



Company Profile

TOYODA GOSEI CO., LTD.

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2026.07. 1,000 TP JAPAN

Toyoda Gosei aims to be a company that meets the continuous high expectations of society by pursuing the possibilities of polymers

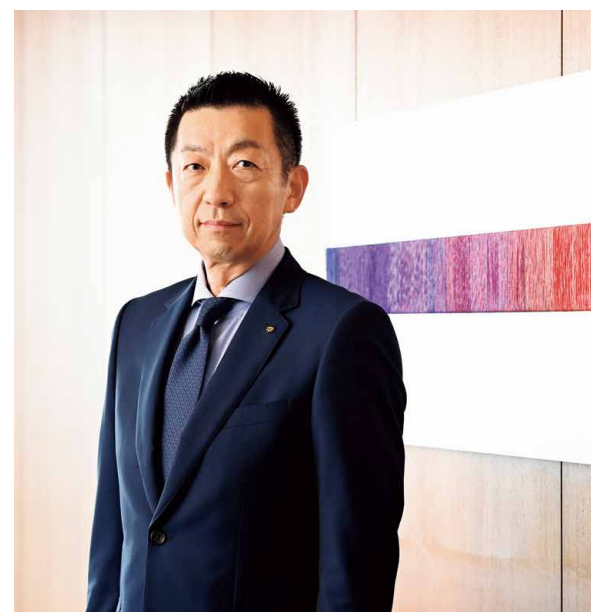
Toyoda Gosei was founded in 1949, and since that time we have continued to enhance our collective abilities in areas from development to production and sales. These strengths are based on the company's synthetic rubber and plastics mixing technology, and we have always provided high functioning, high quality products and services. The word "gosei" (synthesis) is included in the company name to capture a philosophy of creating new things, and that spirit has continued to today.

Now we have come to a time when the market structure in the automotive industry is changing rapidly and the competitive environment is also undergoing a dramatic transformation. Increasingly complex social challenges, heightening geopolitical risks and other changes are adding to the uncertainty in the business environment.

With this awareness of the current environment, we went back to our company creed of "Boundless Creativity and Social Contribution" and re-examined our company's purpose. We then formulated Toyoda Gosei's 2030 Business Plan. With this Plan, we aim to provide both social and economic value based on the polymer technology that we have cultivated up to the present. We are seeking to create new technologies and products that contribute to solving social challenges and help to achieve better mobility and living centered around the keywords of *safety*, *comfort*, and *decarbonization*.

We take the hexagonal benzene ring used in our company logo to symbolize drawing out the abilities and skills of each person, bringing together their thoughts and passions, and linking them organically so that both individuals and organizations will continue to grow. That growth will serve as the foundation for the company we want to be: one that responds flexibly to changing environments while further refining our technical and manufacturing strengths, creates new value for our times, and is looked to with expectation by society.

The Toyoda Gosei Group harnesses the power of more than 40,000 employees under our slogan of "One Team, One TG." We will continue to deliver products and services to customers and societies around the world for better and richer mobility and living.



Director, President,
CEO

Katsumi Saito

Management Philosophy

Boundless Creativity and Social Contribution



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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 and India)
- **Forge strategic alliances to accelerate growth globally and strategically reinforce development and intellectual properties (IP)**
- **Revamp management with a "polymer-like organization" that organically binds people and the organization**

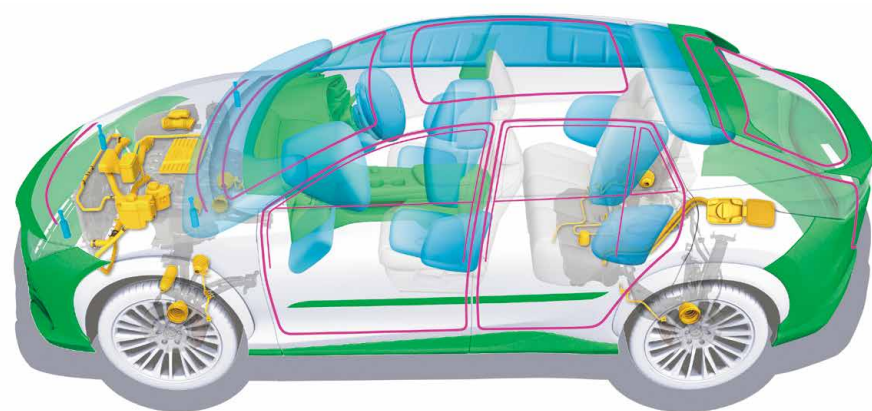
[FY2030 financial objectives]

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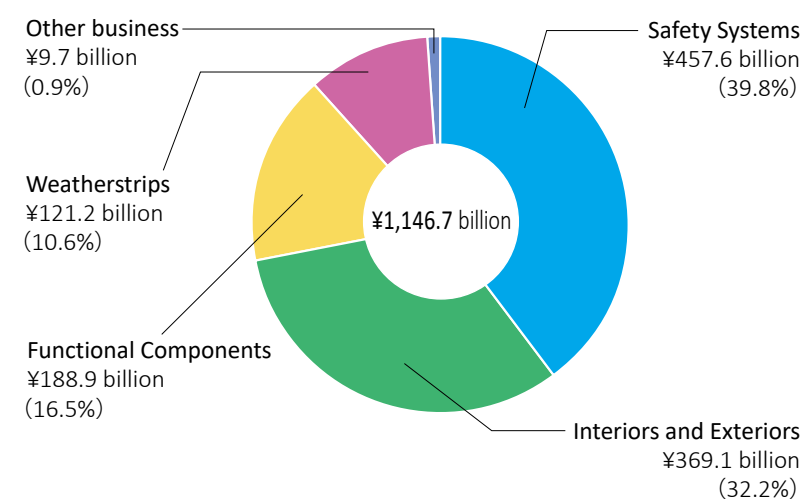
Products

We develop and produce rubber and plastic automotive parts.

