



TOYOTA BOSHOKU

TSE 1st Section Securities Code 3116

FY2021 (ending March 2021)

Financial Results

Date: April 28th, 2021

Financial Results

1. FY2021 Financial Results

2. FY2022 Financial Forecasts

3. Appendix

Financial Results

1. FY2021 Financial Results

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1-1) FY2021 Financial Results Overview of Consolidated Financial Results

(100 million yen)

| | FY2020 | | FY2021 | | YOY Change | |
|----------------------------|--------|--------|--------|--------|------------|-------|
| Revenue | 13,726 | 100.0% | 12,721 | 100.0% | Δ1,004 | Δ7.3% |
| Operating Profit | 477 | 3.5% | 571 | 4.5% | 93 | 19.5% |
| Profit before income taxes | 480 | 3.5% | 573 | 4.5% | 92 | 19.3% |
| Profit* | 247 | 1.8% | 311 | 2.5% | 64 | 25.8% |

*Profit Attributable to Owners of the Parent

| | | | | |
|--------------------|-----|------------|------------|------------|
| Earnings per share | | 132.88 yen | 166.93 yen | +34.05 yen |
| Exchange Rate | USD | 109 yen | 106 yen | △3 yen |
| | EUR | 121 yen | 124 yen | +3 yen |

Revenue

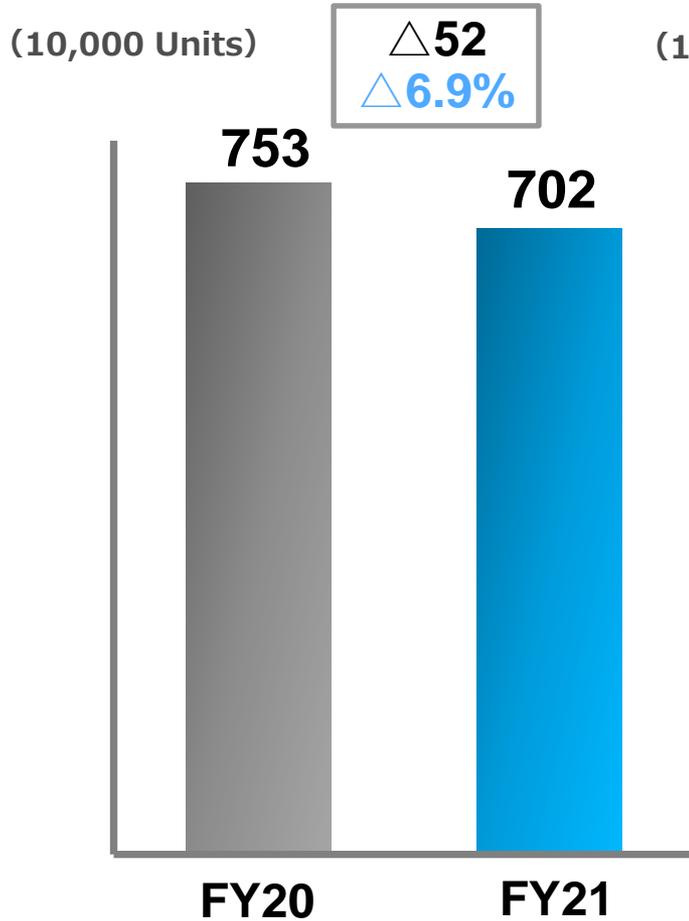
■ While revenue decreased mainly during 1Q due to covid-19 impacts, its reduction was moderated by globally recovering demand from the second half

Operating Profit

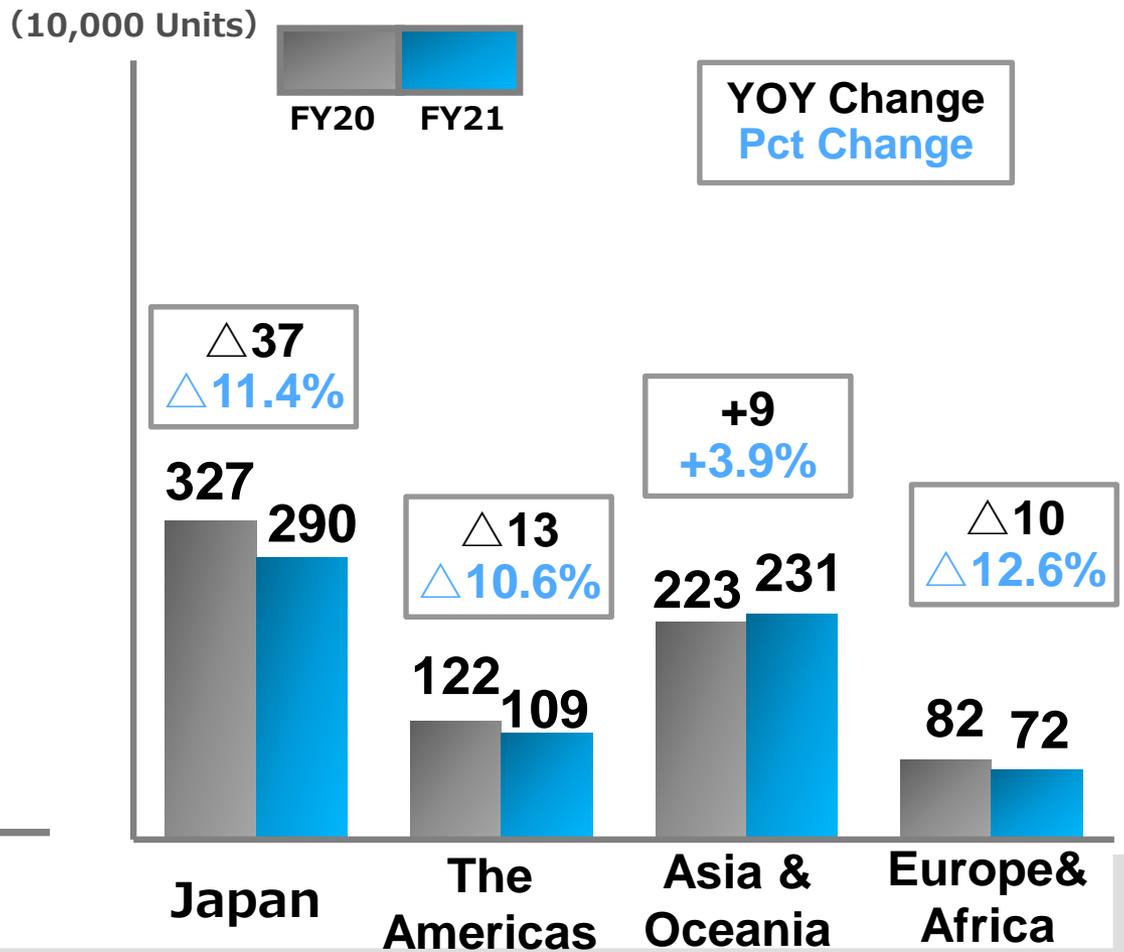
■ the biggest profit ever in the 2nd half as a result of globally recovering demand in addition to profit securing measures including increased overhead cost efficiency

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

Total



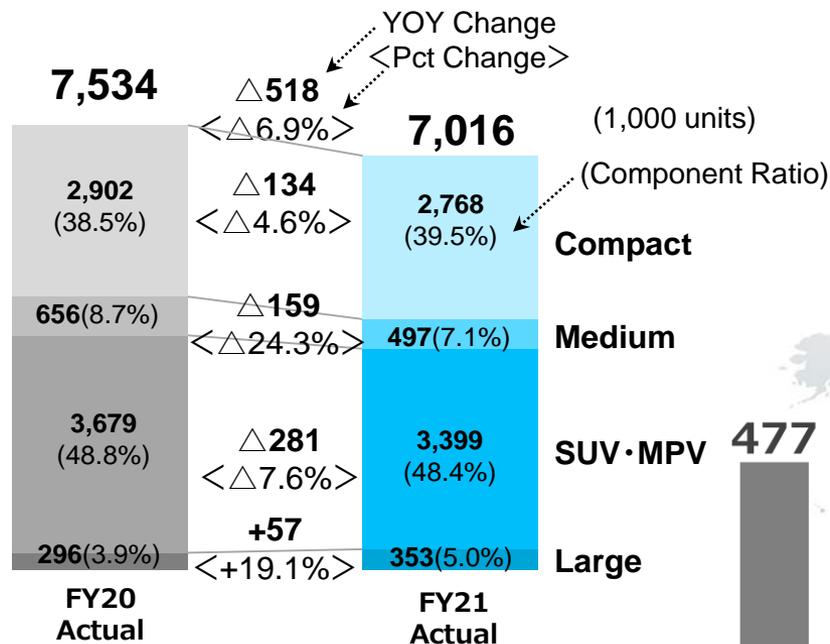
By Region



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

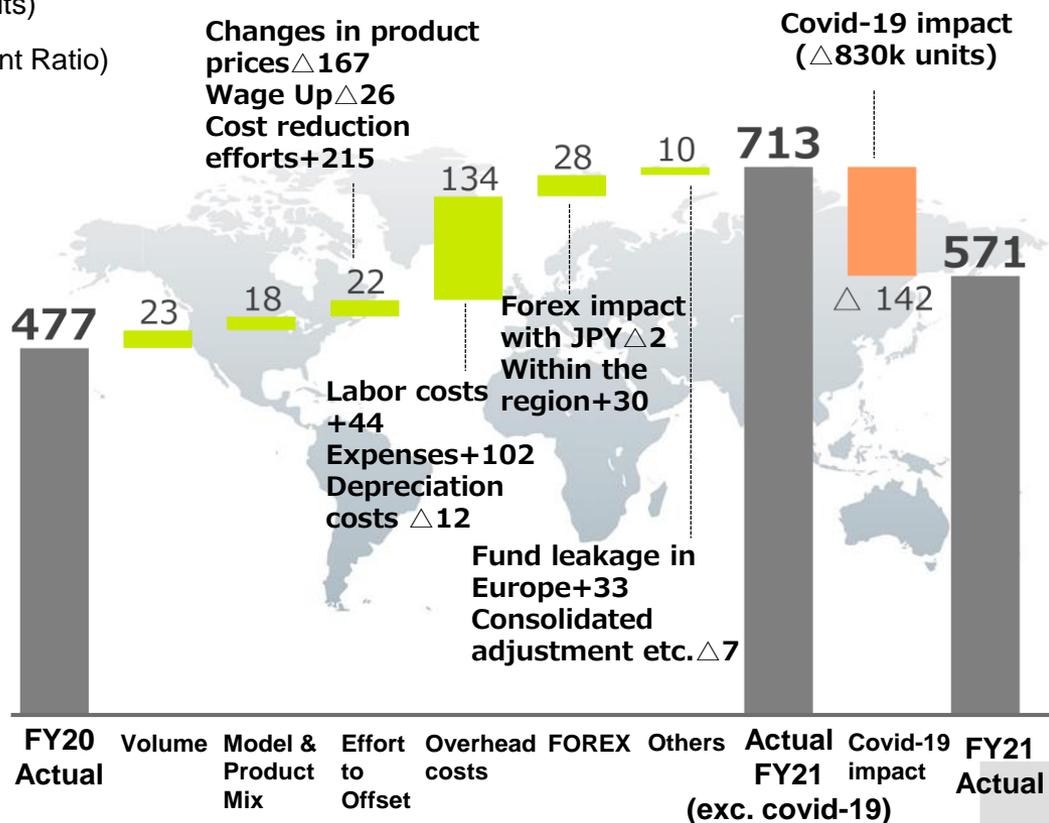
While profit decreased because of covid-19 impact mainly during 1Q, profit increased because profit securing measures such as increased overhead cost efficiency and cost reduction efforts were implemented

