

Translation

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April 28, 2026

Consolidated Financial Results for the Year Ended March 31, 2026 (Under IFRS)

Company name: Toyota Boshoku Corporation
 Listing: Tokyo Stock Exchange / Nagoya Stock Exchange
 Securities code: 3116
 URL: <https://www.toyota-boshoku.com/global/>
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 Scheduled date of annual general meeting of shareholders: June 12, 2026
 Scheduled date to commence dividend payments: May 28, 2026
 Scheduled date to file annual securities report: June 9, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before income taxes		Profit for the period		Profit attributable to owners of the parent		Comprehensive income	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	2,037,063	4.2	53,948	27.2	61,918	31.5	31,464	21.9	23,271	39.2	64,672	194.7
March 31, 2025	1,954,218	0.0	42,399	(46.5)	47,096	(46.5)	25,803	(62.1)	16,719	(71.4)	21,944	(77.0)

	Earnings per share attributable to owners of the parents - Basic	Earnings per share attributable to owners of the parents - Diluted	Return on equity attributable to owners of the parent	Ratio of profit before income taxes to total assets	Ratio of operating profit to revenue
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	130.30	130.27	5.0	5.4	2.6
March 31, 2025	93.65	93.63	3.7	4.2	2.2

Reference: Share of profit (loss) of investments accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥2,022 million,
 For the fiscal year ended March 31, 2025: ¥2,175 million

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets	Equity attributable to owners of the parent per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
March 31, 2026	1,182,385	529,068	485,256	41.0	2,716.10
March 31, 2025	1,094,831	490,067	447,420	40.9	2,504.56

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	142,965	(75,499)	(48,358)	278,507
March 31, 2025	121,834	(60,955)	(54,377)	249,721

2. Cash dividends

	Annual dividends per share					Total cash dividends (annual)	Dividend payout ratio (consolidated)	Ratio of dividends to equity attributable to owners of the parent (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	—	43.00	—	43.00	86.00	15,352	91.8	3.4
March 31, 2026	—	43.00	—	43.00	86.00	15,363	66.0	3.3
Fiscal year ending March 31, 2027 (Forecast)	—	43.00	—	43.00	86.00		32.0	

3. Forecast of consolidated financial results for the year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before income taxes		Profit attributable to owners of the parent		Earnings per share attributable to owners of the parent - Basic
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	2,120,000	4.1	80,000	48.3	83,000	34.0	48,000	106.3	268.77

* Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2026

(changes in specified subsidiaries resulting in the change in scope of consolidation):

Newly included: - company (Company name)

Excluded: - companies (Company name)

None

(2) Changes in accounting policies and changes in accounting estimates

Changes in accounting policies required by IFRS:

None

Changes in accounting policies due to other reasons:

None

Changes in accounting estimates:

None

(3) Number of shares issued (common shares)

Total number of shares issued at the end of the period (including treasury shares)

As of March 31, 2026	187,665,738 shares	As of March 31, 2025	187,665,738 shares
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Number of treasury shares at the end of the period

As of March 31, 2026	9,006,039 shares	As of March 31, 2025	9,023,517 shares
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Average number of shares issued during the period (cumulative from the beginning of the fiscal year)

Fiscal year ended March 31, 2026	178,594,026 shares	Fiscal year ended March 31, 2025	178,528,641 shares
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*Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: No

*Explanation on the proper use of the forecast on financial results, and other information

(Cautionary statement regarding forward-looking statements)

This report contains forward-looking statements based on information available to the Company as of the date hereof and assumptions which it believes are reasonable. These forward-looking statements involve risks and uncertainties that could cause actual results to differ materially, therefore do not represent any guarantees of future performance. For more information on forecasts, please see “(4) Future Outlook” under “1. Qualitative Information on the Financial Results” on page 4 of the appendix to this consolidated financial report.

(How to obtain supplementary financial results material)

Supplementary financial material will be posted on the Company’s website on April 28, 2026(JST)

(Appendix)

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1. Qualitative Information on the Financial Results

(1) Explanation of Business Results

(i) Business Environment

During the fiscal year ended March 31, 2026, the global economy signs of recovery were seen in some areas, driven in part by the easing of inflation rate despite uncertainties surrounding geopolitical risks and policy trends in various countries. Overall, amid a complex interplay of various factors, the economy maintained generally stable growth, albeit at a moderate pace. At the same time, we must continue to closely monitor changes in the external environment that affect business operations, such as exchange rate fluctuations and trends in energy and resource prices, factors such as rising geopolitical risks.

