



FY2016 2nd Quarter Financial Results

ended September 30, 2015



1. Review and future initiatives

2. FY2016 2nd Quarter Financial Results

1. Review and future initiatives

1) Review [Vision & Mid-Term Management Plan]

1. The company we aim to become

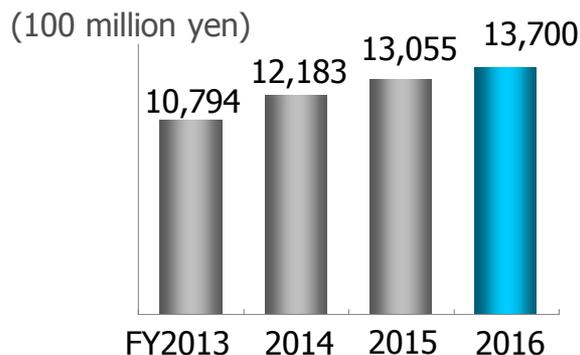
Looking into the future, we will create tomorrow's automobile interior space that will inspire our customers the world over

2. Our company's aspirations for 2020

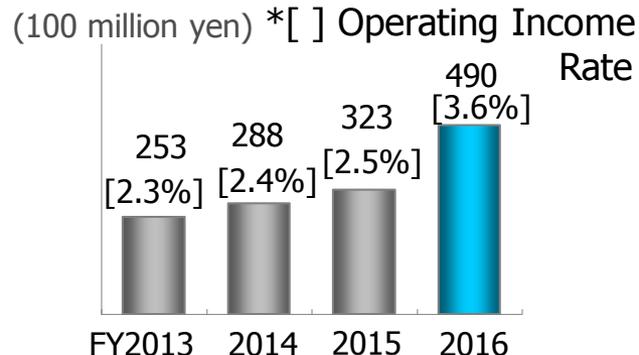
(1) A company that persists in proposing excellent mobility for customers throughout the world

(2) A trusted company that grows together with all stakeholders

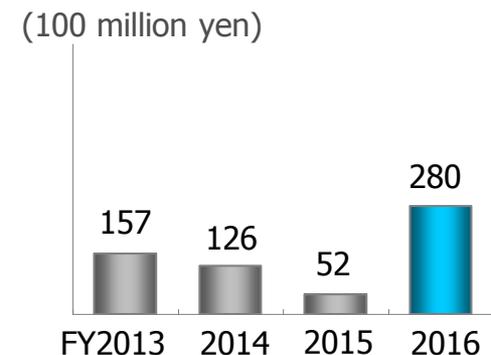
Net Sales Total



Operating Income Total



Net Income Total



1. Review and future initiatives

1) Review [Strengthening the company's systems]

New challenges

Disorder from establishment of new locations and new product models

- Increase in production preparation costs
- Logistic confusion
- Quality problem
- Low employee retention rate etc.

Deterioration of profitability

- Inefficient management system
- Inefficient production system
- Weak cost planning capability
- Defect rate remained high
- Increasing labor cost etc.

Addressing challenges

(Strengthen business foundation & Structure reform)

Approach to Next global models

Diligently develop and prepare for manufacturing to achieve continuous line off around the world

Simple, Slim, Compact

Reducing product costs (*Monozukuri* reform activities)

Decreasing capital investment (improved manufacturing method and die cost reduction)

Strengthen optimized production system within global regions

Reorganize plants (Consolidating operations, Business transfer, Distribution of sewing processes)

Accomplish tasks

⇒ Strengthen fundamental Capabilities to prevent problems

1. Review and future initiatives

2) Future initiatives [Ensuring solid foundations FY2016, FY2017]

Sustainable and steady growth

Manufacturing moves customers when exceeding their expectations

Build solid trust of car manufacturers

Ensuring solid foundations, Thorough structural reform [FY2016,2017]

Strengthen basic *Monozukuri* capabilities such as planning, production preparation, and manufacturing

Enhance cost and quality competitiveness

Complete specifying business fields : Closing of unprofitable businesses

Adjustment of resources

1. Review and future initiatives

2) Future initiatives (Pursuit of sustainable growth from FY2017)

Strengthening growth strategy

1. Product business group introduced :
To improve product competitiveness
2. Strengthen technical development system for the future : Considering environmental changes and problems, and social contribution

Growth strategy

Simplify our management system

Accelerate building of management information system

Create systems and culture to ensure optimum performance of employees

Solid foundations
Structural reform

Building a base of business management

form 2025 to 2030



1. Review and future initiatives

2. FY2016 2nd Quarter Financial Results



2. FY2016 2nd Quarter Financial Results

- 1) Overview of 2nd Quarter Financial Results
- 2) 2nd Quarter Financial Results for FY2016
- 3) Financial Forecast for FY2016

2-1) Overview of 2nd Quarter Financial Results

1. In our first half, an increased profit was achieved due to sales expansion of high value added products in Japan and successful rationalization such as improving production efficiency in North America, and more.
2. Our full year forecasts for sales and all the profit accounts have been revised upward.
3. Dividends for the 2nd Quarter are 15 yen [+5 yen] and Annual dividends of 30 yen [+10 yen].

