

# At a Glance

## Global Perspective/Data by Region

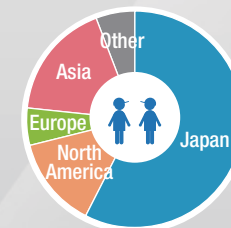
**Number of Plants and Manufacturing Companies\***  
(As of March 31, 2018)

**Distributors\***  
(As of March 31, 2018)

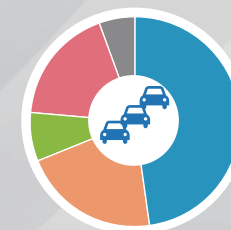
**R&D Sites\***  
(As of March 31, 2018)

\*Number of bases for Toyota and Lexus brands

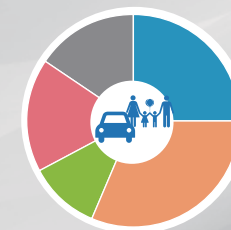
**Number of Employees**  
**369,124**  
(Consolidated, as of March 31, 2018)



**Total Vehicle Production**  
**8,964,133**  
(Consolidated, FY 2018)



**Total Vehicle Sales**  
**8,964,394**  
(Consolidated, FY 2018)



### Europe

Plants	8
Distributors	29
R&D Sites	3

### Asia excluding Japan

Plants	24
Distributors	21
R&D Sites	4

### Japan

Plants	17
Distributors	—
R&D Sites	6

### Other

Plants	8
Distributors	114
R&D Sites	0

### North America

Plants	10
Distributors	5
R&D Sites	3

### Financial Highlights for the Year Ended March 31, 2018 (Consolidated)

The second of each pair of figures is the year-on-year change.

