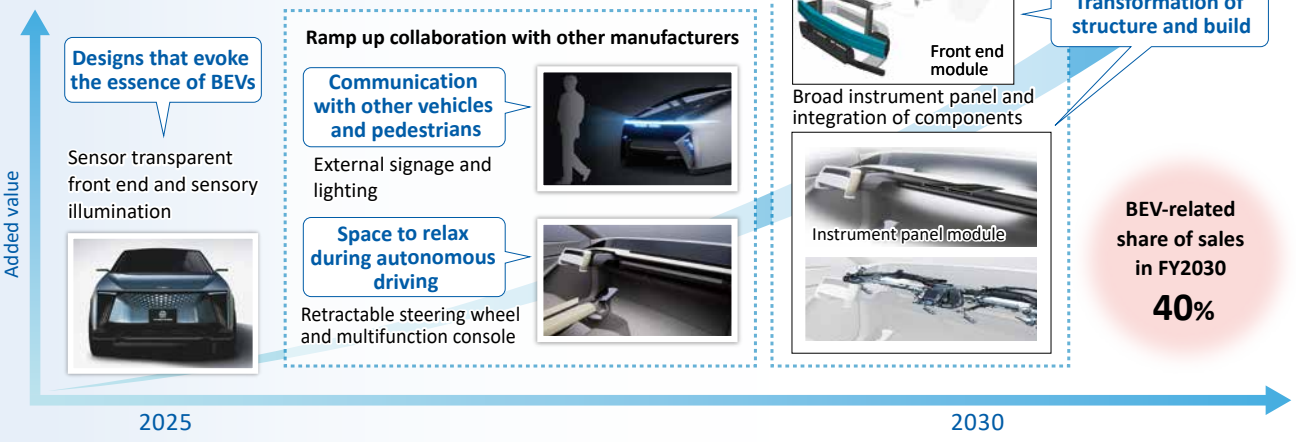
## Safety

Toyoda 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

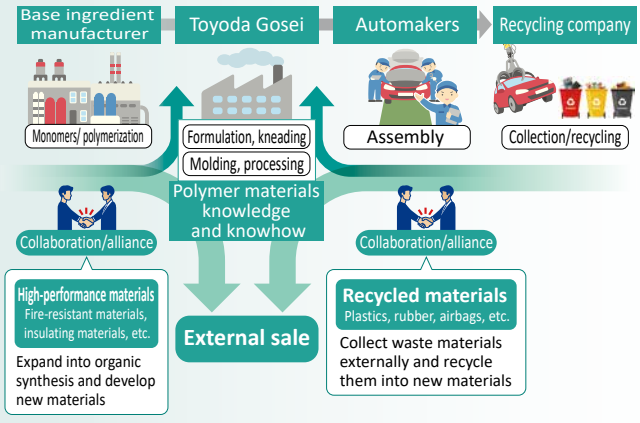
Toyoda Gosei provides new BEV-like functions by combining interior and exterior products with safety systems or illuminated products. We also innovate vehicle design and structure with polymer technology to achieve new mobility.




## Decarbonization

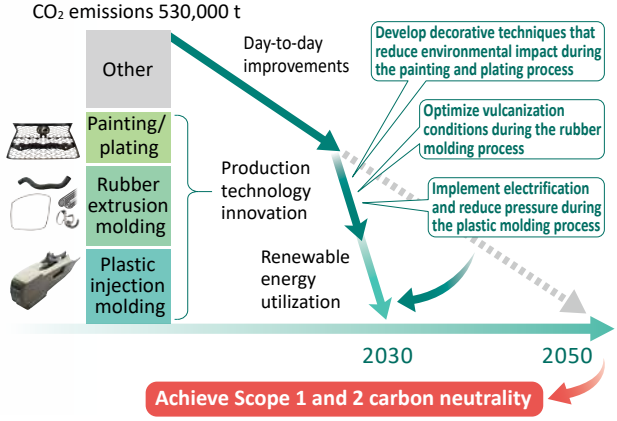
### Commercialization of Materials

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.



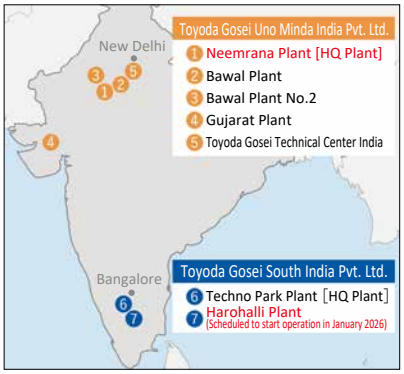

### Carbon Neutrality

Carrying out not only day-to-day 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 $CO_2$-free high value-added products.



## Contribution to Safety

In India, we are strengthening our production network in the north and south of the country to meet the growing demand for airbags that accompanies stricter safety regulations.
As we move into the future, we will promote our efforts for zero traffic fatalities worldwide, including active participation in European safety assessments (Euro NCAP).




## Contribution to Comfort

We will develop interiors and exteriors that meet changes in mobility and contribute to higher levels of comfort. Examples include illumination that contributes to diversification of vehicle cabin interiors, and emblems that are both transparent to millimeter wave radar and light-emitting.
We will also provide products for improved openness and visibility in vehicle cabins.


