



Toyota Financial Services
Corporate Guide

TFS, the ESSENTIAL Partner



Yoshimasa Ishii

President & CEO
Toyota Financial
Services Corporation

First, I would like to begin by expressing my sincere appreciation to all our stakeholders for your continued understanding and support over the course of this past year.

Toyota Financial Services Corporation (TFSC), wholly owned by Toyota Motor Corporation (TMC), was established in July 2000 as a holding company of Toyota's financial subsidiaries worldwide. To achieve the TFS Group mission, "Provide sound financial services that contribute to the prosperous life for Toyota customers and others.", we aim to attract more customers by providing them with the finance options to improve their life through car ownership. We have expanded our global presence to cover over 30 countries across multiple regions and served over 22 million customers as of March 2014. We are deeply grateful to our customers and business partners for their ongoing support.

We are not satisfied with the present and aim to pursue "Real Competitiveness" which makes "Sustainable Growth" possible for our customers' continued understanding and support. We will continue our efforts to accomplish a strong and stable management foundation to fulfill our role as Toyota's captive finance company no matter how challenging the market environment. To achieve this foundation, we will promote operational efficiency through investments in IT and human resource development. We will strengthen our balance sheet by improving profitability as well as make efforts to provide financial products and services that delight customers. And as our assets increase, we will continue to enhance funding, risk management, and operational management to cope with the business risks.

We will earnestly continue to support our global vision by helping all stakeholders — society, customers, worldwide distributors, dealers, investors and employees — achieve a prosperous life.

As we move ahead, I look forward to your continued support and cooperation.

Thank you.

Toyota Financial Services Corporation is made up of affiliates in more than 30 countries/locations. Wherever we operate, we conduct business with the highest ethical standards and a fair and sincere attitude. We aim to have a positive impact in the communities in which we operate. Our products and services differ from country to country to meet market conditions and regulatory requirements, but around the world we are a company focused on delivering quality products that meet our customers' needs.

MISSION

Provide sound financial services that contribute to the prosperous life for Toyota customers and others.

VISION

Become the Most Admired Sales Finance Company in the World.

THE TFS WAY

Challenge Speed Unity of Purpose





Americas Region

“The Americas Region creates value through finance and insurance solutions that capitalize on our strong brand, proprietary data, market expertise, and the best associates in the industry. Our unwavering commitment to dealer success and exceptional customer service is what differentiates us.”

Yoshimasa Ishii
President, TFS Americas Region

Chris Ballinger
Executive Vice President, TFS Americas Region



Yoshimasa Ishii

Michael Groff

Chris Ballinger

“As the largest auto lender in the United States, and in the Toyota Financial Services organization, TFS USA drives efficiencies and provides resources which benefit not only Americas Region but also Toyota entities around the world.”

Michael Groff
President & CEO
Toyota Financial Services USA

“The close relationship with TFSM and their timely response makes our customers have a great experience, which is our main competitive advantage.”

Rubén Contreras Casarin

President
Grupo Contreras Mexico

Markets At A Glance*

We have more than 3,600 associates dedicated to serving over 4.9 million customers, 2,100 dealers and 2,000 wholesale accounts. Combined, the Americas Region has more than US\$118 billion in managed assets. With sales finance companies in Canada, the United States, Brazil, Argentina, Puerto Rico, Mexico and Venezuela, we remain dedicated to taking action on the unique market challenges and opportunities in our business.

*As of March 31, 2014

Unique Products & Services

We are proud to offer unique financial products and services to our customers and dealers, whose satisfaction is the ultimate achievement. Some examples of our differentiated product offerings include the Wear Pass in Canada, Tire & Wheel Protection in the United States, and Smart Credit in Brazil.

Wear Pass (Canada)

Toyota Credit Canada Inc. (TCCI) offers lease customers a product called “Wear Pass” that waives most excess wear and tear charges — a first for the Americas Region. Customers who elect to purchase this product will avoid unexpected charges at the end of their lease. In addition, customers can have dents repaired during the first two years of their lease. With significantly fewer charges incurred at lease-end, dealers find it much easier to transition customers into a new vehicle.



