



**Toyota Motor**  
Automobile Manufacturers

Company	
Country	Japan
Number of Employees	264'100
Web	www.toyota.co.jp

Share	
Market cap (mil)	14'945'390
Currency	JPY
High 52 week	4'520.0
Low 52 week	3'080.0
Last Price	4'140.0

Key Data	2003	2004E
Sales (mil)	16'054'290	18'143'810
EPS	171.08	358.88
P/E Ratio	23.94	11.54

Source: Bloomberg / August 13, 2004

Sales in	
Alcohol	No
Armaments	No
Firearms	No
Tobacco	No
Gambling	No

Source: IRR, SAM Research

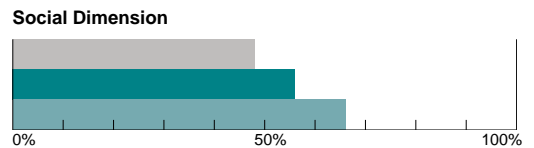
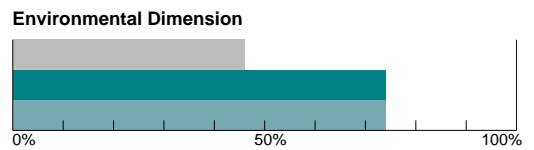
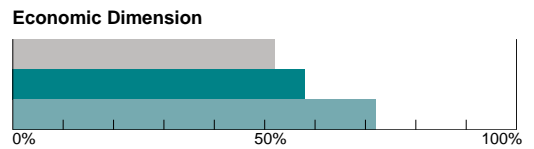
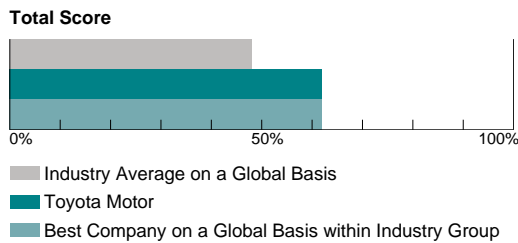
**Company Description**

Toyota Motor Corporation (Toyota) is the world's second largest automotive manufacturer both by production and sales. Toyota manufactures, sells, leases, and repairs passenger cars, trucks, buses, and related parts worldwide. Besides its own 33 plants and manufacturing subsidiaries in Japan, Toyota has manufacturing facilities in 26 other locations, which produce Lexus- and Toyota-brand vehicles and components. Toyota's diversified operations include financial services, telecommunications, prefabricated housing and leisure boats, with the automotive business accounting for more than 90 % of the company's total sales.

**Sustainability Performance**

Toyota continues to lead the automotive industry in corporate sustainability for the second consecutive year. On a strategic level the company has successfully aligned its expansion strategy and it's Vision 2010 "Innovation into the future" with its long-term environmental strategy - the scope of which is one of the broadest in the industry. In the field of new lower carbon technologies (especially in hybrid electric vehicles), Toyota has clearly shown its capabilities and potential to gain a significant competitive advantage within the sector. Furthermore, given its strong capital structure, Toyota will be in a strong position to continue to further invest in capital intense key lower carbon technologies. Toyota continues to set the benchmark in operational efficiency and is continuously improving its eco-efficiency performance across its operations. However, it currently does not address social issues systematically - a challenge given the fast expansion of Toyota's global supply chain to developing countries.

**Sustainability Scores**



"Corporate Sustainability is a business approach to create long term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments."

**Industry Driving Forces**

The main sustainability challenge for the automotive industry is climate change. As a significant contributor to anthropogenic Greenhouse Gas emissions, the industry is subject to stringent regulations in most countries. The industry's reliance on oil adds up to the challenge as governments worldwide seek to diversify their energy sources. To address these issues, carmakers need to improve fuel economy and lower the carbon intensity of their product portfolio by introducing alternative propulsion systems. As markets mature in developed economies, carmakers are aiming for global expansion. Additional long-term challenges arise from their operations in emerging markets. Carmakers need to contribute to regional development through foreign direct investment backed by social and environmental standards and through sustainable supply chain management. Sustainable mobility requires profitable business models to meet the fast-growing demand for mobility in an environmentally-viable and socially acceptable way.

**Industry Group Overview: Automobile Manufacturers**

The relative positioning of companies within the DJSI industry group Automobile Manufacturers on a global basis is illustrated based on cluster scores around the economic, environmental and social dimensions.

