



**TOYOTA BOSHOKU**

**TSE Prime Market Securities Code 3116**

**FY2025 (ending March 2025)**

# **3rd Quarter Financial Results**

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**Date: January 31, 2025**

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**1. 3rd Quarter FY2025 Financial Results**

**2. FY2025 Financial Forecasts**

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# Contents

## **1. 3rd Quarter FY2025 Financial Results**

## 2. FY2025 Financial Forecasts

## 3. Appendix

# Script

- ◆ Thank you for attending our FY2025 3rd quarter financial results briefing during a busy time today.
- ◆ Firstly, I would like to present the financial results for the 3rd 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 3rd quarter.

# 1-1) 3rd Quarter FY2025 Financial Results Overview of Consolidated Financial Results

(100 million yen)

|                                   | 3Q FY2024     |        | 3Q FY2025     |        | YOY Change  |               |
|-----------------------------------|---------------|--------|---------------|--------|-------------|---------------|
| <b>Revenue</b>                    | <b>14,711</b> | 100.0% | <b>14,466</b> | 100.0% | <b>△244</b> | <b>△1.7%</b>  |
| <b>Operating Profit</b>           | <b>767</b>    | 5.2%   | <b>520</b>    | 3.6%   | <b>△247</b> | <b>△32.2%</b> |
| <b>Profit before income taxes</b> | <b>793</b>    | 5.4%   | <b>552</b>    | 3.8%   | <b>△241</b> | <b>△30.4%</b> |
| <b>Profit*</b>                    | <b>421</b>    | 2.9%   | <b>282</b>    | 2.0%   | <b>△138</b> | <b>△32.8%</b> |

\*Profit Attributable to Owners of the Parent

|                              |            |                   |                   |                 |
|------------------------------|------------|-------------------|-------------------|-----------------|
| <b>Earnings per share</b>    |            | <b>225.38 yen</b> | <b>158.44 yen</b> | <b>-</b>        |
| <b>Foreign Exchange Rate</b> | <b>USD</b> | <b>143 yen</b>    | <b>153 yen</b>    | <b>+ 9 yen</b>  |
|                              | <b>EUR</b> | <b>155 yen</b>    | <b>165 yen</b>    | <b>+ 10 yen</b> |

## Revenue

Revenue decreased due to global decrease in volume despite favorable impacts from foreign exchange rate.

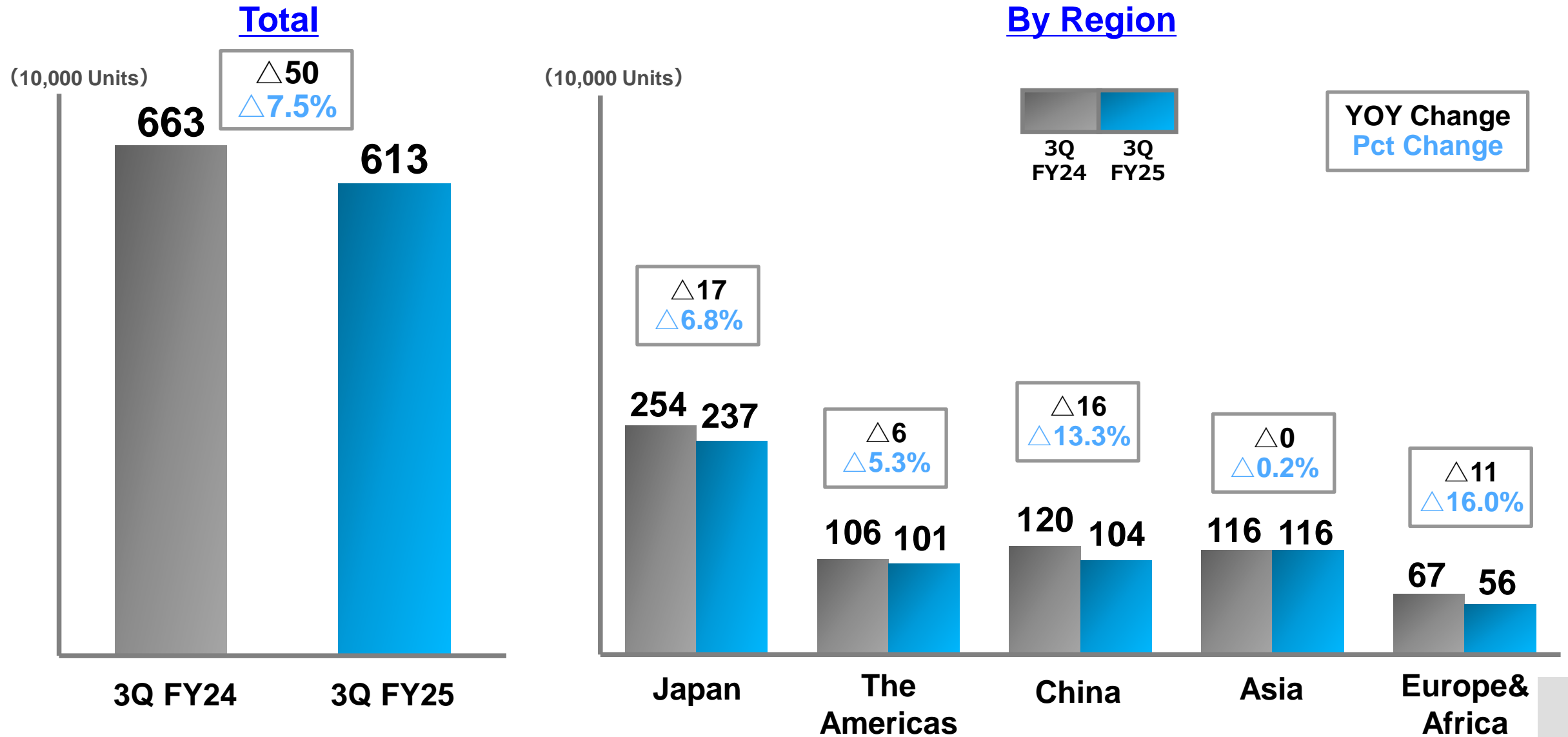
## Operating Profit

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 rate.

# Script

- ◆ Sales revenue decreased by 24.4 billion yen to 1.45 trillion yen.
- ◆ Operating profit decreased by 24.7 billion yen to 52.0 billion yen.
- ◆ Profit before income taxes decreased by 24.1 billion yen to 55.2 billion yen.
- ◆ Profit attributable to owners of the parent decreased by 13.8 billion yen to 28.2 billion yen, year-over-year.
- ◆ Exchange rates are approximately 153 yen to the U.S. dollar and 165 yen to the Euro. The exchange gain was 41.7 billion yen for revenue and 4.6 billion yen for operating profit year-over-year.

# 1-2) 3rd Quarter FY2025 Financial Results Seat Production by Region



# Script

- ◆ Next, the consolidated seat assembly volume, the main product of the company, totaled 6.13 million units, a decrease of 0.50 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.

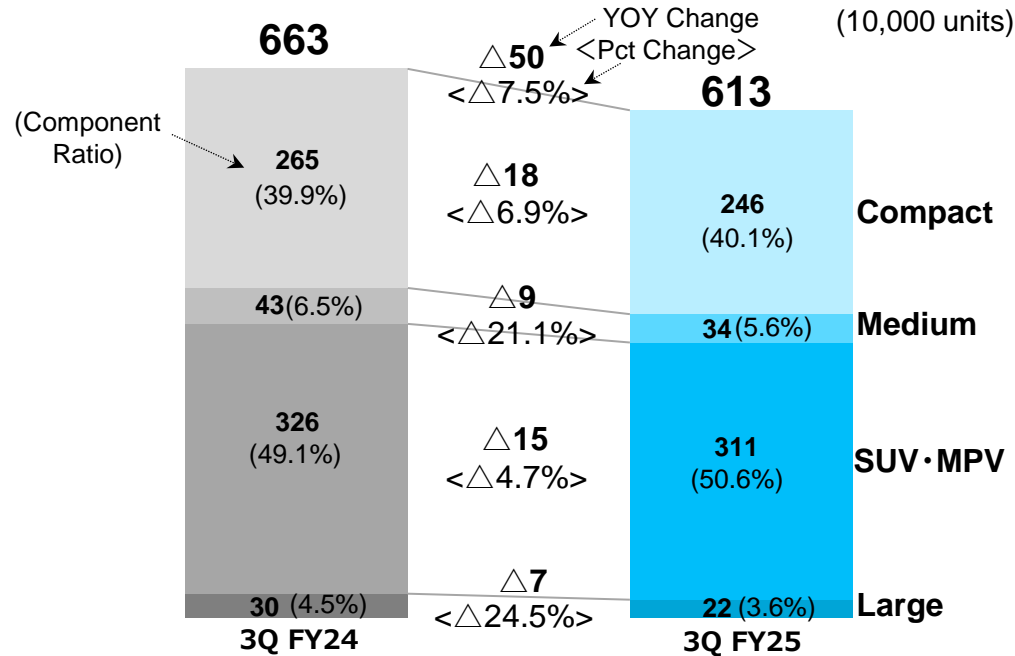


# 1-3) 3rd Quarter FY2025 Financial Results Consolidated Revenue & Operating Profit

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, and foreign exchange rate

\*Includes the impact of Inflation easing in Argentina

## Volume & Model Mix



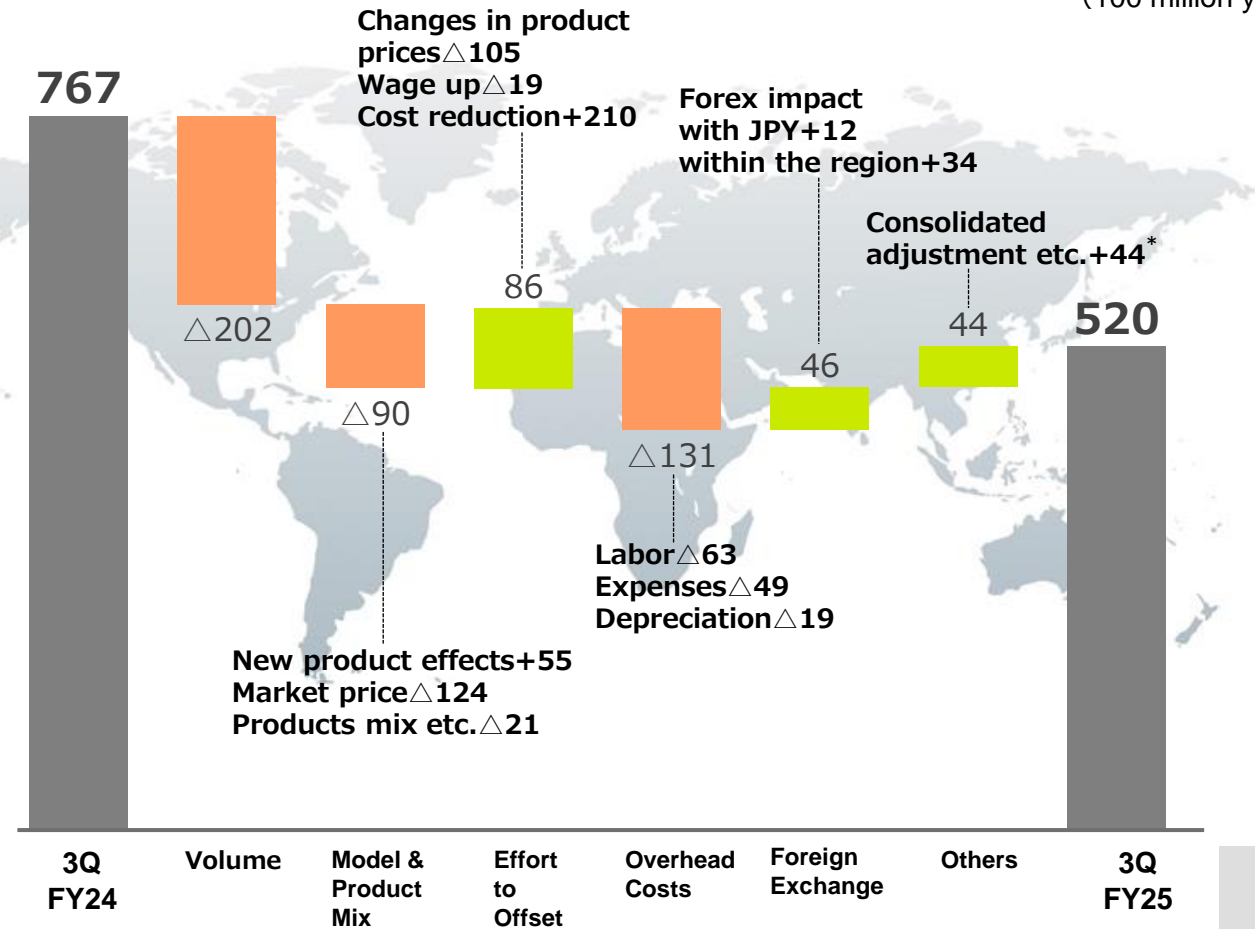
## Profit & Loss

(100 million yen)

|                        | 3Q FY24 | 3Q FY25 | YOY Change |
|------------------------|---------|---------|------------|
| Revenue                | 14,711  | 14,466  | △ 244      |
| Operating Profit       | 767     | 520     | △ 247      |
| Operating Profit Ratio | 5.2%    | 3.6%    | -          |

