

Responses to inquiries from shareholders posted on the dedicated website
in advance of the 122nd Ordinary General Shareholders' Meeting

We would like to express our sincere appreciation for the many inquiries submitted through our dedicated website in advance of the 122nd Ordinary General Shareholders' Meeting held on Wednesday, June 17, 2026. Among the inquiries received, we hereby respond to those that are of major interest to shareholders.

**What is the concept behind the shareholder benefit program, and why are
TOYOTA Wallet credits provided?**

We introduced the shareholder benefit program to express our appreciation for the continued support of our shareholders, and to have a greater number of investors hold our shares over the long-term by deepening their understanding of TOYOTA Group's businesses through the use of our services.

"TOYOTA Wallet" is an all-Toyota smartphone payment app jointly provided by Toyota Motor Corporation, Toyota Financial Services Corporation, and Toyota Finance Corporation, aimed at realizing a seamless service that can be used "anytime, anywhere, by anyone." It enhances the convenience of customers' everyday payments and is also positioned as a platform that will contribute to a mobility society in the future.

We are promoting the use of TOYOTA Wallet with the aim of providing a new car purchase experience and car life services that continue after delivery through the TOYOTA Wallet under the concept of "More freedom in Toyota payments through your smartphone."

Shareholder benefits are implemented separately from dividends. Our dividend policy remains unchanged, and we will continue to strive to increase dividends in a stable and continuous manner to reward long-term shareholders. Together with shareholder returns, we will also continue to strive to enhance the shareholder benefit program to the satisfaction of our shareholders based on their feedback.

I am concerned about the decline in the share price. What measures are being taken?

We recognize that the share price reflects the accumulation of expectations and evaluations by the market, and we take its movements seriously. We also understand that the share price reflects expectations not only for our company but also expectations regarding the future potential and role of the automotive industry as a whole.

Our initiatives for sustainable growth are centered on two pillars: “making ever-better cars” and “transformation into a mobility company.” We will pursue “Making ever-better cars” through the multiplying effects of the combination of an aggressively expanded product lineup based on our Five-Brand Strategy, led by Century, alongside the strengthening of our earning power.

Meanwhile, we will pursue the “transformation into a mobility company” with, as key elements, the further expansion of existing value chain (VC) earnings, the delivery of new forms of mobility across land, sea, and air, and the advancement of robotics utilizing connected technologies and Software Defined Vehicle (SDVs) technologies.

We believe that if shareholders gain confidence in our ability to maintain and enhance earning power while successfully driving this transformation, it will be positively reflected in our share price.

The automotive industry is supported by a broad range of stakeholders, including suppliers, dealers, and local communities, in addition to shareholders. We will continue to strive to enhance corporate value for the benefit of all our 5.5 million colleagues supporting the industry.

Please strengthen shareholder returns.

Through product- and region-centered management, we have been strengthening our business foundation while striving for "producing happiness for all." We have been working with our suppliers, dealers, and local communities, supporting and helping each other to build "a relationship where we can say 'thank you'" to each other in each country and region. These activities are supported by the ongoing support of our 150 million customers who favor Toyota vehicles around the world as well as by our more than one million shareholders.

To this end, we will draw on the results we have thus far generated together with our customers, shareholders, suppliers, employees, and local communities—the many stakeholders to whom we thank as the source of our growth.

Regarding shareholder returns, Toyota positions the enhancement of returns to our shareholders as one of our important management policies, and our basic policy for shareholder returns is to reward long-term shareholders. Specifically, Toyota strives to increase dividends in a stable and continuous manner. We also flexibly repurchase our shares of common stock while comprehensively considering factors such as share price. Going forward, we will utilize stock repurchases to meet the demand for the sale of shares, as necessary.

We will continue to pursue "growth and returns, the Toyota way" that will lead stakeholders to feel, over the long term, that "it was good to have been associated with Toyota."

For further details on our returns to stakeholders, please refer to our "[Integrated Report](#)" p.117-123.

For the sake of elderly users, we would like to see highly advanced automated driving vehicles available sooner.

We are advancing the development and social implementation of automated driving technologies together with various partners, under our shared aspiration to deliver "freedom of mobility and safety for all." We aim to realize a mobility

society that leaves no one behind, particularly growing closer to those with limited access to transportation, starting with elderly individuals.

SDVs are playing a leading role in the transformation of mobility. Toyota's main aspiration in working with SDVs is a society with zero traffic accidents. We aim to enhance automated driving technologies to support people being able to drive for as long as possible, while providing mobility that is safe, secure, and enjoyable. At Toyota, we place people at the center of our technical development. We believe that achieving zero traffic accidents requires a three-pronged approach that includes not only developing safe cars, but also changing the behavior of people, such as drivers and pedestrians, and the development of a traffic environment (infrastructure), such as traffic signals and roads.

Joining forces with partners beyond our industry as well, we will accelerate the development of an SDV infrastructure unique to Toyota. Toyota has positioned "safety and security" as a top priority of SDVs and we are proceeding with the development of technologies to reduce tragic traffic accidents to zero.

We would like you to do more to ensure supply is available for purchase whenever needed.

While we have implemented various improvement efforts, we regret that for the extended waiting periods from ordering to delivery, and for delays in reopening orders for certain models for which orders have been suspended.

To address this issue, the entire company has worked as one over the past three to four years to improve supply-demand balance through such measures as implementing the J-SLIM system, which closely links sales and production, enables us to provide more accurate delivery timelines, and quickly identifies and resolves bottlenecks in parts supply.

Recently, we have improved delivery times, particularly for tall-body vehicle types such as minivans. For example, production of Noah and Voxy models has begun at overseas plants to further shorten delivery times, and we will continue to strive to improve delivery times. On the other hand, for compact vehicles, improvements require

major production line updates and relocation of production bases, which are being carefully considered in line with the timing of model changes.

For models with longer delivery times, we provide regular updates through J-SLIM for better visibility, and for customers that wish to have loaner cars, we have been working to coordinate with our dealers to be able to offer solutions that meet customer needs, such as short-term leases and lease packages.

We will continue to strengthen coordination between production and sales to deliver vehicles to customers in a more timely manner.

What measures are being taken in response to geopolitical risks?

We aim to be “best in town—loved and relied upon” in every country and region where we operate, striving to “produce happiness for all” through mobility.

The first step toward achieving this goal is to deliver the vehicles desired by customers in a timely manner. To that end, we are pursuing local procurement initiatives under the concept of local production for local consumption.

Also, in response to rising geopolitical and economic security risks, we are enhancing responsiveness to changes through close communication with regional CEOs stationed in each region. At the same time, we are continuously examining our supply chain from multiple perspectives, strongly conscious of maintaining optimal conditions.

Even a single missing component can halt vehicle production. Therefore, we will continue to make steady and reliable efforts to reinforce our supply chain.

What kind of mobility society is Toyota aiming to realize? What is the future of the multi-pathway strategy?

Please refer to our "[Integrated Report](#)" p.55-87 for further details on our multi-pathway strategy.

What is President Kon's management policy?

Please refer to the following articles on [TOYOTA TIMES](#) (Management / General Shareholders' Meeting 2026).

[Determined to Take Responsibility--President Kon's Heartfelt Commitment to His New Role](#)

[Chairman Toyoda Presides Over "Frank and Honest Dialogue"](#)