



TOYOTA BOSHOKU

TSE 1st Section Securities Code 3116

FY2021 (ending March 2021)

3rd Quarter

Financial Results

Date: February 2, 2021

Financial Results

- 1. 3rd Quarter FY2021 Financial Results**
- 2. FY2021 Financial Forecasts**
- 3. Appendix**

Financial Results

1. 3rd Quarter FY2021 Financial Results

2. FY2021 Financial Forecasts

3. Appendix

1-1) 3rd Quarter FY2021 Financial Results Overview of Consolidated Financial Results

(100 million yen)

	Q3 FY2020		Q3 FY2021		YOY Change	
Revenue	10,581	100.0%	9,236	100.0%	△1,344	△12.7%
Operating Profit	399	3.8%	338	3.7%	△60	△15.2%
Profit before income taxes	409	3.9%	333	3.6%	△76	△18.6%
Profit*	175	1.7%	124	1.3%	△51	△29.1%

*Profit Attributable to Owners of the Parent

Earnings per share		94.25 yen	66.73 yen	△27.52 yen
Exchange Rate	USD	109 yen	106 yen	△3 yen
	EUR	121 yen	122 yen	+1 yen

Revenue

■ While revenue decreased mainly during 1Q due to covid-19 outbreak, its reduction was moderated by globally recovering demand from the second half

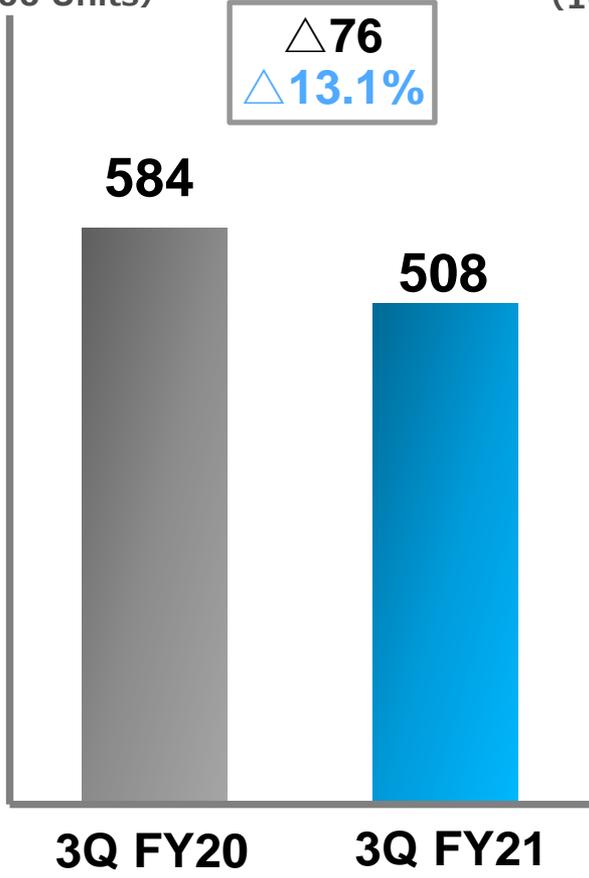
Operating Profit

■ Profit increased year-on-year over the 3Q (Oct.-Dec.) as a result of globally recovering demand in addition to profit securing measures including increased overhead cost efficiency

1-2) 3rd Quarter FY2021 Financial Results **Seat Production by Region**

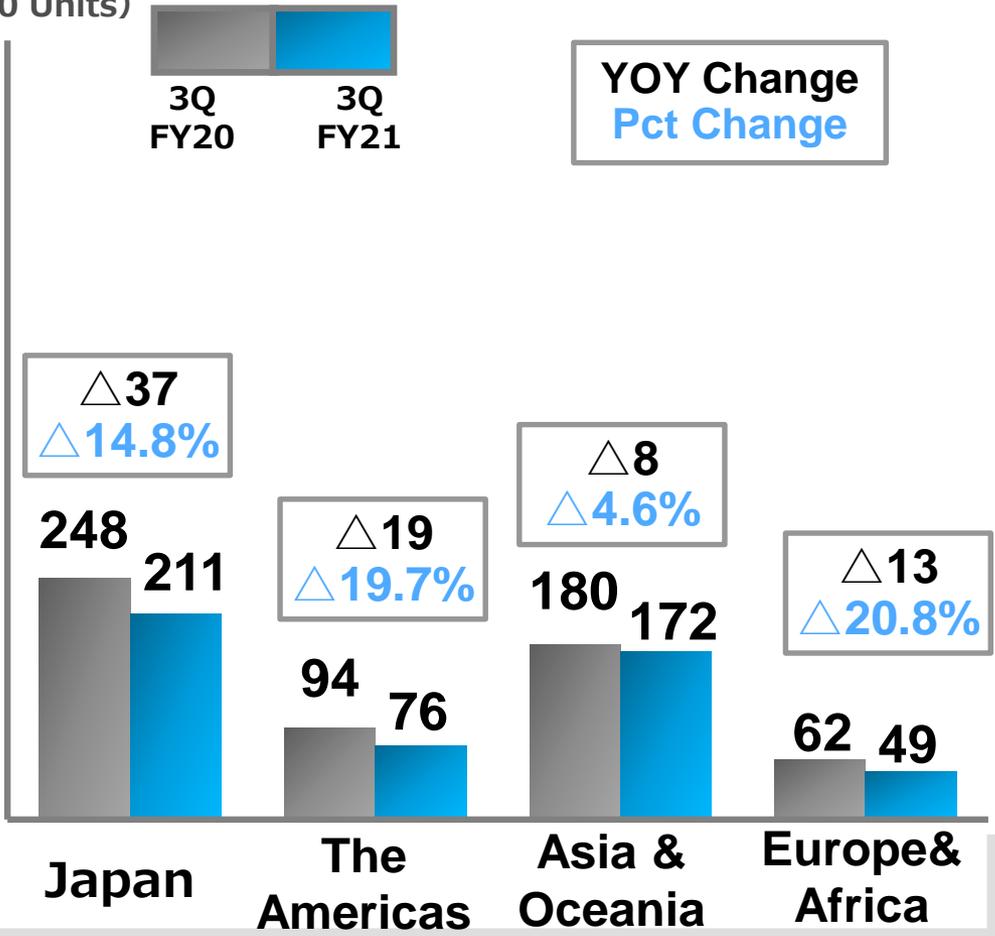
Total

(10,000 Units)



By Region

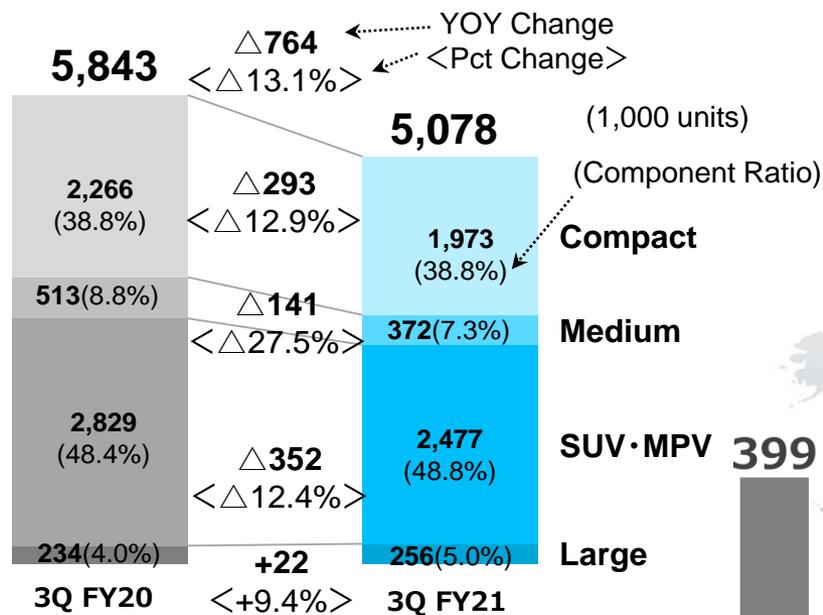
(10,000 Units)



1-3) 3rd Quarter FY2021 Financial Results Consolidated Revenue & Operating Profit

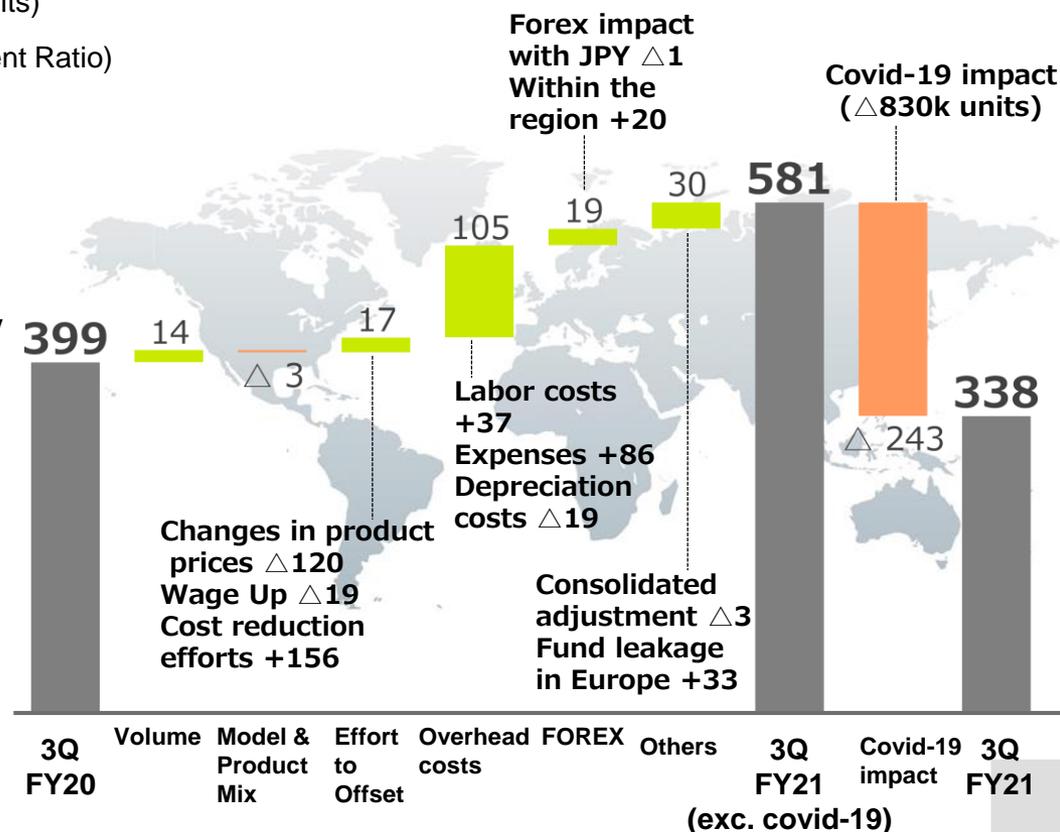
While profit decreased because of covid-19 impact mainly during 1Q, profit increased excluding its impact because profit securing measures such as increased overhead cost efficiency and cost reduction efforts were implemented

