



TOYOTA BOSHOKU

TSE Prime Market Securities Code 3116

FY2025 (ending March 2025)

1st Quarter Financial Results

Date: July 31, 2024

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Script

- ◆ Thank you for attending our FY2025 1st quarter financial results briefing during a busy time today.
- ◆ Firstly, I would like to present the financial results for the 1st quarter of the fiscal year 2025, followed by our full year forecasts for FY2025.
- ◆ Now, let's begin by reviewing our financial results for the 1st quarter.

1-1) 1st Quarter FY2025 Financial Results Overview of Consolidated Financial Results

(100 million yen)

	1Q FY2024		1Q FY2025		YOY Change	
Revenue	4,754	100.0%	4,880	100.0%	125	2.6%
Operating Profit	221	4.7%	166	3.4%	△54	△24.7%
Profit before income taxes	253	5.3%	194	4.0%	△59	△23.5%
Profit*	125	2.6%	86	1.8%	△38	△30.5%

*Profit Attributable to Owners of the Parent

Earnings per share	66.93 yen		48.73 yen		-
Exchange Rate	USD	137 yen	156 yen	+ 19 yen	
	EUR	149 yen	168 yen	+ 18 yen	

Revenue

Revenue increased due to volume increase in the Americas and Asia, as well as favorable foreign exchange impacts, despite decrease in volumes in Japan and China.

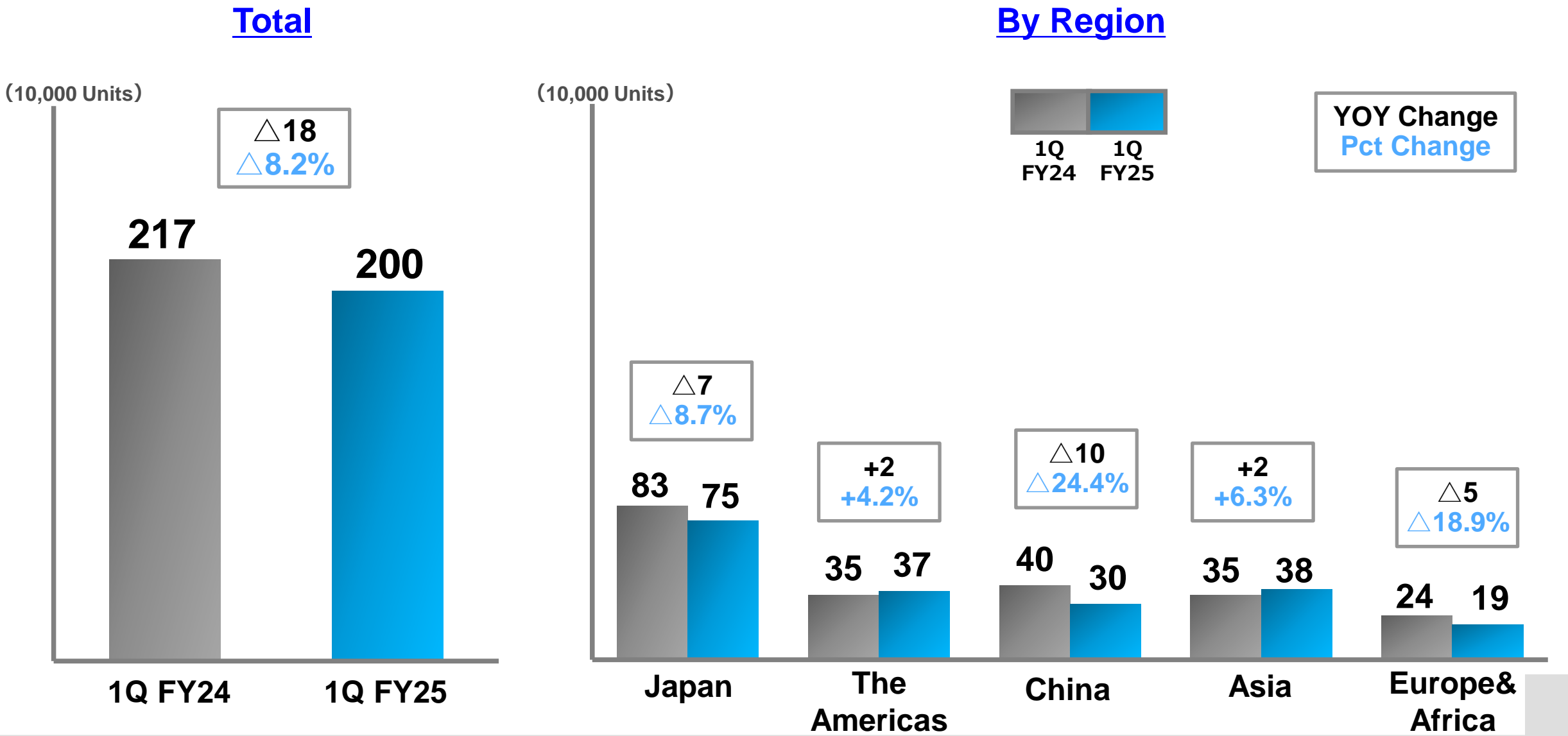
Operating Profit

Profit decreased due to strategic human capital investments for the future and increased overhead costs in addition to a decrease in volume, despite the impact of new products, cost reduction and foreign exchange.

Script

- ◆ Sales revenue increased by 12.5 billion yen to 488.0 billion yen.
- ◆ Operating profit decreased by 5.4 billion yen to 16.6 billion yen.
- ◆ Profit before income taxes decreased by 5.9 billion yen to 19.4 billion yen.
- ◆ Profit attributable to owners of the parent decreased by 3.8 billion yen to 8.6 billion yen, year-over-year.
- ◆ Exchange rates are approximately 156 yen to the U.S. dollar and 168 yen to the Euro. The exchange gain was 30.4 billion yen for revenue and 2.5 billion yen for operating profit year-over-year.

1-2) 1st Quarter FY2025 Financial Results Seat Production by Region



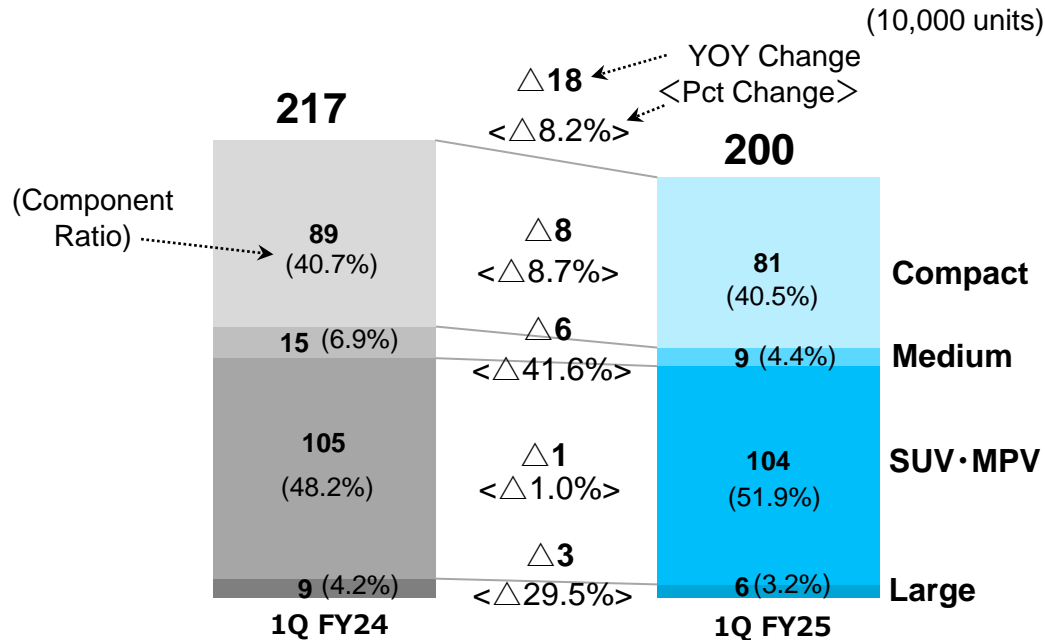
Script

- ◆ Next, the consolidated seat assembly volume, the main product of the company, totaled 2.0 million units, a decrease of 0.18 million units compared to the previous year.
- ◆ The seat assembly volume by region is as shown. This will be explained in detail in later slides.

1-3) 1st Quarter FY2025 Financial Results Consolidated Revenue & Operating Profit

Profit decreased due to strategic human capital investments for the future, increased overhead costs in addition to volume decrease, despite the impact of new products, cost reduction efforts, and foreign exchange

Volume & Model Mix



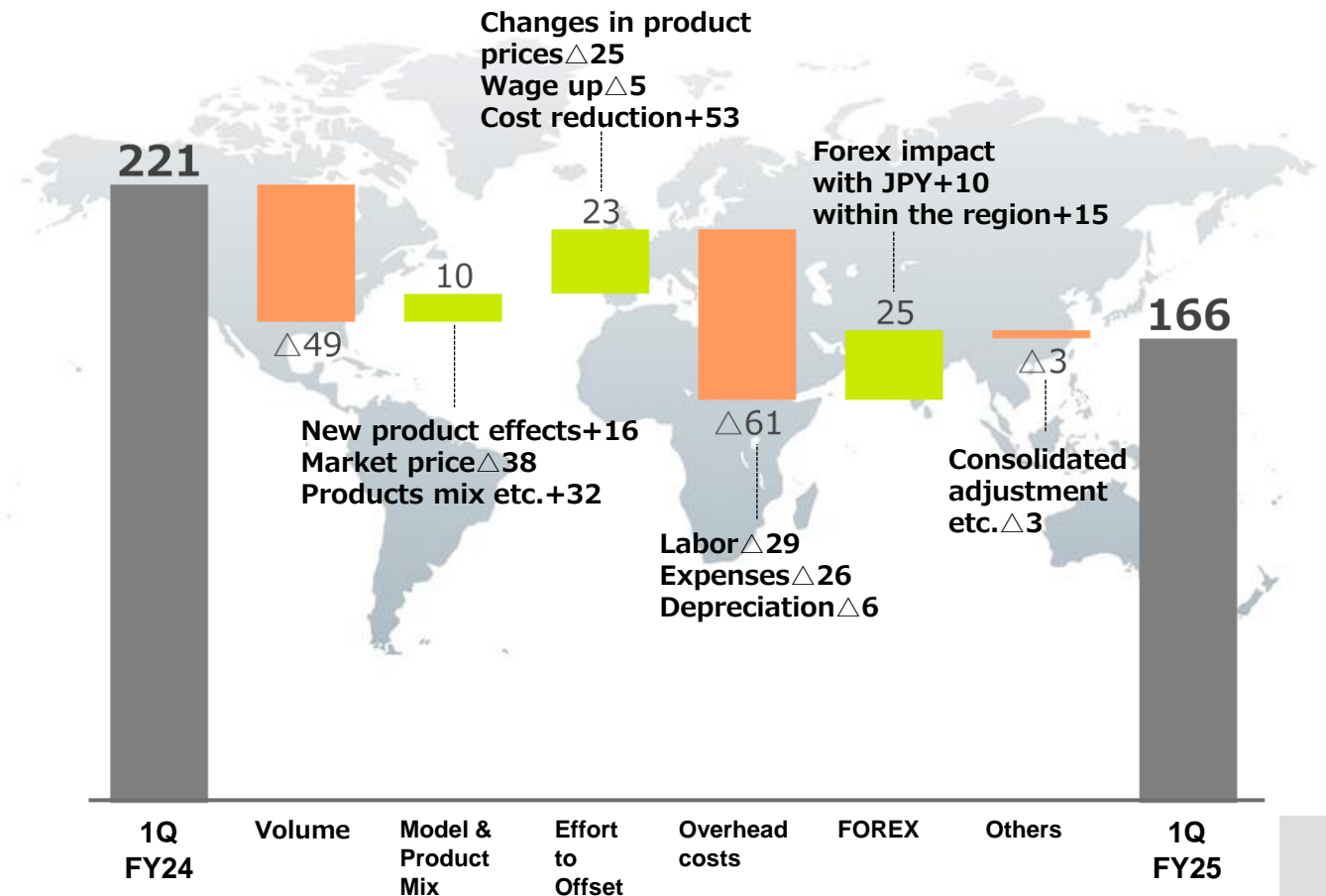
Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	4,754	4,880	125
Operating Profit	221	166	△ 54
Operating Profit Ratio	4.7%	3.4%	—

