



TOYOTA BOSHOKU

TSE Prime Market Securities Code 3116

FY2026 (ending March 2026)

1st Quarter Financial Results

2025.07.31 (Thu)



TOYOTA BOSHOKU QUALITY OF TIME AND SPACE

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- 2. 1st Quarter FY2026 Financial Results**
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Thank you for attending our FY2026 1st quarter financial results briefing during a busy time today.

Firstly, I would like to present the overview of this quarter's financial results, followed by the financial results for FY2026 1st quarter.
Lastly, our full year forecasts for FY2026.

Now, let's begin by reviewing the overview of financial results for this 1st quarter.

1-1) Overview of Financial Results

Actual

• Operating profit increased due to **volume increase in Japan and the Americas, the impact of new products, and internal efforts such as enhanced profit improvement activities**, despite higher overhead costs with a new plant.

Fore cast

• **The annual forecast remains unchanged from the previous forecast**, considering absorption of negative impact by **internal efforts such as reduction of overhead costs**.
• Regarding the U.S. additional tariffs, we will continue discussions with our customers and suppliers. For changes in market conditions, we aim to absorb the negative impact including internal efforts.
• To achieve the target of 2030 Mid-term Business Plan, upfront investments will be continued efficiently, such as expanding sales to new customers, strategic human capital and R&D.

Return to share holders

• **Annual dividends plan is 86 yen**, with an interim of 43 yen and a year-end of 43 yen, as announced previously.
• **By maintaining DOE 3% or more**, aim to **provide long-term stable profit return** based on consolidated performance.

Operating profit increased compared to the 1st quarter FY25, due to volume increase in Japan and the Americas, the impact of new products, and internal efforts such as enhanced profit improvement activities, despite higher overhead costs with a new plant.

Next, for FY26 annual forecast, the annual forecast remains unchanged from the previous forecast considering absorption of negative impact by internal efforts such as reduction of overhead costs.

Regarding the U.S. additional tariffs, we will continue discussions with our customers and business partners. For changes in market conditions, we aim to absorb the negative impact through internal efforts.

To achieve the target of 2030 Mid-term Business Plan, upfront investments will be continued efficiently such as expanding sales to new customers, strategic human capital and R&D.

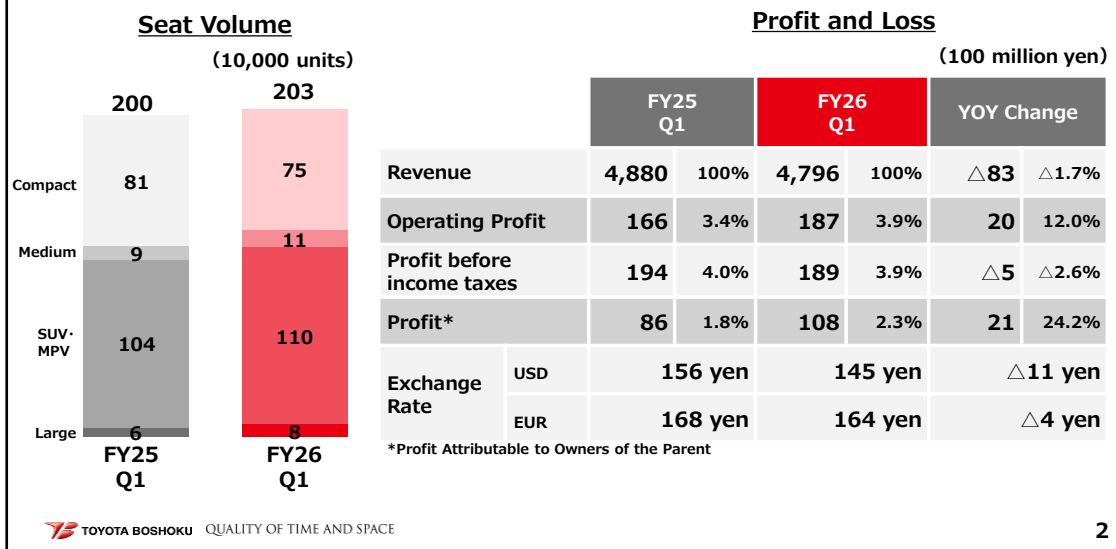
Finally, on returning to shareholders, For FY26, our annual dividends plan is 86 yen, the same amount as announced previously.

