



Bicycles Battling Cancer

Sunday, June 07, 2015

Hillside School-Marlborough, MA
404 Robin Hill Street, Marlborough

RIDE WITH US!

Register for Bicycles Battling Cancer and join us as cyclists and volunteers come together to honor cancer survivors, raise awareness about reducing cancer risk, and raise money to help the American Cancer Society fight the disease.

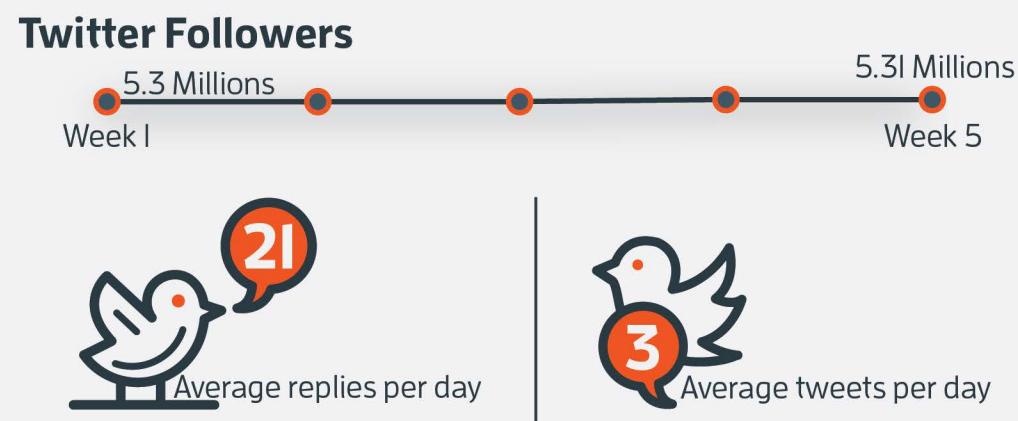


Social Media Monitoring

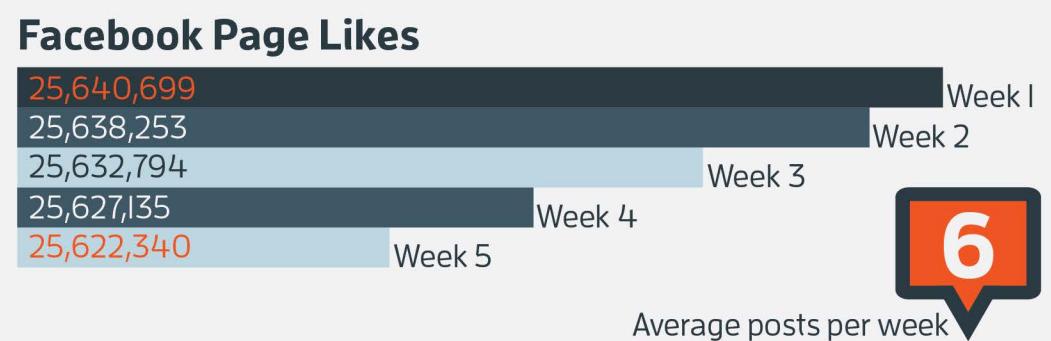
Samsung Mobile Galaxy

Samsung Galaxy is the mobile division of the South Korea base multinational conglomerate company Samsung, headquartered in Samsung Town, Seoul.

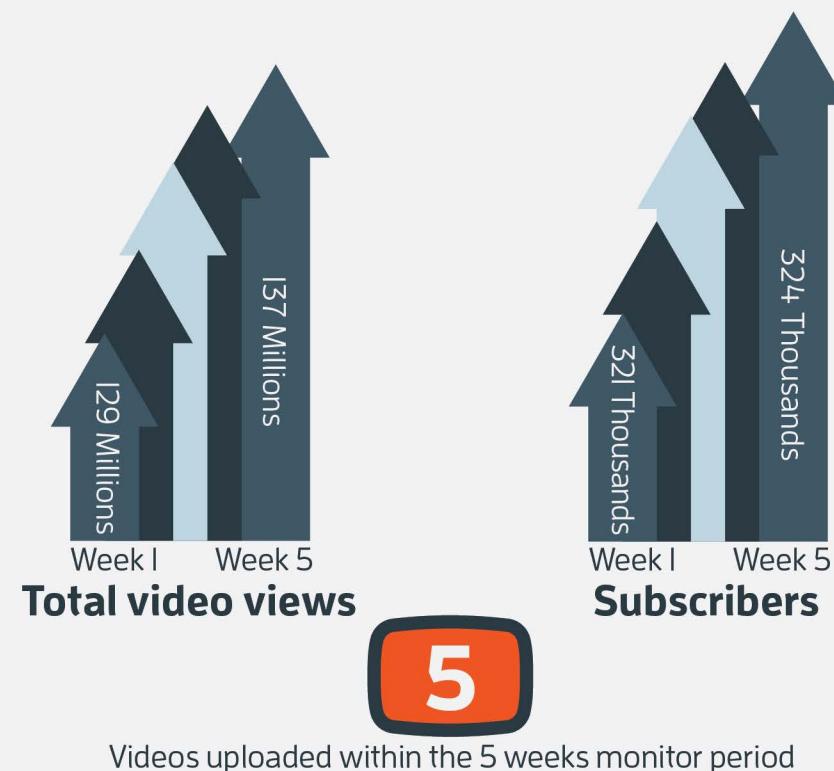
Twitter



Facebook



Youtube



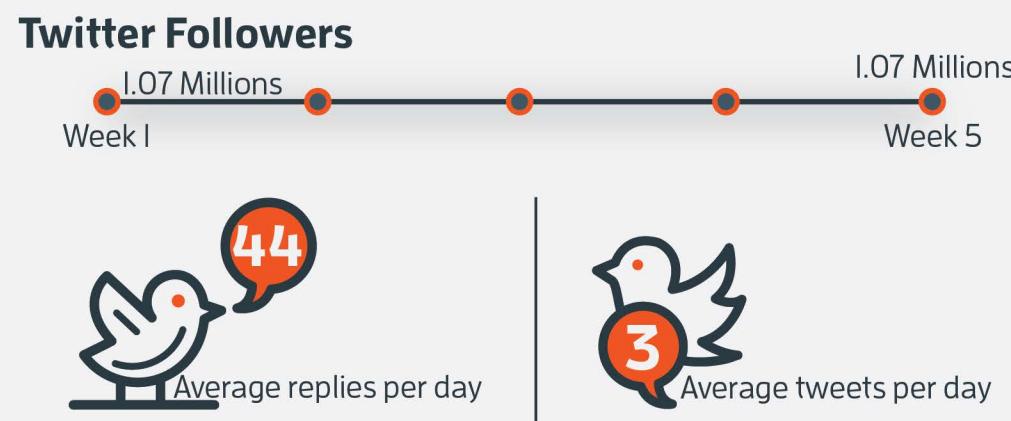
Instagram



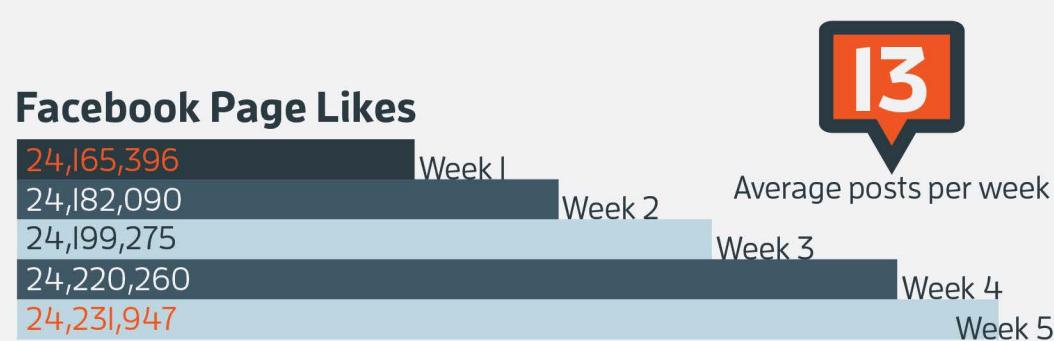
Sony Mobile Xperia

Sony Xperia is a multinational mobile phone manufacturing company headquarters in Tokyo, Japan. Its parent company, Sony Corporation is a diversified business in electronics, gaming, entertainment and financial services.

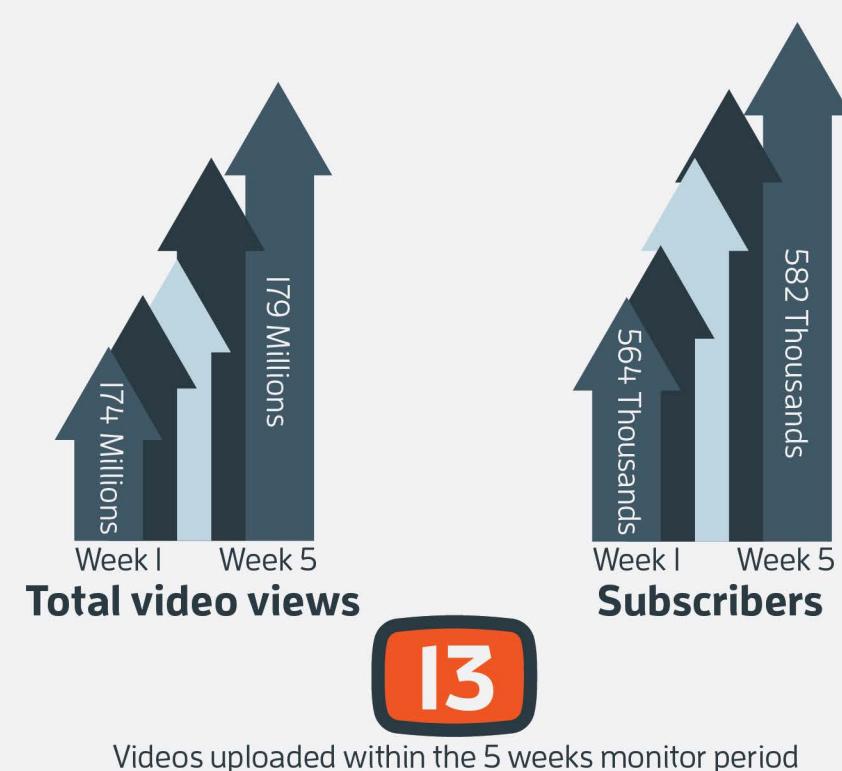
Twitter



Facebook



Youtube



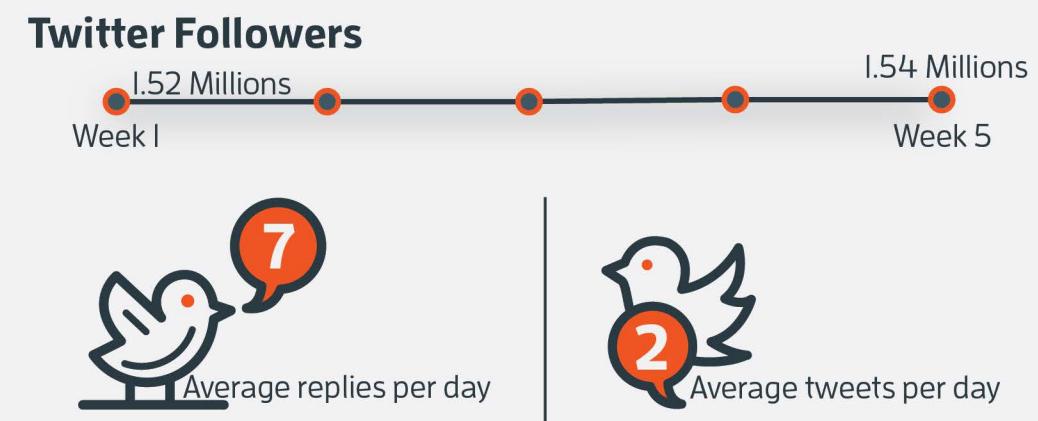
Instagram



HTC High Tech Computer

High Tech Computer Company, also known as HTC, is a Taiwanese multinational manufacturer of smartphones and tablets headquartered in New Taipei City, Taiwan.

