Cycle of Growing Together

Growing Together with Our Stakeholders





Investing in the future

Carbon neutrality & electrification, software, mobility

Local Communities

Paying taxes

Employees

Stable and continuous wage increases

Characteristics of Toyota's Business Foundation



1. Net liquid assets = cash and cash equivalents, time deposits, public and corporate bonds and its investment in monetary trust funds, excluding in each case those relating to financial services. 2. R&D activity related expenses incurred during the reporting period.

3. Excluding vehicles in operating leases and right of use assets.

4. R&D expenditures and capital expenditures related to battery electric vehicles, batteries, hydrogen business, software business, etc.

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Efforts in Delivering Cars to Customers

(1) Efforts in Product Development

Develop and launch products that match customer needs





(2) Efforts in Production (incl. suppliers)



Maintain a high level of production by continuous efforts





(4) Efforts in Sales

Visualize supply and demand by using DX



(3) Efforts in Logistics

Improve logistics efficiency by working together with partner companies





Examples of Manufacturing Efforts

Utilized the period of operational downtime caused by the COVID-19 pandemic to work on accumulating second-by-second improvements such as improvement in quality and productivity by digitalization



on workers

mental state



Examples of Logistics Efforts

Managing volume increase amid a shortages of truck drivers and ships





Examples of Sales Efforts

Improving customer convenience by implementing digitalization and visualizing the entire process, from order intake to delivery





- Understanding inventory and

Strengthening Earning Power

- Strengthening business foundation based on making ever-better cars
- **Expanding business domains to become a mobility company**





Expanding of business domains

- Competitive BEV and hydrogen **businesses**
- Creation of businesses based on software and energy

Strengthening of business foundation

- Making ever-better cars
- Expanding sales of HEVs and PHEVs in emerging markets
- Continuously strengthening structure through TPS and cost reductions
- Maintaining and expanding customer touchpoints worldwide



Technological prowess (Shifting of resources to advanced fields)

TOYOTA TECHNICAL WORKSHOP 2023



Future of mobility overflowing with diversity





ΤΟΥΟΤΑ

Manufacturing techniques (Fusion of TPS/onsite capabilities & digital/innovative technologies)

TOYOTA MONOZUKUR WORKSHOP 2 0 2 3













- Policy of implementing stable and continuous dividend increases
- Shifting focus to dividends to reward long-term shareholders





d increases olders



- Building an optimal formation for a mobility company to maintain and improve competitiveness
- Reducing strategic shares, reviewing group cross-shareholdings, and utilizing treasury stock and cash on hand





to maintain and improve competitiveness holdings, and utilizing treasury stock and

Toward Realization of Cycle of Growing Together

Further strengthening earning power and accelerating investment for sustainable growth Leveraging accumulated assets to gain a competitive edge



1. Earning power = Automobile business operating cash flow + R&D expenses (R&D activity related expenditures incurred during the reporting period)

2. Investment & shareholder return = R&D expenses (R&D activity related expenditures incurred during the reporting period) + capital expenditures + dividends + share repurchases

3. For illustrative purposes only. These are not forecasts of the amounts in question for or as of the relevant periods or dates, or breakdowns thereof.



4. R&D expenses and capital expenditures for businesses related to internal combustion engine vehicles, etc.

5. R&D expenses and capital expenditures for battery electric vehicles, batteries, hydrogen business, software business, etc.

Cycle of Growing Together

Growing Together with Our Stakeholders From Now on



Purchasing



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Stable and continuous wage increases