

Value Creation Process

With its company creed of “Boundless creativity and social contribution,” the Toyoda Gosei Group exploits its expertise in rubber and plastic, its global reach, and its experience in pioneering new businesses, continuing to meet social needs through the provision of automotive products and other innovations.

Environmental and social issues

■ Deepening social issues

- Global warming
- Depletion of resources
- Water risks from droughts and floods
- Increasing number of endangered species
- Aging populations

■ Acceleration of technical innovation

- IoT/AI
- Electrification

■ Changing values

- Diversification of values
- Changing consumer behaviors
- From ownership to shares

Management resources (input)



Human

- Number of employees 38,823



Manufactured

- Number of locations 94
- Capital investment ¥46.5 billion



Intellectual

- R&D expenses ¥31.0 billion



Social and relationship

- Number of suppliers 737



Natural

- Total energy input 2,371,000GJ
- Total material input 39,248t
- Water resource input 1,150,000m³




Financial

- Total assets ¥775.1 billion
- Interest-bearing debt ¥152.2 billion




Business, Products


Automotive

 Weatherstrips




 Functional Components




 Interiors and Exteriors



 Safety Systems



Other areas

 e-Rubber · LEDs ·
Re-S brand for the utilization of
material remnants ·
General Industry Products



Solving social issues



Achieving a decarbonized society



Providing safety and comfort



Supporting aging societies



Contributing to the local community

Social value



Achieving the 2025 Business Plan

P26

Management foundation that supports sustainable growth



Corporate Governance