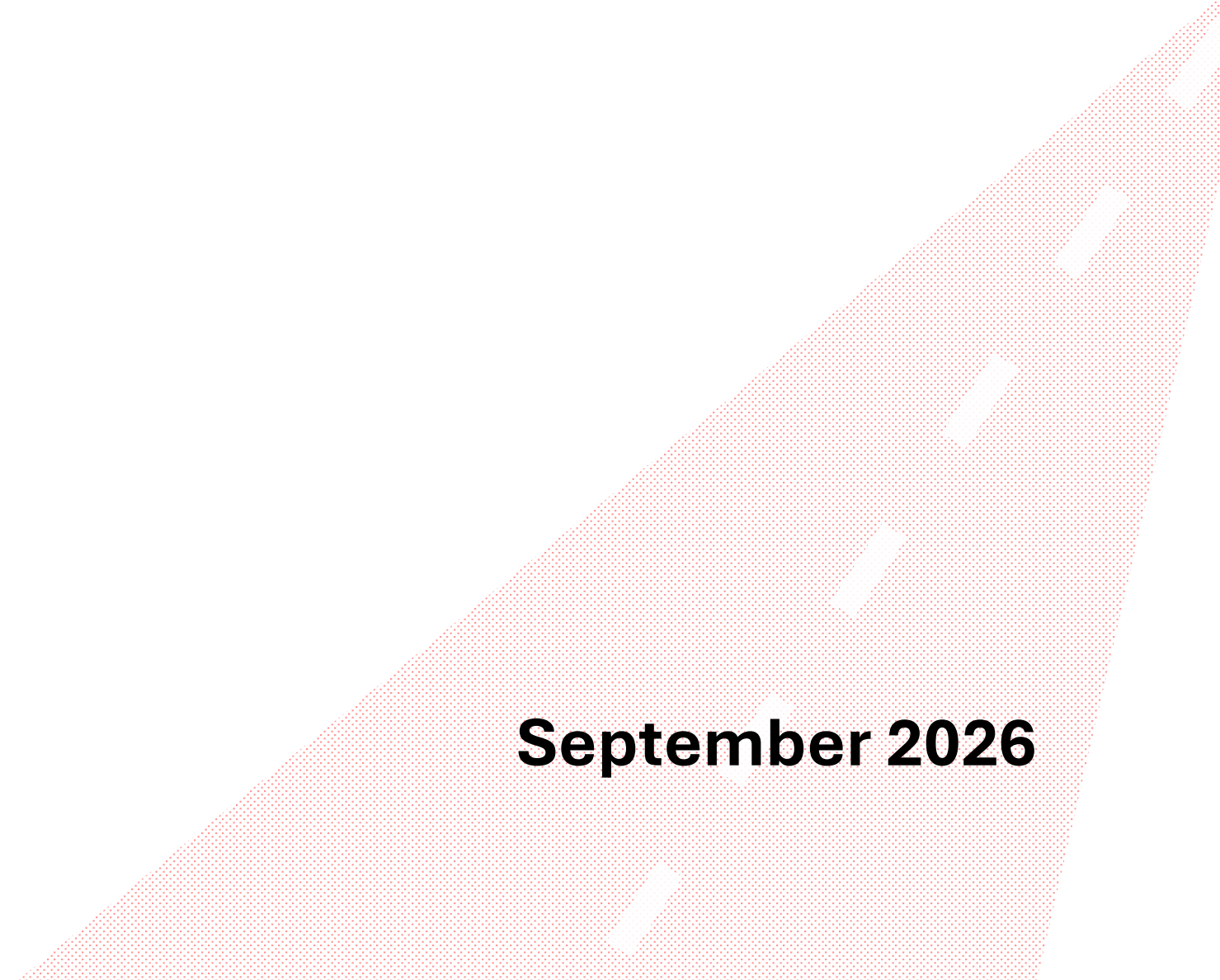


TOYOTA

Country Contribution Report

**Economic and Social Contributions in Each
Country and Region
and Country-by-Country Tax Information**



September 2026

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Toyota’s Initiatives and Contributions Across 19 Major Countries

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In addition to tax-related information, this report summarizes Toyota’s economic and social contributions in the countries and regions where it operates.



Background to the Report: Responding to the EU Public Country-by-Country Reporting (CbCR) Requirements

In recent years, interest in corporate tax transparency and in the value companies create has continued to grow. Against this backdrop, the EU Directive on Public CbCR, which requires certain multinational enterprise groups to publicly disclose country-by-country tax information, entered into force in December 2021. Taking this requirement as an opportunity, Toyota has prepared this report to communicate clearly not only tax-related information but also its business activities and contributions to society in the countries and regions where it operates.



Toyota’s Approach: Fair Taxation Based on Value Created and Growing Together with Local Communities

Since its founding, Toyota has been guided by the belief that it can contribute to society through the manufacture of automobiles. Through business activities rooted in the countries and regions where it operates, Toyota has sought to enrich people’s lives and contribute to the development of local communities. Toyota believes that paying appropriate taxes based on the value created in each country and region is an important social responsibility and a fundamental way of contributing to society. In addition, guided by its “Best-in-Town” philosophy of contributing to the sustainable development of local communities, Toyota strives to grow together with those communities through job creation, human resource development, and continuous investment, while contributing to the realization of a sustainable society.



About This Report

This report presents not only tax-related information and Toyota’s tax policies based on the disclosure requirements of Public CbCR, but also Toyota’s economic and social contributions in the countries and regions where it operates. In the following pages, we introduce the history of Toyota’s business development, its “Best-in-Town” initiatives, and its economic and social contributions through employment, investment, tax payments, and other activities in 19 Major countries.



(Reference)
Global / Regional Data

For data on Toyota’s global production and sales volumes, employee numbers, and other key indicators, please refer to the [“Sustainability Data Book”](#) available on our website.



Overview > Overview of Toyota Motor Corporation



Social > Social Contribution

1. Toyota's Contributions in Various Countries and Regions

 Access the Detailed Report

By clicking "[Learn more](#)" in the upper-right corner of the report, you can access the detailed report prepared by the respective country or regional entity.

1. Toyota's Contributions in Various Countries and Regions

 **Japan**

 Toyota Presence since
1937

 [Learn more](#)





Japan

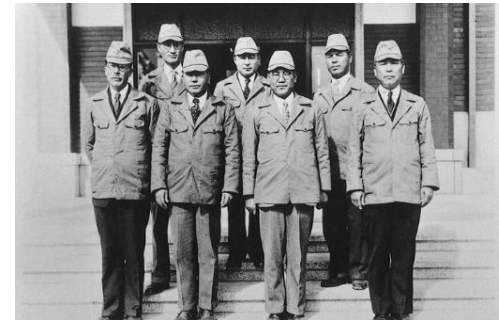


Toyota Presence since
1937

[Learn more](#)

1 History of Business Expansion

- Guided by Kiichiro Toyoda's vision to "build automobiles with Japanese minds and hands," the Automobile Division was established at Toyota Automatic Loom Works in 1933. Toyota Motor Corporation was founded in 1937, and in 1938, the Koromo Plant - a full-scale mass-production facility - was constructed.
- Starting with the Koromo Plant, the company expanded primarily within Aichi Prefecture, gradually building up domestic production in collaboration with suppliers, and eventually established a second production facility in Kyushu. Following the 2011 Great East Japan Earthquake, Toyota designated the Tohoku region as its third production site and has promoted "sustained recovery support" ever since. Amid this effort, Toyota made the difficult decision to close the Higashi-Fuji plant, and on the site of that former plant, Woven City—a demonstration city for cutting-edge technology—is being developed. In these regions, the spirit of coexistence with the local community, which also seeks the happiness of the townspeople, continues to thrive.
- Using entirely homegrown technology developed through its own efforts, Toyota created the "AA passenger car" and the "Crown", Japan's first full-scale passenger car, while expanding its exports. Even as the domestic market has contracted, Toyota has maintained a foundation of approximately 1.5 million units in annual domestic sales and a total fleet of 20 million vehicles, while striving to be "Best-in-Town" in Japan and to showcase the competitiveness and underlying strength of the Japanese automotive industry.



Kiichiro Toyoda (second from the right, front row) with the executives at the time of the Koromo Plant's establishment

2 "Best-in-Town" Activities

- Guided by the philosophy of being the "Best-in-Town" - rooted in the nation and local communities as a "good corporate citizen" and contributing to their development - Toyota is striving to achieve carbon neutrality. Japan has reduced CO₂ emissions by 23% over the past 20 years, and Toyota has contributed to this effort through the widespread adoption of electrified vehicles, particularly hybrid models. Toyota is also advancing the "TOKYO H2" project aimed at the utilization of hydrogen as a next-generation energy source.



"TOKYO H2" Project in Tokyo
"Crown" Fuel Cell Taxi

- With the mission of "Freedom of movement for all" and "Zero traffic accident casualties," Toyota holds the "Tateshina Conference" and traffic safety classes for children. Toyota is also addressing issues in areas underserved by public transportation, such as the introduction of "Choisoko" in Goto City, Nagasaki Prefecture.
- Believing in the power of sports, arts, and culture, Toyota supports people and energizes the community through initiatives such as youth baseball coaching by the baseball team, the "Gisoku Library" where people can try prosthetic legs, the community rally challenge bringing the community to life, and classical concerts for children.



Scenes from "Tateshina Conference"
(Chino City, Nagano Prefecture)



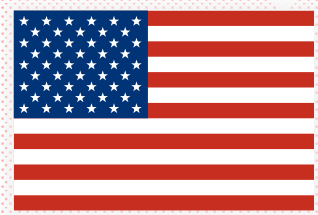
Shared Taxi "Choisoko"
operated by Nagasaki Toyopet
(Goto City, Nagasaki Prefecture)



Toyota Community Concert
(Ainan Town, Ehime Prefecture)

3 Economic Contribution to the Country

- Japan's automotive industry is a core sector that accounts for 5.5 million jobs, 70 trillion JPY in shipment value, and a 20 trillion JPY trade surplus. Toyota has been committed to maintaining a domestic production system of 3 million units, protecting supply chain employment and key technologies in Japan's automotive industry.
- Under the philosophy that "Monozukuri is Hitozukuri" ("Making things is to nurture people"), Toyota promotes efforts to enhance competitiveness through an "All-Japan" approach that goes beyond traditional boundaries. Through "Toyota Partnership Activities" it supports suppliers. Toyota is also advancing the "Factory of the Future" project, which aims for "Human-Centered Manufacturing".
- Toyota united as one company to overcome crises such as its first operating loss since inception, large-scale recalls, the earthquake, and the sharp appreciation of the JPY, thereby strengthening its profitability. Based on the earnings it generates, Toyota will continue to invest in sustainable growth and in securing future technological competitiveness, and continue to contribute to the Japanese economy.



