

# Toyota Danmark A/S

Dynamovej 10  
2860 Søborg  
CVR no. 48 45 63 16

## Annual Report for 2019/20

Adopted at the Annual General  
Meeting on 13 July 2020

Chairman



## Contents

	Page
<b>Statements</b>	
Statement by Management on the Annual Report	1
Independent Auditor's Report	2
<b>Management's Review</b>	
Company Details	5
Financial Highlights	6
Management's Review	7
<b>Financial Statements</b>	
Accounting Policies	14
Income Statement 1 April - 31 March	19
Balance Sheet 31 March	20
Statement of changes in equity	22
Notes to the Financial Statements	23

## Statement by Management on the Annual Report

The Executive Board and Board of Directors have today considered and approved the Annual Report of Toyota Danmark A/S for the financial year 1 April 2019 - 31 March 2020.

The Annual Report has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Financial Statements give a true and fair view of the Company's financial position at 31 March 2020 and of the results of the Company's operations for the financial year 1 April 2019 - 31 March 2020.

In our opinion, Management's Review includes a fair and true account of the matters dealt with in the Management's Review.

We recommend the adoption of the Annual Report at the Annual General Meeting.

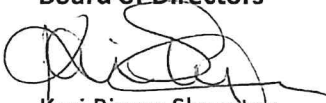
Copenhagen, 30 June 2020

### Executive Board



Alar Metsson  
CEO

### Board of Directors



Kari Birger Skogster  
Chairman



Akito Takami



Alar Metsson

## **Independent Auditor's Report**

### ***To the Shareholder of Toyota Danmark A/S***

#### **Opinion**

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 March 2020, and of the results of the Company's operations for the financial year 1 April 2019 - 31 March 2020 in accordance with the Danish Financial Statements Act.

We have audited the Financial Statements of Toyota Danmark A/S for the financial year 1 April 2019 - 31 March 2020, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies ("Financial Statements").

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Statement on management's review**

Management is responsible for management's review.

Our opinion on the Financial Statements does not cover management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read management's review and, in doing so, consider whether management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of management's review.



## **Independent Auditor's Report**

### **Management's Responsibilities for the Financial Statements**

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

## Independent Auditor's Report

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hellerup, 30 June 2020

**PricewaterhouseCoopers**  
Statsautoriseret Revisionspartnerselskab  
CVR no. 33 77 12 31



Leif Ulbæk Jensen  
State Authorised Public Accountant  
mne23327



Anders Røjleskov  
State Authorised Public Accountant  
mne28699

## Company Details

### The Company

Toyota Danmark A/S  
Dynamovej 10  
2860 Søborg

Telephone: +45 44 84 04 00  
E-mail: [toyota@toyota.dk](mailto:toyota@toyota.dk)  
Website: [www.toyota.dk](http://www.toyota.dk)

CVR no.: 48 45 63 16  
Reporting period: 1 April 2019 - 31 March 2020  
Domicile: Gladsaxe

### Board of Directors

Kari Birger Skogster, Chairman  
Akito Takami  
Alar Metsson

### Executive Board

Alar Metsson, CEO

### Auditors

PricewaterhouseCoopers  
Statsautoriseret Revisionspartnerselskab  
Strandvejen 44  
DK-2900 Hellerup

### Bankers

Danske Bank  
Holmens Kanal  
DK-1060 København K

Citibank  
H.C. Andersens Boulevard 12  
DK-1553 København V

## Financial Highlights

Seen over a 5-year period, the development of the Company may be described by means of the following financial highlights:

	<u>2019/20</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2015/16</u>
	TDKK	TDKK	TDKK	TDKK	TDKK
<b>Key figures</b>					
Revenue	2.572.123	2.560.165	2.618.208	2.258.097	1.997.035
Gross profit	322.138	254.698	246.772	195.504	193.137
Profit/loss before financial income and expenses	268.448	197.923	194.065	140.908	135.566
Net financials	90	40	98	46	264
Profit/loss for the year	209.340	154.368	151.178	109.921	103.024
<b>Balance sheet</b>					
Balance sheet total	725.018	514.512	628.123	614.952	429.553
Investment in property, plant and equipment	7.841	1.074	7.090	18.640	12.636
Equity	409.775	354.803	351.613	310.356	303.459
Number of employees	67	68	64	65	68
<b>Financial ratios</b>					
Profit margin	10,4%	7,7%	7,4%	6,2%	6,8%
Return on assets	37,7%	38,5%	30,9%	22,9%	31,6%
Solvency ratio	56,5%	69,0%	56,0%	50,5%	70,6%
Return on equity	54,8%	43,7%	45,7%	35,8%	35,7%

The financial ratios are calculated in accordance with the Danish Finance Society's recommendations and guidelines. For definitions, see the summary of significant accounting policies.

