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# **Financial Results of FY2011** (ending March 31, 2011) **May 16, 2011**

## 1. Plant Damage

Toyota Boshoku Tohoku Corporation

- Miyagi Plant (Ohira Village, Miyagi Pref.)
- Kitakami Plant (Kitakami City, Iwate Pref.)
- Esashi Plant (Oshu City, Iwate Pref.)

## 2. Extent of Damage

- Buildings: Parts of the ceilings and some walls were damaged
- Equipments: Not damaged

## 3. Effects on Operation

- Operations suspended after March 11

Except for some lines for service bumpers and commercially marketed filters

## 4. FY2011 Performance (consolidated)

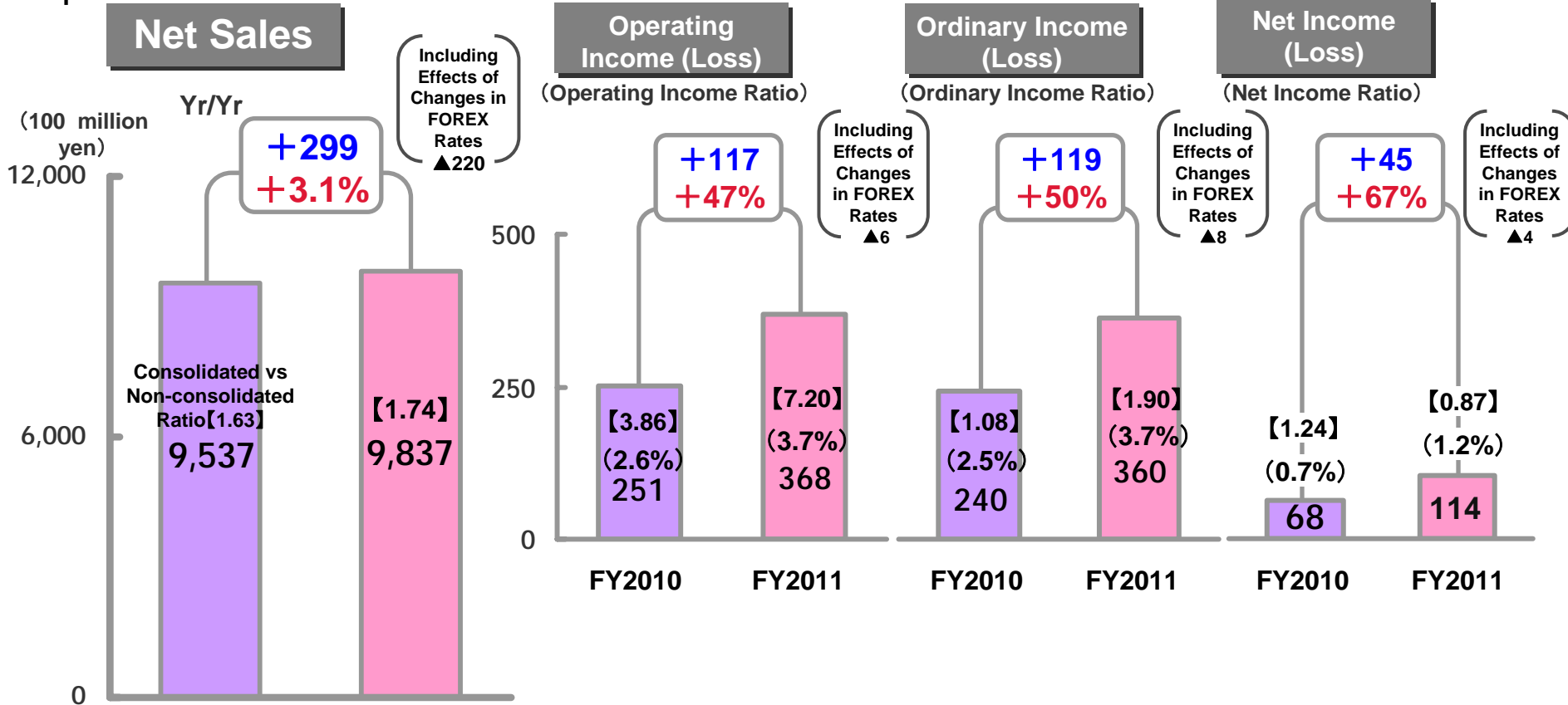
Net Sales	Approx. minus 25 billion yen
Earnings	Approx. minus 4 billion yen (including the extraordinary losses of minus 1.8 billion yen)

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# ◇ FY2011 Financial Results

# FY2011 Financial Results

A slight increase in sales resulted in greatly improved profits due to effects of profit structure reformation.



	FY2010	FY2011
US\$	92.85 yen	85.72 yen
RMB	13.69 yen	12.96 yen
Thai baht	2.75 yen	2.75 yen
EUR	131.15 yen	113.12 yen

## Net Income per Share

37.00 yen → 61.82 yen

## Dividend

13 yen → 16 yen

# Profit Structure Reformation Efforts

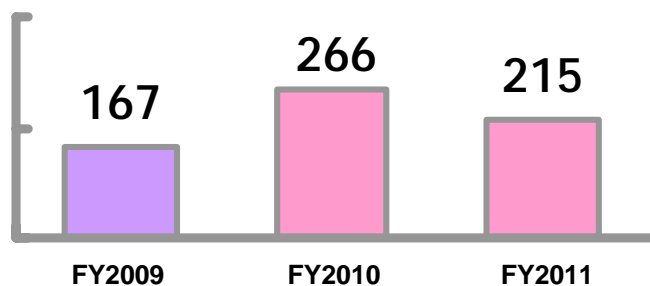
Steadily improved profitability

## Approaches

FY2009	FY2010 to FY2011	FY2012
<b>Emergency Profit Improvement Committee</b>	<b>Profit Structural Improvement Committee</b>	<b>Reduction by half Committee</b>
<b>Emergency Evacuation</b> <ul style="list-style-type: none"> <li>Reduced the waste of fixed costs</li> </ul>	<b>Reformed business structure to earn profits from smaller operations</b> <ul style="list-style-type: none"> <li>Continuing minimum budget</li> <li>Variable costs reform</li> <li>Drastically improved N/C/S America profitability</li> </ul>	<b>Mindset change and Reduce By Half initiative</b> <ul style="list-style-type: none"> <li>Reformed development and manufacturing systems</li> <li>Trimmed down fixed costs</li> </ul>

