



QUALITY OF TIME AND SPACE

## TOP MESSAGE

We will strive to create a company that is trusted by and grows together with all stakeholders.



The Toyota Boshoku group undertakes its business through more than 100 companies in regions worldwide as a car interior system supplier and a manufacturer specialising in filters. In doing so, we aim to be a company that persists in proposing excellent mobility for customers throughout the world.

Since our establishment, we have maintained our strong determination to contribute to society through manufacturing that brings joy to customers around the world. For this reason, we always try to look at things through the eyes of our customers so that we can deliver what they truly desire, namely, products that are useful, attractive, environmentally friendly and one step ahead of the times. Our mission is to create and provide inspirational products that exceed



customers' expectations.

Going forward, we will continue to propose attractive products to our customers around the world in a timely manner. Concurrently, we will further advance our manufacturing capabilities nurtured to the present while looking ahead 10 and 20 years into the future as we strive to become a system supplier of mobility space that leads the world.

In pursuing these objectives, we will also make our utmost efforts to create a trusted company that grows together with all stakeholders based on our corporate philosophy of promoting corporate growth while fulfilling our responsibilities as a good corporate citizen.

Shuhei Toyoda  
Chairman

Takeshi Numa  
President

# QUALITY OF TIME AND SPACE



# CORPORATE PHILOSOPHY

Looking toward the future, we aim to offer enriched and higher-quality time and space.



## QUALITY OF TIME AND SPACE

We will offer enriched and higher-quality time and space to people in mobility interior spaces.

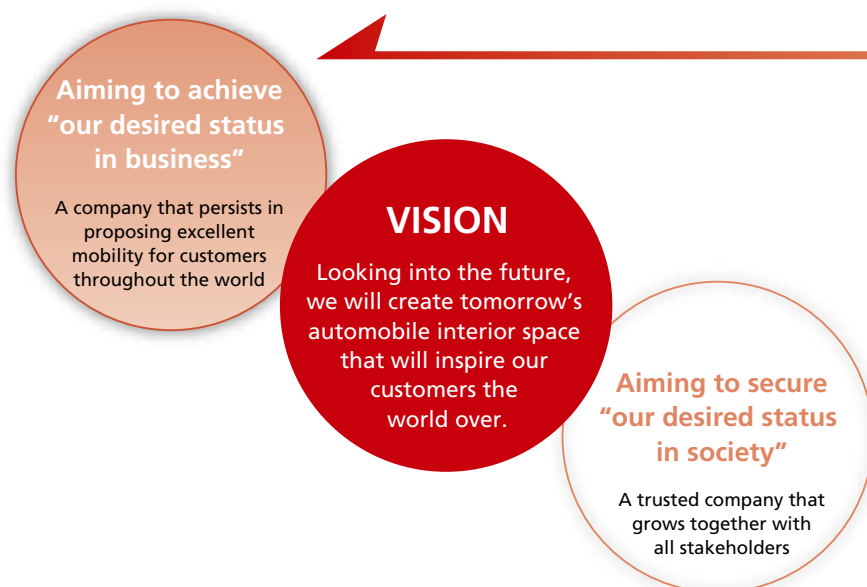
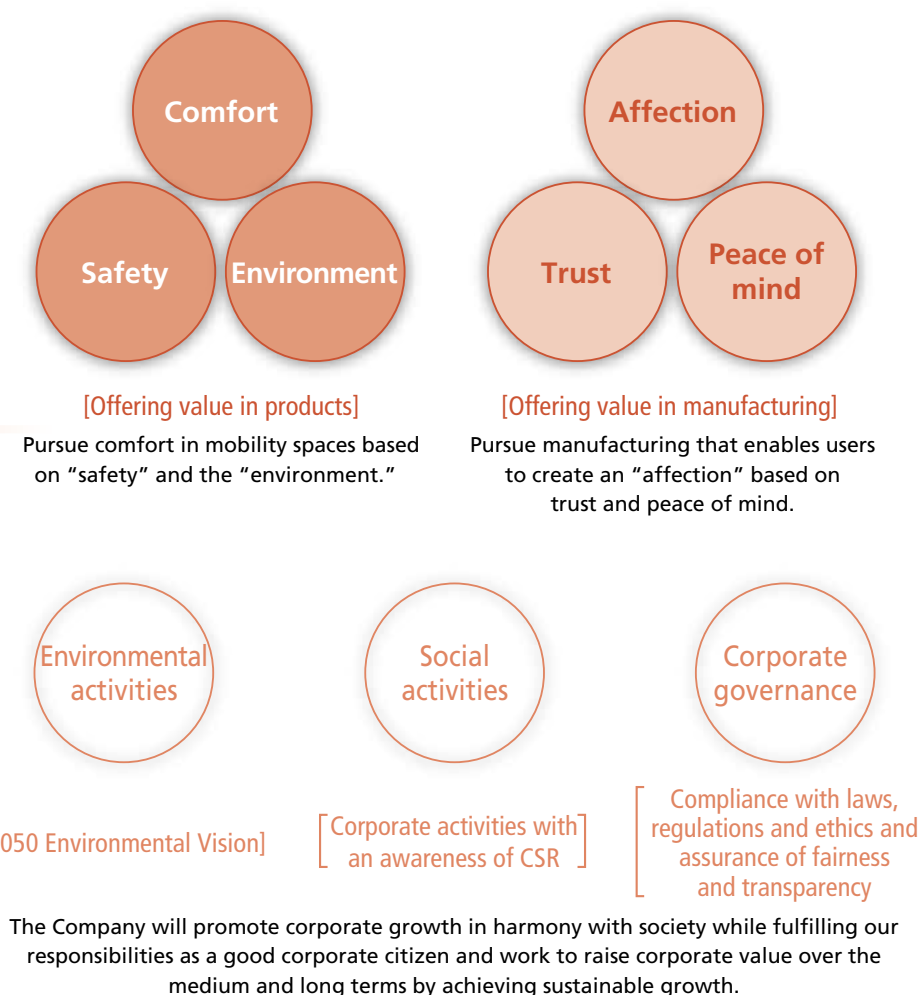
Society and the mobility environment around us will change each and every moment in the future and the way of transport is likely to evolve significantly as well.