#### Total Vehicle Sales

8,964 thousand  
-7 thousand

#### Net Revenues

¥29,379.5 billion  
+6.5%

#### Operating Income

¥2,399.8 billion  
+20.3%

#### Net Income

¥2,493.9 billion  
+36.2%

#### Total Liquid Assets (net)

¥8,025.9 billion  
+¥262.9 billion

#### Total Shareholder Return (max)

¥1,200.1 billion  
+¥117.7 billion

#### R&D Expenses

¥1,064.2 billion  
+¥26.7 billion

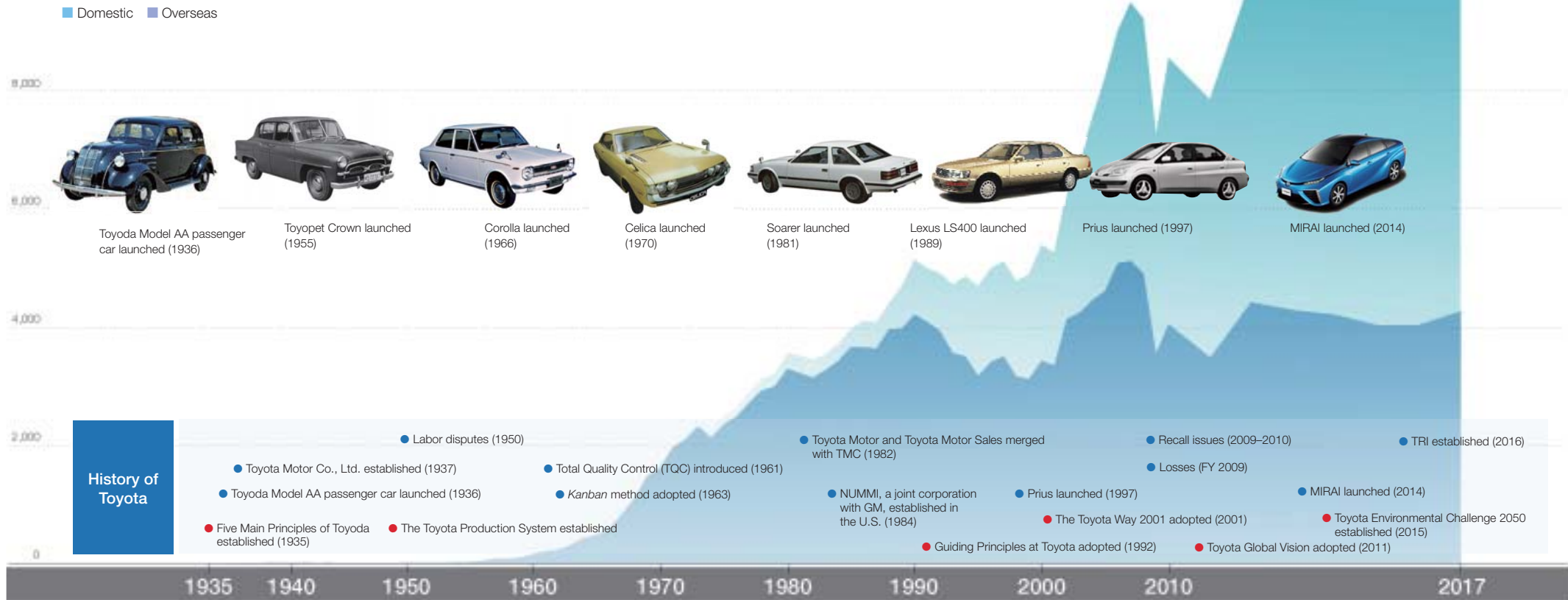
#### Capital Expenditures

¥1,302.7 billion  
+¥90.9 billion

# History



**Domestic/Overseas Vehicle Production (Thousands of units)**  
(Including Daihatsu and Hino brands since 2002)



# Financial Summary (Consolidated)

<U.S. GAAP>

Fiscal years ended March 31		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Consolidated Vehicle Sales		(thousands of units)	7,567	7,237	7,308	7,352	8,871	9,116	8,972	8,681	8,971	8,964
Foreign Exchange Rates (Average)	Yen to US Dollar Rate	101	93	86	79	83	100	110	120	108	111	
	Yen to Euro Rate	144	131	113	109	107	134	139	133	119	130	
Net Revenues		(billions of yen)	20,529.5	18,950.9	18,993.6	18,583.6	22,064.1	25,691.9	27,234.5	28,403.1	27,597.1	29,379.5
Operating Income (Loss)		(billions of yen)	(461.0)	147.5	468.2	355.6	1,320.8	2,292.1	2,750.5	2,853.9	1,994.3	2,399.8
Income (Loss) before Income Taxes		(billions of yen)	(560.4)	291.4	563.2	432.8	1,403.6	2,441.0	2,892.8	2,983.3	2,193.8	2,620.4
Net Income (Loss)		(Note 1) (billions of yen)	(437.0)	209.4	408.1	283.5	962.1	1,823.1	2,173.3	2,312.6	1,831.1	2,493.9
Common Shares	Cash Dividends	(billions of yen)	313.5	141.1	156.8	157.7	285.0	522.9	631.3	645.5	627.5	642.6
	Cash Dividends per Share	(yen)	100	45	50	50	90	165	200	210	210	220
	Payout Ratio	(%)	—	67.4	38.4	55.6	29.6	28.7	29.0	28.3	34.6	26.1
Value of Shares Repurchased [shareholder return]		(Note 2) (billions of yen)	—	—	—	—	—	180.0	293.3	639.3	449.9	549.9 (maximum)
R&D Expenses		(billions of yen)	904.0	725.3	730.3	779.8	807.4	910.5	1,004.5	1,055.6	1,037.5	1,064.2
Depreciation Expenses		(Note 3) (billions of yen)	1,072.1	1,032.0	812.3	732.9	727.3	775.9	806.2	885.1	893.2	964.4
Capital Expenditures		(Note 3) (billions of yen)	1,302.5	579.0	642.3	706.7	852.7	1,000.7	1,177.4	1,292.5	1,211.8	1,302.7
Total Liquid Assets		(Note 4) (billions of yen)	3,324.1	4,656.3	4,943.4	4,968.1	5,883.1	7,661.9	8,508.2	9,229.9	9,199.5	9,372.1
Total Assets		(billions of yen)	29,062.0	30,349.2	29,818.1	30,650.9	35,483.3	41,437.4	47,729.8	47,427.5	48,750.1	50,308.2
Toyota Motor Corporation Shareholders' Equity		(billions of yen)	10,061.2	10,359.7	10,332.3	10,550.2	12,148.0	14,469.1	16,788.1	16,746.9	17,514.8	18,735.9
Return on Equity		(%)	(4.0)	2.1	3.9	2.7	8.5	13.7	13.9	13.8	10.6	13.7
Return on Asset		(%)	(1.4)	0.7	1.4	0.9	2.9	4.7	4.9	4.9	3.8	5.0

