Company Profile

Japan

Senior Managing Officers
Atsushi Sumida
Masakazu Hashimoto

Audit & Supervisory Board Members
Tooru Oguri
Hitoshi Mizutani
Yoshiro Hayashi
Masami Hadama
Hideomi Miyake

Executive Vice President
Masayoshi Ichikawa

Chairman
Tadashi Arashima

Director, Managing Officers
Toru Koyama

President
Naoki Miyazaki

Director, Senior Managing Officer
Daisuke Kobayashi

Corporation Officers
Yasushi Miyamoto
Toshihiro Yokoi
Takashi Ishikawa

Managing Officers
Sojiro Tsuchiya
Kimio Yamaka
Motoo Tanaka
Kazuaki Maeda
Katsumi Tanabe
Ryo Onishi
Yoshiyuki Fujita
Masaki Oka
Junichiro Kako
Hiroki Fukui
Masahiko Ito
Todd Huber
Hiroyasu Hirayama
Technology for a Brighter Global Future

The Toyoda Gosei Group is a leading manufacturer of rubber and plastic automotive parts and LEDs.

Today, we provide a broad range of high quality products internationally, with a network of 67 group companies in 18 countries and regions. Over the last 66 years, we have grown to become a global supplier that aims to deliver the highest levels of quality, innovation and satisfaction to customers worldwide.

We strive for constant quality improvement, to deliver the best possible products to customers. We continue to develop leading-edge technologies, driven by a spirit of continuous innovation. We have solid, stable finances, supporting robust R&D and sustainable growth. And we have a strong global presence, with 35,000 employees worldwide working together to meet customer needs at every stage.
Toyoda Gosei’s innovative technology as a specialist in rubber and plastics and a pioneer in the development of LEDs keeps us at the forefront of the rapidly-evolving fields of automobiles and LED lighting. Our high value-added products incorporate original technical strengths at all stages, from product planning and development to production.

Quality

All Toyoda Gosei products, whether they relate to safety, comfort, design or key functionalities, reflect the highest levels of quality. This quality is ensured through rigorous performance testing during development and the dedication of all workers to create production processes that build quality into each and every product. Our commitment to quality has earned the trust of major Japanese, American and European automakers.

Innovative Technology

Reliability assessment technology

Door glass run noise assessment  Brake hose durability assessment  Airbag safety assessment
Global Reach

Toyoda Gosei’s global network of companies gives us locally-based sales and engineering operations close to customers and the best global production and delivery systems to swiftly meet customer needs.

Sixty-seven group companies in 18 countries and regions (see page 22)

Financial Stability

Toyoda Gosei is a solid partner with stable growth that allows us to invest steadily in research and development, production technology and facilities.
Business Portfolio

Superior rubber and plastic automotive parts and world-class LEDs

Toyoda Gosei provides various automotive parts that contribute to improved vehicle environmental performance, safety, and comfort. We also provide environmentally-friendly LEDs.

Sales by financial segment in FY 2015 (sales ratio in parentheses)

- **LEDs**: ¥34.7 billion (4.5%)
- **Weatherstrips**: ¥142.4 billion (18.2%)
- **Safety Systems**: ¥212.2 billion (27.2%)
- **Functional Components**: ¥273.6 billion (35.0%)

General Industry Products

- Air purifiers

Other Products

- **LEDs**: White LED packages

Automotive Parts

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

Weatherstrips

Weatherstrips seal the gaps at door 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 using our materials development and production technology reduces weight by about 30%. Our lineup of fabric and other decorative variations is used where the parts are visible from the vehicle cabin.

2 Door weatherstrips

Weight has been reduced about 30% by switching from rubber to rubber-plastic admixtures and adopting innovative design that allows certain sections to be made thinner.

3 Outer weatherstrips

4 Luggage weatherstrips

5 Weatherstrips seal the gaps at door and window frames to keep out wind, rain, and noise. These products are essential for comfortable cabin interiors.
Functional Components

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

Fuel Tank Peripheral Parts

- Fuel hoses and tubes (Engine-side hose included in photo)
- Fuel filler caps
- Fuel filler lids
- Fuel filler tubes
- Fuel filler hoses
- Locknuts/pump gaskets
- Roll-over valves
- Fill limit vent valves
- Inlet check valves
- Hydrogen tank liners
- Capless fuel filler

Plastic fuel filler pipes

Single-piece molding of sections with different characteristics (flexible, rigid, and straight sections) assures the strength of these pipes, while their multi-layer structure improves fuel resistance and durability. These technologies have made it possible to reduce weight by nearly 50% compared with previous metal pipes.

