



**TOYOTA BOSHOKU CORPORATION**

**FY2020**

**3<sup>rd</sup> Quarter**

**Financial Results**

**Ended Dec 31, 2019**

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# Financial Results

- 1. 3rd Quarter FY2020 Financial Results**
- 2. FY2020 Financial Forecasts**
- 3. Appendix**

# Financial Results

**1. 3rd Quarter FY2020 Financial Results**

2. FY2020 Financial Forecasts

3. Appendix

# 1-1) 3Q FY2020 Financial Results Overview of Consolidated financial Results

	(IFRS)		(IFRS)		(100 million yen)	
	3Q FY2019		3Q FY2020		YOY Change	
Revenue	10,510	100.0%	10,581	100.0%	71	0.7%
Operating Profit	457	4.4%	399	3.8%	-57	-12.7%
Profit before income taxes	466	4.4%	409	3.9%	-56	-12.2%
Profit*	219	2.1%	175	1.7%	-43	-19.9%

\* Profit Attributable to Owners of Parent

Earnings per share		118.20 yen	94.25 yen	-23.95 yen
Exchange Rate	USD	111 yen	109 yen	-2 yen (strong yen)
	EUR	129 yen	121 yen	-8 yen (strong yen)

## Revenue

- Sales increased due to volume increase mainly in Japan and the Americas.

## Operating Profit

- Despite volume increase, profit decreased due to model mix change and increased overhead costs for the future, as well as the impact of the fund leakage incident in Europe.

# 1-2) 3Q FY2020 Financial Results FY2019 Operating Profit (JGAAP×IFRS)

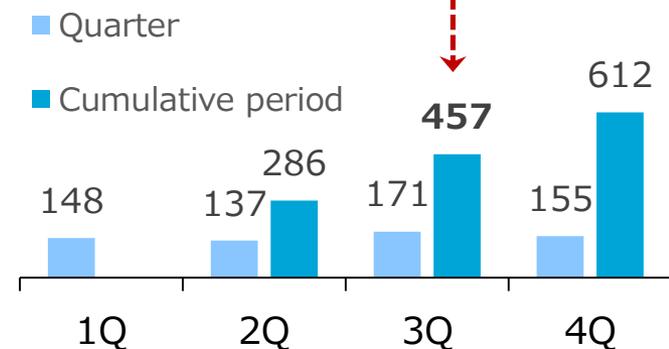
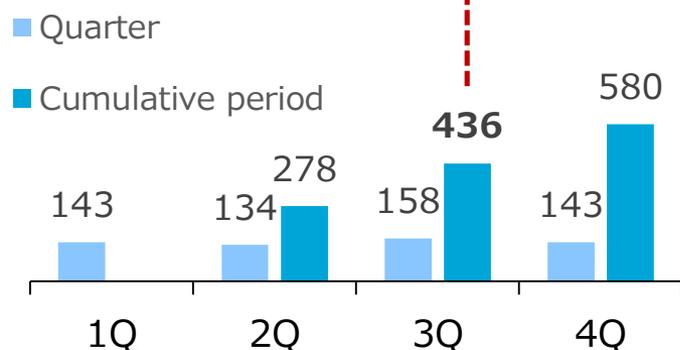
■ With optional application of IFRS started in the end of FY2019, figures for FY2019 have been replaced with IFRS-based figures.

■ Major impacts of the change of the standard in the 3Q by region are as follows:

(100 million yen)

**FY2019 (JGAAP) 580**

**FY2019 (IFRS) 612**



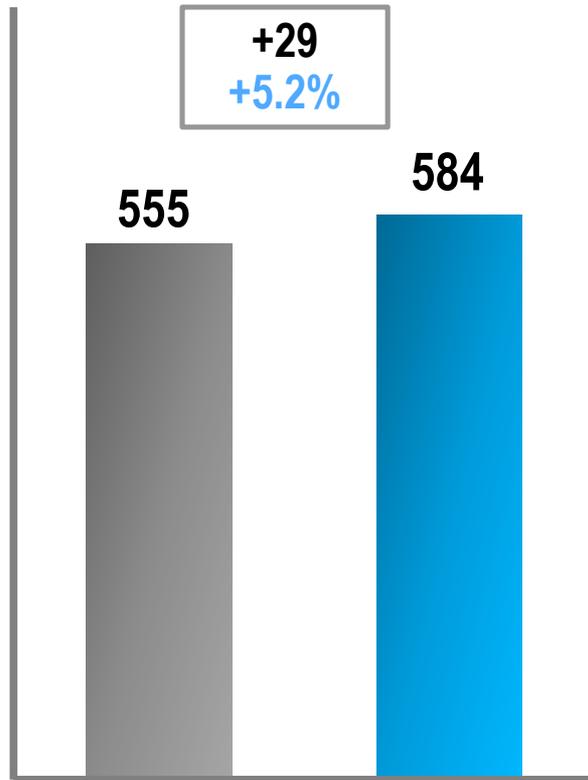
(100 million yen)

Region	JGAAP	IFRS	Change	Remarks
Japan	38	55	16	Goodwill non-depreciation, proforma standard, retirement benefits, etc.
The Americas	162	162	0	Accounting items reclassification of non-operating profit or loss
Asia & Oceania	179	187	7	One-off recording of dies, change in depreciation method, etc.
Europe & Africa	56	52	- 3	Change in durable years
<b>Total</b>	<b>436</b>	<b>457</b>	<b>20</b>	

# 1-3) 3rd Quarter FY2020 Financial Results Unit Production by Region

## Total

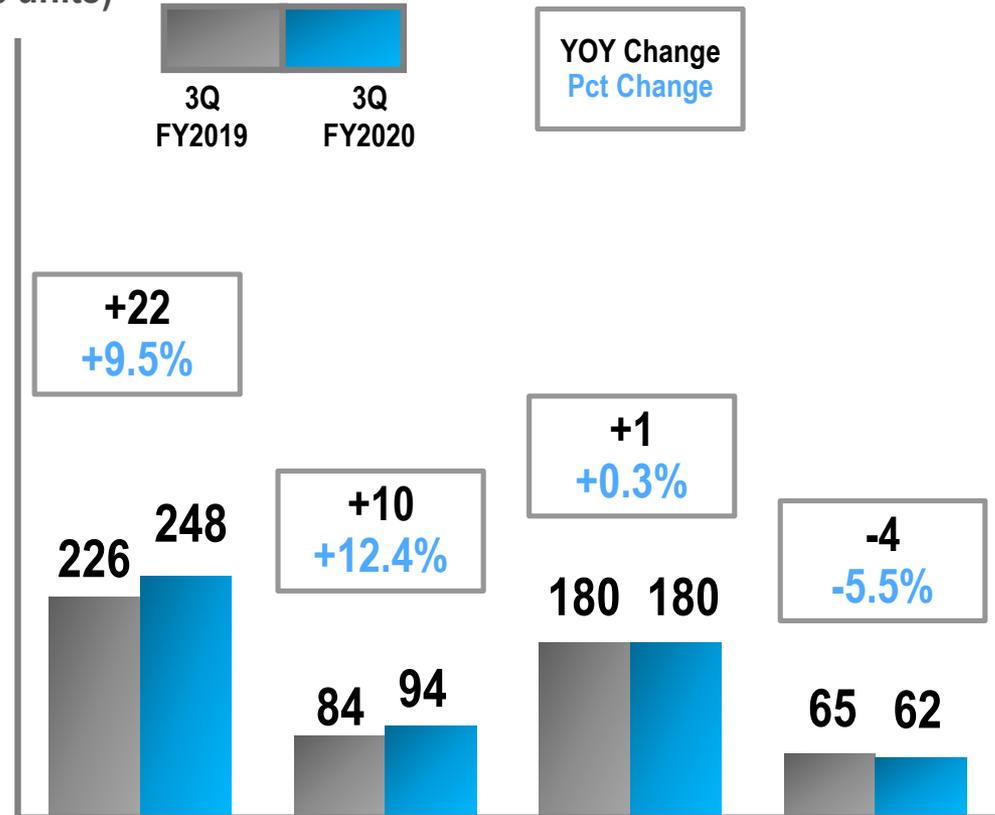
(10,000 units)



3Q FY2019 3Q FY2020

## By Region

(10,000 units)



