

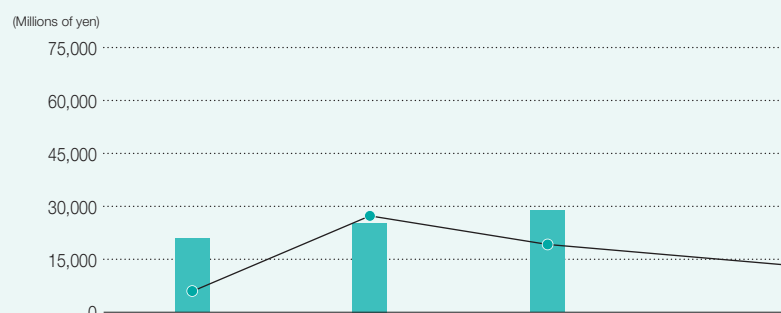


Financial / Corporate Information

85	10-Year Financial Summary
87	Financial Review
91	Consolidated Financial Statements
95	Business Domains
97	Investor and Corporate Information



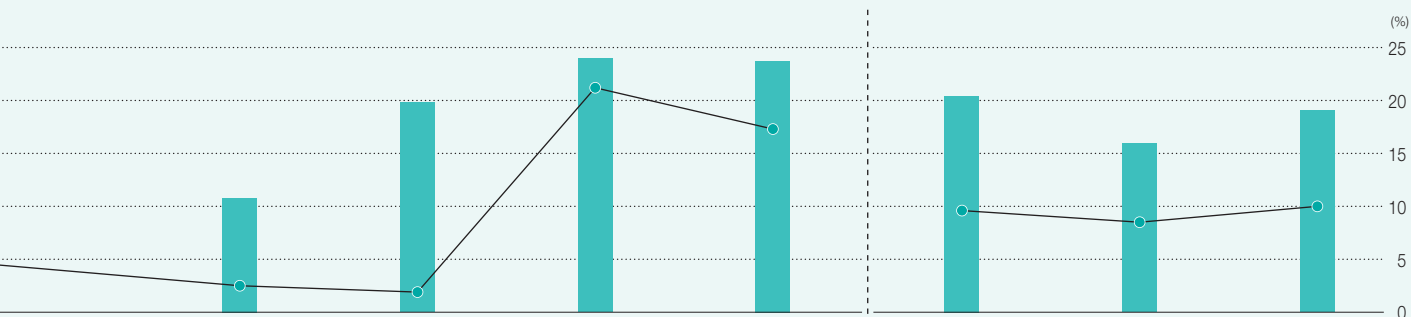
10-Year Financial Summary



Japanese GAAP

FY Years ended March 31	2012	2013	2014
Revenue	964,295	1,079,497	1,218,399
Operating profit	20,910	25,302	28,823
Profit attributable to owners of the parent	3,232	15,792	12,610
Total equity	190,347	220,740	249,082
Capital stock	8,400	8,400	8,400
Total assets	597,654	583,955	659,008
Capital expenditures	37,583	36,805	51,116
Depreciation	31,529	32,744	36,302
R&D expenses	32,543	36,321	40,189
Per Share Data (Yen)			
Basic earnings	17.45	85.23	68.05
Diluted earnings*	-	-	-
Cash dividends	16.00	18.00	18.00
Dividend payout ratio (consolidated) (%)	91.7	21.1	26.5
Equity attributable to owners of the parent	868.93	1,010.49	1,115.69
Cash Flow (Millions of yen)			
Net cash provided by operating activities	46,920	44,474	49,590
Net cash provided by (used in) investing activities	(76,108)	5,826	(51,867)
Net cash provided by (used in) financing activities	30,748	(41,942)	(5,636)
Cash and cash equivalents	113,947	129,323	126,648
Financial Indicators (%)			
Ratio of operating profit to revenue	2.2	2.3	2.4
ROE: Ratio of profit to equity attributable to owners of the parent	2.0	9.1	6.4
Ratio of equity attributable to owners of the parent	26.9	32.1	31.4
Shareholders' Equity (at fiscal year-end)			
Number of shares issued (Thousands)	187,665	187,665	187,665
Number of shareholders	22,040	21,239	22,191
Number of employees (excluding temporary employees)	31,883	32,986	38,198

* With regard to diluted earnings per share [diluted net income per share of common stock] in 2012, 2013, 2014, 2015, 2018, 2019, 2020, and 2021, there were no latent shares with dilutive effects.



