



QUALITY OF TIME AND SPACE

QUALITY OF TIME

Offer “QUALITY OF TIME AND SPACE” in all mobility

At Toyota Boshoku, we regard mobility as much more than a means of transportation. For us, mobility is also a space, and we endeavor to bring more comfort, more fulfillment to the space itself and the time spent there. With this in mind, the Toyota Boshoku group offers solutions for automobile interiors and other spaces, while leveraging our strengths in R&D, MONOZUKURI¹ and HITOZUKURI² to expand our operations globally.

1. Manufacturing and craftsmanship

2. Human resources development to realize Principles of Toyota

Contents

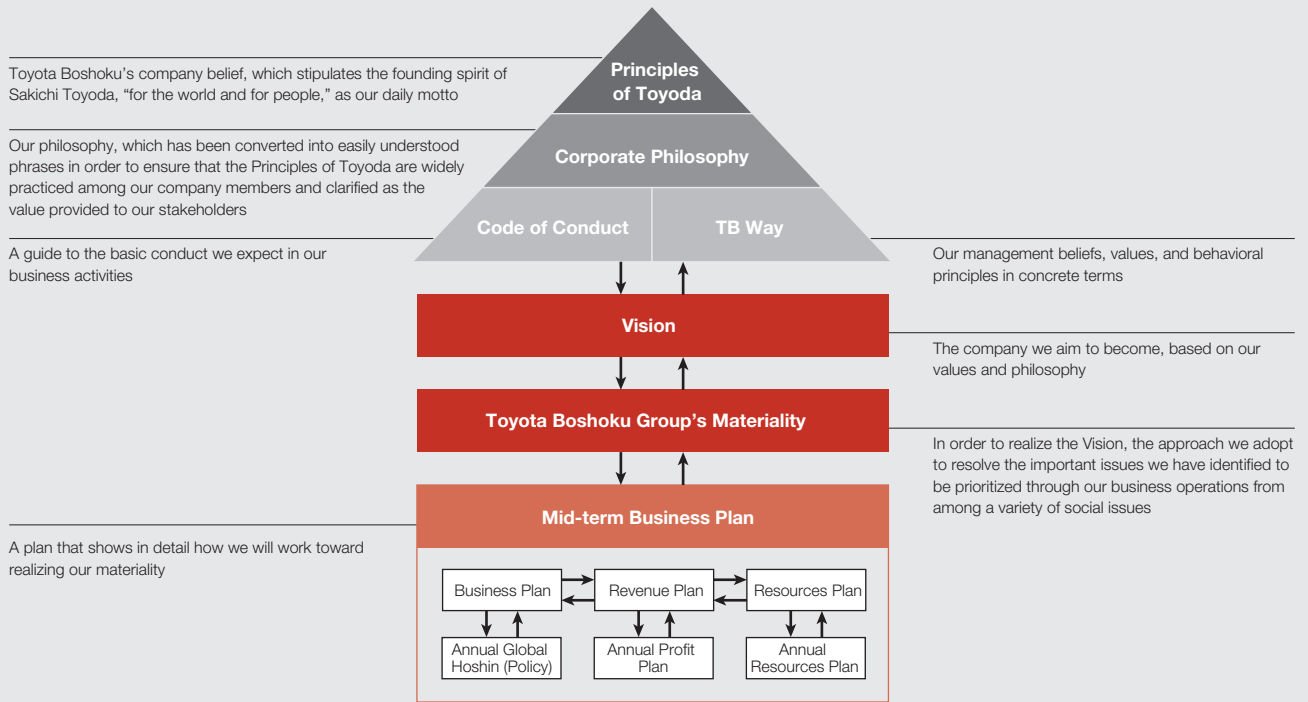
- 3 Management concept / Philosophy
- 4 To our stakeholders
- 5 About us
- 7 Business domains
- 9 The identity of the Toyota Boshoku group
- 13 Sustainability
- 15 Global network
- 17 Corporate outline



AND SPACE



MANAGEMENT CONCEPT



PHILOSOPHY

Principles of Toyoda

- Handing down the spirit of Sakichi Toyoda (established in 1935)
- Always be faithful to your duties, thereby contributing to the company and to the overall good.
- Always be studious and creative, striving to stay ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always have respect for spiritual matters, and remember to be grateful at all times.