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



Profit & Loss

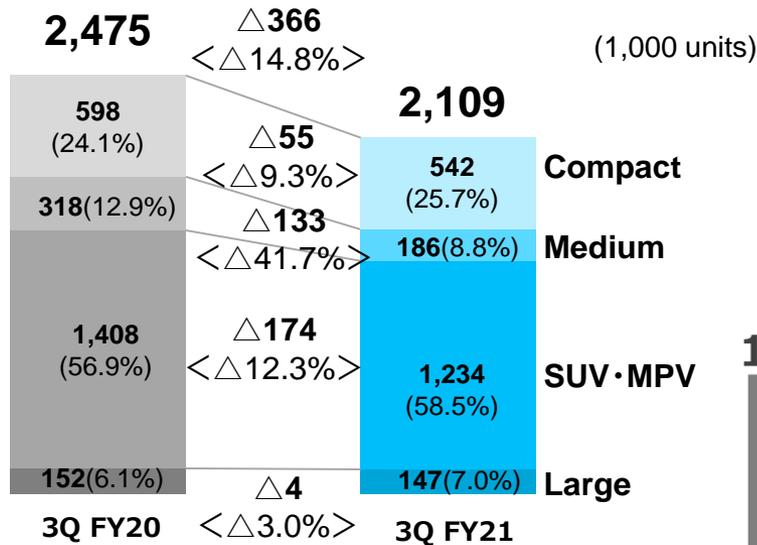
(100 million yen)

	3Q FY20	3Q FY21	YOY Change
Revenue	10,581	9,236	Δ 1,344
Operating Profit	399	338	Δ 60
Operating Profit Ratio	3.8%	3.7%	-

1-3) 3rd Quarter FY2021 Financial Results Japan Revenue & Operating Profit

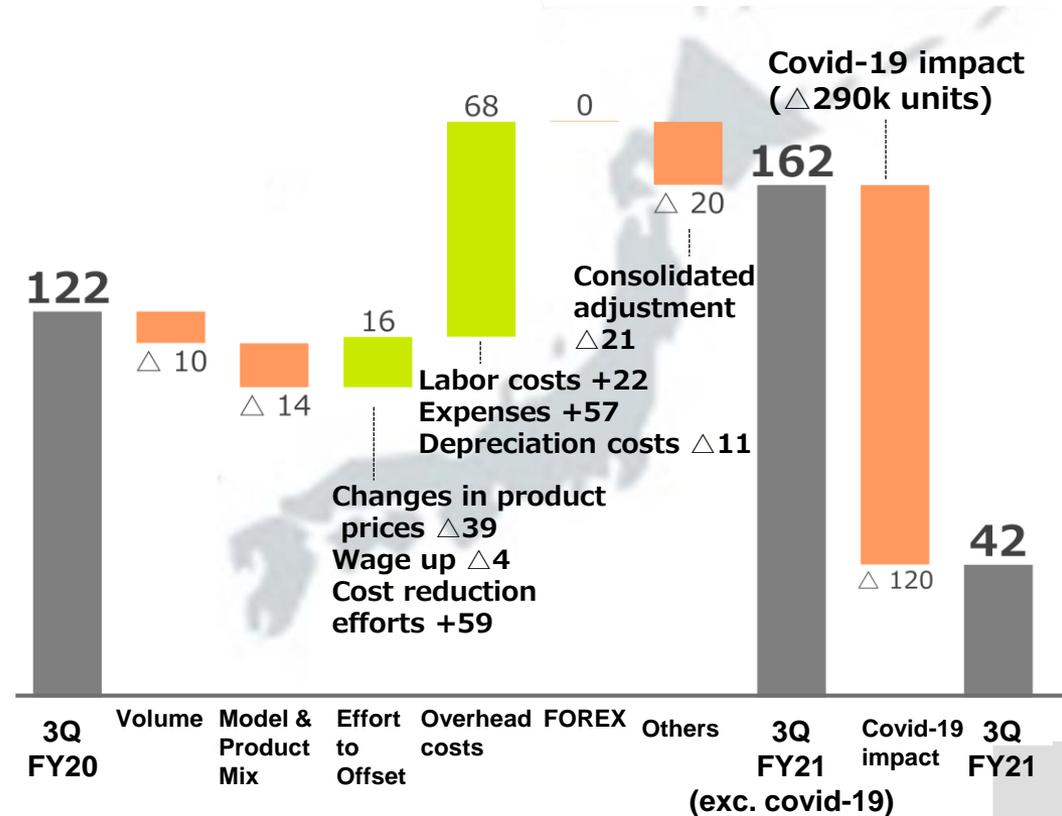
Profit increased excluding covid-19 impact because of reduced working hours by work-style review as well as increased efficiency in overhead cost from expense reduction, however profit decreased due to covid-19 impact mainly during 1Q

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



Profit & Loss

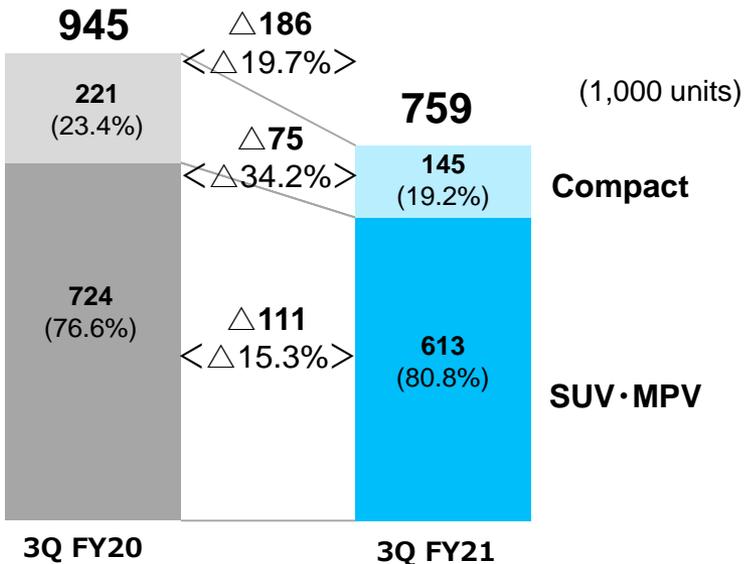
(100 million yen)

	3Q FY20	3Q FY21	YOY Change
Revenue	5,826	5,113	△713
Operating Profit	122	42	△79
Operating Profit Ratio	2.1%	0.8%	—

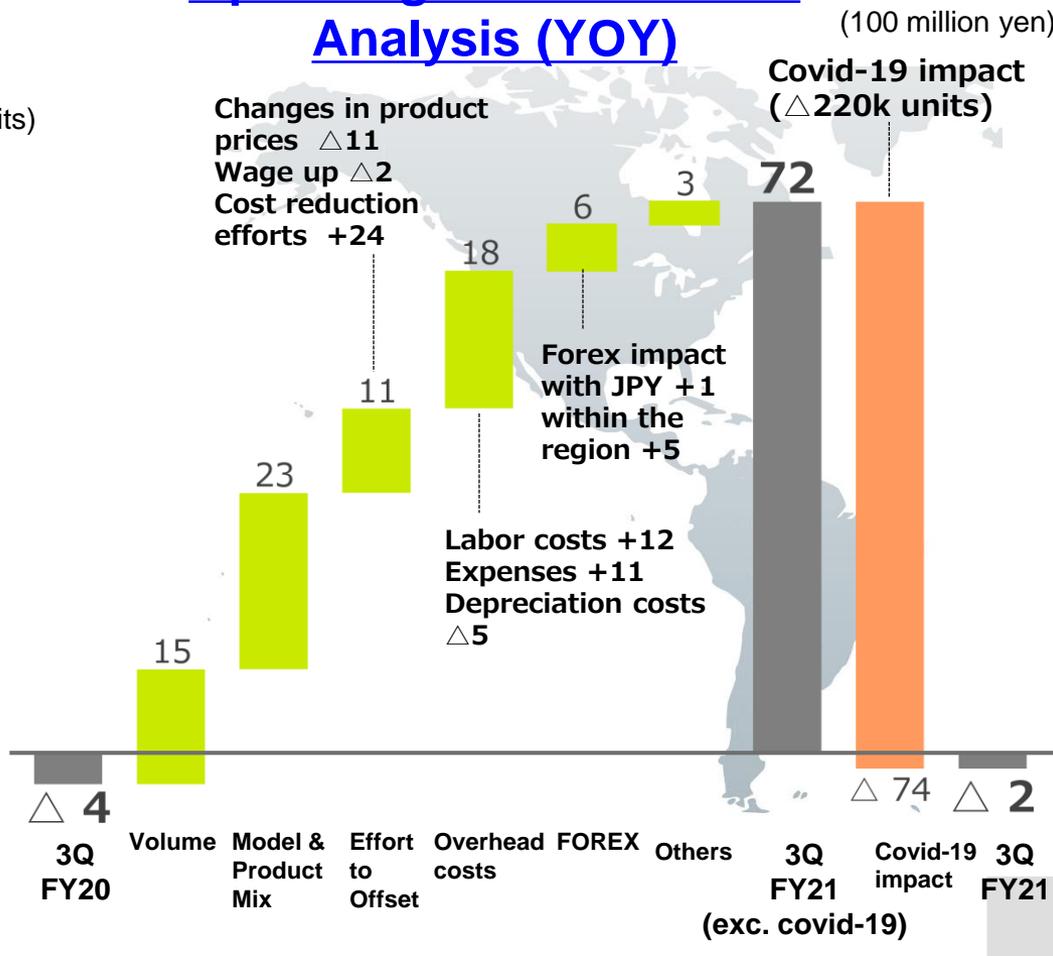
1-3) 3rd Quarter FY2021 Financial Results The Americas Revenue & Operating Profit

Profitability steadily recovered excluding covid-19 impact thanks to new product effects and improved overhead costs efficiency

Volume & Model Mix



Operating Profit Variance Analysis (YOY)



