FY2027 First Quarter Financial Results

Land Cruiser "FJ"

Toyota Motor Corporation

August 4, 2026

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

TOYOTA

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

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

Caution concerning Insider Trading

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

FY2027 First Quarter Results Summary

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- Despite significant changes in the business environment, secured results on par with the previous fiscal year through continuous improvement efforts; revised full-year forecast upward
- Continuing to enhance corporate value through strengthened competitiveness, business structure reform, and improved capital efficiency

Actual (3 months)

Operating income : 1.1 trillion yen (-0.1 trillion yen YoY)

- Despite the impact of the Middle East situation, maintained results at the same level as the previous fiscal year, supported by foreign exchange effects, cost reductions, expanded value chain profits, and increased sales of highly competitive HEVs

FY2027 Forecast

Operating income : 3.4 trillion yen (+0.4 trillion yen from the previous forecast)

- Revised forecast upward, reflecting changes in the external environment such as foreign exchange assumptions, as well as marketing efforts including the establishment of alternative logistics routes to the Middle East

*The impact of the 2026 Kumamoto Earthquake is currently under assessment and has not been reflected in the forecast

Return to Shareholders

Share repurchase authorization : 1 trillion yen (maximum)
Treasury stock cancellation : 200 million shares

- Taking into account factors such as our valuation in the stock market and the current share price levels, established a share repurchase authorization to conduct open market purchases in a flexible manner. Treasury shares will also be cancelled
- Leveraging our strong cash generation capabilities and financial foundation, balance growth investments with shareholder returns, as well as promote enhancement of our earning power and improvement of capital efficiency

FY2027 First Quarter Financial Performance

Consolidated Vehicle Sales

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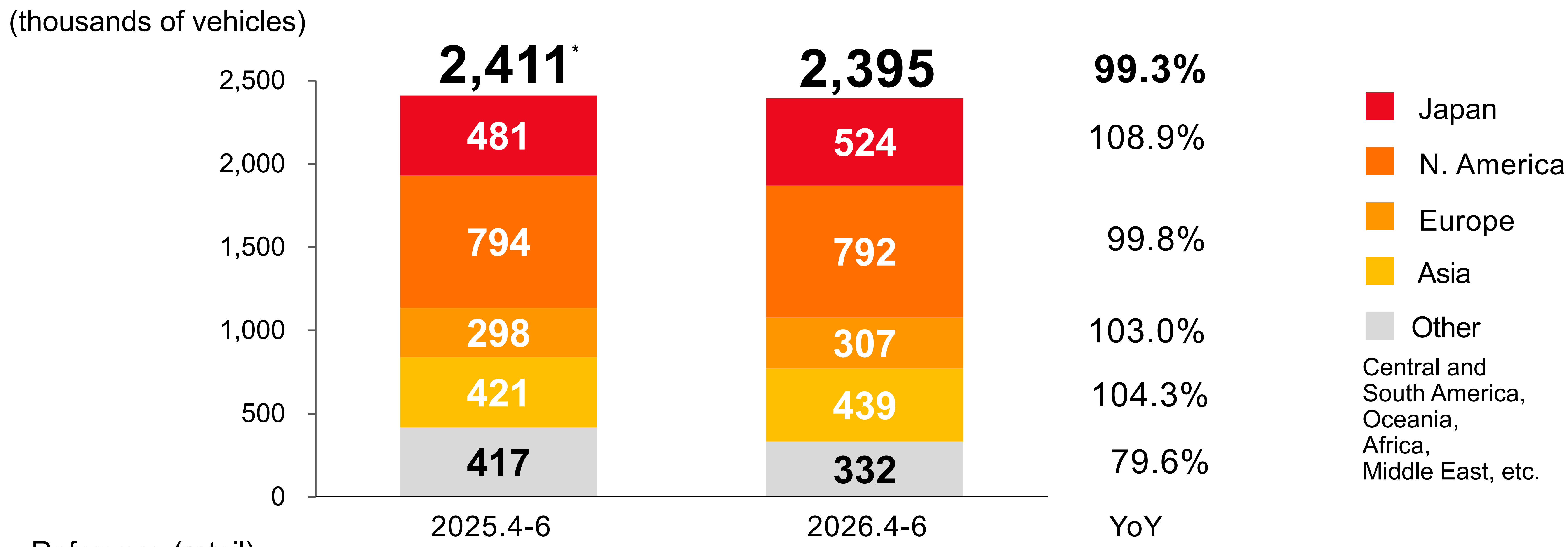

Reference (retail)

	2025.4-6	2026.4-6	YoY
Toyota and Lexus Vehicle Sales	**2,643**	**2,552**	**96.5%**
Electrified Vehicle [%]	**1,254 [47.4%]**	**1,410 [55.3%]**	**112.4%**
HEV	1,160	1,238	106.7%
PHEV	47	58	124.5%
BEV	47	114	241.1%
FCEV	0	0	92.3%
Total Retail Vehicle Sales	**2,829***	**2,714**	**95.9%**

* 2025.4-6 actual results include Hino-brand vehicles (consolidated vehicle sales: 26 thousand vehicles; total retail vehicle sales: 26 thousand vehicles).

Consolidated Financial Summary

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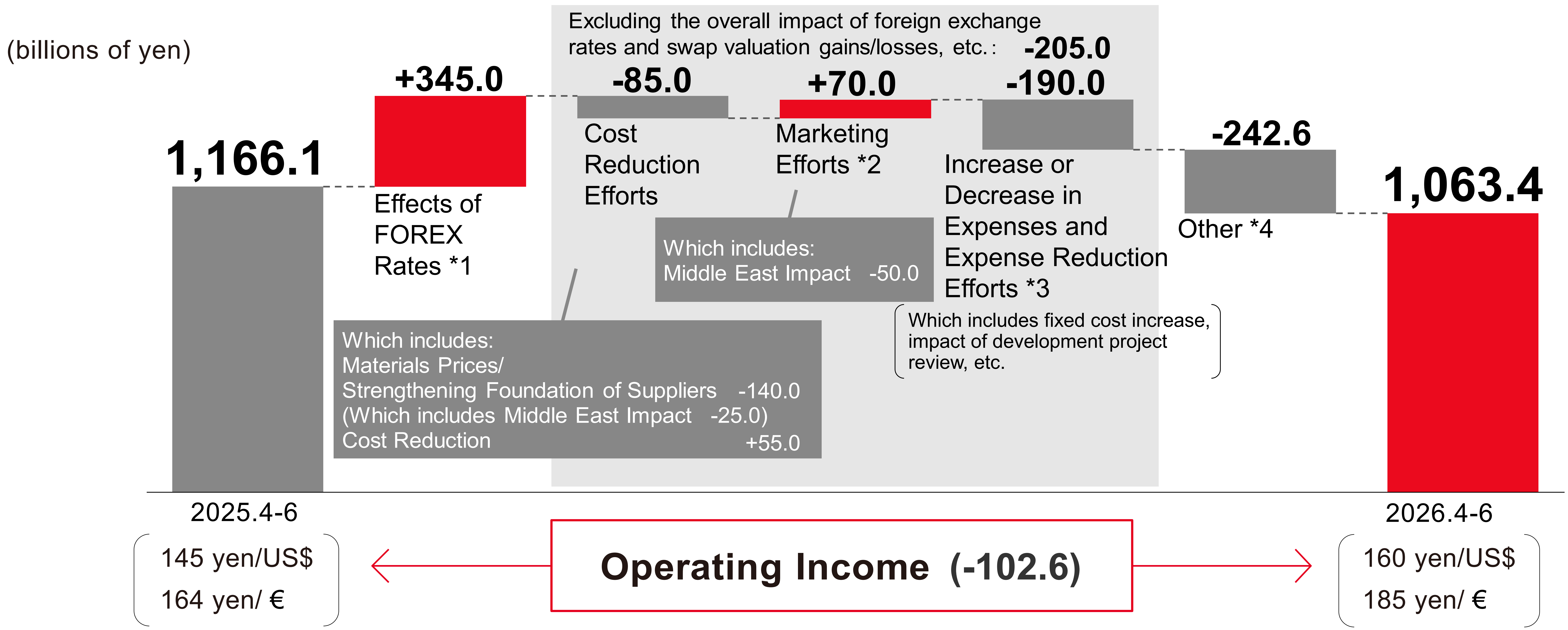
(billions of yen)		2025.4-6	2026.4-6	Change
Sales Revenues		**12,253.3**	**13,525.4**	**+1,272.0**
Operating Income		**1,166.1**	**1,063.4**	**-102.6**
Margin		9.5%	7.9%	
Other Income		86.0	900.3	+814.3
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		141.0	210.6*	+69.6
Income before Income Taxes		**1,252.1**	**1,963.8**	**+711.7**
Net Income Attributable to Toyota Motor Corporation		**841.3**	**1,477.0**	**+635.6**
Margin		6.9%	10.9%	
FOREX Rates	US $	145 yen	160 yen	+15 yen
	€	164 yen	185 yen	+21 yen

* Regarding Japan: 174.9 (+78.2 year on year), China: 16.0 (-7.3 year on year), Other: 19.7 (-1.3 year on year)