Sakichi Toyoda



TO OUR STAKEHOLDERS

Continuing to be a reliable company of choice

For over 100 years, the Toyota Boshoku group has been engaged in operations while continuing to hand down the founding spirit of Sakichi Toyoda, “for the world and for people.”

We hope to contribute more than ever to solving various social issues by maximizing the Identity of the Toyota Boshoku group—R&D, MONOZUKURI (manufacturing and craftsmanship) and HITOZUKURI (human resources development)—and to be a reliable company of choice.

It is my wish to make Toyota Boshoku group a place where these aspects resonate with others both outside and inside the company, and where people do not simply consider us to be a “good” company, but say, “Toyota Boshoku is the best.”

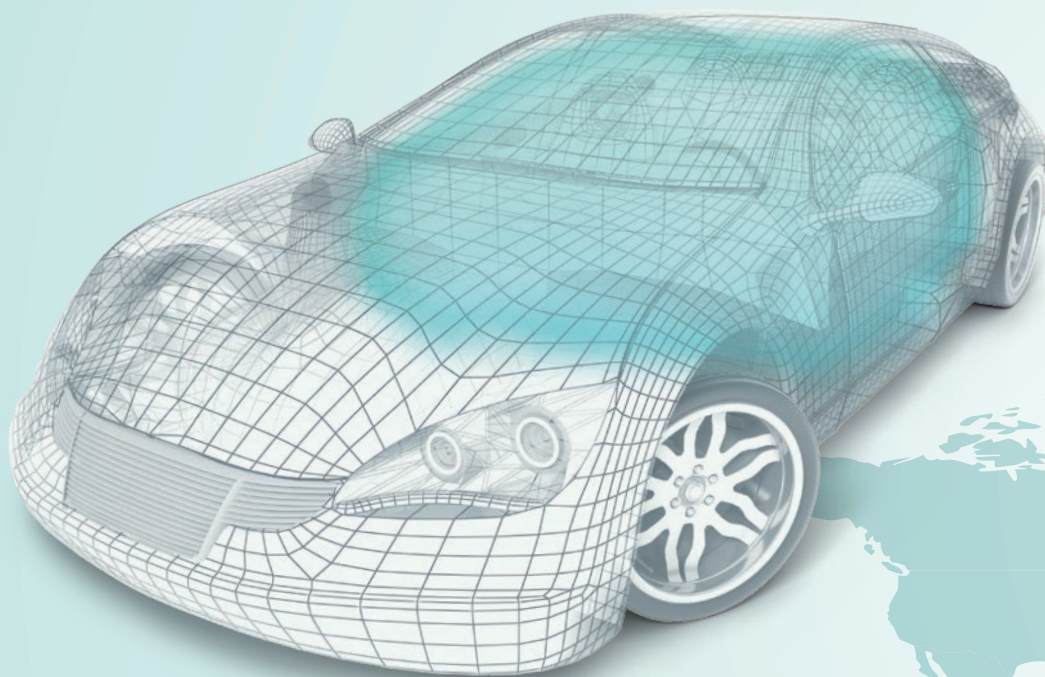
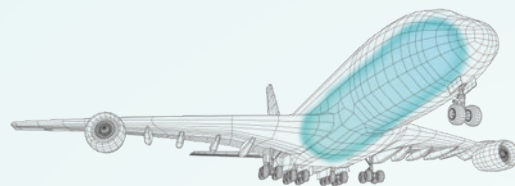
By sharing with our company members the idea of always being humble and grateful, without pretense, which are qualities I myself value, while also maintaining dialogue with our stakeholders, we will work for the betterment of the Toyota Boshoku group as we look toward the next 100 years of our development.

Masayoshi Shirayanagi

President



ABOUT US



Going beyond automobiles to add value to all spaces

Our mobility solutions are primarily designed for automobiles as well as aircraft, trains, and other vehicles. In the coming years, we will expand the value we provide to include all kinds of spaces such as housing, smart cities, and connected cities—indeed, all living and community spaces on the planet.

Approximately 50,000 employees Operations in 23 countries and regions

Operating globally, Toyota Boshoku is a corporate group with approximately 50,000 company members. We are committed to delivering the best possible life with mobility for customers around the world, while staying true to our philosophy, which originates in the Principles of Toyoda.

