# FY2027 Second Quarter Financial Results



Toyota Motor Corporation
November 5, 2026

LEXUS NX

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

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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 Second Quarter Results Summary

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**Despite a challenging competitive environment, continued improvement efforts led to a YoY increase in profit and an upward revision to the FY2027 forecast.**

**Actual (First Half)**

**Operating income 2.2 trillion yen (+0.2 trillion yen YoY)**

- **Mitigated the impact on earnings through swift responses to changes in the external environment, including the situation in the Middle East.**
- **Supported by strong demand, vehicle sales remained resilient, led by HEVs**

**FY2027 Forecast**

**Operating income 3.9 trillion yen**
**(+0.5 trillion yen from the previous forecast, +0.1 trillion yen YoY)**

- **Mitigated the impact of rising materials prices and production disruptions caused by earthquakes and floods through recovery efforts at production sites and optimized global supply, thereby maintaining consolidated vehicle sales.**
- **In addition to reduced tariff-related costs, through the accumulation of improvement efforts, including the expansion of value chain earnings, we expect year-on-year profit growth, and have revised our forecast upward.**

**Return to Share-holders**

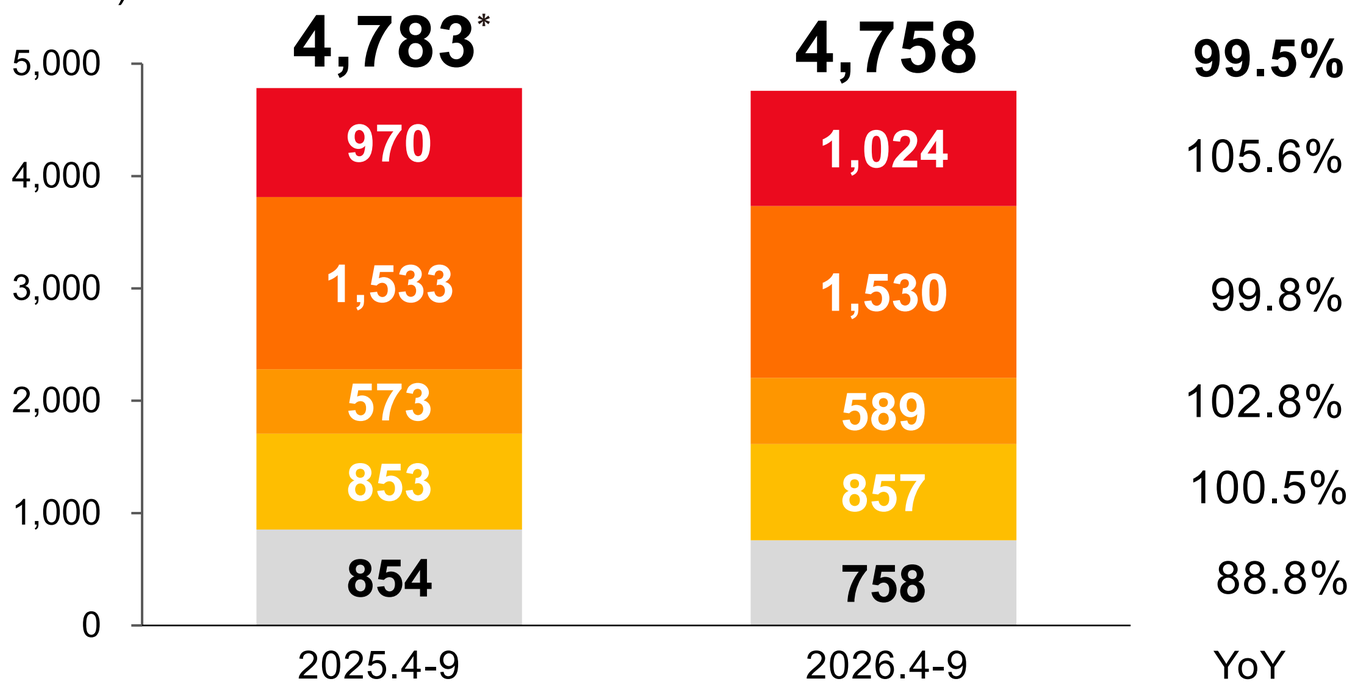
- **We will maintain our policy to increase dividends in a stable manner to reward our long-term shareholders.**
  **Interim : 50 yen (+5 yen YoY) / Full-year (forecast) : 100 yen (+5 yen YoY)**
- **Share repurchase authorization : Increase by 300 billion yen (FY total：1.3 trillion yen)**
- **Share cancellation : Additional 1 billion shares of treasury stock (FY total：1.2 billion shares)**
  **We have reduced the level of treasury stock holdings and will pursue capital policies focused on enhancing capital efficiency**

# FY2027 Second Quarter Financial Performance

# Consolidated Vehicle Sales (FY2027 First Half)

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(thousands of vehicles)




Reference (retail)

| | | | |
|---|---|---|---|
| Toyota and Lexus Vehicle Sales | **5,267** | **5,059** | **96.0%** |
| Electrified Vehicle [%] | **2,461** [46.7%] | **2,811** [55.6%] | **114.2%** |
| HEV | 2,262 | 2,450 | 108.3% |
| PHEV | 98 | 130 | 133.2% |
| BEV | 101 | 231 | 227.4% |
| FCEV | 0 | 0 | 90.8% |
| Total Retail Vehicle Sales | **5,643** | **5,381** | **95.4%** |

* 2025.4-9 actual results include Hino-brand vehicles (consolidated vehicle sales: 51 thousand vehicles; total retail vehicle sales: 53 thousand vehicles).

# Consolidated Financial Summary (FY2027 First Half)

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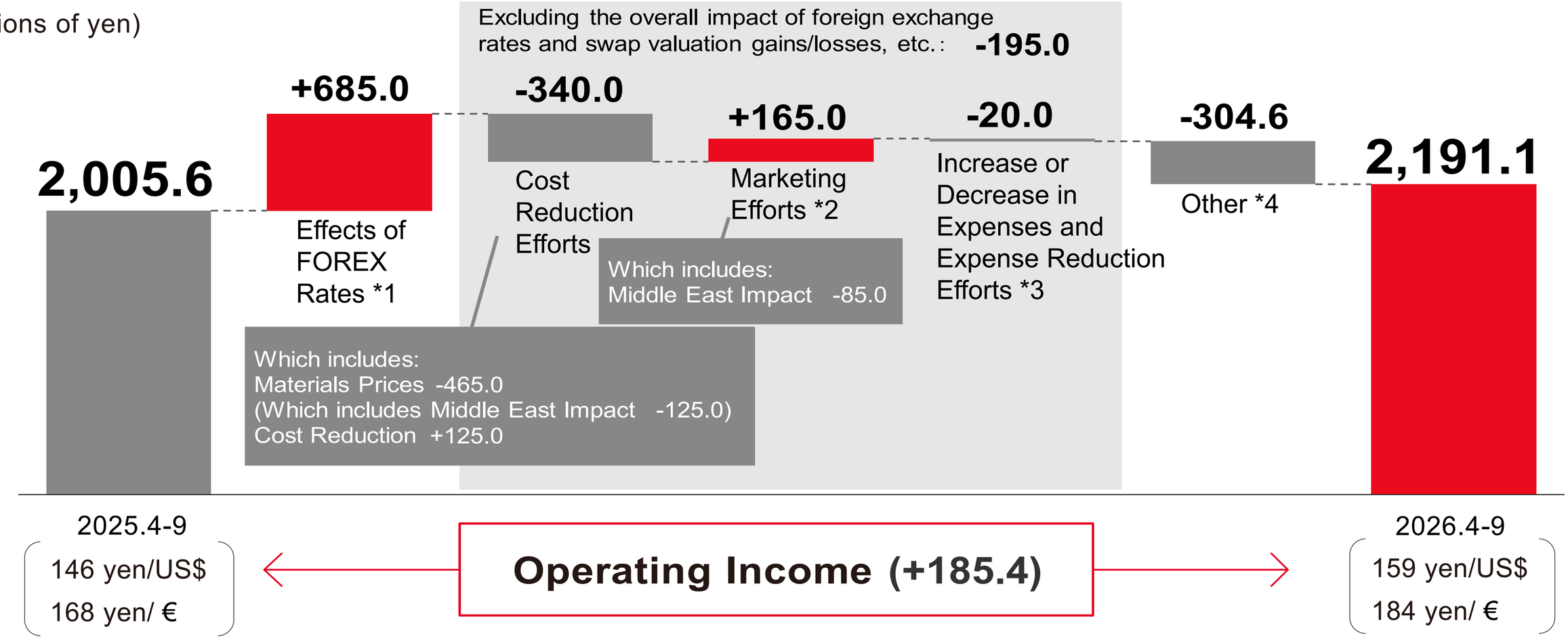
| (billions of yen) | | 2025.4-9 | 2026.4-9 | Change |
|---|---|---|---|---|
| **Sales Revenues** | | **24,630.7** | **26,962.4** | **+2,331.7** |
| **Operating Income** | | **2,005.6** | **2,191.1** | **+185.4** |
| Margin | | 8.1% | 8.1% | |
| Other Income | | 472.4 | 763.2 | +290.8 |
| Share of Profit (Loss) of Investments Accounted for Using the Equity Method | | 272.6 | 358.3* | +85.7 |
| **Income before Income Taxes** | | **2,478.1** | **2,954.4** | **+476.2** |
| **Net Income Attributable to Toyota Motor Corporation** | | **1,773.4** | **2,236.4** | **+463.0** |
| Margin | | 7.2% | 8.3% | |
| FOREX Rates | US $ | 146 yen | 159 yen | +13 yen |
| | € | 168 yen | 184 yen | +16 yen |

* Regarding Japan: 286.3 (+102.6 year on year), China: 28.6 (-19.4 year on year), Other: 43.2 (+2.4 year on year)

# Analysis of Consolidated Operating Income (FY2027 First Half)

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(billions of yen)




| *1 Details | |
|---|---|
| Transactional (Imports/Exports) | +590.0 |
| - US $ | +340.0 |
| - € | +85.0 |
| - Other | +165.0 |
| Translational FOREX Impact Concerning Overseas Subsidiaries, etc. | +95.0 |

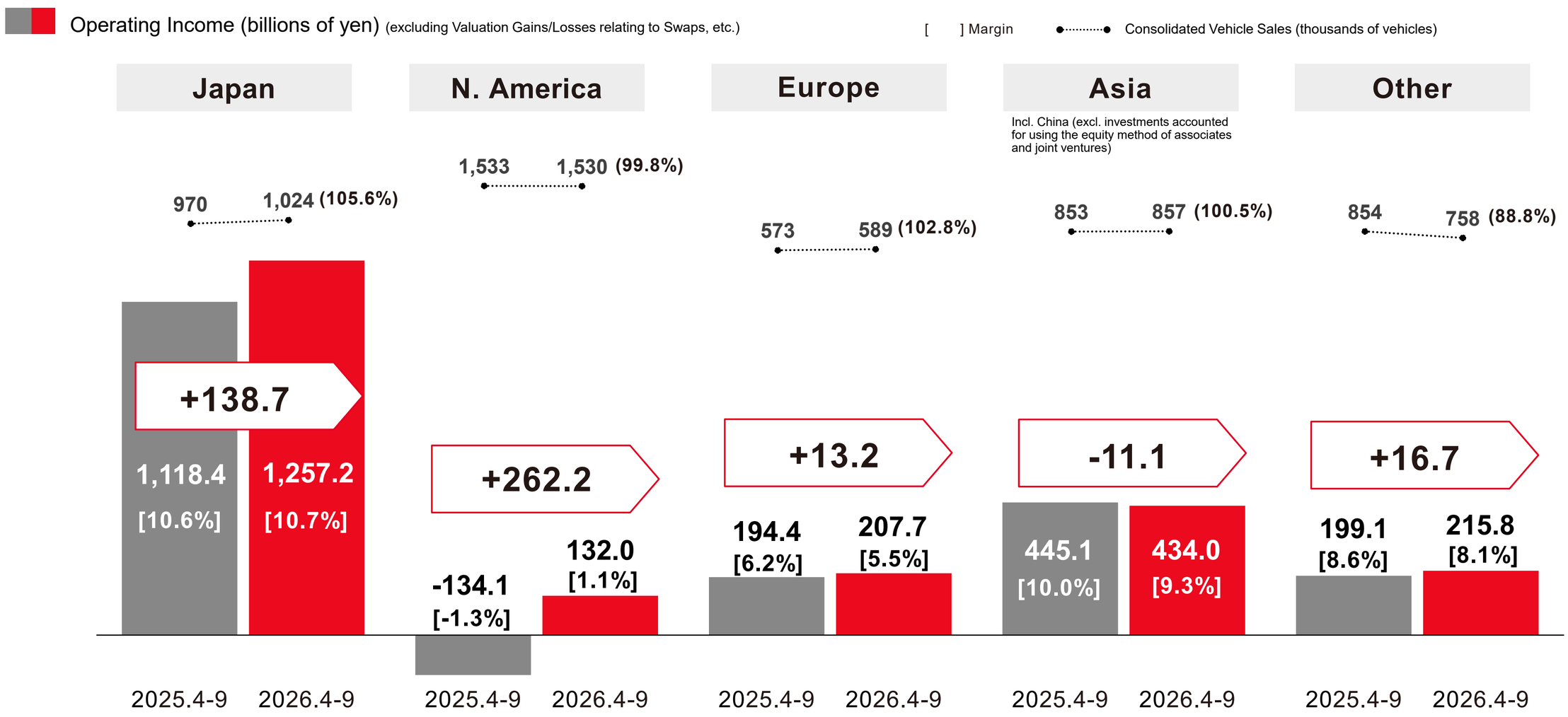
| *2 Details | |
|---|---|
| Volume, Model Mix | -115.0 |
| Value Chain | +70.0 |
| - Financial Services | +20.0 |
| - Accessories / Spare Parts / Used Vehicle / Connected, etc. | +50.0 |
| Other | +210.0 |

| *3 Details | |
|---|---|
| Labor Cost | -105.0 |
| Depreciation Expenses | -75.0 |
| R&D Expenses | -95.0 |
| Expenses, etc. | +255.0 |

| *4 Details | |
|---|---|
| Valuation Gains / Losses from Swaps, etc. | -43.0 |
| Unrealized Profit Adjustment | -236.3 |
| Other | -25.3 |

