

FY2022 (Year ending March 2022)
Mid-Term Business Briefing

Date: November 11, 2021



Reforestation Activities (China)



Reforestation Activities (Thai)



Reforestation Activities (France)

◆ I am Takeshi Numa, President of Toyota Boshoku.

Thank you very much for attending our mid-year business briefing for fiscal 2022.

◆ I would like to take this opportunity to express my heartfelt thanks to those who are engaged in measures against COVID-19 and our stakeholders who are working everyday to ensure supply of materials, tackle logistics issues, and respond to changes in production plans.

1. Measures against COVID-19

Continuation of business by proceeding measures against COVID-19

(1) Measures against the infection

◆ Workplace vaccination



[Subject]

- Employees (temporary employees)
- Assigned Employees to our company
- Affiliated companies (partial)
- Contractor employees

We continue our business without causing anxiety to the local community and our employees. It also led to an increase in labor productivity.

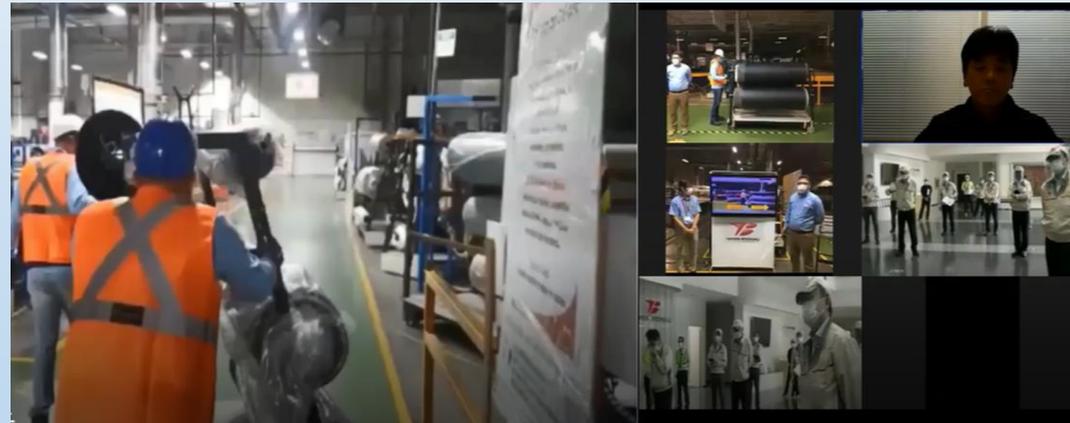
(2) Further Promotion of telework

① Improvement of IT infrastructure

- Increased network connectivity
- Improvement of the use of PC cameras

③ Active use of remote meetings

The case of the "Production Conference"

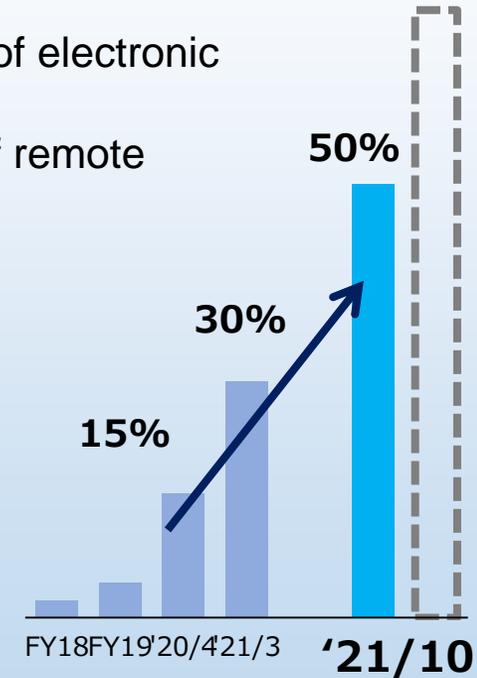


② Improvement of internal systems

- Introduction of electronic approvals
- Expansion of remote systems (e.g. CAD)

◆ Telework Rate (Administrative Employee)

Target 70%



- ◆ First of all, I would like to explain about our measures against coronavirus infection prevention.
- ◆ At Toyota Boshoku, in order not to place any more burden on medical professionals, as well as to make all our employees feel safe when working, we have made various efforts to prevent COVID-19 infection on a global scale.
- ◆ Specifically, for example,
 - (1) we offered workplace vaccination globally as a measure to prevent infection.
 - (2) To further promote telework, we established IT infrastructure, improved in-house systems, and encouraged active introduction of remote meetings.
- ◆ As a result of these efforts, we were able to improve labor productivity while working to reduce the risk of COVID-19.

1. Measures against COVID-19

Enable safe, free movement despite COVID-19

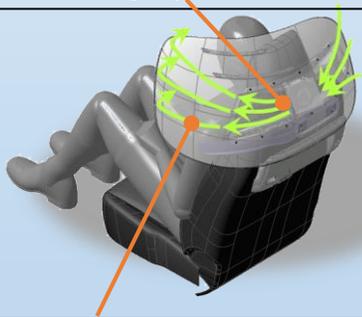
(1) Anti-droplet partitions (sales started in September)

Provide taxi drivers with a safe environment in COVID-19 pandemic

- Developed only in a year to quickly response to concerns of taxi drivers.
- Trial of the partitions was evaluated as “elimination of the fear” from the drivers

Supply Clean Air

Use of a high-performance filter



Purified air is supplied through the filter.

Example: Partitions in taxis



(2) UVC (deep ultraviolet) light-emitting device

Providing a safe environment for vehicles used by many and unspecified people, such as cars for car-share or rent-a-car services

- Development under way for a safe, user-friendly UVC device
- Optical design to effectively sterilize necessary places in the vehicle interior
- Aiming to start sales at the beginning of the next fiscal year

Safety design with a visual and auditory warning function and a human detection sensor

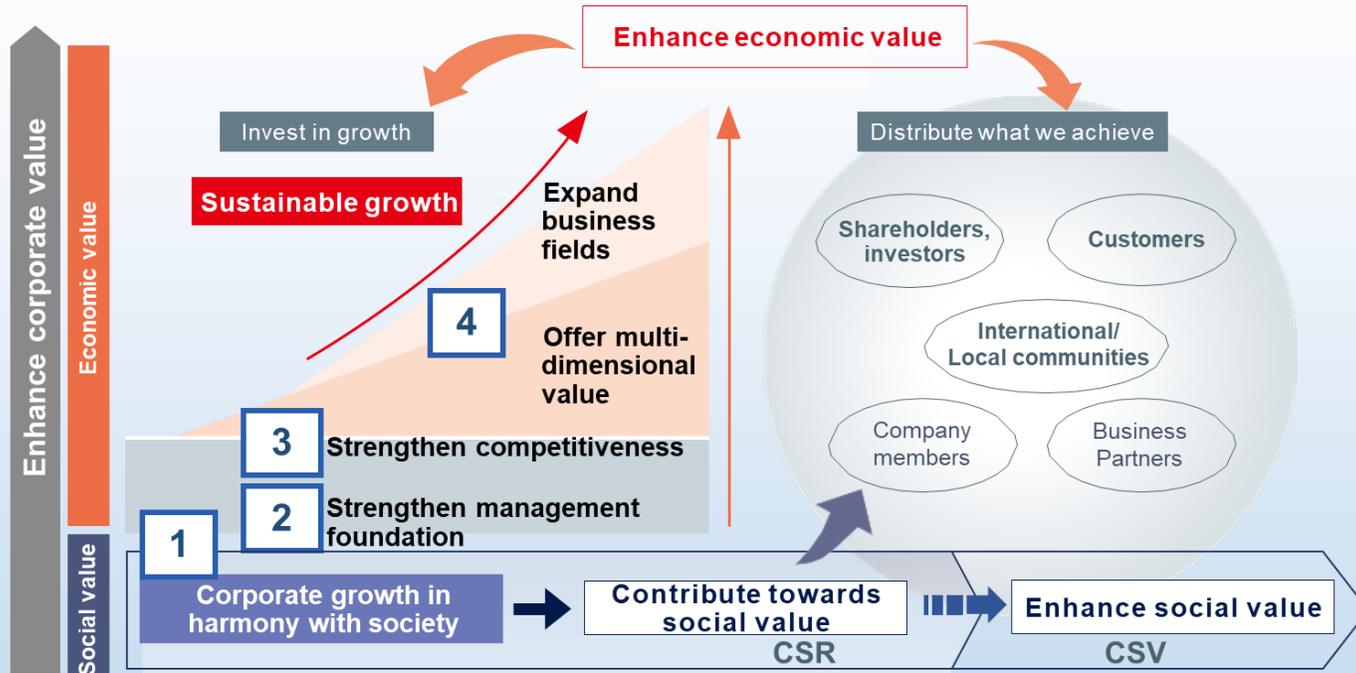


- ◆ Besides the measures against COVID-19 inside the company, we also developed and started sales of some products that will enable safe, free movement despite COVID-19.
- ◆ The anti-droplet partition has a fan with a filter to supply clean air, providing the driver with a safe environment.
- ◆ In order to provide a safe environment for vehicles used by many and unspecified people, such as cars for car-share services, we are now developing an add-on UVC radiation device.