## Management's Review

### The Company's principal activities

Toyota Danmark A/S (TDK) is a subsidiary of Toyota Motor Europe (TME), which is owned by Toyota Motor Corporation (TMC) in Japan. As a long-standing global motor vehicle production and sales corporation, TMC has more than 600 subsidiaries and employs around 369,000 people worldwide. All engaged in the global strategy and vision of transforming Toyota from an automotive company to a mobility company. In short, 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.

The global strategy builds on Toyota's foundation and values, which consist of the Five Main Principles of Toyota (1935), the Guiding Principles of Toyota (1997) and Toyota Way (2001).

As Toyota's marketing and sales company in Denmark, TDK is responsible for marketing and sales of the Toyota and Lexus brands, as well as the corresponding genuine spare parts and accessories all supplied by TME.

TDK also has the market responsibility for the Faroe Islands and Greenland. TDK employs 67 people at our premises (offices, storage and garage) in Søborg. TDK collaborate closely with our network of 28 independent retailers operating 89 showrooms and repair shops around the countries and our associated repairers.

### Development in the year

The Company's income statement for the year ended 31 March shows a profit of TDKK 209.340, and the balance sheet at 31 March 2020 shows equity of TDKK 409.775.

2019 grew 3.3% compared to 2018. The Danish automobile industry ended at a total sales of nearly 225,587 passenger cars, an decrease of 7,118 units versus 2018. The market development was again driven by SUV and Premium which grew 13.9% and represented a total of 42,3% of the total market in 2019. A,B,C and D segments stabilized after a significant drop in 2018 and decreased only with 0.8% in 2019, and counts for 52,4 % of the total market vs. 53,4% in 2018. Light commercial vehicles (LCV) sales were 33.100 in 2019 vs 33,850 units in 2018.

Toyota sold 20,115 units with a market share of 7.8%, in Denmark. Yaris was once again the most sold model with a total of 5,700 units, followed by Aygo (4,200 units) and C-HR (2,500 units). Critical to our success was the continued growth of Toyota hybrid awareness and acceptance. Our total hybrid sales were 10,700 units (+12% vs 2018), with a sales mix of 49% on Yaris, 100% on C-HR and the new RAV4 had a share of 72%. On LCVs, it was once again Hilux and Proace that accounted for the largest share of our sales. In AutoIndex 2020 (FDM), for the 18th consecutive year, Toyota again achieved two no. 1 places regarding the satisfaction of customers with the retailers and the workshops. The survey includes all suppliers of cars in Denmark, and Toyota has since the launch of AutoIndex in 2003 been amongst the very best. The financial result in 2019 is satisfactory.

## Management's Review

### Targets and expectations for the year ahead

In 2020, the market was expected to remain in level as in 2019, reaching around 256,000 units. The market started to slow down in Q1 2020, when Corona pandemic started mid-March it had a significant short term impact and almost stopped the car sales for a period of time. Corona has caused a significant impact on the global situation and as well the Danish economy and car market. It has raised a lot of uncertainty and it will result in a significant decrease of the total car market in Denmark and can end up between 150.000 to 200.000 cars for 2020.

The uncertainty is also affecting our future outlook and in the “new” market we expect to sell 16,000 which is estimated to result in a market share of 8,0%. The market drop creates an uncertainty of the stock situation and can result in further write downs. We expect as well a significant impact on our profitability, but the uncertain situation makes it difficult to project the profit for FY20. Due to the existing material uncertainty regarding FY20 including forecasting the most likely economic scenarios due to the Corona pandemic we have consequently not disclosed profit projections for FY20. However, it is our expectations that the Company will generate a positive result.

In 2020, we expect that the automotive market will see further disruption from mobility and EV, despite the uncertainty in the economic environment. Corona pandemic is also expected to disrupt other parts of the car market with a demand for increased digitalization in sales and aftersales processes.