In the automotive industry, production and sales remained generally stable despite persistently high raw material and logistics costs. While efforts toward carbon neutrality continue, technological innovation centered on BEV*1 and SDV*2 are advancing. Furthermore, against the backdrop of rising geopolitical risks and the trade policies of various countries, changes in the business environment are becoming increasingly apparent, including the ongoing review of supply chains and production systems.

(ii) Business Outline

1) Strengthening Competitiveness

Amid high raw material and logistics costs, strived to maintain a stable production and supply system by flexibly adapting to fluctuations in automobile production volumes. Building on our long-standing integrated development and production system—which spans from components to finished products—the company has strengthened collaboration across factories and regions. Additionally, the company has worked to enhance our manufacturing competitiveness by leveraging TPS*3 and digital transformation (DX) to improve production processes. Furthermore, the company have continuously implemented cost improvement initiatives through cost planning and the promotion of VA*4, and have worked to enhance our competitiveness by strengthening our profitability.

2) Initiatives for Medium to Long-Term Perspective

The company are continuing our efforts to realize our vision as outlined in our 2030 Mid-Term Management Plan: “The company that creates comfortable mobility spaces as an ‘Interior Space Creator’*5, contributes to solving social issues, and expands its product and customer base.” Under an integrated structure combining our product business and technology development divisions, the company is strengthening our planning and proposal capabilities with a holistic view of the vehicle interior, thereby accelerating our value-proposal initiatives.

As part of these efforts, the company have presented concept proposals and technology demonstrations for mobility spaces at various exhibitions, such as the JAPAN MOBILITY SHOW 2025, focusing not only on comfort and coziness but also on environmental considerations and new experiential value. At the same time, the company is continuing to work on the development of materials and technologies that contribute to reducing environmental impact*6, as well as on demonstration with a view to future commercialization*7. Moving forward, the company will continue to aim for sustainable growth and the enhancement of corporate value by creating products, technologies, and services with enhanced value from a medium- to long-term perspective.

*1 BEV (Battery Electric Vehicle): Electric Vehicle

*2 SDV (Software Defined Vehicle): Cars that continue to evolve even after being manufactured and sold through updates to the software that controls them.

*3 TPS (Toyota Production System): Toyota Production System

*4 VA (Value Analysis): One of the methods to realize cost reduction through design and process changes without lowering the quality and function.

*5 Interior Space Creator: A leading company that can create solutions that exceed customer expectations, that designs and proposes seats and interiors as an integrated system, delivering new spatial value that exceeds customer expectations.

*6 Research and development of low-cost, high-impact-resistant cellulose structural materials utilizing plant-derived cellulose nanofibers (CNF) obtained from wood and other sources (selected for the New Energy and Industrial Technology Development Organization (NEDO) Leading-Edge Research Program), etc.

*7 Road tests of “hydrogen bicycles” equipped with electric assist functions powered by our proprietary compact hydrogen power generation system, the “Hydrogen Power System,” and other initiatives.

For the year ended March 31, 2026, revenue increased by ¥82.8 billion or 4.2%, year over year, to ¥2,037.0 billion due to an increased production in North, Central, and South America and the launch of new products in Japan. Operating profit increased by ¥11.5 billion or 27.2%, year over year, to ¥53.9 billion due to the impact of the previous year's impairment loss and the effect of new production, and the global cost reduction, despite the recording of quality-related expenses. Profit before income taxes increased by ¥14.8 billion or 31.5%, year over year, to ¥61.9 billion. Profit attributable to owners of the parent increased by ¥6.5 billion or 39.2%, year over year, to ¥23.2 billion.

Results by segment are as follows.

(i) Japan

Revenue in Japan increased by ¥28.7 billion or 3.1%, year over year, to ¥968.0 billion due to the launch of new production. Operating profit decreased by ¥5.0 billion 49.8%, year over year, to ¥5.1 billion due to the recording of quality-related expenses, despite the impact of the previous year's impairment loss, new production accompanying the model change and cost reduction.

(ii) North, Central and South America

Revenue in North, Central and South America increased by ¥53.2 billion or 10.9%, year over year, to ¥542.3 billion due to an increase in production volume and changes in model mix. Operating loss was ¥9.8 billion (¥26.0 billion Operating loss in the same period of the previous fiscal year) due to the impact of tariffs and the recording of quality-related expenses, despite the impact of the previous year's impairment loss and cost reduction.