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In the following section,
I would like to explain the financial results for the 1st quarter FY26.

2-1) 1st Quarter FY2026 Financial Results Seat Volume/Profit and Loss



The consolidated seat assembly volume, the main product of the company, totaled 2.03 million units, a decrease of 0.03 million units compared to the previous year.

Sales revenue decreased by 8.3 billion yen to 479.6 billion yen.

Operating profit increased by 2 billion yen to 18.7 billion yen.

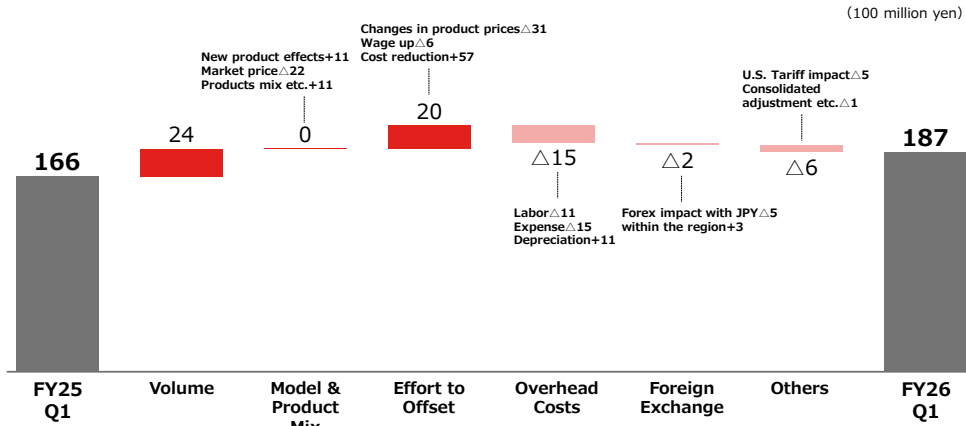
Profit before income taxes decreased by 0.5 billion yen to 18.9 billion yen.

Profit attributable to owners of the parent increased by 2.1 billion yen to 10.8 billion yen, year-over-year.

Exchange rates are approximately 145 yen to the U.S. dollar and 164 yen to the Euro. The exchange loss was 16.6 billion yen for revenue and 0.5 billion yen for operating profit year-over-year.

2-2) 1st Quarter FY2026 Financial Results Consolidated Analysis of Operating Profit

Profit increased due to volume increase in Japan and the Americas, additional to cost reduction despite an increase in overhead costs



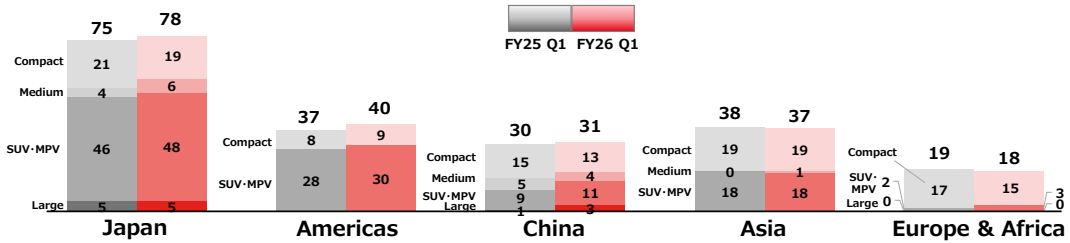
Next, let me move on to consolidated operating profit.

Operating profit increased by 2.0 billion yen to 18.7 billion yen, due to volume increase in Japan and the Americas, additional to cost reduction mainly in Americas despite an increase in overhead costs with a new plant.

The impact of the additional U.S. tariffs in the 1st quarter resulted in 0.5 million yen loss in profit.

