



TOYOTA BOSHOKU

TSE Prime Market Securities Code 3116

FY2026 (ending March 2026) 3rd Quarter Financial Results

2026.2.3 (Tue)



TOYOTA BOSHOKU QUALITY OF TIME AND SPACE

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Thank you for attending our FY2026 3rd 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 3rd quarter. Lastly, our full year forecasts for FY2026.

Now, let's begin by reviewing the overview of financial results for this 3rd 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 additional cost reduction through profit improvement activities**, despite the negative impact of additional U.S tariffs and quality-related cost.

Forecast

We **maintained the previous forecast**, as recent results are generally **progressing in line as targeted**. Due to **volume increase** and **profit improvement activities**, we are **steadily strengthening our profitability competitiveness**.

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 3rd quarter FY25, due to volume increase in Japan and the Americas, the impact of new products and internal efforts such as additional cost reduction through profit improvement activities, despite the negative impact of additional U.S tariffs and quality-related cost.

Next, for FY26 annual forecast, we maintained the previous forecast, as recent results are generally progressing in line as targeted. Due to volume increase and profit improvement activities, we are steadily strengthening our profitability competitiveness.

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

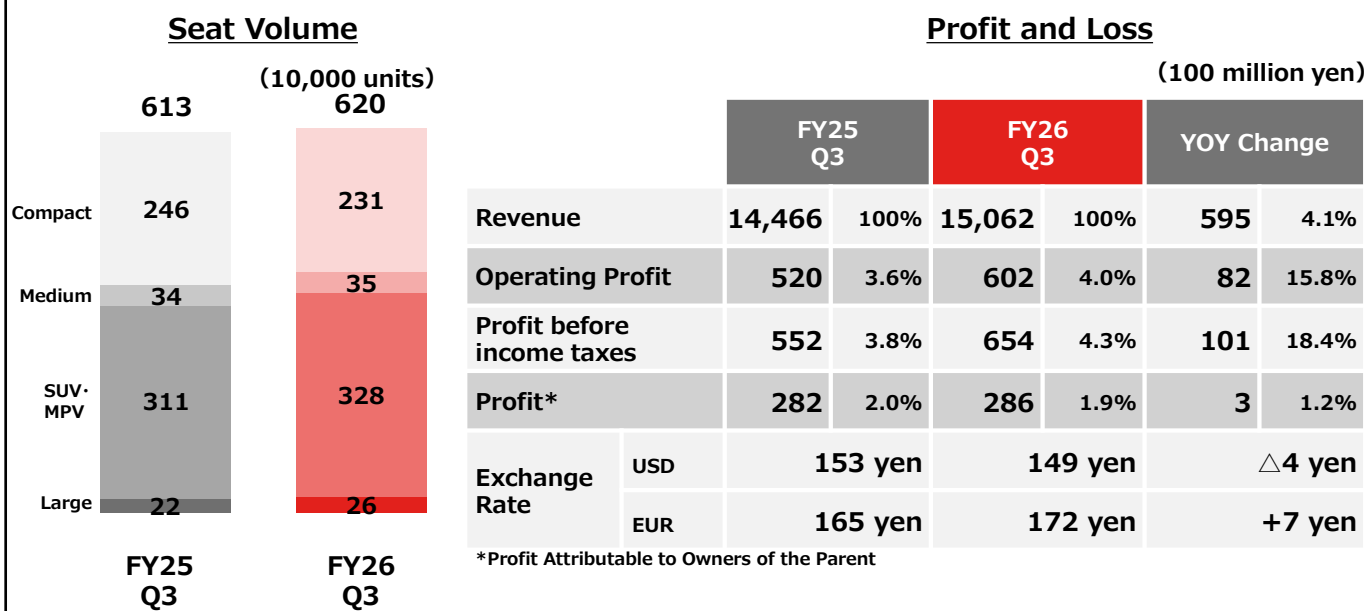
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In the following section,

I would like to explain the cumulative financial results for the 3rd quarter FY26.

2-1) FY2026 3rd Quarter Financial Results Seat Volume/Profit and Loss



The consolidated seat assembly volume, the main product of the company, totaled 6.20 million units, an increase of 0.07 million units compared to the previous year.

Sales revenue increased by 59.5 billion yen to 1.51 trillion yen.

Operating profit increased by 8.2 billion yen to 60.2 billion yen.