## Operating Profit Variance Analysis

(100 million yen)



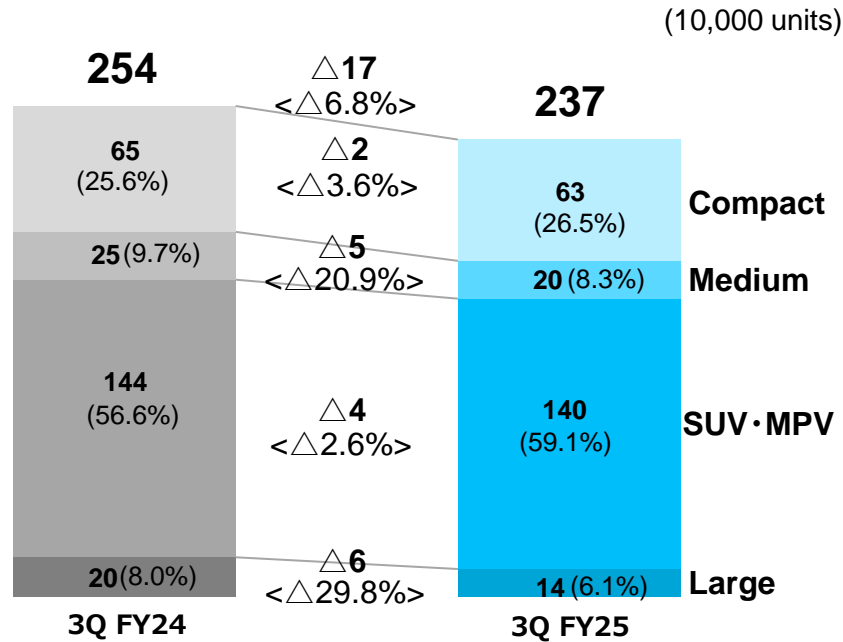
# Script

- ◆ Next, let me move on to consolidated revenue & operating profit.
- ◆ Volume decreased by 0.50 million units to 6.13 million units.
- ◆ Sales revenue decreased by 24.4 billion yen to 1.45 trillion yen.
- ◆ Operating profit decreased by 24.7 billion yen to 52.0 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 rate.

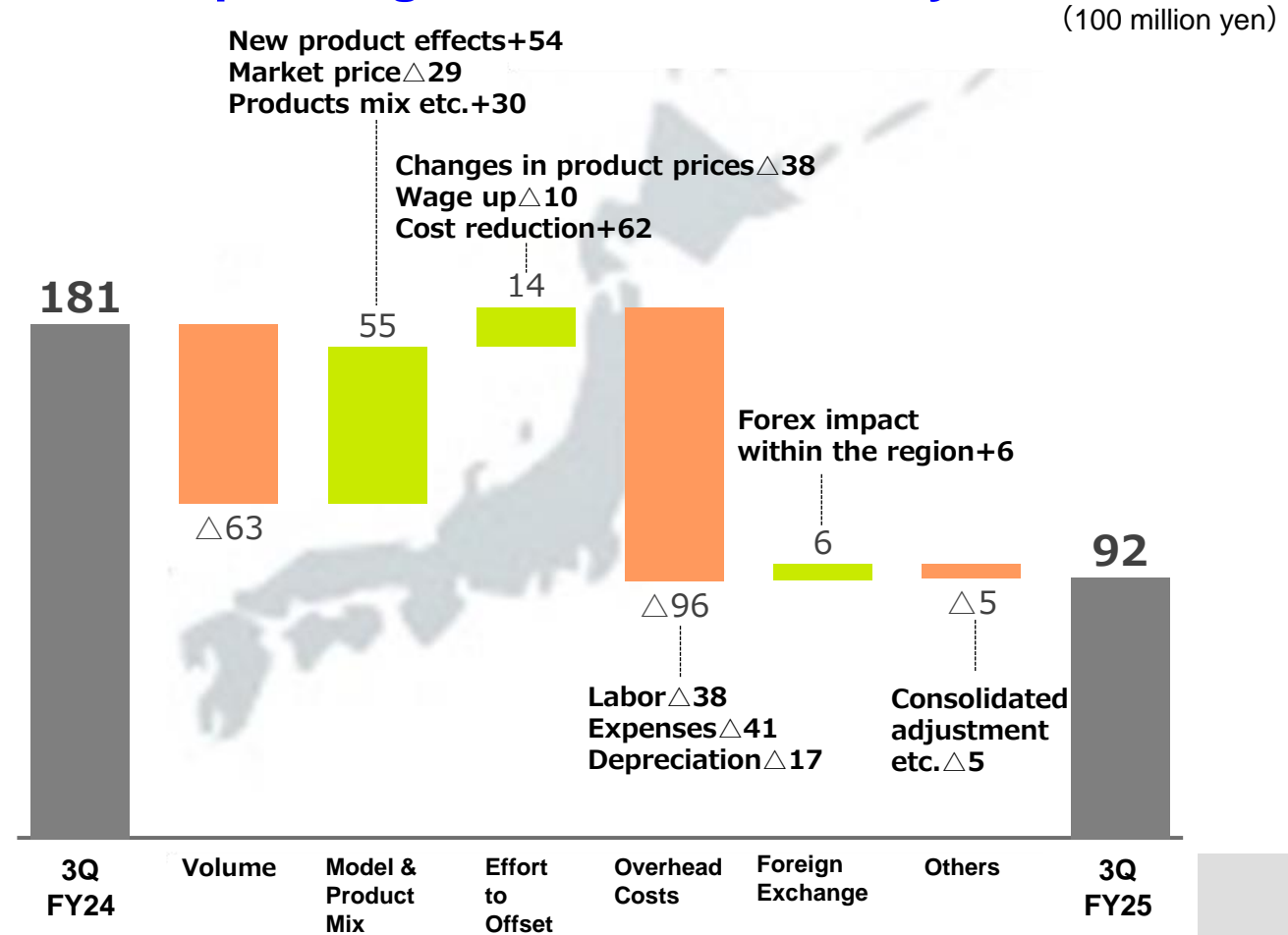
# 1-3) 3rd Quarter FY2025 Financial Results Japan Revenue & Operating Profit

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 products mix

## Volume & Model Mix



## Operating Profit Variance Analysis



## Profit & Loss (100 million yen)

|                        | 3Q FY24 | 3Q FY25 | YOY Change |
|------------------------|---------|---------|------------|
| Revenue                | 7,065   | 6,939   | △ 126      |
| Operating Profit       | 181     | 92      | △ 88       |
| Operating Profit Ratio | 2.6%    | 1.3%    | -          |

# Script

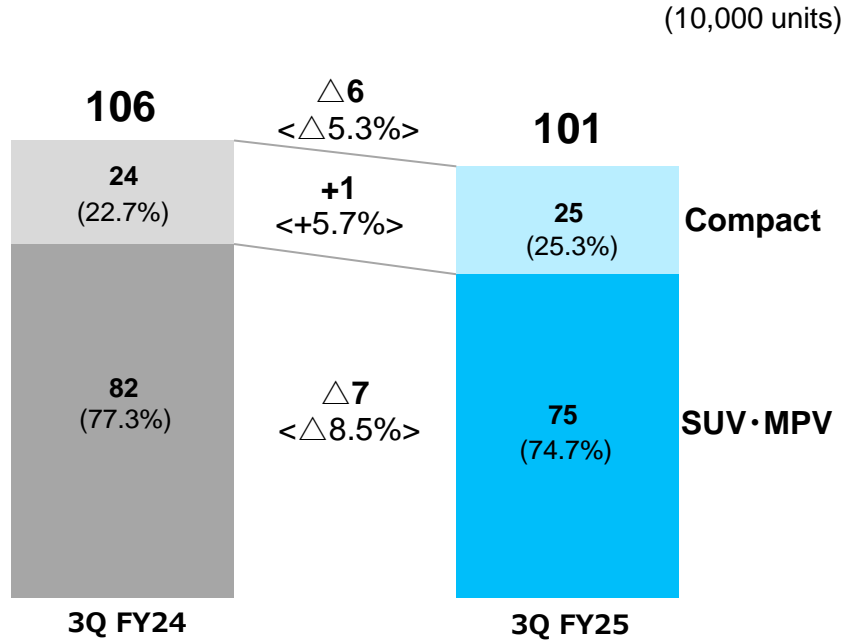
- ◆ Next, in Japan, year-over-year,
- ◆ Volume decreased by 170k units to 2.37 million units.
- ◆ Sales revenue decreased by 12.6 billion yen to 693.9 billion yen.
- ◆ Operating profit decreased by 8.8 billion yen to 9.2 billion yen as volume decreased due to quality confirmation at customers' sites in addition to strategic human capital investments for the future and increased overhead costs despite new product effects and change in the products mix.

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

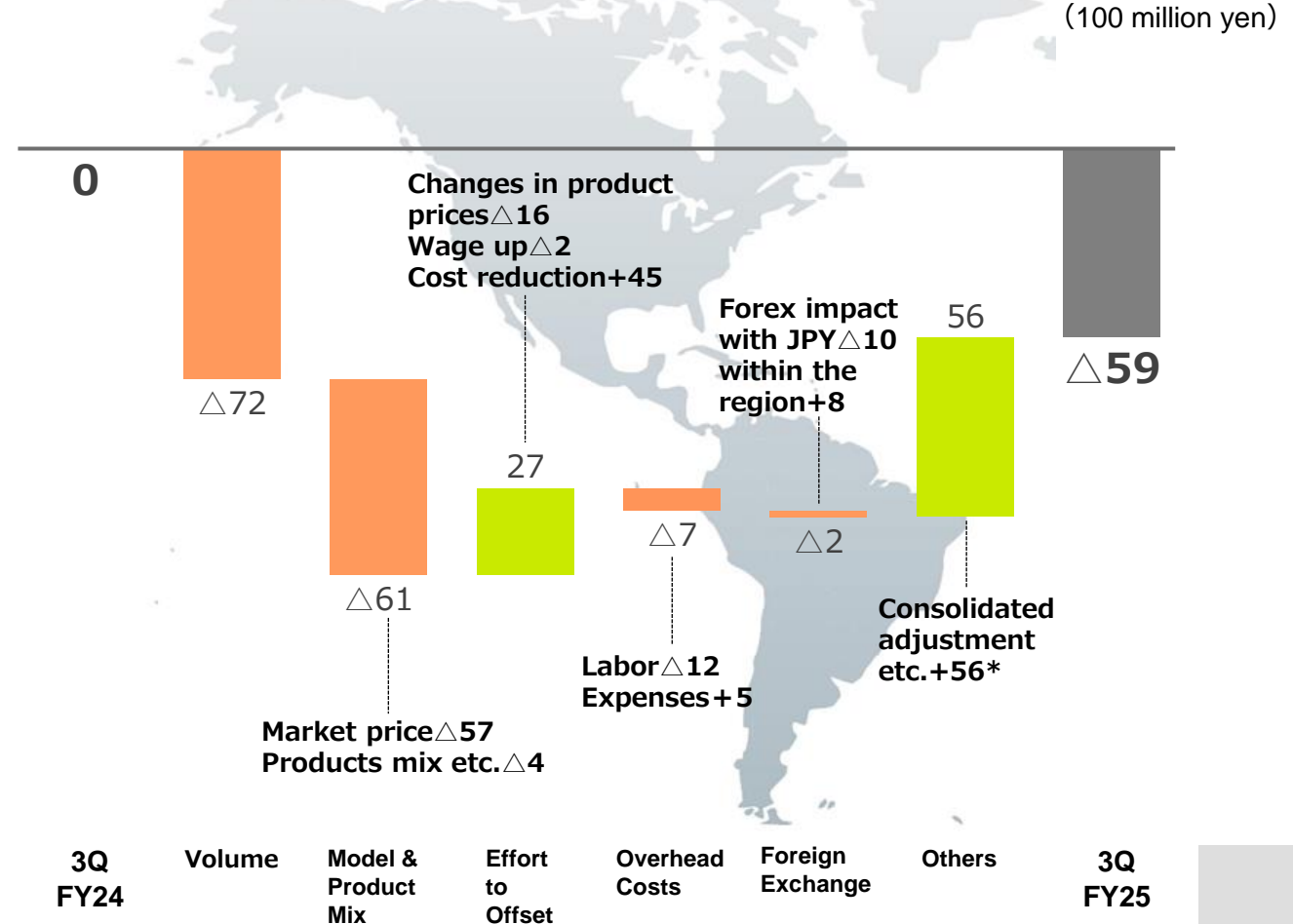
Profit decreased due to volume decrease caused by the impact of shutdown at the customer's site and an increase in market prices despite cost reduction

\*Includes the impact of Inflation easing in Argentina

## Volume & Model Mix



## Operating Profit Variance Analysis



## Profit & Loss (100 million yen)

|                        | 3Q FY24 | 3Q FY25        | YOY Change  |
|------------------------|---------|----------------|-------------|
| Revenue                | 3,468   | 3,520          | 52          |
| Operating Profit       | 0       | $\Delta 59$    | $\Delta 59$ |
| Operating Profit Ratio | 0.0%    | $\Delta 1.7\%$ | -           |

# Script

- ◆ Next, in the Americas, year-over-year,
- ◆ Volume decreased by 60k units to 1.01 million units.
- ◆ Sales revenue increased by 5.2 billion yen to 352.0 billion yen.
- ◆ Operating loss was 5.9 billion yen  
due to volume decrease caused by the impact of shutdown at the customer's site  
and an increase in market prices despite cost reduction.

