



TSE 1st Section Securities Code 3116

FY2020

Financial Results ended March 31, 2020

Date: May 21, 2020

1-1) FY2020 Annual Financial Results Overview of Consolidated Financial Results

	[IFRS]		[IFRS]		(100 million yen)	
	FY2019 results		FY2020 results		YOY Change	
Revenue	14,173	100.0%	13,726	100.0%	-447	-3.2%
Operating Profit	612	4.3%	477	3.5%	-134	-22.0%
Profit before income taxes	614	4.3%	480	3.5%	-134	-21.8%
Profit*	274	1.9%	247	1.9%	-26	-9.7%

* Profit Attributable to Owners of the Parent

Earnings per share		147.85 yen	132.88 yen	-14.97 yen
Exchange Rate	USD	111 yen	109 yen	-2 yen (strong yen)
	EUR	128 yen	121 yen	-7 yen (strong yen)

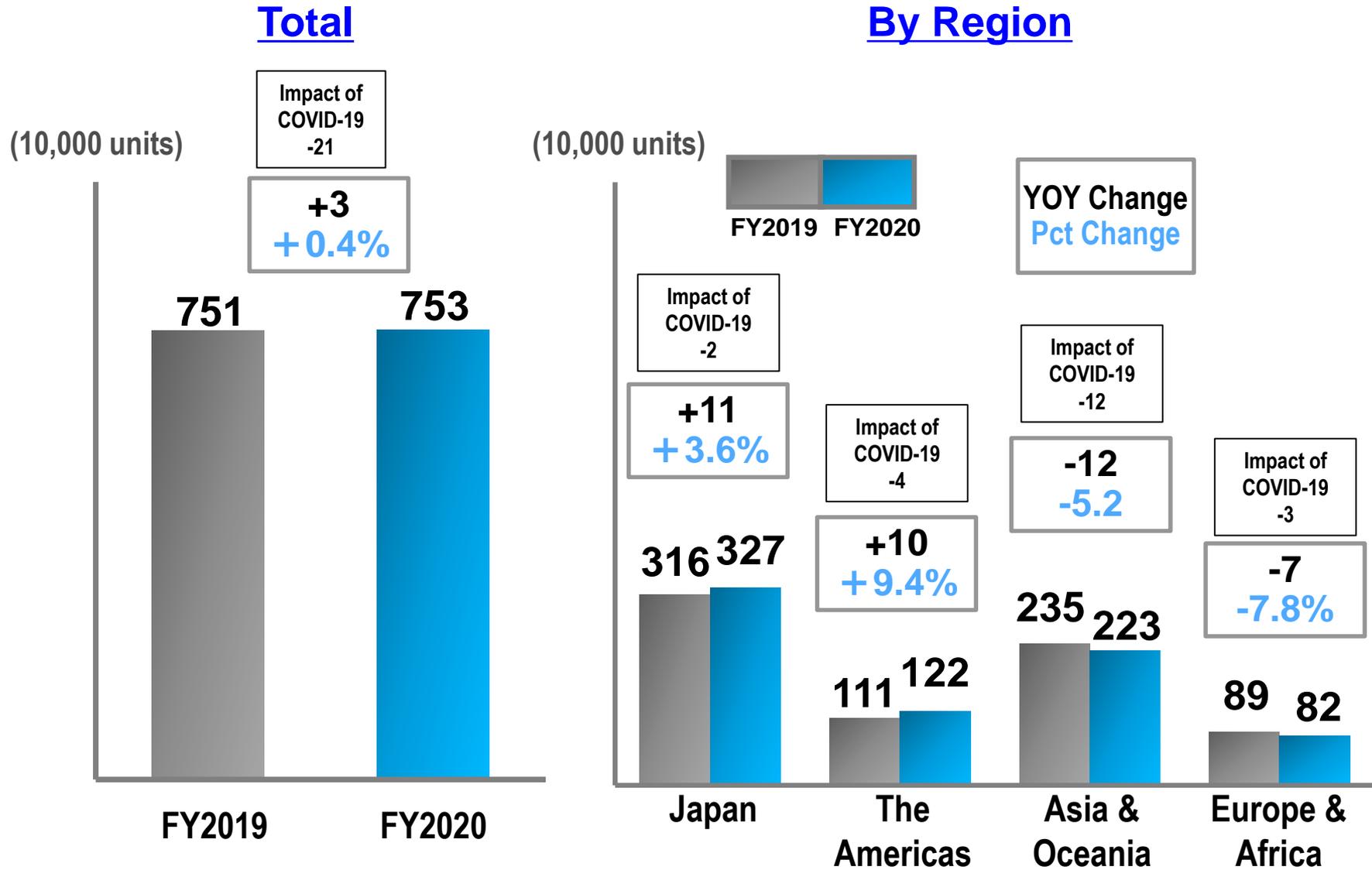
Revenue

- Despite volume increase in Japan and the Americas, sales decreased due to the impact of the COVID-19 pandemic, in addition to model mix change and the foreign exchange impact.

Operating Profit

- Despite volume increase, profit decreased due to the impact of the COVID-19 pandemic, in addition to increased overhead costs and the impact of the fund leakage incident in Europe.

1-2) FY2020 Annual Financial Results **Seat Production by Region**

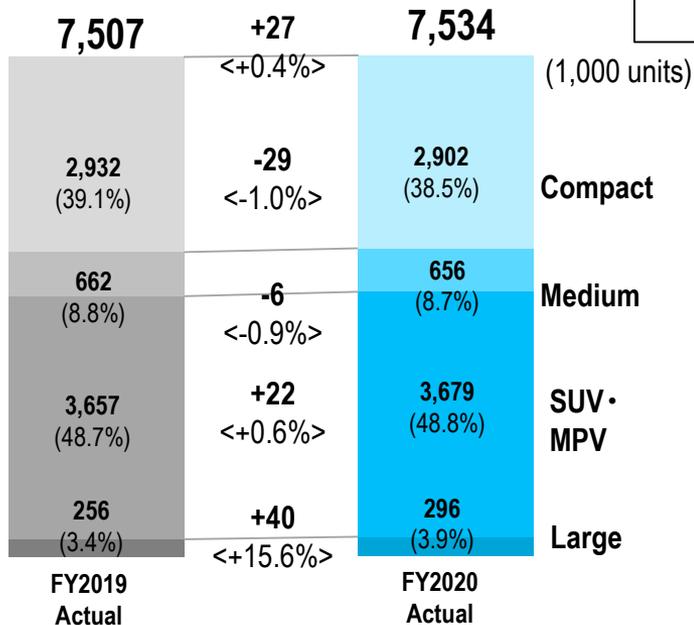


1-3) FY2020 Annual Financial Results Consolidated Revenue & Operating Profit

Except the impact of COVID-19, results were better than the plan in 3Q

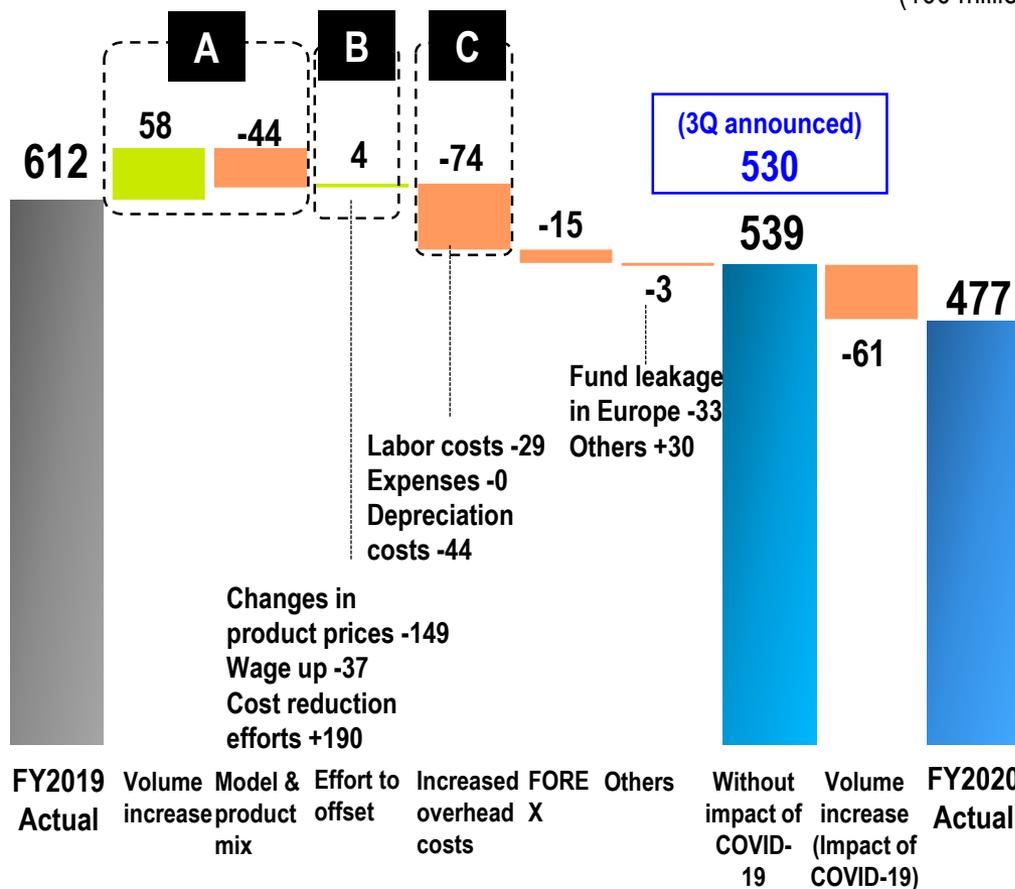
Volume & Model mix

Impact of COVID-19
-211



Operating Profit Variance Analysis

(100 million yen)



Profit & Loss

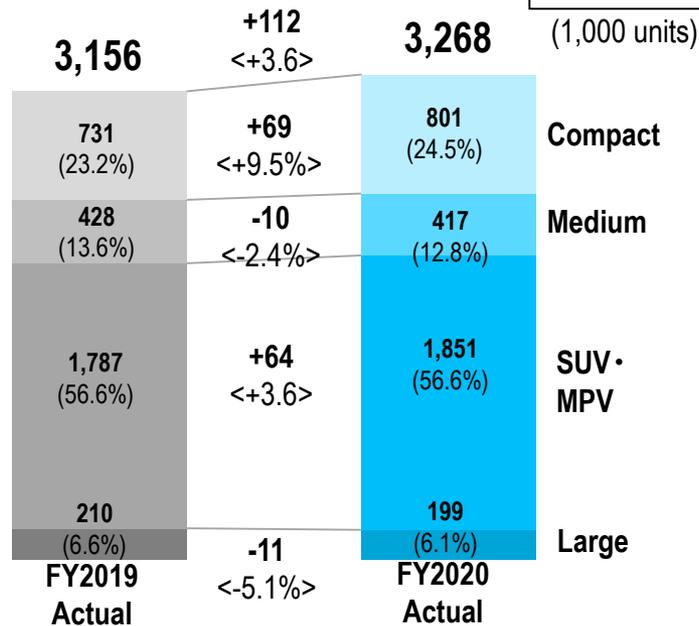
(100 million yen)

	FY2019	FY2020	YOY Change
Revenue	14,173	13,726	-447
Operating profit	612	477	-134
Operating profit ratio	4.3%	3.5%	-

1-4) FY2020 Annual Financial Results Japan Revenue & Operating Profit

Profit increased due to influence of adjustment for transfer price tax last year in addition to volume increase, despite changes in product mix, increased expenses, and other negative factors

Volume & Model mix



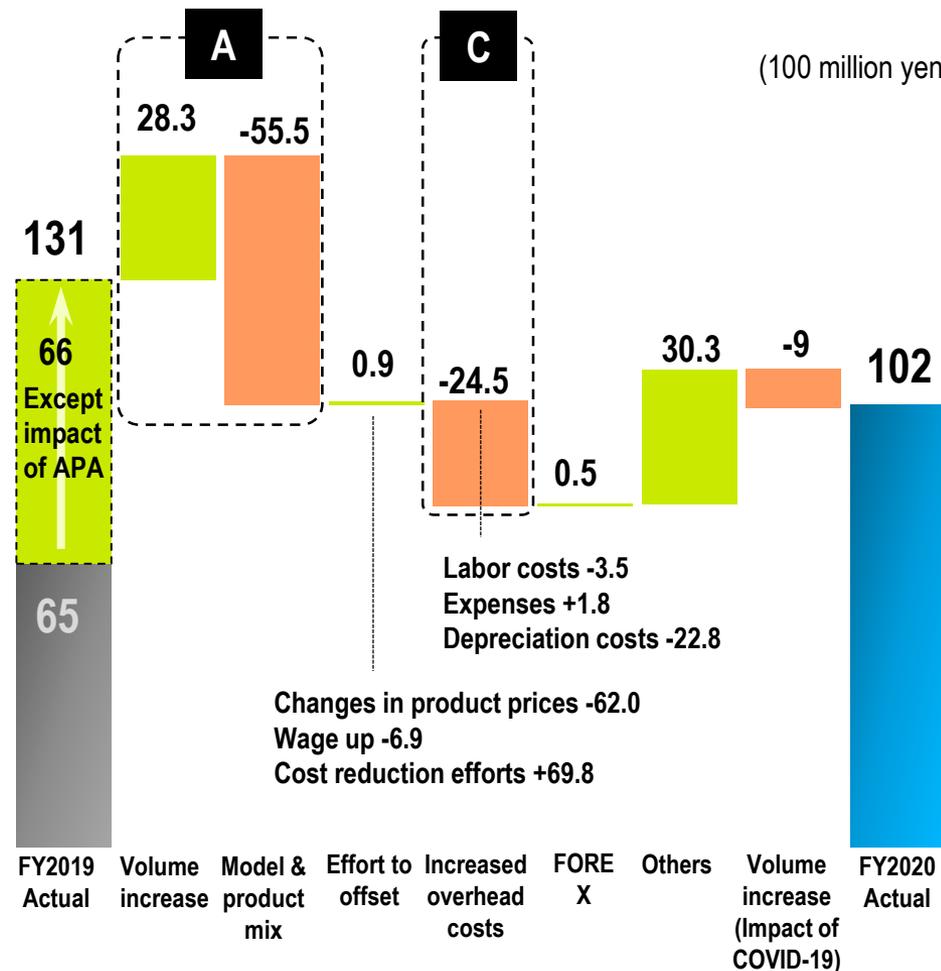
Profit & Loss

(100 million yen)

