

More to Toyota than
Meets the Eye.

TOYOTA COMPANY PROFILE

START YOUR IMPOSSIBLE

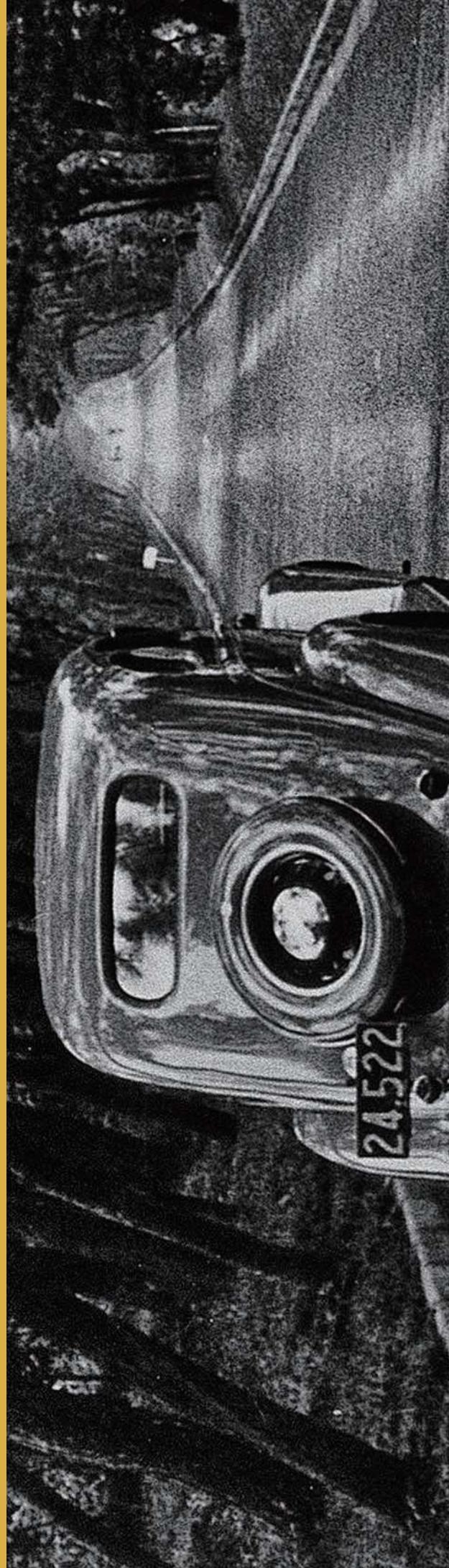
The History of Toyota

Through its history, Toyota has made the company have fearless as a result, since its foundation. "Start Your Impossible" Toyota became known as a pronouncement transcending the established norms. What we are going to do is to continue to do what we should do.

Starting with the hope of contributing to society,
Kiichiro Toyoda established an Automotiv
Since then, with an ear to the needs of the
transcending our imagination and capabilit
The accumulation of everyone's hopes and
The concept of "making ever-better cars"
We'll take a closer look at Toyota's car man

Making Ever-Better Cars: Toyota's Hope since its Foundation.

Making Ever-Better Cars



MIRAI

Conceals a Myriad of Futures.



There's no place like home.
At Toyota, we've always believed that there's no place like home. It's where we live, work, play, and grow. It's where we find comfort, security, and belonging. And it's where we can make a difference. We believe that by working together, we can create a better future for everyone. That's why we're committed to advancing the environment and cars. We're proud to introduce the all-new Toyota Mirai, the world's first mass-produced hydrogen fuel cell electric vehicle. It's a game-changer, setting a new standard for efficiency, performance, and safety. With its advanced technology and innovative design, the Mirai is revolutionizing the way we think about transportation. It's a symbol of our commitment to a sustainable future, and a reminder that there's no place like home.

At Toyota, we've always believed that there's no place like home.