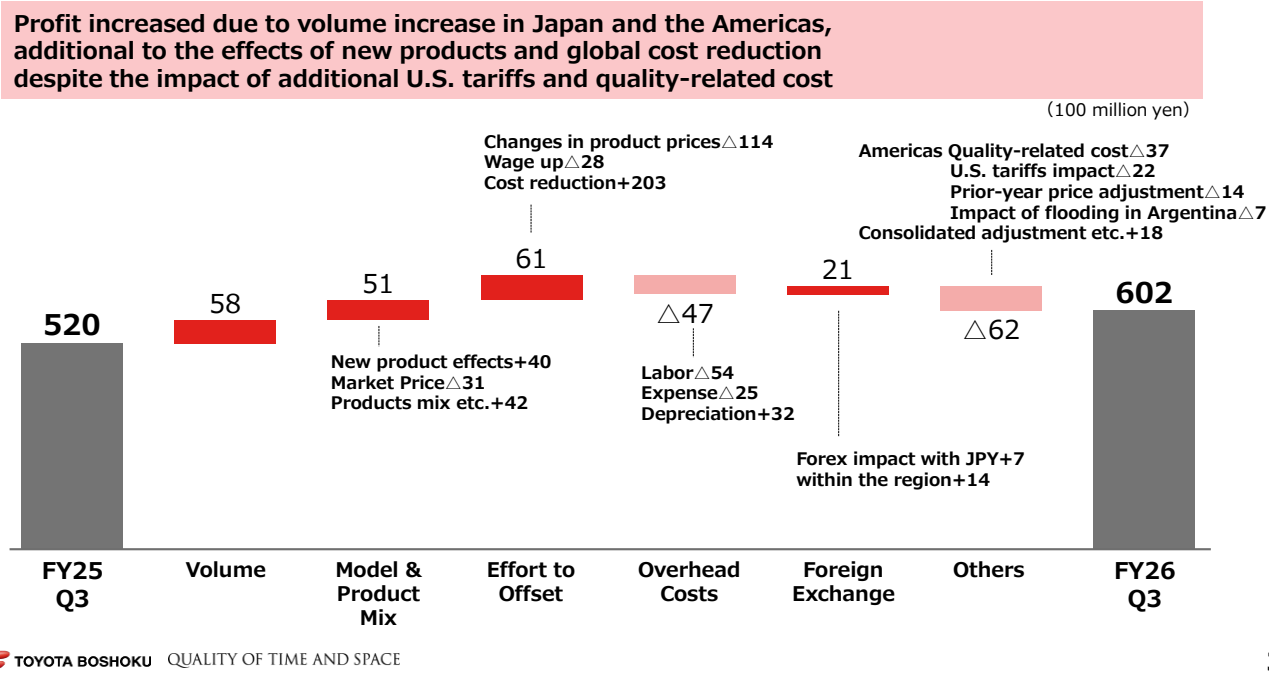
Profit before income taxes increased by 10.1 billion yen to 65.4 billion yen.

Profit attributable to owners of the parent increased by 0.3 billion yen to 28.6 billion yen, year-over-year.

Exchange rates are approximately 149 yen to the U.S. dollar and 172 yen to the Euro.

Foreign exchange translation differences resulted in a revenue 8.5 billion yen decrease, and an operating profit 0.7 billion yen increase year-over-year.

2-2) FY2026 3rd Quarter Financial Results Consolidated Analysis of Operating Profit



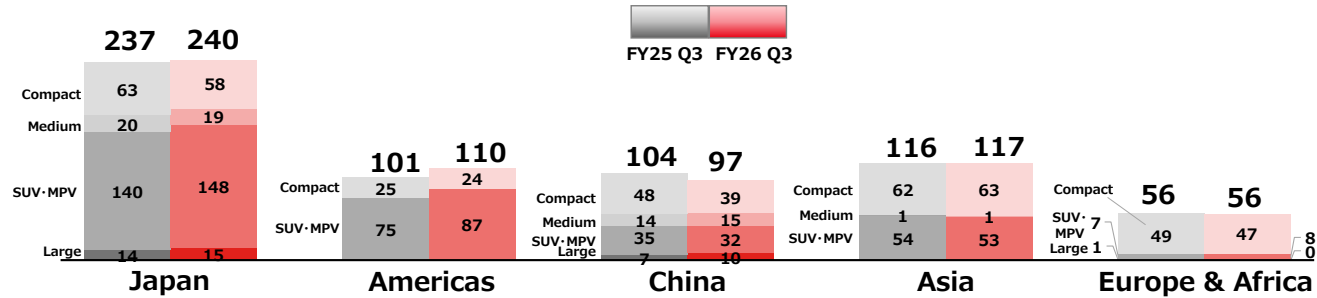
Next, let me move on to consolidated operating profit.

Operating profit increased by 8.2 billion yen to 60.2 billion yen, due to volume increase in Japan and the Americas, additional to the effects of new products and global cost reduction despite the impact of additional U.S. tariffs and quality-related cost.

The impact of the additional U.S. tariffs in the 3rd quarter resulted in 2.2 billion yen loss in profit.

