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Materiality formulation process and approach

From April 2019 to July 2020, we made a company-wide effort to identify important issues and formulated our materiality in six steps (see figure on the right for details).

The important issues identified were classified into those that “maximize the positive effects,” which enrich people and their lives, and those that “minimize the negative effects,” which avoid risk. They were then organized into “Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations,” and “Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness.” The materiality of the Toyota Boshoku group was determined by adding the approach we adopt to resolve each issue.

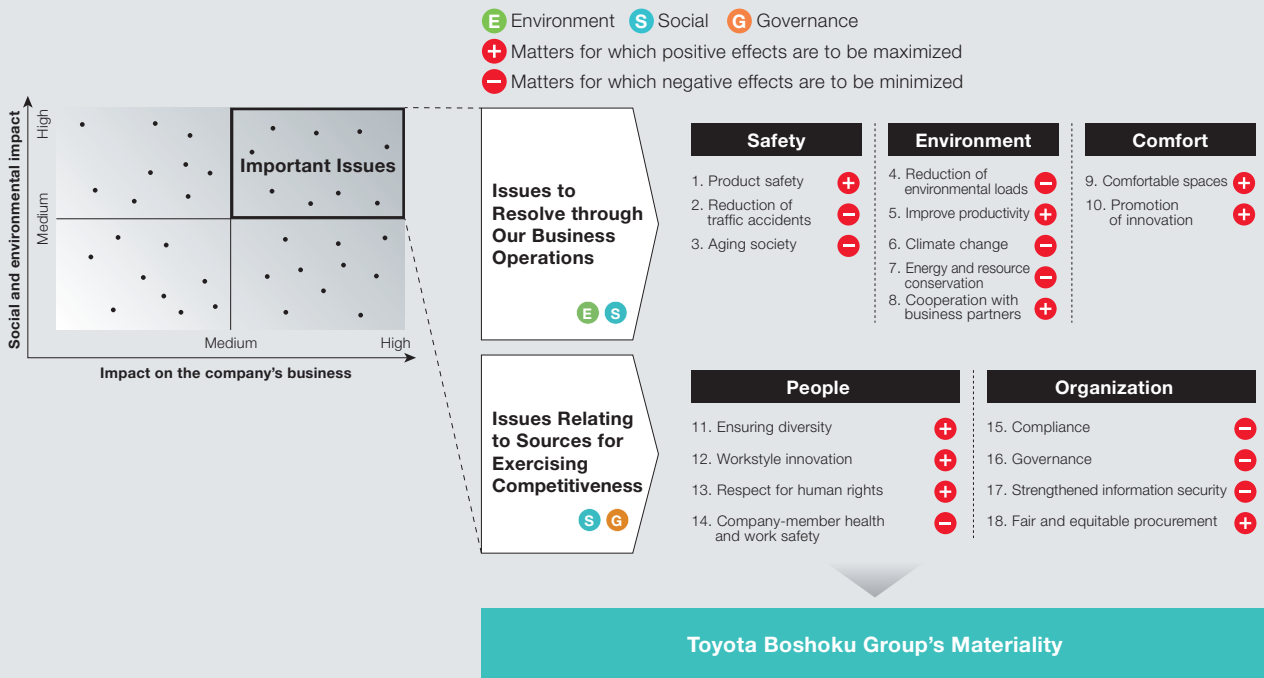
As part of a series of processes, the management team and next-generation leaders, together with the Corporate Planning Division, the lead division, held a total of 27

consultations, after which the Board of Directors decided on the materiality.

The CSV Promotion Meeting (Chair: Chief Strategy Officer (CSO) responsible for the Corporate Planning Segment), which is held twice a year, reports and deliberates on issues and the direction to take in order to enhance corporate value based on the concept of CSV. In fiscal 2023, matters discussed included CSV management and human rights initiatives, and initiatives to enhance corporate value aimed at achieving the 2025 Mid-Term Business Plan. Going forward, we will also consider reviewing our materiality itself in response to changes in the environment.

Progress with the ESG KPIs (→p. 34), which were drawn up in fiscal 2022, is also checked at the CSV Promotion Meeting, and the degree of achievement is followed up along with materiality.