Tire & Wheel Protection (United States)

Drivers can avoid out of pocket costs due to tire and wheel damage thanks to the newest product in TFS USA’s comprehensive line of vehicle protection plans.

TFS Tire & Wheel Protection includes replacement of damaged tires due to road hazards, replacement of wheels if unable to hold a seal with a new tire, towing, and coverage of associated costs (labor, wheel weights, valve stems, tire disposal fees and taxes).



Smart Credit (Brazil)

Banco Toyota do Brasil’s (BTB) Smart Credit retention program is keeping customers in the Toyota family! Smart Credit is specially designed to achieve “Customers for Life.” Existing customers receive offers to use up to 70% of the equity they have in their current vehicle as they please. Smart Credit messaging directs customers back to their dealer for more details and, ideally, into a new car. Whether the customer uses the equity to purchase a new vehicle or for another purpose, BTB is providing excellent service to its most valued customers.





TFS: The Essential Partner!

TFS has once again been a positive contributor towards the European Region growth.

This would not be possible without the strong alignment between NMSC's and SFC's.

We expect TFS direct contribution to grow further, whilst we find ways to enhance our joint operations with a "1 + 1 = 3" mind-set.

There are good examples across Europe where TFS and NMSC's work closely together, for mutual benefit.

TFS is integrating their approach to the TME strategy in ways that build success in both sides of the business.

I expect that working together we will leverage our hybrid leadership potential, enhance our UIO & overall sales quality, and maximize our network growth outlook. Let's not miss this opportunity.

*Didier Leroy
TME President & CEO*

Europe Africa Region

In the Europe Africa Region we have managed to grow our business and support Toyota vehicle sales by utilizing sound risk management and implementing new business solutions. We took the global economic downturn as an opportunity to review our business model and to re-confirm our strategic direction. TFS priorities are threefold.

First, by focusing on our core business we continue to support TMC vehicle sales by providing a range of branded contract purchase and leasing products to Toyota customers, that allow effective management of the customer purchase cycle.

This leads to the second element of our business strategy – to enhance our customer relationship management capability by increasing our customer retention levels and cross-selling additional products.

Finally, the third component of our business strategy is to enhance our used-car business, providing us with additional financing opportunities and also equipping our dealer network with a new customer base and incremental income sources.

Our focus on Toyota customers' and the dealer network's specific needs across the whole life cycle of a vehicle will provide a value-add that no independent financier can deliver.

Yoichi Tomihara
Chairman & CEO, TFS Europe & Africa Region



With a rapidly changing regulatory and market environment, we must continually enhance our foundation in terms of funding, compliance and risk management in order to insure our sustainability.

At the same time, we must develop our skills in terms of responding to the market challenges from a consumer and automotive business perspective – supporting the region's sustainable growth strategy. This means improving on our high standards of customer service, and finding every opportunity to develop win-win products with our NMSC's – leveraging our network power to differentiate from banks. Trade cycle management, used vehicle and value-chain activities are good examples of this approach.

We must accomplish this whilst improving our productivity and efficiency – revising processes and adopting adequate digital solutions to bring consumers and Toyota closer together.

Miguel Fonseca
President, TFS Europe & Africa Region

Markets At A Glance*

1,252 associates across 16 locations in Europe and Africa service around 1,641 Toyota and Lexus Retailers for whom TFS provides funding exceeding €2.3 billion. In total, our outstanding customer portfolio numbers exceed 1 million live accounts representing over €13.6 billion.

**As of March 31, 2014*

Trade Cycle Management Focus

Drawing on the products and services that have been developed across Europe Africa Region, we think trade cycle management is the best example of how TFS can contribute to the value-chain and make a difference for our customers and dealers.



This is an example on how the NMSC uses the AccessToyota product to attract cash buyers and improve also conquest. Once captured, AccessToyota customers are 20% more likely to be retained and also change their cars more frequently.

Access Toyota (UK)

Access Toyota is a perfect example of how a joint TCM (Trade Cycle Management) Program can benefit customers, support both vehicle and finance sales and increase retailer profitability. The programme is based on four core principles:

- 1. Consumer offer:** an attractive consumer offer designed to provide affordability to Toyota and building a long-term relationship.
- 2. Retailer rewards:** the long-term relationship with the customer locks in future profitability.
- 3. Sales training:** enabling to communicate the benefits to potential customers.
- 4. Retaining the Customer:** there is a strategy in place to retain or renew every customer. AccessToyota has increased customer loyalty by over 100%.