2-3) FY2026 3rd Quarter 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	6,939	7,140	201	3,520	4,035	514	1,816	1,603	△213	2,156	2,224	67	874	885	10
Operating Profit	92	161	69	△59	7	66	164	117	△46	282	292	10	39	23	△15
Ratio	1.3%	2.3%	-	△1.7%	0.2%	-	9.0%	7.4%	-	13.1%	13.1%	-	4.5%	2.7%	-

The seat assembly volume, Profit and Loss 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

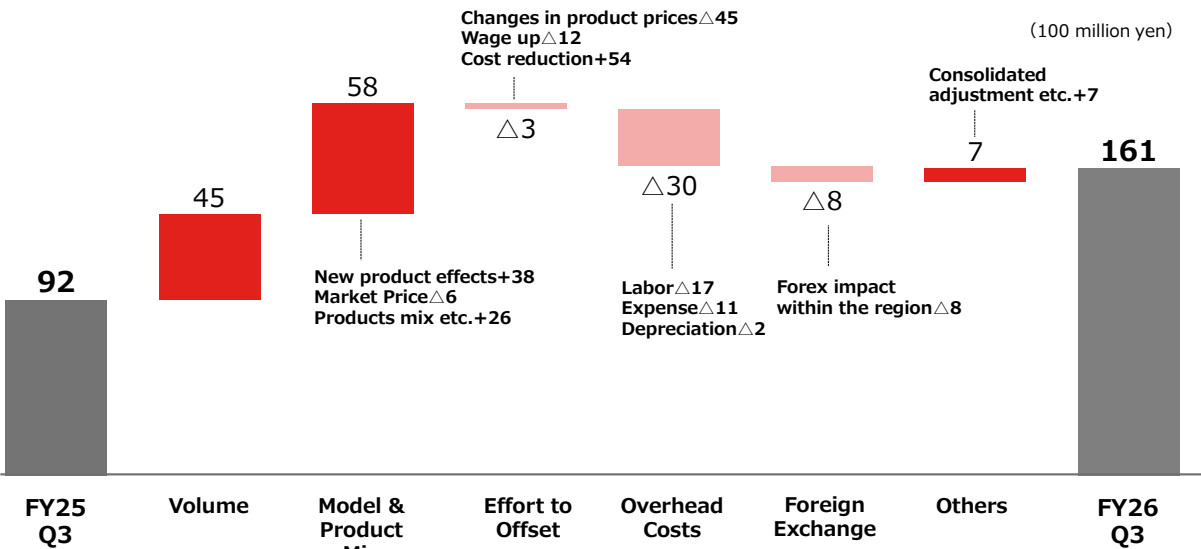
Asia, increase in volume / increase in revenue / increase in profit

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

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

2-4) FY2026 3rd Quarter Financial Results Japan Analysis of Operating Profit

Profit increased due to volume increase and the effects of new products, despite an increase in overhead costs

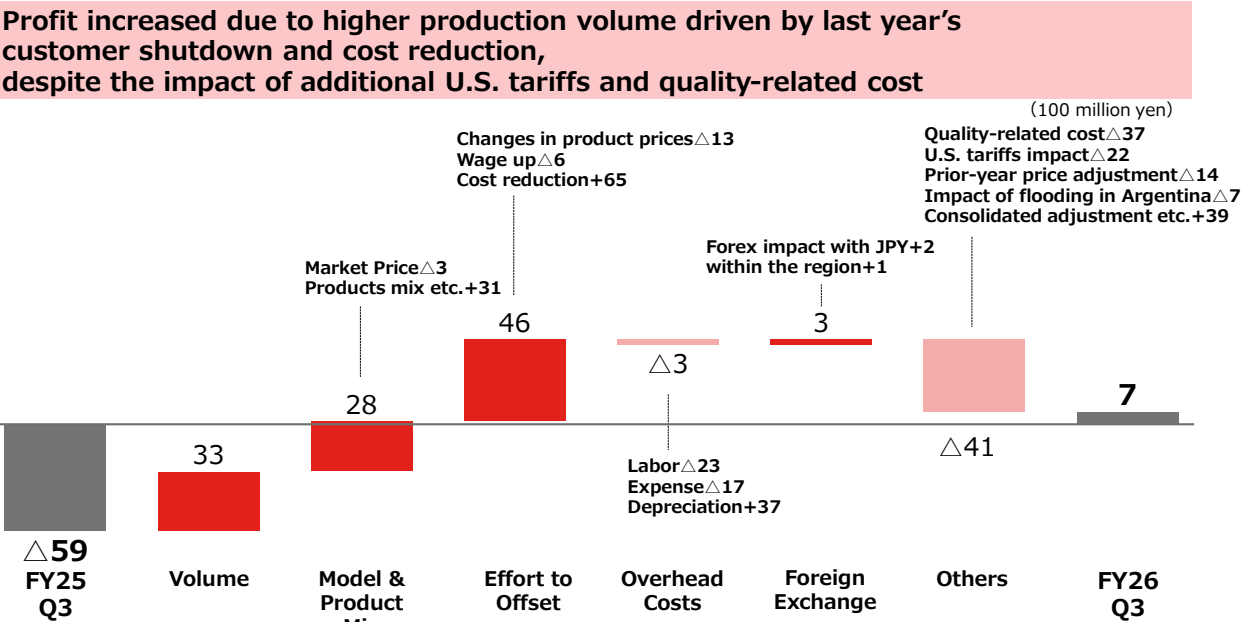


Next, in Japan, year-over-year,

Operating profit increased by 6.9 billion yen to 16.1 billion yen, due to volume increase and the effects of new products, despite an increase in overhead costs.