# Geographic Operating Income (FY2027 First Half)

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

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 1,117.1 | 1,253.3 | -67.8 | 166.1 | 200.7 | 219.2 | 444.2 | 437.1 | 201.9 | 200.9 |

# China Business / Financial Services (FY2027 First Half)

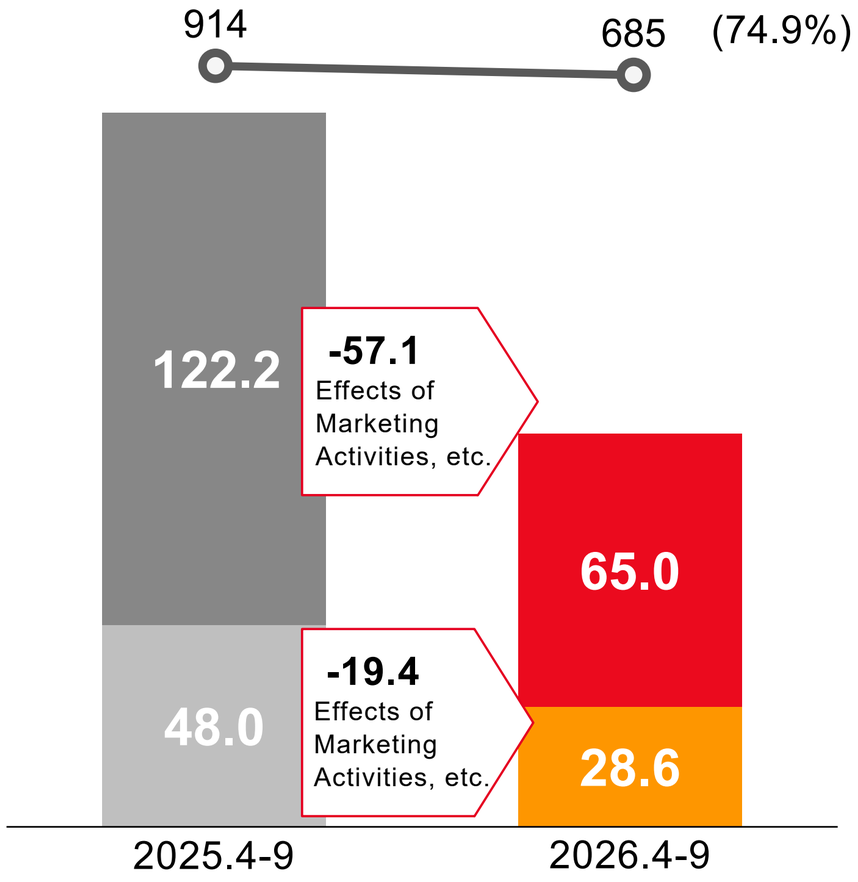
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## (Ref.) China Business

Operating Income of Consolidated Subsidiaries (billions of yen)

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

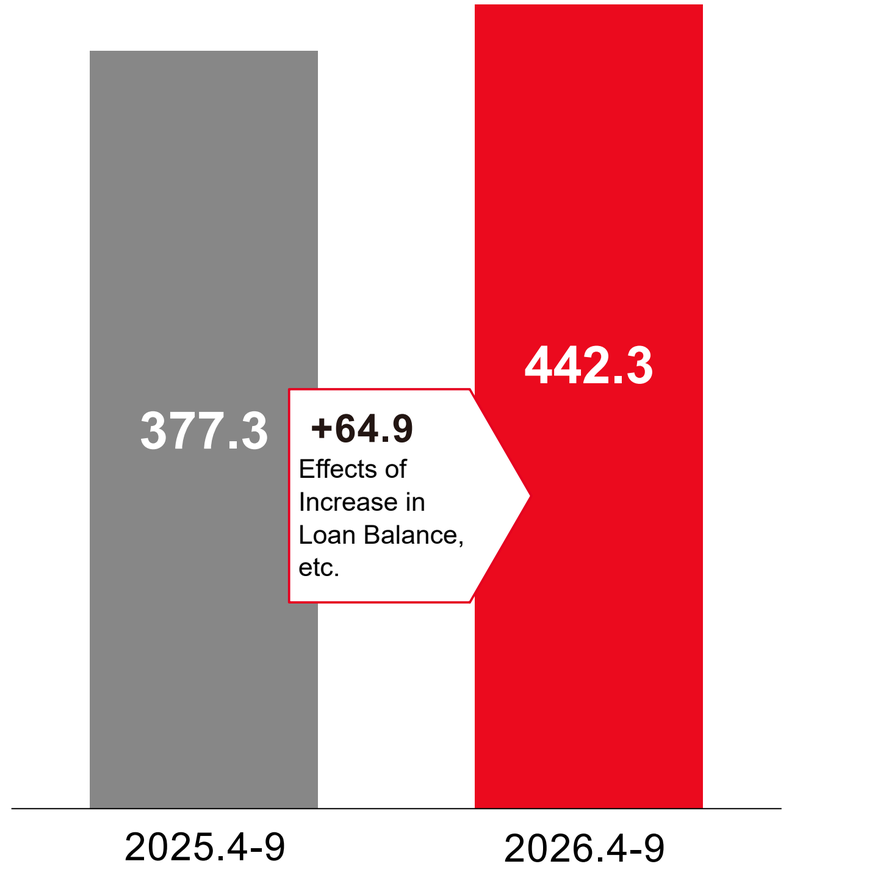
Toyota and Lexus Vehicle Retail Sales (thousands of vehicles)




## Financial Services

Operating Income (billions of yen)

* Excluding Valuation Gains/Losses relating to Swaps, etc.



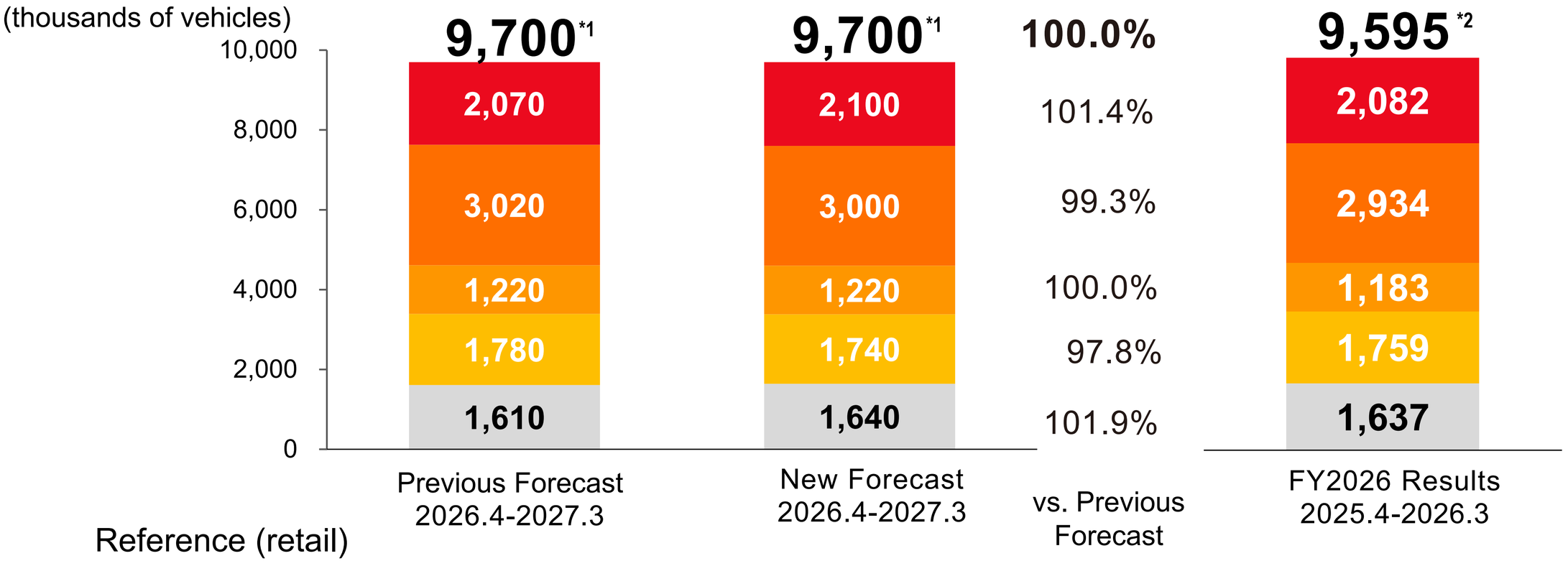

Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

| 450.4 | 472.3 |
|---|---|

# 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** | **10,300** | **98.1%** | **10,477** |
| Electrified Vehicles [%] | **5,905 [56.2%]** | **5,741 [55.7%]** | **97.2%** | **5,040 [48.1%]** |
| HEV | 5,088 | 5,008 | 98.4% | 4,620 |
| PHEV | 284 | 269 | 94.7% | 175 |
| BEV | 533 | 463 | 87.0% | 243 |
| FCEV | 1 | 1 | 98.5% | 1 |
| Total Retail Vehicle Sales | **11,180*1** | **10,990*1** | **98.3%** | **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

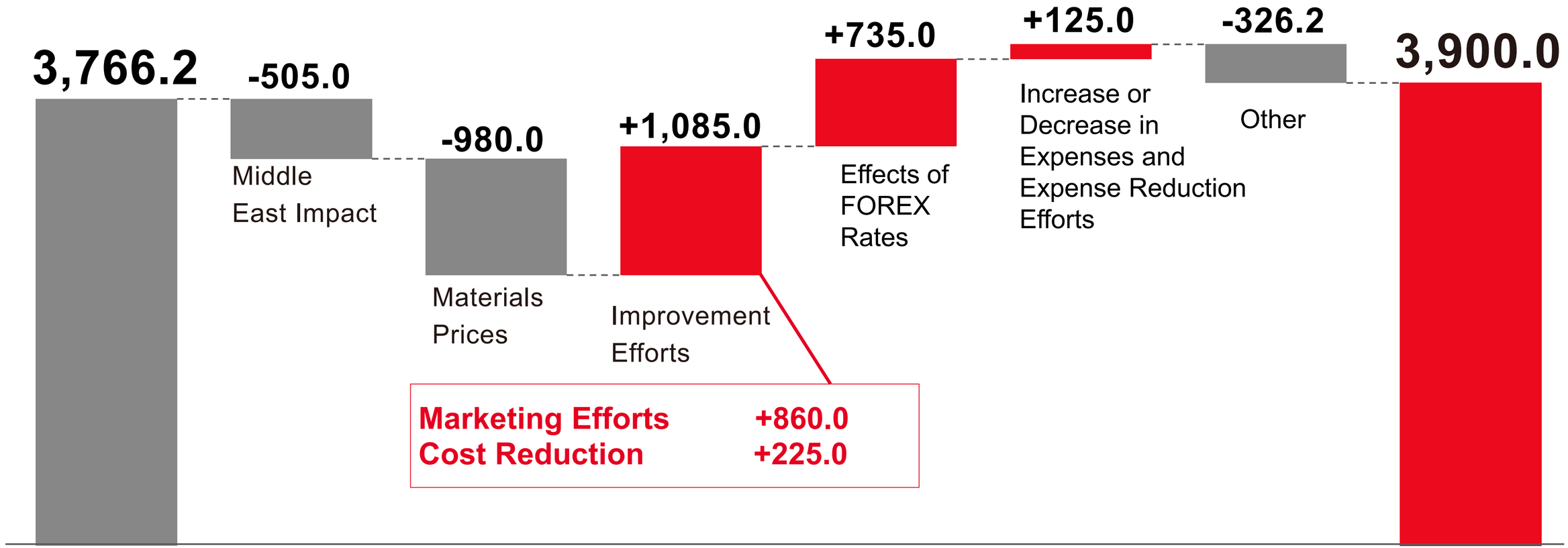
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| (billions of yen) | Previous Forecast 2026.4-2027.3 | New Forecast 2026.4-2027.3 | Change | FY2026 Results 2025.4-2026.3 |
|---|---|---|---|---|
| **Sales Revenues** | **54,000.0** | **53,500.0** | **-500.0** | **50,684.9** |
| **Operating Income** | **3,400.0** | **3,900.0** | **+500.0** | **3,766.2** |
| Margin | 6.3% | 7.3% | | 7.4% |
| Other Income | 1,170.0 | 1,060.0 | -110.0 | 1,386.7 |
| Share of Profit (Loss) of Investments Accounted for Using the Equity Method | 580.0 | 600.0 | +20.0 | 552.7 |
| **Income before Income Taxes** | **4,570.0** | **4,960.0** | **+390.0** | **5,152.9** |
| **Net Income Attributable to Toyota Motor Corporation** | **3,250.0** | **3,570.0** | **+320.0** | **3,848.0** |
| Margin | 6.0% | 6.7% | | 7.6% |
| Dividend per share | 100 yen | 100 yen | ±0 yen | 95 yen |
| FOREX Rates US$ | 160 yen | 157 yen | -3 yen | 151 yen |
| FOREX Rates € | 181 yen | 182 yen | +1 yen | 175 yen |