Operating Profit Variance Analysis

(100 million yen)



Script

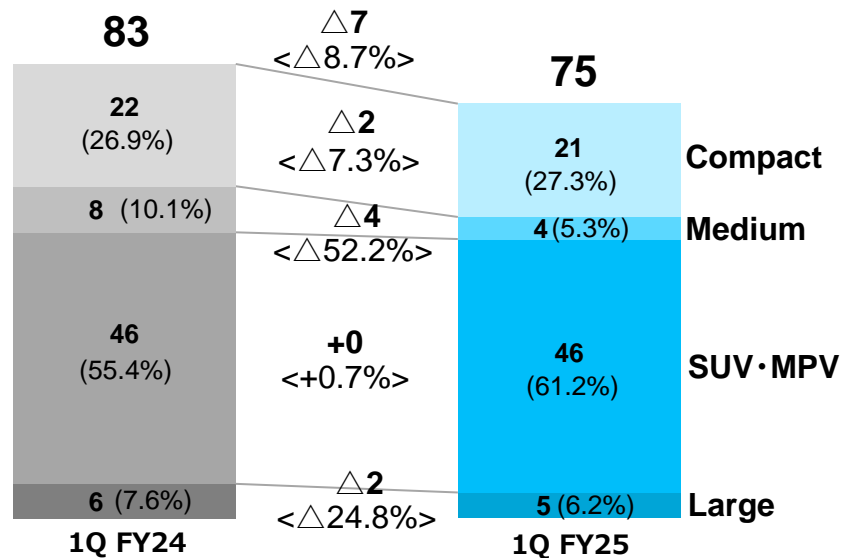
- ◆ Next, let me move on to consolidated revenue & operating profit.
- ◆ Volume decreased by 0.18 million units to 2.0 million units.
- ◆ Sales revenue increased by 12.5 billion yen to 488.0 billion yen.
- ◆ Operating profit decreased by 5.4 billion yen to 16.6 billion yen due to strategic human capital investments for the future and increased overhead costs in addition to volume decrease, despite the impact of new products, cost reduction and foreign exchange.

1-3) 1st Quarter FY2025 Financial Results Japan Revenue & Operating Profit

Profit decreased as volume decreased due to quality confirmation at customers' sites in addition to strategic human capital investments for the future and an increased overhead costs despite new product effects and changes in the vehicle mix

Volume & Model Mix

(10,000 units)



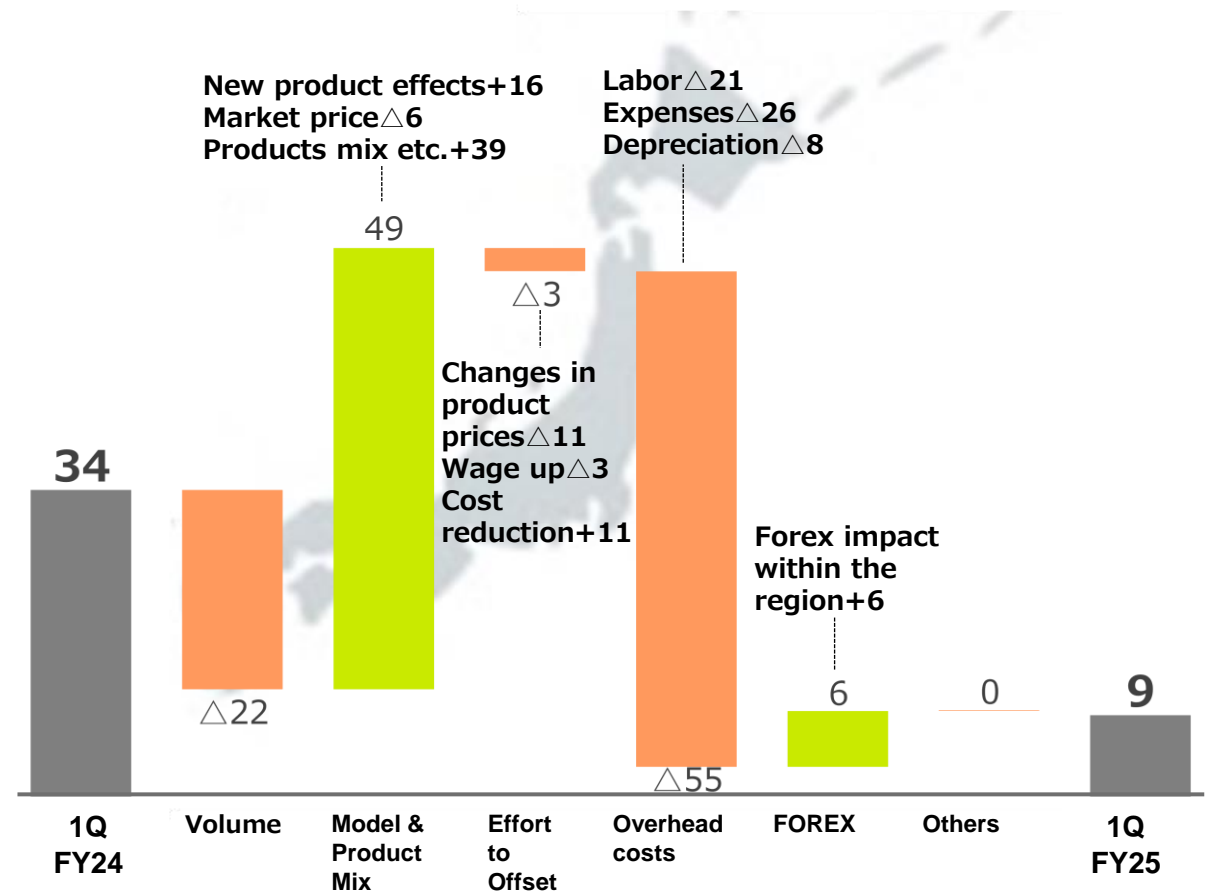
Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	2,290	2,242	△ 48
Operating Profit	34	9	△ 25
Operating Profit Ratio	1.5%	0.4%	—

Operating Profit Variance Analysis

(100 million yen)



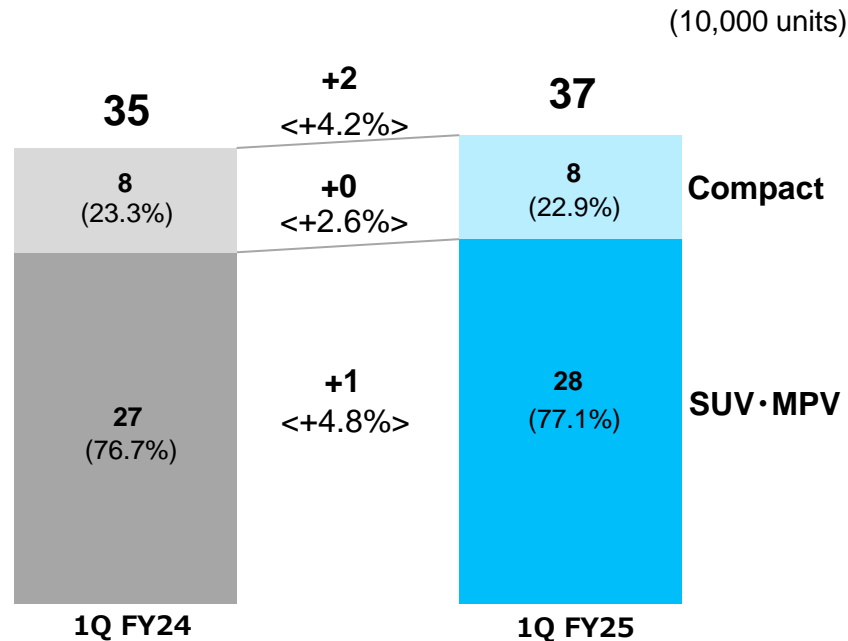
Script

- ◆Next, in Japan, year-over-year,
- ◆Volume decreased by 70k units to 0.75 million units.
- ◆Sales revenue decreased by 4.8 billion yen to 224.2 billion yen.
- ◆Operating profit decreased by 2.5 billion yen to 0.9 billion yen
as volume decreased due to quality confirmation at customers' sites
in addition to strategic human capital investments for the future
and an increased overhead costs
despite new product effects and change in the vehicle mix.

1-3) 1st Quarter FY2025 Financial Results The Americas Revenue & Operating Profit

Profit increased due to volume increase, cost reduction,
and a decrease in overhead costs, despite the increase in market prices

Volume & Model Mix

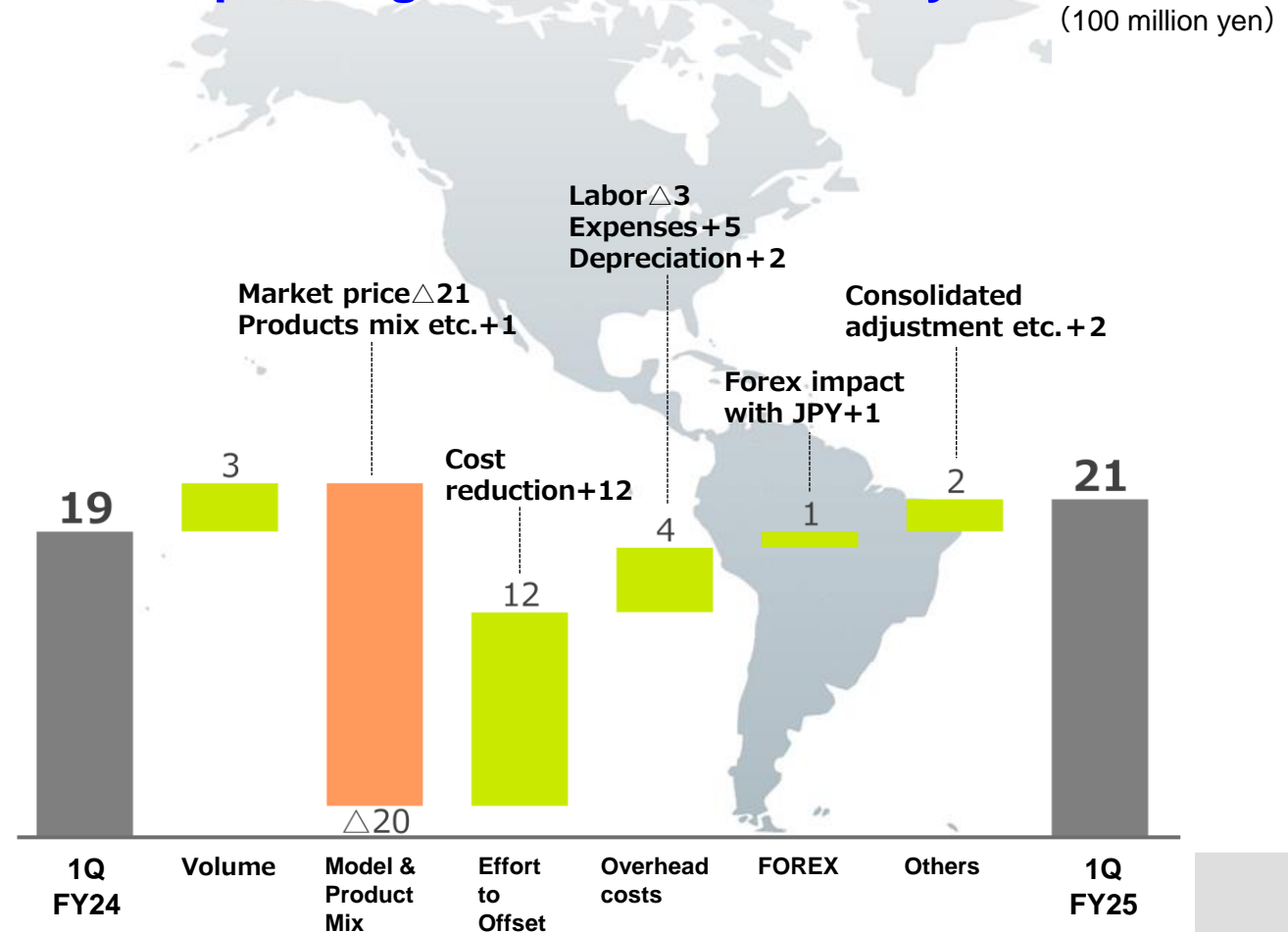


Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	1,149	1,381	232
Operating Profit	19	21	2
Operating Profit Ratio	1.7%	1.6%	—

Operating Profit Variance Analysis



Script

- ◆Next, in the Americas, year-over-year,
- ◆Volume increased by 20k units to 0.37 million units.
- ◆Sales revenue increased by 23.2 billion yen to 138.1 billion yen.
- ◆Operating profit increased by 0.2 billion yen to 2.1 billion yen
due to volume increase, cost reduction,
as well as a decrease in overhead costs,
despite the impacts of the increase in market prices.

