

10-Year Data

Billions of yen

			IFRS			IFRS						
		(FY)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Data	Revenue	Total	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	7,161.8
	By Region	Japan	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	2,918.6
		North America	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	1,847.9
		Europe	568.2	550.2	620.2	609.4	548.3	482.3	506.2	624.3	709.7	646.6
		Asia	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	1,629.9
		Others	59.0	65.1	78.5	72.0	60.0	39.8	75.4	99.8	114.1	118.9
	By Customer	Car manufacturers	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	6,542.8
		Toyota Group	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	3,946.6
		Ratio of revenue from Toyota Group transactions to total revenue	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%	52.1%	55.1%
		Aftermarket and non-automotive	476.3	465.3	586.9	600.5	594.8	589.7	640.4	720.3	655.6	619.0
	Operating Profit		315.7	330.6	412.7	316.2	61.1	155.1	341.2	426.1	380.6	519.0
	Operating Margin		7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%	5.3%	7.2%
	Profit Attributable to Owners of the Parent Company		244.3	257.6	320.6	254.5	68.1	125.1	263.9	314.6	312.8	419.1
	Return on Equity (ROE)		7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%	6.3%	8.0%
	Capital Expenditures		334.1	337.4	347.2	416.8	436.5	374.3	353.9	366.8	394.6	371.1
	Depreciation		236.8	241.1	268.6	287.3	302.1	323.0	335.4	353.3	361.7	362.3
	Ratio of Depreciation to Revenue		5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%	5.1%	5.1%
	R&D Expenditure		399.3	409.2	447.4	497.4	507.8	492.0	497.6	521.6	550.9	619.4
	Ratio of R&D Expenditure to Revenue		8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%	7.7%	8.6%
	Total Dividend Amount		95.3	94.6	101.4	108.9	108.5	108.5	126.5	139.0	162.2	183.3
	Amount of Treasury Stock Acquired		27.7	30.0	26.5	28.4	0	0	97.5	100.0	200.0	196.6
	Earnings per Share (EPS) (yen)* ¹		76.80	81.58	102.61	81.62	21.97	40.35	85.69	104.00	104.97	145.02
	DOE		3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%	3.3%	3.5%
	Cash Dividends per Share (yen)* ¹		30.00	30.00	32.50	35.00	35.00	35.00	41.25	46.25	55.00	64.00
	Dividend Payout Ratio		39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%	52.4%	44.1%
	Total Return Ratio		50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%	115.8%	90.7%
	Stock Price (yen)* ¹		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	1,844.00
	Market Capitalization* ²		3,586.59	3,848.32	4,537.99	3,345.13	2,705.07	5,692.95	5,999.76	5,573.48	8,391.74	5,195.13
	Dividend Yield		2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%	2.5%	2.3%	2.8%
	Price Earnings Ratio (PER) (times)		14.7	15.0	14.2	13.2	39.7	45.5	22.9	17.9	27.5	12.7
	Price-to-Book Ratio (PBR) (times)* ³		1.4	1.1	1.3	1.1	1.0	1.1	1.5	1.3	1.4	1.2
	Net Cash Provided by Operating Activities (A)		552.9	467.8	558.0	533.5	595.3	437.2	395.6	602.7	961.8	758.7
	Net Cash Provided by (Used in) Investing Activities (B)		(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	(459.5)	121.9
Free Cash Flow (A+B)		8.0	359.7	28.9	18.8	147.9	41.3	94.1	239.0	502.3	880.6	
Net Cash Provided by (Used in) Financing Activities		(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	(496.7)	(677.4)	
Cash and Cash Equivalents at End of Year		672.5	793.6	783.3	711.6	597.8	897.4	867.8	733.9	789.4	986.5	
Cash on Hand		876.7	858.4	918.3	880.8	711.6	911.7	876.1	757.6	825.9	986.5	
Interest-Bearing Debt		476.6	350.3	473.9	550.2	465.4	854.2	991.4	889.3	850.7	1,011.6	
Equity Attributable to Owners of the Parent Company		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	4,978.3	
Total Assets		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	8,125.0	
Ratio of Equity Attributable to Owners of the Parent Company to Total Assets		61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	60.9%	61.3%	
Non-Financial Data	Number of Employees		151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	162,029	158,056
	Local		85,464	86,892	94,209	95,222	93,343	89,124	88,345	85,268	85,094	81,594
		Non-Consolidated	38,489	38,914	39,315	45,304	45,280	46,272	45,152	44,758	43,980	43,781
	Ratio of Female Employees (Non-Consolidated)		12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%	15.9%	16.3%
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)		46	53	61	86	103	113	127	139	153	160
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)		0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%	2.0%	2.1%
	Number of Non-Japanese Employees Appointed as Heads of Overseas Bases		25	25	26	26	25	25	19	20	23	24
	Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases		34%	32%	28%	31%	30%	31%	26%	26%	31%	32%
	CO ₂ Emissions (Global/Scope 1 and Scope 2) (10,000 t-CO ₂ e)* ⁴		159.1	164.5	173.1	190.7	188.4	199.1	193.8	178.3	146.0	108.0
	Amount of Renewable Energy Introduced (Global) (MWh)		—	—	—	—	—	16,258	192,167	607,892	1,005,096	2,031,532
Exchange Rate (During FY)	USD (yen)		120	108	111	111	109	106	112	136	145	153
	EUR (yen)		133	119	130	128	121	124	131	141	157	164
	Chinese yuan (yen)		19	16	17	17	16	16	18	20	20	21

*1 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.
*2 Adjusted for treasury stock
*3 PBR is calculated using the following method: 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.