Japan

The Americas

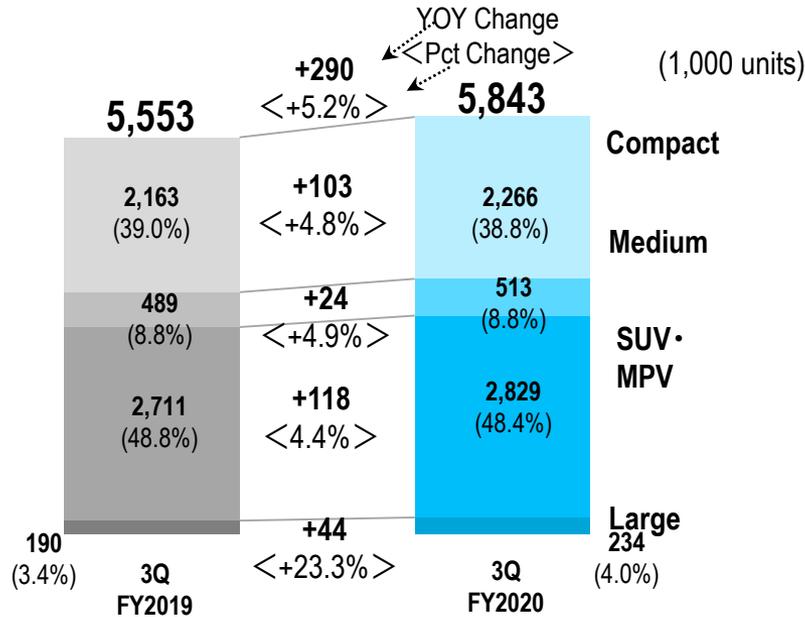
Asia & Oceania

Europe & Africa

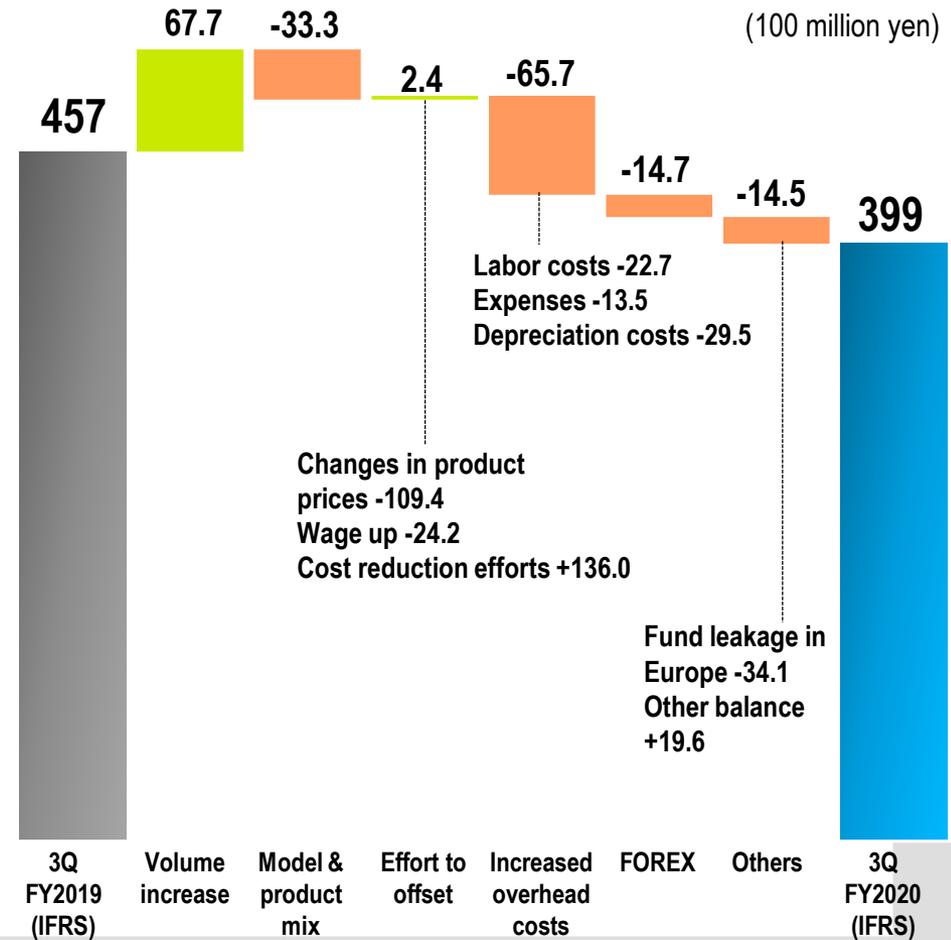
# 1-4) 3rd Quarter FY2020 Financial Results Consolidated Revenue & Operating Profit

Despite volume increase, profit decreased due to model mix change and increased overhead costs for the future, as well as the impact of the fund leakage incident in Europe.

## Volume & Model mix



## Operating Profit Variance Analysis



## Profit & Loss

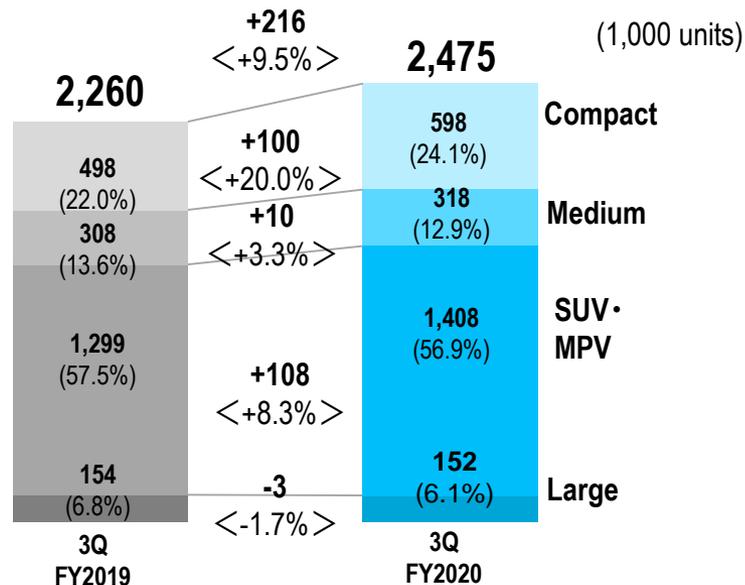
(100 million yen)

	3Q FY19	3Q FY20	Change
Revenue	10,510	10,581	71
Operating profit	457	399	-57
Operating profit ratio	4.4%	3.8%	—

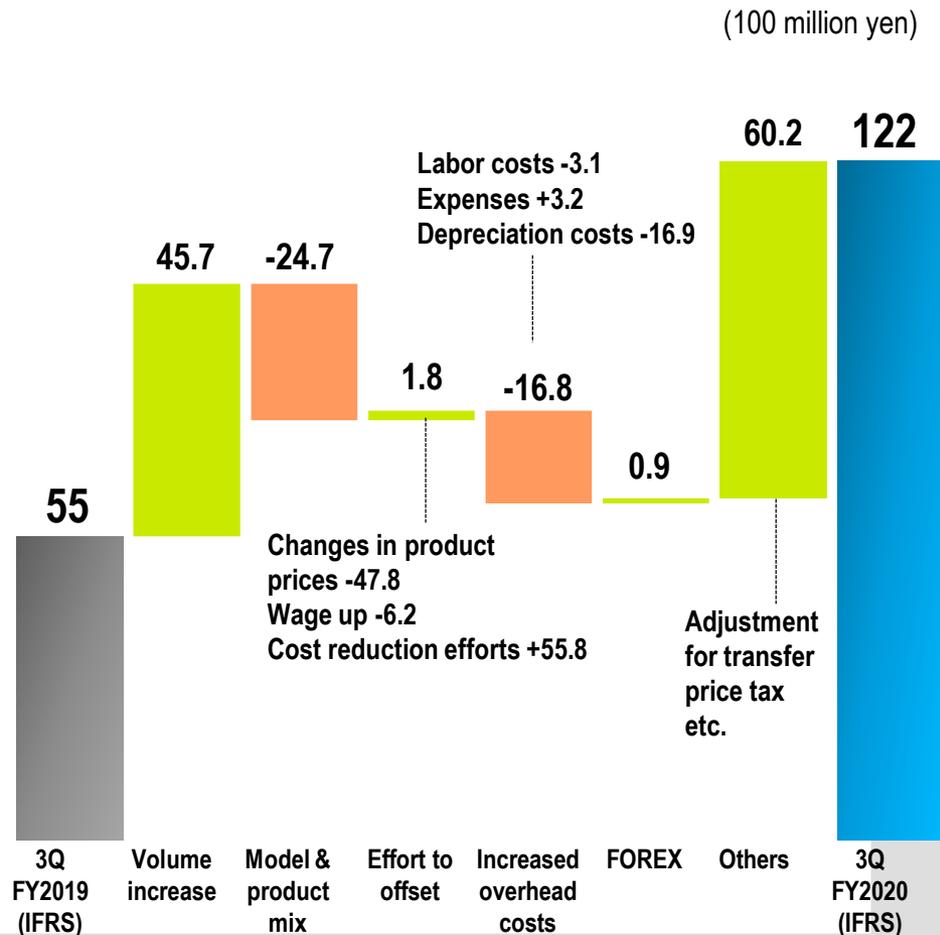
# 1-4) 3rd Quarter FY2020 Financial Results Japan Revenue & Operating Profit

Higher profit due to volume increase, in addition to influence of adjustment for transfer price tax last year in spite of increased expenses and other negative factors

## Volume & Model mix



## Operating Profit Variance Analysis



## Profit & Loss

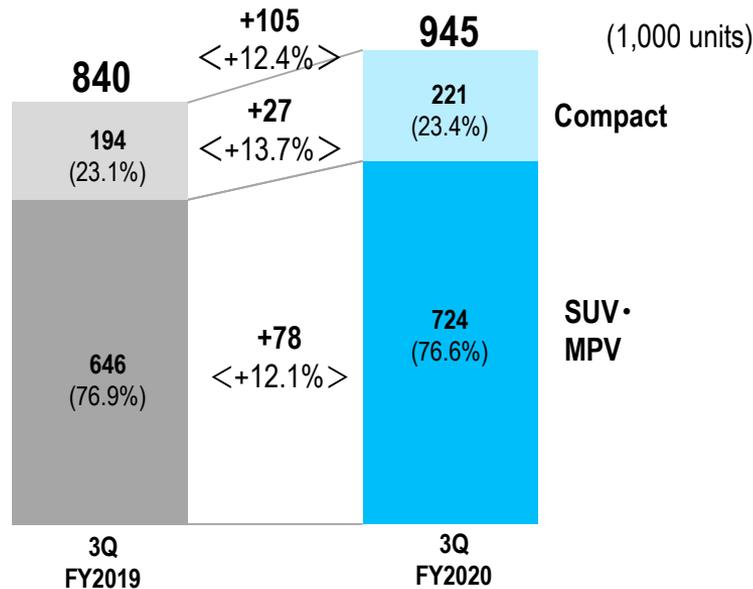
(100 million yen)

	3Q FY19	3Q FY20	Change
Revenue	5,861	5,826	-34
Operating profit	55	122	67
Operating profit ratio	0.9%	2.1%	—