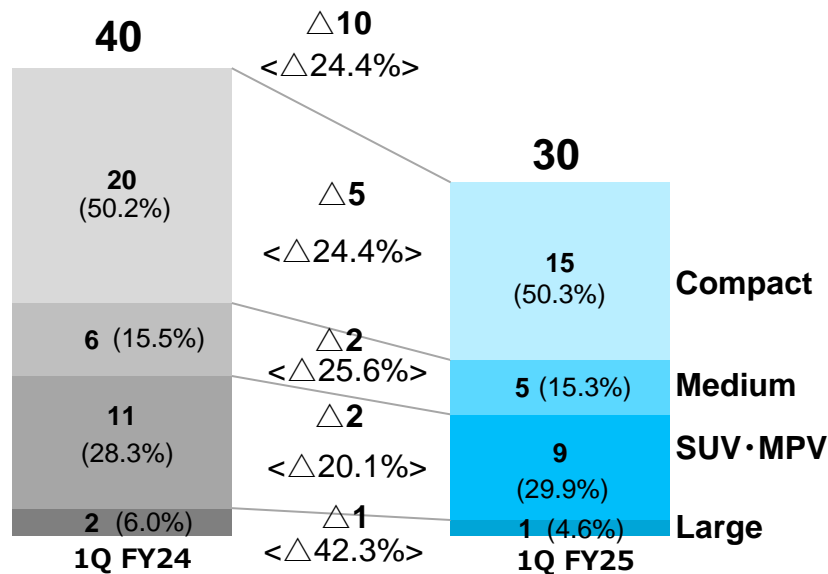
1-3) 1st Quarter FY2025 Financial Results China Revenue & Operating Profit

Profit decreased due to volume decrease caused by the rapid shift of the market towards BEVs* and changes in the vehicle mix despite cost reduction

※ BEV : Battery Electric Vehicle

Volume & Model Mix

(10,000 units)



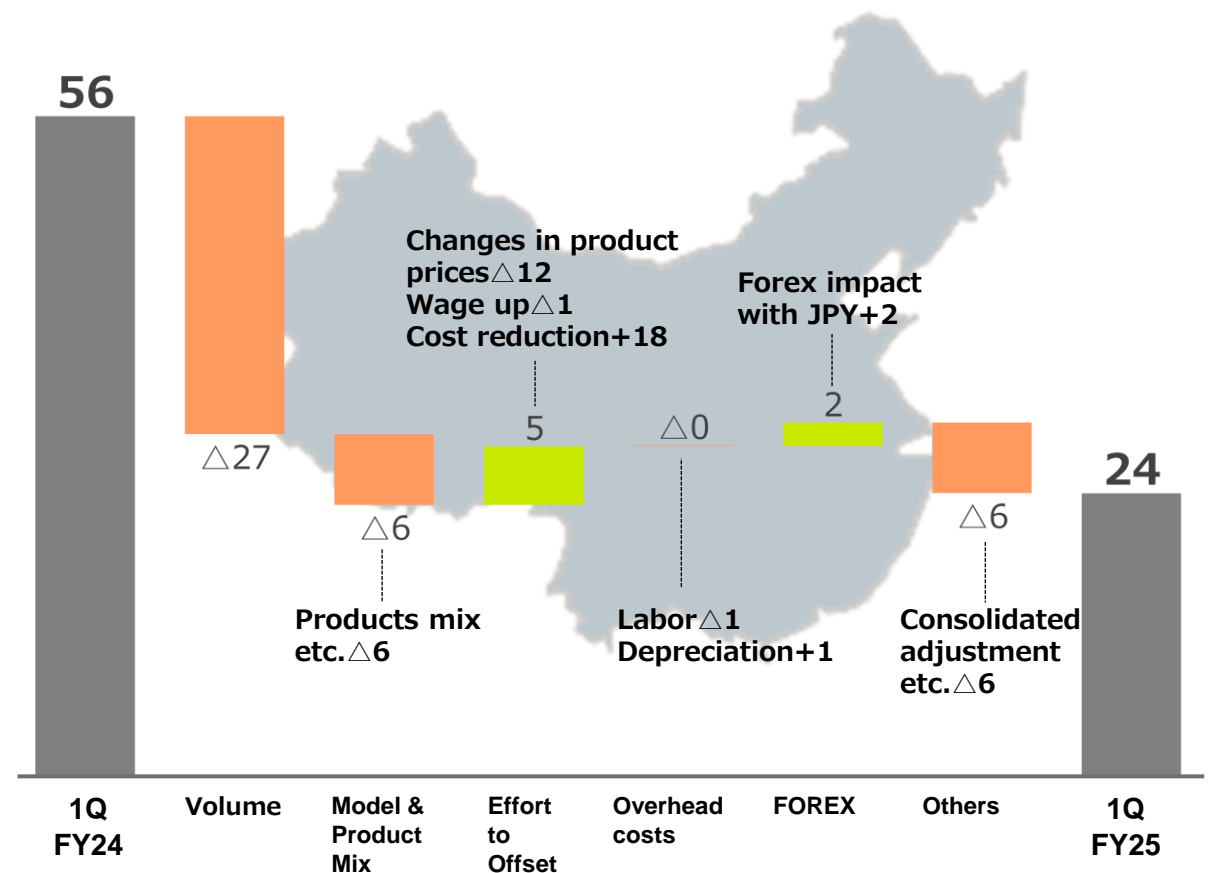
Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	628	530	△ 98
Operating Profit	56	24	△ 32
Operating Profit Ratio	9.0%	4.6%	—

Operating Profit Variance Analysis

(100 million yen)



Script

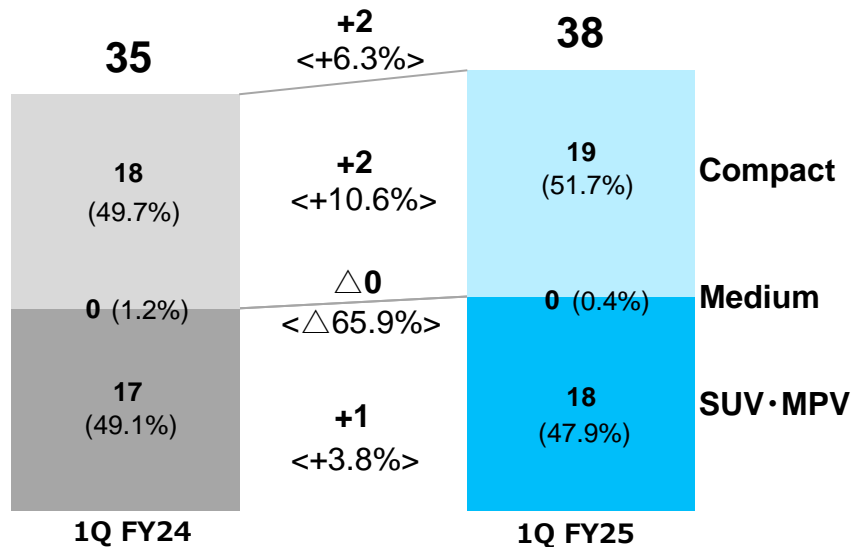
- ◆Next, in China, year-over-year,
- ◆Volume decreased by 100k units to 0.30 million units.
- ◆Sales revenue decreased by 9.8 billion yen to 53.0 billion yen.
- ◆Operating profit decreased by 3.2 billion yen to 2.4 billion yen
due to volume decrease caused by the rapid shift of the market towards BEVs
and changes in the vehicle mix despite positive impacts of cost reduction.

1-3) 1st Quarter FY2025 Financial Results Asia Revenue & Operating Profit

Profit increased due to volume increase from sales promotion in India and Indonesia, changes in the vehicle mix and cost reduction despite an increase in overhead costs

Volume & Model Mix

(10,000 units)



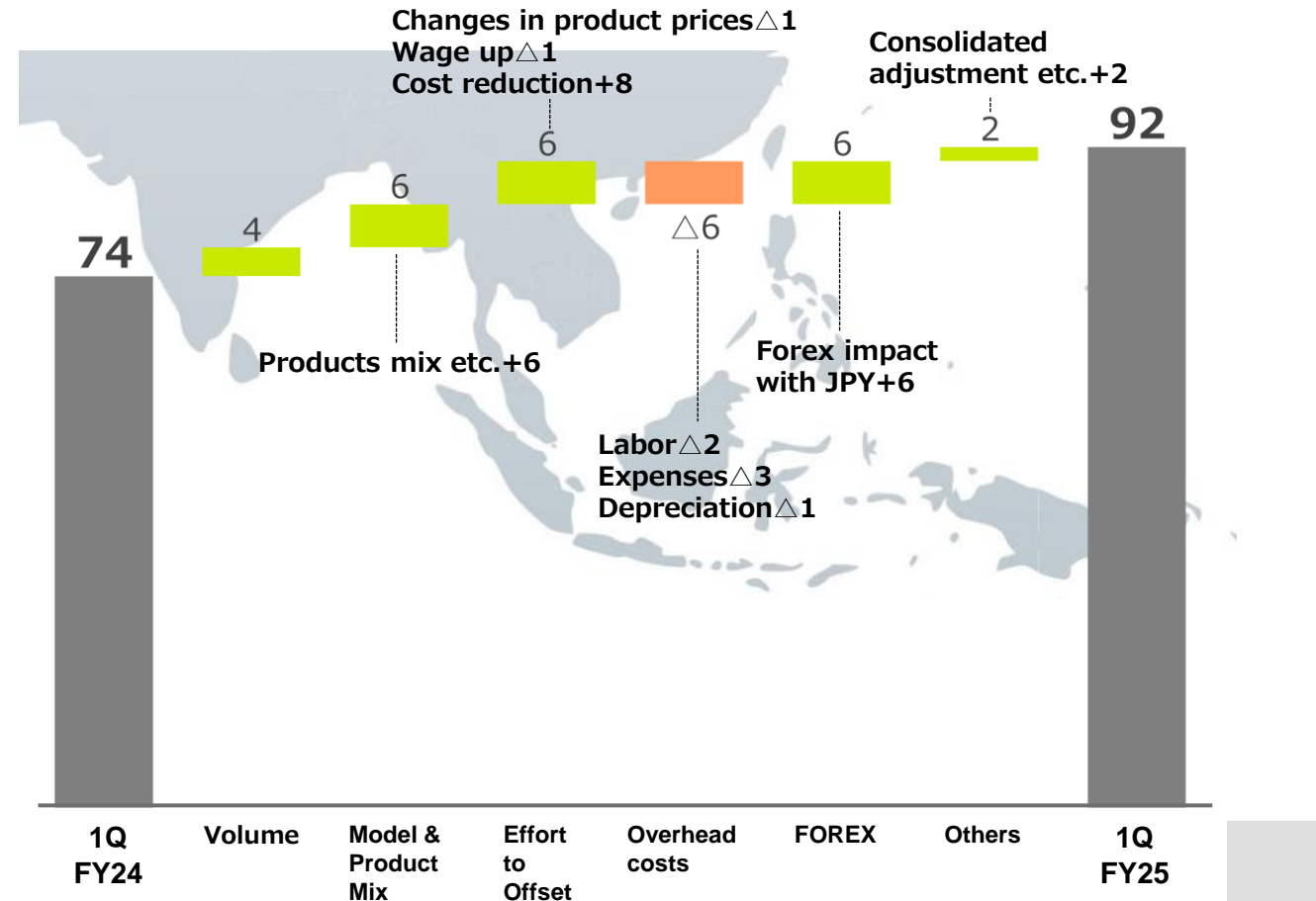
Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	624	693	69
Operating Profit	74	92	18
Operating Profit Ratio	11.9%	13.4%	—

