



TOYOTA BOSHOKU

TSE Prime Market Securities Code 3116

FY2026 (Ending March 2026) Financial Results

2026.4.28 (Tue)



TOYOTA BOSHOKU QUALITY OF TIME AND SPACE

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Thank you for attending our FY2026 financial results briefing during a busy time today.

Firstly, I would like to present the overview of this financial results, followed by FY2026 financial results.

Lastly, our forecasts for FY2027.

Now, let's begin by reviewing the overview of financial results.

1-1) Overview of Financial Results

FY26 Actual

- **Operating Profit increased** compared to the previous year's result due to **effects of new products and cost reduction in global**.
- However, excluding the impact of impairment losses of previous year, **operating profit decreased** due to **recalls** and **the impact of additional U.S. tariffs**.

FY27 Forecast

- Regarding **the impact of the Middle East** situation, we have **incorporated material costs (only for April)** and the **latest volume information**. We will gather information and **make timely and flexible business decisions**.
- To achieve **the 2030 Mid-term Plan**, **upfront investments will be continued efficiently** such as expanding sales to new customers, strategic human capital and R&D by leveraging the benefits of **volume increase** and **the effects of new products**.

Return to share holders

- FY26 **annual dividends plan is 86 yen** as announced previously
- For FY27, dividends plan is **86 yen with an interim of 43 yen and a year-end of 43 yen**
- **By maintaining DOE 3% or more**, aim to **provide long-term stable profit return** based on consolidated performance.

Regarding FY26 actual, operating profit increased compared to FY25 due to the effect of new products and cost reduction, however excluding the impact of the previous year's impairment losses, profits decreased significantly due to recalls and the impact of additional U.S. tariffs.

Regarding recalls, we sincerely apologize for the significant inconvenience to customers. We are making effort to replace the parts as swiftly as possible and to thoroughly prevent any recurrence.

In FY27 forecast, regarding the impact of the Middle East situation, we have incorporated material costs only for April and the latest volume information. We will gather information and make timely and flexible business decisions.

To achieve the 2030 Mid-term Plan, upfront investments will be continued efficiently such as expanding sales to new customers, strategic human capital and R&D by leveraging the benefits of volume increase and the effects of new products.

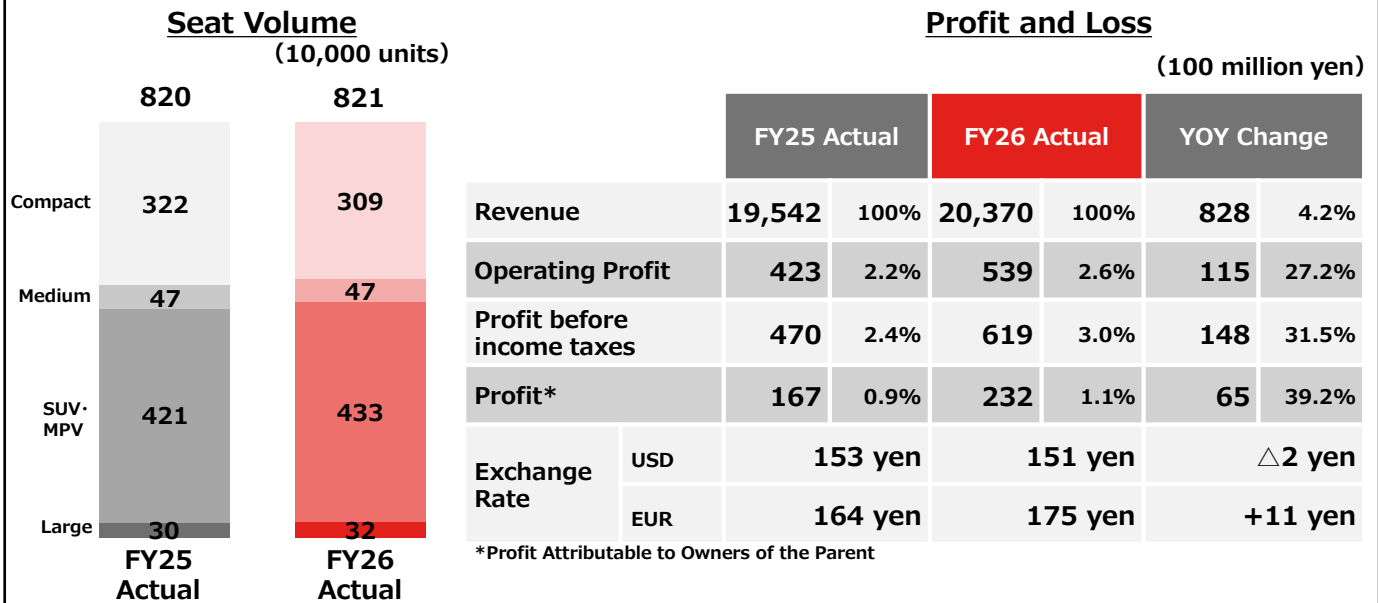
Finally, on returning to shareholders, for FY26, our annual dividends plan is 86 yen, the same amount as announced previously. For FY27, our annual dividends plan is 86 yen, the same amount as FY26.

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In the following section,
I would like to explain the cumulative financial results for FY26.

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



The consolidated seat assembly volume, the main product of the company, totaled 8.21 million units, an increase of 0.01 million units compared to the previous year.