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



Profit & Loss

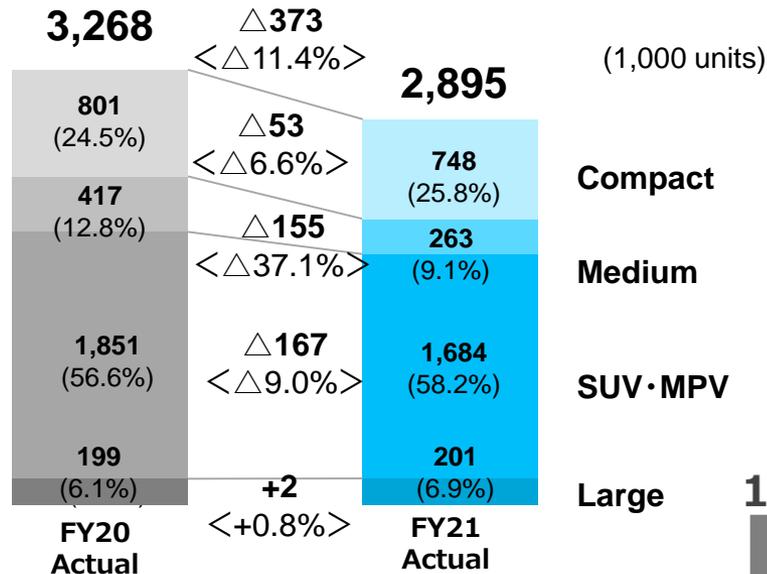
(100 million yen)

| | FY20 | FY21 | YOY Change |
|------------------------|--------|--------|------------|
| Revenue | 13,726 | 12,721 | △ 1,004 |
| Operating Profit | 477 | 571 | 93 |
| Operating Profit Ratio | 3.5% | 4.5% | - |

1-4) FY2021 Financial Results Japan Revenue & Operating Profit

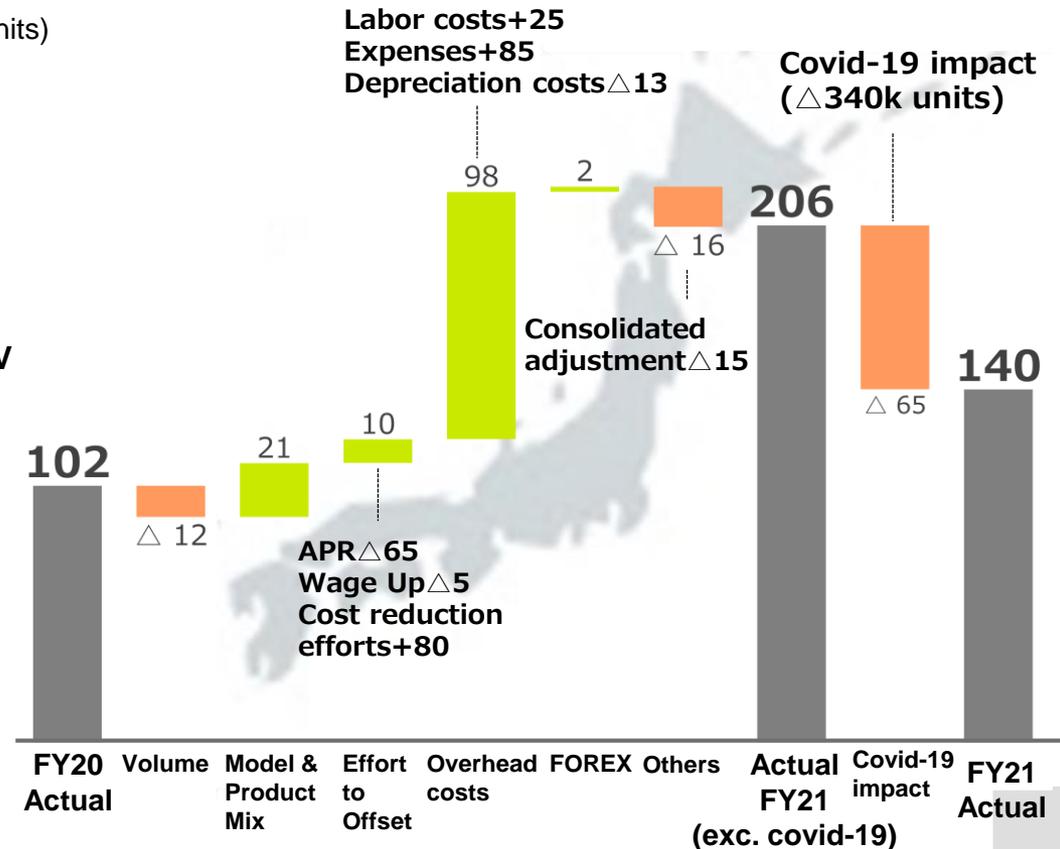
Profit increased due to changes in product mix as well as increased overhead cost efficiency from working style reforms, reducing working hour and expenses, despite negative impacts from covid-19 outbreak mainly during 1Q

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



Profit & Loss

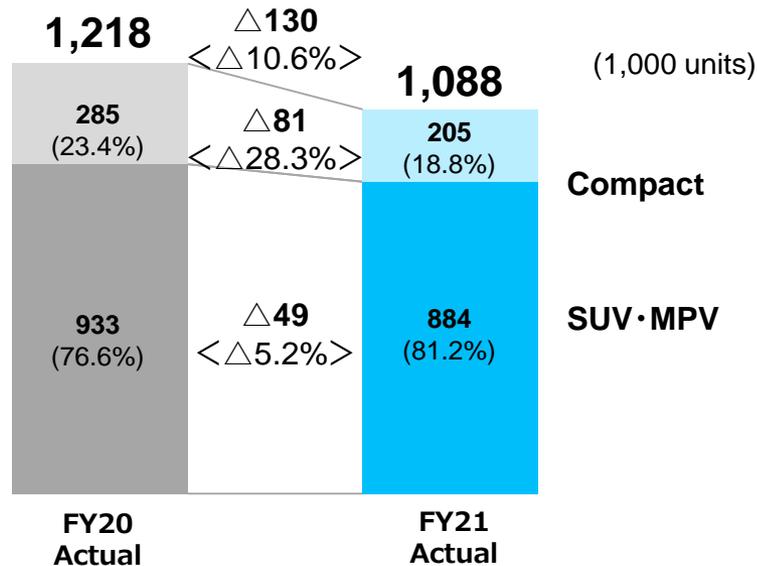
(100 million yen)

| | FY20 | FY21 | YOY Change |
|------------------------|-------|-------|------------|
| Revenue | 7,683 | 6,996 | △ 686 |
| Operating Profit | 102 | 140 | 38 |
| Operating Profit Ratio | 1.3% | 2.0% | - |

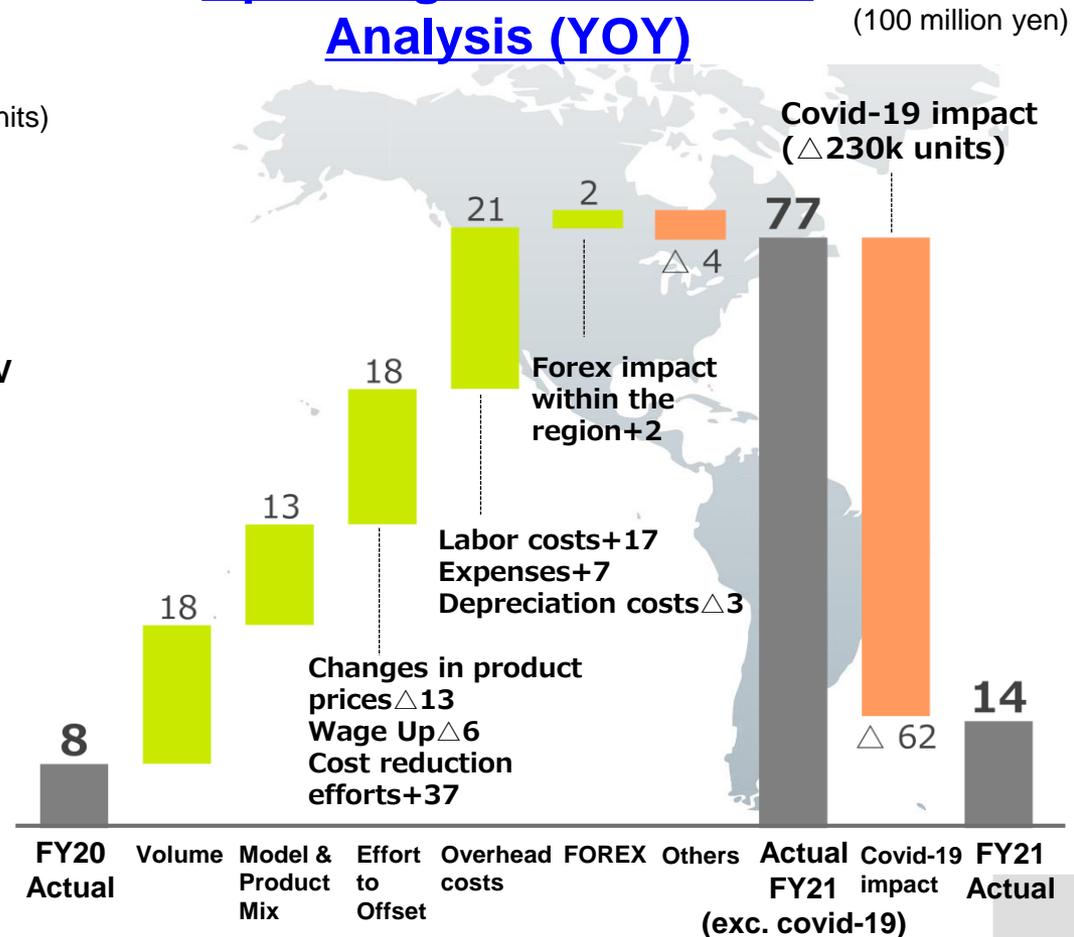
1-5) FY2021 Financial Results The Americas Revenue & Operating Profit