[]Compared to 1Q Estimate

2-2) 2nd Quarter Financial Results for FY2016

2nd Quarter Financial Results for FY2016

(100 million yen)

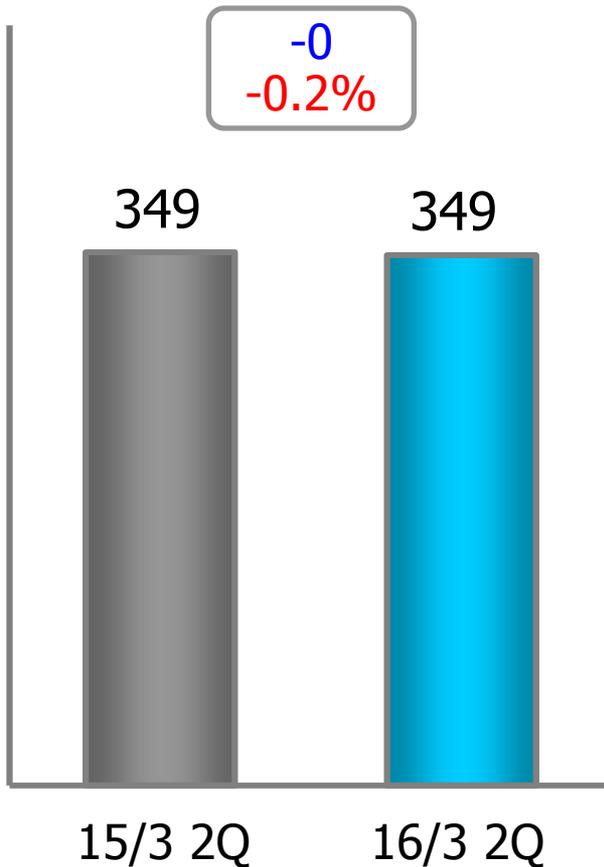
		FY2015 2Q	FY2016 2Q	Fluctuation	1Q Estimate
Net Sales		6,257 100.0%	6,929 100.0%	+672 +10.8%	6,000 100.0%
Operating Income		145 2.3%	277 4.0%	+131 +90.7%	190 3.2%
Ordinary Income		189 3.0%	300 4.3%	+110 +58.6%	200 3.3%
Net Income *		87 1.4%	177 2.6%	+89 +102.6%	90 1.5%
Per Share Net Income *		47.15 yen	95.45 yen		48.53 yen
Per Share Cash Dividend		9.00 yen	15.00 yen		10.00 yen
Exchange Rate	US \$	103 yen	122 yen	19 yen (weak yen)	117 yen
	Euro	139 yen	135 yen	4 yen (strong yen)	127 yen

*Net income attributable to shareholders of the parent company

Seat assembly production

Total

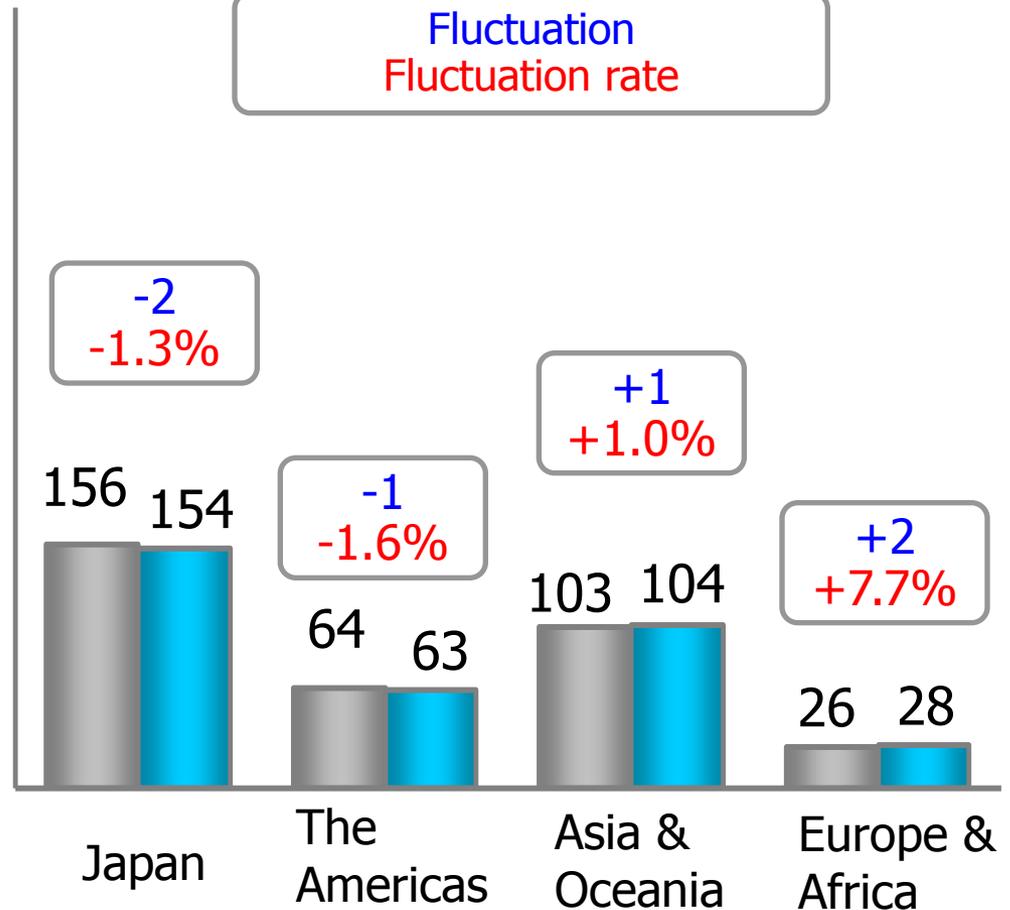
(10,000 Units)