### Statement on sustainability

Through our principle activities, TDK contributes to Toyota’s global strategy and the efforts to be a good corporate citizen trusted by all stakeholders and create an affluent society through all business operations.

We adhere to the corporate CSR Policy: Contribution towards sustainable development, which states that TMC and its subsidiaries take initiative to contribute to harmonious and sustainable development of society and the earth through all business activities that we carry out in each country and region, based on our Guiding Principles. We comply with local, national and international laws and regulations as well as the spirit thereof and we conduct our business operations with honesty and integrity. Furthermore, our TDK Code of Conduct, organises the basic attitudes necessary for people working at the company and in society, providing a description of basic conducts. We respect our retailers and suppliers and aim to establish long-term mutually beneficial relationships based on mutual trust with our business partners. We train our network of retailers in Toyota Way and in 2019/20 they were trained alongside our own employees a training programme named BRiT with the focus on how Toyota wants to act towards customers and as managers at retailers and as well in Toyota. In terms of suppliers, we refer to our Supplier CSR policies and guidelines.



## Management's Review

TDK's management group takes leadership in fostering a corporate culture and implementing our policies that promote ethical behaviour. TME regularly conduct internal audits related to our conduct and based on the audit conducted in 2018/19 we have created a local TDK Code of Conduct to align it more closely to our principle activities as a marketing and sales company. We report quarterly to TME on progress related to our audit findings.

TMC and TME's sustainability governance includes regular reviews of sustainability risks and opportunities through Toyotas Sustainability Meeting and environmental, social and governance (ESG) Committee – a process, which TDK also provide input to through our engagement in TME's different E, S and G fora. We identify sustainability issues based on the importance for our business and the expectations of our stakeholders in order to be a trusted company and we work with these in a national context. For details on Toyota's sustainability issues, risks, consolidated efforts and contributions to the UN Sustainable Development Goals, please see TMC's Sustainability Data Book [www.global.toyota/en/sustainability/report/](http://www.global.toyota/en/sustainability/report/).

### Environment and climate change

TDK's environmental policy is in line with our corporate CSR Policy, which states that we aim for growth that is in harmony with the environment by seeking to minimize the environmental impact of our business operations, such as by working to reduce the effect of our vehicles and operations on climate change and biodiversity.

At TDK a key focus is to increase the sale of our most environmentally friendly cars and we have since 2008 been ISO 14001 certified to help manage and reduce our local environmental impacts. Our environmental steering committee (ESC) consist of four company representatives including our CEO who review our annual performance and risk assessment, which has identified the cars and spare parts impact on the environment, the portfolio of chemicals and documentation hereof, as well as the buildings thermal envelope and the use of energy for car storage as main risks. ESC also suggests actions we can take to help address the global environmental challenge faced by Toyota. By 2050, Toyota should go beyond zero environmental impact and achieve a net positive impact by addressing six identified challenges:

**New Vehicle Zero CO2 Emissions Challenge:** TDK focus on increasing the share of Hybrid or Plug In Hybrid cars of which the share of TDK's annual sale has increased from 38% in 2017/18 to 53% in 2019/20. TDK's strategy is to become the market leader.

**Life Cycle Zero CO2 Emission Challenge:** To support this challenge covering all other aspect of a vehicles life cycle not mentioned in challenge 1 and 3, TDK has since 2008 required that our retail and repair network must be ISO 14001 certified. We also aim to set CO2-reduction targets for our network.

## Management's Review

Plant Zero CO2 Emissions Challenge: The challenge relates to Toyotas car production plants and hence not in focus per se for TDK.

Challenge of Minimizing and Optimizing Water Usage: The past 10 years TDK have had a focus on water use and consumption through ISO 14001. Therefore we have reached an acceptable level of water usage. We monitor water consumption each month to ensure water leaks are detected. If new technologies arise that will help us to reduce water consumption even more, we will look in to this.

Challenge of Establishing a Recycling-based Society and Systems: TDK engages in the 100% battery collection and global recycling system.

Challenge of Establishing a Future Society in Harmony with Nature: TDK is in dialogue with the non- profit organisation, Green Network Foundation, and Aarhus Kommune about contribution to a "people's forrest" in the area of Aarhus. The project will begin in the fall 2020, and when fully planted the forrest will contain around 37,000 trees expectedly in 2022. All trees will be donated by TDK and symbolize the Toyota Hybrid sales volume from 2019 to 2021.