As these changes unfold, we wish to place high value on QUALITY OF TIME AND SPACE.

We seek to transform the time people spend riding in mobility interior spaces into something meaningful and valuable rather than merely being time for moving from one place to another.

Toyota Boshoku also hopes that riding in such mobility interior spaces will enrich people's experiences and life.

As a company that persists in proposing excellent mobility for customers throughout the world, we take the initiative in "safety" and the "environment" and in proposing "comfort value" with the aim of being a system supplier of mobility space that leads the world.

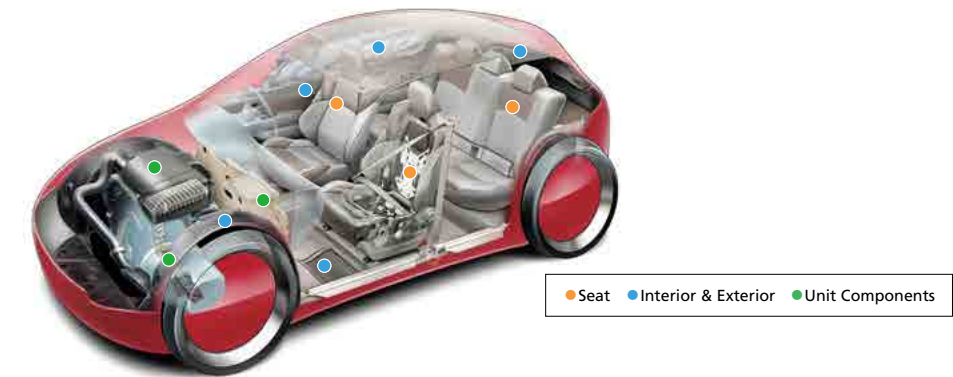


# QUALITY OF TIME AND SPACE



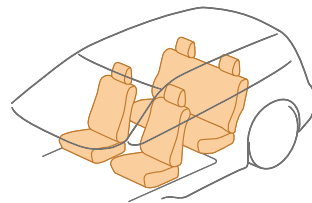
# PRODUCT LINEUP

Providing excellent mobility for customers throughout the world



## Seat

The Toyota Boshoku group develops seats that elicit the maximum potential of each car, seats that make the vehicle easier to drive and that ensure the ultimate in comfort and pleasure. We aim to develop seats that provide comfort and safety for everyone in mobility in any setting around the world.