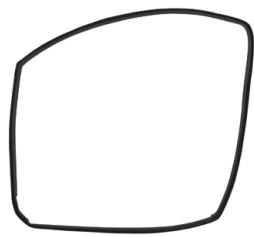
With integrated manufacturing systems from development to production, Toyoda Gosei provides various products that contribute to the creation of safe and comfortable automobiles.



Revenue by Product Area in FY2025 (sales ratio in parentheses)



Automotive Parts (main products)

 Safety Systems	 Airbags	 Steering wheels (with built-in airbags)	 Pop-up hood actuators
 Interiors and Exteriors	 Instrument panel modules and components	 Front grilles	 Console boxes
 Functional Components	 Plastic fuel filler pipes	 Cooling pipes	 Brake hoses
 Weatherstrips	 Door glass runs		 Opening trim weatherstrips

Other products and technologies

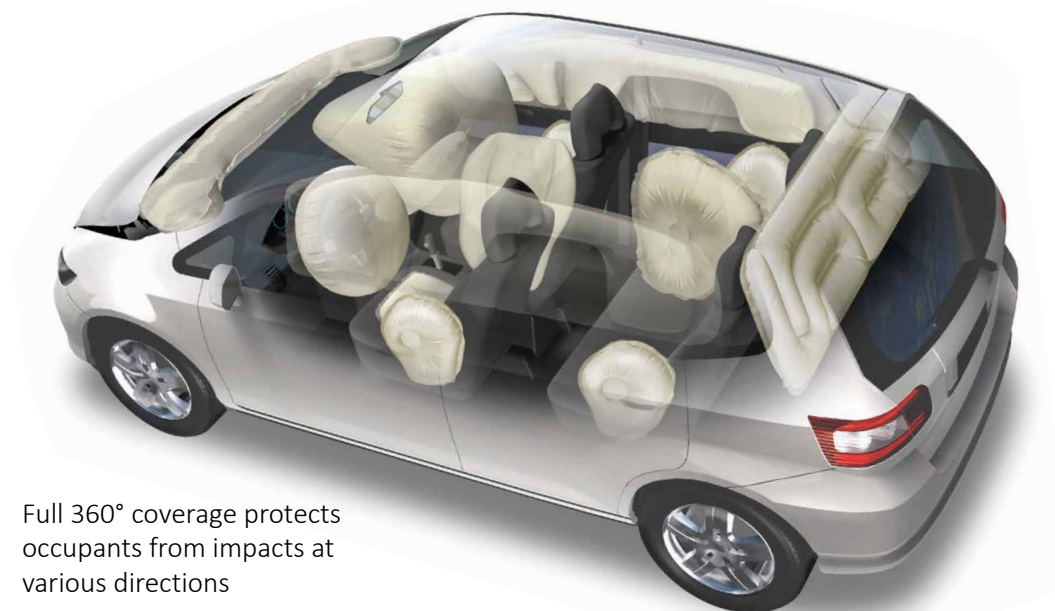
 UV-C LED products	 General industry products	 e-Rubber products	 Re-S ethical brand	 Water and sewer pipe rehabilitation technology (Ashimori Industry Co., Ltd.)
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Safety Systems

Toyota Gosei supplies many types of airbags to protect vehicle occupants and pedestrians in response to collisions from various angles.

We also aim to achieve the best passenger protection with seatbelt and airbag combinations.

In this way we will contribute to reducing traffic fatalities and injuries.



Full 360° coverage protects occupants from impacts at various directions

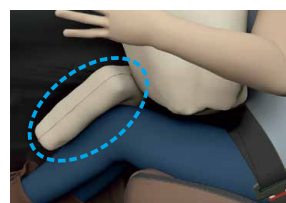
Vehicle Occupant Protection Products (front collisions)



1 Driver-side airbags

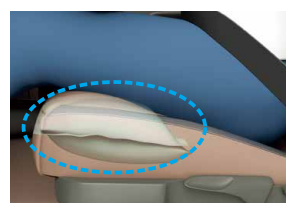
2 Passenger-side airbags

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.

5 Seatbelts

Securing vehicle occupants to their seats protects from being thrown about and other risks from the impact in collisions.

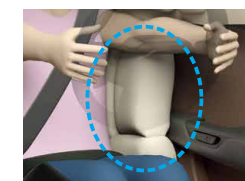


Vehicle Occupant Protection Products (side collisions)



6 Curtain airbags World's first

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



7 Side airbags

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



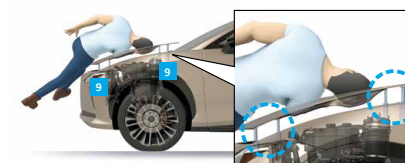
8 Front center airbags (Front far-side airbags)

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

9 Pop-up hood actuators

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



10 Pedestrian protection airbags

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



Steering Wheels

Existing product



Steering wheel with driver alert lighting



(Image)

In addition to grip sensors and vibrating functions, we are developing steering wheels equipped with new human-machine interface (HMI) functions in response to the spread of autonomous driving and other new technologies. These new functions include illumination to notify drivers of the current driving mode (self-driving/ human operation) and the surrounding safety situation.