Through continuous improvements, TDK has reduced the environmental footprint of our operations by reductions in use of chemicals and paper. We annually set targets to reduce heat and electricity and has reduced our consumption significantly over the last decade. TDK has reached a level where it becomes more difficult to find new reduction areas. Each year we set a 3% reduction target in consumption for both heat an electricity. But the weather has an impact on our consumption, and due to this, then are the targets not always reached. As of January 2020 waste handling is taken over by Stena Recycling, who is also ISO 14001 certified. And light sources are also being exchanged to LED.

Furthermore, to stimulate environmental awareness among our employees we have made June the 'green month' of the year and in 2019/20 we focused on ways to improve local biodiversity in collaboration with the Danish Society for Nature Conservation.

## Management's Review

### Statutory report on corporate social responsibility

#### Employee relations and human rights

Our employees are a key asset to the operations of TDK and we must be able to attract and retain employees and ensure that they have the right competences. It is an obvious risk to our performance, if TDK is not able to attract and retain employees. Due to this, then TDK's aim to be one of the best workplaces in the industry. Among the counter measures to the risk, TDK commit to enhance our business performance in order to continue to provide employment and maintain fair and stable working conditions which is part of our corporate CSR Policy and TDK Code of Conduct. At the same time, TDK tries to create a harmonious and stimulating work environment and we strive to perform our duties with integrity and respect towards other employees and associates. As part of our policies and practise, we:

- Maintain a safe and healthy working environment for all our employees
- Respect and honour the rights of all employees, and will not discriminate against them or permit infringement of their rights
- Recognize our employees' right to freely associate, or not to associate and comply with applicable laws

Our HR department introduces all new employees to Toyotas foundation and values, the content of TDK Code of Conduct and our HR Handbook. Driven by our values, we engage in dialogue with our employees on the Toyota Way as part of the annual staff development interviews and we engage in the global values day annually. This is being done to develop our employees, motivate them to develop and as well retain our employees.

We coordinate and align our HR operations within the Nordics and with TME and we are in the process of implementing a HR management system 'People Soft' across TME. We monitor our performance through KPIs such as gender distribution (see below) and absenteeism among our employees, which in 2019/20 was 1.8% vs. 2.1% last year. Biannually, we conduct an employee satisfaction survey. The 2018/19 results show that our employees are highly motivated and would recommend Toyota as a good place to work. However, the feedback was also that we must do more to develop our employees and address reduce potential stress elements in the workplace.

Another counter measure to attract and retain our employees, then we have established a working environment committee and two groups – one group for our offices and one for the garage. The committee meets three times a year and the groups have quarterly meetings to discuss pertinent issues and oversee developments. The groups are working with key activities to assure a working environment that is stimulation a strong and positive culture, which enables our ability to retain the employees.

## **Management's Review**

It is important for TDK, that our employees are treated with highest possible respect despite sexual orientation, race or gender. Diversity of all kinds are addressed on a European level and as well in TDK to assure that TDK respect and work with diversity to assure all rights are respected.

### **Anti-corruption and bribery**

Our corporate CSR Policy states that we do not tolerate bribery of or by any business partner, government agency or public authority and maintain honest and fair relationships with government agencies and public authorities. The zero tolerance policy apply to all employees in Toyota and it is detailed in TDK's anti-corruption policy and Code of Conduct.

To reduce potential risks and to ensure full compliance with all anti-corruption and bribery laws and regulations such as the Sarbanes Oxley Act TDK has established internal controls and accounting practices. Furthermore employees are expected to report genuine facts, concerns or suspicions they would become aware of regarding corruption, bribery and violations of our policies at the earliest possible stage to their superior or through our corporate confidential, anonymous 'Whistle Blower' mechanism. Any activities related to the whistleblower mechanism is reported to TME quarterly.

We remind employees of TDK Code of Conduct at our monthly meetings and focus on specific sections related to anti-corruption and bribery during the year. We also inform all new suppliers of our zero tolerance policy and in 2019/20, we have engaged our main suppliers on anti-corruption and bribery laws and regulations to ensure they are aware of these as part of their conduct.