Number of employees

53,430

Number of group companies (including Toyota Boshoku)

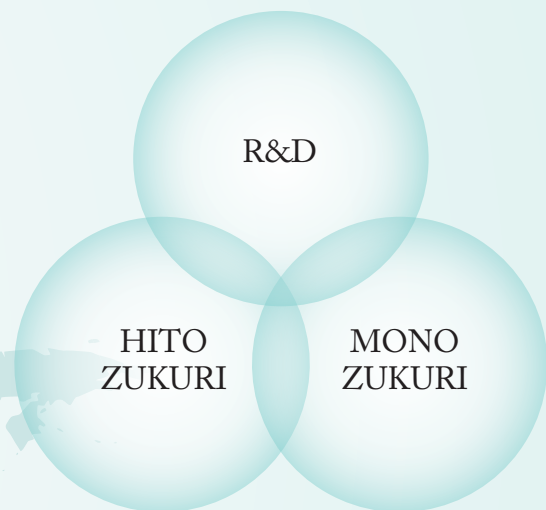
91

Revenue (consolidated)

1,604.0 billion yen

Operating profit

47.6 billion yen



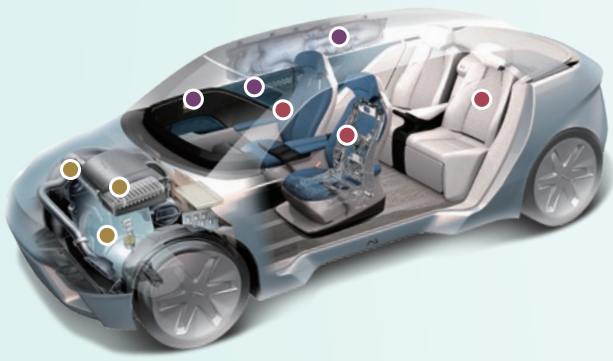
The identity of the Toyota Boshoku group that drives our sustainable growth

The development of people is at the heart of manufacturing, which is why the Toyota Boshoku group has consistently focused on customer-centric HITOZUKURI and MONOZUKURI.

Our advanced R&D considers the presence of our products in people's lives and aims to develop products that people respond to with a greater sense of connection and love.

The information is current as of March 2023

BUSINESS DOMAINS



- Seat
- Interior & Exterior
- Unit Components

Seat Business

Automobile Seats



Seats



Sports seats
(For automobile racing)

Interior & Exterior Business

Interior Components



Interior systems

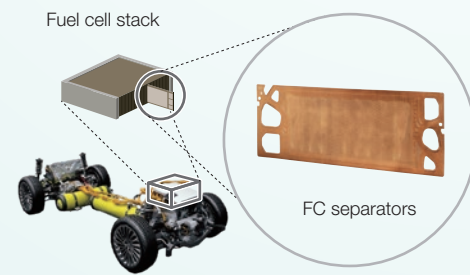
Unit Components Business

Filter Products



Air filters

For
FCEV
 (Fuel Cell Electric Vehicle)
HEV
 (Hybrid Electric Vehicle)
BEV
 (Battery Electric Vehicle)



Fuel cell stack

FC separators



Seat frames



Executive lounge seats



Lexus LS seats

Non-automobile Seats



Railway seats
(Photo provided by East Japan Railway Company)



Aircraft seats



Door trims



Headliners



Illuminations

Exterior Components

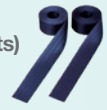


Bumpers



Fender liners

Others (Textile Components)



Seatbelt webbings



Seat fabrics



Curtain-shield airbags

Plastic Parts for Internal Combustion Engine (ICE)



Air induction systems



Air cleaners



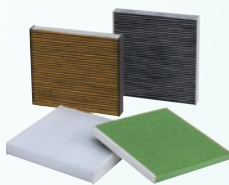
Intake manifolds
(For horizontally opposed engine)



