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(Securities code: 3116)

May 23, 2025

(Measures for electronic provision have commenced on May 20, 2025)

To Those Shareholders with Voting Rights

Masayoshi Shirayanagi

President

TOYOTA BOSHOKU CORPORATION

1-1 Toyoda-cho, Kariya-shi, Aichi, Japan

NOTICE OF THE 100th ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 100th Ordinary General Meeting of Shareholders of Toyota Boshoku Corporation (hereinafter, the “Company”). The meeting will be held as described below.

If you are unable to attend the meeting, you can exercise your voting rights by mailing the enclosed Voting Rights Exercise Form or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:30 p.m. on Tuesday, June 10, 2025 (JST).

1. **Date and time:** Wednesday, June 11, 2025 at 10:00 a.m. (JST)

2. **Venue:** Head office, Toyota Boshoku Corporation
1-1 Toyoda-cho, Kariya-shi, Aichi, Japan

3. **Agenda of the Meeting:**

Matters to be reported:

- I. The Business Report, the Consolidated Financial Statements, and the audit results of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 100th Fiscal Term (from April 1, 2024 to March 31, 2025)
- II. Report on the Non-Consolidated Financial Statements for the 100th Fiscal Term (from April 1, 2024 to March 31, 2025)

Proposals to be resolved:

Proposal No. 1: Election of Nine (9) Directors

Proposal No. 2: Election of One (1) Audit & Supervisory Board Member

In accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the Company will send to all shareholders a copy of this notice to be sent to shareholders who have made a request for delivery of paper-based documents.

In convening this General Meeting of Shareholders, we have taken measures for the electronic provision, the items of which have been posted on the websites listed below. Please access either of the websites to view the information.

The Company's Website

<https://www.toyota-boshoku.com/jp/company/library/meeting/> (in Japanese)

General Meeting of Shareholders Reference Materials Website (in Japanese)

<https://d.sokai.jp/3116/teiji/>

Out of the items subject to measures for electronic provision, "Systems to ensure adequacy of business and overview of their operational status" in the business report, "Consolidated and non-consolidated statements of changes in net assets", and "Notes to the consolidated and non-consolidated financial statements" are listed on the aforementioned websites in accordance with law and with the Articles of Incorporation. The notes can be viewed online and, therefore, are not included in this notice. Accordingly, the items subject to measures for electronic provision are a portion of the business report, consolidated and non-consolidated financial statements audited by the Audit & Supervisory Board Members in the formulation of the Audit Report. Similarly, they are a portion of the consolidated and non-consolidated financial statements audited by the Accounting Auditor in the formulation of the Financial Audit Report.

If any of the items subject to measures for electronic provision need to be corrected, the details thereof will be posted on the websites listed above.

The proceedings of the General Meeting of Shareholders will be made available in a video on the Company's website at a later date.

The resolution results of this General Meeting of Shareholders will be posted on the Company's website in lieu of the paper-based document delivery of a Notice of Resolutions for the Ordinary General Meeting of Shareholders.

The Company's Website


<https://www.toyota-boshoku.com/jp/company/library/meeting/> (in Japanese)


Reference Documents for the Ordinary General Meeting of Shareholders


Proposals and references


Proposal No. 1 Election of Nine (9) Directors


The term of office of all Nine (9) current Directors will expire at the closing of this Ordinary General Meeting of Shareholders. Therefore, the Company proposes the election of Nine (9) Directors. The candidates for Directors are as follows:


Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
1	 Shuhei Toyoda (June 25, 1947) <u>Reappointment</u>	April 1977	Joined Toyota Motor Co., Ltd.	1,085,533
		June 1998	Member of the Board of Directors, Toyota Motor Corporation	
		June 2001	Managing Director, Toyota Motor Corporation	
		June 2001	President & CEO, Toyota Motor Engineering & Manufacturing Europe NV/SA	
		September 2001	Member of the Board of Directors (with Managing Director status), Toyota Motor Corporation	
		April 2002	President & CEO, Toyota Motor Europe NV/SA	
		June 2003	Member of the Board of Directors (with Senior Managing Director status), Toyota Motor Corporation	
		June 2004	Executive Vice President, the Company	
		June 2006	President, the Company	
		June 2015	Chairman, the Company (to present)	
	Reasons for selection as a candidate for Director In addition to having held important positions in overseas bases of Toyota Motor Corporation (TMC) and his experience as a director of TMC, Mr. Toyoda has held posts successively as President and Chairman of the Company and possesses experience based on many years of involvement in the Company's operations. The Company is requesting his appointment as Director to make use of his wealth of experience and broad insight for management of the Company and to enhance corporate value.			
	Term of office as Director at the closing of this General Meeting of Shareholders 21 years		Attendance at Board of Directors Meetings for FY2024 Regular : 13/13, Extraordinary : -	


Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
2	 Masayoshi Shirayanagi (February 28, 1962) <u>Reappointment</u>	April 1984	Joined Toyota Motor Corporation	18,566
		April 2013	Managing Officer, Toyota Motor Corporation	
		January 2018	Senior Managing Officer, Toyota Motor Corporation	
		January 2019	Operating Officer, Toyota Motor Corporation	
		January 2022	Operating Officer, the Company	
		June 2022	President, the Company (to present)	
		<p>Reasons for selection as a candidate for Director</p> <p>In addition to having held important positions in purchasing, accounting, and external and public affairs divisions, and overseas bases of Toyota Motor Corporation, Mr. Shirayanagi has been involved in the management of the Company as President since June 2022. The Company is requesting his appointment as Director to make use of his aforementioned wealth of experience and broad insight for management of the Company and to enhance corporate value.</p>		
Term of office as Director at the closing of this General Meeting of Shareholders 3 years		Attendance at Board of Directors Meetings for FY2024 Regular : 13/13, Extraordinary : -		


Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
3	 Hiroki Tsunoda (November 4, 1961) <u>Reappointment</u>	April 1985	Joined Arakawa Auto Body Co., Ltd.	17,382
		June 2013	Managing Officer, the Company	
		April 2019	Global Grade S*, the Company	
		April 2020	President, TOYOTA BOSHOKU ASIA Co., Ltd.	
		April 2020	Operating Officer, the Company	
		June 2024	Director, Operating Officer, the Company (to present)	
		* Equivalent to previous Managing Officer, Executive Functional Officer and Functional Officer		
		Reasons for selection as a candidate for Director Mr. Tsunoda has been involved in company-wide technological development as Chief Technology Officer for mainly IT, product planning and development, and new business promotion. He also has management experience as head of the regional headquarters in Asia. The Company is requesting his appointment as Director to make use of his aforementioned wealth of experience and broad insight for management of the Company and to enhance corporate value.		
Term of office as Director at the closing of this General Meeting of Shareholders 1 year		Attendance at Board of Directors Meetings for FY2024 Regular : 11/11, Extraordinary : -		


Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
4	 Shunichi Iwamori (April 18, 1965) <u>Reappointment</u>	April 1989	Joined Toyoda Boshoku Corporation	20,267
		April 2017	Functional Officer, the Company	
		April 2019	Global Grade S*, the Company	
		April 2022	Operating Officer, the Company	
		June 2022	Director, Operating Officer, the Company (to present)	
		April 2025	President, TOYOTA BOSHOKU AMERICA, INC. (to present)	
		* Equivalent to previous Managing Officer, Executive Functional Officer and Functional Officer		
	Reasons for selection as a candidate for Director In addition to his experience in accounting and purchasing divisions at the company as Chief Financial Officer, Chief Purchasing Officer, he was in charge of the Audit & Improvement Office, which is the governance evaluation department. Since April 2025, he has been appointed as head of the regional headquarters in the Americas. The Company is requesting his appointment as Director to make use of his aforementioned wealth of experience and broad insight for management of the Company and to enhance corporate value.			
Term of office as Director at the closing of this General Meeting of Shareholders 3 years		Attendance at Board of Directors Meetings for FY2024 Regular : 13/13, Extraordinary : -		

Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
5	 Norimichi Adachi (July 3,1965) <div>New appointment</div>	April 1989	Joined ARACO Corporation	10,600
		April 2016	Functional Officer, the Company	
		April 2019	Global Grade S*, the Company	
		April 2025	Operating Officer, the Company (to present)	
		* Equivalent to previous Managing Officer, Executive Functional Officer and Functional Officer		
<div>Reasons for selection as a candidate for Director</div> <p>Mr. Adachi has served as Chief Quality Officer of the Quality Segment and has been in charge of manufacturing at the regional headquarters in the Americas. and served as Segment Chief of the Production Segment. He has been involved in manufacturing in every part of the Company, and has management experience both domestic and overseas as head of regional headquarters. The Company is requesting his appointment as Director to make use of his wealth of experience and broad insight for management of the Company and to enhance corporate value.</p>				
<div>Term of office as Director at the closing of this General Meeting of Shareholders</div> <p>-</p>			<div>Attendance at Board of Directors Meetings for FY2024</div> <p>Regular : -, Extraordinary : -</p>	

Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
6	 <div>Akihiro Koyama (June 9, 1953) Reappointment Outside Director Independent Director</div>	April 1981	Lecturer (Full-Time), Faculty of Economics, Gakushuin University	0
		April 1988	Professor, Faculty of Economics, Gakushuin University	
		March 1995	C4 (Full-Time) Professor, Faculty of Law and Economics, Bayreuth University, Germany	
		September 1995	Professor, Faculty of Economics, Gakushuin University	
		June 2018	Director, the Company (to present)	
		June 2024	Emeritus Professor, Gakushuin University (to present)	
		[Important concurrent position] Emeritus Professor, Gakushuin University		
	<p>Reasons for selection as a candidate for Outside Director</p> <p>In addition to conducting research on topics such as business finance and corporate governance over many years as a university professor, Dr. Koyama has held posts successively as a visiting professor at overseas universities and possesses expert knowledge in enterprise management from a global perspective. And he has provided advice to management from a broad perspective as Outside Director of the Company since June 2018. Dr. Koyama has not been directly involved in corporate management, but the Company is requesting his appointment as Outside Director because it believes he will reflect in the Company's management the deep insight gained through his career as described above and contribute to the maintenance and enhancement of the Company's corporate governance.</p>			
Term of office as Director at the closing of this General Meeting of Shareholders 7 years		Attendance at Board of Directors Meetings for FY2024 Regular : 13/13, Extraordinary : -		

Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
7	 Junko Shiokawa (January 6, 1970) <u>Reappointment</u> <u>Outside Director</u> <u>Independent Director</u>	April 1995	Registered with Daiichi Tokyo Bar Association Joined Nagashima & Ohno (currently known as Nagashima Ohno & Tsunematsu)	0
		July 1998	Seconded to London Office, European Bank for Reconstruction and Development	
		October 2000	Joined New York Office, Sullivan & Cromwell LLP	
		April 2002	Admitted as Attorney-at-Law in New York, the United States of America	
		April 2005	Joined Barclays Capital Japan Limited (currently known as Barclays Securities Japan Limited)	
		June 2010	Joined Hong Kong Office, Conyers Dill & Pearman	
		July 2010	Registered as Foreign Attorney-at-Law in Hong Kong	
		November 2014	Joined Hong Kong Office, Harneys (Partner)	
		June 2017	Outside Director of Asahi Net, Inc.	
		September 2018	Joined Hong Kong Office, Withers (Partner)	
		June 2021	Director, the Company (to present)	
		January 2022	Joined Hong Kong Office, Conyers Dill & Pearman (Consultant)	
		April 2025	Joined Miura & Partners (Partner) (to present)	
		[Important concurrent position] Attorney-at-Law, Miura & Partners (Partner)		
Reasons for selection as a candidate for Outside Director As an Attorney-at-Law, Ms. Shiokawa possesses a wealth of knowledge on global business cases related to investment funds, finance, cross-border M&A and investment fund-related dispute settlement. And she has provided advice to management from a broad perspective as Outside Director of the Company since June 2021. Ms. Shiokawa has not been directly involved in corporate management, but the Company is requesting her appointment as Outside Director because it believes she will reflect in the Company's management the deep insight gained through her career as described above and contribute to the maintenance and enhancement of the Company's corporate governance.				
Term of office as Director at the closing of this General Meeting of Shareholders 4 years		Attendance at Board of Directors Meetings for FY2024 Regular : 13/13, Extraordinary : -		

Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
8	 Takafumi Seto (November 25, 1969) <div>Reappointment</div> <div>Outside Director</div> <div>Independent Director</div>	April 1996	Postdoctoral fellow, Japan Society for the Promotion of Science	0
		April 1997	Joined Mechanical Engineering Laboratory	
		October 2001	Joined National Institute of Advanced Industrial Science and Technology	
		April 2007	Associate Professor, National University Corporation Kanazawa University	
		September 2013	Professor, Institute of Science and Engineering, National University Corporation Kanazawa University (to present)	
		June 2022	Director, the Company (to present)	
		<div>Important concurrent position</div> Professor, Institute of Science and Engineering, National University Corporation Kanazawa University		
		<div>Reasons for selection as a candidate for Outside Director</div> <p>In conjunction with this various engineering knowledge and skill as a university professor, Dr. Seto has been providing the Company with valuable opinions regarding pioneering research for future society and joint research with the Company that is themed on the realization of comfortable spaces in near-future automobiles. And he has provided advice on management from a broad perspective as Outside Director of the Company since June 2022. Although Dr. Seto has not been directly involved in corporate management, the Company is requesting his appointment as Outside Director because it believes, based on the aforementioned reasons, he will reflect his high level of scientific insight in the Company's management and contribute to future business.</p>		
<div>Term of office as Outside Director at the closing of this General Meeting of Shareholders</div> 3 years		<div>Attendance at Board of Directors Meetings for FY2024</div> Regular : 13/13, Extraordinary : -		

Candidate No.	Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
9	 Yasuhiko Yamazaki (November 14, 1963) <div>Reappointment</div> <div>Outside Director</div> <div>Independent Director</div>	April 1986	Joined NIPPON DENSO CO., LTD.	0
		June 2014	Executive Director, DENSO CORPORATION	
		April 2019	Senior Executive Officer, DENSO CORPORATION	
		January 2024	Executive Vice President, DENSO CORPORATION	
		June 2024	Director, the Company (to present)	
		June 2024	Member of the Board of Directors and Executive Vice President, DENSO CORPORATION (to present)	
		<div>Important concurrent position</div> Member of the Board of Directors and Executive Vice President, DENSO CORPORATION		
<div>Reasons for selection as a candidate for Outside Director</div> <p>Mr. Yamazaki is currently Executive Vice President at DENSO CORPORATION, where he also serves as Chief Innovation Officer, Chief Quality Officer, and Chief Human Resources Officer in the technology and human resources fields. He is also the Head of the general administration and human resources division, the Head of Korea, and has a wealth of experience and knowledge working in various businesses, functions, and overseas postings, including as the Head of overseas bases and the Head of company-wide manufacturing functions. And he has provided advice on management from a broad perspective as Outside Director of the Company since June 2024. The Company is requesting his appointment as Outside Director so that he can reflect the aforementioned wealth of experience and broad insight in the management of the Company and contribute to upholding and strengthening governance.</p>				
<div>Term of office as Outside Director at the closing of this General Meeting of Shareholders</div> <p>1 year</p>		<div>Attendance at Board of Directors Meetings for FY2024</div> <p>Regular : 10/11, Extraordinary : -</p>		

(Notes)

1. Dr. Koyama, Ms. Shiokawa, Dr. Seto, and Mr. Yamazaki are candidates for the position of Outside Director.
2. The Company has concluded an agreement with Dr. Koyama, Ms. Shiokawa, Dr. Seto and Mr. Yamazaki to limit their liabilities for damages under Article 423 paragraph (1) of the Companies Act, and limited the maximum amount of their liabilities for damages based on said agreement to the amount stipulated in Article 425 paragraph (1) of the Act.
3. The Company has entered into a directors and officers liability insurance (D&O insurance) contract stipulated in Article 430-3 of the Companies Act with the candidates as the insured to ensure that officers can fully perform their expected roles in the course of executing their duties and to allow the Company to obtain superior talent. If this proposal is approved as originally proposed and the candidates are appointed as Directors, they will be the insured under the said insurance contract.
Under the said insurance contracts, damage that may be caused as a result of the insured officers, etc. assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered.

(The insurance fee for the policy including added special clauses is fully borne by the Company and no substantial insurance fee is borne by the insured. The said insurance contract has a provision of the deductible amount, up to which the insured are not covered for damage.)

Note that the said insurance contract will be renewed on October 1, 2025, which falls within the candidate's term of office.

4. Dr. Koyama, Ms. Shiokawa, Dr. Seto and Mr. Yamazaki are candidates for Independent Director pursuant to the provisions of the Tokyo Stock Exchange and the Nagoya Stock Exchange.

