

I am Azuma, Accounting Group Chief Officer.

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.

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 Second Quarter Results Summary

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Despite a challenging competitive environment, continued improvement efforts led to a YoY increase in profit and an upward revision to the FY2027 forecast.

Actual (First Half)	**Operating income 2.2 trillion yen (+0.2 trillion yen YoY)** - Mitigated the impact on earnings through swift responses to changes in the external environment, including the situation in the Middle East. - Supported by strong demand, vehicle sales remained resilient, led by HEVs
FY2027 Forecast	**Operating income 3.9 trillion yen (+0.5 trillion yen from the previous forecast, +0.1 trillion yen YoY)** - Mitigated the impact of rising materials prices and production disruptions caused by earthquakes and floods through recovery efforts at production sites and optimized global supply, thereby maintaining consolidated vehicle sales. - In addition to reduced tariff-related costs, through the accumulation of improvement efforts, including the expansion of value chain earnings, we expect year-on-year profit growth, and have revised our forecast upward.
Return to Share-holders	- We will maintain our policy to increase dividends in a stable manner to reward our long-term shareholders. Interim : 50 yen (+5 yen YoY) / Full-year (forecast) : 100 yen (+5 yen YoY) - Share repurchase authorization : Increase by 300 billion yen (FY total：1.3 trillion yen) - Share cancellation : Additional 1 billion shares of treasury stock (FY total：1.2 billion shares) We have reduced the level of treasury stock holdings and will pursue capital policies focused on enhancing capital efficiency

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We will now explain the summary.

Our operating income for the first half of this fiscal year was 2.2 trillion yen.
Through swift responses to changes in the external environment, including the situation in the Middle East, we mitigated the impact on earnings.
Vehicle sales, mainly driven by HEVs, increased steadily, supported by strong demand.

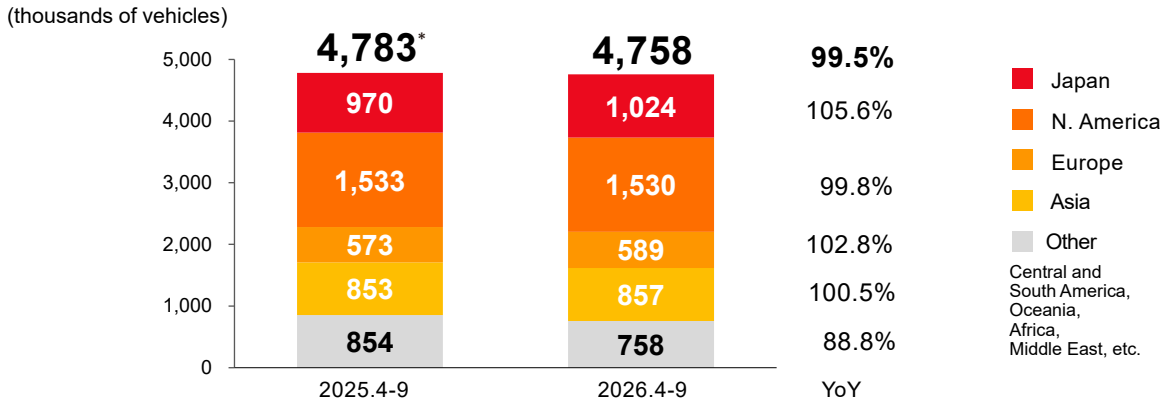
We have revised our full-year operating income forecast upward by 500 billion yen from our previous forecast to 3.9 trillion yen.
Despite the impact of rising materials prices and production disruptions caused by earthquakes and floods, we expect to maintain consolidated vehicle sales through recovery efforts at our production sites and optimized global supply.
In addition to reduced tariff-related costs, through the accumulation of improvement efforts, including the expansion of value chain earnings, we expect year-on-year profit growth, and have revised our forecast upward.

As for shareholder returns, consistent with our policy to increase dividends in a stable and continuous manner, the interim dividend is set at 50 yen per share, and the full-year dividend forecast is 100 yen per share.
We will also increase our share repurchase authorization by 300 billion yen, while additionally canceling 1 billion shares of treasury stock.
We have reduced the level of treasury stock holdings and will pursue capital policies with a greater focus on capital efficiency.

FY2027 Second Quarter Financial Performance

Consolidated Vehicle Sales (FY2027 First Half)

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Reference (retail)

Toyota and Lexus Vehicle Sales	**5,267**	**5,059**	**96.0%**
Electrified Vehicle [%]	**2,461** [46.7%]	**2,811** [55.6%]	**114.2%**
HEV	2,262	2,450	108.3%
PHEV	98	130	133.2%
BEV	101	231	227.4%
FCEV	0	0	90.8%
Total Retail Vehicle Sales	**5,643**	**5,381**	**95.4%**

* 2025.4-9 actual results include Hino-brand vehicles (consolidated vehicle sales: 51 thousand vehicles; total retail vehicle sales: 53 thousand vehicles).

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Consolidated vehicle sales for this period decreased by 25,000 units year-on-year, mainly due to the exclusion of Hino from consolidation.

Excluding the impact of Hino, consolidated vehicle sales increased by 26,000 units year-on-year, primarily in Japan and Europe.

Toyota and Lexus vehicle sales totaled 5 million 59 thousand units, or 96.0% compared to the same period of the previous fiscal year, due to weaker demand in China and the impact of the Middle East situation.

The electrified vehicle ratio increased, led by BEVs and HEVs in North America and Europe, reaching 55.6%.

Consolidated Financial Summary (FY2027 First Half)

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(billions of yen)		2025.4-9	2026.4-9	Change
Sales Revenues		**24,630.7**	**26,962.4**	**+2,331.7**
Operating Income		**2,005.6**	**2,191.1**	**+185.4**
Margin		8.1%	8.1%	
Other Income		472.4	763.2	+290.8
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		272.6	358.3*	+85.7
Income before Income Taxes		**2,478.1**	**2,954.4**	**+476.2**
Net Income Attributable to Toyota Motor Corporation		**1,773.4**	**2,236.4**	**+463.0**
Margin		7.2%	8.3%	
FOREX Rates	US$	146 yen	159 yen	+13 yen
	€	168 yen	184 yen	+16 yen

* Regarding Japan: 286.3 (+102.6 year on year), China: 28.6 (-19.4 year on year), Other: 43.2 (+2.4 year on year)

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Consolidated financial results were

Sales revenues of 26 trillion 962.4billion yen

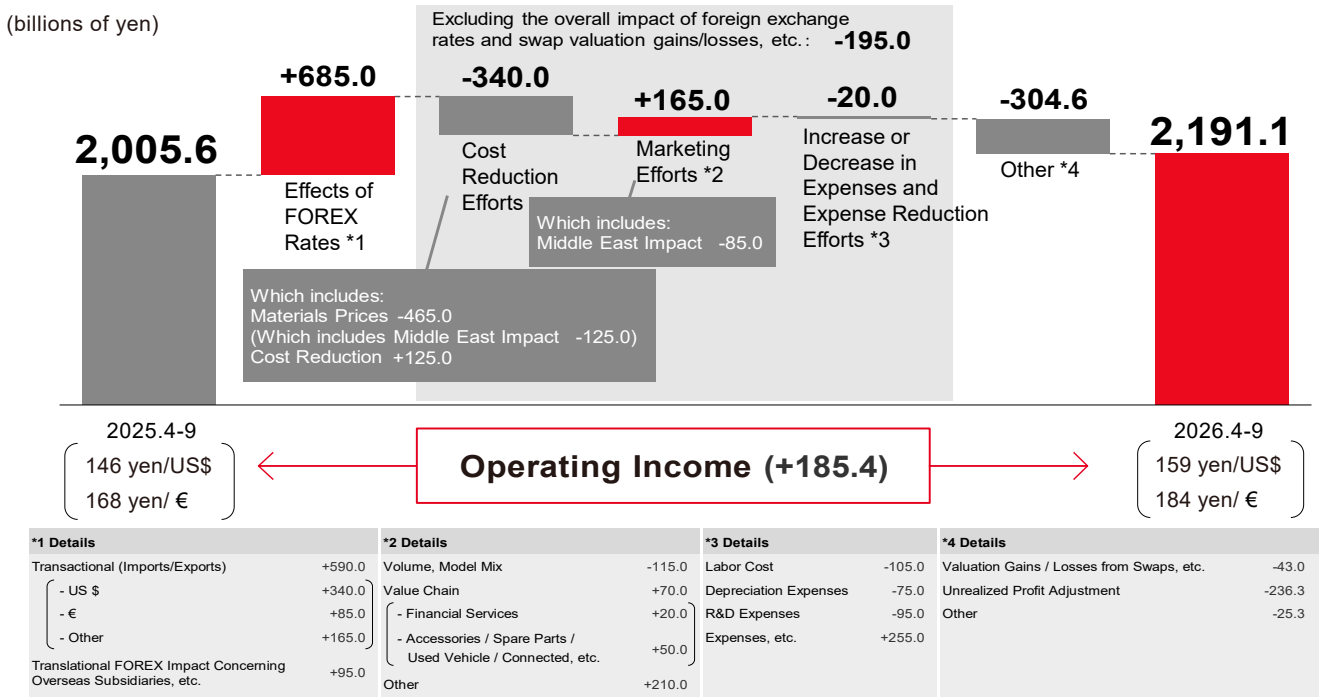
Operating income of 2 trillion 191.1 billion yen

Income before income taxes of 2 trillion 954.4 billion yen and

Net income of 2 trillion 236.4 billion yen.

Analysis of Consolidated Operating Income (FY2027 First Half)

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*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	+590.0	Volume, Model Mix	-115.0	Labor Cost	-105.0	Valuation Gains / Losses from Swaps, etc.	-43.0
- US $	+340.0	Value Chain	+70.0	Depreciation Expenses	-75.0	Unrealized Profit Adjustment	-236.3
- €	+85.0	- Financial Services	+20.0	R&D Expenses	-95.0	Other	-25.3
- Other	+165.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+50.0	Expenses, etc.	+255.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+95.0	Other	+210.0				

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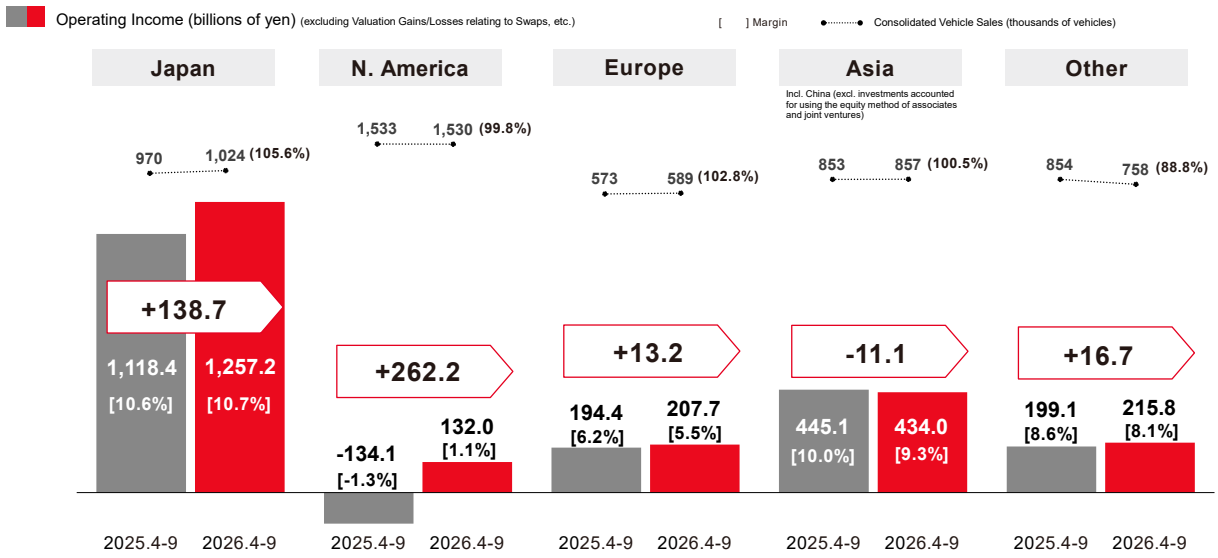
Let me explain the factors behind the changes in operating income.