Steering wheels for steer-by-wire steering systems*



(Image)

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



Steering wheel used on Lexus RZ F Sport

New style steering wheel for next-generation steering systems. With steer-by-wire systems, the steering wheel does not need to be rotated multiple times when making U-turns or parking, and so rather than a conventional round shape, we have adopted a shape more like an airplane yoke.

Interiors and Exteriors

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

Interiors

Instrument panel modules and components



1 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.



2 Glove compartments



3 Registers



4 Ornamental panels



Reversible Armrest

The console box lid can be removed. This allows the console to be normally used as an armrest, or to be reversed and used as a tray.



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.

Creating comfortable interior spaces

Comfortable and pleasant interior spaces are achieved with spacious interior design and interior trim that creates a relaxing atmosphere.



Exteriors

Various design needs are met with new decorative technology in addition to precise molding technology and conventional painting and plating.

Front grilles



Plating and painting technology



Hot-stamping technology

Decorative technology that gives a metallic texture even to places with a small surface area, such as protruding sections.

Rear spoilers



Painting technology

Luggage panels



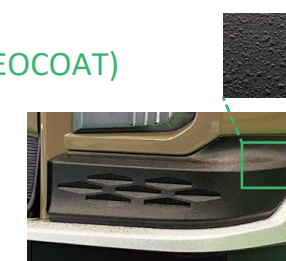
In-mold coating technology

Parts are formed and painted inside the same mold. This reduces CO₂ emissions during production and contributes to improved design of automotive parts.

TOPICS

New painting technology (METEOCOAT)

METEOCOAT features a textured finish that makes scratches less conspicuous. It is perfect for off-road vehicles and can also be adjusted in texture and color. It will be provided as an aftermarket accessory for users who want to change the appearance of the vehicle at the time of purchase.



Bumpers on which METEOCOAT has been applied

Emblems and front panels compatible with millimeter wave radar

Transparency technology (millimeter wave radar, light)



Luminescent millimeter wave compatible emblems (World's first)



Front panel (conceptual model)

Balancing design and function

We aim for both high aesthetic quality and sensing and external communication functions.



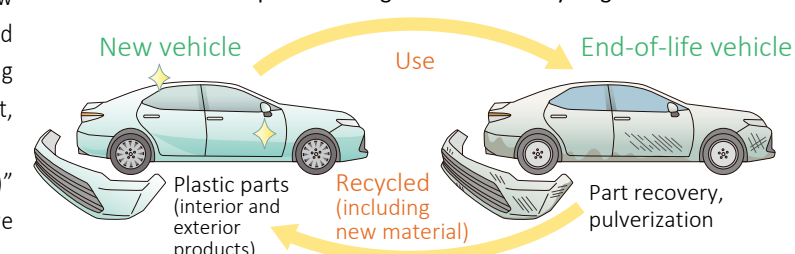
TOPICS

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 CO₂ reductions.

We received the "Japan Power (Nippon Brand)" award in the 22nd 'Cho' Monodzukuri Innovative Parts and Components Awards.

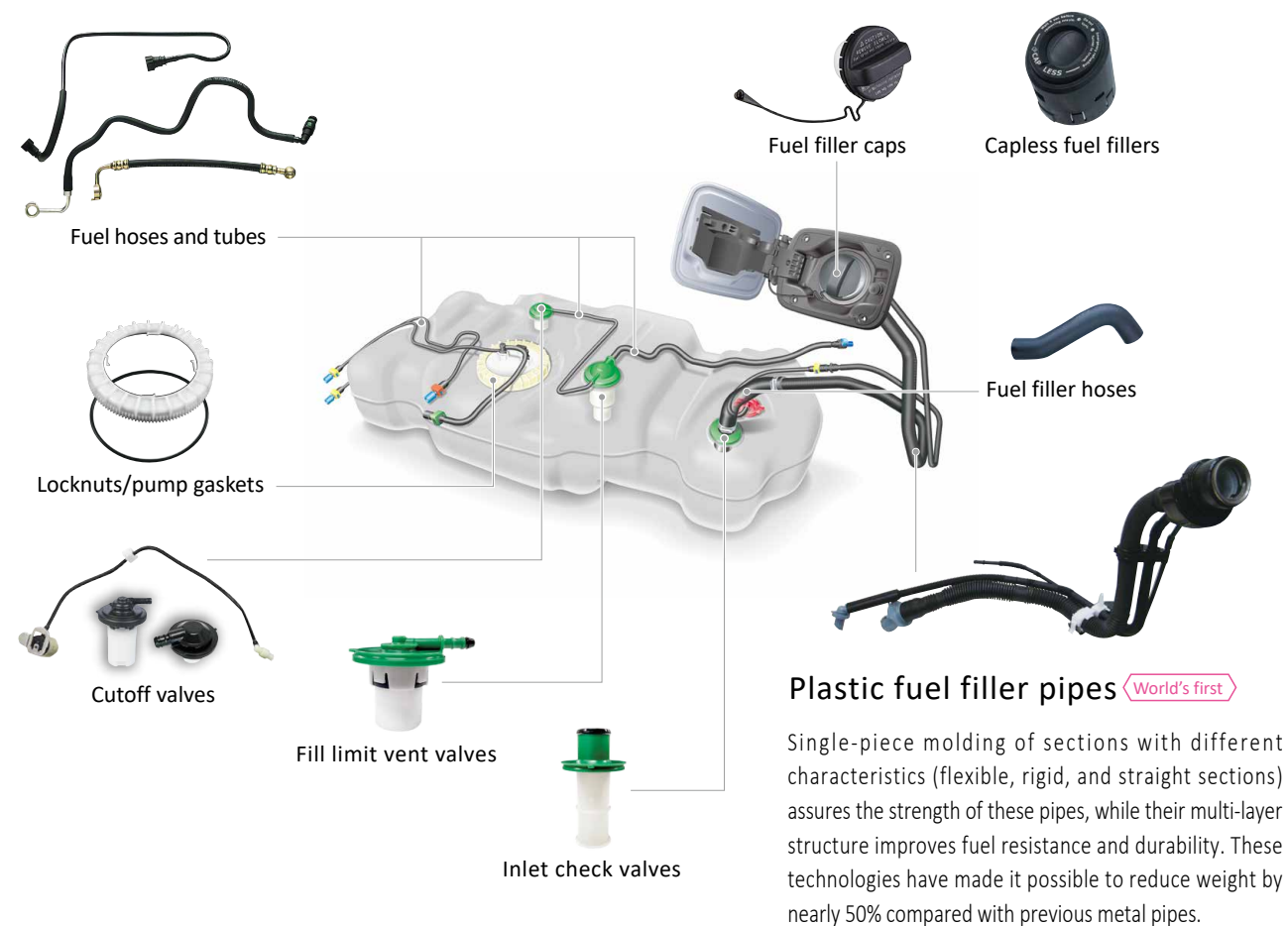
Conceptual drawing of horizontal recycling