Ultra-thin register


LED graphic lighting


Emblem (when lit)

## Contribution to Decarbonization

To help achieve a circular economy, we are actively recycling plastics and rubber that are the main materials in our products.
We have also commercialized a tank for use in portable hydrogen cartridges for the wider use of hydrogen energy in daily life.


Glove compartments
(utilizing recycled plastic)


Portable hydrogen cartridges
(photo: Toyota Motor Corp.)

## 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

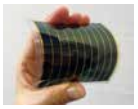

Blood sugar measurement devices

### Energy


High-pressure hydrogen tanks


GaN power devices


Microwave electricity supply


Perovskite solar cells

2025 → 2030

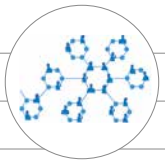
**Invigoration of People and Organizations**

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)

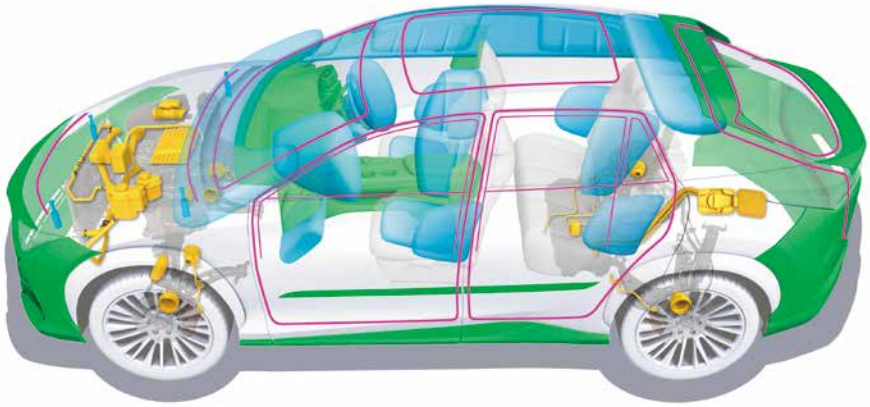
- Enhance strategic planning and speed up decision-making by establishing a CxO (chief officer) system (execute strategy, and launch lead organizations for BEVs and recycling).
- Adopt a management approach based on regional autonomy to better serve priority markets.
- Tap the enthusiasm and energy of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

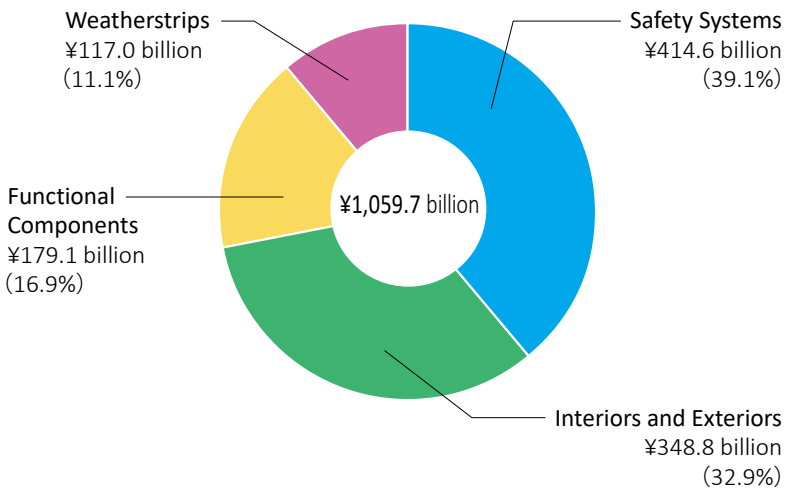
# Products

## 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 FY2024 (sales ratio in parentheses)




Automotive Parts

Safety Systems

Interiors and Exteriors

Functional Components

Weatherstrips

Other Products

UV-C LED products

Airbags

Steering wheels
(with built-in airbags)

Pop-up hood actuators

Instrument panel modules and components


Radiator grilles

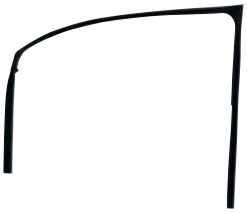
Console boxes

Plastic fuel filler pipes

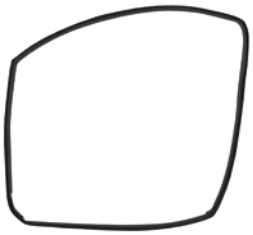
Cooling pipes

Brake hoses

High pressure
hydrogen tanks



Door glass runs



Opening trim weatherstrips

General industry products

e-Rubber products

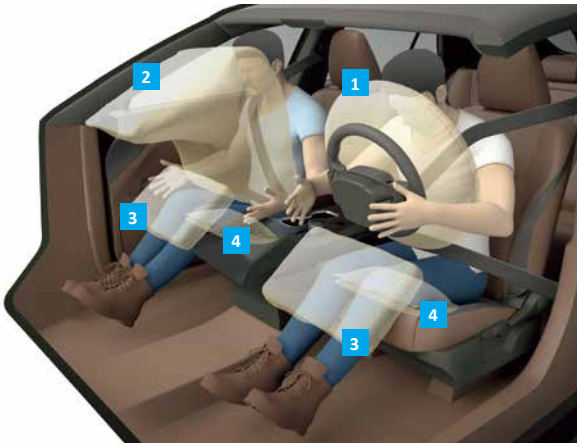
Re-S ethical brand

# 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 that are compatible with 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.