By Region

(10,000 Units)

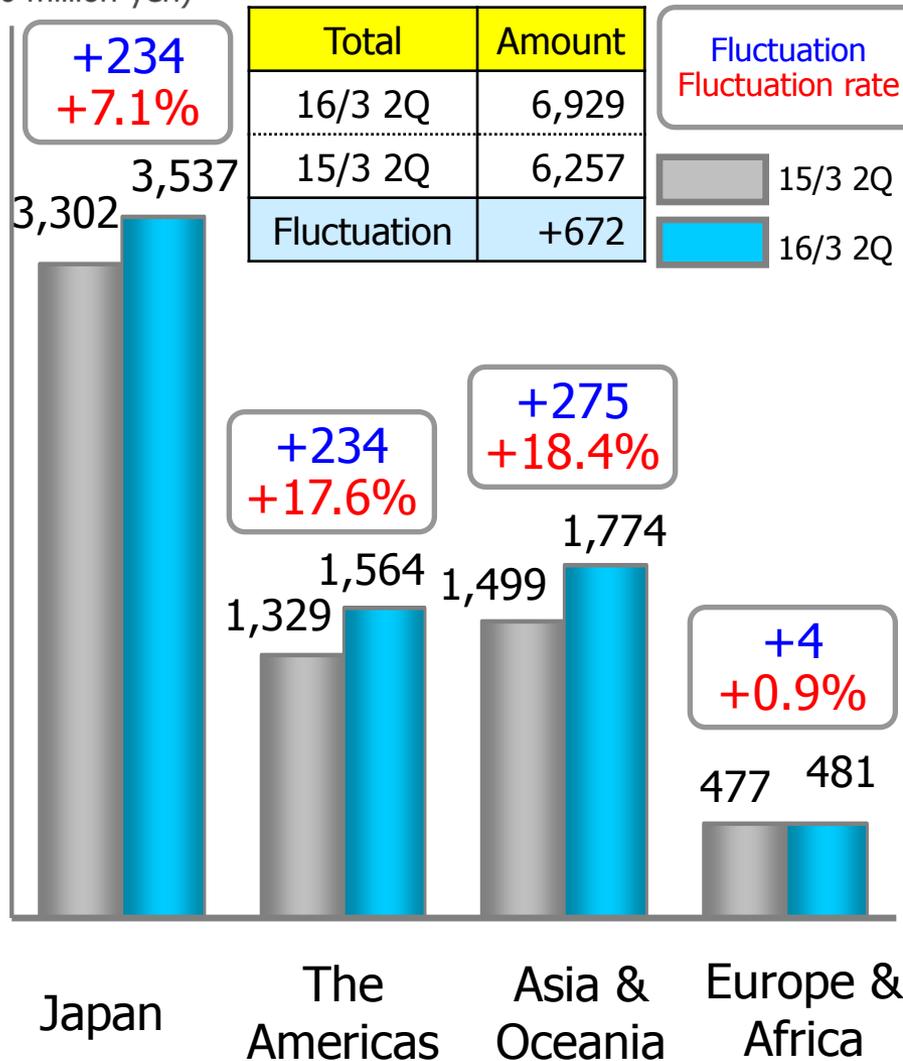
Fluctuation
Fluctuation rate



2-2) 2nd Quarter Financial Results for FY2016 Net Sales & operating Income by region

