We would like to start by sincerely thanking our customers around the world who love Toyota cars, our shareholders who support our efforts, our dealers and suppliers, as well as all other stakeholders.

We pray for those who lost their lives to the 2026 Kumamoto Earthquake and also offer our heartfelt condolences to those affected.

Cautionary Statement with Respect to Forward-Looking Statements and Caution Concerning Insider Trading

TOYOTA

This presentation contains forward-looking statements that reflect the plans and expectations of Toyota Motor Corporation and its consolidated subsidiaries ("Toyota"). These forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors that may cause Toyota's actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by these forward-looking statements. These factors include, but are not limited to: (i) changes in economic conditions, market demand, and the competitive environment affecting the automotive markets in Japan, North America, Europe, Asia and other markets in which Toyota operates; (ii) fluctuations in currency exchange rates (particularly with respect to the value of the Japanese yen, the U.S. dollar, the euro, the Australian dollar, the Canadian dollar and the British pound), stock prices and interest rates; (iii) changes in funding environment in financial markets and increased competition in the financial services industry; (iv) Toyota's ability to market and distribute effectively; (v) Toyota's ability to realize production efficiencies and to implement capital expenditures at the levels and times planned by management;(vi) changes in the laws and regulations, as well as other government actions, in the markets in which Toyota operates that affect Toyota's operations, particularly laws, regulations and government actions relating to vehicle safety including remedial measures such as recalls, environmental protection, vehicle emissions and vehicle fuel economy, and tariffs and other trade policies, as well as current and future litigation and other legal proceedings, government proceedings and investigations; (vii) political and economic instability in the markets in which Toyota operates; (viii) Toyota's ability to timely develop and achieve market acceptance of new products that meet customer demand; (ix) any damage to Toyota's brand image; (x) Toyota's reliance on various suppliers for the provision of supplies; (xi) increases in prices of raw materials; (xii) Toyota's reliance on various digital and information technologies, as well as information security; (xiii) fuel shortages or interruptions in electricity, transportation systems, labor strikes, work stoppages or other interruptions to, or difficulties in, the employment of labor in the major markets where Toyota purchases materials, components and supplies for the production of its products or where its products are produced, distributed or sold; (xiv) the impact of natural calamities, epidemics, political and economic instability, fuel shortages or interruptions in social infrastructure, wars, terrorism and labor strikes, including their negative effect on Toyota's vehicle production and sales; (xv) the impact of climate change and the transition towards a low-carbon economy; and (xvi) the ability of Toyota to hire or retain sufficient human resources.

A discussion of these and other factors which may affect Toyota's actual results, performance, achievements or financial position is contained in Toyota Motor Corporation's annual report on Form 20-F, which is on file with the United States Securities and Exchange Commission.

Caution concerning Insider Trading

Under Japanese securities laws and regulations (the "Regulations"), subject to certain exceptions, any person who receives certain material information relating to the business, etc. of Toyota which may be contained in this document is prohibited from trading in Toyota's shares or certain other transactions related to such shares (as set forth in the Regulations) until such material information is deemed to be made public. Under the Regulations, material information is deemed to be made public when (i) such material information is notified to a stock exchange and is disclosed by ways of electromagnetic means as prescribed by the ordinance of the Cabinet Office (posting on the TDnet (Timely Disclosure Network) information service) or (ii) twelve (12) hours have elapsed since a listed company, such as Toyota, disclosed such material information to at least two (2) media sources as prescribed by the Regulations.

FY2027 First Quarter Results Summary

TOYOTA

- Despite significant changes in the business environment, secured results on par with the previous fiscal year through continuous improvement efforts; revised full-year forecast upward
- Continuing to enhance corporate value through strengthened competitiveness, business structure reform, and improved capital efficiency

Actual (3 months)

Operating income : 1.1 trillion yen (-0.1 trillion yen YoY)

- Despite the impact of the Middle East situation, maintained results at the same level as the previous fiscal year, supported by foreign exchange effects, cost reductions, expanded value chain profits, and increased sales of highly competitive HEVs

FY2027 Forecast

Operating income : 3.4 trillion yen (+0.4 trillion yen from the previous forecast)

- Revised forecast upward, reflecting changes in the external environment such as foreign exchange assumptions, as well as marketing efforts including the establishment of alternative logistics routes to the Middle East

*The impact of the 2026 Kumamoto Earthquake is currently under assessment and has not been reflected in the forecast

Return to Shareholders

Share repurchase authorization : 1 trillion yen (maximum)
Treasury stock cancellation : 200 million shares

- Taking into account factors such as our valuation in the stock market and the current share price levels, established a share repurchase authorization to conduct open market purchases in a flexible manner. Treasury shares will also be cancelled
- Leveraging our strong cash generation capabilities and financial foundation, balance growth investments with shareholder returns, as well as promote enhancement of our earning power and improvement of capital efficiency

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We will start with a summary of the financial results.

Our operating income for the first quarter was 1.1 trillion yen. Despite the impact of the situation in the Middle East, we maintained operating income at a level comparable to the same period of the previous fiscal year, supported by foreign exchange effects, cost reduction, expanded value chain profits, and increased sales of our highly competitive HEVs.

We have revised our full-year operating income forecast upward by 400 billion yen from the previous forecast to 3.4 trillion yen. This revision reflects changes in the external environment, including foreign exchange assumptions, as well as the cumulative impact of our marketing efforts, such as establishing alternative logistics routes to the Middle East.

In addition, taking into account our valuation in the stock market and the current share price levels, we have established a share repurchase authorization and will conduct market purchases in a flexible manner.
In conjunction with these repurchases, we will also cancel 200 million shares of treasury stock.

Leveraging our strong cash generation capabilities and financial foundation, we will enhance our earning power and improve capital efficiency by balancing growth investments with shareholder returns.