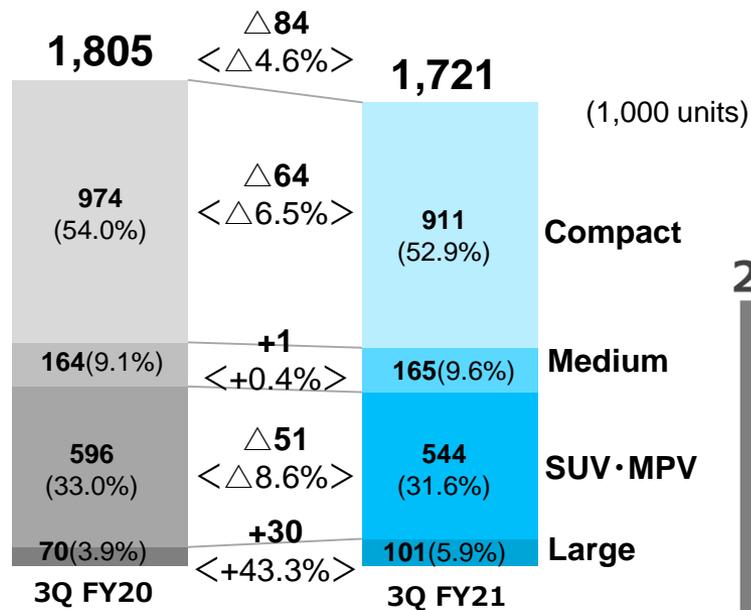
Profit & Loss (100 million yen)

	3Q FY20	3Q FY21	YOY Change
Revenue	2,104	1,742	$\Delta 362$
Operating Profit	$\Delta 4$	$\Delta 2$	1
Operating Profit Ratio	$\Delta 0.2\%$	$\Delta 0.2\%$	-

1-3) 3rd Quarter FY2021 Financial Results Asia & Oceania Revenue & Operating Profit

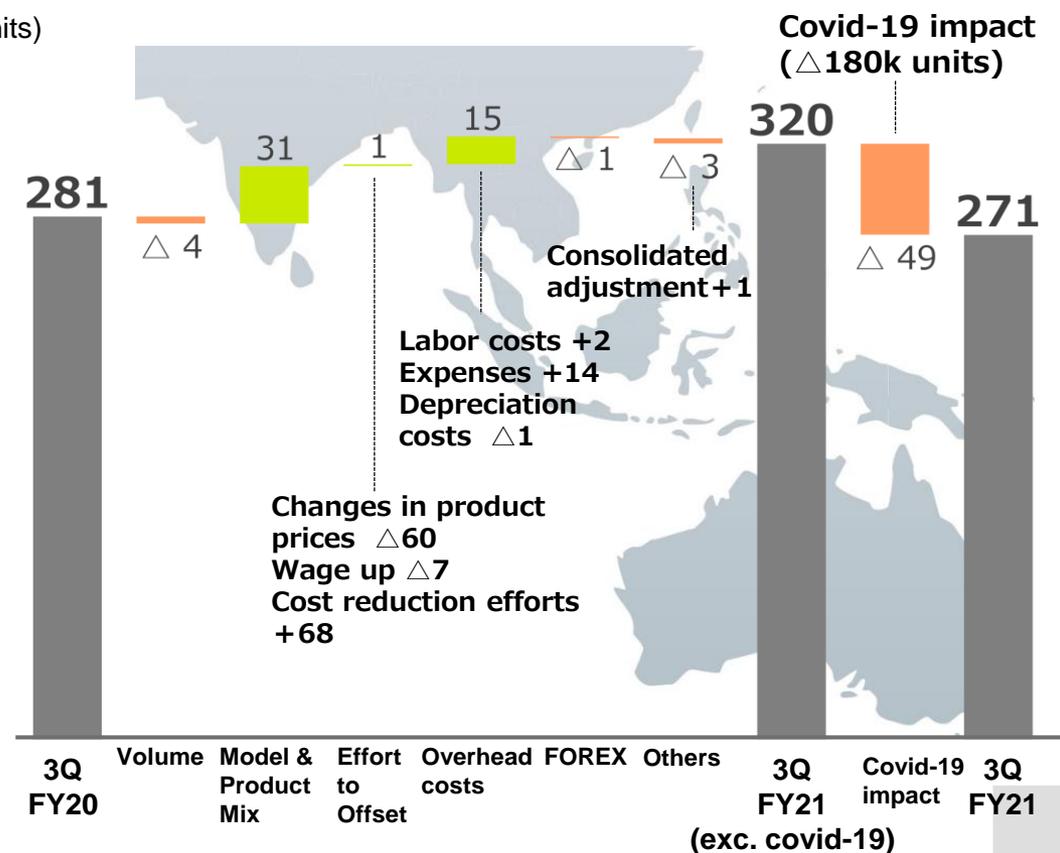
Profit increased excluding covid-19 impact due to new product effects in China and improved overhead costs efficiency, however, profit declined due to covid-19 impacts in ASEAN courtiers

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



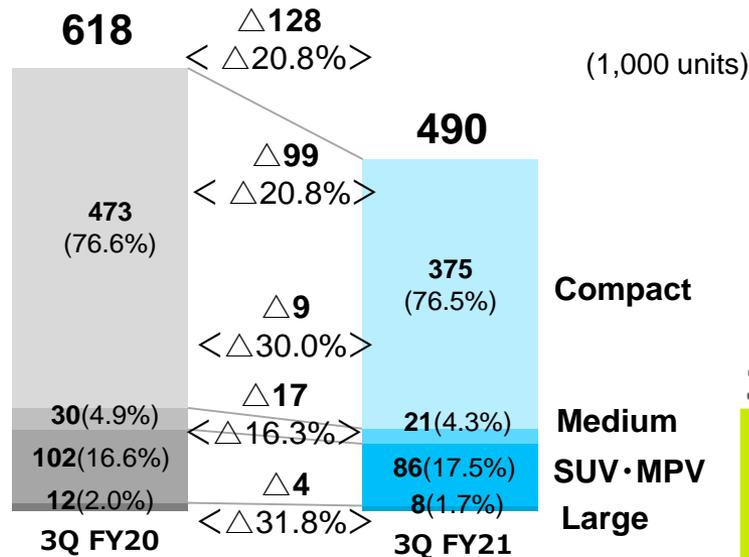
Profit & Loss (100 million yen)

	3Q FY20	3Q FY21	YOY Change
Revenue	2,695	2,387	△308
Operating Profit	281	271	△9
Operating Profit Ratio	10.4%	11.4%	-

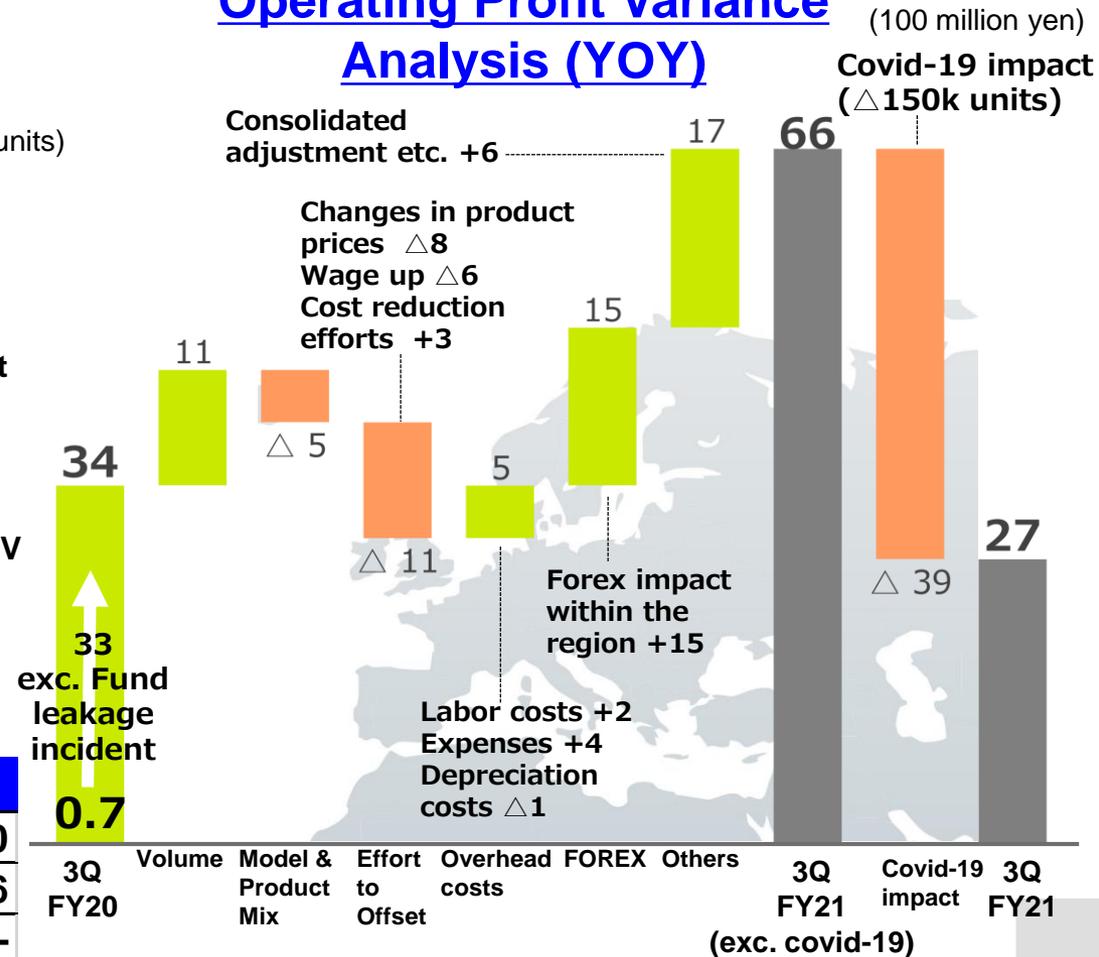
1-3) 3rd Quarter FY2021 Financial Results Europe & Africa Revenue & Operating Profit

Profit increased excluding covid-19 impact because of improved overhead costs efficiency and foreign exchange impact, however profit decreased due to covid-19 impact mainly during 1Q

Volume & Model Mix



Operating Profit Variance Analysis (YOY)



Profit & Loss

	3Q FY20	3Q FY21	YOY Change
Revenue	661	570	$\Delta 90$
Operating Profit	0.7	27	26
Operating Profit Ratio	0.1%	4.8%	-

Financial Results

1. 3rd Quarter FY2021 Financial Results

2. FY2021 Financial Forecasts

3. Appendix

2-1) FY2021 Financial Forecasts Overview of Consolidated Financial Forecasts

(100 million yen)

	FY20 Actual		FY20 Forecasts		YOY Change		FY20 Forecasts (2Q Announced)	
Revenue	13,726	100.0%	12,800	100.0%	△926	△6.7%	12,400	100.0%
Operating Profit	477	3.5%	470	3.7%	△7	△1.6%	360	2.9%
Profit before income taxes	480	3.5%	460	3.6%	△20	△4.3%	350	2.8%
Profit*	247	1.8%	210	1.6%	△37	△15.3%	140	1.1%

*Profit Attributable to Owners of the Parent

Earnings per share	132.88 yen	112.40 yen	△20.48 yen	△74.93 yen
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Exchange Rate	USD	109 yen	105 yen	△4 yen	106 yen
	EUR	121 yen	123 yen	+2 yen	121 yen

Revenue

- Lower Revenue because of production decline due to covid-19 impact mainly during 1Q, although the rate of decrease to be eased thanks to worldwide recovery in demand from the 2nd half

Operating Profit

- Profit is to be about the same level as the previous year thanks to higher profit in the 2nd half resulting from recovery in demand, company-wide cost reduction and increased cost efficiency.