2. Summary of 2020 Business Plan

Actions toward enhancement of corporate value

[Sustainability Basic Policy]



For the world and for people, resolve social issues through our business operations.(Implementing CSV management)

→ Fulfill the matters of materiality identified from the current issues and future social needs.

<Issues from 2020 Business Plan>

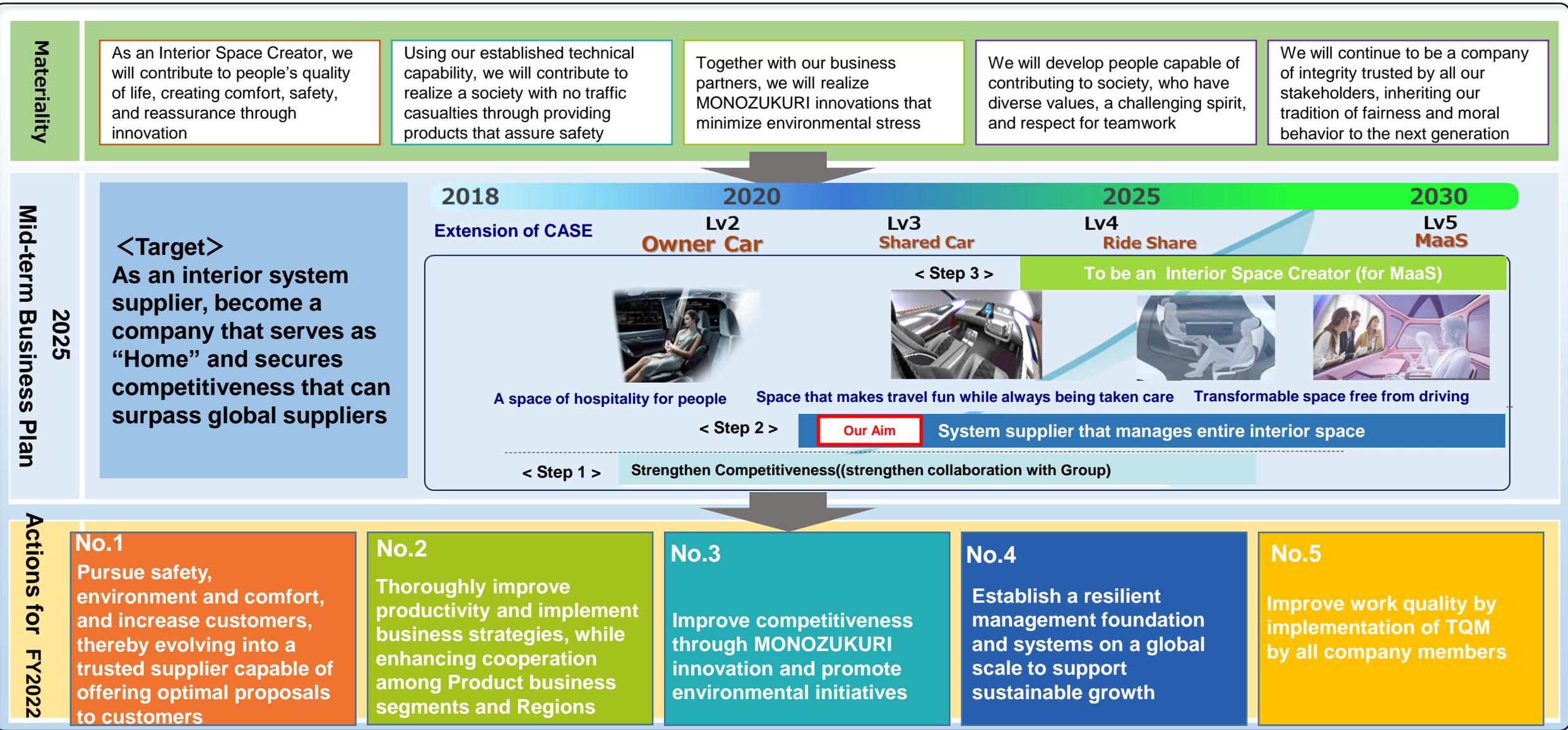
- 1** • Further promote ESG
 - Promote carbon neutrality, respect for human rights, etc.
- 2** • Create **management information infrastructure**
 - Further promote **vibrant workstyle innovation**
- 3** • Plan commercialization of **growth strategic items**
 - **Expand business fields**
 - **Promote digitization**
 - Utilize **global R&D**
 - Realize an **optimal production and supply system**
 - **Re-establish supply bases** to strengthen competitiveness
- 4** • **Establish mass-production technology** in response to market electrification

- ◆ Under the 2020 Business Plan, which began in fiscal 2017 for the enhancement of our corporate value, we worked to:
 - 1 Promote corporate growth in harmony with society
 - 2 Strengthen management foundation
 - 3 Strengthen competitive advantage, and
 - 4 Offer multi-dimensional value and expand business fields.

- ◆ Meanwhile, to achieve the targets of the Business Plan, we have worked on the Mid-term Business Implementation Plan. However, as you can see on this slide, some issues were left unaddressed.
- ◆ We will continue to make efforts to fulfill these matters of materiality identified from the current issues and future social needs, to solve the issues.

3. Concept of 2025 Mid-term Business Plan

Actions for FY2022 based on the 2025 Mid-term Business Plan



- ◆ We have formulated the 2025 Mid-term Business Plan.
As I explained at the previous Business Briefing, this year, the first year for the implementation of the Plan, we have been promoting these five actions from No. 1 through No. 5 here.
- ◆ I am going to explain the progress of these actions.

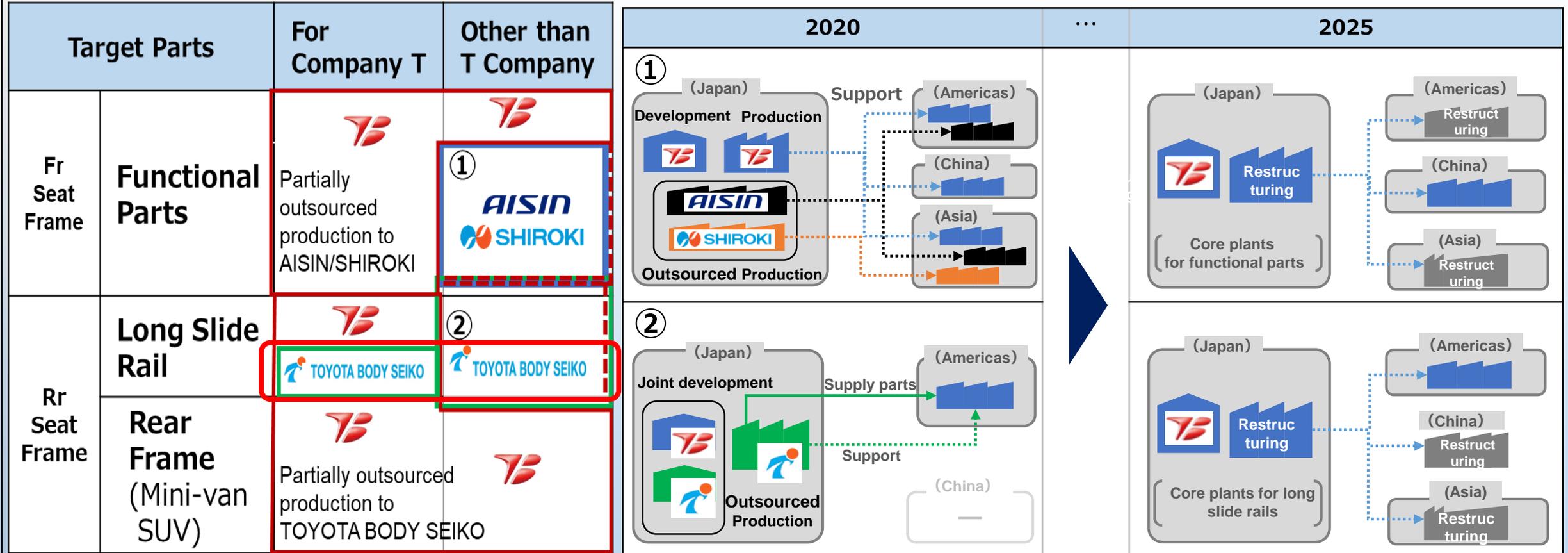
4. Actions for FY2022

Action No. 1

Seat frame parts business strategy

(1) Development (Enhance alliance)