Sales revenue increased by 82.8 billion yen to 2.03 trillion yen.

Operating profit increased by 11.5 billion yen to 53.9 billion yen.

Profit before income taxes increased by 14.8 billion yen to 61.9 billion yen.

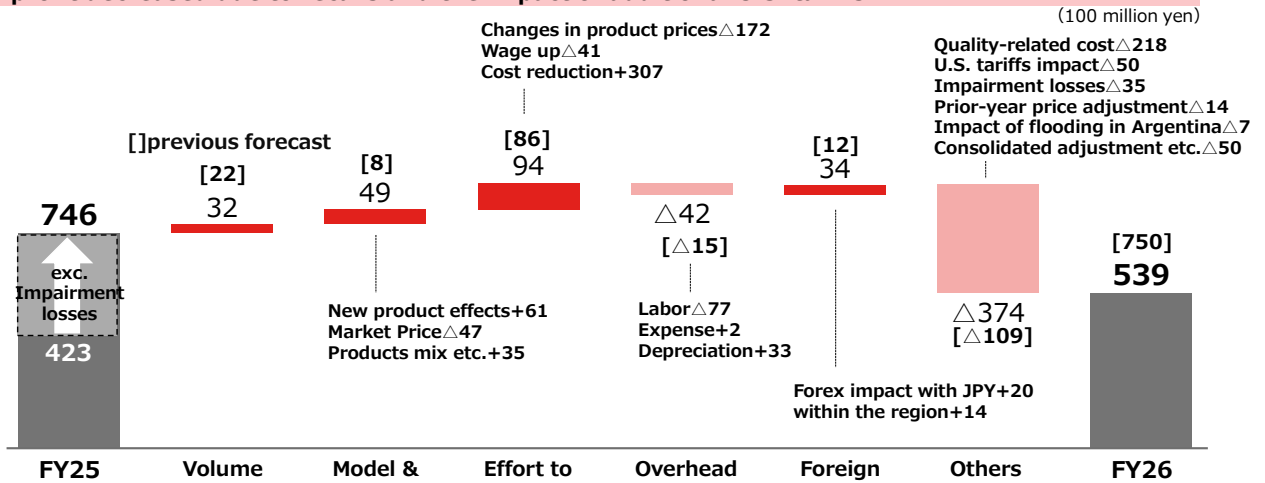
Profit attributable to owners of the parent increased by 6.5 billion yen to 23.2 billion yen, year-over-year.

Exchange rates are approximately 151 yen to the U.S. dollar and 175 yen to the Euro.

Foreign exchange translation differences resulted in a revenue 7.7 billion yen increase, and an operating profit 2.0 billion yen increase year-over-year.

2-2) FY2026 Financial Results Consolidated Analysis of Operating Profit

Profit increased compared to the previous year's result due to effects of new products and cost reduction in global. Excluding the impact of impairment losses of previous year, profit decreased due to recalls and the impact of additional U.S. tariffs.



Next, let me move on to consolidated operating profit.

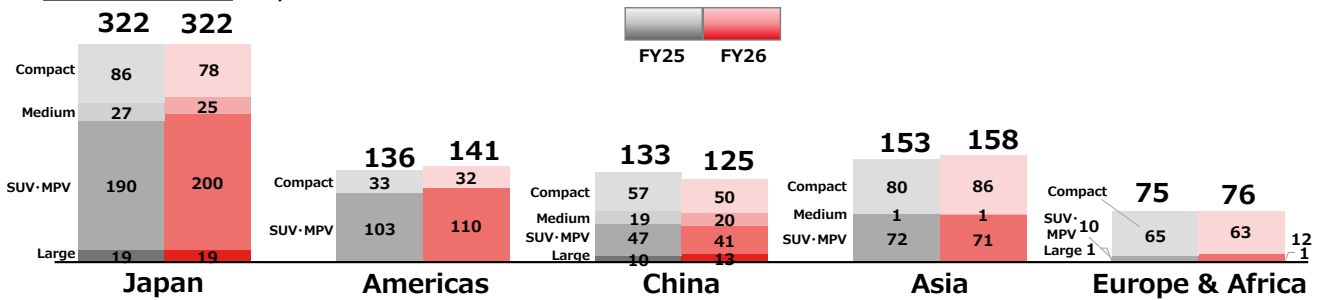
Profit increased compared to the previous year's result due to effects of new products and cost reduction in global.

Excluding the impact of the previous year's impairment losses, profit decreased by 20.6 billion yen to 53.9 billion yen, due to recalls and additional U.S. tariffs.

The impact of the additional U.S. tariffs in year-total resulted in 5.0 billion yen loss in profit.