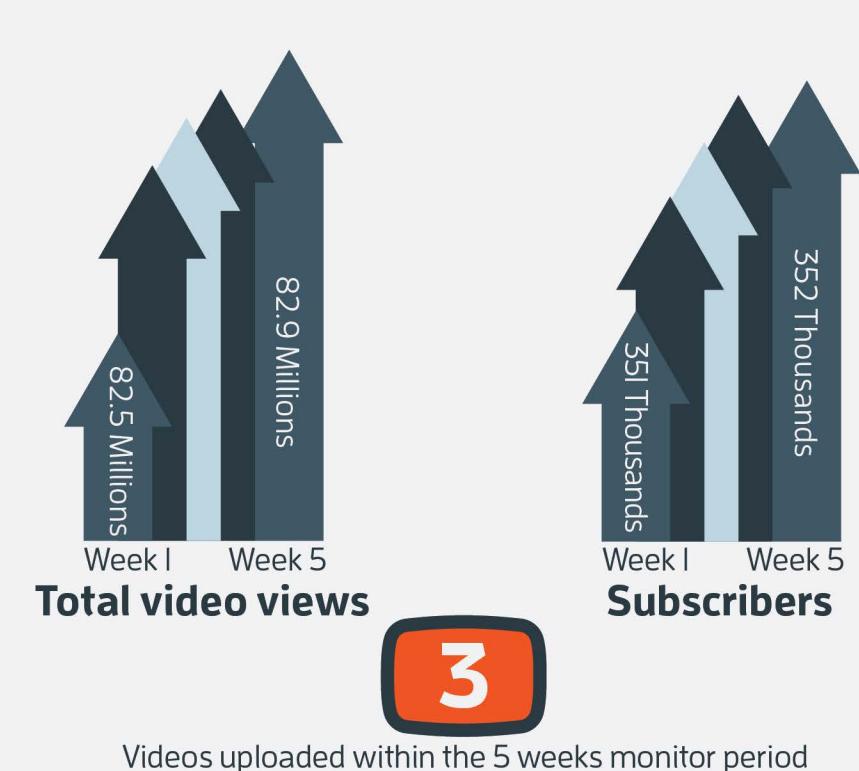
Twitter



Facebook



Youtube



Instagram





**PUSH YOUR
LIMITS**

Descending Dragon Bay

VIETNAM



Youth Enrichment Service

believe and achieve

There is a tremendous unmet need in Boston for out-of-school time programs. YES meets this need by providing Boston's young people with year-round outdoor enrichment and leadership programs.

2015

Our MISSION

YES's mission is to solve this issue by providing high-quality after school programs which inspire and challenge youth and fosters life-long respect for self, others and the environment.



800+
Youth

Learn how to ski and snowboard with YES Operation SnowSports Program every winter.



500+
Youth

Experience adventure sports with the **Outdoor Adventure** program every summer.



100%
Seniors

YES high school seniors graduated and entered college for the fifth year in a row!



170+
Teens

Gain leadership skills and prepare for college and the workplace with the **YES Academy**.



Our VISION

Community

YES strives to ensure that all Boston youth have access to active outdoor programs.

Diversity

YES supports diversity with an emphasis on urban youth in the next generation of recreational athletes.

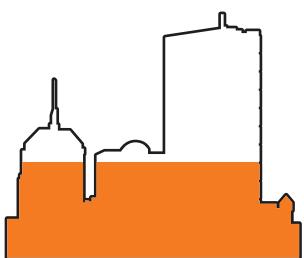
YES Participants

YES empowers and inspires youth to be emboldened, gain confidence, and develop leadership skills.

Who We SERVE

40%
of Youth

Served by YES live in Boston. YES's target neighborhoods include Mattapan, Roxbury & Dorchester.



3 out of 5
YES youth are minorities.

The YES FORMULA FOR SUCCESS



1

GAIN NEW EXPERIENCES

YES Youth experienced new outdoor activities with YES's Tier 1 Programs through **Outdoor Adventure** and **Operation SnowSports** this year.

500+



youth experienced rock-climbing, surfing, mountain biking, kayaking, running, and more in the **2015 Outdoor Adventure season**.

800+



Youth skied and snowboarded with YES through **Operation SnowSports** in 2015.

2

DEVELOP CONFIDENCE

YES Youth built confidence through YES's repeat engagement Tier 2 Programs: **Operation SnowSports'** season-long program, **Outdoor Adventure's** week-long sessions, and the YES **Track & Field Team**.

95%

Of youth reported increased confidence after trying new activities in **Operation SnowSports**.



3 out of 4

Girls Outdoor Adventure Leaders reported an increase in self-confidence.

3

GAIN LEADERSHIP SKILLS

YES Youth gained leadership skills, explored career pathways, and prepared for college in YES's high-impact **YES Academy** Programs: **Career Exploration**, **College Preparation**, **Girl Outdoor Adventure Leaders**, and the **Junior Volunteer Program**.



100%

Of teens reported gaining new workplace skills and grew as leaders in the **Career Exploration Program**.

98%

Of Junior Volunteers reported gaining new leadership skills.

Your Support HELPS YES GROW!

Help us have a deeper impact on YES youth! From 2015 - 2020 YES strives to double the number of youth in its Tier 2 repeat engagement programs (the YETTI skiing program in the winter, Outdoor Adventure week-long sessions in the summer, and YES's Track & Field team year-round).



Through sports and outdoor activities, YES youth develop self-confidence, connect with positive role models, and develop a healthy lifestyle.

YES programs help youth build the foundation to achieve greater success in school, work, and life.

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Youth Enrichment Service

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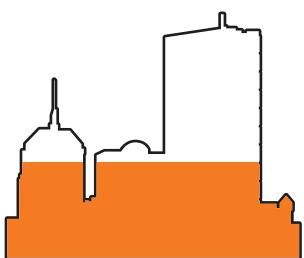
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The YES FORMULA FOR SUCCESS



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500+



youth experienced rock-climbing, surfing, mountain biking, kayaking, running, and more in the **2015 Outdoor Adventure season**.

800+



Youth skied and snowboarded with YES through **Operation SnowSports** in 2015.

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Of youth reported increased confidence after trying new activities in **Operation SnowSports**.



3 out of 4

Girls Outdoor Adventure Leaders reported an increase in self-confidence.

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Youth Enrichment Services's FORMULA FOR SUCCESS



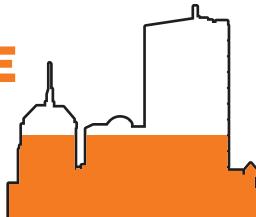
The NEED

There is a tremendous unmet need in Boston for out-of-school time programs. YES meets this need by providing Boston's young people with year-round outdoor enrichment and leadership programs.

Our MISSION

YES's mission is to solve this issue by providing high-quality after school programs which inspire and challenge youth and foster life-long respect for self, others and the environment.

Who We SERVE



40%

of youth served by YES live in Boston. YES's target neighborhoods include Mattapan, Roxbury & Dorchester.

1600+

youth are served by YES every year.

GAIN NEW EXPERIENCES

YES Youth experienced new outdoor activities with YES's Tier 1 Programs through **Outdoor Adventure** and **Operation SnowSports** this year.

500+



youth experienced rock-climbing, surfing, mountain biking, kayaking, running, and more in the **2015 Outdoor Adventure season**.

800+



Youth skied and snowboarded with YES through **Operation SnowSports** in 2015.

DEVELOP CONFIDENCE

YES Youth built confidence through YES's repeat engagement Tier 2 Programs: **Operation SnowSports'** season-long program, **Outdoor Adventure's** week-long sessions, and the **YES Track & Field Team**.

95%

Of youth reported increased confidence after trying new activities in **Operation SnowSports**.



3 out of 4

Girls **Outdoor Adventure Leaders** reported an increase in self-confidence.

GAIN LEADERSHIP SKILLS

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100%

Of teens reported gaining new workplace skills and grew as leaders in the **Career Exploration Program**.

98%

Of Junior Volunteers reported gaining new leadership skills.

200+

Teens gain leadership skills and prepare for college and the workplace with the **YES Academy**.

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2015

Our MISSION

YES's mission is to solve this issue by providing high-quality after school programs which inspire and challenge youth with challenging active outdoor activities that foster life-long respect for self, others, and the environment.

Our THEORY OF CHANGE

By engaging youth in challenging, active outdoor experiences embedded with leadership development programming, YES will develop the next generation of leaders who are prepared to achieve, lead and excel in college, career and life.

Our IMPACT ON THE WORLD

Community

YES strives to ensure that all Boston youth have access to active outdoor programs.

Diversity

YES supports diversity with an emphasis on urban youth in the next generation of recreational athletes.

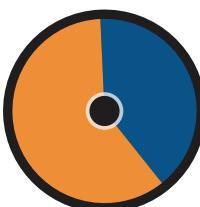
YES Participants

YES empowers and inspires youth to be emboldened, gain confidence and develop leadership skills.

Who We SERVE

3 out of 5

YES youth are minorities.



The Issue: There is a tremendous unmet need in Boston for out-of-school time programs.



500+
Youth

Learn summer adventure sports with the YES's **Outdoor Adventure** program every year.



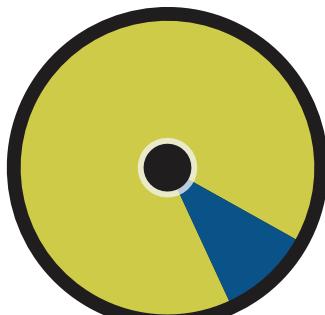
150+
Teens

Gain leadership skills and prepare for college and the workplace with the YES's **Academy**.



880+
Youth

Learn how to ski and snowboard with YES's **Operation SnowSports** Program every winter.



90%
of Youth

Served by YES live in Boston. YES's target neighborhoods include Mattapan, Roxbury & Dorchester.

The YES FORMULA FOR SUCCESS

1

GAIN NEW EXPERIENCES

1,600+

Youth experienced new outdoor activities with YES's Tier 1 Programs through **Outdoor Adventure** and **Operation SnowSports** this year.



500+

Youth learned how to rock-climb, surf, mountain bike, kayak, and run in the 2014 **Outdoor Adventure** season.



880+

Youth skied and snowboarded with YES through **Operation SnowSports** in 2014.

2

DEVELOP CONFIDENCE

800+

Youth built confidence through YES's repeat engagement Tier 2 Programs: **Operation SnowSports'** season-long program, **Outdoor Adventure's** week-long sessions, and the YES **Track & Field Team**.



95%

Of youth reported increased confidence after trying new activities in **Operation SnowSports**.



3 out of 4

Girls **Outdoor Adventure Leaders** reported an increase in self-confidence.

3

GAIN LEADERSHIP SKILLS

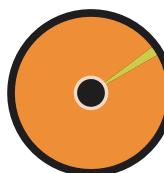
170+

Youth gained leadership skills, explored career pathways, and prepared for college in YES's **High-Impact YES Academy** Programs: **Career Exploration**, **College Preparation**, **Girl Outdoor Adventure Leaders**, and the **Junior Volunteer Program**.



100%

Of teens reported gaining new workplace skills and grew as leaders in the **Career Exploration Program**.



98%

Of Junior Volunteers reported gaining new leadership skills.

Your Support HELPS YES GROW!

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Youth Enrichment Services



2015

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800+
Youth

Learn how to ski and snowboard with YES Operation SnowSports Program every winter.



170+
Teens

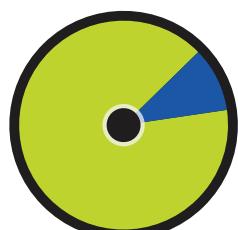
Gain leadership skills and prepare for college and the workplace with the YES Academy.



500+
Youth

Experience adventure sports with the Outdoor Adventure program every summer.

Who We SERVE



90%
of Youth

Served by YES live in Boston. YES's target neighborhoods include Mattapan, Roxbury & Dorchester.

3
/ 5
of
YES youth are minorities.

The YES FORMULA FOR SUCCESS



1

GAIN NEW EXPERIENCES

1,000+

Youth experienced new outdoor activities with YES's Tier 1 Programs through **Outdoor Adventure** and **Operation SnowSports** this year.



500+

youth experiences rock-climbing, surfing, mountain biking, kayaking, running, and more in the **2015 Outdoor Adventure season**.



800+

Youth skied and snowboarded with YES through **Operation SnowSports** in 2015.

2

DEVELOP CONFIDENCE

800+

Youth built confidence through YES's repeat engagement Tier 2 Programs: **Operation SnowSports'** season-long program, **Outdoor Adventure's** week-long sessions, and the YES **Track & Field Team**.

95%

Of youth reported increased confidence after trying new activities in **Operation SnowSports**.



3 out of 4

Girls Outdoor Adventure Leaders reported an increase in self-confidence.

3

GAIN LEADERSHIP SKILLS

170+

Youth gained leadership skills, explored career pathways, and prepared for college in YES's high-impact **YES Academy** Programs: **Career Exploration**, **College Preparation**, **Girl Outdoor Adventure Leaders**, and the **Junior Volunteer Program**.



100%

Of teens reported gaining new workplace skills and grew as leaders in the **Career Exploration Program**.

98%

Of Junior Volunteers reported gaining new leadership skills.

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Youth Enrichment Services AT A GLANCE



The NEED

There is a tremendous unmet need in Boston for out-of-school time programs. Youth Enrichment Services (YES) meets this need by providing Boston's young people with year-round outdoor enrichment and leadership programs.

Our MISSION

The mission of YES is to inspire and challenge youth and foster life-long respect for self, others and the environment.

Who We SERVE

1600+ youth are served by YES every year.



YES is dedicated to serving the young people of Boston.

40% live in YES's target neighborhoods of Mattapan, Roxbury, and Dorchester.