(2) Production (①Fr frame (functional parts) ②Rr frame (long slide rail))



**By further strengthening the competitiveness of the seat frame business ,
We will expand our business, including the acquisition of other sales.**

- ◆ First, I would like to explain the development and manufacturing strategies for seat frame parts.
- ◆ In order to enhance alliances for seat frame parts, we began to consider transfer of commercial rights of Aisin and Shiroki for non-Toyota OEMs.
We will also consider strengthening collaboration with Toyota Body Seiko for production of long slide rails and expanding the scope of entrustment of production and development for rear seat frame parts.
- ◆ For production, through these actions, we will consolidate production of similar products of our companies to concentrate production, with the aim of establishing a highly efficient production system. For rear seat frame parts, we will standardize the processes, which have been separated between Toyota Body Seiko and Toyota Boshoku, so that the global resources of Toyota Body Seiko can be effectively utilized, thereby improving our competitiveness.

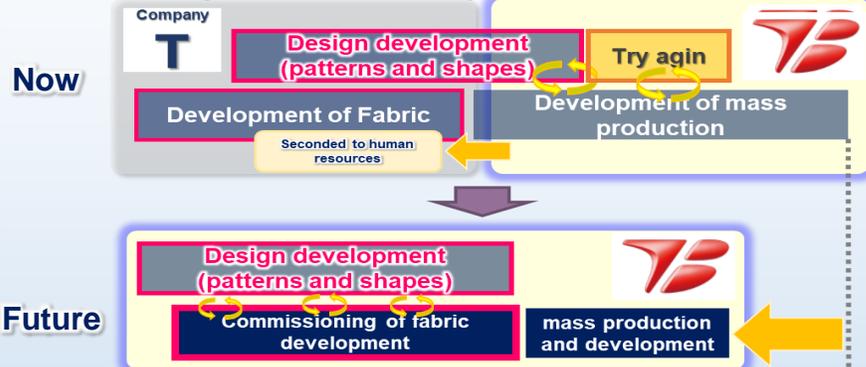
4. Actions for FY2022

Action No. 1

Seat fabric and covers business strategy

(1) Development

Design development and fabric development are separated, resulting in reworking several times until just before mass production



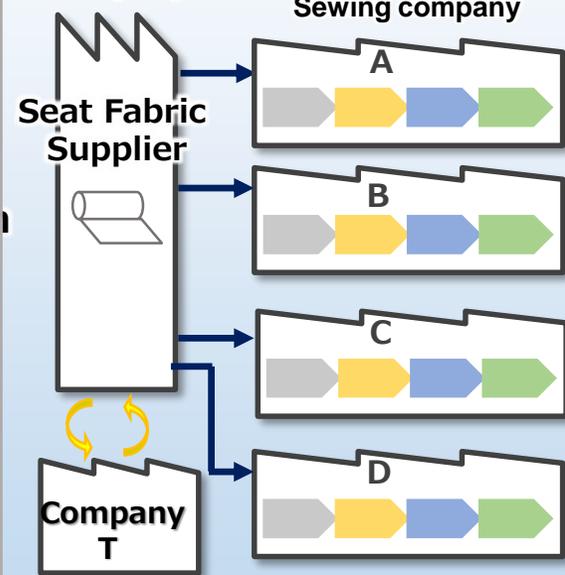
TB improved efficiency by conducting design and fabric Development simultaneously.

(2) Production



Now

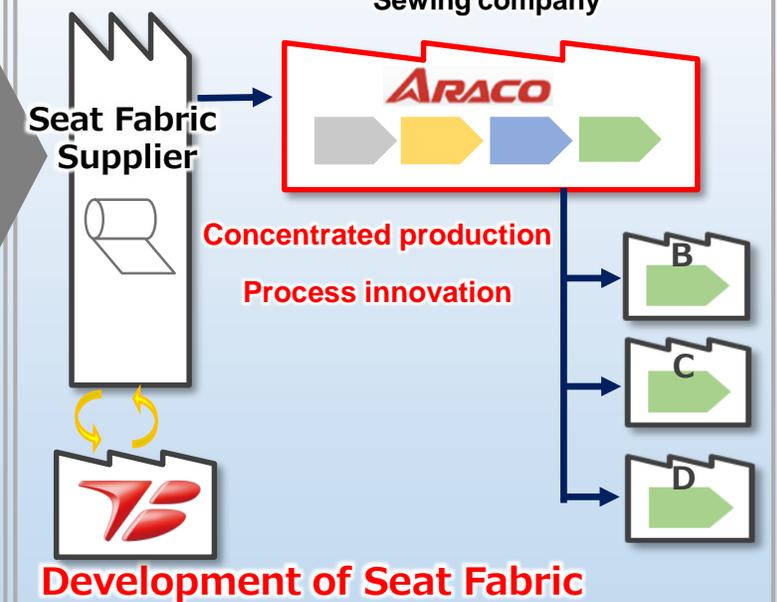
Processes from fabric control to finishing sewing by each sewing company



Production scheme

Our desired status for FY2025

Concentrated production by integrating fabric control, cutting and piece sewing (from 2025)



Concentrate production by integrating fabric control, cutting and piece sewing

Realization of a sustainable seat fabric complex developed by TB

Promote development efficiency and centralized production to strengthen competitiveness of seat fabric and cover

- ◆ Next, I would like to explain the business strategy for seat fabrics and covers.

- ◆ To achieve in-house supply of seat fabrics, whose development is currently conducted separately by the OEM and Toyota Boshoku; seat fabric development by the OEM and seat design development by us, we began to send our members to the OEM to participate in the initial development of seat fabrics.

Our target for the future is to undertake development of seat fabrics by ourselves and conduct the development simultaneously with the design development so as to shorten the total development period by around 30%. We will also procure and propose seat fabrics for OEMs.

- ◆ Along with the efforts in development, aiming to establish a next-generation seat cover MONOZUKURI, we will integrate the processes of fabric control, cutting, and piece sewing, which are currently conducted by each sewing company, to promote concentrated production in phases from 2025.

At the same time, we will incorporate process innovation technologies, with the aim of increasing the effect of concentrated production.

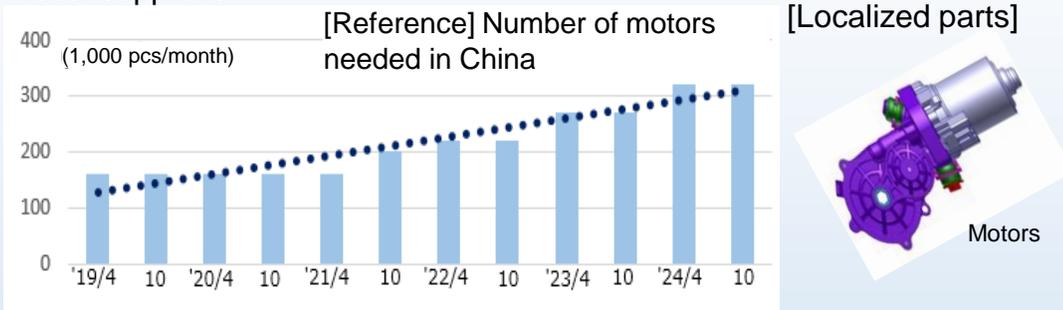
4. Actions for FY2022

Action No. 2

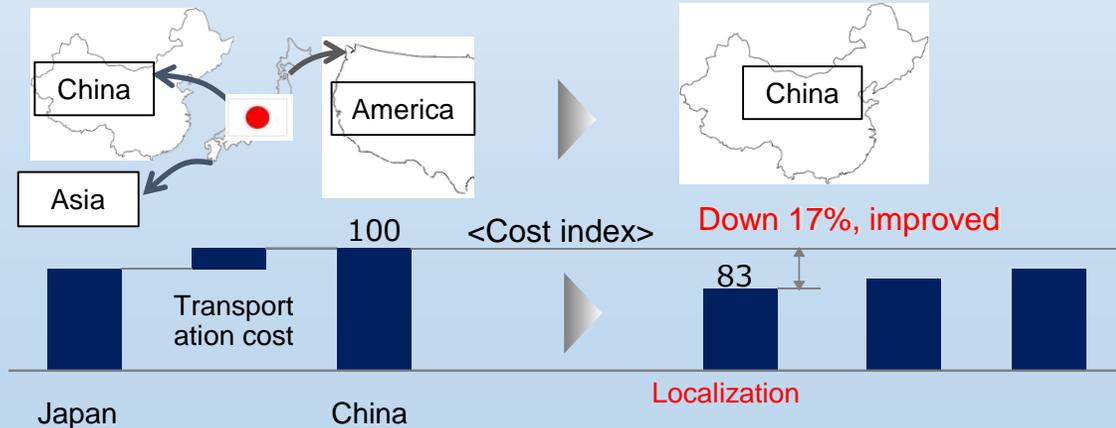
Completely local procurement

(1) Promote True localization in China

In preparation for production increase due to new orders received, promote activities to enhance price competitiveness by developing and introducing new local suppliers



