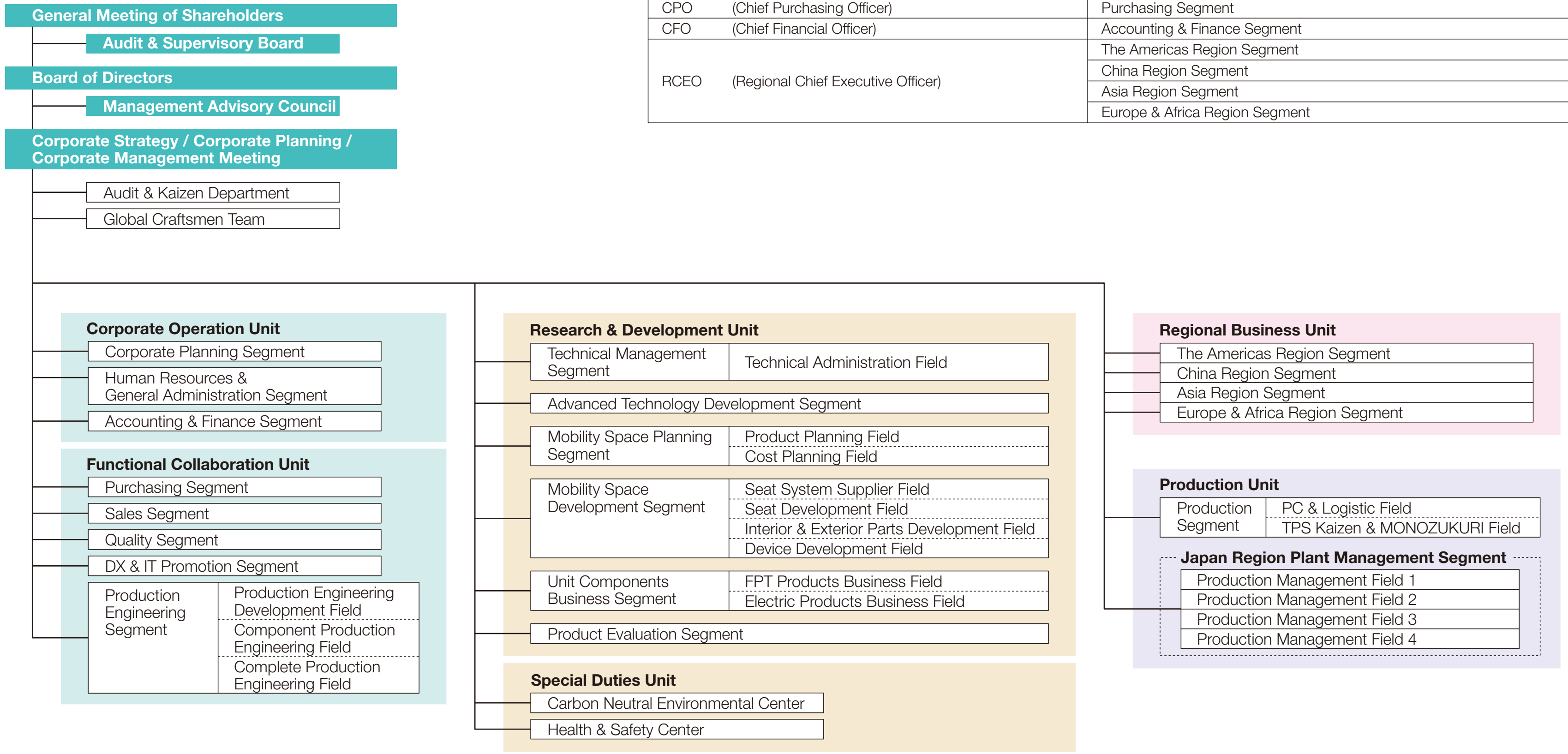
Supplementary materials & data

Organization & Chief Officer structure

CxO		Organization management
CEO	(Chief Executive Officer)	
CRO	(Chief Risk Officer)	Audit & Kaizen Department
CTO	(Chief Technology Officer)	Mobility Space Planning Segment, Mobility Space Development Segment, Unit Components Business Segment, Technical Management Segment, Advanced Technology Development Segment, Product Evaluation Segment
CMO	(Chief Manufacturing Officer)	Production Segment, Plant Management Unit
CDO	(Chief Digital Officer)	DX & IT Promotion Segment
CCO	(Chief Customer Officer)	Sales Segment
CPEO	(Chief Production Engineering Officer)	Production Engineering Segment
CSO	(Chief Strategy Officer)	Corporate Planning Segment
CIO	(Chief Innovation Officer)	Responsible for innovation and new business ventures
CCNO	(Chief Carbon Neutral Officer)	Carbon Neutral Environmental Center
CHRO	(Chief Human Resource Officer)	Human Resources & General Administration Segment
CQO	(Chief Quality Officer)	Quality Segment
CPO	(Chief Purchasing Officer)	Purchasing Segment
CFO	(Chief Financial Officer)	Accounting & Finance Segment
RCEO	(Regional Chief Executive Officer)	The Americas Region Segment China Region Segment Asia Region Segment Europe & Africa Region Segment

