

Key Management Themes for FY25/3

TOYOTA

New Models in FY24/3





A futuristic silver car is shown in a dark studio setting. The car is sleek and aerodynamic, with large wheels and a low profile. It is positioned on a dark, reflective surface. The background consists of vertical wooden slats. The text "Turning vision into reality" is overlaid in the center of the image in a bold, blue, sans-serif font with a white outline.

Turning vision into reality

Mobility Society





Boosting energy and data mobility



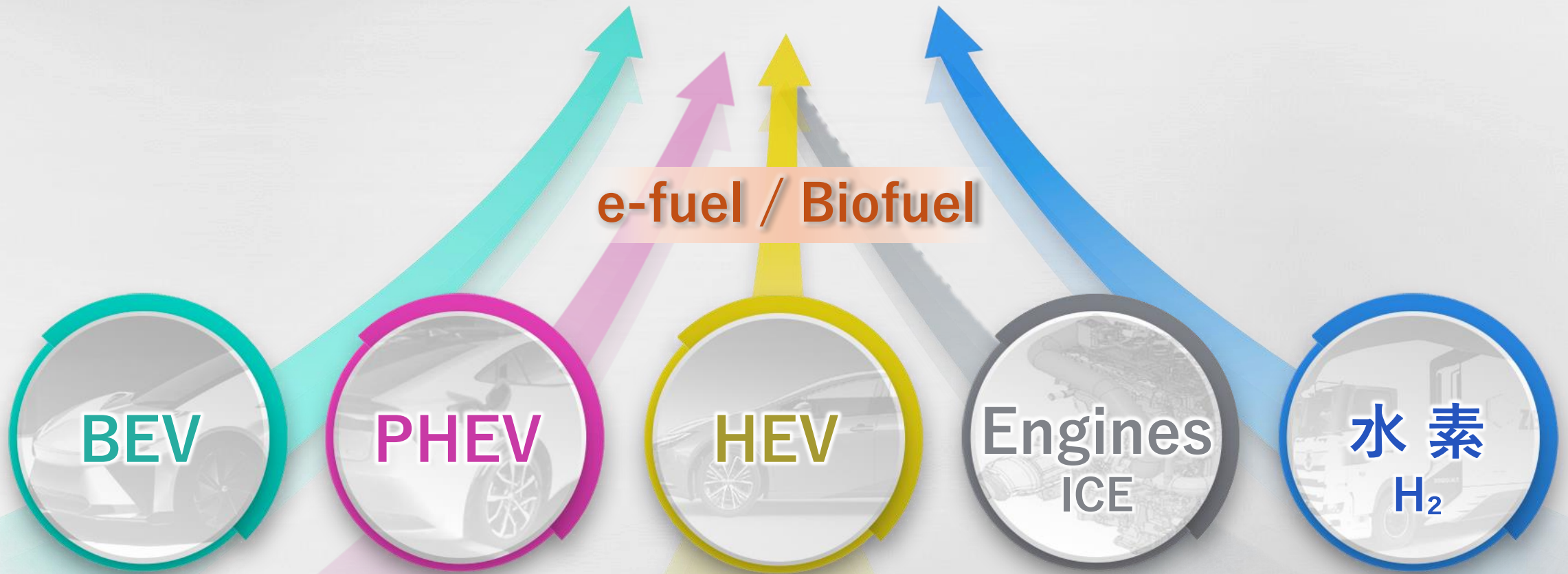
Electricity



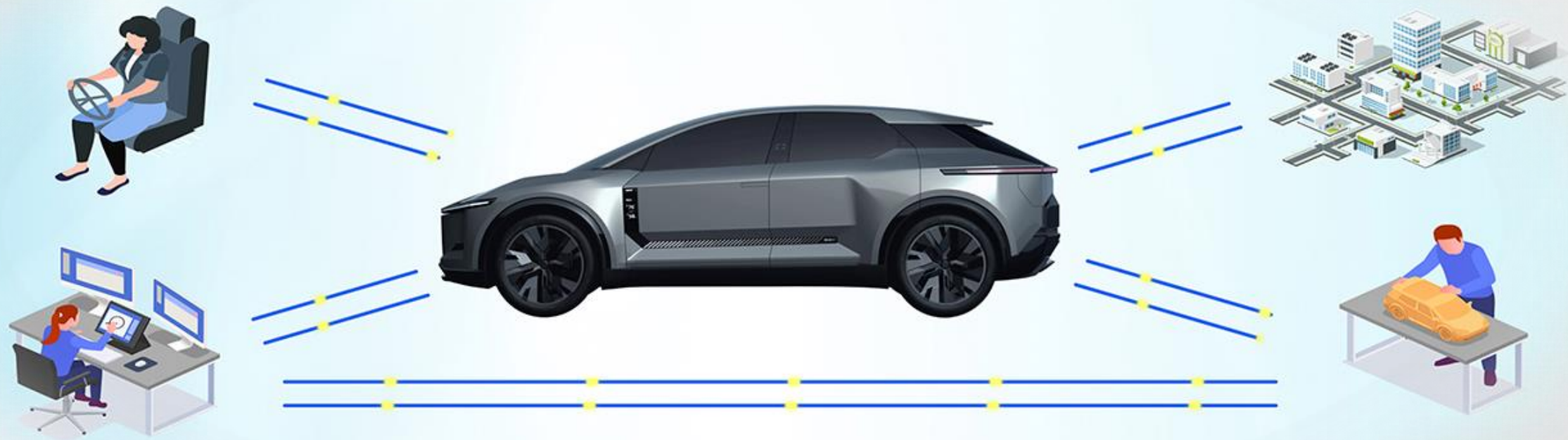
H2 For all Energy Hydrogen
TOYOTA



Carbon neutrality



Multi-pathway

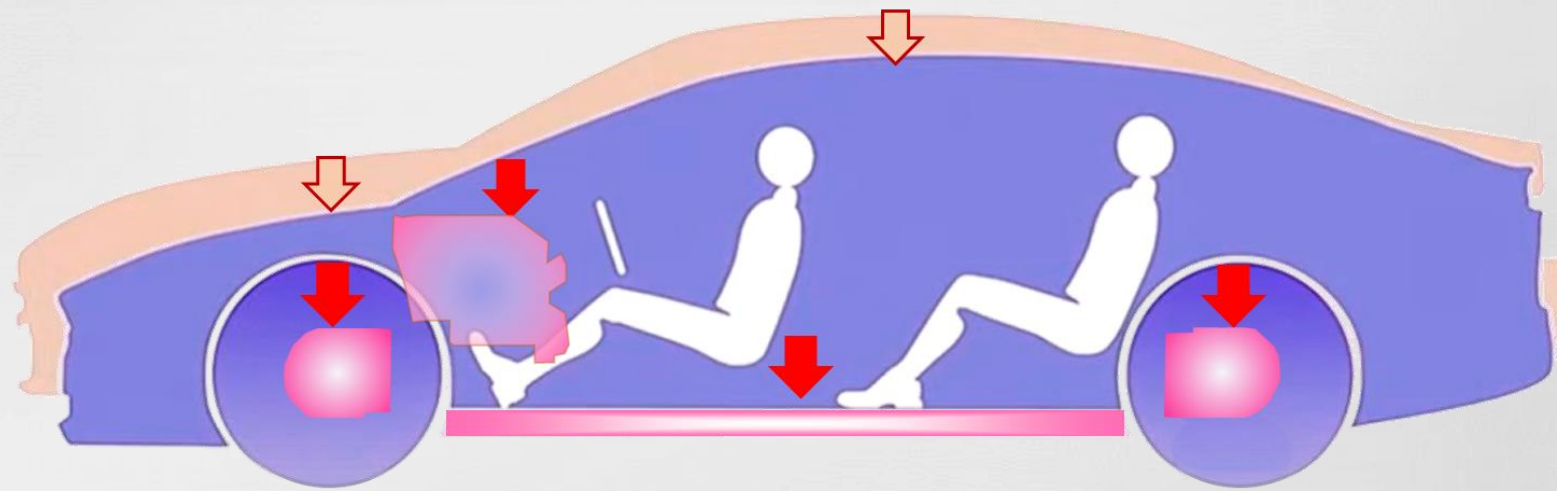


Software Defined Vehicle (SDV)