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

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(billions of yen)




FY2026 Results
2025.4-2026.3

151 yen/US$
175 yen/€

**Operating Income (+133.8)**

FY2027 New Forecast
2026.4-2027.3

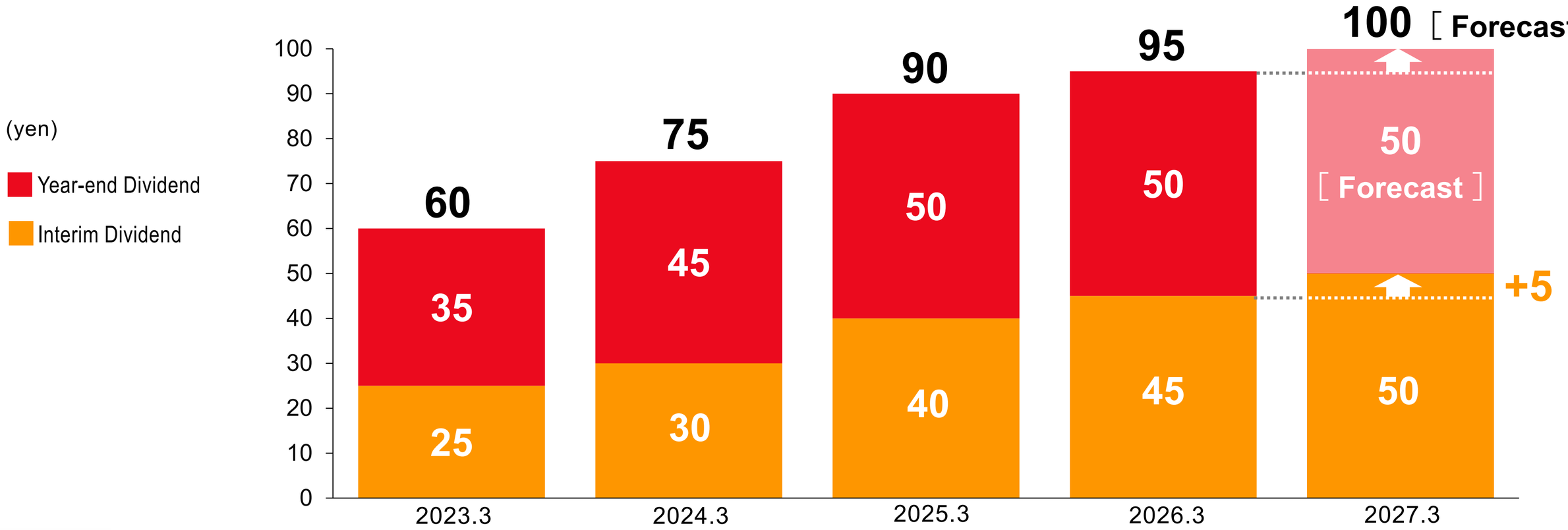
157 yen/US$
182 yen/€

# Shareholder Return

# Dividends and Dividend Forecast

TOYOTA

- Our dividend policy is to “increase dividends in a stable and continuous manner” to reward our long-term shareholders.
- Interim: 50 yen (+5 yen YoY)
- Full-year forecast: 100 yen (+5 yen YoY)



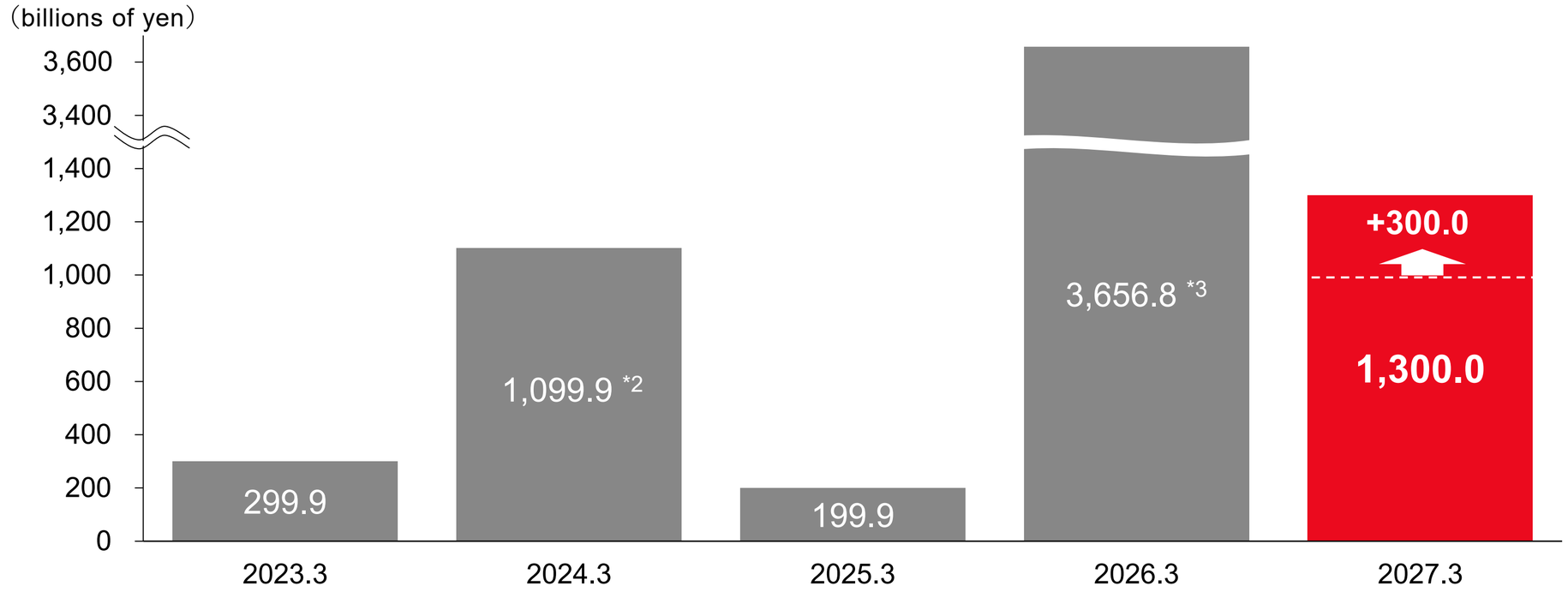

| | | 2023.3 | 2024.3 | 2025.3 | 2026.3 | 2027.3 |
|---|---|---|---|---|---|---|
| Interim | Total Amount of Dividends (billions of yen) | 342.1 | 405.4 | 525.9 | 586.5 | 588.9 |
| Full-Year | Total Amount of Dividends (billions of yen) | 816.9 | 1,011.7 | 1,178.4 | 1,238.2 | - |

# Share Repurchases

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- **Share repurchase authorization ：Increase by 300 billion yen in response to shareholders' requests to sell their shares (FY total：up to 1.3 trillion yen)**
- **Treasury stock cancellation : Additional 1 billion shares**
  **(FY total：1.2 billion shares, approximately 3.5 trillion yen** in market value as of the end of September 2026**)**
- **We have reduced the level of treasury stock holdings and will pursue capital policies focused on enhancing capital efficiency.**

**Share Repurchase History *1**




*1 Based on resolutions for each fiscal year.
*2 Amount includes share repurchases conducted in response to requests from shareholders to sell their holdings.
*3 Amount acquired through the tender offer conducted as part of the privatization of Toyota Industries Corporation.

# Progress with Business Structure Reform

# Overview of Growth Strategy — Transformation into a Mobility Company

TOYOTA

- Accelerate the growth of our new vehicle and value chain businesses with an unwavering commitment to our product-centered and region-centered management
- Develop across new fields, including robotics, that utilize the strengths we have cultivated in car manufacturing

## New vehicle business × Value chain businesses

Enhance the appeal of our products and brand power
Expand technology portfolio

Supply capabilities supporting expanding demand
*Monozukuri* evolution

Enhance cost competitiveness
Reform business structure

**Expansion of Customer Base**

**Improvement of Customer Value**

FY 2026/3
Sales volume: 10.5 million vehicles
Operating income: 3.8 trillion yen

**Product lineup**
Five-brand strategy
Global full lineup
Multi-pathway

**Value chain services & SDV**
Feature upgrades
One-stop services
(maintenance, finance, and insurance)

Foundation of product-centered and region-centered management

## + Robotics

Accelerate implementation of factory automation (FA) 1.0–3.0
Expand into other industries and areas starting with internal demand

**FA 1.0**
Automation centered on rule-based robots



**FA 2.0**
Synchronization and automation of production and logistics systems



**FA 3.0**
Human–robot collaboration



**New business areas (space and land, sea, and air)**

Space (Lunar Cruiser and satellite communications)

Land, sea, and air (Lexus Journey and Joby Aviation)
→ Expansion of customer base and value chain

**Unwavering Core** Creation of ever-better cars / Best-in-town / Mobility for All / Carbon neutrality by 2050 / Human Centered

**The Foundation** People development and a *genba*-centered approach

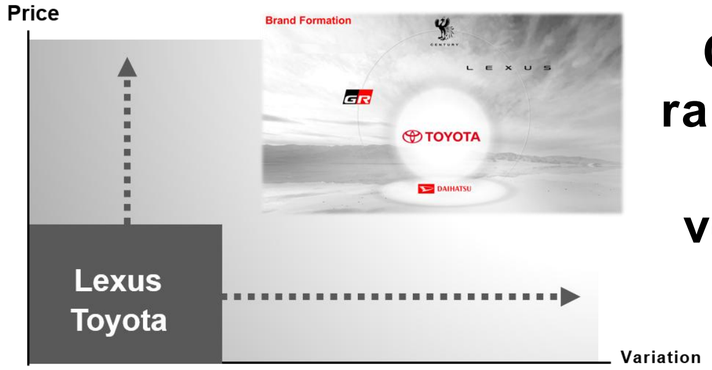
# New Vehicle Business — Enhancement of Earnings Power

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**Produce well-made products and deliver quickly to meet the diverse needs of customers worldwide.**

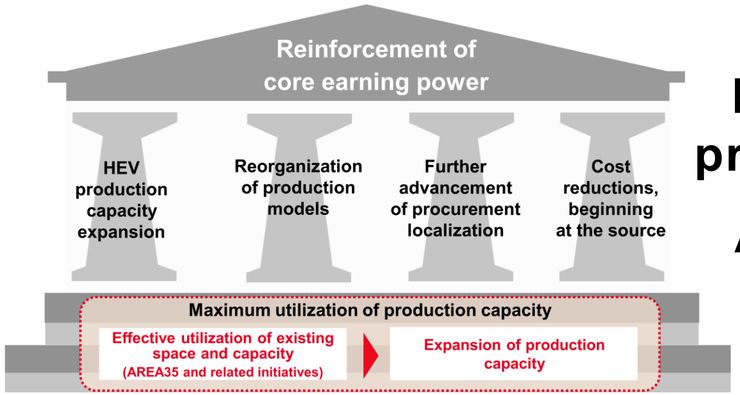
## Progress with Business Structure Reform

### 1. Enhancing product value through the five-brand strategy




**Covering a wide range of customers with a diverse vehicle lineup led by Century**

### 2. Enhancing earning power

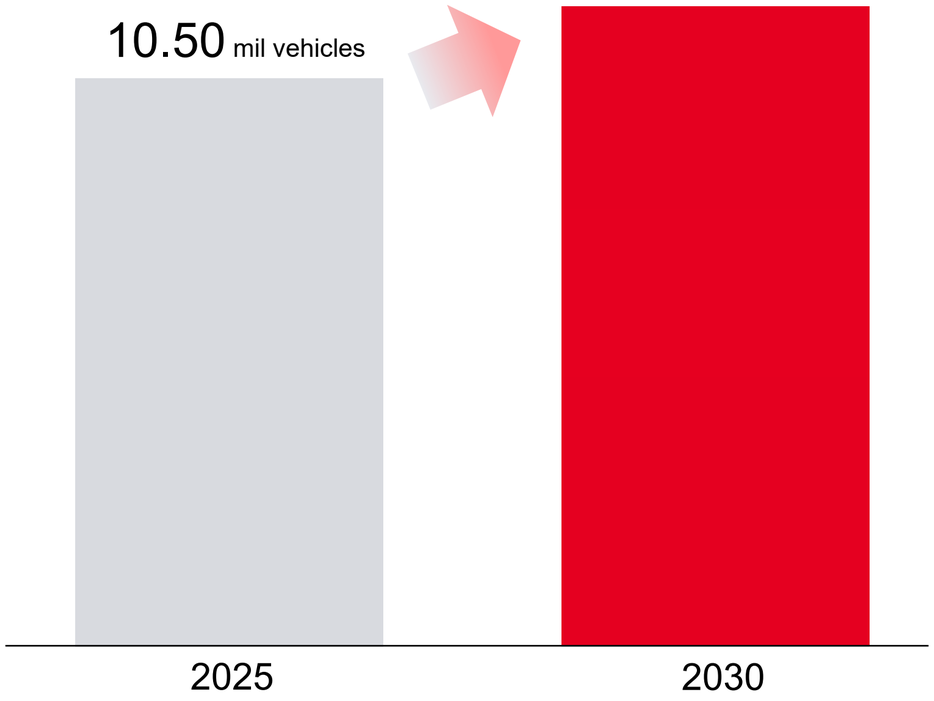



**Full utilization of production capacity**

**Aim to maximize margin per unit**

## Expansion of Global Sales Volume

**Global sales volume**




Electrified Vehicle Sales Volume (thousands of vehicles)

| | | | | |
|---|---|---|---|---|
| 27/3 | HEV 5,008 | PHEV 269 | BEV 463 | FCEV 1 |
| 26/3 | HEV 4,620 | PHEV 175 | BEV 243 | FCEV 1 |

