

# FY2021 Financial Results



bZ4X

Toyota Motor Corporation

May 12, 2021

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

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

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

### Caution concerning Insider Trading

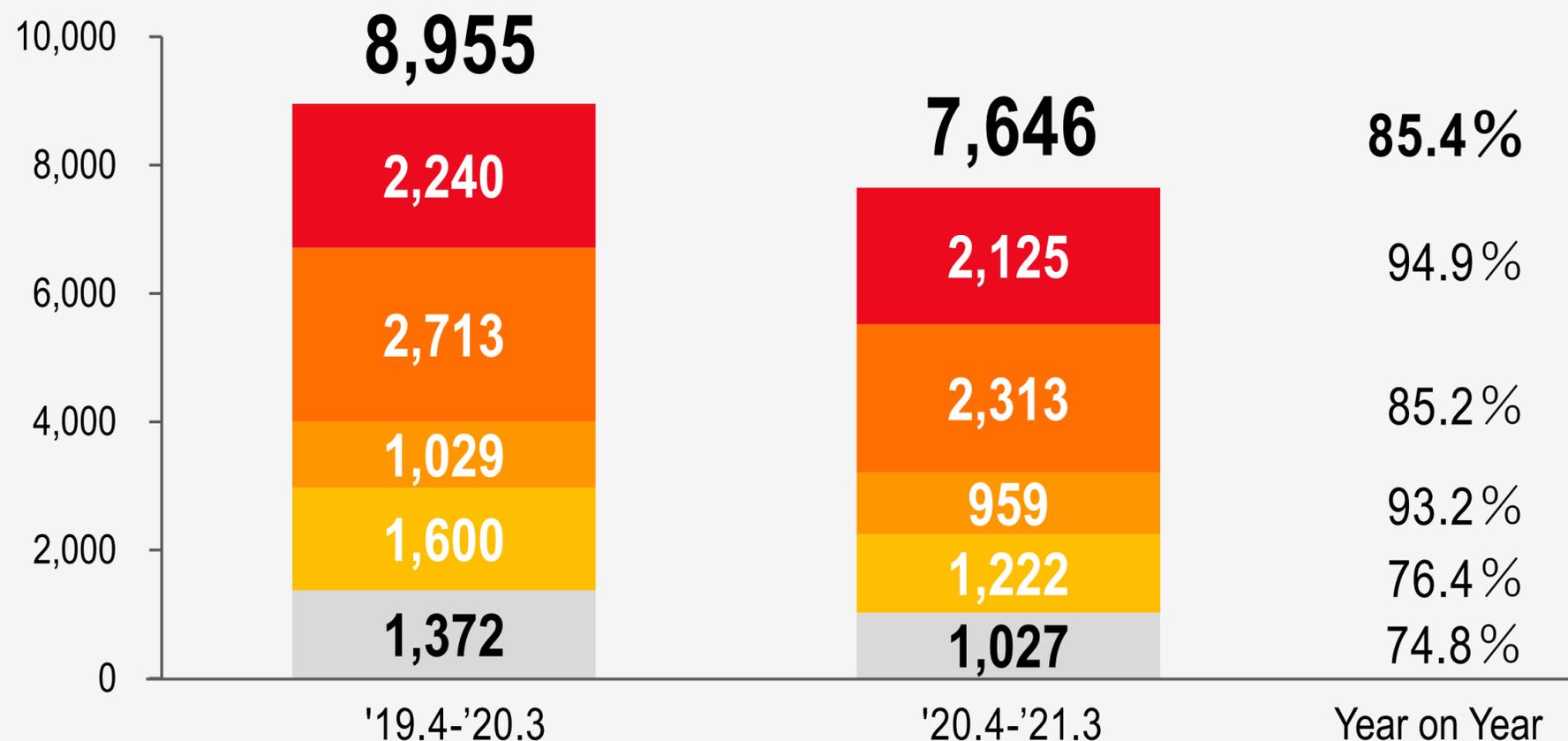
Under Japanese securities laws and regulations (the "Regulations"), subject to certain exceptions, any person who receives certain material information relating to the business, etc. of Toyota which may be contained in this document is prohibited from trading in Toyota's shares or certain other transactions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

# FY2021 Financial Performance

Toyota Motor Corporation voluntarily adopted International Financial Reporting Standards (IFRS) from the first quarter of the fiscal year ending March 2021. Therefore, the contents from the next page are described based on IFRS.

# Consolidated Vehicle Sales

(thousands of vehicles)



- Japan
- N. America
- Europe
- Asia
- Other  
Central and South America, Oceania, Africa, The Middle East, etc.

## <Reference>

Toyota and Lexus vehicle sales	<b>9,466</b>	<b>9,087</b>	<b>96.0%</b>
Electrified vehicles [ratio]	<b>1,919</b> [20.3%]	<b>2,155</b> [23.7%]	<b>112.3%</b>
HEV	1,858	2,087	112.3%
PHEV	58	59	102.0%
BEV	-	6	-
FCEV	2	3	143.8%
<b>Total retail vehicle sales</b>	<b>10,457</b>	<b>9,920</b>	<b>94.9%</b>

# Consolidated Financial Summary

(billions of yen)

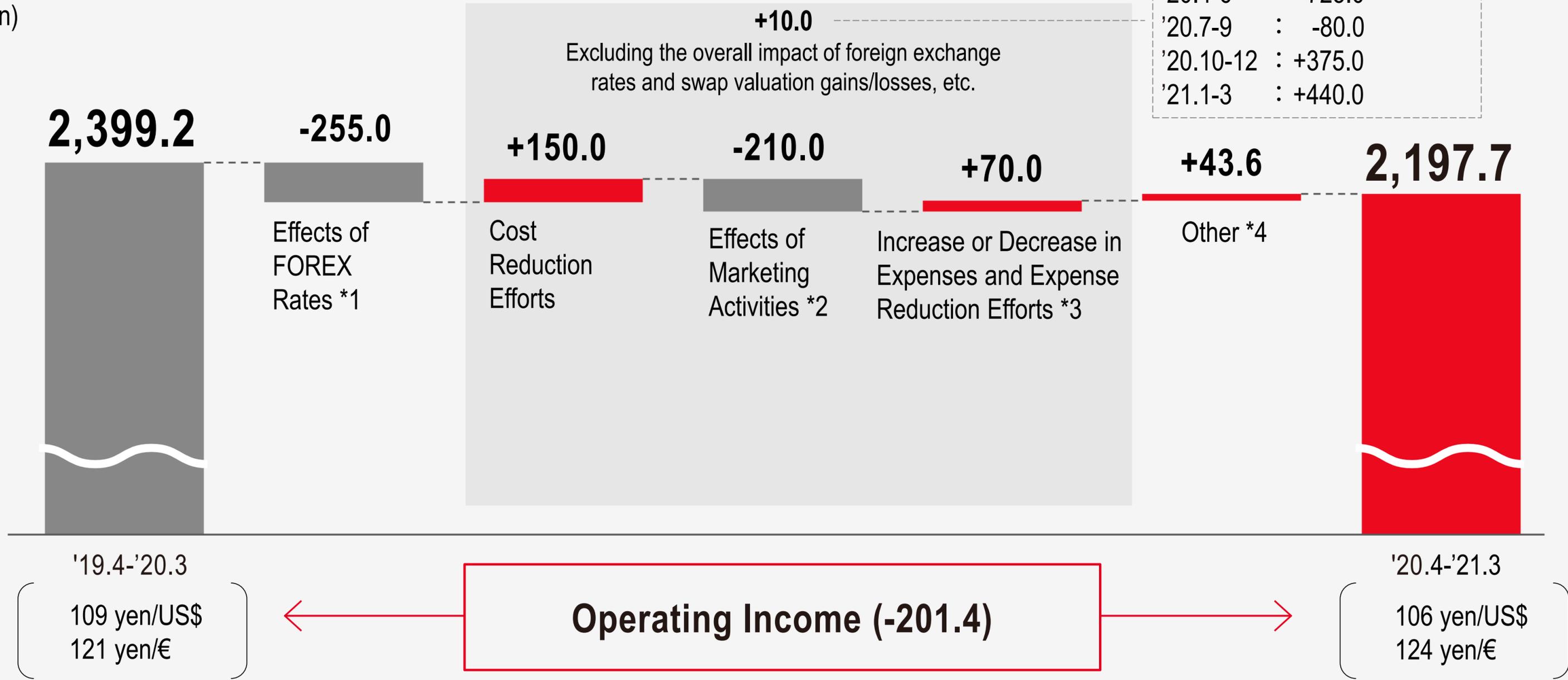
		FY2021 '20.4-'21.3	FY2020 '19.4-'20.3	Change
<b>Sales Revenues</b>		<b>27,214.5</b>	<b>29,866.5</b>	<b>-2,651.9</b>
<b>Operating Income</b>		<b>2,197.7</b>	<b>2,399.2</b>	<b>-201.4</b>
Margin		8.1%	8.0%	
Other Income		734.6	393.7	+340.8
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		351.0 * 1	310.2	+40.7
<b>Income before Income Taxes</b>		<b>2,932.3</b>	<b>2,792.9</b>	<b>+139.4</b>
<b>Net Income Attributable to Toyota Motor Corporation</b>		<b>2,245.2</b>	<b>2,036.1</b>	<b>+209.1</b>
Margin		8.3%	6.8%	
FOREX Rates	US\$	106yen	109yen	-3yen
	€	124yen	121yen	+3yen