Profitability steadily recovered thanks to new product effects and improved overhead costs efficiency

Volume & Model Mix



Operating Profit Variance Analysis (YOY)



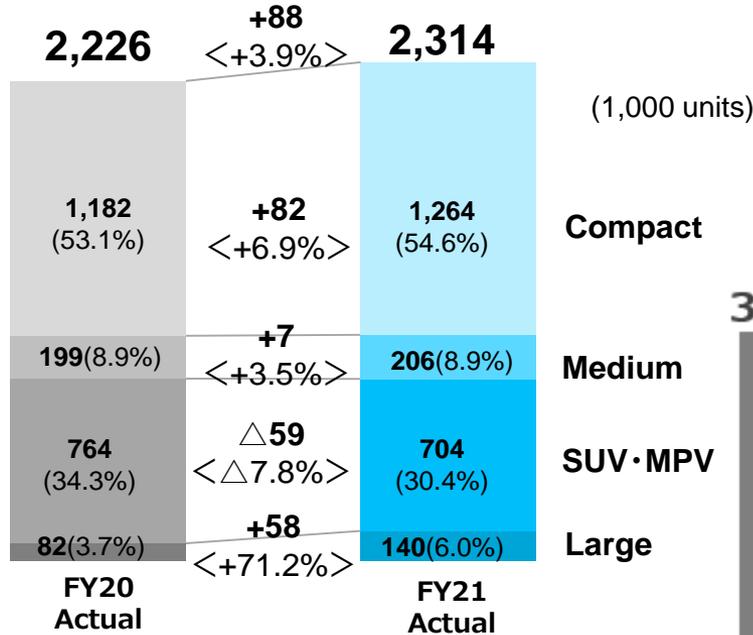
Profit & Loss (100 million yen)

| | FY20 | FY21 | YOY Change |
|------------------------|-------|-------|--------------|
| Revenue | 2,729 | 2,460 | $\Delta 268$ |
| Operating Profit | 8 | 14 | 6 |
| Operating Profit Ratio | 0.3% | 0.6% | - |

1-6) FY2021 Financial Results Asia & Oceania Revenue & Operating Profit

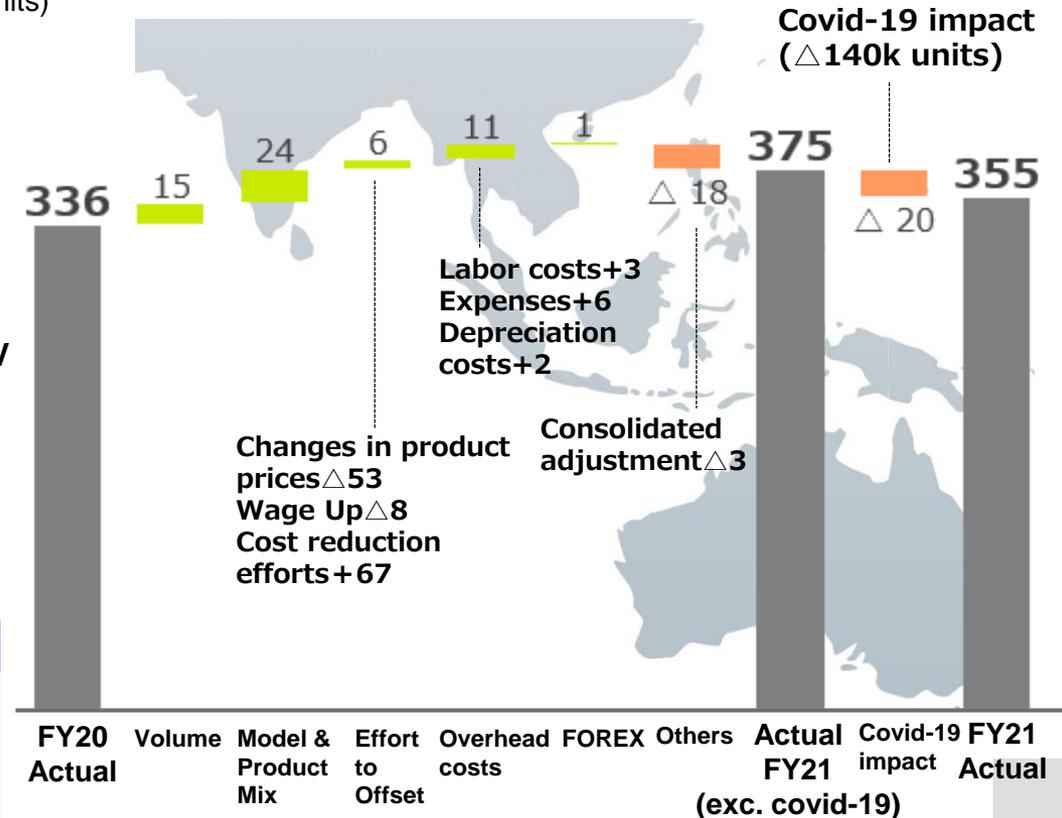
Profit increased due to new product effects in China and improved overhead costs efficiency, despite covid-19 impacts in ASEAN courtiers

Volume & Model Mix



Operating Profit Variance Analysis (YOY)

(100 million yen)



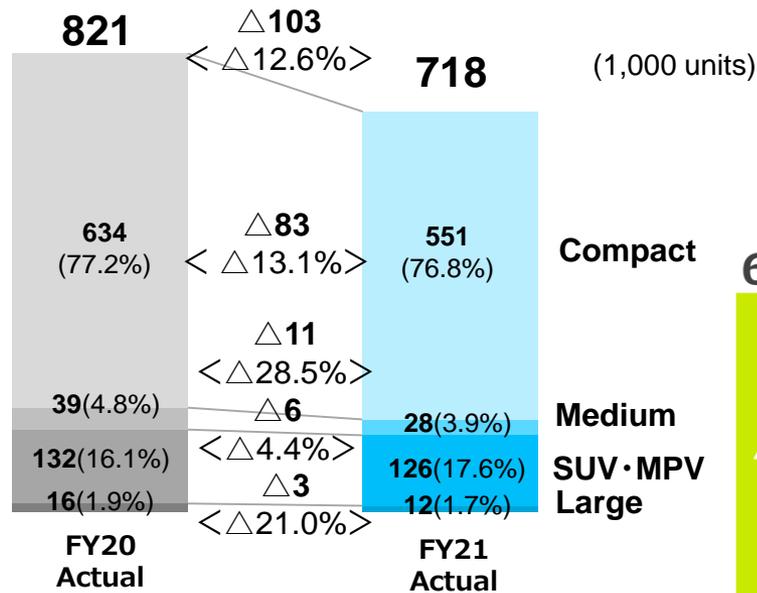
Profit & Loss (100 million yen)

| | FY20 | FY21 | YOY Change |
|------------------------|-------|-------|------------|
| Revenue | 3,338 | 3,242 | △ 96 |
| Operating Profit | 336 | 355 | 19 |
| Operating Profit Ratio | 10.1% | 11.0% | - |

1-7) FY2021 Financial Results Europe & Africa Revenue & Operating Profit

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

Volume & Model Mix

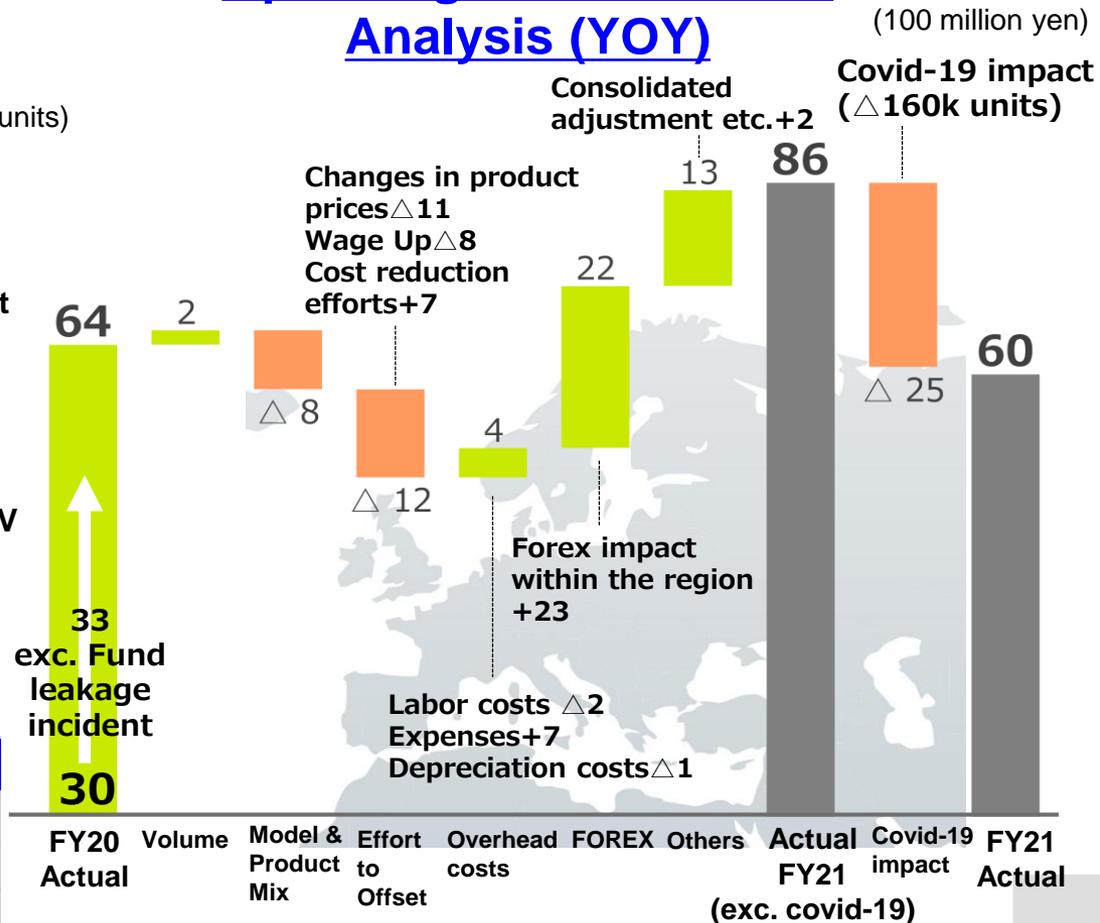


Profit & Loss

(100 million yen)

| | FY20 | FY21 | YOY Change |
|------------------------|------|------|------------|
| Revenue | 883 | 826 | △ 57 |
| Operating Profit | 30 | 60 | 30 |
| Operating Profit Ratio | 3.4% | 7.3% | — |

Operating Profit Variance Analysis (YOY)