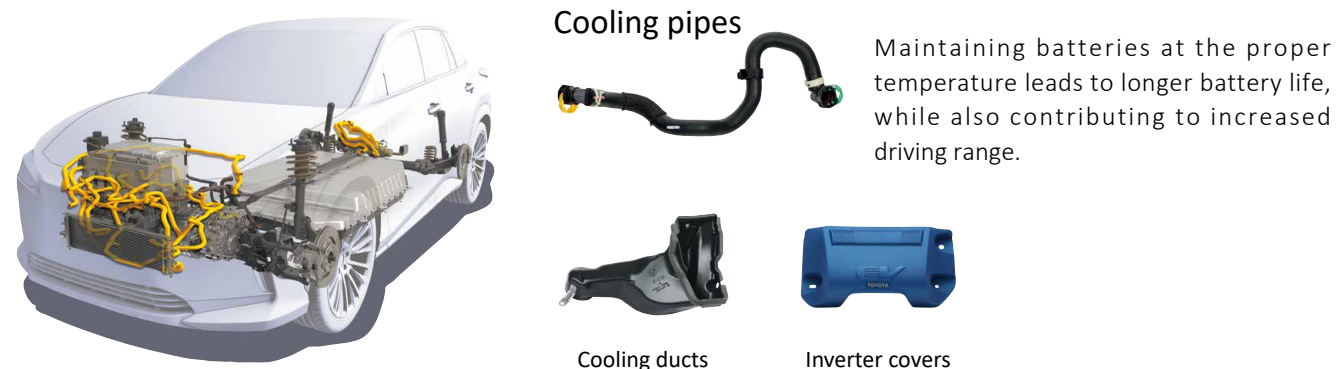
Functional Components

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



Battery Components



High pressure hydrogen tanks

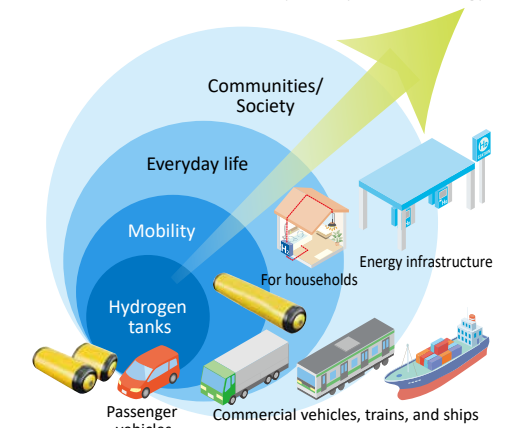


One of the main components of fuel cell electric vehicles (FCEVs). Hydrogen is compressed to a high pressure (about 700 atm) and efficiently stored.