(iii) China

Revenue in China decreased by ¥17.4 billion or 7.5%, year over year, to ¥216.0 billion due to a decrease in production volume. Operating profit decreased by ¥1.8 billion or 10.9%, year over year, to ¥14.7 billion due to the decreased production volume and changes in model mix, despite cost reduction.

(iv) Asia

Revenue in Asia increased by ¥16.0 billion or 5.6%, year over year, to ¥302.2 billion due to an increase in production volume and the impact of foreign exchange rates. Operating profit increased by ¥3.8 billion or 10.6%, year over year, to ¥40.0 billion due to the cost reduction and the impact of foreign exchange rates, despite an increase in miscellaneous expenses.

(v) Europe and Africa

Revenue in Europe and Africa increased by 5.8 billion or 5.0%, year over year, to ¥124.0 billion due to foreign exchange rates. Operating profit decreased by ¥1.6 billion or 30.6%, year over year, to ¥3.7 billion due to the impact of market fluctuations despite cost reduction and the impact of foreign exchange rates.

(2) Explanation of Financial Position

Total assets as of March 31, 2026, increased by ¥87.5 billion to ¥1,182.3 billion due to an increase in cash and cash equivalents and property, plant and equipment. The total for liabilities increased by ¥48.5 billion to ¥653.3 billion, year over year, due to an increase in provisions. Equity increased by ¥39.0 billion to ¥529.0 billion mainly due to an increase in exchange differences on translation of foreign operations

(3) Explanation of Cash Flow

<Cash Flows from Operating Activities>

Net cash provided by operating activities resulted in an increase in cash and cash equivalents by ¥142.9 billion as a result of operating activities. This was mainly due to an increase in cash provided by profit before income taxes of ¥61.9 billion and depreciation and amortization of ¥52.9 billion.

<Cash Flows from investing activities>

Net cash used in investing activities resulted in a decrease in cash and cash equivalents by ¥75.4 billion as a result of investment activities. This was mainly due to a decrease in cash provided by ¥64.9 billion in purchase of property, plant and equipment.

<Cash Flows from financing activities>

Net cash used in financing activities resulted in a decrease in cash and cash equivalents by ¥48.3 billion as a result of financing activities. This was mainly due to a decrease in cash due to the repayments of lease liabilities of ¥42.7 billion and dividends paid of ¥15.3 billion.

(4) Future Outlook

While the global economy is expected to recover moderately, the outlook remains uncertain due to factors such as fluctuations in resource prices—including crude oil and natural gas—and supply constraints caused by the situation in the Middle East, as well as policy developments in the United States. In the environment surrounding the company it is anticipated that the medium- to long-term proliferation of autonomous vehicles and BEVs (battery electric vehicles) will further increase demand for in-cabin comfort and other features, and we will be required to meet the diverse needs of our customers.

Against this backdrop, we forecast revenue of ¥2,120 billion (up 4.1% year on year), operating profit of ¥80.0 billion (up 48.3% year on year), and profit attributable to owners of the parent of ¥48.0 billion (up 106.3% year on year), assuming exchange rates of 1USD=150 yen, 1EUR=180 yen, 1THB=4.7 yen, and 1CNY=21.7 yen. The above forecasts are based on information currently available to our company and certain assumptions deemed reasonable by our company and are not intended to be a promise to achieve them. Actual results may differ significantly due to various factors.

2. Basic Rationale for Selection of Accounting Standards

Toyota Boshoku has adopted International Financial Reporting Standards (“IFRS”) for its consolidated financial statements from the Annual Securities Report of the fiscal year ended March 31, 2019.

3. Consolidated Financial Statements and Notes

(1) Consolidated Statement of Financial Position

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and cash equivalents	249,721	278,507
Trade and other receivables	290,236	297,783
Inventories	87,142	94,018
Other financial assets	19,191	29,429
Income taxes receivable	7,882	6,156
Other current assets	14,457	17,492
Total current assets	668,631	723,387
Non-current assets		
Property, plant and equipment	317,221	345,387
Goodwill	4,938	4,937
Intangible assets	19,548	18,683
Investments accounted for using the equity method	14,002	16,430
Other financial assets	33,923	39,585
Deferred tax assets	32,846	30,578
Other non-current assets	3,719	3,394
Total non-current assets	426,199	458,997
Total assets	1,094,831	1,182,385