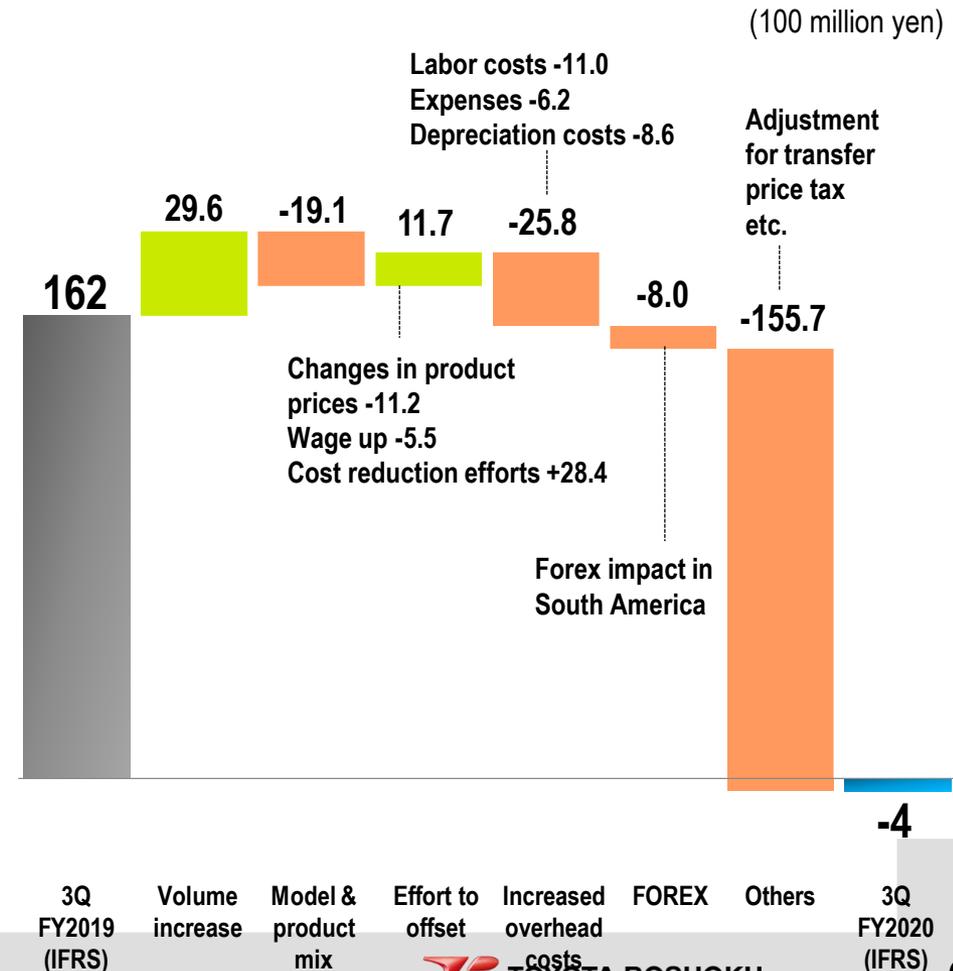
# 1-4) 3rd Quarter FY2020 Financial Results The Americas Revenue & Operating Profit

Lower Profit due to model mix change and higher start-up costs as well as adjustment for transfer price tax last year, despite volume increase in North America

## Volume & Model mix



## Operating Profit Variance Analysis



## Profit & Loss

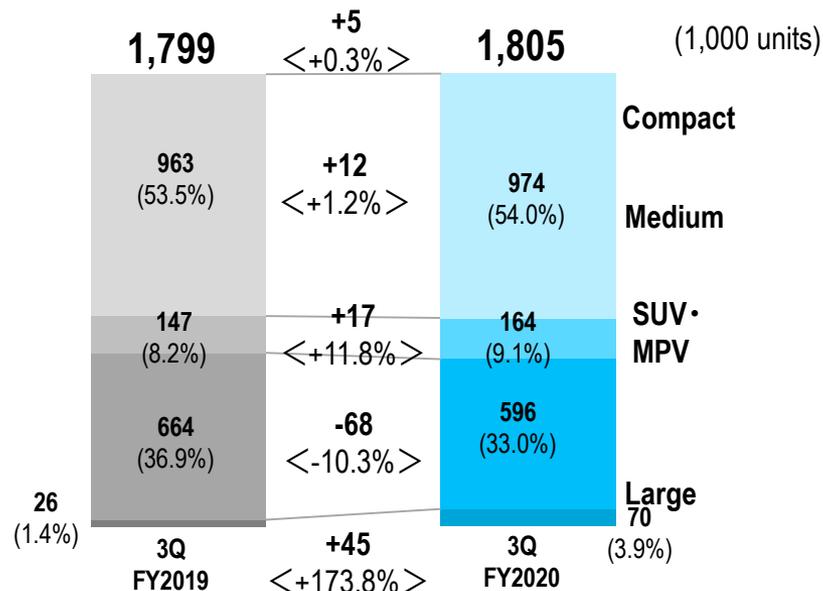
(100 million yen)

	3Q FY19	3Q FY20	Change
Revenue	2,016	2,104	88
Operating profit	162	-4	-167
Operating profit ratio	8.1%	-0.2%	—

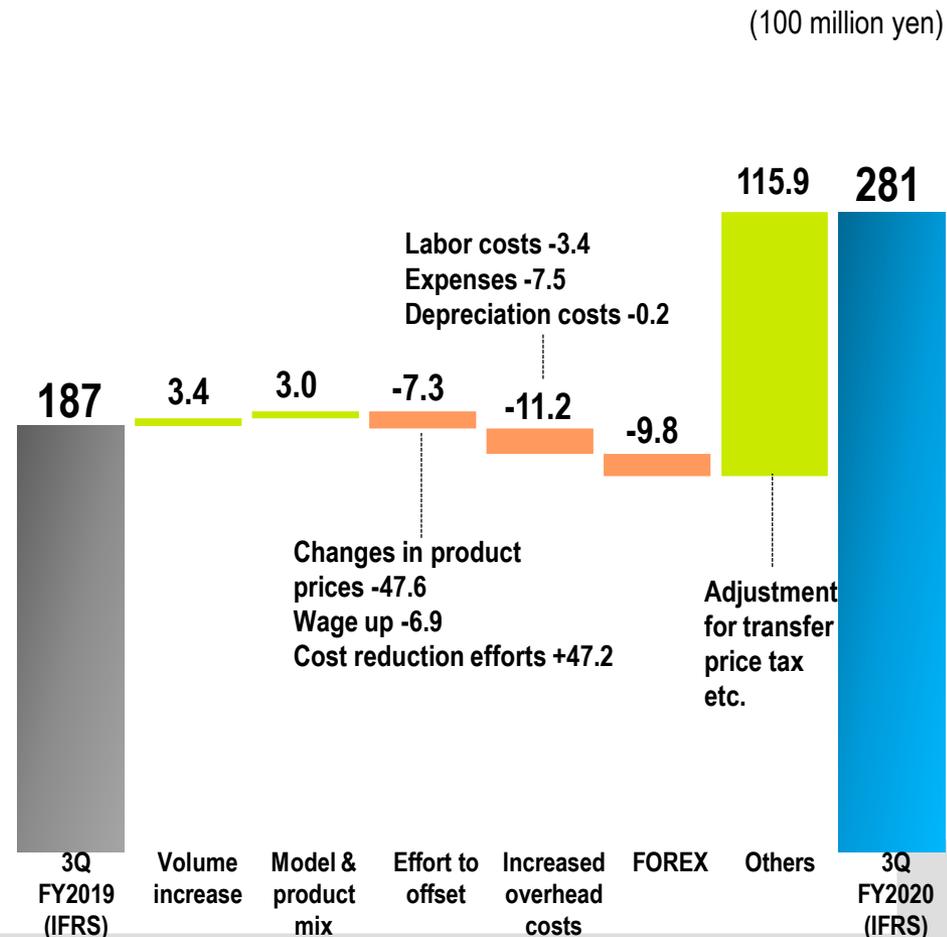
# 1-4) 3rd Quarter FY2020 Financial Results Asia & Oceania Revenue & Operating Profit

Higher Profit due to influence of adjustment for transfer price tax last year, despite changes in product prices, increased expenses, and other negative factors

## Volume & Model mix



## Operating Profit Variance Analysis



## Profit & Loss

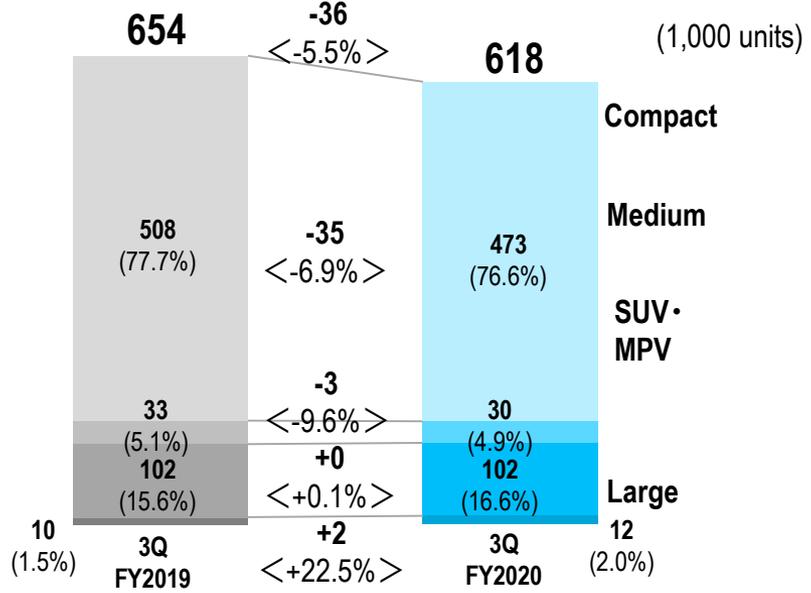
(100 million yen)

	3Q FY19	3Q FY20	Change
Revenue	2,689	2,695	5
Operating profit	187	281	94
Operating profit ratio	7.0%	10.4%	—