Operating Profit Variance Analysis

(100 million yen)



Script

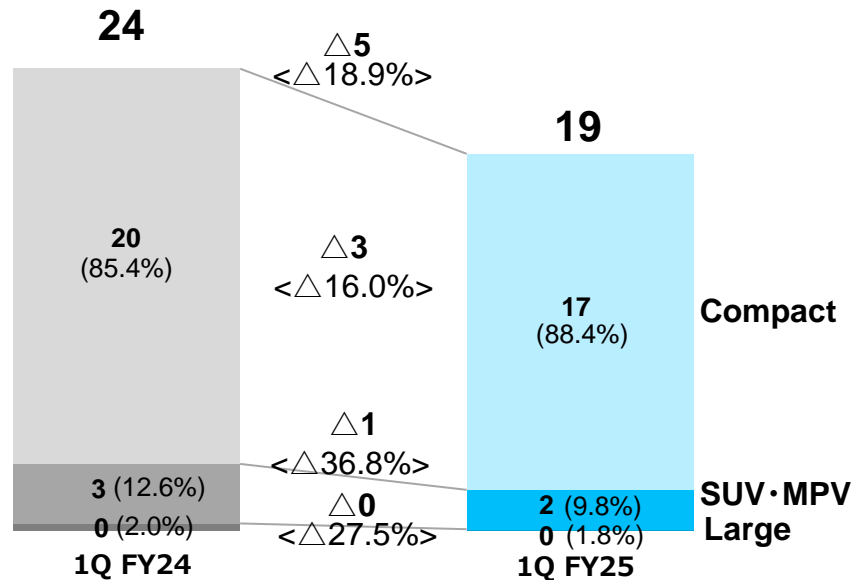
- ◆Next, in Asia, year-over-year,
- ◆Volume increased by 20k units to 0.38 million units.
- ◆Sales revenue increased by 6.9 billion yen to 69.3 billion yen.
- ◆Operating profit increased by 1.8 billion yen to 9.2 billion yen
due to volume increase from sales promotion in India and Indonesia,
changes in the vehicle mix as well as cost reduction
despite an increase in overhead costs.

1-3) 1st Quarter FY2025 Financial Results Europe & Africa Revenue & Operating Profit

Profit decreased due to impacts of volume decrease and market prices, as well as changes in the vehicle mix despite cost reductions and FX impacts

Volume & Model Mix

(10,000 units)



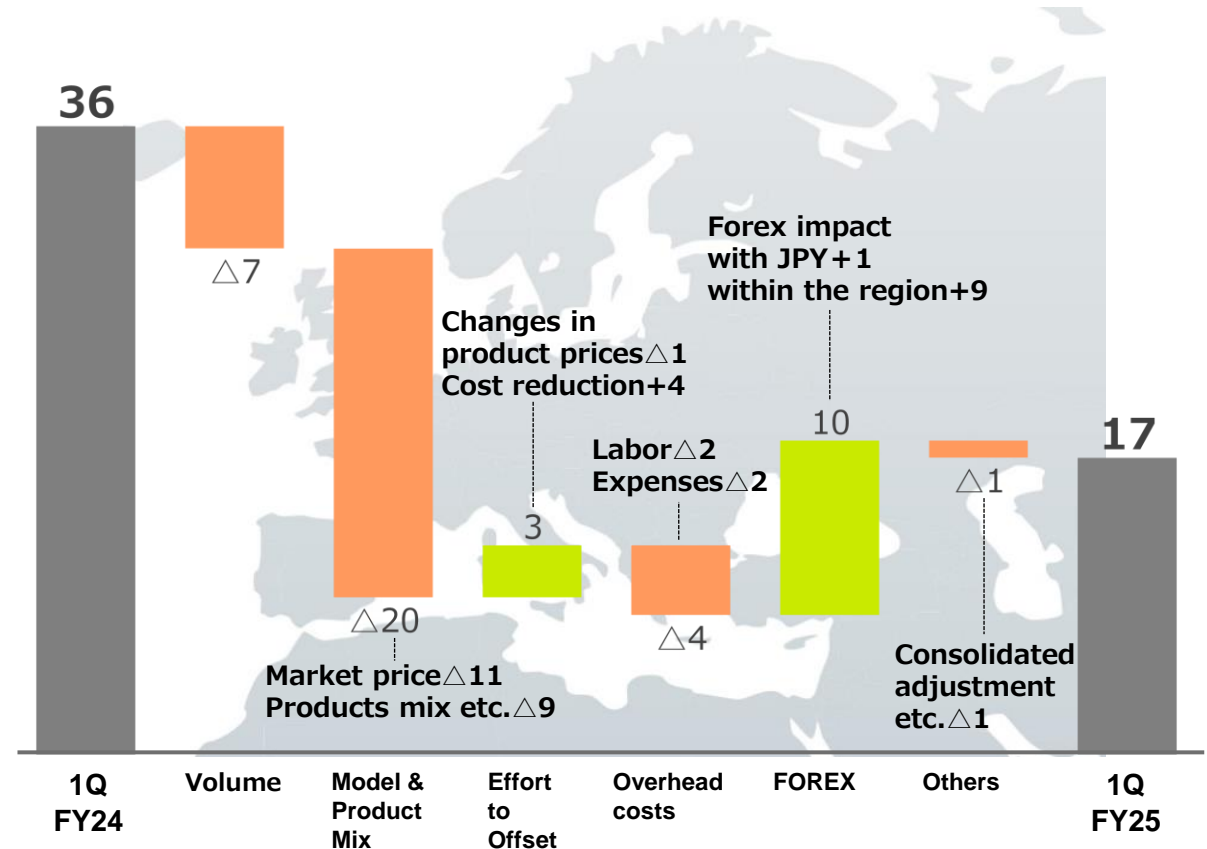
Profit & Loss

(100 million yen)

	1Q FY24	1Q FY25	YOYChange
Revenue	335	309	△ 26
Operating Profit	36	17	△ 18
Operating Profit Ratio	10.9%	5.8%	—

Operating Profit Variance Analysis

(100 million yen)



Script

- ◆Next, in Europe & Africa, year-over-year,
- ◆Volume decreased by 50k units to 0.19 million units.
- ◆Sales revenue decreased by 2.6 billion yen to 30.9 billion yen.
- ◆Operating profit decreased by 1.8 billion yen to 1.7 billion yen
due to the impact of volume decrease and market prices increase,
as well as changes in the vehicle mix despite cost reductions and FX impacts.

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◆In the following section,

I would like to explain the full year forecasts for the fiscal year 2025.

2-1) FY2025 Financial Forecasts Overview of Consolidated Financial Results

(100 million yen)

	FY2024 Actual		FY2025 Forecast		YOY Change		FY25 Forecasts (Initially Announced)	
Revenue	19,536	100.0%	19,000	100.0%	△536	△2.7%	19,800	100.0%
Operating Profit	786	4.0%	680	3.6%	△106	△13.5%	750	3.8%
Profit before income taxes	873	4.5%	690	3.6%	△183	△21.0%	760	3.8%
Profit*	578	3.0%	430	2.3%	△148	△25.7%	470	2.4%

*Profit Attributable to Owners of the Parent

Earnings per share		311.74 yen	240.81 yen	-	253.12 yen
Exchange Rate	USD	145 yen	145 yen	+ 0 yen	145 yen
	EUR	157 yen	160 yen	+ 3 yen	160 yen

Revenue

Revenue decreased due to volume decrease in the Americas, China, and Europe & Africa

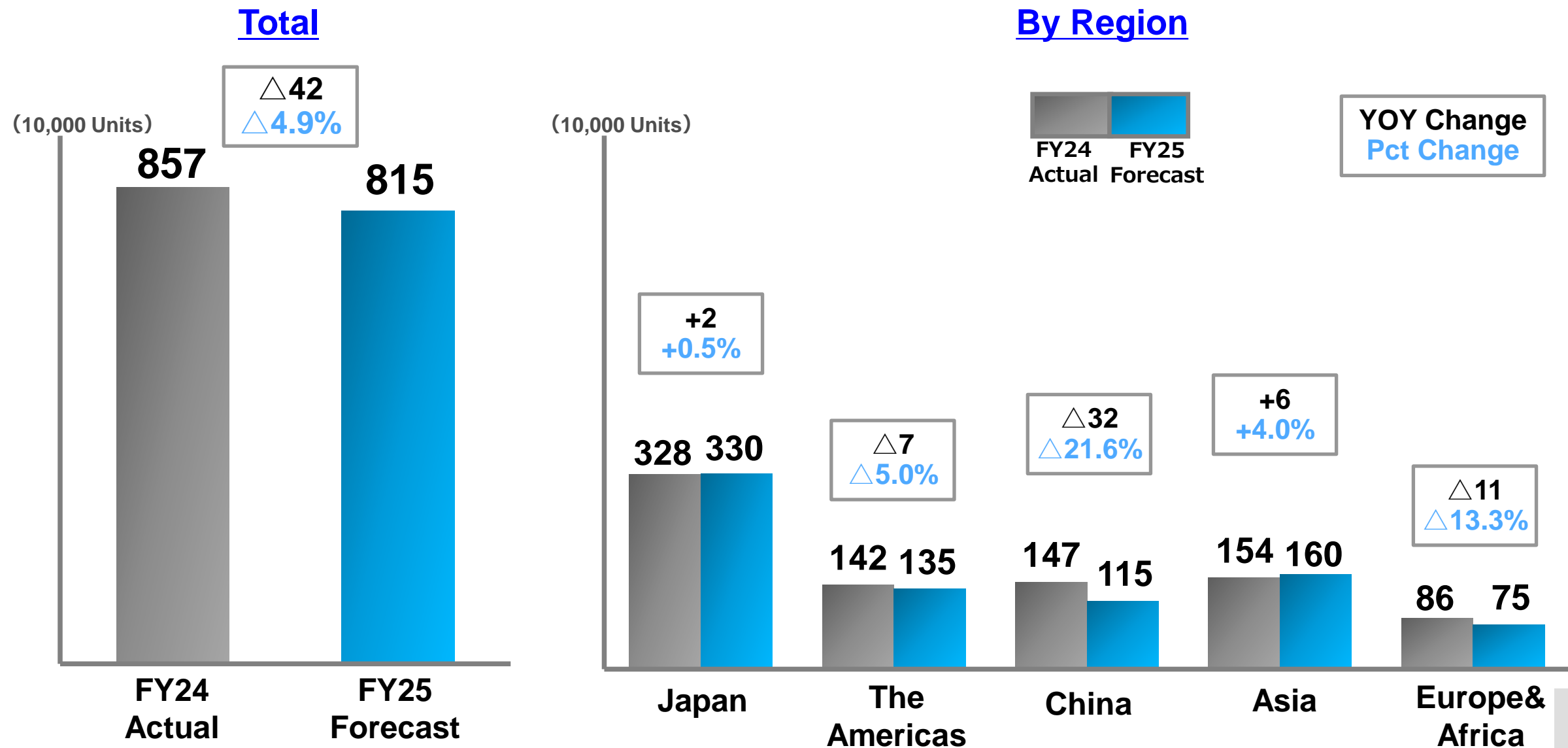
Operating Profit

Lower profits due to volume decrease in addition to strategic human capital investment for the future and an increase in overhead costs despite of impacts of new product effects and profit improvement activities

Script

- ◆ Sales revenue is prospected to decrease by 53.6 billion yen to 1.90 trillion yen year-over-year.
- ◆ Operating profit will decrease by 10.6 billion yen to 68.0 billion yen.
- ◆ Profit before income taxes is prospected to decrease by 18.3 billion yen to 69.0 billion yen.
- ◆ Profit attributable to owners of the parent is prospected to decrease by 14.8 billion yen to 43.0 billion yen.
- ◆ Assumed exchange rates stand at approximately 145 yen to the U.S. dollar, and 160 yen to the Euro.