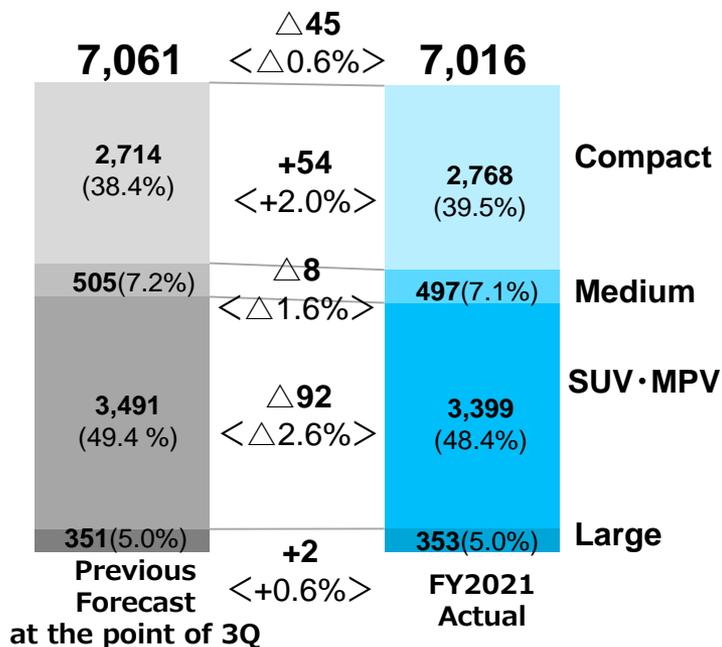


1-8) FY2021 Financial Results Comparison with the Forecast released for 3Q

Profit increased thanks to additionally increased overhead cost efficiency and sales efforts

Volume & Model Mix

(1,000 units)



Operating Profit Variance Analysis

(100 million yen)

| | 3Q Released | FY21 Actual | diff. | contents |
|-------------------------|--------------|--------------|-------------|---|
| FY20 Actual | 477 | 477 | - | |
| Volume | $\Delta 170$ | $\Delta 180$ | $\Delta 10$ | • Volume decline (impact of natural disaster, the cold wave) |
| Product mix | $\Delta 75$ | $\Delta 25$ | +50 | • Change in mix • Sales efforts etc. |
| Cost reduction efforts | 79 | 87 | +8 | |
| Improved overhead costs | 121 | 140 | +19 | • Greater efficiency |
| FOREX | 15 | 28 | +13 | • Impact of the recent yen depreciation |
| Others | 23 | 44 | +21 | |
| FY21 Actual | 470 | 571 | 101 | |

Profit & Loss

(100 million yen)

| | 3Q Forecast | FY21 Results | YOY Change |
|------------------------|-------------|--------------|-------------|
| Revenue | 12,800 | 12,721 | $\Delta 79$ |
| Operating Profit | 470 | 571 | 101 |
| Operating Profit Ratio | 3.7% | 4.5% | - |

Financial Results

1. FY2021 Financial Results

2. FY2022 Financial Forecasts

3. Appendix

2-1) FY2022 Financial Forecasts Overview of Consolidated Financial Forecasts

(100 million yen)

| | FY21 Actual | | FY22 Forecasts | | YOY Change | |
|----------------------------|-------------|--------|----------------|--------|------------|-------|
| Revenue | 12,721 | 100.0% | 14,000 | 100.0% | 1,278 | 10.1% |
| Operating Profit | 571 | 4.5% | 720 | 5.1% | 148 | 26.1% |
| Profit before income taxes | 573 | 4.5% | 730 | 5.2% | 156 | 27.3% |
| Profit* | 311 | 2.5% | 470 | 3.4% | 158 | 50.7% |

*Profit Attributable to Owners of the Parent

| | | | | |
|--------------------|-----|------------|------------|-----------|
| Earnings per share | | 166.93 yen | 251.54 yen | 84.61 yen |
| Exchange Rate | USD | 106 yen | 105 yen | △1 yen |
| | EUR | 124 yen | 125 yen | +1 yen |

Revenue

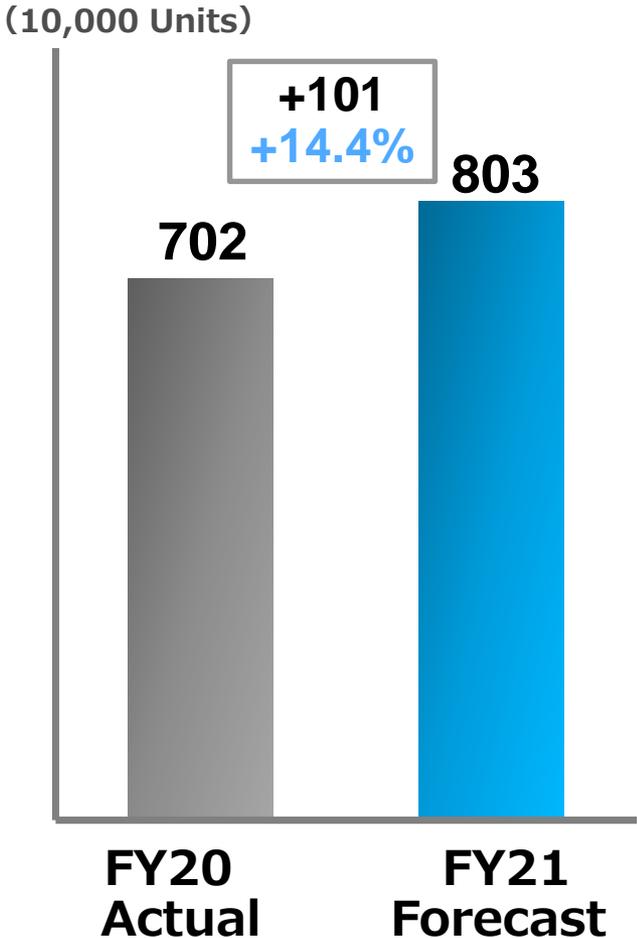
- Higher revenue due to globally recovering demand despite risks such as short parts supply and covid-19

Operating Profit

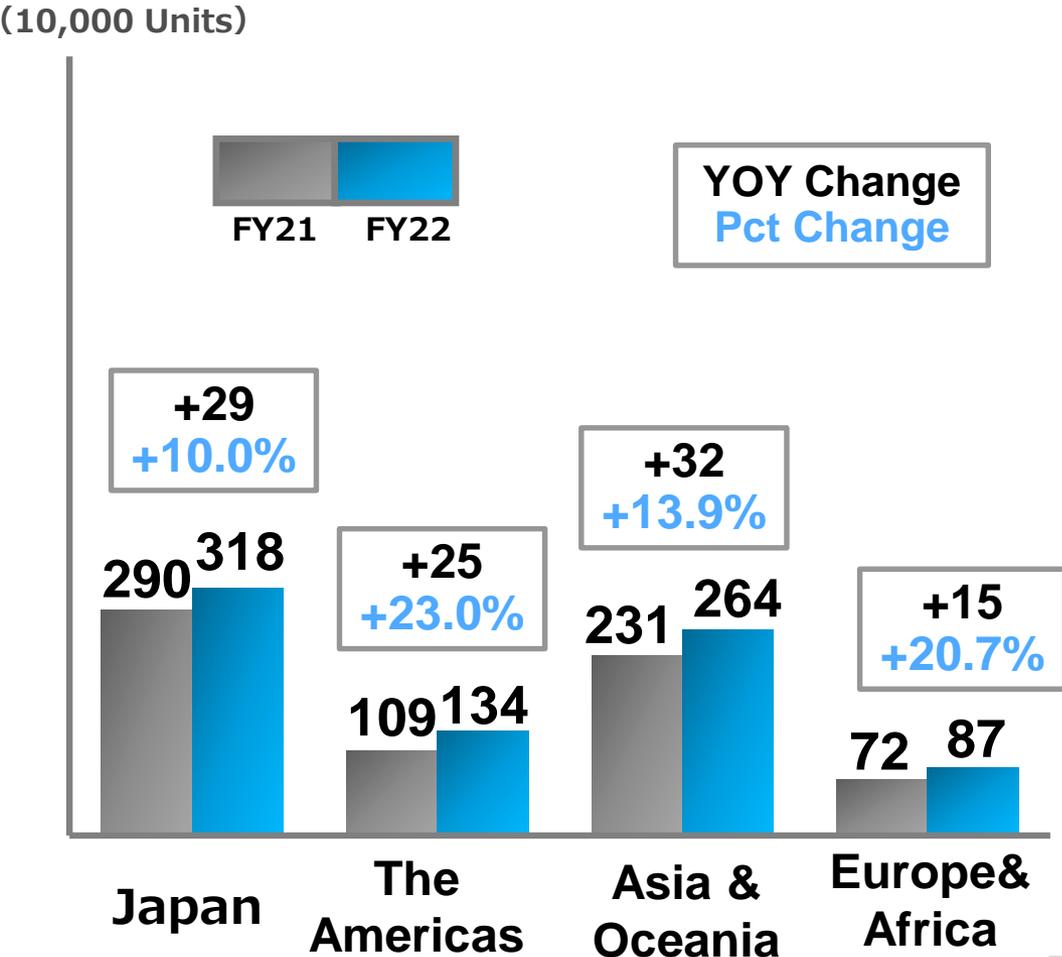
- Higher profits due to increased production, model change, and new product effects while implementing upfront investments aimed at future growth