USA



Toyota Presence since
1957

[Learn more](#)

1 History of Business Expansion

- For nearly 70 years, Toyota has played a significant role in American culture and the economy. The company's operations in the USA have expanded to include 11 manufacturing plants nationwide, where it has assembled more than 36 million vehicles, and has invested USD 50 billion in manufacturing, research and development, and business operations since 1986.
- Toyota has continued to expand and diversify its U.S. business base across manufacturing, R&D, regional headquarters functions, electrification, and hydrogen. Key milestones include Toyota Auto Body California established in 1972 as Toyota's first North American manufacturing operation, R&D operations in Michigan in 1978, Toyota Battery Manufacturing North Carolina (TBMNC) in 2022 which began producing lithium-ion batteries for HEVs and BEVs in 2025, and Hydrogen Headquarters in 2024.



Toyota's Iconic Model in the USA: "Camry"

* HEV: Hybrid Electric Vehicle / BEV: Battery Electric Vehicle

2 "Best-in-Town" Activities

- Toyota advances U.S. environmental action through its five-year Environmental Action Plan, which focuses on Carbon Neutrality, Circular Economy, and Nature Positive initiatives.
- As part of its Carbon Neutrality efforts, Toyota aims to match 100% of purchased power with renewable electricity by 2030 through renewable energy projects and facility investments. Also, to achieve Circular Economy and Nature Positive, the company is advancing initiatives related to conservation of natural resources, water resource management and ecosystem protection. Since 2020, it has reduced water consumption per vehicle by more than 11% through the introduction of water-saving technologies, while also promoting the reuse of resources such as steel, aluminum, and plastics.



- Toyota supports future workforce development by connecting STEM* education, high-school manufacturing experience, and technician training. These efforts include a USD 110 million commitment from the Toyota USA Foundation expected to reach over 49,000 students. More than 58,000 college students at 36 schools nationwide have received training through Toyota's Technician and Education Network.

* Science, Technology, Engineering and Mathematics



3 Economic Contribution to the Country

- Toyota supports more than 190,000 jobs, including more than 47,500 Toyota team members and more than 145,500 dealer and related jobs. In addition, Toyota's operations support hundreds of thousands of additional jobs across approximately 1,500 supplier locations nationwide.
- Toyota supports job creation and industrial growth with USD 34.1 billion invested in its USA dealer network over more than 20 years.
- Toyota is also expanding its battery business, investing nearly USD 14 billion in TBMNC, where more than 5,000 jobs are expected, and nearly USD 50 million in a battery R&D lab at the York Campus.



TBMNC



Battery R&D lab at York Campus



Toyota Presence since
1964

[Learn more](#)

1 History of Business Expansion

- Toyota has built a presence in Canada over more than 60 years, with a national operating footprint that includes its sales head office in Toronto, zone offices across the country, and parts distribution centers serving the west and east coasts.
- Toyota expanded its manufacturing presence in Southwestern Ontario through Toyota Motor Manufacturing Canada (TMMC), establishing the North and South plants in Cambridge in 1988, followed by the West plant in Woodstock in 2008.



TMMC North / South



TMMC West



“RAV4”

Top-selling passenger car in Canada

- Toyota’s operations in Canada have reached significant scale, with more than 7 million vehicles sold in the country and more than 12 million vehicles assembled in Canada. These achievements position Toyota as one of Canada’s leading automotive manufacturers, with a strong production track record.
- Toyota has also pursued advanced vehicle production in Canada: the “Lexus RX” is the first mass-produced luxury vehicle assembled in Canada, and the “RAV4 EV” is the first mass-produced electric vehicle assembled in Canada.

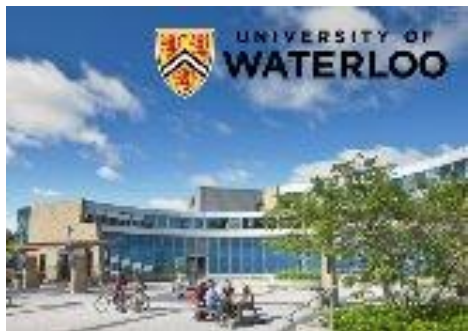
2 "Best-in-Town" Activities

- Guided by the philosophy of growing together with local communities, Toyota is promoting initiatives aimed at addressing social issues. In 2024, in partnership with “Food Banks Canada” and the “Breakfast Clubs of Canada”, Toyota launched the “Million Meal Program,” which aims to provide 1 million meals to people facing food insecurity.
- Toyota also continues to support local food assistance initiatives. Since 2020, Toyota and its dealer network have contributed over CAD 1 million to local food banks, helping to build communities where everyone can live with peace of mind.

- Toyota contributes to Canada’s sustainable development through broader community and environmental engagement. Toyota Canada is the exclusive automotive partner of the “Trans Canada Trail”, supporting the conservation and use of the world’s longest trail network spanning more than 29,000 km. In addition, TMMC supports community initiatives through “United Way”, focusing on education, health, and social services, and raised approximately CAD 695,000 during the 2024 annual campaign.
- Toyota supports education, skills development, and public-service organizations through long-term partnerships. TMMC funded CAD 2.1 million toward University of Waterloo initiatives in 2019 and CAD 2 million toward an Advanced Manufacturing Training Lab in 2025 for use by students and local companies.
- Since 2015, Toyota has also collaborated with Canadian Blood Services on process improvements that helped shorten lead times and improve supply stability.



Environmental commitment through Trans Canada Trail



Education support to University of Waterloo

3 Economic Contribution to the Country

- Since 1986, Toyota has invested CAD 12 billion in manufacturing and sales operations in Canada.
- Today, Toyota’s network of 287 independent dealerships and more than 700 supplier locations supports over 25,000 jobs through direct employment and dealer-related activities.



Toyota Presence since
2002

[Learn more](#)

1 History of Business Expansion

- In 2002, Toyota started its operations in Mexico and has gradually built its business foundation through various initiatives, including the start of operations at Toyota Motor Manufacturing de Baja California (TMMBC) in 2004, the opening of a parts distribution center in 2006, and the opening of a technical training center in San Luis Potosí in 2008.
- Toyota expanded its manufacturing footprint over time. Toyota Motor Manufacturing de Guanajuato (TMMGT) started operations in 2019, also TMMBC's production capacity was increased to 160,000 vehicles per year in 2016. Additional investments of USD 170 million in 2020, USD 328 million in 2023, and USD 1,450 million in 2024 have been made.
- Toyota has expanded its product lineup and sales infrastructure in Mexico, introducing the "Prius" and Lexus, thereby strengthening its presence in the Mexican market. Toyota's cumulative sales in Mexico reached 1 million units in 2019 and 1.5 million units in 2024, with sales in 2025 reaching a record high of 126,358 units. In addition, the adoption of electric vehicles continues to grow, with cumulative sales of HEVs* surpassing 100,000 units in 2022 and 150,000 units in 2024. By 2025, HEVs accounted for 36.5% of total vehicle sales.



Locally built "Tacoma" in Mexico

* HEV: Hybrid Electric Vehicle

2 "Best-in-Town" Activities

- In 2025, Toyota promoted community contribution activities under the philosophy of "Think Global, Act Local," focusing on road safety, the environment, and education. Over the past year, the company undertook 35 projects, benefiting more than 22,500 people. Furthermore, total support amounted to more than USD 1 million. In addition to financial assistance, in-kind donations, and the provision of mobility solutions, 145 employees participated in volunteer activities totaling more than 400 days.



STEM* Education

*Science / Technology / Engineering
Mathematics

- Toyota Mexico's conservation efforts in the Lacandon Jungle in the state of Chiapas, follow-up activities under the "Toyota Driving a Better Mexico" initiative, and support for the Teletón Foundation (donating 11 vehicles in 2025 and more than 104 vehicles over the past 10 years), and through other community support initiatives, contributed to 14 of the 17 United Nations Sustainable Development Goals (SDGs).
- Through the "Indestructible Children" program, Toyota donated educational toys to Fundación Dar y Amar to promote STEM education. This initiative helped foster children's learning and creativity while also supporting talent development of future innovators.



Teletón Foundation 11th Anniversary



"Indestructible Children"
Donation of Educational Toys Through
the Program

3 Economic Contribution to the Country

- Toyota operates two manufacturing plants in Mexico, with a combined annual production capacity of 305,000 vehicles, and partners with approximately 1,700 local suppliers. Its cumulative investment exceeds USD 3 billion.
- Toyota's dealership network in Mexico consists of 28 dealership groups, 105 locations spanning 31 states, and more than 7,600 employees. Toyota has invested more than USD 145 million in its dealership network.





Argentina

📍 Toyota Presence since
1997

[🔗 Learn more](#)

1 History of Business Expansion

- Toyota Argentina S.A. (TASA) has maintained national production in Argentina for approximately 30 years, producing more than 2.4 million vehicles in the country since 1997 and the company continues to grow alongside the development of Argentina’s automotive industry.
- While the company initially focused on supplying the domestic market, it has strengthened its production capacity and export infrastructure as the business expanded. Today, it exports models such as the “Hilux” and “Fortuner” to 22 countries in Latin America and the Caribbean. Argentina has evolved into a vital production and export hub for TASA, supporting not only the domestic market but the entire region.
- Production scale has also been steadily expanding: in 2023, annual production of the “Hilux” and “Fortuner” at the Zarate plant reached a combined total of 181,201 units, setting a new record high. Furthermore, 221,388 Toyota and Lexus vehicles were sold during the fiscal year ended March 2026, further strengthening the company’s business foundation.
- In recent years, in addition to internal combustion engine vehicles, the company has been expanding its lineup of electric vehicles—including HEV, PHEV, BEV, and FCEV*—to meet diversifying mobility needs. Through these efforts, the company is advancing initiatives aimed at realizing a sustainable mobility society.