IFRS

Millions of yen

2015	2016	2017	2018	2019	2020	2021
1,305,502	1,415,772	1,357,913	1,399,530	1,417,376	1,372,616	1,272,140
32,393	59,492	71,936	71,198	61,257	47,785	57,103
5,204	3,900	45,359	42,762	27,457	24,786	31,188
264,038	243,146	276,274	308,620	329,329	321,701	369,650
8,400	8,400	8,400	8,400	8,400	8,400	8,400
719,680	725,895	691,921	744,558	793,599	780,714	845,778
50,190	36,898	35,500	52,095	61,341	58,715	46,731
40,121	41,012	36,228	34,755	35,153	37,575	38,194
38,821	38,450	37,884	47,393	46,965	45,902	41,831
28.08	21.02	244.28	230.27	147.85	132.88	166.93
-	21.02	244.27	-	-	-	-
18.00	30.00	50.00	54.00	56.00	54.00	45.00
64.1	142.7	20.5	23.5	37.9	40.6	27.0
1,164.36	1,065.72	1,240.77	1,414.91	1,573.44	1,557.93	1,792.56
65,536	78,912	95,389	86,117	60,720	79,673	74,483
(51,615)	(48,086)	(48,927)	(51,707)	(58,915)	(54,175)	(51,392)
516	(8,739)	(61,347)	(3,528)	(19,526)	(13,964)	2,756
143,493	160,904	144,889	178,372	158,192	163,377	195,180
2.5	4.2	5.3	5.1	4.3	3.5	4.5
2.5	1.9	21.2	17.3	9.6	8.5	10.0
30.0	27.3	33.3	35.3	36.8	37.3	39.6
187,665	187,665	187,665	187,665	187,665	187,665	187,665
16,746	14,517	12,226	13,287	14,066	14,715	16,177
41,509	41,624	41,428	41,409	43,103	44,375	44,154

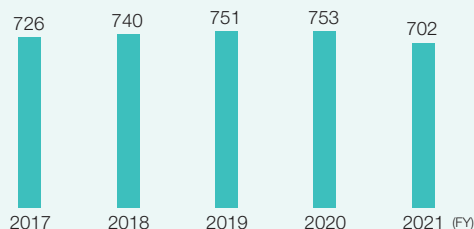
Overview of fiscal 2021

The coronavirus pandemic has triggered a global economic crisis of historic proportions. It has also had a major impact on social life: lifestyles are changing dramatically, social distancing has promoted a shift to contactless, and digitalization is accelerating in this new normal. In addition, as the response to climate change advances on a global scale, countries around the world are making further progress in their efforts to become carbon neutral. In Japan, as the economy continues to stagnate due to the effects of the pandemic, the government's declared goal of achieving net zero greenhouse gas emissions by 2050 has accelerated environmental measures, while digital transformation is also gaining momentum.

Seat production volume

The Toyota Boshoku group's total seat production volume on a consolidated basis fell 520,000 units from fiscal 2020 to 7.02 million units. By geographic region, seat production volume in Japan decreased 370,000 units to 2.9 million units. In The Americas, total seat production volume decreased 130,000 units to 1.09 million units. In Asia & Oceania, seat production increased 90,000 units to 2.31 million units. In Europe & Africa, seat production decreased 100,000 units to 720,000 units.

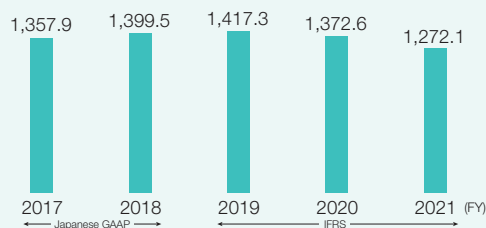
(10,000 units)



Revenue

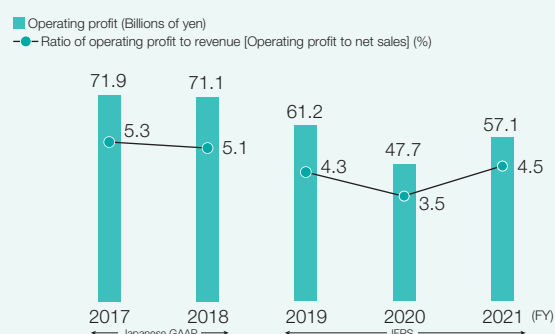
Consolidated revenue decreased by 100.4 billion yen (-7.3%) from fiscal 2020 to 1,272.1 billion yen, due to factors including the suspension of operations following the spread of COVID-19 in the first quarter.

(Billions of yen)



Profit

Consolidated operating profit increased by 9.3 billion yen (19.5%) to 57.1 billion yen, and profit before income taxes increased by 9.2 billion yen (19.3%) to 57.3 billion yen compared with fiscal 2020, as a result of increased production in China and company-wide efforts to streamline overhead costs, despite reduced production as a result of COVID-19. Profit attributable to owners of the parent increased by 6.4 billion yen (25.8%) to 31.1 billion yen compared to fiscal 2020.



Revenue and operating profit by geographic region

-Japan

Revenue decreased by 68.6 billion yen (-8.9%) from fiscal 2020 to 699.6 billion yen due to the spread of COVID-19 and reduced production following the earthquake that occurred offshore Fukushima prefecture in February 2021. Operating profit increased by 3.8 billion yen (37.1%) from fiscal 2020 to 14.0 billion yen due to rationalization and streamlining of overhead costs, despite production cutbacks.

-The Americas

Revenue decreased by 26.8 billion yen (-9.8%) from fiscal 2020 to 246.0 billion yen due to reduced production following the spread of COVID-19. Operating profit increased by 0.6 billion yen (72.4%) from fiscal 2020 to 1.4 billion yen, due to factors including a decrease in preparatory production costs associated with the launch of new products and rationalization measures, despite production cutbacks.