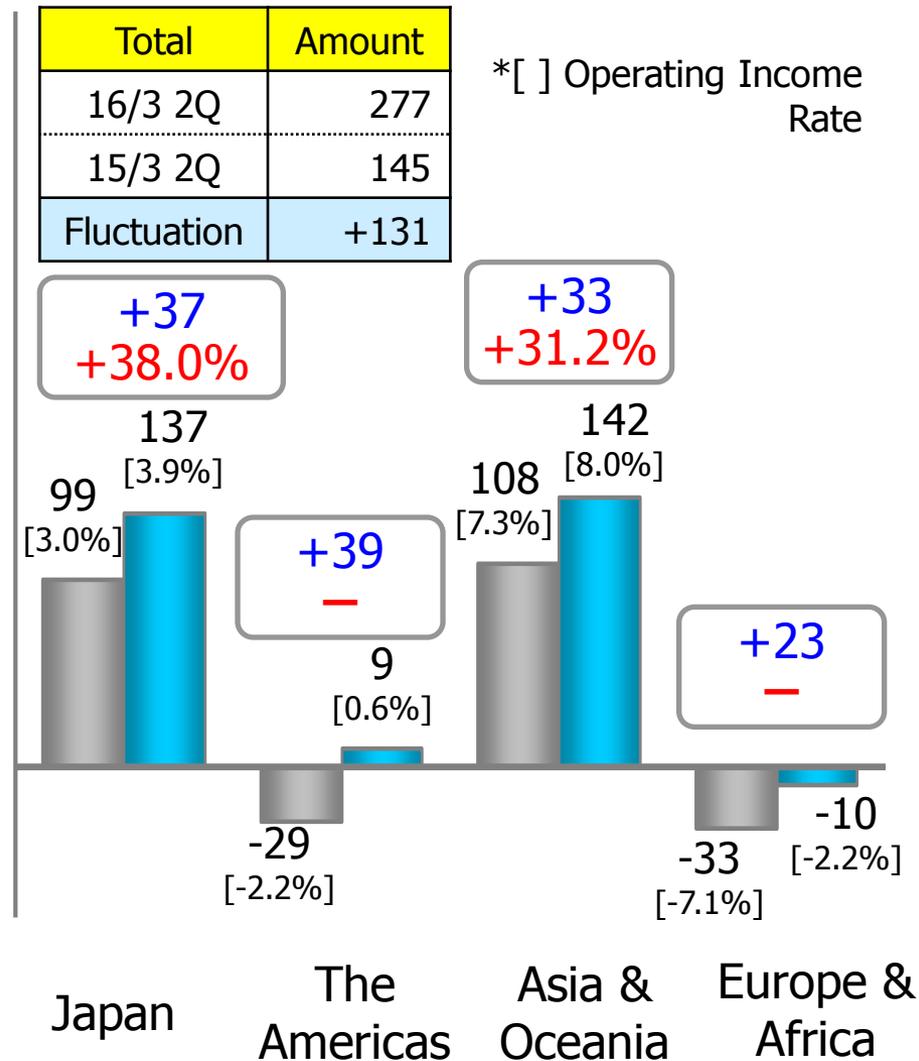
Net Sales

(100 million yen)



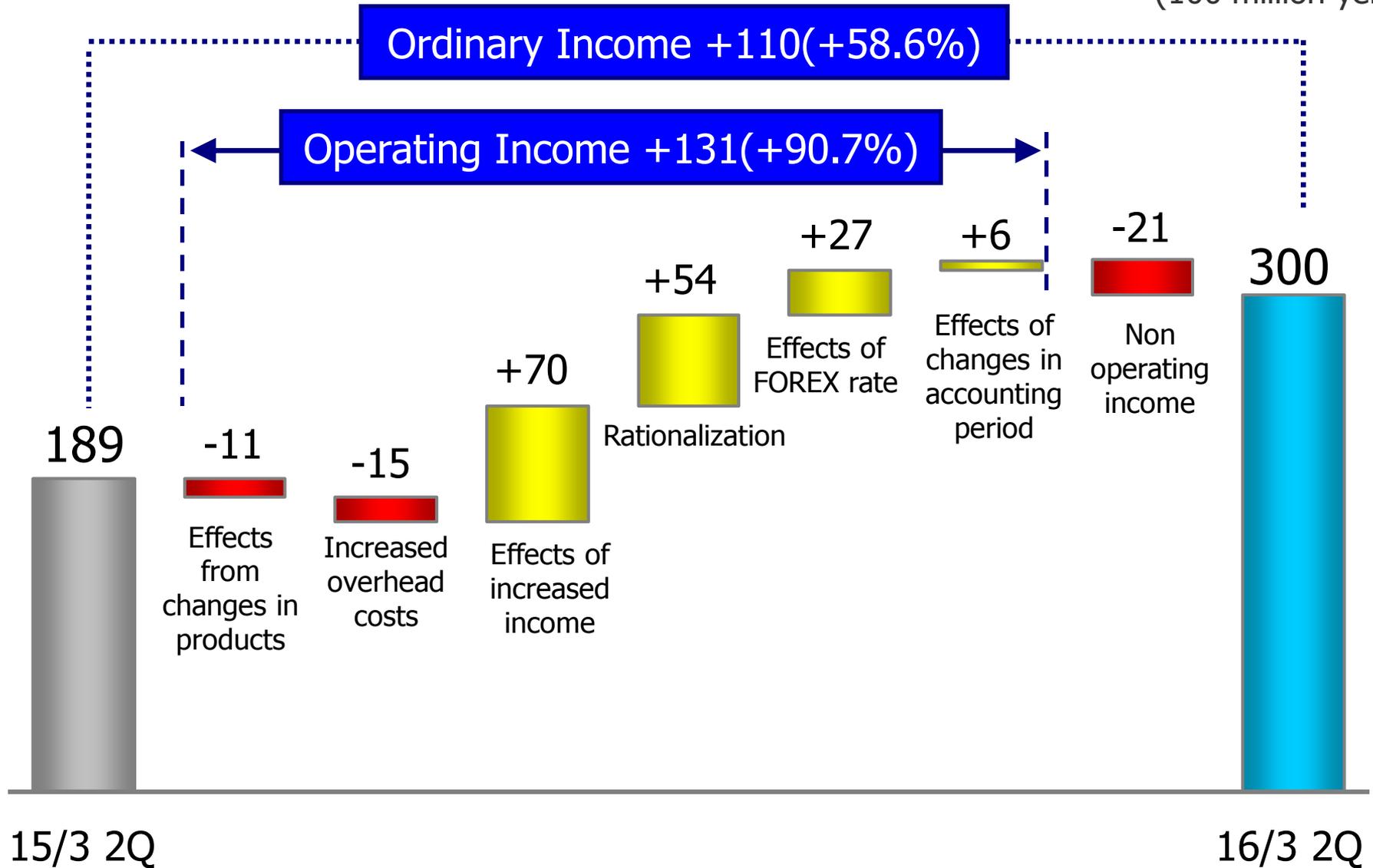
Operating Income

(100 million yen)