Our PROGRAMS AND IMPACT

TIER
1

GAIN

NEW EXPERIENCES

YES youth experience new outdoor experiences with YES's Tier 1 programs:

- Outdoor Adventure (Day Trips)
- Operation SnowSports (Day Trips)

TIER
2

BUILD

CONFIDENCE

YES youth build confidence through YES's repeat engagement Tier 2 programs:

- Operation Snowsports' YETTI season-long program
- Outdoor Adventure week-long intensives sessions
- The Track and Field team

TIER
3

DEVELOP

LEADERSHIP SKILLS

YES youth gain leadership skills, explore career pathways, and prepare for college in Tier 3 YES Academy programs:

- Career Exploration
- College Preparation
- Girl Outdoor Adventure Leaders
- Junior Volunteer Leader Program

800+

youth experience rock climbing, surfing, mountain biking, kayaking, track and field and more.



800+

youth ski and snowboard with YES.



95%

of youth reported increased confidence after trying new activities in the outdoors.



3 out of 4

Girls Outdoor Adventure Leaders reported an increase in self-confidence.

100%

of teens reported gaining new workplace skills and grew as leaders in the Career Exploration Program.



100%

of teens have graduated high school and enrolled in college for the past five years.



YESKids.org



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Boston, MA 02118



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**COME SEE
THE STORY
OF THE
WORLD
THROUGH
ART**