Proposal No. 2
Election of One (1) Audit & Supervisory Board Member

The Company requests the appointment of one (1) Audit & Supervisory Board Member because Standing Audit & Supervisory Board Member, Yasushi Minami will resign his position upon the conclusion of this Ordinary General Meeting of Shareholders.

As the candidate for Standing Audit & Supervisory Board Member, Hidenori Ozaki is to be elected as a substitute for Standing Audit & Supervisory Board Member, Yasushi Minami, his term of office shall be the remaining part of the term of Yasushi Minami in accordance with the Articles of Incorporation of the Company.

The Audit & Supervisory Board has already given its consent regarding this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Name (Date of Birth)	Career summary, posts, and responsibilities at the Company		Number of the Company's shares owned
 Hidenori Ozaki (November 13, 1960) <div>New appointment</div>	April 1983	Joined Toyota Motor Corporation	3,200
	April 2018	Functional Officer, the Company	
	April 2019	Global Grade S*, the Company	
	April 2021	President, TOYOTA BOSHOKU AMERICA, INC.	
	April 2022	Operating Officer, the Company	
	* Equivalent to previous Managing Officer, Executive Functional Officer and Functional Officer		
Reasons for selection as a candidate for Audit & Supervisory Board Member In addition to having held important positions in the sales division and overseas bases of Toyota Motor Corporation, Mr. Ozaki possesses experience in the management planning of the Company and experience from his involvement in management as head of the regional headquarters in the Americas. The Company is requesting his appointment as Audit & Supervisory Board Member to reflect this abundant experience and broad insight in audits of the Company.			
Term of office as Audit & Supervisory Board Member at the closing of this General Meeting of Shareholders -		Attendance at Board of Directors Meetings for FY2024 Regular : -, Extraordinary : - Attendance at Audit & Supervisory Board Meetings for FY2024 Regular : -, Extraordinary : -	

(Note)

The Company has entered into a directors and officers liability insurance (D&O insurance) contract stipulated in Article 430-3 of the Companies Act with the candidate as the insured to ensure that officers can fully perform their expected roles in the course of executing their duties and to allow the Company to obtain superior talent. If this proposal is approved as submitted and the candidate is assumed the position of Audit & Supervisory Board Member, he will be the insured under the said insurance contract.

Under the said insurance contracts, damage that may be caused as a result of the insured officers, etc. assuming responsibilities regarding the execution of their duties or receiving claims pertaining to the pursuit of such responsibilities shall be covered. Provided, however, that there are certain exemptions; for example, damage caused as a result of any conduct committed while knowing that the conduct is in violation of laws and regulations shall not be covered.

(The insurance fee for the policy including added special clauses is fully borne by the Company and no substantial insurance fee is borne by the insured. The said insurance contract has a provision of the deductible amount, up to which the insured are not covered for damage.)

Note that the said insurance contract will be renewed on October 1, 2025, which falls within the candidate's term of office.

〈Reference〉

Officers structure if Proposals No. 1 and No. 2 are approved

This matrix indicates the items (up to five) that the Company expects each member to demonstrate in particular and does not represent all of the experience and expertise of each Director.

		1	2	3	4	5	6	7	8	9	10
		Company management	Global	Technology development	Production engineering / Manufacturing	Sales / Purchasing	Finance / Accounting	Human resources	Legal / Compliance	Environment / Energy	IT/Digital Skills
Directors	Shuhei Toyoda	●	●	●	●			●			
	Masayoshi Shirayanagi	●	●			●	●	●			
	Hiroki Tsunoda	●	●	●						●	●
	Shunichi Iwamori	●	●		●	●	●				
	Norimichi Adachi	●	●		●						
	Akihiro Koyama		●				●	●	●		
	Junko Shiokawa		●				●		●		
	Takafumi Seto			●	●			●		●	●
	Yasuhiko Yamazaki	●	●	●	●			●			

Audit & Supervisory Board Members	Kazuo Koide	●	●			●		●		●	
	Hidenori Ozaki	●	●			●				●	
	Hiroyuki Yokoyama	●	●	●	●				●		
	Hiroshi Miura	●	●				●		●		
	Yoshito Fujikawa			●			●	●	●		●