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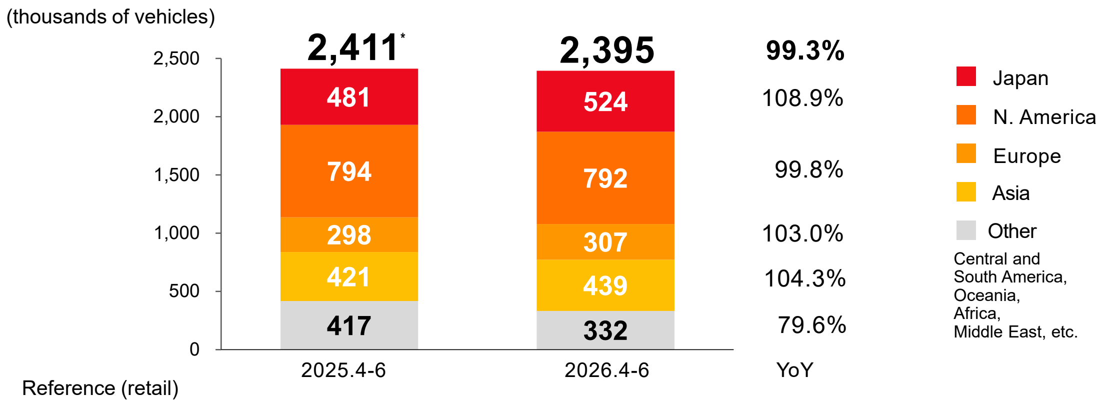
FY2027 First Quarter Financial Performance

4

From here, I will explain the details of the results for the first quarter ended June 2026.

Consolidated Vehicle Sales



Reference (retail)

	2025.4-6	2026.4-6	YoY
Toyota and Lexus Vehicle Sales	**2,643**	**2,552**	**96.5%**
Electrified Vehicle [%]	**1,254** [47.4%]	**1,410** [55.3%]	**112.4%**
HEV	1,160	1,238	106.7%
PHEV	47	58	124.5%
BEV	47	114	241.1%
FCEV	0	0	92.3%
Total Retail Vehicle Sales	**2,829***	**2,714**	**95.9%**

* 2025.4-6 actual results include Hino-brand vehicles (consolidated vehicle sales: 26 thousand vehicles; total retail vehicle sales: 26 thousand vehicles).

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Consolidated vehicle sales for this period decreased by 16,000 units year-on-year, mainly due to the impact of the Middle East situation and the exclusion of Hino from consolidation.

Excluding the impact of Hino, consolidated vehicle sales increased by 10,000 units year-on-year, supported by strong demand, primarily in Japan and Asia.

Toyota and Lexus vehicle sales declined due to the impact of the Middle East situation; however, sales of electrified vehicles are steadily expanding.

The electrified vehicle ratio increased, led by BEVs and HEVs in North America and Europe, reaching 55.3%.

Consolidated Financial Summary

TOYOTA

(billions of yen)		2025.4-6	2026.4-6	Change
Sales Revenues		**12,253.3**	**13,525.4**	**+1,272.0**
Operating Income		**1,166.1**	**1,063.4**	**-102.6**
Margin		9.5%	7.9%	
Other Income		86.0	900.3	+814.3
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		141.0	210.6*	+69.6
Income before Income Taxes		**1,252.1**	**1,963.8**	**+711.7**
Net Income Attributable to Toyota Motor Corporation		**841.3**	**1,477.0**	**+635.6**
Margin		6.9%	10.9%	
FOREX Rates	US $	145 yen	160 yen	+15 yen
	€	164 yen	185 yen	+21 yen

* Regarding Japan: 174.9 (+78.2 year on year), China: 16.0 (-7.3 year on year), Other: 19.7 (-1.3 year on year)

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Consolidated financial results were

Sales revenues of 13 trillion 525.4 billion yen

Operating income of 1 trillion 63.4 billion yen

Income before income taxes of 1 trillion 963.8 billion yen and

Net income of 1 trillion 477.0 billion yen.