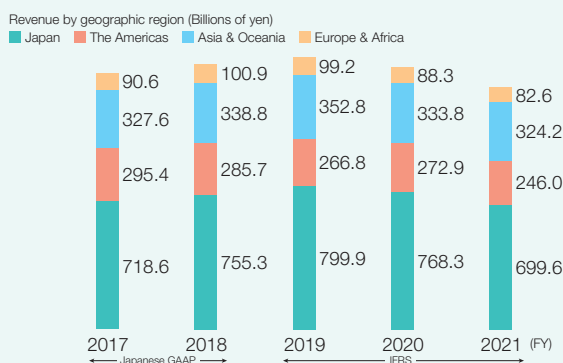
-Asia & Oceania

Despite increased production in China, revenue decreased by 9.6 billion yen (-2.9%) from fiscal 2020 to 324.2 billion yen, mainly due to reduced production resulting from the spread of COVID-19 in Asian countries such as Thailand and Indonesia. Operating profit increased by 1.9 billion yen (5.8%) from fiscal 2020 to 35.5 billion yen, mainly due to increased production in China and changes in the product mix.

-Europe & Africa

Revenue decreased by 5.7 billion yen (-6.5%) from fiscal 2020 to 82.6 billion yen, mainly due to reduced production following the spread of COVID-19. Operating profit increased by 3.0 billion yen (100.2%) to 6.0 billion yen, despite production

cutbacks, due to streamlining of overhead costs, foreign exchange effects, and the fact that an estimated loss associated with a fund leakage incident was recorded in fiscal 2020.



Summary of Financial Position

Assets at the end of fiscal 2021 totaled 845.7 billion yen, an increase of 65.0 billion yen compared to the end of fiscal 2020, mainly due to an increase in cash and cash equivalents and trade receivables.

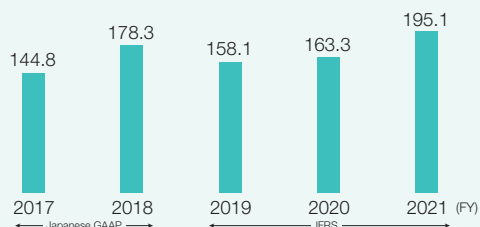
Meanwhile, liabilities increased by 17.1 billion yen compared to the end of fiscal 2020, to 476.1 billion yen. This was mainly due to an increase in long-term borrowings.

Capital increased by 47.9 billion yen compared to the end of fiscal 2020, to 369.6 billion yen. This was mainly due to the recording of net profit attributable to owners of the parent.

Cash flow

Cash and cash equivalents at the end of fiscal 2021 on a consolidated basis increased 31.8 billion yen (19.5%) from the end of fiscal 2020 to 195.1 billion yen.

Cash and cash equivalents at end of period (Billions of yen)



-Net cash provided by operating activities

Net cash provided by operating activities amounted to 74.4 billion yen. This was mainly due to such cash-increasing factors as profit before income taxes of 57.3 billion yen and depreciation and amortization of 39.9 billion yen, despite such cash-decreasing factors as an increase in trade receivables of 17.9 billion yen.

-Net cash used in investing activities

Net cash used in investing activities amounted to 51.3 billion yen. This was mainly due to such cash-decreasing factors as expenditures of 48.9 billion yen for the acquisition of tangible fixed assets.

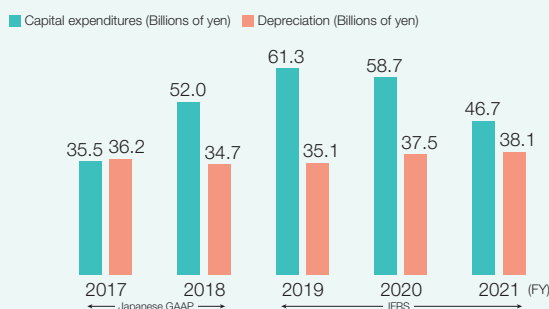
-Net cash provided by financing activities

Net cash provided by financing activities amounted to 2.7 billion yen. Despite such cash-decreasing factors as repayment of long-term borrowings of 17.9 billion yen and repayment of short-term borrowings of 12.8 billion yen, cash increased mainly due to proceeds from long-term borrowings of 45.9 billion yen.

Overview of capital expenditures

In fiscal 2021, total capital expenditures amounted to 46.7 billion yen. These investments were concentrated on measures for new products as well as rationalizing and upgrading production facilities. These consisted mainly of capital expenditures in Japan and Asia & Oceania.

Capital expenditures in Japan amounted to 29.0 billion yen, and were mainly for measures for new products, rationalizing and upgrading production facilities, and establishing new information systems. Capital expenditures in The Americas amounted to 5.1 billion yen, and were mainly for measures for new products, and rationalizing and upgrading production facilities. Capital expenditures in Asia & Oceania amounted to 10.4 billion yen, and were mainly for measures for new products, and rationalizing and upgrading production facilities. Capital expenditures in Europe & Africa amounted to 2.1 billion yen, and were mainly for measures for new products, and rationalizing and upgrading production facilities.