2-2) 2nd Quarter Financial Results for FY2016

(100 million yen)



2-3) Financial Forecast for FY2016

Financial Forecast for FY2016

(100 million yen)

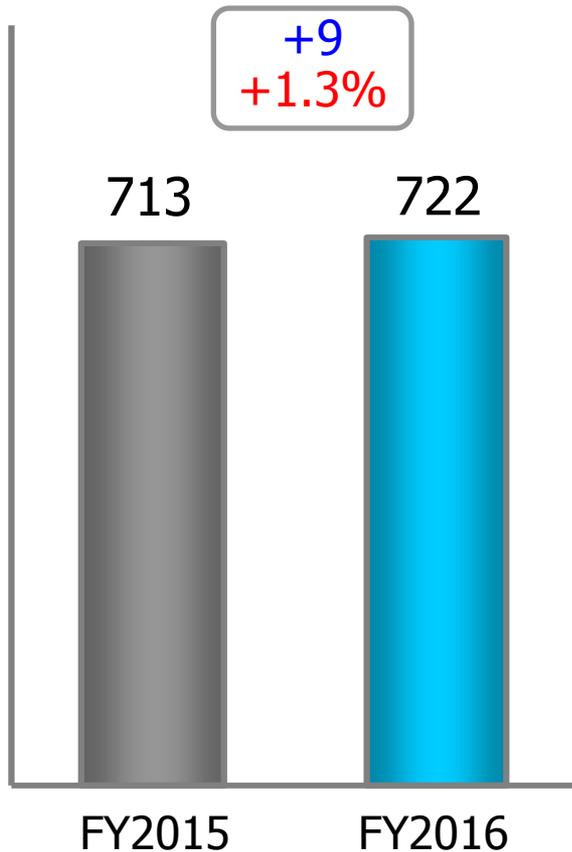
		FY2015	FY2016	Fluctuation	1Q Estimate
Net Sales		13,055 100.0%	13,700 100.0%	+644 +4.9%	13,000 100.0%
Operating Income		323 2.5%	490 3.6%	+166 +51.3%	380 2.9%
Ordinary Income		410 3.1%	520 3.8%	+109 +26.5%	400 3.1%
Net Income *		52 0.4%	280 2.0%	+227 +438.0%	170 1.3%
Per Share Net Income *		28.08 yen	150.93 yen		91.73 yen
Per Share Cash Dividend		18.00 yen	30.00 yen		20.00 yen
Exchange Rate	US \$	110 yen	118 yen	8 yen (weak yen)	117 yen
	Euro	139 yen	133 yen	6 yen (strong yen)	127 yen

*Net income attributable to shareholders of the parent company

Seat assembly production

Total

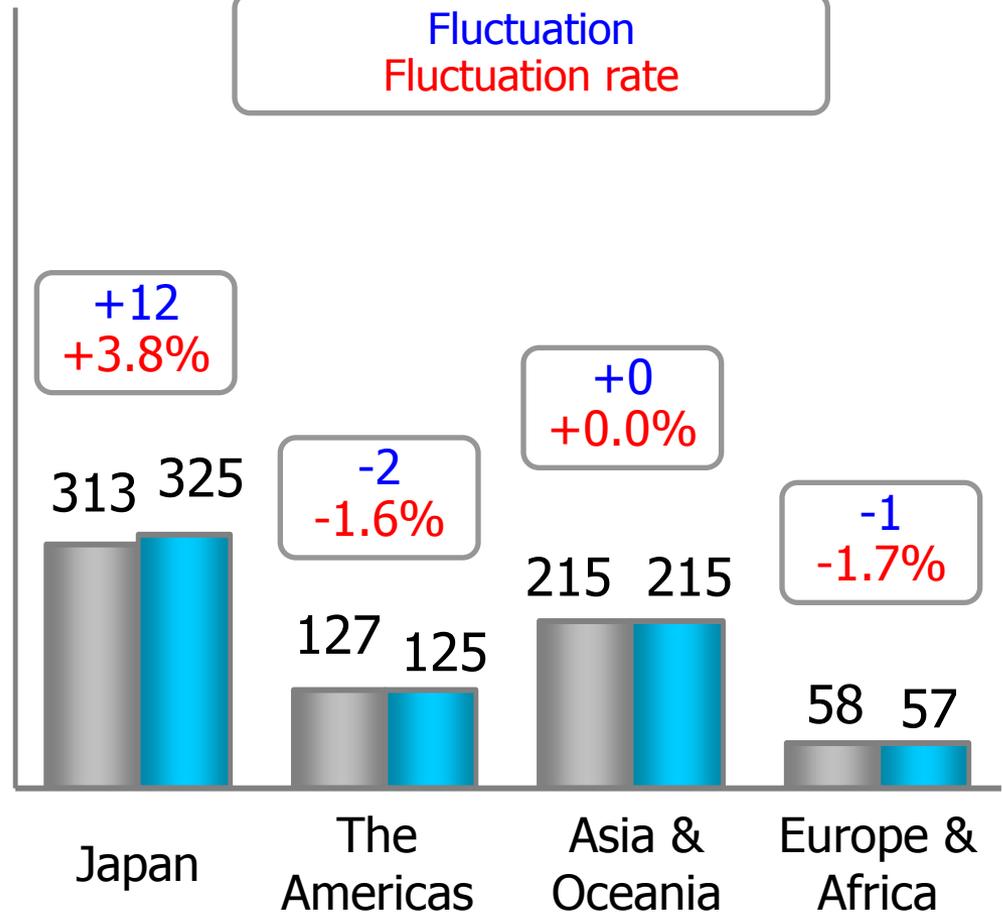
(10,000 Units)