BEV FACTORY



Battery EV

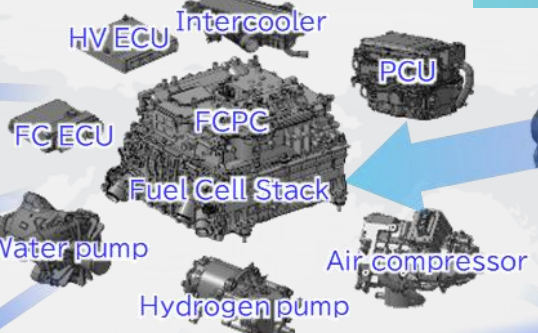




Working toward a hydrogen society



FC System



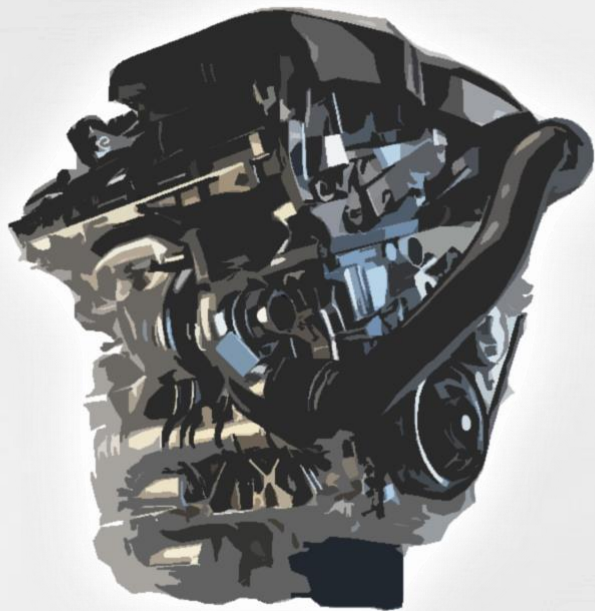
HINO TOYOTA DAIMLER TRUCK FUSO



华丰燃料电池有限公司
Toyota SinoHytec Fuel Cell Co., Ltd.



The Future of Internal Combustion Engines



Harnessing liquid fuels



 arene

Autonomous driving



Person
Bicycle
Car



Software Defined Vehicle

Building strategic partnerships

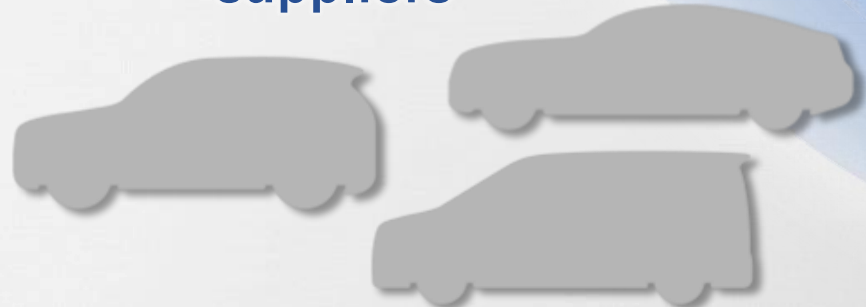
Entertainment/
technologies



Lifestyle/
services



Auto industry OEMs/
suppliers



 arene os



Infrastructure

Strengthening our work foundation

Shaping the way we will work 10 years from now

**Dedication to safety & quality
Improving individual skills, nurturing personnel**