Production Volume

TOYOTA·Lexus brand 8.3 million units
✕8.2 million units at the point of 2Q

Risk

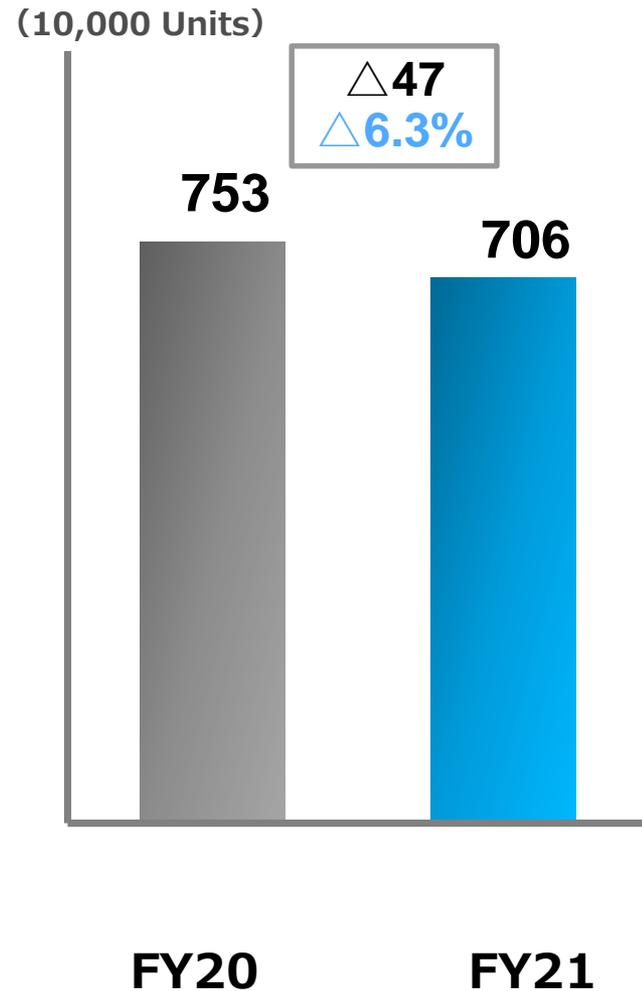
**incorporates foreseeable risks of covid-19
and semiconductor shortage**

Exchange Rate (Jan.-Mar.)

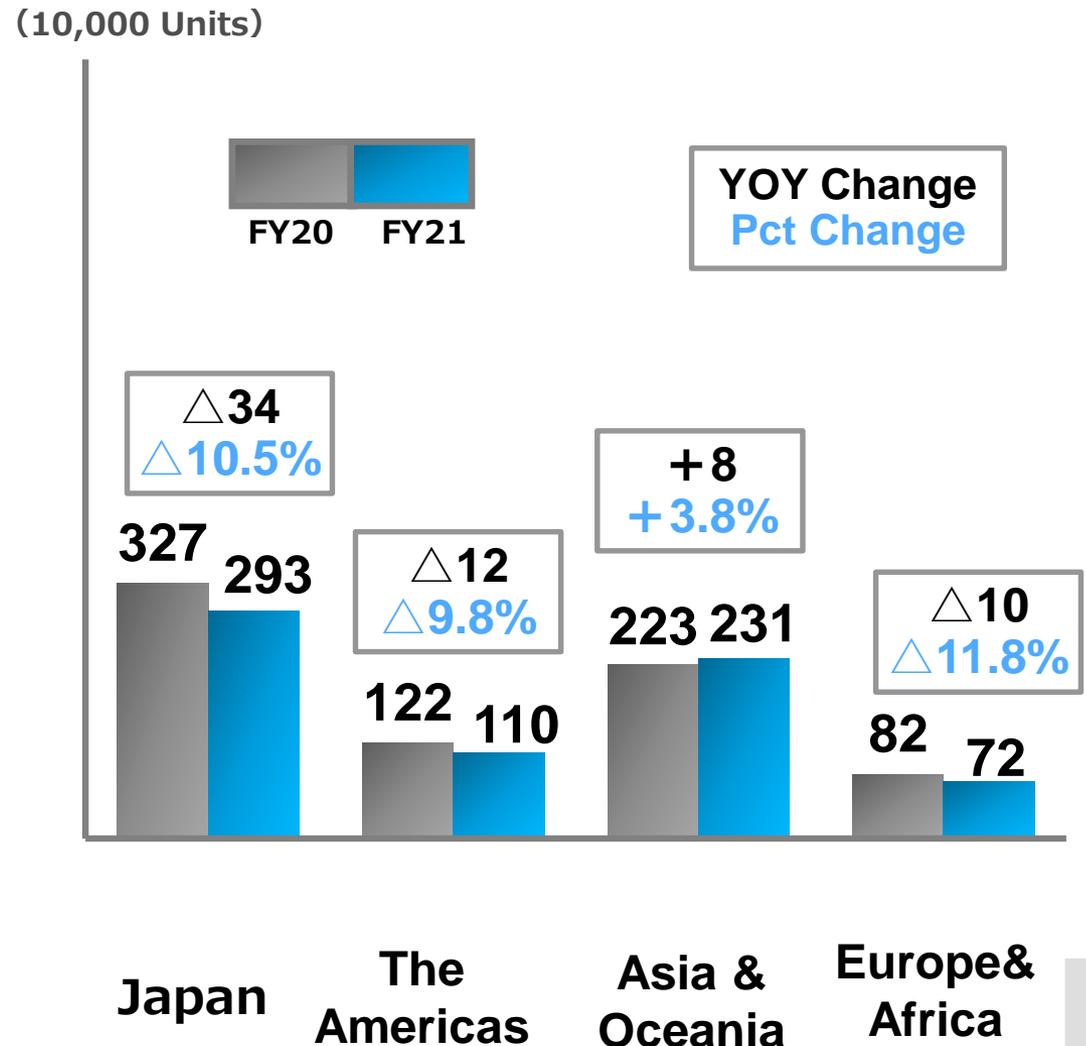
USD : 100.00 yen
EUR : 125.00 yen

2-3) FY2021 Financial Forecasts **Seat Assembly Production by Region**

Total



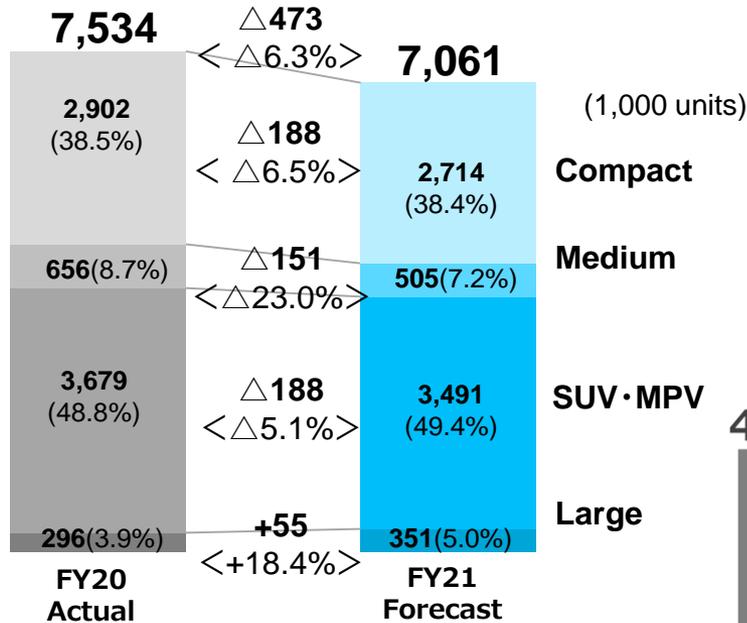
By Region



2-4) FY2021 Financial Forecasts Consolidated Revenue & Operating Profit

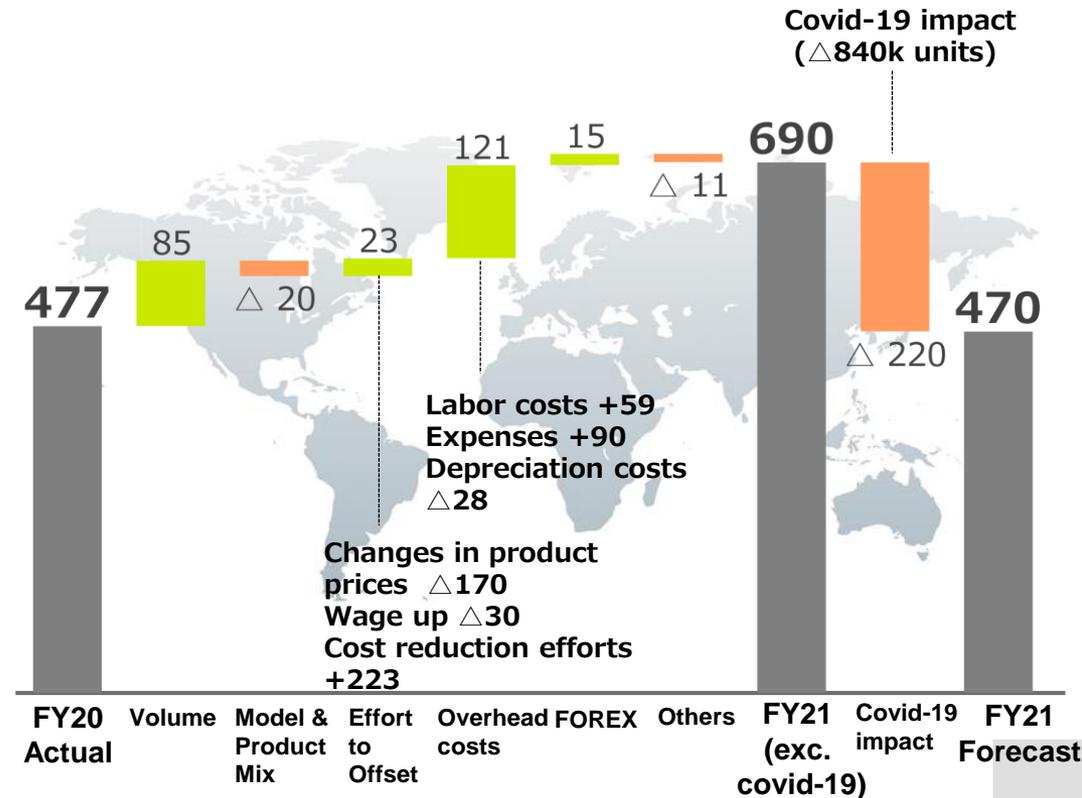
Profit is about to be the same level as the previous year due to company-wide efforts for streamlining expenses and cost reduction efforts despite covid-19 impact.

