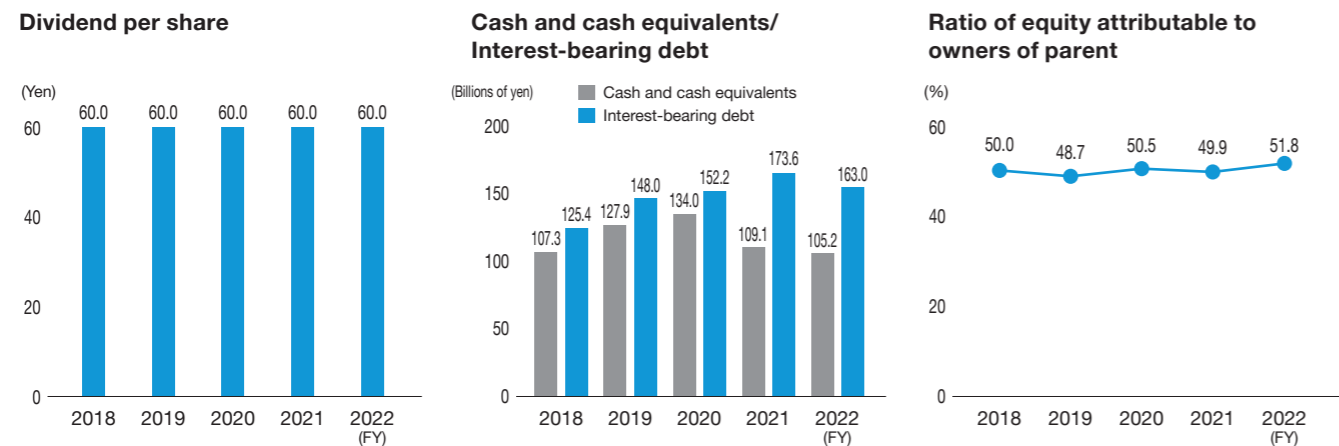
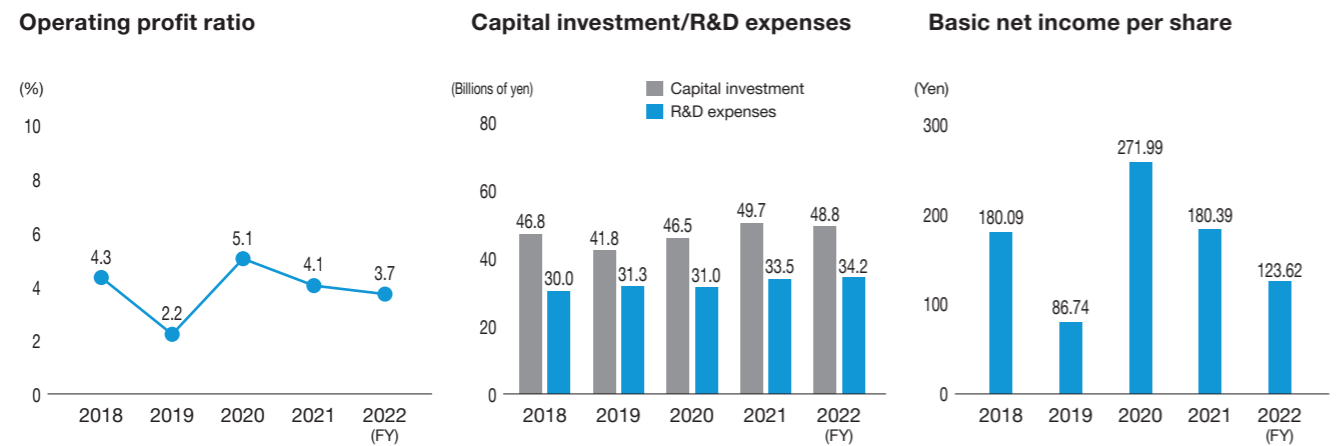
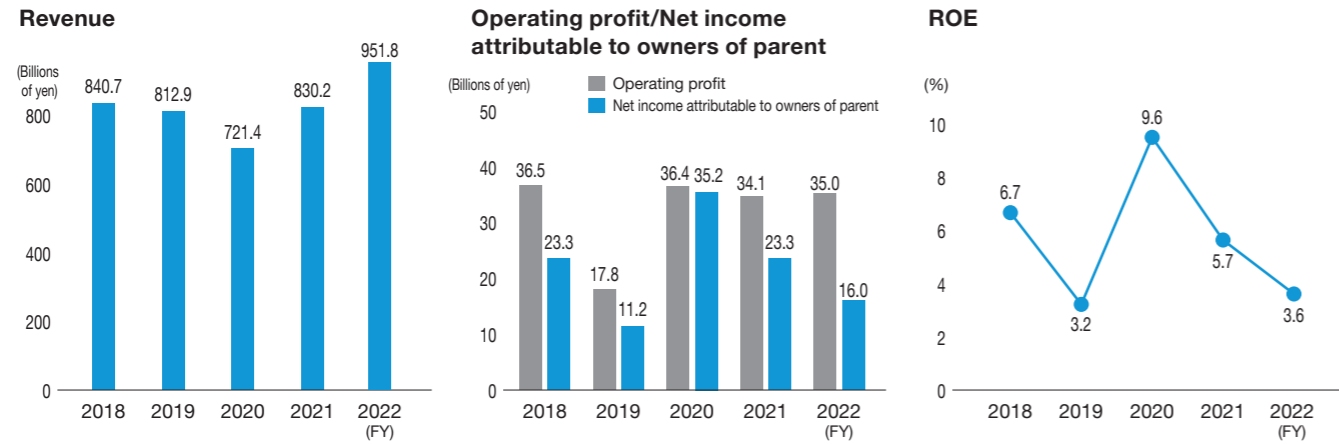