By Region

(10,000 Units)

Fluctuation
Fluctuation rate

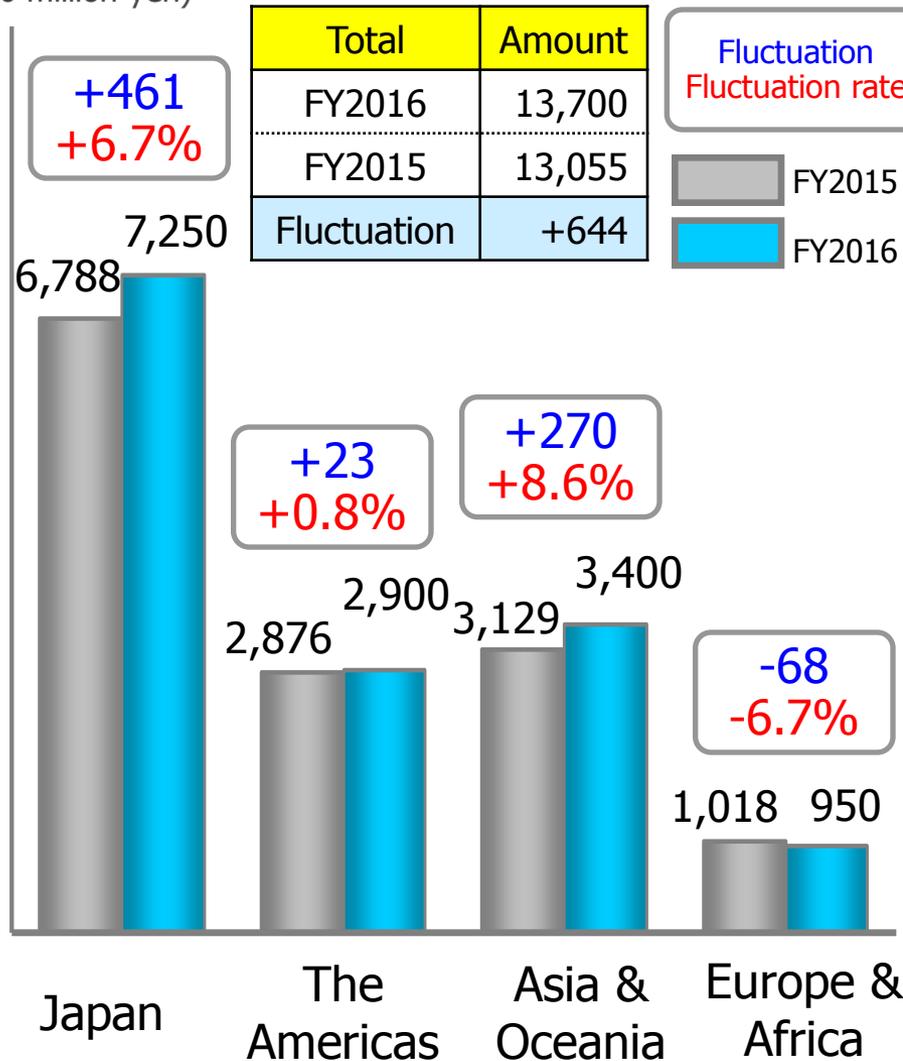


2-3) Financial Forecast for FY2016

Net Sales & Operating Income by Region