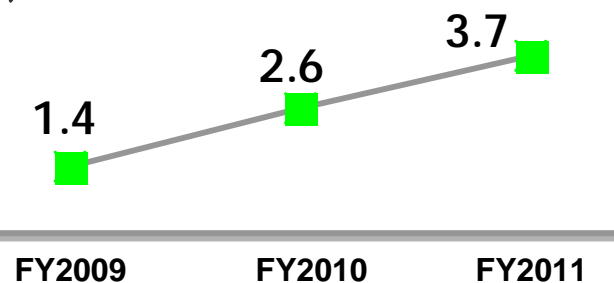
## Improvement (annual)

(100 million yen)



## Operating Income (consolidated)

(%)

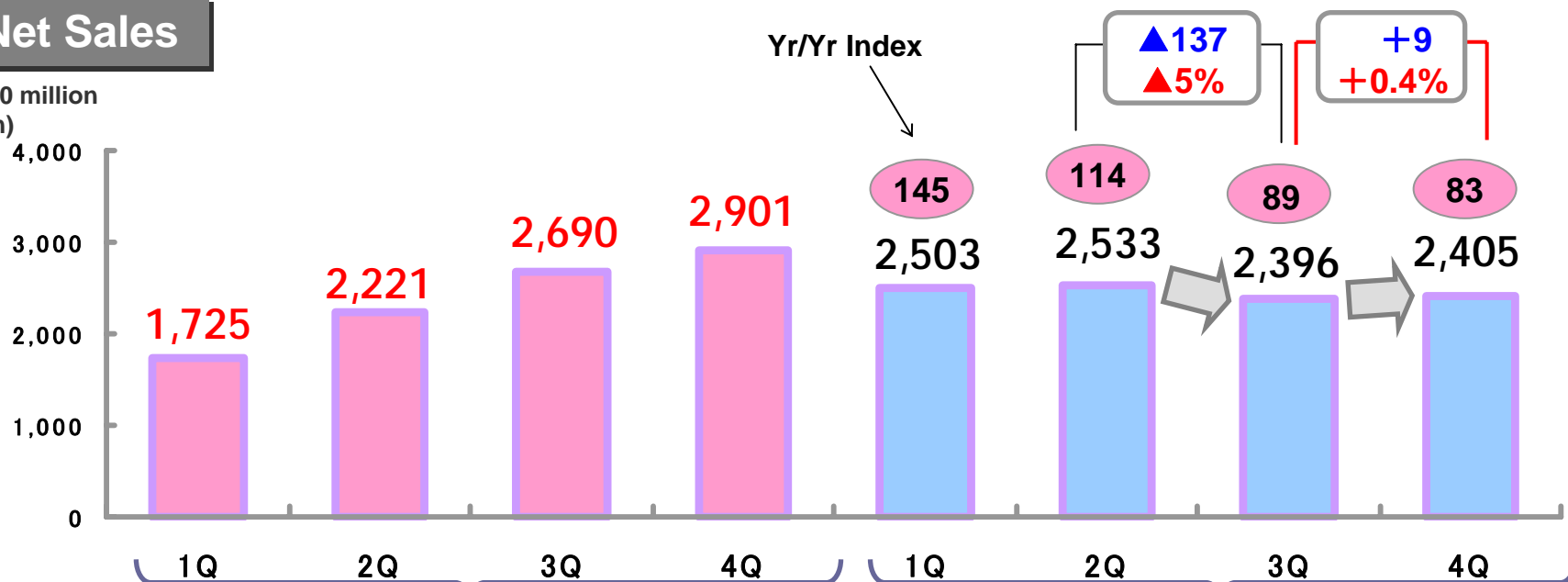


# FY2011 Financial Results

After the slackness in 3Q, signs of recovery were visible in 4Q.

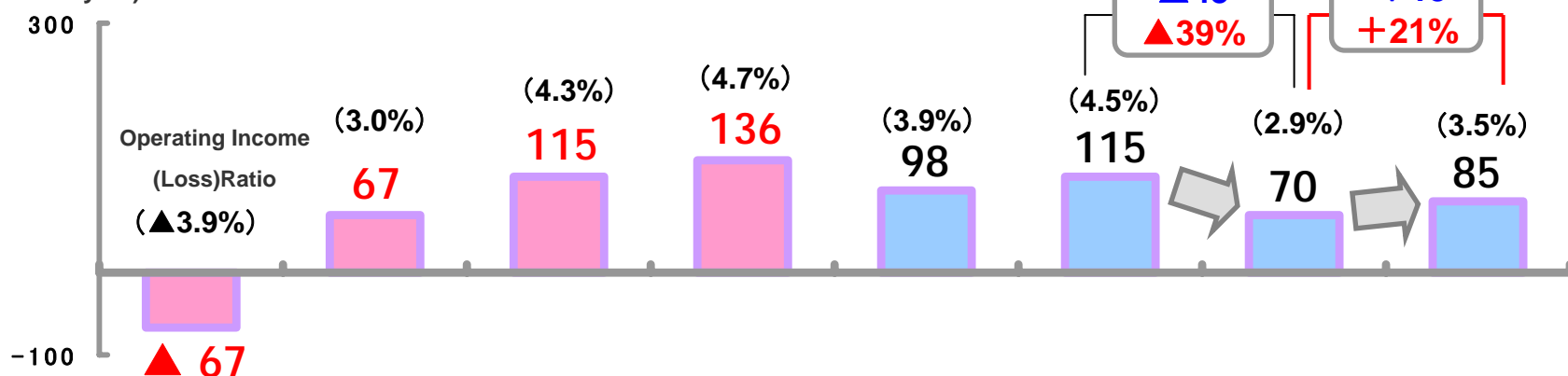
## Net Sales

(100 million yen)