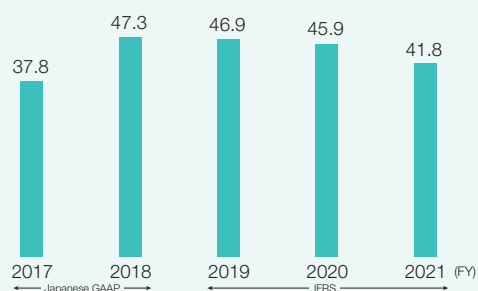
Basic policy of R&D activities

The Toyota Boshoku group works to develop appealing, high-quality products that meet the expectations of all customers throughout the world by leveraging the Company's own unique technologies and structures in accordance with the basic concept of "developing products that earn the trust of and satisfy customers."

The Toyota Boshoku group anticipates the ongoing sophistication and diversification of customer needs, and strives to develop appealing technologies and products unrivaled by our competitors while further enhancing our core technologies. Additionally, we are building an optimal development system across the entire group that is focused on global markets through Regional Management & Collaboration Hubs (RM&CH) that carry out product development based on the needs of each respective region. Furthermore, we will continue to strengthen our competitiveness by carrying out thoroughgoing activities to realize high-quality products at reasonable prices to ensure we can respond to the rapid expansion of emerging country markets.

In fiscal 2021, R&D expenses, including development expenses recorded under intangible assets, amounted to 41.8 billion yen.

R&D expenses (Billions of yen)



Outlook for fiscal 2022

The outlook for the global economy in fiscal 2022 is expected to remain uncertain due to factors including the rapid spread of COVID-19 variants and trade friction between the US and China.

In terms of the Company's business environment, while demand is expected to recover on a global basis, the situation is likely to remain unpredictable due to concerns surrounding material supply issues resulting from semiconductor shortages and natural disasters such as cold waves (sudden drops in air temperature) and earthquakes.

Under these circumstances, we forecast growth in consolidated revenue to 1.4 trillion yen in fiscal 2022 (up 10.1% from fiscal 2021), mainly due to a recovery in global demand, despite risks from COVID-19 and component supply issues.

We expect operating profit to increase to 72 billion yen (up 26.1% from fiscal 2021) due to increased production and a boost from new products, driven by model changes, while making upfront investments for future growth. Net profit attributable to owners of the parent is expected to be 47 billion yen (up 50.7% from fiscal 2021).

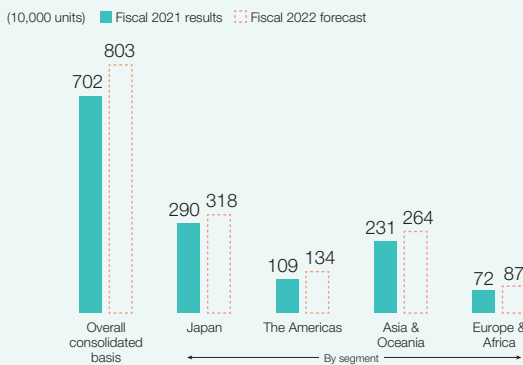
Fiscal 2022 forecast

	FY2021 results	FY2022 forecast
Revenue	1,272.1 billion yen	1,400 billion yen
Operating profit	57.1 billion yen	72 billion yen
Profit attributable to owners of the parent	31.1 billion yen	47 billion yen
Seat production volume	7.02 million units	8.03 million units
Basic earnings per share	166.93 yen	251.54 yen
Cash dividends per share	45.00 yen	64.00 yen
Exchange rates		
US dollar	106 yen	105 yen
Euro	124 yen	125 yen

* Announced on July 30, 2021

Seat production volume

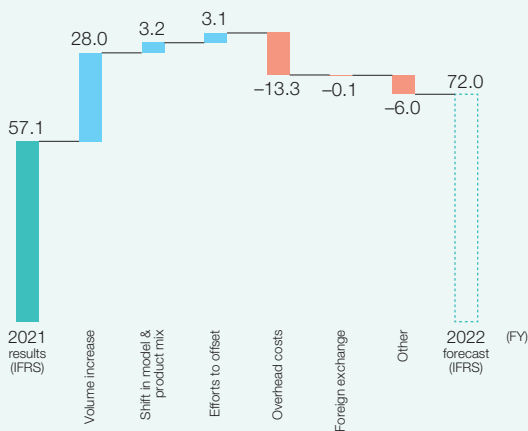
On an overall consolidated basis, we forecast that seat production volume will increase by 1.01 million units from fiscal 2021 to 8.03 million units. By geographic region, in Japan, we forecast that seat production volume will increase 290,000 units from fiscal 2021 to 3.18 million units. In The Americas, production is expected to increase 250,000 units from fiscal 2021 to 1.34 million units. In Asia and Oceania, we forecast that total seat production volume will increase 320,000 units from fiscal 2021 to 2.64 million units. In Europe & Africa, we forecast that production will increase 150,000 units from fiscal 2021 to 870,000 units.



Factors underlying changes in operating profit

While making upfront investments for future growth, we envisage an increase in operating profit of 14.8 billion yen to 72 billion yen due to the effects of increased global production and a boost from new products, mainly in Japan and China, and we believe that our earnings capability is steadily improving.