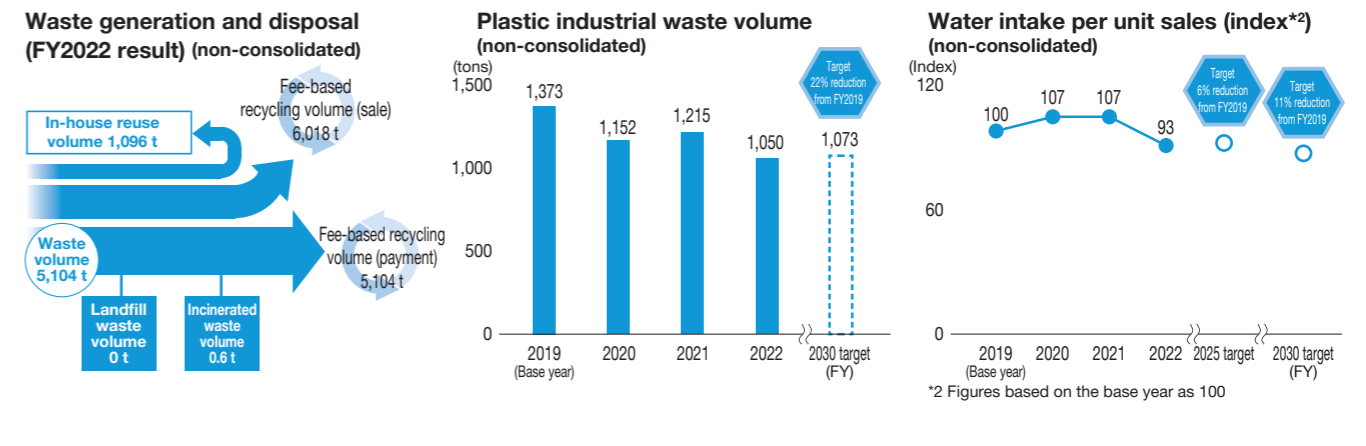
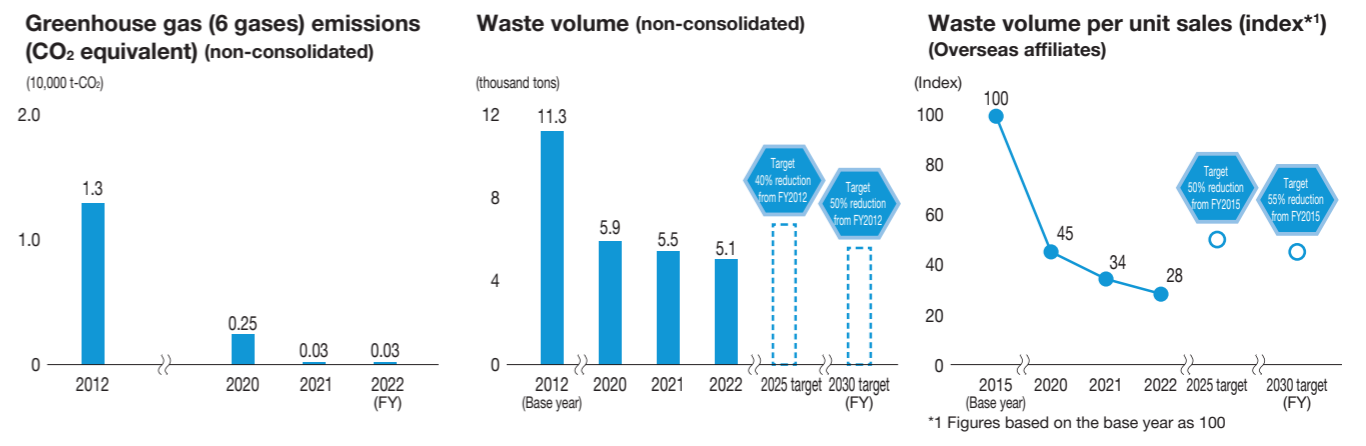