## Operating Income (Loss)

(100 million yen)

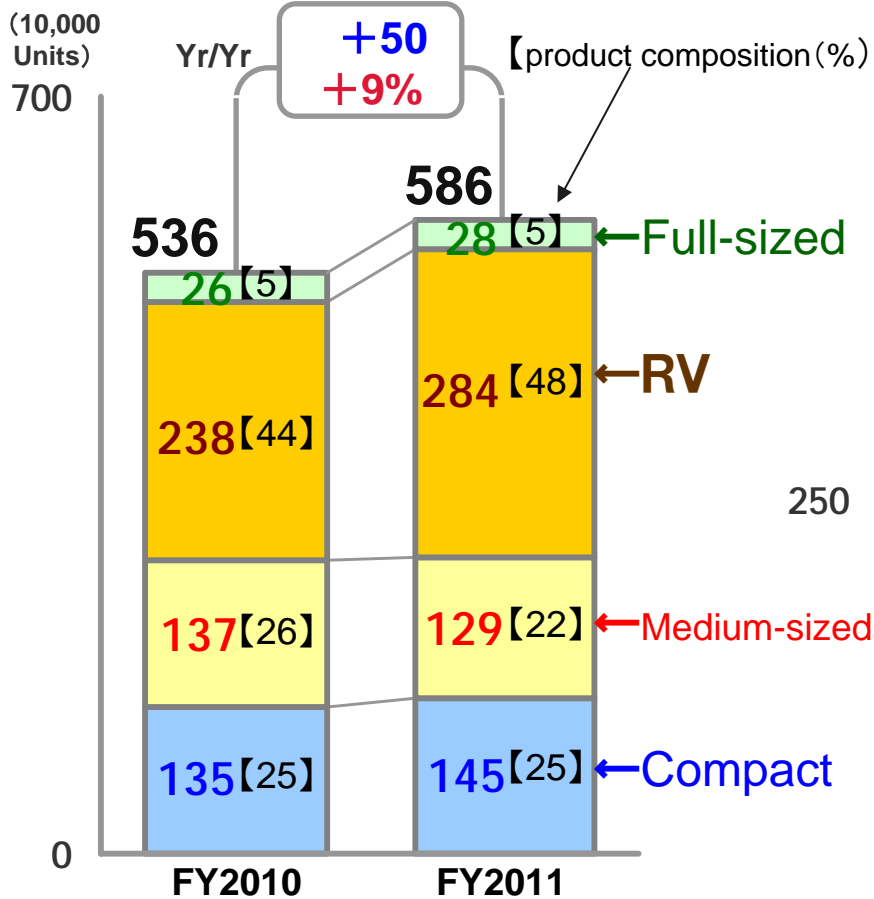


# FY2011 Unit Sales by Region

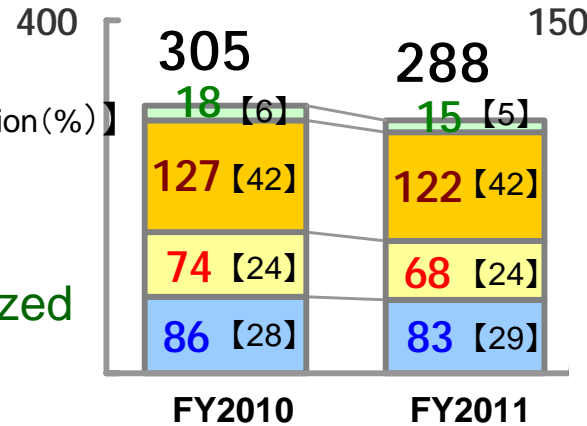
Unit sales increased in all regions despite decreases in all categories in Japan