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



Profit & Loss (100 million yen)

	FY20	FY21 Forecast	YOY Change
Revenue	13,726	12,800	$\Delta 926$
Operating Profit	477	470	$\Delta 7$
Operating Profit Ratio	3.5%	3.7%	—

2-5) FY2021 Financial Forecasts Comparison with the Forecast released for 2Q

Revised upward based on recovery in demand in Japan, Asia & Oceania regions, and reflected further profit improvement measures such as cost reduction efforts and increased overhead cost efficiency

Volume & Model Mix

(1,000 units)

Previous Forecast at the point of 2Q	Change	3Q Updated Forecast	Model
6,937	+124 <+1.8%>	7,061	
2,703 (39.0%)	+11 <+0.4%>	2,714 (38.4%)	Compact
484 (7.0%)	+21 <+4.4%>	505 (7.2%)	Medium
3,403 (49.1%)	+88 <+2.6%>	3,491 (49.4%)	SUV・MPV
347 (5.0%)	+3 <+1.0%>	351 (5.0%)	Large

Profit & Loss

(100 million yen)

	Previous Forecast	Updated Forecast	YOY Change
Revenue	12,400	12,800	400
Operating Profit	360	470	110
Operating Profit Ratio	2.9%	3.7%	—

Operating Profit Variance Analysis

(100 million yen)

	2Q released	3Q released	diff.	contents
FY20 Actual	477	477	—	
Volume	△224	△170	+54	• recovery in demand
Mix・employment maintenance	△114	△75	+39	• efficient response to higher volume • rise in SUV ratio etc.
Cost reduction efforts	74	79	+5	
Improved overhead costs	104	121	+17	• greater efficiency
FOREX	11	15	+4	
Others	32	23	△9	
FY21 Forecast	360	470	110	

2-6) FY2021 Financial Forecasts by Half Year

Revenue

(100 million yen)

	FY2021		
	1 st Half (Results)	2 nd Half	Full Year
Japan	3,042	4,058	7,100
The Americas	989	1,511	2,500
Asia & Oceania	1,449	1,751	3,200
Europe & Africa	319	481	800
Consolidated Total	5,454	7,346	12,800

Operating Profit

(100 million yen)

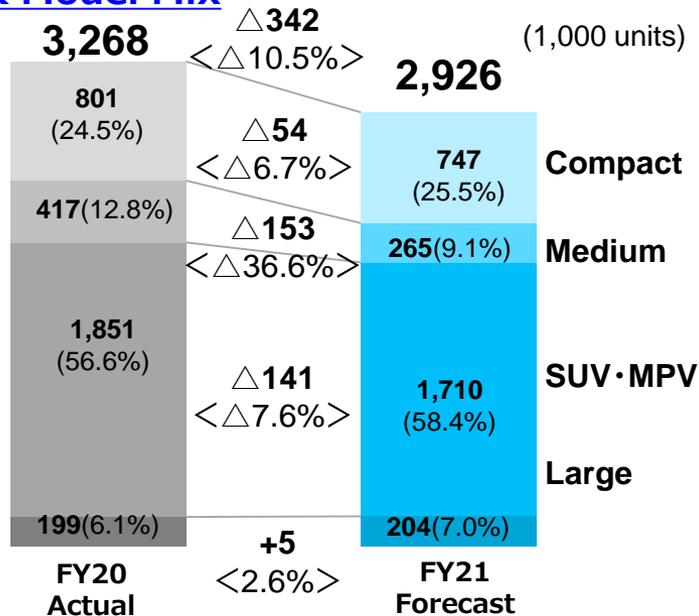
	FY2021					
	1 st Half (Results)		2 nd Half		Full Year	
Japan	Δ68	Δ2.3%	138	3.4%	70	1.0%
The Americas	Δ28	Δ2.9%	63	4.2%	35	1.4%
Asia & Oceania	138	9.6%	182	10.4%	320	10.0%
Europe & Africa	Δ5	Δ1.7%	50	10.5%	45	5.6%
Consolidated Total	36	0.7%	434	5.9%	470	3.7%

2-7) FY2021 Financial Forecasts Revenue & Operating Profit by Region

Japan

Lower profit due to Covid-19 impact, despite positive factors such as cost reduction and improvement in cost efficiency

Volume & Model Mix



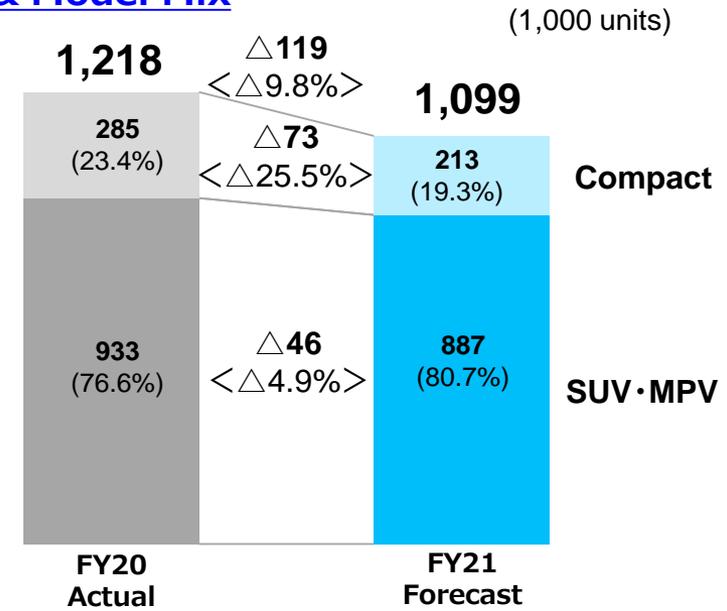
Profit & Loss

	FY20	FY21 Forecast	YOY Change
Revenue	7,683	7,100	△583
Operating Profit	102	70	△32
Operating Profit Ratio	1.3%	1.0%	—

The Americas

Higher profit because of improvement in cost efficiency and temporary elimination of inefficiency associated with model change despite volume decline from Covid-19

Volume & Model Mix



Profit & Loss

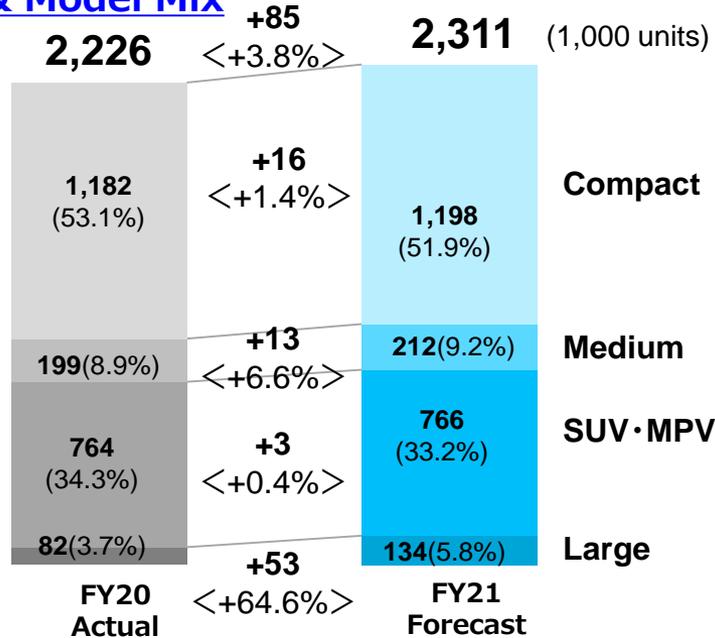
	FY20	FY21 Forecast	YOY Change
Revenue	2,729	2,500	△229
Operating Profit	8	35	26
Operating Profit Ratio	0.3%	1.4%	—

2-7) FY2021 Financial Forecasts Revenue & Operating Profit by Region

Asia & Oceania

Lower Profit due to Covid-19 impacts in ASEAN countries despite volume increase in China

Volume & Model Mix



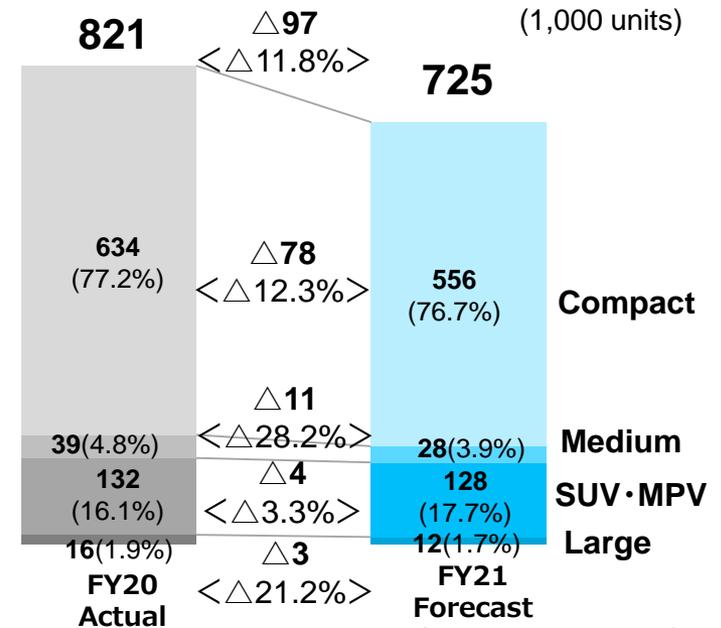
Profit & Loss

	FY20	FY21 Forecast	YOY Change
Revenue	3,338	3,200	△ 138
Operating Profit	336	320	△ 16
Operating Profit Ratio	10.1%	10.0%	—