Plotting of social issues and extraction of important issues

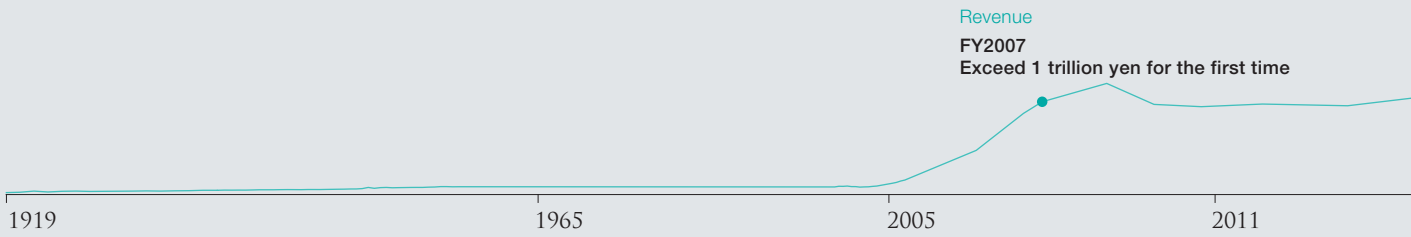


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Materiality formulation process

		Participants		
		Company Members	External Stakeholders	Directors/ Officers
STEP 0	<p>Comprehensive activities for CSR, CSV, ESG, SDGs, etc.</p> <ul style="list-style-type: none"> ● Lecture for officers and division general managers In addition to the regular members of the CSR Promotion Meeting (now the CSV Promotion Meeting), officers and relevant division general managers involved in the formulation of the 2025 Mid-Term Business Plan attended the meeting to deepen their understanding of CSV management. ● Lecture on SDGs for officers, entity top management, and next-generation leaders Held as part of the “Global Week” program, where officers, entity top management and next-generation leaders of the Toyota Boshoku group gathered to discuss the future of the group and how to realize it, deepening understanding of the SDGs. ● SDGs card game and discussions on social issues (41 next-generation leaders from 13 countries participated) A card game format was used to deepen understanding of the SDGs and social issues. Subsequently, discussions were held on social issues surrounding the Toyota Boshoku group as well as management issues, based on important concepts for the company included in our philosophy. 	✓		✓
	<p>STEP 1</p> <p>Understanding social issues</p> <ul style="list-style-type: none"> ● Clarification of SDGs and other social issues As well as the SDGs, identifying more than 100 social issues by focusing also on social issues in the countries and regions in which the Toyota Boshoku group operates. ● Verification of social issues where we are already making contributions Creating a life cycle value chain map of the Toyota Boshoku group’s business, and organizing contributions to resolving social issues that have already been implemented from both positive (opportunities) and negative (risks) perspectives. 	✓		
	<p>STEP 2</p> <p>Extraction of social issues</p> <ul style="list-style-type: none"> ● Verification of social issues to be tackled as the company’s philosophy Re-affirming and understanding the meaning embedded in our philosophy, and confirming whether resolution of the social issues identified is consistent with the philosophy. ● Verification of social issues that can be resolved by maximizing the company’s strengths Confirming whether the issues can be solved by leveraging the identity of the Toyota Boshoku group: R&D, MONOZUKURI, and HITOZUKURI. ● Discussions by the Materiality working group: 10 sessions (17 participants) 	✓		
	<p>STEP 3</p> <p>Verification of stakeholder expectations</p> <ul style="list-style-type: none"> ● Investor interviews: 3 times (7 participants from 3 companies) ● Survey of company members: 1 time (covering 260 people) ● Verification of management issues: Based on the results of the above interviews and questionnaires, confirm consistency with internal policy. 	✓	✓	✓
	<p>STEP 4</p> <p>Plotting of social issues and extraction of important issues</p> <ul style="list-style-type: none"> ● Organization of social issues and identification of important issues to prioritize Verification from the perspectives of “social and environmental impact” and “impact on the company’s business,” and identification of important issues to prioritize ● Formulation of five aspects of materiality in alignment with the company’s Vision Identifying five materiality issues, organized into two categories: “Issues Relating to Safety, Environment, and Comfort to Resolve through Our Business Operations” and “Issues Relating to the People and Organizations that are Our Sources for Exercising Competitiveness.” 	✓		
	<p>STEP 5</p> <p>Verification of validity</p> <ul style="list-style-type: none"> ● Discussion in a CSV Promotion Meeting In February 2020, an extraordinary CSR Promotion Meeting (now the CSV Promotion Meeting) was held to discuss the composition and wording of (expressions used in) our materiality. In order to deepen company members’ understanding of our materiality, it was decided to compile the reasons for selecting this text as “Meaning and Concepts.” ● Discussions with outside directors and outside Audit & Supervisory Board members Two briefings were held for outside officers (in April and July 2020). Based on the points raised, the positioning of materiality in management was clarified, and the management system was organized as “Management Concept.” 	✓		✓
	<p>STEP 6</p> <p>Decision on materiality</p> <ul style="list-style-type: none"> ● Toyota Boshoku Group’s Materiality was finalized at the Board of Directors meeting in July 2020. 			✓
<p>STEP 7</p> <p>Establishment of ESG KPIs</p> <ul style="list-style-type: none"> ● We established ESG KPIs to measure social value. The goal is to achieve them with a view to realizing our materiality. 	✓		✓	

Our history



Early beginnings

Toyoda Boshoku was founded by Sakichi Toyoda, who believed in the importance of self-sufficiency in high-quality yarn for the development of the automatic loom.