Fiscal 2022 earnings forecast: Factors underlying changes in operating profit (Billions of yen)



Forecast of results by geographic region

-Japan

Revenue is expected to be 760 billion yen, an increase of 60.3 billion yen from fiscal 2021. Operating profit is forecast to be

17.5 billion yen, an increase of 3.4 billion yen from fiscal 2021, due to increased production and a boost from new products, despite the impact of future-oriented investments.

-The Americas

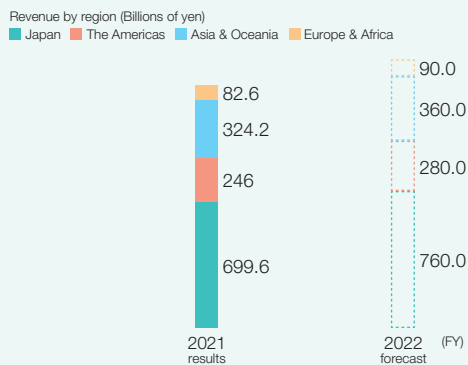
Revenue is expected to be 280 billion yen, an increase of 33.9 billion yen from fiscal 2021. Operating profit is forecast to increase by 10.5 billion yen from fiscal 2021 to 12 billion yen, due to increased production and the elimination of temporary inefficiencies associated with model changes.

-Asia & Oceania

Revenue is expected to be 360 billion yen, an increase of 35.7 billion yen from fiscal 2021. Operating profit is forecast to increase by 0.9 billion yen from fiscal 2021 to 36.5 billion yen, due mainly to increased production and a boost from new products in China.

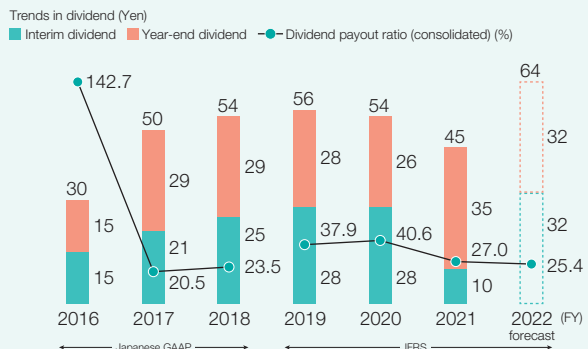
-Europe & Africa

Revenue is expected to be 90 billion yen, an increase of 7.3 billion yen from fiscal 2021. Operating profit is forecast to be 6 billion yen, about the same level as fiscal 2021, mainly due to increased production, despite higher overhead costs.



Cash dividends

For fiscal 2022, we plan to pay an annual dividend of 64 yen per share, an increase of 19 yen from fiscal 2021.



Consolidated Statement of Financial Position

FY	Millions of yen	
	2020 (As of March 31, 2020)	2021 (As of March 31, 2021)
Assets		
Current assets		
Cash and cash equivalents	163,377	195,180
Trade and other receivables	197,081	222,827
Inventories	68,166	61,848
Other financial assets	15,120	14,416
Income taxes receivable	4,827	3,710
Other current assets	8,976	8,868
Total current assets	457,548	506,851
Non-current assets		
Property, plant and equipment	256,661	263,841
Goodwill	4,871	4,881
Intangible assets	10,873	13,177
Investments accounted for using equity method	15,011	13,447
Other financial assets	18,561	26,219
Deferred tax assets	15,572	15,725
Other non-current assets	1,614	1,632
Total non-current assets	323,166	338,926
Total assets	780,714	845,778
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	179,103	175,133
Bonds and borrowings	50,231	22,151
Other financial liabilities	3,410	4,076
Income taxes payable	6,302	7,498
Provisions	3,921	5,937
Other current liabilities	70,358	71,213
Total current liabilities	313,327	286,010
Non-current liabilities		
Bonds and borrowings	74,301	119,623
Other financial liabilities	7,758	6,490
Retirement benefit liability	58,982	55,376
Provisions	255	224
Deferred tax liabilities	2,776	6,552
Other non-current liabilities	1,611	1,848
Total non-current liabilities	145,685	190,116
Total liabilities	459,013	476,127
Equity		
Share capital	8,400	8,400
Capital surplus	3,044	3,092
Retained earnings	289,880	316,931
Treasury shares	(1,674)	(1,620)
Other components of equity	(8,599)	8,131
Total equity attributable to owners of the parent	291,051	334,935
Non-controlling interests	30,649	34,715
Total equity	321,701	369,650
Total liabilities and equity	780,714	845,778

Consolidated Statement of Profit or Loss

Millions of yen

FY	2020 (Fiscal year ended March 31, 2020)	2021 (Fiscal year ended March 31, 2021)
Revenue	1,372,616	1,272,140
Cost of sales	1,238,561	1,138,717
Gross profit	134,054	133,423
Selling, general and administrative expenses	84,323	77,774
Other income	5,847	6,243
Other expenses	7,792	4,789
Operating profit	47,785	57,103
Finance income	2,245	2,102
Finance expenses	2,865	1,437
Share of profit (loss) of investments accounted for using equity method	908	(423)
Profit before income taxes	48,074	57,345
Income tax expense	16,446	19,748
Profit for the period	31,628	37,597
Profit attributable to		
Owners of the parent	24,786	31,188
Non-controlling interests	6,841	6,408
Profit attributable to owners of the parent per share		
Basic earnings per share (Yen)	132.88	166.93
Diluted earnings per share (Yen)	—	—