Despite challenges such as rising materials prices and the impact of the situation in the Middle East, we steadily accumulated improvement efforts, including cost reductions carried out together with suppliers, price revisions, and the expansion of value chain profits, which helped mitigate the impact on our performance.

In addition, we captured positive effects from changes in the operating environment, including the effects of foreign exchange rates and the mitigation of the impact of U.S. tariffs, resulting in a year-on-year increase in operating income.

Geographic Operating Income (FY2027 First Half)

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Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

1,117.1	1,253.3	-67.8	166.1	200.7	219.2	444.2	437.1	201.9	200.9

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This slide shows operating income by geographical region.

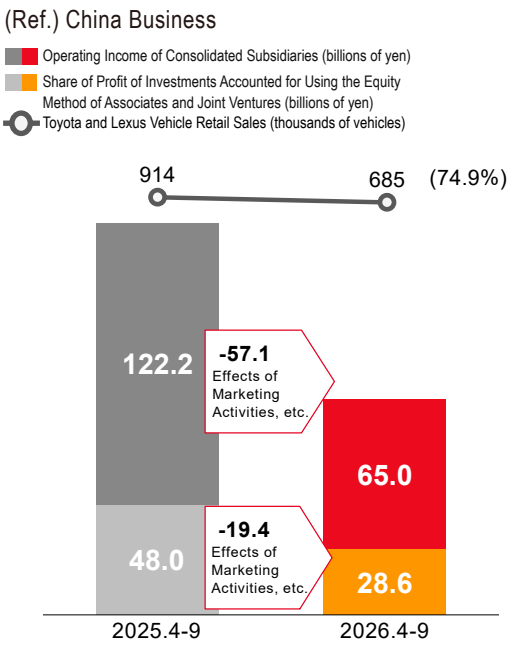
In Japan, operating income increased mainly due to foreign exchange rate fluctuations and increases in vehicles sales.

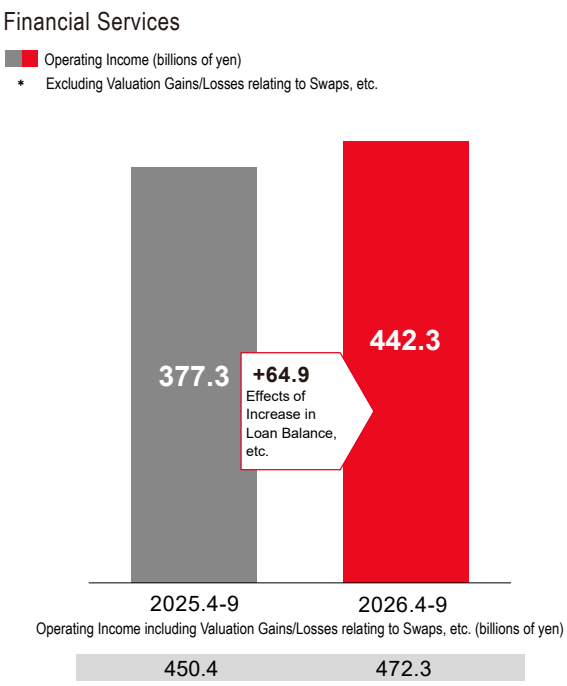
North America returned to profitability largely due to price revisions and the reduced impact of U.S. tariffs.

In Europe, operating income increased mainly due to the effects of price revisions and expanding value chain profits.

China Business / Financial Services (FY2027 First Half)

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

Operating income in the Financial Services segment increased, largely due to an increase in loan balances.

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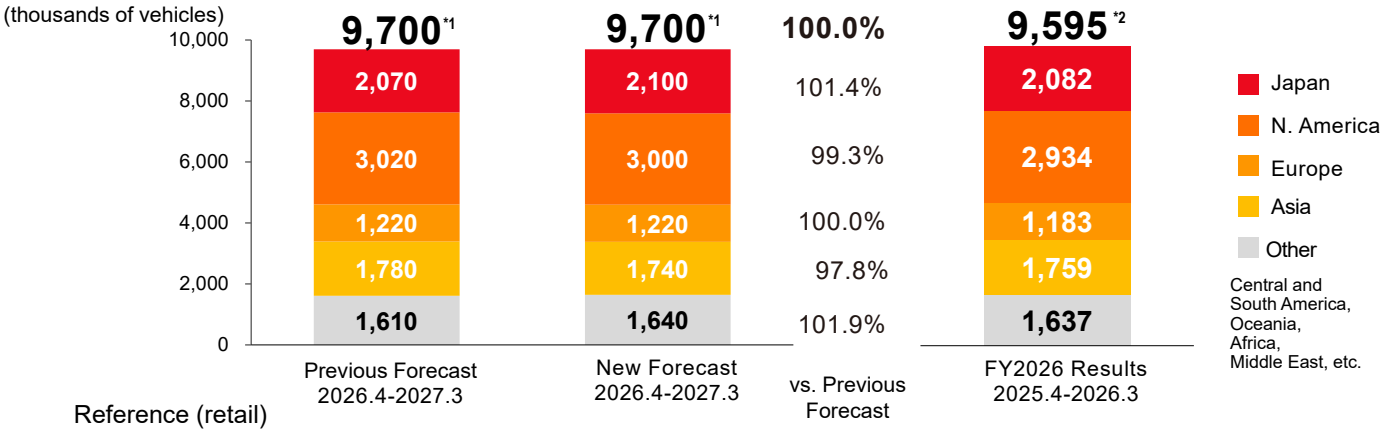
FY2027 Financial Forecasts

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

FY2027 Forecast: Consolidated Vehicle Sales

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Reference (retail)

Toyota and Lexus Vehicle Sales	**10,500**	**10,300**	**98.1%**	**10,477**
Electrified Vehicles [%]	**5,905 [56.2%]**	**5,741 [55.7%]**	**97.2%**	**5,040 [48.1%]**
HEV	5,088	5,008	98.4%	4,620
PHEV	284	269	94.7%	175
BEV	533	463	87.0%	243
FCEV	1	1	98.5%	1
Total Retail Vehicle Sales	**11,180*1**	**10,990*1**	**98.3%**	**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).

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Consolidated vehicle sales remain unchanged from the previous forecast.

By region, we reflected the solid demand in Japan, while in Asia, we factored in elements such as slower market conditions in China and the impact of flooding in Thailand.

The forecast for Toyota-Lexus vehicle sales and the electrified vehicle ratio have been revised downward, primarily reflecting slower market conditions in China.

FY2027 Forecast: Consolidated Financial Summary

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(billions of yen)	Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	Change	FY2026 Results 2025.4-2026.3
Sales Revenues	**54,000.0**	**53,500.0**	**-500.0**	**50,684.9**
Operating Income	**3,400.0**	**3,900.0**	**+500.0**	**3,766.2**
Margin	6.3%	7.3%		7.4%
Other Income	1,170.0	1,060.0	-110.0	1,386.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	580.0	600.0	+20.0	552.7
Income before Income Taxes	**4,570.0**	**4,960.0**	**+390.0**	**5,152.9**
Net Income Attributable to Toyota Motor Corporation	**3,250.0**	**3,570.0**	**+320.0**	**3,848.0**
Margin	6.0%	6.7%		7.6%
Dividend per share	100 yen	100 yen	±0 yen	95 yen
FOREX Rates US$	160 yen	157 yen	-3 yen	151 yen
FOREX Rates €	181 yen	182 yen	+1 yen	175 yen

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Next, let me explain the full-year consolidated financial forecast.

We have adopted the full-year foreign exchange rate assumptions of 157 yen per U.S. dollar and 182 yen per euro.

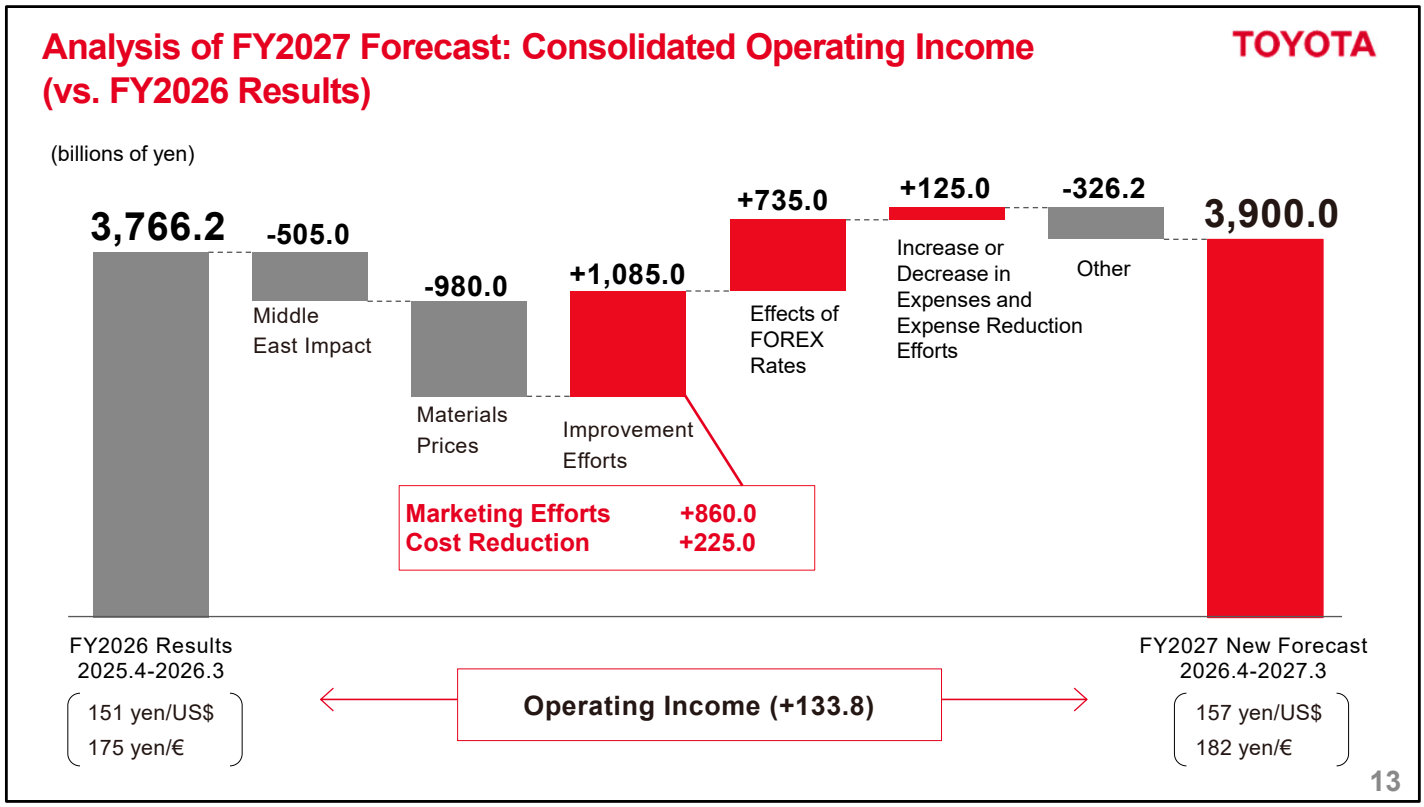
Our forecasts for the full-year consolidated financial performance are

Sales revenues of 53 trillion 500 billion yen,

Operating income of 3 trillion 900 billion yen,

Income before income taxes of 4 trillion 960 billion yen and

Net income of 3 trillion 570 billion yen.