1918
Toyoda Boshoku Corporation was founded by Sakichi Toyoda

1921
• Entered China
• Established Toyoda Boshoku Shou

1935
Formulated the Principles of Toyoda

1943
Merged with Toyota Motor Co., Ltd. (now Toyota Motor Corporation)

1947
Established Arakawa Sheet Metal Industries Co., Ltd. (later Araco Corporation)

1950
Established Minsei Spinning Co., Ltd. as a separate independent entity from Toyota Motor Co., Ltd.

1960
Established Takashimaya Nippatsu Industries Co., Ltd. (later Takanichi Co., Ltd.)

Shift to automotive components business

A major change was made in the Company's business activity to escape the downturn in the textile market. Production of automotive components then became the Company's core business.

1967
Company name changed from Minsei Spinning Co., Ltd. to Toyoda Boshoku Corporation

2000
• Stock listed on the Tokyo Stock Exchange, First Section
• Merged with Toyota Kakoh Co., Ltd

Evolution into a global system supplier

With the aim of becoming a truly global system supplier, the three companies were merged to establish a global production structure, deepen our unique technologies and expand our fields of business.

2004
• Araco Corporation (car interior components business), Takanichi Co., Ltd. and Toyoda Boshoku Corporation merged to form Toyota Boshoku Corporation
• Formulated Toyota Boshoku Earth Charter

2005
• Formulated the TB Way
• Introduced the One Hub per Region structure

Business and product changes



1970
Started development of automotive seat fabrics



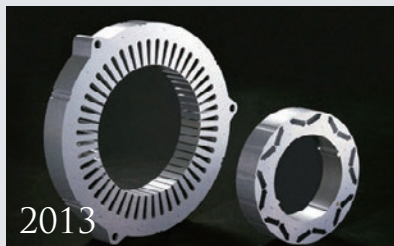
2009
Started production of cabin air filter material using the Dual Layer Melt Blown Method



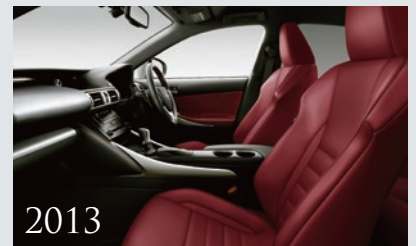
2013
Received first order for railway seats utilized in the Gran Class of the Hokuriku Bullet Train (Shinkansen)
(Photo provided by East Japan Railway Company)



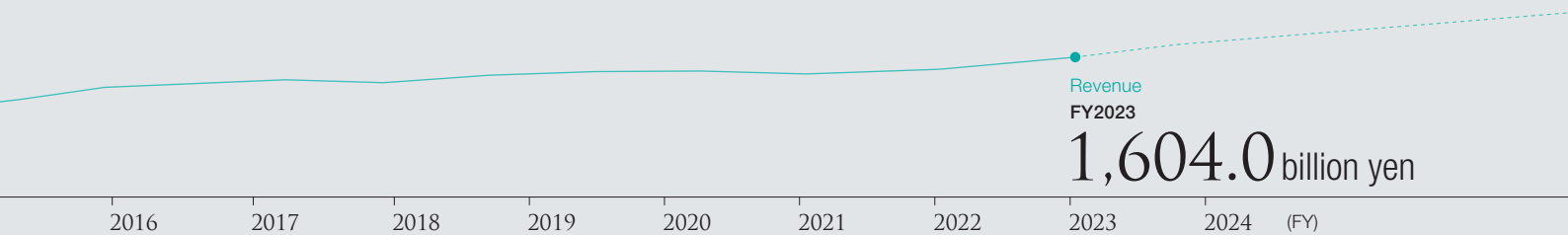
1985
Started full-scale production of automotive filters



2013
Started production of motor core constituent parts using the FHS process



2013
First application of seats made using the Foam in Place Method



Towards the future

Toyota Boshoku is accelerating reform and taking steps for the future, amid a once-in-a-century transformational period in the automotive industry.

From CSR to CSV management

Based on our materiality, Toyota Boshoku group is aiming to achieve sustainable growth in the face of changing social and economic conditions.