2-3) 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	9,392	9,680	287	4,890	5,423	532	2,335	2,160	△174	2,862	3,022	160	1,181	1,240	58
Operating Profit	101	51	△50	△260	△98	161	165	147	△18	361	400	38	54	37	△16
Ratio	1.1%	0.5%	-	△5.3%	△1.8%	-	7.1%	6.8%	-	12.6%	13.2%	-	4.6%	3.1%	-

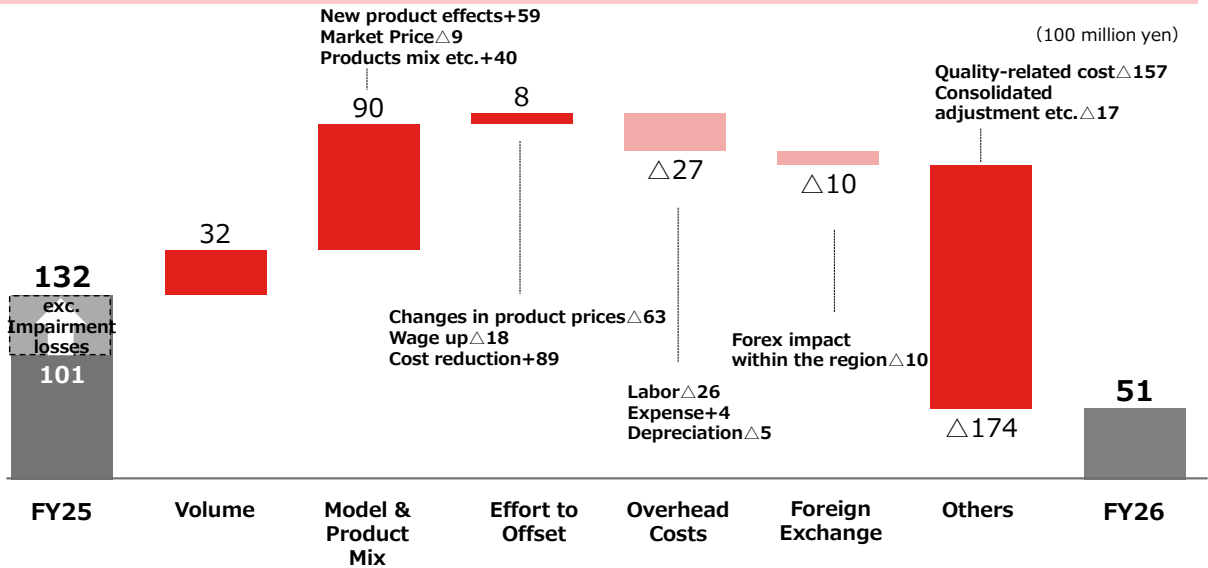
The seat assembly volume, Profit and Loss by segment is as shown.

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

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

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

Profit decreased due to quality-related cost despite the effects of new products and cost reduction

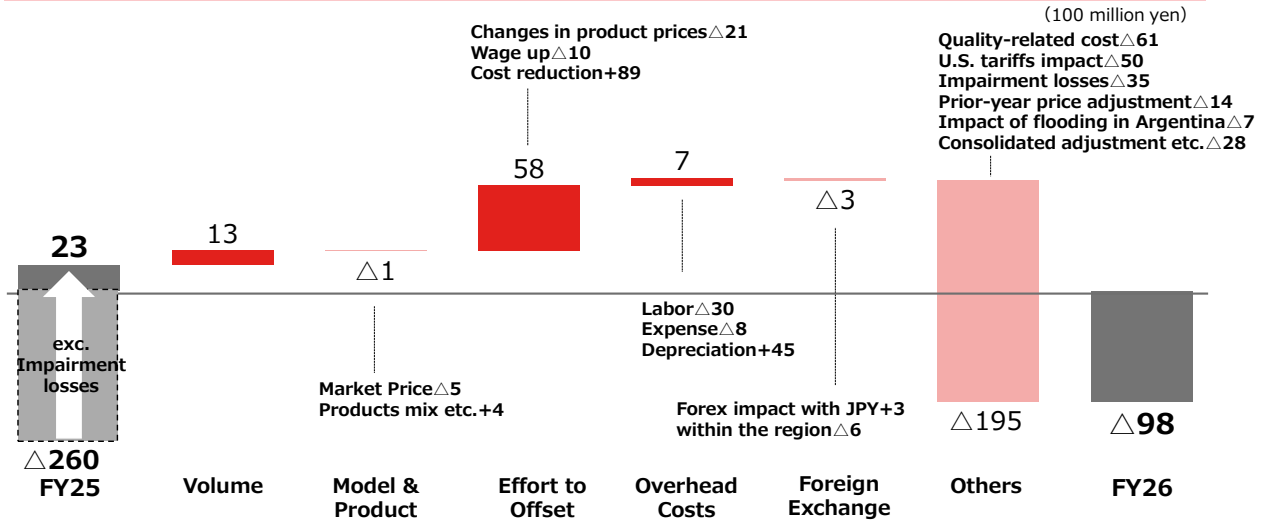


Next, in Japan, year-over-year,

Excluding the impact of the prior year's impairment losses, operating profit decreased by 8.0 billion yen to 5.1 billion yen, due to quality-related cost despite the effects of new products and cost reduction.

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

Operating loss decreased due to cost reduction and volume increase.
Excluding the impact of the prior year's impairment losses, profit decreased due to additional U.S. tariffs and quality-related cost.