## ■ Automobile Seats



## ■ Others



Railway seats  
(Photo provided by East Japan Railway Company)



Seat frames

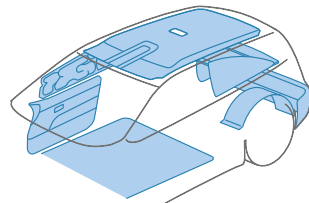


Aircraft seats



## Interior & Exterior

The Toyota Boshoku group strives to deliver automobile interior spaces in which people from every country and region of the world can create unforgettable moments with family, friends and other loved ones that will last a lifetime. Staying one step ahead of the times, we develop interiors that enrich users' mobility life and ensure uncompromising comfort through total coordination of the automobile interior.



## ■ Interior Components



Interior systems



Headliners



Door trims



Package trays



Illuminations

## ■ Textile Components



Seat fabrics



Curtain-shield airbags



Seatbelt webbings

## ■ Exterior Components



Bumpers

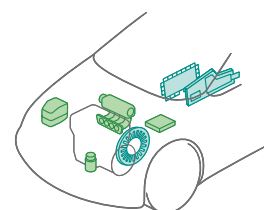


Fender liners



## Unit Components

In order to develop cars that ensure smooth and stable driving under any tough conditions, the Toyota Boshoku group manufactures products that maximise engine performance while contributing to realising a clean and comfortable vehicle interior space by developing next-generation filtration technology.



## ■ Filters



## ■ Air Induction Systems Products



Air induction systems



Air cleaners



Cylinder head covers



Intake manifolds  
(For horizontally opposed engine)



Oil mist separators

## ■ Fuel Cell-related Products



Stack manifolds



Separators

## ■ Electric Powertrain-related Products



Motor core constituent parts  
(For hybrid system)