[Current] Exporting from Japan to other countries **[After the activity]** Developing/introducing local suppliers in China



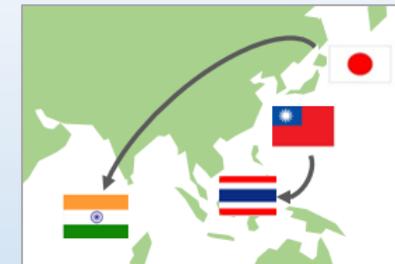
Further promote localization to achieve "local production for local consumption"

(2) Promote True localization in Asia

With localization of bolts (a safety part) achieved, localization of parts in Asia is expected to be completed soon.

[Current]

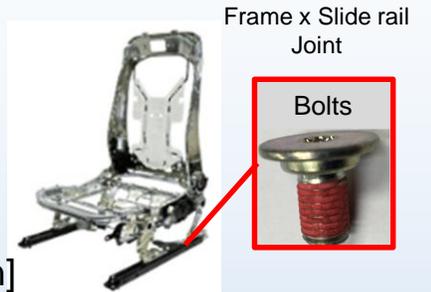
Thailand : Importing from Taiwan
India : Importing from Japan



[Localization]

Thailand : 20% Reduction
India : 22% Reduction

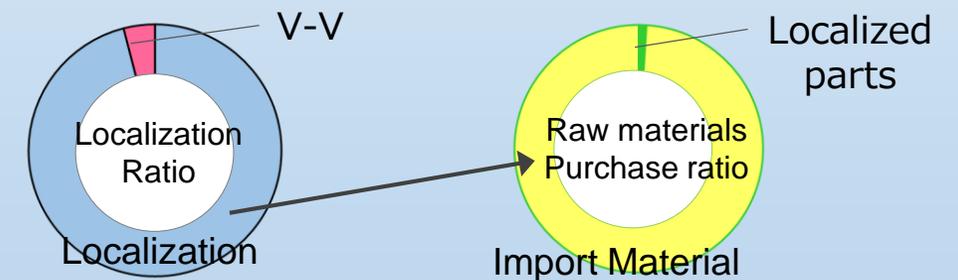
[Localized parts]



<Problem recognized> In terms of raw materials, localization rate is 1%

(Seat Parts)

(Raw material of localization parts)



- ◆ I would like to explain about “true localization” by presenting two cases.
- ◆ The first is in China. In preparation for the expected increase in production volume in China due to new orders to be received, we are promoting activities to enhance our price competitiveness by developing / introducing local suppliers.
As you can see in the graph, in comparison with exporting from Japan at present, about 17% improvement in price competitiveness expected.
- ◆ The second is the case in Asia.
With localization of bolts, which are a safety part, achieved, localization of parts in Asia is expected to be completed soon.
We have employed a Japan-based manufacturer with know-how in Thailand and introduced a local manufacturer with experience for Japanese OEMs in India.
However, in terms of raw materials, the localization rate is still a few percent lower.
- ◆ We will therefore continue to further promote localization to achieve “local production for local consumption.”

4. Actions for FY2022

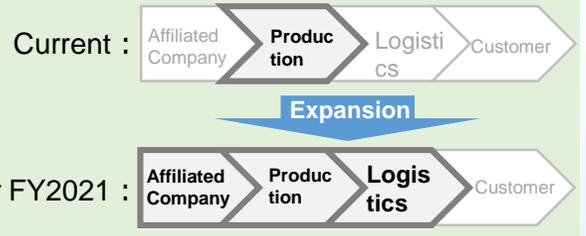
Action No. 3

Realize an optimal production and supply system (Japan and the Americas)

(1) Japan region

Expand framework for comprehensive restructuring throughout the supply chain

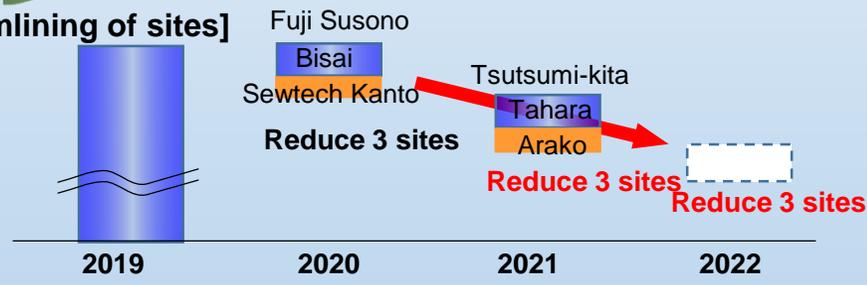
[Supply Chain and Scope of reorganization]



[Actions for priority 3 regions]

- 1 [Owari region] Reallocate processes focusing mainly textile business
- 2 [Toyota region] Concentrate production processes and integrate logistics
- 3 [Toyohashi region] Production restructuring including affiliates

[Streamlining of sites]



[Progress] Completed streamlining of 3 sites and merged logistics subsidiaries

[Effects of restructuring] Cost reduction of approx. 1,200 million yen/year

(2) The Americas

Process restructuring started in Indiana, Illinois, and Kentucky

	Seat frames			Door trims		
	Press/Welding S/A	Welding S/A	Seat Assy	Middle Board	Upper Board (Vacuum forming)	Door Assy
Process						
Present	Tennessee region	Illinois region Indiana region		Kentucky region	Illinois region Indiana region	Indiana region
FY2022	Tennessee region	Illinois region Indiana region		Kentucky region	Illinois region	Kentucky region
FY2026 (Desired Status)	Tennessee region	Illinois region Indiana region		Kentucky region		Illinois region Kentucky region

For seat frames and door trims, start integration of processes from new models of SOP in 2023.

[Effects of restructuring] (Effects of restructuring will be gradually created from FY2023)

Consolidation and streamlining planned and in progress.

- ◆ To realize an optimal global production and supply system, in Japan, we will expand the framework of streamlining from production to logistics and affiliates and complete streamlining of six sites by the end of this fiscal year. In addition to the scheduled streamlining of seven Toyota Boshoku sites, we will work to complete the streamlining of nine sites, including affiliates, by fiscal 2023.
- ◆ Moreover, we have merged two logistics companies to improve efficiency in transportation.
- ◆ In the Americas, we started from this fiscal year the integration of a part of the seat frame processes in the Illinois region to the Tennessee region, and the door trim decoration and assembly processes in the Indiana region to the Kentucky region, aiming for the targets after restructuring.
- ◆ To realize optimal production and supply systems globally, we are advancing consolidation, concentration and streamlining of processes in phases.

4. Actions for FY2022

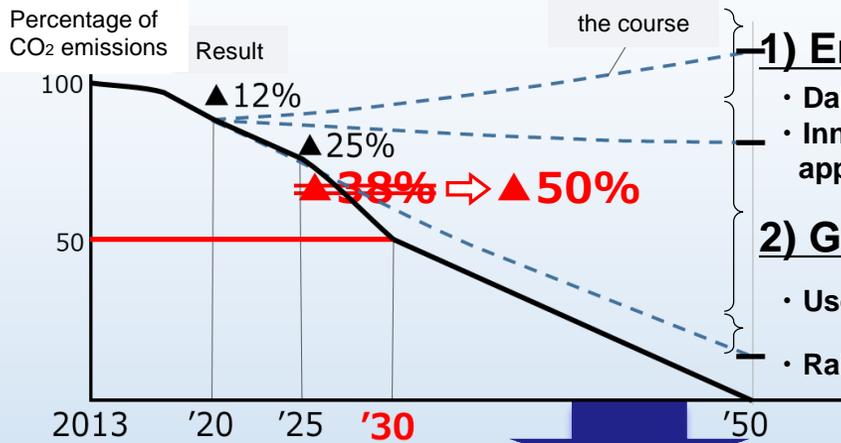
Action No. 3

Commitment to carbon neutrality

1. Toyota Boshoku 2050 zero CO₂ emissions challenge*

* Announced in 2016, from 2050 Environmental Vision

<Scopes 1 and 2>



1) Energy saving

- Daily improvement
- Innovative technology applications, etc.