## Seat Assy. Production

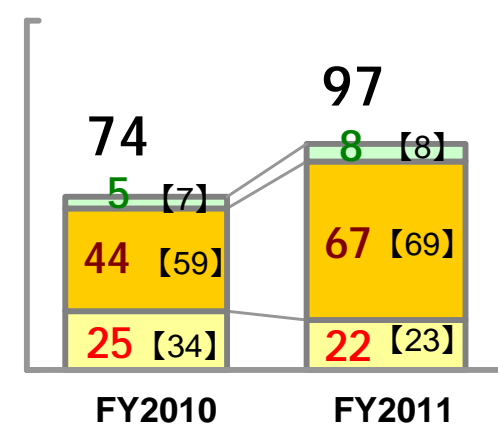
### Total



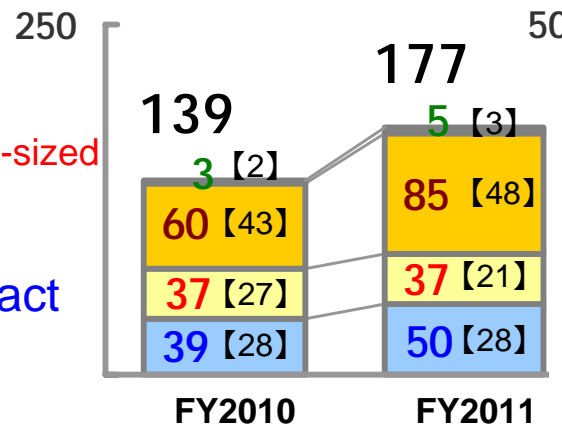
### Japan



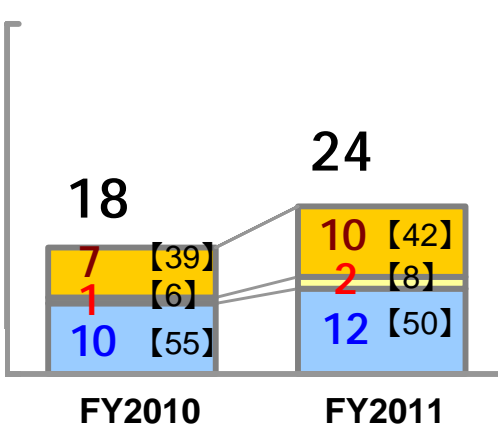
### N/C/S America



### Asia & Oceania



### Europe & Africa

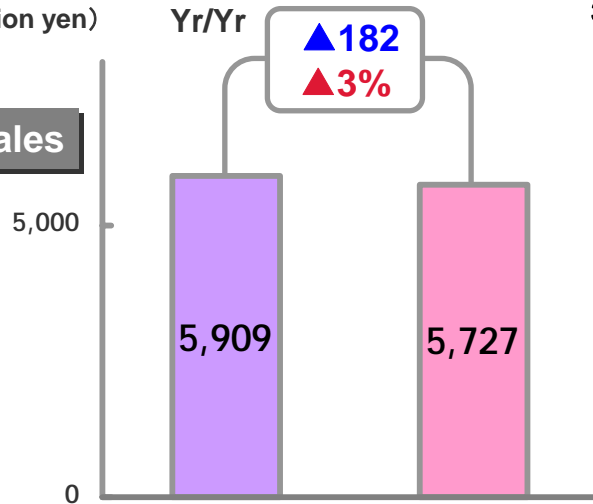


# FY2011 Net Sales and Operating Income by Region (1)

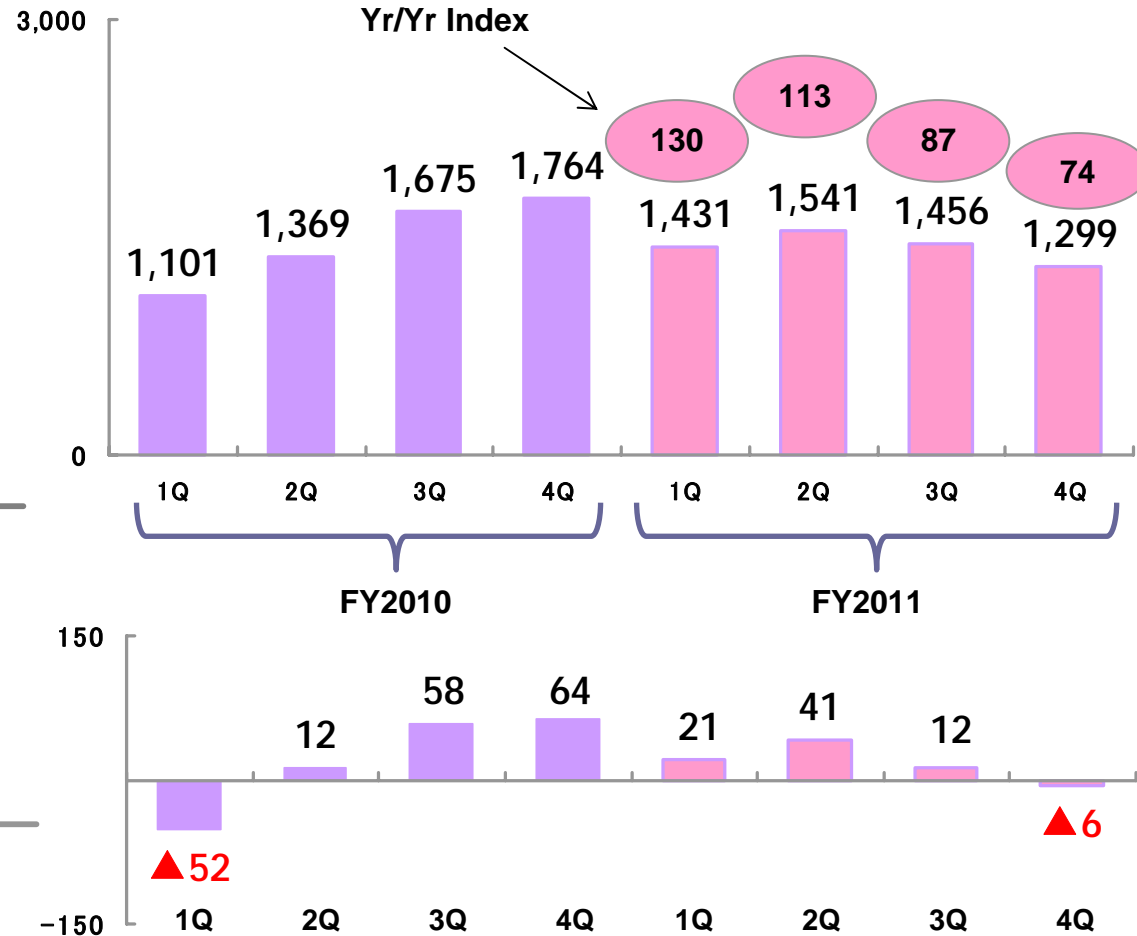
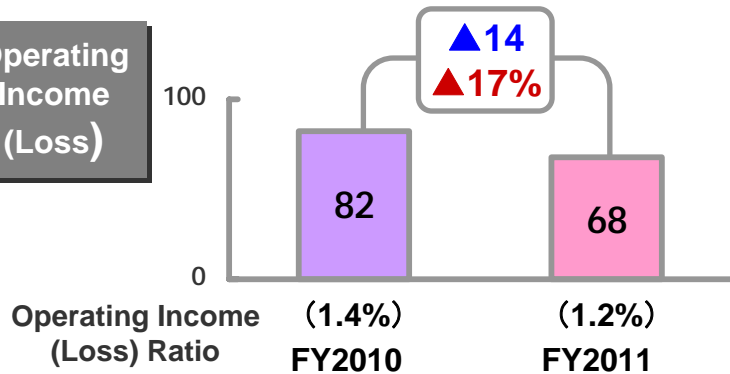
## Japan