Analysis of Consolidated Operating Income



*1 Details	
Transactional (Imports/Exports)	+335.0
- US $	+200.0
- €	+60.0
- Other	+75.0
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+10.0

*2 Details	
Volume, Model Mix	-60.0
Value Chain	+30.0
- Financial Services	+5.0
- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+25.0
Other	+100.0

*3 Details	
Labor Cost	-55.0
Depreciation Expenses	-40.0
R&D Expenses	-35.0
Expenses, etc.	-60.0

*4 Details	
Valuation Gains / Losses from Swaps, etc.	+11.6
Unrealized Profit Adjustment	-248.3
Other	-5.9

Geographic Operating Income

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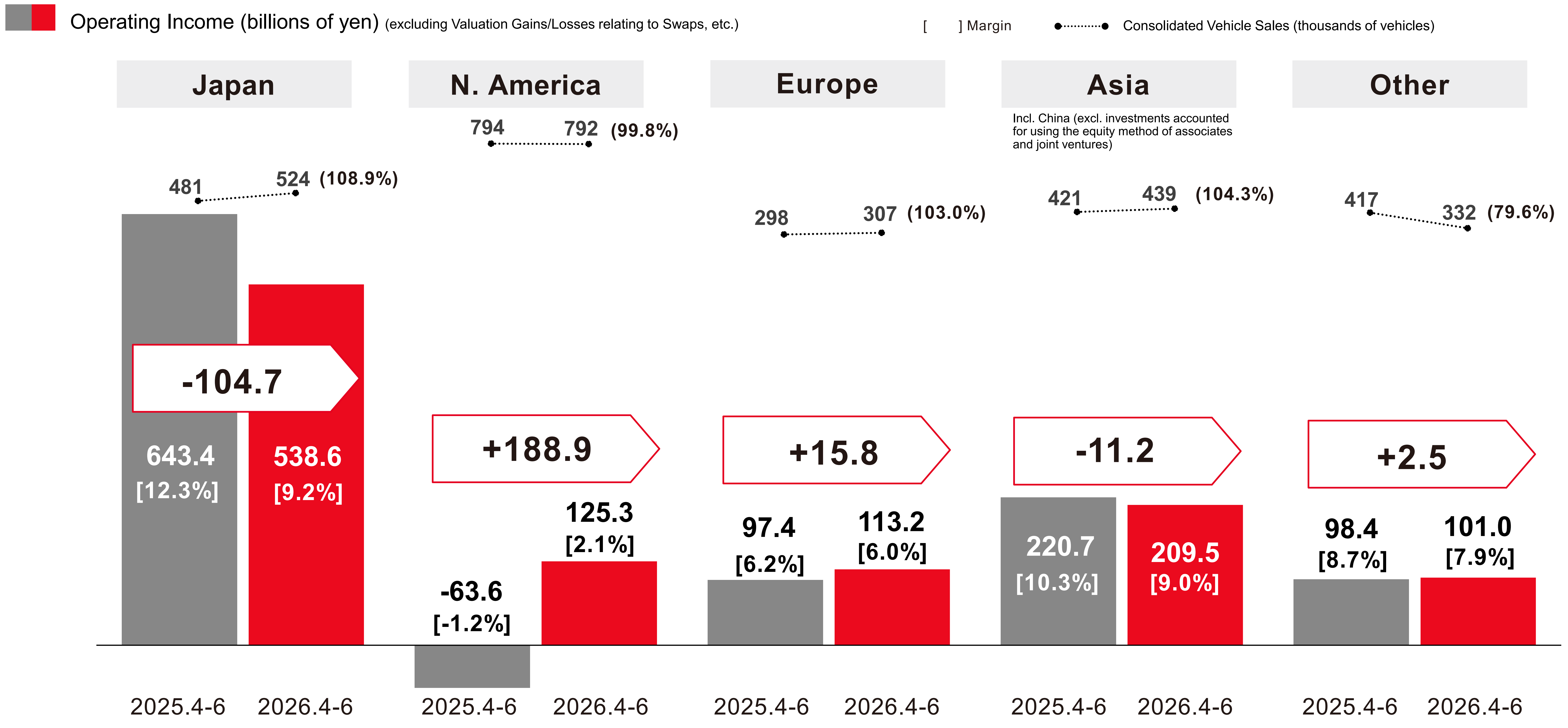

Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

645.0	540.1	-21.1	185.4	96.9	107.2	215.7	208.3	94.0	92.5

China Business / Financial Services

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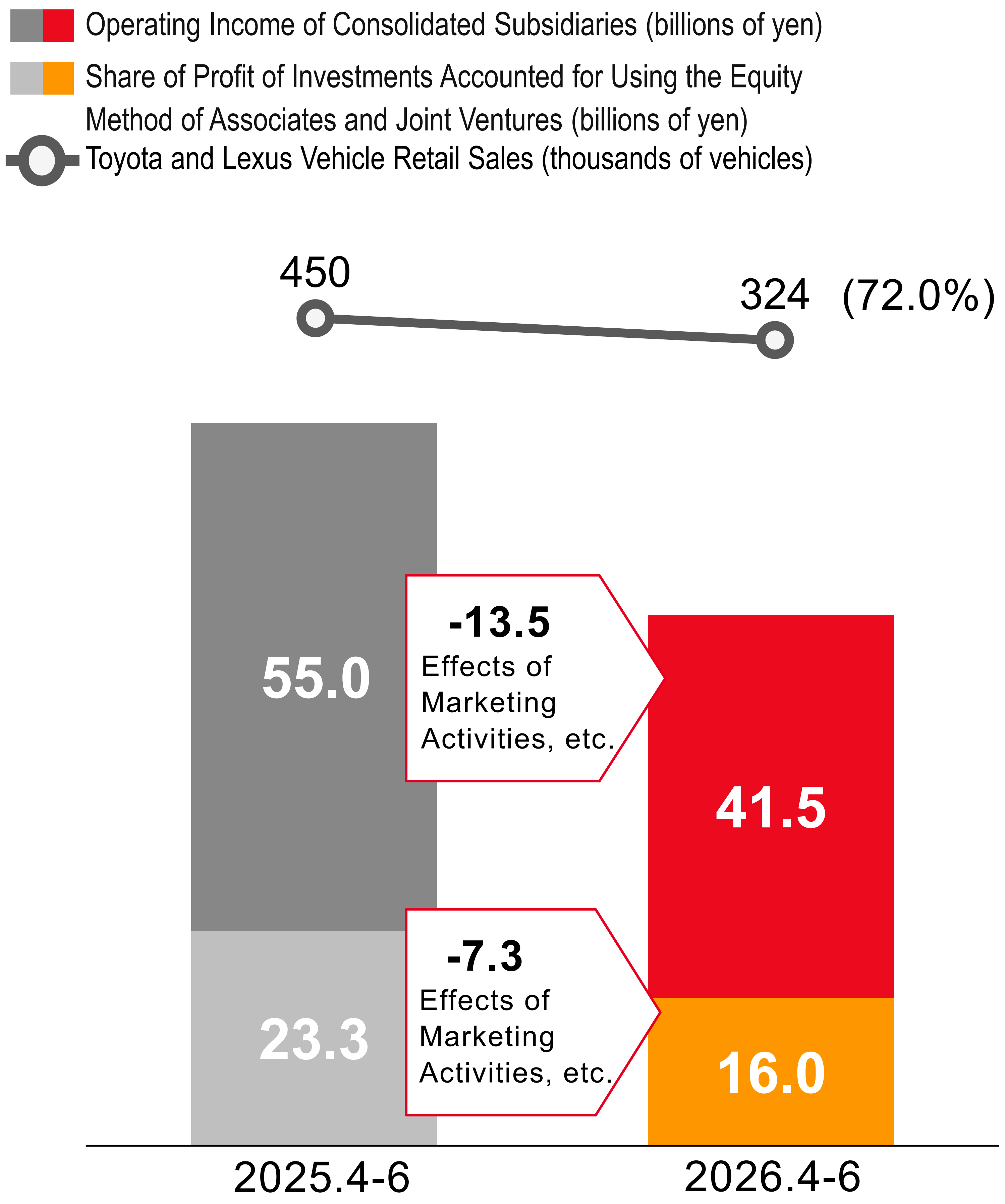
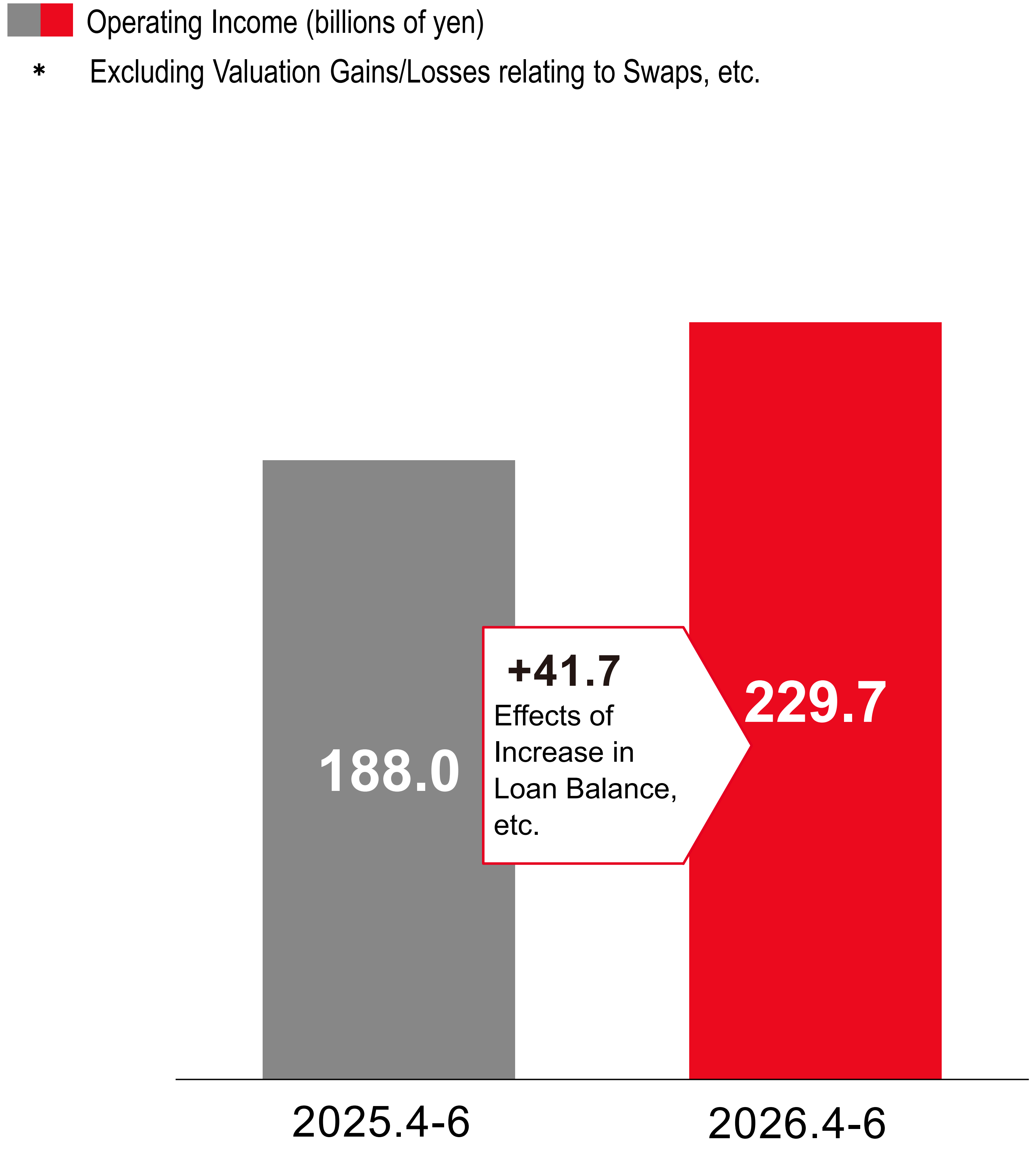
(Ref.) China Business