2) Green energy

- Use of renewable energy
- Raising non-fossil rate in the electricity segment (Scopes 2)

2. Zero life cycle (LCA) CO₂ emissions challenge

Scope 3 (Upstream)			Scopes 1 and 2	Scope 3 (Downstream)		
Raw materials	Suppliers	Logistics	Production	Logistics	Driving	Disposal/Recycling
						
(2) Technology development	(3) Collaboration	Joint		Joint		(2) Technology development

Expansion of scope from scope 1 and 2 to upstream and downstream of scope 3

Strengthen cooperation with OEMs, industry groups and government

Green energy <100% renewable energy electricity>

- ① Global
Headquarters: Implemented within FY2022
- ② All sites in Europe:
Planned to be implemented within FY2023
- ③ Other Regions: Promote gradually by FY2026



Tackling Scope 3

- (1) Standardize the range of LCA and the CO₂ calculation method
- (2) Tackle development of recyclable materials
- (3) Promote collaboration with suppliers in energy conservation activities

- ◆ Since we announced the 2050 Environmental Vision in 2016, we have been promoting the “zero CO₂ emissions challenge.” We have revised our CO₂ emissions reduction target for 2030 from 38% to 50%, accelerating the initiative toward carbon neutrality. We are also proactively promoting the use of renewable energy. After achieving 100% renewable energy electricity at the global headquarters building, we will complete the shift to renewable energy at all sites in Europe by the end of fiscal 2023, and at the other region, where parts for next-generation automobiles are produced, by the end of fiscal 2026.
- ◆ To achieve carbon neutrality in our lifecycle, there are challenges that individual companies cannot solve. We will therefore enhance collaboration with OEMs, industry groups and the government. In particular, we will work to standardize the range of LCA and the CO₂ calculation method, promote development of recyclable materials, and collaboration with suppliers in energy conservation activities.

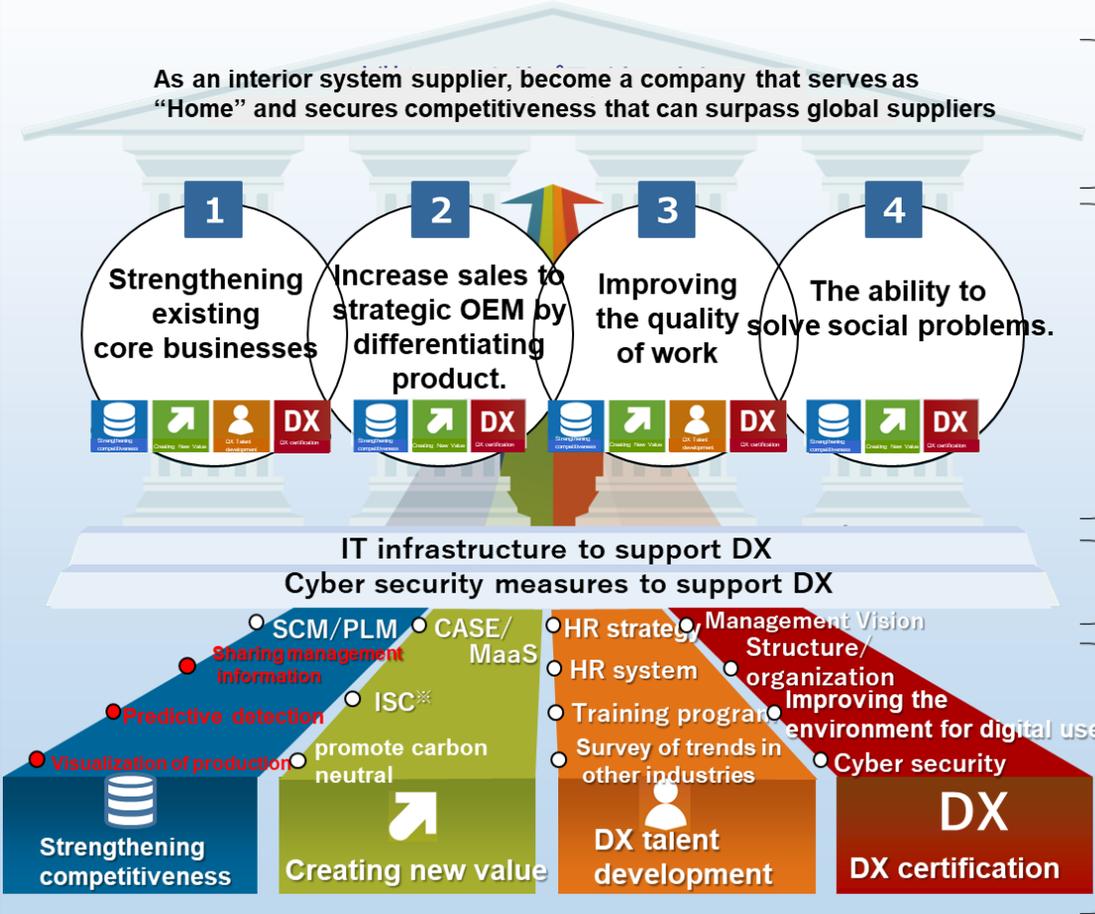
4. Actions for FY2022

Action No.3

Action No.4

Use of DX (Build management information infrastructure Manufacturing information cooperation)

(1) TB's BX strategy (Public Schedule September 2021)



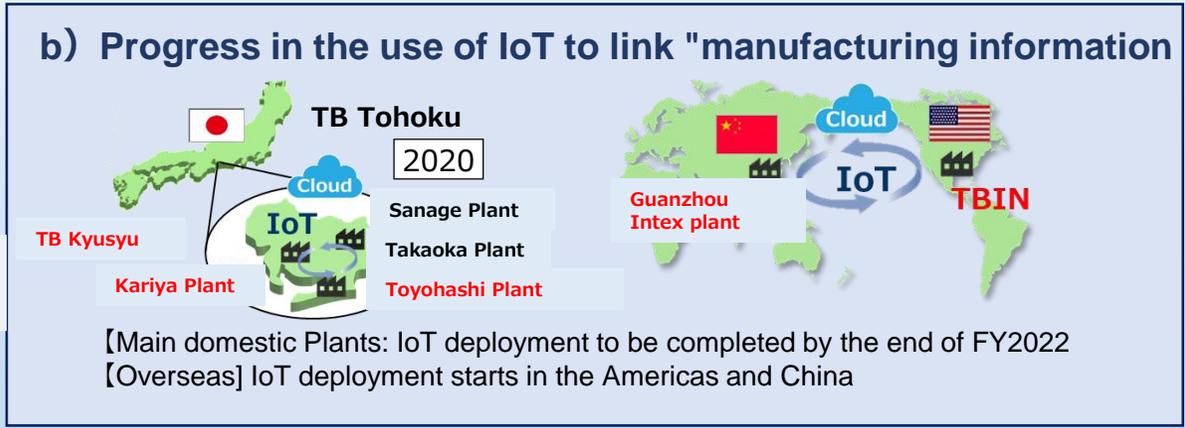
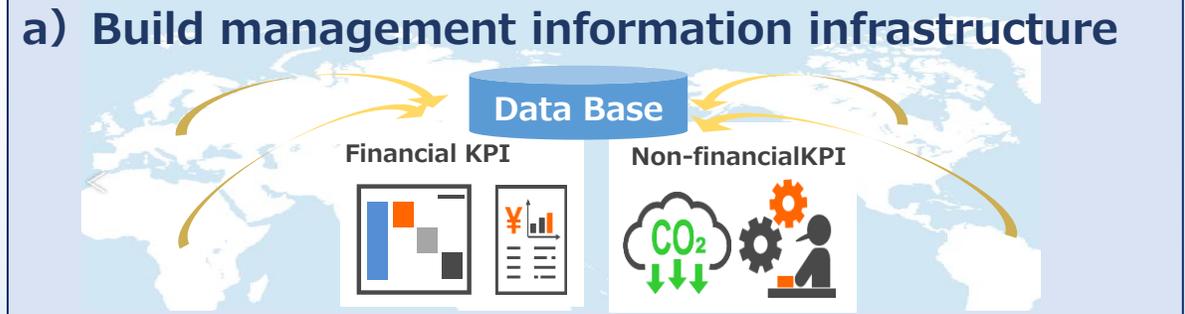
Our desired status for FY2026

Outline of mid-term business plan

Base Activity

Activities to work on

(2) Management Actions/Accelerated improvement cycle



- ◆ Now, I will talk about “information sharing by promoting DX.”
The illustration on the right shows an outline of our DX-related activities as strategies. By conducting various activities, such as those to “strengthen competitiveness,” “create new values,” and “develop digital human resources,” we believe we can achieve the four framework tasks of the 2025 Mid-term Business Plan and will thereby achieve our “target for 2025.”
- ◆ In particular, with the aim of expediting management actions and Kaizen cycles, we have been working to build management information infrastructure and promote “MONOZUKURI information sharing” using IoT by concentrating and integrating financial and nonfinancial information from around the world in a timely manner, and thereby achieving the reduction of lead time in accounting.