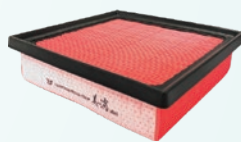
Oil mist separators



Oil filters



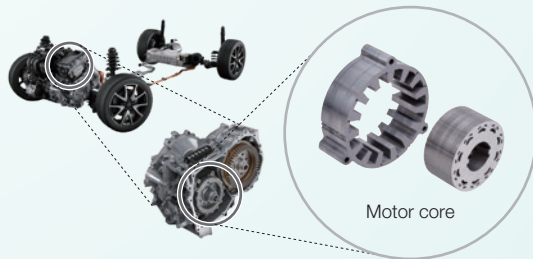
Cabin air filters



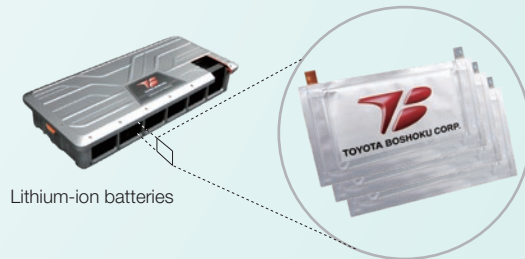
MIRO



Air cleaners



Motor core



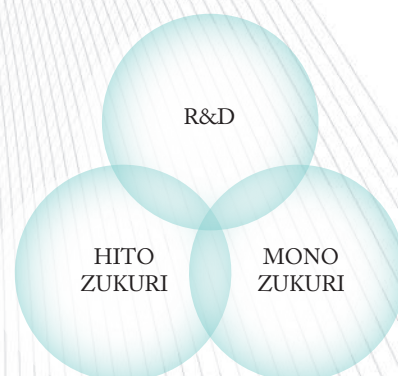
Lithium-ion batteries

THE IDENTITY

OF THE TOYOTA BOSHOKU GROUP

We provide value through advanced,
human-centered R&D powered by
HITOUZUKURI and **MONOZUKURI**

This is the source of the Toyota Boshoku group's value creation, whereby we provide new solutions for mobility spaces in response to diversifying customer needs.



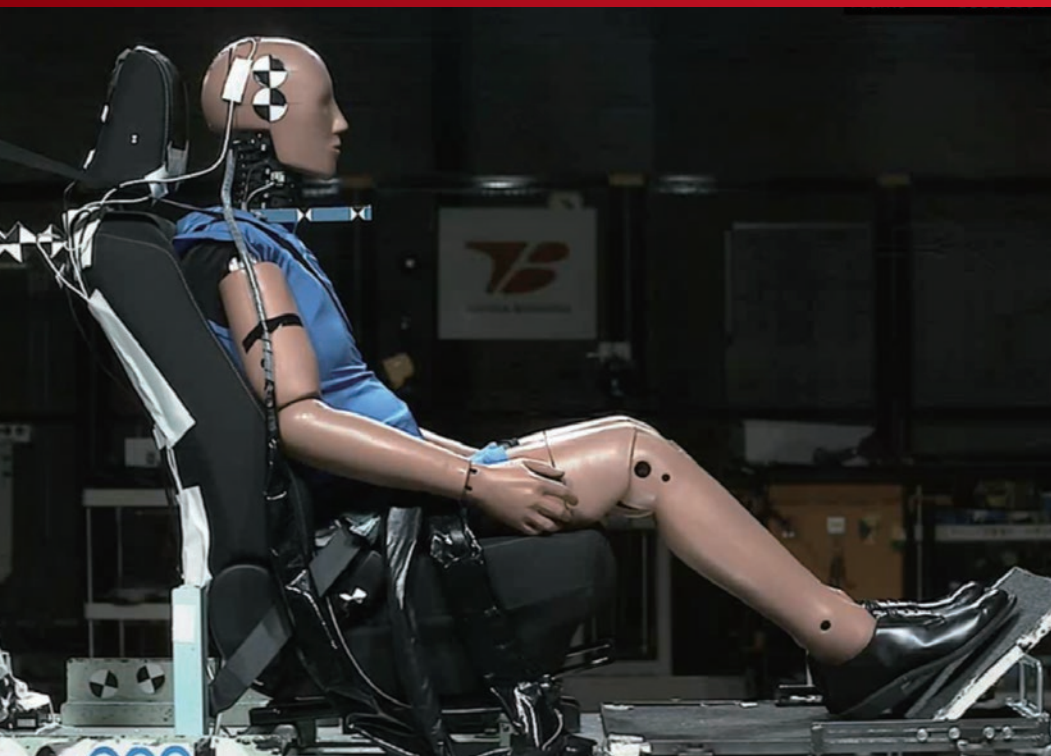


R&D

Pursuing “comfort” in mobility spaces based on “safety” and “environment”