\*1 Regarding Japan: 179.0 (+9.9 billion yen year on year), China: 170.4 (+59.8), Other: 1.4 (-29.0)

# Analysis of Consolidated Operating Income

(billions of yen)

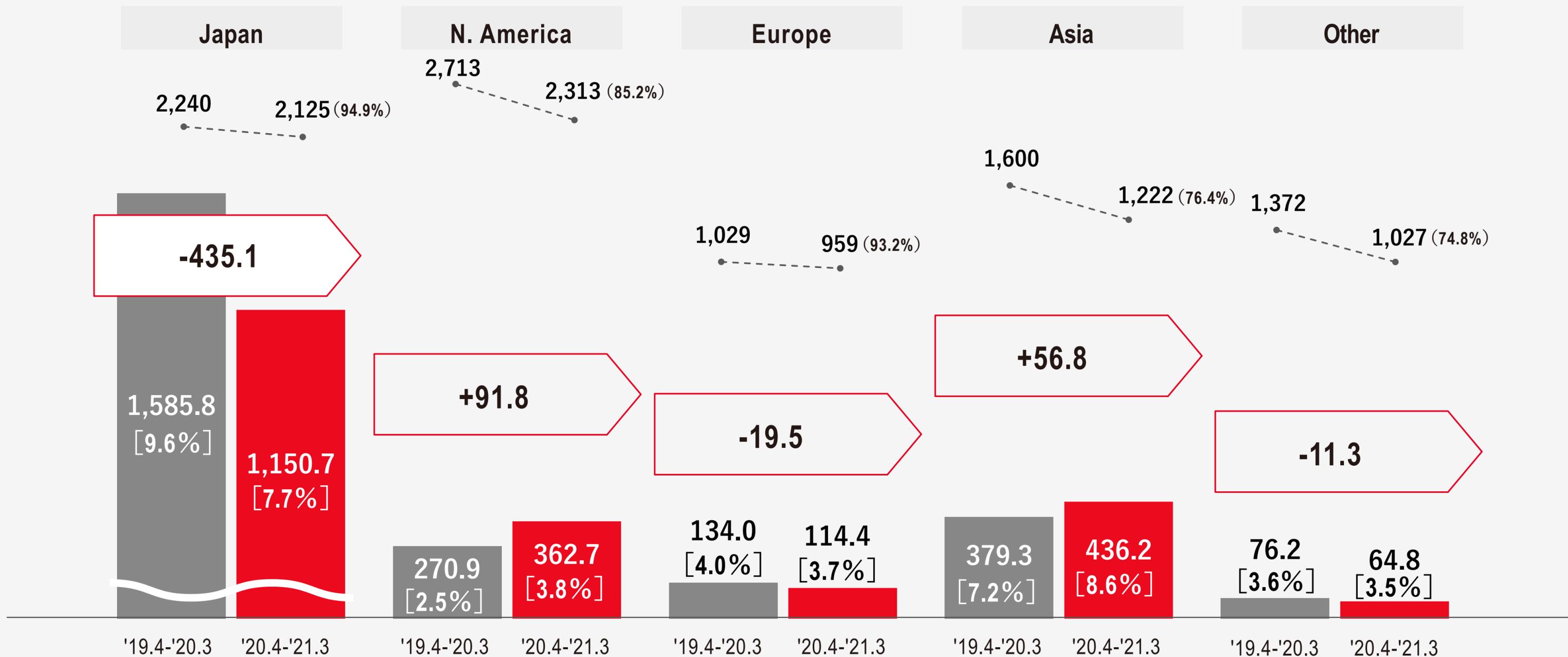
By quarter (billions of yen)  
 '20.4-6 : -725.0  
 '20.7-9 : -80.0  
 '20.10-12 : +375.0  
 '21.1-3 : +440.0



*1.Details		*2.Details		*3.Details		*4.Details		
Transactional(Imports/Exports)	-210.0	Translational FOREX impact concerning overseas subsidiaries	-5.0	Volume, Model Mix	-745.0	Labor Costs	+15.0	
US\$	-125.0	Other	-40.0	Financial Services	+180.0	Depreciation	-55.0	
€	+20.0			Other	+355.0	R&D Expenses	+10.0	
Other	-105.0					Expenses, etc.	+100.0	
							Valuation Gains/Losses from Swaps, etc.	+43.6

# Geographic Operating Income

■ Operating Income (billions of yen) (Excluding Valuation Gains/Losses from Interest Rate Swaps, etc.) [ ] margin    - - - Consolidated Vehicle Sales (thousands of vehicles)

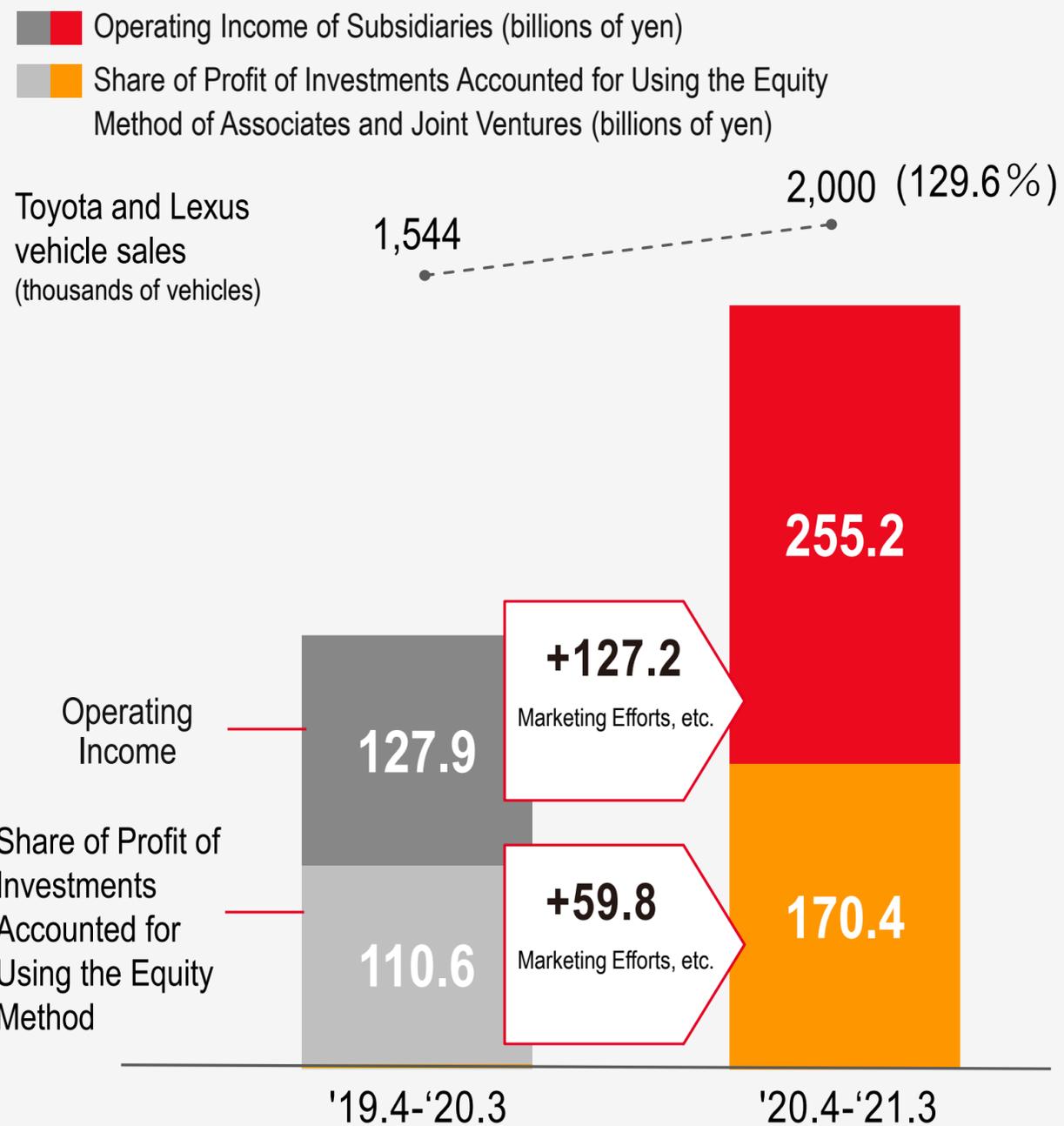


Operating Income including Valuation Gains/Losses from Interest Rate Swaps, etc. (billions of yen)