Financial Services



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

2025.4-6	2026.4-6
222.2	275.6

FY2027 Financial Forecasts

FY2027 Forecast: Consolidated Vehicle Sales

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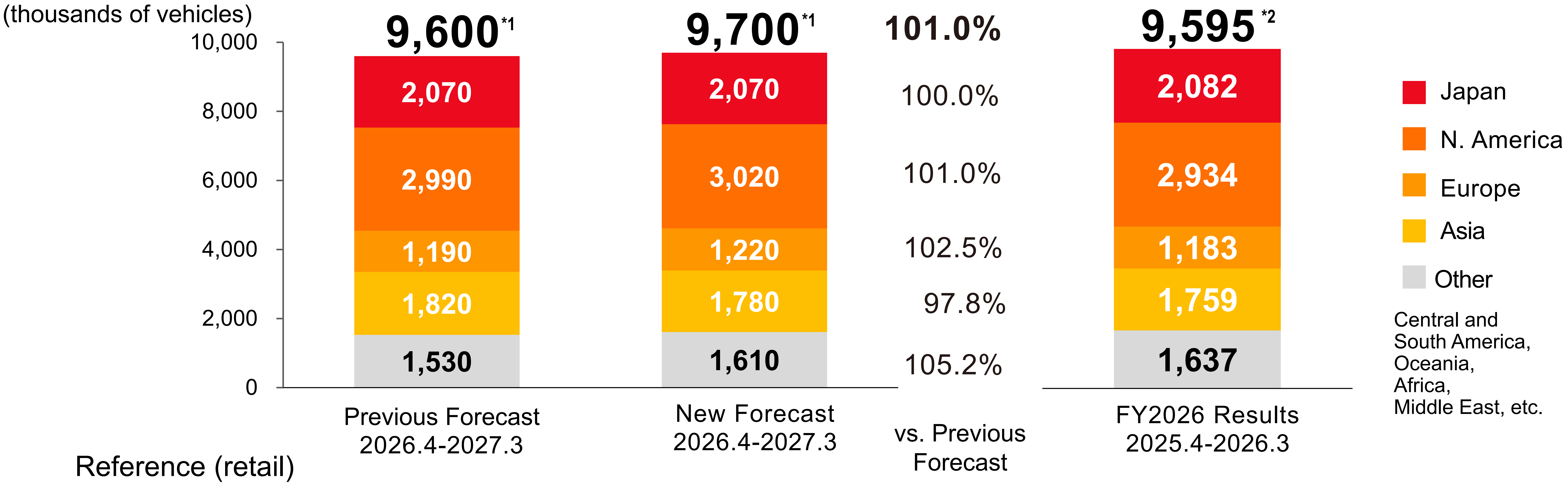

Reference (retail)

	Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	vs. Previous Forecast	FY2026 Results 2025.4-2026.3
Toyota and Lexus Vehicle Sales	**10,500**	**10,500**	**100.0%**	**10,477**
Electrified Vehicles [%]	**5,956**[56.7%]	**5,905**[56.2%]	**99.1%**	**5,040**[48.1%]
HEV	5,071	5,088	100.3%	4,620
PHEV	286	284	99.0%	175
BEV	598	533	89.1%	243
FCEV	1	1	90.9%	1
Total Retail Vehicle Sales	**11,180** *1	**11,180** *1	**100.0%**	**11,283** *2

*1 FY2027 forecast does not include Hino-brand vehicles (consolidated vehicle sales, however, include certain Hino-brand vehicles manufactured by Toyota's consolidated subsidiaries).

*2 FY2026 actual results include Hino-brand vehicles (consolidated vehicle sales: 104 thousand vehicles; total retail vehicle sales: 109 thousand vehicles).

FY2027 Forecast: Consolidated Financial Summary

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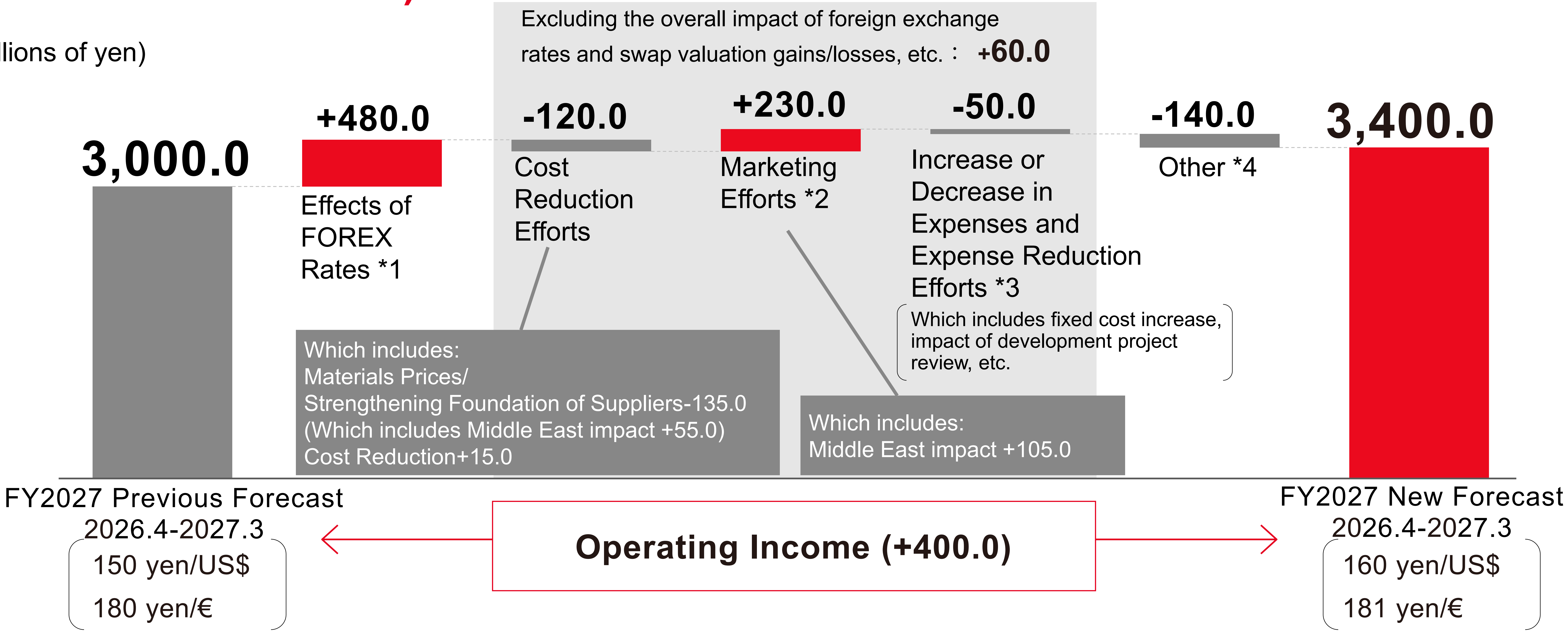
(billions of yen)		Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	Change	FY2026 Results 2025.4-2026.3
Sales Revenues		**51,000.0**	**54,000.0**	**+3,000.0**	**50,684.9**
Operating Income		**3,000.0**	**3,400.0**	**+400.0**	**3,766.2**
Margin		5.9%	6.3%		7.4%
Other Income		1,230.0	1,170.0	-60.0	1,386.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method		590.0	580.0	-10.0	552.7
Income before Income Taxes		**4,230.0**	**4,570.0**	**+340.0**	**5,152.9**
Net Income Attributable to Toyota Motor Corporation		**3,000.0**	**3,250.0**	**+250.0**	**3,848.0**
Margin		5.9%	6.0%		7.6%
Dividend per share		100 yen	100 yen	±0 yen	95 yen
FOREX Rates	US$	150 yen	160 yen	+10 yen	151 yen
	€	180 yen	181 yen	+1 yen	175 yen