Analysis of Consolidated Operating Income

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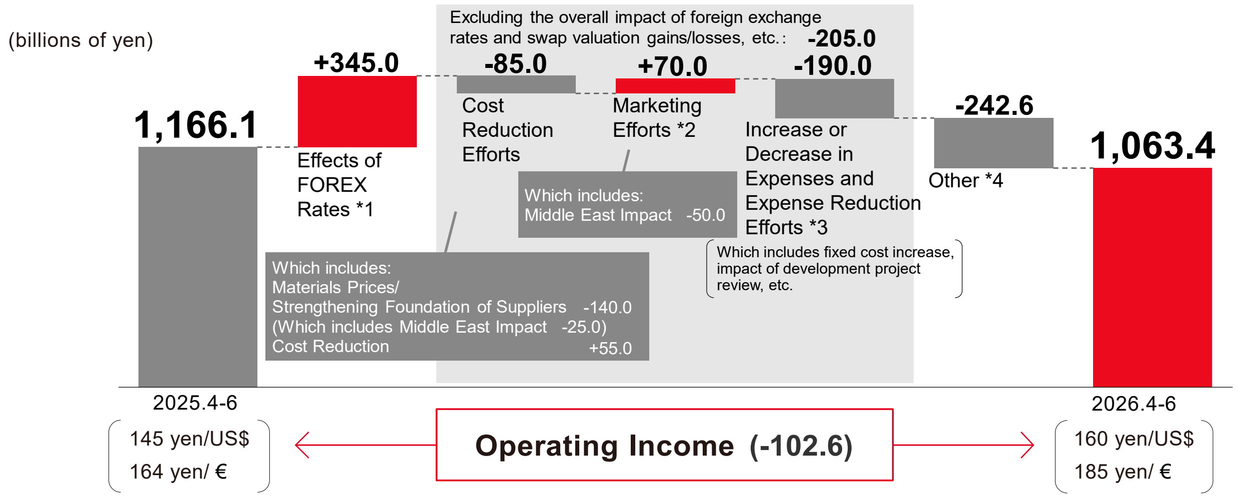
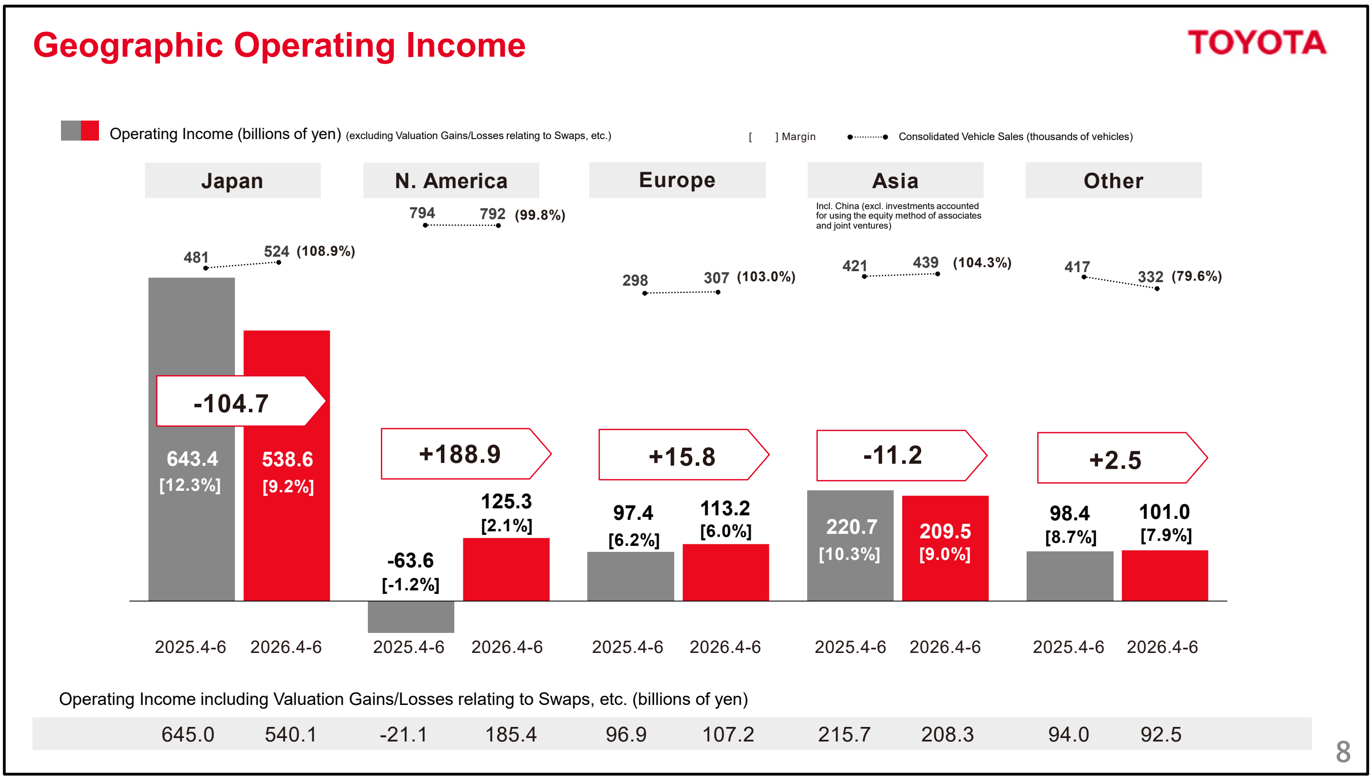


*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	+335.0	Volume, Model Mix	-60.0	Labor Cost	-55.0	Valuation Gains / Losses from Swaps, etc.	+11.6
- US $	+200.0	Value Chain	+30.0	Depreciation Expenses	-40.0	Unrealized Profit Adjustment	-248.3
- €	+60.0	- Financial Services	+5.0	R&D Expenses	-35.0	Other	-5.9
- Other	+75.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+25.0	Expenses, etc.	-60.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+10.0	Other	+100.0				

7

Let me explain the factors behind the changes in operating income.

Despite the impact of the Middle East situation and the cancellation of development projects, we were able to maintain a profit level comparable to the same period of the previous fiscal year as a result of foreign exchange effects as well as the steady accumulation of earnings improvement efforts, such as cost reduction efforts and the expansion of value chain profits.