2-2) FY2025 Financial Forecasts Seat Production by Region



Script

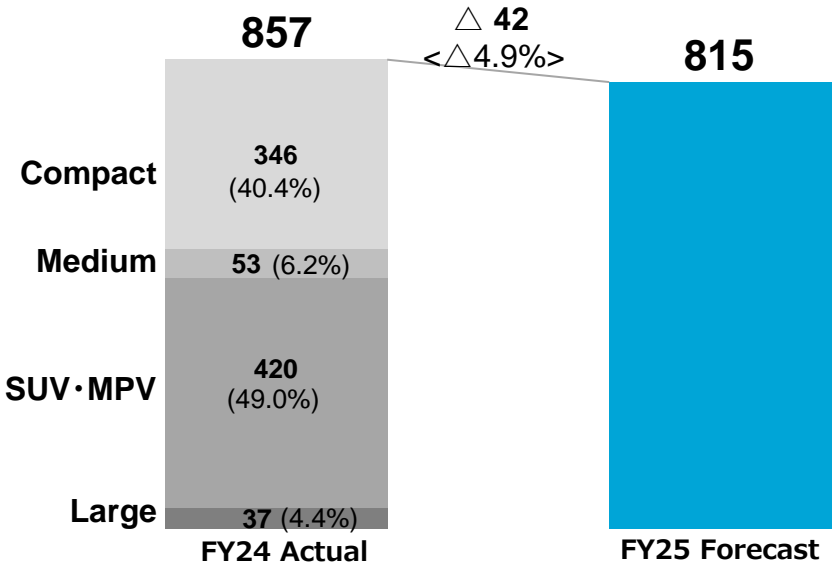
- ◆ As for consolidated seat assembly volume,
it is forecasted to reach 8.15 million units,
a decrease of 0.42 million units compared to the previous year.
- ◆ The seat assembly volume by region is as shown.
This will be explained in detail in later slides.

2-2) FY2025 Financial Forecasts Consolidated Revenue & Operating Profit

Lower profits due to volume decrease in addition to strategic human capital investment for the future and an increase in overhead costs despite of impacts of new product effects and profit improvement activities

Volume & Model Mix

(10,000 units)



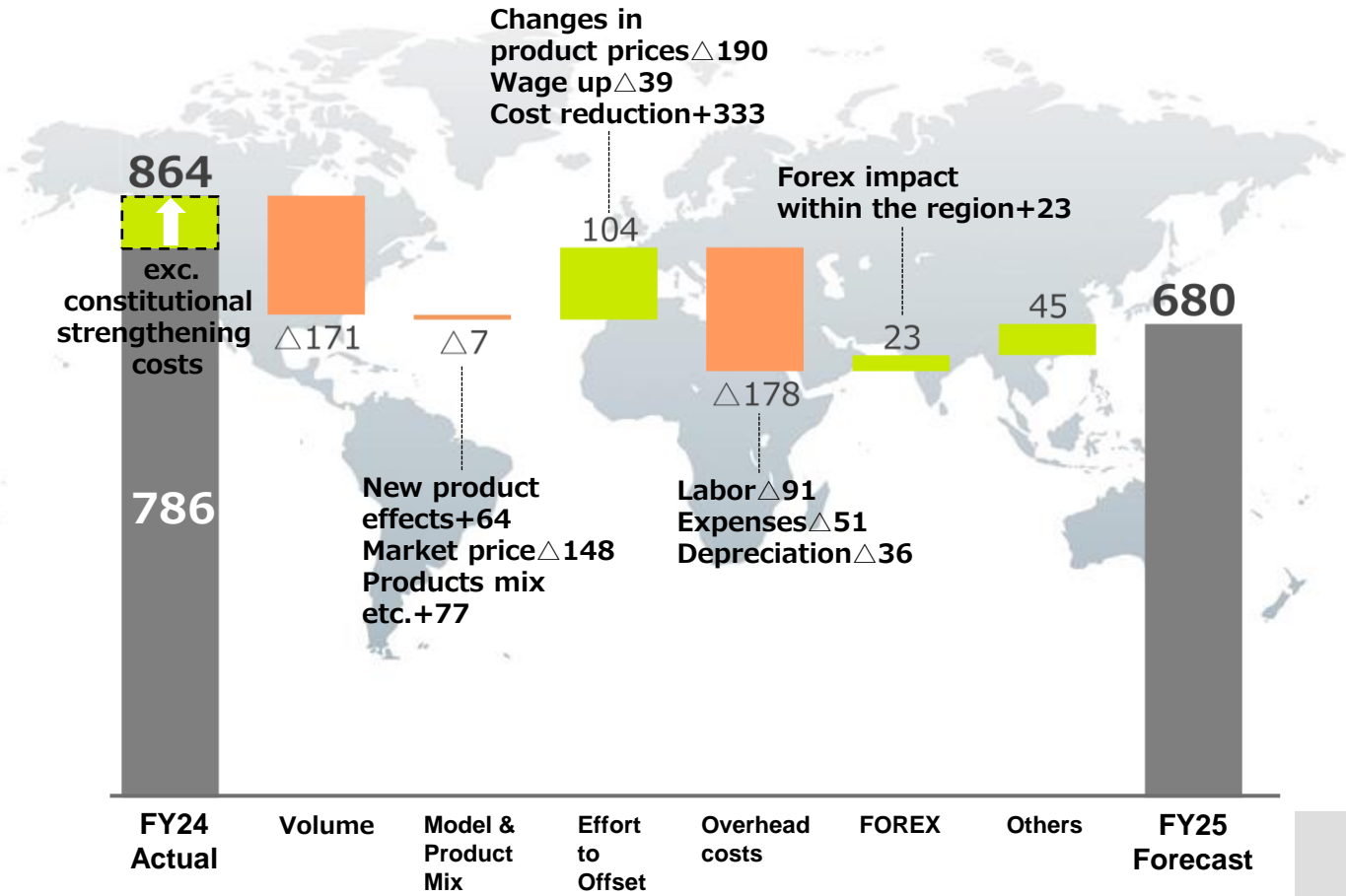
Profit & Loss

(100 million yen)

	FY24 Actual	FY25 Forecast	YOYChange
Revenue	19,536	19,000	$\Delta 536$
Operating Profit	786	680	$\Delta 106$
Operating Profit Ratio	4.0%	3.6%	—

Operating Profit Variance Analysis

(100 million yen)



Script

- ◆ Next, let me move on to consolidated revenue & operating profit.
- ◆ Volume decreased by 0.42 million units to 8.15 million units.
- ◆ Sales revenue decreased by 53.6 billion yen to 1.90 trillion yen.
- ◆ Operating profit decreased by 10.6 billion yen to 68.0 billion yen due to volume decrease in addition to strategic human capital investment for the future and an increase in overhead costs despite impacts of new product effects and profit improvement activities.

2-3) FY2025 Financial Forecasts Comparison with the Previous Forecast

(100 million yen)

	Originally announced	1Q announced	Difference		
			Total	Internal efforts	Environmental changes
FY24 Actual (exc. Constitutional strengthening costs)	864	864	-	-	-
Volume	△5	△171	△116		△166
Mix	△5	△7	△2	+54	△56
Cost Reduction	99	104	+5	+5	
Expenses	△218	△178	+40	+37	+3
FX	21	23	+2		+2
Others	△6	45	+51	+34	+17
FY25 Forecast	750	680	△70	+130	△200

Script

- ◆ Next, here is the comparison of the latest forecast with the original one released last time.
- ◆ Operating profit forecast revised downward, incorporating the impact of factors such as customers' production decrease in Japan, China, and the Americas.
- ◆ On the other hand, we try to minimize the impacts of environmental changes such as production decreases by building up additional internal efforts, including profit improvement activities and streamlining overhead costs across the entire company.

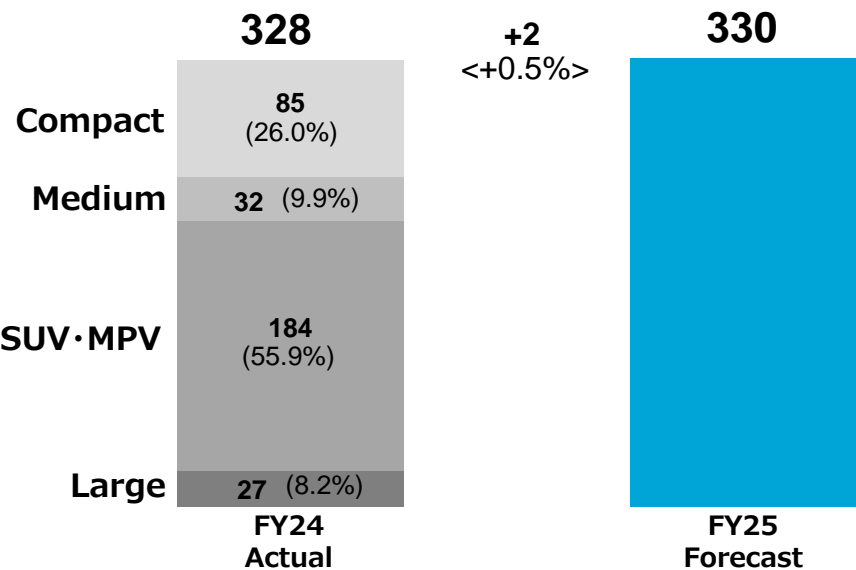
2-4) FY2025 Financial Forecasts Revenue & Operating Profit by Region

Japan

Higher profit due to new product effects, changes in the vehicle mix and constitutional strengthening costs in the previous year despite an increase in overhead costs

Volume & Model Mix

(10,000 units)



Profit & Loss

(100 million yen)

	FY24 Actual	FY25 Forecast	YOYChange
Revenue	9,228	9,600	371
Operating Profit	(184) 106	140	(△44) 33
Operating Profit Ratio	1.2%	1.5%	—

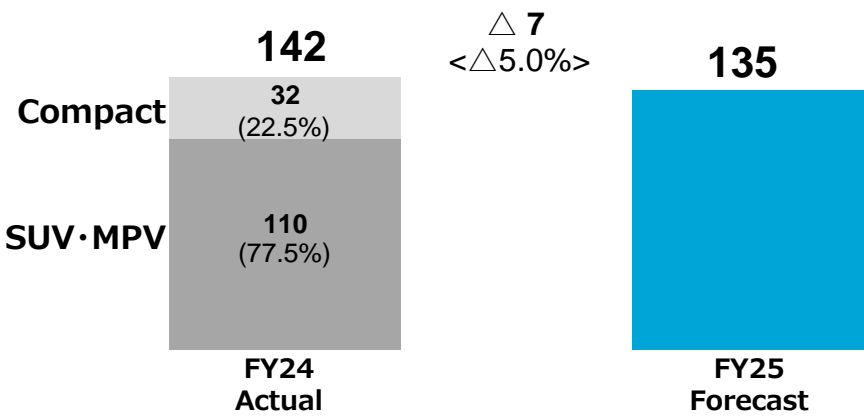
()exc. constitutional strengthening costs

The Americas

Lower profit due to volume decrease and increased overhead costs from launch of a new plant despite positive effects of profit improvement activity

Volume & Model Mix

(10,000 units)



Profit & Loss

(100 million yen)

	FY24 Actual	FY25 Forecast	YOYChange
Revenue	5,003	4,600	△ 403
Operating Profit	6	△10	△ 16
Operating Profit Ratio	0.1%	△0.2%	—

Script

- ◆ Next, let me explain financial forecasts by regions.
- ◆ First, in Japan, year-over-year,
 - ◆ Volume is expected to increase by 20k units to 3.3 million units.
 - ◆ Sales revenue will increase by 37.1 billion yen to 960.0 billion yen.
 - ◆ Operating profit is prospected to decrease by 4.4 billion yen to 14.0 billion yen excluding an impact of constitutional strengthening costs in the previous year, due to an increase in overhead costs despite new product effects and changes in the vehicle mix.
- ◆ Next, in the Americas, year-over-year,
 - ◆ Volume is expected to decrease by 70k units to 1.35 million units.
 - ◆ Sales revenue will decrease by 40.3 billion yen to 460.0 billion yen.
 - ◆ Operating profit is prospected to decrease by 1.6 billion yen to \triangle 1.0 billion yen due to volume decrease and increased overhead costs from launch of a new plant despite positive effects of profit improvement activity.

