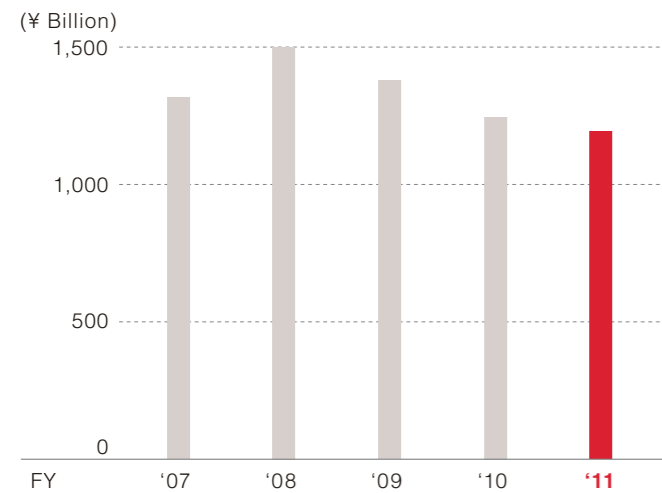


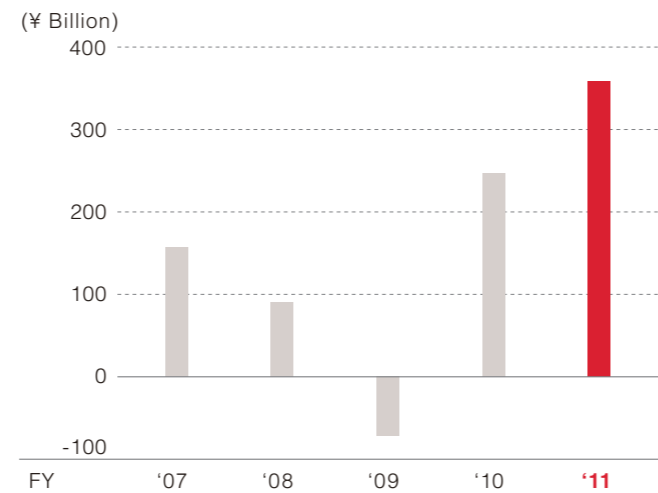
# Financial Services Operations

- Consolidated Performance Highlights
- Automotive Operations
- Restore and Renew Our Production Structure for Further Growth
- Financial Services Operations**
- Other Business Operations
- New Business Activities
- Support for Recovery from the Great East Japan Earthquake

## Net Revenues



## Operating Income



Note: Fiscal years ended March 31

## Overview of Toyota's Financial Services Operations

Total assets	¥13.3 trillion
Net revenues	¥1.2 trillion
Operating income	¥358.2 billion
Operating areas	33 countries and regions worldwide
No. of employees	approx. 8,000

(As of March 31, 2011)

**Toyota provides automotive financing and a variety of other financial services aimed at providing total support for our customers' lifestyles.**

## Market Environment and Performance Summary

In fiscal 2011, our financial services operations generated operating income of ¥358.2 billion. This was mainly due to an increase in the volume of financings and a broad decrease in expenses related to loan losses and residual value losses.

Our financial services operations are primarily handled by Toyota Financial Services Corporation, which has overall control of our financial services subsidiaries worldwide. Toyota Financial Services provides financial services primarily for vehicle purchases and leases to approximately 8.5 million customers in 33 countries and regions worldwide.

Operating activities during the period under review included enhancing our relationships with distributors by providing financial products and services that met various national and regional customer characteristics among regional strategies.

In Japan, in addition to automotive financing, Toyota Financial Services broadens customer relationships through the provision of credit cards, home loans and other sound financial services designed to closely match the needs of our customers.

Overseas, Toyota Financial Services has engaged in active efforts to develop business in emerging markets. During the fiscal year under review, it expanded operations in China to include 157 cities, with sales bases in the major coastal cities as well as in the interior.

In such major markets as Europe and the United States, Toyota Financial Services aims to ensure stable revenues by continuing to balance vehicle sales support with a variety of business risks, as well as by securing margins and achieving thorough low-cost operations.

In response to dramatic changes in the business environment, Toyota Financial Services will further strengthen its group-wide compliance and risk management structures, as well as focus on enhancing its business foundation through IT platform development, management personnel training and other efforts.

## Financial Services Operations Organization

