FY2005 Financial Results
Twelve months ended March 31, 2005

Toyota Motor Corporation
May 10, 2005
Today’s Agenda

- Direction of Toyota’s Business (20 min.)

- Summary of Financial Results for FY2005 (10 min.)

- Q & A Session
Cautionary Statement with Respect to Forward-Looking Statements

This report contains forward-looking statements that reflect Toyota’s plans and expectations. 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: (i) changes in economic conditions and market demand affecting, and the competitive environment in, the automotive markets in Japan, North America, Europe 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 and the British pound; (iii) Toyota’s ability to realize production efficiencies and to implement capital expenditures at the levels and times planned by management; (iv) changes in the laws, regulations and government policies in the market in which Toyota operates that affect Toyota’s automotive operations, particularly laws, regulations and policies relating to trade, environmental protection, vehicle emissions, vehicle fuel economy and vehicle safety, as well as changes in laws, regulations and government policies that affect Toyota’s other operations, including the outcome of future litigation and other legal proceedings; (v) political instability in the markets in which Toyota operates; (vi) Toyota’s ability to timely develop and achieve market acceptance of new products; and (vii) fuel shortages or interruptions in 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.

A discussion of these and other factors which may affect Toyota’s actual results, performance, achievements or financial position is contained in Toyota’s annual report on Form 20-F, which is on file with the United States Securities and Exchange Commission.
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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 disclosed by ways of electromagnetic means as prescribed by the ordinance of the Cabinet Office (posting on the TDnet (Timely Disclosure Network) information service and ED-NET (Electronic 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.
Takashi Hata
Managing Officer
Figures in brackets show total retail unit sales of Toyota/Lexus, Daihatsu, and Hino vehicles.
FY2005 Summary of Financial Results

Achieved Record High

- Consolidated Net Revenue: 18,551.5 billion yen
- Consolidated Operating Income: 1,672.1 billion yen
- Consolidated Net Income: 1,171.2 billion yen

TOYOTA
For Future Growth
Drastic Changes in Business Environment in Late 1990s and Shift of Toyota’s Business Strategies

Changes in Business Environment
3. Integration of Europe, Rise of the presence of China
4. Adoption of the Kyoto Protocol

Shift of Strategy
1. Become free from exchange risks
2. Optimal production
3. Development of overseas production bases
4. Environmental technologies
Expansion of Overseas Production Bases

In 1995: 25 production bases in 18 countries
Expansion of Overseas Production Bases

In 2005: 51 production bases in 26 countries
Establishment of Business Foundation and Efforts to Maximize Profits

Capital Expenditure (Consolidated)

(billions of yen)

95/4-96/3 96/4-97/3 97/4-98/3 98/4-99/3 99/4-00/3 00/4-01/3 01/4-02/3 02/4-03/3 03/4-04/3 04/4-05/3

Canada
West Virginia (US)
Indiana (US)
India
Poland
Tianjin (China)
Sichuan (China)
Changchun (China)
Alabama (US)
Czech

: Capital Expenditure (Consolidated)

*: US GAAP base after FY 97/4-98/3
Establishment of Business Foundation
and Efforts to Maximize Profits

Capital Expenditure (Consolidated)
(billions of yen)

* : US GAAP base after FY 97/4-98/3
Expansion of Overseas Production Bases

After 2005: Aiming for Further Expansion

Russia
St. Petersburg

Guangzhou

Thailand
3rd Factory

Texas

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Establishment of Business Foundation and Efforts to Maximize Profits

R&D (unconsolidated) (billions of yen)

- Harrier/RX
- Vitz/Yaris
- Crown
- Corolla
- Harrier/RX
- Prius
- SUV HV

Prius

: R&D Expenditure (unconsolidated)
Toyota’s Future Direction

- Aiming for Growth in the 21st Century -
Further Qualitative Challenges

Market Creation Strategies

New Technologies for People and Energy

Realization of Sustainable Mobility

TOYOTA
Market Creation Strategies

“Zero-nize”
- Eliminate the Burden on the Environment
- Eliminate Accidents
- Eliminate Inconvenience

“Maxi-mize”
- Driving Pleasure
- Peace of Mind
- Hospitality and Comfort

TOYOTA
Market Creation Strategies

“Zero-nize”

“Maxi-mize”

Realizing both “Ecology” and “Power”

Expansion of Hybrid Products Lineup

Original Prius

New Prius

RX400h (SUV-HV)

Highlander HV (SUV-HV)

TOYOTA
Market Creation Strategies

“Zero-nize”

“Maxi-mize”

Passive Safety
Body structure caring about pedestrians’ safety, etc.