The Nation’s Iconic Pickup Truck “Hilux”

2 "Best-in-Town" Activities

- TASA is promoting circular economy initiatives to ensure sustainable business operations. In the fiscal year ended March 2025, the company achieved a recycling rate of 95 percent, recycling approximately 319 metric tons of materials. In addition to reducing its environmental impact, TASA contributes to the sustainable development of local communities through environmental conservation activities, the promotion of social inclusion, and job creation.



Recycling Used Uniforms into Materials for automotive parts

* HEV: Hybrid Electric Vehicle / PHEV: Plug-in Hybrid Electric Vehicle
BEV: Battery Electric Vehicle / FCEV: Fuel Cell Electric Vehicle

- TASA contributes to the development of local communities through educational support, human resource development, and social contribution activities. In addition to helping young people return to school and providing opportunities to acquire practical skills, the company is engaged in a wide range of community support initiatives, such as renovating hospitals in collaboration with local labor unions and donating 900 backpacks filled with school supplies to 13 schools through the “Everyone to School” program.



Employment Support Program for Young People



Hospital Renovation Support

- TASA is also promoting the development of the next generation of talent through internship programs in collaboration with universities. TASA provides students with opportunities for hands-on work experience: in 2024, 70 interns participated in a rotation program lasting up to 18 months.



Internship programs

3 Economic Contribution to the Country

- Since beginning production in 1997, TASA has expanded its business operations and broadened its contribution to the Argentine economy. Today, it is one of the country’s leading exporters, accounting for 38% of domestic production and 51% of exports and generating approximately 5% of the country’s foreign exchange earnings.
- This business foundation is supported by TASA’s 7,610 employees, as well as approximately 1,000 suppliers, 43 dealers, and a sales network of 90 locations. Across the entire value chain, the company supports approximately 30,000 jobs and contributes to the development of the local economy.
- Furthermore, the value generated through its business activities is returned to society in the form of tax revenue. Tax payments for the fiscal year ended March 2026 totaled USD 716 million, helping to support the financial foundations of the national, state, and municipal governments.



Brazil

Toyota Presence since
1958

[Learn more](#)

1 History of Business Expansion

- Toyota's journey in Brazil began with its first local production operation outside Japan. Since then, it has maintained locally rooted operations and marked its 68th year in the country in 2026. Alongside building up production and logistics systems, Toyota has expanded its business and entered a new phase of growth, including advancing construction of a new plant, Sorocaba II.
- Brazil is not only a base for Toyota's business expansion but also an important hub for creating new mobility technologies. In 2013, Toyota introduced the "Prius", the country's first hybrid vehicle. In 2019, it launched the "Corolla Sedan Hybrid Flex", the world's first Flex-Fuel HEV* that combines Brazil's strength in biofuels with electrification technology.
- Long-term efforts to improve quality and deliver customer value have earned high recognition in the market. Toyota has been praised for strong resale value, receiving 25 awards related to quality, reliability, and durability.
- Furthermore, Brazil plays an important role as an export hub for hybrid vehicles. The technologies and know-how developed locally are deployed not only in the domestic market but also overseas, contributing to the spread of sustainable mobility.



World's first Flex-Fuel HEV*
"Corolla Sedan"

* HEV: Hybrid Electric Vehicle

2 "Best-in-Town" Activities

- Established in 2009, the Toyota Brazil Foundation contributes to Brazil's socioeconomic development and environmental sustainability through projects aligned with the SDGs. Over the 17 years since its establishment, the foundation has invested a total of 90 million reais and has been working on initiatives such as educational support and raising awareness about carbon neutrality.



"Retornar": Support Program for a Fresh Start (Specialized Training in Sewing and Upcycling Techniques)



In partnership with Banco Toyota, promoting an educational program designed to foster social and emotional skills among young people in need of support

- In 2025, the Porto Feliz plant sustained damage from a severe storm, which impacted production and the supply chain. While approximately 800 employees at that plant and about 6,700 employees at related plants were affected, Toyota prioritized job retention and implemented workforce adjustment measures, including a temporary shutdown. Furthermore, placing a high priority on caring for employees and fostering a sense of belonging, the company worked toward a swift business recovery through people-centered decision-making.



Employees sharing their gratitude for the support and their determination to rebuild.

3 Economic Contribution to the Country

- Toyota contributes to job creation in Brazil. As of 2025, the company directly employs more than 7,000 people and according to data from the Brazilian Automotive Industry Association, supports more than 70,000 indirect jobs. It has also established an extensive value chain comprising more than 1,500 indirect parts suppliers, more than 140 production suppliers, and more than 300 dealers.
- Toyota produces approximately 170,000 vehicles annually in Brazil and held 8% share of the domestic automotive market in 2025. Furthermore, its cumulative production has surpassed 3 million units, contributing to the development of Brazil's automotive industry.
- In 2024, Toyota announced its largest-ever investment plan in Brazil, totaling 11.5 billion reais. Through 2030, the company will focus its investments on innovation, sustainability, and technological development to help enhance Brazil's industrial competitiveness.



Belgium



Toyota Presence since
1966

[Learn more](#)

1 History of Business Expansion

- Toyota's presence in Belgium began in 1966 with the establishment of a sales office in Brussels. This was Toyota's first presence in Europe and laid the foundation for its subsequent business expansion. In 1990, Toyota Motor Europe (TME) was established and today serves as a key hub supporting Toyota and Lexus operations across Europe.
- In Belgium, the Toyota Technical Centre was established in 1987 to conduct vehicle evaluation and development support activities for the European market in addition to sales and marketing functions. The centre has become a key base for vehicle development reflecting the needs of European customers.
- Belgium has also developed logistics infrastructure that supports Toyota's European operations. Established in 1992, Toyota Parts Centre Europe (TPCE) plays a central role in Toyota's European parts supply chain, while the Vehicle Logistics Centre in Zeebrugge contributes to efficient vehicle distribution throughout Europe. Through the concentration of sales, logistics, and business support functions, Belgium has continued to develop as a key hub supporting Toyota's European operations.



TME Headquarter Building

2 "Best-in-Town" Activities

- Toyota aims to achieve carbon neutrality in its manufacturing operations by 2030 and across its entire value chain by 2040.
- As part of its efforts to achieve these carbon neutrality goals, Toyota has been using four hydrogen fuel cell trucks for daily logistics operations in Belgium, France, Germany, and the Netherlands since May 2025.
- In 2022, TME partnered with the city of Zaventem and local partners to participate in a project to expand the "Zabelbos" public forest. More than 120 volunteers planted over 2,000 trees and shrubs, helping to create 8.5 hectares of green space. This initiative aims not only to enhance biodiversity but also to provide a recreational space for local residents.



Hydrogen fuel cell trucks



Zaventem Toyota Forest

- Toyota companies in Belgium are also committed to supporting local communities. Since 2022, KINTO Belgium, Toyota Financial Services Belgium, and Toyota Financial Services EAR (Europe and Africa) have provided a Toyota "Proace" commercial van free of charge to the Belgian Cerebral Palsy Treatment and Education Centre in Brussels to help children get around and participate in extracurricular activities.
- Through its partnership with Special Olympics Europe-Eurasia, TME is working to promote social participation and mutual understanding among people with disabilities. The company engages in employee volunteer activities at the National Games, joint training sessions with athletes, and awareness campaigns.



Children using "Proace"



Partnership with Special Olympics Europe-Eurasia

3 Economic Contribution to the Country

- TME employs approximately 2,700 people in Belgium across Evere, Zaventem, Diest and Zeebrugge. The Zaventem Technical Centre has been expanded through investments including EUR 130 million in 2006 and EUR 80 million in 2008, which added a test track, further facilities and 250 jobs.
- Toyota's Belgian operations support European R&D, parts distribution and vehicle logistics. TPCE in Diest handles over 60 million parts and accessories annually, while the Vehicle Logistics Centre in Zeebrugge facilitates vehicle distribution throughout Europe.
- For fiscal year ended March 2026, Toyota in Belgium reports a total corporate income tax charge (tax accrued) of EUR 113 million.



Czech Republic

📍 Toyota Presence since
1993

[🔗 Learn more](#)

1 History of Business Expansion

- Toyota's presence in the Czech Republic began in 1993. Since then, Toyota has sold nearly 200,000 vehicles and built a national network of 14 authorized partners and 36 sales and service locations, supporting sales and customer service across the country.
- Toyota expanded into local manufacturing with the establishment of the Toyota Peugeot Citroën Automobile (TPCA) plant in Kolín in 2003. Production began in 2005, leveraging the Toyota Production System to deliver high efficiency, quality, and operational excellence.
- Since then, Toyota's operations in the Czech Republic have continued to expand. In 2021, Toyota Motor Corporation acquired full ownership of the Kolín plant, which became Toyota Motor Manufacturing Czech Republic (TMMCZ).
- A key recent milestone was the opening of Toyota Motor Europe's first Vehicle Logistics Mega Hub in Kolín in 2024. The facility can process up to 350,000 vehicles per year and significantly expands Kolín's role beyond manufacturing. Its rail connections avoid more than 4,200 metric tons of CO₂ per year.



Start Of Production at TPCA, Feb. 2005



Mega Hub in Kolín

2 "Best-in-Town" Activities

- Toyota advances environmental initiatives in the Czech Republic through energy efficiency, decarbonization, biodiversity protection, and responsible land use. At TMMCZ, Energy Saving Collaboration activities have helped reduce electricity and natural gas consumption since 2020, and the site has sourced 100% green electricity from renewable sources since 2019. TMMCZ has achieved a 63% reduction in CO₂ emissions compared to its 2013 baseline, corresponding to approximately 26,000 metric tons of CO₂ reduced annually.

- In addition to its environmental initiatives, Toyota has placed great importance on connecting with local communities. Since 2005, TMMCZ has supported a wide range of activities in areas such as education, regional development, and social inclusion, providing more than EUR 6.2 million in cumulative support. In 2026, the company made a grant to the Kolín Centre for Integration of Foreign Nationals, among other efforts, to help build communities where diverse people can live with peace of mind.
- As one of the region's largest industrial employers, TMMCZ plays an important role in the local labor market while also fostering an inclusive workplace. TMMCZ's headcount was 3,003 in 2025 and employees from other countries represented over 30% of the workforce. TMMCZ supports their integration through inclusive workplace practices, language and orientation support.