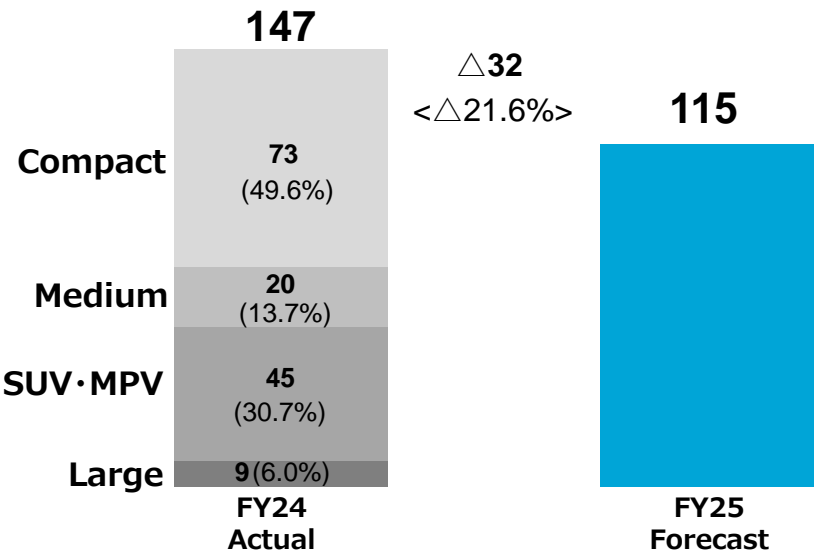
2-4) FY2025 Financial Forecasts Revenue & Operating Profit by Region

China

Lower profit due to volume decrease caused by the rapid shift of the market towards BEVs and changes in the vehicle mix despite cost reduction

Volume & Model Mix

(10,000 units)



Profit & Loss

(100 million yen)

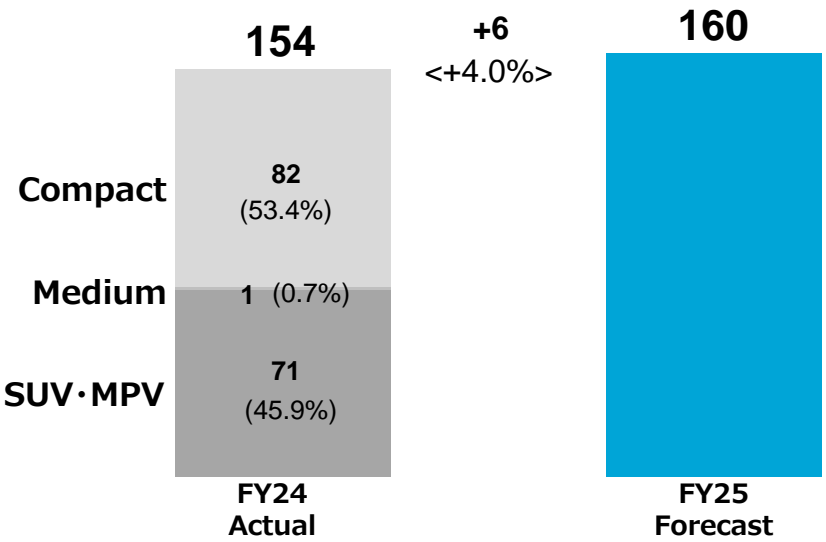
	FY24 Actual	FY25 Forecast	YOYChange
Revenue	2,362	2,000	$\Delta 362$
Operating Profit	184	120	$\Delta 64$
Operating Profit Ratio	7.8%	6.0%	—

Asia

Profit to be the same level due to volume increase from sales promotion in India & Indonesia and cost reduction despite changes in the vehicle mix and an increase in overhead costs

Volume & Model Mix

(10,000 units)



Profit & Loss

(100 million yen)

	FY24 Actual	FY25 Forecast	YOYChange
Revenue	2,739	2,800	60
Operating Profit	369	370	0
Operating Profit Ratio	13.5%	13.2%	—

Script

- ◆ Next, in China, year-over-year,
- ◆ Volume is expected to decrease by 320k units to 1.15 million units.
- ◆ Sales revenue will decrease by 36.2 billion yen to 200.0 billion yen.
- ◆ Operating profit is prospected to decrease by 6.4 billion yen to 12.0 billion yen due to volume decrease caused by the rapid shift of the market towards BEVs and changes in the vehicle mix despite effects of cost reduction.
- ◆ Next, in Asia, year-over-year,
- ◆ Volume is expected to increase by 60k units to 1.60 million units.
- ◆ Sales revenue will increase by 6.0 billion yen to 280.0 billion yen
- ◆ Operating profit is prospected to be 37.0 billion yen, maintaining the same level as the previous year due to volume increase from sales promotion in India & Indonesia and cost reduction despite changes in the vehicle mix and an increase in overhead costs.

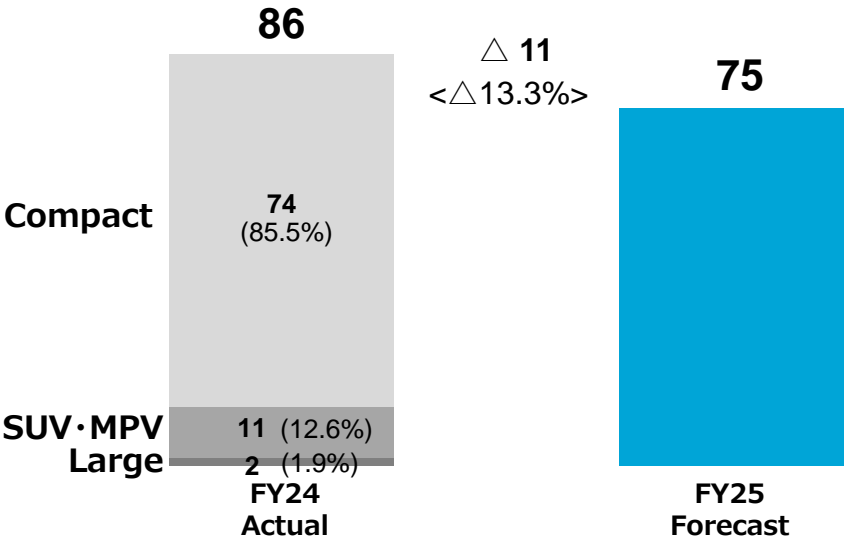
2-4) FY2025 Financial Forecasts Revenue & Operating Profit by Region

Europe & Africa

Lower profit due to volume decrease as well as impacts of rising labor costs and an increase in overhead costs despite cost reduction

Volume & Model Mix

(10,000 units)



Profit & Loss

(100 million yen)

	FY24 Actual	FY25 Forecast	YOYChange
Revenue	1,312	1,100	$\Delta 212$
Operating Profit	119	60	$\Delta 59$
Operating Profit Ratio	9.1%	5.5%	—

Script

- ◆Next, in Europe & Africa, year-over-year,
- ◆Volume is expected to decrease by 110k units to 0.75 million units.
- ◆Sales revenue will decrease by 21.2 billion yen to 110.0 billion yen.
- ◆Operating profit is prospected to decrease by 5.9 billion yen to 6.0 billion yen due to volume decrease as well as impacts of rising labor costs and an increase in overhead costs despite cost reduction.

2-5) FY2025 Financial Forecasts 1st/2nd Half by Region

Revenue

(100 million yen)

	1st Half	2nd Half	Full Year
Japan	4,700	4,900	9,600
The Americas	2,200	2,400	4,600
China	1,000	1,000	2,000
Asia	1,400	1,400	2,800
Europe & Africa	500	600	1,100
Total	9,300	9,700	19,000

Operating Profit

(100 million yen)

	1st Half		2nd Half		Full Year	
Japan	40	0.9%	100	2.0%	140	1.5%
The Americas	△10	△0.5%	0	0.0%	△10	△0.2%
China	50	5.0%	70	7.0%	120	6.0%
Asia	180	12.9%	190	13.6%	370	13.2%
Europe & Africa	30	6.0%	30	5.0%	60	5.5%
Total	290	3.1%	390	4.0%	680	3.6%

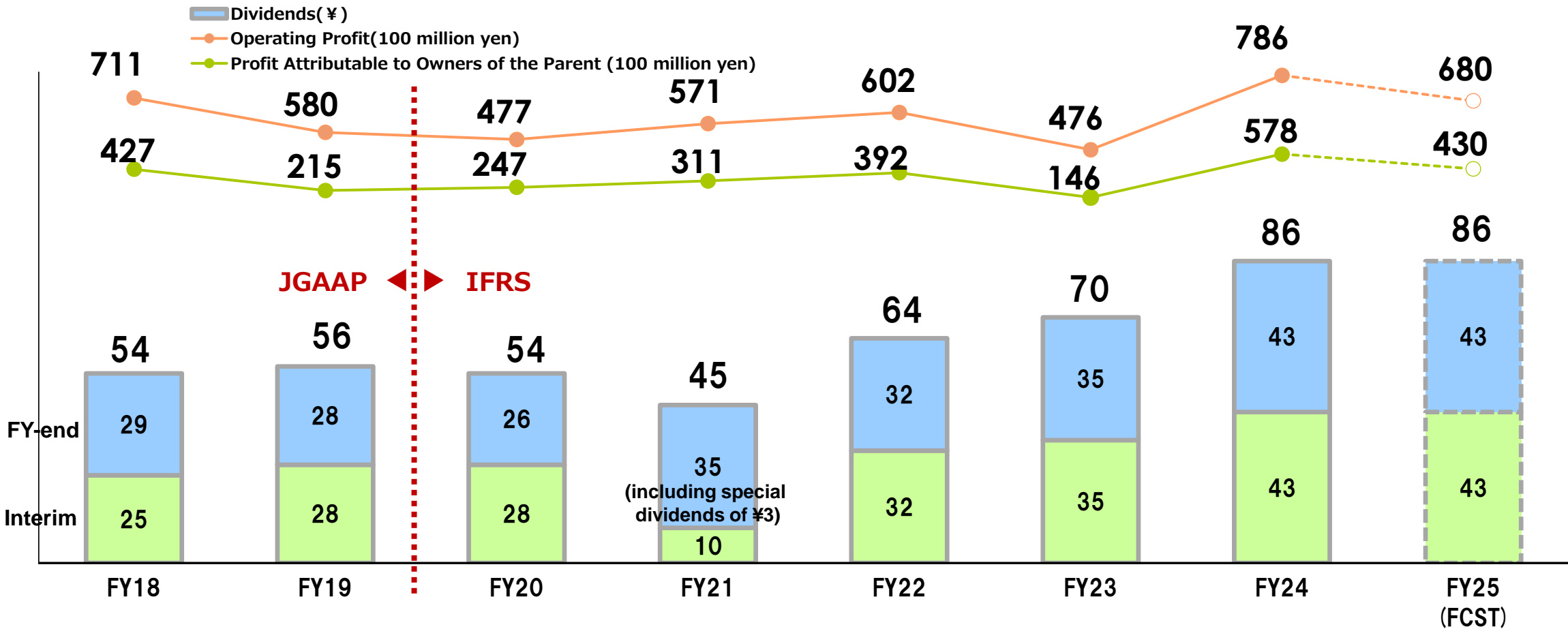
Script

◆The financial forecasts by the half-year are as follows.

2-6) FY2025 Financial Forecasts Returning to Shareholders

- To keep long-term sustainable dividends, annual plan is 86 yen, with an interim dividend of 43 yen and a year-end dividend of 43 yen
- To be determined based on comprehensive evaluation of future forecasts and dividend payout ratio

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



Script

- ◆ Next, on returning to shareholders,
for FY25, our annual dividends plan is 86 yen as announced previously.
- ◆ It will be determined based on our basic policy of meeting our shareholders' expectations by continuing long-term stable dividends,
while making decisions based on a comprehensive consideration of future consolidated performance and the dividend payout ratio.