2-3) 1st Quarter FY2026 Financial Results Seat Volume/Profit and Loss by Segments

Seat Volume (10,000 units)



Profit and Loss (100 million yen)

	Japan			Americas			China			Asia			Europe & Africa		
	FY25	FY26	YOY Change	FY25	FY26	YOY Change	FY25	FY26	YOY Change	FY25	FY26	YOY Change	FY25	FY26	YOY Change
Revenue	2,242	2,238	△3	1,381	1,351	△29	530	482	△48	693	700	6	309	272	△37
Operating Profit	9	0	△9	21	46	24	24	41	17	92	90	△2	17	8	△9
Ratio	0.4%	0.0%	-	1.6%	3.4%	-	4.6%	8.6%	-	13.4%	13.0%	-	5.8%	3.1%	-

The seat assembly volume, Profit and Loss by segment is as shown.

Japan, increase in volume / decrease in revenue / decrease in profit

The Americas, increase in volume / decrease in revenue / increase in profit

China, increase in volume / decrease in revenue / increase in profit

Asia, decrease in volume / increase in revenue / decrease in profit

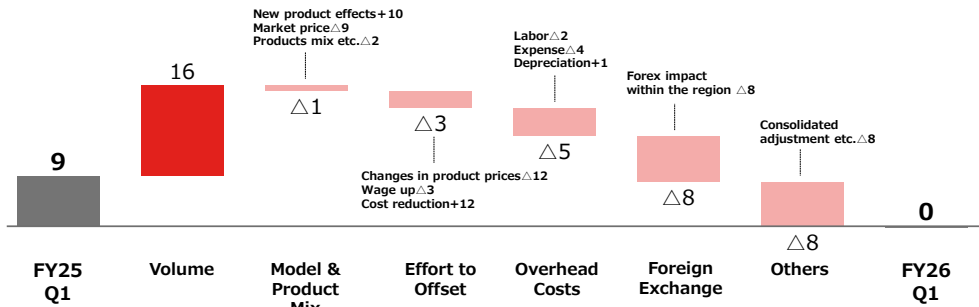
Europe & Africa, decrease in volume / decrease in revenue / decrease in profit

The analysis of operating profit will be explained in detail in later slides.

2-4) 1st Quarter FY2026 Financial Results Japan Analysis of Operating Profit

Profit decreased due to market price increase and foreign exchange impact, despite the impact of new products and volume increase

(100 million yen)



Next, in Japan, year-over-year,

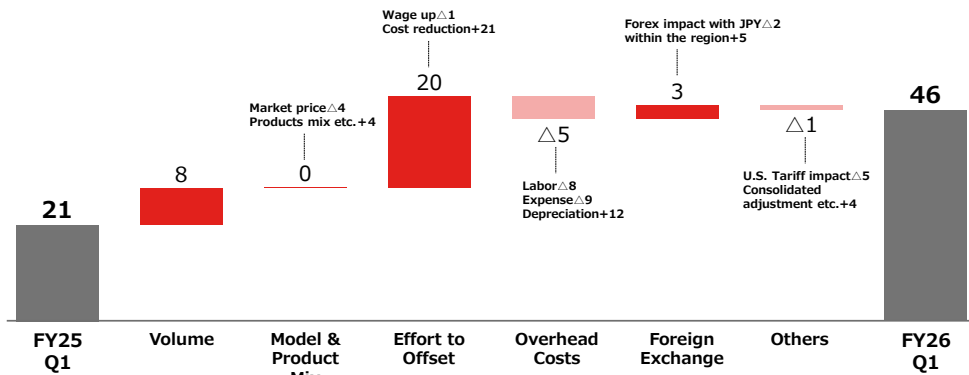
Operating profit decreased by 0.9 billion yen to 0 billion yen, due to market price increase and foreign exchange impact, despite the impact of new products and volume increase.

We will continue to build up profits by executing upfront investments efficiently, ensuring the impact of new products, and maximizing the benefits of volume increase.