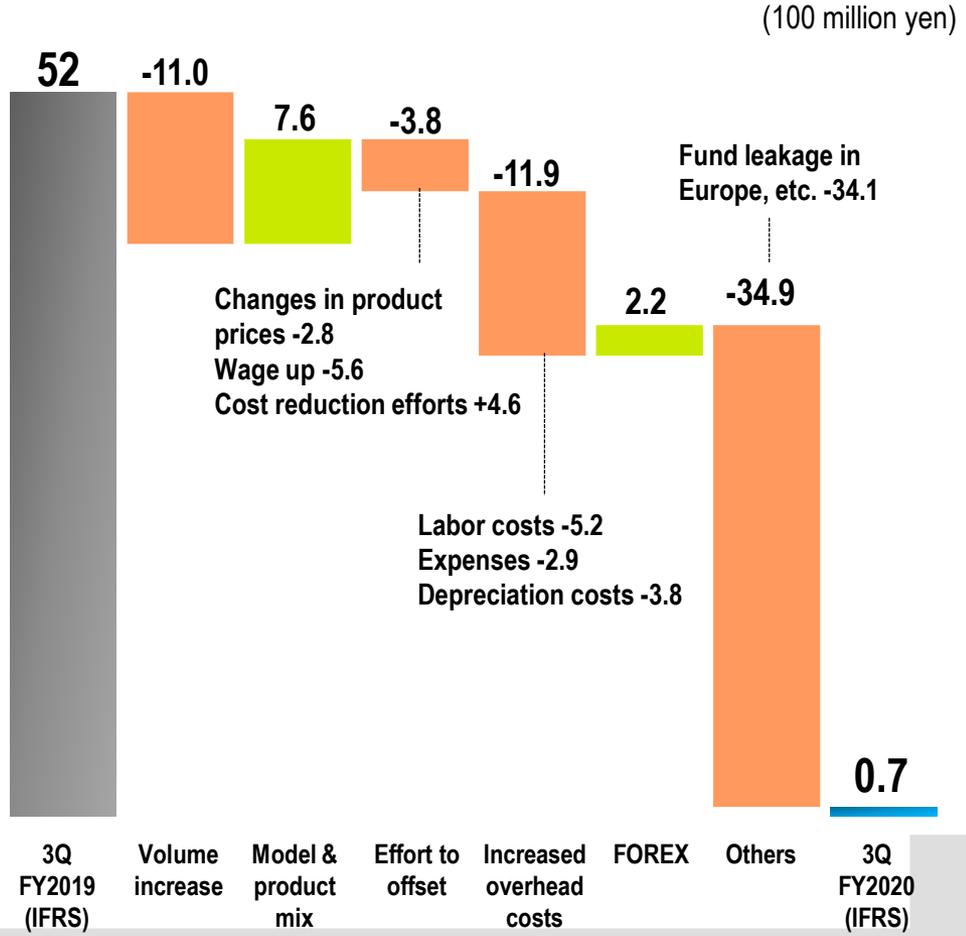
# 1-4) 3rd Quarter FY2020 Financial Results Europe & Africa Revenue & Operating Profit

Lower Profit due to volume decrease and higher start-up costs, as well as impact of the fund leakage incident in Europe

## Volume & Model mix



## Operating Profit Variance Analysis



## Profit & Loss

	3Q FY19	3Q FY20	Change
Revenue	720	661	-59
Operating profit	52	0.7	-51
Operating profit ratio	7.3%	0.1%	—

# Financial Results

1. 3rd Quarter FY2020 Financial Results

**2. FY2020 Financial Forecasts**

3. Appendix

## 2-1) FY2020 Financial Forecasts

# Overview of Consolidated Financial Forecasts

	[IFRS]		[IFRS]		(100 million yen)		[IFRS]	
	FY2019 results		FY2020 forecasts (Latest)		YOY Change		FY2020 forecasts (2Q announced)	
Revenue	14,173	100.0%	14,000	100.0%	-173	-1.2%	13,900	100.0%
Operating Profit	612	4.3%	530	3.8%	-82	-13.5%	500	3.6%
Profit before income taxes	614	4.3%	540	3.9%	-74	-12.2%	510	3.7%
Profit*	274	1.9%	250	1.8%	-24	-9.0%	250	1.8%
* Profit Attributable to Owners of Parent								
Earnings per share	147.85 yen		134.02 yen		-13.83 yen		134.02 yen	
Exchange Rate	USD	111 yen	108 yen	-3 yen (strong yen)		107 yen		
	EUR	128 yen	121 yen	-7 yen (strong yen)		118 yen		

### Comparison with last year

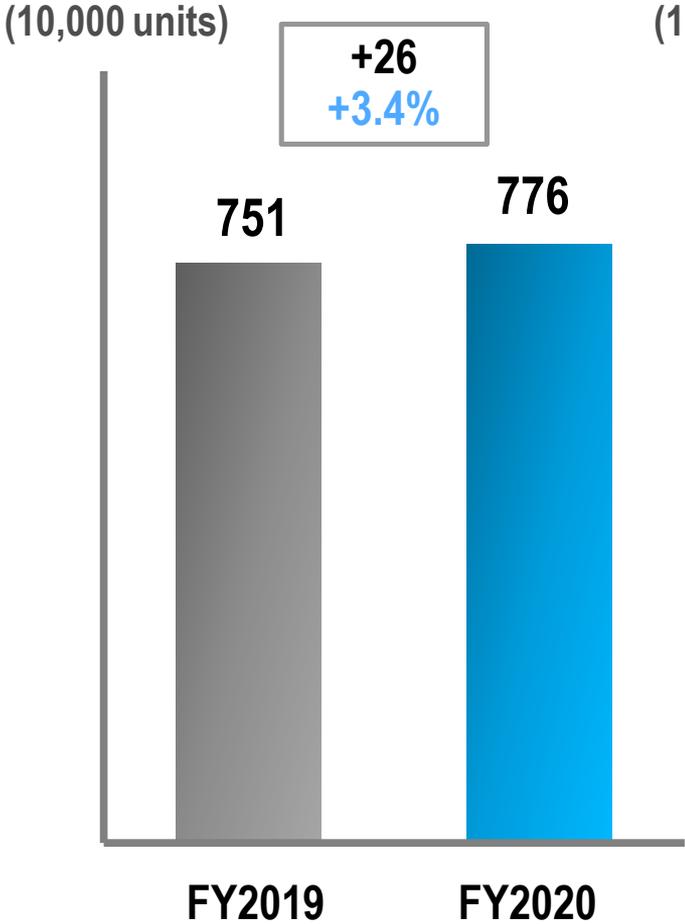
- Lower revenue due to Forex impact, etc. in spite of volume increase in Japan and the Americas
- Lower profit due to increased expenses as well as impact of the fund leakage incident in Europe despite volume increase

### Comparison with 2Q announced forecasts

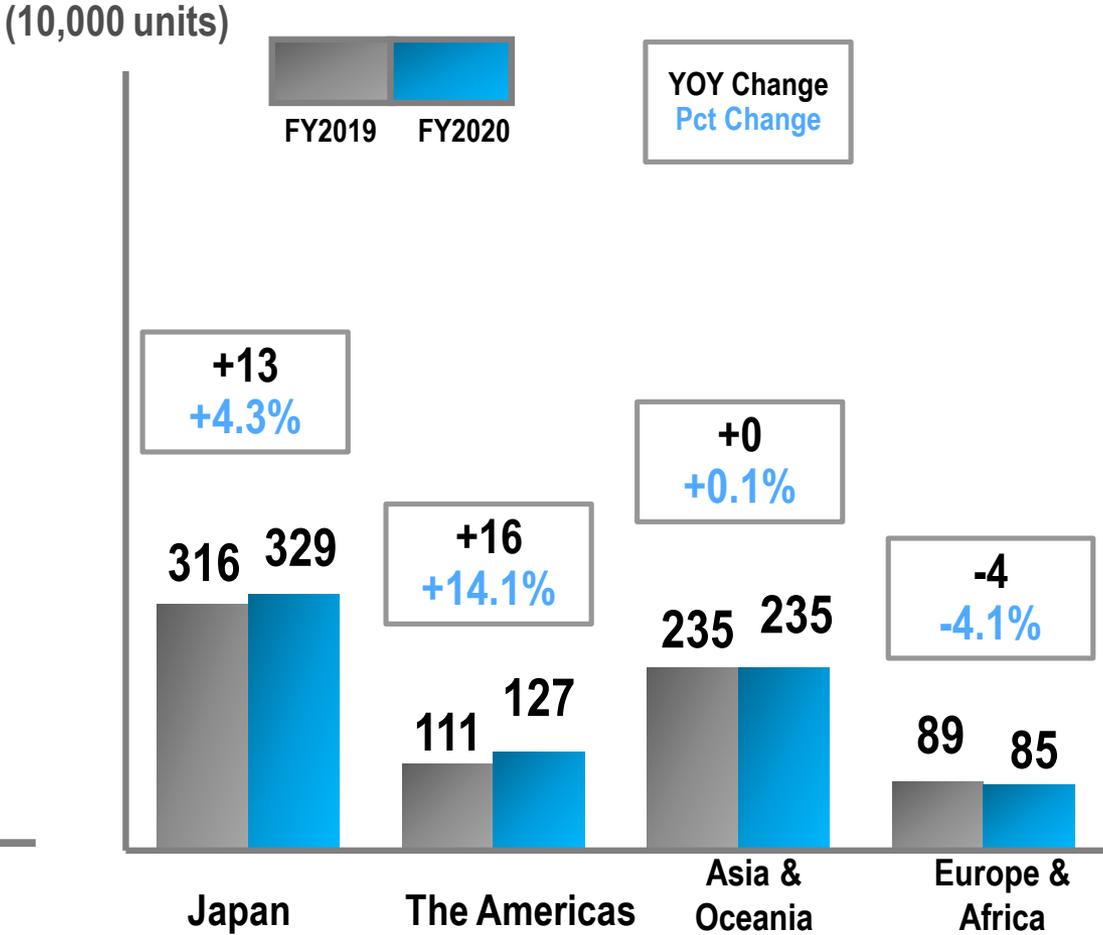
- Taking into account the recent performance and exchange rates, forecasts for revenue and operating profit, profit before income taxes have been revised upward.
- Operating Profit revisions: Japan +10 Asia & Oceania +20