2-7) Concluding 1st Quarter FY2025 Financial Results

【1Q Results】

- **Operating profit** progressed at a pace **exceeding the initial announcement** thanks to **solid profit contributions from competitiveness enhancement activities** such as **new product effects, sales efforts, and alliances** despite impacts of customer's production halt.

【Forecast after 2Q】

- **As the future stays uncertain, original risks of volume decrease** are factored in in addition to the latest customer production information.

【Annual Forecast】

- **The entire company will work together to ensure profitability** by intensifying internal efforts during the phase of volume decrease.
- **To achieve the 2030 Mid-term Business Plan**, upfront investments, such as strategic human capital investment, R&D and expanding sales to new customers, **will be executed efficiently with prioritization.**

Script

- ◆ Lastly, I'd like to conclude this 1st Quarter Financial Results.
- ◆ In the 1st Quarter, operating profit has progressed at a higher pace than the initial forecast as effects of competitiveness enhancement activities, such as new product effects, sales efforts as well as alliances, steadily contributed to profit despite the negative impacts of customer's production halt.
- ◆ For forecast after 2Q, we incorporated original risks of volume decrease based on the latest customer production information while acknowledging that the future is still uncertain.
- ◆ While volume decrease is expected to continue, the entire company will work together to ensure profitability by intensifying internal efforts.
- ◆ For Annual forecast, upfront investments including strategic human capital investment, R&D and expanding sales to new customers will be executed efficiently with prioritization to achieve the target of 2030 Mid-term Business Plan.

Script

- ◆ That would be all for Financial Results for the 1st quarter of the fiscal year 2025.
- ◆ Thank you for listening.

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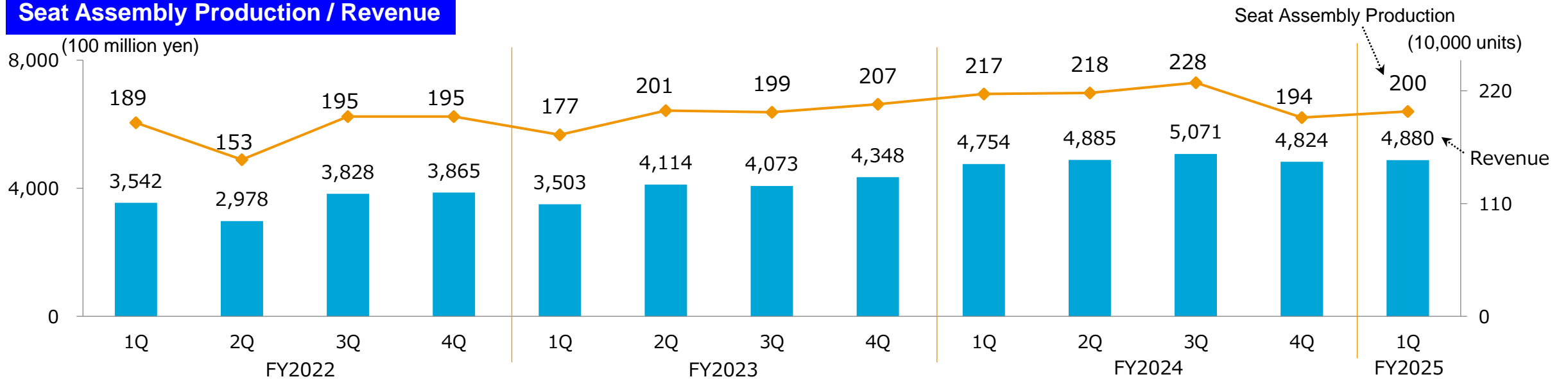
1. 1st Quarter FY2025 Financial Results

2. FY2025 Financial Forecasts

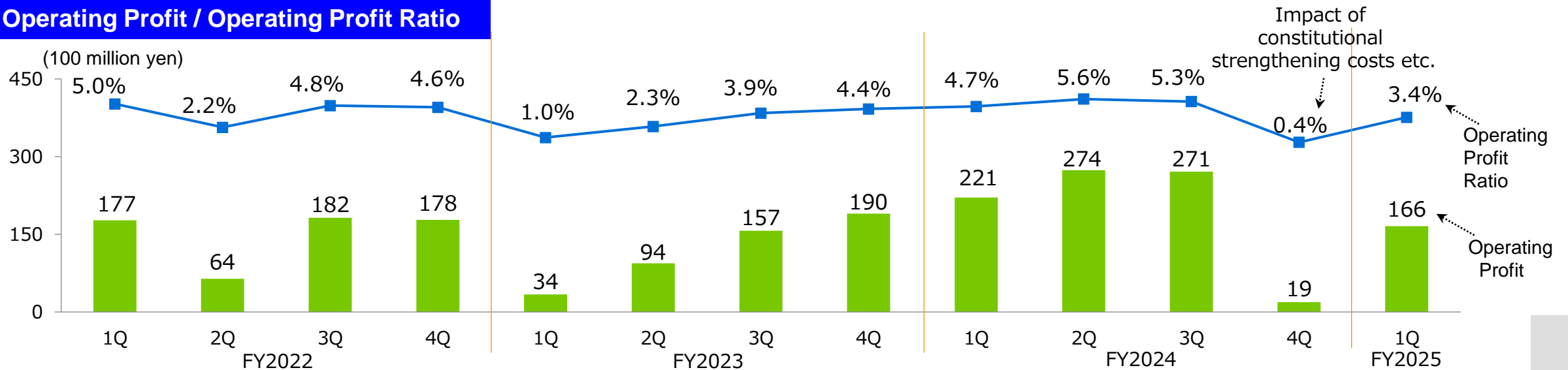
3. Appendix

Appendix1) Quarterly Trends: Consolidated volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