	FY2019	FY2020	YOY Change
Revenue	7,999	7,683	-315
Operating profit	65	102	36
Operating profit ratio	0.8%	1.3%	—

Operating Profit Variance Analysis

(100 million yen)

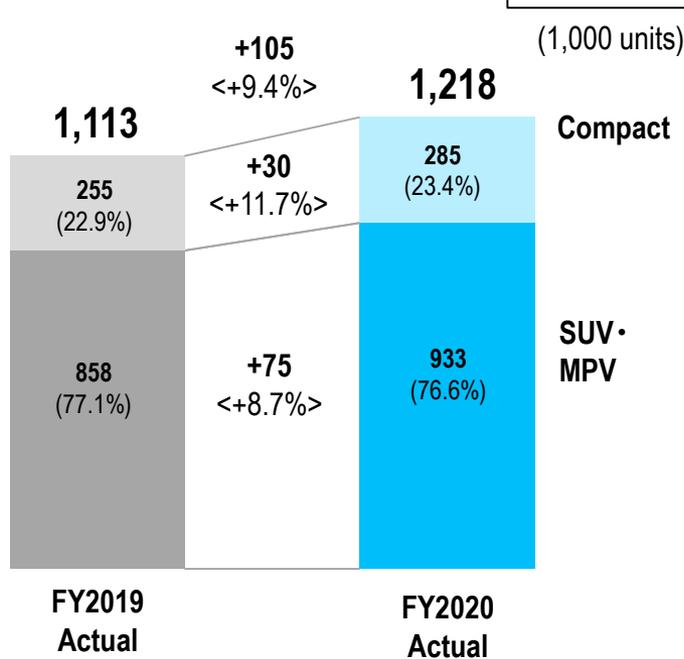


1-4) FY2020 Annual Financial Results The Americas Revenue & Operating Profit

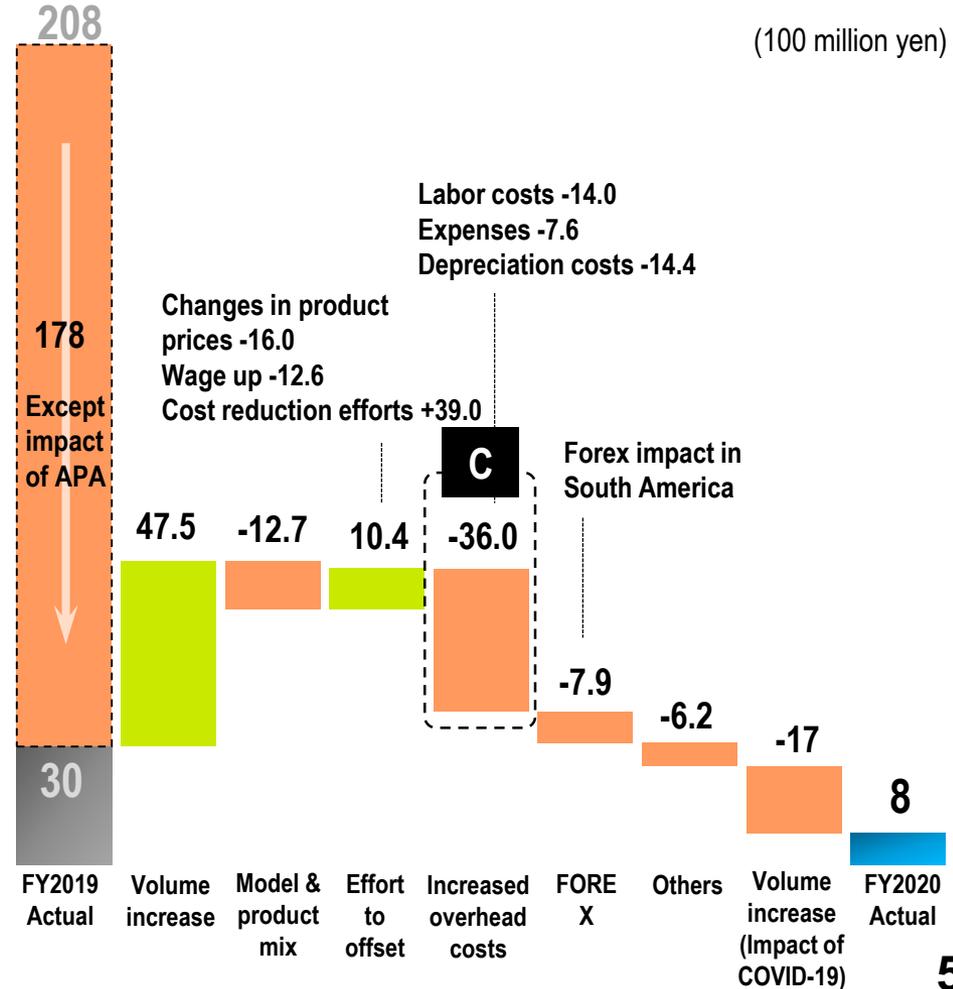
Profit decreased due to the impact of COVID-19, in addition to higher start-up costs and other expenses and adjustment for transfer price tax last year, despite volume increase in North America

Volume & Model mix

Impact of COVID-19
-40



Operating Profit Variance Analysis



Profit & Loss

(100 million yen)

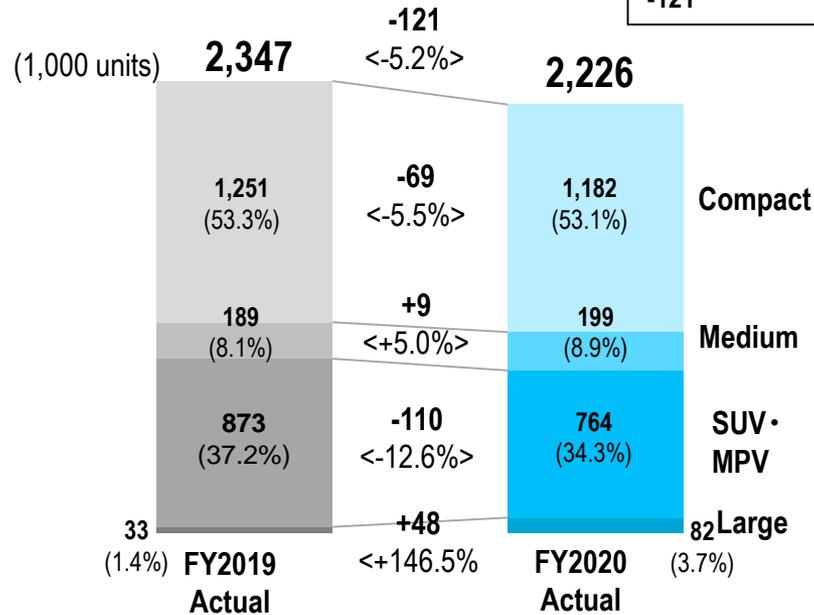
	FY2019	FY2020	YOY Change
Revenue	2,668	2,729	60
Operating profit	208	8	-200
Operating profit ratio	7.8%	0.3%	—

1-4) FY2020 Annual Financial Results Asia & Oceania Revenue & Operating Profit

Profit increased due to influence of adjustment for transfer price tax last year, despite increase in overhead costs, the impact of COVID-19 and other negative factors

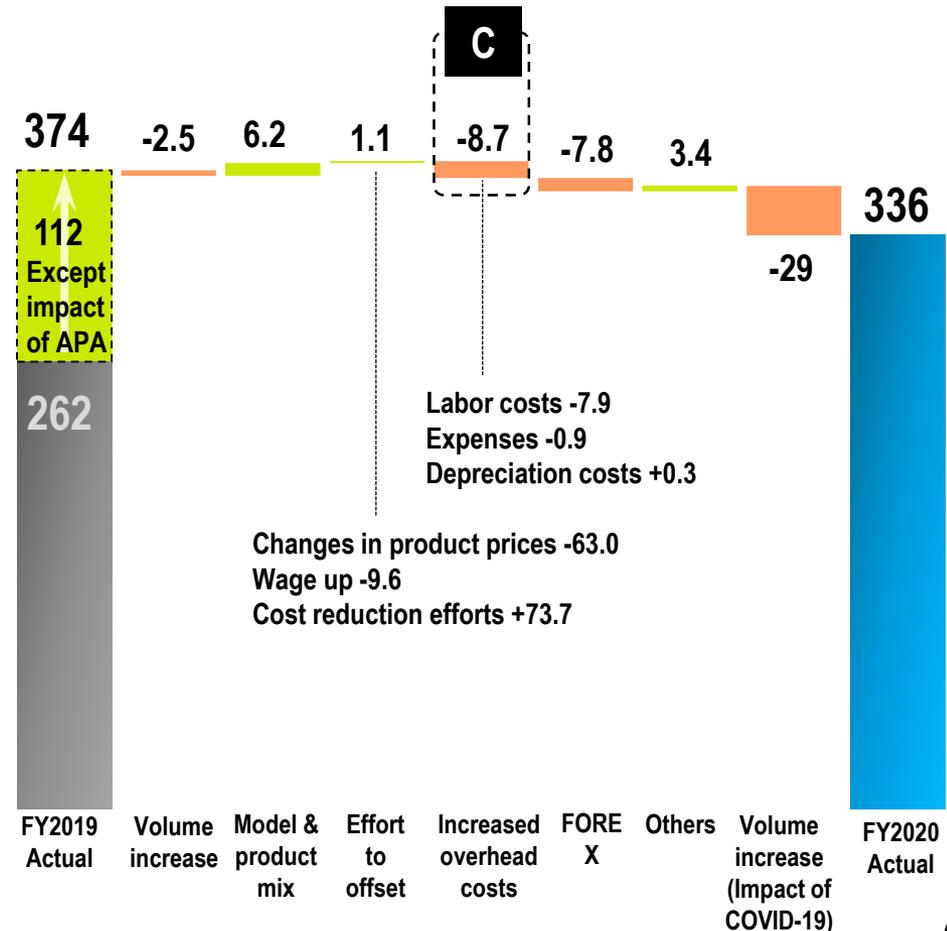
Volume & Model mix

Impact of COVID-19
-121



Operating Profit Variance Analysis

(100 million yen)



Profit & Loss

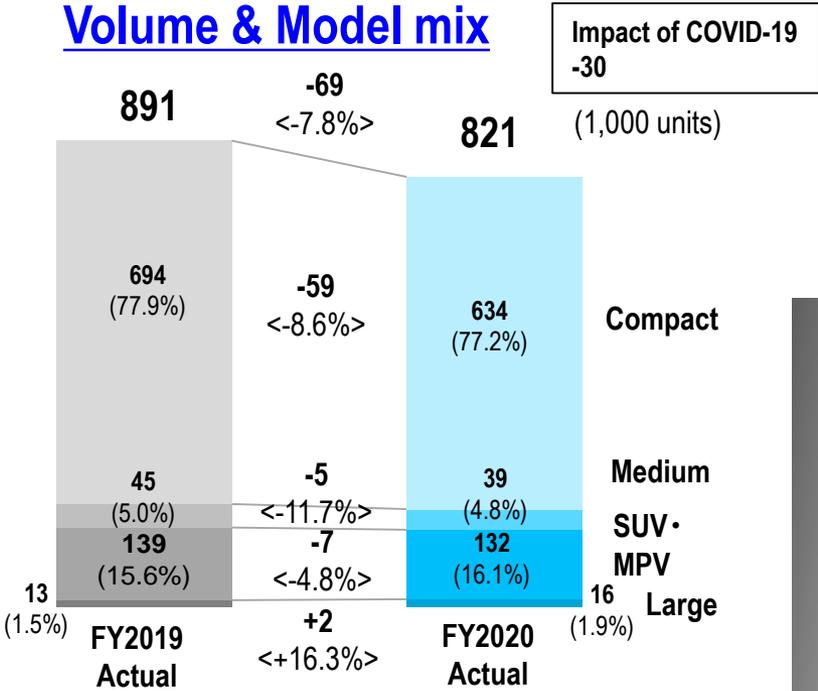
(100 million yen)

	FY2019	FY2020	YOY Change
Revenue	3,528	3,338	-190
Operating profit	262	336	74
Operating profit ratio	7.4%	10.1%	—