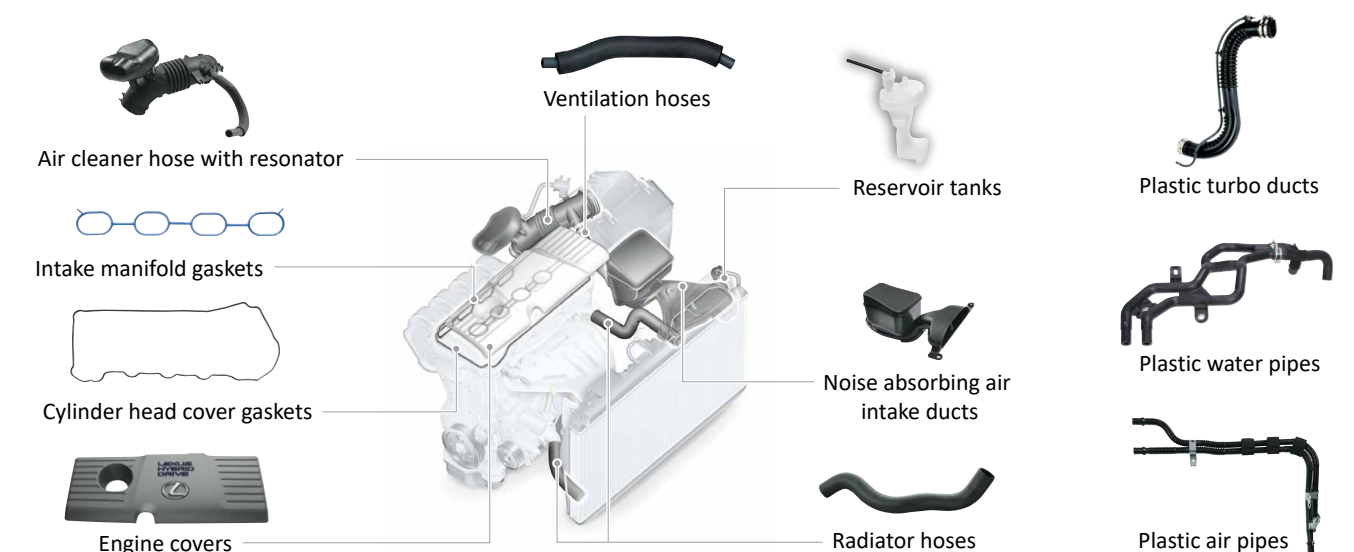
These tanks are used mainly on commercial vehicles and boats. They can hold about eight times as much hydrogen as the tanks for passenger vehicles.

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.

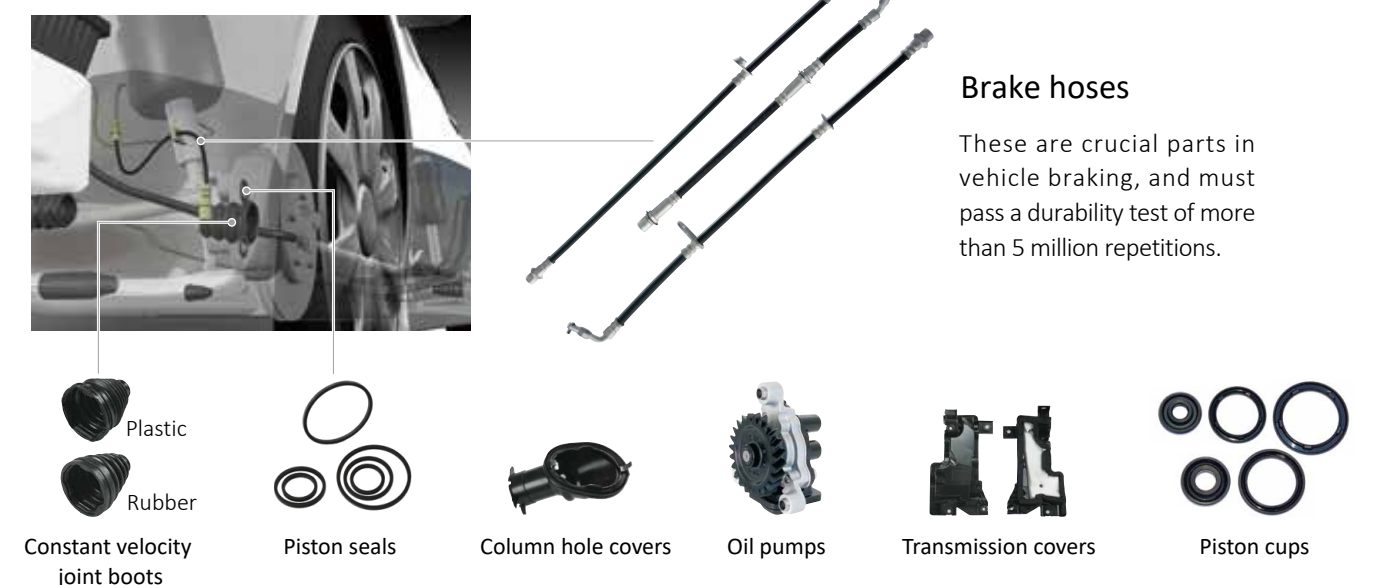
Expansion of Hydrogen Tank Business (conceptual drawing)