AIS
PRESENTS

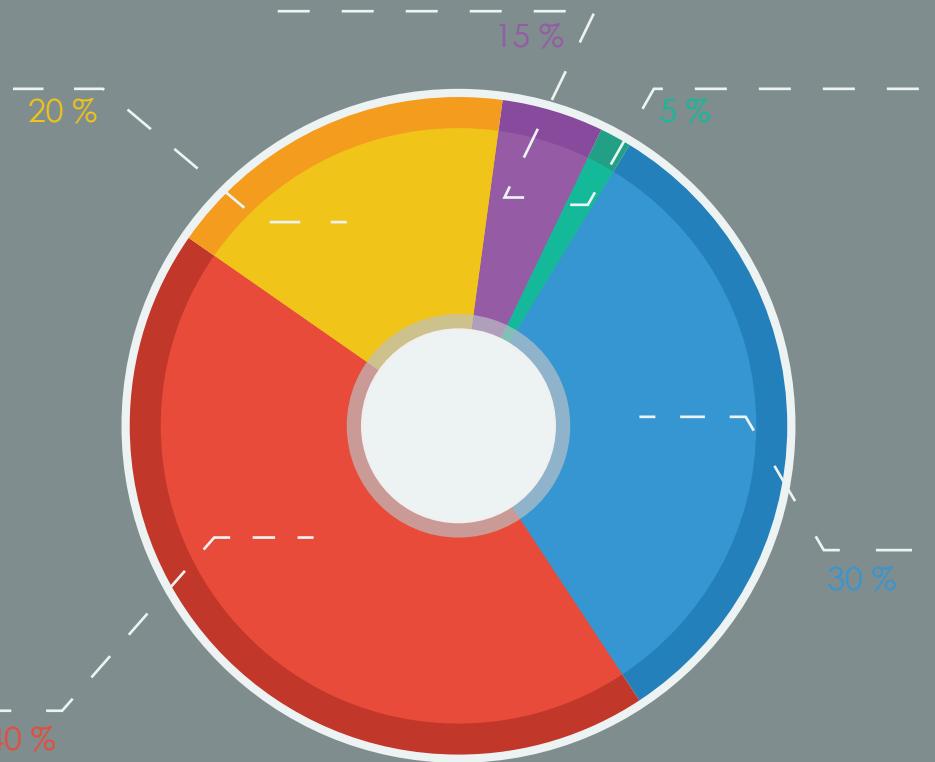


PRIORITY	AUGUST 14 & 15	MON - TUES
OPEN	AUGUST 16 - 27	

VISIT STUDENT PORTAL

Title

Circle Graph



KEY

● Glue Spot

— Cut

- - - Fold

1

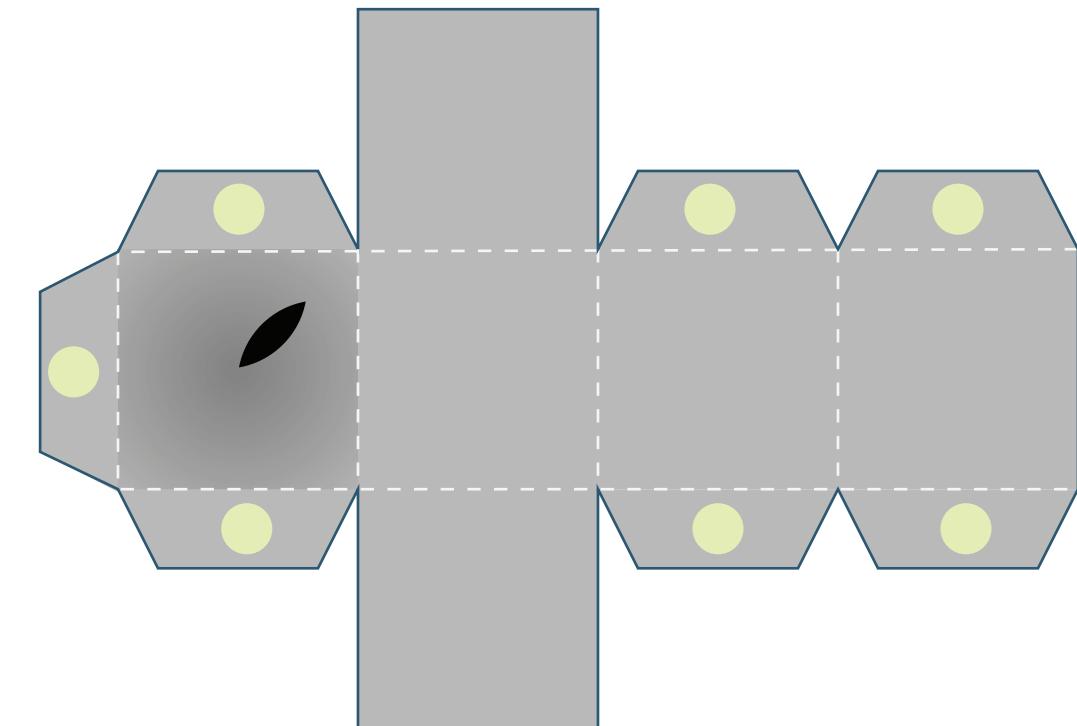
Body

Fold up into a cylinder

3

Apple

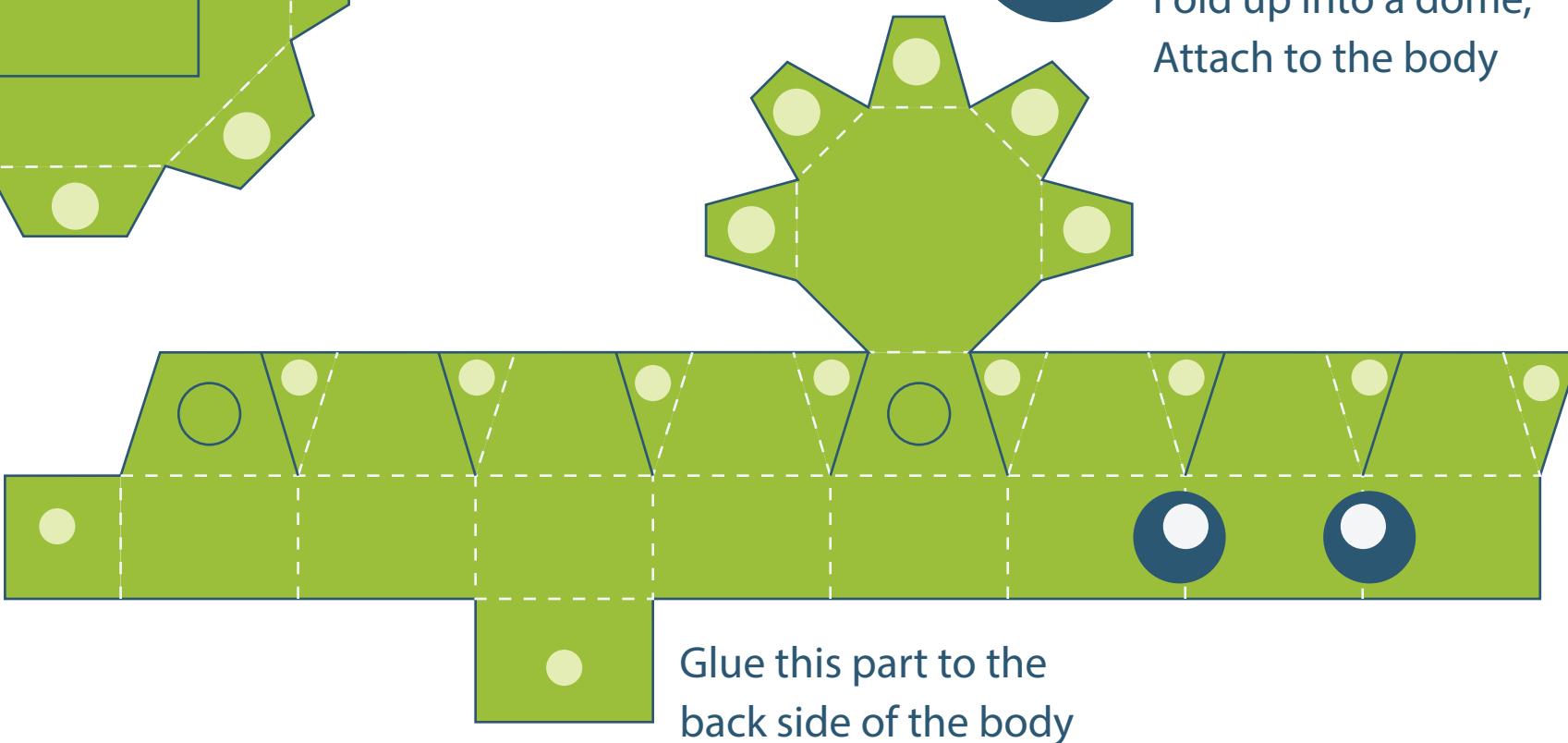
Fold up into cube



2

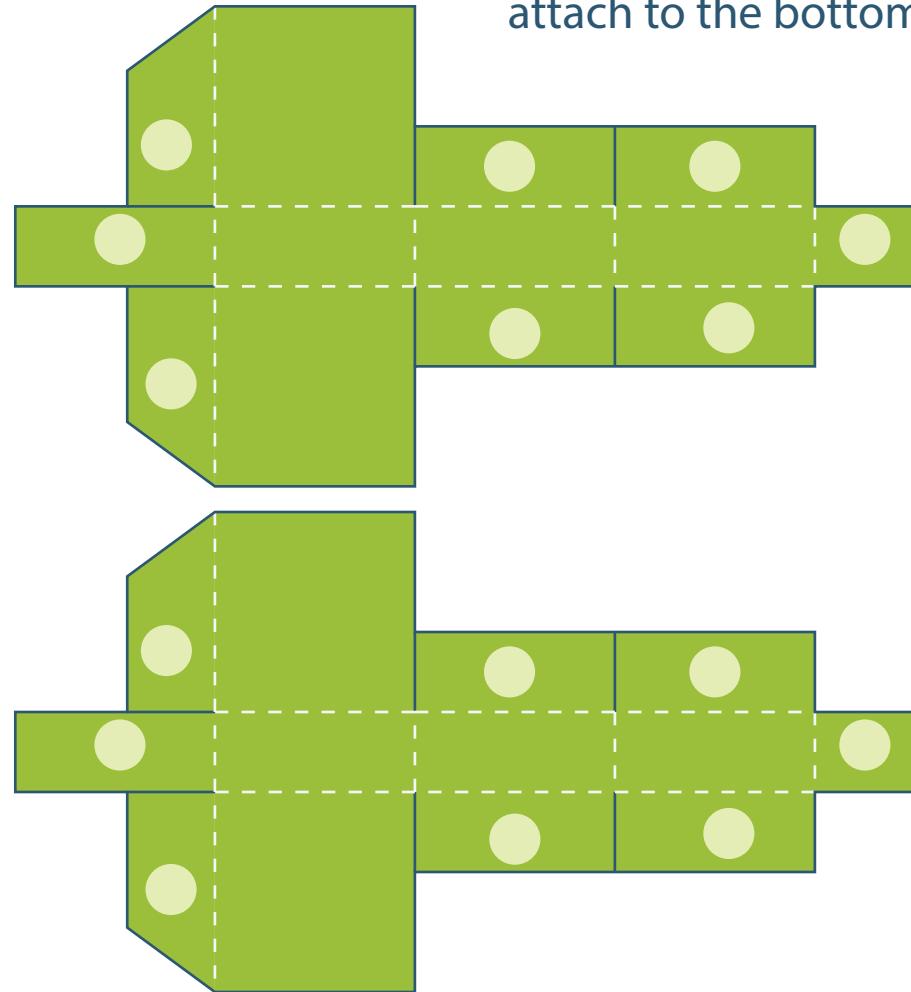
Head

Fold up into a dome,
Attach to the body

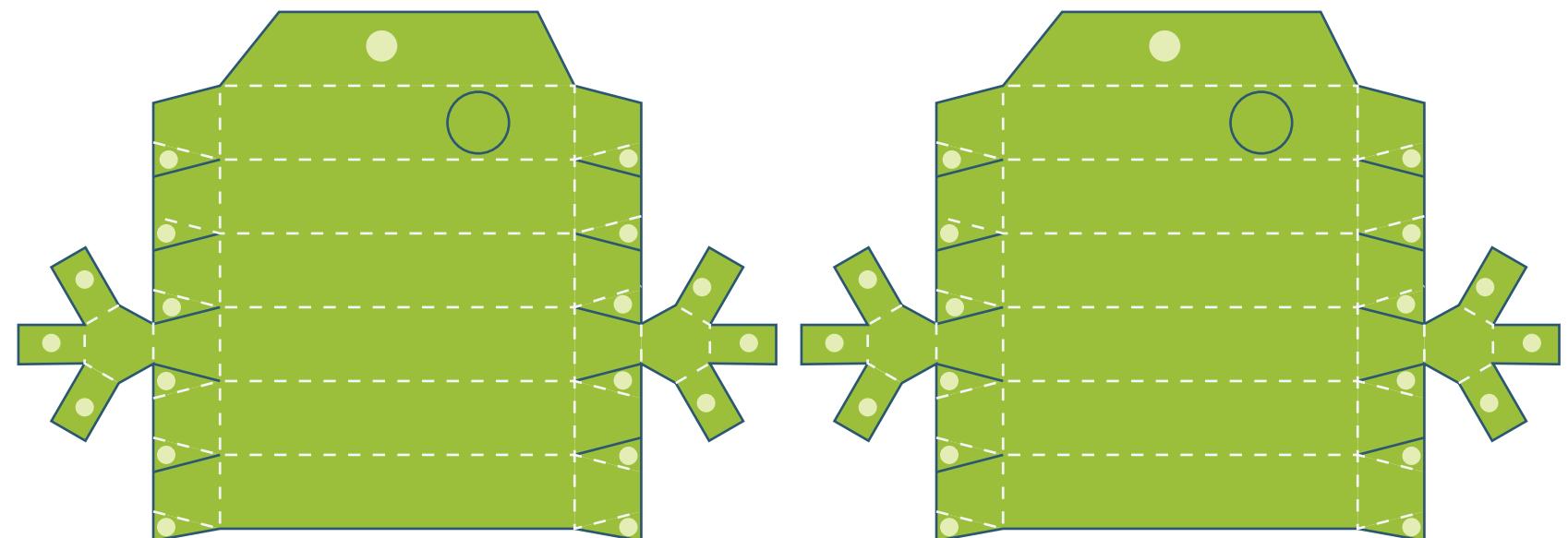


4**Legs**

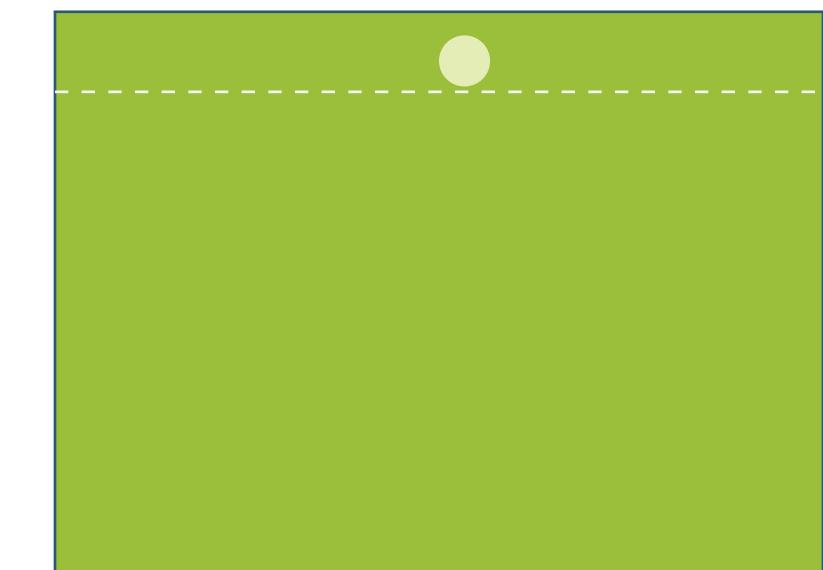
Fold up into cube,
attach to the bottom of the body

**5****Arms**

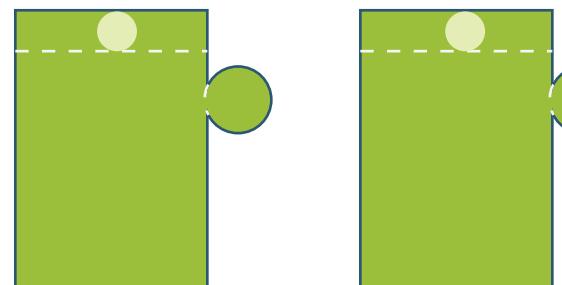
Fold up into cylinder

**6****Arm Pole**

Roll up, stick it through the two
arms and body

**7****Ears**

Roll up, stick it through the hole
located on the head

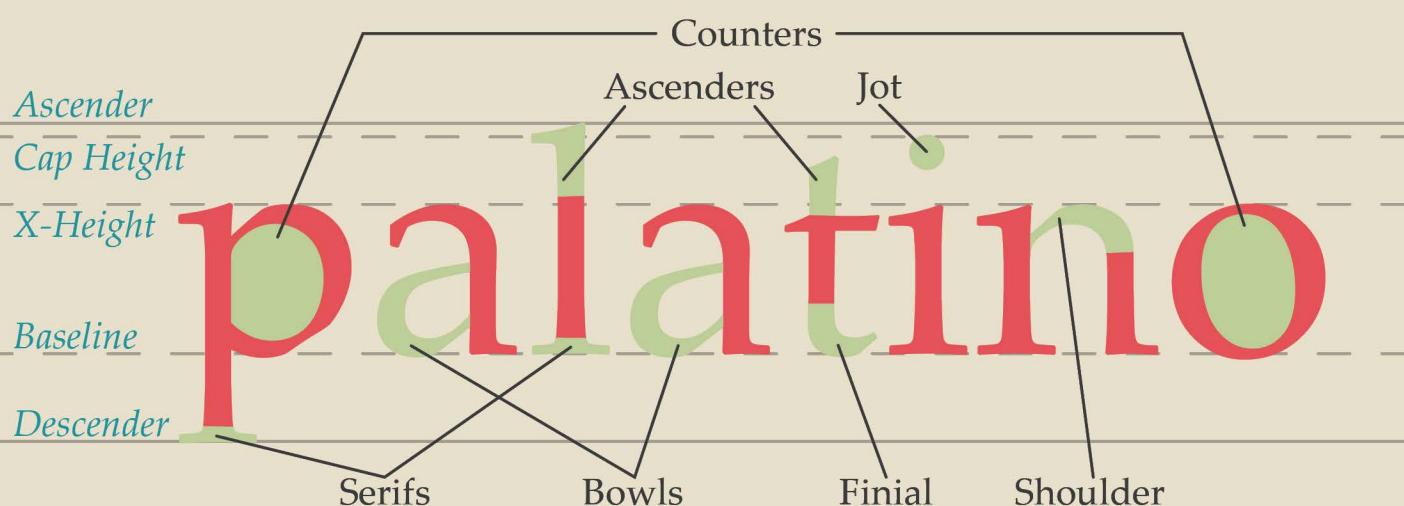


Palatino

Palatino is the name of a large typeface family that began as an old style serif typeface designed by Hermann Zapf initially released in 1948 by the Linotype foundry.

Palatino is one of the standard PostScript fonts, hence in 1985 was included by Apple Computer in the LaserWriter, making it very popular in the early days of desktop publishing. In 1999, Zapf revised Palatino for Linotype and Microsoft, called Palatino Linotype. The revised family incorporated extended Latin, Greek, and Cyrillic character sets.

- Wikipedia



ABCDEFGHIKL
MNOPQRSTUVWXYZ
XYZ

abcdefghijkl
mnopqrstuvwxyz



Palatino Linotype

Regular

Palatino Linotype

Italic

Palatino Linotype

Bold

Palatino Linotype

Bold Italic

Palatino Linotype



Natixis Global Asset Management

Presents

Newport Jazz Festival

JULY 31 - AUGUST 2



The Path To **Social Change**

March 24 - March 26
Abigail Ogilvy Gallery
460 Harrison Ave, # C1
5 - 9pm

**Free
Admission**

**Free
Admission**

THE PATH TO SOCIAL CHANGE

March 24 - March 26

Abigail Ogilvy Gallery

460 Harrison Ave, # C7

5 - 9pm

**artists for
humanity**

FONT & COLOR

TYPEFACE

LOGO - PROXIMA NOVA BOLD

HEADING - PROXIMA NOVA SEMI-BOLD

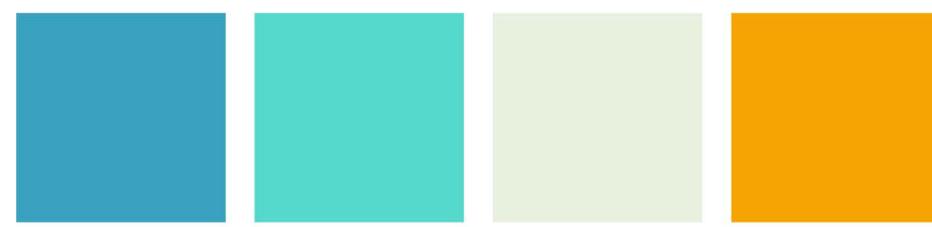
PARAGRAPH - PROXIMA NOVA LIGHT

PROXIMA NOVA

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

a b c d e f g h i j k l m n o p q r s t u v w x y z

COLOR



ROBIN

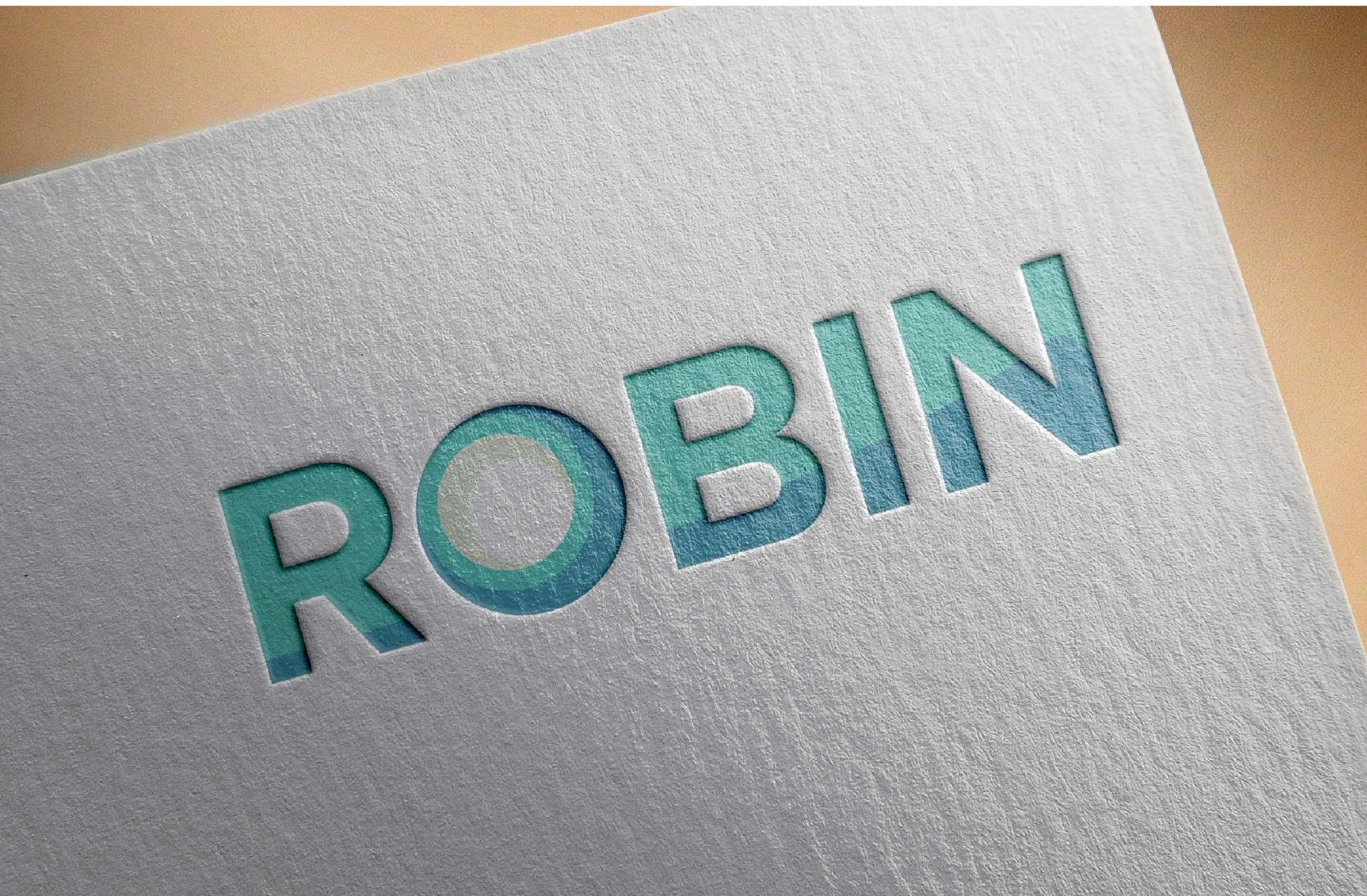
ITERATION

ROBIN

ROBIN

ROBIN

COLLATERAL



LATTE





Difficulty

2

moderate

VANILLA GREEN TEA LATTE

1 teaspoon green tea powder

$\frac{1}{3}$ cup hot water

$\frac{1}{2}$ cup simmering milk

2 teaspoons granulated sugar

$\frac{1}{4}$ teaspoon vanilla extract

First, in a cup, add green tea powder. And add hot water, 2 tablespoons. Whisk carefully until green tea powder is completely dissolved. If you pour the water all at once, there will be green tea powder lumps, which is the least wanted here.

