

# Facts & Figures

## Financial Report

■ Management's Discussion and Analysis of Financial Conditions and Operating Results	55
■ 10-Year Financial Summary	57

● Scope of Consolidation

The consolidated financial statements include the accounts for all subsidiaries.

● Application of the Equity Method

Investments in all affiliates are accounted for by the equity method. The fiscal years for certain affiliates accounted for by the equity method are different from that of the Company. The Company is using the financial statements for their respective fiscal years.

## Overview of fiscal year

In the automobile industry during the fiscal year under review (year ended March 31, 2014), despite growth in production volume in the United States, difficult conditions continued in other regions, beginning with emerging countries. In Japan, favourable sales of automobiles were underpinned by a last-minute surge in demand prior to an increase in the consumption tax rate. Alternatively, lingering concern over the impact of a reactionary decline in demand following the tax increase is leading to ongoing uncertainties.

Under these circumstances, the Toyota Boshoku group worked in unison with a never-give-up spirit to undertake a host of tasks that included meeting the challenge of entering new business fields, securing new customers and further expanding business in emerging countries, which are expected to sustain growth in the future. As challenges undertaken for entering new business fields, we leveraged the technologies cultivated in automobile seats to develop railway seats that realise a sense of luxury and comfort, and these seats have been installed in the *Gran Class* of the Hokuriku *Shinkansen* (Bullet train). Similarly, we applied textile techniques, which relate back to the origin of our business in textiles, to develop and commence sales of Nunokabe, a wall decoration for home interiors that has superb design features and a high-grade sense.

Regarding activities for securing new customers, we established interior components production companies near production bases of automakers we serve as we worked to build a solid business foundation. Specifically, we built a structure for responding quickly and flexibly to the needs of customers by establishing Shenyang Toyota Boshoku Automotive Parts in China in July 2013, Boshoku Automotive (Thailand) in Thailand in November and Toyota Boshoku Relan India in India in March 2014. As initiatives for further expanding business in emerging countries, we set up a production structure with the establishment of Toyota Boshoku Lao, our first production base in Laos, in April 2013, and Thal Boshoku Pakistan, our first base in Pakistan, in August. At the same time, we worked to realise highly cost competitive manufacturing by establishing Heyuan Toyota Boshoku Automotive Parts in China.

Due to such factors as increased unit production in The Americas and the impact of exchange rates, consolidated net sales of the Toyota Boshoku group increased 138,902 million yen (12.9%) to 1,218,399 million yen.

## Operating income

Despite such income-reducing factors as the impact of product price fluctuations as well as increases in miscellaneous expenses and R&D expenses, operating income increased 3,520 million yen (13.9%) to 28,823 million yen due to such factors as the implementation of rationalisation measures and increased production and higher revenue.

## Non-operating income (expenses) and ordinary income

Non-operating income increased 3,448 million yen (26.8%) from the previous fiscal year to 16,328 million yen.

Non-operating expenses increased 588 million yen (13.8%) to 4,856 million yen due to an increase in loss on disposal of noncurrent assets.

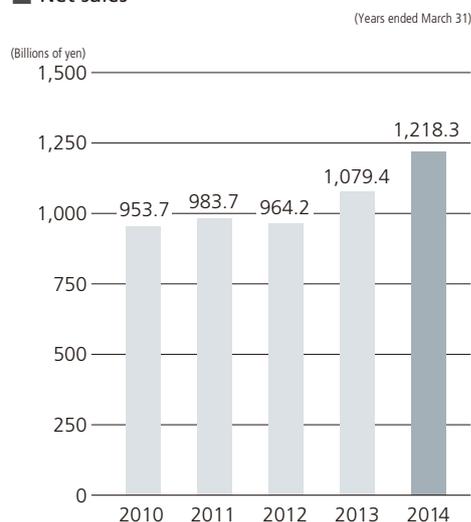
As a result, ordinary income amounted to 40,294 million yen and the ordinary income margin was 3.3%.