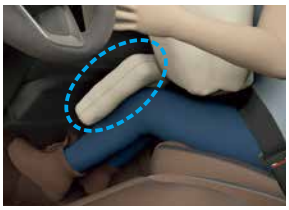

Full 360° Airbag Coverage
(shown equipped on vehicle)

## Vehicle Occupant Protection Products (front collisions)



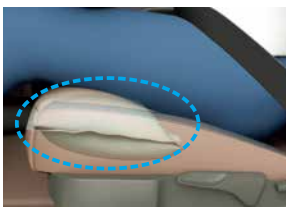

### 1 Driver-side airbags
### 2 Passenger-side airbags

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.



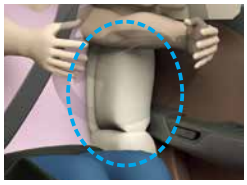
### 4 Seat cushion airbags

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

## Vehicle Occupant Protection Products (side collisions)


### 5 Curtain airbags World's first

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.

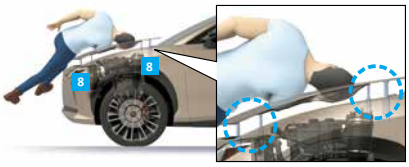
### 7 Front center airbags (Front far-side airbags)

When there is only a driver in the car, 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 Products

### 8 Pop-up hood actuators

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




### 9 Pedestrian protection airbags

Deploy over the rigid structures around the windshield to protect the head of a pedestrian.


## Steering Wheels

### Existing product

Next-generation product

Next-generation product

### Steering wheel with driver alert lighting


(Image)

We are developing steering wheels that are compatible with the spread of autonomous driving and other technologies, with new human-machine interface (HMI) functions that connect humans and automobiles. This includes steering wheels with grip sensors and vibration functions, an illumination function that notices drivers of the autonomous/manual driving and the surrounding safety situation.

### Steering wheels for steer-by-wire steering systems*


(Image)

Steering wheel used on Lexus RZ F Sport

With a new system that produces a next-generation steering feel, multiple rotations of the steering wheel are not needed when making U-turns or parking. As a result, a compact, stylish shape similar to that of an airplane yoke is adopted for this steering wheel.

* A steering system that controls the angle of tires through electronic signals, with no direct mechanical link between the steering wheel and tires.

# Interiors and Exteriors

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

## Interiors

### Instrument panel modules and components


1 Ornamental panels

2 Registers

3 Glove compartments

4 Cup holders

5 Console uppers

### LED driver alert lighting system

Decorative lighting added to the driver alert function that uses 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.

### Ultra-thin registers

Overall thickness that is 40% thinner than general registers. These registers are given a unique airflow control mechanism that can regulate the airflow with no loss of the airflow force even with narrower openings.

### 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.

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.



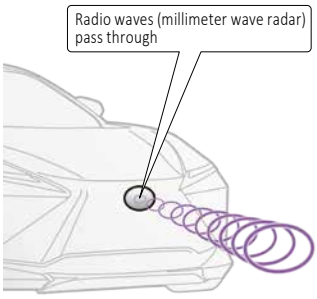
Topcoat-less hot stamped grilles

Rear spoilers

Back door garnishes

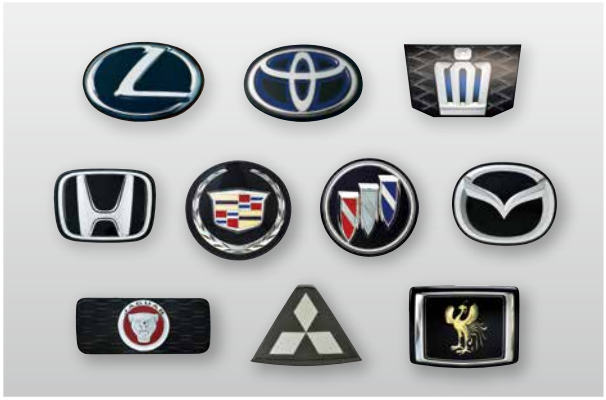
## Luminescent millimeter wave compatible emblems World's first

We have developed new emblems that are both transparent to millimeter wave radar and luminescent.




Emblem (when lit)

## Millimeter wave compatible emblems World's first

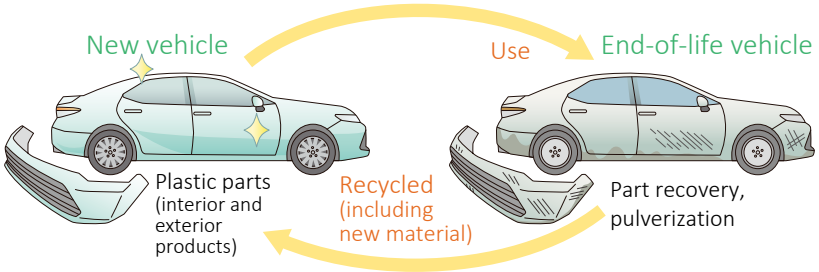


**TOPICS**

### Horizontal recycling of plastic from end-of-life vehicles

We are recycling plastic for interiors and exteriors with a functionality equivalent to that of new materials while containing 50% plastic recovered from end-of-life vehicles. This is accelerating horizontal recycling for reuse in the same product, and contributing to $CO_2$ reductions.