2-2) FY2022 Financial Forecasts **Seat Assembly Production by Region**

Total



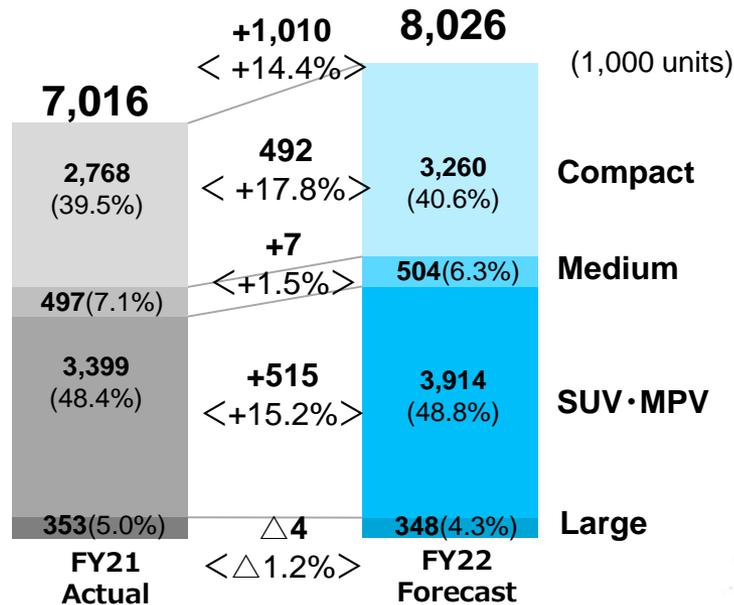
By Region



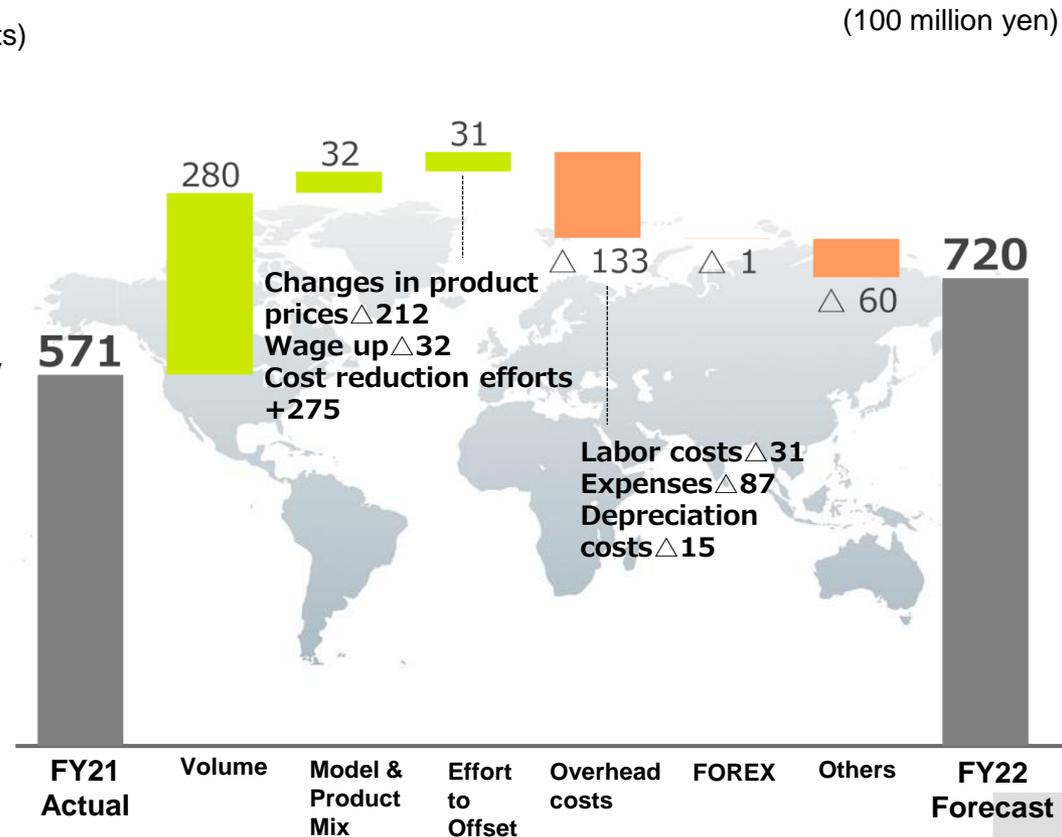
2-3) FY2022 Financial Forecasts Consolidated Revenue & Operating Profit

Higher profit mainly due to new product effects in Japan and China in addition to increased volume while implementing upfront investments aimed at future growth

Volume & Model Mix



Operating Profit Variance Analysis (YOY)



Profit & Loss (100 million yen)

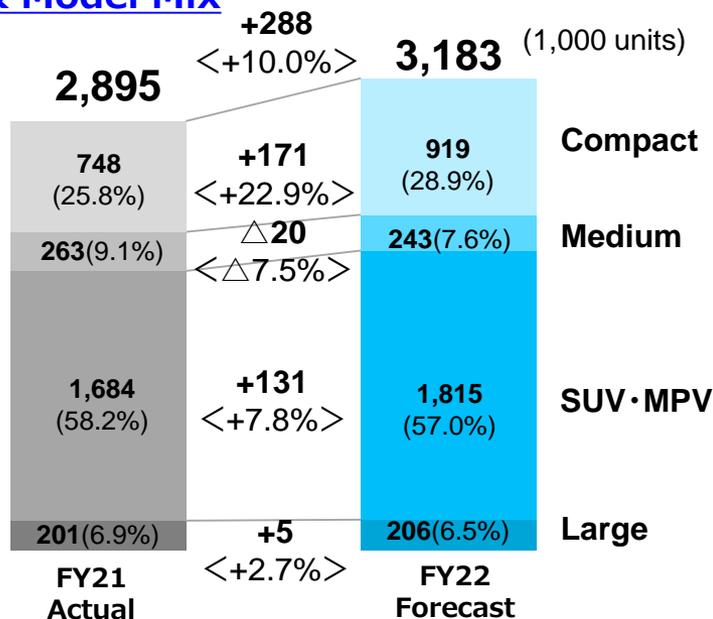
| | FY21 Actual | FY22 Forecast | YOY Change |
|------------------------|-------------|---------------|------------|
| Revenue | 12,721 | 14,000 | 1,278 |
| Operating Profit | 571 | 720 | 148 |
| Operating Profit Ratio | 4.5% | 5.1% | - |

2-4) FY2022 Financial Forecasts Revenue & Operating Profit by Region

Japan

Higher profit due to increased volume and new product effects despite negative impacts of upfront investments

Volume & Model Mix



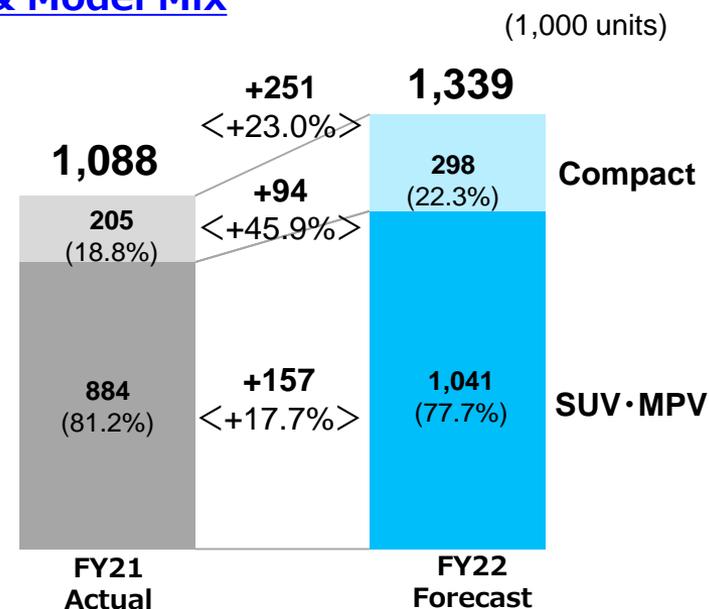
Profit & Loss

| | FY21 Actual | FY22 Forecast | YOY Change |
|------------------------|-------------|---------------|------------|
| Revenue | 6,996 | 7,600 | 603 |
| Operating Profit | 140 | 175 | 34 |
| Operating Profit Ratio | 2.0% | 2.3% | - |

The Americas

Higher profit due to volume increase and elimination of temporary inefficiency from model changes

Volume & Model Mix



Profit & Loss

| | FY21 Actual | FY22 Forecast | YOY Change |
|------------------------|-------------|---------------|------------|
| Revenue | 2,460 | 2,800 | 339 |
| Operating Profit | 14 | 120 | 105 |
| Operating Profit Ratio | 0.6% | 4.3% | - |

2-4) FY2021 Financial Forecasts Revenue & Operating Profit by Region

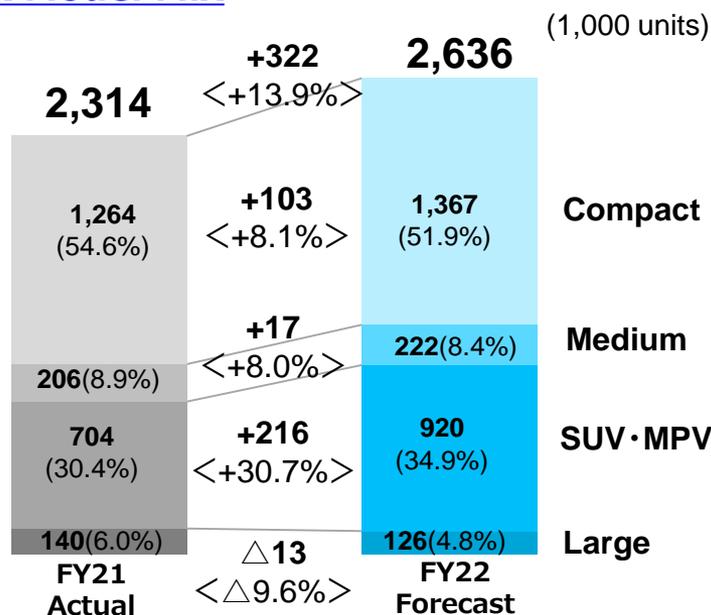
Asia & Oceania

Higher profit thanks to volume increase
And new products effects in China

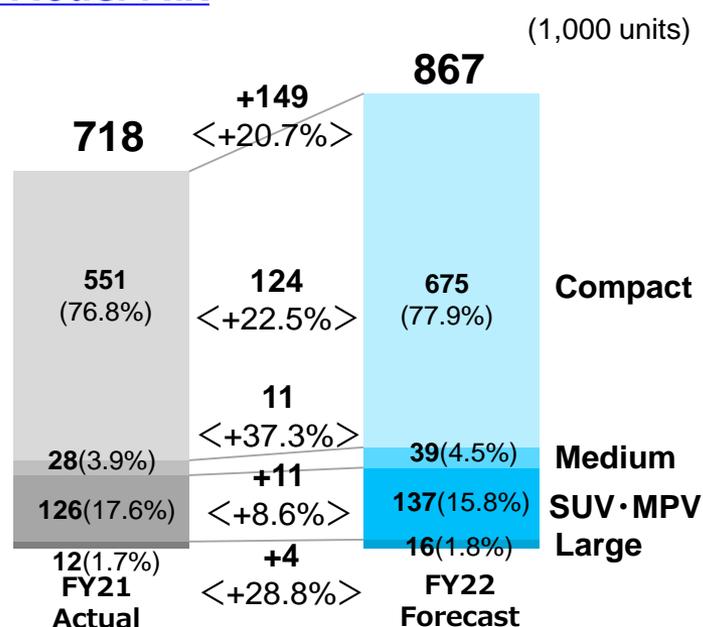
Europe & Africa

Profit is about to be the same level due to
higher volume despite negative impacts
from increase in overhead costs

Volume & Model Mix



Volume & Model Mix



Profit & Loss

(100 million yen)

| | FY21 Actual | FY22 Forecast | YOY Change |
|------------------------|-------------|---------------|------------|
| Revenue | 3,242 | 3,600 | 357 |
| Operating Profit | 355 | 365 | 9 |
| Operating Profit Ratio | 11.0% | 10.1% | - |

Profit & Loss

(100 million yen)

| | FY21 Actual | FY22 Forecast | YOY Change |
|------------------------|-------------|---------------|------------|
| Revenue | 826 | 900 | 73 |
| Operating Profit | 60 | 60 | Δ0 |
| Operating Profit Ratio | 7.3% | 6.7% | - |