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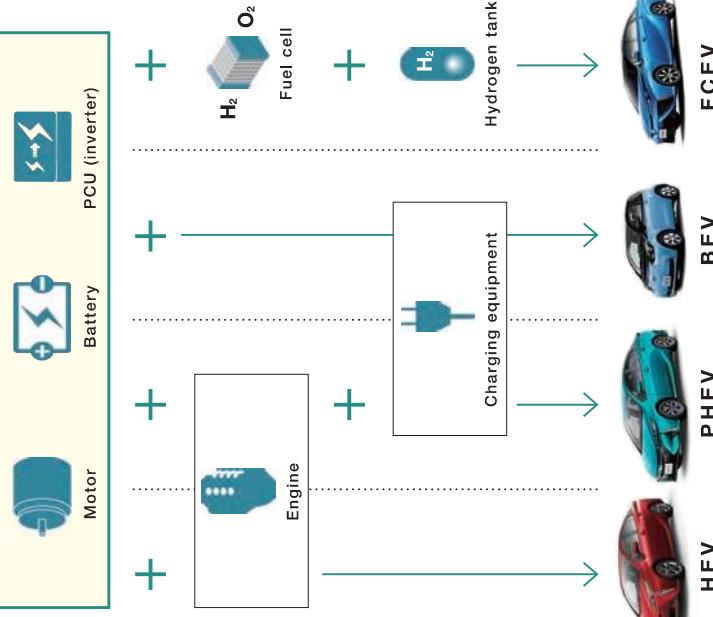
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Hybrid Technology Plays an Active Role in All Electrified Vehicles.

The Popularization of Electrified Vehicles

Even before the year 2000, Toyota had produced its first electrified vehicle, Prius, the world's first mass-produced hybrid car, was driven by an electric motor and a gasoline engine. Its core technology actually became the foundation for Toyota's present battery electrified vehicles (BEVs), plug-in hybrid electrified vehicles (PHEVs), rechargeable from an electrical power socket) and fuel cell electrified vehicles (FCEVs) such as MIRAI.

The hybrid technology that Toyota first commercialized has been inherited by other eco-friendly vehicles.



Toyota has been striving to develop various types of eco-friendly vehicles.

There are significant variations between the countries and regions of the world. The electric power supply is inconsistent in some countries. There are also regions where daytime temperatures are sub-zero for part of the winter. Further, differences in infrastructure, energy policies and the natural environment impact vehicle choice. As such, our approach is no matter how good an eco-car is in terms of technology, unless it is widely used it cannot contribute to the environment. Consequently, Toyota must organize a selection of eco-cars suited to the circumstances of each country. Toyota currently aims for worldwide sales of 5.5 million or more electrified vehicles in 2030

Toyota Aims to not only Reduce but also to Have a Net Positive.

Toyota Environmental Challenge

Not only including the CO₂ produced when a operation, but also reducing CO₂ emissions to zero as possible from raw materials, parts produced car assembly. We also aim to recycle and reuse necessary for cars; to use water with care at each by cleaning and returning those resources; and nature, thereby having a net positive impact environment. We formulated six challenges and been moving ahead, aiming to establish a future in harmony with nature.

ZERO	Achieving Zero CO ₂ Emissions: Challenge of Achieving
1	CO₂ 0 New Vehicle Zero CO ₂ Emissions Challenge
2	CO₂ 0 Life Cycle Zero CO ₂ Emissions Challenge
3	CO₂ 0 Plant Zero Emissions Challenge
4	Challenge of Minimizing and Optimizing Water Usage
5	Challenge of Establishing a Recycling-based Society and Systems
6	Challenge of Establishing a Society in Harmony

Toyota Environmental Challenge

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Safety Above Everything Else.

Toyota's Advancement of Safety and Cars | 1



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Toyota's Advancement of Safety and Cars | 2

What Can Cars Do for Safety and Peace of Mind? Toyota Continues Its Efforts.

Active Safety

Advanced technology to ensure drivers avoid dangerous situations.

For example, the development of systems that:

- prevent the car from getting too close to the car ahead or pedestrians
- prevent the car from accidentally veering out of its lane
- suppress acceleration when the accelerator is pressed by mistake

In addition to vehicle tests, we are using driving simulators to realize driving support matched to driver sensitivity.



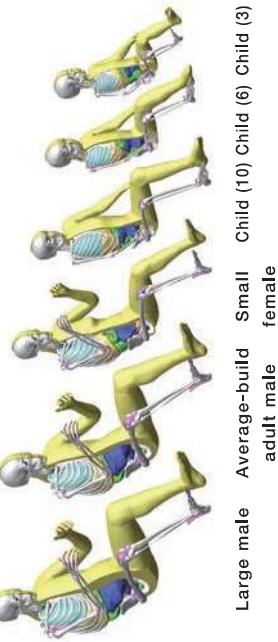
Driving Simulator

Passive Safety

Protecting the lives of passengers in the event of a collision.

