

Management Capital

Management capital built up over a history of more than 70 years

Management capital is crucial to the sustainable increase of corporate value. Toyota Gosei cultivates management capital through repeated cycles of value creation based on its management philosophy, investing capital at opportune times for anticipated business opportunities and risks.

Human Capital



A manufacturing workforce with diverse individual characteristics and strengths to support corporate evolution and growth

Toyota Gosei operates 61 Group companies in 16 countries and regions around the world. We will continue to evolve and grow through the collective efforts of our employees, who have diverse talents and values that differ in terms of nationality, gender, age, and lifestyle, as they display their full abilities. We promote the creation of healthy and comfortable work environments where everyone can fully demonstrate their abilities while experiencing personal growth.

- Percentage of employees outside of Japan: 76.3%
- No. of female managers [Toyota Gosei Co., Ltd.]: 30
- Local executive percentage: 31.0%
- Percentage of management who are mid-career hires [Toyota Gosei Co., Ltd.]: 30.9%

Active Participation of a Diverse Workforce [P58](#)

Manufacturing Capital



Leveraging our global network and knowledge in the fields of rubber and plastics for the timely provision of safety, comfort, well-being, and the environment to customers around the world

To meet the needs of our customers around the world in a timely manner, we have established sales and engineering structures with close ties to each region and an optimal global production and delivery system. In addition, we are enhancing our manufacturing capabilities through innovative advancements in manufacturing methods and production equipment by leveraging our own knowledge in the fields of rubber and plastics, a strength we have cultivated for more than 70 years. Going forward, we will introduce internal carbon pricing (ICP) to promote investment decisions based on the balance between environmental and economic activities.

- Capital investment: ¥49.7 billion

Competitive Advantages [P20](#)

Intellectual Capital



Refining our research and development (R&D) capabilities to further enhance our competitive advantage in new business development experiences

We are going through a period of tremendous change with the transformation of the automobile. Grasping the needs of customers and society as early as possible and possessing the technological capabilities that will be needed in five to ten years will be important, as R&D capabilities are the source of growth for the company. Toyota Gosei has invested approximately 100 billion yen in R&D over the last three years for new and existing businesses. We will continue to enhance our competitive advantage by utilizing IP landscaping and other means to improve the accuracy and speed of decision-making in new business development.

- No. of developers and engineers [Toyota Gosei Co., Ltd.]: 2,327
- No. of patents held: 4,829

Competitive Advantages [P20](#) Financial and Non-Financial Highlights [P86](#)