

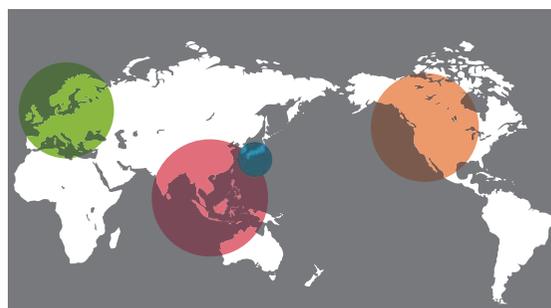
## At a Glance

## Financial Highlights for the Year Ended March 31, 2017 (Consolidated)

Net revenues/YoY change	Operating income/Ratio of operating income to net revenues	Net income*/Ratio of net income to net revenues*	R&D Expenses/YoY change	Capital Expenditures/YoY change
¥27,597.1 billion -2.8%	¥1,994.3 billion 7.2%	¥1,831.1 billion 6.6%	¥1,037.5 billion ¥-18.1 billion	¥1,211.8 billion ¥-80.6 billion

\* Net income attributable to Toyota Motor Corporation

## Global Perspective/Data by Region



	Number of Plants and Manufacturing Companies (As of February 28, 2017)	Distributors* (As of December 31, 2016)	R&D Sites* (As of March 31, 2017)	Number of Employees 364,445 (Consolidated, as of March 31, 2017)	Total Vehicle Production 8,975,509 (Consolidated, FY2017)	Total Vehicle Sales 8,970,860 (Consolidated, FY2017)
Japan	16	—	5	58%	46%	25%
North America	11	5	3	13%	23%	32%
Europe	9	29	3	5%	7%	10%
Asia excluding Japan	24	20	4	17%	19%	18%
Other	9	113	1	7%	5%	15%

\*Number of bases for Toyota and Lexus brands

# History



Toyota Model AA passenger car launched (1936)



Toyopet Crown launched (1955)



Corolla launched (1966)



Celica launched (1970)



Soarer launched (1981)



Lexus LS400 launched (1989)



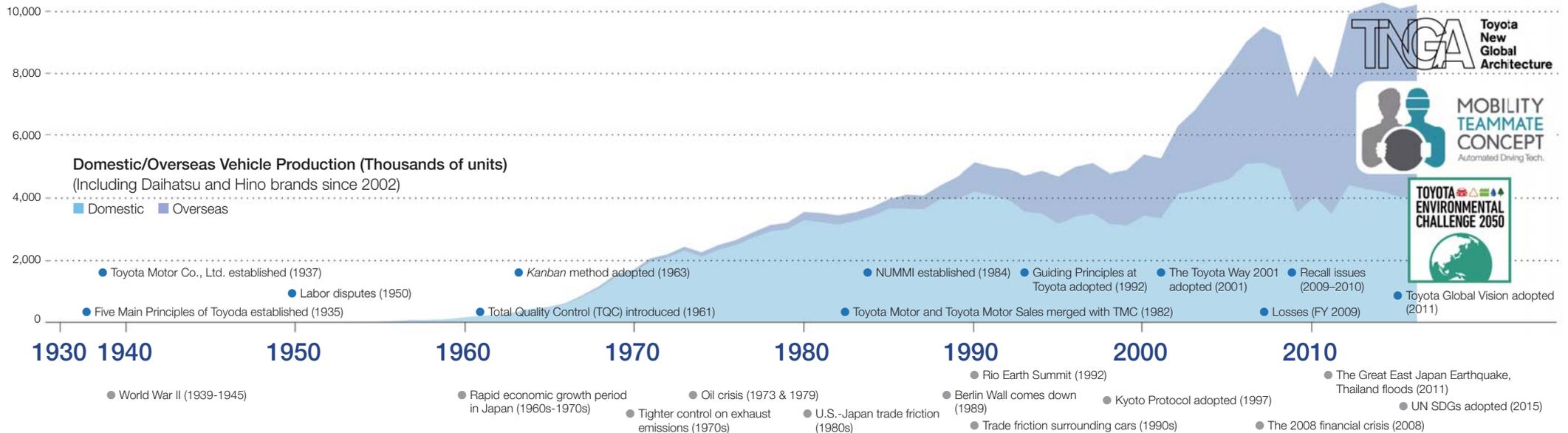
Prius launched (1997)



MIRAI launched (2014)



TRI established (2016)



## Toyota's roots and entry into the automobile industry | Establishing the Toyota identity and innovating to resolve social issues | A series of challenges and the expansion of globalization | Toward the future of a new mobility society

- Sakichi Toyoda invented a weaving machine that included *Jidoka* (automation with human wisdom) functionality
- Alongside the launch of Toyota's first passenger car, the Toyoda Model AA, Kiichiro Toyoda established Toyota Motor Corporation, foreseeing future motorization
- Toyota used *Genchi Genbutsu* (on-site hands-on experience) to carry out *Kaizen* (improvement), maintaining the Customer First spirit when responding to initial-stage defects
- Toyota incorporated the *Just-in-Time* concept in building new plants, aiming to control all aspects of production with assembly-line operation
- Labor disputes eventually became the basis for mutual respect between workers and employers

- Toyota organized its mass-production structure while establishing a method for quality control by building quality through processes and the Toyota Production System
- Regarding air pollution which had become a serious social issue, Toyota took on problems that could not be solved just by working with existing technologies, responding to the world's strictest exhaust gas regulations (at the time) with innovation
- Having experienced the first and second oil crises, Toyota worked to reduce resource and energy use, and its cross-functional team implemented cost improvement initiatives

- In response to trade friction between Japan and the U.S., Toyota started its first overseas mass-production project, NUMMI, a joint corporation with GM
- Before concern about global warming was widespread, Toyota took on the challenge of developing and mass-producing the world's first commercial hybrid vehicle, the Prius
- Toyota expanded its overseas production in anticipation of the future motorization of emerging countries. In 2007 its overseas production volume exceeded that of domestic production
- When faced with losses incurred due to the financial crisis, recall issues, the Great East Japan Earthquake, and flooding in Thailand, Toyota overcame each difficulty through teamwork and by following the Customer First policy

Toyota regards the tremendous changes in the automotive industry as opportunities. In accordance with this view, we are working to make ever-better cars and to implement a strategic shift toward electrification, information, and intelligence in order to build new business models. In these ways, we will not only continue to evolve our existing car manufacturing business, but expand the scope of innovation to encompass social platforms to meet society's needs and technological platforms, such as AI, that extend beyond cars, to provide broad-ranging value that exceeds customer expectations as we work to create the mobility society of the future.