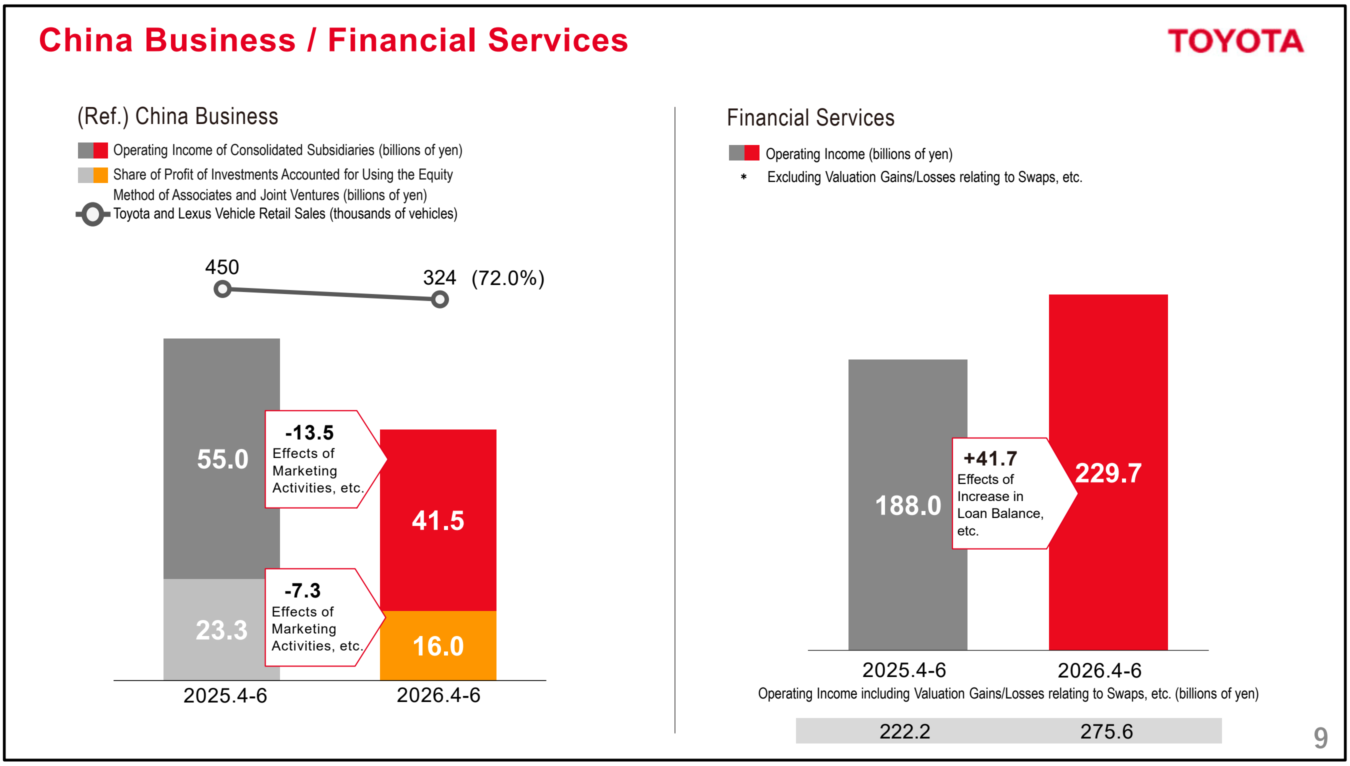


This slide shows operating income by geographical region.

In Japan, operating income decreased mainly due to increases in various expenses.

North America returned to profitability, driven by factors such as the effects of price revisions, foreign exchange effects, and the decrease in U.S. tariffs.

In Europe, operating income increased mainly due to the effects of price revisions.



Operating income of consolidated subsidiaries and share of profit of investments accounted for using the equity method for the China business decreased mainly due to the effects of marketing activities.

Operating income in the Financial Services segment increased mainly due to the effects of an increase in loan balances.

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FY2027 Financial Forecasts

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Next, I will explain the forecast for the current fiscal year ending March 2027.

FY2027 Forecast: Consolidated Vehicle Sales

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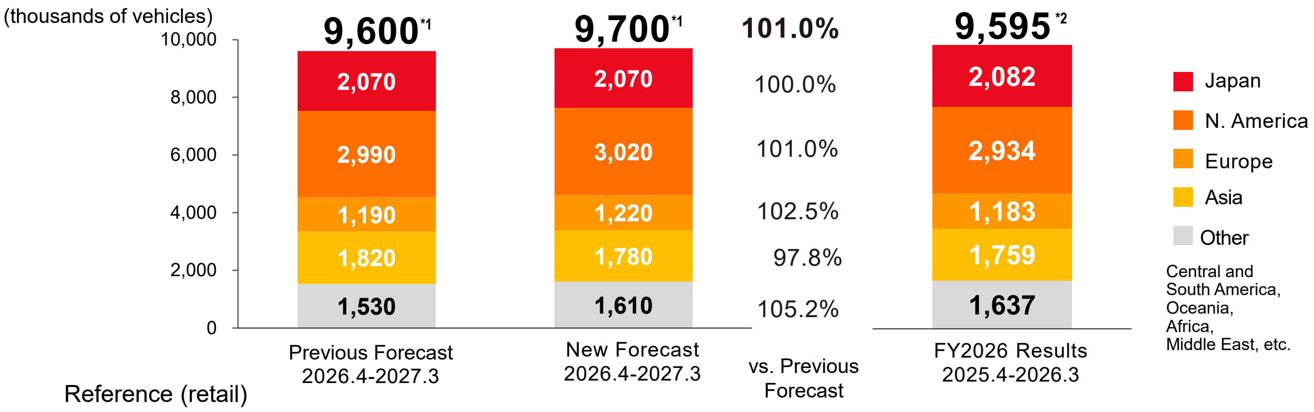

Reference (retail)

	Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	vs. Previous Forecast	FY2026 Results 2025.4-2026.3
Toyota and Lexus Vehicle Sales	**10,500**	**10,500**	**100.0%**	**10,477**
Electrified Vehicles [%]	**5,956**[56.7%]	**5,905**[56.2%]	**99.1%**	**5,040**[48.1%]
HEV	5,071	5,088	100.3%	4,620
PHEV	286	284	99.0%	175
BEV	598	533	89.1%	243
FCEV	1	1	90.9%	1
Total Retail Vehicle Sales	**11,180** *1	**11,180** *1	**100.0%**	**11,283** *2

*1 FY2027 forecast does not include Hino-brand vehicles (consolidated vehicle sales, however, include certain Hino-brand vehicles manufactured by Toyota's consolidated subsidiaries).
*2 FY2026 actual results include Hino-brand vehicles (consolidated vehicle sales: 104 thousand vehicles; total retail vehicle sales: 109 thousand vehicles).

The consolidated vehicle sales forecast has been revised upward by 100 thousand units from the previous forecast to 9.70 million units.

By region, we reflected the solid demand in North America and Europe.

In other regions, we factored in a sales recovery in the Middle East, supported by the establishment of alternative logistics routes to the region.

FY2027 Forecast: Consolidated Financial Summary

TOYOTA

(billions of yen)		Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	Change	FY2026 Results 2025.4-2026.3
Sales Revenues		**51,000.0**	**54,000.0**	**+3,000.0**	**50,684.9**
Operating Income		**3,000.0**	**3,400.0**	**+400.0**	**3,766.2**
Margin		5.9%	6.3%		7.4%
Other Income		1,230.0	1,170.0	-60.0	1,386.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		590.0	580.0	-10.0	552.7
Income before Income Taxes		**4,230.0**	**4,570.0**	**+340.0**	**5,152.9**
Net Income Attributable to Toyota Motor Corporation		**3,000.0**	**3,250.0**	**+250.0**	**3,848.0**
Margin		5.9%	6.0%		7.6%
Dividend per share		100 yen	100 yen	±0 yen	95 yen
FOREX Rates	US$	150 yen	160 yen	+10 yen	151 yen
	€	180 yen	181 yen	+1 yen	175 yen

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Next, I will explain the consolidated financial forecast.

We have adopted the full-year foreign exchange rate assumptions of 160 yen per U.S. dollar and 181 yen per euro.