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

Despite the impact of the situation in the Middle East and approximately 1 trillion yen in rising materials prices, we will work to offset these headwinds and maintain our earnings power through continued Marketing efforts and cost reductions.

Given that as well as, positive changes in the business environment, we are forecasting operating income of 3.9 trillion yen, representing a year-on-year increase.

While we expect year-on-year profit growth, we remain focused on overcoming the impact of significant changes in the business environment, including U.S. tariffs and the situation in the Middle East. We will continue to advance structural reforms and work company-wide to further improve profitability.

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Shareholder Return

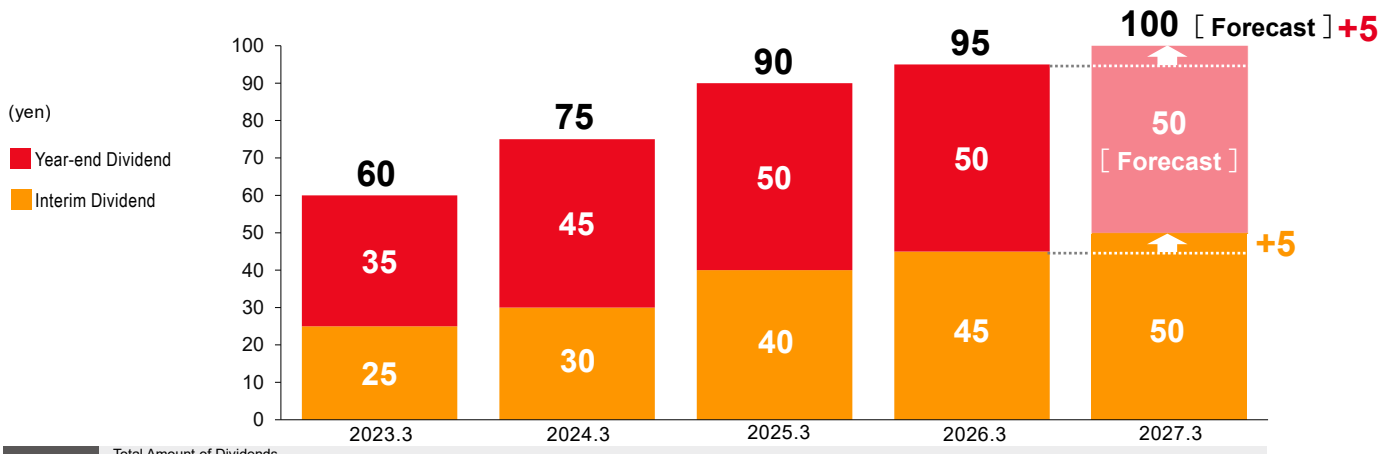
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Next, I would like to explain our shareholder returns.

Dividends and Dividend Forecast

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- **Our dividend policy is to “increase dividends in a stable and continuous manner” to reward our long-term shareholders.**
- **Interim: 50 yen (+5 yen YoY)**
- **Full-year forecast: 100 yen (+5 yen YoY)**



		2023.3	2024.3	2025.3	2026.3	2027.3
Interim	Total Amount of Dividends (billions of yen)	342.1	405.4	525.9	586.5	588.9
Full-Year	Total Amount of Dividends (billions of yen)	816.9	1,011.7	1,178.4	1,238.2	-

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For this fiscal year, we have set the interim dividend at 50 yen per share, up 5 yen from the previous fiscal year, and as announced at the beginning of the fiscal year, our full-year dividend forecast at 100 yen per share, also up 5 yen.

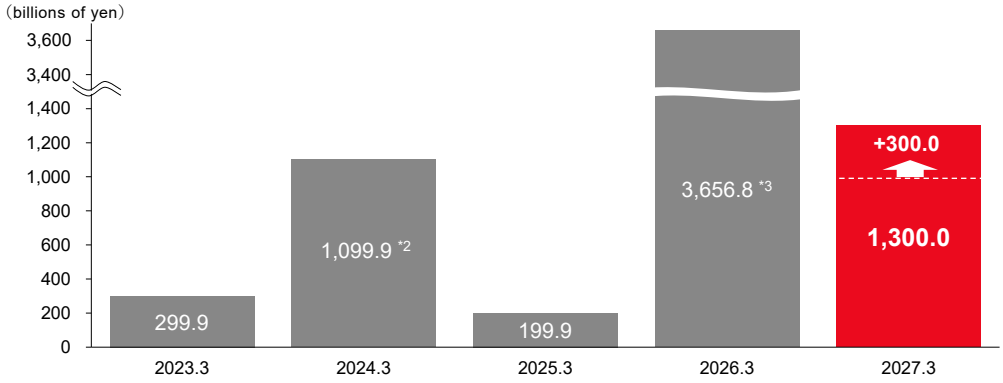
Our dividend policy is to “increase dividends in a stable and continuous manner” in order to reward our long-term shareholders.

Share Repurchases

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- **Share repurchase authorization ：Increase by 300 billion yen in response to shareholders' requests to sell their shares (FY total：up to 1.3 trillion yen)**
- **Treasury stock cancellation : Additional 1 billion shares (FY total：1.2 billion shares, approximately 3.5 trillion yen** in market value as of the end of September 2026**)**
- **We have reduced the level of treasury stock holdings and will pursue capital policies focused on enhancing capital efficiency.**

Share Repurchase History *1



*1 Based on resolutions for each fiscal year.
*2 Amount includes share repurchases conducted in response to requests from shareholders to sell their holdings.
*3 Amount acquired through the tender offer conducted as part of the privatization of Toyota Industries Corporation.

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In response to shareholders' requests to sell their shares, we have increased our share repurchase authorization by 300 billion yen, bringing the total amount for this fiscal year to up to 1.3 trillion yen. As a result, we expect our total shareholder return ratio for this fiscal year to be 69.4%.

We will also cancel an additional 1 billion shares of treasury stock, bringing the total cancellation this fiscal year to 1.2 billion shares, exceeding the amount repurchased this fiscal year.

While maintaining flexibility for future strategic use, we have reduced the level of treasury stock holdings and will pursue capital policies with a greater focus on capital efficiency.

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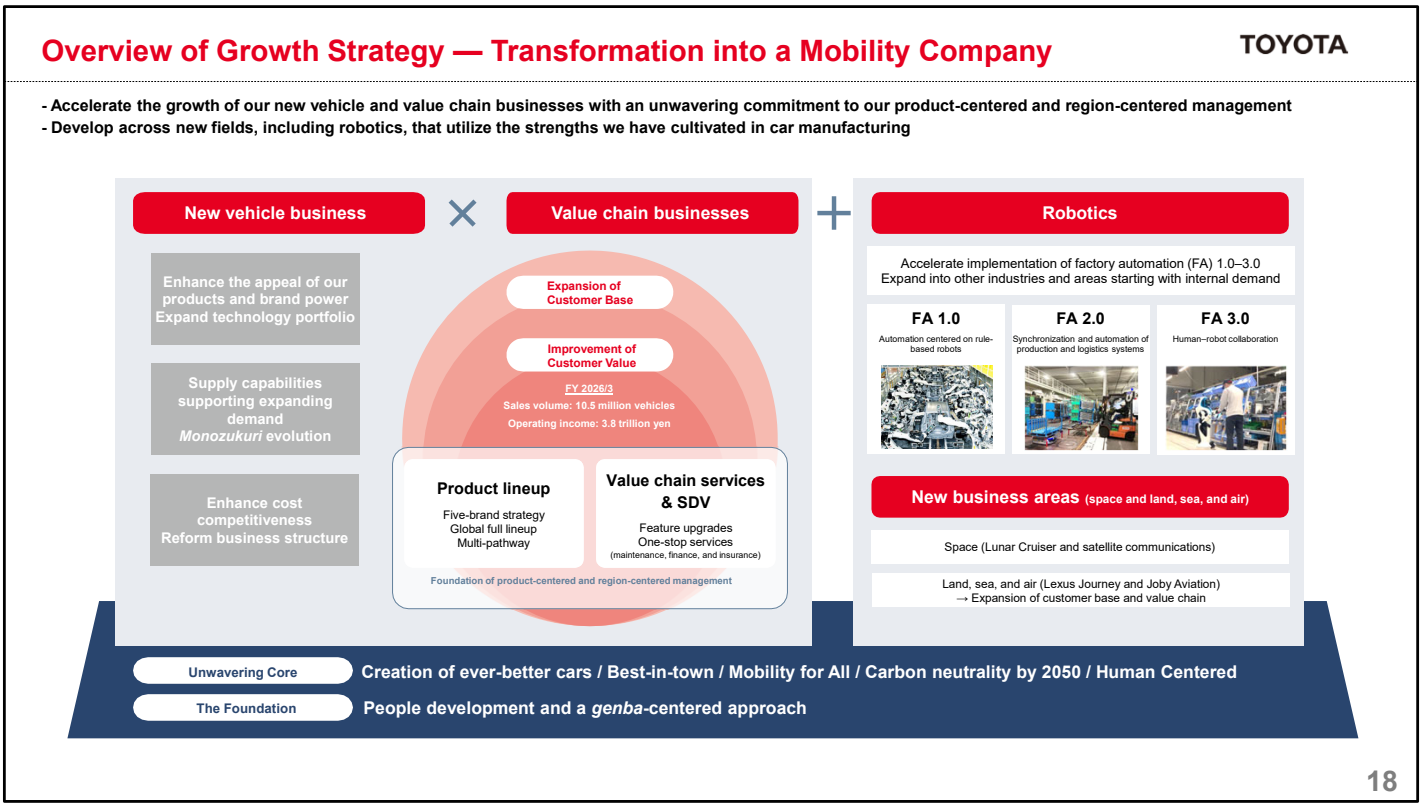
Progress with Business Structure Reform

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I am Miyazaki, CFO.

During our financial results announcement for the fiscal year ended March 2026, we followed our financial performance presentation with an outline of our business structure reform designed to overcome the impact of significant shifts in the business environment, such as changes in U.S. tariffs and the situation in the Middle East.

Today, I would like to discuss the progress of these initiatives, with the hope of fostering a better understanding of and instilling greater confidence in Toyota's medium- to long-term strategy.



This slide provides an overview of our transformation into a mobility company.

Broadly speaking, we aim to achieve further growth in our existing new vehicle and value chain businesses, while also leveraging the strengths we have cultivated in automobile manufacturing to expand into new business domains, such as robotics.

Underpinning this growth and business expansion are our people and the strength of our workplaces.

To support this strengthening, we have decided to establish two new organizational groups, effective this coming January.

One of these is the Toyota Philosophy and Education Group, with Chairman Akio Toyoda serving as its first head. Through our work, we will pass on the experience we have gained amid numerous challenges, along with Toyota's philosophy, skills, and ways of working, to cultivate the talent that will lead the next generation.

The other is the Kanri Group, newly formed by merging our General Administration & Human Resources Group and Accounting Group.

This new group's name in Japanese is "Kanri Honbu." While "kanri" phonetically refers to the Japanese word for "management" or "administration," the Chinese character used for "Kan" conveys the idea of observing carefully with both one's hands and eyes.

We are shifting our thinking away from conventional administrative management and aiming to create a professional support team that fosters fulfillment among our colleagues and empowers them to take on workplace challenges.

New Vehicle Business — Enhancement of Earnings Power

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Produce well-made products and deliver quickly to meet the diverse needs of customers worldwide.

