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The Message from the President outlines the strategies and challenges for Toyota Boshoku to continue being chosen by customers, including securing world-leading competitiveness, creating new value for the entire automobile interior space, reforming the workplace culture, and expanding human capital. The Message from the CFO introduces our financial strategy to achieve further growth even in an uncertain business environment.

Topic covered

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This section indicates the future path, covering the Company's purpose and how we will provide value. We explain the activities required for the Toyota Boshoku group to achieve sustainable growth, including the ongoing 2025 Mid-Term Business Plan, which incorporates measures to realize our materiality; and the KPIs managing this materiality.

Topic covered

Business Model / Management Strategy

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This section reviews how we will draw on the accumulated identity of the Toyota Boshoku group as a source of our competitive advantage, and how we will apply this to our business activities as management resources going forward. We also indicate the challenges recognized by the group and how we are addressing them in order to achieve further growth. The special feature introduces areas including our efforts to strengthen the identity of the Toyota Boshoku group which we are focusing on around the world, and activities related to sustainability.

Topic covered

Strengths & Challenges / Global Results / Activities for Sustainability

Editorial policy

On publishing the Toyota Boshoku Report

This report has been compiled in a comprehensive manner as an "integrated report" that presents not only financial information, but also "non-financial" information, the unseen value that is the source of value creation, in order to provide a deep understanding of the Toyota Boshoku group's potential and the process of enhancing corporate value over the medium to long term.

This fiscal year, we have described our management resources more concretely than ever before in order to realize our Vision, which indicates the company we aim to become. The special feature introduces areas including our initiatives around the world to strengthen the identity of the Toyota Boshoku group, and activities related to sustainability.

We hope that this presentation of the Toyota Boshoku group's efforts to achieve sustainable growth will serve as a tool for deepening constructive dialogue with our stakeholders.

Scope of reporting

The information in this report applies to the Toyota Boshoku group in Japan and other regions throughout the world. However, the scope of reporting differs for each initiative. Information disclosure in this report is carried out using the following reporting definitions:

Toyota Boshoku group: Japan, The Americas, China, Asia & Oceania, and Europe & Africa regions

Toyota Boshoku: Toyota Boshoku Corporation

Japan region: Toyota Boshoku Corporation and Japan affiliates

Outside Japan: The Americas, China, Asia & Oceania, and Europe & Africa regions

The scope for some items is stated on the respective pages.

Period covered by the report

This report contains performance data for fiscal 2023 (from April 1, 2022 to March 31, 2023).

Some information on activities outside this period is also included.

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This section explains how we view future business development in light of our recognition of the environment over the medium to long term. We also present measures based on a SWOT analysis carried out for each business in order to execute our business portfolio strategy. We report on progress with initiatives and also focus on the latest development case studies as well as R&D results in new businesses.

Topic covered

Recognition of the Environment / Implementation Strategies / Progress and Outcomes in Businesses

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We carry out transparent, fair and prompt decision-making from the standpoint of all stakeholders, and this section reports on matters including compliance with the Corporate Governance Code. We also feature a message from the Chairman, acting as the Chair of the Board of Directors, on the operation of the Board of Directors and efforts to build our corporate culture, as well as a conversation between outside directors Dr. Seto and Mr. Ito on the state of governance at the Company, the challenges we face, and future prospects.

Topic covered

Governance Status and Issues

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This section covers the materiality formulation process, our history and financial data, etc., as supplementary information required for an understanding of the Toyota Boshoku group's value creation.

Reference guidelines

- IFRS Foundation's IFRS Sustainability Disclosure Standards
- VRF International Integrated Reporting Framework (International <IR> Framework)
- Ministry of Economy, Trade and Industry's Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation
- GRI Sustainability Reporting Standards (GRI Standards)
- ISO 26000
- Task Force on Climate-related Financial Disclosures (TCFD)
- Environmental Reporting Guidelines 2018

Importance and completeness

This report focuses on information of particular importance and has been edited so as to be easy to read and understand. Further information is disclosed on our website. (<https://www.toyota-boshoku.com/global/>)



Cautionary statement with respect to forward-looking statements

This report contains forecasts and expectations that relate to future plans and strategies in addition to the expected financial results of Toyota Boshoku Corporation and the Toyota Boshoku group. These statements are not based on actual results from the past. Rather, they are estimates based on assumptions and opinions that have been formed by the Company from the information available at the time of writing. They also involve risks and uncertainties relating to economic trends, the severe competition affecting the automobile industry and changes in global demand, taxation regulations, laws, systems, natural disasters, and other matters. Accordingly, actual results may differ from the Company's forecasts.

Numerical values of financial results

The numerical values of financial results have been rounded off in this report.