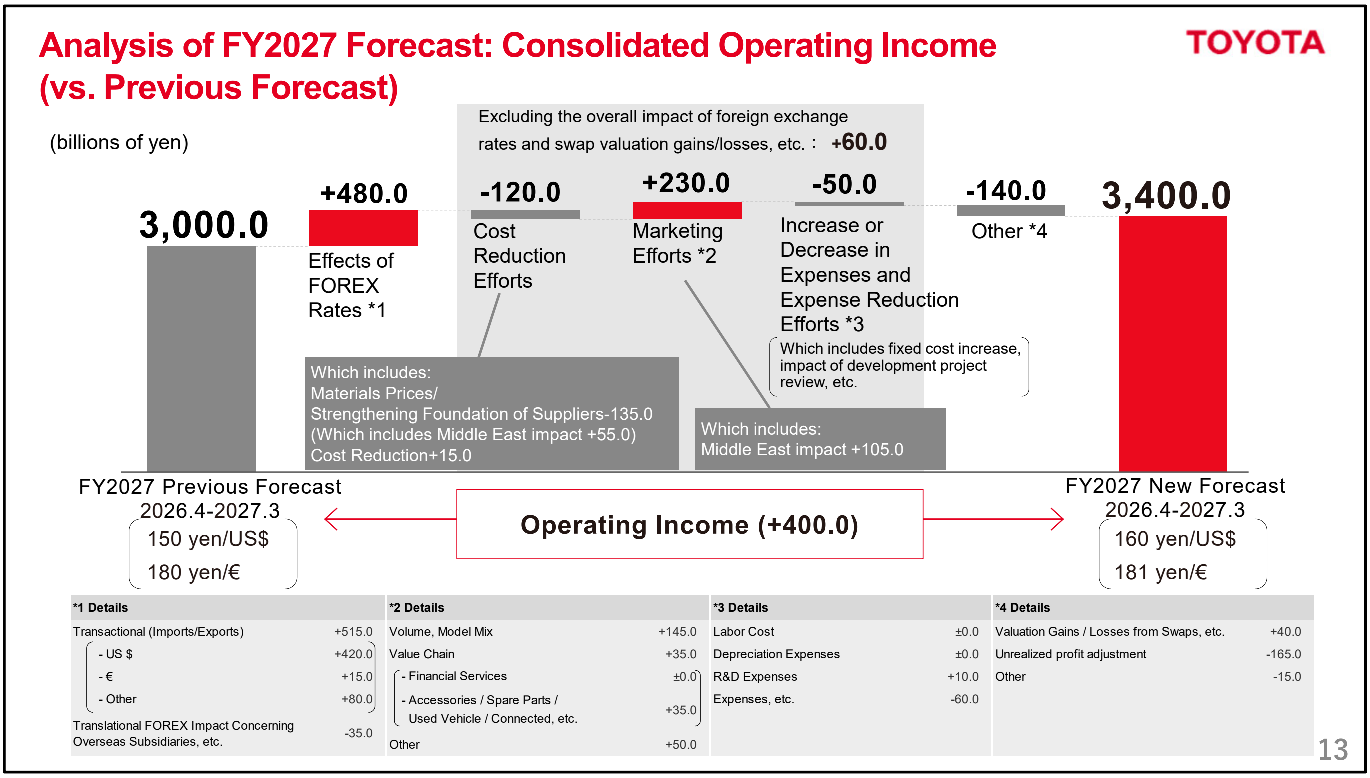
Our guidance for the full-year consolidated financial results are

Sales revenues of 54 trillion yen,

Operating income of 3 trillion 400 billion yen,

Income before income taxes of 4 trillion 570 billion yen and

Net income of 3 trillion 250 billion yen.



The factors behind the changes in the operating income forecast compared with the previous forecast are as shown on the slide.

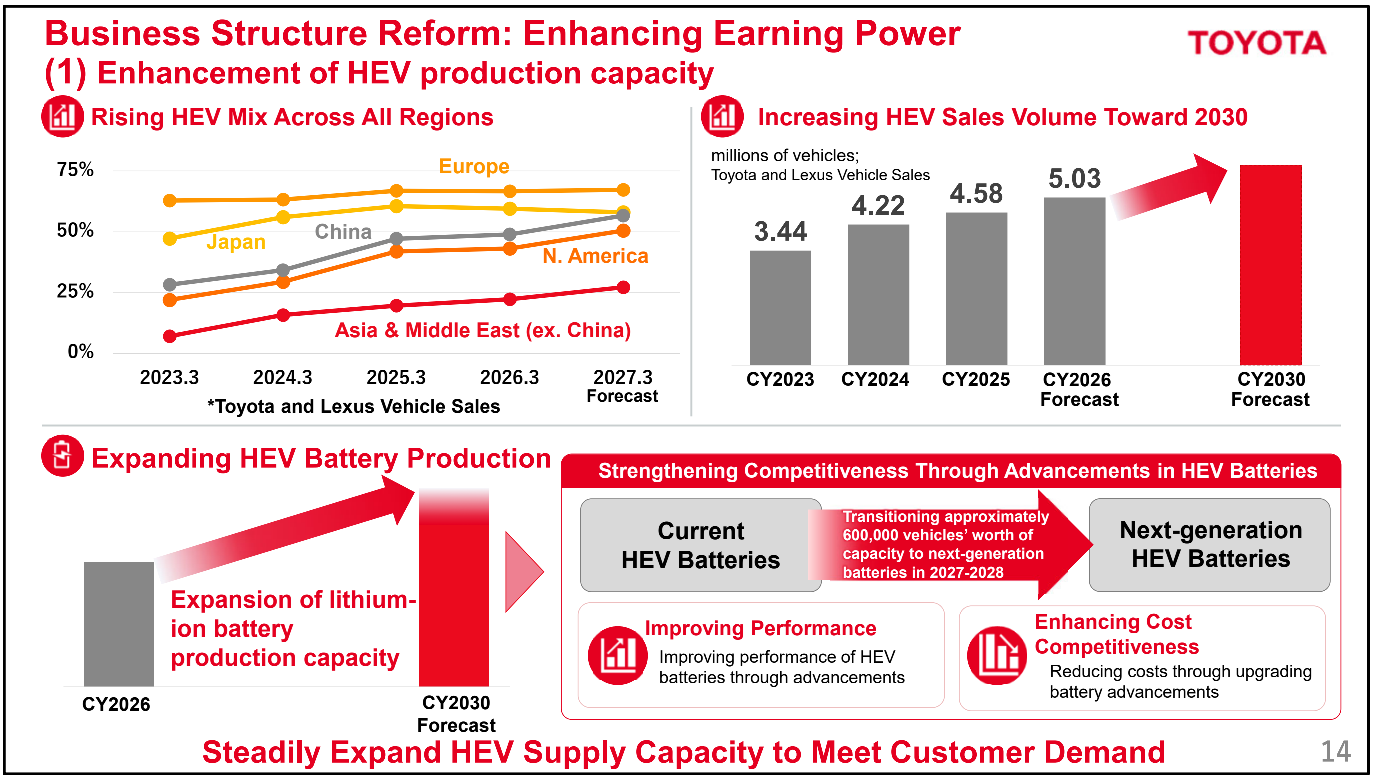
In addition to revised foreign exchange assumptions, we steadily accumulated improvements in our marketing efforts, including increased sales supported by the establishment of alternative logistics routes to the Middle East and the expansion of value chain profits.

