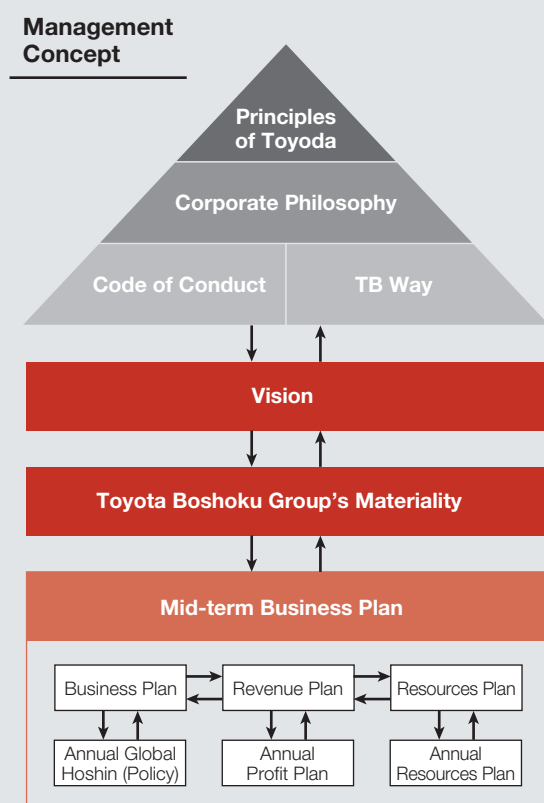


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On publishing the Toyota Boshoku Report

To achieve sustainable growth, the Toyota Boshoku group defines 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. Currently, we are promoting the 2025 Mid-Term Business Plan, which incorporates measures to realize materiality.

This report is a tool for deepening constructive dialogue with our stakeholders, and in it we report on how the group is thinking about the future and acting to enhance our corporate value over the medium- to long- term. We encourage you to read the report and provide us with your honest feedback about the group.

With the Principles of Toyoda—which summarize the ideas of Sakichi Toyoda, the founder of Toyota group—as our starting point, we introduce the strengths we have acquired over our history spanning more than a century, as well as our approach to developing our business in the future based on current market conditions. Through two chapters, we explain the connection between the “values” that the group holds dear and the “value creation process,” which is a mechanism for long-term, sustainable value creation.

Topic covered

Values / Business Model

What value do we provide to society in order to achieve sustainable growth? This chapter explains the group's vision, management message, environmental initiatives, sustainability management system, strategies, and our approach to financial and non-financial KPIs to monitor progress.

Topic covered

Long-Term Vision / Risks & Opportunities / Key Performance Indicators (KPIs)

There are messages from the Chief Officers and other chiefs, and we report on progress with the Priority Actions in our 2025 Mid-Term Business Plan. In addition, our special feature covers Toyota Boshoku group's aim of becoming an Interior Space Creator and our goal of diversity and inclusion at our sites of production.

Topic covered

Implementation Strategies / Outcomes

We carry out transparent, fair and prompt decision-making from the standpoint of all stakeholders, and this chapter covers matters including compliance with the Corporate Governance Code. We also feature a conversation between Akihiro Koyama, an outside director, and Hiroyuki Yokoyama, an outside Audit & Supervisory Board member, in which they talk about the Board of Directors.

Topic covered

Governance

While information such as the details of the materiality formulation process and the mid-term business plans through fiscal 2021 has been covered in previous Toyota Boshoku Reports, we have also included this information and data as supplementary information in this chapter, as it is necessary for an understanding of our group's value creation.

Editorial policy

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

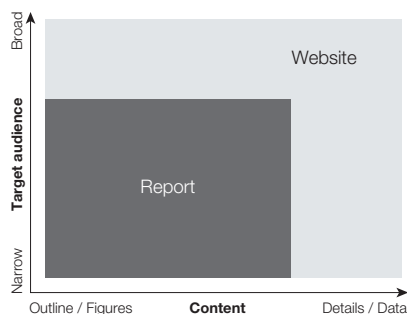
This report contains performance data for fiscal 2022 (from April 1, 2021 to March 31, 2022). Some information on activities outside this period is also included.

Reference guidelines

- 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
- 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.