

# **Strengthening Competitiveness through Customer-centric Initiatives**

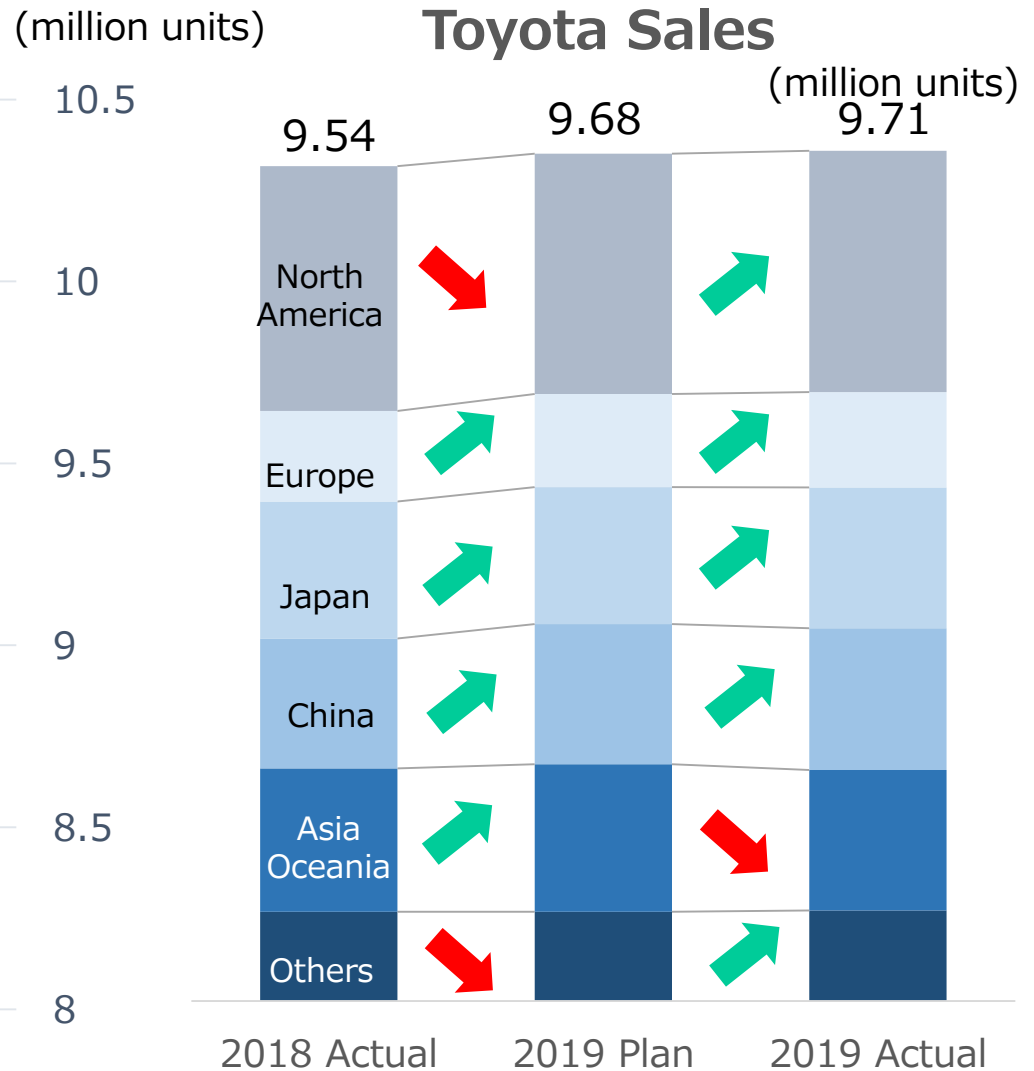
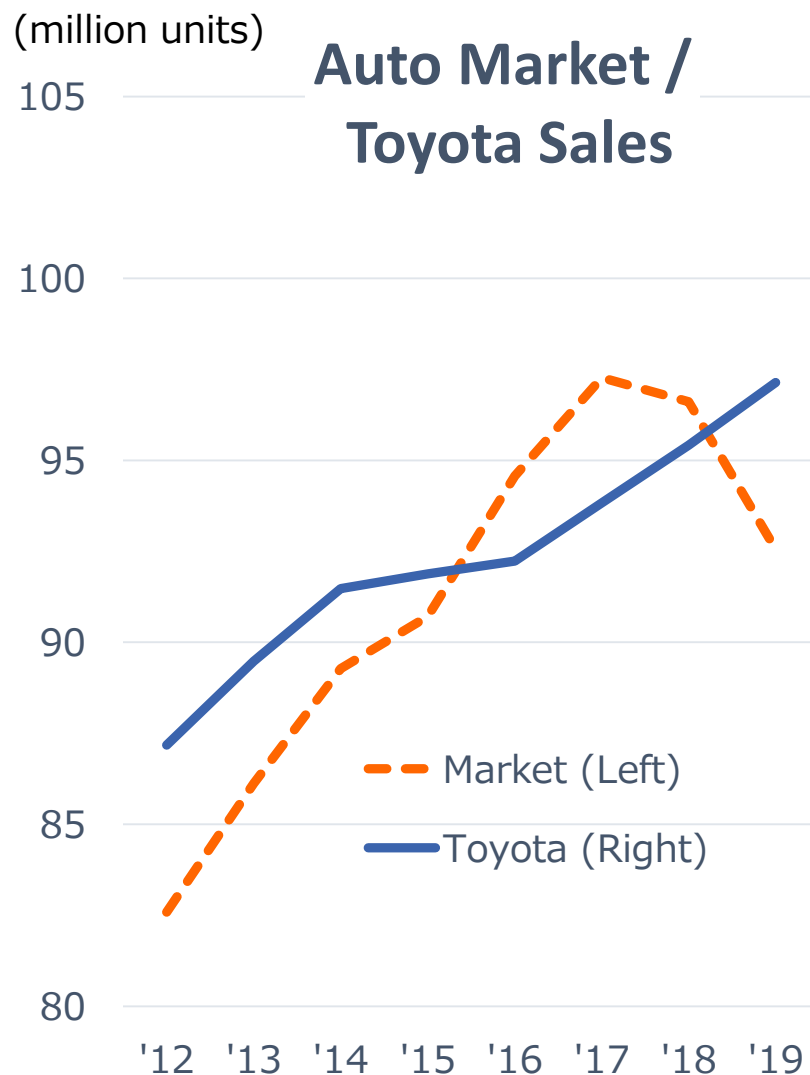
February 6, 2020