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) FY2026 3rd Quarter Financial Results The Americas Analysis of Operating Profit



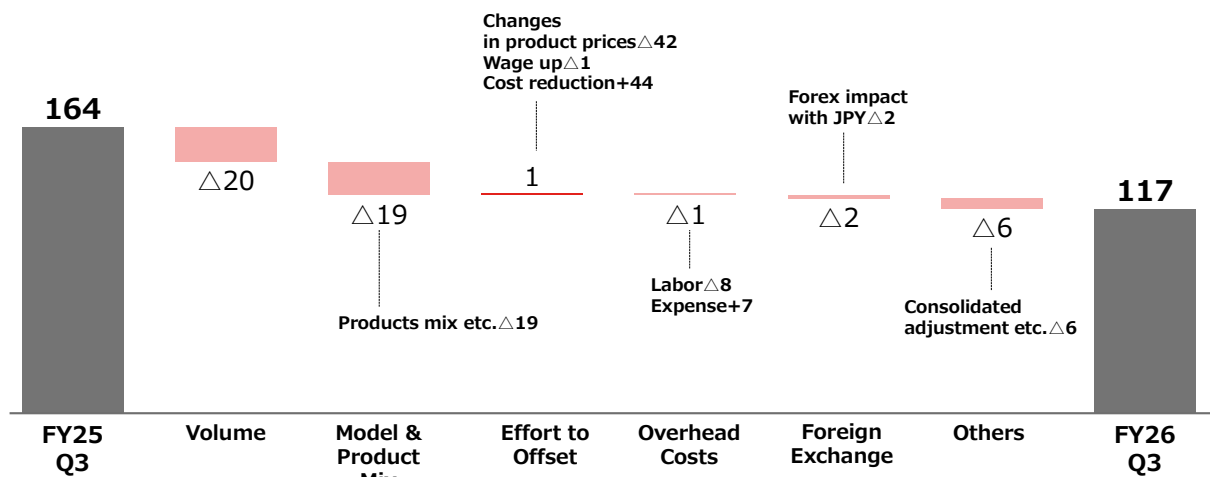
Next, in the Americas, year-over-year,

Operating profit increased by 6.6 billion yen to 0.7 billion yen, due to higher production volume driven by last year's customer shutdown and cost reduction, despite the negative impact of additional U.S. tariffs and quality-related cost.

Profit improvement activities are steadily shown, and we will continue our efforts towards further strengthening our competitiveness while working to minimize the impact of additional U.S. tariffs.

Profit decreased due to volume decreased and changes in the vehicle mix

(100 million yen)



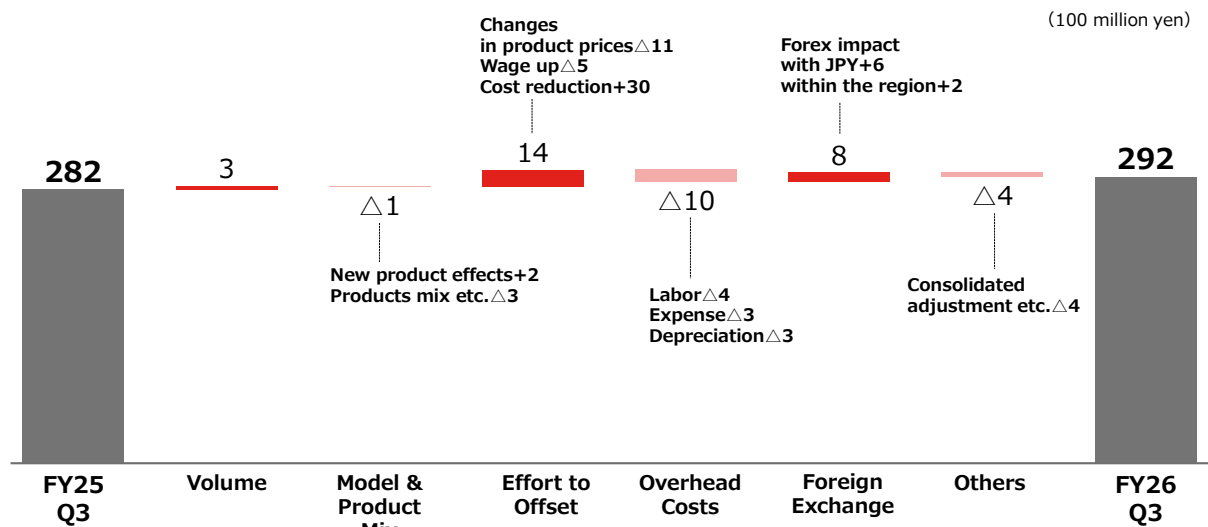
Next, in China, year-over-year,

Operating profit decreased by 4.6 billion yen to 11.7 billion yen, due to volume decrease and changes in the vehicle mix.

