

Management capital is an important source of sustainable enhancement of corporate value.

Toyota Gosei builds management capital through repeated cycles of value creation based on our management philosophy, and invests capital at the appropriate time in business opportunities and risks that we foresee.



Human Capital

Number of employees

38,942

Transformation into a dynamic “polymer-like organization” that supports corporate evolution and growth

Toyota Gosei operates in 16 countries and regions around the world with 62 Group companies. We aim to achieve sustainable evolution and growth by becoming a dynamic polymer-like organization that brings out the individuality and power of employees with diverse values and talents from different nationalities, genders, ages, and lifestyles, and generates new creativity and power through organic linkups.

- Ratio of overseas employees: 75.7%
- Ratio of local executives: 32%
- Women in management positions (non-consolidated): 33
- Ratio of mid-career hires in management positions (non-consolidated): 31.3%

Diversity & Inclusion [P.62](#)



Manufacturing Capital

Number of locations

62

(July 31, 2023)

Providing safety, comfort, and decarbonization to customers around the world by leveraging our global network and knowledge of rubber and plastics

In order to meet the needs of our customers around the world in a timely manner, we have established sales and technical structures that are closely linked to each region and an optimal global production and delivery system. In addition, we are enhancing our manufacturing capabilities by innovatively evolving our manufacturing methods and production facilities based on our knowledge of rubber and plastics, a strength we have cultivated for more than 70 years. We have adopted Internal Carbon Pricing (ICP) and make investment decisions based on the balance between the global environment and economic activities.

- Capital investment cost: 48.8 billion yen
- CO₂ emissions reduction (non-consolidated): -32.2% (compared to FY2015)

Competitive Advantages [P.15](#)



Intellectual Capital

R&D expenses

34.2 billion yen

Pursuing the possibilities of polymers and refining our one-of-a-kind R&D capabilities to further enhance our competitiveness

It is important for us to anticipate the needs of society and our customers, and to have the technological capabilities to offer solutions that focus on the future changes with the changing automobile industry. R&D capabilities are the source of our corporate growth, and we have invested approximately 100 billion yen in R&D over the past three years to conduct R&D for new and existing businesses that pursue the potential of polymers. We are further enhancing our competitive advantages by utilizing IP landscaping and other techniques to improve the accuracy and speed of our decision-making process for new business development.

- Development and engineering staff (non-consolidated): 2,293
- Number of patents held: 4,835

Financial and Non-Financial Highlights [P.96](#) Competitive Advantages [P.15](#)
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