# 2-2) FY2020 Financial Forecasts Seat Assembly Production by Region

## Total



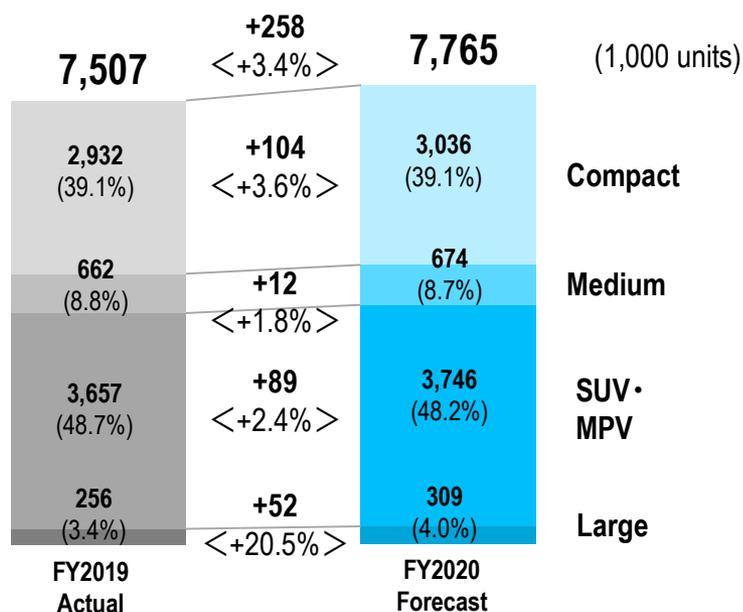
## By Region



## 2-3) FY2020 Financial Forecasts Consolidated Revenue & Operating Profit

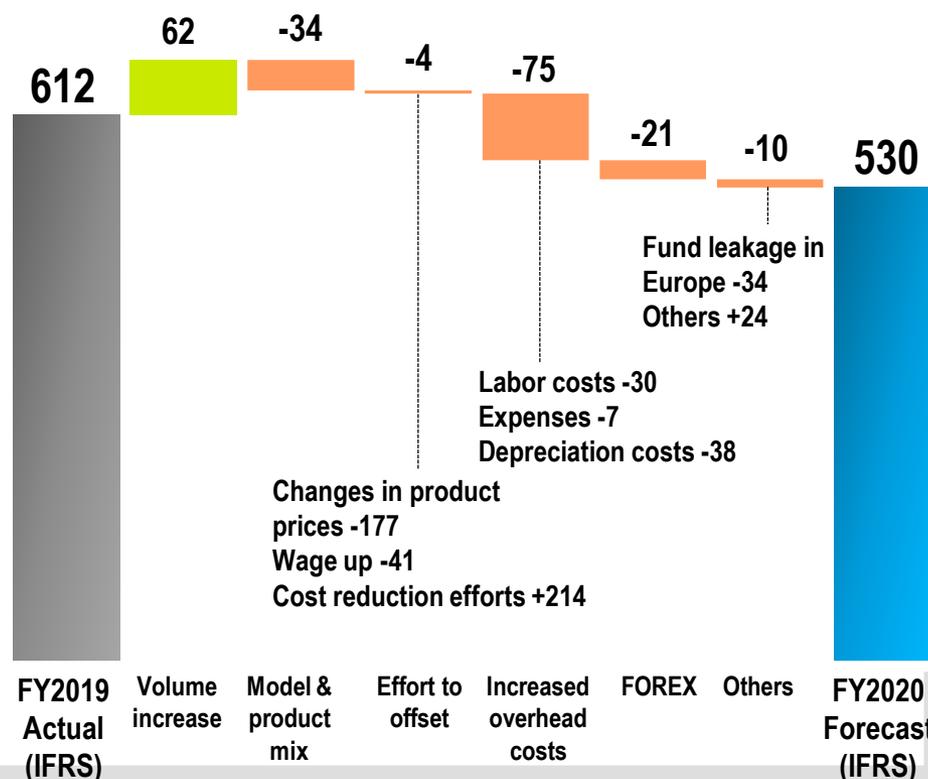
Lower profit due to product and model mix change and increased overhead costs for the future, as well as impact of the fund leakage incident in Europe, in spite of volume increase mainly in Japan and North America

### Volume & Model mix



### Operating Profit Variance Analysis

(100 million yen)



### Profit & Loss

(100 million yen)

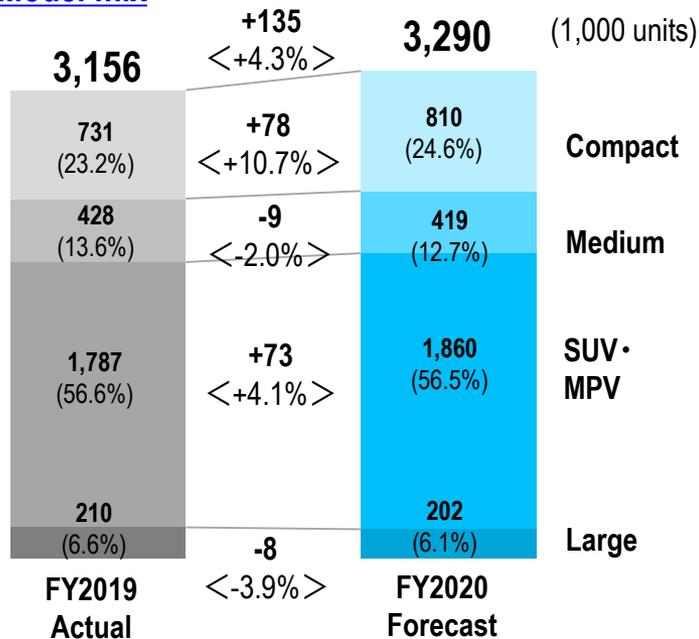
	FY19 Actual	FY20 Forecasts	Change
Revenue	14,173	14,000	-173
Operating profit	612	530	-82
Operating profit ratio	4.3%	3.8%	—

# 2-4) FY2020 Financial Forecasts Revenue & Operating Profit by Region

## Japan

Higher profit due to volume increase and impact of adjustment for transfer price tax last year in spite of product price change and overhead costs increase

### Volume & Model mix



### Profit & Loss

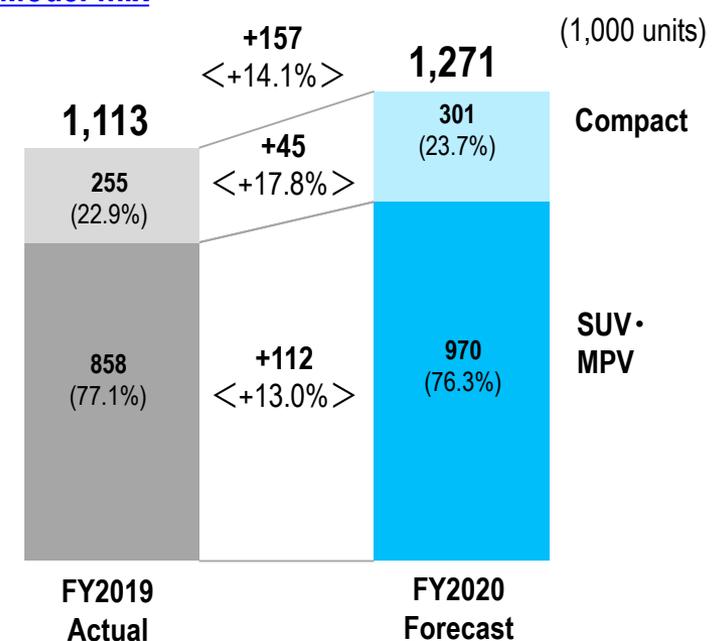
(100 million yen)

	FY19 Actual	FY20 Forecasts	Change
Revenue	7,999	7,700	-299
Operating profit	65	130	64
Operating profit ratio	0.8%	1.7%	—

## The Americas

Lower profit due to product and model mix change, start-up costs increase, and impact of adjustment for transfer price tax last year in spite of volume increase

### Volume & Model mix



### Profit & Loss

(100 million yen)

	FY19 Actual	FY20 Forecasts	Change
Revenue	2,668	2,900	231
Operating profit	208	30	-178
Operating profit ratio	7.8%	1.0%	—

