



TOYOTA

Strategy in Chaotic Energy Environment

TOYOTA MOTOR CORPORATION
3rd December 2014

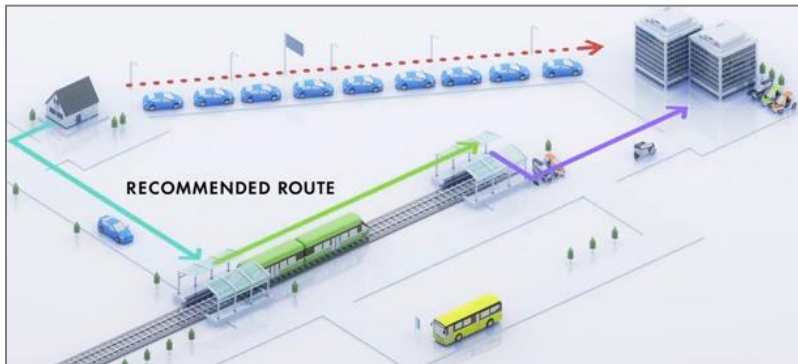
Basic strategy for long-term energy challenge

Efficiency

- *Energy per (person, km)*



- *Fuel economy of car*
- *Traffic flow*
- *Modal mix*



Energy Diversification

- *Carbon content*
- *External dependence for country*

- *Biofuels, Natural gas*
- *Electricity, Hydrogen*



- *Attractiveness*
- *Economy*
- *Policy support*



Low rolling resistance



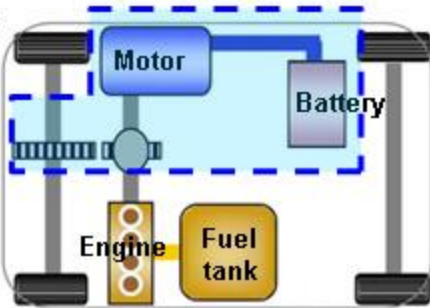




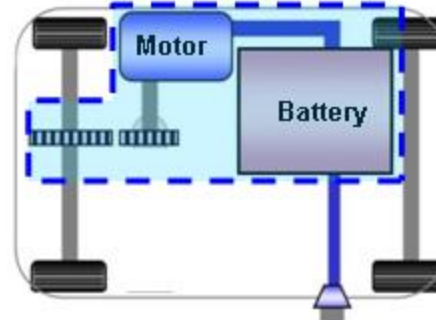
Hybrid: Applied to all power sources



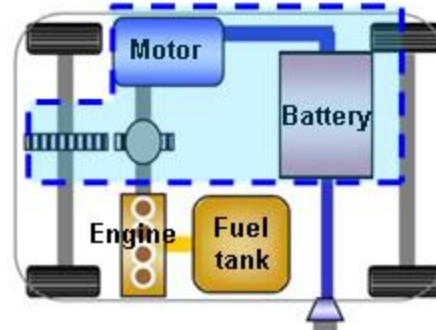
HV



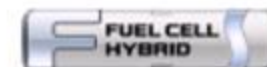
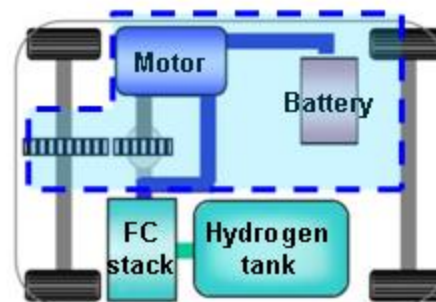
EV