Organization Chart
As of June 11, 2025



Progress of mid-term business plan

2020 Business Plan

2016
Aiming for sustainable growth

Elements of our strategy

- 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

Main Achievements & Remaining Issues

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

2025 Mid-term Business Plan

2021
Shifting to “CSV management” with the aim of realizing materialities and enhancing corporate value

Elements of our strategy

- Strengthen corporate structure by reinforcing existing core businesses
- Pursue safety, environment and comfort, thereby evolving into a trusted supplier capable of offering optimal proposals to customers
- Differentiate our products based on thorough competitor benchmarking, expand sales to strategic OEMs other than Toyota Motor Corporation
- Improve competitiveness through MONOZUKURI innovation and promote environmental initiatives
- Improve operational quality through efforts to win the Deming Prize
- Establish a resilient global management foundation and develop human resources to support sustainable growth

Main Achievements & Remaining Issues

Achievements
- Reorganization of the seat frame mechanism components business; transfer of commercial rights and production from Aisin Corporation and Aisin Shiroki Corporation
- Acceleration of development based on our technology roadmap towards becoming the Interior Space Creator
- New value creation for the MaaS market (MX221)
- Unit Components Business awarded the Deming Prize (November 2021)

Issues
- Realization as the Interior Space Creator
- Association of initiatives for resolution of social issues to corporate value enhancement
- Sales expansion to companies other than Toyota Motor Corporation

2030 Mid-term Business Plan

2023
Formulate our 2030 Target and 2030 Financial and Non-financial Targets with an eye on changing values relating to mobility interior spaces and the future society

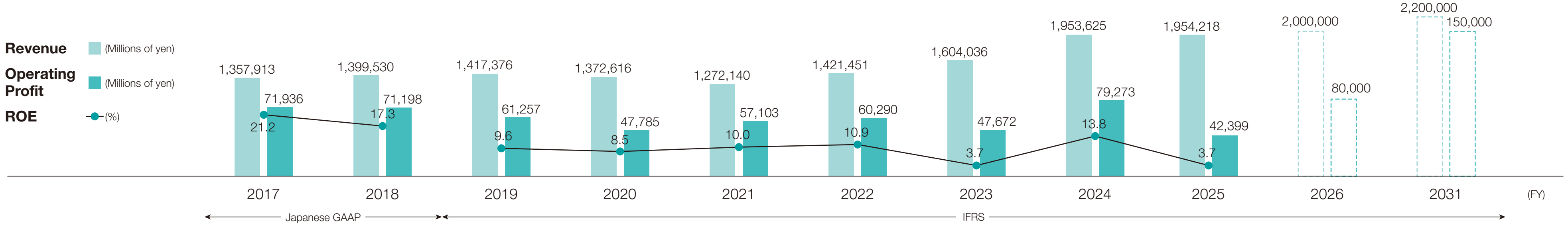
Elements of our strategy

- Enhance planning & proposals capability for comfortable mobility interior space and R&D capability for realizing it
- Acquire MONOZUKURI competitiveness to be trusted and selected throughout our supply chain
- Strengthen sales capability to expand the range of products and customers
- Strengthen the management foundation to support growth

Main Achievements & Remaining Issues

Achievements
- Ascertaining technologies we should acquire ourselves or through collaboration with other companies, applying these in our product roadmap, and driving development towards becoming the Interior Space Creator
- Expanding order-taking activities for companies other than Toyota Motor Corporation