2-4) 1st Quarter FY2026 Financial Results The Americas Analysis of Operating Profit

Profit increased due to volume increase and cost reduction, despite the impact of additional U.S. tariffs and an increase in overhead costs with a new plant

(100 million yen)



Next, in the Americas, year-over-year,

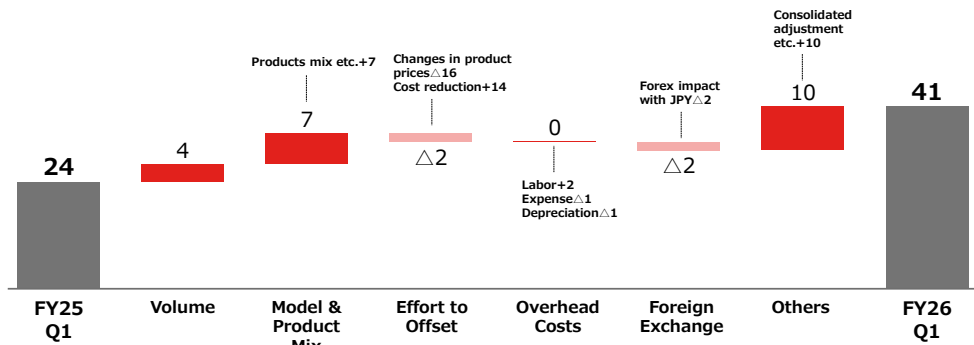
Operating profit increased by 2.4 billion yen to 4.6 billion yen, due to volume increases and cost reduction, despite the impact of U.S additional tariffs and an increase in overhead costs with new plant.

Profit improvement activities are steadily shown, we will continue our efforts towards further strengthen our competitiveness.

2-4) 1st Quarter FY2026 Financial Results China Analysis of Operating Profit

Despite foreign exchange impacts,
profit increased due to volume increase and changes in the vehicle mix

(100 million yen)



Next, in China, year-over-year,

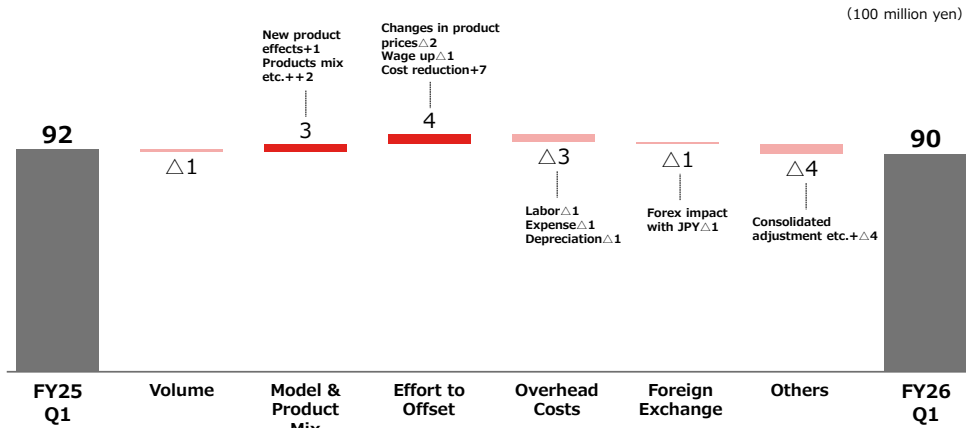
Operating profit increased by 1.7 billion yen to 4.1 billion yen,

due to volume increases and changes in the vehicle mix
despite foreign exchange impacts.

Although market trends remain uncertain,
we will steadily proceed to strengthen structure
through overhead costs efficiency and others.

2-4) 1st Quarter FY2026 Financial Results Asia Analysis of Operating Profit

Profit decreased due to volume decrease in Indonesia and other country, and an increase in overhead costs, despite the impact of changes in the vehicle mix and cost reduction



Next, in Asia, year-over-year,

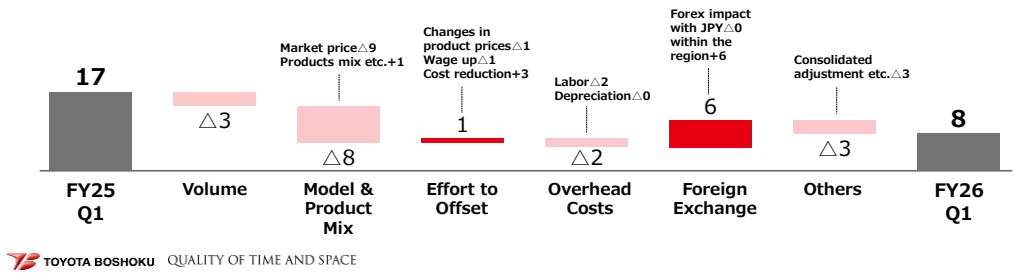
Operating profit decreased by 0.2 billion yen to 9.0 billion yen, due to volume decrease in Indonesia and other country, and an increase in overhead costs, despite the impact of changes in the vehicle mix and cost reduction

We are steadily implementing overhead costs efficiency and cost reduction to maintain a high level of profitability,
For future, we will continue sales expansion in India.