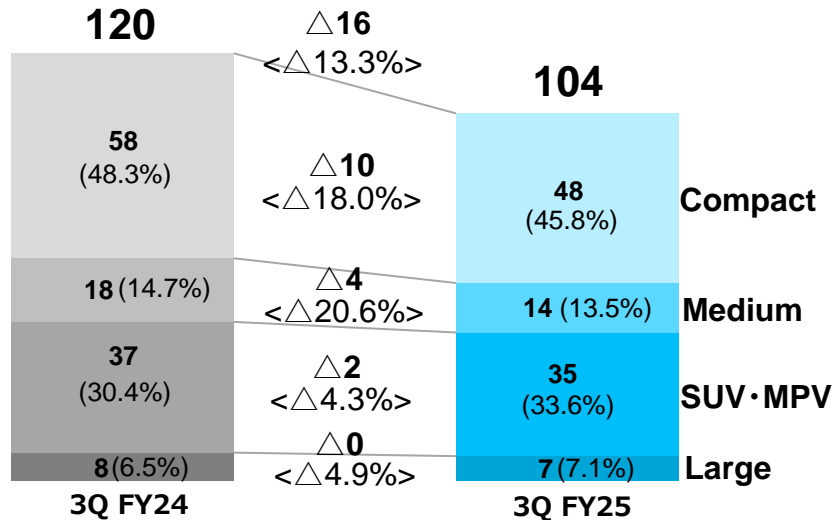
# 1-3) 3rd Quarter FY2025 Financial Results China Revenue & Operating Profit

Profit decreased due to volume decrease caused by the shift of the market towards BEVs\* despite impacts of cost reductions and foreign exchange

\* BEV : Battery Electric Vehicle

## Volume & Model Mix

(10,000 units)



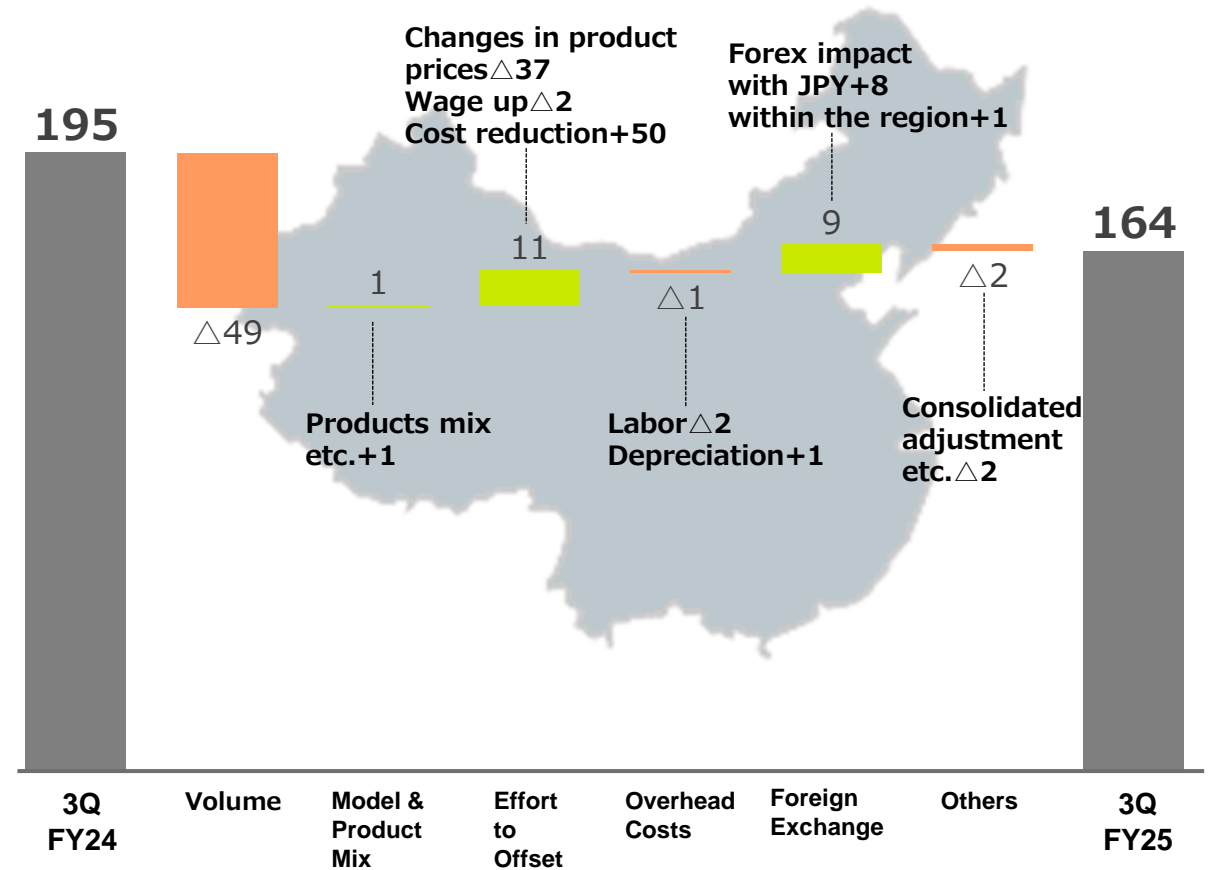
## Profit & Loss

(100 million yen)

|                        | 3Q FY24 | 3Q FY25 | YOYChange |
|------------------------|---------|---------|-----------|
| Revenue                | 1,927   | 1,816   | Δ 110     |
| Operating Profit       | 195     | 164     | Δ 31      |
| Operating Profit Ratio | 10.2%   | 9.0%    | -         |

## Operating Profit Variance Analysis

(100 million yen)



# Script

- ◆ Next, in China, year-over-year,
- ◆ Volume decreased by 160k units to 1.04 million units.
- ◆ Sales revenue decreased by 11.0 billion yen to 181.6 billion yen.
- ◆ Operating profit decreased by 3.1 billion yen to 16.4 billion yen due to volume decrease caused by the shift of the market towards BEVs despite positive impacts of cost reductions and foreign exchange.

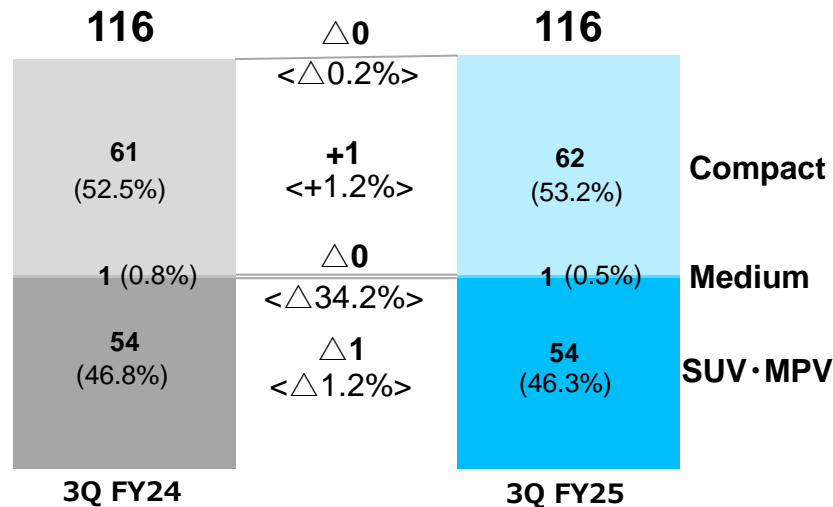


# 1-3) 3rd Quarter FY2025 Financial Results Asia Revenue & Operating Profit

Profit decreased due to changes in the products mix and increase in overhead costs despite cost reduction and foreign exchange impacts

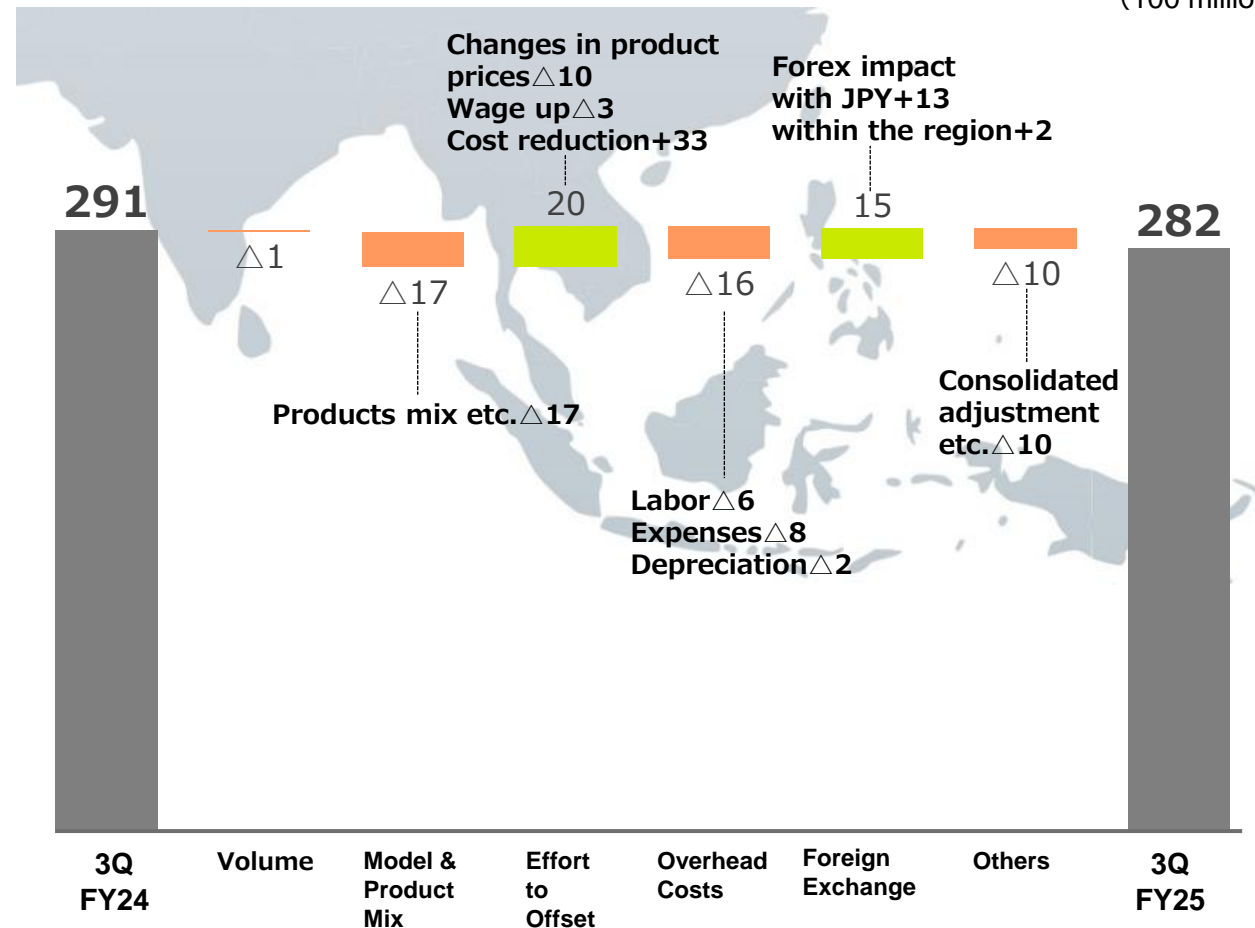
## Volume & Model Mix

(10,000 units)