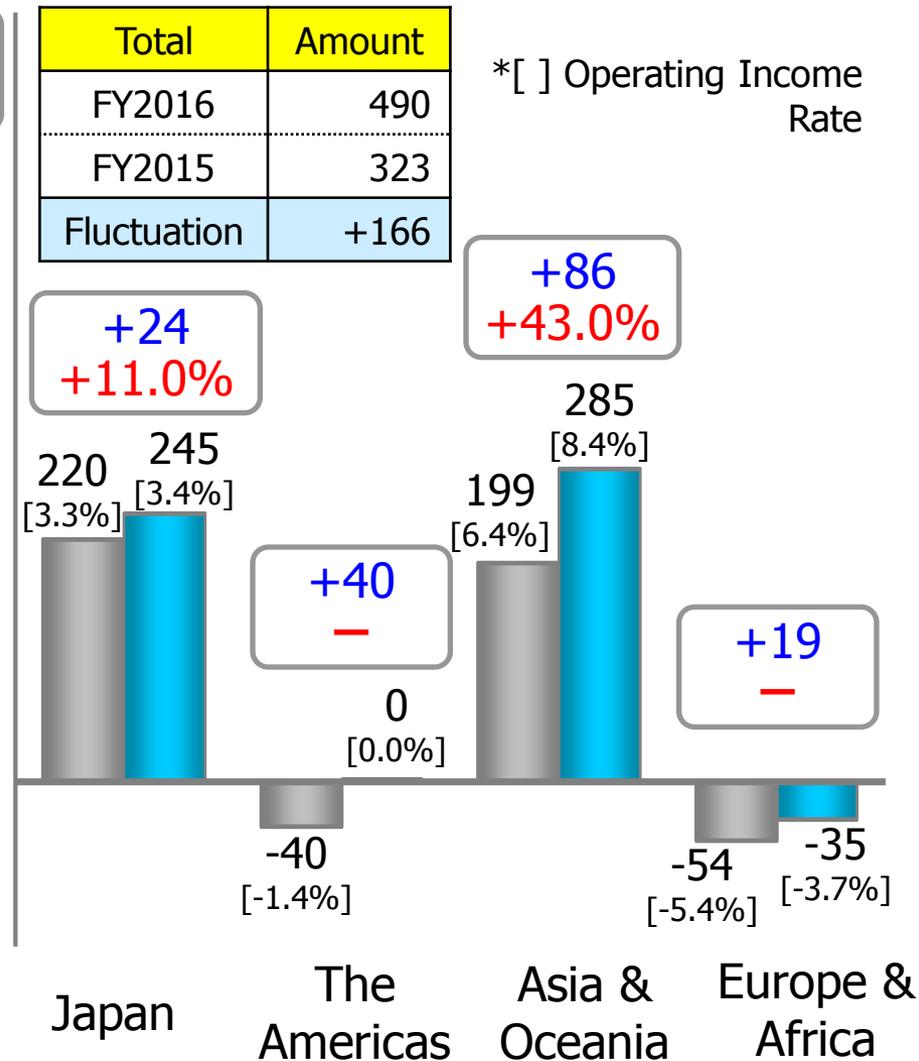
Net Sales

(100 million yen)



Operating Income

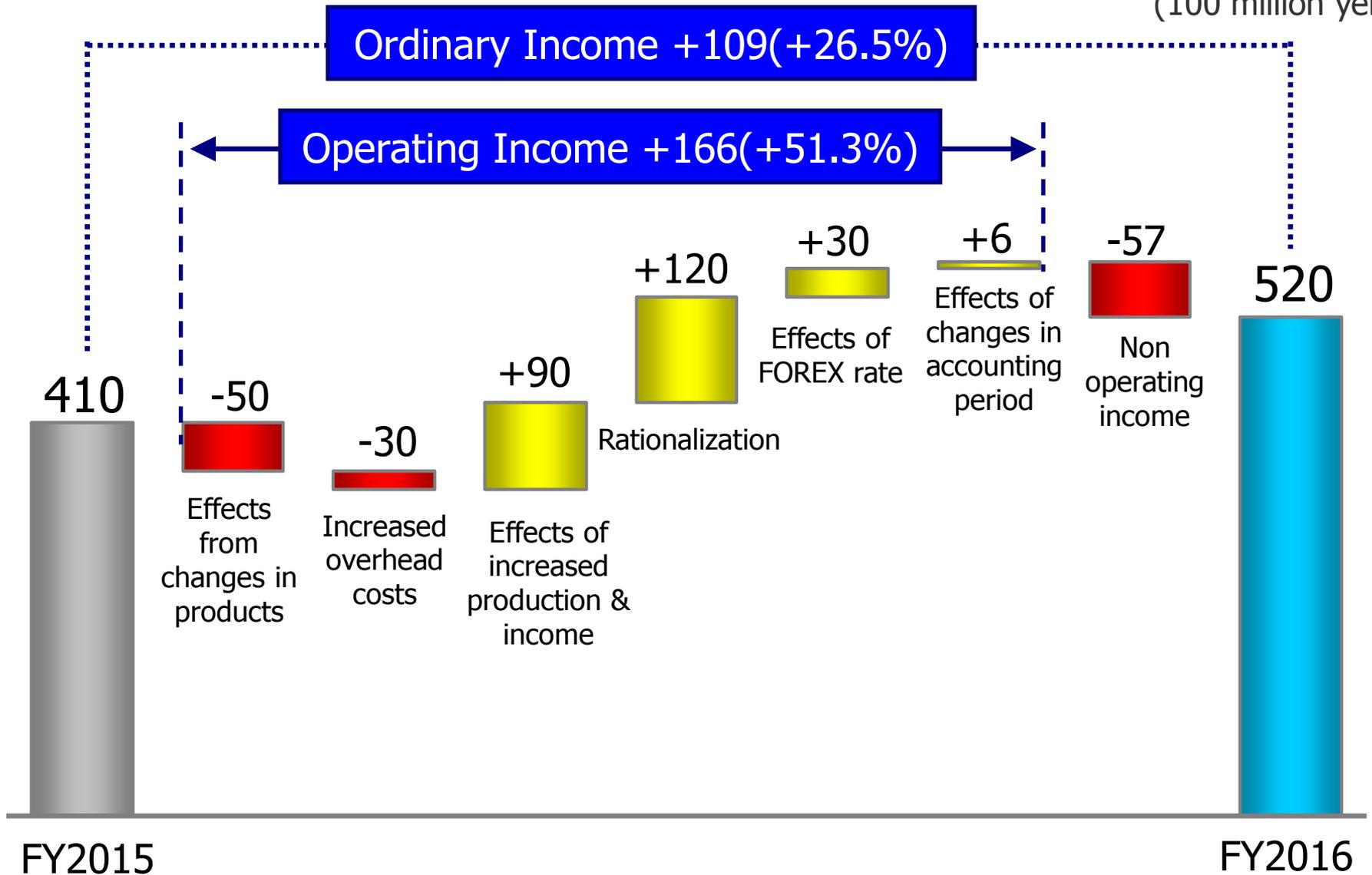
(100 million yen)