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	234,869	224,070
Bonds and borrowings	20,787	34,335
Other financial liabilities	5,149	5,694
Income taxes payable	14,836	13,653
Provisions	7,155	29,107
Other current liabilities	104,653	121,267
Total current liabilities	387,452	428,128
Non-current liabilities		
Bonds and borrowings	146,531	155,000
Other financial liabilities	7,338	7,181
Retirement benefit liability	55,075	52,137
Provisions	713	712
Deferred tax liabilities	5,000	6,622
Other non-current liabilities	2,652	3,535
Total non-current liabilities	217,311	225,188
Total liabilities	604,763	653,317
Equity		
Share capital	8,400	8,400
Capital surplus	3,245	3,339
Retained earnings	397,533	407,113
Treasury shares	(21,211)	(21,170)
Other components of equity	59,452	87,574
Total equity attributable to owners of the parent	447,420	485,256
Non-controlling interests	42,647	43,811
Total equity	490,067	529,068
Total liabilities and equity	1,094,831	1,182,385

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income
Consolidated Statement of Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Revenue	1,954,218	2,037,063
Cost of sales	1,745,012	1,829,658
Gross profit	209,206	207,405
Selling, general and administrative expenses	136,469	151,529
Other income	7,623	7,538
Other expenses	37,960	9,465
Operating profit	42,399	53,948
Finance income	7,674	8,451
Finance expenses	5,153	2,504
Share of profit of investments accounted for using the equity method	2,175	2,022
Profit before income taxes	47,096	61,918
Income tax expense	21,292	30,454
Profit for the period	25,803	31,464
Profit attributable to		
Owners of the parent	16,719	23,271
Non-controlling interests	9,084	8,192
Earnings per share attributable to owners of the parent		
Basic (Yen)	93.65	130.30
Diluted (Yen)	93.63	130.27

Consolidated Statement of Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit for the period	25,803	31,464
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	2,080	1,000
Net change in fair value of equity instruments measured at fair value through other comprehensive income	(2,299)	3,949
Share of other comprehensive income of investments accounted for using the equity method	(115)	50
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	(3,405)	27,414
Net change in fair value of debt instruments measured at fair value through other comprehensive income	0	0
Share of other comprehensive income of investments accounted for using the equity method	(120)	793
Total other comprehensive income, net of tax	(3,859)	33,208
Comprehensive income	21,944	64,672
Comprehensive income attributable to		
Owners of the parent	12,734	53,071
Non-controlling interests	9,209	11,600

(3) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Equity attributable to owners of the parent				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity
					Remeasurements of defined benefit plans
Balance at April 1, 2024	8,400	3,095	394,213	(21,515)	—
Profit (loss) for the period			16,719		
Other comprehensive income					1,969
Comprehensive income	—	—	16,719	—	1,969
Purchase of treasury shares				(0)	
Disposal of treasury shares		(15)		304	
Dividends			(15,352)		
Changes in ownership interest in subsidiaries		179			
Change in scope of consolidation		(14)			
Transfer to retained earnings			1,953		(1,969)
Total transactions with owners	—	149	(13,399)	304	(1,969)
Balance at March 31, 2025	8,400	3,245	397,533	(21,211)	—

	Equity attributable to owners of the parent				Non-controlling interests	Total
	Other components of equity			Total		
	Net change in fair value of equity instruments measured at fair value through other comprehensive income	Net change in fair value of debt instruments measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations			
Balance at April 1, 2024	17,770	(81)	47,714	449,597	44,045	493,642
Profit (loss) for the period				16,719	9,084	25,803
Other comprehensive income	(2,415)	0	(3,539)	(3,985)	125	(3,859)
Comprehensive income	(2,415)	0	(3,539)	12,734	9,209	21,944
Purchase of treasury shares				(0)		(0)
Disposal of treasury shares				288		288
Dividends				(15,352)	(7,692)	(23,045)
Changes in ownership interest in subsidiaries				179	(1,348)	(1,168)
Change in scope of consolidation				(14)	(1,567)	(1,582)
Transfer to retained earnings	4			(11)		(11)
Total transactions with owners	4	—	—	(14,911)	(10,608)	(25,519)
Balance at March 31, 2025	15,359	(81)	44,175	447,420	42,647	490,067

Fiscal Year ended March 31, 2026

(Millions of yen)