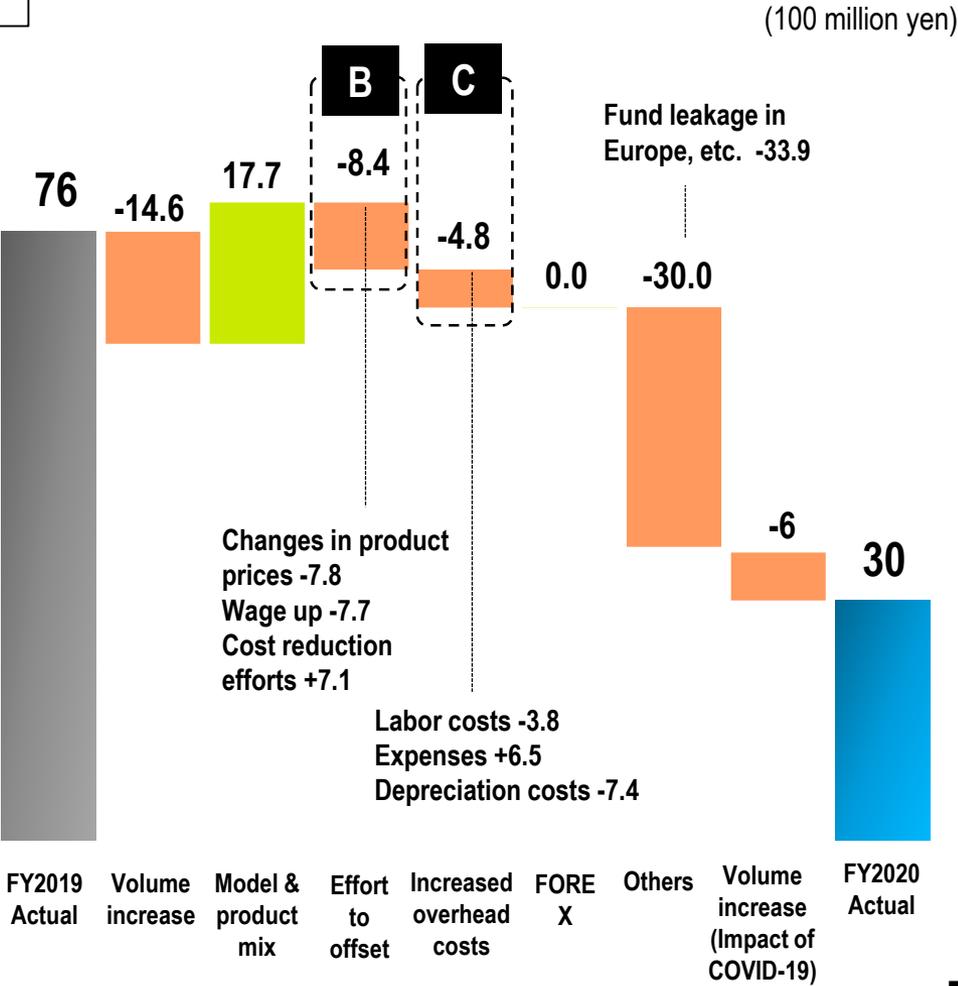
1-4) FY2020 Annual Financial Results Europe & Africa Revenue & Operating Profit

Profit decreased due to volume decrease, mainly the impact of COVID-19 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

(100 million yen)

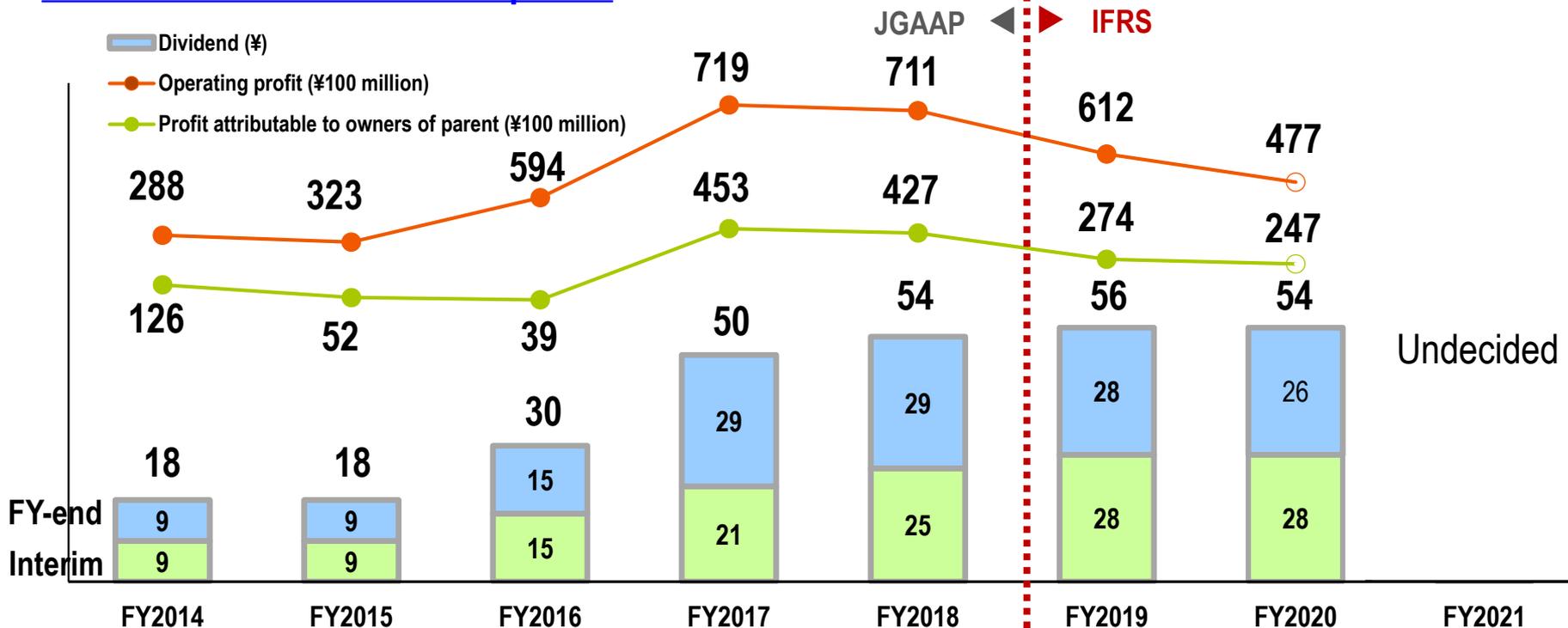
	FY2019	FY2020	YOY Change
Revenue	992	883	-108
Operating profit	76	30	-46
Operating profit ratio	7.7%	3.4%	—

- The outlook remains uncertain, as the stagnant economic activity and worsening real economy due to the spread of COVID-19 are expected to be further prolonged, although there are some positive signs such as **customers** resuming operation.
- Our consolidated financial results forecast for the next term has not been determined since there are currently many uncertainties in the impact on financial results.
- We will disclose our forecast as soon as we are able to make reasonable estimates.

1-6) Returning to Shareholders (dividends)

- For FY2020, 54 yen per share (dividend payout ratio: 40.6%) is scheduled, down 2 yen from FY2019.
- Dividend for FY2021 is not decided yet (to be disclosed promptly when decided)
- Comprehensive consideration has been given to the need for stable management and employment in preparation for unexpected incidents

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



Summary of FY2020 Annual Financial Results

Major Issues and Actions

Issues	Actions for issues
<p>A Ensure profit in response to demand fluctuations</p> <p>1)-(1) Ensure profit by effectively responding to demand fluctuations with no losses</p> <p>1)-(2) Improve model and product mix by raising added value when switching to new product</p>	<p>1)-(1) Establish a system capable of flexibly responding to demand fluctuations</p> <p>1)-(2) Strengthen business structure to raise earning power</p>
<p>B Decline in capacity of streamlining efforts</p> <p>Further accelerate cost improvement in view of wage increases and intensified price competition</p>	<p>Improve BEP (break-even point)</p> <p>(1) Reduce fixed costs P15 - 23</p> <p>[FY2020] Reduce fixed costs to urgently reduce cost P11</p> <p>Reduce overtime, reduce expenses, review capital investment, etc.</p>
<p>C Increase in overhead costs</p> <p>Up 7.4 billion yen</p> <p>Details: Labor costs +29</p> <p>Depreciation costs +44</p>	<p>(2) Improve marginal profit P17</p> <p>2) Accelerate offering of multi-dimensional value</p> <p>(3) Expand sales P24 - 27</p>

Additionally

- Address rapid demand fluctuations and ensure profit while preventing the spread of COVID-19
- Accelerate actions for becoming an interior space creator

Reduce fixed costs to urgently reduce cost (FY2020 results)

- Reduce fixed costs such as for R&D and head office functions through cross-regional actions
- Proactively promote workstyle reform and use of IT tools, while revising the timing, scale and spec of capital investments

Actions for issues	Specific measures	Achievements (Global)
Reduce labor costs by reducing overtime, etc.	<ul style="list-style-type: none"> ■ Further promote workstyle reform <ul style="list-style-type: none"> • Accelerate review of work (eliminate, reduce) • Improve work efficiency by using IT tools 	- 0.7 billion yen
Reduce expenses	<ul style="list-style-type: none"> ■ Reduce non-essential business trips by using Skype ■ Revise the necessity of overall expenses 	-1.7 billion yen
Review capital investment	<ul style="list-style-type: none"> ■ Revise the timing, scale and spec 	Capital investment -2.6 billion yen Depreciation costs -0.3 billion yen

Financial Results

Aim for Sustainable Growth

Aim for Sustainable Growth

- 1. Review of FY2020 and Initiatives for the Future**
- 2. For Next Mid-term Management Plan**

Aim for Sustainable Growth

1. Review of FY2020 and Initiatives for the Future

2. For Next Mid-term Management Plan

1. Review of FY2020 and Initiatives for the Future

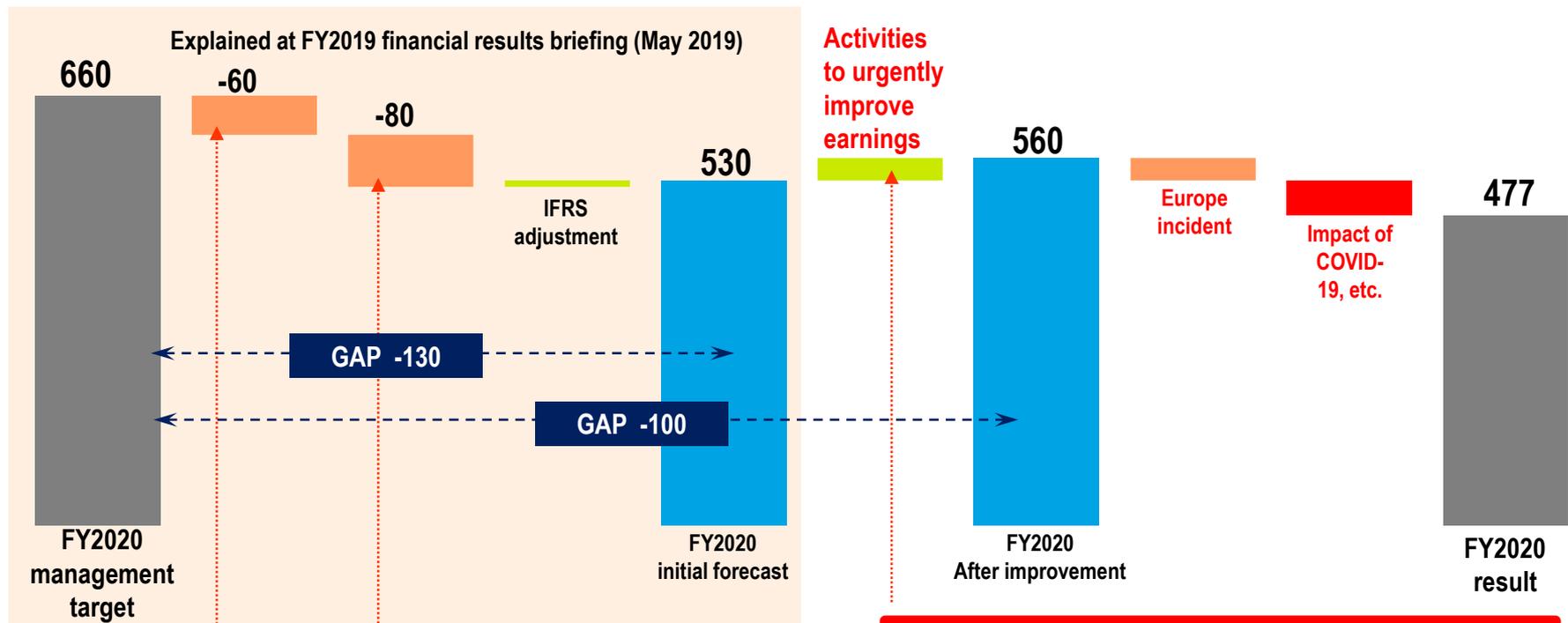
Financial results of FY2019 and FY2020

Item	FY2021 Management Plan (Released figures)	Results, forecasts <small>Figures in [] are forecasts as of 3Q</small>	
		FY2019 (IFRS)	FY2020 (IFRS)
Production volume (10,000 units)	-	751	753 [776]
Revenue (100 million yen)	14,000	14,173	13,726 [14,000]
Operating profit (100 million yen)	700	612	477 [530]
Operating margin (%)	Steadily 5% or higher	4.3	3.5
Net asset (100 million yen)	4,000	3,130	3,217
Equity ratio (%)	Around 40%	36.7	37.3
ROE (%)	Around 10%	8.0	8.5
Dividend payout ratio (%)	Around 30%	48.4	40.6

- **Up in production volume, down in sales and operating profit**
- **Net asset, equity ratio, and ROE are about the same year-on-year**

1. Review of FY2020 and Initiatives for the Future

Operating profit rose to around 56 billion yen as a result of the efforts to improve earnings toward achieving the FY2020 management targets, but ended up with a substantial decrease due to the impact of fund leakage incident in Europe and the spread of COVID-19.



