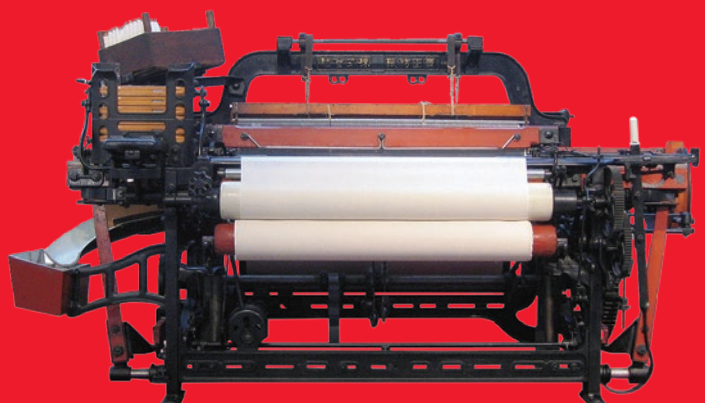


The significance of our existence

Inheriting our founding spirit of “for the world and for people.”

Sakichi Toyoda, the founder of the Toyota group and also the founder of Toyoda Boshoku (the forerunner to Toyota Boshoku), was driven by a desire to help others and serve his country. For more than 30 years, he made numerous improvements to looms, from the hand loom to the non-stop shuttle change Toyoda automatic loom (Type G automatic loom), which delivered world-leading performance. Growing a business by contributing to society through invention, tapping into one's own wisdom to create something new. Arguably, this embodied what we now call Creating Shared Value (CSV), or the simultaneous realization of social and economic value. We cherish this aspiration, which has been handed down to us for over 100 years, and are striving to become a company that continues to be needed by society, by working earnestly to resolve social issues through our business operations.



Type G automatic loom
Image provided by Toyota Commemorative Museum of Industry and Technology

With “for the world and for people” as our starting point

Philosophy

Principles of Toyota

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



Corporate Philosophy

- | | |
|-----------------------------|--|
| 1. Society | The Company will promote corporate growth while fulfilling the following responsibilities as a good corporate citizen:
1) Maintain ethical values, ensuring that our corporate activities are fair and transparent;
2) Supply safe products that do not harm the environment; Promote corporate activities that help protect the global environment;
3) Create a better society as a member of our local communities. |
| 2. Customers | The Company will develop innovative technologies and products to deliver quality that satisfies our customers. |
| 3. Shareholders | The Company will promote innovative management policies that ensure future corporate growth and the trust of our shareholders. |
| 4. Employees | The Company will build and maintain positive labor-management relations, respect the individuality of its employees and create safe and comfortable workplaces. |
| 5. Business partners | The Company will promote open and mutually beneficial relationships with its business partners in pursuit of long-term growth and prosperity. |

Code of Conduct

As members of the Toyota Boshoku group, we declare that we will observe rules and carry out sensible actions in accordance with this code of conduct.

1. Business activities

- (1) Dealings with customers (2) Dealings with suppliers (3) Dealings with political parties and public agencies
(4) How to respond to anti-social forces (5) Ensuring safety and quality (6) Consideration of the environment
(7) Global business activities (8) Protection of company assets
(9) Respect for intellectual property rights (10) Handling of confidential information

2. Relations between employees and the company

- (1) Global human resources development (2) How to build a meaningful workplace (3) Prohibition of illegal and antisocial acts

3. As members of society

- (1) A healthy social lifestyle (2) Contribution to society (3) Corporate information and publicity (4) Insider trading (5) Traffic safety

TB Way

We contribute to society by developing leading-edge technologies and manufacturing high-quality products.

1. We meet challenges with courage and creativity, to realize our dreams.
2. We carry out *kaizen* continuously, aiming to achieve higher goals.
3. We practice *genchi-genbutsu* by going to the source to analyze problems and find their root causes.
4. Once a decision is made, we move quickly to carry out the plan, with passion and a sense of mission.
5. We seek to do our best, act professionally and take responsibility for our actions.
6. We respect the values of other cultures and accept differences, with an open mind and a global perspective.
7. As a good corporate citizen, we do what is right and contribute to society.
8. We respect the individual and use teamwork to produce the best result.