## Extraordinary income or loss, Income taxes and Income taxes—deferred

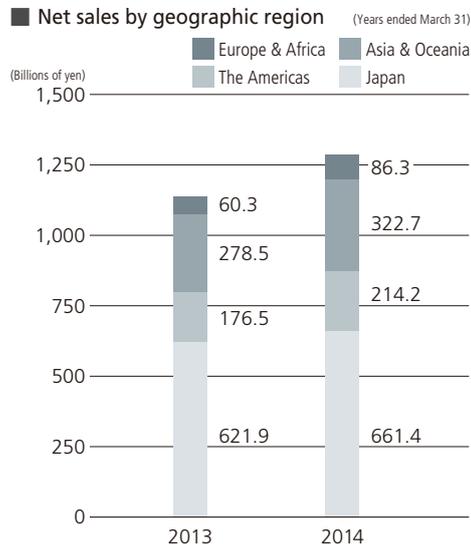
An extraordinary loss of 4,871 million yen was recorded due to such factors as an impairment loss on noncurrent assets in the Europe & Africa region.

Income taxes and income taxes—deferred increased 3,454 million yen (30.8%) to 14,662 million yen. The ratio of income before income taxes and minority interest increased from 34.1% in the previous fiscal year to 41.4%.

### Net sales



### Net sales by geographic region



\*Adjusted amounts for transactions among regions are not included.

## Minority interest in net income of subsidiaries

Minority interest in net income of subsidiaries rose 2,318 million yen (39.8%) to 8,149 million yen due mainly to an increase in profits at consolidated subsidiaries in Asia & Oceania.

## Net income

Net income decreased 3,181 million yen (20.1%) to 12,610 million yen from the previous fiscal year. Net income per share was 68.05 yen.

## Assets, liabilities and net assets

Total assets at fiscal year-end increased 75,053 million yen to 659,008 million yen from the previous fiscal year-end due to an increase in notes and accounts receivable—trade and a rise in property, plant and equipment along with an increase in capital investment.

On the other hand, total liabilities increased 46,712 million yen from the end of the previous fiscal year to 409,926 million yen owing to a rise in notes and accounts payable—trade. Total net assets increased 28,342 million yen from the end of the previous fiscal year to 249,082 million yen.

## Cash flows

Net cash provided by operating activities amounted to 49,590 million yen. Despite such cash-decreasing factors as income taxes paid of 14,441 million yen and an increase in notes and accounts receivable—trade of 12,195 million yen, the increase in cash resulted mainly from income before income taxes of 35,422 million yen and depreciation and amortisation of 36,302 million yen.

Net cash used in investing activities was 51,867 million yen. Although there were such cash-increasing factors as proceeds from sales of property, plant and equipment of 3,687 million yen

and purchase of subsidiaries' shares resulting in changes in scope of consolidation of 3,505 million yen, this was due to such cash outflows as purchase of property, plant and equipment of 51,112 million yen and payments into time deposits of 8,551 million yen.

Net cash used in financing activities was 5,636 million yen. Despite proceeds from the issue of corporate bonds of 20,000 million yen, this was due mainly to such cash-reducing factors as repayments of long-term loans payable of 19,827 million yen and cash dividends paid to minority shareholders of 5,408 million yen.

As a result, cash and cash equivalents at end of year decreased 2,675 million yen (2.1%) from the previous fiscal year-end to 126,648 million yen.

## Capital expenditures

During the fiscal year under review, total capital expenditures amounted to 51,116 million yen and these investments were concentrated on measures for new products and for rationalising and upgrading production facilities. These consisted mainly of capital expenditures at the Company as well as its consolidated subsidiaries in China and Asia.

Capital expenditures in Japan amounted to 16,888 million yen and were for measures for new products, rationalising and upgrading production facilities and establishing the Company's Tajimi Technical Centre.

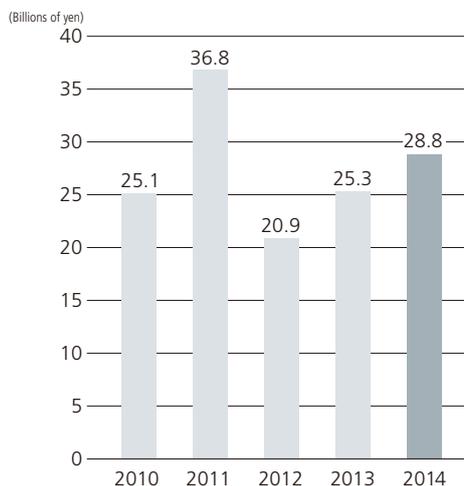
Capital expenditures in The Americas amounted to 8,902 million yen and were mainly for measures for new products and for rationalising and upgrading production facilities.