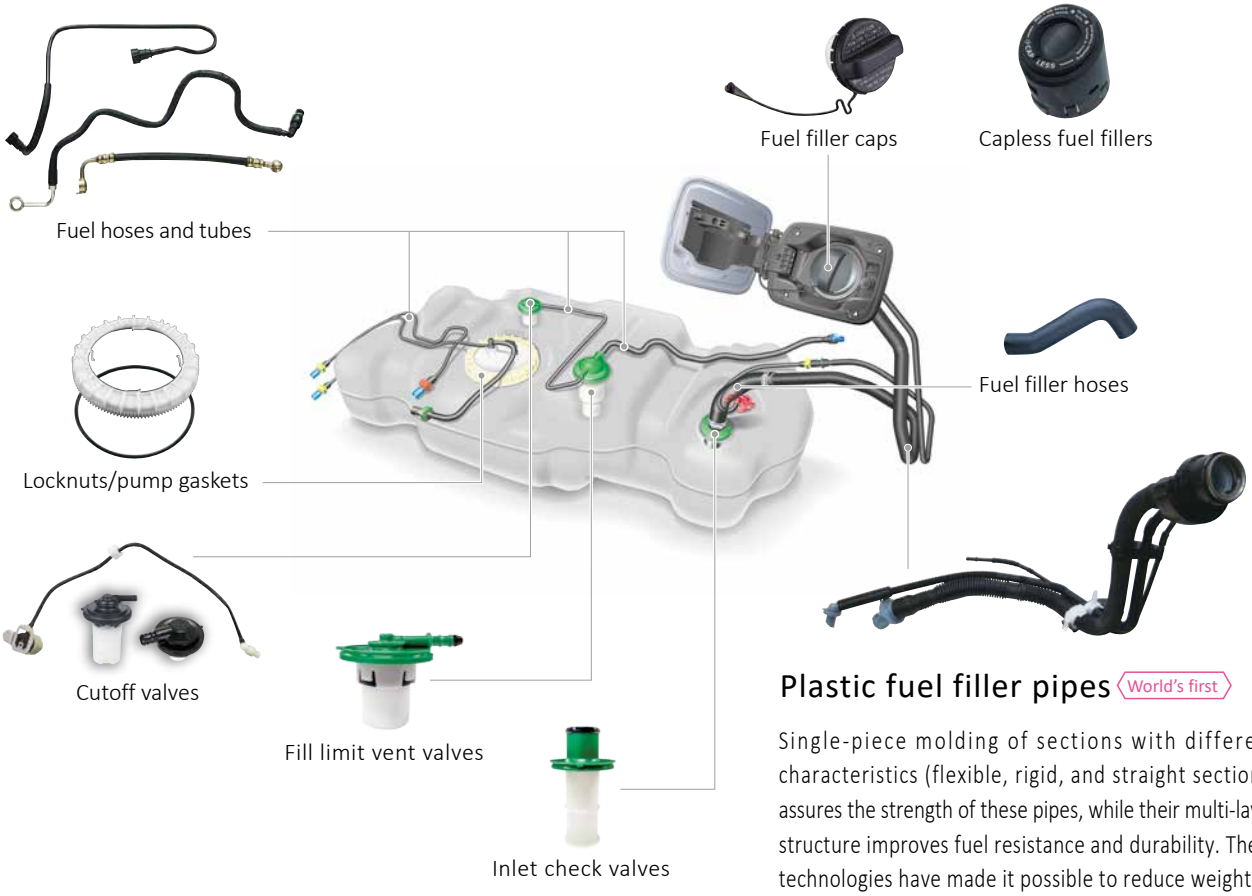
Image of horizontal recycling



# 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 Components




### Plastic fuel filler pipes World's first

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

### High pressure hydrogen tanks

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

### Large high-pressure hydrogen tanks

These tanks are used mainly on commercial vehicles and boats. They can hold about eight times as much hydrogen as the tanks for passenger vehicles (left).

(Photo: Toyota Motor Corp.)

### Portable Hydrogen Cartridges

Hydrogen can be carried safely and easily, and mounted in various devices such as hydrogen cooking equipment, fuel cells. This widens the applications of hydrogen energy.