Issues
- Realization of Interior Space Creator



10-year summary

	Japanese GAAP			IFRS						Millions of yen
FY Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	1,415,772	1,357,913	1,399,530	1,417,376	1,372,616	1,272,140	1,421,451	1,604,036	1,953,625	1,954,218
Operating profit	59,492	71,936	71,198	61,257	47,785	57,103	60,290	47,672	79,273	42,399
Profit attributable to owners of the parent	3,900	45,359	42,762	27,457	24,786	31,188	39,260	14,679	58,521	16,719
Total assets	725,895	691,921	744,558	793,599	780,714	845,778	964,740	1,007,392	1,128,491	1,094,831
Capital stock	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400
Total equity	243,146	276,274	308,620	329,329	321,701	369,650	423,835	436,894	493,642	490,067
Capital investment	36,898	35,500	52,095	61,341	58,715	46,731	38,326	50,773	74,325	78,101
Depreciation	41,012	36,228	34,755	35,153	37,575	38,194	40,386	44,965	49,695	52,161
R&D expenses	38,450	37,884	47,393	46,965	45,902	41,831	44,845	47,306	50,350	55,108
Per Share Data (Yen)										
Basic earnings	21.02	244.28	230.27	147.85	132.88	166.93	210.15	78.57	315.17	93.65
Diluted earnings*	21.02	244.27	–	–	–	–	210.13	78.56	315.12	93.63
Cash dividends	30.00	50.00	54.00	56.00	54.00	45.00	64.00	70.00	86.00	86.00
Dividend payout ratio (consolidated) (%)	142.7	20.5	23.5	37.9	40.6	27.0	30.5	89.1	27.3	91.8
Equity attributable to owners of the parent	1,065.72	1,240.77	1,414.91	1,573.44	1,557.93	1,792.56	2,066.53	2,144.33	2,518.57	2,504.56
Cash Flow (Millions of yen)										
Net cash provided by operating activities	78,912	95,389	86,117	60,720	79,673	74,483	122,933	89,428	174,898	121,834
Net cash provided by (used in) investing activities	(48,086)	(48,927)	(51,707)	(58,915)	(54,175)	(51,392)	(40,893)	(36,461)	(86,698)	(60,955)
Net cash provided by (used in) financing activities	(8,739)	(61,347)	(3,528)	(19,526)	(13,964)	2,756	(48,664)	(40,812)	(91,595)	(54,377)
Cash and cash equivalents	160,904	144,889	178,372	158,192	163,377	195,180	237,952	248,195	244,191	249,721
Financial Indicators (%)										
Ratio of operating profit to revenue	4.2	5.3	5.1	4.3	3.5	4.5	4.2	3.0	4.1	2.2
ROE: Ratio of profit to equity attributable to owners of the parent	1.9	21.2	17.3	9.6	8.5	10.0	10.9	3.7	13.8	3.7
Ratio of equity attributable to owners of the parent	27.3	33.3	35.3	36.8	37.3	39.6	40.0	39.8	39.8	40.9
Price earnings ratio (PER)	87.3	10.6	9.5	11.3	9.7	11.0	9.5	27.2	8.1	21.2
Shareholders' Equity (at fiscal year-end)										
Number of shares issued (Thousands)	187,665	187,665	187,665	187,665	187,665	187,665	187,665	187,665	187,665	187,665
Number of shareholders	14,517	12,226	13,287	14,066	14,715	16,177	15,959	16,123	24,196	38,687
Stock price (yen)	1,834	2,583	2,184	1,675	1,287	1,830	2,002	2,137	2,569	1,988

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

10-year summary

FY Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of group members (excluding temporary company members)	41,624	41,428	41,409	43,103	44,375	44,154	44,264	44,581	46,972	45,004
GHG emissions (Scope 1, 2) (t-CO_2e)*	310,465	324,528	330,235	322,977	318,431	304,455	307,218	255,804	242,839	207,771
Amount of waste (t)	23,464	23,727	24,018	24,925	25,458	23,086	23,217	26,737	30,138	28,392
Water withdrawal (thousand m^3)	4,271	4,143	4,321	3,994	3,731	3,590	3,266	3,369	3,415	3,012
Percentage of local company members holding executives (officer, manager) positions at overseas business sites	–	–	14	19	23	25	25	21	29	29
Number of women at management positions (Toyota Boshoku)	–	–	17	20	23	24	29	33	35	40
Number of female group manager level (Toyota Boshoku)	–	–	53	51	55	57	65	64	74	88
Number of patents held (Japan)	–	1,941	2,112	2,174	2,195	1,924	1,760	1,899	2,312	2,399
Number of patents held (outside Japan)	–	1,207	1,371	1,546	1,753	1,589	1,476	1,502	1,791	1,845

* Third-party assurance obtained on the basis of CO_2 emissions until fiscal 2023

Evaluations by outside institutions / Participation in external initiatives

Status of inclusion in ESG indexes, etc.

In recognition of our ESG initiatives to date, we have been selected as a constituent of ESG investment indexes or funds both in and outside Japan.