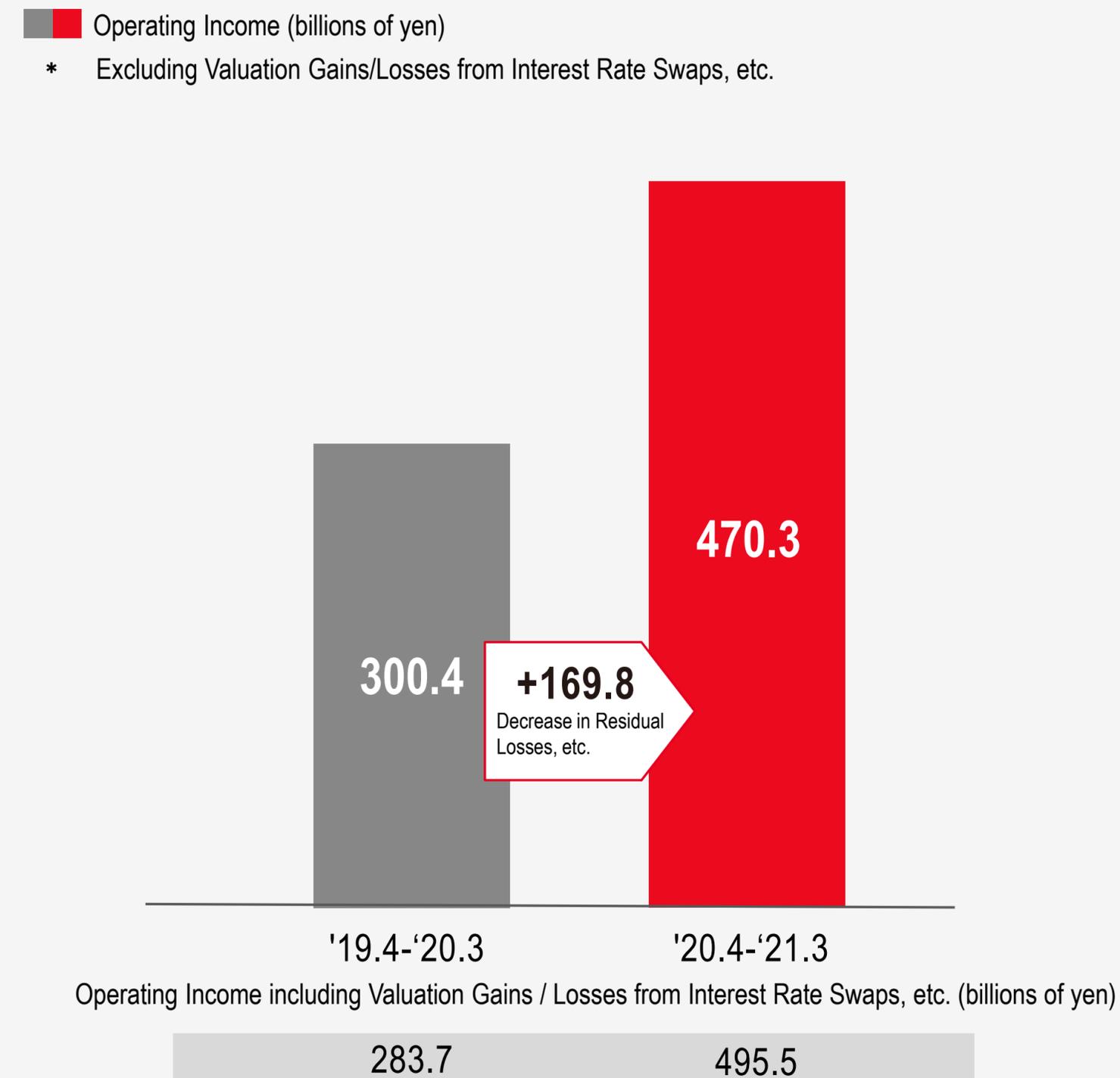
'19.4-'20.3	'20.4-'21.3	'19.4-'20.3	'20.4-'21.3	'19.4-'20.3	'20.4-'21.3	'19.4-'20.3	'20.4-'21.3	'19.4-'20.3	'20.4-'21.3
1,585.2	1,149.2	253.2	401.3	143.8	107.9	363.5	435.9	84.0	59.8

# China Business / Financial Services

## (Reference) China Business



## Financial Services Operating Income



# Shareholder Return

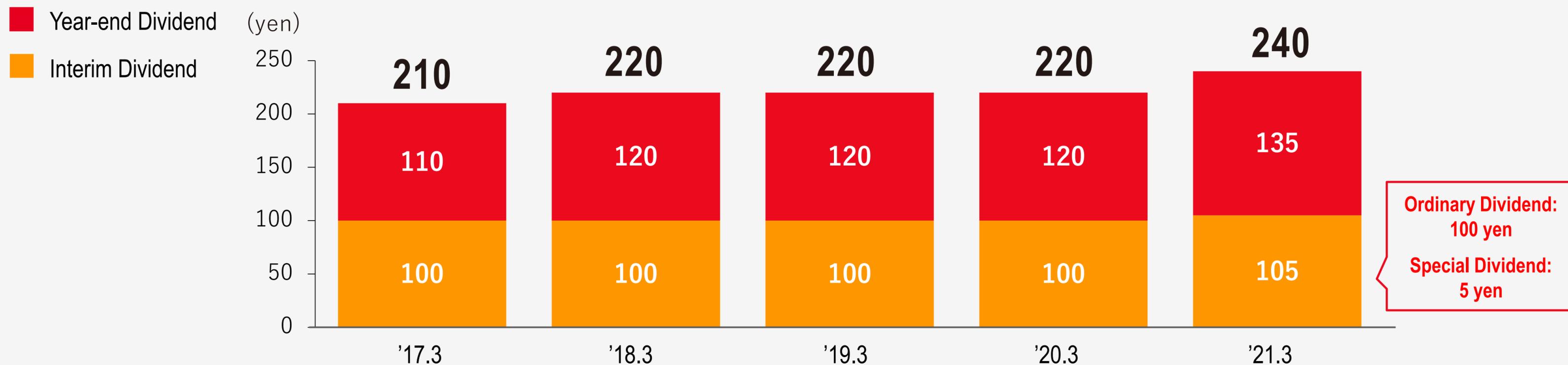
# Shareholder Return : Dividends (Common Shares)

'17.3 – '19.3 : US GAAP

'20.3 – '21.3 : IFRS

**TOYOTA**

**We will continue to aim to pay stable and sustainable dividends while maintaining and improving upon our consolidated dividend payout ratio benchmark of 30%.**



	'17.3	'18.3	'19.3	'20.3	'21.3	
Interim	Total Amount of Dividends (billions of yen)	300.3	293.4	286.9	278.9	293.5
	Payout Ratio *1	32.1%	27.8%	23.4%	24.5%	46.6%
Full Year	Total Amount of Dividends (billions of yen)	627.5	642.6	626.8	610.8	671.0
	Payout Ratio *2	34.6%	26.1%	33.8%	30.2%	29.8%

\*1 Interim Payout Ratio = (Interim dividend per common share) ÷ (Interim net income attributable to Toyota Motor Corporation per common share)

\*2 Full Year Payout Ratio = (Full year dividend per common share) ÷ (Full year net income attributable to Toyota Motor Corporation per common share)

# Shareholder Return : Share Repurchases

'17.3 – '19.3 : US GAAP

'20.3 – '21.3 : IFRS

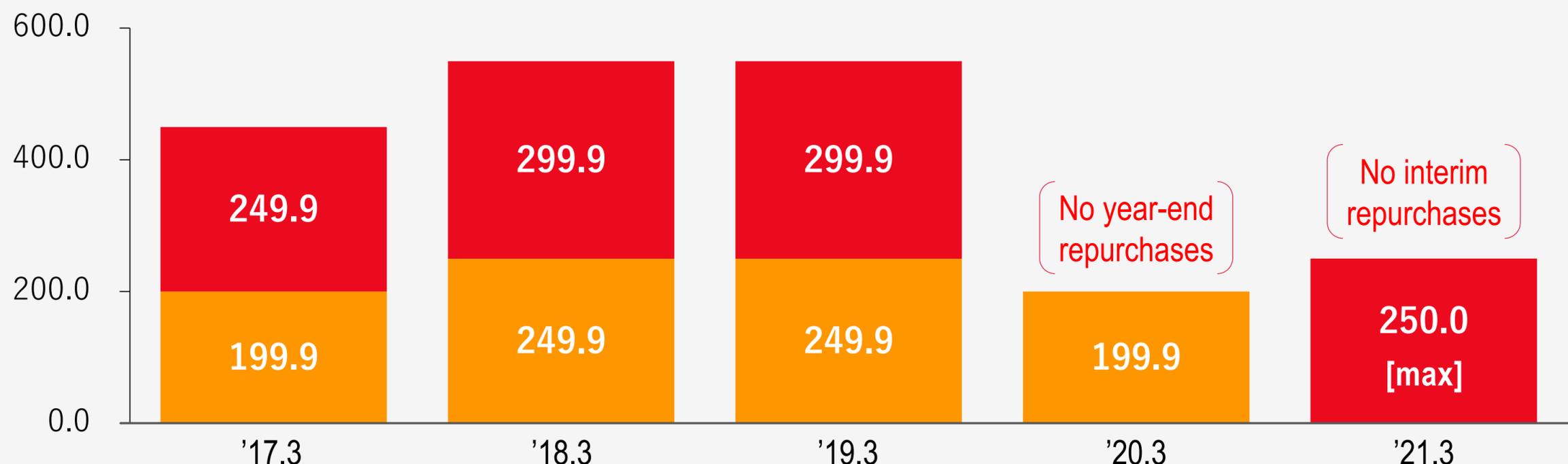
**TOYOTA**

**We will continue to implement share repurchases in a flexible manner, taking into account various factors including investment in growth, dividend levels, liquidity, share price levels, and other factors.**