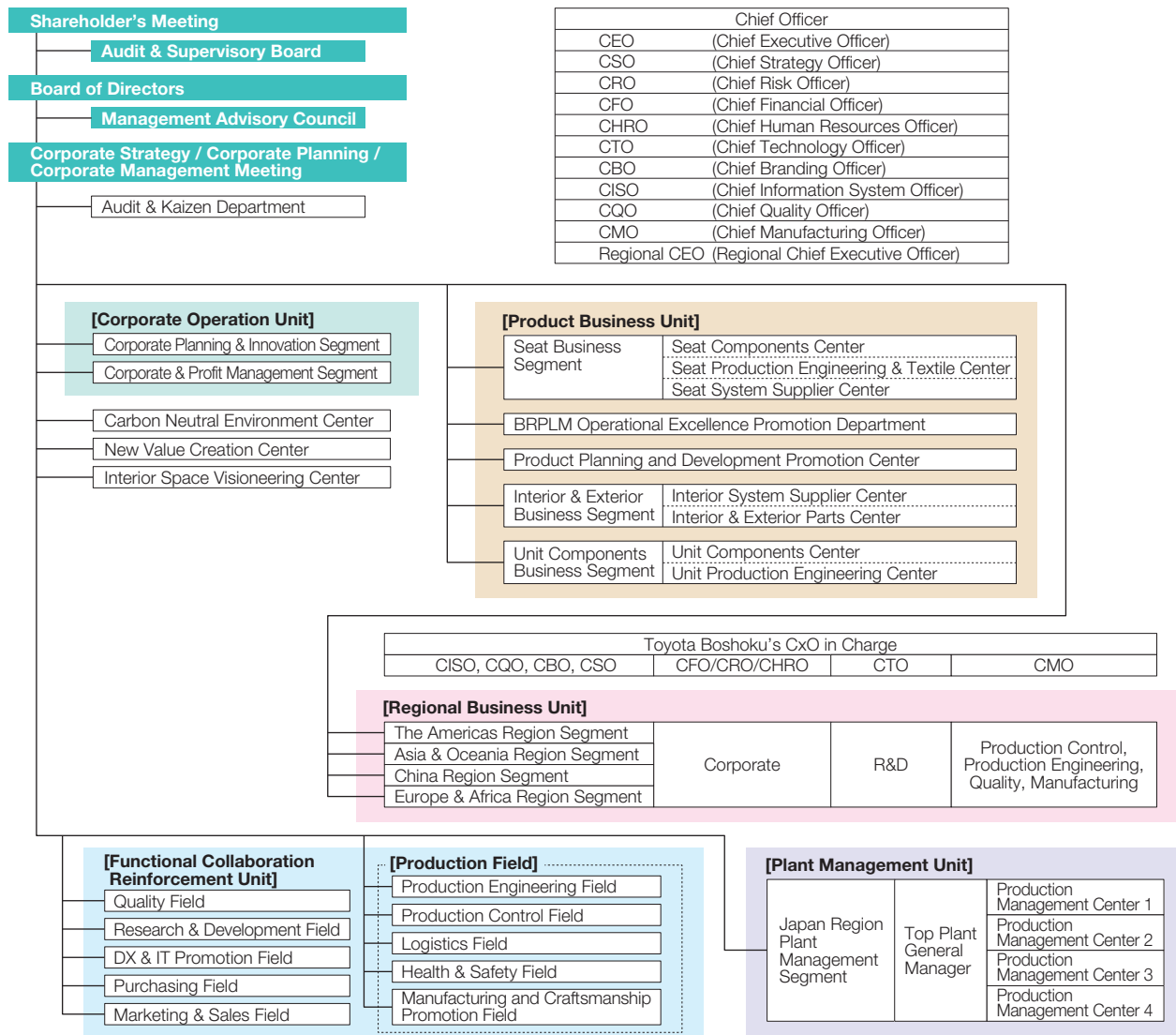
Corporate outline / Organization

Corporate data

Location	1-1 Toyoda-cho, Kariya-shi, Aichi 448-8651, Japan
Capital	8.4 billion yen
Revenue	1,421.4 billion yen (As of March 31, 2022)
Number of employees (excluding temporary employees)	8,264 (non-consolidated) 44,264 (consolidated) (As of March 31, 2022)
Founded	1918
Established	1950
Independent auditor	PricewaterhouseCoopers Arata LLC
Shareholder register administrator	Mitsubishi UFJ Trust and Banking Corporation