	Equity attributable to owners of the parent				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity
					Remeasurements of defined benefit plans
Balance at April 1, 2025	8,400	3,245	397,533	(21,211)	—
Profit (loss) for the period			23,271		
Other comprehensive income					1,270
Comprehensive income	—	—	23,271	—	1,270
Purchase of treasury shares				(0)	
Disposal of treasury shares		(6)		41	
Dividends			(15,363)		
Changes in ownership interest in subsidiaries		94			
Change in scope of consolidation					
Transfer to retained earnings			1,678		(1,270)
Transfer from retained earnings to capital surplus		6	(6)		
Total transactions with owners	—	94	(13,692)	41	(1,270)
Balance at March 31, 2026	8,400	3,339	407,113	(21,170)	—

	Equity attributable to owners of the parent				Non-controlling interests	Total
	Other components of equity			Total		
	Net change in fair value of equity instruments measured at fair value through other comprehensive income	Net change in fair value of debt instruments measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations			
Balance at April 1, 2025	15,359	(81)	44,175	447,420	42,647	490,067
Profit (loss) for the period				23,271	8,192	31,464
Other comprehensive income	3,999	0	24,528	29,800	3,408	33,208
Comprehensive income	3,999	0	24,528	53,071	11,600	64,672
Purchase of treasury shares				(0)		(0)
Disposal of treasury shares				34		34
Dividends				(15,363)	(7,607)	(22,971)
Changes in ownership interest in subsidiaries				94	(2,829)	(2,734)
Change in scope of consolidation				—		—
Transfer to retained earnings	(408)			—		—
Transfer from retained earnings to capital surplus				—		—
Total transactions with owners	(408)	—	—	(15,235)	(10,436)	(25,671)
Balance at March 31, 2026	18,951	(80)	68,703	485,256	43,811	529,068

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	47,096	61,918
Depreciation and amortization	56,011	52,967
Impairment losses	32,331	3,671
Sub-lease cost of sales	12,058	27,020
Interest and dividend income	(7,643)	(8,125)
Decrease (increase) in trade receivables	8,504	9,185
Decrease (increase) in inventories	(5,169)	(2,089)
Increase (decrease) in trade payables	4,474	(9,283)
Increase (decrease) in provisions	2,556	22,919
Increase (decrease) in other current liabilities	(2,921)	7,136
Other	(1,372)	(708)
Subtotal	145,927	164,613
Interest received	7,448	7,980
Dividends received	637	828
Interest paid	(1,807)	(2,202)
Income taxes paid	(30,371)	(28,253)
Net cash provided by (used in) operating activities	121,834	142,965

	(Millions of yen)	
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from investing activities		
Purchase of property, plant and equipment	(72,670)	(64,989)
Proceeds from sale of property, plant and equipment	6,170	1,404
Purchase of intangible assets	(4,967)	(4,124)
Payments into time deposits	(21,548)	(39,637)
Proceeds from withdrawal of time deposits	32,675	31,052
Other	(615)	794
Net cash provided by (used in) investing activities	(60,955)	(75,499)
Cash flows from financing activities		
Proceeds from short-term borrowings	86,290	86,324
Repayments of short-term borrowings	(75,269)	(74,104)
Proceeds from long-term borrowings	1,574	20,000
Repayments of long-term borrowings	—	(11,496)
Redemption of bonds	(10,000)	—
Dividends paid	(15,352)	(15,363)
Dividends paid to non-controlling interests	(7,681)	(7,550)
Repayments of lease liabilities	(33,049)	(42,784)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(1,168)	(2,763)
Other	280	(619)
Net cash provided by (used in) financing activities	(54,377)	(48,358)
Effect of exchange rate changes on cash and cash equivalents	(1,842)	9,677
Net increase (decrease) in cash and cash equivalents	4,659	28,785
Cash and cash equivalents at beginning of period	244,191	249,721
Increase (decrease) in cash and cash equivalents included in assets held for sale	870	—
Cash and cash equivalents at end of period	249,721	278,507

(5) Notes on Consolidated Financial Statements

(Notes on Going Concern Assumption)

There are no applicable items.

(Changes in accounting policies)

There are no applicable items.

(Segment Information)

(1) Outline of Reportable Segments

The reportable segments are the segments of the Group for which discrete financial information is available and for which operating profit (loss) amounts are evaluated regularly by the Company's Board of Directors in deciding resources to be allocated and in assessing performance.

The Group mainly engages in manufacture and sale of automotive components, and local companies incorporated within each region formulate a comprehensive strategy and operate business activities.