(100 million yen)

Net Sales



Operating Income (Loss)

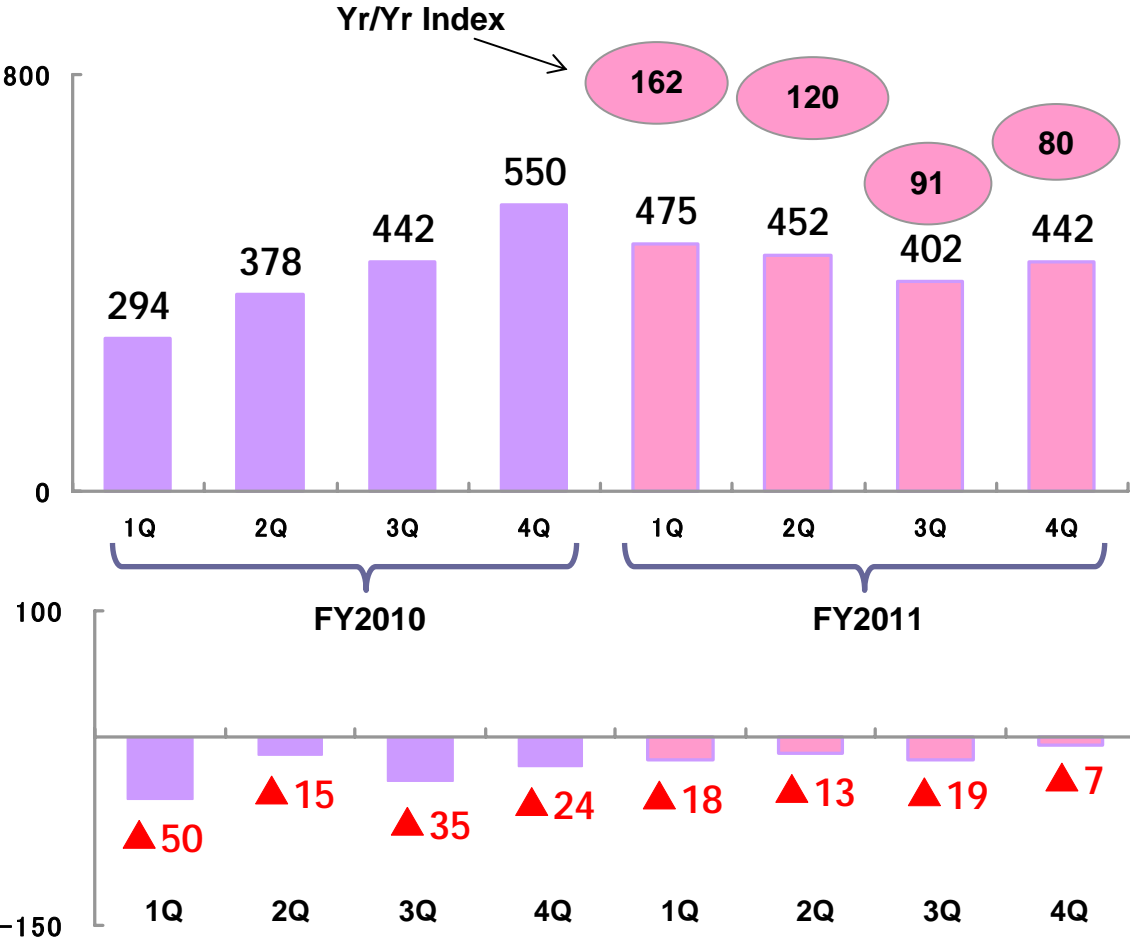
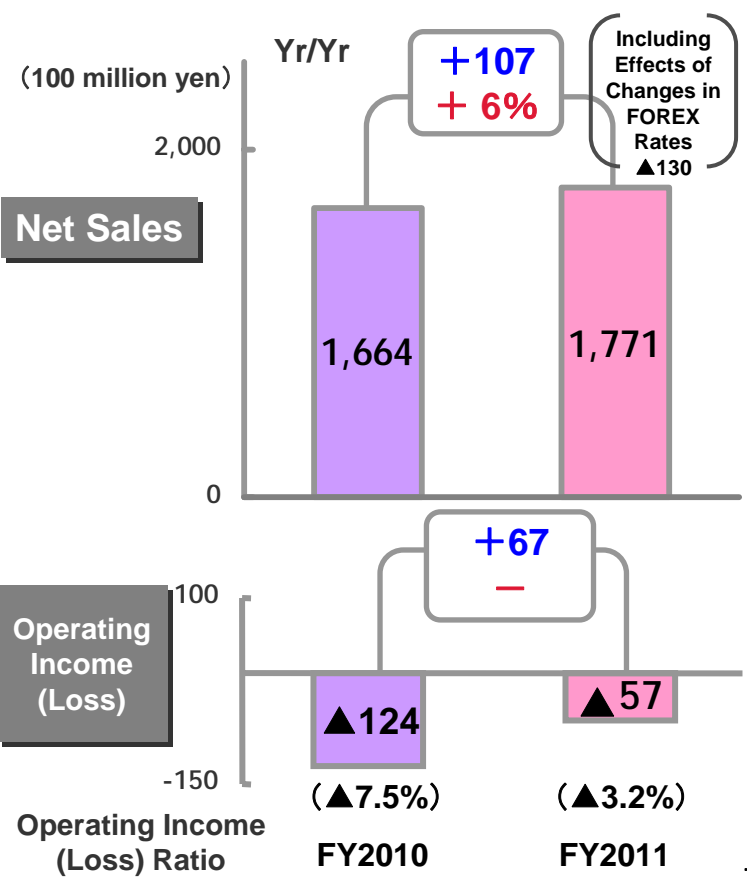


- Despite the efforts in profit structure reformation, the sales and profits declined due to the terminated government's subsidy for eco cars and earthquake effects.
- Enormous drop started in 3Q resulted in a deficit in 4Q.