Decrease in cost reduction efforts, increase in overhead costs.

Environmental changes (model mix change, rise in raw materials costs)

Efforts to urgently reduce cost

- (1) Reduce fixed costs **P15 - 23**
- (2) Improve marginal profit **P17**

Summary of FY2019 Results

Actions for issues and key measures

Actions for issues	Key measures
<p>1)-(1) Establish a system capable of flexibly responding to demand fluctuations</p> <p>1)-(2) Strengthen business structure to raise earning power</p> <p>Improve BEP (break-even point)</p> <ul style="list-style-type: none"> (1) Reduce fixed costs (2) Improve marginal profit 	<ul style="list-style-type: none"> a. Improve development efficiency b. Reduce raw materials c. Strengthen competitive advantage in manufacturing d. Restructuring of businesses in Japan, establishing the global optimal production system e. Enhance governance and expedite decision making
<p>2) Accelerate offering of multi-dimensional value</p> <ul style="list-style-type: none"> (3) Expand sales 	<ul style="list-style-type: none"> f. Development of Seat device, sales expansion of seat for global new customer business g. Expand unit parts business

Toward our next Mid-term Management Plan

Examples of initiatives

1) Initiatives toward becoming an interior space creator

2) Initiatives for improving corporate value

1) Establish a system capable of flexibly responding to demand fluctuations and further improve earning power by strengthening our business structure

- a. Improve development efficiency
- b. Reduce raw materials costs
- c. Strengthen competitive advantage in manufacturing
- d. Restructuring of businesses in Japan and establishing the global optimal production system
- e. Enhance governance and expedite decision making

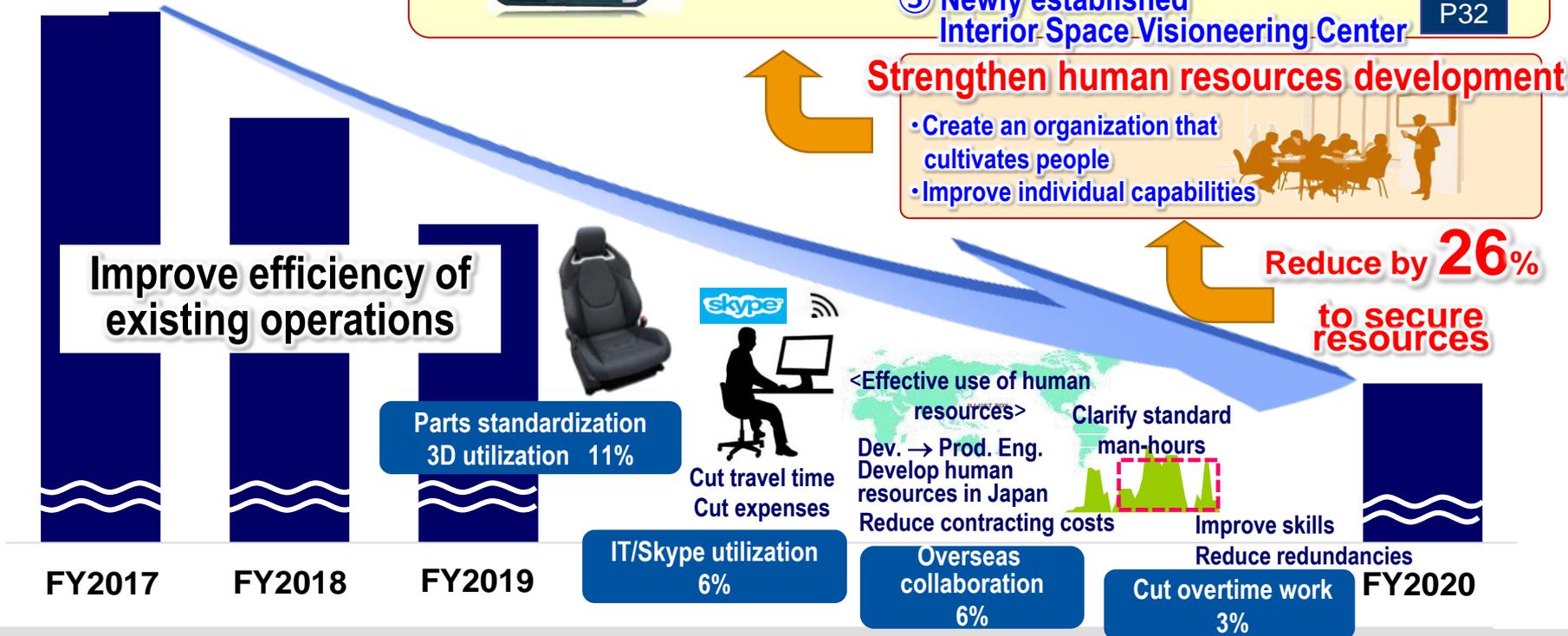
1. Review of FY2020 and Initiatives for the Future

a. Improve development efficiency

Actions toward strengthening business structure
 1) Strengthen development capabilities

Mid-term Business Implementation Plan

Reduce development man-hours **by 30%** vs FY2017 by end of FY2021
 (Total man-hours (hr))



1. Review of FY2020 and Initiatives for the Future

a. Improve development efficiency

Actions toward strengthening business structure

2) Human resources development and capability enhancement

Create organization that fosters people

Improve individual capabilities

Further strengthen

- ① Global personnel system
- ② Shift to appropriate organization management span

- ① Individual development using capability maps
- ② Educational system using IT tools

① Global personnel system

Establish qualifications, systems, rules
(Systemize positions and skills)

② Appropriate organization management span

Organization that cultivates people
Allocation of members enabling managers to carefully supervise



Realizations gained from telework

- Genchi-Genbutsu
- Essence of communications



① Capability map

スキル項目	Aさん	Bさん
①基礎知識	5	3
②基礎能力	4	3
③オペレーション力	4	2
④設計能力	4	1



Link with educational programs and enrollment criteria
Improve capabilities



② IT tools, educational videos



Started 14 courses in Europe, U.S., China, and Thailand

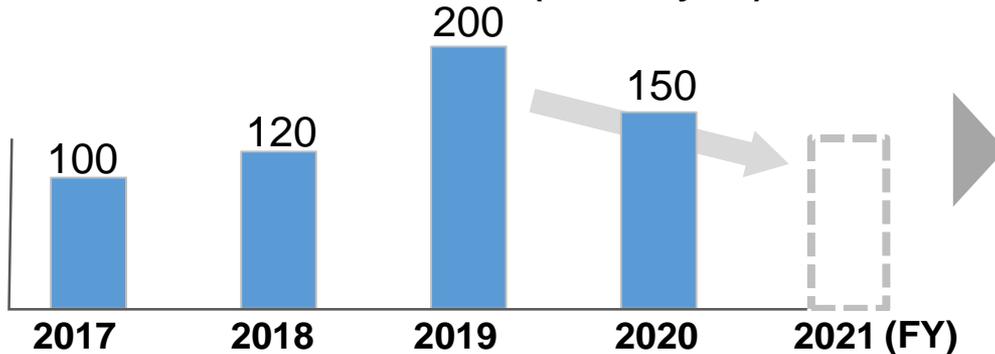
Utilize time as we prevent the spread of COVID-19 and address environmental changes

1. Review of FY2020 and Initiatives for the Future

b. Initiatives to reduce raw materials costs

① Price of nylon raw materials

Price index with 2017 as 100 (for 66 nylon)



The rising trend of materials prices due to a supply shortage of nylon raw materials is stabilizing owing in part to improved supply-demand balance

② Details of initiatives to reduce raw material costs

- Replace with low-cost, proper-grade materials from the perspective of reducing supply risk and enhancing competitiveness (unit parts)

Replacements are planned to take place from end of FY2021 to FY2022.

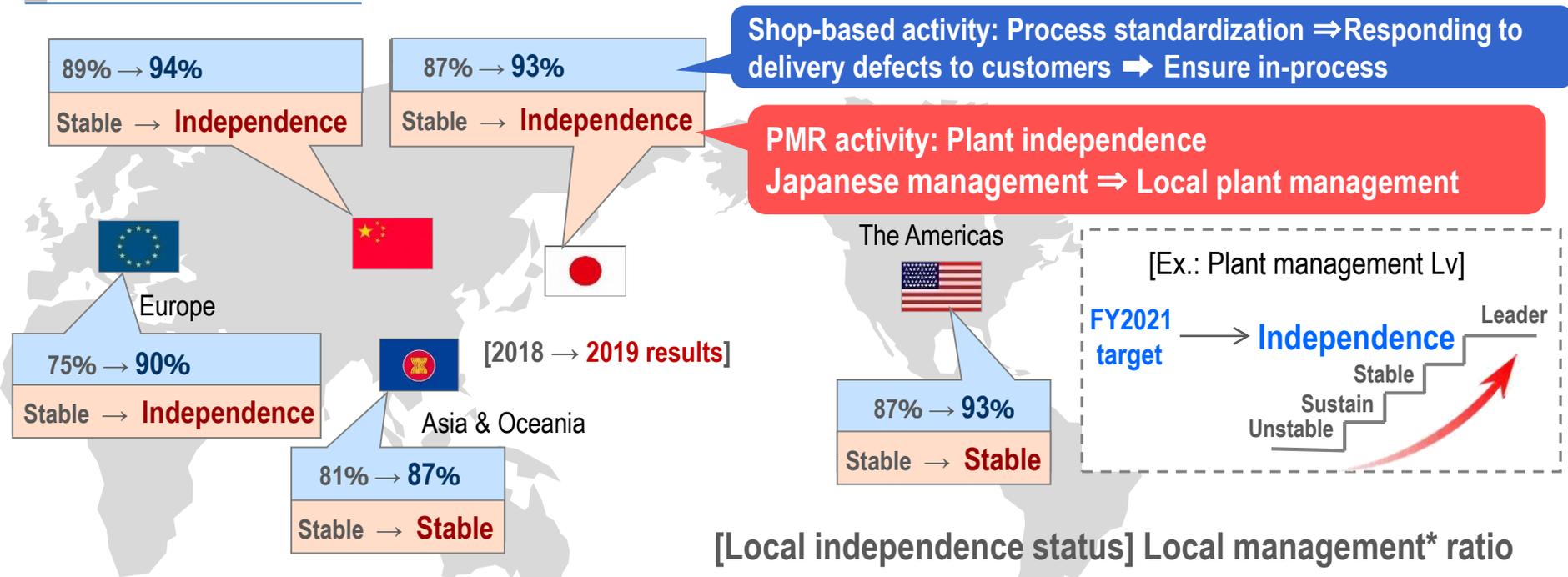


1. Review of FY2020 and Initiatives for the Future

c-1. "Strengthen competitive advantage in manufacturing" to support optimal production

Solidifying our footing : Strengthen production engineering capabilities

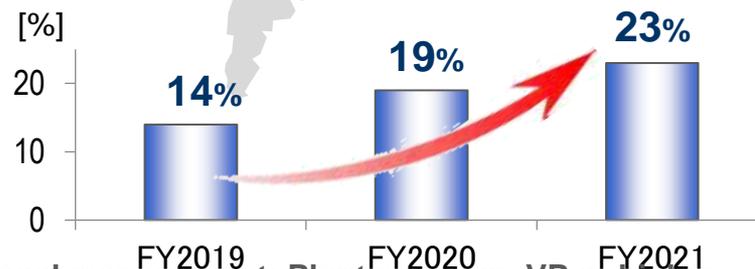
<Shop-based activity / PMR* activity> * Plant Management Requirements



[Process standards conformity rate]



[Local independence status] Local management* ratio



(*Local management: Plant manager, VP or higher at all four regional management & collaboration hubs)

1. Review of FY2020 and Initiatives for the Future

c-2. "Strengthen competitive advantage in manufacturing" to support optimal production

Promote manufacturing innovation

[utilize **IoT and digital technologies** and promote **process innovation**, etc.]