## Operating Profit Variance Analysis

(100 million yen)



## Profit & Loss

(100 million yen)

|                        | 3Q FY24 | 3Q FY25 | YOYChange |
|------------------------|---------|---------|-----------|
| Revenue                | 2,076   | 2,156   | 80        |
| Operating Profit       | 291     | 282     | Δ 9       |
| Operating Profit Ratio | 14.1%   | 13.1%   | -         |

# Script

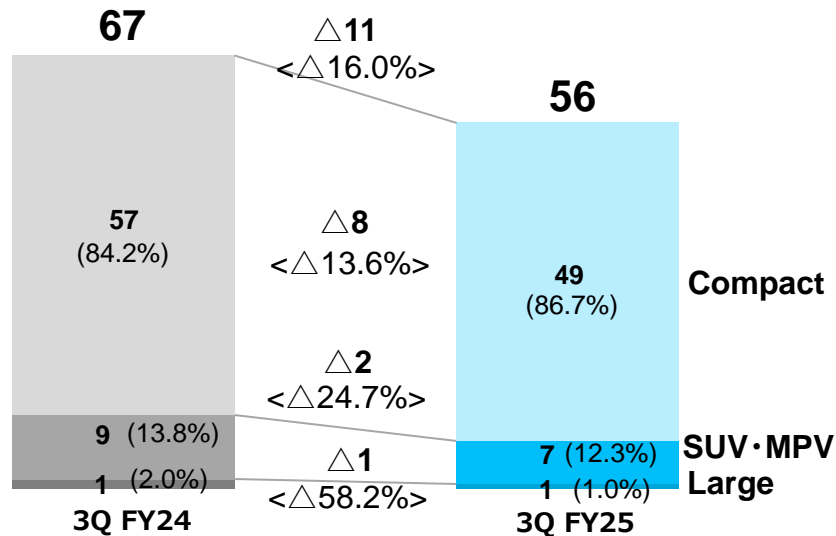
- ◆ Next, in Asia, year-over-year,
- ◆ Volume was 1.16 million units, the same level as the previous year.
- ◆ Sales revenue increased by 8.0 billion yen to 215.6 billion yen.
- ◆ Operating profit decreased by 0.9 billion yen to 28.2 billion yen due to changes in the products mix and an increase in overhead costs despite cost reduction and foreign exchange impacts.

# 1-3) 3rd 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 products mix despite cost reduction and foreign exchange impacts

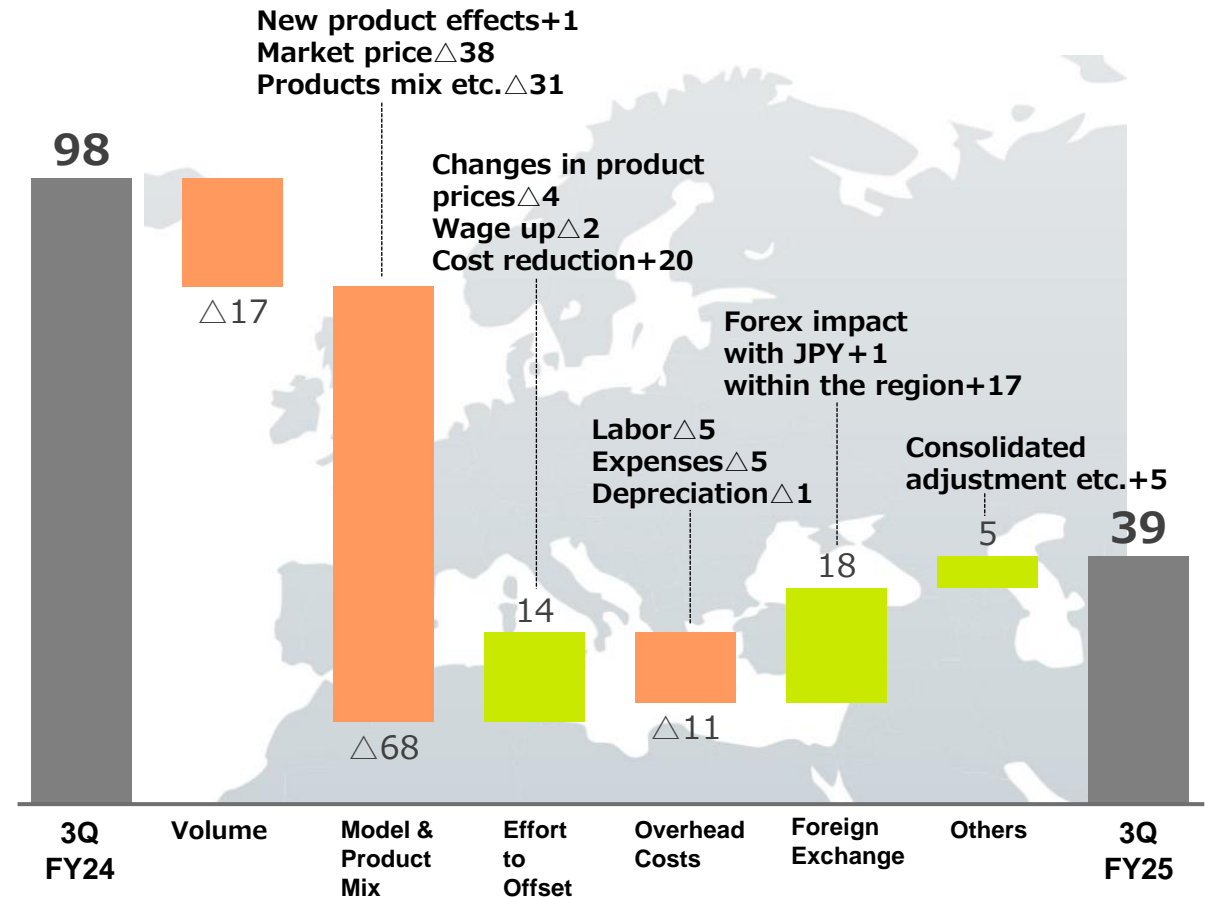
## Volume & Model Mix

(10,000 units)



## Operating Profit Variance Analysis

(100 million yen)



## Profit & Loss

(100 million yen)

|                        | 3Q FY24 | 3Q FY25 | YOY Change   |
|------------------------|---------|---------|--------------|
| Revenue                | 1,003   | 874     | $\Delta$ 128 |
| Operating Profit       | 98      | 39      | $\Delta$ 58  |
| Operating Profit Ratio | 9.8%    | 4.5%    | -            |

# Script

- ◆ Next, in Europe & Africa, year-over-year,
- ◆ Volume decreased by 110k units to 0.56 million units.
- ◆ Sales revenue decreased by 12.8 billion yen to 87.4 billion yen.
- ◆ Operating profit decreased by 5.8 billion yen to 3.9 billion yen due to the impact of volume decrease and market price increase, as well as changes in the products mix despite the impact of cost reduction and foreign exchange.

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1. 3rd Quarter FY2025 Financial Results

**2. FY2025 Financial Forecasts**

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# Script

◆ 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 Forecast (2Q Announced) |        |
|----------------------------|-------------------|--------|-----------------|--------|------------|---------|------------------------------|--------|
|                            |                   |        |                 |        |            |         |                              |        |
| Revenue                    | 19,536            | 100.0% | 18,700          | 100.0% | △ 836      | △ 4.3%  | 18,700                       | 100.0% |
| Operating Profit           | 792 <sup>*2</sup> | 4.1%   | 680             | 3.6%   | △ 112      | △ 14.2% | 680                          | 3.6%   |
| Profit before income taxes | 880 <sup>*2</sup> | 4.5%   | 690             | 3.7%   | △ 190      | △ 21.6% | 690                          | 3.7%   |
| Profit*1                   | 585 <sup>*2</sup> | 3.0%   | 430             | 2.3%   | △ 155      | △ 26.5% | 430                          | 2.3%   |

\*1 Profit Attributable to Owners of the Parent, \*2 Reflected the finalization of the provisional accounting treatment for business combinations

|                       |     |            |            |         |            |
|-----------------------|-----|------------|------------|---------|------------|
| Earnings per share    |     | 315.17 yen | 240.86 yen | -       | 240.86 yen |
| Foreign Exchange Rate | USD | 145 yen    | 151 yen    | + 6 yen | 147 yen    |
|                       | EUR | 157 yen    | 164 yen    | + 7 yen | 161 yen    |

### Revenue

Lower revenue is expected as volume decrease globally

### Operating Profit

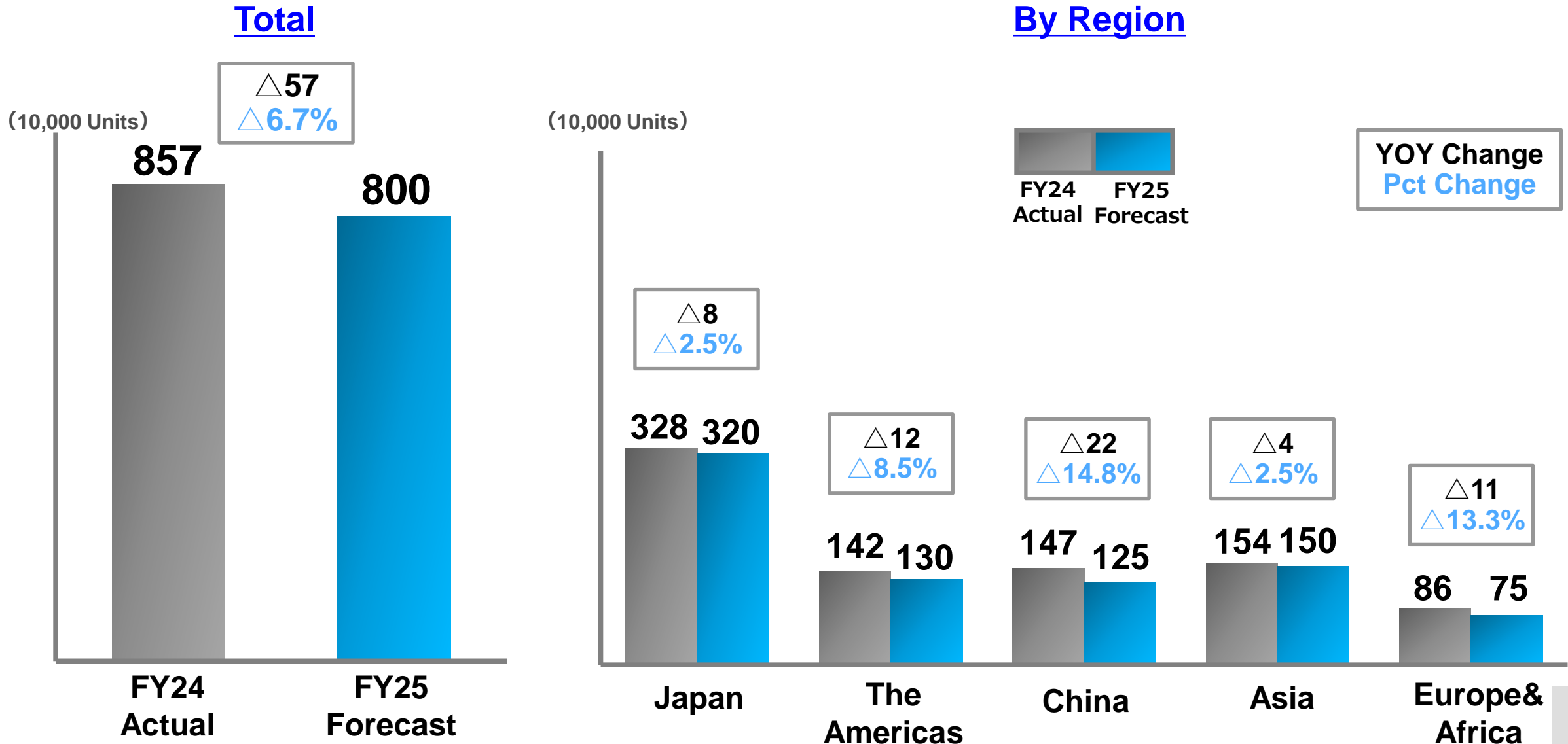
Lower profits due to volume decrease in addition to strategic human capital investments for future growth and an increase in overhead costs despite impacts of new product effects and cost reduction from profit improvement activities

# Script

- ◆ Sales revenue is prospected to decrease by 83.6 billion yen to 1.87 trillion yen year-over-year.
- ◆ Operating profit will decrease by 11.2 billion yen to 68.0 billion yen.
- ◆ Profit before income taxes is prospected to decrease by 19.0 billion yen to 69.0 billion yen.
- ◆ Profit attributable to owners of the parent is prospected to decrease by 15.5 billion yen to 43.0 billion yen.
- ◆ Assumed exchange rates stand at approximately 151 yen to the U.S. dollar, and 164 yen to the Euro.