For several years, we have experienced strong auto market growth with TAFS, and we are proud of TAFS always being beside us for assistance to resolve all of the challenges that we face. TAFS advantages in creating competitive and creative products greatly assist us in providing the best solution to accommodate customer needs. I believe TAFS will be a market leader in the financial industry.

*Agus Prayitno
General
Manager
AUTO 2000 -
Toyota Indonesia*

The Asia Pacific Region

"The Asia Pacific Region is the most diverse region within Toyota Financial Services and the fastest growing. It includes TMC's oldest sales finance company established in Australia in 1982, as well as our most recent leasing company in China. Expanding Toyota Sales throughout the region has led to a high growth of assets.

We also offer a customer-driven range of motor vehicle financing products to our diverse customer base. Unique offerings in specific markets range from fleet management in Australia to Islamic finance in Malaysia. While the Asia Pacific Region is indeed diverse, our associates are all focused on being No. 1 in customer satisfaction through building strong relationships with our customers, dealers, and distributors."



Yasuhiro Yomoda

Yasuhiro Yomoda
President, Asia Pacific Region
Toyota Financial Services Corporation

Market At A Glance*

The Asia Pacific Region is made up of 12 sales finance companies in Australia, New Zealand, Thailand, Malaysia, Philippines, Taiwan, China(2), Korea, Indonesia, Vietnam, and India. Our more than 3,700 associates are dedicated to serving over 1.7 million customers and a distribution network of more than 2,000 dealers with almost 1,000 wholesale accounts. The Asia Pacific Region has grown to more than US\$32 billion in managed assets.

*As of March 31, 2014

Unique Products & Services

The Asia Pacific Region is proud to offer unique financial services to our customers and dealers. Listed below are initiatives undertaken within the region.

Fleet Management (Australia)

As one of the industry's fastest growing fleet organizations in Australia, Toyota Finance Australia offers a full suite of finance and lease products. Fleet management services provide businesses and their employees peace of mind through reliable vehicle registration, comprehensive 24-hour roadside assistance, and an accident management program. By outsourcing fleet administration, companies can focus resources back on their core business.



SABUY:D (Thailand)



Toyota Leasing Thailand worked in close collaboration with the local distributor, dealers, and customer focus groups to develop "SABUY :D", a retail balloon payment product. "SABUY :D", which means "comfort" in Thai, includes low monthly payments with extended contract terms and multiple options at contract expiration to meet customer needs.