The Company is responsible for Japan; TOYOTA BOSHOKU AMERICA, INC. is in charge of North, Central and South America, which includes the U.S. and Canada as well as geographically close countries of Mexico, Brazil and Argentina; TOYOTA BOSHOKU ASIA CO., LTD. covers Asia (mainly Thailand, India, Indonesia, Malaysia, the Philippines, Vietnam, etc.) with a view to strengthening the community-based structure on both fronts of optimum production and supply network; and TOYOTA BOSHOKU (CHINA) CO., LTD. is responsible for China. TOYOTA BOSHOKU EUROPE N.V. is responsible for Europe and Africa (mainly France, Poland, Slovakia, Turkey, South Africa, etc.), and these regions are managed as one management unit.

(2) Revenue, Profit/Loss for each Reportable Segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable Segment						Eliminations (*1,2)	Consolidated (*4)
	Japan	North, Central and South America	China	Asia	Europe and Africa	Total		
Revenue								
Revenue from external customers	863,370	483,972	222,065	269,372	115,438	1,954,218	—	1,954,218
Inter-segment revenue and transfers (*3)	75,909	5,127	11,475	16,864	2,731	112,108	(112,108)	—
Total	939,280	489,099	233,540	286,236	118,169	2,066,327	(112,108)	1,954,218
Operating profit (loss)	10,170	(26,035)	16,560	36,184	5,465	42,345	54	42,399
Total assets	680,200	189,639	142,708	174,366	67,196	1,254,110	(159,279)	1,094,831
Finance income								7,674
Finance expenses								5,153
Share of profit (loss) of investments accounted for using the equity method								2,175
Profit before income taxes								47,096

(Notes)1. 54 million yen included in "Eliminations" for "Operating profit" is mainly inter-segment transactions.

2. Elimination of "Total Assets" include corporate asset of 85,480 million yen and elimination of receivables and payables, etc. of (244,759) million yen. Corporate assets are mainly funds not attributable to reportable segments.

3. Inter-segment revenue are based on transaction prices that are determined through price negotiation, taking into account market prices and total costs incurred.

4. "Operating profit" reconciles to operating profit disclosed in the consolidated financial statement.

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable Segment						Eliminations (*1,2)	Consolidated (*4)
	Japan	North, Central and South America	China	Asia	Europe and Africa	Total		
Revenue								
Revenue from external customers	891,184	537,656	202,377	285,145	120,698	2,037,063	—	2,037,063
Inter-segment revenue and transfers (*3)	76,844	4,671	13,680	17,134	3,361	115,692	(115,692)	—
Total	968,029	542,327	216,058	302,280	124,059	2,152,756	(115,692)	2,037,063
Operating profit (loss)	5,110	(9,898)	14,755	40,006	3,793	53,766	181	53,948
Total assets	686,529	215,137	153,680	194,209	82,424	1,331,982	(149,596)	1,182,385
Finance income								8,451
Finance expenses								2,504
Share of profit (loss) of investments accounted for using the equity method								2,022
Profit before income taxes								61,918

(Notes)1. 181 million yen included in “Eliminations” for “Operating profit” is mainly inter-segment transactions.

2. Elimination of “Total Assets” include corporate asset of 118,804 million yen and eliminations of receivable and payables, etc. of (268,400) million yen. Corporate assets are mainly funds not attributable to reportable segments.

3. Inter-segment revenue are based on transaction prices that are determined through price negotiation, taking into account market prices and total costs incurred.

4. “Operating profit” reconciles to operating profit disclosed in the consolidated financial statement.

(Earnings per Share)

Basis of calculation for basic earnings per share are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Basis of calculation for basic earnings per share		
Profit attributable to owners of the parent (Millions of yen)	16,719	23,271
Weighted-average number of common stock (Thousands)	178,528	178,594
Earnings per share attributable to the owners of the parent – Basic (Yen)	93.65	130.30
Basis of calculation for diluted earnings per share		
Profit attributable to owners of the parent used for calculation for diluted earnings per share (Millions of yen)	16,719	23,271
Weighted-average number of common stock (Thousands)	178,528	178,594
Number of increase in common stock from Restricted Stock Compensation Plan (Thousands)	33	49
Diluted weighted-average number of common stock (Thousands)	178,562	178,643
Earnings per share attributable to the owners of the parent – Diluted (Yen)	93.63	130.27

(Subsequent Events)

There are no subsequent events to be disclosed as of April 28, 2026.