Engine Components

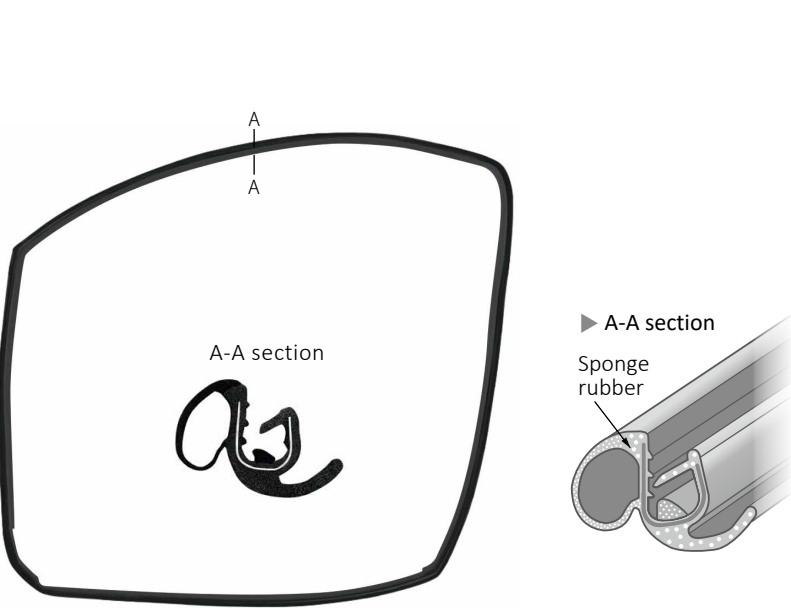
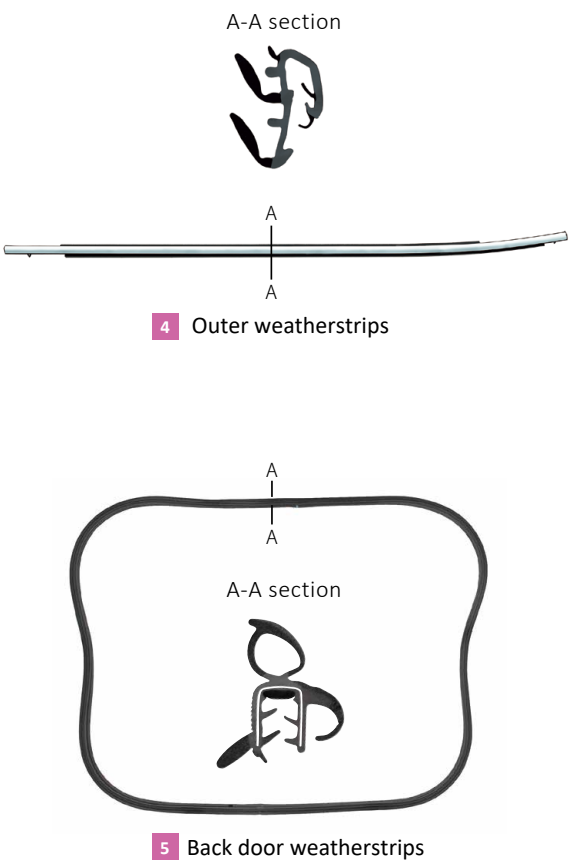
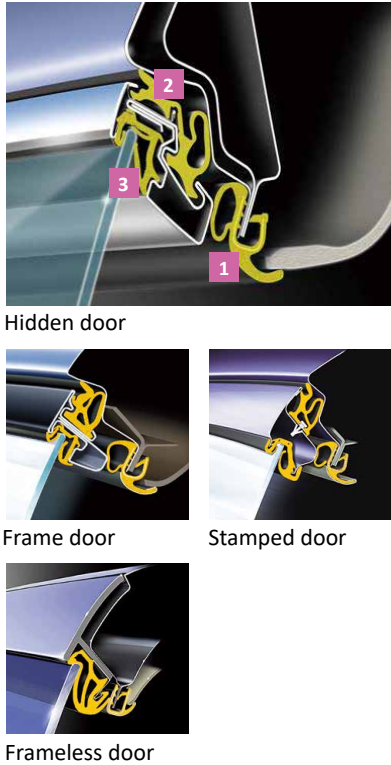


Chassis and Drive Train Components



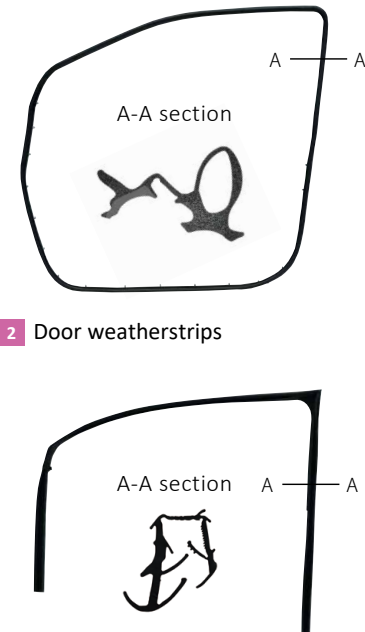
Weatherstrips

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.



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.

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.

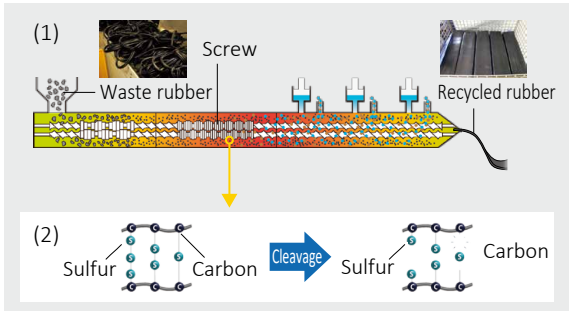
Rubber recycling technology

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. This devulcanization technology received the highest "Minister of Economy, Trade and Industry Award" in the 39th Chunichi Industrial Technology Awards.

* The chemical bonds that give rubber its elasticity are cleaved, returning the rubber to a raw material. By applying the optimum pressure and heat, high quality rubber can be reclaimed in a short time.