As a result, we raised our operating income forecast by 400 billion yen from the previous forecast to 3.4 trillion yen.

We will continue to closely monitor the potential impact of the Middle East situation on our earnings forecast.

Regarding the 2026 Kumamoto Earthquake, we are currently assessing conditions in the affected areas and the impact on our operations, with the highest priority placed on human life and regional recovery.

The impact of the earthquake has not been reflected in the earnings forecast.



At our earnings announcement in May of this year, we outlined our initiatives for business structure reform. Today, I would like to provide an update on one of these initiatives, specifically our progress in the “enhancement of our earning power.”

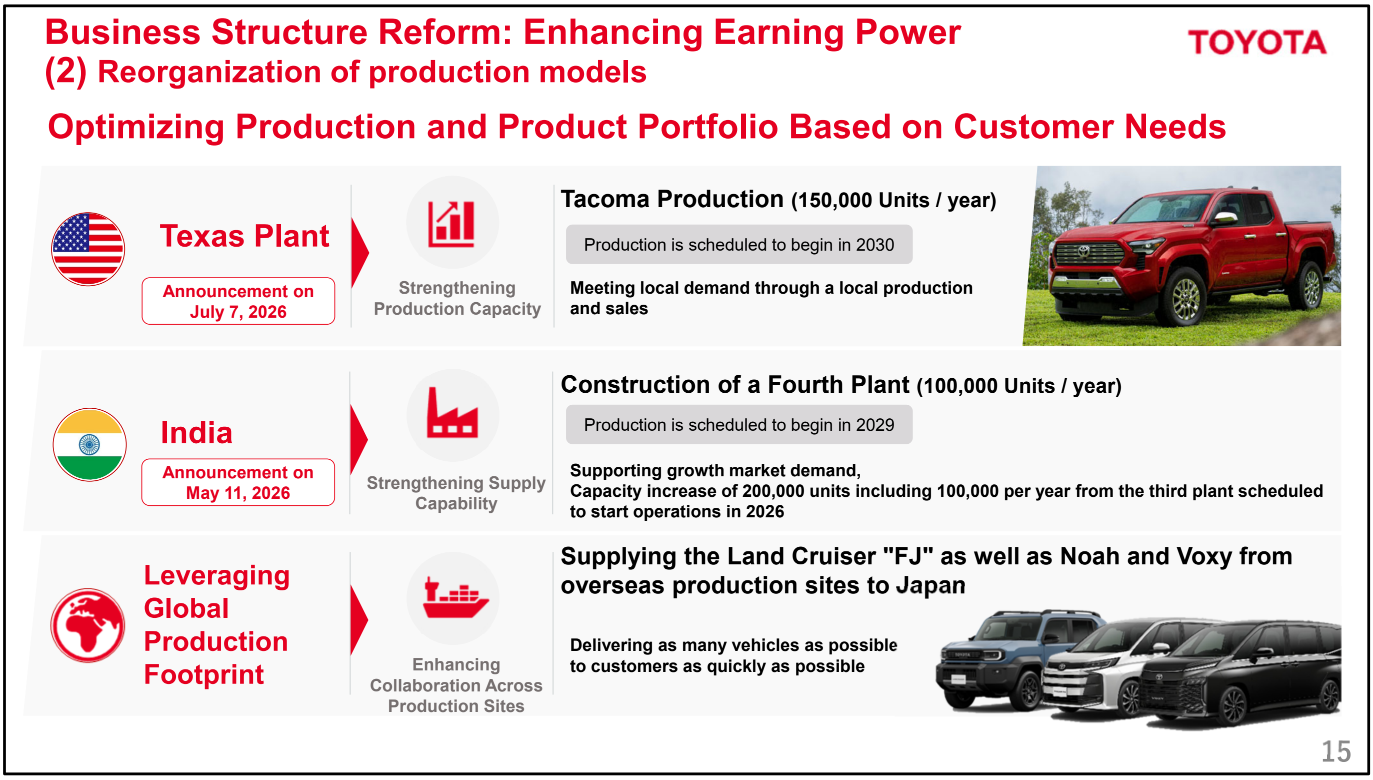
First, let me discuss the expansion of HEV production capacity. Demand for HEVs remains strong, and the HEV mix continues to rise in many regions around the world.

Toyota plans to sell more than 5 million HEVs for the first time in 2026. To steadily meet customer demand, we will continue to expand HEV battery production capacity.

For example, in Japan, we plan to convert HEV battery production lines with capacity for approximately 600,000 vehicles to next-generation batteries offering enhanced performance and cost competitiveness between 2027 and 2028.

This is just one example, and we are also studying additional expansions of HEV battery production capacity.

By strengthening the competitiveness of HEVs through these efforts, we aim to drive further growth in demand and profitability.



Next, I would like to discuss reorganization of our production models.

The construction of a second plant in Texas is intended to better address the diverse needs of customers in the United States, while further strengthening our regionally rooted and competitive manufacturing structure.

In India, where demand is expected to expand in the future, we are moving forward with the construction of two new plants. Through these investments, we will enhance our supply capabilities for India and neighboring markets.