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

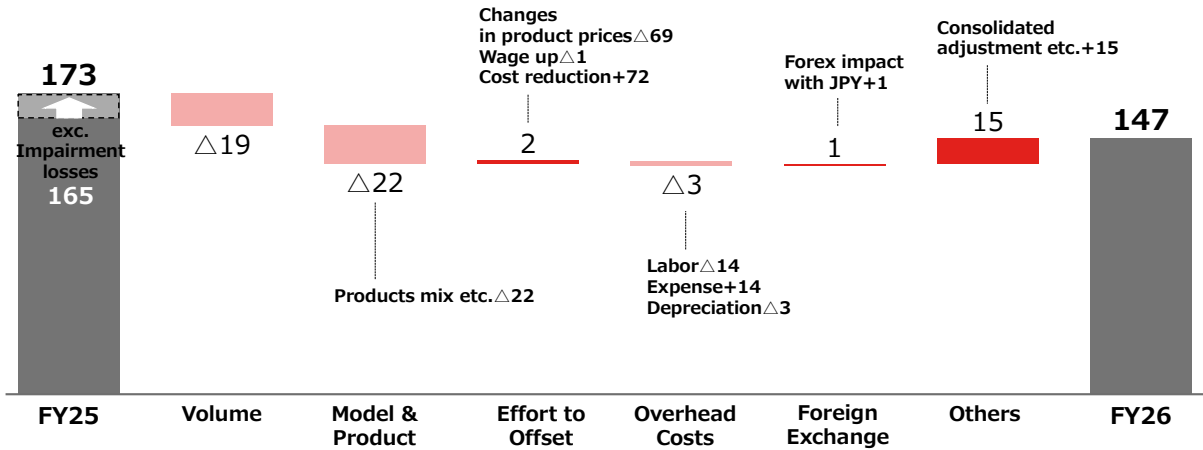
Operating loss decreased due to cost reduction and volume increase.

Excluding the impact of the prior year's impairment losses, operating profit decreased by 12.2 billion yen to negative 9.8 billion yen, due to additional U.S. tariffs and quality-related cost.

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

Profit decreased due to volume decrease and changes in the products mix

(100 million yen)

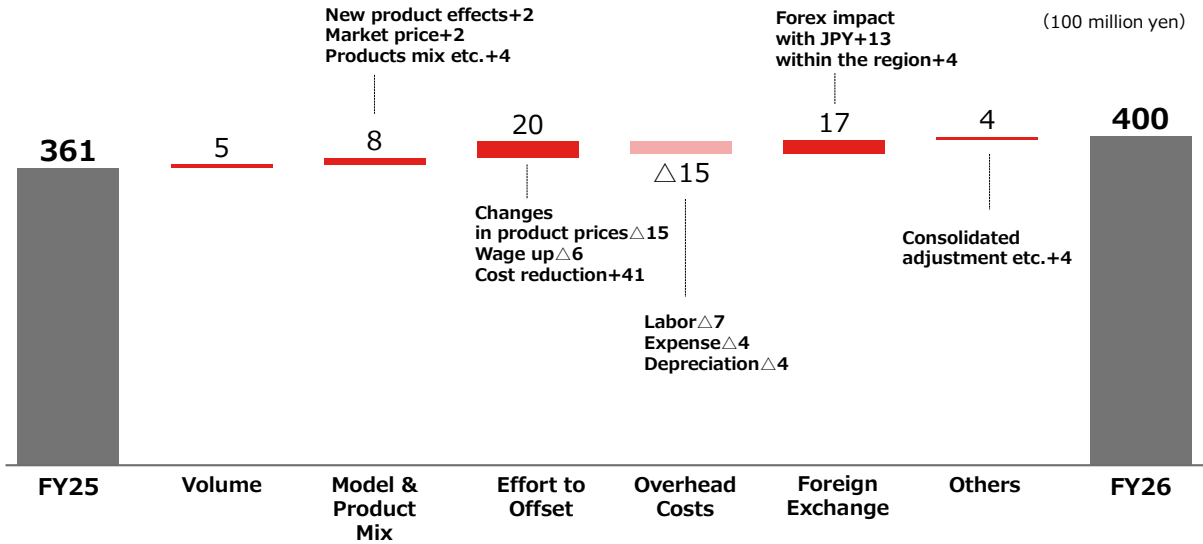


Next, in China, year-over-year,

Excluding the impact of the prior year's impairment losses, operating profit decreased by 2.6 billion yen to 14.7 billion yen, due to volume decrease and changes in the products mix.

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

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



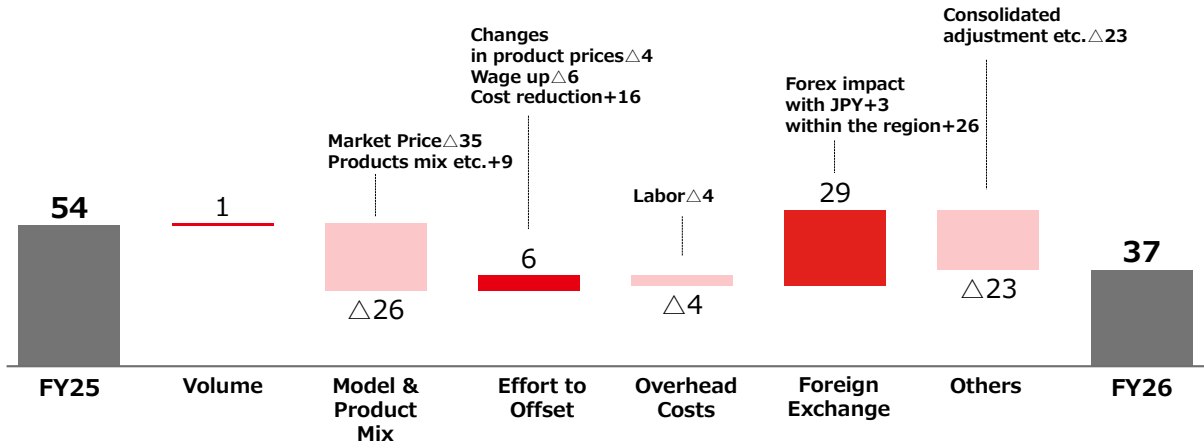
Next, in Asia, year-over-year,

Operating profit increased by 3.8 billion yen to 40.0 billion yen, due to volume increase and cost reduction despite an increase in overhead costs

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

Profit decreased due to market prices despite foreign exchange impact and cost reduction

(100 million yen)



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

Operating profit decreased by 1.6 billion yen to 3.7 billion yen, due to market prices despite foreign exchange impacts and cost reduction.