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



- (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

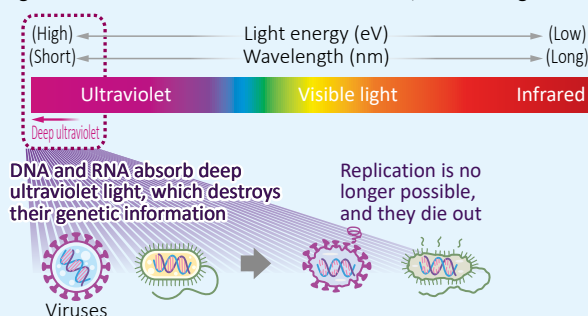
Leveraging the know-how and technology cultivated in the development and production of blue LEDs, we are developing and selling deep ultraviolet (UV-C) LEDs with new added value. Going forward, we will improve the performance of UV-C LEDs for a mercury-free society by replacing mercury lamps, and expand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

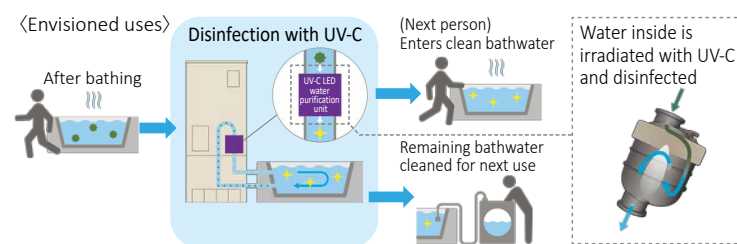


Use in water sterilization

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.

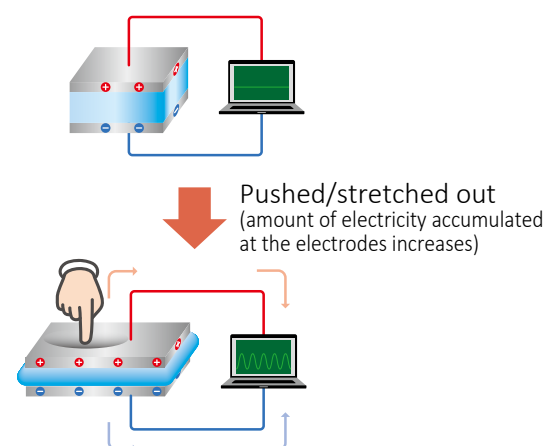
* Sold by WOTA Corp.



e-Rubber

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

Sensor (mechanical force → electrical signals)



Smart Insoles featuring e-Rubber

Based on the findings obtained in activities for golf, Smart Insoles can be applied in gait analysis and for other health-care purposes.



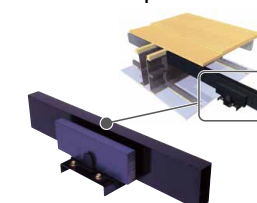
General Industry Products

Toyoda Gosei is developing products leveraging the rubber and plastics technology we have cultivated in automotive parts.



Air purifiers

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



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.



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

Water and sewer pipe rehabilitation technology (PALTEM techniques)

ASHIMORI

PALTEM techniques can rehabilitate and upgrade aging water and sewer pipes and other pipelines from the inside without digging them up. The resulting short timelines for rehabilitation work minimize impacts on traffic and the surrounding environment. One of these techniques is hose lining, in which material is inserted into pipes and a new fiber-reinforced plastic (FRP) lining is formed inside the pipe. This is a proprietary technology of Toyoda Gosei Group company Ashimori Industry Co., Ltd., which has attracted attention as a technology that can help resolve the social challenge of deteriorating lifelines.

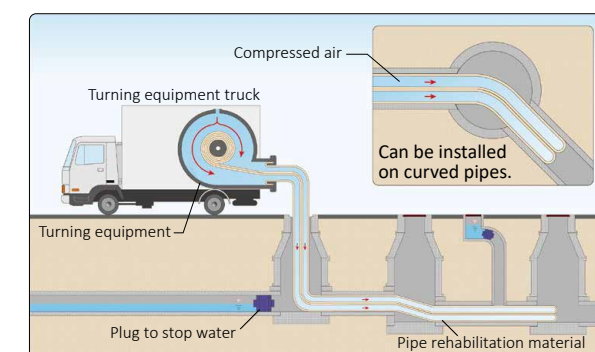


Diagram of hose lining technique (Successfully developed in 1980)

Re-S Ethical Brand

Only automobile airbag fabric and steering wheel leather that satisfy the strictest criteria are used in products. A slight blemish or single dropped stitch may render them unusable in products, which means they have to be discarded. Not wanting to waste these premium materials, we had the idea of giving them renewed life in products with new value. The Re-S ethical brand was started in 2020 through in-house activities to reduce waste that were started in 2018.



Expansion of bags utilizing airbag fabric and seat belt scraps, and stationery goods using leather and small-diameter trees



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

Global Reach

(As of June, 2026)