## 2-2) FY2025 Financial Forecasts Seat Production by Region



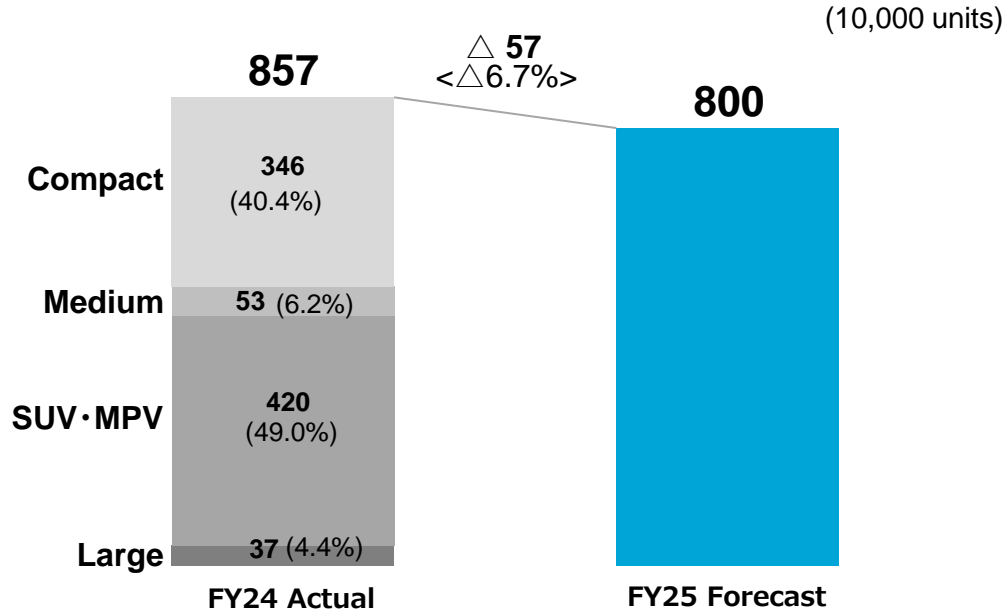
# Script

- ◆ As for consolidated seat assembly volume, it is forecasted to reach 8.0 million units, a decrease of 0.57 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.

## 2-3) FY2025 Financial Forecasts Consolidated Revenue & Operating Profit

Lower profits due to volume decrease in addition to strategic human capital investments for future growth and an increase in overhead costs despite impacts of new product effects and cost reduction from profit improvement activities

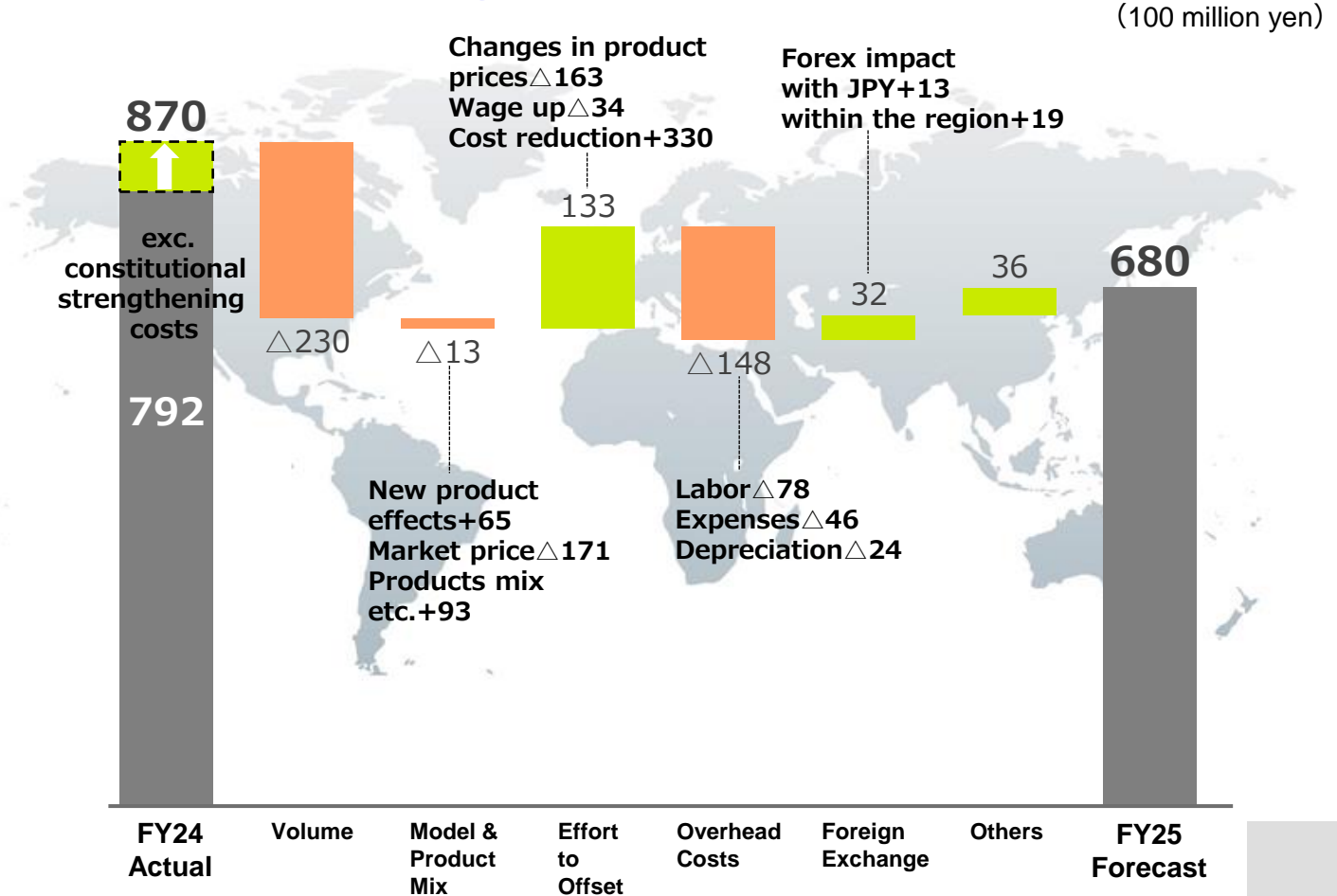
### Volume & Model Mix



### Profit & Loss (100 million yen)

|                        | FY24 Actual | FY25 Forecast | YOYChange    |
|------------------------|-------------|---------------|--------------|
| Revenue                | 19,536      | 18,700        | $\Delta 836$ |
| Operating Profit       | 792         | 680           | $\Delta 112$ |
| Operating Profit Ratio | 4.1%        | 3.6%          | -            |

### Operating Profit Variance Analysis



# Script

- ◆ Next, let me move on to consolidated revenue & operating profit.
- ◆ Volume decreased by 0.57 million units to 8.0 million units.
- ◆ Sales revenue decreased by 83.6 billion yen to 1.87 trillion yen.
- ◆ Operating profit decreased by 11.2 billion yen to 68.0 billion yen due to volume decrease in addition to strategic human capital investments for future growth and an increase in overhead costs despite impacts of new product effects and cost reduction from profit improvement activities.

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

(100 million yen)

|  | 2Q<br>announced | 3Q<br>announced | Total      | Difference          |                          |
|--|-----------------|-----------------|------------|---------------------|--------------------------|
|  |                 |                 |            | Internal<br>efforts | Environmental<br>changes |
| <b>FY24 Actual</b><br>(exc. Constitutional<br>strengthening costs) | <b>864</b>      | <b>870</b>      | <b>+6*</b> | <b>-</b>            | <b>+6</b>                |
| <b>Volume</b>  | △230            | △230            | -          |                     |                          |
| <b>Mix</b>   | △10             | △13             | △3         | <b>+4</b>           | △7                       |
| <b>Cost Reduction</b>  | 125             | 133             | +8         | <b>+8</b>           |                          |
| <b>Expenses</b>  | △158            | △148            | +10        | <b>+10</b>          |                          |
| <b>Foreign<br/>Exchange</b>  | 23              | 32              | +9         |                     | +9                       |
| <b>Others</b>  | 66              | 36              | △30        | △15                 | △15                      |
| <b>FY25 Forecast</b>   | <b>680</b>      | <b>680</b>      | <b>-</b>   | <b>+7</b>           | △7                       |

\*Reflected the finalization of the provisional accounting treatment for business combinations

# Script

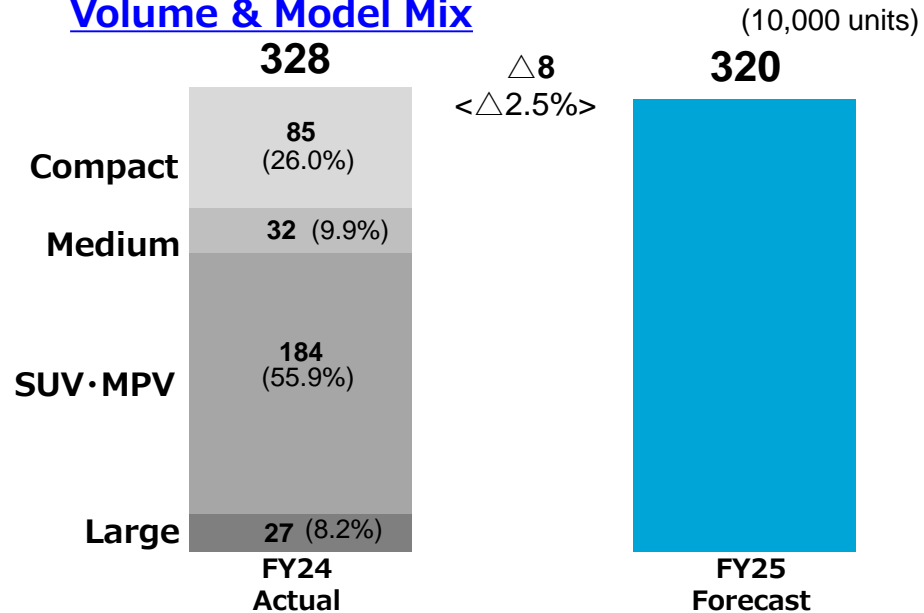
- ◆ Next, here is the comparison of the latest forecast with the one released last time.
- ◆ Compared to the previous forecast, while a decrease in profit is expected due to changes in the external environment, operating profit forecast will remain unchanged due to internal efforts such as additional cost reduction through profit improvement activities and streamlined overhead costs.