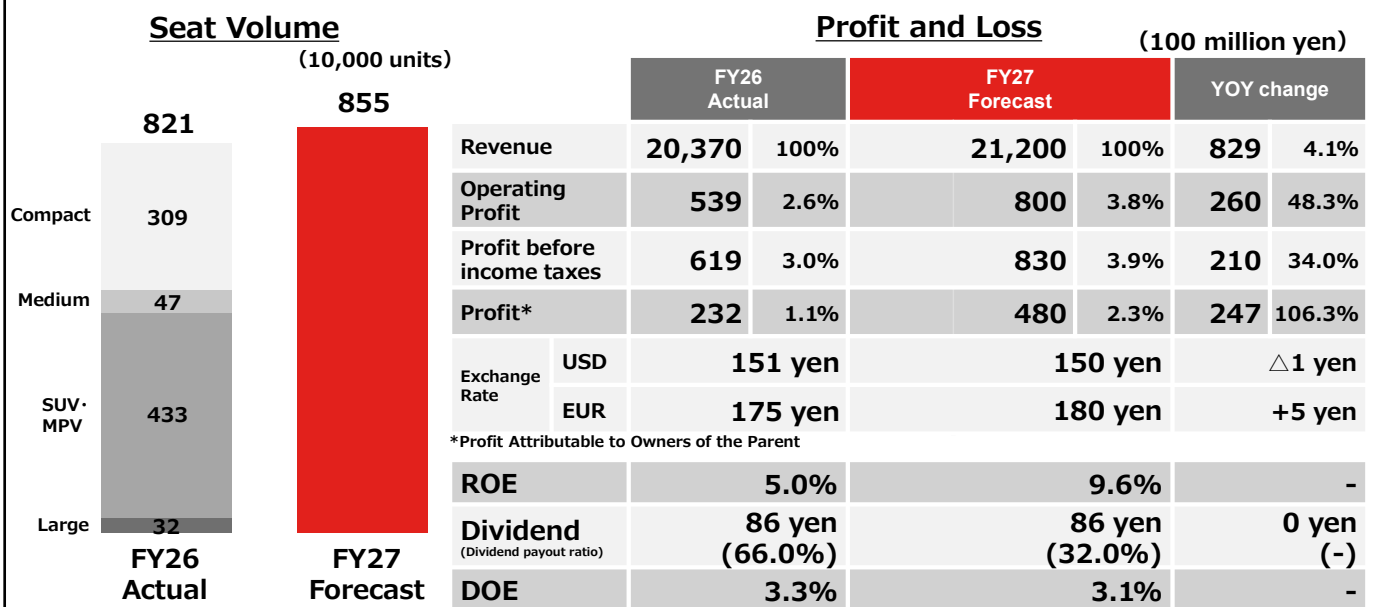
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Lastly,

I would like to explain the forecasts for the fiscal year 2027.

3-1) FY2027 Financial Forecasts Seat Volume/Profit and Loss Forecast



Next, let me explain our financial forecasts of the fiscal year 2027.

The consolidated seat assembly volume is forecasted to reach 8.55 million units, an increase of 0.34 million units compared to the previous year.

Sales revenue is prospected to increase by 82.9 billion yen to 2.12 trillion yen year-over-year.

Operating profit is prospected to increase by 26.0 billion yen to 80.0 billion yen.

Profit before income taxes is prospected to increase by 21.0 billion yen to 83.0 billion yen.

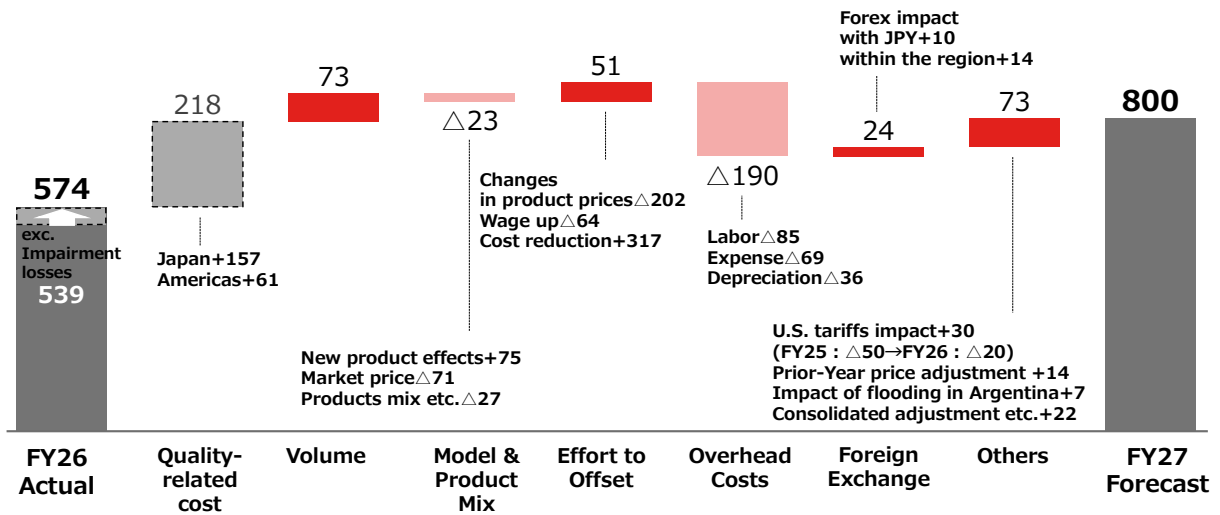
Profit attributable to owners of the parent is prospected to increase by 24.7 billion yen to 48.0 billion yen.