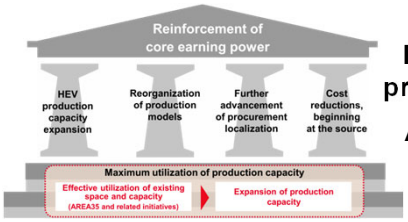
Progress with Business Structure Reform

1. Enhancing product value through the five-brand strategy



Covering a wide range of customers with a diverse vehicle lineup led by Century

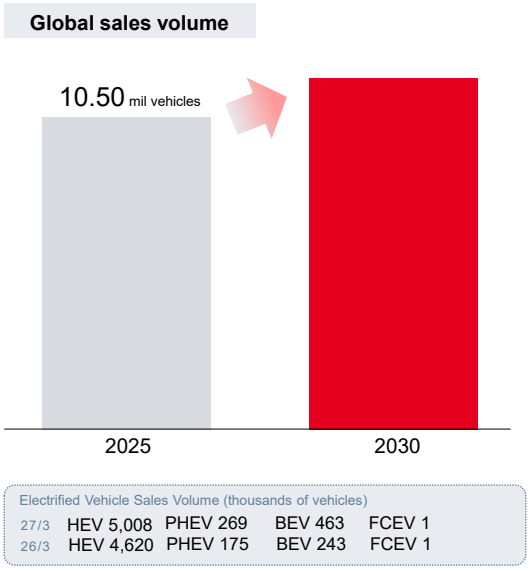
2. Enhancing earning power



Full utilization of production capacity

Aim to maximize margin per unit

Expansion of Global Sales Volume



Electrified Vehicle Sales Volume (thousands of vehicles)

27/3	HEV 5,008	PHEV 269	BEV 463	FCEV 1
26/3	HEV 4,620	PHEV 175	BEV 243	FCEV 1

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From here, I will now explain the progress of our business structure reforms, broken down into several areas.

First, let’s look at our new vehicle business.

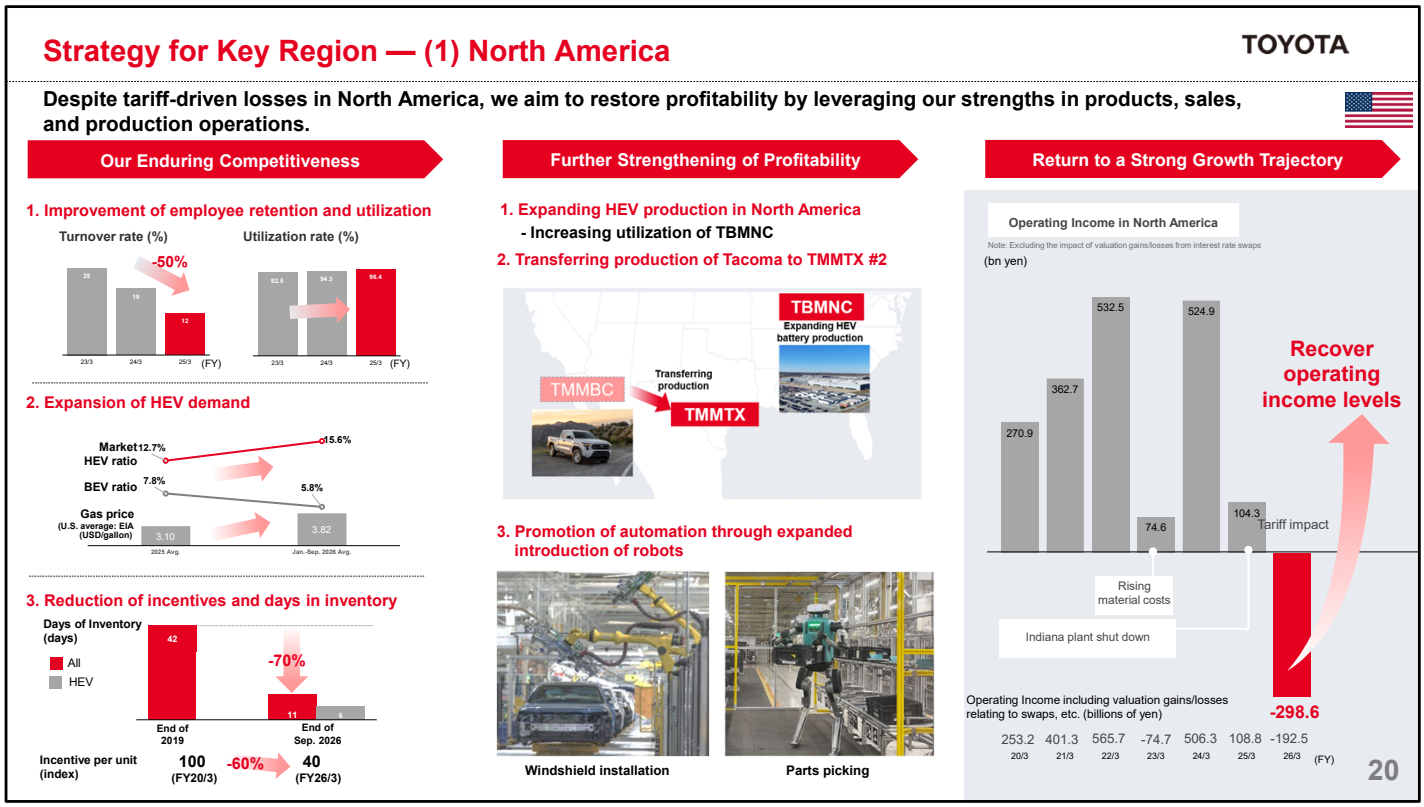
By producing well-made products and delivering them quickly to meet diverse customer demand, we will overcome challenges posed by U.S. tariffs and developments in the Middle East.

Our working pillars are enhancing product value through our five brands and enhancing earning power, as we explained during our full-year financial results announcement.

In terms of products, each of our five brands, under the leadership of (Executive Vice President Hiroki) Nakajima and (Operating Officer) Simon (Humphries), has gone all out to ready an incredible array of models we believe will draw cries of “Wow!”. We hope you will look forward to their debut.

Meanwhile, regarding production, which is a key driver of earning power, we will fully utilize our existing capabilities while also establishing new plants in necessary regions to increase our production capacity.

Furthermore, regarding electrified vehicles, we will continue to expand production capacity, focusing primarily on hybrid electric vehicles, for which our large backlog of orders continues. Looking toward 2030, we will build a business structure that places battery electric vehicles on top of a robust foundation of 10 million vehicles centered on hybrid electric vehicles, based on actual market demand.



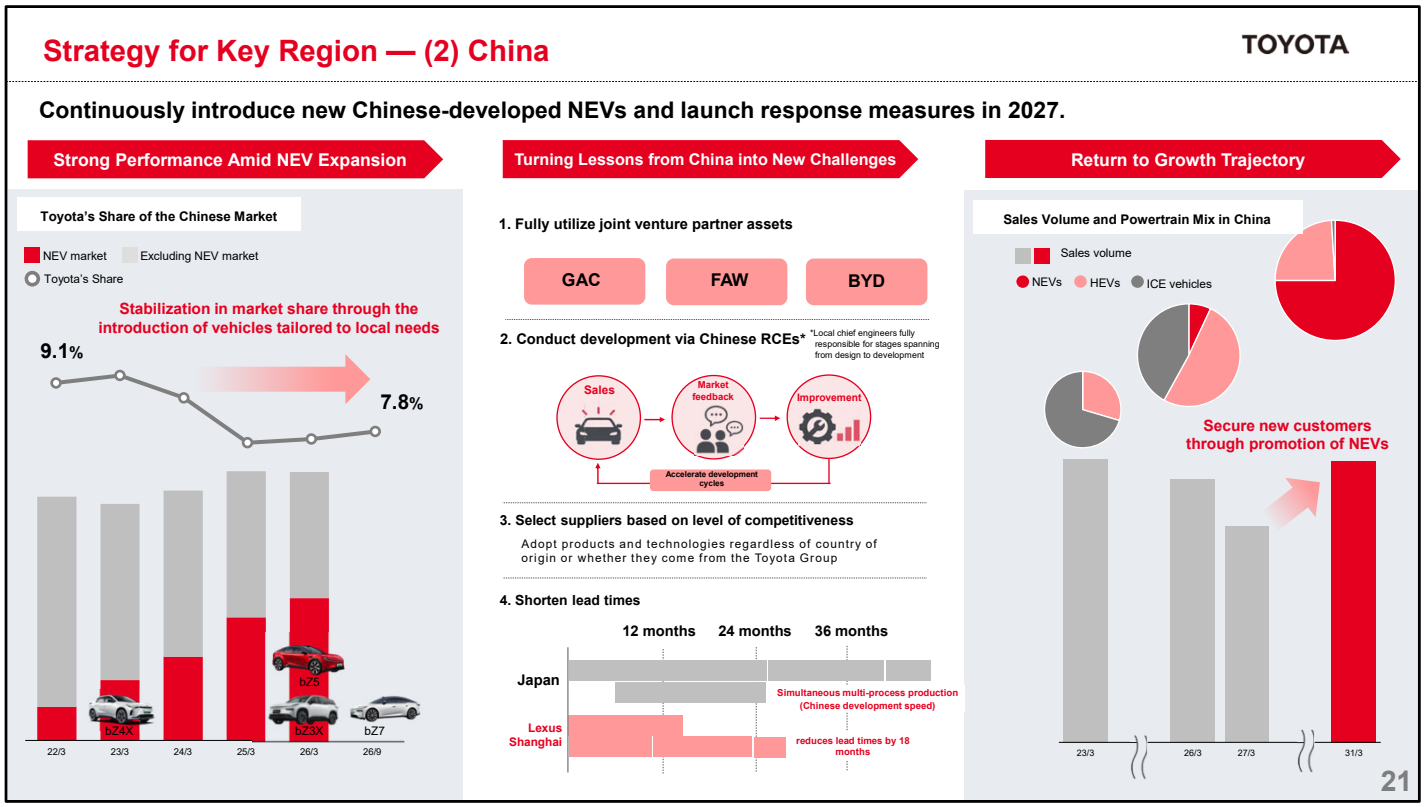
I will explain how we are competing in key regions.

In North America, our steady efforts to date have helped us build a solid business foundation.

Driven by strong demand—particularly for hybrid electric vehicles—and supported by high employee retention and operational efficiency, as well as being backed by the industry's lowest incentive levels and inventory days, coupled with strong, trust-based relationships with our dealerships, we achieved record-high sales last year.

Although regional earnings for the fiscal year ended March 2026 fell into the red due to the impact of tariffs, underlying strength has enabled a recovery to profitability in the second quarter.

Moving forward, we will return to a strong growth trajectory by increasing production of high-demand hybrid batteries, significantly reducing external outflow costs by restructuring our vehicle lineup, and advancing automation through the introduction of robotics.