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

(billions of yen)



*1 Details	
Transactional (Imports/Exports)	+515.0
- US $	+420.0
- €	+15.0
- Other	+80.0
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	-35.0

*2 Details	
Volume, Model Mix	+145.0
Value Chain	+35.0
- Financial Services	±0.0
- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+35.0
Other	+50.0

*3 Details	
Labor Cost	±0.0
Depreciation Expenses	±0.0
R&D Expenses	+10.0
Expenses, etc.	-60.0

*4 Details	
Valuation Gains / Losses from Swaps, etc.	+40.0
Unrealized profit adjustment	-165.0
Other	-15.0

Business Structure Reform: Enhancing Earning Power
(1) Enhancement of HEV production capacity

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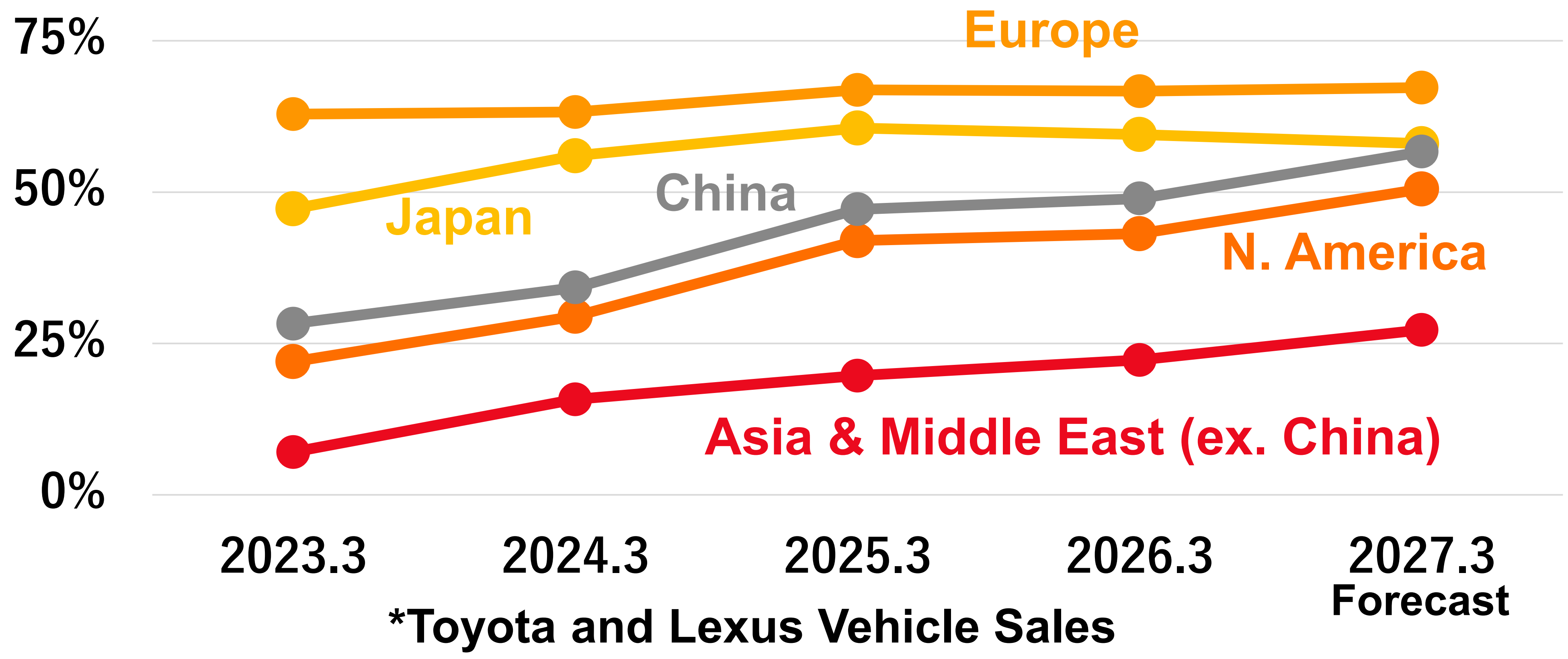
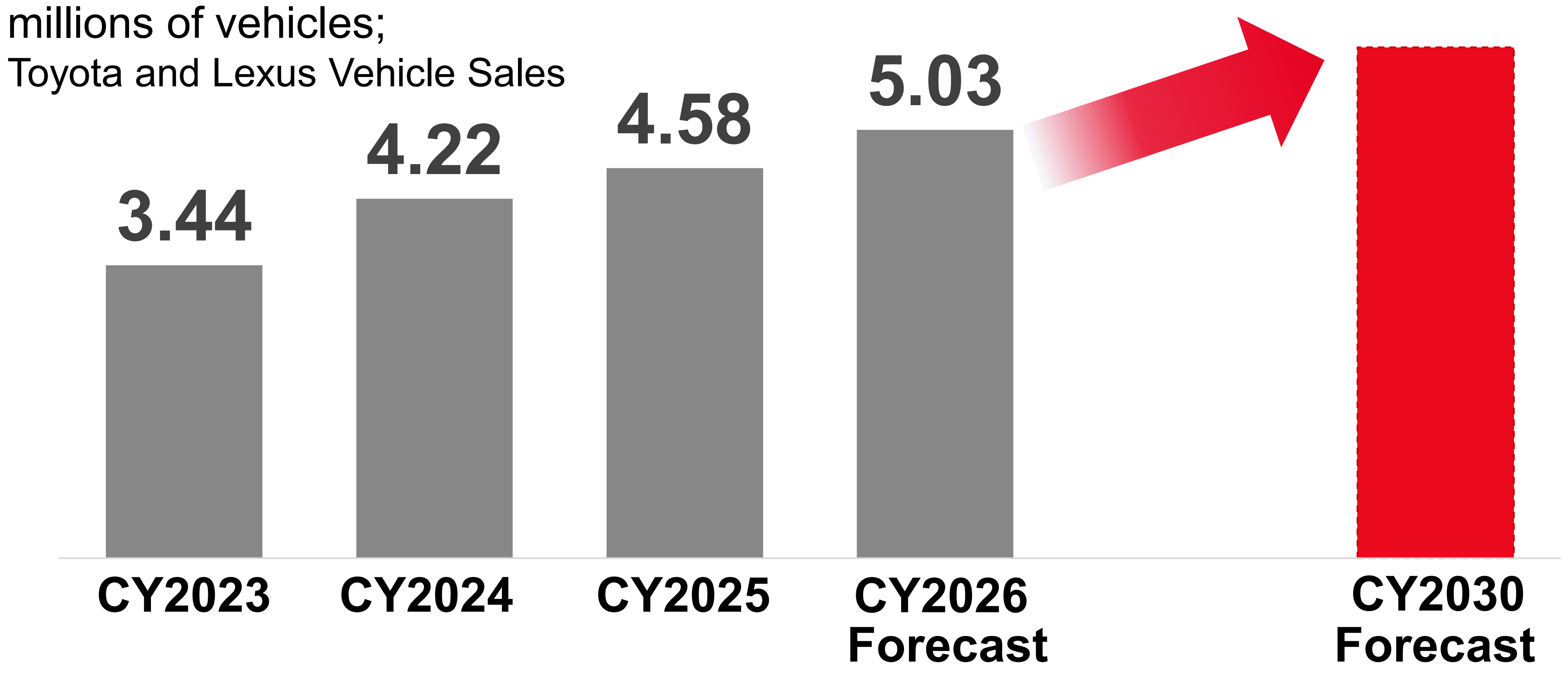
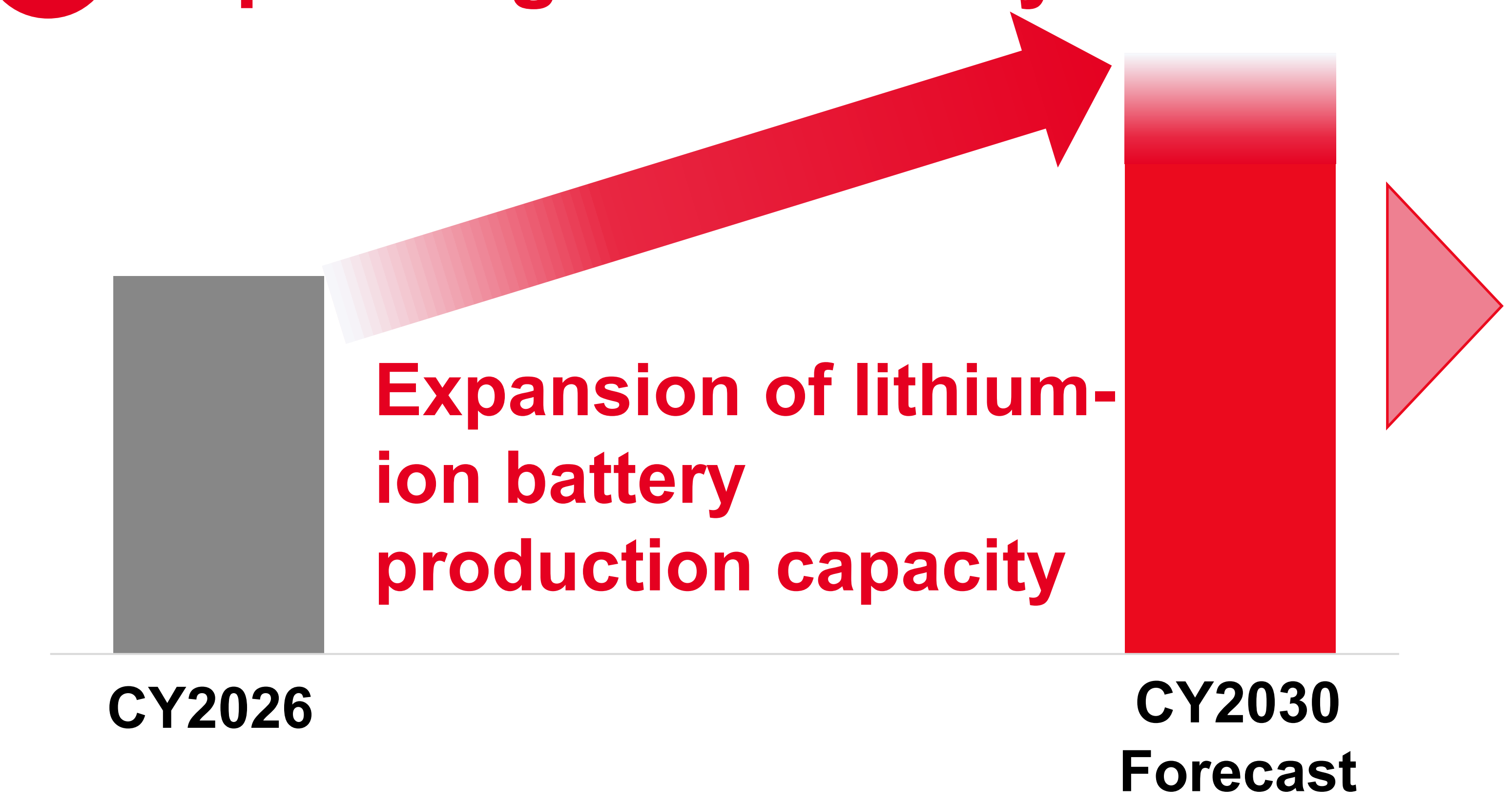
Rising HEV Mix Across All Regions