Capital expenditures in Asia & Oceania amounted to 20,516 million yen and were mainly for measures for new products, rationalising and upgrading production facilities and for the establishment of the headquarters and R&D centre at Toyota Boshoku (China).

Capital expenditures in Europe & Africa were 4,808 million yen and were mainly for measures for new products and rationalising and upgrading production facilities.

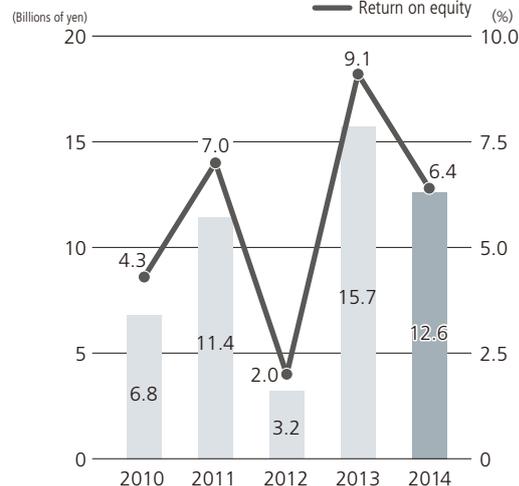
## Operating income

(Years ended March 31)



## Net income/Return on equity

(Years ended March 31)

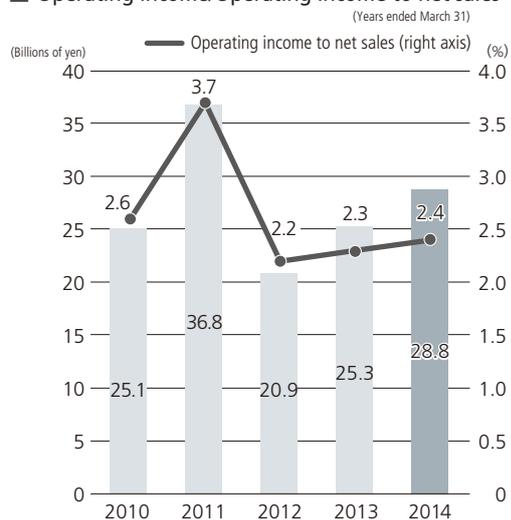


# 10-Year Financial Summary

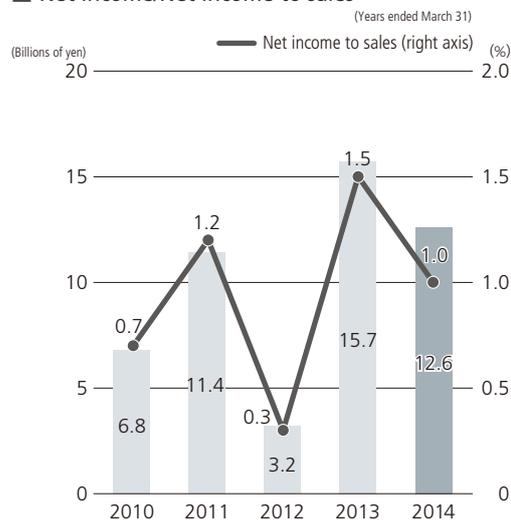
	2014	2013	2012	2011
Net sales	¥ 1,218,399	¥ 1,079,497	¥ 964,295	¥ 983,727
Operating income	28,823	25,302	20,910	36,856
Ordinary income	40,294	33,914	23,225	36,027
Net income (loss)	12,610	15,792	3,232	11,466
Total net assets	249,082	220,740	190,347	196,992
Capital stock	8,400	8,400	8,400	8,400
Total assets	659,008	583,955	597,654	504,472
Capital expenditures	51,116	36,805	37,583	41,229
Depreciation and amortisation	36,302	32,744	31,529	32,342
R&D expenses	40,189	36,321	32,543	32,434
<b>Per Share Data (Yen)</b>				
Net income (loss) (Basic)	¥ 68.05	¥ 85.23	¥ 17.45	¥ 61.82
Net income (Diluted) (Note 4)	—	—	—	61.82
Cash dividends	18.00	18.00	16.00	16.00
Net assets	1,115.69	1,010.49	868.93	890.78
<b>Financial Indicators (%)</b>				
Operating income to net sales	2.4	2.3	2.2	3.7
Ordinary income to net sales	3.3	3.1	2.4	3.7
Return on equity (ROE)	6.4	9.1	2.0	7.0
<b>Shareholders' Equity (at fiscal year-end)</b>				
Number of shares issued (Thousands)	187,665	187,665	187,665	187,665
Share price (Yen)	¥ 1,043	¥ 1,320	¥ 976	¥ 1,197
Market capitalisation (Millions of yen) (Note 5)	¥ 195,735	¥ 247,717	¥ 183,161	¥ 224,635
Number of employees	38,198	32,986	31,883	27,856