Legend: p=poor compared to industry peers a=industry average b=best of industry

Industry group: Automobile Manufacturers		Economic			Environmental			Social		
		p	a	b	p	a	b	p	a	b
DJSI World	Toyota Motor									
	Volkswagen AG									
	Bayerische Motoren Werke AG (BMW)									
	Ford Motor Co.									

Companies with identical cluster scores are grouped and listed alphabetically, these groups are separated by lines. The sector leader is listed first.

Next company in line for selection should a company be deleted from the DJSI World:

Renault										
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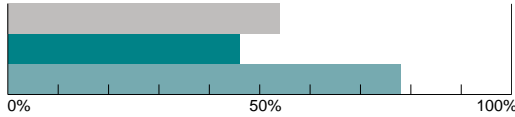


**Company Performance vs. Industry Average for Specific Criteria**

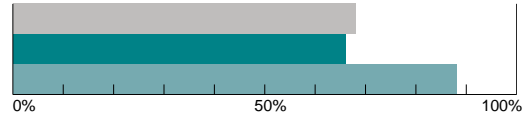
The following bar charts highlight the performance of Toyota Motor compared to its industry average and best performing company for selected criteria. The criteria selected cover each of the corporate sustainability dimensions: economic, environmental and social.

**Economic**

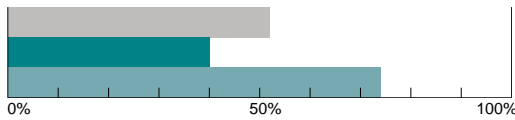
**Codes of Conduct/Compliance/Corruption & Bribery**



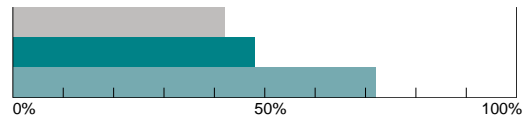
**Risk & Crisis Management**



**Corporate Governance**

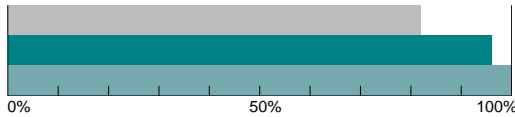


**Brand Management**

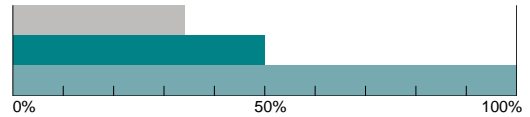


**Environmental**

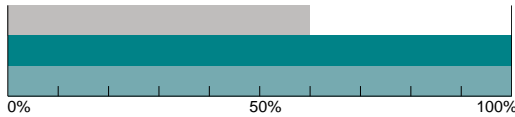
**Environmental Policy/Management**



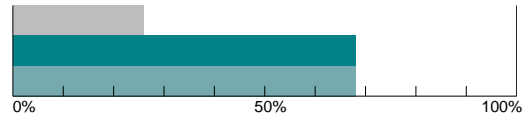
**Carbon Intensity of Product Portfolio**



**Environmental Performance (Eco-Efficiency)**

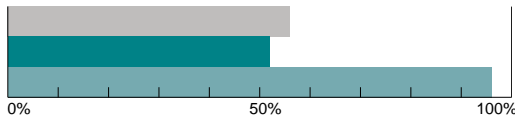


**Lower Carbon Product Strategies**

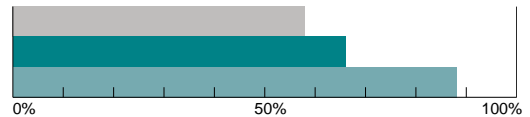


**Social**

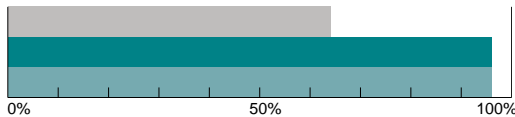
**Human Capital Development**



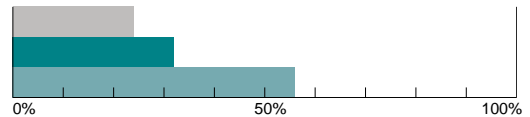
**Labor Practice Indicators**



**Stakeholder Engagement**



**Global Sourcing**



■ Industry Average on a Global Basis  
■ Toyota Motor  
■ Best Company on a Global Basis within Industry Group

For information on assessment criteria, visit [www.sustainability-indexes.com](http://www.sustainability-indexes.com)

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