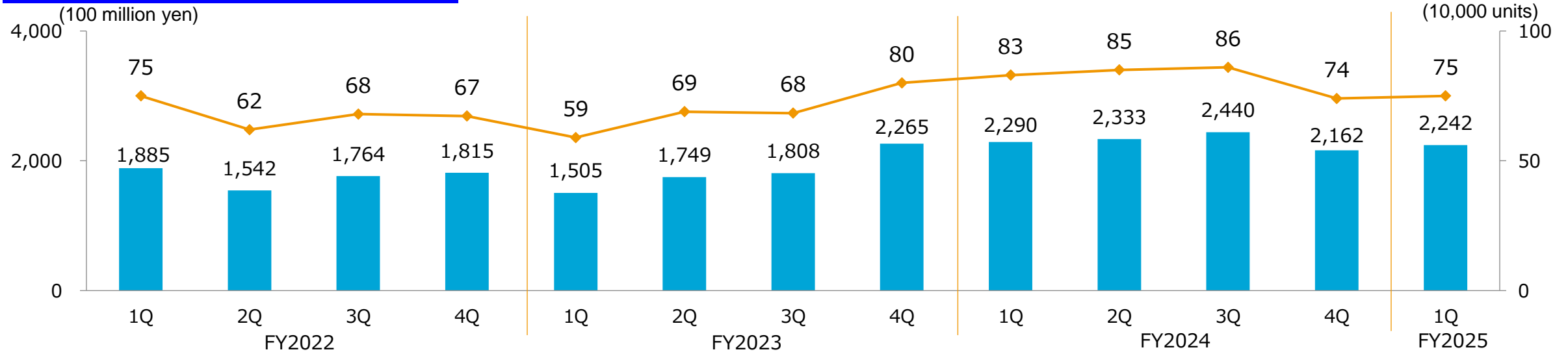


Operating Profit / Operating Profit Ratio

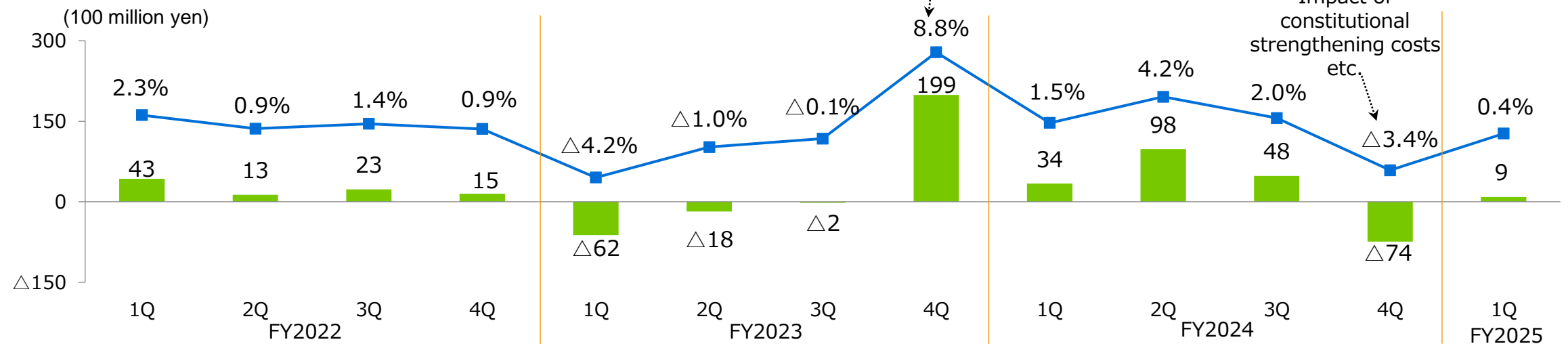


Appendi2) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

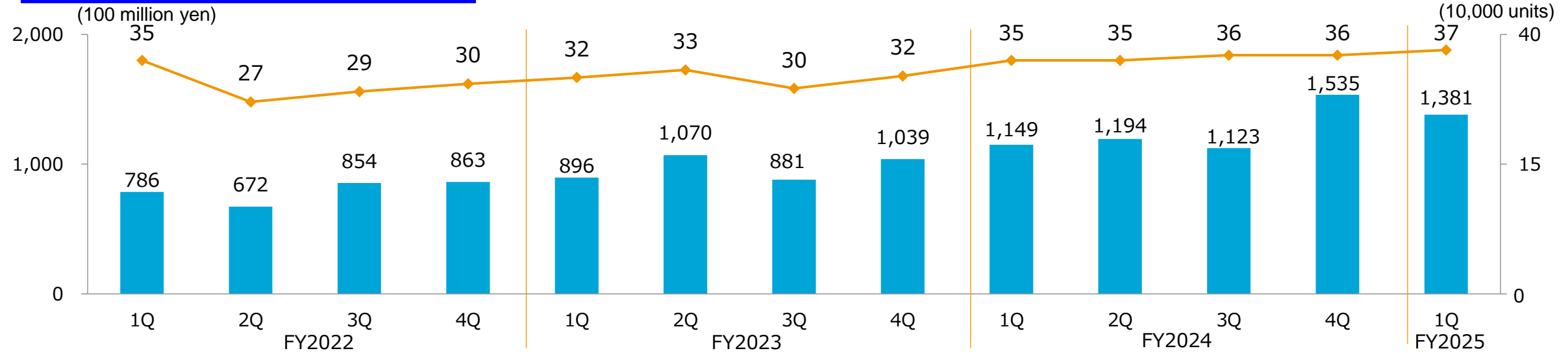


Operating Profit / Operating Profit Ratio

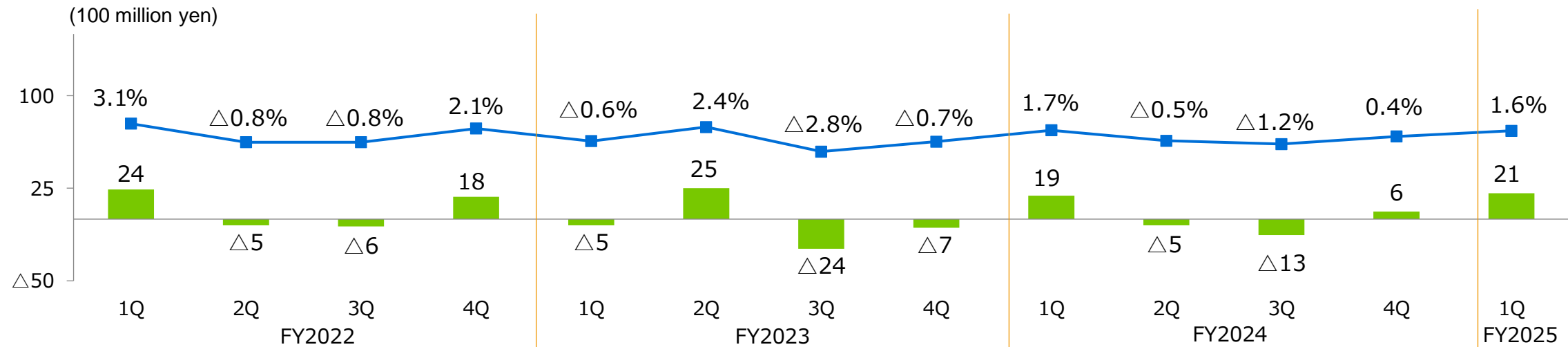


Appendix3) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

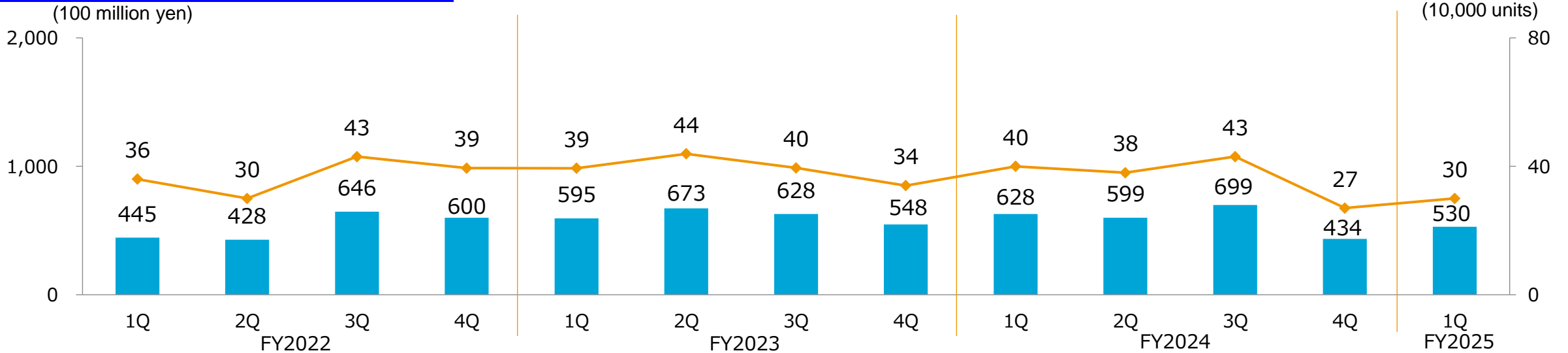


Operating Profit / Operating Profit Ratio

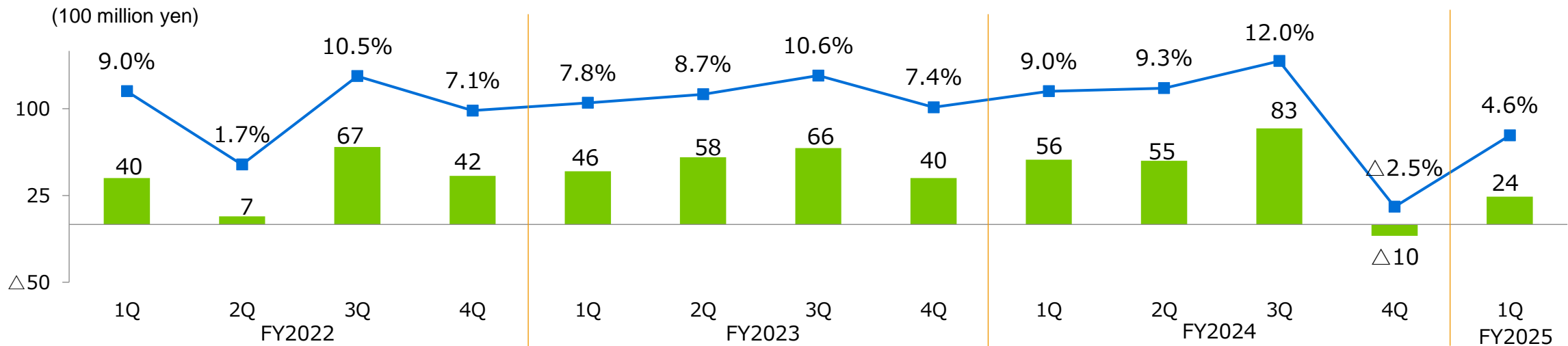


Appendix4) Quarterly Trends: China volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

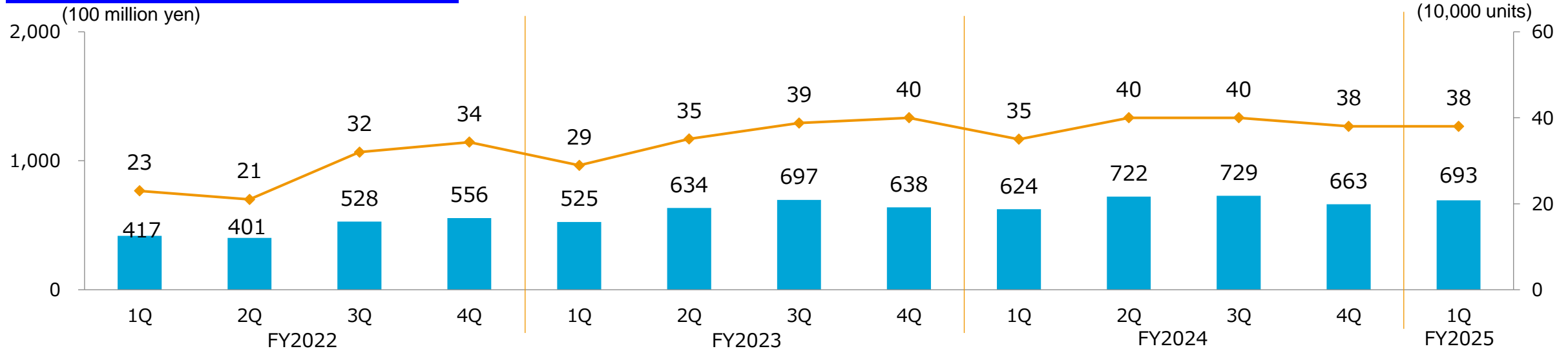


Operating Profit / Operating Profit Ratio

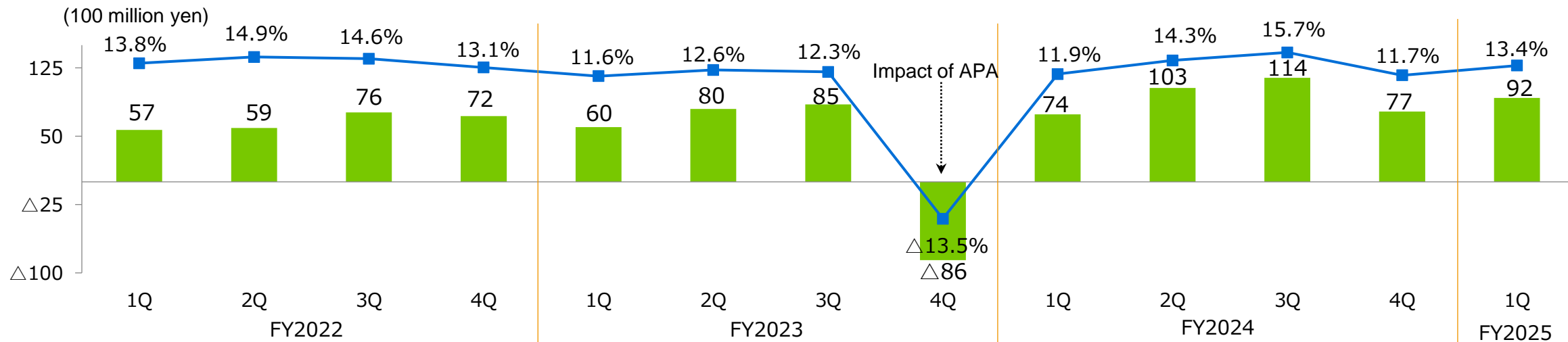


Appendix5) Quarterly Trends: Asia volume, revenue, operating profit, operating profit ratio

Seat Assembly Production / Revenue

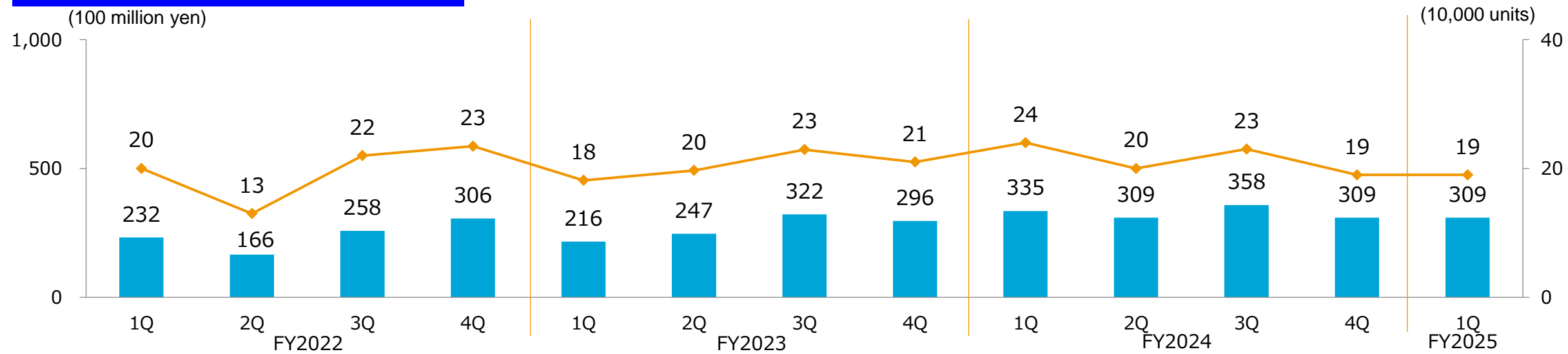


Operating Profit / Operating Profit Ratio

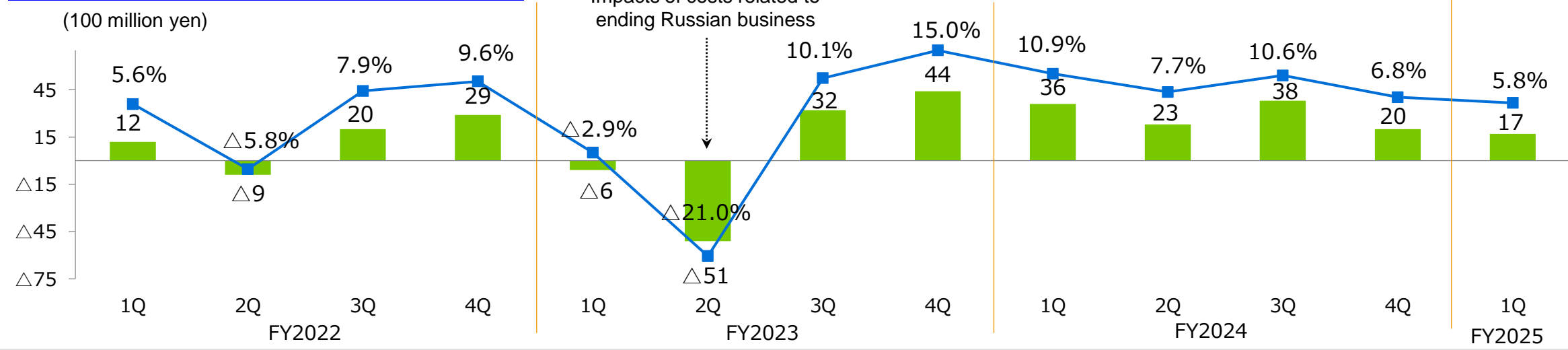


Appendix6) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

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