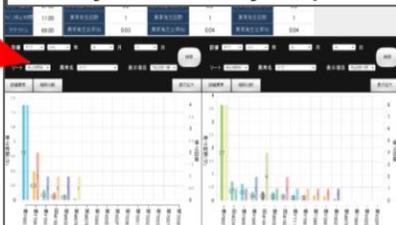
Utilize IoT and digital information technologies

FY2019	FY2020	From FY2021
Model line	Model plant (Sanage Plant)	Roll out in domestic plants and globally

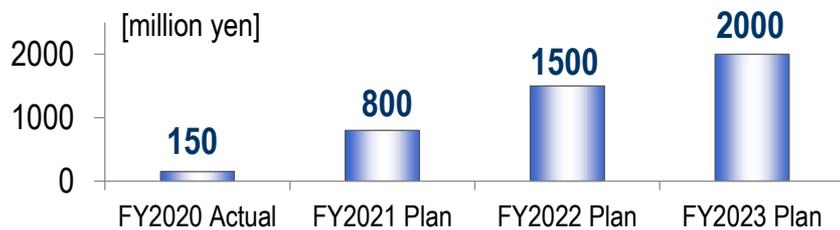
Operation monitor



Facility abnormality/stop data



Improvement effects by **use of IoT**



Promote process innovation

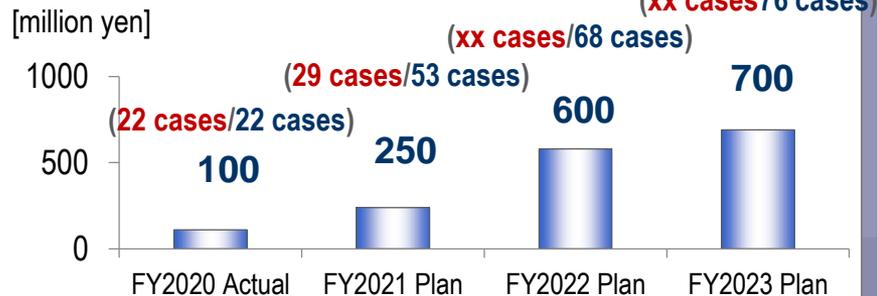
[Case: Full automation of inspection processes*]

* Seats segment



(Introduced cases sum total: **Result/Plan**)

Automation: Man-power saving effect

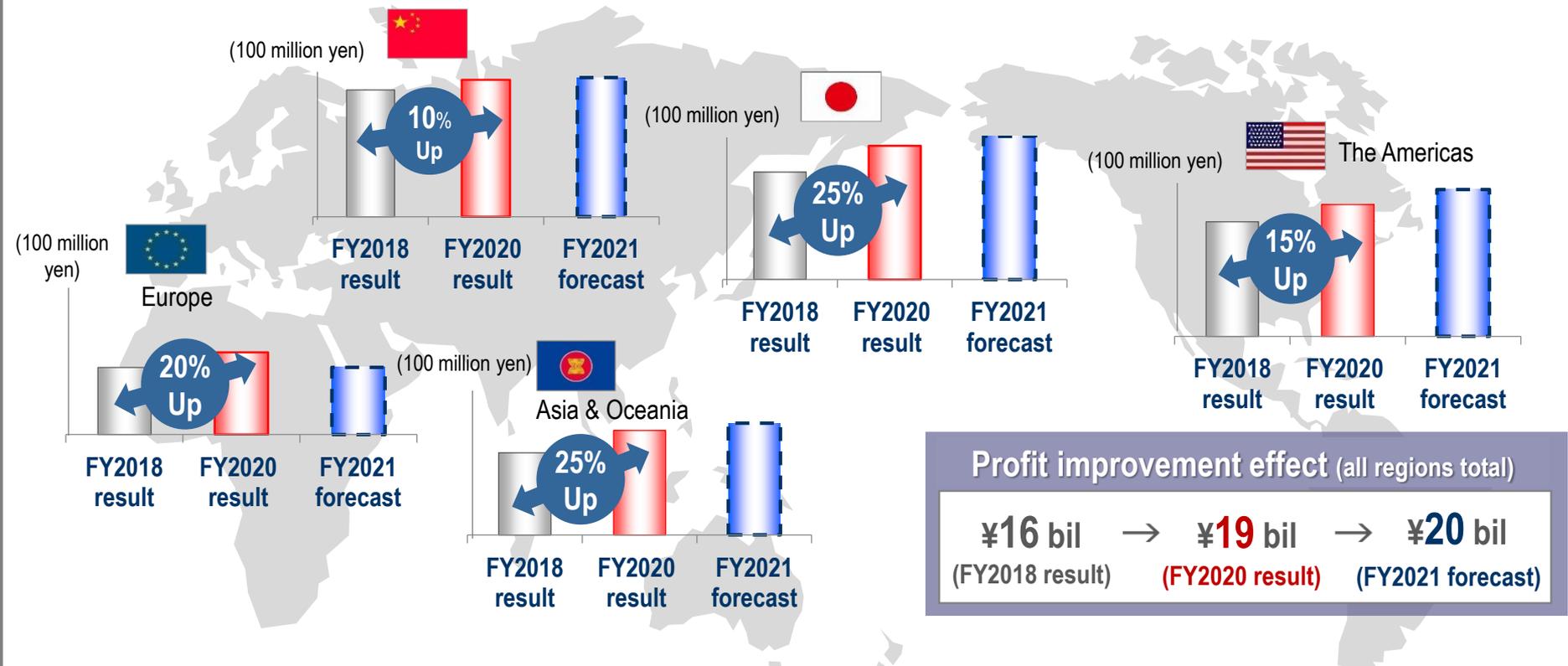


Roll out abroad at the same time as in Japan

1. Review of FY2020 and Initiatives for the Future

c-3. "Strengthen competitive advantage in manufacturing": 1) Achievements so far

Profit improvement effect [Solidify footing, promote manufacturing innovation]



- Enhance promotion of local plant management through shop-based activities and PMR activities
- Strengthen competitiveness with IoT and process innovation



Secure resources for growth strategy

1. Review of FY2020 and Initiatives for the Future

c-4. "Strengthen competitive advantage in manufacturing": 2) Initiatives for the future

1 Utilization of Manufacturing Innovation Center

Completed in Jan. 2020



IoT/digital info technologies

Process innovation

Further evolution

Global coordination of manufacturing information

Global deployment of process innovation

IoT



Digital engineering

Utilization of AI



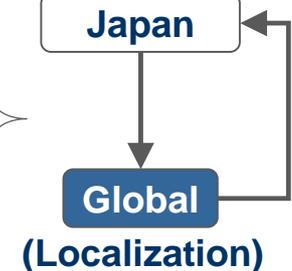
2 Three strengths

Technology development

Human resources development

Manufacturing

Human resources development	Hand down technologies, skills, values
Manufacturing	Thoroughly enforce "Customer-first" Try to achieve advanced production & manufacturing technologies
Technology development	Promote technology innovations for the future



1. Review of FY2020 and Initiatives for the Future

d. Restructuring of businesses in Japan and establishing the global optimal production system

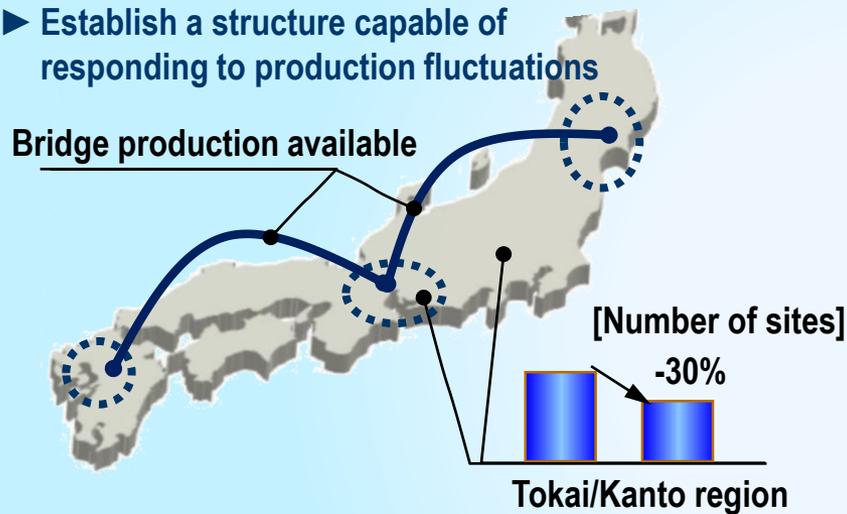
Initiative

- ▶ Structure reform to enable entire supply chain to respond to drastic changes in customer supply and demand

1) Restructuring of sites

(1) Response to changes in supply and demand (Japan)

- ▶ Establish a structure capable of responding to production fluctuations



- Effects of restructuring -

[Plant cost] Approx. 1,000 million yen/year

[Distribution cost] Approx. 130 million yen/year

(2) Restructuring of production sites (global)

- ▶ Consider restructuring of production sites through consolidation of production sites, etc. for FY2026 on a global basis (concentrated/distributed production)

[The Americas]
Production restructuring across regions
<The Middle West to the South>

[China]
• Tianjin / Guangzhou
Polarization + production increase

Formulate strategy by the end of FY2021 1st half

2) Distribution restructuring

Distribution restructuring and per-unit distribution cost management (global)

- ▶ Improve competitiveness by enhancing distribution resources



Higher loading efficiency, integration/elimination of distribution routes, etc.

[Effect of restructuring] Approx. 300 million yen/year

1. Review of FY2020 and Initiatives for the Future

e. Enhance governance and expedite decision making

Strengthen global headquarters functions ~Heritage & Innovation~

Visualize management indicators

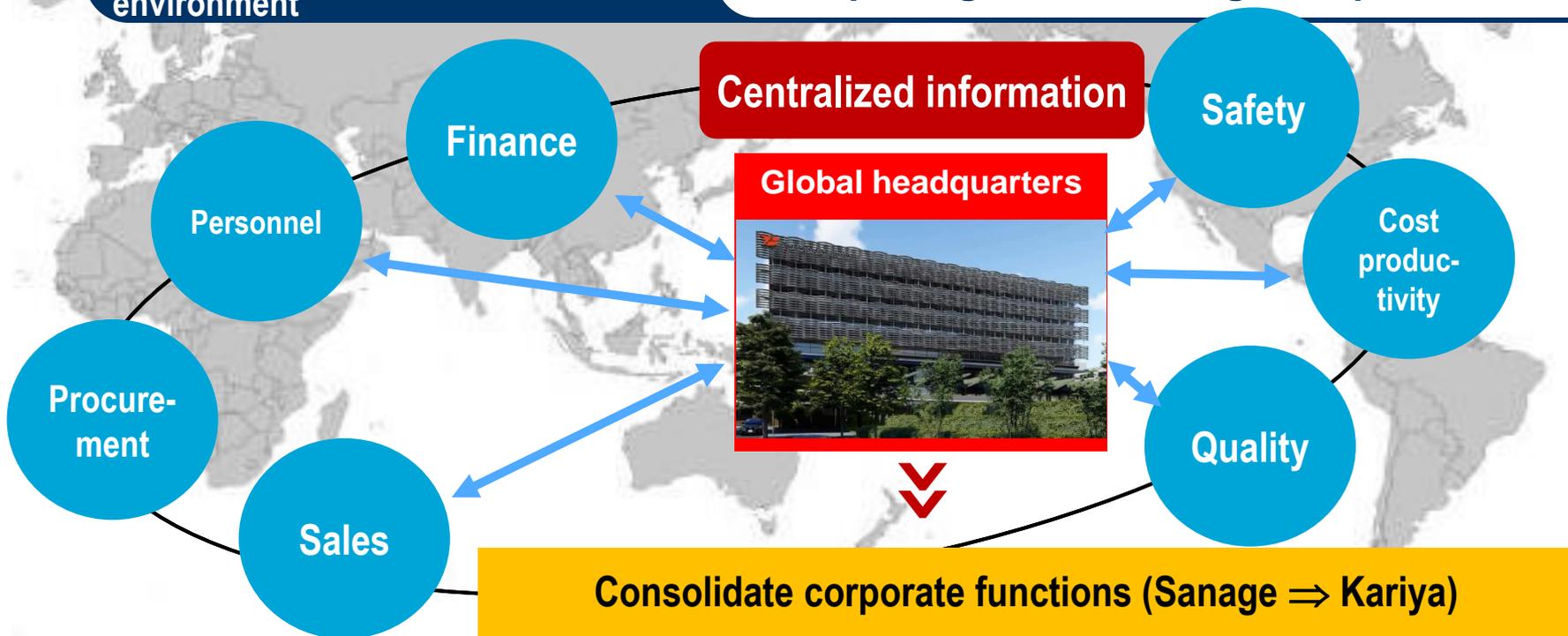
Expedite decision making, strengthen global governance

Strengthen coordination and exchange within and outside the company

Create new values to be offered, expand business fields

Establish an efficient and creative environment

Develop next-generation management personnel



1. Review of FY2020 and Initiatives for the Future

e. Enhance governance and expedite decision making

Examples of centralized information (business management dashboard)

- Visualization, sharing and analysis of management indicators, and actions for achieving Management Plan

SAP

DOMO

TOYOTA BOSHOKU 全社損益ハイライト #1

台数	売上高	限界利益	事業利益	営業利益	固定費
100.5%	101.9%	101.9%	108.9%	121.9%	97.4%

TOYOTA BOSHOKU 車種別損益(グローバル連結) #6

時系列分析

限界利益率/変動費比率 推移 (対売上高%)

年	限界利益率/変動費比率 (%)
2018	70.8%
2019	70.9%
2020	71.1%
2021	70.5%
2022	70.7%
2023	71.8%
2024	70.6%
2025	67.3%

TOYOTA BOSHOKU 車種別損益(グローバル連結) #1

収益構造分析(稼ぎ頭・課題・成長車種)

車種別売上高ランキング

Model	売上高(億円)	割合
Model A	32,451	25.4%
Model B	30,526	14.8%
Model C	25,365	18.4%
Model D	17,274	13.8%
Model E	17,053	14.4%

車種別収益性ポートフォリオ(対台数)

1.1 累計の決算概況

台数 : 計画比215.3千台の減少の7534千台
売上高 : 計画比77.6億円の減収の13705.1億円、実勢為替レートでは12598.7億円
営業利益 : 計画比7.6億円の減益の462.3億円、実勢為替レートでは436.2億円

シート台数 地域別増減
22万 増減

地域別台数 (台)

地域	計画	実績	差
日本	1,250,000	1,210,000	-40,000
中国	1,200,000	1,180,000	-20,000
米国	1,200,000	1,180,000	-20,000
欧州	1,200,000	1,180,000	-20,000
その他	1,200,000	1,180,000	-20,000
GRAND TOTAL	5,050,000	4,930,000	-120,000

地域別売上収益 (億円)

1.1 累計の決算概況

台数 : 計画比215.3千台の減少の7534千台
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シート台数 地域別増減
22万 増減

地域別台数 (台)