## Battery Components

### 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

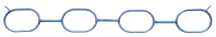
## Engine Components

Air cleaner hoses with resonator

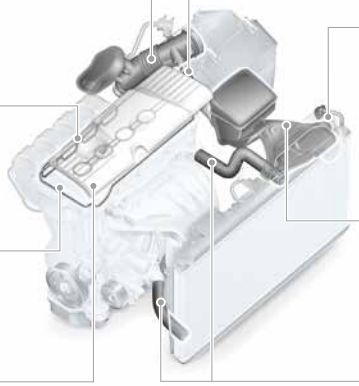
Ventilation hoses

Reservoir tanks

Plastic turbo ducts



Intake manifold gaskets



Noise absorbing air intake ducts

Plastic water pipes

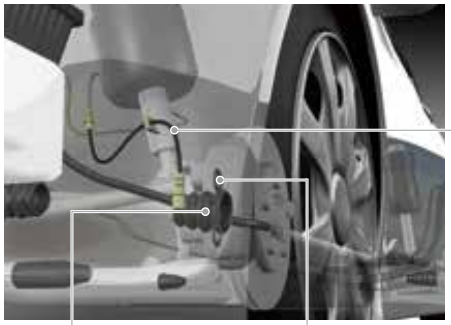
Cylinder head cover gaskets

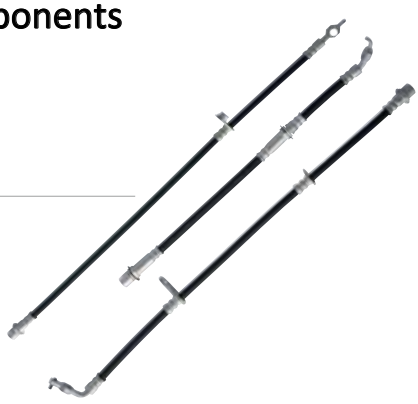
Engine covers

Radiator hoses

Plastic air pipes

## Chassis and Drive Train Components





### Brake hoses

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

Plastic

Rubber

Constant velocity joint boots

Piston seals

Column hole covers

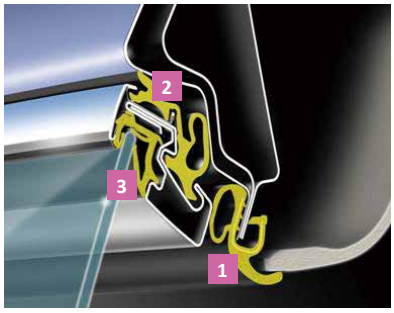
Oil pumps

Transmission covers

Piston cups

# 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.

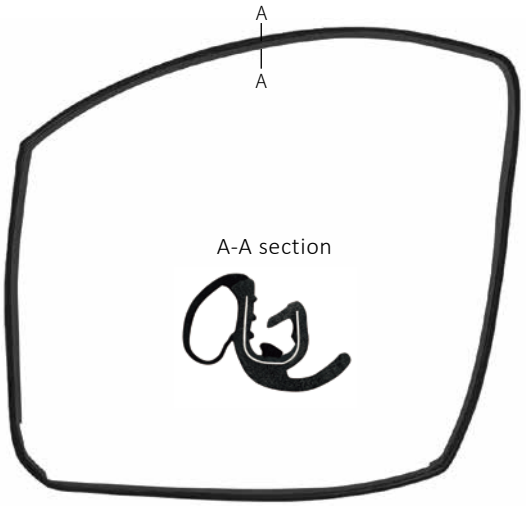



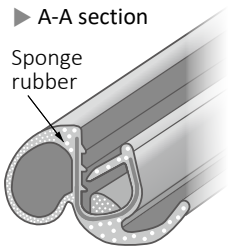

Hidden door

Frame door

Stamped door

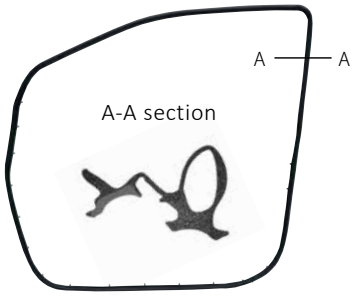
Frameless door



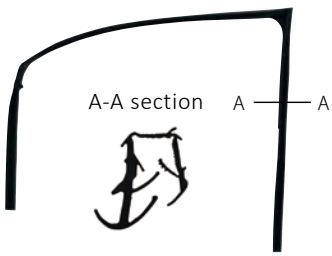




## 1 Opening trim weatherstrips

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

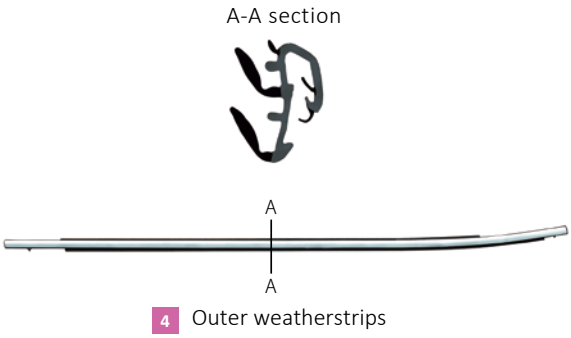



2 Door weatherstrips

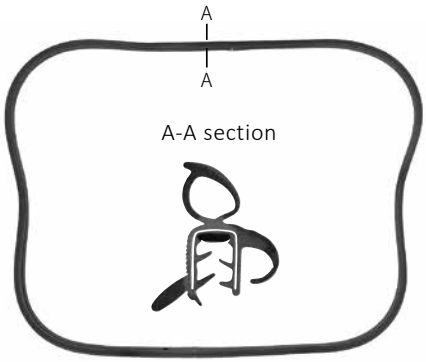



## 3 Door glass runs

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 Back door weatherstrips

## TOPICS

### Development of weatherstrips that contribute to the creation of a quieter vehicle cabin space.

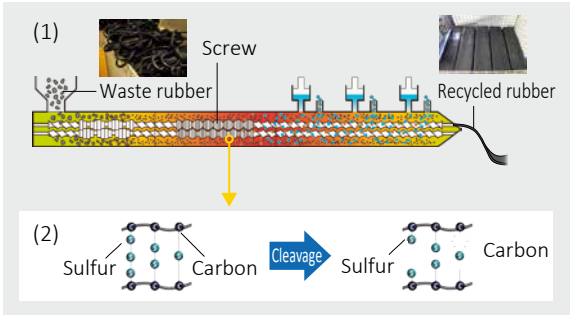
Development of a new system that combines weatherstrips under various conditions to enable experience of changes in sound within the cabin. The best combination of components can be proposed.


Simulation system to experience the driving sounds that will occur when equipped in vehicles.