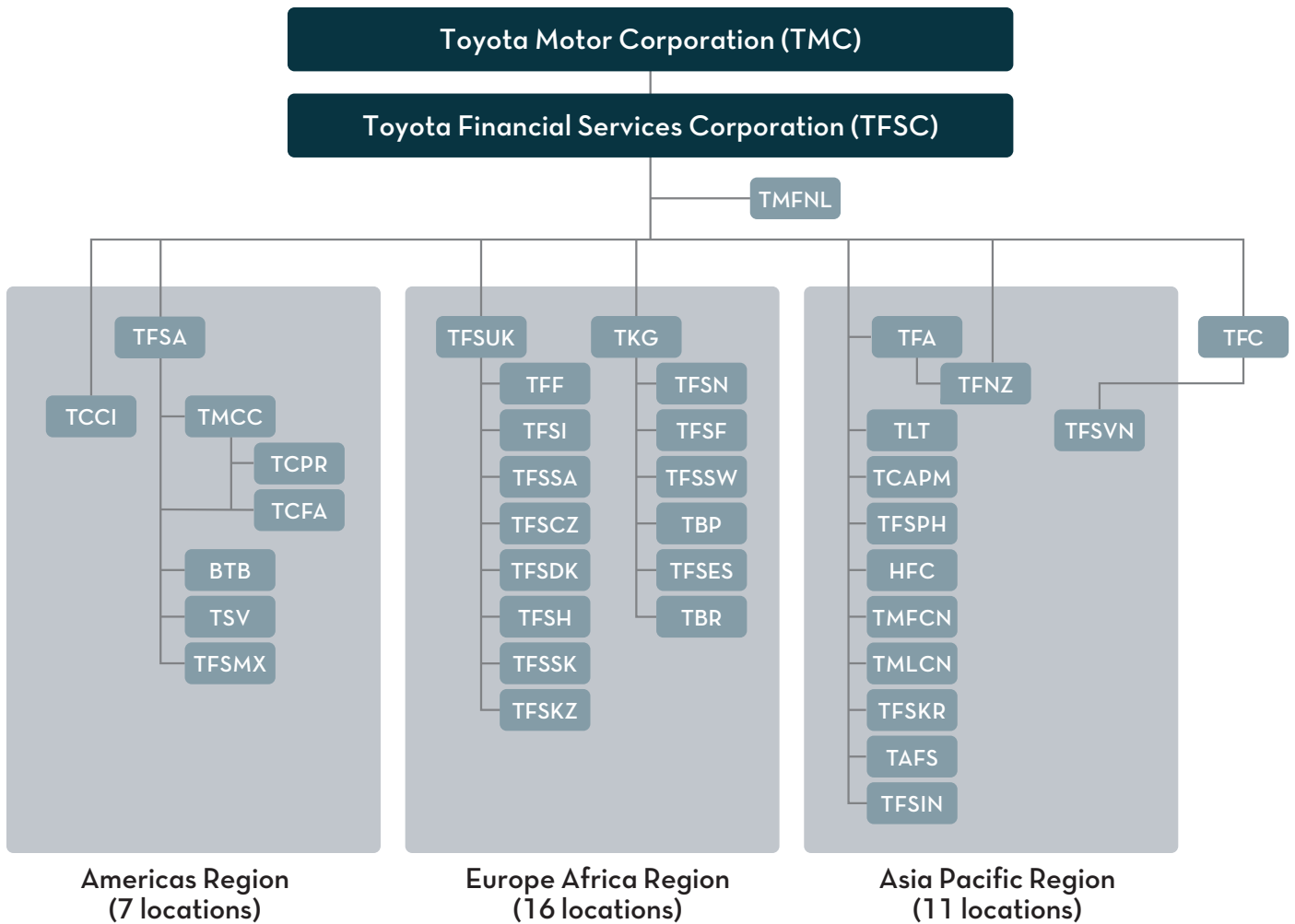
Business Expansion (China)

TMFCN has enjoyed success in the Chinese auto financial service sector since being founded in 2005. After years of concerted efforts, it has witnessed unprecedented expansion to cover the entire TMC network in China. TMFCN supports Toyota and Lexus sales in collaboration with three distributor channels (2 for Toyota and 1 for Lexus) under the mission of providing quality services and products to retail customers and dealers.