2-3) Financial Forecast for FY2016

Ordinary Income Increase & Decrease Analysis

(100 million yen)



2-3) Financial Forecast for FY2016

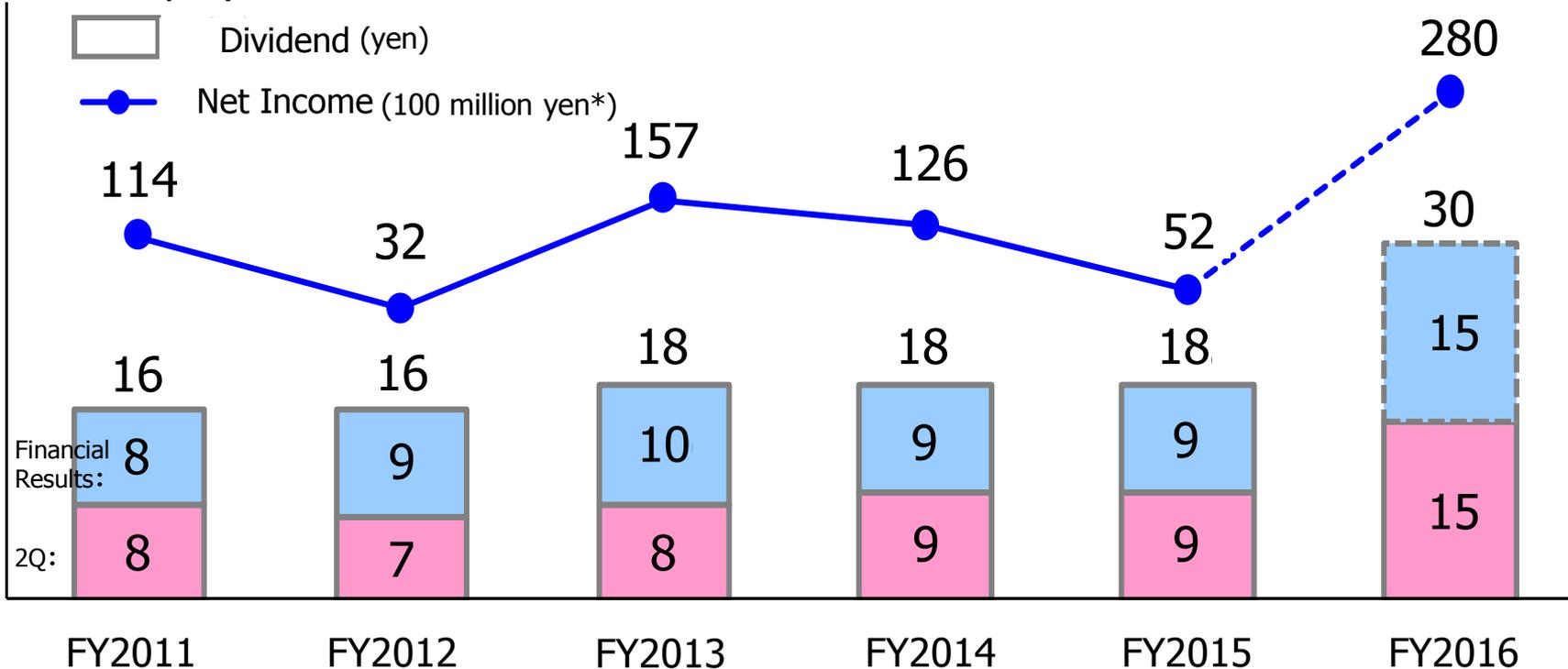
Return to stockholders

- Up to FY2017, our first priority is investment for strengthening foundations
- Continue stable dividends over a long term by comprehensively considering consolidated business results, etc.

Trends in dividends and current-term net income*

12-yen rise in dividend, up to 30 yen, anticipated for FY2016

(100 million yen)



*Net income attributable to shareholders of the parent company

Design Your Passion



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.