### Rubber recycling technology

We are using our proprietary devulcanization technology* to give new life to waste produced when manufacturing weatherstrip products. This high quality recycled rubber can then be reused.

* The chemical bonds that give rubber its elasticity are cleaved, returning the rubber to a raw material

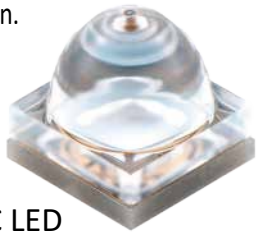



(1) Thermal energy is applied to finely pulverized waste rubber with the friction of the screw

(2) By selectively cleaving the rubber and sulfur bonds at the molecular level, it is returned to the form of raw material rubber

## UV-C LEDs

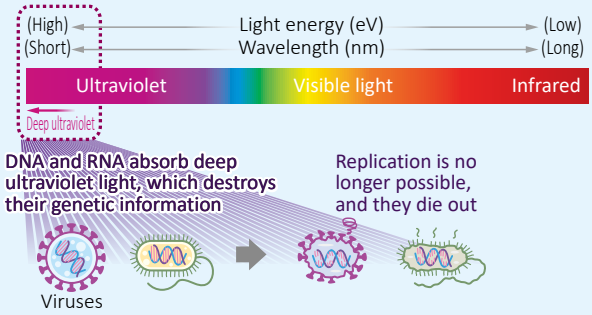
Leveraging the know-how and technology cultivated in the development and production of blue LEDs, we are developing and selling deep ultraviolet (UV-C) LEDs with new added value. Going forward, we will improve the performance of UV-C LEDs for a mercury-free society by replacing mercury lamps, and expand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



UV-C LED

### What is UV-C (deep ultraviolet rays)?

UV-C is the abbreviation for ultraviolet C, one type of ultraviolet ray. UV-C has the shortest light wavelength of all ultraviolet rays, with the highest energy. It damages the genetic information of viruses and bacteria, inactivating them.

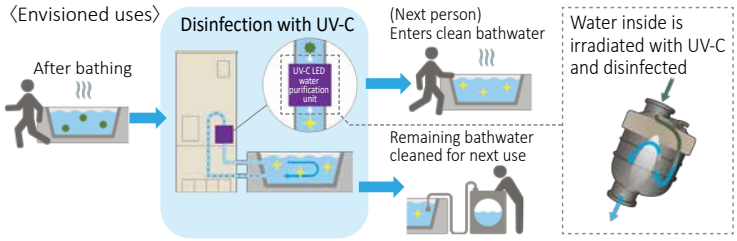



## Use in water sterilization

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.




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.

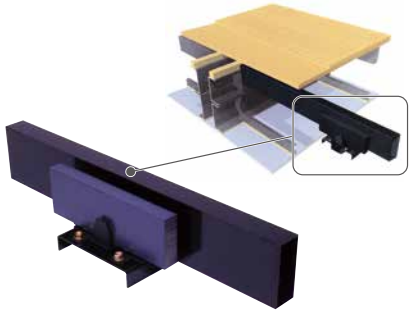
## General Industry Products

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



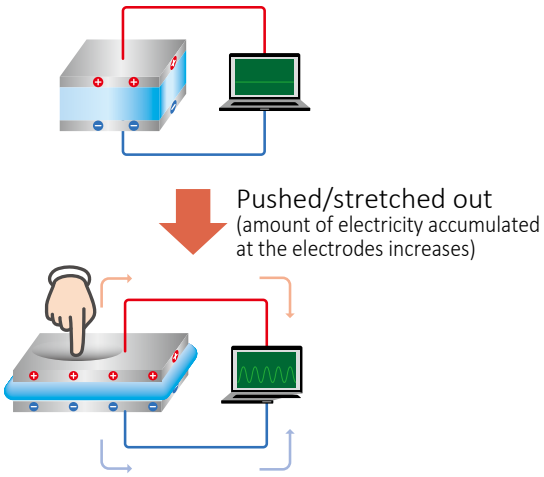
### Dynamic dampers for houses

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 products and services using e-Rubber, a next-generation rubber that functions with electricity and mechanical force, continues to progress.