2015
Integrated the seat frame mechanism component businesses of Aisin Seiki Co., Ltd. (now Aisin Corporation) and Shiroki Corporation (now Aisin Shiroki Corporation) into the Company

2016

- Changed management structure (product business-based organization)
- Announced 2050 Environmental Vision
- Announced 2020 Mid-term Business Implementation Plan

2018

- Announced 2020 Business Plan
- Celebrated 100th anniversary

2019
Established TOYOTA BOSHOKU AKI USA, LLC as a joint venture with Delta Kogyo Co., Ltd. and Toyo Seats Co., Ltd.

2020

- Completed the main building at the Kariya headquarters
- Formulated Materiality
- Announced 2025 Mid-Term Business Plan
- Endorsed the TCFD recommendations

2021

- Introduced Chief Officer System
- Partially transferred Aisin Shiroki Corporation's commercial rights in automotive seat frame mechanism parts for Suzuki Motor Corporation, Daihatsu Motor Co., Ltd. and Mazda Motor Corporation

2022

- Moved to the Prime Market, a new market segment of the Tokyo Stock Exchange
- Obtained DX-certified company status
- Started investment in startups through CVC (Corporate Venture Capital)
- Signed agreements with Toyota Auto Body Co., Ltd. and Toyota Body Seiko Co., Ltd. to make Toyota Body Seiko a subsidiary of Toyota Boshoku

2023

- The company spun off from Aisin Shiroki Corporation was renamed Toyota Boshoku Hirose Corporation and became a subsidiary of Toyota Boshoku
- Participated in the Ministry of Economy, Trade and Industry's GX League
- Concluded share transfer agreements for PT. SHIROKI INDONESIA and SHIROKI AUTOMOTIVE INDIA PVT. LTD.



2014

Started production of fuel cell-related products (separators)



2020

MOOX
Participated in a demonstration test at Aichi Earth Expo Memorial Park



2015

Jointly developed the Company's first aircraft seats with All Nippon Airways Co., Ltd.



2021

MX221
Presented at CES 2022



Hall of Our Steps (opened in 2022)
Website (only available in Japanese)
<https://reserva.be/toyotaboshoku/about>

Past Mid-Term Business Plans

2005 **Three-company merger “Period of creating a robust corporate constitution”**

Concentrate the technological capacity and collective strengths of all three companies, and realize global manufacturing

Objectives of Merger

- Integrate seating systems and interior systems operations previously pursued independently by the three companies, as well as develop and propose car interiors from a comprehensive perspective
- Make use of the expertise and resources of all three companies to further accelerate overseas expansion

Vision: Aim to be a world-class interior system supplier and filter manufacturer

- (1) Offer comfortable and pleasant interior spaces
- (2) Offer world-class automotive filters
- (3) Build a global supply system

Main Achievements & Remaining Issues

Achievements

- Introduction of the One Hub per Region structure
- Development of new technology and beginning of production as an automotive interior system supplier
- Strengthening of our filter and powertrain components development and evaluation systems, thanks to completion of construction of the Kariya Development Center
- Re-evaluation and reorganization of our Japanese production systems
- Building of a production system to follow Toyota Motor Corporation’s overseas expansion

Issues

- Systematically engendering a sense of unity throughout the entire company
- Strengthening our business capacity as an interior system supplier (solidifying our business footing, implementing advanced measures focused on corporate growth, etc.)

2008 **Second founding “Solidifying our footing and establishing a foundation for growth”**

Mid-Term Business Plan

Elements of our strategy

- Proactively implement policies to strengthen our capabilities, in terms of both “initiatives to solidify our footing” and “priority initiatives for future corporate growth”, as well as aim to become a truly global company that can operate and flourish in regions around the world
- Strengthen our technological capacity (development, production, manufacturing), product capacity, and profitability on a global scale