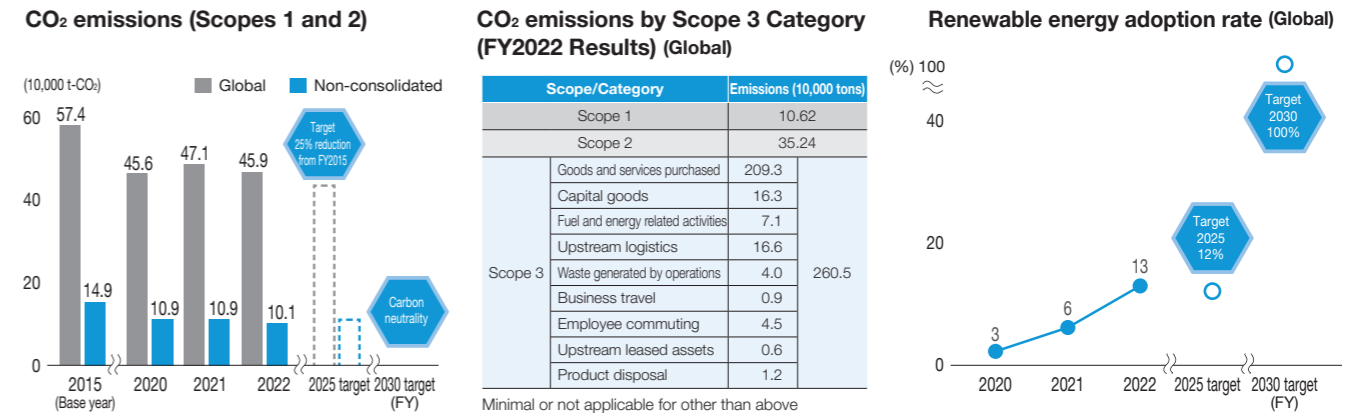
Financial Highlights