Although the market remains in a phase of declining volumes this fiscal year, we will continue to pursue profit improvement through efficient overhead costs management and steadily implementation of cost reduction.

2-4) FY2026 3rd Quarter Financial Results Asia Analysis of Operating Profit

Profit increased due to volume increase and cost reduction, despite an increase in overhead costs



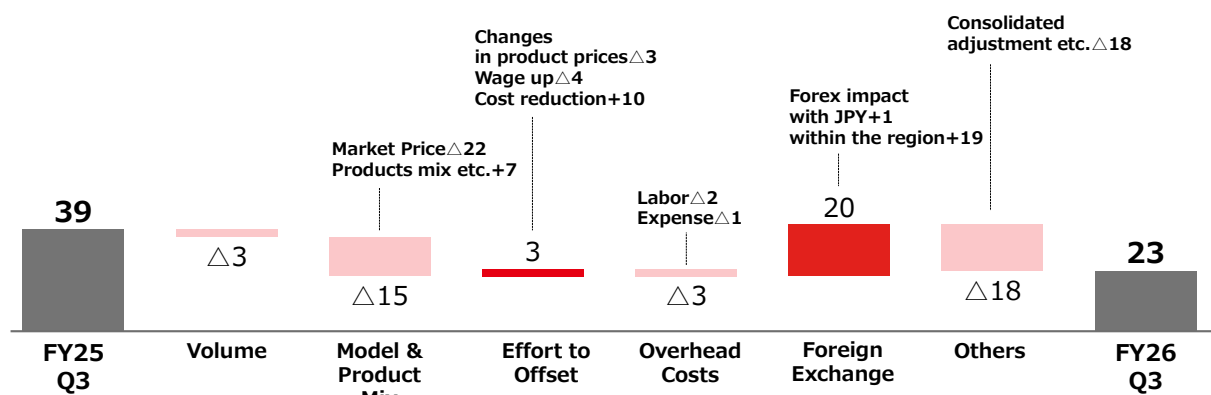
Next, in Asia, year-over-year,

Operating profit increased by 1.0 billion yen to 29.2 billion yen, due to volume increase and cost reduction, despite an increase in overhead costs.

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.

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

(100 million yen)



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

Operating profit decreased by 1.5 billion yen to 2.3 billion yen, due to volume decrease and market prices, despite foreign exchange impacts.

For future sales expansion, we will strengthen our competitiveness by executing upfront investments efficiently.

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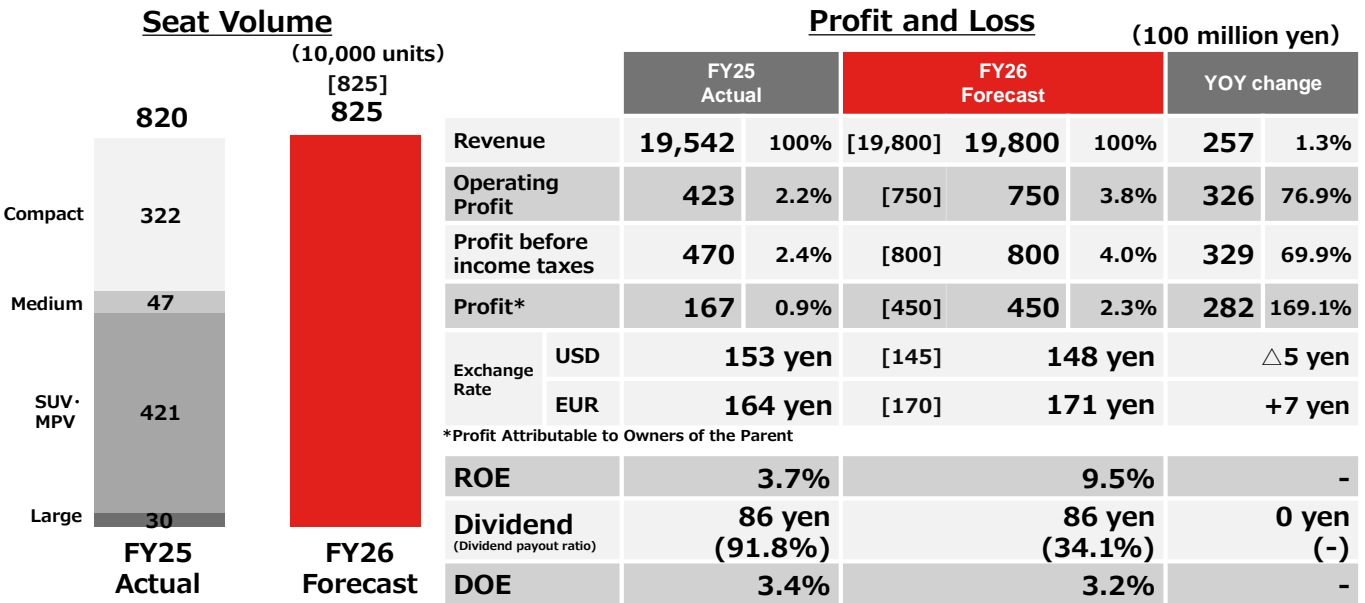
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Lastly,