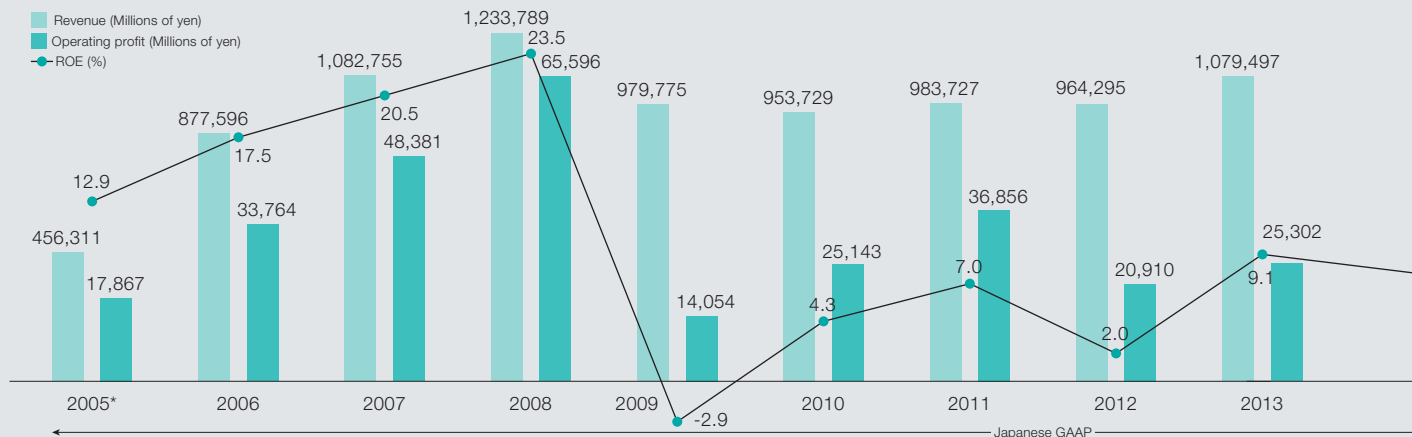
Achievements

- Establishment of a global management system
- Creation of a development system that is consistent and integrated, from fundamental research all the way to cutting-edge technology, thanks to the establishment of the Research Laboratories (now called the New Value Creation Field), as well as completion of construction of the No.2 Building of the Sanage Technical Center
- Development of lightweight seating frames that enable CO₂ emissions reduction and products made using plant-derived materials
- Establishment of the Global Learning Center, and opening of the Toyota Boshoku Technical Skills Academy, in order to help our company members develop their skills, and train them to be able to flourish on a global scale
- Continuously bringing new production sites into operation at various location around the world

Issues

- Reduction of profit as a result of shrinking operations after the 2008 global financial crisis
- Response to changes in the automotive market (shifting trends from larger to smaller-size vehicles, etc.)

Revenue / Operating Profit / Change in ROE



* Values for the first half of fiscal 2005 (April 1 to September 30, 2004) from pre-merger Toyota Boshoku. Values for the second half of the year (October 1, 2004 to March 31, 2005) from post-merger Toyota Boshoku.

2012 **“Period of structural reform for a quantum leap forward”**

2017 **“Aiming for sustainable growth”** 2021

2015 Mid-Term Management Plan

2020 Business Plan

- Pursue cutting-edge technology, in order to expand business fields
- Accelerate global business expansion centered on emerging countries
- Expand our business with a wide range of customers through business reforms and organizational restructuring
- Thoroughly implement lean, highly-efficient, and high-value added business in Japan

- Perform action to achieve corporate growth while fulfilling our responsibility in harmony with society, strengthen management foundation, strengthen competitiveness, offer multi-dimensional value, and expand business fields
- Establish a corporate structure capable of securing an operating profit ratio of 5% or higher
- Focus on the development of new products and technology that anticipate the mobility environment of 2030
- Pay particular attention to environmental actions

Achievements

- Making use of precise high-speed press technology to introduce HEV and FCV-focused products onto the market
- Expansion of business into emerging nations
- Creation and maintaining of foundation for new customer business
- Expansion into new fields, such as specialized racing car seats, railroad carriages, and aircraft

Issues

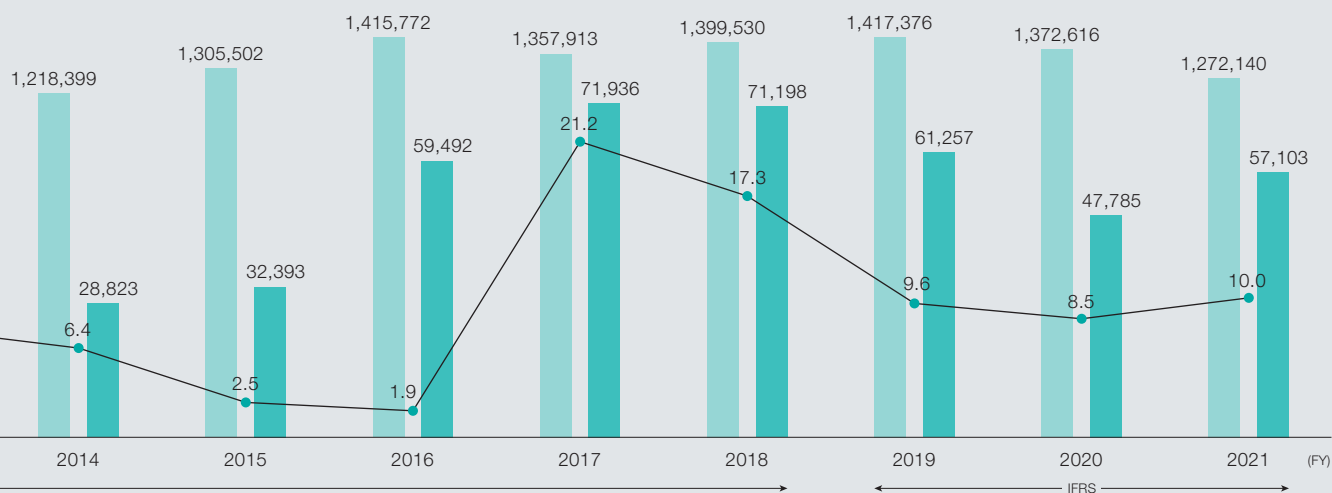
- Creating operations that can respond to sudden expansion of our business
- Worsening of profits due to disorganization resulting from new product being launched by our pre-existing business