- Product development that considers the customers who will use the products
- Passion, sense of mission, tenacity
- Global collaboration for better products
- Innovation

In order to offer high-quality time and space in all forms of mobility, we take on the challenge of R&D with an insatiable curiosity and spirit of inquiry, while staying ahead of the current trends. We are committed to developing high-quality and safe products with passion, a sense of mission, and tenacity in a global collaborative system that sets high goals and achieves them.





- Customer First
- Fusion of reasonable price, high-quality products with cutting-edge technology
- *Kaizen* (continuous improvement)
- Find the root cause of a problem through *Genchi-Genbutsu* (go, see & study)

It is important for us to always keep in mind the end user's perspective, with an awareness of "B to B to C," whereby we are trusted and chosen by customers. Based on the concept that people are the foundation of MONOZUKURI, we promote manufacturing with an emphasis on HITOZUKURI. We will continue to set ourselves the challenge of developing environmentally sound production and manufacturing technologies for the next 100 years through a fusion of reasonable price, high-quality products with cutting-edge technology.

MONOZUKURI

Cultivated over 100 years, creating
"affection" based on "trust" and "reassurance"





HITOUZUKURI

Combining and maximizing the power of 50,000 global members to support future value creation



- Diverse values
- Teamwork
- Challenging spirit
- Honest and sincere

The Toyota Boshoku group has a corporate culture that respects diversity, where we learn and grow together; and teamwork that challenges us to unite our minds with honesty and sincerity. By fostering a challenging spirit that leads to self-fulfillment and job satisfaction, we aim to realize our vision of diverse human resources being drawn by the appeal of the Toyota Boshoku group, with company members working vibrantly in all regions worldwide.

SUSTAINABILITY

Continuing to play an essential role in society by resolving social issues

We defined as our materiality the identification of important issues to be resolved through our business operations from among a variety of social issues and the approach we adopt to resolve them.



Toyota Boshoku Group's Materiality

Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations

- 1 As an Interior Space Creator, we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation
- 2 Using our established technical capability, we will contribute to realize a society with no traffic casualties through providing products that assure safety
- 3 Together with our business partners, we will realize MONOZUKURI innovations that minimize environmental stress

Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness

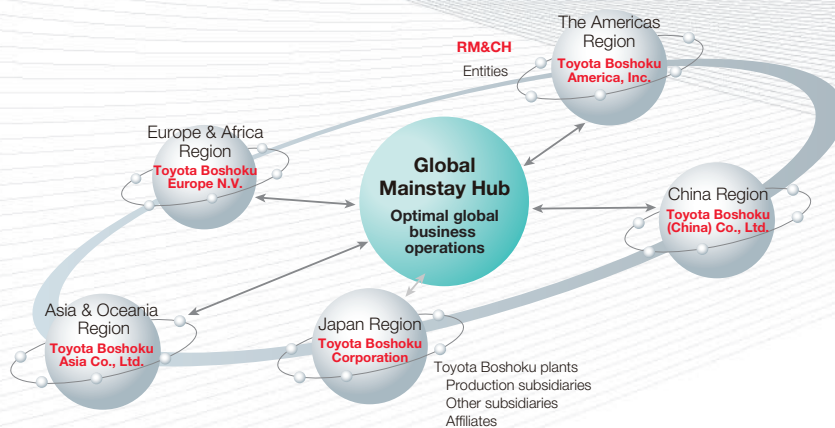
- 4 We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork
- 5 We will continue to be a company of integrity trusted by all our stakeholders, inheriting our tradition of fairness and moral behavior to the next generation



GLOBAL NETWORK

One global company with five regional hubs

The Toyota Boshoku group companies are divided into five regions—The Americas, Asia & Oceania, China, Europe & Africa and Japan—for optimal procurement, manufacturing and business operations. Toyota Boshoku promotes the operation of integrated businesses within each region, with Regional Management & Collaboration Hubs (RM&CH) serving as the core of operations.



THE AMERICAS

Affiliates 20 companies
Number of employees 13,177



● Toyota Boshoku America, Inc.