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

### Japan

Profit to be the same level due to new product effects, changes in the products mix and constitutional strengthening costs in the previous year despite an increase in overhead costs

#### Volume & Model Mix



#### Profit & Loss

(100 million yen)

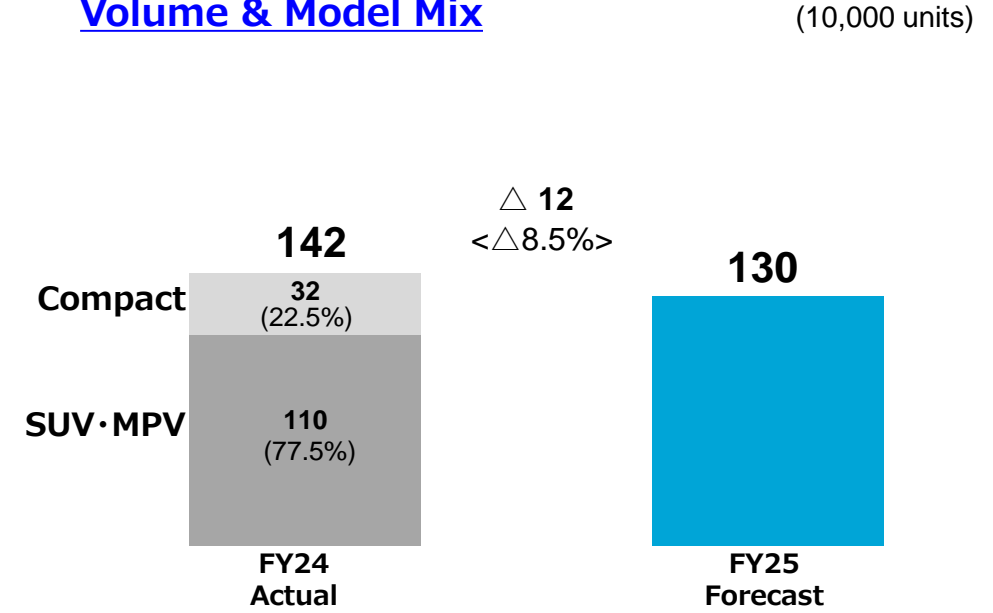
|                        | FY24 Actual | FY25 Forecast | YOYChange         |
|------------------------|-------------|---------------|-------------------|
| Revenue                | 9,228       | 9,200         | $\Delta 28$       |
| Operating Profit       | (184) 106   | 110           | ( $\Delta 74$ ) 3 |
| Operating Profit Ratio | 1.2%        | 1.2%          | -                 |

()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



#### Profit & Loss

(100 million yen)

|                        | FY24 Actual | FY25 Forecast | YOYChange    |
|------------------------|-------------|---------------|--------------|
| Revenue                | 5,003       | 4,600         | $\Delta 403$ |
| Operating Profit       | 6           | 0             | $\Delta 6$   |
| Operating Profit Ratio | 0.1%        | 0.0%          | -            |

# Script

- ◆ Next, let me explain financial forecasts by regions.
- ◆ First, in Japan, year-over-year,
  - ◆ Volume is expected to decrease by 80k units to 3.20 million units.
  - ◆ Sales revenue will decrease by 2.8 billion yen to 920.0 billion yen.
  - ◆ Operating profit is prospected to decrease by 7.4 billion yen to 11.0 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 products mix.
- ◆ Next, in the Americas, year-over-year,
  - ◆ Volume is expected to decrease by 120k units to 1.30 million units.
  - ◆ Sales revenue will decrease by 40.3 billion yen to 460.0 billion yen.
  - ◆ Operating profit is prospected to decrease by 0.6 billion yen to 0 billion yen due to volume decrease and increased overhead costs from launch of a new plant despite positive effects of profit improvement activities.



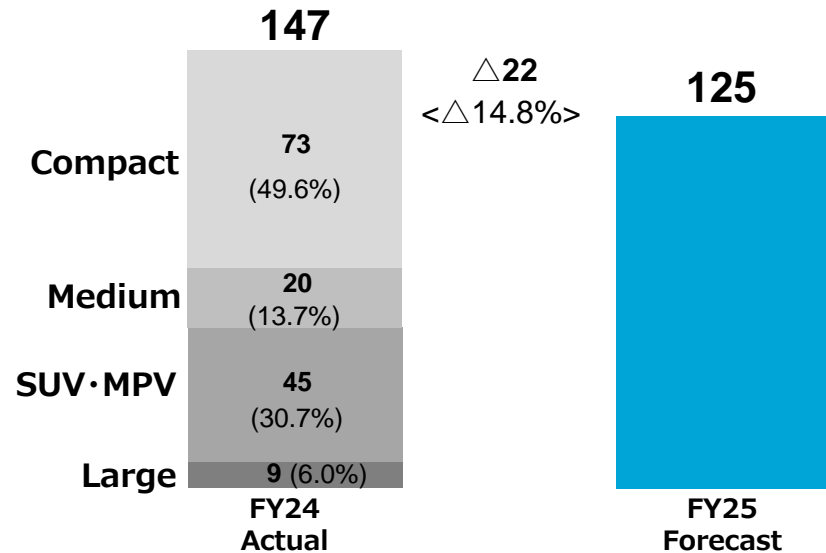
## 2-4) FY2025 Financial Forecasts Revenue & Operating Profit by Region

### China

Lower profit due to volume decrease caused by the shift of the market towards BEVs despite cost reduction

#### Volume & Model Mix

(10,000 units)



#### Profit & Loss

(100 million yen)

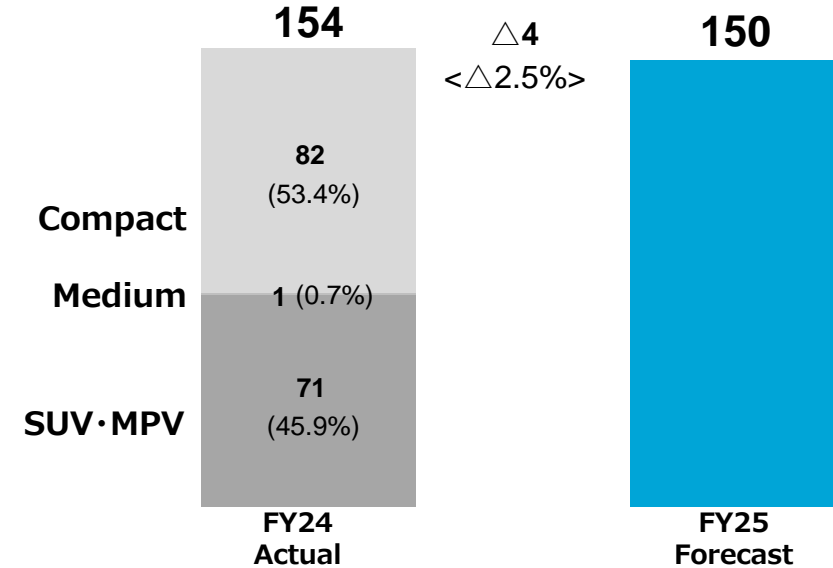
|                        | FY24 Actual | FY25 Forecast | YOYChange    |
|------------------------|-------------|---------------|--------------|
| Revenue                | 2,362       | 2,200         | $\Delta 162$ |
| Operating Profit       | 184         | 150           | $\Delta 34$  |
| Operating Profit Ratio | 7.8%        | 6.8%          | —            |

### Asia

Profit to be the same level due to production decrease in Thailand, changes in the products mix and an increase in overhead costs despite volume increase from sales promotion in India and cost reduction

#### Volume & Model Mix

(10,000 units)



#### Profit & Loss

(100 million yen)

|                        | FY24 Actual | FY25 Forecast | YOYChange   |
|------------------------|-------------|---------------|-------------|
| Revenue                | 2,739       | 2,700         | $\Delta 39$ |
| Operating Profit       | 375         | 370           | $\Delta 5$  |
| Operating Profit Ratio | 13.7%       | 13.7%         | —           |

# Script

- ◆ Next, in China, year-over-year,
- ◆ Volume is expected to decrease by 220k units to 1.25 million units.
- ◆ Sales revenue will decrease by 16.2 billion yen to 220.0 billion yen.
- ◆ Operating profit is prospected to decrease by 3.4 billion yen to 15.0 billion yen due to volume decrease caused by the shift of the market towards BEVs despite effects of cost reduction.
  
- ◆ Next, in Asia, year-over-year,
- ◆ Volume is expected to decrease by 40k units to 1.50 million units.
- ◆ Sales revenue will decrease by 3.9 billion yen to 270.0 billion yen
- ◆ Operating profit is prospected to decrease by 0.5 billion yen to 37.0 billion yen due to production decrease in Thailand, changes in the products mix, and increase in overhead costs despite volume increase from sales promotion in India and cost reduction.

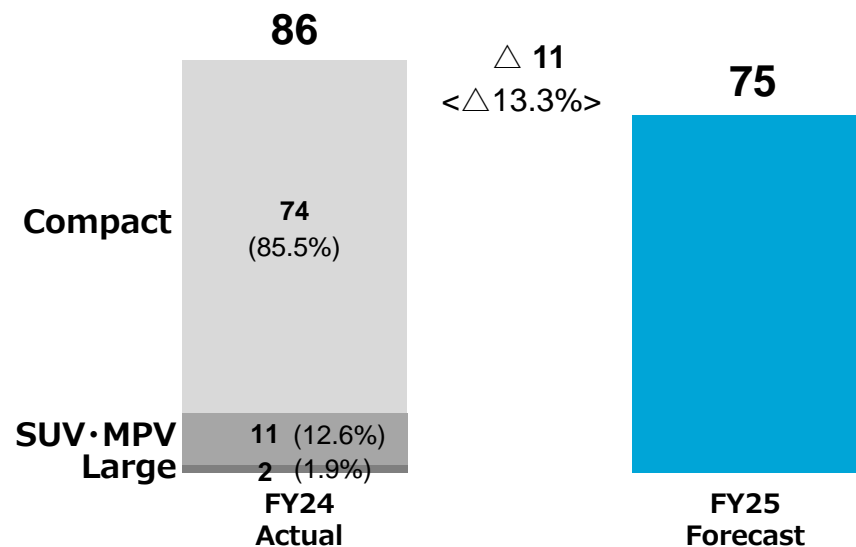
## 2-4) FY2025 Financial Forecasts Revenue & Operating Profit by Region

### 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         | 50            | $\Delta 69$  |
| Operating Profit Ratio | 9.1%        | 4.5%          | -            |

# 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 6.9 billion yen to 5.0 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           | 4,530        |  | 4,669        |  | 9,200         |  |
| The Americas    | 2,408        |  | 2,191        |  | 4,600         |  |
| China           | 1,126        |  | 1,073        |  | 2,200         |  |
| Asia            | 1,400        |  | 1,299        |  | 2,700         |  |
| Europe & Africa | 574          |  | 525          |  | 1,100         |  |
| <b>Total</b>    | <b>9,481</b> |  | <b>9,218</b> |  | <b>18,700</b> |  |

### Operating Profit

(100 million yen)

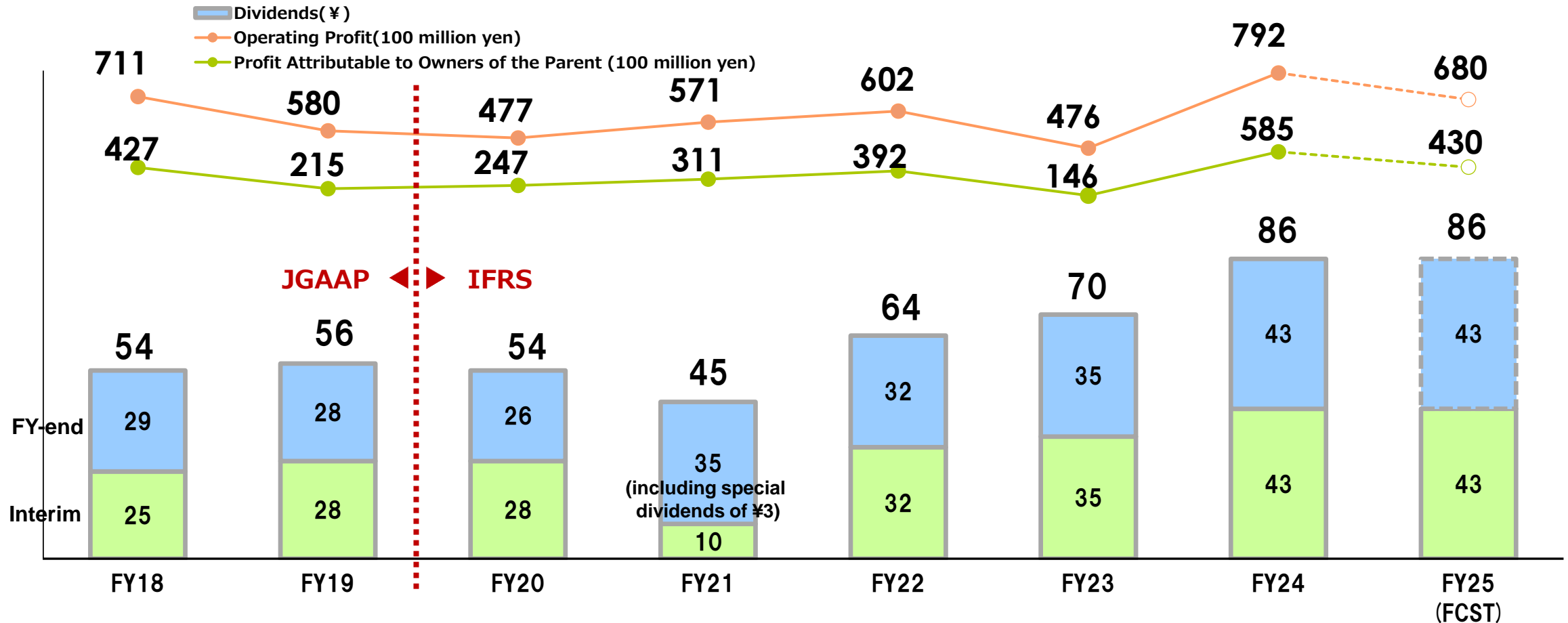
|                 | 1st Half   |             | 2nd Half   |             | Full Year  |             |
|-----------------|------------|-------------|------------|-------------|------------|-------------|
| Japan           | 37         | 0.8%        | 72         | 1.6%        | 110        | 1.2%        |
| The Americas    | Δ3         | Δ0.1%       | 3          | 0.2%        | 0          | 0.0%        |
| China           | 98         | 8.7%        | 51         | 4.8%        | 150        | 6.8%        |
| Asia            | 182        | 13.1%       | 187        | 14.4%       | 370        | 13.7%       |
| Europe & Africa | 22         | 3.9%        | 27         | 5.3%        | 50         | 4.5%        |
| <b>Total</b>    | <b>338</b> | <b>3.6%</b> | <b>341</b> | <b>3.7%</b> | <b>680</b> | <b>3.6%</b> |

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

## 2-6) FY2025 Financial Forecasts Returning to Shareholders

- Annual plan is 86 yen, with an interim dividend of 43 yen and a year-end dividend of 43 yen
- Aim to provide long-term stable profit return based on consolidated performance, dividend payout ratio and DOE 3% or more

### 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.
- ◆ We aim to provide long-term stable profit return considering our consolidated performance, dividend payout ratio and maintaining a DOE of 3% or higher to meet the expectations of our shareholders.