Then add sugar, vanilla extract, and remaining water. And stir until combined.

Now froth the simmering milk. If you don't have a frother, you can use a French press as well. It doesn't take much time.

Add milk foam into green tea. Dust with green tea powder and serve.



LONDON FOG LATTE

Difficulty

1

2

3

Easy

1 cup of milk

First, in a cup, place the earl grey tea bag in the serving cup and add boiling water.

1 teaspoon vanilla syrup

Then add in the vanilla syrup and stir it up until the syrup dissolved and mixed evenly.

1½ cups boiling water

Now froth the milk. If you don't have a frother, you can use a French press as well. It doesn't take much time.

Cinnamon powder

Add milk foam into the tea. Dust some cinnamon powder on the top and it ready to serve.



Difficulty



2

3

Easy

CARAMEL CAFE LATTE

1 cup of milk

1 teaspoon caramel syrup

1 shot of espresso

First, pour the espresso shot into the serving cup.

Then add in the vanilla syrup and stir it up until the syrup dissolved and mixed evenly.

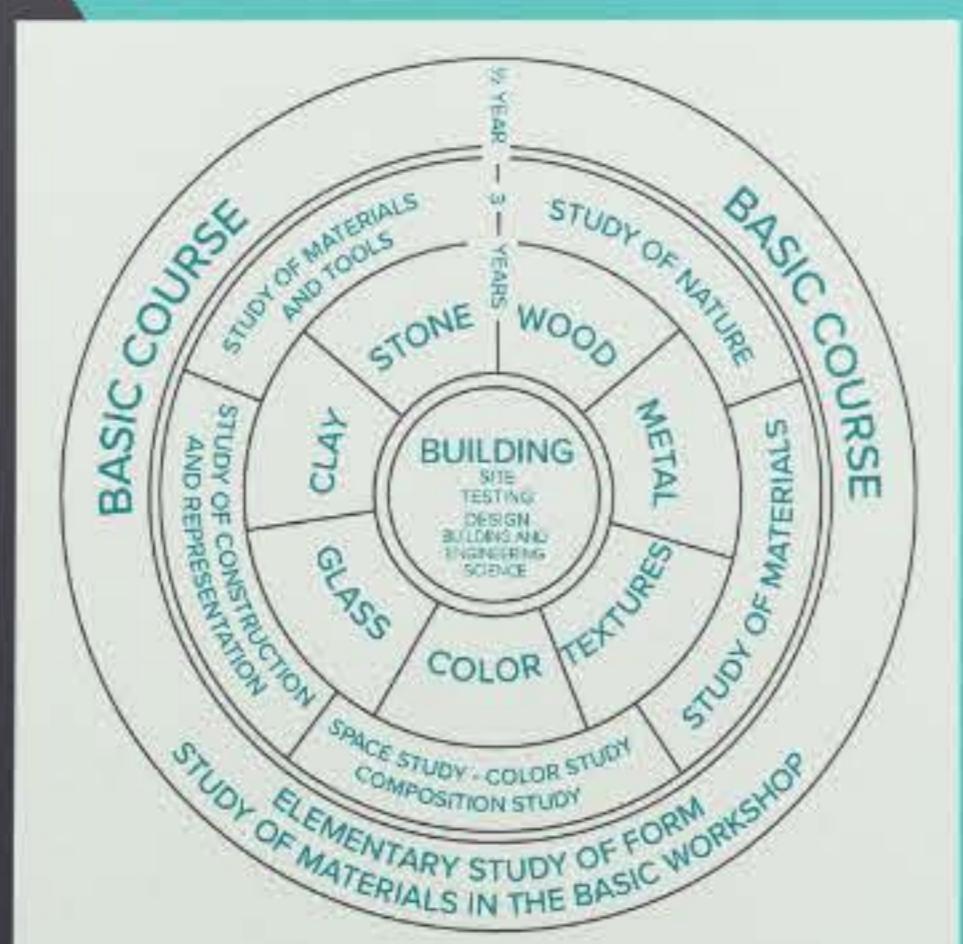
Now froth the milk. If you don't have a frother, you can use a French press as well. It doesn't take much time.

Add milk foam into the serving cup. Optionally top it off with some caramel syrup for additional sweetness.

Beginnings

The Bauhaus, a German word meaning "house of building", was a school founded in 1919 in Weimar, Germany by architect Walter Gropius. The school emerged out of late-19th-century desires to reunite the applied arts and manufacturing, and to reform education. These had given birth to several new schools of art and applied art throughout Germany, and it was out of two such schools that the new Bauhaus was born.

Gropius called for the school to show a new respect for craft and technique in all artistic media, and suggested a return to attitudes to art and craft once characteristic of the medieval age, before art and manufacturing had drifted apart. Gropius envisioned the Bauhaus encompassing the totality of all artistic media, including fine art, industrial design, graphic design, typography, interior design, and architecture.



If today's arts love the machine, technology and organization, if they aspire to precision and reject anything vague and dreamy, this implies an instinctive repudiation of chaos and a longing to find the form appropriate to our times.

Oskar Schlemmer

Concepts and Styles

Central to the school's operation was its original and influential curriculum. It was described by Gropius in the manner of a wheel diagram, with the outer ring representing the *werkurs*, a six-month preliminary course, initiated by Johannes Itten, which concentrated on practical formal analysis, in particular on the contrasting properties of forms, colors and materials. The two middle rings represented two three-year courses, the *formlehre*, focused on problems related to form, and *werkstätte*, a practical workshop instruction that emphasized technical craft skills. These classes emphasized functionalism through simplified, geometric forms that allowed new designs to be reproduced with ease. At the center of the curriculum were courses specialized in building construction that led students to seek practicality and necessity through technological reproduction, with an emphasis on craft and workmanship that was lost in technological manufacturing. And the basic pedagogical approach was to eliminate competitive tendencies and to foster individual creative potential and a sense of community and shared purpose.

The creators of this program were a fabulously talented faculty that Gropus attracted. Avant-garde painters Johannes Itten and Lyonel Feininger, and sculptor Gerhard Marcks were among his

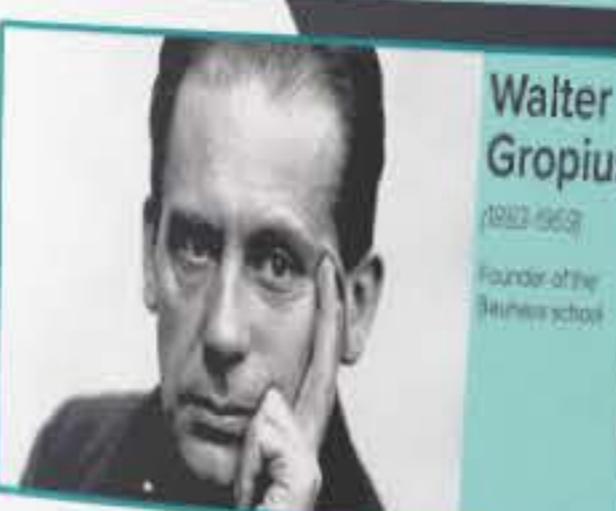


Key Ideas

The motivations behind the creation of the Bauhaus lay in the 19th century, in anxieties about the soullessness of manufacturing and its products, and in fears about art's loss of purpose in society. Creativity and manufacturing were drifting apart, and the Bauhaus aimed to unite them once again, rejuvenating design for everyday life.

Although the Bauhaus abandoned much of the ethos of the old academic tradition of fine art education, it maintained a stress on intellectual and theoretical pursuits, and linked these to an emphasis on practical skills, crafts and techniques that was more reminiscent of the medieval guild system. Fine art and craft were brought together with the goal of problem solving for a modern industrial society. In so doing, the Bauhaus effectively leveled the old hierarchy of the arts, placing crafts on par with fine arts such as sculpture and painting, and paving the way for many of the ideas that have inspired artists in the late 20th century.

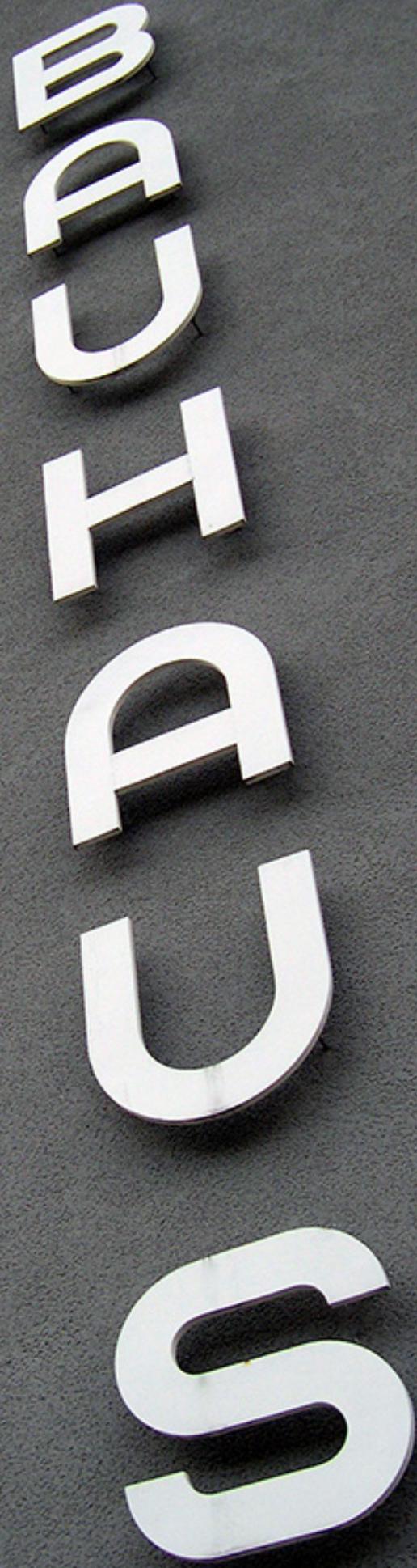
The stress on experiment and problem solving at the Bauhaus has proved enormously influential for the approaches to education in the arts. It has led to the 'fine arts' being rethought as the 'visual arts', and art considered less as an adjunct of the humanities, like literature or history, and more as a kind of research science.



Walter Gropius
1883-1969
Founder of the Bauhaus school



faculty. Gropius went on to teach at the University of Berlin, Mies van der Rohe became Director of the School of Design at the Illinois Institute of Technology, Marcel Breuer taught at Black Mountain College in North Carolina, Laszlo Moholy-Nagy taught at the New Bauhaus in Chicago, and Max Bill, a former student of Gropius, taught at the Hochschule für Bildende Künste in Ulm, Germany. The latter three were instrumental in bringing Bauhaus design philosophy into one suited to the climate of a modern industrialized society. Bill, meanwhile, played a significant role in the development of Swiss design.