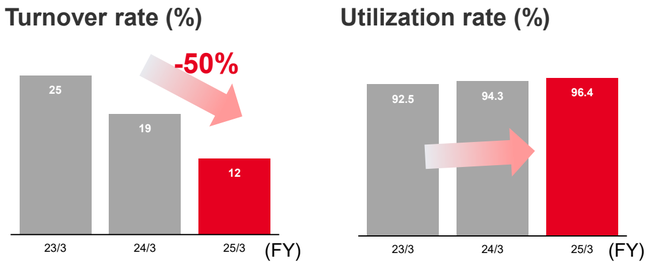
# Strategy for Key Region — (1) North America

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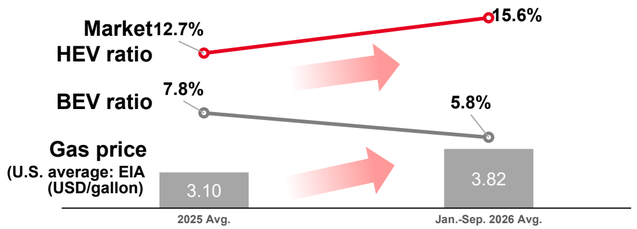
**Despite tariff-driven losses in North America, we aim to restore profitability by leveraging our strengths in products, sales, and production operations.**

## Our Enduring Competitiveness

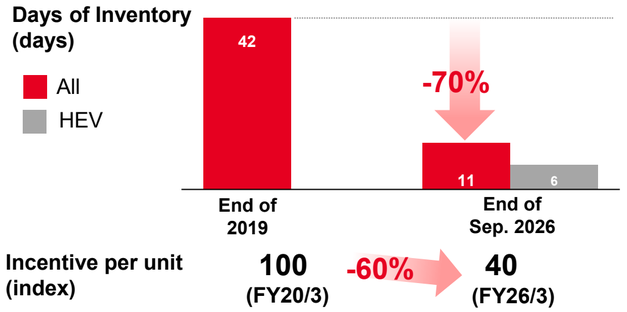
### 1. Improvement of employee retention and utilization




### 2. Expansion of HEV demand




### 3. Reduction of incentives and days in inventory




## Further Strengthening of Profitability

### 1. Expanding HEV production in North America
**- Increasing utilization of TBMNC**

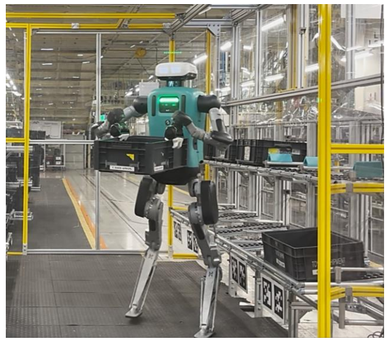
### 2. Transferring production of Tacoma to TMMTX #2




### 3. Promotion of automation through expanded introduction of robots



Windshield installation



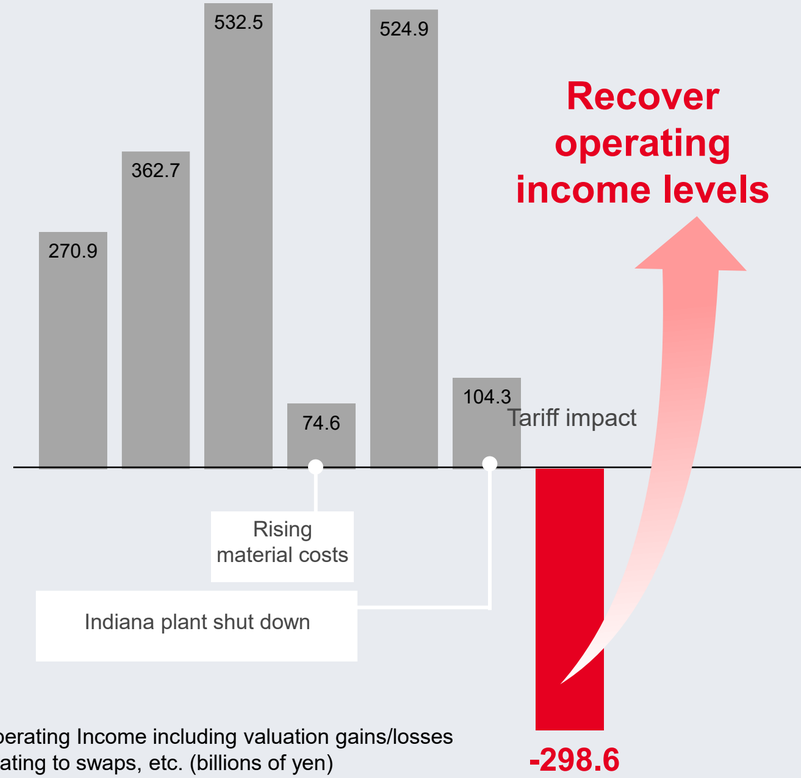
Parts picking

## Return to a Strong Growth Trajectory

**Operating Income in North America**

Note: Excluding the impact of valuation gains/losses from interest rate swaps

(bn yen)




Operating Income including valuation gains/losses relating to swaps, etc. (billions of yen)

| 20/3 | 21/3 | 22/3 | 23/3 | 24/3 | 25/3 | 26/3 |
|---|---|---|---|---|---|---|
| 253.2 | 401.3 | 565.7 | -74.7 | 506.3 | 108.8 | -192.5 |

(FY)

# Strategy for Key Region — (2) China

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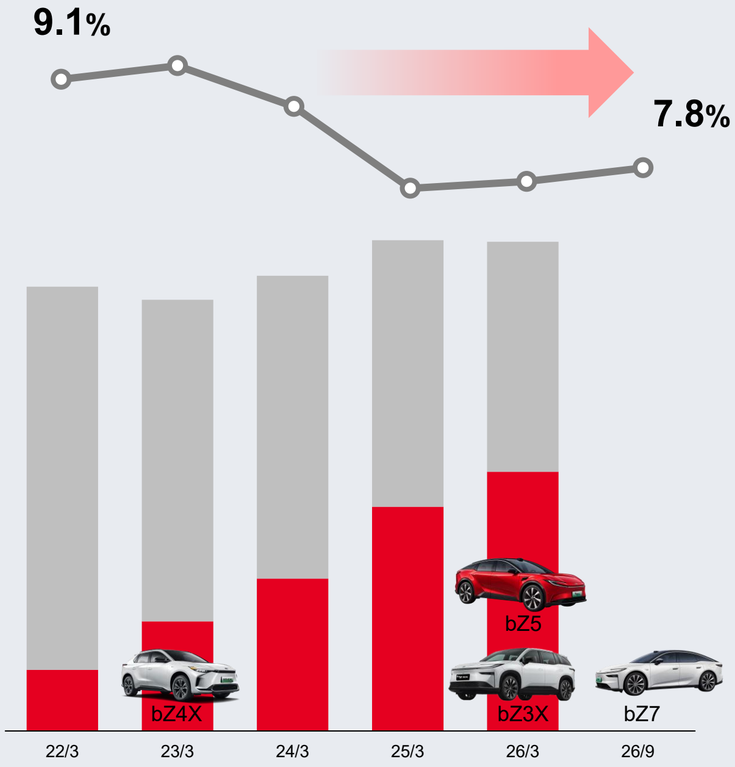
## Continuously introduce new Chinese-developed NEVs and launch response measures in 2027.

### Strong Performance Amid NEV Expansion

**Toyota's Share of the Chinese Market**

NEV market | Excluding NEV market | Toyota's Share

**Stabilization in market share through the introduction of vehicles tailored to local needs**

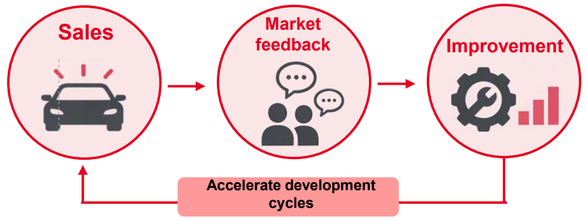



### Turning Lessons from China into New Challenges

**1. Fully utilize joint venture partner assets**

GAC | FAW | BYD

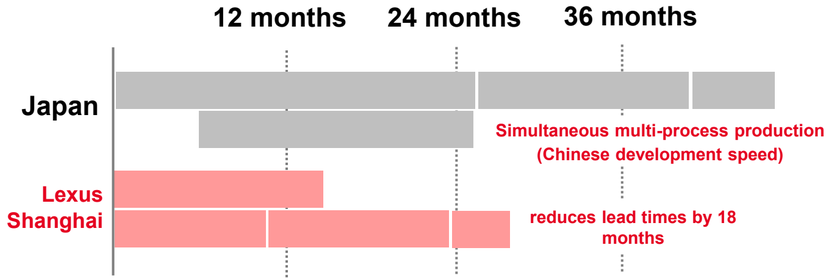
**2. Conduct development via Chinese RCEs*** *Local chief engineers fully responsible for stages spanning from design to development




**3. Select suppliers based on level of competitiveness**

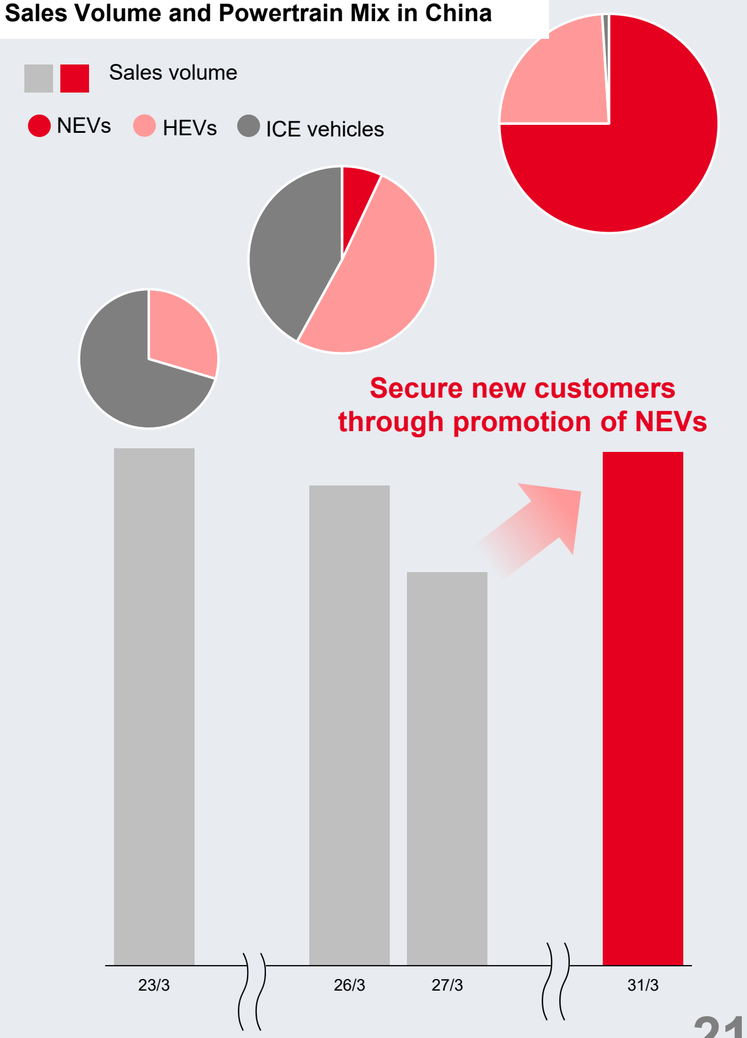
Adopt products and technologies regardless of country of origin or whether they come from the Toyota Group

**4. Shorten lead times**




### Return to Growth Trajectory

**Sales Volume and Powertrain Mix in China**



# Strategy for Key Region — (3) Asia and Global South

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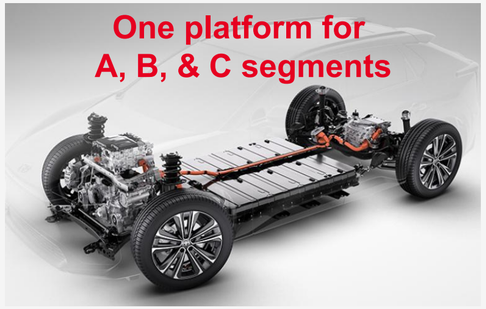
**Accelerating electrification and advancing “Mobility for All” with the new platform.**

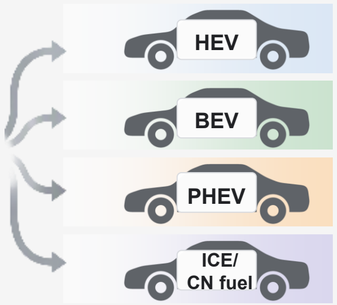
## Transforming into a Multi-Pathway Platform

- Covering the key A, B, and C segments with a single platform
- Supporting all powertrains, including BEVs
- Enhancing cost competitiveness by consolidating volumes