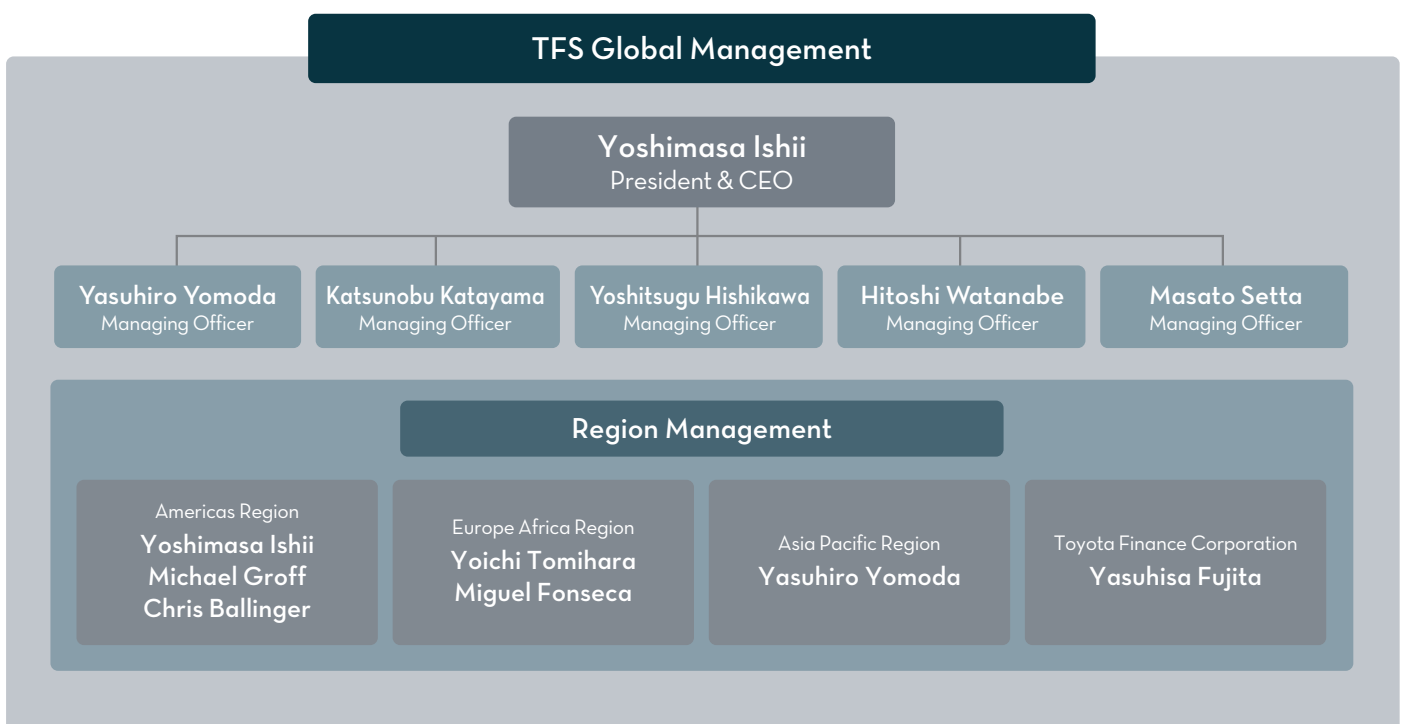
TMFCN is dedicated to the unremitting improvement of operational efficiency, evidenced by shorter turnaround time from application to funding while successfully managing the rapid growth in volume. As a result, TMFCN achieved wide sales coverage and earned high customer and dealer satisfaction. Under the guiding vision of becoming the 1st choice of customers and dealers, TMFCN will keep moving forward to be the premier finance partner for Toyota and Lexus in China.

Group Structure

TFS is focusing on offering a more comprehensive financial services lineup that can cater to customers' diverse needs while strengthening the core auto sales financing operation. By offering customers sound, high-quality financial products and services striving to build Customers for Life, TFS aims to support our customers' life events.