# FY2011 Net Sales and Operating Income by Region (2)

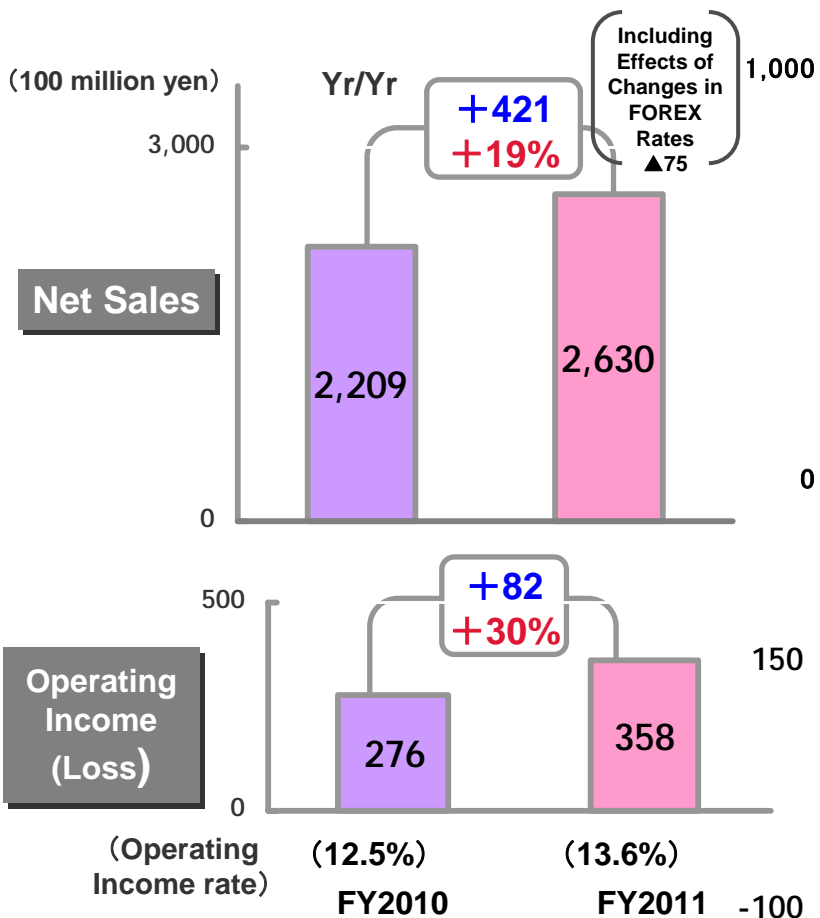
## N/C/S America



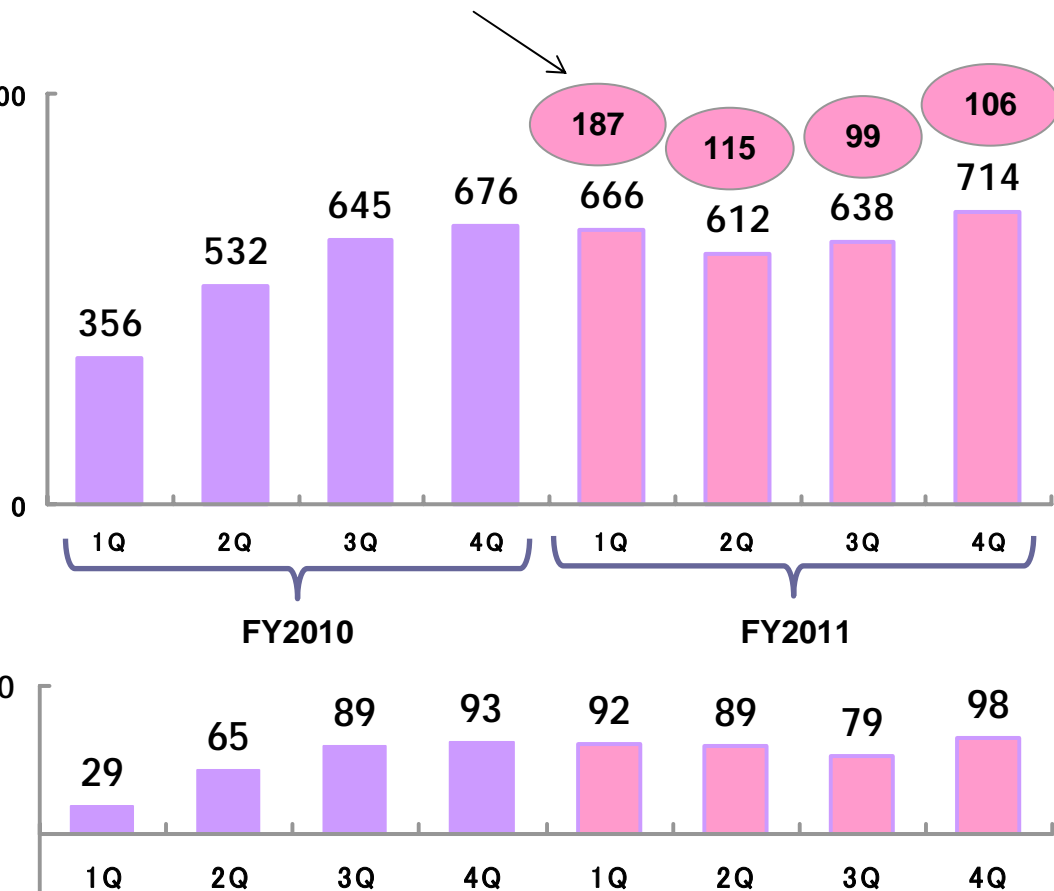
- Profits rose due to decreased preparation costs for new products and efforts in profit structure reformation approaches.
- As shown in the decreasing deficits, the profitability has been steadily improved.