Active Safety
Vehicle Dynamics Integrated Management, etc.

Coordinate the Three Elements for Traffic Safety

Automobiles
People
Traffic Environment

TOYOTA
Further Qualitative Challenges

Strengthening Global Competitiveness

- Continuous cost reduction efforts
- Self reliance of overseas operations

Deliver new technologies
to more customers
at more reasonable price

TOYOTA
Strengthening Global Competitiveness

New Phase in Cost Reduction Efforts:

“VI Activities”

VI = Value Innovation

Component based activities → System based activities

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Strengthening Global Competitiveness

Self reliance of overseas operations

Support

IMV Project

India, Thailand, Philippines, Indonesia, Malaysia, South Africa, Argentina

TOYOTA
Strengthening Global Competitiveness

Self reliance of overseas operations

TOYOTA

TMMTX (Texas)

TMMK (Kentucky)

TMMBC (Mexico)

TMMMI (Indiana)

Support

Support
Strengthening Global Competitiveness

Global R&D Structure

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Future Profit Structure

Well-Balanced among Four Regions

- Asia and Other Regions
- Japan
- Europe
- North America

TOYOTA
Shareholders’ Return

Stronger Emphasis on Consolidated Payout Ratio

Continuous Growth in EPS \times \text{Higher Consolidated Payout Ratio}
Shareholders’ Return

FY2005 Dividend: 65 yen (+ 20 yen from FY2004)
Consolidated Payout Ratio: 18.3%

FY99-00: 24 yen
FY00-01: 25 yen
FY01-02: 28 yen
FY02-03: 36 yen
FY03-04: 45 yen
FY04-05: 65 yen
FY2005 Summary of Financial Results
### Summary of FY2005
#### Consolidated Financial Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Production</td>
<td>7,231 Thousand Units</td>
</tr>
<tr>
<td>Vehicle Sales</td>
<td>7,408 Thousand Units</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>18,551.5 Billion Yen</td>
</tr>
<tr>
<td>Operating Income</td>
<td>1,672.1 Billion Yen</td>
</tr>
<tr>
<td>Net Income</td>
<td>1,171.2 Billion Yen</td>
</tr>
</tbody>
</table>

**Exchange rate:**
- 108 yen/US$ (appreciation of the yen by 5 yen/US$)
- 135 yen/euro (depreciation of the yen by 2 yen/euro)
Contributing Factors to Operating Income

(billions of yen)

- Substantial Increase of Profits +205.1
- Cost Reduction Efforts +160.0
- Marketing Efforts (volume, mix, etc.) +230.0
- Unfavorable ForEx Rate -140.0
- Decrease in DAIKO HENJO -59.8
- Increases in R&D Expenses, etc. -184.9

'T03/4-04/3 '04/4-05/3

Contributing Factors to Operating Income

'T03/4-04/3 '04/4-05/3

TOYOTA
Geographic Segment: Japan

Consolidated vehicle sales (thousands of units)

- 2,381 (04/4-05/3)
- 2,303 (03/4-04/3)

DAIKO-HENJO Profit

- 107.0 (03/4-04/3)
- 47.2 (04/4-05/3)

Vehicle sales (thousands of units)

- Mark X
- Vitz

(billions of yen)

03/4-04/3

04/4-05/3
Geographic Segment: North America

Consolidated vehicle sales (thousands of units):
- AVALON: 2,271
- TACOMA: 2,103
- LEXUS GS: 447.5

Sales (in billions of yen):
- AVALON: 391.0
- TACOMA: 2,271
- LEXUS GS: 447.5

Time periods:
- 03/4-04/3
- 04/4-05/3
Geographic Segment: Europe

Vehicle Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Toyota AVENSIS</th>
<th>Toyota AYGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/4-04/3</td>
<td>$72.5 billion</td>
<td>0</td>
</tr>
<tr>
<td>04/4-05/3</td>
<td>$979 billion</td>
<td>$108.5</td>
</tr>
</tbody>
</table>