# QUALITY OF TIME AND SPACE

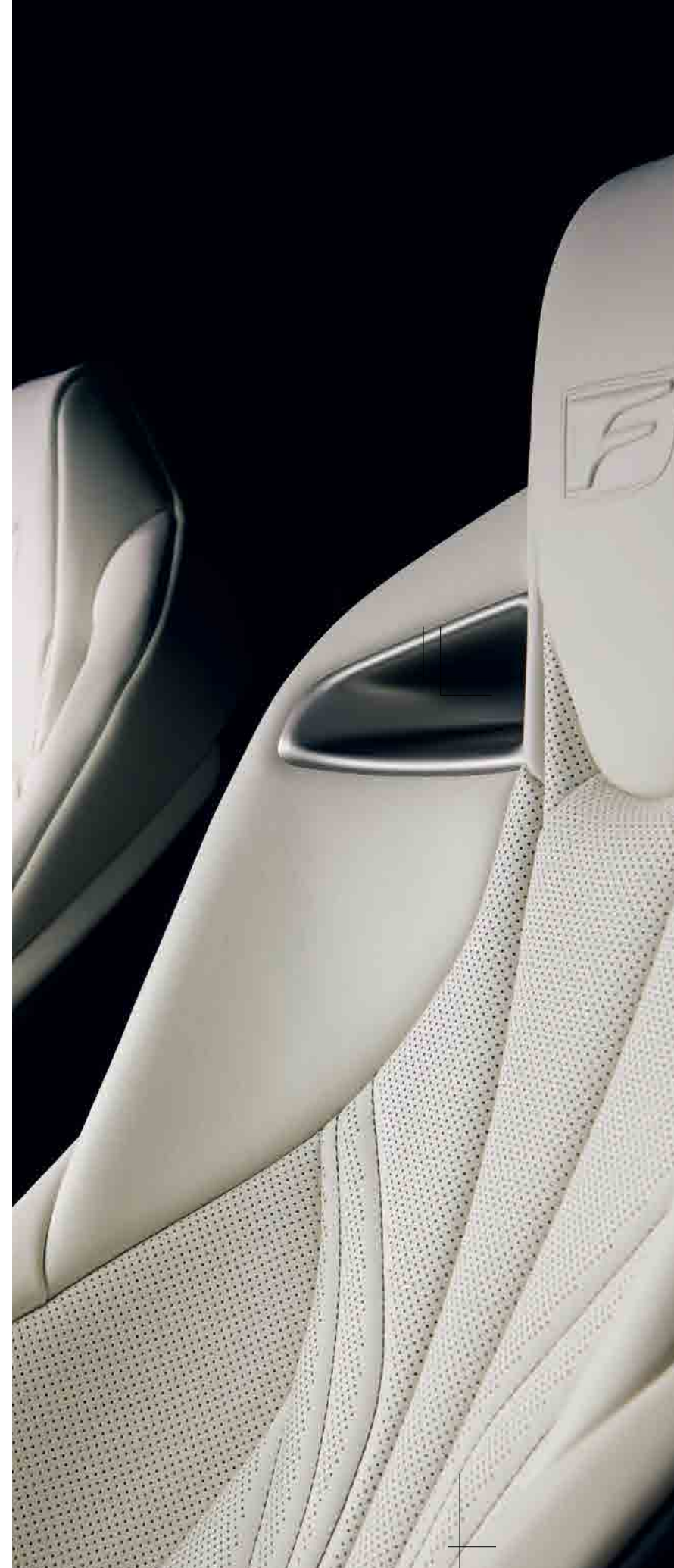


Comfortable for everyone,  
all the time – Our pursuit of an  
“ever-better seat”

The mobility environment is changing dramatically.  
In addition to quality,  
performance and durability being of key importance to automobile seats,  
we aim to provide value that exceeds expectations with  
exceptional comfort, handling stability and finish.  
As a world-class seat manufacturer,  
we meld accumulated core technologies that  
we have developed with new ideas to enhance safety and  
environmental performance and  
bring new value in comfort for everyone in the car.



Various evaluations and tests are repeatedly carried out in the seat development process.



## Ever-better seat, ideal seat, ultimate seat

We constantly consider what an “ever-better seat” is, one that will satisfy any customer. Our seats maximise the potential of different cars, from luxury and sporty to compact models. We fit our seats to various settings and preferences, incorporating an abundance of functionality and operability that easily enable varied seat configurations. No matter the body type or posture, our seats are comfortable for one and all. To create an “ever-better seat,” that is our mission.



Realising exceptional aesthetic design with a shape that contours to the entire body of the driver

## A focus on the unseen in pursuit of comfort

To create an “ever-better seat” you need to concentrate on form, design, material and texture. But what about the parts hidden from view? We also pay close attention to the frame and the functions of the seat in support of comfort. We take each high quality to the next level through unique technologies. An integrated system for the entire seat from development to production, including the frame and components, ensures a seat that soothes both the body and mind.



Seat frames are lightweight with high rigidity for enhanced comfort.

## Developing advanced seats that support the next-generation mobility environment

Automobiles are expected to change dramatically alongside advancements in automated driving technology. More and more of a car’s functions will be under automated control. As an example, there may soon be a system that wakes up and relaxes drivers based on biological information, with the seat acting as a sensor. We develop advanced seats that create new value for mobility interior spaces such as providing a comfortable ride according to health conditions and driving situations.

QUALITY OF TIME AND SPACE

### Total coordination of interior spaces

We consistently conduct research into interior spaces required for next-generation automobiles to stay one step ahead of the times. Aiming to totally coordinate interior spaces, we focus on diverse elements such as texture, design and acoustics as well as air and the use of light to enhance interior spaces so that people from every country and region worldwide can create unforgettable moments that last a lifetime.



Stylish design and soft lighting give the feel of an upscale lounge.

### Safer, more eco-friendly and comfortable via advanced material technology

While providing a variety of interior spaces that satisfy needs, demand is growing for greater energy efficiency and less environmental burden. As part of eco-conscious material development, we are focused on the swift commercialisation of kenaf, which grows quickly year-round and has high CO<sub>2</sub> absorption capabilities. By enhancing quality while using a natural material, we have enabled broad application in core products such as door interior parts and seat backboards.