## 2-7) Concluding 3rd Quarter FY2025 Financial Results

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### 【3Q Results】

- **Operating profit** progressed at a pace **exceeding the previous forecast** as actual volume resulted higher than our original forecast in China as well as **measures to secure profitability including streamlined expenses**

### 【Annual Forecast】

- **The annual forecast remains unchanged from the previous announcement** considering **the uncertainty regarding the outlook of the external environment**
- **The entire company** will continue to **collaborate to enhance profitability and competitiveness** by intensifying further internal efforts, including profit securing measures
- **To achieve the target of 2030 Mid-term Business Plan**, upfront investments such as expanding sales to new customers, strategic human capital investment and R&D **will be executed efficiently with prioritization**

# Script

- ◆ Lastly, I'd like to conclude this 3rd quarter Financial Results.
- ◆ In the 3rd quarter, operating profit has progressed at a higher pace than the previous forecast as actual volume resulted higher than our original volume forecast in China as well as measures to secure profitability including streamlined expenses.
- ◆ For annual forecast, the previous forecast remains unchanged considering the uncertainty regarding the outlook of the external environment.
- ◆ The entire company will continuously work together to enhance profitability and competitiveness with additional internal efforts including profit securing measures.
- ◆ In order to achieve the target of 2030 Mid-term Business Plan, upfront investments including expanding sales to new customers, strategic human capital investment, and R&D will be executed efficiently with prioritization.

# Script

- ◆ That would be all for Financial Results for the 3rd quarter of the fiscal year 2025.
- ◆ Thank you for listening.