Organization Chart As of June 14, 2022

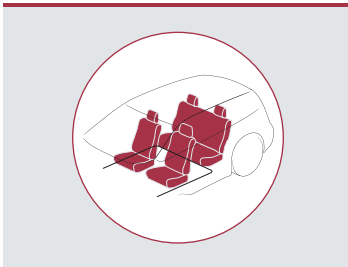


With “for the world and for people” as our starting point

Our business and regions of operation

Three product businesses

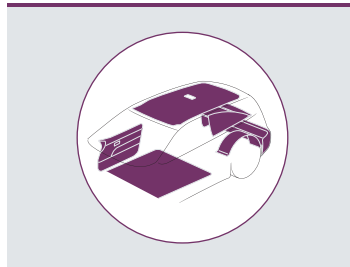
Seat Business



Automobile seats
Non-automobile seats

Business revenue **1,051.1** billion yen

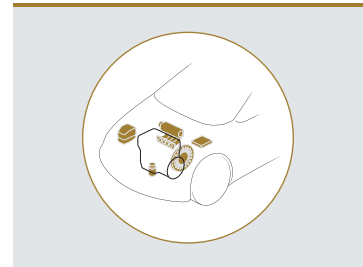
Interior & Exterior Business



Interior components
Exterior components

Business revenue **272.7** billion yen

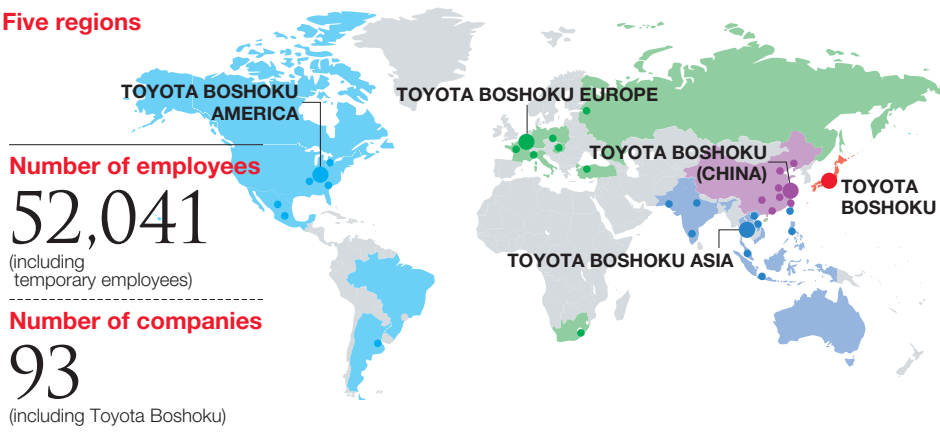
Unit Components Business



Filter products
Plastic parts for internal combustion engine (ICE)
Fuel cell-related products
Electric powertrain-related products

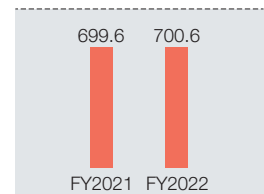
Business revenue **97.5** billion yen

Five regions



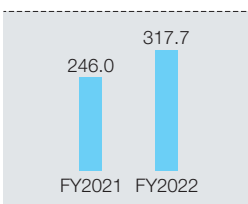
Japan

Affiliates **21** companies
Number of employees **14,969**
Revenue **700.6** billion yen
(up 0.1% year-on-year ▲)



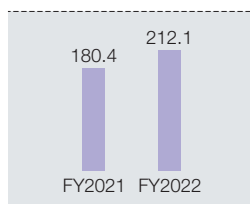
The Americas

Affiliates **20** companies
Number of employees **12,795**
Revenue **317.7** billion yen
(up 29.2% year-on-year ▲)



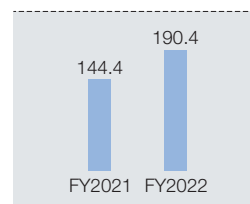
China

Affiliates **18** companies
Number of employees **9,262**
Revenue **212.1** billion yen
(up 17.6% year-on-year ▲)



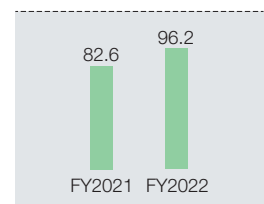
Asia & Oceania

Affiliates **23** companies
Number of employees **9,196**
Revenue **190.4** billion yen
(up 31.8% year-on-year ▲)



Europe & Africa

Affiliates **10** companies
Number of employees **5,819**
Revenue **96.2** billion yen
(up 16.5% year-on-year ▲)



Revenue of each region is before deduction of internal sales

Financial and non-financial data ▶ P. 35, 36

As of March 31, 2022



Revenue

1,421.4 billion yen



Operating profit ratio

4.2 %



ROE

10.9 %



Total equity

423.8 billion yen



Ratio of equity attributable to owners of the parent

40.0 %



Dividend payout ratio

30.5 %



CO₂ emissions

312.3 t-CO₂/1,000 unit
(FY2014) 1.6 % reduction

307.2 t-CO₂/1,000 unit
(FY2022)



Waste generation

3.9 t/1,000 units
(FY2012) 17.9 % reduction

3.2 t/1,000 units
(FY2022)



R&D expenses

44.8 billion yen



**Number of patents held
(total of Japan and outside Japan)**

3,236



**Number of trees planted
(cumulative)**

330 thousand trees
(FY2016) +250 thousand trees 580 thousand trees
(FY2022)