The development of new high functional materials is essential to reduce vehicle weight and improve strength. One such material is high impact resistant plastic. Boasting world-leading impact resistance, there are high expectations for its application in a wide range of components.



Door trim using kenaf base material

### Creating interiors looking into the future

With advancements in cloud computing and Internet of Things (IoT) technology, automobiles are fast becoming an information terminal and hub vital to everyday life. We are looking into the future in which car interior spaces play a key role in the functioning of human machine interfaces. Through all-new concepts and ideas, we seek to create interiors that enrich lives.

We always consider needs and settings in striving to produce interiors that stimulate the senses.

Become closer with your family.

Enjoy a drive with a friend.

Create lasting memories with that someone special ...

Cars are not just a means to get us where we want to go but also a place that provides us with unforgettable moments.

The Toyota Boshoku group always considers what our customers want, their needs and different settings to provide interior spaces perfect for each car, interiors that stimulate the senses.



Proposing the future of mobility spaces



Generating power behind the scenes for clean,  
comfortable air that will  
keep everyone smiling in the car

Everyone wants to ride in a car that's comfortable and relaxing.  
At the same time, people want cars to be more eco-friendly.  
To fulfil both these goals,  
we make products that maximise the  
performance of a car's core component, the powertrain,  
and products that support hybrid and fuel cell vehicles  
so we can contribute to enriched and higher-quality  
time for people in mobility.



Analysing air intake noise by estimating noise when the engine is running and analysing frequency transmission characteristics

### Comfort starts with the air

In order to drive in comfort while maintaining power, automobiles need air induction systems that feed in air efficiently to the engine and filtration systems to clean the air inside the cabin. We develop filter medium and technology while realising a lighter weight and compact design. We also develop other next-generation high-tech products for the air.



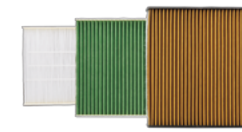
Air filters



Air induction systems



Oil filters



Cabin air filters

### Enabling powertrains for the eco-car era

Expectations are growing for hybrid and fuel cell vehicles as eco-friendly automobiles. We develop and produce the motor core making up the powertrain, the heart of the eco-car, and other high-performance parts needed for fuel cells to make electricity. These products cannot be made without the processing technology required for micron-level precision. This includes press technology enabling the high-precision processing of tough metal and insert moulding technology for large metal parts and resin parts. Our accumulated unique core technologies support advanced production.



Stack manifolds  
(Fuel cell related product)



Separators  
(Fuel cell related product)



Ion exchanger  
(Fuel cell related product)



Motor core constituent parts  
(For hybrid system)



## Challenging innovation in manufacturing

“Through a commitment to quality, we will deliver excellent products that satisfy customers globally.”  
This spirit of the Toyota Boshoku group has been with us since our founding and marks our universal philosophy.  
To produce excellent products, we are dedicated to exceptional quality through  
*kaizen* (continuous improvement) and never rest on our laurels.  
Our aim is to ensure the most advanced, top quality manufacturing globally.



### Comprehensive quality control

We work to integrate developmental technology, production technology and production processes in our manufacturing system, which includes creating technical drawings that incorporate quality factors from the design stage in addition to improving quality at the manufacturing stage. Besides meeting the demands of automakers and complying with the laws of different countries and regions, we conduct manufacturing that places an emphasis on quality based on our own regulations and standards.



Toyota Boshoku is committed to ensuring top quality in every production process.

### Continuously carrying out *kaizen*

Our aim is to create simple production lines with minimal processes that require fewer man-hours and are streamlined. These lines only produce what is needed, when it is needed and in the quantity needed. Toyota Boshoku continuously works to create highly efficient production lines by undertaking *kaizen* activities on a daily basis. Rather than relying on our achievements to date, we repeatedly say that even the latest production line is not the best it can be and constantly undertake efforts to improve productivity.



Making consistent improvements through *genchi-genbutsu* (Go, see & study)

### Innovative technologies that distinguish us from our competitors

We boast unique core production technologies. In the precision press field, we developed the Fine Hold Stamping (FHS) method for exceptional quality and accuracy and production efficiency that even specialty manufacturers cannot emulate. FHS has been applied to the production of parts for next-generation cars such as fuel cell vehicles. We have also achieved higher added value and efficiency in cabin air filter elements that cleanse the air through development of the melt-blown construction method used to produce two layers of fine fibres on the same production line.