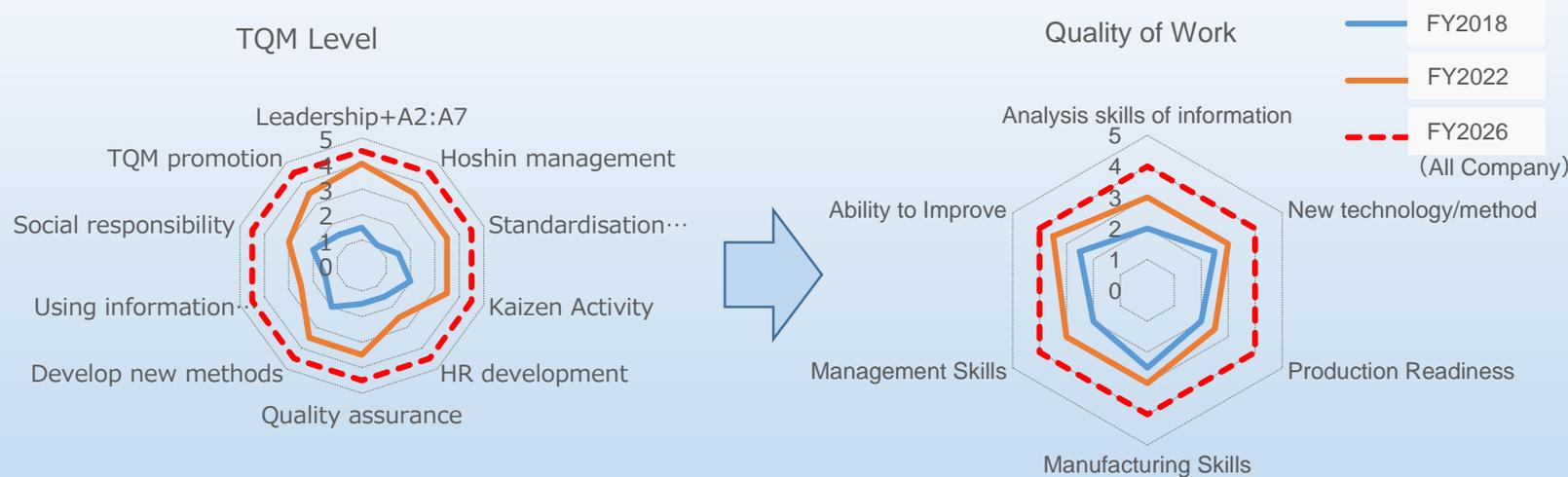
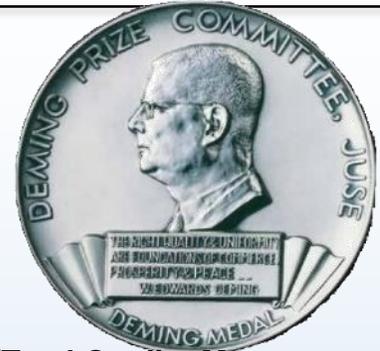
4. Actions for FY2022

Action No. 5

Improve work quality by implementation of TQM by all employees

(1) Promote autonomous TQM through efforts to win the Deming Prize

Kariya Plant, Unit Components Production Engineering Center won the FY2022 Deming Prize



*TQM (Total Quality Management)

To maintain the flexible and resilient corporate structure,

Based on the Corporate Philosophy of "total participation," "customer first," and "continuous *kaizen*,"

aim to improve work quality by enhancing capabilities of "people," "organization," and "process."

Became able to systematically carry out TQM-based activities, resulting in improvement in the TQM level and work quality

Measures to improve work quality learned from TQM practice by Kariya Plant and Unit Components Production Engineering Center are being deployed throughout the company

- ◆ We have enhanced our TQM activities since 2017. In 2018, we won the TQM Encouragement Award and three years later, we were awarded the Deming Prize.
- ◆ Through this initiative, organizations for unit components manufacturing and production engineering have become able to systematically carry out activities based on TQM and have significantly improved their TQM levels, resulting in the improved work quality.
- ◆ We will deploy measures to improve work quality learned from the TQM practice by the Kariya Plant and the Unit Components Production Engineering Center to the entire company, with the aim of achieving the 2025 Mid-term Business Plan.

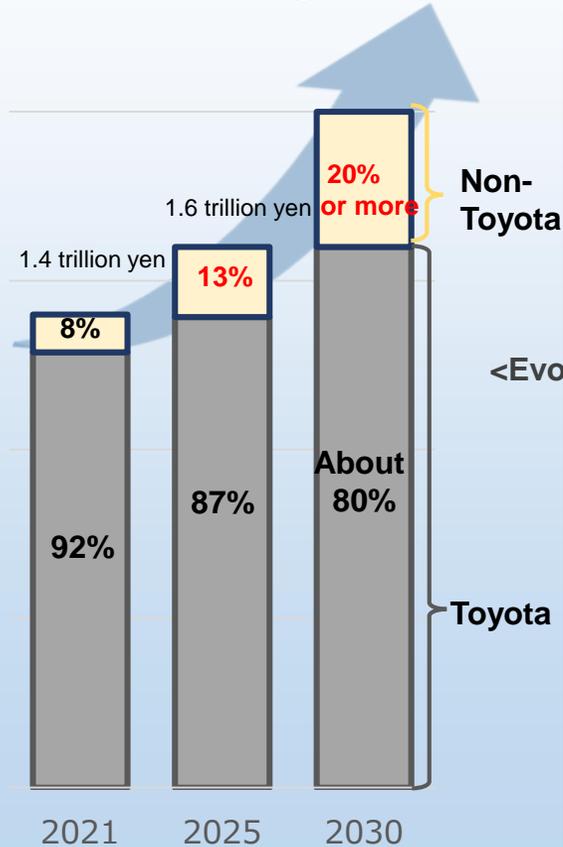
5. Actions in 2025 Mid-term Business Plan

Expand sales for strategic OEMs

Position Toyota alliance manufacturers as strategic OEMs and promote activities to obtain orders from them

<Revenue target>

<Activity examples>



[Case 1] Company A, a global OEM

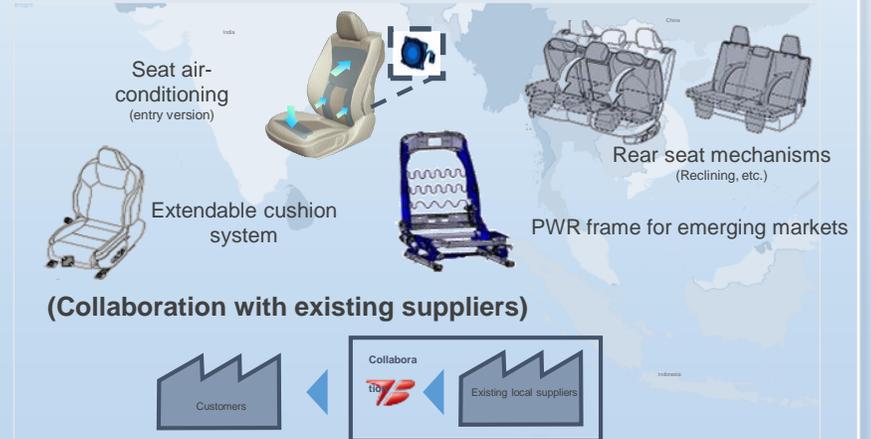
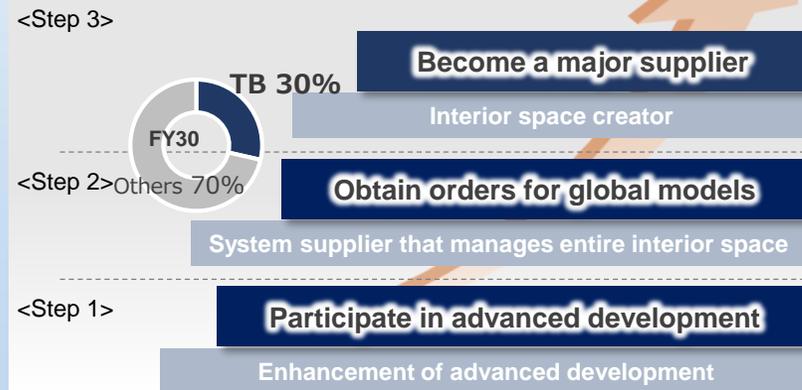
[Case 2] Company B, a Japan-based OEM