Europe & Africa

Higher Profit due to a one-time loss in the previous year despite negative impacts from Covid-19 impact

Volume & Model Mix



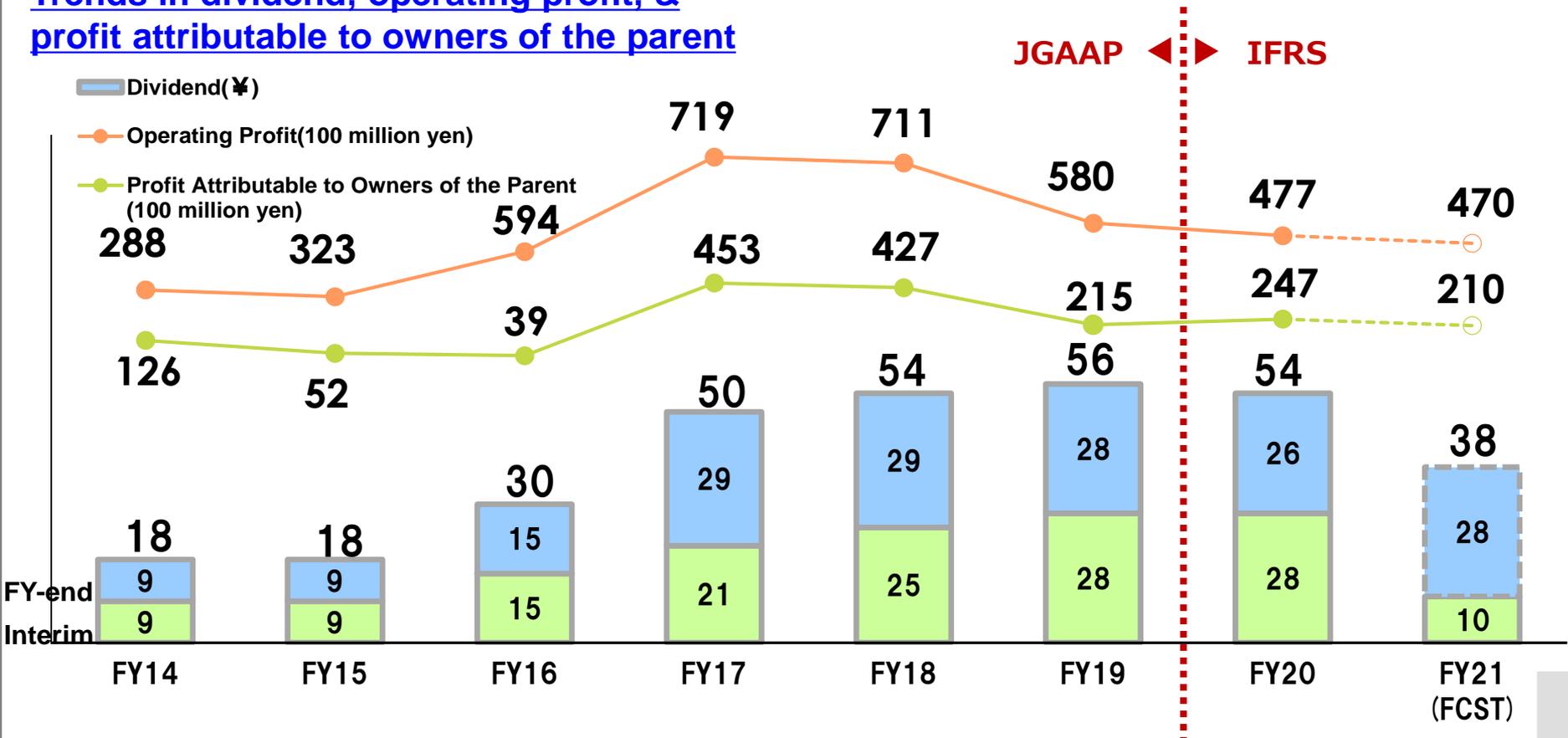
Profit & Loss

	FY20	FY21 Forecast	YOY Change
Revenue	883	800	△ 83
Operating Profit	30	45	14
Operating Profit Ratio	3.4%	5.6%	—

2-8) FY2021 Financial Forecasts Returning to Shareholders

■ FY-end dividends payout (¥28) is determined based on comprehensive evaluation to consolidated financial results to keep long-term sustainable dividends

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



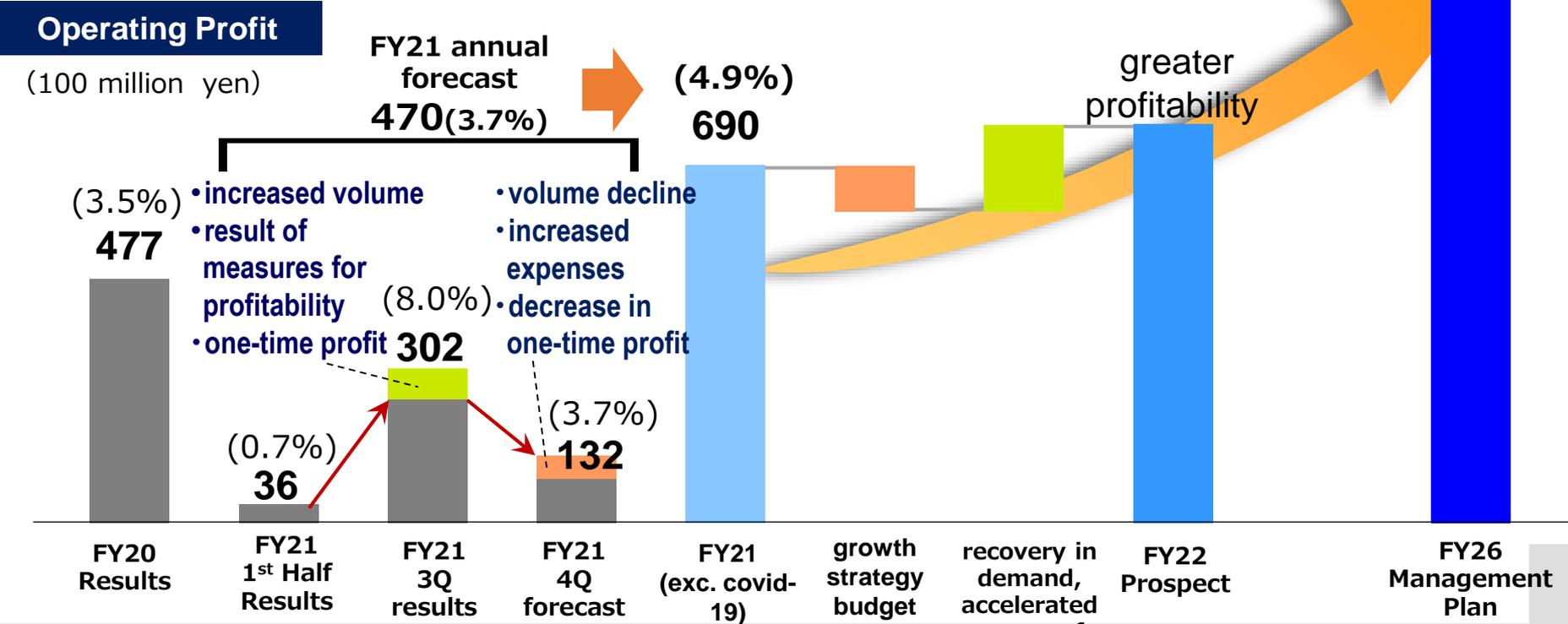
2-9) Concluding 3rd Quarter FY2021 Financial Results

[3Q Results] Achieved record operating profits on a quarterly basis because of one-time factors such as increased volume from recovery in production in Japan and Asia in addition to streamlined expenses

[Annual Forecast] Further improvement in profitability by continuing profits improvement measures

[FY22] Progress towards achieving greater profitability while securing resources for growth strategies based on FY2026 Mid-term management plan

