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Keywords for understanding

#Value of the mobility interior space
#Human-centered
#DNA and identity

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Q2

Why are we able to create value?

Keywords for understanding

#Value creation process
#MONOZUKURI implementation capability
#Value creation through co-creation

➡ Section 2 Drivers of value creation

Q3

What are our strengths, and how do we give shape to them? What is top management committed to?

Keywords for understanding

#The mobility interior space field
#ISC (approach and framework)
#Commercialization of strengths
#Top management's intentions

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Keywords for understanding

#Medium-Term Business Plan
#Progress & current position
#Strategy by region
#Financial strategy

➡ Section 4 Strategy for achieving the 2030 targets

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Keywords for understanding

#Deepening the identity of the Toyota Boshoku group
#Insufficient capital and challenges

➡ Section 5 Enhancing management resources to support competitive advantage

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How is management decision-making evolving to enhance corporate value?

Keywords for understanding

#Effectiveness of the Board of Directors
#Evolution of governance

➡ Section 6 Establishing a resilient global management foundation

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On publishing the Toyota Boshoku Report



Takeshi Ogiso
Chief Strategy Officer, Corporate Planning Segment

Toyota Boshoku publishes an Integrated Report to communicate the group's initiatives to enhance corporate value. For the 2026 report, we have adopted a Q&A format to communicate more clearly on topics of particular interest in the capital markets, as identified through our dialogue with stakeholders. It is structured around topics of particular interest to our investors, including our sustainable growth story as well as profitability and capital efficiency. We hope this report will deepen your understanding of our company and lead to constructive dialogue aimed at enhancing our corporate value. This report was prepared in collaboration with our various divisions under the supervision of management to ensure the appropriateness of its content.

Scope of reporting

The information in this report applies to the Toyota Boshoku group in Japan and other regions throughout the world. However, the scope of reporting differs for each initiative. Information disclosure in this report is carried out using the following reporting definitions:

Toyota Boshoku group : Japan, The Americas, China, Asia, and Europe & Africa regions
Toyota Boshoku : Toyota Boshoku Corporation
Japan region : Toyota Boshoku Corporation and Japan affiliates
Outside Japan : The Americas, China, Asia, and Europe & Africa regions
The scope for some items is stated on the respective pages.

Period covered by the report

This report contains performance data for fiscal 2026 (from April 1, 2025 to March 31, 2026).
Some information on activities outside this period is also included.

Reference guidelines

- IFRS Foundation's *IFRS Sustainability Disclosure Standards, and International Integrated Reporting Framework (International <IR> Framework)*
- Ministry of Economy, Trade and Industry's *Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation*
- Cabinet Office, *Intellectual Property & Intangible Assets Governance Guidelines*
- GRI Standards
- ISO 26000
- Task Force on Climate-related Financial Disclosures (TCFD)
- Taskforce on Nature-related Financial Disclosures (TNFD)
- Ministry of Environment, *Environmental Reporting Guidelines 2018*

Cautionary statement with respect to forward-looking statements

This report contains forecasts and expectations that relate to future plans and strategies in addition to the expected financial results of Toyota Boshoku Corporation and the Toyota Boshoku group. These statements are not based on actual results from the past. Rather, they are estimates based on assumptions and opinions that have been formed by the Company from the information available at the time of writing. They also involve risks and uncertainties relating to economic trends, the severe competition affecting the automobile industry and changes in global demand, taxation regulations, laws, systems, natural disasters, and other matters. Accordingly, actual results may differ from the Company's forecasts.

Numerical values of financial results

The numerical values of financial results have been rounded down to the displayed unit in this report.

About the cover page



Our cover page comprises the main visual from our corporate PR video, which describes the expansion of our business from textiles—our origin business—and the future potential of mobility. We are pursuing our concept of providing "QUALITY OF TIME AND SPACE" in all forms of mobility, bringing value to the automobile interior space and the time spent there.

(Reference) PR video
https://www.youtube.com/watch?v=UxlyMolys6E

How to view and use this PDF

This PDF is an interactive PDF.
By clicking the links within the text or the section titles on the right side of each page, you can access related pages in this report, as well as our website and disclosure materials. Due to space limitations, detailed information on our initiatives and various data are provided on our website. We hope that by viewing this information in conjunction with the report, you will gain a deeper understanding of our company.

XXXXXXXXXXXX : Go to the external site
XXXXXXXX (P.00) : Go to the corresponding page
XXXXXXXXXXXX : PDF file will open

[For readers viewing in 16:9 (landscape) format]
You can access the relevant pages via the "Guide" on the right side of the screen.

[For readers viewing in A4 (portrait) format]
If you are viewing this on a browser, we recommend switching to **16:9 format**.
If you wish to print this report, please also refer to the "List of Links PDF" at the end.

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Information disclosure system

The Toyota Boshoku group utilizes a variety of information disclosure media to promote constructive dialogue with our stakeholders and enhance corporate value. We view the Integrated Report as the core medium for consolidating this information and clearly communicating our value creation story and management strategy from a medium- to long-term perspective. Through each medium, we disclose detailed information and specific topics according to the objective, while also providing supplementary information.

	Financial	Non-financial
Opportunities for dialogue Through constructive dialogue with our stakeholders, we deepen mutual understanding and incorporate the insights we have gained into management, utilizing this process as an initiative to enhance corporate value.	General Meeting of Shareholders Financial Results Presentations Business Briefings **IR meetings** Through individual and group-based dialogue, we incorporate investors' perspectives and insights into management, leading to improved capital efficiency and a more enhanced value creation story.	**ESG meetings** Through dialogue focused on ESG issues, we are deepening understanding and enhancing the effectiveness of our sustainability initiatives.
Reports by purpose and target audience We provide high-quality information by identifying the appropriate role of each disclosure medium based on the needs of our various stakeholders and ensuring that the necessary information is delivered appropriately.	Annual Financial Report Integrated Report (Toyota Boshoku Report)	Corporate Governance Report Human Capital Report We have drawn up policies to ensure the success and development of diverse human resources as well as measures to improve engagement, both from quantitative and qualitative perspectives, and are visualizing the sources of competitiveness.
Comprehensive information disclosure We systematically disclose a wide range of data—both financial and non-financial—and provide this information through various media to ensure a broader and deeper understanding.	Investor Relations web page Sustainability web page	ESG data Toyota Boshoku's Special Environmental Initiatives Website We issue detailed, highly specialized information, including a specific roadmap for achieving a decarbonized society and data on reducing our environmental impact.

Various media

Online media that provide detailed information about our business activities and R&D



Team Breakthrough
A media site that conveys the Toyota Boshoku group's challenges and transformation



INNOVATION AT TOYOTA BOSHOKU
An innovation website showcasing the Toyota Boshoku group's initiatives related to R&D

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