# FY2011 Net Sales and Operating Income by Region (3)

## Asia & Oceania



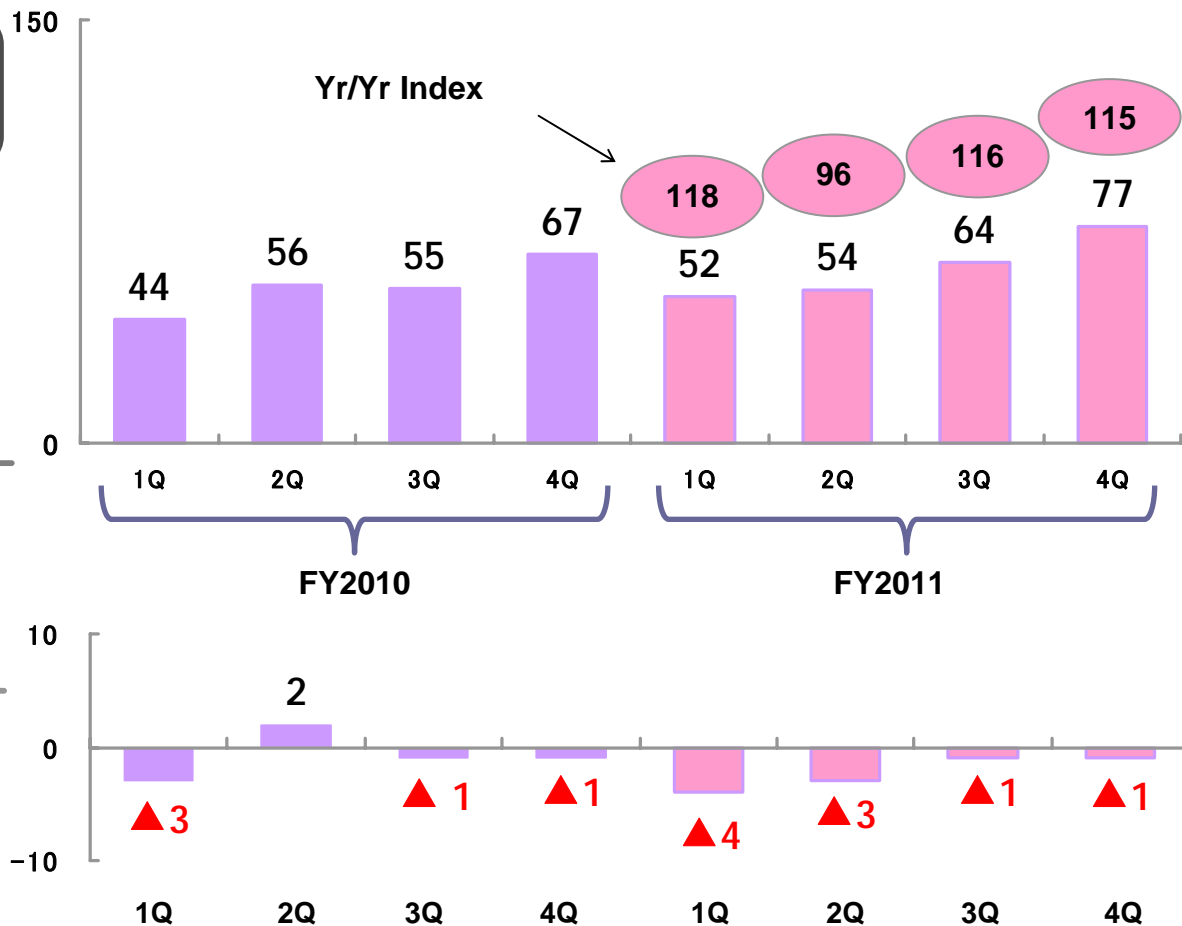
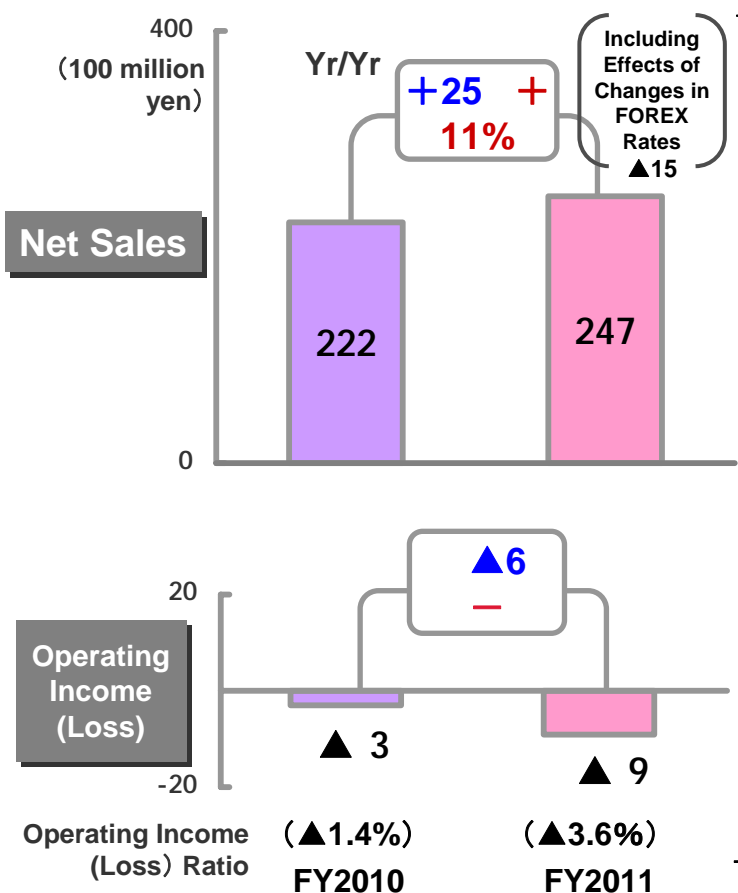
## Yr/Yr Index



- Increased production of Highlander in Guangzhou and RAV4 in Tianjin in China and IMV in Thailand was lead to rise both of sales and profits.
- Profits were steadily secured each quarter.