(billions of yen)

## Amount of Share Repurchase

- Year-end Repurchases
- Interim Repurchases



	'17.3	'18.3	'19.3	'20.3	'21.3
<b>Share Repurchases</b>	<b>449.9</b>	<b>549.9</b>	<b>549.9</b>	<b>199.9</b>	<b>250.0</b> [max]
Total Amount of Dividends* <sup>1</sup>	632.4	650.1	636.7	610.8	671.0
Total Shareholder Return* <sup>1</sup>	1,082.4	1,200.0	1,186.7	810.8	921.0 [max]
(Total Return Ratio* <sup>2</sup> )	(59.1%)	(48.1%)	(63.0%)	(39.8%)	(41.0%) [max]

\*1 Including dividends on first series Model AA class shares (Excluding dividends on first series Model AA class shares from fiscal year ended March 2020 as a result of applying IFRS)

\*2 Total Return Ratio= (Total Shareholder Return) ÷ (Full year net income attributable to Toyota Motor Corporation)

# Stock Split (Common Shares)

## Outline

- **Split Ratio : Each share will be divided into 5 shares**
- **Record Date : September 30, 2021**
- **Effective Date : October 1, 2021**

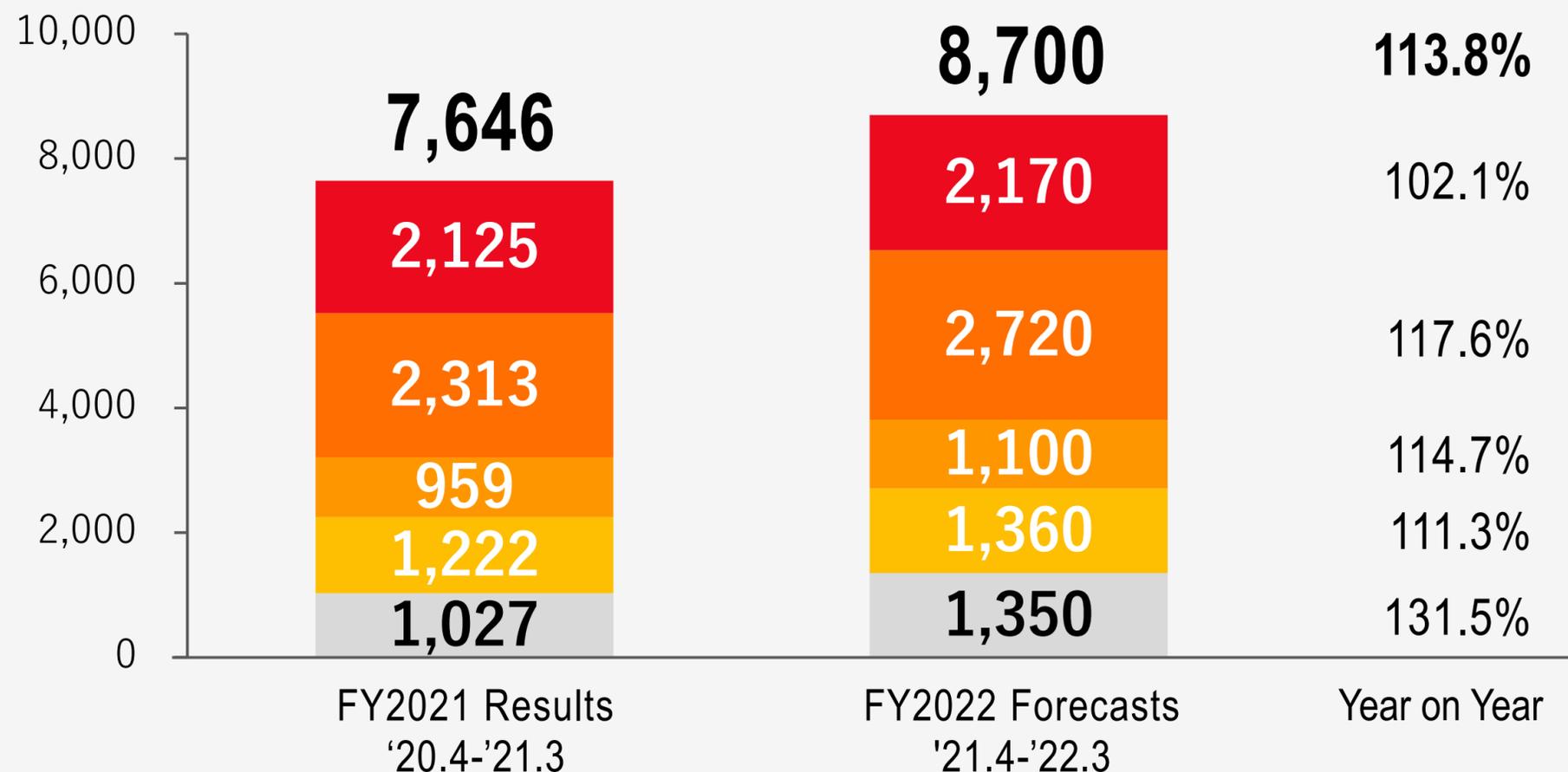
## Purpose

- **To reduce the minimum investment price, thereby creating an environment where it is easier to invest in Toyota's shares.**

# **FY2022 Financial Forecasts**

# FY2022 Forecasts: Consolidated Vehicle Sales

(thousands of vehicles)



- Japan
- N. America
- Europe
- Asia
- Other  
Central and South America, Oceania, Africa, The Middle East, etc.

<Reference>

Toyota and Lexus vehicle sales	<b>9,087</b>	<b>9,600</b>	<b>105.6%</b>
Electrified vehicles [ratio]	<b>2,155</b> [23.7%]	<b>2,800</b> [29.2%]	<b>129.9%</b>
HEV	2,087	2,670	128.0%
PHEV	59	100	168.2%
BEV	6	20	349.6%
FCEV	3	10	301.2%
<b>Total retail vehicle sales</b>	<b>9,920</b>	<b>10,550</b>	<b>106.4%</b>

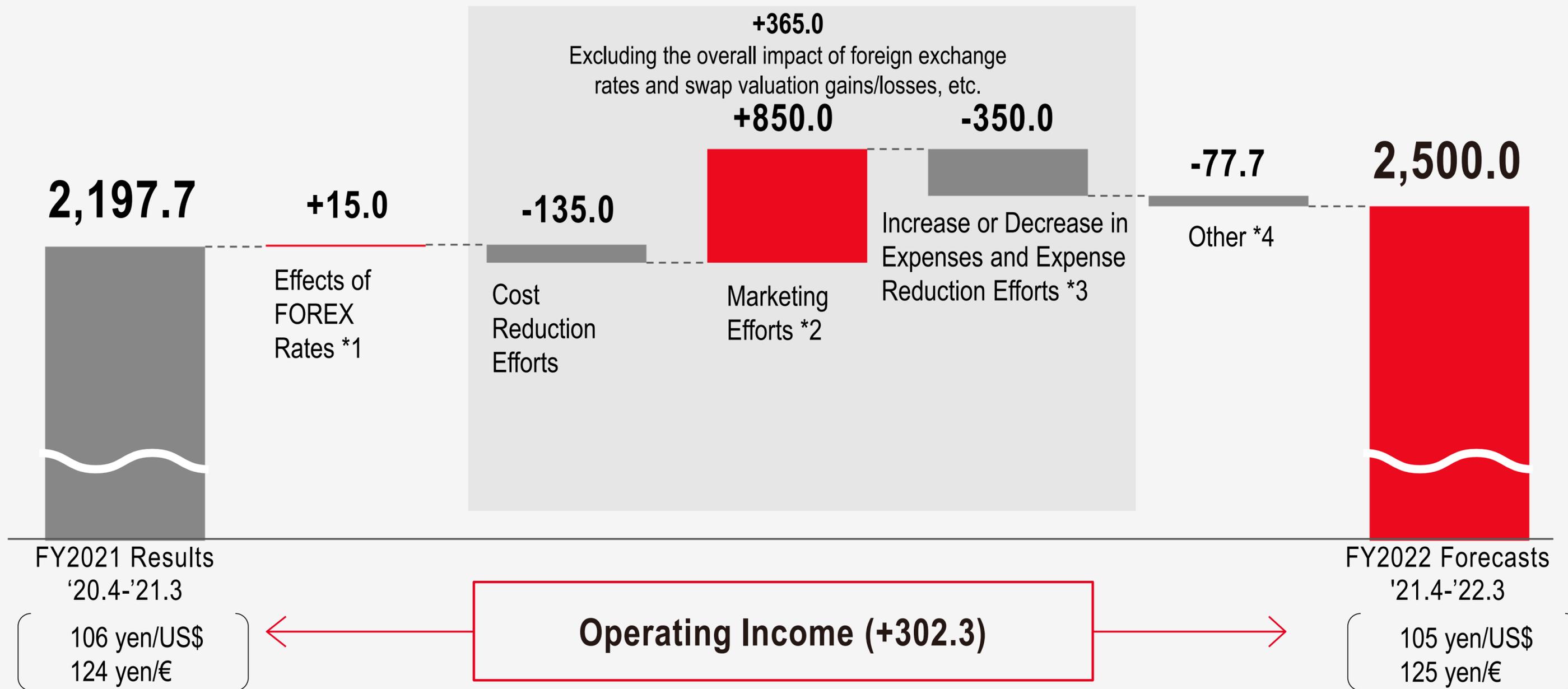
# FY2022 Forecasts: Consolidated Financial Summary