Engine Peripheral Parts

- Resonators
- Air cleaner hoses
- Intake manifold gaskets
- Cylinder head cover gaskets
- Engine covers
- Radiator hoses
- Ventilation hoses
- Reservoir tanks
- Turbo ducts
- Noise absorbing air intake ducts
- Plastic water pipes
- Plastic air pipes
- Cooling ducts
- Battery insulating plates
- Inverter covers

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.
  - Plastic
  - Rubber
  - Constant velocity joint boots
  - Piston seals
  - Column hole covers
  - Speedometer gears
  - Transmission covers
  - Piston cups
**Interiors and Exteriors**

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

**Interiors**

Instrument panel modules and components

- Meter clusters
- Glove Compartments
- Cup holders
- Registers
- Ornamental panels
- Defroster nozzles

**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.

**Exteriors**

Radiator grilles

We satisfy all sorts of user design preferences with our decorative technology, such as plating and painting, and molding technology.

- LED applications
- Others
  - LED cabin lamps
  - LED lamp modules
  - Millimeter wave compatible emblems
  - Front pill garnishes
  - Assist grips
  - Millimeter wave radar emitting device
  - Millimeter wave compatible emblems

**Millimeter wave compatible emblems**

Our decorative and molding technologies have enabled the development of vehicle emblems that are transmissible to millimeter wave radar while maintaining a plating-like shine.

Illustration of millimeter wave radar usage (in a device that detects vehicles or obstacles ahead on the road)
Safety Systems

Toyoda Gosei has developed various airbags for full 360° coverage to protect passengers from impacts on all sides. We also provide attractively designed steering wheels.

Airbags

1. Driver-side airbags
2. Curtain airbags

These airbags, developed with the use of deployment simulations and other analysis and evaluation technologies, cushion impacts to the head during side collisions.

1. Passenger-side airbags
2. Knee airbags
3. Seat cushion airbags
4. Side airbags
5. Rear-seat center airbags
6. Rear-end impact airbags

Steering Wheels

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

Pop-up Hood Actuators

These actuators lift the hood and widen the space between hood and engine, reducing head or other impacts to pedestrians.
LEDs

Toyoda Gosei provides white LEDs with world-class brightness, energy efficiency, and compactness.

LEDs for Liquid Crystal Displays

LEDs for Lighting

Glass-encapsulated LEDs

LED dies are completely sealed with glass, an inorganic material. This lessens the impacts from heat and ultraviolet rays and helps to maintain high reliability in a range of high temperature, high humidity environments.

General Industry Products

We have used our automotive parts and LED technology to develop and produce products in various other fields.

Air purifiers

We make more than 40 different variations in terms of function, design and color. We design the case and perform assembly under contract.
R&D

Comprehensive Product Development System

Toyoda Gosei expertise is incorporated in every step, from development through production.

Development Centers Across the World

Toyoda Gosei has established product development centers in Japan, Americas, China, Asia and Europe to swiftly meet the needs of customers around the world.

Development of Superior Products

As specialists in rubber and plastics technology, we constantly pursue new or improved materials and production methods.

- Materials development
  - Compound design
  - Analysis
  - Development of materials that are best suited to the product
  - Mixing

- Production methods development
  - We develop or adopt new production methods as needed to achieve new products.

Examples of development at Toyoda Gosei

- Dielectric polymer actuators
  - Advantages: Lightweight, energy-saving, quiet, responsive
  - Uses: Disability aids, office equipment, robots

- GaN power semiconductors
  - Advantages: High-speed, low-loss switching
  - Uses: Hybrid & fuel cell vehicle parts, industrial equipment

Active Exploration of Novel Technologies and Possibilities

Toyoda Gosei’s pioneering spirit led to the development of blue LEDs; this spirit is carried on in research and development utilizing high polymer and LED technology.