Increasing HEV Sales Volume Toward 2030



Expanding HEV Battery Production



Strengthening Competitiveness Through Advancements in HEV Batteries

Current HEV Batteries → Transitioning approximately 600,000 vehicles' worth of capacity to next-generation batteries in 2027-2028 → **Next-generation HEV Batteries**

Improving Performance
Improving performance of HEV batteries through advancements

Enhancing Cost Competitiveness
Reducing costs through upgrading battery advancements

Steadily Expand HEV Supply Capacity to Meet Customer Demand

Business Structure Reform: Enhancing Earning Power
(2) Reorganization of production models

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Optimizing Production and Product Portfolio Based on Customer Needs

Texas Plant

Announcement on July 7, 2026

Strengthening Production Capacity

Tacoma Production (150,000 Units / year)

Production is scheduled to begin in 2030

Meeting local demand through a local production and sales

India

Announcement on May 11, 2026

Strengthening Supply Capability

Construction of a Fourth Plant (100,000 Units / year)

Production is scheduled to begin in 2029

Supporting growth market demand,
Capacity increase of 200,000 units including 100,000 per year from the third plant scheduled to start operations in 2026

Leveraging Global Production Footprint

Enhancing Collaboration Across Production Sites

Supplying the Land Cruiser "FJ" as well as Noah and Voxy from overseas production sites to Japan