地域	計画	実績	差
日本	1,250,000	1,210,000	-40,000
中国	1,200,000	1,180,000	-20,000
米国	1,200,000	1,180,000	-20,000
欧州	1,200,000	1,180,000	-20,000
その他	1,200,000	1,180,000	-20,000
GRAND TOTAL	5,050,000	4,930,000	-120,000

Procurement → **Plant** → **Sales** → **Accounting**

Centralized information control
Company-wide integrated database

Top management
Managers
On-site members in charge

SAP

ORACLE

TOYOTA BOSHOKU

Accelerate Offering of Multi-dimensional Value

- f. Development of Seat device, sales expansion of seat for global new customer business
- g. Expand unit components business

1. Review of FY2020 and Initiatives for the Future

f. . Development of Seat device, sales expansion of seat for global new customer business

Product development aimed at new market needs and regional optimization to launch good and reasonably priced parts with improved added value

(1) Providing new technologies for compact car market

Provided the driver seat easy-return function for the new Yaris

Convenient mechanisms friendly to people of small build

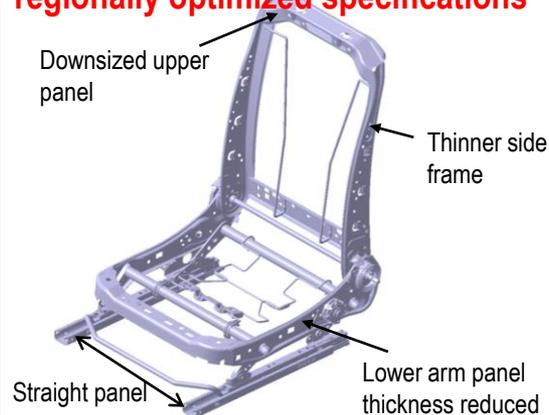


Easy return to the previous seat position by using the memory lever on the side of the seat

(2) Providing light-weight parts for emerging markets

Provided light-weight front framework for Thai Yaris

Good and reasonably priced parts with regionally optimized specifications



(3) Providing value-added parts for luxury car market

Adopted premium seats for VIP vehicles in China/Asia

First-class seat for super-rich people



1. Review of FY2020 and Initiatives for the Future

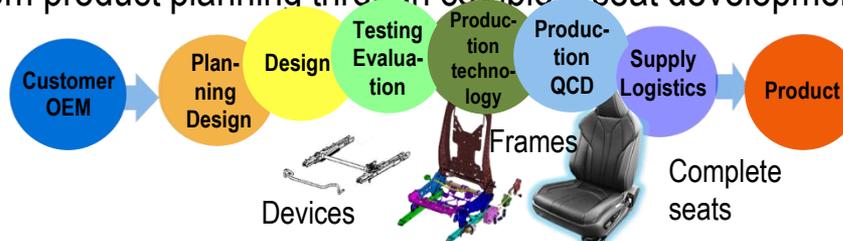
f. Development of Seat device, sales expansion of seat for global new customer business

Expand sales channels through increased sales of non-Toyota brand products and achieve sustainable growth

⇒ Tracking OEM needs and offering competitive products

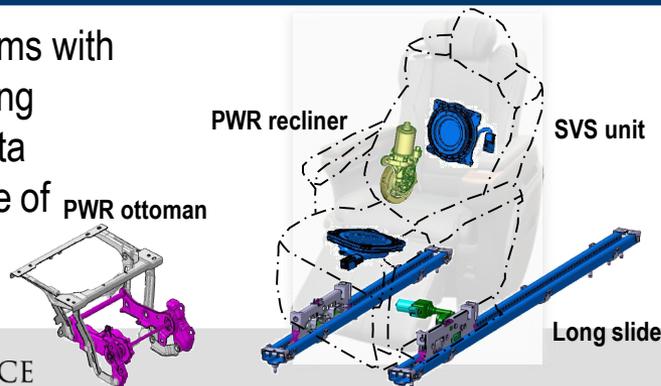
Our strength

Proposing most appropriate seats from customer viewpoint in an integrated system covering from product planning through complete seat development



Inquiries for Japanese OEM products increasing globally

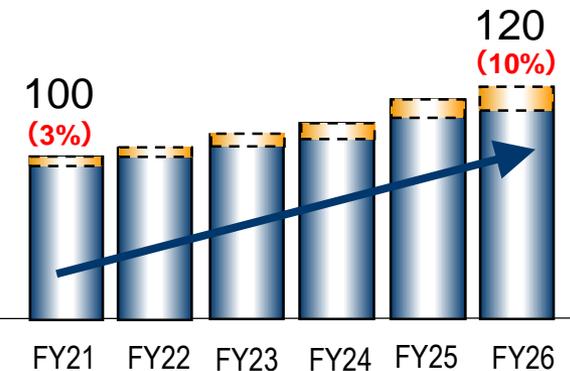
Based on mass produced items with high product appeal, promoting sales expansion of non-Toyota brand items taking advantage of economies of scale



QUALITY OF TIME AND SPACE

Increase sales of non-Toyota brand seats

Legend: : Non-Toyota brand (percentage), : Toyota brand



Sales of seat business

1. Review of FY2020 and Initiatives for the Future

g. Expand unit components business

1) Securing resources for promoting new businesses

Sales expansion in existing businesses

■ Filter: Sales expansion in after-sale market

- Good and reasonably priced products
- Premium products
- Toyota Boshoku original brand products

■ Air intake system: Expansion of vehicle manufacturers' businesses

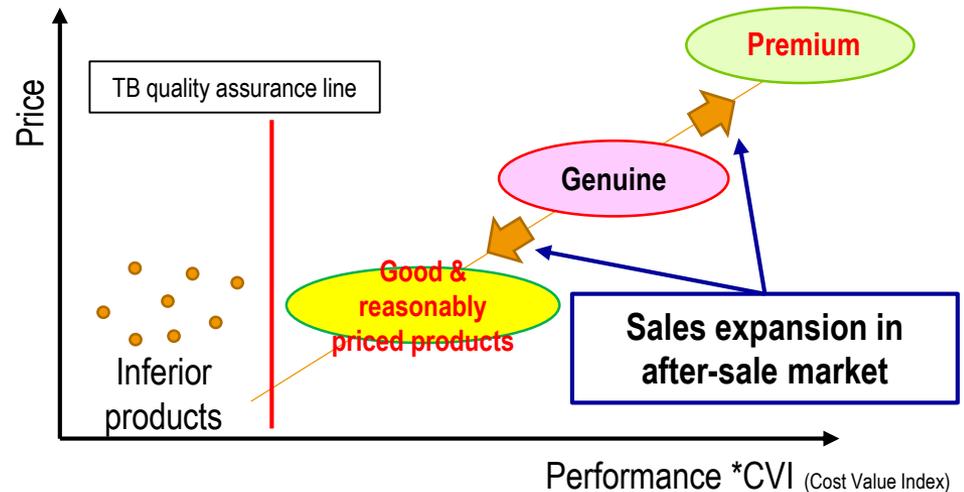
- Low pressure drop, low noise, light and small



Air intake system
• Low pressure drop
• Low noise
• Light and small

Business expansion by enhancing product competitiveness

■ Filter business sales expansion

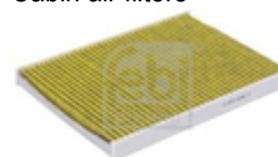


Starting sales of Toyota Boshoku original brand filters overseas (China, Asia)

<Air filters>



<Cabin air filters>



<Oil filters>



1. Review of FY2020 and Initiatives for the Future

g. Expand unit components business

2) Promoting new businesses

FC-related products



- New line completed for volume increase

Cooling circulating water purification system

Weets



- Checking effects by limited sales
- Sales promotion being implemented within the Group

Lithium-ion secondary batteries



- High output
- Long life
- Low-heat-generating
- **Small-volume production start-up**
- **Sales promotion under way**

Motor core



- New line completed at Kariya Plant
- hipping started for the new Yaris



Pilot line (in Kariya Plant)

- Check quality & mass production



Proposed smaller battery pack that takes advantage of unique characteristics

- (Exhibited at 2019 Frankfurt Motor Show and 2020 CES)
- **Sales promotion under way targeting super car premium market**
 - **Examination of non-vehicle uses started**

Aim for Sustainable Growth

1. Review of FY2020 and Initiatives for the Future

2. For Next Mid-term Management Plan

2. For Next Mid-term Management Plan

1) Actions toward Becoming an Interior Space Creator

2) Actions toward Enhancement of Corporate Value

2. For Next Mid-term Management Plan

(1) Actions toward Becoming an Interior Space Creator

Lead the creation of new space value and aim to become an interior space creator

Expansion of CASE



2018

2020

2025

2030

Corporate value improvement

Enhance competitive advantage
Strengthen management foundation

<Step 1>

Offer multi-dimensional value

<Step 2 → Step 3>

Expand business fields

2. For Next Mid-term Management Plan

(1) Actions toward Becoming an Interior Space Creator

Commercialize items evolved from MX191

Offer optimal interior space appropriate for conditions and situations of people

MX191

Safety and security

Example

Next-generation passenger protection

Belt-incorporating seat

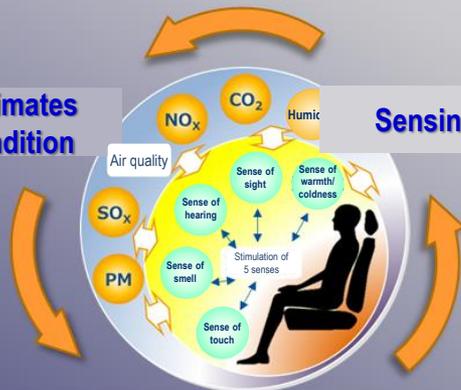


Enhanced safety toward automated driving



People-centered, comfort-controlled mobile space

Estimates condition



Sensing

5 senses + air quality
Device controlled

Comfort

Example

High efficiency & comfort

Scent



Warmth/coldness

Comfort inducing appropriate for each passenger

2. For Next Mid-term Management Plan

(1) Actions toward Becoming an Interior Space Creator

Newly establish organization dedicated to planning and developing interior space

Accelerate commercialization of items

New Business Promotion Segment

From April 2020

Interior Space Visioneering Center

Promotes activities with the aim of becoming an interior space creator that leads the creation of new space value



Strengthen
collaboration within
product business
toward
commercialization

Seat Business
Segment

Interior & Exterior
Business Segment

Unit Components
Business Segment

2. For Next Mid-term Management Plan

1) Actions toward Becoming an Interior
Space Creator

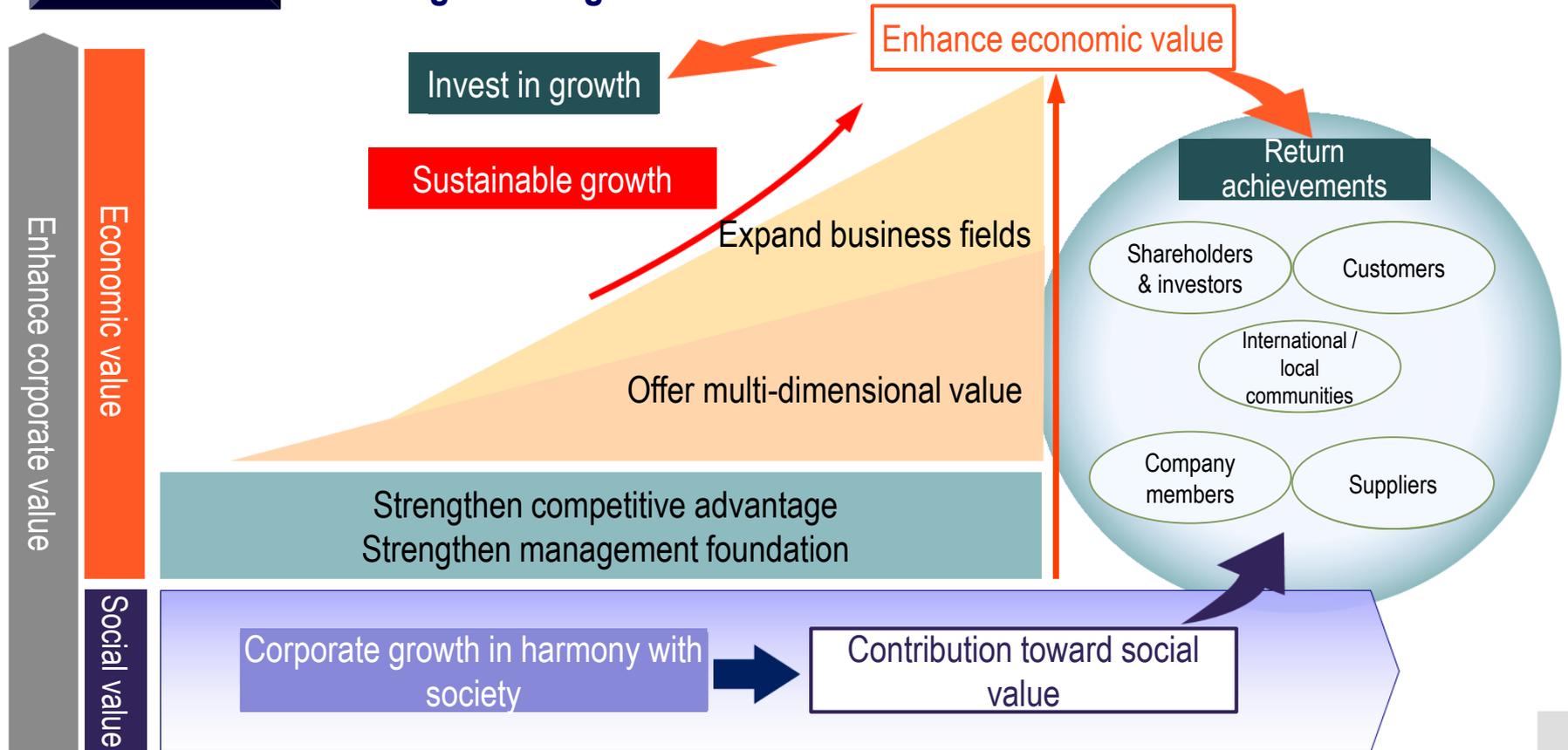
**2) Actions toward Enhancement of
Corporate Value**

2. For Next Mid-term Management Plan

(1) Actions toward Enhancement of Corporate Value

Management structure we aim to achieve

We distribute to our stakeholders what we achieve by enhancing economic value, and enhance corporate value on a mid-to-long-term basis by re-investing toward growth.