In addition, given that customers have been waiting for an extended period of time for certain vehicle models such as minivans, we are maximizing the utilization of production capacity at our overseas plants and building an optimized supply structure so that we can deliver as many vehicles as possible to customers as quickly as possible.

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Shareholder Return

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In the next section, I will explain shareholder returns.

Share Repurchases

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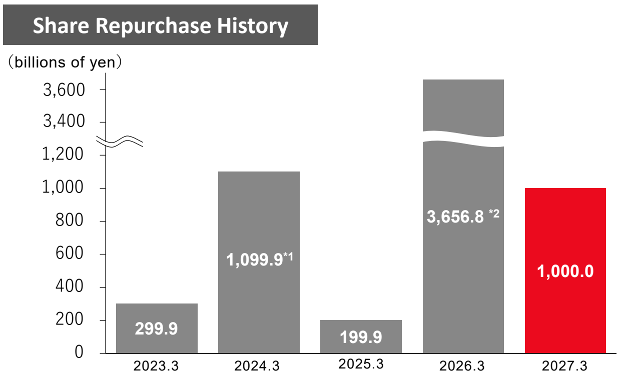
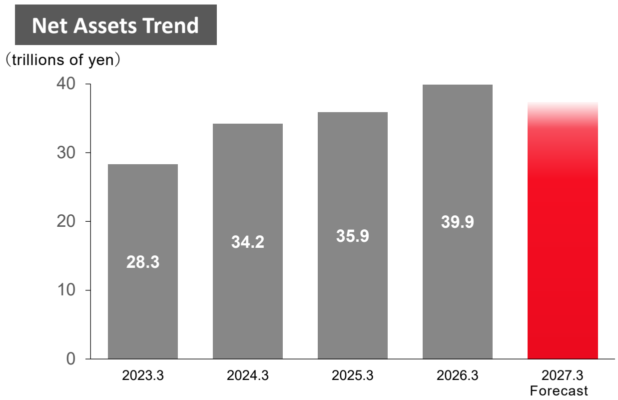
- Share repurchase authorization ：1 trillion yen (maximum)
  Method of repurchase：Open market purchases
- Share of treasury stock cancellation : 200 million shares (1.37% of total number of issued shares)
- Taking into account factors such as our valuation in the stock market and the current share price levels, established a share repurchase authorization to conduct share repurchases in a flexible manner
- Leveraging our strong cash generation capabilities and financial foundation, balance growth investments with shareholder returns, as well as promote enhancement of our earning power and improvement of capital efficiency



*1 Amount includes share repurchases conducted in response to requests from shareholders to sell their holdings.
*2 Amount acquired through the tender offer conducted as part of the privatization of Toyota Industries Corporation



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Taking into account our valuation in the stock market and the current share price levels, we will conduct market purchases flexibly.

We have established a share repurchase authorization of up to 1 trillion yen, with the repurchase method being open market repurchases.

In conjunction with these repurchases, we will also cancel 200 million shares of treasury stock, equivalent to 1.37% of the total number of issued shares.
Leveraging our strong cash generation capabilities and financial foundation, we will continue to pursue appropriate capital allocation, balancing growth investments with shareholder returns.

Additionally, with ROE of 20% as one of our key benchmarks, we will work to strengthen our earning power and improve capital efficiency.
We will continue to execute share repurchases in a flexible and timely manner, while taking into account the status of our capital allocation.

This concludes my explanation of the financial results.

(Ref.) Analysis of FY2027 Forecast: Consolidated Operating Income (vs. FY2026 Results)

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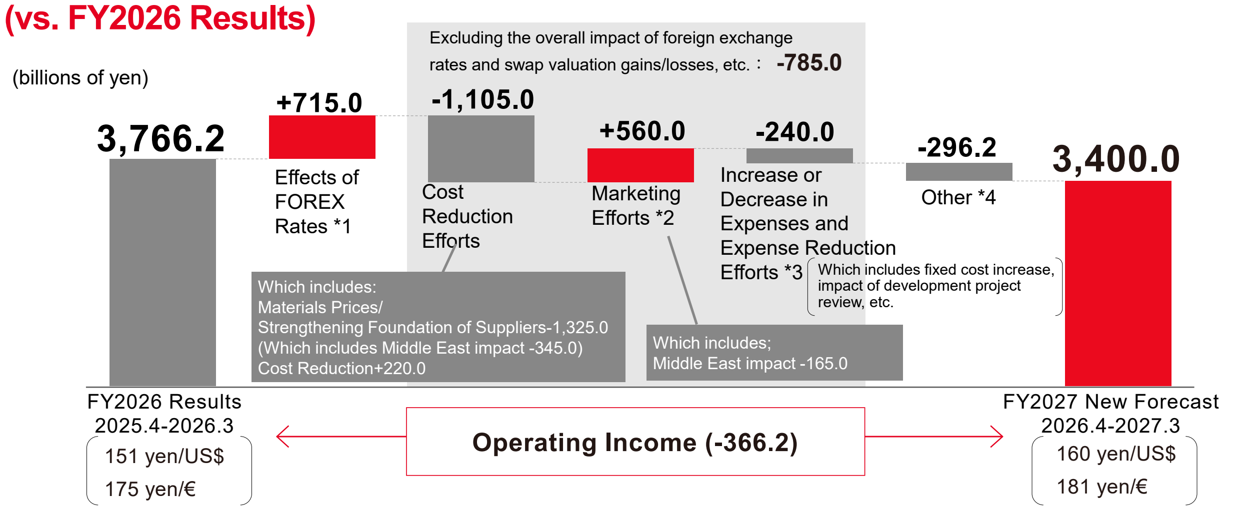

*1 Details	
Transactional (Imports/Exports)	+585.0
- US $	+390.0
- €	+75.0
- Other	+120.0
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+130.0

*2 Details	
Volume, Model Mix	-60.0
Value Chain	+125.0
- Financial Services	+65.0
- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+60.0
Other	+495.0

*3 Details	
Labor Cost	-235.0
Depreciation Expenses	-180.0
R&D Expenses	-70.0
Expenses, etc.	+245.0