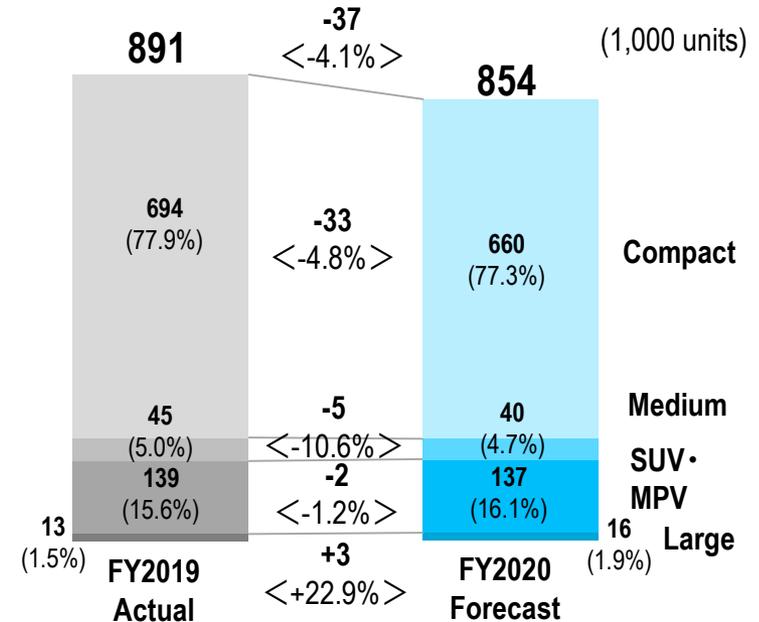
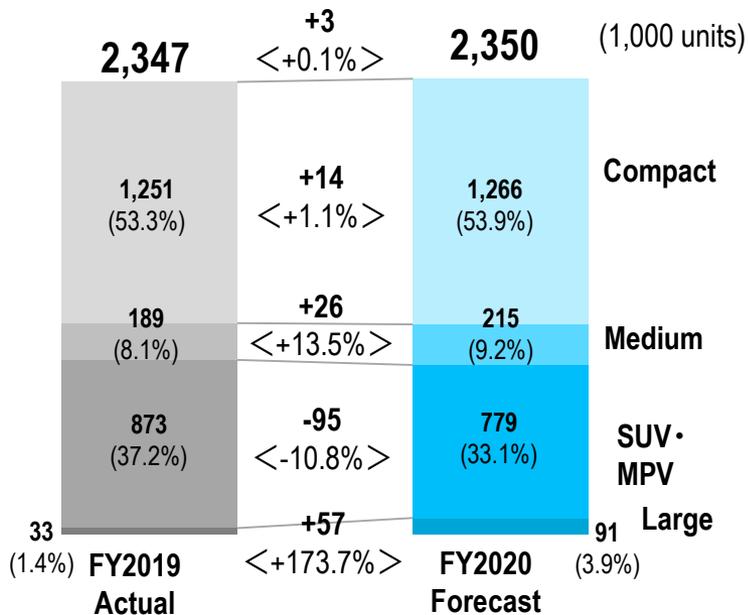
# 2-4) FY2020 Financial Forecasts Revenue & Operating Profit by Region

## Asia & Oceania

Higher profit due to impact of adjustment for transfer price tax last year in spite of product and model mix change and changes in product prices

## Europe & Africa

Lower profit due to volume decrease and higher strat-up costs as well as impact of the fund leakage incident in Europe



### Profit & Loss

(100 million yen)

	FY19 Actual	FY20 Forecasts	Change
Revenue	3,528	3,500	-28
Operating profit	262	350	87
Operating profit ratio	7.4%	10.0%	—

### Profit & Loss

(100 million yen)

	FY19 Actual	FY20 Forecasts	Change
Revenue	992	900	-92
Operating profit	76	20	-56
Operating profit ratio	7.7%	2.2%	—

## 2-5) FY2020 Financial Forecasts by Half Year

### Revenue

(100 million yen)

	FY2020		
	1st Half (actual)	2nd Half	Full Year
Japan	3,980	3,719	7,700
The Americas	1,450	1,449	2,900
Asia & Oceania	1,766	1,733	3,500
Europe & Africa	426	473	900
<b>Consolidated Total</b>	<b>7,147</b>	<b>6,852</b>	<b>14,000</b>

### Operating Profit

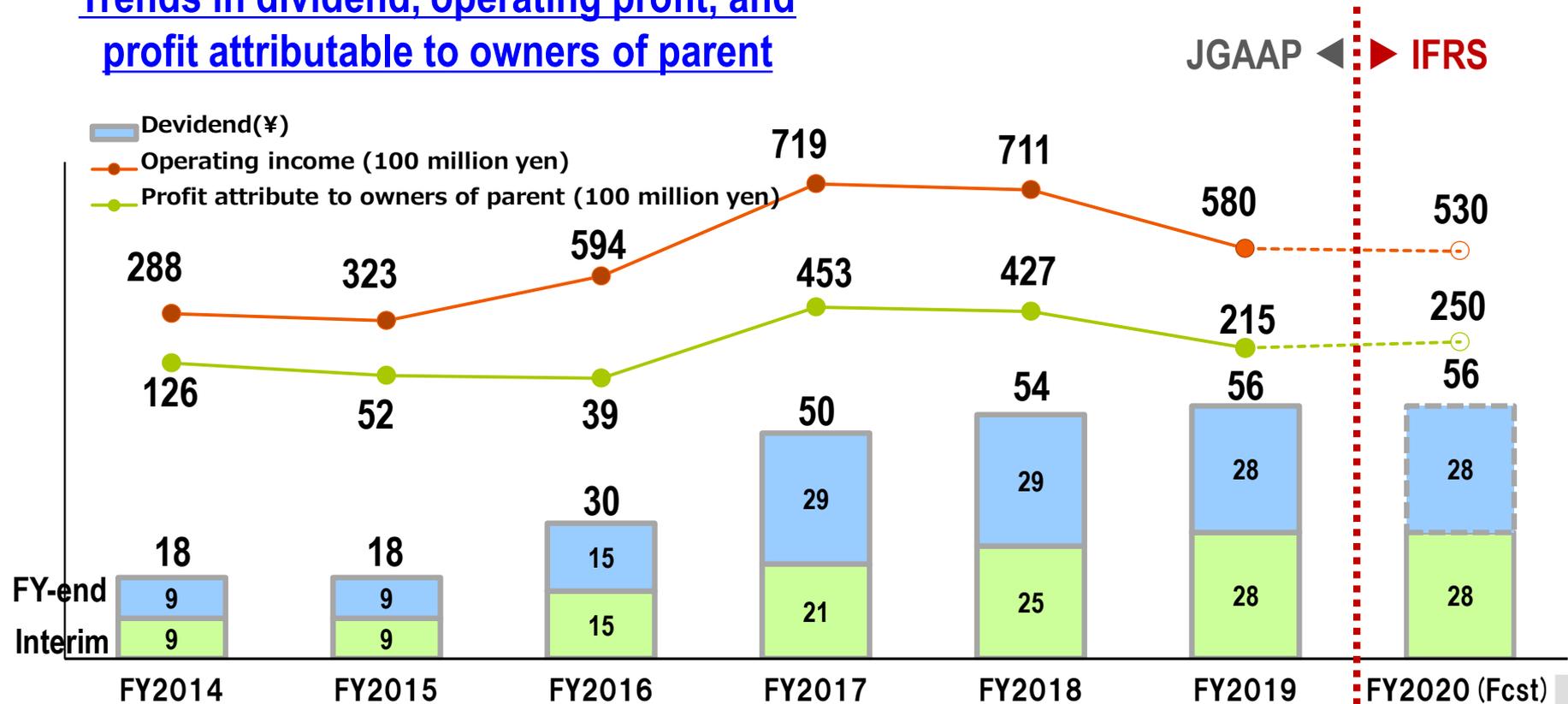
(100 million yen)

	FY2020					
	1st Half (actual)		2nd Half		Full Year	
Japan	101	2.6%	28	0.8%	130	1.7%
The Americas	10	0.7%	19	1.3%	30	1.0%
Asia & Oceania	167	9.5%	182	10.5%	350	10.0%
Europe & Africa	-14	-3.5%	34	7.4%	20	2.2%
<b>Consolidated Total</b>	<b>265</b>	<b>3.7%</b>	<b>264</b>	<b>3.9%</b>	<b>530</b>	<b>3.8%</b>

## 2-6) FY2020 Financial Forecasts Returning to Shareholders

- For FY2020, we plan to pay an annual per-share dividend of 56 yen, same as FY2019.
- We keep long-term sustainable dividends, comprehensively taking our consolidated financial results into account.