Filipino employees assigned to the Czech Republic and TMMCZ's "After Care" team, which supports their adjustment to life and work there

3 Economic Contribution to the Country

- Approximately 65% of parts for models manufactured at TMMCZ are sourced from Czech suppliers, sustaining local business ecosystems, particularly small and medium-sized enterprises within the automotive value chain.
- TMMCZ will further expand its economic role by supporting the transition to electric mobility in Europe. The company plans to invest approximately EUR 680 million, including the establishment of a new BEV* production line and a dedicated battery assembly facility, thereby supporting the Czech Republic's development as a production hub for next-generation mobility.
- For the fiscal year ended March 2026, in the Czech Republic, the Group reports a corporate income tax charge (tax accrued) of EUR 11 million.

* BEV: Battery Electric Vehicle



Toyota Presence since
1967

[Learn more](#)

1 History of Business Expansion

- Toyota entered France in 1967 through vehicle exports. In 1971, Toyota France was established as the official distributor, by launching its dealer network. After European import quotas on Japanese vehicles ended in the late 1990s, Toyota established a long-term industrial footprint in France.
- Toyota Motor Manufacturing France (TMMF) was established in Onnaing, Valenciennes in 1998, as one of Toyota's major sites in Europe, and began production of the Toyota "Yaris" in January 2001. Toyota Europe Design Development opened in Sophia Antipolis in 2000 and operates as part of Toyota's global design network. Logistics hubs were established in 2001 to support the distribution of vehicles, spare parts and accessories.
- Today, Toyota's operations in France span manufacturing, logistics, sales, mobility services, and financial services. The "Yaris" was the first vehicle to be awarded the "Origine France Garantie" label in 2012, confirming that more than 50% of its value is produced in France. The "Yaris Cross" received the same certification in 2021 and has been the most-produced vehicle in France since 2023.



In 2012, TMMF produced its 5 millionth "Yaris"

2 "Best-in-Town" Activities

- Toyota targets carbon-neutrality in manufacturing by 2030 and carbon neutrality across the entire value chain by 2040. Toyota's environmental initiatives include a 72% reduction in CO₂ emissions at TMMF from 2001 to 2025, achieved through systematic reductions in energy consumption, a gradual shift from gas to electricity, the use of 100% green electricity since 2019, and heat recovery systems. Toyota is also investing in additional solar panels, with the aim of covering over 20% of the site's annual electricity consumption.



Solar panel

- Toyota promotes a people-centered approach under its "Leave no one behind" vision. In the workplace, Toyota advances DE&I through policies, internal networks and awareness events.
- Toyota promotes "Mobility for All" through several initiatives, including the Toyota Wheel Park Legacy Tour, which encourages social participation through urban sports for wheelchair users, as well as programs that support mobility for children and senior citizens. Through these activities, Toyota contributes to creating a society in which everyone can enjoy freedom of mobility. Toyota entities in France support a wide range of education, employment, health, civic and cultural initiatives. Examples include vehicle donations to local schools, support for Fondation des Possibles, road safety education, Fondation des Garches, Premiers de Cordée, environmental campaigns, local sports associations and the Opéra de Paris. Total investment in these activities exceeds EUR 2.2 million.



Toyota Wheel Park Legacy Tour



A foundation that provides support to local NGOs

3 Economic Contribution to the Country

- Toyota's contribution to France includes over EUR 1.5 billion in cumulative investment (excluding the dealer network) and approximately 12,000 employees (including the dealer network). This includes around 4,800 employees at TMMF and approximately 6,700 employees across more than 300 Toyota and Lexus sales outlets.
- TMMF supports France's industrial base by producing up to 300,000 vehicles annually, nearly 1,250 vehicles per day, all of which are hybrid vehicles, while maximizing local sourcing for components and indirect materials.
- Toyota also contributes to France through a corporate income tax charge (tax accrued) of EUR 80 million in fiscal year ended March 2026.



Poland

📍 Toyota Presence since
1991

[🔗 Learn more](#)

1 History of Business Expansion

- Toyota’s operations in Poland began in 1991 with the establishment of Toyota Motor Poland in Warsaw and the development of a sales network. Subsequently, in 1999, the company decided to invest in Poland as a production site for powertrains for the European market and began production of its first transmissions in 2002 at Toyota Motor Manufacturing Poland (TMMP) in Wałbrzych.
- Toyota’s market share in Poland has expanded from less than 1% to 18% over the past 35 years. Since 2020, Toyota has maintained its position as the top-selling automaker. Furthermore, in 2025, Toyota vehicles accounted for five of the top 10 best-selling models in the Polish market, and TMMP produces the hybrid powertrains installed in four of those models.



Toyota Models Ranked Among the Top 10 Best-Selling Vehicles in the Polish Market

2 "Best-in-Town" Activities

- Since launching its operations in Poland, Toyota has been carrying out a wide range of initiatives aimed at supporting the development of local communities, identifying the environment as one of its priority areas. At TMMP, the company is promoting waste management based on the 3R principles (Reduce, Reuse, Recycle) with the goal of achieving zero landfill waste by 2035.
- TMMP is also actively working to reduce CO₂ emissions and, as of March 2026, has achieved a 93.6% reduction compared to 2006 levels. In addition, the plant is committed to the efficient use of water resources in its production processes and has reduced post-production wastewater discharge by more than 15% between 2022 and 2025.

- Since 2011, the Toyota Fund “Dobre pomysły zmieniają nasz świat” (Eng. “Good Ideas Change Our World”) has supported original and interesting projects run by non-profit organizations, mainly related to the revitalization of public spaces. It is organized once a year as a grant competition. From the beginning of its operation until 2025, the Toyota Fund supported a total of 101 projects, such as safe zebra crossings, for a total amount of PLN 1.8 million.
- Toyota is committed not only to its business operations in Poland, but also to strengthening ties with local communities through sports. Since 2013, the company has served as the title sponsor of the Toyota Eco Half Marathon Wałbrzych, one of the largest running events in the Wałbrzych region, supporting a community event that attracts approximately 10,000 participants each year. In addition, Toyota has supported the local basketball team Górnik Wałbrzych since 2008, contributing to the development of young athletes. Since 2018, the company has also supported the wheelchair basketball team Górnik Toyota Wałbrzych, helping to foster an inclusive community where everyone has the opportunity to participate in sports.



Toyota Foundation Projects
Bicycle Skills Training Course
for Youth



Wheelchair basketball team at
the TMMP sports centre

3 Economic Contribution to the Country

- Toyota in Poland operates manufacturing, sales, and financial services businesses and employs approximately 3,341 people. As one of the region’s major employers, Toyota contributes to Poland’s economic development by providing stable employment opportunities.
- Toyota recorded a corporate income tax charge (tax accrued) of EUR 26 million in Poland. Through appropriate tax payments, the company contributes to the fiscal foundation that supports public services and social infrastructure.
- In the fiscal year ended March 2025, Toyota sold 153,866 vehicles in Poland. Through its broad product lineup, the company supports the mobility needs of people across the country.



Turkey



Toyota Presence since
1994

[Learn more](#)

1 History of Business Expansion

- Toyota Motor Manufacturing Turkey (TMMT) was established in 1994 and began production of the “Corolla” for the domestic market. In 2002, TMMT began exporting vehicles, expanding beyond domestic sales and becoming part of Toyota’s international production network.
- TMMT has grown steadily, increasing its production capacity to 185,000 units with the introduction of a double-shift system in 2003 and to 280,000 units through a three-shift, six-day operation in 2016. Today, the plant employs approximately 4,900 people and has a 649,000 m² manufacturing area within a 919,000 m² site.
- TMMT possesses advanced technical capabilities and became the first overseas plant to produce vehicles based on the Toyota New Global Architecture (TNGA). It is also the first plant in Turkey to produce hybrid vehicles. In 2023, it began the production of plug-in hybrid vehicles and battery assembly, and its cumulative production has exceeded 3.9 million units. Currently, approximately 71.4% of its total production is exported to more than 100 countries.



Factory of TMMT

2 "Best-in-Town" Activities

- In addition to its manufacturing activities, TMMT places great importance on the value it brings to local communities. Under the CSR policy established in 2003, the company aims to "grow sustainably together with society" and focuses its community contributions on three priority areas: education, road safety, and the environment.
- As part of TMMT’s contribution to education, Toyota supports technical education by donating vehicles, engines, transmissions, and computers: since 2005, Toyota has supported approximately 6,100 students through the “Technology and Environment Project Contest.”



Donated Engine

- In cooperation with public institutions, TMMT promotes environmental and safety awareness. Eco tours and environmental competitions have reached more than 9,640 elementary school students, while traffic safety programs have engaged over 9,160 students since 2009. Donation-based plant tours have raised more than EUR 135 thousand for NGOs in the fields of health, education, and the environment.



Eco Tour organized by TMMT



Traffic Safety Event

- TMMT is also working to reduce its environmental impact through the use of renewable energy and the electrification of production processes. Since 2019, the company has switched 100% of the electricity used in its factories to certified renewable energy and has been reducing its reliance on natural gas by transitioning from steam boilers to high-efficiency heat pumps and heat recovery systems. Through these efforts, CO₂ emissions have been reduced by 82% compared to 2010 levels.

3 Economic Contribution to the Country

- TMMT contributes to Turkey’s economy through cumulative investments of approximately EUR 2.5 billion, support for over 25,000 direct and indirect jobs, and annual production exceeding 200,000 vehicles. In 2025, exports reached 4.4 billion U.S. dollars.
- TMMT procures goods and services worth approximately USD 2 billion, with a localization ratio of 90% by volume and 50% by value, as well as the presence of more than 15 major foreign suppliers that have been attracted to invest directly in Turkey.
- For the fiscal year ended March 2026, Toyota reported a corporate income tax charge (tax accrued) of EUR 24 million in Turkey.



