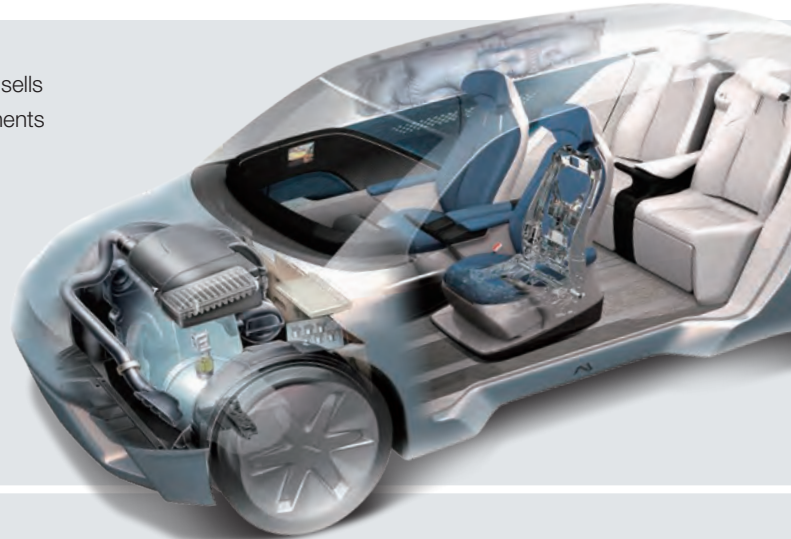
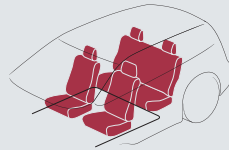


## About the Toyota Boshoku group

The Toyota Boshoku group primarily manufactures and sells automobile-related parts such as seats, interior components including door trims, exterior components such as bumpers, and unit components including air filters and stack manifolds. Utilizing the technologies we have cultivated through the development and production of automobile seats, we have expanded our business fields, including entering the aircraft and railway seat business. We aim to become a supplier that is trusted and chosen by customers.



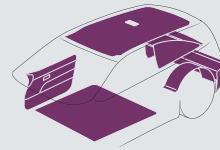
### Three product businesses



#### Seat Business

**Automobile Seats**  
**Non-automobile Seats**

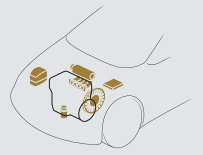
Business revenue **893.1** billion yen



#### Interior & Exterior Business

**Interior Components**  
**Exterior Components**

Business revenue **250.5** billion yen

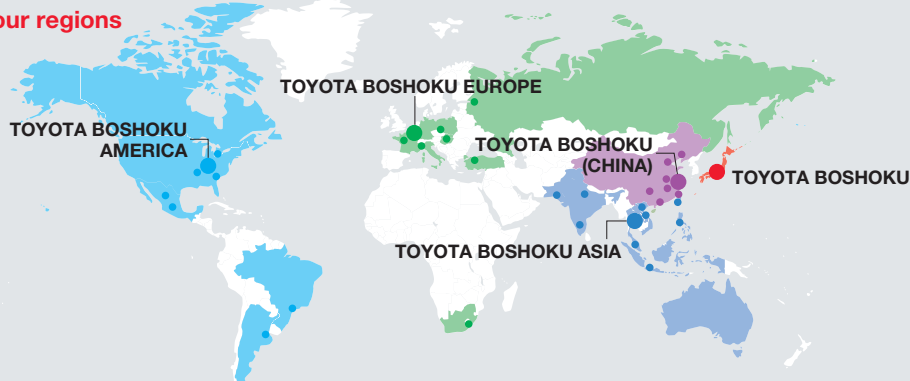


#### Unit Components Business

**Filter products**  
**Plastic parts for internal combustion engine (ICE)**  
**Fuel cell-related products**  
**Electric powertrain-related products**

Business revenue **89.3** billion yen

### Four regions



**Number of company members**

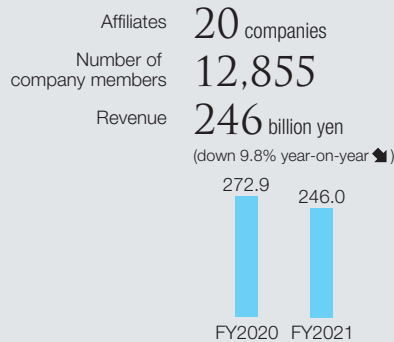
**50,899**

**Number of companies**

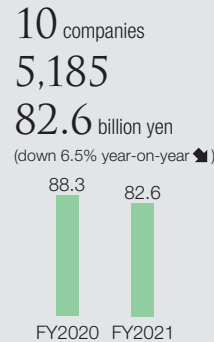
**98**

(including Toyota Boshoku)

#### The Americas



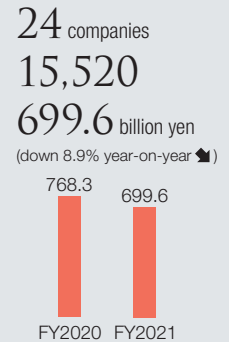
#### Europe & Africa



#### Asia & Oceania



#### Japan



Notes:

1 Revenue of each region is before deduction of internal sales 2 Revenue in FY2021 has been affected by reduced production resulting from the coronavirus pandemic



**Revenue**

1,272.1  
billion yen



**Operating profit ratio**

4.5  
%



**ROE**

10.0  
%



**Total equity**

369.6  
billion yen



**Ratio of equity attributable to owners of the parent**

39.6  
%



**Dividend payout ratio**

27.0  
%



**CO<sub>2</sub> emissions**

48.1  
t-CO<sub>2</sub>/1,000 unit  
(FY2011)

↓  
16.0  
% reduction

40.4  
t-CO<sub>2</sub>/1,000 unit  
(FY2021)



**Waste generation (Japan)**

1.83  
t/1,000 unit  
(FY2011)

↓  
16.4  
% reduction

1.53  
t/1,000 units  
(FY2021)



**R&D expenses**

41.8  
billion yen



**Number of patents registered**

546



**Number of trees planted (cumulative)**

330  
thousand trees  
(FY2016)

↑  
+200  
thousand trees

530  
thousand trees  
(FY2021)