2. For Next Mid-term Management Plan

(1) Actions toward Enhancement of Corporate Value

Transform from CSR to CSV* management

➔ Contribute to achieving a sustainable society through our core business

Must identify social issues to tackle preferentially

*CSV: Creating Shared Value

E :Environment

S :Social

G :Governance

	Safety	Environment	Comfort
I. Social issues solved through core business E S	1. Product safety 2. Traffic accident reduction 3. Aging	4. Environmental load reduction 5. Productivity improvement 6. Climate change 7. Energy saving, resources saving 8. Cooperation with clients	9. Comfortable space 10. Promotion of innovation
II. Sources for exercising competitiveness S G	11. Ensuring diversity 12. Workstyle reforms 13. Compliance 14. Governance	15. Respecting human rights 16. Employee health & work safety 17. Information security enhancement 18. Fair/equitable procurement	



Toyota Boshoku's material issues (materiality)





<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.

Appendix

Appendix (1)

Status of the Consolidated Statement of Financial Position (March 31, 2020)

○ : Compared to previous year (billion yen)

Current assets

493.6 billion yen



457.5 billion yen

- Decrease in operating receivables, etc. due to a decrease in revenue caused by the impact of COVID-19

○ -36.0

Liabilities

464.2 billion yen



459.0 billion yen

- Decrease in operating payables, etc. despite an increase in loans due to a decrease in revenue caused by the impact of COVID-19

○ -5.2

Assets

780.7 billion yen

(Compared to previous year: -12.8 billion yen)

Non-current assets

299.9 billion yen



323.1 billion yen

- Increase in property, plant and equipment due to recording of lease assets associated with the application of IFRS No. 16

○ +23.1

Equity attributable to owners of the parent company

36.8%

37.3%

○ -7.6

Capital

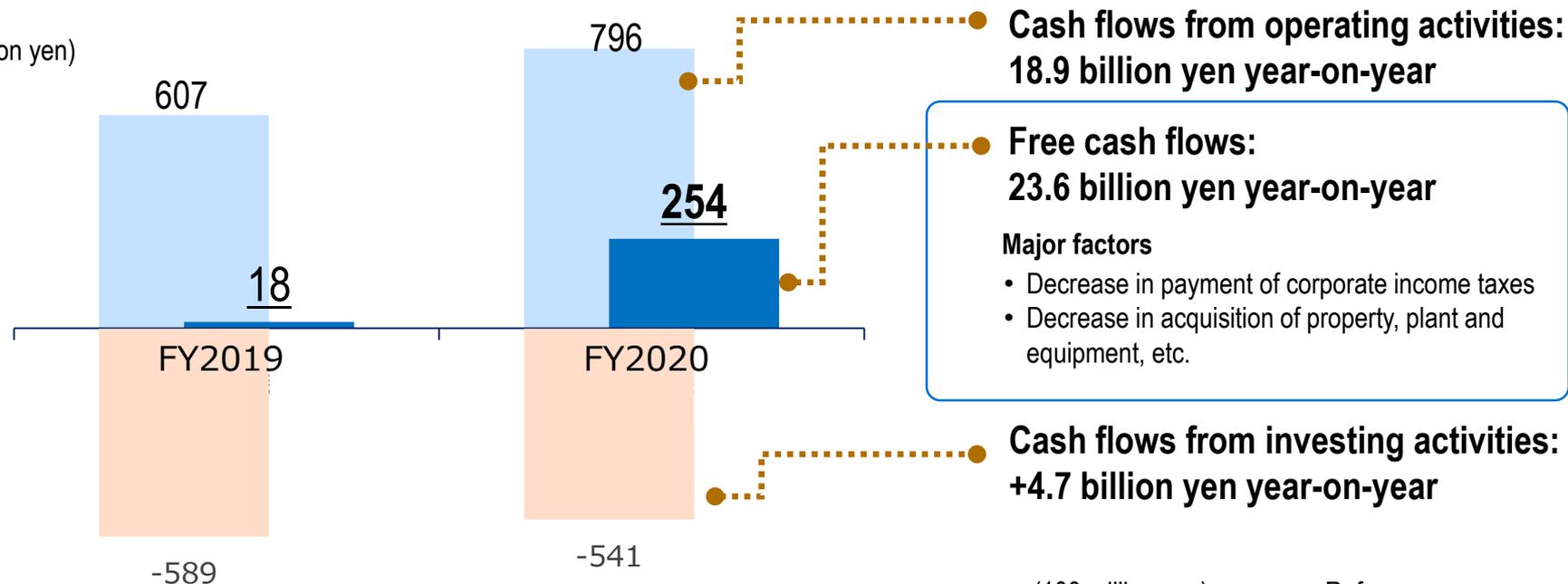
329.3 billion yen



321.7 billion yen

Appendix (2) Status of consolidated cash flows

(100 million yen)



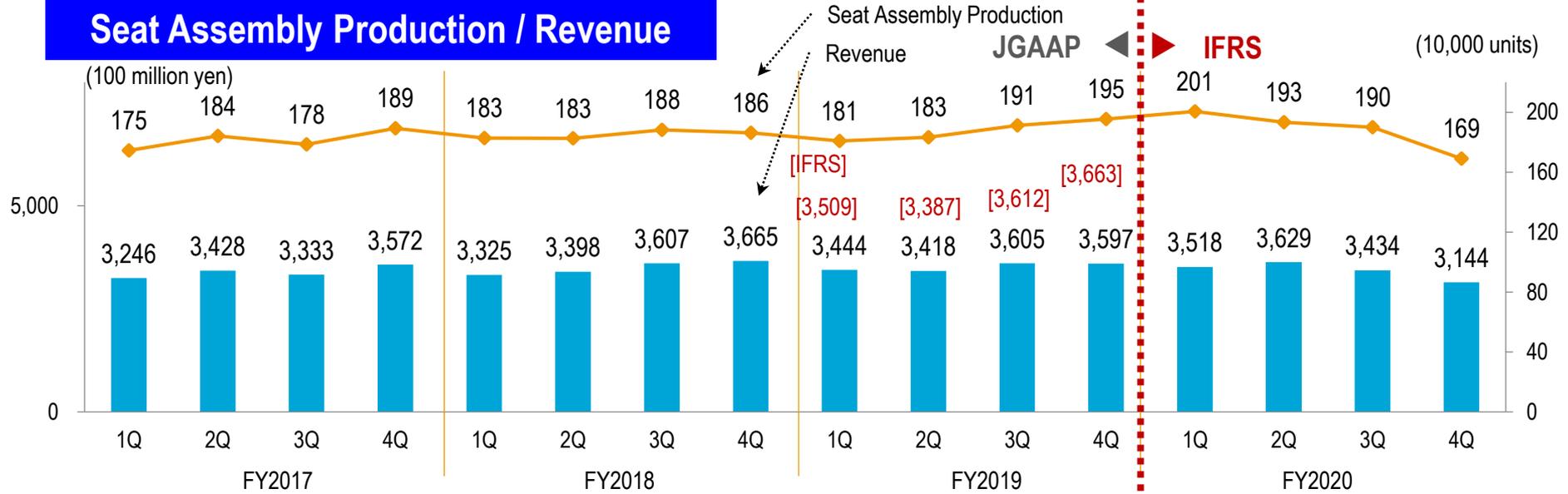
(100 million yen)

<Reference>

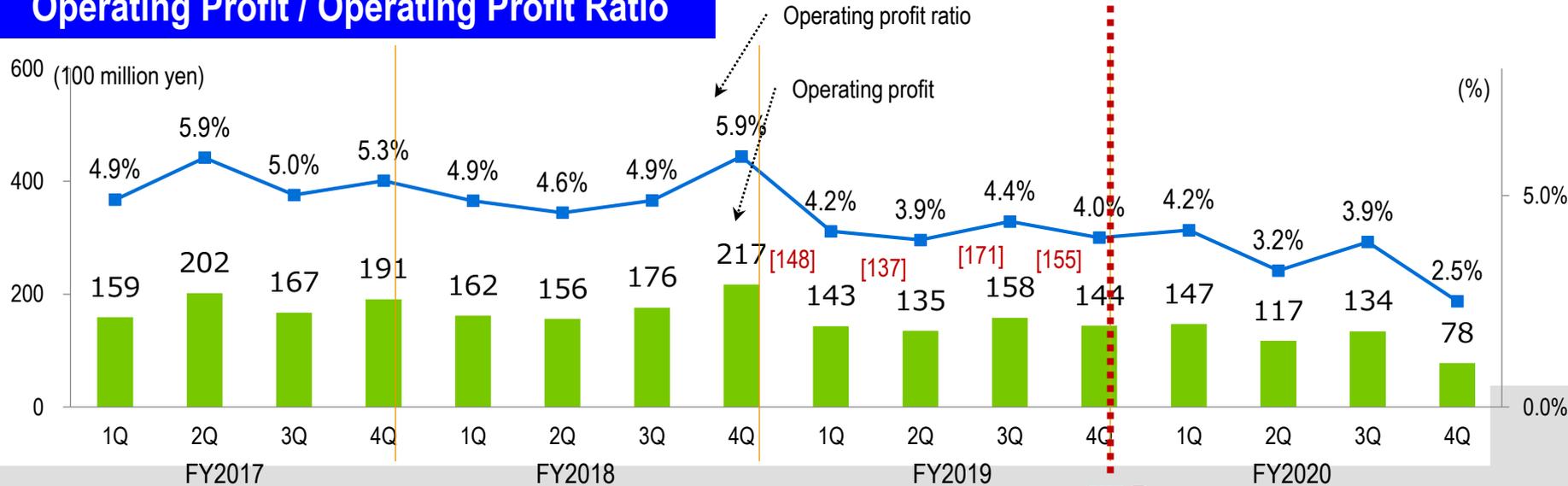
	FY2019	FY2020	YOY Change
Cash flows from operating activities	607	796	189
Cash flows from investing activities	- 589	- 541	47
Free cash flows	18	254	236
Cash flows from financial activities	- 195	- 139	55
Impact of foreign exchange	- 24	- 63	- 38
Change in cash and cash equivalents	- 201	51	253
Balance of cash and cash equivalents	1,581	1,633	51

Appendix (3) Quarterly Trends: Consolidated volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