Achievements

- Strengthening competitiveness and management foundation, and steadily increasing earning power
- Creation of the Business Management Structure, and maintaining a target management structure that is consistent and integrated, from individual sites all the way up to the management level
- Creation of a stable, resilient BCP that can appropriately respond to unforeseen circumstances
- Acceleration of cooperation and coordination between various divisions in relation to design, production engineering, and quality, thanks to completion of construction of the MONOZUKURI Innovation Center. Optimization of production and manufacturing preparations, thanks to use of digital technology.
- Strengthening advanced development to envision and prepare for 2030, including cooperation with the Toyota Group (MX191)

Issues

- Maintaining our management information infrastructure
- Further promoting of vibrant work style innovation



10-year summary

FY Years ended March 31	Japanese GAAP		
	2014	2015	2016
Revenue	1,218,399	1,305,502	1,415,772
Operating profit	28,823	32,393	59,492
Profit attributable to owners of the parent	12,610	5,204	3,900
Total assets	659,008	719,680	725,895
Capital stock	8,400	8,400	8,400
Total equity	249,082	264,038	243,146
Capital expenditures	51,116	50,190	36,898
Depreciation	36,302	40,121	41,012
R&D expenses	40,189	38,821	38,450
Per Share Data (Yen)			
Basic earnings	68.05	28.08	21.02
Diluted earnings*	–	–	21.02
Cash dividends	18.00	18.00	30.00
Dividend payout ratio (consolidated) (%)	26.5	64.1	142.7
Equity attributable to owners of the parent	1,115.69	1,164.36	1,065.72
Cash Flow (Millions of yen)			
Net cash provided by operating activities	49,590	65,536	78,912
Net cash provided by (used in) investing activities	(51,867)	(51,615)	(48,086)
Net cash provided by (used in) financing activities	(5,636)	516	(8,739)
Cash and cash equivalents	126,648	143,493	160,904
Financial Indicators (%)			
Ratio of operating profit to revenue	2.4	2.5	4.2
ROE: Ratio of profit to equity attributable to owners of the parent	6.4	2.5	1.9
Ratio of equity attributable to owners of the parent	31.4	30.0	27.3
Price earnings ratio (PER)	15.3	53.6	87.3
Shareholders' Equity (at fiscal year-end)			
Number of shares issued (Thousands)	187,665	187,665	187,665
Number of shareholders	22,191	16,746	14,517
Stock price (yen)	1,043	1,504	1,834
Number of company members (excluding temporary company members)	38,198	41,509	41,624
CO ₂ emissions (t-CO ₂)	312,348	311,975	310,465
Amount of waste (t)	22,661	21,990	23,464
Water consumption (thousand m ³)	4,303	4,352	4,271
Percentage of local company members holding executives (officer, manager) positions at overseas business sites	–	–	–
Number of women at management positions (Toyota Boshoku)	–	–	–
Number of female group manager level (Toyota Boshoku)	–	–	–
Number of patents held (Japan)	–	–	–
Number of patents held (outside Japan)	–	–	–

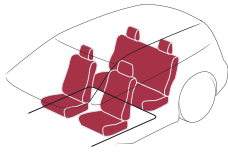
* With regard to diluted earnings per share [diluted net income per share of common stock] in fiscal 2014, 2015, 2018, 2019, 2020 and 2021, there were no latent shares with dilutive effects.

		IFRS					Millions of yen
2017	2018	2019	2020	2021	2022	2023	
1,357,913	1,399,530	1,417,376	1,372,616	1,272,140	1,421,451	1,604,036	
71,936	71,198	61,257	47,785	57,103	60,290	47,672	
45,359	42,762	27,457	24,786	31,188	39,260	14,679	
691,921	744,558	793,599	780,714	845,778	964,740	1,007,392	
8,400	8,400	8,400	8,400	8,400	8,400	8,400	
276,274	308,620	329,329	321,701	369,650	423,835	436,894	
35,500	52,095	61,341	58,715	46,731	38,326	50,773	
36,228	34,755	35,153	37,575	38,194	40,386	44,965	
37,884	47,393	46,965	45,902	41,831	44,845	47,306	
244.28	230.27	147.85	132.88	166.93	210.15	78.57	
244.27	–	–	–	–	210.13	78.56	
50.00	54.00	56.00	54.00	45.00	64.00	70.00	
20.5	23.5	37.9	40.6	27.0	30.5	89.1	
1,240.77	1,414.91	1,573.44	1,557.93	1,792.56	2,066.53	2,144.33	
95,389	86,117	60,720	79,673	74,483	122,933	89,428	
(48,927)	(51,707)	(58,915)	(54,175)	(51,392)	(40,893)	(36,461)	
(61,347)	(3,528)	(19,526)	(13,964)	2,756	(48,664)	(40,812)	
144,889	178,372	158,192	163,377	195,180	237,952	248,195	
5.3	5.1	4.3	3.5	4.5	4.2	3.0	
21.2	17.3	9.6	8.5	10.0	10.9	3.7	
33.3	35.3	36.8	37.3	39.6	40.0	39.8	
10.6	9.5	11.3	9.7	11.0	9.5	27.2	
187,665	187,665	187,665	187,665	187,665	187,665	187,665	
12,226	13,287	14,066	14,715	16,177	15,959	16,123	
2,583	2,184	1,675	1,287	1,830	2,002	2,137	
41,428	41,409	43,103	44,375	44,154	44,264	44,581	
324,528	330,235	322,977	318,431	304,455	307,218	255,804	
23,727	24,018	24,925	25,458	23,087	23,217	26,737	
4,143	4,321	3,994	3,731	3,590	3,266	3,369	
–	14	19	23	25	21	25	
–	17	20	23	24	29	33	
–	53	51	55	57	65	64	
1,941	2,112	2,174	2,195	1,924	1,760	1,899	
1,207	1,371	1,546	1,753	1,589	1,476	1,502	