2-4) 1st Quarter FY2026 Financial Results Europe & Africa Analysis of Operating Profit

Profit decreased due to volume decrease and market prices, despite foreign exchange impacts

(100 million yen)



Next, in Europe & Africa, year-over-year,

Operating profit decreased by 0.9 billion yen to 0.8 billion yen,

due to volume decreased and market prices, despite foreign exchange impacts.

To future sales expansion,

we will strengthen our structure at Poland subsidiaries and others.

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Lastly,
I would like to explain the full year forecasts for the fiscal year 2026.

3-1) FY2026 Financial Forecasts Seat Volume/Profit and Loss Forecast

[]previous forecast

Seat Volume		Profit and Loss							
		(10,000 units)	(100 million yen)						
		[830]	FY25 Actual		FY26 Forecast		YOY change		
820									
Compact	322		Revenue	19,542	100%	[20,000]	20,000	100%	457 2.3%
			Operating Profit	423	2.2%	[800]	800	4.0%	376 88.7%
Medium	47		Profit before income taxes	470	2.4%	[830]	830	4.2%	359 76.2%
			Profit*	167	0.9%	[500]	500	2.5%	332 199.1%
SUV·MPV	421		Exchange Rate	USD	153 yen	[145]	145 yen		△8 yen
				EUR	164 yen	[160]	160 yen		△4 yen
*Profit Attributable to Owners of the Parent									
Large	30		ROE	3.7%		10.8%			-
			Dividend (Dividend payout ratio)	86 yen (91.8%)		86 yen (30.7%)			0 yen (-)
			DOE	3.4%		3.3%			-
FY25 Actual		FY25 Forecast							

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Please be informed that the forecast for this period remains unchanged from the previous forecast.

The consolidated seat assembly volume, it is forecasted to reach 8.30 million units, an increase of 0.10 million units compared to the previous year.

Sales revenue is prospected to increase by 45.7 billion yen to 2.0 trillion yen year-over-year.

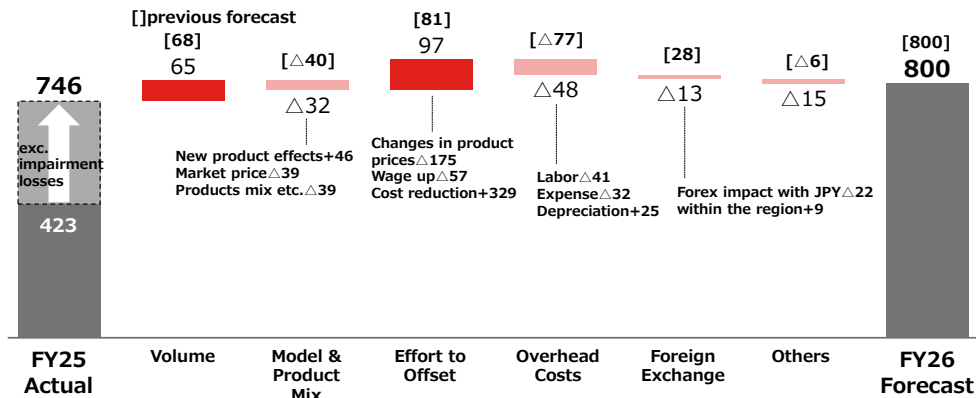
Operating profit is prospected to increase by 37.6 billion yen to 80.0 billion yen.
Profit before income taxes is prospected to increase by 35.9 billion yen to 83.0 billion yen.
Profit attributable to owners of the parent is prospected to increase by 33.2 billion yen to 50.0 billion yen.

Assumed exchange rates stand at 145 yen to the U.S. dollar, and 160 yen to the Euro.

3-2) FY2026 Financial Forecasts Consolidated Analysis of Operating Profit

- Profit increased due to a global volume increase and new product effects in addition to impacts of cost reduction.
- For changes in market conditions, we aim to absorb the loss impact including internal efforts.