FY2026 target **1000+α**



Financial Results

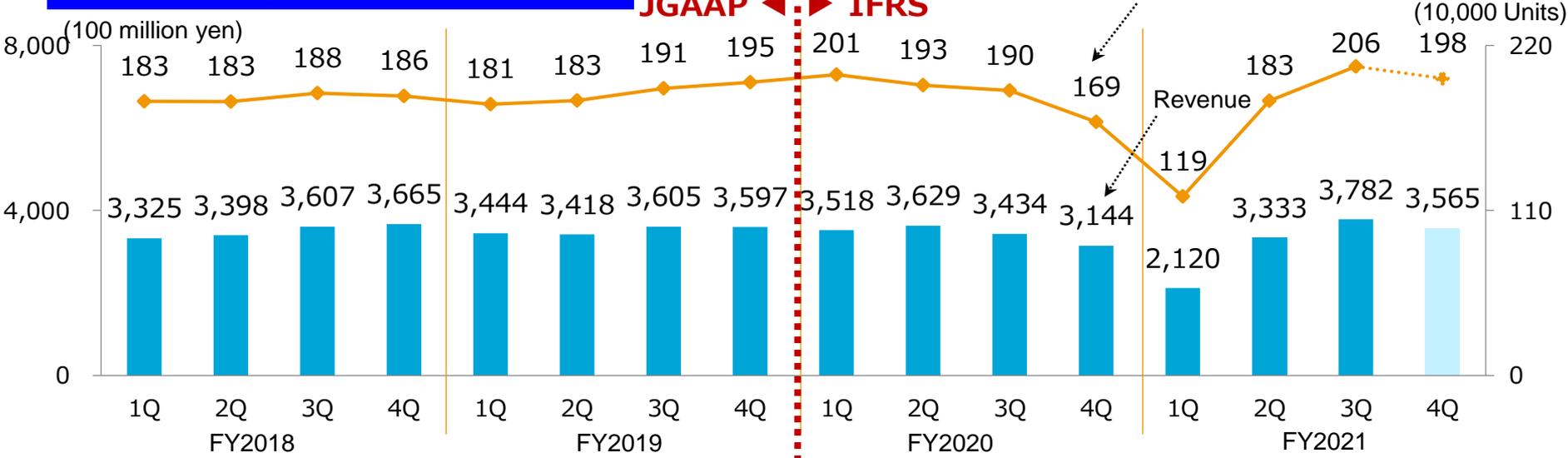
1. 3rd Quarter FY2021 Financial Results

2. FY2021 Financial Forecasts

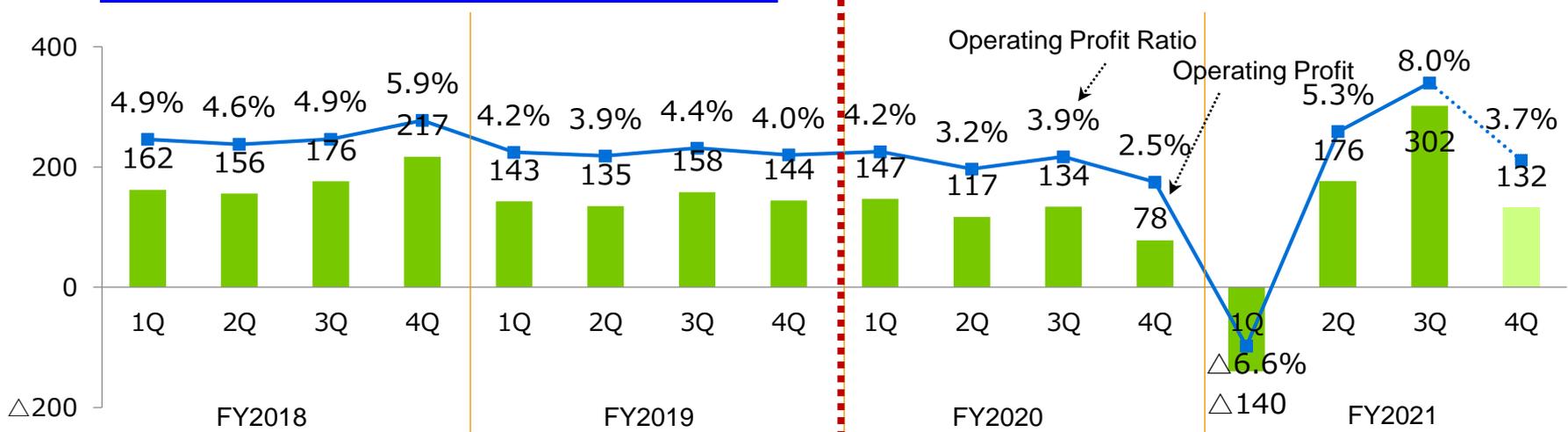
3. Appendix

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

Seat Assembly Production / Revenue

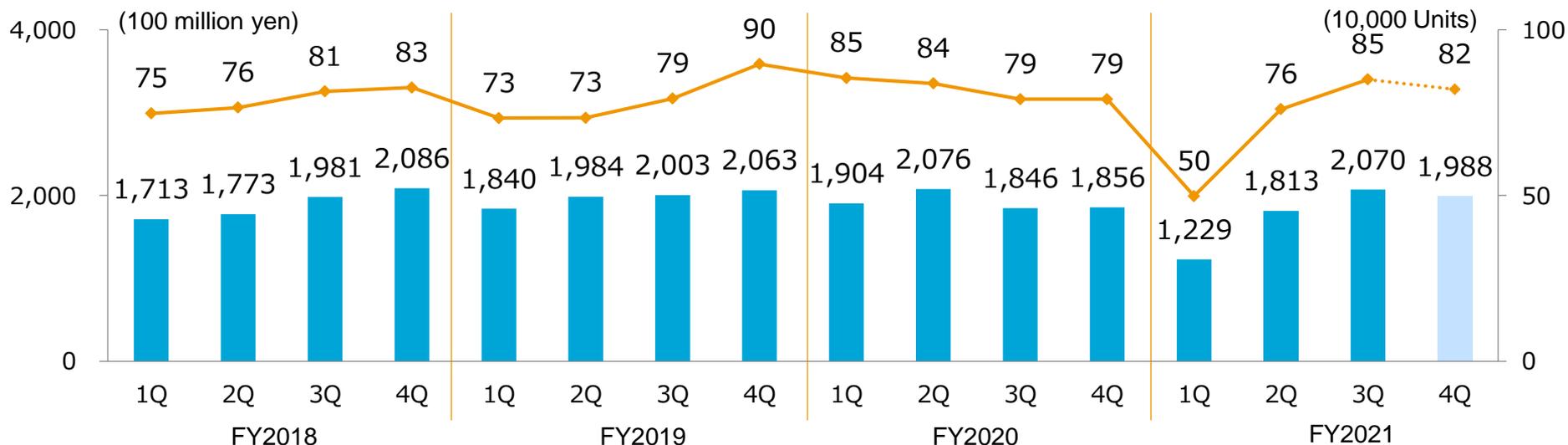


Operating Profit / Operating Profit Ratio

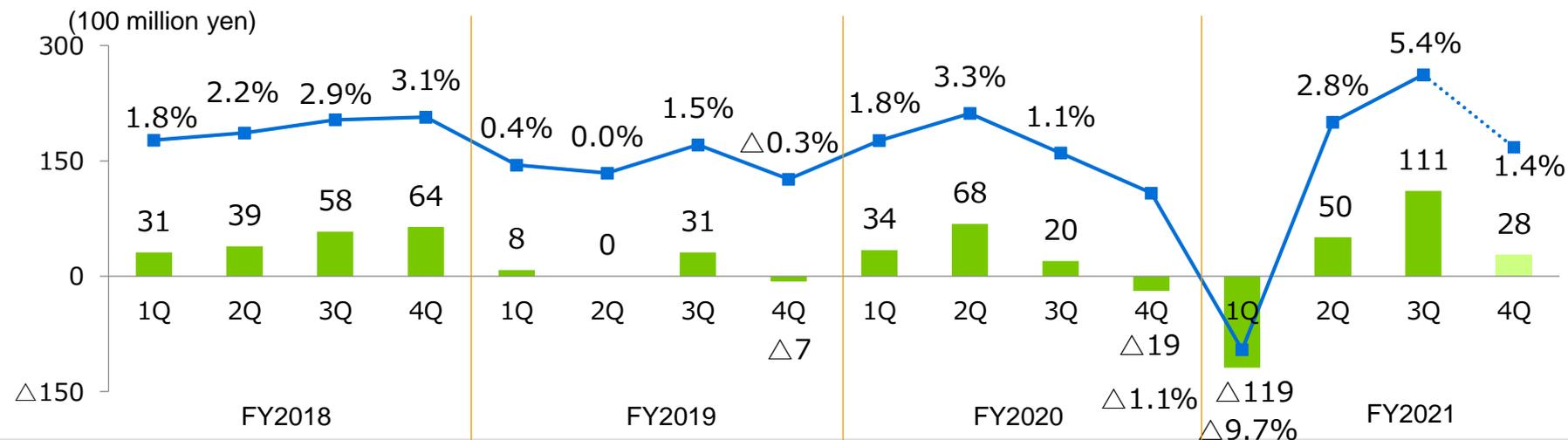


3-2) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

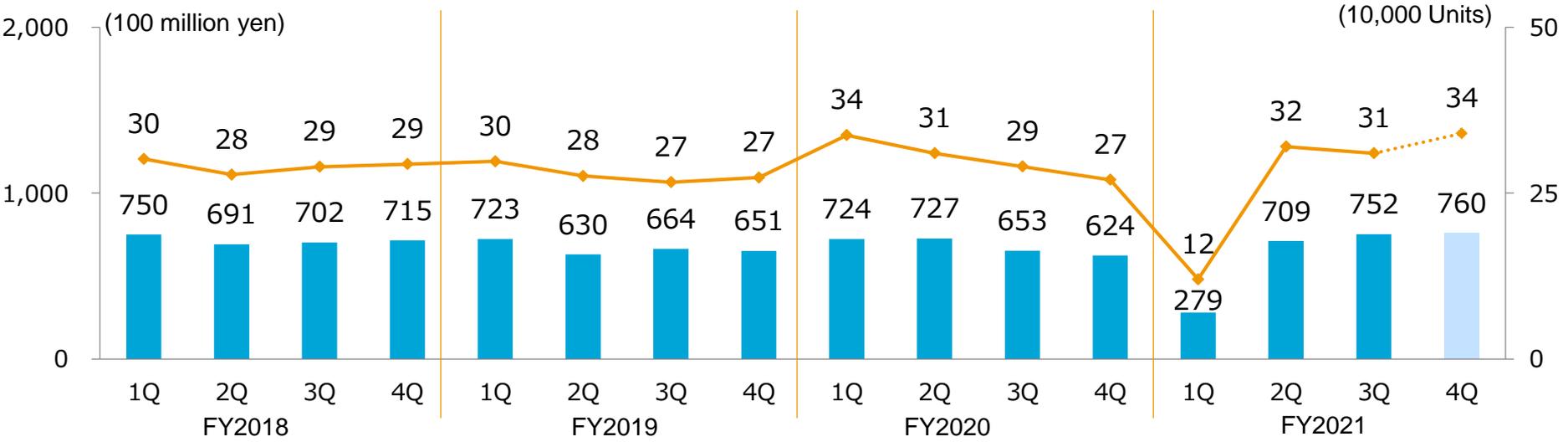


Operating Profit / Operating Profit Ratio

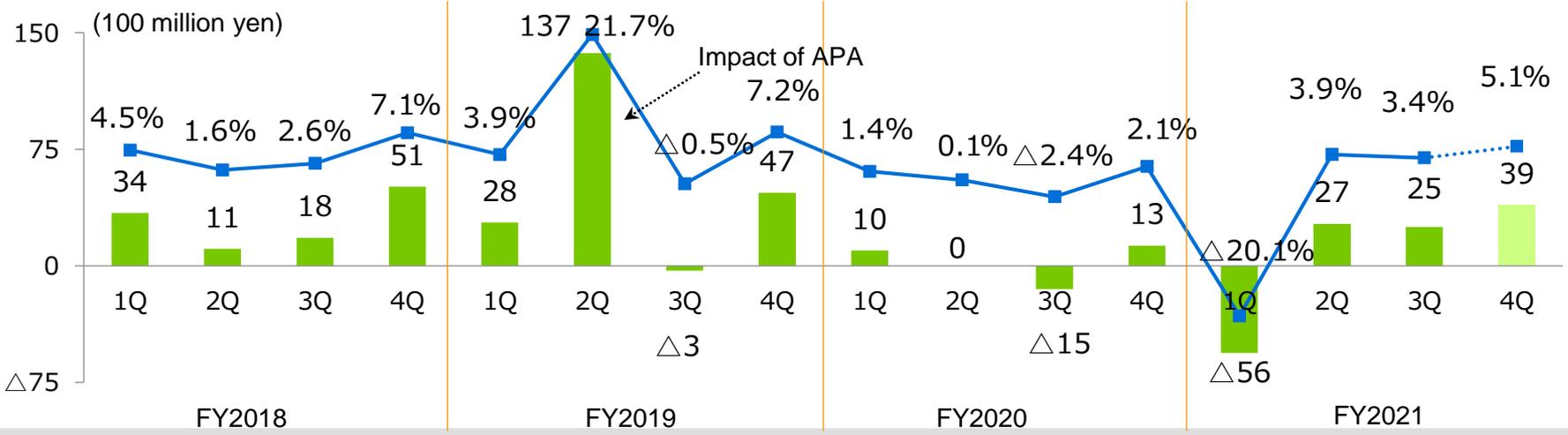


3-3) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

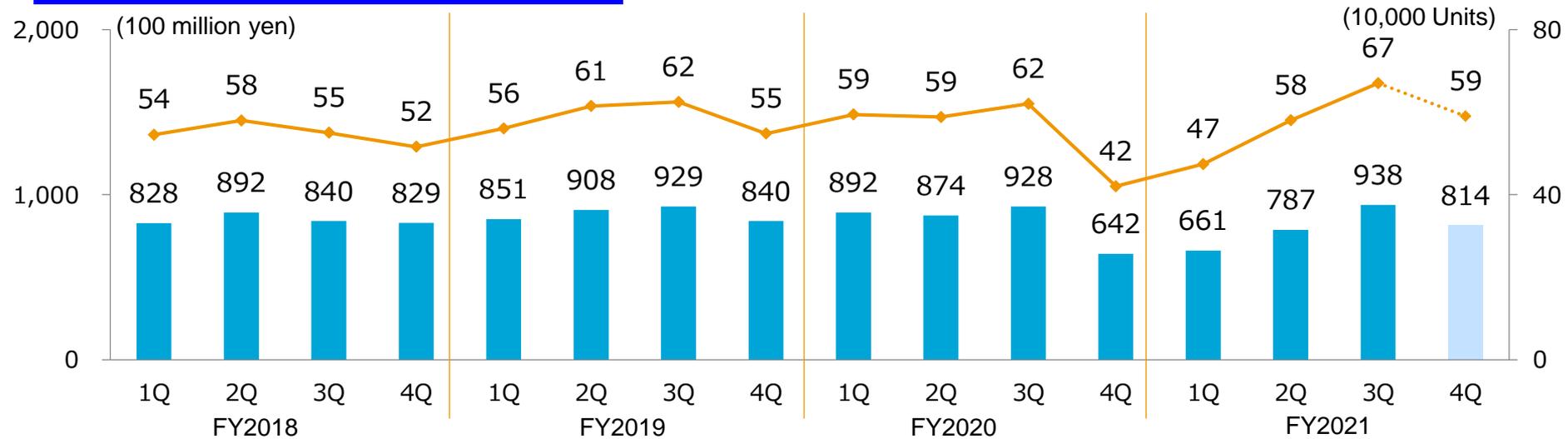


Operating Profit / Operating Profit Ratio

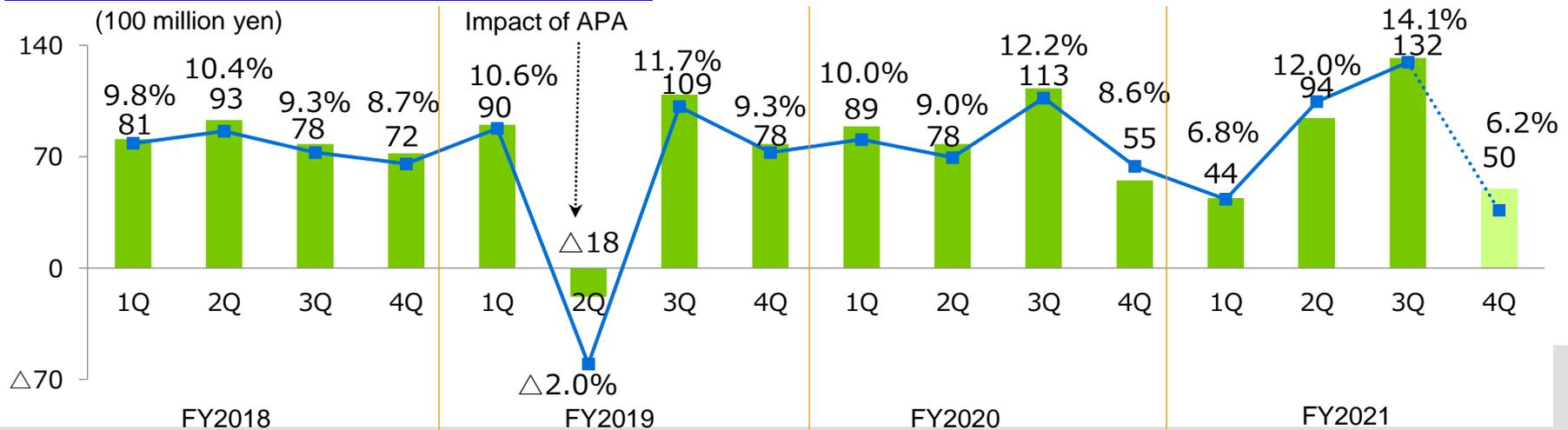