This is also the role of a car. Toyota conducts various collision tests to confirm vehicle collision safety. We also developed “THUMS,” a computer simulation system for the human body in order to analyze how collisions cause injuries to bones and internal organs. This information can be leveraged to make safer cars.

THUMS Family



Large male Average-build Small Child (10) Child (6) Child (3)
adult male adult female female

Emergency Response

Emergencies due to accidents require the earliest possible response

This Too is TOYOTA | 2

For over 50 years, Toyota

A high percentage of traffic accidents involve young children today. We have continued to teach road safety to children.

Toyota Safety School

We invite local kindergarten children to our factory where we hold traffic safety classes. We teach the children various risks, as well as how to cross at pedestrian crossings.



Toyota Safety Education Center
“mobilitas”



Safety Man, created over 40 years ago, is an example of “Creating a child-friendly environment to keep children safe while they learn.”

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Toyota's Advancement of Production and Cars | 1

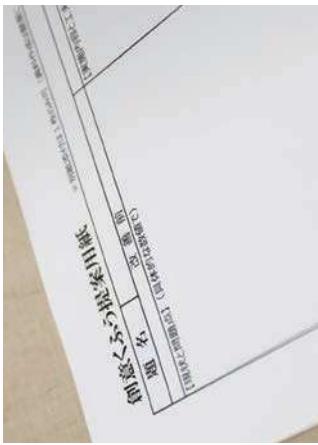
Plants throughout the World
Have that Develop People

Monozukuri is About Developing People. We Develop and Unite Employees around the World.

Creative Ideas

Good cars are achieved through people's innovation and passion.

Machines do make good cars. People make good cars. Based on this belief, Toyota has since its foundation has endeavored to be a company that focuses on human resource development. This began in 1951 with the Creative Idea Suggestion System. How can we make better cars?



Employee idea suggestion form

The accumulation of people and know-how to implement such mono_{zukuri} has created the Toyota of today.

Team members share their insights, and good proposals. From these ideas, the very best are rapidly implemented. To achieve outstanding mono_{zukuri}, first it is necessary to develop outstanding people. The Creative Idea Suggestion System is implemented worldwide.

Good Thinking, Good Products

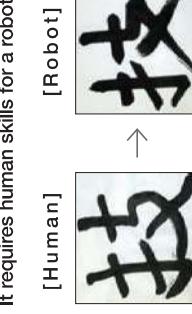
Good cars can be achieved through implementation of creative ideas at every stage of car production.

By 1953, Japan was finally starting to rebuild after the war. It was also the year when Toyota selected its corporate slogan. The slogan chosen was "Good Thinking, Good Products." Two years after the adoption of the slogan that embodied this vision, Toyota produced

Craftsmanship

The most important thing for Toyota is people with their hands.

Though technological advances and changing times understand the principles of manufacturing through man and also acquire the ability to make various improvements car production workplace by using and "thinking" with hands. Once this craftsmanship is acquired, it can be refined, and the insights and know-how of each individual transferred to machines and robots in the form of new techniques and new construction methods. In other words, machines cannot achieve anything that people cannot do or realize. Technological capability improves as people grow, and people's skills grow as technological improves. This leads to the advancement of mono_{zukuri} emphasis on the importance of developing people is all ingrained in the concept of mono_{zukuri}.