Examples of development at Toyoda Gosei

- Dielectric polymer actuators
  - Advantages: Lightweight, energy-saving, quiet, responsive
  - Uses: Disability aids, office equipment, robots

- GaN Schottky barrier diode
  - Advantages: High-speed, low-loss switching
  - Uses: Hybrid & fuel cell vehicle parts, industrial equipment
With 67 group companies in 18 countries/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.
Company History

**Major events**

- **1949**: Nagoya Rubber Co., Ltd. is established as a spin-off of the rubber research division of Toyota Motor Industry Co., Ltd.
- **1957**: Haruhi Plant begins operation
- **1958**: Inazawa Plant begins operation
- **1959**: Sponge rubber automatic molding technology
- **1967**: Plastic-plated products
- **1973**: Company name is changed to Toyoda Gosei Co., Ltd.
- **1976**: US Office is established in Illinois
- **1977**: Morimachi Plant begins operation
- **1978**: Company is listed on the Nagoya Stock Exchange
- **1982**: Blue Plant is completed and begins operation
- **1985**: Capital participation in Tai-yue Rubber Industrial Co., Ltd.
- **1986**: Company wins Deming Prize for Total Quality Management
- **1988**: TG Missouri Corporation is established
- **1994**: Company obtains ISO 9001
- **1999**: Company is listed on the Tokyo Stock Exchange
- **2000**: Toyoda Gosei Europe N.V. is established
- **2001**: Toyoda Gosei Asia Co., Ltd. is established
- **2005**: ISO/TS16949 certification
- **2006**: Toyoda Gosei (Shanghai) Co., Ltd. is established
- **2009**: Miwa Technical Center is established
- **2010**: Toyoda Gosei East Japan Co., Ltd. is established
- **2014**: Toyoda Gosei Irapuato Mexico, S.A. de C.V. is established

**Development of main technologies and products**

**Rubber**

- **1950**: Weatherstrips
- **1953**: Brake hoses
- **1959**: Sponge rubber automatic molding technology

**Plastics**

- **1954**: Production technology for plastic injection steering wheels
- **1960**: PP steering wheels
- **1964**: Plastic-plated products
- **1967**: Plastic radiator grilles

**LEDs**

- **1986**: Start of work on blue LEDs
- **1991**: Success in development of blue LEDs is certified
- **1995**: Start of mass production and sales of blue LEDs

**In the Toyoda Gosei logo, red represents the courage to lead and blue represents intelligent technologies. The hexagonal motif is taken from the chemical depiction of benzene ring (hexagon structure from which many polymers are derived).**
Contributing to Better Societies Through Our Business Activities

With a focus on environmental preservation, employee-friendly workplaces and livable communities, and a firm foundation in compliance, Toyoda Gosei makes various efforts for the benefit of all of our stakeholders—customers, shareholders, employees and local communities.

CSR Priority Areas

Environmental Preservation
We strive in all our business activities to reduce environmental impacts, starting with lightweight automotive parts that contribute to better fuel efficiency.

Creation of Pleasant Workplaces
We seek to create workplaces where diverse values and lifestyles are recognized and each person can display his or her abilities.

Building Livable Communities
As a member of each of the communities where we are located, we undertake various efforts for mutual growth.

Compliance
To continue earning the trust of society, we are strengthening our global efforts for legal compliance and working to instill a strong sense of ethics in our employees.

Corporate Philosophy

Boundless Creativity and Social Contribution

1. Customer satisfaction
We aim to provide products and services with satisfying quality and price in a timely manner, through advanced R&D and production engineering.

2. Respect for the individual
We aim to create a vibrant corporate culture through the innovative thinking of individuals and the value of enhanced teamwork, based on shared responsibility and mutual trust between employees and management.

3. Good corporate citizenship
As a global corporation, we strive to be a trustworthy, respected corporate citizen by honoring both the letter and spirit of the law of every nation, and through community-based business activities and contributions to industry, the economy and society.

4. Respect for the environment
We will dedicate ourselves to creating a prosperous society and to making the Earth a better place to live through business activities that support environmental preservation and provide energy-saving and safe products.