EUROPE & AFRICA

Affiliates 10 companies
Number of employees 6,113

● Toyota Boshoku Europe N.V.

CHINA

Affiliates 18 companies
Number of employees 9,309

● Toyota Boshoku Corporation

● Toyota Boshoku (China) Co., Ltd.

● Toyota Boshoku Asia Co., Ltd.



JAPAN

Affiliates 20 companies
Number of employees 14,766



ASIA & OCEANIA

Affiliates 22 companies
Number of employees 10,065

The information is current as of March 2023

Corporate outline

Name	TOYOTA BOSHOKU CORPORATION
Business operations	(1) Development of automotive interior systems; and manufacture and sale of automotive interior products (2) Manufacture and sale of automotive filters and powertrain components (3) Manufacture and sale of other automotive components (4) Production and sale of textile products
Chairman	Shuhei Toyoda
Vice Chairman	Naoki Miyazaki
President	Masayoshi Shirayanagi
Capital	8.4 billion yen
Founded	1918
Established	1950
Location	1-1 Toyoda-cho, Kariya-shi, Aichi 448-8651, Japan

History

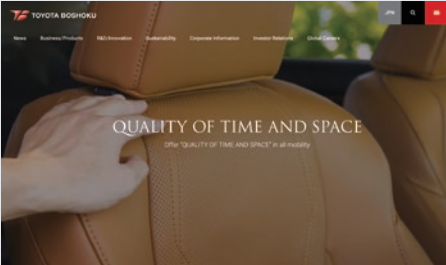
1918	Toyoda Boshoku Corporation founded
1943	Merged with Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)
1950	Minsei Spinning Co., Ltd. established as a separate entity from Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)
1967	Company name changed to Toyoda Boshoku Corporation
2000	Merged with Toyota Kakoh Co., Ltd.
2004	Merged with Araco Corporation (car interior operations) and Takanichi Co., Ltd. Company name changed to Toyota Boshoku Corporation
2015	Integrated the seat frame mechanism component businesses of Aisin Seiki Co., Ltd. (now Aisin Corporation) and Shiroki Corporation into the Company
2018	Celebrated 100 years in business

Performance





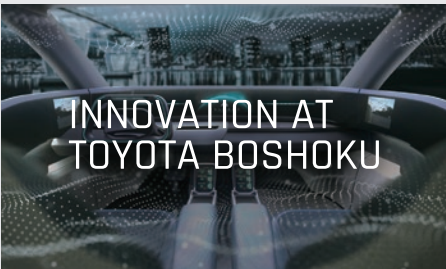
More detailed and up-to-date information can be found on our website.



Corporate website

<https://www.toyota-boshoku.com/global/>

Here we provide comprehensive information on the Toyota Boshoku group. Visitors to the site can learn more about Toyota Boshoku, including our business activities, R&D, ESG initiatives, IR information, and employment opportunities.



Innovation at Toyota Boshoku

<https://tech.toyota-boshoku.com/global/>

Here we introduce the Toyota Boshoku group's initiatives related to R&D. Visitors to the site can learn about Toyota Boshoku's advanced technological capabilities—from our R&D strategy based on the future outlook, to design and the latest concept cars—as well as the targets we're aiming for with these capabilities.



Team Breakthrough Creating the future through challenge and innovation

<https://www.toyota-boshoku.com/global/teambreakthrough/>

Team Breakthrough is a media site which introduces the Toyota Boshoku group's future-oriented thinking and most recent initiatives, organized around the four themes of R&D, sustainability, people, and MONOZUKURI.



Hall of Our Steps (TOYOTA BOSHOKU Rekishi Mirai kan)

[Reservation Site https://reserva.be/toyotaboshoku/about](https://reserva.be/toyotaboshoku/about) (in Japanese)

The Hall of Our Steps conveys the history of Toyota Boshoku, including the Principles of Toyoda, "For the world and for people," and communicates both inside and outside the company our desire and determination to advance the future of the Toyota Boshoku group.



Reservation Site





1-1 Toyoda-cho, Kariya-shi, Aichi 448-8651, Japan
<https://www.toyota-boshoku.com/global/>



This booklet is printed on FSC® certified paper using for forest and environment preservation.