### Trends in dividend, operating profit, and profit attributable to owners of parent



# Financial Results

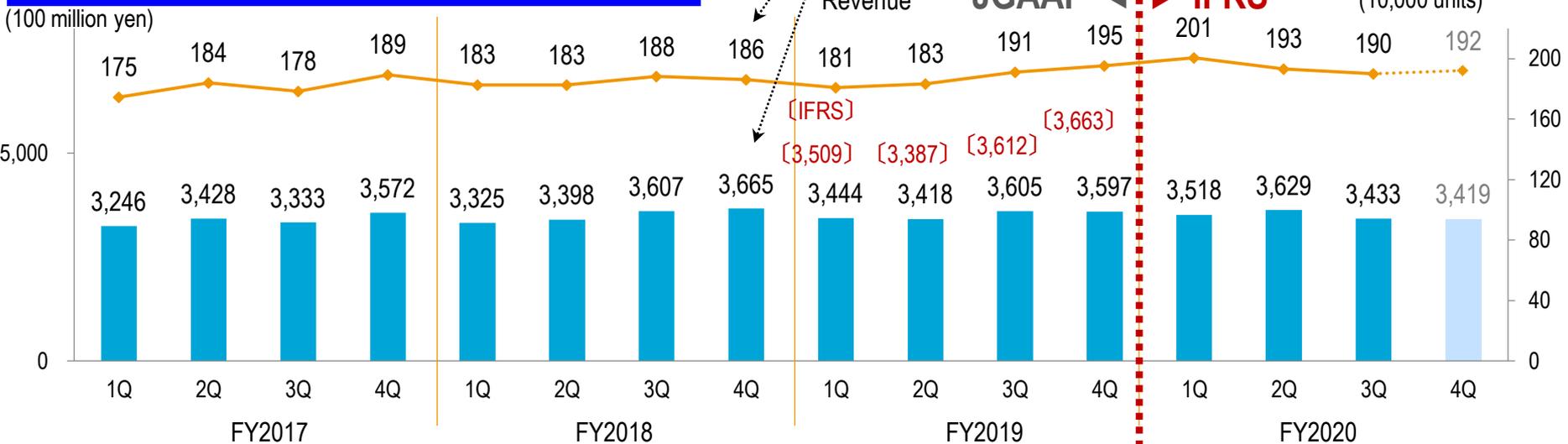
1. 3rd Quarter FY2020 Financial Results

2. FY2020 Financial Forecasts

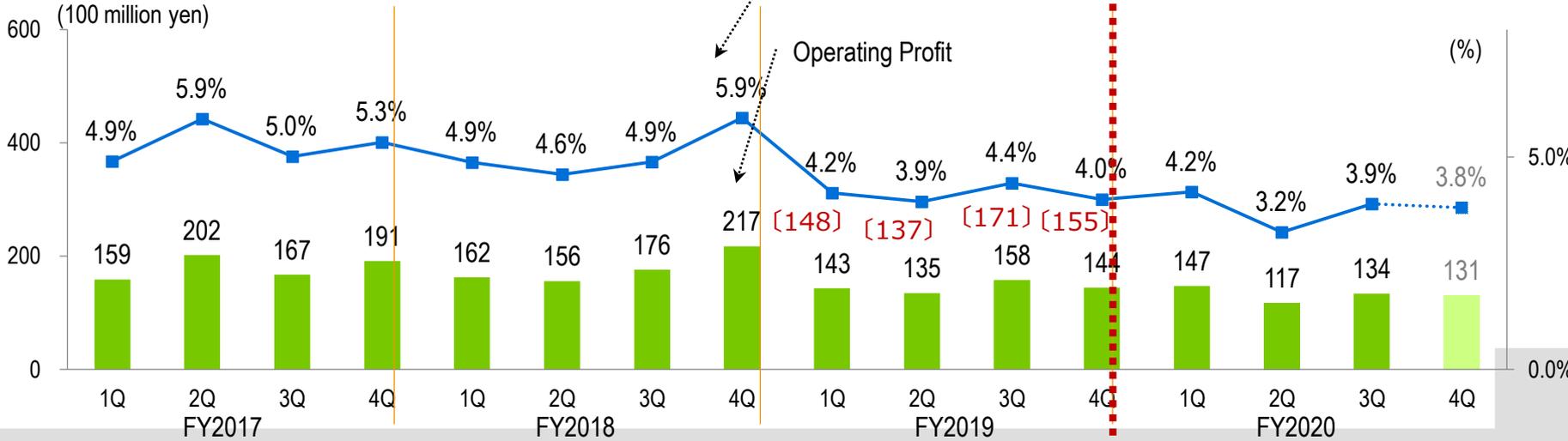
**3. Appendix**

# 3-1) Quarterly Trends: Consolidated volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

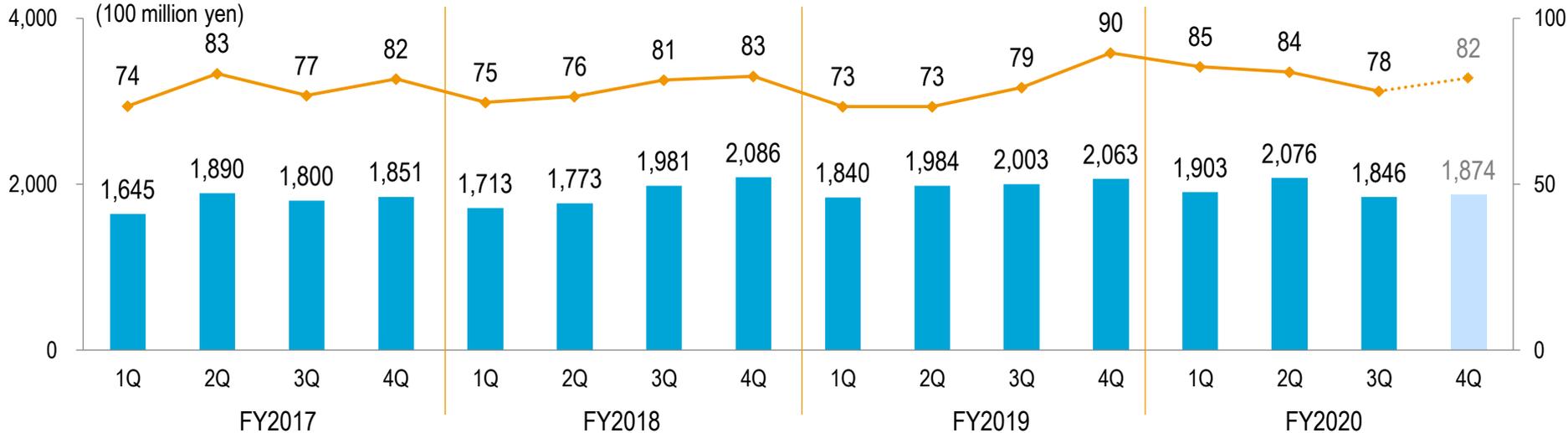


## Operating Profit / Operating Profit Ratio

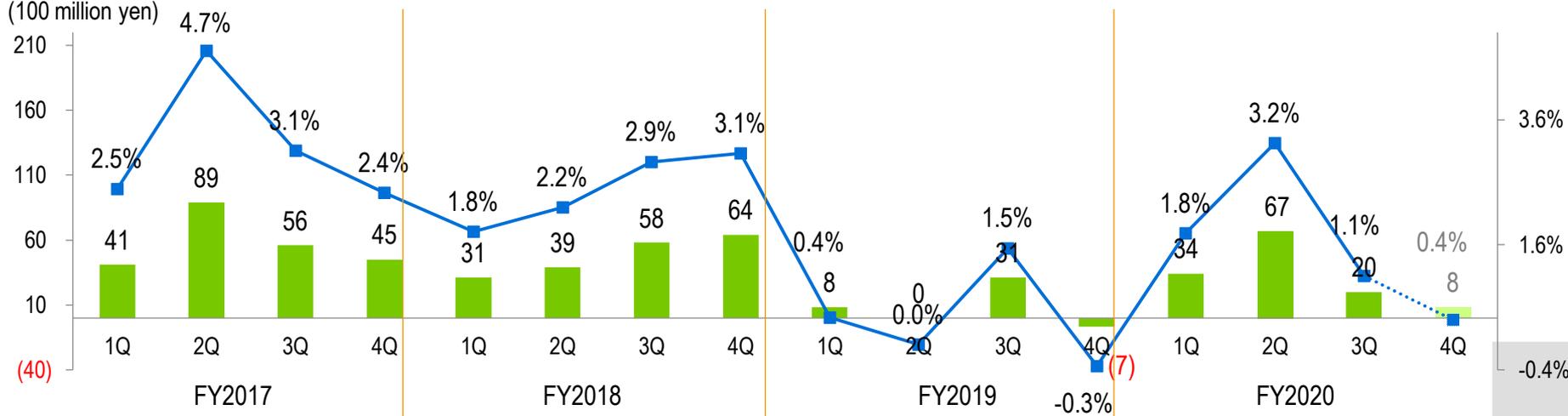


# 3-2) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

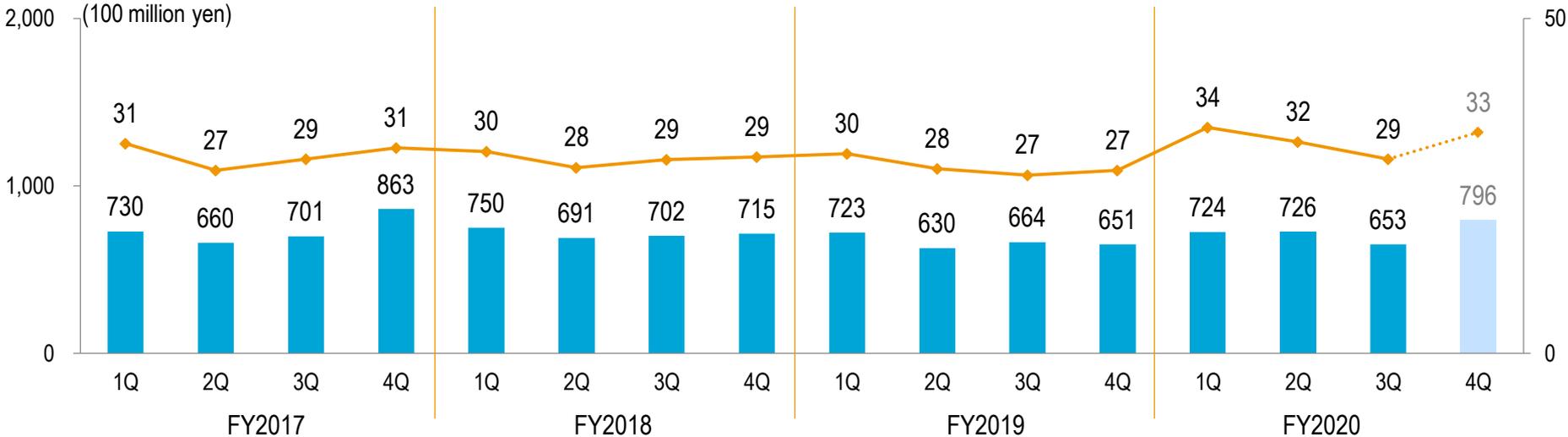


## Operating Profit / Operating Profit Ratio

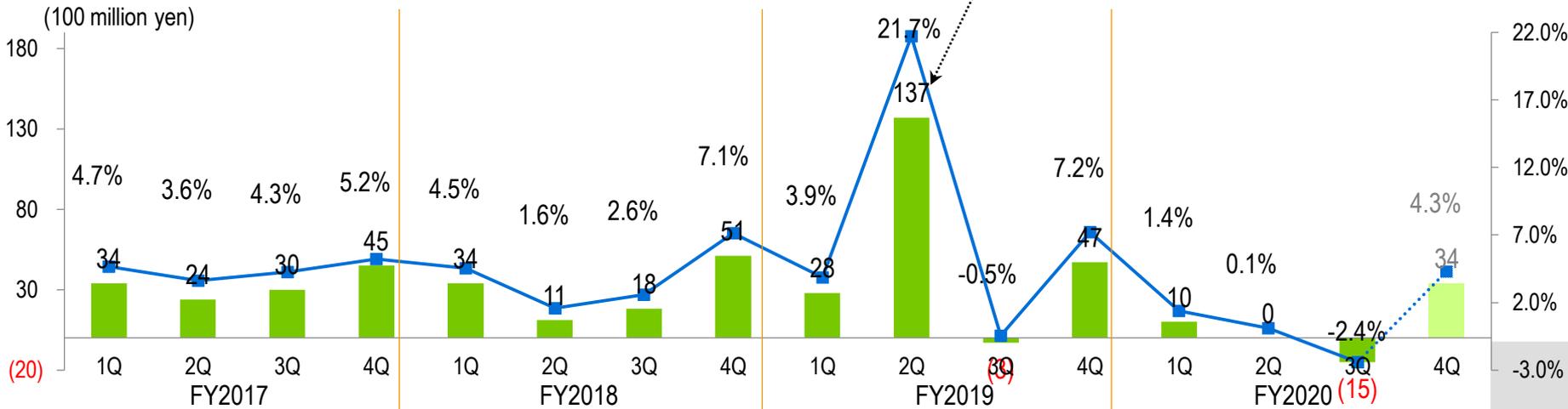


# 3-3) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

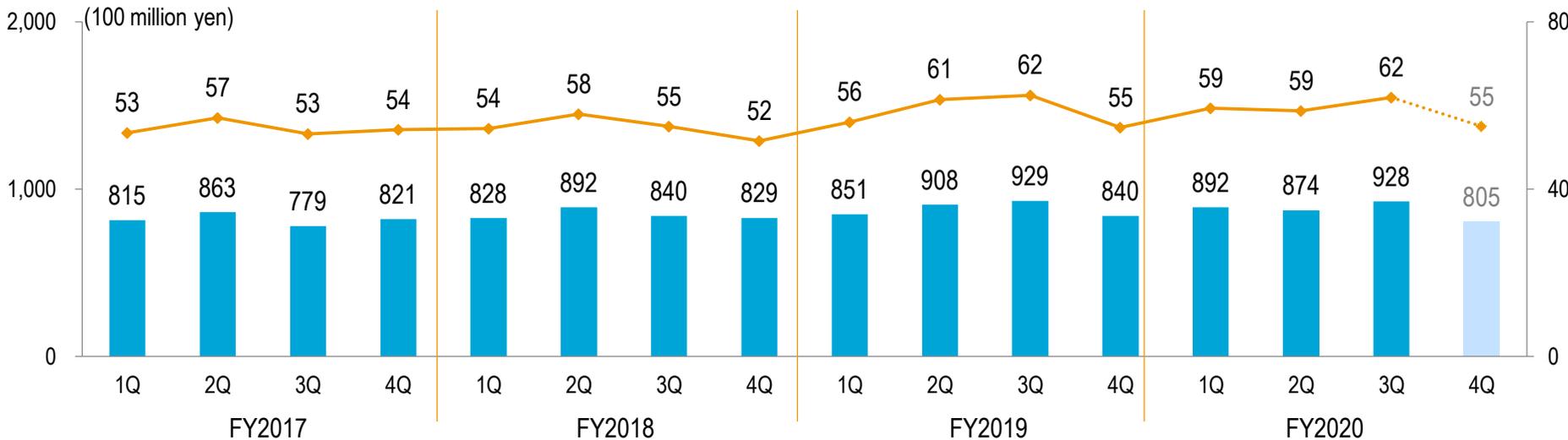