Movement 1919 – 1933

By Larissa Borteh
The Art Story

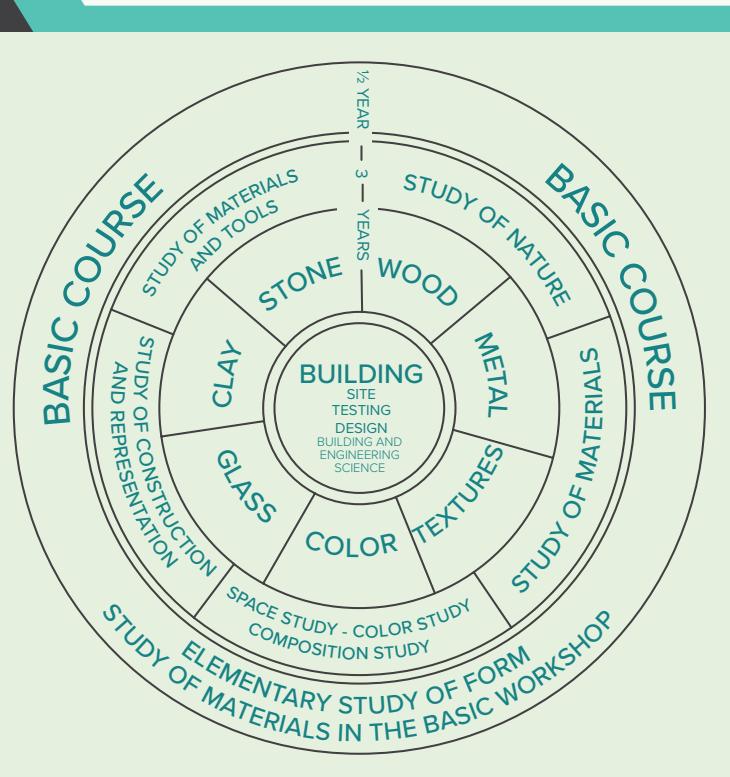
Synopsis

The Bauhaus was the most influential modernist art school of the 20th century, one whose approach to teaching, and understanding art's relationship to society and technology, had a major impact both in Europe and the United States long after it closed. It was shaped by the 19th and early 20th centuries trends such as Arts and Crafts movement, which had sought to level the distinction between fine and applied arts, and to reunite creativity and manufacturing. This is reflected in the romantic medievalism of the school's early years, in which it pictured itself as a kind of medieval crafts guild. But in the mid 1920s the medievalism gave way to a stress on uniting art and industrial design, and it was this which ultimately proved to be its most original and important achievement. The school is also renowned for its faculty, which included artists Wassily Kandinsky, Josef Albers, Laszlo Moholy-Nagy, Paul Klee and Johannes Itten, architects Walter Gropius and Ludwig Mies van der Rohe, and designer Marcel Breuer.

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Light Prop for an Electric Stage (Light Space Modulator) (1930)
Harvard Art Museums

first appointments. Itten would be particularly important: he was central to the creation of the Vorkurs, and his background in Expressionism lent much of the tone to the early years of the school, including its emphasis on craft and its medievalism. Indeed, Itten's avant-gardism and Gropius's social concerns soon put them at odds. By the early 1920s, however, Gropius had won out; Itten left and was replaced by Laszlo Moholy-Nagy, who reformed vorkurs into a program that embraced technology and stressed its use for society. Other important appointments included Wassily Kandinsky, Paul Klee, Georg Muche, and Oskar Schlemmer.



Architecture is the will of an epoch translated into space.

Mies van der Rohe

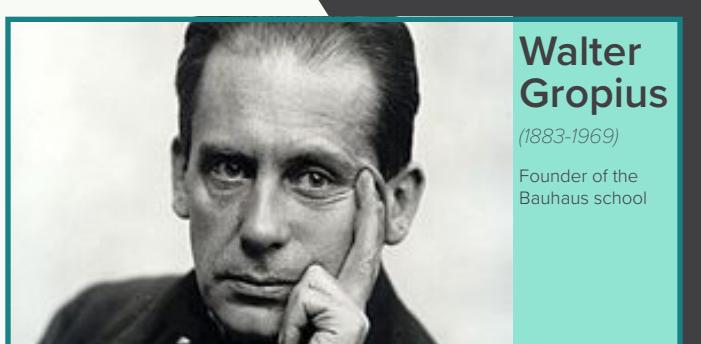
In 1925, the Bauhaus moved to the German industrial town of Dessau, initiating its most fruitful period. Gropius designed a new building for the school, which has

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Walter Gropius
(1883-1969)

Founder of the Bauhaus school

since come to be seen as a landmark of modern, functionalist architecture. It was also here that the school finally created a department of architecture, something that had been conspicuously lacking in an institution that had been premised on the union of the arts. But by 1928 Gropius was worn down by his work, and by the increasing battles with the school's critics, and he stood down, turning over the helm to Swiss architect Hannes Meyer. Meyer headed the architecture department, and, as an active communist, he incorporated his Marxist ideals through student organizations and classroom programs. The school continued to build in strength but criticism of Meyer's Marxism grew, and he was dismissed as director in 1930, and after local

elections brought the Nazis to power in 1932, the school in Dessau was closed.

In the same year, 1932, it moved to Berlin, under the new direction of architect Ludwig Mies van der Rohe, an advocate of functionalism. He struggled with far poorer resources, and a faculty that had lost some of its brightest stars; he also tried to remove politics from the school's ethos, but when the Nazis came to power in 1933, the school was closed indefinitely.

Most Important Arts

Universal Bayer (1925)

Herbert Bayer



Bayer was an Austrian artist and designer who had originally come to the Bauhaus as a student, and later took a teaching position when the school moved to Dessau. Many German designers attempted to encourage changes in national customs of printing in the 1920s. Hitherto, the most popular German typefaces had been influenced by medieval script, but artists such as Bayer tried to supplant them with simpler, more classical designs. This design employs a minimal, sans-serif typeface. Instead of having two alphabets, one uppercase and one lowercase, Bayer reduced the typeface to only lowercase letters. He believed the uppercase was redundant, since the distinction between upper and lower case conveyed no phonetic difference. Bayer's typeface has since become synonymous with the Bauhaus, though it was never manufactured as a metal font for printers.

Universal Bayer (1925)

Herbert Bayer



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Model No. MT 49 (1927)

Marianne Brandt

A tea-pot which is less a feat of fine craftsmanship than a demonstration of how basic forms can be combined to produce beautiful objects for everyday use. The simple elegance of Brandt's tea infuser exemplifies the functionality of Bauhaus design. As the sole woman in the metal workshop, Brandt mastered the art of design through the experimental Bauhaus philosophy and approach. The semi-circle handle and silver cylindrical spout are inventive in design and can be reproduced with ease.



Bauhaus building in Dessau, Germany (1919-1925)

Walter Gropius

Gropius's complex for the Bauhaus at Dessau has come to be seen as a landmark in modern, functionalist design. Although the design seems strongly unified from above, each element is clearly divided from the next, and on the ground it unfolds a wonderful succession of changing perspectives. The building consists of an asphalt tiled roof, steel framework, and reinforced concrete bricks to reduce noise and protect against the weather. In addition, a glass curtain wall – a feature that would come to be typical of modernist architecture – allows in ample quantities of light. Gropius created three wings that were arranged asymmetrically to connect different workshops and dormitories within the school. The asymmetry expressed the school's functionalist approach and yet retained an elegance that showed how beauty and practicality could be combined.



Flickr - gaku.

Legacy

*By Larissa Borrell
The Art Story*

The Bauhaus influence travelled along with its faculty. Gropius went on to teach at the Graduate School of Design at Harvard University, Mies van der Rohe became Director of the College of Architecture, Planning and Design, at the Illinois Institute of Technology, Josef Albers began to teach at Black Mountain College in North Carolina, Laszlo Moholy-Nagy formed what became the Institute of Design in Chicago, and Max Bill, a former Bauhaus student, opened the Institute of Design in Ulm, Germany. The latter three were all important in spreading the Bauhaus philosophy: Moholy-Nagy and Albers were particularly important in refashioning that philosophy into one suited to the climate of a modern research university in a market-oriented culture; Bill, meanwhile, played a significant role in spreading geometric abstraction throughout the world.

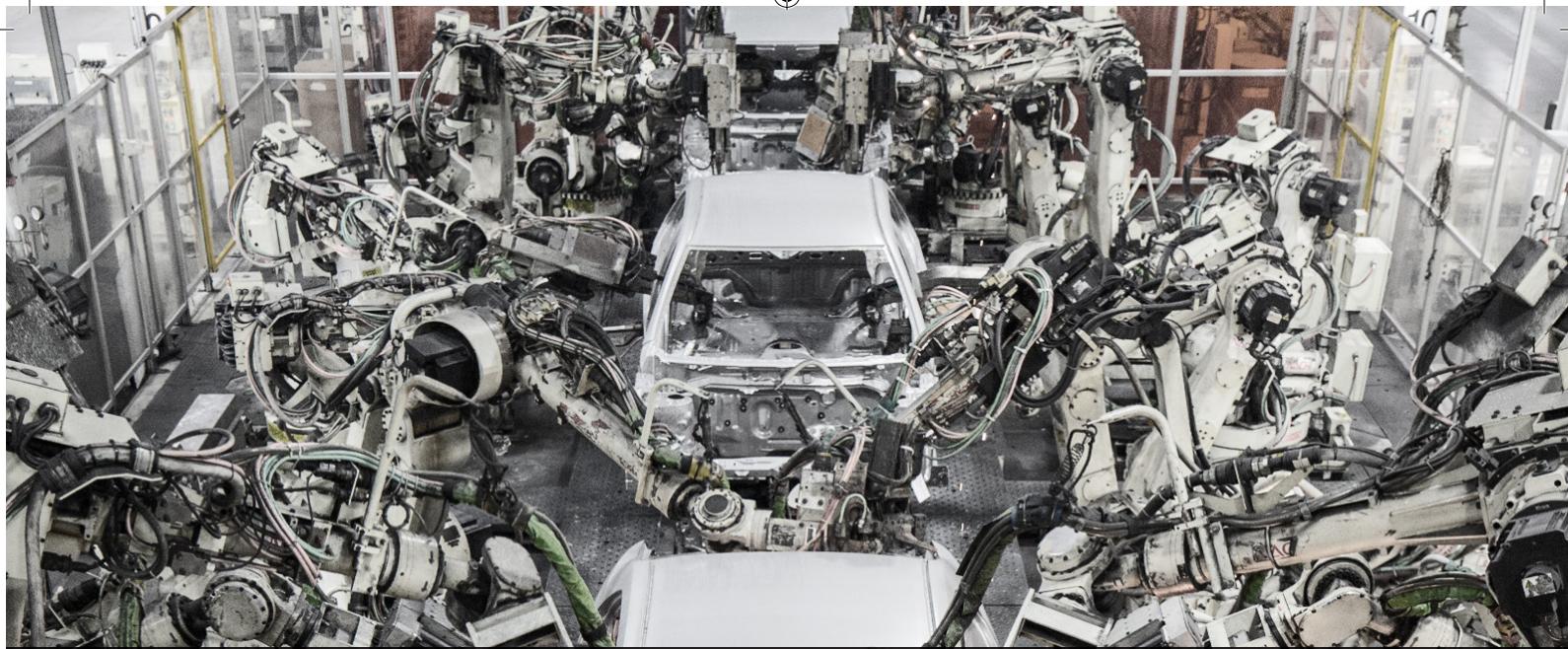


**LET'S
GO
PLACES**

www.Toyota.com







Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people. Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile. We will meet our challenging goals by engaging the talent and passion of people, who believe there is always a better way.

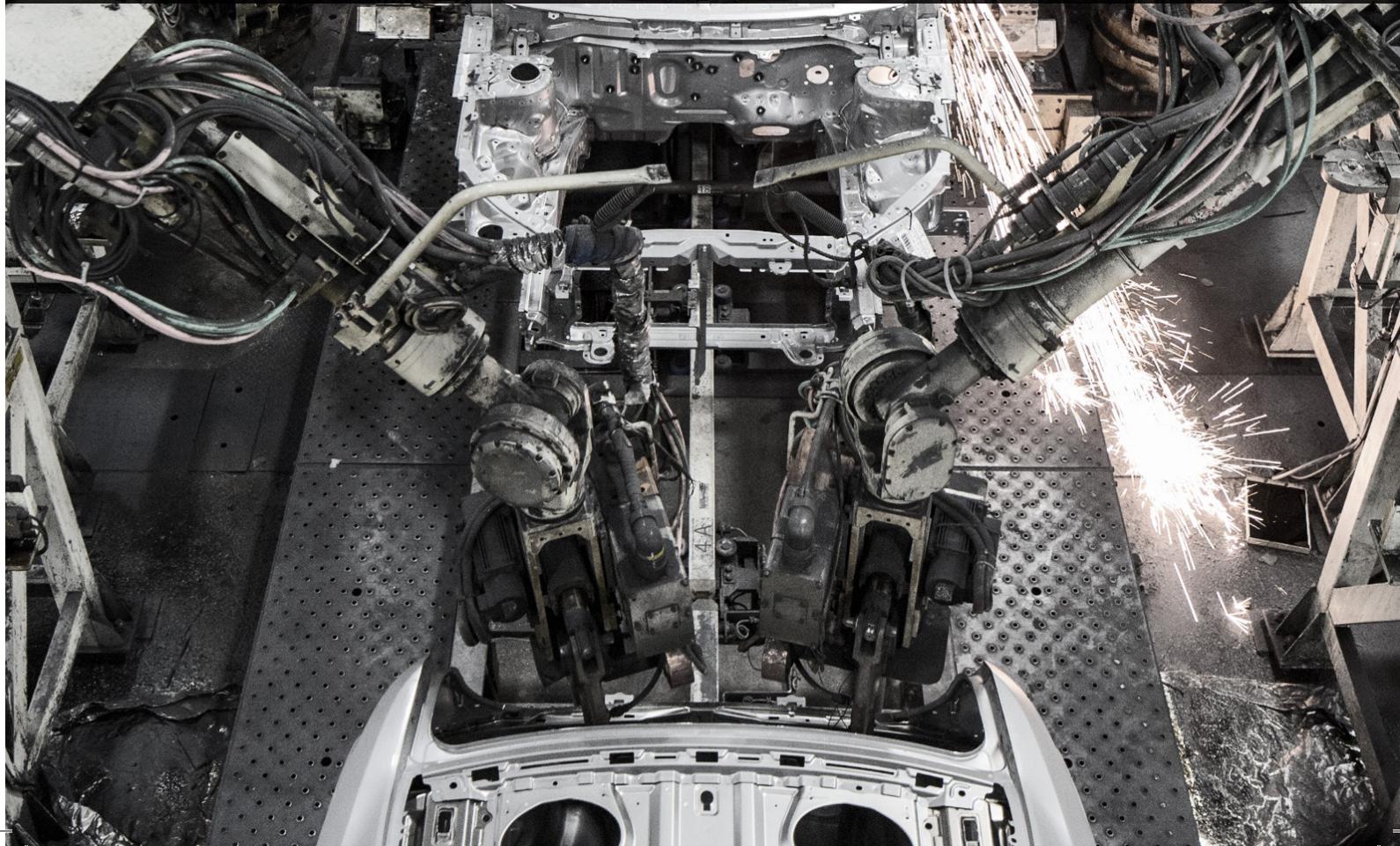


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MESSAGE FROM THE PRESIDENT

Making Ever-better Cars and Human Resource Development: The Forces That Power Sustainable Growth