(100 million yen)



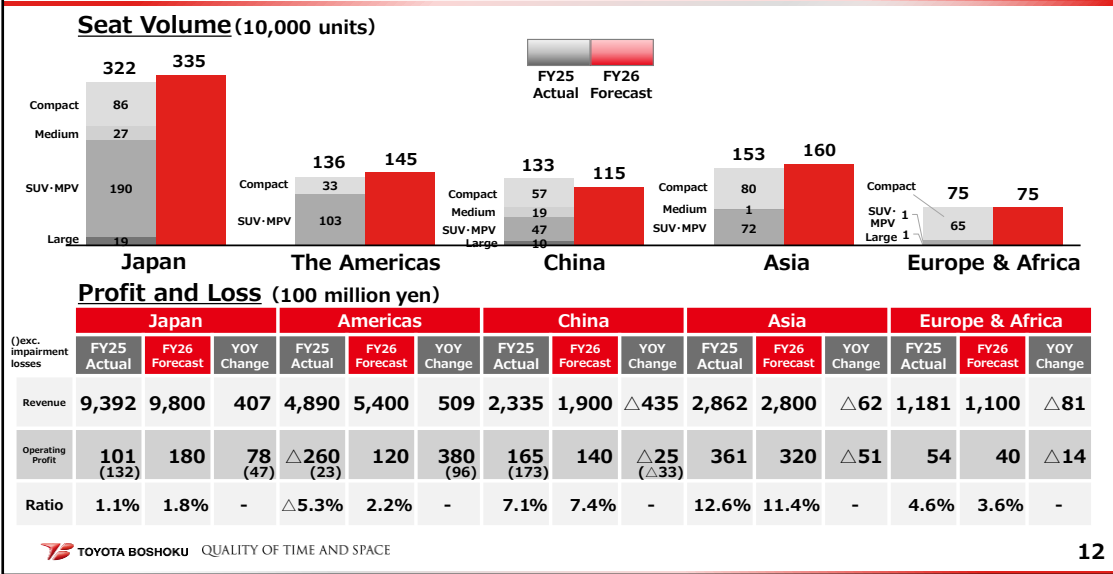
Next, let me move on to the year-on-year variance analysis of the consolidated full-year operating profit forecast.

Operating profit for the previous fiscal year was 74.6 billion yen, excluding the impact of impairment losses, operating profit is expected to increase by 5.3 billion yen year-on-year, due to a global volume increase and new product effects in addition to impacts of cost reduction.

Although there are loss factors under uncertain circumstances, the annual forecast remains unchanged from the previous forecast, through continuation of internal efforts such as cost reduction and decrease in overhead cost.

The U.S. additional tariffs is not incorporated into the forecast, however we will continue discussions with our customers and business partners. We will continue working to fully understand the impact of the additional U.S. tariffs, and aim to conduct transactions at fair price. For changes in market conditions, we will minimize the negative impact through internal efforts.

3-3) FY2026 Financial Forecasts Seat Volume/Profit and Loss by Segments



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The forecast by segments also remains unchanged from the previous forecast.

The forecast of seat volume, revenue and operating profit by segment is as shown.

Japan, increase in volume / increase in revenue / increase in profit

The Americas, increase in volume / increase in revenue / increase in profit

China, decrease in volume / decrease in revenue / decrease in profit

Asia, increase in volume / decrease in revenue / decrease in profit

Europe & Africa, decrease in volume / decrease in revenue / decrease in profit.