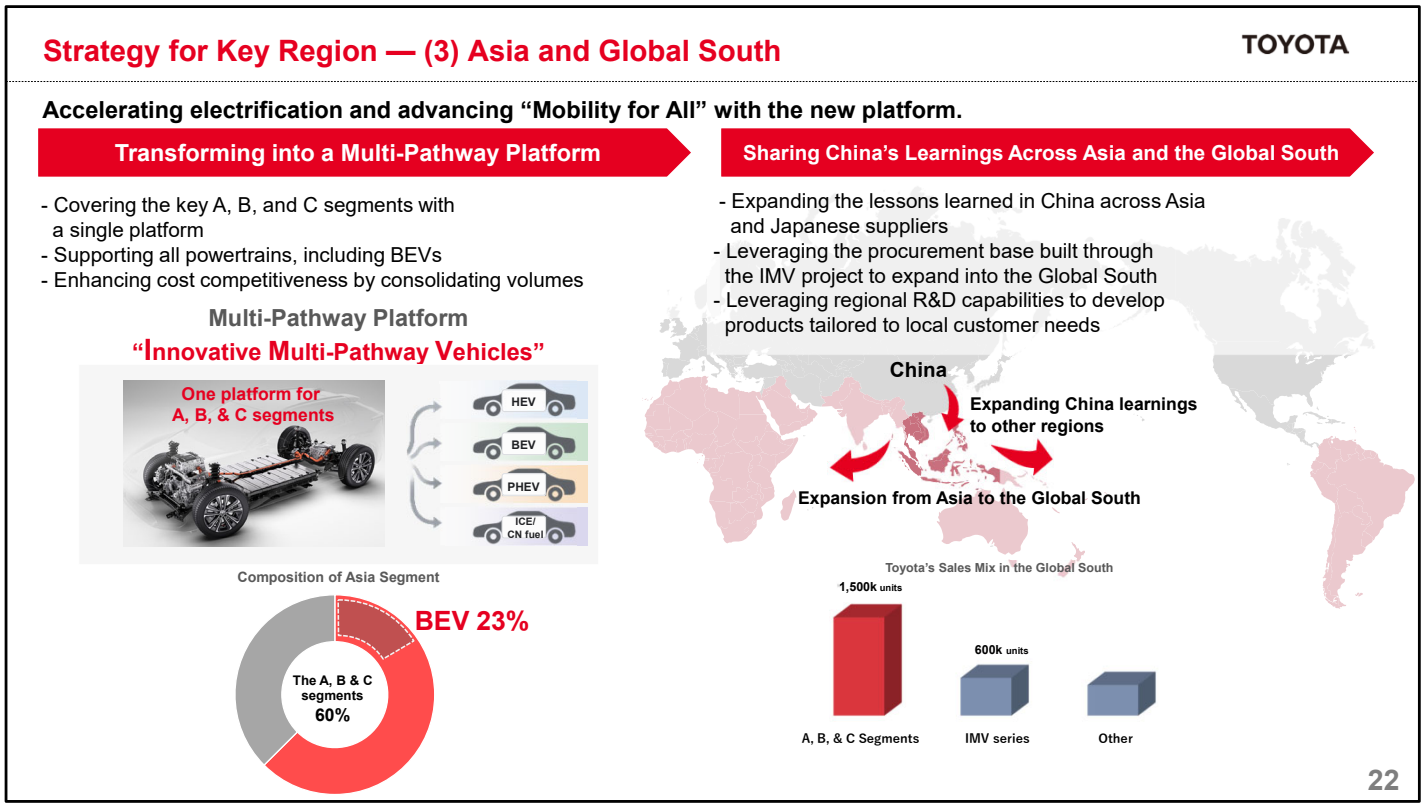
In China, amid the rapid expansion of the new energy vehicle market, we have introduced products tailored to local needs, halting the decline in our market share and enabling us to hold firm at our current level.

Leveraging this foundation, and to expand our customer base in the new energy vehicle sector, we will fully apply the capabilities of our joint venture partners and, led by our local chief engineers, we will quickly incorporate market feedback into our planning, development, and improvement processes.

In procurement, we select the most suitable parts and technologies based on competitiveness, regardless of a supplier's nationality or corporate group.

Furthermore, leveraging what we have learned, we will implement concurrent development processes at Lexus Electrified Shanghai—scheduled to begin operations in September 2027—to shorten development times by 18 months.

Starting next year, we will roll out a series of highly competitive new energy vehicles developed "With China, For China" to attract new customers and accelerate our growth again.



In Asia, we are advancing a transition to a multi-pathway platform, which will be the foundation of our next-generation electrification strategy, as we strengthen our commitment to "Mobility for All."

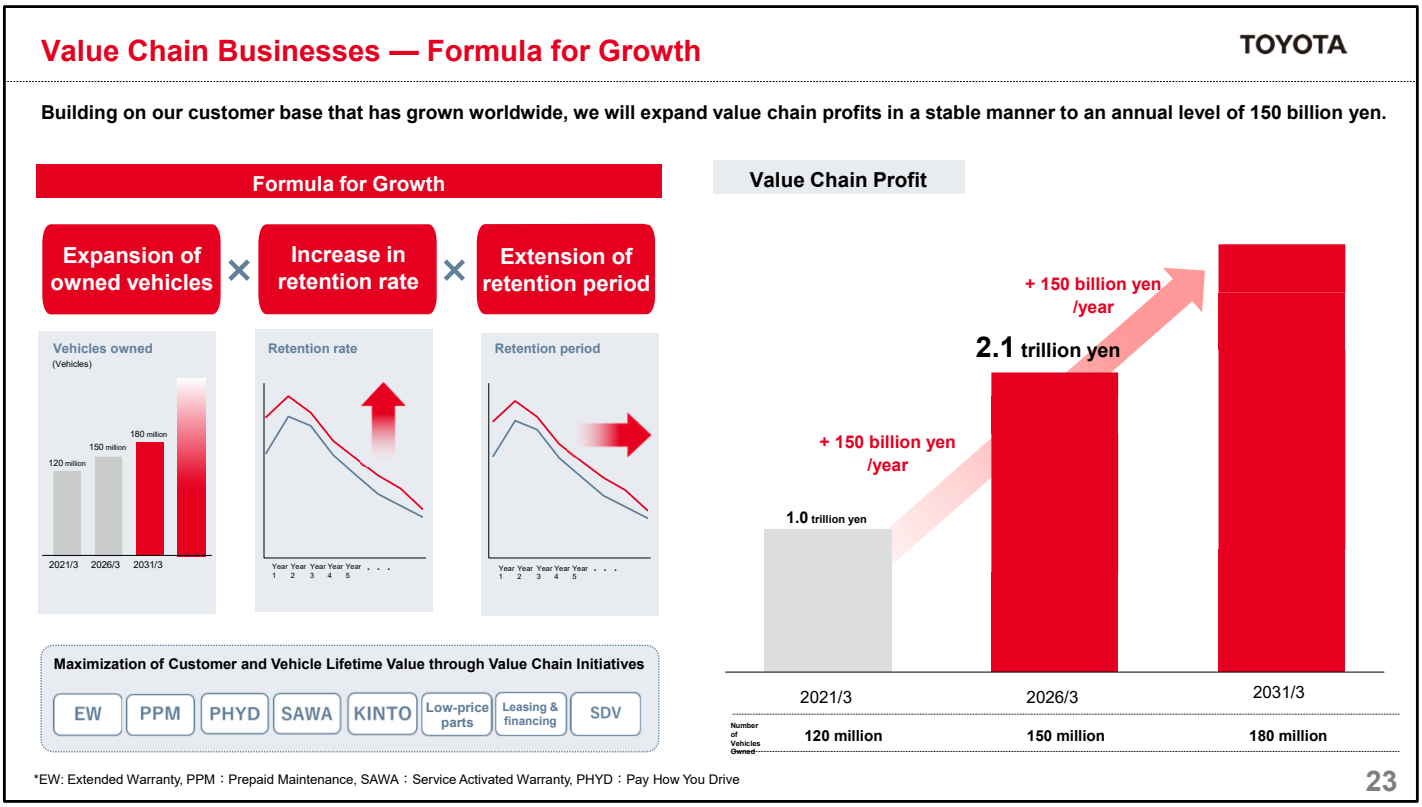
This multi-pathway platform not only enables a single platform to cover the core A, B, and C market segments but also accommodates a diverse range of powertrains, including battery electric vehicles, hybrid electric vehicles, and vehicles compatible with carbon-neutral fuels, making it in every sense a platform for "Innovative Multi-pathway Vehicles".

In Asia, while the share of battery electric vehicles is rising, demand for a variety of powertrains remains strong.
While responding flexibly to such demand, we will cover the group of vehicle models that account for 60% of the market and enhance our cost competitiveness by aggregating volume.

Furthermore, as we roll out models, we will incorporate lessons learned in China to significantly boost our cost competitiveness.

Furthermore, drawing on our experience building an optimal global procurement foundation—as demonstrated by our IMV (Innovative International Multi-purpose Vehicle) series, which includes the Hilux (pickup)—we will expand our operations from Asia into the Global South.
Through regional R&D, we will develop quality products with vehicle silhouettes tailored to each region's needs, while standardizing a base platform across 1.5 million units in the Global South.

We will offer electrified vehicles tailored to each region's needs at competitive prices, ensuring we maintain our position in Global South markets, with a focus on Asia.



Next, let's look at our value chain business.

We have expanded our business to more than 2 trillion yen.

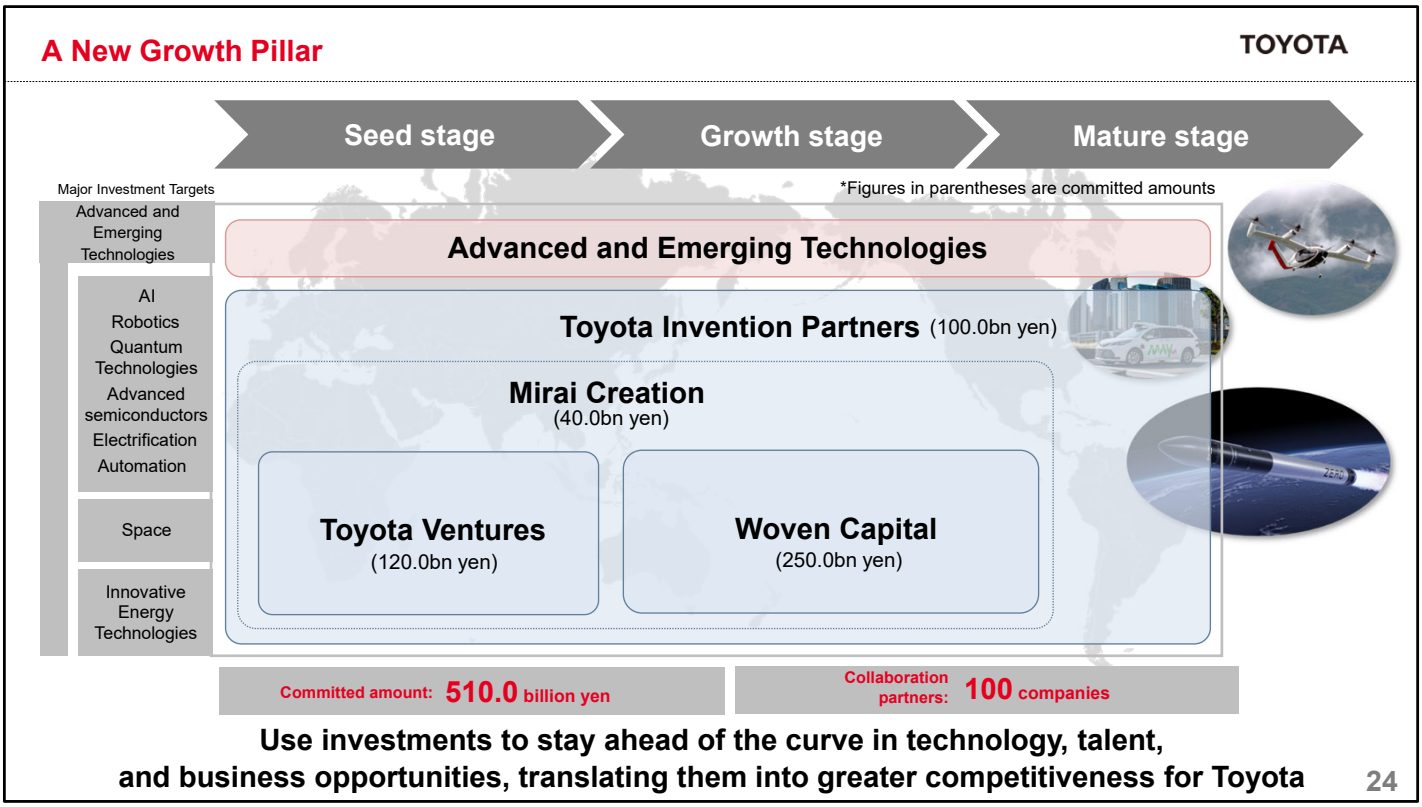
The driving force behind this is our 150 million owned vehicles worldwide.