Toyota Presence since
1965

[Learn more](#)

1 History of Business Expansion

- Since Toyota began importing vehicles into the UK in 1965 and established Toyota (GB) PLC (“TGB”) in 1967, Toyota has built a strong market presence based on quality, reliability, and value. Today, this presence is supported by approximately 180 Toyota and 50 Lexus franchised centres across the UK.
- Toyota Motor Manufacturing (UK) (TMUK) was established in 1989 as Toyota’s first manufacturing plant in Europe. Aiming to become a “truly British company,” the company has worked to develop its production infrastructure while building long-term partnerships with local and European suppliers. By 2024, TMUK’s cumulative production had reached 5 million units.
- As TMUK has continued to grow as a vehicle production site, it has expanded its business scope into the mobility services sector. In recent years, the company has advanced its circular business initiatives, including development of hydrogen technology and establishment of Toyota’s first circular factory, which recovers and reuses parts and materials from end-of-life vehicles.



The “Carina E”, the first model manufactured at TMUK in 1992, rolls off the production line



Toyota’s First Circular Factory

2 "Best-in-Town" Activities

- TMUK is committed to reducing its environmental impact and ensuring sustainable business operations by promoting measures to cut CO₂ emissions at its manufacturing sites, expanding the use of renewable energy, and supporting biodiversity conservation efforts. Since 2003, TMUK has been working to reduce its environmental impact, including reducing CO₂ emissions by 90%. Furthermore, by 2026, the company plans to expand its use of renewable energy, including solar power, as part of its transition to sustainable manufacturing sites.



Solar Panels in TMUK

- In the UK, Toyota is strengthening ties with local communities, promoting sustainability, and supporting the next generation. Since its establishment, TMUK has regularly held “Community Liaison Committees” to build mutual understanding with the local community, and in 1991 supported the establishment of the Derbyshire Japanese School together with local Japanese companies. Today, around 100 students attend the school, which continues to support Japanese language education in the region. TGB and Toyota Financial Services UK (TFS) also support local issues through the “Toyota / Lexus Community Fund,” operated via joint contributions to the Toyota Charitable Trust, focusing on the environment, mobility, social inclusion and resilience, and skills development. In 2025, Toyota provided 46 “Proace Electric” vans free of charge to charities across the UK for up to two years and subsidized EV charger installation costs. TGB, TFS, and Kinto also offer employees up to two days of paid volunteer leave each year.



2026 TMUK Charitable Trust Check Presentation Ceremony



Maintenance Apprentice

- Toyota also contributes to local communities by developing future talent through STEM* education, apprenticeship programs, and employment support. TMUK’s engineering apprenticeship programs currently include around 170 trainees, about half of whom come from local businesses outside TMUK, helping expand skills development and employment opportunities across the wider community.

*Science/ Technology / Engineering / Mathematics

3 Economic Contribution to the Country

- Since 1992, TMUK has invested approximately GBP 3 billion and has supported more than 10,000 jobs across the value chain.
- TMUK produces approximately 100,000 vehicles annually and is one of the key manufacturing hubs supporting the UK’s automotive production. Furthermore, by sourcing more than two-thirds of its vehicle parts from within the UK, the company contributes to the development and resilience of the domestic supply chain through its partnerships with local suppliers.
- For the fiscal year ended March 2026, Toyota in the UK reported a corporate income tax charge (tax accrued) of EUR 26 million.



Toyota Presence since
1961

[Learn more](#)

1 History of Business Expansion

- Toyota's business in South Africa began in 1961, when Albert Wessels visited Japan and met Toyota executives, leading to the establishment of Toyota South Africa Motors (TSAM). Vehicle assembly then began in South Africa in 1963, establishing an early local manufacturing base. TSAM has been committed to manufacturing in South Africa for more than 60 years and has strengthened its ties with the South African government and local communities.
- Building on this established business foundation, since 1980 TSAM has maintained industry-leading sales performance in the South African market through a broad product lineup of CKD (knock-down) and CBU (completely built-up) vehicles.



Popular Toyota Models in South Africa

- In addition, TSAM has contributed to South Africa's industrial development and job creation through its manufacturing and export operations. Following its integration into Toyota's global network in 1996, the company began exporting vehicles in 2002 and expanded "Hilux" export destinations to Europe and Latin America in 2005. As a result, TSAM evolved into an important hub supporting Toyota's global production and supply network. Alongside this business expansion, its production capacity increased from 50,000 units in 1963 to 190,000 units in 2024.

2 "Best-in-Town" Activities

- TSAM contributes directly to the local economy through investments and partnerships. Its CKD vehicles are tailored to African needs and are known for their reliability in tough conditions. In addition, TSAM has 282 dealers across all 9 provinces in South Africa and 4 neighboring countries, and it partners with 107 local Tier 1 suppliers employing 31,079 people.

- TSAM continues to invest in community development and human capital. Key education initiatives include Toyota Teach, an educational support program that has benefited 30,693 learners and 839 teachers since 1989, as well as Rally to Read, a literacy-focused program reaching 13 schools, 161 educators, and 4,590 learners. Through these initiatives, TSAM has supported more than 37,000 people across South Africa.
- TSAM has also established a disaster response framework that covers employees, local communities, the value chain, and business operations. When production was halted for 104 days due to floods in KwaZulu-Natal (KZN), TSAM prioritized people by maintaining 84% of the wages for hourly workers and providing essential supplies and local recovery support.



A scene from Toyota Teach



Initiatives in Rally to Read Book Donation

3 Economic Contribution to the Country

- For the fiscal year ended March 2026, TSAM paid ZAR 8.04 billion in direct taxes and ZAR 12.44 billion in indirect taxes. These contributions directly support national development and prosperity. Combined, they represent approximately 1% of the South African Revenue Service net tax collections.
- In fiscal year ended March 2026, TSAM generated ZAR 34.7 billion in foreign currency, and spent ZAR 20.7 billion on the local supply chain.
- TSAM also contributes through broader economic and social investments. It invested ZAR 72 million in Toyota Teach from 2018 to 2026 and ZAR 9.5 million in bursaries in fiscal year ending March 2026.



Singapore

📍 Toyota Presence since
1990

[🔗 Learn more](#)

1 History of Business Expansion

- Established in Singapore in 1990 as Toyota Motor Management Services Singapore, the company became Toyota Motor Asia Pacific in 2001 and changed its name to Toyota Motor Asia (Singapore) (TMASG) in 2024. Since its establishment, the company has served as Toyota’s regional headquarters for Asia, contributing to the development of the region’s automotive industry and economic growth through its regional role in business operations and trade.
- Under TMASG’s regional management structure, automobile exports increased more than 11-fold between 2001 and 2026, reaching 770,000 units. Furthermore, exports of multi-source parts (MSP) expanded to approximately three times their 2003 level by 2026.
- As of 2026, TMASG has established partnerships with customers in 106 countries and manages one of the largest and most diversified business portfolios within Toyota.
- By fulfilling this regional role in both operations and trade, TMASG has contributed to the overall development of the regional automotive industry and rapidly growing economic zones, thereby strengthening Singapore’s position as a regional trade hub.

2 "Best-in-Town" Activities

- TMASG provides training to numerous dealers and other automakers and supports improvements in dealer operations and customer trust through the Toyota Certified Pre-Owned (Toyota CPO Standards) program.
- In addition, TMASG emphasizes co-creation with a wide range of stakeholders, including customers, employees, business partners, and local communities, and promotes new mobility services and initiatives aimed at building a more sustainable society across Asia.



Toyota CPO Vehicle

- In 2018, Toyota launched its first global corporate initiative, "Start Your Impossible," as the Worldwide Mobility Partner of the International Olympic Committee (IOC) and the International Paralympic Committee (IPC). Under the philosophy "Mobility for All," this initiative aims to realize an inclusive society where everyone can thrive through sport.
- As part of this effort, TMASG promotes social contribution activities through partnerships with athletes and the Hero Project Platform, bringing positive change to local communities. It also supports events such as the Para Swimming World Series (2019, 2023, 2024), the World Para Swimming Championships (2025), and the Global Team Toyota Athlete Partnership (2019-2026).
- Through these activities, TMASG contributes to building an inclusive and sustainable society, helps unlock individual potential, and supports the revitalization of local communities.



Scenes from “Start Your Impossible” Related Events

3 Economic Contribution to the Country

- In the fiscal year ended March 2026, as a trading hub in Asia, TMASG generated trade flows of USD 23.2 billion, making a significant contribution to the regional economy.
- TMASG also contributes to the Singapore economy through tax payments amounting to USD several hundred million annually.



Thailand



Toyota Presence since
1949

[Learn more](#)

1 History of Business Expansion

- Thailand was the first market in Asia where Toyota established a business presence. The company began importing vehicles in 1949 and opened its first sales office in Asia in 1957. Subsequently, in 1962, Toyota Motor Thailand (TMT) was established, and the company began full-scale business operations. In 1964, local production began at the Samrong Plant, contributing to the development of Thailand's automotive industry. Furthermore, through a partnership with Hino Motors, production of the Corolla began at Thai Hino Industries Co., Ltd., further expanding production capacity.
- From the 1970s through the 1980s, Toyota expanded its local production capabilities in Thailand in collaboration with Group companies and local partners. In addition to localizing "Corolla" production and beginning the manufacture of stamped parts, the company established its first overseas engine plant through a joint venture with the Siam Cement Group, contributing to localization, supply chain development, and job creation in Thailand.
- From the 1990s through the 2000s, Toyota expanded its operations in Thailand by building new plants, establishing a consumer finance company, and introducing locally developed vehicles such as the "Soluna", The Intelligent Multi-Purpose Vehicle (IMV) project, launched in 2002, further strengthened Thailand's position as a major production and export hub. By 2018, cumulative production of the "Hilux" had reached 10 million units, with exports to 124 countries.



Scenes from "IMV"-Related Events

* Intelligent Multi-Purpose Vehicle

2 "Best-in-Town" Activities

- Toyota has supported the daily lives and mobility of the Thai people by providing mobility solutions tailored to local needs. For example, in addition to developing vehicles suited to the Thai lifestyle and road conditions, Hino Motors has delivered more than 2,800 buses to the Bangkok Metropolitan Transport Authority since 1977. Furthermore, the "Commuter", manufactured by Thai Auto Works, has long been used to support Thailand's tourism industry and public transportation.