Fine Hold Stamping (FHS) method

### Further evolution in manufacturing

Besides the production and delivery of products, in the future factories will send and receive information with customers and society and form tighter connections with the market. We are able to meet diverse customer needs with foundations based on the trust and peace of mind we have garnered. By identifying needs through the mutual dissemination of information with customers and society, we aim for production that builds affection by offering what customers want and the joy to create.





## The pinnacle of craftsmanship

More than just a means for going places, cars can also provide us with unforgettable moments. What kind of “comfort” do people want in a car? What does value-added “safety” mean to customers? What kind of “environment” is needed for cars to coexist with the earth? With people always at the forefront of our thinking, the Toyota Boshoku group works to develop technology enabling the total management of future automobiles by providing interiors that customers have an affection for.



Tajimi Technical Centre Proving Ground

### Key experimental facilities and equipment



Vibration device with 6 degrees of freedom motion systems



Outdoor testing site



Large temperature and humidity controlled tank



Electromagnetically controlled chamber



NV (noise vibration) evaluation



Chassis bench



Engine bench



Benchmark room

### For interior spaces that feel comfortable

How about an automobile interior where you can enjoy conversation with family and friends throughout the journey, experience the pleasure of responsive handling while driving, or where you can share important moments with that someone special? To meet diverse customer needs worldwide, we envision different settings in an ongoing pursuit of car interiors that are comfortable, driven by ergonomics and the latest technology.



Seat pressure distribution analysis

### Safe and secure mobility space ahead of the times

From the moment you sit down and close the door, you feel secure and protected. Plus, our safety features cushion the impact in the event of a collision as a result of ongoing development from materials to the smallest detail in structure. Automobile interiors are set to play a key role in the future of mobility as an interface connecting people with the car. Perceiving the entire interior as a system, we're pouring our efforts into advanced research in terms of safety and security.



Seat impact sled test equipment

### Delivering an eco-friendly mobility space

A never-ending quest is the enhancement of environmental performance for automobiles. The Toyota Boshoku group seeks to realise greater fuel efficiency by reducing the weight of our products while lowering CO<sub>2</sub> emissions by using plant-derived materials. We are developing next-generation powertrain components, nano-structure materials and multi-material structures aimed at improving environmental value in areas other than automobiles as well.



Research into unique elemental technologies

### Fusing design and function for interior spaces that appeal to the senses

The degree of freedom in mobility space is expected to increase further alongside advancements in sophisticated driving assistance systems and automated driving technology. The Toyota Boshoku group will integrate our unique design capabilities with seat/interior development and textile technologies honed over many years plus the latest electronics technology to develop car interiors that stimulate the senses via acoustics, light, temperature and air quality. We aim to innovate interior spaces for optimal comfort.











## Aiming for a sustainable global environment for our children

We seek to preserve the environment in all areas of our business so the next generation can live with peace of mind.  
We take a longer-term view to environmental issues and understand the need to challenge them at a high level.  
The Toyota Boshoku group's 2050 Environmental Vision is directed toward achieving these goals as a group.



### 2050 Environmental Vision (6 Stretch Environmental Goals)

We will work together with all stakeholders with the aim of creating a sustainable global environment where children can lead their lives with a smile.

Climate Change	Resource Depletion
 <p>1 Challenge of achieving zero CO<sub>2</sub> emissions in the Toyota Boshoku group</p>	 <p>4 Challenge of minimising natural resources usage</p>
 <p>2 Challenge of achieving zero CO<sub>2</sub> emissions in the product life cycle</p>	 <p>5 Challenge of minimising wastes produced by the Toyota Boshoku group</p>
Water Scarcity	Biodiversity Crisis
 <p>3 Challenge of achieving zero wastewater in the Toyota Boshoku group production processes by water recycling</p>	 <p>6 Challenge of planting 1.32 million trees as part of reforestation activities</p>

### Combatting global warming

We work to reduce CO<sub>2</sub> emissions in all areas from development and design to production and logistics. In development and design, in particular, we identify CO<sub>2</sub> emissions in the product life cycle and strive to make reductions in order to develop eco-friendly products. While the functionality and performance of components have evolved greatly in line with evolution in automobiles, Toyota Boshoku has driven evolution in environmental technology at the same time.