TDK Code of Conduct also covers areas such as gifts and hospitality, donations, sponsorship and lobbying. In terms of community relations and philanthropic activities, we seek to address various social issues within our main areas of focus namely road safety, environment and education.

### **Statement on gender distribution in management**

It is part of TMC's CSR Policy to support equal employment opportunities, diversity and inclusion for our employees and we do not discriminate against them. Hence, at TDK we work to achieve and integrate diversity and equality aspects in all our initiatives related to recruitment, retention, job satisfaction and development of competencies. The gender distribution among our workforce is a 33% female representation vs. 27% the year before.

## **Management's Review**

We aim for a more equal gender distribution in our workforce and at the executive levels. Last year women represented 25%, which was above the target, that we defined. We continue to focus on women when recruiting executives and expect to have a ratio of 20% female executives by 2020. Similarly we focus on increasing the representation of women on the Board of Directors with the aim of reaching a 33% representation among the three members elected by the annual general assembly by the of 2023. The current representation is 0%. The target to achieve 33% female representation was not met due to the General meeting did not elect a female to the Board of Directors.

Management considers recruitment an important pipeline to promote equal opportunities in TDK and a prerequisite for improved gender quality at the executive levels. It is part of Management's continued initiatives to stimulate the number of female candidates when recruiting. In 2018/19 we started to monitor our recruitment practices in relation to gender representation and address unconscious bias as part of the process. Furthermore, two of our management representatives are now engaged in TME's gender diversity committee to address and share good practise on improving gender diversity. Our group has initiated a specific programme on a European level to identify how Toyota can improve gender diversity. We have two employees, who represent us in this group. Specific KPI's are being designed, which will create an extra focus from management to secure improved gender diversity.

### **Subsequent events**

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

## **Accounting Policies**

The Annual Report of Toyota Danmark A/S for 2019/20 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied are consistent with those of last year.

The Annual Report for 2019/20 is presented in TDKK.

### **Cash flow statement**

With reference to section 86(4) of the Danish Financial Statements Act and to the cash flow statement included in the Consolidated Financial Statements of Toyota Motor Corporation, Japan, the Company has not prepared a cash flow statement.

### **Basis of recognition and measurement**

The Financial Statements have been prepared under the historical cost method.

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably. Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

### **Translation policies**

Danish kroner is used as reporting and functional currency as most of the Company's transactions are in DKK. All other currencies are regarded as foreign currencies.

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement.



## **Accounting Policies**

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

### **Income statement**

#### **Revenue**

Revenue from the sale of Cars and spare parts is recognised in the income statement when the sale is considered effected based on the following criteria:

- delivery has been made before year end;
- a binding sales agreement has been made;
- the sales price has been determined;
- and payment has been received or may with reasonable certainty be expected to be received.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

The Company has no significant markets beside the Danish market. In consideration of the Toyota Group's division of business segments, the Company considers spare parts and vehicles as one business segment.

The Company's revenue is therefor not broken down by geographical and business segments.

#### **Cost of sales**

Cost of sales comprise cars and spare parts consumed to achieve revenue for the year.

#### **Other operating income and expenses**

Other operating income and other operating expenses comprise items of a secondary nature to the main activities of the Company, including gains and losses on the sale of property, plant and equipment.

#### **Other external expenses**

Other external expenses comprise expenses for premises, sales and distribution as well as office expenses etc.

#### **Staff expenses**

Staff expenses comprise wages and salaries as well as other payroll expenses.

## Accounting Policies

### **Amortisation, depreciation and impairment losses**

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of property, plant and equipment.

### **Financial income and expenses**

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

### **Tax on profit/loss for the year**

Tax for the year consists of current tax for the year and deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

Any changes in deferred tax due to changes to tax rates are recognised in the income statement.

The Company is jointly taxed with wholly Group owned Danish Companies. The tax effect of the joint taxation with the subsidiaries is allocated to Danish enterprises showing profits or losses in proportion to their taxable incomes (full allocation with credit for tax losses). The joint taxed enterprises have adopted the on-account taxation scheme.

## **Balance sheet**

### **Intangible assets**

#### ***Development projects***

Development projects consists of software, which is clearly defined and identifiable, where the technical utilization rate, sufficient resources and a potential future market or development opportunities can be demonstrated, and where the intention to use the project is recognized as intangible fixed assets if there is sufficient security for that the capital value of future earnings may cover production, sales and administrative costs as well as the development costs themselves.