Obtain orders for global models, to become a major supplier

In expanding market areas, obtain orders by taking advantage of high value-added technologies (considering also collaboration with existing suppliers)

<Evolve into a supplier that is trusted and relied on>

<Offer more high value-added products>



Secure competitiveness that can surpass competitors around the world

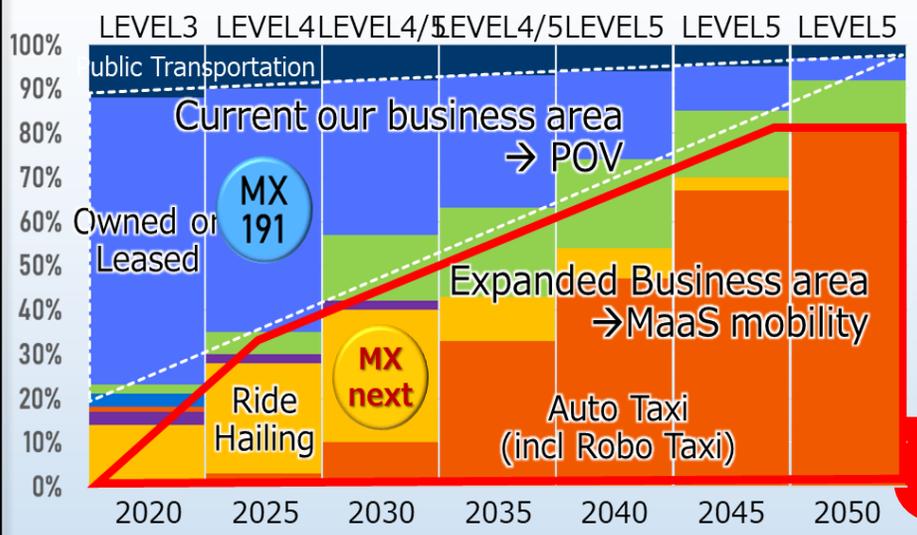
Expansion in growth markets, expansion through collaborations

- ◆ From now on, I am going to explain our initiatives for achieving the targets of 2025 Mid-term Business Plan.
- ◆ At present, we have positioned car manufacturers that are in alliance with Toyota Motor Corporation as “strategic OEMs” and have been working to receive orders from them. We aim to increase the share of non-Toyota sales to 20% or more by 2030.
- ◆ Specifically, for global OEMs, we aim to become one of their major suppliers by obtaining orders for global car models as a development supplier. We will enhance activities to increase sales to a level surpassing our competitors around the world.
- ◆ To increase sales to Japan-based OEMs, we will work to obtain orders by taking advantage of high value-added technologies in growing market areas.
In carrying out activities, we take into consideration the possibility of collaboration with existing suppliers.

5. Actions in 2025 Mid-term Business Plan

Actions for Interior Space Creators (MX next)

(1) Business expansion: New business models expected in the ride-sharing market



Even if the ratio of owned cars decrease, Interior demand for shared cars is expected to grow



- ◆ As an interior space creator, besides the existing strategic field of personally owned vehicles, we add the MaaS vehicles as a new strategic field in response to changes in mobility society and automobile structure, and will establish a new business model for the ride sharing market.
- ◆ We have developed MXnext, an advanced version of the MX191 exhibited at the Tokyo Motor Show and plan to have it exhibited at CES at the beginning of the next year. Service providers are likely to periodically change interiors of their share-ride cars to continue to provide passengers with a better experience. We will respond to the needs of service providers in grade management from the basic to premium levels.

5. Actions in 2025 Mid-term Business Plan

FY2022 full-year forecasts and 2025 Mid-term Management Plan targets

Financial targets

(100 million yen)

	2020 Business Plan targets	FY2022 full-year forecasts	2020 Compared to Business Plan target	FY2026 management targets	
Revenue	14,000	14,000	○	16,000 + α	
Operating profit	700	720	○	1,000 + α	
Operating profit margin	5.0% or higher	5.1%	○	6-7%	
ROE	10% or higher	13.3%	○	10% or higher	} Review scheduled
Equity ratio	Around 40%	41.3%	○	Around 40%	
Net asset	4,000	4,060	○	4,000	
Dividend payout ratio	Around 30%	25.4%	△	Around 30%	
Capital investment	—	500	—	(FY22 to 26 total) 2,500+α	
R&D costs	—	420	—	(FY22 to 26 total) 2,000+α	

Despite risks of further production reduction and soaring materials costs, we maintain the initially released figures through company-wide profit-earning efforts.

- ◆ Next, I would like to explain about the 2025 Mid-term Business Plan Targets and the full-year forecasts for fiscal 2022.
- ◆ For the full-year forecasts of the current fiscal year, the first year of the 2025 Mid-term Business Plan, although with uncertainties such as material supply and soaring prices, we can return profits with support from our stakeholders to achieve the initially released targets of 1.4 trillion yen for revenue and 72.0 billion yen for operating profit.
- ◆ For items that are expected to exceed the targets, we will consider a review of the targets for next IR in May based on the results of fiscal 2022.

5. Actions in 2025 Mid-term Business Plan

Accelerate ESG activities, including formulation of basic policies on environmental response, human rights, etc.

Promote ESG Activity

(1) E <Environment>

2025 Environmental Action Plan

We have formulated a five-year "Environmental Action Plan," to achieve the 2021 target.

<Examples of activities>

1) Reforestation activities: Challenge to plant 1.32 million trees by 2030

21-year annual target : 54,000 trees → 21-year performance : 26,000 trees (Plan to sell 30,000 units in the second half of the year)

2) Introduction of green energy

We plan to sequentially install a total of approximately 4 megawatts of solar power generation equipment at Kariya, Sanage, Toyohashi North and South Plants, and Toyota Boshoku Shiga during fiscal 2009.

◇ Example of solar power generation equipment installation



Kariya Plant



Sanage Plant
Monodukuri Innovation Center



Takaoka Plant



Gifu Plant

(2) S <Society>

Human Rights Policy Formulation

In accordance with the UN Guiding Principles on Business and Human Rights, a human rights due diligence process has been introduced and policy is being formulated.

(3) G <Governance>

(1) Compliance with the revised Corporate Governance Code

- (1) Formulation of Basic Sustainability Policy
- (2) Compliance with TCFD
- (3) Formulate basic business portfolio policy

(2) Renewal of ESG KPIs (to be announced in the next IR)

Updating ESG KPIs to strengthen monitoring of ESG activities

<Schedule until the Transition to the New Market Segmentation of TSE>

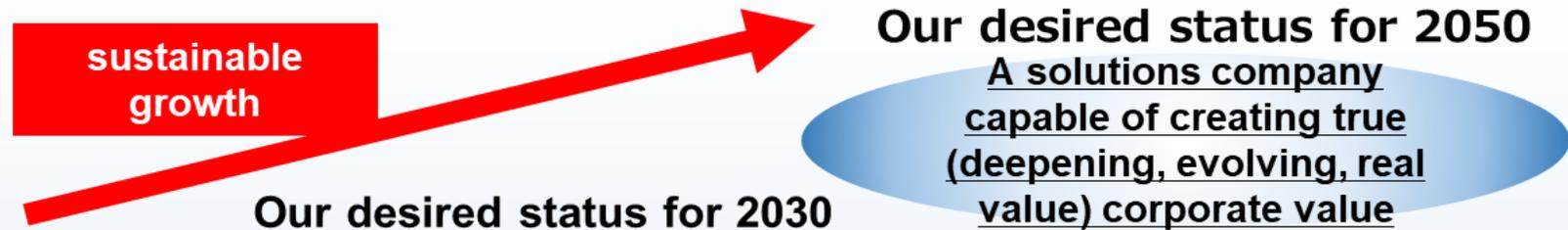
Nov	Dec	Jan,2021	Feb	Mar	Apr
	★ Submission of Corporate Governance Report ★ announcement of basic policies				★ Transition to TSE Prime Market

- ◆ Regarding promotion of ESG activities, In the field of (1) Environment, we are promoting initiatives based on the six targets of the 2050 Environment Vision. In response to the escalating needs for carbon neutrality, we have set up a dedicated department and plan to invest approximately 15 billion yen as an environmental investment, mainly in energy saving, by 2030.
- ◆ Next, in the field of (2) Society, based on the United Nations' Guiding Principles on Business and Human Rights, we implement human rights due diligence and are formulating the human rights policy, which is scheduled to be released to the public in December.
- ◆ Finally, for (3) corporate governance, toward the revision of the Corporate Governance Code, we are working on the formulation of the sustainability basic policy and the business portfolio basic policy, while advancing efforts to respond to TCFD. This will also be scheduled to be open to public in December. We will promote these initiatives for the revision of the Corporate Governance Code to adapt ourselves to the transfer to the Prime Market in new market categories of Tokyo Stock Exchange scheduled in April 2022.
- ◆ To enhance the ESG monitoring, we have also been working to update ESG KPIs. We will advance efforts so that they can be released at the next IR in May.