**Please refer to map page for description of entities*

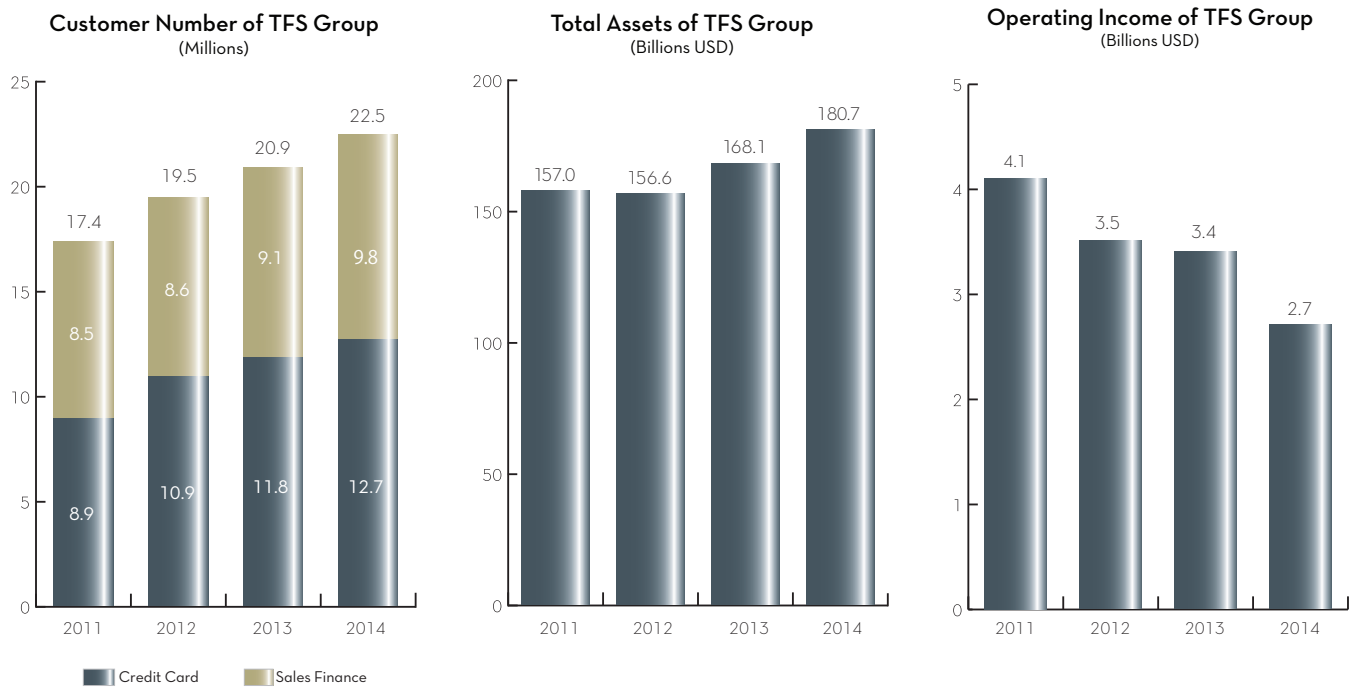


Financial and Operational Performance

In the fiscal year that ended in March 2014, despite a slight recovery in the US and Japanese economies, recovery in some of the emerging countries remained weak. Nevertheless, TFS continued to focus on building relationships with worldwide distributors and dealers to further support Toyota and Lexus vehicle sales as well as sustain the strength of Asian and other markets.

This led to the expansion of our global network to include more than 30 countries that serve over 22 million customers.

TFS also achieved a strong consolidated profit. These results were supported by business expansion in emerging countries and reinforced by strong used car prices, etc.



Fiscal year ending March 31.



Additional financial data can be found on TFSC's Web Site, <http://www.tfsc.jp/financial/> (Japanese only).