5. Steady growth
We aim to ensure steady growth as a leading global manufacturer in high-polymer and LED technologies, through a continually strengthened corporate structure and innovative management response to change.
Contributing to Better Societies Through Our Business Activities

Corporate Philosophy

1. Customer satisfaction
2. Respect for the individual
3. Good corporate citizenship
4. Respect for the environment
5. Steady growth

Main pillars of activity

- Assisting new technologies first
- Consolidating business foundations
- Human resource: The key to our activity
- For individuals to display their highest skills and abilities
- Customer Oriented Challenge
- Ownership
- Continuous Kaizen
- Delivering the best for less
- For stronger organizational collaboration
- Respect
- Teamwork

TG 2020 VISION

To be a truly global supplier of choice that delivers the highest levels of satisfaction to customers worldwide.

TG Spirit

- Development of global human resources and utilization of the collective strength of the TG Group
- Consolidation of our business foundations in growing markets and fields with growth potential throughout the world
- Development of absolutely unrivaled technologies for environmental conservation, energy saving, and safety systems
- Establishment of robust manufacturing sites that will emerge victorious from global competition
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- Establishment of robust manufacturing sites that will emerge victorious from global competition
Toyoda Gosei Data

Established: June 15, 1949
Capital: ¥28 billion
Number of Employees: 78,184 (as of March 31, 2016)
Net sales: ¥781.8 billion (FY2015)

Sales by region in FY2015

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales (billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>¥321.5 (41.1%)</td>
</tr>
<tr>
<td>Americas</td>
<td>¥236.6 (30.3%)</td>
</tr>
<tr>
<td>Europe &amp; Africa</td>
<td>¥45.2 (5.8%)</td>
</tr>
<tr>
<td>Asia &amp; Australia</td>
<td>¥178.4 (22.8%)</td>
</tr>
</tbody>
</table>

Operating income / Profit attributable to owners of parent

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Operating Income</th>
<th>Profit Attributable to Owners of Parent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/3</td>
<td>¥727.8</td>
<td>¥600</td>
</tr>
<tr>
<td>2015/3</td>
<td>¥689.4</td>
<td>¥504.5</td>
</tr>
<tr>
<td>2014/3</td>
<td>¥608.1</td>
<td>¥437</td>
</tr>
<tr>
<td>2013/3</td>
<td>¥541.8</td>
<td>¥367</td>
</tr>
</tbody>
</table>

Total assets / Total net assets

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Assets (billion yen)</th>
<th>Total Net Assets (billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/3</td>
<td>¥489.6</td>
<td>¥272.1</td>
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<tr>
<td>2015/3</td>
<td>¥454.7</td>
<td>¥233.2</td>
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<tr>
<td>2014/3</td>
<td>¥435.8</td>
<td>¥212.9</td>
</tr>
<tr>
<td>2013/3</td>
<td>¥406.9</td>
<td>¥192.5</td>
</tr>
</tbody>
</table>

Capital investment / R&D spending

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Capital Investment (billion yen)</th>
<th>R&amp;D Spending (billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/3</td>
<td>¥41.6</td>
<td>¥21.1</td>
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<tr>
<td>2015/3</td>
<td>¥41.8</td>
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<tr>
<td>2014/3</td>
<td>¥42.2</td>
<td>¥21.1</td>
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<tr>
<td>2013/3</td>
<td>¥40.4</td>
<td>¥21.1</td>
</tr>
</tbody>
</table>

Directors / Audit & Supervisory Board Members / Corporate Officers

- Chairman: Tadashi Arashima
- President: Naoki Miyazaki
- Executive Vice President: Masayoshi Ichikawa

Directors: Sojiro Tsuchiya, Kimio Yamaka, Motoo Tanaka, Kazuaki Maeda, Katsumi Tanabe, Ryo Onishi, Yoshiyuki Fujita, Masaki Oka, Junichiro Kako, Hiroki Fukui, Masahiko Ito, Todd Huber, Hikaru Hayama

Senior Managing Officers: Atsushi Sumida, Masakazu Hashimoto

Managing Officers: Yosuke Minamato, Toshihiro Minakawa

Corporate Officers: Noriko Saito, Kazuhiko Miyake, Hironori Grahe, Roy Cochran, Hideaki Fujita, Masahiro Ito

Toyoda Gosei Data
Haruhinagahata

Kiyosu, Aichi 452-8564, Japan

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2016.07.3, 500 TP Japan

Company

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Hiroshi Yasuda

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