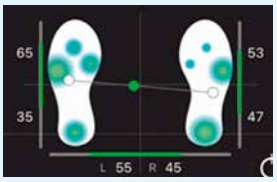
**Sensor** (mechanical force ➡ electrical signals)




### Smart Insoles using e-Rubber

Based on the findings obtained from the use of Smart Insoles fitted with e-Rubber for golf, we will use them in gait analysis and other healthcare applications.

e-Rubber is fitted in shoe insoles, and foot pressure data are obtained




Foot pressure is visualized and walking data are analyzed

## 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 discoloration or fraying in even one spot, the material cannot be used in products. Commercialization started with the idea of having these materials reborn as items with new value, and has spread as the Re-S brand. 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

- Bag utilizing airbag fabric and seat belts
- Stationery goods using leather and small-diameter trees

Sustainable sneakers utilizing steering wheel leather remnants (collaborative plan with Asics Corp.)

# 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.

**Founding to 1970s**
Carrying on the spirit of Kiichiro Toyoda to develop rubber and plastic parts

**1980s to 2000s**
Establishing a production network in the quadripolar global automotive market through commitment to research and development

1949 1960 1970 1980 1990 2000

## Global Network

**1957**
Haruhi Plant begins operation

**1967**
Inazawa Plant begins operation

**1980**
Head office is relocated to present location (Kiyosu, Aichi Prefecture)

**1995**
Kitajima Technical Center is established

**2000**
Toyoda Gosei Europe N.V. is established

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

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

**1976**
Morimachi Plant begins operation

**1977**
U.S. Office is established in Illinois

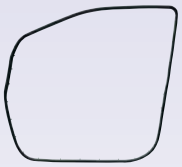
**1982**
Bisai Plant begins operation

**1986**
TG Missouri Corporation is established

**1999**
Toyoda Gosei North America Corporation is established

**2001**
Toyoda Gosei Asia Co., Ltd. is established

## Knowledge in the Fields of Rubber and Plastics



**1950**
Weatherstrips

**1953**
Brake hoses

**1955**
Plastic injection steering wheels

**1982**
Plastic fuel filler caps

**1989**
Driver-side airbags

**1997**
Rubber recycling technology

World's first

**2003**
Millimeter wave radar compatible emblems

World's first

**1998**
Curtain airbags

World's first

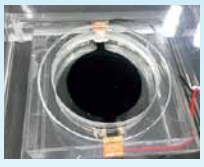
**2008**
Plastic fuel filler pipes

## Experience in Developing New Businesses

**1934**
The company traces its origins back to the Rubber Research Department of Toyoda Automatic Loom Works

World's first

**1991**
Successful development of blue LEDs is certified



**2007**
Start of R&D for e-Rubber

## 2010s to 2020s

Focusing on emerging as well as established markets, we became a global supplier delivering joy around the world

## 2000s to Future

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

**2010**

**2020**

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

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

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

**2018**
PT Toyoda Gosei Indonesia is established

**2020**
Inabe Plant begins operation

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

**2022**
Yibin Toyoda Gosei (Wuhan) Auto Parts Co., Ltd. is established

**2023**
Toyoda Gosei (Foshan) Auto Parts Co., Ltd.'s Daliang Honggang Plant begins operation

**2024**
Toyoda Gosei South India Pvt. Ltd.'s new Harohalli Plant is built

World's first

**2010**
Lightweight opening trim weatherstrips

**2012**
Pop-up hood actuators

**2017**
Large radiator grilles

**2020**
High pressure hydrogen tanks

**2021**
Pedestrian protection airbags

**2023**
Cooling pipes

World's first

**2023**
Luminescent millimeter wave compatible emblems

**2023**
Topcoat-less hot stamped grilles

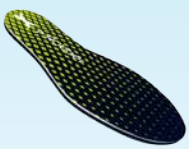
**2024**
Portable hydrogen cartridges
(photo: Toyota Motor Corp.)