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, which make the vehicle easier to drive and 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

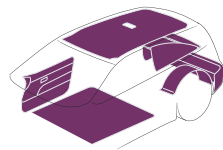


Sports seats
(For automobile racing)



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

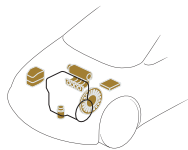


Interior system



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

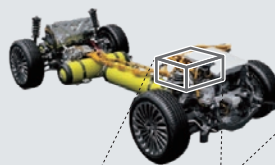


Air filters

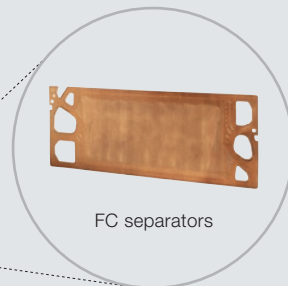


Oil filters

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



Fuel cell stack



FC separators

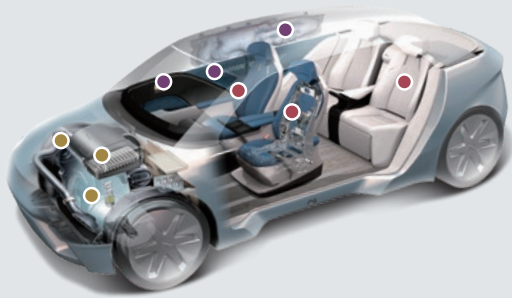


Dust removing filters

Protection filters

Chemical filters

Air cleaners



- Seat
- Interior & Exterior
- Unit Components

Non-automobile Seats



Executive lounge seats



Lexus LS seats



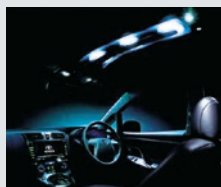
Railway seats (Photo provided by East Japan Railway Company)



Aircraft seats



Headliners



Illuminations

Exterior Components



Bumpers



Fender liners

Others (Textile Components)



Seat fabrics

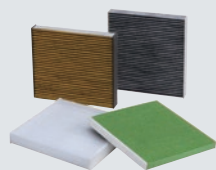


Seatbelt webbings

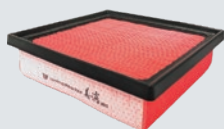


Curtain-shield airbags

Plastic Parts for Internal Combustion Engine (ICE)



Cabin air filters



MIRO



Air induction systems



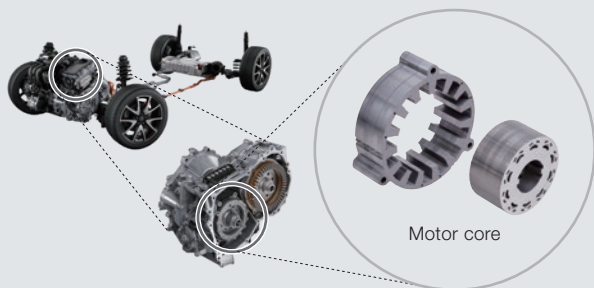
Air cleaners



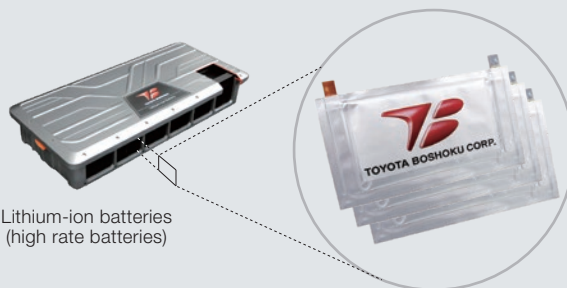
Intake manifolds (For horizontally opposed engine)



Oil mist separators



Motor core



Lithium-ion batteries (high rate batteries)