3-4) Quarterly Trends: Asia & Oceania volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

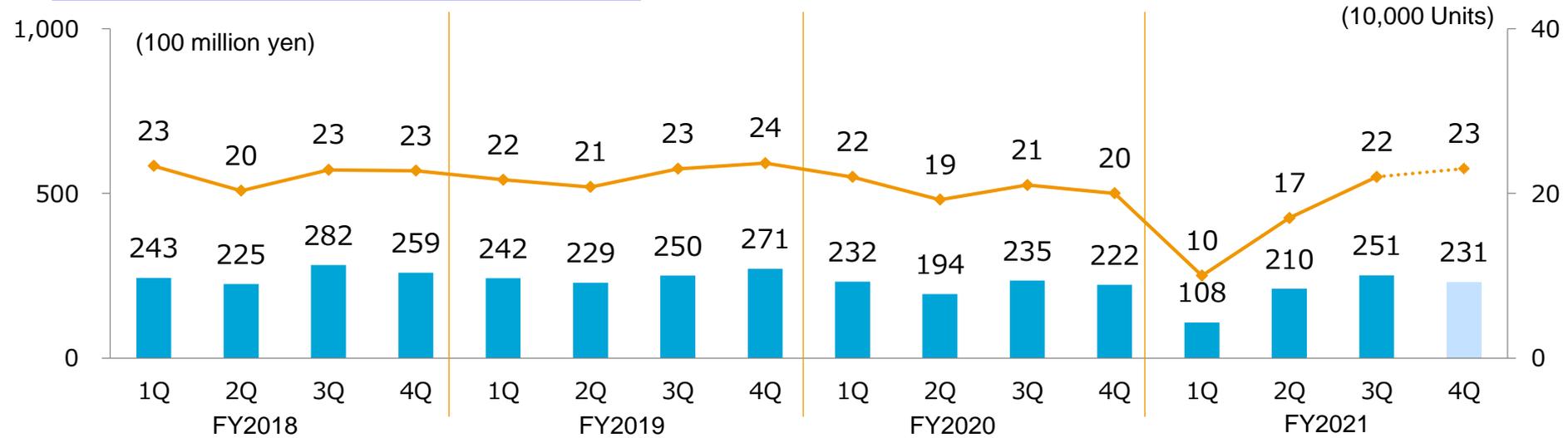


Operating Profit / Operating Profit Ratio

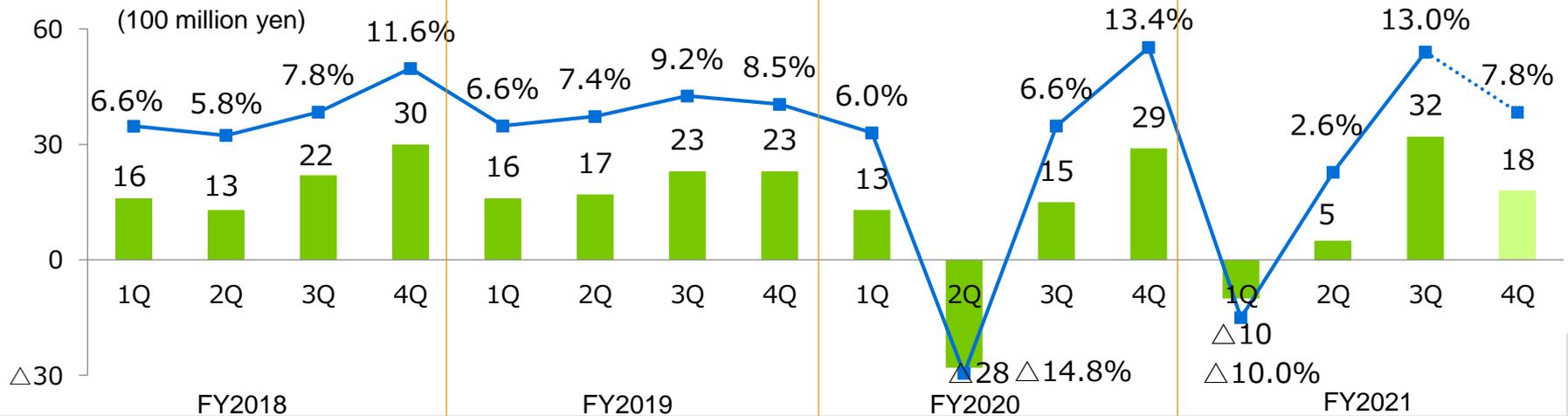


3-5) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue



Operating Profit / Operating Profit Ratio





<Disclaimer>

This report contains forecasts and expectations that relate to future plans and strategies in addition to the expected financial results of the Toyota Boshoku Corporation and the Toyota Boshoku group.

Within are estimates based on assumptions and opinions that have been formed by the company from the information available at the time of writing.

They involve risks and uncertainties.

Accordingly, actual results may differ from the company's forecasts