(Note 1) Shows "Net income (loss) attributable to Toyota Motor Corporation"

(Note 2) Value of common shares repurchased (shareholder return on Net Income for the period, excluding shares constituting less than one unit that were purchased upon request and repurchases made to avoid dilution of shares)

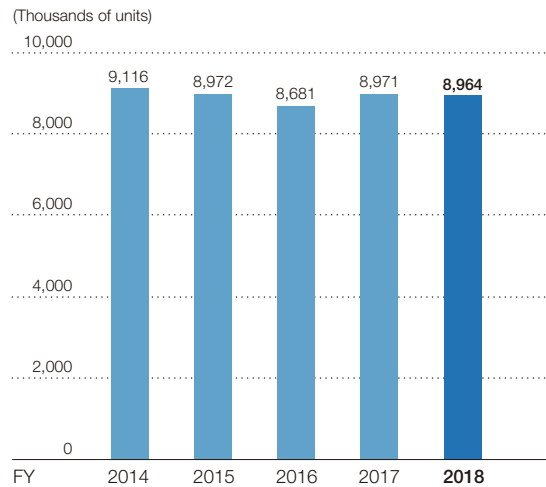
(Note 3) Figures for depreciation expenses and capital expenditures do not include vehicles in operating lease

(Note 4) Excludes financial subsidiaries

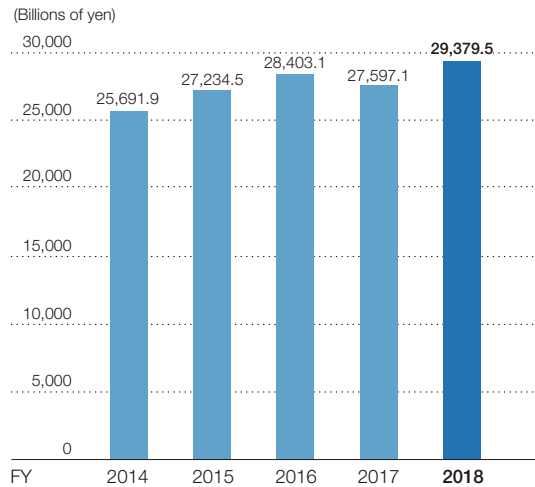
# Financial Summary (Consolidated)