2-5) FY2022 Financial Forecasts by Half Year

Revenue

(100 million yen)

| | FY2022 | | |
|---------------------------|----------------------|----------------------|---------------|
| | 1 st Half | 2 nd Half | Full Year |
| Japan | 3,700 | 3,900 | 7,600 |
| The Americas | 1,400 | 1,400 | 2,800 |
| Asia & Oceania | 1,600 | 2,000 | 3,600 |
| Europe & Africa | 400 | 500 | 900 |
| Consolidated Total | 6,700 | 7,300 | 14,000 |

Operating Profit

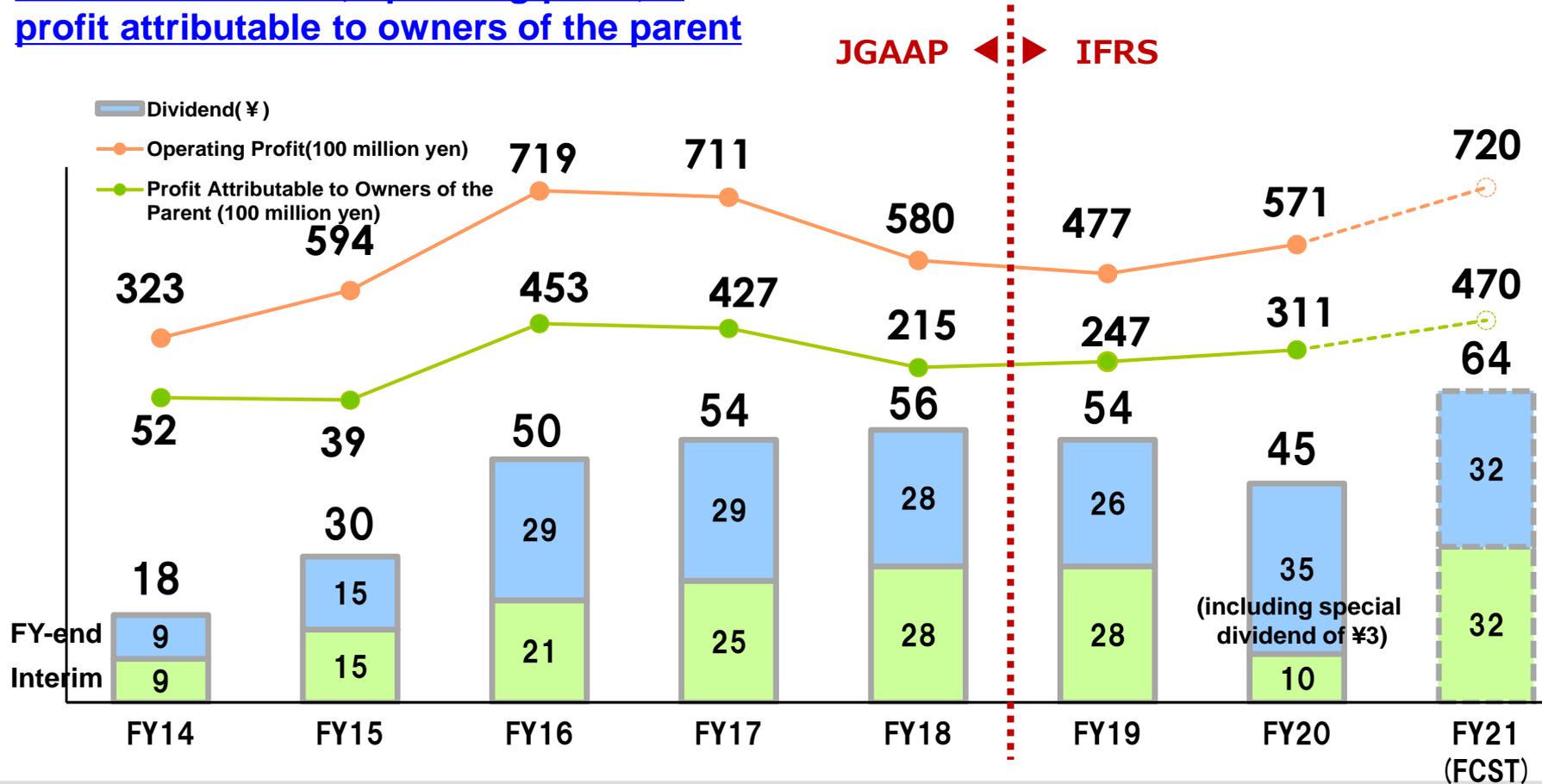
(100 million yen)

| | FY2022 | | | | | |
|---------------------------|----------------------|-------------|----------------------|-------------|------------|-------------|
| | 1 st Half | | 2 nd Half | | Full Year | |
| Japan | 60 | 1.6% | 115 | 2.9% | 175 | 2.3% |
| The Americas | 60 | 4.3% | 60 | 4.3% | 120 | 4.3% |
| Asia & Oceania | 165 | 10.3% | 200 | 10.0% | 365 | 10.1% |
| Europe & Africa | 15 | 3.8% | 45 | 9.0% | 60 | 6.7% |
| Consolidated Total | 300 | 4.5% | 420 | 5.8% | 720 | 5.1% |

2-6) FY2022 Financial Forecasts Returning to Shareholders

- For FY21, the annual amount of dividends will be ¥45 including special dividend of ¥3 to return profits to shareholders
- For FY22, we plan to increase our annual dividends by ¥19 to ¥64 compared to FY20

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



2-7) Concluding FY2021 Financial Results

【FY21 1st Half】

Profits secured by enhancing ability to earn such as **Quit, Reduce, Change activity, increased overhead costs efficiency as working remotely** in addition to **flexibly responding to demand fluctuation at the production site** under lower production

【FY21 2nd Half】

The **highest profit ever on a half-year basis** reaped the **maximum benefits thanks to continuous profit securing measures** along with sales efforts

【FY22】

To aim for sustainable growth by **steadily implementing priority actions for 2025 Business Plan** as well as **strengthening ability to earn**, for instance, making up **increase in overhead costs** of emergency response from the previous year by **new product effects**

Financial Results

1. FY2021 Financial Results

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Appendix1) Status of the Consolidated Statement of Financial Position (Mar.31, 2021)

○ : Compared to the previous year (billion yen)

Current assets

457.5 billion yen

506.8 billion yen

- Increase in operating receivables due to recovery from lower volume

+49.3

Liabilities

459.0 billion yen

476.1 billion yen

- funding to deal with covid-19 outbreak
- Increase in operating payables due to recovery from low volume

+17.1

Assets

845.7 billion yen
(+780.7 billion yen from the previous year)

Non-current assets

323.1 billion yen

338.9 billion yen

- Increase in property, plant and equipment due to the construction of global mainstay hub

+15.7

+47.9

Equity

321.7 billion yen

369.6 billion yen

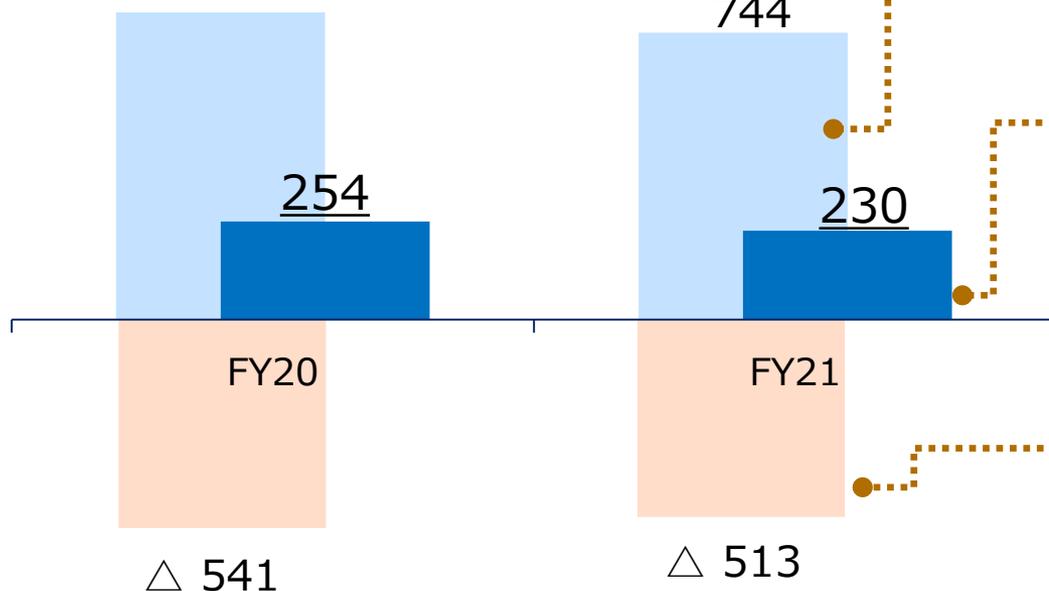
Total equity attribute to owners of the parent

37.3%

39.6%

Appendix2) Consolidated Cash Flows

(100 million yen) 796

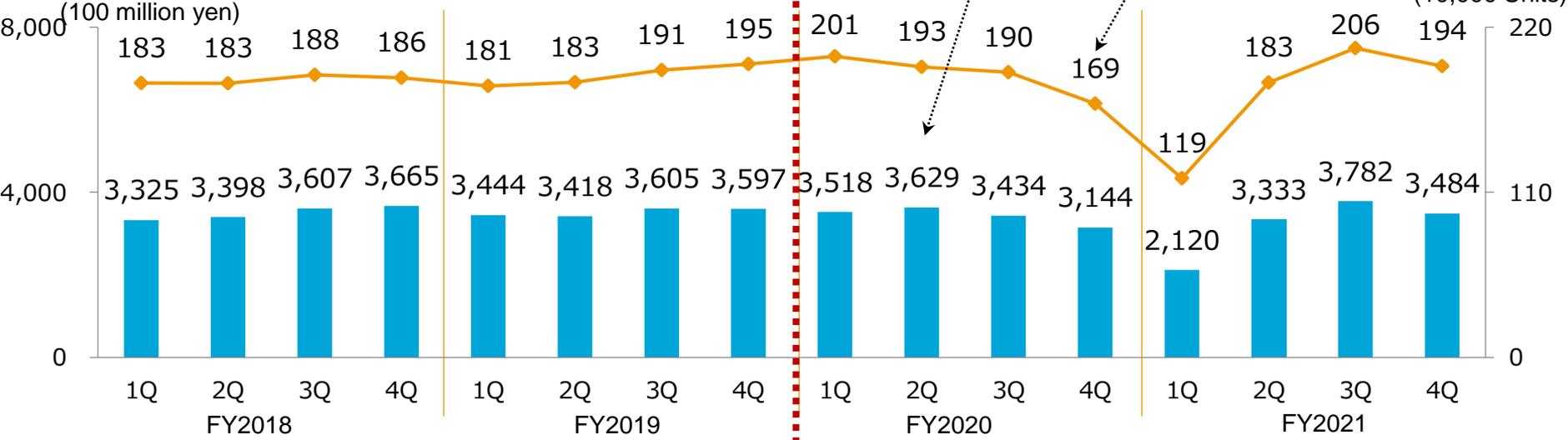


(100 million yen)