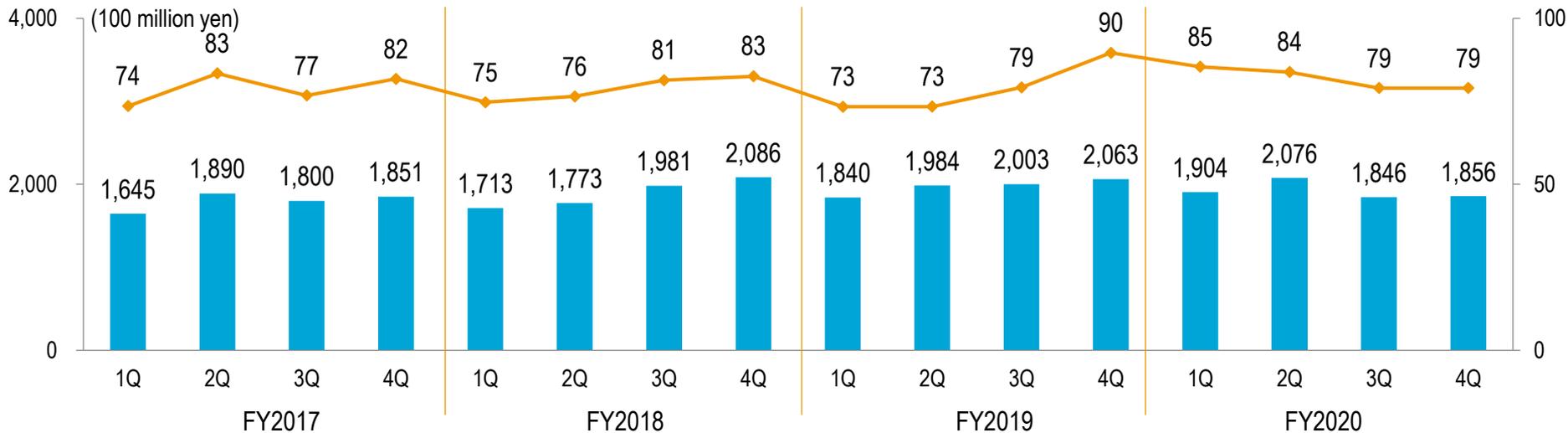


Operating Profit / Operating Profit Ratio

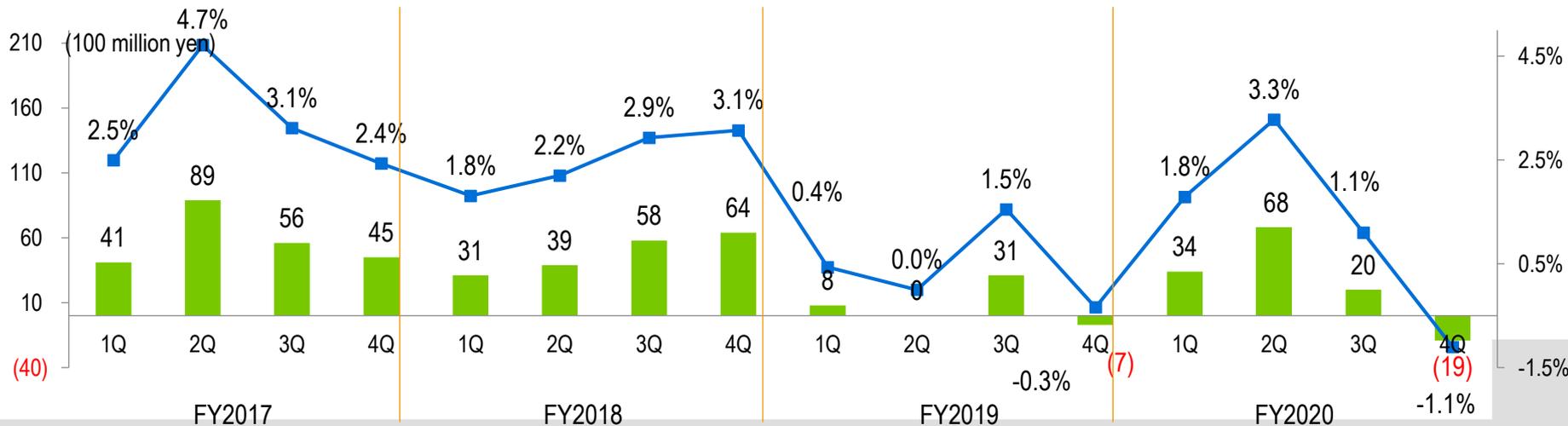


Appendix (4) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

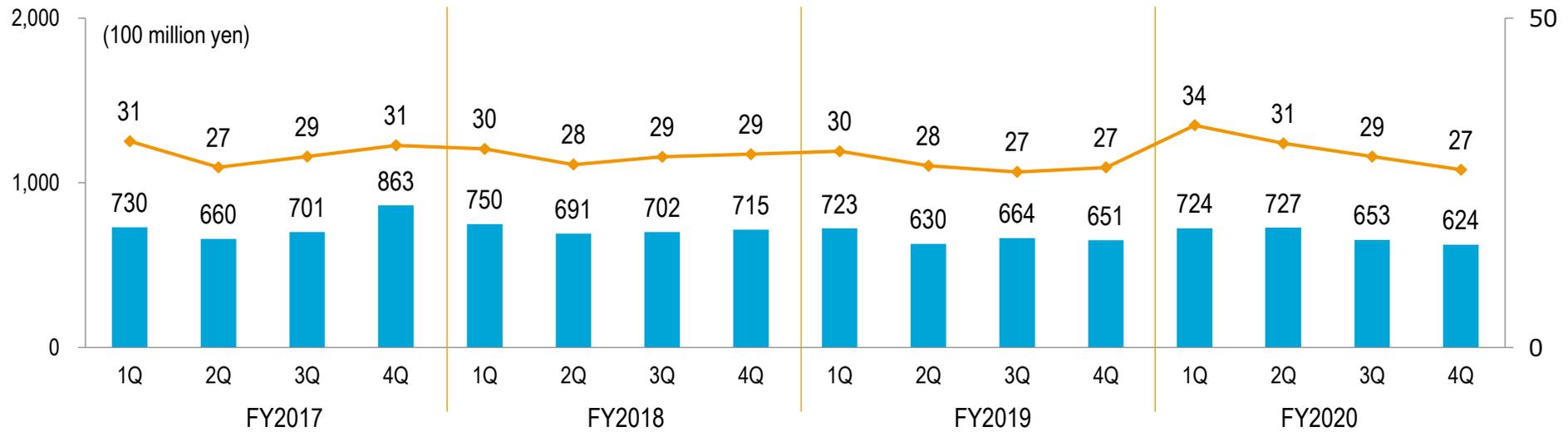


Operating Profit / Operating Profit Ratio

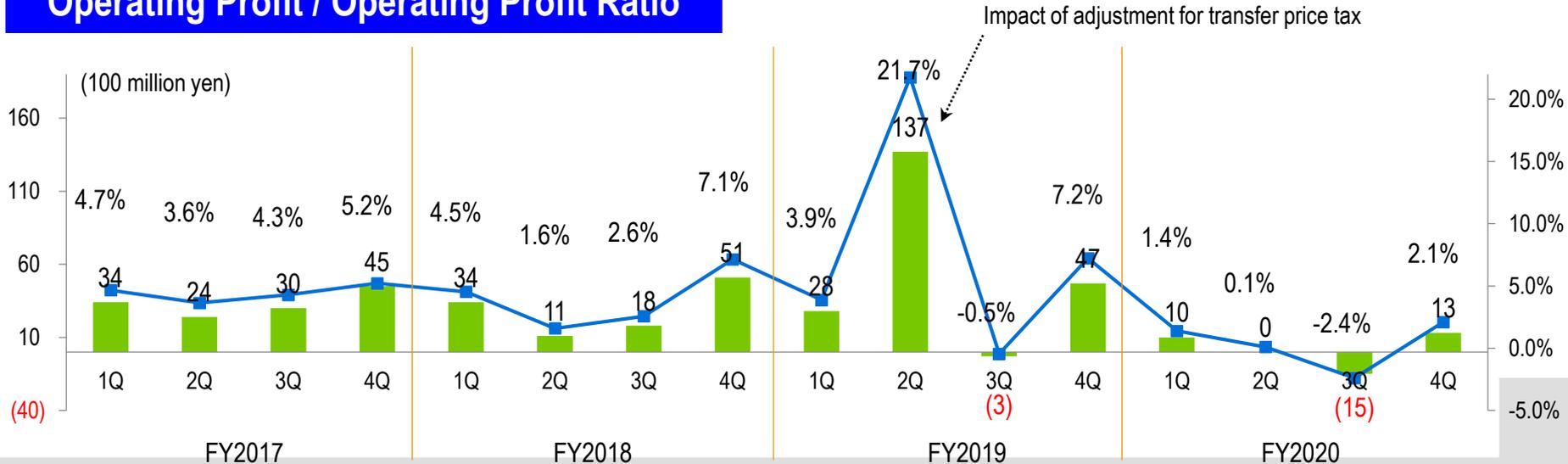


Appendix (5) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

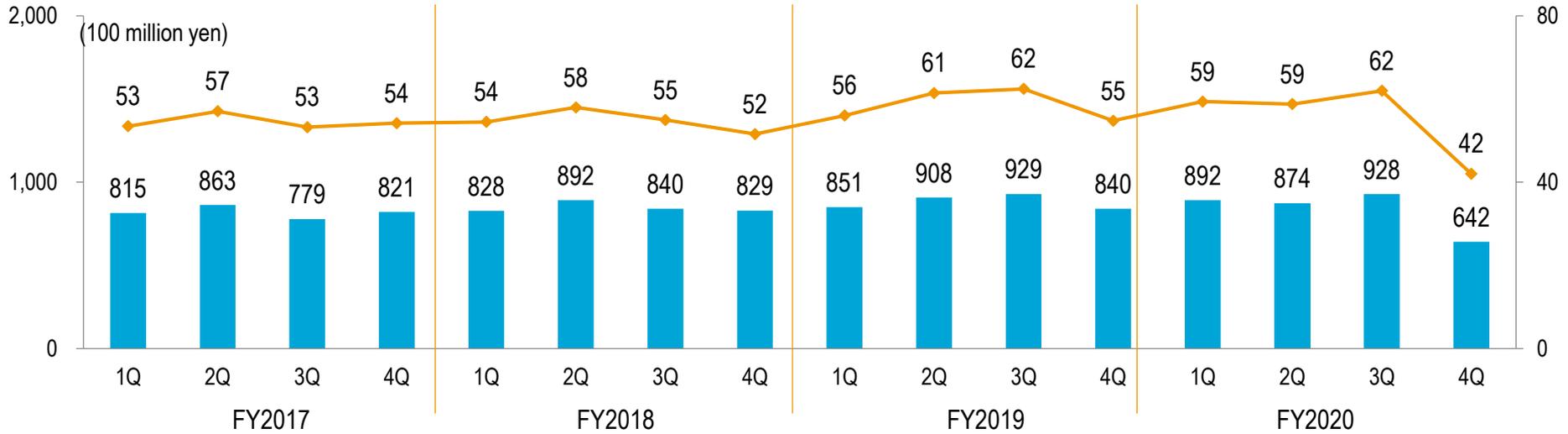


Operating Profit / Operating Profit Ratio

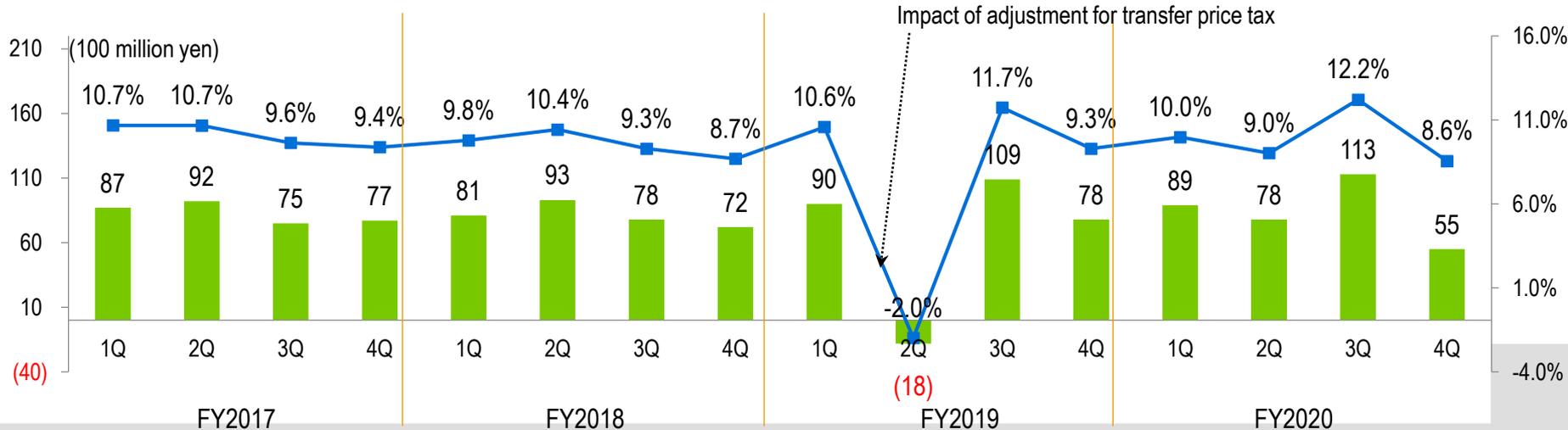


Appendix (6) Quarterly Trends: Asia & Oceania volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

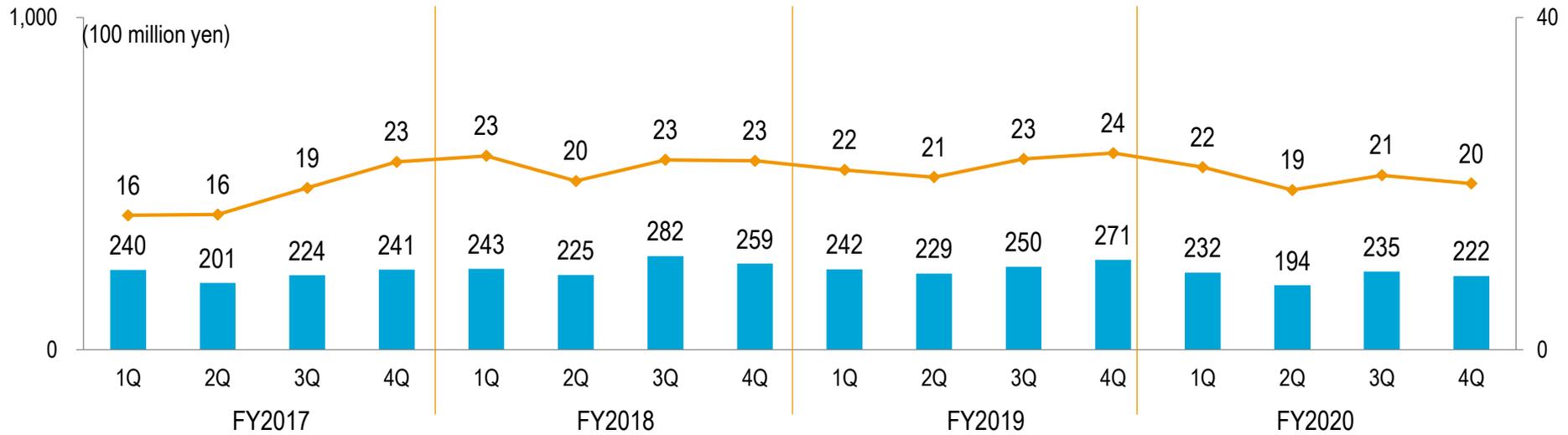


Operating Profit / Operating Profit Ratio



Appendix (7) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue



Operating Profit / Operating Profit Ratio