- Toyota has stood alongside Thai society even during difficult times, such as economic crises and natural disasters. During the Asian Financial Crisis, TMT worked to preserve jobs, supported its dealer network and supply chain, and continued domestic product development. Furthermore, when the devastating floods struck in 2011, under the slogan "Toyota stands with Thailand," the company supported Thailand's reconstruction and economic recovery by maintaining investment and employment, providing technical support, and continuing its export business.
- In addition to its contributions through business activities, Toyota has supported Thai society during times of crisis and has built trusted relationships with local communities. During the COVID-19 pandemic, TMT and its dealer network launched the "Toyota Stay with You" campaign to support local communities' crisis response efforts through vehicle assistance, donations of medical equipment, and the provision of free disinfection services.
- For nearly 30 years, Toyota has invested in human resource development in Thailand, including the training of engineers, through initiatives such as the Toyota Education and Training Center, the Automotive Human Resources Development Project, and the Toyota Motor Technical School, as well as through support for university programs and scholarship programs. These efforts have expanded opportunities for Thai engineers and contributed to the development of Thailand's automotive industry.



CSR Activities During the Great Flood

3 Economic Contribution to the Country

- Toyota has continued to invest in Thailand over the long term. From 2003 to 2022, it made cumulative investments of THB 300 billion in manufacturing, R&D, and sustainability initiatives in Thailand. It has also created approximately 300,000 jobs in Thailand, including those within its dealership network and through its direct relationships with TMT.
- Thailand is a major production site for Toyota, with 565,000 vehicles produced in 2025 and cumulative production reaching approximately 14.3 million units, of which about 6.6 million were for export, as of 2025.



China

Toyota Presence since
1964

[Learn more](#)

1 History of Business Expansion

- Toyota's history in China began with the import and sale of the "Crown" in 1964. Following the normalization of diplomatic relations between Japan and China, Toyota deepened its engagement with the country and contributed to the development of China's automotive industry through technical support and talent development initiatives. In 1990, Toyota established the Liaoning Toyota Jinbei Technician Institute to nurture skilled professionals who would support the growth of the automotive industry. Prior to its full-scale market entry, Toyota focused on building a foundation for human resource development rather than establishing manufacturing operations.
- Following its strategic partnership with China FAW Group Co., Ltd. ("FAW") in 2002, Toyota accelerated its business development in China. It established FAW Toyota in 2003 and GAC Toyota in 2004, thereby building a comprehensive manufacturing and sales structure in the country. In 2005, Toyota established its China headquarters and launched Lexus sales, further strengthening its business foundation in the Chinese market.
- In 2011, Toyota established an R&D center in China to strengthen its local development capabilities. In 2023, it further expanded its R&D functions to address the growing demand for vehicle electrification and intelligent technologies. In 2025, Toyota established Lexus's first local manufacturing and R&D base in Shanghai, accelerating product development and business operations tailored to the Chinese market.



Popular Model:
"Lexus ES"

2 "Best-in-Town" Activities

- As a long-term partner of China, Toyota has pursued sustainable growth together with Chinese society, contributing through employment, human capital development, technological advancement, and community engagement.
- Human resource development is one of Toyota's core initiatives. Since establishing the Liaoning Toyota Jinbei Technician Institute in 1990, guided by the philosophy that "manufacturing begins with people," Toyota has supported the training of more than 40,000 intermediate and advanced-level skilled workers over the past 35 years by providing training opportunities, awarding scholarships, supporting educational facilities, and supplying vehicle-based teaching materials.



Jinbei Technician Institute

- Since 2005, Toyota has conducted traffic safety awareness campaigns targeting novice drivers and children, and more than 240 million people have participated to date.
- Since 2001, Toyota has conducted reforestation activities in Fengning County, Hebei Province, planting a total of 6 million trees over the period of 20 years. In 2019, the company expanded the scope of its efforts. In addition to reforestation, it is now working to create an environment where people and nature coexist in harmony through ecosystem conservation and restoration, the development of low-carbon communities, and the promotion of environmental education.
- Guided by the philosophy of "Mobility for All," Toyota donated 238 accessible vehicles for use at the 2022 Beijing Paralympic Games. Furthermore, in 2024, Toyota launched the "Supporting the Mobility of People with Disabilities with Love" project to support the freedom of movement for older adults and people with disabilities. Through the development and widespread adoption of a diverse range of accessible vehicles, Toyota is promoting the creation of a more accessible environment in China. To date, more than 177,000 people have benefited from this project.



Comparison of the Village Landscape
(Fengning County, Hebei Province)



Participants in the Accessibility Experience

3 Economic Contribution to the Country

- For many years, Toyota has grown alongside Chinese society as a good corporate citizen, contributing through job creation, human resource development, technological innovation, and environmental conservation.
- From 2002 to 2025, Toyota invested approximately CNY 155 billion in China to strengthen its manufacturing, R&D, supply chain, and sales and service networks, creating more than 130,000 jobs as of January 2026.
- Toyota and its affiliated companies paid approximately CNY 41.7 billion in taxes in China in fiscal year ended December 2025, including corporate income tax, customs duties, consumption tax, and value-added tax.



India

Toyota Presence since
1997

[Learn more](#)

1 History of Business Expansion

- Toyota’s business in India began with the establishment of Toyota Kirloskar Motor Private Limited (TKM) through a joint venture between Toyota and Kirloskar Systems Ltd in 1997. This was followed by the laying of the foundation stone for Plant 1 in 1998 and the start of “Qualis” production in 1999, marking the beginning of local manufacturing.
- Toyota expanded sales in India through the launch of major models in the 2000s, including “Camry”, “Corolla”, “Innova” and “Fortuner”. In 2010, Plant 2 became operational and “Etios” was launched. TKM entered into a business alliance with Suzuki in 2019. In 2022, the company began production and sale of the “Hyryder” and commenced exports to the Middle East and South Africa. As a result of these initiatives, cumulative vehicle sales in India reached 2 million units in 2022. The company also enhanced its sales infrastructure, expanding its dealer network to more than 675 outlets by 2026. Toyota has also strengthened its business foundation in India by promoting localization. The localization rate has risen from 45% in 2005 to 85% in 2023.
- In 2024, a new regional headquarters overseeing India and the Middle East was established in India, further strengthening India’s position as a key hub in Toyota’s regional strategy.

2 "Best-in-Town" Activities

- TKM has contributed to the development of India’s industrial workforce through technical education, talent development, and employment generation initiatives. Since 2007, the Toyota Technical Training Institute (TTTI) has trained more than 1,870 skilled technicians and supported their employment opportunities. Various programs launched under Toyota University have continued to promote capability development. TKM has also contributed to job creation by providing students with opportunities to gain practical work experience through its apprenticeship and vocational training programs benefiting more than 30,000 individuals since 2001.
- Further, in response to evolving societal expectations, TKM has enhanced a safe and supportive working environment for women and promoted greater diversity within its manufacturing operations. As a result of these efforts, the number of female employees reached 617 in 2026. Moreover, the TTTI campus has been expanded to accommodate 1,200 trainees, with 50% of that capacity allocated to women.



International Women’s Day Event

- TKM is promoting initiatives aimed at achieving carbon neutrality and becoming nature-positive. From 2013 to 2026, the company reduced vehicle-related CO₂ emissions by a cumulative total of 294 million kg compared to equivalent internal combustion engine (ICE) vehicles and is advancing net-zero initiatives across its business operations and the entire product lifecycle. Additionally, in 2026, approximately 87% of its electricity demand was met through renewable energy.
- Furthermore, under the theme of “4R (Reduce, Recycle, Reuse, Recharge),” the company is also working to conserve water resources and biodiversity. In 2026, approximately 90% of its production water demand was met through reclaimed water and rainwater, and it conducted an environmental awareness program for 10,095 students (a cumulative total of 62,729 since the inception). Furthermore, Toyota has contributed to the conservation and restoration of ecosystems by planting 328,000 trees since 2009 and supporting the conservation of 26 species listed on the IUCN* Red List.

*International Union for Conservation of Nature



“Hyryder”



“HyCross”



“Camry”



“Lexus ES”

Hybrid vehicles manufactured by TKM



Tree Planting and Ecosystem
Conservation Activities in the Eco-Zone

3 Economic Contribution to the Country

- From 1997 to 2026, TKM’s cumulative sales totaled 3,109,844 units, and cumulative exports reached 217,987 units. During the same period, TKM paid approximately INR 131.3 billion in direct taxes and INR 2.2 trillion in indirect taxes in India.
- Building on its continued business growth, TKM is working with state governments on new manufacturing investments and initiatives to create additional employment opportunities. In Karnataka, the company is scheduled to commence operations at a third plant with an annual production capacity of 100,000 units by the end of 2026. In Maharashtra, TKM is planning to construct a new manufacturing facility incorporating advanced environmental technologies.



Indonesia

📍 Toyota Presence since
1971

[🔗 Learn more](#)

1 History of Business Expansion

- In 1971, Toyota established Toyota Astra Motor (TAM) through a joint venture with Astra. Seiji Kato, then Vice President of Toyota Motor Sales, sent off the employees with the words, “When in doubt, always use whether it is in Indonesia’s best interest as your guiding principle.” This philosophy remains the foundation of the operations to this day.
- Through the start of local production of the “Kijang” in 1977, the commencement of exports in 1987, the establishment of Astra Daihatsu Motor (ADM) in 1992, and the founding of Toyota Motor Manufacturing Indonesia (TMMIN) in 2003, Toyota has worked alongside Astra to strengthen its manufacturing base and contribute to Indonesia’s continued development.
- Furthermore, Toyota has continued to evolve in terms of products and technology. In 2004, under the IMV (International Multi-Purpose Vehicle) strategy, it transformed the “Kijang”, a model widely beloved by the Indonesian people, into a global model, and in 2022, it introduced a hybrid electric vehicle (HEV), among other initiatives, to provide new value to customers.