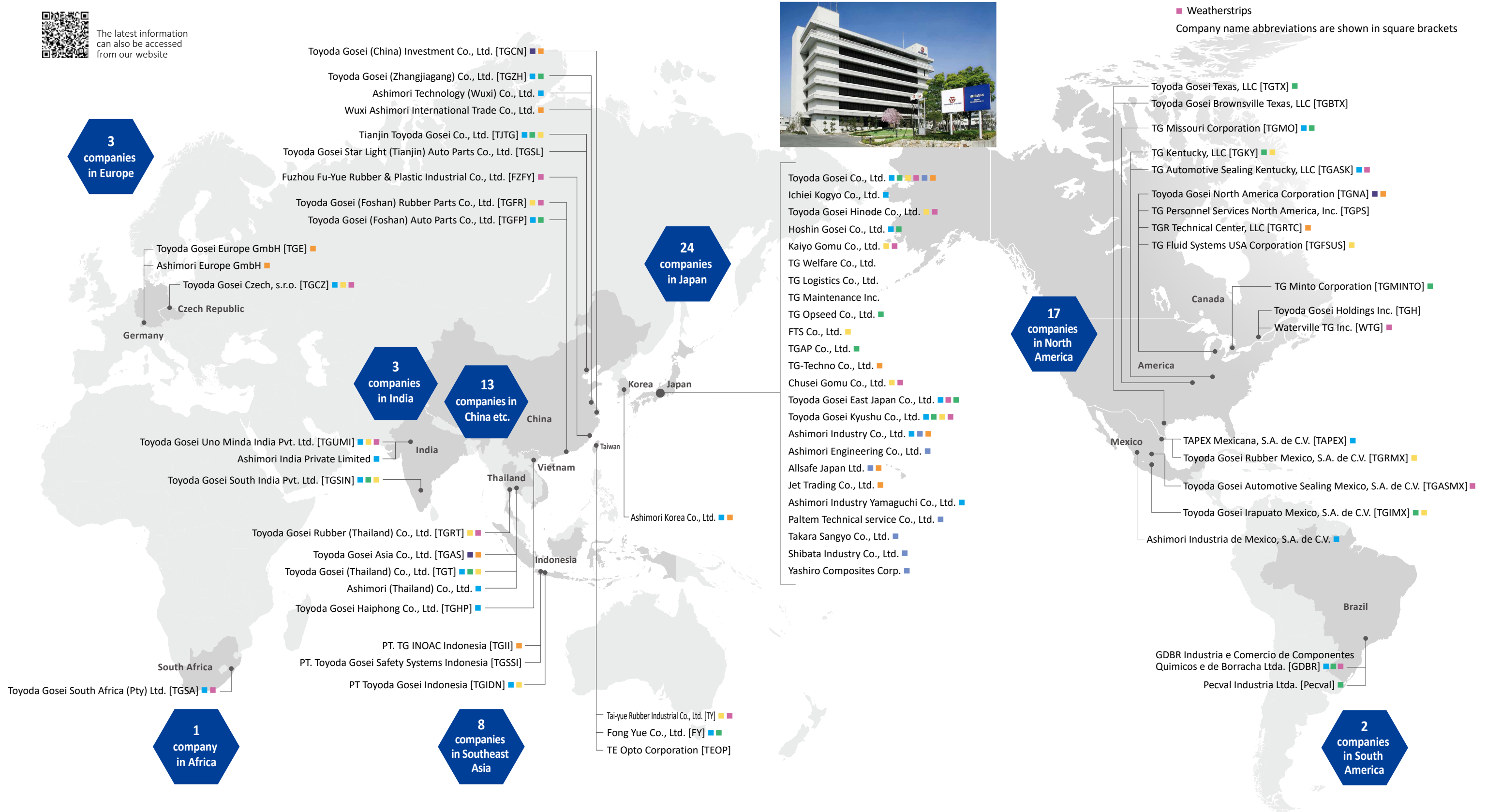
With 71 group companies* in 15 countries and regions, Toyoda Gosei swiftly meets the needs of customers around the world. We have established sales and engineering systems that are customer-oriented and community-based with globally optimal systems of production and delivery. *Companies for consolidation



The latest information can also be accessed from our website

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



Basic Information

Summary

Company name Toyoda Gosei Co., Ltd. Established June 15, 1949 Capital ¥28.1 billion (as of March 31, 2026)
 Revenue ¥1,146.7 billion (FY2025 consolidated) Operating profit ¥79.5 billion (FY2025 consolidated)
 Return on equity 11.2% (FY2025 consolidated) Number of employees 41,304 (as of March 31, 2026)

Management Members (as of June 24, 2026)

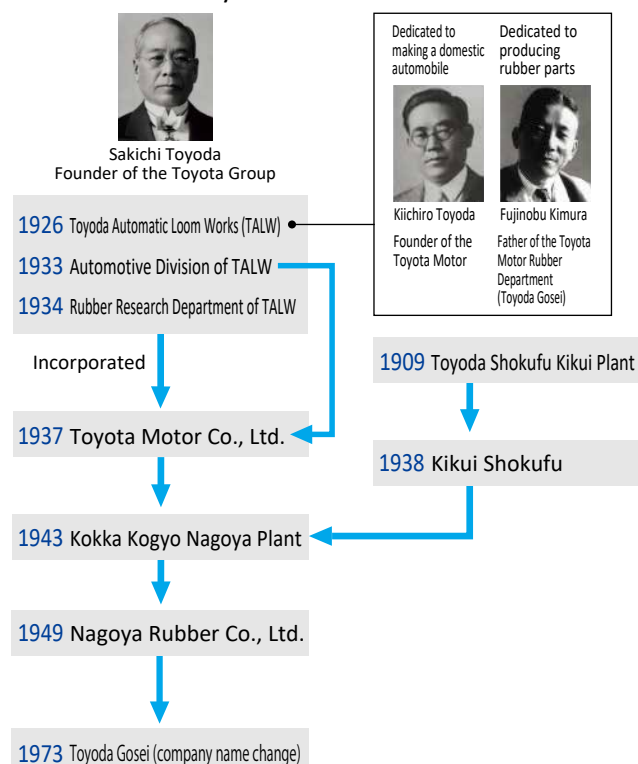
						
Naoki Miyazaki Chairman	Katsumi Saito Director, President, CEO	Hiroshi Yasuda Director, Executive Vice President, COO, CMO	Mitsuhiro Nawashiro Director, Corporate Officer, CTO	Masayoshi Hachisuka Director, Corporate Officer, CFO	Takashi Wada Outside Director	Masanori Furukawa Outside Director
						
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 Mikine Hayashi

History

The sources of Toyoda Gosei



Expansion of business