Consolidated Statement of Comprehensive Income

FY	Millions of yen	
	2020 (Fiscal year ended March 31, 2020)	2021 (Fiscal year ended March 31, 2021)
Profit for the period	31,628	37,597
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	257	2,552
Net change in fair value of equity instruments measured at fair value through other comprehensive income	(1,904)	4,663
Share of other comprehensive income of investments accounted for using equity method	100	23
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	(13,317)	14,455
Net change in fair value of debt instruments measured at fair value through other comprehensive income	(0)	(8)
Share of other comprehensive income of investments accounted for using equity method	(302)	82
Total other comprehensive income	(15,165)	21,769
Comprehensive income	16,462	59,366
Comprehensive income attributable to		
Owners of the parent	11,636	50,506
Non-controlling interests	4,825	8,859

Consolidated Statement of Cash Flows

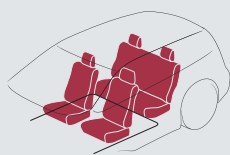
Millions of yen

FY	2020	2021
	(Fiscal year ended March 31, 2020)	(Fiscal year ended March 31, 2021)
Cash flows from operating activities		
Profit before income taxes	48,074	57,345
Depreciation and amortization	40,223	39,947
Interest and dividend income	(1,920)	(1,465)
Decrease (increase) in trade receivables	37,983	(17,965)
Decrease (increase) in inventories	(4,387)	8,004
Increase (decrease) in trade payables	(29,601)	(96)
Increase (decrease) in retirement benefit liability	1,659	(1,216)
Other	3,646	3,847
Subtotal	95,678	88,401
Interest received	1,725	1,303
Dividends received	1,046	1,460
Interest paid	(1,435)	(1,232)
Income taxes paid	(17,342)	(15,449)
Net cash provided by (used in) operating activities	79,673	74,483
Cash flows from investing activities		
Purchase of property, plant and equipment	(49,848)	(48,922)
Proceeds from sales of property, plant and equipment	1,799	1,818
Purchase of intangible assets	(3,235)	(5,494)
Purchase of equity instruments	(3,864)	(292)
Payments into time deposits	(8,118)	(8,382)
Proceeds from withdrawal of time deposits	10,041	11,033
Other	(949)	(1,153)
Net cash provided by (used in) investing activities	(54,175)	(51,392)
Cash flows from financing activities		
Proceeds from short-term borrowings	14,219	791
Repayments of short-term borrowings	(534)	(12,816)
Proceeds from long-term borrowings	—	45,909
Repayments of long-term borrowings	(3,674)	(17,923)
Dividends paid	(10,423)	(6,728)
Dividends paid to non-controlling interests	(4,660)	(4,856)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(6,883)	(36)
Repayments of lease liabilities	(2,007)	(1,786)
Other	(0)	205
Net cash provided by (used in) financing activities	(13,964)	2,756
Effect of exchange rate changes on cash and cash equivalents	(6,348)	5,955
Net increase (decrease) in cash and cash equivalents	5,184	31,802
Cash and cash equivalents at beginning of period	158,192	163,377
Cash and cash equivalents at end of period	163,377	195,180

Our three business domains provide the ultimate mobility life for customers around the world

In the three domains of seat, interior & exterior and unit components, the Toyota Boshoku group has delivered a variety of products that realize enriched and higher-quality time and space to people in mobility interior spaces in order to generate excellent quality and new value.

Seat Business



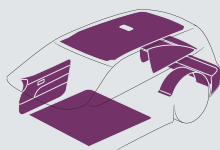
The Toyota Boshoku group develops seats that elicit the maximum potential of each car, seats that make the vehicle easier to drive and that ensure the ultimate in comfort and pleasure. We aim to develop seats that provide comfort and safety for everyone in mobility in any setting around the world.

Automobile Seats



Seats Sports seats (For automobile racing) Seat frames

Interior & Exterior Business



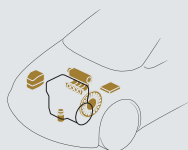
We strive to deliver automobile interior spaces in which people from every country and region of the world can create unforgettable moments with family, friends and other loved ones that will last a lifetime. Staying one step ahead of the times, we develop interiors that enrich users' mobility life and ensure uncompromising comfort through total coordination of the automobile interior.

Interior Components



Interior system Door trims

Unit Components Business



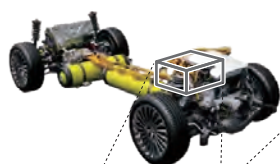
In order to develop cars that ensure smooth and stable driving under any tough conditions, we manufacture products that maximize engine performance while contributing to realizing a clean and comfortable vehicle interior space by developing next-generation filtration technology.