This base is a unique asset that Toyota has built over many years, and it still has significant room to grow.

We will continue to grow new vehicle sales and increase the number of owned vehicles, while expanding our customer engagement throughout our customers' entire car-ownership journeys—including replacement parts and maintenance, and leasing and installment financing—to build stronger, longer-lasting relationships with our customers.

Furthermore, we will leverage connected services and other initiatives to pave the way for second- and third-cycle business opportunities.

By expanding the three metrics of the number of owned vehicles, retention rates, and retention periods, we will continue to achieve annual growth on a scale of 150 billion yen, aiming to grow that another 1 trillion yen by 2030.



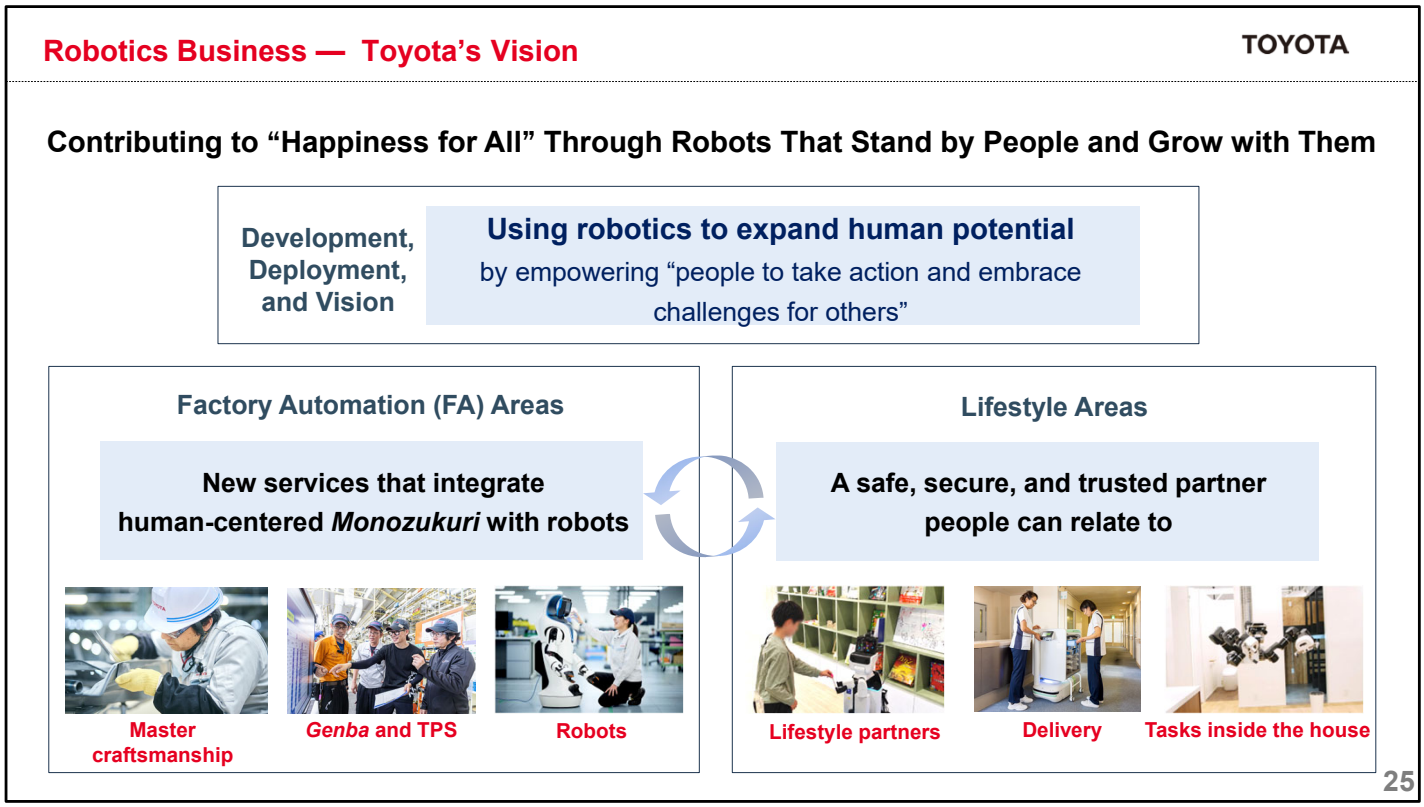
Next, I will talk about the groundwork we are laying toward becoming a mobility company.

Through entities such as Woven Capital, Toyota Ventures, and Toyota Invention Partners, as well as external funds, Toyota keeps its antennae trained on startups across the full spectrum of development stages from early to growth to maturity, seeking promising technologies and business opportunities beyond the confines of the automotive sector worldwide, including in AI, robotics, space, and innovative energy technologies.

We currently operate with a funding framework of approximately 510 billion yen, and our collaborative partners now number more than 100 companies.

We will combine the technologies and know-how identified through these activities with the technologies and workplace capabilities Toyota has cultivated to develop new businesses.

One example is our robotics business, which has already taken concrete steps forward.



In robotics, Toyota values expanding human potential most.

AI and robots exist not to replace humans, but to enhance human capabilities.

The same holds for our robotics business, in which we aim to contribute to a richer quality of life by supporting those who act or take on challenges for the sake of others.

In factory automation, we are integrating robotics and AI technologies with our expert skills and the Toyota Production System, enabling people and robots to learn from and assist one another.

We aim to make this new approach to manufacturing a reality.

Furthermore, we will accelerate the deployment of robots at Woven City and extend the skills and insights honed at our plants to lifestyle domains.

From our plants to our everyday lives, we aim to produce happiness for all through robots that are close to people and grow alongside them.

Robotics Business — Toyota's Strengths in Commercialization

TOYOTA

Productivity that combines FA 1.0–3.0 × Provision of robotics solutions that enhance employee sense of purpose

FA Areas

FA 1.0
Automation centered on rule-based robots



FA 2.0
Synchronization and automation of production and logistics systems



FA 3.0
Human–robot collaboration



Strengths

Plant management platform
Just-in-time production system × Traffic control system
Reduce lead times by 50% at plants where systems have been implemented

Arene
Expand knowledge of automated driving software platform to robotics

Hardware
Provide highly reliable robots through the QDR approach to automobile manufacturing

Core Robotics Model
Learn effectively from craftspeople and teach humans

Toyota Production System
Smart automation of processes that eliminate unnecessary labor

Genba
High-quality data from 60 plants and for 18,000 craftspeople worldwide

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Toyota's factory automation business is not simply about manufacturing robots. The aim is to use robots to improve workplace productivity and enhance fulfillment for workers.

Toyota has six strengths that will help it turn its robotics business into a winning strategy.

First is the Toyota Production System *(first strength)*. Eliminating waste thoroughly before implementing automation is the fundamental starting point for robotics integration, which represents the digitization and automation of the Toyota Production System through the use of robots.

Next are our diverse workplaces*(second strength)*. At Toyota, 18,000 skilled craftspeople across 60 plants worldwide work daily on continuous improvement. By leveraging unparalleled, high-quality data drawn from these workplace efforts, we will rapidly advance the evolution of our robots.

And then there is our hardware *(third strength)*, which excels in quality, durability, and reliability, and our core robotics model *(fourth strength)*, which enables robots to learn craftspeople's skills efficiently.

These support the development and production of highly reliable robots.

Furthermore, by leveraging our autonomous driving software platform, Arene *(fifth strength)*, and implementing a factory control platform *(sixth strength)*, we can effectively deploy robotics across entire plants.

These strengths will be a major source of competitiveness and set us apart from others.

Robotics Business — Pathway to Commercialization

TOYOTA

Launch of business centered on internal FA in accordance with demand by Toyota Motor Corporation, Toyota Group companies, and suppliers.
Acceleration of business growth through provision of solutions in the manufacturing industry, other industries, and lifestyle domains.

Estimated Scale of Replacement Demand

(Toyota Motor Corporation, Toyota Group companies, and suppliers)

Number of robots introduced

Cumulative total of **400,000** robots



Investment in reforms of aging facilities

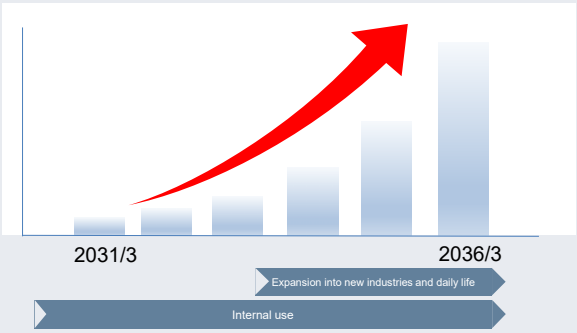
1.0 trillion yen per year



Period: 2028–2040

Robot breakdown: Toyota Motor Corporation and Toyota Group companies (150,000 units) and suppliers (250,000 units) (total of in-house production and purchased units)

Projected Sales Growth



Launch Toyota Robotics as a new organization responsible for business promotion (January 2027)

Transform robotics into a new core business through the business foundation we established in the automobile industry and the combined power of the Toyota Group

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Toward commercialization, we will first thoroughly hone our robotics through internal use before launching full-scale external sales.

Moving forward, we anticipate large-scale factory automation investments across Toyota’s entire supply chain.

We will turn our internal demand for 400,000 robots and our annual requirement of 1 trillion yen to replace aging equipment from costs into a business-growth opportunity.

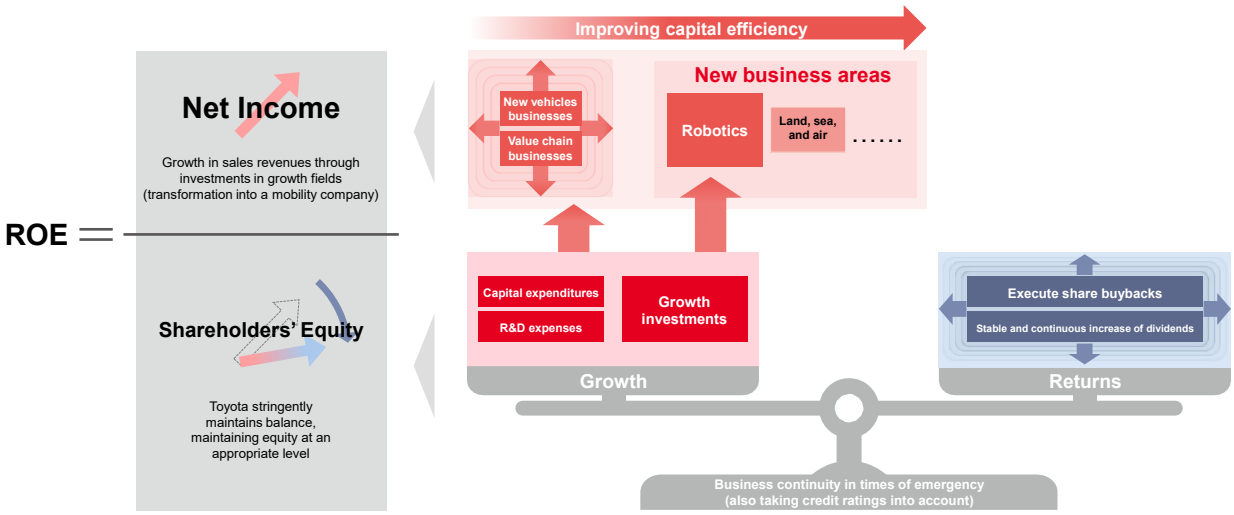
Building on this internal demand, we will develop our technologies and human resources, initiate sales to other manufacturing companies and industries, and offer our products in lifestyle domains.