* The Toyota Gosei Group has adopted IFRS from the first quarter of the consolidated fiscal year ended March 31, 2019. Figures for the fiscal year ended March 31, 2018 have also been reclassified to IFRS basis.



Non-Financial Highlights

Environment



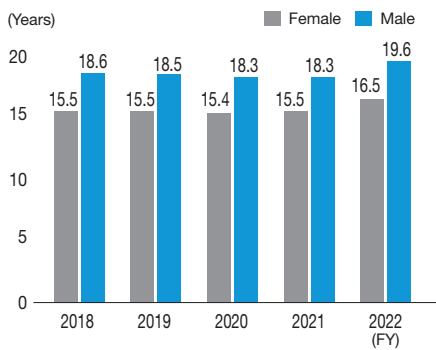
Non-Financial Highlights

Society

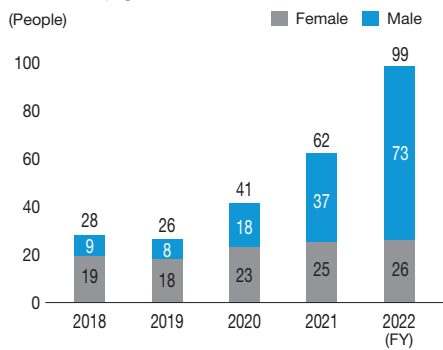
Results of Key Items in FY2022 and Targets for FY2025 and FY2030 (Non-Consolidated)

Key item	FY2022 Result	FY2025 Target	FY2030 Target
Annual number of participants in training programs for executives	60	80	—
Ratio of employees dispatched overseas (managers and technical and administrative staff)	21%	25% or more	—
Number of DX staff trained	190	270	400
Number of female managers	33	45 (4.0%)	100 (8.8%)
Ratio of local executives (vice presidents and above at overseas affiliates)	32% (Global)	40% or more (Global)	60%
Ratio of mid-career hires in management positions	30%	30% or more	30% or more
Employment of people with disabilities	2.79% (Domestic affiliates)	Achievement of legally mandated employment ratio (Domestic affiliates)	—
Engagement survey results (Positive evaluation)	59%	70% or more	75% or more
Average overtime hours	11.3 hr/month/person	10.0 hr/month/person or less	—
Percentage of employees taking paid vacations	94%	95% or more	—
Percentage of male employees taking childcare leave	44.8%	75%	100%
Wage difference between men and women	76.6%	77%	82%

Average years of service by gender (non-consolidated)

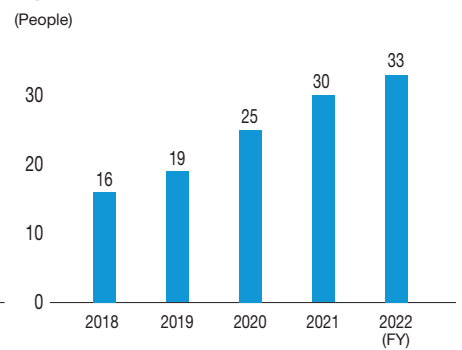


Number of employees taking childcare leave by gender (non-consolidated)*1

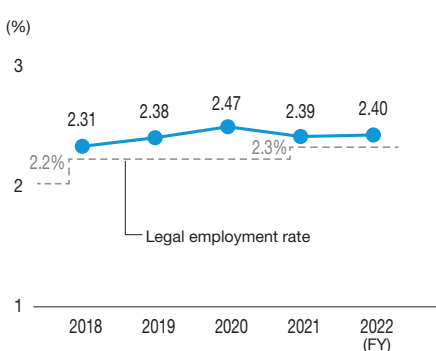


*1 Number of employees who started childcare leave during the fiscal year

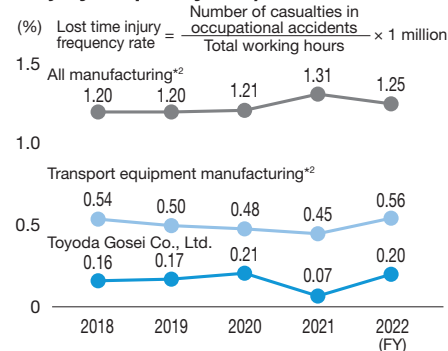
Number of women in management positions (non-consolidated)



Employment rate of persons with disabilities (non-consolidated)



Occupational accident rate (lost time injury frequency rate) (non-consolidated)



*2 Results from the Ministry of Health, Labour and Welfare's survey on occupational accident trends (Survey period: January to December)

Governance

Number of employees receiving compliance training (non-consolidated)

