

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/>
 Representative: Masayoshi Shirayanagi President
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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.)

| Fiscal year ended | Revenue | | Operating profit | | Profit before income taxes | | Profit for the period | | Profit attributable to owners of the parent | | Comprehensive income | |
|-------------------|-----------------|-----|------------------|--------|----------------------------|--------|-----------------------|--------|---|--------|----------------------|--------|
| | 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) |

| Fiscal year ended | 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 |
|-------------------|--|--|---|---|--------------------------------------|
| | 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

| Fiscal year ended | 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 |
|-------------------|-----------------|-----------------|---|--|---|
| | 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

| Year ended | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|----------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| | 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): None
Newly included: - company (Company name)
Excluded: - companies (Company name)

(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 |
|----------------------|--------------------|----------------------|--------------------|

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 |
|----------------------|------------------|----------------------|------------------|

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 |
|----------------------------------|--------------------|----------------------------------|--------------------|

*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 or 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.

1. Consolidated Financial Results

(Unit: 100 million yen, %, (): Revenue ratio)

| | FY2025 (2024.4.1~2025.3.31) | | FY2026 (2025.4.1~2026.3.31) | | Change | | FY2027 Forecast (2026.4.1~2027.3.31) | YOY change ratio(%) | |
|--|--------------------------------|--------------|--------------------------------|--------------|--------|--------|---|------------------------|-------|
| | | | | | Amount | % | | | |
| Revenue | (100.0) | 19,542 | (100.0) | 20,370 | 828 | 4.2 | (100.0) | 21,200 | 4.1 |
| Operating profit | (2.2) | 423 | (2.6) | 539 | 115 | 27.2 | (3.8) | 800 | 48.3 |
| Profit before income taxes | (2.4) | 470 | (3.0) | 619 | 148 | 31.5 | (3.9) | 830 | 34.0 |
| Profit attributable to owners of the parent | (0.9) | 167 | (1.1) | 232 | 65 | 39.2 | (2.3) | 480 | 106.3 |
| Capital investment ※ | | 781 | | 680 | △100 | △ 12.9 | | 940 | 38.2 |
| Depreciation ※ | | 521 | | 487 | △34 | △ 6.6 | | 530 | 8.8 |
| Exchange rate (USD) | JPY | 153 | JPY | 151 | | | JPY | 150 | |
| (EUR) | JPY | 164 | JPY | 175 | | | JPY | 180 | |
| (THB) | JPY | 4.38 | JPY | 4.67 | | | JPY | 4.7 | |
| (CNY) | JPY | 21.1 | JPY | 21.2 | | | JPY | 21.7 | |
| Consolidated subsidiaries | | 69 companies | | 69 companies | | | | - | |
| Associates accounted for using equity method | | 20 companies | | 20 companies | | | | - | |

※ The amounts for capital investment and depreciation do not include right-of-use assets.

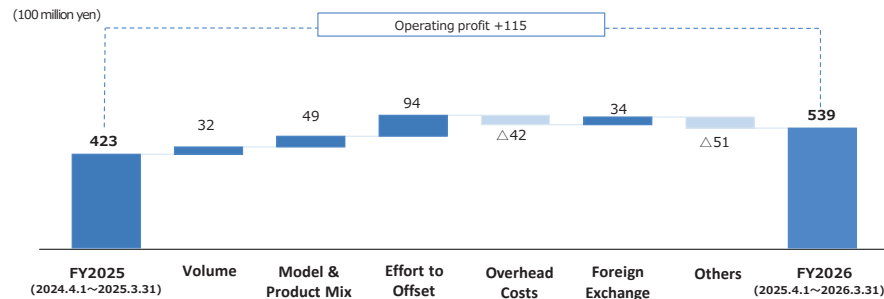
2. Geographic Segment Information

(Unit: 100 million yen, %, (): Composition ratio,

upper row: Revenue, lower row [] : Operating profit)