Filter Products

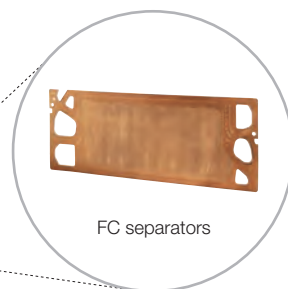


Air filters Oil filters

For
FCEV
 (Fuel Cell Electric Vehicle)
HEV
 (Hybrid Electric Vehicle)
BEV
 (Battery Electric Vehicle)



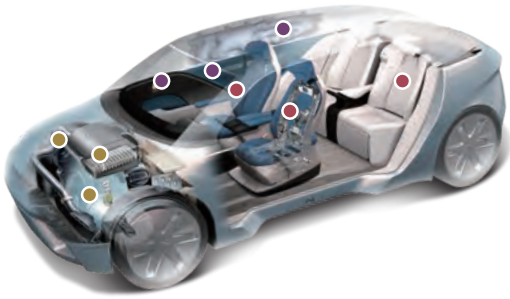
Fuel cell stack



FC separators



Air cleaners



- Seat
- Interior & Exterior
- Unit Components

Non-automobile Seats



Executive lounge seats



Lexus LS seats



Railway seats (Photo provided by East Japan Railway Company)



Aircraft seats



Headliners



Illuminations

Exterior Components



Bumpers



Fender liners

Others (Textile Components)



Seat fabrics

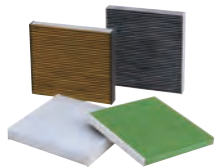


Seatbelt webbings



Curtain-shield airbags

Plastic Parts for Internal Combustion Engine (ICE)



Cabin air filters



MIRO



Air induction systems



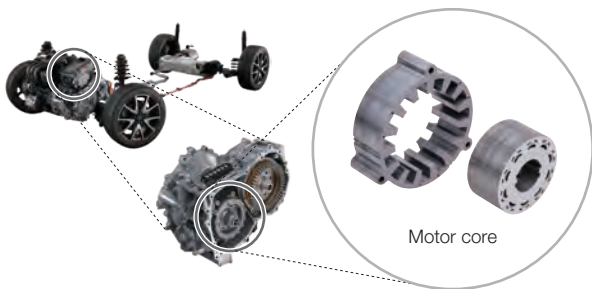
Air cleaners



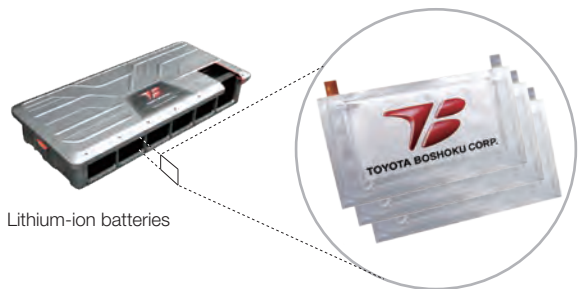
Intake manifolds
(For horizontally opposed engine)



Oil mist separators



Motor core



Lithium-ion batteries

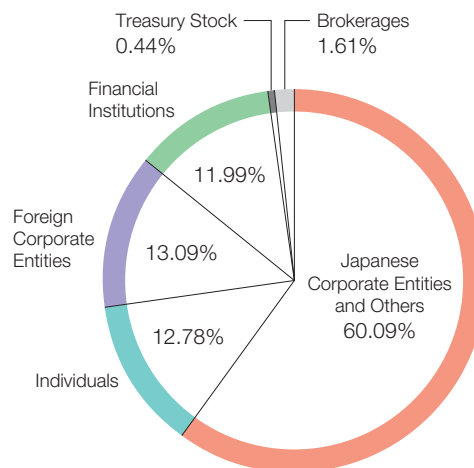
Investor and Corporate Information

As of March 31, 2021

Corporate Data

Location	1-1 Toyoda-cho, Kariya-shi, Aichi 448-8651, Japan
Capital	8.4 billion yen
Number of employees (excluding temporary employees)	8,301 (non-consolidated) 44,154 (consolidated)
Founded	1918
Established	1950
Stock exchange listings	Tokyo Stock Exchange and Nagoya Stock Exchange
Securities code	3116
Independent auditor	PricewaterhouseCoopers Arata LLC
Transfer agent	Mitsubishi UFJ Trust and Banking Corporation