Corporate data

Location

1-1 Toyoda-cho, Kariya-shi,
Aichi 448-8651, Japan

Capital

8.4 billion yen

Number of company members (excluding temporary company members)

8,244 (non-consolidated)

44,581 (consolidated)

(As of March 31, 2023)

Founded

1918

Established

1950

Independent auditor

PricewaterhouseCoopers Arata LLC

Stock information

Number of shareholders

16,123 (as of March 31, 2023)

Number of shares authorized to be issued

500,000,000

Number of shares outstanding

186,884,185 (as of March 31, 2023)
(excluding treasury stock of 781,553)

Business year

April 1 to the following March 31

Ordinary General Meeting of Shareholders

Every June (The event is held to avoid
dates on which many such shareholders'
meetings are usually held)

Stock exchange listings

Tokyo Stock Exchange Prime Market,
Nagoya Stock Exchange Premier Market

Securities code

3116

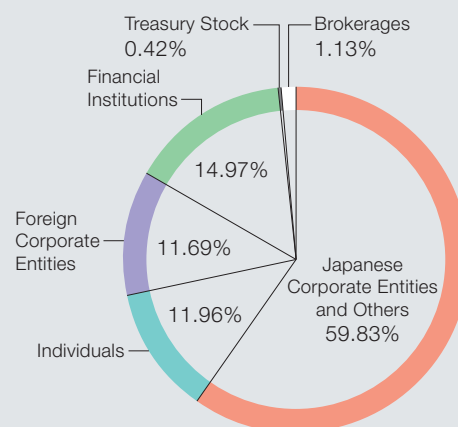
Payment of dividends

March 31 (Interim dividends, when paid,
are paid as of September 30.)

Custodian of the shareholders' register

Mitsubishi UFJ Trust and Banking Corporation

Breakdown of shareholders



Inclusion in indexes (socially responsible investment)



**FTSE Blossom
Japan Sector
Relative Index**

The index was designed by FTSE Russell to measure the relative ESG-responsive performance of Japanese companies in each sector. To facilitate the transition to a low-carbon economy, companies are selected using their climate governance and climate change initiatives in the rating.

FTSE Russell confirms that Toyota Boshoku Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.
<https://www.ftserussell.com/products/indices/blossom-japan>



JPX-NIKKEI 400

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."

2023



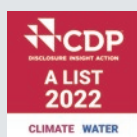
Sompo Sustainability Index

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



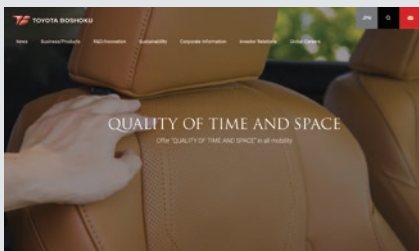
CDP is an NGO that requests disclosure of strategies to address climate change and information on greenhouse gas emissions, and publishes an evaluation score worldwide. Toyota Boshoku received the highest "A" rating in the two categories of "Climate Change" and "Water Security" in CDP 2022. Toyota Boshoku is the one of "Double A list" companies, which have been selected from among over 18,700 companies. Also, Toyota Boshoku received the highest rating, "Supplier Engagement Leader" in the Supplier Engagement Rating, which evaluates corporate supply chain engagement on climate issues.



2023

Toyota Boshoku was certified as an Excellent Enterprise of Health and Productivity Management 2023 (White 500) jointly selected by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

Website links



Corporate website

<https://www.toyota-boshoku.com/global/>

Here we provide comprehensive information on the Toyota Boshoku group. Visitors to the site can learn more about Toyota Boshoku, including our business activities, R&D, sustainability initiatives, various ESG data, IR information, and employment opportunities.



Innovation at Toyota Boshoku

<https://tech.toyota-boshoku.com/global/>

Here we introduce the Toyota Boshoku group's initiatives related to R&D. Visitors to the site can learn about Toyota Boshoku's advanced technological capabilities—from our R&D strategy based on the future outlook, to design and the latest concept cars—as well as the targets we're aiming for with these capabilities.

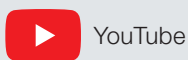


Team Breakthrough

Creating the future through challenge and innovation

<https://www.toyota-boshoku.com/global/teambreakthrough/>

Team Breakthrough is a media site which introduces the Toyota Boshoku group's future-oriented thinking and most recent initiatives, organized around the four themes of R&D, sustainability, people, and MONOZUKURI.



Thank you for taking the time to read through the Toyota Boshoku Report 2023. This year's report considers how we can administer management resources as a source of growth and connect this to our desired status for 2025 and 2030. We hope you can gain an understanding of our activities as we transform ourselves and strive to become a company that wins your support and empathy, and to this end, we value the opinions of all our stakeholders. We encourage you to provide us with your honest feedback.

October 2023
Corporate Planning Division, Toyota Boshoku Corporation



Corporate Planning Division
Toyota Boshoku Report 2023 Production Team