

10-Year Data

Billions of yen

		Japanese GAAP	IFRS			IFRS						
		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Financial Data	Revenue	Total	3,580.9	4,095.0	4,309.8	4,524.5	4,527.1	5,108.3	5,362.8	5,153.5	4,936.7	5,515.5
	By Region*1	Japan	1,808.9	1,895.5	1,838.4	1,801.5	1,871.8	2,140.7	2,284.2	2,313.0	2,280.7	2,375.7
		North America	625.0	799.4	942.3	1,081.1	1,050.5	1,122.8	1,182.0	1,145.2	999.9	1,143.9
		Europe	348.8	470.5	524.8	568.2	550.2	620.2	609.4	548.3	482.3	506.2
		Asia	734.5	855.4	930.8	1,014.7	989.5	1,146.0	1,215.1	1,086.9	1,134.1	1,414.3
		Others	63.8	74.1	73.5	59.0	65.1	78.5	72.0	60.0	39.8	75.4
	By Customer	OEM	3,220.0	3,639.5	3,830.7	4,048.2	4,061.8	4,521.4	4,762.3	4,558.7	4,347.0	4,875.1
		Toyota Group	1,832.0	1,995.8	2,007.1	2,047.5	2,075.0	2,300.6	2,484.7	2,456.9	2,499.1	2,837.6
		Ratio of revenue from Toyota Group transactions to total revenue	51.2%	48.7%	46.6%	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%
		Aftermarket and non-automotive	360.9	455.5	479.1	476.3	465.3	586.9	600.5	594.8	589.7	640.4
		Operating Profit	262.4	371.4	331.4	315.7	330.6	412.7	316.2	61.1	155.1	341.2
		Operating Margin	7.3%	9.1%	7.7%	7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%
		Profit Attributable to Owners of the Parent Company	181.7	277.2	258.4	244.3	257.6	320.6	254.5	68.1	125.1	263.9
		Return on Equity (ROE)	8.4%	11.5%	8.4%	7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%
		Capital Expenditures	230.6	324.1	354.2	334.1	337.4	347.2	416.8	436.5	374.3	353.9
		Depreciation	181.1	197.2	220.1	236.8	241.1	268.6	287.3	302.1	323.0	335.4
		Ratio of Depreciation to Revenue	5.1%	4.8%	5.1%	5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%
		R&D Expenditure	335.5	368.7	396.4	399.3	409.2	447.4	497.4	507.8	492.0	497.6
		Ratio of R&D Expenditure to Revenue	9.4%	9.0%	9.2%	8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%
		Total Dividend Amount	51.2	83.7	87.7	95.3	94.6	101.4	108.9	108.5	108.5	126.5
		Amount of Treasury Stock Acquired	27.5	—	—	27.7	30.0	26.5	28.4	0	0	97.5
		Earnings per Share (EPS) (yen)	226.59	348.05	324.01	307.19	326.32	410.45	326.47	87.89	161.39	342.77
		DOE	2.4%	3.4%	3.0%	3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%
		Cash Dividends per Share (yen)	64	105	110	120	120	130	140	140	140	165
		Dividend Payout Ratio	28.2%	30.2%	34.0%	39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%
		Total Return Ratio	43.3%	30.2%	34.0%	50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%
		Stock Price (yen)	3,985	4,948	5,483	4,524	4,897	5,820	4,317	3,491	7,347	7,860
		Dividend Yield	1.6%	2.1%	2.0%	2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%
		Price Earnings Ratio (PER) (times)	17.6	14.2	16.9	14.7	15.0	14.2	13.2	39.7	45.5	22.9
		Price Book-Value Ratio (PBR) (times)	1.4	1.5	1.3	1.1	1.2	1.3	0.9	0.8	1.5	1.4
	Net Cash Provided by Operating Activities (A)	374.8	471.2	383.2	552.9	467.8	558.0	533.5	595.3	437.2	395.6	
	Net Cash Used in Investing Activities (B)	(269.2)	(376.0)	(111.5)	(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	
	Free Cash Flow (A+B)	105.6	95.2	271.7	8.0	359.7	28.9	18.8	147.9	41.3	94.1	
	Net Cash Provided by (Used in) Financing Activities	(98.5)	(176.0)	(135.7)	(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	
	Cash and Cash Equivalents at End of Year	707.3	641.7	792.4	672.5	793.6	783.3	711.6	597.8	897.4	867.8	
	Cash on Hand	1,095.2	1,034.1	944.0	876.7	858.4	918.3	880.8	711.6	911.7	876.1	
	Interest-Bearing Debt	507.5	435.7	447.2	476.6	350.3	473.9	550.2	465.4	854.2	991.4	
	Equity Attributable to Owners of the Parent Company	2,300.1	2,799.9	3,327.9	3,123.6	3,312.7	3,598.3	3,595.7	3,397.1	3,891.0	4,299.4	
	Total Assets	3,979.1	4,642.1	5,283.3	5,042.9	5,150.8	5,764.4	5,792.4	5,651.8	6,767.7	7,432.3	
	Ratio of Equity Attributable to Owners of the Parent Company to Total Assets	57.8%	60.3%	63.0%	61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	
Non-Financial Data	Number of Employees	132,276	139,842	146,714	151,775	154,493	168,813	171,992	170,932	168,391	167,950	
	Local	67,525	74,289	81,060	85,464	86,892	94,209	95,222	93,343	89,124	88,345	
	Non-Consolidated	38,385	38,581	38,493	38,489	38,914	39,315	45,304	45,280	46,272	45,152	
	Ratio of Female Employees (Non-Consolidated)	11.4%	11.6%	11.9%	12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)	30	33	40	46	53	61	86	103	113	127	
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)	0.5%	0.5%	0.6%	0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	
	Number of Local Employees in Leadership Roles at Overseas Bases	21	22	24	25	25	26	26	25	25	19	
	Ratio of Local Employees in Leadership Roles at Overseas Bases	30%	31%	33%	34%	32%	28%	31%	30%	31%	26%	
	CO ₂ emissions (global) (10,000 t)*2	152.1	158.2	166.0	159.1	164.5	173.1	190.7	188.4	178.3	190.6	
	Amount of renewable energy introduced (Non-Consolidated) (MWh)	—	—	—	—	—	—	—	—	364	1,100	87,375
Exchange Rate (during FY)	USD (yen)	83	100	110	120	108	111	111	109	106	112	
	EUR (yen)	107	134	139	133	119	130	128	121	124	131	
	Chinese yuan (yen)	13	16	18	19	16	17	17	16	16	18	

*1 The countries and regions included in "by region" have changed as follows. Fiscal 2013–fiscal 2015: Japan, North America, Europe, Australia, and Others; fiscal 2016 onward: Japan, North America, Europe, Asia, and Others

*2 CO₂ emissions from fiscal 2019 onward have been calculated based on the Basic Guidelines on Accounting for Total Greenhouse Gas Emissions. In addition, from fiscal 2022, we have been reflecting the portion of emissions offset by the use of carbon credits in our calculations.