*4 Details	
Valuation Gains / Losses from Swaps, etc.	-95.0
Unrealized profit adjustment	-165.0
Other	-36.2

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(Ref.) Transition of Financial Performance

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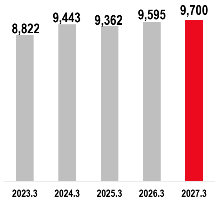
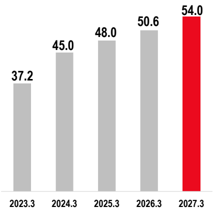
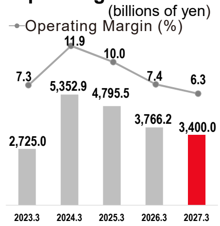
Consolidated Vehicle Sales *1 (thousands of vehicles)



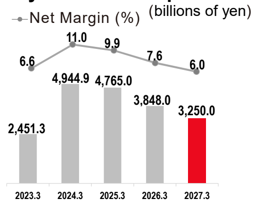
Sales Revenues (trillions of yen)



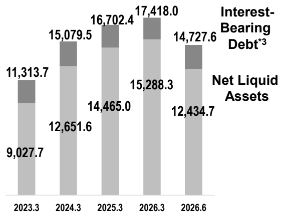
Operating Income (billions of yen)



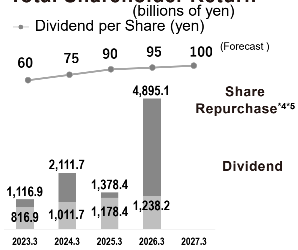
Net Income Attributable to Toyota Motor Corporation (billions of yen)



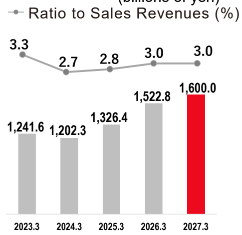
Total Liquid Assets*2 (billions of yen)



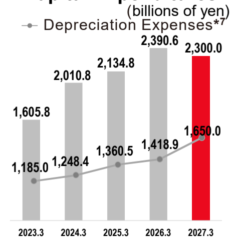
Total Shareholder Return (billions of yen)



R&D Expenses*6 (billions of yen)



Capital Expenditures (billions of yen)



Forecast

*1 FY2026 actual results include Hino-brand vehicles (104 thousand vehicles), while the FY2027 forecast does not include Hino-brand vehicles (consolidated vehicle sales, however, include certain Hino-brand vehicles manufactured by Toyota's consolidated subsidiaries).
*2 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.
*3 Not including lease liabilities
*4 Excluding shares constituting less than one unit that were purchased upon request and the commission fees incurred for the repurchase.
*5 States the maximum value of shares resolved to be repurchased if before the completion of the repurchase period, or the actual purchase price of shares repurchased pursuant to that resolution if after the completion of the repurchase period.
*6 Figures for R&D expenses are R&D activity related expenditures incurred during the reporting period and do not conform to research and development costs on Toyota's Consolidated Statement of Income.
*7 Figures for depreciation expenses and capital expenditures do not include vehicles in operating lease or right of use assets.

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(Ref.) FY2027 Forecast: Vehicle Production and Retail Sales

(thousands of vehicles)

			Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	Change	FY2026 Results 2025.4-2026.3
Toyota & Lexus	Vehicle Production *1	Japan	3,350	3,450	+100	3,242
		Overseas	6,650	6,550	-100	6,651
		Total	10,000	10,000	±0	9,893
	Retail Vehicle Sales *1	Japan	1,500	1,500	±0	1,475
		Overseas	9,000	9,000	±0	9,003
		Total	10,500	10,500	±0	10,477
Total Retail Vehicle Sales *1			11,180 *2	11,180 *2	±0	11,283 *3

*1 Including vehicles by Toyota's unconsolidated entities

*2 FY2027 forecast does not include Hino-brand vehicles

*3 FY2026 actual results include Hino-brand vehicles (109 thousand vehicles).

(Ref.) Definitions of Consolidated and Retail Vehicle Sales*

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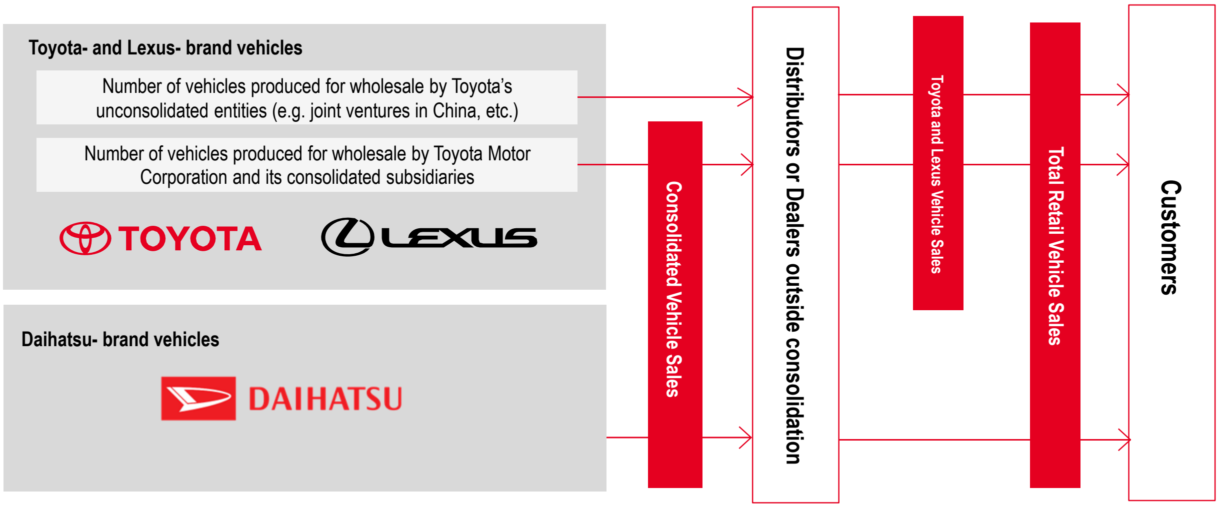

* There are a limited number of exceptional cases where sales are made other than in accordance with the flowchart above.

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