Consolidated vehicle sales (thousands of units)
Geographic Segment: Other

Consolidated vehicle sales (thousands of units)

<table>
<thead>
<tr>
<th>Year</th>
<th>HILUX VIGO</th>
<th>FORTUNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/4-04/3</td>
<td>1,415</td>
<td></td>
</tr>
<tr>
<td>04/4-05/3</td>
<td>1,777</td>
<td></td>
</tr>
</tbody>
</table>

(billions of yen)
FY2006 Consolidated Prospects: Vehicle Unit Sales

(Thousands of units)

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2005</th>
<th>FY2006 Prospects</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>7,408</td>
<td>7,850</td>
<td>(+442)</td>
</tr>
<tr>
<td>N. America</td>
<td>2,271</td>
<td>2,430</td>
<td>(+159)</td>
</tr>
<tr>
<td>Europe</td>
<td>1,777</td>
<td>1,930</td>
<td>(+153)</td>
</tr>
<tr>
<td>Other</td>
<td>1,040</td>
<td>2,450</td>
<td>(+ 69)</td>
</tr>
</tbody>
</table>

Figures in parentheses show year-on-year changes.
## FY2006 Consolidated Prospects: CapEx, Depreciation, R&D

<table>
<thead>
<tr>
<th></th>
<th>Capital Expenditures (billions of yen)</th>
<th>Depreciation Expenses (billions of yen)</th>
<th>R&amp;D Expenses (billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated</strong></td>
<td>(+162.8)</td>
<td>(+54.2)</td>
<td>(+14.9)</td>
</tr>
<tr>
<td></td>
<td>1,250.0</td>
<td>830.0</td>
<td>770.0</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td>(+95.0)</td>
<td>(+31.6)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>770.0</td>
<td>520.0</td>
<td></td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>(+66.3)</td>
<td>(-3.0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>220.0</td>
<td>150.0</td>
<td></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>(+37.3)</td>
<td>(+8.7)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>110.0</td>
<td>80.0</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>(-35.8)</td>
<td>(+16.9)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>150.0</td>
<td>80.0</td>
<td></td>
</tr>
</tbody>
</table>

Notes: Figures in parentheses show year-on-year changes.
# Toyota’s Operations Prospects (excluding Daihatsu and Hino)

<table>
<thead>
<tr>
<th></th>
<th>FY2006 Prospects ('05/4-'06/3)</th>
<th>FY2005 ('04/4-'05/3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>thousands of units</td>
<td>thousands of units</td>
</tr>
<tr>
<td>Automotive Production</td>
<td>3,770</td>
<td>3,749</td>
</tr>
<tr>
<td></td>
<td>Japan</td>
<td>Overseas</td>
</tr>
<tr>
<td>Sales (Japan)</td>
<td>1,830</td>
<td>1,804</td>
</tr>
<tr>
<td>Exports</td>
<td>1,990</td>
<td>1,982</td>
</tr>
<tr>
<td>Sales (Overseas)</td>
<td>5,500</td>
<td>5,044</td>
</tr>
<tr>
<td>Housing Sales</td>
<td>4,500</td>
<td>4,392</td>
</tr>
</tbody>
</table>

**TOYOTA**
## FY2006 Unconsolidated Prospects (Japan GAAP)

<table>
<thead>
<tr>
<th></th>
<th>FY2006 Prospects ('05/4-'06/3) (billions of yen)</th>
<th>FY2005 ('04/4-'05/3) (billions of yen)</th>
<th>Change (billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>9,400.0</td>
<td>9,218.3</td>
<td>181.7</td>
</tr>
<tr>
<td>Operating Income</td>
<td>620.0</td>
<td>701.3</td>
<td>-81.3</td>
</tr>
<tr>
<td>Ordinary Income</td>
<td>770.0</td>
<td>856.2</td>
<td>-86.2</td>
</tr>
<tr>
<td>Net Income</td>
<td>500.0</td>
<td>529.3</td>
<td>-29.3</td>
</tr>
</tbody>
</table>

Exchange Rate:
- 105 yen/ 1$
- 135 yen/ 1Euro

TOYOTA
FY2005 Financial Results
Twelve months ended March 31, 2005

Toyota Motor Corporation
May 10, 2005