## Operating Profit / Operating Profit Ratio

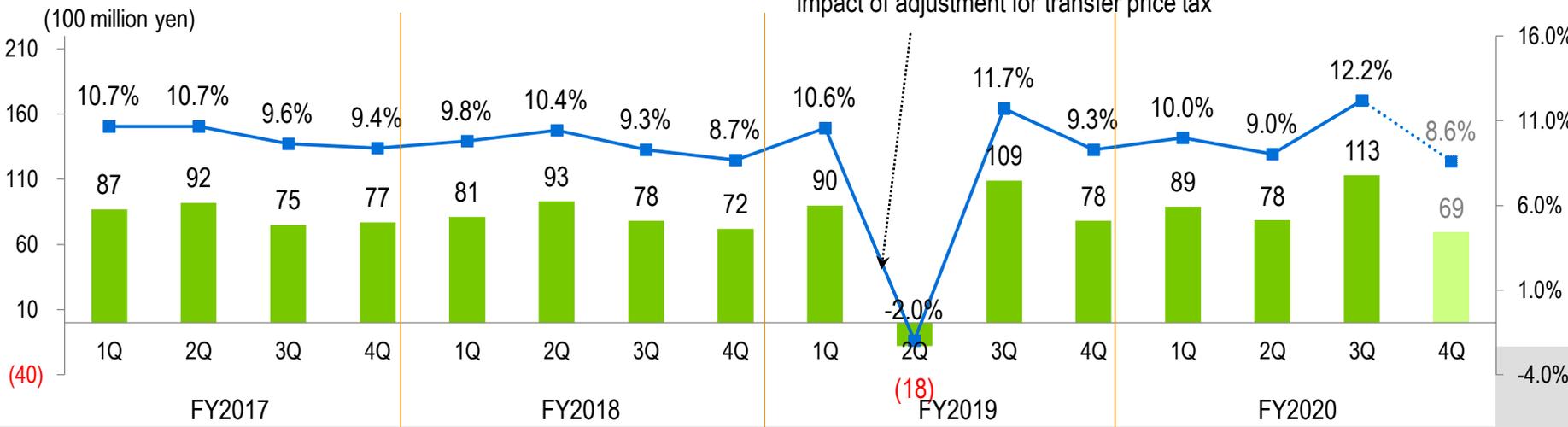


# 3-4) Quarterly Trends: Asia & Oceania volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

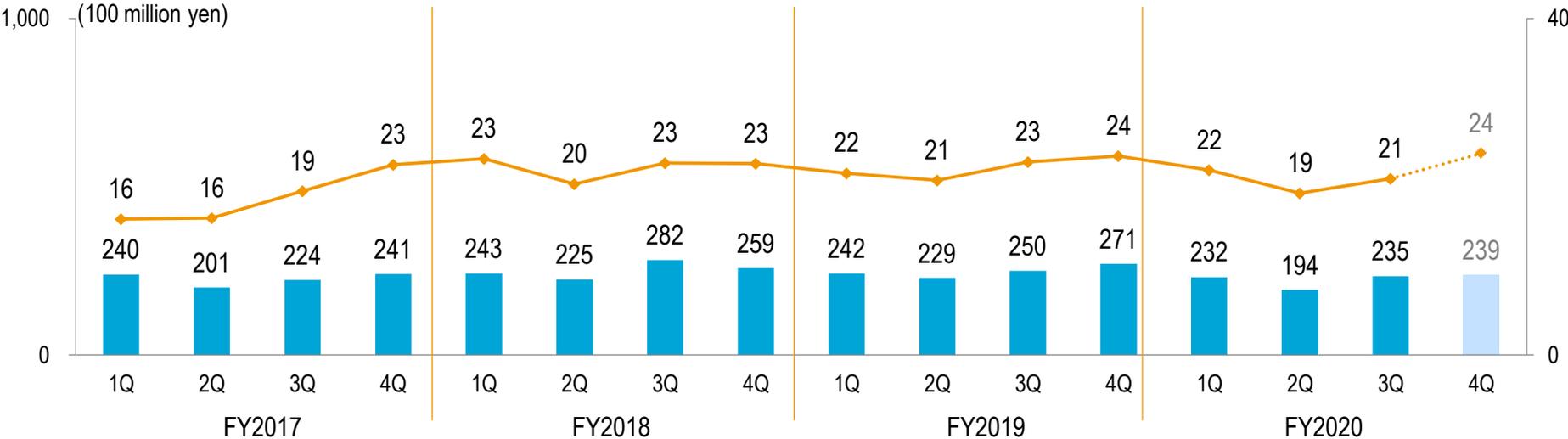


## Operating Profit / Operating Profit Ratio

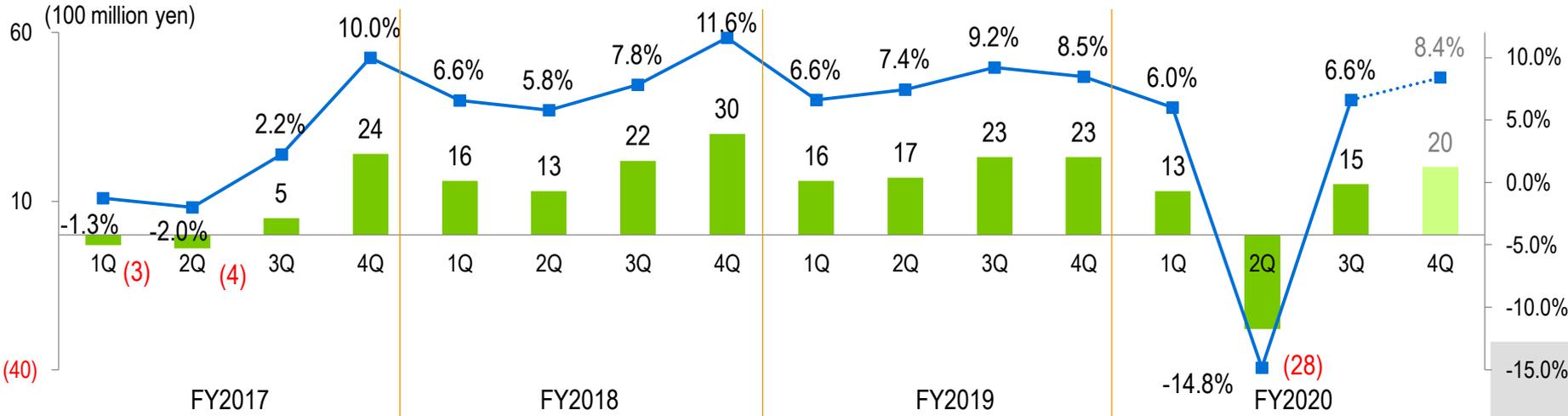


# 3-5) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue



## Operating Profit / Operating Profit Ratio



**Tackle the challenges together to a new century  
Open the door!**



Disclaimer

The forecasts relating to future business performance provided in this report are estimates made by the Company based on the information available at the time of reporting, and therefore involve risks and uncertainties.

Accordingly, actual results may differ from the forecasts due to various factors.