Delivering as many vehicles as possible to customers as quickly as possible

Shareholder Return

Share Repurchases

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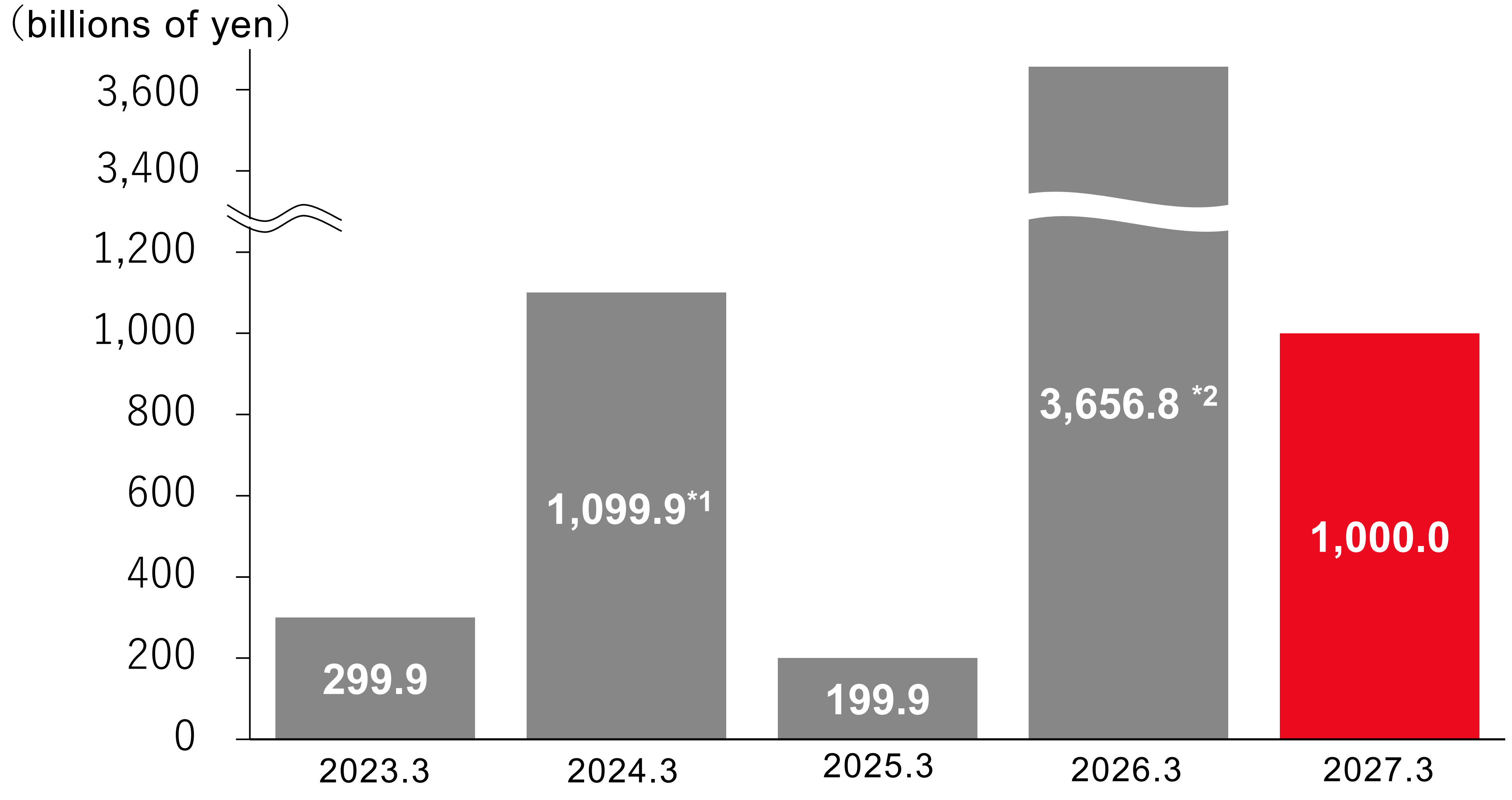
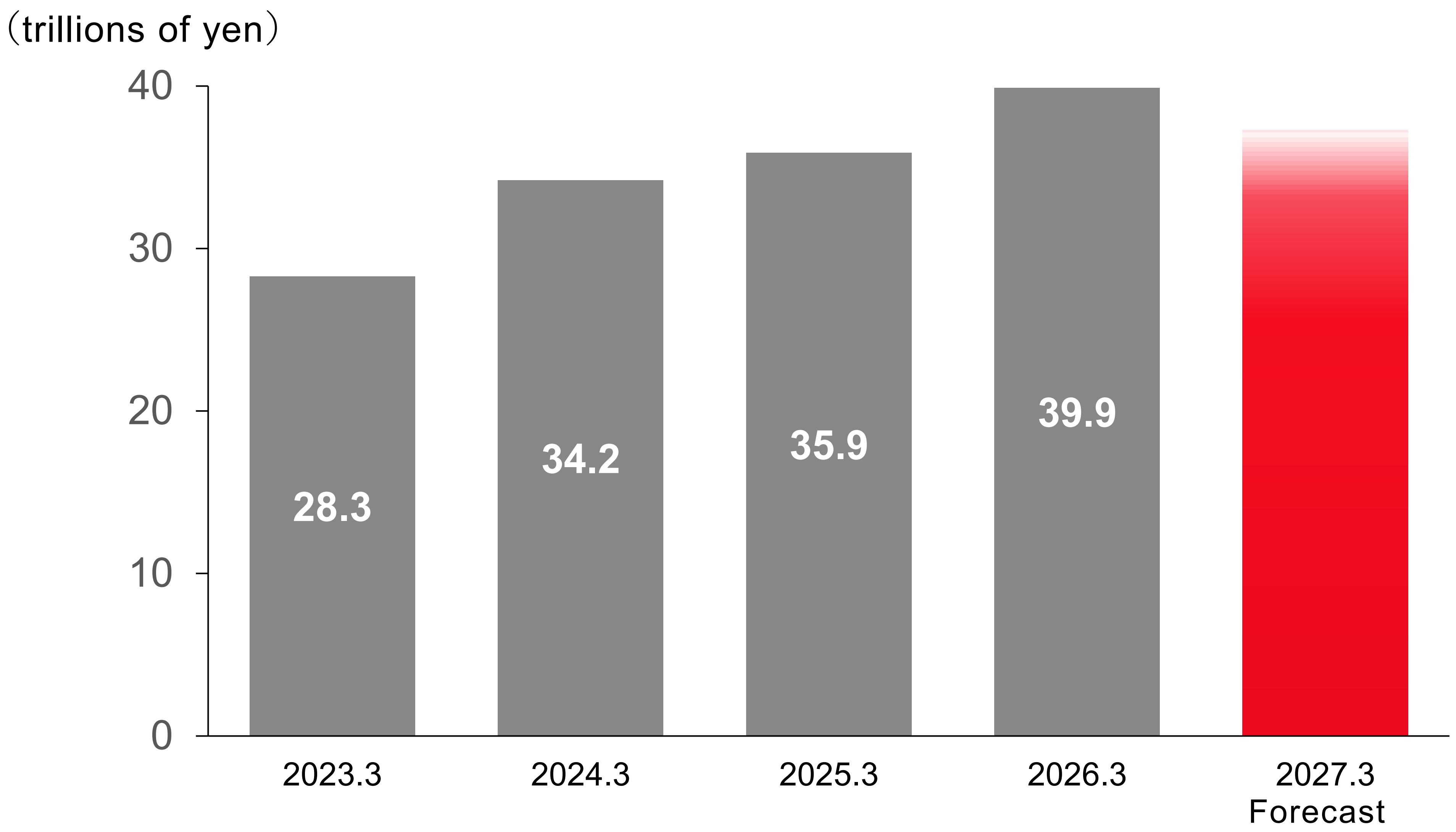
- Share repurchase authorization ：1 trillion yen (maximum)
  Method of repurchase：Open market purchases
- Share of treasury stock cancellation : 200 million shares (1.37% of total number of issued shares)
- Taking into account factors such as our valuation in the stock market and the current share price levels, established a share repurchase authorization to conduct share repurchases in a flexible manner
- Leveraging our strong cash generation capabilities and financial foundation, balance growth investments with shareholder returns, as well as promote enhancement of our earning power and improvement of capital efficiency

Share Repurchase History



*1 Amount includes share repurchases conducted in response to requests from shareholders to sell their holdings.
*2 Amount acquired through the tender offer conducted as part of the privatization of Toyota Industries Corporation

Net Assets Trend



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

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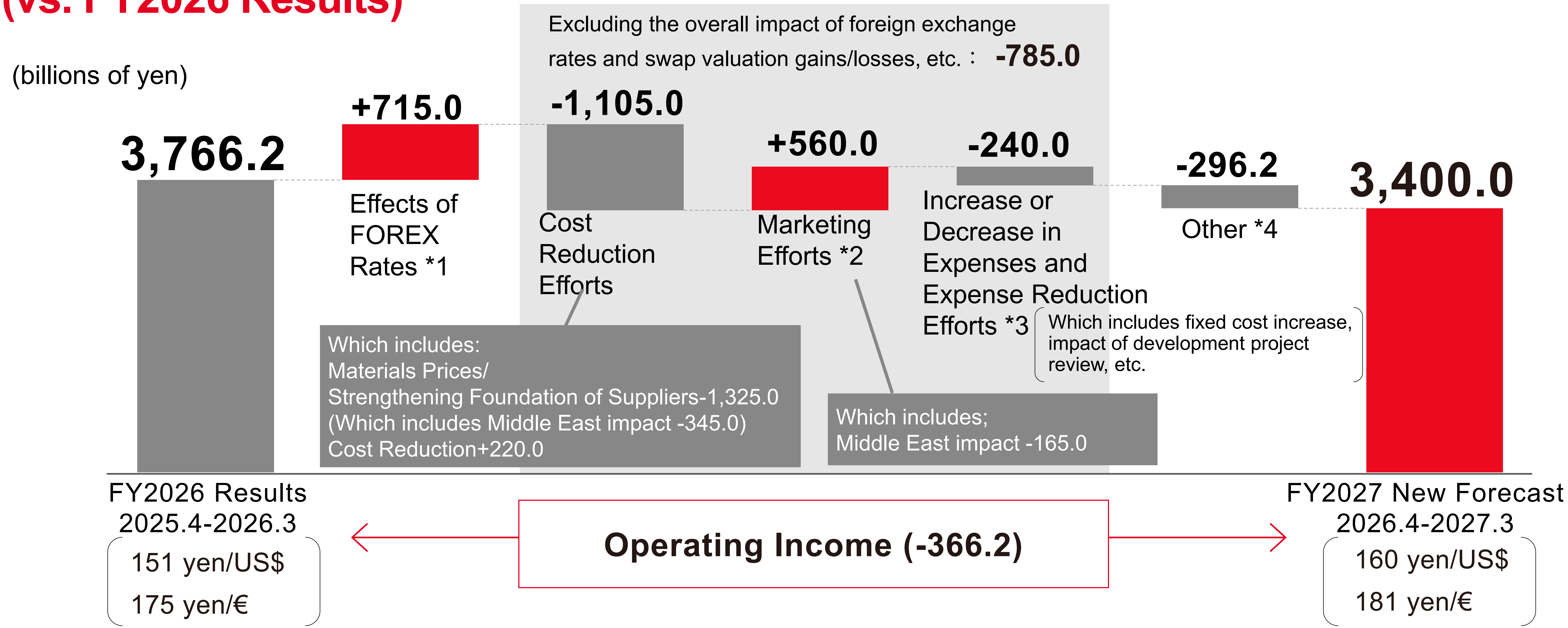

*1 Details		*2 Details		*3 Details		*4 Details	
Transactional (Imports/Exports)	+585.0	Volume, Model Mix	-60.0	Labor Cost	-235.0	Valuation Gains / Losses from Swaps, etc.	-95.0
- US $	+390.0	Value Chain	+125.0	Depreciation Expenses	-180.0	Unrealized profit adjustment	-165.0
- €	+75.0	- Financial Services	+65.0	R&D Expenses	-70.0	Other	-36.2
- Other	+120.0	- Accessories / Spare Parts / Used Vehicle / Connected, etc.	+60.0	Expenses, etc.	+245.0		
Translational FOREX Impact Concerning Overseas Subsidiaries, etc.	+130.0	Other	+495.0				