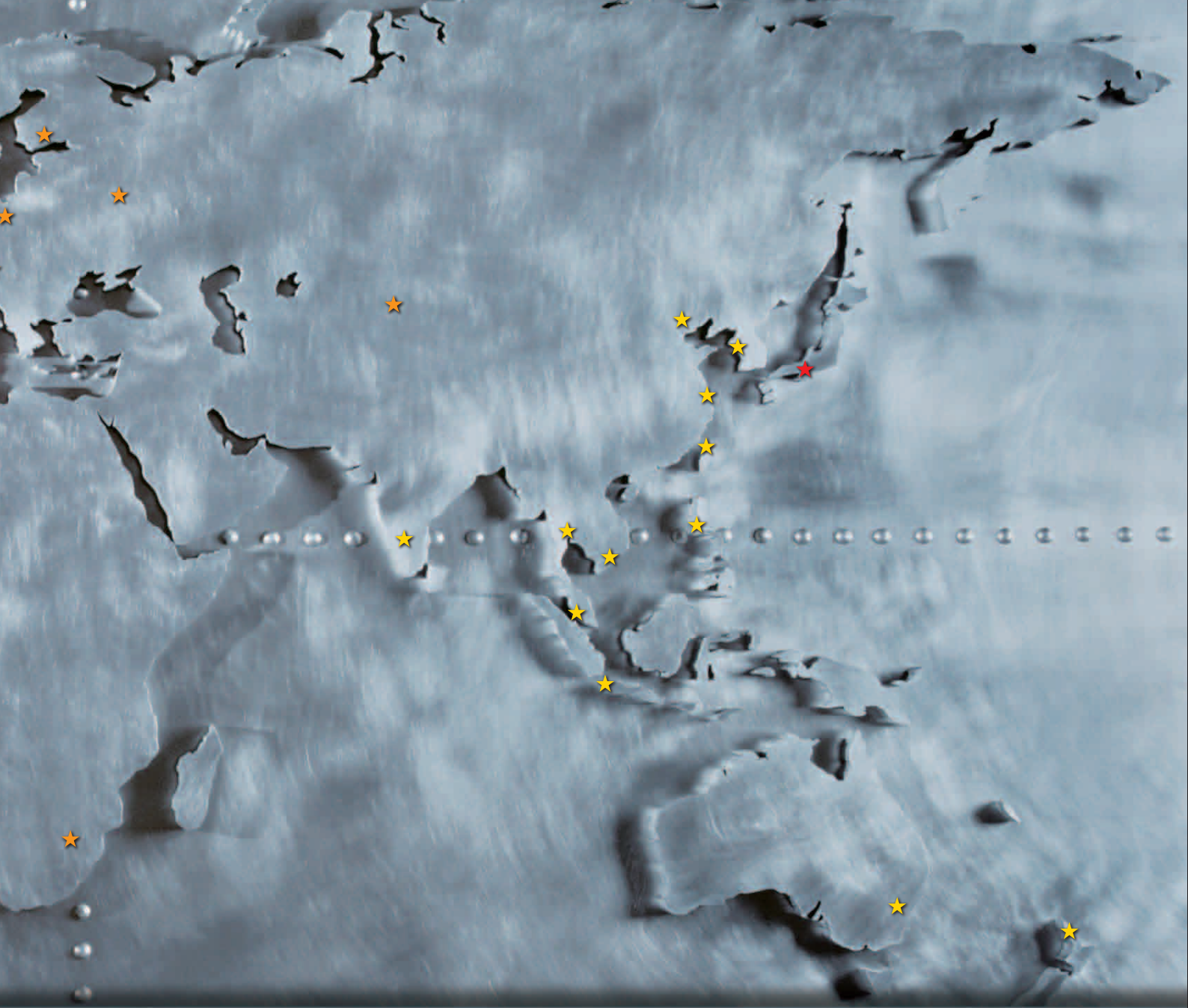
TFSC's financial data is reported under Japanese GAAP.

Toyota Financial Services Corporation

<i>Headquarter</i>	Nagoya Lucent Tower 15F 6-1, Ushijima-cho, Nishi-ku, Nagoya, 451-6015 Japan
<i>Shareholder's Equity</i>	78.5 Billion yen (paid in capital)
<i>Shareholder</i>	Toyota Motor Corporation (TMC)(100%)
<i>Establishment</i>	July 7, 2000
<i>Number of Associates</i>	90 (As of April 1, 2014)
<i>URL</i>	http://www.tfsc.jp/
<i>Brief History</i>	1982 Toyota Finance Australia Ltd (TFA), (Australia) established Toyota Motor Credit Corporation (TMCC), (USA) established 1988 Toyota Finance Corporation (TFC), (Japan) established 1996 Expanded to 10 countries/locations 2000 Toyota Financial Services Corporation (TFSC) established Expanded to 20 countries/locations 2005 Expanded to 30 countries/locations 2013 Expanded to 35 countries/locations
<i>Directors</i>	Yoshimasa Ishii (President & CEO, Executive) Nobuyori Kodaira (TMC Executive Vice President) Takuo Sasaki (TMC Managing Officer) Michael Groff (TMCC President & CEO) Yasuhisa Fujita (TFC President)
<i>Audit & Supervisory Board Members</i>	Eizo Sugiura Yoichiro Ichimaru (TMC Audit & Supervisory Board Member) Masakuni Mori (TMC General Manager of Finance Division) Toyomitsu Ikeshima
<i>Managing Officers</i>	Yasuhiro Yomoda Katsunobu Katayama Yoshitsugu Hishikawa Hitoshi Watanabe Masato Setta



