

## 10-Year Data

Billions of yen

		IFRS					IFRS						
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
<b>Financial Data</b>	Revenue	Total	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	6,401.3	
		By Region*1											
			Japan	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	2,509.6
			North America	799.4	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
			Europe	470.5	524.8	568.2	550.2	620.2	609.4	548.3	482.3	506.2	624.3
			Asia	855.4	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
			Others	74.1	73.5	59.0	65.1	78.5	72.0	60.0	39.8	75.4	99.8
			By Customer										
			Car manufacturers	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	5,681.0
			Toyota Group	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	3,224.2
			Ratio of revenue from Toyota Group transactions to total revenue	48.7%	46.6%	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%
			Aftermarket and non-automotive	455.5	479.1	476.3	465.3	586.9	600.5	594.8	589.7	640.4	720.3
		Operating Profit		371.4	331.4	315.7	330.6	412.7	316.2	61.1	155.1	341.2	426.1
		Operating Margin		9.1%	7.7%	7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%
		Profit Attributable to Owners of the Parent Company		277.2	258.4	244.3	257.6	320.6	254.5	68.1	125.1	263.9	314.6
		Return on Equity (ROE)		11.5%	8.4%	7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%
		Capital Expenditures		324.1	354.2	334.1	337.4	347.2	416.8	436.5	374.3	353.9	366.8
		Depreciation		197.2	220.1	236.8	241.1	268.6	287.3	302.1	323.0	335.4	353.3
		Ratio of Depreciation to Revenue		4.8%	5.1%	5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%
		R&D Expenditure		368.7	396.4	399.3	409.2	447.4	497.4	507.8	492.0	497.6	521.6
		Ratio of R&D Expenditure to Revenue		9.0%	9.2%	8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%
		Total Dividend Amount		83.7	87.7	95.3	94.6	101.4	108.9	108.5	108.5	126.5	139.0
		Amount of Treasury Stock Acquired		—	—	27.7	30.0	26.5	28.4	0	0	97.5	100.0
		Earnings per Share (EPS) (yen)		348.05	324.01	307.19	326.32	410.45	326.47	87.89	161.39	342.77	416.01
		DOE		3.4%	3.0%	3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%
		Cash Dividends per Share (yen)		105	110	120	120	130	140	140	140	165	185
		Dividend Payout Ratio		30.2%	34.0%	39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%
	Total Return Ratio		30.2%	34.0%	50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%	
	Stock Price (yen)		4,948	5,483	4,524	4,897	5,820	4,317	3,491	7,347	7,860	7,443	
	Dividend Yield		2.1%	2.0%	2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%	2.5%	
	Price Earnings Ratio (PER) (times)		14.2	16.9	14.7	15.0	14.2	13.2	39.7	45.5	22.9	17.9	
	Price Book-Value Ratio (PBR) (times)*2		1.5	1.3	1.4	1.1	1.3	1.1	1.0	1.1	1.5	1.3	
	Net Cash Provided by Operating Activities (A)		471.2	383.2	552.9	467.8	558.0	533.5	595.3	437.2	395.6	602.7	
	Net Cash Used in Investing Activities (B)		(376.0)	(111.5)	(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	
	Free Cash Flow (A+B)		95.2	271.7	8.0	359.7	28.9	18.8	147.9	41.3	94.1	239.0	
	Net Cash Provided by (Used in) Financing Activities		(176.0)	(135.7)	(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	
	Cash and Cash Equivalents at End of Year		641.7	792.4	672.5	793.6	783.3	711.6	597.8	897.4	867.8	733.9	
	Cash on Hand		1,034.1	944.0	876.7	858.4	918.3	880.8	711.6	911.7	876.1	757.6	
	Interest-Bearing Debt		435.7	447.2	476.6	350.3	473.9	550.2	465.4	854.2	991.4	889.3	
	Equity Attributable to Owners of the Parent Company		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	4,376.9	
	Total Assets		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	7,408.7	
	Ratio of Equity Attributable to Owners of the Parent Company to Total Assets		60.3%	63.0%	61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	
<b>Non-Financial Data</b>	Number of Employees		139,842	146,714	151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	
		Local	74,289	81,060	85,464	86,892	94,209	95,222	93,343	89,124	88,345	85,268	
		Non-Consolidated	38,581	38,493	38,489	38,914	39,315	45,304	45,280	46,272	45,152	44,758	
		Ratio of Female Employees (Non-Consolidated)		11.6%	11.9%	12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%
		Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)		33	40	46	53	61	86	103	113	127	139
		Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)		0.5%	0.6%	0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%
		Number of Local Employees Recruited for Leadership Roles at Overseas Bases		22	24	25	25	26	26	25	25	19	20
		Ratio of Local Employees Recruited for Leadership Roles at Overseas Bases		31%	33%	34%	32%	28%	31%	30%	31%	26%	26%
		CO <sub>2</sub> Emissions (Global / Scope 1 and Scope 2) (10,000 t-CO <sub>2</sub> e)*3		158.2	166.0	159.1	164.5	173.1	190.7	188.4	199.1	193.8	178.4
		Amount of Renewable Energy Introduced (Global) (MWh)		—	—	—	—	—	—	—	16,258	192,167	607,892
	<b>Exchange Rate (during FY)</b>	USD (yen)		100	110	120	108	111	111	109	106	112	136
EUR (yen)			134	139	133	119	130	128	121	124	131	141	
Chinese yuan (yen)			16	18	19	16	17	17	16	16	18	20	

\*1 The countries and regions included in "by region" have changed as follows. Fiscal 2014–fiscal 2015: Japan, North America, Europe, Australia, and Others; fiscal 2016 onward: Japan, North America, Europe, Asia, and Others

\*2 PBR is calculated using the following methods:

Fiscal 2014: Year-end share price ÷ Net assets per share

Fiscal 2015 onward: Average share price during term ÷ Equity attributable to owners of the parent company per share

\*3 CO<sub>2</sub> emissions from fiscal 2021 onward have been calculated based on the Basic Guidelines on Accounting for Total Greenhouse Gas Emissions.