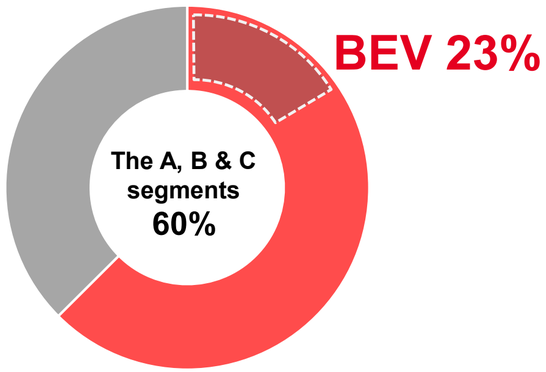
### Multi-Pathway Platform

### “Innovative Multi-Pathway Vehicles”




Composition of Asia Segment

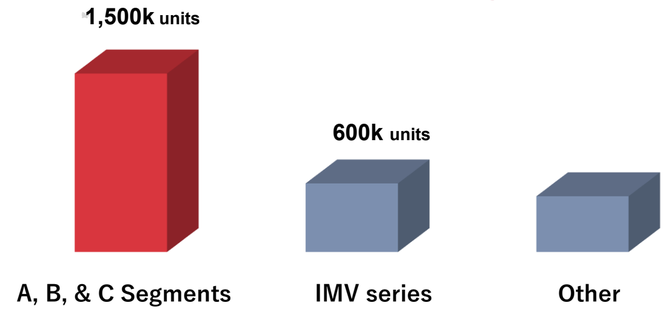



## Sharing China’s Learnings Across Asia and the Global South

- Expanding the lessons learned in China across Asia and Japanese suppliers
- Leveraging the procurement base built through the IMV project to expand into the Global South
- Leveraging regional R&D capabilities to develop products tailored to local customer needs




Toyota’s Sales Mix in the Global South



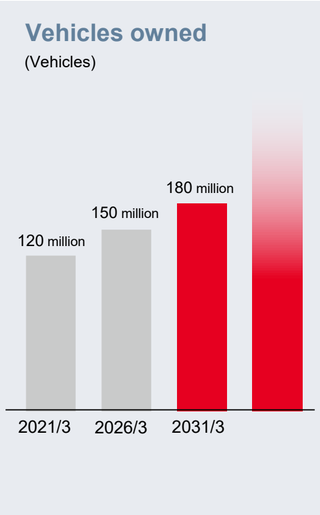
# Value Chain Businesses — Formula for Growth

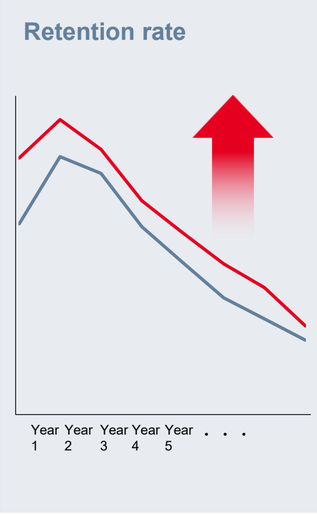
TOYOTA

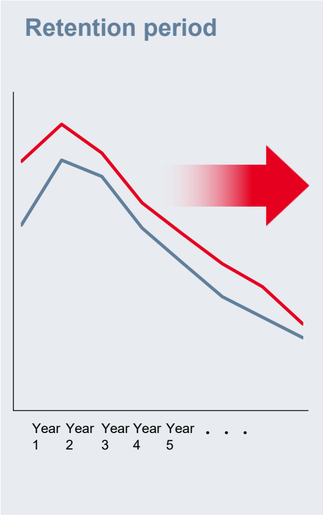
**Building on our customer base that has grown worldwide, we will expand value chain profits in a stable manner to an annual level of 150 billion yen.**

## Formula for Growth

**Expansion of owned vehicles** × **Increase in retention rate** × **Extension of retention period**



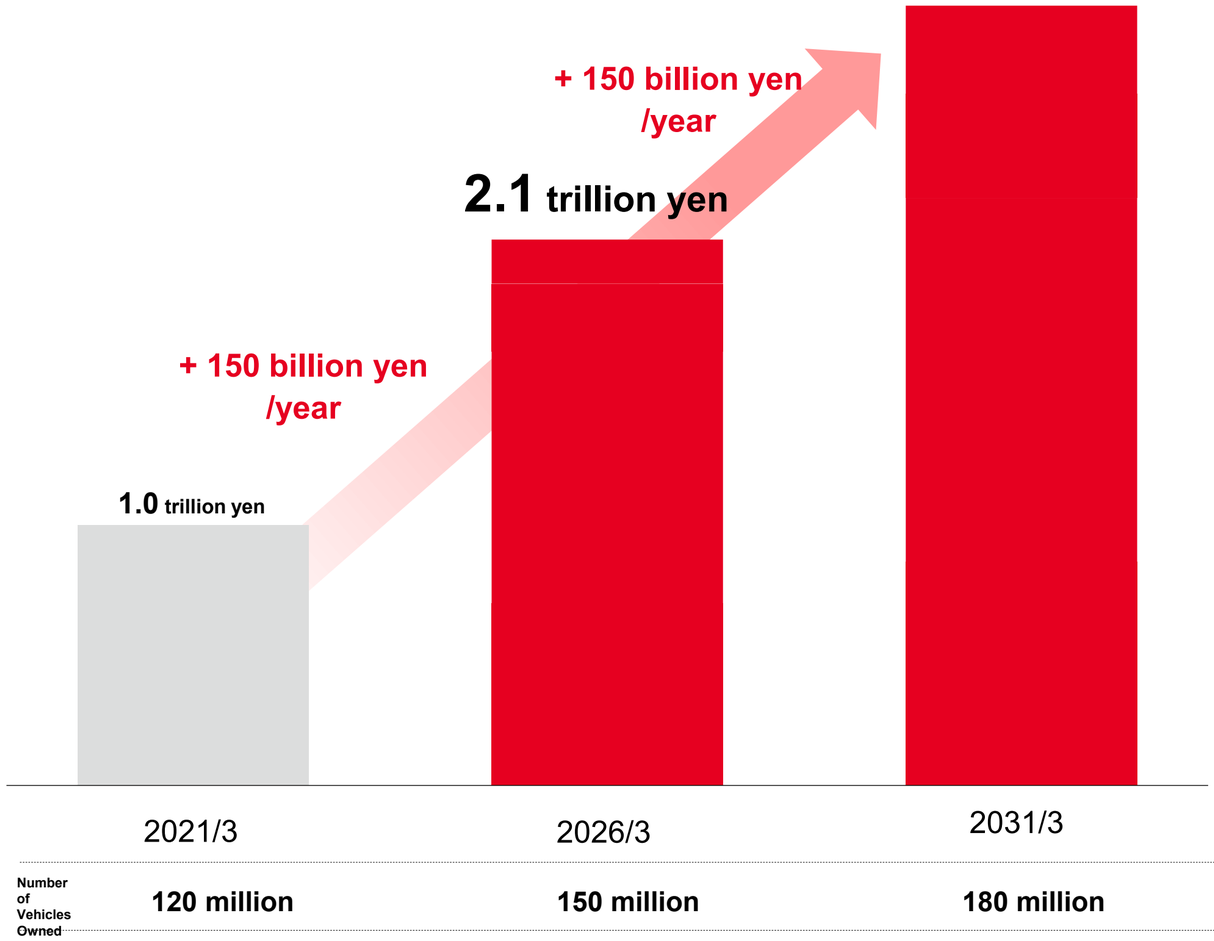




**Maximization of Customer and Vehicle Lifetime Value through Value Chain Initiatives**

EW | PPM | PHYD | SAWA | KINTO | Low-price parts | Leasing & financing | SDV

## Value Chain Profit




*EW: Extended Warranty, PPM：Prepaid Maintenance, SAWA：Service Activated Warranty, PHYD：Pay How You Drive

# A New Growth Pillar

TOYOTA

Seed stage → Growth stage → Mature stage

Major Investment Targets

*Figures in parentheses are committed amounts

Advanced and Emerging Technologies

- AI
- Robotics
- Quantum Technologies
- Advanced semiconductors
- Electrification
- Automation

Space

Innovative Energy Technologies

## Advanced and Emerging Technologies

### Toyota Invention Partners (100.0bn yen)

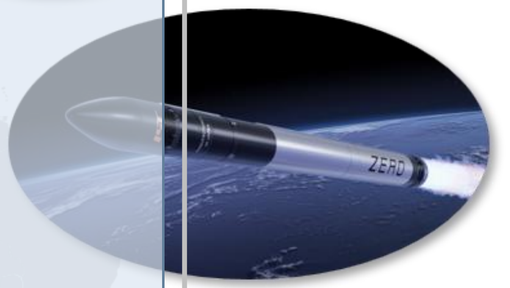
#### Mirai Creation
(40.0bn yen)

**Toyota Ventures**
(120.0bn yen)

**Woven Capital**
(250.0bn yen)








Committed amount: **510.0** billion yen

Collaboration partners: **100** companies

**Use investments to stay ahead of the curve in technology, talent, and business opportunities, translating them into greater competitiveness for Toyota**

# Robotics Business — Toyota's Vision

TOYOTA

## Contributing to "Happiness for All" Through Robots That Stand by People and Grow with Them

**Development, Deployment, and Vision**

**Using robotics to expand human potential**
by empowering "people to take action and embrace challenges for others"

### Factory Automation (FA) Areas

**New services that integrate human-centered *Monozukuri* with robots**



Master craftsmanship



*Genba* and TPS



Robots

### Lifestyle Areas

**A safe, secure, and trusted partner people can relate to**



Lifestyle partners



Delivery



Tasks inside the house

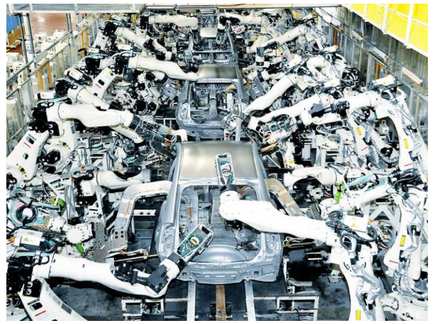
# Robotics Business — Toyota's Strengths in Commercialization

TOYOTA

**Productivity that combines FA 1.0–3.0 × Provision of robotics solutions that enhance employee sense of purpose**

## FA Areas

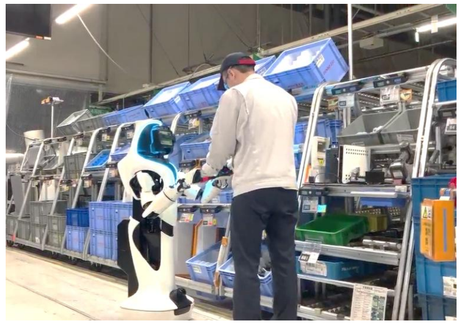
### FA 1.0
**Automation centered on rule-based robots**



### FA 2.0
**Synchronization and automation of production and logistics systems**



### FA 3.0
**Human–robot collaboration**



## Strengths

**Plant management platform**

Just-in-time production system × Traffic control system
Reduce lead times by 50% at plants where systems have been implemented

**Arene**

Expand knowledge of automated driving software platform to robotics

**Hardware**

Provide highly reliable robots through the QDR approach to automobile manufacturing

**Core Robotics Model**

Learn effectively from craftspeople and teach humans

**Toyota Production System**

Smart automation of processes that eliminate unnecessary labor

***Genba***

**High-quality data from 60 plants and for 18,000 craftspeople worldwide**

# Robotics Business — Pathway to Commercialization

TOYOTA

**Launch of business centered on internal FA in accordance with demand by Toyota Motor Corporation, Toyota Group companies, and suppliers.**

**Acceleration of business growth through provision of solutions in the manufacturing industry, other industries, and lifestyle domains.**

## Estimated Scale of Replacement Demand

(Toyota Motor Corporation, Toyota Group companies, and suppliers)

### Number of robots introduced

**Cumulative total of**

**400,000 robots**



### Investment in reforms of aging facilities

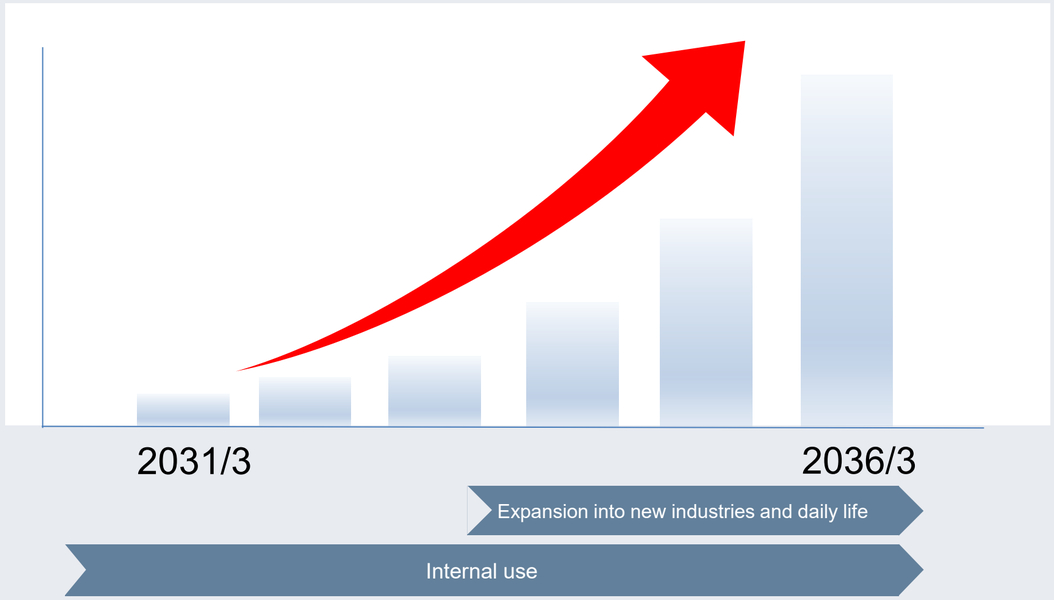
**1.0 trillion yen per year**



Period: 2028–2040

Robot breakdown: Toyota Motor Corporation and Toyota Group companies (150,000 units) and suppliers (250,000 units) (total of in-house production and purchased units)