**Didier Leroy**

**Executive Vice President  
Toyota Motor Corporation**

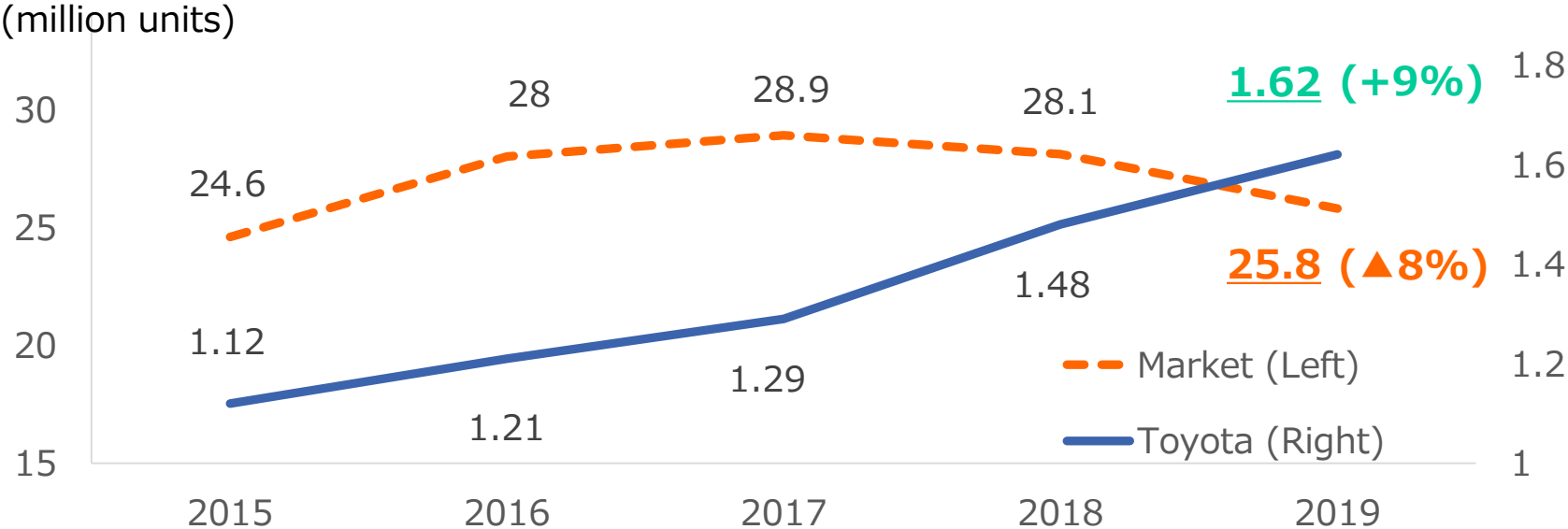
# 1. Well-balanced business

## Toyota's global sales expand stably



# 