Toyota's is Advancing its Development of Beloved Cars



Toyota's is Advancing its Development of Beloved Cars



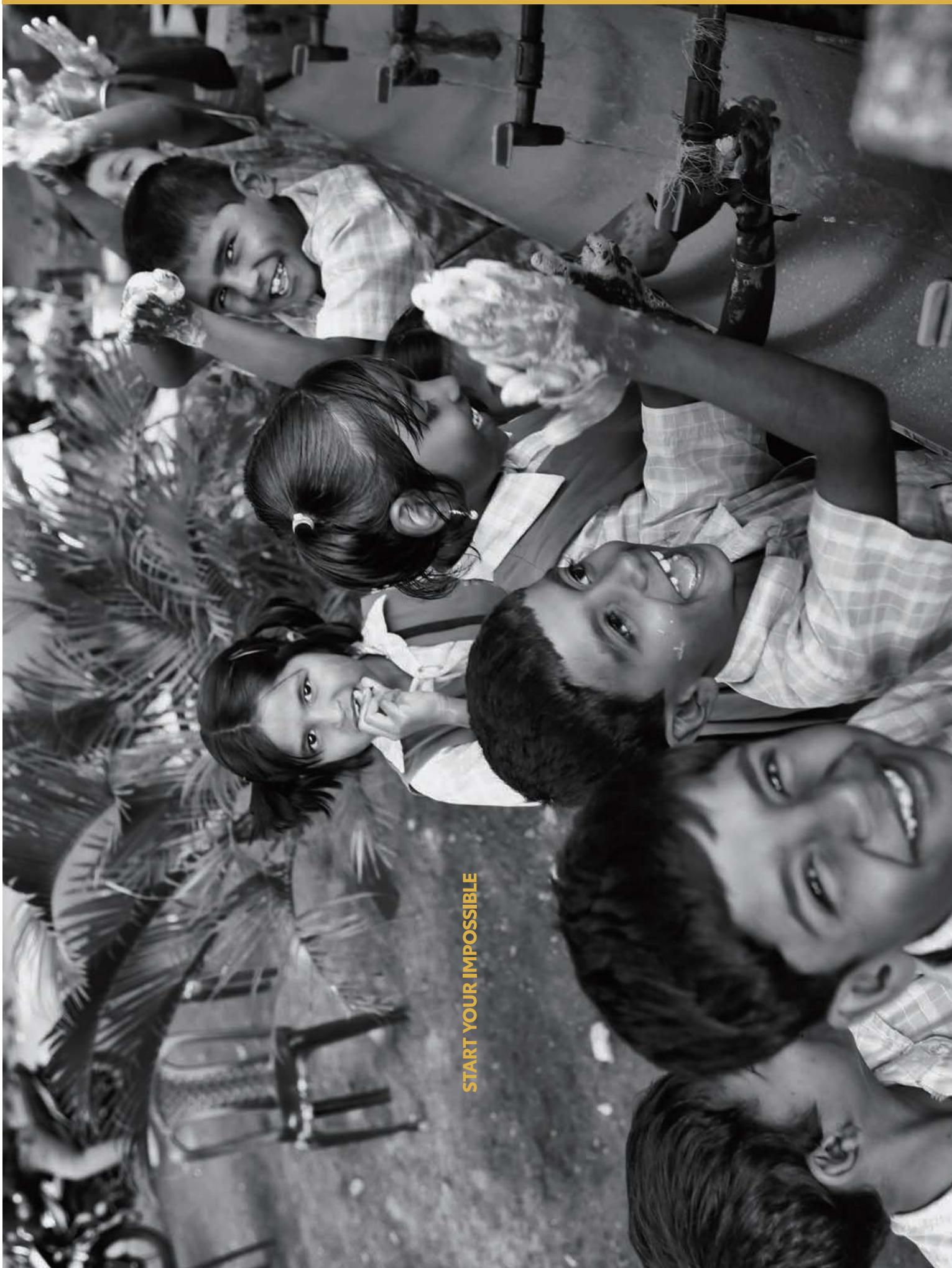
Building People and Cars through Striving to Reach the Utmost Limit of One's Ability.

Kiichiro Toyoda, Toyota's founder, believed that the harsh environment of competition builds both people and cars.

Following in his footsteps, we are tackling races in a range of categories. These include the FIA World Endurance Championship (comprised of Le Mans and other events staged on diverse roads around the world) and the FIA World Rally Championship (consisting of paved, unpaved and snowy roads). Additionally, we compete in the 24 Hours Nürburgring race held on a narrow 25-kilometer track.

Employees Learn from "the

The road "builds" people, and people build motivation for this project, which began in 2014, idea that if employees experience driving on all roads around the world, surely we will have deep for making cars in the future. There must be think cannot learn on a test course. Roads vary across country or region's unique traffic conditions and infra-



START YOUR IMPOSSIBLE

Connected: The Community Enrichment Toyota Envisages | 1

Connecting to Further Enrich. Creating this World Together.

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The Olympic and Paralympic Games:
The Community Enrichment Toyota Enviseages | 2

Sports Make People,

One Vision of an Ideal Society. As Toyota, We Will Join the Efforts Of Other Stakeholders.