Assumed exchange rates stand at 150 yen to the U.S. dollar, and 180 yen to the Euro.

3-2) FY2027 Financial Forecasts Consolidated Analysis of Operating Profit

To achieve the target of 2030 Mid-term Plan, upfront investments will be continued efficiently by leveraging the benefits of volume increase and the effects of profit improvement activities.

(100 million yen)



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

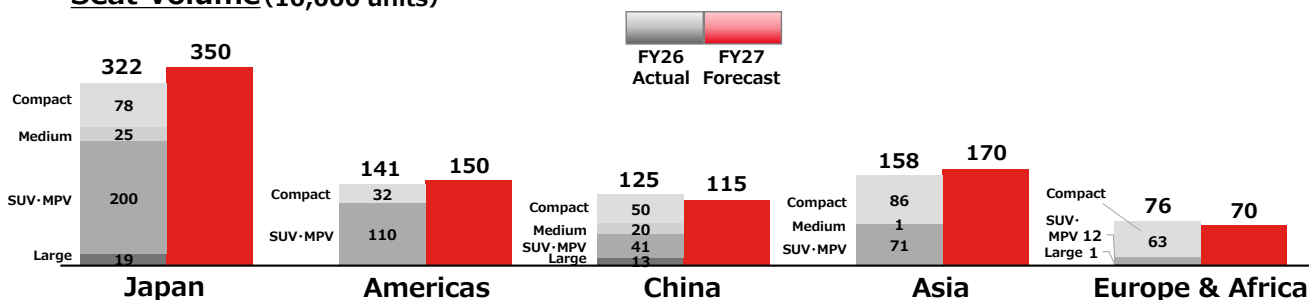
Operating profit for FY26 excluding the impact of impairment losses was 57.4 billion yen.

Compared to FY26, operating profit for FY27 is expected to increase by 22.5 billion yen to 80.0 billion yen year-over-year, due to a global volume increase and impacts of cost reduction.

To achieve the target of 2030 Mid-term Plan, upfront investments will be continued efficiently by leveraging the benefits of volume increase and the effects of profit improvement activities.

3-3) FY2027 Financial Forecasts Seat Volume/Profit and Loss by Segments

Seat Volume (10,000 units)



Profit and Loss (100 million yen)

	Japan			Americas			China			Asia			Europe & Africa		
	FY26 Actual	FY27 Forecast	YOY Change	FY26 Actual	FY27 Forecast	YOY Change	FY26 Actual	FY27 Forecast	YOY Change	FY26 Actual	FY27 Forecast	YOY Change	FY26 Actual	FY27 Forecast	YOY Change
Revenue	9,680	10,000	319	5,423	5,600	176	2,160	2,300	139	3,022	3,300	277	1,240	1,200	△40
Operating Profit	51	190	138	△98	40	138	147	140	△7	400	400	△0	37	30	△7
Ratio	0.5%	1.9%	-	△1.8%	0.7%	-	6.8%	6.1%	-	13.2%	12.1%	-	3.1%	2.5%	-

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 / increase in revenue / decrease in profit

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

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

3-4) FY2027 Financial Forecasts 1st/2nd Half by Region

Revenue (100 million yen)

	1st Half	2nd Half	Full Year
Japan	4,900	5,100	10,000
The Americas	2,800	2,800	5,600
China	1,200	1,100	2,300
Asia	1,500	1,800	3,300
Europe & Africa	600	600	1,200
Total	10,400	10,800	21,200

Operating Profit (100 million yen)

	1st Half		2nd Half		Full Year	
Japan	80	1.6%	110	2.2%	190	1.9%
The Americas	30	1.1%	10	0.4%	40	0.7%
China	60	5.0%	80	7.3%	140	6.1%
Asia	180	12.0%	220	12.2%	400	12.1%
Europe & Africa	0	0.0%	30	5.0%	30	2.5%
Total	350	3.4%	450	4.2%	800	3.8%

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

For FY2027, we expect continued uncertainty due to geopolitical risks and policy trends in various countries.

In particular, the situation in the Middle East is likely to have a wide-ranging impact on our global business activities.

Therefore, we will continue to closely monitor the situation, communicate with our customers and business partners, and make timely and flexible business decisions.

Despite these circumstances, we will not slow down our efforts toward achieving the target of 2030 Mid-Term Plan, and will continue to efficiently execute upfront investments such as human capital and R&D while prioritizing them accordingly.