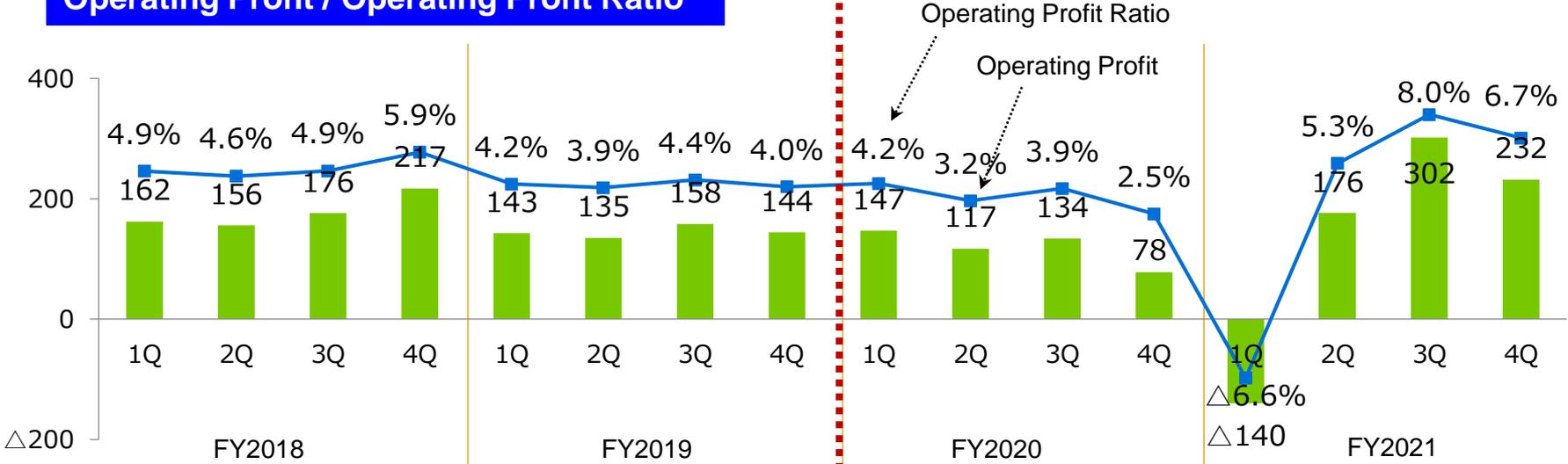
| | FY20 | FY21 | Change |
|--------------------------------------|-------|-------|--------|
| Cash flows from operating activities | 796 | 744 | △ 51 |
| Cash flows from investing activities | △ 541 | △ 513 | 27 |
| Free cash flows | 254 | 230 | △ 24 |
| Cash flows from financial activities | △ 139 | 27 | 167 |
| Impact of foreign exchange | △ 63 | 59 | 123 |
| Change in cash and cash equivalents | 51 | 318 | 266 |
| Balance of cash and cash equivalents | 1,633 | 1,951 | 318 |

Appendix3) Quarterly Trends: Consolidated volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