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



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

However, we reviewed operating profits by segments. For details, please refer to page 13.

The consolidated seat assembly volume, it is forecasted to reach 8.25 million units, an increase of 0.05 million units compared to the previous year.

Sales revenue is prospected to increase by 25.7 billion yen to 1.98 trillion yen year-over-year.

Operating profit is prospected to increase by 32.6 billion yen to 75.0 billion yen.

Profit before income taxes is prospected to increase by 32.9 billion yen to 80.0 billion yen.

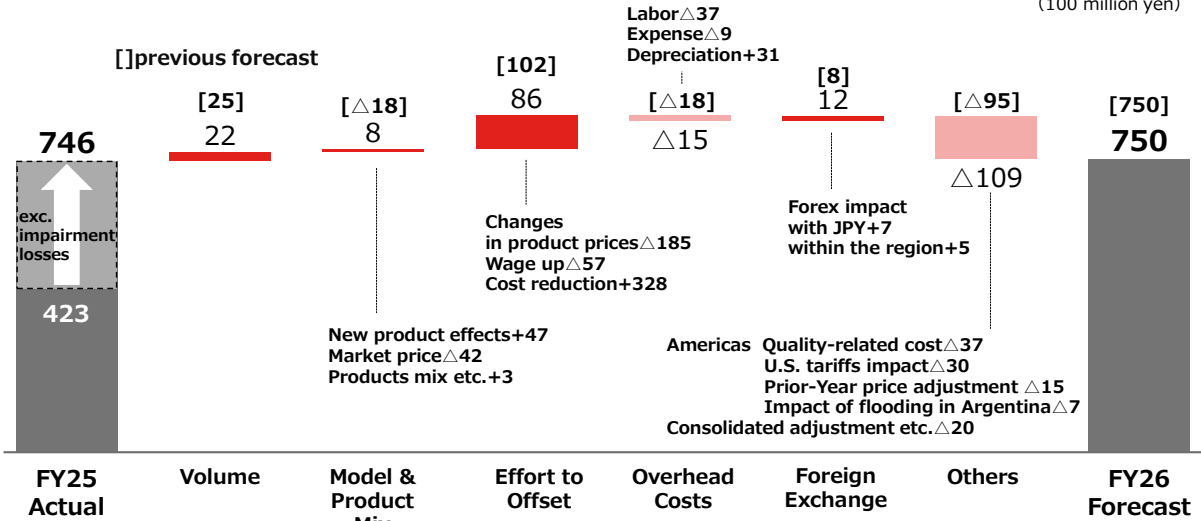
Profit attributable to owners of the parent is prospected to increase by 28.2 billion yen to 45.0 billion yen.

Assumed exchange rates stand at 148 yen to the U.S. dollar, and 171 yen to the Euro.

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

Steadily progress in profitability competitiveness by volume increase and profit improvement activities

(100 million yen)