(billions of yen)

	FY2022 Forecasts '21.4-'22.3	FY2021 Results '20.4-'21.3	Change	
<b>Sales Revenues</b>	<b>30,000.0</b>	<b>27,214.5</b>	<b>+2,785.5</b>	
<b>Operating Income</b>	<b>2,500.0</b>	<b>2,197.7</b>	<b>+302.3</b>	
Margin	8.3%	8.1%		
<b>Other Income</b>	<b>610.0</b>	<b>734.6</b>	<b>-124.6</b>	
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	430.0	351.0	+79.0	
<b>Income before Income Taxes</b>	<b>3,110.0</b>	<b>2,932.3</b>	<b>+177.7</b>	
<b>Net Income Attributable to Toyota Motor Corporation</b>	<b>2,300.0</b>	<b>2,245.2</b>	<b>+54.8</b>	
Margin	7.7%	8.3%		
FOREX Rates	US\$	105yen	106yen	-1yen
	€	125yen	124yen	+1yen

# Analysis of FY2022 Forecasts: Consolidated Operating Income

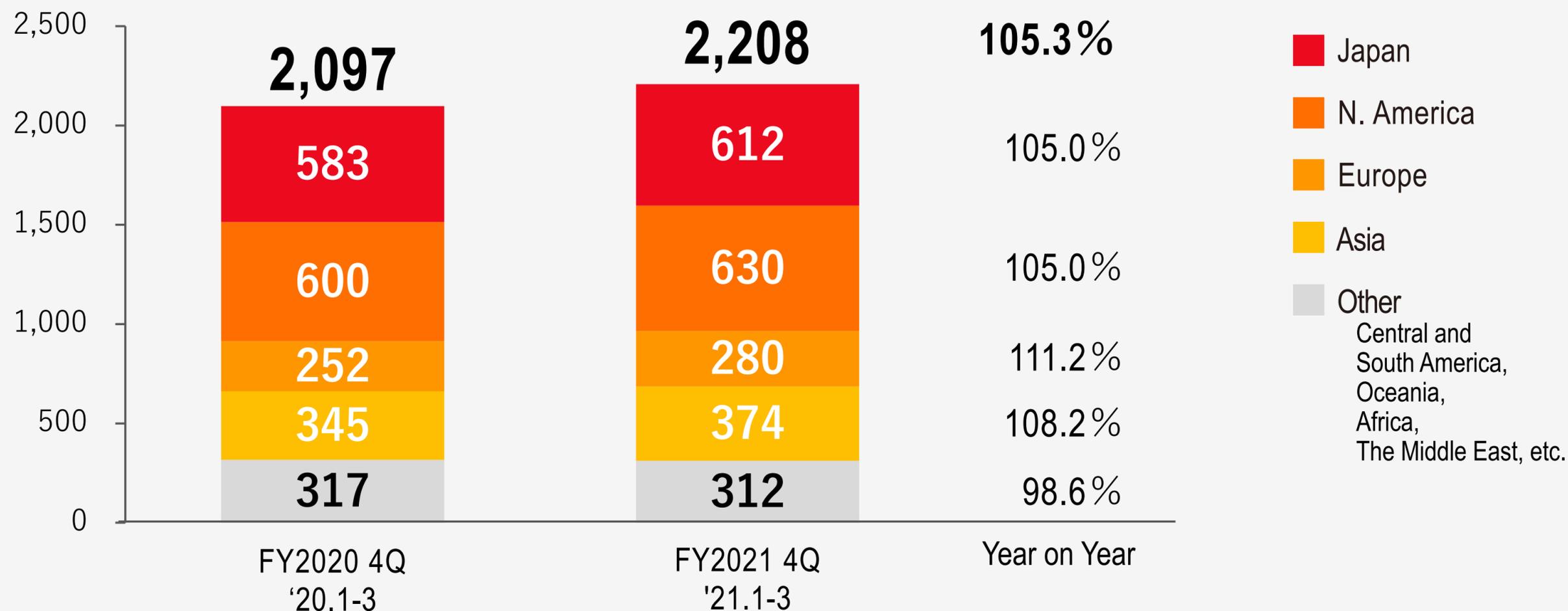
(billions of yen)



*1.Details		*2.Details		*3.Details		*4.Details	
Transactional(Imports/Exports)	-60.0	Translational FOREX impact concerning overseas subsidiaries	+15.0	Volume, Model Mix	+825.0	Labor Costs	-60.0
US\$	-50.0			Financial Services	±0.0	Depreciation	-10.0
€	+5.0	Other	+60.0	Other	+25.0	R&D Expenses	-70.0
Other	-15.0			Expenses, etc.		Expenses, etc.	-210.0
						Valuation Gains/Losses from Swaps, etc.	-77.7

# (Reference) Consolidated Vehicle Sales (FY2021 4Q)

(thousands of vehicles)



<Reference>

Toyota and Lexus vehicle sales	<b>2,065</b>	<b>2,460</b>	<b>119.1%</b>
Electrified vehicles [ratio]	443 [19.1%]	639 [23.6%]	144.1%
HEV	433	614	141.7%
PHEV	10	21	212.2%
BEV	-	2	-
FCEV	0	2	489.4%
<b>Total retail vehicle sales</b>	<b>2,317</b>	<b>2,708</b>	<b>116.9%</b>

# (Reference) Consolidated Financial Summary (FY2021 4Q)

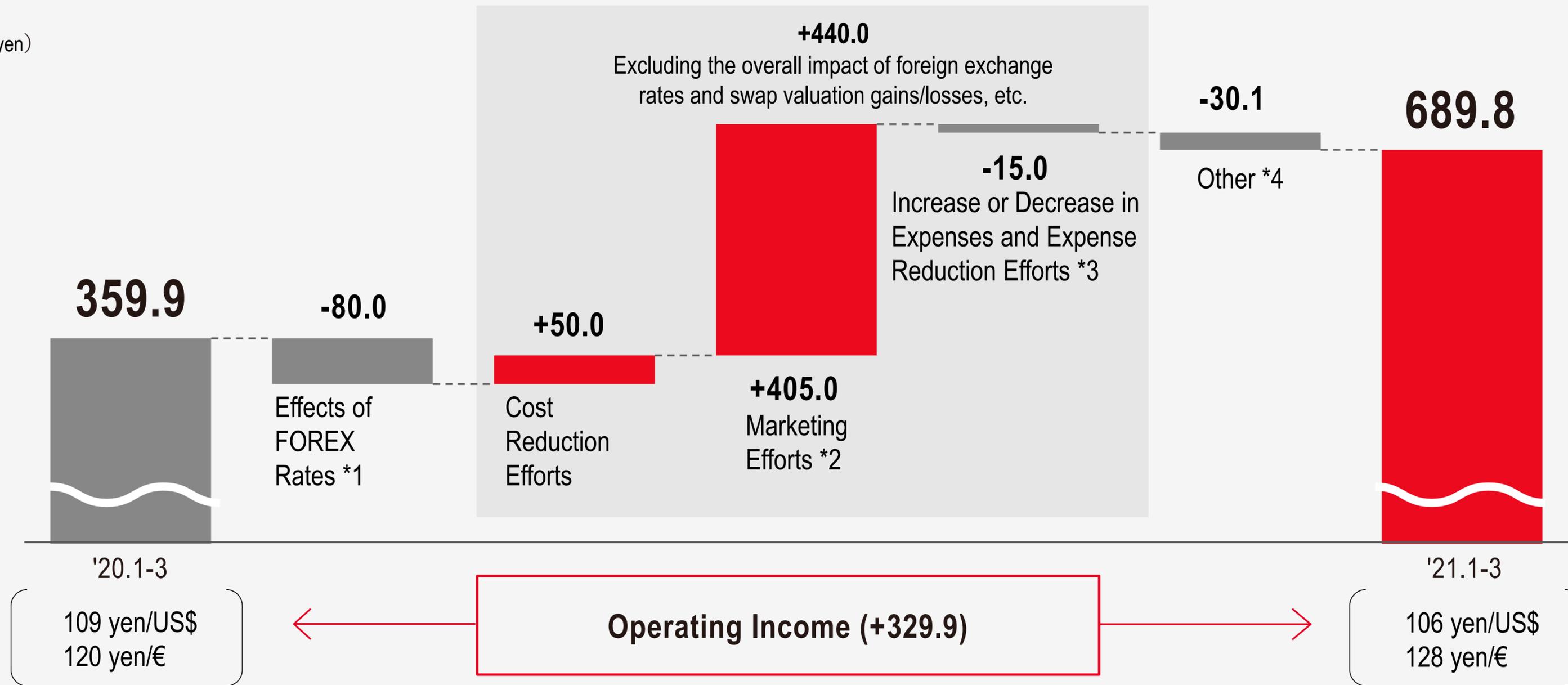
(billions of yen)