<U.S. GAAP>

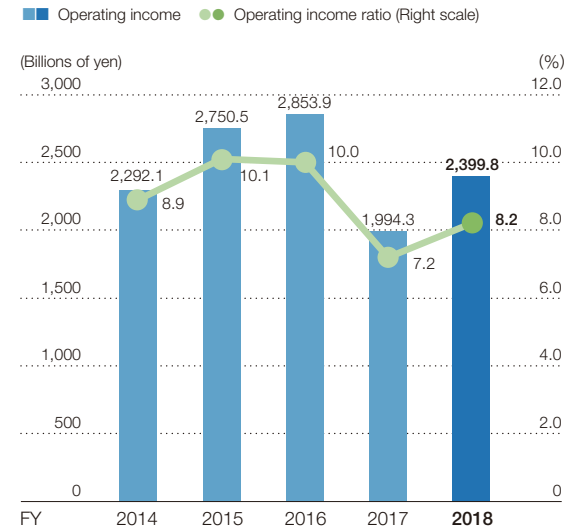
## Consolidated Vehicle Sales



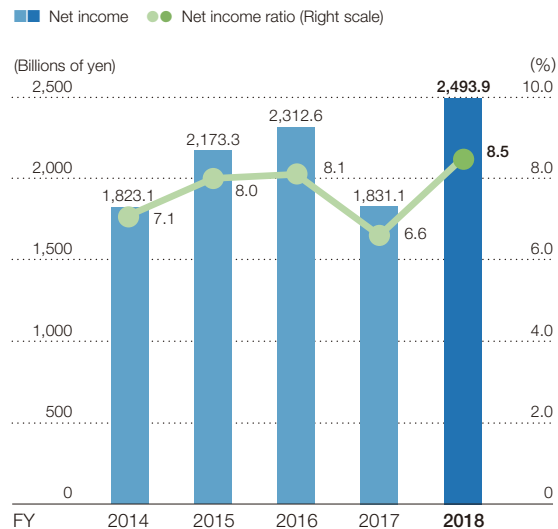
## Net Revenues



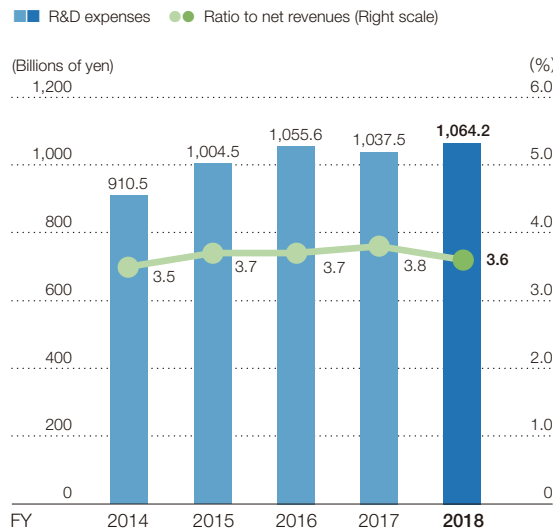
## Operating Income



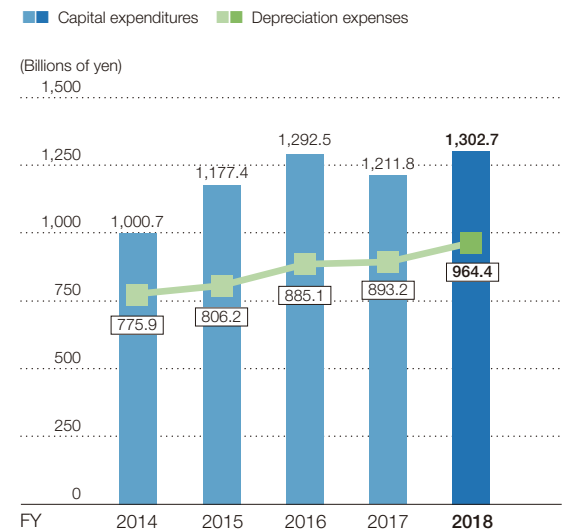
## Net Income



## R&D Expenses



## Capital Expenditures





## Corporate Information and Stock Information (As of March 31 2018)

### Corporate Data

<b>Company Name</b>	Toyota Motor Corporation
<b>Established</b>	August 28, 1937
<b>Common Stock</b>	¥635.4 billion
<b>Fiscal Year-End</b>	March 31
<b>Public Accounting Firm</b>	PricewaterhouseCoopers Aarata LLC
<b>Number of Affiliates</b>	Consolidated subsidiaries: 606 Affiliates accounted for by the equity method: 57
<b>Number of Employees</b>	369,124 (Parent company: 74,890)
<b>Corporate Website</b>	Corporate information: <a href="http://www.toyota-global.com">http://www.toyota-global.com</a> IR information: <a href="http://www.toyota-global.com/investors">http://www.toyota-global.com/investors</a>

### Stock Data

<b>Number of Shares Authorized</b>	10,000,000,000 shares
<b>Number of Shares Issued</b>	<b>Common shares:</b> 3,262,997,492 shares <b>First series Model AA class shares:</b> 47,100,000 shares
<b>Number of Treasury Stock</b>	353,073,500 shares
<b>Number of Shareholders</b>	632,418
<b>Number of Shares per Trading Unit</b>	100 shares
<b>Stock Listings</b>	<b>Japan:</b> Tokyo, Nagoya <b>Overseas:</b> New York, London
<b>Securities Code</b>	<b>Japan:</b> 7203
<b>American Depositary Receipts (ADRs)</b>	<b>Ratio:</b> 1 ADR=2 Common Stock <b>Symbol:</b> TM
<b>Transfer Agent in Japan</b>	Mitsubishi UFJ Trust and Banking Corporation 1-1, Nikko-cho, Fuchu City, Tokyo 183-0044, Japan Japan toll-free: (0120) 232-711
<b>Depository and Transfer Agent for ADRs</b>	The Bank of New York Mellon 240 Greenwich Street, New York, NY 10286, U.S.A. Tel: +1 (0) 201-680-6825 U.S. toll-free: (888) 269-2377, (888) BNY-ADRS <b>Depository Receipt:</b> <a href="http://www.adrbnymellon.com">http://www.adrbnymellon.com</a> <b>Transfer Agent:</b> <a href="https://www-us.computershare.com/investor">https://www-us.computershare.com/investor</a>