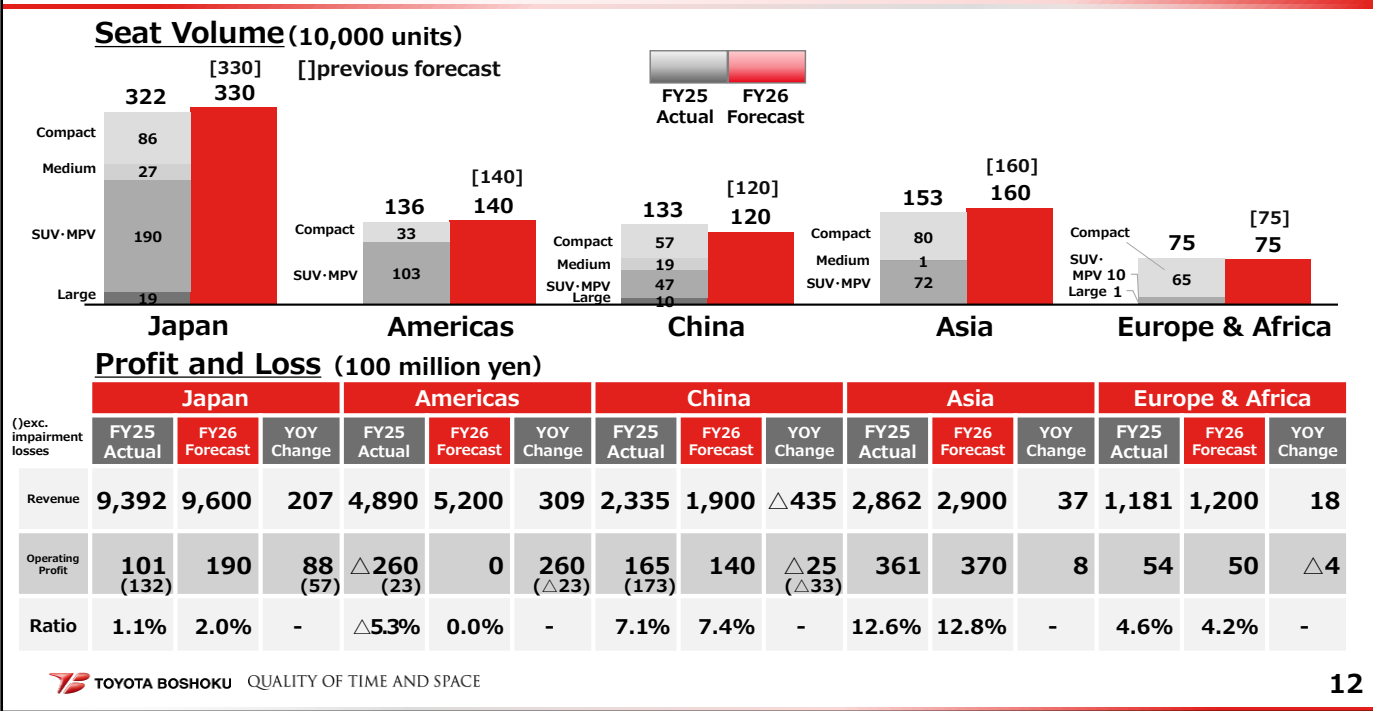
Next, let me move on to the year-on-year variance analysis of the consolidated full-year operating profit forecast.

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 0.3 billion yen to 75.0 billion yen year-on-year, due to a global volume increase and impacts of cost reduction.

By absorbing the impact of additional U.S. tariffs through internal efforts, the effects of increased global production and the outcomes of our profitability improvement initiatives have contributed to a steady enhancement of our competitive earnings capability.

We will continue to pursue activities aimed to maximize profitability.

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



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

3-4) FY2026 Financial Forecasts 1st/2nd Half by Region

Revenue (100 million yen)					[]previous forecast		
	1st Half		2nd Half		Full Year		
Japan	4,636		4,963		[9,600]	9,600	
The Americas	2,642		2,557		[5,200]	5,200	
China	980		919		[1,900]	1,900	
Asia	1,442		1,457		[2,900]	2,900	
Europe & Africa	555		644		[1,200]	1,200	
Total	9,722		10,077		[19,800]	19,800	
Operating Profit (100 million yen)							
	1st Half		2nd Half		Full Year		
Japan	76	1.6%	113	2.3%	[180]	190	2.0%
The Americas	12	0.5%	△12	△0.5%	[10]	0	0.0%
China	80	8.2%	59	6.5%	[150]	140	7.4%
Asia	187	13.0%	182	12.5%	[360]	370	12.8%
Europe & Africa	15	2.8%	34	5.4%	[50]	50	4.2%
Total	370	3.8%	379	3.8%	[750]	750	3.8%

The financial forecasts by the half-year are as shown.

We will continue to strengthen profitability competitiveness and advance company-wide profit structure reforms without easing our effort.

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.

That would be all for Financial Results for the 3rd quarter FY26.
Thank you.