To ensure steady sales growth from 2030 onward, we will launch Toyota Robotics as a new company-wide organization effective January 1 and develop it into a core business pillar.

TOYOTA

Transformation into a Mobility Company

Realize sustainable growth while stringently balancing shareholders' equity, resulting in enhanced ROE



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Here, I will explain our capital strategy.

We view return on equity as a metric for gauging the progress of our transformation into a mobility company.

First, regarding net income, which serves as the numerator, in our new robotics business, we will maximize the technologies and assets of our existing businesses, which are still growing, to generate greater returns than in the past.

Meanwhile, regarding shareholders' equity, which serves as the denominator, we will implement further shareholder returns based on the premise of stable and continuous dividend increases, while executing flexible share buybacks as appropriate.

We will balance growth with shareholder returns, maintain shareholders' equity at an appropriate level, and drive our transformation into a mobility company.

In this regard, I would also like to explain our approach to capital allocation and its scale.

TOYOTA

Capital Allocation

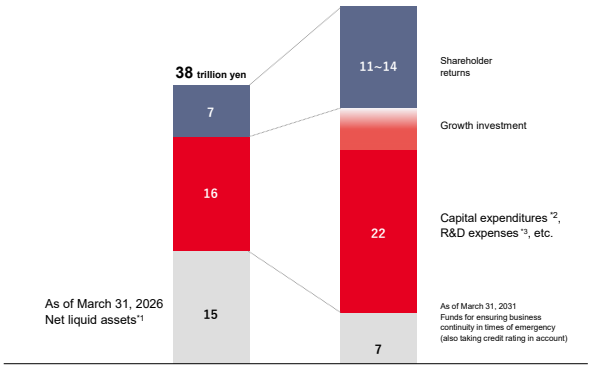
Implement investments after securing cash reserves and ensuring financial soundness.

Shareholder returns are based on stable and continuous increases in dividends, and surplus funds are utilized in the execution of flexible share buybacks.

Policy for Determining Use of Funds

1. Securing of cash reserves + maintenance of financial soundness to maintain credit ratings
2. Capital expenditures and R&D expenses for sustainable growth
3. Growth investments aimed at transforming into a mobility company
4. Stable and continuous dividend increases
5. Flexibly conduct share buybacks by utilizing surplus funds

Capital Allocation



*1 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 Capital expenditures do not include vehicles in operating lease or right of use assets.
*3 R&D activity related expenditures

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Regarding the use of funds, we will allocate them in the order of priority listed on the left side of this slide.

with 16 trillion yen for capital expenditures and R&D expenses and
7 trillion yen for shareholder returns.
Over the five years ending March 2026, we allocated a total of 38 trillion yen,
Over the next five years, in addition to setting aside net liquid assets of 7 trillion yen as a contingency reserve, we plan to allocate 22 trillion yen to capital expenditures and R&D and a dedicated portion for flexible growth investments, while allocating 11 trillion yen to 14 trillion yen for shareholder returns.

In this way, we will balance investments in growth with shareholder returns to continuously enhance our corporate value.

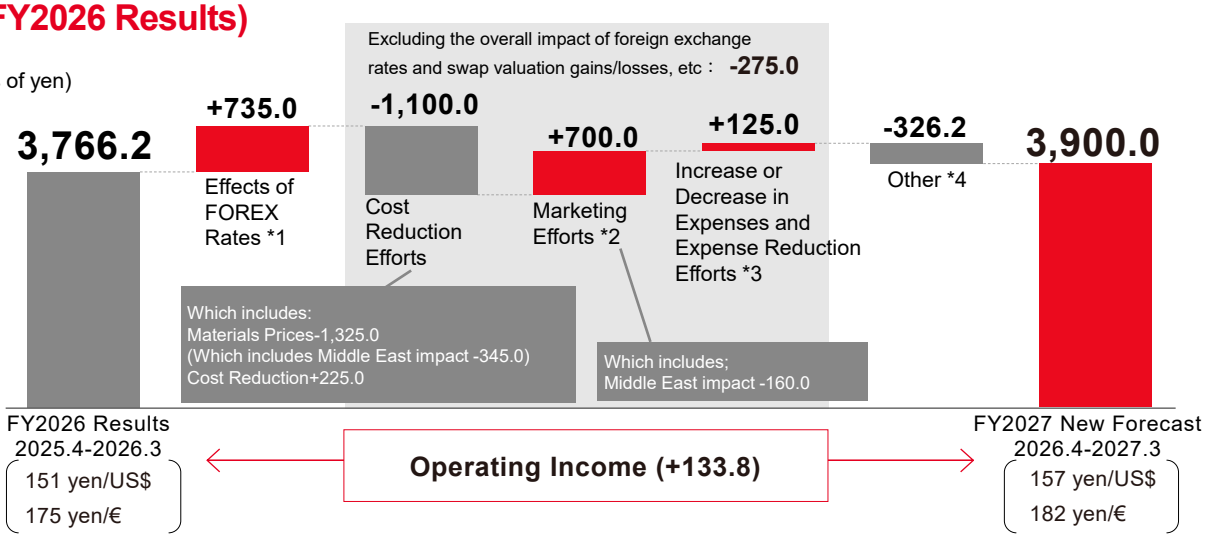
With this, I conclude my explanation.

Thank you.

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

TOYOTA

(billions of yen)



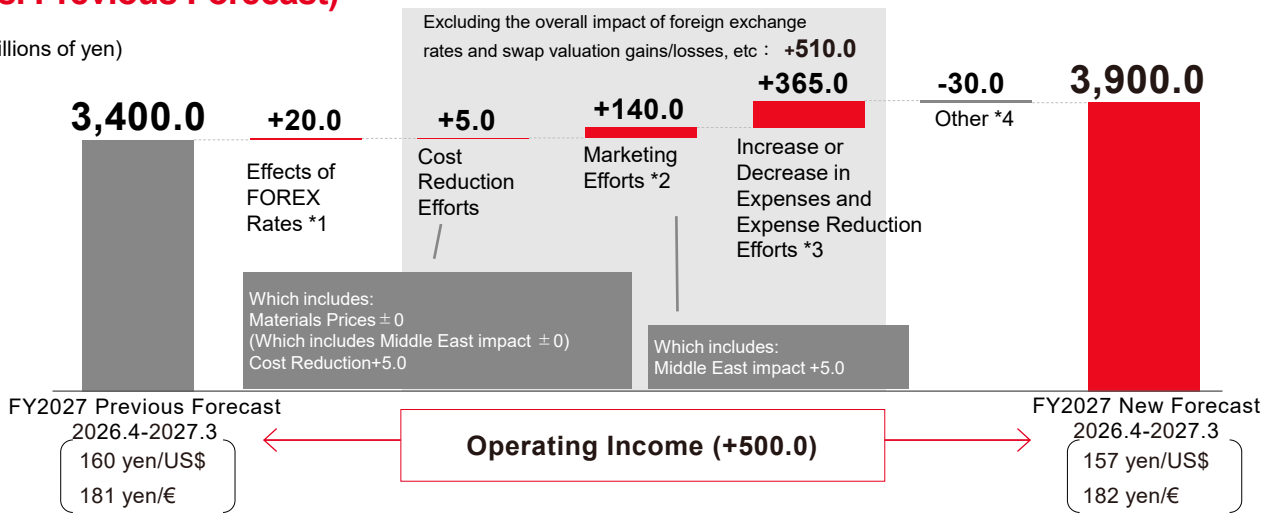
*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	+585.0	Volume, Model Mix	+20.0	Labor Cost	-210.0	Valuation Gains / Losses from Swaps, etc.	-110.0
- US $	+275.0	Value Chain	+150.0	Depreciation Expenses	-180.0	Unrealized profit adjustment	-165.0
- €	+85.0	- Financial Services	+65.0	R&D Expenses	-70.0	Other	-51.2
- Other	+225.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+85.0	Expenses, etc.	+585.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+150.0	Other	+530.0				

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

TOYOTA

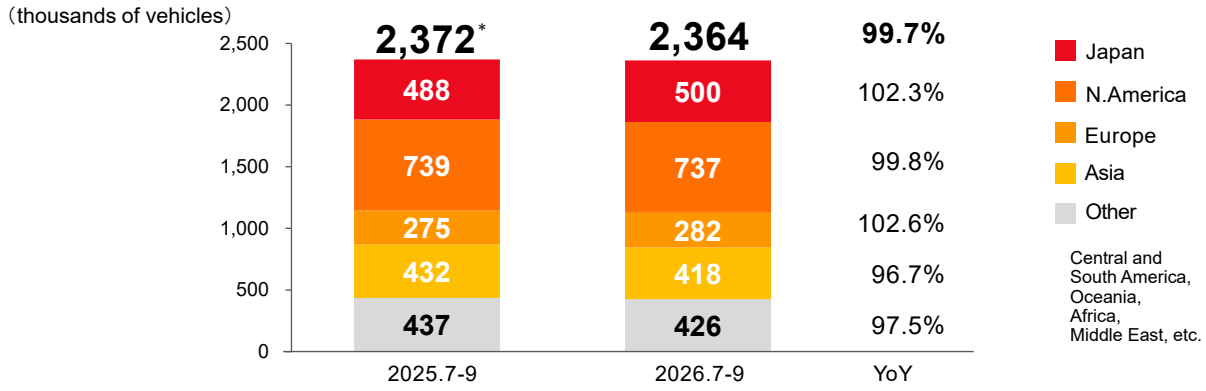
(billions of yen)



*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	±0.0	Volume, Model Mix	+80.0	Labor Cost	+25.0	Valuation Gains / Losses from Swaps, etc.	-15.0
- US $	-115.0	Value Chain	+25.0	Depreciation Expenses	±0.0	Unrealized profit adjustment	±0.0
- €	+10.0	- Financial Services	±0.0	R&D Expenses	±0.0	Other	-15.0
- Other	+105.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+25.0	Expenses, etc.	+340.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+20.0	Other	+35.0				

(Ref.) Consolidated Vehicle Sales (3 months)

TOYOTA



Reference (retail)

Toyota and Lexus Vehicle Sales	**2,624**	**2,507**	95.6%
Electrified Vehicles [%]	1,207 [46.0%]	1,401 [55.9%]	116.1%
HEV	1,102	1,212	110.0%
PHEV	51	72	141.3%
BEV	54	117	215.5%
FCEV	0	0	89.8%
Total Retail Vehicle Sales	**2,814**	**2,667**	**94.8%**

* 2025.7-9 actual results include Hino-brand vehicles (consolidated vehicle sales: 25 thousand vehicles; total retail vehicle sales: 27 thousand vehicles).