# FY2011 Net Sales and Operating Income by Region (4)

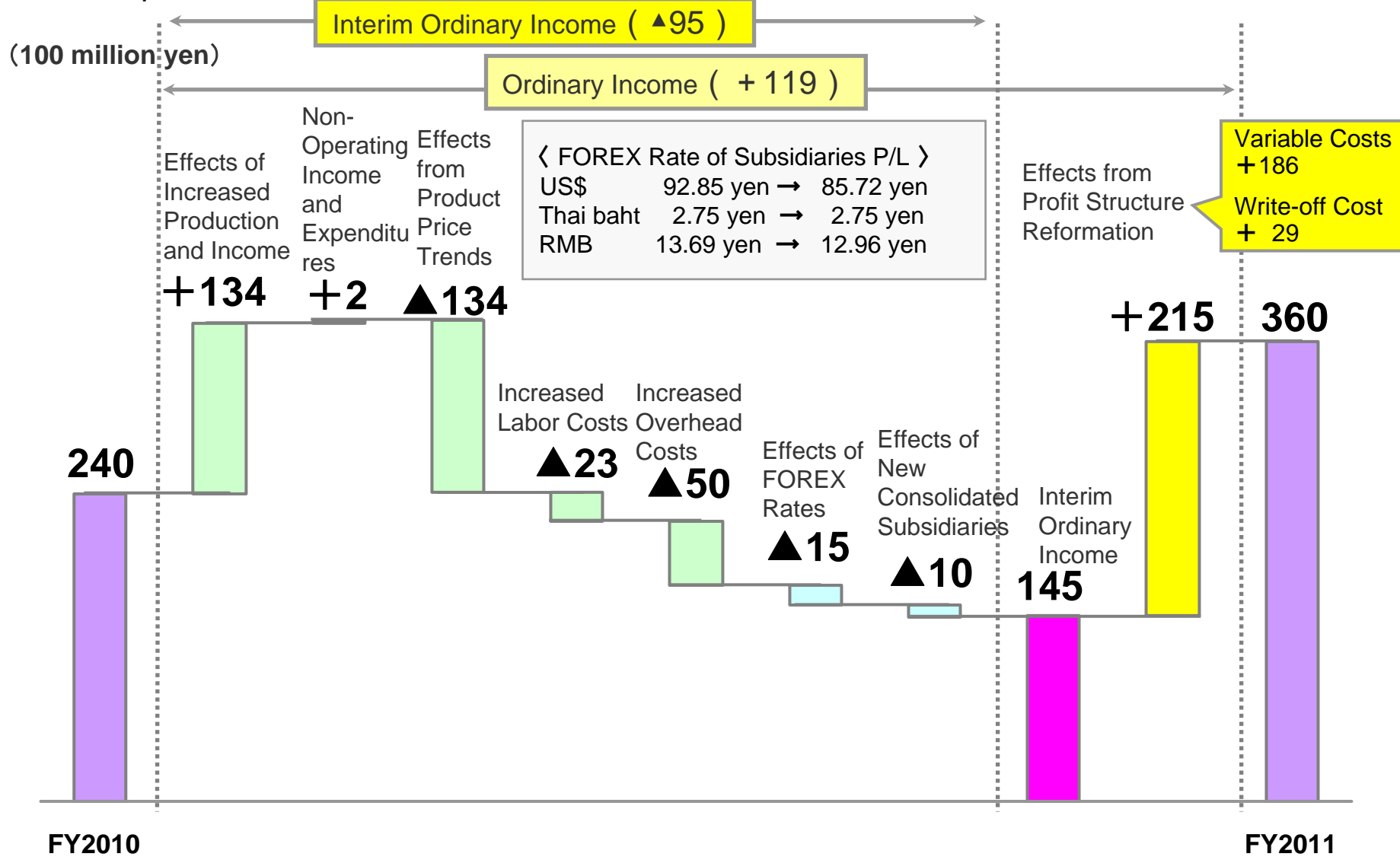
## Europe & Africa



- The expanded production of IMV in South Africa contributed to the improved sales.
- Operating Loss will increase due to rises in production preparation costs for the next period Yaris at TB Somain and TBAI Poland .

# FY2011 Ordinary Income Increase/Decrease Analysis

Although a significant decrease is expected in the course of events, profits will increase due to continued profit structure reformation.



# FY2011 Capital Expenditures

Developing our global supply system with a focus on model change investment

## Capital Expenditures

### Europe & South Africa

(100 million yen)

54 32 43

FY2009 FY2010 FY2011

Investment for next Yaris at TB Somain and TBAI Poland

### Asia & Oceania

150 110 102

FY2009 FY2010 FY2011

Investment for production of newly released vehicles in China and others

### Japan

265 217 235

FY2009 FY2010 FY2011

Construction of Sanage Development Center and a new plant in Miyagi, Tohoku.

### N/C/S America

135 71 32

FY2009 FY2010 FY2011

Investment for corolla at TBMS and others

### Investment to Strengthen Management Structure

R&D, IT, Human Resources Development

### Investment to Reinforce Capabilities

New Investment for Land, Buildings, Production Facilities, Etc.

### Investments for New Models

Measures for New Products, Model changes and Minor changes

### Total

604

74

318

212

324

FY2009

430

61

208

161

351

FY2010

412

88

110

214

323

FY2011

Depreciation Costs