# Contents

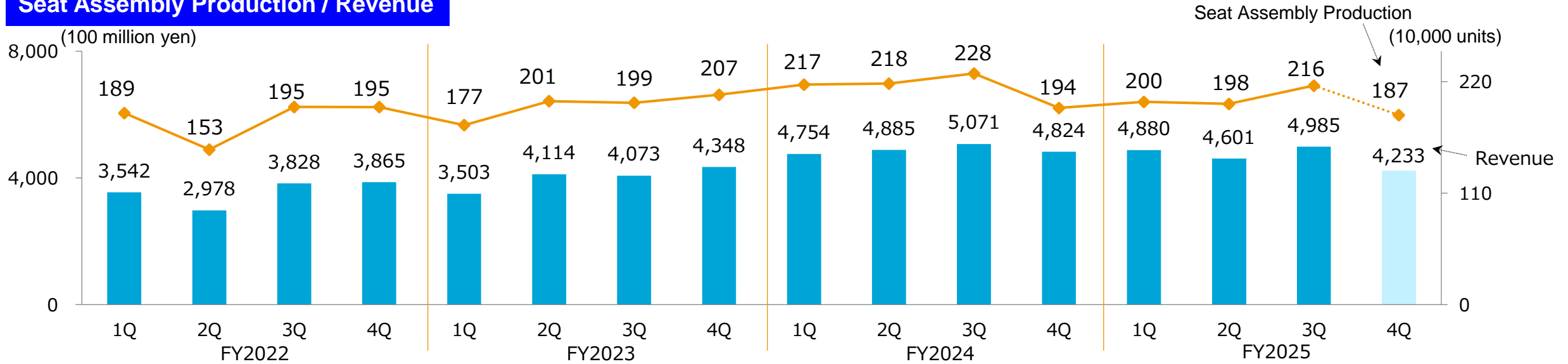
1. 3rd Quarter FY2025 Financial Results

2. FY2025 Financial Forecasts

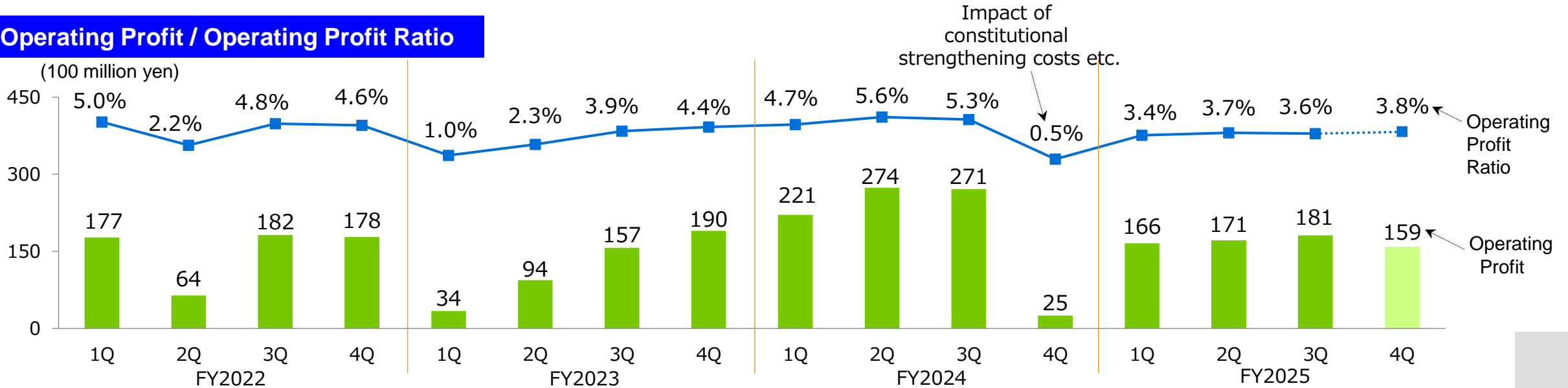
**3. Appendix**

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

## Seat Assembly Production / Revenue

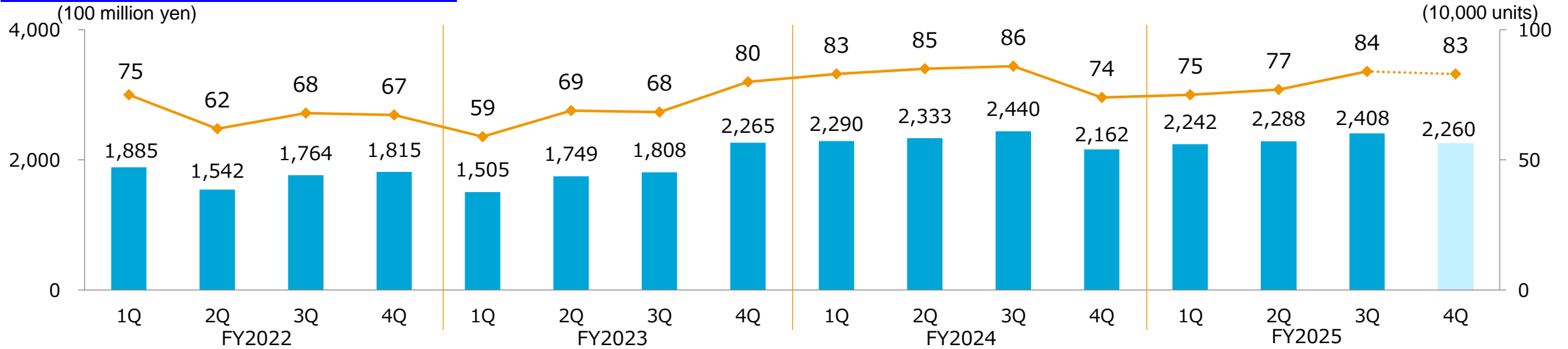


## Operating Profit / Operating Profit Ratio

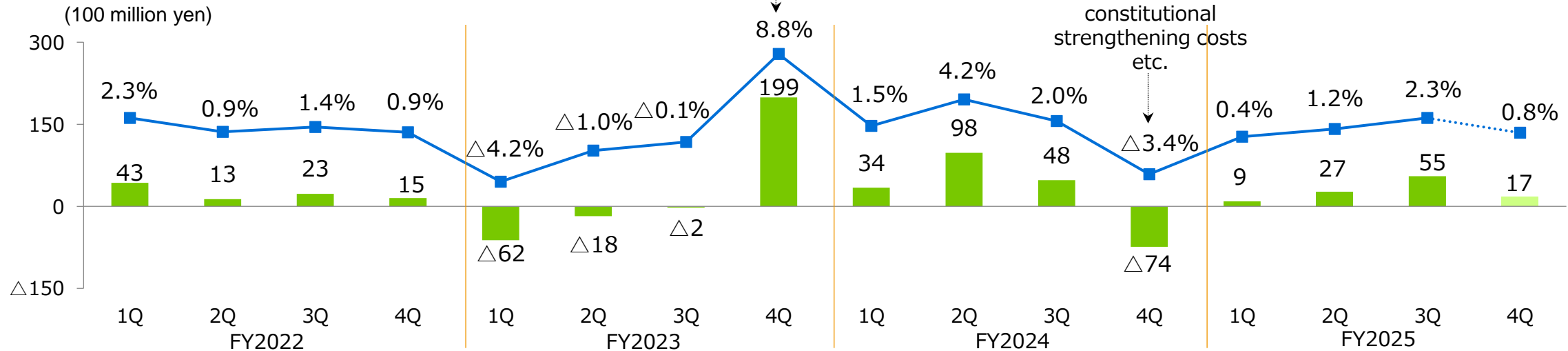


# Appendix2) Quarterly Trends: Japan volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

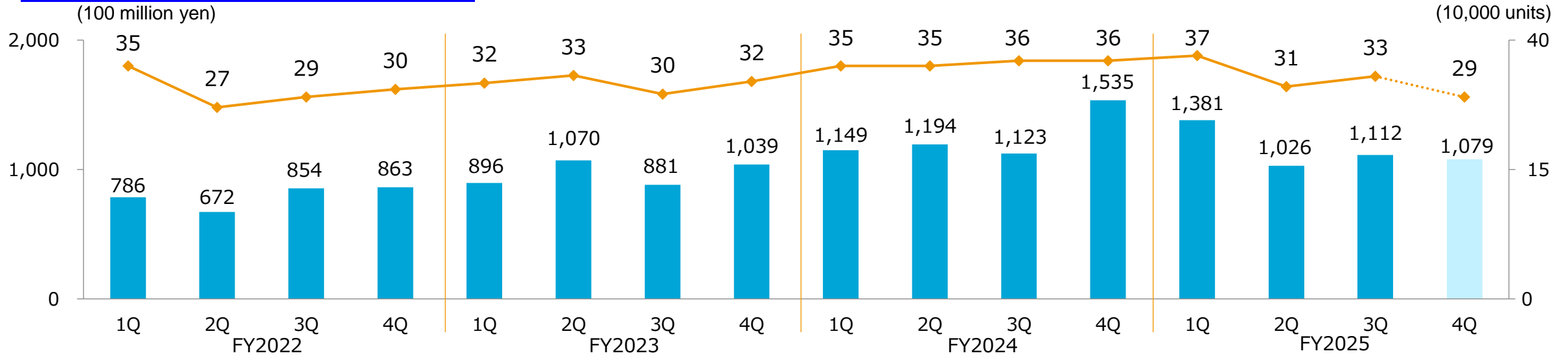


## Operating Profit / Operating Profit Ratio

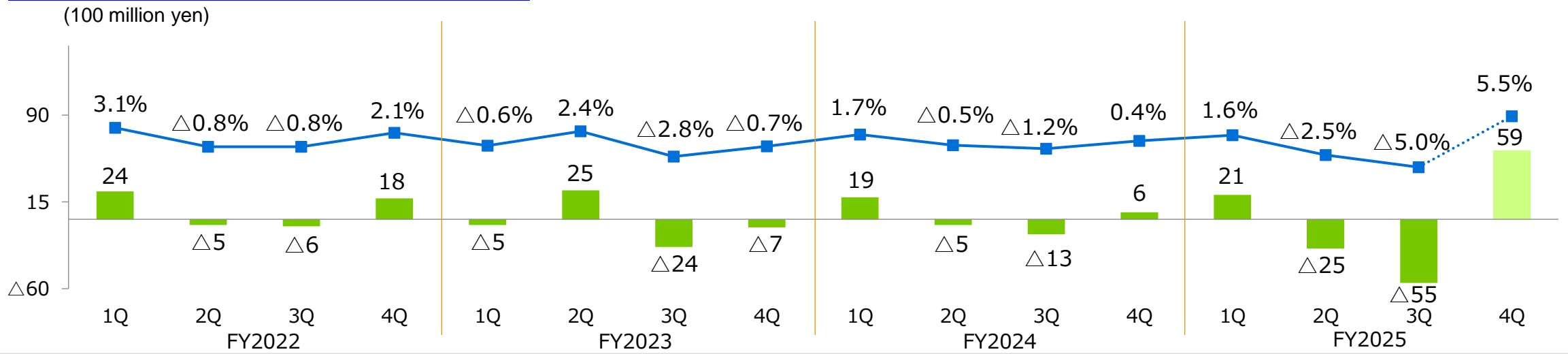


# Appendix3) Quarterly Trends: The Americas volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

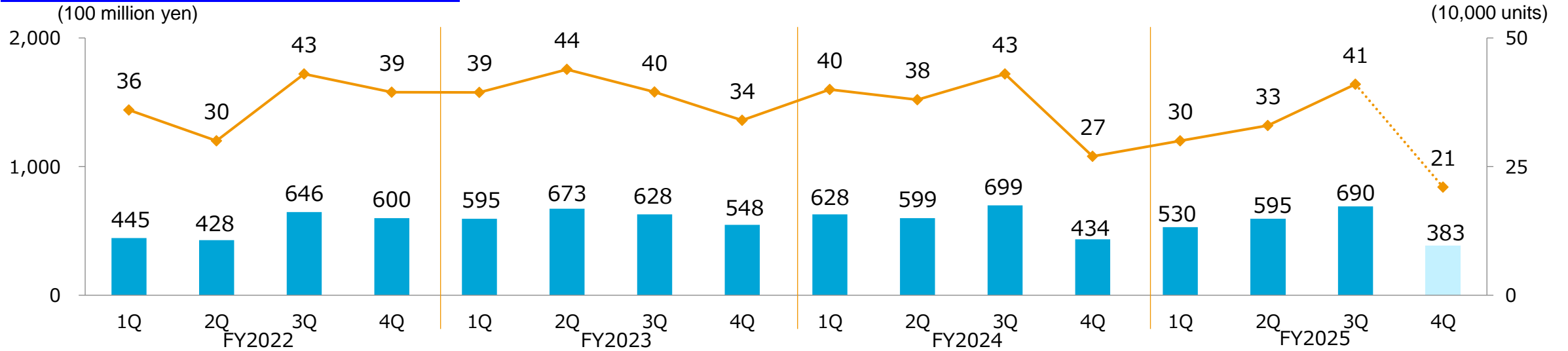


## Operating Profit / Operating Profit Ratio

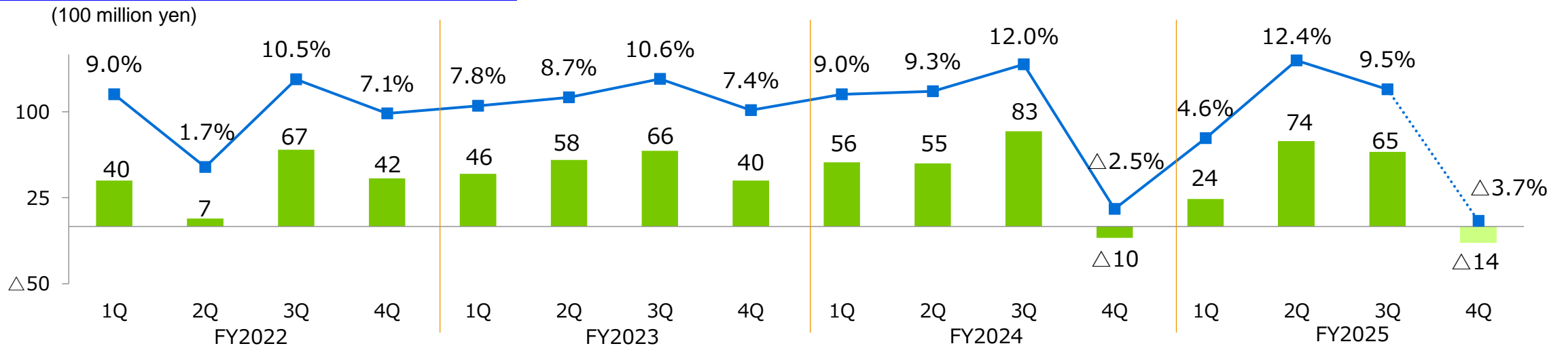


# Appendix4) Quarterly Trends: China volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue



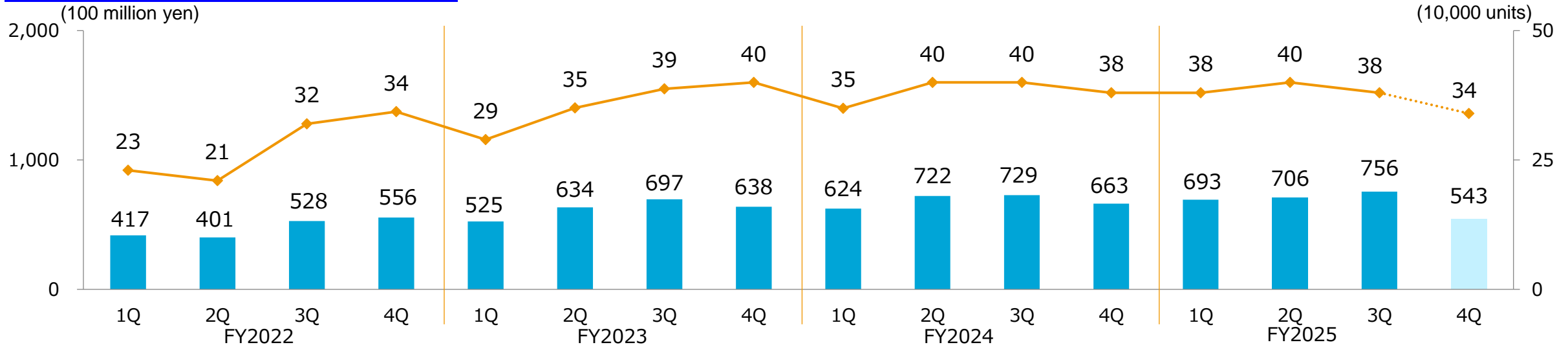
## Operating Profit / Operating Profit Ratio



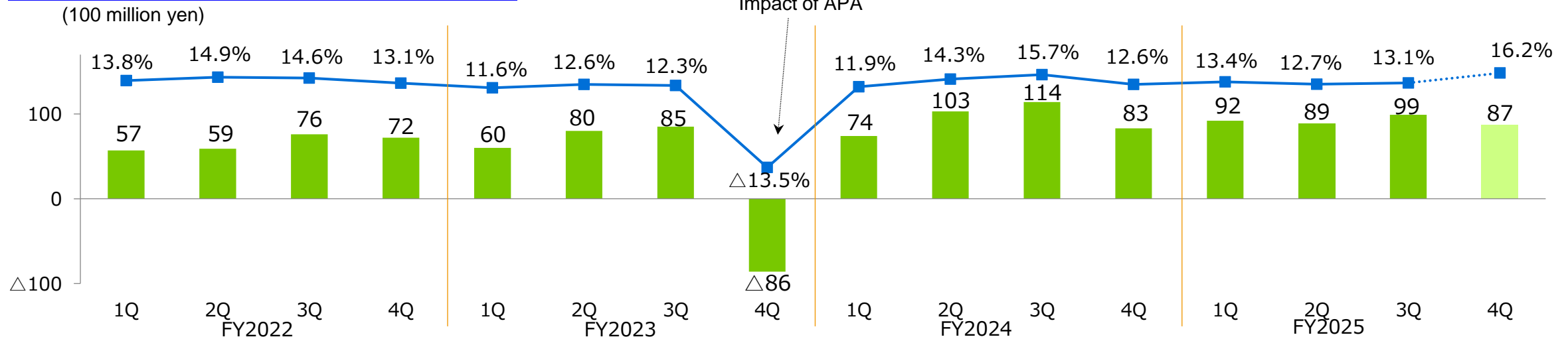


# Appendix5) Quarterly Trends: Asia volume, revenue, operating profit, operating profit ratio

## Seat Assembly Production / Revenue

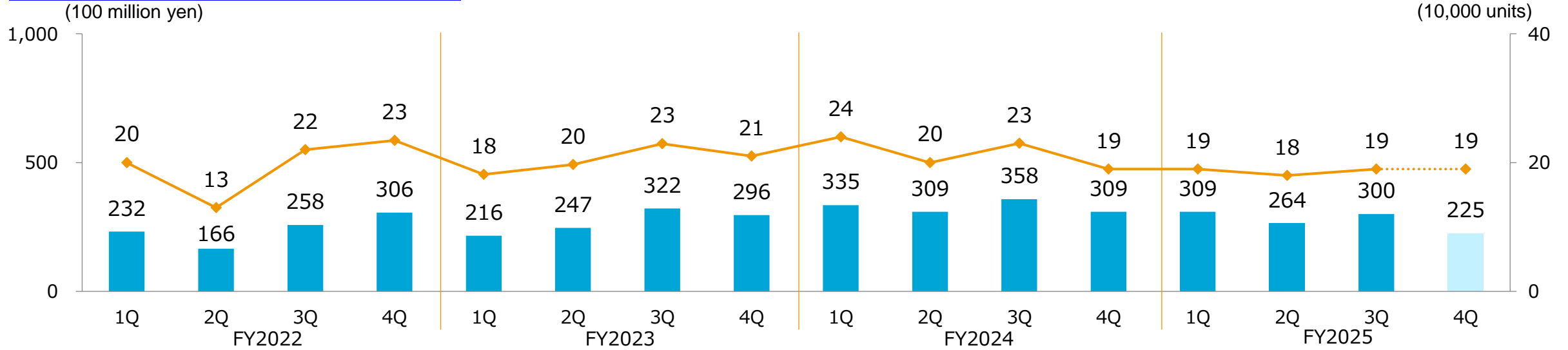


## Operating Profit / Operating Profit Ratio

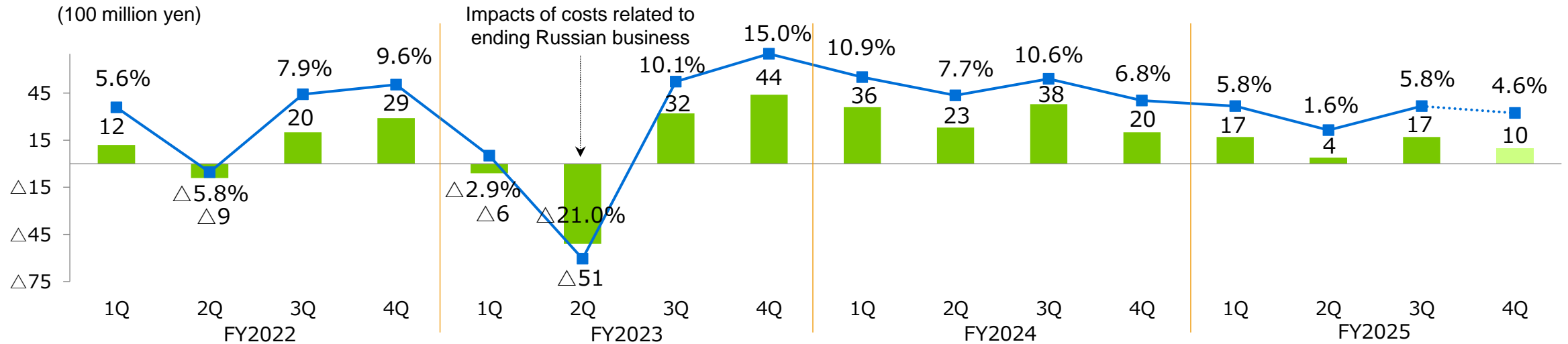


# Appendix6) Quarterly Trends: Europe & Africa volume, revenue, operating profit, operating profit ratio

## 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.