		FY2021 4Q '21.1-3	FY2020 4Q '20.1-3	Change
<b>Sales Revenues</b>		<b>7,689.3</b>	<b>6,899.3</b>	<b>+789.9</b>
<b>Operating Income</b>		<b>689.8</b>	<b>359.9</b>	<b>+329.9</b>
Margin		9.0%	5.2%	
<b>Other Income</b>		<b>372.5</b>	<b>39.2</b>	<b>+333.2</b>
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		149.5 * 1	34.5	+115.0
<b>Income before Income Taxes</b>		<b>1,062.3</b>	<b>399.1</b>	<b>+663.1</b>
<b>Net Income Attributable to Toyota Motor Corporation</b>		<b>777.1</b>	<b>327.3</b>	<b>+449.8</b>
Margin		10.1%	4.7%	
FOREX Rates	US\$	106yen	109yen	-3yen
	€	128yen	120yen	+8yen

\*1 Regarding Japan: 91.9 (+88.1 billion yen year on year), China: 56.5 (+34.8), Other: 1.0 (-8.0)

# (Reference) Analysis of Consolidated Operating Income (FY2021 4Q)

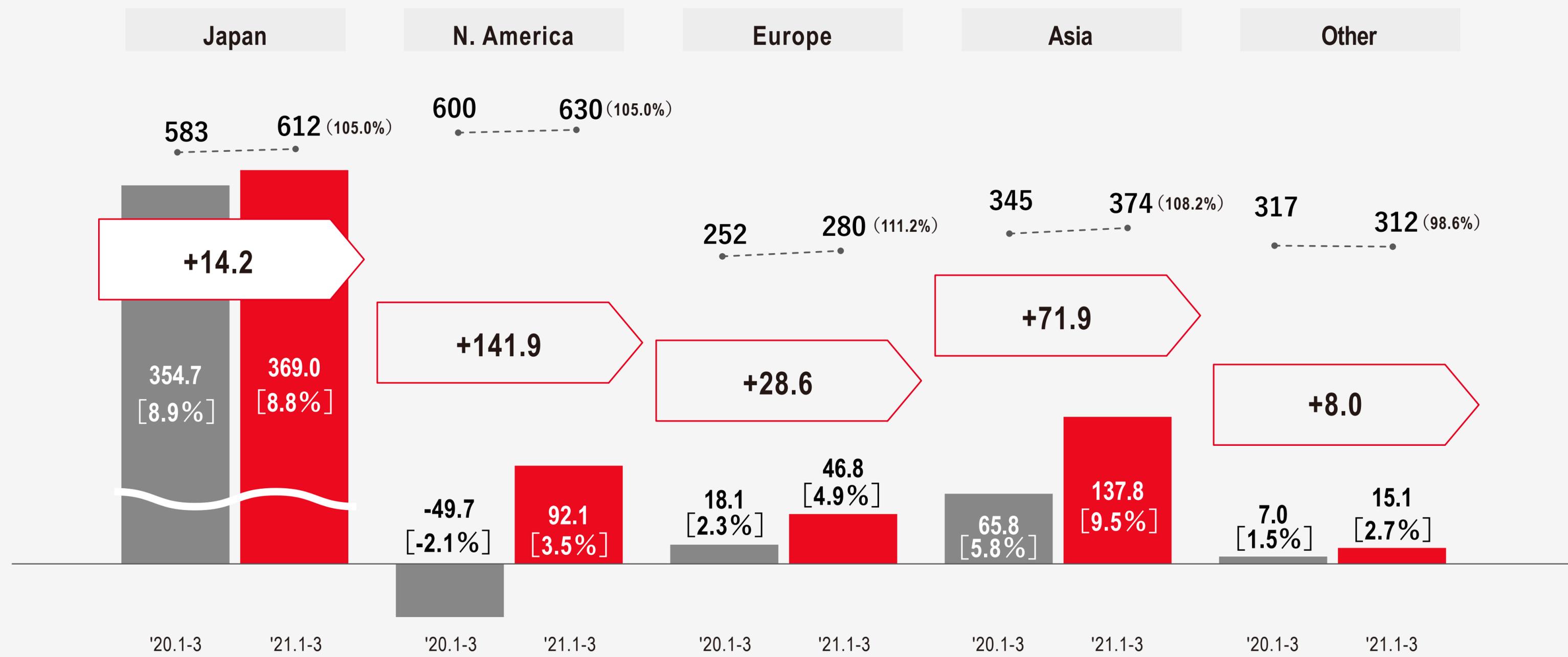
(billions of yen)



*1.Details		*2.Details		*3.Details		*4.Details	
Transactional(Imports/Exports)	-30.0	Translational FOREX impact concerning overseas subsidiaries	+10.0	Volume, Model Mix	+140.0	Labor Costs	+20.0
US\$	-35.0			Financial Services	+120.0	Depreciation	-15.0
€	+10.0	Other	-60.0	Other	+145.0	R&D Expenses	-30.0
Other	-5.0					Expenses, etc.	+10.0
						Valuation Gains/Losses from Swaps, etc.	-30.1

# (Reference) Geographic Operating Income (FY2021 4Q)

■ Operating Income (billions of yen) (Excluding Valuation Gains/Losses from Interest Rate Swaps, etc.) [ ] margin 
 ■ [ ] margin 
 --- Consolidated Vehicle Sales (thousands of vehicles)



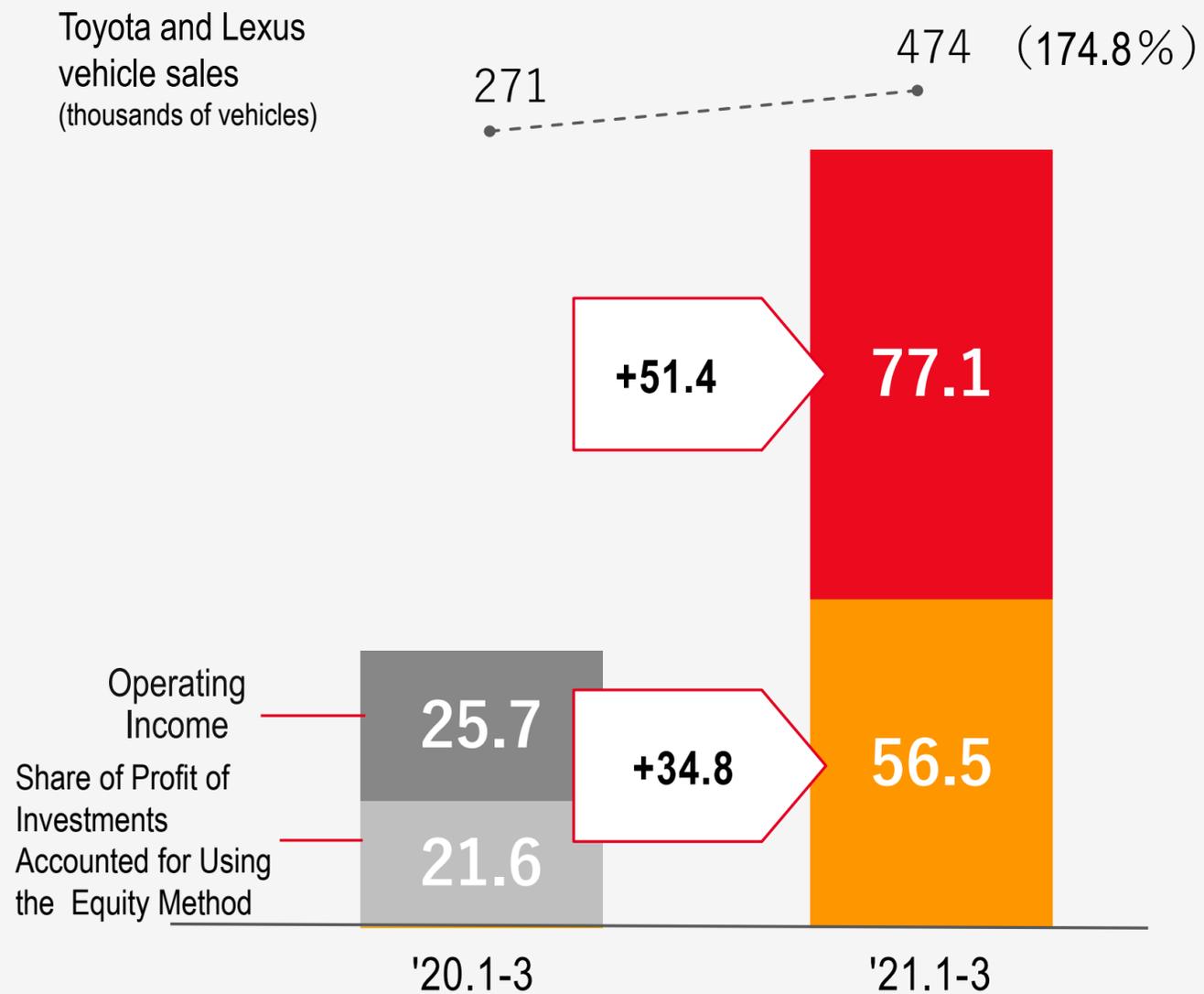
Operating Income including Valuation Gains/Losses from Interest Rate Swaps, etc. (billions of yen)