Toyota Astra Motor

* HEV: Hybrid Electric Vehicle

2 "Best-in-Town" Activities

- Even during times of crisis, Toyota remained committed to working hand in hand with the people of Indonesia to build prosperity. Although the TAM office building sustained extensive damage during the Malari Incident in 1974, Toyota pledged not to lay off any employees as a result of that incident and established the Toyota Astra Foundation that same year to provide scholarships. Even when the automotive industry faced hardship during the 1997 Asian financial crisis, the company and its employees worked as one to overcome the crisis and maintain both business operations and employment.
- In addition to these efforts, as the government promoted the localization of automobile production to foster domestic industry and expand employment, Toyota responded to local demand for practical and sturdy vehicles by specifically developing the “Kijang” for the Indonesian market in 1977.

- The “Kijang” has been widely embraced by the Indonesian people as a vehicle that combines durability with affordability and has grown to become one of the country’s leading three-row MPVs. In 2003, it became the first vehicle produced in Indonesia to reach a cumulative production total of 1 million units, and it has continued to evolve in response to changing customer needs ever since.
- In addition to manufacturing vehicles, Toyota has been committed to education, human resource development, and addressing social issues. In 2015, Toyota established the Akademi Komunitas Toyota Indonesia (AKTI), or Toyota Indonesia Academy, in collaboration with the Ministry of Industry, the Ministry of Education, and the Ministry of Manpower to promote the development of industrial talent. Additionally, the Toyota Astra Foundation has provided scholarships to more than 110,000 people since 1976. Furthermore, Toyota contributes to building a sustainable society through environmental education via the Toyota Eco-Youth program, as well as through support for small and medium-sized enterprises and the Indonesian Red Cross.



Ceremony to Hand Over the First-Generation “Kijang” to the Red Cross
President Suharto also attended (front left)



Toyota Astra Foundation

3 Economic Contribution to the Country

- For the fiscal year ended March 2026, Toyota’s consolidated production volume in Indonesia reached 698,000 units, while domestic sales totaled 419,000 units. Since the establishment of TAM in 1971, cumulative exports from Indonesia have exceeded 3 million units, and cumulative production has surpassed 14 million units, demonstrating that Indonesia continues to grow as a key production and export hub for Toyota.
- Toyota has invested over IDR 100 trillion in Indonesia and supports employment for more than 360,000 people through its suppliers and sales network. Toyota also contributes to Indonesia through taxes amounting to IDR several trillion annually.
- Toyota’s economic contributions extend beyond production and sales. By achieving high local sourcing rates, 85% for the “Kijang Innova” and 86% for the “Avanza” / “Xenia”, the company supports the development of the supply chain. Furthermore, through a nationwide sales and service network that covers new vehicle sales, financing, maintenance, trade-ins, and used vehicle sales, Toyota provides comprehensive support for customers’ mobility needs.



Australia

Toyota Presence since
1959

[Learn more](#)

1 History of Business Expansion

- Toyota Motor Corporation Australia (TMCA) began operations in Australia in 1959 with the launch of the “Land Cruiser”. The company developed the country into a key production and export hub, starting local manufacturing and assembly in 1963 and beginning exports of Australian-made vehicles to Thailand in 1993 and to the Middle East in 1996.
- In 2009, the company began production of the “Camry Hybrid”, marking the first local production of a hybrid vehicle in the country. Even after production ended in 2017, the company transitioned to a sales and marketing organization and continues to maintain a strong presence in the Australian market, having ranked first in vehicle sales for 23 consecutive years.
- Since 2016, TMCA has invested a cumulative total of over AUD 450 million in facilities across Australia. One of its flagship initiatives was the establishment of the “Centre of Excellence” at the former Altona manufacturing site, followed by the opening of the “Hydrogen Centre” in 2021. These facilities now serve as core hubs for promoting sustainable mobility and fostering innovation, thereby supporting the strengthening of TMCA’s business foundation in Australia.



Centre of Excellence

2 "Best-in-Town" Activities

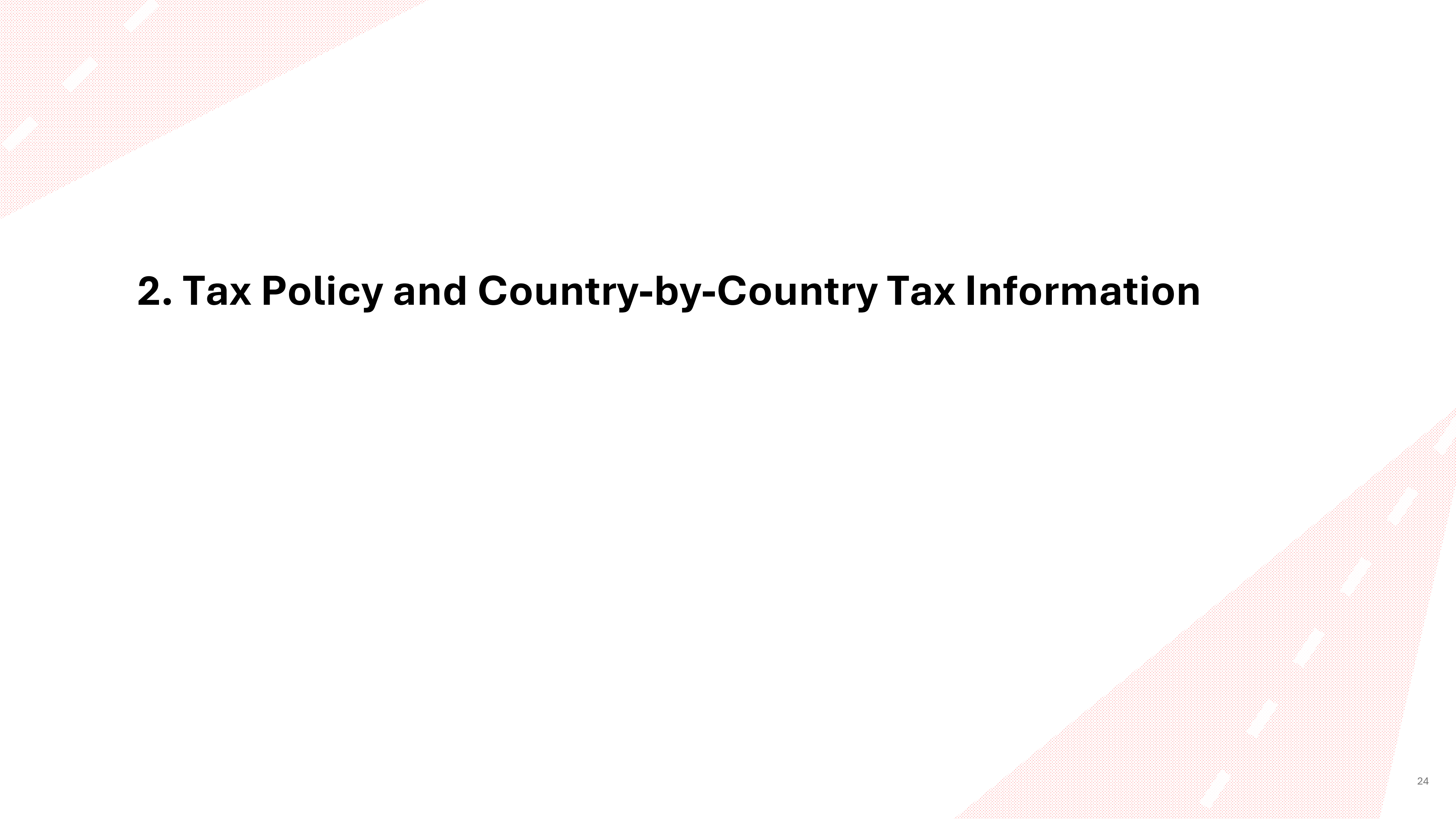
- Under its 2022-2025 Social Impact Strategy, TMCA is working alongside its team members to address critical social issues. Since fiscal year 2019, the company has contributed 1% of its pre-tax profit annually to social contribution and community programs, continuing its commitment to giving back to local communities.
- In addition to donating 1% of its pre-tax profit, TMCA continues to contribute to local communities through partnerships and fundraising activities. Examples of key initiatives include the following:

Key Initiatives

- Since 2008, through the “Good for” grassroots sports program, TMCA has helped raise a cumulative total of over AUD 22 million for local soccer and cricket clubs.
- In the fiscal year ended March 2026, through the Tamworth Country Music Festival, TMCA raised over AUD 54,000 for SORA Community Services, a local social welfare organization.
- Through the Lexus brand, TMCA donated AUD 50,000 to “Tour de Cure,” an organization supporting cancer research.
- Since 2017, TMCA has supported its partner organizations, the Cowboys Community Foundation and NRL Cowboys House, to help expand educational opportunities and support community outreach in Indigenous communities.

3 Economic Contribution to the Country

- In the fiscal year ended March 2026, Toyota and its consolidated tax group paid AUD 489 million in taxes, helping to fund essential public services and infrastructure.
- Toyota’s commitment to supporting local communities in Australia is reflected in its strong focus on domestic sourcing, with AUD 1.5 billion spent on Australian suppliers.
- The extensive network of Toyota Australia, Toyota Finance Australia, and authorized Toyota dealerships creates jobs and business opportunities, contributing to local economies and communities.



2. Tax Policy and Country-by-Country Tax Information

Our Approach to Tax and Tax Policy

1. Overview of Our Concept of Tax Payments

Toyota's founding philosophy was to contribute to the national economy by establishing an automobile industry, by "enriching people's lives through car making" and "creating employment and enriching the local economy by paying taxes as a locally rooted company".

Toyota will seek to achieve sustainable results through the Toyota Production System ("TPS") and cost reduction, and commits to its responsibility to making the appropriate tax payments as the most basic form of social contribution in the communities in which Toyota conducts its operations.

2. Tax Principles

■ Compliance

Toyota complies with local applicable laws and regulations in all jurisdictions in which we operate our business as well as relevant international tax standards, such as the OECD Transfer Pricing Guidelines, arm's-length standards, as established by international organizations. In addition, Toyota structures its normal business operations consistent with our low tolerance for tax risk and does not plan into tax avoidance structures outside of our normal business operations.

■ Governance

Tax compliance falls under the responsibility of the Chief Financial Officer. Across our businesses, Toyota ensures oversight and governance of tax matters through internal review and approval procedures by members of the Regional Tax Function, local entities and Executive Boards where appropriate, consistent with our risk management framework.