## Projected Sales Growth



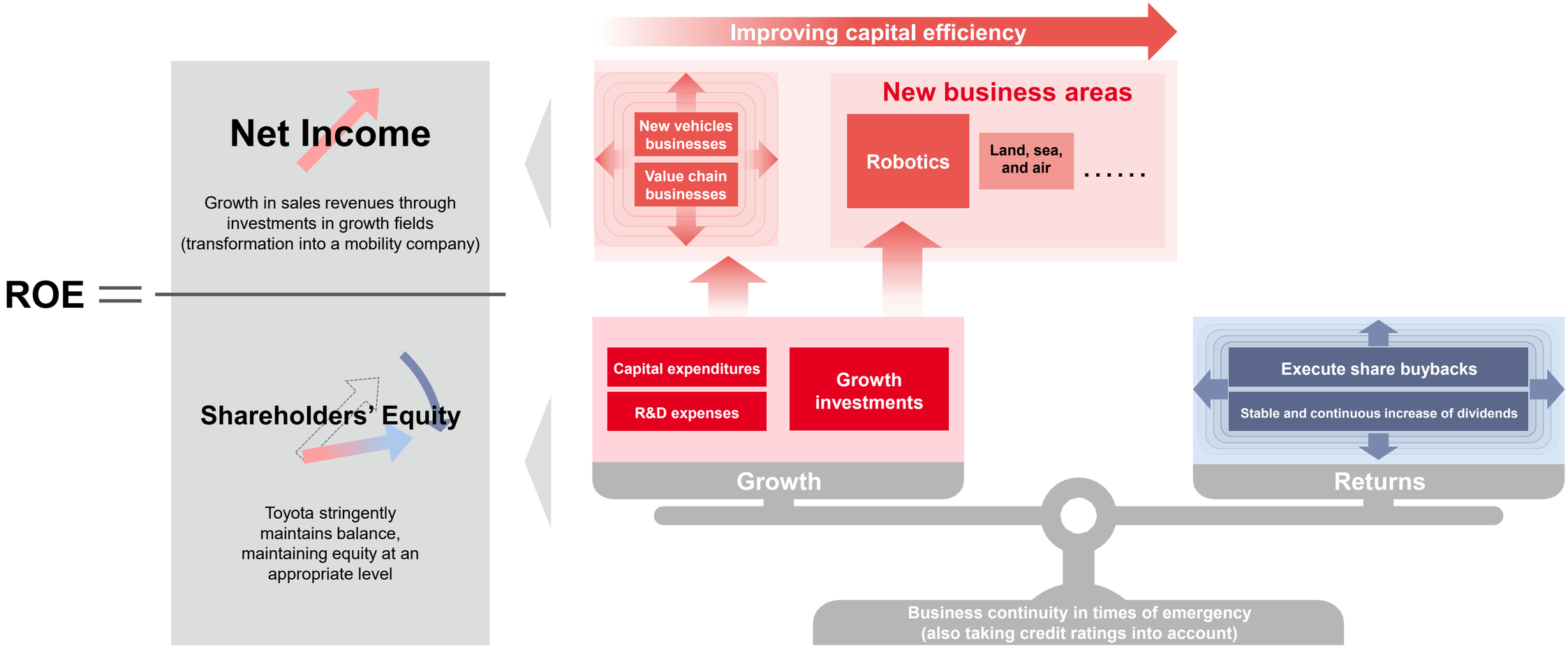

Launch Toyota Robotics as a new organization responsible for business promotion (January 2027)

**Transform robotics into a new core business through the business foundation we established in the automobile industry and the combined power of the Toyota Group**

TOYOTA

# Transformation into a Mobility Company

**Realize sustainable growth while stringently balancing shareholders' equity, resulting in enhanced ROE**



TOYOTA

# Capital Allocation

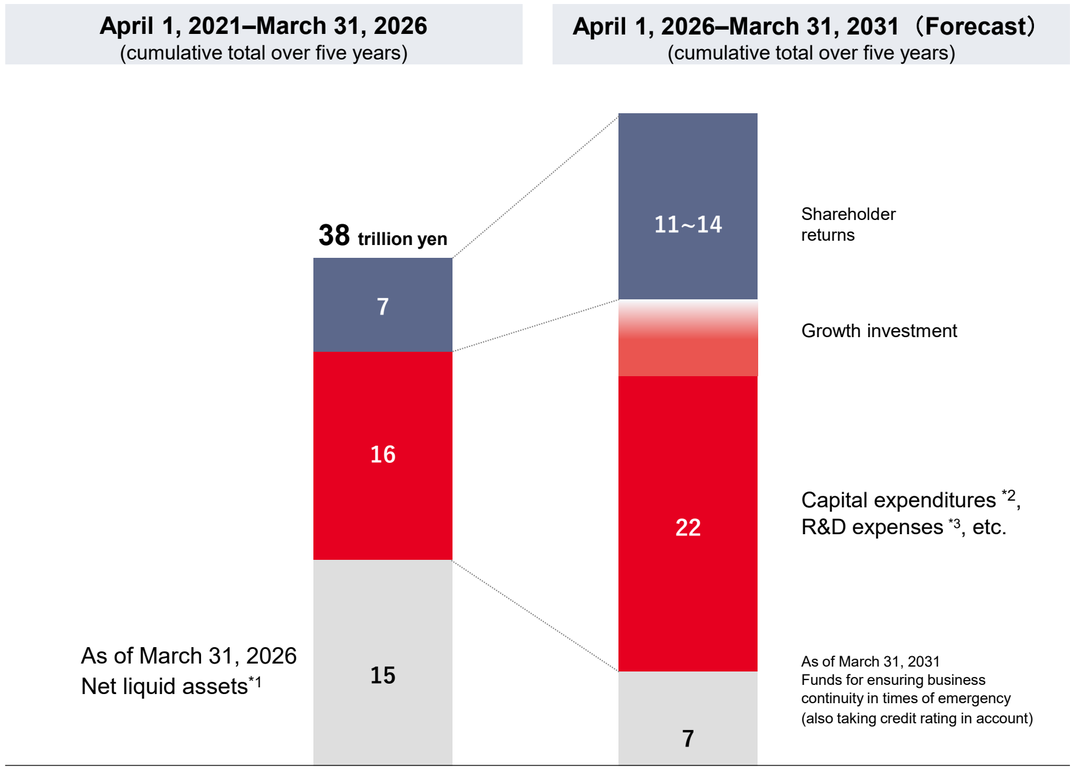
**Implement investments after securing cash reserves and ensuring financial soundness.**

**Shareholder returns are based on stable and continuous increases in dividends, and surplus funds are utilized in the execution of flexible share buybacks.**

## Policy for Determining Use of Funds

1. **Securing of cash reserves + maintenance of financial soundness to maintain credit ratings**
2. **Capital expenditures and R&D expenses for sustainable growth**
3. **Growth investments aimed at transforming into a mobility company**
4. **Stable and continuous dividend increases**
5. **Flexibly conduct share buybacks by utilizing surplus funds**

## Capital Allocation

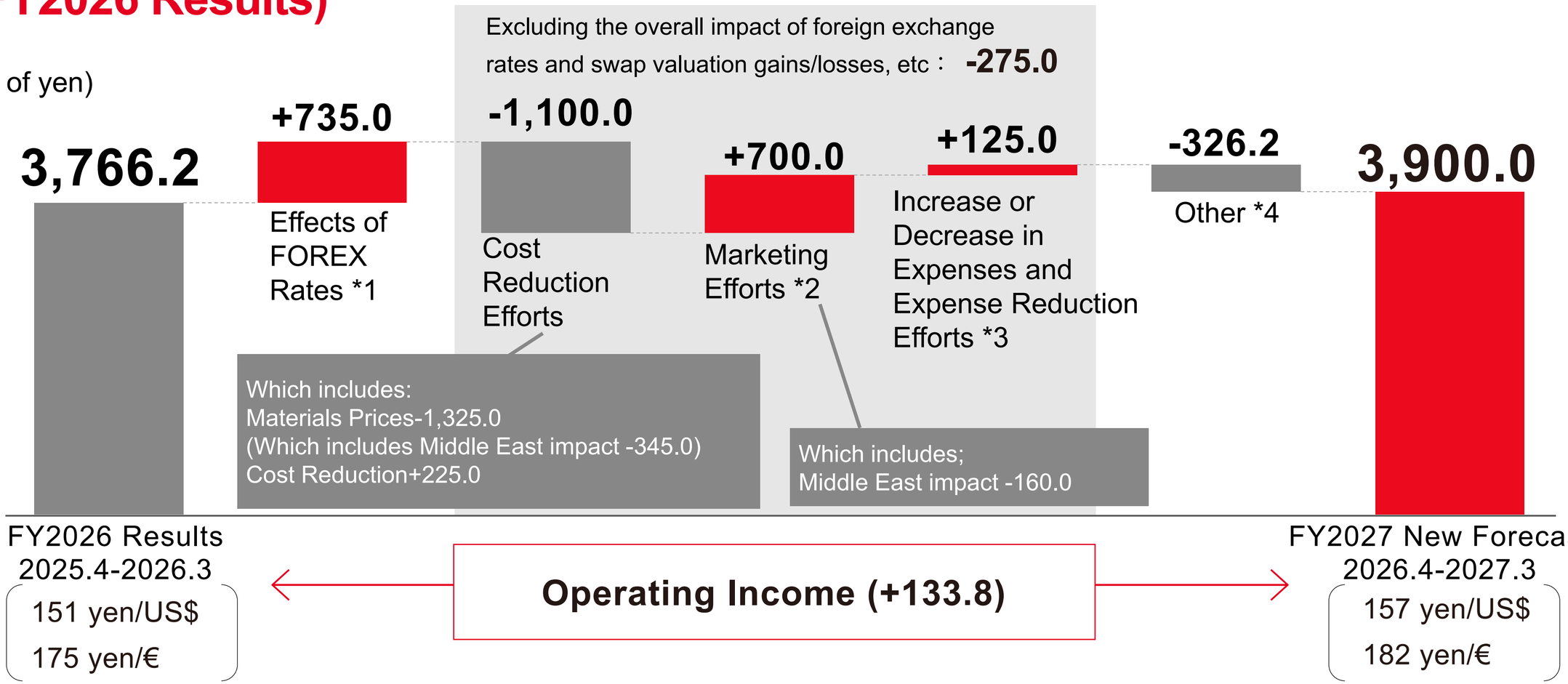



*1 Cash and cash equivalents, time deposits, public and corporate bonds and its investment in monetary trust funds, excluding in each case those relating to financial services
*2 Capital expenditures do not include vehicles in operating lease or right of use assets.
*3 R&D activity related expenditures

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

TOYOTA

(billions of yen)




| *1 Details | |
|---|---|
| Transactional (Imports/Exports) | +585.0 |
| - US $ | +275.0 |
| - € | +85.0 |
| - Other | +225.0 |
| Translational FOREX Impact Concerning Overseas Subsidiaries, etc. | +150.0 |

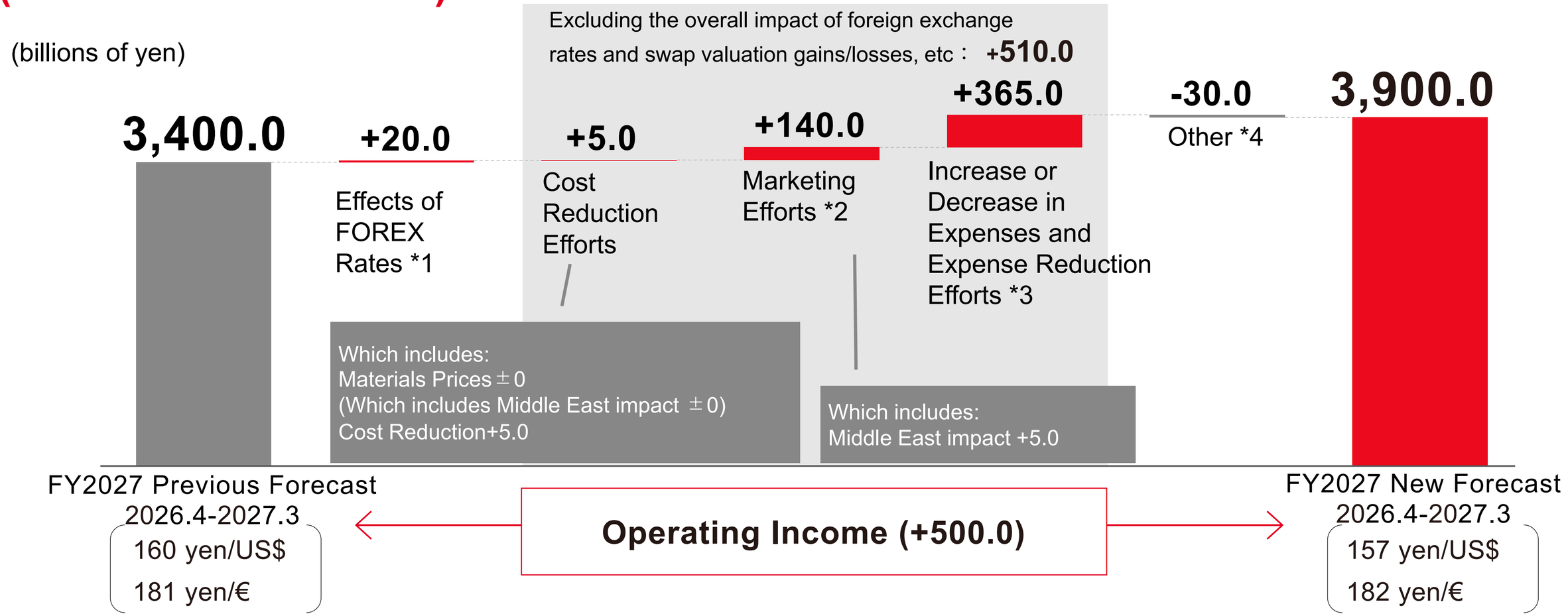
| *2 Details | |
|---|---|
| Volume, Model Mix | +20.0 |
| Value Chain | +150.0 |
| - Financial Services | +65.0 |
| - Accessories / Spare Parts / Used Vehicle / Connected, etc. | +85.0 |
| Other | +530.0 |

| *3 Details | |
|---|---|
| Labor Cost | -210.0 |
| Depreciation Expenses | -180.0 |
| R&D Expenses | -70.0 |
| Expenses, etc. | +585.0 |

| *4 Details | |
|---|---|
| Valuation Gains / Losses from Swaps, etc. | -110.0 |
| Unrealized profit adjustment | -165.0 |
| Other | -51.2 |