'20.1-3	'21.1-3	'20.1-3	'21.1-3	'20.1-3	'21.1-3	'20.1-3	'21.1-3	'20.1-3	'21.1-3
355.4	368.3	-70.7	69.6	24.2	45.3	62.2	144.3	14.1	16.4

# (Reference) China Business / Financial Services (FY2021 4Q)

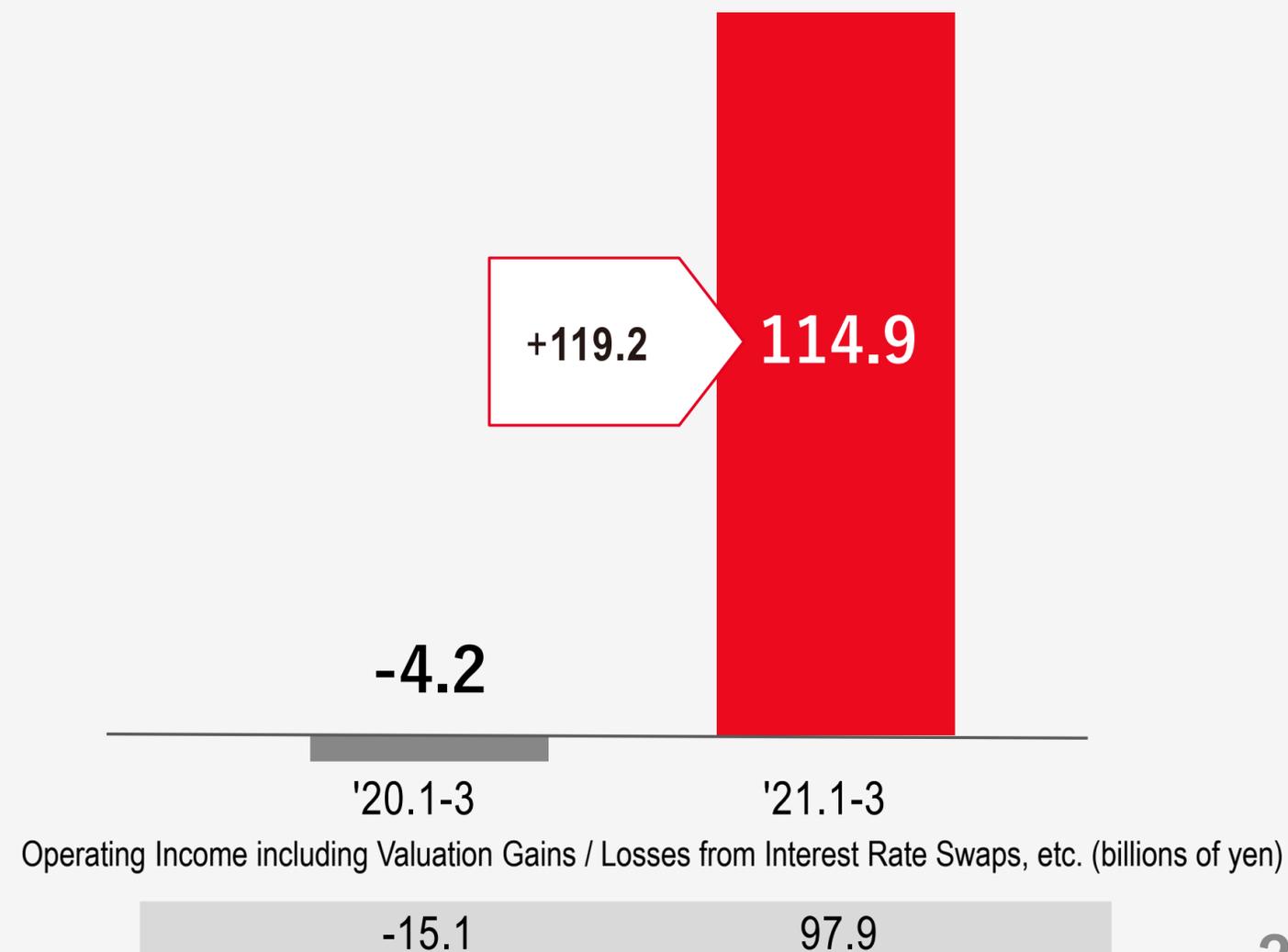
## (Reference) China Business

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



## Financial Services Operating Income

- Operating Income (billions of yen)
- \* Excluding Valuation Gains/Losses from Interest Rate Swaps, etc.



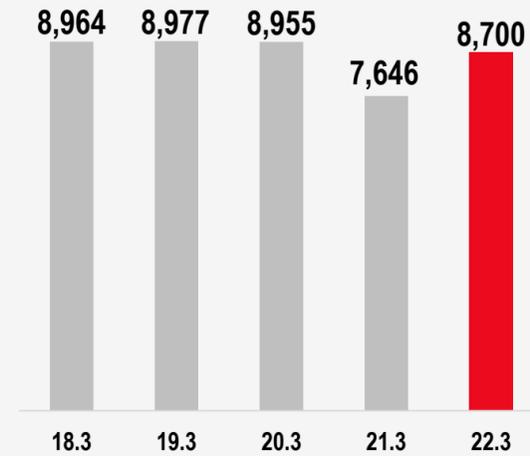
# (Reference) Transition of Financial Performance

'18.3 - '19.3 : US GAAP

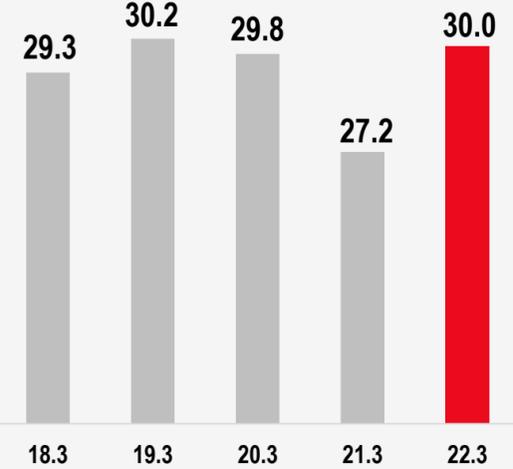
'20.3 - '22.3 : IFRS

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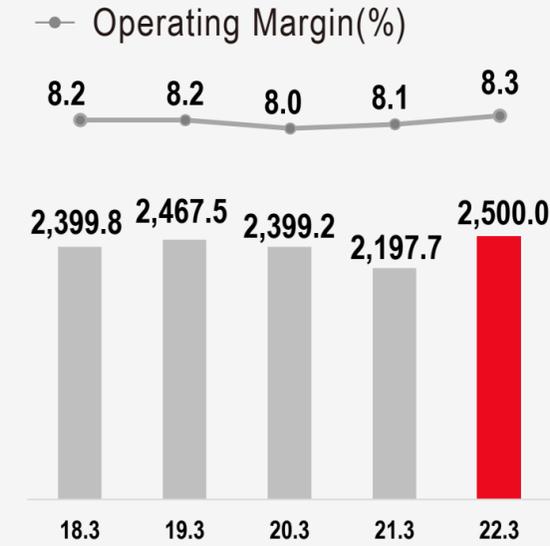
**Consolidated Vehicle Sales**  
(thousands of vehicles)



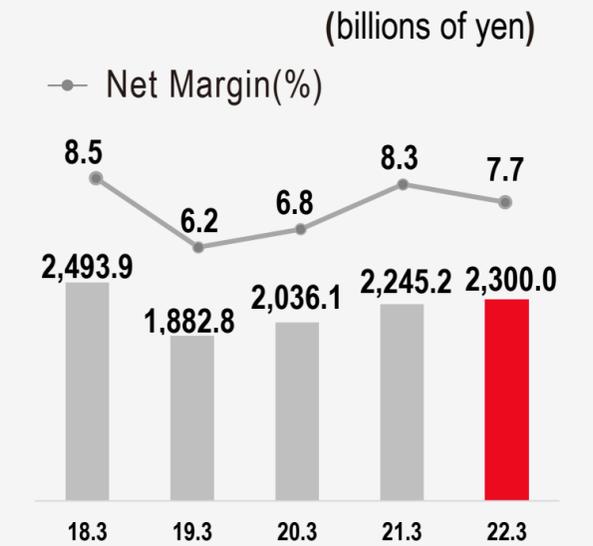
**Sales Revenues** (trillions of yen)