| | FY2025 (2024.4.1~2025.3.31) | | FY2026 (2025.4.1~2026.3.31) | | Change | | FY2027 Forecast (2026.4.1~2027.3.31) | YOY change ratio(%) | |
|----------------------------------|--------------------------------|--------|--------------------------------|--------|--------|---------|---|------------------------|---------|
| | | | | | Amount | % | | | |
| Japan | (48.1) | 9,392 | (47.5) | 9,680 | 287 | 3.1 | (47.2) | 10,000 | 3.3 |
| | | [101] | | [51] | [△50] | [△49.8] | | [190] | [271.8] |
| North, Central and South America | (25.0) | 4,890 | (26.6) | 5,423 | 532 | 10.9 | (26.4) | 5,600 | 3.3 |
| | | [△260] | | [△98] | [161] | [-] | | [40] | [-] |
| China | (12.0) | 2,335 | (10.6) | 2,160 | △174 | △ 7.5 | (10.8) | 2,300 | 6.5 |
| | | [165] | | [147] | [△18] | [△10.9] | | [140] | [△5.1] |
| Asia | (14.6) | 2,862 | (14.8) | 3,022 | 160 | 5.6 | (15.6) | 3,300 | 9.2 |
| | | [361] | | [400] | [38] | [10.6] | | [400] | [△0.0] |
| Europe and Africa | (6.0) | 1,181 | (6.1) | 1,240 | 58 | 5.0 | (5.7) | 1,200 | △ 3.3 |
| | | [54] | | [37] | [△16] | [△30.6] | | [30] | [△20.9] |
| Eliminations | (△ 5.7) | △1,121 | (△ 5.6) | △1,156 | △35 | - | (△ 5.7) | △1,200 | - |
| | | [0] | | [1] | [1] | [-] | | [0] | [-] |
| Total | (100.0) | 19,542 | (100.0) | 20,370 | 828 | 4.2 | (100.0) | 21,200 | 4.1 |
| | | [423] | | [539] | [115] | [27.2] | | [800] | [48.3] |

3. Operating Profit Variance Analysis



4. Consolidated Statement of Financial Position

(100 million yen)

| Subject | Assets | | | Liabilities and equity | | | |
|-------------------------------|-----------------|-----------------|--------|--|-----------------|-----------------|--------|
| | As of 2025.3.31 | As of 2026.3.31 | Change | Subject | As of 2025.3.31 | As of 2026.3.31 | Change |
| Current Assets | 6,686 | 7,233 | 547 | Current liabilities | 3,874 | 4,281 | 406 |
| Cash and cash equivalents | 2,497 | 2,785 | 287 | Trade and other payables | 2,348 | 2,240 | △ 107 |
| Trade and other receivables | 2,902 | 2,977 | 75 | Bonds and borrowings | 207 | 343 | 135 |
| Inventories | 871 | 940 | 68 | Other current liabilities | 1,317 | 1,697 | 379 |
| Other current assets | 415 | 530 | 115 | Non-current liabilities | 2,173 | 2,251 | 78 |
| Non-current Assets | 4,261 | 4,589 | 327 | Bonds and borrowings | 1,465 | 1,550 | 84 |
| Property, plant and equipment | 3,172 | 3,453 | 281 | Other non-current liabilities | 707 | 701 | △ 5 |
| Intangible assets | 244 | 236 | △ 8 | Total liabilities | 6,047 | 6,533 | 485 |
| Other non-current assets | 844 | 899 | 54 | Share capital | 84 | 84 | - |
| | | | | Capital surplus | 32 | 33 | 0 |
| | | | | Retained earnings | 3,763 | 3,859 | 96 |
| | | | | Other components of equity | 594 | 875 | 281 |
| | | | | Total equity attributable to owners of the parent | 4,474 | 4,852 | 378 |
| | | | | Non-controlling interests | 426 | 438 | 11 |
| | | | | Total equity | 4,900 | 5,290 | 390 |
| | | | | [Ratio of equity attributable to owners of the parent] | [40.9%] | [41.0%] | |
| Total assets | 10,948 | 11,823 | 875 | Total liabilities and equity | 10,948 | 11,823 | 875 |

5. KPI Trends