The net losses recorded after the global financial crisis and the series of recall issues that began in the United States taught us an important lesson. We at Toyota learned the hard way that even rapid growth, if not built on a solid foundation, can ultimately fail to serve the interests of stakeholders when it leads to rapid downturn.

To do right by our customers, investors, and other stakeholders, I believe that we must build Toyota into a company that can sustainably grow in any environment. We must manage it so that, like a tree, the Company will grow larger and stronger over time, adding new growth rings year by year so that it can bear abundant fruit in the future.



At the financial results press conference in May this year, I said that I want the current fiscal year to be one in which we take a critical look at our true selves and do everything we can to improve our competitiveness. By competitiveness, I do not refer only to quantifiable things, like costs and productivity. It is crucial that we improve the intangibles that make us competitive, by, for example, developing human resources who are passionate about making ever-better cars and making the world a better place and who work to make constant improvements based on Genchi Genbutsu (onsite, hands-on experience).

The Five Continents Drive Project is one initiative aimed at human resource development. Project participants drove across Australia in 2014, then the Americas, divided into North America in 2015 and Latin America in 2016. In 2017, they are driving across Europe. Beginning with 80 participants in Australia, a total of approximately 500 people (including the European leg this year) have now participated over the project's four years.



Below are a few remarks from participants.

"On long-distance drives in real-world use environments, noise levels on cars that had cleared internal standards on test courses sometimes began to grate. It really brought home that some things don't come across through data alone."

"In North America, we met people who live in places where having a breakdown can be a life-or-death situation. For them, a car that won't break or fail is an absolute necessity. I want to always remember that for customers, cars function as partners that they trust with their lives and livelihoods."

"The experience made me painfully aware of the limits of my knowledge about cars. Working in an administrative division, I can't engage with a car the way an engineer can, but the things I learned about what people think when driving were very valuable. These two weeks changed my professional life."

There are a few things I always tell participants after they come back. "You've driven the actual roads. You've had conversations. You've experienced the road, the cars, and the people who use them with your own senses. You've talked about these things and more with your companions there using whatever knowledge of the local language you had. That's the kind of situation where the true essence of things emerges. Sometimes, the essence gets across best when you have limited words to express it. So, don't rely solely on data. I want you to take what you felt with your own senses, take the true essence of things, and use it to make ever-better cars. We need you to help break down walls that Toyota itself has built."



We've started a virtuous cycle. Participants are driving the same roads as our customers, engaging with the cars and with the road. Then, they are coming back to work, telling their junior colleagues about their experiences, and applying those experiences in their own work. The road teaches the people, and the people make the cars.

I hope that more and more of our colleagues will come to understand this process at a visceral level.



TAKING ON THE FUTURE



In the near future, cars are expected to connect with people and communities and take on new roles as part of the social infrastructure. New areas, such as AI, automated driving, robotics, and connected cars, are becoming especially important, and it is no longer enough to focus just on developing excellent cars and technologies or to carry on sales and service in the same old ways.

To take on a new breed of initiatives, we therefore felt it crucial to form a new team, rather than use previous frameworks. Accordingly, in January 2016, we established Toyota Research Institute, Inc. (TRI), welcoming Dr. Gill Pratt as its CEO.

*I first met Dr. Pratt in August 2015.
I asked him, "Why do you want to work with Toyota?"
His response was very simple.
"I want to eliminate the everyday tragedy of traffic accidents
and contribute to making society better."*

At the press conference announcing TRI's establishment, he added to this, saying "I think Toyota will contribute to society by transforming from a successful hardware company to a new company by integrating software technologies; this is why I joined Toyota."





What made me think that we ought to work with Dr. Pratt, made me want to work with him, was not just that he is an amazing researcher and engineer, but because I believe that his goals and motivations are the same as ours.

As we aim for the mobility society of the future, we are headed into unknown territory, seeking to ascend as-yet unconquered peaks. To climb these uncharted mountains, new technologies and the Sherpas who know the paths will be indispensable. Dr. Pratt agreed to be our Sherpa. This is what I told him: "Your companions at Toyota are right behind you, sharing your goals and startup mindset. And, I'm right there at the front of them. So don't worry, and take the path you believe in."

No one knows when we'll reach the summit we're seeking, or even if we're on the right path. What I do know is that only those who reach the summit can see the opportunities that lie beyond.

In addition to TRL, we are actively collaborating and allying with other companies and partners in other industries, chiefly in new business areas. By humbly learning from these new partners and combining our strengths, we are endeavoring to make the mobility society of the future better, looking 10 and 20 years down the line.

Today, we are faced with a number of new rivals. We share with them the start-up mindset of wanting to make the world a better place. Just as no one could have foreseen Toyota's evolution, no one knows what businesses will give rise to the mobility of the future. What I can say for certain, however, is that the next forms that mobility takes will be created by those with an outstanding passion to make the world a better place.

We want to make ever-better cars.

We want to make sure that cars remain a beloved form of mobility, no matter how they evolve.

We want to make our mobility society better and better.



Thank you for your continued confidence and support.

October 2017

Akio Toyoda
President, Member of the Board of Directors
Toyota Motor Corporation

I am confident that no one wants these things more than we at Toyota. I also believe that we cannot build the future by ourselves. Having operated this long in the auto industry, working with vast networks of companies, we deeply understand the need for partners who share our aspirations. Rather than taking an adversarial stance, we want to form ties with a wide range of new partners to work with shared passion to create the future.

I want Toyota to be not just an automotive company, but a human movement company. "Move" refers not just to transportation, but also to inspiring deep emotion or excitement. We intend to take on all areas of human transportation, working always from a desire to make transportation itself an exciting, moving experience. Lastly, I'd like to conclude with a few things that I believe.

I believe growth must be sustainable.

I believe if you do the right thing, the money will follow.

I believe we have to earn our customers' smiles every day and exceed their expectations.

I believe there is no "best," only "better."

I believe we are a company of dedicated, passionate people that can accomplish anything.

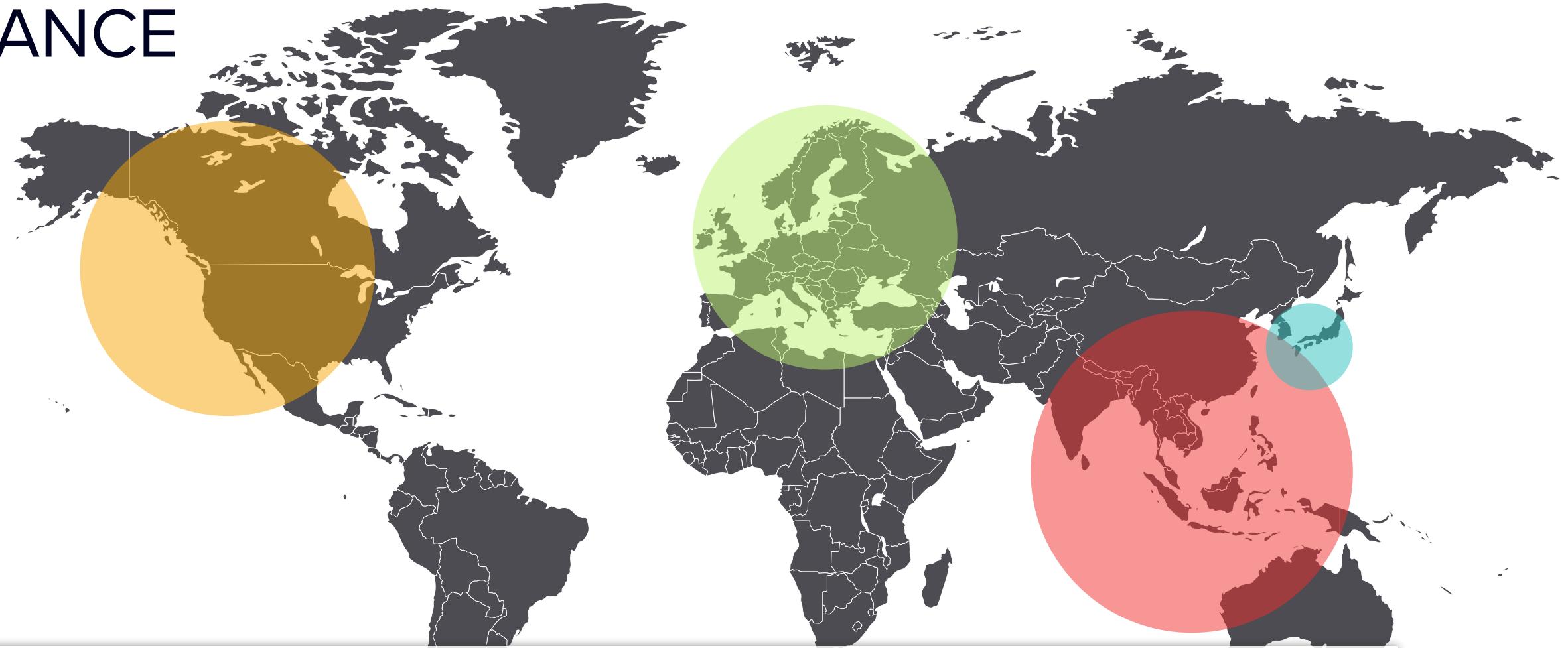
And, I believe Toyota will continue to constantly strive to improve the lives of customers and society as a whole.

LEADING THE WAY FORWARD WITH PASSION AND A START-UP MINDSET

This year marks Toyota's 80th anniversary. Toyota's earliest roots are in automatic looms. Back then, I doubt that anyone could have predicted that an automatic loom company would evolve to make automobiles.



AT A GLANCE



	NUMBER OF PLANTS AND MANUFACTURING COMPANIES 69 <small>(As of February 28, 2017)</small>	DISTRIBUTORS 167 <small>(As of December 31, 2016)</small>	RESEARCH AND DEVELOPMENT SITES 16 <small>(As of March 31, 2017)</small>	NUMBER OF EMPLOYEES 364,445 <small>(Consolidated, as of March 31, 2017)</small>	TOTAL VEHICLE PRODUCTION 8,975,509 <small>(Consolidated, FY2017)</small>	TOTAL VEHICLE SALES 8,970,860 <small>(Consolidated, FY2017)</small>
JAPAN	16	-	5	58%	46%	25%
NORTH AMERICA	11	5	3	13%	23%	32%
EUROPE	9	29	3	5%	7%	10%
ASIA EXCLUDING JAPAN	24	20	4	17%	19%	18%
OTHER	9	113	1	7%	5%	15%

HISTORY

1936

Toyoda Model AA passenger car launched
World War II (1939-1945)



1966

Toyota Corolla launched
Rapid economic growth period in Japan (1960s-1970s)



1981

Toyota Soarer launched
U.S.-Japan trade friction (1980s)



1997

Toyoda Prius launched
Kyoto Protocol adopted (1997)
The 2008 financial crisis (2008)
The Great East Japan Earthquake, Thailand floods (2011)



1955

Toyopet Crown launched

1970

Celica launched
Tighter control on exhaust emissions (1970s)
Oil crisis (1973 & 1979)

1989

Lexus LS400 launched
Rio Earth Summit (1992)
Berlin Wall comes down (1989)
Trade friction surrounding cars (1990s)

2014

Toyota Mirai launched
UN SDGs adopted (2015)

TAKING ON THE FUTURE

Society and industry are undergoing structural changes of unprecedented pace and scale. Values and lifestyles are diversifying, while a wide range of social issues are growing more pronounced, and innovation is driving rapid technological development.