2. Customer-centric activities - China

## Expand model lineup with advanced technologies



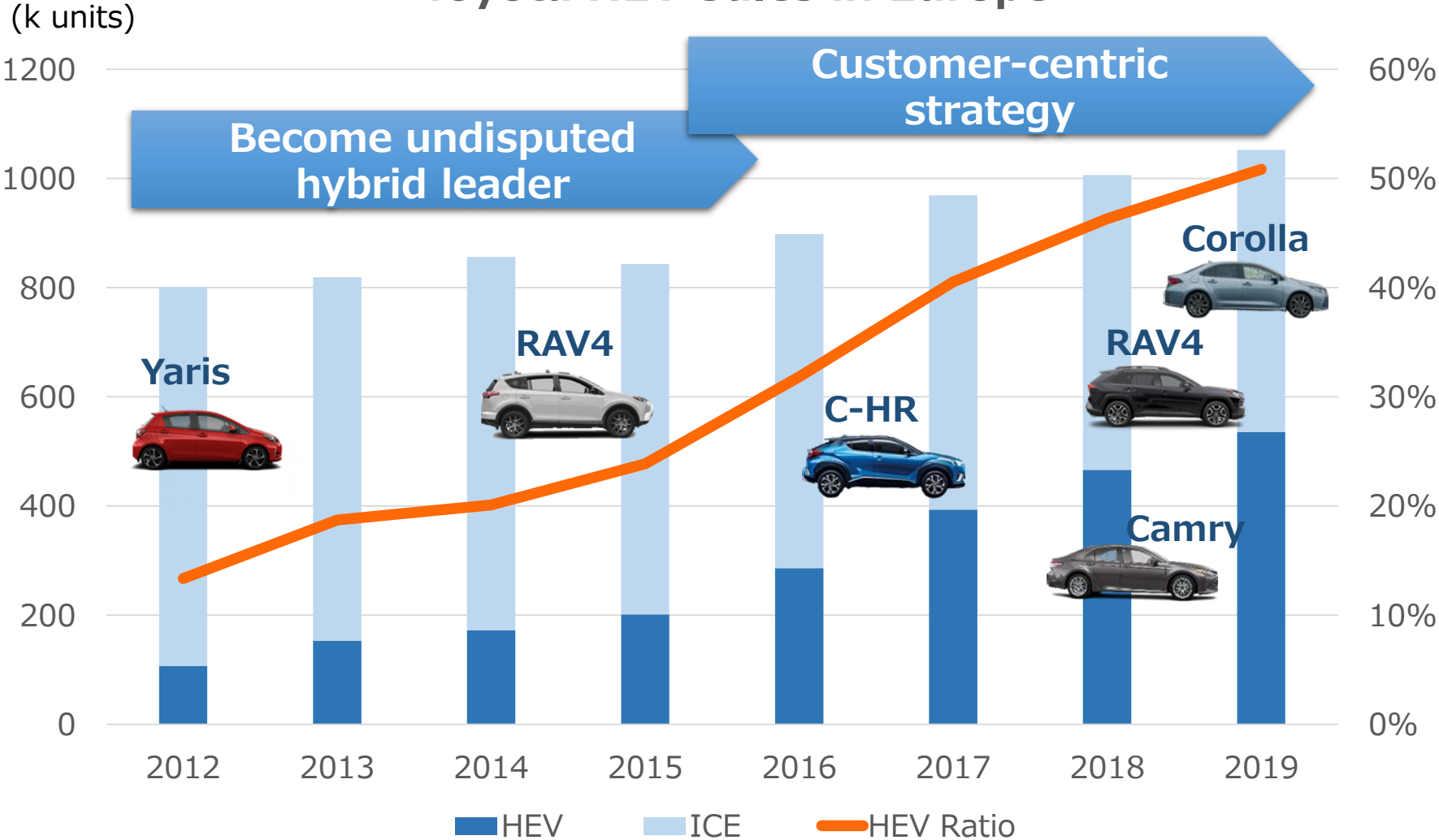
Launched New Levin (Jun. 2019)  
Corolla (Aug. 2019)



