

10-Year Data

			Billions of yen										
			IFRS			IFRS							
			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Financial Data	(FY)												
	Revenue	Total	4,309.8	4,524.5	4,527.1	5,108.3	5,362.8	5,153.5	4,936.7	5,515.5	6,401.3	7,144.7	
	By Region*1	Japan	1,838.4	1,801.5	1,871.8	2,140.7	2,284.2	2,313.0	2,280.7	2,375.7	2,509.6	2,885.7	
		North America	942.3	1,081.1	1,050.5	1,122.8	1,182.0	1,145.2	999.9	1,143.9	1,486.7	1,745.4	
		Europe	524.8	568.2	550.2	620.2	609.4	548.3	482.3	506.2	624.3	709.7	
		Asia	930.8	1,014.7	989.5	1,146.0	1,215.1	1,086.9	1,134.1	1,414.3	1,680.9	1,689.8	
		Others	73.5	59.0	65.1	78.5	72.0	60.0	39.8	75.4	99.8	114.1	
	By Customer	Car manufacturers	3,830.7	4,048.2	4,061.8	4,521.4	4,762.3	4,558.7	4,347.0	4,875.1	5,681.0	6,489.1	
		Toyota Group	2,007.1	2,047.5	2,075.0	2,300.6	2,484.7	2,456.9	2,499.1	2,837.6	3,224.2	3,720.3	
		Ratio of revenue from Toyota Group transactions to total revenue	46.6%	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%	52.1%	
		Aftermarket and non-automotive	479.1	476.3	465.3	586.9	600.5	594.8	589.7	640.4	720.3	655.6	
	Operating Profit		331.4	315.7	330.6	412.7	316.2	61.1	155.1	341.2	426.1	380.6	
	Operating Margin		7.7%	7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%	5.3%	
	Profit Attributable to Owners of the Parent Company		258.4	244.3	257.6	320.6	254.5	68.1	125.1	263.9	314.6	312.8	
	Return on Equity (ROE)		8.4%	7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%	6.3%	
	Capital Expenditures		354.2	334.1	337.4	347.2	416.8	436.5	374.3	353.9	366.8	394.6	
	Depreciation		220.1	236.8	241.1	268.6	287.3	302.1	323.0	335.4	353.3	361.7	
	Ratio of Depreciation to Revenue		5.1%	5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%	5.1%	
	R&D Expenditure		396.4	399.3	409.2	447.4	497.4	507.8	492.0	497.6	521.6	550.9	
	Ratio of R&D Expenditure to Revenue		9.2%	8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%	7.7%	
	Total Dividend Amount		87.7	95.3	94.6	101.4	108.9	108.5	108.5	126.5	139.0	162.2	
	Amount of Treasury Stock Acquired		—	27.7	30.0	26.5	28.4	0.0	0.0	97.5	100.0	200.0	
	Earnings per Share (EPS) (yen)*2		81.00	76.80	81.58	102.61	81.62	21.97	40.35	85.69	104.00	104.97	
	DOE		3.0%	3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%	3.3%	
	Cash Dividends per Share (yen)*2		27.50	30.00	30.00	32.50	35.00	35.00	35.00	41.25	46.25	55.00	
	Dividend Payout Ratio		34.0%	39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%	52.4%	
	Total Return Ratio		34.0%	50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%	115.8%	
	Stock Price (yen)*2		1,370.75	1,131.00	1,224.25	1,455.00	1,079.25	872.75	1,836.75	1,965.00	1,860.75	2,883.00	
	Market Capitalization		4,847.35	3,999.53	3,888.55	4,621.48	3,401.56	2,750.72	5,789.03	6,193.25	5,864.67	9,086.58	
	Dividend Yield		2.0%	2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%	2.5%	4.5%	
	Price Earnings Ratio (PER) (times)		16.9	14.7	15.0	14.2	13.2	39.7	45.5	22.9	17.9	27.5	
	Price-to-Book Ratio (PBR) (times)*3		1.3	1.4	1.1	1.3	1.1	1.0	1.1	1.5	1.3	1.4	
	Net Cash Provided by Operating Activities (A)		383.2	552.9	467.8	558.0	533.5	595.3	437.2	395.6	602.7	961.8	
	Net Cash Used in Investing Activities (B)		(111.5)	(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	(459.5)	
	Free Cash Flow (A+B)		271.7	8.0	359.7	28.9	18.8	147.9	41.3	94.1	239.0	502.3	
	Net Cash Provided by (Used in) Financing Activities		(135.7)	(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	(496.7)	
	Cash and Cash Equivalents at End of Year		792.4	672.5	793.6	783.3	711.6	597.8	897.4	867.8	733.9	789.4	
	Cash on Hand		944.0	876.7	858.4	918.3	880.8	711.6	911.7	876.1	757.6	825.9	
	Interest-Bearing Debt		447.2	476.6	350.3	473.9	550.2	465.4	854.2	991.4	889.3	850.7	
	Equity Attributable to Owners of the Parent Company		3,327.9	3,123.6	3,312.7	3,598.3	3,595.7	3,397.1	3,891.0	4,299.4	4,376.9	5,535.0	
	Total Assets		5,283.3	5,042.9	5,150.8	5,764.4	5,792.4	5,651.8	6,767.7	7,432.3	7,408.7	9,093.4	
	Ratio of Equity Attributable to Owners of the Parent Company to Total Assets		63.0%	61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	60.9%	
Non-Financial Data	Number of Employees		146,714	151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	162,029	
	Local		81,060	85,464	86,892	94,209	95,222	93,343	89,124	88,345	85,268	85,094	
		Non-Consolidated	38,493	38,489	38,914	39,315	45,304	45,280	46,272	45,152	44,758	43,980	
	Ratio of Female Employees (Non-Consolidated)		11.9%	12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%	15.9%	
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)		40	46	53	61	86	103	113	127	139	153	
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)		0.6%	0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%	2.0%	
	Number of Non-Japanese Employees Promoted to Leadership Roles at Overseas Bases		24	25	25	26	26	25	25	19	20	23	
	Ratio of Non-Japanese Employees Promoted to Leadership Roles at Overseas Bases		33%	34%	32%	28%	31%	30%	31%	26%	26%	31%	
	CO ₂ Emissions (Global/Scope 1 and Scope 2) (10,000 t-CO ₂ e)*4		166.0	159.1	164.5	173.1	190.7	188.4	199.1	193.8	178.4	144.8	
	Amount of Renewable Energy Introduced (Global) (MWh)		—	—	—	—	—	—	16,258	192,167	607,892	1,005,096	
	Exchange Rate (during FY)	USD (yen)		110	120	108	111	111	109	106	112	136	145
		EUR (yen)		139	133	119	130	128	121	124	131	141	157
Chinese yuan (yen)		18	19	16	17	17	16	16	18	20	20		

*1 The countries and regions included in “by region” have changed as follows. Fiscal 2015: Japan, North America, Europe, Australia, and Others; fiscal 2016 onward: Japan, North America, Europe, Asia, and Others

*2 The Company executed a 1:4 stock split on common stock, effective October 1, 2023. Figures have been adjusted to reflect the 1:4 split.

*3 PBR is calculated using the following methods: Average share price during term ÷ Equity attributable to owners of the parent company per share

*4 CO₂ emissions from fiscal 2021 onward have been calculated based on the Basic Guidelines on Accounting for Total Greenhouse Gas Emissions. These emissions do not include the use of carbon credits.