Breakdown of Shareholders



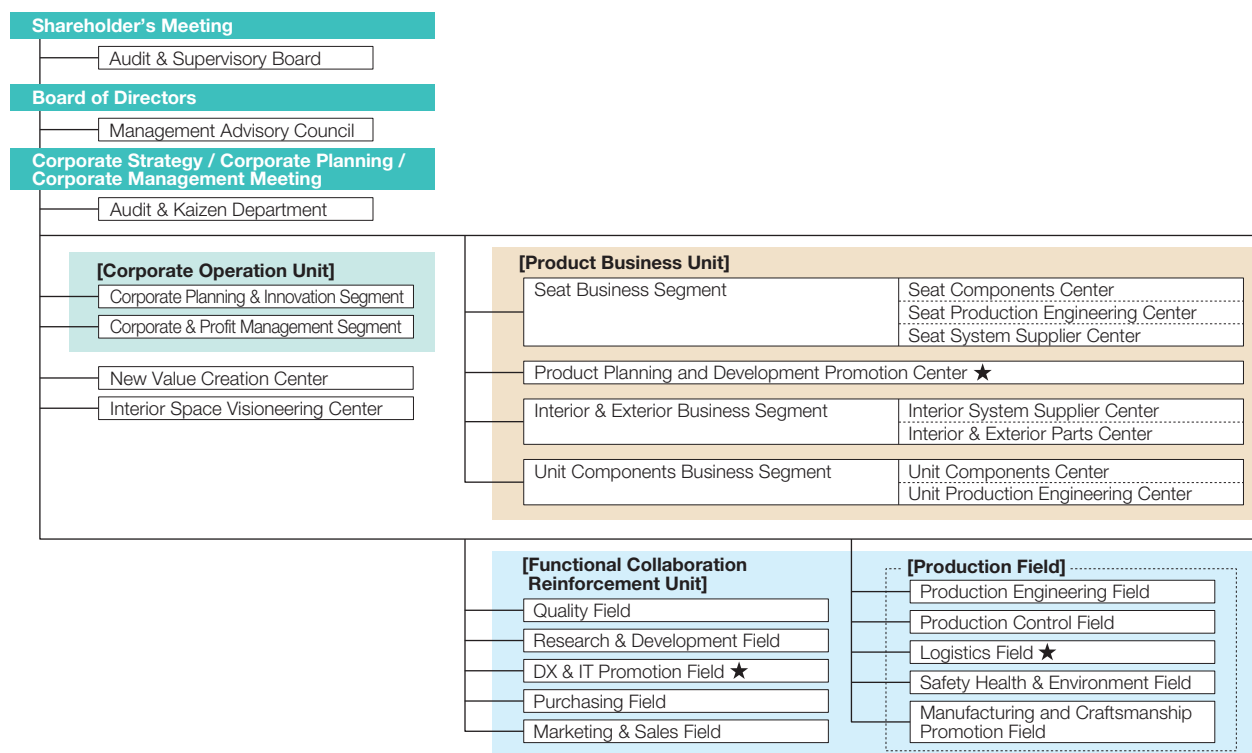
Number of Shareholders

16,177

Total Number of Shares

Number of shares authorized to be issued	500,000,000
Number of shares outstanding (excluding treasury stock of 818,460)	186,847,278

Organization Chart As of July, 2021



Evaluations by Outside Institutions

Inclusion in Indexes
(Socially Responsible
Investment)



This stock index is jointly developed and operated by Japan Exchange Group, Inc., Tokyo Stock Exchange, Inc. and Nikkei Inc. The index is composed of “companies that are highly appealing as investments from the standpoint of investors.”



This stock index was established independently by Sompo Asset Management Co., Ltd. Constituent companies are selected based on evaluations of their corporate ESG (environmental, social and governance) initiatives.



The Development Bank of Japan Inc. (DBJ) assigns scores to businesses for environmentally responsible management, selecting and ranking superior companies while setting conditions for financing according to those scores. Toyota Boshoku has received the bank’s highest rating, and is recognized as “particularly innovative in its environmental efforts.”

Evaluations



This NGO requires disclosure of strategies to address climate change and information on greenhouse gas emissions, and publishes an evaluation score worldwide. Toyota Boshoku received an A+ rating in the Water Security category. For the Supplier Engagement Rating, we were elected to the Leaderboard.



Toyota Boshoku was certified as an Excellent Enterprise of Health and Productivity Management 2021 (large enterprise category) jointly selected by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

★ Newly established (as of April 1, 2021)

[Responsibility and Duties of Chief Officers]

CEO (Chief Executive Officer)	CSO (Chief Strategy Officer) Global Management Strategy	CFO (Chief Financial Officer): Corporate & Profit Management Segment	
		CBO (Chief Branding Officer): Marketing & Sales Field, Purchasing Field (Global: Regional Corporate Management)	
		CRO (Chief Risk Officer): Audit & Kaizen Department	
		CTO (Chief Technology Officer): Product Business Unit (Seats, Interior & Exterior and Unit Components Business Segment, Product Planning and Development Promotion Center, New Value Creation Center, Interior Space Visioneering Center, Research & Development Field) : (Global: Regional R&D Management)	
		CMO (Chief Manufacturing Officer): Regional Business Unit (The Americas, Asia & Oceania, China, Europe & Africa, Plant Management Unit, Production Field ¹) : (Global: Manufacturing Management)	
		¹ Production Engineering Field, Production Control Field, Logistics Field, Safety Health & Environment Field, Manufacturing and Craftsmanship Promotion Field	
		CISO (Chief Information System Officer): DX & IT Promotion Field	
		CQO (Chief Quality Officer): Quality Field	

Toyota Boshoku's CxO in Charge			
CISO, CQO, CBO, CSO	CFO/CRO	CTO	CMO

[Regional Business Unit]

The Americas Region Segment	Corporate	R&D	Production Control, Production Engineering, Quality, Manufacturing
Asia & Oceania Region Segment			
China Region Segment			
Europe & Africa Region Segment			

[Plant Management Unit]

Japan Region Plant Management Segment	Top Plant General Manager	Production Management Center 1
		Production Management Center 2
		Production Management Center 3
		Production Management Center 4