That would be all for Financial Results for the FY26.

Thank you.

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4-1) Appendix

2025 Mid-term plan Review(Financial Results)

	FY25 Actual	FY26 Actual	2025 Mid-term Plan	(100 million yen) 2030 Mid-term Plan
Revenue	19,542	20,370	16,000+a	22,000
Operating Profit	423	539	1,000+a	1,500
Ratio	2.2%	2.6%	6.0~7.0%	7.0%
DOE	3.4%	3.3%	-	3.0% or more
Equity ratio	40.9%	41.0%	40% level	50% level

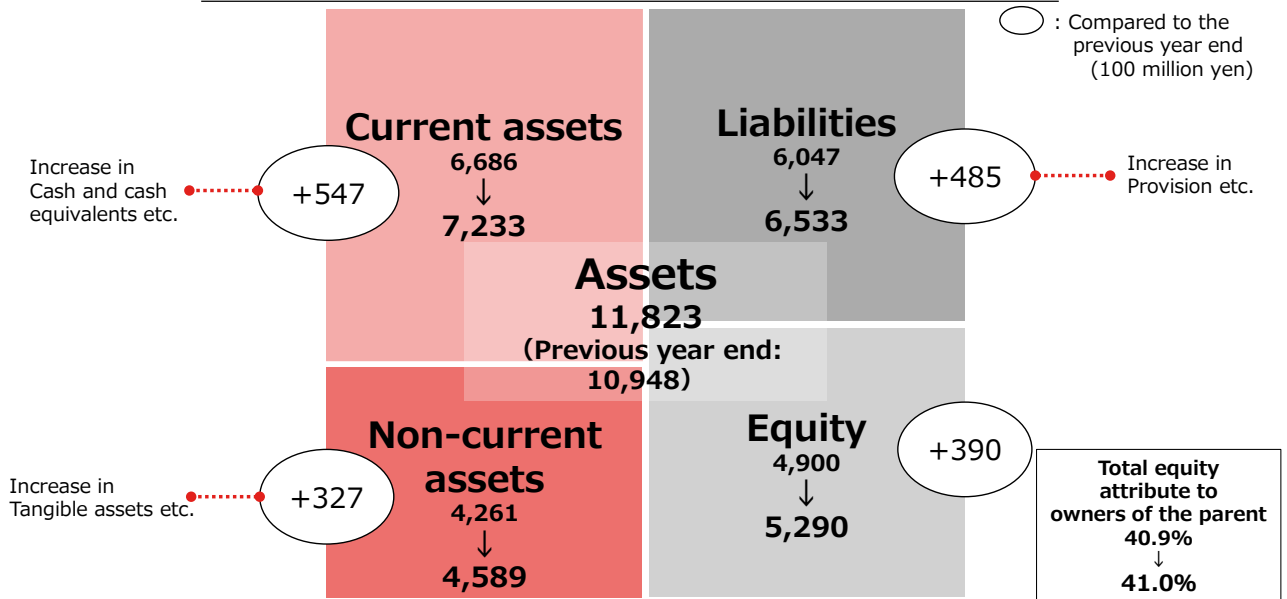
4-2) Appendix

Foreign Exchange Trends (yen)

	FY25 Actual					FY26 Actual					FY27 Forecast
	Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3	Q4	Full-year	Full-year
USD	155.89	149.37	152.45	152.61	152.58	144.59	147.49	154.14	156.86	150.77	150.00
EUR	167.88	164.02	162.59	160.51	163.75	163.80	172.32	179.37	183.67	174.79	180.00
CNY	21.48	20.82	21.15	20.95	21.10	19.99	20.59	21.73	22.65	21.24	21.70
THB	4.25	4.29	4.48	4.50	4.38	4.36	4.58	4.77	4.97	4.67	4.70

4-3) Appendix

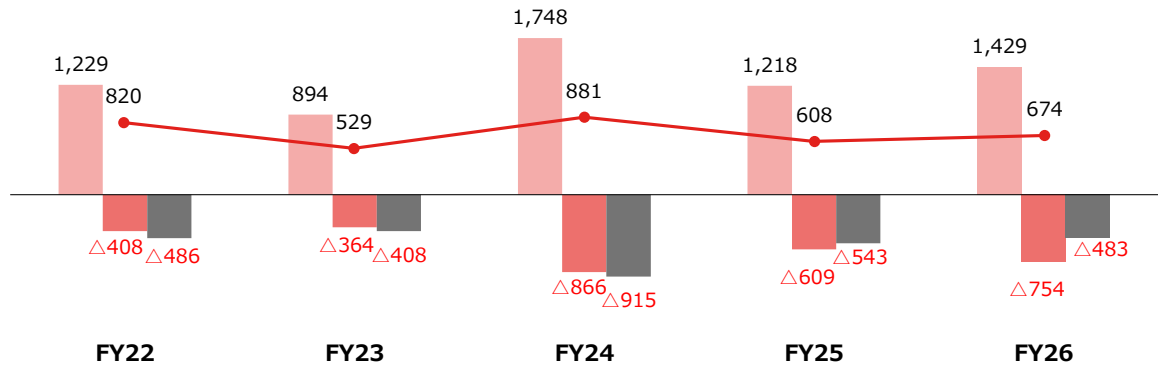
Status of the Consolidated Statement of Financial Position