Notes 1. Despite the existence of latent shares, net income per share after adjustment for latent shares in fiscal 2009 is not stated because of a net loss per share.  
 2. Effective from 2007, "Accounting Standard for Presentation of Net Assets in the Balance Sheet" (Accounting Standards Board of Japan Statement No. 5) and "Guidance on Accounting Standard for Presentation of Net Assets in the Balance Sheet" (Accounting Standards Board of Japan Guidance No. 8) were applied.  
 3. Figures for the first half of 2005 (from April 1, 2004 to September 30, 2004) are for the former Toyota Boshoku Corporation (pre-merger), and figures for the second half (from October 1, 2004 to March 31, 2005) are for the new Toyota Boshoku Corporation.

## Operating income/Operating income to net sales



## Net income/Net income to sales



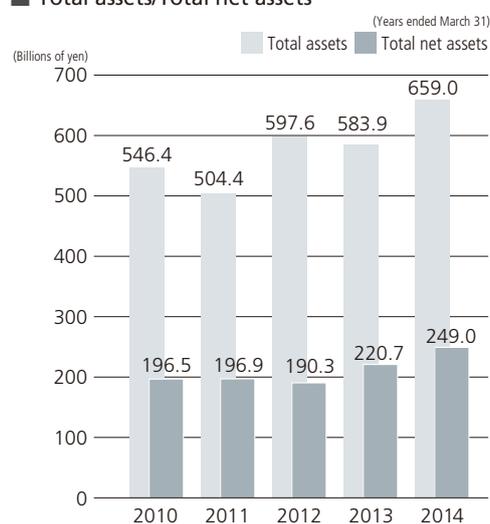
Millions of yen

	2010	2009 (Note 1)	2008	2007 (Note 2)	2006	2005 (Note 3)
¥	953,729	¥ 979,775	¥ 1,233,789	¥ 1,082,755	¥ 877,596	¥ 456,311
	25,143	14,054	65,596	48,381	33,764	17,867
	24,067	13,292	65,696	52,143	37,838	19,109
	6,882	(5,064)	40,720	30,105	21,187	8,979
	196,545	189,038	226,880	197,797	133,279	109,470
	8,400	8,400	8,400	8,400	8,400	8,400
	546,486	466,506	527,622	464,747	396,691	311,655
	43,076	60,496	52,961	47,550	50,480	21,306
	35,121	32,493	32,940	29,377	21,344	14,273
	30,021	28,968	31,717	26,404	24,828	15,236
¥	37.00	¥ (27.15)	¥ 217.76	¥ 160.76	¥ 111.60	¥ 68.65
	37.00	—	217.55	160.70	111.58	68.56
	13.00	20.00	35.00	24.00	16.00	12.00
	883.96	848.01	997.43	858.86	709.91	583.31
	2.6	1.4	5.3	4.5	3.8	3.9
	2.5	1.4	5.3	4.8	4.3	4.2
	4.3	(2.9)	23.5	20.5	17.5	12.9
	187,665	187,665	187,665	187,665	187,665	187,665
¥	1,796	¥ 1,011	¥ 2,985	¥ 2,790	¥ 1,984	¥ 2,630
¥	337,047	¥ 189,730	¥ 560,182	¥ 523,587	¥ 372,328	¥ 493,560
	27,613	27,078	26,942	24,643	21,132	18,068

4. With regard to diluted net income per share of common stock in 2012, 2013 and 2014, there were no latent shares with dilutive effects.

5. Market capitalisation is calculated by multiplying the number of outstanding shares at fiscal year-end by the share price at the end of the period.

### ■ Total assets/Total net assets



### ■ Capital expenditures/Depreciation and amortisation