When we face tax issues, Toyota Motor Corporation or its Regional headquarters in cooperation with each applicable local entity, will seek to resolve them in a timely fashion. At the same time, we define highly important issues based on business criteria. These issues are reported and evaluated in our board of directors' meeting regularly. These issues are reported to Audit and Supervisory Committee regularly as well. Toyota is committed to educating its employees on complying with its tax policy through trainings and e learnings. We value tax transparency by actively strengthening tax governance throughout the Toyota organization by partnering with our business divisions and through strict internal controls and high standards.

■ Shareholder engagement

In order to optimize tax expense and improve shareholder value, we aim to strengthen the above governance and utilize tax incentives in line with the business substance of our operations to provide sustainable results within the parameters of our strategic and commercial objectives.

■ Good relationship with tax authorities

We seek to develop and maintain good relationships with tax authorities by being open, constructive and transparent, based on integrity and mutual trust and respect. Where there is a difference of opinion between the tax authorities and Toyota on a particular tax matter due to the complexity of the tax laws and regulations, Toyota seeks to work collaboratively with the tax authorities in order to resolve disputes and to achieve early agreement. Sometimes, however, it could be necessary for these differences in interpretation to proceed to national or supranational resolution procedures to clarify the interpretation of the law.

■ Prevention and elimination of double taxation

Toyota adheres to the arm's length principles as defined by the OECD and allocates income according to business functions and risks appropriately in order to prevent double taxation.

When we face double taxation, we seek to eliminate it by applying available tax relief systems in each country or the mutual agreement procedure regulated in the tax treaties.

Country-by-Country Report (CbCR) for the Fiscal Year Ended March 2026

Country	Revenues (Million JPY)	Profit (Loss) before tax (Million JPY)	Income tax accrued (Million JPY)	Income tax paid (Million JPY)	Accumulated earnings (Million JPY)	Number of employees (Persons)	Tangible assets (excluding cash and cash equivalents) (Million JPY)	Effective tax rate (%)		Statutory tax rate (%)	Main Business Overview			
											R&D	Manufacturing	Sales & Marketing	Services (after-sales services, financial services, etc.)
Argentina	1,308,192	36,774	742	-4,423	-65,745	7,718	228,085	(*1)	2%	35%		✓	✓	✓
Australia	1,645,419	100,973	38,847	49,217	314,321	3,109	532,350		38%	30%			✓	✓
Austria	81,591	213	84	206	-3,240	115	15,299	(*2)	39%	23%			✓	✓
Belgium	6,499,234	58,928	19,863	19,539	679,303	3,281	354,042		34%	25%	✓		✓	✓
Brazil	1,227,904	77,318	15,171	18,176	303,901	9,083	348,639	(*3)	20%	34%		✓	✓	✓
Canada	3,528,240	32,929	34,581	50,267	297,074	10,857	465,413	(*4)	105%	26%		✓	✓	✓
China	2,636,141	207,622	62,417	58,714	569,549	11,824	645,409		30%	25%	✓	✓	✓	✓
Czech Republic	587,361	5,257	2,050	6,400	-1,481	3,463	117,269	(*5)	39%	21%		✓	✓	✓
Denmark	108,519	4,912	1,041	357	17,079	116	23,062		21%	22%			✓	✓
Estonia	96,800	1,590	535	535	7,011	40	6,803	(*6)	34%	22%			✓	✓
Finland	139,601	7,281	2,231	1,572	25,439	458	30,230	(*7)	31%	20%	✓		✓	✓
France	1,503,177	38,885	14,081	23,698	133,793	5,321	298,366		36%	36%	✓	✓	✓	✓
Germany	610,138	7,013	3,229	1,759	90,517	1,345	247,276	(*8)	46%	30%	✓		✓	✓
Greece	534	39	14	8	118	29	68	(*9)	36%	22%				✓
Hungary	90,427	1,755	727	724	2,482	67	6,384	(*10)	41%	9%			✓	✓
India	1,355,499	144,980	37,433	2,831	194,350	17,574	225,942		26%	25%		✓	✓	✓
Indonesia	1,714,902	132,664	29,390	34,109	339,920	23,539	282,881		22%	22%		✓	✓	✓
Ireland	7,461	1,277	188	782	3,255	50	3,118		15%	13%				✓
Italy	649,204	19,083	6,137	858	50,305	424	186,102		32%	28%			✓	✓
Japan	34,810,973	3,488,963	950,472	684,596	30,292,936	272,118	6,795,065		27%	30%	✓	✓	✓	✓
Mexico	2,233,921	-147,011	17,593	20,721	-42,617	7,346	471,458	(*11)	-12%	30%		✓	✓	✓
Netherlands	221,364	33,239	6,086	6,248	71,295	155	105,638		18%	26%				✓
Panama	3,888	1	0	0	271	0	20,815	(*12)	0%	25%				✓
Poland	1,238,949	22,591	4,714	10,758	22,913	3,341	508,453		21%	19%		✓	✓	✓
Portugal	23,731	2,362	812	566	4,769	173	61,318		34%	30%				✓
Russia	30,578	6,228	1,206	1,255	34,143	220	5,819		19%	25%			✓	✓
Singapore	3,611,422	98,981	18,290	22,599	115,221	545	14,361		18%	17%			✓	✓
Slovakia	4,391	559	133	131	1,464	48	6,402		24%	24%			✓	✓
South Africa	1,063,559	38,952	15,715	15,645	212,469	8,959	310,930	(*13)	40%	27%		✓	✓	✓
Spain	658,519	26,766	9,183	8,573	94,517	375	224,290		34%	25%			✓	✓
Sweden	169,312	4,936	1,057	1,861	28,147	281	51,828		21%	21%			✓	✓
Thailand	5,048,710	236,949	49,848	51,505	647,835	26,221	497,017		21%	20%	✓	✓	✓	✓
Turkey	1,283,190	17,221	4,299	1,238	10,359	4,661	102,761		25%	25%		✓		✓
United Arab Emirates	3,577	521	68	0	788	22	0		13%	9%			✓	✓
UK	1,212,517	16,002	4,630	8,531	481	4,247	386,568		29%	25%		✓	✓	✓
USA	37,424,314	-6,016	-23,721	49,773	3,954,564	54,011	9,705,725	(*14)	394%	26%	✓	✓	✓	✓
Other	1,948,810	136,879	31,853	28,061	448,877	12,198	537,349		-	-	-	-	-	-
Total	114,782,067	4,857,616	1,360,999	1,177,389	38,856,384	493,334	23,822,538		-	-	-	-	-	-

• The above amounts are based on CbCR submitted to the Japanese tax authorities and may not reconcile with the consolidated financial statements.

• (*) Additional details are provided on the following page.

Country-by-Country Report (CbCR) for the Fiscal Year Ended March 2026

•Notes on Countries Where the Effective and Statutory Tax Rates Differ by More Than 10 Percentage Points

No.	Country	Supplementary Notes on the Difference
(*1)	Argentina	The effective tax rate is lower because tax deductions arising from the reversal of temporary differences and other factors resulted in tax loss carryforwards.
(*2)	Austria	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*3)	Brazil	The effective tax rate is lower because, under a Brazilian-specific tax regime, profit distributions to shareholders are deductible for tax purposes.
(*4)	Canada	The effective tax rate is high because some entities incurred losses before tax, which reduced the country’s overall profit before tax.
(*5)	Czech Republic	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*6)	Estonia	The effective tax rate is higher due to a tax regime under which corporate income tax is levied when profits are distributed, including through dividends.
(*7)	Finland	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*8)	Germany	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*9)	Greece	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*10)	Hungary	The effective tax rate is higher primarily due to income taxes other than corporate income tax.
(*11)	Mexico	Although a pre-tax loss was reported on an aggregate basis for the country, certain entities recognized current tax expenses on their profits, resulting in a negative effective tax rate.
(*12)	Panama	Because the constituent entity earns only foreign-source income, no corporate income tax is imposed in Panama.
(*13)	South Africa	The effective tax rate is higher primarily due to non-deductible expenses for tax purposes.
(*14)	USA	At the country level, a pre-tax loss was reported. In addition, the current tax expense was negative, mainly due to the carryback of unused tax credits generated during the year against the previous year’s corporate income tax.

•Definitions and Calculation Methods for CbCR Items

Item	Definition and calculation method (in accordance with the National Tax Agency’s instructions for completing CbCR information)
Revenues	Total revenues reported in the income statement (excluding dividends received from related parties)
Profit (Loss) before tax	Profit (loss) before income tax reported in the income statement (excluding dividends received from related parties)
Income taxes accrued	The amount of corporate income taxes reported in the income statement, excluding withholding taxes on dividends received from related parties and additional taxes assessed for fiscal years preceding the current fiscal year.
Income taxes paid	The net amount of taxes paid or refunded during the relevant fiscal year, excluding withholding taxes on dividends received from related parties.
Accumulated earnings	Total accumulated earnings in the balance sheet
Number of employees (persons)	Total number of full-time-equivalent employees
Tangible assets (excluding cash and cash equivalents)	Total tangible assets reported in the balance sheet, excluding cash and cash equivalents
Effective tax rate (%)	Effective tax rate (Income tax accrued / Profit (Loss) before income tax in CbCR)
Statutory tax rate (%)	Statutory income tax rate applicable to taxable income under the laws of each country

- Scope of Related Parties: Related parties, referring to constituent entities, etc. as defined in Article 66-4-4, Paragraph 4, Item 4 of the Act on Special Measures Concerning Taxation, are subsidiaries whose assets, liabilities, income, and expenses are consolidated and presented in the consolidated financial statements.
- Financial Statements and Other Information Used: This CbCR is prepared using the consolidation package underlying the consolidated financial statements, in accordance with IFRS.
- Exchange Rates: Balance sheet items in this CbCR are translated into Japanese yen using the exchange rate as of the fiscal year-end, while income statement items and taxes paid are translated using the average exchange rate for the fiscal year.

The image features the Toyota logo, which consists of the word "TOYOTA" in a bold, red, sans-serif font. The logo is centered horizontally and vertically on a white background. In the top-left and bottom-right corners, there are decorative elements: a red, textured triangular shape with white dashed lines, resembling a road or a stylized 'Y' shape, pointing towards the center.

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