### Contact Points for Investors

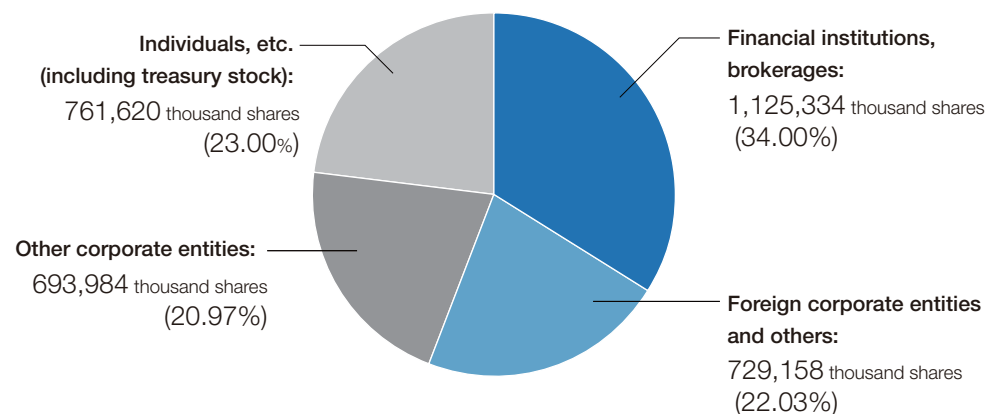
<b>Japan</b>	<b>Toyota City Head Office:</b> 1, Toyota-cho, Toyota City, Aichi Prefecture 471-8571, Japan Tel: (0565) 28-2121 Fax: (0565) 23-5721 <b>Tokyo Head Office:</b> 1-4-18, Koraku, Bunkyo-ku, Tokyo 112-8701, Japan Tel: (03) 3817-7111 Fax: (03) 3817-9092
<b>U.S.A.</b>	Toyota Motor North America, Inc. 6565 Headquarters Drive, Plano, TX 75024, U.S.A. Tel: +1 (0) 469-292-4000 <a href="mailto:irteam@tma.toyota.com">irteam@tma.toyota.com</a>
<b>U.K.</b>	Toyota Motor Europe, London Office Second Floor, Caroline House, 55-57 High Holborn, London WC1V 6DX, U.K. Tel: +44 (0) 207-290-8500 <a href="mailto:irteam@toyota-europe.com">irteam@toyota-europe.com</a>

### Major Shareholders (Top 10)

Name	Common shares (1,000 shares)	First series Model AA class shares (1,000 shares)	Total (1,000 shares)	Percentage of Shareholding (%)
Japan Trustee Service Bank, Ltd.	381,087	180	381,267	12.89
Toyota Industries Corporation	232,037	—	232,037	7.85
The Master Trust Bank of Japan, Ltd.	172,408	—	172,408	5.83
State Street Bank and Trust Company (Standing Proxy: Settlement & Cleaning Services Division, Mizuho Bank, Ltd.)	119,497	—	119,497	4.04
Nippon Life Insurance Company	110,834	560	111,394	3.77
DENSO Corporation	89,784	—	89,784	3.04
JP Morgan Chase Bank, N.A. (Standing Proxy: Settlement & Cleaning Services Division, Mizuho Bank, Ltd.)	77,287	—	77,287	2.61
Mitsui Sumitomo Insurance Company, Limited	58,811	—	58,811	1.99
Trust & Custody Services Bank, Ltd.	58,234	—	58,234	1.97
Tokio Marine & Nichido Fire Insurance Co., Ltd.	51,045	—	51,045	1.73

Note: The percentage of shareholding is calculated after deducting the number of shares of treasury stock (353,073 thousand shares) from the total number of shares issued.

### Ownership Breakdown



Note: Ratio indicates the share of ownership to the total number of shares issued.