FTSE4Good
FTSE Blossom Japan Index
FTSE Blossom Japan Sector Relative Index
JPX-NIKKEI 400
2025 Sompo Sustainability Index
DBJ 環境格付 2023
S&P/JPX Carbon Efficient Index

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Toyota Boshoku Corporation has been independently assessed, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index. Created by the global index provider FTSE Russell, these indices are designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices, and are used by a wide variety of market participants to create and assess responsible investment funds and other products.

Evaluations

CDP Water A List 2024
CDP Supplier Engagement 2024
2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500
2025年認定 くるみん
SPORTS YELL COMPANY 2025
AA Corporate Websites 2024 Nikko Investor Relations Co.,Ltd All Markets Ranking in Japan
Digital Transformation Certification

Participation in external initiatives

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
GX League
自然共生サイト 30by30
SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

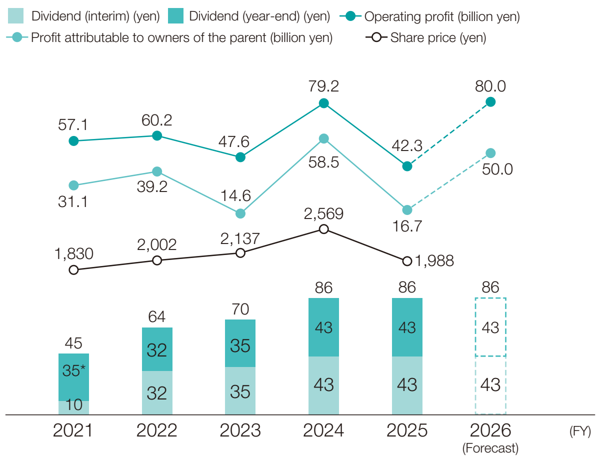
For more information, please see "External Evaluations/Participation in External Initiatives" on our website. https://www.toyota-boshoku.com/global/company/evaluation/

Stock and corporate information

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)	8,501 (non-consolidated) 45,004 (consolidated) (As of March 31, 2025)
Founded	1918
Established	1950
Independent auditor	PricewaterhouseCoopers Japan LLC

Trends in dividends, operating profit, profit attributable to owners of the parent and stock price

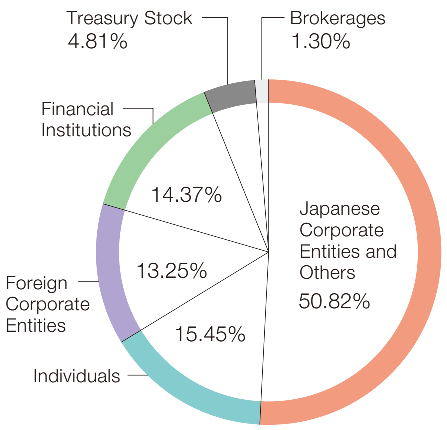


*Including special dividend of 3 yen

Stock information

Number of shareholders	38,687 (as of March 31, 2025)
Number of shares authorized to be issued	500,000,000
Number of shares outstanding	178,642,221 (as of March 31, 2025) (excluding treasury stock of 9,023,517)
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



Major shareholders (Top 10)

Name of shareholder	Number of shares held	Shareholding ratio
Toyota Motor Corporation	57,931(Thousands)	32.43%
Toyota Fudosan Co., Ltd.	18,346	10.27
The Master Trust Bank of Japan, Ltd.	16,001	8.96
Toyota Industries Corporation	7,756	4.34
Custody Bank of Japan, Ltd.	7,656	4.29
NHK SPRING CO., LTD.	7,220	4.04
Toyota Boshoku Employees' Shareholding Association	3,941	2.21
STATE STREET BANK AND TRUST COMPANY 505001	3,255	1.82
JP MORGAN CHASE BANK 385632	1,634	0.91
TACHI-S CO., LTD.	1,316	0.74

Note:
1. The Company holds 9,023 thousand shares of treasury stock; these are excluded from the above major shareholders.
2. Calculations of shareholding ratios exclude treasury stock.

Editor's note

Thank you for taking the time to read through the Toyota Boshoku Report 2025.
Toyota Boshoku investor relations and other departments produced this report based on dialogue and discussions with shareholders and investors throughout the year and comments and views expressed by all stakeholders. The report was carefully prepared to provide a clear presentation of our efforts to create sustainable value and to reaffirm what makes Toyota Boshoku unique.
We hope this report will contribute to ongoing constructive dialogue with shareholders, investors, and all stakeholders.
November 2025

Toyota Boshoku Report 2025 Production Team