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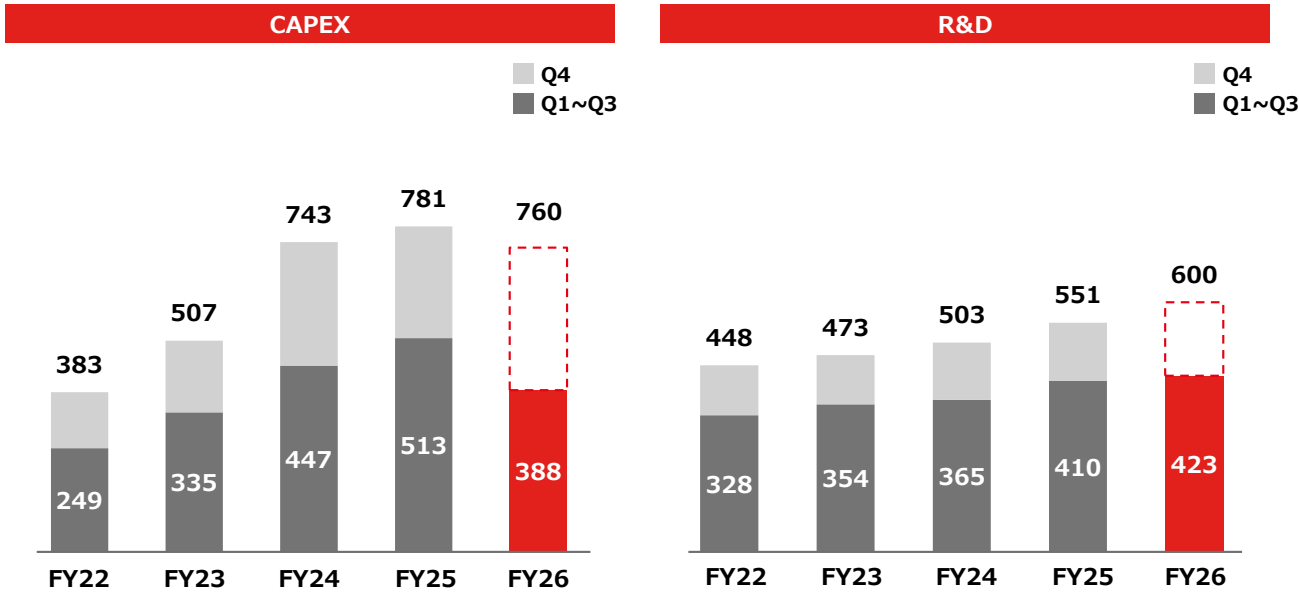
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Foreign Exchange Trends (yen)

	FY25 Actual					FY26			
						Actual			Forecast
	Q1	Q2	Q3	Q4	Yearly	Q1	Q2	Q3	Yearly
USD	155.89	149.37	152.45	152.61	152.58	144.59	147.49	154.14	148.00
EUR	167.88	164.02	162.59	160.51	163.75	163.80	172.32	179.37	171.00
CNY	21.48	20.82	21.15	20.95	21.10	19.99	20.59	21.73	20.70
THB	4.25	4.29	4.48	4.50	4.38	4.36	4.58	4.77	4.60

4-2) Appendix

Capital Expenditures · Research and Development Trends(100 million yen)



Dividends Trends

		FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Forecast
Dividends	Interim	32 yen	35 yen	43 yen	43 yen	43 yen
	Year-end	32 yen	35 yen	43 yen	43 yen	43 yen
	Yearly	64 yen	70 yen	86 yen	86 yen	86 yen
DOE		3.3%	3.3%	3.7%	3.4%	3.2%
Dividend payout ratio		30.5%	89.1%	27.3%	91.8%	34.1%

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

		FY25 Actual				FY26			
						Actual			Forecast
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Global	Seat volume	200	198	216	206	203	207	210	205
	Revenue	4,880	4,601	4,985	5,075	4,796	4,925	5,339	4,737
	Operating profit	166	171	181	△96※	187	183	232	147
	Ratio	3.4%	3.7%	3.6%	△1.9%	3.9%	3.7%	4.3%	3.1%
Japan	Seat volume	75	77	84	85	78	80	83	90
	Revenue	2,242	2,288	2,408	2,453	2,238	2,397	2,504	2,459
	Operating profit	9	27	55	9※	0	75	85	28
	Ratio	0.4%	1.2%	2.3%	0.4%	0.0%	3.2%	3.4%	1.2%
The Americas	Seat volume	37	31	33	35	40	37	34	30
	Revenue	1,381	1,026	1,112	1,370	1,351	1,291	1,393	1,164
	Operating profit	21	△25	△55	△201※	46	△34	△4	△7
	Ratio	1.6%	△2.5%	△5.0%	△14.7%	3.4%	△2.6%	△0.3%	△0.7%

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

		FY25 Actual				FY26			
						Actual			Forecast
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
China	Seat volume	30	33	41	29	31	32	34	23
	Revenue	530	595	690	518	482	497	623	296
	Operating profit	24	74	65	1	41	38	37	22
	Ratio	4.6%	12.4%	9.5%	0.3%	8.6%	7.8%	6.0%	7.4%
Asia	Seat volume	38	40	38	38	37	41	39	43
	Revenue	693	706	756	705	700	741	782	675
	Operating profit	92	89	99	79	90	96	105	77
	Ratio	13.4%	12.7%	13.1%	11.3%	13.0%	13.0%	13.5%	11.5%
Europe & Africa	Seat volume	19	18	19	19	18	18	20	19
	Revenue	309	264	300	307	272	283	330	314
	Operating profit	17	4	17	15	8	6	8	26
	Ratio	5.8%	1.6%	5.8%	4.9%	3.1%	2.5%	2.5%	8.4%



<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.