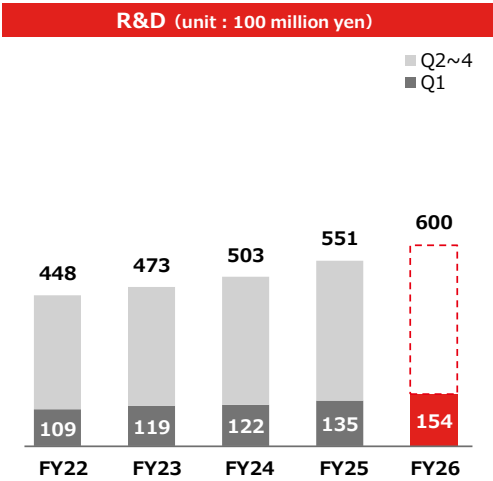
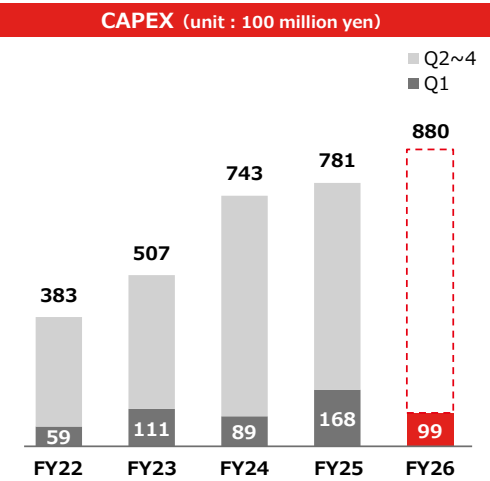
That would be all for Financial Results for the 1st quarter FY26.

Thank you for listening.

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Capital Expenditures · Research and Development Trends



Foreign Exchange Trends (yen)

	FY25 Actual					FY26				
	Q1	Q2	Q3	Q4	Yearly	Actual	Forecast			
						Q1	Q2	Q3	Q4	Yearly
USD	155.89	149.37	152.45	152.61	152.58	144.59	-	-	-	145.00
EUR	167.88	164.02	162.59	160.51	163.75	163.80	-	-	-	160.00
CNY	21.48	20.82	21.15	20.95	21.10	19.99	-	-	-	20.00
THB	4.25	4.29	4.48	4.50	4.38	4.36	-	-	-	4.30

Dividends Trends

		FY23 Actual	FY24 Actual	FY25 Actual	FY26 Forecast
Dividends	Interim	35 yen	43 yen	43 yen	43 yen
	Year-end	35 yen	43 yen	43 yen	43 yen
	Yearly	70 yen	86 yen	86 yen	86 yen
DOE		3.3%	3.7%	3.4%	3.3%
Dividend payout ratio		89.1%	27.3%	91.8%	30.7%

4-4) Appendix

Quarterly Trends (100 million yen, 10,000 units)

		FY25 Actual				FY26 Actual			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Global	Seat volume	200	198	216	206	203	-	-	-
	Revenue	4,880	4,601	4,985	5,075	4,796	-	-	-
	Operating profit	166	171	181	△96*	187	-	-	-
	Ratio	3.4%	3.7%	3.6%	△1.9%	3.9%	-	-	-
Japan	Seat volume	75	77	84	85	78	-	-	-
	Revenue	2,242	2,288	2,408	2,453	2,238	-	-	-
	Operating profit	9	27	55	9*	0	-	-	-
	Ratio	0.4%	1.2%	2.3%	0.4%	0.0%	-	-	-
The Americas	Seat volume	37	31	33	35	40	-	-	-
	Revenue	1,381	1,026	1,112	1,370	1,351	-	-	-
	Operating profit	21	△25	△55	△201*	46	-	-	-
	Ratio	1.6%	△2.5%	△5.0%	△14.7%	3.4%	-	-	-

*incl. impairment losses

Quarterly Trends (100 million yen, 10,000 units)

		FY25 Actual				FY26 Actual			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
China	Seat volume	30	33	41	29	31	-	-	-
	Revenue	530	595	690	518	482	-	-	-
	Operating profit	24	74	65	1	41	-	-	-
	Ratio	4.6%	12.4%	9.5%	0.3%	8.6%	-	-	-
Asia	Seat volume	38	40	38	38	37	-	-	-
	Revenue	693	706	756	705	700	-	-	-
	Operating profit	92	89	99	79	90	-	-	-
	Ratio	13.4%	12.7%	13.1%	11.3%	13.0%	-	-	-
Europe & Africa	Seat volume	19	18	19	19	18	-	-	-
	Revenue	309	264	300	307	272	-	-	-
	Operating profit	17	4	17	15	8	-	-	-
	Ratio	5.8%	1.6%	5.8%	4.9%	3.1%	-	-	-



<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.