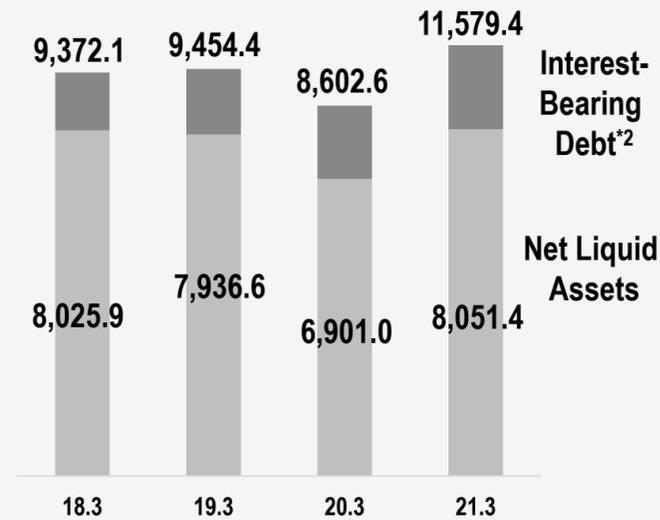
**Operating Income** (billions of yen)



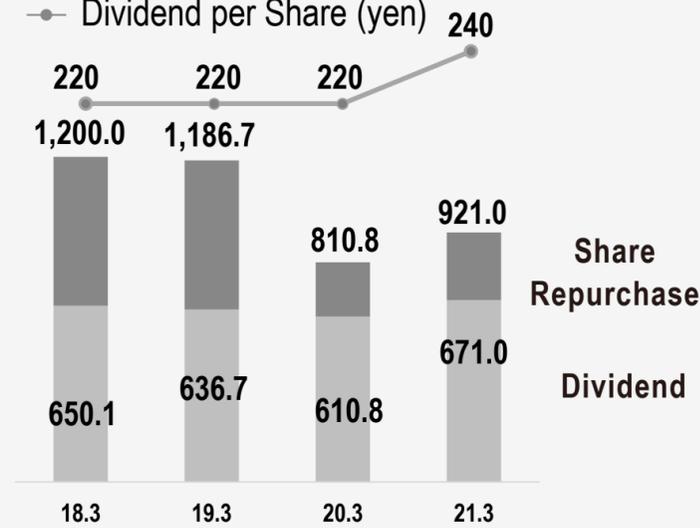
**Net Income Attributable to Toyota Motor Corporation**  
(billions of yen)



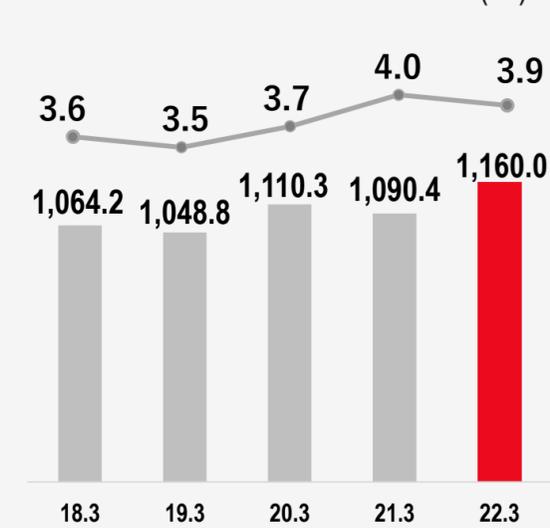
**Total Liquid Assets\*1**  
(billions of yen)



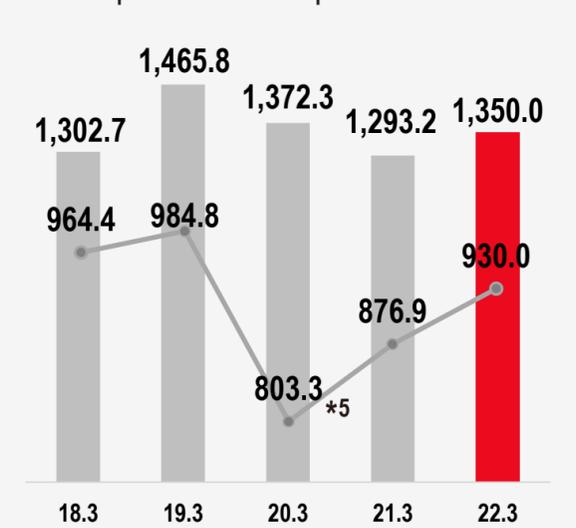
**Total Shareholder Return\*3**  
(billions of yen)



**R&D Expenses\*4** (billions of yen)



**Capital Expenditures** (billions of yen)



\*1 Cash and cash equivalents, time deposits, public and corporate bonds and its investment in monetary trust funds, excluding in each case those relating to financial services. \*2 Not including lease liabilities

\*3 Including dividends on first series Model AA class shares (Excluding dividends on first series Model AA class shares from fiscal year ended March 2020 as a result of applying IFRS)

\*4 R&D activity related expenditures incurred during the reporting period \*5 Change in depreciation method from '20/3

**Forecast**

# (Reference) FY2022 Forecasts: Vehicle Production and Retail Sales

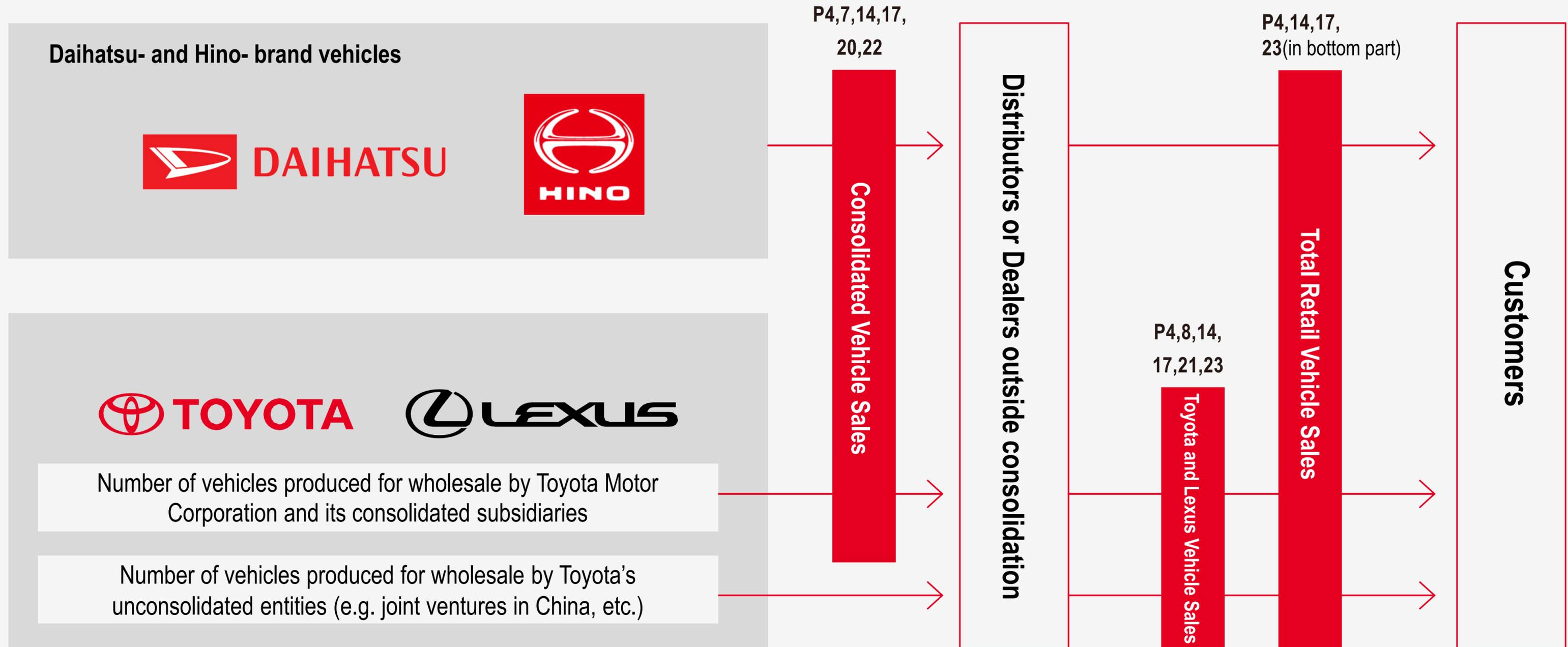
(thousands of vehicles)

		FY2022 Forecasts '21.4 - '22.3	FY2021 Results '20.4 - '21.3	Change	
Toyota & Lexus	Vehicle Production *1	Japan	3,200	+281	
		Overseas	6,100	+836	
		Total	9,300	+1,117	
	Retail Vehicle Sales *2	Japan	1,540	1,538	+2
		Overseas	8,060	7,549	+511
		Total	9,600	9,087	+513
Total Retail Vehicle Sales*2 (Including Daihatsu- & Hino- brand)		10,550	9,920	+630	

\*1 Including vehicle production by Toyota's unconsolidated entities

\*2 Including vehicle sales by Toyota's unconsolidated entities

# (Reference) Definitions of Consolidated and Retail Vehicle Sales



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