Toyoda Gosei's Management Capital

Management capital cultivated over our 76-year history

Human Capital

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

Toyoda Gosei operates in 15 countries and regions around the world with 58 Group companies. We aim to achieve sustainable evolution and growth by becoming a dynamic polymer-like organization that brings out the individuality and potential of employees with diverse values and talents from different nationalities, genders, ages, and lifestyles, and generates new creativity and power through organic linkups.

Number of employees
39,192

Ratio of overseas employees
76.2%

National staff in executive positions (%)
37%

Women in management positions (non-consolidated)
41

Mid-career hires in management positions (%) (non-consolidated)
33%

Employee engagement (non-consolidated)
59%

Manufacturing Capital

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

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 rooted in 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 76 years. Additionally, we have adopted Internal Carbon Pricing (ICP) and make investment decisions based on the balance between the global environment and economic activities.

Production locations
58
(As of June 30, 2025)

Capital expenditure
¥57.4 bn
FY2025

CO_2 emissions reduction (non-consolidated)
–39.6%
(Compared to FY ended March 31, 2015)

Intellectual Capital

Pursuing the possibilities of polymers and refining our unparalleled R&D capabilities to further enhance our competitive advantages

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.

R&D expenses
¥41.9 bn
FY2025

Development and engineering staff (non-consolidated)
2,222

Number of patents held
Japan 2,354
Overseas 2,045

Social and Relationship Capital

Building strong relationships with stakeholders through careful dialogue

The automotive industry is undergoing rapid changes in market structure and shifts in the competitive landscape, while uncertainty and unpredictability in the business environment are increasingly intensifying. In order to realize our management vision, smooth cooperation with various stakeholders is important. Through repeated and careful dialogue with stakeholders and by providing value to society, we will build and maintain strong relationships of mutual trust and continue to evolve steadily while flexibly adapting to a challenging business environment.

Number of suppliers (non-consolidated)
Approx. 600

Research partnerships
Nagoya University
Osaka University
Tohoku University

No. of individual meetings with analysts and institutional investors
179 times

Natural Capital

Initiatives for climate change and resource recycling utilizing the environmental technologies and knowledge we have developed

In 1993, we launched our full-scale environmental initiatives with the 1st Environmental Action Plan, and have been vigorously implementing various initiatives for more than 30 years. Natural capital is the source of both materiality (key issues) and outcomes. We will further evolve our accumulated environmental conservation knowledge and technology and our competitive advantage in rubber and plastic expertise, aiming to efficiently deploy natural capital to reduce environmental impact while simultaneously preserving the global environment and resources as well as creating economic value.

Total energy input
2.082 million GJ*
* Gigajoule = 1,000,000,000 J

Total material input
44,448 t

Water resource input
985,000 m³

Renewable energy input
25,000 GJ

Plant ISO 14001 certification rate
100%
Environmental Management Systems

Financial Capital

Sound financial management to support sustainable growth and enhance corporate value

Endeavor to obtain sustainable growth and to increase our value as an enterprise by supporting growth through a balance of financial growth potential, soundness, and efficiency. To achieve an ROE of 10%, exceeding our cost of capital, we have introduced new management indicators such as our unique TG-ROIC* from the perspective of improving asset efficiency. We will practice more multifaceted financial management.

TG-ROIC*
13.7% (FY2024)
* TG-ROIC = Operating profit / (Fixed assets + Inventories)

ROE
6.8% FY2025

Credit rating (R&I)
A+ (As of October 2, 2024)