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

TOYOTA




| *1 Details | |
|---|---|
| Transactional (Imports/Exports) | ±0.0 |
| - US $ | -115.0 |
| - € | +10.0 |
| - Other | +105.0 |
| Translational FOREX Impact Concerning Overseas Subsidiaries, etc. | +20.0 |

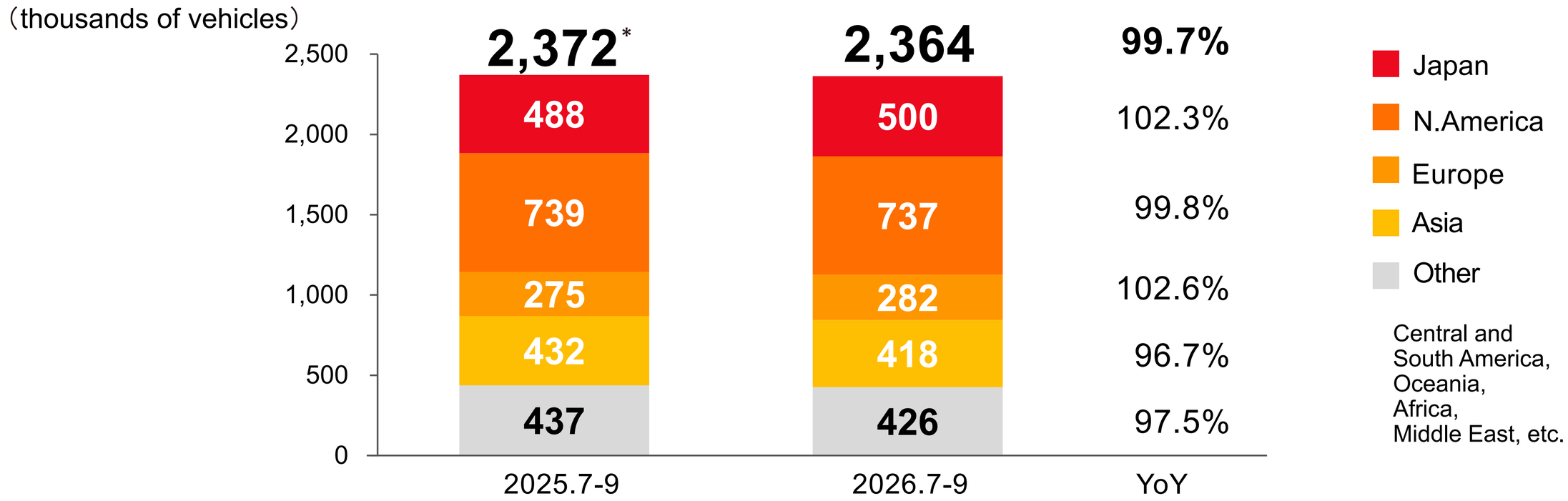
| *2 Details | |
|---|---|
| Volume, Model Mix | +80.0 |
| Value Chain | +25.0 |
| - Financial Services | ±0.0 |
| - Accessories / Spare Parts / Used Vehicle / Connected, etc. | +25.0 |
| Other | +35.0 |

| *3 Details | |
|---|---|
| Labor Cost | +25.0 |
| Depreciation Expenses | ±0.0 |
| R&D Expenses | ±0.0 |
| Expenses, etc. | +340.0 |

| *4 Details | |
|---|---|
| Valuation Gains / Losses from Swaps, etc. | -15.0 |
| Unrealized profit adjustment | ±0.0 |
| Other | -15.0 |

# (Ref.) Consolidated Vehicle Sales (3 months)

TOYOTA




Reference (retail)

| | | | |
|---|---|---|---|
| Toyota and Lexus Vehicle Sales | **2,624** | **2,507** | 95.6% |
| Electrified Vehicles [%] | 1,207[46.0%] | 1,401[55.9%] | 116.1% |
| HEV | 1,102 | 1,212 | 110.0% |
| PHEV | 51 | 72 | 141.3% |
| BEV | 54 | 117 | 215.5% |
| FCEV | 0 | 0 | 89.8% |
| Total Retail Vehicle Sales | **2,814** | **2,667** | **94.8%** |

* 2025.7-9 actual results include Hino-brand vehicles (consolidated vehicle sales: 25 thousand vehicles; total retail vehicle sales: 27 thousand vehicles).

# (Ref.) Consolidated Financial Summary (3 months)

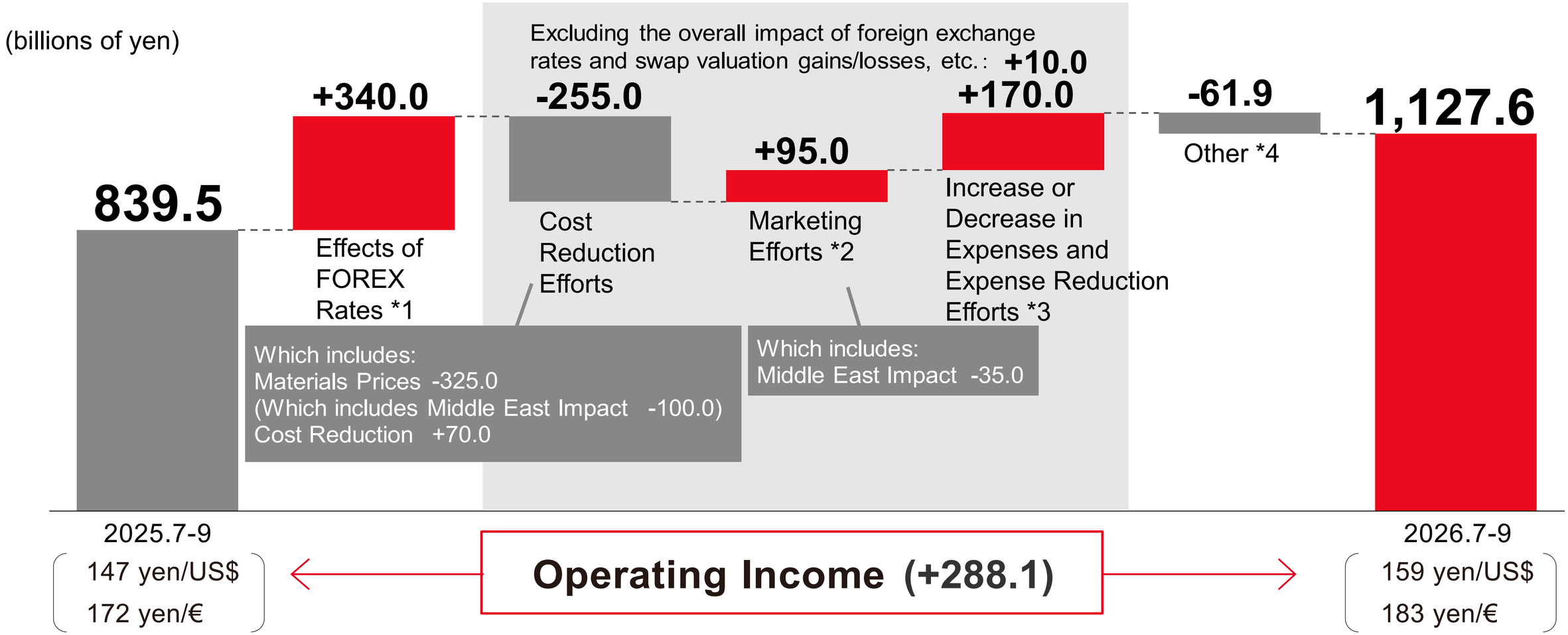
TOYOTA

| (billions of yen) | | 2025.7-9 | 2026.7-9 | Change |
|---|---|---|---|---|
| **Sales Revenues** | | **12,377.4** | **13,437.0** | **+1,059.6** |
| **Operating Income** | | **839.5** | **1,127.6** | **+288.1** |
| Margin | | 6.8% | 8.4% | |
| Other Income | | 386.4 | -137.1 | -523.5 |
| Share of Profit (Loss) of Investments Accounted for Using the Equity Method | | 131.5 | 147.6* | +16.0 |
| **Income before Income Taxes** | | **1,225.9** | **990.5** | **-235.4** |
| **Net Income Attributable to Toyota Motor Corporation** | | **932.0** | **759.4** | **-172.6** |
| Margin | | 7.5% | 5.7% | |
| FOREX Rates | US $ | 147 yen | 159 yen | +12 yen |
| | € | 172 yen | 183 yen | +11 yen |

* Regarding Japan: 111.4 (+24.3 year on year), China: 12.5 (-12.0 year on year), Other: 23.5 (+3.7 year on year)

# (Ref.) Analysis of Consolidated Operating Income (3 months)

TOYOTA




| *1 Details | |
|---|---|
| Transactional (Imports/Exports) | +255.0 |
| - US $ | +140.0 |
| - € | +25.0 |
| - Other | +90.0 |
| Translational FOREX Impact Concerning Overseas Subsidiaries, etc. | +85.0 |

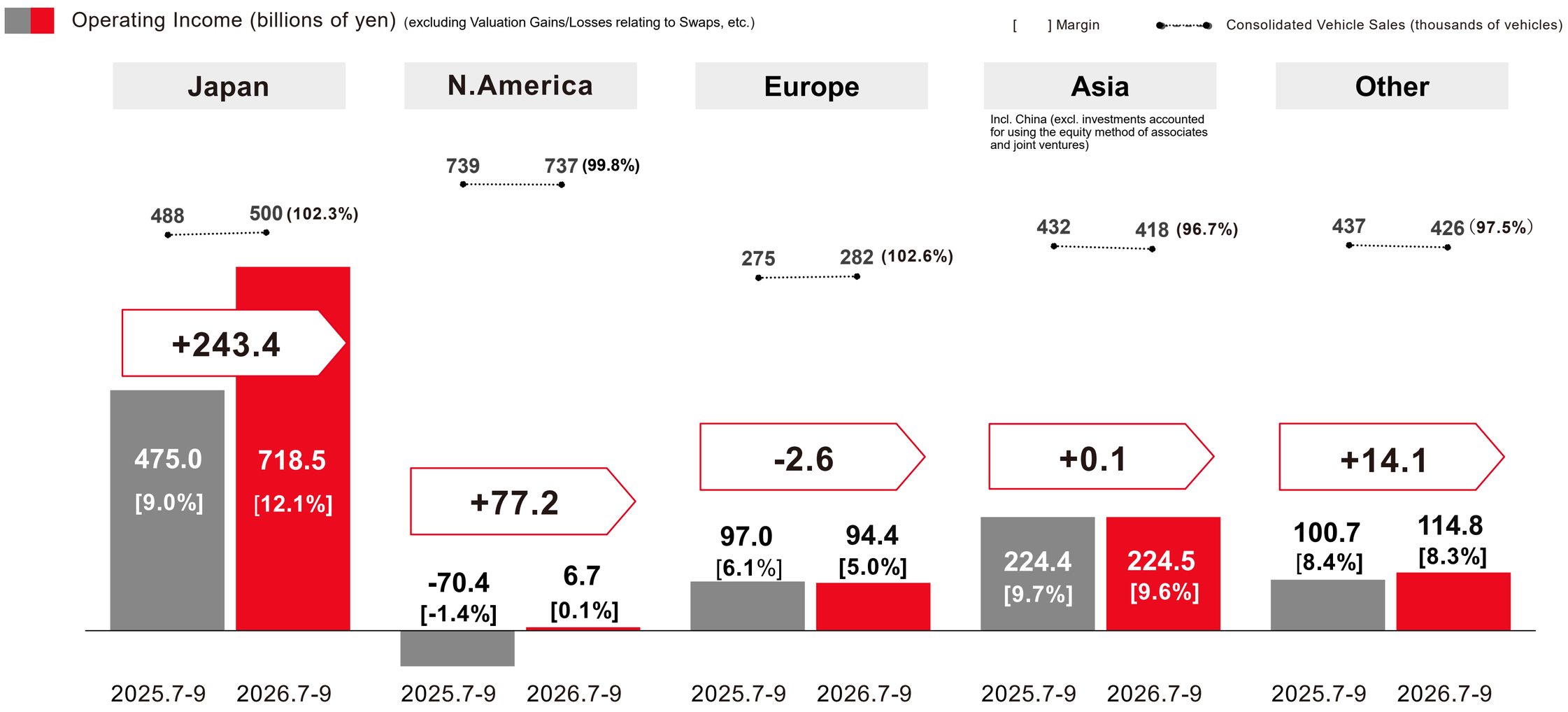
| *2 Details | |
|---|---|
| Volume, Model Mix | -55.0 |
| Value Chain | +40.0 |
| - Financial Services | +15.0 |
| - Accessories / Spare Parts / Used Vehicle / Connected, etc. | +25.0 |
| Other | +110.0 |

| *3 Details | |
|---|---|
| Labor Cost | -50.0 |
| Depreciation Expenses | -35.0 |
| R&D Expenses | -60.0 |
| Expenses, etc. | +315.0 |

| *4 Details | |
|---|---|
| Valuation Gains / Losses from Swaps, etc. | -54.6 |
| Unrealized Profit Adjustment | +12.0 |
| Other | -19.3 |