(Ref.) Consolidated Financial Summary (3 months)

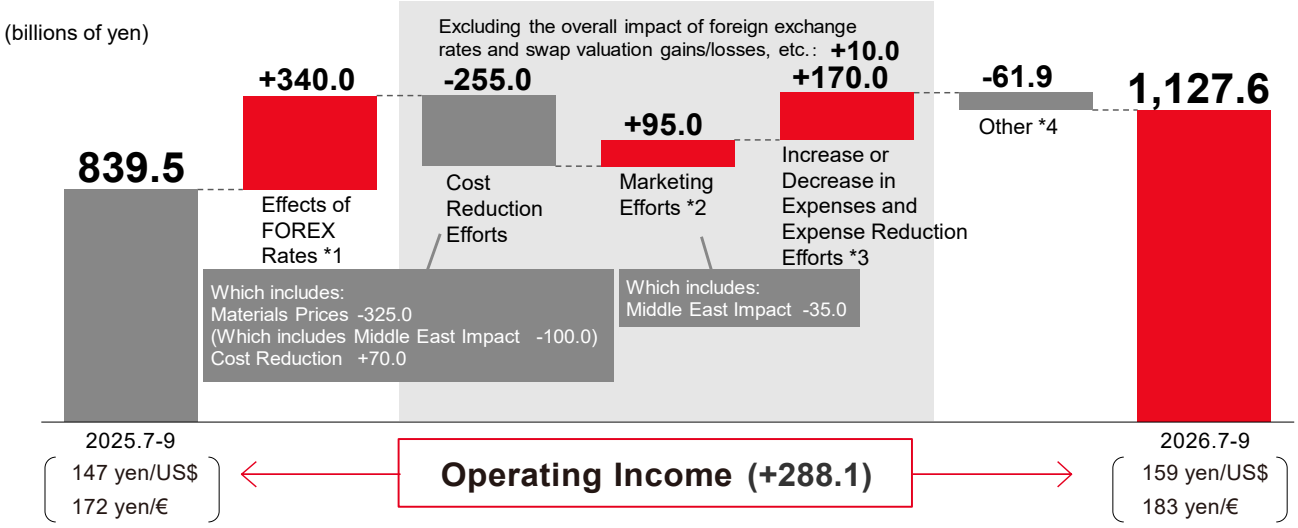
TOYOTA

(billions of yen)		2025.7-9	2026.7-9	Change
Sales Revenues		**12,377.4**	**13,437.0**	**+1,059.6**
Operating Income		**839.5**	**1,127.6**	**+288.1**
Margin		6.8%	8.4%	
Other Income		386.4	-137.1	-523.5
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		131.5	147.6*	+16.0
Income before Income Taxes		**1,225.9**	**990.5**	**-235.4**
Net Income Attributable to Toyota Motor Corporation		**932.0**	**759.4**	**-172.6**
Margin		7.5%	5.7%	
FOREX Rates	US$	147 yen	159 yen	+12 yen
	€	172 yen	183 yen	+11 yen

* Regarding Japan: 111.4 (+24.3 year on year), China: 12.5 (-12.0 year on year), Other: 23.5 (+3.7 year on year)

(Ref.) Analysis of Consolidated Operating Income (3 months)

TOYOTA

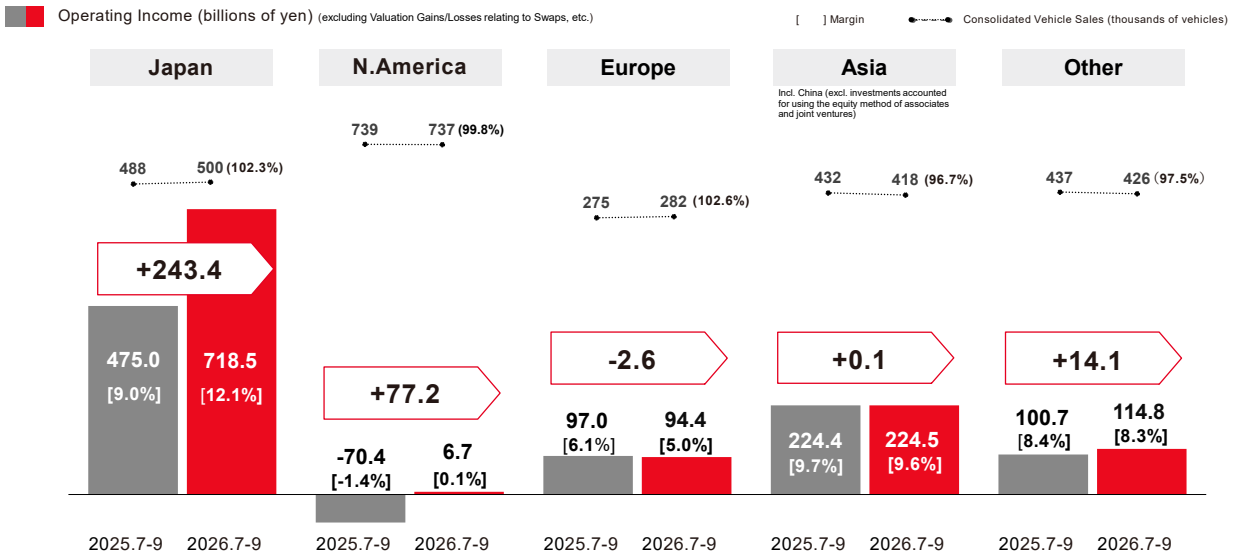


*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	+255.0	Volume, Model Mix	-55.0	Labor Cost	-50.0	Valuation Gains / Losses from Swaps, etc.	-54.6
- US $	+140.0	Value Chain	+40.0	Depreciation Expenses	-35.0	Unrealized Profit Adjustment	+12.0
- €	+25.0	- Financial Services	+15.0	R&D Expenses	-60.0	Other	-19.3
- Other	+90.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+25.0	Expenses, etc.	+315.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+85.0	Other	+110.0				

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(Ref.) Geographic Operating Income (3 months)

TOYOTA



Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

472.1	713.2	-46.7	-19.2	103.7	111.9	228.5	228.8	107.8	108.4

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(Ref.) China Business / Financial Services (3 months)

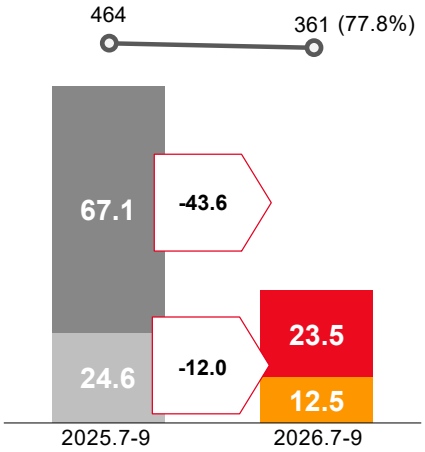
TOYOTA

(Ref.) China Business

Operating Income of Consolidated Subsidiaries (billions of yen)

Share of Profit of Investments Accounted for Using the Equity Method of Associates and Joint Ventures (billions of yen)

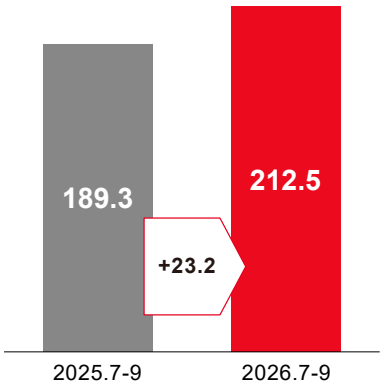
Toyota and Lexus Vehicle Retail Sales (thousands of vehicles)



Financial Services

Operating Income (billions of yen)

* Excluding Valuation Gains/Losses relating to Swaps, etc.



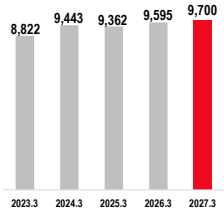
Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

2025.7-9	2026.7-9
228.2	196.7

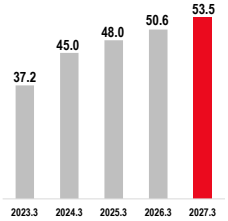
(Ref.) Transition of Financial Performance

TOYOTA

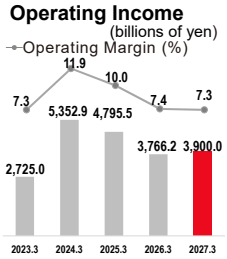
Consolidated Vehicle Sales *1 (thousands of vehicles)



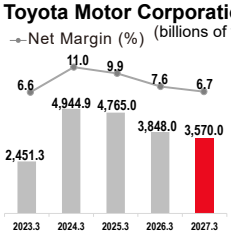
Sales Revenues (trillions of yen)



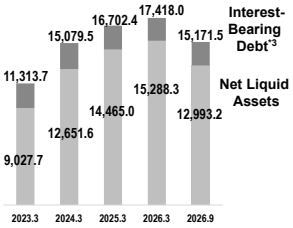
Operating Income (billions of yen)



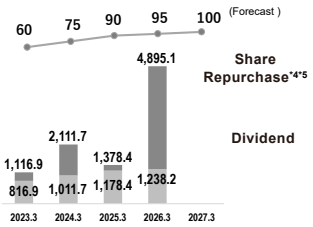
Net Income Attributable to Toyota Motor Corporation (billions of yen)



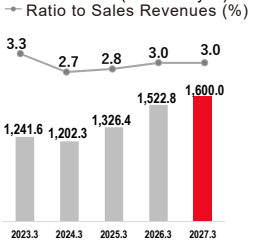
Total Liquid Assets[*2] (billions of yen)



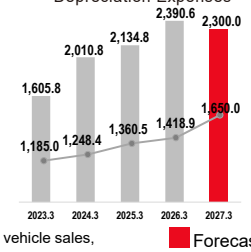
Total Shareholder Return (billions of yen)



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.

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

TOYOTA

(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	3,450	3,400	-50	3,242
		Overseas	6,550	6,400	-150	6,651
		Total	10,000	9,800	-200	9,893
	Retail Vehicle Sales *1	Japan	1,500	1,550	+50	1,475
		Overseas	9,000	8,750	-250	9,003
		Total	10,500	10,300	-200	10,477
Total Retail Vehicle Sales *1			11,180 *2	10,990*2	-190	11,283*3

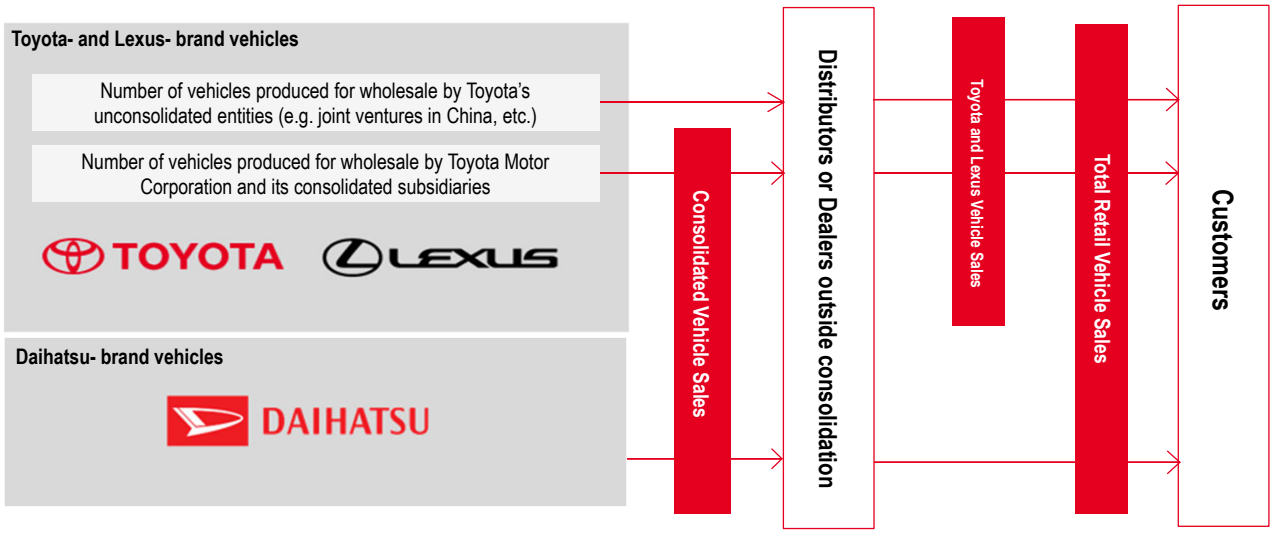
*1 Including vehicles by Toyota's unconsolidated entities

*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 *

TOYOTA



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