**2025**
Ultra-thin register

**2025**
Steering wheel for steer-by-wire steering systems

**2025**
Glove box using recycled plastic


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



**2021**
Smart insoles

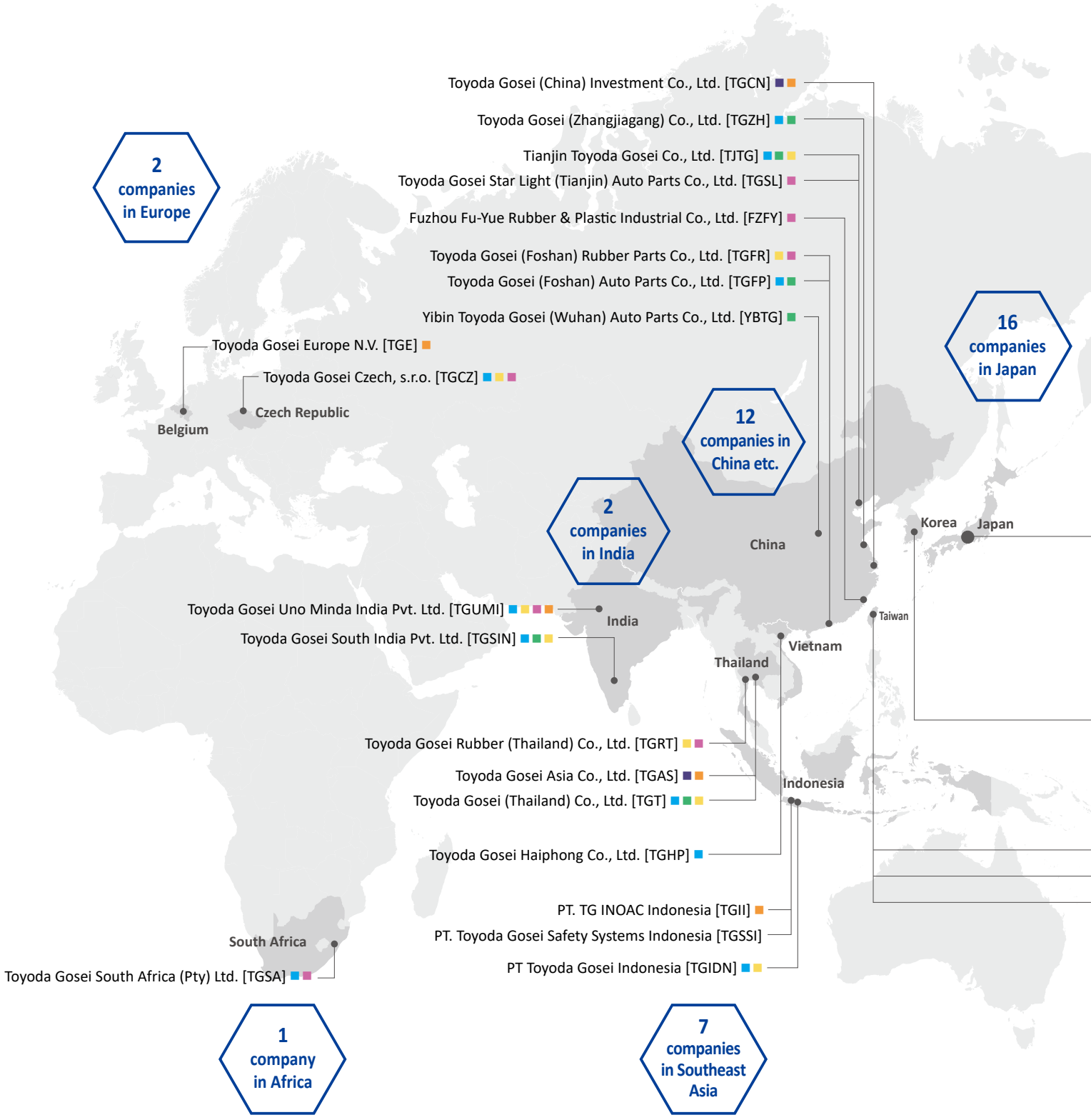
**2022**
Success in making larger GaN substrates for next-generation power semiconductors

**2024**
Higher output UV-C LED

# Global Reach

(As of June 30, 2025)

With 58 group companies* in 15 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
- □ Other 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. ■

Toyoda Gosei Korea Co., Ltd. [TGKR]

Tai-yue Rubber Industrial Co., Ltd. [TY] ■■
Fong Yue Co., Ltd. [FY] ■■
TE Opto Corporation [TEOP] □

**16 companies in North America**

Toyoda Gosei Texas, LLC [TGTX] ■
Toyoda Gosei Brownsville Texas, LLC [TGBTX]
TG Missouri Corporation [TGMO] ■■
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] ■

Canada
TG Minto Corporation [TGMINTO] ■
Toyoda Gosei Holdings Inc. [TGH]
Waterville TG Inc. [WTG] ■

America

Mexico
TAPEX Mexicana, S.A. de C.V. [TAPEX] ■
Toyoda Gosei Rubber Mexico, S.A. de C.V. [TGRMX] ■
Toyoda Gosei Automotive Sealing Mexico, S.A. de C.V. [TGASMX] ■
Toyoda Gosei Irapuato Mexico, S.A. de C.V. [TGIMX] ■■

Brazil
GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda. [GDBR] ■■■
Pecval Industria Ltda. [Pecval] ■

**2 companies in South America**

# Basic Information

## Summary

**Company name** Toyoda Gosei Co., Ltd. **Established** June 15, 1949 **Capital** ¥28.1 billion (as of March 31, 2025)

**Revenue** ¥1,059.7 billion (FY2024 consolidated) **Operating profit** ¥59.8 billion (FY2024 consolidated)

**Return on equity** 6.8% (FY2024 consolidated) **Number of employees** 39,192 (as of March 31, 2025)

## Management Members (as of June 19, 2025)

**Naoki Miyazaki**
Chairman

**Katsumi Saito**
President, CEO

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

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

**Masayoshi Hachisuka**
Director, Corporate Officer, CFO

**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

**Yoshiyuki Fujita**
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 | Yutaka Ogasawara | Tadashi Yamamoto | Makoto Hasegawa | Kenji Hayashi |
| | Nobuhisa Tanaka | Katsufumi Otani | Bijay Krishna Shrestha | Yasushi Okada |
| | Hiroko Ando | Shuji Watanabe | Makoto Kawase | Hiromi Hyuga |

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