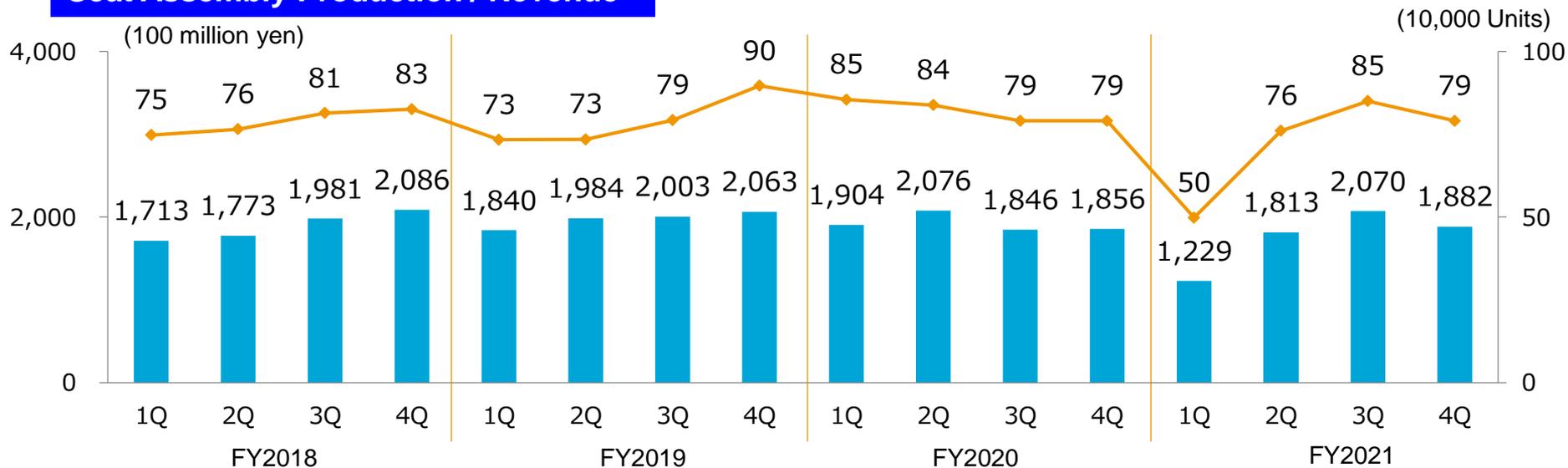


Operating Profit / Operating Profit Ratio

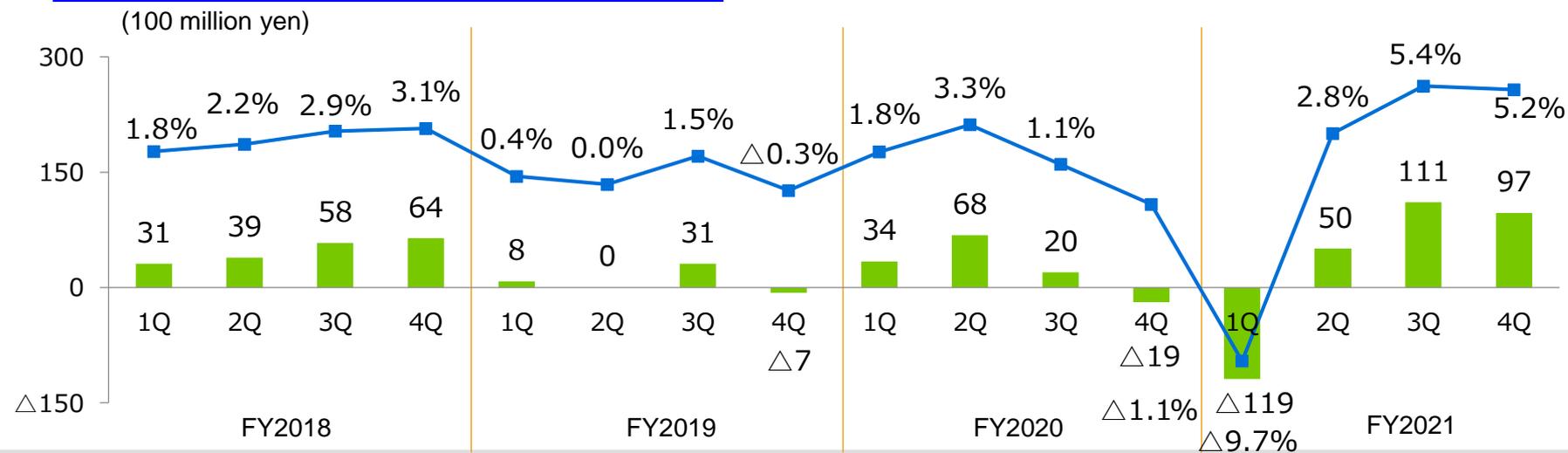


Appendix4) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

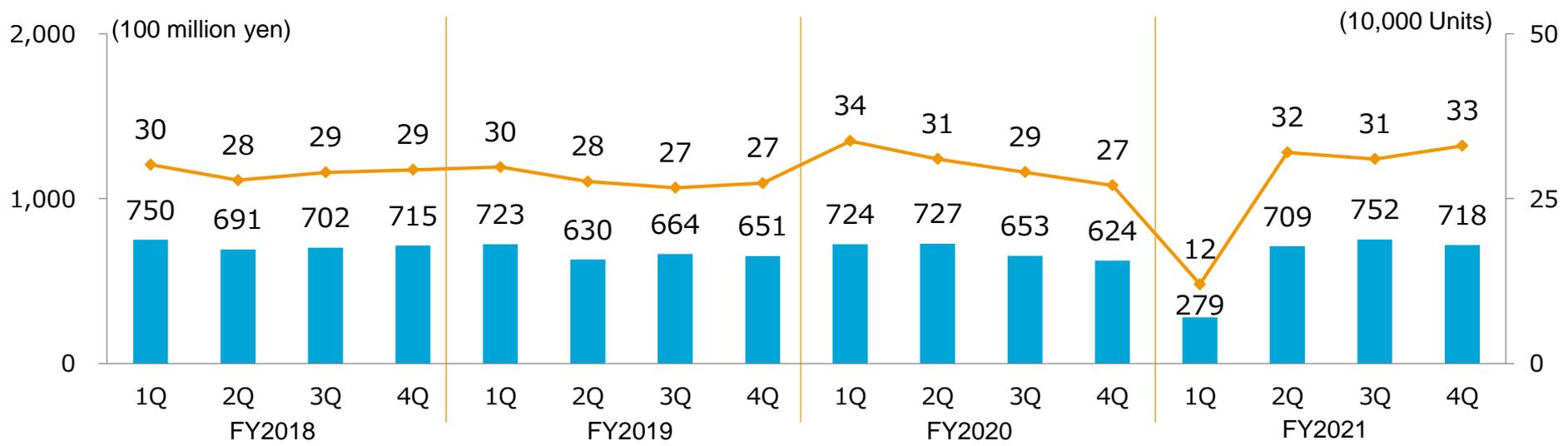


Operating Profit / Operating Profit Ratio

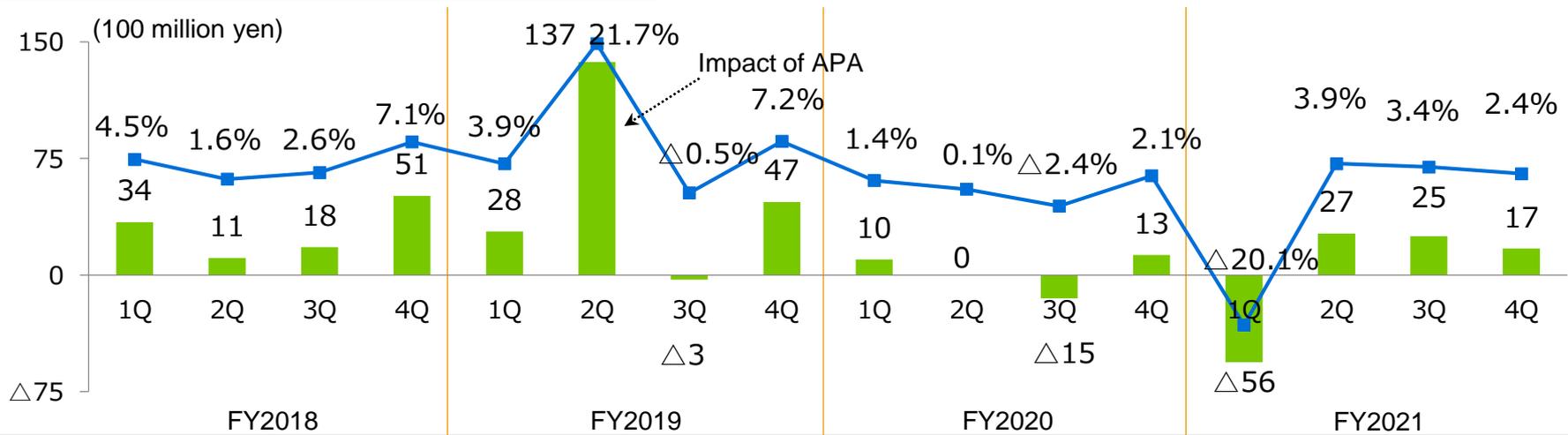


Appendix5) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

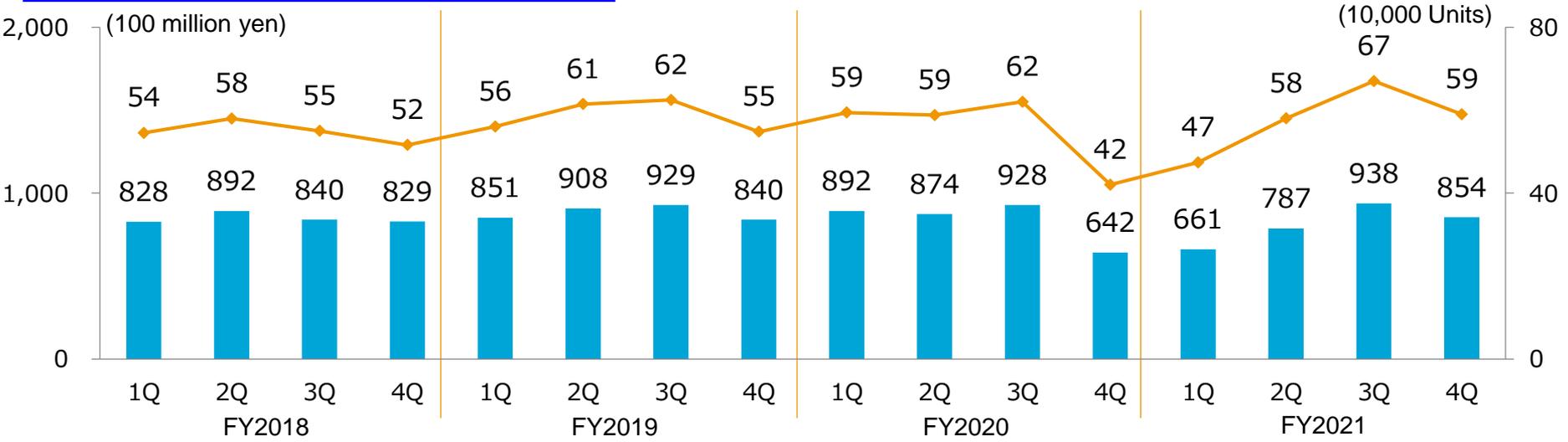


Operating Profit / Operating Profit Ratio

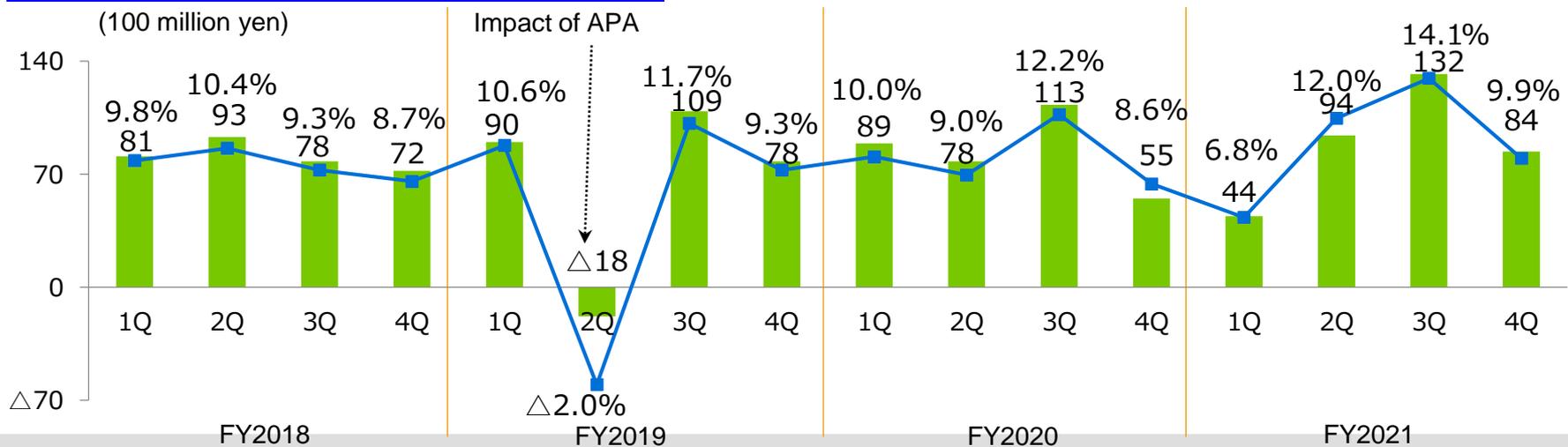


Appendix6) Quarterly Trends: Asia & Oceania volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

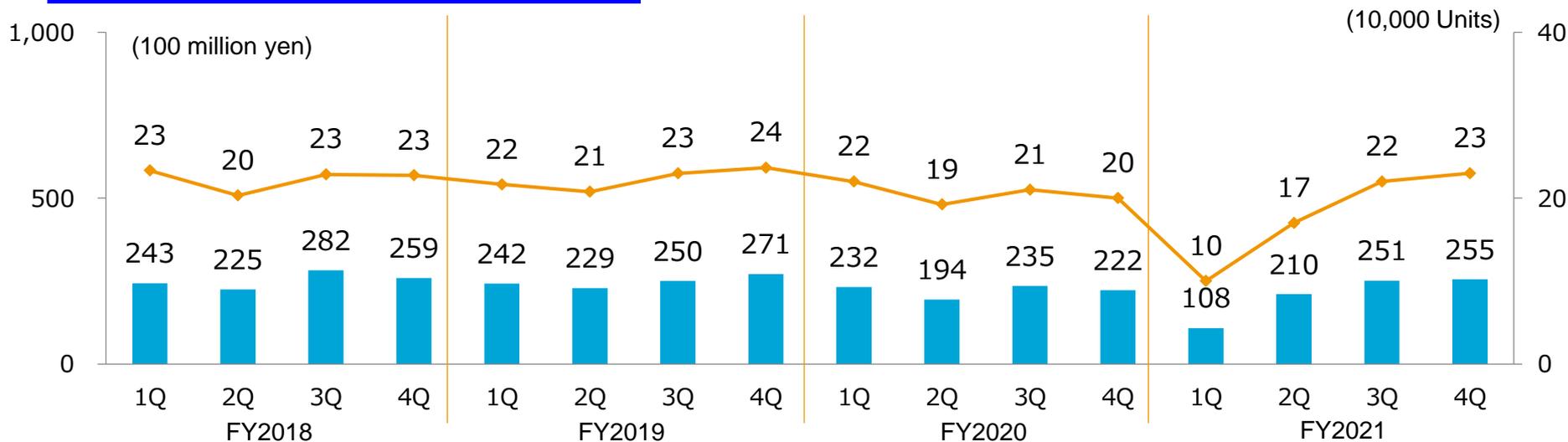


Operating Profit / Operating Profit Ratio

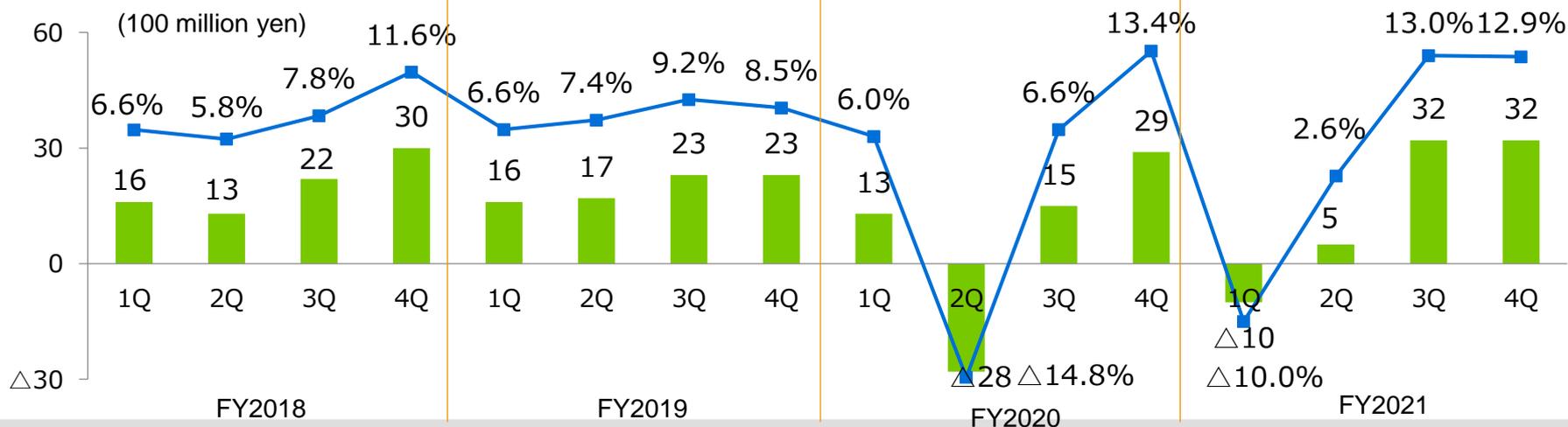


Appendix7) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

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