(Ref.) Transition of Financial Performance

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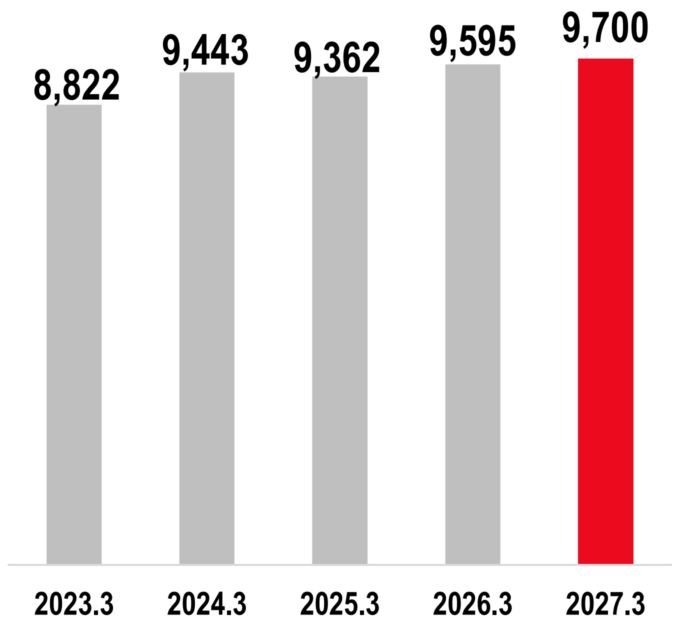
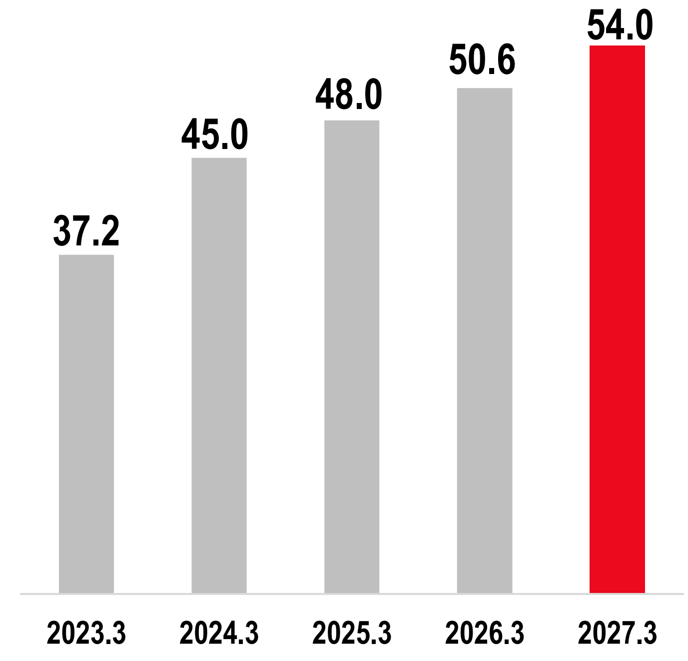
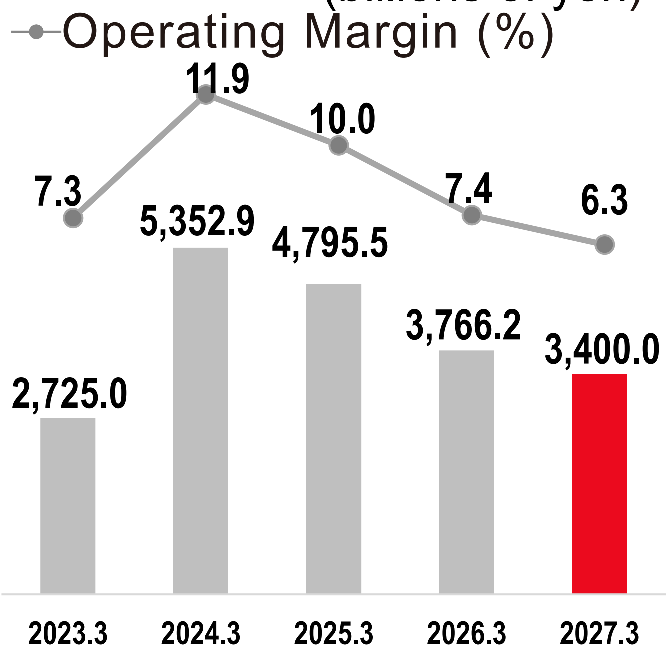
Consolidated Vehicle Sales *1 (thousands of vehicles)



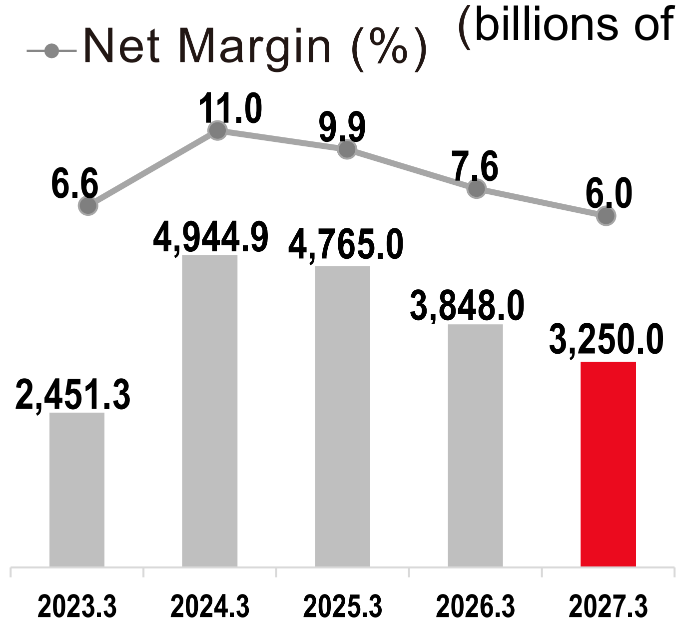
Sales Revenues (trillions of yen)



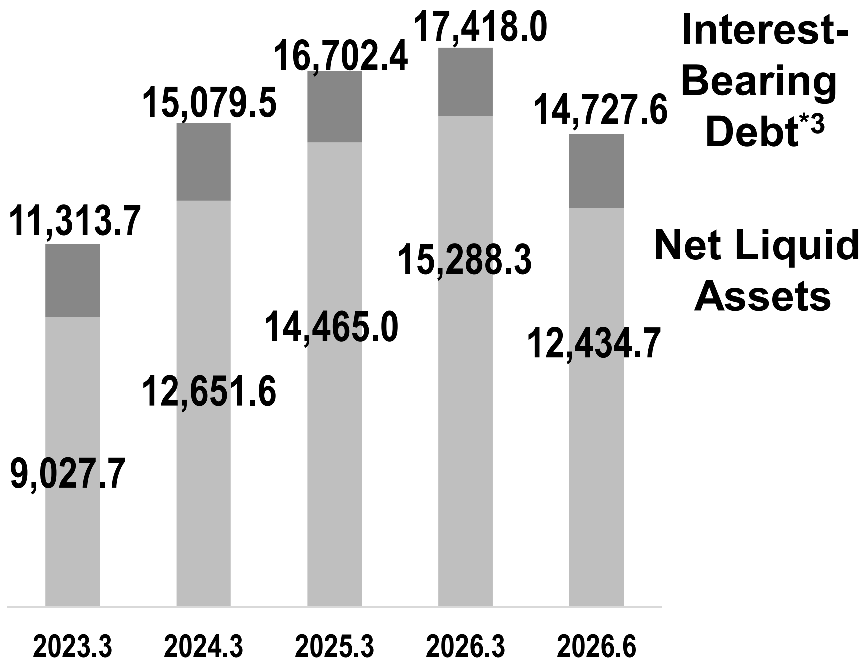
Operating Income (billions of yen)



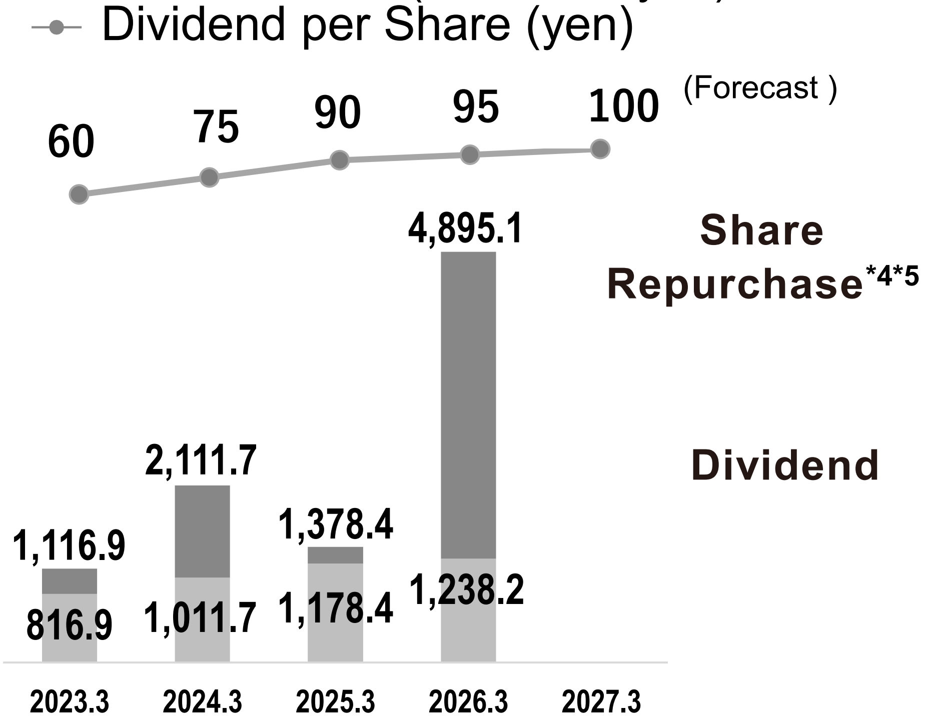
Net Income Attributable to Toyota Motor Corporation (billions of yen)