Development projects that do not meet the criteria for recognition in the balance sheet are recognized as expenses in the income statement as the costs are incurred.

Capitalized development costs are measured at cost less accumulated depreciation and write-downs or recoverable amount, if this is lower. An amount equal to capitalized development costs in the balance sheet is recognized as "reserve for development costs" under equity. The reserve decreases in value as a result of depreciation.

Capitalized development costs are amortized on a straight-line basis from the time of completion over the period in which development work is expected to generate economic benefits.

## Accounting Policies

### Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

	Useful life
Buildings	10-60 years
Other fixtures and fittings, tools and equipment	3-10 years

Depreciation period and residual value are reassessed annually.

Assets costing less than DKK 25,000 are expensed in the year of acquisition.

### Impairment of fixed assets

The carrying amounts of property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

### Fixed asset investments

Fixed asset investments consist of deposits.

### Inventories

Inventories are measured at the lower of cost under the FIFO method and net realisable value.

The net realisable value of inventories is calculated at the amount expected to be generated by sale of the inventories in the process of normal operations with deduction of selling expenses and costs of completion. The net realisable value is determined allowing for marketability, obsolescence and development in expected selling price.

The cost of goods for resale equals landed cost.

### Receivables

Receivables are recognised in the balance sheet at amortised cost, which substantially corresponds to nominal value. Provisions for estimated bad debts are made.

## Accounting Policies

### Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

### Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

### Current tax liabilities and assets

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

### Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

### Financial Highlights

Definitions of financial ratios.

Profit margin	$\frac{\text{Profit/loss before financials} \times 100}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit/loss before financials} \times 100}{\text{Total assets}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$

## Income Statement 1 April - 31 March

	<u>Note</u>	<u>2019/20</u> TDKK	<u>2018/19</u> TDKK
<b>Revenue</b>		<b>2.572.123</b>	<b>2.560.165</b>
Change in inventories of goods for resale		75.908	-56.947
Other operating income		1.196	4.296
Cost of goods sold		-2.213.063	-2.148.728
Other external expenses		<u>-114.026</u>	<u>-104.088</u>
<b>Gross profit</b>		<b>322.138</b>	<b>254.698</b>
Staff expenses	2	-52.435	-54.700
Depreciation, amortisation and impairment of property, plant and equipment	3	<u>-1.255</u>	<u>-2.075</u>
<b>Profit/loss before financial income and expenses</b>		<b>268.448</b>	<b>197.923</b>
Financial income		642	604
Financial expenses	4	<u>-552</u>	<u>-566</u>
<b>Profit/loss before tax</b>		<b>268.538</b>	<b>197.961</b>
Tax on profit/loss for the year	5	<u>-59.198</u>	<u>-43.593</u>
<b>Net profit/loss for the year</b>		<u><b>209.340</b></u>	<u><b>154.368</b></u>
Distribution of profit	6		

## Balance Sheet 31 March

	<u>Note</u>	<u>2020</u> TDKK	<u>2019</u> TDKK
<b>Assets</b>			
Development projects in progress		938	0
<b>Intangible assets</b>	7	<u>938</u>	<u>0</u>
Land and buildings		23.542	23.711
Other fixtures and fittings, tools and equipment		3.544	3.873
Property, plant and equipment in progress		6.569	0
<b>Property, plant and equipment</b>	8	<u>33.655</u>	<u>27.584</u>
Deposits	9	3.277	773
<b>Fixed asset investments</b>		<u>3.277</u>	<u>773</u>
<b>Fixed assets total</b>		<u>37.870</u>	<u>28.357</u>
<b>Inventories (goods for resale)</b>		<u>453.171</u>	<u>377.263</u>
Trade receivables		73.386	43.297
Receivables from group enterprises		143.884	53.558
Other receivables		2.042	1.140
Deferred tax asset	10	0	425
Corporation tax		12.467	9.308
Prepayments	11	1.217	239
<b>Receivables</b>		<u>232.996</u>	<u>107.967</u>
<b>Cash at bank and in hand</b>		<u>981</u>	<u>925</u>
<b>Current assets total</b>		<u>687.148</u>	<u>486.155</u>
<b>Assets total</b>		<u>725.018</u>	<u>514.512</u>