Seat realising reduced weight while improving comfort

### Creating a recycling-oriented society

At Toyota Boshoku, we introduce and develop materials that can contribute to a recycling-oriented society ahead of other companies such as kenaf, a plant-derived material that can recycle CO<sub>2</sub>. We actively promote activities to create a recycling-oriented society in other ways as well, including group-wide efforts to reduce waste and water consumption in production.



Door trim using kenaf base material

### Reforestation activities around the world

Our reforestation activities started in Indonesia in 2006 and have now been expanded globally. The scope of the initiative has grown from forest management and environmental preservation to include interaction with local people.



Reforestation activities (Kasimo, Nakatsugawa City, Gifu Prefecture)



## As “a trusted company that grows together with all stakeholders”

We aim to realise corporate growth while fulfilling our responsibility in harmony with society as a good corporate citizen while contributing to society through manufacturing.  
In order to meet the expectations and trust of all stakeholders, we comply with laws, regulations and ethics and promote activities based on corporate social responsibility (CSR) in everything we do.



### Growth in harmony with society

In order to gain and maintain the trust of society as a good corporate citizen, we raise awareness among company members, guide actions that ensure suitable decisions and are responsible and sensible, and practice the tenet of our corporate philosophy to “promote corporate growth while fulfilling responsibilities as a good corporate citizen” based on the Toyota Boshoku group code of conduct.



Local people, suppliers and company members work together to prevent desertification in Inner Mongolia (China).

### Thorough reinforcement of risk management

The Toyota Boshoku group has created an effective management system in order to respond swiftly to management risk, risk in daily operations and other risks such as disasters and accidents. We also endeavour to predict and prevent damage and minimise the impact should a crisis occur. In addition, we set up the Large-Scale Disaster Countermeasure Committee and Emergency Operation Centre (EOC) and further strengthened collaboration between the functions of the Global Mainstay Hub and Regional Management & Collaboration Hub (RM&CH), production entities, which has served to reinforce the crisis management system of the entire group.



Emergency Operation Centre

### Building good relationships with all stakeholders

We work to improve product safety and quality from a customer’s viewpoint and standpoint. The Toyota Boshoku group purchases raw materials, parts and equipment using fair and equitable procedures with the aim of fulfilling our social responsibilities in the supply chain. We also disclose suitable information in a timely manner and promote communication with shareholders and other stakeholders.



Plant tours for shareholders (Sanage Plant)



### Contributing to local communities

In conducting business globally, the Toyota Boshoku group aims to be a company that is rooted in, trusted by and grows together with local communities in each country and region. We pay close attention to opinions and connect with NPOs for the education and welfare of children, the leaders of tomorrow, as well as for environmental preservation activities with local people as part of social contribution activities befitting regional needs.



A woodworking class with children



# HUMAN RESOURCES DEVELOPMENT

## Nurturing personnel capable of taking an active role globally

Working with enthusiasm, pride and a vision leads to personal growth and corporate growth.

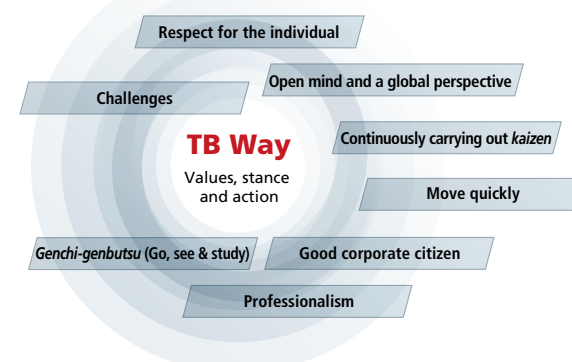
The Toyota Boshoku group has codified the values and behavioural principles to be shared by each member in the TB Way.

We also provide opportunities to create places of work and foster systems, education and human resources that encourage respect of individuality and capabilities, maximise potential and work enthusiastically.