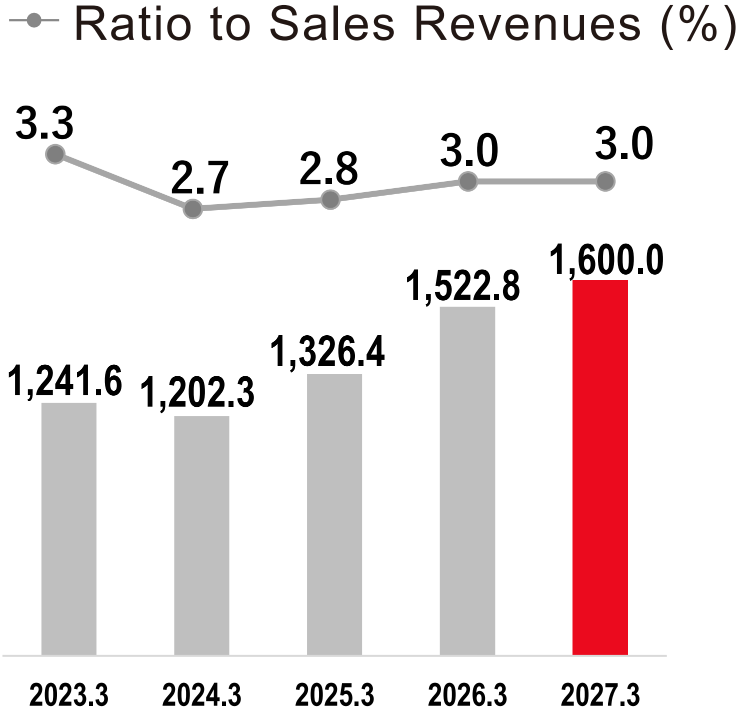
Total Liquid Assets*2 (billions of yen)



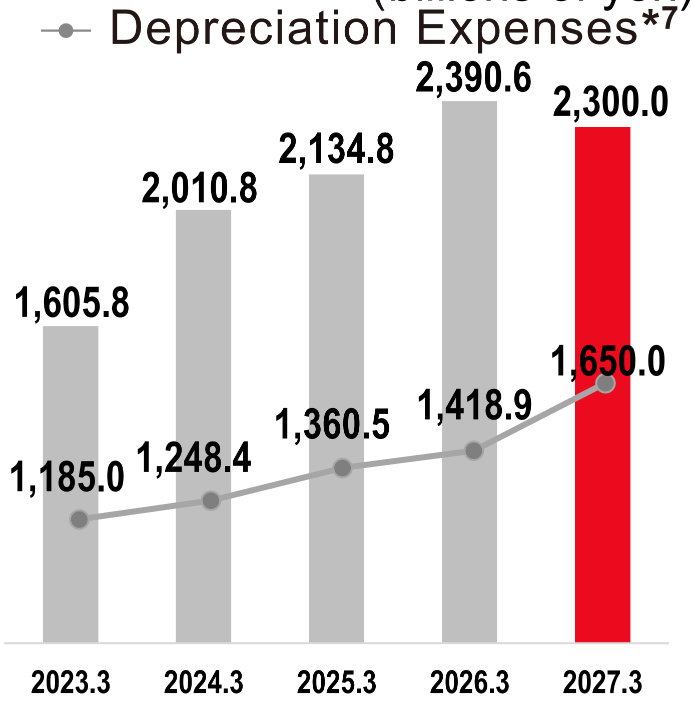
Total Shareholder Return (billions of yen)



R&D Expenses*6 (billions of yen)



Capital Expenditures (billions of yen)



Forecast

*1 FY2026 actual results include Hino-brand vehicles (104 thousand vehicles), while the FY2027 forecast does not include Hino-brand vehicles (consolidated vehicle sales, however, include certain Hino-brand vehicles manufactured by Toyota's consolidated subsidiaries).
*2 Cash and cash equivalents, time deposits, public and corporate bonds and its investment in monetary trust funds, excluding in each case those relating to financial services.
*3 Not including lease liabilities
*4 Excluding shares constituting less than one unit that were purchased upon request and the commission fees incurred for the repurchase.
*5 States the maximum value of shares resolved to be repurchased if before the completion of the repurchase period, or the actual purchase price of shares repurchased pursuant to that resolution if after the completion of the repurchase period.
*6 Figures for R&D expenses are R&D activity related expenditures incurred during the reporting period and do not conform to research and development costs on Toyota's Consolidated Statement of Income.
*7 Figures for depreciation expenses and capital expenditures do not include vehicles in operating lease or right of use assets.

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

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(thousands of vehicles)			Previous Forecast 2026.4-2027.3	New Forecast 2026.4-2027.3	Change	FY2026 Results 2025.4-2026.3
Toyota & Lexus	Vehicle Production *1	Japan	3,350	3,450	+100	3,242
		Overseas	6,650	6,550	-100	6,651
		Total	10,000	10,000	±0	9,893
	Retail Vehicle Sales *1	Japan	1,500	1,500	±0	1,475
		Overseas	9,000	9,000	±0	9,003
		Total	10,500	10,500	±0	10,477
Total Retail Vehicle Sales *1			11,180 *2	11,180 *2	±0	11,283 *3

*1 Including vehicles by Toyota's unconsolidated entities

*2 FY2027 forecast does not include Hino-brand vehicles

*3 FY2026 actual results include Hino-brand vehicles (109 thousand vehicles).

(Ref.) Definitions of Consolidated and Retail Vehicle Sales*

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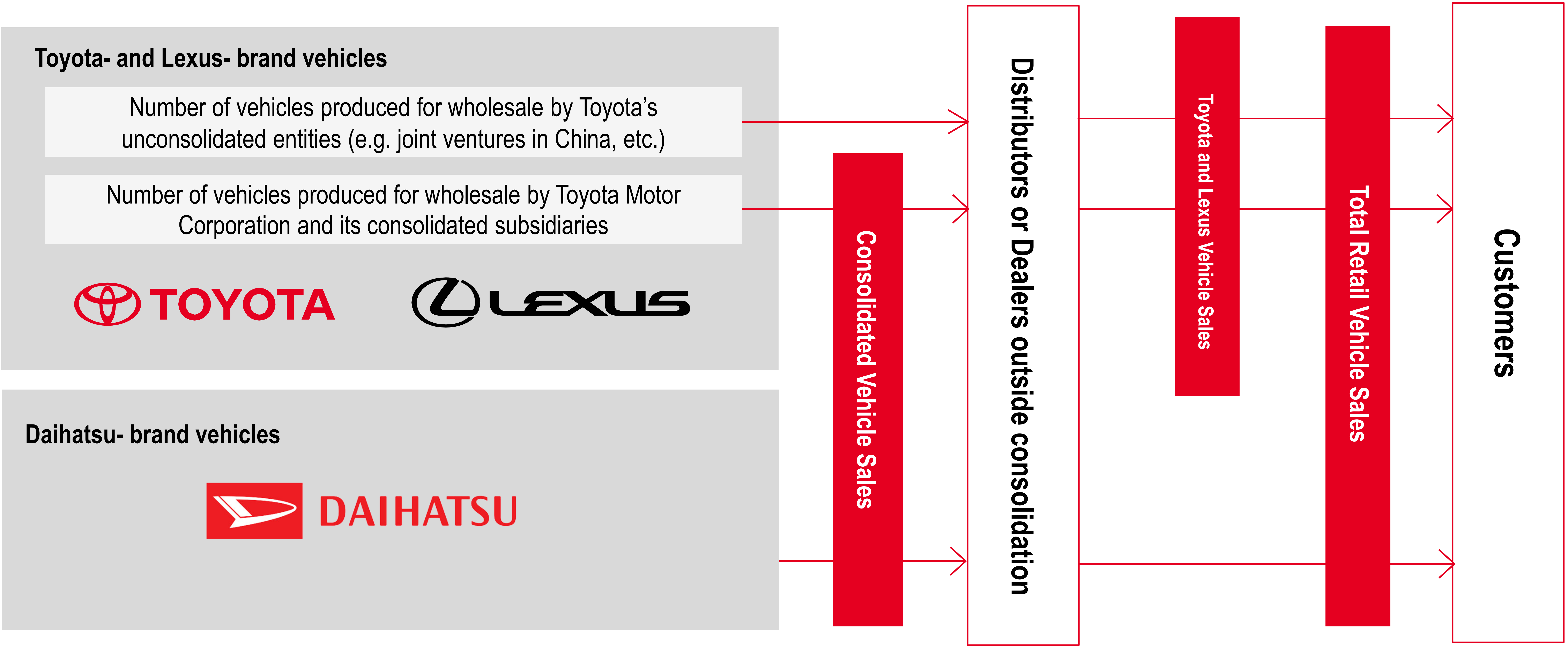

* There are a limited number of exceptional cases where sales are made other than in accordance with the flowchart above.