# 2. Customer-centric activities - Europe

## Disseminate hybrid technology benefits to customers

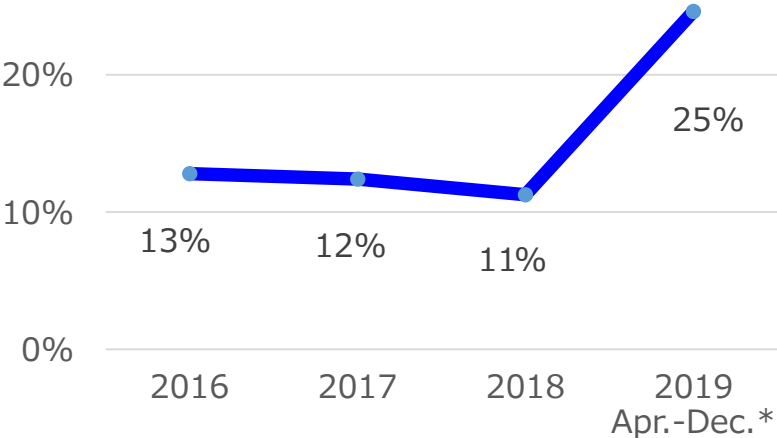
### Toyota HEV Sales in Europe



# 2. Customer-centric activities – North America

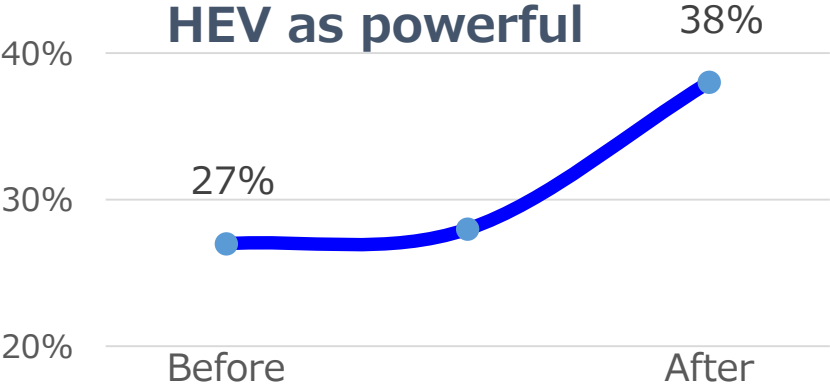
## Conveying an image of hybrid technology as powerful

Ratio of RAV4 HEV sales



\*Due to complete redesign, we're only showing figures from Apr. to Dec. for illustrative purposes.

Stronger impression of HEV as powerful



# 2. Customer-centric activities – Japan

Promote agile reform with dealers

## 1) All models at all sales outlets



## 2) “Best in town” activities



# 3. Be Passionate, Create Passion

Visit and encourage all stakeholders face to face



## 10 LEADERSHIP DIMENSIONS

1. Don't work to please your boss, do what's right for the company
2. React as an entrepreneur
3. Be an example for your team
4. Always keep a fighting spirit
5. Stay connect to your team, be accessible
6. Take action, particularly for your team
7. Always be fair and respect your commitments
8. Be clear with your objectives
9. Involve your team
10. BE PASSIONATE, CREATE PASSION



# 4. Conclusion

**“Woven City” project announced at CES2020**