### Sharing the TB Way

We nurture human resources capable of taking an active role worldwide by sharing the values and behaviour espoused by the TB Way and making sure the fundamental philosophy underpinning the TB Way of “contributing to society by developing leading-edge technologies and manufacturing high-quality products” is fully understood.



### Developing global human resources

The Toyota Boshoku group is committed to developing personnel able to actively participate globally. We adopted a system in which company members can move across borders and business entities to gain work experience in different countries and conduct training to foster future global managers. We also cultivate trainers who can teach problem solving, policy management and on-the-job-training (OJT) worldwide.



Global Leader Training

### Passing on manufacturing skills

The Toyota Boshoku group works to improve manufacturing skills and pass them on globally to enable manufacturing with the highest levels in safety, quality and delivery worldwide. Common global themes include “fostering exceptional supervisors,” “strengthening maintenance skills” and “nurturing human resources who can act safely.” More and more members from different countries participate in annual skills competitions, and some have even secured a gold medal in the National Skills Competition of Japan.



Passing on skills in each region of the world

### An enthusiastic workplace that elicits a challenging spirit

We provide the opportunity for diverse human resources to take on active roles, be independent and challenge themselves. Regardless of gender or nationality, we are working to provide a work environment where members can continue to work with enthusiasm by minimising limitations in work so that everyone can exert their full potential.



Working with motivation toward a goal

# QUALITY OF TIME AND SPACE




# GLOBALISATION

## Aiming to be a truly global company


The Toyota Boshoku group divides its bases into five regions of the world, specifically The Americas, Asia & Oceania, China, Europe & Africa and Japan. The operation of integrated production entities is carried out within each region, with the Regional Management & Collaboration Hubs (RM&CH) serving as the core of operations.

 The Americas  
TOYOTA BOSHOKU AMERICA



 China  
TOYOTA BOSHOKU (CHINA)




 Japan  
TOYOTA BOSHOKU



 Europe & Africa  
TOYOTA BOSHOKU EUROPE

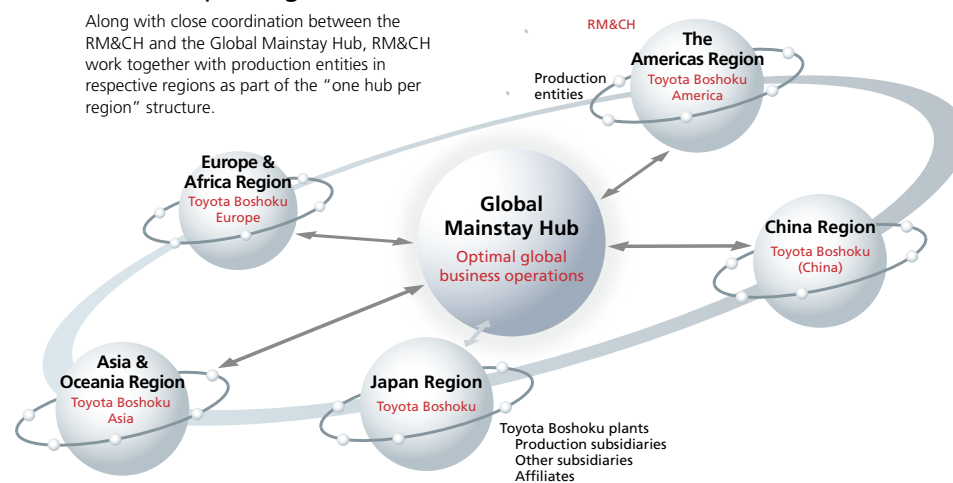


 Asia & Oceania  
TOYOTA BOSHOKU ASIA



### One Hub per Region

Along with close coordination between the RM&CH and the Global Mainstay Hub, RM&CH work together with production entities in respective regions as part of the "one hub per region" structure.



# QUALITY OF TIME AND SPACE

Corporate Profile

**Name**  
TOYOTA BOSHOKU CORPORATION

**Business operations**  
(1) Development of automotive interior systems;  
and the 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 goods

**Chairman** Shuhei Toyoda  
**President** Takeshi Numa

**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**  
Absorbed into 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

Please visit our website for the latest corporate profile  
and site information:  
<https://www.toyota-boshoku.com/global>







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