## Balance Sheet 31 March

	<u>Note</u>	<u>2020</u> TDKK	<u>2019</u> TDKK
<b>Liabilities and equity</b>			
Share capital		25.000	25.000
Retained earnings		175.435	175.435
Proposed dividend for the year		<u>209.340</u>	<u>154.368</u>
<b>Equity</b>		<u><b>409.775</b></u>	<u><b>354.803</b></u>
Provision for deferred tax	10	<u>207</u>	<u>0</u>
<b>Provisions total</b>		<u><b>207</b></u>	<u><b>0</b></u>
Other payables		<u>2.867</u>	<u>0</u>
<b>Long-term debt</b>	12	<u><b>2.867</b></u>	<u><b>0</b></u>
Trade payables		42.871	54.932
Payables to group enterprises		219.944	31.301
Other payables	12	<u>49.354</u>	<u>73.476</u>
<b>Short-term debt</b>		<u><b>312.169</b></u>	<u><b>159.709</b></u>
<b>Debt total</b>		<u><b>315.036</b></u>	<u><b>159.709</b></u>
<b>Liabilities and equity total</b>		<u><b>725.018</b></u>	<u><b>514.512</b></u>
Subsequent events	1		
Contingent assets, liabilities and other financial obligations	13		
Related parties and group relation	14		
Fee to auditors appointed at the general meeting	15		

## Statement of changes in equity

	Share capital	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK
Equity at 1 April 2019	25.000	175.435	154.368	354.803
Ordinary dividend paid	0	0	-154.368	-154.368
Net profit/loss for the year	0	0	209.340	209.340
<b>Equity at 31 March 2020</b>	<b>25.000</b>	<b>175.435</b>	<b>209.340</b>	<b>409.775</b>

## Notes to the Financial Statements

### 1 Subsequent events

Due to Covid-19 Toyota Danmark has experienced declines in sales of cars and spare parts. Revenue are expected to decrease 10-15 % in 2020/21. On that basis, earnings for 2020/21 are expected to be reduced.

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

	<u>2019/20</u> TDKK	<u>2018/19</u> TDKK
<b>2 Staff expenses</b>		
Wages and salaries	45.345	45.616
Pensions	4.572	4.465
Other social security costs	459	408
Other staff costs	<u>2.059</u>	<u>4.211</u>
<b>Staff expenses total</b>	<u><b>52.435</b></u>	<u><b>54.700</b></u>
Including remuneration to the Executive Board	<u>2.792</u>	<u>0</u>
	<u><b>2.792</b></u>	<u><b>0</b></u>
Average number of employees	<u>67</u>	<u>68</u>

The Executive Board has in 2019/20 consisted of 2 members. Remuneration to the Executive Board has not been disclosed for 2018/19 has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.

## Notes to the Financial Statements

	<u>2019/20</u> TDKK	<u>2018/19</u> TDKK
<b>3 Depreciation, amortisation and impairment of property, plant and equipment</b>		
Depreciation of property, plant and equipment	<u>1.255</u>	<u>2.075</u>
	<b><u>1.255</u></b>	<b><u>2.075</u></b>
which breaks down as follows:		
Buildings	607	596
Other fixtures and fittings, tools and equipment	<u>648</u>	<u>1.479</u>
	<b><u>1.255</u></b>	<b><u>2.075</u></b>
<b>4 Financial expenses</b>		
Interest paid to group enterprises	134	106
Other financial expenses	223	185
Exchange loss	<u>195</u>	<u>275</u>
	<b><u>552</u></b>	<b><u>566</u></b>
<b>5 Tax on profit/loss for the year</b>		
Current tax for the year	58.566	42.464
Deferred tax for the year	632	1.129
Adjustment of tax concerning previous years	0	1.334
Adjustment of deferred tax concerning previous years	<u>0</u>	<u>-1.334</u>
	<b><u>59.198</u></b>	<b><u>43.593</u></b>
<b>6 Distribution of profit</b>		
Proposed dividend for the year	<u>209.340</u>	<u>154.368</u>
	<b><u>209.340</u></b>	<b><u>154.368</u></b>

## Notes to the Financial Statements

### 7 Intangible assets

	Development projects in progress
	<u>TDKK</u>
Cost at 1 April 2019	0
Additions for the year	938
Transfers for the year	<u>0</u>
Cost at 31 March 2020	<u>938</u>
<b>Carrying amount at 31 March 2020</b>	<b><u>938</u></b>

Development projects relate to the development of a new additional software solution in addition to the Company's existing software.