Country/Location	Company	Established	Shareholder
Americas			
USA	Toyota Motor Credit Corporation (TMCC)	October 1982	TFSA 100%
Puerto Rico	Toyota Credit de Puerto Rico Corporation (TCPR)	January 1996	TMCC 100%
Canada	Toyota Credit Canada Inc. (TCCI)	February 1990	TFSC 100%
Brazil	Banco Toyota do Brasil S.A. (BTB)	January 1999	TFSA, TMIS(one share)
Venezuela	Toyota Services de Venezuela, C.A.(TSV)	October 2001	TFSA 100%
Mexico	Toyota Financial Services Mexico, S.A. de C.V. (TFSMX)	October 2001	TFSA, TMIS(one share)
Argentina	Toyota Compañía Financiera de Argentina S.A. (TCFA)	November 2004	TFSA 96.7%, TMCC 3.3%
Europe/Africa			
Germany	Toyota Kreditbank GmbH (TKG)	April 1988	TFSC 100%
UK	Toyota Financial Services (UK) PLC (TFSUK)	November 1988	TFSC 100%
Finland	Toyota Finance Finland Oy (TFF)	August 1995	TFSUK 100%
Italy	Toyota Financial Services Italy (TFSI)	May 1997	Branch of TFSUK
Norway	Toyota Financial Services Norway (TFSN)	July 1997	Branch of TKG
France	Toyota Financial Services France (TFSF)	June 1997	Branch of TKG
Sweden	Toyota Financial Services Sweden (TFSSW)	February 2000	Branch of TKG
Poland	Toyota Bank Polska S.A. (TBP)	March 2000	TKG 100%
South Africa	Toyota Financial Services South Africa Ltd. (TFSSA)	April 2000	TFSUK 33.3%, TSA 33.3%, FirstRand Investments Holdings (Pvt) Limited 33.3%
Czech	Toyota Financial Services Czech s.r.o.(TFSCZ)	May 2000	TFSUK 100%
Denmark	Toyota Financial Services Danmark A/S (TFSDK)	March 2002	TFSUK 80.1%, Jyske Finans 19.9%
Hungary	Toyota Financial Services Hungary Zrt. (TFSH)	March 2002	TFSUK 100%
Spain	Toyota Financial Services España (TFSES)	March 2003	Branch of TKG
Slovakia	Toyota Financial Services Slovakia s.r.o. (TFSSK)	January 2005	TFSUK 100%
Russia	ZAO Toyota Bank(TBR)	April 2007	TKG 99.9%, TLG 0.1%
Kazakhstan	Toyota Financial Services Kazakhstan MFO LLP (TFSKZ)	April 2013	TFSUK 100%
Netherlands	Toyota Motor Finance (Netherlands) B.V. (TMFNL)	August 1987	TFSC 100%



Country/Location	Company	Established	Shareholder
Asia/Pacific			
Australia	Toyota Finance Australia Ltd. (TFA)	June 1982	TFSC 100%
New Zealand	Toyota Finance New Zealand Ltd. (TFNZ)	July 1989	TFSC 54.5%, TFA 45.5%
Thailand	Toyota Leasing (Thailand) Co., Ltd. (TLT)	October 1993	TFSC & TMC Group 86.3%, Others 13.7%
Malaysia	Toyota Capital Malaysia Sdn. Bhd. (TCAPM)	December 2001*	TFSC 70%, UMW30%
Philippines	Toyota Financial Services Philippines Corporation (TFSPH)	August 2002	TFSC 60%, Metro Bank Group 40%
Taiwan	Hotai Finance Corporation (HFC)	December 2002*	TFSC 33.4%, Hozan Investment 66.0%, Others 0.6%
China	Toyota Motor Finance (China) Co., Ltd. (TMFCN)	January 2005	TFSC 100%
	Toyota Motor Leasing (China) Co., Ltd. (TMLCN)	January 2013	TFSC 100%
Korea	Toyota Financial Services Korea Co., Ltd. (TFSKR)	February 2005	TFSC 100%
Indonesia	PT Toyota Astra Financial Services (TAFS)	February 2006	TFSC 50%, PT Astra International Tbk 50%
Vietnam	Toyota Financial Services Vietnam Co., Ltd. (TFSVN)	October 2008	TFC 100%
India	Toyota Financial Services India Ltd. (TFSIN)	May 2011	TFSC 100%
Japan			
Japan	Toyota Finance Corporation (TFC)	November 1988	TFSC 100%

* As of the date of capital infusion