Special Olympics¹

The Special Olympics is an international sports organization that provides people with intellectual disabilities a variety of sports training and competitions year-round at which they can demonstrate their abilities, thus encouraging them to take part in society. One example is Unified Sports, where people with and without intellectual disabilities form teams together, encouraging understanding and respect of the differences between people as individuals. It is an ideal vision of society where we can transcend various barriers to live as one. We identify with this philosophy and will lend our full support so that people around the world can learn about and participate in this wonderful activity.



A Robot That Gets Closer to People to Help Them.

Working to Realize an Ideal World.

Partner Robots



How will people's lives and society change if we realize "a society where everyone can move freely?" Toyota persistently tackles the development of new technology and possesses know-how accumulated by our predecessors. One example is industrial robots that build cars. They were the result of the efforts and strong desires of

Expanding of Support in Toyota's Unique Way

Social Contribution Activity: Toyota Disaster Recovery Support (TDRS)

Volunteers providing support through individual effort. We add Toyota value in our efforts to assist in disaster recovery was developed from this aspiration. We dispatched coordinating skills to help the volunteers on-site to work with mind. In the future, in addition to providing vehicles and supplies, the smooth sorting and distribution of aid supplies, compact items useful for victims forced to sleep in their cars provided know-how. If we accumulate our recovery relief to date in-house and share our ideas, there is surely more we can do in the future. This is what we believe.

Social Contribution Activity: Supporting Companies with the Toyota Production System

Could we contribute to resolving society's problems with Toyota's TSSC²? TSSC³ was created in the U.S. in 1992 based on this vision. Such activities were housing reconstruction following the sudden damage many houses by Hurricane Katrina in 2005. The Toyota Production System was introduced in an effort to speed up the reconstruction. House time, which had been from 12 to 18 weeks, was shortened to about 10 weeks after introduction of a TPS-based system. In the medical field, we

Company Outline



Head Office

Head Office : 1 Toyota-Chō, Toyota City, Aichi

Tokyo Head Office : 1-4-18 Koraku, Bunkyo-ku, Tokyo

Nagoya Office : 4-7-1 Meieki, Nakamura-ku, Nagoya, Aichi



Tokyo Head Office



Nagoya Office

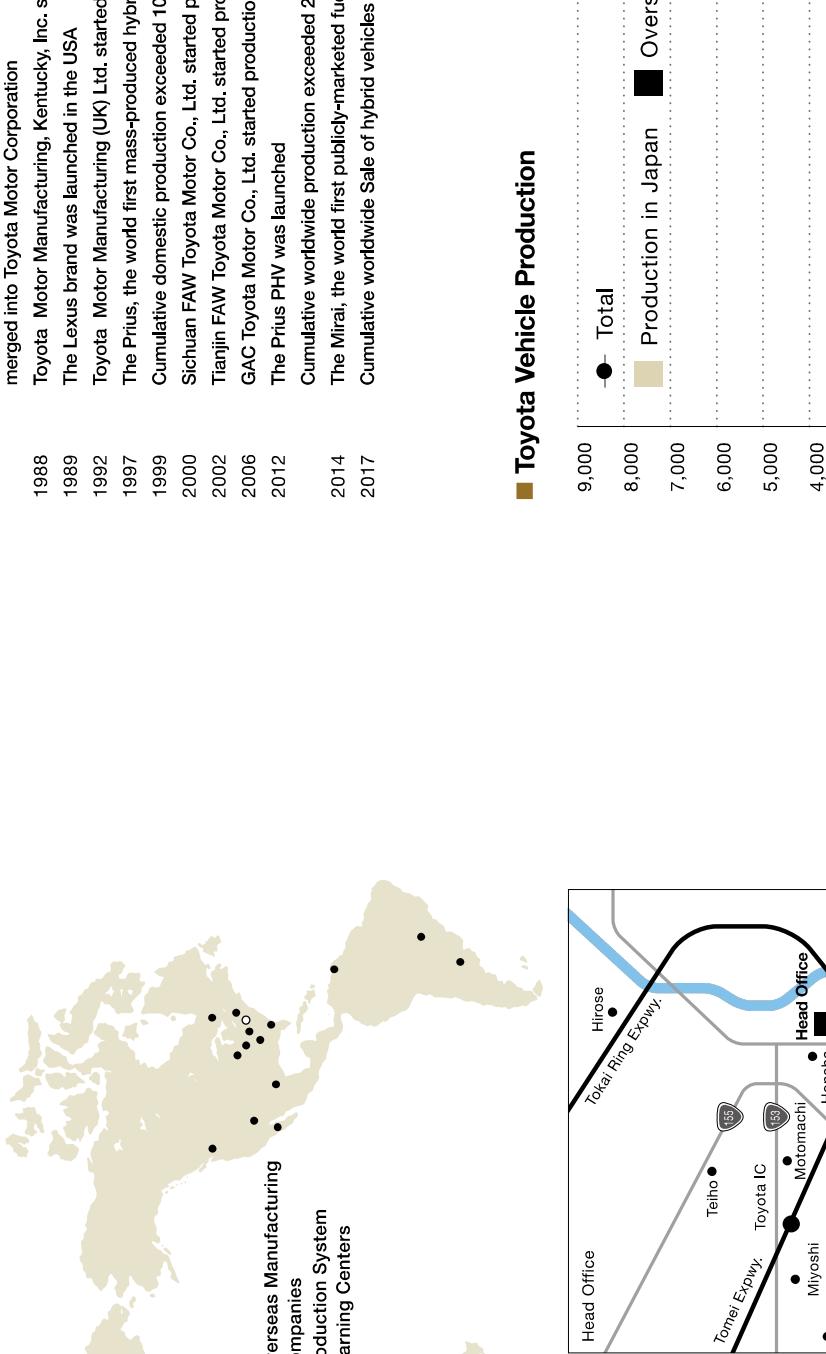
Company Name	• Toyota Motor Corporation
President and Representative Director	• Akio Toyoda
Establishment	• August 28, 1937
Capital	• 635 billion yen
Number of Staff	• 74,132 (Consolidated 359,542) (as of March 31, 2020)
Financial Results	• FY ended 3/20(Consolidated)
	• Net Revenues 29,930 billion yen
	• Operating Income 2,443 billion yen
	• Net Income 2,076 billion yen
*Consolidated subsidiaries:528 companies Affiliates under equity method:72 companies	