## Notes to the Financial Statements

### 8 Property, plant and equipment

	Land and buildings	Other fixtures and fittings, tools and equipment	Property, plant and equipment in progress	Total
	TDKK	TDKK	TDKK	TDKK
Cost at 1 April 2019	86.475	15.426	0	101.901
Additions for the year	438	834	6.569	7.841
Disposals for the year	0	-727	0	-727
Cost at 31 March 2020	<u>86.913</u>	<u>15.533</u>	<u>6.569</u>	<u>109.015</u>
Impairment losses and depreciation at 1 April 2019	62.764	11.551	0	74.315
Depreciation for the year	607	646	0	1.253
Reversal of depreciations of sold assets	0	-208	0	-208
Impairment losses and depreciation at 31 March 2020	<u>63.371</u>	<u>11.989</u>	<u>0</u>	<u>75.360</u>
<b>Carrying amount at 31 March 2020</b>	<u><b>23.542</b></u>	<u><b>3.544</b></u>	<u><b>6.569</b></u>	<u><b>33.655</b></u>
Depreciated over	<u>10-60 years</u>	<u>3-10 years</u>	<u></u>	

## Notes to the Financial Statements

### 9 Fixed asset investments

	<u>Deposits</u> TDKK
Cost at 1 April 2019	773
Addition	2.594
Repayment	<u>-90</u>
Cost at 31 March 2020	<u>3.277</u>
<b>Carrying amount at 31 March 2020</b>	<b><u>3.277</u></b>

	<u>2020</u> TDKK	<u>2019</u> TDKK
<b>10 Provision for deferred tax</b>		
Provision for deferred tax	425	221
Deferred tax for the year	-632	-1.129
Adjustment prior year	<u>0</u>	<u>1.333</u>
<b>Provision for deferred tax</b>	<b><u>-207</u></b>	<b><u>425</u></b>

### 11 Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums and subscriptions as well.

## Notes to the Financial Statements

### 12 Long term debt

	<u>2020</u> TDKK	<u>2019</u> TDKK
<b>Other payables</b>		
Between 1 and 5 years	<u>2.867</u>	<u>0</u>
Non-current part	2.867	0
Other short-term other debt	<u>33.131</u>	<u>66.056</u>
	<u><b>35.998</b></u>	<u><b>66.056</b></u>

### 13 Contingent assets, liabilities and other financial obligations

#### Contingent liabilities

The Company provides a three-year warranty in respect of new cars sold and two-year warranty as regards spare parts and accessories. Toyota in Japan and Belgium are liable for the warranties.

The Danish Toyota group companies are jointly and severally liable for tax on the jointly taxed incomes etc of the Group. The Danish group companies are jointly and severally liable for Danish corporation taxes.

Rent payments concerning interminable contract until 31 December 2021 totals TDKK 1.546 of which TDKK 923 is due within a year.

Other lease payments concerning interminable contract until 31 July 2021 totals TDKK 105 of which TDKK 79 is due within a year.

### 14 Related parties and group relation

#### Controlling interest

Toyota Motor Europe N.V./S.A., Parent Company  
Toyota Motor CO., Japan, Ultimate Parent Company

#### Transactions

Transactions with related parties have not been disclosed for in accordance with section 98 C(7) of the Danish Financial Statements Act as there have been no transactions with related parties, which have not been effected at arm's length.



## Notes to the Financial Statements

### 14 Related parties and group relation (continued)

#### Consolidated Financial Statements

The Company is included in the Group Annual Report of Toyota Motor Corporation, Japan.

The Group Annual Report of Toyota Motor Corporation may be obtained at the following address: Toyota Motor Corporation, Japan, Toyota-Cho, Toyota City, Aichi, Prefecture 471-8571.

	<u>2019/20</u> TDKK	<u>2018/19</u> TDKK
<b>15 Fee to auditors appointed at the general meeting</b>		
Audit fee	435	417
Non-audit services	<u>167</u>	<u>327</u>
	<u><b>602</b></u>	<u><b>744</b></u>