6. Our desired status for 2030

Towards 2030

Aiming to be a company that continues to be needed by society



2025 midterm business plan

Our desired status for 2030

Our desired status for 2025

As an interior system supplier, become a company that serves as "Home" and secures competitiveness that can surpass global suppliers

Creating New Value as an Interior Space Creator

Challenge

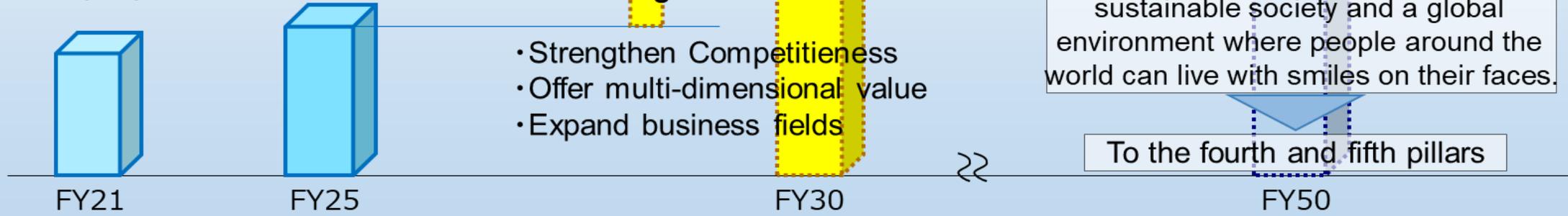
1.4 trillion yen (72 billion yen) 1.6 trillion yen + α (100 billion yen + α 6-7%)

Further growth

Through our core business, we contribute to the creation of a sustainable society and a global environment where people around the world can live with smiles on their faces.

- Strengthen Competitiveness
- Offer multi-dimensional value
- Expand business fields

To the fourth and fifth pillars



※"Home" is a business or region where we can add our own value "on the spot" and where we are competitive against our competitors.

- ◆ Finally, I would like to explain our initiatives for achieving our desired status for 2030.
- ◆ In order to become a solution based company capable of creating true corporate value in 2050, steps toward 2030 are as follows.
 - 1) We will achieve the 2025 Mid-term Business Plan targets and, as an interior system supplier, become a company that serves as “Home” and secures competitiveness that can surpass competitors.
 - 2) We will create new value as an interior space creator by promoting businesses adapted to CASE and MaaS and seeking efficient ways to introduce technologies.
 - 3) We will become a company that is continuously needed in society, by offering “quality time and space” for all living and communication spaces and creating new businesses through collaboration with other companies.

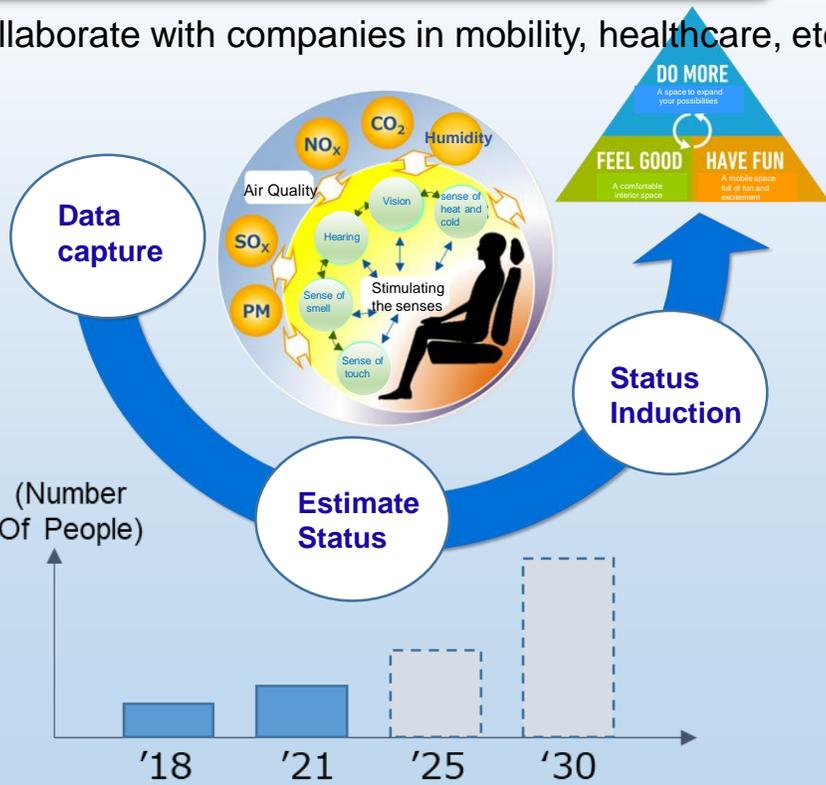
6. Our desired status for the 2030

Efforts to become a solutions company capable of creating true corporate value

Promoting advanced research and development in Tokyo for interior space creators.

Development of human-centered systems

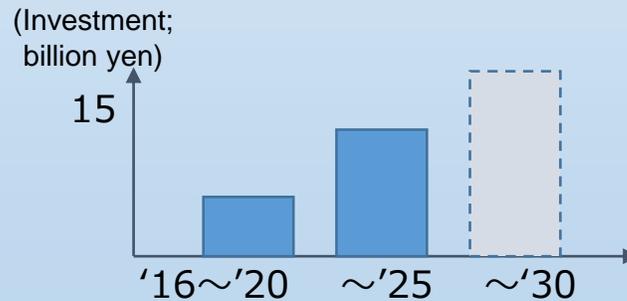
Collaborate with companies in mobility, healthcare, etc.



Open Innovation

Acquiring Human Resources

Antenna function



Creation of the fourth and fifth pillars

Venture Capital

Other Industries

Universities and other research institutions

Joint Research and Development / Mutual Dispatch of Human Resources

Beijing

Tokyo

Silicon Valley

BUSINESS INCUBATION DEPT

INTERIOR SPACE PLANNING & DEVELOPMENT

NEW VALUE CREATION CENTER

Human resource exchange with universities and research institutions in the Tokyo metropolitan area

Accelerating open innovation in Tokyo to produce the seeds for new growth

- ◆ Toward becoming an interior space creator, we are promoting advanced research and development.
- ◆ For MaaS and Smart city, we are advancing development of human-centered systems to offer a valuable experience for customers by combining “seats and interior hardware” with “software.” In 2018, we recruited software development personnel in the Tokyo metropolitan area to form a dedicated team.
The team is working to promote collaborations with companies in different fields, such as mobility and health care. We will expand investments in the growing strategic fields while also focusing efforts to obtain human resources for software development.
- ◆ To create the fourth and fifth pillars, we exchange human resources with universities and other research institutions in the Tokyo metropolitan area to accelerate research. Moreover, as an antenna function to quickly catch trends and information about ventures and cutting-edge technologies, we are working to strengthen our site in the Tokyo metropolitan area.
- ◆ In the future, we will accelerate open innovation not only in Tokyo but also at overseas sites, such as China and Silicon Valley and promote measures to generate new seeds for growth.

A New 100 Years of Working Together Open the door!



<Disclaimer>

The forecasts relating to future business performance provided in this report are estimates made by the Company based on the information available at the time of reporting, and therefore involve risks and uncertainties.

Accordingly, actual results may differ from the forecasts due to various factors.

- ◆ In order to realize our vision, Toyota Boshoku will steadily implement the 2025 Mid-Term Business Plan, aim to become a company that will continue to be needed by society in 2030 and 2050, and achieve sustainable growth by enhancing corporate value.
- ◆ I would like to ask for your continued understanding and cooperation.