# (Ref.) Geographic Operating Income (3 months)

TOYOTA




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

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 472.1 | 713.2 | -46.7 | -19.2 | 103.7 | 111.9 | 228.5 | 228.8 | 107.8 | 108.4 |

# (Ref.) China Business / Financial Services (3 months)

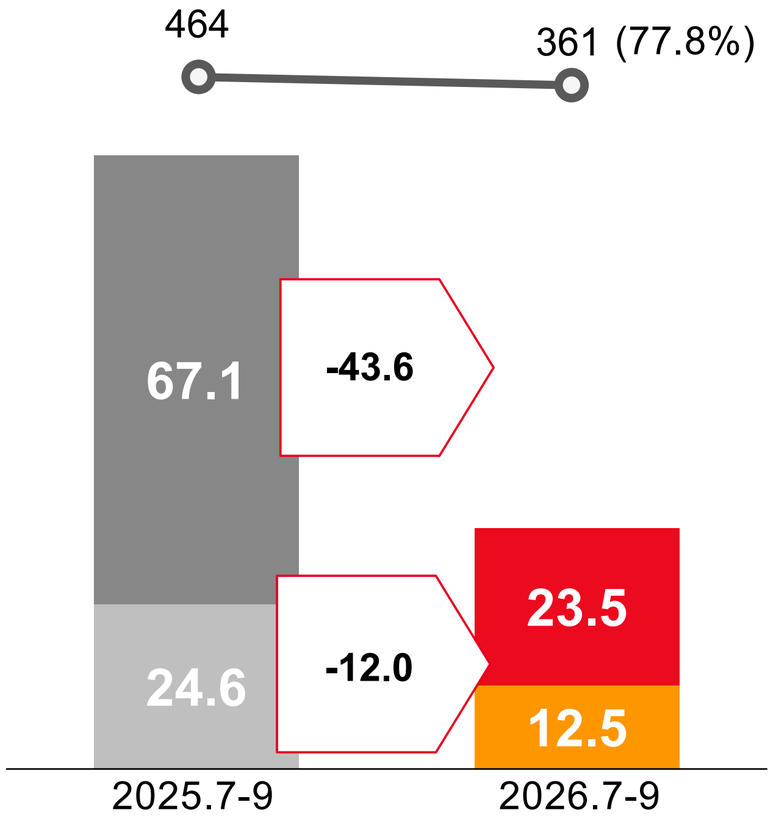
TOYOTA

## (Ref.) China Business

Operating Income of Consolidated Subsidiaries (billions of yen)

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

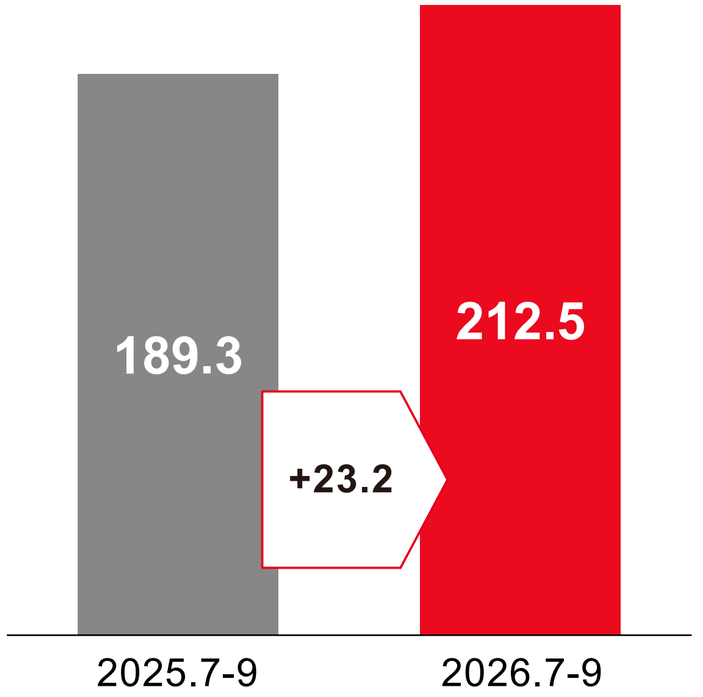
Toyota and Lexus Vehicle Retail Sales (thousands of vehicles)




## Financial Services

Operating Income (billions of yen)

* Excluding Valuation Gains/Losses relating to Swaps, etc.



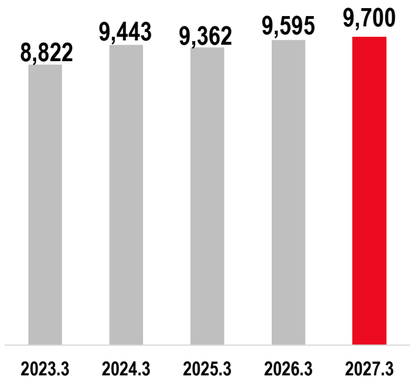

Operating Income including Valuation Gains/Losses relating to Swaps, etc. (billions of yen)

| 2025.7-9 | 2026.7-9 |
|---|---|
| 228.2 | 196.7 |

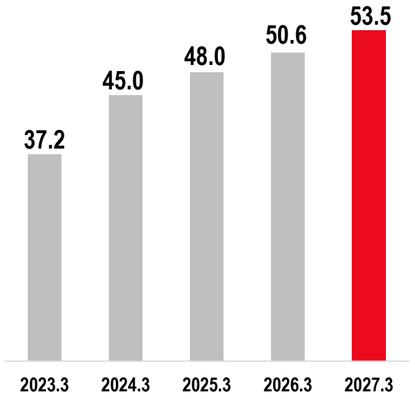
# (Ref.) Transition of Financial Performance

TOYOTA

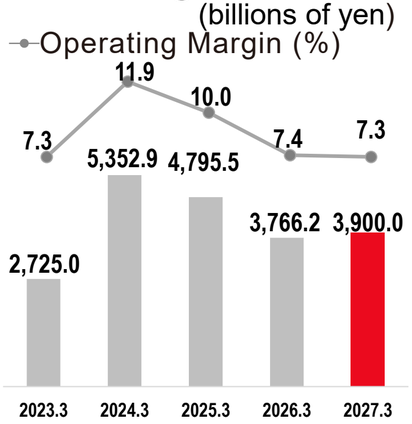
## Consolidated Vehicle Sales *1 (thousands of vehicles)



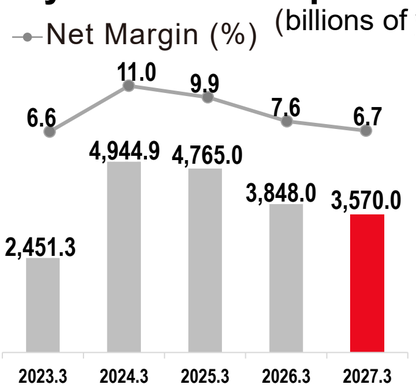

## Sales Revenues (trillions of yen)



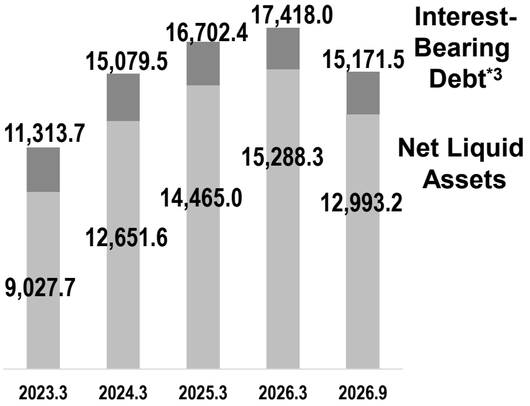

## Operating Income (billions of yen)



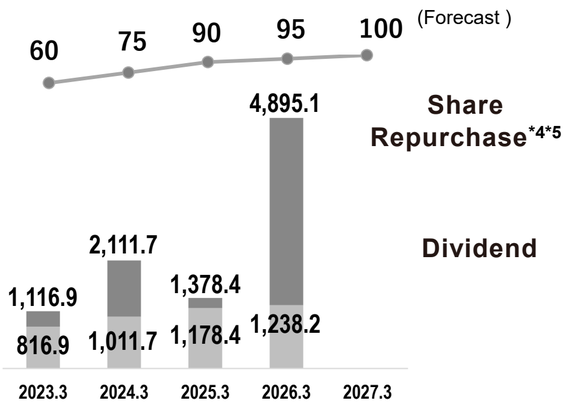

## Net Income Attributable to Toyota Motor Corporation (billions of yen)



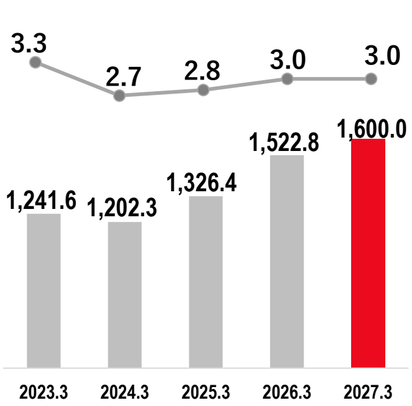

## Total Liquid Assets*2 (billions of yen)



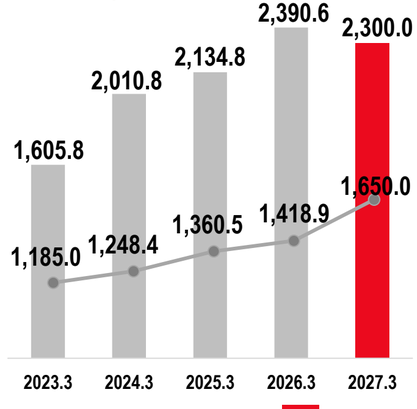

## Total Shareholder Return (billions of yen)




## 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

TOYOTA

| (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 | 3,450 | 3,400 | -50 | 3,242 |
| | | Overseas | 6,550 | 6,400 | -150 | 6,651 |
| | | Total | 10,000 | 9,800 | -200 | 9,893 |
| | Retail Vehicle Sales *1 | Japan | 1,500 | 1,550 | +50 | 1,475 |
| | | Overseas | 9,000 | 8,750 | -250 | 9,003 |
| | | Total | 10,500 | 10,300 | -200 | 10,477 |
| Total Retail Vehicle Sales *1 | | | 11,180 *2 | 10,990*2 | -190 | 11,283*3 |

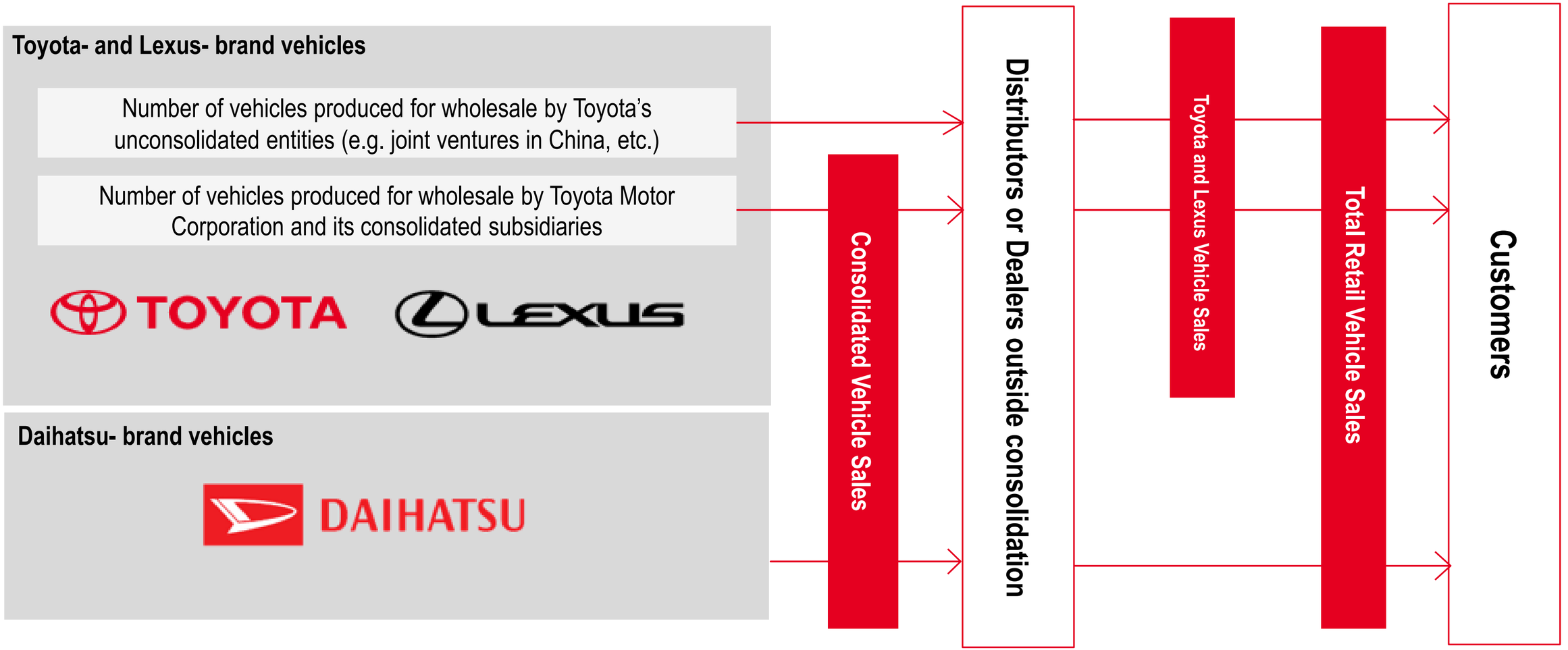
*1 Including vehicles by Toyota's unconsolidated entities

*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 *

TOYOTA




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