4-4) Appendix

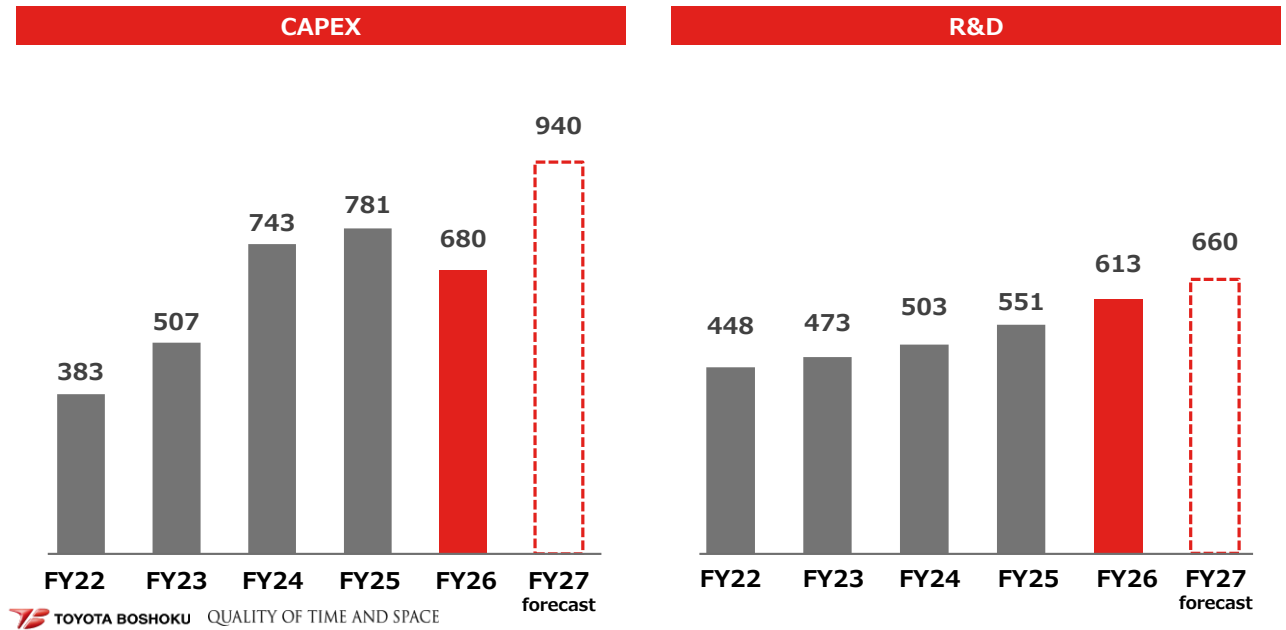
Consolidated cash Flow Trend (100 million yen)

■ Cash flows from operating activities
 ■ Cash flows from investing activities
 ■ Cash flow from financial activities
—●— Free Cash Flow



4-5) Appendix

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



4-6) Appendix

Dividends Trends

		FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Actual	FY27 Forecast
Dividends	Interim	32 yen	35 yen	43 yen	43 yen	43 yen	43 yen
	Year-end	32 yen	35 yen	43 yen	43 yen	43 yen	43 yen
	Yearly	64 yen	70 yen	86 yen	86 yen	86 yen	86 yen
DOE		3.3%	3.3%	3.7%	3.4%	3.3%	3.1%
Dividend payout ratio		30.5%	89.1%	27.3%	91.8%	66.0%	32.0%

4-7) 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	207	210	201
	Revenue	4,880	4,601	4,985	5,075	4,796	4,925	5,339	5,308
	Operating profit	166	171	181	△96*	187	183	232	△62*
	Ratio	3.4%	3.7%	3.6%	△1.9%	3.9%	3.7%	4.3%	△1.2%
Japan	Seat volume	75	77	84	85	78	80	83	82
	Revenue	2,242	2,288	2,408	2,453	2,238	2,397	2,504	2,540
	Operating profit	9	27	55	9*	0	75	85	△110
	Ratio	0.4%	1.2%	2.3%	0.4%	0.0%	3.2%	3.4%	△4.4%
The Americas	Seat volume	37	31	33	35	40	37	34	31
	Revenue	1,381	1,026	1,112	1,370	1,351	1,291	1,393	1,387
	Operating profit	21	△25	△55	△201*	46	△34	△4	△106*
	Ratio	1.6%	△2.5%	△5.0%	△14.7%	3.4%	△2.6%	△0.3%	△7.7%

4-7) Appendix

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	32	34	28
	Revenue	530	595	690	518	482	497	623	556
	Operating profit	24	74	65	1*	41	38	37	29
	Ratio	4.6%	12.4%	9.5%	0.3%	8.6%	7.8%	6.0%	5.3%
Asia	Seat volume	38	40	38	38	37	41	39	41
	Revenue	693	706	756	705	700	741	782	798
	Operating profit	92	89	99	79	90	96	105	107
	Ratio	13.4%	12.7%	13.1%	11.3%	13.0%	13.0%	13.5%	13.5%
Europe & Africa	Seat volume	19	18	19	19	18	18	20	20
	Revenue	309	264	300	307	272	283	330	355
	Operating profit	17	4	17	15	8	6	8	14
	Ratio	5.8%	1.6%	5.8%	4.9%	3.1%	2.5%	2.5%	4.0%



<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.