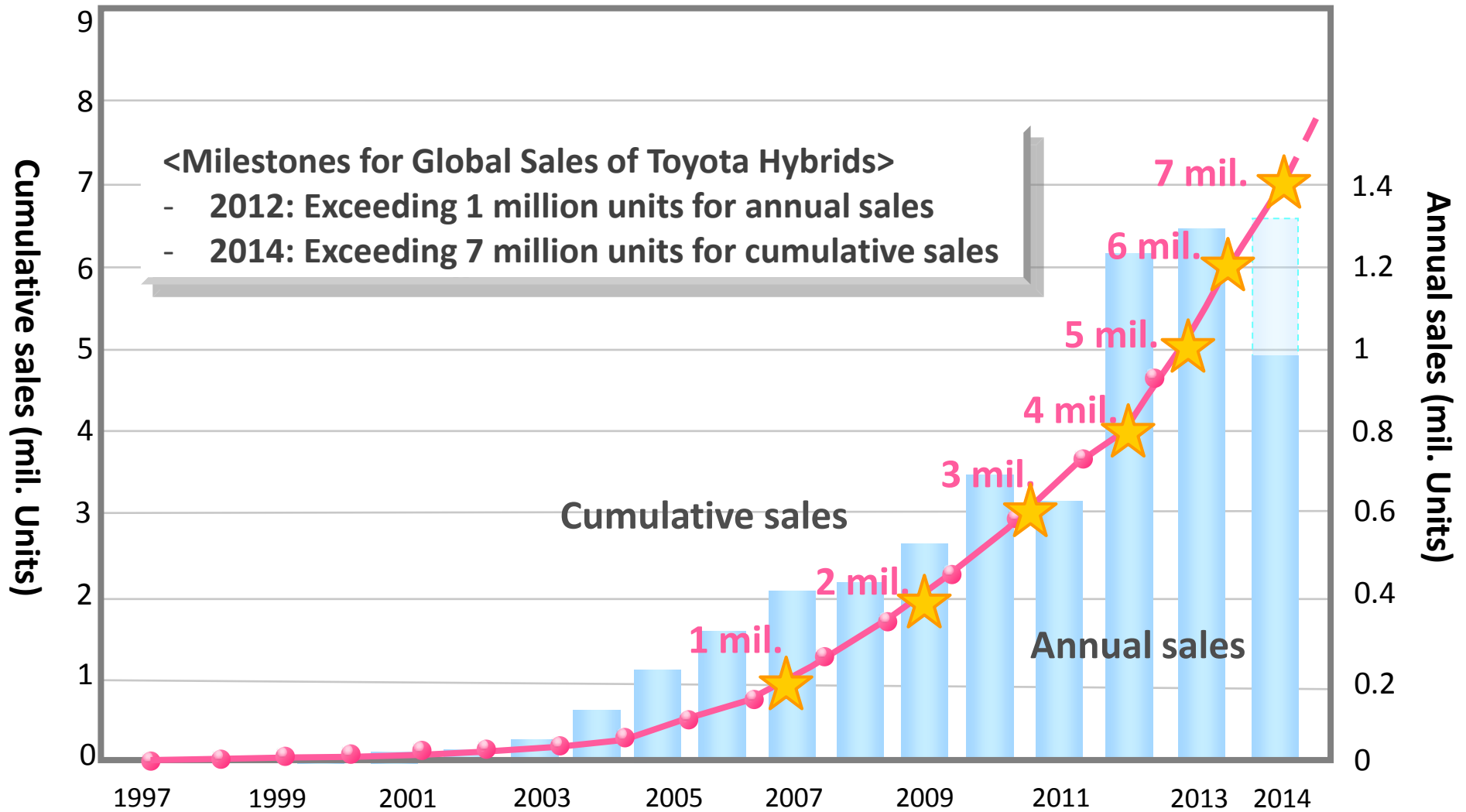
PHV



FCV



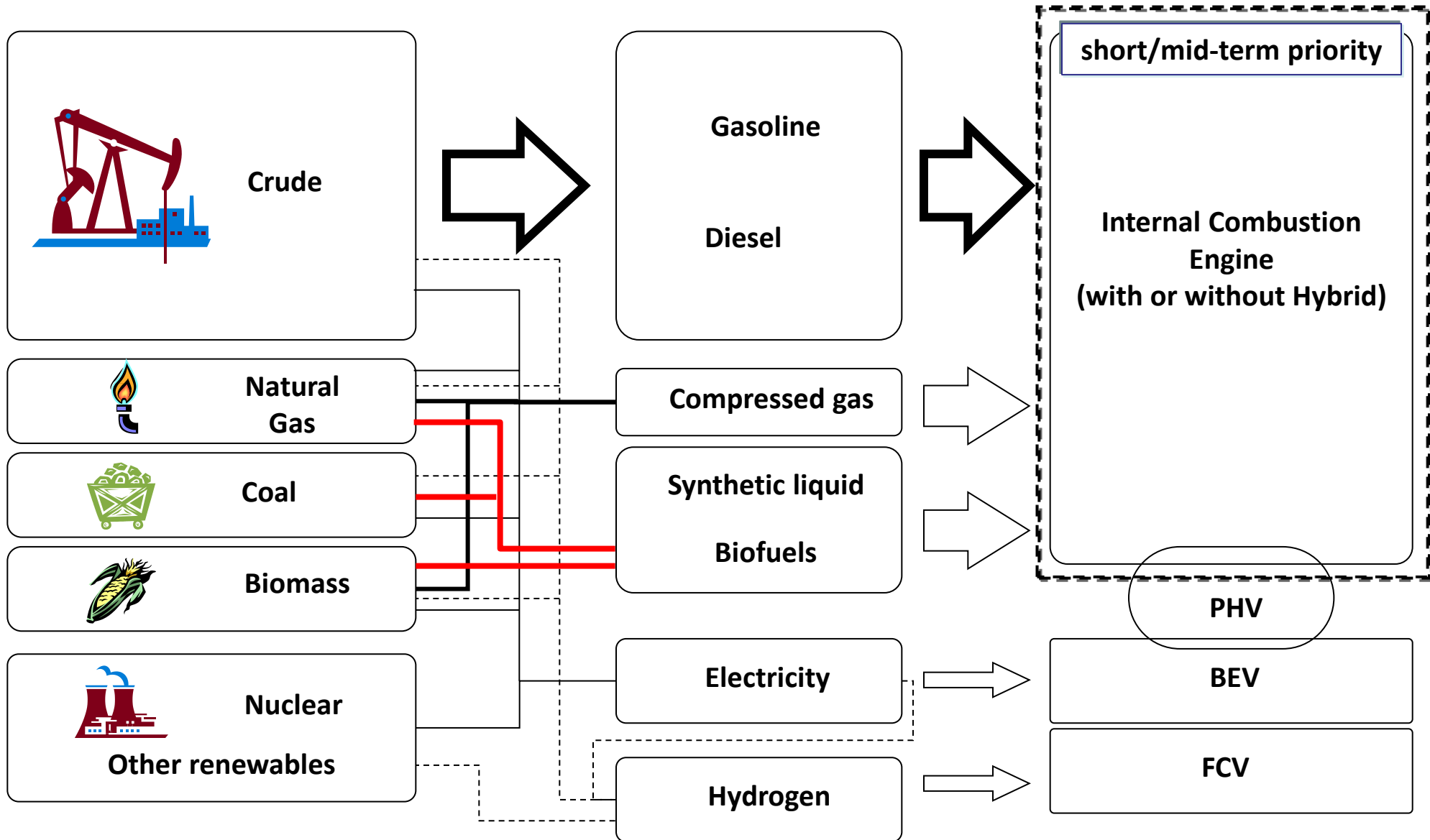
Sales Growth of Toyota Hybrids



As of September 2014



Energy diversification

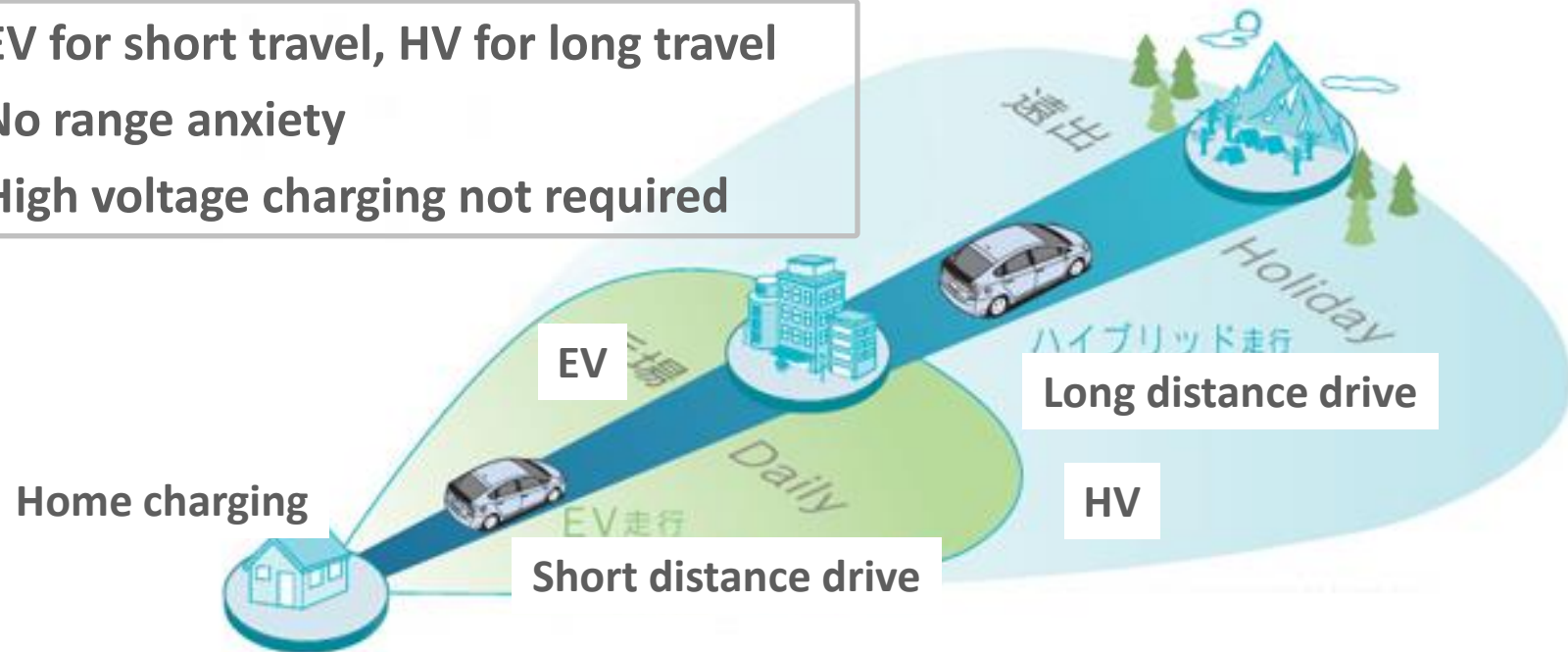




PHV with small battery: Practical solution for low carbon travel



- EV for short travel, HV for long travel
- No range anxiety
- High voltage charging not required





Launching TOYOTA FCV



- Sales will start **within 2014 FY in Japan**
(Expected to start in **US and Europe from summer 2015**)
- Introduction to the specific region where hydrogen infrastructure will be developed— **4 large cities in Japan** (Tokyo, Chukyo, Kansai and Fukuoka area)
- Expected price: **around 7 million JPY**