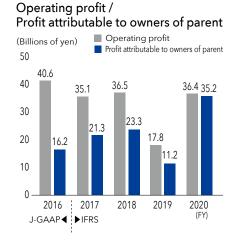
Financial and Non-Financial Highlights

Financial data

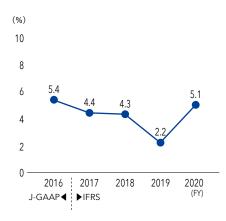
The Group adopted IFRS effective from the first quarter of fiscal 2018, ended March 31, 2019. Additionally, fiscal 2017 data were converted to IFRS-basis.

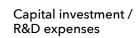
Revenue (Billions of yen) 840.7 812.9 807.9 755.6 800 721.4 600 400 200 2019 2016 2017 2018 2020 J-GAAP◀ ▶IFRS

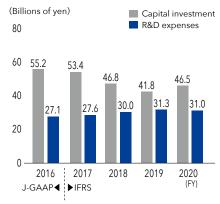




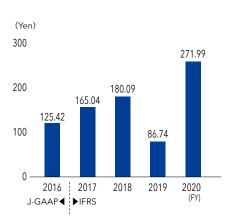
Operating profit ratio



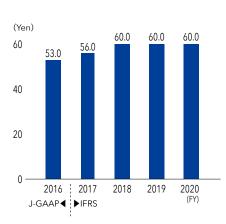




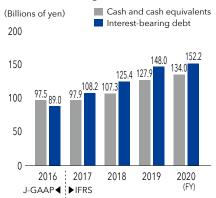
Basic earnings per share



Annual dividends per share



Cash and cash equivalents / Interest-bearing debt



Ratio of equity attributable to owners of parent to total assets



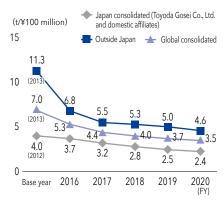
Non-financial data

■ Environment ⟨E⟩

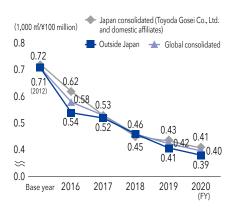
CO₂ emissions per sales unit



Waste volume per sales unit

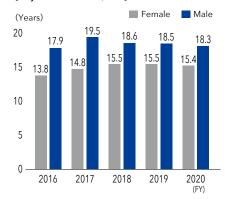


Water use per sales unit

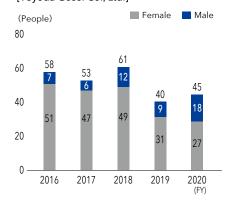


■ Social ⟨S⟩

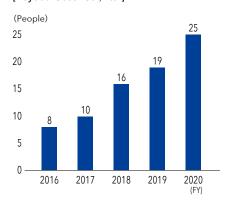
Average years of service for males and females [Toyoda Gosei Co., Ltd.]



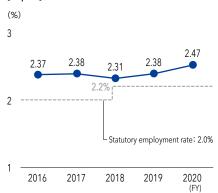
No. of parental leaves taken [Toyoda Gosei Co., Ltd.]



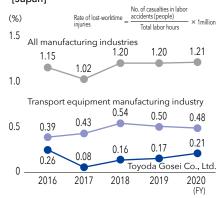
No. of female managers [Toyoda Gosei Co., Ltd.]



Employment rate of people with disabilities [Japan]



Labor accident rate (rate of lost-worktime injuries) [Japan]



■ Governance ⟨G⟩