History

1867	Sakichi Toyoda was born
1894	Kiichiro Toyoda was born
1924	Toyota Model G Automatic Loom was invented
1929	Automatic-loom patent was sold to a British company
1930	Kiichiro Toyoda started research into small gasoline engine
1933	Automobile Department was established in Toyoda
1935	"Five Main Principles of Toyoda" was completed
1936	The AA Sedan was completed
1937	Toyota Motor Co., Ltd. was established
1938	Honsha Plant started production
1950	Company faced a financial crisis. Toyota Motor Sales, U.S.A., Inc. was established
1951	Suggestion System started
1955	The Toyopet Crown, the first full-fledged passenger car, was released
1957	The first prototypes of the Crown were exported
1959	Motomachi Plant started production (The first plant in Japan)
1975	The prefabricated housing business started
1982	Toyota Motor Co., Ltd. and Toyota Motor Sales merged into Toyota Motor Corporation
1988	Toyota Motor Manufacturing, Kentucky, Inc. started
1989	The Lexus brand was launched in the USA
1992	Toyota Motor Manufacturing (UK) Ltd. started
1997	The Prius, the world's first mass-produced hybrid vehicle, was released
1999	Cumulative domestic production exceeded 10 million vehicles
2000	Sichuan FAW Toyota Motor Co., Ltd. started production
2002	Tianjin FAW Toyota Motor Co., Ltd. started production
2006	GAC Toyota Motor Co., Ltd. started production
2012	The Prius PHV was launched
2014	Cumulative worldwide production exceeded 20 million vehicles
2017	The Mirai, the world's first publicly-marketed fuel-cell vehicle, was released
	Cumulative worldwide sale of hybrid vehicles

Overseas Plants

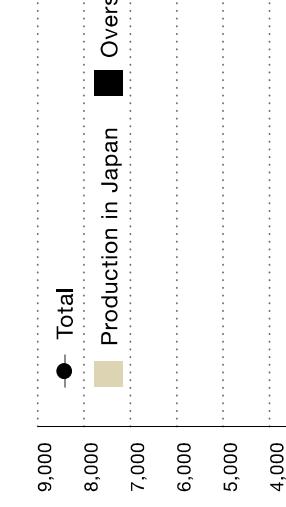
Toyota has 50 manufacturing companies.



Plants and Offices in Japan



Toyota Vehicle Production





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