We believe that the value of mobility is also beginning to change not just through the evolution of cars, but through an expansion into aspects of personal life, including social infrastructure.

Toyota is taking on the future by not only evolving its long-standing monozukuri (manufacturing), but expanding its focus to encompass social platforms that address society's needs as well as technological platforms, such as AI, that extend beyond cars. By doing so, we aim to provide broad-ranging value that exceeds customer expectations.

CREATING NEW INDUSTRIES

The Frontier Research Center was established as part of the April 2016 structural reforms with the objective of creating new value from a long-term perspective to achieve sustainable growth by bringing together wisdom from across Toyota's Group companies and affiliates. The center is charged with, in short, fostering innovation in the value-creating industries that will come after automobiles from the perspective of serving the world and its people.

We are now at a once-in-a-century turning point. We believe that we must not only continue to make

ever-better cars that will be irreplaceable assets for our customers; in order to ensure that Toyota remains a best-in-town company, we must think about how we can next contribute to society—this time outside of automobile manufacturing, sales, and services—and get started. The Frontier Research Center is working to leverage Toyota's traditional strengths in monozukuri (manufacturing), generate lasting employment, and create new industries for the next generation.

The Frontier Research Center takes an open stance, advancing initiatives in collaboration with partners that share its vision.

**¥8913.7 BILLION
SPENT ON RESEARCH AND DEVELOPMENT**



SOLUTIONS FOR THE PROBLEM FACING A GRAYING SOCIETY

Since the announcement of its development vision in 2007, Toyota has been applying its technology and know-how developed for industrial robots used in vehicle manufacturing to create partner robots that offer support for everyday living, working to bring these robots to market. So-called service robots for nonindustrial use include robots designed to inspect infrastructure or provide emergency response. Toyota, however, is focusing on partner robots that work closely with people to provide support for living. Japan is rapidly graying, and its working-age population is decreasing. Because of these shifts, the burden on the working-age population of supporting the elderly is forecast to balloon to approximately three times the 2000 level by

2050. Toyota aims to use partner robots to instead keep this burden at around the 2000 level.

Under its vision for partner robot technology, "freedom of mobility for all, and the joy of self-reliance," Toyota is working to bring products to market in the four main areas of Senior Life Support, Welfare Support, Independence Support, and Medical Support.

TOYOTA ENVIRONMENTAL CHALLENGE 2050

Toyota has long carried out a wide range of initiatives aimed at addressing a host of mounting environmental problems, including extreme weather phenomena attributable to greenhouse gases, biodiversity loss due to development, and water shortages due to population growth.

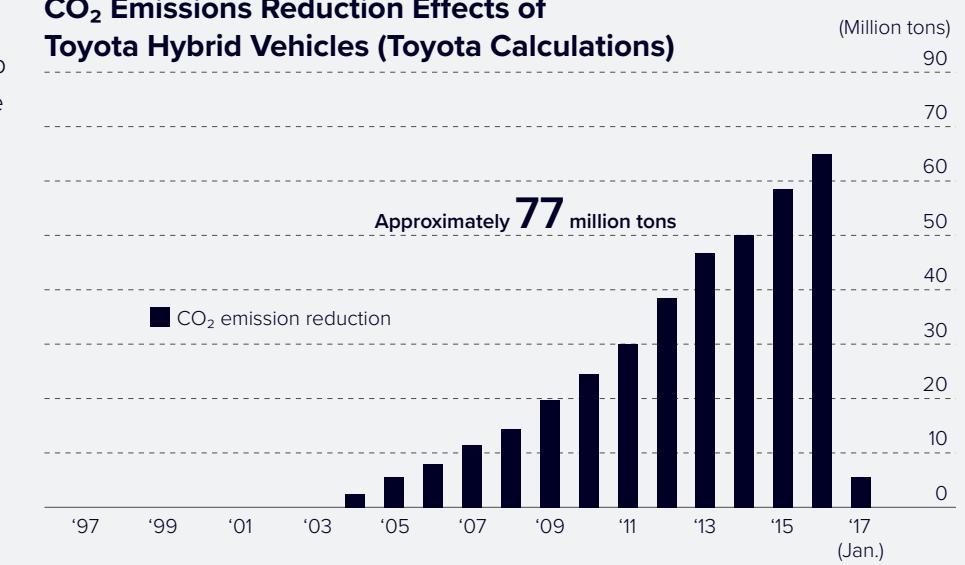
Toyota announced the Toyota Environmental Challenge 2050 in October 2015. In addition to continuing efforts to reduce the environmental burden attributable to automobiles to zero, we have set ourselves six challenges aimed at helping to build a sustainable world through initiatives that will positively impact the earth and society.

BUILD
A
SUSTAINABLE
WORLD

Toyota places top priority on environmental initiatives. Aware that eco-friendly vehicles can best help protect the environment if they are in widespread use, we have been working to promote the spread of hybrid vehicles (HVs). Toyota released the Coaster Hybrid EV in August 1997 and in December of the same year released the Prius, the world's first mass-produced HV. Since then, Toyota's HVs have enjoyed the support of customers around the world, and in January 2017 Toyota's cumulative HV sales surpassed 10 million vehicles.



CO₂ Emissions Reduction Effects of Toyota Hybrid Vehicles (Toyota Calculations)



The business environment surrounding eco-friendly cars has changed greatly in the 20 years since Toyota introduced HVs to the world. Environmental performance has come to be one of the standards by which customers choose their cars, and the increasing number of companies developing and releasing HVs has firmly established HVs as an important vehicle category. With customers around the world increasingly choosing HVs and other fuel-efficient vehicles, the automotive industry has been better able to contribute to solving environmental problems.

AIMING TO BE THE BEST IN TOWN

Based on a philosophy of contributing to society through the manufacture of automobiles, Toyota endeavors to proactively contribute to sustainable development in harmony with society and the earth through all its business activities in countries and regions around the world.

Toyota currently faces a business environment on the verge of tremendous change. Given this, we believe that in the coming years, aiming to be the best company in town, even more than being global or the best company in the world, will be more important than ever before.

We aim to make ever-better cars in order to enrich customers' lives in the regions and countries where we operate based on relationships of sincerity and respect.

This means maintaining and further developing sound relationships with increasingly diverse business partners and local communities through fair and open communication. We believe that by doing

so, we can become the most trusted, most loved company in every town where we have the privilege of doing business. In line with this approach, we are advancing a variety of initiatives to help address social issues confronting the regions and countries in which we operate.

Toyota will continue to use the technologies and know-how it has built up in car manufacturing to contribute to local prosperity and contribute to "enriching lives of communities" as it aims to always be the best company in town.

8.9 MILLION
VEHICLES SOLD WORLDWIDE

EMPLOYEES

Toyota prioritizes respect for people, aiming to provide employees with opportunities to make social contributions and realize self-actualization through their work and to allow them to exercise their ability to think, create, and take action.

To achieve this goal, a relationship of mutual trust and mutual responsibility between labor and management is essential. In such a relationship, the company places the highest priority on ensuring stable employment for its employees and proactively strives to improve labor conditions, while employees do their utmost to enhance the prosperity of the company. This philosophy is shared by all Toyota affiliates around the world and is reflected and implemented in Toyota's management and policies.



Diverse perspectives help to generate novel ideas and uncover problems. Toyota aims to use these contributions to help enhance its competitiveness and make ever-better cars.



Promoting Diversity and Inclusion

Toyota believes that this approach leads not only to management that operates with respect for people, but to customer satisfaction and social contribution.

Toyota has positioned the promotion of diversity and inclusion in the workplace as an important management strategy. We are working to create workplaces where human resources with diverse abilities and values can thrive and each individual can achieve positive self-actualization.



FINANCIAL SUMMARY

(Note 1) Shows "Net income (loss) attributable to Toyota Motor Corporation"

(Note 2) Value of common shares repurchased (shareholder return on Net Income for the period, excluding shares constituting less than one unit that were purchased upon request and repurchases made to avoid dilution of shares)

(Note 3) Figures for depreciation expenses and capital expenditures do not include vehicles in operating lease

(Note 4) Excludes financial subsidiaries

FISCAL YEARS ENDED MARCH 3		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
CONSOLIDATED VEHICLE SALES	(THOUSANDS OF UNITS)	8,913	7,567	7,237	7,308	7,352	8,871	9,116	8,972	8,681	8,971
FOREIGN EXCHANGE RATES (AVERAGE)	YEN TO US DOLLAR RATE	114	101	93	86	79	83	100	110	120	108
	YEN TO EURO RATE	162	144	131	113	109	107	134	139	133	119
NET REVENUES	(BILLIONS OF YEN)	26,289.2	20,529.5	18,950.9	18,993.6	18,583.6	22,064.1	25,691.9	27,234.5	28,403.1	27,597.1
OPERATING INCOME (LOSS)	(BILLIONS OF YEN)	2,270.3	(461.0)	147.5	468.2	355.6	1,320.8	2,292.1	2,750.5	2,853.9	1,994.3
INCOME (LOSS) BEFORE INCOME TAXES	(BILLIONS OF YEN)	2,437.2	(560.4)	291.4	563.2	432.8	1,403.6	2,441.0	2,892.8	2,983.3	2,193.8
NET INCOME (LOSS)	(Note 1) (BILLIONS OF YEN)	1,717.8	(437.0)	209.4	408.1	283.5	962.1	1,823.1	2,173.3	2,312.6	1,831.1
COMMON SHARES	CASH DIVIDENDS (BILLIONS OF YEN)	443.2	313.5	141.1	156.8	157.7	285.0	522.9	631.3	645.5	627.5
	CASH DIVIDENDS PER SHARE (YEN)	140	100	45	50	50	90	165	200	210	210
	PAYOUT RATIO (%)	25.9	—	67.4	38.4	55.6	29.6	28.7	29.0	28.3	34.6
VALUE OF SHARES REPURCHASE [SHAREHOLDER RETURN]	(Note 2) (BILLIONS OF YEN)	69.9	—	—	—	—	—	180.0	293.3	639.3	449.9
R&D EXPENSES	(BILLIONS OF YEN)	958.8	904.0	725.3	730.3	779.8	807.4	910.5	1,004.5	1,055.6	1,037.5
DEPRECIATION EXPENSES	(Note 3) (BILLIONS OF YEN)	1,042.4	1,072.1	1,032.0	812.3	732.9	727.3	775.9	806.2	885.1	893.2
CAPITAL EXPENDITURES	(Note 3) (BILLIONS OF YEN)	1,480.2	1,302.5	579.0	642.3	706.7	852.7	1,000.7	1,177.4	1,292.5	1,211.8
TOTAL LIQUID ASSETS	(Note 4) (BILLIONS OF YEN)	4,215.4	3,324.1	4,656.3	4,943.4	4,968.1	5,883.1	7,661.9	8,508.2	9,229.9	9,199.5
TOTAL ASSETS	(BILLIONS OF YEN)	32,458.3	29,062.0	30,349.2	29,818.1	30,650.9	35,483.3	41,437.4	47,729.8	47,427.5	48,750.1
TOYOTA MOTOR CORPORATION SHAREHOLDERS' EQUITY	(BILLIONS OF YEN)	11,869.5	10,061.2	10,359.7	10,332.3	10,550.2	12,148.0	14,469.1	16,788.1	16,746.9	17,514.8
RETURN ON EQUITY	(%)	14.5	(4.0)	2.1	3.9	2.7	8.5	13.7	13.9	13.8	10.6
RETURN ON ASSET	(%)	5.3	(1.4)	0.7	1.4	0.9	2.9	4.7	4.9	4.9	3.8

FINANCIAL STRATEGY

1. GROWTH: Continuous Investments for Sustainable Growth in the Future

The auto industry is on the verge of a once-in-a-century turning point. We believe that artificial intelligence (AI), automated driving, robotics, and other new fields are especially important to the mobility of the future. Given these circumstances, we must nurture both the strengths that will enable us to survive today and the strengths that will enable us to survive tomorrow.



2. EFFICIENCY: Enhancing Profitability and Efficiency of the Balance Sheet



We continue to work to strengthen our profit structure. Through the Toyota New Global Architecture, we are working not only to dramatically enhance the basic performance and product appeal of our cars, but also to enhance development efficiency by standardizing parts and components through grouping development. Furthermore, we will continue efforts to reduce expenses and appropriately manage fixed costs.

3. STABILITY: Maintenance of Liquidity

Having experienced the global financial crisis and the Great East Japan Earthquakes, we believe it is important to maintain a sufficient level of net cash to cover both the fixed costs for the automotive business for half a year and the refinance requirement for the financial services for half a year. This represents a financial foundation which enables Toyota to grow sustainably in any business environment.

In summary, it is our aim to establish a strong financial foundation which will support Toyota's sustainable growth by pursuing growth and efficiency in the medium to long-term while maintaining sufficient stability.





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